

↗ Prosperity positive

# NTT DATA Sustainability Report 2025

🌱 Planet positive

👥 People positive



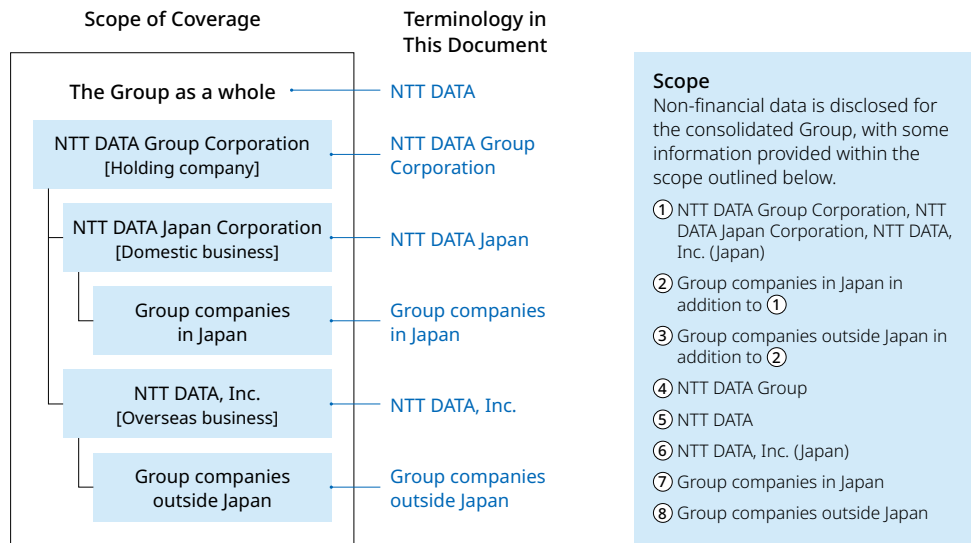


# Editorial Policy

The NTT DATA Sustainability Report 2025 provides comprehensive and detailed non-financial information to all stakeholders with a focus on NTT DATA's approach to non-financial matters and specific initiatives taken in fiscal 2024 aimed at promoting sustainability management.

## Scope of Coverage and Terminology

As a general principle, the information presented in this report pertains to the consolidated scope of the Group. However, for some data, the specific scope is indicated individually. The relationship between the scope of coverage and the terminology used in this document is as follows.



## Using This Report

Relevant links: Links to relevant pages and external sites are provided in the main text.

- **Reference pages:** [Reference page] and mark to go to the corresponding page.
- **Relevant sites:** Clicking on the mark will redirect you to the website.

## Navigation button

mark will redirect you to the website.

## Guidelines Referenced

- [Ten Principles of the United Nations Global Compact \(UNGC\)](#)
- [Global Reporting Initiative \(GRI\) Sustainability Reporting Standards](#)
- [Sustainability Accounting Standards Board \(SASB\) Standards](#)
- [Japan's Ministry of the Environment Environmental Reporting Guidelines \(2018\) \(Japanese only\)](#)
- [TCFD \(Task Force on Climate-related Financial Disclosures\)](#)
- [TNFD \(Taskforce on Nature-related Financial Disclosures\)](#)

## Third-Party Assurance

Independent assurances of the following environmental and social data have been provided by Lloyd's Register Quality Assurance Limited. Check marks are attached to data that received such assurances.

<p><b>Environmental data</b></p> <ul style="list-style-type: none"> <li>- GHG emissions (Scope 1, Scope 2 (market-based and location-based), Scope 3) (tons-CO<sub>2</sub>e)</li> <li>- Energy consumption and renewable energy consumption (MWh)</li> <li>- Water resources (water intake, water consumption (evaporation from cooling systems), total water consumption, and wastewater) (m<sup>3</sup>)</li> </ul> <p> <a href="#">Third-Party Assurance</a></p>	<p><b>Social data</b></p> <ul style="list-style-type: none"> <li>- Number of occupational accidents</li> <li>- Number of female managers (%)</li> <li>- Social contribution activity expenditure (¥)</li> <li>- Number of employees with disabilities (employment ratio)</li> </ul>
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## Period of Coverage

This report mainly covers initiatives undertaken in fiscal 2024 (April 1, 2024–March 31, 2025).

## Publication Date

November 2025 (previous issue: October 2024 / published annually)

## Contact

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# Message from the CEO

## Driving Sustainability Management Together as One Global Team

### — Envisioning a sustainable future together with the 3 Positives

#### Global shared value: “Our Way”

The NTT DATA Group currently operates in more than 70 countries and regions worldwide, with foreign nationals accounting for more than 75% of our roughly 200,000 employees.

In the global market, we are actively expanding our business through strategic M&A, while in Japan we are strengthening experienced hire recruitment and proactively welcoming talent with diverse backgrounds.

For such diverse talent to come together and create value, decision-making and actions guided by shared values are essential. Accordingly, the Group has renewed Our Way, a framework of Mission, Values, and Code of Business Ethics that represents the values all employees should share.

Our mission, which expresses the very purpose of our existence, retains the principles long established within our mission statement, while revising an English expression, “Accelerate client success and positively impact society through responsible innovation,” to convey it intuitively to our foreign national employees.

In addition, as one element of Our Way, values, which represent our corporate beliefs and guiding principles, were identified based on input from employees at our global offices, and four were established as Company-wide shared values: “Respect every voice,” “Think big. Be bold,” “Deliver the outcome,” and “Win together.”

#### A Sustainable Future Shaped by Quality Growth and the 3 Positives

These values form the foundation for sustainable global growth. Moving forward, it is essential to embed them across the Company through the concept of the 3 Positives—comprising the three pillars: Planet positive (environment), Prosperity positive (economy), and People positive (society)—along with 13 priority material issues.

In particular, the data center business, in which the Group continues to invest, consumes a large amount of electricity, and in some centers, water is circulated to cool servers. This requires careful consideration from a Planet positive perspective. In addition, as a company with approximately 200,000 diverse employees, ensuring a “Best Place to Work”—transforming into an attractive company where diverse talent can grow and thrive—is a top priority within People positive, and we are strengthening initiatives that include respect for human rights.

In June 2025, we welcomed David Costa, who serves as Chief Sustainability Business Officer (CSBO) of our overseas operating companies in Europe, a leading region for sustainability, as Head of Sustainability Innovation Headquarters. Under his leadership, we will advance sustainability-driven management as one global team, leveraging the power of technology to create a positive impact on society.

From the outset of my presidency, I set forth a management policy centered on the concept of “Quality Growth,” aiming to balance profitability and growth. While our revenues continue to expand steadily, we are not pursuing growth for its own sake. We strive to balance the contributions of each employee, the value we provide to clients and society through IT services, and the creation of sustainable profits, working to achieve both business growth and the sustainability of the environment and society.

Yutaka Sasaki

NTT DATA Group Corporation  
Representative Director and President





# Message from the Executive Officer in charge of Sustainability

## Embedding Sustainability, Driving Growth

### — NTT DATA's Global Approach

As Head of the Sustainability Management Division of the NTT DATA Group and Chief Sustainability Business Officer (CSBO) at NTT DATA, Inc., I am driving sustainability management toward the realization of a sustainable future.

Our sustainability strategy takes the 3 Positives— Planet positive, Prosperity positive, and People positive— as a common global anchor and is organized along two axes: Corporate Sustainability and Sustainability Business Development, which we are advancing across our global operations.

### A Sustainable Future Shaped by Quality Growth and the 3 Positives

Despite talk of a sustainability “backlash,” as a company that supports social infrastructure we view sustainability not as a passing trend, but as a core source of corporate value that creates trust and innovation. In Europe, policy-driven sustainability investment continues to expand; in North America, technology-driven efficiency and decarbonization are progressing; and in APAC, collaboration among industry, government, and academia is widening. In FY2024, we saw significant growth in sustainability-related business development, and sustainability is becoming a major growth driver for our business. We will continue to deliver innovative solutions through responsible technologies such as generative AI and Sustainable IT, aiming to create positive impact across the environment, the economy, and society from the three perspectives of the 3 Positives.

### Embedding Sustainability into Our Culture

We position sustainability as a top management priority and, through the Global Sustainability Management Committee and its subcommittees, tightly connect strategy and policy with execution. Our aim is to establish sustainability not as a special initiative, but as a culture embedded in daily decision-making and behavior. In the 1980s and 1990s we had a Chief Quality Officer (CQO); today, quality management has become second nature across the Company. Likewise, we believe sustainability should reach the level where every employee understands their daily roles and practices. Together with colleagues around the world, we will weave this perspective into each person’s work and, through the power of technology, deliver a positive impact on society and help build a sustainable future.



Discussion with CEO Sasaki during “Sustainability Month,” an internal program conducted from September to November 2025



### David Costa

Senior Vice President,  
head of Sustainability Innovation Headquarters,  
Corporate Planning General Headquarters  
NTT DATA Group Corporation  
Chief Sustainability Business Officer  
NTT DATA, Inc.



# NTT DATA Philosophy

## Our Way

NTT DATA has grown to operate over 70 countries and regions worldwide, with a workforce of approximately 200,000 employees.

At the same time, the environment surrounding us continues to evolve rapidly, driven by shifts in our business portfolio and the accelerated advancement of cutting-edge technologies.

In response to these changes, and to foster a unified global corporate culture that enhances the value we deliver to clients and society as one Group, we unified Our Way on July 1, 2025. This framework articulates the fundamental principles that define the direction NTT DATA strives toward.



[Our Way](#)

## Mission

Accelerate client success and positively impact society through responsible innovation.

## Values

- Respect every voice.
- Think big. Be bold.
- Deliver the outcome.
- Win together.

## Code of Business Ethics

Our guideline that defines how NTT DATA and our people are expected to conduct themselves—ethically, legally, and with respect for people and society.

## Values

### Respect every voice.

We grow by listening. We invite different viewpoints, honor every background, and encourage sharing perspectives to learn from one another.

### Think big. Be bold.

We stretch beyond what's expected. Curiosity fuels us, ambition drives us, and innovation is how we push boundaries to shape the future.

### Deliver the outcome.

We build trust by keeping our word. We act with integrity and hold ourselves accountable—always choosing to do the right thing.

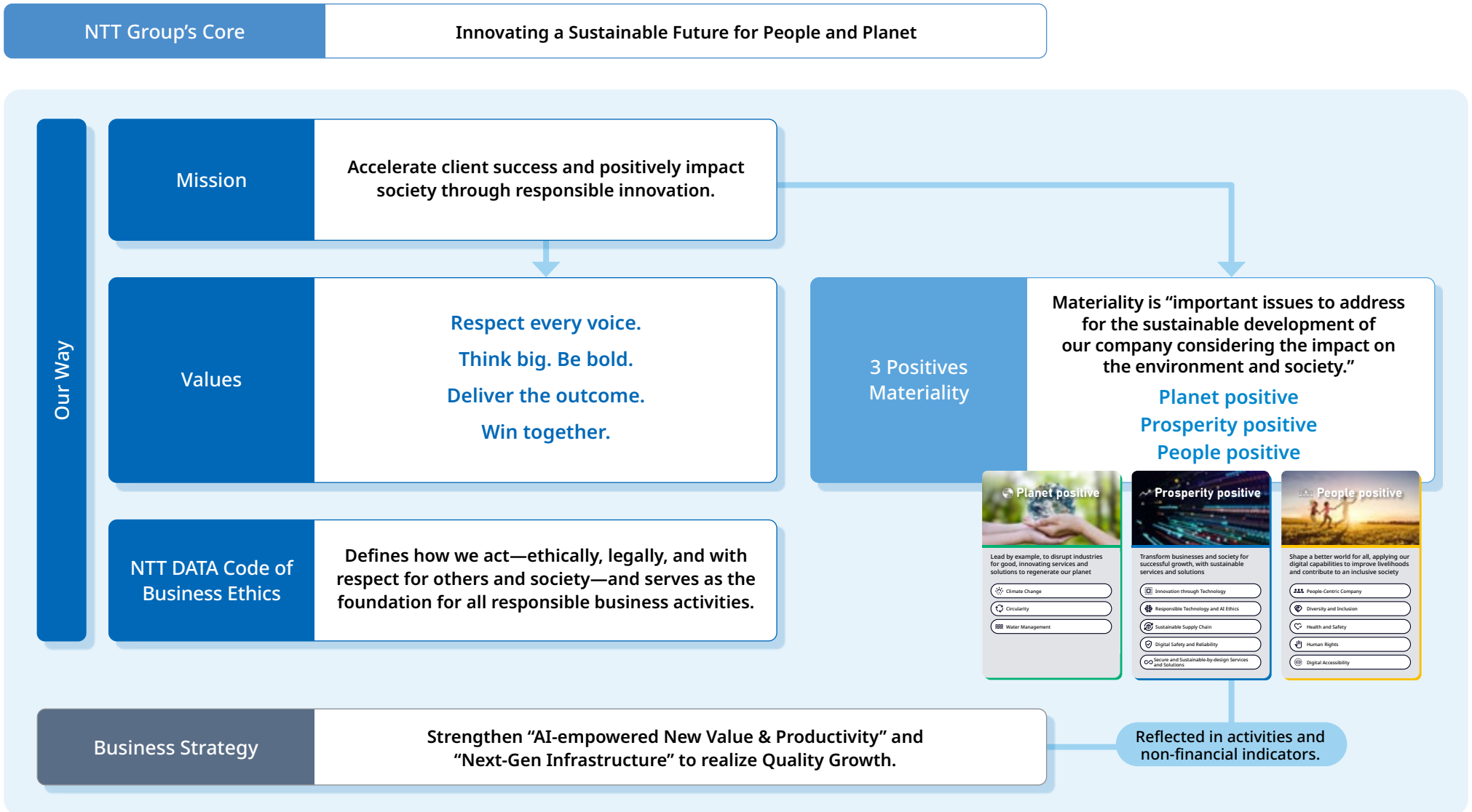
### Win together.

We lift each other up. We collaborate across borders, share openly, and succeed as one global team.



# Positioning of Our Way, 3 Positives, and Materiality

Under the NTT Group Core and NTT DATA's Mission, we have defined our materiality toward the realization of a sustainable society, and we strive to create both social and economic value in tandem with our business strategies.





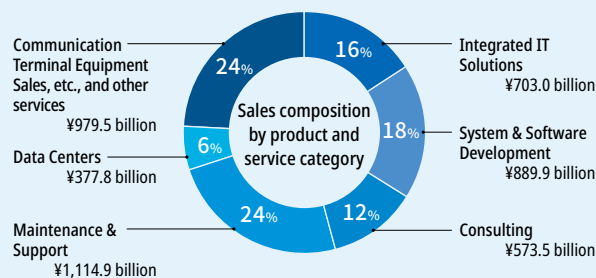
# NTT DATA in Numbers (fiscal year ended March 31, 2025)

## Net sales



**¥4,638.7 billion**

+¥271.3 billion year on year



## New orders received



**¥4,961.6 billion**

+3.6% year on year

## Operating income



**¥323.9 billion**

+¥14.3 billion year on year

## Order backlog



**¥6,401.2 billion**

+9.2% year on year

## Total assets



**¥7,777.4 billion**

+¥558.0 billion year on year

## EBITDA



**¥622.5 billion**

+¥31.1 billion year on year

## Global brand ranking



IT Services brands\*1

## IT industry sales ranking



Global market  
**8th**

Overseas IT service market vendor ranking\*2 (based on 2024 sales)



Japan market  
**1st**

Japan IT service market ranking\*2 (based on 2024 sales)

## Data center business ranking\*3



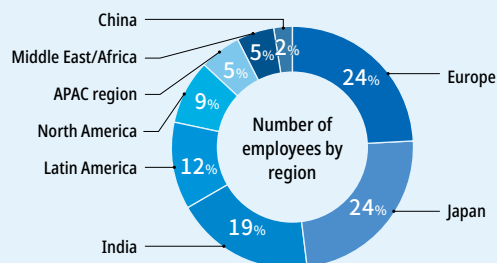
Global  
**3rd**

## Number of employees



**197,777**

Of which, overseas employees: 150,592



## Ratio of employee engagement



Positive responses\*4

**78%**

## Percentage of new female managerial appointments\*5



**23.3%**

## Parental leave return rate\*5



**99.5%**

## Ratio of males taking childcare leave\*5



**100%**

## Remote work environment adoption rate\*5



**100%**

## Number of participants in social contribution activities (global)



**39,200**

## GHG emission-reduction rate



Year on year  
**-5.6%**

Scope 1 + Scope 2  
**327,000 t-CO<sub>2</sub>e**

## Renewable energy usage rate (total energy from renewable sources)



**56%**

\*1 Based on Brand Finance UK's "Brand Finance IT Services 2025" evaluation.

\*2 Calculated by NTT DATA based on "Gartner", Market Share: Services, Worldwide, 2024, Neha Sethi et al., 11 April 2025, Vendor Revenue Basis."

\*3 Prepared by NTT DATA based on Structure Research 2024/7. Excludes Chinese operators and includes some NTT-owned assets.

\*4 Percentage of positive responses to "I am proud to work for our company." Figures represent the aggregated results for NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), together with major companies in and outside Japan.

\*5 Results of of NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan)



# Sustainability Management

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# The Three Pillars and Materiality

NTT DATA established its materiality during the formulation of the mid-term management plan in FY2022 and has since been actively promoting sustainability management.

Subsequently, in response to significant changes in our business environment—such as the rapid advancement of generative AI and the expansion of our data center business—we revised our materiality, expanding them from the previous nine issues to thirteen.

Through initiatives addressing our materiality, we aim to generate positive impacts across the environment, economy, and society. With this intent, we are advancing sustainability management globally under the framework of “3 Positives” (Planet positive / Prosperity positive / People positive), contributing to the realization of a sustainable society.



Lead by example, to disrupt industries for good, innovating services and solutions to regenerate our planet

Climate Change

Circularity

Water Management



Transform businesses and society for successful growth, with sustainable services and solutions

Innovation through Technology

Responsible Technology and AI Ethics

Sustainable Supply Chain

Digital Safety and Reliability

Secure and Sustainable-by-design Services and Solutions



Shape a better world for all, applying our digital capabilities to improve livelihoods and contribute to an inclusive society

People-Centric Company

Diversity and Inclusion

Health and Safety

Human Rights

Digital Accessibility



# Maximizing Client and Social Values and Achieving the 3 Positives Globally

## Planet positive

Lead by example, to disrupt industries for good, innovating services and solutions to regenerate our planet

GHG emissions

P18 Initiatives to Achieve Materiality and KPIs

## Prosperity positive

Transform businesses and society for successful growth, with sustainable services and solutions

Generative AI revenue  
 Development of generative AI talent

P45 Initiatives to Achieve Materiality and KPIs

## People positive

Shape a better world for all, applying our digital capabilities to improve livelihoods and contribute to an inclusive society

Ratio of employee engagement

P65 Initiatives to Achieve Materiality and KPIs

## Create client and societal value

### C-turtle®

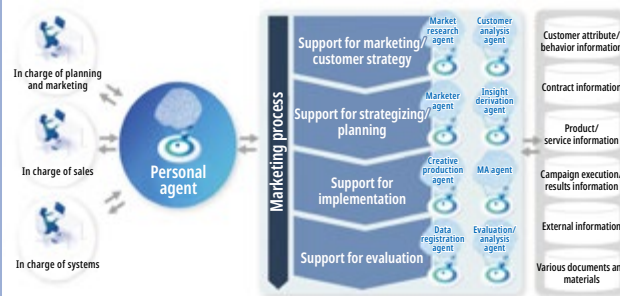
Implement Scope 3 calculations based on primary data from suppliers and adopt the Company-wide Emission Allocation Method that reflects reduction efforts in our own emissions. By linking decarbonization efforts, we promote emission reduction across the entire supply chain.



### LITRON

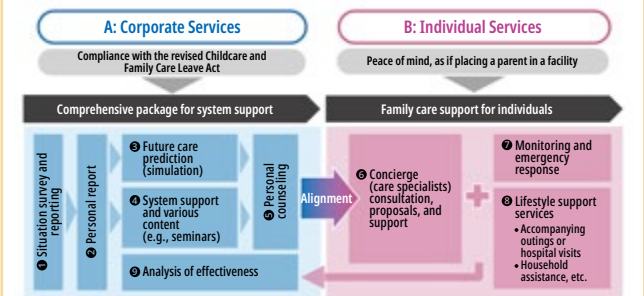
Leverage AI agents to autonomously perform tasks and support the resolution of labor shortages while enhancing work sophistication and productivity.

Note: Figure courtesy of LITRON Marketing



### CARE la CARE

Build a model that integrates corporate human capital retention with support tailored to individual employees—working with various partners—to aim for a company-led work-care balance.





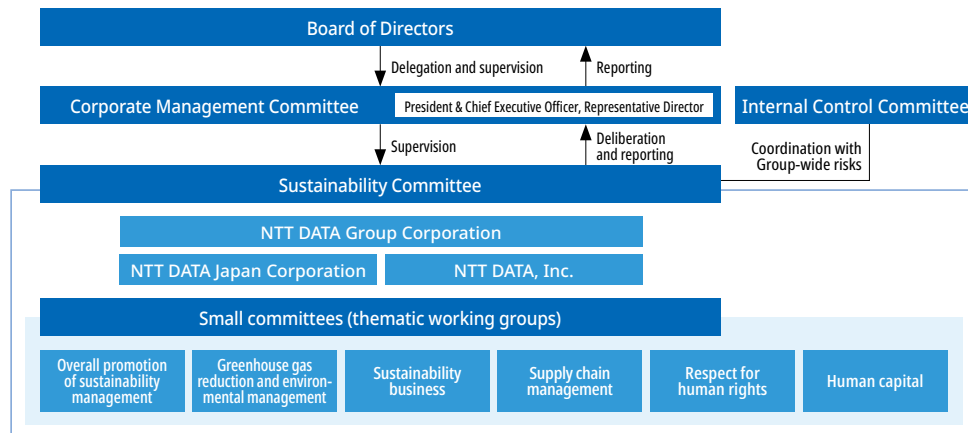
# Promotion System

At NTT DATA, sustainability-related materiality are discussed by the Board of Directors, which determines the policies and strategies. To ensure the sustainable growth of the Group, under the leadership of the President and CEO, Representative Director, discussions are held primarily by the Corporate Strategy Office—the main body responsible for business strategy—and related divisions, together with the Sustainability Innovation Headquarters. These discussions formulate on planning and implementing policies, targets, and initiatives, and monitor progress on the execution of materiality together with the medium-term management plan.

The Sustainability Committee is chaired by the Senior Executive Vice President and Representative Director responsible for Corporate Management and includes representatives from NTT DATA Group Corporation, NTT DATA Japan Corporation, and NTT DATA, Inc. Under the oversight of the Board of Directors and the leadership of the President and CEO, Representative Director, the Committee provides recommendations, formulates strategies, and monitors initiatives related to sustainability management. In addition, six subcommittees (thematic working groups) have been established to strengthen global coordination and enhance effectiveness.

From fiscal 2025, the composition of the thematic working groups was revised in line with the review of materiality, reflecting changes in the business portfolio and the growing importance of technological innovations, including generative AI.

## Sustainability Management Promotion System



# Advice from External Experts

In July 2012, NTT DATA established an Advisory Board composed of five external experts, including corporate executives and academic specialists, to provide guidance on NTT DATA's contributions toward achieving a sustainable society, drawing on their knowledge of social issues and global business. Members of the Advisory Board are appointed for multiyear terms, offering advice on management and societal challenges that is leveraged in business operations.

In the sixth term of the Advisory Board, in light of the continued expansion of the Group's domestic business and the rapid growth of overseas operations through business integration, the following members have been appointed to provide valuable advice aimed at further strengthening the global management structure, supporting the sustainable growth of domestic and international business, and enhancing corporate value.

Term	6th Period (April 2024 to March 2026)
Advisory Board Members	<ul style="list-style-type: none"> <li>• <b>Mutsuo Iwai</b> Chairperson of the Board, Japan Tobacco Inc.</li> <li>• <b>Noboru Koshizuka</b> Professor, Interfaculty Initiative in Information Studies, The University of Tokyo</li> <li>• <b>Katsunori Hashimoto</b> Specially Appointed Professor, Graduate School of Business Administration, Tokyo Metropolitan University</li> <li>• <b>Peter David Pedersen</b> Representative Director, Nonprofit Organization NELIS</li> <li>• <b>Chieko Matsuda</b> Professor, Graduate School of Business Administration, Tokyo Metropolitan University</li> </ul>
Agenda for Discussion	<ul style="list-style-type: none"> <li>• Differentiation strategy</li> <li>• Advancement of global management</li> <li>• Optimization of management resources and corporate governance framework</li> </ul>

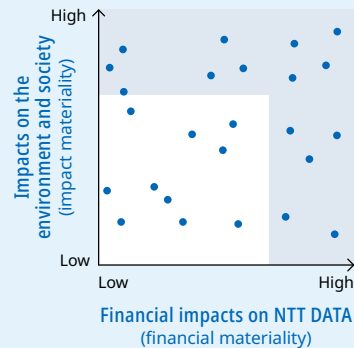
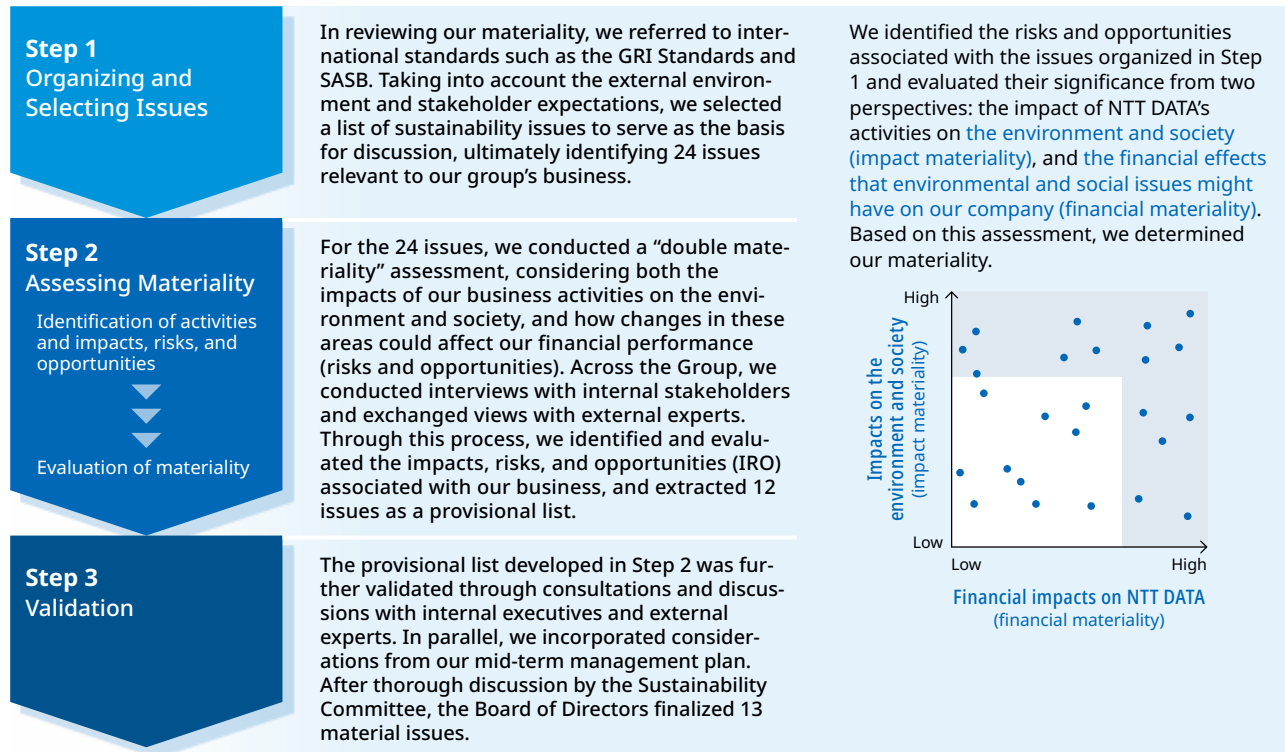


# Process for Reviewing and Determining Materiality

In 2025, NTT DATA, in response to changes in its business portfolio and the rapid advancement of cutting-edge technologies, consolidated its globally shared values into “Our Way” and reviewed its materiality. Through initiatives addressing the 13 identified material issues, we aim to drive business activities that create positive impacts across the environment, economy, and society.

## Process for Defining Materiality

In defining our materiality, we follow the steps illustrated in the figure below to identify the impacts of NTT DATA's activities on the environment and society, as well as the risks and opportunities that might affect NTT DATA's financial performance, and designate them as key materiality.



## Comments



### John Elkington

A British entrepreneur and author, and the originator of the “Triple Bottom Line” concept. He is a recognized authority on corporate responsibility and sustainable development

At a time of intense political and market disruptions it is more important than ever that leading businesses understand the wider geopolitical and macroeconomic landscape—including the rapidly evolving sustainability agenda. NTT DATA's materiality analysis is impressive and well thought through. In particular, the process ensured that both internal and external stakeholders were involved at key points of the process. Excellent work.



### Peter David Pedersen

An environmental and CSR consultant from Denmark and a member of NTT DATA's Advisory Board

It is important to formulate sustainability strategies from a business opportunity perspective and integrate them into the overall business strategy. Among the 13 material issues identified by NTT DATA Group, I consider ‘Water’ to be especially important for the data center business, which is a key area of focus for the company, and one that carries significant social impact.



### Forum for the Future

A UK-based global NGO established in 1996, promoting collaboration with businesses and governments

While identifying materiality is essential for regulatory compliance in sustainability reporting, it should also be leveraged as a tool to implement corporate sustainability strategies. Forum for the Future considers NTT DATA's material issue, “Climate Change,” to be both a critical area for the IT industry and a potential business opportunity.

## Background for Reviewing Materiality








NTT DATA aims to further strengthen its “Proposal–Implementation–Outcome” model, support the sustainable growth of its clients, and create new infrastructure services that flexibly support diverse business activities in the AI era by integrating the Group's strengths in IT, data centers, and connectivity.

In light of these changes in the business portfolio and the significant shifts in the business environment, including the rapid advancement of technologies such as generative AI, we conducted a review of our materiality.



# Dialogue with Stakeholders

To enhance the sustainability of our business, we engage appropriately with each stakeholder, taking into account their relationships and issues. Through ongoing dialogue in day-to-day operations, we foster a culture across the Group of working alongside our stakeholders, while considering a wide range of societal expectations and actively addressing social challenges.

Stakeholders		Main Approach
 <b>Clients</b>	All our clients, including corporations, that use services provided by NTT DATA	<ul style="list-style-type: none"> <li>• Daily sales, proposal activities, and service provision activities</li> <li>• Client satisfaction surveys (questionnaires, interviews) <a href="#">P63: Initiatives to Improve Client Satisfaction</a></li> <li>• Workshops on addressing social issues <a href="#">P88: Digital Accessibility</a></li> </ul>
 <b>Employees</b>	Employees of NTT DATA and their families	<ul style="list-style-type: none"> <li>• Human resource system that allows employees to feel a sense of fulfillment <a href="#">See P66</a></li> <li>• Employee satisfaction surveys <a href="#">See P74</a></li> <li>• Management/employee town halls</li> <li>• Proposals/helpline</li> <li>• Engagement with labor unions</li> <li>• Counseling</li> <li>• e-learning</li> <li>• Operation of an internal sustainability portal site for employees</li> </ul>
 <b>Business partners</b>	Business partners that cooperate in providing NTT DATA services	<ul style="list-style-type: none"> <li>• Strategic collaboration for promoting clients' digital transformation</li> <li>• Regular business activities</li> <li>• Presidents' meetings</li> <li>• Discussion meetings</li> <li>• Technological briefing sessions</li> <li>• CSR questionnaires <a href="#">See P63</a></li> </ul>
 <b>Governments</b>	Central and local governments overseeing policies on the IT service industry, employment, the economy, and the environment	<ul style="list-style-type: none"> <li>• Agreement on the utilization of technology by local governments</li> <li>• Participation in councils, committees, and research meetings of public agencies</li> <li>• Participation in various committees and study groups of industry associations</li> </ul>
 <b>Academic organizations and research institutions</b>	Academic and research institutions involved in advancing technological innovation	<ul style="list-style-type: none"> <li>• Participation in industry-government-academia collaboration projects</li> <li>• Collaborative research</li> </ul>
 <b>Regional communities, NPOs, and NGOs</b>	Local communities and NPOs involved with NTT DATA through our core businesses	<ul style="list-style-type: none"> <li>• Participation in community events</li> <li>• Collaboration with/ sponsoring of social contribution activities <a href="#">See P88</a></li> <li>• Feedback via our website</li> <li>• NPO and NGO workshops on addressing social issues</li> <li>• Advisory boards <a href="#">See P11</a></li> <li>• AI advisory board <a href="#">See P50</a></li> </ul>
 <b>Investors</b>	Individual and institutional investors, including shareholders of NTT	<ul style="list-style-type: none"> <li>• Financial results announcements/briefing sessions <a href="#">Investor Relations</a></li> <li>• Corporate briefings for individual and institutional investors through our parent company, NTT</li> <li>• Publication of the Sustainability Report</li> </ul>



# Materiality and Non-Financial Indicators

<Legend for Scope Items> Scope: ① NTT DATA Group Corporation, NTT DATA Japan Corporation, NTT DATA, Inc. (Japan)  
 ② In addition to ①, includes Group companies in Japan\*1  
 ③ In addition to ②, includes Group companies outside Japan

NTT DATA has established global non-financial indicators as management metrics to promote Company-wide initiatives on materiality.

Progress is reported to the Sustainability Committee, reviewed by the Corporate Management Committee to assess the appropriateness of the indicators, and revised as necessary.

	Materiality	Definition	Indicator	Target		
				FY2025 Target	Medium- to Long-Term Target	Scope
Planet positive	Climate Change	From a mitigation perspective, we will reduce GHG emissions and contribute to customer GHG emissions reduction through solutions. From an adaptation perspective, we will tackle natural disasters caused by climate change.	GHG emissions	320 kt-CO <sub>2</sub> or less	FY2030: Scope 1 and 2 (data centers) Net-zero FY2035: Scope 1 and 2 (offices) Net-zero FY2040: Scope 3 Net-zero	③
	Circularity	We will work on efficient and circular use of resources. We will also work on the transition to a circular economy for the entire society through solutions.	Weight of end-of-life corporate IT devices in kg that are reused/recycled Percentage of corporate IT devices repaired/refurbished during life cycle	Monitoring for current status assessment	Consider setting medium-to-long term targets in FY2025	③
	Water Management	We will work on water management particularly in high-risk areas. Also, we will contribute to improving water management of customers through solutions.	Water usage effectiveness (water consumption per IT power at data centers)	YoY improvement	Consider setting medium-to-long term targets in FY2025	③
Prosperity positive	Innovation through Technology	We will create services that meet new needs by utilizing AI and the technologies and know-how accumulated in existing services.	Generative AI revenue Development of generative AI talent	FY2027: ¥300 billion Full-employee transformation into generative AI-skilled talent by FY2027		③
	Responsible Technology and AI Ethics	In the IT industry, there are concerns about human rights violations and ethical issues caused by technology, including AI. We promote the responsible use of technology.	Scope of business operations covered by AI risk checks	100% in Japan	FY2027: 100% globally	③
	Sustainable Supply Chain	We will work to optimize supply chains through risk monitoring, corrective support, capacity building, and the use of technology.	Percentage of suppliers requiring risk-based assessment with a valid regulatory sustainability SAQ by year end	80%	FY2027: 100%	③
	Digital Safety and Reliability	We contribute to stable infrastructure by taking preventive measures and supporting recovery measures in the event of a failure.	Number of critical system failures	0	Continuation of zero-case record	③
	Secure and Sustainable-by-design Services and Solutions	We provide the safe, secure and sustainable systems to meet customers' expectations through our products, services, and consulting services.	Number of security incidents*2	0	Continuation of zero-case record	③
			Sustainability business revenue	Collect and monitor performance results		
People positive	People-Centric Company	Human capital is one of the most important capital, and we will work to improve the work environment and personnel system that make it easier for employees to work and support the enhancement of skills.	Ratio of employee engagement	YoY improvement	Continuous YoY improvement	③
	Diversity and Inclusion	We will work to create a workplace where diverse human resources can play an active role by demonstrating their individual thinking and abilities and foster a culture.	Ratio of female managers	15%	Target to be established in FY2025	①
	Health and Safety	We will promote measures such as risk assessment of hazards, establishing a governance system, and providing education and training to prevent mental health problems and labor accidents.	Number of fatal accidents	0	Continuation of zero-case record	③
	Human Rights	We will work on human rights management across the entire value chain by preventing and mitigating negative impacts on the human rights of our stakeholders.	Due diligence implementation	100% human rights due diligence implementation in high-risk countries/offices		③
			Establishment of grievance mechanisms	Grievance mechanism to be established by FY2027		
Digital Accessibility	We will work to provide IT services that support access to basic needs, introduce UI and UD for digital inclusion, and improve literacy.	Number of people impacted by our digital accessibility solutions, technical skills training, and outreach programs	Monitoring of social impact			③

\*1 Not applicable to the above indicators

\*2 Refers to security incidents caused by cyberattacks (excluding human errors such as misdelivery, bugs, or misconfigurations, and system-related issues) that become widely known externally.



# Key Memberships and Initiatives

## Affiliated Organizations

### United Nations Global Compact



The United Nations Global Compact (UNGC) is the world's largest sustainability initiative, in which the United Nations and the private sector (corporations and organizations) work together to build a healthy global society. It is a voluntary initiative to achieve sustainable growth by endorsing 10 principles across four areas. NTT DATA signed and joined in July 2022 and reports on its activities annually.

### Women's Empowerment Principles (WEPs)



The Women's Empowerment Principles (WEPs) were established as a collaborative initiative between the United Nations Global Compact and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). Aimed at enhancing vitality and growth in corporate activities, these international principles advance women's economic empowerment. NTT DATA joined as a signatory of the WEPs in 2019.

### World Economic Forum (WEF)

### World Economic Forum

The World Economic Forum (WEF) aims to shape global, regional, and industry issues by collaborating with leaders from various sectors, including politics, economics, and academia, to improve the state of the world. NTT DATA joined in 2023 and participates in and contributes to various initiatives, including the Davos Conference.

### Business for Social Responsibility (BSR)



Business for Social Responsibility (BSR) is an initiative comprising more than 300 global companies aimed at promoting sustainability in the business world. It holds significant influence as a central player in shaping discussions and directions regarding global sustainability. NTT DATA joined as a signatory in 2023.

### Japan Business Federation



Japan Business Federation (Keidanren) is a comprehensive economic organization that aims to draw upon the vitality of corporations, individuals, and local communities to support corporate activities that contribute to the sustainable development of the Japanese economy and improvement in the quality of life for the Japanese people. NTT DATA adheres to its Charter of Corporate Behavior (9th revised edition).

### Keidanren Committee on Nature Conservation



This council, primarily composed of Keidanren member companies, conducts various activities, including making proposals on international biodiversity targets and policies in Japan. NTT DATA joined the committee in March 2023.

### Green x Digital Consortium



This consortium was established to contribute to the realization of carbon neutrality by 2050 through digitalization and the creation of new business models in environmental fields. NTT DATA joined the consortium in October 2021 and has been actively participating in working groups such as the Visualization Working Group for standardizing inter-company distribution of GHG emission data.

### Green Software Foundation (GSF)



This nonprofit organization was established to promote the adoption of green software and build an ecosystem to achieve this goal. NTT DATA joined as a core member in May 2021.

### ESTAINIUM Association



This nonprofit organization aims to serve as a cross-industry hub for companies, organizations, and academic institutions, providing an open foundation for securely sharing GHG emission data (product carbon footprint data) among all companies in a supply chain and supporting industrial decarbonization. NTT DATA established the association with 14 affiliated companies in June 2022.

### The World Business Council for Sustainable Development (WBCSD)



This international nonprofit organization is a global network of 250+ leading companies driving sustainability as a key driver of competitiveness. NTT DATA became a member in June 2025 to further strengthen its sustainability initiatives.

### SustainableIT.org



This nonprofit organization was established with the participation of technology executives who will advance sustainability around the world through technology leadership. It provides a platform to discuss governance frameworks for sustainable IT and to share advanced insights and company case studies. NTT DATA joined SustainableIT.org in March 2024.

### The Consumer Goods Forum



This international consumer goods industry organization brings together retailers and manufacturers from around the world, with approximately 400 member companies from 70 countries. Under the three pillars of People, Planet, and Industry Solutions, it organizes specialized bodies to promote business practices that drive efficiency and positive change across the industry, addressing social and environmental challenges for the benefit of consumers, customers, and society at large. NTT DATA joined The Consumer Goods Forum in April 2025.

## Affiliated Initiatives

### Science Based Targets (SBT)



Science Based Targets (SBT) refer to science-based GHG emission-reduction targets aimed at limiting the increase in global average temperature to 1.5°C above pre-industrial levels. In June 2020, NTT DATA obtained SBT certification for its Scope 1 and Scope 2 targets in alignment with the 1.5°C goal.

### 30by30 Alliance



This voluntary alliance was established by the Ministry of the Environment with the aim of generating momentum and promoting efforts toward the achievement of the "30by30" goal, which aims to conserve and protect more than 30% of land and sea as healthy ecosystems by 2030. NTT DATA joined the initiative in February 2023.

### Circular Partners



Circular Partners is a partnership established to promote collaboration among industry, government, and academia with the aim of realizing a circular economy, based on the Growth-Oriented Resource-Autonomous Circular Economy Strategy formulated by the Ministry of Economy, Trade and Industry in March 2023. NTT DATA joined Circular Partners in November 2023.

### Sustainable Plastics Initiative (SusPla)



This organization is working to expand the recycled plastics market by promoting certification systems that ensure quality, stable supply, and social implementation, as well as by building a circular plastics ecosystem through collaboration among industry, academia, and government. NTT DATA joined SusPla in October 2024.

### Sustainable Management Promotion Organization (SuMPO)



This general incorporated association aims to realize sustainable business management by supporting the planning, implementation, evaluation, and improvement of new business models that address social issues, including global environmental challenges. As part of its activities, SuMPO conducts information exchange, research, policy proposals, and awareness-raising with member companies. NTT DATA joined SuMPO in October 2024.

## Reporting

### Task Force on Climate-related Financial Disclosures (TCFD)



This privately led task force focuses on the disclosure of climate-related financial information and was established under the Financial Stability Board at the request of G20 finance ministers and central bank governors. NTT DATA has positioned climate change measures as important management challenges and is promoting transparency in Company-wide and external activities. We declared our support for the TCFD declaration in March 2021.

### Taskforce on Nature-related Financial Disclosures (TNFD)



The Taskforce on Nature-related Financial Disclosures (TNFD) is an international initiative aimed at establishing a framework for private companies and financial institutions to appropriately assess and disclose risks and opportunities related to natural capital and biodiversity. NTT DATA joined the forum in February 2023.

### CDP GOLD Accredited Provider



CDP is an NGO that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. NTT DATA became a global partner of CDP in March 2022 in the field of climate change consulting and software.

### Keidanren "Challenge to 30% by 2030"



As a concrete target to drive the NEW Growth Strategy promoted by Keidanren, the initiative aims to increase the ratio of women in executive positions to 30% or more by 2030, leading growth through innovation and fostering a sustainable society. NTT DATA endorsed this initiative in January 2022.

### G20 EMPOWER



This private-sector alliance is aimed at increasing the number of women in key economic and business roles and promoting their empowerment. NTT DATA joined as an advocate in April 2021.



# External Recognition (as of November 2025)

NTT DATA's sustainability initiatives have been highly rated by research agencies, and the Company has been selected for inclusion in multiple indexes.

## CDP (Climate Change Survey)



In the climate change survey conducted by the international NGO CDP, NTT DATA has been selected as an A-List company for three consecutive years.

## CDP (Supplier Engagement Assessment)



In the CDP's Supplier Engagement Assessment, NTT DATA has been recognized as a Supplier Engagement Leader, receiving the highest rating for three consecutive years.

## Ecovadis



NTT DATA was awarded a Silver rating following an external evaluation of sustainability across four aspects—environment, labor and human rights, ethics, and sustainable procurement—for companies in over 220 industries across more than 180 countries.

## Top Employer



The Top Employers Institute (headquartered in Amsterdam, the Netherlands) conducts an annual international certification assessing companies across six human resource domains consisting of 20 topics to recognize excellence in talent management. In January 2025, NTT DATA was certified as a Global Top Employer 2025 for the second consecutive year across 33 countries and regions, receiving particularly high evaluations in the areas of Diversity, Equity & Inclusion, Sustainability, Work Environment, and Career Development.

## Global Equality Standard



NTT DATA obtained certification for the Global Equality Standard, which conducts a comprehensive assessment in the field of DE&I, in May 2023.

## Eruboshi



Since September 2017, NTT DATA has continuously received the highest rating (Grade 3) Eruboshi certification based on Japan's Act on the Promotion of Women's Participation and Advancement from the Ministry of Health, Labour and Welfare.

## Platinum Kurumin



In November 2019, NTT DATA received Platinum Kurumin certification as an excellent parenting support company.

## 100 Prime program



In March 2018, NTT DATA was selected by the Ministry of the Economy, Trade and Industry and the Tokyo Stock Exchange for inclusion in the Diversity Management Selection 100 Prime program for our ongoing and Company-wide diversity management activities.

## PRIDE Index Gold



NTT DATA was awarded the Gold rating in the PRIDE Index, which was developed by work with Pride. This recognition marks our eighth consecutive year from 2017 of receiving this award for our efforts in creating an inclusive workplace for sexual minorities, including the LGBTQ+ community.

## Outstanding Organizations of KENKO Investment for Health "White 500"



Five NTT DATA Group companies have received "White 500" Recognition of Outstanding Organizations of KENKO Investment for Health, a certification given to corporations practicing excellent health management, from the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.



## Planet positive

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# Planet positive

## Initiatives to Achieve Materiality and KPIs

NTT DATA is committed to fulfilling its part in addressing global environmental challenges through its business activities for the benefit of all people and future generations. To achieve this, we focus on three material issues “Climate Change,” “Circularity,” and “Water Management.”

[Reference page] Sustainability Management “Materiality and Non-Financial Indicators”

	Indicators for FY2025 and Beyond				[Reference] FY2024 Results		
	Indicator	FY2025 Target	Medium- to Long-Term Targets	Specific Initiatives	Indicator	Target	Achievement
<p> <b>Climate Change</b> <a href="#">P22</a></p> <p>As decarbonization efforts in the world progress, from a mitigation perspective, we will reduce GHG emissions and contribute to customer GHG emissions reduction through solutions. From an adaptation perspective, we will tackle natural disasters caused by climate change.</p>	GHG emissions	320kt-CO <sub>2</sub> or less	Scope 1 & 2 (data centers) Net-Zero <FY2030>  Scope 1 & 2 (offices) Net-Zero <FY2035>  Scope 3 Net-Zero <FY2040>	We have formulated reduction plans for Scope 1 and 2 and are actively introducing renewable energy. For Scope 3, we are standardizing calculation methods across overseas subsidiaries and obtaining integrated third-party assurance.	GHG emissions (Scope 1 & 2)	341 kt-CO <sub>2</sub> e	327 kt-CO <sub>2</sub> e
<p> <b>Circularity</b> <a href="#">P37</a></p> <p>Toward the transition to a circular economy, which is a global trend, we will work on efficient and circular use of resources. We will also work on the transition to a circular economy for the entire society through solutions.</p>	Weight of end-of-life corporate IT devices in kg that are reused/recycled Percentage of corporate IT devices repaired/refurbished during life cycle	Monitoring for current status assessment	Consider setting medium-to-long term targets in FY2025	We have launched the “IT Equipment Reuse Scheme,” which centralizes internal processing of equipment sales, streamlines operations, and promotes reuse and recycling in NTT DATA Japan Corporation.	Waste recycling rate  Number of regulatory violations related to waste treatment (PCB)	General and industrial waste: 99% or more  Construction waste: 87%  0	—
<p> <b>Water Management</b> <a href="#">P40</a></p> <p>As the supply and demand gap for fresh water widens, we will work on water management particularly in high-risk areas. We will work on water risk management such as cooling and humidity in data centers. We will also contribute to improving water management of customers through solution.</p>	Water usage effectiveness (water consumption per IT power at data centers)	YoY improvement	Consider setting medium-to-long term targets in FY2025	At the UK data center, water usage was reduced by treating circulating water in the water-cooled air-conditioning system using a reverse osmosis (RO) membrane	WUE (water consumption per unit of IT power at data centers)	—	Entire DC portfolio: 0.72 l/kWh  Evaporative sites only: 1.42 l/kWh



# Basic Policy and Management System

NTT DATA leads by example to disrupt industries for good, innovating services and solutions to regenerate our planet. Under the pillar of Planet positive, we focus on three material issues “Climate Change,” “Circularity,” and “Water management.” In these material issues, we work to reduce the environmental impact of our own business activities while contributing to the Planet positive efforts of our clients and society through our solutions and services.

## NTT DATA Environmental Policy

In July 2025, NTT DATA revised its environmental policy. We promote environmental materiality globally through our environmental management system.

NTT DATA acknowledges that we are currently facing serious global environmental issues and that our business activities can have a significant impact on the environment.\*1

As our mission is to accelerate client success and positively impact society through responsible innovation, NTT DATA considers environmental protection activities as a critical management issue and will continuously and systematically promote these activities.

### 1. Definition

Our environmental policy provides concrete guidance to practice “Protection of the Global Environment” outlined in the “NTT DATA Code of Business Ethics” as the part of the “Our Way” principles.\*2

NTT DATA identifies, evaluates, and addresses environmental aspects and associated risks and opportunities to set environmental goals and engage in protection activities. We conduct risk-based due diligence to identify, prevent, and mitigate actual and potential negative impacts.\*3

### 2. Commitment

NTT DATA engages in environmental protection activities through corporate and business activities.

### ■ Climate Change

- To mitigate climate change, we will reduce greenhouse gas emissions. We aim for net-zero greenhouse gases across the entire supply chain under the “NTT DATA NET-ZERO Vision 2040”.
- We will provide solutions that contribute to addressing climate change.

### ■ Circularity

- We will work on reducing waste, reusing, and recycling resources.
- We will provide solutions that contribute to the formation of a circular economy.

### ■ Water Management

- We will work on efficient water management in data centers especially in high water stressed areas.
- We will provide solutions that contribute to efficient water management.

### 3. Compliance with Laws and Regulations

NTT DATA complies with applicable laws, regulations, and other agreed-upon matters concerning environmental aspects in the promotion of business activities.\*4

### 4. Governance

NTT DATA Group Corporation establishes and operates the Sustainability Committee under the supervision of the Board of Directors and the leadership of the President and CEO. The committee makes proposals, formulates strategies, and monitoring related to implement and improve of sustainability management, including environmental protection activities. The contents discussed by the Sustainability Committee are deliberated or reported to the Board of Directors.

### 5. Stakeholder Engagement

NTT DATA places importance on communication with stakeholders, considers the expectations from a wide range of society, and works together with stakeholders to solve social issues.\*5

- We engage with stakeholders who are affected or potentially affected.
- Through engagement with suppliers, we work on reducing environmental impact across the supply chain.
- We conduct awareness-raising activities related to the environment through environmental education and social contribution activities for employees and collaborators, aiming to improve their awareness.

Yutaka Sasaki, Representative Director, President and CEO  
NTT DATA Group Corporation

\*1 “NTT DATA” refers to NTT DATA Group Corporation and its consolidated subsidiaries.

\*2 This policy is decided by the President and CEO of NTT DATA Group Corporation through the approval of the Corporate Management Committee.

\*3 Negative impacts include climate change, loss of biodiversity, degradation of terrestrial, marine, and freshwater ecosystems, deforestation, pollution of air, water, and soil, and improper management of waste containing hazardous substances.

\*4 Other agreed matters include international environmental regulations and commitments, among others. NTT DATA regularly checks its alignment with these agreed matters about the organizations and initiatives it joins, and the

President and CEO decides on new memberships, continuation of memberships and withdrawals.

- The Paris Agreement - The Convention on Biological Diversity  
- The Ten Principles of the UN Global Compact

\*5 Stakeholders refer to individuals or groups who have or may have an interest influenced by corporate activities. Examples include employees, customers, local communities, non-governmental organizations (NGOs), government agencies, business partners, investors, or shareholders.

\*6 This Policy is made in English and translated into Japanese. The English version is the original and the Japanese version is for reference purposes only. In the event of a discrepancy between the English and Japanese versions of this Policy, the English version shall prevail.

\*7 This policy is updated and become effective in July 2025.

## Management System

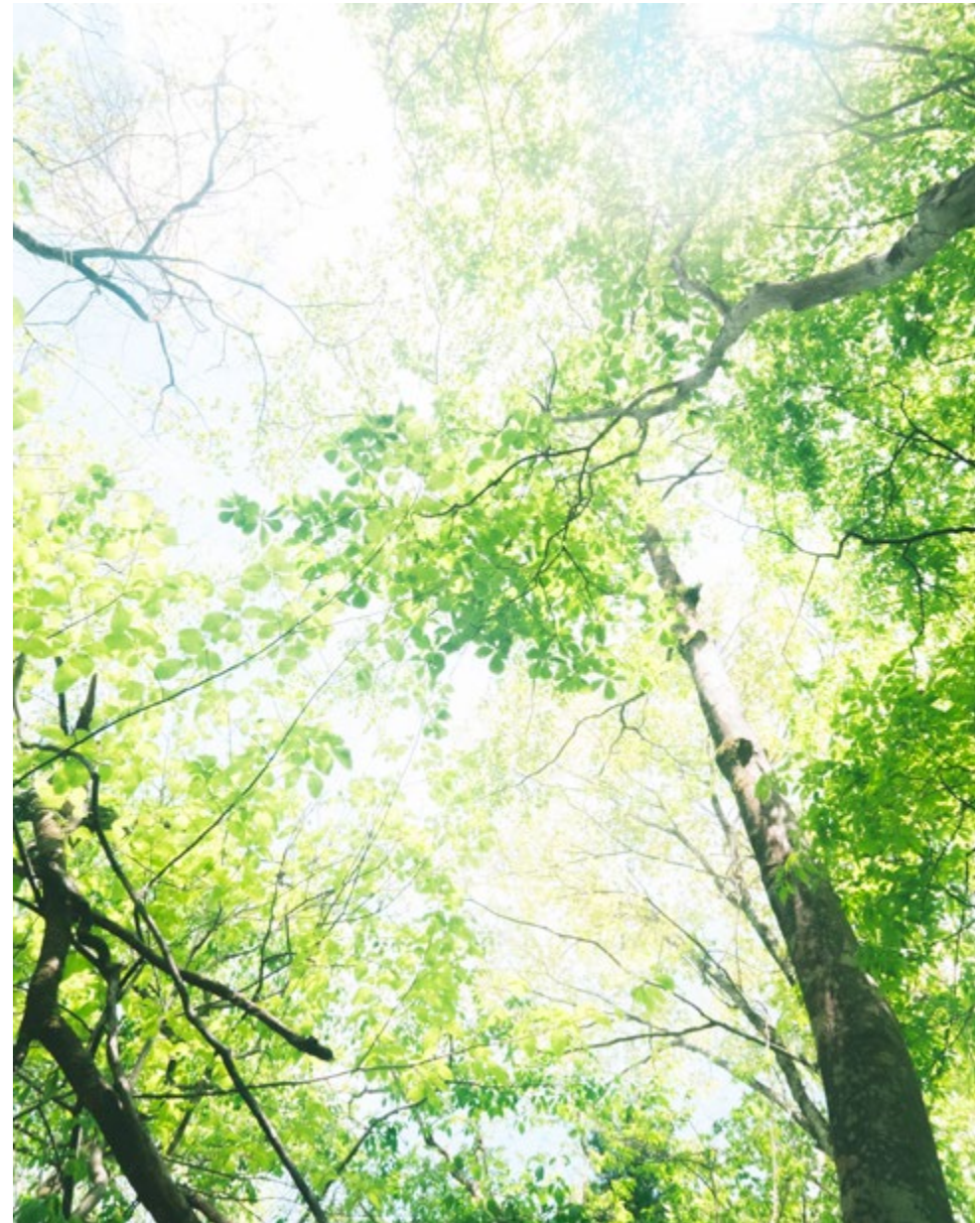
Initiatives related to Planet positive are primarily promoted through three subcommittees under the Sustainability Committee: “Greenhouse Gas Reduction and Environmental Management,” “Sustainability Business,” and “Supply Chain Management.”

The “Greenhouse Gas Reduction and Environmental Management” subcommittee formulates strategies to achieve the NTT DATA NET-ZERO Vision 2040 and monitors their implementation. It also discusses initiatives such as establishing a system for IT equipment reuse and recycling to promote a circular economy, analyzing water usage at data centers, and operating the environmental management system.

The “Sustainability Business” subcommittee develops strategies for sustainability-related businesses and monitors their execution.

The “Supply Chain Management” subcommittee discusses reducing GHG emissions across the supply chain and engaging with suppliers to build a sustainable supply chain.

 [\[Reference page\] Sustainability Management “Promotion System”](#)





# Environmental Management System

## Management System

NTT DATA has established an environmental management system to advance its environmental protection initiatives. In July 2025, we revised our environmental policy to clarify our commitment to promoting environmental materiality. Previously, the promotion framework for environmental materiality and the environmental management system were separate, but we have integrated them to establish a structure that advances materiality through the environmental management system. Specifically, we have developed a mechanism whereby each organization sets environmental targets aligned with materiality and implements initiatives to achieve them.

## Acquiring ISO 14001 Certification

NTT DATA first obtained ISO 14001 certification for its Head Office building in 1999 and gradually expanded its scope over time. Since 2004, we have obtained Group certification covering all NTT DATA Japan Corporation organizations and some Group companies with 30 companies holding Group certification as of March 31, 2025. Also, two companies in Japan and 40 companies outside Japan have obtained ISO 14001 certification individually.

### Status of ISO 14001 Certification (as of March 31, 2025)

#### NTT DATA Group Entities That Have Acquired Group Certification (30 companies) (In no particular order)

NTT DATA Group Corporation	NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.
NTT DATA Japan Corporation	NTT DATA CCS CORPORATION (Head Office, Data Center)
NTT DATA HOKKAIDO Corporation	JSOL Corporation (Tokyo Head Office)
NTT DATA TOHOKU Corporation	NTT DATA FINANCIAL TECHNOLOGY CORPORATION (Head Office)
NTT DATA SHINETSU Corporation (Head Office, Niigata Branch)	NTT DATA SEKISUI SYSTEMS Corporation (Osaka Head Office, Tokyo Head Office)
NTT DATA TOKAI Corporation (Head Office)	NTT DATA INTELLILINK Corporation (Head Office, Tsukushima Office, and Kansai Office)
NTT DATA HOKURIKU Corporation	NTT DATA SOFIA Corporation (Head Office)
NTT DATA KANSAI Corporation (Head Office)	NTT DATA DAICHI Corporation (Head Office)
NTT DATA CHUGOKU Corporation (Head Office)	DACS Co., Ltd. (Head Office, Tokyo Branch, Osaka Data Center)
NTT DATA SHIKOKU Corporation (Head Office, Kagawa Office)	NTT DATA BUSINESS SYSTEMS Corporation
NTT DATA KYUSHU Corporation	NTT DATA FRONTIER Corporation
NTT DATA i Corporation	NTT DATA MANAGEMENT SERVICE Corporation (Head Office*)
NTT DATA WAVE Corporation (Head Office)	NTT DATA UNIVERSITY Corporation
NTT DATA SMS Corporation	JASTEC Co., Ltd. (Head Office, Togoshi Office, Higashigotanda Office, Numazu Office, Fukuoka Office, Osaka Office, Sendai Office, Nagoya Office, Hiroshima Office)
NTT DATA CUSTOMER SERVICE Corporation (Head Office, Edagawa Office)	
NTT DATA NJK Corporation (Head Office)	

\* NTT DATA MANAGEMENT SERVICE Corporation changed its name to NTT DATA WITH Corporation in April 2025.

#### NTT DATA Group Entities That Have Acquired Certification Independently (2 in Japan, 40 outside Japan)

(In no particular order)

##### (Group companies in Japan)

Japan Information Processing Service Co., Ltd. (JIP)  
NTT DATA MSE CORPORATION

##### (Group companies outside Japan)

NTT Australia Database Solutions Pty Ltd  
NTT Australia Pty Ltd  
NTT Australia Digital Pty Ltd  
NTT Australia Workforce Solutions Pty Limited  
NTT New Zealand Limited  
NTT Com ICT Solutions (Australia) Pty Ltd  
GISA GmbH  
Natuvion GmbH  
NTT DATA Business Solutions a/s (Norway)  
NTT Global Data Centers & Cloud Infrastructure India Private Limited  
NTT Global Data Centers EMEA UK Ltd.  
NTT DATA Spain, S.L.U.  
NTT DATA EUROPE & LATAM Green Engineering SLU  
NTT DATA Perú BPO, S.A.C.  
NTT DATA Portugal Centers, Unipessoal Lda.  
NTT DATA Europe & Latam Centers, S.L.U.  
NTT DATA Latam Centers, Ltda.  
NTT DATA Chile, S.A.  
NTT DATA Colombia, S.A.S.  
NTT DATA Spain Infrastructures Engineering, S.L.U.  
NTT DATA Spain Infrastructures Operations, S.L.U.

NTT DATA México S. de R.L. de C.V.  
NTT DATA Portugal Outsourcing de Processos, Sociedade Unipessoal, Lda.  
NTT DATA Perú, S.A.C.  
NTT DATA Portugal, S.A.  
NTT DATA Spain Sistemas de Seguridad SLU  
FIT Inversión en Talento, S.A.U.  
LEAN GRIDS SERVICES, S.L.  
NTT DATA Brasil Consultoria de Negocios e Tecnologia da Infomação Ltda  
NTT DATA México BPO, S. de R.L. de C.V.  
NTT DATA Spain BPO, S.L.U.  
Everis Initiatives, S.L.U.  
Everis Aeroespacial y Defensa, S.L.U.  
NTT DATA Chile BPO Servicios Profesionales, Técnicos y Tecnológicos, Ltda.  
NTT DATA Chile Centers, Ltda.  
ARLION, S.L.U.  
NTT United Kingdom Limited  
NTT Slovakia s.r.o.  
NTT Netherlands B.V.  
NTT Spain Intelligent Technologies and Services S.L.U.

# Climate Change

**As decarbonization efforts in the world progress, from a mitigation perspective, we will reduce GHG emissions and contribute to customer GHG emissions reduction through solutions. From an adaptation perspective, we will tackle natural disasters caused by climate change.**

## Basic Policy

Heat waves, floods, and forest disasters are just a few examples of the many ways recent climate change affects human life, making the response to climate change an urgent and critical social challenge. Addressing climate change requires reducing GHG emissions, which in turn necessitates a transformation of economic activities. Achieving this change requires action not only at the individual company level but also across supply chains and society as a whole. Leveraging the power of digital technology, NTT DATA contributes to a decarbonized society by greening data centers, IT equipment, and software that underpin the digital society. Furthermore, we actively work to reduce GHG emissions across the entire supply chain and society.

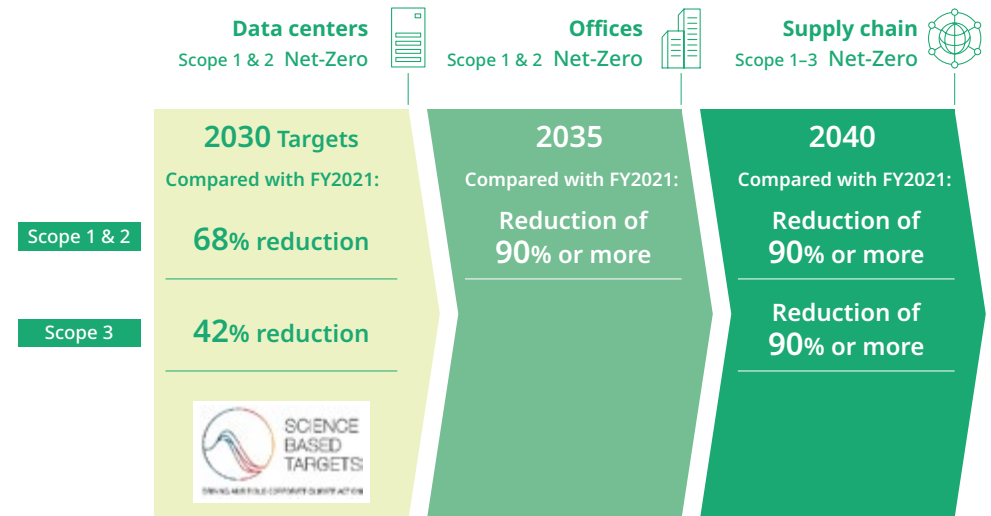
## NTT DATA NET-ZERO Vision 2040

—Formulation of a vision for Net-Zero GHG emissions by 2040—

NTT DATA has established the NTT DATA NET-ZERO Vision 2040, a Net-Zero target approved by the Science Based Targets initiative (SBTi).\* The Group aims to achieve Net-Zero for direct and indirect emissions from its own operations (Scope 1, 2) by 2030 for data centers, by 2035 for the entire Company including offices and other facilities, and for its entire supply chain by 2040.

\* The Science Based Targets initiative (SBTi) is a global initiative that supports and certifies organizations in setting science-based targets aimed at limiting the rise in the world's average temperature to below 1.5 degrees Celsius compared to pre-industrial levels.

### NTT DATA NET-ZERO Vision 2040





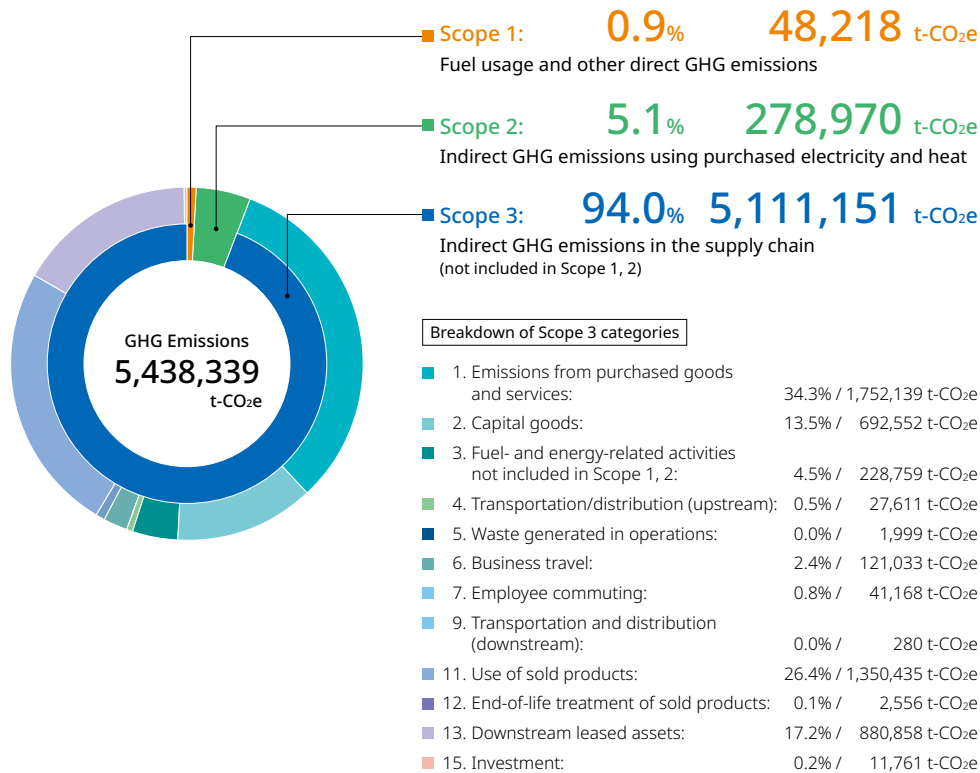
# NTT DATA's GHG Emissions

To visualize and reduce GHG emissions both within NTT DATA and across our supply chain, we calculate Scope 1, 2, and 3 emissions.

Scope 1 refers to GHG emissions that are directly emitted from the Company's business activities, such as emissions from fuel usage and refrigerants. Scope 2 pertains to GHG emissions generated by other companies when producing the electricity, heat, or steam energy that we utilize. Scope 3 encompasses GHG emissions that occur upstream and downstream within our supply chain.

In fiscal 2024, NTT DATA's GHG emissions were 48,218 t-CO<sub>2</sub>e for Scope 1, 278,970 t-CO<sub>2</sub>e for Scope 2, and 5,111,151 t-CO<sub>2</sub>e for Scope 3. Scope 3 accounts for 94% of total emissions, with "Purchased goods and services" representing 34.3% and "Use of sold products" 26.4%, together accounting for approximately 60% of total emissions.

## GHG Emissions Rates by Scope in Fiscal 2024



# Initiatives to Achieve NTT DATA NET-ZERO Vision 2040

To achieve the NTT DATA NET-ZERO Vision 2040, we are working to reduce environmental impact across IT system components, from data centers and hardware to software. We are also addressing indirect emissions in the supply chain by developing category-specific reduction strategies and implementing reduction measures. Examples of initiatives and detailed initiatives to achieve Net-Zero are described below.

## Examples of Initiatives to Achieve Net-Zero by 2040

[Reference page] "Toward Achieving Sustainable IT" "Challenging Net-Zero across the Supply Chain"

Scope 1, 2	(NTT DATA) <ul style="list-style-type: none"> <li>Optimize energy consumption through digital technology in data centers</li> <li>Introduce renewable and low-carbon energy in data centers, offices, and other facilities</li> </ul>
Scope 3	Upstream (Suppliers) <ul style="list-style-type: none"> <li>Reduce power consumption through the development of green software,*<sup>1</sup> efficient power use, and scaling back of hardware use through consolidation</li> <li>Prioritize procurement from suppliers who are reducing emissions at the same level as NTT DATA (SBT 1.5°C approved level)</li> </ul>
	Downstream (usage and disposal of services provided to clients) <ul style="list-style-type: none"> <li>Facilitate fundamental measures such as moving IT services to the cloud to reduce GHG emissions at client sites and shifting business models from equipment sales to service provision</li> <li>Introduce renewable energy for the services used by our clients as a GHG emission-reduction partner</li> <li>Contribute to reductions in client emissions through sustainable IT,*<sup>2</sup> which enables visibility of GHG emissions and enhances energy efficiency</li> </ul>

\*1 The Green Software Foundation, a global nonprofit organization focused on promoting green software and building an ecosystem for its realization, defines green software as software with low GHG emissions. The main characteristics of green software are 1) power consumption by the software itself is low; 2) the software uses fewer hardware resources; and 3) the way power is used is optimized, with the software running on electricity derived from renewable energy.

\*2 IT systems designed to reduce social and environmental impact across their components, including data centers, hardware, and software.

# Toward Achieving Sustainable IT

With the rapid expansion of AI demand in recent years, global data center electricity consumption is expected to double by 2030 compared with 2024, surpassing the total electricity consumption of Japan.\*<sup>1</sup> GHG emissions from the IT industry are not only caused by electricity use but also result from the construction of data centers and the manufacturing and disposal of servers, user devices, and network equipment. IT industry emissions are estimated to account for approximately 4% of global GHG emissions.\*<sup>2</sup> While reducing GHG emissions through IT utilization is naturally expected, it is also




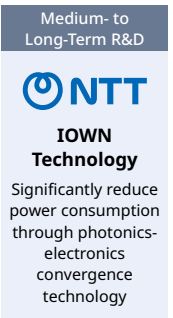

necessary to cut emissions associated with IT device manufacturing and electricity consumption. Against this backdrop, there is a growing need to rethink the very nature of IT. Sustainable IT is an approach that reassesses IT from a sustainability perspective—reducing environmental impact across the entire IT life cycle and ensuring the ethical use of AI—so that IT itself becomes sustainable.


Recognizing the importance of sustainable IT, we are accelerating efforts to reduce the environmental impact of IT systems across the board, from data centers and IT hardware to software. In addition, we are promoting the measurement of IT system carbon footprints, establishing rules for green software development, and developing and disseminating tools and best practices across the industry, aiming to lead the world in achieving sustainable IT.

<sup>i</sup> \*1 The International Energy Agency (IEA) estimates that data centers consumed approximately 1.5% of global electricity (4.15 TWh) in 2024, and this is expected to double to around 9.45 TWh by 2030. “Energy and AI – Analysis,” IEA.

\*2 Research indicates that GHG emissions from the ICT sector account for 1.5%–4% of global emissions. “Measuring the Emissions and Energy Footprint of the ICT Sector: Implications for Climate Action,” World Bank.

### Reducing GHG Emissions, from Data Centers to Software

Components of IT Systems	Initiatives for Sustainable IT	
Software	<ul style="list-style-type: none"> <li>Green software technologies / AI coding Green implementation patterns*1 / Carbon-aware technologies*2</li> </ul> <p>*1 Reduce power consumption through software; use fewer hardware resources *2 Optimize location selection and task execution to increase renewable energy usage</p>	
Hardware	<ul style="list-style-type: none"> <li>Green procurement Ensure procurement of materials with low environmental impact</li> <li>Use of low-power infrastructure Select hardware according to the task requirements</li> </ul>	 <p>Medium- to Long-Term R&amp;D</p> <p><b>NTT</b></p> <p><b>IOWN Technology</b></p> <p>Significantly reduce power consumption through photonics-electronics convergence technology</p>
Data centers / Network	<ul style="list-style-type: none"> <li>Green data centers Promote migration to modern, energy-efficient data centers</li> <li>Green Cloud Advisory Promote cloud adoption and leverage consolidation to reduce emissions</li> </ul>	



**Sustainable IT Diagnostic Service**

Assess current IT sustainability maturity and develop a road map

Note: The logo of the Green Software Foundation is a trademark of the Linux Foundation in the United States and other countries.

### Green Data Center®

With the ongoing digital transformation, demand for data processing, storage, and communication services continues to grow. In particular, the rapid expansion of generative AI has driven a global surge in data center demand, leading to increased electricity consumption and corresponding GHG emissions.

As the world’s third-largest data center operator by revenue, NTT DATA manages 1,500 MW of capacity. In Japan, we have more than 50 years of experience operating mission-critical systems reliably, and we currently provide highly dependable services across 13 data centers. While ensuring the safety and security of systems as social infrastructure, we are promoting energy efficiency, energy conservation, and the use of renewable energy. We aim to achieve Net-Zero direct and indirect GHG emissions (Scope 1 and 2) from our data center operations by 2030. By providing data centers designed to minimize environmental impact, we also contribute to reducing GHG emissions for our clients and society as a whole.

### Next-Generation Demonstration Field: “Data Center Trial Field”

In data centers, rising electricity consumption and higher server densities are intensifying heat generation, making traditional air-cooling methods insufficient. Consequently, demand for liquid cooling technologies, such as Direct Liquid Cooling (DLC), is increasing. Constructing server rooms requires coordination among numerous stakeholders, including operators, construction companies, equipment manufacturers, and design firms. However, the lack of opportunities to test new cooling methods and energy-saving technologies has impeded technology development and adoption. This highlights the need for verification facilities that can replicate data center environments, as well as the provision of opportunities for stakeholders to collaborate.

To address these challenges, in November 2024, NTT DATA opened the next-generation demonstration field, the “Data Center Trial Field,” in Noda City, Chiba Prefecture. The facility is equipped with state-of-the-art cooling technologies and high-efficiency equipment, enabling testing of solutions aimed at decarbonizing data centers and optimizing energy use. By collaborating with external research institutions and companies, the facility serves as an open space to promote co-creation and accelerate technological innovation, supporting the early deployment of solutions that benefit both society and industry. Leveraging the perspectives of both IT vendors and data center operators, we aim to accelerate innovation through cross-industry community building and collaboration, advancing industry-wide efforts to decarbonize data centers and contributing to the realization of a sustainable society.



## Leading the Development of Standards for Low Environmental Impact Green Software

While software's environmental impact is often less visible, significant improvements are possible through energy-saving and efficiency measures. Thoughtful design and operation can reduce energy consumption, and optimizing the use of renewable energy and storage can further lower environmental impact over long-term operation.

NTT DATA believes that collaboration with diverse stakeholders is essential to addressing industry-wide IT challenges and setting standards. As such, we participate as an operating member of the Green Software Foundation (GSF), a global nonprofit organization aimed at reducing GHG emissions from software. In January 2025, Gadhu Sundram of NTT DATA UK was appointed Chairperson of GSF. At GSF, NTT DATA has contributed to developing the Software Carbon Intensity (SCI) methodology, which evaluates carbon emissions from software use based on electricity consumption, the carbon intensity of electricity, and hardware usage. In March 2024, SCI was standardized as ISO/IEC 21031:2024, enabling comparison of environmental impact across software with the same functionality and assessment of the effects of software modifications on carbon emissions.

In addition, NTT DATA collaborates with leading industry companies—including NTT Group, NEC, Hitachi, and Fujitsu—to promote the adoption of sustainable IT in Japan by establishing methodologies for evaluating GHG emissions associated with software development. In March 2024, our approach was selected for a project by the Ministry of Economy, Trade and Industry (METI), resulting in rules that enable calculation and comparison aligned with the Ministry's published Carbon Footprint Guidelines. This initiative was recognized in January 2025 with the LCA Japan Forum\* Chairman's Award.

## Calculation of IT System Carbon Footprints

As more companies calculate, disclose, and work to reduce their GHG emissions, an increasing number are requesting more accurate emissions data from their suppliers. IT systems are no exception, and requests from clients for carbon footprint information from IT vendors are beginning to rise. At NTT DATA, we have started providing emissions data in accordance with our product-specific carbon footprint calculation rules for software\*, primarily to clients who support this initiative. By receiving actual emissions data instead of industry averages, clients can reflect their reduction efforts in disclosed emissions and develop concrete actions to reduce GHG emissions. Going forward, it is important to further embed these initiatives more broadly. NTT DATA will not only provide carbon footprint data but also promote measures to enhance clients' confidence,

including expanding the scope of calculation rules, enabling global coverage, and obtaining third-party certification.

\* The LCA Japan Forum has published rules in accordance with the Carbon Footprint Guidelines developed by METI and the Ministry of the Environment. These rules were developed through collaboration among major industry companies, including NTT DATA, NEC, Hitachi, Fujitsu, and NTT.

## Participation in SustainableIT.org and Governance Award

In addition to the Green Software Foundation, NTT DATA participates in SustainableIT.org as part of international initiatives on sustainable IT. SustainableIT.org is a platform where business leaders worldwide discuss governance frameworks for sustainable IT and share advanced knowledge and best practices. In September 2024, NTT DATA received the Governance Award at the SustainableIT Impact Awards 2024. This award recognizes leaders and organizations that have significantly contributed to IT sustainability, highlighting the NTT DATA Group's goal of achieving Net-Zero GHG emissions by 2040 and its promotion of R&D to reduce IT-related GHG emissions.





## Challenging Net-Zero across the Supply Chain

At NTT DATA, Categories 1 (purchased goods and services), 2 (capital goods), and 11 (use of sold products) account for approximately 70% of the total emissions in Scope 3. It is essential to enhance engagement with suppliers and collaborate with them to reduce GHG emissions across the entire supply chain. To achieve this, we are advancing the reduction of Scope 3 emissions by establishing environmental evaluation criteria for the procurement and selection of products and services, and by requesting suppliers to cooperate in addressing climate change.

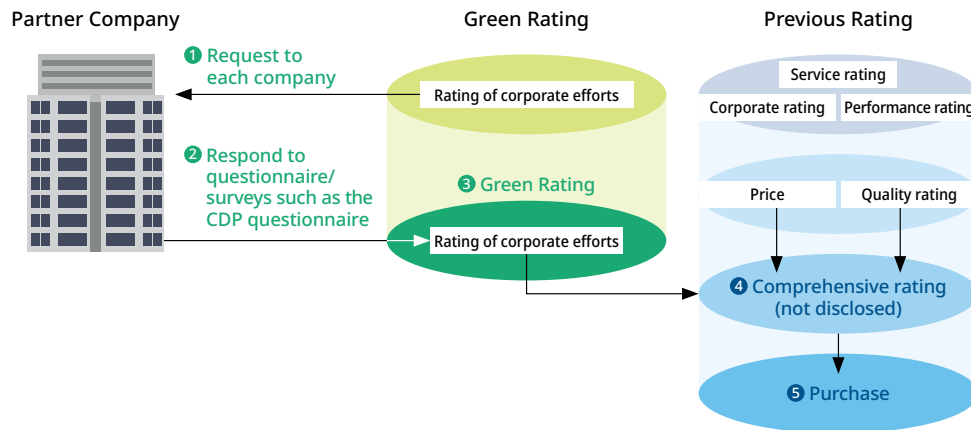
Group companies outside Japan are also working in coordination, tailored to their business characteristics, to reduce GHG emissions across the global supply chain.

### Green Purchasing

#### Assessments of Corporate Efforts and Products

To promote sustainability and ESG initiatives across the entire supply chain, NTT DATA has published the supplier code of conduct, the NTT DATA Group Guidelines for Sustainability in the Supply Chain, which clarifies the requirements for suppliers, along with specific environmental standards, the NTT Group Green Procurement Standards. Through these frameworks, we request that suppliers take action to reduce GHG emissions throughout the supply chain.

#### Mechanism to Evaluate a Supplier's Corporate Stance



In addition to price and quality, we evaluate corporate commitment to environmental issues and the environmental performance of products and services when procuring or selecting them. This includes assessing compliance with environmental regulations and efforts to reduce GHG emissions across the supply chain. Progress on GHG reduction initiatives is tracked using detailed, specific indicators.

#### Process of Managing Progress in Reducing GHG Emissions

Classification	Initiative Steps	Status of Initiatives
Formulation of an implementation plan	STEP 0 No response plan for climate change	Not started (no plan to be formulated in the future)
	STEP 1 Have an implementation plan within a year	Formulated a plan to implement within a year
Visualization	STEP 2 Visualization of Scope 1, 2	Tracked Scope 1, 2
	STEP 3 Visualization of Scope 3	Tracked Scope 3
Target setting	STEP 4 Set reduction targets	Established voluntary reduction targets
	STEP 5 Set reduction targets at SBT-approved levels	Established reduction targets that meet the SBT-approved level

#### Strengthen Green Procurement Initiatives to Reduce GHG Emissions

NTT DATA Group Corporation, NTT DATA, and Group companies in Japan implement green procurement measures suited to domestic business characteristics. In February 2022, to strengthen efforts to reduce GHG emissions across the supply chain, we formalized the NTT Group Green Procurement Standards, specifying evaluation criteria for suppliers and products, and established the Hardware Procurement Rules as a reference for hardware purchases.\* These rules are applied to about 80 Group companies in Japan. Purchases are required from hardware vendors that obtain SBT approval or publicly disclose GHG reduction targets and results at the SBT-approved level.

In addition, starting from fiscal 2023, we have initiated training sessions targeting all employees responsible for procurement across Group companies in Japan to promote awareness and understanding of green procurement principles.

<sup>i</sup> \* On the Establishment of the Hardware Procurement Rules (Japanese only)

## Supplier Engagement

### Main Initiatives to Achieve the SBT 1.5°C Target

NTT DATA monitors and analyzes suppliers' climate change initiatives. Since April 2022, we have been advancing these efforts as Japan's first premium member of the CDP's Supply Chain Program. In fiscal 2024, we requested responses to the CDP questionnaire from suppliers representing approximately 70% of NTT DATA's procurement spending, including hardware products and outsourced software development, and received responses from about 270 companies to assess initiatives by industry. Based on the analysis, we updated and distributed our proprietary guide, originally created in fiscal 2022, on calculating GHG emissions and setting reduction targets to further promote initiatives among outsourced software development suppliers. In recognition of these efforts, NTT DATA has been selected for the highest rating, Supplier Engagement Leader, in the CDP's Supplier Engagement Assessment for three consecutive years.

For suppliers in Japan, NTT DATA defines the top approximately 70% by procurement spending as key suppliers and supports their climate change initiatives through measures such as supplier briefings. In fiscal 2024, we held an online supplier briefing for roughly the top 80% of our suppliers in Japan, with about 200 companies participating. These briefings are held annually and include requests for cooperation on GHG reductions at SBT-approved levels and updates on social trends related to climate action. To support suppliers' initiatives, we also provided relevant information and GHG reduction guidebooks to around 440 companies targeted for the briefings as a follow-up.

In addition, we engage in regular discussions with suppliers that are making advanced efforts to provide low-environmental-impact products and solutions. By sharing the necessary information with NTT DATA Group Corporation, NTT DATA Japan Corporation, and Group companies in Japan, we are creating an environment that allows for procurement considerations—including green purchasing—based not only on pricing but also on environmental information, thereby promoting the reduction of GHG emissions on a product-by-product basis.

### Engagement with Suppliers

For key suppliers in Japan and outside Japan, we track their climate action efforts and discuss their challenges and GHG reduction plans aimed at achieving Net-Zero, thereby supporting their initiatives. Specifically, for suppliers that have already calculated their emissions and set reduction targets, we encourage them to reduce emissions both at the corporate level and for individual products. For suppliers that have not yet calculated their emissions, we request that they first undertake emissions accounting.

To promote climate action among suppliers in Japan, NTT DATA Group Corporation,

NTT DATA Japan Corporation, and Group companies in Japan engage business partners\* through initiatives such as partner appreciation gatherings, where senior management is encouraged to understand and support climate action efforts. We also hold workshops aimed at building a community of environmental officers from each business partner, providing explanations and group discussions based on our proprietary guide on GHG emissions visualization and target setting, to deepen understanding of climate initiatives. In addition, we identify challenges faced by each business partner through responses to CDP questionnaires and other sources, and support their efforts through participation in programs such as the Ministry of the Environment's Model Project for Promoting Decarbonized Management for SMEs Toward GHG Reduction Targets, as well as through one-on-one dialogue sessions. Through these activities, we continue to lead and support our business partners in advancing their climate action initiatives.



\* NTT DATA Group Corporation and NTT DATA Japan Corporation select contractors in Japan as business partners who are expected to provide ongoing support for our business operations, in order to jointly promote quality assurance activities for clients.





## Initiatives to Achieve Net-Zero through “Proposal, Implementation, and Outcomes”

NTT DATA supports our clients’ climate action efforts through the framework of “proposal, implementation, and outcomes.” By combining initiatives such as visualizing emissions, participating in rule-making, promoting energy savings and the use of renewable energy through digital technologies, and advancing sustainable IT, we help ensure that clients’ efforts are effective and translate into societal value and sustainable growth. Through this framework, we support our clients’ challenges and contribute to achieving Net-Zero across society.

	Proposal	Implementation	Outcomes
	Delivering forward-looking proposals to clients by leveraging our involvement in developing emission calculation rules, establishing common standards, and building ecosystems	Promoting cross-company and cross-industry initiatives by implementing solutions and IT systems that reduce environmental impact	Creating new systems and value through digital technology to drive solutions to social issues and sustainable development
<b>Visualizing environmental data and demonstrating its value</b> Quantify GHG emissions and environmental impacts to support corporate decision-making and transformation, accelerating the realization of a better global society	<b>Visualize GHG emissions</b> Achieving a decarbonized society requires making GHG emissions visible. C-Turtle® enables companies to easily check not only their own GHG emissions but also those of suppliers and investees. In addition, expert green consulting supports companies in developing medium- to long-term decarbonization plans. 	<b>Reduce GHG emissions</b> By leveraging digital technologies and integrating renewable energy and energy-saving measures into systems, GHG emissions are reduced. The AI-powered air-conditioning optimization service, HUCAST, predicts weather, indoor temperature and humidity, and human traffic to automatically adjust air conditioning. This reduces energy used for air conditioning by up to 50%, contributing to decarbonization while also generating cost savings. 	<b>Communicate the value of corporate efforts</b> The general-purpose C-Turtle® has already been implemented by more than 3,000 companies, and C-Turtle® FE for financial institutions has been adopted by more than 20 financial institutions. By making GHG emissions and reduction initiatives visible—including those of business partners and investees—these tools enable companies to showcase their efforts as social value. 
<b>Platform for connecting data</b> Safely share environmental data to promote a circular economy and create a future-oriented society	<b>Build an ecosystem for a circular economy</b> Creating a society where resources circulate requires a system for securely sharing data between companies. Leveraging accumulated know-how, we provide end-to-end support for intercompany data integration, from consulting to solution implementation. We also engage in providing common technologies and participating in global advocacy activities.	<b>Cross-industry ecosystem for electric vehicle batteries</b> As the first initiative of the Ouranos Ecosystem, we built a data-sharing platform that enables related companies to exchange carbon footprint information for electric vehicle batteries. In collaboration with automotive industry associations and government bodies, we established a system that allows data to be shared safely and securely.	<b>Securely connect data to help achieve a circular economy</b> Our EV battery data platform initiative was highly evaluated and received the Prime Minister’s Award*1. We have also begun developing a Chemical and Circular Management Platform (CMP)*2 for sharing chemical substance information. Going forward, we will expand these efforts to other fields and contribute to creating a society where resources circulate across industries.
<b>Sustainable IT</b> Minimize environmental and social impact, and achieve a sustainable digital society through IT energy savings and optimization	<b>Establish rules and common standards for Sustainable IT</b> The use of IT and software has a significant environmental impact due to GHG emissions associated with electricity consumption. NTT DATA participates in the Green Software Foundation to promote the adoption of sustainable IT. We are developing and standardizing methods to evaluate emissions from software use (Software Carbon Intensity, SCI) with the aim of enabling global application. 	<b>Sustainable IT aimed at reducing environmental impact during software use</b> NTT DATA promotes sustainable IT across all stages of system development, from requirements definition to operation. Using SCI, we provide solutions to analyze emissions. In addition, we identify inefficiencies in IT systems and support optimization and improvement efforts.	<b>Contribute to a decarbonized society by promoting Sustainable IT</b> As part of its sustainable IT initiatives, NTT DATA implemented GHG emissions visualization and analysis solutions for Intesa Sanpaolo, Italy’s largest bank. Emissions were reduced in approximately 70% of applications, contributing to the realization of a decarbonized society through sustainable IT. 
<b>Green Data Center</b> Realize environmentally friendly, energy-efficient data centers through renewable energy and advanced technologies	<b>Consulting services to support clients in creating green data centers</b> With the rapid adoption of AI and cloud technologies, data center electricity consumption is increasing, leading to higher GHG emissions and other environmental impacts. Leveraging our operational expertise and track record in energy efficiency and renewable energy adoption for decarbonization, we provide consulting services to support clients in implementing green data centers. 	<b>Realize green data centers by integrating technology and operations</b> At both our own and our clients’ data centers, we implement various measures to reduce environmental impact. By combining electricity and heat usage visualization, AI-based automatic air-conditioning control, server cooling technologies, energy-saving measures, and renewable energy, we achieve comprehensive data center greening. 	<b>Environmental impact reduction achieved through advanced data center operations</b> By enhancing the operation of clients’ data centers, we have realized reductions in environmental impact. In India, the adoption of liquid cooling improved data center power usage effectiveness (PUE),*3 while in Germany, waste heat from servers has been reused for nearby heating and hot water supply, contributing to reductions in GHG emissions.
<b>Syntphony Sustainability</b> Support the measuring environmental impact and achieving Net-Zero Goals through an asset-based platform	<b>“Beyond Net Zero” and “Smart Solutions”</b> NTT DATA Inc. offers clients the Syntphony Sustainability platform, which consists of two assets: Beyond Net Zero and Smart Solutions. The platform measures corporate emissions, impacts on natural capital, and carbon footprints, while supporting the development and implementation of measures to achieve Net-Zero targets.	<b>Advance decarbonization through AI and digitalization to enable smarter decision-making</b> “Syntphony Beyond Net Zero” calculates carbon footprints in real time using AI and digitizes decarbonization, environmental credit management, and natural capital management. “Syntphony Smart Sustainability” uses AI to efficiently manage water, energy, mobility, and value chains, supporting decision-making through real-time automation.	<b>Reduce environmental impact and create social value</b> By leveraging Syntphony Sustainability, ESG data accuracy has improved by more than 50%, and GHG emissions have been reduced by more than 30%. It also contributes to enhancing citizen satisfaction, EV charging management, water resource efficiency, and value chain traceability.

\*1 Received the Prime Minister’s Award at the 54th Japan Industrial Technology Awards, hosted by Nikkan Kogyo Shimbun.

\*2 NEDO “Project for the Development and Pilot of a Data Sharing System to Realize the Ouranos Ecosystem,” a chemical substance information traceability management system.

\*3 An indicator that measures the power usage efficiency of data centers.



## Information Disclosure Based on the TCFD

In March 2021, we expressed our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and have since advanced cross-organizational climate initiatives while enhancing transparency in our external activities. We regard addressing climate change as a key management priority and analyze and assess climate-related risks and opportunities in line with the TCFD framework. We continue to examine longer-term climate risks and opportunities as we work to strengthen our disclosures.

### TCFD Recommendations, Activity Summary

TCFD Recommendations	Recommended Disclosure Content	Activity Summary
<b>Governance</b> Organizational governance around climate-related risks and opportunities	a) The board's oversight of climate-related risks and opportunities	<ul style="list-style-type: none"> <li>Established six subcommittees by theme within the Sustainability Committee, which meets twice a year in principle to discuss and report to the Board of Directors</li> <li>Formulated strategies and conducted monitoring through the Sustainability Committee under the supervision of the Board of Directors and the leadership of the Representative Director and President</li> </ul>
	b) Management's role in assessing and managing climate-related risks and opportunities	
<b>Strategy</b> Actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	a) Climate-related risks and opportunities the organization has identified over the short, medium, and long term	<ul style="list-style-type: none"> <li>Identified particularly important short-term, medium-term, and long-term climate-related risks and opportunities based on scenario analysis, analyzing the impacts on business strategy and operations due to transition risks related to reputational decline, disaster risks, and increased demand for sustainability-related services</li> <li>Implemented measures for each risk and opportunity to reduce risks and maximize opportunities, while calculating the costs of these measures and organizing the financial impacts</li> <li>Conducted scenario analysis, primarily focused on scenarios ranging from 1.5°C to 4°C</li> <li>Conducted a Company-wide scenario analysis workshop and created four quadrants of scenarios based on the results of external trend analysis through 2050</li> </ul>
	b) Impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	
	c) The resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	
<b>Risk Management</b> How the organization identifies, assesses, and manages climate-related risks	a) The organization's processes for identifying and assessing climate-related risks	<ul style="list-style-type: none"> <li>Evaluated climate-related risks relative to other types of risks in the Internal Control Committee using two axes: degree of impact and likelihood of occurrence, defining them as one of the major Company-wide risks</li> <li>Risk management is carried out by the subcommittees of the Sustainability Committee—"Greenhouse Gas Reduction and Environmental Management," "Sustainability Business," and "Supply Chain Management"—and is overseen by the Internal Control Committee together with other risks, enabling integrated, Company-wide management</li> </ul>
	b) The organization's processes for managing climate-related risks	
	c) How processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	
<b>Metrics and Targets</b> Metrics and targets used to assess and manage relevant climate-related risks and opportunities	a) The metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	<ul style="list-style-type: none"> <li>Developed the NTT DATA NET-ZERO Vision 2040 in fiscal 2023 for risk management, aiming for Net-Zero emissions by 2040, and based on this vision, set medium- and long-term reduction targets for GHG emissions, including Scope 1, 2, and 3 emissions, and conducted measurement activities</li> <li>Conducted assessment of climate-related opportunities using indicators such as the progress of sustainability-related offerings and social contribution activities, with performance linked to remuneration</li> </ul>
	b) Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	
	c) The targets used by the organization to manage climate-related risks and opportunities and performance against targets	

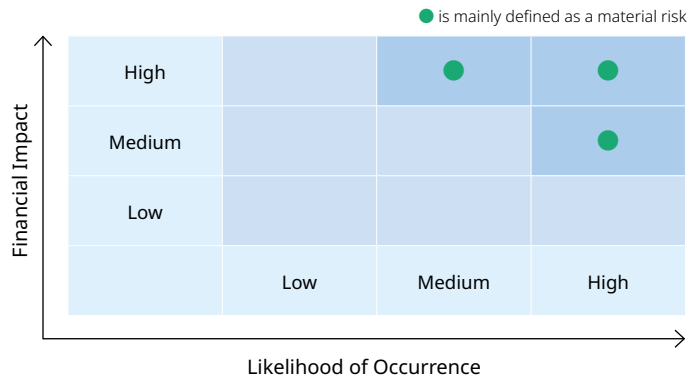
## Prioritization of Risks

The Internal Control Committee, chaired by the Representative Director and Senior Executive Vice President, who also serves as the NTT DATA Group's CFO, defines key financial or strategic risks to our business operations.

In prioritizing key risks, approximately 100 candidate risks were plotted on a matrix with two axes—impact (high, medium, low) and likelihood (high, medium, low)—to identify major risks. In fiscal 2022, these were discussed at the Board of Directors, and climate change risks were defined as a key risk.

In addition, the evaluation of climate change risks and opportunities is based on scenario analysis. Given that climate-related risks and opportunities have a longer time horizon than other significant risks, they are assessed not only by the Internal Control Committee but also by the Sustainability Committee from medium- to long-term perspectives.

### Matrix of Material Risk Selection





## Climate Change Risks and Response

Risk

1

Time horizon: Short term

### Loss of reputation due to delayed responses

[Transitional risk: Reputational]

#### Assumed business and financial impacts

In recent years, various regulations are anticipated globally due to the growing trend toward environmental consideration, and companies' attitudes toward sustainability have increasingly influenced the decision-making of stakeholders, including consumers. If companies delay in responding to investor demands for climate-related information disclosure or fail to adequately implement GHG emission-reduction initiatives, they might face a decline in stakeholder trust, which could result in decreased revenue.

#### Financial impact

If our data centers lag in addressing climate change, leading to reduced trust and evaluation from clients, the data center business could experience decreased revenue. Assuming an impact of approximately 1% on fiscal 2024 data center net sales of ¥377.8 billion, the estimated revenue effect would be ¥3.8 billion.

#### Measures and costs

##### ► Initiatives for external communication on climate change

To share the Group's climate change initiatives with stakeholders, we continuously communicate through our Group website and sustainability reports. As the costs associated with these initiatives are currently minimal, they are omitted from this section.

Risk

2

Time horizon: Short term

### Data center shutdown due to abnormal weather

[Physical risk: Acute]

#### Assumed business and financial impacts

The physical risks associated with extreme weather events, such as severe typhoons and sudden heavy rainfall, can be significant, leading to disasters such as flooding. As a globally prominent data center operator, we regard our data center business as a key area for medium- to long-term business foundation, with continuous growth expected in the future. We also own data centers located in high-risk areas to meet client demands, which pose physical risks of operational shutdown in the event of extreme weather occurrences.

#### Financial impact

Some of our data center sites are located in areas identified as high risk in the IPCC Sixth Assessment Report. However, we are implementing various measures, including hazard mapping, to ensure business continuity. Assuming a disaster affects three of our approximately 140 data center sites for five days, the estimated revenue impact would be ¥100 million.\*

\* Based on fiscal 2024 data center net sales of ¥377.8 billion × (3/140 sites) × (5/365 days) ≈ ¥100 million

#### Measures and costs

##### ► Strengthen data center resilience

When constructing data centers, we incorporate designs that consider natural disaster risks such as flooding. The costs associated with these measures are included in the overall capital expenditures for data centers. In fiscal 2024, capital expenditures for the data center business totaled ¥413.0 billion.

Risk  
3

Time horizon: Long term

**Increase in costs due to carbon pricing (e.g., carbon tax)**

[Transition risk: Regulations]

**Assumed business and financial impacts**

With the rapid expansion of IT use, including digital transformation and generative AI, energy consumption in our data center business is rising. Should carbon pricing (carbon taxes) be introduced in the countries or regions where our data centers operate, costs could increase.

**Financial impact**

It is anticipated that achieving Net-Zero by 2050 will become a societal consensus globally, leading to increased regulatory and legal demands for companies to comply with carbon pricing. Assuming that carbon pricing applies to all GHG emissions from our data center business, there is a risk of additional costs of ¥6.0 billion based on projected GHG emissions\* in fiscal 2027.

\* The projected fiscal 2027 emissions were calculated by assuming that Scope 1 and Scope 2 emissions will grow in proportion to the forecast 1.7x increase in data center EBITDA from fiscal 2023 to 2027. The difference between these projected emissions and the fiscal 2027 target was multiplied by the carbon price for advanced economies in the IEAs Net-Zero by 2030 scenario (USD 140/t-CO<sub>2</sub>e) to estimate the carbon pricing cost.

Net Zero by 2050

World Energy Outlook 2024

**Measures and costs****▶ Energy-saving measures for data centers**

At our data centers, we are introducing AI-controlled air-conditioning systems to reduce environmental impact and improve energy efficiency. Real-time monitoring of indoor conditions is conducted using temperature and humidity sensors installed in server rooms. High-temperature areas identified at the server level are targeted for focused cooling, optimizing air-conditioning and reducing power consumption.

**▶ Introduction of renewable energy**

By promoting the adoption of renewable energy, we plan to achieve Net-Zero emissions for our data centers by fiscal 2030 and for our offices by fiscal 2035.

Across NTT DATA, we have sourced renewable energy for 62% of total electricity consumption, an 8% increase compared with the previous fiscal year. In addition, we are actively expanding the use of offsite physical corporate Power Purchase Agreements (PPAs) for renewable energy.

In Japan, as part of our plan to increase renewable energy use in data centers and offices, we signed an offsite physical corporate PPA\* in March 2024 to supply renewable energy to our Mitaka Data Center EAST, and began introducing PPA-sourced renewable energy in August 2024. Furthermore, during fiscal 2025, we plan to introduce green power directly to this data center, effectively converting all electricity use to 100% renewable energy and accelerating efforts to achieve a Green Data Center®. We also plan to transition all electricity used at our 13 data center sites in Japan to 100% renewable energy by fiscal 2025.

In addition, we are conducting a pilot test by installing film-based perovskite solar panels on the building's exterior walls to verify power generation efficiency and GHG reduction effects. Moving forward, we aim to expand the installation of these panels on the exterior walls of data centers and offices to promote local production and consumption of renewable energy and broader adoption.



Mitaka Data Center EAST

\* An offsite physical corporate Power Purchase Agreement (PPA) refers to a long-term electricity purchase agreement in which a company buys renewable energy at a fixed price from a retail electricity provider. The electricity is supplied from a power generation facility located away from the demand site through a general transmission and distribution network, ensuring 30-minute real-time matching of supply and demand, with the provider delivering both the electricity and its environmental benefits to the client.

**Costs**

We are reducing GHG emissions by improving energy efficiency and expanding the use of renewable energy in our data centers and offices. The associated costs are duly recognized and sustained as part of our continuous commitment to sustainable business operations.

## Opportunities Related to Products and Services

Opportunity  
**1**

Time horizon: Short term

### Increasing needs to create sustainability-related offerings

#### Business and financial impacts

With the increasing demand for the disclosure of sustainability information, companies are required to visualize GHG emissions through their supply chains and create new business opportunities and operational transformations to mitigate climate change. The investments in systems and related areas that accompany these changes could lead to business opportunities for NTT DATA. We define “sustainability-related offerings” as services and systems for sustainability in general, including climate-related solutions, and have identified the creation of such offerings as a strategic domain in the current medium-term management plan.

As our clients accelerate their decarbonization efforts and sustainability-related businesses expand across various industries, we expect to generate new sustainability-related offerings leveraging our digital technologies, leading to increased net sales.

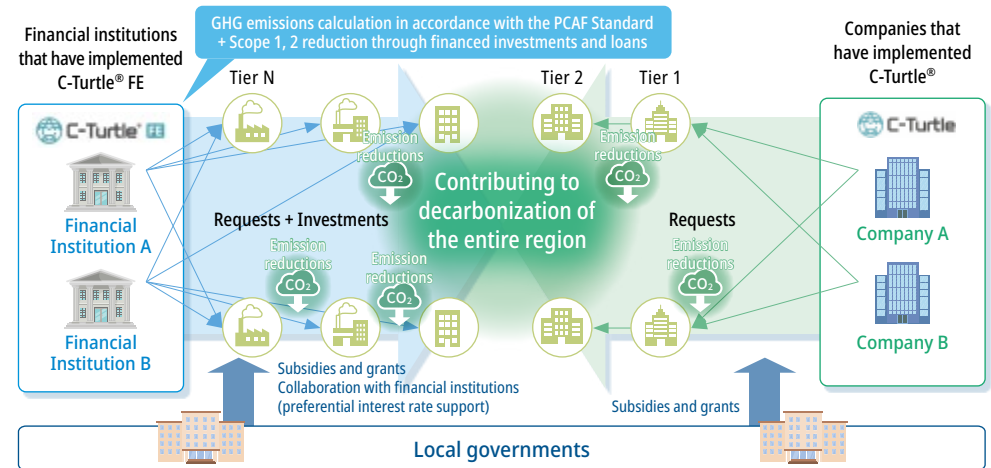
#### Strategies and costs

##### ► GHG emissions calculation solution for financial institutions

We support clients across various industries in visualizing, reducing, and disclosing their GHG emissions. One example of our sustainability-related offerings is C-Turtle® FE, a GHG emissions calculation solution for financial institutions and their investee companies. This solution complies with the PCAF Standard, the international benchmark for financial institutions, and helps investees visualize and reduce their GHG emissions. By implementing C-Turtle® FE, financial institutions can leverage primary data from their investees to calculate high-quality Scope 3 emissions that reflect both the emissions associated with investments and loans and the reduction efforts undertaken. The solution has already been adopted by more than 20 financial institutions, including Kyoto Financial Group, The 77 Bank, Ltd., and Concordia Financial Group, Ltd. Looking ahead, we will work with additional regional financial institutions to support the visualization and reduction of financed emissions from their investee companies through C-Turtle® FE. Through these efforts, we aim to expand decarbonization initiatives among regional companies to local communities, contributing to achieving carbon neutrality across entire regions.

At the same time, we are promoting services with a view to global expansion. To grow our sustainability-related offerings, we are developing various visualization platforms and training engineers. We are also investing in initiatives that combine advanced technologies with social challenges to create new businesses.

### Concept for Achieving Regional Decarbonization and Supply Chain Emission Reduction through C-Turtle® FE (Financial Institutions)



##### ► Comprehensive decarbonization support services

In response to the increasing demands for sustainability disclosure and for visibility of GHG emissions across entire supply chains, companies are being called upon to create new businesses and transform their operations. NTT DATA supports clients in meeting these societal expectations and advancing their decarbonization journeys.

As one example, NTT DATA assisted Hapimag, a sharing community for holiday apartments, in its decarbonization project. Hapimag engaged NTT DATA to better understand its current carbon footprint and find ways to reduce carbon emissions, in line with standards set out by the Greenhouse Gas (GHG) Protocol, the 2015 Paris Agreement, and the organization’s own sustainability strategy. In response, NTT DATA calculated its Scope 1 and 2 corporate carbon emissions, developed a carbon calculator tool to be integrated with PowerBI for automation, conducted energy audits across Hapimag’s 54 resorts and company headquarters and recommended mitigation measures, built a tool to visualize the parameters analyzed (energy savings, carbon emission savings, and financial impact), and carried out a high-level Scope 3 analysis.

These efforts resulted in the identification of 35 concrete and feasible mitigation measures and more than 400 facility-specific actions. Furthermore, using the GHG Protocol and the CRREM (Carbon Risk Real Estate Monitor) framework—an international decarbonization standard for the real estate sector—NTT DATA proposed a wide range of mitigation measures including equipment upgrades, electrification, renewable energy adoption, and building insulation improvements.

Opportunity  
**2**

Time horizon: Short term

## Increasing demand for resilient data centers that contribute to decarbonization

### Business and financial impacts

In recent years, the frequent occurrence of extreme weather events and growing societal demands for decarbonization have increased the need for companies to strengthen the resilience of their IT infrastructure while maintaining environmental responsibility. In addition, as the use of generative AI rapidly advances, demand for cloud platforms that support massive computational workloads is expected to expand, further increasing the need for our data center services.

Our data centers offer not only a robust infrastructure foundation but also high energy-efficiency performance, providing services that combine reliability with environmental responsibility. In addition, we have announced our commitment to achieve Net-Zero Scope 1 and Scope 2 GHG emissions in our data centers by 2030, accelerating efforts toward realizing a sustainable society. Through these initiatives, business opportunities for our data center operations are expected to expand.

### Financial impact

In addition to the increasing frequency of extreme weather events such as typhoons and localized heavy rainfall, growing demands for decarbonization are expected to drive the adoption of energy-saving measures through shared usage and equipment consolidation, as well as the introduction of renewable energy. This is anticipated to increase demand for data center services that are both resilient and contribute to decarbonization. Data center business net sales for fiscal 2025 are projected at ¥544.0 billion.

### Strategies and costs

#### ▶ Active investment in the data center business

From fiscal 2023 to 2027, we plan to actively invest more than ¥1.5 trillion in our data center business. In fiscal 2024, we began offering approximately 380 MW of new capacity, mainly in North America, bringing the total global capacity to 1,500 MW.

## Metrics and Targets

### (Management Metrics and Targets for Climate-Related Risks and Opportunities)

Metrics and targets set for climate-related risk management and opportunity-related strategies are below.

Metrics Category	Metrics, Targets, Results, etc.
GHG emissions	<p>Metrics: Scope 1, 2, and 3 emissions Targets: GHG emissions</p> <p>Medium term: Make the following reductions by FY2030 compared with FY2021. Scope 1, 2: Reduce by 68% (SBT1.5°C level) Scope 3: Reduce by 42% Note: SBT approved</p> <p>Long term: Achieve Net-Zero by FY2040 (Scope 1, 2, and 3) Achieve Net-Zero for Scope 1 and 2 by 2035 Note: SBT approved</p>
Internal carbon price	<p>¥21,000/t-CO<sub>2</sub>e (from April 1, 2025) Note: Unified price across the NTT Group</p>
Remuneration	<p>Implementing the following performance-linked remuneration:</p> <ol style="list-style-type: none"> <li>For non-Audit and Supervisory Committee directors (excluding outside directors), remuneration is partly linked to the evaluation of progress in achieving GHG emission-reduction plans.</li> <li>For employees, bonuses are partly linked to the evaluation of progress in promoting sustainability-related offerings and social contribution activities (applicable for fiscal 2022–2024).</li> </ol>





## Climate Change Scenario Analyses

### ► Reasons for Conducting Scenario Analyses and Setting Boundaries and Time Horizons

#### Scenario identification

We conduct scenario analyses with the aim of understanding the impacts of climate change on our business and evaluating the resilience of our strategies to climate-related risks and opportunities.

We started scenario analyses in fiscal 2018 and have since expanded the boundaries and time horizons in a step-wise manner. In fiscal 2022, our analyses focused on the 1.5°C scenario, in which a transition to a low-carbon economy is made based on the Paris Agreement, and the 4°C scenario, in which climate change measures are not implemented beyond what is currently planned.

We used IPCC reports and the IEA's World Energy Outlook (WEO) as the main inputs for examining the scope of the projected future world and analysis documents issued by the USEPA\*<sup>1</sup>, EEA\*<sup>2</sup>, and MOE\*<sup>3</sup> as reference. For scenarios, we adopted the SSP5-8.5 scenario (no climate change action) cited in Working Group I of the IPCC's Sixth Assessment Report, the SSP1-1.9 scenario (1.5°C), the IEA's Sustainable Development Scenario, and the IEA's Net-Zero Emissions by 2050 Scenario, then assessed the potential impact on our business and value chain.

\*1 USEPA (United States Environmental Protection Agency) is a federal government administrative agency in the United States with the mission to protect human health and the environment.

\*2 EEA (European Environment Agency) is an agency of the European Union that delivers knowledge and data to support Europe's environment and climate goals.

\*3 MOE (Ministry of the Environment of Japan)

#### Boundary (target range)

NTT DATA operates in Japan across three sectors: Public & Social Infrastructure, Financial, and Enterprise. Globally, we have established operations in numerous countries, and it is anticipated that all our clients and suppliers in each sector will be affected by climate-related factors. For this reason, we have defined a boundary of "all businesses and

their associated value chains" to identify risks and opportunities and assess their financial impacts.

#### Time horizon

For time horizon, we selected the long-term period up to fiscal 2050 to meet the expectations of clients, shareholders, society, and other stakeholders who demand a long-term vision for climate change in line with the Paris Agreement, given the nature of NTT DATA as a provider of systems that supports the foundations of society. As an intermediate point, we have set a medium-term horizon up to fiscal 2030, which coincides with the SBT target setting.

### ► Results of Scenario Analysis

We used two main scenarios to provide a detailed assessment of climate-related risks and opportunities. The first is the SSP1-1.9 scenario, which keeps the temperature rise below 1.5°C under sustainable development, and the other is the SSP5-8.5 (maximum emissions) scenario that assumes continued dependence on fossil fuels and no climate policy. While setting targets based on the SSP1-1.9 scenario, we also identified climate-related risks under the SSP5-8.5 scenario and are planning and implementing countermeasures. We are including the IEA STEPS scenario within SSP2-4.5 in our analysis, but we prioritize analyzing the SSP1-1.9 and SSP5-8.5 scenarios. This is because the latter scenarios are expected to have a greater impact on our risks and opportunities, as they involve implementing climate change policies under assumptions of temperature rise at intermediate levels.

#### SSP1-1.9 scenario analysis

In the SSP1-1.9 scenario, we assessed that promoting renewable energy deployment in our data centers and offices globally would reduce both the financial risk of current and long-term carbon pricing and the risk of

reputational damage due to insufficient response to climate-related investor requests in all segments of NTT DATA. The results of this assessment will be reflected in our overall climate strategy. Through energy conservation and the realization of Net-Zero through the introduction of renewable energy, we plan to achieve Net-Zero in service use at our data centers by fiscal 2030 and at our offices and other facilities by fiscal 2035. Furthermore, based on the results of scenario analysis, in May 2023, we accelerated NTT DATA's long-term goal of achieving Net-Zero emissions, moving the target year from 2050 to 2040, a decade ahead.

We also deemed the creation of sustainability-related offerings (such as IT services and systems) linked to social systems and regulations in the SSP1-1.9 scenario to be important. To ensure access to advanced technologies, we will invest in joint R&D with external innovators, as well as technical support, pre-sales activities, and training of engineers. In addition, we will invest in sustainability-related market research, new business model studies, and the development of IT technology-based infrastructure so that we can create new businesses that apply advanced technologies to social issues.

We expect demand from clients for climate-related consulting services to increase alongside the growing need to develop climate change strategies and reduce emissions in corporate management and business. With this in mind, we are working to provide consulting services by creating templates of our data collection process, calculation methodologies, and data utilization methods. We are also strengthening the development and acquisition of talent to support our climate change-related consulting business. Based on the results of scenario analysis, we plan to increase investments in sustainability-related offerings from fiscal 2023 to fiscal 2025.

## Climate Change Scenario Analyses

### SSP5-8.5 scenario analysis

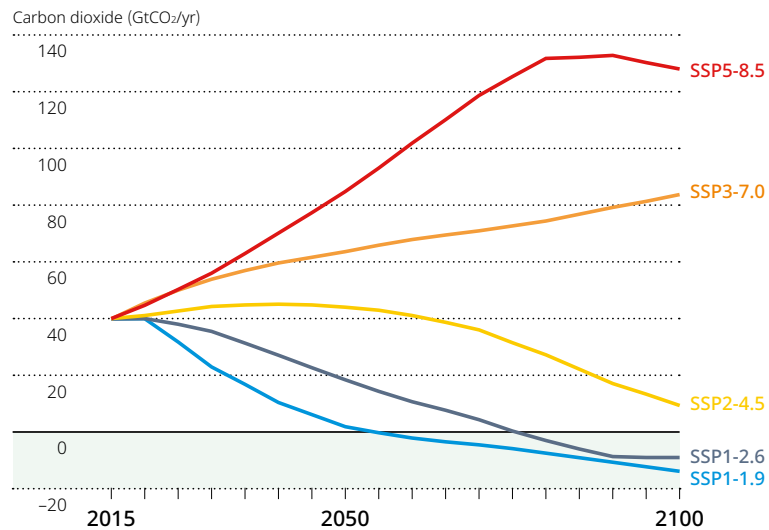
In the SSP5-8.5 scenario, we assessed the impact on net sales at a slightly higher level due to the risk of increasing abnormal weather events and the resulting social and economic damage and a decline in business profit of clients. In our three focal areas in Japan—Public & Social Infrastructure, Financial, and Enterprise—where precipitation is on the rise, we assessed that frequent typhoons and sudden heavy rains will increase the risk of flooding at data centers and offices.

On the other hand, because clients need to address the same risks, we see opportunities from increased demand for our cloud and shared-use services, in which we employ hazard countermeasures and data loss countermeasures with double redundancy.

As of August 2021, we made the decision to establish data centers equipped with resilience features to reduce physical risks and commenced service deployment in June 2023.

Based on the results of scenario analysis, we have been actively investing in resilient data center services since fiscal 2023.

### Impact of Climate Change Scenarios on the Group



#### SSP5-8.5 Worldview

- Global average temperature increase of 1.9–3.0°C (2041–2060)
- Extreme temperature event that occurred once in 10 years occurs 5.6 times more:
  - ▶ Once in two years or more
- Extreme temperature event that occurred once in 50 years occurs 13.9 times or more:
  - ▶ Once in 5 years or more
- Extreme weather events become more extreme (e.g., fewer but more intense typhoons)

#### SSP1-1.9 Worldview

- Global average temperature increase of 1.2–2.0°C in 2041–2060 (1°C increase at present)
- Extreme temperature event that occurred once in 10 years occurs 2.8 times more:
  - ▶ Once in 5 years or more
- Extreme temperature event that occurred once in 50 years occurs 4.8 times more:
  - ▶ Once in 10 years
- Exceeds 1.5°C around 2030 but declines to below 1.5°C

References: IPCC, 2021 Summary for Policymakers. In: Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change  
 SSP (Shared Socioeconomic Pathways): Five scenarios showing future social and economic changes along two axes (climate change mitigation measures and adaptation difficulties)





# Circularity

**Toward the transition to a circular economy, which is a global trend, we will work on efficient and circular use of resources. We will also work on the transition to a circular economy for the entire society through solutions.**

## Basic Policy

A global transition to a circular economy—addressing resource depletion through the effective use of resources, while contributing to climate change mitigation and biodiversity conservation—is increasingly required. As an IT company, we strive to reuse and recycle the IT equipment we use. In particular, we position IT and digital technologies as part of the circular economy, and by providing services that leverage blockchain, AI, IoT, and other technologies, we aim to minimize waste generation and contribute to a society where resources are used and circulated sustainably.

## Our Initiatives for Resource Circulation

### Promoting Circular Use of IT Equipment

As an IT service provider handling IT equipment, NTT DATA launched an IT equipment reuse scheme within NTT DATA Japan Corporation in January 2025 to further promote the reuse and recycling of IT equipment that is no longer in use through business activities. The scheme centralizes equipment resale processing, which had previously been handled individually by each business unit, streamlining the process through a unified approach. By reducing the workload for each business unit, we can promote reuse and recycling more efficiently than through industrial waste processing, contributing both to reducing our own waste and to advancing the circular economy.

In fiscal 2024, combining the above reuse scheme with other existing schemes, we reused and recycled approximately 7,700 IT devices, contributing to a reduction of more than 15,000 kg of electronic waste. We are also exploring the expansion of these initiatives to our operating companies outside Japan.

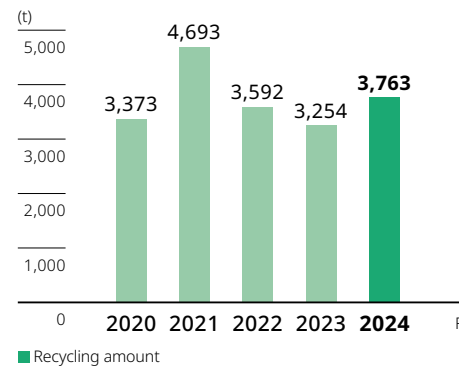
## Waste Reduction

NTT DATA Group Corporation, NTT DATA Japan Corporation, and Group companies in Japan are continuing initiatives such as outsourcing waste disposal to vendors with higher recycling rates, in line with the NTT Group's materiality targets, to achieve a waste recycling rate of 99% or higher (including thermal recycling) by 2030. Waste recycling in fiscal 2024 was as follows.

- General and industrial waste: 99%
- Construction waste: 95%

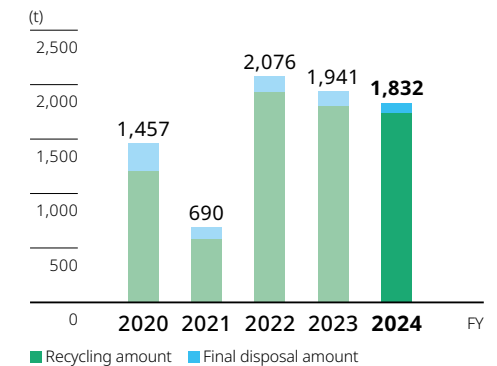
### Office Waste\*

(Waste generated from offices and data centers)



### Construction Waste

(Waste generated from construction and demolition of the Company's own buildings)



\* The quantities for final disposal and amount reduced are too minor to be displayed on the graph.

## Compliance with the Act on Promotion of Resource Circulation for Plastics

NTT DATA Group Corporation, NTT DATA Japan Corporation, and Group companies in Japan are actively working to reduce industrial waste from plastic products and promote their recycling. In April 2024, we signed a basic agreement with Circular Pet Co., Ltd. (hereinafter “Circular Pet”), to promote the horizontal recycling of used PET bottles generated through our business activities. Circular Pet has the technology to recycle used PET bottles, including caps and labels that are normally difficult to recycle, back into PET bottle raw materials. From fiscal 2024, used PET bottles collected from the NTT DATA Dojima Building, where NTT DATA KANSAI Corporation is located, have been supplied to Circular Pet, contributing to the promotion of horizontal recycling of PET bottles. In fiscal 2024, approximately 500 kg of used PET bottles were recycled, reducing waste and lowering the environmental impact associated with new production.

We will continue to reduce waste and contribute to the realization of a circular society where the value of products and services is continuously circulated.

 [Conclusion of a Basic Agreement on the Supply of Used PET Bottles for Horizontal Recycling \(Japanese only\)](#)

## Proper Management of Hazardous Materials

NTT DATA Group Corporation, NTT DATA Japan Corporation, and Group companies in Japan comply with all relevant laws, including the Waste Management and Public Cleansing Act, to appropriately manage and dispose of specially controlled industrial waste, such as PCB-containing products and other designated hazardous industrial waste. Since fiscal 2013, in accordance with the PCB Special Measures Law and guidance from relevant government ministries, they have been carrying out the planned disposal of PCB waste.

## Donation of Surplus Emergency Food to Volunteer Organizations

NTT DATA organizes and manages emergency food supplies internally and donates surplus items resulting from product rotation or replacement to volunteer organizations. In fiscal 2024, the donations were as follows:

- Donated 3,971 meals to Second Harvest Japan, a specified nonprofit organization.





## Promoting a Circular Economy through Co-Creation with Clients

We leverage our digital technologies to advance the circular economy for clients and society as a whole, including initiatives such as building supply chain systems using blockchain and enhancing industrial waste management through AI and IoT.

In addition, drawing on our expertise in data utilization and experience in building and operating cross-industry data-sharing platforms, we are working to implement data-sharing infrastructures across various countries and industries. In Japan, we have launched a traceability platform for storage batteries and are developing a chemical substance traceability management system. By securely and seamlessly connecting upstream and downstream supply chains, these platforms enable companies to share material information and promote the use of recycled materials, contributing to the circular use of resources. These platforms conform to the Ouranos Ecosystem led by the Ministry of Economy, Trade and Industry and are being promoted as initiatives that span companies and industries.

### SAF\* Supply Chain Platform to Enable a Circular Economy

The aviation industry is a significant emitter of GHGs and is under strong pressure to achieve carbon neutrality. One key solution is sustainable aviation fuel (SAF), which can substantially reduce GHG emissions compared to conventional jet fuel. Although the development and production of domestically produced SAF are being promoted at the national level in Japan, challenges remain in lowering production costs and securing stable feedstock supply. Moreover, it is necessary to build a supply chain that considers the marketing of co-products such as biodiesel and naphtha, and to establish information-sharing and inspection systems that make it easier to obtain relevant certifications.

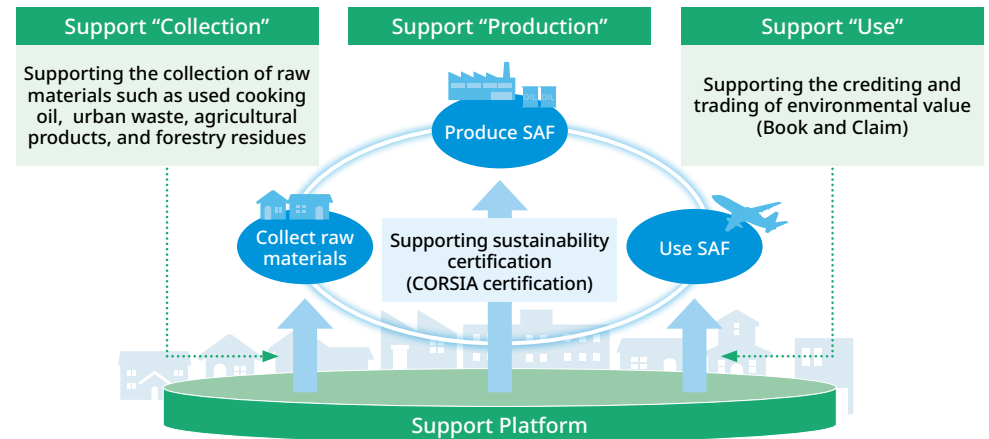
To tackle these challenges, we are developing an integrated system that manages everything from raw material procurement to refining and sales, ensuring consistent quality throughout. In particular, by utilizing locally generated waste cooking oil and establishing a “locally sourced, locally consumed” supply chain that completes procurement, production, and consumption within the region, we aim to reduce environmental impact through shorter transportation distances while also stimulating the local economy. Moreover, we are creating a digital platform that connects all stakeholders—including upstream suppliers, airlines, feedstock producers, and collectors—on a single system, enabling seamless cross-process integration. This platform is designed to increase transparency across the entire supply chain and support the acquisition and maintenance of necessary certifications.

To achieve this, we are conducting evaluations, analyses, and effectiveness assessments

of early-stage domestic\* production at multiple demonstration sites, including the Aichi Prefecture Decarbonization Project launched in January 2025. Through these efforts, we aim to accelerate real-world implementation and, over time, expand similar models globally—particularly across Asia—contributing to both a circular economy and carbon neutrality.

\* SAF (Sustainable Aviation Fuel): A sustainable aviation fuel used by the aviation industry to reduce environmental impact. It is primarily produced from renewable resources or waste, and significantly lowers CO<sub>2</sub> emissions compared to conventional fossil fuels.

*i* Selected as part of the Aichi Prefecture decarbonization project for the development of a locally sourced, locally consumed SAF supply chain | NTT DATA GROUP (NTT DATA Sustainability Report Case Book)





# Water Management

As the supply and demand gap for fresh water widens, we will work on water management particularly in high-risk areas. We will work on water risk management such as cooling and humidity in data centers. We will also contribute to improving water management of customers through solution.

## Basic Policy

To conserve water resources and promote their sustainable use, it is essential to understand the interplay between economic and corporate activities and implement water management tailored to regional and business characteristics. We recognize efficient water management in our data center business as materiality and advance sustainable practices. By introducing technologies in data center cooling systems that reduce water consumption and improve water efficiency, we strive to minimize resource use. We also identify and assess facilities in high water-stress regions and implement measures to mitigate environmental impact. Furthermore, through support for our clients leveraging AI, IoT, and other technologies, we contribute to the conservation and sustainable use of water resources.





## Information Disclosure Based on the TNFD

General Requirements	
Approach to materiality	Based on IFRS* <sup>1</sup> and the GRI Standards, we have identified materiality, one of which is water management. In an analysis aligned with the TNFD framework, we used ENCORE* <sup>2</sup> to focus on aspects considered dependent on or impactful to our information services activities, specifically water usage, water pollution, and soil pollution.
Scope of disclosures	The scope covers our direct operations and upstream supply chain. We utilized the climate change scenario analysis in line with the TCFD framework.
Time horizon	We have derived the risks and opportunities related to our business and nature through an assessment of our dependencies on nature and its impacts. This analysis primarily focused on water usage and wastewater in data center air-conditioning systems and office operations. In analyzing risks and opportunities, we sought consistency with disclosures based on the TCFD framework, considering a time horizon extending beyond 2030 for the short-, medium-, and long-term perspectives. Going forward, we plan to establish specific timeframes in conjunction with the expansion of our risk and opportunity disclosures.
Location of nature-related issues	We analyzed all 141 data centers we own using WRI Aqueduct* <sup>3</sup> , ThinkHazard!* <sup>4</sup> , and IBAT* <sup>5</sup> to assess their exposure to water-stress regions and connections with critical natural environments. For areas identified as high risk, we also considered the stakeholders who could be affected within those regions.
Integration with other sustainability issues	We ensured alignment with the TCFD framework in our information disclosures and considered changes related to dependencies on and impacts to nature based on the results of our climate change scenario analysis.
Stakeholder engagement	We identified a wide range of stakeholders, including clients, employees, investors, local communities, NGOs, water utility companies, and fellow water users in the same river basin as part of our analysis.

\*1 International Financial Reporting Standards (IFRS): Accounting standards established by the International Accounting Standards Board (IASB).  
 \*2 Tool developed in collaboration between the Natural Capital Finance Alliance (NCFA) and the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC). It visualizes the impact of environmental changes on the economy.  
 \*3 Global tool developed by the World Resources Institute (WRI). It assesses water risk in regions where facilities are located. It enables evaluation based on aspects such as water quantity, water quality, regulations, and reputation.  
 \*4 A tool developed by the Global Facility for Disaster Reduction and Recovery (GFDRR) and other organizations. It enables assessment of risk levels for various disasters, including earthquakes, typhoons, and floods.  
 \*5 The United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) has developed a global database that integrates biodiversity information from around the world. This database provides specific information about biodiversity and crucial habitats worldwide. It enables governments, development banks, companies, and other stakeholders to conduct risk assessments for biodiversity and ecosystems during the planning stages of development strategies and projects.



## General Discussion

Recommended Disclosures	Recommended Disclosure Content	Activity Summary
<b>Governance</b>	Disclose the organisation's governance of nature-related dependencies, impacts, risks, and opportunities.	NTT DATA discusses and supervises the achievement status of its sustainability management strategy and Group-wide KPIs at the Board of Directors. The Representative Director and Senior Executive Vice President, who serves as the chair of the Eco Activity Promotion Committee, oversees the activities of the Sustainability Committee as well as thematic subcommittees that discuss topics related to water and biodiversity conservation, directing cross-organizational initiatives.
<b>Strategy</b>  Strategy and Risks/ Opportunities [Details]	Disclose the effects of nature-related dependencies, impacts, risks and opportunities on the organisation's business model, strategy and financial planning where such information is material	<p>We use water in certain data center cooling systems and sanitation services, and facilities located in high water-stress regions face serious drought risks due to increasing extreme weather. One data center in Southeast Asia and two data centers in South Asia are situated in regions assessed as extremely high water stress. To ensure business continuity, we have implemented measures such as installing emergency water storage tanks to secure cooling water in the event of drought.</p> <p>In terms of environmental impact, we produce domestic wastewater, but we do not discharge industrial effluent. We do, however, own fuel storage facilities for the backup generators in our data centers. In the event of a fuel spillage incident, there is a risk of water and soil pollution.</p> <p>Addressing these risks effectively and engaging in conservation efforts present potential new business opportunities. In addition, we expect an increase in the availability of solutions and consulting services focused on supporting nature conservation.</p>
<b>Management of Risks and Impacts</b>  Strategy and Risks/ Opportunities [Details]	Describe the processes used by the organisation to identify, assess, prioritise and monitor nature-related dependencies, impacts, risks and opportunities	<p>Since fiscal 2022, we have been analyzing nature-related dependencies, impacts, risks, and opportunities, and are reviewing the processes and actions needed to manage them. In the 2025 water stress analysis, one data center in Southeast Asia and two data centers in South Asia were identified as high-stress facilities. At the Southeast Asia data center, an emergency water storage tank has been installed. We have also confirmed that the local water utility supplying these centers treats wastewater and reuses it as industrial water, reflecting careful management of regional water resources. Similarly, emergency water storage tanks have been installed at the South Asia data centers, and we have verified that the local water utility is advancing plans to expand the water supply network. By continuously monitoring these risk mitigation measures and the status of regional water supply systems, we ensure business continuity.</p> <p>For nature-related risks and opportunities, we estimated the potential financial impact for sites operating in areas of very high water stress. Based on our assessment of one data center in Southeast Asia and two in South Asia, we concluded that nature-related risks are low.</p>
<b>Metrics and Targets</b>	Disclose the metrics and targets used to assess and manage material nature-related dependencies, impacts, risks and opportunities.	<p>We confirm the presence or absence of operations in water-stressed areas and areas of significant biodiversity, monitoring water usage and wastewater indicators at all sites. In addition to management focused on targets for compliance with various national regulations, including the Water Pollution Prevention Act and Industrial Safety and Health Act, we are considering setting goals based on opportunity assessments, such as the need for offerings that contribute to a nature-positive society and the provision of consulting services.</p> <p>Taking into account the impact of water-cooled data centers on regional water resources, we plan to manage water use at our data centers using water usage effectiveness (WUE) as a key indicator. Starting in 2025, we began aggregating WUE data and have set a target to improve WUE compared with the previous fiscal year.</p>



## Strategy and Risks/Opportunities [Details]

Recommended Disclosures	Recommended Disclosure Content	Activity Summary		
<p><b>Strategy</b> Disclose the effects of nature-related dependencies, impacts, risks and opportunities on the organisation's business model, strategy and financial planning where such information is material.</p>	<p>A. Describe the nature-related dependencies, impacts, risks, and opportunities the organisation has identified over the short, medium, and long term.</p>	<p>Regarding nature-related dependencies, NTT DATA uses water for cooling equipment and sanitation services in data centers. In regions facing water stress, there is a risk of being unable to use water for these purposes during periods of severe drought or other abnormal weather events associated with climate change.</p> <p>In terms of nature-related impacts, NTT DATA generates domestic wastewater at its data centers, but we do not discharge industrial effluent. We do, however, own fuel storage facilities for the backup generators in our data centers. In the event of a fuel spillage incident, there is a risk of water and soil pollution.</p> <p>Regarding nature-related opportunities, by introducing technologies that enable water conservation and improved water efficiency, we can reduce water consumption in cooling systems and achieve cost savings. At our data center in the United Kingdom, the installation of a reverse osmosis (RO) system has led to improvements in water usage effectiveness (WUE), reductions in water consumption, and financial cost savings.</p> <p>In addition to contributing to the conservation of nature and biodiversity by appropriately addressing anticipated risks, accelerating efforts in nature and biodiversity conservation may increase demand for new offerings. This includes solutions that support efficient water supply by utilities and consulting services that assist with nature-related disclosures. At NTT DATA Europe &amp; LATAM, we have implemented our MeetZero platform for Veolia, a global environmental services company, contributing to the verification and certification of water credits, facilitating water credit market transactions, and promoting water-positive initiatives.</p> <p>Regarding nature-related dependencies, we have confirmed that one data center in Southeast Asia and two data centers in South Asia operate in regions of extremely high water stress.</p>		
	<p><b>Nature-related dependencies, impacts, potential risks, and opportunities</b></p>			
			Risks	Opportunities
	Dependencies	Utilization of water for data center cooling management	Shutdown of water-cooled cooling systems due to water scarcity	Cost reduction through the introduction of water-saving cooling systems and improved water efficiency
	Impacts	Utilization of water for hygiene services in data centers	Difficulty in providing office sanitation services to employees	Encouraging water-saving behaviors and establishing business continuity plans (BCPs) for drought conditions
Other	Fuel storage facilities for operating backup generators in data centers	Water and soil contamination from fuel spills	Proper management of fuel storage facilities	
	—	—	Increased opportunities to offer services and consulting due to the acceleration of efforts in nature and biodiversity conservation	
<p>B. Describe the effect nature-related dependencies, impacts, risks, and opportunities on the organisation's business model, value chain, strategy, and financial planning, as well as any transition plans or analysis in place.</p>	<p>As a potential risk with significant impact, data centers located in water-stressed areas could face severe drought, resulting in the shutdown of water-cooled cooling systems due to water shortages and other potential impacts. Furthermore, if a fuel spill occurs from the fuel stored for generators, recovery costs will arise. There are also concerns about reputational damage in both scenarios.</p>			
<p>C. Describe the resilience of the organisation's strategy to nature related risks and opportunities, taking into consideration different scenarios.</p>	<p>One data center in Southeast Asia and two data centers in South Asia, located in water-stressed regions, are equipped with water-consuming cooling systems. We have established a business continuity plan (BCP) that accounts for severe droughts projected under climate change scenarios and promote water-saving practices. Fuel storage facilities are properly managed in compliance with applicable laws and regulations.</p>			
<p>D. Disclose the locations of assets and/or activities in the organisation's direct operations, and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.</p>	<p>One data center in Southeast Asia and two data centers in South Asia are located in regions assessed as having extremely high water stress.</p>			



## Strategy and Risks/Opportunities [Details]

Recommended Disclosures	Recommended Disclosure Content	Activity Summary																																						
<b>Management of Risks and Impacts</b> Describe the processes used by the organisation to identify, assess, prioritise and monitor nature-related dependencies, impacts, risks and opportunities.	A-(i) Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations.	We analyze whether our sites are located in water-stressed regions or areas of significant biodiversity and collect water use and wastewater data from each site via surveys. For sites situated in important regions, we gather secondary data to verify the local context and conduct fact-checking individually. Based on this information, we identify and assess relevant risks and opportunities. We also regularly monitor the management status of our fuel storage facilities.																																						
	<b>NTT DATA water withdrawal and discharge data in direct operations*1</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 35%;"><b>Water withdrawal (total volume)</b></td> <td style="width: 15%; text-align: right;"><b>3,840</b></td> <td style="width: 10%; text-align: center;">-</td> <td style="width: 35%;"><b>Water discharge (total volume)</b></td> <td style="width: 15%; text-align: right;"><b>2,724</b></td> <td style="width: 10%; text-align: center;">=</td> <td style="width: 15%; text-align: center;"><b>Water consumption (total volume)</b></td> <td style="width: 15%; text-align: center;"><b>1,116</b></td> </tr> <tr> <td>Fresh surface water, including rainwater, water from wetlands, rivers, and lakes</td> <td style="text-align: right;">13</td> <td></td> <td>Discharge to fresh surface water</td> <td style="text-align: right;">0</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Groundwater</td> <td style="text-align: right;">2,425</td> <td></td> <td>Groundwater</td> <td style="text-align: right;">1,186</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Third-party sources</td> <td style="text-align: right;">1,402*2</td> <td></td> <td>Discharge to third-party destinations</td> <td style="text-align: right;">1,538</td> <td></td> <td></td> <td></td> </tr> </table> <p style="text-align: right; margin-right: 20px;">Unit: 1,000 m<sup>3</sup></p>	<b>Water withdrawal (total volume)</b>	<b>3,840</b>	-	<b>Water discharge (total volume)</b>	<b>2,724</b>	=	<b>Water consumption (total volume)</b>	<b>1,116</b>	Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	13		Discharge to fresh surface water	0				Groundwater	2,425		Groundwater	1,186				Third-party sources	1,402*2		Discharge to third-party destinations	1,538				<b>Number of sites operating in water-stressed regions</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Total number of sites (data centers)</td> <td style="width: 20%; text-align: right;">141</td> </tr> <tr> <td>Number of sites operating in regions of extremely high water stress</td> <td style="text-align: right;">21 (15%)</td> </tr> <tr> <td>Of these, number of sites consuming water for evaporation for data center cooling</td> <td style="text-align: right;">3 (2%)</td> </tr> </table>	Total number of sites (data centers)	141	Number of sites operating in regions of extremely high water stress	21 (15%)	Of these, number of sites consuming water for evaporation for data center cooling	3 (2%)
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<p>*1 Due to rounding, the total volume and the total of the breakdown might not match.</p> <p>*2 Of the water withdrawn from third-party sources, the volume for one data center in Southeast Asia located in a water-stressed region is 60.2 thousand m<sup>3</sup>. Of the water withdrawn from groundwater sources, the volume for the first data center in South Asia located in a water-stressed region is 0.7 thousand m<sup>3</sup> and for the second South Asia data center it is 8.9 thousand m<sup>3</sup>.</p>																																								
<b>Number of sites operating within 25 km of important biodiversity areas</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Distance from site</th> <th style="width: 20%;">KBA*</th> <th style="width: 20%;">World Heritage Sites</th> <th style="width: 20%;">Natura2000</th> </tr> </thead> <tbody> <tr> <td><b>Number of sites</b></td> <td style="text-align: center;">98 out of 141 sites</td> <td style="text-align: center;">0 out of 141 sites</td> <td style="text-align: center;">39 out of 141 sites</td> </tr> </tbody> </table> <p>* Key Biodiversity Areas (KBAs) are critical regions for biodiversity conservation identified based on international standards.</p>	Distance from site	KBA*	World Heritage Sites	Natura2000	<b>Number of sites</b>	98 out of 141 sites	0 out of 141 sites	39 out of 141 sites	We conducted an investigation using IBAT to examine the connection with Key Biodiversity Areas (KBAs), World Heritage Sites, and Natura 2000 sites. The results of the survey covering 141 sites in 16 countries indicated that none of our sites are operating within protected areas of KBA/World Heritage/Natura 2000. In addition, for sites located within 25 kilometers of important areas, it was found that these are urban areas, leading to a low level of impact.																															
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<b>Number of sites</b>	98 out of 141 sites	0 out of 141 sites	39 out of 141 sites																																					
A-(ii) Process for identifying, assessing, and prioritizing nature-related dependencies, impacts, risks, and opportunities in the upstream value chain	We request that suppliers implement environmental initiatives in accordance with the NTT DATA Group Guidelines for Sustainability in the Supply Chain. Approximately 70% of suppliers, by procurement value, have signed an acknowledgment of these guidelines. In addition, we identify nature-related risks through the Supplier Assessment Questionnaire (SAQ).																																							
B. Organization's processes for managing nature-related dependencies, impacts, risks, and opportunities, along with actions taken in accordance with these processes	Since fiscal 2022, we have been analyzing nature-related dependencies, impacts, risks, and opportunities and are currently reviewing the processes and actions required to manage them. Our analysis has identified that one data center in Southeast Asia and two data centers in South Asia, located in regions of extremely high water stress, consume water in cooling systems where evaporation occurs. We have confirmed that the water utility supplying the Southeast Asia data center treats wastewater through reverse osmosis to produce industrial water, meeting approximately 40% of water demand with recycled water and demonstrating careful management to ensure a stable water supply. At the South Asia data centers, authorities and public water utilities are implementing water network expansion and pipeline projects, strengthening local water supply infrastructure. In addition, the data centers are equipped with water storage tanks, and we assess their resilience for business continuity as high. Regular training is conducted at each facility to prepare for potential oil spill incidents in oil storage facilities.																																							
C. How processes for identifying, assessing, prioritising and monitoring nature-related risks are integrated into and inform the organisation's overall risk management processes	For nature-related risks and opportunities, we estimated the potential financial impact for sites operating in areas of extremely high water stress. Based on assessments of one data center in Southeast Asia and two in South Asia, we evaluated nature-related risks as low.																																							
<b>Metrics and Targets</b> Metrics and targets used to assess and manage relevant nature-related dependencies, impacts, risks, and opportunities	A. Disclose the metrics used by the organisation to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	We monitor the presence or absence of operations in water-stressed areas and key biodiversity areas, as well as the water withdrawal and discharge volumes at all sites.																																						
	B. Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature.	Considering the impact of water-cooled data centers on regional water resources, we plan to manage water use at our data centers using WUE as a metric. Starting in 2025, we began aggregating WUE data and have set a target to improve WUE compared with the previous fiscal year.																																						
	C. Targets and goals used by the organization to manage nature-related dependencies, impacts, risks, and opportunities	In Japan, we ensure strict compliance with relevant items of the Water Pollution Prevention Act and the Industrial Safety and Health Act. Similarly, outside Japan, we undertake appropriate measures in accordance with the regulations of the respective countries. Metrics and targets for sites located in important regions are currently under consideration. We monitor emerging opportunities for nature-related offerings and consulting services that support the achievement of a water-positive society through the activities of thematic subcommittees under the Sustainability Committee.																																						



# Prosperity positive

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## Prosperity positive

### Initiatives to Achieve Materiality and KPIs

Leveraging our long-standing experience in providing IT services that support social infrastructure and our advanced digital technologies, we aim to address social issues while achieving sustainable growth.

To realize this, we have identified five material issues as priority focus areas: “Innovation through Technology,” “Responsible Technology and AI Ethics,” “Sustainable Supply Chain,” “Digital Safety and Reliability,” and “Secure and Sustainable-by-design Services and Solutions,” and are actively working on them.

[Reference page] Sustainability Management “Materiality and Non-Financial Indicators”

	Indicators for FY2025 and Beyond			[Reference] FY2024 Results			
	Indicator	FY2025 Target	Medium- to Long-Term Targets	Specific Initiatives	Indicator	Target	Achievement
<b>Innovation through Technology</b> <a href="#">P46</a> As society's needs become more diverse and complex, our company will create services that meet new needs by utilizing AI and the technologies and know-how accumulated in existing services.	Generative AI revenue	FY2027 ¥300 billion		To provide technology-driven business solutions with a wide range of partners, we are strengthening global collaboration. We have established the Global AI Office, which is responsible for Company-wide strategy discussions on the use of generative AI and the formulation of investment portfolios.	—	—	—
	Development of generative AI talent	Full-employee transformation into generative AI-skilled talent by FY2027		The Global AI Office leads the development of generative AI talent. A global training program is being implemented for all employees, with skill levels defined as follows: White Belt—basic knowledge of generative AI; Yellow Belt and Green Belt—able to deliver value in projects utilizing generative AI; Black Belt—capable of leading projects and mentoring others. Talent profiles and development road maps are designed according to these levels.	—	—	—
<b>Responsible Technology and AI Ethics</b> <a href="#">P49</a> While it is necessary to minimize the negative impact on society that our services may cause as a side effect, in the IT industry, there are concerns about human rights violations and ethical issues caused by technology, including AI. We promote the responsible use of technology.	Scope of business operations covered by AI risk checks	Japan 100%	Global 100% <FY2027>	We have established the AI Governance Office as a dedicated organization to manage risks arising from the inappropriate use of AI and to promote its proper utilization. The office is responsible for establishing the Global AI Risk Management Policies, developing and implementing AI risk management rules and guidelines, supporting the establishment of AI governance, and setting up the AI Advisory Board.	—	—	—
	Percentage of suppliers requiring risk-based assessment with a valid regulatory sustainability SAQ by year end	80%	100% <FY2027>	To advance initiatives toward realizing a sustainable society, we have published the NTT DATA Group Guidelines for Sustainability in the Supply Chain and other documents. In addition to sustainability risk assessments and monitoring, we hold study sessions for suppliers.	—	—	—
<b>Digital Safety and Reliability</b> <a href="#">P54</a> In order to provide the social infrastructure that supports the lives of many people in a stable manner, we will take preventive measures such as building a management system and investing in IT system strengthening. In the event of a failure, we will take prompt recovery actions and formulate measures to prevent recurrence.	Number of critical system failures	0	Continuation of zero-case record	Various measures are implemented to ensure stable system operations. In particular, as a continuation of the Company-wide system inspection initiated in response to a major system failure in 2023, we continue the practice of having high-risk service launch projects reviewed by third parties.	Number of significant system failures* <sup>1</sup>	0	1
	Number of security incidents* <sup>2</sup>	0	Continuation of zero-case record	Based on the NTT DATA Group Security Policy (GSP), the Information Security Committee identifies and evaluates issues and determines strategies. The Information Security Steering Organization promotes and implements measures across the entire Group. Daily monitoring helps prevent the occurrence of incidents.	Number of security incidents* <sup>2</sup>	0	1
<b>Secure and Sustainable-by-design Services and Solutions</b> <a href="#">P56</a> Provide safe and secure commercial systems to meet customers' expectations for the installation and operation of secure systems. In addition, our company will contribute to the improvement of customers' security and sustainability through our products, services and consulting services.	Sustainability business sales revenue	Collect and monitor performance results		The sustainability business promotion subcommittee, operating under the Sustainability Committee, monitors the progress of sustainability-related business globally.	—	—	—

\*1 The target is set at 0, with a tolerance threshold of 2 based on recent actual results.

\*2 Refers to security incidents caused by cyberattacks (excluding human errors such as misdelivery, bugs, or misconfigurations, and system-related issues) that become widely known externally.



# Innovation through Technology

**As society's needs become more diverse and complex, our company will create services that meet new needs by utilizing AI and the technologies and know-how accumulated in existing services.**

## Basic Policy

Amid increasingly diverse and complex social challenges, we create services that address new needs by leveraging artificial intelligence (AI) and the technologies and expertise cultivated through our existing services. Specifically, we strengthen global collaboration to provide business solutions that utilize technology together with a wide range of partners. In particular, through strategic investments in growth areas such as generative AI—where ordinary business investments are difficult—we aim to create innovations that contribute to a sustainable society five to 10 years from now.

## Promotion System

Under the Global Innovation Headquarters (GIH) of the Corporate Planning General Headquarters, we have established a structure that oversees six functions, including the Global AI Office (GAO) and Innovation Centers.

As of August 1, 2025

Global Innovation Headquarters (GIH)	Global AI Office	The GIH is responsible for formulating generative AI strategies and investment portfolios across NTT DATA globally. It drives value creation aimed at transforming both our own and our clients' businesses and society.
	Next-Gen Infra	To realize infrastructure services that leverage the synergies between our established IT Services and Data Center & Connectivity businesses, the GIH executes investments in the cloud and cybersecurity domains and monitors the utilization and outcomes of these investments.
	Global Digital Asset Management	The GIH not only plans, implements, and operates initiatives for the global deployment of assets held by NTT DATA and its operating companies but also handles business planning, back-end IP rule formulation, and technology consulting.
	Global Strategic Alliance	To strengthen technological capabilities and drive innovation through collaboration with top-tier IT companies, including major cloud providers (hyperscalers), the GIH promotes alliances based on the strategy and objectives of each partner company.
	Innovation Centers Next Gen Partners & Incubation	The GIH provides the technical elements necessary for executing NTT DATA's business strategy across regions through collaboration with innovative next-generation solution partners, including start-ups.
	Planning and Operations	The GIH oversees investment management, planning, general affairs, human resources, labor, and information dissemination, and organizes approval meetings (IIC) for budgets and activity plans related to the global investment strategy.

## Initiatives for Creating Innovation

### Activities of the Global AI Office (GAO)

While generative AI has been increasingly applied to improve the efficiency of day-to-day operations, the use of generative AI for fundamental business process transformation and creating tangible business outcomes remains a challenge. At NTT DATA, we view generative AI as a technology that can be applied across entire business processes, not just individual tasks. Accordingly, we are pursuing the realization of the Smart AI Agent™ concept, which leverages generative AI to dramatically enhance office workers' productivity.

The Global AI Office (GAO) is responsible for formulating strategies and investment portfolios for generative AI utilization across the entire NTT DATA Group. In addition, the Generative AI Business Strategy Department, established in April 2024 within NTT DATA's TC&S domain, focuses on formulating generative AI strategies, managing investments, and generating business outcomes for NTT DATA's Japan operations.

### Establishment of a New Organization to Accelerate the Adoption of Generative AI and Agentic AI

**By leveraging generative AI, we aim to move away from labor-intensive business models and drive value creation that leads to both business and societal transformation for our clients and NTT DATA.**



\*1 The Generative AI Business Strategy Department was established in April 2024, succeeding the former Global Generative AI Office.

\*2 The Global AI Office was established in October 2023, succeeding the former Generative AI Office.



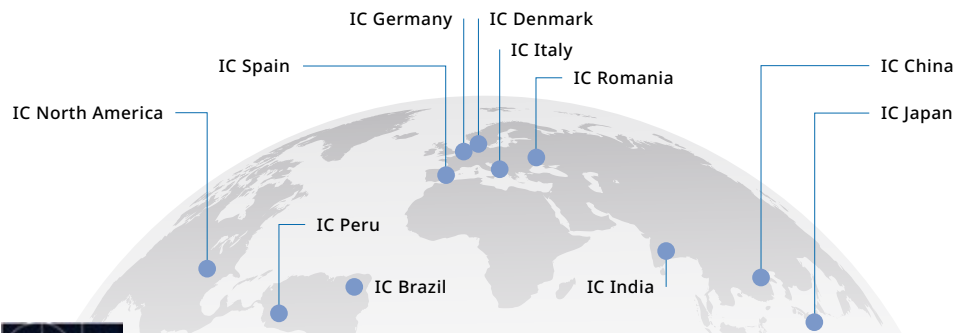
## Global Activities of the Innovation Centers

The Innovation Centers in 11 countries work collaboratively across global sites as hubs for advanced technology development, focusing on technologies in growth and emerging domains. They identify technologies that are expected to become mainstream in three to 10 years and create new business through co-creation R&D with clients.

In addition to a strategy group that formulates technology strategies, as of April 2025, approximately 260 experts—mainly researchers, consultants, and engineers—are positioned across the 11 global sites to verify and apply technology themes selected based on these strategies. Beyond promoting co-creation R&D with advanced clients, they also collaborate with universities and start-ups to quickly gather leading local technology information and incorporate it into future technology strategies. By accelerating the delivery of offerings based on advanced technologies, the Innovation Centers aim to drive innovation in clients’ businesses.

### Innovation Center

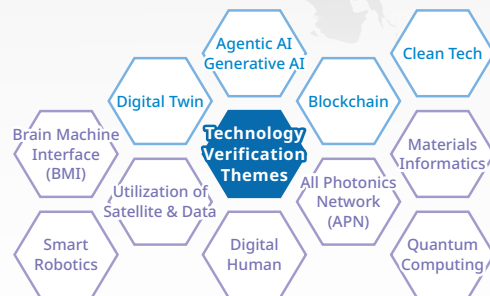
These centers in each region serve as hubs for advanced technology development, bringing together innovation-focused talent.



Identifying advanced technologies that will become mainstream in the future at various locations and conducting collaborative R&D with clients to create new business opportunities

Expansion since the establishment in August 2022

Number of locations: 6 ▶ 11  
Number of staff: 100 ▶ 260



## Transforming In-Store Shelf Insights through AI (MARS)

MARS, Incorporated, a leading U.S. food manufacturer, needed to track and compare sales, client satisfaction, store- and region-level market share, pricing, and product variations against competitors. In the EMEA region, they applied computer vision and AI to in-store product recognition using Syntphony Perfect Store. Leveraging edge AI, approximately 400 products on shelves were analyzed instantly offline. This enabled tracking MARS products’ movements relative to competitors and provided insights into price and market share changes. Specifically, key performance indicators were calculated by store and region to optimize product placement, assortment, and quantities. This approach reduced the time required for in-store data collection and allowed maintenance at lower operational costs. Integration with the sales force automation (SFA) solution enabled detailed analysis, allowing the company to make decisions based on product placement and pricing information and optimize shelf space.

## New Traffic Management Using Digital Technologies Aimed at Optimizing Urban Road Traffic

In recent years, advances in information processing technologies such as IoT and AI have been remarkable. At the same time, leveraging these technologies allows existing measures and services to evolve significantly. In road traffic services as well, technological progress is driving demand for services that enhance the user experience and respond to social and diversity considerations.

As the first phase of this initiative, a demonstration experiment was conducted in the Hanshin urban area during Expo 2025 Osaka, Kansai, Japan, providing experimental services. This demonstration aimed to verify the usefulness of the experimental services and examine the effects of behavioral changes resulting from their use.

Notes: 1. IOWN: The Innovative Optical and Wireless Network (IOWN) is a vision that surpasses the limits of existing infrastructure through innovative technologies, optimizing both individual and collective outcomes based on all information, and aiming to create a rich society that accommodates diversity. It provides high-speed, large-capacity communications and massive computing resources through innovative optical-centered technologies, including a network and information processing infrastructure capable of delivering these.

- ① IOWN
- 2. 4D digital platform™: A platform that collects various sensing data on people, goods, and events in real time, accurately aligning and integrating four-dimensional information—latitude, longitude, altitude, and time—to enable data fusion with diverse industrial infrastructures and future predictions.
- ① 4D digital platform
- 3. Well-Moving Society: Refers to the envisioned society beyond this demonstration, where diverse mobility needs are met individually while overall transportation flows smoothly.
- ① NTT Group and Hanshin Expressway launch a demonstration experiment aimed at realizing a “well-moving” mobility society (June 2025) (Japanese only)

## Joint Research on Efficient CO<sub>2</sub> Catalyst Development Using Quantum Computing Technology

In recent years, the development of AI and high-performance computing technologies has accelerated research applying IT techniques to materials development, known as Materials Informatics (MI). With the advancement of MI, it is expected that optimal formulations for producing higher-quality materials can be identified in a shorter time using experimental and development data accumulated by companies and research institutions. However, the molecular structures involved are extremely complex, making it difficult for conventional computers to simulate the vast number of molecular structure patterns, and thus designing materials with specific properties has been considered challenging.

At NTT DATA, we believe that quantum computing technology can be leveraged to address this challenge and advance the field of MI.

NTT DATA Italia proposed an efficient catalyst system that leverages advanced technologies such as quantum machine learning and generative AI, based on the expertise of its quantum computing next-generation architecture lab. This system enables the capture of emitted CO<sub>2</sub> and its conversion into high-value-added chemical substances. In November 2024, this proposal was selected for funding under the HPCvsCO<sub>2</sub> project, an initiative of Spoke 7 (Materials and Molecular Sciences) at the National Research Center on High Performance Computing, Big Data, and Quantum Computing (ICSC). During the 12-month project, the knowledge of physical chemistry held by the University of Palermo and Magna Graecia University of Catanzaro will be combined with NTT DATA Italia's IT expertise to research and develop quantum machine learning methods and simulation tools aimed at efficiently developing catalysts for CO<sub>2</sub> capture and conversion.

By leveraging the outcomes of this project, we aim to advance initiatives addressing critical issues such as climate change and the reduction of greenhouse gas emissions, while also promoting the development of MI and fostering new social innovations.





# Responsible Technology and AI Ethics

While it is necessary to minimize the negative impact on society that our services may cause as a side effect, in the IT industry, there are concerns about human rights violations and ethical issues caused by technology, including AI, and promote the responsible use of technology.

## Basic Policy

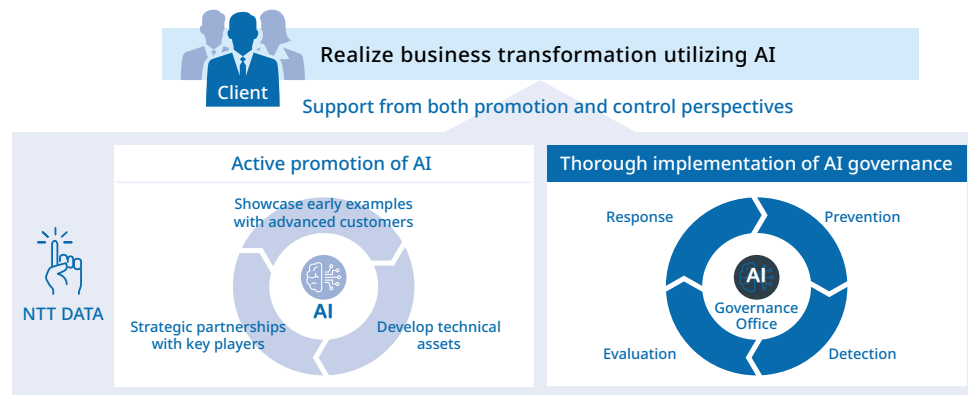
Artificial intelligence (AI) will increasingly permeate society, influencing human behavior and decision-making. Among AI technologies, generative AI is rapidly gaining adoption and offers capabilities approaching human-level accuracy, making it accessible. However, its use entails various risks, including misjudgments based on inaccurate outputs, information leaks, and infringement of others' rights.

As a company that promotes AI research, development, operation, and utilization, we aim to mitigate risks related to "ethics and social acceptability," such as discrimination, human rights violations, and the dissemination of false information caused by AI, and to realize a human-centered society in which humans and AI truly coexist.

## AI Governance

### Basic Policy

NTT DATA is committed to expanding its business through both promotion and control, utilizing AI to achieve customers' business transformation.



## Promotion System

We have maintained the AI Governance Office since 2023 as a dedicated organization to manage risks arising from the improper use of AI and to promote its appropriate utilization. For the promotion of AI governance globally, the AI Governance Office leads the initiative and has formed the Global AI Governance CoE, which comprises experts from various fields, including legal, intellectual property, risk management, information security, and AI technology, across the Group companies.

*i* Establishment of a New AI Governance Office Aimed at Strengthening AI Risk Management (japanese only)

<b>NTT Group AI Charter</b>	<ol style="list-style-type: none"> <li>1. Enabling Sustainable Development</li> <li>2. Human Autonomy</li> <li>3. Ensuring Fairness and Openness</li> <li>4. Security</li> <li>5. Privacy</li> <li>6. Communication &amp; Co-Creation with Society</li> </ol>	<p><b>AI Governance Office</b></p> <ul style="list-style-type: none"> <li>• A dedicated organization responsible for AI risk management</li> <li>• Collaborates with AI risk-related departments across Group companies to build a global AI governance system</li> </ul>	<p><b>AI Governance Office</b></p> <ul style="list-style-type: none"> <li>• Participation of external experts from various fields such as technology, law, and consumer perspectives</li> <li>• Discusses the state of our AI governance and individual projects</li> </ul>
<b>Policies</b>	<ul style="list-style-type: none"> <li>• AI risks to be managed</li> <li>• AI risk management framework</li> </ul>		
<b>Rules and Guidelines</b>	<ul style="list-style-type: none"> <li>• Internal management rules</li> <li>• Generative AI usage guidelines</li> </ul>		
<b>Support Activities</b>	<ul style="list-style-type: none"> <li>• Employee training</li> <li>• Risk assessment and mitigation planning</li> <li>• Governance construction support for Group companies</li> </ul>		

*i* NTT Group AI Charter

NTT DATA will reduce the occurrence of problems in AI projects from various perspectives and improve the reliability of the AI solutions that we provide. This will enable society and customers to maximize the benefits of AI utilization and create an environment that will enable them to realize a sustainable society.

## Specific Initiatives

### Establishment of the Global AI Risk Management Policy

To ensure that global businesses leveraging AI technology operate in a sound and risk-managed manner, we have established the AI Risk Management Policy. This policy defines the AI risks to be managed at both global and Group-wide levels and outlines the management framework for effectively addressing these risks.

### Establishment and Implementation of Rules and Guidelines for AI Risk Management

To achieve policy-based risk management, NTT DATA has established concrete and practical management rules for AI in general. In addition, we have developed internal guidelines tailored to generative AI that summarize considerations and approaches from the perspectives of development, deployment, and use. In this process, we are collaborating with NTT DATA Japan and NTT DATA, Inc., to advance our initiatives globally. Furthermore, we have defined AI risks to be addressed based on the European Union's AI Act and various domestic and international guidelines, standardizing the detection process for these risks. Starting in fiscal 2023, we are implementing risk checks for AI projects at NTT DATA Group Corporation and NTT DATA Japan.

### Support Activities for Establishing AI Governance

We create and provide educational content to enhance employees' awareness of AI ethics and conduct risk assessments for individual projects and develop strategies for risk avoidance and mitigation. Furthermore, we support the establishment of AI governance within our Group companies.

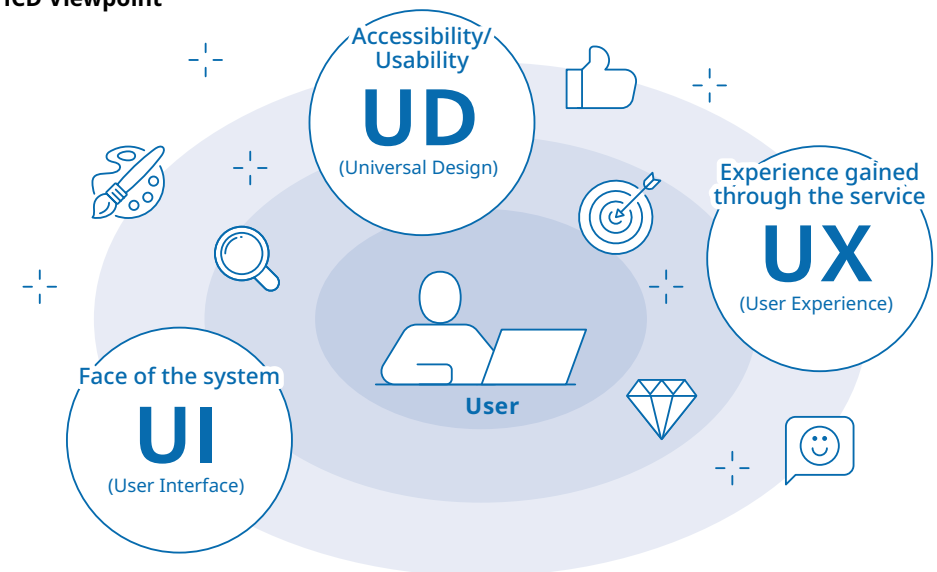
### AI Advisory Board

With the aim of strengthening AI-related governance, we established the AI Advisory Board in April 2021, composed of external experts. In this Board, outside experts and members of NTT DATA's AI projects discuss technology trends, laws, regulations, and civil society's awareness of AI utilization, incorporating the findings into concrete measures for AI governance.

## Human-Centered Design Initiatives

We pay close attention to each individual IT user, whom we view as a potential innovator. With this in mind, we promote the creation of human-friendly information systems based on the human-centered design (HCD)\*<sup>1</sup> approach. HCD is a step forward from the universal design (UD)\*<sup>2</sup> concept for systems and services and places greater emphasis on user-friendliness. With HCD, we engage in wide-ranging activities from the user's perspective. These include adopting a "UX design"\*<sup>3</sup> approach that extends to user satisfaction. To achieve good UX, it is important to adopt a user-focused approach to design in addition to traditional approaches rooted in technology or markets. Since 2002, NTT DATA has been developing human-friendly systems by applying user-oriented design to the system development process in the ICT and IoT fields.

### HCD Viewpoint



\*1 The concept of designing services and systems according to the needs of users.

\*2 Design that emphasizes ease of use for all people, irrespective of age, gender, nationality, disability, or individual experience and abilities.

\*3 UX (user experience) refers to users' experience and emotions obtained by using a particular product or service. UI (user interface) is the point of contact for users of a product or service.

## Design Team “Tangity”

Since its founding in 1988, NTT DATA has provided information systems to a wide range of clients, including government agencies, local authorities, and financial institutions. From 2005, we have also focused on overseas operations, expanding our presence in the global market. Through this journey, the importance of design—emphasizing the experience and value for users of systems and services—has rapidly increased.

Established in 2020, Tangity is the NTT DATA Group’s design team and now operates across 20 locations worldwide. The teams in each country collaborate to implement service design that contributes not only to existing business domains but also to the creation of new businesses. In fiscal 2025, approximately 1,200 designers will be active domestically and internationally, driving several hundred design projects annually.



Establishment of New Brand “Tangity™” through NTT DATA and a Collective of Designers (Japanese only)



# Sustainable Supply Chain

**While it is expected to strengthen supply chains, reduce environmental impact, and respect the human rights of workers, we will work to optimize supply chains through risk monitoring, corrective support, capacity building, and the application of technology.**

## Basic Policy

NTT DATA believes that its corporate mission and responsibility are to contribute to the development of clients and society, achieve sustainable growth, and help realize a safe, secure, and harmonious society by practicing sound and transparent management while creating new mechanisms and value. In addition, society and our clients expect us to strengthen supply chains, reduce environmental impact, and respect workers' human rights.

We fulfill this responsibility in our procurement activities as well and have established the following basic procurement policy to contribute to society.

### Procurement Policy

- ① We shall foster mutual understanding and build relationships of trust while providing opportunities for fair competition among our suppliers around the world.
- ② We shall procure competitive products and services according to our business needs based on economic rationality and a comprehensive assessment of quality, price, delivery time, and reliability.
- ③ We shall contribute to the realization of a sustainable society, while strictly adhering to laws, regulations, and social norms and conducting procurement with a focus on human rights, the environment, and safety.

 [Procurement and Purchasing \(Japanese only\)](#)

## Promotion System

We have published the NTT DATA Group Guidelines for Sustainability in the Supply Chain and other related documents to advance our efforts toward realizing a sustainable society. In addition, we are conducting supplier engagement activities to ensure that all suppliers constituting our supply chain adhere to these guidelines and documents.

Our Group companies outside Japan also apply the NTT DATA Group Guidelines for Sustainability in the Supply Chain and other related documents. Starting in fiscal 2023, the Procurement Department of NTT DATA Group Corporation has taken the lead in

establishing a global supply chain sustainability promotion system through the subcommittee ("Supply Chain Management"), a thematic working group under the sustainability promotion system composed of the procurement departments of Group companies in and outside Japan, and is promoting related initiatives. We hold regular meetings, including with the procurement departments of Group companies outside Japan to engage in improvement initiatives.

 [\[Reference page\] Sustainability Management "Promotion System"](#)

## Specific Initiatives

### Dissemination of Procurement Policy

NTT DATA publishes its Procurement Policy, which sets out the fundamental principles for procurement transactions, on its website. In addition, the Company has established the NTT DATA Code of Business Ethics, which summarizes internal regulations for properly conducting procurement procedures, as well as laws, rules, and behavioral guidelines to be followed in transactions and contracts with clients and suppliers. These initiatives ensure the thorough practice and widespread understanding of fair and transparent transactions.

 [NTT DATA Code of Business Ethics](#)

### Revision and Dissemination of Guidelines

To promote sustainability and ESG initiatives across the entire supply chain, in 2022 NTT DATA restructured the former NTT DATA Group Supply Chain CSR Promotion Guidelines and established the NTT DATA Group Guidelines for Sustainability in the Supply Chain as a supplier code of conduct, clearly specifying the requirements that suppliers are expected to follow. These guidelines have been rolled out across the entire Group, including overseas subsidiaries.



Based on these guidelines, we will continue to inform our suppliers about the items they should comply with in seven sustainability areas: human rights and labor, occupational health and safety, environment, fair business and ethics, quality and safety, information security, and business continuity planning. We will also continue our efforts to enhance suppliers' understanding of NTT DATA's initiatives in these areas.

 [Procurement and Purchasing](#) (Japanese only)

In relation to these guidelines, we are implementing compliance measures that include obtaining consent forms, incorporating conditions into existing trade agreements with suppliers, and obtaining consent as a prerequisite for initiating new transactions with suppliers. In Japan, we have obtained consent for compliance from suppliers covering 85.1% of our procurement amount.

In addition, we have included compliance requirements based on these guidelines in the common contract template for NTT DATA Group Corporation, NTT DATA Japan, and Group companies in Japan. Similarly, we have implemented compliance with the guidelines in contract documents for Group companies outside Japan, adapting them to the unique characteristics and business practices of each region.

## Sustainability Risk Assessment and Support

NTT DATA Group Corporation, NTT DATA Japan Corporation, and Group companies in Japan assess suppliers' sustainability risks through joint NTT Group surveys and sustainability evaluations conducted by EcoVadis, a France-based rating agency.

In addition, because sustainability initiatives in the IT industry are not yet fully mature, some suppliers might be unable to respond immediately to assessments by external rating agencies. To support such suppliers, NTT DATA conducts its own sustainability surveys. In fiscal 2024, approximately 220 suppliers (covering 76.3% of procurement spending) responded to these surveys, in combination with the EcoVadis sustainability evaluation.

Going forward, we plan to further strengthen efforts to address issues and collaborate with suppliers according to their individual circumstances. Through these initiatives, we aim to visualize and mitigate risks within the supply chain, contributing to the establishment and maintenance of a supply chain that supports the realization of a sustainable society.

 [Reference page] Non-Financial Data "Supply Chain Status"

## Monitoring

As part of sustainability risk monitoring for key suppliers, we conduct on-site assessments through direct engagement, such as company visits. These assessments aim to request the establishment of sustainability management systems through dialogue with suppliers and to verify risk items identified in sustainability surveys. In fiscal 2024, on-site assessments were jointly conducted with the NTT Group for the top 55 suppliers by procurement spending. No significant sustainability risks, including human rights issues, were identified.

In addition, during on-site investigations, we confirm each supplier's initiatives, identify areas of concern, and promote the understanding and adoption of our guidelines.

## Communication with Suppliers

NTT DATA Group Corporation, NTT DATA Japan Corporation, and Group companies in Japan regularly hold study sessions on sustainability initiatives for key suppliers, primarily business partners\*. These sessions aim to raise awareness of sustainability across the entire supply chain—including environmental and human rights aspects—and to promote proactive engagement in sustainability initiatives.

Furthermore, we have established common whistleblowing systems across NTT DATA Group Corporation, NTT DATA Japan, and Group companies in Japan, where suppliers can seek advice and make reports. Our Group Internal Reporting Policy stipulates that no adverse treatment shall be taken against those who report through this channel.

 [Reference page] "Whistleblowing Systems"

\* At NTT DATA Group Corporation, business partners are designated as domestic contractors in Japan that are expected to continue supporting the Group's business activities in the future, primarily to jointly promote quality assurance activities for clients.



# Digital Safety and Reliability

**In order to provide the social infrastructure that supports the lives of many people in a stable manner, we will take preventive measures such as building a management system and investing in IT system strengthening. In the event of a failure, we will take prompt recovery actions and formulate measures to prevent recurrence.**

## Basic Policy

To stably provide the social infrastructure that supports the lives of many people, we invest in strengthening IT systems and take measures such as building a management system, performing prompt recovery in the event of failures, and implementing recurrence-prevention measures.

Recognizing that providing safe and secure services to our clients is a critical mission, we have established an organized and systematic quality management framework. Through the adoption of advanced development methodologies, we deliver highly reliable systems and continuously improve services based on feedback from client satisfaction surveys, striving to provide better services from the client's perspective.

## Quality Management

Providing stable systems and services is a critical mission and responsibility for the Company. To realize a reliable social infrastructure, we are working across the Group to establish quality management mechanisms. At the same time, we continuously enhance development methodologies through advanced technologies to build highly reliable systems and deliver dependable services.

### Initiatives to Improve Quality

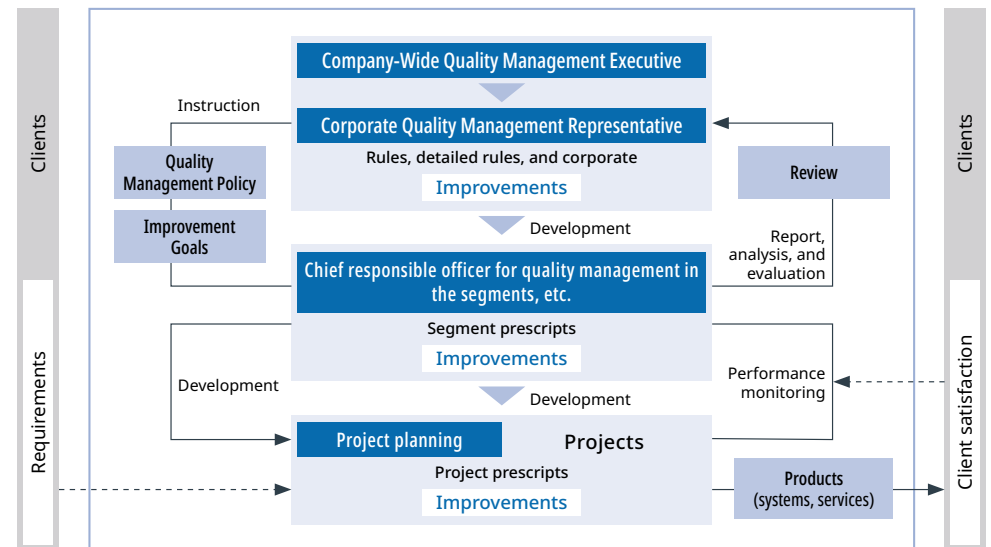
#### —Building a Management System Based on ISO 9001 and Promoting Continuous Improvement Activities

NTT DATA has obtained ISO 9001 certification and has established and operates an organizational and systematic quality management system based on this standard. The Company works to improve quality and productivity while preventing unprofitable projects. In addition, we promote information sharing through the establishment of quality assurance mechanisms in Group companies and Group-wide quality exchange meetings, enhancing overall quality assurance capabilities. For Group companies outside Japan, we implement region-specific and company-specific quality assurance mechanisms through cross-regional initiatives such as the Global PMO Workshop.

## Enhancing and Standardizing Project Management

NTT DATA Group Corporation is working to advance and standardize project management to enhance the quality and efficiency of system development. We have established an innovative project management team that integrates AI specialist organizations creating new businesses and services using generative AI, R&D organizations driving innovation through advanced technologies, and quality assurance organizations—including global operations—responsible for quality management and project support.

### Quality Management System (QMS)





## Data-Driven Project Management

In today's increasingly complex and fast-paced system development environment, we have transformed traditional management—relying on experience and intuition—into data-driven project management. Vast amounts of data accumulated through ticket management are visualized in real time using business intelligence-based project management dashboards, allowing progress and quality to be analyzed across multiple dimensions. This enables evidence-based decision-making and maximizes project success rates.

## Application of Generative AI and Agent Technology to Project Management

NTT DATA is applying its generative AI utilization concept, Smart AI Agent™, to the internal project management domain, advancing capabilities in areas that have been difficult to support mechanically until now. Based on a core mechanism that consolidates AI agents and serves as the hub for their collaboration, we are developing and systematically deploying solutions that leverage generative AI and agent technologies. For instance, we are implementing systems where AI supports the entry and correction of management information during daily development activities, thereby reducing the burden on workers. Additionally, we are developing reporting and application systems where AI collects and performs initial analysis and evaluation of management information, enabling deeper analysis in collaboration with human evaluators. These solutions leverage generative AI and agent technologies and are being systematically deployed across the organization.



## Human Resource Development Emphasizing System Management Stability

Seeking to stabilize system operations, NTT DATA's Quality Assurance Department promotes IT-SM community activities to develop human resources who will engage in system operation and maintenance.

Our IT-SM community activities include IT service management improvement training, which involves learning through examples of system failure response and prevention, and IT-SM community seminars to serve as forums for presenting and sharing those examples.

Furthermore, we support and develop personnel involved in system operation and maintenance by providing various tools. These include a standardized on-site inspection checklist for stable system operations, a portal site that collects stability measures and IT-SM-related information, a collection of example failure cases for recovery training, a system development guide aimed at improving operational quality during the development phase, and a guide for reducing human errors, containing explanations of measures and case studies.

## Addressing Serious Issues

At Group companies in Japan, executives and employees are required to promptly notify the quality assurance desk in the event of any serious quality issue with a commercial system. The Quality Assurance Department and external relations desk have an emergency contact system in place, whereby the Corporate Management Committee deliberates countermeasures to highly serious issues. Particularly serious incidents are reported swiftly to senior managers. We also investigate the cause of each incident, consider measures to prevent recurrence, report to the competent authorities as necessary according to laws and regulations, and disclose appropriate information to customers through our website.

Following a major failure in 2023, we conducted a comprehensive system-wide inspection. From 2024 onward, we are continuing to implement a process in which particularly high-risk new service launch projects are reviewed by third parties.



# Secure and Sustainable-by-design Services and Solutions

**Provide safe and secure commercial systems to meet customers' expectations for the installation and operation of secure systems. In addition, our company will contribute to the improvement of customers' security and sustainability through our products, services and consulting services.**

## Basic Policy

To meet customer expectations for the installation and operation of secure systems, we provide safe and secure commercial systems and contribute to the improvement of customers' security and sustainability through our products, services, and consulting. We prevent security breaches caused by cyberattacks, internal fraud, and other threats to personal and confidential information.



## Ensure Information Security

NTT DATA recognizes the importance of achieving an appropriate balance between ensuring the safety of information and the active utilization and sharing of information. We implement a wide range of measures that cover both the human and technological aspects of information security. Administrative measures include formulating rules and providing education and training in information security, while technological measures involve solutions that prevent information leaks and the adoption of zero trust architecture.

To share knowledge and expertise across the entire Group, we work with domestic Group companies to host NTT DATA Group information security forums in Japan, and with Group companies outside Japan to host global security meetings. Through this distribution of knowledge within the Group, we are working to establish unified information security governance.

### Basic Policy

NTT DATA has established rules and regulations including the NTT DATA Group Security Policy (GSP). The GSP includes a code of conduct to protect information assets from serious security breaches, such as information leakage and unauthorized access, and a code of conduct for the active utilization and sharing of information. These policies apply across the entire Group, including Group companies in and outside Japan. In addition, these codes of conduct, which also apply to business partners to whom we outsource operations, help us ensure that our information assets are handled appropriately.

### Promotion System

Since fiscal 2006, NTT DATA has been promoting thorough information security in accordance with the NTT DATA Group Security Policy (GSP). The GSP is also applied to our Group companies outside Japan. Under NTT DATA, Inc., we have established an information security promotion system organized by region and business, ensuring a unified baseline while maintaining flexibility tailored to each region and business segment.

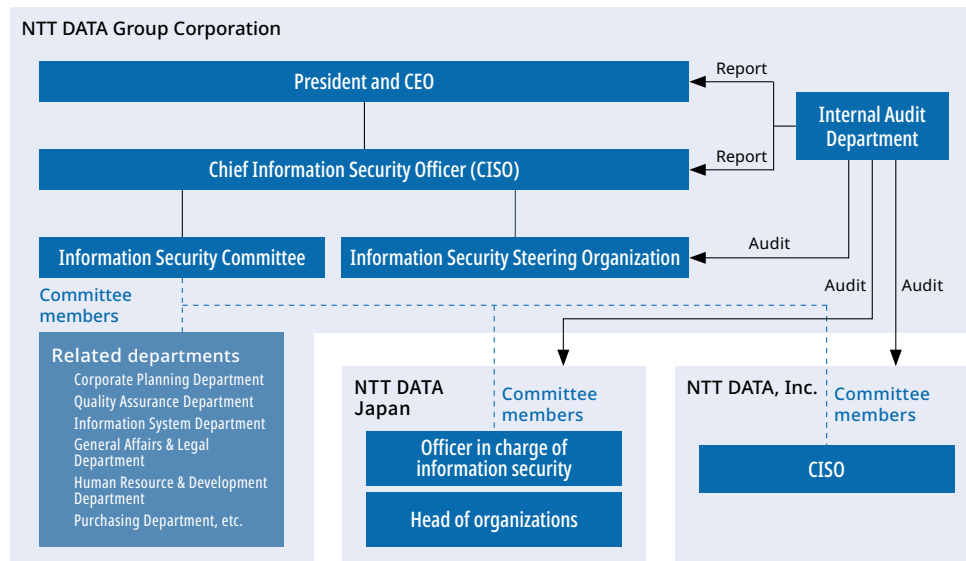


### Global Security through Collaboration

To ensure robust global governance of information security, NTT DATA has established an information security governance structure consisting of a hierarchy of information security steering organizations across NTT DATA Group Corporation, NTT DATA Japan Corporation, NTT DATA, Inc., and each Group company.

The information security steering organizations at each level cooperate closely to maintain and develop information security policies, monitor the progress of measures under way, and take preventive measures against incidents. They also serve as task forces in times of emergency.

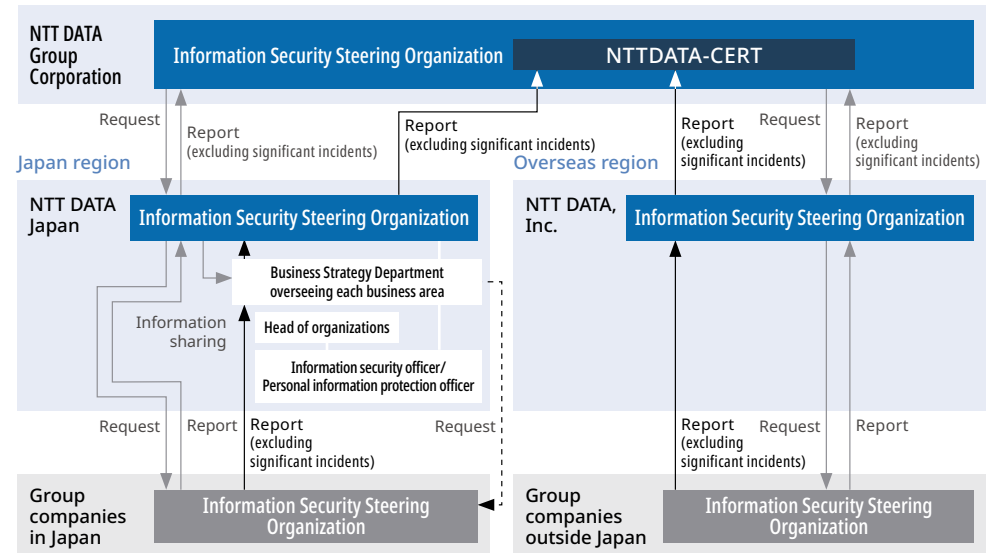
### Information Security Governance Structure of NTT DATA



### Roles in NTT DATA's Information Security Governance

<b>Chief Information Security Officer (CISO)</b>	<p>These officers promote information security management to establish information security governance across the Group.</p> <p>Note: This executive also oversees technology development and research (CTO), digital strategy (CDAIO), internal systems (CIO), and quality assurance, covering technology strategy, security strategy, and quality assurance.</p>
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### Collaboration among Information Security Management Organizations within NTT DATA



### The Main Structure and Initiatives in Our Information Security Governance and Operations

<b>Meetings and organizations related to information security governance</b>	<p>[Meeting body] [Evaluation/orientation]</p> <ul style="list-style-type: none"> <li>Information Security Committee (NTT DATA Group Corporation)</li> </ul> <p>This is chaired by the Chief Information Security Officer (CISO) in charge of technology management at NTT DATA Group Corporation and consists of the heads of various departments within NTT DATA, the officer responsible for information security at NTT DATA Japan, the Chief Information Security Officer (CISO) of NTT DATA, Inc., and the heads of various business divisions within NTT DATA. Audit and Supervisory Committee Members also participate in the meetings. They assess and evaluate the overall activities and challenges within NTT DATA to determine the information security strategy for the entire organization, including protection of confidential and personal information.</p>	<p>[Organization] [Promotion/monitoring]</p> <ul style="list-style-type: none"> <li>Information Security Steering Organization (NTT DATA Group Corporation)</li> </ul> <p>This organization runs meetings as the secretariat of NTT DATA Group Corporation's Information Security Committee. It collaborates with NTT DATA Japan and NTT DATA, Inc., to share information about the Group's overall information security policies and action plans. It also regularly monitors the status of control at NTT DATA Japan, NTT DATA, Inc., and various regional headquarters to ensure control levels are maintained and improved, providing support as needed.</p>
<b>Information security management organizations</b>	<p>The information security management organizations established within NTT DATA Japan, NTT DATA, Inc., and each Group company are based on the information security policies and action plans developed by NTT DATA Group Corporation. They consider the characteristics and circumstances of each region and business and establish a management structure to implement information security measures.</p>	
<b>Information sharing between Group companies</b>	<ul style="list-style-type: none"> <li>NTT DATA Group information security forums for Japan: These forums are sponsored by NTT DATA with participation by the CISOs and information security promotion managers of domestic Group companies. Their role is to share Group information security strategies and policies.</li> <li>Global security meetings: These meetings are hosted by NTT DATA and attended by key figures such as the CISO of NTT DATA, Inc. The governance of overseas regions is also discussed. The meetings strengthen information sharing and collaboration to promote governance in overseas regions.</li> <li>Knowledge sharing meetings: These meetings are regularly hosted by NTT DATA, with members responsible for security operations from both Group companies in and outside Japan participating, where they share operational know-how on security infrastructure and other relevant information.</li> </ul>	

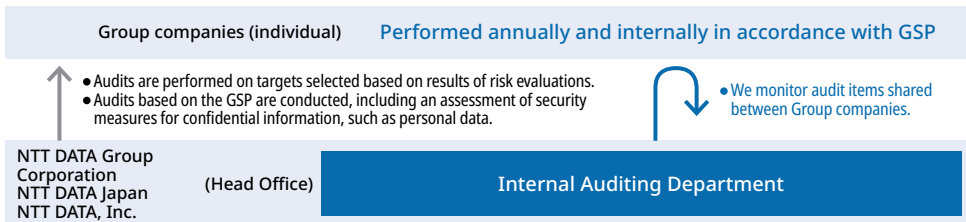


### NTT DATA's Audit and Monitoring System

#### Audit and monitoring system

- We established an audit and monitoring system covering Group companies in and outside Japan based on meticulous information security under the NTT DATA Group Security Policy (GSP) (since fiscal 2006).
  - We promote security audits from the three perspectives listed below. Risk-based audits enable focused and efficient audits in high-risk areas.
1. Rigorous basic tasks: Check the safety management status of the organization based on the GSP and the safety management status of systems that handle personal information.
  2. Response to external threats: In light of increasingly sophisticated cyberattacks, the effectiveness of systematic measures—such as addressing and managing vulnerabilities, and detecting and blocking attacks—is confirmed.
  3. To prevent information leakage due to internal improprieties, in addition to systematic and physical measures such as access control and removal management, the effectiveness of measures, including management of outsourced parties, shall be confirmed.

### Internal Auditing System



## Security Incident Prevention, Detection, and Responses

NTT DATA operates NTTDATA-CERT as an internal CSIRT to not only prevent information security incidents\* through routine activities but also detect them early and respond swiftly and accurately in emergencies.

\* Actualization of security threats related to information management and system operation, such as computer malware infection, unauthorized access, and information leakage

### Activities to Prepare for New Security Risks

We collect, analyze, and disseminate a wide range of security-related information, including the latest cyberattack trends and techniques, while engaging in network monitoring, emergency responses, research and development, and collaboration with external organizations.

### Wide-Ranging Internal and External Collaborations

NTTDATA-CERT shares threat information and regularly exchanges insights with CSIRTs across the NTT Group. Beyond its internal activities, it participates in the global CSIRT community, FIRST\*, and collaborates widely with external security organizations, including CSIRTs of companies that are members of the JPCERT Coordination Center and the

Nippon CSIRT Association. Through these efforts, NTTDATA-CERT enables the rapid sharing of security-related information and facilitates early detection and prompt response to information security incidents.

\* FIRST (Forum of Incident Response and Security Teams): A global community comprising 817 CSIRT teams (as of August 2025) from government agencies, educational institutions, corporations, and other organizations.

### CSIRT Operation Utilizing OSINT

We incorporate an Open Source Intelligence (OSINT) approach into the operation of NTTDATA-CERT, our computer security incident response team (CSIRT), actively utilizing legally accessible information from government announcements, media reports, academic papers, technical documents, and other sources. NTTDATA-CERT's information analysis experts collect, analyze, and forecast security trends daily. The insights are then shared with NTT DATA Group companies through news updates and the Quarterly Report on Global Security Trends\*. The information security steering organizations also leverage these insights to enhance cyberattack monitoring and integrate them into our security strategies and countermeasures.

<sup>i</sup> For past issues of the Quarterly Report on Global Security Trends, please refer to this link.

### Incident Response Training

We conduct workshops for Group companies in Japan to ensure that, in the event of an information security incident, they can respond systematically and promptly, minimizing impact and bringing the incident to a swift resolution. Based on the NTT DATA Group Information Security Incident Response Standard for Japan, participants learn the appropriate actions to take from the occurrence to the resolution of an incident. They also engage in exercises using past incidents within NTT DATA to practice effective responses to cyberattacks.

In addition, to further enhance NTTDATA-CERT's cyberattack response capabilities, we continuously participate in external training exercises, including cross-sector exercises hosted by NCA/NISC and "Locked Shields," organized by the NATO Cooperative Cyber Defense Center of Excellence (CCDCOE).

### Stepping Up Security Governance Efforts

We are stepping up our security governance efforts to better understand and methodically respond to the security risks that NTT DATA faces globally.

In fiscal 2024, we continued efforts to enhance the maturity of global governance, ensure the stable operation of our global security infrastructure, and strengthen our escalation procedures for handling serious incidents.



## Improving Global Governance Maturity

NTT DATA has established a process to aggregate security risks faced by each regional company and determine the security measures that should be prioritized across the global Group. In addition, the latest revisions to global standards, such as ISO/IEC 27001 and NIST CSF, are incorporated into the Group's regulations.


## Global Security Infrastructure

To accommodate increasingly diverse work styles and counter increasingly sophisticated cyberattacks, we have built and continue to operate a global security platform common across NTT DATA as the first phase. This foundation strengthens security for e-mail and cloud service usage while centrally managing user devices and Internet access points to maintain a high level of security throughout the Company. Even if an external network intrusion occurs, the system can isolate networks between domestic and overseas sites to prevent the spread of damage to other locations.

In addition, advanced log analysis enables the early detection of sophisticated cyberattacks. Since fiscal 2020, the second phase of the global security platform has been implemented, including the introduction of an e-mail security gateway to further enhance e-mail security. Moreover, leveraging a zero-trust architecture, we have implemented a system that combines IdP, Secure Gateway, and EDR to further strengthen the security of users' IT environments and client PCs.

## Early Escalation to Address Serious Incidents

To ensure the early detection of and prompt response to serious incidents, we have established a hierarchical incident response organization at NTT DATA's domestic and overseas sites. This structure ensures immediate on-site responsiveness as well as the capability to handle complex incidents. In addition, Group rules clearly define roles, responsibilities, and reporting standards, maintaining a system in which serious incidents are promptly reported from NTT DATA's Group companies, both in and outside Japan, to the Head Office.

 [Reference page] Non-Financial Data "Security, Critical System Failures, Compliance, Anti-Competitive Practices, and Bribery"

## Initiatives in Security Business

### Comprehensive Security Management to Ensure Safe and Secure System Environments

NTT DATA harnesses the expertise it has gathered from its experience and track record to propose optimal solutions that reflect changes in its clients' business structure.

For example, NTT DATA has built a Zero Trust environment that is utilized by 190,000 users all over the world, leveraging security know-how developed through various client projects. Based on this expertise, approximately 1,000 security specialists globally are establishing security governance, providing high-level security technologies necessary for systems handling critical information and implementing Zero Trust security to facilitate safe remote work environments that support new ways of working.

Moreover, information security incidents in recent years have highlighted the importance of preparing against contingencies on the assumption that protective security measures might be bypassed altogether by sophisticated targeted attacks or information leaks caused by internal misconduct. To contain and localize any damage, we must provide reliable detection of an attack and swift response and recovery. We help reinforce the security measures of our clients by offering security consulting to identify risks and providing solutions and services for neutralizing and protecting against risks. Furthermore, we offer construction services for detection, response, and recovery as well as operational monitoring services to support our clients' security measures.

## Initiatives to Ensure Security

### Ensuring the Security of Commercial Systems

In addition to known attacks against which countermeasures are available, more and more attacks exploit vulnerabilities that even software developers and system development vendors are not aware of. To address such unknown attacks, we must adopt security measures across our systems without leaving any vulnerabilities.

We share the latest trends in security technology and vulnerability information across the Group in a timely manner. When building and operating our systems, we incorporate processes to maintain the necessary level of security and establish mechanisms to enable the system to maintain that security level. We strive to continuously provide safe and secure systems and services, including by subjecting our system to regular diagnostic testing by security experts and appropriately responding to newly discovered vulnerabilities.



## Education and Awareness on Information Security and Personal Data Protection

NTT DATA provides information security education to employees and collaborators. Through e-learning and classroom instruction, we promote understanding of the Group's personal information protection policy, the rules outlined in the NTT DATA Group Security Policy, and the importance of acting with information security awareness. In fiscal 2024, we continued implementing various measures to ensure that every employee consistently follows basic information security practices. In addition, all employees and collaborators of NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., participate annually in training to recognize targeted and mass phishing e-mails and confirm that they respond appropriately.

### Information Security Training at NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., in Fiscal 2024

Target	Content and Format	Participation
All employees	Information security and personal information protection training (e-learning)	Target: 14,055 eligible employees (completion 100%) Achieved: 14,055 eligible employees (completion 100%)
Position based	Information security lectures (on-site learning)	Incorporated in position-based training conducted by the Human Resource Department
	Internal security training for qualified personnel (e-learning)	Learning materials provided online to applicable personnel
All employees and collaborators	Personal information protection introduction training and information security education (e-learning)	Target: Parties registered on our Group's system 52,440 people (completion 100%) Achieved: Parties registered on our Group's system 52,440 people (completion 100%)
	Information Security Training Handbook	Booklets available to new business partners and temporary staff via download
All employees and collaborators	Targeted e-mail response training	We send training e-mails to all employees and collaborators (approximately 60,800 people) and conduct exercises to test their ability to identify and respond to phishing attempts.

### Key Information Security Training at Group Companies in Fiscal 2024

Target	Content and Format	Participation
Group company employees, business partners, and temporary staff	GSP security training and personal information protection training (e-learning; in three languages)	35,960 persons (64 Group companies in Japan)

Note: In addition to the above, information security education was provided for Group companies outside Japan under the control of NTT DATA, Inc.

### Certifications Acquired (as of March 31, 2025)

Certifications	Details
Certifications	• Information Security Management Systems (ISMS) certification: 41 companies in Japan, including NTT DATA Japan
	• ISO/IEC 27001: Multiple Group companies outside Japan (including in Europe, China, and India)
	• PrivacyMark of the Japan Institute for Promotion of Digital Economy and Community (JIPDEC): 39 companies in Japan, including NTT DATA Japan

## Security Personnel

We actively invest in the development and skill improvement of security personnel. As of April 2025, we had 1,162 individuals with certification as security personnel, a program promoted by the NTT Group, who are actively contributing both domestically and internationally.

Security Personnel	Certified Persons	
Security master	Leading experts with industry-leading accomplishments and influential outreach	2
Security principal	Specialists who provide security strategy recommendations to the management team	10
Security professional	Experts with extensive experience and exceptional judgment	1,150

### Personnel Type

Security management/security consulting  
Security operations  
Security development

# Protect Data Privacy

## Basic Policy

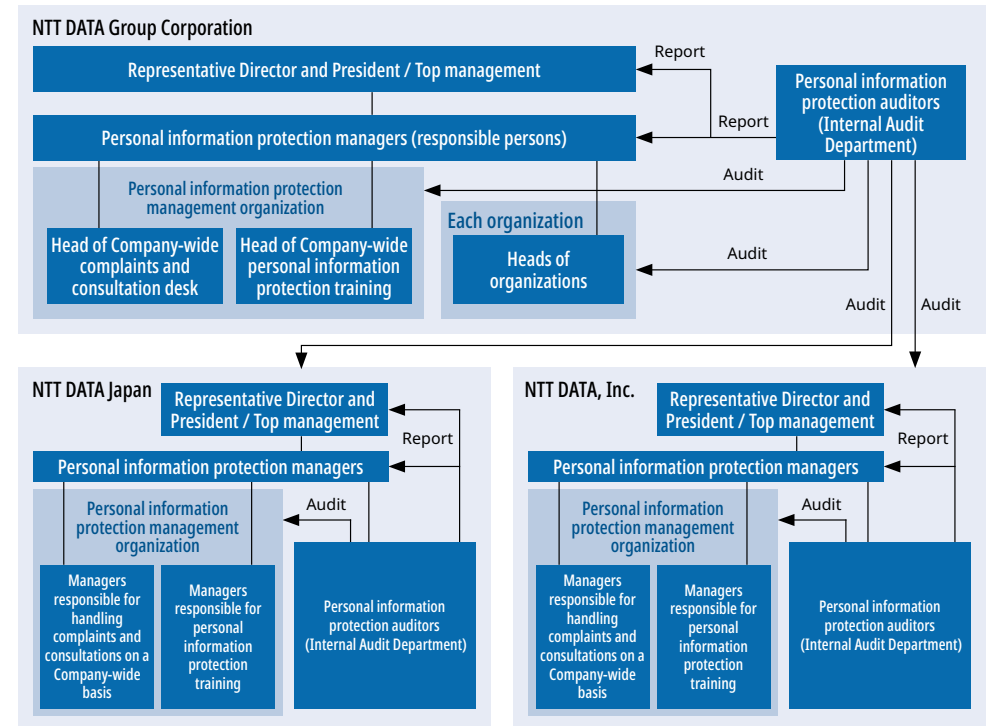
NTT DATA addresses personal information protection (data privacy) in accordance with the NTT DATA Group Data Protection Policy (DP Policy) and strictly complies with personal data protection laws and regulations in each country and region, such as the EU General Data Protection Regulation (GDPR), the California Consumer Privacy Act (CCPA), China's Personal Information Protection Law (PIPL), and Japan's Act on the Protection of Personal Information (APPI).

Specifically, each Group company establishes privacy policies and internal rules in accordance with the DP Policy and applicable local laws, requiring the proper handling of personal information. This ensures that personal information is appropriately protected across the Group. These policies and rules also cover partner companies entrusted with business operations, enabling proper management of information assets that include personal data. In Japan, each company strives to maintain a common standard equivalent to PrivacyMark certification requirements, regardless of whether PrivacyMark certification has been granted.

NTT DATA recognizes the importance of personal information (including specific personal information under Japanese law), regards the protection of personal data as a core business activity, and considers its thorough implementation a social responsibility. Accordingly, we have established the Personal Information Protection Policy described below and ensure that all officers, employees, and business partners are informed of it and comply with it.

[Privacy Statement \(NTT DATA Group Corporation's Personal Information Protection Policy\)](#)

## NTT DATA Personal Information Protection Governance Structure



## Roles in Personal Information (Privacy) Protection at NTT DATA

<b>Representative Director and President</b>	The representative director and president oversees personal information protection as top management and appoints personal information protection managers and the personal information protection auditors.
<b>Personal information protection managers (responsible persons)</b>	Appointed by the president, these officers have the responsibility and authority for the planning and operation of the personal information protection management system, leading efforts in personal information protection from a Group-wide perspective. The officers appoint managers responsible for personal information protection training and for handling complaints and consultations on a Company-wide basis. They also direct each organizational head to oversee the handling of personal information within their respective areas of operation.
<b>Managers responsible for personal information protection training</b>	These managers are responsible for planning and implementing Company-wide education programs on personal information protection, as well as overseeing training operations for employees and staff.
<b>Managers responsible for handling complaints and consultations on a Company-wide basis</b>	These managers are responsible for receiving and addressing inquiries and complaints related to personal information on a Company-wide basis.
<b>Personal information protection auditors</b>	Appointed by the president, this role carries the responsibility and authority to conduct internal audits and report findings from an impartial and objective standpoint independent of the personal information protection manager.

[Reference page] "Ensure Information Security"

## Provision of Sustainable Products and Services

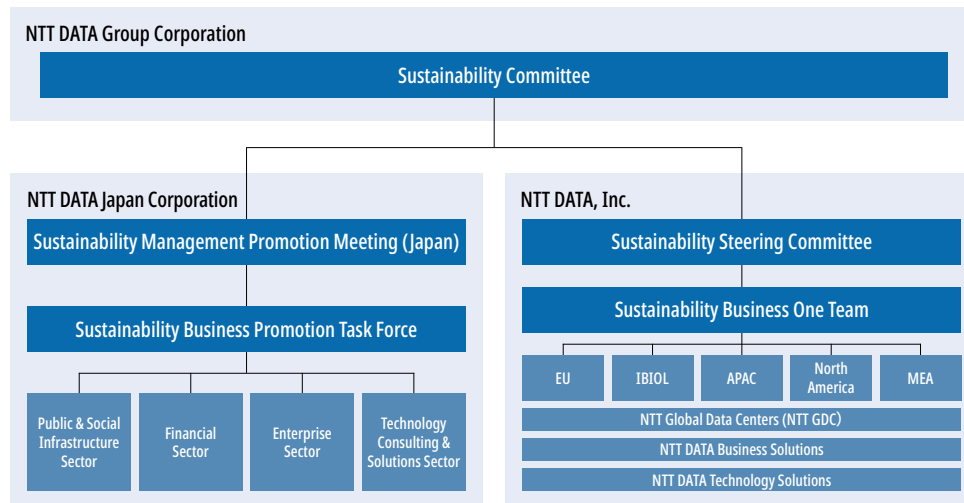
### Basic Policy

As a member of the IT industry, NTT DATA has a responsibility to reduce environmental impacts, including addressing the increased power demand from data centers and AI usage. Furthermore, as a company that supports social infrastructure, we recognize our ability to contribute across various sectors and industries through our business activities, and we strive to provide value that advances the sustainability of our customers and society as a whole.

We promote the integration of sustainability across our entire business portfolio, including sustainability initiatives in system development and data center operations, the creation of sustainability-focused offerings, and the provision of consulting services.

### Promotion System

NTT DATA Japan and NTT DATA, Inc., have each established their own sustainability promotion structures. Across the entire NTT DATA Group, the Sustainability Committee serves as the central coordinating body, driving an integrated approach from strategy formulation to implementation and monitoring.



IBIOL: Iberia, International Organizations & LATAM

### Specific Initiatives

NTT DATA is working to help realize a sustainable society by addressing social issues through our business activities. For example, we combine measures such as visualizing greenhouse gas emissions, promoting energy savings and renewable energy through digital technologies, and advancing sustainable IT to support our customers while contributing to society's overall sustainability.

For details on these initiatives, please refer to Planet positive: Initiatives to achieve Net-Zero for customers and society through our "Proposal, Implementation, and Outcomes" model, and the case book, "NTT DATA Sustainability Report Case Book," which compiles our sustainability businesses and group activities.

[\[Reference page\] Initiatives to Achieve Net-Zero through "Proposals, Implementation, and Outcomes"](#)

[NTT DATA Sustainability Report Case Book](#)



# Initiatives to Improve Customer Satisfaction

We undertake activities based on our belief that a client-oriented approach lies at the root of sustainable corporate growth, which has resulted in a high level of customer satisfaction. Specifically, we conduct annual oral and written surveys of our regular clients with whom our Group companies in Japan have ongoing transactions, using the results to enhance business activities. This self-monitoring exercise aims to ensure that we deliver improved services from the client's standpoint.

In fiscal 2024, we conducted interviews with people from 65 client companies and organizations, obtaining information regarding their opinions and requests. We also gained feedback through questionnaires received from 474 people in 183 client companies and organizations.

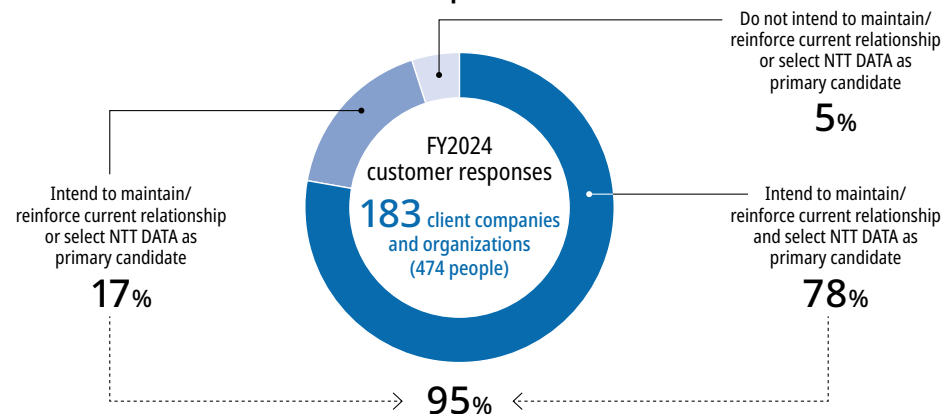
Overall satisfaction, the main item in the questionnaire, was rated at 7.9 out of 10, with 95% of clients positively stating that they would like to continue and strengthen the relationship going forward and that NTT DATA is their first choice for consultation.

We will continue to make further improvements based on interviews and survey results.

## Changes in Overall Satisfaction

Evaluation Item	FY2022	FY2023	FY2024
Overall Satisfaction (out of 10)	8.1	7.9	7.9

## NTT DATA's Position from Customers' Perspective





# People positive

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## People positive

### Initiatives to Achieve Materiality and KPIs

NTT DATA aims to contribute to a sustainable society and address global environmental challenges for all people and future generations by respecting diverse values and talents, and by maximizing the potential of both people and technology.

To achieve this, we have identified five material issues—People-Centric Company, Diversity and Inclusion, Health and Safety, Human Rights, and Digital Accessibility—and are focusing our efforts on them.

[Reference page] Sustainability Management “Materiality and Non-Financial Indicators”

	Indicators for FY2025 and Beyond			[Reference] FY2024 Results			
	Indicator	FY2025 Target	Medium- to Long-Term Targets	Specific Initiatives	Indicator	Target	Achievement
<p> <b>People-Centric Company</b> <a href="#">P66</a></p> <p>Human capital is one of the most important capital, and in addition to acquiring human resources from outside the company, we will realize employee growth. To this end, we will work to improve the work environment and personnel system that make it easier for employees to work, and support the enhancement of skills.</p>	Ratio of employee engagement	YOY improvement	Continuous YoY improvement	From FY 2025, NTT DATA will standardize the survey across all Group companies, both in and outside Japan, to assess and analyze employee engagement. Workshops are held globally to ensure proper interpretation of the results, and events are organized to facilitate direct dialogue between executives and employees.	Ratio of employee engagement (percentage of positive responses to the statement “I am proud to work for our company.”)	73%*	77%*
<p> <b>Diversity and Inclusion</b> <a href="#">P77</a></p> <p>In order to respond to the diverse needs of customers, we will work to create a workplace where diverse human resources can play an active role by demonstrating their individual thinking and abilities and foster a culture.</p>	Ratio of female managers	15% (Japan)*	Target to be established in FY2025	The Sustainability Committee’s subcommittees hold practical discussions on various issues, including diversity and inclusion (D&I). Regular sessions on D&I are conducted with leaders from around the world, and employees actively engage in voluntary initiatives.	Ratio of female managers	15% (Japan)* <FY2025>	11.90%*
<p> <b>Health and Safety</b> <a href="#">P82</a></p> <p>The importance of issues such as long working hours and mental health problems is increasing with the diversification of the labor environment, additionally, to prevent labor accidents in the operation of data center businesses, we will promote measures such as risk assessment of hazards, establishing a governance system, and providing education and training.</p>	Number of fatal accidents	0	Continuation of zero-case record	At NTT DATA, we prioritize employee safety and strive to provide a secure working environment. Management, occupational physicians, and public health nurses from HR Headquarters lead initiatives in collaboration with the health insurance association and each workplace to promote employee health, well-being, and mental health care.	—	—	—
<p> <b>Human Rights</b> <a href="#">P84</a></p> <p>While the international demand for corporate responsibility for respecting human rights, we will work on human rights management across the entire value chain. We will prevent and mitigate negative impacts on the human rights of our stakeholders and take necessary remedial measures.</p>	Due diligence implementation	100% human rights due diligence implementation in high-risk countries/offices		In accordance with the NTT Group Human Rights Policy, we conduct human rights due diligence processes to identify, prevent, mitigate, and remediate human rights issues globally, while promoting awareness of human rights.	—	—	—
	Establishment of grievance mechanisms	Grievance mechanism to be established by FY2027		To create more accessible channels for consultation, we are improving various contact points both domestically and internationally.	—	—	—
<p> <b>Digital Accessibility</b> <a href="#">P88</a></p> <p>Although IT is an important means of accessing basic needs such as education, food, and medical care, digital divide is a problem. We will work to provide IT services that support access to basic needs, introduce UI and UD for digital inclusion, and improve literacy.</p>	Number of people impacted by our digital accessibility solutions, technical skills training, and outreach programs	Monitoring of social impact		We are implementing UI and UD to support digital inclusion and working to improve IT literacy. Centered on IT education, we also promote donations and employee volunteer activities to contribute to the development of local communities.	—	—	—

\* Scope covers NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan)



## People-Centric Company

**Human capital is one of the most important capital, and in addition to acquiring human resources from outside the company, we will realize employee growth. To this end, we will work to improve the work environment and personnel system that make it easier for employees to work, and support the enhancement of skills.**

Human capital is the source of our Group's competitiveness and one of our most important management assets. Our basic policy is to develop personnel systems that enable each employee to feel a sense of purpose in their work, while creating an environment in which they can demonstrate diverse expertise according to their roles. Through these efforts, we strive to secure the human capital needed to support business growth.

At NTT DATA Group Corporation, the holding company, we support each business unit through the development of personnel systems, selection and development of executives, and monitoring of human capital. We also implement initiatives to cultivate organizational culture and promote our core Values. Each business unit provides HR functions—including recruitment, development, placement, and evaluation—tailored to its business portfolio, enabling agile human resource management aligned with business strategy.

### Human Resources Strategy and Policy

From a long-term perspective, the NTT DATA Group respects the diversity of each employee, cultivating globally competitive creativity and fostering continued growth.

In the rapidly evolving IT services industry, diverse and highly specialized talent is essential to understanding customer needs, keeping pace with technological trends, and continuously driving innovation. By securing highly professional talent to support business growth and creating an attractive environment where diverse employees can develop and thrive, we aim to enhance corporate value for the future.

### Human Capital-Related Metrics and Targets

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), set metrics for each initiative implemented in line with our human resources strategy.

As a result of these initiatives, we aim to improve ratio of employee engagement and other related metrics.

#### Metrics Based on Human Resources Strategy

Initiative		Indicator	FY2024 Target	FY2024 Results		FY2025 Target* <sup>1</sup>	
Development of professional talent		Number of new professional CDP certifications* <sup>2</sup>	1,500	1,850		1,500	
Development of global talent		Number of new graduates from the Global Leadership Program (GLP)* <sup>3</sup>	20	32		20	
Fostering a culture for diverse talent	Gender	Ratio of female managers (Human Rights and D&I)	15% or more (FY2025)	11.9%		15%	
		Ratio of new female graduates hired (Human Rights and D&I)	Over 30%	36.8%* <sup>4</sup>		Over 30%	
	Parental leave return rate	Ratio of males/females taking childcare leave (Human Rights and D&I)	100%	(Male) 100%	(Female) 105%	(Male) 100%	(Female) —
		Parental leave return rate	100%	(Male) 100%	(Female) 99%	—	
	Persons with disabilities	Employment rate of persons with disabilities* <sup>5</sup>	2.5% or more	2.5%		2.5% or more	
	Experienced employees	Employment rate of experienced employees	30%	45.7%		—	
Understanding of D&I	Training participation rate on Human Rights and D&I	100%	100%		—		
Realizing diverse career paths based on advanced expertise		Rate of career discussions for general employees	75%	95.4%		—	
Creating an environment with flexible working hours and locations	Remote work environment adoption rate	100%	100%		100%		
	Rate of paid leave taken	87%	79.8%		87%		
Ratio of employee engagement (percentage of positive responses to the statement "I am proud to work for our company")		73%	77%* <sup>6</sup>		73%		
Improvement rate of the three human resources strategy items in the employee engagement survey (growth opportunities, acceptance of diversity, and culture/organizational climate) compared with FY2022 results		10% or higher	11%		—		

Note: Unless otherwise stated, figures are aggregated for the main constituent companies: NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan)

\*<sup>1</sup> Although some targets were achieved in FY2024, they remain important for maintaining our position as a Best Place to Work. Therefore, the current medium-term management plan retains the same targets as FY2024. However, no FY2025 targets are set for female parental leave uptake, male and female parental leave return rates, experienced hire recruitment rate, training participation on Human Rights and D&I, career interviews for general employees, or the improvement rate for the three human resources strategy items in the employee engagement survey, as these targets were established and achieved by FY2024.

\*<sup>2</sup> Aggregated figures for NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), Group companies in Japan, and certain Group companies outside Japan

\*<sup>3</sup> The aggregated values represent the consolidated figures for the entire Group (including Group companies in and outside Japan).

\*<sup>4</sup> As of April 1, 2025

\*<sup>5</sup> Aggregated figures for NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and NTT DATA DAICHI Corporation

\*<sup>6</sup> Aggregated figures for NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), including major Group companies in and outside Japan, total 78%.

## Securing Personnel to Support Business Growth

The NTT DATA Group recruits the talent needed for medium- to long-term business growth in line with each Group company's business strategy.

### Acquiring Diverse Talent at NTT DATA

(strengthening recruitment of both new graduates and experienced professionals)

In recruitment, we focus on each candidate's aptitude, motivation, and abilities, regardless of gender, nationality, age, or educational background, securing talent suited to our business portfolio. Recruitment efforts are strengthened both domestically and internationally, and in FY2024 we hired more than 37,000 people worldwide.

To continuously attract and secure highly professional talent necessary for business growth, we implement the following initiatives.

- We are strengthening NTT DATA's global employer branding by utilizing country-specific career sites tailored to each market and a global career site that brings these sites together to enable worldwide job searches.
- To prepare for the competitive acquisition of IT talent across borders, we are utilizing social media to showcase NTT DATA's business activities and the talent thriving within our organization worldwide.
- We ensure the stable recruitment of new graduates through ongoing alliances with local universities in countries such as Japan, the United States, Spain, Italy, and India.
- At NTT DATA, Inc., we centralize overseas recruitment functions to establish a highly efficient recruitment operations system.

[Reference page] Non-Financial Data "Status of Employment"

### Talent Acquisition in Japan

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have a track record of recruiting from more than 100 educational institutions for new graduate hiring, with 697 new hires in fiscal 2024. As the business expands globally, we also recruit foreign nationals from several countries each year. In addition, we ranked third overall in the 2026 new graduate employer popularity rankings on the job review site Rakuten Minshu (maintaining a Top 3 position for seven consecutive years) and ranked first in the IT industry category for 16 consecutive years.

Mid-career individuals are recruited through various channels, including our website, direct recruiting, recruitment agents, referral hiring, and rehiring former employees. In fiscal 2024, we successfully hired 587 individuals. In response to the increasing importance of consulting and technology talent, and the intensifying competition for such professionals, we are focusing on enhancing our capability to attract highly specialized professionals. To support this effort, we have introduced the Advanced Professional

(ADP) system, enabling us to recruit industry-ready human resources with outstanding expertise who can lead new business. In addition, we have implemented the Flexible Grade system, which promotes a job-based employment structure, and the Technical Grade system, which facilitates career paths as specialists. This initiative aims to enhance our ability to attract highly specialized human resources.

We are building a talent pool composed of individuals we have engaged with during our recruitment activities, those considering their career options, and alumni registrants, thereby strengthening the formation of a medium- to long-term talent pipeline. Furthermore, when promoting to managerial positions, we operate on a system that evaluates and treats all employees, regardless of whether they are new graduates or experienced hires, equally and fairly. This approach allows employees with diverse career backgrounds to excel on the front lines of our business.

### Retaining Diverse Talent at NTT DATA

We actively work to ensure early integration of new hires and overall employee retention. In overseas markets, where workforce mobility is high, new hires participate in localized onboarding sessions and recognition programs. Our efforts to create workplaces where each employee can maximize their potential were recognized again, with NTT DATA being certified as a Global Top Employer 2025 in January 2025.

With the integration with NTT Ltd. in 2022, changes in NTT DATA's business portfolio, and the rapid evolution of advanced technologies, both internal and external business environments have undergone significant shifts. To respond to these changes and enhance the value we provide to clients and society globally, we updated "Our Way," which consolidates NTT DATA's fundamental approach and strategic direction, in July 2025.

In Japan, we support the retention of experienced hires through initiatives such as training programs to enhance business understanding and IT skills, monitoring and follow-up via pulse surveys, strengthened communication, and individualized skill training and networking events within each receiving department.



Global Top Employer 2025

## Developing Highly Specialized Talent

We promote the development of training systems and a wide range of content tailored to the diverse expertise and aspirations of our employees. In addition, we encourage the cultivation of a culture of co-creation and mutual learning through community-based learning.

[Reference page] Non-Financial Data “Information on Talent Development”

### Human Resource Development Policy

The foundation of education and development at the NTT DATA Group is that employees take initiative in setting their own goals and have a desire to learn and grow, supported by the provision of diverse development programs and career paths that respond to their varied growth objectives.

We are dedicated to fostering professional human resources with advanced expertise and adaptability to change, as well as individuals who can excel on a global scale.

### Generative AI Talent Development

To drive transformation across our clients’ value chains and promote internal value chain transformation—including major improvements in operational efficiency, innovation, and the cultivation of a corporate culture—through the use of generative AI, we are developing generative AI talent, led

by the Global AI Office. The program defines skill levels from White Belt, for basic generative AI knowledge for all employees, to Yellow Belt and Green Belt, for delivering value in generative AI projects, and Black Belt, for leading projects and mentoring others. Talent profiles and development road maps are designed according to these levels, and training is conducted globally. As a result, we achieved our fiscal 2026 target of 30,000 practical generative AI talent (Yellow Belt or higher) two years ahead of schedule, by the end of fiscal



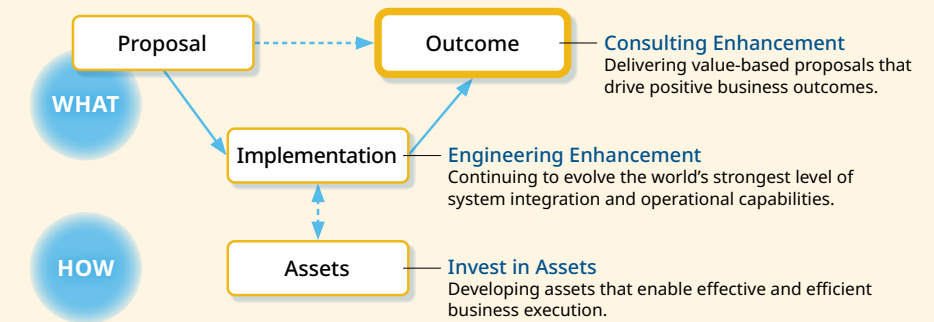
2024, and we expect to reach 60,000 by the end of fiscal 2025. Our goal is for all 200,000 employees to become practical generative AI talent by the end of fiscal 2027, and we continue to advance further training initiatives to achieve this.

### Initiatives to Enhance Consulting and Engineering Capabilities

To maximize client value creation, we are advancing talent development aimed at realizing the “Proposal–Implementation–Outcome” model, focusing on strengthening consulting and engineering capabilities driven by foresight.

#### Proposal–Implementation–Outcome Model

As a Company-wide approach to achieving Quality Growth, we pursue the creation of client value.



To enhance consulting capabilities, we are developing consulting talent through the establishment of the Foresight Design Method and the creation and implementation of training programs to reskill employees engaged in sales and development. In fiscal 2024, 1,550 employees completed training, and we aim to develop 3,000 by fiscal 2025. Currently, more than 3,050 consultants are active across our domestic Group companies.

To enhance engineering capabilities, we are developing 700 IT architects who can design the optimal system architecture based on IT system requirements while understanding clients’ business needs. This program focuses on enhancing three core capabilities: “Architecture-building capabilities,” “Quality assurance process-building capabilities,” and “Resilience.”

To boost engineers’ engagement, we create an environment that supports continuous growth through initiatives such as a Tech Contest to improve their technical skills communities that promote connection and knowledge sharing among engineers, and the Architect Academy, where NTT DATA’s top engineers provide guidance and advice.



## Developing Human Resources Who Can Excel on the Global Stage

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), are advancing the development of talent who can flexibly thrive in response to changes in the market and competitive environment, driven by the rapid expansion of overseas operations.

For employees hired in Japan, we offer programs at all levels aimed at developing skills to succeed in the global market. Since fiscal 2024, the focus has shifted to cultivating employees with global practical experience, providing diverse opportunities such as sending young employees overseas as trainees through a young trainee program, participation in programs for future executive development like NTT University and the Global Leadership Program (GLP), and support for pursuing MBAs at universities in Europe and the United States. These initiatives enable employees to strengthen their global capabilities.



The Global Leadership Program (GLP) has been conducted since 2009 to develop future executives capable of thriving globally. It is held jointly across all Group companies worldwide. The GLP is designed to help participants analyze both global and local strategic challenges and consider, from their own perspective, what is necessary and what actions should be taken to realize One NTT DATA.

In FY2024, we launched a young trainee program as a new HR initiative. This program sends young employees, typically in their late 20s to early 30s, to overseas trainee posts for approximately one year, allowing them to gain hands-on business experience while receiving training to develop future global talent. Through this program, 24 trainees are scheduled to be dispatched to various locations overseas in fiscal 2025. After returning to Japan, participants continue to engage in global assignments based on their aptitude and career aspirations, aiming to build and expand a pool of young and mid-career employees who can succeed on the global stage.

Our training platforms teach respect for the diversity and individuality of our employees in more than 70 countries and regions, and are a symbol of the Group's dynamism.

### Global Human Resource Development Framework

Executive/ Division manager	Executive Division manager	OJT		OFF-JT		Language coach
			NTT Group common overseas dispatch			
Manager	Department head		NTT University · Next EC · Future EC	<ul style="list-style-type: none"> <li>Language Acquisition support - TOEIC test - TSST test</li> <li>Literacy Training by hierarchy - Global lectures - New employee training</li> </ul>	Leadership training Global Leadership Program	
	Section head					
General employee	Assistant section head	Practical overseas experience			<ul style="list-style-type: none"> <li>Literacy Training by hierarchy - Global lectures - New employee training</li> </ul>	Overseas MBA study programs
	Supervisor	Young trainee				
	Employee					

## Development of Management Personal

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), are actively pursuing a multifaceted approach to developing management personnel over the medium to long term capable of leading the Group in rapidly changing environments. Through a wide range of initiatives, we are cultivating the next generation of management personnel, equipped with both motivation and capability. This includes job assignments addressing the Group's management challenges, assignments to global business roles, participation in external seminars and training aimed at acquiring systematic knowledge in management and building external relationships, opportunities to learn management philosophy through dialogues with current executives (Executive Academy), and participation in the initiative for developing management talent across the NTT Group, NTT University, hosted by NTT Holdings. As a result of these and other efforts, approximately 110 Japanese

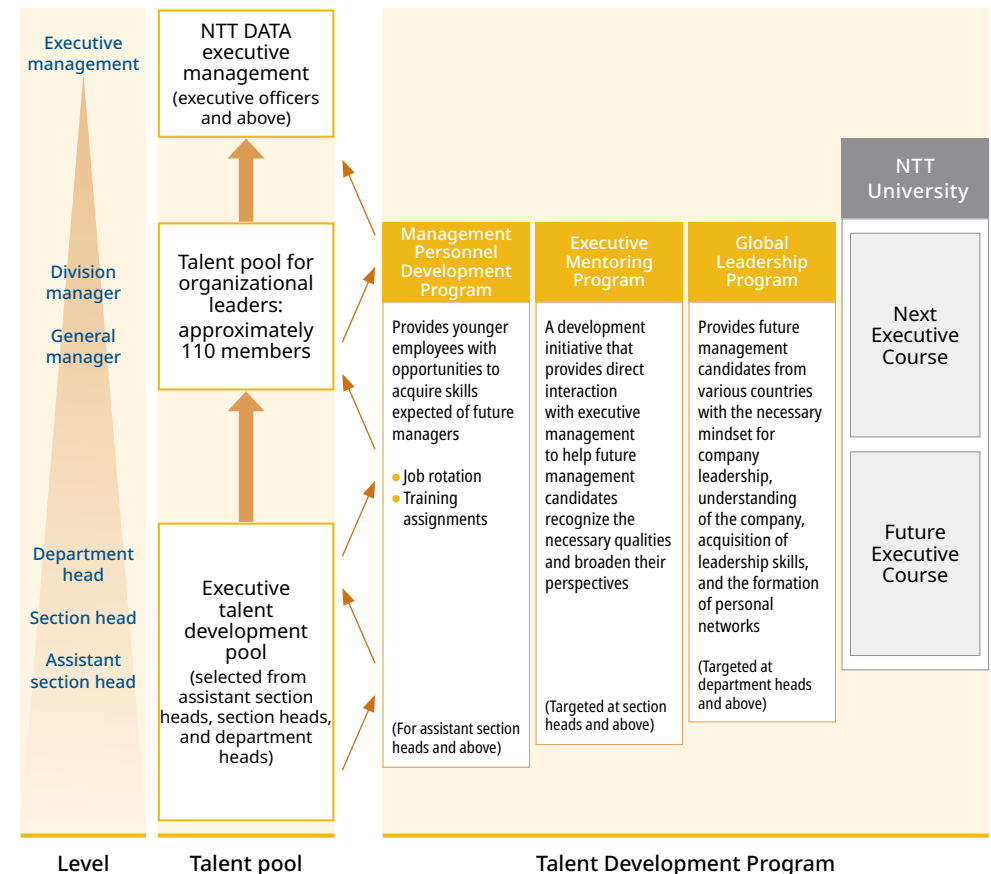


individuals are currently part of the talent pool for leadership positions.

For overseas talent, integration into these management development programs is also progressing. As of fiscal 2024, 382 overseas employees from our Group have participated in the GLP, including 32 new graduates of the program. Succession management for overseas executives is conducted using this talent pool as the core, supplemented by assessments from external organizations.

We plan to further enhance the global development of management personnel that supports the sustainable management of the Group going forward.

### Overview of Management Personnel Development





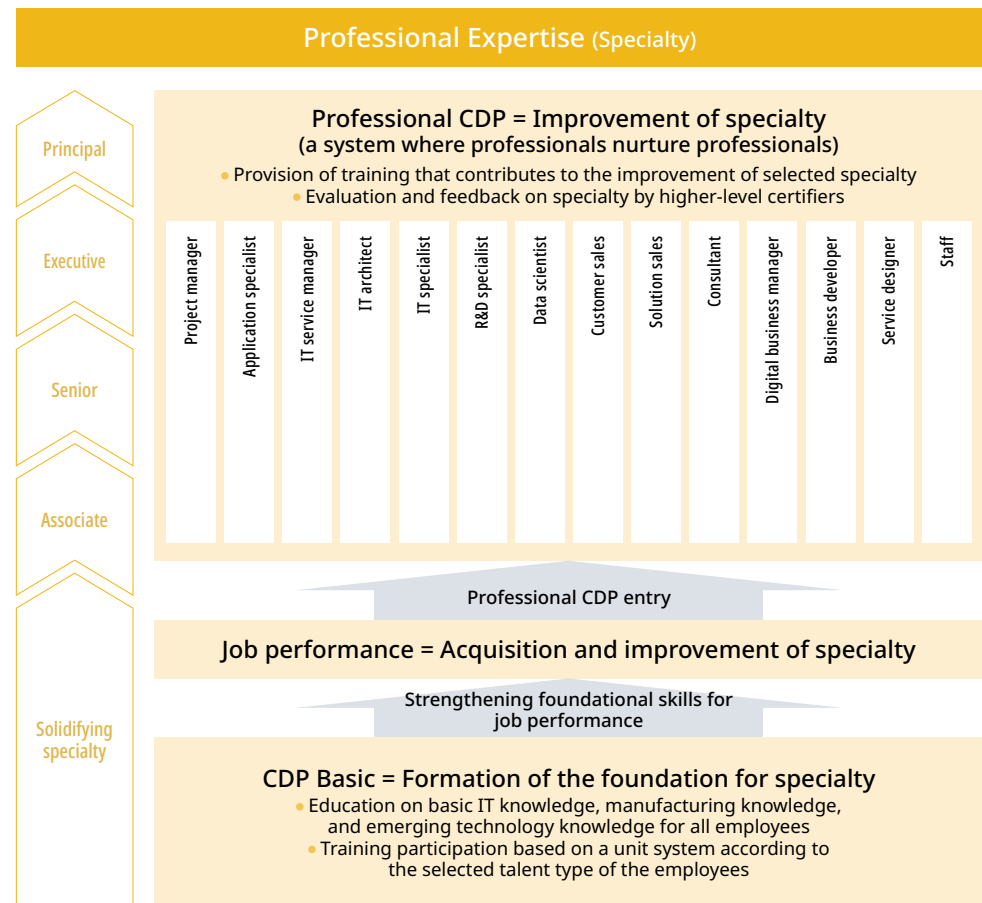
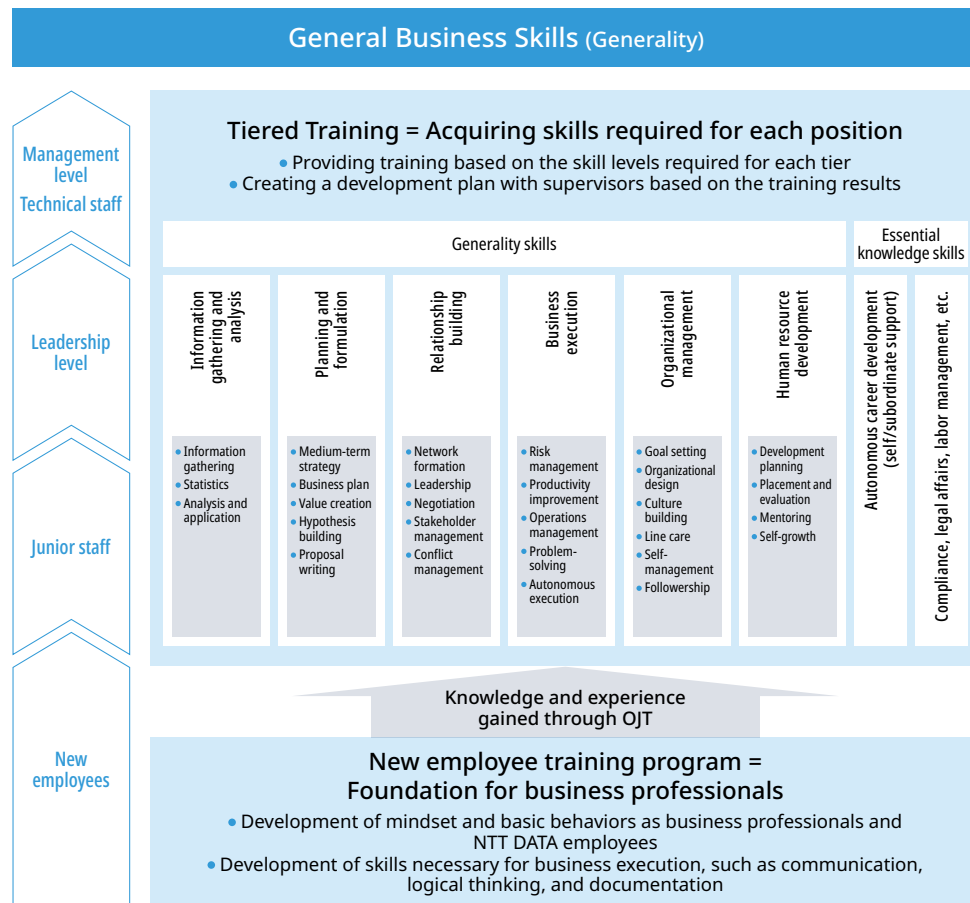
### Training System

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), provide employees with access to training at the appropriate time based on their roles and responsibilities, focusing on two perspectives: enhancing general business skills (generality) and developing professional expertise (specialty).

In terms of overall capability development, programs continue to evolve in response to changes in the business environment and technology. In fiscal 2024, the new employee training program strengthened curricula on logical thinking and documenta-

tion as consulting elements, in addition to cultivating skills necessary for job performance. For fiscal 2025, practical exercises, such as business planning simulations, will be further enhanced. Moreover, career-level programs are strengthened to build the foundational mindsets and capabilities needed for employees to become self-driven professionals, as well as to acquire the level of skills required for each respective role.

### Human Resource Development System





With the aim of developing employees into professionals with advanced expertise and adaptability, NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have operated the Professional Career Development Program (Professional CDP) since 2003, spanning more than 20 years. The program defines the desired talent profile and growth trajectory within the organization and provides expertise certification.

Professional CDP supports autonomous growth for all employees, from young staff to executives, and is guided by the philosophy of “professionals nurturing professionals.” It functions not only within vertical organizational hierarchies but also as a mechanism for lateral and diagonal mentoring across professional categories that transcend departmental boundaries. Overseas, expertise certification is conducted through initiatives such as the NTT DATA Learning Certification Institute (NLCI) run by our U.S. Group company.

Professional CDP continues to evolve in response to changes in the business environment and technology. In fiscal 2019, we added “business developer” and “data scientist” and, in fiscal 2020, we added “cloud” to our specialized IT fields. In fiscal 2021, we added “digital business manager” and “service designer,” who proposes new value from the end user’s perspective, as human resources leading the digital business, and “agile” as a new category of project managers. In fiscal 2022, we added the facet of improving customer value to our “IT service manager.”

### Diverse Career Paths Aligned with Expertise to Support Autonomous Career Development

To enable employees to fully leverage their diverse skills, we have established systems that allow each employee to pursue varied career paths according to their area of expertise.

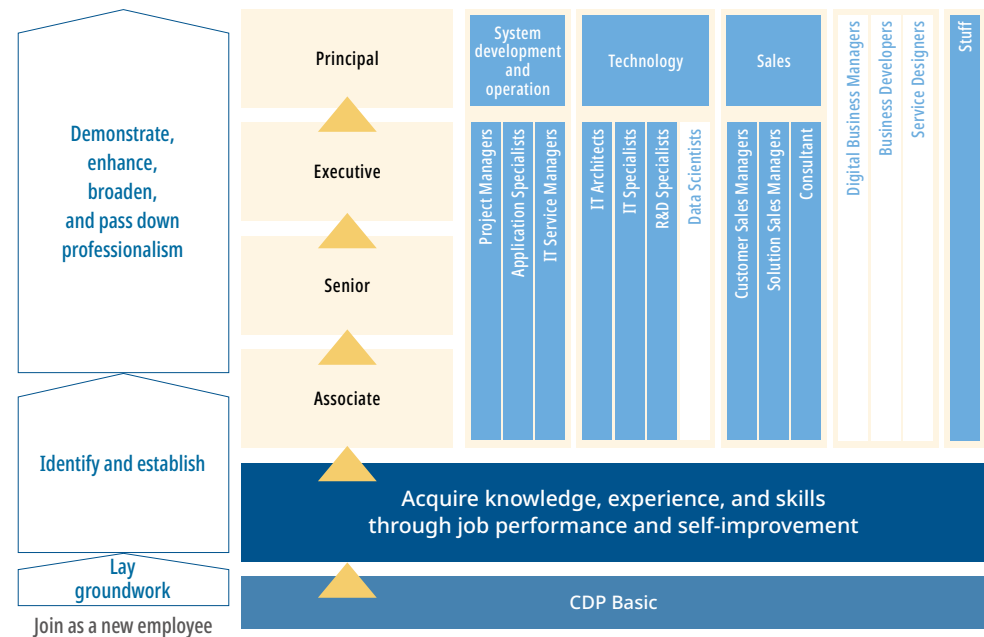
NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), launched the Advanced Professional (ADP) program in December 2018, designed to attract highly skilled, immediately effective talent who can drive cutting-edge business, including from external sources. Internal promotions are also possible under this program; as of July 1, 2025, 11 employees had been certified—four through internal promotion and seven through external recruitment.

In addition, the Technical Grade (TG) program was established in October 2019 to provide a dedicated career path for specialists. As of July 1, 2025, 333 employees had been certified under this program.

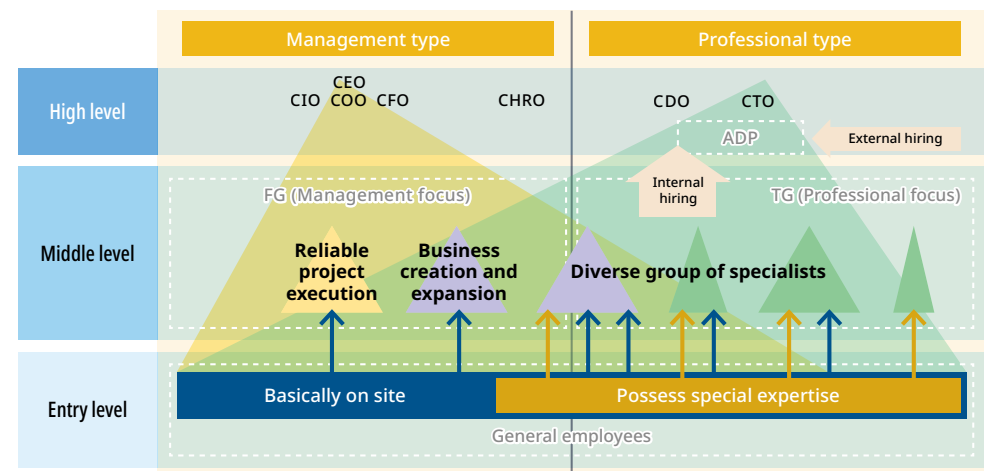
In July 2020, the Flexible Grade (FG) system was introduced, a job-based employment framework designed to maximize value creation by enabling employees to leverage their diverse strengths. Since July 2022, this system has been applied to all managerial positions.

We aim to maximize human capital through a flexible personnel system that fairly evaluates each employee’s abilities and achievements and actively promotes top talent regardless of age or years of service.

### Professional CDP Human Resource Types



### Career Development

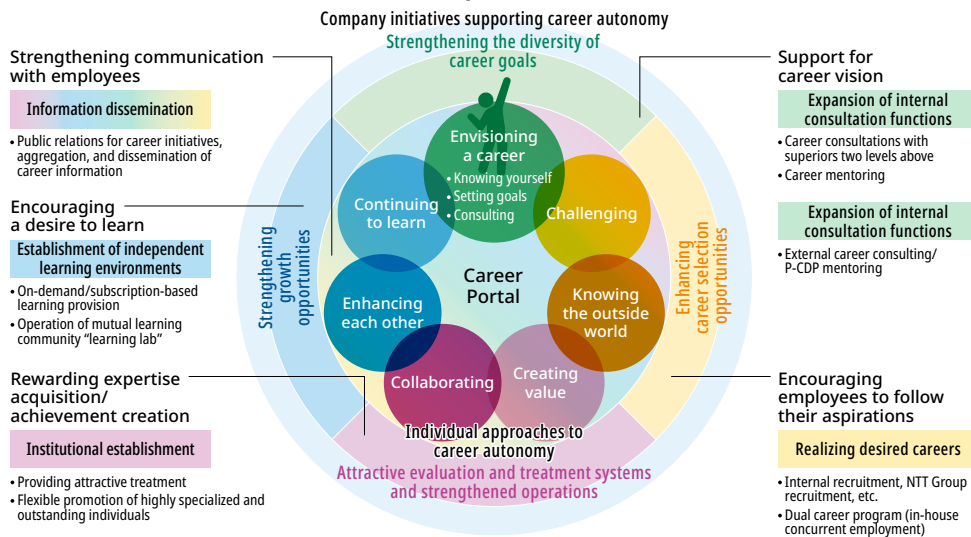


## Support for Autonomous Career Development

Regarding autonomous career development, we emphasize that employees should envision their career paths and actively seek to learn and grow autonomously. This principle fosters a virtuous cycle of growth, where individual employee development contributes to the Company's growth, and in turn, the Company's growth creates further opportunities for employee advancement. Ultimately, this approach aims to deliver high value to our clients and society.

Traditionally, employees aligned their career aspirations through communication with their direct supervisors. Starting in fiscal 2023, to further promote autonomous career development, higher-level managers began holding career discussions with employees to understand their medium- and long-term career visions and support actions to achieve their desired goals. (In fiscal 2024, 95.4% of general employees participated.)

### Platform for Autonomous Career Development



We have also established multiple career consultation channels. In addition to opportunities to consult with external career consultants, from fiscal 2024 we have offered career mentoring, allowing employees to easily seek advice from in-house career experts. Furthermore, we are strengthening career development support through initiatives such as the dual career program (internal side jobs), which aims to foster diverse value creation by enabling employees to evolve their existing expertise, acquire new specialties, and leverage their comprehensive capabilities as they grow.

We aim to create a company that provides employees with opportunities to take on challenges and enables diverse talent to thrive through various working styles, where

each employee can feel their growth toward their individual goals alongside the Company's development, making it an attractive organization where people want to work and continue working.

## Promoting Reemployment of Retired Workers

NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and some Group companies in Japan have introduced a "Meister System" (full-time employment with a fixed monthly salary, where employees utilize their job experience, performance abilities, knowledge, and skills to independently and proactively carry out tasks, offer advice and support to juniors, and achieve specific results and performance) and the "Career Staff System" (offers routine work on an hourly basis and allows employees to choose from a variety of work styles such as full-time work, short-time work, and three- or four-day work weeks) for employees who wish to be rehired after mandatory retirement, enabling them to continue working vigorously until age 65.

In April 2021, we introduced an employment continuation system that allows employees who meet our requirements and wish to extend their employment beyond age 66 to continue working until age 70.

## Human Resource Management (Performance Evaluation System)

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have established a compensation system that emphasizes results, performance, and behavior, regardless of employees' employment status. Each employee is encouraged to practice the doctrines of our vision, enhance their own professionalism, and establish results and performance as a fundamental aspect of their behavior style.

Regarding performance evaluations, each employee meets with their supervisor to set individual goals and assess their achievement. In addition, evaluations by multiple assessors are conducted to ensure that all employees receive transparent assessments from various perspectives. Individual meetings with supervisors are held four times a year—beginning-of-term goal-setting meeting, mid-term goal review meeting, end-of-term goal review meeting, and behavior and performance evaluation feedback meeting (around May)—and are conducted for all employees. During the beginning-of-term goal-setting meeting, supervisors and subordinates align their understanding of the goals for the year and the supervisor provides advice. In the mid-term goal review, end-of-term goal review, and behavior and performance evaluation feedback meetings, supervisors and subordinates reflect together on achieved results, performance, and the goal attainment process, offering advice and motivation to support further improvement and growth.

For contract employees, a system has been introduced to reflect their performance and achievement in their compensation. In addition, if they are deemed capable of contributing long term, they might be hired as full-time employees.

# Enhancing Employee Engagement

## Employee Engagement Surveys

To understand employee engagement and identify issues for improvement, we conduct engagement surveys. Previously, survey methods and frequencies varied across Group companies and countries. In FY2024, NTT DATA conducted a unified employee engagement survey covering NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and certain Group companies in Japan, with the scope newly expanded to include all employees of Group companies outside Japan. From FY2025, the survey will be standardized across all NTT DATA, including Group companies in Japan, and implemented annually as a Group-wide survey called “One Voice,” covering all NTT DATA employees. This enables NTT DATA to assess and analyze employee engagement consistently across the entire organization.

To gain a detailed understanding of employee engagement, the ratio of employee engagement is calculated as the average of four core KPIs\*1 that make up the overall engagement score. In FY2024, the consolidated employee engagement score for NTT DATA, including overseas employees, was 72%\*2. (The percentage of positive responses to the statement “I am proud to work for our company” was 78%.)

\*1 The four core KPIs are measured as the average of positive response rates to the following four statements:

- My work gives me a feeling of personal accomplishment
- I would recommend this company as a good place to work
- This company motivates me to contribute more than is normally required to complete my work
- I am proud to work for our company.

\*2 Aggregated figures for NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), including major Group companies in and outside Japan.

Based on the survey results, workshops are held globally to ensure proper interpretation of the results. By comparing them with previous surveys, each company can evaluate the impact of their initiatives and plan actions for the next cycle. This ongoing process supports maintaining and enhancing employee engagement and creating a better workplace.

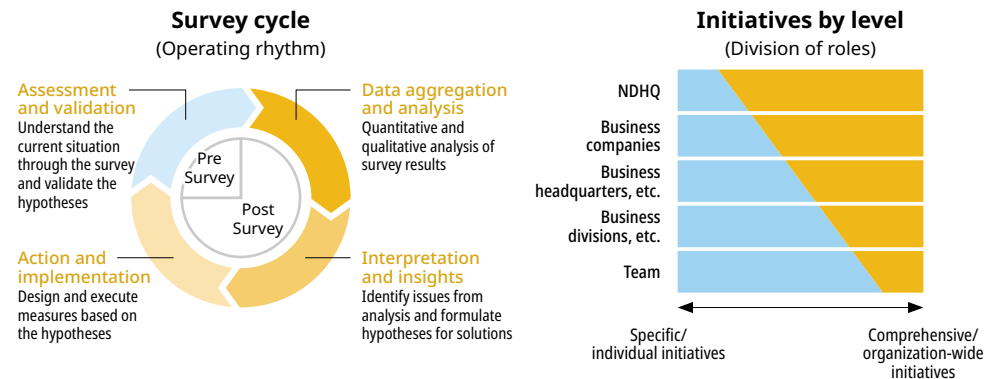
On the Company’s anniversary in May 2025, all 50 recognized achievements were celebrated, with approximately 100 awardees from Japan and overseas attending, sharing exemplary initiatives and results from various locations.

In Japan, to raise awareness of NTT DATA and strengthen the desired brand image, the message “Moving forward in harmony.” was promoted, emphasizing harmony across families, generations, and borders, while highlighting the Company’s commitment to driving clients’ business transformation through advanced technologies in harmony with society.

To leverage the Group’s collective strength, events such as Synergy FY2024, bringing together executives from domestic Group companies, and the bottom-up initiative CAMPFIRE 2025 (with participation from 56 companies and more than 1,300 employees in fiscal 2025) were held. At CAMPFIRE 2025, technology contest awards and discussion sessions advanced collaboration across organizational boundaries.

Furthermore, NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have undertaken initiatives to broadly communicate the Company’s appeal, including executive messages and internal manga publications related to human resource system reforms.

We aim to further enhance employee engagement by fostering an open and transparent workplace where employees’ voices are reflected in corporate management.



## Creating a Supportive Work Environment

As our business continues to expand, securing a stable workforce has become an important issue due to increased workloads and intensified competition for talent. At the same time, we recognize that fostering an attractive workplace where each employee can work safely and healthily while finding fulfillment in their work is equally important for strengthening our workforce.

In innovating work styles, our goal is for each employee to improve the quality of his or her work in the limited time available, while also making effective use of the time created through reduced working hours for self-fulfillment pursuits. We want every employee to continue growing and playing an active role in the Company, which will help us create our strong competitive edge.

We also aim to become “the company of choice in the labor market” by promoting diverse work styles that allow employees to flexibly choose their work locations and hours according to their lifestyles, the establishment of various leave systems, improvement of the working environment, and the implementation of welfare programs that enable employees to maintain their health and continue to work with high motivation.

### Main Systems Supporting Flexible Work Styles

Optimization of Working Hours	<ul style="list-style-type: none"> <li>• Management and monitoring of total working hours targets</li> <li>• Enhancement and encouragement of paid leave systems</li> </ul>
Transformation of Work Environment	<ul style="list-style-type: none"> <li>• Creation of a highly flexible work environment</li> <li>• Creation of an environment that enables employees to work in ways that generate high added value</li> </ul>
Enhancement of Human Resource Systems	<ul style="list-style-type: none"> <li>• Improvement of systems related to work styles</li> <li>• Enhancement of welfare programs</li> </ul>

[Reference page] “Health and Safety”

## Realizing a Highly Flexible Work Environment

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have established an environment that allows for flexible work locations based on business processes and objectives. Since November 2022, we have implemented a new system to support diverse work styles, embracing a hybrid work approach that combines both in-person and remote work for the optimal mix. Under this hybrid work system, each organization discusses their work-style reform policies based on the situation of their teams and projects, enabling them to choose service systems and work styles that align with their business goals, incorporating both in-person and remote options. The remote work rate for fiscal 2024 was 60.5%.

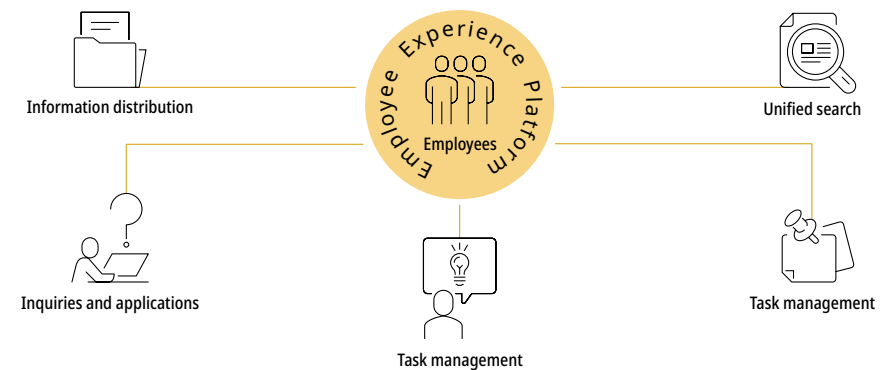
[Reference page] Non-Financial Data “Internal System Users and Working Hours”

## Creating an Environment Where Employees Can Work in Ways that Generate High Value

NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and Group companies in Japan provide an Employee Experience Platform designed with the concept of employee centricity, focusing on the behaviors of employees as users. This platform aims to enhance business and decision-making processes, strengthen interorganizational collaboration, and accelerate knowledge sharing.

In addition, we provide employees with a general-purpose generative AI chat service, LITRON CORE, which complies with our group security standards and allows confidential information to be handled safely. From May 2025, leveraging our strategic partnership with OpenAI, LLC, we are further promoting the use of generative AI within the Company, advancing the sophistication and efficiency of operations, and accelerating initiatives for developing generative AI talent.

### Enhancing Employee Experience Centered on Employees



### Enhancing Systems Related to Work Styles

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., have enhanced systems related to work styles to achieve diverse and flexible working arrangements.

Since February 2008, we have allowed telework from home with a monthly limit of eight days. However, in April 2018, we reviewed the existing telework system, eliminating the upper limit on the number of telework days and enabling work from locations other than home, such as nearby satellite offices during outings. In October 2020, in response to the increase in at-home work and the growing burden of expenses on employees, we established a remote work allowance.

In addition, in labor time management, we have implemented a flextime system and a discretionary labor system, and in October 2020, we introduced a “Super-Flex time” system, which eliminates core hours. Approximately 70% of all employees utilize these systems.

We have established systems that accommodate various lifestyles, enabling employees to work flexibly.

## Enhancement of Employee Benefits

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have implemented various employee benefit programs throughout the entire life cycle to ensure that employees can maintain their health and continue to work with high motivation. These include health promotion initiatives such as comprehensive medical checkups and the “best doctor” referral service, which connects employees with top physicians in Japan based on their medical needs; the wealth formation program, which provides incentives for various savings plans, including deferred compensation savings and defined contribution pensions, to support future financial security; and housing-related programs, which offer housing assistance starting from the time of hiring and adjusted according to changes in life stages. Employees can freely combine these programs according to their individual needs.

Moreover, in addition to the flexible benefit plans, we have established a Life Design Consultation Room, where employees can receive guidance on financial planning for life events such as marriage and childbirth. We also provide support for career and lifetime planning, and offer a matchmaking service exclusively for select companies, creating a comprehensive system that meets a wide range of employee needs.

As a long-term incentive, we provide a retirement allowance system that accumulates based on the length of service, as well as corporate pension plans (both defined benefit and defined contribution) and individual pension plans, enhancing support for employees’ lives after retirement.

### Main Menu of Welfare and Benefit Programs

Health Promotion	Health checkups (including support for optional examinations), introduction to best doctors, multi-opinion services, acquisition of health IT devices like wearable technology, and discounted access to partner fitness gyms, etc.
Wealth Formation	Deferred compensation savings, defined contribution pension plans, and NTT Group individual pension plans, etc.
Housing-Related	Housing assistance, support funds for new employee independence, access to company housing and dormitories, and various support options after home acquisition (long-term living expenses and loan repayment assistance), etc.
Childcare Support	Subsidies for babysitter services, introduction to partner nurseries, and consultation services, etc.
General Lifestyle Support	Life planning consultation room, massage room, special discounts for leisure facilities, restaurants, and goods sales, as well as matchmaking services offered exclusively to partner companies, and company-provided group long-term disability insurance (GLTD), etc.



# Diversity and Inclusion

Note: The target figures and initiatives for these activities are described individually for each country and region, and are subject to compliance with the applicable legal requirements in each respective country or region.

**In order to respond to the diverse needs of customers, we will work to create a workplace where diverse human resources can play an active role by demonstrating their individual thinking and abilities and foster a culture.**

## Basic Policy

NTT DATA is committed to creating a workplace where diverse talents can play an active role by demonstrating their individual thinking and abilities, in order to meet the diverse needs of our customers in a rapidly changing business environment. Recognized as one of the material issues, we promote the principle of respecting the diversity of each individual at work and enhancing creativity. We advance D&I along two main axes: “Diverse Talents” and “Work-Style Innovation.” Through these efforts, we aim to foster a culture in which diverse talent—regardless of gender, nationality, sexual orientation, disability, skills, or career history—is respected and empowered to thrive.



In addition, rather than limiting efforts to a single company, we collaborate with related organizations and other companies, participating in cross-organizational D&I initiatives to create broader social impact. In March 2019, we endorsed the Women's Empowerment Principles (WEPs)\*<sup>1</sup> and signed a statement committing to act in accordance with these principles. Furthermore, in January 2025, we endorsed and signed the GCNJ Collective Action 2030 proposed by the Global Compact Network Japan (GCNJ)\*<sup>2</sup>, engaging with more than 20 domestic companies to address social issues collaboratively.

\*1 In March 2010, the United Nations Global Compact (UNGC) and UNIFEM (part of UN Women) jointly developed the Women's Empowerment Principles (WEPs), a set of action principles to actively promote women's advancement, accompanied by practical guidance for companies to assess and analyze their current practices, standards, and actions.

\*2 The Global Compact Network Japan (GCNJ) is the Japanese network of the UN Global Compact, the world's largest sustainability initiative uniting the United Nations and private entities (companies and organizations) to build a healthy global society.



GCNJ Collective Action 2030

## Promotion System

Since 2008, NTT DATA has been promoting D&I as part of its management strategy, with commitment from executive leadership.

D&I is clearly positioned within the overall policy defined in Our Way, and in line with global shared values and ethics, the Company fosters a culture where everyone is respected by practicing respect for others and society through ethical and legally appropriate behavior, guided by the Code of Business Ethics.

Practical discussions on various sustainability management issues, including D&I, are conducted within subcommittees (thematic working groups) of the Sustainability Committee, chaired by the Senior Executive Vice President and Representative Director responsible for Corporate Management.

In addition, sessions on D&I are held regularly with leaders from around the world, and employees actively engage in voluntary initiatives.





## Specific Initiatives

### Promotion of Gender Equity

At NTT DATA, gender equity is positioned as a key priority in advancing D&I. Under the global NTT DATA policy, activities are carried out in each country and region according to local circumstances.

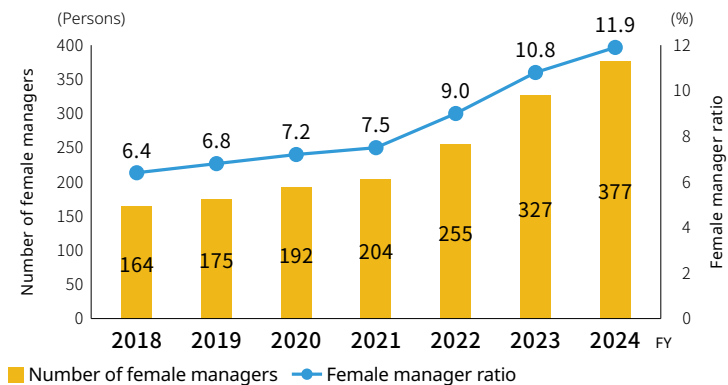
### Targets under the Act on Promotion of Women's Participation and Advancement in the Workplace

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have formulated an action plan aimed at creating the environment necessary for women to thrive, in line with the implementation of the Act on Promotion of Women's Participation and Advancement in the Workplace. The entire Company is working together to achieve these targets in a continuous and steady manner.

#### Goals to Be Achieved by Implementing Initiatives for the Promotion of Women's Active Engagement in Professional Life

<b>The planning period</b>	April 1, 2021, to March 31, 2026
<b>NTT DATA's issues</b>	<ol style="list-style-type: none"> <li>While there were no outstanding issues regarding gender discrimination in hiring or the state of continuous employment between men and women, we must continue working to increase job applications by female students and develop the population of female science students applying for jobs.</li> <li>The percentage of females in management and executive positions is low and needs to be increased.</li> <li>For the further empowerment of women, we need to create an environment and culture that allow both men and women to share childcare and housework tasks equally, and to balance work and family life.</li> </ol>
<b>Quantitative targets</b>	<p><b>Target 1</b> Continue raising the percentage of female recruits to more than 30% by the end of fiscal 2025 ▶ Continuously more than 30% since 2016 (As of April 1, 2025, the ratio of new graduate female hires was 36.8%.)</p> <p><b>Target 2</b> Increase the percentage of women in management positions to 15% by the end of fiscal 2025 ▶ 11.9% as of March 31, 2025</p> <p><b>Target 3</b> Increase the number of women in senior management positions (e.g., directors, heads of organizations) to 20 by the end of fiscal 2025 ▶ 15 as of July 1, 2025</p> <p><b>Target 4</b> Aim for 100% of eligible male employees to take childcare leave by the end of fiscal 2025 ▶ 100% as of March 31, 2025</p>

### Number of Female Managers



■ Number of female managers — Female manager ratio

Note: Aggregated figures for NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc.

### Gender Equity Initiatives

#### Global Initiatives

Messages from executives promoting the realization of various D&I themes are communicated to employees through internal portals and other channels

- Messages from executives are published on the official website for International Women's Day, with events held in countries around the world
- Promotion of the Women's Initiative (implementation of sessions on women's advancement at the NTT DATA Global Conference)

#### Japan Initiatives

- Signed the Women's Empowerment Principles (WEPIs)
- Support for the Japan Business Federation (Keidanren) initiative "Challenge to 30% by 2030"
- Implementation of a mindset transformation training program for management
- Education for management on managing diverse talent and supporting the career development of subordinates
- Prism, an executive roundtable for female employees conducted through "Self As We," a voluntary initiative by female executives across the NTT Group
- Women's Initiative @NTT DATA (voluntary activities by women in senior management positions)
- The "Career Encourage Program," which supports female employees in pursuing career advancement and personal growth
- The "Positive Career Workshop," a seminar for female employees focused on proactive career development

- Dashboard implementation for monitoring indicators of female employee performance
- Seminars introducing work-life balance case studies for employees raising children, along with sessions to support their return to work
- Three-party meetings for employees returning from childcare leave
- Operation of a community for working mothers, expectant mothers, and female managers, facilitated by employee volunteers for information exchange

### Examples of Initiatives in Various Countries and Regions

- In Romania, Portugal, Italy, Belgium, the Netherlands, and Luxembourg, the Women Together Europe program provides training, networking, and mentoring by senior executives to support professional and personal growth.
- At NTT DATA Business Solutions (Germany), the “WOW – Wall of Women” campaign was held for International Women’s Day, with approximately 2,000 participants on-site in Germany and online.
- In France, where there is a low number of female job seekers, initiatives include developing recruitment communication strategies, revising job postings, and providing opportunities for female employees to share their experiences with candidates.



## Support for Balancing Work with Childcare and Nursing Care

To support employees in balancing work with childcare and nursing care responsibilities, NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have established consultation services for childcare and caregiving. Through these services, employees can receive information and advice on relevant systems as well as guidance on questions and concerns that arise in daily life. For caregiving support, since 2011, employees have been able to utilize the remote caregiving support services provided by the nonprofit organization Sea Care (Umi wo Koeru Care no Te), offering direct assistance to those with nursing care responsibilities. Each year, seminars are held on balancing work and nursing care, with themes reflecting employees’ needs. To enhance accessibility, these seminars are conducted online to accommodate remote work, and seminar videos are archived so employees can view them at any time, ensuring broad access to information and ongoing awareness-raising.

[Reference page] Non-Financial Data “Internal System Users and Working Hours”

### Examples of Childcare and Nursing Care Support Programs

Principal Childcare Systems	Principal Nursing Care Systems
<ul style="list-style-type: none"> <li>• Childcare leave Childcare leave can be extended until the child reaches three years of age. The deadline for application to return to work is one month prior to the expected return.</li> <li>• Shorter working hours for childcare Shorter working hours for childcare are available until the child completes his or her third year of elementary school. The application deadline for shorter working hours is two weeks prior to the start.</li> <li>• Infertility treatment support leave Employees requiring extended leave for infertility treatment can take up to one year (established in 2024).</li> </ul>	<ul style="list-style-type: none"> <li>• Nursing care leave Nursing care leave can be extended up to a maximum of 18 months.</li> <li>• Shorter working hours for nursing care Shorter working hours for nursing care are available for a maximum of three years separate from nursing care leave.</li> </ul>
<ul style="list-style-type: none"> <li>• Life planning leave (accumulation of unused annual paid leave plus five days granted for every five years of continuous service) Available for various reasons, including childcare, nursing care, infertility treatment, and others, without restrictions on the reasons for taking the leave. A maximum of 40 days can be accumulated.</li> </ul>	

[Systems That Support Work Styles](#) (Japanese only)

## Joint Use of Corporate-Led Childcare Centers

In NTT DATA Group Corporation, NTT DATA Japan and NTT DATA, Inc. (Japan), to ensure employees can take leave related to childbirth and childcare with peace of mind and return to work as planned, joint-use agreements have been established with corporate-led childcare providers across Japan, allowing employees to use nearby childcare facilities.



## New Initiatives for Balancing Work and Life Events

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), believe that it is essential to respond to the voices of employees and their diverse needs for various work styles to enable a diverse workforce to thrive.

We have already established a system to rehire employees who had to resign due to unavoidable circumstances, such as partner relocations, within a certain period after leaving the Company. However, to further expand the options available to employees and to address a wide range of employment needs, we introduced a new leave system (accompanying leave) effective April 2024. This system allows for leave due to accompanying a partner on overseas assignments.

In response to employees expressing a desire to focus on infertility treatment, we established a leave system specifically for this purpose in July 2024. Moving forward, we will continue to develop flexible systems that can accommodate the diverse needs for various work styles, taking employee feedback into account.

## Support for Continuing Careers

To help employees continue their careers while balancing work with childbirth, childcare, and nursing care commitments, NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), are enhancing their systems while increasing employee understanding and improving workplace environments to make those systems more accessible.

### Other Primary Initiatives to Support Career Continuation

- Offer an environment in which employees on childcare or nursing care leave can continue to view Company information
- Offer a communication handbook that introduces childcare and nursing care leave systems to provide support for those balancing care and work
- Hold seminars that support simultaneous management of work and nursing care
- Hold seminars on balancing work and childcare commitments
- Hold three-way interviews to support career development for employees who have returned to work after childcare or nursing care leave

## LGBTQ+ and Sexual Minority Initiatives

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), promote initiatives related to LGBTQ+ and other sexual minorities from the perspective of creating an environment where diverse talent can thrive. In addition to messages from executives, we conduct workplace learning sessions to promote understanding, provide consultation services, hold annual LGBTQ+ seminars, and establish company guidelines for allies who support LGBTQ+ rights, with the number of “allies” (supporters of LGBTQ+ rights), now exceeding 650. Since fiscal 2018, we have expanded all systems related to employees’ spouses and families to also cover same-sex partners. In addition, as part of the NTT

Group, we have participated in Tokyo Rainbow Pride, Japan’s largest LGBTQ+ parade, since 2019, including both exhibiting a booth and joining the parade.

In June 2021, we established a new set of guidelines for using the LGBTQ+ ALLY logo for all Group operations worldwide. We actively promote initiatives using the common ALLY logo for events, news releases, internal use, and more across various countries.

Our initiatives to create a workplace that is conducive to LGBTQ+ and other sexual minorities have been recognized with the Gold rating in the PRIDE Index, which was developed by work with Pride Association, for eight consecutive years since 2017.

## Initiatives Promoting the Employment and Advancement of Persons with Disabilities

In Japan, companies are legally required to employ a certain percentage of persons with disabilities under the statutory employment rate for persons with disabilities. To meet this legal obligation, we have been working with NTT DATA DAICHI Corporation, a special subsidiary established in 2008, to create various employment opportunities for employees with disabilities. Across our nationwide offices, employees with severe disabilities perform IT tasks remotely.

At NTT DATA DAICHI, in addition to IT services (e.g., website maintenance and renewal for the Company and external clients, web accessibility audits, design tasks, server construction and maintenance, data entry), the subsidiary operates office services (e.g., handling main phone reception, long-term management of internal documents, confidential document collection and shredding, employee IC card creation, office cleaning and disinfection) and an agricultural business in Nasu Town, Tochigi Prefecture.

NTT DATA aims to be a company where diverse talent can thrive with confidence, promoting a workplace where everyone can demonstrate their abilities fairly, regardless of disability. Through various initiatives—including the establishment of the NTT DATA Group Policy for the Advancement of People with Disabilities in June 2022, the launch of consultation services in April 2024, the creation of a handbook regarding reasonable accommodations in July 2024, and the hosting of an employee networking event for persons with disabilities in June 2025—we are fostering greater understanding in the workplace and translating this awareness into concrete practices. (Employment rate of people with disabilities was 2.65% as of June 2025.)

### NTT DATA Group Policy for the Advancement of People with Disabilities

Vision: Become a company where people with disabilities and those around them thrive and contribute together

[Employment rate of people with disabilities]

Aim for at least **2.5%** by April 2024 and at least **2.7%** by July 2026

## Consideration for Diversity

### Japan Initiatives

- Employees are evaluated and treated fairly without distinction based on nationality or employment category, ensuring equitable opportunities for success.
- A prayer space is provided within the headquarters building upon employee request to accommodate religious practices.
- Halal and vegetarian menu options are available in company restaurants.

### Initiatives in Various Countries and Regions

- At NTT DATA Romania, experiential events are held to help employees understand the daily challenges and ingenuity of persons with disabilities. Activities include moving in a wheelchair, navigating a maze while blindfolded, practicing lip-reading, and playing table tennis with the non-dominant hand, all designed to promote awareness and understanding of disabilities.
- NTT DATA Belgium has launched an internship program in collaboration with École des 4 vents, an educational institution for students with autism or Asperger's syndrome, to support their professional growth.
- NTT DATA Italia provides a team coaching program for employees returning from parental leave, helping them adapt smoothly to their new work-life environment.



# Health and Safety

The importance of issues such as long working hours and mental health problems is increasing with the diversification of the labor environment, additionally, to prevent labor accidents in the operation of data center businesses, we will promote measures such as risk assessment of hazards, establishing a governance system, and providing education and training.

## Basic Policy

As part of its management strategy, the Group promotes health and productivity management, aiming to create an environment where employees remain healthy and can continue working safely with motivation and vitality.

## Promotion System

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), place employee safety as their top priority and strive to provide a safe working environment. Led by management and occupational physicians and public health nurses from HR Headquarters, and in cooperation with the health insurance union and individual workplaces, the Group implements initiatives to maintain and promote employee health, including mental health care.

A key feature is that occupational physicians and public health nurses are assigned to specific workplaces, enabling them to provide detailed, tailored support based on the conditions of each workplace.

## Specific Initiatives

### Set Health Targets and Initiatives

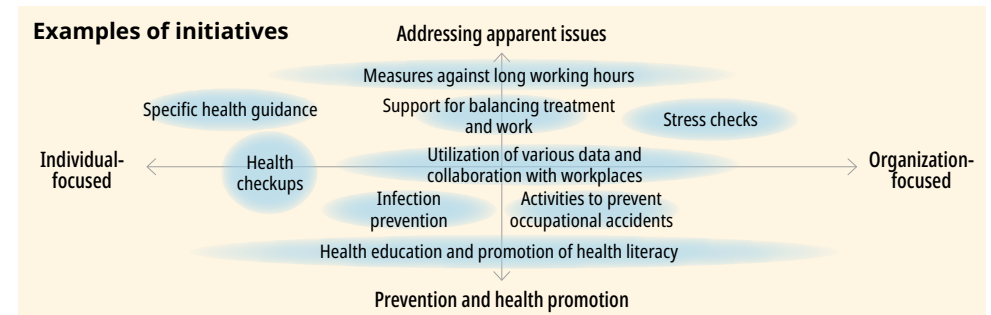
NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have set medium-term and single-year targets for promoting health management, and we are taking various measures to reach those targets.

[Reference page] Non-Financial Data “Internal System Users and Working Hours”

Promotion of Health and Productivity Management: Setting Health Goals and Related Initiatives (Japanese only)

Within the Group, five companies have received the White 500 certification, awarded by the Ministry of Economy, Trade and Industry and the Japan Health Council to organizations that practice outstanding health and productivity management. In addition, a

total of 23 Group companies have been certified as Health & Productivity Management Outstanding Organizations.



Health checkups	Regular health checkups and comprehensive medical exams
Measures against long working hours	<ul style="list-style-type: none"> <li>Implementation of “fatigue accumulation check” interviews for employees who work more than 45 hours of overtime per month, along with measures to reduce workload.</li> <li>Follow-up and organizational support provided by medical professionals for employees working on long-hour projects.</li> </ul>
Stress checks	Based on the results of an annual stress check for all employees, we address workplaces requiring improvement and share best practices across the company.
Specific health guidance	Provided by in-house public health nurses to employees aged 40 and above who are at risk of lifestyle-related diseases.
Health education and health literacy enhancement	<ul style="list-style-type: none"> <li>Self-care health education for younger employees (all employees in their 1st and 2nd year of employment, all employees aged 35, and high-risk employees in their 302).</li> <li>Monthly healthcare content provided to all employees to raise health awareness.</li> <li>Support and awareness-raising for managers and supervisors to strengthen team health management (line care).</li> </ul>
Support for balancing treatment and work	Provision of systems enabling flexible work styles and detailed support through coordination between workplaces, supervisors, and medical professionals.
Prevention of occupational accidents	Centered on the Health and Safety Committee, raising employee awareness to achieve zero workplace accidents.
Utilization of various data and workplace coordination	<ul style="list-style-type: none"> <li>Identify health issues and implement measures considering diverse working styles.</li> <li>Report on workplaces with health concerns to executives.</li> <li>Regularly exchange views with labor unions on health issues.</li> <li>Receive statistical data from health insurance associations.</li> </ul>
Infectious disease measures	Ongoing awareness-raising and initiatives related to infection prevention.

## Management and Monitoring of Total Working Hours

Long working hours has been an ongoing problem in the IT industry, and NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), are working Company-wide to reduce total working hours based on proper working hour management.

Since the COVID-19 pandemic in fiscal 2020, the average total working hours per employee have increased compared with fiscal 2019, reaching 1,997 hours in fiscal 2024. Over the five years from fiscal 2020, the average total working hours have remained stable. This trend is influenced by various factors, including changes in work styles following the pandemic, increased business volume due to corporate expansion, and challenges in securing human resources resulting from greater employee mobility.

Because prolonged working hours have a significant impact on employee health, we are working to prevent overwork by using our BI platform (Tableau) to securely and promptly visualize analyses of working-hour data and share the results across the Company. Through position-based training and our internal website, we raise awareness about the need to rationalize working hours and promote a shift in work styles to motivate employees to reduce their hours. Since fiscal 2023, we have set organization-specific targets for average total working hours and have monitored performance quarterly to drive reductions. These initiatives will continue in fiscal 2025.

## Enhancing Paid Leave Systems and Encouraging Their Use

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), are promoting a work-life balance by implementing Company-wide initiatives to increase the use of paid leave. In fiscal 2024, the average number of paid leave days taken per employee was 15.5, with a paid leave utilization rate of 79.8%. Going forward, we will continue to promote a well-balanced work style by implementing paid leave initiatives based on analyses of various data, aiming to further increase the utilization rate.

 [Reference page] Non-Financial Data “Internal System Users and Working Hours”

## Labor-Management Dialogue to Enhance Work Environments

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), hold labor-management discussions with the NTT DATA unions on working condition matters as they arise, emphasizing comprehensive dialogue in addressing various issues. In fiscal 2024, to support employees undergoing infertility treatment, the Company introduced a new paid leave specifically designed to help employees manage important life events while continuing to work.

As managers hold positions responsible for business management, they do not have the right to join the labor union. Excluding managers, the union membership rate among employees is nearly 100%.



# Human Rights

**While the international demand for corporate responsibility for respecting human rights, we will work on human rights management across the entire value chain. We will prevent and mitigate negative impacts on the human rights of our stakeholders and take necessary remedial measures.**

## Basic Policy

As a member of the NTT Group, we promote human rights management across our entire value chain in accordance with the NTT Group Human Rights Policy, established in November 2021, which is based on the principles of the United Nations Guiding Principles on Business and Human Rights. We work to prevent and mitigate adverse human rights impacts on stakeholders and advance necessary remedial measures. In addition, the NTT DATA Code of Business Ethics, established in July 2025, clearly states our commitment to “Respecting Human Rights,” reflecting our approach to addressing current social issues—including sustainability and human rights—and outlining the key principles of ethics and compliance that employees are expected to follow in their daily business activities.

### NTT Group Human Rights Policy

This policy supports international norms and explicitly outlines our approach to addressing key human rights issues that require particular attention from four perspectives.

#### Diversity and Inclusion

- Prohibition of discrimination
- Respect for freedom and rights
- Fairness in the workplace
- Issues of disparity and poverty

#### Healthy work in daily life (health management)

- Diverse work styles
- Freedom of association and collective bargaining
- Prohibition of forced labor and child labor
- Workplace safety
- Living wage
- Extensive benefit programs

#### Technology that is based on high ethical standards

- Technology
- Personal information protection
- Data bias
- Security
- Privacy

#### Appropriate expression, speech, and display

- Expressions in advertisements and displays
- Freedom of expression
- Accessibility

[NTT Group Human Rights Policy \(full text\)](#)

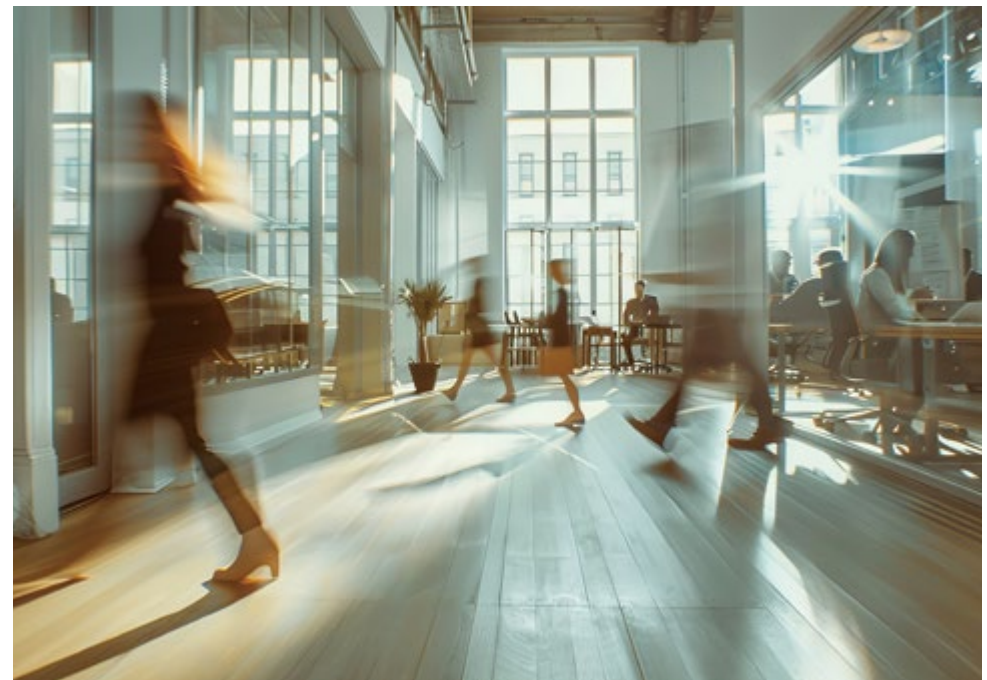
## NTT DATA Code of Business Ethics

### 2.1 Respecting Human Rights

We respect and protect human rights and dignity in our Business, wherever we operate. We strive to identify, prevent, mitigate, and account for how we address adverse human rights impacts across our operations and value chain. We act diligently to help remediate any impacts that may occur.

We also respect workers’ rights, and in particular the right of Our People, as workers, to form and join trade unions of their choice and to bargain collectively.

[NTT DATA Code of Business Ethics \(P9 2.1 Respecting Human Rights\)](#)



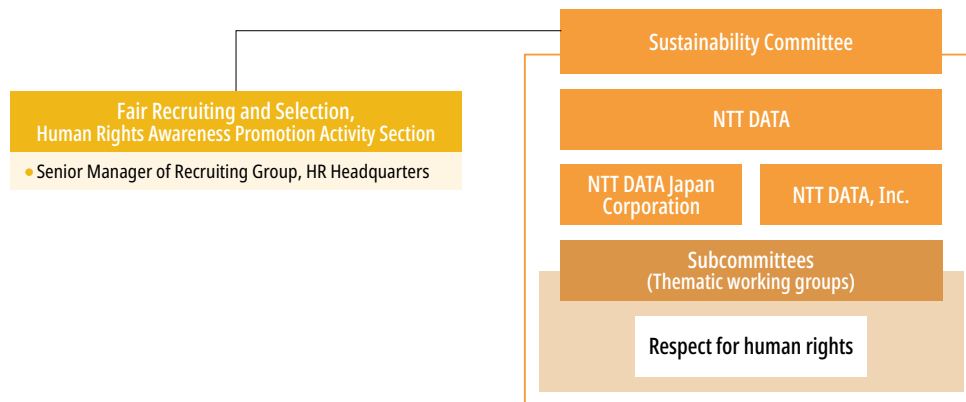


## Promotion System

To promote respect for human rights throughout NTT DATA, it is important for all employees to deepen their understanding and awareness of human rights. NTT DATA convenes meetings of its Human Rights Awareness Activity Promotion Committee. We regularly hold meetings of a subcommittee for human rights (theme-based working group) and conferences of human rights awareness promoters assigned to each organization. These forums discuss improvement plans based on the results of human rights due diligence analyses and share information on awareness-raising initiatives implemented at each site, thereby strengthening human rights management across the Group. The outcomes of the subcommittee discussions are reported to the Sustainability Committee—chaired by the executive officer in charge of corporate management at NTT DATA Group Corporation, which in principle meets four times a year—through which human rights management is carried out under the leadership of senior management.

In addition, human rights are identified as a key risk under the Company-wide risk management framework, and the status of control plans and their implementation is regularly reported to the Internal Control Committee.

### System to Promote Human Rights Awareness



## Specific Initiatives

### Due Diligence Framework and Activities

NTT DATA, which provides optimal services and solutions to customers worldwide, is required not only to comply with laws and regulations in each country and region but also to conduct its business appropriately in accordance with international standards. In line with the NTT Group Human Rights Policy established in fiscal 2021, we are advancing the identification, prevention, mitigation, and remediation of human rights issues on a global scale through a human rights due diligence process, while striving to raise human rights awareness. Based on the United Nations Guiding Principles on Business and Human Rights, we assess our internal situation and verify whether any human rights violations have occurred through the following steps as part of our human rights due diligence.

In fiscal 2024, we advanced initiatives to prevent and mitigate risks identified in the previous fiscal year, including “occupational health and safety, and an appropriate work environment,” “harassment,” and “accessibility issues.”

Identified Risks	Addresses
Occupational health and safety, and an appropriate work environment	<ul style="list-style-type: none"> <li>Several Group companies outside Japan without labor unions were identified as having potential risks; however, it was confirmed that ongoing dialogue with employee representatives is maintained and workplace improvements are being implemented.</li> <li>The initiatives of Group companies that have formulated individual policies and made progress in this area are being shared across the Group as best practices.</li> </ul>
Harassment	<ul style="list-style-type: none"> <li>Enhanced the content of harassment prevention in human rights awareness initiatives, including e-learning programs and training by job level.</li> <li>Conducted workshops to enhance understanding of creating workplaces where harassment is less likely to occur, preventing incidents before they happen, and responding appropriately when they do, based on the recognition that raising awareness and understanding among top management and executives is crucial.</li> </ul>
Accessibility issues	<ul style="list-style-type: none"> <li>Some organizations were identified as having potential risks due to the absence of a dedicated department; however, verification confirmed that initiatives are being implemented and that no significant risks currently exist.</li> </ul>

In fiscal 2024, based on the results of the SAQ, we created a human rights risk map and identified the following as key risks requiring attention: “occupational health and safety, and an appropriate work environment,” “management of employees’ personal information,” “prohibition of discrimination and equality under the law,” and “rights of indigenous peoples and local communities.”

In fiscal 2025, we will engage in dialogue with organizations where these human rights issues have been identified to gain a detailed understanding of the situation, further examine each issue in depth, and advance measures to prevent and mitigate risks.

When making new investments, we use a checklist to verify whether potential adverse impacts on human rights are being properly addressed and examine minimum risk-avoidance measures to prevent any damage to the Company's credibility.

Going forward, we will continue to proactively engage in external communication and, in alignment with international standards such as the CSDDD\*, further enhance human rights due diligence and strengthen human rights management on a global scale.

[Reference page] Non-Financial Data "Status of Human Rights Violations"

\* CSDDD (Corporate Sustainability Due Diligence Directive): A directive that mandates companies of a certain size, based on criteria such as employee count and revenue, to implement due diligence for adverse impacts on human rights and the environment.

## Promotion of Human Rights Awareness

NTT DATA promotes awareness-raising initiatives to enhance human rights awareness among Group employees by leveraging external expertise and diverse approaches to communicate the Company's key human rights issues and policies. We will continue to proactively expand various initiatives to promote human rights awareness.

### Training Conducted in Fiscal 2024

	Japan	Overseas
Program/ Content	<ul style="list-style-type: none"> <li>Human rights awareness sessions: Workplace discussions for domestic Group employees on "harassment-free workplaces" and "AI and human rights"</li> <li>Workplace culture workshops: Conducted for executives and managers to foster awareness and behavioral change toward creating harassment-free work environments</li> <li>Human rights slogan contest and training by employee level</li> </ul>	<ul style="list-style-type: none"> <li>Learning about the Company's human rights policy and top management's commitment, and raising awareness that all employees share responsibility for human rights in business activities (Business Solutions)</li> <li>Training on harassment, unconscious bias, and microaggression (North America)</li> </ul>
Participants (annual total)	Approx. 83,000	Approx. 310,000

## Compliance with Human Rights-Related Laws

NTT DATA ensures thorough compliance with laws related to human rights. For example, NTT DATA UK complies with the United Kingdom's Modern Slavery Act 2015 (enacted in March 2015), requiring not only its own business operations but also its business partners to adhere to the Act. The company has established a global statement on modern slavery, reinforcing its commitment to ethical practices and human rights across all regions. Furthermore, by properly understanding, recognizing, and

complying with the laws and regulations of each country and region, including those applicable to business partners, we fulfill our responsibilities, maintain external and internal whistleblowing systems, and provide training as necessary. Going forward, we will continue to verify compliance with human rights-related laws through our human rights due diligence process.

[Reference page] Non-Financial Data "Status of Human Rights Violations"

## Governance for Procurement Sources

Regarding human rights management upstream, we are promoting the NTT DATA Group Guidelines for Sustainability in the Supply Chain throughout the Company. Based on these guidelines, we inform our suppliers of the compliance requirements in areas related to sustainability, including human rights, and enhance their understanding of our initiatives.

In addition, NTT DATA, Inc., has introduced a third-party risk management process to conduct reviews and analyses of its supply chain with a focus on human rights. In particular, in the United Kingdom and Ireland, suppliers are evaluated based on external scoring such as country-specific risk profiles. Specifically, to assess suppliers' responses to modern slavery, the Company collects and reviews their Modern Slavery Act statements. For manufacturers, the Company also confirms the status of responsible mineral sourcing, including whether they are members of the Responsible Business Alliance (RBA)\*.

\* Responsible Business Alliance: A global corporate initiative that promotes socially, environmentally, and ethically responsible business practices in global supply chains.

[Reference page] Prosperity positive "Sustainable Supply Chain"

## AI Governance

To mitigate the risks of ethics and social acceptability in human rights management downstream and to realize a human-centered society where humans and AI coexist, we established the NTT DATA Group AI Guidelines in May 2019. Since then, we have advanced our AI governance initiatives in line with the NTT Group AI Principles formulated in July 2024.

[Reference page] Prosperity positive "AI Governance"

[NTT Group AI Carter](#)



## Creating Employment Opportunities for Refugees

Since 2022, NTT DATA, Inc., has been actively contributing to the Dutch government's refugee and migrant support program, which aims to facilitate the smooth integration of refugees into local communities. Many refugees face difficulties in finding employment due to limited networks and unfamiliarity with the labor market. To bridge this gap, NTT DATA, Inc., provides strategic advice and mentorship programs that offer guidance and support to refugees seeking jobs. These efforts not only enhance refugees' employability but also promote respect for human rights in the communities where NTT DATA operates, contributing to the realization of a more inclusive society. Through this program, refugees are connected with potential employers who have unmet needs, significantly improving their chances of securing employment and integrating into local communities.

## Dialogue with Stakeholders

NTT DATA actively engages in initiatives to address various human rights issues, including the Dowry issue, through participation in organizations such as The Industrial Federation for Human Rights, Tokyo, which works on solving human rights issues; BSR (Business for Social Responsibility), a global network providing expertise in areas such as climate change, equity, inclusion, human rights, ecosystems, and sustainable supply chains; and the United Nations Global Compact. Through active participation in subcommittees and forums on human rights, we stay abreast of international management standards and trends at other companies, while striving to strengthen our own governance.





# Digital Accessibility

**Although IT is an important means of accessing basic needs such as education, food, and medical care, digital divide is a problem. We will work to provide IT services that support access to basic needs, introduce UI and UD for digital inclusion, and improve literacy.**

## Basic Policy

We provide IT services that support access to basic needs while also introducing UI and UD that promote digital inclusion, and advancing efforts to improve IT literacy. NTT DATA delivers comprehensive technologies such as IT infrastructure to help realize communities that can thrive within the digital economy.

 [Reference page] Prosperity positive “Human-Centered Design Initiatives”

## Promotion System

The Sustainability Innovation Headquarters of NTT DATA Group Corporation leads our efforts by collaborating with relevant internal departments, domestic and overseas Group companies, and NTT Group companies to implement social contribution activities and social value-oriented business initiatives. In carrying out these activities, we engage with NGOs/NPOs, local communities, customers, and other stakeholders to identify social issues, and leverage our strengths to advance digital accessibility globally, foster the next generation of IT talent, and promote social contribution activities.

## Specific Initiatives

### Contributions through Co-Creation with Customers

#### Android Smartphone Digital Certificate Service (Digital Accessibility)

In collaboration with the Digital Agency, we provide a digital certificate service for Android smartphones that enables My Number Card holders to complete services normally requiring a My Number Card using only their smartphone. By logging into Mynaportal with a smartphone equipped with a digital certificate, users can access a wide range of government services, including checking medication and medical expense records, pension records, and completing moving-related procedures. They can also obtain certificates such as copies of the Certificate of Residence at convenience stores.

The service incorporates various accessibility considerations, including a UI designed to be usable by individuals who have difficulty distinguishing colors and by users with visual impairments through voice-reading functionality. Since its release in 2023, the service had been downloaded by approximately 260,000 people as of July 2024 (based on the number of user digital certificates issued).

Note: As of April 1, 2025, the Digital Agency has taken over responsibility for feature enhancements and maintenance of the user application for this service (the Mynaportal app).

### Enhancing Understanding of Accessibility

#### Within International Organizations (Digital Accessibility)

NTT DATA, Inc., collaborates with international organizations and companies to support the creation of inclusive societies that embrace diversity. As part of this effort, NTT DATA partnered with the World Intellectual Property Organization (WIPO) and other UN agencies to help strengthen organizational understanding of accessibility. Through workshops and other activities covering from strategic approaches to operational models, we contribute to improving accessibility awareness across organizations. These initiatives support various UN and other programs aimed at enhancing access for persons with disabilities.

## Supporting a Work-Life Balance for Business Careers (Social Contribution)

Japan's long-term care system faces many challenges, including rising social security costs. In addition, many employees experience difficulties balancing work with caring for parents or family members. NTT DATA addresses these challenges by connecting and integrating the value and data provided by various non-insurance service providers to co-create new solutions for working caregivers. By delivering services to working caregivers through these providers, we contribute to enabling them to balance work and caregiving, promoting diversity within companies, and expanding the market for services aimed at working caregivers and similar groups.

### NTT DATA's Initiatives

NTT DATA supports the improvement of IT skills and IT literacy of children and NPOs/NGOs by encouraging employees to volunteer in programs that utilize the expertise of employees and financial and technical support in the IT field, which is our strength, for programs that can create impact in solving a wide range of social challenges related to the environment, health, poverty, gender, and so forth.

[Society](#)

## Supporting the Advancement of Girls in STEM Fields in India

NTT DATA, Inc., supports initiatives that enable girls from socially disadvantaged communities in India to acquire skills in STEM (Science, Technology, Engineering, and Mathematics) fields. In some communities in India, girls face difficulties enrolling in and continuing their education. For more than seven years, NTT DATA, Inc., has contributed to creating various learning opportunities, including IT education, and the construction of laboratories and libraries. In India, only 30% of students pursuing STEM are girls, and the proportion of women working in STEM fields is 14%, highlighting a gender gap that affects creativity and innovation in these areas. Through this initiative, NTT DATA, Inc., contributes to expanding learning and employment opportunities for girls in India.

## Development of Next-Generation IT Personnel

To cultivate the next generation of IT personnel, NTT DATA provides a wide range of IT education opportunities globally, spanning from preschool and elementary school to high school and university. In Japan, IT education initiatives for preschoolers and elementary school students include nationwide programming events under the NTT DATA Academia program, which introduces children to programming and exciting IT concepts that connect to the near future. In fiscal 2025, the program will be conducted in collaboration with Expo 2025 Osaka, Kansai, Japan as an NTT Group initiative, with

potential partnerships with libraries and museums also under consideration. For junior high school students, NTT DATA collaborates with ARROWS Inc. to provide free educational materials on information technology to schools nationwide. In fiscal 2024, these materials were used by 170 schools and more than 18,000 students. The Company also supports the International Olympiad in Informatics and promotes STEAM education programs specifically for female students.

Globally, we provide next-generation IT talent education programs developed against the backdrop of the social challenges faced by each region.

## Support for NPOs and NGOs

NTT DATA is committed to the "NPTech Initiative," which supports NPOs and NGOs addressing social issues through IT education. In collaboration with the Japan NPO Center, Dell Technologies Japan Inc., Intel K.K., TIS Inc., and ITOCHU Techno-Solutions Corporation have joined the initiative, conducting seminars to promote IT use within NPOs. In fiscal 2025, LY Corporation also became participants. Through these activities, NTT DATA not only supports NPOs and NGOs but also systematically strengthens the organization's awareness of and understanding of social issues, laying the foundation for the future creation of social-impact-driven businesses.

Other specific initiatives are also published in the Sustainability Report 2025 Case Book.

[Sustainability Report Case Book 2025](#)





## Activity Results

As a global corporate group, NTT DATA engages in a variety of activities to help build better societies in regions around the world.

### Cost of Contribution Activities and Number of Participants by Fiscal Year

By Region	FY2022			FY2023* <sup>1</sup>			FY2024* <sup>1</sup>		
	Donation Amount (Millions of yen)	Social Contribution- Related Expenses (Millions of yen)	Number of Social Contribution Participants (Persons)	Donation Amount* <sup>2</sup> (Millions of yen)	Social Contribution- Related Expenses* <sup>2</sup> (Millions of yen)	Number of Social Contribution Participants (Persons)	Donation Amount* <sup>2</sup> (Millions of yen)	Social Contribution- Related Expenses* <sup>2</sup> (Millions of yen)	Number of Social Contribution Participants (Persons)
Japan	204.74	16.13	7,401 (including APAC region)	250.81	7.53	6,858	240.68	88.5	2,529
North America	341.43	—	479	6.58	1.87	3,656	51.89	1.31	10,556
Central and South America	—	—	—	6.26	244.51	603	8.91	14.82	991
Europe	164.38	—	5,134	418.28	154.23	26,258	221.11* <sup>3</sup>	328.89* <sup>3</sup>	13,688* <sup>5</sup>
APAC Region	0.11	—	—	189.57	6.92	9,892	257.13	3.61	11,436
<b>Total by Region</b>	<b>710.66</b>	<b>16.13</b>	<b>13,014</b>	<b>871.5</b>	<b>415.06</b>	<b>47,267</b>	<b>779.72</b>	<b>437.13</b>	<b>39,200</b>

By Unit* <sup>4</sup>	FY2022			FY2023* <sup>2</sup>			FY2024* <sup>2</sup>		
	Donation Amount (Millions of yen)	Social Contribution- Related Expenses (Millions of yen)	Number of Social Contribution Participants (Persons)	Donation Amount* <sup>2</sup> (Millions of yen)	Social Contribution- Related Expenses (Millions of yen)	Number of Social Contribution Participants (Persons)	Donation Amount* <sup>2</sup> (Millions of yen)	Social Contribution- Related Expenses (Millions of yen)	Number of Social Contribution Participants (Persons)
Regional Units* <sup>5</sup>				303.56	394.76	15,484	268.48	318.70	14,367
Global Units* <sup>6</sup>		—		317.13	12.76	24,925	270.58	29.76	22,304
<b>Total by Unit</b>				<b>620.69</b>	<b>407.52</b>	<b>40,409</b>	<b>539.06</b>	<b>348.46</b>	<b>36,671</b>

\*1 From FY2023, the scope of calculations is subdivided by region, and expenses related to social contribution activities are calculated globally.

\*2 Converted to yen at the Group's exchange rate for the fiscal year

\*3 Includes actual figures for the African region

\*4 Excluding Japan

\*5 NTT DATA, Inc., and NTT Ltd. have reorganized their regional operations into three regional units (EMEAL, APAC, and North America). This move will enable centralized regional offerings and strengthen customer engagement. (EMEAL encompasses Europe, the Middle East, Africa, and Latin America.)

\*6 The global unit will be provided by NTT DATA Business Solutions and NTT Ltd. Leveraging economies of scale, the company will strengthen its ability to provide globally shared services (e.g., data centers, networks). For details, see the press release referenced below.

[NTT DATA, Inc. Unveils New Global Operating Model and Executive Leadership for 2024](#)



Group-wide coverage

More than  
**70** countries and regions



Number of consolidated subsidiaries

**611**



Number of participants  
in social contribution activities

**39,200**



Expenditure on  
social contribution activities

**¥1,216,850,000**



# Governance

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# Corporate Governance

## Basic Policy

In accordance with the principles of the Corporate Governance Code, NTT DATA is pursuing enhancements to the following policies.

- (1) Ensure transparency and soundness in business management
- (2) Achieve appropriate and swift decision-making and business execution
- (3) Implement compliance thoroughly

### Basic Policy on Group Governance

In NTT DATA, each operating company within the Group promotes its businesses independently. At the same time, to enable integrated business operations across the Group as a whole, the Company is appropriately allocating authority to each company, developing a global standard process to control this, and building supervisory functions that are independent of business execution.

#### 1. Appropriate Delegation of Authority

Authority is delegated to NTT DATA, Inc. and NTT DATA Japan Corporation to facilitate flexible business operation while NTT DATA Group Corporation maintains authority for the overall strategies, business plans, and officer appointments of the operating companies.

#### 2. Development and Operation of Global Standard Process

NTT DATA Group Corporation, NTT DATA, Inc., and NTT DATA Japan Corporation employ a global standard process that is consistent across global operations. A framework is established to enable efficient supervision and control through monitoring and audits, while ensuring adequate flexibility in executive functions by defining the roles and responsibilities of each company.

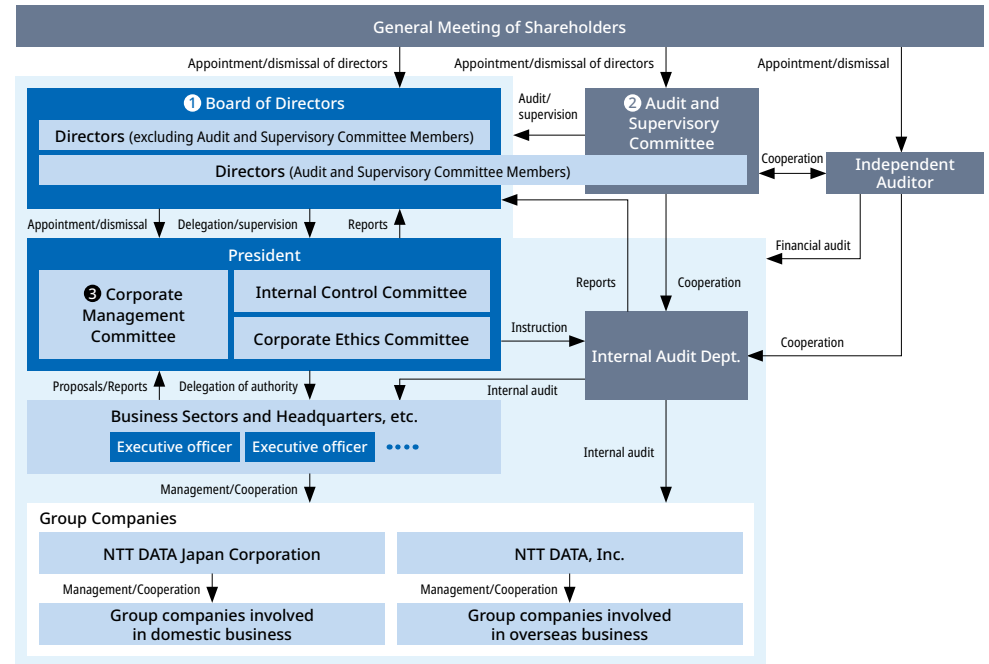
#### 3. Establishment of Supervisory Functions Independent of Executive Functions

NTT DATA Group Corporation dispatches officers to fill positions at the boards of directors and other bodies of NTT DATA, Inc. and NTT DATA Japan Corporation, to develop a governance system overseen by the Company.

## Corporate Governance Systems

- Adopted the structure of a Company with an Audit and Supervisory Committee, determining that it is effective for strengthening the supervisory functions of the Board of Directors and enhancing corporate governance
- Established the General Meeting of Shareholders, the Board of Directors, and the Audit and Supervisory Committee as corporate governance organizations
- Established the Corporate Management Committee to expedite decision-making in business execution

### Corporate Governance Systems



Organization	Membership	Meeting Frequency	Number of Times Held in FY2024	Details
<b>1 Board of Directors</b>	12 directors (including 7 outside directors)*	Once a month in principle, extraordinary meetings when necessary	17	Supervision and decision-making regarding legally mandated matters and other important matters related to management, and discussion of strategic management matter
<b>2 Audit and Supervisory Committee</b>	4 Audit and Supervisory Committee members (4 outside directors)	Once a month in principle	24	Decision-making regarding policies, plans, methods of audits, and other important matters related to audits
<b>3 Corporate Management Committee</b>	13 members (the president and CEO, senior executive vice presidents, executive vice presidents, and heads of important organizations)	Once a week in principle	24	Smooth and swift decision-making and supervision relating to the Group's business operations (one director who is an Audit and Supervisory Committee member participates to enhance transparency of decision-making)

\* FY2024 member composition

# Director Remuneration

## Remuneration for Directors

Individual compensation for directors consists of fixed compensation and performance-linked compensation (both short term and medium to long term), as shown in the table below.

		Fixed Remuneration	Performance-Linked Compensation	
			Short Term	Medium to Long Term
Directors Who Are Not Audit and Supervisory Committee Members	Internal	● (50%)	● (30%)	● (20%)
	Outside	● (100%)	—	—
Directors Who Are Audit and Supervisory Committee Members		● (100%)	—	—

Fixed Remuneration: Medium- to long-term monthly fixed compensation determined in accordance with degree of responsibility and extent of role of the position of given director

Performance-Linked Compensation (Short Term): Bonuses determined in consideration of the Company's performance during the relevant period and paid in June of each year

Performance-Linked Compensation (Medium to Long Term): Stock compensation and stock purchased via officers' shareholding association

## Performance Indicators for Bonuses

Financial targets set out in the medium-term management plan are set as performance indicators.

For fiscal 2025, the indicators outlined in the medium-term management plan will be used as performance indicators for bonuses.

Category	KPIs	FY2024	FY2025
Financial indicators	EBITDA	Year-on-year improvement and achievement of planned targets	Year-on-year improvement and achievement of planned targets
	Operating income		
	Overseas operating margin	Achievement of planned targets	Achievement of planned targets
	ROIC		—
	Capital investment (data centers only)		
Sustainability indicators	Greenhouse gas emissions	Achievement of planned targets	Achievement of planned targets
	Ratio of employee engagement	Year-on-year improvement	
	Ratio of new female managers appointed	Achievement of planned targets	



# Risk Governance

## Risk Governance

### Basic Policy and Promotion System

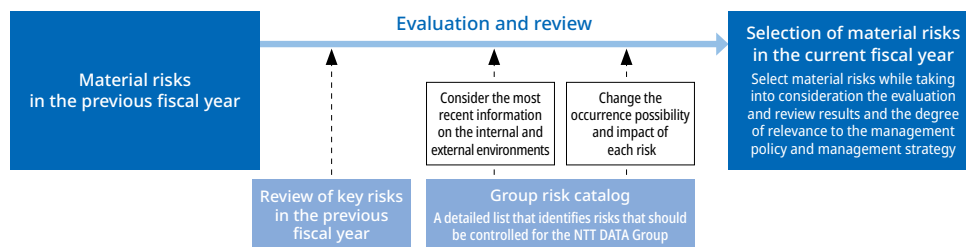
The NTT DATA Group has established the Risk Management Policy, which outlines standard procedures to be followed at the global level, aiming to ensure the Group's sound overall growth and to mitigate and reduce the impact of risks on management. In line with this policy, an officer has been appointed to supervise and promote risk management from a Group-wide perspective, and the Risk Management Division has been established. In addition, key Group companies have designated officers responsible for overseeing risk management, enabling a coordinated, Group-wide risk management framework.

Within the Group's risk management structure, we have established a system for Group companies to promptly report significant matters, including crises that could impact the Group's management, ensuring swift responses to risks.

### Identification and Control of Material Risks

The Board of Directors identifies as "material risks" those risks that could significantly impact the achievement of the Group's business plans or its foundational stability. Across the Group, we promote focused control activities and, through the Internal Control Committee, regularly monitor the status of these controls, assess their effectiveness, and propose improvements as necessary. Furthermore, full-time Audit and Supervisory Committee members gain an understanding of NTT DATA's risks through their attendance at the Internal Control Committee and Board of Directors meetings. They also evaluate specific individual risks through engagement with various departments and discuss with relevant departments the topics essential for effective business operations.

#### Selection of Key Risks



### Fiscal 2025 Key Risks

The NTT DATA Group has identified the following 16 risks as key risks for fiscal 2025.

Category	Risk
<b>Material risks</b> Risks that could have a significant impact on the achievement of the Group's business plans or its foundational stability.	<b>1 Risks related to business activities</b> Primarily arise in day-to-day on-site operations and are mainly managed through frontline control activities.
	① System development
	② System/Service operation
	③ Information security
	④ Compliance
	⑤ Human rights
	<b>2 Risks related to the execution and promotion of management strategies</b> Risks for which the controls focus on ensuring the effective execution and promotion of strategies addressing management challenges.
	⑥ Investment/M&A/Capital investment
	⑦ Adapting to changes in the market and competitive environment
	⑧ Securing talent
	⑨ Use of AI/Response to advanced technologies
	⑩ Climate change
	⑪ Intellectual property
	<b>3 Risks related to the external environment</b> Risks that arise for reasons not attributable to the NTT DATA Group, with controls focused on mitigating their impact when they occur.
	⑫ Major natural disasters or significant infectious disease outbreaks
	⑬ Geopolitics
⑭ Foreign exchange/Interest rate fluctuations/Inflation	
⑮ Regulatory responses	
<b>4 Relationship with the parent company</b>	
⑯ Influence of the Parent Company	

*i* For details on the material risks for fiscal 2025, please refer to the securities report. (Japanese only)

### Internal Control

To establish an internal control system and promote risk management, the Internal Control Committee is held four times a year in principle. The Committee is chaired by the Executive Officer in charge of Corporate Affairs and consists of the heads of relevant corporate organizations and the executive officers in charge of risk management at Group companies in and outside Japan. The Committee reports its decisions to the Board of Directors.

In addition, the NTT DATA Group has established the Internal Audit Department, which conducts audits independently from business execution divisions.



# Corporate Ethics and Compliance

## Basic Policy

The NTT DATA Group has established the NTT DATA Group Code of Conduct to foster corporate ethics and compliance awareness and to respond to the evolving business environment. This Code serves as a fundamental set of guidelines for the daily activities of every NTT DATA employee. Through its dissemination and practical application, the Group advances initiatives to mitigate compliance risks.

 [NTT DATA Code of Business Ethics](#)

## Promotion System

To enhance corporate ethics and reduce and prevent compliance risks such as legal violations, we have identified compliance risks as key risks to be monitored globally, and we are implementing Company-wide measures and monitoring via the Corporate Ethics Committee to address these risks effectively. This committee is chaired by the executive in charge of corporate management and consists of the heads of departments related to corporate ethics. It meets twice a year in principle, with the proceedings reported to the Board of Directors.

In addition, we are striving to strengthen compliance by establishing a global compliance program to deter, detect, and respond to compliance risks, and by continuously evaluating and improving this program.

 [\[Reference page\] Corporate Governance](#)

## Specific Initiatives

### Implementation of Compliance and Risk Assessments

NTT DATA conducts compliance and risk assessments at all Group companies outside Japan to verify the engagement status of compliance systems and raise awareness. These compliance and risk assessments are conducted in a questionnaire format, particularly focusing on issues related to bribery and corruption. For Group companies where higher risks are anticipated, individual interviews are conducted to gain a more detailed understanding of the status of control. This information is then used to enhance the compliance program for the following fiscal year.

### Promoting Compliance Awareness among Officers and Employees

NTT DATA conducts compliance training (including e-learning) for all employees at Group companies in and outside Japan. We also arrange lectures on corporate ethics at position-based training sessions that are conducted as part of our promotional milestones. Our compliance-related training is tailored to the business characteristics of each organization and Group company to steadily increase compliance awareness among employees.

### Whistleblowing Systems


To maintain sound management through the early detection and correction of behavior that contravenes laws and corporate ethics, we operate a whistleblowing hotline to receive reports from and provide consultation to all NTT DATA Group personnel, including employees and temporary staff, as well as business partners. It is stipulated in the NTT DATA Group Internal Reporting Policy that a whistleblower shall not be treated disadvantageously due to his/her reporting to this hotline.

### Operation of Whistleblowing Systems

- The NTT DATA Group and NTT DATA, Inc., have established and operate internal reporting channels and systems in accordance with the NTT DATA Group Whistleblowing Policy.
- Whistleblowing is handled under the responsibility of the Chief Risk Officer (CRO) of each company. If a violation of laws, the NTT DATA Code of Business Ethics, or internal regulations is confirmed, disciplinary actions—such as salary reductions or suspension—are taken in accordance with the disciplinary rules established by each Group company. Depending on the circumstances, the findings might also be reflected in performance evaluations and personnel assignments.

### Prohibition of Bribery and Anti-Corruption

The NTT DATA Group addresses anti-corruption measures in accordance with the NTT DATA Code of Business Ethics and ensures strict compliance with applicable laws in each country. In fiscal 2024, no incidents or disputes related to bribery or corruption were identified. In addition, the Group continues to promote the establishment and maintenance of internal control systems covering compliance, information security, and other areas, and conducts internal audits accordingly.

 [\[Reference page\] Non-Financial Data "Security, Critical System Failures, Compliance, Anti-Competitive Practices, and Bribery"](#)

## Measures to Prevent Unfair Competition

The NTT DATA Group takes measures to prevent antitrust and anticompetitive practices based on the NTT DATA Code of Business Ethics and the NTT DATA Group Competition Law Compliance Policy, and rigorously complies with the laws and regulations of each country. No violations or disputes were identified in and outside Japan in fiscal 2024.

## Response to Political Actions

We ensure that all political donations made in Japan are conducted in accordance with the NTT DATA Code of Business Ethics and in strict observance of the Political Funds Control Act. NTT DATA's total political donations in Japan for fiscal 2024 amounted to ¥7.5 million.

## Appropriate Corporate Branding

NTT DATA, as part of our global business development, is promoting activities aimed at gaining appropriate recognition of our corporate brand in each country and area. We are also promoting advertising activities in compliance with the laws and regulations of each country and area. In fiscal 2024, there were no cases of violations or disputes.





# Appendix

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## Scope:

Non-financial data is disclosed for the consolidated Group, with some information provided within the scope outlined below.

- |  |                                 |
|--|---------------------------------|
| ① NTT DATA Group Corporation,<br>NTT DATA Japan Corporation,<br>NTT DATA, Inc. (Japan) | ④ NTT DATA Group                |
| ② Group companies in Japan<br>in addition to ①   | ⑤ NTT DATA                      |
| ③ Group companies outside Japan<br>in addition to ②                                    | ⑥ NTT DATA, Inc. (Japan)        |
|  | ⑦ Group companies in Japan      |
|  | ⑧ Group companies outside Japan |



## Planet positive

## Greenhouse Gas Emissions and Energy

Item	Scope	Unit	FY2020	FY2021	FY2022	FY2023*1	FY2024		
							Total	DC Business*2	Excl. DC Business
<b>Scope 1</b>	③	t-CO <sub>2</sub> e	7,241	9,613	14,018	39,507	48,218	23,430	24,788
<b>Scope 2</b>	③	t-CO <sub>2</sub> e	155,165	130,066	83,912	307,009	278,970	191,573	87,397
		Market-based							
		Location-based	170,807	165,748	165,792	665,870	685,096	493,252	191,844
<b>Scope 3</b>	③	t-CO <sub>2</sub> e	1,671,259	2,032,993	1,837,925	5,011,794	5,111,151	1,427,719	3,683,432
		Category 1 Purchased Products and Services	782,868	746,721	717,508	2,185,193	1,752,139	61,601	1,690,538
		Category 2 Capital Goods	211,494	208,849	182,471	665,310	692,552	354,430	338,122
		Category 3 Fuel- and Energy-Related Activities Not Included in Scope 1 or 2	31,945	27,124	18,944	445,271	228,759	190,223	38,536
		Category 4 Upstream Transportation and Distribution	56,532	52,966	49,269	52,411	27,611	4	27,607
		Category 5 Waste Generated in Operations	3,417	3,944	4,129	2,709	1,999	0	1,999
		Category 6 Business Travel	20,292	22,018	45,063	120,118	121,033	7,999	113,034
		Category 7 Employee Commuting	13,189	30,912	32,874	62,206	41,168	691	40,477
		Category 8 Upstream Leased Assets	0	0	0	0	0	0	0
		Category 9 Downstream Transportation and Distribution	0	0	0	0	280	16	264
		Category 10 Processing of Sold Products	0	0	0	0	0	0	0
		Category 11 Use of Sold Products	455,556	842,495	709,613	343,012	1,350,435	129	1,350,306
		Category 12 End-of-Life Treatment of Sold Products	2,170	1,983	1,925	41,332	2,556	2	2,554
		Category 13 Downstream Leased Assets	93,797	95,981	76,128	1,091,178	880,858	800,863	79,995
		Category 14 Franchises	0	0	0	0	0	0	0
		Category 15 Investments	0	0	0	3,052	11,761	11,761	0
<b>Emission intensity*3</b>	③	t-CO <sub>2</sub> e/million yen	0.49	0.48	0.33	0.89	0.69	2.20	0.55
<b>Electricity consumption</b>	③	MWh	608,759	329,846	372,509	1,434,724	1,644,612	1,230,376	414,236
	③	MWh	59,939	92,077	187,028	770,750	1,012,047	743,189	268,858
	③	%	10	28	50	54	62	60	65
<b>Overall energy consumption*4</b>	③	MWh	641,483	420,728	413,000	1,574,312	1,822,688	1,258,906	563,782
	③	MWh	59,939	92,077	187,028	770,784	1,012,608	743,751	268,857
	③	%	9	22	45	49	56	59	48
<b>PUE*5</b>	③	Quotient	—	—	1.40	1.38	—	1.38	—

\*1 NTT Limited, which was integrated into the NTT DATA in FY2022, is included from the FY2023 results.

\*2 DC Business refers to the figures for the data center business primarily conducted by the Global Technology Services Unit, in line with the definition used for financial data.

\*3 Organization-based emission intensity for allocation to our Group customers, calculated based on the Total Emissions Allocation Method (calculated by dividing Scope 1 + 2 + 3 [Upstream Categories] by sales).

\*4 Total energy consumption is the sum of electricity consumption and the consumption of fuels such as gasoline and city gas.

\*5 PUE is calculated for data centers that have continuous electricity consumption for 24 consecutive months and an IT utilization rate of 20% or more.



## Planet positive

## Waste and Water

Item	Scope	Unit	FY2020	FY2021	FY2022	FY2023*1	FY2024	
Waste*2	Total amount of waste generated	③	t	4,260	5,189	4,756	7,380	8,679
	Total amount reused/recycled	③	t	2,656	4,220	3,166	3,495	5,192
	Total waste treatment volume	③	t	1,604	969	1,590	3,885	3,487
	Amount sent to landfill	③	t	733	40	229	832	939
	Amount incinerated with energy recovery	③	t	739	912	1,181	795	2,176
	Amount incinerated without energy recovery	③	t	132	17	18	305	335
	Amount disposed of using other methods	③	t	—	—	162	16	2
Amount disposed of using unknown methods	③	t	—	—	—	1,937	36	
Water*3, 4, 5, 6	Water intake	③	million m <sup>3</sup>	0.86	0.93	0.48	2.10	3.84
	Water consumption	③	million m <sup>3</sup>	—	—	0.16	1.37	1.12
	Wastewater	③	million m <sup>3</sup>	—	—	0.32	0.73	2.72
	Water recycling volume	③	million m <sup>3</sup>	—	—	—	—	0.02
	WUE*7	All DC	③	l/kWh	—	—	1.01	0.65
	DC utilizing water-cooling systems that involve water evaporation	③	l/kWh	—	—	2.93	2.77	1.42

\*1 NTT Limited, which was integrated into the NTT DATA Group in FY2022, is included from the FY2023 results.

\*2 Third-party assurance for waste is obtained for domestic (Japan) figures only. Waste volumes with third-party assurance: Total waste generation 2,396 t, total waste reused/recycled 1,716 t, total waste treated 681 t.

\*3 Aggregated for data centers only. Offices are excluded as water usage is solely for hygiene purposes and the consumption volume is minimal.

\*4 Water consumption is the volume of water withdrawn that was not discharged back to the water environment or to a third party (e.g., due to evaporation). Water recycling volume is the amount of water treated and reused after initial use.

\*5 Monitoring of wastewater volume and water consumption began in FY2022, and monitoring of water recycling volume began in FY2024.

\*6 Third-party assurance for water is obtained for domestic (Japan) figures only. Water volumes with third-party assurance: water withdrawal 417,940 m<sup>3</sup>, water consumption 205,460 m<sup>3</sup>, water discharge 212,480 m<sup>3</sup>, recycled water 2,145 m<sup>3</sup>.

\*7 WUE is calculated for data centers within the Global Technology Services Unit's data center business that have continuous electricity consumption for 24 consecutive months and an IT utilization rate of 20% or more.



## Prosperity positive

### Supply Chain Status

	Scope	Unit	FY2021	FY2022	FY2023	FY2024	
Rate of direct communication with important suppliers	③	%	—	100	100	100	
Supply chain CSR survey (SAQ) implementation and collection rate for important suppliers	Implementation rate	%	100	100	100	100	
	Collection rate		58.6	66.1	88.8	88.6	
Number of high-risk suppliers identified	②	Cases	—	0	0	0	
ESG training rate for procurement staff	Implementation rate	①	%	100	100	100	100

### Security, Critical System Failures, Compliance, Anti-Competitive Practices, and Bribery

	Scope	Unit	FY2021	FY2022	FY2023	FY2024
Number of security incidents (widely recognized incidents caused by cyberattacks)	②	Cases	0	0	0	1
Number of significant system failures	①	Cases	—	—	2	1
Number of anti-competitive/bribery violations	③	Cases	—	0	0	0



## People positive

### Status of Employment ①

		Scope	Unit	FY2021	FY2022	FY2023	FY2024	
Total number of employees		③	Persons	151,991	195,106	193,513	197,777	
	By company	①	Persons	12,351	12,714	13,427	14,052	
		Group Companies (Japan)	⑦	Persons	28,634	29,399	30,882	33,133
		Group Companies (outside Japan)	⑧	Persons	111,006	152,993	149,204	150,592
		Ratio of overseas employees	③	%	73.0	78.4	77.1	76.1
	By gender	③	Persons	151,991	195,106	193,513	197,777	
		Male	③	Persons	104,808	133,881	130,892	133,144
		Female	③	Persons	47,183	61,225	62,621	64,633
		Ratio of female employees	③	%	31.0	31.4	32.4	32.7
	Number of employees by age group	Under 30	①	Persons	2,520	2,777	3,166	3,609
Male			①	Persons	1,596	1,775	1,969	2,213
Female			①	Persons	924	1,002	1,197	1,396
30-39		①	Persons	4,171	4,140	4,196	4,258	
		Male	①	Persons	2,958	2,900	2,895	2,917
		Female	①	Persons	1,213	1,240	1,301	1,341
40-49		①	Persons	3,504	3,526	3,645	3,677	
		Male	①	Persons	3,038	3,008	3,043	2,998
		Female	①	Persons	466	518	602	679
50-59		①	Persons	2,153	2,269	2,417	2,504	
		Male	①	Persons	1,925	2,018	2,155	2,229
		Female	①	Persons	228	251	262	275
60 or older		①	Persons	3	2	3	4	
		Male	①	Persons	3	2	3	4
		Female	①	Persons	0	0	0	0



## People positive

### Status of Employment ②

	Scope	Unit	FY2021	FY2022	FY2023	FY2024
	③	Persons	28,316	36,531	34,764	28,103
Number of managerial positions	Male	Persons	22,975	28,846	27,277	21,965
	Female	Persons	5,341	7,685	7,487	6,138
	Ratio of female managers	%	18.9	21.0	21.5	21.8
Number of male managers	①	Persons	2,519	2,588	2,700	2,780
Of which, department manager level and above	①	Persons	600	826	920	987
Male executives (including executive officers)	①	Persons	30	31	49	47
Of which, executive officers/Executive Vice Presidents	①	Persons	17	21	28	28
Number of female managers	①	Persons	204	255	327	377
Of which, department manager level and above	①	Persons	29	45	65	73
Female executives (including executive officers)	①	Persons	6	7	9	10
Of which, executive officers/Executive Vice Presidents	①	Persons	4	4	4	4
Non-Japanese executives (including executive officers)	①	Persons	4	6	8	10
Of which, executive officers/Executive Vice Presidents	①	Persons	3	5	5	5
Ratio of female managers	①	%	7.5	9.0	10.8	11.9
Of which, department manager level and above	①	%	4.6	5.2	6.6	6.9
Ratio of female executives (including executive officers)	①	%	16.7	18.4	15.5	17.5
Of which, executive officers/Executive Vice Presidents	①	%	19.0	16.0	12.5	12.5
New managerial appointments	①	Persons	262	279	312	343
Number of new managerial appointments as of April 1 of the following year	Male	Persons	202	202	241	263
	Female	Persons	60	77	71	80
	Ratio of female managers	①	%	22.9	27.6	22.8
Average age	①	Age	39.0	39.0	38.7	38.4
	Male	Age	40.3	40.2	40.1	39.8
	Female	Age	34.7	34.8	34.6	34.3
Average length of service	①	Years	14.7	14.5	14.1	13.6
	Male	Years	15.8	15.6	15.2	14.8
	Female	Years	11.1	11.0	10.6	10.2
Average salary	①	Yen	8,521,000	8,670,000	8,858,000	8,989,000



## People positive

### Status of Employment 3

		Scope	Unit	FY2021	FY2022	FY2023	FY2024	
Starting monthly salary for new graduates	Doctoral degree	①	Yen	300,610	301,310	328,260	338,160	
	Master's degree	①	Yen	251,930	252,630	265,040	274,790	
	Bachelor's degree	①	Yen	222,430	223,130	253,040	262,790	
	College of Technology graduate	①	Yen	192,630	193,330	235,040	244,790	
New graduates hired in April of each fiscal year	Management positions	Basic salary	①	—	1:1.05	1:1.06	1:1.07	1:1.07
			①	—	1:1.05	1:1.07	1:1.09	1:1.10
	General positions	Basic salary	①	—	1:1.16	1:1.15	1:1.15	1:1.13
		Total compensation	①	—	1:1.16	1:1.16	1:1.14	1:1.14
Gender ratio of basic salary and compensation per employee*1			①	Persons	511	548	674	697
	University graduates and master's degree holders		①	Persons	508	544	668	693
		Male	①	Persons	337	351	397	420
		Female	①	Persons	171	193	271	273
	Non-university graduates		①	Persons	3	4	6	4
		Male	①	Persons	3	4	6	4
		Female	①	Persons	0	0	0	0
	Number of newly recruited graduates*2			①	Persons	314	507	565
University graduates and master's degree holders			①	Persons	309	492	551	567
		Male	①	Persons	242	368	399	410
		Female	①	Persons	67	124	152	157
Non-university graduates			①	Persons	5	15	14	20
		Male	①	Persons	4	13	12	16
		Female	①	Persons	1	2	2	4
Percentage of mid-career hires			①	%	38.1	48.1	45.6	45.7

\*1 The salary structure applies the same system for both genders. Differences arise from age composition, grade structure, etc. (the ratio of females to males)

\*2 The number of new graduates hired includes those employed during the fiscal year.



## People positive

### Status of Employment 4

	Scope	Unit	FY2021	FY2022	FY2023	FY2024	
Ratio of employee engagement	I take pride in working at this company	③*1	%	76	—	83	78
		①	%	—	73	71	77
	Average of four core KPIs	③*2	%	—	—	—	72
		①	%	—	—	—	67
Non-Japanese recruitment rate	①	%	2.4	4.1	2.7	2.5	
Number of employees with disabilities*3	①	Persons	316	322	336	381	
Employment rate of people with disabilities	①	%	2.37	2.34	2.32	2.50	
Number of job leavers*4		①	Persons	547	612	616	660
	Male	①	Persons	457	503	521	545
	Female	①	Persons	90	109	95	115
Number of voluntary resignations		①	Persons	372	441	416	438
	Male	①	Persons	293	339	335	346
	Female	①	Persons	79	102	81	92
Turnover rate	Overall employee turnover rate	①	%	4.2	4.6	4.4	4.6
	Voluntary turnover rate	①	%	2.9	3.3	3.0	3.0
Reemployment system*5	New recruitment	①	Persons	61	60	92	103
	Continued recruitment	①	Persons	95	144	191	257
	Number of users	①	Persons	156	204	283	360
	User ratio	①	%	81.3	88.2	80.7	85.8

\*1 Up to the FY2023 results, the scope covered NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and Group companies outside Japan. The FY2024 figures include these entities plus some additional Group companies in Japan.

\*2 Aggregated figures covering NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), plus major Group companies in and outside Japan.

\*3 The number of employed persons with disabilities is counted as of June 1 each year (severe disabilities count as two persons per individual).

\*4 The number of leavers includes those retiring at the age of retirement.

\*5 The number of employees utilizing the reemployment system is counted as of April 1 of each fiscal year.



## People positive

### Internal System Users and Working Hours <sup>①</sup>

	Scope	Unit	FY2021	FY2022	FY2023	FY2024	
Number of childcare leave users*	①	Persons	464	484	540	455	
			Male	297	304	373	271
			Female	167	180	167	184
	①	%	Ratio of eligible male employees taking childcare	72.6	75.4	105.7	100
			Ratio of eligible female employees taking childcare	101.2	101.7	112.1	105.1
			Return rate	99.2	98.4	99.7	99.5
			Retention rate	95.1	96.1	95.0	—
Number of employees on reduced hours for childcare	①	Persons	285	294	293	266	
			Male	11	13	13	12
			Female	274	281	280	254
Number of employees on nursing care leave	①	Persons	4	11	9	11	
			Male	1	5	5	5
			Female	3	6	4	6
		%	Return rate	100.0	100.0	75.0	75
			Retention rate	100.0	100.0	83.3	—
Number of employees on reduced hours for nursing care	①	Persons	2	1	2	1	
			Male	①	0	1	0
			Female	①	0	1	1
Average paid leave taken	①	Days	16.5	16.6	16.2	15.5	
Average rate of paid leave taken	①	%	84.6	85.2	83.2	79.8	

\* The number of men who have taken childcare leave, including leave for the purpose of childcare



## People positive

### Internal System Users and Working Hours ②

	Scope	Unit	FY2021	FY2022	FY2023	FY2024	
Working hours	Annual total working hours	①	1,982	1,996	1,988	1,997	
	Annual average overtime hours	①	335.3	350.4	345.0	349.0	
	Monthly average overtime hours	①	27.9	29.2	28.7	29.1	
Number of work-related accidents	Occupational accidents	①	Cases	1	2	5	2
	Incidence rate		%	0.0	0.0	0.0	0.1
Regular medical checkup uptake rate*	①	%	100	100	100	100	
Target rate for specific health guidance*	①	%	23.0	22.2	21.8	21.2	
Specific health guidance completion ratio*	①	%	57.0	54.5	51.9	49.2	
Ratio of non-smokers*	①	%	84.5	85.2	85.8	86.6	
Stress check uptake ratio*	①	%	91.4	89.5	82.2	83.9	
Statutory overwork interview ratio*	①	%	100	100	100	100	
Number of participants in the Japan Overseas Cooperation Volunteers program	①	Persons	0	0	2	2	
Annual paid leave	Days granted	①	19.6	19.5	19.4	19.4	
	Days taken	①	16.5	16.6	16.2	15.5	
	Acquisition rate	①	84.6	85.2	83.2	79.8	
Remote work utilization (implementation) rate	①	%	75.0	71.1	63.2	60.5	



## People positive

### Information on Talent Development

	Scope	Unit	FY2021	FY2022	FY2023	FY2024	
Education (per employee)	Annual average training hours	③	Hours	49	41	40	45
		①	Hours	96	91	89	99
	Annual average training cost	③	10 thousand yen	12	10.3	11.1	10.1
		①	10 thousand yen	15	16.2	15.6	20.3
Internal job postings	Number of applications	①	Persons	185	268	291	281
				Number of transfers	113	173	169
NTT Group Job Board	Number of applications*	①	Persons	33	21	87	114
				Number of transfers*	12	13	37
Number of new professional CDP certifications	②	Persons	—	1,470	1,690	1,850	

\* Includes applications and transfers to and from NTT DATA and other companies

### Status of Human Rights Violations

	Scope	Unit	FY2021	FY2022	FY2023	FY2024
Number of confirmed human rights violations	①	Cases	—	2	1	3



## Governance

### Number of Directors

	Scope	Unit	FY2021	FY2022	FY2023	FY2024
<b>Total number of directors</b>			15	13	13	11
<b>Directors who are not Audit and Supervisory Committee Members</b>			11	9	9	7
<b>Internal</b>	④	Male	8	5	5	4
		Female	0	0	0	0
		Total	8	5	5	4
<b>Outside (including independent outside directors in parentheses)</b>		Male	2 (2)	3 (3)	3 (3)	2 (2)
	Female	1 (1)	1 (1)	1 (1)	1 (1)	
	Total	3 (3)	4 (4)	4 (4)	3 (3)	
<b>Directors who are Audit and Supervisory Committee Members</b>			4	4	4	4
<b>Internal</b>	④	Male	0	0	0	0
		Female	0	0	0	0
		Total	0	0	0	0
<b>Outside (including independent outside directors in parentheses)</b>		Male	3 (1)	2 (1)	2 (1)	2 (1)
	Female	1 (1)	2 (2)	2 (2)	2 (2)	
	Total	4 (2)	4 (3)	4 (3)	4 (3)	
<b>Internal directors responsible for business execution</b>	④	Persons	6	4	4	3
<b>Internal directors not involved in business execution</b>	④	Persons	2	1	1	1
<b>Outside directors</b>	④	Persons	7	8	8	7

### Status of the Board of Directors, Audit and Supervisory Committee, Independent Officers, and Executive Compensation

	Scope	Unit	FY2021	FY2022	FY2023	FY2024
<b>Board of Directors</b>	④	Number of meetings	16	19	18	17
		Attendance rate	100	100	99.6	98.9
		Attendance rate of independent outside directors	100	100	99.2	98
<b>Audit and Supervisory Committee</b>	④	Number of meetings	26	29	25	24
		Attendance rate	100	100	100	100
		Attendance rate of independent outside directors	100	100	100	100
<b>Ratio of fixed to performance-linked compensation in total executive compensation</b>	④	%	Fixed 50 Short Term 30 Medium to Long Term 20			



## Governance

## Reports to Corporate Ethics Helpline and Details

		Scope	FY2021			FY2022			FY2023			FY2024		
			No. of Reports			No. of Reports			No. of Reports			No. of Reports		
				Disciplinary actions	Severe warnings		Disciplinary actions	Severe warnings		Disciplinary actions	Severe warnings		Disciplinary actions	Severe warnings
<b>Total</b>	Number of reports	②	100	1	42	147	2	35	165	2	24	217	5	13
	Compliance violations	②	—	—	—	—	—	—	26	2	24	18	5	13
	Internal rule violations	②	—	—	—	—	—	—	25	1	24	18	5	13
	Legal violations	②	—	—	—	—	—	—	1	1	0	0	0	0
	No violation	②	—	—	—	—	—	—	139	—	—	199	—	—
<b>Harassment</b>	Number of reports	②	78	0	36	109	2	35	125	0	22	176	5	11
	Compliance violations	②	36	0	36	37	2	35	22	0	22	16	5	11
	Internal rule violations	②	36	0	36	37	2	35	22	0	22	16	5	11
	Legal violations	②	0	0	0	0	0	0	0	0	0	0	0	0
	No violation	②	42	—	—	72	—	—	103	—	—	160	—	—
<b>Inappropriate business practices</b>	Number of reports	②	14	1	5	22	0	0	23	2	0	19	0	2
	Compliance violations	②	6	1	5	0	0	0	2	2	0	2	0	2
	Internal rule violations	②	6	1	5	0	0	0	1	1	0	2	0	2
	Legal violations	②	0	0	0	0	0	0	1	1	0	0	0	0
	No violation	②	8	—	—	22	—	—	21	—	—	17	—	—
<b>Personal use of company expenses</b>	Number of reports	②	2	0	0	8	0	0	8	0	0	17	0	0
	Compliance violations	②	0	0	0	0	0	0	0	0	0	0	0	0
	Internal rule violations	②	0	0	0	0	0	0	0	0	0	0	0	0
	Legal violations	②	0	0	0	0	0	0	0	0	0	0	0	0
	No violation	②	2	—	—	8	—	—	8	—	—	17	—	—
<b>Others</b>	Number of reports	②	6	0	1	8	0	0	9	0	2	5	0	0
	Compliance violations	②	1	0	1	0	0	0	2	0	2	0	0	0
	Internal rule violations	②	1	0	1	0	0	0	2	0	2	0	0	0
	Legal violations	②	0	0	0	0	0	0	0	0	0	0	0	0
	No violation	②	5	—	—	8	—	—	7	—	—	5	—	—