

# Presentation of FY2025 Financial Results

May 8, 2026

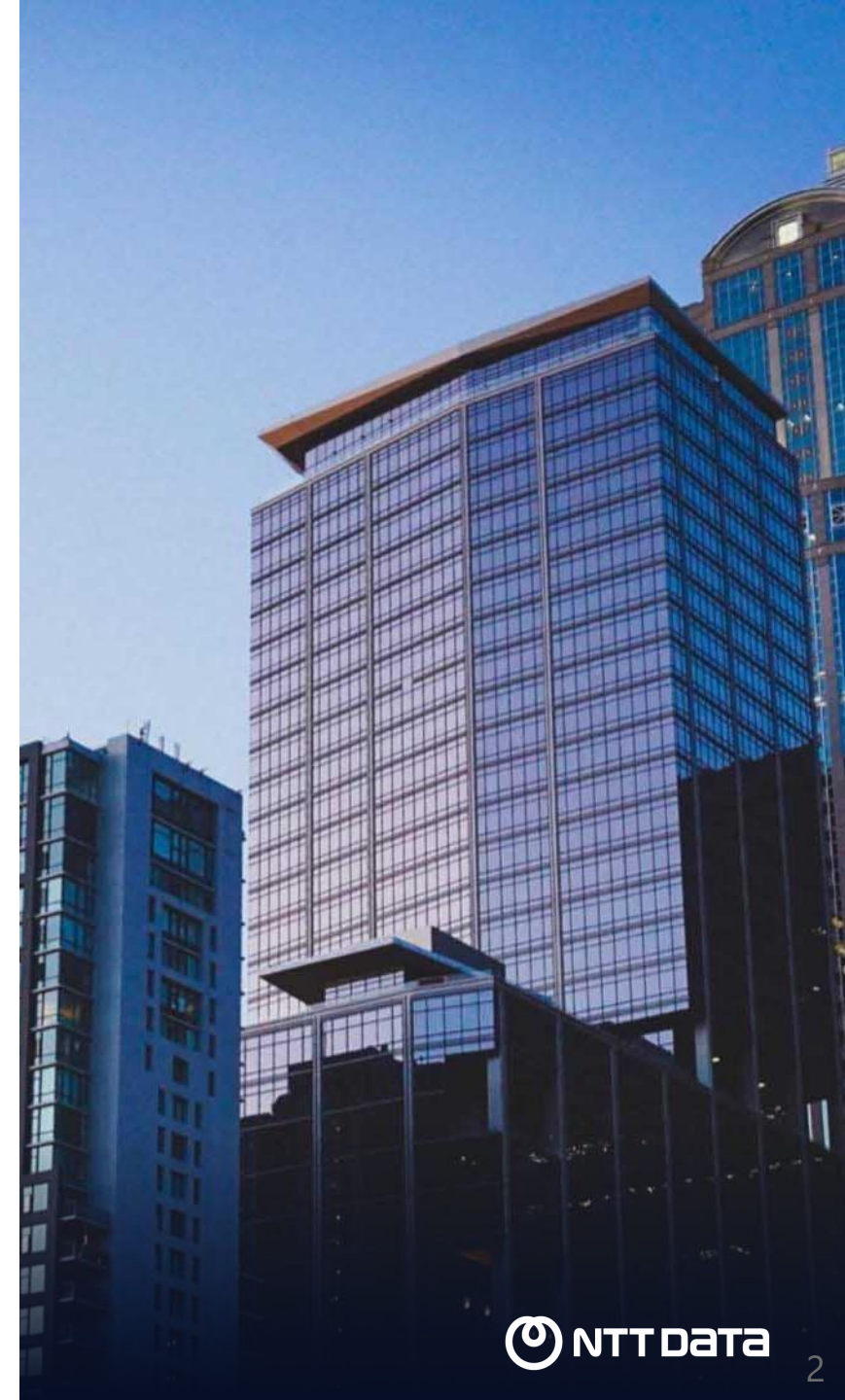
NTT DATA Group Corporation

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## 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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- FY refers to a fiscal year ending March 31 of the succeeding year.



# 1

## FY2025 Results

### 1. FY2025 Results

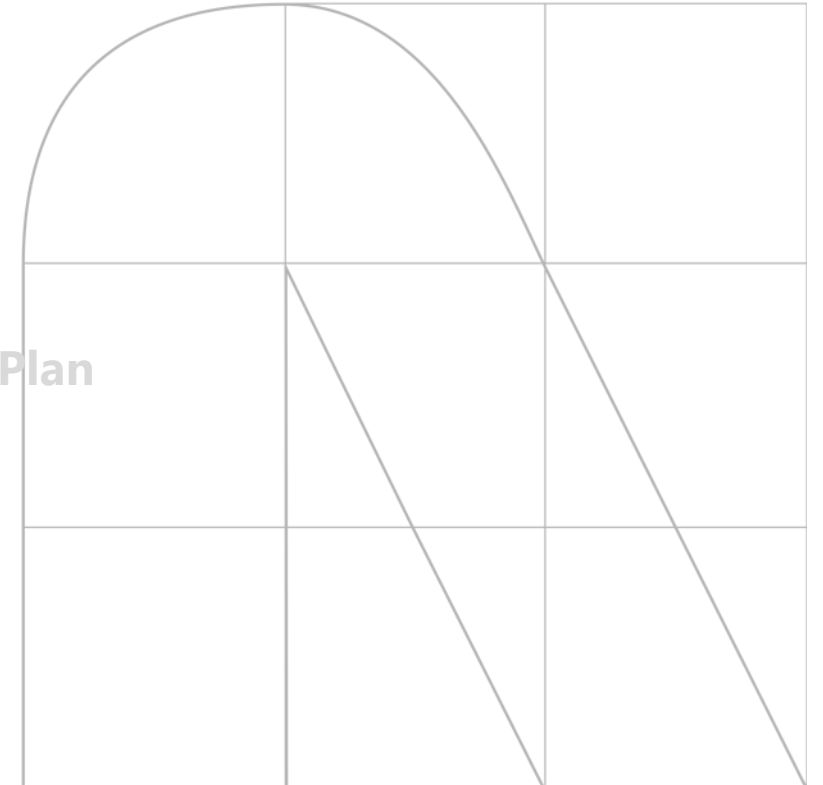
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# Summary of YoY Changes

- Key financial indicators renewed their respective record highs.
- Net sales and profit both achieved our forecasts.

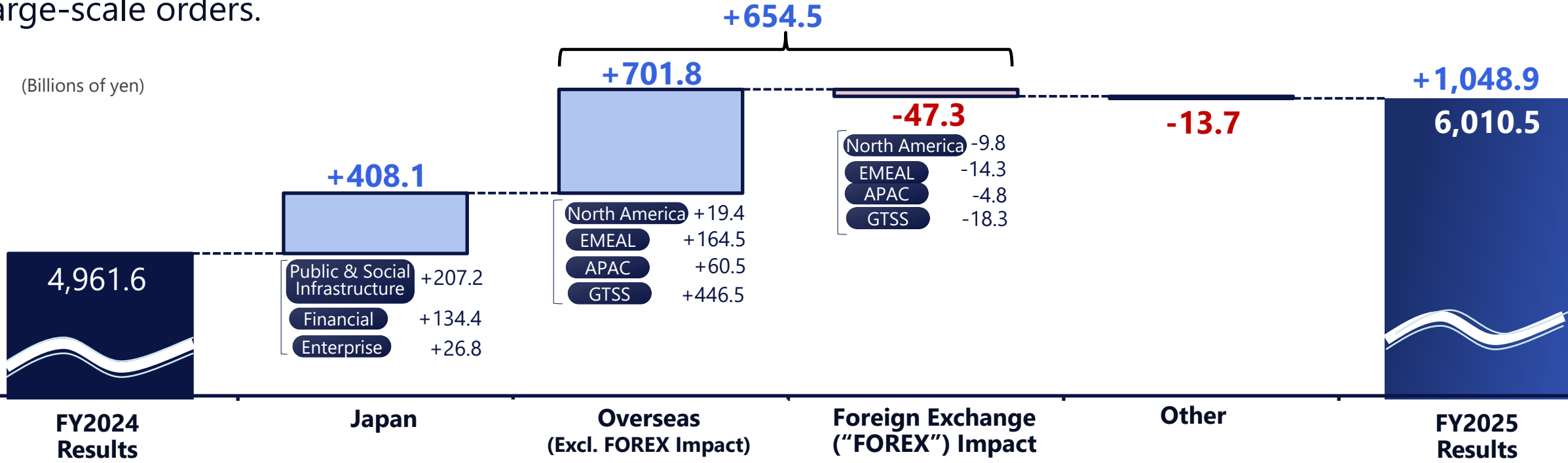
(Billions of yen)

	FY2024 Results	FY2025 Results	YoY (Amount)	YoY (Rate)	FY2025 Forecasts	Difference from Forecasts (Achievement Rate)
<b>Net Sales</b>	<b>4,638.7</b>	<b>5,004.6</b>	<b>+365.9</b>	<b>+7.9%</b>	<b>4,910.7</b>	<b>+93.9</b> 101.9%
<b>Operating Profit (Operating Profit Margin)</b>	<b>323.9</b> (7.0%)	<b>488.2</b> (9.8%)	<b>+164.3</b> (+2.8pp)	<b>+50.7%</b>	<b>496.0</b> (10.1%)	<b>-7.8</b> 98.4%
<b>Profit*</b>	<b>139.3</b>	<b>265.1</b>	<b>+125.8</b>	<b>+90.4%</b>	<b>260.0</b>	<b>+5.1</b> 102.0%
<b>New Orders Received</b>	<b>4,961.6</b>	<b>6,010.5</b>	<b>+1,048.9</b>	<b>+21.1%</b>	<b>4,720.0</b> <small>Excl. DC Biz</small>	<b>-</b>
<Excluding new orders received for the DC Business>	<4,268.8>	<4,922.3>	<+653.5>	<+15.3%>	<4,720.0>	< <b>+202.3</b> 104.3%>

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

# New Orders Received | YoY Changes (Full Year and Q4)

New orders received increased in both the Japan and Overseas segments thanks to the acquisition of large-scale orders.



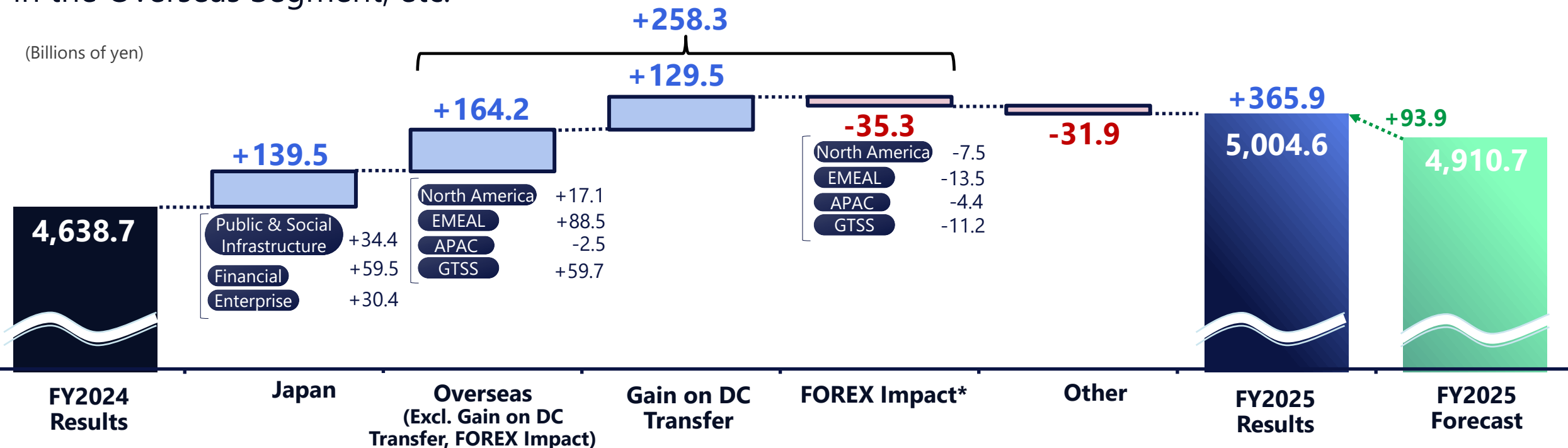
New Orders Received	(Billions of yen)							
	FY2024 Results	FY2025 Results	YoY (Amount)	FY2025 Forecasts	Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
<b>Total</b>	4,961.6	<b>6,010.5</b>	<b>+1,048.9</b>	Excl. DC Biz 4,720.0	-	1,297.3	<b>2,008.5</b>	<b>+711.2</b>
<b>Japan</b>	1,747.5	<b>2,155.5</b>	<b>+408.1</b>	1,810.0	<b>+345.5</b>	515.4	<b>686.2</b>	<b>+170.8</b>
<b>Overseas*</b>	3,199.5	<b>3,854.0</b>	<b>+654.5</b>	Excl. DC Biz 2,900.0	-	777.1	<b>1,322.0</b>	<b>+544.9</b>
<b>Other</b>	14.7	<b>1.0</b>	<b>-13.7</b>	10.0	<b>-9.0</b>	4.8	<b>0.3</b>	<b>-4.6</b>

\* Of the total, new orders received for the Data Center Business came to ¥692.8 billion for FY2024 and ¥1,088.2 billion for FY2025. FY2025 Forecasts does not include the Data Center Business.

# Net Sales | YoY Changes (Full Year and Q4)

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

(Billions of yen)



(Billions of yen)

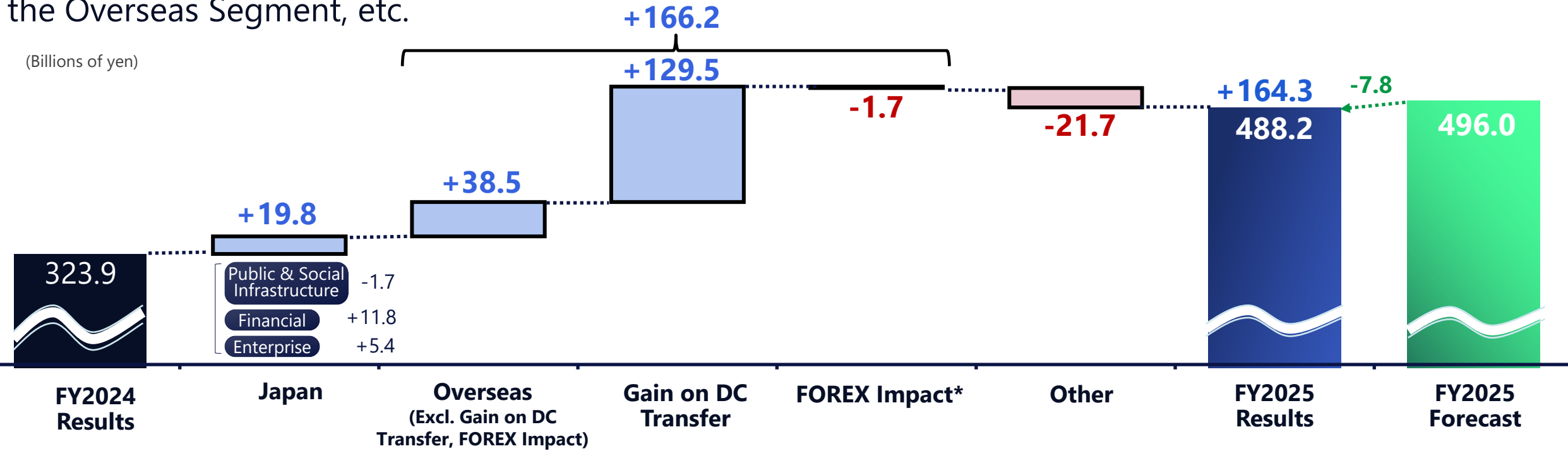
Net Sales	FY2024 Results	FY2025 Results	YoY (Amount)	FY2025 Forecasts	Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
Total	4,638.7	5,004.6	+365.9	4,910.7	+93.9	1,231.0	1,360.8	+129.8
Japan	1,933.2	2,072.7	+139.5	1,959.0	+113.7	550.5	612.9	+62.4
Overseas	2,750.9	3,009.2	+258.3	3,026.7	-17.5	696.8	775.1	+78.3
Other	-45.4	-77.2	-31.9	-75.0	-2.2	-16.4	-27.3	-10.9

\* FOREX Impact 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 period average against USD is JPY152.62 for FY2024 Results and JPY150.77 for FY2025 Results, while Gain on Transfer of DCs is based on the transaction-date rate of JPY147.03.

# Operating Profit | YoY Changes (Full Year and Q4)

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

(Billions of yen)



Operating Profit (Operating Profit Margin)	(Billions of yen)							
	FY2024 Results	FY2025 Results	YoY (Amount)	FY2025 Forecasts	Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
<b>Total</b>	323.9 (7.0%)	488.2 (9.8%)	+164.3 (+2.8pp)	496.0 (10.1%)	-7.8 (-0.3pp)	87.9 (7.1%)	104.0 (7.6%)	+16.1 (+0.5pp)
<b>Japan</b>	205.2	225.0	+19.8	212.0	+13.0	65.3	80.5	+15.2
<b>Overseas</b>	100.2	266.5	+166.2	281.0	-14.5	28.8	36.7	+7.9
<b>Other</b>	18.4	-3.3	-21.7	3.0	-6.3	-6.2	-13.2	-7.0

\* FOREX Impact refers to 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 period average against USD is JPY152.62 for FY2024 Results and JPY150.77 for FY2025 Results, while Gain on Transfer of DCs is based on the transaction-date rate of JPY147.03.

# Breakdown of Japan Segment Results

- **New orders received** increased year on year in all the three businesses, due in part to the acquisition of large-scale projects in the Public & Social Infrastructure and Financial businesses.
- **Net sales** also grew in the three businesses, backed by the expansion in demand mainly for central government and related agencies as well as regional financial institutions.
- **Operating profit** in the Public & Social Infrastructure Business declined. However, the increases in the Financial and Enterprise businesses helped boost the segment's overall operating profit.

(Billions of yen)

		FY2024 Results	FY2025 Results	YoY (Amount)	FY2025 Forecasts	Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
<b>New Orders Received</b>		1,747.5	<b>2,155.5</b>	<b>+408.1</b>	1,810.0	<b>+345.5</b>	515.4	<b>686.2</b>	<b>+170.8</b>
Repost	Public & Social Infrastructure	662.6	<b>869.8</b>	<b>+207.2</b>	691.0	<b>+178.8</b>	181.3	<b>299.5</b>	<b>+118.2</b>
	Financial	596.1	<b>730.5</b>	<b>+134.4</b>	641.0	<b>+89.5</b>	179.5	<b>206.9</b>	<b>+27.4</b>
	Enterprise	418.7	<b>445.5</b>	<b>+26.8</b>	410.0	<b>+35.5</b>	136.5	<b>139.6</b>	<b>+3.1</b>
<b>Net Sales</b>		1,933.2	<b>2,072.7</b>	<b>+139.5</b>	1,959.0	<b>+113.7</b>	550.5	<b>612.9</b>	<b>+62.4</b>
Repost	Public & Social Infrastructure	808.3	<b>842.7</b>	<b>+34.4</b>	866.0	<b>-23.3</b>	257.2	<b>276.0</b>	<b>+18.8</b>
	Financial*	702.3	<b>761.8</b>	<b>+59.5</b>	749.0	<b>+12.8</b>	200.4	<b>216.3</b>	<b>+15.8</b>
	Enterprise	565.6	<b>596.0</b>	<b>+30.4</b>	554.0	<b>+42.0</b>	137.2	<b>162.7</b>	<b>+25.5</b>
<b>Operating Profit (Operating Profit Margin)</b>		205.2 (10.6%)	<b>225.0 (10.9%)</b>	<b>+19.8 (+0.2pp)</b>	212.0 (10.8%)	<b>+13.0 (+0.0pp)</b>	65.3 (11.9%)	<b>80.5 (13.1%)</b>	<b>+15.2 (+1.3pp)</b>
Repost	Public & Social Infrastructure	108.3 (13.4%)	<b>106.6 (12.6%)</b>	<b>-1.7 (-0.7pp)</b>	120.0 (13.9%)	<b>-13.4 (-1.2pp)</b>	38.0 (14.8%)	<b>49.2 (17.8%)</b>	<b>+11.2 (+3.1pp)</b>
	Financial	79.5 (11.3%)	<b>91.2 (12.0%)</b>	<b>+11.8 (+0.7pp)</b>	85.0 (11.3%)	<b>+6.2 (+0.6pp)</b>	25.8 (12.9%)	<b>25.3 (11.7%)</b>	<b>-0.5 (-1.2pp)</b>
	Enterprise	61.3 (10.8%)	<b>66.7 (11.2%)</b>	<b>+5.4 (+0.3pp)</b>	68.0 (12.3%)	<b>-1.3 (-1.1pp)</b>	13.9 (10.2%)	<b>15.5 (9.5%)</b>	<b>+1.6 (-0.6pp)</b>

\* For FY2024 Results (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 ¥47.2 billion for FY2024 Results and ¥12.9 billion for FY2024 Jan-Mar (Q4).

# Breakdown of Overseas Segment Results

- **New orders received** increased in all the units, pushed up by the acquisition of large-scale orders in GTSS and North America.
- **Net sales** dropped in APAC, but those in GTCC increased thanks to the growth of the Data Center Business. Net sales in North America and EMEAL also enjoyed growth.
- **EBITA** increased in all the units reflecting the growth of the Data Center Business under GTSS and cost management efforts by each unit.

(Billions of yen)

	FY2024 Results	FY2025 Results	YoY (Amount)	Excl. FOREX Impact <sup>*3</sup>	FOREX Impact <sup>*3</sup>	FY2025 Forecasts		Difference from Forecasts (Amount)	FY2024 Jan-Mar (Q4)	FY2025 Jan-Mar (Q4)	YoY (Amount)
						Excl. DC Biz	2,900.0				
<b>New Orders Received<sup>*4</sup></b>	3,199.5	<b>3,854.0</b>	<b>+654.5</b>	<b>+701.8</b>	<b>-47.3</b>	Excl. DC Biz	<b>2,900.0</b>	—	<b>777.1</b>	<b>1,322.0</b>	<b>+544.9</b>
Report	North America	786.4	<b>796.0</b>	<b>+9.6</b>	<b>+19.4</b>		798.0	<b>-2.0</b>	178.3	<b>281.9</b>	<b>+103.5</b>
	EMEAL	1,014.1	<b>1,164.3</b>	<b>+150.2</b>	<b>+164.5</b>		1,267.0	<b>-102.7</b>	252.7	<b>336.4</b>	<b>+83.7</b>
	APAC	333.4	<b>389.1</b>	<b>+55.7</b>	<b>+60.5</b>		478.0	<b>-88.9</b>	72.1	<b>102.1</b>	<b>+30.0</b>
	GTSS	1,065.6	<b>1,493.8</b>	<b>+428.2</b>	<b>+446.5</b>		Excl. DC Biz	357.0	—	274.0	<b>600.2</b>
<b>Net Sales</b>	2,750.9	<b>3,009.2</b>	<b>+258.3</b>	<b>+293.6</b>	<b>-35.3</b>		<b>3,026.7</b>	<b>-17.5</b>	696.8	<b>775.1</b>	<b>+78.3</b>
Report	North America	600.4	<b>610.1</b>	<b>+9.6</b>	<b>+17.1</b>		640.0	<b>-29.9</b>	148.0	<b>164.9</b>	<b>+16.9</b>
	EMEAL	1,027.0	<b>1,102.0</b>	<b>+75.0</b>	<b>+88.5</b>		1,100.0	<b>+2.0</b>	260.0	<b>306.6</b>	<b>+46.6</b>
	APAC	363.7	<b>356.8</b>	<b>-6.9</b>	<b>-2.5</b>		408.0	<b>-51.2</b>	89.4	<b>92.3</b>	<b>+2.9</b>
	GTSS	861.4	<b>1,039.3</b>	<b>+178.0</b>	<b>+189.1</b>		1,012.7	<b>+26.6</b>	221.3	<b>244.4</b>	<b>+23.0</b>
<b>EBITA<sup>*2</sup> (EBITA Margin)</b>	<b>154.7 (5.6%)</b>	<b>321.5 (10.7%)</b>	<b>+166.8 (+5.1pp)</b>	<b>+169.2</b>	<b>-2.4</b>		<b>338.0 (11.2%)</b>	<b>-16.5</b>	<b>43.9 (6.3%)</b>	<b>50.8 (6.6%)</b>	<b>+6.9 (+0.2pp)</b>
Report	North America	33.9 (5.7%)	<b>47.4 (7.8%)</b>	<b>+13.5 (+2.1pp)</b>	<b>+14.1</b>		61.0 (9.5%)	<b>-13.6</b>	6.9 (4.7%)	<b>15.2 (9.2%)</b>	<b>+8.3 (+4.5pp)</b>
	EMEAL	46.6 (4.5%)	<b>60.1 (5.5%)</b>	<b>+13.5 (+0.9pp)</b>	<b>+14.3</b>		70.0 (6.4%)	<b>-9.9</b>	14.0 (5.4%)	<b>21.0 (6.8%)</b>	<b>+6.9 (+1.4pp)</b>
	APAC	25.0 (6.9%)	<b>25.3 (7.1%)</b>	<b>+0.3 (+0.2pp)</b>	<b>+0.6</b>		41.0 (10.0%)	<b>-15.7</b>	4.4 (4.9%)	<b>4.9 (5.3%)</b>	<b>+0.5 (+0.4pp)</b>
	GTSS	97.3 (11.3%)	<b>241.9 (23.3%)</b>	<b>+144.6 (+12.0pp)</b>	<b>+146.0</b>		237.0 (23.4%)	<b>+4.9</b>	36.1 (16.3%)	<b>26.9 (11.0%)</b>	<b>-9.2 (-5.3pp)</b>

\*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 FOREX Impact 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 period average against USD: JPY152.62 for FY2024 Results, JPY150.77 for FY2025 Results.

\*4 Of the total, new orders received for the Data Center Business came to ¥692.8 billion for FY2024 Results and ¥1,088.2 billion for FY2025 Results. FY2025 Forecasts does not include the Data Center Business.

# 2

## Performance Review of the Previous Medium-Term Management Plan

### 1. FY2025 Results

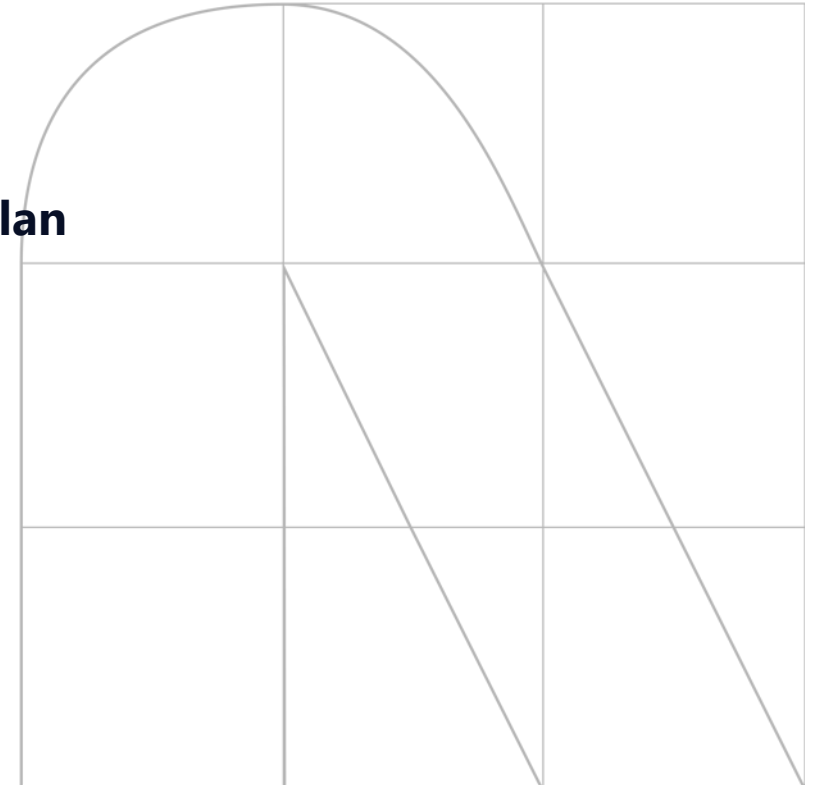
### 2. Performance Review of the Previous Medium-Term Management Plan

- Performance Review of the FY2022-FY2025 Medium-Term Management Plan
- Expansion of Global Coverage

### 3. Growth Strategy

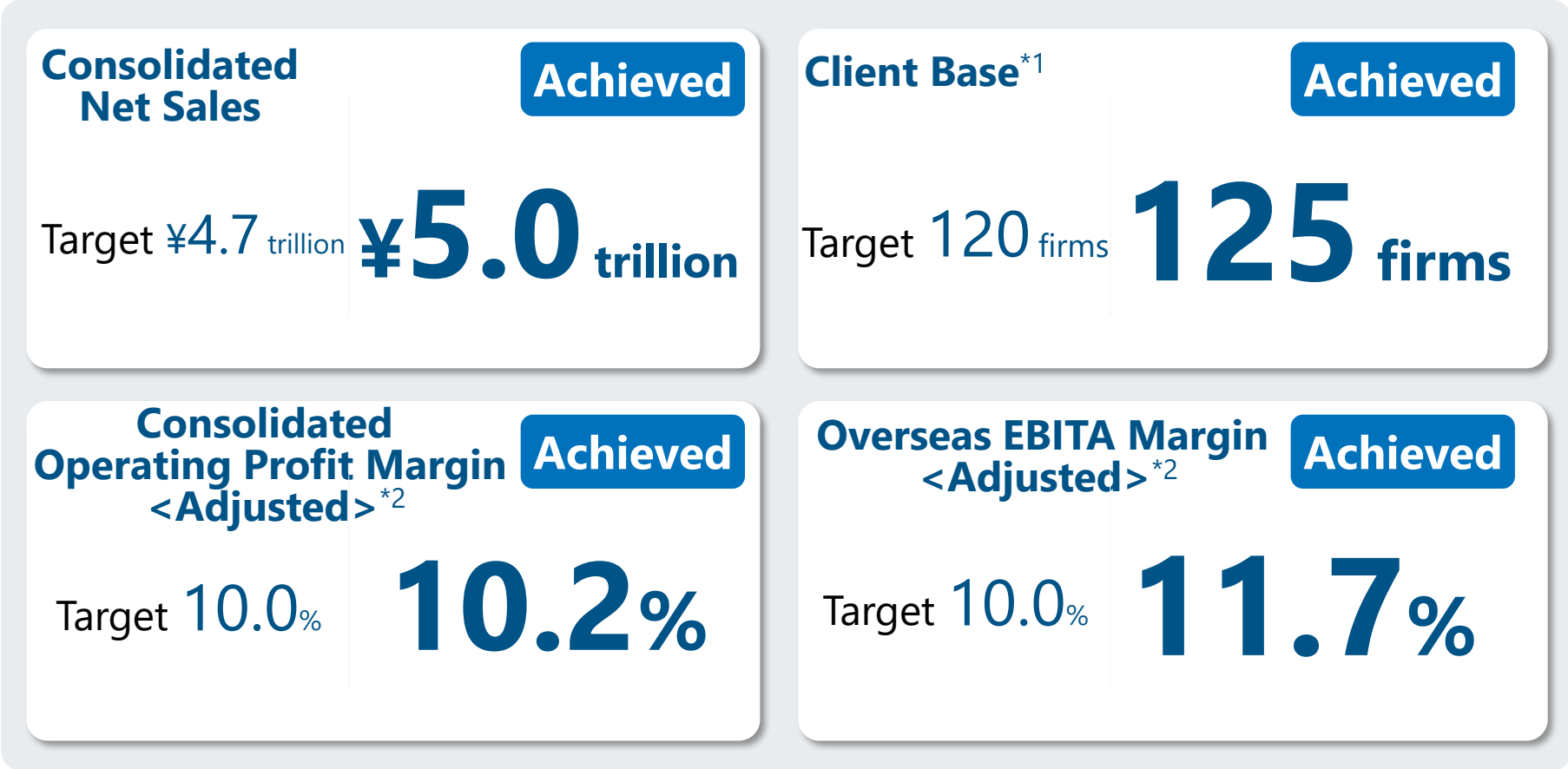
### 4. FY2026 Earnings Forecast

### 5. Appendices



# Performance Review of the FY2022-FY2025 Medium-Term Management Plan

We have achieved all the previous management targets, driven by robust growth in Japan and the integration and expansion of the business portfolios overseas.



\*1 Clients from which NTT DATA earns annual revenue of ¥5 billion or more (in Japan) or US\$50 million or more (outside Japan)

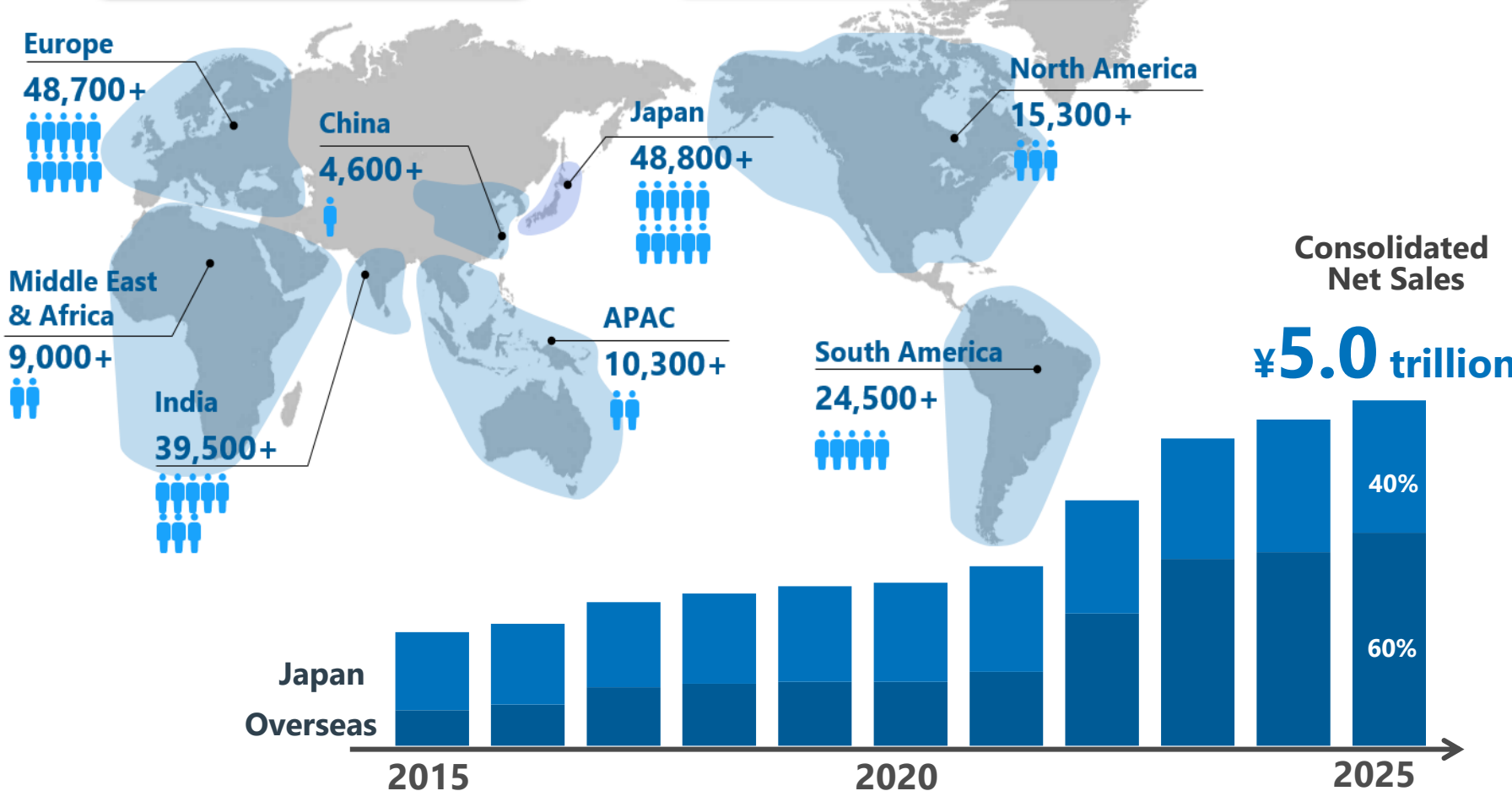
\*2 Exclude one-off costs such as M&A, structural reforms, etc.

# Expansion of Global Coverage

We now operate in more than 70 countries and regions, with consolidated net sales exceeding ¥5.0 trillion. Of the total, overseas sales account for approximately 60%, bringing us to the 5th position in the global IT services revenue ranking.

**70+** Countries & Regions

**200,000** Employees



## 5th in Global IT Services Revenue\*

- 1 Accenture
- 2 Deloitte
- 3 PwC
- 4 EY
- 5 **NTT DATA**
- 6 Tata Consultancy Services
- 7 Capgemini
- 8 IBM
- 9 KPMG
- 10 ADP

# 3

## Growth Strategy

### 1. FY2025 Results

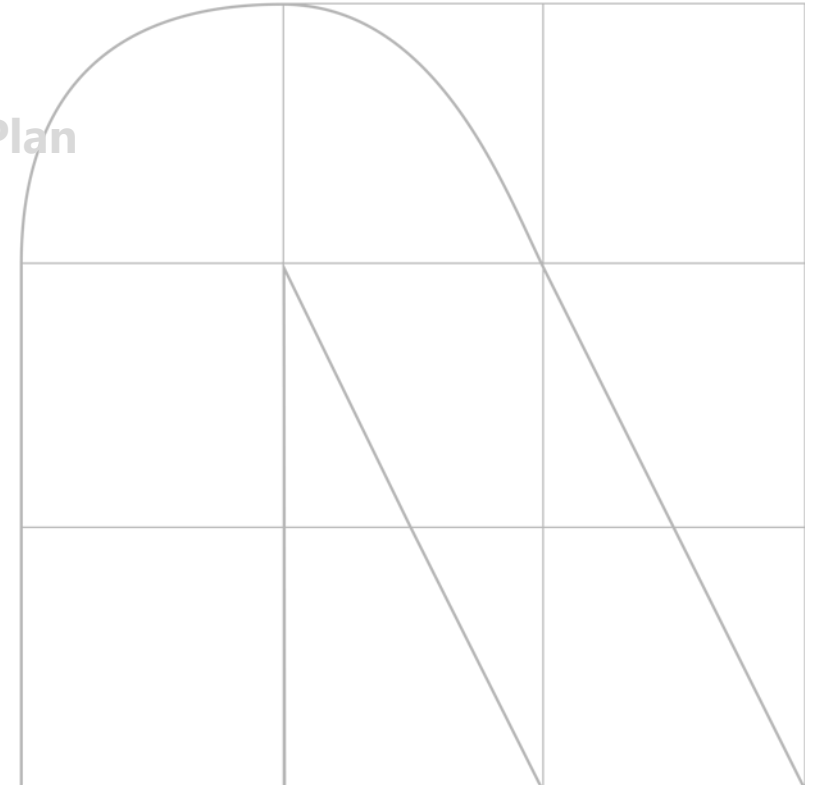
### 2. Performance Review of the Previous Medium-Term Management Plan

### 3. Growth Strategy

- Advancement of AI Technologies
- Establishment of NTT DATA AIVista
- AI Business Strategy with Industry-Specific AI & Core AI Platform
- Next-Gen Infrastructure to Support AI Business
- Data Center Strategy
- Quality Growth Targets for FY2030

### 4. FY2026 Earnings Forecast

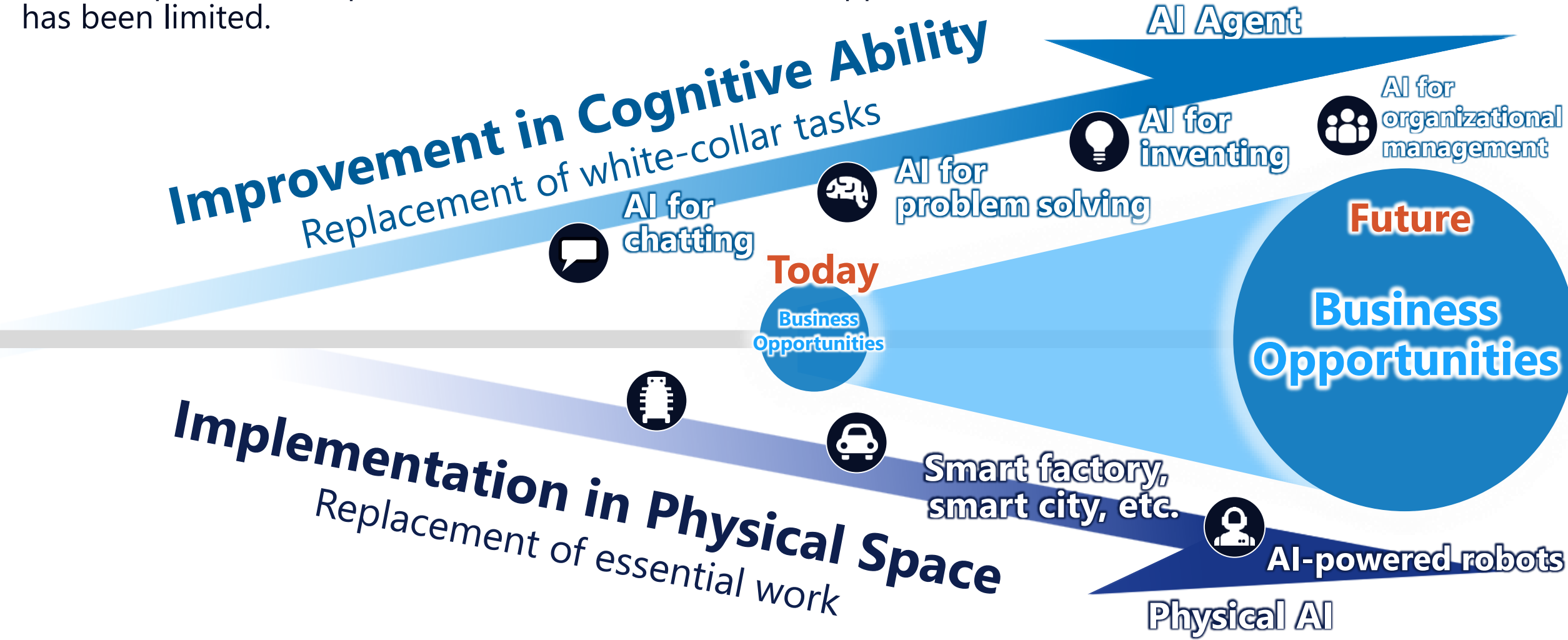
### 5. Appendices



# Advancement of AI Technologies

As AI technologies are advancing, not just white-collar tasks, but also an increasing amount of essential work have been replaced by AI, and related technologies are becoming more sophisticated.

This is expected to help boost the number of business opportunities in the areas where the use of IT has been limited.

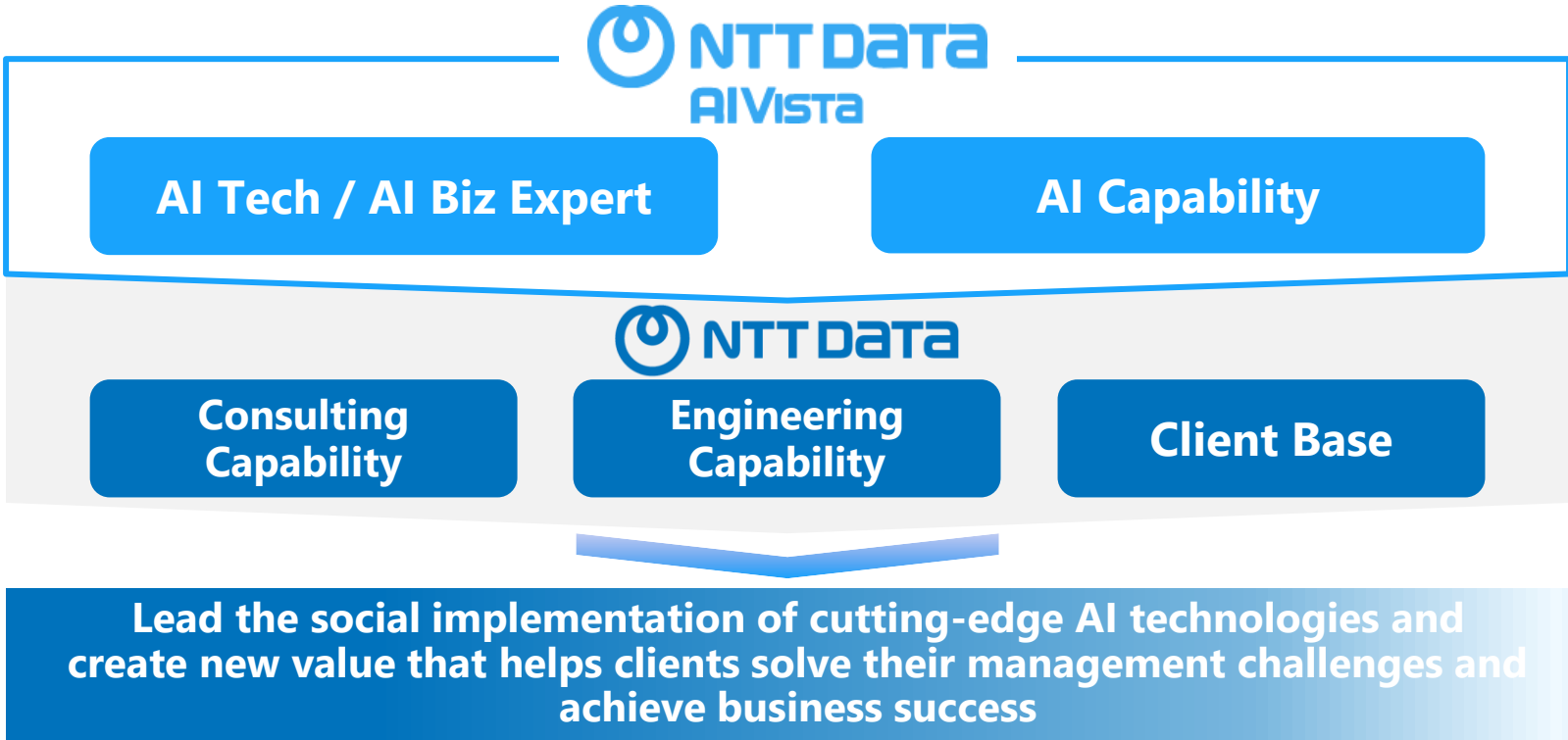


# Establishment of NTT DATA AIVista

We have established NTT DATA AIVista in Silicon Valley in order to respond to the rapid advancement of AI technologies, drive the Group's entire AI business creation, thereby taking the initiative in this AI era.

NTT DATA AIVista has been established to

- Create New AI-Native Business
- Recruit Highly Skilled External Talent
- Strengthen Partner Ecosystem
- Enhance AI Brand Position



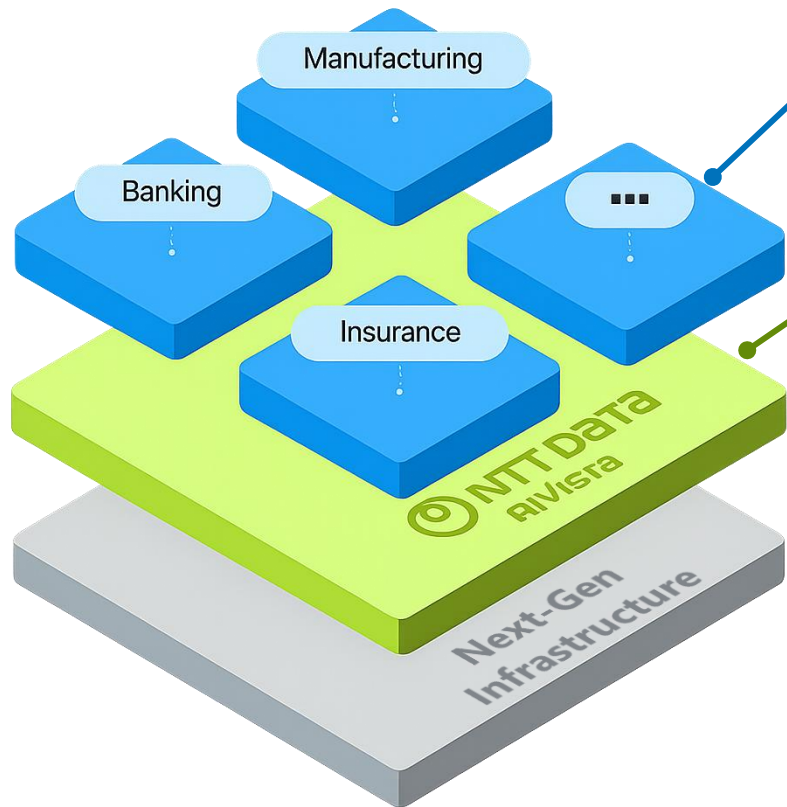
**Bratin Saha**

CEO of NTT DATA AIVista

Assumed important posts at NVIDIA, AWS, etc.

# AI Business Strategy with Industry-Specific AI & Core AI Platform

We leverage NTT DATA AIVista's core AI platform (hereinafter, the "Core AI Platform") as a platform optimized for industry-specific workflows, regulations, etc. With industry-specific AI solutions, we will help clients deal with industry-specific problems, and transform not just their business process, but also the surrounding operations such as back-office tasks.



## Industry-Specific AI



AI that has been optimized for client operations through the combination of the Core AI Platform, client data, and industry knowledge

## Core AI Platform

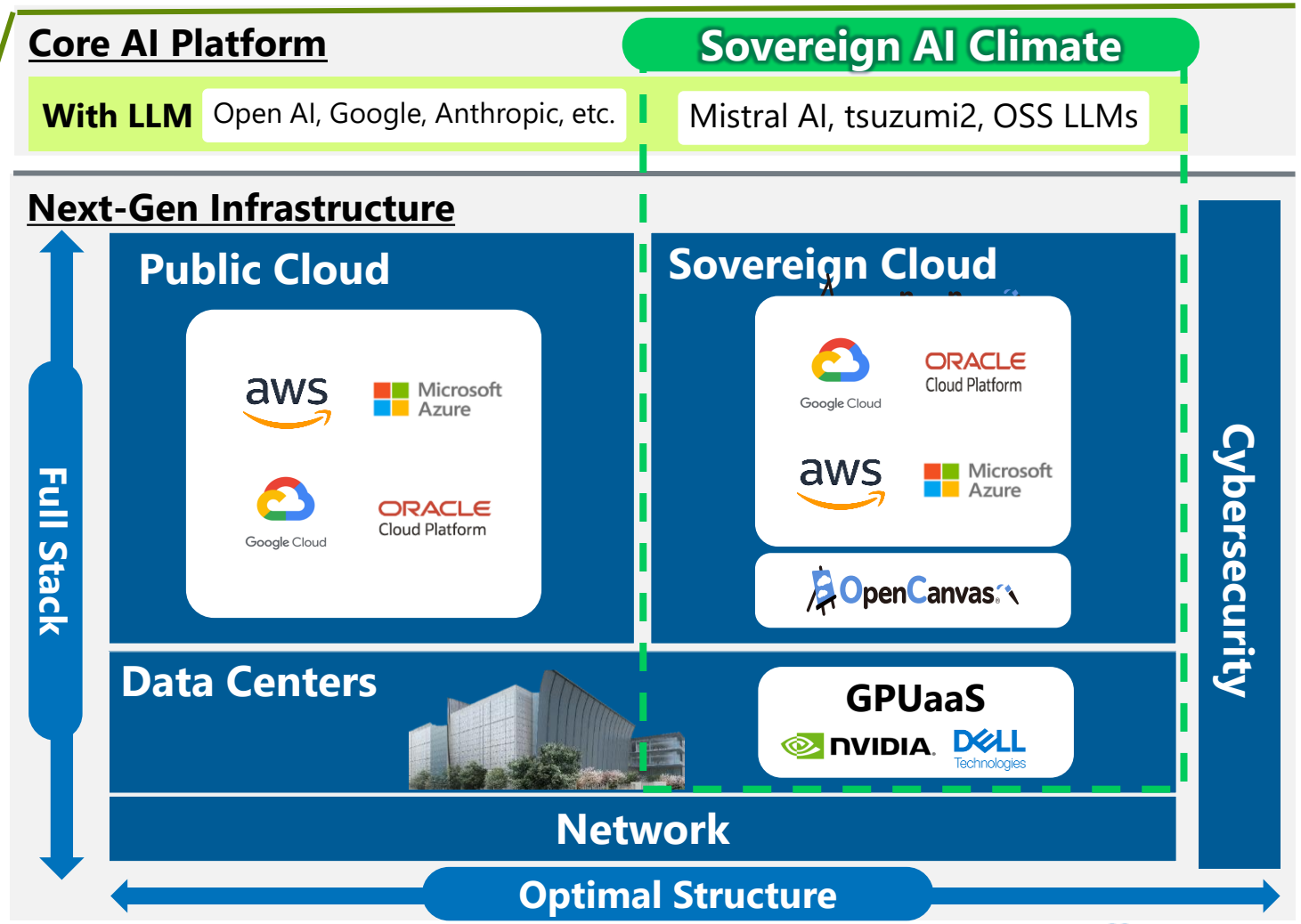
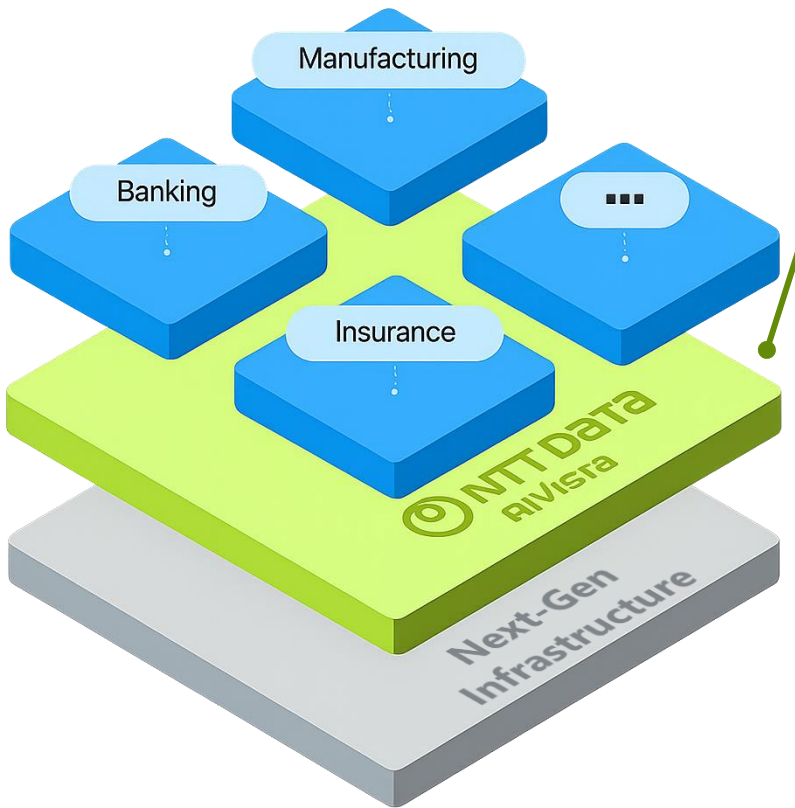


To realize industry-specific AI solutions, we will offer the following functions:

- Agent/workflow function designed to optimize an AI agent's operational procedure
- Data management function that sorts out client data and industry knowledge, and delivers appropriate information to the AI agent
- LLM integration function that uses LLM appropriately depending on what purpose the AI agent is used for.

# Next-Gen Infrastructure to Support AI Business

We offer highly functional AI-Ready infrastructure such as data centers and sovereign cloud. We aim to develop sovereign AI climate that responds to clients' sovereign requirements, security requirements, etc. based on the Core AI Platform.

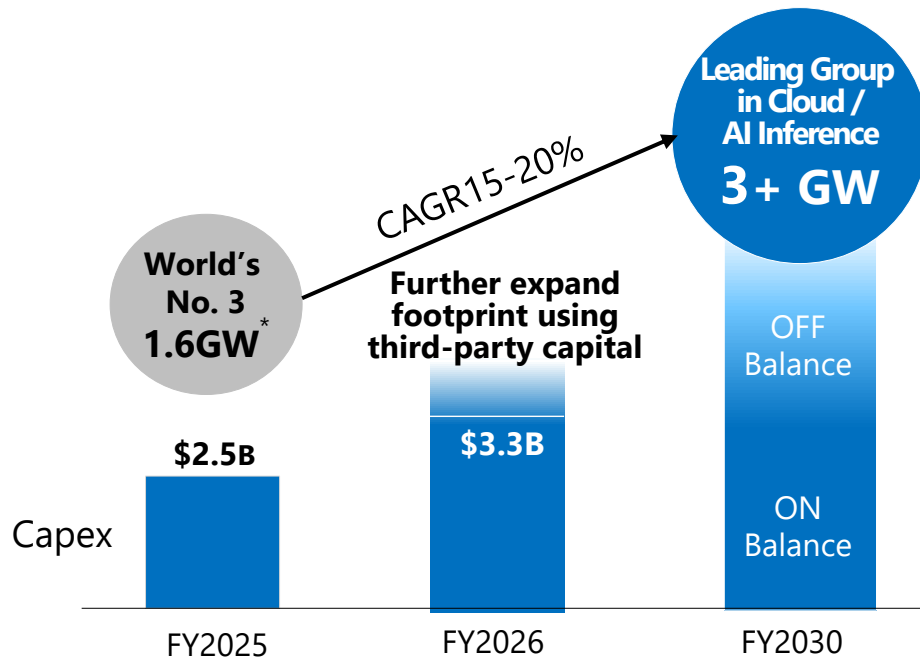


# Data Center Strategy

As we position data centers as core infrastructure in the AI era, we aim to drive the business as our priority domain and expand investments using third-party capital as well.

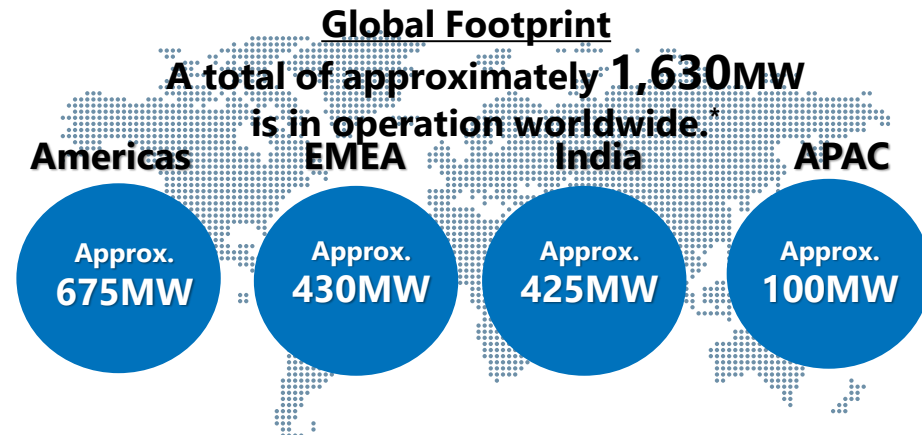
## FY2030 Target

**DC operator in the leading group in the cloud and AI inference domain**



## FY2026 Strategy

<b>Market</b>	Emergence of demand for inference, on top of learning Shifting to large-scale DCs	<b>Focus on Tier 1/2 markets in suburban areas and cloud/ AI inference</b>
<b>Client</b>	Selecting a limited number of partners capable of sustained large-scale delivery Many AI services being operated on hyperscaler cloud platforms	<b>Continue to focus on hyperscalers</b>
<b>Financial Soundness</b>	DC investments under certain level of financial discipline	<b>Drive cash recycling using third-party capital including other than REIT</b>

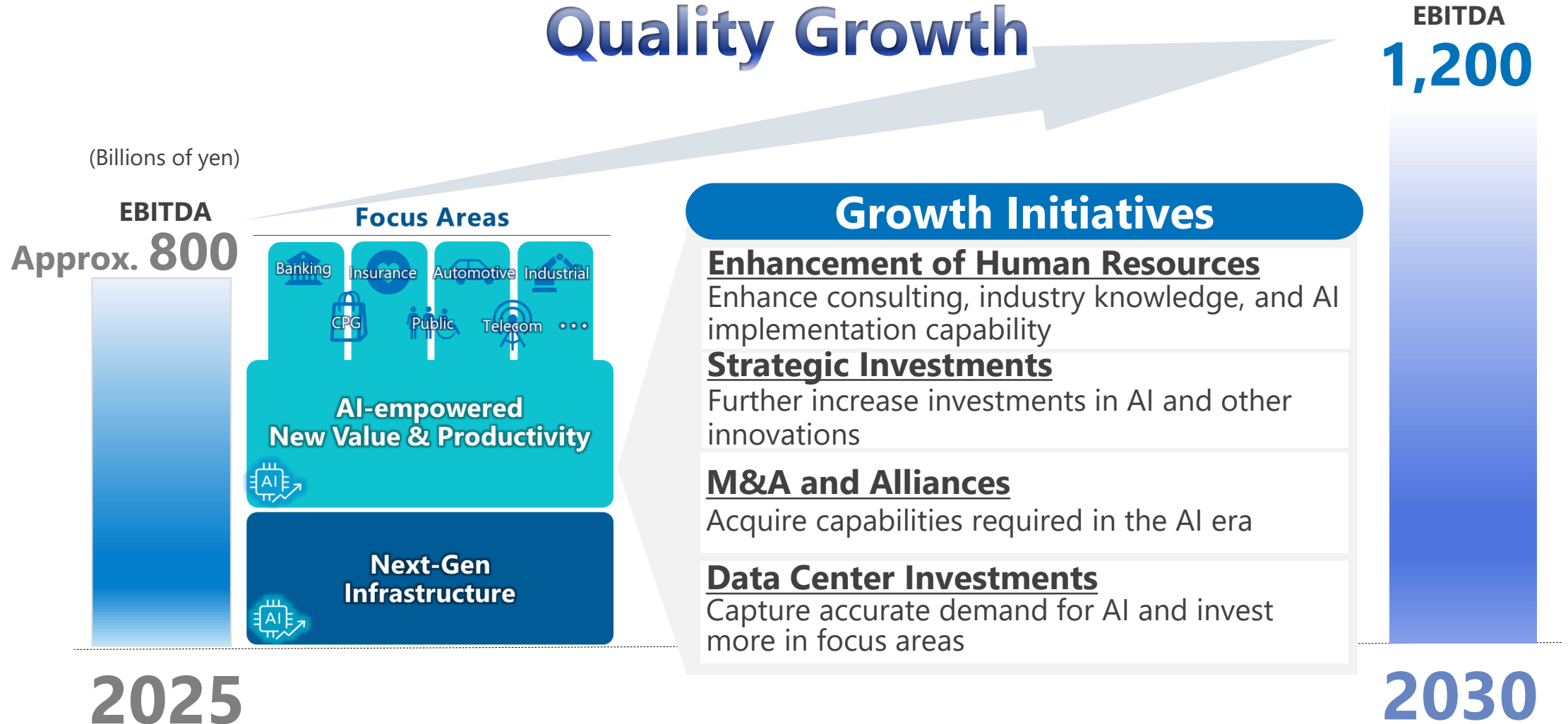


\* as of March 31, 2026

# Quality Growth Targets for FY2030

We aim to achieve EBITDA of ¥1.2 trillion in FY2030, focusing on two areas below — “AI-empowered New Value & Productivity” and “Next-Gen Infrastructure.”

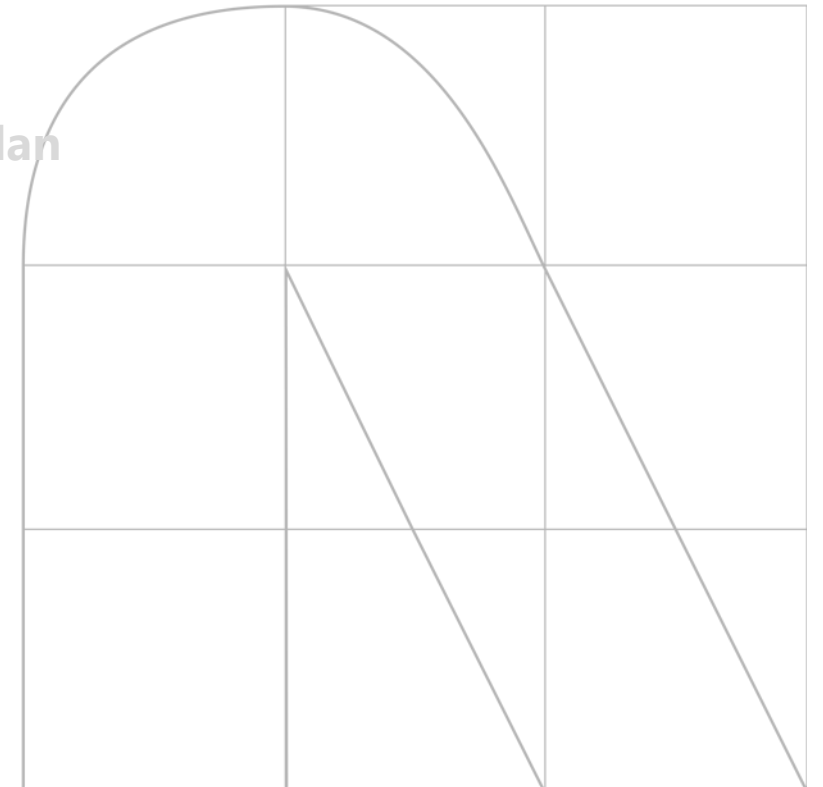
## Quality Growth



# 4

## FY2026 Earnings Forecast

1. FY2025 Results
2. Performance Review of the Previous Medium-Term Management Plan
3. Growth Strategy
- 4. FY2026 Earnings Forecast**
  - Assumptions for FY2026 Earnings Forecast | Foreign Exchange Rates
  - FY2026 Earnings Forecast
  - [Ref.] Breakdown of FY2026 Earnings Forecast (Japan)
  - [Ref.] Breakdown of FY2026 Earnings Forecast (Overseas)
5. Appendices



# Assumptions for FY2026 Earnings Forecast | Foreign Exchange Rates

- Foreign Exchange Rates

(Unit: yen)

Currency	① FY2024 Average Rate (2024/4 – 2025/3)	② FY2025 Average Rate (2025/4 – 2026/3)	③ FY2026 Assumed Rate
USD	152.62	150.77	152.00
Difference	-	Difference from ① -1.85	Difference from ② +1.23

**【Foreign exchange sensitivity】**

A one-yen change from “③FY2026 Assumed Rate” is expected to impact our earnings as follows:

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

Net Sales: ± approx. ¥20.0 billion\*

Operating Profit: ± approx. ¥1.4 billion\*

\* Includes gain on DC transfer

# FY2026 Earnings Forecast

- Net sales are projected to increase on the back of expansion in Japan and overseas, as well as growth in the AI business.
- Operating profit is expected to total ¥470 billion including gain on DC transfer.  
Year on year, operating profit is forecast to increase by ¥41.2 billion, excluding a projected decline in the DC transfer gain (to about ¥70.0 billion for FY2026 from ¥129.5 billion for FY2025).

(Billions of yen)

	FY2025 Results*1	FY2026 Forecasts*1	YoY (Amount)	YoY (Rate)
<b>Net Sales</b>	<b>5,004.6</b>	<b>5,190.0</b>	<b>+185.4</b>	<b>+3.7%</b>
<b>Operating Profit (Operating Profit Margin)</b>	<b>488.2</b> (9.8%)	<b>470.0</b> (9.1%)	<b>-18.2</b> (-0.7pp)	<b>-3.7%</b>
<b>Profit</b>	<b>265.1</b>	<b>225.0</b>	<b>-40.1</b>	<b>-15.1%</b>
<b>New Orders Received*2</b>	<b>6,010.5</b>	<b>Excl. DC Biz</b> 5,200.0	<b>-</b>	<b>-</b>
<b>EBITDA</b>	<b>803.7</b>	<b>800.0</b>	<b>-3.7</b>	<b>-0.5%</b>

\*1 Exchange rates against USD: JPY150.77 for FY2025 Results, JPY152 for FY2026 Forecasts.

\*2 New orders received for the Data Center Business totaling ¥1,088.2 billion is included for FY2025 Results, but the Data Center Business is not included in FY2026 Forecasts.

# [Ref.] FY2026 Earnings Forecast Breakdown (Japan)

- Net sales and operating profit in the Japan Segment are expected to increase year on year.
- Operating profit is expected to grow by ¥35 billion year on year, pushed up by higher net sales and AI-driven productivity improvements.

(Billions of yen)

		FY2025 Results	FY2026 Forecasts	YoY (Amount)	YoY (Rate)
<b>New Orders Received</b>		<b>2,155.5</b>	<b>2,110.0</b>	<b>-45.5</b>	<b>-2.1%</b>
Repost	Public & Social Infrastructure	869.8	671.0	-198.8	-22.9%
	Financial	730.5	911.0	+180.5	+24.7%
	Enterprise	445.5	446.0	+0.5	+0.1%
<b>Net Sales</b>		<b>2,072.7</b>	<b>2,170.0</b>	<b>+97.3</b>	<b>+4.7%</b>
Repost	Public & Social Infrastructure	842.7	917.0	+74.3	+8.8%
	Financial*2	761.8	813.0	+51.2	+6.7%
	Enterprise*1	596.0	650.0	+54.0	+9.1%
<b>Operating Profit (Operating Profit Margin)</b>		<b>225.0</b> <b>10.9%</b>	<b>260.0</b> <b>12.0%</b>	<b>+35.0</b> <b>(+1.1pp)</b>	<b>+15.6%</b>
Repost	Public & Social Infrastructure	106.6 12.6%	129.0 14.1%	+22.4 (+1.4pp)	+21.0%
	Financial	91.2 12.0%	114.0 14.0%	+22.8 (+2.0pp)	+25.0%
	Enterprise	66.7 11.2%	81.0 12.5%	+14.3 (+1.3pp)	+21.4%

# [Ref.] FY2026 Earnings Forecast Breakdown (Overseas)

- Net sales in the Overseas Segment are expected to increase year on year on the back of AI business demand creation in addition to monetization of acquired large-scale projects.
- Excluding a projected decline in the DC transfer gain, operating profit is expected to increase by ¥5.0 billion, while adjusted EBITA is to grow by ¥15.3 billion.

(Billions of yen)

		FY2025 Results <sup>*1</sup>	FY2026 Forecasts <sup>*3</sup>	YoY (Amount)	YoY (Rate)
<b>New Orders Received <sup>*1</sup></b>		<b>3,854.0</b>	<b>Excl. DC Biz</b> <b>3,090.0</b>	—	—
Repost	North America	796.0	848.0	+52.0	+6.5%
	EMEAL	1,164.3	1,387.0	+222.7	+19.1%
	APAC	389.1	453.0	+63.9	+16.4%
	GTSS	1,493.8	<b>Excl. DC Biz</b> 402.0	—	—
<b>Net Sales</b>		<b>3,009.2</b>	<b>3,120.0</b>	<b>+110.8</b>	<b>+3.7%</b>
Repost	North America	610.1	651.0	+40.9	+6.7%
	EMEAL	1,102.0	1,210.0	+108.0	+9.8%
	APAC	356.8	400.0	+43.2	+12.1%
	GTSS	1,039.3	1,046.0	+6.7	+0.6%
<b>Operating Profit (Operating Profit Margin)</b>		<b>266.5 (8.9%)</b>	<b>212.0 (6.8%)</b>	<b>-54.5 (-2.1pp)</b>	<b>-20.4%</b>
<b>Adjusted EBITA <sup>*2</sup> (Adjusted EBITA Margin)</b>		<b>340.2 (11.3%)</b>	<b>296.0 (9.5%)</b>	<b>-44.2 (-1.8pp)</b>	<b>-13.0%</b>
Repost	North America	51.8 (8.5%)	65.0 (10.0%)	+13.2 (+1.5pp)	+25.5%
	EMEAL	67.1 (6.1%)	84.0 (6.9%)	+16.9 (+0.9pp)	+25.2%
	APAC	26.4 (7.4%)	35.0 (8.8%)	+8.6 (+1.4pp)	+32.6%
	GTSS	243.8 (23.5%)	196.0 (18.7%)	-47.8 (-4.7pp)	-19.6%

\*1 New Orders Received for the Data Center Business totaling ¥1,088.2 billion is included in FY2025 Results, but the Data Center Business is not included in FY2026 Forecasts.

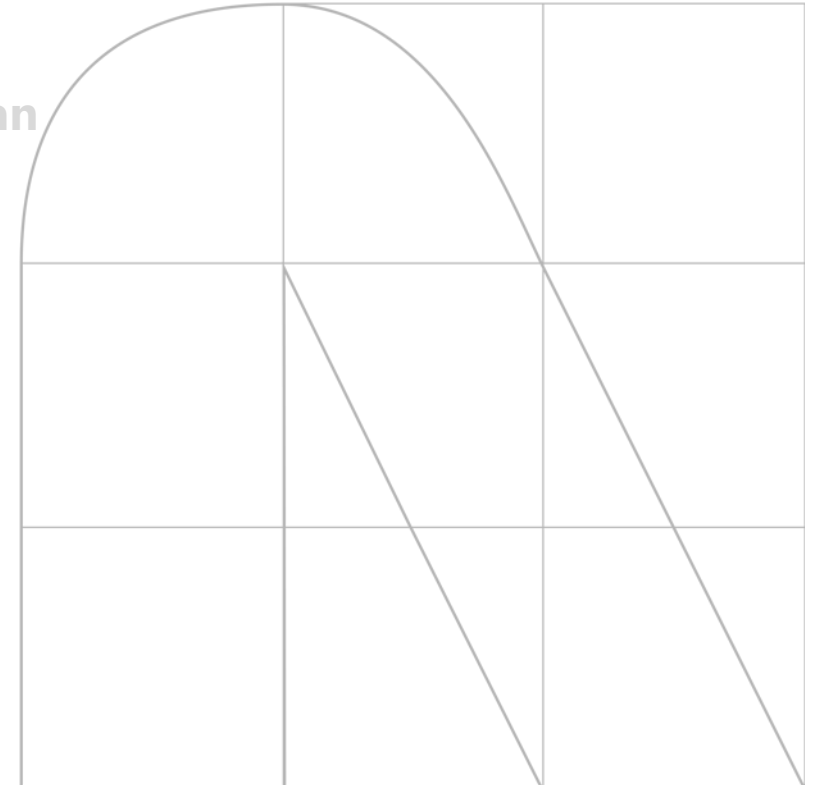
\*2 Adjusted EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc. + business transformation costs + strategic investments, etc. The figure is disclosed starting in FY2026 to present the profitability of the overseas business before costs associated with the ongoing business transformation and large-scale investments are excluded.

\*3 Net sales, operating profit, and Adjusted EBITA for FY2026 Forecasts include the amount equivalent to the gain on transfer of DC assets.

# 5

## Appendices (1) Details of Financial Results and Forecasts

1. FY2025 Results
2. Performance Review of the Previous Medium-Term Management Plan
3. Growth Strategy
4. FY2026 Earnings Forecast
- 5. Appendices**
  - (1) Details of Financial Results and Forecasts**
  - (2) Medium- to Long-Term Financial Trends



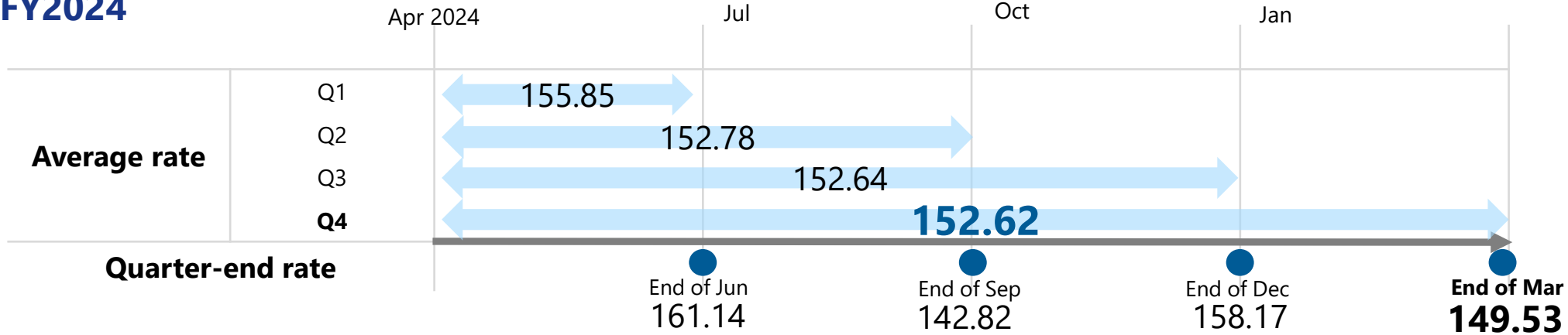
# Foreign Exchange Rates

• **Exchange Rates Against USD**

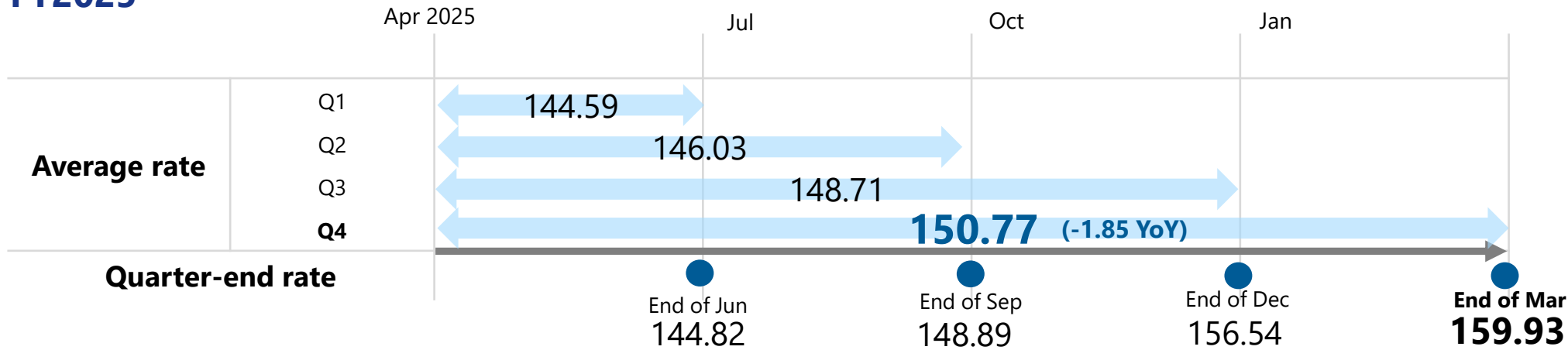
\* FOREX impact refers to the amounts affected by differences in exchange rates between the current fiscal year and the previous fiscal year, when USD-denominated results are converted into the yen, in all units.

USD/JPY  
FY2024

(Unit: yen)



FY2025



# Consolidated Financial Results

(Billions of yen)

	FY2024 Results	FY2025 Results	YoY (Amount)
New orders received* <sup>1</sup>	4,961.6	6,010.5	+1,048.9
Other than DC Business	4,268.8	4,922.3	+653.5
DC Business	692.8	1,088.2	+395.3
Order backlog* <sup>1</sup>	6,401.2	8,240.3	+1,839.1
Other than DC Business	4,162.2	5,040.6	+878.4
DC Business	2,239.1	3,199.7	+960.6
Net sales	4,638.7	5,004.6	+365.9
Cost of sales	3,351.3	3,522.2	+170.8
Gross profit	1,287.4	1,482.5	+195.1
SG&A expenses	963.5	994.2	+30.7
Personnel expenses	491.7	511.0	+19.3
Outsourcing expenses	188.3	195.3	+7.0
Other expenses	283.5	287.9	+4.4
Operating profit	323.9	488.2	+164.3
Operating profit margin (%)	7.0	9.8	+2.8pp
Finance income and costs/Share of profit (loss) of investments accounted for using equity method	-74.9	-81.7	-6.8
Profit before tax	249.0	406.5	+157.5
Income tax expense	109.7	141.4	+31.7
Profit attributable to	139.3	265.1	+125.8
Non-controlling interests	-3.2	63.7	+66.9
Shareholders of NTT DATA	142.5	201.4	+58.9
Capital investment	675.7	635.8	-39.9
Depreciation, etc. * <sup>2</sup>	298.7	315.5	+16.9

	FY2026 Forecasts	YoY (Amount)
<b>Excl. DC Biz</b>	5,200.0	-
	5,200.0	+277.7
	-	-
<b>Excl. DC Biz</b>	5,602.0	-
	5,602.0	+561.4
	-	-
	5,190.0	+185.4
	3,700.0	+177.8
	1,490.0	+7.5
	1,020.0	+25.8
	470.0	-18.2
	9.1	-0.7pp
	-103.0	-21.3
	367.0	-39.5
	142.0	+0.6
	225.0	-40.1
	34.0	-29.7
	191.0	-10.4
	804.0	+168.2
	330.0	+14.5

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

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

# New Orders Received and Order Backlog (Consolidated)

Details of New Orders Received (to External Clients)

(Billions of yen)

		FY2024 Results	FY2025 Results	FY2026 Forecasts	
Japan		1,747.5	2,155.5	2,110.0	
	Public & Social Infrastructure	662.6	869.8	671.0	
		Central Government and Related Agencies, Local Government, and Healthcare	400.2	552.6	380.0
		Telecom and Utility	125.9	170.1	144.0
	Financial	596.1	730.5	911.0	
		Major Financial Institutions	251.0	247.8	357.0
		Regional Financial Institutions, Cooperative Financial Institutions	176.6	277.1	402.0
	Enterprise	Financial Infrastructure/Network Services, Insurance	113.3	155.8	114.0
		418.7	445.5	446.0	
		Manufacturing and Services	120.7	206.3	193.0
		Retail and Consumer Packaged Goods	94.2	92.3	102.0
	Consulting and Payments	203.7	146.9	151.0	
Overseas*	3,199.5	3,854.0	Excl. DC Biz 3,090.0		
Repost	DC	692.8	1,088.2	-	

## Details of Order Backlog

Order Backlog*		6,401.2	8,240.3	Excl. DC Biz 5,602.0
Japan		1,830.4	2,189.7	2,351.0
	Public & Social Infrastructure	678.3	864.1	782.0
	Financial	932.7	1,068.7	1,293.0
	Enterprise	192.7	213.4	144.0
Overseas*	4,566.2	6,050.5	Excl. DC Biz 3,251.0	
Repost	DC	2,239.1	3,199.7	-

\* Figures for the Data Center Business are not included in either new orders received or order backlog for FY2026 Forecasts.

# Net Sales (Consolidated)

## Details of Net Sales (to External Clients)

(Billions of yen)

		FY2024 Results	FY2025 Results	FY2026 Forecasts
Japan	Public & Social Infrastructure	669.9	689.9	757.0
	Central Government and Related Agencies, Local Government, and Healthcare	400.4	395.1	444.0
	Telecom and Utility	141.9	148.6	159.0
	Financial	616.9	671.4	733.0
	Major Financial Institutions	226.2	236.9	271.0
	Regional Financial Institutions, Cooperative Financial Institutions	193.6	207.1	231.0
	Financial Infrastructure/Network Services, Insurance	157.2	170.8	189.0
	Enterprise	519.0	548.1	596.0
	Manufacturing and Services	117.9	193.7	204.0
	Retail and Consumer Packaged Goods	112.2	97.9	107.0
Consulting and Payments	288.8	256.5	285.0	
Overseas	2,731.4	2,986.5	3,080.0	

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

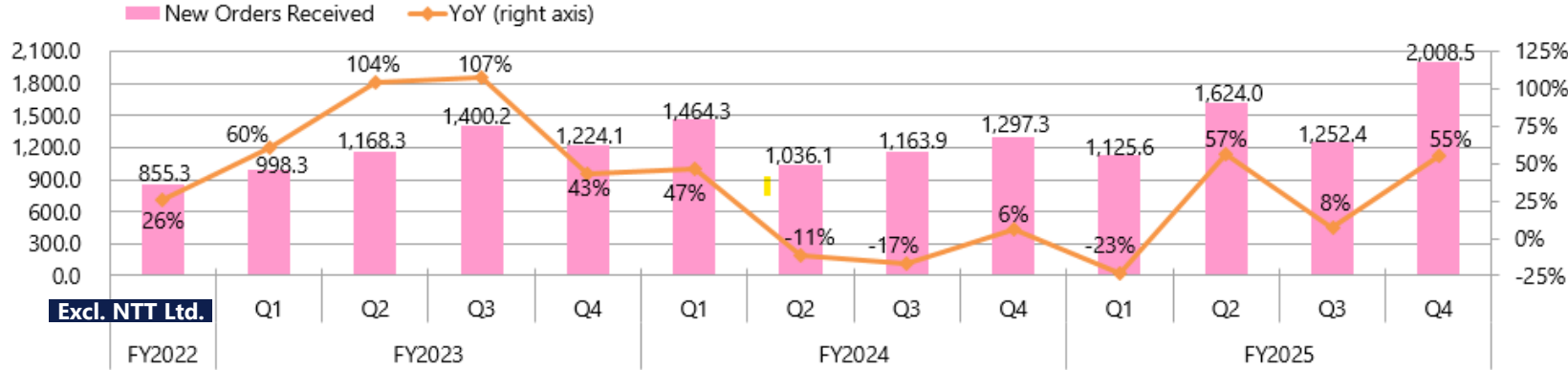
Consulting	573.5	613.6
Integrated IT Solution	703.0	760.5
System & Software Development	889.9	827.7
Maintenance & Support	1,114.9	1,210.5
Data Center*	377.8	584.5
Communication Terminal Equipment Sales, etc. and others	979.5	1,007.8
<b>Net Sales by Product and Service Total</b>	<b>4,638.7</b>	<b>5,004.6</b>

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

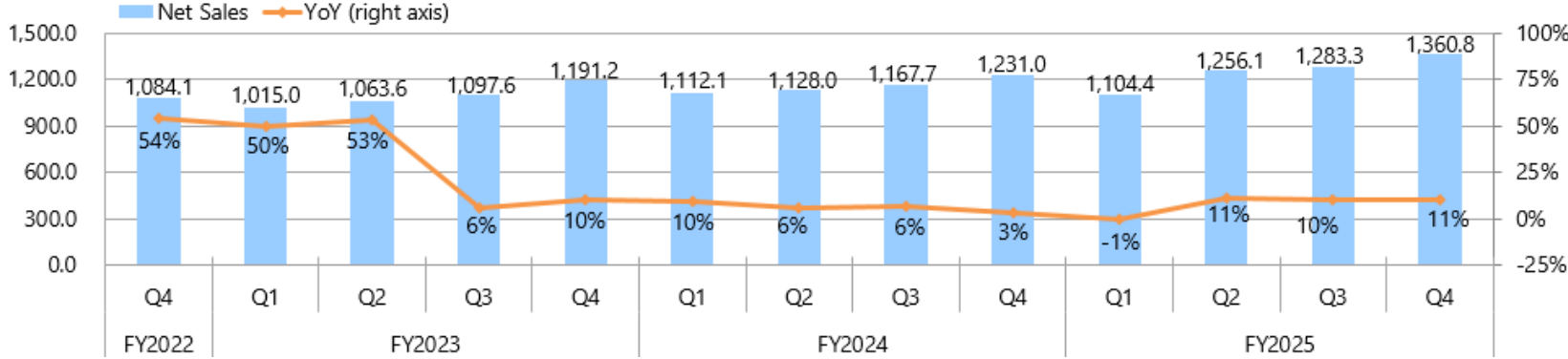
# Quarterly Results (Consolidated)

(Billions of yen)

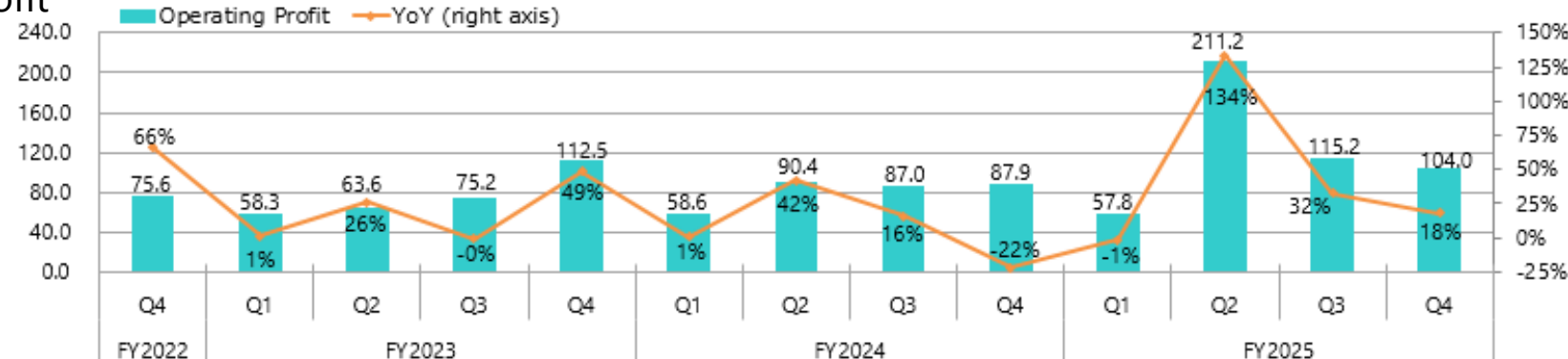
## ■ New Orders Received



## ■ 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

Breakdown items are reposted.

(Billions of yen)

	As of March 31, 2025	As of March 31, 2026	YoY (Amount)
<b>Current assets</b>	2,754.7	2,859.5	+104.8
Cash and cash equivalents	444.6	384.9	-59.8
Trade and other receivables, and contract assets	1,587.7	1,806.0	+218.2
Inventories	55.9	69.1	+13.2
Assets held for sale	93.1	0.0	-93.1
<b>Non-current assets</b>	5,022.7	5,763.3	+740.7
Property, plant and equipment	2,178.2	2,644.6	+466.4
Intangible assets	694.7	707.9	+13.2
Goodwill	1,351.1	1,492.7	+141.6
Other financial assets (investment securities)	98.0	157.3	+59.3
<b>Total assets</b>	7,777.4	8,622.9	+845.5
<b>Current liabilities</b>	2,833.1	2,755.1	-77.9
Trade and other payables	502.1	536.2	+34.2
Contract liabilities	471.8	500.7	+28.9
Bonds and borrowings (current)	969.7	732.3	-237.4
<b>Non-current liabilities</b>	2,075.8	2,557.9	+482.1
Bonds and borrowings	1,629.4	2,102.8	+473.4
Lease liabilities (non-current)	168.3	174.0	+5.7
<b>Total liabilities</b>	4,908.9	5,313.1	+404.2
<b>Equity attributable to shareholders of NTT DATA</b>	1,830.5	2,139.6	+309.2
<b>Non-controlling interests</b>	1,038.0	1,170.2	+132.2
<b>Total equity</b>	2,868.5	3,309.8	+441.3
<b>Total liabilities and equity</b>	7,777.4	8,622.9	+845.5
<b>[Repost] Balance of interest-bearing liabilities*</b>	2,599.1	2,835.1	+236.1

\* Breakdown of the balance of consolidated interest-bearing liabilities as of March 31, 2026: By currency, about 35% is in USD, about 35% is in other foreign currencies, and about 30% is in JPY. By variable/fixed, variable-rate borrowings account for about 35% of the total.

# Progress of Overseas Business Transformation

- We have achieved ¥30.0 billion yen in synergy as initially targeted, through our steady efforts to optimize corporate functions, consolidate IT systems, etc.
- In FY2026, we will further optimize the corporate functions and business process, while also proceeding with a phased transition to integrated IT systems.

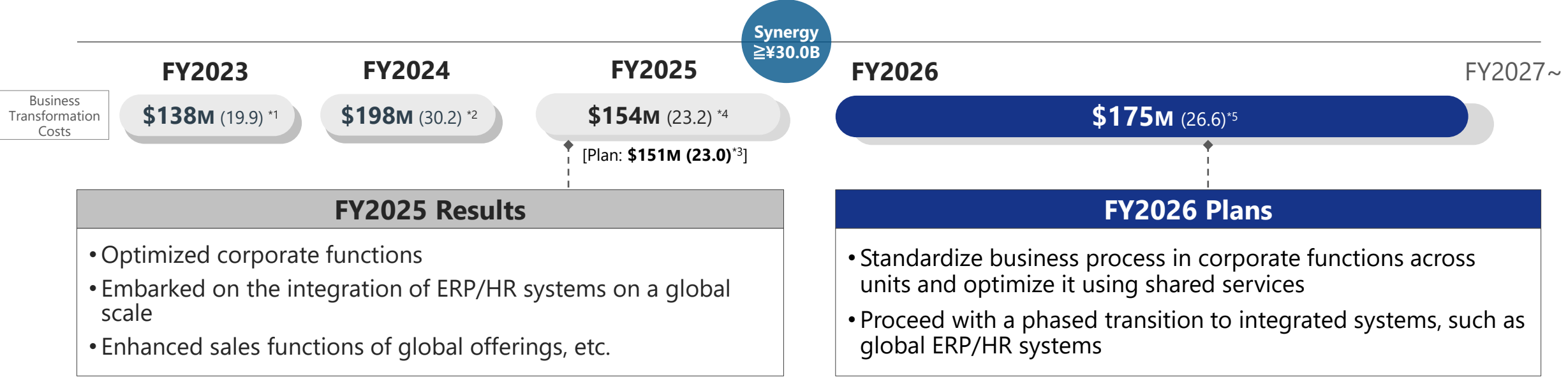
## Overseas Business Transformation

### Enhancement of Global Competitiveness

Transformation and enhancement of business portfolio through formulation of a cross-unit organization

Optimization of business process and framework through the global integration of corporate functions

Integration of IT Systems



• The figures in parentheses are presented in billions of yen.  
 • \*1: Actual rate for FY2023: JPY144.65, \*2 Actual rate for FY2024: JPY152.62, \*3 Assumed rate for FY2025: JPY153.00, \*4 Actual rate for FY2025: JPY150.77, \*5 Assumed rate for FY2026: JPY152.00

# Status of the Data Center Business (Overseas Segment)

## ■ Operating Results of the Data Center Business \*1\*2\*3

	FY2024 Results	FY2025 Results	YoY (Amount)	FY2026 Forecasts	YoY (Amount)
New orders received	692.8 (4,540)	1,088.2 (7,217)	+395.3 (+2,678)		
Order backlog (at period-end)	2,239.1 (14,974)	3,199.7 (20,007)	+960.6 (+5,033)		
Net sales	371.2 (2,432)	520.3 (3,473)	+149.2 (+1,041)	544.0 (3,595)	+23.7 (+122)
EBITDA	137.0 (898)	282.1 (1,893)	+145.1 (+995)	226.0 (1,502)	-56.1 (-391)
EBITDA margin (%) Incl. gain on DC transfer	37%	55%	-	42%	-
EBITDA margin (%) Excl. gain on DC transfer	37%	39%	-		
Operating profit (before allocation of common head-office costs)	70.5 (462)	209.0 (1,408)	+138.5 (+946)		
Operating profit margin (%) Incl. gain on DC transfer	19%	41%	-		
Operating profit margin (%) Excl. gain on DC transfer	19%	20%	-		
Investment amount	413.0 (2,706)	377.9 (2,506)	-35.1 (-200)	505.0 (3,322)	+127.1 (+816)

(Billions of yen (Millions of dollars))

	As of March 31, 2025	As of March 31, 2026	YoY (Amount)
Assets	2,637.0 (17,635)	3,092.2 (19,335)	+455.2 (+1,699)
Repost) Non-current assets	1,982.9 (13,261)	2,461.1 (15,388)	+478.2 (+2,128)
Liabilities	2,150.7 (14,383)	2,451.2 (15,327)	+300.5 (+944)
Repost) Interest-bearing liabilities	1,599.5 (10,697)	1,832.1 (11,455)	+232.6 (+759)

\*1 The figures refer to management figures (non-audit) for calculating the balance of the DC Business under GTSS. They include transactions between NTT, which is the parent company, and the Group, and were calculated in certain methods such as the allocation of common costs with other businesses of GTSS.

\*2 Some common head-office costs are not included in EBITDA/operating profit.

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

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

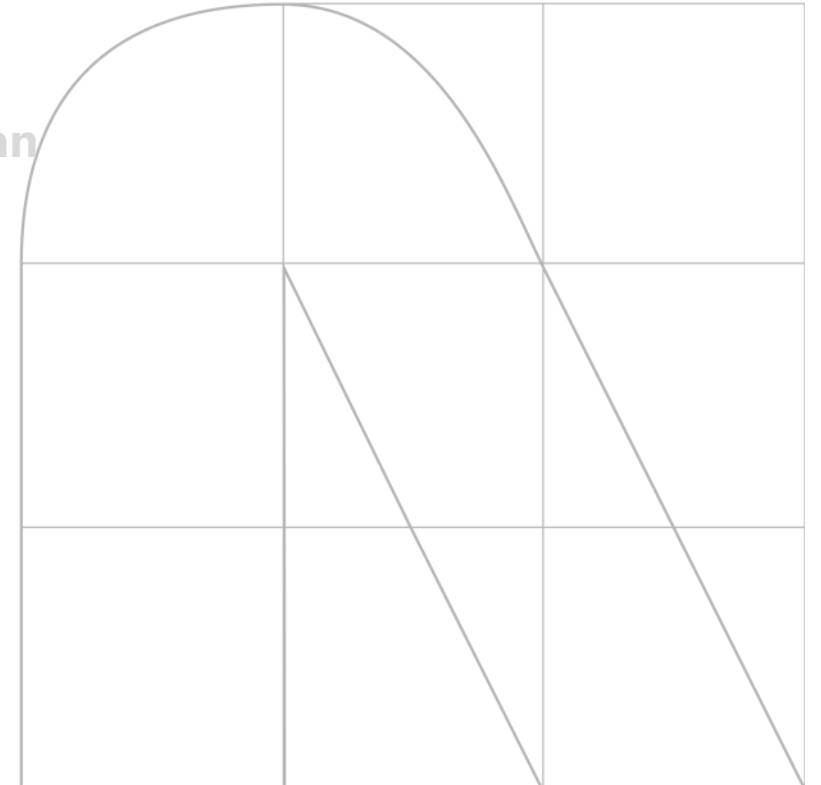
Total Capacity	FY2024 Results	FY2025 Results
New capacity	380	130
Current capacity (at period-end)	1,500	1,630

By Region	North America	EMEA	India	APAC	Total
Current capacity (As of March 31, 2026)	675	430	425	100	1,630
Planned capacity(As of March 31, 2026)	370	260	80	60	770

# 5

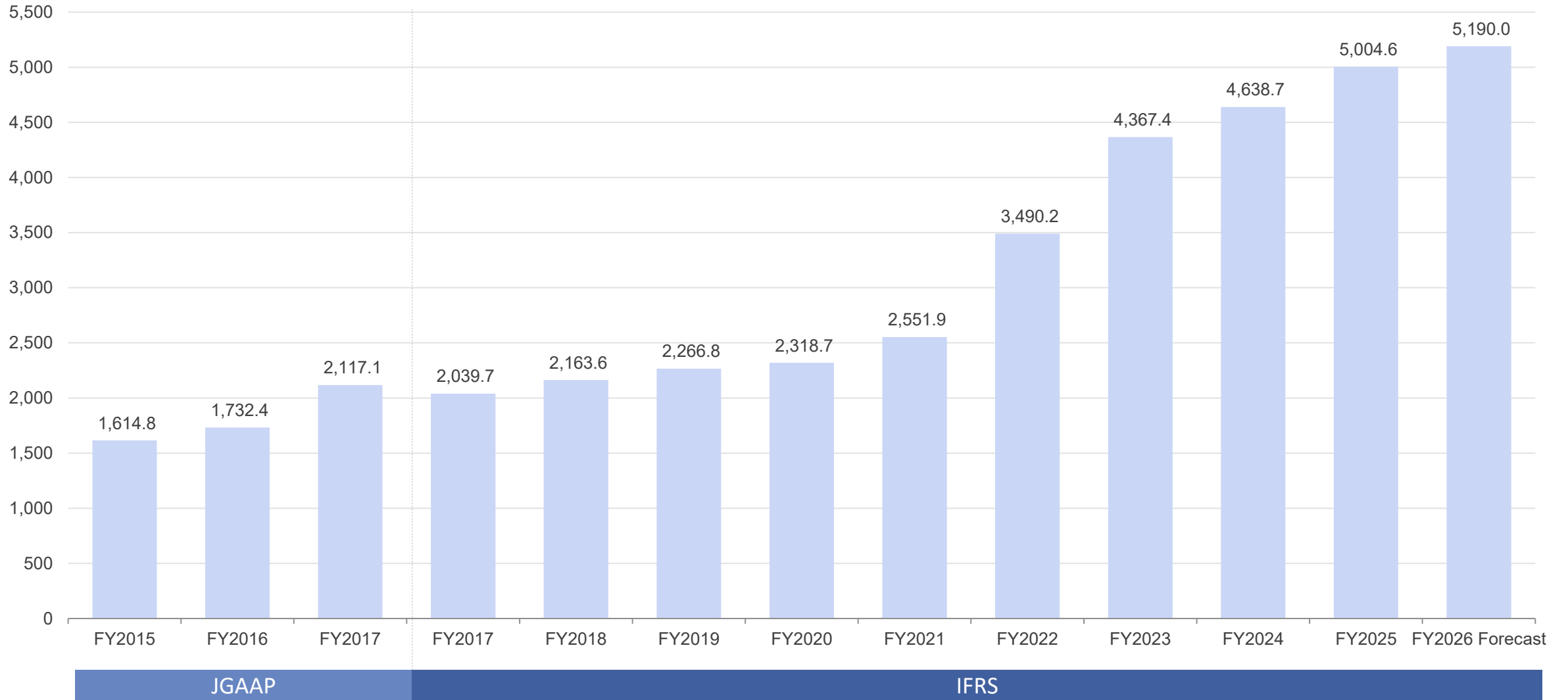
## Appendices (2) Medium- to Long-Term Financial Trends

1. FY2025 Results
2. Performance Review of the Previous Medium-Term Management Plan
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  - (2) Medium- to Long-Term Financial Trends**



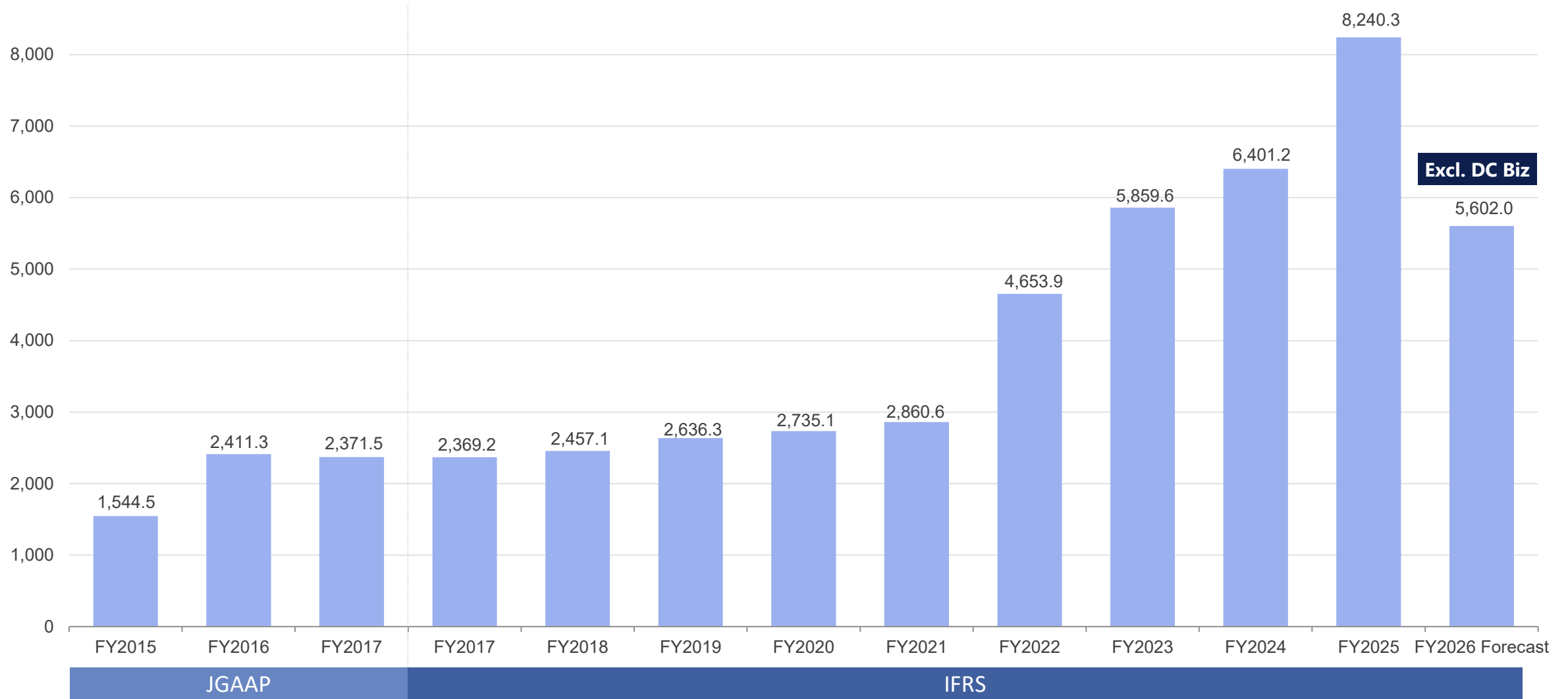
# Net Sales Trend

(Billions of yen)



# Order Backlog Trend

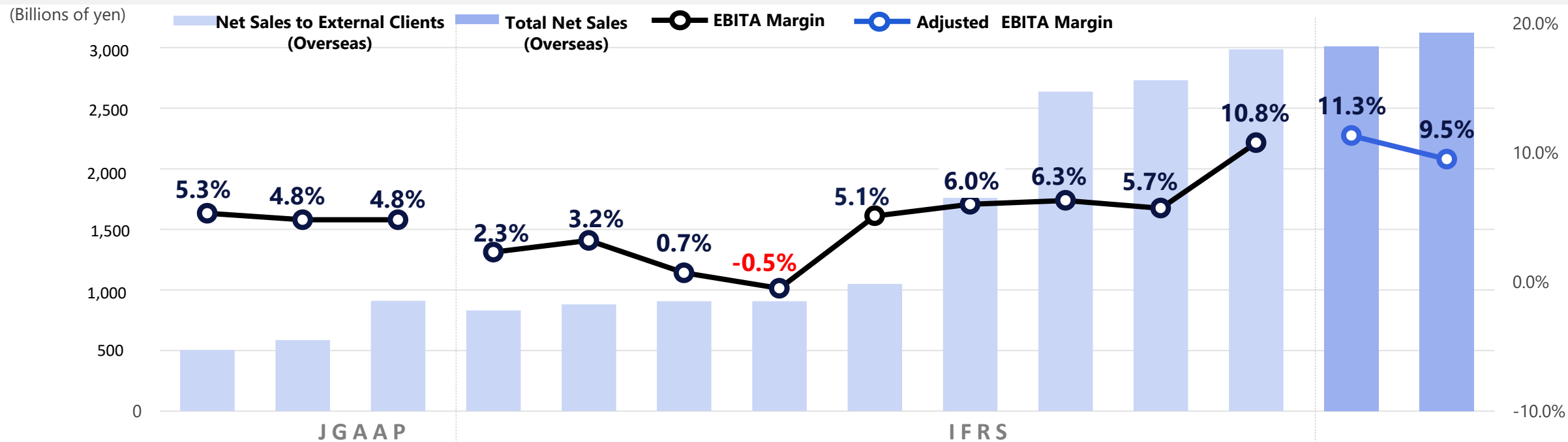
(Billions of yen)



Excl. DC Biz

\* FY2026 Forecast does not include the Data Center Business.

# Overseas Net Sales and EBITA Trend<sup>\*1</sup>



	FY2015	FY2016	FY2017	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025	FY2026 Forecast
<b>Net Sales to External Clients (Overseas)</b>	504.4	586.3	911.1	831.3	881.1	906.7	907.2	1,050.5	1,866.1	2,636.3	2,731.4	2,986.5	-	-
<b>Total Net Sales (Overseas)</b>	-	-	-	-	-	-	-	-	-	-	-	-	3,009.2	3,120.0
<b>EBITA<sup>*2</sup></b>	26.6	28.2	43.4	19.4	28.3	6.4	-4.5	53.1	111.6	166.5	154.7	321.5	-	-
<b>Adjusted EBITA<sup>*3</sup></b>	-	-	-	-	-	-	-	-	-	-	-	-	340.2	296.0

\*1 The figures for the years up to FY2016 refer to those for the Global Segment of the previous organizational structure. The figures for FY2017 onward refer to the total of North America, EMEA & LATAM, China and APAC. The figures for FY2022 onward refer to those for the Overseas Segment and include the effects of the consolidation of NTT Ltd.

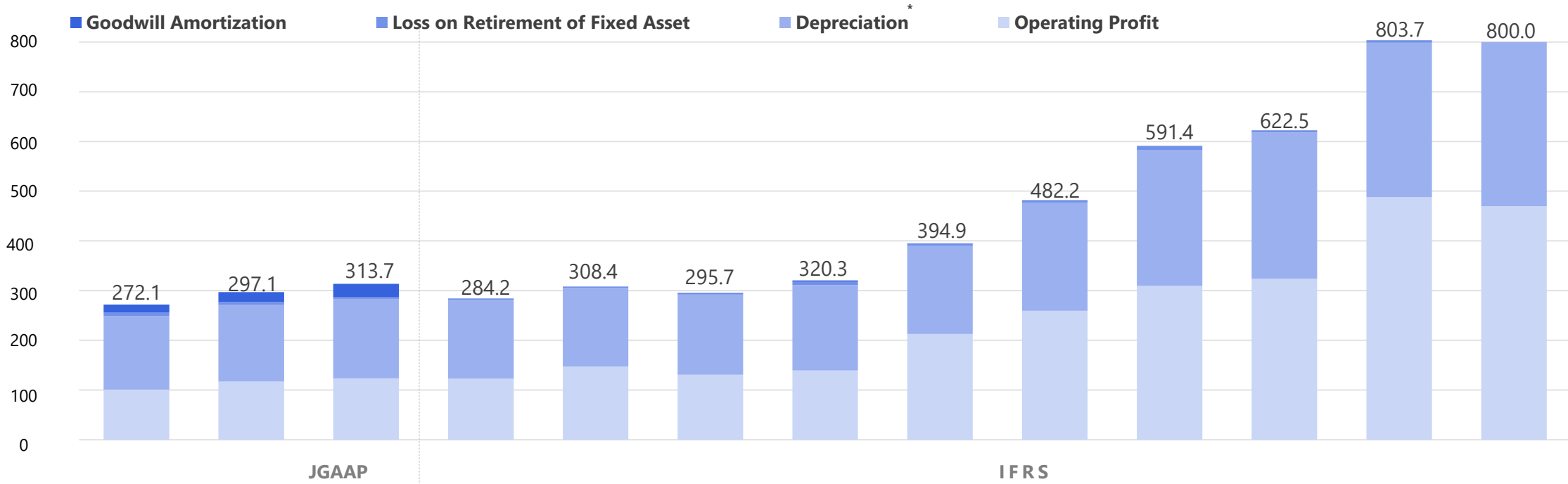
\*2 EBITA (JGAAP) = operating profit (JGAAP) + amortization of goodwill and intangible assets through PPA following acquisitions, etc.

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

\*3 Adjusted EBITA = operating profit + amortization of intangible assets through PPA following acquisitions, etc. + business transformation costs + strategic investments, etc. The figure is disclosed starting in FY2026 to present the profitability of the overseas business before costs associated with the ongoing business transformation and large-scale investments are excluded.

# EBITDA Trend

(Billions of yen)

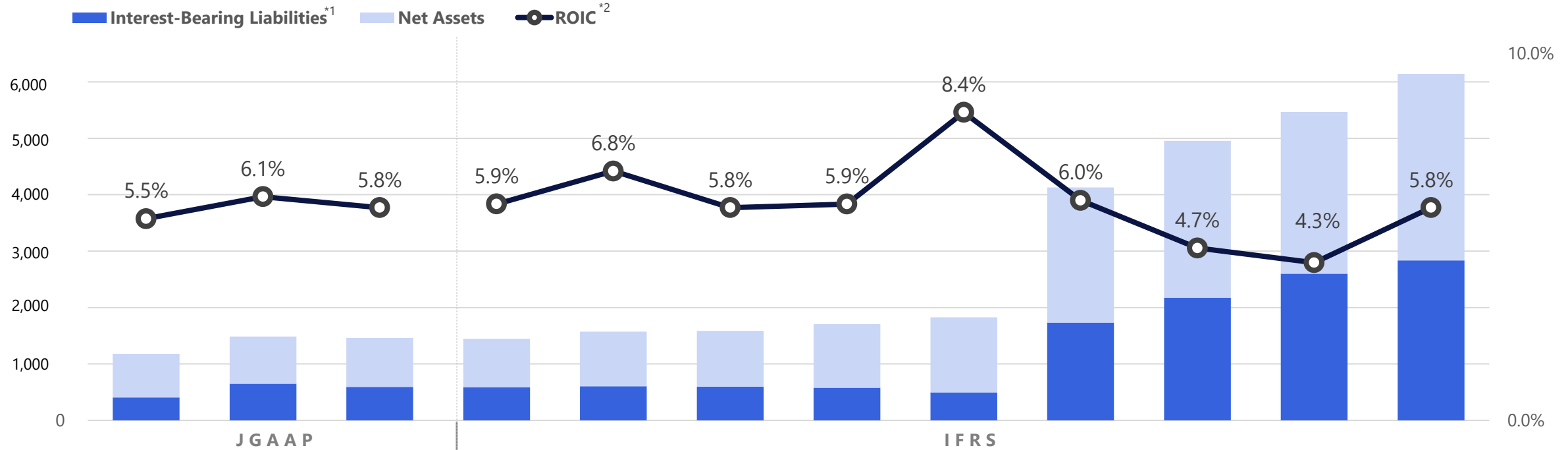


(Billions of yen)	FY2015	FY2016	FY2017	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 Forecast
<b>Operating Profit</b>	100.8	117.1	123.5	123.1	147.7	130.9	139.2	212.6	259.1	309.6	323.9	488.2	470.0
<b>Depreciation*</b>	147.9	154.5	160.0	158.1	158.0	160.9	171.6	177.0	218.1	273.5	293.9	310.6	330.0
<b>Loss on Retirement of Fixed Assets</b>	7.2	5.4	3.2	3.1	2.7	2.9	6.8	5.1	4.9	8.3	4.8	4.9	0
<b>Goodwill Amortization, etc.</b>	16.0	20.0	26.9	-	-	1.0	2.7	0.2	0	0	0	0	0

\* The figures for FY2019 and beyond were calculated with lease depreciation expenses excluded.

# ROIC Trend

(Billions of yen)



	FY2015	FY2016	FY2017	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
<b>Operating Profit</b>	100.8	117.1	123.5	123.1	147.7	130.9	139.2	212.6	259.1	309.6	323.9	488.2
<b>Effective Tax Rate</b>	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%	30.62%	30.62%	30.62%	30.62%	30.62%	30.62%
<b>Net Assets</b>	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5	1,328.3	2,396.4	2,780.4	2,868.5	3,309.8
<b>Interest-Bearing<sup>*1</sup> Liabilities</b>	407.0	650.8	592.0	586.3	605.0	598.0	578.9	496.5	1,731.9	2,175.3	2,599.1	2,835.1

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

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

# Disclaimer

The chart was compiled by the Company based on the research by Gartner, Inc.

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

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