

CSR Report 2012



Editorial Policy

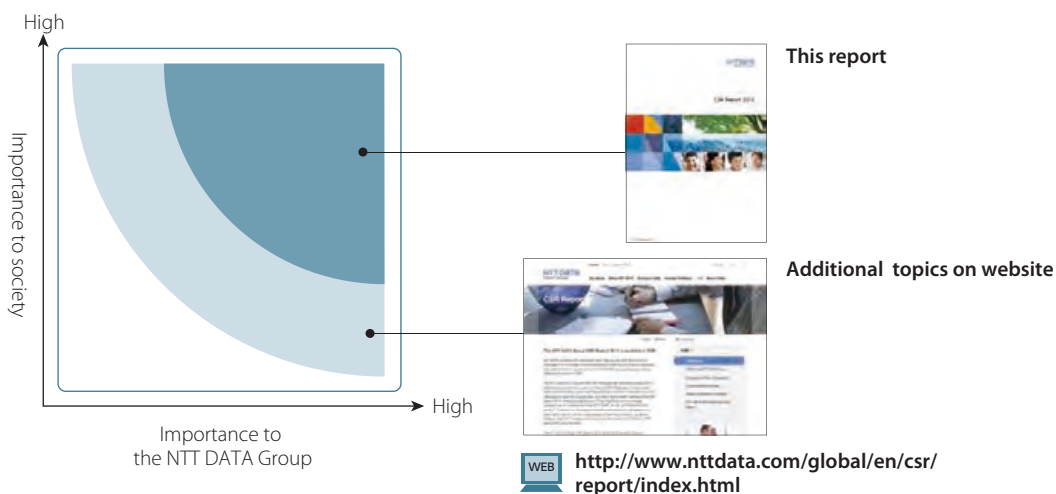
NTT DATA publishes its CSR report each year as part of its disclosure of information on corporate social responsibility (CSR) and of its communications with stakeholders. The reports explain NTT DATA Group's approach to CSR and describe various CSR-related initiatives.

Just as the 2011 CSR report did, the 2012 CSR report addresses the three Material CSR Challenges articulated in April 2010: society and regional communities, people, and the global environment. The report also contains special features on the three Material CSR Challenges. These special features introduce initiatives undertaken on the important management theme of globalization, in which people from outside the NTT DATA Group also maintain a high level of

interest, and efforts toward the resolution of social issues through the Group's role as a global innovation partner.

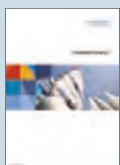
Furthermore, having reflected the opinions of employees and persons outside the NTT DATA Group in the CSR Report 2011, we have increased the number of external and internal stakeholders' opinions in this year's report. The report focuses on advances made in high-importance activities in fiscal 2012. Information on a comprehensive range of CSR topics, including topics covered in this report, can be found on the NTT DATA website. Material quantitative data are included at the end of this report.

Coverage by Different Media Channels



Main Communication Tools & Accountability Tools

NTT DATA Group



Corporate Profile

Presents an overview of companies in the NTT DATA Group and their business activities



NTT DATA Global Website

Publishes all sorts of information for a worldwide audience

<http://www.nttdata.com/global/en/index.html>

Financial Information



Annual Reports

Annual reports covering management strategies, business performance, and results

<http://www.nttdata.com/global/en/investor/library/annual-reports/index.html>



Shareholder Newsletters

Twice yearly newsletters for shareholders on business results

<http://www.nttdata.com/jp/ja/corporate/ir/library/tool/br/index.html>
(Japanese only)



IR Website

We upload IR-related information in a timely manner

<http://www.nttdata.com/global/en/investor/index.html>

Corporate Governance



Corporate Governance Reports

Outlines corporate governance at NTT DATA

<http://www.nttdata.com/jp/ja/corporate/ir/library/tool/ga/>
(Japanese only)

Information Security



Information Security Reports

Outline NTT DATA's information security-related initiatives

<http://www.nttdata.com/global/en/csr/security/index.html>

Organizations covered

The report centers on the activities of the NTT DATA Group in Japan. Some sections in the report also cover the activities of the worldwide NTT DATA Group and Group companies outside Japan.

Reported activities

The report covers initiatives and results for the economic, social, and environmental protection activities of the NTT DATA Corporation and Group companies.

Period of coverage

The report centers on initiatives undertaken in fiscal 2012 (April 1, 2011 to March 31, 2012). Some coverage is given to previous periods, fiscal 2013 activities, and activities planned for the future.

Note: With respect to the notation of fiscal years in the graphs and charts within this CSR Report, "2012" indicates the fiscal year ended March 31, 2012.

Guidelines referenced in this report

- Ministry of the Environment
Environmental Reporting Guidelines (2012)
- Global Reporting Initiative (GRI)
Sustainability Reporting Guidelines, Version 3.1 (G3.1)

Publication date

November 2012 (The CSR Report 2011 was published in December 2011; the CSR Report 2013 is scheduled for publication in November 2013)

Disclaimer

This report not only contains historical or current facts relating to NTT DATA Corporation and Group companies, but also judgments, plans, and predictions based on information available at the time of publication. NTT DATA therefore cautions readers that forecasts of the results of future business activities and events may differ materially from actual results and events.

Note: The names of products and services referred to in this report are trademarks or registered trademarks of NTT DATA and other Group companies or other companies.

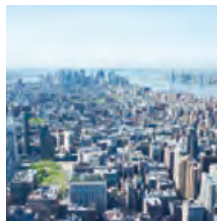
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Contributing to the sustainable development of society through our business activities, we aim to become a truly global IT group.



Applying NTT DATA's "DNA" to create a sustainable society

In April 2012, NTT DATA launched its new Medium-Term Management Plan. Our goals are to become a Global Top 5 player in IT and to achieve earnings per share (EPS) of ¥20,000. We emphasize three focus areas: expansion in new business fields and reinforcement of product competitiveness; expansion and enhancement of our global business; and pursuit of overall optimization. We aim to become a truly global IT corporate group that will generate sustainable growth in partnership with stakeholders around the world.

In order to steadily advance growth strategies and improve corporate value, we must pursue our own reforms by constantly setting aggressive targets. At the same time, it is important that we keep the Group's DNA alive and well and implement realistic initiatives. Keeping our DNA alive and well means pursuing two strategies guided by the spirit in which NTT DATA was established, with Nippon Telegraph and Telephone Public Corporation as the parent company. They are to pursue the potential of new IT technologies without restraint, and to work on building IT infrastructure that will contribute to the advancement of society as a whole. To succeed, we must use the latest technologies to create new business models and a framework for a sustainable society while addressing clients' business problems and a wide variety of social issues. Moreover, these technologies have been around for only 60 to 70 years. There is still ample potential for new information technologies to drive innovation for many years to come.

Entering the second stage of globalization

Our aim is to maximize the potential of IT technologies on a global stage.

Over the past several years, the NTT DATA Group has aggressively pursued globalization. As of March 31, 2012, our Group operations have expanded to include 35 countries and regions worldwide, with Group employees totaling about 59,000. Of these, around 26,400 employees are working outside of Japan.

Owing to a series of expansion strategies, the Group has by and large put into place a structure that enables it to meet the needs of Japanese customers who seek to expand their business activities overseas. This also means that we now have in place a structure to deliver a global-standard of services to customers everywhere.

From the fiscal year ending March 31, 2013, the NTT DATA

Group is gearing up for the second stage of its global development process guided by its new Medium-Term Management Plan. The plan is our vision for becoming a Global Top 5 IT company even as we pursue practices consistent with a sustainable global society. We will focus on establishing “paradigms” that will benefit the material CSR challenges involving “society and regional communities,” “people,” and the “global environment.” At the same time, we will also emphasize geographical and quantitative expansion in order to enhance our technological strengths and know-how.

Creating paradigms for “society and regional communities,” “people,” and “the global environment”

With respect to initiatives for society and regional communities, we will deploy on a global scale the expertise and know-how acquired in Japan through our work on large-scale systems of a highly public nature. We possess a wealth of experience in many areas, including that derived from our involvement in systems addressing key social issues in Japan such as health and welfare, disaster preparedness measures and crisis management, regional vitalization, and the creation of new industries. By drawing on innovative “Big Data” solutions that make use of our technologies for collecting and analyzing enormous amounts of data, the Group is working to address the problems of aging social infrastructure faced by advanced countries. For example, we can build bridge-monitoring systems that use many types of sensors to monitor the condition and performance of old bridges. We are also applying know-how gained in developing emergency medical information systems, fire-fighting and disaster-prevention systems, and community-based nursing care support systems to recovery efforts in areas affected by the Great East Japan Earthquake. As for the threat of cyber attacks, which has increased along with the proliferation of IT, we are working on a trans-border level and in cooperation with others in the industry.

On the environmental front, we have reached a time when thanks to technological advances IT can play a bigger role in addressing common global issues such as global warming and resource depletion. For example, IT is playing a significant role in the area of “smart communities,” which is garnering much attention today. NTT DATA is actively participating in trials in Japan and overseas for smart grids and recharging infrastructure systems for electric vehicles. Meanwhile, we are constantly striving to reduce power consumption driven by the increasing number of data centers.

From the standpoint of people, as an industry leader we believe we have a duty to transform the IT sector from one that has a labor-intensive side into a more attractive industry. In addition to promoting work-life balance and other measures, we are working on automation of software production, and thus changing working styles, even as we improve quality and productivity.

Fulfilling the huge responsibilities we have as “One NTT DATA”

I believe that each employee of the NTT DATA Group worldwide must have a greater awareness and sense of responsibility for his or her individual role as an innovative partner with regard to clients’ business problems and social issues. To achieve this, in 2011 we established the unified global “NTT DATA” brand. As “One NTT DATA” moving toward becoming a truly global company, we need to respect employee diversity and promote management that fully utilizes the talents of our employees on a global level.

In this sense, we must reinforce global governance, which includes the key elements of compliance and risk management. The NTT DATA Group has recently embarked on Group restructuring, starting with North America. The purpose is to pursue business activities with a sense of unity while complying with laws and regulations and dealing with risk issues on a regional level. In addition, because governance requires strong leadership, we are assembling top executives from each region and business domain to advance the shared vision needed as we approach the second stage of global development.

By building global relationships of trust through ongoing communication with a diverse range of stakeholders, the NTT DATA Group will contribute to the realization of a sustainable society.

Toshio Iwamoto
President and Chief Executive Officer,
NTT DATA Corporation

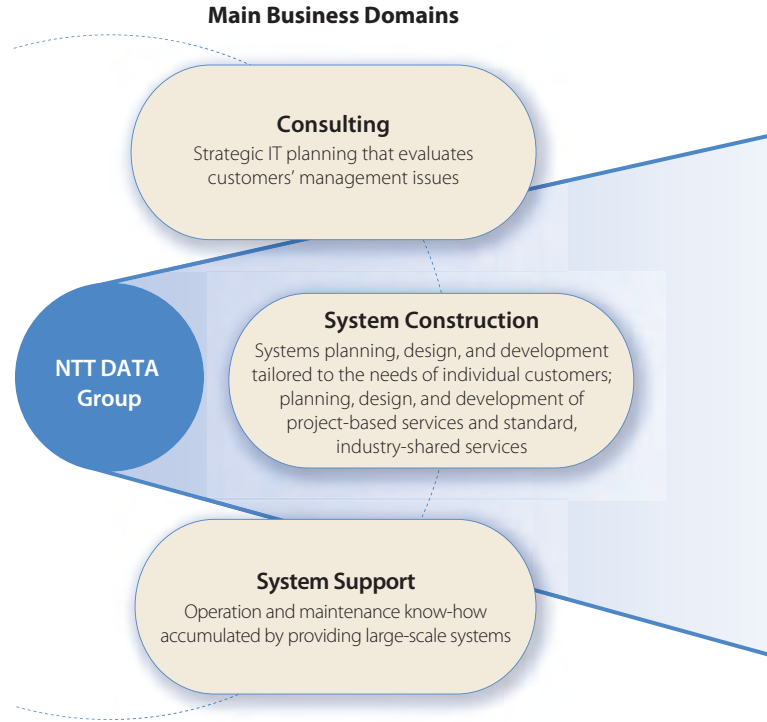


The NTT DATA Group supports innovation by its customers in a wide range of industries with the aim of realizing sustainable growth together with society.

The NTT DATA Group was spun off from Nippon Telegraph and Telephone Corporation (NTT) in 1988. Since then, we have utilized IT to provide systems and services as a partner supporting customers' innovation in a host of sectors, including public administration, finance, manufacturing, distribution, telecommunications, and medical and healthcare. As a leader in Japan's IT industry, we have built a variety of IT infrastructure that address social requirements and issues.

In recent years, the Group has sought to globalize its operations. As of March 31, 2012, the number of NTT DATA Group overseas bases had increased to 136 cities in 35 countries and regions. The Group continues to build a worldwide structure to support the business activities of our customers.

Today, the needs of society and customers are becoming increasingly diversified and sophisticated as a result of the globalization of customers' businesses and the accelerating rate of advances in information technology. The objective of the NTT DATA Group is to evolve into a truly global business partner. To this end, we will continue providing new "paradigms" and "values" that support and help reshape society, while drawing on our expanding worldwide networks and human resources.



Integration and Restructuring of Overseas Group Companies

One outcome of the Group's rapid overseas expansion has been some duplication in Group company bases in such places as the United States and the United Kingdom. Due to discrepancies between brands among various companies, the Group has been unable to adequately demonstrate its strengths as a whole.

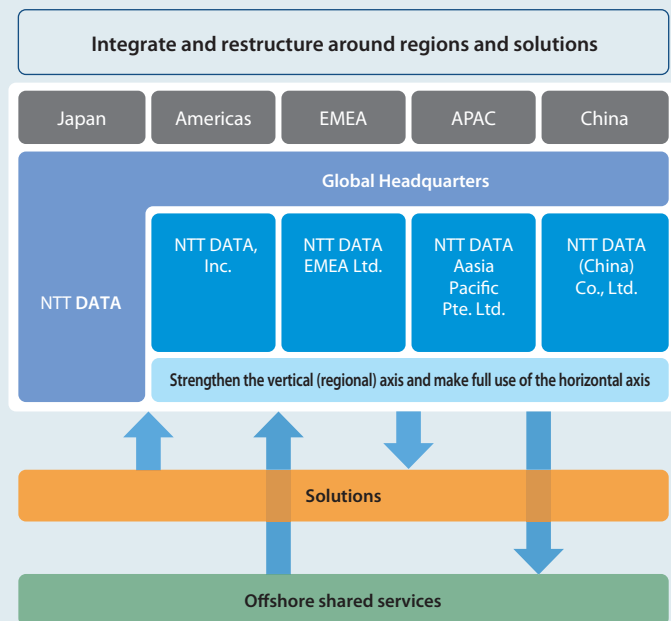
To address this problem, the NTT DATA Group integrated and restructured its member companies around the world into four regions—the Americas, the EMEA region (Europe, the Middle East, and Africa), the APAC region (Asia and the Pacific), and China, each unified under the NTT DATA name and logo. By unifying Group members throughout the world under the NTT DATA brand, we will strive to strengthen global governance and generate Group synergies.

Number of Overseas Employees and Bases (As of March 31, 2012)

	Americas	EMEA*1	APAC*2
Employees	About 6,600	About 6,000	About 13,800
Bases	41 cities	59 cities	36 cities

*1 EMEA: Europe, the Middle East, and Africa

*2 APAC: Asia and the Pacific, excluding Japan



Business Fields

Public Administration Sector

NTT DATA provides information systems that support society as a whole, including taxation, employment/labor, trade, and transportation systems, as well as systems and services that make communities safe, convenient, and prosperous. In these ways, we help create social infrastructure with an end-user perspective.

- Social Insurance Online System
- "MOTAS," Motorcar Total Information Advanced System
- "NACCS," Nippon Automated Cargo and Port Consolidated System
- "eLTAX," Regional tax portal system, etc.



Telecommunications, Broadcasting and Utility Sectors

We enhance the convenience of mobile phone users by building and operating infrastructure that supports stable operation. We also contribute to business development through the delivery of billing systems and customer management systems for the broadcasting and utility sectors.

- Service Delivery Platform (SDP) for mobile phone
- Billing systems, provide billing invoice data
- Customer management systems, etc.



Medical and Healthcare Sector

We provide systems and services that support the safety and security of people's health and lives, including healthcare management systems, a regional health information network system, and a wide-area disaster and emergency medical information system.

- Medical Insurance Claim Processing System
- "Health Data Bank," ASP service for health management
- "Creative Health Sankenjin," healthcare management and lifestyle improvement support service
- Health Checkup Support System, etc.



Manufacturing, Distribution and Service Sectors

NTT DATA delivers consulting and IT services that support business growth by improving the efficiency of business processes used in production, sales, and distribution, analyzing customer needs, and optimizing systems.

- "Biz," a next-generation business platform
- "INERPIA," ERP (Enterprise Resource Planning) solutions
- "TISAFYS," AMO (Application Management Outsourcing) solutions
- "Xrosscloud," M2M solutions
- "Direct Channel Platform," Global E-Commerce service, etc.



Financial Sector

We deliver systems and services that raise the efficiency and improve the quality of services of a wide range of financial institutions. These include governmental financial organizations, securities firms, insurance companies, banks, credit unions, labor banks, and agricultural cooperatives.

- Shinkin Shared Center
- Foreign Exchange ASP (Application Service Provider)
- Exchange information system
- Insurance Enterprises Common Gateway
- "Zaimon," financial data distribution gateway service, etc.



Environmental Sector

NTT DATA contributes to the realization of a sustainable society by providing IT solutions that help reduce the environmental impact of customers and society. We also build "smart communities" that utilize the latest information communications technologies.

- Data Center solutions, "Green Data Center" and others
- Office building energy saving solutions
- Environmental impact reduction solutions
- Environmental management consulting, etc.



Payment Sector

We contribute to the realization of a cashless society through the building of electronic money centers and the development and operation of network systems that link payments and receipts collected by financial institutions, retailers, credit companies, and government agencies.

- The Zengin Data Telecommunications System, a nationwide online processing system for domestic fund transfers among Japanese financial institutions
- "ANSER," automated notification service for deposits, withdrawals, and transfer requests, etc.



Infrastructure to Support an Array of Industries

NTT DATA supplies infrastructure and solutions that support IT services for customers in all sorts of fields. We also meet customer needs for cloud-computing services ranging from private cloud to shared cloud services.

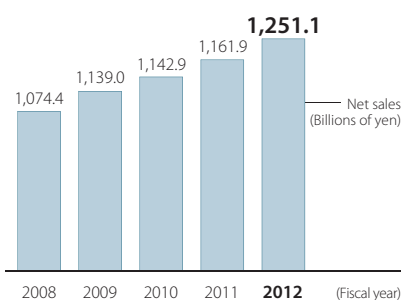
- "BIZXAAS," a comprehensive cloud-computing service
- Global ITO services (data center, network services)
- Provision of Big Data application technologies, such as Hadoop
- "Lindacloud," a vertically integrated server, etc.



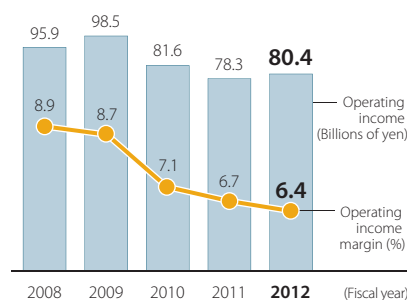
Company Profile

Name:	NTT DATA Corporation	Common Stock:	¥142,520 million (as of March 31, 2012)
Head Office:	Toyosu Center Building, 3-3 Toyosu 3-chome, Koto-ku, Tokyo 135-6033	Business Year:	April 1 to March 31
Established:	May 23, 1988	Employees:	10,579 (non-consolidated) 58,668 (consolidated) (as of March 31, 2012)
President and CEO:	Toshio Iwamoto	Subsidiaries and Affiliates:	Subsidiaries: 223 Affiliates: 20 (as of March 31, 2012)

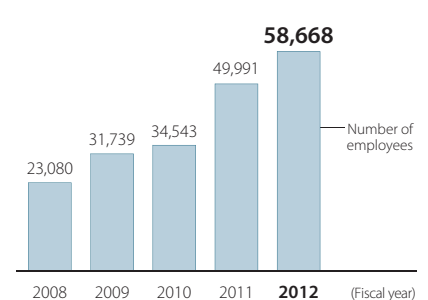
Consolidated Net Sales



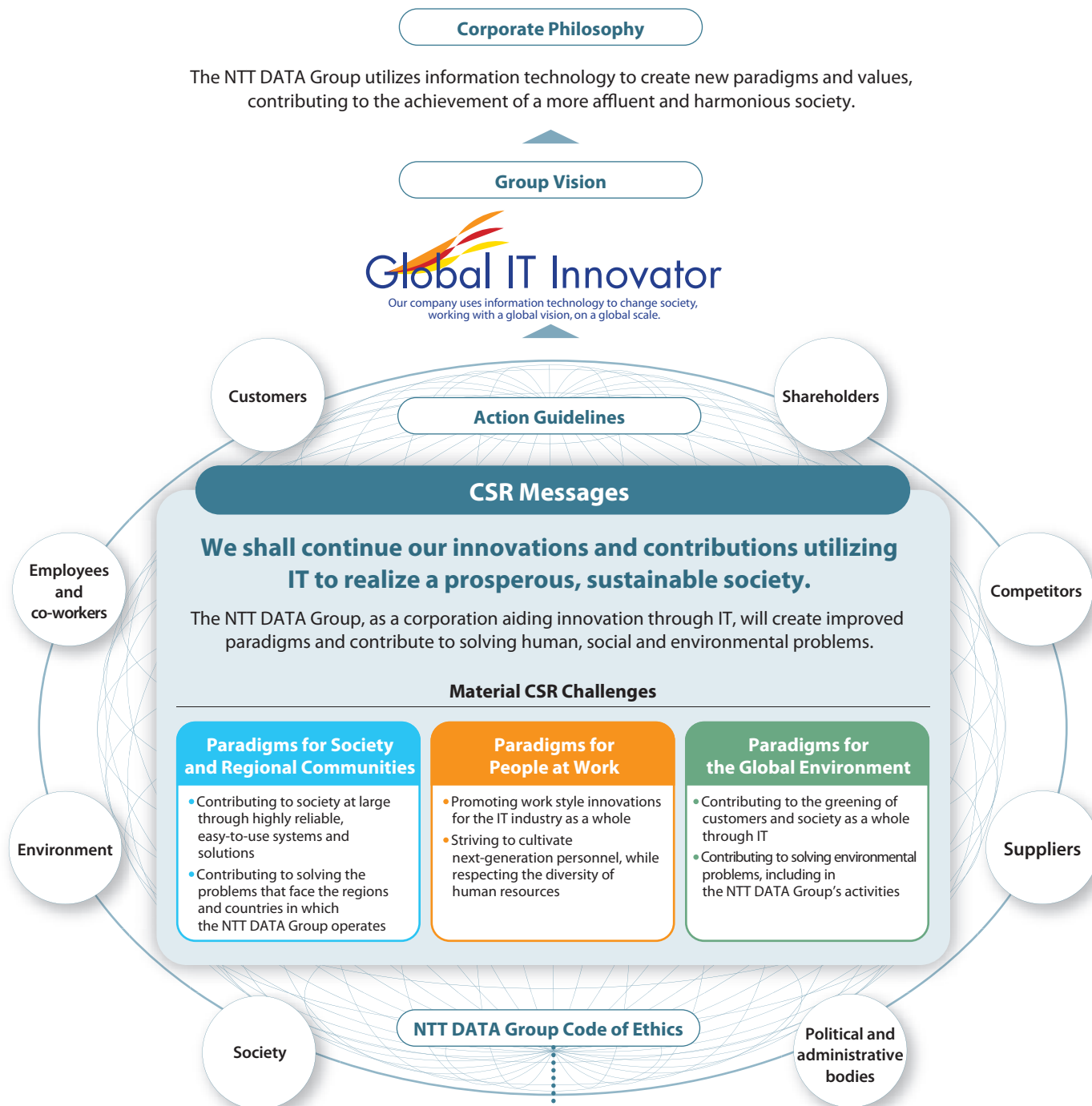
Consolidated Operating Income/ Operating Income Margin



Consolidated Number of Employees



We will work to realize our Corporate Philosophy and Group Vision while advancing our activities based on the three Material CSR Challenges.



NTT DATA Group Code of Ethics (Basic Stance on Business Ethics)

The NTT DATA Group will:

In principle: Aim at becoming a trustworthy company group;

To customers: Provide high-quality services;

To shareholders: Undertake transparent company management;

To competitors: Wage a fair and free competition;

To suppliers: Deal on an equal footing;

To politics and administration: Maintain a sound relationship;

To society: Fulfill its duties as a good corporate citizen;

To environment: Pursue the greening of customers and society through IT; and

To employees and co-workers: Respect personality and individuality of each person.

Note: The NTT DATA Group's full Code of Ethics is available on the CSR Report 2012 section of the Company website.

Basic Stance on CSR

While putting sound and transparent management into practice, the NTT DATA Group contributes to the development of customers and society through the creation of new “paradigms” and “values”. We also work toward a prosperous, well-balanced, safe, and secure society, as we progress on our own path of growth. We believe that this encapsulates our mission and responsibilities as a company.

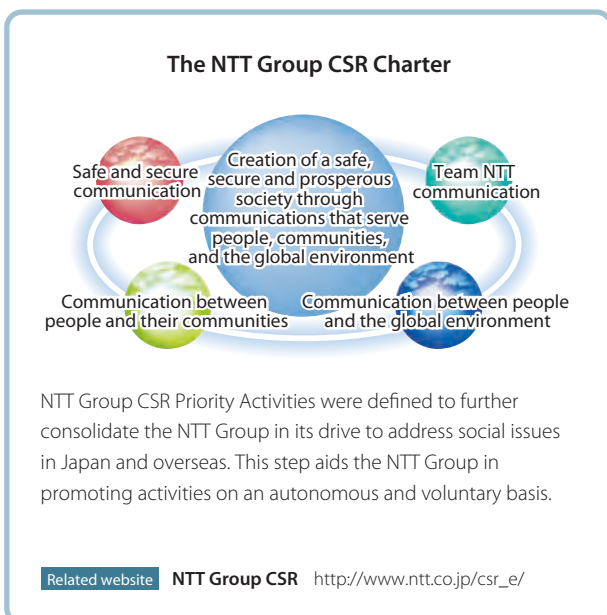
To fulfill this mission and these responsibilities, we established the NTT DATA Group Code of Ethics*¹ and Action Guidelines*² to serve as a basis for the actions of each and every employee.

NTT DATA formulated CSR Messages in April 2010 to better clarify the Group’s basic stance on CSR and the direction of its initiatives. At the same time, we established the Material CSR Challenges, which outlined the issues we will address as we seek to balance the sustainable development of society with continued growth of the NTT DATA Group*³. We will continue working to increase the level of CSR activities throughout the Group by setting specific targets related to the three Material CSR Challenges.

*¹ **NTT DATA Group Code of Ethics:** As a code of conduct to which all corporate officers and employees should abide, the NTT DATA Group Code of Ethics establishes a basic stance on business ethics and specific action guidelines for each stakeholder.

*² **Action Guidelines:** This document sets forth decision-making standards and specific action guidelines for realizing the Group Vision.

*³ In formulating these CSR Messages and Material CSR Challenges, we determined important topics from two viewpoints: those that are important to the NTT DATA Group and those that are important to society. Furthermore, as a member of the NTT Group, we took the NTT Group CSR Charter into consideration. (Please see the CSR Report 2012 section of our website for further details.)



Communication with Stakeholders Inside and Outside the Group

Every year, the NTT DATA Group conducts a CSR Report Questionnaire of directors and employees at Group companies in Japan. This initiative is used to broaden CSR understanding, while the results serve as feedback to improve the content of the CSR report and our CSR activities. In fiscal 2012, we once again ascertained employees’ depth of understanding of the CSR Messages and Material CSR Challenges formulated in fiscal 2011. We also asked them which CSR topics should be given priority, and posed a new question concerning what kind of society they would like to create using IT.

In fiscal 2012, we surveyed outside readers for the first time about the CSR report, and received diverse opinions from approximately 540 respondents. We included the same questions we used for the employee questionnaire, and, as a result, we were able to identify differences in awareness concerning CSR topics between those inside and outside the Group. We will make the most of these opinions when drawing up and promoting future initiatives on the Material CSR Challenges.

One issue to emerge amid increasingly global operations following the integration and restructuring of overseas Group companies is the coherent promotion of activities by all Group companies. We are working on the integration and restructuring of overseas Group companies, and are clarifying CSR communication roles focusing on the headquarters companies of each region. Going forward, we will continue efforts to ensure a shared awareness and exchange of opinions concerning CSR initiatives, while promoting communication with each region.

Key Opportunities for Dialog with Stakeholders

Customers	<ul style="list-style-type: none"> • Daily sales and proposal activities • Customer satisfaction surveys (questionnaires, interviews)
Shareholders and investors	<ul style="list-style-type: none"> • Ordinary General Meeting of Shareholders • Results briefings • Shareholder newsletters • Shareholder questionnaires • Annual reports • Investor relations website
Suppliers	<ul style="list-style-type: none"> • Daily business activities • Business Partner (BP) Presidents’ Meetings • Discussion meetings • Technological briefing sessions
Regional communities, non-profit and non-governmental organizations	<ul style="list-style-type: none"> • Participation in community events • Collaboration with/sponsoring of social contribution activities • Feedback via our website
Employees	<ul style="list-style-type: none"> • Employee satisfaction surveys • Management-employee town halls • “Nexti,” (NTT DATA Group internal social networking service (SNS) and community website) • Helpline • Proposal Patio (bottom-up suggestion system) • Counseling
Government and industry organizations	<ul style="list-style-type: none"> • Consultative meetings, committee meetings and research committees held by government agencies • Committee meetings and investigative meetings held by industry groups and organizations

Special Feature

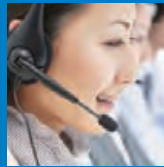
Creating Innovation for a better world together with stakeholders across the globe

Harnessing IT to deliver innovative solutions to customers and society: This has been the mission of the NTT DATA Group since its founding.

Today, with bases in 35 countries and regions, we are fast becoming a global IT corporate group. This expansion enables us to assist customers with their business activities on a global scale.

We have worked hard in recent years to build a structure for delivering to customers global-standard IT services. As a unified "One NTT DATA," we have reinforced global governance, promoted human resource integration between Group members, and standardized quality. Now that we can form business alliances that transcend national boundaries and perform highly efficient global operations, our aim is to work together with stakeholders worldwide to help realize a better world.





Approach

1

Paradigms for Society and Regional Communities

Delivering safer, more efficient experiences in the world's skies

Deploying the "PANADES" Aircraft Flight Route Design System around the World

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Approach

2

Paradigms for People at Work

Promoting human talent development to become an "innovation power" that changes society

Harnessing the Growth of Diverse Human Resources to Change Society

→ p14

Approach

3

Paradigms for the Global Environment

Applying advances in IT to next-generation urban planning

Participating in Smart City Projects in Various World Regions

→ p16



Delivering safer, more efficient experiences in the world's skies



Deploying the “PANADES” Aircraft Flight Route Design System around the World

Safety is of foremost importance to the aviation industry, which is responsible for the lives and possessions of passengers. Recent economic development and globalization in Southeast Asia has contributed to the rapid growth of this industry in the region, making improved safety an urgent issue. As a result, the Southeast Asian countries are working via multiple initiatives aimed at enhancing safety to establish air traffic control infrastructure that secures the trust and confidence of the global community.

One such initiative centers on improving the reliability of air traffic control systems. NTT DATA has, in response, provided its “flight route design” support system called “PANADES.”

The flight route design system designs optimal flight routes by taking a range of parameters into account, including aircraft performance, topography and structures around airports and flight paths, weather, and congestion. Designing more efficient routes while ensuring safety also contributes to shorter flight durations, greater fuel savings, and a reduction in CO₂ emissions.

“PANADES” represents the culmination of the wealth of experience and know-how that NTT DATA has amassed in the

field of air traffic control systems since the 1970s, and is based on the international standards of the International Civil Aviation Organization (ICAO). As a system that can automatically process many complex computations, it has the distinct advantage of shortening the time and reducing workload needed to design flight routes, while delivering enhanced design quality.

The system’s automation of calculations makes it possible to create simulations for a greater number of flight paths, thus enabling more efficient and safer flight route design.

Since its launch in 2010, the system has enjoyed a good reputation in Japan. In July 2011, we received an order from Thailand’s Aeronautical Radio of Thailand Ltd. (AEROTHAI). This has been followed by other overseas orders, including ones from Indonesia and Vietnam through the auspices of the Japanese International Cooperation Agency (JICA).

We plan to expand its adoption not only in other Asian countries, but also in Europe, the Middle East, Africa, and elsewhere. Thanks to “PANADES”, NTT DATA will continue supporting safer flight paths in the skies over a broad geographical spectrum.





A "PANADES" screen

Comment from Development Team



The greatest strength of "PANADES" is its ability to process complex calculations for flight route design instantly and accurately.

The design of flight routes require massive and accurate handling of complex processes, such as the calculation of parameters and geometric computations which take into account the features of aircraft.

The greatest strength of "PANADES" is the automation of many of those processes. It is able to design safer and more efficient flight routes immediately and reduce mistakes that could occur if routes were processed manually.

Last year, when we visited Indonesia to offer a training program on "PANADES" prior to the introduction of the system, a local customer said "A process that used to take two weeks can now be done in an instant!" I was really glad that the system which we were involved in developing turned out to be truly valuable for our customers. I would like to continue devoting myself to be a part of developing systems that contribute to customers and society.



Kasumi Yamashiro
ANS Group, First Systems Section
First Public Administration
Systems Division
Public Administration
Systems Sector
NTT DATA Corporation

Comment from Our Local Team



The ability to assist at the local level is key to gaining the trust of customers.

The debut of "PANADES" in Thailand came via AEROTHAI, in which the Thai government and various aviation companies are investors. However, the actual presentation to AEROTHAI and subsequent negotiations resulted from a close relationship between NTT DATA (Thailand) Co., Ltd. and NTT DATA's development team in Japan. We have a good understanding of local circumstances and customs in Thailand and the ability to respond in the local language. These factors led to very smooth communications with the customer and helped deepen our relationship based on trust.



Athikom Chairithong
General Manager
Business Development
Department
NTT DATA (Thailand) Co., Ltd.

This project marked the first step of the international rollout of "PANADES." It also contributed to the advancement of the aviation industry in Thailand, which makes us very happy. Going forward, I hope to further strengthen our relationship of trust with our customers while reinforcing our alliance with our counterparts in Japan.

Stakeholder's Comment



Hiroshi Yasuda
Japan International
Cooperation Agency (JICA)

I am confident that "PANADES" will contribute to the improvement of flight route design technologies in Southeast Asia.

In addition to appreciating the reliability of Japanese technologies, people in Southeast Asia have a very high regard for support systems offered by Japanese corporations. In a world where many companies simply "sell and forget," Japanese companies are noted for providing reliable support at product launches and meticulous after-sale service. This is a strength that is peculiar to Japanese companies, and the sense of trust it provides has been instrumental in launching "PANADES" in Indonesia and Vietnam.

JICA has been undertaking technical cooperation projects in Southeast Asia, the aim of which is to raise the standards of flight route design technologies at the local level. Accordingly, we felt it crucial to introduce a Japanese-made system with exceptional technological capabilities and comprehensive support backup. I am very happy that our partners in Indonesia and Vietnam adopted "PANADES." We hope "PANADES," if it is adopted in surrounding countries, will spur more person-to-person interaction and exchange and pave the way for the introduction of even more advanced technologies.

Promoting human talent development to become an “innovation power” that changes society

Harnessing the Growth of Diverse Human Resources to Change Society



In order to grow as a truly global company, the NTT DATA Group commits to develop and deploy human resources with a global perspective.

Ichiro Tanaka
Global Business Sector
NTT DATA Corporation

As the NTT DATA Group expands globally, the number of employees around the globe totals about 59,000 across 35 countries and regions and nearly half of its workforce is non-Japanese.

Last year, we began structural integration of overseas Group companies in order to streamline our global operations and achieve further growth in global markets. Nearly 30

companies were integrated into five major business operations covering four regions—the Americas, the EMEA region (Europe, Middle East, and Africa), the APAC region (Asia-Pacific), and China—as well as the solutions group (see page 6). Under this new formation, we are pursuing an operation that can better respond to the challenges of our clients and society at both a





Global One Team activities



Global Leadership Program achievement reporting session



Global Conference

global and local level, as well as creating working environment where employees can perform well and grow globally.

In line with that, we launched a global human resource team and set out three initiatives: 1) integrate human resource policies and practices; 2) foster global people networks; and 3) leverage the scale of the NTT DATA Group.

The first initiative to integrate human resource processes aims to accelerate business alliances across regions. To start with, we are working on harmonization of key human resource processes to remove barriers to co-working across borders.

The objective of fostering people networks is to share on a global level business knowledge that every Group company has built up. As a first step, we held the first Global Conference with participation of 300 NTT DATA Group leaders across the world. We have been also running a Global Leadership Program

for future leaders since 2009, and more than 90 participants from 16 countries have participated so far.

The “scale of the NTT DATA Group” also enabled us to use and share external education services efficiently. One of the outcomes is better support for employee development, especially for smaller companies that were unable to provide enough training to their employees.

Focusing on these three key initiatives, we will implement various programs that meet the needs of each region and business by sharing knowledge and best practices among our human resource team globally. We aim to become a company that plays our part in tackling the challenges facing our clients and communities worldwide by fostering the development of globally active professionals and supporting their activities.

Case 1

Human Resource Development in India



Striving for a shared vision and values to achieve harmony between employees and our corporate culture

With the second-largest workforce of the NTT DATA Group’s many overseas bases, India is an important country for the Group. In the past two years, we have recruited around 4,000 new employees annually. We established the Global Talent Acquisition Team to provide extra support for this large-scale hiring. Working closely with management, we focus on the recruitment and training of IT professionals who are indispensable for delivering a diverse range of advanced services. Recently, we have sought to emphasize the importance of harmony between our employees and our corporate culture. We have offered unique training processes and educational programs that help each individual employee learn about and understand the Group’s mission and vision.



Niranjan Kumar
Senior Vice President
Human Capital —
Global Talent Development
Global Immigration
NTT DATA, Inc.

Case 2

From Europe to the World



Delivering solutions for clients and social issues by fostering personal networks and enhancing employees’ problem-solving abilities

The Ettlingen Academy offers training courses designed to improve the “employability” of NTT DATA employees, mainly in Europe. The wide range of courses includes strengthening the skills required to meet customers’ needs and learning about the latest trends in the world of information technology.

Since 2009, the Academy has also organized a Global Leadership Program where the NTT DATA Group’s future leaders come together. The program helps them to enhance their leadership capabilities. We would like to contribute to the Group becoming an innovation partner by providing opportunities where our people can develop and meet many colleagues.



Dr. Rudolf Haggemueller
Head of NTT DATA
Ettlingen Academy
NTT DATA EMEA

Applying advances in IT to next-generation urban planning

Participating in Smart City Projects in Various World Regions

In today's world, there is growing awareness of the risks caused by the increase in natural disasters, as well as by global warming and worsening energy problems. Against this backdrop, there are mounting expectations to create next-generation social infrastructure supporting sustainable urban development that enables people to live comfortable, eco-conscious lives.

The NTT DATA Group is working to develop technologies and services that will help realize smart cities. Through our participation in such projects around the world, we can make a useful contribution to resolving social issues.

In China

Participating in Demonstration Trials for New Traffic Information System Technology in China

The increasing use of vehicles worldwide accompanying the economic development of emerging countries has seen the progressive introduction of Intelligent Transport Systems (ITS). These systems help alleviate traffic congestion and reduce needless braking and idling. They use roadside cameras and sensors to gather data on traffic conditions in real time and then transmit information on optimal routes to in-car devices. Drawing on the know-how amassed in the field of ITS over the years, NTT DATA is participating in large-scale demonstration trials in Beijing. The trials, held by the Beijing Municipal Commission of Transport and a Japanese automaker contracted by Japan's NEDO*1, began in January 2012. NTT DATA has developed the central system that gathers probe data*2 and transmits eco-drive support information.

Going forward, we plan to use the experience gained in these trials to offer similar proposals to ASEAN countries where there is growing demand for ITS. In this way, we hope to play a useful part in achieving a harmonious balance between the environment and today's car society.



Announcement of demonstration trials

*1 NEDO: New Energy and Industrial Technology Development Organization
*2 Probe data: Location, speed, acceleration, and other relevant vehicle data

In Austria

Participation in Smart Mobility Demonstration Trials in Austria

Recent years have seen the emergence of various traffic-related challenges, such as exhaust gases and other environmental problems, as well as the alleviation of traffic congestion and the protection of vulnerable road users. To address such issues, advances have been made in research into Smart Mobility, which emphasizes two-way interplay between diverse transportation modes and other information infrastructure to achieve overall optimization. Deploying its know-how in this field, NTT DATA Österreich has been participating in demonstration trials for eMORAIL, an integrated e-mobility*3 service for public transport, since 2011. The development goal is a sustainable linking of e-mobility services and sharing models in the first / last mile with public transport through developing offers and services. eMORAIL connects the information, reservation, and ticketing system of the Austrian federal railway with an electric car and electric bicycle sharing system, and delivers the relevant information to users via smartphones. Since the service permits travel without using gasoline, it also helps reduce the environmental impact of transport providers.



An electric vehicle used for eMORAIL (image)

*3 e-mobility: Modes of transport like electric vehicles and the supporting ecosystem of services

Stakeholder's Comment



Hiroshi Esaki
Professor
Graduate School of Information
Science and Technology
University of Tokyo

NTT DATA Group to help create smart cities for “digital natives” of the 21st century

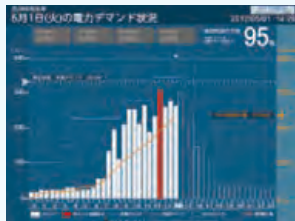
In his 1980 book “The Third Wave,” Alvin Toffler claimed that an “information revolution” would occur in all industrial segments. Today, in the early part of the 21st century, less than 100 years since the invention of information technology, Toffler’s “information revolution” is about to become a reality. This term refers to the realization of “smart infrastructure,” that is, efficient and open social and industrial infrastructure brimming with creativity generated by the fusion of actual space and cyber space. Rather than view this as “improvements brought about by IT,” I regard it as a redesigning of social and industrial infrastructure with strategic and economic perspectives that realize in a global space the continuous advances and growth of the “digital native” generation.

The NTT DATA Group has to date been responsible for the design, building, and operation of IT infrastructure in Japan. Going forward, I am confident that the Group will make an enormous contribution to future generations and the earth.

In Japan

Promoting the Introduction of Energy Management Systems in Small and Medium-Size Buildings

Amid calls for Japanese society to restrict its energy use, a system known as BEMS^{*4} is garnering attention as a method of deploying IT to optimize a building’s total energy consumption. To date, however, the adoption of BEMS has been limited to certain large buildings. To encourage the use of BEMS in medium-size and smaller buildings as well, Japan’s Ministry of Economy, Trade and Industry (METI) is registering as “BEMS aggregators” businesses that can provide energy management support services centered on BEMS. A scheme launched by METI in 2012 grants a partial subsidy to applicants that adopt BEMS using a registered aggregator. A consortium consisting of NTT DATA CUSTOMER SERVICE Corporation, NTT DATA Corporation, NTT DATA SOLFIS Corporation, and BIRU DAIKO Co. Ltd. has joined the ranks of approved BEMS aggregators. The consortium will use cloud-computing technology to deliver BEMS. Through the aggregation of energy data in this way, we intend to play a role in helping not only customers, but also Japanese society at large, consume less energy.



A BEMS energy monitoring screen

^{*4} BEMS (Building and Energy Management System): A building and energy management system that optimizes energy performance and the environment inside a building

In Japan

Promoting the Development of Eco-Friendly Energy Technologies for the Home

NTT DATA AURA Corporation focuses on the development of HEMS^{*5} for homes, as well as hybrid electric power control technology. To encourage consumers to use less energy, we have designed HEMS incorporating devices that promote the “visualization” of energy consumption by showing electricity usage and consumption trends. We are also promoting the use of new energy forms by efficiently integrating a variety of power sources into a home power network. We integrate solar power, wind power, fuel cells, and other power sources using our proprietary hybrid electric power control technology. This sort of eco-friendly energy technology for the home has also been adopted by the GREENY GIFU model house project. As part of a next-generation energy infrastructure initiative sponsored by the Gifu prefectural government, the project promotes a smart house model with an innovative approach to new energy sources and energy conservation.

By making initiatives such as these available to broader sections of society, we hope to continue contributing to the building of sustainable housing.



A GREENY GIFU new energy/energy-saving house model

^{*5} HEMS (Home Energy Management System): A system that uses IT to optimize energy consumption inside the home

Material CSR Challenge

1

Paradigms for Society and Regional Communities

The NTT DATA Group contributes to the advancement of society as a whole through the development and provision of highly reliable, easy-to-use systems. At the same time, we contribute to the resolution of issues in regions and countries where we have a presence.



Major Initiatives Undertaken during Fiscal 2012 and Future Plans

Initiatives	Planned Initiatives	Initiatives Undertaken during Fiscal 2012	Future Plans	Posted on
Developing Systems that are Safe and Secure				
Quality Improvements	Promote process improvements incorporating CMMI	<ul style="list-style-type: none"> Achieved CMMI Level 5 by two organizations and one overseas Group company and CMMI Level 3 by one organization 	<ul style="list-style-type: none"> Incorporate CMMI in Group companies in the Asia-Pacific region 	P39•Web
	Promote system development and management methods within Group companies	<ul style="list-style-type: none"> Revised the "TERASOLUNA" development procedures and held briefings and on-site training sessions at Group companies 	<ul style="list-style-type: none"> Establish region-based and solution-based standardized processes with the aim of promoting collaboration between overseas Group companies 	Web
Quality of Security	Promote the development of technologies to raise the quality of security	<ul style="list-style-type: none"> Launched services for strengthening resilience against targeted attacks and enhance businesses' resilience against cyber attacks 	<ul style="list-style-type: none"> Continue developing technology capable of withstanding new cyber attack methods and enhance services 	P19
Disaster Countermeasures	Investigate and improve disaster business continuity plans (BCP) taking into account the risks that came to light in the Great East Japan Earthquake	<ul style="list-style-type: none"> Re-examined contingency plans for social infrastructure-related systems, and strengthened disaster preparedness of the Company's data center buildings 	<ul style="list-style-type: none"> Upgrade contingency plans for the systems and services we provide customers 	P19
		<ul style="list-style-type: none"> Reviewed content of disaster BCP and emergency response drills, and ensured employees were familiar with plans and drills 	<ul style="list-style-type: none"> Hold practice drills based on BCP and continuously upgrade plans 	Web
System Failure Countermeasures	Continue initiatives for "prevention" and "response"	<ul style="list-style-type: none"> Ensured thorough project management, conducted cause analysis and shared results in the event of system failures, and also undertook regular internal audits (major system failures continue to be extremely rare) 	<ul style="list-style-type: none"> Further reduce system failures through careful and continuous advancement of existing initiatives 	Web
Developing People-Friendly Systems				
Universal Design (UD) Promotion	Improve ease of use of information systems	<ul style="list-style-type: none"> Focused on software usability evaluation and incorporated color universal design 	<ul style="list-style-type: none"> Increase promotion of UD compliance in information systems and services 	P20
		<ul style="list-style-type: none"> Upgraded the web accessibility check site to meet the latest JIS standards 	<ul style="list-style-type: none"> Increase promotion of web accessibility validation check services 	P20
	Enhance employee education and cultivate skilled personnel	<ul style="list-style-type: none"> Three more employees became certified as Certified Human Centered Design Professional, held in-house seminars on UD 	<ul style="list-style-type: none"> Continue to cultivate skilled UD personnel, promote the groupwide sharing of expertise and raising of awareness 	Web
Improving Customer Satisfaction (CS)				
Initiatives for Improving CS	Implement improvement actions aimed at enhancing CS	<ul style="list-style-type: none"> Continued carrying out CS survey based on questionnaires and interviews, earned overall average evaluation of 7.3 points (same as previous fiscal year) 	<ul style="list-style-type: none"> Implement improvement actions, such as sharing know-how of excellent examples, incorporating customer feedback 	P39•Web
Contributing to Regional Communities and Society as a Whole				
Utilize IT to Resolve Social Issues	Develop systems that resolve social issues	<ul style="list-style-type: none"> Supplied the bridge monitoring system "BRIMOS" Supported disaster recovery through the provision of IT 	<ul style="list-style-type: none"> Make further efforts to step up development of systems that will use IT to resolve social issues, including health and welfare, disaster and crisis management 	P21•P22
Promoting Social Contribution Activities	Promote employee volunteer participation	<ul style="list-style-type: none"> Undertook activities supporting the recovery of affected areas (made donations, encouraged employees' volunteer efforts, etc.) 	<ul style="list-style-type: none"> Promote groupwide activities Promote employee volunteer participation 	Web

Developing Systems that are Safe and Secure

We work to provide services that concentrate on raising system reliability. This helps realize social infrastructure that provides peace of mind.

Reinforcing the Information Security of Systems and Services

The proliferation of cloud-computing and smart devices has increased the reliance on information technologies for everyday life and business activities. At the same time, the threat of cyber attacks has grown, while the tactics used have become increasingly diverse. In order to continue delivering safe and secure systems, the NTT DATA Group is constantly engaged in technical development, the results of which are reflected in the Group's systems and services. This work requires keeping abreast of social, technological, and business trends, as well as trends in cyber attacks.

Providing Services for Strengthening Resilience against Targeted Attacks

In recent years, there have been multiple incidents of targeted cyber attacks in which specialized methods are used to steal intellectual property and personal information of certain companies, divisions, and users. Against this backdrop, the Group has been focusing on services to address cyber attacks.

In March 2012, we launched services to strengthen resilience against targeted attacks. One part of these services uses mock targeted attack emails to measure the information security literacy of employees and provides training on how to respond in the event of an attack. Another part provides comprehensive assessments of a business' resilience against targeted attacks, including from a system-centered perspective. With these services, we make our clients' resilience to targeted attacks "visible." In these ways, we help our customers protect valuable information by providing pointers on how to make information security improvements.

Strengthening Disaster Preparedness

Because the Group supplies many services and information systems that support social infrastructure, if a disaster causes the disruption of services or systems to go down, the impact on society and people's lives is enormous.

Therefore, we strive to constantly improve disaster business continuity plans (BCPs) as well as contingency plans for systems and services related to social infrastructure.

Plans and Arrangements for Disaster-Related Risks

As a result of the Great East Japan Earthquake that occurred in March 2011, we became aware of risks related to the large-scale power outages caused by rolling power cuts and risks related to the closure of some of our business sites due to damage caused by the tsunami. In view of this experience, we re-examined the Company's contingency plans for social infrastructure-related information systems and services based on the scenario of a large earthquake with an epicenter in the Tokyo metropolitan area.

In February 2010, NTT DATA obtained BS25999-2: 2007 certification—a British business continuity management specification—for the maintenance, operation, and management of its data center buildings in the greater Tokyo area. This reflected the importance we place on protecting the facilities such as buildings, electricity, air conditioning, security, and other functions in our data centers that are vital for the operation of information systems. In March 2011, this accreditation was extended to include NTT DATA's data center buildings in other parts of the country. As a result, we now have contingency arrangements in place in the event of a large earthquake, widespread power outage, or similar incident.

Comment from a Manager at NTTDATA-CERT

Strengthening Information Security on the Structural Side

NTT DATA launched NTTDATA-CERT in order to prevent information security incidents as well as to enable an immediate response in the event of such an incident.

In March 2011, NTT DATA became a member of the Nippon CSIRT* Association, and the following month joined FIRST, its global equivalent. Thus, the Office collects a wide range of information on security-related trends, makes it easy to understand and disseminates it via email and the Internet on an almost daily basis. In this way, we use the information we obtain to improve the security of our systems. NTTDATA-CERT will continue active collaboration with overseas Group companies in order to further enhance the efficiency and efficacy of NTT DATA's incident response measures.

* CSIRT: Computer Security Incident Response Team is a group of security specialists set up to handle incident response



Shigefumi Takahashi
IT Security Strategy Office
Quality Assurance Department
NTT DATA Corporation

Additional Topics on Website

- Activities to Improve Quality (Quality Management Based on ISO9001/Standardizing and Enhancing Project Management and Testing Services)
- Disaster and System Failure Countermeasures (Revision of the Disaster BCPs after the Great East Japan Earthquake/System Failure Countermeasures)

Developing People-Friendly Systems

We adopt a user perspective on accessibility and usability from the information system planning and requirement definition stages, seeking to provide services designed for ease of use.

Advancing Universal Design for Information Systems

The widespread adoption of information technology within society has brought with it the global problem of the digital divide*1. In Japan, there are calls to take into consideration the elderly and the disabled in particular, and to improve the IT literacy of beginners.

In light of this situation, the NTT DATA Group is promoting the incorporation of Universal Design*2(UD) in information systems. Not to mention the incorporation of UD in the systems and services we deliver to customers, we also try to develop know-how and tools to further incorporate UD, foster personnel, and raise employee awareness concerning this approach to UD.



UD Research Seminar

*1 **Digital divide:** The economic and social gap or imbalance that exists between those who have access to computers and the Internet—and the capability to use them—and those that do not

*2 **Universal Design:** Design aiming for ease of use by all people, irrespective of age, gender, nationality and disability status

Supporting the Creation of Websites with UD Features

NTT DATA supports website construction that offers ease of use for website providers and users. For example, we provide a website content management system that helps novice operators update content. We also propose websites with a design that takes a diverse viewer base into consideration and allows text-size adjustments. In addition, we respond to

advanced accessibility requirements through such functions as verification through two or more types of screen reader.

In fiscal 2012, in the development of packaged software and contracted software as well as websites, we focused on usability evaluation and Color Universal Design (CUD)*3.

*3 **Color Universal Design:** Using design and expression not dependent on color alone to meet the needs of people with various types of color vision and color perception abilities

Public Release of the Website Accessibility Check Site, "HAREL"

In August 2008, NTT DATA put its website accessibility check site, called "HAREL", online and made it free of charge. Users need only to enter a site's URL, and "HAREL" will run a check on the accessibility of the site's web pages and give the site a score. Between then and March 31, 2012, "HAREL" had been used to diagnose accessibility approximately 260,000 times.

In March 2012 (fiscal 2012), we revamped our "HAREL" website. This upgrade included increasing the number of checks "HAREL" makes to around 230, in line with the specifications of the latest version of the Japanese standard JIS X 8341-3:2010. These specifications take into consideration the use of content by elderly people and those with disabilities. We will continue expanding the adoption of "HAREL" in conjunction with NTT DATA DAICHI Corporation, which is responsible for accessibility validation services.

Comment from a Person in Charge of System Development

We offer systems that incorporate CUD for users with all types of color perception abilities.

When we were working on the upgrade of a public system used frequently by a diverse range of users, we proposed color patterns that incorporate CUD. Having obtained CUD certification from the non-profit Color Universal Design Organization, we can now with confidence present customers with screen color patterns. During the testing stage, we used simulation tools to demonstrate how the screen appears to people, and had customers wear simulation glasses to experience what people with impaired color vision see. As a result, our customers also became interested in the concept of CUD, and one customer even said with delight, "The screens are much more clearly discernible than before." We will continue to actively present proposals that incorporate CUD.



Ayaka Ueda
Quality Life Sector
NTT DATA Corporation

Additional Topics on Website

- Website Accessibility Validation Check Services
- Encouraging the Acquisition of Certified Human Centered Design Professional Qualifications
- In-House Universal Design Seminars
- Participating in Projects with the International Association for Universal Design
- Improving Customer Satisfaction

Contributing to Regional Communities and Society as a Whole

We work to create and develop a healthy society through social contribution activities that emphasize employee participation, and through the development of IT systems designed to help resolve social issues.

Focusing on the Development of IT Systems that Contribute to the Creation of a Sustainable Society

Today, advances in information technology have led to the development of an extensive network, and society is overflowing with an enormous, unprecedented volume of diverse data (Big Data). Technology that can build new social frameworks through the analysis and use of Big Data is much in demand. The NTT DATA Group draws on the latest technologies to develop IT systems that help resolve a wide range of social issues, including the falling birthrate and aging population, healthcare and welfare issues, disaster countermeasures, crisis management, and regional revitalization.

Development of the Bridge Monitoring System, "BRIMOS"

For some time, NTT DATA has been participating in joint research on a bridge monitoring system ("BRIMOS"). Verification tests of the system have already been held in Japan and China.

Using data obtained from sensors, "BRIMOS" continuously gathers and analyzes in real-time the deterioration of bridges—a task that previously required on-site inspections. The system has a number of potential applications, including the detection of abnormalities following a disaster, the early detection of changes in a bridge's daily movement, and the analysis of bridge traffic. Such information can be used to prioritize maintenance and repair work.

"BRIMOS" was installed in the Tokyo Gate Bridge, which was opened in February 2012. It marks the first time in Japan that such a system has been used to monitor a large bridge.



"BRIMOS" monitoring screen

Comment from a Person in Charge of "BRIMOS" Development

We are developing our "BRIMOS" with a view to expanding the system's application overseas.

In Japan, dynamic observation systems have been used for some years on long bridges, such as the bridge that connects Honshu and Shikoku. However, civil engineers had expressed the need for a more advanced monitoring system. It is against this backdrop that "BRIMOS" was installed in the new Tokyo Gate Bridge.

"BRIMOS" continuously gathers data and instantaneously performs analyses of any abnormalities. Given worldwide concerns about problems arising from aging infrastructure, we feel that "BRIMOS" can make a global contribution as a new means of maintaining social infrastructure through the utilization of information technology. Going forward, we will seek to develop systems from a more global perspective.



Sanae Miyazaki
Regional Business Sector
NTT DATA Corporation

Bridges are said to be the hardest type of infrastructure to maintain. The successful development of "BRIMOS" bodes well for the use of such systems for other types of social infrastructure.

In June 2012, NTT DATA was awarded by International Data Group as a finalist in the "21st Century Achievement Awards" in recognition of its work on "BRIMOS."

Project for Building a Social Infrastructure Data Platform

NTT DATA has teamed up with Tohoku University and the University of Aizu on a project that aims to utilize a social infrastructure-related data platform to support the recovery of regions that sustained extensive damage from the Great East Japan Earthquake.

Project members will work on the development of a "Co-creation Cloud,"*1 in which "man and machine" complement each other, focusing on the early recovery and reconstruction of social infrastructure that was severely damaged by the earthquake. We are combining our M2M*2 services and infrastructure management technology, including "BRIMOS," with the research results of both Tohoku University and the University of Aizu, in order to facilitate collaboration among local communities, municipal authorities, and engineers when diagnosing and assessing the condition of infrastructural items. Through these efforts, we aim to build a platform that will enable the efficient collection of data from inspection surveys of damaged infrastructure, such as roads, bridges, and buildings. The project is scheduled to run in Fukushima Prefecture for a year, starting in March 2012.

*1 **"Co-creation Cloud"**: Cloud site that serves as the base for the maintenance and management of an enormous volume of data collected using M2M services in collaboration with regional communities, municipal authorities, and specialist engineers

*2 **M2M (Machine to Machine)**: A two-way communication service that enables information exchange between remote devices and IT systems without human intervention using mobile and fixed networks

Additional Topics on Website

• Promoting Social Contribution Activities (Welfare/Regional Community/International Contributions/Supporting Recovery from the Great East Japan Earthquake/Promoting Employee Volunteer Activities/Initiatives by Group Companies)

Using IT to Support Recovery in Regions Affected by the Great East Japan Earthquake

The NTT DATA Group's involvement in activities to support regions affected by the disaster started immediately after the earthquake struck on March 11, 2011.

Since then, we have harnessed the Group's systems, services, technologies, and expertise to provide ongoing assistance in affected areas.

Case 1

Providing the "FairCast" Child Safety Communication Network as a Means for Schools to Contact Students' Families

In response to the disaster, NTT DATA provided the "FairCast" Child Safety Communication Network to schools in affected regions free of charge, from June 2011 through March 2012, enabling schools to maintain contact with students' families.

The system uses email, telephone, and fax to send information between schools and students' families. In the immediate aftermath of the disaster, schools experienced difficulties in securing reliable means of communicating with students and their families. We decided to deploy "FairCast" because we realized that in areas devastated by the disaster it would be an effective method of communication for local communities.

The first system was installed in the Ishinomaki City Iinokawa Dai-ichi Elementary School in Miyagi Prefecture in June 2011. Between then and the end of March 2012, we installed FairCast in 72 schools in Iwate, Miyagi, and Fukushima prefectures. The system was used to issue notices concerning all sorts of situations, including sudden school closures and changes in dismissal time.



An NTT DATA employee shows a teacher how to use FairCast

Case 2

Providing a Mobile Medical Care Support System to Facilitate Mobile Medical Care in Evacuation Centers

In May 2011, NTT DATA made available free of charge a mobile medical care support system that combines cloud services and tablet terminals. Doctors from Fukushima Medical University used the system when conducting examinations at evacuation centers.

We developed the system in just three weeks in response to talks with doctors from Fukushima Medical University who were providing mobile medical care services to those residents of Fukushima Prefecture affected by the earthquake. Utilizing our existing mechanisms and expertise, we created a system that allows doctors who are conducting examinations to use a mobile tablet terminal to access patients' medical records stored in a database. Thanks to the system, doctors can easily and safely share information on medical treatment. Access to patients' records has the benefit of reassuring patients that the attending doctor has their vital medical information at hand, and can therefore continue providing the exact treatment they require. There are no security risks concerning the system's network or the management of information, because when developing the system we included security features that comply with the guidelines of the Ministry of Health, Labour and Welfare.

We will also examine the potential for using such systems in wide-ranging medical fields and not only in times of disaster and other emergencies.



Supporting mobile medical care at Fukushima Medical University

Helping Create Employment in Affected Areas

With the elapse of time since the disaster, there has been growing demand for the creation of stable employment in affected areas. The NTT DATA Group is supporting the creation of new employment through the establishment of NTT DATA Ishinomaki BPO Center in Ishinomaki City, Miyagi Prefecture, as part of efforts to provide ongoing support for the recovery of areas badly hit by the disaster.

The first step was taken in January 2012 by NTT DATA TOHOKU Corporation, which employed three Ishinomaki residents. The new employees were assigned to some administrative tasks within the Group, such as working in claim management, which includes the issuing of invoices. In April 2012, NTT DATA 3C Corporation hired 12 residents from Ishinomaki City and the surrounding area in order to launch a call center and undertake BPO work as a second step. The Group will continue active efforts to create new jobs. Our plan is to have between 50 and 60 local employees by the end of fiscal 2013, and aim to expand this workforce to around 100 people in the next two or three years.



Office of NTT DATA Ishinomaki BPO Center

Global Report

CSR Activities at Overseas Group Companies

In India

Outreach Focused on Poor and Sickly

While India's economy is growing rapidly, many people there still live in poverty. NTT DATA, Inc.'s outreach programs in India are targeted at the poor and sickly with a primary focus on supporting children.

Since fiscal 2011, for example, NTT DATA, Inc. employees have contributed to Child Rights & You, a non-governmental organization in India. An average monthly donation of 25,000 INR is deducted from the salaries of employees electing to contribute. These donations to Child Rights & You are used to support child education and other programs.

NTT DATA, Inc. also takes the initiative in sponsoring employee visits to schools, nursing homes and hospitals to lift the spirits of the children and elderly there. In November 2011, 60 employees handed out gifts and organized a singing contest for their visits to a nursing home and school run by charitable foundation Friend in Need Society. All the employees along with the school children and nursing home residents enjoyed the visits.



Employees of Hyderabad spend the day with schoolchildren of a rural village in Kalakonda

In Italy

Working with NPO to Support Employment of People with Disabilities

Since 2008, NTT DATA Italia has been working with ASPHI, an Italian non-profit organization founded to help people with disabilities in schools, workplaces, and society use information communication technology (ICT).

In fiscal 2012, NTT DATA Italia worked with ASPHI to implement training programs aimed at promoting the recruitment of people with disabilities. In addition to teaching students how to use tablet computers, touchscreen applications, and the like, the program supports the acquisition of computer literacy and other IT-related qualifications.



Helping disabled people communicate through tablet and touchscreen computers

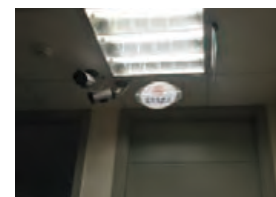
In China

Created a Highly Secure Environment and Obtained PrivacyMark

In China, demand for greater security for business environments has been increasing recently, as evidenced by the growth in projects from key clients such as systems surveillance and business operation consignment.

In 2008, NTT DATA China established the Information Security Committee, an information security promotion organization, and created a system and mechanism that is able to respond promptly to such issues. Furthermore, to maintain a secure environment, we are installing surveillance cameras in each room, introducing systems surveillance and a thin client environment as well as implementing security audits.

As a result, we obtained a PrivacyMark in China in January 2012.



Installing surveillance cameras in each room

Material CSR Challenge

2

Paradigms for People at Work

NTT DATA strives to create a working environment that encourages employees of the NTT DATA Group as well as partner companies to enjoy peace of mind and make full use of their skills. Accordingly, we are promoting work-style innovations and cultivating people who will become responsible for the IT industry of the future.



Major Initiatives Undertaken during Fiscal 2012 and Future Plans

Initiatives	Planned Initiatives	Initiatives Undertaken during Fiscal 2012	Future Plans	Posted on
Hiring and Promoting Diverse Human Resources				
Personnel Recruitment and Deployment	Expand work opportunities for people with disabilities	<ul style="list-style-type: none"> Expanded areas of business activities at special subsidiary (ratio of recruitment of people with disabilities: 1.95%) 	<ul style="list-style-type: none"> Promote expansion of areas of business activities and provision of a comfortable working environment to attain a ratio of 2.0% 	P39-Web
Employee Work-Style Innovation				
Promotion of Diversity	Advancing women in the workplace	<ul style="list-style-type: none"> Conducted awareness activities through forums, seminars and portal sites as well as surveys targeting all employees 	<ul style="list-style-type: none"> Implement measures based on survey results targeting all employees 	P25-Web
	Supporting employees seeking to continue working	<ul style="list-style-type: none"> Established in-house day-care center "Egg Garden" Continued to hold seminars on achieving balance between work and nursing care 	<ul style="list-style-type: none"> Revise conditions for utilizing the center to facilitate its usage among employees 	
Reduction of Long Working Hours	Reduce annual working time	<ul style="list-style-type: none"> Improved work styles such as by promoting greater use of teleworking and introduced and encouraged employees to take advantage of new vacation systems (average annual working time: 1,991 hours) 	<ul style="list-style-type: none"> Promote existing measures steadfastly as well as work-style innovations free from time and space constraints 	P26-Web
Pursuit of Employee Satisfaction	Continue to conduct Employee Satisfaction Survey	<ul style="list-style-type: none"> Began holding feedback meetings for the Group as a whole for those in charge of the Employee Satisfaction Survey at the Group companies to raise employee satisfaction 	<ul style="list-style-type: none"> Continue to conduct the survey and enhance our monitoring and improvement activities 	Web
Creating a Comfortable Working Environment				
Respect for Human Rights	Promote educational and awareness activities	<ul style="list-style-type: none"> Held workplace seminars for all Group employees (in Japan) and conducted training for people prior to being dispatched overseas 	<ul style="list-style-type: none"> Continue to conduct human rights training and raise awareness among employees 	P26-Web
Employee Health Promotion and Enhancement	Support healthcare at workplaces	<ul style="list-style-type: none"> Began to check (monthly) degree of fatigue of employees from long work hours and promoted early detection of those in poor health 	<ul style="list-style-type: none"> Strengthen communication between workplaces and expand mental healthcare prevention activities 	Web
Human Resource Cultivation				
Support for Employee Skills Development	Cultivate human resources who are highly specialized and adaptable to change	<ul style="list-style-type: none"> Continued to encourage Group companies to introduce the Professional CDP (P-CDP) system Promoted the establishment of programs and systems to cultivate global human resources 	<ul style="list-style-type: none"> Expand introduction of P-CDP at Group companies Promote global integration of personnel systems and construction of human networks 	P27-Web
Cultivation of Next-Generation Personnel	Promote cultivation of next-generation IT personnel	<ul style="list-style-type: none"> Provided IT experiences designed for each generation and implemented human resource development programs 	<ul style="list-style-type: none"> Continue to carry out various measures based on results of their implementation 	P27-Web
Building Strong Supplier Relationships				
Thoroughgoing Fair Transactions	Promote ongoing employee training	<ul style="list-style-type: none"> Conducted training for promoting fair transactions, such as the appropriateness of consignment contracts (15 times, attended by a total of 600 employees) 	<ul style="list-style-type: none"> Continue to conduct training to instill compliance awareness and recognition 	Web
Enhancement of Communication with Suppliers	Conduct ongoing dialog with and provide training opportunities to Business Partners (BPs) and subcontracted companies overseas	<ul style="list-style-type: none"> Held ongoing BP Presidents' Meetings (39 company presidents participated) 	<ul style="list-style-type: none"> Continue to conduct initiatives and dialog based on the opinions and requests expressed at the BP Presidents' Meeting 	P28-Web
		<ul style="list-style-type: none"> Conducted training targeting system engineers (SE) at offshore development sites (346 people participated) 	<ul style="list-style-type: none"> Develop practical training programs for cultivation of human resources for system development in English-speaking and the Southeast Asian areas 	Web

Employee Work-Style Innovation

We are working to achieve work-style innovation for each employee as we strive to build a stimulating workplace where workers can deploy their skills to full advantage.

Employment Support Centered on the Diversity Development Office

As one of its management strategies to emerge among the winners of global competition, NTT DATA is promoting "Diversity & Inclusion." Under this initiative, it aims to encourage employees to contribute to its corporate profitability through "diverse work styles" by "diverse human resources." In April 2008, we established the Diversity Development Office and have comprehensively addressed this issue by implementing measures such as raising awareness regarding diversity and improving the female employee retention rate.

From fiscal 2013, we will continue to push forward diversity-promoting initiatives based on four themes, namely, advancing women in the workplace, supporting employees seeking to continue working, promoting work-style innovation and improving employee satisfaction.



The 4th Women's Summit Tokyo held in October 2011

Established in-house day-care center "Egg Garden"

We established the "Egg Garden," an in-house day-care center for our employees in Toyosu Center Building Annex 1F in Tokyo, Japan in December 2011. We were prompted to build the facility after some employees came up with the idea.

This facility enables employees to give birth and take childcare leave with their minds at ease, freeing them from concerns about having their children being placed on childcare

center wait lists. Thanks to the childcare support that allows them to return to work as they had planned, women can be expected to be actively involved in the Company.

A dozen children were registered for the monthly childcare service, while six children were registered for the temporary childcare program between the time it opened and March 2012.



Egg Garden

Comment from a User of "Egg Garden"

Thanks to "Egg Garden," I can work with peace of mind even after returning to my job.

The nursery teachers there are very kind and my child seems to really enjoy attending the center every day. I can leave my child in their care with my mind at ease because the nursery teachers tell me in detail about my child's day at the center when I pick up my child.

Considering that many children are unable to enter licensed day-care centers, the existence of Egg Garden is important for me in that I have been able to return to work as scheduled and can focus on my work as I did before. I appreciate those responsible for its establishment and management.



Junko Yano
Research and Development
Headquarters
NTT DATA Corporation

Major Initiatives by the Diversity Development Office during Fiscal 2012

	Future Plans
Promoting diversity (Advancing women in the workplace)	<ul style="list-style-type: none"> Hosted a Diversity Forum targeting all Group employees; attended by approximately 300 employees
	<ul style="list-style-type: none"> Held the Women's Summit Tokyo 2011 co-sponsored by Asahi Breweries, Ltd., Aozora Bank, Ltd., Hewlett-Packard Japan, Ltd. and Hitachi, Ltd.; attended by approximately 200 female employees from 42 companies
	<ul style="list-style-type: none"> Conducted an awareness survey regarding diversity targeting all employees; plans to implement measures based on the results of hypothesis verification in fiscal 2013 with the aim of becoming a company where female employees and other diverse human resources are able to play an active role
Supporting employees seeking to continue working	<ul style="list-style-type: none"> In December, built an in-house day-care center; provided an environment where employees can focus on their work and returned to work in line with their plan
	<ul style="list-style-type: none"> Conducted a seminar on achieving balance between work and nursing care; attended by more than 100 male and female employees
	<ul style="list-style-type: none"> Began offering employees nursing care support services provided by the NPO Umi wo Koeru Care no Te (Remote Family Care Service)
Promoting work-style innovation	<ul style="list-style-type: none"> Widened the scope of training aimed at workplace innovation, which has thus far targeted only new senior managers, to include new managers
	<ul style="list-style-type: none"> Reviewed working styles prompted by power-saving measures implemented in fiscal 2012 (promoted teleworking system and helped transform workplace environment to enable hot-desking)
	<ul style="list-style-type: none"> Promoted operation of our discretionary labor system; conducted questionnaire surveys and group hearings at workplaces to fully comprehend the effects of this system
	<ul style="list-style-type: none"> Adopted the "refresh holiday system" and "anniversary holiday system" to encourage employees to use their paid vacation days

Promoting Initiatives to Reduce Working Hours, a Chronic Issue for IT Companies

The need to reduce long working hours is a chronic issue in the IT industry. NTT DATA is pushing forward with efforts to reduce average annual working time to 2,000 hours or less and to decrease the number of employees working more than 2,300 hours per year.

In fiscal 2012, when we revised work styles prompted by the implementation of summertime energy-saving measures, we introduced a number of initiatives to reduce working hours. Most notably among these was newly establishing a refresh holiday system and anniversary holiday system* to encourage all of our employees to use their paid holidays. Furthermore, we promoted innovative work styles in various workplaces by introducing successful examples of this via the intranet as well as reviewing employee working hours based on logon and logoff times recorded on their PCs. As a result, the average annual working time in fiscal 2012 was 1,991 hours.

We will comprehensively address the issue of devising new work styles that are free from time and space constraints as well as steadfastly push forward existing measures.

*** Refresh holiday system and anniversary holiday system:** New vacation systems were established in October 2011. Under the refresh vacation system, employees are able to use their paid holidays to take five consecutive days or more, including a weekend and/or holiday, off annually. The anniversary holiday system enables employees to use one paid vacation day for a predetermined anniversary.

Promoting Human Rights Awareness Activities through Various Training Opportunities

The NTT DATA Group Code of Ethics stipulates the Group's fundamental principle of respect for human rights. We pledge not to carry out or tolerate discrimination and take a firm stand against discrimination by others, aiming to pursue a comfortable working environment free from any form of discrimination. We place a great importance on resolving human rights issues as we are promoting human rights awareness activities organizationally throughout the Group.

Looking ahead, we will continue focusing on providing human rights education at various training opportunities to instill awareness of the issue to all our employees.

Promoting Human Rights Awareness Activities

To deepen understanding of and heighten awareness on human rights, we replaced from fiscal 2011 our human rights awareness raising e-learning program, which had been implemented until 2009 targeting all NTT DATA Group employees in Japan, with workplace seminars to encourage discussions on human rights issues at the workplace level.

In fiscal 2012, we continued to conduct position-based training and other sessions for human rights education. In addition, in response to the increasing number of employees assigned to overseas posts, we conducted pre-assignment training to ensure their proper understanding of the religions, cultures and customs of the countries and regions to which they have been assigned. A total of 27 employees assigned to one of 10 overseas posts took part in the program.

In October, we held a human respect slogan contest for NTT DATA Group employees, collaborators and family members from whom we solicited slogans on the theme of "human rights awareness" and "seismic disaster and human rights." We presented awards for outstanding entries at an event in December during the United Nations-designated Human Rights Week.

TOPICS | Example of Working Environment Innovations

"Desktop POP" makes visible a preset target time for leaving work

We are using "Desktop POP," which changes color to blue at 7 p.m., green at 8 p.m., yellow at 9 p.m. and red at 10 p.m., with the colors symbolic of colored cards, particularly the "red card," in soccer, to reduce employee working hours. This is a device placed, for example, on top of an employee's PC monitor that shows them the target time they have set for themselves to leave work. It is useful in enabling our employees to manage the way they work by, for instance, encouraging them to devise ways to complete their assignments efficiently prior to their target time. Desktop POP is also being used as a tool to support work-style innovations, by making it easier for superiors to reassign some of the workload of overloaded employees and advise them on ways of carrying out their tasks more efficiently.

This tool is the brainchild of one of our employees, who came up with this idea while we were conducting our workplace improvement activities. It has attracted attention even from outside the company and was featured on a program on NHK, Japan's national public broadcasting organization.



The color of Desktop POP shows the time that an employee has set to leave the office.

Desktop POP

Additional Topics on Website

- Personnel Recruitment and Deployment
- Fair Assessments and Treatment
- Promoting Diversity (Upgrading Childcare and Nursing Care Systems)
- Respect for Human Rights (Establishment of Lines for Consultations on Harassment)
- Employee Health Promotion and Enhancement
- Industrial Relations

Human Resource Cultivation

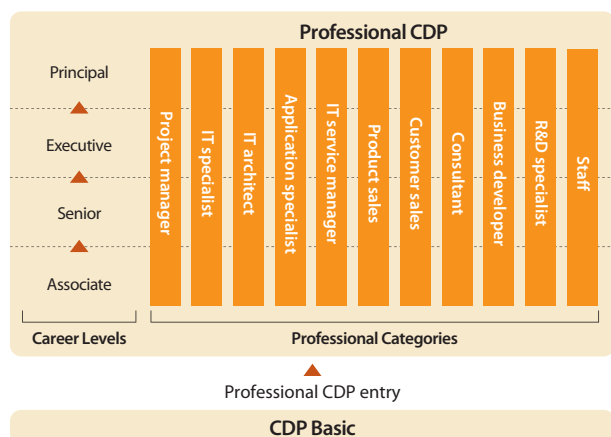
Our efforts to cultivate next-generation human resources aim to develop employees with high market value in line with their individual skills and orientations and turn them into IT industry leaders.

Cultivating Human Resources Adaptable to Operating Environment Changes

Many changes are taking place in our operating environment: globalization continues, customer needs are changing, and new technologies are growing more prevalent. Under these circumstances, the NTT DATA Group focuses on cultivating professional human resources who are highly specialized and responsive to such changes and are able to play an active role in the global market.

Human Resource Cultivation System Based on Professional CDP
NTT DATA has put into place a Professional Career Development Program (CDP) that is designed to transform its employees into professional human resources who are highly specialized and adaptable to change. We support each employee's self-directed growth using this program that defines goals for each professional category and steps toward these objectives and shows in an easy-to-understand format

Professional CDP Overall Framework



each employee's current accreditation level and what each employee needs to do to further develop his or her skills. We are working toward the adoption of this program by Group companies as well.

Going forward, we will continue to push forward efforts to cultivate professional human resources in the NTT DATA Group.

Cultivating Human Resources Who Will Determine the Future of Japan

While IT is becoming even more crucial to the competitiveness of industry, as well as to that of Japan as a whole, Japan is facing a shortage of IT human resources. To help meet this challenge, NTT DATA gears its human resource development activities according to generation, ranging from educational programs for children who will become responsible for the IT industry of the future to the cultivation of IT professionals in the workforce.



IT Experience for Children



Innovation Management College of Japan



IT training for teachers



Supporting the Japan team in the International Olympiad in Informatics

Initiatives for Cultivating Next-Generation IT Personnel

Summer Vacation IT Experience for Children	Have children learn IT basics through hands-on experience with applications and graphics software and hold an IT exhibition featuring cutting-edge technology; in fiscal 2012, NTT DATA and NTT DATA KANSAI Corporation held the workshops and 107 and 90 elementary school students attended, respectively
Work-Study programs for Junior High School Students	Accept junior-high school students, mainly those in Koto Ward, in Tokyo, into our Work-Study Program which includes demonstration of applications and provide them with hands-on experience in the planning of new systems using IC cards; in fiscal 2012, two eighth-graders from Fukagawa Daigo Junior High School in Koto Ward participated in this program
Supporting the Japan team in the International Olympiad in Informatics (IOI)	NTT DATA is an official sponsor of the Japan Committee of IOI—a competition testing the mathematical knowledge of junior high school and high school students. We provide support for the Japan team, including personnel, facility and technological support; at the 2011 IOI, held in Thailand, Japanese students took home one gold medal and three silver medals
Supporting IT training for teachers	Provide corporate tour and work experience opportunities to teachers to foster an understanding of the IT industry and encourage them to provide IT training to students; in fiscal 2012, four teachers having 10 years of experience with the Tokyo Metropolitan Board of Education took part in the program
Supporting the Innovation Management College of Japan (IMCJ)	IMCJ was established by the Japan Users Association of Information Systems with programs targeting people in middle management; NTT DATA supports IMCJ for its research activities and the human resources development program; in fiscal 2012, IMCJ implemented programs for the fifth and sixth terms in which 34 persons participated

Additional Topics on Website

- Business and Technical Training
- Global Human Resource Development
- Providing IT Experience for Children

Building Strong Supplier Relationships

We promote open and fair transactions with suppliers and communicate proactively to encourage quality improvements and foster a good working environment as we aim for mutual development.

Business Partner System to Enhance Supplier Relations

NTT DATA outsources some software development, including to subsidiaries and affiliates in Japan and abroad. When doing so, we take into consideration technological capacity and business expertise, security levels, quality assurance systems and other factors. We accredit subcontracted suppliers displaying assessment and performance excellence as business partners (BPs) or associate partners (APs). BP and AP criteria include compliance with laws and societal norms, management soundness, maintenance of appropriate security, and environmental protection measures from a CSR perspective.

Moreover, in order to expand transaction volume and bolster cooperation, we have selected Core BP Companies from among our BPs since fiscal 2010, with which we can share the benefits of success. As of March 31, 2012, NTT DATA had ranked four companies as Core BP companies, 35 as BPs and 97 as APs.



BP Presidents' Meeting

Promote Upgrading of Offshore Software Development Communications Environments and Cultivation of Human Resources

NTT DATA promotes offshore software development, outsourcing a part of system development and other activities to Chinese, Indian, Vietnamese and other overseas firms (including to NTT DATA subsidiaries, affiliates and partner companies). Particularly in recent years, the amount of business outsourced has grown each year, and our medium-term plan calls for our offshoring ratio to reach 10% by fiscal 2013.

However, utilizing offshore development to create high-quality systems in an efficient manner requires proper communication environments and sharing development procedures with overseas subcontracted companies as well as striving to improve quality. For these reasons, NTT DATA has created a communication infrastructure to facilitate smooth information sharing and has focused on organizing training and education of employees involved in offshore software development, as well as employees at subcontracted companies overseas. Through such initiatives, we aim to achieve mutual and harmonious development with subcontracted companies overseas.



A joint training session held by five companies in Wuxi NTT DATA in China

Comments from Offshore Development Partners

We are now capable of taking on more complex and higher-level software development activities.

Thanks to the past several years experience with NTT DATA's offshore software development projects, on-the-job training programs and work-related study sessions, we have not only improved our skills, but also enhanced our knowledge of business logic and operational expertise. Therefore we surely feel we are capable of taking on projects that require more complex procedures with higher-level design processes.

As one of the NTT DATA's business partners, Dalian Hi-Think Computer Technology, Corp. will continue to constantly improve and leverage its strength to provide high-quality software development services.



Li Ling
NTT DATA Group Business
Department,
Dalian Hi-Think
Computer Technology, Corp.

We were able to raise the general level of the capabilities of development members.

Through our experiences with NTT DATA's system development and management methods, we were able to raise the general level of the quality awareness, management capabilities and Japanese language skills of our project members. In addition, NTT DATA's recent platform technology, including automated software development, enables us to minimize discrepancies in software quality and to enhance productivity. Our company also hopes for NTT DATA's success in building up its operations in the Chinese market through the use of its development platform, services, and management methods as well as our assistance.



Baosheng Sun
First Development Department,
Shanghai Changxing Intelligent
System Co., Ltd.

Additional Topics on Website

- Thoroughgoing Fair Transactions (Procurement Policy)
- Dialog with Suppliers (BP Presidents' Meetings Ongoing/Improving the Project Development Environment/Cultivating Liaison SEs/ Training SEs at Offshore Development Sites)

Global Report

CSR Activities at Overseas Group Companies

In Germany

Supporting Young People with an Interest in an IT Career

Many NTT DATA Group programs in Germany are aimed at supporting the development of students and young people with interest in becoming IT professionals.

itelligence, for example, hosts a Girls' & Boys' Day once a year as a work-study opportunity for students aged 11-16 to learn about an IT company. Also, itelligence employees, together with SAP University Alliances, produced a training video aimed at providing students with an insider's view on consulting and the IT business. The actors in the video are itelligence employees.

NTT DATA Deutschland sponsors the Junior Community (J-COM) that is aimed at supporting the career development of young employees. Events hosted by J-Com offer them opportunities to interact directly with senior country management and top IT executives and network with other young professionals.

Filming a scene for the training video



International movie premiere of the training video in the Netherlands



J-COM event pictures

In China

Maintaining High Employee Retention Rate by Promoting Employee Interactions

Amid the rapid expansion of the size of NTT DATA (CHINA) Co., Ltd. in recent years, we believe that a crucial factor in encouraging employee retention is none other than the ties between employees and their interactions with management. Therefore, in fiscal 2010 we began hosting several social gatherings annually for employees as well as those that include their families. We also host two-day, one-night training camps annually for new and mid-career employees.

As a result, NTT DATA (CHINA)'s employee retention rate is higher than that of other companies in China.



A social event for employees

In India/North America

WIN Program: Supporting Careers for Women

In India, NTT DATA, Inc. has launched WIN program (the Women's Initiative @ NTT DATA) to support the personal development and career choices of female employees. On International Women's Day in March 2012, we held inaugural events across India including Bangalore, Chennai, Pune, Gurgaon, Noida and Hyderabad. Female employees in attendance actively shared their experiences and ideas with one another and listened to inspiring addresses by women executives from a variety of business domains.

NTT DATA, Inc. plans to introduce the WIN program to North America this year, modifying program content to suit regional business needs.



WIN program events

Material CSR Challenge

3

Paradigms for the Global Environment

NTT DATA aims to contribute to the greening of customers and society as a whole through the use of IT. On a groupwide basis, we are also working to reduce the environmental impact of the NTT DATA Group's business activities.



Environmental preservation activities in *satoyama* (urban woodlands) undertaken by Tokyo Greenship Action (June 2011)

Major Initiatives Undertaken during Fiscal 2012 and Future Plans

Initiatives	Planned Initiatives	Initiatives Undertaken during Fiscal 2012	Future Plans	Posted on
Environmental Management				
Environmental Management Promotion	Reinforce groupwide environmental management	<ul style="list-style-type: none"> Expanded scope of ISO 14001 Group certification (one new company) Began appointing Environmental Managers at overseas Group companies 	<ul style="list-style-type: none"> Reinforce groupwide environmental management and promote inter-departmental collaboration Promote appointment of Environmental Managers at overseas Group companies and collection of data on environmental impact 	P31-Web
The Greening of Customers and Society				
Reduction of the Environmental Impact of Society through IT	Increase number of quantitative assessments of CO ₂ reduction by implementing systems (fiscal 2012: 30 assessments)	<ul style="list-style-type: none"> Conducted 54 quantitative assessments of systems Contributed to 2.4 million ton-reduction in CO₂ emissions according to an estimate based on the results of quantitative assessments (exceeded our fiscal 2013 target of a 1.5 million ton reduction) 	<ul style="list-style-type: none"> To further enlarge our contribution to CO₂ reductions, simplify quantitative assessment tools and encourage their adoption within our Group 	P32-Web
Provision of Environmental Solutions	Expand solution business related to smart communities	<ul style="list-style-type: none"> Established the M2M Cloud Promotion Office to provide more M2M total solutions to realize smart communities 	<ul style="list-style-type: none"> Increase number of solutions to meet power-saving needs and to realize smart communities 	P32-Web
The Greening of Our Group				
Greenhouse Gas Emission Reduction	Reduce CO ₂ emissions in terms of basic units of sales by 15% in fiscal 2012 compared with fiscal 2006 levels	<ul style="list-style-type: none"> Reduced CO₂ emissions by 16% compared with fiscal 2006 levels by replacing air conditioners and lighting equipment, implementing power-saving measures for offices, etc. 	<ul style="list-style-type: none"> Reduce CO₂ emissions by 11.5% compared with fiscal 2009 levels in fiscal 2013 by promoting energy conservation at data centers and the introduction of next-generation offices 	P34-Web
Waste Reduction	Reduce final disposal amount by 16% compared with fiscal 2009 levels in fiscal 2012	<ul style="list-style-type: none"> Reduced final disposal amount by 42% (235 tons) compared with fiscal 2009 levels by promoting the reuse/recycling of OA equipment as well as increasing our consentment of disposal to waste disposal companies with high-recycling ratios 	<ul style="list-style-type: none"> Reduce final disposal amount by 45% in fiscal 2013 compared with fiscal 2009 levels Reduce final waste disposal rate to 3.8% or less in fiscal 2013 	Web
Reduction of Copy Paper Purchased	Reduce purchased quantity in fiscal 2012 by 25% of fiscal 2009 levels	<ul style="list-style-type: none"> Reduced the quantity of paper purchased by 30.9% compared with fiscal 2009 levels by setting reduction targets for and monitoring actual performance of each organization, and making more use of paperless meetings 	<ul style="list-style-type: none"> Reduce quantity of paper purchased in fiscal 2013 by 35% compared with fiscal 2009 levels through promotion of next-generation offices 	Web
Environmental Contributions and Communications				
Environmental Contribution Activities	Increase participation in environmental contribution activities (fiscal 2012 target: 1,500 people)	<ul style="list-style-type: none"> A total of 1,469 people participated in Tokyo Greenship Action, community clean-up and other activities 	<ul style="list-style-type: none"> Expand opportunities for employees and their family members to participate in environmental contribution activities near at hand, aiming for more than 2,000 participants groupwide during fiscal 2013 	Web

Environmental Management

We have established the Organization for Promoting Environmental Activities to promote environmental protection activities groupwide and are implementing environmental management based on a PDCA cycle.

Promoting Environmental Protection Activities in Line with Our Environmental Messages and Action Plans

In July 1999, the NTT DATA Group established its Environmental Policies. Thereafter, we have provided environmentally responsible systems and services and conducted activities focused on reducing the environmental impact of society as a whole as an information service provider, in addition to reducing the environmental impact posed by our own business activities.

Moreover, in fiscal 2010 we began promoting environmentally oriented management that entails environmental responsibility in all aspects of our corporate activities. In May 2010 we announced Environmental Messages that centered on tackling environmental problems using IT as well as three Action Plans to realize this goal.

Environmental Messages

Earth Solutions. Using IT to solve environmental problems.

The NTT DATA Group is applying IT to create new ways and means of resolving the environmental problems facing the world and society.

Action Plans

Contributing to the greening of our customers and society through IT

- Promote the visualization of environmental impact assessments of the systems and solutions provided by the NTT DATA Group
- Help to reduce society's environmental impact by promoting the creation and expansion of environmental solutions

Contributing to the global environment by promoting the greening of the NTT DATA Group

- Steadily reduce CO₂ emissions by the Group by raising efficiency of and implementing operational improvements to its data centers and by such work-style innovations as hot-desking
- Implement systematic cuts to paper usage and waste volumes

Engaging each employee in thinking about the environment and making his or her own active contribution

- Promote environmental social contribution activities across a range of fields both as an organization and individuals
- Promote proactive environmental communication, within and outside the Group

Based on these, we revised the Environmental Policies of the NTT DATA Group in June 2011 to call for stronger environmental protection activities.

Deploying Ongoing Improvement Activities Based on ISO 14001

In April 1998, NTT DATA set up a dedicated unit to establish the Organization for Promoting Environmental Activities and has received ISO 14001 certification for environmental management. We have been endeavoring to extend the scope of ISO 14001 certification groupwide since 2004.

As of March 2012, a total of 32 Group companies, including NTT DATA, have attained ISO 14001 certification. Of these, 25 companies acquired group integrated certification (added one company since last fiscal year), while seven companies gained independent certification.

Managing Target Achievement by Establishing Three-Year Medium-Term Targets

The NTT DATA Group establishes three-year medium-term targets (see page 41) as part of ongoing ISO 14001 improvement activities, and reviews those targets each year against results.

Since fiscal 2010, we have promoted the greening of the NTT DATA Group, the greening of customers and society, and environmental contributions and communications. We have established targets for our environmental activities attuned to this shift in direction.

Moreover, in fiscal 2013 we have changed the indicator of CO₂ emissions from basic units of sales to total CO₂ emissions, and the indicator regarding waste from zero emissions of industrial waste to the final disposal rate of waste as a whole to raise our environmental targets.

The entire NTT DATA Group will work to reduce its environmental impact to attain these targets.

Additional Topics on Website

- Group Environmental Policies
- Environmental Management System
- Internal Environmental Audits
- Compliance with Laws and Regulations
- Environmental Education
- Promotion of Green Purchasing
- Fiscal 2012 Results (The Greening of the NTT DATA Group/ The Greening of Customers and Society/ Environmental Contributions and Communications)
- The NTT DATA Group's Environmental Impact (Environmental Impact Data in Fiscal 2012/Office Waste in Fiscal 2012)

The Greening of Customers and Society

IT solutions are expected to contribute to the creation of smart grids and smart communities. This should facilitate the greening of customers and society as a whole by reducing the need to consume materials and energy as well as transport people and goods.

Measuring the Effects of System Introduction

The Green IT Promotion Council forecasts that Japan would achieve energy savings by IT equipment of several tens of millions of tons of CO₂ per year by 2020, and that energy savings through IT applications would amount to around 100 million tons of CO₂ per year. The NTT DATA Group has employed an environmental assessment system since 2006. We use this system to evaluate and measure the quantitative impact of environmental impact reductions achieved by our IT solutions.

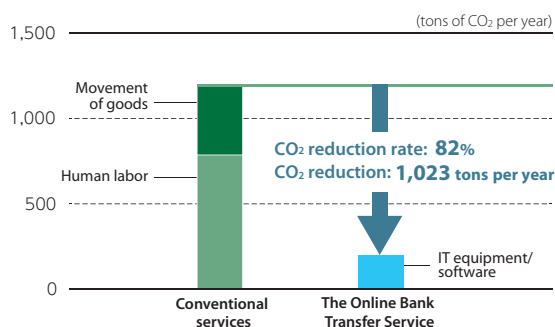
In fiscal 2012, we worked toward our fiscal 2013 target of contributing to a 1.5 million-ton reduction in CO₂ emissions by customers and other members of society on an annual basis. These efforts focused primarily on conducting 54 quantitative assessments of the environmental impact reduction achieved from introducing and using systems in the public and financial sectors. According to our estimate based on the results of the quantitative assessments to date, our contribution to the

Example: An Environmental Impact Assessment of an IT Solution

Internet Account Transfer Acceptance Service

The Internet account transfer acceptance service is a service that provides online contract for account transfers, enabling a paperless transfer acceptance process that eliminates the need to affix a personal seal. In the past, bank transfers could only be conducted using a prescribed paper form, which was filled out by hand and stamped with a seal by the person making the transfer request, and then processed by a financial institution and the company receiving the payment.

The introduction of this service lowered CO₂ emissions by 82% annually, thanks to reductions in transportation (the movement of goods) and human labor, according to the results of a quantitative assessment of the service's contribution to reducing environmental impact. In fiscal 2014, the number of such online bank transfer transactions is expected to reach approximately 5 million, and it is hoped to lead to a reduction in CO₂ emissions by 23,355 tons per annum (equivalent to the amount of CO₂ emissions absorbed by an approximately 6,363-hectare natural broad-leaved forest in a year).



reduction of CO₂ emissions totaled to 2.4 million tons on an annual basis, far exceeding our target.

We will continue to conduct in-house training on assessing the environmental impact of systems as part of our efforts to promote environmentally responsible system development.

Providing IT Solutions that Reduce the Environmental Impact of Our Customers and Society as a Whole

In addition to providing solutions and services that respond to customers' environmental needs, we help to build the IT infrastructures that form the basis for smart grids and smart communities. We are focused on creating smart businesses and providing energy-saving related services in response to the need to reduce CO₂ emissions.

Initiatives for Standardizing User Cards for Electric Vehicle Chargers

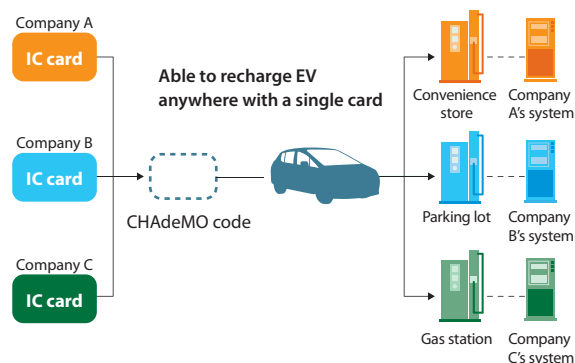
In December 2011, NTT DATA launched initiatives to standardize quick charger user cards with Saitama City, Kanematsu Corporation, NEC Corporation, and Hitachi, Ltd., in tandem with the activities of a working group of the CHAdeMO Association.*

So far, Saitama City has installed these chargers at its ward office sites, etc., as part of its efforts to build an electric vehicle (EV) charging safety net, and is considering a billing mechanism. Meanwhile, the CHAdeMO Association has been allowing EV users to use quick chargers, while at the same time considering a members-only quick charging service business model that provides a return to installers of quick chargers.

Under such circumstances, NTT DATA, taking advantage of its expertise in providing EV charging infrastructure services since 2010 and knowledge regarding the construction of social infrastructure systems, has decided to collaborate with Saitama City and CHAdeMO.

Looking ahead, NTT DATA, Saitama City, CHAdeMO and the three other companies will aim to build EV charging

Image showing a standardized ID system for the IC cards used for user authentication



infrastructure that supports comfortable driving for EV users by enabling users to quickly charge their cars at several charging station network areas using a single IC card.

*** CHAdeMO Association:** An organization that promotes the spread of quick charging based on the CHAdeMO method and its international standardization, with cooperation from automakers, charger manufacturers, other companies, governmental organizations and various other groups

Ultra-Energy Saving Power Supply System “XECHNO” Power + “FRESH HVDC” for Data Centers

NTT DATA INTELLILINK Corporation developed the ultra-energy saving power supply system, “XECHNO” Power + “FRESH HVDC” for data centers in March 2012. This system was developed to replace existing uninterruptible power supply systems (UPS) to dramatically reduce power losses during alternating current (AC)/direct current (DC) conversions when electricity is supplied to data centers.

Generally at data centers, electrical power and IT equipment such as electrical transformers, storage batteries and distribution boards are designed, built and managed separately. However, to maximize the power efficiency of the product, we took another approach and put them together as a single system. Specifically, we reduced the number of AC-DC conversions from three to one and gave a two-part structure to the system. “FRESH HVDC” controls high-voltage direct current power, and “XECHNO” Power converts DC from “FRESH HVDC” into a 12 volt DC—the voltage used by IT equipment—and then distributes DC to each of the equipment. As a result, we were able to drastically improve

electrical power efficiency and achieve groundbreaking energy savings of 10-30% per data center. Furthermore, we are able to ensure the electrical safety and quality of the product, which we can assert is unlike any other in the world.

Japan Radio Co., Ltd. has already introduced this product in Japan in March 2012. Going forward, we plan to propose that this system be introduced to data centers not only in Japan but in the rest of the world as well.

Promoting Power Saving at Data Centers Using In-house Developed “PRORIZE” DC Server

The number of servers installed at data centers is rising primarily due to the increased outsourcing of system operations, usage of cloud-computing environments and disaster countermeasures. Under these circumstances, we currently face such major challenges as the need to improve server consolidation ratios as well as reduce power consumption and heat emissions.

In September 2011, NTT DATA began providing system platform building and operating services using in-house-developed “PRORIZE” DC servers. The fact that the size of the servers is half that of standard rack-mounted servers contributes to the improvement of their consolidation ratios. Moreover, they can curtail electrical power usage by more than 10% compared with conventional AC power supply systems, due to their compatibility with DC power supply systems, which are used by “XECHNO” Power, thereby enabling data centers to save power.

TOPICS

Private Cloud Infrastructure “Lindacloud” Wins the METI Minister’s Award in the Green IT Award 2011

In October 2011, NTT DATA’s private cloud infrastructure “Lindacloud” was awarded the Minister of Trade, Economy and Industry Award in the category of “Savings in IT-related Energy Consumption” of the Green IT Award 2011, organized by the Green IT Promotion Council. “Lindacloud” is an integrated hardware and software package for private cloud infrastructure. It is based on NTT DATA’s own hardware that has been designed specifically for low power consumption and low heat emissions, backed by proprietary software specially developed to run on this hardware.

The product was selected for its originality, owing to, among other things, the fact that: 1) it had been designed with the customer in mind and from the perspective of a system integration company; 2) it features functions required specifically for managing a private cloud; and 3) it helps to reduce power consumption required for cooling components thanks to revisions made to the heat emission design of server structures. We will deliver this product to customers seeking a low price server infrastructure that enables the storage, search, and analysis of Big Data, which will grow along with the further development of cloud-based systems, while at the same time expanding our product lineup.



Members in charge of developing “Lindacloud”

Additional Topics on Website

- Promoting Efforts to Acquire “Environmental Solution Label”
- Providing the Environmental Solution Business (Green Data Center Service/Solutions for Visualizing Energy Consumption/ “Mieru-ka Eco Bucho,” a Solution to Visualize the Office Energy Consumption)
- Cooperation on Initiatives Promoted by Administrative and Industrial Organizations

The Greening of Our Group

We are promoting efficient use of energy and resources and an array of other measures to reduce the environmental impact posed by our offices and data centers.

Promoting Energy Conservation at Both Offices and Data Centers

The increased use of data centers, spurred by an expansion in cloud computing services, may lead to a rise in power consumption and CO₂ emissions. To address such issues, NTT DATA is focusing on energy-saving measures for its data centers as well as its offices.

Specifically, in our data center operations we are implementing such measures as the installation of energy-saving equipment and the maintenance of machine room temperatures at optimal levels. We are also making efforts to reduce power consumption by innovating work styles and improving business efficiency through the introduction of next-generation offices.

Energy Conservation Activities at Data Centers

Roughly more than two thirds of the CO₂ emissions that result from the NTT DATA Group's data its business activities stems from its data centers. The formulation of drastic energy conservation measures for our data centers poses a formidable challenge as we are entrusted with our customers' systems. That said, we are conserving the maximum amount of energy allowed at the centers to the extent that such efforts do not affect our customer services.

In fiscal 2012, we implemented summertime power-saving measures and carefully examined air conditioners in operation. To conserve energy, whenever necessary we replaced air conditioners with the latest model that raise air conditioning efficiency, and optimized the rack layout. We also thinned out the numbers of light bulbs and replaced conventional lights with LED fluorescent tubes, as well as partially suspended elevator operations.

Consequently, in fiscal 2012 we have managed to reduce power consumption volume at data centers to 400 million kWh, down by more than 20 million kWh compared with the year-earlier level.

TOPICS

Deployment of an EV for Field Service

In March 2012, NTT DATA CUSTOMER SERVICE Corporation, which primarily provides IT system maintenance and construction services, deployed an electric mini-van car to its branches in the Tokyo metropolitan area to reduce CO₂ emissions. We commissioned Tokyo Zokei University, which specializes in fine arts and design, to design the truck exteriors. Based on the concept of "bridging forests and towns," the design expresses harmonization with the natural environment as an appeal point.

In addition to using the EV when providing day-to-day field services, we plan to use it in the future as a power supply source during disasters.

We will continue to promote the deployment of EVs at each of our branches nationwide as part of efforts to reduce the environmental impact of our business activities.



Newly introduced EV

Constructing Next-Generation Offices to Bolster Business Efficiency and Environmental Performance

As an element of work-style innovation, from fiscal 2010 we have been moving forward with hot-desking and using video-conferencing to enhance the office environment and boost work efficiency as part of our Next-Generation Pilot Office Construction Project.

In fiscal 2012, we constructed next-generation offices covering approximately 3,000 m² in Toyosu Center Building (NTT DATA head office building) and Toyosu Center Building Annex (one of NTT DATA's main office buildings). In the construction of next-generation offices, we optimized their working spaces to make them more efficient. To achieve this, we implemented a variety of initiatives. These include expanding the floor space per room compared with our conventional offices, which have been demarcated according to organizational unit, consolidating servers to data centers, introducing hot-desking, and promoting paperless operations. This made space for additional staff members, who moved in from a leased building. This allowed us to not only, as a matter of course, cut administrative costs but also CO₂ emissions.

We plan to replace 60% of all existing offices (equivalent to around 65,000 m²) in these two buildings with next-generation offices by fiscal 2014. This measure is expected to effectively cut power consumption by 782 MWh/year (in the case of a space reduction of approximately 20,000 m²). We expect to make these changes gradually to our own buildings from fiscal 2015.



A next-generation office

Additional Topics on Website

- Working to Make Power Consumption in Offices "Visible" • Introduction of Natural Energy Sources • Waste Reduction
- Environmental Contribution Activities (Participation in Tokyo GreenShip Action/ Initiatives by Group Companies) • Environmental Communication

Global Report

CSR Activities at Overseas Group Companies

In Austria

Participating in Various Projects Promoting E-Mobility

NTT DATA Österreich is participating in various projects in Austria designed to promote the proliferation of electric vehicles.

Since 2009, for example, we have participated in the BALLADE project, a series of practical trials on charging station solutions for electric vehicles. The BALLADE project covers everything from development of charging stations and other hardware to various software for communication, control, operational management and payments. It also provides charging station navigation and other services via smartphones. As one of the system development vendors for the project, NTT DATA Österreich is responsible for such tasks as infrastructure design, CRM-related consulting, and system development. The BALLADE project has earned widespread acclaim for user friendly, comfortable and ubiquitous charging infrastructure, receiving Austria's State Prize for Mobility in November 2011.

NTT DATA Österreich is also involved in the SMILE (Smart Mobility Info & E-Ticketing Leading to Effective E-Mobility Services) project consortium. This project targets development of a prototype that links various e-mobility and public transport services and also integrates multiple types of information, reservation, and

payment systems. By ensuring that system operability and other functions are consistent, the project emphasizes ease of use. A future goal of the project is to build a smart mobility platform covering all of Austria.



NTT DATA Österreich develops various components of a charging station infrastructure

Charging station navigation service accessible via smartphones

In India

Promoting Employee Participation in Environmental Activities

NTT DATA, Inc. is actively engaged in local beautification and environmental preservation initiatives across India.

In November 2011, for example, 50 employees planted 200 trees. Since 2010, more than 200 employees have participated in a range of activities as part of NTT DATA, Inc.'s ongoing "Go Green" program, aimed at beautifying local neighborhoods and saving energy. Activities include community cleanups and a car-sharing scheme. In April 2011, NTT DATA, Inc. asked its employees "What is your Go Green idea?" to mark the celebration of Earth Day, a day to think about the global environment. A banner was put up in the reception area for employees to write down their suggestions. Other events held to develop environmental awareness among NTT DATA, Inc. employees included a quiz on the global environment.

Going forward, NTT DATA, Inc. plans to increase employee participation in environmental and social contribution activities to raise employee awareness of environmental issues and to fulfill its commitment to helping preserve the environment.



Employees take part in a tree-planting activity

CSR Infrastructure

We strive for sound, transparent corporate management so as to achieve continuous growth while gaining the trust of our stakeholders.

Major Initiatives Undertaken during Fiscal 2012 and Future Plans

Initiatives	Planned Initiatives	Initiatives Undertaken during Fiscal 2012	Future Plans	Posted on
Corporate Governance				
Construction of an Internal Control System	Reinforce groupwide internal controls	<ul style="list-style-type: none"> Established the Internal Control Promotion Committee to supervise and promote groupwide internal control activities Implemented internal audits (within Company and at Group companies, including overseas), and monitored internal audit activities of Group companies 	<ul style="list-style-type: none"> Further strengthen groupwide internal controls Strengthen responsiveness to risks associated with overseas business Establish global internal audit system 	P36•Web
Reinforcement of Group Governance	Improve global Group governance system	<ul style="list-style-type: none"> Launched unified Group-managed governance system centered on regional headquarters in North America and EMEA 	<ul style="list-style-type: none"> Build new frameworks centered on regional headquarters in APAC and China 	P37
Compliance				
Code of Ethics and Thorough Compliance	Reinforce compliance promotion system	<ul style="list-style-type: none"> Reassessed NTT DATA Group Code of Ethics to reflect global business expansion 	<ul style="list-style-type: none"> Formulate and disseminate Global Compliance Policy; establish global compliance promotion system 	P37
	Reinforce compliance training initiatives	<ul style="list-style-type: none"> Enhanced content of e-learning involving bribery for all employees Implemented compliance assessments 	<ul style="list-style-type: none"> Use assessment results to identify problematic areas, establish systems, and enhance training activities 	P37•Web
	Take rigorous measures to prevent recurrence of bribery	<ul style="list-style-type: none"> Enhanced compliance training (including group training for all managers); promoted measures to prevent recurrence (including personnel rotation) 	<ul style="list-style-type: none"> Continue recurrence prevention initiatives and monitor adherence 	Web
Risk Management				
Groupwide Risk Management	Promote risk management to meet demands of globalization	<ul style="list-style-type: none"> Added "Overseas Business Risks" to our priority risk 	<ul style="list-style-type: none"> Reinforce risk management in line with construction of global governance system 	Web
Information Security				
Reinforcement of Information Security Management	Raise security level of overall Group	<ul style="list-style-type: none"> Reinforced security of overseas Group companies (security training; training materials in three languages to foster internal auditors) Formulated enhanced security guidelines for tablet devices 	<ul style="list-style-type: none"> Enhance training and operational support to raise the level of information security at Group companies Reinforce security of new media 	P38•Web
	Strengthen responsiveness to information security incidents	<ul style="list-style-type: none"> NTT DATA-CERT (specialist organization) participated in Nippon CSIRT Association and FIRST to gather wide-ranging information at an early stage 	<ul style="list-style-type: none"> Strengthen cooperation with overseas Group companies to enable more effective responses to incidents 	P19•Web
Dialog with Shareholders and Investors				
Improved Communication	Further develop interactive IR activities	<ul style="list-style-type: none"> Responded to queries from investors and analysts (approximately 300 queries) Held first information meeting for individual investors 	<ul style="list-style-type: none"> Further enhance IR activities for individual investors 	Web

Corporate Governance

Corporate Governance Structure

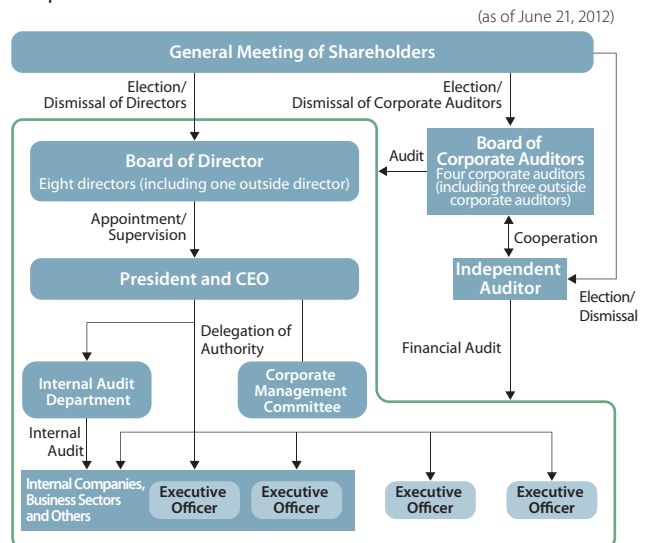
As a company with corporate auditors, NTT DATA has a Board of Directors and a Board of Corporate Auditors, as well as a Corporate Management Committee. We seek to improve our management quality based on our governance structure for oversight, auditing, and business execution.

Building and Reinforcing Our Internal Control System

NTT DATA is building an internal control system based on the fundamental policy of creating various mechanisms aimed at executing fair and transparent business activities in an efficient manner, while remaining constantly aware of the risks associated with such activities.

The Internal Control Promotion Committee was established to effectively evaluate our internal control system and supervise and promote its implementation. In addition, the Internal Audit Department, established to conduct audits independently from business execution sectors, audited 16 in-house organizations and 40 Group companies, including overseas companies, in fiscal 2012. These audits were done mainly from the perspectives of risks specific to our company and risks of fraudulent activity.

Corporate Governance Structure



Related Website **Corporate Governance Reports** (Japanese only)
<http://www.nttdata.com/jp/ja/corporate/ir/library/tool/ga/>

We will continue reinforcing the internal control system of the entire Group in conjunction with our global business expansion. Initiatives include strengthening our responsiveness to risks associated with overseas business and establishing a global internal control system.

Management Structure Aimed at Reinforcing Group Governance

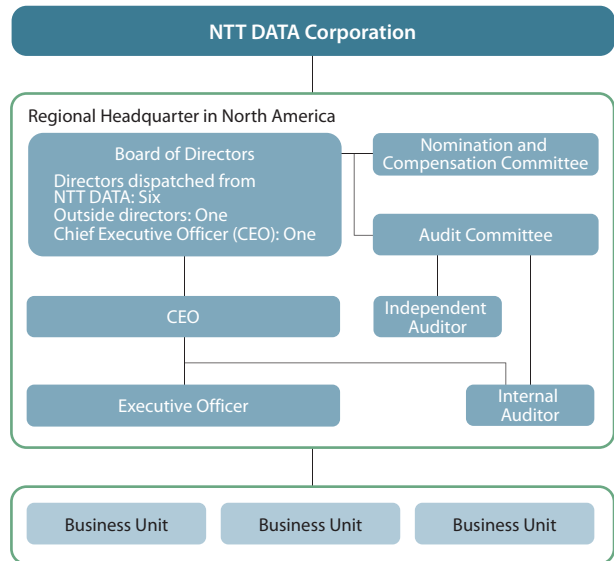
In July 2011, NTT DATA launched its Global Business Sector aimed at building a unified and efficient management structure for the globally expanding NTT DATA Group.

We are establishing a regional headquarter in each of our operating regions and are currently integrating and reorganizing overseas Group companies. Our aim is to strengthen the overseas presence of the NTT DATA brand by simultaneously promoting customized services for local customers and high-speed services for global clients.

In January 2012, we began integrating and reorganizing Group operations in North America and launched a new structure centering on NTT DATA, Inc. Since April 2012, we have been building a new framework in the EMEA region in an effort spearheaded by NTT DATA EMEA Ltd. We have established a Nomination and Compensation Committee and an Audit Committee within the Board of Directors of each of those headquarters. In this way, we are building a governance system aimed at entrusting business management to respective regions and ensuring unified management across the Group.

We plan to establish a new structure in the APAC region centering on NTT DATA Asia Pacific Pte. Ltd., and to build a new structure in China revolving around NTT DATA (China) Co., Ltd. and NTT DATA China Investment.

Example: Governance Structure in North America



Compliance

Stronger Compliance Centered on the NTT DATA Group Code of Ethics

NTT DATA established the NTT DATA Group Code of Ethics in 1998 as the foundation of its approach to corporate ethics. Since then, we have sought to ensure thorough awareness of and adherence to the Code.

In line with our global business expansion, we will review the NTT DATA Group Code of Ethics and promote groupwide understanding in the form of a Global Compliance Policy. At the same time, we will seek to establish a global compliance structure.

Promoting Compliance Training

NTT DATA arranges lectures on corporate ethics at position-based training sessions held as part of promotional milestones to foster compliance awareness. Our compliance-related training is tailored to the individual business characteristics of the Group.

In fiscal 2012, we provided trainings for all management-level employees aimed at preventing the recurrence of the June 2010

bribery incident. We also held position-based training, upgraded e-learning programs for all employees, and implemented compliance assessments for all employees with the aim of raising compliance awareness.

Given the growing global reach of our business activities, we have added content on international contracts, including an overview of anti-bribery laws and regulations in the United States and Europe, to our training so as to foster greater awareness about stricter anti-bribery and anti-corruption regulations in the global business community.



Position-based group training session

Information Security

Promoting Information Security Measures Based on Three Key Strategies

The more pervasive IT becomes in our lives, the more risks we face with regard to the safety of information and the greater the necessity for appropriate measures to safeguard that information. As a provider of many large-scale systems and systems of strategic importance to our customers, the NTT DATA Group maintains an information security management structure. In line with the Group Security Policy (GSP), which is underpinned by balancing of information security with the active use and sharing of information, we strive to raise the level of security groupwide and foster an information security mindset.

In fiscal 2012, NTT DATA implemented information security strategies based on three key strategies: (1) make improvements to information security of overseas Group companies; (2) ensure that basic security activities are conducted; and (3) security that contributes to management.

Make improvements to information security of overseas Group companies

To promote information security management throughout the Group, we maintain an awareness of the groupwide PDCA (Plan Do Check Act) cycle and the PDCA cycles of individual Group companies.

For groupwide PDCA, NTT DATA's IT Security Strategy Office assumes a key role in ensuring groupwide information security and it has been monitoring the establishment of information security management systems by domestic Group members, their training and educational initiatives, and the implementation of internal audits. In fiscal 2012, the scope of the office's monitoring was broadened to include overseas Group companies and the office started assessing the effectiveness of information security strategies groupwide as well as supporting the activities of individual companies.

On an individual company level, we are focusing on providing support for the information security activities of overseas Group companies in response to the increase in operational sites around the world. In fiscal 2012, representatives from the IT Security Strategy Office visited eight overseas Group companies, as well as five domestic companies. After listening to briefings on the problems and issues facing each member company, they offered advice and examined ways of achieving appropriate solutions on the spot. The office also collected information on the operation of information security for each quarter and provided guidance on improvements. We also worked to expand our information security training, increasing

internet based training (IBT) for GSP from two languages to three (Japanese, English, and Chinese), and we strove to ensure employees retained this security-related knowledge through post-training follow-up measurements of effectiveness. We provided support for training GSP internal auditors by producing training materials in three languages. As a result of these efforts, a total of 268 employees from 66 companies worldwide attended the course and became internal auditors.



Representatives from the IT Security Strategy Office visit a workplace

Security that contributes to management: Information Security for New Media

While the emergence of smartphones and social media has increased business opportunities, the higher the degree of freedom the greater the potential for information leaks and other risks. NTT DATA builds environments that allows the safe use of such new information devices and media for business purposes. At the same time, we also devise operational structures that minimize damage in the unlikely event of an information security incident.

In fiscal 2012, we established rules for settings and operational sequences to enable the safe use of tablet devices in daily business. We produced guidelines for enhancing the security of smartphones and launched a dedicated service that gives smartphones access to our in-house servers. We have clarified our Social Media Policy regarding the social media accounts that NTT DATA officially administers and published this policy on our website along with a list of official accounts.

We plan to review the in-house rules governing the use of tablet devices and expand the number of applicable devices to take account of the increase in in-house services and the functions of products themselves.

Related Website **NTT DATA Information Security Report 2012**
<http://www.nttdata.com/global/en/csr/security/index.html>

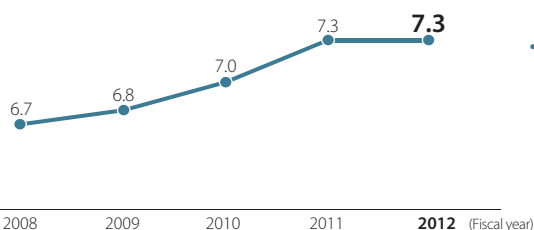
Additional Topics on Website

- Implementation Status of Internal Audits
- Education Related to Internal Control System
- Reinforcing Group Governance
- Implementation of Compliance Assessments
- Running a "Whistleblower Line" Service
- Recurrence Prevention Measures Relating to Bribery
- Risk Management
- NTT DATA Group's Unified Security Policy
- Information Security Management Structure
- Acquisition of Information Security Management Certification
- Information Security Education and Training
- Dialog with Shareholders and Investors

Data Compilation

CS and Quality Management Related Data

Customer Satisfaction (CS) Survey Evaluation Results (points)



Note: Average value for each survey item (maximum of 10 points)

- Adhering to the belief that a customer-centered approach is fundamental to sustainable business growth, NTT DATA conducts annual customer satisfaction surveys (CS).
- In fiscal 2012, we sent 269 questionnaires to 149 customers and held interviews with 62 customers with a response rate of 93%.

Number of Organizations Achieved CMMI* Level 3 and Level 5 in Fiscal 2012

CMMI Level	Number of organizations achieved
Level 3 (Standardized processes for the organization are established and improved)	One organization in NTT DATA
Level 5 (Organizational performance is being improved via process improvements)	Two organizations, Wuxi NTT DATA

* CMMI: Capability Maturity Model Integration is a model created by the Software Engineering Institute, Carnegie Mellon University, that expresses the level of maturity of organizations performing system development. The model includes five levels of maturity.

Human Resources and Labor Related Data

Personnel Recruitment Trends

(Number of employees)

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	
	nonconsolidated	nonconsolidated	nonconsolidated	nonconsolidated	Group companies in Japan
Number of employees	9,230	9,670	10,139	10,579	22,082
Male	7,938	8,253	8,588	8,882	18,804
Female	1,292	1,417	1,551	1,697	3,278
Female managers [Ratio]	55 [3.1%]	57 [3.2%]	67 [3.5%]	80 [3.9%]	154 [5.0%]

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
New graduates (nonconsolidated)	540	537	534	496
Male	391	380	349	339
Female	149	157	185	157
Recruitment of employees with disabilities [Employment ratio] (nonconsolidated)	170 [1.61%]	205 [1.87%]	221 [1.95%]	228 [1.95%]
Numbers of retired employees using the NTT DATA Reemployment System [Utilization ratio]	83 [37.5%]	95 [54.3%]	111 [53.0%]	120 [57.14%]
New recruitment	21	25	32	28
Continued recruitment	62	70	79	92

Note: The number of employees with disabilities as of June 1 of each fiscal year

Trend in Number of Employees Using Childcare and Nursing Systems

(Number of employees)

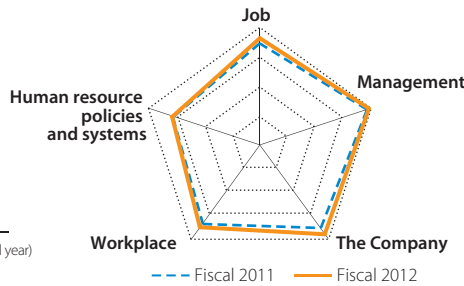
	Fiscal 2009		Fiscal 2010		Fiscal 2011		Fiscal 2012	
	Female	Male	Female	Male	Female	Male	Female	Male
Childcare leave	87	2	117(180)	2(6)	147(241)	7(13)	181(303)	6(11)
Shorter working hours for childcare	95	3	106(169)	2(2)	110(177)	0(2)	191(283)	0(1)
Nursing care leave	2	1	0(1)	4(6)	2(3)	0(4)	3(5)	3(9)
Shorter working hours for nursing care	0	1	0(8)	1(1)	0(0)	1(1)	0(0)	1(4)

Note: Figures in parentheses are total number of employees of 17 Group companies which have introduced internal management systems.

Trend in Annual Working Hours per Employee (nonconsolidated)



Employee Satisfaction Survey Results (nonconsolidated)



Human Rights Training Programs in Fiscal 2012

Trainings	Number of Participants
Human rights awareness workplace seminars	16,166
Position-based group training	2,421
Recruitment related training	624
Training for human rights awareness experts	30
Training for employees assigned to overseas posts	27 (10 countries)

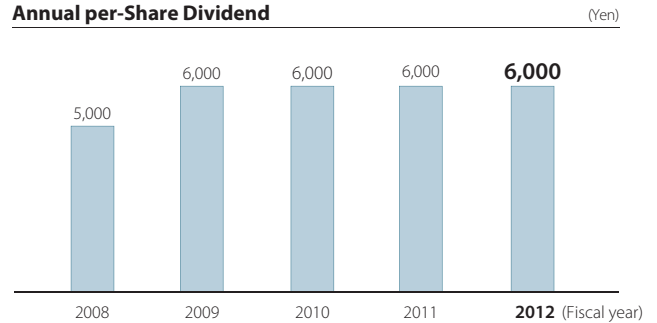
Information Security Related Data

Information Security Trainings Offered in Fiscal 2012

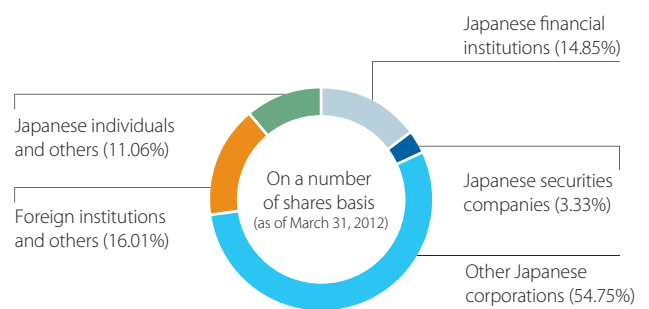
Target	Contents and Format	Number of Participants
All employees	Personal data protection IBT (e-learning)	All employees
	Information security policy assessments (e-learning)	All officers and employees
By position	Information security lectures (classroom instruction)	Incorporated in position-based training conducted by the Human Resource Dept.
Specific projects, etc.	Personal data rights protection training (classroom instruction)	83 employees, 4 sessions
By work group	Case studies of seven guidelines for basic security behavior	Freely implemented by each coordinator
Business partners and temporary staff	Personal data protection training / Information security education (e-learning)	All parties registered on our company system (20,354 persons)

Shareholder Related Data

Annual per-Share Dividend



Distribution of Ownership among Shareholders (as of March 31, 2012)

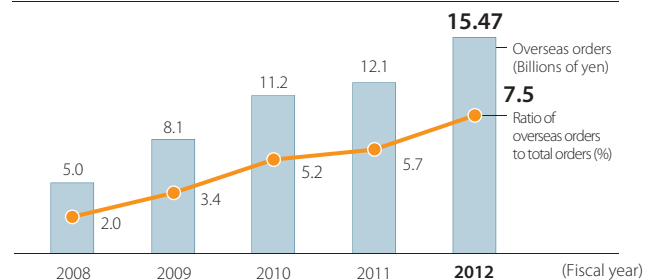


Support for Training Activities of Key Group Companies in Fiscal 2012

Target	Contents and Format	Number of Participants
Group company employees	GSP security training (e-learning)	20,536 employees, 83 companies
Business partners, temporary staff of Group companies	GSP security training for business partners and temporary staff (e-learning)	4,752 employees, 34 companies
Personnel in charge of information security promotion	GPS internal auditor training (group classroom lectures, studying offline at their desks)	268 employees, 66 companies

Supplier Related Data

Volume and Ratio of Overseas Orders



Environment Related Data

ISO 14001-Certified Companies (as of March 31, 2012)

Group Integrated Certification: Total: 25 companies	<ul style="list-style-type: none"> •NTT DATA Corporation •NTT DATA HOKKAIDO Corporation •NTT DATA TOHOKU Corporation •NTT DATA SHINETSU Corporation •NTT DATA TOKAI Corporation •NTT DATA HOKURIKU Corporation •NTT DATA KANSAI Corporation •NTT DATA CHUGOKU Corporation •NTT DATA SHIKOKU Corporation •NTT DATA KYUSHU Corporation •NTT DATA UNIVERSITY Corporation •NTT DATA SMS Corporation •NTT DATA MANAGEMENT SERVICE Corporation •NTT DATA SYSTEM TECHNOLOGIES Inc. (Head Office Building) •NTT DATA FINANCIAL CORE Corporation •NTT DATA BUSINESS SYSTEMS Corporation (Head Office Building) •NTT DATA FRONTIER Corporation •NTT DATA SOFIA Corporation •NTT DATA SEKISUI SYSTEMS Corporation •NTT DATA R Corporation •NTT DATA INTELLILINK Corporation •NTT DATA i Corporation •NTT DATA DAICHI Corporation •NTT DATA CUSTOMER SERVICE Corporation (Head Office) •NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.
Independent Certification: Seven companies	<ul style="list-style-type: none"> •NTT DATA CUSTOMER SERVICE Corporation, Shikoku Branch •JSOL Corporation •NTT DATA CCS Corporation •NTT DATA MSE Corporation •NJK Corporation •CATS Co., Ltd. •EMAS Co., Ltd.

Fiscal 2012 Target Attainment Status; and Targets for Fiscal 2013 Onward

The numerical data below are calculated within the applicable scope of ISO 14001 certification (see pages 31 and 41) obtained by the NTT DATA Group.

Fiscal 2012 Target Attainment Status

	Activities	Fiscal 2012 Target Attainment Status			
		Target Definitions	Targets	Achieved	Achievement Status
Greening of the NTT DATA Group	Reduce greenhouse gas emissions	Greenhouse gas emissions (CO ₂ conversion) *1 per unit net sales (fiscal 2006 comparison)	15% reduction	16% reduction	○
	Reduce waste for final disposal	Waste for final disposal (fiscal 2009 comparison)	16% reduction	42% reduction	○
		Zero emissions from industrial wastes: final disposal volume / total emissions from industrial waste	1.7% or less	1.3%	○
	Reduce copy paper purchased	Copy paper purchased (fiscal 2009 comparison)	25% reduction	30.9% reduction	○
Greening of customers and society	Reduce the environmental impact of society through the promotion of Green IT	Number of quantitative assessments of CO ₂ reductions	30	54	○
		Environmental label certifications*2	5	6	○
	Expand environmental solutions business	Net sales	¥7 billion	¥6.8 billion	△
Environmental contributions and communications	Engage in regional community environmental contribution activities	Activity participants	1,500	1,469	△

Fiscal 2013 Targets, Medium-Term Targets

		Target Definitions	Fiscal 2013 Targets	Medium-Term Targets for Fiscal 2015
Greening of the NTT DATA Group	Reduce greenhouse gas emissions	Greenhouse gas emissions (CO ₂ conversion) *1 (fiscal 2009 comparison)	11.5% reduction	12.5% reduction
	Reduce waste for final disposal	Waste for final disposal (fiscal 2009 comparison)	45% reduction	50% reduction
		Waste final disposal ratio: final disposal volume / total emissions	3.8% or less	3.4% or less
	Reduce copy paper purchased	Copy paper purchased (fiscal 2009 comparison)	35% reduction	40% and higher reduction
Greening of customers and society	Reduce the environmental impact of society through the promotion of Green IT	Fiscal 2015: Amount of CO ₂ reduction contribution	Quantitative assessment: ease of implementation, promotion of wider adoption*3	Initiatives now proceeding with CO ₂ reduction target of more than 2.4 million tons
		Environmental label certifications*2	Cumulative target is for 18 or more	Cumulative target is for 28 or more
Environmental contributions and communications	Engage in regional community environmental contribution activities	Activity participants	2,000	3,000

*1 The volume of electricity used is a converted value. The conversion factor is based on the fiscal 2006 emission factor (0.555 kg-CO₂/kWh).

*2 Environmental label certifications: The number of NTT Group "Solution Environmental Label" certifications. Solutions deemed eligible for designation as environmentally friendly were derived from ICT solutions with a quantitative assessment that showed a greater than 15% CO₂ reduction.

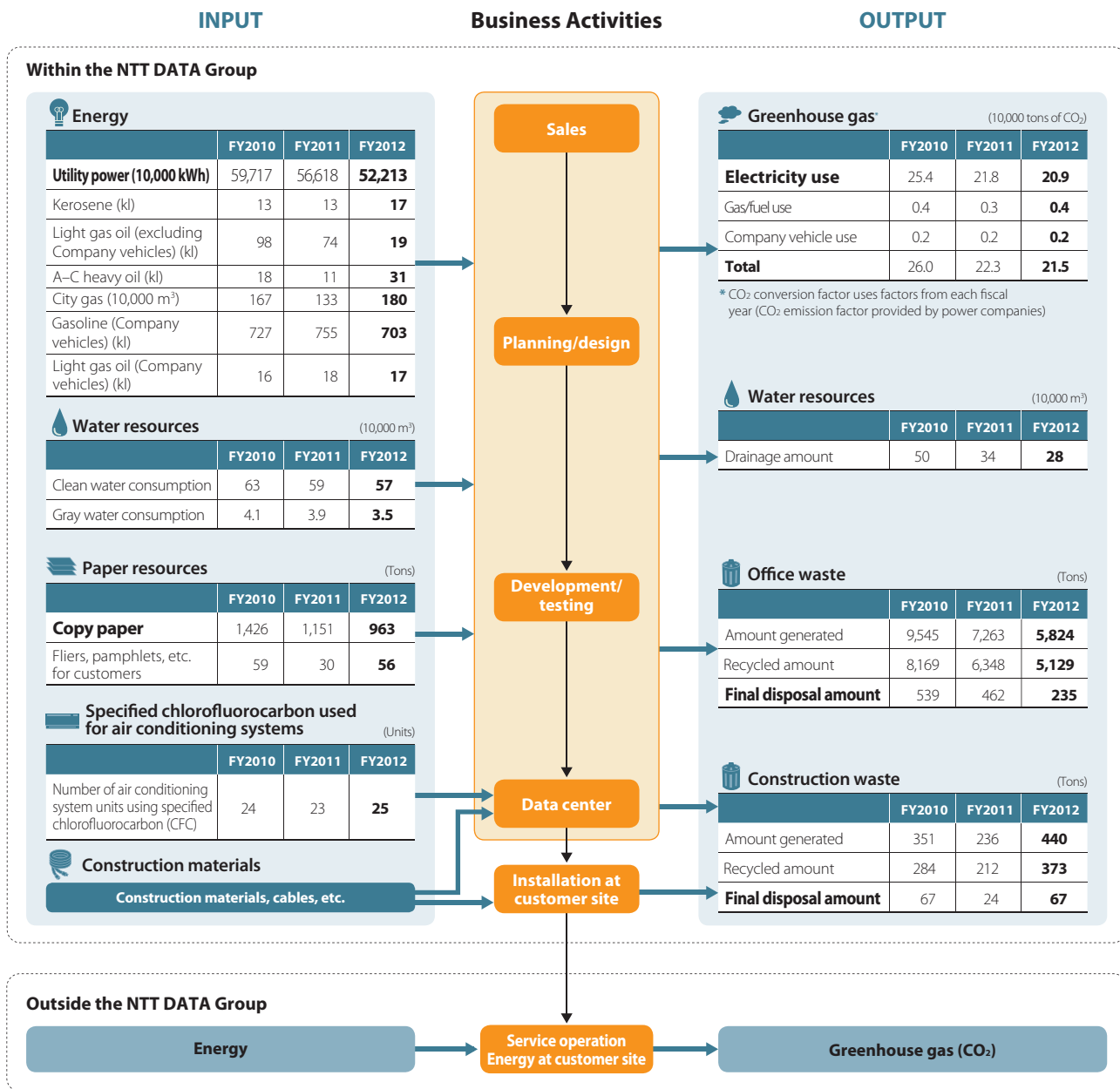
*3 Our fiscal 2013 target for contributing to CO₂ reductions at our customers and in society was initially set at 1.5 million tons; however our assessed results through fiscal 2012 showed annual CO₂ reductions of more than 2.4 million tons; as a result, we revised our fiscal 2013 target.

e-Learning Course Participants (Participation Ratio) in Fiscal 2012

Environmental basics	29,681 (99.2%)
Course for waste-disposal supervisors	593 (99.8%)
Course for environmental managers and environmental advocates	767 (99.5%)

The NTT DATA Group's Environmental Impact

The environmental impact of the NTT DATA Group's business activities derives chiefly from greenhouse gas emissions from energy consumption centering on electricity.



Scope of Environmental Impact Measurement

Measurement period: From April 1 to March 31 of the following year

Measurement organization: Fiscal 2010 NTT DATA (all organizations), 65 Group companies (Japan only) / Fiscal 2011 NTT DATA (all organizations), 61 Group companies (Japan only) / Fiscal 2012 NTT DATA (all organizations), 65 Group companies (Japan only)

Third-Party Evaluation of NTT DATA's CSR

NTT DATA's CSR initiatives are evaluated by domestic and overseas research agencies (August 2012)



Dow Jones Sustainability Asia Pacific Index



FTSE4Good Index



Morningstar Socially Responsible Investment Index



oekom research AG (NTT DATA has been graded as a "Prime" leader in the Internet & Software industry category.)

Third-Party Opinion



Junichi Mizuo, Ph.D.

Professor, Faculty of Economics, Surugadai University and Graduate School
Visiting Lecturer, Tokyo Institute of Technology
Interdisciplinary Graduate School of Science and Engineering
Ph.D in Business Administration

Dr. Mizuo holds positions as Vice-Chairman for the Japan Association for Performance Excellence, Standing Director of the Japan Society for Business Ethics Study and Senior Researcher at the Business Ethics Research Center. In 2010, he was a doctoral visiting scholar at the University of London and he is an honorary former employee of Shiseido Co. Ltd. He has authored many books, including *Gyakkyo Keiei Nanatsu no Housoku* (Seven Management Principles for Times of Adversity, Asahi Shinsho) and *CSR de Keiiryoku wo Takameru* (How CSR Can Improve Business Performance, Toyo Keizai).



Hiroshi Ishida

Executive Director, Caux Round Table-Japan
Associate Professor, Institute of Business and Accounting,
Kwansei Gakuin University

Mr. Ishida worked at the bond dealing, planning and other sections at the Industrial Bank of Japan. He has been actively involved in the Caux Round Table-Japan since October 2000 and was appointed Executive Director of the organization in 2006. Mr. Ishida is also an associate professor at the Institute of Professional Graduate School of Kwansei Gakuin University.

My third-party opinion comes from experience in refining CSR theory in academic settings, practicing it in a corporate environment, and striving to integrate these perspectives to benefit society.

• **Praise: As this report shows, NTT DATA demonstrates its distinctiveness in its stakeholder-focused management.**

The NTT DATA Group has demonstrated its “capability to communicate” the Group’s CSR activities to its stakeholders and fully satisfied their “right to know” by differentiating its CSR booklet from its Web edition. Specifically, the Web version is comprehensive, while its booklet focuses on the material CSR challenges, namely paradigms for society and regional communities, people and the global environment. The CSR Report 2012 as a whole successfully conveys the following two points clearly and concisely. One is the clear expression of the Group’s principles and ideas owing to a consistent focus on the presentation of the paradigms in areas of the report from the special features to the overall composition. The second is the demonstration of excellent management quality achieved with a plan-do-check-act (PDCA) management cycle through clear disclosure of its results in fiscal 2012 as well as plans for major initiatives for each material CSR challenge.

NTT DATA also deserves praise for the full disclosure of its “proactive and reactive global CSR” initiatives aimed at becoming a Global Top 5 player while at the same time addressing social issues. Through its special features, the Company informs the reader about its “positive ethics” activities, which contribute to society while resolving a variety of the challenges facing the world. Meanwhile, in such areas of the report as compliance and risk management, the reader can learn about its “preventive ethics” activities, which prevent the occurrence of scandals from a global perspective.

• **Suggestion: I hope to see NTT DATA add more outside directors with a view to bringing diversity to its corporate governance as a foundation for its CSR activities.**

Already approximately 45% of the NTT DATA Group’s employees work outside Japan. In addition, support for advancing women in the workplace will become more crucial going forward. From this perspective, I hope to see the Company enhance its use of independent outside directors with an eye to promoting diversity. The results of such efforts are not limited to giving greater consideration to its overseas and female employees. We expect adding directors from outside the company with fresh perspectives will introduce new thinking into areas such as global governance, which the group is currently promoting, employee and customer satisfaction measures, global marketing, and brand management. I have heard that management has already established an advisory board in July 2012 that is composed of people from outside the company who will offer their opinions to the Company’s Board of Directors. As a next step, I would like to see NTT DATA add more independent outside directors. Meanwhile, I sincerely hope that NTT DATA promptly provides a roadmap, which I proposed last year, for achieving its medium- to long-term CSR vision of the Company.

I commend NTT DATA on its 2012 CSR report for following three points.

1. NTT DATA’s evolution of its CSR activities around three Material CSR Challenges and the fact that the process, which goes as far as to aim for realization of its Corporate Philosophy and Group Vision, is both systematic and consistent.
2. The Company’s dialogue with and comments by a variety of stakeholders.
3. The description of numerous diverse activities of NTT DATA’s global Group.

However, although my assessment on the following point may sound rather harsh and is not limited to NTT DATA as the same can be said for Japanese corporations overall, the Company’s complacent approach to transmitting information, reflected by the fact that the report is overloaded with information, is regrettable. I believe that the Company can produce a better report by clarifying its focus in terms of what it wishes to convey to the reader.

Looking ahead, I think NTT DATA will be able to further improve its report if it takes the following points into account in the preparation of future reports.

1. Integration of the Company’s management strategy and CSR approach
The report fails to indicate the position of the Company’s CSR approach in its management strategy or convey management’s commitment to its CSR activities. There is a need to clearly define the role of NTT DATA’s CSR activities in management’s decision-making.
2. The link between grave social concerns and the three Material CSR Challenges
I get the impression that the Company’s three Material CSR Challenges are not unique to NTT DATA but can be addressed by any corporation. I would suggest that the Company take concrete steps to narrow down the social concerns to be addressed. One possible solution is to clearly specify how the Company’s business is alleviating social costs.
3. Spelling out unresolved challenges NTT DATA faces, not social expectations for itself
Although the report generally describes expectations that stakeholders have for NTT DATA, what I would like to know are the unresolved challenges it faces. The act of communicating these challenges would itself lead to greater transparency.

The significance of management’s shift toward globalization is that the Company will need to redirect its course toward CSR management.

Going forward, NTT DATA must work toward securing transparency and addressing human rights (Business and Human Rights) issues. I suggest that the Company first undertake the three above-mentioned challenges.

Finally, by facing those challenges, I hope that NTT DATA transforms into a “Global IT Innovator” while building partnerships with society.

Response to Third-Party Opinion

Based on the comments we received in response to last year’s CSR report, in this year’s report we focused on incorporating more opinions of our internal and external stakeholders. We also worked to continue to report along the lines of the Material CSR Challenges and sought to create an easy to understand report. With regard to this report, Mr. Mizuo suggested that we “promptly provide a roadmap for achieving our medium- to long-term vision of the Company” to make our CSR Messages a reality. He also recommended that we enhance our corporate governance system from a diversity

perspective, which is an issue that we face in line with our efforts toward globalization. Mr. Ishida pointed to the need to push forward initiatives that are more in character with the Company by promoting the integration of our management strategy with CSR activities and specifying the social issues on which we will focus.

Going forward, we will take these opinions to heart and enhance our dialog with stakeholders as we pursue and improve CSR activities and strive to enhance information disclosure fully aware of the need for greater transparency.

Universal Design Considerations



This publication has received certification from the non-profit Color Universal Design Organization (CUDO) for the use of colors that are easy for most people to view, irrespective of their individual color perception abilities.

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NTT DATA Group environmental logo
"Thank you for your kindness"