

NTT DATA

Company Presentation for the Third Quarter of Fiscal Year Ending March 31, 2025

February 6, 2025 NTT DATA Group Corporation

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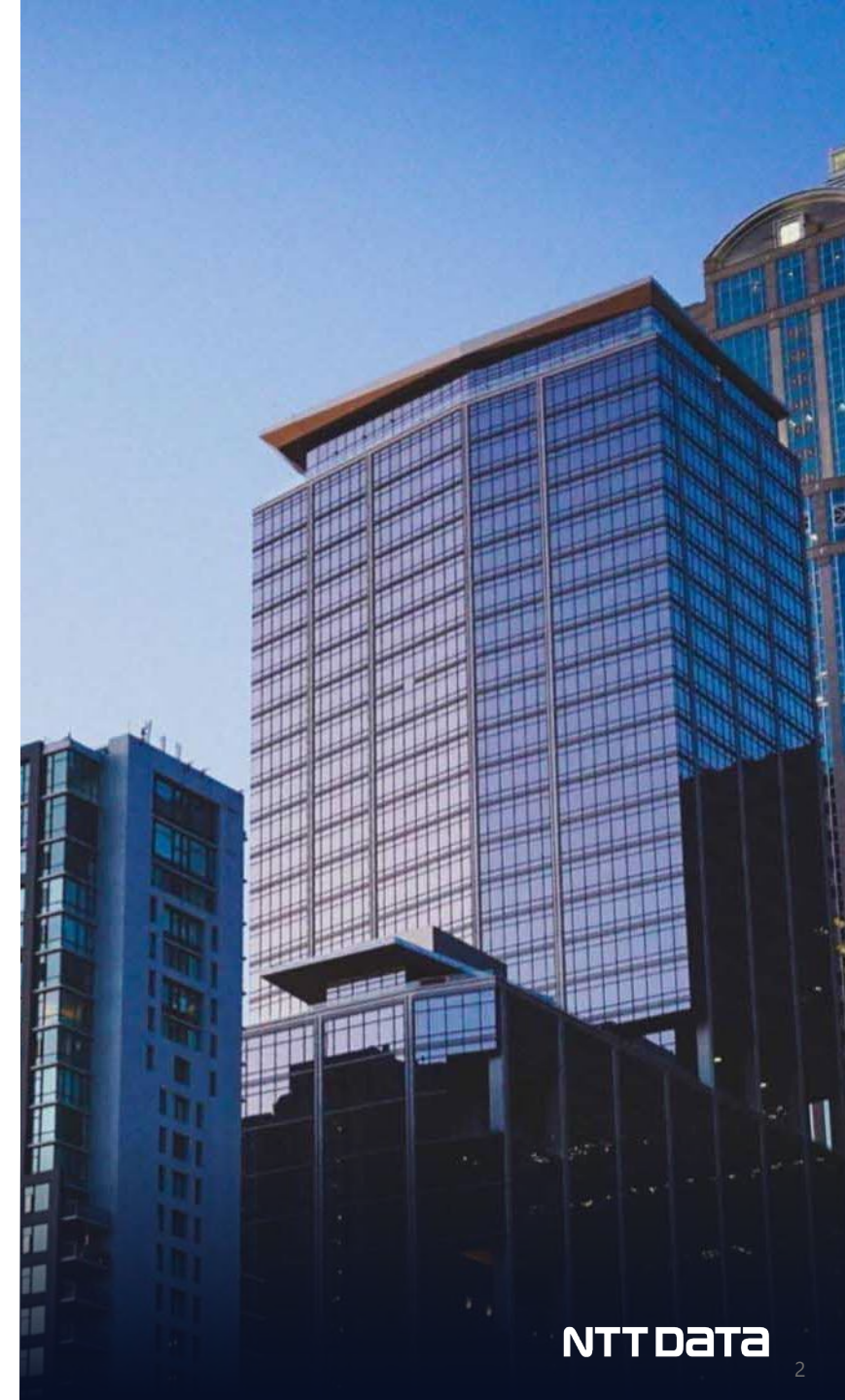
This English text is a translation of the Japanese original. The Japanese original is authoritative.

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Cautionary Statement Regarding Forward-looking Statements

- * Forecast figures in this document are based on current economic and market conditions. As changes in the global economy and information services market are possible, NTT DATA cannot guarantee their accuracy.
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1 Results for the Third Quarter of Fiscal Year Ending March 31, 2025

1. Results for the Third Quarter of Fiscal Year Ending March 31, 2025

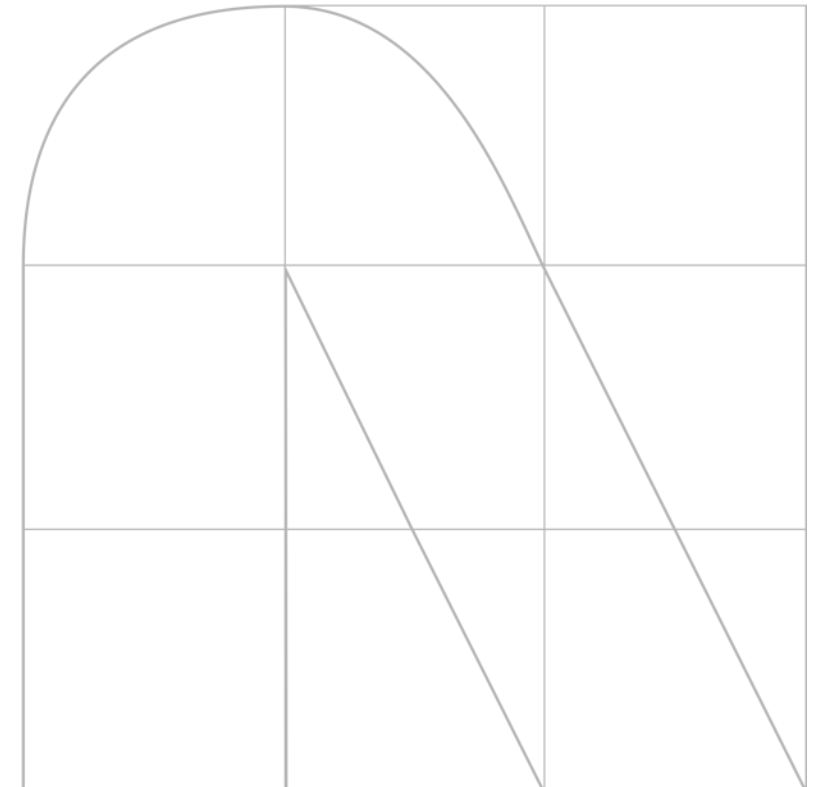
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2. Status of Japan Segment

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Results for the Third Quarter of Fiscal Year Ending March 31, 2025 (Summary of YoY changes)

- Both net sales and operating profit increased year on year
- Progress is on track with the full-year forecast

(Billions of Yen)

	Q3 FYE3/2024 (Apr-Dec)	Q3 FYE3/2025 (Apr-Dec)	YoY (Amount)	YoY (Rate)		FYE3/2025 Forecasts	Progress toward Forecasts (Rate)
Net Sales	3,176.2	3,407.8	+231.6	+7.3%		4,430.0	76.9%
Operating Profit (Operating profit margin)	197.1 (6.2%)	236.0 (6.9%)	+38.9 (+0.7P)	+19.8%		336.0 (7.6%)	70.2%
Profit Attributable to Shareholders of NTT DATA	83.7	96.5	+12.7	+15.2%		137.0	70.4%
New Orders Received	3,566.8	3,664.3	+97.5	+2.7%		4,330.0	-
<Ref. New Orders Received Excluding DC Business>	<2,880.5>	<3,135.7>	<+255.1>	<+8.9%>		Excl. DC Business <4,330.0>	<72.4%>

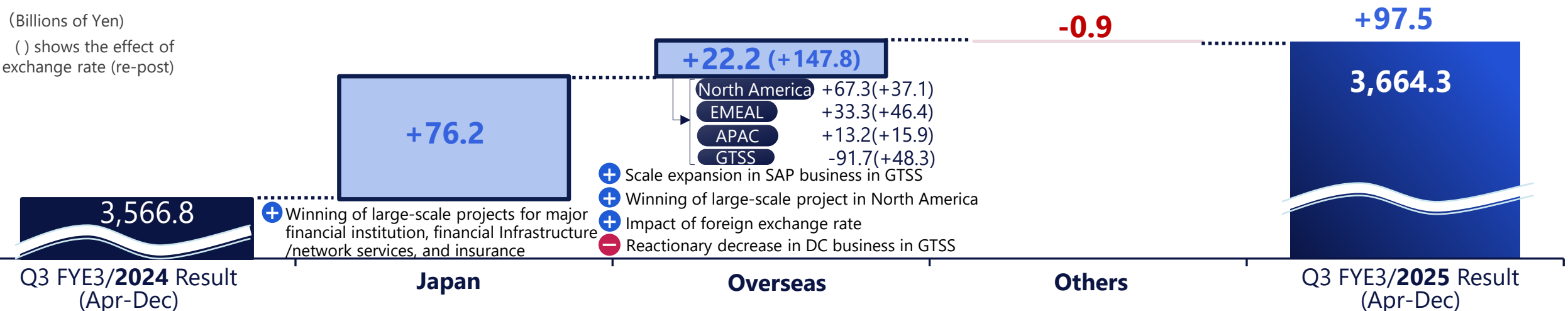
* Figures in < > represent new orders received excluding data center business (DC business)

New Orders Received | YoY Changes (Q3 Results of FYE3/2025)

Each business in Japan performed well. Overseas, new orders received increased in the SAP businesses in GTSS, as well as in North America.

(Billions of Yen)

() shows the effect of exchange rate (re-post)



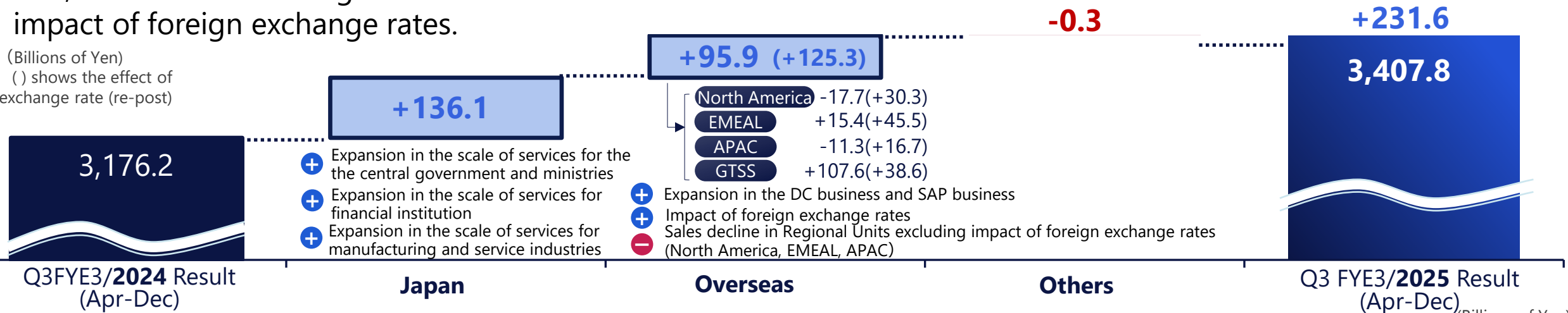
New Orders Received	Q3 FYE3/2024	Q3 FYE3/2025	YoY Comparison in Results	FYE3/2025		2024 Apr-Dec Progress Toward Forecasts	Q3 FYE3/2024	Q3 FYE3/2025	YoY Comparison in Results
	Apr-Dec	Apr-Dec		Forecasts	Excl. DC Business		Oct-Dec	Oct-Dec	
Total	3,566.8	3,664.3	+97.5	4,330.0	-	1,400.2	1,163.9	-236.4	
Japan	1,155.8	1,232.0	+76.2	1,650.0	74.7%	348.1	355.8	+7.7	
Re-post									
Public & Social Infrastructure	476.2	481.2	+5.0	657.0	73.2%	111.5	91.4	-20.0	
Financial	371.4	416.6	+45.2	530.0	78.6%	132.8	155.0	+22.2	
Enterprise	263.3	282.2	+18.9	405.0	69.7%	90.1	99.9	+9.8	
Overseas(*)	2,400.2	2,422.4	+22.2	2,670.0	-	1,047.6	804.7	-242.8	
Re-post									
North America	540.7	608.1	+67.3	844.0	72.0%	269.9	283.8	+13.9	
EMEAL	728.1	761.4	+33.3	1,124.0	67.7%	278.3	282.9	+4.6	
APAC	248.1	261.3	+13.2	422.0	61.9%	83.3	87.4	+4.1	
Global Technology and Solution Services (GTSS) (*)	883.3	791.6	-91.7	280.0	-	416.1	150.7	-265.4	
Others	10.8	9.8	-0.9	10.0	98.5%	4.5	3.3	-1.2	

(*) This includes new orders received for the DC Business of JPY 686.3 billion for FYE3/2024 (Apr-Dec) and JPY 528.7 billion for FYE3/2025 (Apr-Dec) (down JPY 157.7 billion YoY). The forecasted figures for FYE3/2025 exclude the DC Business.

Net Sales | YoY Changes (Q3 Results of FYE3/2025)

Each business in Japan performed well. Overseas, while the data center and SAP businesses in GTSS performed well, net sales of each regional unit were on a downward trend. Overall overseas sales increased due to the impact of foreign exchange rates.

(Billions of Yen)
() shows the effect of exchange rate (re-post)

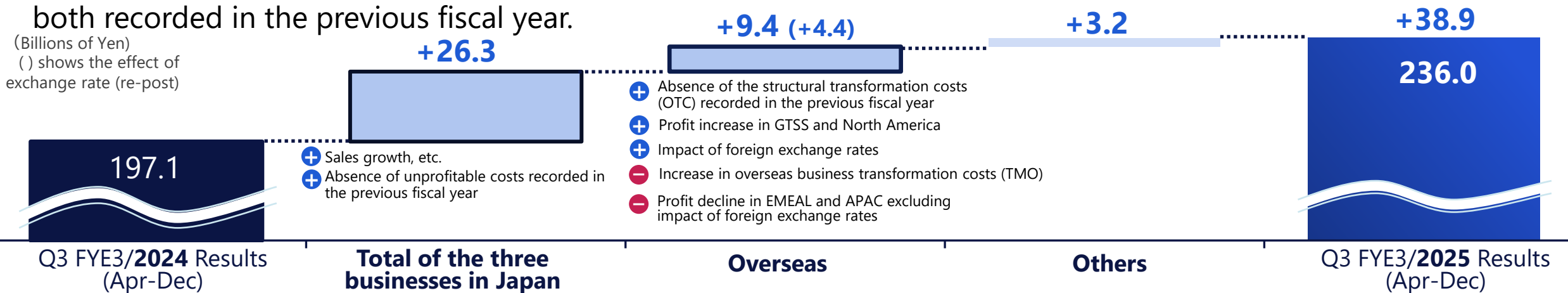


Net Sales	Q3 FYE3/2024 Apr-Dec	Q3 FYE3/2025 Apr-Dec	YoY Comparison in Results	FYE3/2025 Forecasts	2024 Apr-Dec Progress Toward Forecasts	Q3 FYE3/2024 Oct-Dec	Q3 FYE3/2025 Oct-Dec	YoY Comparison in Results
Total	3,176.2	3,407.8	+231.6	4,430.0	76.9%	1,097.6	1,167.7	+70.0
Japan	1,246.6	1,382.7	+136.1	1,840.0	75.1%	423.8	496.1	+72.3
Re-post								
Public & Social Infrastructure	467.4	551.1	+83.7	758.0	72.7%	162.5	203.9	+41.4
Financial	502.2	536.1	+33.9	727.0	73.7%	171.7	189.6	+18.0
Enterprise	394.1	428.3	+34.3	578.0	74.1%	130.6	149.3	+18.7
Overseas	1,958.2	2,054.1	+95.9	2,650.0	77.5%	685.3	682.8	-2.5
Re-post								
North America	513.9	496.1	-17.7	667.0	74.4%	175.8	159.9	-15.9
EMEAL	730.2	745.6	+15.4	998.0	74.7%	256.2	251.1	-5.1
APAC	285.4	274.1	-11.3	414.0	66.2%	97.6	88.6	-8.9
Global Technology and Solution Services (GTSS)	525.8	633.4	+107.6	746.0	84.9%	192.7	214.6	+21.9
Others	-28.7	-29.0	-0.3	-60.0	-	-11.4	-11.3	+0.2

Operating Profit | YoY Changes (Q3 Results of FYE3/2025)

Operating profit increased both in Japan and overseas. The increase in Japan is partly due to the absence of unprofitable costs, while the increase overseas is partly due to the absence of structural transformation costs, both recorded in the previous fiscal year.

(Billions of Yen)
() shows the effect of exchange rate (re-post)



Operating Profit (operating profit margin)	Q3 FYE3/2024		YoY Comparison in Results	FYE3/2025 Forecasts	2024 Apr-Dec Progress Toward Forecasts	Q3 FYE3/2025		YoY Comparison in Results
	Apr-Dec	Apr-Dec				Oct-Dec	Oct-Dec	
Total	197.1	236.0	+38.9	336.0	70.2%	75.2	87.0	+11.8
Total of the three businesses in Japan^(*)	145.0	171.3	+26.3	237.0	72.3%	51.2	64.0	+12.7
Re-post Public & Social Infrastructure	50.8 (10.9%)	70.3 (12.8%)	+19.5 (+1.9P)	94.0 (12.4%)	74.8%	20.0 (12.3%)	27.4 (13.4%)	+7.4 (+1.1P)
Financial	52.3 (10.4%)	53.6 (10.0%)	+1.3 (-0.4P)	81.0 (11.1%)	66.2%	17.4 (10.1%)	20.1 (10.6%)	+2.7 (+0.5P)
Enterprise	41.8 (10.6%)	47.4 (11.1%)	+5.5 (+0.4P)	62.0 (10.7%)	76.4%	13.8 (10.6%)	16.5 (11.0%)	+2.6 (+0.4P)
Overseas	62.1 (3.2%)	71.5 (3.5%)	+9.4 (+0.3P)	129.0 (4.9%)	55.4%	27.9 (4.1%)	23.9 (3.5%)	-3.9 (-0.6P)
Others	-10.0	-6.8	+3.2	-30.0	-	-3.9	-0.9	+3.0

(*) Sum of the operating profit of the Public & Social Infrastructure, Financial, and Enterprise businesses.

Breakdown of Overseas Segment

(Billions of Yen)

		FYE3/2024 Apr-Dec	FYE3/2025 Apr-Dec	YoY (Amount)			YoY (Rate)	FYE3/2024 Apr-Mar	FYE3/2025 Forecasts	Progress Toward Forecast	FY3/2024 Oct-Dec	FYE3/2025 Oct-Dec	YoY (Amount)
					Excl. Forex Effects ^(*4)	Forex Effects ^(*4)							
Net Sales		1,958.2	2,054.1	+95.9	-29.4	+125.3	+4.9%	2,654.5	2,650.0	77.5%	685.3	682.8	-2.5
Re-post	North America	513.9	496.1	-17.7	-48.0	+30.3	-3.4%	688.3	667.0	74.4%	175.8	159.9	-15.9
	EMEAL	730.2	745.6	+15.4	-30.0	+45.5	+2.1%	988.7	998.0	74.7%	256.2	251.1	-5.1
	APAC	285.4	274.1	-11.3	-28.0	+16.7	-4.0%	376.2	414.0	66.2%	97.6	88.6	-8.9
	GTSS	525.8	633.4	+107.6	+69.0	+38.6	+20.5%	726.0	746.0	84.9%	192.7	214.6	+21.9
EBITA^{(*1) (*2)} (EBITA Margin)		98.6 (5.0%)	110.7 (5.4%)	+12.2 (+0.4p)	+5.4	+6.8	+12.4%	166.5 (6.3%)	178.0 (6.7%)	62.2%	40.6 (5.9%)	37.3 (5.5%)	-3.3 (-0.5p)
Re-post	North America	24.2 (4.7%)	28.5 (5.8%)	+4.3 (+1.0p)	+2.6	+1.7	+17.8%	37.1 (5.4%)	40.0 (6.0%)	71.4%	10.3 (5.8%)	7.4 (4.6%)	-2.9 (-1.2p)
	EMEAL	29.5 (4.0%)	28.6 (3.8%)	-0.8 (-0.2p)	-2.6	+1.7	-2.8%	41.6 (4.2%)	71.0 (7.1%)	40.3%	12.7 (4.9%)	8.5 (3.4%)	-4.2 (-1.6p)
	APAC	27.2 (9.5%)	20.8 (7.6%)	-6.4 (-2.0p)	-7.7	+1.3	-23.6%	35.6 (9.5%)	40.0 (9.7%)	52.0%	9.3 (9.6%)	6.0 (6.8%)	-3.3 (-2.8p)
	GTSS	46.8 (8.9%)	63.5 (10.0%)	+16.7 (+1.1p)	+12.9	+3.9	+35.8%	85.5 (11.8%)	84.0 (11.3%)	75.6%	18.2 (9.4%)	25.6 (11.9%)	+7.4 (+2.5p)
New Orders Received^(*3)		2,400.2	2,422.4	+22.2	-125.6	+147.8	+0.9%	3,124.3	Excl. DC Business 2,670.0	-	1,047.6	804.7	-242.8
Re-post	North America	540.7	608.1	+67.3	+30.3	+37.1	+12.5%	710.2	844.0	72.0%	269.9	283.8	+13.9
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	APAC	248.1	261.3	+13.2	-2.7	+15.9	+5.3%	333.9	422.0	61.9%	83.3	87.4	+4.1
	GTSS ^(*3)	883.3	791.6	-91.7	-139.9	+48.3	-10.4%	1,073.8	Excl. DC Business 280.0	-	416.1	150.7	-265.4

(*1) EBITA = operating profit + amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others.

(*2) The planned annual business transformation cost of ¥30.0 billion is included only in the FYE3/2025 forecast for the entire Overseas Segment, which is ¥178.0 billion. Actual costs are recorded for each Unit, and the Apr-Dec FYE3/2025 EBITA figures include the following costs : ¥ 15.2 billion for the entire Overseas Segment, ¥ 1.0 billion for North America, ¥ 5.5 billion for EMEAL, ¥ 0.8 billion for APAC, and ¥ 0.6 billion for Global Technology and Solutions Services.

(*3) This includes new orders received for the DC Business of JPY 686.3 billion for Apr-Dec FYE3/2024 and JPY 528.7 billion for Apr-Dec FYE3/2025(-JPY157.7 billion YoY). The forecasted figure for FYE3/2025 excludes the DC Business.

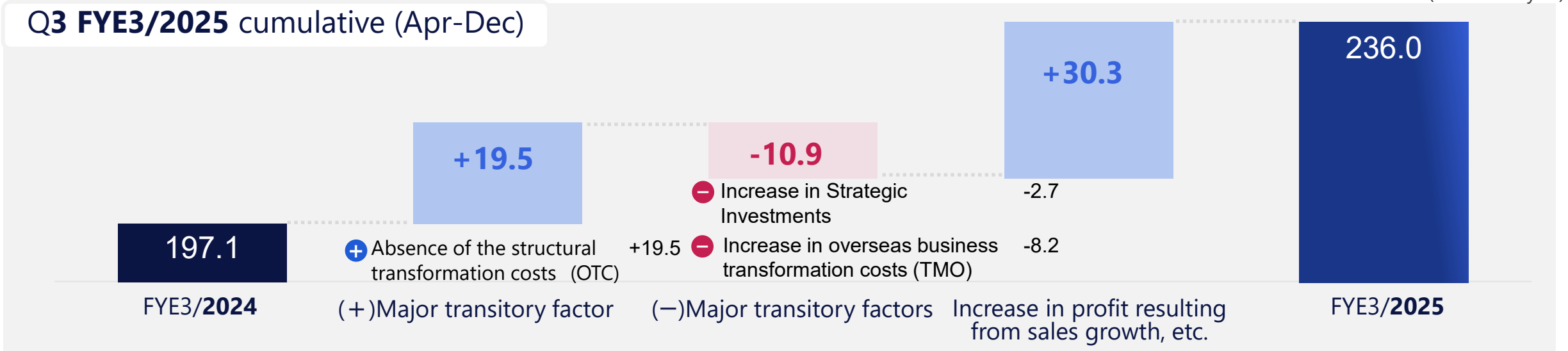
(*4) For all Units, forex effects show the impact of the exchange rate differences between the current and previous fiscal years when converting USD-denominated results to JPY. USD exchange rate (average rate) :For Apr-Dec FYE3/2024, 143.33 yen; for Apr-Dec FYE3/2025, 152.64 yen.

Operating Profit | YoY Changes (by factor)

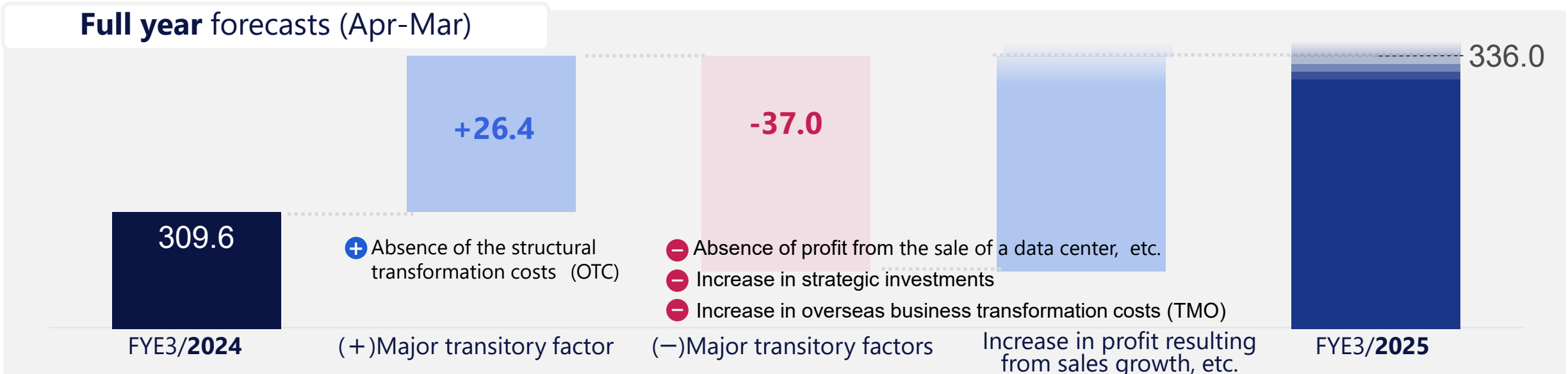
Although a decrease in profit due to transitory factors is expected in Q4, we aim to achieve our full-year operating profit forecast through factors such as increased profit in line with increased revenue

(Billions of yen)

Q3 FYE3/2025 cumulative (Apr-Dec)



Full year forecasts (Apr-Mar)



2

Status of Japan Segment

1. Results for the Third Quarter of Fiscal Year Ending March 31, 2025

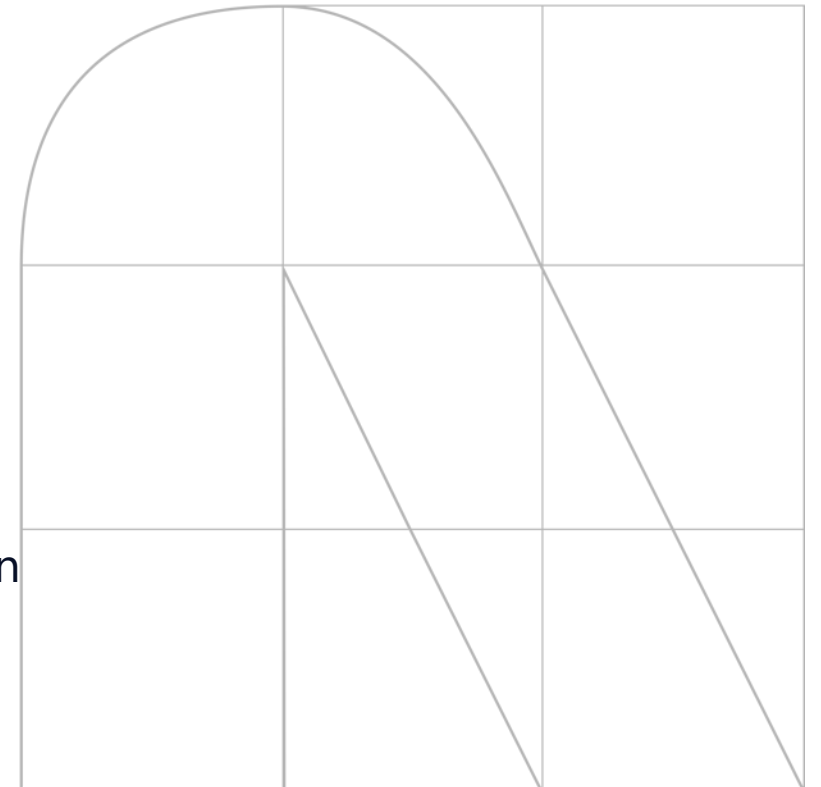
2. Status of Japan Segment

- Business Environment
- Initiatives for “Growth with Quality”
- “Hakuhodo Inc × NTT DATA” to Promote Demand Chain Transformation

3. Status of Overseas Segment

4. Status of Company-wide Initiatives

5. Appendices



Status of Japan Segment Business Environment

Public & Social Infrastructure

■ External Environment

In conjunction with initiatives such as “Priority Plan for the Realization of a Digital Society,” the Japanese government’s IT investments are on the rise aimed at realizing public-private partnerships and addressing social issues. In addition, further promotion is expected in My Number Card-related businesses, standardization of systems across national and local governments, and digital transformation (DX) in the businesses of various ministries and in semi-public sectors (health / medical care / nursing care, education, disaster prevention, etc.).

■ Status of the Company

In the first nine months, we achieved an increase in revenue due to large-scale projects for central government and ministries.

Financial

■ External Environment

Major financial institutions are increasing their IT service investments to strengthen customer contact points and customer experience, as well as to realize financial services that transcend industry boundaries. As for regional financial institutions, although IT investments remain flat, new IT investments following the reorganization of regional banks, as well as the movement toward migration of core banking systems to open systems, are expected to expand.

■ Status of the Company

In the first nine months, expansion in the scale of services for major financial institutions and payment/insurance companies drove revenue growth.

Enterprise

■ External Environment

Business opportunities related to DX, generative AI, and sustainability are growing steadily in all industries including manufacturing and retail. As management issues and their solutions become more diverse, a one-stop service that proactively supports the resolution of their management issues through consulting and engineering capabilities is being sought.

■ Status of the Company

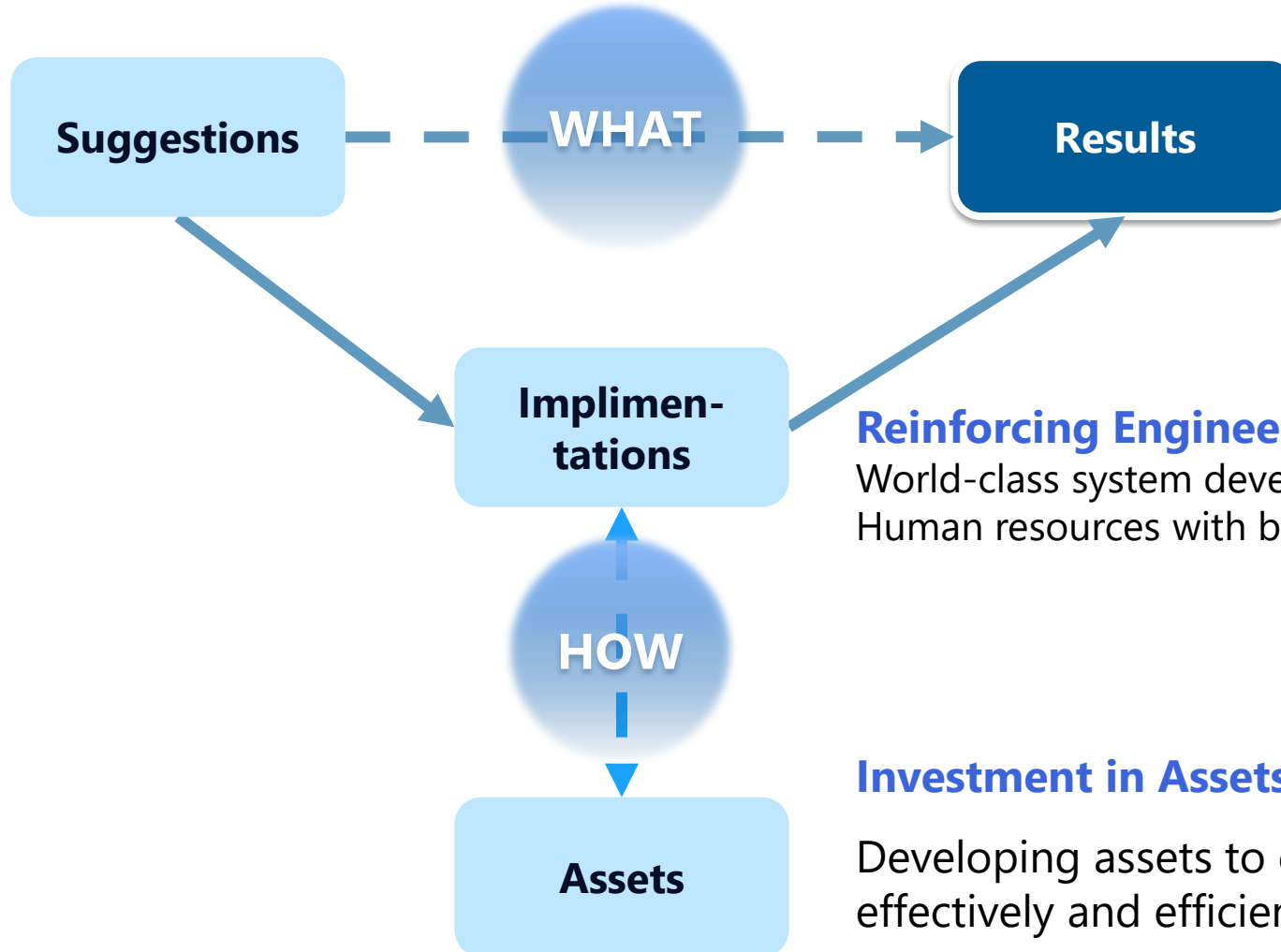
In the first nine months, we made efforts to contribute as a strategic partner for our clients and developed our business for a wide range of industries.

Status of Japan Segment Initiatives for “Growth with Quality”

Starting with customers’ “What” (management issues) and accompanying their transformation to achieve both sustainable growth and profitability by improving the value we provide

Enhancing consulting capabilities

Consulting based on management issues



Strengthening digital competitiveness

It does not end with the proposal. The proposal needs to be further refined to achieve the achievement

Reinforcing Engineering Capabilities

World-class system development capabilities
Human resources with both quality and quantity

Investment in Assets

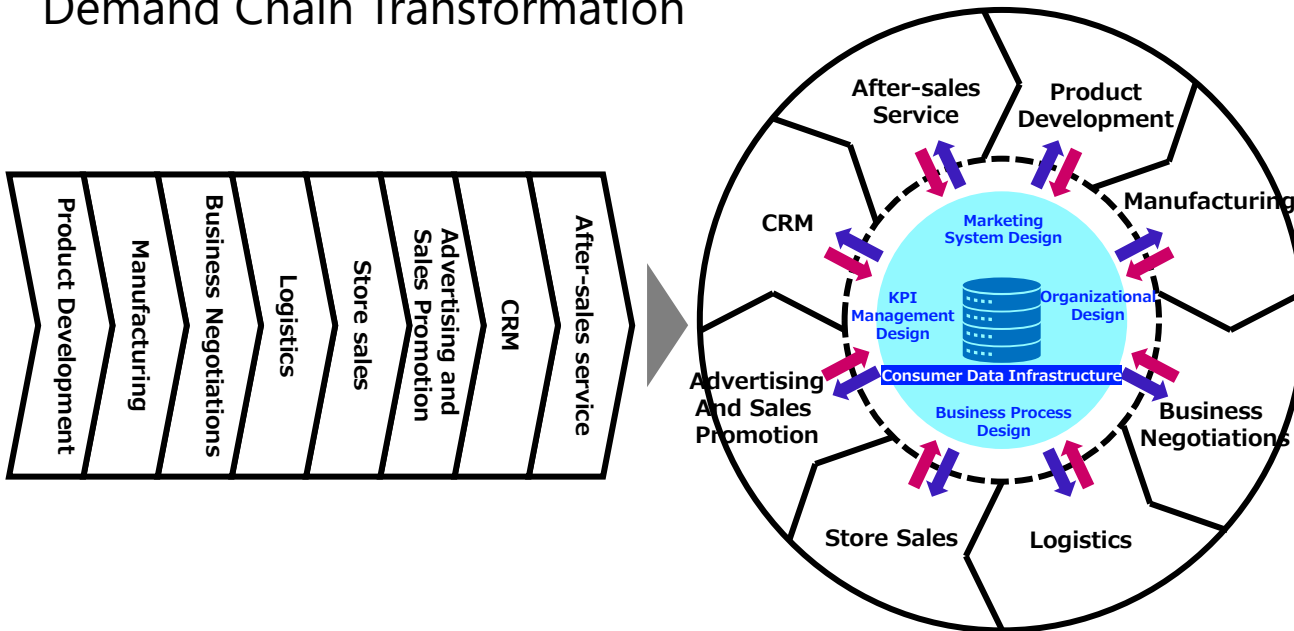
Developing assets to conduct business effectively and efficiently

Status of Japan Segment

“Hakuhodo Inc × NTT DATA” to Promote Demand Chain Transformation

Leveraging Hakuhodo's **strength in the customer contact** domain and NTT Data's **strength in driving digital transformation** and complementing each other's capabilities to provide one-stop support for transformation tailored to corporate business issues

Demand Chain Transformation



•HAKUHODO•

Consumer-oriented ideas/Creativity

- Future Insight/Scenario Planning
- Customer Experience Creativity
- UI/UX Design Skills

NTT DATA

Supporting corporate transformation through IT

- SI capability
- Back-end construction capability
- IT/Tech Utilization Consulting

Establish a Joint venture and start operations in April or later

Provide one-stop services for strategy development, consumer experience design, data/technology utilization, and system implementation

3

Status of Overseas Segment

1. Results for the Third Quarter of Fiscal Year Ending March 31, 2025

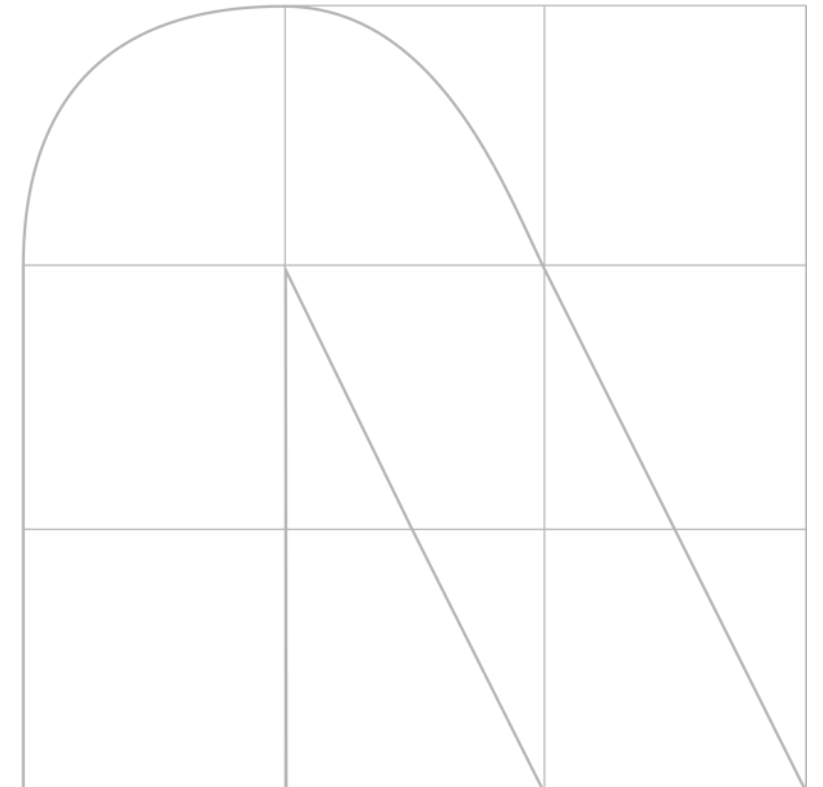
2. Status of Japan Segment

3. Status of Overseas Segment

- Business Environment
- Growth Strategy Results in North America
- Status of Investments and Orders, etc. in the Data Center Business
- Financial Performance of the Data Center Business
- Overseas Business Transformation

4. Status of Company-wide Initiatives

5. Appendices



Status of Overseas Segment Business Environment

<h2>North America</h2>		<p>■ External Environment The U.S. IT market is experiencing robust growth driven by the demand for AI, cloud computing, and cybersecurity, but at the same time, it also has inherent growth-inhibiting factors, such as uncertainty over inflation interfering with the IT investment, and shortage of human resources with the appropriate skill set. From Q4 onwards, it will be necessary to keep a close eye on the impact of the change of government.</p> <p>■ Status of the Company Revenue decreased year-on-year due to the loss of projects in the healthcare sector and a decrease in sales of communication terminal equipment. In Q3 we won a large new project and we will continue to work on creating order pipeline to win new/larger projects.</p>
<h2>EMEAL</h2>		<p>■ External Environment While Europe economic trends project low GDP growth, IT investment is growing steadily. By country, IT investment in Spain is robust due to strong manufacturing industry demand, while in Germany, IT investments are being constrained in the manufacturing industry, especially in the automotive. In Latin America, economic trends project low GDP growth, but IT demand is strong.</p> <p>■ Status of the Company While Spain and South America are performing well, UK and Germany have seen a revenue decline partly due to the economic situation. We are working to rebuild our sales system, and will continue to work on creating order pipeline and winning projects.</p>
<h2>APAC</h2>		<p>■ External Environment IT market is growing steadily. In particular, strong demand exists for Cloud services. On the other hand, GDP growth rate in countries such as Australia is slow, and uncertainty from inflation and exchange rate volatility may negatively impact corporate IT investment across the region.</p> <p>■ Status of the Company The scale of business in Australia, Singapore and India is large, and in addition to the impact of losing customers in Australia, revenue has decreased in consulting services and managed services. We will continue to work on creating order pipeline and winning projects.</p>
<h2>Global Technology and Solution Services (GTSS)</h2>	<h3>Data Center Business</h3>	<p>■ External Environment Demand for data center business is expected to see additional growth of more than 20%* due to generative AI.</p> <p>■ Status of the Company Data center business performed well due to strong demand for generative AI, etc. We will continue to work on creating order pipeline to win large-scale projects.</p> <p style="text-align: right; font-size: small;">*Forecast by NTT based on market research</p>
	<h3>SAP Business etc.</h3>	<p>■ External Environment SAP business is expected to grow at a high rate due to continued strong demand from businesses for migration to cloud ERP and expectations for generative AI-enabling solutions.</p> <p>■ Status of the Company Business performance is favorable due to strong demand.</p>

Status of Overseas Segment

Growth Strategy Results in North America

- Won a new large-scale project in the healthcare industry through strategic initiatives by Client Growth Office(*)
- Continue to develop strategic initiatives aimed at acquiring large-scale orders from key clients in regions in and outside North America

**A large-scale 7-year contract from a major US public healthcare solutions provider
Migrate client IT environment to a multi-cloud platform for agile business operations
and reduced administrative costs**



Key Success Factors

- **Consolidation** of data centers used by client **into our group's data centers**
- Multi-cloud architecture leveraging **strong partnerships** with global cloud providers
- Our **track record as a data center operator** and our ability to provide “full stack” services

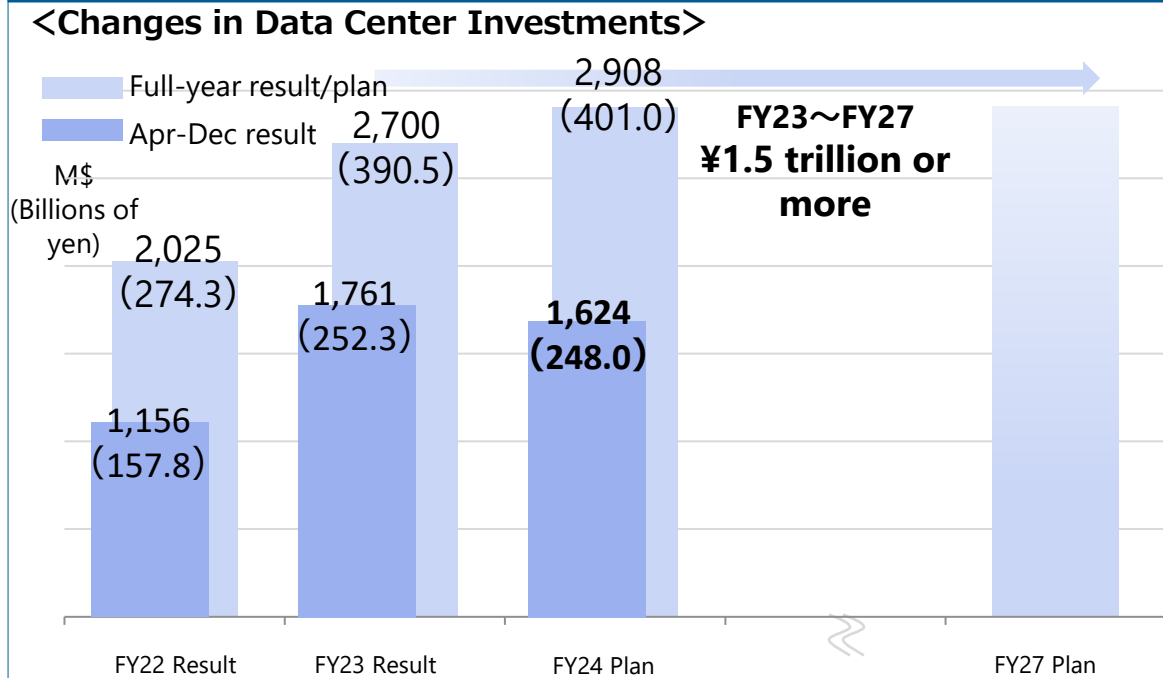
(*) A growth-focused organization newly established this fiscal year in North America targeted to acquire strategic and proactive projects from key clients.

Status of Overseas Segment

Status of Investments and Orders, etc. in the Data Center Business

- Investment in the Q3 FYE3/2025 was **1,624M\$ (248 billion yen)**. Orders received were **3,463M\$ (528.7 billion yen)**, **down 1,325M\$ (¥157.7 billion)** YoY. The decrease in orders is due to a reactionary fall in large orders recorded in the previous term, and demand remains strong.
- 8 data centers with a total capacity of approximately 380MW are scheduled to be launched during FY2024. By the Q3 FYE3/2025, **6** data centers with a total capacity of approximately **300MW** were launched.

Changes in Data Center Investments



<Case Study>

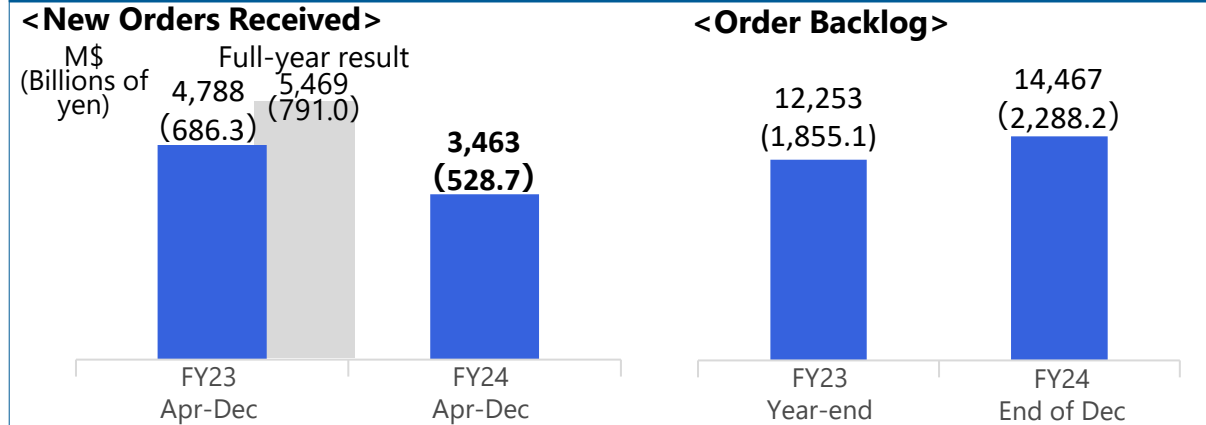
Acquired a new data center site in Tochigi City

<https://www.nttdata.com/global/ja/news/topics/2025/020500/>

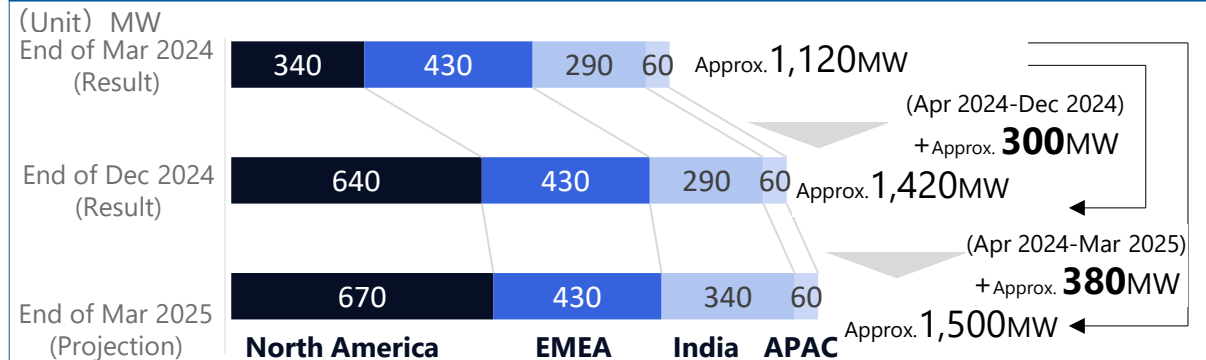
(Only available in Japanese)



Changes in New Orders Received / Order Backlog



Service Status



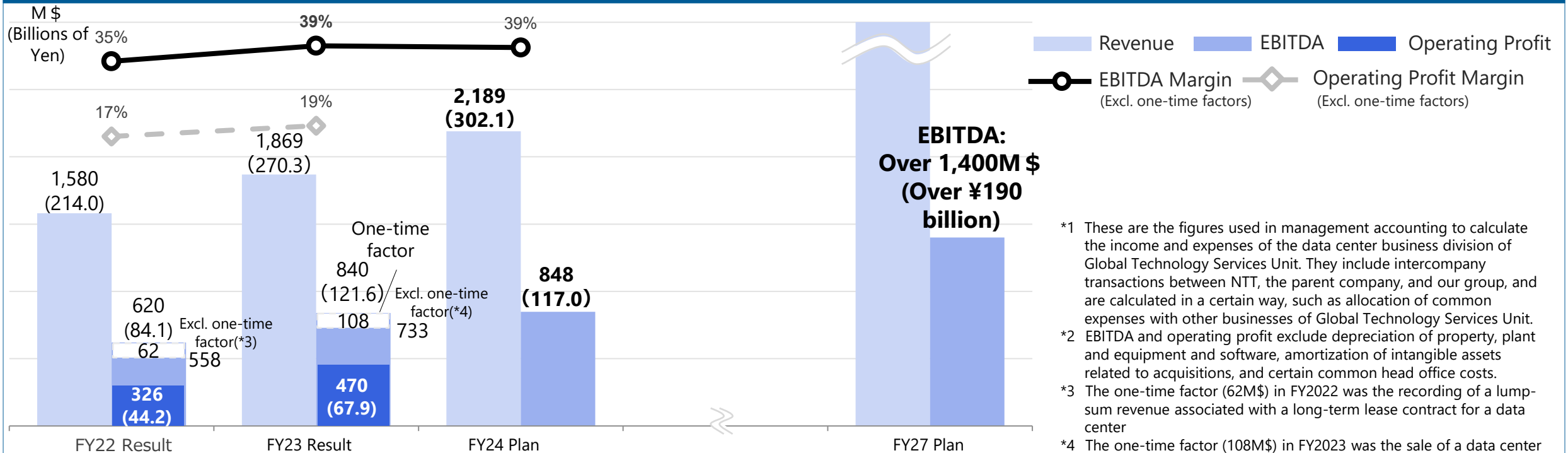
Status of Overseas Segment

Financial Performance of the Data Center Business

- Revenue in the Q3 FYE3/2025 was 1,790M\$ (up 437M\$ YoY), and EBITDA was 637M\$ (up 127M\$ YoY)
- Aim to achieve EBITDA of over 1,400M\$ (over ¥190 billion) in FY2027

	Revenue		EBITDA <EBITDA Margin>			Operating Profit <OP Margin>		
FY2024 Apr-Dec	1,790M \$	(¥273.2 billion)	637M \$	(¥97.3 billion)	36%	302M \$	(¥46.1billion)	17%
YoY	+437M \$	(+¥79.3 billion)	+127M \$	(+¥24.2 billion)	-2pt	+51M \$	(+¥10.1billion)	-2pt

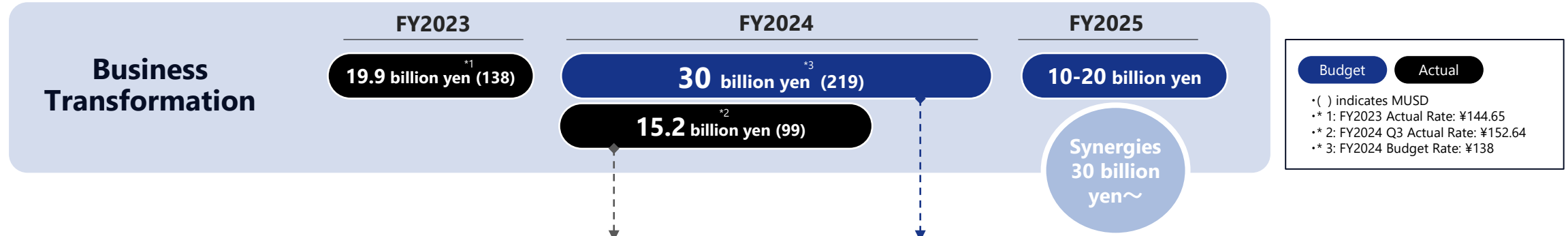
Full-Year Financial Results / Plan^{(*1)(*2)}



Status of Overseas Segment

Overseas Business Transformation

- In Q3 FYE3/2025 (FY2024) the budget was used mainly on corporate function optimization and IT system optimization
- In Q4 FYE3/2025 the measures implemented in Q3 FYE3/2025 will continue in order to steadily create synergistic toward FY2025



Q3 FY2024 Actual

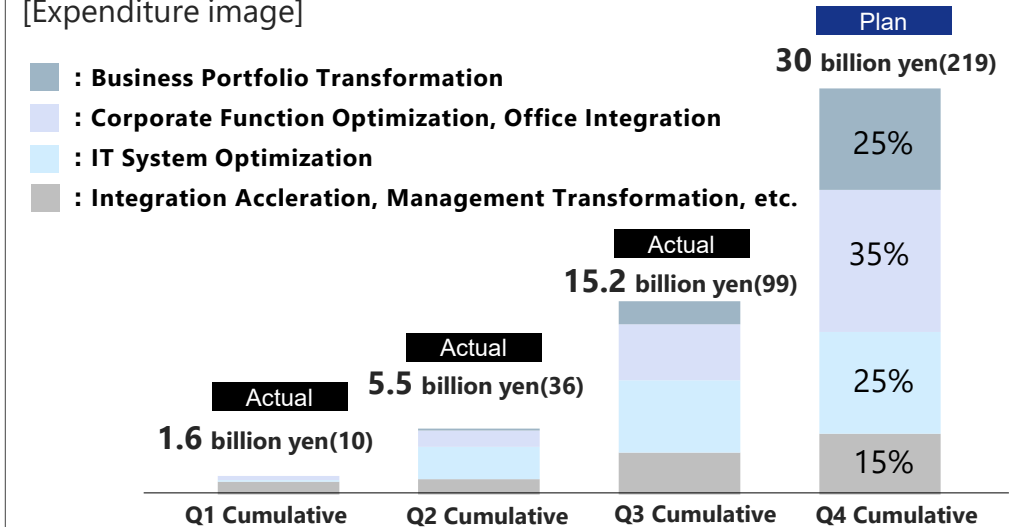
The focus was on corporate function optimization and IT system optimization

<Breakdown by Unit>

	Q3 FY2024 Cumulative <Apr.-Dec.>	Q1 FY2024 <Apr.-Jun.>	Q2 FY2024 <Jul.-Sep.>	Q3 FY2024 <Oct.-Dec.>
North America	1.0 billion yen(6.8)	0.3 billion yen	-	0.7 billion yen
EMEAL	5.5 billion yen(35.6)	0.3 billion yen	0.7 billion yen	4.4 billion yen
APAC	0.8 billion yen(5.3)	0.1 billion yen	0.3 billion yen	0.4 billion yen
Global Technology and Solution Services	0.6 billion yen(3.8)	0.1 billion yen	-	0.4 billion yen
HQ, etc.	7.3 billion yen(47.8)	0.7 billion yen	3.0 billion yen	3.6 billion yen

Expenditure plan by quarter

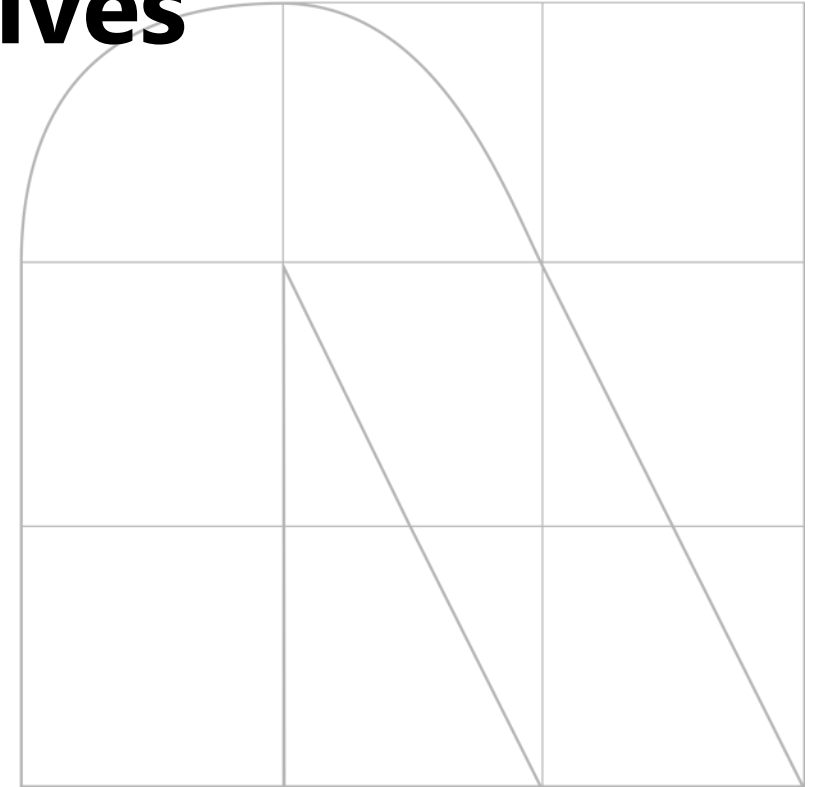
[Expenditure image]



4

Status of Company-wide Initiatives

1. Results for the Third Quarter of Fiscal Year Ending March 31, 2025
2. Status of Japan Segment
3. Status of Overseas Segment
- 4. Status of Company-wide Initiatives**
 - Status of Generative AI-related Business
 - Status of Financial Income and Costs, etc. and Income Tax Expense
5. Appendices



Status of Company-wide Initiatives

Status of Generative AI-related Business

- 1 Over 1,000 Generative AI-related business globally
- 2 Approx. 100 inquiries for SmartAgent's new service 'LITRON Sales'

Steadily capture strong demand and achieve in the Generative AI-related business

Global sales target of 300 Billion yen^(*) in FY2027

1 Generative AI-related businesses 1,000+ projects globally

Continental AG

Streamlining the product development process

JALCARD, INC.

Strengthening customer referral business through utilization of card transaction data

ets.

2 SmartAgent Agent specialized in sales "LITRON Sales" Approx. 100 inquiries since launched



New AI Agent services will be released from FY25 onward

Status of Company-wide Initiatives

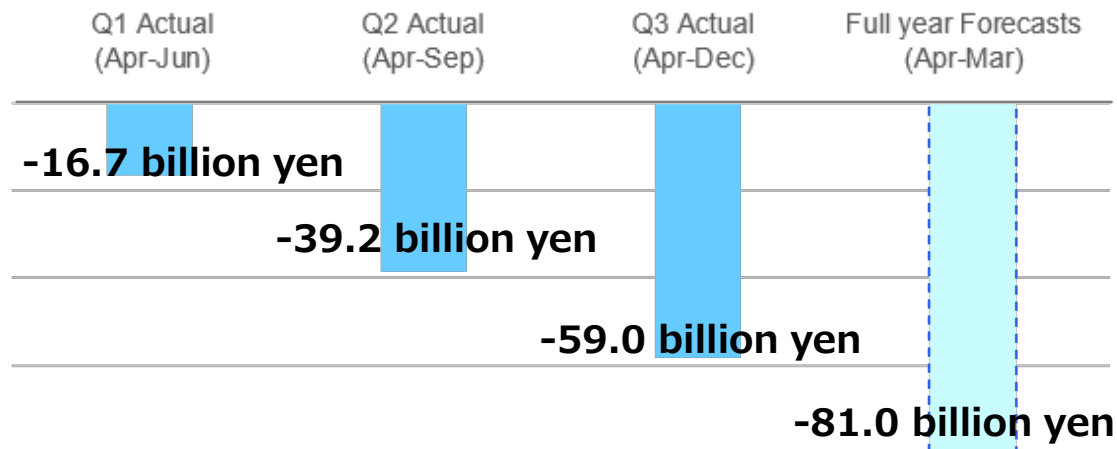
Status of Financial Income and Costs, etc. and Income Tax Expense

- Financial income and costs, etc., were -59.0 billion yen (-12.1 billion yen vs. FY23Q3, of which foreign exchange effects were approx. -3.7 billion yen), and **progressed as expected**.
- Initiatives to curb the increase in interest-bearing debt, such as the planned use of REITs (scheduled for FY2025), are currently under consideration.
- The corporate income tax expense ratio was approximately 49% in Q3 and is **progressing as expected** toward the end of the fiscal year.

Financial Income and Costs, etc.

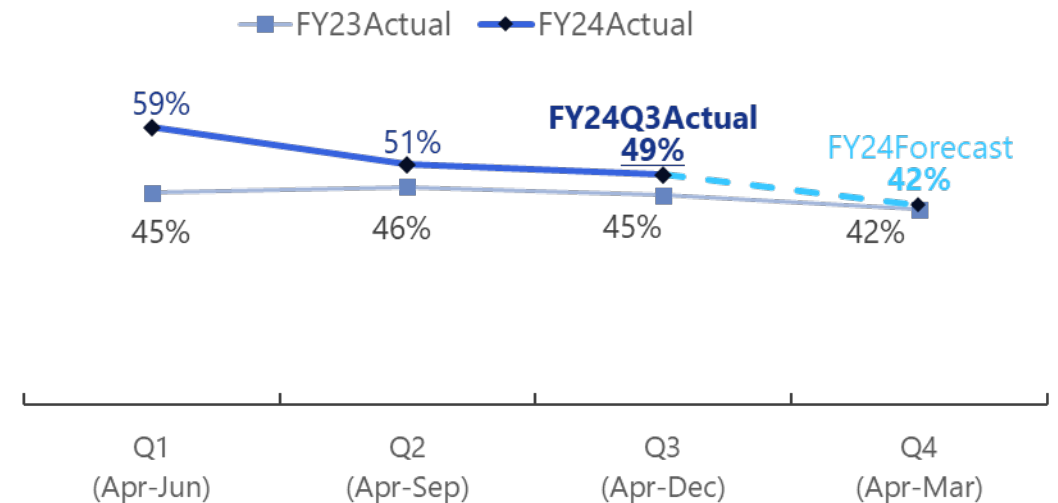
【Changes in Financial Income and Costs, etc.】

We are controlling financial income and costs by taking measures to reduce interest expenses (refinancing to fixed rates and yen-denominated borrowings).



Corporate income tax burden rate (tax burden rate) (Note)

【Changes in tax burden rate】



(Note) Tax burden rate = corporate income tax expense ÷ profit before tax

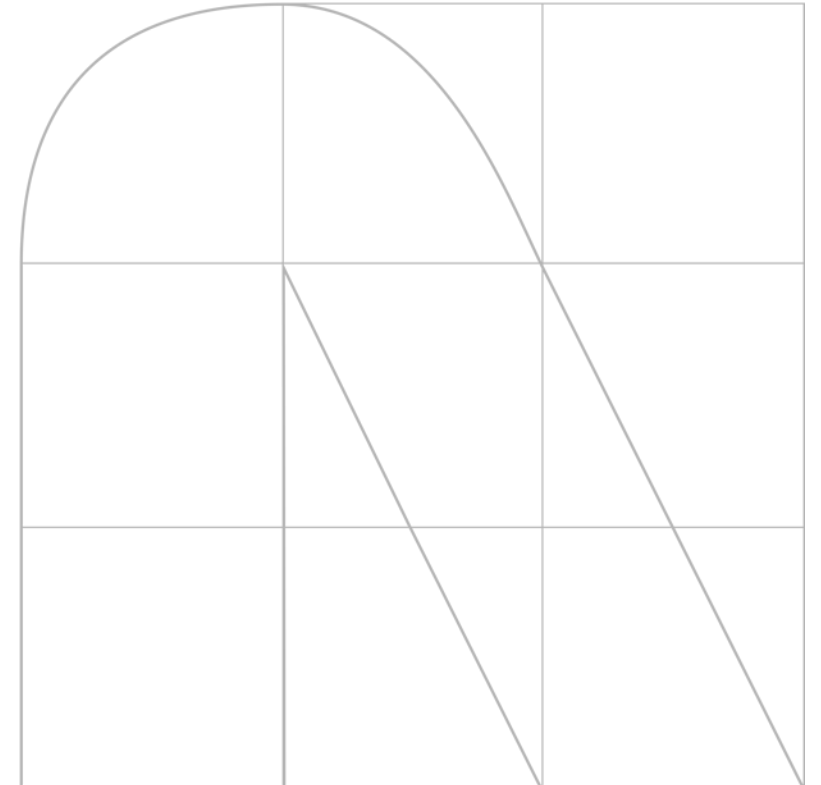
5

Appendices

-Explanatory details of financial results and forecasts-

1. Results for the Third Quarter of Fiscal Year Ending March 31, 2025
2. Status of Japan Segment
3. Status of Overseas Segment
4. Status of Company-wide Initiatives
- 5. Appendices**

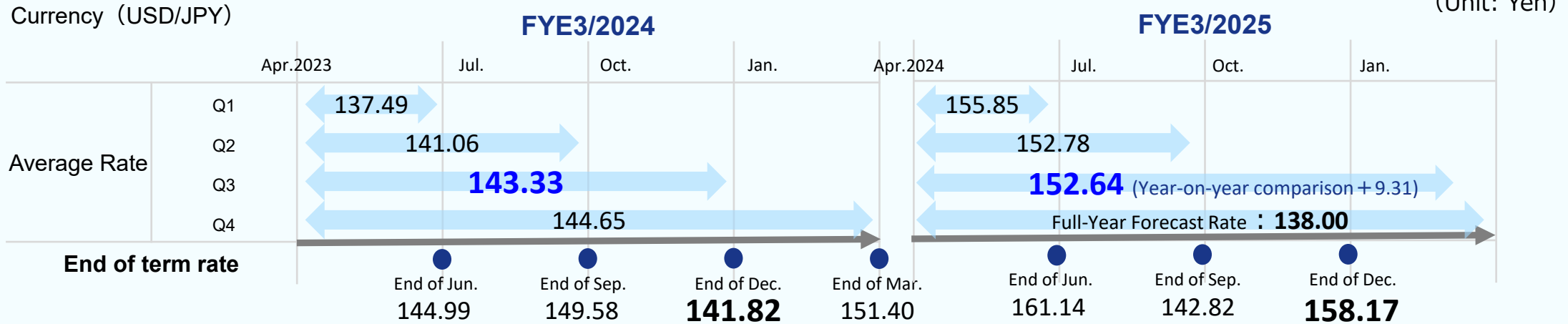
Exchange Rate / Overview of Consolidated Results
/ Consolidated Net Sales / Consolidated New Orders Received and Order Backlog
/ Trends in Quarter (Consolidated) / Consolidated Statement of Financial Position /
Status of Data Center Business (Overseas Segment)



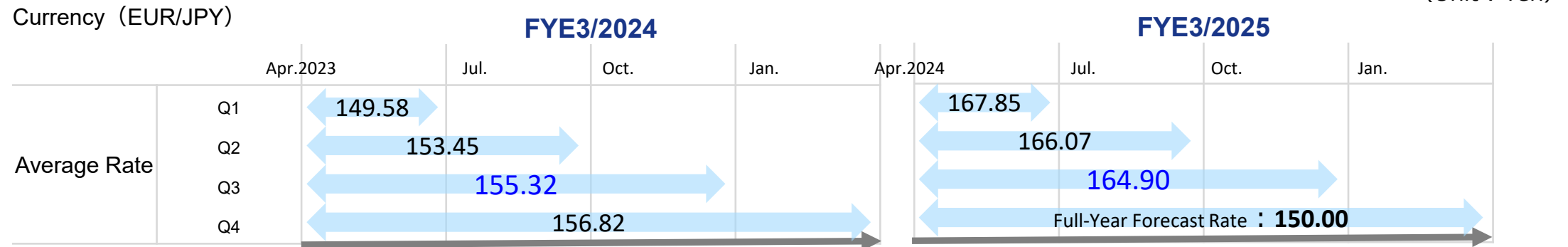
Exchange Rate

• USD exchange rate

* For all Units, forex effects show the impact of the exchange rate differences between the current and previous fiscal years when converting USD-denominated results to JPY.



• (Ref.) EUR exchange rate



<Ref. Foreign exchange sensitivity*>

The impact of a 1 yen fluctuation from the "FYE3/2025 Full-Year Forecast Rate" on the FY2024 full-year forecast : (if yen depreciates: positive, if yen appreciates: negative)

USD Net Sales: Approx. ±11 billion yen EBITA: ±0.7 billion yen

EUR Net Sales: Approx. ± 8 billion yen EBITA: ±0.6 billion yen

*Excerpt from "Assumptions for the forecasts for fiscal year ending March 31, 2025" on page 18 of the "Company Presentation for the Fiscal Year Ended March 31, 2024"

Overview of Consolidated Results

(Billions of yen)

	Q3 FYE3/2024 (Apr.-Dec.)	Q3 FYE3/2025 (Apr.-Dec.)	YoY (amount)
New Orders Received ^(*1)	3,566.8	3,664.3	+97.5
Other than DC Business	2,880.5	3,135.7	+255.1
DC Business	686.3	528.7	-157.7
Order Backlog ^(*1)	5,541.7	6,516.1	+974.4
Other than DC Business	3,873.6	4,227.8	+354.3
DC Business	1,668.1	2,288.2	+620.1

Net Sales	3,176.2	3,407.8	+231.6
Cost of Sales	2,325.7	2,476.0	+150.3
Gross Profit	850.4	931.7	+81.3
SG&A Expenses	653.4	695.7	+42.4
Personnel Expenses	339.4	364.6	+25.3
Outsourcing Expenses	128.5	133.9	+5.4
Other Expenses	185.5	197.2	+11.7
Operating Profit	197.1	236.0	+38.9
Operating Profit Margin(%)	6.2	6.9	+0.7P
Finance Income and Costs/Share of profit (loss) of investments accounted for using equity method	-46.9	-59.0	-12.1
Profit Before Tax	150.1	177.0	+26.8
Income Tax Expense and Others ^(*2)	66.4	80.5	+14.1
Profit Attributable to Shareholders of NTT DATA	83.7	96.5	+12.7

Capital Expenditures	425.0	438.3	+13.3
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(*3)	206.5	223.6	+17.1

FYE3/2024 Results (Full Year)	FYE3/2025 Forecasts (Full Year)	YoY (amount)
4,790.9	Excl. DC Business 4,330.0	-
3,999.9	4,330.0	+330.1
791.0	-	-
5,859.6	Excl. DC Business 4,263.0	-
4,004.5	4,263.0	+258.5
1,855.1	-	-

4,367.4	4,430.0	+62.6
3,172.4	3,210.0	+37.6
1,195.0	1,220.0	+25.0
885.4	884.0	-1.4
463.9		
183.9		
237.6		
309.6	336.0	+26.4
7.1	7.6	+0.5P
-60.9	-81.0	-20.1
248.6	255.0	+6.4
114.7	118.0	+3.3
133.9	137.0	+3.1

657.4	662.0	+4.6
281.8	304.0	+22.2

(*1) The FYE3/2025 forecasts for new orders received and order backlog do not include figures for the data center business (DC Business).

(*2) "Income Tax Expense and Others" includes "income tax expense" and "profit attributable to non-controlling interests."

(*3) The figures for FYE 3/2020 and later are calculated excluding lease depreciation expenses.

Consolidated Net Sales

Details of Consolidated Net Sales (to Clients Outside the NTT DATA Group)

(Billions of Yen)

	Q3 FYE3/2024 (Apr.-Dec.)	Q3 FYE3/2025 (Apr.-Dec.)	FYE3/2024 Results (Full Year)	FYE3/2025 Forecasts (Full Year)
Japan	1,218.9	1,356.5	1,718.4	1,780.0
Re-post	Public & Social Infrastructure	382.1	455.8	650.0
	Central Government and Related Agencies, Local Government, and Healthcare	209.3	273.4	395.0
	Telecom and Utility	92.2	96.2	131.0
	Financial	417.8	441.7	576.0
	Major Financial Institutions	162.8	166.7	233.0
	Regional Financial Institutions, Cooperative Financial Institutions	130.2	133.4	165.0
	Financial Infrastructure/Network Services, Insurance	109.7	114.9	158.0
	Enterprise	362.3	395.4	523.0
	Manufacturing and Services	65.0	86.0	113.0
	Retail and Consumer Packaged Goods	78.8	85.6	125.0
Consulting and Payments	218.4	223.8	285.0	
Overseas	1,947.9	2,042.8	2,636.3	2,640.0

Net Sales by Products and Services (to Clients Outside the NTT DATA Group)

Consulting	380.2	428.8	537.6	550.0
Integrated IT Solution	515.2	515.2	688.2	700.0
System & Software Development	536.8	614.4	777.4	790.0
Maintenance & Support	763.4	827.7	1,034.3	1,040.0
Data Center ^{(*1)(*2)}	200.3	275.7	281.4	300.0
Communication Terminal Equipment Sales, etc. and others ^(*1)	780.2	745.9	1,048.5	1,050.0
Net Sales by Products and Services Total	3,176.2	3,407.8	4,367.4	4,430.0

(*1) With the transition to a new global operating structure in April 2024, the classification has been changed to "Data Center" and "Communication Terminal Equipment Sales, etc. and others" from FYE3/2025. The "FYE3/2024 Results" shows figures after reclassification.

(*2) Mainly consists of the figures for the data center business operated by Global Technology Services Unit.

Consolidated New Orders Received and Order Backlog

Details of Consolidated New Orders Received (to Clients Outside the NTT DATA Group)

(Billions of Yen)

		Q3 FYE3/2024 (Apr.-Dec.)	Q3 FYE3/2025 (Apr.-Dec.)	FYE3/2024 Results (Full Year)	FYE3/2025 Forecasts (Full Year)	
Japan	Public & Social Infrastructure	1,155.8	1,232.0	1,646.7	1,650.0	
	Re-post	Central Government and Related Agencies, Local Government, and Healthcare	476.2	481.2	675.1	657.0
		Telecom and Utility	308.9	300.2	432.5	409.0
		Financial	74.9	80.9	118.2	124.0
	Re-post	Major Financial Institutions	371.4	416.6	527.7	530.0
		Regional Financial Institutions, Cooperative Financial Institutions	152.7	171.8	226.8	247.0
		Financial Infrastructure/Network Services, Insurance	145.1	123.0	199.0	167.0
	Enterprise	Consulting and Payments	60.0	78.7	81.5	91.0
		Manufacturing and Services	263.3	282.2	381.3	405.0
		Retail and Consumer Packaged Goods	55.6	87.2	78.2	106.0
			70.7	66.0	92.3	114.0
	136.9	128.9	210.9	185.0		
Overseas ^(*)	2,400.2	2,422.4	3,124.3	Excl. DC Business 2,670.0		

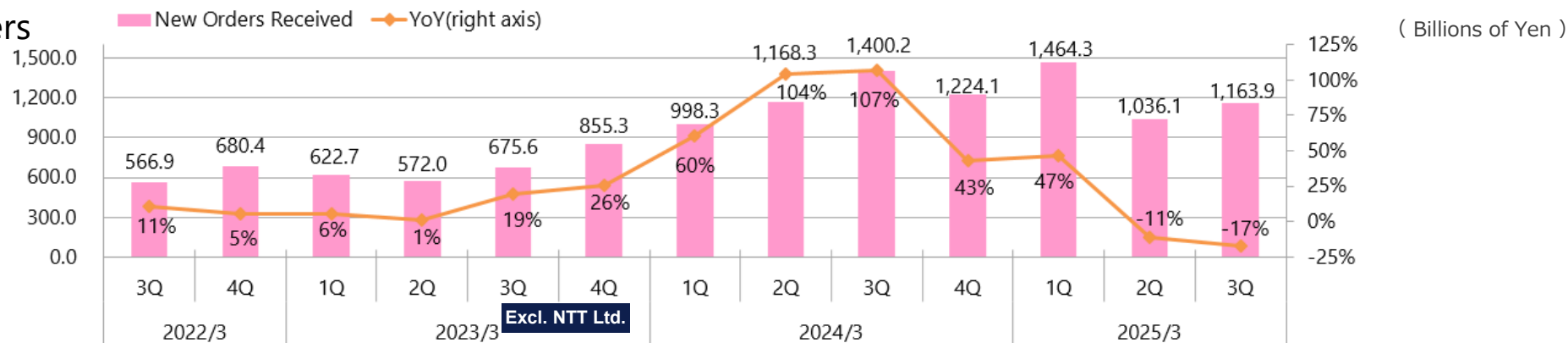
Details of Consolidated Order Backlog

Order Backlog ^(*)		5,541.7	6,516.1	5,859.6	Excl. DC Business 4,263.0
Japan	Re-post	1,718.6	1,823.3	1,764.1	1,871.0
	Public & Social Infrastructure	663.6	712.1	677.3	689.0
	Financial	863.8	917.3	883.3	910.0
	Enterprise	163.1	163.7	177.5	181.0
Overseas ^(*)	3,818.5	4,688.9	4,090.5	Excl. DC Business 2,374.0	

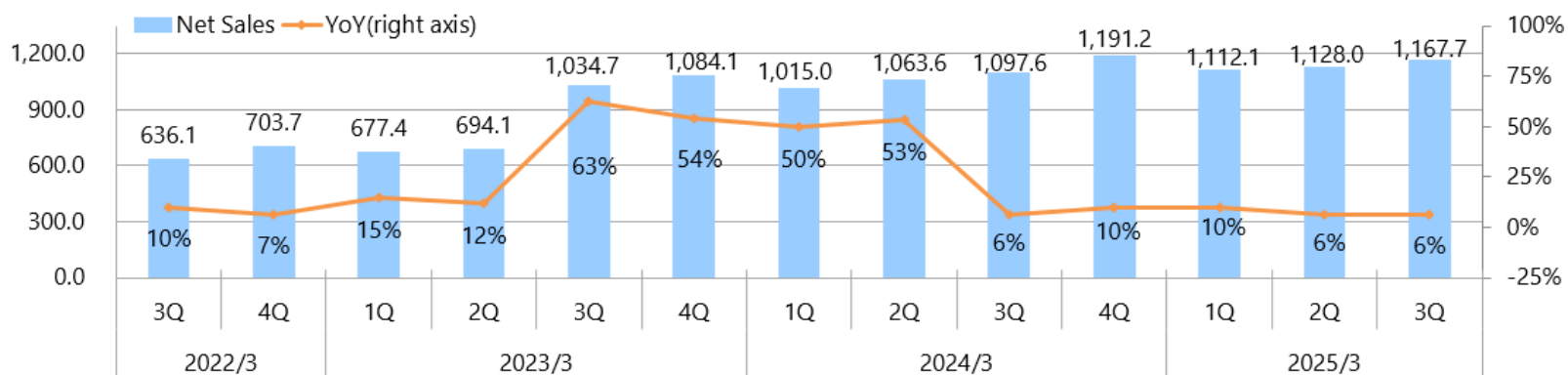
(*1) The FYE3/2025 forecasts for new orders received and order backlog do not include figures for the data center business (DC Business).

Trends in Quarter (Consolidated)

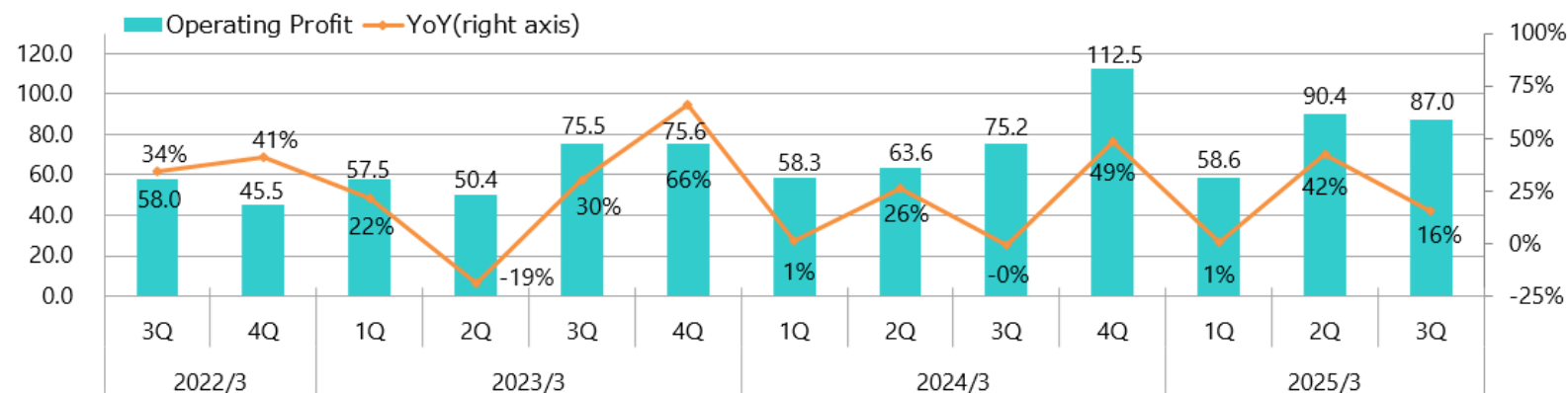
■ New Orders Received



■ Net Sales



■ Operating Profit



Consolidated Statement of Financial Position

Breakdown items are reposted information

(Billions of yen)

	As of March 31, 2024	As of Dec. 31, 2024	Difference from the end of the previous fiscal year (Amount)
Current assets	2,433.0	2,797.5	+364.6
Cash and cash equivalents	431.8	542.0	+110.2
Trade and other receivables, and contract assets	1,434.1	1,495.2	+61.1
Inventories	51.2	72.4	+21.1
Assets held for sale	4.5	94.1	+89.6
Non-current assets	4,786.5	5,000.7	+214.2
Property, plant and equipment	1,914.4	2,096.8	+182.4
Intangible assets	693.7	711.3	+17.6
Goodwill	1,321.8	1,404.2	+82.4
Other financial assets (investment securities)	153.0	101.6	-51.4
Total assets	7,219.4	7,798.2	+578.8
Current liabilities	2,513.9	2,982.6	+468.7
Trade and other payables	459.8	429.8	-30.0
Contract liabilities	480.7	468.2	-12.4
Bonds and borrowings	755.8	1,250.0	+494.1
Non-current liabilities	1,925.1	1,907.4	-17.7
Bonds and borrowings	1,419.5	1,424.2	+4.7
Lease liabilities	206.1	179.8	-26.3
Total liabilities	4,439.0	4,890.0	+451.0
Equity attributable to shareholders of NTT DATA	1,719.2	1,827.9	+108.7
Non-controlling interests	1,061.2	1,080.3	+19.1
Total equity	2,780.4	2,908.2	+127.8
Total liabilities and equity	7,219.4	7,798.2	+578.8
[Repost] Balance of interest-bearing debt^(**1)	2,175.3	2,674.1	+498.8

(**1) Breakdown of consolidated interest-bearing debt (actual results for Q3 FYE3/2025): By currency, approx. 50% is in US dollars, approx. 20% is in other foreign currencies, and approx. 30% is in yen. By variable/fixed, just under 50% of the total is variable-rate borrowing

Status of Data Center Business (Overseas Segment)

■ Revenue, etc. of data center business *1,*2

	Q3 FYE3/2024 (Apr.-Dec.)	Q3 FYE3/2025 (Apr.-Dec.)	YoY (Amount)
New Orders Received	686.3	528.7	-157.7
Order Backlog (at period-end)	1,668.1	2,288.2	+620.1
Net Sales	193.8	273.2	+79.3
EBITDA	73.1	97.3	+24.2
EBITDA Margin (%)	38%	36%	-
Operating Profit (before allocation of common head office costs)	36.1	46.1	+10.1
Operating Profit Margin (%)	19%	17%	-
Investment Amount	252.3	248.0	-4.4

	As of March 31, 2024	As of December 31, 2024	Difference from the end of the previous fiscal year (Amount)
Assets	2,198.8	2,540.1	+341.3
Repost) Non-current assets	1,750.8	1,920.4	+169.6
Liabilities	1,852.1	2,031.7	+179.6
Repost) Interest-bearing debt	1,451.5	1,535.0	+83.5

■ Power capacity provided (in MW)*2

• Overall capacity

(Unit: MW)

	FYE3/2024 Results (Full Year)	FYE3/2025 Forecasts (Full Year)	Q3 Results (Apr.-Dec.)
Initial capacity	Approx. 230	Approx. 380	Approx. 300
Currently capacity (at period-end)	Approx. 1,120	Approx. 1,500	Approx. 1,420

(Billions of Yen)

FYE3/2024 Results (Full Year)	FYE3/2025 Forecasts (Full Year)	YoY (Amount)
791.0		
1,855.1		
270.3	302.1	+31.8
121.6 ^{*3}	117.0	-4.6
45% ^{*3}	39%	-
67.9 ^{*3}		
25% ^{*3}		
390.5	401.0	+10.5

FY2027 EBITDA Target

Over ¥190.0 billion

FY2023-FY2027
Cumulative
Investment Amount

¥1.5 trillion or more

(*1) These data center business figures only include figures from the data center business of Global Technology Services Unit, and are internal management figures (non-audit) that include figures calculated based on certain assumptions.

(*2) The figures are primarily for the data center business operated by Global Technology Services Unit.

(*3) The EBITDA and Operating Profit for FYE3/2024 Results include a profit of 15.6 billion yen from the data center sale. If this is excluded, the EBITDA Margin and Operating Profit Margin for FYE3/2024 Results would be approximately 39% and 19%, respectively.

• Capacity by region (as of December 31, 2024)

(Unit: MW)

	North America	EMEA	India	APAC	Total
Current capacity	Approx. 640	Approx. 430	Approx. 290	Approx. 60	Approx. 1,420
Planned capacity	Approx. 345	Approx. 220	Approx. 210	Approx. 85	Approx. 860

NTT DATA