

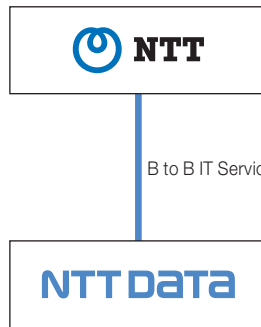
Company Data



Basic Data

(As of March 31, 2016)

Company Name	NTT DATA Corporation (NTT DATA)
Form of Company	Company with a board of company auditors
Head Office	3-3, Toyosu 3-chome, Koto-ku, Tokyo 135-6033, Japan
Date of Establishment	May 23, 1988
Common Stock	¥142,520 million
Fiscal Year	April 1 to March 31 of the following year



NTT Group – One of the world's largest ICT companies

NTT Group	
Total Assets:	Net Sales:
¥21,035.9 billion	¥11,540.9 billion
Number of Employees:	Consolidated Subsidiaries:
241,450 (consolidated)	907

NTT DATA Group

NTT DATA Group	
Total Assets:	Net Sales:
¥1,860.3 billion	¥1,614.8 billion
Number of Employees:	Consolidated Subsidiaries:
80,526 (consolidated)	258

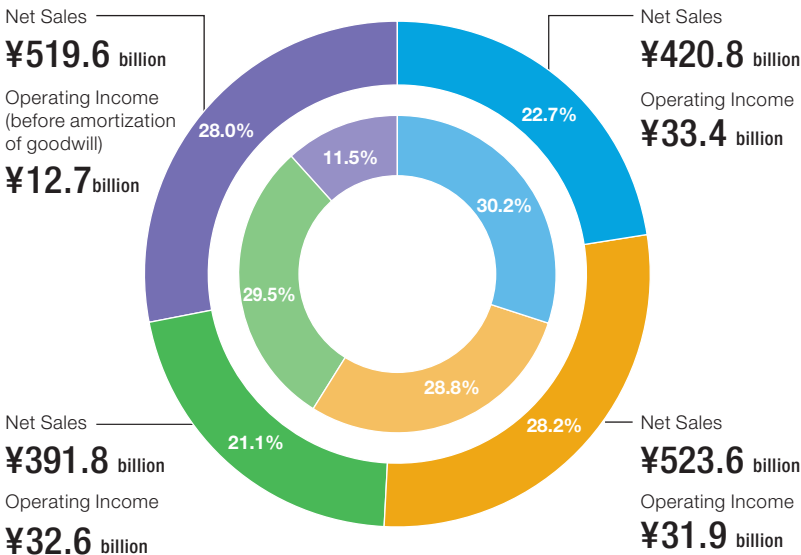
Business Domain

The NTT DATA Group, a Provider of IT Services

As leading specialist provider of IT services, the NTT DATA Group offers high-value-added IT services in a wide range of business fields.

Business Portfolio (As of March 31, 2016)

Net Sales (outside) Operating Income (inside)



Public & Social Infrastructure Segment

Business that provides high-value-added IT services that play important roles in social infrastructure, such as government, medical, communication, and utility systems as well as in regional development.

Financial Segment

Business that provides high-value-added IT services that support financial institutions to improve their business efficiency and offer good services.

Enterprise & Solutions Segment

Business that provides high-value-added IT services that support manufacturers, distributors, and service providers as well as payment services such as credit cards and platform solutions services, provided in collaboration with other IT services.

Global Segment

Global business that provides high-value-added IT services offered in each region and across regions.

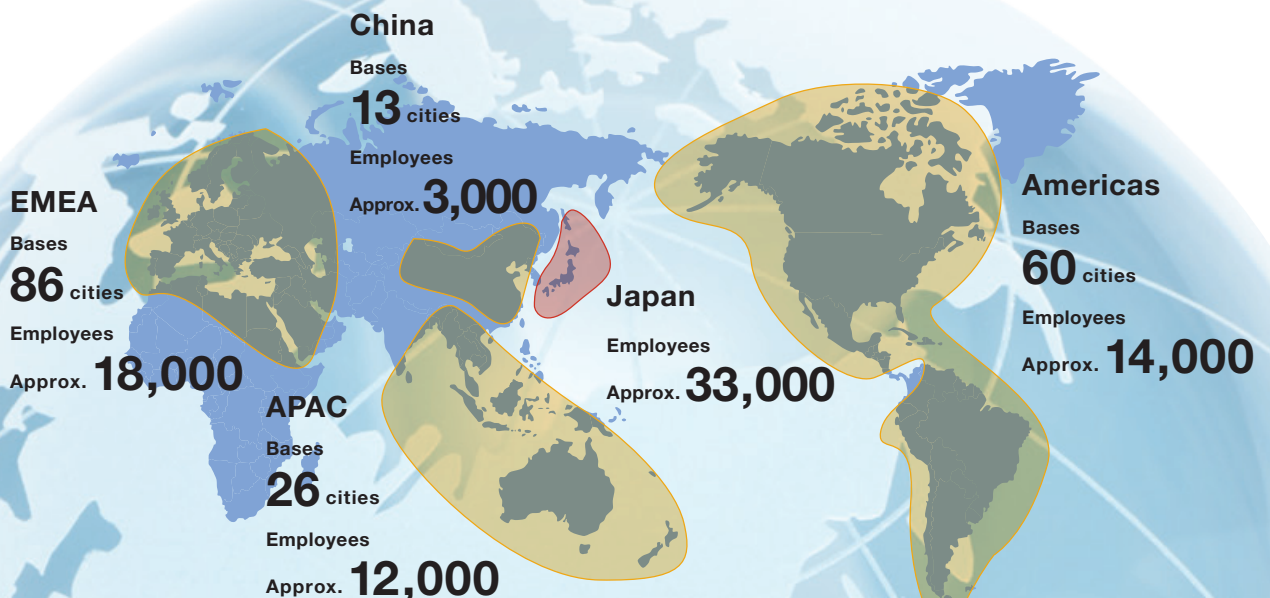
A Growing Range of Business Fields

We are expanding our fields of business on a foundation of customer relations and technological capabilities.

 <p>Public Sector Big data and cloud computing to support local communities</p>	 <p>Education Technology for new learning environments</p>	 <p>Transportation and Logistics Improving organizations and processes to take transportation and logistics forward</p>
 <p>Healthcare and Life Sciences Activating databases for improved healthcare services</p>	 <p>Energy and Utilities Generating dynamic environments while maintaining your competitive advantage</p>	 <p>Wholesale and Distribution Services to support wholesale business evolution</p>
 <p>Banking and Financial Services Reliable and advanced systems are the foundation of client trust</p>	 <p>Natural Resources Supply chain expertise to conquer new challenges</p>	 <p>Retail Improving efficiency and stimulating online sales</p>
 <p>Insurance Expertise and creativity for leading insurance management systems</p>	 <p>Manufacturing Greater efficiency for manufacturing process systems</p>	 <p>Service Providers Capturing opportunities in the rapidly changing service industry</p>
 <p>Telecommunications Communications to create new opportunities and client connections</p>	 <p>Automotive Technologies and systems driving the automotive industry</p>	 <p>Fundamental Technologies Cloud computing to transform data into a powerful business resource</p>
 <p>Media and Entertainment IT solutions for new media business creation</p>	 <p>Electronics and High Tech Optimizing technical development, manufacturing, and management operations</p>	 <p>Consumer Products Online and mobile innovations for products development</p>

Increasing Geographic Coverage (As of March 31, 2016)

The NTT DATA Group, comprising an organization that encompasses 185 cities in 45 countries and regions and some 80,000 people, is reinforcing its ability to provide support for global companies.

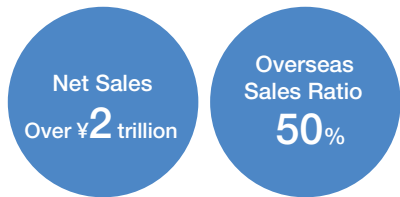


New Medium-Term Management Strategy

In order for NTT DATA to establish a competitive foundation in the global IT services industry, we must ensure a definite presence in the markets of each country. To this end, the Global 2nd Stage aims to achieve consolidated net sales of ¥2 trillion and an overseas sales ratio of 50% by around 2020.

Under the new Medium-Term Management Strategy (from the fiscal years ending March 31, 2017 to 2019), we will move toward the establishment of a global brand in the Global 2nd Stage with increasing local presence in each country and region as the core strategic theme.

Global 2nd Stage Establish a global brand



Strengthen
Local
Presence

NTT DATA : ASCEND
Rise and grow as a global brand
FY2016–FY2018

Game-Changing
Approach

Breakthrough
Technology

Previous Medium-Term Management Plan Global 1st Stage Increase global coverage



FY2015
Overseas
Sales Ratio
30%

A look back at the previous Medium-term Management Plan

〈 Target attainment status 〉

At least			
Net sales	¥1.5 trillion	Net sales for FY2015	1.614 trillion Achieved
EPS	¥200	EPS for FY2015	¥226 Achieved

〈 Key issues to address in the new Medium-Term Management Strategy 〉

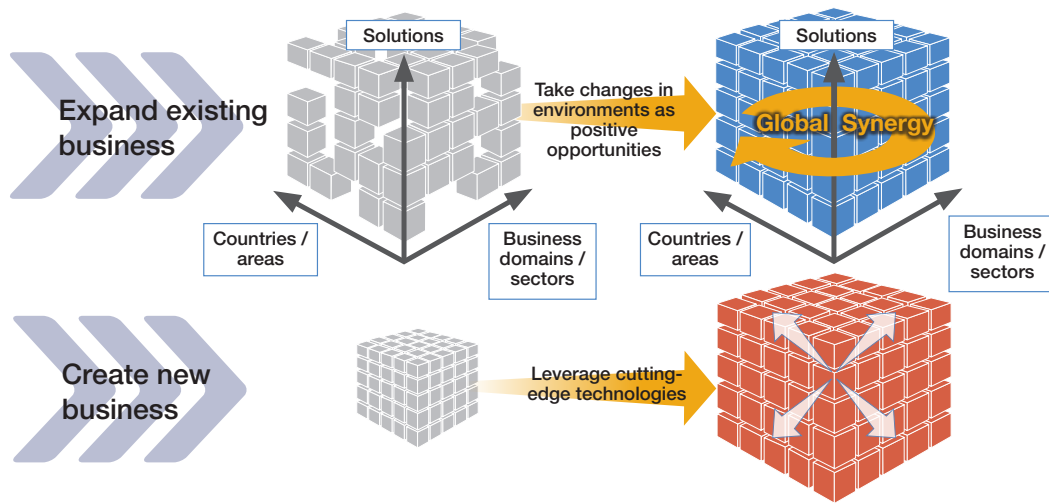
1. Enhancing Our Local Presence
2. Enhanced Control of Unprofitable Projects
3. Further Improving Profitability Overseas

New Medium-Term Management Strategy Approach

The new Medium-Term Management Strategy is focused on two global strategies: Game-Changing Approach and Breakthrough Technology. Engaging in this shared strategy, to achieve Global 2nd Stage goals we aim to create global synergies between domestic and overseas businesses.

Global Strategy (1) Game-Changing Approach

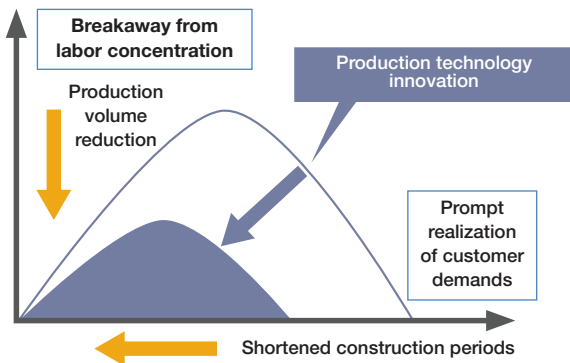
› Viewing global environmental upheaval as a good opportunity, we aim to expand share in each region and accelerate new market creation
Leverage enhanced global coordination to enter countries, regions, business domains, and sectors that up to now were impenetrable.



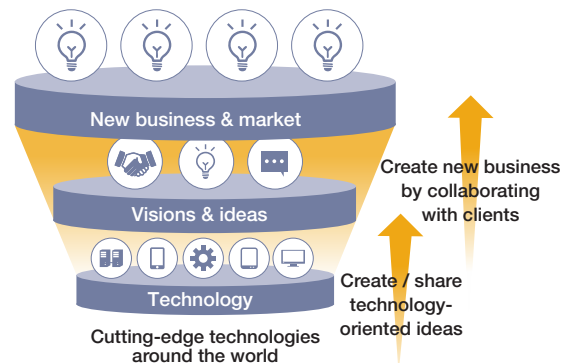
Global Strategy (2) Breakthrough Technology

› Innovate technologies to provide IT solutions with agility and flexibility
› Leverage cutting-edge technologies and collaborate with clients

Production Technology Innovation



Spark New Ideas / Technologies



M&A Strategies

To Enhancing Our Local Presence

Increasing our sales ranking in the market for IT services in key countries around the world and moving into the top 10 or top 20 should raise our level of recognition. This move would increase our visibility, providing us with more opportunities to pitch our services to the CEOs and CIOs of Fortune Global 500 companies.

Global M&A Strategy

M&A represents one important means of achieving global growth going forward. We will engage in M&A activities based on the following M&A strategy.

Utilize M&A activities to drive growth strategies by expanding synergies between geography, lifecycle and offerings.

✓ Geography

The scale of the IT service market is huge, and although NTT DATA already develops business in this market, its share is less than 2% in some countries and regions. We will utilize M&A activities to expand market share and increase presence.

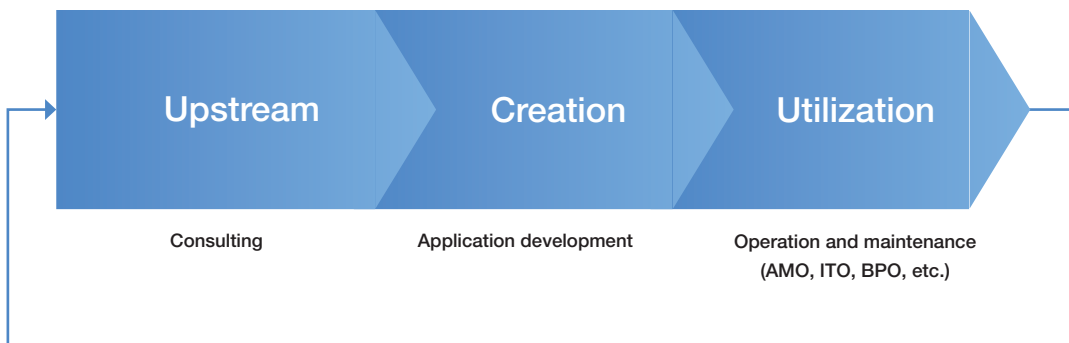
✓ Lifecycle

We will acquire consulting capabilities and outsourcing service delivery capabilities to enable support from the upstream phase for customer management issues, with superior project proposal capabilities for client company management and formation capability and utilize these capabilities globally.

✓ Offerings

We will obtain skills enabling support for global accounts and customers in all countries and regions to enhance service provision capabilities and acquire solutions for the automobile and financial industries.

Lifecycle



Integrate and conduct ongoing consulting, application development, and operation and maintenance to create and provide new value as a business partner to our customers.

Organizational Structure

Amid anticipation of rapid industry changes in the Japanese market and advances in IT technology, meeting the ever-diversifying expectations of our clients and society at large requires us to work even harder to expand collaboration across our businesses and accelerate the pace of decision making. Accordingly, NTT DATA has sought to enhance the flexibility of its business organization further by discontinuing the Company System and reorganizing its business sectors, effectively shifting to a structure that leaves decision making on the execution of operations to each business sector as of July 1, 2015.

Specifically, we regrouped our business segments into Public & Social Infrastructure; Financial, Enterprise & Solutions; and Global operations with the aim of transcending business sectors to develop strategies and create new businesses across the segments. We also established the Technology and Innovation General Headquarters to expand our global business and respond to rapid advances in IT technology. Through these measures we are seeking to enhance productivity throughout the Group and bolster our global competitiveness.

Organizational Structure (As of July 1, 2016)

