

NTT DATA

Company Presentation for the Fiscal Year Ended March 31, 2024

May 9, 2024 NTT DATA Group Corporation

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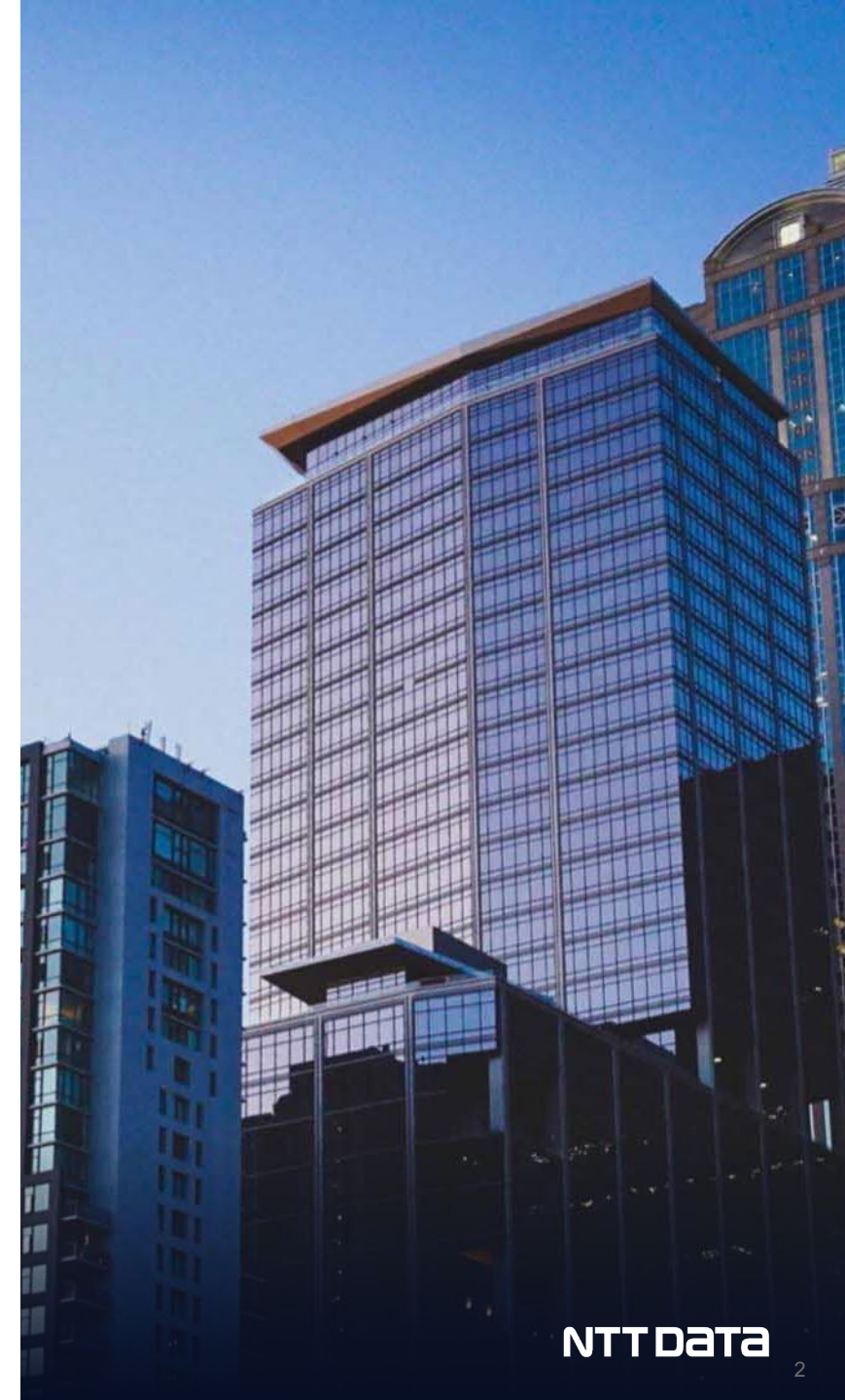
This English text is a translation of the Japanese original. The Japanese original is authoritative.

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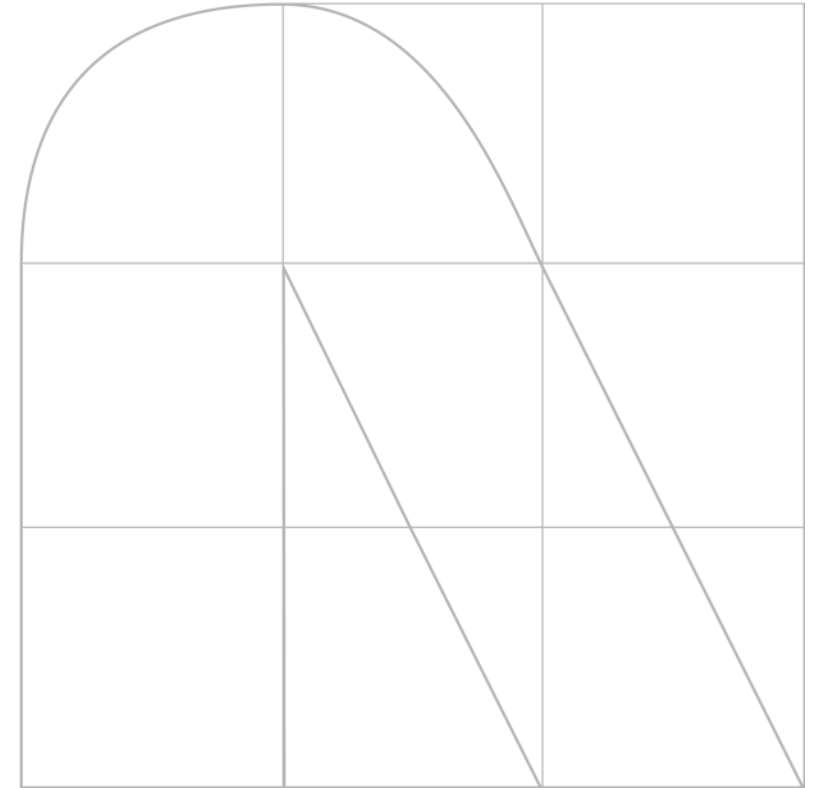
Cautionary Statement Regarding Forward-looking Statements

- * 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 Fiscal Year Ended March 31, 2024



Results for the Fiscal Year Ended March 31, 2024

- Net sales and operating profit increased mainly due to the business growth in Japan and Europe, in addition to the expanded consolidation of NTT Ltd. and impact of foreign exchange rates. On the other hand, profit decreased due to higher tax expenses, as well as increased financial expenses resulting from the increase in interest-bearing debts, etc.
- The annual dividend is expected to be 23 yen per share, an increase of 1 yen from the previous fiscal year, as forecasted at the beginning of the fiscal year.

(Billions of Yen, %)

	FYE3/2023 (Apr-Mar)	FYE3/2024 (Apr-Mar)	YoY (Amount)	YoY (Rate)		FYE3/2024 Forecasts	Differences from Forecasts (Amount/Rate)
Net Sales	3,490.2	4,367.4	+877.2	+25.1%	↗	4,100.0	+267.4 106.5%
Operating Profit (Operating profit margin)	259.1 (7.4%)	309.6 (7.1%)	+50.4 (-0.3P)	+19.5%	↗	292.0 (7.1%)	+17.6 106.0%
Profit Attributable to Shareholders of NTT DATA	150.0	133.9	-16.1	-10.7%	↘	144.0	-10.1 93.0%
Annual Dividend per Share (yen)	22	23	+1	+4.5%	↗	23	-
(Reference) New Orders Received	Excl. NTT Ltd. 2,725.6	4,790.9	+2,065.4	+75.8%	↗	Excl. NTT Ltd. 2,850.0	-

(*) The FYE3/2023 net sales and operating profit include the Oct.-Mar. result of NTT Ltd., which has been consolidated since Q3 FYE3/2023 period. NTT Ltd.'s result for new order received is excluded for FYE3/2023, but included from FYE3/2024 onwards.

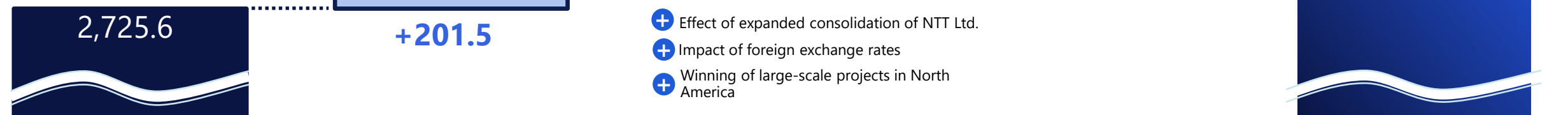
[Ref.] New Orders Received | YoY Changes (FYE3/2023 and FYE3/2024)

New orders received increased mainly due to winning of large projects in Public & Social Infrastructure and Financial businesses and North America, as well as the effect of expanded consolidation of NTT Ltd. and impact of foreign exchange rates.

(Billions of Yen)

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

- + Winning of large-scale projects for the central government and ministries
- + Winning of large-scale projects for the local financial institutions
- A reactionary decline following the winning of a large-scale project for the retail and consumer goods sector in the previous fiscal year



FYE3/2023 Result (Apr-Mar) Japan Overseas Others FYE3/2024 Result (Apr-Mar) (Billions of Yen)

New Orders Received	FYE3/2023 Apr-Mar	FYE3/2024 Apr-Mar	YoY Comparison in Results	FYE3/2024 Forecasts	Differences from Forecasts (Amount)	FYE3/2023 Jan-Mar	FYE3/2024 Jan-Mar	YoY Comparison in Results
Total	2,725.6	4,790.9	+2,065.4	2,850.0	-	855.3	1,224.1	+368.8
Japan	1,445.2	1,646.7	+201.5	1,484.0	+162.7	503.4	490.9	-12.5
Re-post								
Public & Social Infrastructure	495.7	675.1	+179.4	520.0	+155.1	167.1	198.9	+31.8
Financial	486.6	527.7	+41.1	520.0	+7.7	201.6	156.3	-45.3
Enterprise	404.3	381.3	-23.0	390.0	-8.7	118.9	118.0	-0.9
Overseas(*)	1,267.7	3,130.4	+1,862.7	1,341.0	-	348.0	730.1	+382.1
Re-post								
North America	468.0	565.2	+97.3	547.0	+18.2	117.7	142.6	+25.0
EMEA-LATAM	774.6	876.9	+102.3	761.0	+115.9	223.9	262.0	+38.0
NTT Ltd.	-	1,661.4	+1,661.4	-	-	-	319.7	+319.7
Others	12.6	13.8	+1.2	25.0	-11.2	3.9	3.1	-0.8

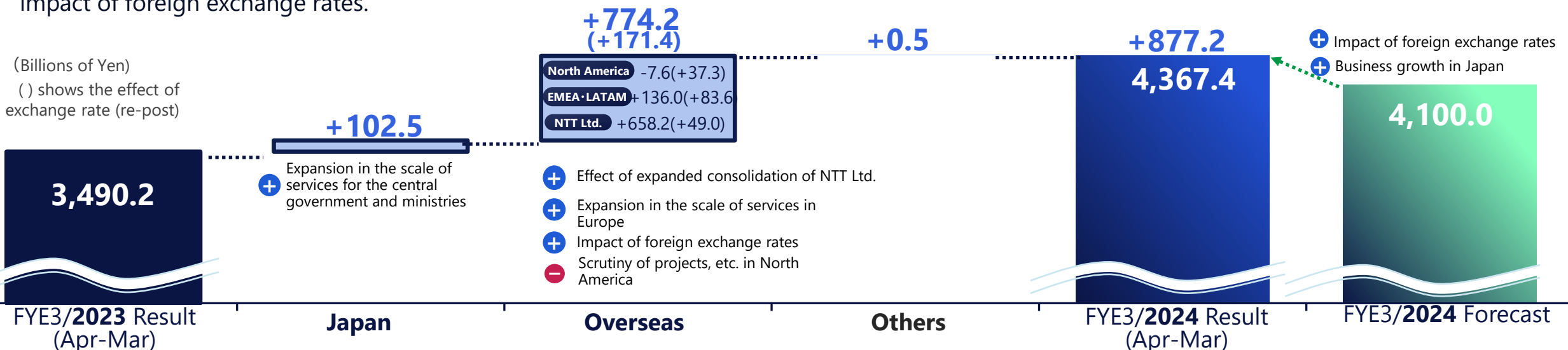
(*) New orders received of NTT Ltd. is excluded from the figures for FYE3/2023, and is included from FYE3/2024.

Net Sales | YoY Changes (FYE3/2023 and FYE3/2024)

Net sales increased mainly due to the business growth in Japan and Europe, as well as the effect of expanded consolidation of NTT Ltd. and impact of foreign exchange rates.

(Billions of Yen)

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



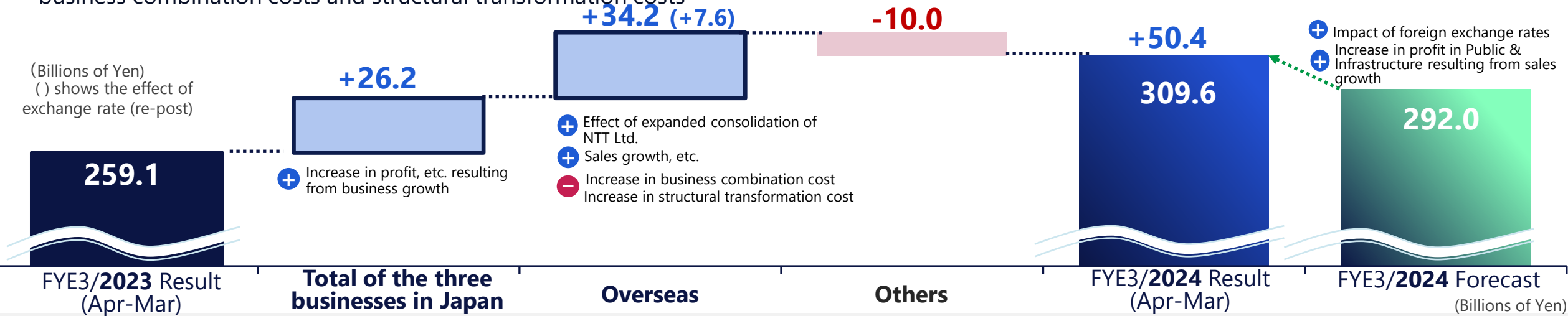
(Billions of Yen)								
Net Sales	FYE3/2023 Apr-Mar	FYE3/2024 Apr-Mar	YoY Comparison in Results	FYE3/2024 Forecasts	Differences from Forecasts (Amount)	FYE3/2023 Jan-Mar	FYE3/2024 Jan-Mar	YoY Comparison in Results
Total	3,490.2	4,367.4	+877.2	4,100.0	+267.4	1,084.1	1,191.2	+107.2
Japan	1,654.4	1,757.0	+102.5	1,700.0	+57.0	483.5	510.3	+26.8
Re-post								
Public & Social Infrastructure	635.9	692.3	+56.3	665.0	+27.3	212.5	224.8	+12.3
Financial	662.2	696.2	+34.0	692.0	+4.2	180.0	194.0	+14.0
Enterprise(*1)	505.2	535.2	+30.0	550.0	-14.8	137.0	141.2	+4.2
Overseas	1,880.4	2,654.5	+774.2	2,436.0	+218.5	615.1	696.4	+81.3
Re-post								
North America	594.3	586.7	-7.6	577.0	+9.7	148.4	146.3	-2.1
EMEA-LATAM	692.5	828.5	+136.0	711.0	+117.5	184.2	226.8	+42.6
NTT Ltd. (*2)	Oct.-Mar. 582.8	1,241.0	+658.2	1,167.0	+74.0	280.4	324.7	+44.3
Others	-44.6	-44.1	+0.5	-36.0	-8.1	-14.5	-15.4	-0.9

(*1) Following the reorganization in April 2023, the comparative year, Q3 FYE3/2023, also reflects figures after this reorganization.

(*2) NTT Ltd. has been consolidated since Q3 FYE3/2023, and the FYE3/2023 figures for NTT Ltd. pertain to the Oct.-Mar. period.

Operating Profit | YoY Changes (FYE3/2023 and FYE3/2024)

Operating profit increased mainly due to the effect of expanded consolidation of NTT Ltd. and sales growth, despite increase in overseas business combination costs and structural transformation costs



Operating Profit (operating profit margin)	FYE3/2023	FYE3/2024	YoY Comparison in Results	FYE3/2024	Differences from Forecasts (Amount)	FYE3/2023	FYE3/2024	YoY Comparison in Results	
	Apr-Mar	Apr-Mar		Forecasts		Jan-Mar	Jan-Mar		
Total	259.1	309.6	+50.4	292.0	+17.6	75.6	112.5	+36.8	
Total of the three businesses in Japan^(*1)	188.8	215.1	+26.2	208.0	+7.1	58.7	70.1	+11.4	
Re-post	Public & Social Infrastructure	68.6	89.3	+20.7	80.0	+9.3	30.7	38.5	+7.8
	Financial	(10.8%)	(12.9%)	(+2.1p)	(12.0%)	(+0.9p)	(14.5%)	(17.1%)	(+2.7p)
	Enterprise	68.8	71.4	+2.6	73.0	-1.6	18.2	19.1	+0.9
	(10.4%)	(10.3%)	(-0.1p)	(10.5%)	(-0.3p)	(10.1%)	(9.8%)	(-0.3p)	
	51.4	54.4	+2.9	55.0	-0.6	9.8	12.5	+2.7	
	(10.2%)	(10.2%)	(-0.0p)	(10.0%)	(+0.2p)	(7.1%)	(8.9%)	(+1.7p)	
Overseas	81.6	115.8	+34.2	99.0	+16.8	29.1	53.7	+24.6	
	(4.3%)	(4.4%)	(+0.0p)	(4.1%)	(+0.3p)	(4.7%)	(7.7%)	(+3.0p)	
Others	-11.3	-21.3	-10.0	-15.0	-6.3	-12.2	-11.3	+0.9	

(*1) The total of the Public & Social Infrastructure, Financial, and Enterprise businesses is shown, as was the case in the fiscal previous year.

(*2) NTT Ltd. has been consolidated since Q3 FYE3/2023; therefore, FYE3/2023 figures include NTT Ltd.'s figures pertaining to Oct.-Mar. period.

[Ref.] Breakdown of Overseas Business

(Billions of Yen)

		FYE3/2023 Apr–Mar	FYE3/2024 Apr–Mar	YoY (Amount)	Forex Effects (*3)	YoY (Rate)	FYE3/2024 Forecasts	Differences from Forecasts (Amount)	FYE3/2023 Jan–Mar	FYE3/2024 Jan–Mar	YoY (Amount)
Net Sales		1,880.4	2,654.5	+774.2	+171.4	+41.2%	2,436.0	+218.5	615.1	696.4	+81.3
Re-post	North America	594.3	586.7	-7.6	+37.3	-1.3%	577.0	+9.7	148.4	146.3	-2.1
	EMEA•LATAM	692.5	828.5	+136.0	+83.6	+19.6%	711.0	+117.5	184.2	226.8	+42.6
	NTT Ltd.	Oct.-Mar. 582.8	1,241.0	+658.2	+49.0	+113.0%	1167.0	+74.0	280.4	324.7	+44.3
EBITA (*1) (*2) (EBITA Margin)		111.6 (5.9%)	166.5 (6.3%)	+54.9 (+0.3P)	+9.3	+49.2%	145.0 (6.0%)	+21.5 (+0.3P)	39.3 (6.4%)	67.9 (9.7%)	+28.6 (+3.4P)
Re-post	North America	41.9 (7.1%)	42.3 (7.2%)	+0.4 (+0.2P)	+2.7	+1.0%	44.0 (7.6%)	-1.7 (-0.4P)	9.9 (6.7%)	11.3 (7.7%)	+1.4 (+1.1P)
	EMEA•LATAM	29.9 (4.3%)	37.6 (4.5%)	+7.7 (+0.2P)	+3.8	+25.8%	40.0 (5.6%)	-2.4 (-1.1P)	6.3 (3.4%)	11.1 (4.9%)	+4.8 (+1.5P)
	NTT Ltd.	Oct.-Mar. 39.8 (6.8%)	88.1 (7.1%)	+48.3 (+0.3P)	+4.3	+121.6%	79.0 (6.8%)	+9.1 (+0.3P)	23.6 (8.4%)	46.3 (14.2%)	+22.6 (+5.8P)
(Ref.) New Orders Received		Excl. NTT Ltd. 1,267.7	3,130.4	+1,862.7	+124.9	+146.9%	Excl. NTT Ltd. 1,341.0	-	348.0	730.1	+382.1
Re-post	North America	468.0	565.2	+97.3	+35.7	+20.8%	547.0	+18.2	117.7	142.6	+25.0
	EMEA•LATAM	774.6	876.9	+102.3	+88.1	+13.2%	761.0	+115.9	223.9	262.0	+38.0
	NTT Ltd.	-	1,661.4	+1,661.4	-	-	-	-	-	319.7	+319.7

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

(*2) The planned annual business combination cost of ¥19.0 billion is included only in the FYE3/2024 forecast for the entire Overseas Segment, which is ¥145.0 billion. However, actual costs are recorded for each region, and the FYE3/2024 EBITA figures include the following costs: ¥19.9 billion for the entire Overseas Segment, ¥4.0 billion for North America, ¥7.6 billion for EMEA/LATAM, and ¥6.2 billion for NTT Ltd.

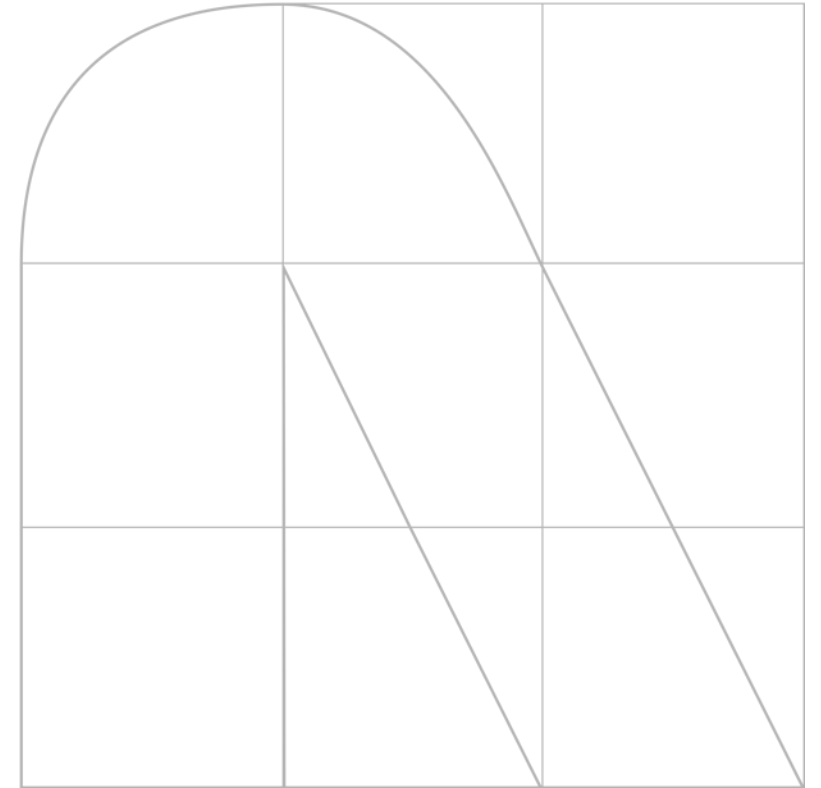
(*3) For NTT Ltd., the Forex Effects are calculated by comparing the respective average rates for Apr.-Mar. and Apr.-Sep. of the current fiscal year against those of the previous fiscal year, applying the difference to the cumulative results of the respective periods, and comparing the resulting amount.

(*4) NTT Ltd. has been consolidated since Q3 FYE3/2023, and the FYE3/2023 Net Sales and EBITA figures for NTT Ltd. pertain to the Oct.-Mar. period. New Orders Received of NTT Ltd. is excluded from the figures for FYE3/2023 and is included from FYE3/2024.

(*5) Foreign exchange rate (average rate): For FYE3/2024, USD 144.65 yen and EUR 156.82 yen; for FYE3/2023, USD 135.45 yen and EUR 140.99 yen. (For NTT Ltd., the average rate for Oct. 2022 – Mar. 2023 of USD 136.90 yen is used.)

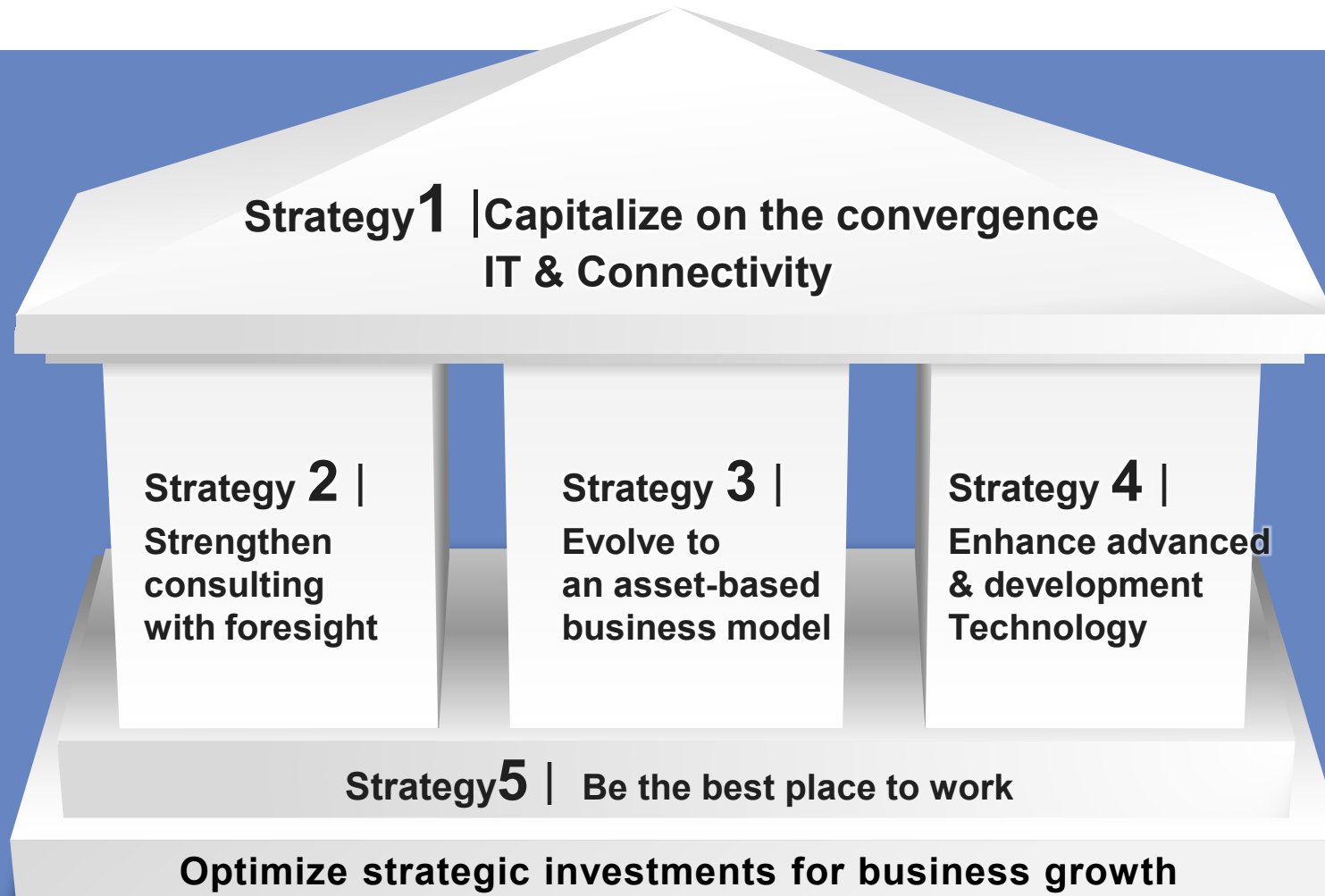
2

Progress of the Medium-Term Management Plan (FY22-FY25)



Achieving the MMP goals through 5 strategies

To achieve MMP goals, maximize the value to our clients by implementing 5 strategies.



What to be realized

Solve social issues through collaboration across industries and improve value provided through the utilization of Connectivity

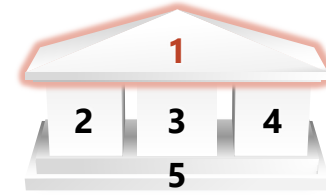
Pillars of strategy

Enhance competitiveness and shift business portfolio by strengthening consulting and technological capabilities, which are thoroughly used as assets.

Base of strategy

Recruit and develop talents to maintain mid- to long-term competitiveness and create proactive workplaces.

Creation of projects utilizing “Ability to Create” and “Ability to Connect”



Creating new services through cross-industry innovation in Japan and collaboration between each region overseas

Achieved orders in excess of 130 billion yen through collaboration between each region’s “Ability to Create” and NTT Ltd.’s “Ability to Connect”

■ Combination of capabilities of NTT Ltd. and each region

IT environment development project for a global operating company following its divestiture from the parent company

NTT DATA Services × NTT Ltd.

Awarded a deal to build traffic management platform from a leading global lift truck manufacturer in North America region

NTT DATA Services × NTT Ltd.

New orders through business collaboration between NTT DATA and NTT Ltd. which exceeded 130 billion yen

FY23 1Q 2Q 3Q 4Q

Awarded strategic expansion and extended IT partnership for National Life Group, a major U.S. Life Insurance company

NTT DATA Services × NTT Ltd.

Awarded a deal for SAP Implementation services for a multinational pharmaceutical company in South Africa

NTT Ltd. × NTT DATA Business Solutions

■ Combination of Capabilities of NTT DATA Services and NTT DATA EMEAL

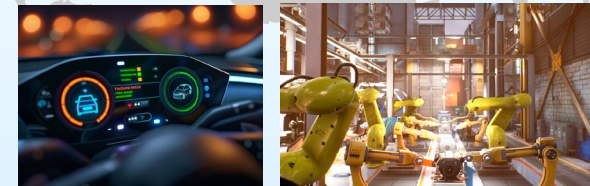
Awarded a SAP S/4HANA and Ariba transformation project for a US based automotive electronics supplier

NTT DATA Services

SAP and automotive industry expertise, automotive S/4 template, and innovative Playback methodology

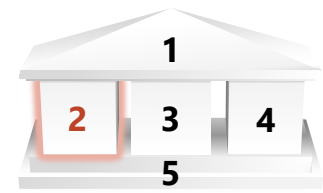
NTT DATA EMEAL

Local presence in Europe where client’s largest and most complex plant will serve as global template



For a client with facilities in 17 countries across North and South America, Europe, and Asia, we support globally standardized ERP rollout.

Provide value with Foresight



Creating business consulting projects to solve clients' management issues by utilizing our own consulting method established and shared across the Group and enhancing consulting capabilities built on future-oriented foresight pertaining to clients and industries

Case study | A Major Food Manufacturer

Strengthen consulting capabilities through our own method

Creating value as a business transformation partner

Several actions to enhance client's enterprise value have been planned through discussion with executives of the client on wide variety of topics

Raising consulting capabilities through deployment and penetration of the Foresight Design Method

Co-working with the client to solve management issues through business consulting

新たな生活者体験をもたらす
食と健康の未来像

食の未来を予見・創造し
「食×テクノロジー」でデジタル化を推進



White Paper

Foresight Design Method



Sales and operations planning



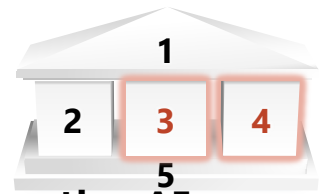
Pricing



Human resources transformation





Smart agriculture



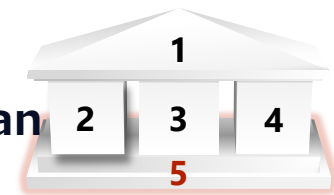
Assets utilization in business and enhancement of advanced technology application capabilities

- Numerous achievements are being made globally, including co-creation with clients, by leveraging generative AI-related assets in our business.
- By accelerating the adoption of advanced technologies in our business to improve productivity, we received the highest rating* from HFS Research for our market position in generative AI domain.

Initiatives related to generative AI

Achievements in FY2023	Global Platform Deployment
<p>Examples of co-creation with clients</p> <ul style="list-style-type: none">• L'Oréal,• Major telecommunications companies, etc. <p>Examples of software development PJs</p> <ul style="list-style-type: none">• AI Coding• AI Testing• Java Migration• COBOL Migration, etc. <p>Examples of Generative AI-related assets</p>  <p>200 Advanced cases</p> <p>140 Proposals for software development</p> <p>10+ Generative AI-related assets</p>	<p>In FY24, expanding investments related to generative AI and planning to fully deploy the</p> <h1>"Global GenAI Platform"</h1> <p>Provide value to clients and society through advanced technologies and across industries</p>  <p>Global IT Market</p> <p>GenAI Consulting/Engineering</p> <p>Global GenAI Platform</p>

*HFS Research Generative AI Services, published by HFS Research Ltd.

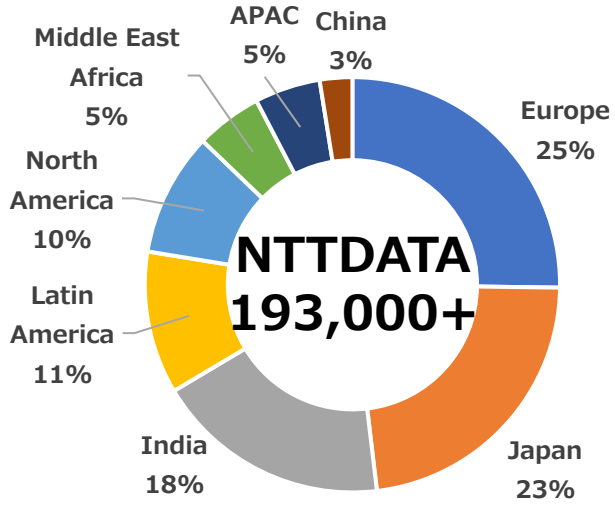


Be the best place to work

- Implementing systems and mechanisms to be an attractive company where diverse human resources can grow and play an active role
- Certified as a Global Top Employer for the first time, in addition to securing human capital

Acquisition and retention of human resources

- Globally secured human capital as human resources are valuable assets in our business.
- Retained human resources by enlightening importance of “Values”, which should be cherished in NTT DATA, through workshops and raising employees’ sense of belongings to NTT DATA.



External evaluation

- NTT DATA has been certified as a Top Employer 2024 in 29 countries and 4 regions including Japan, and as a Global Top Employer*.
- NTT DATA Group is highly evaluated especially in “Talent Acquisition”, “Career Development” and “DE&I”.



*We are one of the 17 companies worldwide, or one of the two Japanese companies, that were certified as Global Top Employers.

Progress on sustainability management

- Create offerings to solve social issues through business activities and expand business.
- To further promote sustainability management, a Sustainability Management Promotion Committee was established. Acceleration of efforts through global cross-sectional working on a wide range of sustainability-related topics and enhanced monitoring of board members.

Creating sustainability offerings



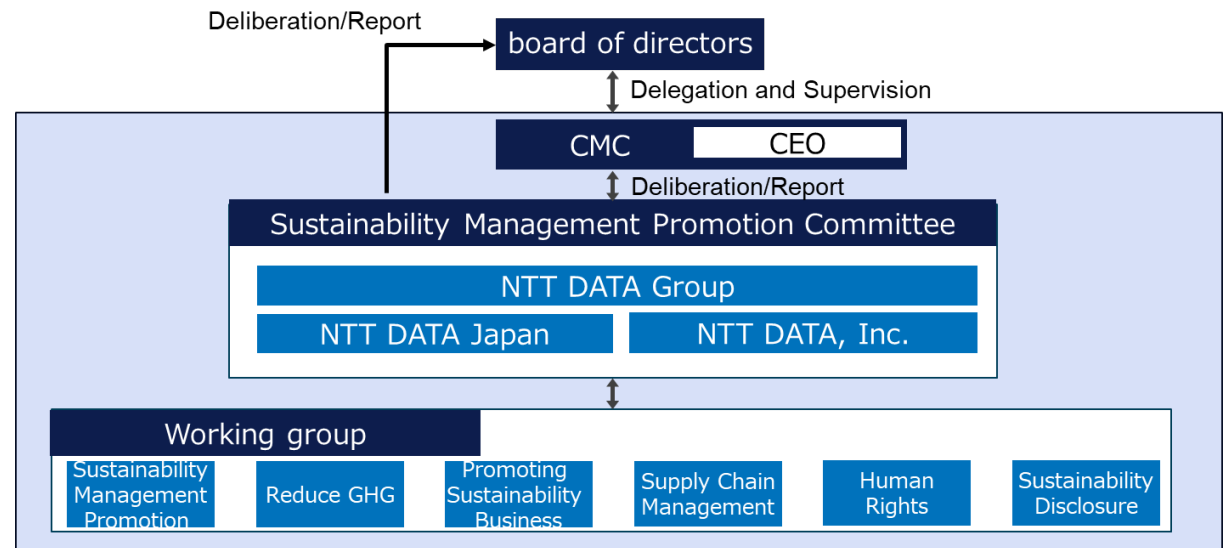
A GHG visualization platform “C-Turtle”

- A cumulative total of 1,000 companies have introduced the service as an emissions visualization service that can reflect the companies' reduction efforts.
- Expanded product-specific emissions 'C-Turtle ForeSus' / 'C-Turtle FE' for financial institutions
- GHG emission reduction consultancy services to support customers to reduce Scope 3.

*Published Sustainability Report 2023 casebook with 36 global offers, including C-Turtle.



Sustainability Management Promotion Committee established



Progress of actions taken to address individual issues that occurred in FY2023

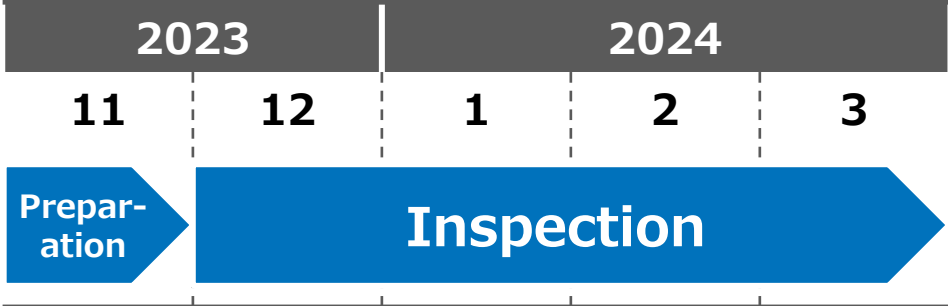
-comprehensive system inspection-

- Inspected the quality assurance status comprehensively for the development, migration, and operation phases (48 inspection criteria in total)
- The result of the inspection of a total of 235 systems including those of group companies showed that inspection criteria were generally satisfied, and we could confirm that measures are in place to prevent recurring of similar failures
- We will continue the inspection by an internal third party and promote enhancement of engineering capabilities including cultivation of fundamental human resources

.....Points of inspection.....

Prevention (Development phase)	Addressing direct cause of failure
	Quality assurance related to in-house developed applications and environment construction such as OS and middleware
	Sufficiency of test data variations (Utilization of commercial data, etc.)
Prevention (Migration phase)	Reducing the impact of failure
Quick recovery (Operation phase)	Sufficiency of redundancy and fallback designs
	Response structure in case of failure

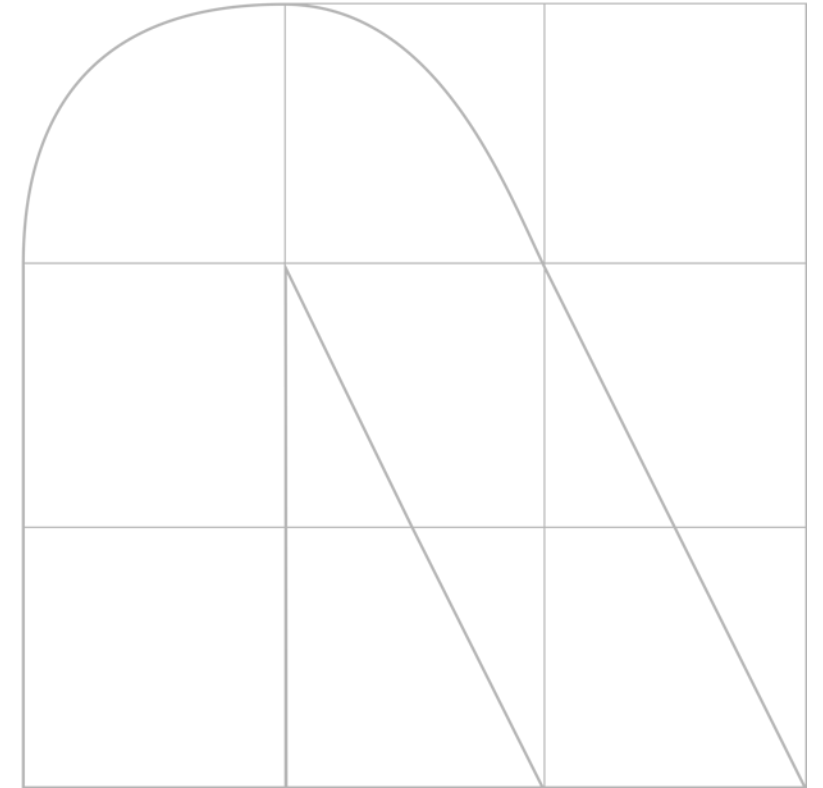
.....Comprehensive inspection schedule.....



- ▶ Target: 235 systems
- ▶ Completed by the end of FY2023 as planned

3

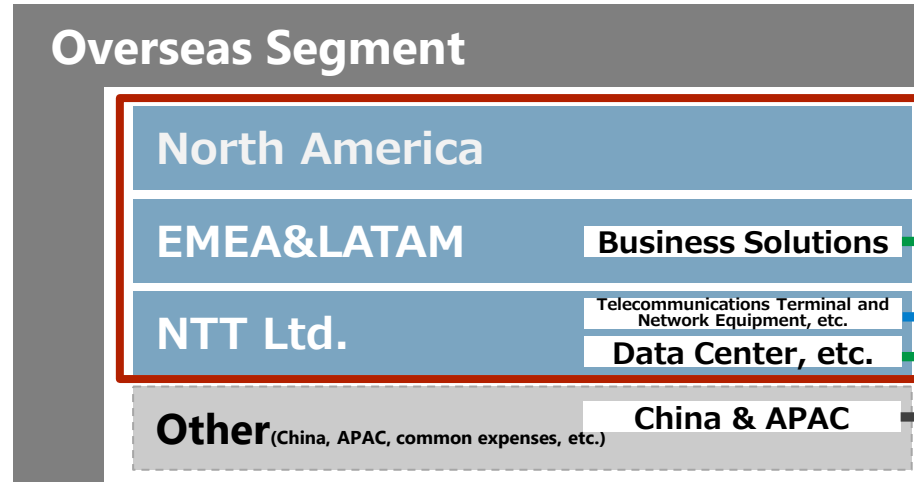
Forecasts for Fiscal Year Ending March 31, 2025



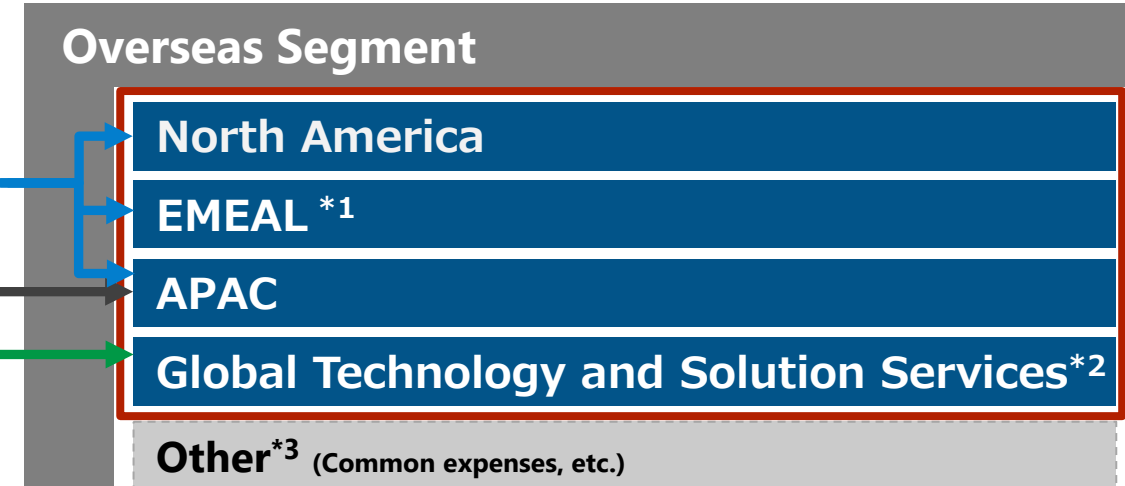
Assumptions for the forecasts for fiscal year ending March 31, 2025

- Change in Overseas Segment breakdown Disclosed for reference

FYE3/2024



FYE3/2025



- *1 Stands for "Europe, Middle East, Africa and Latin America"
- *2 Includes Global Technology Services Unit and Business Solutions Unit
- *3 Includes Global Headquarters

- Exchange rate

Currency	(1)(Reference) FYE3/23 Full-Year Average Rate (Apr. 2022 – Mar. 2023)	(2) FYE3/24 Full-Year Average Rate (Apr. 2023 – Mar. 2024)	(3) FYE3/25 Full-Year Forecast Rate
USD	135.45	144.65	138.00
Difference	-	(2)-(1) +9.20	(3)-(2) -6.65
EUR	140.99	156.82	150.00
Difference	-	(2)-(1) +15.83	(3)-(2) -6.82

[Foreign exchange sensitivity]





The impact of a 1 yen fluctuation from the "(3) FYE3/25 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: Approx. ±0.7 billion yen
- EUR Net sales: Approx. ±8 billion yen
- EBITA: Approx. ±0.6 billion yen

Forecasts for the Fiscal Year Ending March 31, 2025

Increase in sales and profit is expected despite the negative impact of the projected year-on-year yen appreciation. Annual dividend per share is expected to increase by 2 yen.

- Net sales are expected to achieve an increase of above 4% excluding the exchange rate impact, due to business growth in Japan and Overseas.
- Operating profit is expected to increase mainly due to absence of structural transformation costs and sales growth, despite rise in costs associated with overseas business combination and other factors.
- Profit is expected to increase thanks to higher operating profit, despite rise in financial expenses due to the continuation of aggressive investment and other factors.

	FYE3/2024 Results ^(*1)	FYE3/2025 Forecasts ^(*1)	YoY (Amount)	YoY (Rate)	(Billions of yen,%)
Net Sales	4,367.4	4,430.0	+62.6	+1.4%	
Operating Profit (Operating profit margin)	309.6 (7.1%)	336.0 (7.6%)	+26.4 (+0.5P)	+8.5%	
Profit Attributable to Shareholders of NTT DATA	133.9	137.0	+3.1	+2.3%	
Annual Dividend per Share (yen)	23	25	+2	+8.7%	
(Reference) New Orders Received ^(*2)	4,790.9	Excl. DC business 4,330.0	-	-	

(*1) Foreign exchange rate: For FYE3/2024 results, USD 144.65 yen and EUR 156.82 yen; For FYE3/2025 forecasts, USD 138 yen and EUR 150 yen.

(*2) FYE3/2024 result for the new orders received includes the new orders received of 791.0 billion yen in the Data Center (DC) business, while FYE3/2025 forecast does not include figures for the DC business

[Ref.] Forecasts for the fiscal year ending March 31, 2025 – Japan

- New orders received is expected to increase due to business growth of each business unit, despite a reactionary decline from the large scale project won in the previous fiscal year in the Public & Social Infrastructure and Financial businesses.
- Net sales and operating profit are expected to increase due to business growth in each business unit.

(Unit: billions of yen, %)

		FYE3/2024 Results	FYE3/2025 Forecasts	YoY (Amount)	YoY (Rate)
New Orders Received		1,646.7	1,650.0	+3.3	+0.2%
Re-post	Public & Social Infrastructure	675.1	657.0	-18.1	-2.7%
	Financial	527.7	530.0	+2.3	+0.4%
	Enterprise	381.3	405.0	+23.7	+6.2%
Net Sales		1,757.0	1,840.0	+83.0	+4.7%
Re-post	Public & Social Infrastructure	692.3	758.0	+65.7	+9.5%
	Financial	696.2	727.0	+30.8	+4.4%
	Enterprise	535.2	578.0	+42.8	+8.0%
Operating Profit (%)		186.7 (10.6%)	193.0 (10.5%)	+6.3 (-0.1P)	+3.4%
Re-post	Public & Social Infrastructure	89.3 (12.9%)	94.0 (12.4%)	+4.7 (-0.5P)	+5.2%
	Financial	71.4 (10.3%)	81.0 (11.1%)	+9.6 (+0.9P)	+13.4%
	Enterprise	54.4 (10.2%)	62.0 (10.7%)	+7.6 (+0.6P)	+14.1%
	Total of the three businesses in Japan(* 1)	215.1	237.0	+21.9	+10.2%

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

[Ref.] Forecasts for the fiscal year ending March 31, 2025 – Overseas

- Net sales are expected to achieve an actual increase excluding the exchange rate impact, due to business growth in each Unit.
- Operating profit is expected to increase due to absence of structural transformation costs and actual sales growth, despite rise in business combination costs and other factors.

(Unit: billions of yen, %)

		FYE3/2024 Results	FYE3/2025 Forecasts	YoY (Amount)	Forex Effect (*1)	Excl. Forex Effect	YoY (Rate)	Excl. Forex Effect
New Orders Received (*2)		3,130.4	Excl. DC business 2,670.0	-	-	-	-	-
Re- post	North America		844.0					
	EMEA•LATAM		1,124.0					
	APAC		422.0					
	Global Technology and Solution Services		Excl. DC business 280.0					
Net Sales		2,654.5	2,650.0	-4.5	-130.0	+125.5	-0.2%	+4.7%
Re- post	North America		667.0					
	EMEA•LATAM		998.0					
	APAC		414.0					
	Global Technology and Solution Services		746.0					
Operating Profit (Operating profit margin)		115.8 (4.4%)	129.0 (4.9%)	+13.2 (+0.5P)	-6.0	+19.2	+11.4%	+16.6%
EBITA (*3) (*4) (EBITA margin)		166.5 (6.3%)	178.0 (6.7%)	+11.5 (+0.4P)	-9.0	+20.5	+6.9%	+12.3%
Re- post	North America		40.0 (6.0%)					
	EMEA•LATAM		71.0 (7.1%)					
	APAC		40.0 (9.7%)					
	Global Technology and Solution Services		84.0 (11.3%)					

(*1) Foreign exchange rate: For FYE3/2024 Results, USD 144.65 yen and EUR 156.82 yen; For FYE3/2025 Forecasts, USD 138 yen and EUR 150 yen.

(*2) FYE3/2024 result for the new orders received includes the new orders received of 791.0 billion yen in the Data Center (DC) business, while FYE3/2025 forecast does not include figures for the DC business.

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

(*4) The business combination cost forecasted for FYE3/2025 is included in EBITA forecast for the entire Overseas Segment, but is not included in the EBITA forecast for each Unit.

(*5) The reclassification of FYE3/2024 results into new Units for YoY comparison will be presented starting from the FYE3/2025 Q1 results presentation or later.

Overseas Business Combination and Structural Transformation

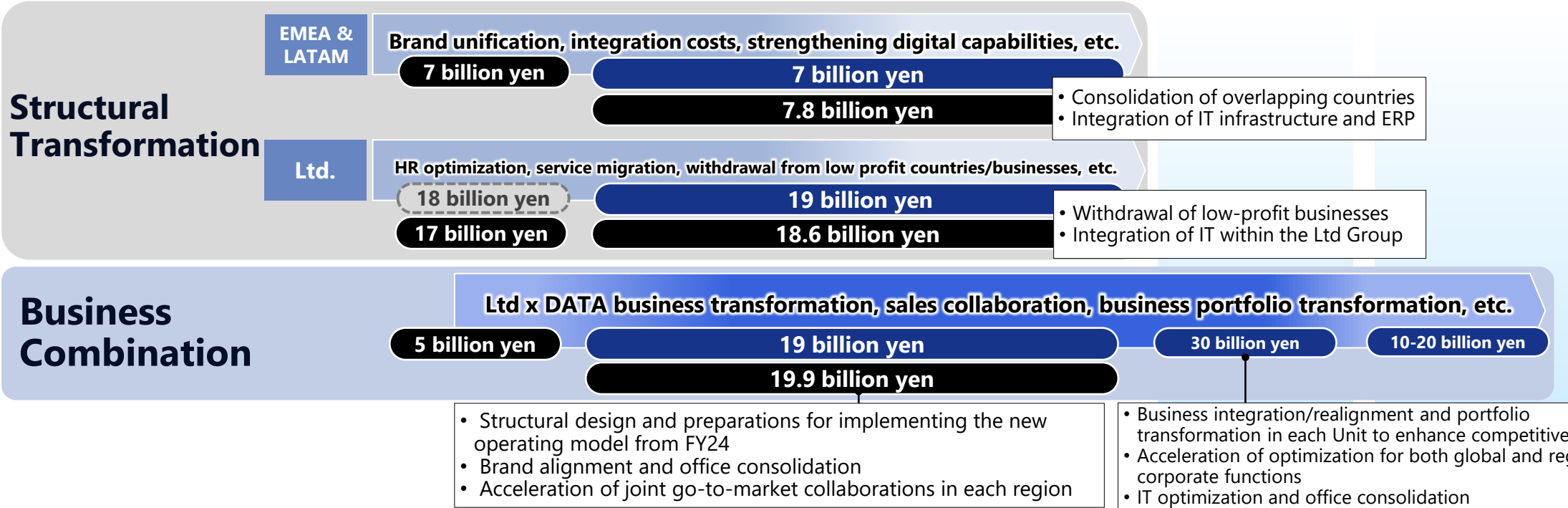
Measures taken / Cost

FY22

FY23

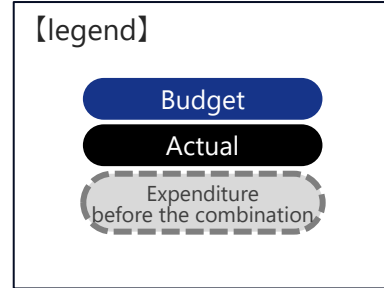
FY24

FY25



Details

(Billions of Yen)		FY22(Apr-Mar)	FY23(Apr-Mar)	YoY Comparison in Results	FY23.1Q	FY23.2Q	FY23.3Q	FY23.4Q
Total		29.0	46.3	+17.3	10.5	6.3	9.7	19.7
Structural Transformation		24.0	26.4	+2.4	7.8	5.7	6.0	6.8
Re-post	North America	-	-	-	-	-	-	-
	EMEA・LATAM	7.0	7.8	+0.8	2.3	2.0	1.8	1.6
	NTT Ltd.※1	18.0	18.6	+1.6	5.5	3.7	4.2	5.2
Business Combination※2		5.0	19.9	+14.9	2.7	0.6	3.7	12.9
Re-post	North America	0.1	4.0	+3.9	-	0.3	0.4	3.3
	EMEA・LATAM	2.9	7.6	+4.7	2.5	0.2	1.1	3.8
	NTT Ltd.※1	1.6	6.2	+4.6	0.2	0.1	1.6	4.3



※1 : Figures after consolidation of NTT Ltd. (costs incurred on and after October 2022 only) ※2 : Including business integration expenses to be incurred in North America, EMEA/LATAM, and NTT Ltd.

Our Journey to Business Growth

3

Stage

Realizing a Sustainable Future

Connect people with technology to create value and a sustainable future with our clients.

Midpoint to Global 3rd Stage (2019-21)

Pursuing profitable global growth with consistent belief and courage to change.

- Revenue: ¥2.55T
- Global Business: 41%
- Clients > \$50M: 82

2

Recognized Global Brand(2016-18)

NTT DATA: Ascend; Rise & grow our global Brand

- Revenue: ¥2.16T
- Global Business: 41%
- Clients > \$50M: 50

1

Increased Global Coverage (2005 -2015)

A global corporate group that provides diverse IT services

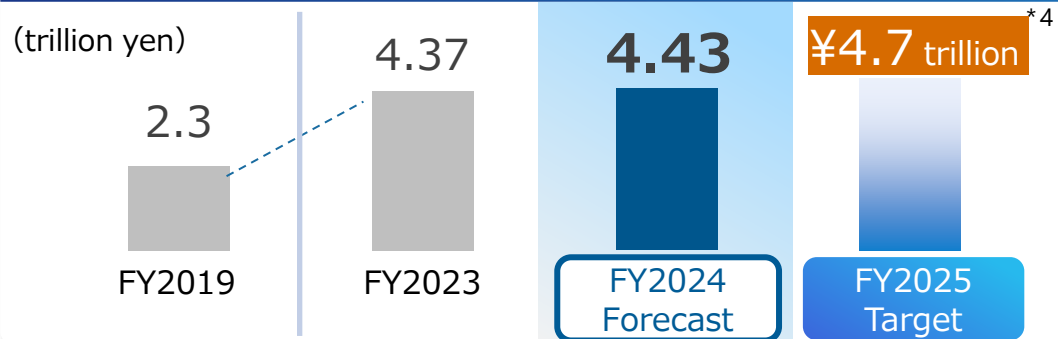
- Revenue: ¥1.61T
- Global Business: 31%
- Clients > \$50M: < 10

MMP (2022-25)

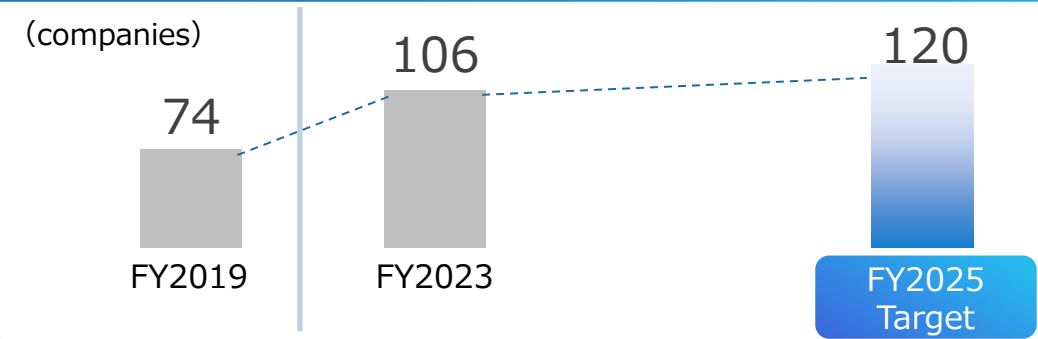
Progress of Medium-Term Management Plan

Net sales and operating profit are growing because of efforts to reach the Global 3rd Stage which started in FY2019. We will pursue "growth accompanied by quality" and aim to achieve the management target of 4.7 trillion yen in consolidated net sales.

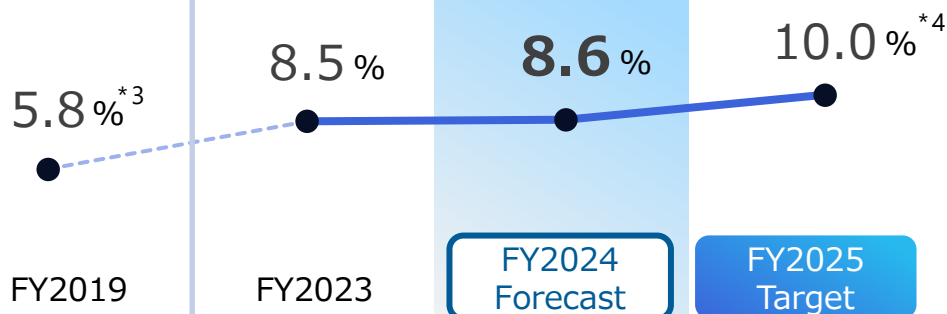
Consolidated Net Sales | over ¥4 trillion



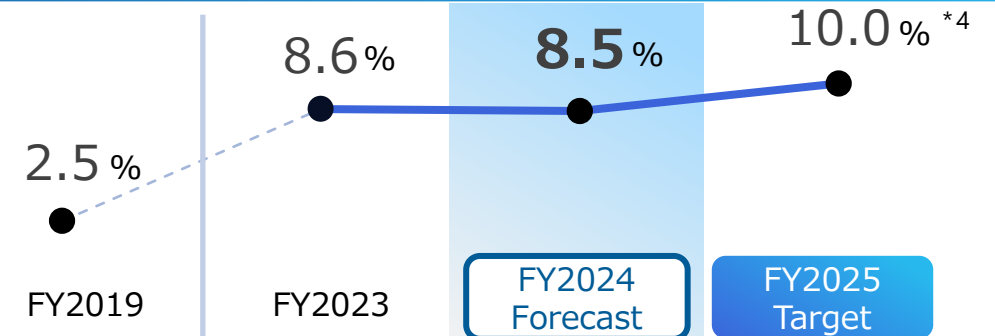
Client Base^{*1} | 120 companies



Consolidated OP Margin^{*2} | 10%



Overseas EBITA Margin^{*2} | 10%



*1) Customers with annual sales of 5 billion yen or more (JP) or \$50 million or more (outside JP)

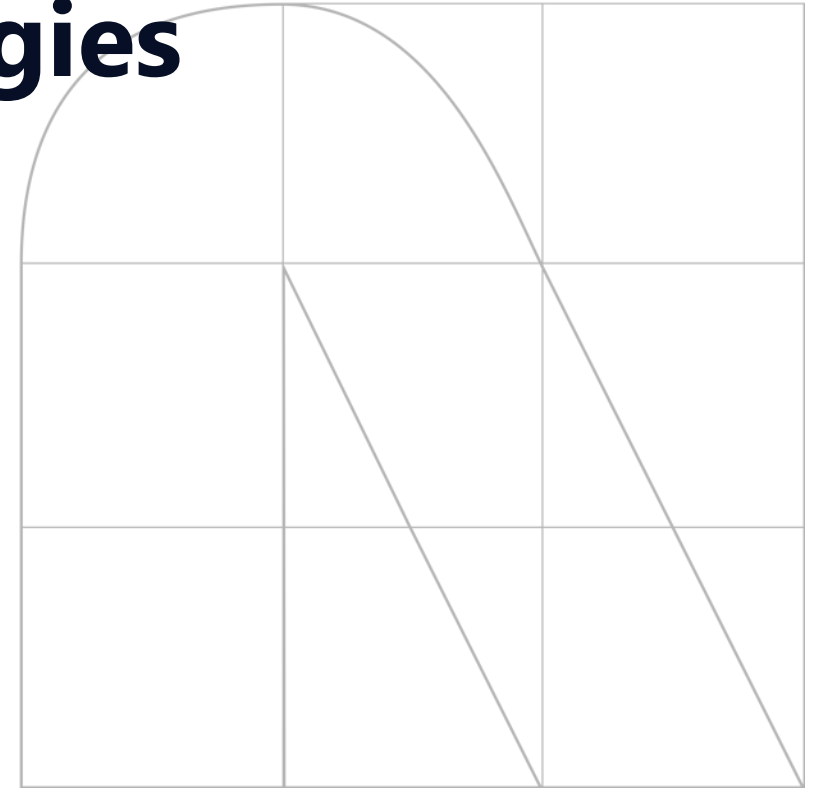
*2) Excluding one-time costs for M&A, structural transformation, etc.

*3) Excluding consideration of *2)

*4) An exchange rate at the same level as the rate of FY2024 is used.

4

Investment and Financial Strategies



Investments for business growth

FY2022~

FY2026~

Investment period

Profit contribution period

Current MMP

Future MMP

① Strategic Investments

- Enhance focus technologies and operations in focus industries
- Develop next-generation businesses for mid-to long-term growth

(FY23 Investment results 31.0 billion yen)

Make strategic investments to thoroughly enhance digital technology-related capabilities to achieve the sales and profit targets of current MMP.

FY24 Topic

Intensive investment in focused technologies such as generative AI

② M&A

- Acquire digital technology-related capabilities
- Enhance presence by sales growth and expanding market share

(FY23 Investment results 36.8 billion yen)

Execute M&A flexibly that helps acquire digital technology talents and capabilities to secure competitive edge over current MMP and mid- to long-term.

FY24 Topic

Accelerate M&A in Japan in addition to major overseas markets

③ Data Center Investments

- Acquire market position based on high market growth rates and robust demand

(FY23 Investment results 390.5 billion yen)

Make aggressive upfront investments to bolster presence taking advantage of robust demand from hyperscalers. Business fields anticipated to make substantial contribution to mid- to long-term earnings.

FY24 Topic

Continue to invest aggressively to ensure that demand for generated AI and other products is captured

Status of Data Center Business

- As the data center business is expected to grow on the back of strong demand, we will continue the aggressive investment in FY2024 as well.
- Revenue, EBITDA, and EBITDA margin increased from the full-year plan.

Status of data center service delivery

- 13 data centers (226MW) were launched during FY2023
 *India (Mumbai, Bangalore, Chennai and others), Germany (Frankfurt and others), USA (Virginia), and Malaysia (Cyberjaya)



Providing the service with the scale of approx.
30 cities, 120 data centers, and 1,120MW

*As of the end of March 2024

Main activities in Q4

- In February 2024, it was decided to jointly operate the data center business in Chicago, USA with a group company of Tokyo Century Corporation.

Data Center Business Revenue*1

	FYE3/2023 Results	FYE3/2024 Q3 Results	FYE3/2025 Plan
Revenue	1,580 M\$	1,869 M\$ (+115M\$ vs plan)	2,189 M\$
EBITDA (Margin)	620 M\$ (39%)*2	840 M\$ (45%) (+213M\$ vs plan)	848 M\$ (39%)
Capex	2,025 M\$	2,700 M\$ (-97M\$ vs plan)	Similar level as previous year

*1 These are the figures used in management accounting to calculate the income and expenses of the data center business division of NTT Ltd. They include intercompany transactions between NTT, the parent company, and our group, and are calculated in a certain way, such as allocation of common expenses with other businesses of NTT Ltd.

*2 FYE3/2023 results include transitory factors of 62M\$ due to build-to-suit transactions. EBITDA margin excluding transitory factors is 35%.

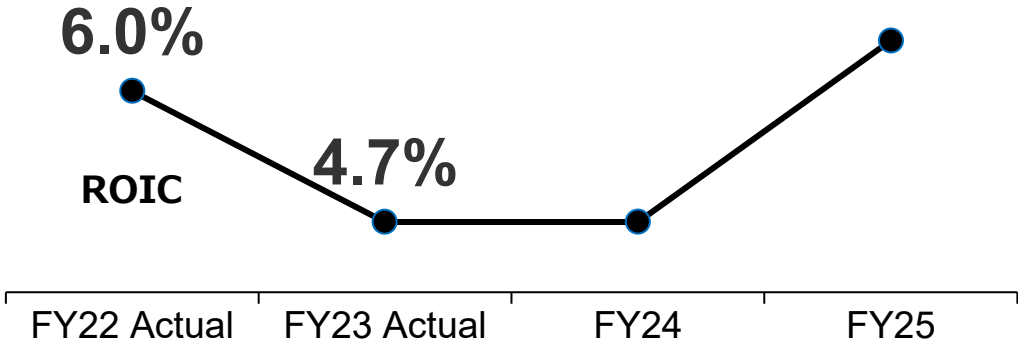
*3 EBITDA excludes depreciation of property, plant and equipment and software, amortization of intangible assets related to acquisitions, and certain common head office costs.

Policy for investment profitability and financial soundness based on the aggressive investment

Restore investment profitability and ensure financial soundness in FY25 mainly driven by the expansion of “Earning Power (EBITDA)” and the DC assets off-balancing utilizing REIT

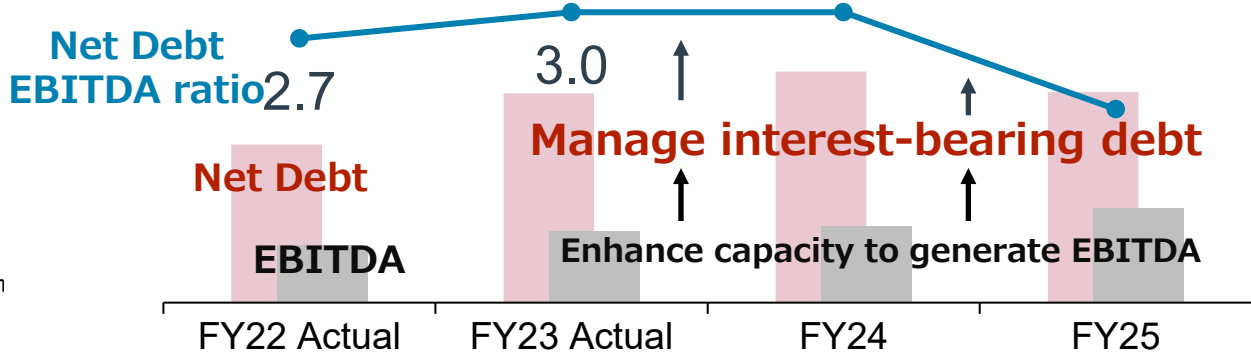
Investment Profitability

【ROIC】
Recover to a level above the cost of capital in FY25



Financial Soundness

【Net Debt EBITDA ratio】
Maintain a certain level of financial soundness with a target of 2x



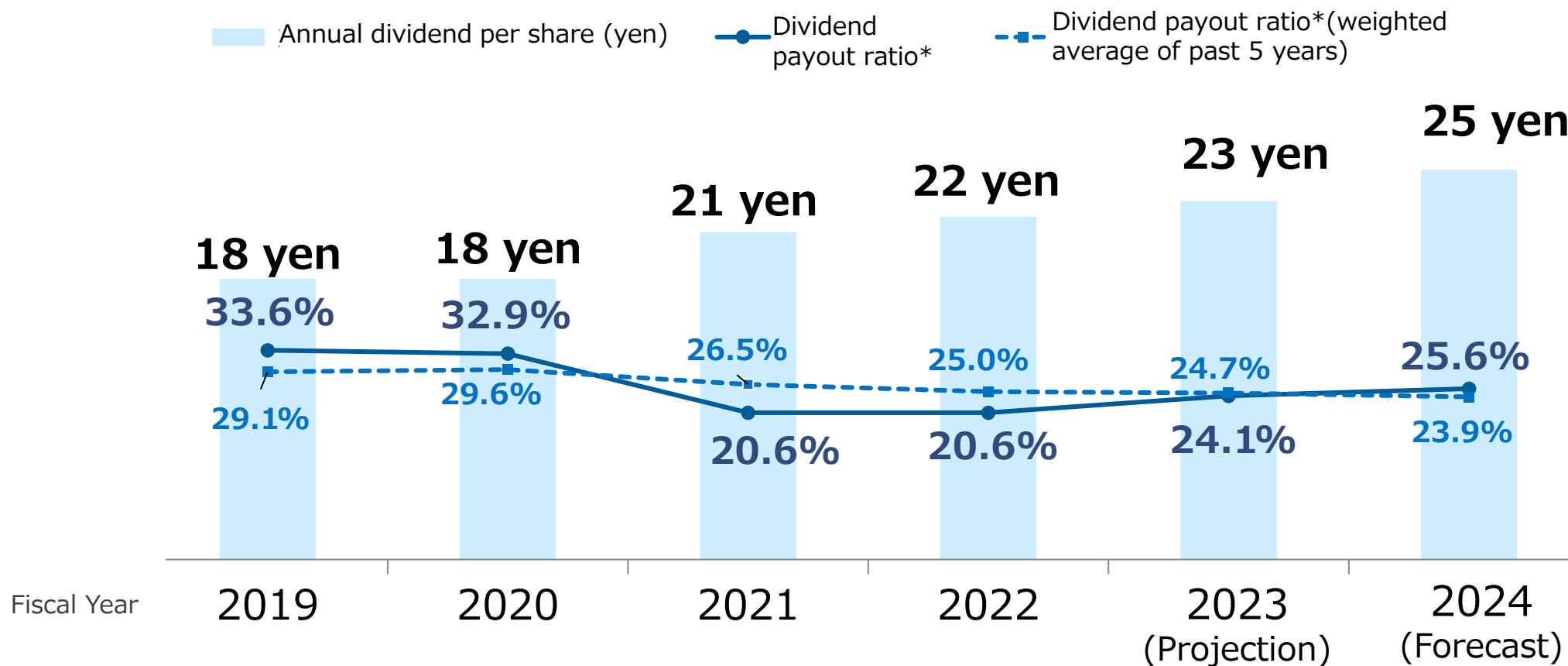
Reduce interest Expenses

Continue to implement measures to reduce current interest expenses, along with the restoration of investment profitability and ensuring financial soundness

- ✓ Fix a portion of the existing variable interest-bearing debt and utilize yield curve inversion to reduce interest expenses.
- ✓ Diversify funding for new investments by varying the period, conditions, and currencies, thereby reducing sensitivity to market interest rate fluctuations.

Shareholder Returns

- Shareholder returns are centered on dividend payments, and for determining the amount of dividends, we value the maintenance of a dividend payout ratio in the mid- and long-term.
- The annual dividend per share for FY2024 is expected to increase by 2 yen to 25 yen.

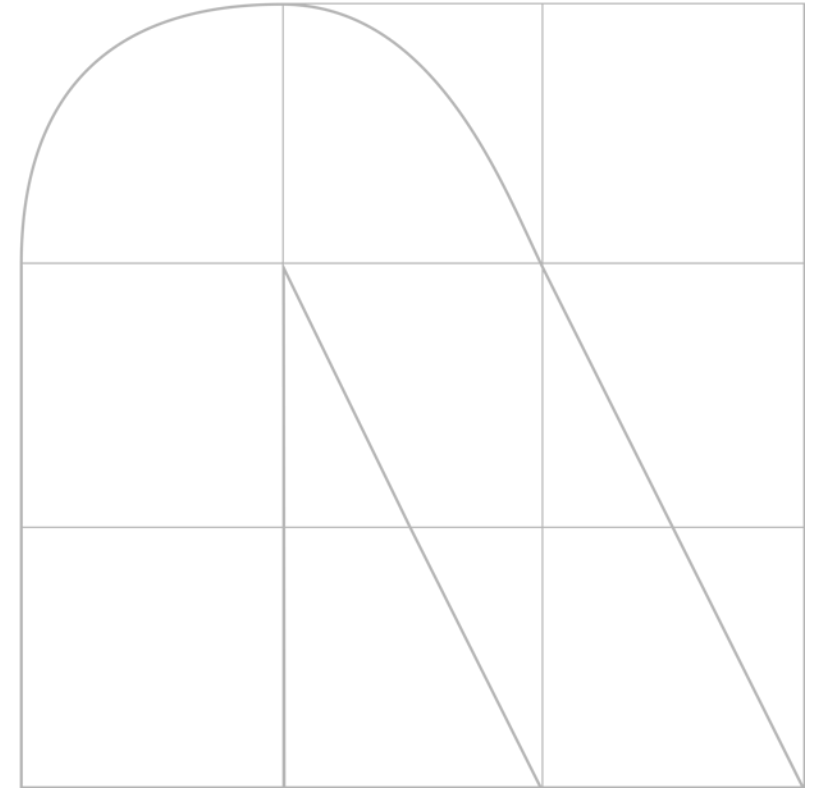


* Dividend payout ratio = Total amount of dividends / Profit attributable to shareholders of NTT DATA

5

Appendices

1. Explanatory details of financial results and forecasts



Overview of Consolidated Results

(Billions of yen, %)

	FYE3/2023 Results	FYE3/2024 Results	YoY (%)
New Orders Received ^{(*1) (*2)}	Excl NTT Ltd. 2,725.6	4,790.9	+75.8
Order Backlog ^{(*1) (*2)}	4,653.9	5,859.6	+25.9

FYE3/2025 Forecasts	YoY
Excl. DC business 4,330.0	-
Excl. DC business 4,263.0	-

Net Sales	3,490.2	4,367.4	+25.1
Cost of Sales	2,567.9	3,172.4	+23.5
Gross Profit	922.2	1,195.0	+29.6
SG&A Expenses ^(*3)	663.1	885.4	+33.5
Personnel Expenses	348.6	463.9	+33.1
Outsourcing Expenses	136.3	183.9	+34.9
Other Expenses	178.2	237.6	+33.3
Operating Profit	259.1	309.6	+19.5
Operating Profit Margin(%)	7.4	7.1	-0.3P
Finance Income and Costs/Shares of Profit/Loss of Entities Accounted for Using Equity Method	-16.3	-60.9	-
Profit Before Tax	242.8	248.6	+2.4
Income Tax Expense and Others ^(*4)	92.8	114.7	+23.6
Profit Attributable to Shareholders of NTT DATA	150.0	133.9	-10.7

	4,430.0	+1.4
	3,210.0	+1.2
	1,220.0	+2.1
	884.0	-0.2
	336.0	+8.5
	7.6	+0.5P
	-81.0	-
	255.0	+2.6
	118.0	+2.8
	137.0	+2.3

Capital Expenditures	381.7	657.4	+72.2
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles ^(*5)	223.1	281.8	+26.3

	565.0	-14.1
	304.0	+7.9

(*1) NTT Ltd. has been consolidated since Q3 FYE3/2023; therefore, the figures for the Q3 FYE3/2023 include NTT Ltd.'s Oct-Mar. results. New orders received of NTT Ltd. is excluded from the figures for FYE3/2023, and is included from FYE3/2024. Order backlog of NTT Ltd. is included from the end of FYE3/2023.

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

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(*3) "SG&A Expenses" was reclassified according to nature. (Reclassified from Q3 of FYE3/2023)

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

(*5) 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)

		FYE3/2023 Results	FYE3/2024 Results	FYE3/2025 Forecasts
Re-post	Japan	1,611.7	1,718.4	1,780.0
	Public & Social Infrastructure	523.1	568.6	650.0
	Central Government and Related Agencies, Local Government, and Healthcare	290.9	323.5	395.0
	Telecom and Utility	127.3	131.2	131.0
	Financial	552.1	575.5	576.0
	Major Financial Institutions	216.8	223.8	233.0
	Regional Financial Institutions, Cooperative Financial Institutions	173.0	180.2	165.0
	Financial Infrastructure/Network Services, Insurance	144.0	150.4	158.0
	Enterprise ^(*)	459.5	491.7	523.0
	Distribution, Services, and Payments	194.1	-	-
	Manufacturing and Consulting	265.4	-	-
	Manufacturing and Services	-	91.0	113.0
	Retail and Consumer Packaged Goods	-	105.8	125.0
Consulting and Payments	-	294.9	285.0	
Overseas ^(*)	1,866.1	2,636.3	2,640.0	

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

Consulting	460.4	537.6	550.0
Integrated IT Solution	694.8	688.2	700.0
System & Software Development	717.6	777.4	790.0
Maintenance & Support	943.7	1,034.3	1,040.0
IT Infrastructure ^(*) ^(*)	278.5	591.5	-
Telecommunications Terminal and Network Equipment ^(*) ^(*)	299.6	638.7	-
Others ^(*)	95.5	99.7	-
Data Center ^(*)	-	-	300.0
Telecommunications Terminal and Network Equipment and others ^(*)	-	-	1,050.0
Net Sales by Products and Services Total	3,490.2	4,367.4	4,430.0

(*) The Enterprise area was reclassified into "Manufacturing and Services" (automotive, machinery, transportation, etc.), "Retail and Consumer Packaged Goods" (distribution and retail, food, etc.) and "Consulting and Payments" from FY3/2024, following the reorganization in April 2023.

(*) NTT Ltd. has been consolidated since Q3 FYE3/2023; therefore, the figures for the Q3 FYE3/2023 include NTT Ltd.'s Oct.-Mar. results.

(*) "IT Infrastructure" is the business operated by former NTT Ltd. and mainly consist of its managed services and data center businesses. "Telecommunications Terminal and Network Equipment" is the business operated by former NTT Ltd. and mainly consist of IT product sales and its maintenance services

(*) With the transition to new global operating structure in April 2024, "IT Infrastructure," "Telecommunications Terminal and Network Equipment," and "Other" are reclassified into "Data Center" and "Telecommunications Terminal and Network Equipment, etc. and others" from FYE3/2025.

Consolidated New Orders Received and Order Backlog

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

(Billions of Yen)

		FYE3/2023 Results	FYE3/2024 Results	FYE3/2025 Forecasts	
Japan		1,445.2	1,646.7	1,650.0	
	Public & Social Infrastructure		495.7	675.1	657.0
		Central Government and Related Agencies, Local Government, and Healthcare	259.8	432.5	409.0
		Telecom and Utility	125.4	118.2	124.0
	Financial		486.6	527.7	530.0
		Major Financial Institutions	223.7	226.8	247.0
		Regional Financial Institutions, Cooperative Financial Institutions	163.6	199.0	167.0
	Enterprise ^(*1)	Financial Infrastructure/Network Services, Insurance	82.4	81.5	91.0
		Distribution, Services, and Payments	404.3	381.3	405.0
		Manufacturing and Consulting	127.9	-	-
		Manufacturing and Services	276.4	-	-
		Retail and Consumer Packaged Goods	-	78.2	106.0
		Consulting and Payments	-	92.3	114.0
Overseas ^(*2)	Excl. NTT Ltd. 1,267.7	3,130.4	Excl. DC business 2,670.0		

Details of Consolidated Order Backlog

Order Backlog		4,653.9	5,859.6	Excl. DC business 4,263.0
Japan		1,627.3	1,764.1	1,871.0
	Public & Social Infrastructure	562.5	677.3	689.0
	Financial	858.2	883.3	910.0
	Enterprise	181.6	177.5	181.0
Overseas ^{(*2) (*3)}		3,022.5	4,090.5	Excl. DC business 2,374.0

(*1) The Enterprise area was reclassified into "Manufacturing and Services" (automotive, machinery, transportation, etc.), "Retail and Consumer Packaged Goods" (distribution, retail, food, etc.) and "Consulting and Payments" from FY3/2024, following the reorganization in April 2023.

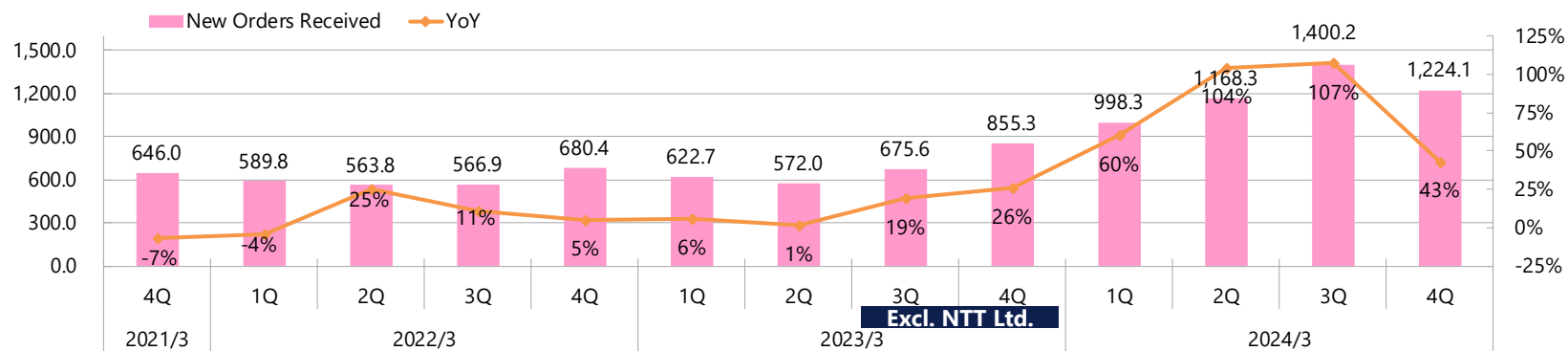
(*2) New orders received includes NTT Ltd. from FYE3/2024. FYE3/2023 excludes the effect of expanded consolidation of NTT Ltd. Order backlog includes NTT Ltd. from the end of FYE3/2023.

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

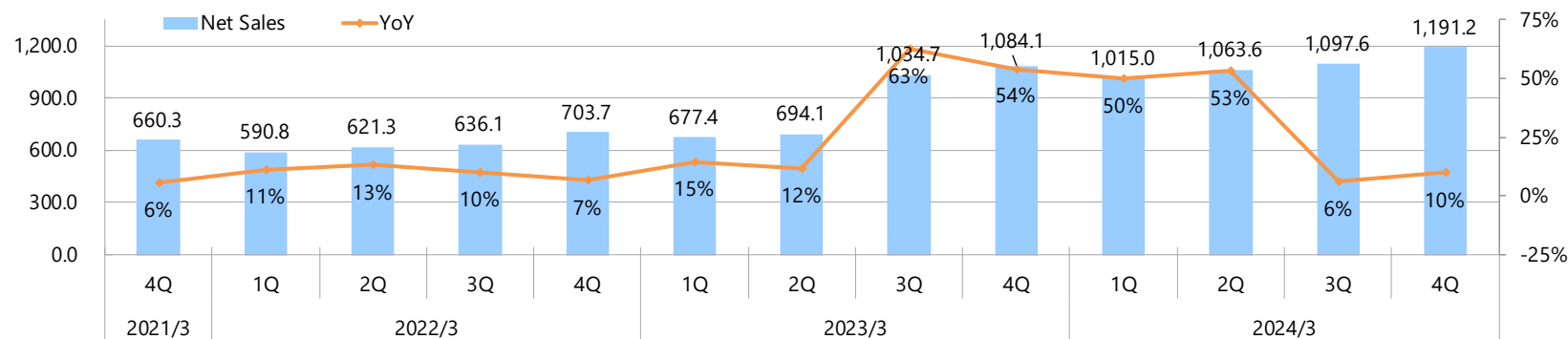
Trends in Quarter (Consolidated)

(Billions of Yen)

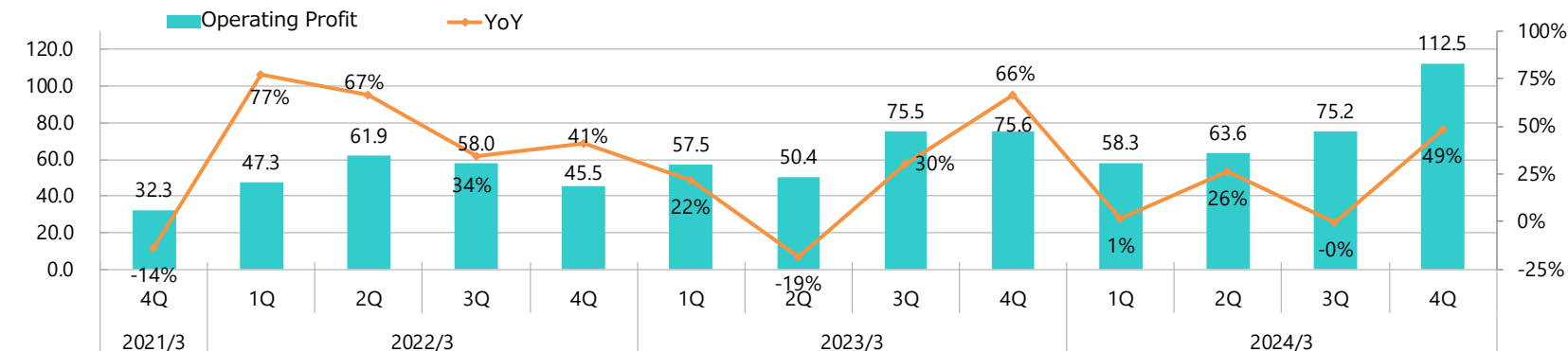
■ New Orders Received(*)



■ Net Sales



■ Operating Profit



(*) 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.

Consolidated Statement of Financial Position

Breakdown items are reposted information

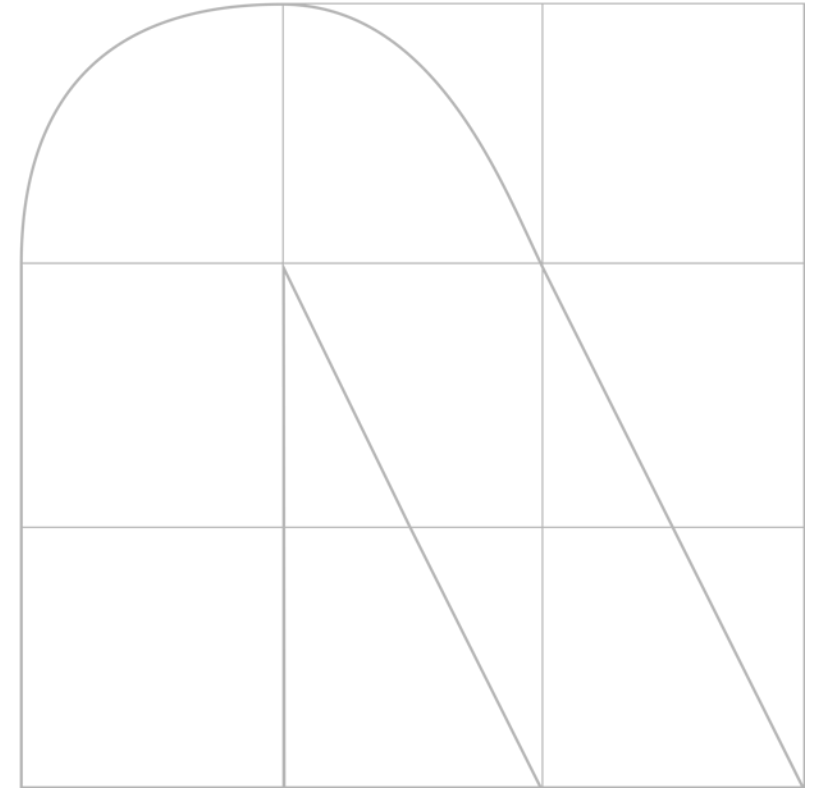
(Billions of yen)

	As of March 31, 2023	As of March 31, 2024	YoY (Amount)
Current assets	2,249.0	2,433.0	+184.0
Cash and cash equivalents	415.4	431.8	+16.4
Trade and other receivables	1,114.5	1,283.4	+168.9
Inventories	76.2	51.2	-25.0
Assets held for sale	48.7	4.5	-44.2
Non-current assets	3,909.2	4,786.5	+877.2
Property, plant and equipment	1,372.5	1,914.4	+542.0
Intangible assets	653.2	693.7	+40.5
Goodwill	1,133.6	1,321.8	+188.2
Deferred tax assets	225.0	234.9	+9.9
Total assets	6,158.2	7,219.4	+1,061.2
Current liabilities	1,804.3	2,513.9	+709.6
Trade and other payables	399.4	459.8	+60.4
Contract liabilities	417.9	480.7	+62.7
Bonds and borrowings	278.8	755.8	+477.0
Non-current liabilities	1,957.5	1,925.1	-32.4
Bonds and borrowings	1,453.0	1,419.5	-33.5
Lease liabilities	204.6	206.1	+1.5
Total liabilities	3,761.8	4,439.0	+677.2
Equity attributable to shareholders of NTT DATA	1,452.4	1,719.2	+266.8
Non-controlling interests	944.0	1,061.2	+117.2
Total equity	2,396.4	2,780.4	+384.0
Total liabilities and equity	6,158.2	7,219.4	+1,061.2
[Repost] Balance of interest-bearing debt	1,731.9	2,175.3	+443.5

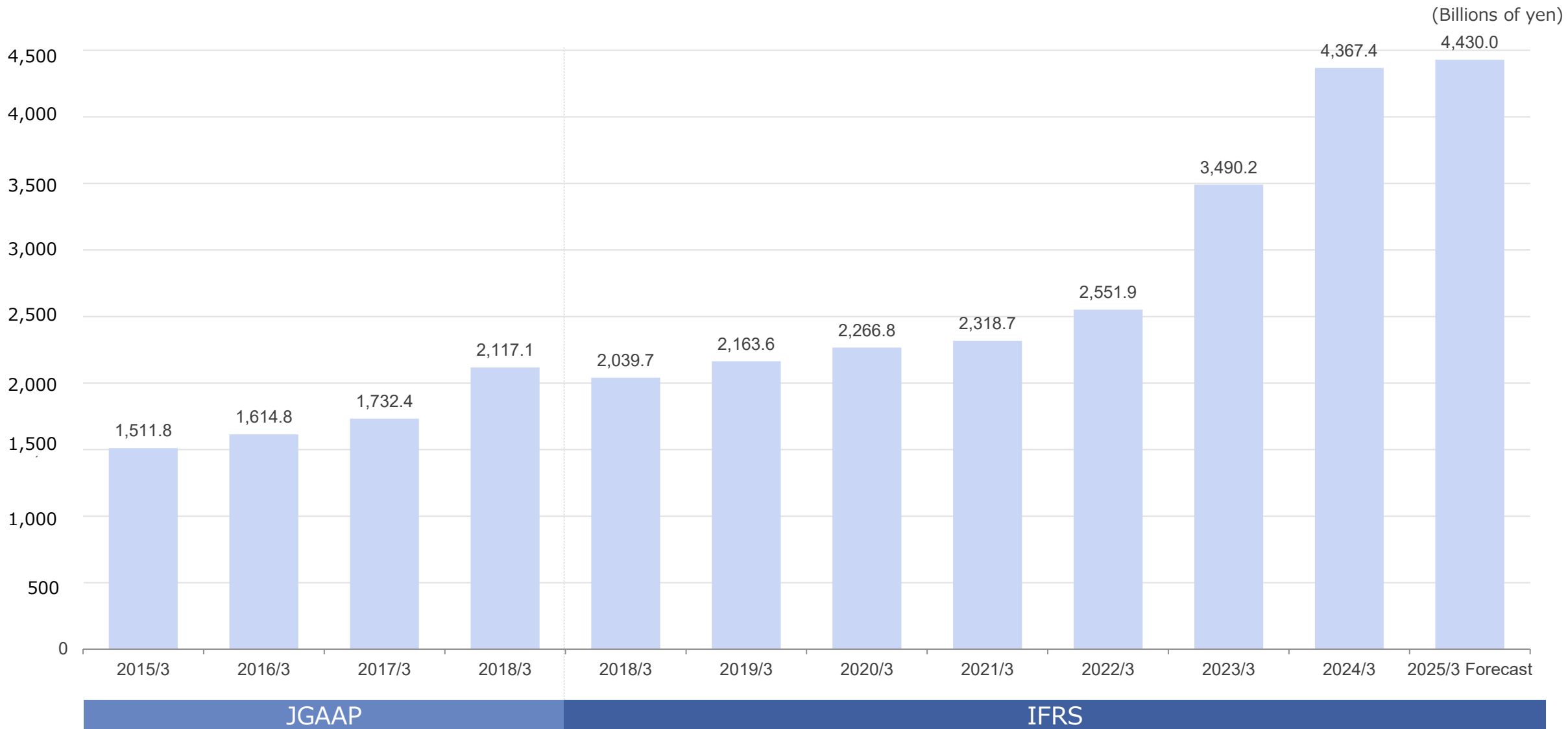
5

Appendices

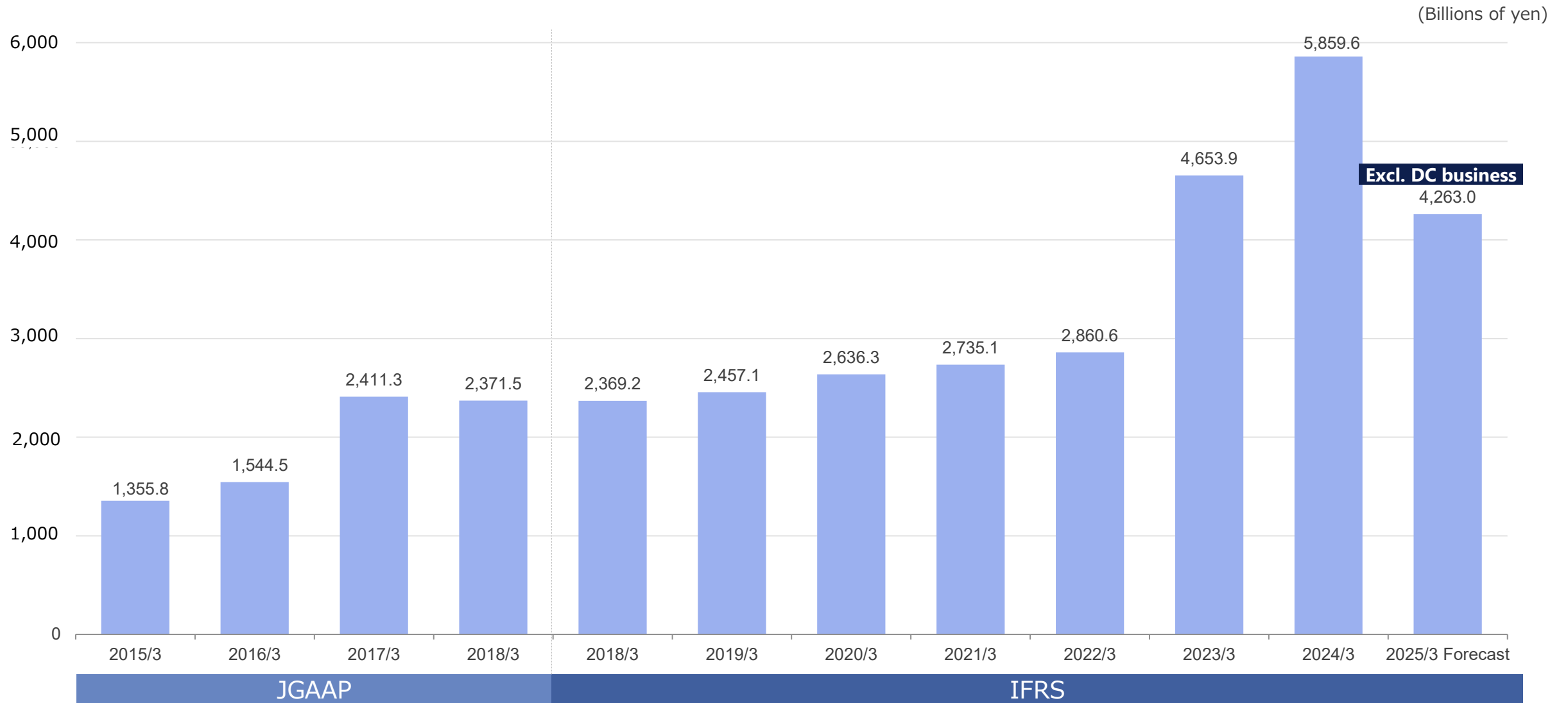
2. Mid- to long-term financial trends



Changes in Net Sales

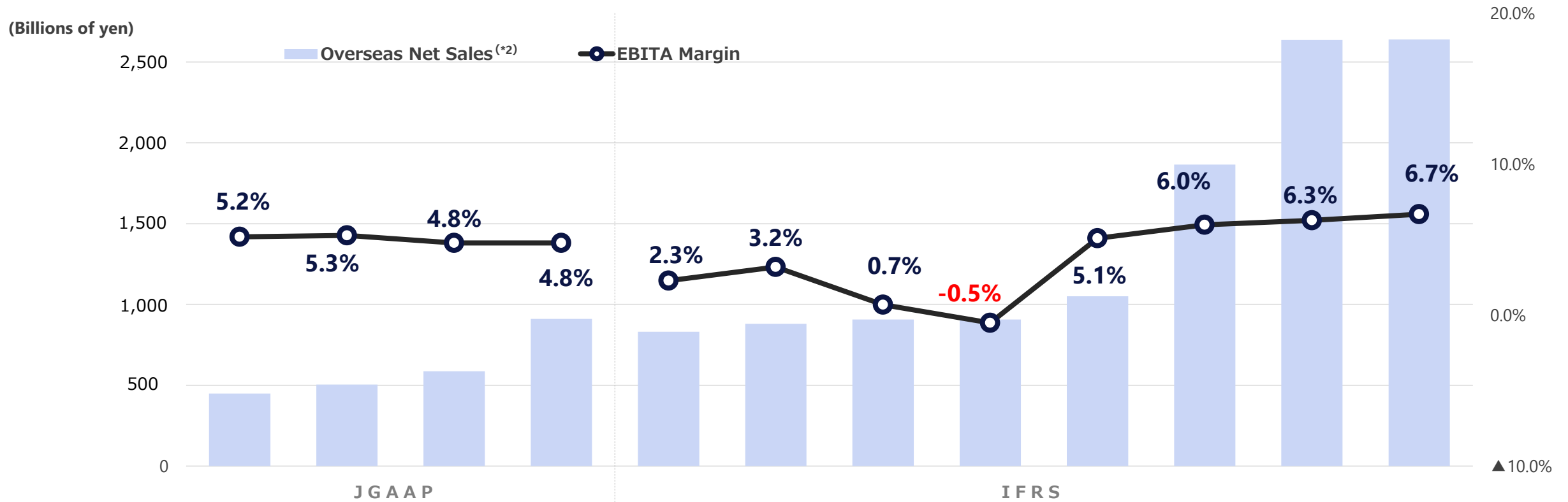


Changes in Order Backlog



(*) FYE3/2025 forecast for order backlog does not include the figures for data center business (DC business)

Overseas Net Sales and Profitability Trends^(*1)



(Billions of yen)	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3 Forecast
Overseas net sales^(*2)	449.0	504.4	586.3	911.1	831.3	881.1	906.7	907.2	1,050.5	1,866.1	2,636.3	2,640.0
EBITA^(*3)	23.5	26.6	28.2	43.4	19.4	28.3	6.4	-4.5	53.1	111.6	166.5	178.0

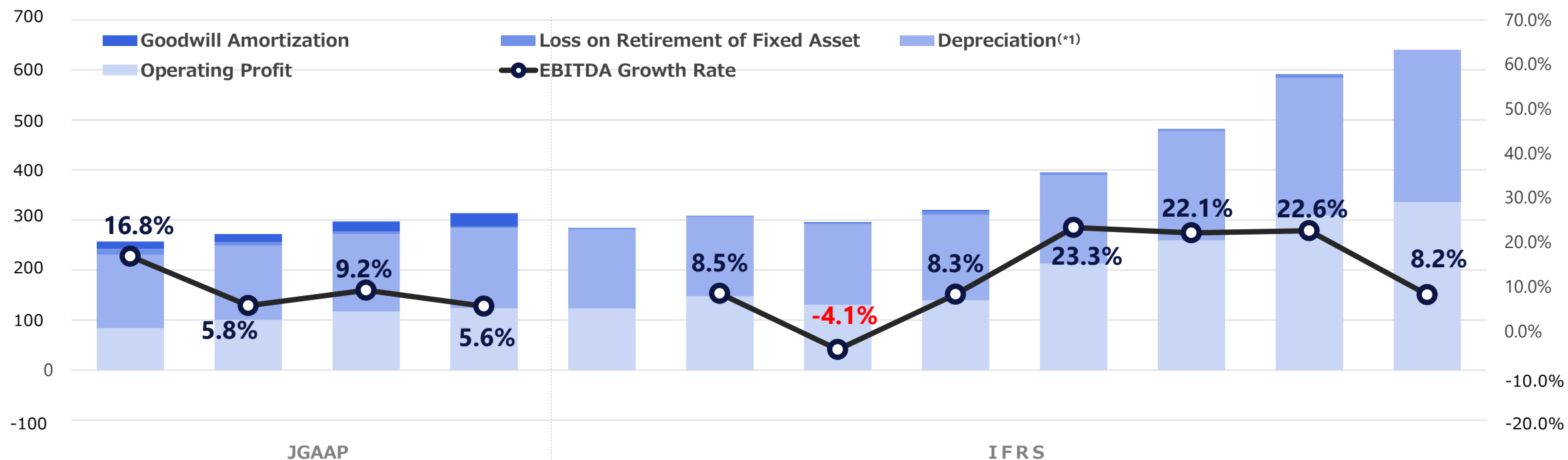
(*1) The figures for the periods until FYE 3/2017 are those for the former Global Segment, from FYE 3/2018 until FYE 3/2022 are the total of North America/EMEA & LATAM Segments and China and APAC, and from FYE 3/2023 and later are those for the Overseas Segment which include the effect of scale expansion resulting from the consolidation of NTT Ltd.

(*2) Net sales to Clients Outside the NTT DATA Group.

(*3) EBITA (JGAAP) = operating profit (JGAAP) + amortization of goodwill and intangible assets subject to purchase price allocation (PPA) arising from acquisition and others
 EBITA (IFRS) = operating profit (IFRS) + amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

EBITDA Trend

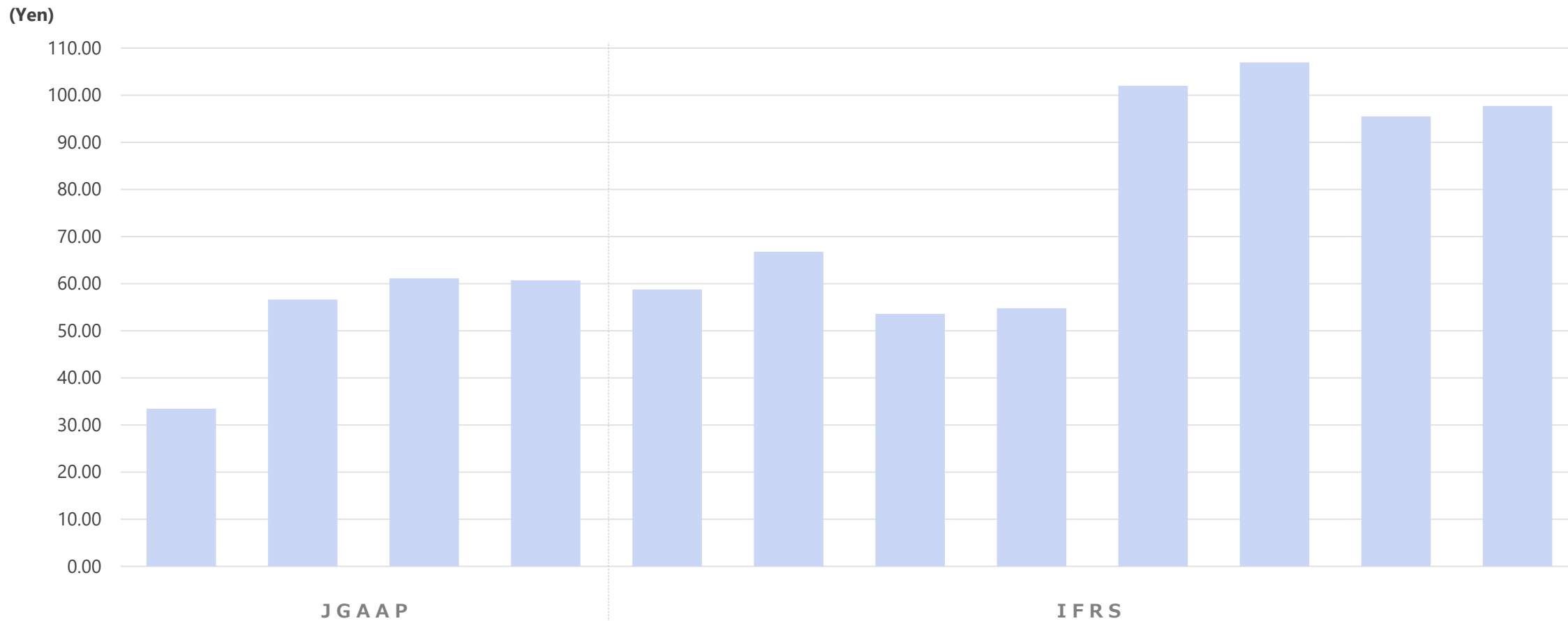
(Billions of yen)



(Billions of yen)	JGAAP				IFRS							
	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3 Forecast
Operating Profit	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2	212.6	259.1	309.6	336.0
Depreciation^(*)	146.8	147.9	154.5	160.0	158.1	158.0	160.9	171.6	177.0	218.1	273.5	304.0
Loss on Retirement of Fixed Asset	11.6	7.2	5.4	3.2	3.1	2.7	2.9	6.8	5.1	4.9	8.3	0
Goodwill Amortization etc.	14.7	16.0	20.0	26.9	-	-	1.0	2.7	0.2	0	0	0
EBITDA	257.3	272.1	297.1	313.7	284.2	308.4	295.7	320.3	394.9	482.2	591.4	640.0

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

EPS Trend



Profit Attributable to Shareholders of NTT DATA (Billions of yen)^(*1,2)

	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	143.0	150.0	133.9	137.0
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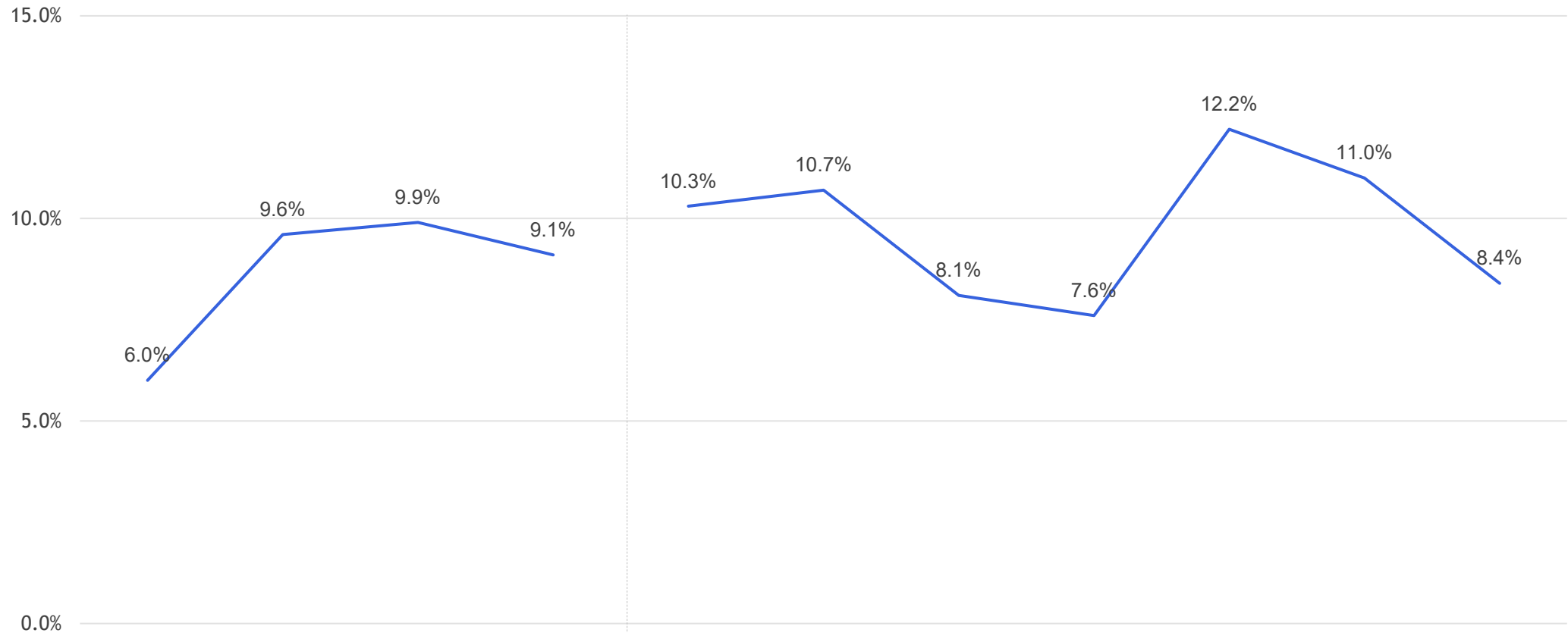
EPS (yen) ^(*3)	33.45	56.64	61.15	60.68	58.75	66.75	53.58	54.79	101.95	106.95	95.48	97.72
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(*1) "Profit Attributable to Owners of Parent" in JGAAP.

(*2) The figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).

(*3) Conducted stock split which shall split the common stock at a ratio of 1:5 as of the effective date of July 1, 2017. EPS is referring to the amount after stock split.

ROE^(*1) Trend



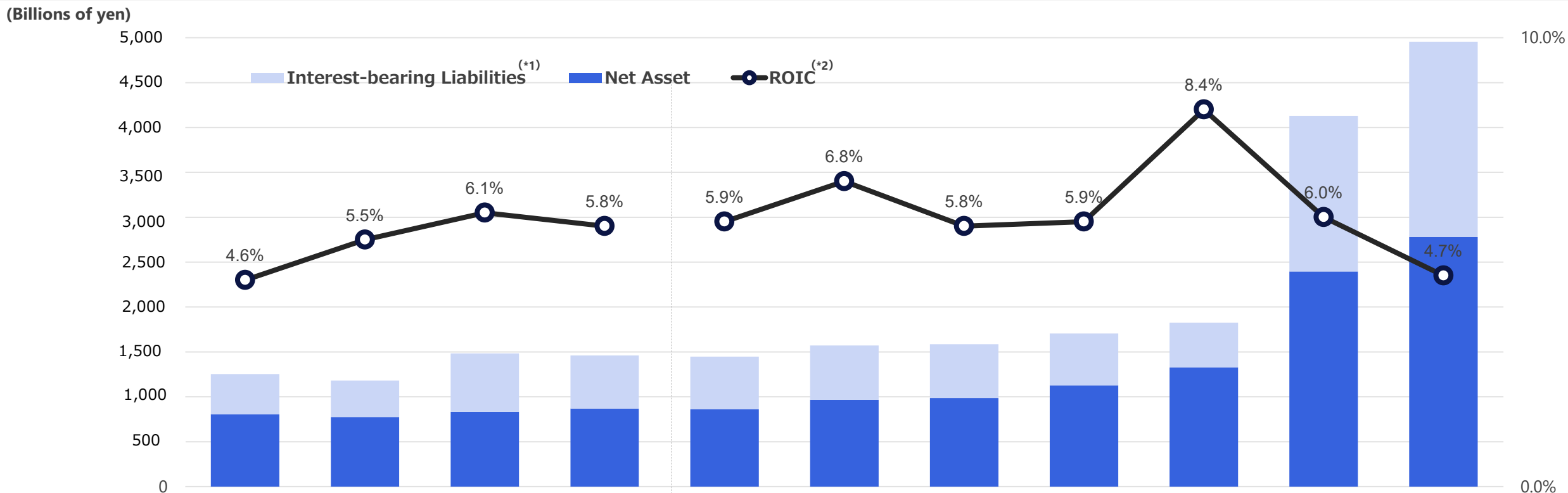
	J G A A P				I F R S						
(Billions of yen)	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
Profit Attributable to Shareholders^(*2,3) of NTT DATA (Billions of yen)	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	143.0	150.0	133.9
Ending Shareholders' Equity^(*3)	839.8	823.3	904.6	963.3	826.2	925.7	939.7	1,072.9	1,270.9	1,452.4	1,719.2

(*1) ROE = profit attributable to shareholders of NTT DATA / average equity during the period.

(*2) "Profit Attributable to Owners of Parent" based on JGAAP.

(*3) Figures based on JGAAP include adjustments for goodwill amortization and others (including impairment loss).

ROIC Trend



	J G A A P				I F R S						
(Billions of yen)	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
Operating Profit	84.0	100.8	117.1	123.5	123.1	147.7	130.9	139.2	212.6	259.1	309.6
Effective Tax Rate	35.64%	33.06%	30.86%	30.86%	30.86%	30.62%	30.62%	30.62%	30.62%	30.62%	30.62%
Net Asset	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5	1,328.3	2,396.4	2,780.4
Interest-bearing Liabilities^(*)	446.9	407.0	650.8	592.0	586.3	605.0	598.0	578.9	496.5	1,731.9	2,175.3

(*1) The figures based on JGAAP are the total of borrowings, bonds, and lease payables. The figures based on IFRS are the total of borrowings and bonds.

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

D/E Ratio^(*) Trend

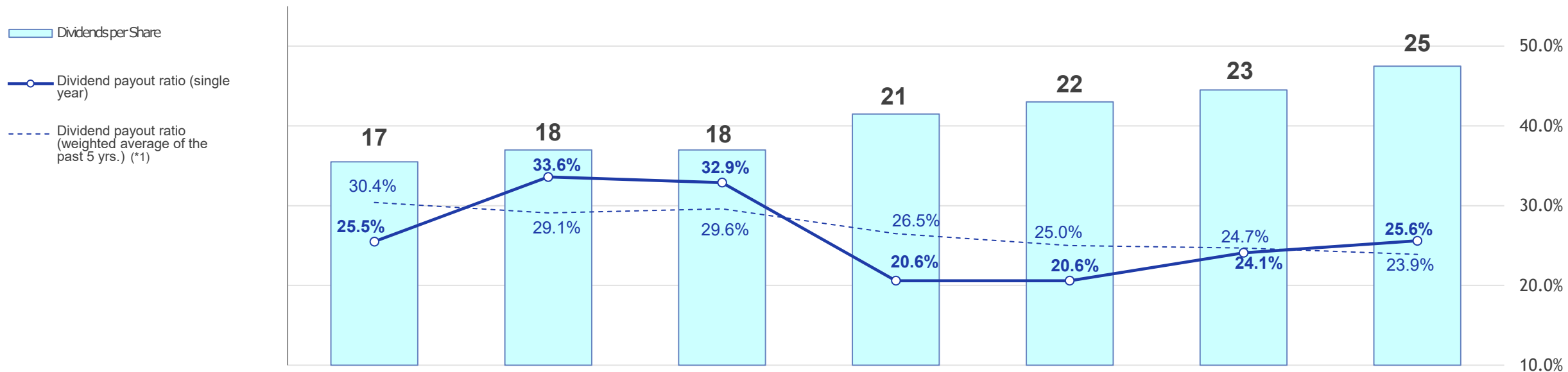


	J G A A P				I F R S						
(Billions of yen)	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
Net Asset	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5	1,328.3	2,396.4	2,780.4
(Repost) Net Asset Non-controlling Interests	32.7	32.7	31.5	35.0	34.3	41.1	47.7	53.6	57.4	944.0	1,061.2
Interest-bearing Liabilities^(*)	446.9	407.0	650.8	592.0	586.3	605.0	598.0	578.9	496.5	1,731.9	2,175.3

(*) D/E ratio = interest-bearing liabilities / (net asset – non-controlling interests)

(*)2 The figures based on JGAAP are the total of borrowings, bonds, and lease payables. The figures based on IFRS are the total of borrowings and bonds.

Trend of Dividend Payout Ratio



	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3 Projected	2025/3 Forecast
Profit Attributable to Shareholders of NTT DATA (Billions of yen)	93.6	75.1	76.8	143.0	150.0	133.9	137.0
Dividends per Share (yen)	17	18	18	21	22	23	25
Total Dividends (Billions of yen)	23.8	25.2	25.2	29.5	30.8	32.2	35.0
5-year TSR (%)	100	86.7	143.2	202.7	148.3	207.2	-

(*1) For "weighted average of past 5 yrs." in IFRS, the figures are based on JGAAP for FYE 3/2017 and earlier.

NTT DATA