

The logo for NTT DATA, featuring the company name in a bold, white, sans-serif font. The background is a dark blue-tinted photograph of a modern city skyline with several tall skyscrapers. A white graphic consisting of a large semi-circle and a vertical line is overlaid on the right side of the image.

NTT DATA

Toward further growth of NTT DATA Group Corporation

May 8th ,2025

Current Situation of NTT DATA Group

NTT DATA Group has achieved 36 consecutive years of revenue growth since establishment
NTT DATA Group has grown to become a core company driving NTT Group's business.

NTT DATA Group

Recognized as a core driver of NTT Group's business

- Achieved **36 consecutive years of revenue growth** (FY24: ¥4.6 trillion)
- Leading with world-class engineering capabilities

NTT DATA Japan

Creating competitive advantage Ranked **No.1** in Japan's IT Services market by revenue

- Building strong customer relationships through deep industry expertise

NTT DATA, Inc.

Distinct global value proposition as an IT service provider

- Operating in **50 countries worldwide**, driving business growth as a full-stack service provider

Market Environment

In addition to the current DX, AI, data centers, etc., in the long-term, competition in new technologies and businesses will intensify, and growth investments and M&A will increase.

Current Market Environment

**Strong demand for
digital transformation**

**Explosive growth in
generative/agent AI**

**Increasing demand for
data centers**

Longer-term Outlook

Emergence of new technologies and businesses
(Quantum computing, optical communication technology, etc.)
Intensified market competition

**Increased investment
in growth initiatives and strategic M&A**

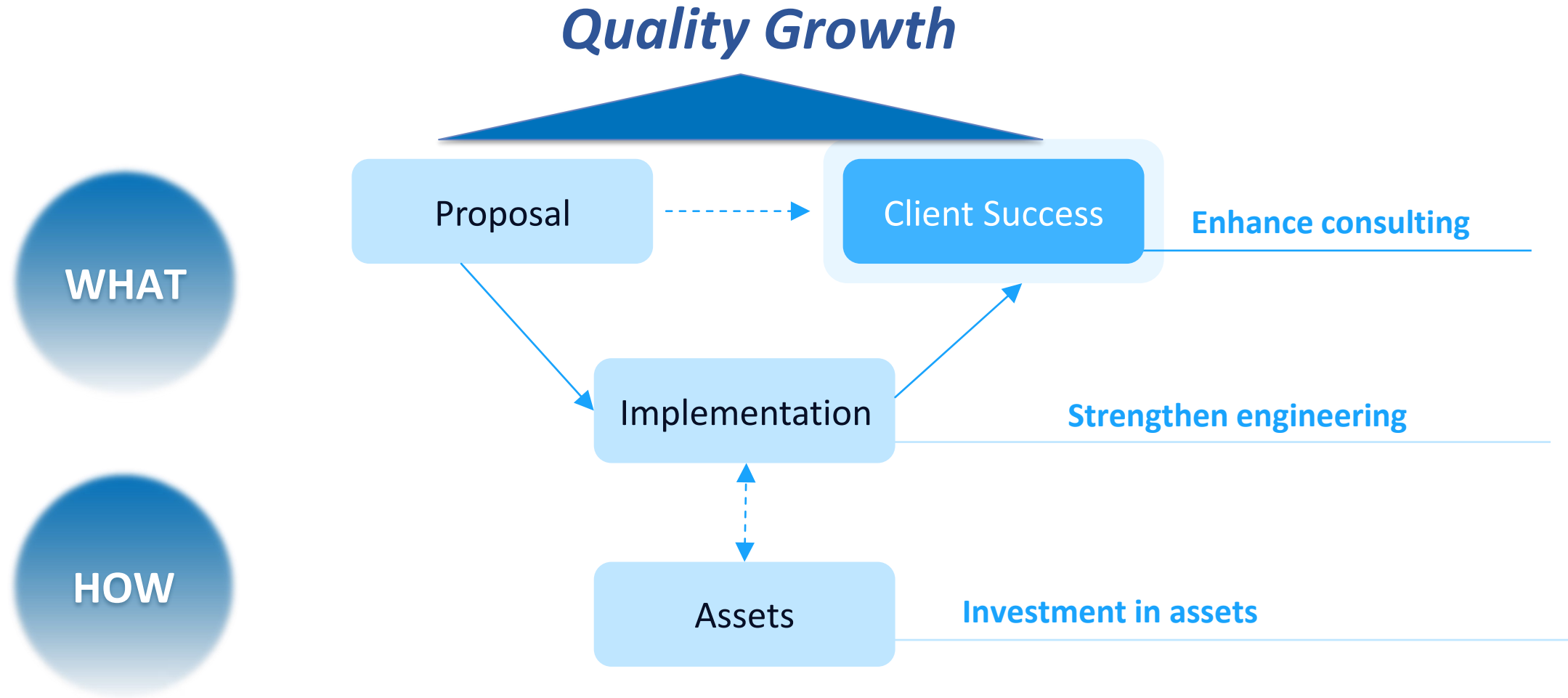
Mission of NTT DATA Group

情報技術で、新しい「しくみ」や「価値」を創造し、
より豊かで調和のとれた社会の実現に貢献する。

Accelerate client success and
positively impact society
through responsible innovation.

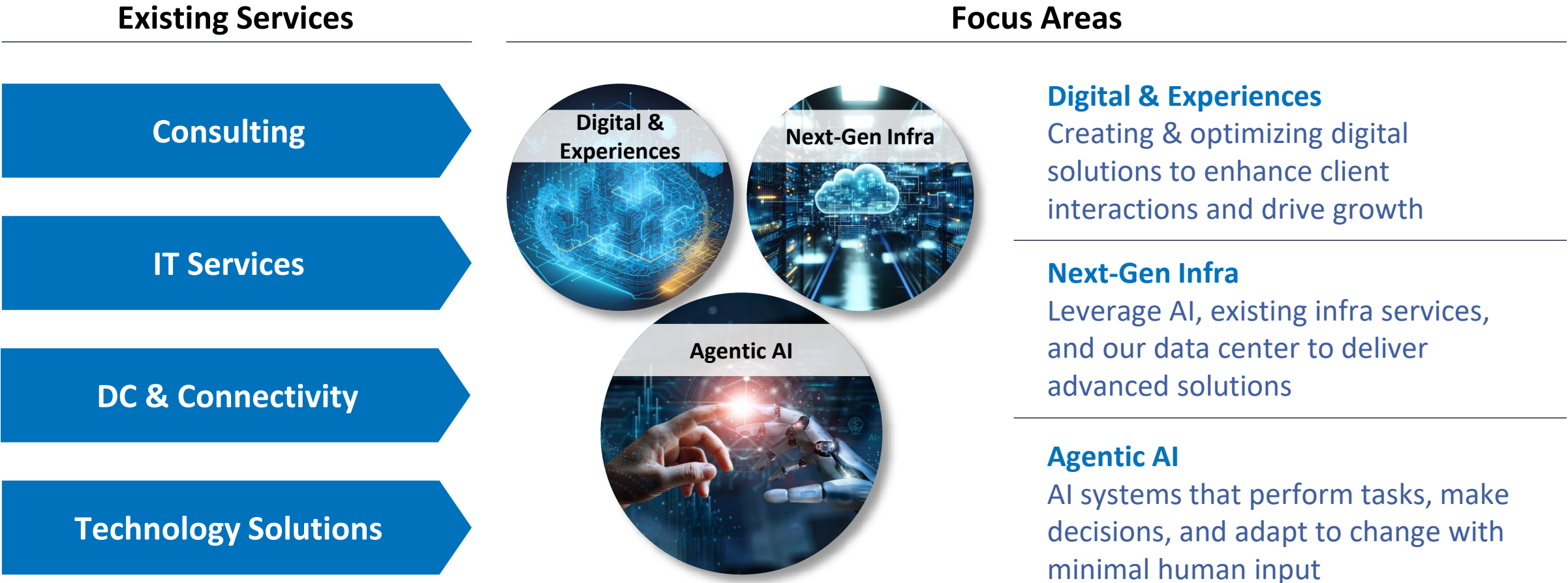
NTT DATA Group's goals

Drive quality growth that creates long-term value for customers, society, and the environment, while balancing business success with responsibility.



Focus Areas for Quality Growth

Build on our existing services by investing in impactful initiatives in Digital & Experiences, Next-Gen Infra, and Agentic AI.



What NTT DATA Group Aims to Achieve

Deepen collaboration with NTT Group to expand and accelerate NTT DATA Group's quality growth priority.

I

Strengthening the Portfolio of Global Solutions Through Agile Growth Investments

II

Enhancement of Collaboration Between NTT DATA Group and NTT Group in Resources and Capabilities

III

Accelerate Decision-Making and Improve Cost Competitiveness

Strengthening the Portfolio of Global Solutions Through Agile Growth Investments

Leverage NTT Group's cash and fundraising capabilities to respond faster to market changes and enhance our business portfolio.

Make large-scale investments by utilizing NTT Group's cash and fundraising capabilities to drive transformative change in our business

Proactively invest in growth and focus areas where we can demonstrate our competitive advantage

- Strengthen NTT DATA Group's unique business portfolio

Drive AI-centric services

Expand global presence
(North American market, etc.)

Lead in data center

Advance digital engineering

Enhancement of Collaboration Between NTT DATA Group and NTT Group in Resources and Capabilities

Enhance NTT DATA Group's competitive advantage, scale, and profitability through deeper collaboration with NTT Group's diverse resources and capabilities.

Accelerate development of new services for our clients

- Combine NTT R&D (IOWN, AI technology, etc.) with NTT DATA Group's industry and client insight

Strengthen competitive advantage and expand business opportunities in the enterprise space

- Collaborate with NTT DATA Group and NTT Group organizations to drive growth in the large enterprise market
- Leverage NTT Group's scale, channels, and brand strength to expand in the Japanese mid-market

Accelerate Decision-Making and Improve Cost Competitiveness

Simplify the governance structure of global business and accelerate the speed of NTT DATA Group's corporate value improvement.

Simplifying Governance Structures in Global Business

- Establish a capital and decision-making structure for NTTDATA, Inc.
- Accelerate decision-making for large-scale M&A and data center construction

Realization of cost efficiency and productivity improvement

- Leverage NTT Group's entire business infrastructure, including back-office functions

Conclusion

- NTT DATA Group's Board of Directors decided to support NTT's proposal to achieve further business development on a global scale.
- NTT DATA Group will increase the value provided to customers by making flexible investments in cooperation with NTT Group and utilizing the technologies, human resources, knowledge, and assets of the entire NTT Group.
- NTT DATA Group will further demonstrate leadership in the Global Solutions Business and contribute to the enhancement of NTT Group's corporate value as an important core company of NTT Group.

The image shows a low-angle view of several tall, modern skyscrapers in a city, likely Tokyo. The buildings have a mix of glass and light-colored panels. The sky is a clear, deep blue. In the foreground, there are some trees and a street with a few vehicles. The text "NTT Data" is superimposed in the center in a white, bold, sans-serif font.

NTT Data

Assumptions for Forecasts and Other Related Matters

All statements other than statements of historical fact, including forward-looking statements, contained in this document are only statements based on current expectations, forecasts, assumptions, plans, perceptions, evaluations, etc., based on information currently available to the Group. These statements, facts or assumptions may be objectively incorrect or may not be realized in the future. In addition, any of the potential risks and uncertainties that could cause such statements or assumptions to be incorrect or unrealized may adversely affect the Group's business, performance, or financial position. Please refer to the latest Financial Results published by the Company for a description of those potential risks and uncertainties.

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