NTT DaTa

Company Presentation for the Fiscal Year Ended March 31, 2024

May 9, 2024 NTT DATA Group Corporation

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

I am Yo Honma from NTT DATA Group.
Thank you very much for attending the financial results briefing session today despite your busy schedule.

INDEX

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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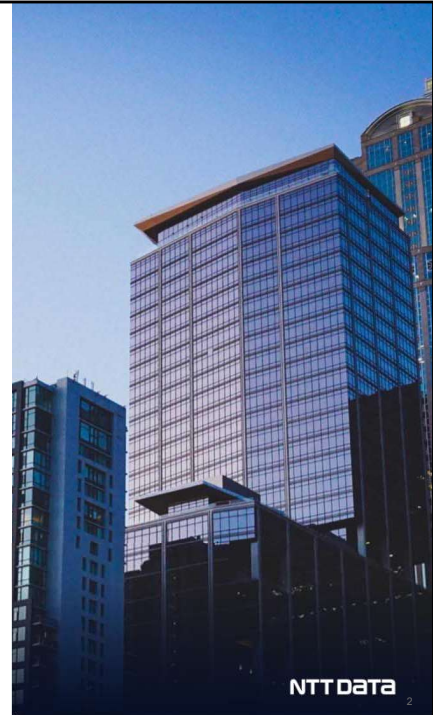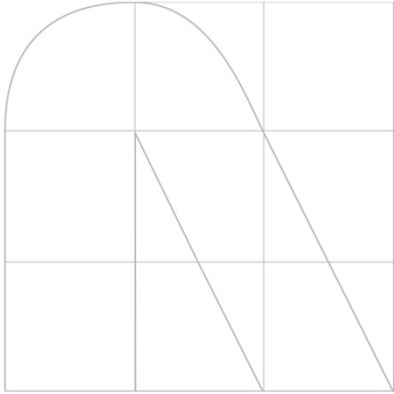
NTT DATA 2

Here is today's agenda.
I will first explain our full-year results for the fiscal year ended March 31, 2024.
Please see page four.

1

Results for the Fiscal Year Ended March 31, 2024

(Explanation omitted)

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.

NTT DaTa

4

Here is an overview of the results.

They year-on-year increase in net sales and operating profit was due to the consolidation of NTT Ltd. from the third quarter of FY2022, as well as the impact of foreign exchange rates. Strong business in Japan and Europe also contributed to the growth in earnings.

On the other hand, net profit suffered a year-on-year decrease, and fell short of the forecast due to an increase in tax expenses, in addition to an increase in financial expenses due mainly to an increase in interest-bearing debt resulting from increased investment in data centers, a growth business, as well as rising interest rates.

The Company plans to pay a dividend of 23 yen per share, as forecasted at the beginning of the fiscal year.
Details of each item are described on the following pages.

Please see page five.

[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

North America +97.3(+35.7)
EMEA·LATAM +102.3(+88.1)
NTT Ltd. +1,661.4

+ Effect of expanded consolidation of NTT Ltd.
+ Impact of foreign exchange rates
+ Winning of large-scale projects in North America

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 (Excl. NTT Ltd.)	1,445.2	1,646.7	+201.5	1,484.0	+162.7	503.4	490.9	-12.5
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
North America (Excl. NTT Ltd.)	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.

NTT DATA 5

Regarding new orders received, the significant year-on-year increase of 2,065.4 billion yen was mainly due to the impact of the expanded consolidation of NTT Ltd. as well as the acquisition of large projects in Japan and overseas.

In the Japan Segment, the increase of 201.5 billion yen was mainly due to the acquisition of large projects for the central government and ministries in the Public & Social Infrastructure business and large projects for local financial institutions in the Financial business, despite a reactionary decrease from the large projects won in the previous fiscal year in the Enterprise business.

In the Overseas Segment, new orders received increased by 1,862.7 billion yen, mainly due to the acquisition of large projects in North America, in addition to the impact of the expanded consolidation of NTT Ltd. and foreign exchange rates.

Please see page six.

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)

+774.2 (+171.4)
North America -7.6(+37.3)
EMEA・LATAM +136.0(+83.6)
NTT Ltd. +658.2(+49.0)

+0.5

+877.2
4,367.4

Impact of foreign exchange rates
Business growth in Japan

4,100.0

+102.5
Expansion in the scale of services for the central government and ministries

3,490.2

Effect of expanded consolidation of NTT Ltd.
Expansion in the scale of services in Europe
Impact of foreign exchange rates
Scrutiny of projects, etc. in North America

FYE3/2023 Result (Apr-Mar)	Japan	Overseas	Others	FYE3/2024 Result (Apr-Mar)	FYE3/2024 Forecast

(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.
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NTT DaTa 6
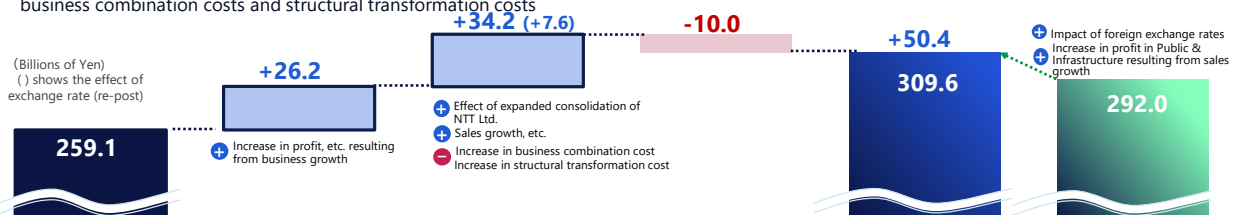
This is the status of net sales.

Although there was a decrease in sales in North America due to the close scrutiny of projects with an emphasis on profit margins, the impact of the expanded consolidation of NTT Ltd. and foreign exchange rates, as well as the business growth in Japan and Europe, resulted in a significant increase in net sales of 877.2 billion yen.

Net sales also increased by 267.4 billion yen against the earnings forecast, mainly due to the impact of foreign exchange rates and the growth of the Japan business.

See page seven.

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

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

+26.2

+34.2 (+7.6)

-10.0

+50.4

259.1   309.6   292.0

- Increase in profit, etc. resulting from business growth
- Effect of expanded consolidation of NTT Ltd.
- Sales growth, etc.
- Increase in business combination cost
  Increase in structural transformation cost
- Impact of foreign exchange rates
- Increase in profit in Public & Infrastructure resulting from sales growth

FYE3/2023 Result (Apr-Mar) — Total of the three businesses in Japan — Overseas — Others — FYE3/2024 Result (Apr-Mar) — FYE3/2024 Forecast (Billions of Yen)

Operating Profit (operating profit margin)	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	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
Public & Social Infrastructure	68.6	89.3	+20.7	80.0	+9.3	30.7	38.5	+7.8
	(10.8%)	(12.9%)	(+2.1p)	(12.0%)	(+0.9p)	(14.5%)	(17.1%)	(+2.7p)
Financial	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)
Enterprise	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

(Re-post)

(*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.

NTT DaTa 7

This is the status of operating profit.

Despite the increase in overseas business combination costs and structural transformation costs that had been incorporated into the full-year forecast, the operating profit increased by 50.4 billion yen, thanks to the impact of the expanded consolidation of NTT Ltd. and the increase in domestic and overseas sales.

Compared to the forecast at the beginning of the fiscal year, operating profit increased by 17.6 billion yen, due to the impact of foreign exchange rates and sales growth in the Public & Social Infrastructure business.

See page eight.

［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
Re-post EMEA·LATAM	692.5	828.5	+136.0	+83.6	+19.6%	711.0	+117.5	184.2	226.8	+42.6
Re-post 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)
Re-post 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)
Re-post 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	**1,267.7** (Excl. NTT Ltd.)	**3,130.4**	**+1,862.7**	**+124.9**	**+146.9%**	**1,341.0** (Excl. NTT Ltd.)	**-**	**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
Re-post EMEA·LATAM	774.6	876.9	+102.3	+88.1	+13.2%	761.0	+115.9	223.9	262.0	+38.0
Re-post 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 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. For NTT Ltd., the planned annual business combination cost of ¥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.)

NTT DaTa

8

This is a breakdown of the performance of the Overseas Segment, and here I would like to supplement it with the status of EBITA.

In the initial forecast, business combination costs were recorded in the "Other" category of the Overseas Segment, but in the actual results, the costs are recorded in each region.

Although sales in North America declined, EBITA increased by 4.3 billion yen versus the previous year, excluding the impact of increased overseas business combination costs.

In EMEA & LATAM, EBITA increased by 7.7 billion yen year-on-year due to increased profits with topline growth, despite higher overseas business combination costs.
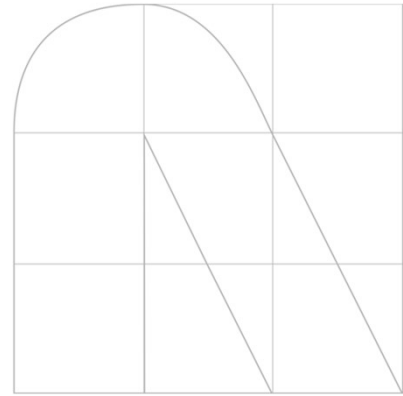
EBITA for NTT Ltd. increased by 48.3 billion yen year-on-year, mainly due to the effect of expanded consolidation.

In terms of the forecast versus results, excluding the impact of overseas business combination costs, the underlying EBITA for North America would be 2.3 billion yen above the plan, and for EMEA & LATAM, 5.2 billion yen above the plan.

Please turn to page nine.
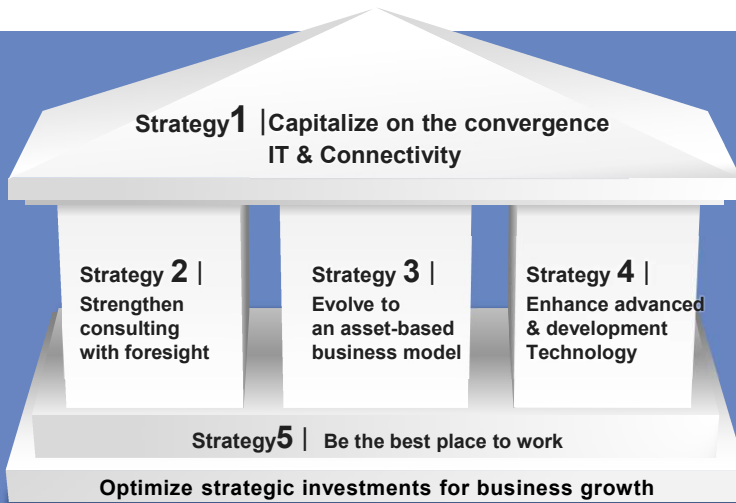
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Progress of the Medium-Term Management Plan (FY22-FY25)

Next, I'd like to explain the progress of the Medium-Term Management Plan.
Please see page 10.

Achieving the MMP goals through 5 strategies

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

Strategy 1 | Capitalize on the convergence IT & Connectivity

Strategy 2 | Strengthen consulting with foresight

Strategy 3 | Evolve to an asset-based business model

Strategy 4 | Enhance advanced & development Technology

Strategy 5 | Be the best place to work

Optimize strategic investments for business growth

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.
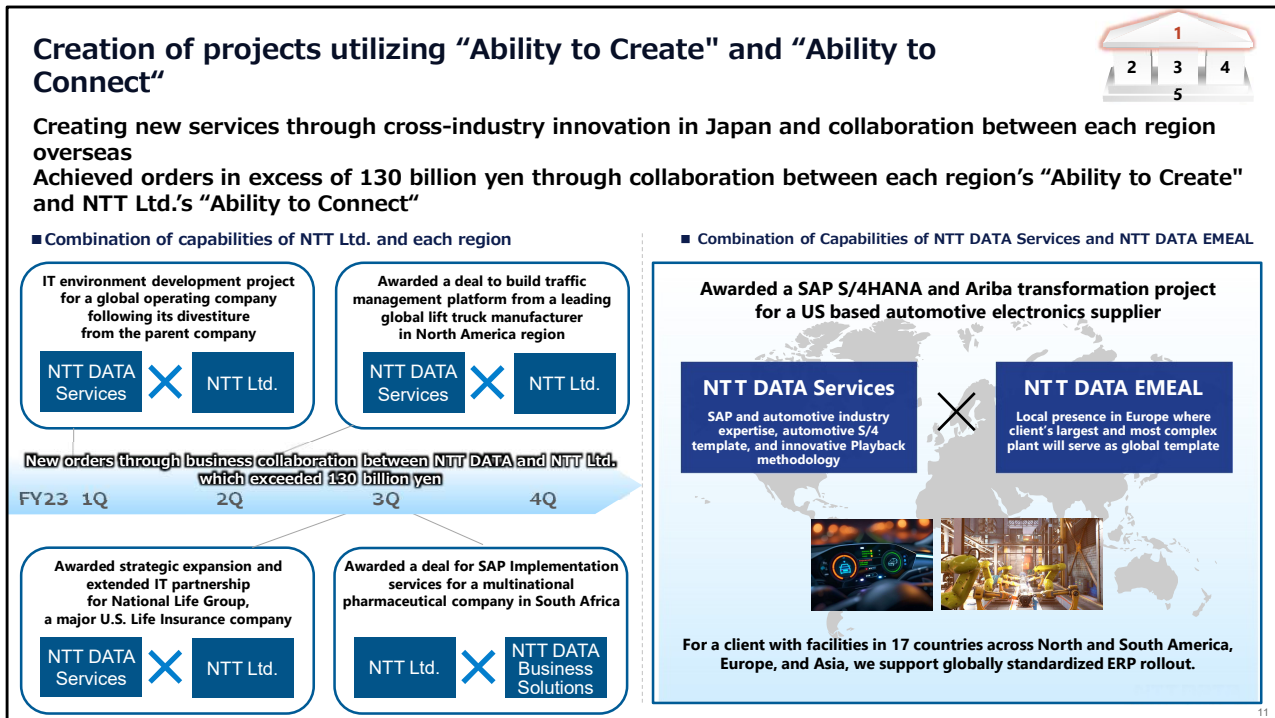
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10

These are the five strategies we are working on to achieve the management targets of the Medium-Term Management Plan by FY2025, the final year of the plan. By thoroughly implementing these five strategies, we have continuously increased the value we provide to our clients and society.

In this section, I will share with you the progress of our Medium-Term Management Plan in line with each strategy.
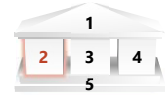
Creation of projects utilizing "Ability to Create" and "Ability to Connect"

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.

For Strategy 1, it is showing steady effects through our effort to create new services via cross-industry collaboration in Japan, and via inter-regional collaboration in overseas business.

In particular, synergies from collaboration with NTT Ltd. are significant, with new orders received in excess of 130 billion yen in FY2023.

We also have many projects created through collaboration between each region. In the fourth quarter, we received an order for a business transformation project, including the implementation of SAP S/4HANA, from an automotive electronics supplier that operates plants globally.
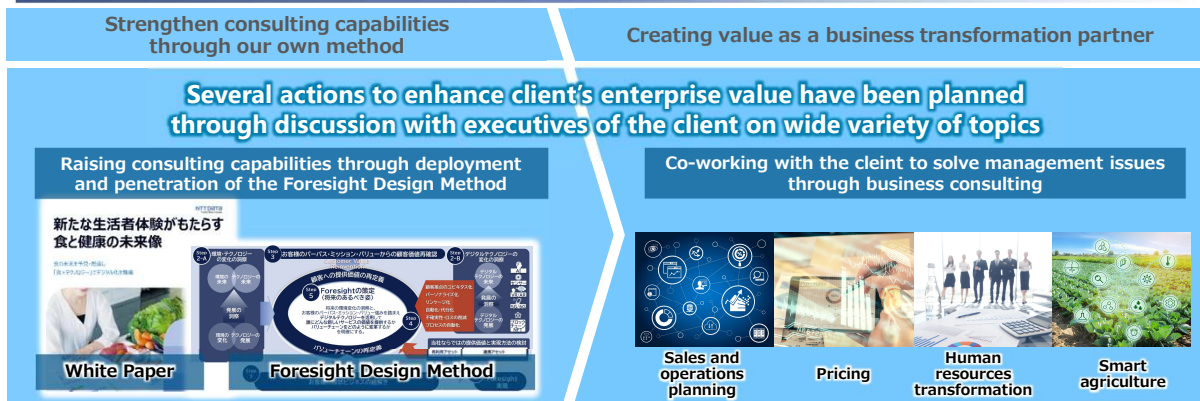
We will continue to strengthen our effort to create synergies and win more projects through these collaborations.

Next comes Strategy 2.
We are working with clients to co-create value through Foresight-based consulting that envisions the future of clients and their industries.

We have been striving to strengthen our consulting capabilities through the penetration of our own consulting method, the Foresight Design Method.

As an example of our success, we have been awarded a business consulting project for a major food manufacturer. With an eye on the future of the industry, we discuss with the client's management team and work together to promote solutions to various management issues such as pricing and human resources transformation.

Next, I will introduce initiatives related to Strategy 3 and Strategy 4.
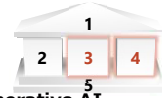
We have sought to achieve tangible outcome through asset utilization as part of Strategy 3, and have sought to accelerate the adoption of advanced technologies in our business for Strategy 4.

Here, I will discuss generative AI as an example of advanced technology-related initiatives.

We have co-created more than about 200 projects with clients globally using generative AI, and we are also working to improve productivity through the application of generative AI in software development.

In FY2024, we will further focus on generative AI and aim to provide value to clients and society through advanced technology with deployment of the platform.
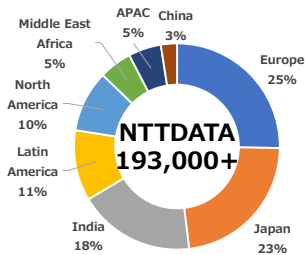
Be the best place to work

- 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 enlighting importance of "Values", which should be cherished in NTT DATA, through workshops and raising employees' sence of belongings to NTT DATA.

NTTDATA 193,000+

- Middle East Africa 5%
- APAC 5%
- China 3%
- Europe 25%
- North America 10%
- Latin America 11%
- India 18%
- Japan 23%

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.

NTT DATA

14

The final strategy, Strategy 5, is "Be the best place to work." For us, human resources are important assets, and we are working to retain them by raising their sense of belongings to NTT DATA through a variety of initiatives.

As an example of our achievements, this year we were certified as a Top Employer 2024 in 29 countries and 4 regions around the world, and also became one of the 17 companies to receive Global Top Employer recognition. We were highly evaluated in the three areas of "Talent Acquisition," "Career Development," and "DE&I."

We will continue to transform ourselves into a more attractive company from both internal and external perspectives.

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.

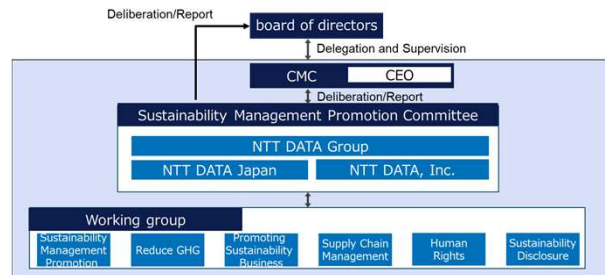**Creating sustainability offerings**

C-Turtle®

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

Deliberation/Report — board of directors
Delegation and Supervision
CMC — CEO
Deliberation/Report
Sustainability Management Promotion Committee
NTT DATA Group
NTT DATA Japan — NTT DATA, Inc.
Working group
Sustainability Management Promotion | Reduce GHG | Promoting Sustainability Business | Supply Chain Management | Human Rights | Sustainability Disclosure

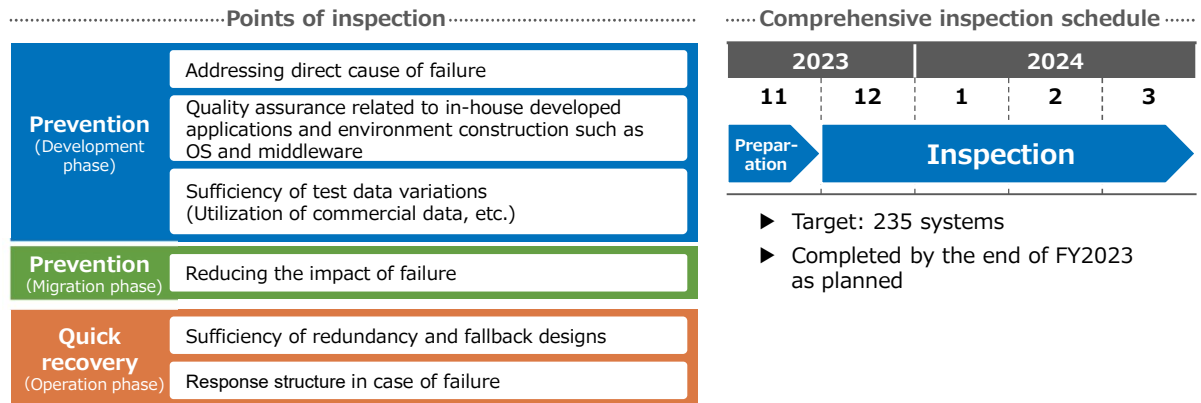© 2024 NTT DATA Group Corporation

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15

Next, sustainability management.

As for the creation of offerings, steady results have been achieved. C-Turtle, a visualization service for greenhouse gas emissions, has been introduced to a cumulative total of over 1,000 companies and organizations since the service was launched in 2022. Furthermore, in addition to expanding our product-specific and industry-specific offers, we are also steadily receiving orders for consulting services to reduce GHG emissions.

In addition, we have established a Sustainability Management Promotion Committee to promote global efforts on a wide range of themes, including environment and human rights, and to strengthen management oversight functions.

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 ······

2023		2024		
11	12	1	2	3

Preparation → Inspection

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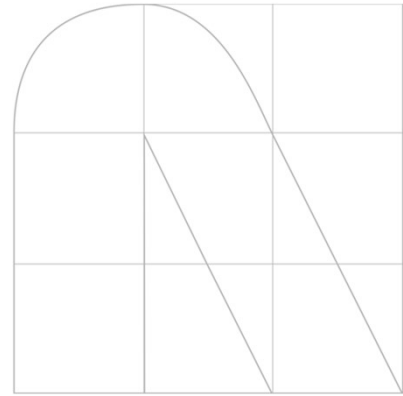- Completed by the end of FY2023 as planned

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16

Following the failure of the Zengin System in October 2023, we have established the Comprehensive System Inspection Taskforce in which I (the President of the Company) take the leadership, comprising experts from various divisions including quality assurance and technical divisions.

We have conducted thorough inspections of a total of 235 important systems, including those of group companies, under the supervision of the responsible officer in each field.

We will continue to work as a group to build and operate more reliable systems through ongoing scrutiny by internal third parties and by enhancing our engineering capabilities, including the development of fundamental human resources.
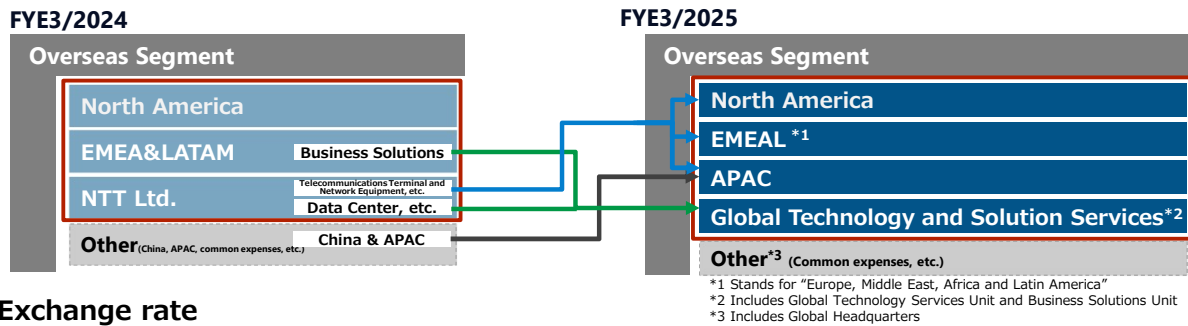
3

Forecasts for Fiscal Year Ending March 31, 2025

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Next, I will explain our full-year forecasts for the fiscal year ending March 31, 2025.
Please see page 18.

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

- **Change in Overseas Segment breakdown** | Disclosed for reference |

FYE3/2024

Overseas Segment
- North America
- EMEA&LATAM — Business Solutions
- NTT Ltd. — Telecommunications Terminal and Network Equipment, etc. / Data Center, etc.
- **Other** (China, APAC, common expenses, etc.) — China & APAC

FYE3/2025

Overseas Segment
- North America
- EMEAL *1
- APAC
- Global Technology and Solution Services *2
- **Other** *3 (Common expenses, etc.)

*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

NTT DaTa 18

Let me start by explaining two points about the assumptions.

First one is the change in Overseas Segment breakdown.

In line with the transition to a new global business operation structure aimed at enhancing engagement with clients and strengthening our ability to provide services on a global basis, we will change the disclosure units for the breakdown of our Overseas Segment as shown here, starting in the fiscal year ending March 31, 2025.

The second point is about the exchange rates for the full year ending March 31, 2025. Our assumptions are 138 yen to the U.S. dollar and 150 yen to the Euro.

Please see page 19.

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

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19

The forecast for the fiscal year ending March 31, 2025 is as shown here.

Despite the negative impact of the assumed year-on-year appreciation of the yen, we forecast an increase in both sales and profit along with business growth in Japan and overseas.

We also forecast an increase in net profit due to higher operating profit, despite an increase in financial expenses due to the continuation of aggressive investment.

In addition, we expect to increase the annual dividend by 2 yen.

Please refer to page 20.

[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.

20

Here is a breakdown of the forecast for Japan.

Net sales and operating profit are expected to increase due to the business growth in the Public & Social Infrastructure, Financial, and Enterprise businesses.

New orders received are expected to increase due to business growth of each business unit, although a reactionary decline from large projects won in the previous fiscal year is anticipated in the Public & Social Infrastructure and Financial 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.

21

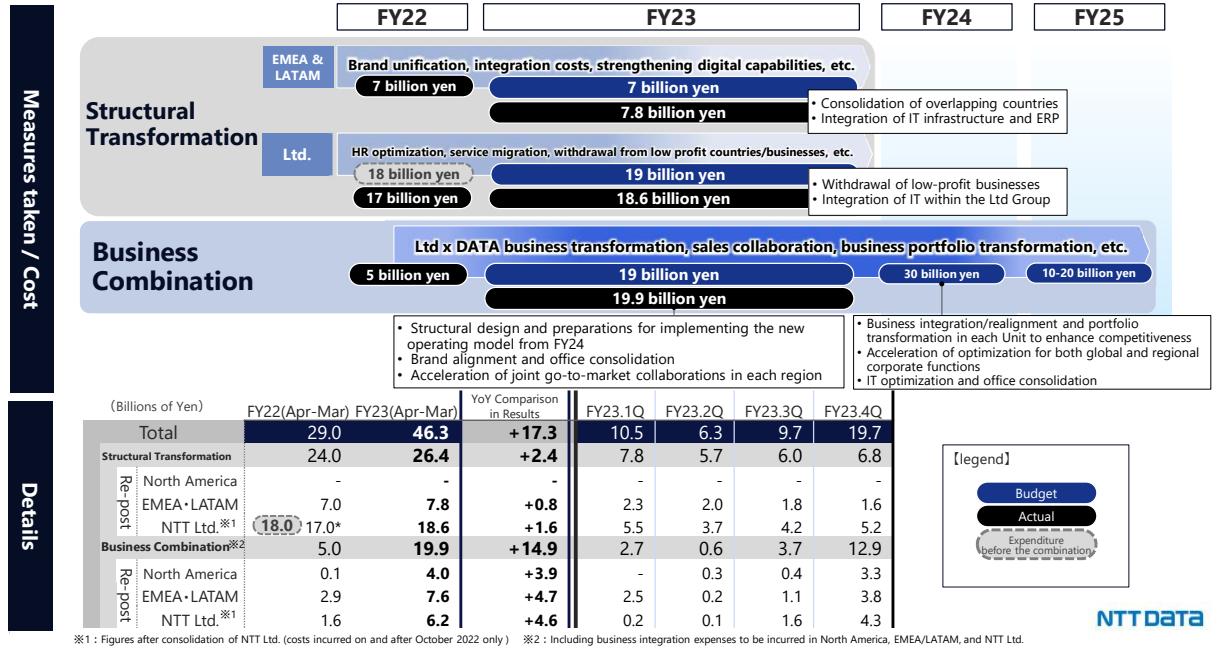Here is a breakdown of the forecast for overseas business.

Although the assumed year-on-year appreciation of the yen is expected to negatively affect the net sales by 130 billion yen, we expect net sales to achieve an actual increase excluding the exchange impact, due to business growth in each Unit.

Operating profit is expected to increase due to the absence of structural transformation costs and actual sales growth, although business combination costs are expected to increase.

We plan to present the reclassified calculations of the results for the fiscal year ending March 31, 2024 under the new Unit, from the first quarter or later, as the they become available.

Please refer to page 22.

Overseas Business Combination and Structural Transformation

	FY22	FY23	FY24	FY25

Measures taken / Cost

Structural Transformation

EMEA & LATAM — Brand unification, integration costs, strengthening digital capabilities, etc.
- 7 billion yen | 7 billion yen
- 7.8 billion yen
  - Consolidation of overlapping countries
  - Integration of IT infrastructure and ERP

Ltd. — HR optimization, service migration, withdrawal from low profit countries/businesses, etc.
- 18 billion yen | 19 billion yen
- 17 billion yen | 18.6 billion yen
  - Withdrawal of low-profit businesses
  - Integration of IT within the Ltd Group

Business Combination

Ltd x DATA business transformation, sales collaboration, business portfolio transformation, etc.
- 5 billion yen | 19 billion yen | 30 billion yen | 10-20 billion yen
- 19.9 billion yen
  - Structural design and preparations for implementing the new operating model from FY24
  - Brand alignment and office consolidation
  - Acceleration of joint go-to-market collaborations in each region
  - Business integration/realignment and portfolio transformation in each Unit to enhance competitiveness
  - Acceleration of optimization for both global and regional corporate functions
  - IT optimization and office consolidation

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) 17.0*	**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

【legend】
- Budget
- Actual
- Expenditure before the combination

※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.

NTT DaTa 22

Next is the progress of overseas business combination and structural transformation.

In FY2023, we have steadily implemented the planned initiatives for both, and are almost on track.

With respect to structural transformation, we have intensively implemented measures to strengthen digital capabilities and human resources optimization in each region by FY2023 with the aim of improving profitability. We will continue our efforts to improve profitability, and under the new operating model structure, we will shift to the stage of integrating the entire overseas business.

In FY2024, we plan to spend 30 billion yen in the applicable phase of the overseas business combination, and under the new business management structure that has already started, we will promote the transformation of our business portfolio to further strengthen our competitiveness.

Our Journey to Business Growth

Stage 3 — Realizing a Sustainable Future
Connect people with technology to create value and a sustainable future with our clients.

MMP (2022-25)

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

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23

This concludes my explanation on the forecasts for FY2024. Now, let me take this opportunity to remind you about our journey to business growth.

Please see page 24.

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.
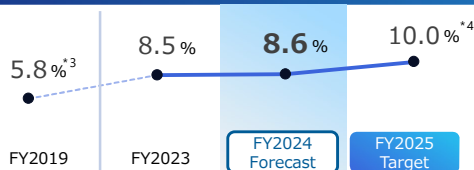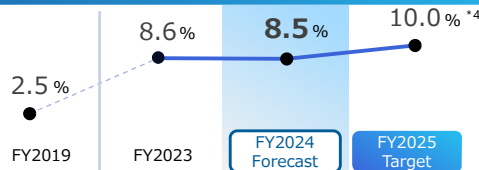
Consolidated Net Sales | over ¥4 trillion

(trillion yen)

FY2019	FY2023	FY2024 Forecast	FY2025 Target
2.3	4.37	4.43	¥4.7 trillion [4]
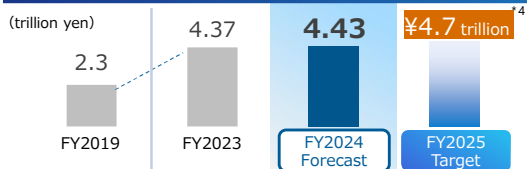
Client Base[1] | 120 companies

(companies)

FY2019	FY2023	FY2025 Target
74	106	120
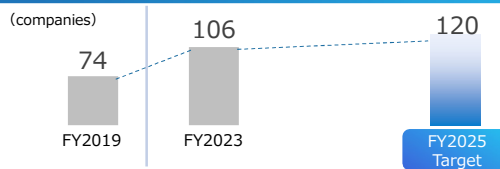
Consolidated OP Margin[2] | 10%

FY2019	FY2023	FY2024 Forecast	FY2025 Target
5.8 %[3]	8.5 %	8.6 %	10.0 %[4]

Overseas EBITA Margin[2] | 10%

FY2019	FY2023	FY2024 Forecast	FY2025 Target
2.5 %	8.6 %	8.5 %	10.0 %[4]

*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.

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24

These are our achievements to date to reach the Global 3rd Stage since FY2019 and management targets we aim to achieve under the current Medium-Term Management Plan.

Consolidated net sales for FY2023 were 4.37 trillion, above the initial target due in part to solid growth in the Japan Segment and the impact of the expanded consolidation of NTT Ltd. In FY2025, the final year of the plan, we will further expand our business, aiming to reach a scale of 4.7 trillion.

The consolidated operating profit margin excluding one-time costs, and the overseas EBITA margin will remain unchanged from the initial target of 10%. As for our client base, we had 106 companies in FY2023, and we aim to expand it to 120 companies in FY2025 as planned.

With two years until the final year, we will make all-out efforts to achieve our management targets.

4

Investment and Financial Strategies
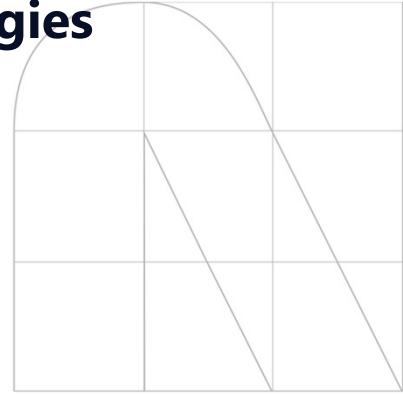
Moving onto the investment and financial strategies. Please refer to page 26.

Investments for business growth

	Investment period	Profit contribution period

FY2022〜　　　　　　　　　　　　　　FY2026〜

Current MMP ➤ **Future MMP**

①Strategic 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

②M&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

③Data 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

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With regard to investment strategies for business growth, we will continue to make these three types of investments as we did in the previous fiscal year.

In strategic investments to strengthen focus technologies and industries, we will make investments in priority areas such as generative AI in a well-balanced manner. In addition, we will conduct M&A in Japan in addition to major overseas markets.

The status of the data center business, which has the largest scale of investment, is explained on the next page.

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.
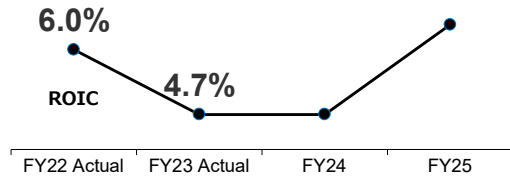
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27

The data center business is positioned by the Company as a business with growth potential, backed by strong demand.

In FY2023, we launched services in 13 data centers, and enjoy steady performance with revenue, EBITDA, and EBITDA margin all exceeding full-year plan. We will continue to invest aggressively in FY2024.
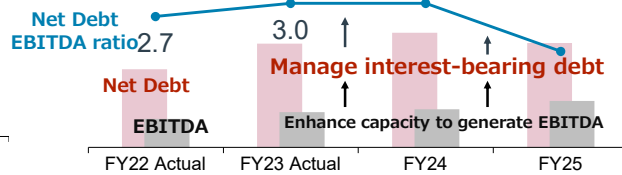
Policy for investment profitability and financial soundness based on the aggressive investment

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	Financial Soundness
【ROIC】 Recover to a level above the cost of capital in FY25	【Net Debt EBITDA ratio】 Maintain a certain level of financial soundness with a target of 2x

Investment Profitability

6.0%

ROIC   4.7%

FY22 Actual   FY23 Actual   FY24   FY25

Financial Soundness

Net Debt EBITDA ratio 2.7   3.0 ↑

Net Debt

Manage interest-bearing debt

EBITDA   Enhance capacity to generate EBITDA

FY22 Actual   FY23 Actual   FY24   FY25

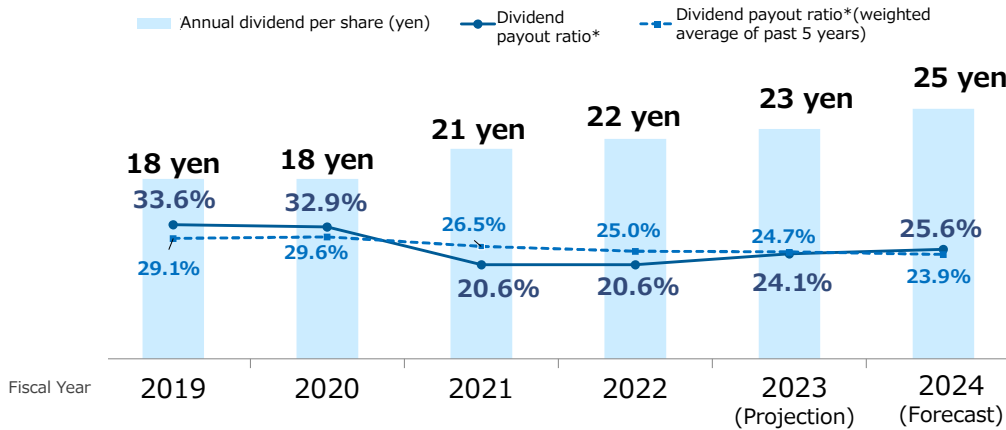| Reduce interest Expenses	**Continue to implement measures to reduce current interest expenses , along with the restoration of investment profitability and ensuring financial soundness** ✓ Fix a portion of the existing variable interest-bearing debt and utilize yield curve inversion to reduce interest expenses. ✓ Diversify funding for new investments by varying the period, conditions, and currencies, thereby reducing sensitivity to market interest rate fluctuations.

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28

As these investments require financial leverage before growing businesses and it takes certain time for payback, net debt/EBITDA ratio or ROIC will temporarily deteriorate.

However, we will aim to restore the profitability of our investments and ensure financial soundness in FY2025, mainly by expanding our earnings power and securitizing our data center assets through REIT.

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.**

Legend: Annual dividend per share (yen) / Dividend payout ratio* / Dividend payout ratio*(weighted average of past 5 years)

Fiscal Year	2019	2020	2021	2022	2023 (Projection)	2024 (Forecast)
Annual dividend per share	18 yen	18 yen	21 yen	22 yen	23 yen	25 yen
Dividend payout ratio*	33.6%	32.9%	20.6%	20.6%	24.1%	25.6%
Weighted average (past 5 years)	29.1%	29.6%	26.5%	25.0%	24.7%	23.9%

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

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NTT DaTa

29

Finally, I would like to explain our shareholder return policy.
Our policy is to provide stable shareholder returns over the medium to long term, and we expect to pay a dividend of 25 yen per share in FY2024.
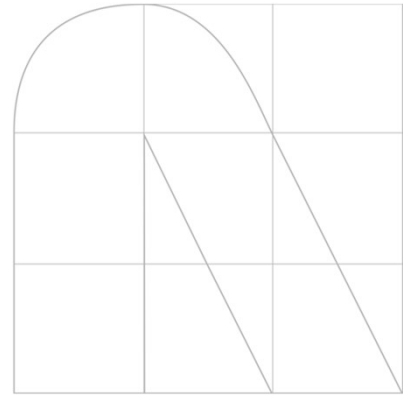
We will continue to aim for profit growth through business investment and technology development, and increase dividends to shareholders accordingly.

That's all for my explanation. Thank you very much for your attention.

5

Appendices

1. Explanatory details of financial results and forecasts

(Explanation omitted)

Overview of Consolidated Results

(Billions of yen, %)

	FYE3/2023 Results		FYE3/2024 Results	YoY (%)	FYE3/2025 Forecasts		YoY
New Orders Received [*1] [*2]	Excl NTT Ltd.	2,725.6	4,790.9	+75.8	Excl. DC business	4,330.0	-
Order Backlog [*1] [*2]		4,653.9	5,859.6	+25.9	Excl. DC business	4,263.0	-
Net Sales		3,490.2	4,367.4	+25.1		4,430.0	+1.4
Cost of Sales		2,567.9	3,172.4	+23.5		3,210.0	+1.2
Gross Profit		922.2	1,195.0	+29.6		1,220.0	+2.1
SG&A Expenses [*3]		663.1	885.4	+33.5		884.0	-0.2
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		336.0	+8.5
Operating Profit Margin(%)		7.4	7.1	-0.3P		7.6	+0.5P
Finance Income and Costs/Shares of Profit/Loss of Entities Accounted for Using Equity Method		-16.3	-60.9	-		-81.0	-
Profit Before Tax		242.8	248.6	+2.4		255.0	+2.6
Income Tax Expense and Others [*4]		92.8	114.7	+23.6		118.0	+2.8
Profit Attributable to Shareholders of NTT DATA		150.0	133.9	-10.7		137.0	+2.3
Capital Expenditures		381.7	657.4	+72.2		565.0	-14.1
Depreciation and Amortization/Loss on Disposal of Property and Equipment and Intangibles [*5]		223.1	281.8	+26.3		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).
(*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.

NTT DATA

31

(Explanation omitted)

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
Japan			1,611.7	1,718.4	1,780.0
Re-post	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[*1]		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[*2]			1,866.1	2,636.3	2,640.0

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

	FYE3/2023 Results	FYE3/2024 Results	FYE3/2025 Forecasts
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[*3] [*4]	278.5	591.5	-
Telecommunications Terminal and Network Equipment[*3] [*4]	299.6	638.7	-
Others[*4]	95.5	99.7	-
Data Center[*4]	-	-	300.0
Telecommunications Terminal and Network Equipment and others[*4]	-	-	1,050.0
Net Sales by Products and Services Total	3,490.2	4,367.4	4,430.0

(*1) 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.
(*2) NTT Ltd. has been consolidated since Q3 FYE3/2023; therefore, the figures for the Q3 FYE3/2023 include NTT Ltd.'s Oct.-Mar. results.

(*3) "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
(*4) 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.

32

(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)

		FYE3/2023 Results	FYE3/2024 Results	FYE3/2025 Forecasts
Japan		1,445.2	1,646.7	1,650.0
Re-post	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
	Financial Infrastructure/Network Services, Insurance	82.4	81.5	91.0
	Enterprise(*1)	404.3	381.3	405.0
	Distribution, Services, and Payments	127.9	-	-
	Manufacturing and Consulting	276.4	-	-
	Manufacturing and Services	-	78.2	106.0
	Retail and Consumer Packaged Goods	-	92.3	114.0
	Consulting and Payments	-	210.9	185.0
Overseas(*2)		**Excl. NTT Ltd.** 1,267.7	3,130.4	**Excl. DC business** 2,670.0

Details of Consolidated Order Backlog

		FYE3/2023 Results	FYE3/2024 Results	FYE3/2025 Forecasts
Order Backlog		4,653.9	5,859.6	**Excl. DC business** 4,263.0
Re-post	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).
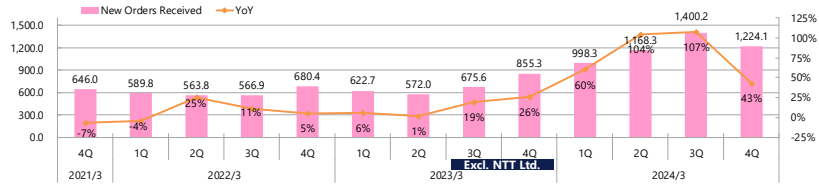
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33

(Explanation omitted)

Trends in Quarter (Consolidated)
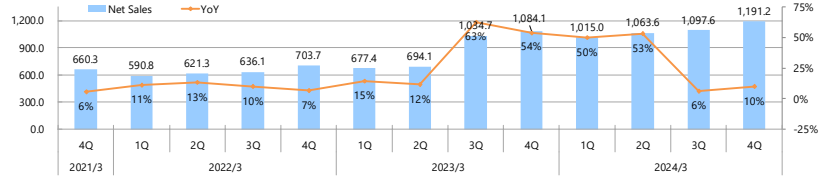
(Billions of Yen)

■New Orders Received(*)
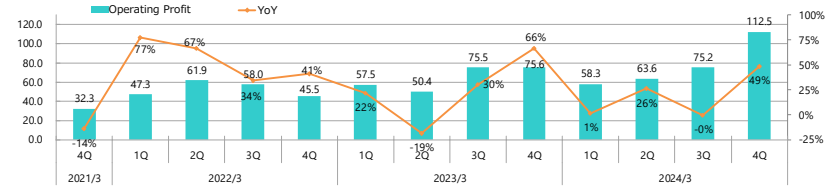
New Orders Received — YoY

	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	2021/3		2022/3					2023/3			2024/3		
Value	646.0	589.8	563.8	566.9	680.4	622.7	572.0	675.6	855.3	998.3	1,168.3	1,400.2	1,224.1
YoY	-7%	-4%	25%	11%	5%	6%	1%	19%	26%	60%	104%	107%	43%

Excl. NTT Ltd.

■Net Sales

Net Sales — YoY

	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	2021/3		2022/3					2023/3			2024/3		
Value	660.3	590.8	621.3	636.1	703.7	677.4	694.1	1,034.7	1,084.1	1,015.0	1,063.6	1,097.6	1,191.2
YoY	6%	11%	13%	10%	7%	15%	12%	63%	54%	50%	53%	6%	10%

■Operating Profit

Operating Profit — YoY

	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	2021/3		2022/3					2023/3			2024/3		
Value	32.3	47.3	61.9	58.0	45.5	57.5	50.4	75.5	75.6	58.3	63.6	75.2	112.5
YoY	-14%	77%	67%	34%	41%	22%	-19%	30%	66%	1%	26%	-0%	49%

(*) 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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NTT DaTa

34

(Explanation omitted)

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

NTT DaTa 35

(Explanation omitted)

5

Appendices

2. Mid- to long-term financial trends

NTT DaTa
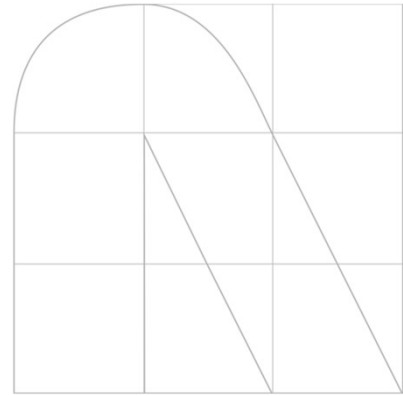
(Explanation omitted)

Changes in Net Sales

(Billions of yen)

Period	Net Sales
2015/3	1,511.8
2016/3	1,614.8
2017/3	1,732.4
2018/3	2,117.1
2018/3	2,039.7
2019/3	2,163.6
2020/3	2,266.8
2021/3	2,318.7
2022/3	2,551.9
2023/3	3,490.2
2024/3	4,367.4
2025/3 Forecast	4,430.0

JGAAP — IFRS
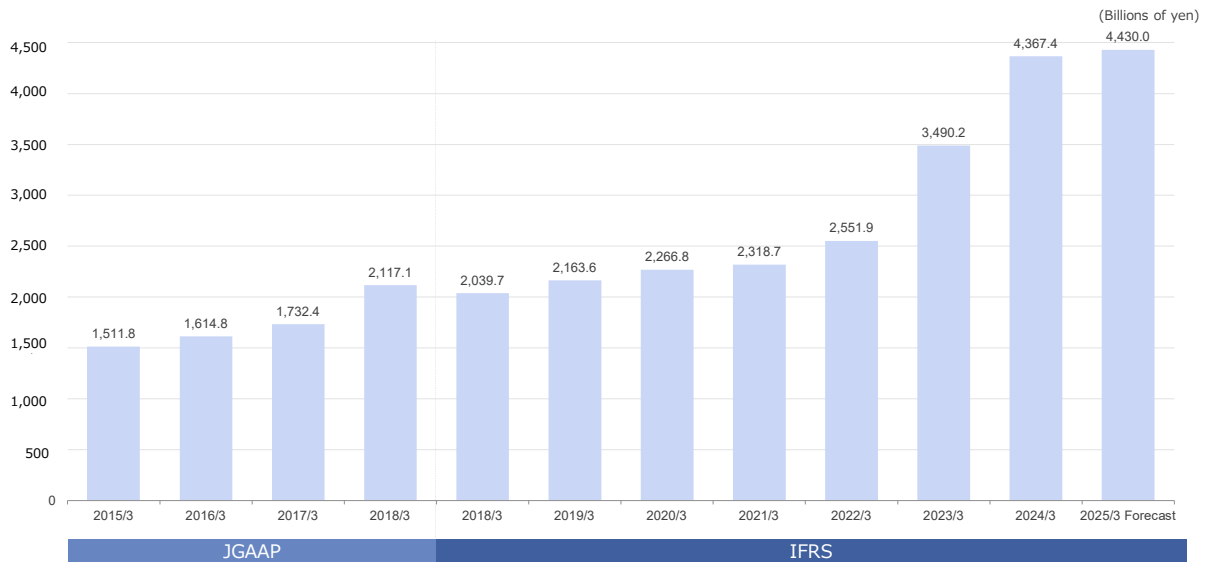
(Explanation omitted)

Changes in Order Backlog

(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
	1,355.8	1,544.5	2,411.3	2,371.5	2,369.2	2,457.1	2,636.3	2,735.1	2,860.6	4,653.9	5,859.6	4,263.0

JGAAP | **IFRS**

Excl. DC business

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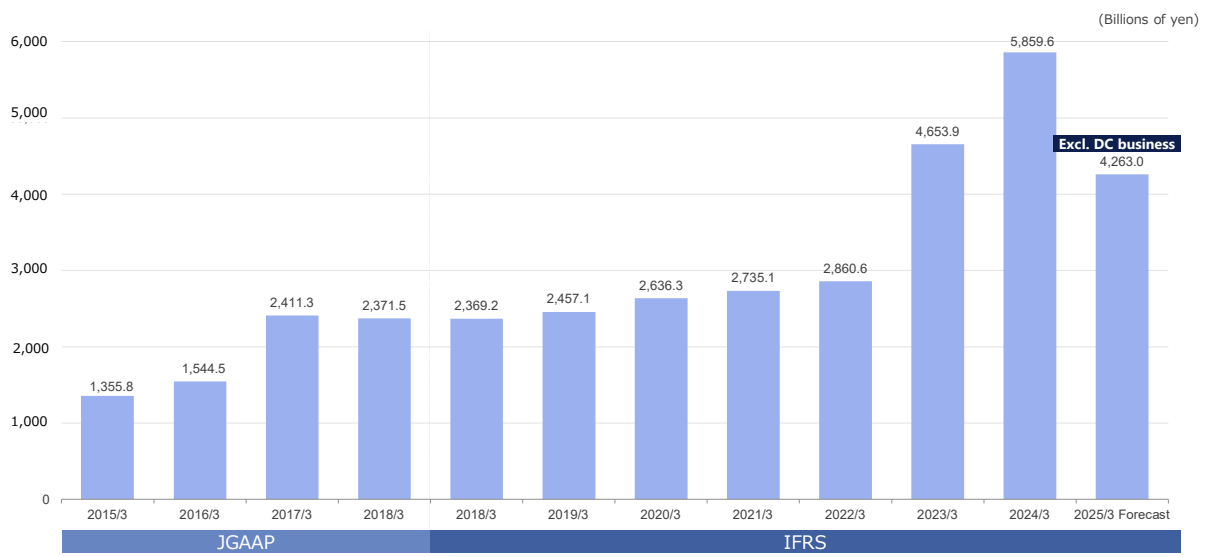
(Explanation omitted)

Overseas Net Sales and Profitability Trends [*1]
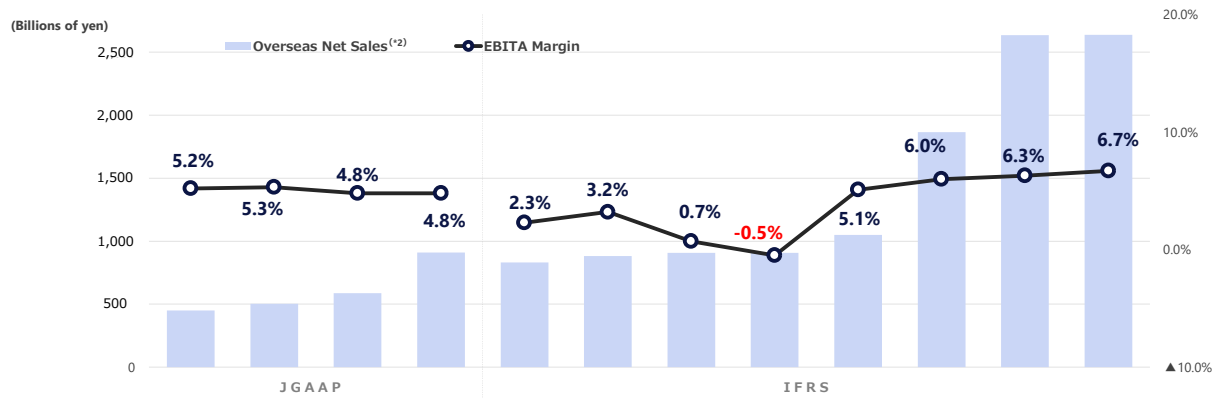
(Billions of yen)

Legend: Overseas Net Sales [*2] ■ ; EBITA Margin ●

EBITA Margin values (left to right): 5.2%, 5.3%, 4.8%, 4.8%, 2.3%, 3.2%, 0.7%, -0.5%, 5.1%, 6.0%, 6.3%, 6.7%

JGAAP columns: 2015/3 – 2018/3 | IFRS columns: 2018/3 – 2025/3 Forecast

(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.
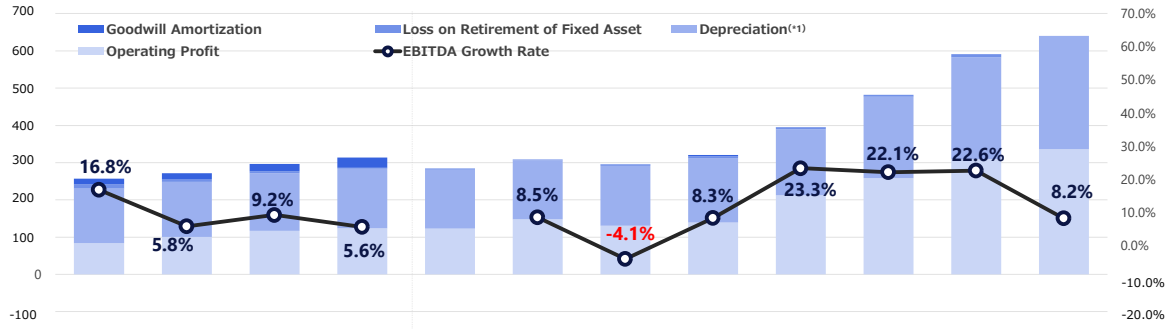(*2) Net sales to Clients Outside the NTT DATA Group.
(*3) EBITA (JGAAP) = operating profit (JGAAP) + amortization of goodwill and intangible assets subject to purchase price allocation (PPA) arising from acquisition and others
EBITA (IFRS) = operating profit (IFRS) + amortization of intangible assets subject to purchase price allocation (PPA) arising from acquisition and others

(Explanation omitted)
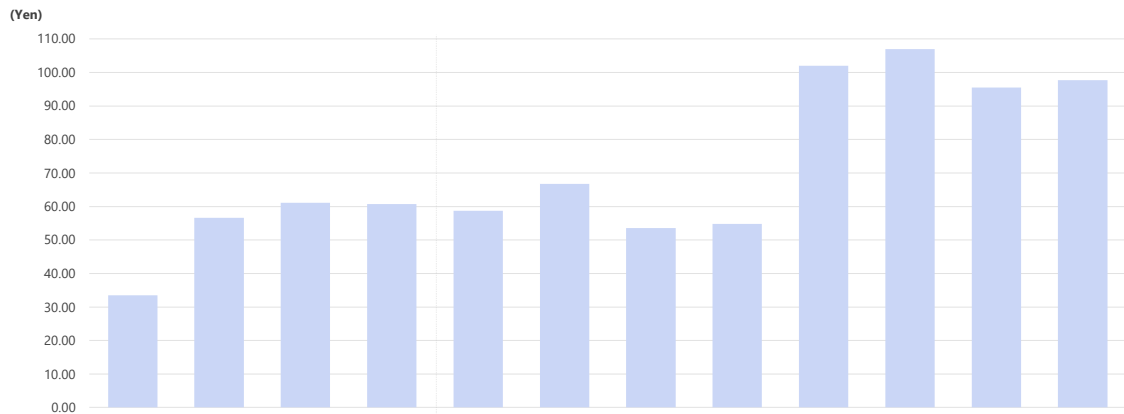
EBITDA Trend

(Billions of yen)

Legend: Goodwill Amortization | Loss on Retirement of Fixed Asset | Depreciation(*1) | Operating Profit | EBITDA Growth Rate

(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
	JGAAP				IFRS							
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(*1)	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.

(Explanation omitted)

EPS Trend

(Yen)

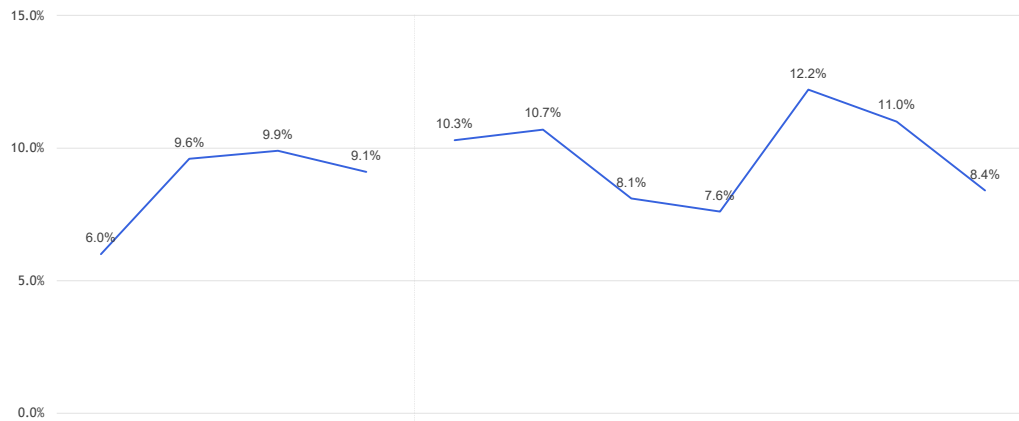|	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3 Forecast
	J G A A P				I F R S							
Profit Attributable to Shareholders of NTT DATA (Billions of yen) [*1,2]	46.9	79.4	85.7	85.1	82.4	93.6	75.1	76.8	143.0	150.0	133.9	137.0
EPS (yen) [*3]	33.45	56.64	61.15	60.68	58.75	66.75	53.58	54.79	101.95	106.95	95.48	97.72

(*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.

(Explanation omitted)

ROE[*1] Trend

(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
Profit Attributable to Shareholders of NTT DATA (Billions of yen) [*2,3]	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).

(Explanation omitted)

ROIC Trend
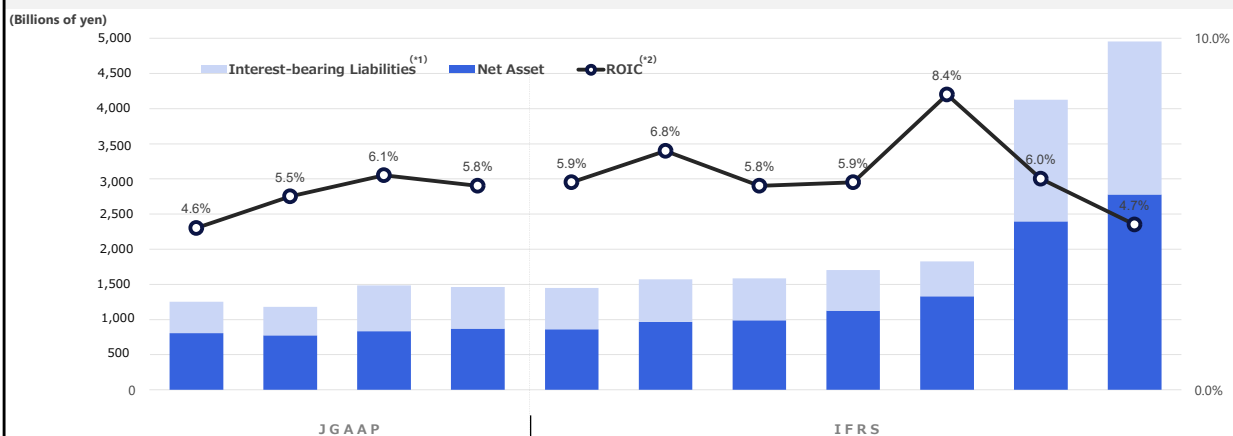
(Billions of yen)

(Billions of yen)	JGAAP 2015/3	2016/3	2017/3	2018/3	IFRS 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[*1]	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)
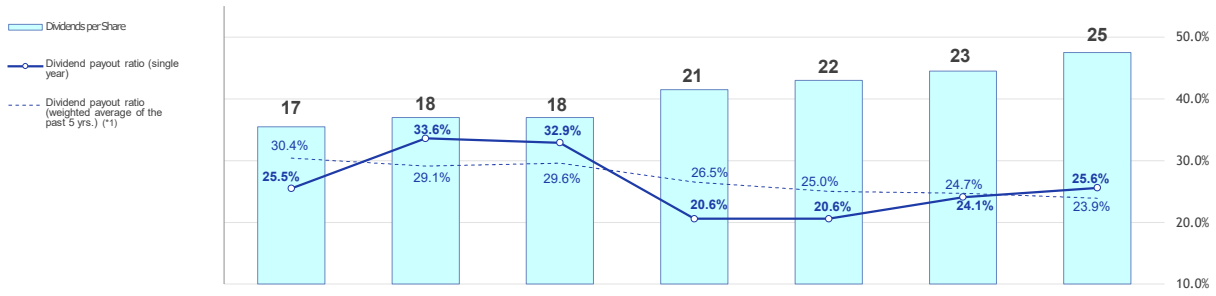
(Explanation omitted)

D/E Ratio Trend [(*1)]
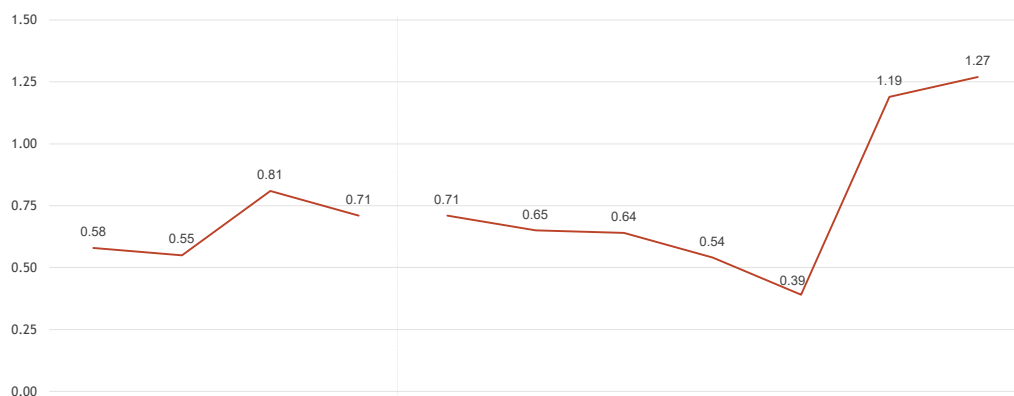
(Billions of yen)	JGAAP				IFRS						
	2015/3	2016/3	2017/3	2018/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
Net Asset	806.2	773.6	833.7	868.8	860.5	966.8	987.4	1,126.5	1,328.3	2,396.4	2,780.4
(Repost) Net Asset Non-controlling Interests	32.7	32.7	31.5	35.0	34.3	41.1	47.7	53.6	57.4	944.0	1,061.2
Interest-bearing Liabilities[(*2)]	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) 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.

(Explanation omitted)

Trend of Dividend Payout Ratio

Legend:
- Dividends per Share
- Dividend payout ratio (single year)
- Dividend payout ratio (weighted average of the past 5 yrs.) (*1)

Chart data (Dividends per Share, yen): 17, 18, 18, 21, 22, 23, 25

Dividend payout ratio (single year): 25.5%, 33.6%, 32.9%, 20.6%, 20.6%, 24.1%, 25.6%

Dividend payout ratio (weighted average of past 5 yrs.): 30.4%, 29.1%, 29.6%, 26.5%, 25.0%, 24.7%, 23.9%

	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.

(Explanation omitted)

(Explanation omitted)