Editorial Policy

NTT DATA publishes a CSR Report each year as a part of its disclosure of information on the Company’s efforts to fulfill its corporate social responsibility (CSR) and as a tool to communicate with stakeholders. This report outlines the NTT DATA Group’s approach to CSR while providing details of various CSR-related activities.

This Highlight Report provides an introduction to the Group’s vision and values as well as the results of activities aimed at addressing three core CSR themes in an easy-to-understand format. The Expanded Version provides in-depth information on the Group’s CSR activities incorporating the perspectives of experts and professionals.

About Disclosure Media

Highlight Version
(Booklet/PDF)

An easy-to-understand introduction to particularly distinctive activities

Expanded Version
(PDF)

Building on the Highlight Version, a more detailed introduction to the Group’s activities

New initiatives of particular importance

Organizations covered

This report centers mainly on the activities of the NTT DATA Group in Japan while including details of certain activities conducted by Group companies outside Japan.

Reported activities

This report covers initiatives and the results of economic, social, and environmental protection activities conducted by the NTT DATA Corporation and Group companies.

Period of coverage

This report mainly covers initiatives undertaken in fiscal 2014 (April 1, 2013 to March 31, 2014). Details of certain activities that were conducted prior to fiscal 2014 or are planned for the future are also included in this report.

Guidelines referenced in this report

- Japan’s Ministry of the Environment
- Environmental Reporting Guidelines (2012)
- Global Reporting Initiative (GRI)
- Sustainability Reporting Guidelines, Version 4 (G4)

Publication date

December 2014 (The CSR Report 2013 was published in December 2013; the CSR Report 2015 is scheduled for publication in December 2015)

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.
- Should any errors come to light after publication of this report, details and a table of errata will be posted on the Company’s website.
- 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.
Company Data

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* Including people seconded to the NTT DATA Group, but not including those seconded from the Group.
Making a difference to society and people’s lives through information technology—With our eyes set on the second stage of globalization, the NTT DATA Group strives to take a leap forward by undertaking various challenges.

Fiscal 2014: Contributed to Solving Various Society-wide Issues

Over recent years, the world has seen a growing rise of companies applying business knowledge to solving society-wide issues. In response, we continuously keep challenging ourselves to leverage leading-edge technology to create products and services together with our clients to help shape a sustainable information-based society.

In fiscal 2014, we rolled out a large number of projects aimed at solving societal challenges worldwide. “Emergency Medical Information System” is one example; NTT DATA developed this system with cloud computing technology that enables advanced collaborative information sharing in emergency medical situations. Also, we started to offer globally PANADESTM, a flight procedure design system based on international standards; a system developed using our extensive expertise and experience through past system development projects. Other examples included an electricity demand forecast system that harnesses Big Data to make it easier to manage energy. Furthermore, as widely covered by media around the world, we took part in the Digital Archiving Project and contributed to the preservation of the cultural heritage of the Vatican.

Another key area for us is how we engage with employees, clients and partners. In this regard, we work vigorously to ensure that we have in place a robust framework that supports ethical activity both inside and outside the Company in the future. In fiscal 2014, we took various steps for the greater good of our stakeholders to create a workplace that respects diversity and builds mutually beneficial relationships with our business partners.

Responsible Business Practices Across the World as per Our Group Vision and Guidelines

Last year, NTT DATA launched its Group Vision of being a Global IT Innovator along with three core values, namely, “Clients First,” “Foresight,” and “Teamwork.” Also, we rolled out our “Global Compliance Policy” providing overall action guidelines in terms of ethical standards. NTT DATA has positioned these as basic principles in the way we conduct business, ensuring that employees practice them in their day-to-day business activities, and in so doing, we continually contribute to a sustainable society.

Given that 2014 marks the second year for the Group Vision, it will become even more important to accelerate cross-border initiatives going forward. Since sharing the spirit of “One NTT DATA” is of such importance, we set aside the week of 23 May, the anniversary of our foundation, as “Values Week” and held workshops in more than 40 cities across 20 countries including Japan. The workshops offered an open discussion opportunity for over 3,000 colleagues to explore how our values can help them make better choices and decisions. We consider this to be one of the key initiatives for our employees worldwide to internalize, share, and live by a common philosophy.
Global Evolution of Our CSR Activities, as We Move Toward the Second Stage of Globalization

Our operations now encompass 175 cities across 41 countries and regions worldwide (as of March 2014) with a total number of approximately 75,000 employees, around 42,000 of which work outside Japan. We now have in place a robust foundation to serve the needs of our global clients and we will continuously evolve our activities to become more globalized as we elevate NTT DATA to the next level. As communications with our stakeholders in Japan and overseas have broadened widely across the world through our local operations, we are now in a position to also evolve how we handle our approach to CSR.

Our slogan, “Our Way,” will be a guiding principle of the Company’s CSR, as we continue to build out our global company, drive IT evolution further, and continuously support clients. By adhering to this principle, we hope to contribute to creating a better, more sustainable society.

Toshio Iwamoto
President and Chief Executive Officer

NTT DATA CSR Report 2014 04
Who We Are

We Aim to Prosper with Society
We aim to constantly evolve, support communities, and grow alongside society.
The NTT DATA Group’s re-marketing, which creates new markets sensitive to our changing world, continues to expand business domains.

An Ever-expanding Business Domain

**Public Sector**
Big data and cloud computing to support local communities

**Education**
Technology for new learning environments

**Transportation and Logistics**
Improving organizations and processes to take transportation and logistics forward

**Healthcare and Life Sciences**
Activating databases for improved healthcare services

**Energy and Utilities**
Generating dynamic environments while maintaining your competitive advantage

**Wholesale and Distribution**
Services to support wholesale business evolution

**Banking and Financial Services**
Reliable and advanced systems are the foundation of client trust

**Natural Resources**
Supply chain expertise to conquer new challenges

**Retail**
Improving efficiency and stimulating online sales

**Insurance**
Expertise and creativity for leading insurance management systems

**Service Providers**
Capturing opportunities in the rapidly changing service industry

**Telecommunications**
Communications to create new opportunities and client connections

**Fundamental Technologies**
Cloud computing to transform data into a powerful business resource

**Media and Entertainment**
IT solutions for new media business creation

**Consumer Products**
Online and mobile innovations for products development

**Automotive**
Technologies and systems driving the automotive industry

**Electronics and High Tech**
Optimizing technical development, manufacturing, and management operations

Aiming for Continuous Growth as a Leading IT Service Provider in Japan
One of our most important issues is to continuously grow as a company while contributing to society through our business activities. Amid globalization of the world economy, the NTT DATA Group is developing operations in the IT services market.

[Medium-term Management Plan]
Sales target: ¥1.5 trillion (Global Top 5)
EPS: ¥200
Our Long-term Vision: Envisioning the Future

We must continue to evolve in order to contribute to a changing world. Based on Global IT Innovator, the Group Vision of ourselves in 10 years that we unveiled in May 2013, we will continue to take on new challenges toward achieving the Global 2nd Stage.

**Group Vision – Global IT Innovator**
- We realize the dreams of our clients around the world through long-term relationships.
- We develop evolving ecosystems with our clients through leading-edge technologies.
- We enhance our creativity by respecting diversity.

**An Expanding Global Business Structure for Realizing Our Vision**

(March 2014)

- We support the worldwide operations of global corporations.
- We provide services optimized for the global stage using our worldwide network of offices.
- We develop overseas and regional social infrastructure systems based on our extensive experience in Japan.

Around **75,000*** deployed in **175** cities in **41** countries and regions worldwide

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of bases</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe, the Middle East</td>
<td>78 cities</td>
<td>Around 13,500</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>24 cities</td>
<td>Around 10,500</td>
</tr>
<tr>
<td>China</td>
<td>13 cities</td>
<td>Around 4,000</td>
</tr>
<tr>
<td>Americas</td>
<td>60 cities</td>
<td>Around 14,000</td>
</tr>
</tbody>
</table>

* figures for cities and countries/regions exclude Japan, but figure for staff includes Japan
By Sharing Solid Values

Our Values for a Global One NTT DATA to Realize Our Vision

It is vital that each and every employee shares our set of values. Toward realizing our Group Vision, we unify our efforts as a Global One NTT DATA in accordance with this set of cherished values.

**Values**

**Clients First**
First, and above all else, we place the needs of our clients. We work continuously to understand your business and we strive to resolve every concern to your satisfaction. We feel responsibility to ensure your success and we let this obligation set the direction of our work and guide our actions.

Our website introduces some case samples of our values for putting Clients First.

Customer example:

**Foresight**
We never settle for the status quo. Instead, with speed and foresight, we anticipate challenges that lay ahead. We consider the future of IT as well as the future of your business, work to enhance our ability to picture the future, and with our ecosystems, adapt to the changing business environment. In this way, we help you to meet your goals and create a brighter future for society.

With an eye on the future, we published Technology Foresight as an expression of our accumulated wisdom.

**Teamwork**
We put great importance on enabling our employees to achieve their best through their work with each other. We believe that when a diverse group of individuals brings their unique world views together, shares their wisdom, and works toward a common goal, the results are extraordinary and far beyond what can be achieved by any one person.

**In Business Fields**

As our Values permeate our places of work and business, positive outcomes are generated.

**CASE**

**Clients First**
We create Emergency Medical Information Systems that address emergency healthcare needs.

Special Feature  p.15

**Foresight**
We take advantage of big data to solve worsening problems with electricity supply.

Special Feature  p.23

**Teamwork**
Respecting diversity, we strive to create comfortable working environments.

Special Feature  p.19

NTT DATA One Song – Shine like the sun –

Our Mission and Code of Conduct
As a company needed by society, managers and employees at NTT DATA always think about the proper course of action, strive to improve their behavior, and transform business for the better.

Mission Statement
NTT DATA uses information technology to create new paradigms and values, which help contribute to a more affluent and harmonious society.

Employee Creed
1. We will do our utmost to serve our customers.
2. We will meet the challenges of our work with an active and positive spirit.
3. We will create a vital and vibrant company.

Global Compliance Policy (Preamble)
To Be a Trusted Company
Trust by customers, shareholders, suppliers and the societies is indispensable for a company to sustainably grow. A company can be trusted upon by being aware of its social responsibility (“CSR”) and by fulfilling the expectation of, and enhancing the satisfaction of, customers and other stakeholders through good dialogues.

We also believe that it is fundamental to gain trust not only by complying with laws, regulations and agreements but also by respecting various international norms, including human rights, acting with good moral and integrity, and performing fair and transparent business activities.

Furthermore, our mission is to create new “mechanisms” and “values” with IT and to materialize more affluent and harmonious societies, and we aim to resolve the issues that the earth and societies are facing.

With these in mind, everyone at NTT DATA will act in accordance with this “Global Compliance Policy” and we all do our utmost to be a trusted company.

* The full text of the Group’s Global Compliance Policy is provided on the following website.

Promoting Our Way and CSR as a Unified Group

Ensuring stable business growth in a manner that helps to build a sustainable society is one of our key management priorities. Based on this priority and Our Way of approaching CSR, the NTT DATA Group takes a unified stance on advancing CSR.

CSR in the NTT DATA Group

Our Way

- **Mission Statement**
- **Employee Creed**
- **Group Vision**
- **Values**

**Global Compliance Policy**

**CSR Message**

We shall continue our innovations and contributions utilizing IT to realize a prosperous, sustainable society.

The NTT DATA Group, as a corporation aiding innovation through IT, will create improved paradigms and contribute to solving human, social and environmental problems.

Paradigms for society and regional communities

Paradigms for people at work

Paradigms for the global environment

**The NTT Group CSR Charter**

The NTT Group CSR Priority Activities were defined to further consolidate the NTT Group in its drive to address social issues in Japan and overseas. This step aids the NTT Group in promoting activities on an autonomous and voluntary basis.


http://www.ntt.co.jp/csr_e/csr_policy.html
Together with Stakeholders

Remaining Sensitive to Stakeholders’ Needs

In business, there are always opportunities to engage with stakeholders in dialog and make improvements based on these conversations. We value the conversations we have on a daily basis, and instill within the Group our commitment to our stakeholders.

Key Opportunities for Dialog with Stakeholders

- Regular sales and proposal activities
- Client satisfaction surveys (questionnaires, interviews)
- Participation in community events
- Collaboration with/sponsoring of social contribution activities
- Feedback via our website
- Annual Meeting of Shareholders
- Annual reports
- Investor relations website
- Financial results briefings
- Shareholder newsletters
- Regular business activities
- Business Partner (BP) Presidents’ Meetings
- Discussion meetings
- Technological briefing sessions
- Consultative meetings, committee meetings and research committees held by government agencies
- Committee meetings and investigative meetings held by industry groups and organizations
- Regular sales and proposal activities
- Client satisfaction surveys (questionnaires, interviews)
- Participation in community events
- Collaboration with/sponsoring of social contribution activities
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- Discussion meetings
- Technological briefing sessions
- Consultative meetings, committee meetings and research committees held by government agencies
- Committee meetings and investigative meetings held by industry groups and organizations

Stakeholders’ Opinions in Our CSR Report

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 understanding toward CSR, while the results serve as feedback to improve the content of the CSR report and our CSR activities.

In addition, we are promoting CSR on a global scale by communicating more closely with our overseas operations.
Our Mission and Solutions

Utilizing IT to Support Air Network Safety in Many Countries

A flight route is a “highway in the sky” around an airfield that has been set up to enable all aircraft to land and take off in a safe and precise manner. Calculating and setting up a flight route with absolute accuracy, represents a significant challenge, and has a major bearing on the reliability and efficiency of an airfield.

Air Transport Networks Represent the Arteries of the Global Economy

Amid the ongoing development of the world’s countries and the globalization of economic activity, the air transport networks that underpin the movement of people and goods are still continuing to expand as the arteries of the global economy. As a result, global total passenger air transport has more than doubled, from around 2.16 trillion kilometers in 1993 to 5.68 trillion kilometers in 2013.

Safe, Efficient Air Traffic Control an Unrelenting Challenge

Amid the development of air transport networks, efforts to keep the skies safe are becoming increasingly complex. Allowing aircraft to take off and land, airfield air traffic control is a particularly critical task from the aspects of both air transport safety and efficiency, and the opportunities to assist by using IT are expanding.

Source: Both of the above graphs were compiled using information extracted from the 2013 edition of the Civil Aviation Organization Data Collection issued by the Japan Aircraft Development Corporation (JADC).
Representing the knowledge that NTT DATA has amassed in the field of air traffic control systems over many years, the PANADESTM flight procedure design system is based on the international standards stipulated by the International Civil Aviation Organization (ICAO*). When designing a flight procedure, it is vital to incorporate the attributes of each aircraft as well as a variety of flight conditions into such parameters as topography, artificial obstacles, and the weather. Previously, calculating the procedures that would satisfy all these parameters required a great deal of time and effort. In the case of PANADES, the majority of these calculations are automated using a proprietary NTT DATA system. For this reason, PANADES has enabled the setting of highly reliable flight procedures to be carried out more quickly.

* PANADES is a registered community trademark in Japan, Indonesia, Thailand, Vietnam, and Europe.

Since its launch in 2010, PANADES has not only been installed in Japan but also overseas. Having been first introduced in Thailand and then in Indonesia, Vietnam, Laos, and Myanmar, PANADES is helping to ensure people’s safety on the highways in the sky over many countries, particularly in Asia.

Taking Our Efforts to Assist Air Safety to New Levels
Up to now, orders for PANADES have been received from five Asian countries, but for the second stage we are expanding the area of our activity and focusing sales on Europe and the Middle East. Leveraging the experience we have gained through our activities with PANADES, we are looking to make inroads into new fields in the air traffic control market in fiscal 2015.
GLOBAL ACTIVITIES

- Participation in Smart Mobility feasibility test in Austria
- Holding work experience events for employees’ children (itelligence)
- Installation of new technologies on a Swiss public organization-based emergency disaster management web platform
- Holding Christmas charity events (EMEA)
- University of Computer Studies, Yangon efforts in providing IT courses (APAC)
- Participation in digital archiving of historical handwritten literature in the Vatican Library
- Car-sharing initiative (everis)
- Expanding our flight procedure design system, contributing to safety across the World’s Skies
- Holding Christmas charity campaign (EMEA)
As a global corporate entity, the NTT DATA Group continues to engage in a variety of activities that contribute to the realization of better societies across the world. There are clear indications that these endeavors are bearing fruit.

- NTT DATA and the Institute of Software, Chinese Academy of Sciences (ISCAS) start joint research in the traffic field
- Holding Global Volunteer Week (NTT DATA, Inc.)
- Implementation of bridge monitoring system in Vietnam
- Undertaking of Smart Community and other business feasibility studies in global markets
- Implementation of social contribution activities that deliver picture books to children in other countries
- Active participation in the REDD Project that goes beyond the Kyoto Protocol framework
- NTT DATA was the first Japanese company to join the Asian Payment Network*
- Strengthening of systems that provide global software test services*

* Deployed at multiple locations

For more global activity content, please refer to the Expanded Version of our CSR Report 2014

“To which hospital?” “What is the patient’s condition? On the emergency frontline, where every second counts, enabling fast and accurate communication between emergency units and hospitals is essential.

In an Aging Society, the Development of Emergency Systems is Gaining in Importance

In Japan, the population is continuing to age. Under these circumstances, in everyday life the chances that someone will have to be rushed to hospital due, for example, to them suddenly feeling unwell are increasing. In preparation for these “what if” situations, maintaining and improving the emergency transportation system is a critical issue when considering the safety and security of Japanese society.

Deep-rooted Problems. Growing Expectations toward IT

If you look at the emergency medical services frontline, the matters to be addressed—not only by emergency personnel but also by the receiving doctors—are diversifying due to the increasing sophistication of the medical field. There are, however, limits to the “bearers of medicine,” in terms of both facilities and staff. The frontline realities of facing a variety of difficulties on a daily basis is said to be shown in the increase in “hospital admission times,” the amount of time needed for transportation to reach a hospital in the event of an emergency.
In the emergency medical service field, we are seeing an upswing in the use of IT systems that help share information on patient admissions at each hospital. However, data regarding admission acceptance and refusal at each medical institution is not always recorded in an appropriate manner and there are cases that indicate improper use.

So NTT DATA took advantage of the change in data inputting entity from medical institutions to emergency personnel and revamped the emergency medical service information system.

Specifically, steps were taken to improve the system by having emergency personnel input two types of information: transport performance and data on the ill or injured party based on observations.

In the case of the first type of information, transport performance, emergency personnel record the name of the medical institution to which the injured or sick person is taken by smartphone. This information is seen by all relevant parties in the prefecture reducing the incidence of the injured or sick individual being transported from one hospital to another seeking admission.

Expectations toward Emergency Medical Information Systems

Adopted for the first time in Kagawa Prefecture in 2012, the system has been highly rated by people involved in emergency medical services. As a result, use of the system within the prefecture stands at 100%.

Improving emergency medical information systems is a common concern in prefectures throughout Japan. We have thus received substantial inquiries. With the aim of delivering increasingly safe and reliable emergency medical services, we are accelerating the pace at which we pursue improvements in cooperation with people working at the emergency medical service frontline.

| Digitization of Notes from Observing Sick or Injured Person (Representation) |

<table>
<thead>
<tr>
<th>Item</th>
<th>Type of accident</th>
<th>Gender</th>
<th>Facial appearance/expression</th>
<th>Skin/body temperature</th>
<th>Vomiting/incontinence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ken</td>
<td>General injury</td>
<td>Male</td>
<td>Pale</td>
<td>Cold sweat</td>
<td>Vomiting</td>
</tr>
</tbody>
</table>

In the case of the second type of information, gained from observing and monitoring the sick or injured person, emergency personnel electronically record handwritten information using a digital pen. By enabling medical institutions to view this recorded information, preparations can be made in advance to provide prompt medical treatment.

In this manner, emergency medical information systems are helping to revolutionize communication at the emergency frontline.
Approach Adopted by the NTT DATA Group

At the present time, as business becomes ever more global and IT continues to evolve, the needs that companies ask us to meet are becoming more diverse. Responding to those needs requires us to constantly hone our powers of foresight and create new mechanisms that are of benefit to society.

Recognizing the critical importance of providing its clients with safe and secure services, the NTT DATA Group has been actively facilitating the supply of, for example, highly reliable as well as people-friendly systems, thereby contributing to the development of society.

Through these efforts, we will create new businesses that will nimbly pick up on changes in the world and expand our business domains, while helping to resolve wide-ranging social issues.

Looking ahead, we will bring innovation to fruition in cooperation with our clients and use IT to provide mechanisms that are beneficial to both larger society and regional communities.

1. Developing Systems that are Safe and Secure

The bringing to fruition of systems and services that offer round-the-clock, year-round stability is positioned as a key responsibility and forms the basis for providing services to our clients. In realizing a social infrastructure that people feel safe and secure to use, the entire NTT DATA Group is engaged in, for example, the gaining of certification under quality management standards and the standardization of development and management methods. The Group is facilitating the provision of services that are geared to raising system reliability.

Establishment of the Forensic Laboratory to Scientifically Analyze Evidence of Unauthorized System Entry

2. Developing People-friendly Systems

Drawing on our leading-edge technical capabilities, one subject area that we have been working on for many years is contributing toward building a society in which everyone can live comfortably. In addition to adopting a user perspective that takes into account accessibility and usability while facilitating the provision of services designed for ease of use, we adopt a Clients First perspective and work to improve client satisfaction.

Promoting Improvement through Interviews and Questionnaires

3. Contributing to Regional Communities and Society as a Whole

Important issues for NTT DATA are providing solutions that allow it to resolve social issues and fulfill its responsibilities as a corporate citizen. Proposing leading-edge solutions and adopting a global perspective, the Company is actively engaged in development not only in Japan but also in other countries.

CASE 02: Assisting at the Medical Frontline with Emergency Medical Information Systems

Various Activities Centered on the Consortium for Applied Neuroscience (CAN)
In recent years, cyber-attack methods have become increasingly sophisticated. Frequently the result of internal crime that utilizes legitimate access rights, these attacks are causing widespread damage to society. Furthermore, against the backdrop of attacks that are becoming ever larger in scale, cases that serve as a stepping stone to insidiously attack others are becoming a frequent occurrence.

Centered on its Computer Security Incident Response Team (CSIRT), the NTT DATA Group has taken steps to provide its clients with IT system operations and monitoring as well as rapid countermeasures to help provide an appropriate response should such an incident occur. In 2013, the newly established Forensic* Laboratory took these efforts one step further. In addition to analyzing the modus operandi of any attack, preserving any evidence, preventing a recurrence, and helping in recovery efforts following damage, the Group has started to accumulate analysis techniques that will assist in promoting accountability to society as well as legal compliance.

* Forensics (digital forensics): When a security incident, legal dispute, or litigation occurs, forensics refers to the gathering of electronic evidence relating to any wrongdoing. It also encompasses the scientific investigation methods and techniques required to handle such evidence, for example in a court of law.

### Changes in the Security Environment Surrounding Companies

<table>
<thead>
<tr>
<th>Changes</th>
<th>Secure proof that make legal sense</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fast recovery</td>
</tr>
<tr>
<td></td>
<td>Proof under normal circumstances</td>
</tr>
<tr>
<td></td>
<td>Proof that one is not the perpetrator</td>
</tr>
</tbody>
</table>

### Forensic Laboratory Activities

**1. Evidence Preservation/Collection/Analysis Methods, Development of Techniques and Tools**

Collection of electronic trails left by cyber-attacks, development of scientific research methods and techniques to treat such trails as evidence, for example in a court of law

**2. Securing of Legal Proof, Investigative Research for Proof Disclosure Requests**

Based on precedents in Japan and other countries, study mechanisms to secure proof that make legal sense

### Key Achievement

- **Using state-of-the-art scientific study to identify cybercrimes and preserve evidence**
- **Provide comprehensive security, from the minimizing of damage to after-the-fact legal compliance**

### Various Activities Centered on the Consortium for Applied Neuroscience (CAN)

Recognized as the primary organ that governs human emotion and thought, the brain has been a focus of study since time immemorial. Particularly in recent years, the evolution of information processing, measuring and other technologies has enabled the visualization of the brain while also leading to dramatic progress in research into the mind.

In response to these developments, NTT Data Institute of Management Consulting, Inc. presides over the Consortium for Applied Neuroscience (CAN), creates industry-academia forums through which neuroscience and psychology research scholars, active at the forefront of their respective fields, jointly conduct R&D with companies, and facilitates the industrial applications of neuroscience. For example, taking such human traits as preference and memory, and their relationship with marketing, CAN is continuing to confront wide-ranging challenges while achieving results. By having CAN’s Neuro Preference Research Group clarify systems through physiological experiments and brain measurements, and monitoring human stress and emotions by studying the relationship between brain activity and hormones, CAN sponsored the "Comfortable Brain Research Group" with the aim of revolutionizing product evaluation and development methods.
Amid the progress being made in countries throughout the world in creating mechanisms that leverage diversity, supporting more women to take active roles in business and society is also an area of considerable focus as one of several growth strategies in Japan. To facilitate this effort, creating comfortable workplace environments that respect diversity is an important issue.

Taking the Lead in Shaping Japanese Society by Creating Workplaces that Help Women to Excel

A Substantial Gap in the Opportunities for Women to Work at the Prime of Their Lives

Many years have now passed since the active utilization of women was first identified as an issue in Japanese society. Against the vast pool of women with the potential to work, however, the gap in the number of working women remains as large as ever. Looking at these statistics, this gap is increasing especially for women in the prime years of their 30s and 40s.

The Ratio of Women in Managerial Positions in Japan Remains Low

Improving the ratio of women managers is recognized as a key diversity benchmark initiative all over the world. In this respect, and when compared with other principal countries, Japan’s ratio of women managers reportedly remains low. Expectations are high that the corporate sector will engage in proactive efforts in order to change this persistent trend within the workplace.
NTT DATA established the Diversity Promotion Office in fiscal 2009 and has been facilitating Diversity & Inclusion (D&I) by promoting both workplaces that allow a variety of human resources to excel and changing the way in which D&I is undertaken. The creation of workplaces where women can work with ease is the first step on the way toward the advancement of diverse human resources. As a key point in anticipation of a decrease in the working population in Japan, NTT DATA is focusing on this area. Specifically, and in addition to an enhanced system that includes shorter working hours and childcare leave, the Company developed a system of support that better balances childcare/nursing care and work concerns in fiscal 2013. This support involved education and the setting up of in-house child care facilities aimed at encouraging women to establish a more entrenched position for themselves within the workforce. At the present time, the Company is working to upgrade and expand its pipeline of initiatives, such as the implementation of career development seminars that target all women employees at the level of leader or higher, with a view to supporting women to genuinely succeed in the workplace.

At the same time, the Company is focusing on changing the manner in which work is undertaken as a prerequisite for the active participation of diverse human resources, and is making progress with the adoption of flexible ways of working by expanding the introduction of, for example, a discretionary labor system and teleworking.

Looking Ahead to Mechanisms as a Global Company that Takes Appraisals to Heart

Based on external appraisals, the Company’s initiatives ranked in the Diversity Management Selection 100 chosen by Japan’s Ministry of Economy, Trade and Industry in 2013 and in 2014, won the Basic Achievement Grand Prize at the 2014 J-Win Diversity Awards (Company Awards) sponsored by the Japan Women’s Innovative Network (J-Win), an NPO. There is a keen sense of society’s expectations in these appraisals, and as we leverage our employees’ diversity throughout the world and continue to take on more challenges and grow, we will contribute to the sustainable development of our clients as a Global IT Innovator.
Approach Adopted by the NTT DATA Group

As a company, our key issues are the need to change our existing ways of thinking and habits and to diversify our human resources to meet the needs of our global clients.

Moving toward the active participation of diverse human resources, the NTT DATA Group is aiming to create workplaces that will be second to none in Japan by means of a range of initiatives from the Diversity Promotion Office. We are focusing not only on the active participation of diverse human resources, but also on changing our way of thinking, as a prerequisite to raising our global competitiveness and to steadily grow. In particular, past ways of thinking will not be approved of, and we will be aiming for ways of working with greater flexibility in terms of time and space that are valid globally.

Now that not only employees, but also the business partners with whom we work will be diversifying, it will also be necessary to revise preconceptions to enable flexible responses to different values and ways of working.

In the years to come, we will be aiming for global-scale mechanisms that are beneficial for working people.

Initiatives of Particular Importance in Fiscal 2014

1. Hiring, Promoting and Nurturing Human Resources

In addition to fostering employees with high market value in keeping with their individual skills and aspirations, we are working to build a structure that will enable them to actively excel on a global scale.

2. Promoting of Activities by Diverse Human Resources

The creation of a system that leverages the diversity of our employees, who include women, non-Japanese, the disabled, and seniors, is also a growth strategy that anticipates the future. In addition to maintaining a deep respect for human rights, we will promote measures to realize workplaces that enable diverse ways of working.

3. Creating of Comfortable Working Environments

Realizing and maintaining healthy workplace environments that are conducive to work is essential in having each employee act with a strong sense of motivation and in the generation of high value. We are working to create healthy workplaces across the Group that support high employee satisfaction while striving to achieve working-style innovations for each employee.

4. Promoting of Next-generation Personnel Cultivation

In cultivating the seeds that will form the IT human resources who are responsible for the future, we are endeavoring to educate and train the next generation from a variety of angles while fulfilling our key responsibility as a global IT innovator.

5. Building Strong Relationships with Business Partners

Global companies are being asked to expand the scope of their social responsibilities across and in line with the value chain. As an industry leader, NTT DATA is working to create mechanisms that help put in place fair and sustainable relationships with its business partners.

Reflecting ESG Indicators in the Selection of Business Partners

Expanded Version

Referring ESG Indicators in the Selection of Business Partners

Expanded Version
Policy and Current Status of Global Human Resource Development

To provide a greater number of employees with international business opportunities, the NTT DATA Group is strengthening ties among the human resource departments of its four regional structures of the Americas, EMEA, APAC, and China, as well as their counterparts at Business Solutions and everis, centering around the head office in Japan.

In specific terms, we conduct the Global Leadership Program, where executive trainees from overseas Group companies come together to hold discussions. This program has continued, with annual improvements to its content, since it was launched in fiscal 2010. From fiscal 2013, we have continued to send employees from our headquarters in Japan to an EMEA-organized program as part of an initiative aimed at bolstering cooperation with regional companies. Not only do we send employees abroad from Japan, but we also transfer overseas personnel to our headquarters in Japan and EMEA employees to China. These initiatives help to provide opportunities for interaction and international work exchange to as many employees as possible.

In fiscal 2014, we started the JAPAN/APAC Program aimed at providing leadership training to Japanese and APAC employees. We will continue to face the challenge of training the Asian business leaders, who will bear the responsibility for the future, head on.

Promoting Initiatives toward Addressing the IT Company Issue of Decreasing Working Hours

In the IT industry, long working hours are an ongoing problem. NTT DATA is promoting efforts aimed at decreasing total working hours with a view to ensuring that the annual average number of working hours does not exceed 1,890 by the end of fiscal 2016.

In the past, we carried out a raft of measures, including steps to put in place plans for subsequent after office hours work as well as remedial measures, for employees who worked more than 360 hours of overtime. In fiscal 2014, we also promoted the optimization of working hour management by recording computer log on and log off times and facilitated the review and implementation of measures in a move to change the manner in which duties are carried out at each workplace. We are also promoting increased flexibility in ways in which work is conducted by advancing the introduction of discretionary labor systems and teleworking as well as expanding the scope of flextime systems in staff departments.

In fiscal 2015, we will identify reduction targets at each workplace to steadily promote existing measures while implementing comprehensive changes to the manner in which work is conducted. This latter initiative will include the use of a PDCA cycle on a quarterly basis to ensure that established targets are achieved.

Key Achievement
Promoted Group-wide global training

Supported both employee self-fulfillment and corporate growth

Key Achievement
Proactively promoted changes in the manner in which work is conducted

Contributed to the realization of a better work-life balance within the IT industry

Fiscal 2014 Exchange Programs

Trends in Annual Working Hours per Employee

<table>
<thead>
<tr>
<th>Year</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1,991</td>
</tr>
<tr>
<td>2013</td>
<td>1,996</td>
</tr>
<tr>
<td>2014</td>
<td>1,966</td>
</tr>
</tbody>
</table>

(Unit: Hours)

2012 2013 2014 (Fiscal year)
Supporting Global Demand for Energy with IT

The ongoing and ample supply of energy is a prerequisite for society to function smoothly. Bringing energy management technologies into the world is a critical issue to utilize limited energy resources effectively.

Limited Resources, Tight Demand for Energy

The problem of tight energy supplies, whereby demand outstrips supply, is rising in many countries. Against the backdrop of ongoing growth around the world, a radical solution is yet to be found, with factors such as skyrocketing energy prices exacerbating the problem. Under these circumstances, the risk that this situation may trigger an international conflict and dispute is causing serious concern.

The Electric Power Crisis is an Immediate Problem for Electricity Consumers. The International Community Continues to Take Up this Challenge through the Global Use of IT

Due mainly to extremely tight conditions in supply and demand, energy prices continue to rise, which causes a significant impact on the global economy. According to the International Monetary Fund (IMF) energy price index, there is little to indicate a change in this upward trend, particularly in connection the increases that have occurred since 2000. Under these circumstances, there are growing expectations toward the use of IT as an effective tool to manage electricity demand.
Demand for electricity comes in waves that depend on the season and the time of day. Demand response is a mechanism to encourage electricity savings and the reduction of peak demand by setting up higher prices or incentives during peak demand periods. In several countries, demand response efforts are continuing in line with the smart grid.

While focusing on Big Data as the key to the smart use of energy and electricity demand management through demand response programs, NTT DATA has been advancing research into demand forecasting for each electricity consumer.

**Facilitating a Peak Demand Reduction during Peak Periods, Avoiding Electricity Shortages**

Electricity consumption (kW)

Peak demand reduction

While focusing on Big Data as the key to the smart use of energy and electricity demand management through demand response programs, NTT DATA has been advancing research into demand forecasting for each electricity consumer.

**Electricity Demand Forecast and Actual Demand Display Screen**

Off-Peak | Max Part-Peak | Max Peak
---|---|---
Actual demand
Forecast at current time
Current time
Morning forecast for the day

In 2013, NTT DATA started joint research with the U.S. company AutoGrid Systems, Inc., which has an extensive track record in the demand response field, and is taking steps toward pilot projects in the United States and Japan.

Based on this joint research, AutoGrid and NTT DATA started the development of the Demand Side Optimizer (tentative name), a system that will facilitate peak demand reduction by providing detailed demand forecasts for each consumer. The aim is to roll out the system to demand response programs throughout the world.

Aside from joint research with AutoGrid, NTT DATA and Japan’s Ministry of Agriculture, Forestry and Fisheries installed an electric power visualization tool at a fishing port in the Tohoku region in 2012. The Company and the Ministry are providing a system that promotes energy saving on the basis of electricity demand forecasts.

In the medium to long term, the knowledge gained from this research will also form the basis of systems in a number of ways: in developing systems used in renewable energy and in electric vehicles (EVs); in bringing to fruition the optimization of electricity networks; and in developing systems that will optimize the energy procurement of power utility companies.

Through these means, NTT DATA is in sight of making contributions to the stable operation of social infrastructure.
Paradigms for the Global Environment

Approach Adopted by the NTT DATA Group

Taken from a wider perspective, global environmental concerns that include climate change and the conservation of biodiversity are becoming sustainability issues. Against this backdrop, companies are being sought to fulfill their responsibilities as global stakeholders, and to clarify the specific role the corporate sector should play.

The NTT DATA Group is working to resolve a range of environmental issues. In addition to the “Greening of Our Group,” based on an environmentally oriented management approach that gives due consideration to the natural environment in every aspect of its corporate activities, the Group is continuing to promote progressive initiatives in the greening of clients and society as a whole through its products and services. In conjunction with this promotion of initiatives, the Group is working to reinforce environmental management to achieve significant results toward the improvement of environmental issues.

Looking ahead, the NTT DATA Group will utilize IT as it aims to create mechanisms that benefit the global environment.

Initiatives of Particular Importance in Fiscal 2014

1. Environmental Management

Having set up Group-wide environmental management frameworks, it was important to consider the foundation for promoting action. With a view to resolving environmental issues, we established the Group-wide Organization for Promoting Environmental Activities and now work to promote environmental management based on a PDCA cycle.

Developing Ongoing Improvement Activities Based on ISO 14001

2. The Greening of Clients and Society

Aiming to reduce society’s environmental impact by means of IT, the Group provides environment-friendly products and services.

CASE 04: Contributing to Electricity Demand Management through Demand Response

Initiatives at Data Centers Recognized at the Green Enterprise IT Awards 2013

3. The Greening of the NTT DATA Group

As identified by its quantitative medium-term targets, the Group promotes a variety of measures including the 3R policy and energy saving at its offices. Looking toward fiscal 2017, the final year of our medium-term plan, we are steadily promoting initiatives at each of our workplaces.

Start of Supply Chain Greenhouse Gas Emissions Management under Scope 3

4. Environmental Contributions and Communication

As a corporate citizen, the Group emphasizes the disclosure of information on its environmental greening activities and environmental issues. In fiscal 2014, each Group company is rolling out activities, with the number of participating employees gradually increasing.

Encouraging Employees to Participate in Various Environmental and Social Contribution Activities
To realize a low-carbon society, it is important for not only the Company’s facilities but also society as a whole to engage in energy-saving measures. The NTT DATA Group places considerable emphasis on promoting an environmentally oriented management approach, whereby it gives due consideration to the natural environment in every aspect of its corporate activities. As part of that approach, the Group has broadened the scope of its aggregate calculation of CO₂ emissions and, from fiscal 2014, started management under Scope 3, which calculates the aggregate amount of CO₂ emissions by taking into account product and service life cycles, from their procurement through their distribution and to their disposal. As a result, the NTT DATA Group was able to calculate its total emissions, including overseas Group companies, at 2,803,744t-CO₂ and was able to visualize the CO₂ emissions across the entire supply chain.

Moving forward, the entire NTT DATA Group will in the years ahead take more highly effective measures toward the creation of a low-carbon society and will confront challenges in conjunction with its clients and business partners.

In these times when data centers (DCs) are becoming more common, a major talking point within the IT industry is the importance of energy saving at such facilities. Meanwhile, based on the experience gained through electricity saving measures in the wake of the Great East Japan Earthquake, we have seen growing interest from society at large in the mechanisms that operate DCs even when electricity is in short supply.

Recognizing that the implementation of sound electric power management is of the utmost importance, NTT DATA continues to engage in ongoing efforts aimed at improving the quality of its DCs, which store and manage clients’ systems data.

Working with Intel Corporation, whose central processing units (CPUs) have been adopted in many servers, NTT DATA is making progress in verifying detailed utilization limits in line with server loads. Based on the results of this work, NTT DATA and Intel were recognized as finalists in the IT Product Deployment category of the Green Enterprise IT Awards 2013 that were sponsored by Uptime Institute LLC in the United States.
Corporate Governance

Improving Management Quality Based on a Governance Structure by Enhancing Business Execution, Oversight, and Auditing Functions

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.

The Board of Directors meets monthly, holds extraordinary meetings as necessary, and is responsible for decision-making and supervision regarding legal and important management matters. In addition to introducing both company and department systems, we have also appointed regular executive officers, whose responsibility is to focus on business execution. By having directors delegate significant executive authority to executive officers, NTT DATA aims to accelerate the decision-making process.

The Board of Corporate Auditors meets, in principle, once a month to decide on audit policies, plans, methods, and various other important audit-related matters.

The Corporate Management Committee includes the president, vice presidents, and the heads of major organizational sections. The committee meets, in principle, once a week, to ensure smooth and timely decision making and the supervision of day-to-day operations.

Group Governance

Multi-faceted Initiatives Aimed at Ensuring Strict Adherence to Management Rules and Increased Management Efficiency

For such priority categories as business planning, internal control, and compliance, NTT DATA’s basic policy is to ensure appropriate Group-wide business operations based on rules for consultation and reporting with each Group company. This policy puts into place a cooperative system that entails a liaison department, which connects our head office with and is responsible for each Group company.

As we have been rapidly expanding overseas operations by such means as M&A in recent years, we have worked to reinforce Group governance at overseas bases. To provide a specific example, we have been making progress in the setting up of a regional headquarters in each of our four operating regions—the Americas, EMEA (Europe, Middle East, and Africa), APAC (Asia Pacific), and China—as well as in the Business Solution Group. Working through this structure, we are carrying out operations in accordance with the aforementioned rules.

Moreover, we are taking steps to ensure a uniform accounting system that extends across all Group companies in Japan. As a part of this raft of new initiatives that we are rolling out in fiscal 2014, we are also building and operating a management platform system that helps to visualize finance and human resource information while accelerating the pace at which we increase the efficiency of our operations and adhere strictly to proper management.
Compliance

Maintaining a Whistle Line for the Early Detection of Problems

We launched the Whistle Line in 2003 in order to maintain sound management through the detection and correction of behavior that contravenes laws and corporate ethics at an early stage. This service receives reports from and provides consultation to all NTT DATA Group personnel, including temporary staff and suppliers.

In operating this service, we place the utmost importance on the protection of privacy, prohibitions against unfair treatment, and the obligation to uphold confidentiality. Moreover, survey results and corrective actions are reported to the Executive Committee, corporate auditors, and other authorities and are used to increase the soundness of business management. Over the past three years, the service attended to around 70 cases a year which entailed the reporting incidents or seeking of advice. Where necessary, we have analyzed the likelihood of similar cases and taken Group-wide measures to prevent a recurrence.

Looking ahead, we will continue to encourage the use of the Whistle Line and strengthen efforts aimed at making improvements regarding similar incidents.

Fulfilling Our Mission as a Global IT Company: Putting in Place an Information Security Management System

NTT DATA has regularly held meetings of its Information Security Committee, which was established in 1999, to discuss the status of its Group-wide activities as well as efforts to identify pending issues and determine new measures as and when required. The decisions of the Information Security Committee are implemented by the Information Security Office, which was set up to promote information security, with an information security team member appointed at each work site.

Moreover, we established NTTDATA-CERT as a body to prevent information security incidents¹ from happening and to respond immediately when a security incident occurs in July 2010. NTTDATA-CERT became a member of the Nippon CSIRT² Association, as well as a member of FIRST³, a global CSIRT organization. Through activities associated with these organizations, we gather a wide range of information on security-related trends both in Japan and overseas, which we use to improve the security of our systems.

¹ Threats related to information management and system administration, such as viruses, unauthorized access, and information leaks
² CSIRT (Computer Security Incident Response Team) is an incident response team consisting of security specialists. The team collects and analyzes information on security incidents, security-related technologies and vulnerabilities, and conducts activities for effective response and training.
³ FIRST (Forum of Incident Response and Security Teams) is a global community comprising approximately 300 CSIRT teams from government organizations, academic institutions, and private companies.

Information Security Management Structure

<table>
<thead>
<tr>
<th>President and CEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Periodic Reports</td>
</tr>
<tr>
<td>Report</td>
</tr>
<tr>
<td>Audit Proposal</td>
</tr>
<tr>
<td>Audit</td>
</tr>
<tr>
<td>Internal Audit</td>
</tr>
<tr>
<td>Department</td>
</tr>
<tr>
<td>NTTDATA-CERT</td>
</tr>
<tr>
<td>Information Security Steering Organization / Personal Information Protection Organization (Information Security Office)</td>
</tr>
<tr>
<td>Head of the Organization</td>
</tr>
<tr>
<td>Personal Information Protection Manager of Each Department</td>
</tr>
<tr>
<td>Information Security Manager</td>
</tr>
<tr>
<td>Related Staff</td>
</tr>
<tr>
<td>○ Corporate Planning</td>
</tr>
<tr>
<td>○ Research and Development Headquarters</td>
</tr>
<tr>
<td>○ Information Systems</td>
</tr>
<tr>
<td>○ General Affairs, Legal Affairs, Intellectual Property</td>
</tr>
<tr>
<td>○ Training Department etc.</td>
</tr>
<tr>
<td>Companies</td>
</tr>
<tr>
<td>Business Sectors, Staff Departments, etc.</td>
</tr>
<tr>
<td>Information Security Team Member</td>
</tr>
</tbody>
</table>

Data and Information

Third-party Opinion

Our Mission and Solutions

Our Way

NTT DATA CSR Report 2014 28
Activities that Embody Responsible Operations

Values Week Held to Spread Our New Vision

On May 23, 2013, the anniversary of NTT Data’s founding, we unveiled a new Group Vision. As a means for advancing as a Global IT Innovator, this new Group Vision has three vision messages and values designed to guide us toward the Group Vision. To act with these Values on our mind, we must have an idea of how to apply these Values in our work duties. For this reason, it is important to continuously engage in dialog with our coworkers.

On the anniversary of our founding, we decided to hold Values Week starting on May 23, 2014, as a series of events to spread the word about our Values among the people we work with. This year was the first year we held Values Week, with more than 100 workshops held as venues for talking about our Values, in over 40 cities in 20 countries around the world.

Examining the Formulation of New CSR Areas of Focus

In step with the new vision, the NTT Data Group has been preparing to update its areas of focus for CSR activities. This year, we have been examining the identification of material aspects and initiatives based on three CSR paradigms in tune with the times.

Process for formulating CSR areas of focus

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>STEP 1</td>
<td>STEP 2</td>
<td>STEP 3</td>
</tr>
<tr>
<td>Unveil our 10-Year Vision</td>
<td>Examine areas of focus based on CSR paradigms</td>
<td>Set CSR targets in line with new areas of focus</td>
</tr>
<tr>
<td>Disclose new CSR targets and areas of focus</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CS and Quality Management Related Data

- Adhering to the belief that sustainable growth stems from a company’s client orientation, NTT DATA conducts annual client satisfaction surveys and interviews.
- In fiscal 2014, we held interviews with 57 companies (associations) and conducted surveys covering 297 personnel at 148 companies (associations) (with a response rate of 96.7%).

Human Resources and Labor Related Data

Trends in Personnel Recruitment

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>10,139</td>
<td>10,579</td>
<td>22,082</td>
<td>21,745</td>
</tr>
<tr>
<td>Male</td>
<td>8,568</td>
<td>8,882</td>
<td>18,804</td>
<td>17,754</td>
</tr>
<tr>
<td>Female</td>
<td>1,551</td>
<td>1,697</td>
<td>3,278</td>
<td>3,991</td>
</tr>
</tbody>
</table>

- Number of females in managerial positions [Ratio] 67 [3.5%] 80 [3.9%] 154 [5.0%] 217 [5.4%] 106[4.8%] 189[5.0%]

- Figures for the number of newly recruited graduates and the number of retired employees using the NTT DATA Reemployment System are as of April 1 for each fiscal year.
- The number of employees with disabilities as of June 1 for each fiscal year.

Trends in the Number of Employees Using the Company’s Childcare and Nursing Care Systems

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Childcare leave</td>
<td>147(241)</td>
<td>181(303)</td>
<td>203(332)</td>
<td>233(366)</td>
</tr>
<tr>
<td>Male</td>
<td>17(13)</td>
<td>20(23)</td>
<td>27(19)</td>
<td>32(23)</td>
</tr>
<tr>
<td>Female</td>
<td>130(224)</td>
<td>161(280)</td>
<td>176(133)</td>
<td>184(143)</td>
</tr>
</tbody>
</table>

- Figures in parentheses are the total number of employees of 17 Group companies that have introduced internal management systems.
### Information Security Related Data

#### Information Security Training Conducted in Fiscal 2014

<table>
<thead>
<tr>
<th>Target</th>
<th>Content and Format</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employees</td>
<td>Personal Information Protection IBT (e-learning)</td>
<td>All employees 100%</td>
</tr>
<tr>
<td></td>
<td>Information security policy assessments (e-learning)</td>
<td>All officers and employees 100%</td>
</tr>
<tr>
<td>By position</td>
<td>Information security lectures (classroom instruction)</td>
<td>Incorporated in position-based training conducted by the Human Resource Dept.</td>
</tr>
<tr>
<td>Specific projects, etc.</td>
<td>Workshop on proactive basic security activities (arranged by section request)</td>
<td>86 employees 3 sessions</td>
</tr>
<tr>
<td>By work group</td>
<td>Case studies on actual near misses as a part of “Information Security ABCD Campaign”</td>
<td>Held at each section</td>
</tr>
<tr>
<td>Business partners and temporary staff</td>
<td>Personal Information Protection Introduction Training/Information security education (e-learning)</td>
<td>All parties registered on our company system 100% (22,607 persons)</td>
</tr>
<tr>
<td></td>
<td>Information Security Training Handbook</td>
<td>Booklets distributed to new business partners and temporary staff</td>
</tr>
</tbody>
</table>

#### Support for the Training Activities of Key Group Companies in Fiscal 2014

<table>
<thead>
<tr>
<th>Target</th>
<th>Implementation Format</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group company employees, business partners, and temporary staff</td>
<td>GSP security training (e-learning)</td>
<td>87 companies 28,152 employees</td>
</tr>
<tr>
<td></td>
<td>Personal information protection training (e-learning)</td>
<td>65 companies 23,182 employees</td>
</tr>
<tr>
<td>Information security team member</td>
<td>GSP internal auditor training (studying offline at their desks)</td>
<td>83 companies 347 employees</td>
</tr>
</tbody>
</table>

### Shareholder Related Data

#### Trends in Annual Dividends per Share

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividends per Share (Yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>60</td>
</tr>
<tr>
<td>2013</td>
<td>60</td>
</tr>
<tr>
<td>2014</td>
<td>60</td>
</tr>
</tbody>
</table>

#### Distribution of Ownership Among Shareholders (as of March 31, 2014)

- **Japanese individuals and others**: 9.69%
- **Japanese financial institutions**: 15.26%
- **Foreign institutions and others**: 17.28%
- **Japanese securities companies**: 3.09%
- **Other Japanese corporations**: 54.68%

#### Business Partner Related Data

#### Trends in the Volume and Ratio of Overseas Orders

<table>
<thead>
<tr>
<th>Year</th>
<th>Overseas orders (Billions of yen)</th>
<th>Ratio of overseas orders to total orders (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>11.2</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>12.1</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>15.4</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>16.1</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>17.6</td>
<td></td>
</tr>
</tbody>
</table>
## Environment Related Data

### ISO 14001-certified Companies (as of March 31, 2014)

<table>
<thead>
<tr>
<th>Group Integrated Certification: 27 companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>● NTT DATA CORPORATION  ● NTT DATA HOKKAIDO CORPORATION  ● NTT DATA TOHOKU CORPORATION  ● NTT DATA SHINETSU CORPORATION  ● NTT DATA TOKAI CORPORATION  ● NTT DATA HOKURUKU CORPORATION  ● NTT DATA KANSAI CORPORATION  ● NTT DATA CHUGOKU CORPORATION  ● NTT DATA SHIKOKU CORPORATION  ● NTT DATA KYUSHU CORPORATION  ● NTT DATA CORPORATION  ● NTT DATA SYSTEM TECHNOLOGIES INC.  ● NTT DATA FINANCIAL CORE CORPORATION  ● NTT DATA FRONTIER CORPORATION  ● NTT DATA SMS CORPORATION  ● NTT DATA SOFA CORPORATION  ● NTT DATA SEIKUSUI SYSTEMS CORPORATION  ● NTT DATA R CORPORATION  ● NTT DATA MANAGEMENT SERVICE CORPORATION  ● NTT DATA UNIVERSITY CORPORATION  ● NTT DATA BUSINESS SYSTEMS CORPORATION  ● NTT DATA INTELLILINK CORPORATION  ● NTT DATA DACH II CORPORATION  ● NTT DATA CUSTOMER SERVICE CORPORATION (only for the Tokyo head office and Shikoku office)  ● NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, INC.  ● NTT DATA WAVE CORPORATION  ● JSOL CORPORATION.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Independent Certification: 5 companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>● NTT DATA CCS CORPORATION  ● NTT DATA MISE CORPORATION  ● NIK CORPORATION  ● CATS CO., LTD.  ● EMAS CO., LTD.</td>
</tr>
</tbody>
</table>

### Fiscal 2014 Target Attainment Status; and Targets for Fiscal 2015 and Beyond

Of the aforementioned NTT DATA Group companies to have acquired ISO 14001 certification, the numerical data below covers the 27 companies to have acquired Group integrated certification.

#### Fiscal 2014 Target Definitions and Results

<table>
<thead>
<tr>
<th>Scope</th>
<th>Target Definitions</th>
<th>Base fiscal year</th>
<th>Base value</th>
<th>Fiscal 2014</th>
<th>Target value</th>
<th>Results</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the environmental impact of society through the promotion of Green IT</td>
<td>Simplify quantitative assessment tools</td>
<td>—</td>
<td>—</td>
<td>Verify hypothetical assessments</td>
<td>—</td>
<td>Develop brief assessment methods</td>
<td>○</td>
</tr>
<tr>
<td>Reduce (electric power) greenhouse gas emissions</td>
<td>Amount of CO₂ emissions</td>
<td>2009</td>
<td>306,562t</td>
<td>13.7% reduction (264,563t or less)</td>
<td>19.0% reduction (248,349t)</td>
<td>—</td>
<td>○</td>
</tr>
<tr>
<td>Reduce the amount of copy paper purchased</td>
<td>Amount of copy paper purchased (gross amount: calculated on a number of sheets basis)</td>
<td>2009</td>
<td>321,770,000 sheets</td>
<td>37% reduction (202,730,000 sheets or less)</td>
<td>38% reduction (199,970,000 sheets)</td>
<td>—</td>
<td>○</td>
</tr>
<tr>
<td>Reduce the amount of waste for final disposal</td>
<td>Amount of waste for final disposal (gross amount: t)</td>
<td>2009</td>
<td>402t</td>
<td>60% reduction (161t or less)</td>
<td>49% reduction (207t)</td>
<td>—</td>
<td>×</td>
</tr>
<tr>
<td>Participation in local community environmental contribution activities</td>
<td>Number of activity participants</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>2,500 participants</td>
<td>2,867 participants</td>
<td>○</td>
</tr>
</tbody>
</table>

#### Targets for Fiscal 2015 and Beyond

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the environmental impact of society through the promotion of Green IT</td>
<td>Simplify quantitative assessment tools</td>
<td>Verify hypothetical assessments</td>
<td>Trial application</td>
<td>Full-scale application</td>
<td>—</td>
</tr>
<tr>
<td>Reduce (electric power) greenhouse gas emissions</td>
<td>Amount of CO₂ emissions</td>
<td>19.0% reduction</td>
<td>16.0% reduction</td>
<td>16.0% reduction</td>
<td>16.0% reduction</td>
</tr>
<tr>
<td>Reduce the amount of copy paper purchased</td>
<td>Amount of copy paper purchased (gross amount: calculated on a number of sheets basis)</td>
<td>38% reduction</td>
<td>37% reduction</td>
<td>37% reduction</td>
<td>37% reduction</td>
</tr>
<tr>
<td>Reduce the amount of waste for final disposal</td>
<td>Amount of waste for final disposal (gross amount: t)</td>
<td>49% reduction</td>
<td>57% reduction</td>
<td>61% reduction</td>
<td>65% reduction</td>
</tr>
<tr>
<td>Participation in local community environmental contribution activities</td>
<td>Number of activity participants</td>
<td>2,867 participants</td>
<td>3,000 participants</td>
<td>3,500 participants</td>
<td>3,700 participants</td>
</tr>
</tbody>
</table>

### E-learning Course Participants in Fiscal 2014

- Environmental basics: 33,074
- Course for waste-disposal supervisors: 715
- Course for environmental managers, environmental advocates, and environmental supervisors: 756
An Overview of the NTT DATA Group’s Environmental Impact

The environmental impact of the NTT DATA Group’s business activities derives chiefly from the emission of greenhouse gases through the consumption of energy centering on electricity. Lloyd’s Register Quality Assurance Limited has been charged with the responsibility of providing a third-party verification of the Group’s input of energy and greenhouse gas emissions from fiscal 2014.

**Scope of Environmental Impact Measurement**

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

**Measurement organization:** Fiscal 2012 NTT DATA (all organizations), 65 Group companies (Japan only)/Fiscal 2013 NTT DATA (all organizations), 64 Group companies (Japan only)/Fiscal 2014 NTT DATA (all organizations), 69 Group companies (Japan only)

---

**Input Business Activities**

**OUTPUT**

**Within the NTT DATA Group**

<table>
<thead>
<tr>
<th>Energy*</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility power (10,000 kWh)</td>
<td>52,213</td>
<td>48,878</td>
<td>48,342</td>
</tr>
<tr>
<td>Kerosene (kl)</td>
<td>17</td>
<td>17</td>
<td>16</td>
</tr>
<tr>
<td>Light gas oil (excluding Company vehicles) (kl)</td>
<td>19</td>
<td>42</td>
<td>66</td>
</tr>
<tr>
<td>A–C heavy oil (kl)</td>
<td>31</td>
<td>32</td>
<td>18</td>
</tr>
<tr>
<td>City gas (10,000 m³)</td>
<td>180</td>
<td>179</td>
<td>193</td>
</tr>
<tr>
<td>Gasoline (Company vehicles) (kl)</td>
<td>703</td>
<td>689</td>
<td>610</td>
</tr>
<tr>
<td>Light gas oil (Company vehicles) (kl)</td>
<td>17</td>
<td>23</td>
<td>25</td>
</tr>
<tr>
<td>Steam, cold energy (GJ)</td>
<td>—</td>
<td>—</td>
<td>46,132</td>
</tr>
</tbody>
</table>

*Steam and cold energy included from fiscal 2014

**Acquired third-party verification**

**Water resources**

<table>
<thead>
<tr>
<th>(10,000 m³)</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean water consumption</td>
<td>57</td>
<td>59</td>
<td>50</td>
</tr>
<tr>
<td>Gray water consumption</td>
<td>3.9</td>
<td>4.7</td>
<td>5.7</td>
</tr>
</tbody>
</table>

**Paper resources**

<table>
<thead>
<tr>
<th>(Tons)</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copy paper</td>
<td>963</td>
<td>889</td>
<td>907</td>
</tr>
<tr>
<td>Fliers, pamphlets, etc. for clients</td>
<td>56</td>
<td>43</td>
<td>29</td>
</tr>
</tbody>
</table>

**Specified chlorofluorocarbon used for air conditioning systems* | (Units) | FY2012 | FY2013 | FY2014 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of air conditioning system units using specified chlorofluorocarbon (CFC)</td>
<td>25</td>
<td>25</td>
<td>91</td>
</tr>
</tbody>
</table>

*Details of the number of air conditioning system units were presented based on the central heating prior to fiscal 2013. From fiscal 2014, details of the number of air conditioning system units is presented based on the central heating together with details of air conditioning systems based on the individual method.

**Construction materials**

**Office waste**

<table>
<thead>
<tr>
<th>(Tons)</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount generated</td>
<td>5,824</td>
<td>5,580</td>
<td>4,570</td>
</tr>
<tr>
<td>Amount recycled</td>
<td>5,129</td>
<td>4,636</td>
<td>3,557</td>
</tr>
<tr>
<td>Amount of final disposal</td>
<td>235</td>
<td>210</td>
<td>207</td>
</tr>
</tbody>
</table>

**Construction waste**

<table>
<thead>
<tr>
<th>(Tons)</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount generated</td>
<td>440</td>
<td>162</td>
<td>420</td>
</tr>
<tr>
<td>Amount recycled</td>
<td>373</td>
<td>150</td>
<td>380</td>
</tr>
<tr>
<td>Amount of final disposal</td>
<td>67</td>
<td>12</td>
<td>40</td>
</tr>
</tbody>
</table>

---

**Outside the NTT DATA Group**

**Greenhouse gases* (10,000 tons of CO₂) | FY2012 | FY2013 | FY2014 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity use</td>
<td>20.9</td>
<td>23.3</td>
<td>25.0</td>
</tr>
<tr>
<td>Gas/Tar use</td>
<td>0.4</td>
<td>0.4</td>
<td>0.6</td>
</tr>
<tr>
<td>Heat use</td>
<td>—</td>
<td>—</td>
<td>0.3</td>
</tr>
<tr>
<td>Company vehicle use</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td>Total</td>
<td>21.5</td>
<td>23.9</td>
<td>25.9</td>
</tr>
</tbody>
</table>

*Heat use included from fiscal 2014

**Acquired third-party verification**
In recent years, prevailing views on business management have changed dramatically alongside economic trends and changes in society. The renewed emphasis on CSR is a prime example. Although Japanese companies were slightly behind their European and U.S. counterparts in waking up to their social responsibilities, CSR activities are now an inseparable part of business management in Japan. NTT Data is one of those companies that have taken the lead in CSR. With a comprehensive understanding of the concepts of CSR, NTT Data is a pioneering company not only in Japan but also the world in terms of the breadth of its international coverage in CSR.

I believe taking into account the views of stakeholders is the foundation of CSR activities based on a comprehensive concept of CSR. In its CSR report for this fiscal year, NTT Data stresses that opportunities to have conversations with stakeholders and improve operations based on this engagement exist in all sorts of business scenes. NTT Data also emphasizes the importance of dialog in daily business activities and a Group awareness that it is advancing hand in hand with its stakeholders. However, taking these concepts and putting them into actual practice is quite a challenge. NTT Data needs to take more steps in order to put its concept of CSR into actual practice. I think NTT Data should work to resolve issues related to notching up its efforts at engagement with stakeholders. In addition to having conversations with stakeholders, all business processes should have stakeholders in mind – and actively integrating them – when proactively pursuing the (co)-creation of value.

With co-creation symbolizing this joint creation of value, I would like to see NTT Data formulate a co-creation strategy and examine measures for the co-creation of new value. While parts of the Company may already be implementing co-creation processes, I look forward to further disclosure on the details of management’s specific efforts on this front. I hope that these initiatives lead to measures with more substance in terms of the Company’s progress together with stakeholders, as management seeks to more fully engage with stakeholders as CSR activities increase from a bottom-up perspective in addition to the basic top-down approach.

In light of the opinions we received about last year's CSR report, in this year's report we focused on enhancing the level of disclosure further and introducing the most prominent initiatives in the highlight version of the report. We added an explanation of our global initiatives in an attempt to clearly convey how our globally expanding operations are linked to our CSR activities. We also made a concerted effort to disclose more information.

Regarding this year’s report, Dr. Kohlbacher offered praise for not only our CSR activities in Japan, but also our broad range of CSR activities worldwide as a global corporation. However, he also pointed out the need to take a more practical and detailed approach to considering the views of stakeholders, the basis of our CSR activities.

1. Highlights

In the “Our Way” section at the beginning of the Message from the President, the Group Vision, Three Values, Mission, Code of Conduct, and Approach to CSR were all described with clarity along with how they related to business. The section clearly conveys management’s commitment to achieving its objectives with a description of these objectives.

In the activity report, management discusses efforts that were particularly successful with regard to the four key themes, including “Global,” explains current social issues for each case, and its mission to solve these social issues with a detailed look at the solutions that only NTT Data can provide. Examples of how IT has helped solve social issues, based on the Company’s accumulated knowledge, were presented, including the “Flight Procedure Design System,” “Emergency Medical Information System,” and “Electricity Demand Forecast System.” Examples were also given for how the Three Values are acted upon. I believe the Company has clearly explained its objectives in CSR.

In the highlight version of the report, a simple introduction of major initiatives is presented and issues for each key theme are identified, whereas the more detailed website version of the report delves deeper into these subjects. I was impressed with the Company’s ongoing efforts on the basics of CSR and its measures to create a foundation for realizing its vision, such as building secure and reliable systems, employing, training and educating people, and engaging in environmental management.

2. Areas for improvement

Amid intense competition, NTT Data must implement “Our Way” policies in earnest in order to achieve its aim of becoming one of the top five companies in the world in the IT services market (i.e. the Company’s enthusiasm). This enthusiasm will trickle down to influence the behavior of employees as their managers implement “Our Way” with specific instructions and guidance (i.e. the influence of managers). As each employee understands how their work contributes to society and benefits customers, the shared sense of belonging to the Company will increase (i.e. shared conviction with the Company). As each person creates value and invokes change, innovation takes place and steps are taken toward becoming a Global IT Innovator.

To succeed at globalization, NTT Data must advance localization overseas and establish a global management system by strengthening head office functions. As the Company builds out a global risk management structure while spreading its Our Way philosophy and instilling its Values, I look forward to seeing how One NTT Data contributes to the creation of a more harmonious and abundant society with information technology.
Third-party Evaluation of NTT DATA’s CSR

NTT DATA’s CSR initiatives are evaluated by domestic and overseas research agencies (As of August 2014)

Eco ICT Mark
This logo, a symbol of the ICT Ecology Guideline Council, indicates that a telecommunications carrier has adopted appropriate CO2 reduction measures. Companies may use the Eco ICT Mark if they evaluate their own efforts to reduce CO2 emissions according to a checklist and publicize their efforts.
NTT DATA participates in Eco ICT Mark activities.

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Dow Jones Sustainability Indices
In Collaboration with RobecoSAM
Dow Jones Sustainability Asia Pacific Index

FTSE4Good Index

Morningstar
Socially Responsible Investment Index

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

NTT DATA Corporation
Toyosu Center Bldg., 3-3 Toyosu 3-chome, Koto-ku, Tokyo 135-6033, Japan
PHONE: +81-3-5546-8202
URL: http://www.nttdata.com/