



# Company Presentation for the Fiscal Year ended March 31, 2015

May 8, 2015  
NTT DATA Corporation

**NTT DATA**

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1. Results for Fiscal Year Ended March 31,2015 and Earnings Forecasts for Fiscal Year Ending March 31, 2016
2. Operating Environment and Business
3. Appendices

**Cautionary Statement  
Regarding Forward-looking Statements**

- ※ Forecast figures in this document are based on current economic and market conditions. As changes in the global economy and information services market are possible, NTT DATA Group cannot guarantee their accuracy.
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1. Results for Fiscal Year Ended March 31, 2015 and Earnings Forecasts for Fiscal Year Ending March 31, 2016

# Results for Fiscal Year Ended March 31, 2015 and Earnings Forecasts for Fiscal Year Ending March 31, 2016

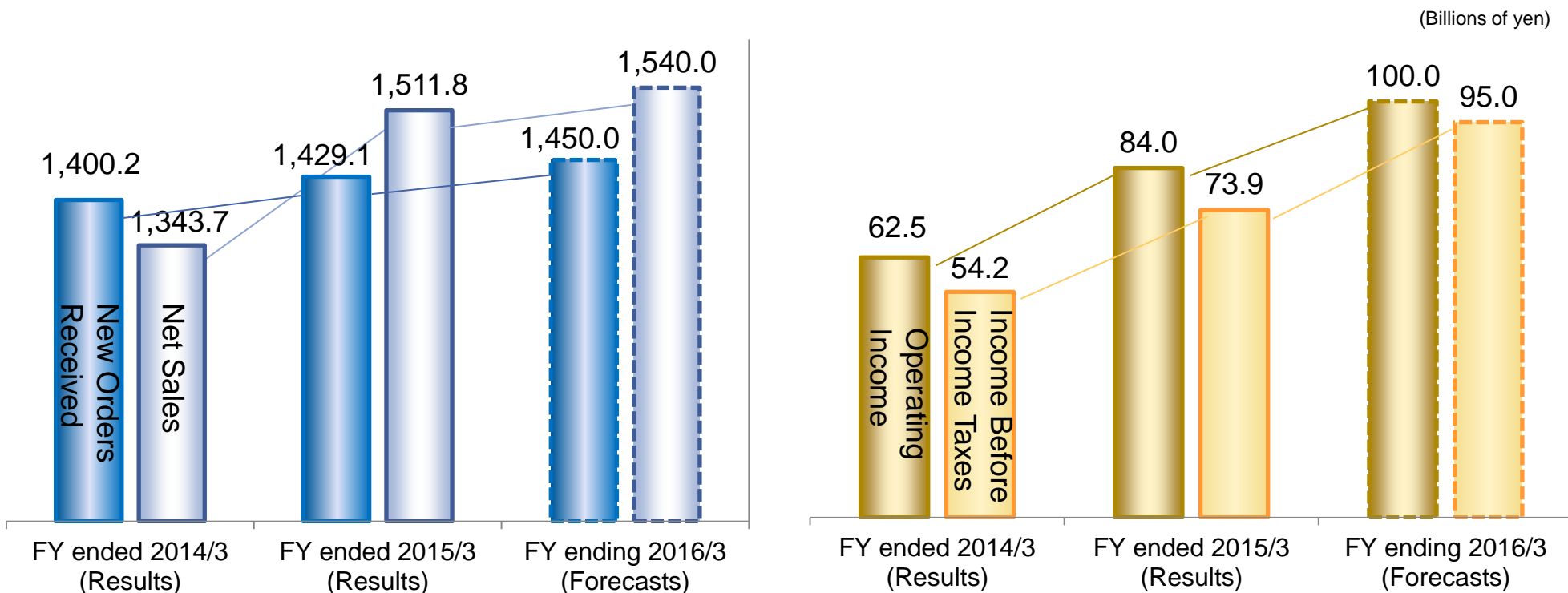
【Billions of yen (except EPS, Cash Dividends per share)】

	FY ended 2015/3 Results	YoY	FY ending 2016 / 3 Forecasts	YoY
New Orders Received	1,429.1	+28.8 +2.1%	1,450.0	+20.8 +1.5%
Net Sales	1,511.8	+168.0 +12.5%	1,540.0	+28.1 +1.9%
Operating Income	84.0	+21.4 +34.2%	100.0	+15.9 +19.0%
Income Before Income Taxes	73.9	+19.7 +36.4%	95.0	+21.0 +28.4%
Net Income	32.1	+8.8 +38.0%	56.0	+23.8 +74.2%
EPS (*) (yen)	115 yen	+32 yen +38.0%	200 yen	+85 yen +74.2%
Cash Dividends per share (yen)	60 yen	-	70 yen	+10 yen +16.7%

(\*)Effective October 1, 2013, a 100-to-one stock split was implemented. Above figures represent the result of a calculation using a total number of shares outstanding after the stock split. EPS was calculated by rounding to the first decimal place.

# Overview of year-on-year changes in earnings (results for fiscal year ended March 2014/2015 and forecasts for fiscal year ending March 2016)

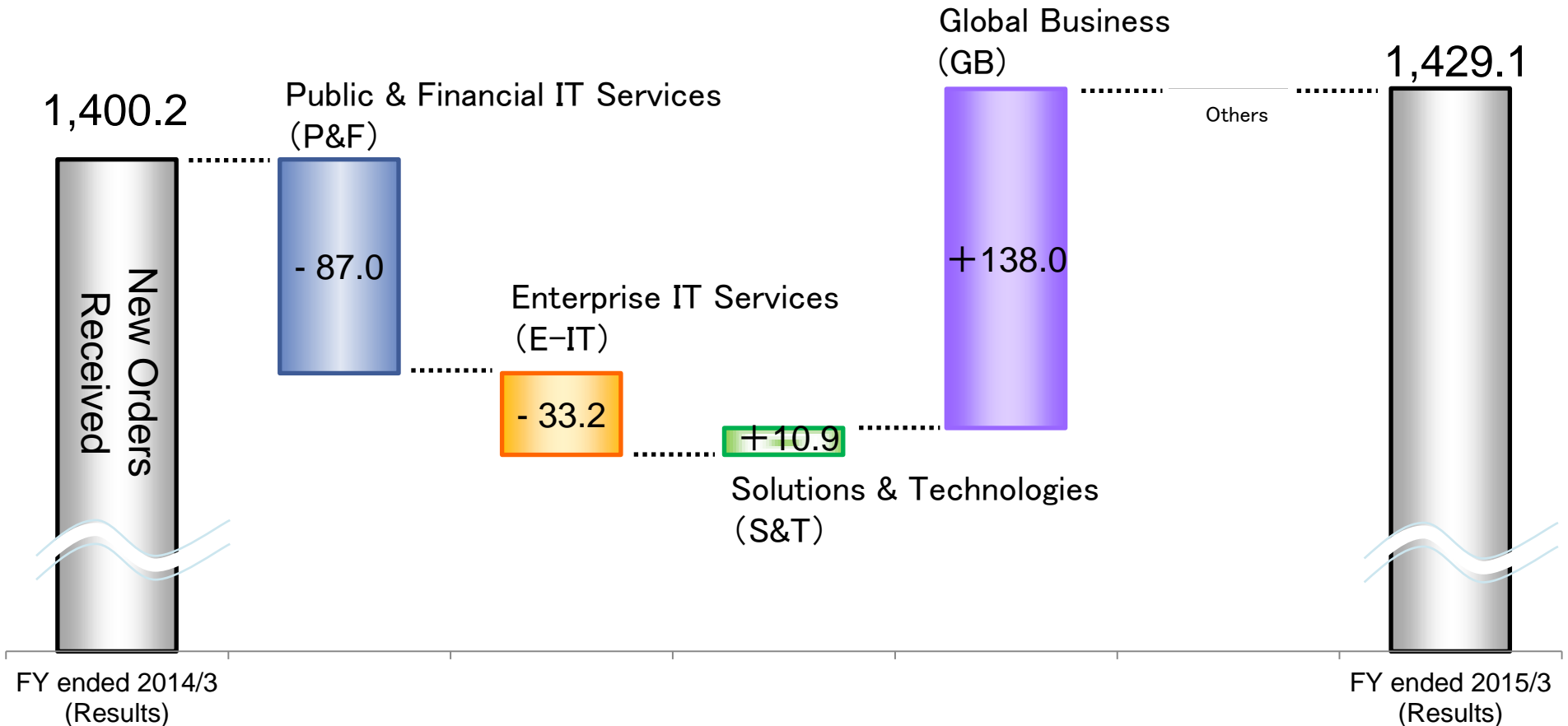
New Orders Received	Increased in FYE3/2015 due to expanded scope of consolidation, etc., which more than offset the effects of an existing large-scale project added in the previous year. New orders are forecast to grow for both NTT Data on a non-consolidated basis and existing subsidiaries for FYE3/2016.
Net Sales	Increased substantially in FYE3/2015, reflecting the expanded scope of consolidation and business expansion of existing subsidiaries primarily in overseas countries. The growth is expected to continue through FYE3/2016, primarily based on business expansion by NTT DATA (non-consolidated) and existing subsidiaries primarily in overseas countries.
Operating Income	Increased in FYE3/2015 reflecting sales growth and reduction in unprofitable projects. Operating income is expected to record historical high in FYE3/2016, due to a better control of unprofitable projects and overseas businesses turning to profitability.



# New Orders Received: YoY Changes by Business Segment (from FYE3/2014 to FYE3/2015)

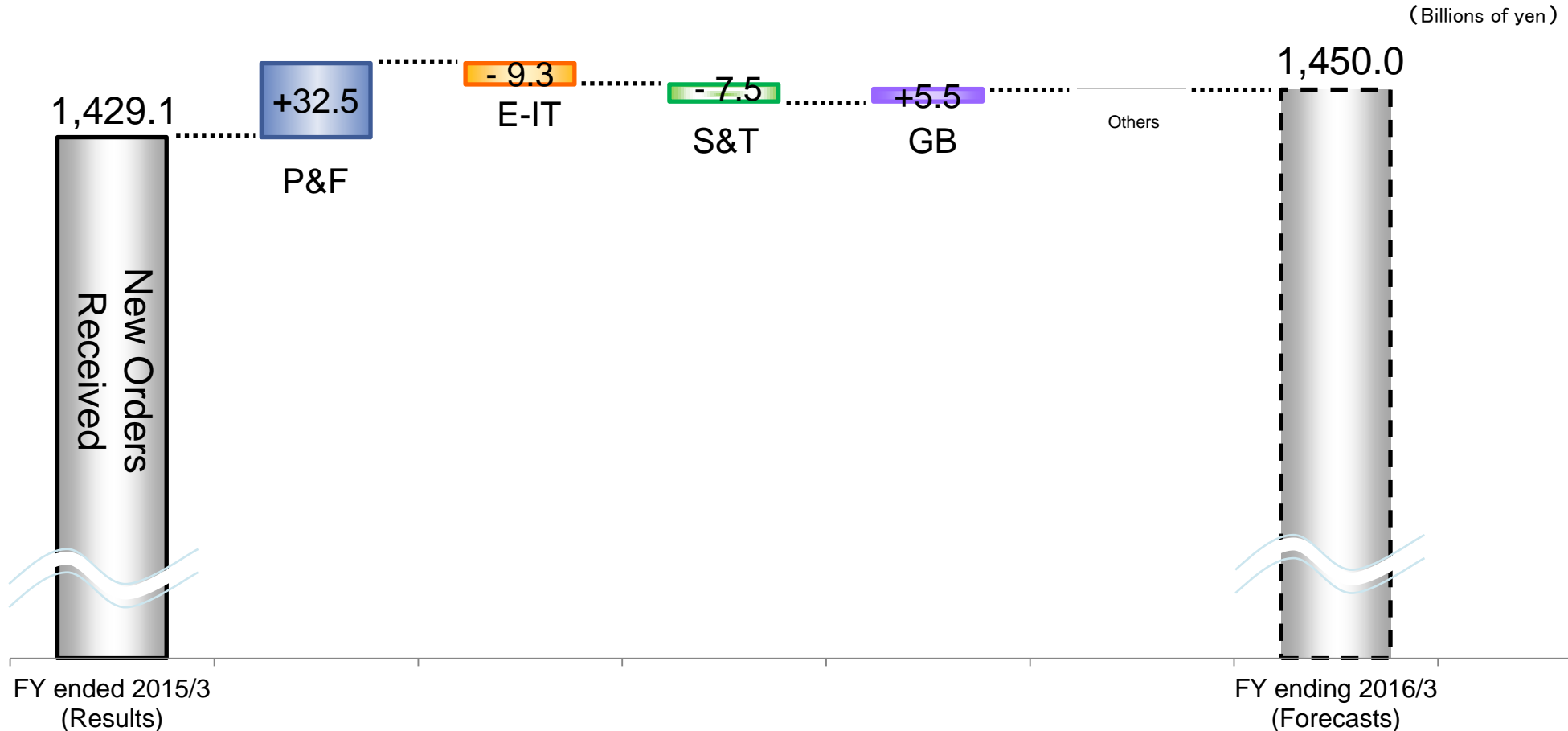
P&F: Decreased due to the effects of an existing large-scale project added in the previous year on a non-consolidated basis.  
 E-IT: Decreased due to the effects of an existing large-scale project added in the previous year and a decline in businesses for telecom industry on a non-consolidated basis.  
 S&T: Increased due to a multi-year contracts obtained by NTT Data on a non-consolidated basis.  
 GB: Increased based on the expanded scope of consolidation, business expansion of existing subsidiaries and positive effects of foreign currency fluctuations.

(Billions of yen)



# New Orders Received: YoY Changes by Business Segment (from FYE3/2015 to FYE3/2016)

P&F: Expected to increase through expansion of existing projects for financial institutions on a non-consolidated basis.  
 E-IT: Expected to decline due to stagnant telecom businesses and the previous year's solid orders from utility/distribution industries.  
 S&T: Expected to decline due to the effects of a multi-year contract executed in the previous year on a non-consolidated basis.  
 GB: Expected to increase through business expansion of existing subsidiaries, despite a decrease resulting from negative effects of foreign currency fluctuations.

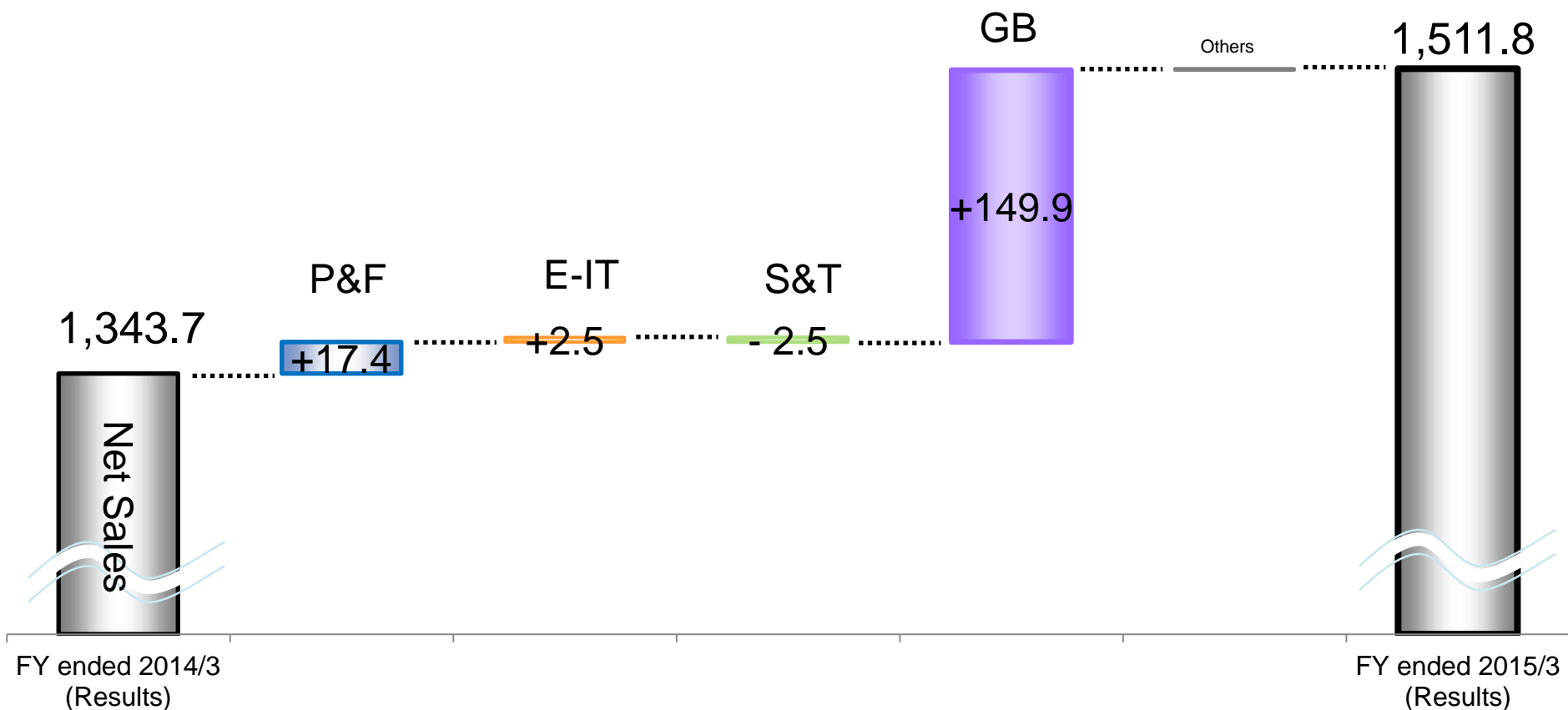




# Net Sales: YoY Changes by Business Segment (from FYE3/2014 to FYE3/2015)

- P&F: Increased through new customer development and increased orders for expansion of existing large-scale systems on a non-consolidated basis.
- E-IT: Increased due to growth in non-consolidated sales to utility and distribution industries, despite a decrease in sales to telecomm industry.
- S&T: Decreased due to the effects of an existing project added previous year on a non-consolidated basis.
- GB: Increased based on the expanded scope of consolidation, business expansion of existing subsidiaries and positive effects of foreign currency fluctuations.

(Billions of yen)



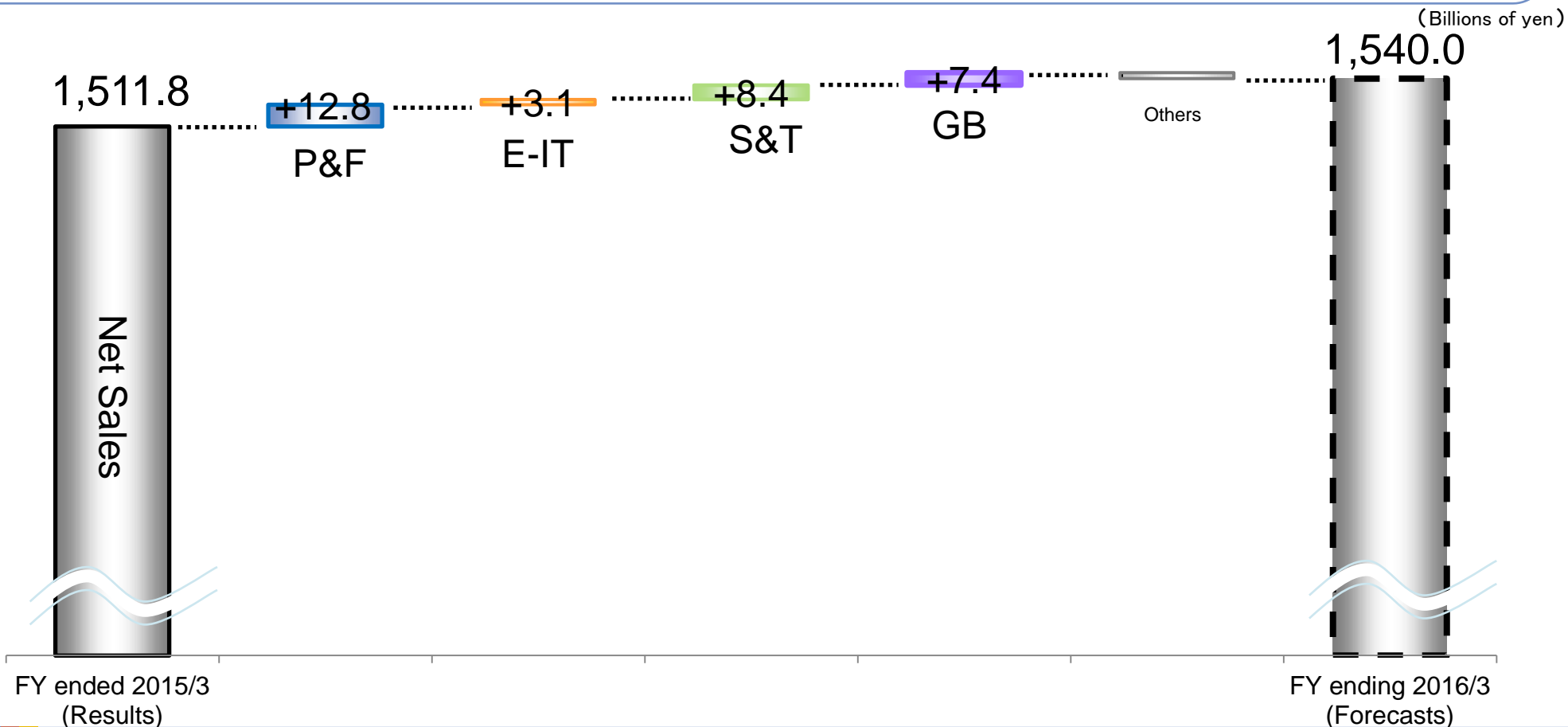
# Net Sales: YoY Changes by Business Segment (from FYE3/2015 to FYE3/2016)

**P&F:** Expected to increase based on growth in non-consolidated sales resulted from expansion of existing projects' scale and execution of new projects, despite an expected decline in sales resulting from the upcoming renewal of an existing large-scale project.

**E-IT:** Expected to increase due to an increase in services for manufacturing industry, which will offset a decline in businesses for telecom industry.

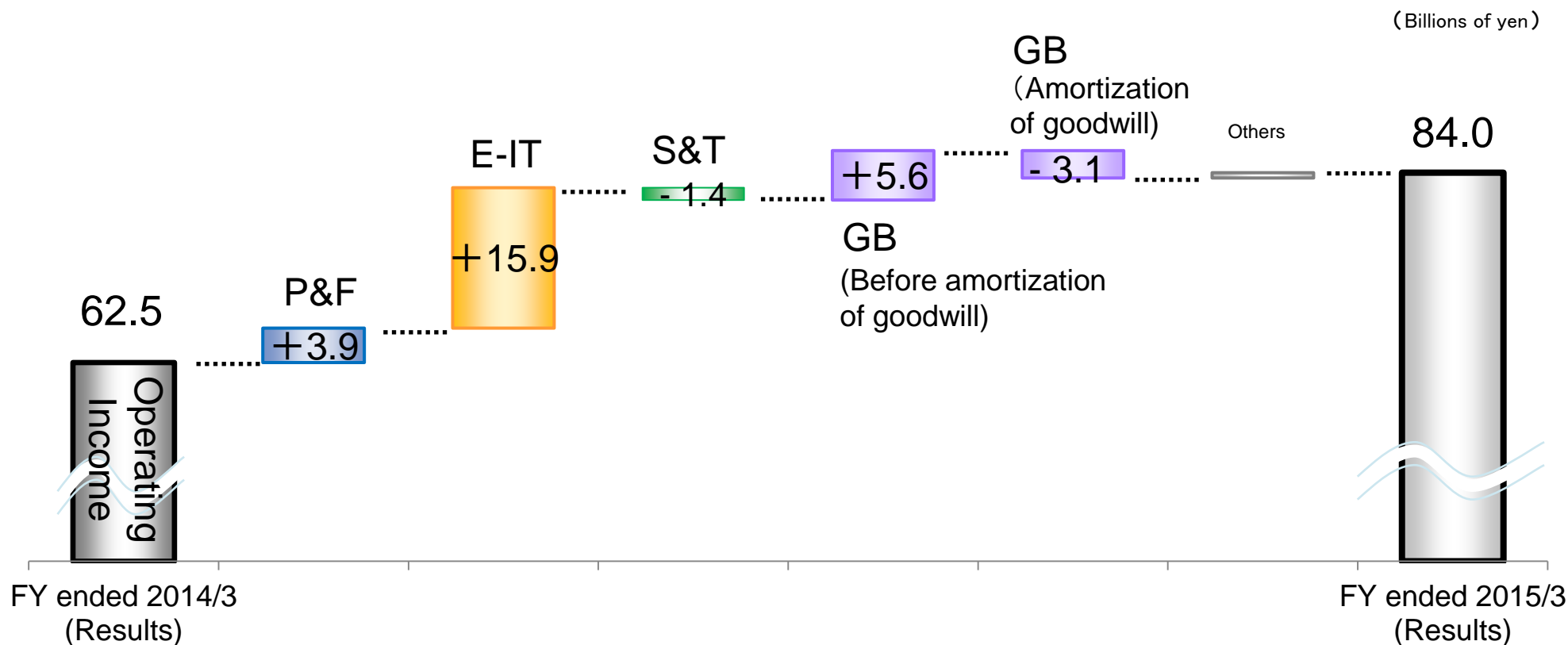
**S&T:** Expected to increase through business expansion of both NTT Data on a non-consolidated basis and existing subsidiaries, etc.

**GB:** Expected to increase by business expansion of existing subsidiaries, which will offset a decline arising from negative effects of foreign currency fluctuations.



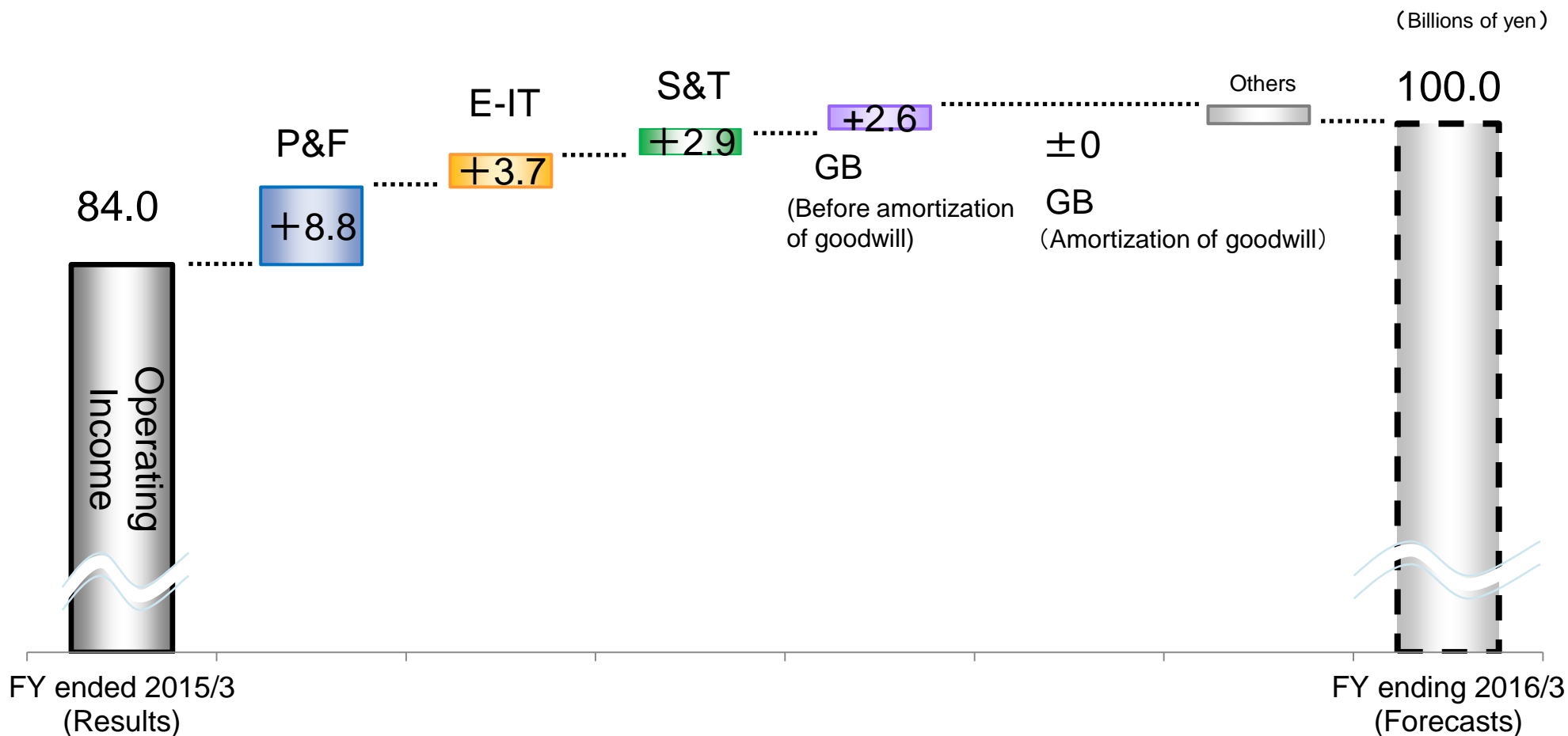
# Operating Income: YoY Changes by Business Segment (from FYE3/2014 to FYE3/2015)









- P&F: Increased reflecting the reduced unprofitable projects and increased sales, offsetting an increase in costs of depreciation and disposal on a non-consolidated basis.
- E-IT: Increased due to an increase in non-consolidated operating income via the reduced unprofitable projects and increased sales.
- S&T: Decreased due to a decrease in non-consolidated sales.
- GB: Increased due to expansion of existing subsidiaries, despite negative effects of increased amortization of goodwill as a result of the expanded scope of consolidation.



# Operating Income: YoY Changes by Business Segment (from FYE3/2015 to FYE3/2016)

P&F: Expected to increase due to an increase in non-consolidated operating income resulting from reduction in unprofitable projects and increased sales.  
 E-IT: Expected to increase due to improvement in gross margins for some projects, along with an increase in sales.  
 S&T: Expected to increase along with sales growth.  
 GB: Operating loss to be reduced reflecting growth in sales of existing subsidiaries and improvement of profitability in certain regions.











	FY ended 2015/3 (Results)	YoY		FY ending 2016/3 (Forecasts)	YoY	(Billions of Yen)
New Orders Received	628.4	- 87.0 - 12.2%		661.0	+ 32.5 + 5.2%	
Net Sales	739.1	+ 17.4 + 2.4%		752.0	+ 12.8 + 1.7%	
Operating Income	64.1	+ 3.9 + 6.6%		73.0	+ 8.8 + 13.8%	
Segment Profit(*)	64.1	+ 8.4 + 15.1%		74.0	+ 9.8 + 15.4%	

- New orders received: Declined substantially in FYE3/2015 due to the effects of an existing project obtained in the previous year on non-consolidated basis, but expected to increase in FYE3/2016 based on growth in scale of projects for financial institutions on a non-consolidated basis.
- Net sales: Increased in FYE3/2015 backed by new customer development and increased orders for expansion of existing large-scale systems on a non-consolidated basis. Growth in net sales is forecast to continue in FYE3/2016, through expansion of existing projects and new project acquisitions mainly on a non-consolidated basis.
- Operating income: Increased in FYE3/2015 through reduction in unprofitable projects and growth in sales, despite the increased costs of depreciation and disposal. Operating income is expected to grow in FYE3/2016, along with reduction in unprofitable projects and growth in sales.
- Segment profit: Increased in FYE3/2015 due to an increase in operating income and reduction in non-recurrent expenses.

(\*) Segment Profit is income before income taxes









(Billions of Yen)

	FY ended 2015/3 (Results)	YoY		FY ending 2016/3 (Forecasts)	YoY	
New Orders Received	270.3	- 33.2 - 11.0%		261.0	- 9.3 - 3.5%	
Net Sales	281.8	+ 2.5 + 0.9%		285.0	+ 3.1 + 1.1%	
Operating Income	12.2	+ 15.9 —		16.0	+ 3.7 + 30.7%	
Segment Profit(*)	11.4	+ 16.9 —		17.0	+ 5.5 + 48.7%	

- New orders received: Declined in FYE3/2015 due to the effects of an existing project obtained in the previous fiscal year on non-consolidated basis and reduced businesses for telecom industry. Order receipt is expected to decrease in FYE3/2016, reflecting the stagnant telecom business, combined with the effects of projects for utility and distribution industries added in the previous year.
- Net sales: Increased in FYE3/2015 due to solid sales to utility and distribution industries, which more than offset a decline in businesses for telecom industry. While our business for telecom industry will remain weak, we expect net sales to increase in FYE3/2016, driven by an increases in businesses for manufacturing industry.
- Operating income: Increased in FYE3/2015 reflecting the reduced unprofitable projects and sales growth on a non-consolidated basis. Although a substantial increase through reduction of unprofitable projects is not expected, operating income is forecast to increase in FYE3/2016.

(\*)Segment Profit is income before income taxes

(Billions of Yen)

	FY ended 2015/3 (Results)	YoY		FY ending 2016/3 (Forecasts)	YoY	
New Orders Received	49.5	+ 10.9 + 28.4%		42.0	- 7.5 - 15.3%	
Net Sales	176.5	- 2.5 - 1.4%		185.0	+ 8.4 + 4.8%	
Operating Income	7.0	- 1.4 - 16.6%		10.0	+ 2.9 + 41.9%	
Segment Profit(*)	6.8	- 1.7 - 20.3%		9.0	+ 2.1 + 31.5%	

- New orders received: Increased in FYE3/2015 through a multi-year contract obtained on a non-consolidated basis but expected to decline due to negative effects of the contract for FYE3/2016.
- Net sales: Declined in FYE3/2015 due to temporary effects of an existing project added in the previous year on a non-consolidated basis, but expected to increase in FYE3/2016 through business expansion of NTT Data on a non-consolidated basis and existing subsidiaries.
- Operating income: Declined in FYE3/2015 due to a decline in unconsolidated sales; but expected to increase in line with sales growth for FYE3/2016.

(\*)Segment Profit is income before income taxes

(Billions of Yen)

	FY ended 2015/3 (Results)	YoY		FY ending 2016/3 (Forecasts)	YoY	
New Orders Received	479.4	+ 138.0 + 40.5%		485.0	+ 5.5 + 1.2%	
Net Sales	464.5	+ 149.9 + 47.7%		472.0	+ 7.4 + 1.6%	
Operating income before amortization of goodwill	11.3	+ 5.6 + 99.3%		14.0	+ 2.6 + 23.7%	
Operating Income	- 2.7	+ 2.4 + 47.2%		0.0	+ 2.7 —	
Segment Profit(*)	- 7.7	+ 2.1 + 21.5%		- 2.0	+ 5.7 —	

• New orders received & net sales: Increased in FYE3/2015 due to the expanded scope of consolidation, as well as business expansion of existing subsidiaries and positive effects of foreign currency fluctuations; and expected to grow in FYE3/2016 due to expansion of existing subsidiaries despite diminishing positive effects of foreign exchange fluctuations.

• Operating income: Increased in FYE3/2015, reflecting growth in sales of existing subsidiaries, which more than offset increased costs of goodwill amortization. For FYE3/2016, we expect to continue to post operating income through growth in sales of existing subsidiaries and improvement in profit margins.

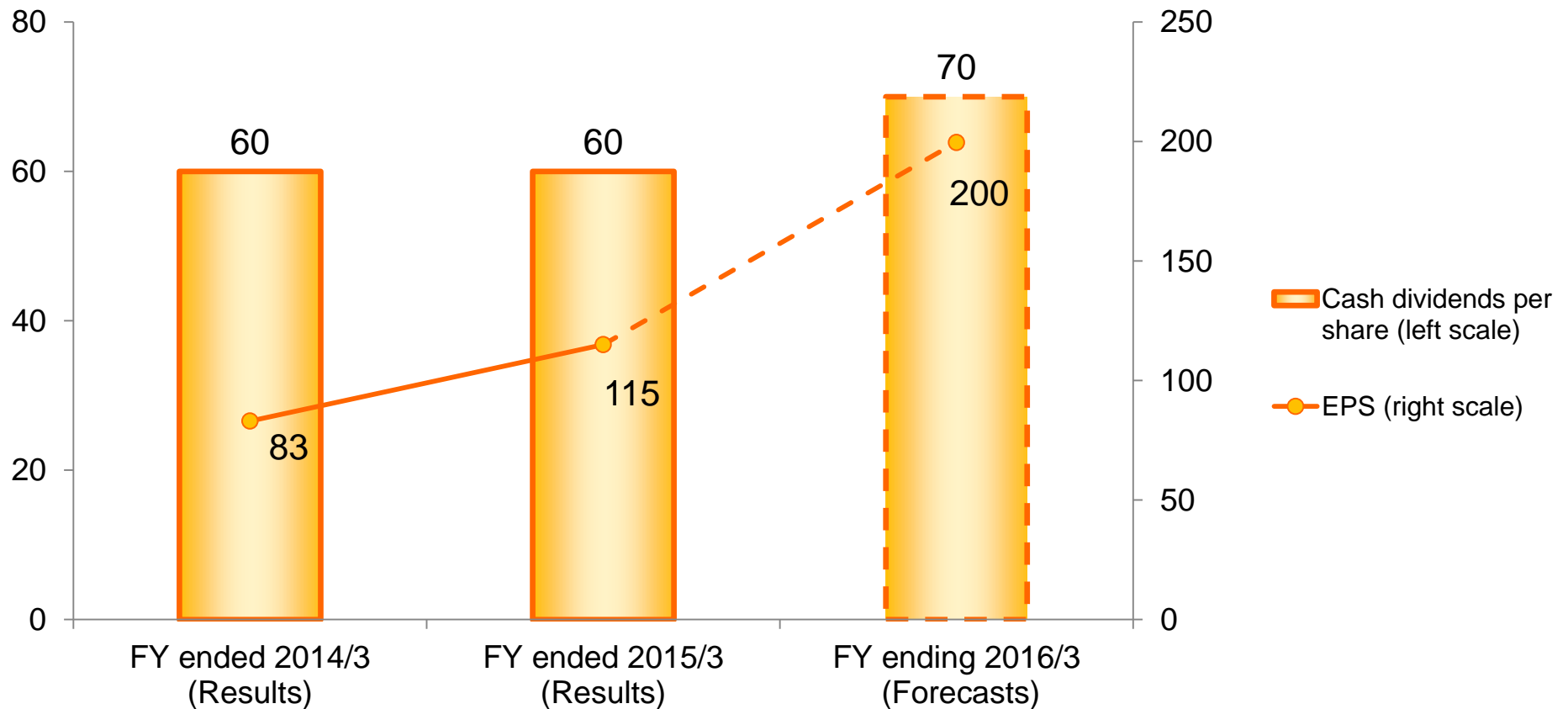
(\*) Segment Profit is income before income taxes



Annual dividend forecast per share for FYE3/2016 is 70yen per share (Interim: 30yen per share/ year-end: 40yen per share).

Cash dividends per share • EPS<sup>(\*)</sup>

(Yen)



(\*) EPS was calculated by rounding to the first decimal place.



## 2. Operating Environment and Business

- Although we face severe market environment on the back of intensified competitions and more demands for cost reductions, the social security and tax number system was set forth under the so-called “Number Act,” which was enforced in May 2013, and the introduction of the system toward the commencement of utilization in January 2016 is in the works by the government, local governments, financial institutions and private-sector corporations.
- On the back of the major banks’ global business development for supporting the overseas expansion of the Japanese companies mainly in Asia, a growth in IT spending is expected.
- New IT investment is expected in order to accommodate a 24-hour/365-day settlement system.

National Government	<ul style="list-style-type: none"> <li>• With the “Declaration on the Creation of the World’s Most Advanced IT Nation” revised in June 2014, IT investments are expected to continue to increase, but we face severe market environment on the back of intensified competitions and more demands for cost reductions. Furthermore, procurements relating to “My Number System” to be used as personal identification for social security and taxation have been started by the government, municipalities, financial institutions, private sector companies, etc. towards its introduction in January 2016.</li> </ul>
Local Government and Community-based Business	<ul style="list-style-type: none"> <li>• Amid overall belt-tightening, the market environment is becoming harsher due to heightened demands for cost reduction and intensified competitions.</li> <li>• In relation to the social security and tax number system, relevant demand is rising from the assignment and notification of the numbers in October 2015 toward the cooperation between the government and local public bodies in 2017. We will likely to see growth in business opportunities in relation to child care support and employment, driven by the Act on Overcoming Population Decline and Vitalizing Local Economy in Japan enacted in November 2014 for the purpose of vitalizing local economy.</li> </ul>
Healthcare	<ul style="list-style-type: none"> <li>• The growth strategies and regulatory reform implementation plan formulated by the government designate the health and medical fields as key areas, and budget is allocated by ministries and government offices thereby businesses at test phase have been brought forward to commercial launch.</li> <li>• It is anticipated that new services and new industries will be created in response to the realization of future healthy longevity society, and IT investments by the relevant organizations are expected to increase.</li> </ul>
Major Banks	<ul style="list-style-type: none"> <li>• Appetites for IT spending persists, and consistent investments are expected.</li> <li>• Given deregulation, IT spending is expected to grow due to development of new services using IT and creation of subsidiaries.</li> <li>• It is expected that the trend of major banks’ global development for supporting the overseas expansion of the Japanese companies centering in Asia will bring an increased IT spending.</li> </ul>
Regional Banks	<ul style="list-style-type: none"> <li>• Consolidation of regional banks is becoming active, such as the birth of the Tokyo TY Financial Group (merger between The Tokyo Tomin Bank, Limited and The Yachiyo Bank, Limited), merger between Bank of Yokohama Ltd and Higashi-Nippon Bank Ltd, Kyushu Financial Group (merger between Higo Bank, Ltd. and Kagoshima Bank, Ltd.), and merger between Tomony Holdings, Inc. and Taisho Bank Ltd. , and the business integration of Higo Bank and Kagoshima Bank.</li> <li>• Unauthorized access to internet banking is rapidly increasing, and the need for stronger security is rising.</li> </ul>
Cooperative Financial Institutions	<ul style="list-style-type: none"> <li>• The domestic economy including regions is showing weakness in recovery. While lending activities for small-and medium-sized enterprises are also bouncing back, a substantial boost in IT spending cannot be expected taking into consideration the lingering fierce business environment such as interest rate competitions with neighboring financial institutions.</li> <li>• Trends of improvement of cost efficiency through reorganizations and outsourcing operations, as well as promoting investments in IT strategic domains can be observed.</li> </ul>
Insurance, Security and Credit Corporations, etc.	<p>【Insurance】 Although the current IT spending is sluggish across the industry, we expect that IT spending related to new channels, new products, streamlining of administrative works, etc. will increase.</p> <p>【Securities】 Domestic financial markets remain active. Appetite for investing in information technology is limited to the areas of regulatory compliance and retail business but there is strong appetite for investments in businesses related to wealth accumulation.</p> <p>【Credit】 Shopping transactions grew 7% to 9% compared with the previous fiscal year. The impact of tax hike seemed marginal. Investment environment has been significantly on an upward trend, in which IT investments are expected to grow in “Cost reduction” and “Boost-the-topline measures.”</p>

Enterprise IT Services

Although business confidence is improving at some companies, the situation needs to be watched carefully since a cautious attitude toward domestic IT investment has continued in some areas due to uncertainties regarding the impact of rising raw material prices due to the rapidly weakening yen and Economic downturn in overseas countries on the domestic economy.

Communication, Broadcasting and Utility Industry

- In the telecom industry, while IT spending cycle in response to the increased traffic due to the rapid dissemination of smartphones seems to be ending, investment in infrastructure and networking facilities continue to pose a priority issue. Further IT spending relating to new services under intensifying competitions can be expected while further cost reduction is required in the IT spending for the existing domains.
- In the utilities industry, electricity/gas deregulation, legal separation, etc. are expected to prompt an increase in IT spending.

Manufacturing Industry

- Willingness to invest in IT varies between companies due to the uncertainty in the economic outlook. However, as system improvement toward the enhancement of global competitiveness as well as measures for reinforcement of production facilities are consistently implemented, it is expected that the demand for visibility of supply chains and the reconstruction of logistics infrastructure will become apparent.

Retail, Logistics and Other Service Industry

- There are some signs of recovery in domestic consumer spending, but rising prices remain concerning, and it is possible that the growth of IT investment, which has been robust up to now, will slow down in the future in general. Even in such circumstances, the use of IT for the advancement of customer analyses may lead directly to greater competitiveness; therefore, robust growth can be expected in IT investment for business intelligence and demand forecasting by using company-owned POS data and information obtained from social media.
- Demands for IT spending aiming at increasing sales by using Omni-channel strategy including sales promotion activities connecting e-commerce to real stores have been growing steadily.

Solutions & Technologies

From a perspective of BCP, demand for reliable network and data centers remains strong.

Network

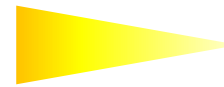
- Demands from financial institutions continue to grow constantly on the back of circuit redundancy as measures for BCP.
  - As smart devices have become widespread recently, the introduction of wireless LAN is on the increase with respect to networks for corporate customers.
- Furthermore, demands for networks are expected to grow as Japanese companies expand businesses globally.

Data Center Services, etc.

- For the purpose of business continuity planning, there are solid needs for data centers that maintain high level of business continuity with quake-absorbing/ earthquake-resistant structure and private power generation equipment.
- There are increasing needs for hybrid- and multi-cloud environment whereby a variety of cloud environment, including public cloud, are linked together.
- In relation to big data, which had been limited within the scope of consulting and testing, projects have been launched with a prospect of growth in the future.

<p>North America</p>	<p>The US market outlook remains positive in most segments with the exception of energy, buoyed by lower than expected inflation, driven in part by falling energy prices, strong job creation, continued growth and healthy consumer demand in the United States. Growth projections have been moderated recently by sluggish growth abroad and the continued strength of the U.S. dollar – as well as a fear of rising labor and increasing healthcare costs. The trend for IT Spending is turning positive, driven primarily by companies leveraging digital technologies to simplify back-end systems, streamline business processes, and build client experience-centric platforms – as well as simplify and fortify their security environments.</p>
<p>EMEA</p>	<p>The Eurozone economy has shown moderate recovery due to falling interest rates as a result of the ECB’s series of easy–monetary policy measures, depreciation of the euro and falling oil prices. Although business sentiment among companies is improving, active expansion of investment seems unlikely for a while, given concerns over slowdown in emerging economies, etc. The U.K. economy, despite at a slower pace, has sustained growth, with the annual GDP growth projected at a little less than 3% for 2015. Given continuing customer requests for price reduction, IT spending is unlikely to increase, especially in Italy in the short run. However, Germany and the U.K. are expected to see growth in the IT service market at a rate higher than their GDP growth.</p>
<p>Spain / Latin America</p>	<p>The Spanish economy remained stable with 1.4% GDP growth in 2014, the highest since 2008. On the other hand, the country’s IT service market has slowed down due to limited investments from banking and telecom industries, which is likely to continue in 2015. Overall economy in Latin America remained solid, noting that levels of growth vary from one country to another. The region’s IT service market is projected to remain flat during 2015 and show positive growth in the region as a whole in 2016 and thereafter.</p>
<p>China</p>	<p>Following the China-Japan summit meeting in fall 2014, political tension between China and Japan has eased slightly. At the same time, the Chinese government has tightened regulations for foreign IT companies to enter the country’s financial sector, which needs to be carefully watched going forward. While European and the U.S. companies continue their investments to China, local companies are also active on expanding businesses within China. While China’s economic growth has slowed, industries such as automotive, apparel and consumer goods are performing well, with strong appetite for IT investment in areas such as customer data management and business expansion.</p>
<p>APAC</p>	<p>Major APAC countries have positive economic outlook for 2015. In Thailand, foreign direct investments are showing signs of recovery, and Indonesia’s economic growth is expected to accelerate based on the progress of the government’s promotion for reforms and better outlook for exports. Further, India’s growth-focused fiscal policies are taking positive effects. Given upcoming inauguration of ASEAN Economic Community (AEC) in 2015, AEC’s 10 member states are strongly encouraged to open markets, which is likely to increase investments of Japanese companies which, in turn, boost demand for information technology.</p>
<p>Solutions</p>	<p>In the SAP service business for SME (small- and medium-sized enterprises), while customers’ attitudes toward IT investments vary depending on region and type of industry, the growths of SAP solutions and the outsourcing business have been robust. It is expected that new markets will be expanded in the fields of HANA (High-Performance Analytic Appliance), analytics, mobile technology and cloud computing.</p>

## Achievement in FYE3/2015



## Challenges for the future

### Japan

Sales increased via new customer acquisition, which more than offset a decline in orders received in relation to existing large-scale systems

Operating income improved through a better control of unprofitable projects.



(i) Pursue organic growth

(ii) Maximize profit by a thorough control of unprofitable projects

### Overseas

Sales showed strong growth led by M&A activity, combined with some contribution from organic growth.

Reduction in operating loss, although remaining unprofitable



(i) Pursue organic growth

(iii) Increase surplus

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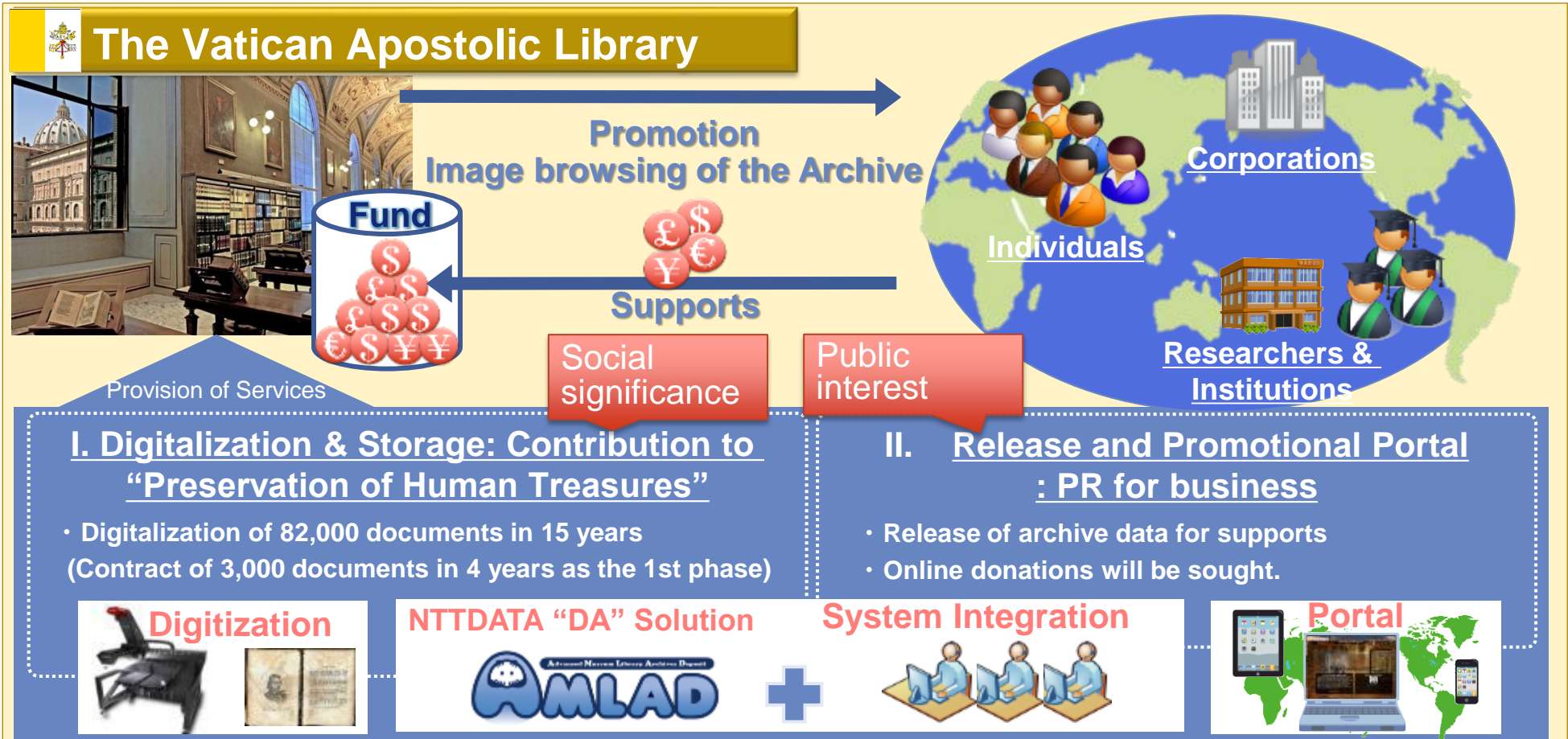
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- Participation in the Library's "Long-term Preservation" project for its valuable treasures and manuscripts preserved for humankind.
- The Library will establish a new fund for this project, seeking public support and donations.
- We will digitalize the manuscripts, building and operating DA systems based on our track records of digital archiving business.
- Valuable handwritten manuscripts in the Vatican Library have been digitally reproduced using our digital archiving system. These manuscripts can be accessed at the library's website.





•NTT Data received an order from Myanmar government to develop a Myanmarese version of NACCS (Nippon Automated Cargo and Port Consolidated System) and CIS (Customs Information System), Japanese trade procedure and custom clearance systems, as part of infrastructure export strategies led by the Japanese government through ODA (Myanmar is the second country to place an order, following Vietnam).

## Rollout business knowhow from Japan to APAC countries

### Myanmar



MACCS: scheduled to start operation in January 2016

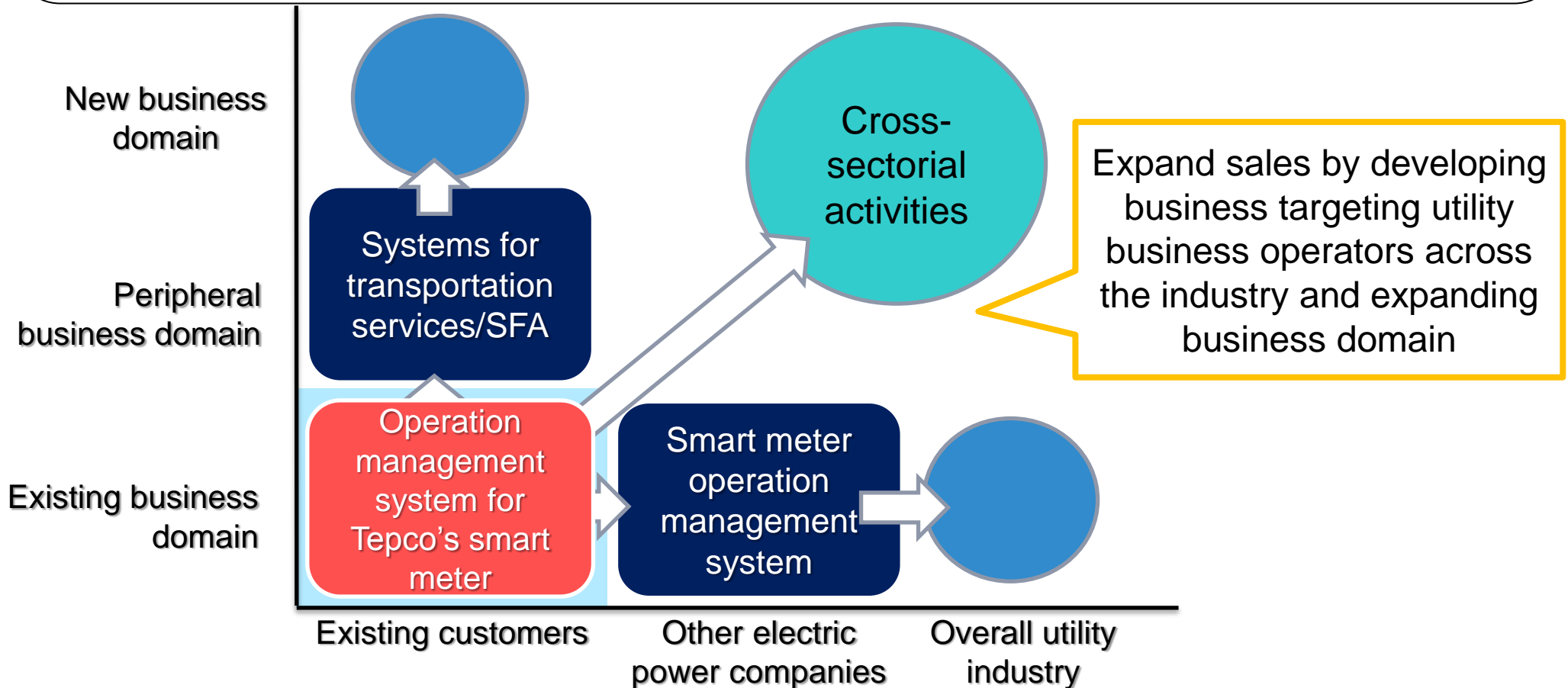


### Vietnam



V-NACCS: scheduled to start operation in April 2014

- Since February 2015, Tokyo Electric Power Company Inc. (Tepco) has gradually started services using smart meter, which was developed in a project where NTT Data was involved as a business partner (System Integrator).
- By the smart meter deployment, Tepco successfully improved user convenience through remote electric meter reading/connectivity check and made possible a prompt disaster recovery and effective meter-reading operations.
- Other electric power companies are implementing similar system projects. Going forward, we will aim to increase sales by expanding businesses for utility industry including electric power business and expanding our business domain within the industry.



BIZXAAS Omnichannel was added to our BIZXAAS product lineup. BIZXAAS Omnichannel provides omni-channel solutions through a centralized management of information regarding products, customers, inventories and orders, offering seamless buying experience to consumers.

## BIZXAAS

Cloud application services

BIZXAAS Contact

BIZXAAS CRM

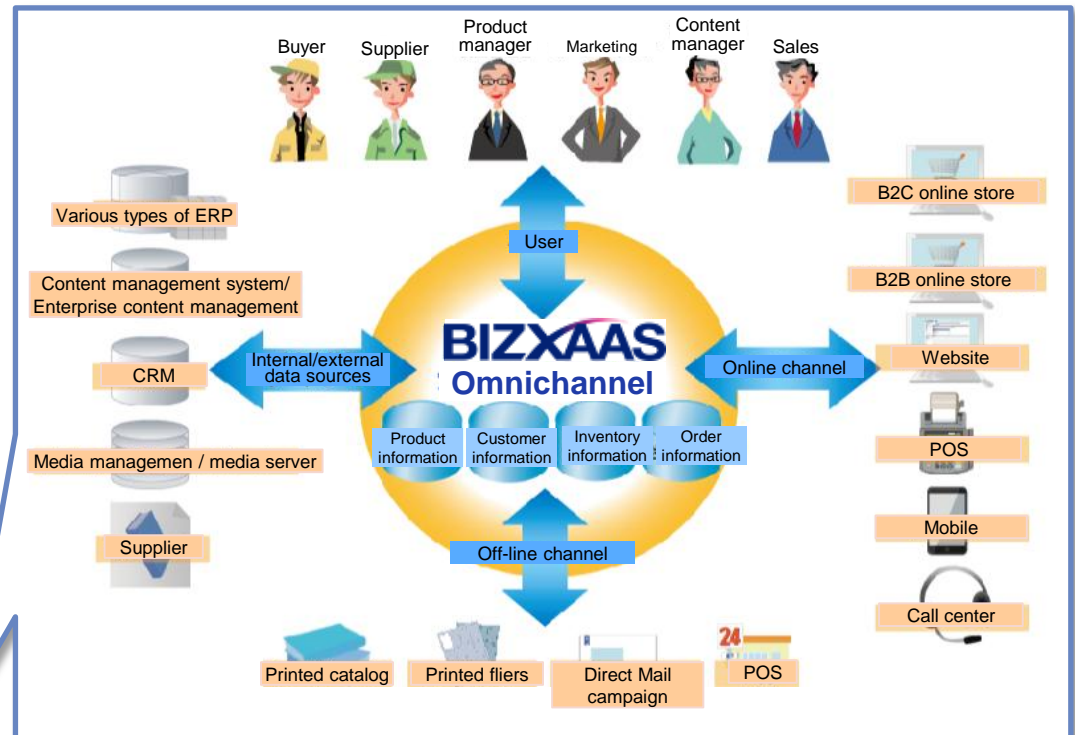
BIZXAAS VOICE

BIZXAAS MaP

BIZXAAS Office

**BIZXAAS Omnichannel**

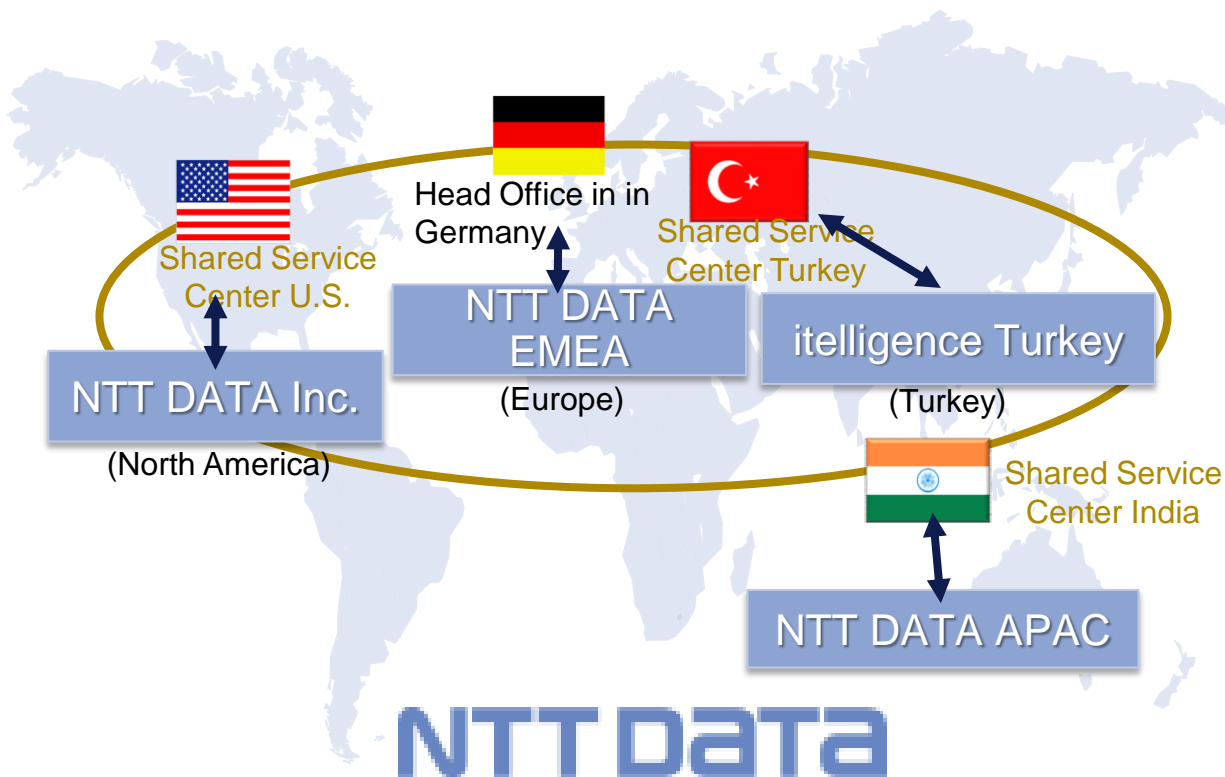
BIZXAAS BA



BIZXAAS Omnichannel is deployed by Sanyo Shokai for its "SANYO Omni-channel Platform", launched to build a next-generation e-commerce

- NTT Data executed a multi-year contract with Daimler AG (a reputable global manufacturer of automobiles including Mercedes-Benz, etc.) where NTT Data acts as Daimler’s strategic partner and provides global ERP\* services (operation, maintenance and development) to Daimler.
- In this regard, our group companies provide IT services in cooperation with Daimler’s newly established “Shared Service Centers” in India, Turkey and the U.S.

## Daimler AG “Shared Service Center”



- NTT Data was selected as Daimler’s global partner through a bidding process that involved more than 50 candidate companies
- Our strong performance in the R&D office in India, SAP projects, as well as auto-related work with BMW was highly valued by Daimler.

\*ERP: Software and IT services to improve efficiency of corporate business management by utilizing available management resources (human resource, funds, equipment and information)

## Achievement in FYE3/2015

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### Japan

**(i) Pursue organic growth**

**(ii) Maximize profit by a thorough control of unprofitable projects**

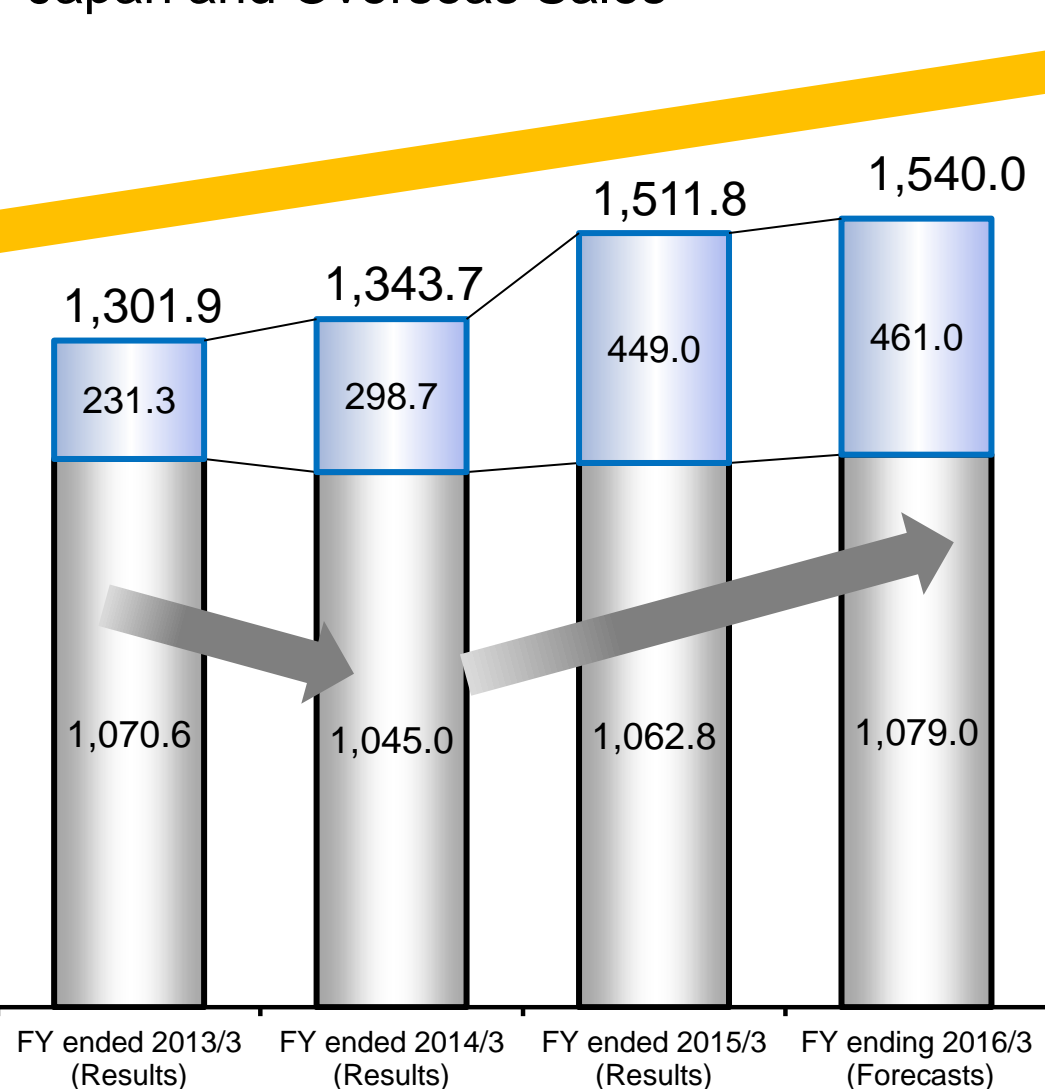
### Overseas

**(i) Pursue organic growth**

**(iii) Increase surplus**

# Japan and Overseas Sales

(Billions of Yen)



- [Overseas]**
- Further market cultivation and the expansion in line with market growth
  - Expansion of customer base and the enhancement of capability
  - Growth in the global SAP business
  - Development of the domestic know-how such as exporting of infrastructure from Japan

- [Japan]**
- Secure renewal contracts for existing businesses
  - Create new businesses combining the central and regional governments
  - Expansion of businesses for megabanks and regional banks
  - Development of new customers and new services for insurance and cooperatives, and credit cards industries
  - Expansion of businesses in utility, manufacturing and logistics and service industries

■ Overseas  
■ Japan

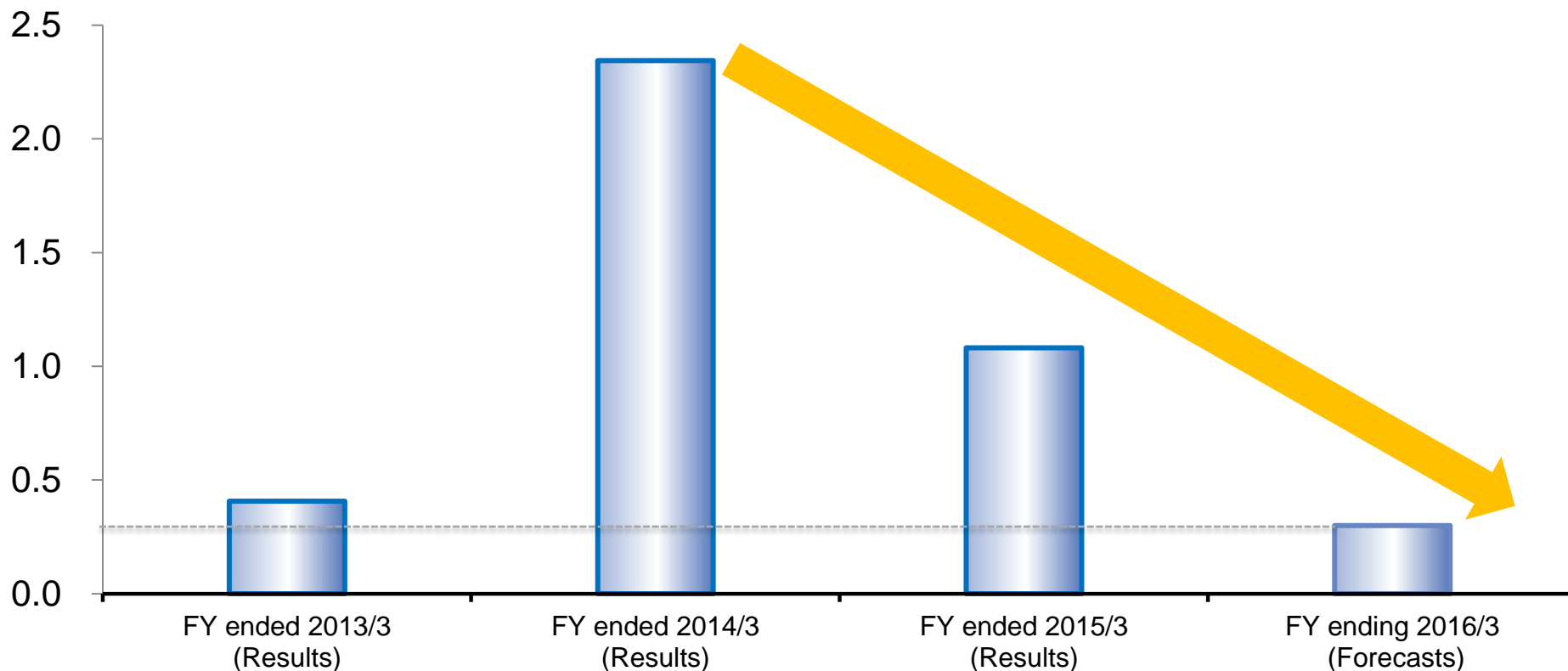
## (ii) Maximize profit by a thorough control of unprofitable projects

In FYE3/2015, we saw solid improvement via termination of unprofitable large-scale projects and effective operation of the Project Review Committee.

We are committed to making further efforts for project control in FYE3/2016.

### Ratio of loss from unprofitable businesses to net sales

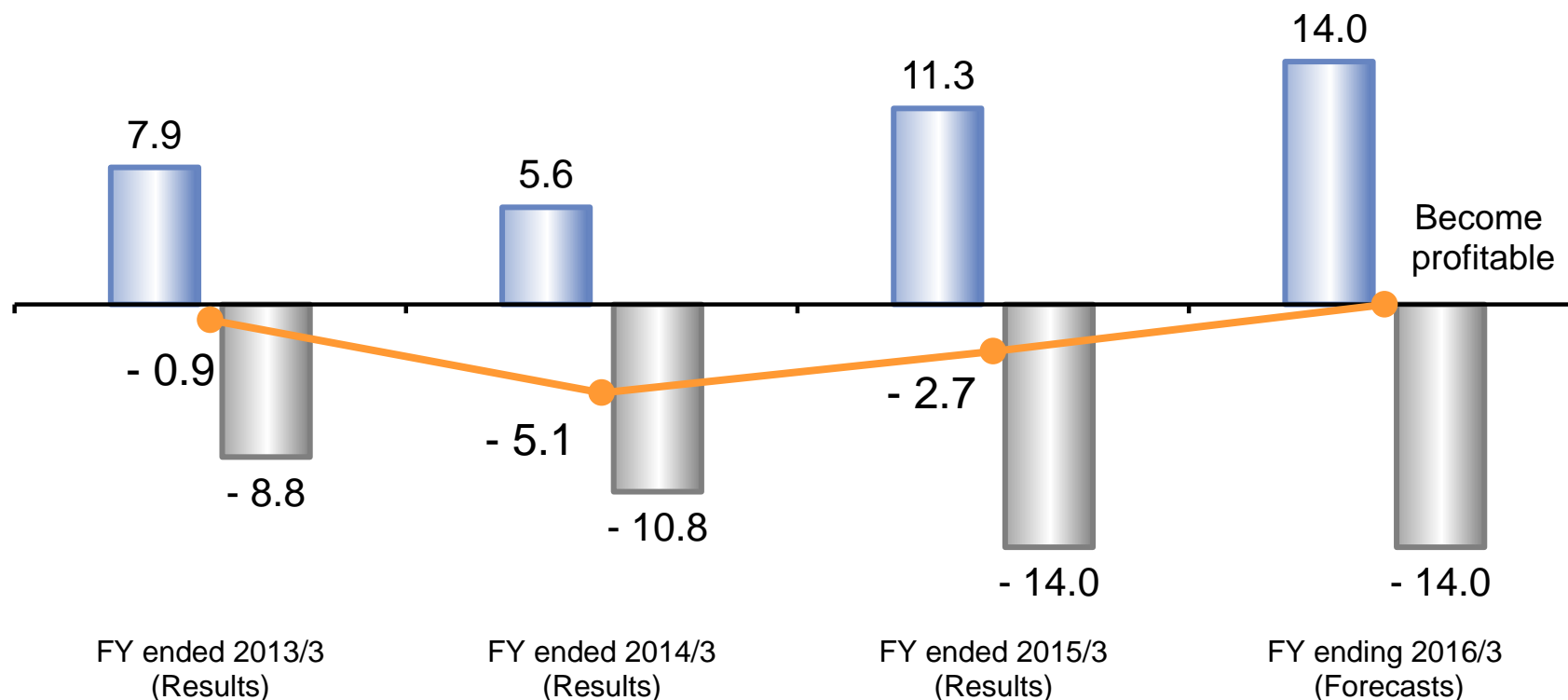
(%)



- We aim to improve our overseas businesses to generate operating profits including amortization of goodwill in FYE3/2016.
- We will strengthen our earnings capability through business expansion by enhancing our competitiveness in every region and fully discharging synergy between our competitive advantage in Japan and globally available resources.

Operating income generated by overseas businesses

(Billions of Yen)



■ Operating income before amortization of goodwill   
 ■ Amortization of goodwill   
 —●— Operating Income



We will aim to achieve 1.5 trillion yen in sales one year ahead of the plan.

We are also looking to achieve 200 yen in EPS in FYE3/2016.

## Global Top 5

**Net Sales: 1.5 trillion yen or more**

(An increase of 250 billion yen  
from FY ended 2012/3)

**EPS: 200 yen**

(An 85% increase  
from FY ended 2012/3)



## 3. Appendices

# Overview of Consolidated Earnings and New Orders Received for the FY Ended March 31, 2015

(Billions of yen [except Operating Income Margin and Cash Dividends per Share ] and %)

	2015/3 4th. Quarter Results (Jan.-Mar)	YoY (%)
]New Orders Received	377.8	+25.6
Orders on Hand	-	-

2014/3 Full-Year Results(1)	2015/3 Full-Year Results(2)	2016/3 Full-Year Forecasts(3)	YoY [(2)-(1)] / (1)	YoY [(3)-(2)] / (3)
1,400.2	1,429.1	1,450.0	+2.1	+1.5
1,341.4	1,355.8	1,367.0	+1.1	+0.8

Net Sales	444.7	+10.8
Cost of Sales	337.2	+13.4
Gross Profit	107.5	+3.5
SG&A Expenses	72.1	+7.6
Selling Expenses	33.9	+18.0
R&D Expenses	3.5	-5.7
Other Administrative Expenses	34.5	+0.5
Operating Income	35.4	-3.9
Operating Income Margin	8.0	-1.2P
Ordinary Income	32.5	-3.4
Special Gains and Losses	-3.9	+33.2
Income before Income Taxes	28.6	+2.8
Income Taxes and Others	18.2	+24.1
Net Income	10.4	-20.9

1,343.7	1,511.8	1,540.0	+12.5	+1.9
1,031.2	1,147.3	1,155.0	+11.3	+0.7
312.5	364.5	385.0	+16.6	+5.6
249.9	280.4	285.0	+12.2	+1.6
113.8	129.9	135.0	+14.1	+3.9
12.8	12.9	13.0	+0.6	+0.7
123.2	137.6	137.0	+11.6	-0.4
62.5	84.0	100.0	+34.2	+19.0
4.7	5.6	6.5	+0.9P	+0.9P
62.1	77.9	95.0	+25.4	+21.9
-7.8	-3.9	-	+50.4	-
54.2	73.9	95.0	+36.4	+28.4
30.9	41.8	39.0	+35.1	-6.8
23.2	32.1	56.0	+38.0	+74.2

Capital Expenditures	45.0	+16.9
Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles	44.2	+13.6

147.7	140.9	130.0	-4.6	-7.7
143.6	158.5	157.0	+10.4	-1.0

Cash Dividends per Share (¥)	-	-
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60	60	70
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Note : Income Taxes and Others include Income, Residential and Enterprise Taxes, Adjustment to Income Taxes and Minority Interests.

# Consolidated Net Sales by Customer Sector and Service (to Customers Outside the NTT DATA Group)

(Billions of yen)

	2015/3 4th. Quarter Results (Jan.-Mar)
Public & Financial IT Services	226.3
Enterprise IT Services	80.3
Solutions & Technologies	17.7
Global Business	119.7

	2014/3 Full-Year Results	2015/3 Full-Year Results	2016/3 Full-Year Forecasts
	704.5	722.0	735.0
	272.3	276.4	280.0
	66.9	62.4	63.0
	298.7	449.0	461.0

# Consolidated New Orders Received by Customer Sector (to Japanese Customers Outside the NTT DATA Group) and Order on Hand

(Billions of yen)

		2014/3 Full-Year Results	2015/3 Full-Year Results	2016/3 Full-Year Forecasts
<b>Public &amp; Financial IT Services</b>				
(Main item)	Central Government and Related Agencies, Overseas Public Institutions, etc.	200.5	141.7	142.0
	Local Government and Community-based Business	110.0	115.0	106.0
	Healthcare	15.8	21.1	14.0
	Banks	170.3	142.3	155.0
	Cooperative Financial Institutions	95.0	92.6	119.0
	Insurance, Security and Credit Corporations	101.8	96.7	102.0
	Settlement Services	18.5	14.2	19.0
<b>Enterprise IT Services</b>				
(Main item)	Communication, Broadcasting and Utility Industry	117.7	107.9	96.0
	Manufacturing Industry	106.9	93.1	103.0
	Retail, Logistics and Other Service Industry	49.9	51.5	45.0
<b>Solutions &amp; Technologies</b>				
(Main item)	Network Services	2.5	1.8	2.0
	Data Center Services	16.4	29.4	22.0
<b>Orders on Hand</b>				
	Public & Financial IT Services	1,341.4	1,355.8	1,367.0
	Enterprise IT Services	1,033.1	1,008.5	1,007.0
	Solutions & Technologies	85.3	85.7	74.0
	Global Business	4.9	13.1	14.0
		217.9	248.3	272.0

Note: New Orders Received of Solutions & Technologies Company does not include orders taken via other companies.

# Consolidated Net Sales by Customer Sector (to Japanese Customers Outside the NTT DATA Group) and Service

(Billions of Yen)

		2014/3 Full-Year Results	2015/3 Full-Year Results	2016/3 Full-Year Forecasts
<b>Public &amp; Financial IT Services</b>				
(Main item)	Central Government and Related Agencies, Overseas Public Institutions, etc.	136.9	147.7	141.0
	Local Government and Community-based Business	98.2	100.9	105.0
	Healthcare	17.5	15.9	16.0
	Banks	165.2	168.5	180.0
	Cooperative Financial Institutions	96.9	104.0	100.0
	Insurance, Security and Credit Corporations	104.9	99.0	103.0
	Settlement Services	80.6	81.6	86.0
<b>Enterprise IT Services</b>				
(Main item)	Communication, Broadcasting and Utility Industry	110.4	103.5	96.0
	Manufacturing Industry	96.8	98.2	106.0
	Retail, Logistics and Other Service Industry	46.7	54.3	55.0
<b>Solutions &amp; Technologies</b>				
(Main item)	Network Services	22.6	19.2	15.0
	Data Center Services	31.0	29.6	33.0
<b>Integrated IT Solution</b>		429.7	458.9	461.0
<b>System &amp; Software Development</b>		367.4	402.8	422.0
<b>Consulting &amp; Support</b>		491.9	595.3	609.0
<b>Others</b>		54.5	54.5	48.0
<b>Net Sales by Products and Services Total</b>		1,343.7	1,511.8	1,540.0

Note: Net Sales of Solutions & Technologies does not include orders taken via other segments.

# Non-Consolidated Earnings and New Orders Received

(Billions of Yen)

	2014/3 Full-Year Results	2015/3 Full-Year Results	2016/3 Full-Year Forecasts
New Orders Received	789.4	681.2	695.0
Orders on Hand	1,028.2	1,006.5	988.0

Net Sales	782.8	799.3	815.0
Cost of Sales	621.0	622.7	623.0
Gross Profit	161.8	176.6	192.0
SG&A Expenses	114.1	113.1	115.0
Selling Expenses	52.8	53.2	55.0
R&D Expenses	10.4	10.9	11.0
Other Administrative Expenses	50.7	49.0	49.0
Operating Income	47.7	63.4	77.0
Operating Income Margin	6.1	7.9	9.4
Ordinary Income	55.3	66.9	79.0
Special Gains and Losses	-4.0	-1.9	—
Income before Income Taxes	51.2	65.0	79.0
Income Taxes and Others	17.6	23.2	25.0
Net Income	33.6	41.7	54.0

Capital Expenditures	129.7	112.6	105.0
Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles	117.1	126.2	126.0

Note: Income Taxes and Others include Income, Residential and Enterprise Taxes, Adjustment to Income Taxes.

(Billions of Yen)

	2014/3 Full-Year Results	2015/3 Full-Year Results	2016/3 Full-Year Forecasts
<b>New Orders Received</b>	789.4	681.2	695.0
Public & Financial IT Services	563.5	473.3	507.0
Enterprise IT Services	201.6	169.2	158.0
Solutions & Technologies	23.9	38.2	30.0
Global Business	0.0	0.1	—
<b>Orders on Hand</b>	1,028.2	1,006.5	988.0
Public & Financial IT Services	966.5	931.8	920.0
Enterprise IT Services	54.9	54.9	42.0
Solutions & Technologies	6.7	19.8	26.0
Global Business	0.0	—	—

<b>Net Sales (to Customers Outside the NTT DATA Group)</b>	782.8	799.3	815.0
Public & Financial IT Services	559.3	576.8	591.0
Enterprise IT Services	172.1	175.7	178.0
Solutions & Technologies	51.0	46.3	46.0
Global Business	0.0	0.1	0.0

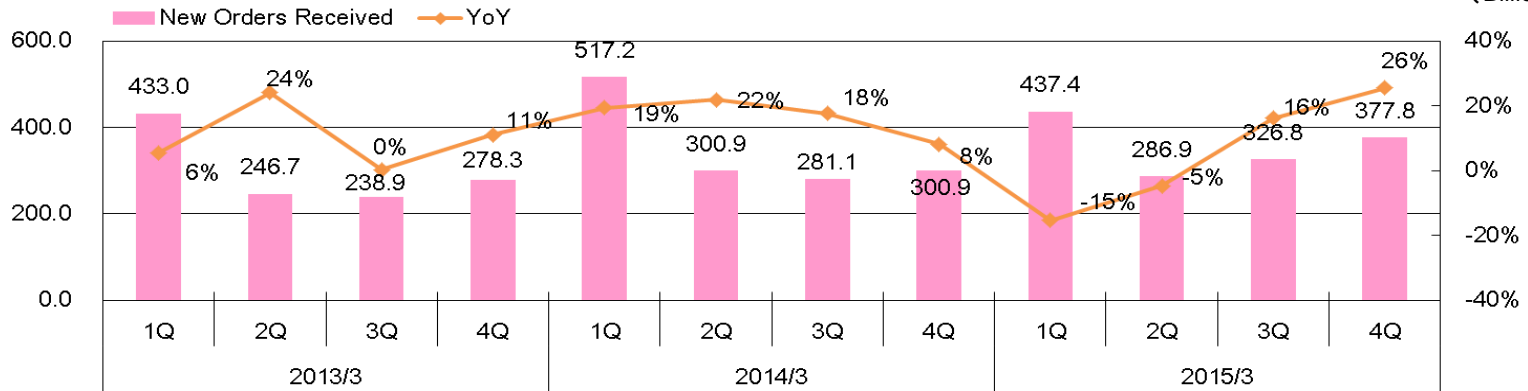
Note: New Orders Received and Net Sales of Solutions & Technologies Company does not include orders taken via other companies.



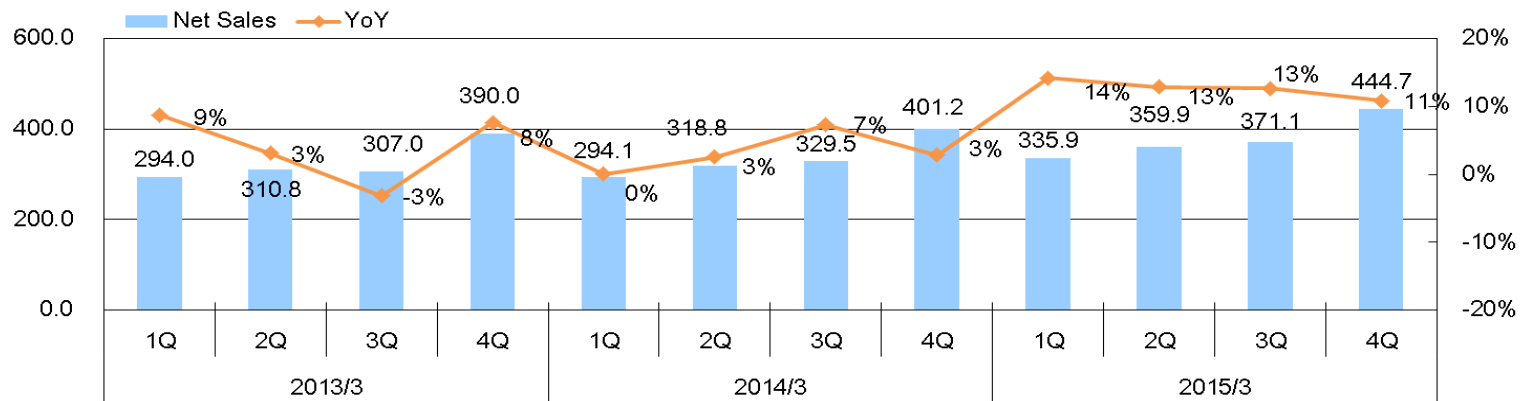
# Trends in Quarter (Consolidated)

(Billions of yen / %)

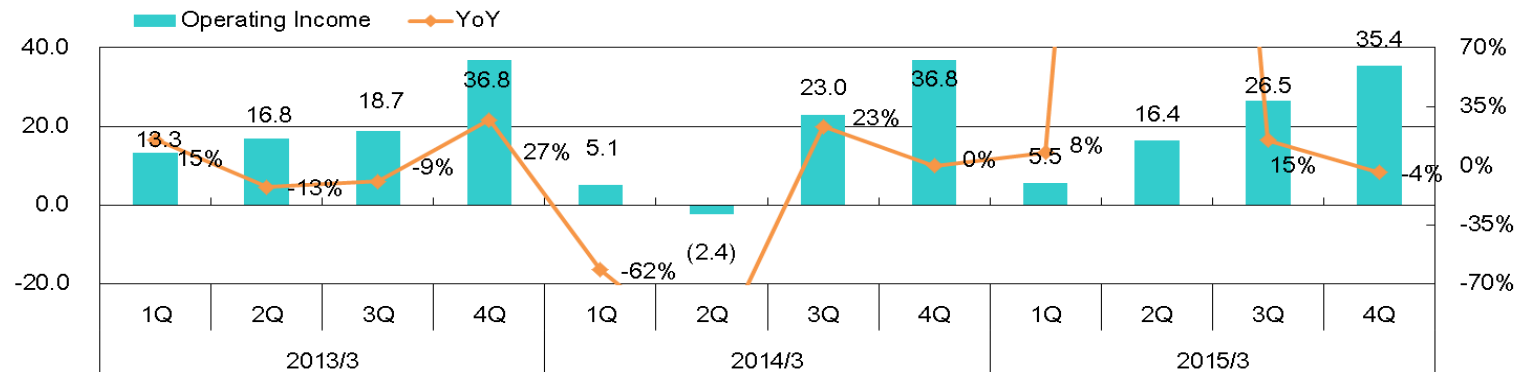
## New Orders Received



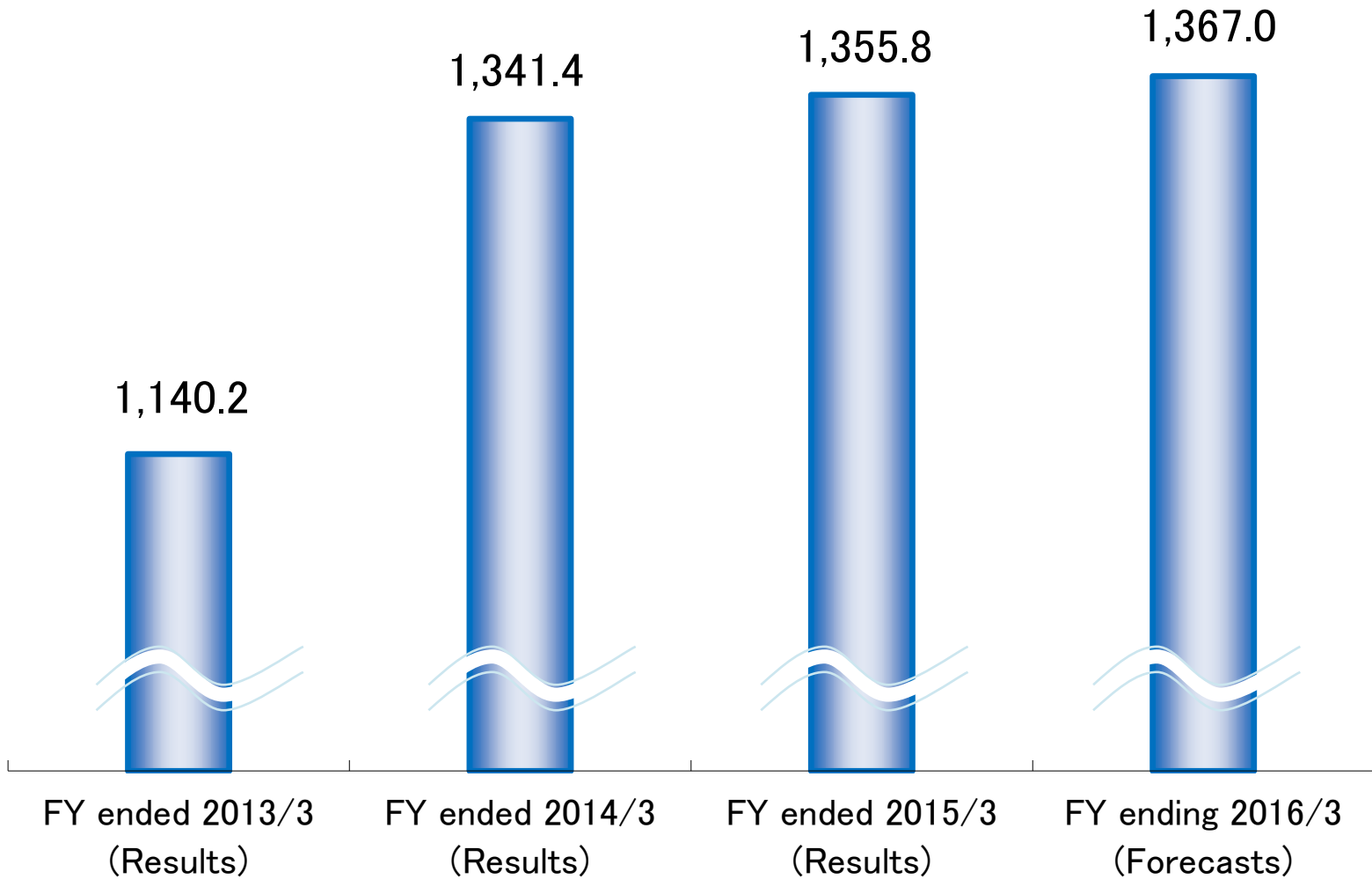
## Net Sales



## Operating Income



(Billions of Yen)

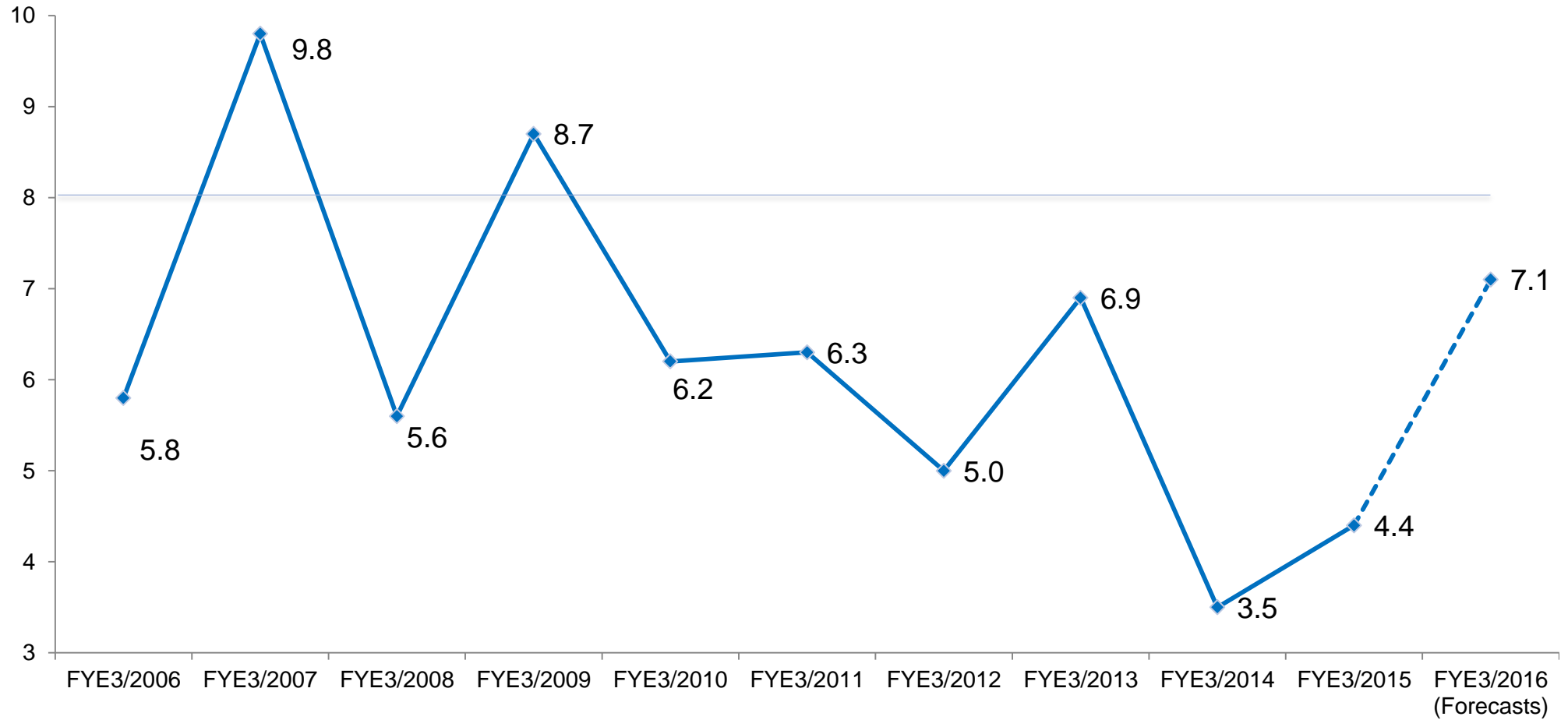


# Foreign exchange rates (used for the conversion of the amount of orders received and incomes of the overseas group companies)

(Yen / %)

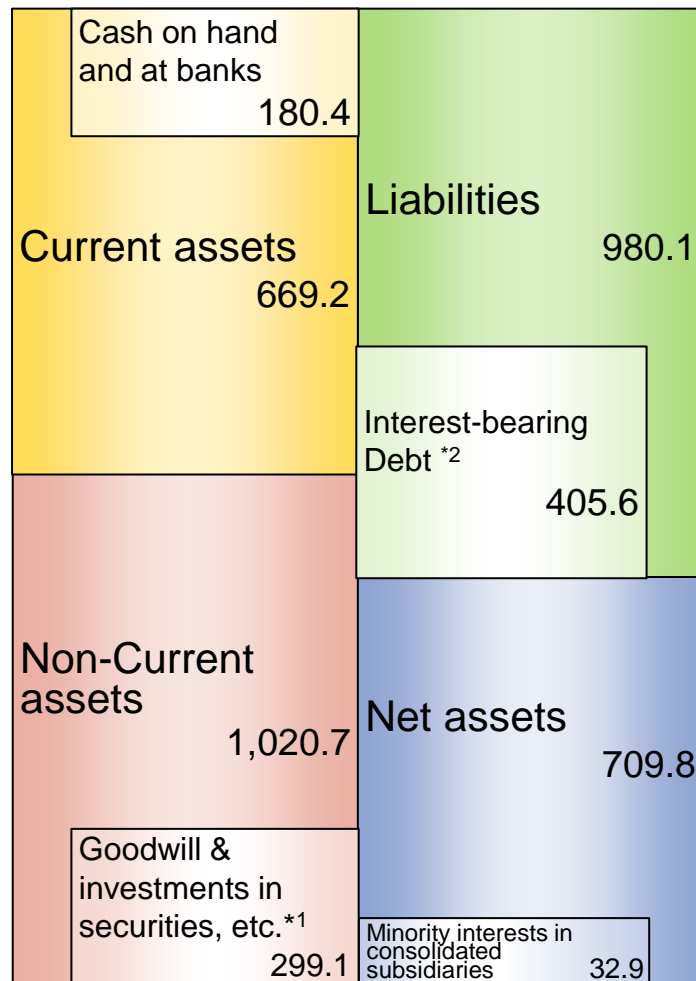
	2014/3 Results	2015/3 Full-year Assumed Rates	2015/3 Results	YoY (%)	2016/3 Full-year Assumed Rates	YoY (%)
	①		②	$(②-①)/①$	③	$(③-②)/②$
USD	100.11	102.00	109.85	+9.7%	118.00	+7.4%
EUR (For December-end companies)	129.58	137.00	140.30	+8.3%	130.00	- 7.3%
EUR (For March-end companies)	134.26	137.00	138.60	+3.2%	130.00	- 6.2%
RMB (Chinese Yuan Renminbi)	15.87	17.10	17.16	+8.1%	19.00	+10.7%

(%)

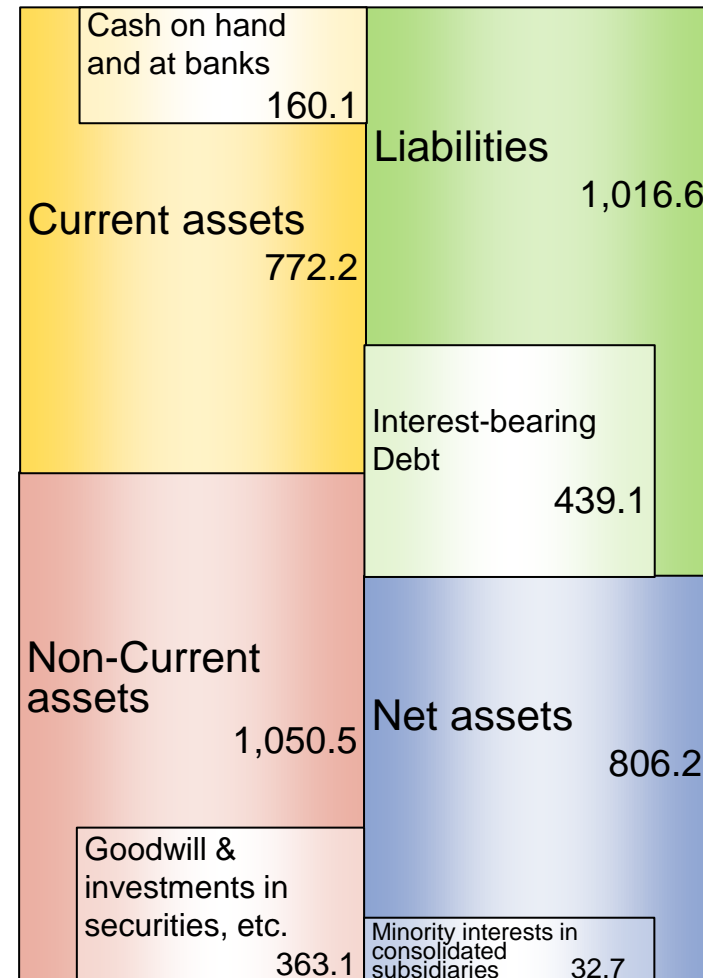


\*Figures for FYE3/2016 (estimates) were calculated based on the net income forecast assuming no change such as valuation difference on Unrealized gains on investment securities, net of taxes, and Translation adjustments (same as FYE3/2015).

(billions of yen)



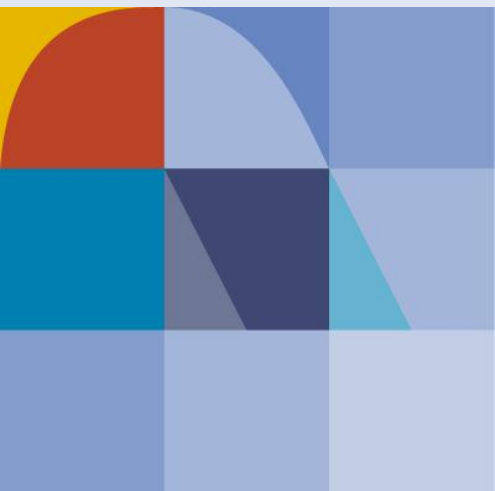
FY ended 2014/3



FY ended 2015/3

\*1 Goodwill, Others (intangible assets) and Investments in securities

\*2 Short-term borrowings, Current portion of long-term debt, Bonds payable, Long-term debt



# NTT DATA

Global IT Innovator