



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.

I am Kazuhiko Nakayama from NTT DATA Group.

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

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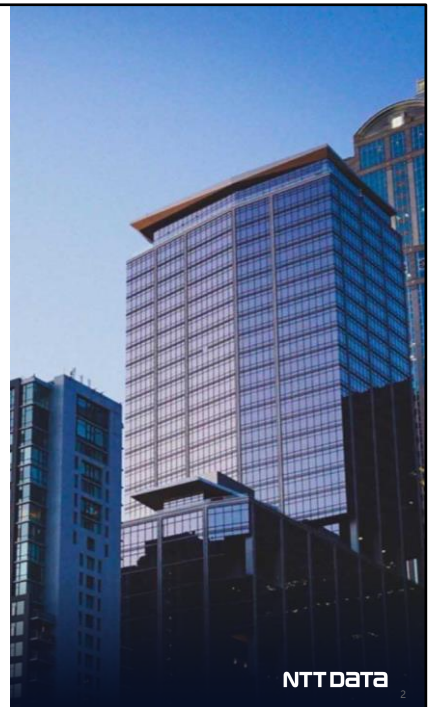
1. Results for the Third Quarter of Fiscal Year Ending March 31, 2025
2. Status of Japan Segment
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-Explanatory details of financial results and forecasts-

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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Here is today's agenda.

First, I will explain the financial results for the third quarter of the fiscal year ending March 31, 2025.

Please see page 4.

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

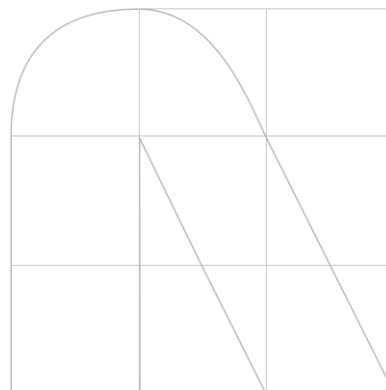
- Results for the Third Quarter of Fiscal Year Ending March 31, 2025 (Summary of YoY changes)
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2. Status of Japan Segment

3. Status of Overseas Segment

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5. Appendices



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(Explanation omitted)

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

	Q3 FYE3/2024 (Apr-Dec)	Q3 FYE3/2025 (Apr-Dec)	YoY (Amount)	YoY (Rate)		FYE3/2025 Forecasts	(Billions of Yen) 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)

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Here is a summary of the third quarter results.

Year on year, net sales increased by 231.6 billion yen, operating profit increased by 38.9 billion yen, quarterly profit increased by 12.7 billion yen, and new orders received increased by 97.5 billion yen. Each item is progressing steadily against the full-year forecast.

Details of each item are explained on the following pages.

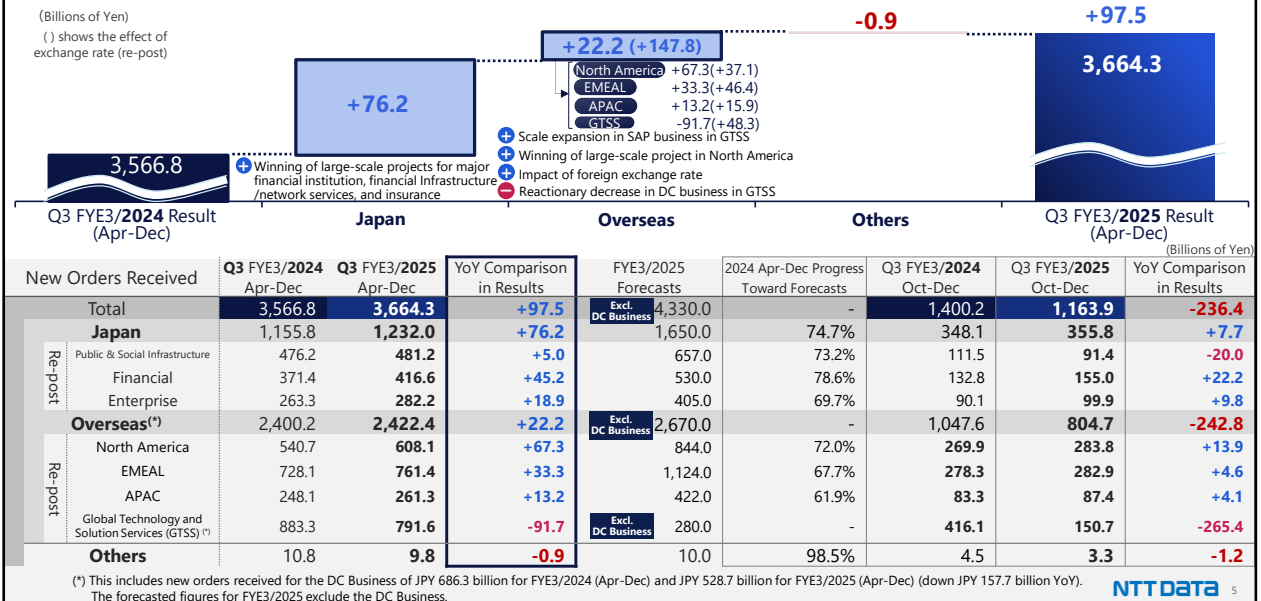
Please see page 5.

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)



This section discusses the amount of new orders received.

The Japan segment recorded an increase of 76.2 billion yen due to the acquisition of large-scale projects in the Financial business for major financial institutions and for settlement and insurance, as well as strong orders in the Enterprise business and in the Public & Social Infrastructure business.

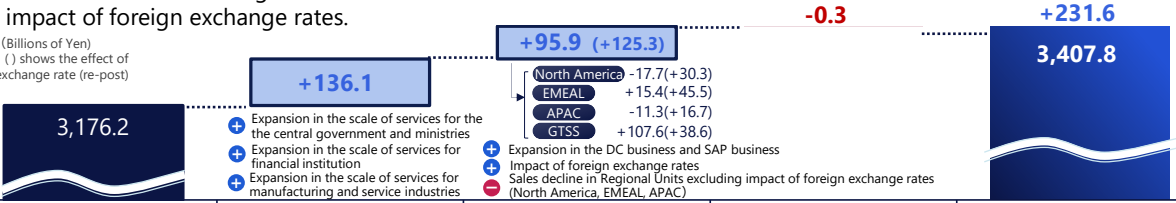
In the Overseas Segment, there were some large orders won in North America, but the data center business of Global Technology and Solution Services (GTSS) saw a significant decline due to a reactionary drop from the large orders recorded in the third quarter of the previous fiscal year. Overall, the Overseas Segment increased by 22.2 billion yen due to a positive foreign exchange impact of 147.8 billion yen.

Please see page 6.

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 Result (Apr-Dec)		Q3 FYE3/2025 Result (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
	Q3 FYE3/2024 Apr-Dec	Q3 FYE3/2025 Apr-Dec	Q3 FYE3/2024 Apr-Dec	Q3 FYE3/2025 Apr-Dec				Q3 FYE3/2024 Oct-Dec	Q3 FYE3/2025 Oct-Dec			
Total	3,176.2	3,407.8	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	1,246.6	1,382.7	+136.1	1,840.0	75.1%	423.8	496.1	+72.3		
Public & Social Infrastructure	467.4	551.1	467.4	551.1	+83.7	758.0	72.7%	162.5	203.9	+41.4		
Financial	502.2	536.1	502.2	536.1	+33.9	727.0	73.7%	171.7	189.6	+18.0		
Enterprise	394.1	428.3	394.1	428.3	+34.3	578.0	74.1%	130.6	149.3	+18.7		
Overseas	1,958.2	2,054.1	1,958.2	2,054.1	+95.9	2,650.0	77.5%	685.3	682.8	-2.5		
North America	513.9	496.1	513.9	496.1	-17.7	667.0	74.4%	175.8	159.9	-15.9		
EMEAL	730.2	745.6	730.2	745.6	+15.4	998.0	74.7%	256.2	251.1	-5.1		
APAC	285.4	274.1	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	525.8	633.4	+107.6	746.0	84.9%	192.7	214.6	+21.9		
Others	-28.7	-29.0	-28.7	-29.0	-0.3	-60.0	-	-11.4	-11.3	+0.2		

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Next is the status of net sales.

In the Japan Segment, the Public& Social Infrastructure business reported an increase in net sales due to an increase in the scale of projects for central government and ministries, as well as increases in net sales in the Financial and Enterprise businesses.

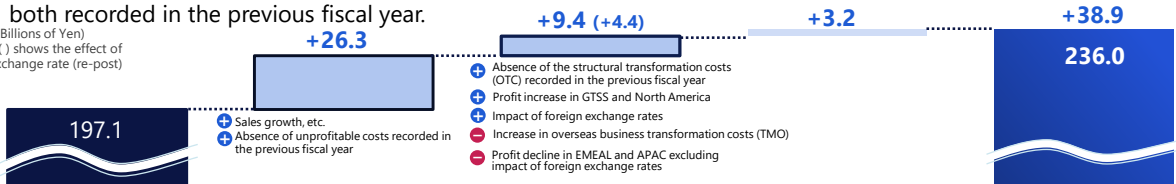
In the Overseas Segment, the data center business and SAP business of GTSS expanded steadily, while the APAC regional unit in North America posted lower net sales excluding the impact of foreign exchange rates. Overall, the Overseas Segment reported a 95.9 billion yen increase in net sales due to the positive impact of foreign exchange rates of 125.3 billion yen

Please see page 7.

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)



- + Absence of the structural transformation costs (OTC) recorded in the previous fiscal year
- + Profit increase in GTSS and North America
- + Impact of foreign exchange rates
- Increase in overseas business transformation costs (TMO)
- Profit decline in EMEAL and APAC excluding impact of foreign exchange rates

Operating Profit (operating profit margin)	Total of the three businesses in Japan		YoY Comparison in Results	FYE3/2025 Forecasts	2024 Apr-Dec Progress Toward Forecasts	Others		YoY Comparison in Results
	Q3 FYE3/2024 Apr-Dec	Q3 FYE3/2025 Apr-Dec				Q3 FYE3/2024 Oct-Dec	Q3 FYE3/2025 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.

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Next, let's look at the operating profit.

Operating profit increased both in Japan and overseas, resulting in a year-on-year rise of 38.9 billion yen.

In Japan, the combined total of the three domestic segments increased by 26.3 billion yen due to an increase in income from higher sales and the absence of unprofitable costs recorded in the previous fiscal year.

Overseas, profit increased by 9.4 billion yen, mainly due to increased profits in the data center business, SAP business, and North America, as well as the absence of structural transformation costs recorded in the previous fiscal year.

Please see page 8.

Breakdown of Overseas Segment												(Billions of Yen)		
	FYE3/2024 Apr-Dec	FYE3/2025 Apr-Dec	YoY (Amount)	Excl. Forex Effects ^(*)	Forex Effects ^(*)	YoY (Rate)	FYE3/2024 Apr-Mar	FYE3/2025 Forecasts	Progress Toward Forecast	FY3/2024 Oct-Dec	FYE3/2025 Oct-Dec	YoY (Amount)		
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^(**) (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^(***)	2,400.2	2,422.4	+22.2	-125.6	+147.8	+0.9%	3,124.3	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		
EMEAL	728.1	761.4	+33.3	-13.2	+46.4	+4.6%	1,006.3	1,124.0	67.7%	278.3	282.9	+4.6		
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 ^(***)	883.3	791.6	-91.7	-139.9	+48.3	-10.4%	1,073.8	280.0	-	416.1	150.7	-265.4		

(*) EBITA = operating profit + amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others.
 (**) The planned annual business transformation cost of ¥33.0 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.
 (***) 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.
 (****) 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.

This page provides a breakdown of performance in the Overseas Segment.

Net sales in North America decreased from the previous year, but EBITA achieved an increase due to the effect of administrative cost reductions. New orders received increased from the previous year as a result of winning of a large expansion project worth over 500 million USD in the third quarter.

In EMEAL, net sales are down excluding currency effects due to continued poor performance in the UK and Germany. EBITA decreased due to the impact of lower sales despite an increase due to the absence of structural transformation costs in the previous fiscal year.

In APAC, both sales and profit declined due to the loss of a specific client in Australia, where the business scale is substantial, and the impact of poor performance in consulting and managed services.

GTSS continues to perform well in both its data center and SAP businesses, with sales growth of 20% and EBITA gains of approximately 35%.

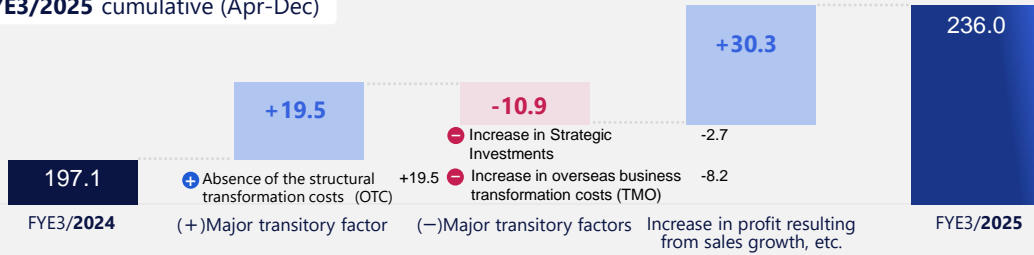
Please see page 9.

Operating Profit | YoY Changes (by factor)

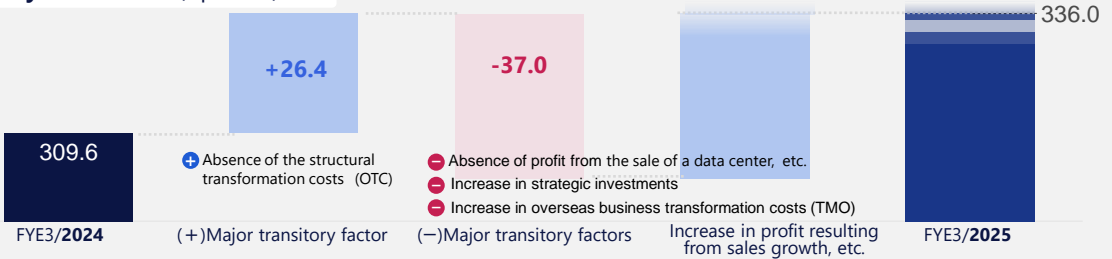
Although a decrease in profit due to transitory factors is expected in Q4, we aim to achieve our full-year operating profit forecast through factors such as increased profit in line with increased revenue

(Billions of yen)

Q3 FYE3/2025 cumulative (Apr-Dec)



Full year forecasts (Apr-Mar)



Since the increase or decrease in operating profit for the current fiscal year is largely affected by transitory factors, a breakdown of the year-on-year increase or decrease between the cumulative third quarter results and the full-year forecast is shown here.

In the upper row, the major transitory factor in the cumulative third quarter is a 19.5 billion yen increase in profit due to the absence of structural transformation costs recorded in the previous period. There is a negative impact of 10.9 billion yen due to an increase in strategic investments and business transformation costs.

In the full-year forecast in the lower part of the table, the impact of lower income for the full year is expected to be 37 billion yen due to the absence of gains from the sale of data centers and other items in the fourth quarter, as well as increases in strategic investments and business transformation costs.

In the fourth quarter, we aim to achieve our full-year forecast even after including these transitory factors.

Please see page 10.

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Status of Japan Segment

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

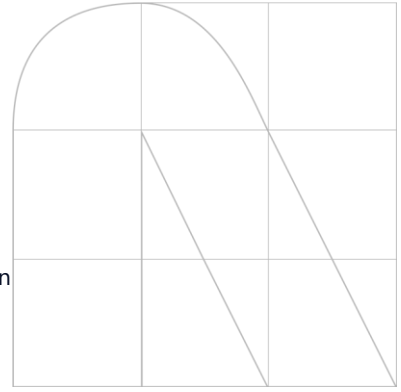
2. Status of Japan Segment

- 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



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I will continue with an explanation of non-operating conditions.

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.

Here is an overview of the business environment in Japan.

Demand continues to be strong and has not changed significantly in the last three months, so we will not provide a detailed explanation.

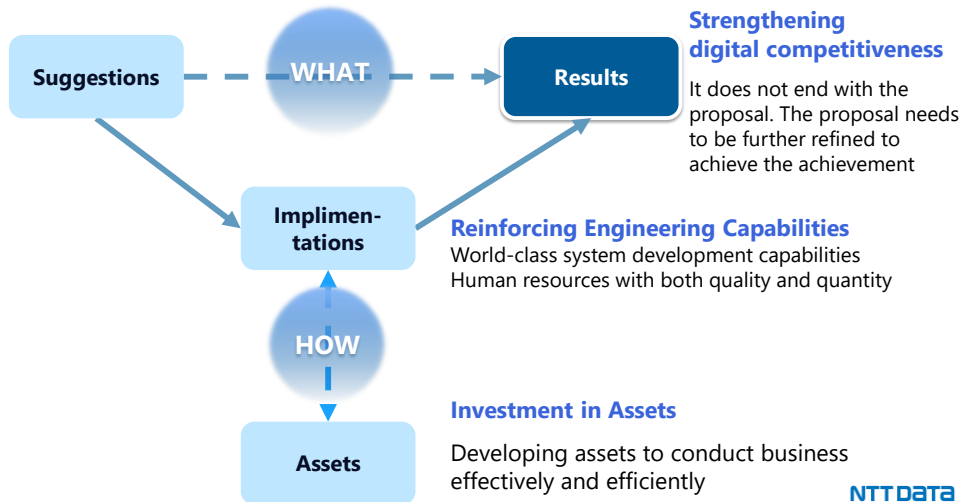
Please see page 12.

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



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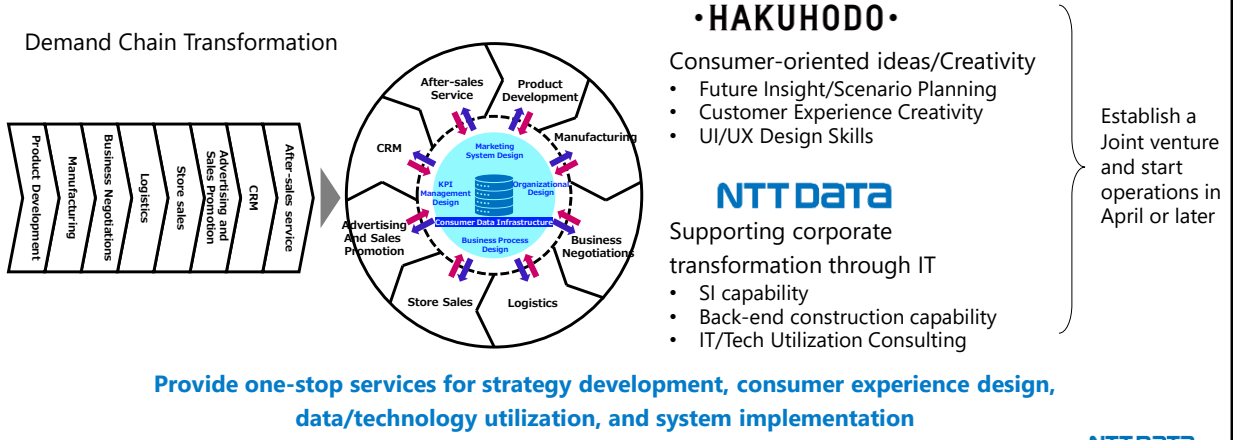
In implementing its medium-term management strategy, the Group has set Quality Growth (growth with quality) as its challenge and aims to achieve both sustainable growth and profitability by enhancing the value it provides to clients.

As shown here, we would like to ensure that we accumulate results for our clients by making proposals for their management issues from a consulting perspective and providing optimal services and solutions through our implementation capabilities that utilize cutting-edge technology.

We also intend to invest in assets and make this an initiative that will enable us to realize results for our clients as soon as possible.

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



We recently issued a press release regarding our collaboration with Hakuhodo aimed at quality growth.

Demand chain transformation, which we are presenting here, is a way to view a company's value chain from the clients' perspective, leading to improved sales and profits for the client company.

Through this collaboration, we hope to support our clients' demand chain transformation by providing complementary capabilities, such as Hakuhodo's customer inspired creativity and NTT Data's IT-driven transformation driving capability.

3

Status of Overseas Segment

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

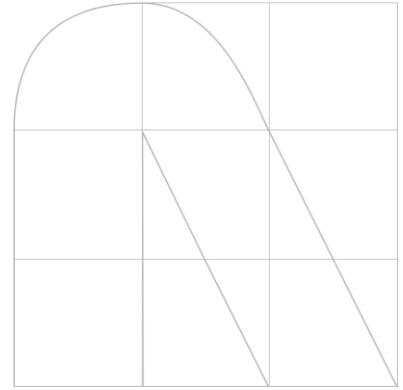
2. Status of Japan Segment

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



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Next, I would like to explain the status of the Overseas Segment.

Please see page 15.

Status of Overseas Segment Business Environment

North America		<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>
		<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>
APAC		<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>
		<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>
Global Technology and Solution Services (GTSS)	Data Center Business	<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>
	SAP Business etc.	<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>

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This page provides an overview of the overseas business environment.

As in Japan, there were no major changes in the third quarter, but we believe it will be necessary to closely monitor the impact of the change of government in the United States.

Please see page 16.

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.

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I would like to explain the large-scale new orders we have received in North America.

This is a long-term, large-scale, and expanding project worth more than 500 million USD for an existing client, and we believe that this is an example of our ability to build a multi-cloud structure utilizing strong partnerships, our track record as a data center operator, and our ability to provide full-stack services that have been highly evaluated.

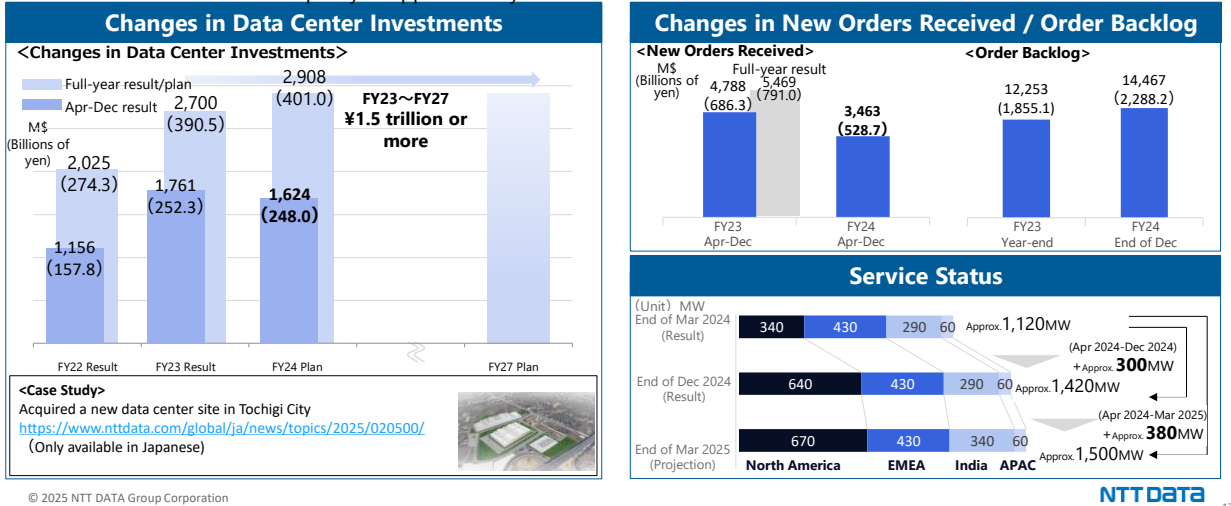
We will continue to develop strategic initiatives to win large new orders from key clients, including in regions outside North America.

Please see page 17.

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.



Next, I would like to explain the status of the data center business.

In the third quarter, investment results totaled 1,624 million USD. New orders received totaled 3,463 million USD.

New orders received decreased by approximately 1,300 million USD from the previous fiscal year. The data center business has a large fluctuation range from quarter to quarter depending on the timing of contract signings with large clients, and this decrease is due to the reactionary decline from the large new orders recorded in the same period of the previous year.

With a steadily growing order backlog and an abundant pipeline of new orders from the fourth quarter onward, we believe that demand for the data center business remains as strong as ever.

Also, the Company was selected as an informal offeror to acquire a site for a new data center in Tochigi City. This site will be developed as a new data center in the Tokyo metropolitan area. For more information, please refer to the news release at the URL provided on this slide.

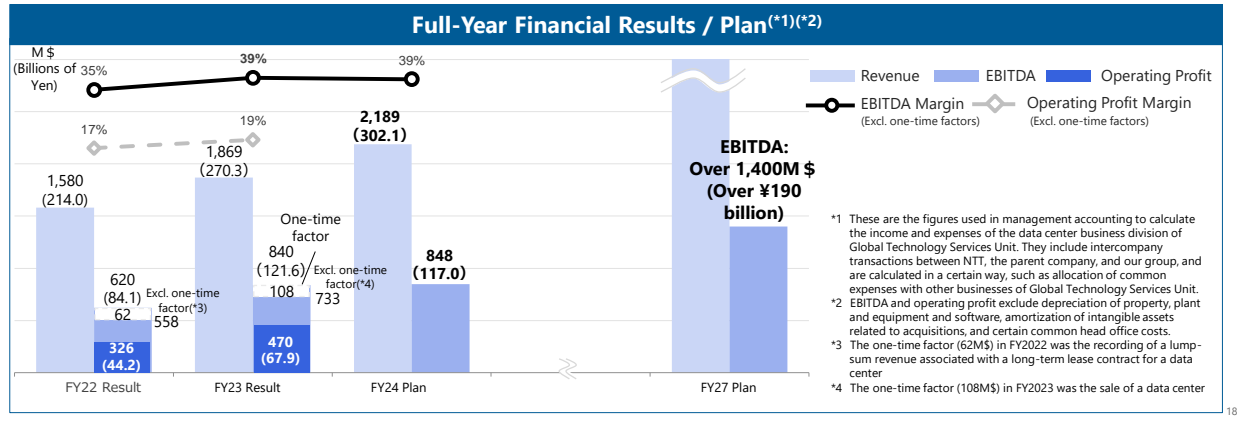
Please see page 18.

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 \$	(¥46.1 billion)	17%
YoY	+437M \$	(+¥79.3 billion)	+127M \$	(+¥24.2 billion)	-2pt	+51M \$	(+¥10.1 billion)	-2pt



Next is the financial performance of the data center business.

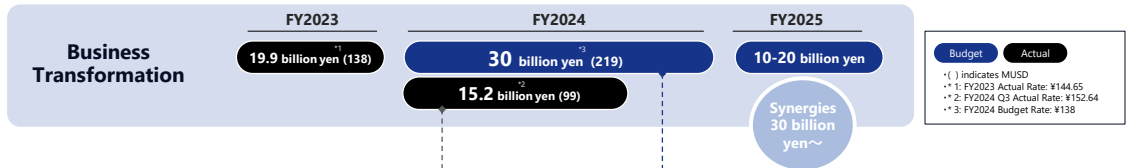
In the third quarter, the Company reported revenue of 1,790 million USD, EBITDA of 637 million USD, EBITDA margin of 36%, and operating profit of 302 million USD, showing good progress in both sales and profits against the full-year forecast.

Please see page 19.

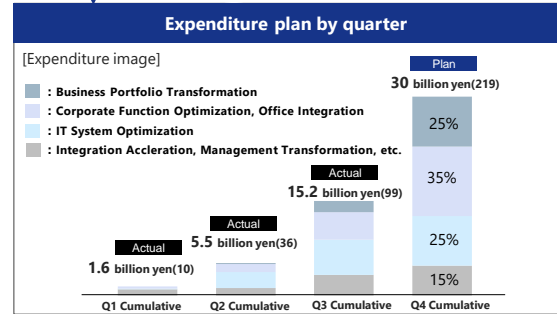
Status of Overseas Segment

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



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Next, this page shows the progress of the overseas business transformation.

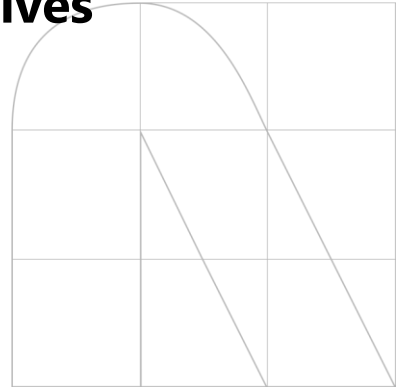
In the nine months ended, we invested 15.2 billion yen, mainly for the optimization of corporate functions and IT systems. We are on schedule to meet our annual plan and will continue our efforts to generate synergies in FY2025.

Please see page 20.

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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



Next, I will explain the status of company-wide initiatives.

Please see page 21.

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

© 2025 NTT DATA Group Corporation (*)USD 2 billion

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This is our initiative related to generative AI.

In the area of AI-related business, we have applied AI to a cumulative total of 1,000 projects globally, including the application of AI to the automobile manufacturing and automobile product development process for continental and the use of AI to strengthen the customer service business for JAL Card.

In addition, the Company is developing services globally based on the concept of smart agents, in which AI agents provide a new workforce, and has received numerous inquiries about LITRON Sales, a sales-specific agent, since the service was announced in November 2024.

By steadily capturing these strong demands, we aim to achieve sales of 300 billion yen in FY2027 for the entire generated AI-related business.

Please see page 22.

Status of Company-wide Initiatives

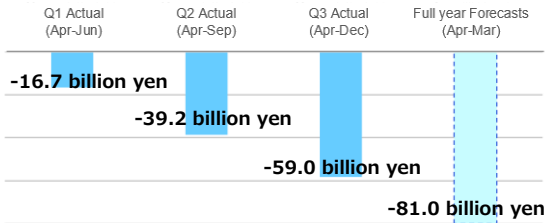
Status of Financial Income and Costs, etc. and Income Tax Expense

- 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.

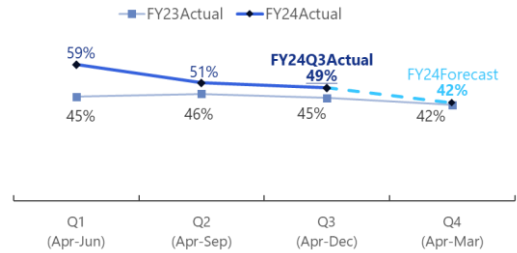
【Changes in Financial Income and Costs, etc.】

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

This page outlines the status of our financial gains and losses and other income tax expenses.

Financial and other income for the third quarter was negative 59 billion yen, progressing as expected against the annual forecast of negative 81 billion yen. The income tax expense ratio was approximately 49% in the third quarter, progressing in line with expectations toward the end of the period.

That concludes my presentation..

Thank you very much for your attention.

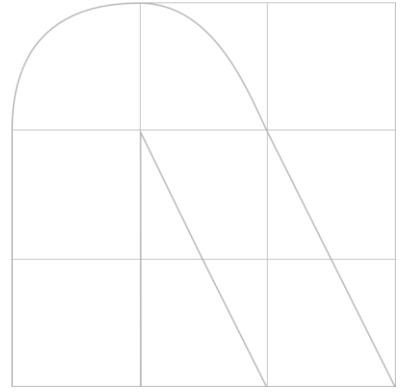
5

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)

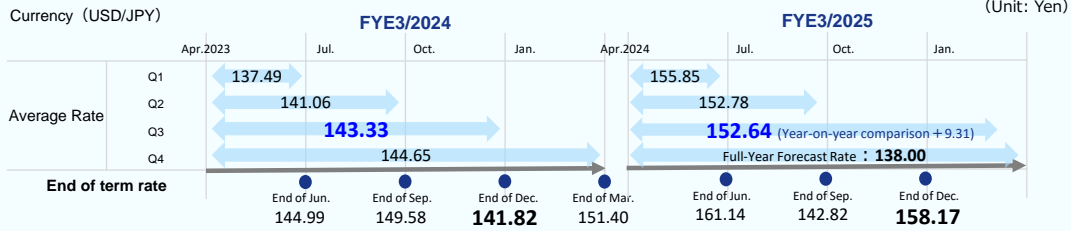


(Explanation omitted)

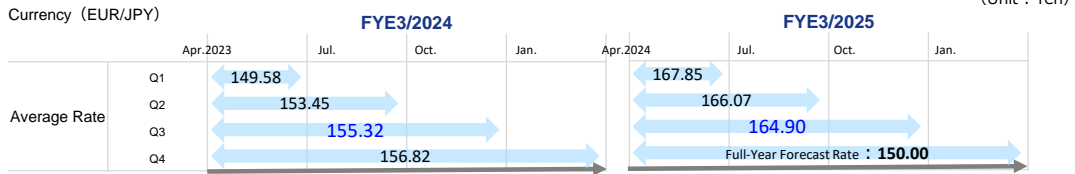
Exchange Rate

• 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"

(Explanation omitted)

Overview of Consolidated Results

(Billions of yen)

	Q3 FYE3/2024 (Apr.-Dec.)	Q3 FYE3/2025 (Apr.-Dec.)	YoY (amount)
New Orders Received ^(*)	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 ^(*)	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 ^(*)	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 ^(*)	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

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

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

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

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(Explanation omitted)

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	568.6	650.0
	Central Government and Related Agencies, Local Government, and Healthcare	209.3	273.4	323.5	395.0
	Telecom and Utility	92.2	96.2	131.2	131.0
	Financial	417.8	441.7	575.5	576.0
	Major Financial Institutions	162.8	166.7	223.8	233.0
	Regional Financial Institutions, Cooperative Financial Institutions	130.2	133.4	180.2	165.0
	Financial Infrastructure/Network Services, Insurance	109.7	114.9	150.4	158.0
	Enterprise	362.3	395.4	491.7	523.0
	Manufacturing and Services	65.0	86.0	91.0	113.0
	Retail and Consumer Packaged Goods	78.8	85.6	105.8	125.0
Consulting and Payments	218.4	223.8	294.9	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 ^(*) (*)	200.3	275.7	281.4	300.0
Communication Terminal Equipment Sales, etc. and others ^(*)	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.

(Explanation omitted)

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		1,155.8	1,232.0	1,646.7	1,650.0
Re-post	Public & Social Infrastructure	476.2	481.2	675.1	657.0
	Central Government and Related Agencies, Local Government, and Healthcare	308.9	300.2	432.5	409.0
	Telecom and Utility	74.9	80.9	118.2	124.0
	Financial	371.4	416.6	527.7	530.0
	Major Financial Institutions	152.7	171.8	226.8	247.0
	Regional Financial Institutions, Cooperative Financial Institutions	145.1	123.0	199.0	167.0
	Financial Infrastructure/Network Services, Insurance	60.0	78.7	81.5	91.0
	Enterprise	263.3	282.2	381.3	405.0
	Manufacturing and Services	55.6	87.2	78.2	106.0
	Retail and Consumer Packaged Goods	70.7	66.0	92.3	114.0
Consulting and Payments	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

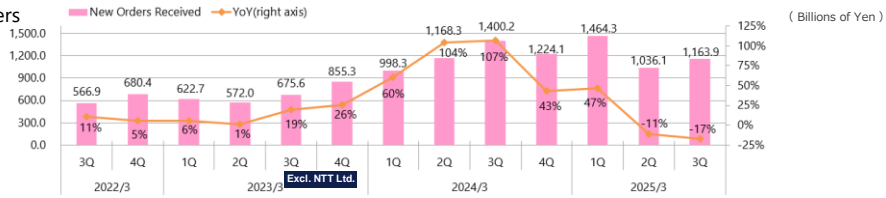
Order Backlog ^(*)		5,541.7	6,516.1	5,859.6	Excl. DC Business 4,263.0
Re-post	Japan	1,718.6	1,823.3	1,764.1	1,871.0
	Public & Social Infrastructure	663.6	712.1	677.3	689.0
	Financial	863.8	917.3	883.3	910.0
	Enterprise	163.1	163.7	177.5	181.0
	Overseas ^(*)	3,818.5	4,688.9	4,090.5	Excl. DC Business 2,374.0

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

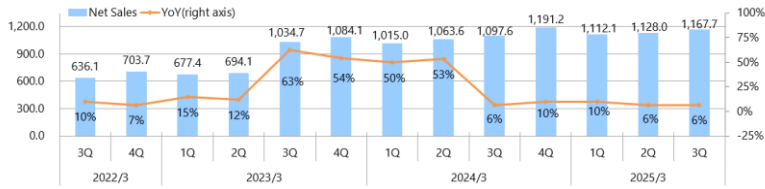
(Explanation omitted)

Trends in Quarter (Consolidated)

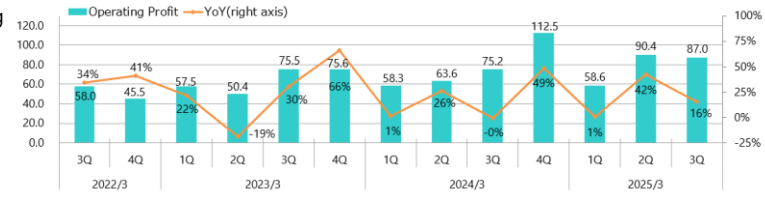
■ New Orders Received



■ Net Sales



■ Operating Profit



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(* NTT Ltd. has been consolidated since Q3 FYE3/2023. Net sales and operating profit include NTT Ltd. from Q3 FYE3/2023. New orders received of NTT Ltd. is excluded from the figures for FYE3/2023, and is included from FYE3/2024.

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(Explanation omitted)

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^(*)	2,175.3	2,674.1	+498.8

(*) 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/fixd, just under 50% of the total is variable-rate borrowing

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(Explanation omitted)

Status of Data Center Business (Overseas Segment)

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

				(Billions of Yen)				
	Q3 FYE3/2024 (Apr.-Dec.)	Q3 FYE3/2025 (Apr.-Dec.)	YoY (Amount)	FYE3/2024 Results (Full Year)	FYE3/2025 Forecasts (Full Year)	YoY (Amount)		
New Orders Received	686.3	528.7	-157.7	791.0				
Order Backlog (at period-end)	1,668.1	2,288.2	+620.1	1,855.1				
Net Sales	193.8	273.2	+79.3	270.3	302.1	+31.8	FY2027 EBITDA Target	
EBITDA	73.1	97.3	+24.2	121.6 ^{*3}	117.0	-4.6	Over ¥190.0 billion	
EBITDA Margin (%)	38%	36%	-	45% ^{*3}	39%	-		
Operating Profit (before allocation of common head office costs)	36.1	46.1	+10.1	67.9 ^{*3}			FY2023-FY2027 Cumulative Investment Amount	
Operating Profit Margin (%)	19%	17%	-	25% ^{*3}			¥1.5 trillion or more	
Investment Amount	252.3	248.0	-4.4	390.5	401.0	+10.5		
	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					

(*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.

■ 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

• 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

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(Explanation omitted)

The logo for NTT Data, featuring the text "NTT Data" in white, bold, sans-serif font centered on a solid blue rectangular background.

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(Explanation omitted)