

Sustainability Report
2015



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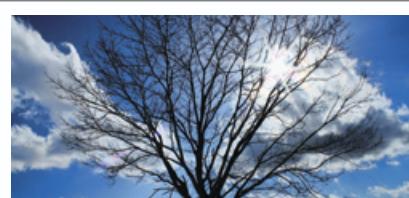
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Editorial Policy

NTT DATA has reliably published information on its approach to corporate social responsibility (CSR) as a Group and the various CSR-related activities it undertakes as part of its disclosure of information on CSR, and as a way to communicate with stakeholders.

In view of the growing need for non-financial information related to the environment, society and governance for medium-to long-term investors, we reviewed our approach to disclosure to provide greater detail on our initiatives for enhancing long-term value creation, and we updated the format of the CSR Report by publishing the Sustainability Report 2015.

We also provide information on our efforts to address society-wide issues under the three core CSR themes of "Society and Regional Communities," "People at Work" and the "Global Environment" by integrating them into the feature article and sustainability section of the Annual Report 2015.

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.



Group Overview

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

Period of coverage

This report mainly covers initiatives undertaken in fiscal 2015 (April 1, 2014 to March 31, 2015). Details of certain activities that were conducted prior to fiscal 2015 or are planned for the future are also included in this report.

Guidelines referenced in this report

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

Publication date

December 2015 (the CSR Report 2014 was published in December 2014; the Sustainability Report 2016 is scheduled for publication in December 2016)

Disclaimer and notes

- 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.
- 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.
- We have submitted the Corporate Governance Report to the Tokyo Stock Exchange on the status of our compliance with the Corporate Governance Code on June 18, 2015. We intend to reflect each principle in our basic policy, which is being prepared for disclosure within six months of the date of the Ordinary General Meeting of Shareholders.

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TEL: +81 50-5546-8132 FAX: +81 3-5546-8133
URL: <http://www.nttdata.com/global/en/index.html>

Message from the President

We propose new paradigms and value using IT by placing clients first with innovation and Japanese quality at the heart of all we do to help create a sustainable and prosperous society.



● Looking Back on FY2015 and Ahead to FY2016

Around a decade ago, NTT DATA set forth its group vision of becoming a Global IT Innovator and aggressively started to globalize itself. Today, the NTT DATA Group's coverage has grown to encompass 176 cities across 41 countries with approximately 76,000 employees.

On the domestic front, in FY2015 we promoted a so-called Re-Marketing initiative to create new markets by anticipating the changing environment and advances of information technology. As a result, we acquired new clients and increased market share, delivering a year-on-year increase in net sales.

The overseas sales ratio has risen to approximately 30% of our total sales with around JPY450 billion, as everis joined the Group and overseas business organically grew by successfully winning a global IT system project from a world-leading automaker and other initiatives.

As we expanded sales both in Japan and overseas, we have accomplished our target of the current mid-term management plan for net sales of over JPY1.5 trillion a year ahead of schedule.

FY2016 will be the final year of the current medium-term management plan and we will concretely continue to advance initiatives to drive business both in Japan and overseas, prevent unprofitable projects and turn the operating income of overseas operations from red to black.

● Enhancing our Corporate Value

We promote CSR to help realize a sustainable society by addressing societal challenges through our business activities. We focus our attention on paradigms in the three areas of society and communities, people at work, and the global environment, while strengthening infrastructures that support these areas. We are also continually engaged in further increasing corporate value by strengthening Group governance, practicing effective risk management, and sharing our vision and values throughout the Group.

To strengthen Group governance, we established rules for discussing and reporting such matters that could affect the foundation of business management, such as internal control and compliance on top of business matters relating to business planning and execution management and the control of large scale projects. These rules are in place between NTT DATA's headquarters and its Group companies, not only in Japan but also in other countries. At the same time, we built business management systems for

domestic Group companies that give greater visibility to business management information in the financial and human resources arenas to improve efficiencies in managing business and to ensure thorough management.

In managing risks, we have newly defined two risks—"Global-control risks" are risks that could materially impact the overall NTT DATA brand, and "region-control risks" represent key risks in each region. With this perspective, we are taking measures to identify risks at an early stage so that countermeasures can be considered upfront, thereby mitigating their impact on business.

As for our efforts in sharing our vision and values throughout the Group, we have defined "Our Way" as an underlying philosophy and encourage all Group employees to share the Group's values, the core values that we live by to fulfill our Group vision. One of the initiatives is Values Week. Held in the anniversary week of NTT DATA's founding, internal workshops provide opportunities for employees to share and exchange their ideas about the Group's values. In FY2016, more than 300 workshops were held in over 60 cities across Japan and in 20 other countries around the world, and were attended by approximately 10,000 employees. Through dialogue among employees, our people can share our values, which will foster unity throughout the Group as we pursue further growth.

● Contributing to Addressing Societal Challenges by Creating Innovations

We believe that it is our social responsibility to use information technology to create new value in society and to contribute to growth and sustainability for society overall.

Digital and IoT (Internet of Things) are high-profile topics in various industries today, evidence that IT is evolving exponentially as one of the major drivers for innovation. As we live at a time dubbed the "Information Communication Revolution Age," NTT DATA

strives to propose new paradigms and value using IT to pursue further growth together with our clients.

As part of our effort to create innovations, we began releasing NTT DATA Technology Foresight in 2012. This is an initiative to craft and realize a future vision with various clients by foreseeing challenges at an early stage that our future society will face and by anticipating the impact that technology will have on society and business. We hold a number of collaboration workshops with clients to devise new business ideas based on information society and technology trends that we identify every year.

At the same time, we promote an open innovation initiative. This is not solely kept within the company for its internal R&D

activities and business considerations. We take a flexible approach to incorporate state-of-the-art technologies and innovative case examples around the world and turn ideas into tangible IT services to provide added value for our clients as well as their customers.

In September 2013, we started an activity called Toyosu-no-Minato-kara, with the aim of incubating new business faster by connecting clients and startups across different sectors with our company.

In July 2015, we also launched the Digital Corporate Accelerate Program, which provides support for companies working on new business incubation with startup ventures.

With this service, as our clients press ahead with their business strategy, they can collaborate with leading-edge ventures in the world to incubate new business that would be impossible with their ideas or research and development capabilities alone. Furthermore, NTT DATA provides support in developing business models with experienced professionals who have technical know-how and expertise in turning ideas into actual business, so helping clients to initiate more feasible business activities.

By fostering innovation, all employees are devoted to placing clients first, with innovation and Japanese quality at the heart of all they do, as per our vision of becoming a Global IT Innovator, and in doing so, we strive to help realize a sustainable and prosperous society as a business partner for our clients around the world.

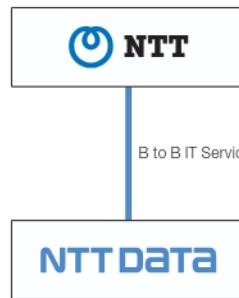
Toshio Iwamoto
President and Chief Executive Officer



Company Data

Basic Data

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



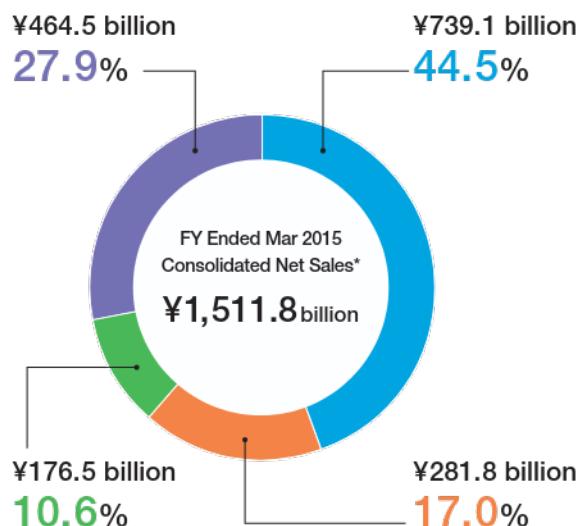
NTT Group – One of the world's largest ICT companies	
NTT Group	
Total Assets:	Net Sales:
¥20,702.4 billion	¥11,095.3 billion
Number of Employees:	Consolidated Subsidiaries:
241,600 (consolidated)	917

NTT DATA Group	
NTT DATA Group	
Total Assets:	Net Sales:
¥1,822.8 billion	¥1,511.8 billion
Number of Employees:	Consolidated Subsidiaries:
76,642 (consolidated)	253

Business Domain

Business Portfolio

We are shedding our dependence on a business model centered on large-scale system integration projects in Japan to diversify and globalize our operations based on a relevant business portfolio.



Supporting NTT DATA in the domestic financial service and public sectors
Public & Financial IT Service Segment

Business Areas

■ Public administration ■ Finance ■ Healthcare ■ Settlement

Creating new businesses in a wide range of fields
Enterprise IT Service Segment

Business Areas

■ Manufacturing ■ Communications, broadcasting, and utilities
■ Retail, logistics, and other services

Providing the latest IT solutions
Solutions & Technologies Segment

Business Areas

■ Platforms ■ Services ■ Solutions

Advancing NTT DATA's global business
Global Business Segment

Regional Bases

■ North America ■ China ■ EMEA ■ APAC ■ Spain / Latin America

* Consolidated net sales includes "others" and "adjustments" and thus is not a simple aggregation of the net sales of each segment.

An Ever-expanding Business Domain

The NTT DATA Group's re-marketing, which creates new markets sensitive to our changing world, continues to expand business domains.

**Public Sector**

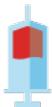
Big data and cloud computing to support local communities

**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

**Manufacturing**

Greater efficiency for manufacturing process systems

**Service Providers**

Capturing opportunities in the rapidly changing service industry

**Telecommunications**

Communications to create new opportunities and client connections

**Automotive**

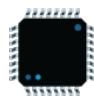
Technologies and systems driving the automotive industry

**Fundamental Technologies**

Cloud computing to transform data into a powerful business resource

**Media and Entertainment**

IT solutions for new media business creation

**Electronics and High Tech**

Optimizing technical development, manufacturing, and management operations

**Consumer Products**

Online and mobile innovations for products development

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.

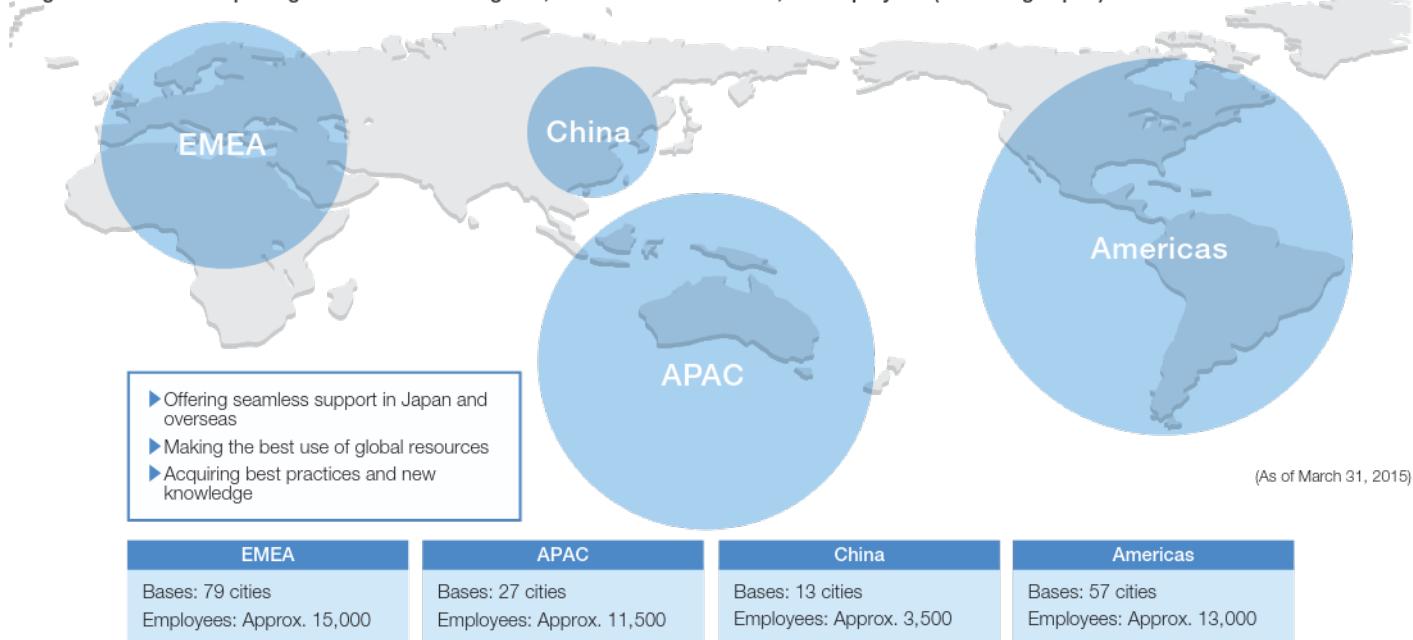
<Medium-term Management Plan>

Sales target : ¥1.5 trillion (Global Top 5) EPS : ¥200

Global Business Structure

We support the global business development of our clients and provide services optimized for the global stage through our worldwide network of offices. We also develop overseas and regional social infrastructure systems based on our extensive experience in Japan.

- A global network comprising 41 countries and regions, 176 cities and about 43,000 employees (excluding Japan)



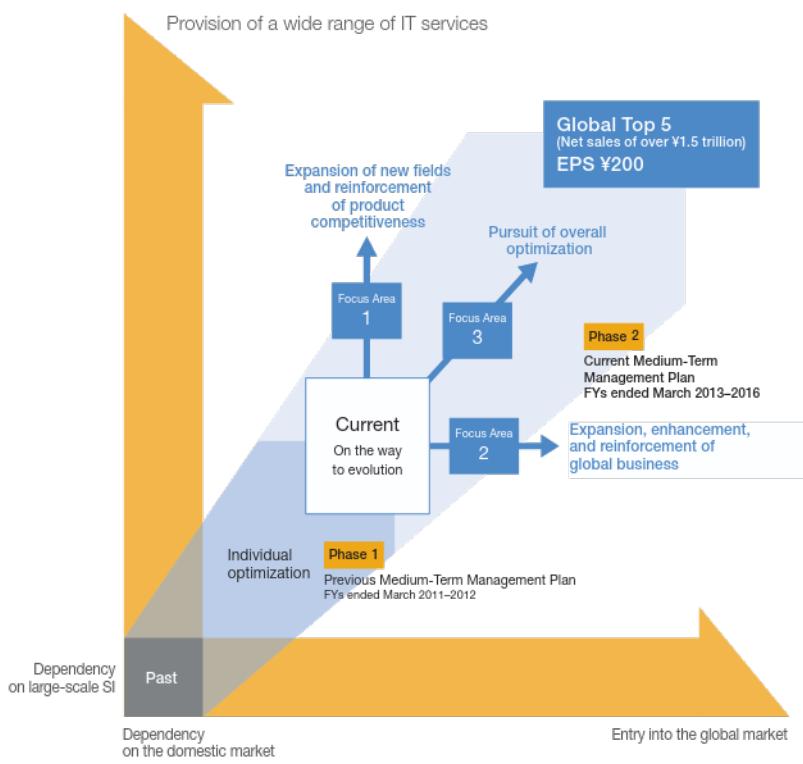
Becoming a Truly Global IT Company

In fiscal 2015, NTT DATA was able to achieve its 26th consecutive year of higher net sales since its separation from NIPPON TELEGRAPH AND TELEPHONE CORPORATION.

The Company has continued to expand its business domain to encompass various new fields by leveraging foundations formed by the customer relations and technological capabilities that attest to its leading presence in the domestic market. At the same time, we have increased our geographic coverage through aggressive merger and acquisition (M&A) activities with the aim of reinforcing NTT DATA's global business.

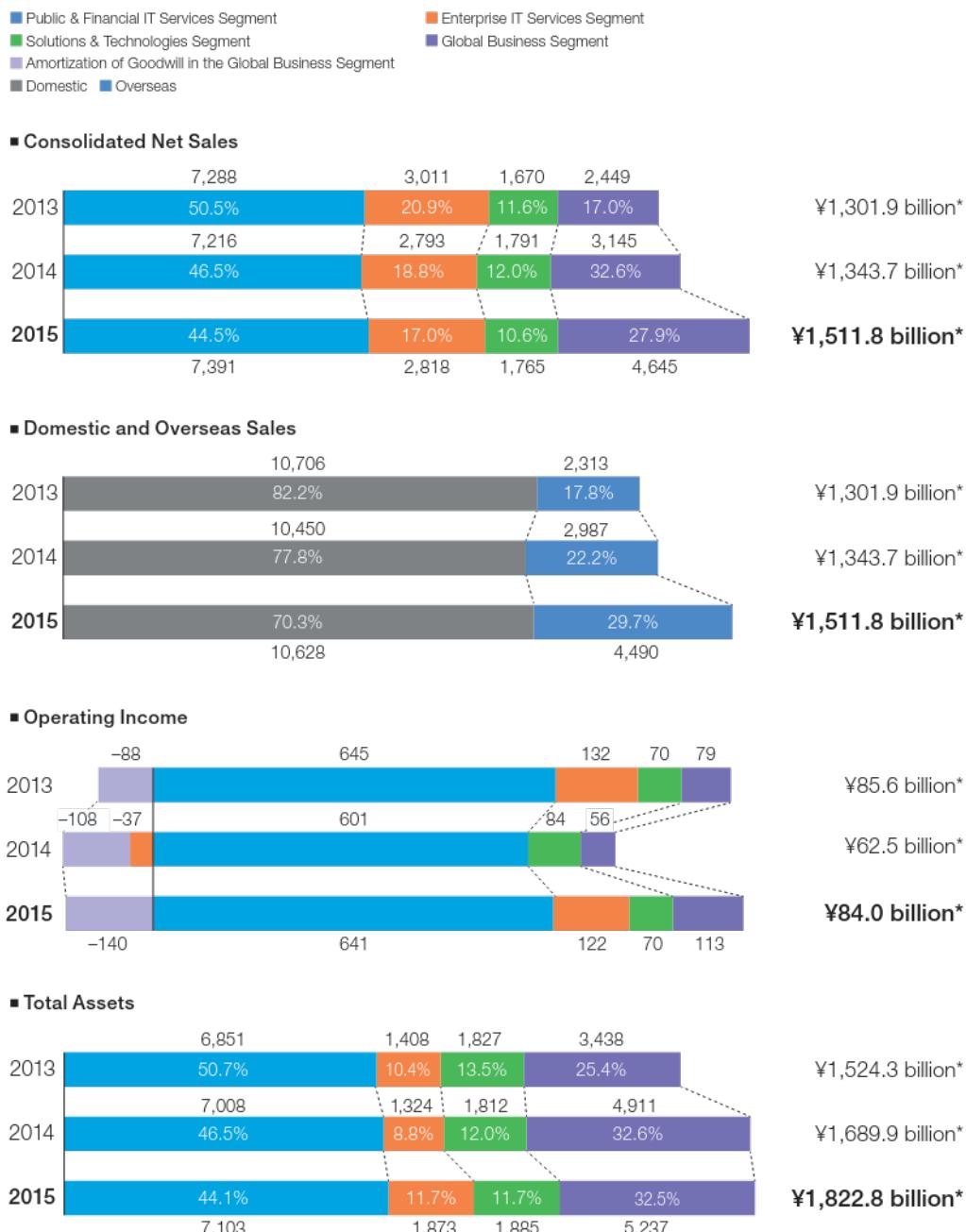
The current Medium-Term Management Plan, which is scheduled to end with fiscal 2016, has defined two targets: achieving net sales of over ¥1.5 trillion, which equate to joining the Global Top 5 in IT services and recording earnings per share (EPS) of ¥200. By pursuing these targets and evolving into a corporate group that can efficiently provide diverse IT services worldwide, we aim to become a truly global IT company capable of competing with rivals on the worldwide stage.

- The NTT DATA Group's Accelerating Global Expansion



Financial Data

The NTT DATA Group reports on its businesses while organizing them into the following segments, which highlight the synergies they demonstrate in a system of business management for efficiently raising the overall power of the Group and flexibly responding to the requests and expectations of clients and society at large.



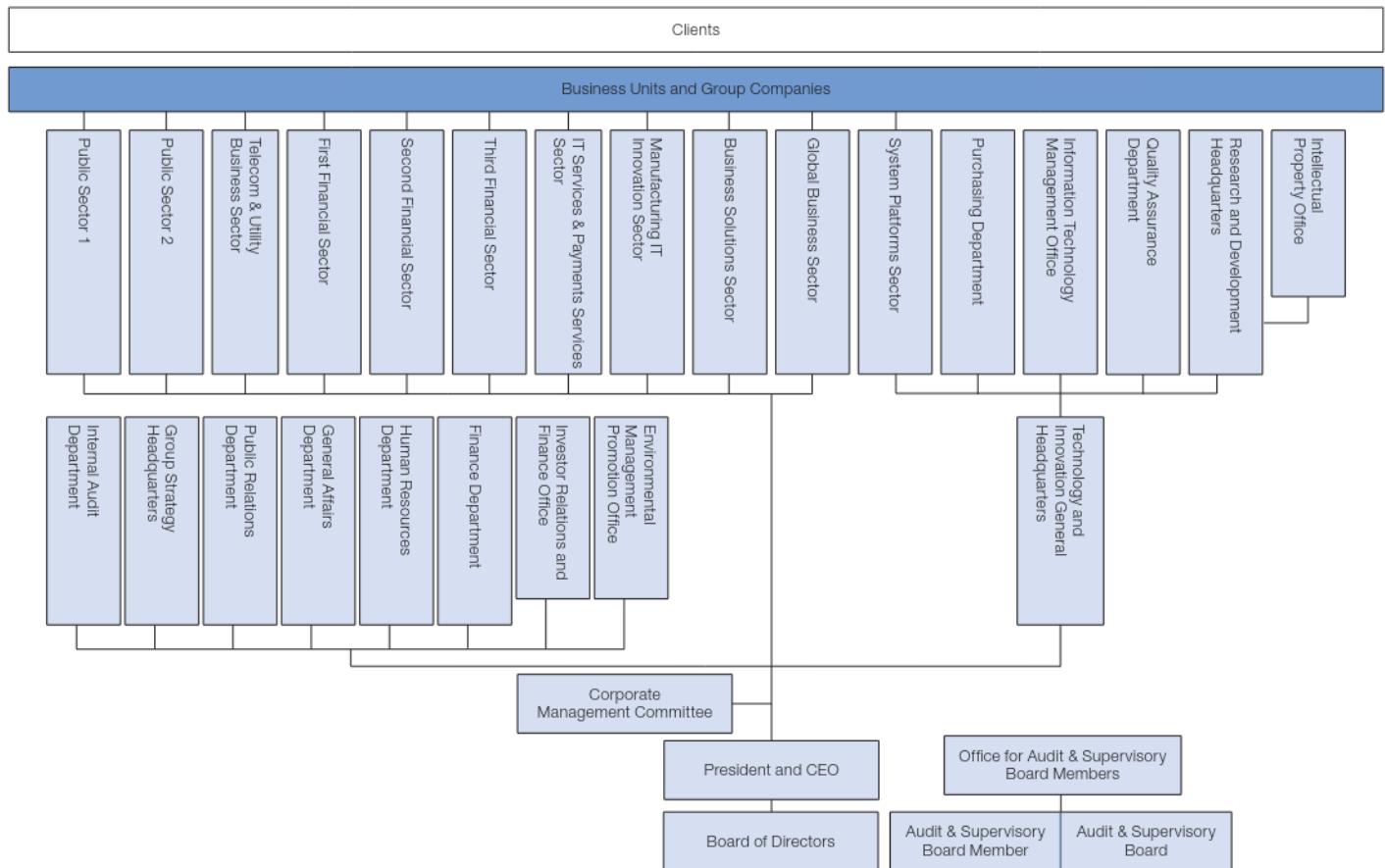
* Includes others and adjustments

Organizational Structure

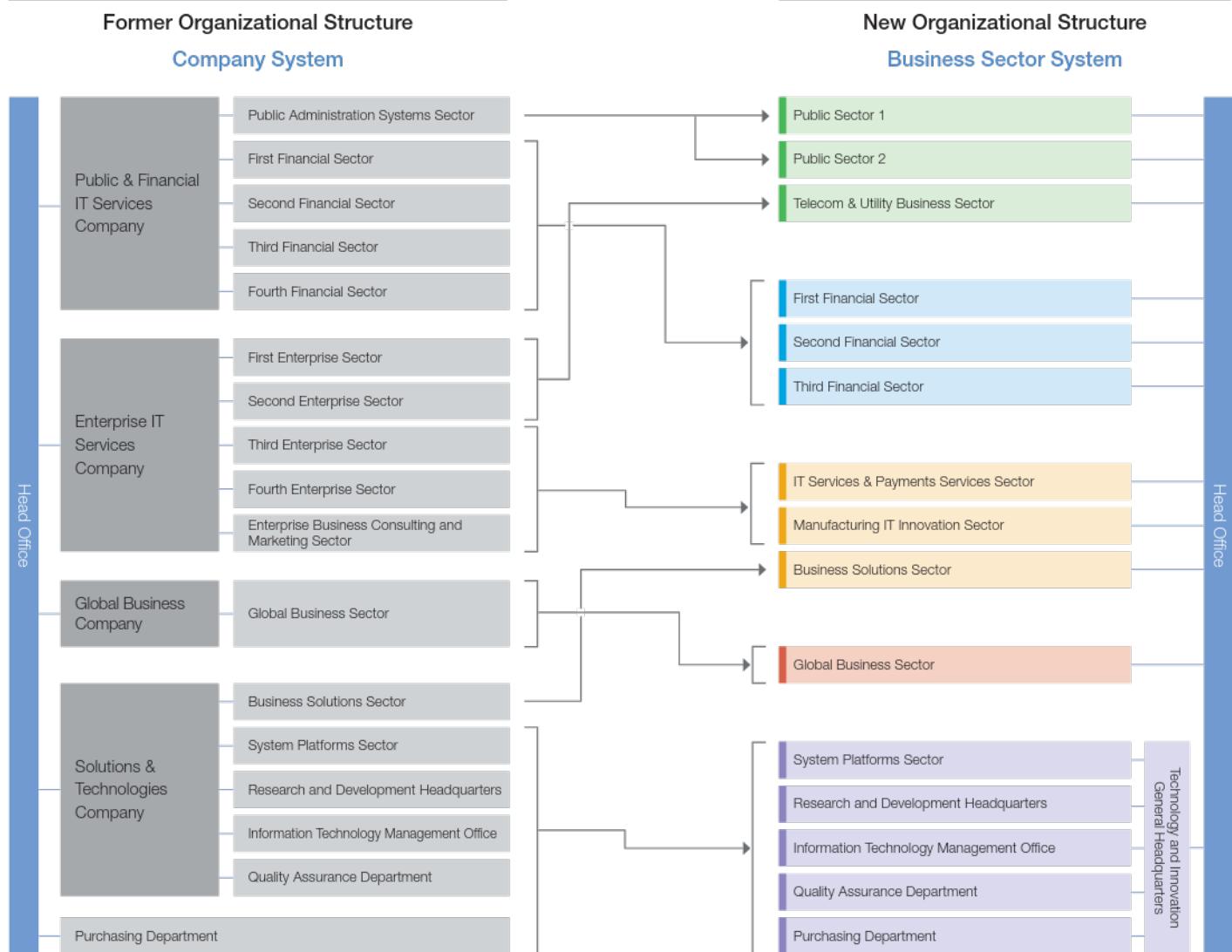
On July 1, 2015, NTT DATA underwent an organizational reform that abolished the former Company System, instituted in 2009. That system had substantially contributed to the ability of each internal company to respond to changes in the operating environment, explore new markets and approach new customers.

Recent rapid changes in the industry and the evolution of IT in the domestic market, however, merited a new approach to ensure the continued ability of NTT DATA to respond to social needs. The decision to transition into a new organizational structure was based on realizing we needed a system to further encourage inter-business collaboration Group-wide and expedite decision-making, and thereby strengthen competitiveness. Moreover, these organizational changes were positioned as a preparatory step toward the next Medium-Term Management Plan.

■ Organizational Structure (as of July 1, 2015)



■ Former and New Organizational Structures (as of July 1, 2015)



Our Way

Today's business world is evolving faster than ever in Japan and across the globe. As a company and as individuals, we think through what we do, act differently and transform our business to drive a better future for NTT DATA. Mission and Vision statements serve as a guide to achieve our aspirations.



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.

Group Vision

In 2005, in response to accelerating globalization, NTT DATA instituted a new Group Vision, which we termed Global IT Innovator. With IT at the core of our business, we aimed to comprehensively expand our operations to markets around the world. Our vision embraced two beliefs: "we could change IT to make it better" and "through IT we could change the world." As a leading innovator in the field of IT, we set out to enable our clients to achieve their highest goals and aspirations.

In 2013, our growing operations include approximately 62,000 people in 35 countries working on the challenges that our clients face. To help accelerate our business growth in the decade ahead, we have instituted a new highly evolved definition of Global IT Innovator.

Our Group Vision contains three messages: (1) we build long-term relationships with our clients and enable them to reach their highest goals and aspirations; (2) we create evolving ecosystems through advanced technology; and (3) we enhance our creativity through the respect and encouragement of diversity at every level of our company.

At NTT DATA, new challenges and the opportunity for greater progress in the decade ahead begin now.

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.

Values

An important step in working together and achieving the corporate transformation set out in our Group Vision is stating the values we esteem and seek to share. These values are as follows:

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.

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.

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.

Global Compliance Policy

Global Compliance Policy, shared throughout the NTT DATA Group, sets criteria that guide our daily actions with regard to ethics, laws, regulations and overall business operations.

<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.

<Application>

All directors, officers and employees shall fully understand this Global Compliance Policy, and act as follows to achieve its purposes. Directors and officers shall take their initiatives and exert to cultivate the high morals in employees.

<Principles>

We will:

- Comply with all relevant laws and regulations of the jurisdictions where we do business, including international laws, and act in accordance with good integrity.
- Be aware of our corporate social responsibility, and perform fair and transparent business activities.

<For Customers>

We will:

- Execute appropriate agreements with our customers, and provide systems and services pursuant to the agreement.
- Thoroughly manage customer information in accordance with the agreements, relevant laws and regulations related to the protection of personal data.

<For Shareholders>

We will:

- Undertake sound corporate management and strive to increase the interests of our shareholders.
- Timely and appropriately disclose management information in order to perform transparent management.

<To Competitors>

We will:

- Restrict ourselves from performing any acts that would impede market competition, including defamation, dumping, cartels, and other unfair/anti-competitive conducts, and perform fair and free competition.
- Protect our own intellectual properties and respect the same of others.

<To Suppliers>

We will:

- Act with integrity without abusing a superior position.
- Comply with relevant laws and regulations applicable to transactions with suppliers, and observe agreements with suppliers.

<To Government>

We will:

- Not provide any gift or hospitality against our policy or applicable laws, nor conduct any act that would be suspected of corruption.
- Not be involved in any bribery with government officials in any manner and in any jurisdiction.

<To Society>

We will:

- Actively undertake social contribution, such as volunteering or other community activities, to fulfill our responsibility as a good corporate citizen.
- Respect the diversity of cultures and values, and contribute to the development of societies where we do businesses.
- Refuse to do any business with anti-social forces.

<To the Environment>

We will:

- Propose IT systems and solutions to contribute to the reduction of the environmental load.
- Strive to reduce the environmental load caused by our business operations.
- Increase our awareness of biodiversity, and undertake activities to protect the natural environment.
- Observe laws and regulations related to the environment.

<To Employees & Co-workers>

We will:

- Respect the individuality and personality of our people.
- Respect human rights and will not discriminate based on gender, nationality, belief or religion.
- Not commit any harassment.
- Maintain fair and equal treatment of employees and provide employment opportunities on the basis of individual merit, in a working environment safe, secure, and free of violence, drugs or child labor.

<As Employees>

Each employee will:

- Ensure that information security be maintained and not conduct any privacy infringement, unauthorized access and other unlawful acts.
- Observe the company policies and not engage in any act that conflicts with the interests of the company or that provides personal gain to the detriment of the company.
- Not engage in insider trading in any manner.
- Not provide or receive any gifts or hospitality against our policy from/to customers, suppliers or business partners.
- Not post to any social media any confidential or proprietary information or any message that harms the trust or rights of any parties.
- Promptly report any breach or suspected breach of this policy or other unlawful act to your manager, local compliance officer, or whistle blowing line where appropriate. The company will not make any retaliation to those who made good faith reporting through the whistle line.

Keeping Everyone Informed

We seek to ensure the thorough internal dissemination of the Global Compliance Policies by setting rules and offering a variety of training materials that include practical examples of appropriate payment based on contracts, prohibition of all forms of bribery including kickbacks, proper handling and disclosure of direct and indirect political donations, and proper handling and disclosure of donations and support for charitable organizations. Beyond complying with the prevailing laws and regulations of each country, we even apply this policy where relevant regulations are not in place. We also inform suppliers and service providers, who are the actual counterparties to our contracts, by signing a standard purchasing agreement and requesting compliance. In producing this policy, we referred to international guidelines and initiatives, including the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights.



Global Compliance Policy

<http://www.nttdata.com/global/en/about/corporate/mission/policy.html>

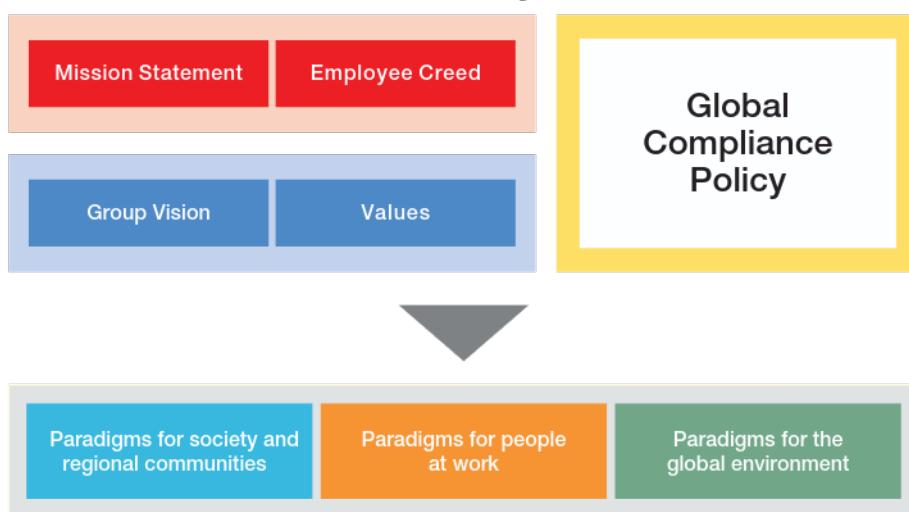
Reference

Page 62:Compliance Policy and Framework

CSR in the NTT DATA Group

CSR in the NTT DATA Group

Our Way



Review of Our CSR Policy

To further facilitate understanding of the NTT DATA Group's approach to CSR and the direction of our initiatives, we replaced the CSR Message upheld since April 2010 with the Material CSR Challenges we pursue in practicing Our Way, the guiding principles of our CSR activities.

The NTT Group CSR Charter

Seeking to further consolidate the NTT Group in its drive to address social issues in Japan and overseas, the NTT Group CSR Priority Activities were defined under the NTT Group CSR Charter as common activities that each Group company would implement through their own initiatives and responsibility. In line with these CSR Priority Activities, the NTT DATA Group promotes CSR activities related to the nature of each Group company's business.



CSR Management

At NTT DATA, the vice president is generally responsible for managing CSR activities as the chief CSR officer. The General Affairs Department handles related operations such as compiling information, training employees and engaging with outside entities, and each workplace carries out CSR activities to contribute to resolving social issues.

To boost our activities directed toward the Material CSR Challenges, we identified and analyzed priority activities from the standpoints of materiality for society and materiality for the NTT DATA Group. We then narrowed down these activities by various means, including interviews with outside experts, to identify our new areas of focus from the perspectives of what society expects from the Group and what we should do to fulfill our responsibilities in an appealing way through our core business.

■ Process of Formulating New CSR Areas of Focus

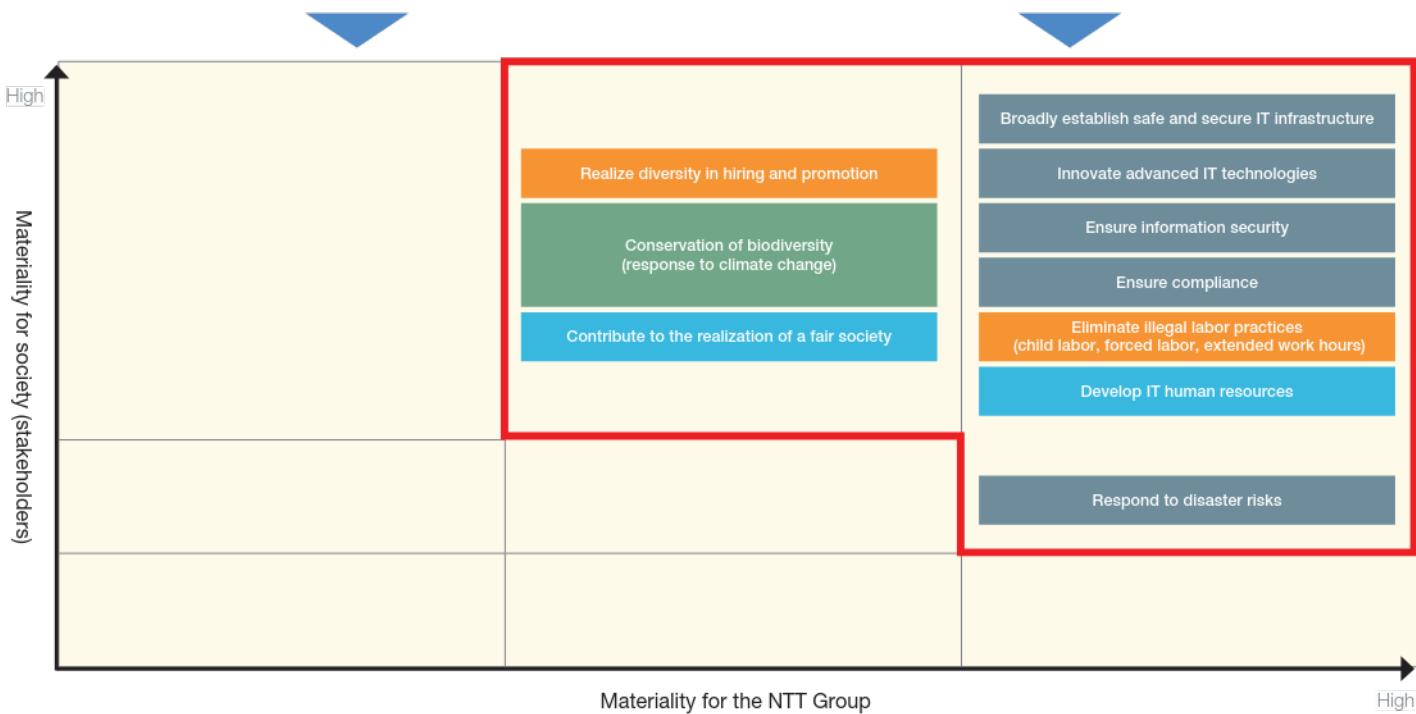
Identifying materiality for society

- Sort out and analyze the results of evaluation by research and rating agencies
- Identify the categories adopted by the GRI Guidelines, ISO 26000, etc.
- Interview outside experts

Identifying materiality for the NTT DATA Group

- Conduct an employee survey on the CSR Report
- Conduct the Employee Satisfaction Survey, Customer Satisfaction Survey, etc.

We also referenced the NTT Group CSR Charter to identify materiality.

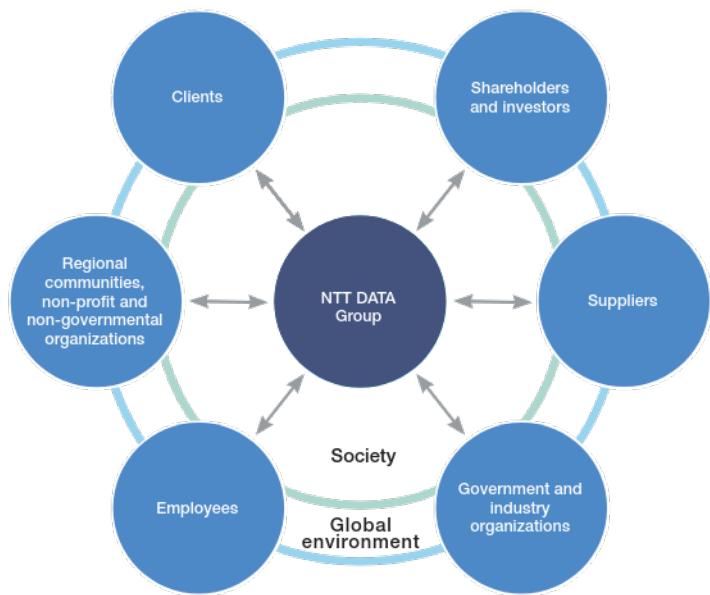


■ Society and Regional Communities ■ People at Work ■ Global Environment ■ CSR Infrastructure

Dialog with Stakeholders

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. Through stakeholder engagement, we consider what society at large expects of us as we strive to address social issues.

■ Key Stakeholders



■ Key Opportunities for Stakeholder Engagement

	Main approach
Clients	<ul style="list-style-type: none"> ● Regular sales and proposal activities ● Client satisfaction surveys (questionnaires, interviews)
Shareholders and investors	<ul style="list-style-type: none"> ● Annual Meeting of Shareholders ● Annual reports ● Investor relations website ● Financial results briefings ● Shareholder newsletters
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
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 ● Advisory boards

	Main approach
Suppliers	<ul style="list-style-type: none"> ● Regular business activities ● Business Partner (BP) Presidents' Meetings ● Discussion meetings ● Technological briefing sessions
Employees	<ul style="list-style-type: none"> ● Employee satisfaction surveys ● Management-employee town halls ● Proposal Patio (bottom-up suggestion system) ● "Nexti" (NTT DATA Group internal social networking service (SNS)) ● Helpline ● Counseling
Global environment	<ul style="list-style-type: none"> ● Reduction of NTT DATA Group's environmental impact, reduction of environmental impact through ICT.

● Promoting Engagement through the Advisory Board

NTT DATA established its first advisory board, comprising corporate executives, academic experts and others, in July 2012 as an opportunity for engaging in dialog with outside experts. In July 2014, we appointed the following outside experts as members of our second advisory board.

- Nobuo Inaba, Director, Ricoh Co., Ltd.
- Kazunari Uchida, Professor, Waseda Business School
- Mochio Umeda, President, MUSE Associates
- Masako Egawa, Professor, Graduate School of Commerce and Management, Hitotsubashi University
- Hiroshi Kimura, Special Advisor, Japan Tobacco, Inc.
- Eizo Kobayashi, Chairman, ITOCHU Corporation

● 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.

Commitment to Outside Initiatives

The NTT DATA Group has adopted a preventive approach and participates in outside organizations, including those listed below, to share information on social issues and engage in discussions.

- Telecom Services Association (executive director)
- The Telecommunications Association (Industry Division)
- Japan Data Communications Association (board member)
- Communications and Information Network Association of Japan (CIAJ)
- The Telecommunications Association
- KEIDANREN (Japan Business Federation)
- The ITU Association of Japan
- VCCI Council

Third Party Evaluation

NTT DATA's CSR initiatives are evaluated by domestic and overseas research agencies (as of September 2015).



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.)



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.

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 paradigms that are beneficial to both larger society and regional communities.

Developing Systems that are Safe and Secure

The bringing to fruition of systems and services that offer round-the-clock, year-round stability is 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.

Initiatives to Improve Quality

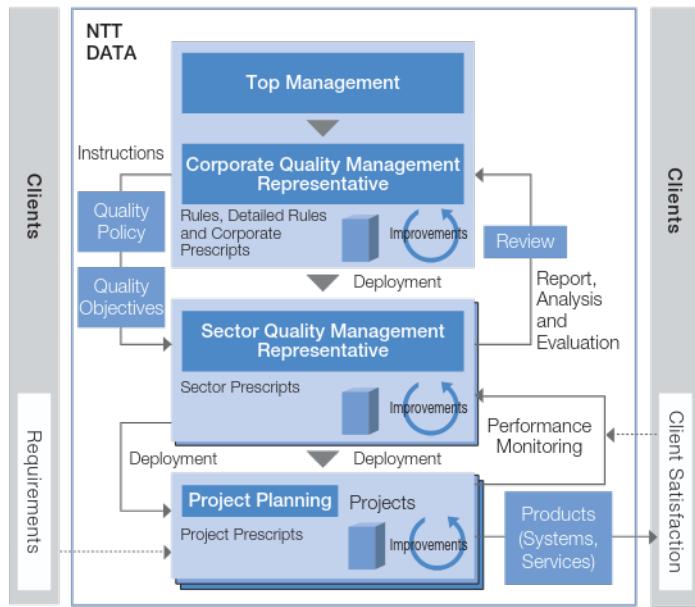
● Building a Management System Based on ISO 9001 and Continuously Promoting Improvement Activities

NTT DATA obtained ISO 9001 certification—the international standard for quality management—on a Group-wide basis in 1998 and subsequently adopted a systematic approach for creating a quality management system across the entire organization. Since fiscal 2008, NTT DATA has created unified Company-wide rules governing system development and management methods and has clarified procedures for applying the rules to bolster the system on a Group-wide basis. In March 2010, we formulated an implementation method to boost quality and productivity, which we have also deployed Company-wide, under our unified rules. In addition, we quickly focused on making process improvements and enhancing the transparency of system development, and we incorporated Capability Maturity Model Integration (CMMI)* to formulate development and operational standards. In recent years, we have particularly recognized the importance of raising the standard of quality control at development sites, including those of Group companies. We are therefore taking steps to roll out CMMI throughout the Group and to share quality-related information.

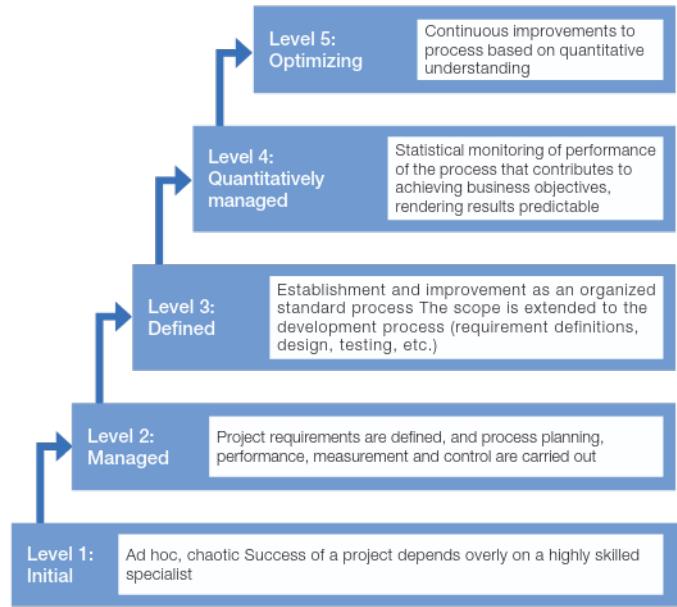
As part of our global effort to enhance quality, we have deployed an ISO 9001-compliant quality assurance system in Vietnam and Shanghai, China, within the Asia-Pacific region, while providing support and information for process improvement utilizing CMMI to Chinese locations in Beijing and Wuxi.

* Capability Maturity Model Integration is a model created by the Software Engineering Institute of Carnegie Mellon University and now managed by the CMMI Institute. It expresses the level of maturity of an organization undertaking system development on a five-point scale.

■ NTT DATA Quality Management System



■ Capability Maturity Model Integration (CMMI)



● Enhancing and Standardizing Project Management

NTT DATA is endeavoring to enhance and standardize project management in order to improve the quality and efficiency of system development. In fiscal 2016, we completely overhauled the organization specializing in research and development that had been set up in fiscal 2011 to launch the PM (project management) & ALM (application lifecycle management) Innovation Center. And in 2014, we launched the Agile Professional Center as a specialized organization to pursue the research and development of agile software development methods and project execution across the NTT DATA Group.

<PM & ALM Innovation Center>

The PM & ALM Innovation Center was established to research and develop innovative project management methods, reinforce them through verifiable methods familiar to the actual worksites, and provide them within the Group in an easy-to-use manner. The center is also responsible for establishing the NTT DATA Global Standards, which integrate standard procedures for system development around the world, and for developing next-generation management tools that raise the execution rate of progress management and quality management, thereby enhancing the competitiveness of the NTT DATA Group and limiting problematic projects.

<Agile Professional Center>

In July 2014, NTT DATA launched the Agile Professional Center (APC) to lead the implementation of agile development projects as a part of efforts to address the recent rapid growth in agile development needs. In this manner, we are working to consolidate the know-how accumulated at the APC to deliver to our global clients systems that harness even more advanced agile development methods.

<Quality Management Portal Site>

In fiscal 2011, NTT DATA launched the Quality Management Portal Site. Our objective was to enable the sharing of all kinds of information related to quality among the different development locations, including those of Group companies.

In fiscal 2015, we sought to enhance quality throughout the NTT DATA Group by improving its content to better accommodate the realities of work locations.

Initiatives for Improving Client Satisfaction

Initiatives that involve listening to what clients have to say and targeting improvements in their levels of satisfaction are an important issue when considering contributions that can be made to society through business operations.

In line with its client-first approach, the NTT DATA Group strives to improve client satisfaction as a means of contributing to their success.

Improving Client Satisfaction

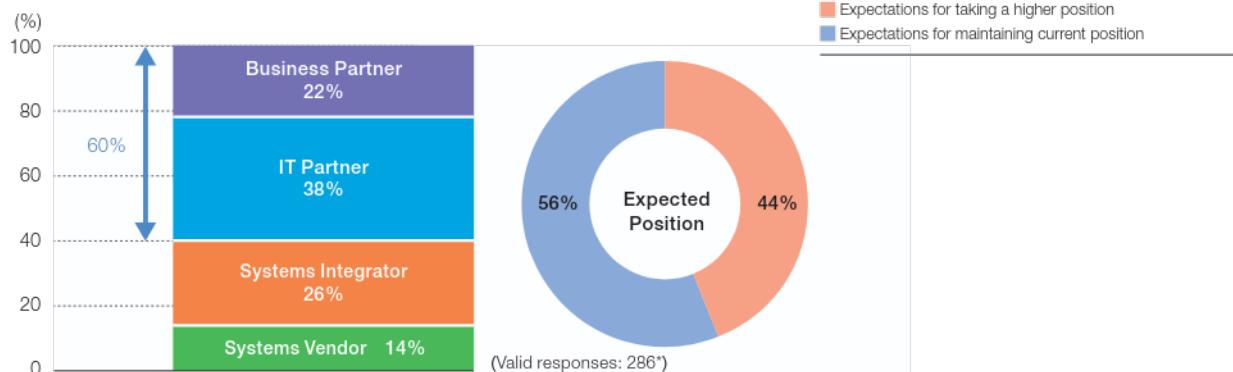
● Promoting Improvement through Interviews and Questionnaires

In accordance with its belief that a client-oriented approach lies at the root of sustainable corporate growth, NTT DATA conducts oral and written surveys of its regular clients every year. The aim of this self-monitoring exercise is to enable us to deliver improved services from a client standpoint.

In fiscal 2015, we listened to the opinions and requests of 57 organizations in interviews and obtained feedback in questionnaires received from 306 people in 152 client organizations. These client satisfaction (CS) surveys revealed that 60% of clients viewed "NTT DATA as a partner that puts thought into both their business and into IT." At the same time, 40% of clients indicated that they expected NTT DATA to take a "higher position" in their business.

In the years to come, we plan to continue CS activities across the Group as a basic practice.

■ NTT DATA's Actual Position for Customers



* Figures are based on a compilation of responses for "Actual" and "Expectations."

Business Partner: A business partner that works hand in hand with customers to help customers develop new businesses and services from their conception to market release

IT Partner: An IT partner that brings new issues to the attention of customers, working in unison to put forward systems solutions

Systems Integrator: A partner that is capable of providing timely advice regarding the necessary systems and services based on solutions that are required to address new issues that come to the attention of customers

Systems Vendor: A partner that takes steps to approach customers in junction with other vendors when the necessary systems and services have been clarified

Contributing to Regional Communities and Society as a Whole

IT makes people happy. In addition to realizing this thought, important issues for NTT DATA are the development and provision of solutions directly linked to the resolution of social issues and the fulfillment of its responsibilities as a corporate citizen.

The NTT DATA Group works 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.

Developing People-friendly Systems

The widespread adoption of information technology in 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 disabled in public websites and to improve the IT user-friendliness across a wide range of digital devices including tablets.

The NTT DATA Group, recognizing in each IT user the potential for innovation, promotes the development of people-friendly information systems centered on universal design (UD)^{*2}. We are pursuing a wide-ranging effort, from applying UD in the systems and services we deliver to clients to training and enhancing the awareness of employees.

*1 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 Design aiming for ease of use by all people, irrespective of age, gender, nationality, disability or individual experience and abilities

● Active Involvement in the International Association for Universal Design

The International Association for Universal Design (IAUD) was established in Japan in 2003 to promote the widespread adoption of universal design (UD). NTT DATA has been a full member of the IAUD—the largest organization of its kind in Japan—since its inception.

In fiscal 2015, NTT DATA employees participated in the UD Project for Media and the Mobile Space Project for the second consecutive year.

Initiatives for Broadly Improving Website Accessibility

NTT DATA is responding to the growing interest in usability by incorporating usability evaluation into the development of information systems and the IT services process so that we can systematically organize and apply expertise in this field. In addition to making screens easier to understand, we are working on improving user manuals.

Meanwhile, initiatives aimed at improving usability have recently progressed from being defined as ease of use to place greater emphasis on the user experience (UX) from the user's perspective, an approach that leans toward fuller satisfaction for users. We will endeavor to resolve accessibility issues in the ICT and IoT areas by developing systems that are easy to use and satisfy users through the increased, active incorporation of the UX approach.

Promoting Social Contribution Activities

In April 1992, NTT DATA established a Social Contribution Promotion Office to plan and promote social contribution activities. Since then, we have conducted activities that benefit people, targeting fields that include education, welfare, regional communities, and international contribution, as well as a diverse array of activities related to the natural environment, culture and the arts. At the same time, we are working to raise employee awareness concerning volunteer activities, while promoting a wide range of activities, including those that take advantage of our business activities and initiatives that are implemented throughout the Group.

■ Expenditures for Social Contribution Activities

(Millions of Yen)

	FY2013	FY2014	FY2015
Total expenditures for social contribution activities	425.00	368.00	326.42
Donations (funding for matching gifts: amount extended by the Company)	105.00	101.00	85.73
Expenditures for various other social contribution projects	320.00	267.00	240.69

● Setting Our Social Contribution Policy

The NTT DATA Group has defined five categories in its approach to social contribution activities. Specific activities are published by category on our website. The following is a description of one of these categories: Development of IT human resources.

NTT DATA Group Approach to Social Contribution Activities

With our Corporate Philosophy and awareness of our social responsibilities as a corporate citizen, we are continuously engaged in global social contribution activities.

- ▶ Development of IT human resources
- ▶ Support for disaster recovery
- ▶ Response to climate change
- ▶ Global social contribution activities
- ▶ Realization of a fair society



Social Contribution Activities

<http://www.nttdata.com/global/en/csr/social-contribution/index.html>

● Development of IT Human Resources

Worldwide attention is on the United Nations Program for Education for Sustainable Development (ESD). Under this initiative, companies are expected to contribute to the education of children and young generations of people.

With a clear focus on the future, the NTT DATA Group supports education from diverse perspectives to ensure that ICT will be broadly deployed in a fair and appropriate manner as a social infrastructure. We recognize this is an important responsibility for us as a Global IT Innovator.

<IT Experience for Children, the Future Leaders of the Next Generation>

We have been holding IT Experience for Children workshops since the summer of 2004 as events in which elementary school children can experience IT in a fun and easy-to-understand way.

In addition to teaching the basics of using IT safely to children, who will lead the next generation, the event aims to encourage them to experience the joy of thinking and creating freely through IT.

In 2015, the event was held at the NTT DATA Komaba Training Center on August 8 and 9. A total of 160 children and their parents experienced elementary programming using the “Programin” website of the Ministry of Education, Culture, Sports, Science and Technology of Japan.

We intend to continue holding events in which the leaders of the future can experience various IT technologies.

<Work-study Programs for Junior High and High School Students>

Each year, NTT DATA runs a work-study program mainly for junior high school students in Koto Ward, Tokyo. The program provides an opportunity for experiencing the near future using big data and demonstrations of the latest technologies. In fiscal 2015, a total of 44 students participated from four junior high schools and high schools. They discussed ways to use IT to answer and resolve everyday questions and issues.

We will continue running the program with the dual objectives of giving youngsters first-hand experience of the working world and deepening their understanding of how IT—which we now tend to use subconsciously—really works.

<Promoting Human Resource Development via Industry-Academia Cooperation>

NTT DATA supports and works alongside a range of educational organizations on initiatives aimed at fostering the next generation of IT human resources. As part of this drive, we are involved in various industry-academia cooperation initiatives for supporting the development of technologies at universities in Asia and their extension to practical uses, as well as help foster human resources. Since May 2012, NTT DATA and SFC Research Institute at Keio University have promoted research related to big data management based on open cloud computing concepts through the School on Internet (SOI) Asia Project, a foundation for Internet education and research with 28 leading universities in 14 Asian countries.

Through these efforts, we aim to strengthen the personal contacts and ties that NTT DATA has with top universities in a rapidly growing Asia.

■ List of SOI Asia Project Partners

Country	Organizations
Republic of Indonesia	University of Brawijaya, Sam Ratulangi University, Hasanuddin University, Bandung Institute of Technology, Syiah Kuala University
Lao People's Democratic Republic	National University of Laos
Republic of the Union of Myanmar	University of Computer Studies, Yangon, University of Computer Studies, Mandalay
Kingdom of Thailand	Chulalongkorn University, Asian Institute of Technology, Prince of Songkla University, Chulachomklao Royal Military Academy (Thailand)
Malaysia	University Sains Malaysia, Asian Institute of Medicine, Science & Technology University
Socialist Republic of Vietnam	Institute of Information Technology, University of Science and Technology of Hanoi, Vietnam National University
Republic of the Philippines	Advanced Science and Technology Institute, University of San Carlos
Mongolia	Mongolian University of Science and Technology
Federal Democratic Republic of Nepal	Tribhuvan University
Kingdom of Cambodia	Institute of Technology of Cambodia, University of Health Sciences-Cambodia
People's Republic of Bangladesh	Bangladesh University of Engineering and Technology
Republic of Singapore	Temasek Polytechnic
Democratic Republic of Timor-Leste (East Timor)	National University of East Timor
Japan	Tokyo University of Marine Science and Technology, Japan Advanced Institute of Science and Technology, Nara Institute of Science and Technology, Keio University
Other international organizations	The United Nations Educational, Scientific and Cultural Organization, Southeast Asian Ministers of Education Organization, University Network, Thailand, Canal ASEAN Virtual Institute of Science and Technology, Collaboration for Network-eNabled Education, Culture, Technology and Sciences, Nepal Research and Education Network

<Supporting Human Resource Development for Middle Management>

NTT DATA provides overall support for the Innovation Management College of Japan (IMCJ)*, a CIO and innovation leadership training program targeting the middle management of corporations. The objective of the program is to generate “Innovation Leaders” who will transform their corporations through the strategic use of information as a management resource and IT.

In fiscal 2015, 22 people participated in an inspection tour of smart cities and cutting-edge initiatives in design and innovation in Europe. We will seek to build on this type of inspection toward developing our future initiatives, and in fiscal 2016 we plan to enhance activities focused on promoting an aggressive approach to IT in the digital era.

* This college was established by the Japan Users Association of Information Systems in April 2009, with programs targeting people in middle management. NTT DATA supports various aspects of the college, including its research activities and the planning of its human resource development program.



Paradigms for People at Work

The NTT DATA Group is promoting a working-style revolution in order to create a working environment in which employees of the Group and partner companies can feel comfortable in fully demonstrating their abilities. At the same time, we are focusing on efforts aimed at nurturing human resources who will become the key to the IT industry's future.

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.

Hiring and Promoting Human Resources

NTT DATA is expanding into global markets and operating in a business environment where there is growing demand for new and unprecedented IT services. Consequently, recognizing the need to bring together a greater diversity in perspectives and capabilities, NTT DATA endeavors to conduct its recruiting activities fairly and with an emphasis on diversity, aiming to expand work opportunities and optimize placements.

We will continue to recruit new graduates and mid-career personnel, employ people with disabilities, reemploy retired workers, and take other steps. In this manner, we will assemble employees with diverse values and allow them to work together. Through these efforts, we will strive to evolve into a company that creates new value while adapting to the changing environment.

Hiring Human Resources

● Recruitment Activities and Hiring of Foreigners

In our hiring practices, we prioritize aptitude, motivation, and ability over academic record, age, gender, and nationality. Thus far, we have taken on new graduates from more than 100 educational institutions and our diverse mid-career outreach channels include online sites.

While expanding its business fields beyond Japan to overseas countries, NTT DATA has been proactive in its efforts to hire foreign nationals. Every year, people from around ten foreign countries are brought on board to work in a variety of fields, both in Japan and abroad.

NTT DATA will continue to undertake broad-based hiring as it works toward becoming a Global IT Innovator, the Group's vision.

■ Trends in Personnel Recruitment in Japan

(Number of employees)

	Fiscal 2012		Fiscal 2013		Fiscal 2014		Fiscal 2015	
	Non-consolidated	Group companies						
Number of employees	10,579	22,082	10,804	21,745	11,000	21,779	11,110	21,751
Male	8,882	18,804	8,985	17,754	9,086	17,977	9,117	17,871
Female	1,697	3,278	1,819	3,991	1,914	3,802	1,993	3,880
Number of females in managerial positions [Ratio]	80 [3.9%]	154 [5.0%]	96 [4.6%]	217 [5.4%]	106 [4.8%]	189 [5.0%]	112 [4.9%]	196 [5.0%]
Average age	36.2	—	36.5	—	36.7	—	37.1	—
Average years of service (excluding staff on loan)	12.4	—	12.7	—	12.9	—	13.4	—

* Figures as of March 31 of each fiscal year.

(Number of employees)

	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016
Number of newly recruited graduates ¹ (non-consolidated)	534	496	475	379	379
Male	351	339	334	262	255
Female	183	157	141	117	124
Mid-career hires	15	16	23	20	—
Male	13	11	18	15	—
Female	2	5	5	5	—
Employees with disabilities ¹ [Employment ratio] (non-consolidated)	228 [1.95%]	241 [2.02%]	245 [2.05%]	254 [2.10%]	260 [2.13%]
Reemployed retired workers ² [Utilization ratio of the NTT DATA Reemployment System]	111 [53.33%]	120 [57.14%]	105 [59.09%]	130 [74.14%]	120 [72.22%]
New recruitment	32	28	26	43	26
Continued recruitment	79	92	79	87	94

¹ The number of employees with disabilities as of June 1 for each fiscal year.² Figures for the number of retired employees using the NTT DATA Reemployment System are as of April 1 for each fiscal year.

■ Starting Salary (Actual Results for Fiscal 2015) and Average Salary

	Starting salary
Doctoral degree	¥291,870
Master's degree	¥243,320
Bachelor's degree	¥216,820
College of technology graduate	¥187,610

Average salary for fiscal 2015: ¥7,928,377

● Promoting Employment of People with Disabilities

To help employees with disabilities realize their potential, NTT DATA is bolstering work opportunities through NTT DATA DAICHI Corporation, a special subsidiary established in July 2008, supplementing placements in system development and sales.

NTT DATA DAICHI is involving people with disabilities in web accessibility validation services, answering and redirecting calls made to main switchboards, line management operations, forest-based dairy farming and other activities. In fiscal 2015, we sought to further expand projects outside the company in website production and maintenance, and continued to undertake data input work and engage in employment activities in collaboration with a persons with disabilities work skill development school, which we began in fiscal 2014.

We plan to improve the accessibility of websites operated by the NTT DATA Group through collaboration between NTT DATA DAICHI, NTT Learning Systems and NTT Clarity.

■ NTT DATA DAICHI's Activities in Fiscal 2015

IT services	Office business
<ul style="list-style-type: none"> ● IT training business Increase in work commissioned by local authorities ● Website production Received new orders from outside the NTT DATA Group (maintaining and refreshing the Gunma, Mie, Fukui, Kanagawa and Tokyo Polytech Center websites) 	<ul style="list-style-type: none"> ● Answering and redirecting calls made to main switchboards, line management, record management services, and IC card production

● Promoting Reemployment of Retired Workers

The NTT DATA Group has a Career Staff System that caters to employees who have reached the mandatory retirement age but wish to continue working until 65. This hourly wage system offers an array of work style options that can be adopted to the requirements of participants, including full-time employment, reduced working hours, and three- and four-day working weeks.

In response to the revision of the Law Concerning Stabilization of Employment of Older Persons, the NTT DATA Group introduced the Maester/Platinum Maester System in fiscal 2015. This system allows employees to remain in full-time employment on a monthly salary, using the skills they have amassed over the years, nurturing successors, and passing on their skills. We are improving working conditions for senior employees so they can keep working comfortably.

As of April 1, 2015, 120 employees (26 of whom were new) were taking advantage of these systems at various Group workplaces.

Personnel Management System

NTT DATA's framework for managing employees emphasizes performance, achievements, and activities irrespective of employment status. We expect our employees to put the Group's vision into practice and raise their level of professionalism. Our employees' concept of work focuses on performance and achievement through this approach, and it has firmly taken root across the Company.

Furthermore, we have developed a framework to reflect degrees of task achievement in the remuneration of contract employees, with options for conversion to permanent employment status for workers deemed to have high long-term performance potential.

We strive for transparency in our appraisals of performance by examining diverse aspects, including an evaluation of achievements against the employee's personal goals, through one-on-one interviews with managers and multidimensional evaluations.

In addition, we avoid placing disproportionate weight on short-term performance improvements by paying due consideration to mid- to long-term incentives for maintaining long-term motivation, such as an employee stock purchasing program, retirement benefits and a defined contribution pension plan.

Nurturing Human Resources

Supporting Employee Skills Development

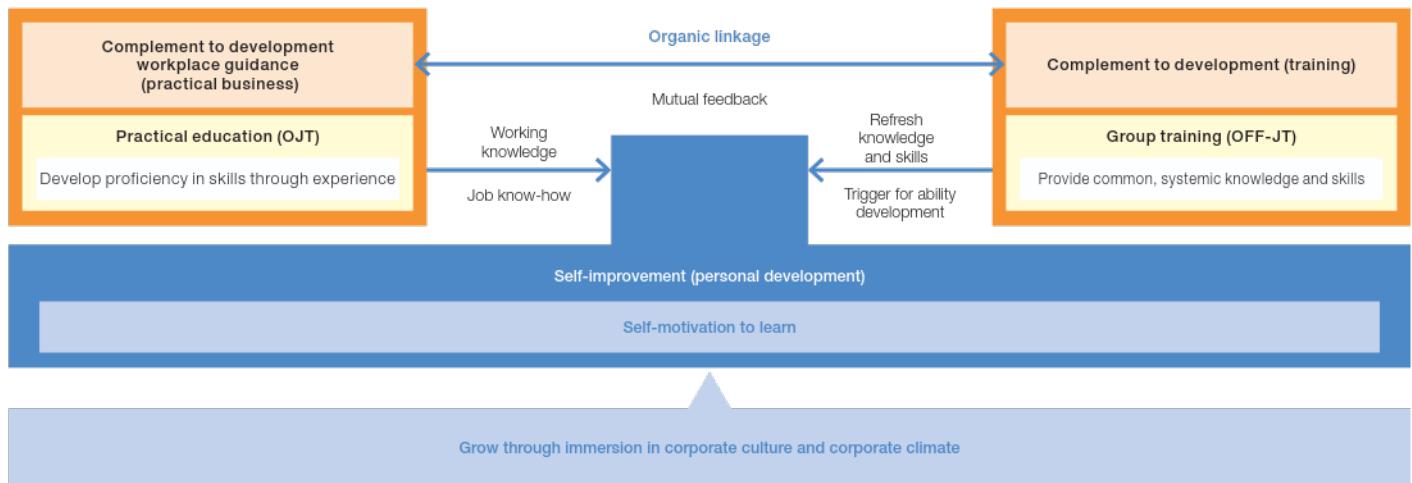
NTT DATA's personnel education and development is anchored in the employee's aspiration to learn and grow by setting goals on their own initiative.

Our basic policy for personnel education is to offer on-the-job training (OJT) as the center of educational opportunities complemented and enhanced by off-the-job group training (OFF-JT).

At each workplace, we clearly define the roles of staff responsible for different aspects of training under a system in which each employee sets his or her own annual education plan as a means for raising motivation to learn by systematically addressing both the workplace and the employee.

Moreover, to meet the needs of the ever-changing business environment, we are focusing on nurturing human resources with advanced expertise and responsiveness to change, as well as those who can demonstrate their talents in the global marketplace.

■ Approach to Personnel Education and Development

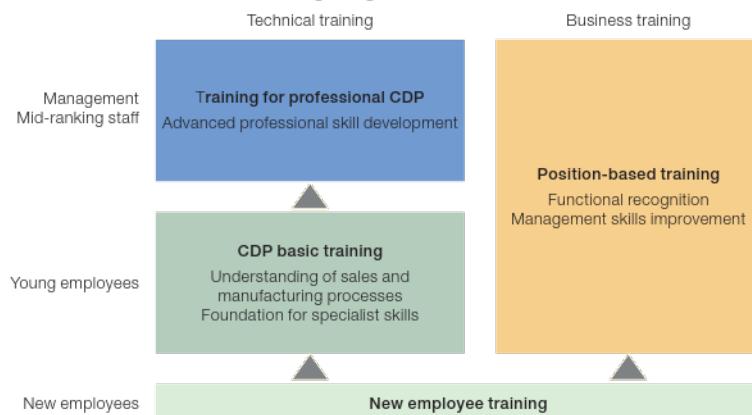


● Framework for Various Training Programs

NTT DATA offers business training to facilitate business skill improvement and technical training to boost specialist expertise, with employees free to select courses attuned to their position and job assignment when needed. Moreover, we have established a system where all our employees are able to acquire knowledge and skills to a certain degree pertaining to operations outside of their regular job assignments.

In new employee training, we offer programs for forming the essential mindset and ability necessary for developing into a disciplined human resource.

■ Framework for Various Training Programs



■ Participants and Training Costs in Fiscal 2015

Training Program	Participants and Other Data	Training Costs
Professional CDP	Number certified: approximately 1,200 Aggregate number certified: approximately 7,900	—
Position-based training	Aggregate number of days: approximately 46,000	Cost of training: approximately ¥800 million
New employee training	Number of participants: 379 Days of training: 42.5	Cost of training: ¥570,400 per person

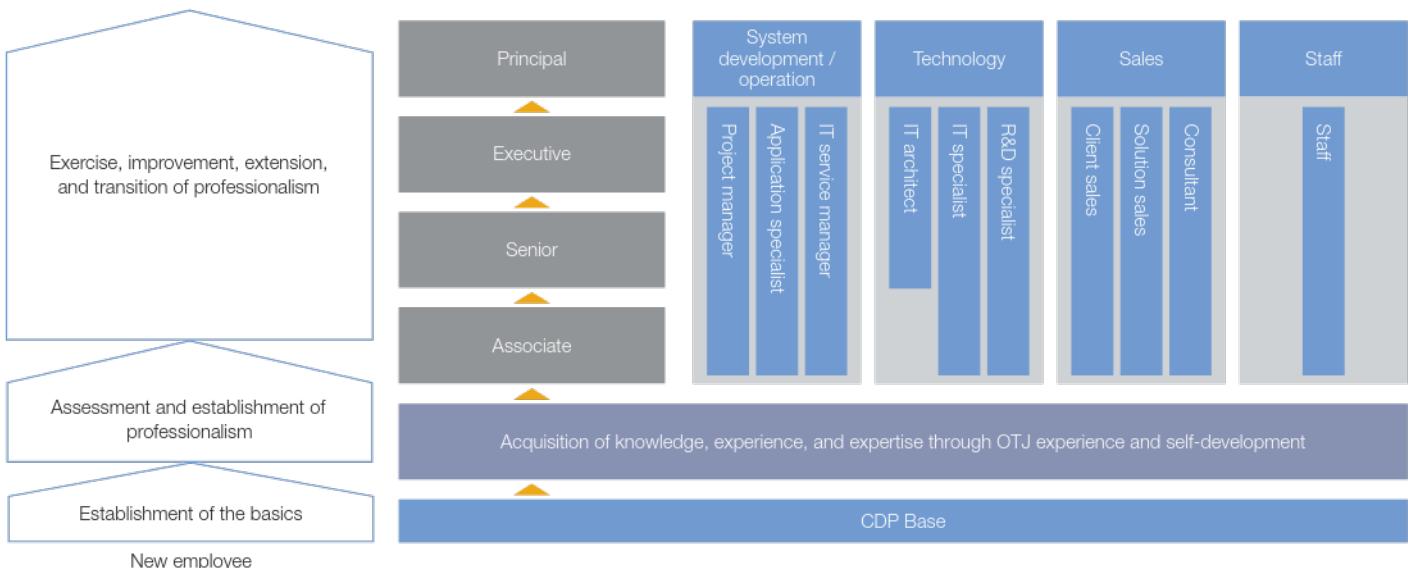
● Human Resource Cultivation System Based on Professional CDP

As clients' IT needs diversify in this changing business environment, companies require human resources who can respond appropriately and flexibly. NTT DATA has put in place a Professional Career Development Program (CDP) that was designed to transform its employees into professional human resources who are highly specialized and can adapt flexibly to change. We are seeking to apply the program to Group companies as well. Through this program, we show each employee's current accreditation level and what each employee needs to do to further develop his or her skills in an easy-to-understand format in order to support each employee's self-directed growth from the time they join the Company until retirement.

The creation of new solutions and the expansion of business fields are increasingly important today, so we will continue to push forward efforts aimed at cultivating professional human resources in the NTT DATA Group.

■ Professional CDP Framework

Professional CDP defines ten types and four levels of employees, and outlines the appropriate level of required knowledge, experience and expertise.



● 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, which was launched in fiscal 2010. Executive trainees from overseas Group companies come together to hold discussions, and 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 Regional Leadership Program-JAC aimed at providing leadership training to Japanese, APAC and Chinese employees. We will continue to face the challenge of training the Asian business leaders, who will bear the responsibility for the future, head on.



Regional Leadership Program-JAC

Creating Comfortable Working Environments

Healthy, stimulating work environments are essential to create high value by maximizing the abilities of each and every employee as they work with enthusiasm.

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 in teams, placing importance on individual abilities that lead to organizational strength.

Reducing Long Working Hours

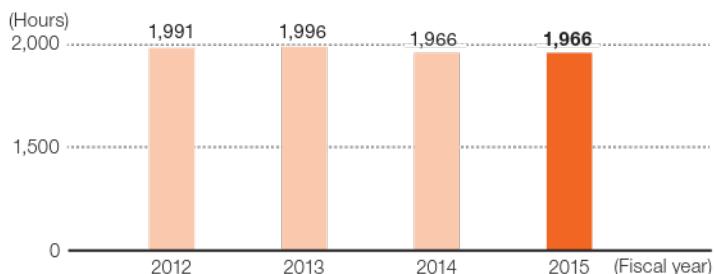
● Promoting Initiatives toward Addressing the IT Company Issue of Long Working Hours

In the IT industry, long working hours are an ongoing problem. NTT DATA is promoting efforts aimed at decreasing total working hours based on appropriate labor management.

Since fiscal 2014, we have sought to manage working hours by recording computer log on and log off times, setting reduction targets for total working hours at each workplace, and promoting the consideration and implementation of measures for attaining the targets.

In fiscal 2016, we will continue to set reduction targets for each organization and seek to achieve them by making continuous improvements through the use of the PDCA cycle.

■ Trends in Annual Working Hours per Employee (Non-consolidated)



Work-Life Balance

The ongoing decline in the country's workforce due to a falling birth rate and aging population is an issue that must be addressed for the sustainable growth of corporations.

The NTT DATA Group is actively hiring skilled, motivated personnel, irrespective of gender, nationality, age or disability, and ensuring that a broad range of personnel with diverse values can demonstrate their talents and that all employees can lead healthy and prosperous lives.

● Life Plan Training

NTT DATA provides training and incentives for each age group to strike a work-life balance while offering total support for their life plans. We will continue to offer training and help for employees in designing their life plans in balance with work.

■ Training by Age Group and Activities in Fiscal 2015

Age Group	Content of Training	Activities in Fiscal 2015
Two years after joining company	<ul style="list-style-type: none"> ● Cafeteria Plan System ● Asset formation via asset-building savings plans ● Turning points in life (marriage, childbirth, buying a home) 	455 employees participated in five sessions
Age 50	<ul style="list-style-type: none"> ● Social insurance and taxes ● Life insurance ● Asset management 	297 employees participated in ten sessions
Mandatory retirement age	<ul style="list-style-type: none"> ● Retirement benefits, corporate pensions, public pensions ● Work options after retirement (internal system) ● Financial planning 	89 employees participated in four sessions

● Encouraging Employees to Take Paid Vacation

To promote work-life balance among employees, NTT DATA encourages employees to take advantage of its refreshment leave^{*1} and anniversary leave^{*2} systems.

As a company participating in the Ministry of Land, Infrastructure and Transport's Positive Off initiative, NTT DATA asks its employees to plan and take long vacations during the summer break, year-end holidays, and using the refreshment leave system. We have promoted activities to reduce electricity usage during the summer months since 2011, such as designating certain office floors off limits for a day in each organization, while encouraging flexible working styles with time off, common spaces and teleworking. As a result, the average number of vacation days taken was 17.4 days per employee in fiscal 2015.

We will continue to encourage employees to take paid vacation through these measures.

*1 Employees can take more than five consecutive days of vacation when a work milestone is achieved.

*2 Employees decide their own anniversary date, and plan to take vacations every year on this anniversary.

Promotion of Diversity

● Promoting Activities by Diverse Human Resources

In response to the diversifying needs of society, Japanese companies need to utilize diverse human resources in order to achieve sustainable growth by generating innovation. With this in mind, NTT DATA promotes diversity and inclusion as one of its management strategies to succeed against global competition. Our aim is to help create corporate value via this strategy of diverse work styles for diverse human resources.

Since fiscal 2013, we have concentrated on advancing women in the workplace and reducing annual work hours by changing the way we work, in a bid to create a work environment where anyone can thrive. In March 2013, NTT DATA was selected as one of the Diversity Management Selection 100 sponsored by Japan's Ministry of Economy, Trade and Industry. In March 2014, NTT DATA was awarded the 2014 J-Win Diversity Award's Corporate Award for Basic Achievement from the NPO Japan Women's Innovative Network (J-Win).

■ Results of Initiatives Aimed at Promoting Diversity

	Major Initiatives
Promoting diversity (Advancing women in the workplace)	<ul style="list-style-type: none"> ● In June 2014, we held career advancement study sessions for women in management positions (about 100 women attended). ● In June and November 2014 and in July 2015, we held the Imaging-Career Program aimed at raising awareness centered on women in leadership roles (around 250 people attended). ● In November 2014, we held career advancement study sessions for about 30 women in management positions. ● In December 2014, we held the Diversity Forum for employees working at Group companies, covering the topic of advancing diverse human resources and changing work styles. About 400 employees participated. ● In January 2015, we participated in the 7th seminar "Business Leadership School for Women: Taking a Nimble Step Forward" along with Asahi Breweries, Sumitomo 3M, Hewlett-Packard Japan, and Hitachi. Sixty-three female employees participated in the women's leadership seminar. ● We participated in activities to promote the advancement of women, held by the Japan Women's Innovative Network (J-Win), an NPO that supports female employees at corporations. ● We participated in the 21st Century Support Forum, sponsored by 21st Century Work Foundation, which supports female employees at corporations. ● We launched the Women's Advancement Website for the purpose of providing female employees with an opportunity to envision their career paths. The website has the profiles and career descriptions of diverse women in management positions.
Supporting continued employment	<ul style="list-style-type: none"> ● We operated the Egg Garden in-house day-care center. ● In September 2015, we held a seminar on the theme "Considering your Career" for employees on or about to take childcare leave. ● We lent out thin-client terminals to employees taking childcare leave and posted on our website a handbook with information on the childcare leave system and other matters to support employees juggling both work and childcare. ● Since May 2011, we have offered employees nursing care support services provided by Umi wo Koeru Care no Te, a remote family care service NPO.
Promoting work style innovation	<ul style="list-style-type: none"> ● Since 2011, we have continued to hold "work style innovation" seminars for newly appointed department and section managers. ● We promoted workplace environments that allow employees to review their working styles according to each organization, including a trial of free address office, a workspace sharing model among employees, discretionary work system and teleworking. ● We introduced "impressive worksites" as successful examples of work style innovation on our in-house website (ongoing since 2010). ● We encouraged employees to take paid leave (including refreshment leave and anniversary leave).

<Opening the Way for Work Styles that are not Location Dependent>

NTT DATA has operated a teleworking (work at home) program since February 2008 as one specific example of work style innovation.

In addition, our IT system enables employees to access the Company's servers via their PCs, smartphones, or mobile phones (feature phones) when they are out of the office or on business trips. About 60% of our employees take advantage of this system.

In fiscal 2013, we created a common space at the Training Center where employees can connect to their office PC so they can save time and labor by cutting transport before and after seminars. In addition to promoting work styles that are not location dependent, we adopt the use of the discretionary work system for employees engaged in development and sales with respect to working hours so as to accelerate flexible work styles. In fiscal 2014, we expanded the flexible time system to staff departments. More than half of our employees take advantage of both systems.

Amid globalization, We have put in place the infrastructure for teleconferencing and conference calls to offer flexible working styles without regard to time or location.

<Upgrading Childcare and Nursing Care Systems>

In order to help employees balance childbearing and rearing, nursing care and work responsibilities with less worry, the NTT DATA Group is upgrading its leave systems while enhancing employee understanding and improving the workplace environment that makes these systems easier to use.

NTT DATA earned the Kurumin Next-generation Certification Mark in June 2008 from the Ministry of Health, Labour and Welfare for our system to support employees with children. Following the revision to the Act on Advancement of Measures to Support Raising Next-generation Children, we acquired the new Kurumin Mark in August 2015.

Furthermore, with the aim of offering direct support to employees with nursing responsibilities at home, NTT DATA has since 2011 enabled them to use remote nursing care support services provided by the NPO Umi wo Koeru Care no Te. Moreover, from 2012, our life design training sessions for workers reaching age 50 introduced employees to this support program. With such efforts, we have started providing employees with a wide range of information as well as raising awareness.

In addition to the aforementioned initiatives, in fiscal 2014 we began focusing on working-style innovations to promote flexible ways of working that are not constrained by time and place restrictions to promote women and diversity in our human resources.

■ New Kurumin Mark



<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. The 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 childcare support that allows them to return to work as they planned, women can be expected to be actively involved in the Company. Employees that take advantage of Egg Garden tend to return to work more quickly after taking childcare leave.

Twenty-one children were registered for the monthly childcare service, while 84 children were registered for the temporary childcare program in fiscal 2015. We will promote the facility actively to increase users in trial events and other opportunities.

■ Principal Systems

Principal Childcare Systems				Principal Nursing Care Systems							
Childcare leave Childcare leave can be extended until the child reaches four years of age. Deadline for application to return to work is one month prior to expected return.				Nursing care leave Nursing care leave can be extended to 18 months at most.							
Shorter working hours for childcare Shorter working hours for childcare are available until the child completes his or her third year of elementary school. Application deadline for shorter working hours is two weeks prior to start.				Shorter working hours for nursing care Shorter working hours for nursing care are available for three years at most, including periods of nursing care leave.							

■ Trends in the Number of Employees Using Childcare and Nursing Systems

	Fiscal 2010		Fiscal 2011		Fiscal 2012		Fiscal 2013		Fiscal 2014		Fiscal 2015	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Childcare leave (persons)	117 (180)	2 (6)	147 (241)	7 (13)	181 (303)	6 (11)	203 (332)	5 (12)	233 (366)	11 (17)	288 (423)	18 (23)
Shorter working hours for childcare (persons)	106 (169)	2 (2)	110 (177)	0 (2)	191 (283)	0 (1)	170 (275)	1 (6)	180 (312)	3 (7)	208 (357)	2 (6)
Nursing care leave (persons)	0 (1)	4 (6)	2 (3)	0 (4)	3 (5)	3 (9)	1 (3)	1 (5)	4 (7)	2 (5)	1 (5)	4 (5)
Shorter working hours for nursing care (persons)	0 (8)	1 (1)	0 (0)	1 (1)	0 (0)	1 (4)	0 (0)	1 (5)	0 (0)	0 (3)	0 (0)	0 (3)
Average paid leave taken (days)	—		—		—		—		16.6		17.4	
Average rate of paid leave taken (%)	—		—		—		—		82.9		86.9	
Teleworking (persons)	—		—		—		—		—		453	1,227

* Figures in parentheses are the total numbers of employees of 17 Group companies that have introduced internal management systems.

Employee Health Maintenance and Promotion

NTT DATA promotes employee health and mental healthcare in cooperation with its various workplaces centered on the industrial physicians and health nurses at its Health Promotion Office. Long working hours is an issue characteristic to the IT industry. To address this issue, in fiscal 2012 our Health Promotion Office began checking the degree of fatigue of employees whose monthly overtime exceeded 45 hours. We have an industrial physician or health nurse interview those confirmed to have a high degree of accumulated fatigue. Furthermore, all employees are required to fill out an online medical history questionnaire after undergoing medical examinations so the Health Promotion Office can ascertain their subjective physical and psychological symptoms and how they are doing in the workplace. Through these efforts, we are promoting early detection of those in poor health and building awareness regarding self-care among employees.

● Implementation of Mental Health Management Exams

NTT DATA has conducted mental health management examinations for all managers annually from fiscal 2010 to serve as the basis for looking after their subordinates (reporting line care).

A total of 203 people, primarily newly appointed managers and their peers, took the exam, and 182 passed it (the pass rate was 89.7%) in fiscal 2015.

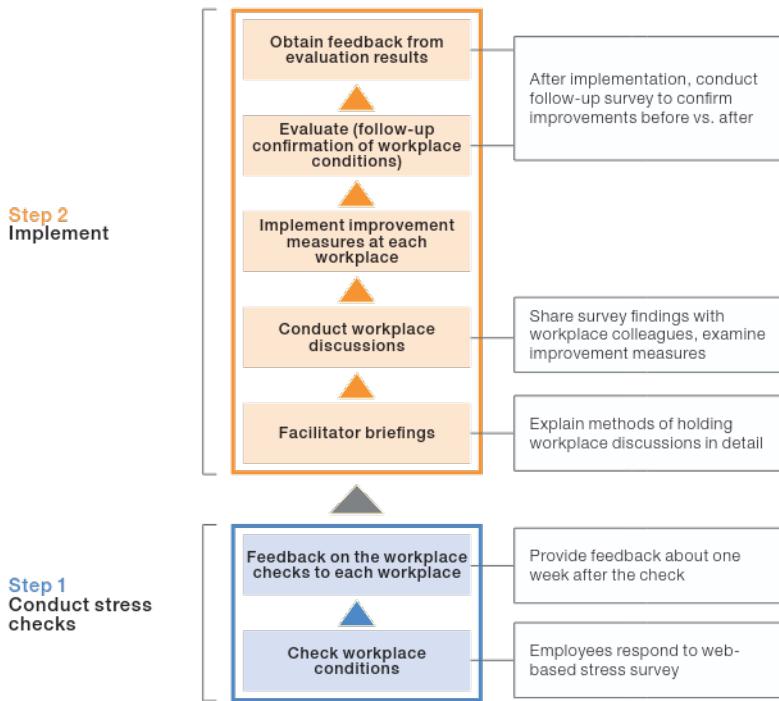
Looking ahead, we will continue to strive to build awareness among managers by administering the exam in conjunction with the provision of reporting line care training led by industrial physicians.

● Creating Safe Workplace Environments through Health and Safety Committees at Worksites

NTT DATA has formed Health and Safety Committees for each of its organizational units to ensure an environment in which employees can work in safety and comfort and to improve the safety consciousness of staff.

Workers in the IT industry tend to feel heavily stressed by the nature of their work. At Health and Safety Committee meetings, the accumulated fatigue checks and interviews by industrial physicians or health nurses, both conducted by the Health Promotion Office, are shared in a continuous effort to improve the workplace environment.

■ Flow of the Workplace Improvement Program



● Industrial Accident Prevention Initiatives

In fiscal 2015, we carried out two annual workplace safety patrols and activities to raise in-house awareness of National Safety Week, National Industrial Health Week, and the Accident-Free Holiday Campaign organized by the Ministry of Health, Labour and Welfare and the Japan Industrial Safety and Health Association.

The number of occupational accidents during fiscal 2015 stood at five, an increase of one from fiscal 2014. The accidents involved employees falling down in the office or while out on business.

With the aim of achieving no accidents, NTT DATA will continue its efforts to ensure that employees remain on guard against potential hazards, primarily through its Health and Safety Committee.

Labor Relations

● A Better Work Environment Based on Labor-management Dialog

The Company conducts labor-management talks with NTT DATA unions regarding issues pertaining to working conditions as they arise. NTT DATA's basic stance is to emphasize dialog between labor and management in addressing various issues.

Pursuing Employee Satisfaction

● Ongoing Employee Satisfaction Surveys

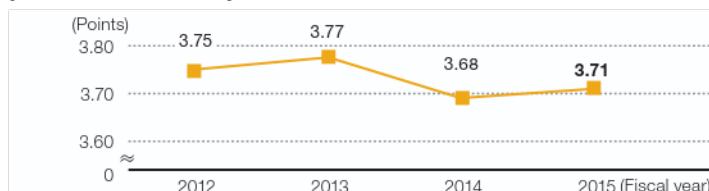
NTT DATA conducts annual employee satisfaction surveys of all NTT DATA Corporation and NTT DATA Group employees.

According to the results of the fiscal 2015 survey, "overall satisfaction" among NTT DATA Corporation employees remained within the realm of satisfaction. According to the company commissioned to conduct the survey, NTT DATA retained its position in the IT industry as the company with the highest level of employee satisfaction for the sixth consecutive year. With the aim of driving further progress and sustaining organizational growth, we are sharing analysis of the fiscal 2015 survey's findings in training sessions and the workplace to create rewarding working environments where employees can leverage their abilities and will aspire to work in the future as places where they can fulfill their dreams.

Related initiatives are moving ahead across the entire Group. In fiscal 2012, we began holding annual Whole Group Feedback

Meetings for those in charge of the employee satisfaction survey facilitation at Group companies, and the meetings continued in fiscal 2015. In addition to reporting survey results and issues, we used representative cases to reach a deep understanding of the survey's findings to help consider institutional solutions. We provide full support for these activities across the Group.

■ Employee Satisfaction Survey Results



	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015
Ratio of respondents to all employees	94%	98%	95%	95%

* Full score is 5.0. Employee satisfaction is measured in four stages, including [requires improvement (below 3.0)], [requires attention (from 3.0 to 3.29)], [normal (from 3.3 to 3.59)] and [satisfied (3.6 and above)]. The level at NTT DATA lies within the "satisfied" domain.

Building Strong Relationships with Business Partners

Properly managing a supply chain is a basic responsibility of companies demanded by society.

Along with promoting open and fair transactions, the NTT DATA Group works to improve the quality of its service and products and workplace environment through active communication with our business partners so we can move forward together.

Thoroughgoing Fair Transactions

Amid widening acceptance of corporate social responsibility (CSR) these days, companies are expected to promote initiatives ensuring thorough compliance with fair business practices together with business partners. The NTT DATA Group strives to uphold fair business practices with its partners by maintaining guidelines for promoting CSR along the supply chain and ensuring adherence to its procurement policy.

● Procurement Policy

NTT DATA publishes its Procurement Policy on its website as a basic guide to procurement transactions. We aim to engage thoroughly in fair transactions by setting up internal rules, such as procedures for properly implementing procurement contracts. In May 1997, NTT DATA created its Fair Transaction Rules as a compilation of the laws, regulations, rules and code of conduct that must be followed in transactions and contracts with customers and business partners. We have revised our Fair Transaction Rules periodically since then to reflect changes to laws and regulations.

Procurement Policy

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

● Supply Chain Management

The NTT DATA Group fosters mutual understanding and builds relationships of trust with business partners by appropriately monitoring and managing the supply chain. It also performs a spend analysis for transactions with all of its approximately 1,800 suppliers. From all transactions, we carefully screen our business partners in the key categories of software outsourcing and hardware and software procurement to identify our key suppliers. As of March 31, 2015, spending on transactions with key business partners accounted for approximately 40% of total transactions, and at about 1% of these companies, orders from the NTT DATA Group accounted for over 30% of sales. With respect to software outsourcing, we have established a business partner system for conducting evaluations based on transaction volume, secured quality, management conditions and performance. We accredit subcontracted suppliers displaying excellence as business partners (BPs) or associate partners (APs).

Over the past few years, attention has focused on environmental, social and governance (ESG) non-financial indicators to assess the risk of corporate scandals, non-compliance with laws and regulations. In other words, indicators of stable growth potential. NTT DATA objectively evaluates its business partners in terms of quality, financial health, and contractual obligations, in its pursuit of fair transactions with an eye on the legitimacy of partner companies. Furthermore, to secure transparency of the supply chain and undertake responsible procurement, NTT DATA and the NTT DATA Group abide by "NTT Group's Approach to Conflict Minerals" to promote initiatives for eliminating the use of conflict minerals, which serve as the source of funding for militant groups.

To ensure thorough compliance with ESG factors, the factors are included in the articles of the basic agreement and account for approximately 65% of total spending on procurement. We also established our supply chain CSR procurement guidelines to disseminate NTT DATA's CSR Policy among suppliers and conduct a survey on CSR procurement to monitor the status of compliance with the guidelines and ongoing initiatives undertaken by suppliers in order to suggest future improvements in a bid to work together on CSR activities.

The survey involves approximately 450 companies including our key suppliers. To supplement the survey, we also interview managers and employees at the suppliers, as necessary, to confirm the status of their initiatives and identify problem areas, as well as to disseminate our guidelines far and wide.

● Communication with Business Partners

Each year, NTT DATA conducts mutual evaluations and interviews to improve the quality of software development as well as prevent various contractual problems by deepening mutual understanding with key suppliers in software outsourcing. To forge sound relationships with its business partner (BP) companies, NTT DATA holds Core BP and BP Presidents' Meetings, in which people in the top position at companies participate.

In October 2014, we held a Core BP Presidents' Meeting attended by representatives of Core BP Companies, and active discussions took place on the future direction of NTT DATA, big data and innovations in production technology.

Representatives from a total of 37 companies, including the four Core BP Companies, attended the BP Presidents' Meeting held in December 2014, where they shared information and discussed topics including recent trends in technology, software outsourcing policies, results of mutual evaluations and thorough compliance. NTT DATA operates the Whistle Line to accept calls and provide advice regarding actions in contravention of laws and corporate ethics. This service is available also to employees of our suppliers and has been publicized through various channels, including Presidents' Meetings and communication forums with suppliers.

● Forging Win-Win Relationships

NTT DATA believes that forging solid collaborative relationships with its suppliers that include issues related to ESG factors is effective for realizing a broad range of objectives, such as appropriate pricing, efficient operations, strict compliance and information security.

The development of favorable relationships with BP companies has also contributed to securing human resources and improving productivity and quality at BP companies, which in turn has led to raising the competitiveness of the supply chain as a whole. Maintaining good relationships, particularly with specific suppliers, has allowed us to retain highly competitive development capabilities by improving the efficiency of various procedures and sharing expertise on similar operations.



Paradigms for the Global Environment

The NTT DATA Group is contributing to the greening of our clients and society through IT while making a Group-wide effort to reduce the environmental impact of its own business activities.

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 "environmental contributions and communication," 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 paradigms that benefit the global environment.

Environmental Management

In order to further entrench the management of operations with a firm regard to the environment, and maintain our efforts to promote the protection of the environment, we believe it is important to establish a foundation for promoting action and create a framework for environmental management across the Group as a whole.

With the goal of promoting activities to protect the environment across the Group, the NTT DATA Group has established a Group-wide Organization for Promoting Environmental Activities and remains committed to promoting environmental management based on a PDCA cycle.

Promoting Environmentally Oriented Management

● Stance on Environmental Protection

The NTT DATA Group established its Environmental Policies in July 1999. Since then, we have focused not only on reducing the environmental impact of our own activities, through such measures as the announcement of our Environmental Messages beginning in fiscal 2011, and the revision of our Environmental Policies in fiscal 2012, but also on providing environmentally responsible systems and services in our capacity as an information services provider, and participating in activities aimed at reducing the environmental impact of society as a whole.

● 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 clients 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 the 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

Environmental Policies of the NTT DATA Group

We believe that, given the increasingly serious nature of global environmental problems, we must address these as management issues and work to resolve the environmental problems facing the world and society.

The NTT DATA Group, which applies information technology to create new paradigms, contributes to environmental protection by providing systems and solutions that can replace or alleviate the need for actual movement of people and goods. At the same time, recognizing the major impact of business activities on the environment, we are promoting an ongoing and planned approach to environmental protection so as to realize a society that is in harmony with the earth but enjoys the abundance of modern life.

1. Environmental Considerations in Conducting Business

The NTT DATA Group is working to lessen the environmental impact of its business activities, setting quantitative goals and targets to the extent possible, and reviewing these periodically as part of an on-going betterment program.

- 1) We are promoting environmentally responsible system development.
- 2) We are actively carrying out green purchasing.
- 3) We are working to prevent pollution and limit resource use, by implementing policies for saving resources and energy, promoting reuse and recycling, and reducing waste.

2. Meeting Legal Obligations

In carrying out business activities, we observe all applicable environment-related laws and other agreements and obligations.

3. Raising Awareness

Through environmental education and environmental and social contribution activities for our employees and partners, we are enhancing and boosting recognition of environmental awareness activities.

4. Promoting Communications

We work proactively to promote environmental communications to stakeholders both within and outside the NTT DATA Group.

June 2012

Toshio Iwamoto,
President and CEO

Environmental Management System

● 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 Group-wide since 2004.

As of the end of March 2015, a total of 33 Group companies, including NTT DATA, had attained ISO 14001 certification. Of this total, 27 companies acquired Group integrated certification, while five companies gained independent certification. As a result, the EMS coverage rate of sales totaled 70%, with 61% by ISO and 9% by independent certification.

■ Status of ISO 14001 Certification (as of March 31, 2015)

NTT Group entities that have acquired certification	
JSOL CORPORATION	NTT DATA FRONTIER CORPORATION
NTT DATA CORPORATION	NTT DATA SMS CORPORATION
NTT DATA HOKKAIDO CORPORATION	NTT DATA SOFIA CORPORATION
NTT DATA TOHOKU CORPORATION	NTT DATA SEKISUI SYSTEMS (Osaka head office, Tokyo head office)
NTT DATA SHINETSU CORPORATION	NTT DATA MANAGEMENT SERVICE (Head office, Tokai office, Kansai office)
NTT DATA TOKAI CORPORATION	NTT DATA UNIVERSITY CORPORATION
NTT DATA HOKURIKU CORPORATION	NTT DATA BUSINESS SYSTEMS
NTT DATA KANSAI CORPORATION	NTT DATA INTELLILINK CORPORATION
NTT DATA CHUGOKU CORPORATION	NTT DATA DAICHI CORPORATION
NTT DATA SHIKOKU CORPORATION	NTT DATA CUSTOMER SERVICE CORPORATION (Tokyo head office, Shikoku office)
NTT DATA KYUSHU CORPORATION	NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.
NTT DATA i CORPORATION	NTT DATA WAVE CORPORATION
NTT DATA SYSTEM TECHNOLOGIES INC.	DACS CORPORATION
NTT DATA FINANCIAL CORE	

NTT Group entities that have acquired certification independently	
NTT DATA MSE CORPORATION	NJK CORPORATION
CATS CO., LTD.	EMAS CO., LTD.
NTT DATA CCS CORPORATION	

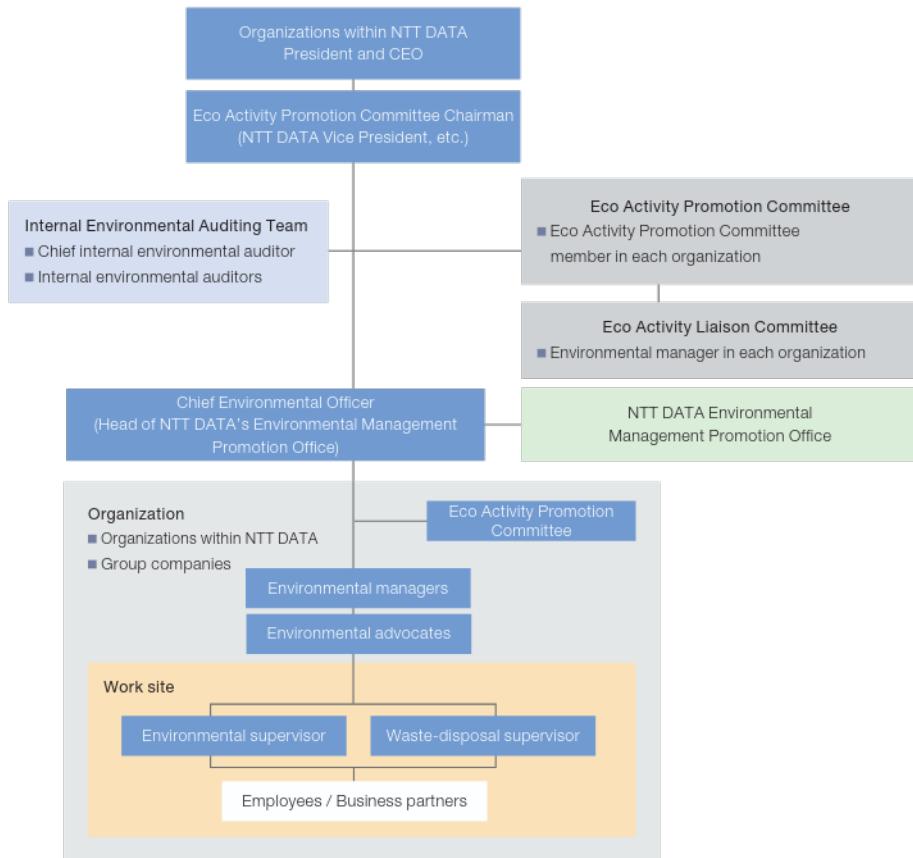
● Cross-group Environmental Management System

The NTT DATA Group is building a cross-group environmental management system centered on the Eco Activity Promotion Committee and the Eco Activity Liaison Committee.

The Eco Activity Promotion Committee ascertains the activity status of Group companies and discusses the following fiscal year's targets, policies, and other issues. Deliberation results are shared with the Liaison Committee, which meets twice each year and whose members include environmental managers and environmental advocates of ISO 14001-certified departments and Group companies. This information is reflected in individual organizational units' targets.

We reorganized the Environmental Protection Promotion Office as the Environmental Management Promotion Office in July 2009 to advance environmentally oriented management throughout the Group and bolstered collaborative relationships between relevant departments. In addition, we assigned environmental managers to Group companies that are not yet ISO 14001-certified and are reinforcing the Group's environmental management promotion system.

■ Eco Activity Promotion System



Internal Environmental Audits

● Improving Activity Levels through Periodic Internal Audits

The NTT DATA Group periodically conducts internal environmental audits (actual inspections) to confirm conformance with ISO 14001 specifications and PDCA cycle functionality.

In fiscal 2015, we conducted two internal environmental audits, with a focus not only on areas for improvement but also on efforts to foster suggestions and promote Group-wide development through the announcement of results.

In addition, internal environmental auditors conducted two environmental audits of their own organizations on a self-audit basis. We hold meetings before and after audits to confirm important audit items and the status of Group-wide environmental management systems, as well as to share suggestions, improvements, and other information as part of a drive to bolster the levels of internal environmental auditing and Group environmental protection activities.

■ Results of Internal Environmental Audits for Fiscal 2015

Term of Implementation	First Audit (June 26 to July 26, 2014)	Second Audit (February 2 to February 27, 2015)
Target organizations	<ul style="list-style-type: none"> ● NTT DATA Actual inspection: six organizations Self-audit: 22 organizations, six buildings ● Group companies Actual inspection: 16 companies 	<ul style="list-style-type: none"> ● NTT DATA Actual inspection: four organizations Self-audit: 12 organizations ● Group companies Actual inspection: 22 companies
Audit results	<ul style="list-style-type: none"> ● Actual inspection Two serious cases, eight minor cases, three cases for observation ● Self audit No serious cases, two minor cases, no case for observation 	<ul style="list-style-type: none"> ● Actual inspection Two serious cases, five minor cases, three cases for observation ● Self audit No serious cases, minor cases nor cases for observation

● Training Internal Environmental Auditors

The NTT DATA Group has expanded the scope of ISO 14001 certification, enhancing systems to foster internal audit staff.

In fiscal 2015, internal environmental auditors reviewed the environmental assessments conducted by each organization and Group company at the start of the fiscal year to enhance the quality of the assessments as well as to improve the competence of internal environmental auditors.

Looking ahead, we will seek to raise the efficiency of internal audits by promoting a long-term program for cultivating internal environmental auditors, employing such means as the transfer of know-how from experienced auditors.

- Internal environmental auditors: 81 (as of March 31, 2015)

Compliance with Laws and Regulations

● Periodically Confirming the Status of Compliance with Laws and Regulations

We determine items that require monitoring and measurement with respect to various laws and regulations, including Japan's Law Concerning the Rational Use of Energy (Energy Saving Act) and Waste Management and Public Cleansing Law, while periodically confirming the status of compliance. Moreover, we address the need to monitor, measure, and report on the volume of CO₂ emissions, in accordance with Japan's Law Concerning the Promotion of Measures to Cope with Global Warming and the Ordinance on Environmental Protection issued by the Tokyo Metropolitan Government.

■ Major Laws and Regulations and the Scope and Number of Facilities Impacted in Fiscal 2015

Major Laws and Regulations	Target Items	Number of Facilities Impacted
Energy Saving Act	Crude oil equivalent Number of facilities using 3,000 kl/year or more	12
	Crude oil equivalent Number of facilities using 1,500 kl/year or more	4
Air Pollution Control Act	Number of smoke generating facilities	7
Water Quality Pollution Control Act	Number of oil storage and other facilities	50
Sewerage Service Act	Number of facilities generating 50 m ³ or more of wastewater per day	5

● Proper Handling of Hazardous Materials

The NTT DATA Group stores manufactured goods containing polychlorinated biphenyl (PCB). Accordingly, the Group handles such items as waste PCB, which is designated as a specified toxic industrial waste material. Moreover, the Group disposes of materials including waste acid from batteries and such contaminated industrial waste as used syringe needles. In the handling of industrial waste materials requiring special storage and proper management, we carefully observe the Waste Management and Public Cleansing Law and all other relevant laws and regulations particularly with respect to disposal. We have promoted the systemic disposal of waste PCB since fiscal 2014 in line with the Law Concerning Special Measures against PCB Waste and guidance from relevant ministries and government agencies.

Environmental Education

● Conducting Business- and Role-specific Environmental Education

The NTT DATA Group conducts various environmental education activities to help employees properly understand the significance and purpose of environmental protection activities and environmental management based on ISO 14001 standards. These activities are also aimed at raising awareness toward environmental issues.

Our efforts span an e-learning curriculum that covers the basics of environmental conservation, courses for waste-disposal supervisors, environmental managers, environmental advocates and environmental supervisors, and education programs customized for each organization and business function.

To encourage an understanding of and promote environmentally oriented management, we are extending education on the basics

of environmental conservation beyond ISO 14001-certified companies to include all Group companies in Japan. To meet the needs of participants, we conduct group training sessions in addition to the e-learning courses we have provided to date.

In fiscal 2015, we enhanced the curriculum for the basics of an environmental conservation course attended by all Group employees by adding content related to environmental regulations to further strengthen compliance.

We intend to maintain our efforts to enhance the content in fiscal 2016 by adding the latest topics.

■ Course Participants in Fiscal 2015

Environmental basics	33,916
Course for waste-disposal supervisors	660
Course for environmental managers, environmental advocates, and environmental supervisors	825

Promoting Green Purchasing

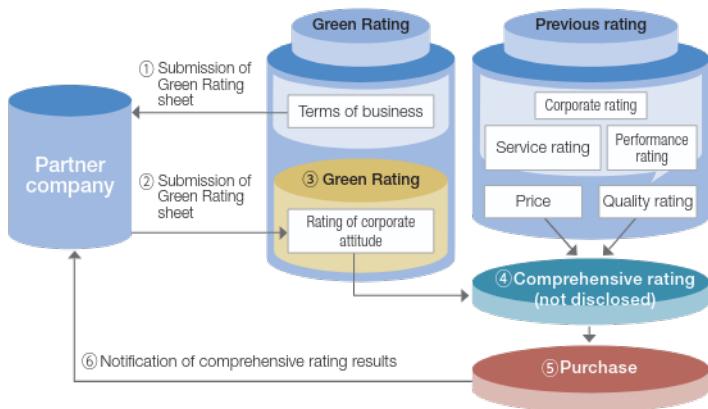
● Promoting Green Purchasing through an Assessment of a Company's Corporate Stance and Products

NTT DATA has established an assessment criterion with respect to environmental preservation and the eco-friendliness of products and services as factors in procuring items and selecting business partners. This criterion complements such traditional criteria as price and quality assessment. Collectively, this evaluation criteria sets out specific standards for selecting suppliers.

● Important Assessment Items

At present, assessments conducted with the aim of promoting green purchasing center on evaluating the approach a company takes with regard to environmental issues. While this naturally includes compliance with environmental laws and regulations, considerable weight is also attached to whether or not ISO 14001 certification and other environmental management standards have been acquired. Furthermore, we assess the operating effectiveness of environmentally oriented management in place at suppliers that have not attained environmental certification. We do this by asking specific questions based on a checklist, such as whether or not they have environmental guidelines, targets for reducing the environmental impact of their activities, or an environmental management structure.

■ Mechanism for Green Purchasing



Fiscal 2015 Results and Medium-term Targets

● Managing Levels of Achievement by Establishing Three-year Medium-term Targets

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

Since fiscal 2010, we have promoted the greening of clients and society, and the greening of our Group while engaging in environmental contribution activities and increasing communication. We have established targets for our environmental activities attuned to this shift in direction.

With the goal of further raising environmental targets, we revised the focus of our target CO₂ emissions indicator from the basic

units of sales value to total CO₂ emissions and amended the measurement criteria of our indicator for waste material from zero emissions of industrial waste to the final disposal rate of waste as a whole in fiscal 2013. Moving forward, the NTT DATA Group continues to reduce its environmental impact in order to meet these targets.

● Fiscal 2015 Target Attainment Status; and Targets for Fiscal 2016 Onward

The figures are based on data collected from NTT DATA Group companies that have acquired both ISO 14001 and Group integrated certification.

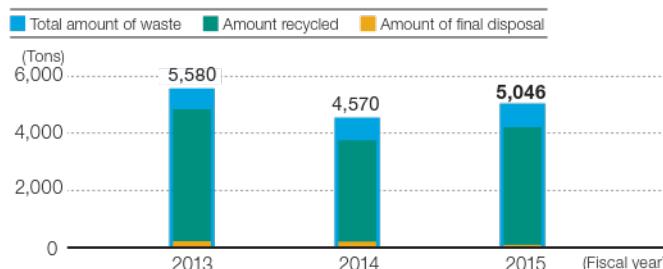
■ Group Targets and Results in Fiscal 2015

Scope	Target Definitions	Base Value (base fiscal year)	Fiscal 2015		
			Target Value	Results	Assessment
Reduce the environmental impact of society through the promotion of Green IT	Simplify quantitative assessment tools	—	Trial application	—	—
Reduce greenhouse gas emissions	Amount of CO ₂ emissions	306,562t (2008)	16% reduction (257,512 t or less)	22.5% reduction (237,606 t)	○
Reduce the amount of copy paper purchased	Amount of copy paper purchased (gross amount: calculated on a number of sheets basis)	323,200,000 sheets (2008)	37% reduction (203,620,000 sheets or less)	45% reduction (178,270,000 sheets)	○
Reduce the amount of waste for final disposal	Amount of waste for final disposal (gross amount: t)	402t (2008)	57% reduction (176 t or less)	70% reduction (122 t)	○
	Final waste disposal rate (final disposal amount/total amount of waste)	—	3.9% or less	2.4%	○
Participation in local community environmental contribution activities	Number of activity participants	—	3,000	3,428	○

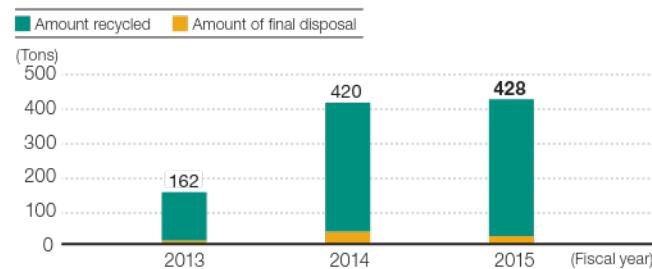
■ Targets for Fiscal 2016 and Beyond

Scope	Target Definitions	Fiscal 2015 Results	Fiscal 2016	Fiscal 2017	Fiscal 2018
Reduce the environmental impact of society through the promotion of Green IT	Simplify quantitative assessment tools	Trial application	Full-scale application	—	—
	Number of quantitative assessments		20	30	40
Reduce (electric power) greenhouse gas emissions	Amount of CO ₂ emissions	22.5% reduction	16.0% reduction	16.0% reduction	16.0% reduction
Reduce the amount of copy paper purchased	Amount of copy paper purchased (gross amount: calculated on a number of sheets basis)	45% reduction	37% reduction	37% reduction	37% reduction
Reduce the amount of waste for final disposal	Amount of waste for final disposal	70% reduction	71% reduction	72% reduction	73% reduction
	Final waste disposal rate (final disposal amount/total amount of waste)	2.4%	2.3% or less	2.2% or less	2.1% or less
Participation in local community environmental contribution activities	Number of activity participants	3,428	4,000	4,200	4,500

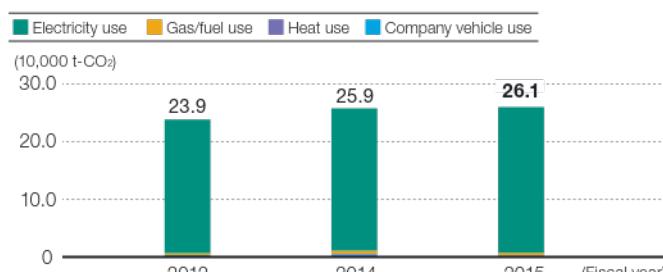
■ Office Waste



■ Construction Waste



■ Greenhouse Gases



● The Greening of Clients and Society

<Reducing the Environmental Impact of Society through IT>

The NTT DATA Group and the NTT Information Network Laboratory Group have jointly verified general-purpose evaluation and measurement methods^{*1} for quantitatively evaluating the effectiveness of environmental impact reduction for all development projects. We began conducting quantitative evaluation in fiscal 2015 with tools based on the results of this verification.

In fiscal 2015, we conducted two quantitative evaluations based on these methods, which are more suited to general-purposes applications and actual business conditions than to the environmental impact assessment system^{*2} used in the past. From fiscal 2016, we will begin full-scale application of these methods throughout the Group in an effort to extend and expand the use of quantitative assessments.

*1 The results of our joint verification have been patented (Pat. No. 5785229 (2015))

*2 A service for assessing the environmental impact of information systems developed by the NTT Information Network Laboratory Group. The service calculates environmental impact reductions that can be achieved through reduced consumption of materials and energy, transportation volume of people and goods, etc., resulting from system introduction.

<Proactively Participating in Environmental Projects Promoted by Administrative and Industrial Organizations>

The NTT DATA Group participates in environmental projects promoted by the government and other organizations, taking advantage of technologies and expertise honed from the construction of numerous public administration systems. We also actively join environmental working and other groups of a variety of organizations.

In recent years, we have been exchanging a wide range of opinions as a member of the Japan Smart Community Alliance (JSCHA)^{*1} and the Green IT Promotion Council^{*2}. These discussions include the creation of smart communities aimed at realizing next-generation sustainable societies, the development of methods for estimating and measuring the energy-saving of and with IT devices, and research involving the introduction of energy management systems to buildings and stores. NTT DATA also works in a study group under the business platform of the Life Cycle Assessment Society of Japan (JLCA)^{*3} on building a common framework among corporations to reduce CO₂ emissions via the use of IT and has participated in formulating common guidelines for estimating reductions in CO₂ emissions in ICT businesses.

*1 An organization comprised of members of both the public and private sectors that was established to promote the spread of smart communities within Japan as well as their global expansion

*2 Sponsored by the Japan Electronics and Information Technology Industries Association (JEITA). The Green IT Promotion Council is responsible for promoting green IT and helping build a smart society through various activities. These include developing methods for estimating and measuring the energy-saving of and with IT devices, formulating an energy-saving technology roadmap, developing public awareness about green IT in Japan and overseas, and bolstering cooperation with countries in Asia and elsewhere.

*3 A working group of the Life Cycle Assessment Society of Japan. The group's objectives are to establish a shared method for estimating the effect that ICT has on reducing environmental impact and devise key performance indicators (KPIs) to measure energy savings achieved via environmental management in companies that supply ICT as well as companies that adopt ICT.

● The Greening of the NTT DATA Group

<Reducing Greenhouse Gas Emissions>

In fiscal 2015 we continued to promote power-saving measures that take into account diverse workstyles, including the replacement of desktop computers with notebook PCs and the use of telework owing to the rotating partial closure of office floors in major buildings in the Tokyo Metropolitan area. As a result of our efforts to reduce total CO₂ emissions in fiscal 2015 by at least 16.0% compared with fiscal 2009, we were actually able to achieve a considerable reduction of 22.5% from the levels recorded in fiscal 2009.

Although CO₂ emissions are expected to rise in fiscal 2016 due to the expansion of our data center business, we intend to continue raising our operational efficiency and promoting lifestyle innovations.

<Waste Reduction>

In fiscal 2015, we sought to improve our recycling ratios and reduce the final amount of waste disposal by changing the processing routes for waste products to address the reason we were unable to meet the waste targets for the previous year.

As a result, we significantly exceeded our targets by achieving a 70% reduction in the final amount of waste disposal compared with fiscal 2009 and a final waste disposal rate of 2.4%.

In fiscal 2016, we will strive to improve our recycling ratios through measures such as using disposal firms with high recycling ratios and changing the processing route, while maintaining our efforts on the reuse and recycling of office equipment to attain our fiscal 2016 targets of a reduction in the final amount of waste disposal of 71% or more and a final waste disposal rate of 2.3% or less.

<Reduction of Copy Paper Purchased>

In fiscal 2015, we made a committed effort to reduce unnecessary use of copy paper through measures such as promoting the expansion of next-generation offices and advancing paperless meetings. As a result, we significantly exceeded our target for fiscal 2015 of reducing usage by 45% compared to fiscal 2009.

In fiscal 2016, we will further reduce the use of copy paper as part of an overall revision of our operations, including improvements to our operational processes.

<Energy Conservation Activities at Data Centers>

Data centers account for roughly two thirds of the CO₂ emissions from the NTT DATA Group's business activities. Our data centers are entrusted with our clients' systems, and we are conserving as much energy at the centers as we can to the extent that such efforts do not affect the services we provide our clients. We are also using more renewable energy sources, with solar power and other sources generating 2 MWh of the 376,805 MWh total electric power used by the data centers.

● Environmental Contributions and Communication

<Promotion of Environmental Contribution Activities>

In accordance with the promotion of awareness activities set forth in the NTT DATA Group's environmental policies, we strive to raise awareness on environmental issues by educating our employees and temporary staff through environmental contribution activities.

To promote environmental contribution activities targeting local communities, the NTT DATA Group has set a target for the number of participants in environmental contribution activities since fiscal 2011.

As a result of our commitment to increasing the number of participants by sharing information on environmental contribution activities within the Group, 3,428 people participated in activities in fiscal 2015, exceeding our target.

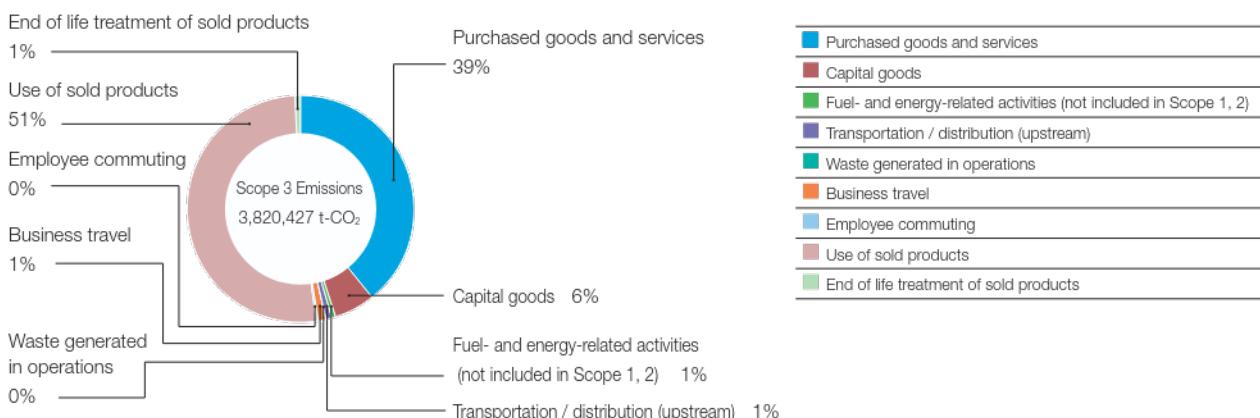
In addition to continued participation in Greenship Action and clean-up activities in areas around office buildings, we aim to actively participate in a number of events held in many different regions, and we have set our target for the number of participants at more than 4,000 in fiscal 2016.

<Start of Supply Chain Greenhouse Gas Emissions Management under Scope 3>

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, total CO₂ emissions of the NTT DATA Group, including overseas Group companies, was 3,820,427 t-CO₂.

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.

■ Scope 3 Emission Rates (by Category)



● Third-party Verification of Greenhouse Gas Emissions

We received third-party verification of Scope 1–3 greenhouse gas emission volume results for fiscal 2014 from Lloyd's Register Quality Assurance Limited. We intend to further improve the transparency of our data disclosure in fiscal 2015 by applying the same calculation method used in fiscal 2014.

Environmental Accounting

● Aiming to Conduct Efficient and Effective Environmental Preservation Activities

In fiscal 2015, Group environmental cost comprised ¥1 million in investments and ¥534 million in expenses. Costs associated with business domains increased by ¥70 million year on year. This was mainly attributable to the disposal of PCB we conducted in fiscal 2015 as part of our plan to dispose effectively and systematically of the PCB in our possession.

■ Environmental Accounting Conservation Cost

(Millions of yen)

Ministry of the Environment's Environmental Accounting Guideline Categories	Major Initiatives	Fiscal 2014		Fiscal 2015	
		Investment	Expenses	Investment	Expenses
Business area costs		9	207	1	277
Pollution prevention costs	Asbestos countermeasures, PCB management, etc.	0	7	0	21
Global environment conservation costs	Implementation of energy conservation measures; measures to reduce CO ₂ emissions through the introduction of outdoor-air cooling devices; elimination of specified chlorofluorocarbons in air-conditioning equipment, etc.	0	0	0	0
Resource recycling costs	Inter-office waste disposal, construction waste countermeasures, office paper curtailment countermeasures, etc.	9	201	1	256
Upstream/downstream costs	Compliance with the Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging	0	0	0	0
	Labor costs related to environmental protection activities, ISO certification acquisition, building greening, environmental PR, etc.	0	265	0	256
R&D costs	Environment-related R&D	0	0	0	0
Citizen activity costs	Environmental contribution to regional communities	0	1	0	1
Total		9	473	1	534

The NTT DATA Group's Environmental Impact

We believe the reliable and continuous achievement of our goals to reduce the NTT DATA Group's environmental impact to be a fundamental responsibility of our environmental management efforts. To minimize the environmental impact of its business activities, the NTT DATA Group monitors and analyzes the types and amounts of resources and energy consumed by various processes, and their environmental impacts.

The NTT DATA Group's Environmental Impact

● Monitoring and Analyzing Environmental Impact by Looking at the Activities of the Entire Group

The environmental impact posed by the NTT DATA Group's business activities primarily arises from the emission of greenhouse gases resulting from the consumption of energy, mainly as electric power. However, there are many other factors that affect the environment, including data center construction and the use of paper and water resources. In addition, we cannot ignore the environmental impact of energy consumption resulting from the operation of systems and services provided by the NTT DATA Group by clients. The NTT DATA Group strives to correctly ascertain and analyze the environmental impact of its business activities and to utilize these results in various improvement activities.

■ Overview of the NTT DATA Group's Environmental Impact

INPUT

Inside the NTT DATA Group

Energy ¹		2013	2014	2015
Utility power ²	10,000kWh	48,878	48,342	49,169
Kerosene	kl	17	16	16
Light gas oil (excluding Company vehicles)	l	42	66	27
A-C heavy oil	kl	32	18	21
City gas	10,000m ³	179	193	173
Gasoline (Company vehicles)	kl	689	610	601
Light gas oil (Company vehicles)	kl	23	25	24
Steam, cold energy	GJ	—	46,132	41,372

■ Acquired third-party certification

Water resources		(10,000 m ³)
Clean water consumption		59 50 61

Paper resources		(Tons)
Copy paper		889 907 859
Fliers, pamphlets, etc. for clients		43 29 46

Specified chlorofluorocarbon used for air-conditioning systems ³		(Units)
Number of air-conditioning system units using specified chlorofluorocarbon (CFC)		25 91 91

Construction materials		
Construction materials, cables, etc.		

Sales

Planning / Design

Manufacturing / Testing

Data center

Installation at client sites

OUTPUT

Greenhouse gases²

(10,000t -CO₂)

	2013	2014	2015
Electricity use	23.3	25.0	25.4
Gas/fuel use	0.4	0.5	0.4
Heat use	—	0.3	0.2
Company vehicle use	0.2	0.2	0.1
Total	23.9	25.9	26.1

■ Acquired third-party certification

Water resources

(10,000 m³)

	2013	2014	2015
Drainage amount	44	35	47

Office waste

(Tons)

	2013	2014	2015
Amount generated	23.3	25.0	25.4
Incineration/ landfill	734	806	851
Amount recycled	4,636	3,557	4,073
Amount of final disposal	210	207	122

Construction waste

(Tons)

	2013	2014	2015
Amount generated	162	420	428
Amount recycled	150	380	404
Amount of final disposal	12	40	24

Outside the NTT DATA Group

Energy

Service operation at client sites

Greenhouse gases (CO₂)

※ Scope of Environmental Impact Measurement

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

Measurement organization : Fiscal 2013: NTT DATA (all organizations), 64 Group companies (Japan only);
Fiscal 2014: NTT DATA (all organizations), 69 Group companies (Japan only);
Fiscal 2015: NTT DATA (all organizations), 73 Group companies (Japan only)

*1 Steam and cold energy included from fiscal 2014

*2 Heat use included from fiscal 2014

*3 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.

■ Environmental Impact Data of the NTT DATA Group in Fiscal 2015

Environmental Data		Units	Amount
Paper resource	Total volume used (including paper from virgin pulp and recycled paper)	Tons	905
	Office paper	Tons	859
	Client services (leaflets, pamphlets, instruction manuals, etc.)	Tons	46
	Amount of total paper from virgin pulp	Tons	873
	Office paper	Tons	859
	Client services (leaflets, pamphlets, instruction manuals, etc.)	Tons	14
Global warming	Greenhouse gas emissions (CO ₂ conversion) ¹	t-CO ₂	262,836
	Carbon dioxide (CO ₂) emissions	t-CO ₂	262,385
	Electricity use	t-CO ₂	254,406
	Gas/fuel use	t-CO ₂	4,163
	Heat use	t-CO ₂	2,358
	Company vehicle use	t-CO ₂	1,458
	Methane (CH ₄) emissions	t-CO ₂	9
	Furnaces	t-CO ₂	7
	Shipping (automobiles, ships)	t-CO ₂	2
	Dinitrogen monoxide (N ₂ O) emissions	t-CO ₂	63
	Furnaces	t-CO ₂	2
	Shipping (automobiles, ships)	t-CO ₂	61
	Hydrofluorocarbon (HFC) emissions ¹	t-CO ₂	379
	Perfluorocarbon (PFC) emissions	t-CO ₂	0
	Low-pollution vehicles owned	Vehicles	764
	Hybrid vehicles	Vehicles	72
	Certified fuel-saving or low-emission vehicles (gasoline-powered vehicles)	Vehicles	659
	Electric vehicles	Vehicles	4
	Others	Vehicles	29
	Low-pollution vehicles introduced during the year	Vehicles	27
	Hybrid vehicles	Vehicles	26
	Certified fuel-saving or low-emission vehicles (gasoline-powered vehicles)	Vehicles	0
	Electric vehicles	Vehicles	1
	Others	Vehicles	1
	Sustainable/new energy systems installed	Units	3
	Solar power systems	Units	2
	Hybrid (solar and wind power) systems	Units	1
	Cogeneration (CGS) systems	Units	0
	Sustainable/new energy systems introduced during the year	Units	0
	Solar power systems	Units	0
	Hybrid (solar and wind power) systems	Units	0
	Cogeneration (CGS) systems	Units	0
	Electric power generated by sustainable/new energy systems	kWh	194,515
	Solar power systems	kWh	194,515
	Electric power generated by sustainable/new energy systems introduced during the year	kWh	0
	Solar power systems	kWh	0

※ Scope of Environmental Impact Measurement

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

Measurement organization : NTT DATA (all organizations), 73 Group companies (Japan only)

¹ CO₂ conversion factor uses CO₂ emission factor by electric power companies.

*2 Units and emissions from fiscal 2014 include individual free-standing air-conditioning units as well as central air-conditioning units.

Environmental Data		Units	Amount
Waste countermeasures	Industrial waste requiring special management, etc.		
	Asbestos removed (from buildings) during the year	Instances	0
	Asbestos emissions (from buildings) during the year	Tons	1
	Waste batteries	Tons	94
	Other waste (acidic ash, alkali, oil, etc.)	Tons	0
	Use of products containing PCBs	Units	1
	Transformers	Units	1
	PCB-containing products renewed (removed, stored) during the year	Units	0
	Transformers	Units	0
	Stabilizers	Units	0
	Storage of PCB-containing products	Units	180
	Transformers	Units	3
	Stabilizers	Units	177
	Disposal of PCB-containing products during the year	Units	80
	High voltage condenser	Units	24
	Low voltage condenser	Units	3
	Stabilizers	Units	53
Ozone layer protection	Removal of air-conditioning system units using chlorofluorocarbons (CFCs) during the year		
	Removal of air-conditioning system units using specified CFCs	Units	2
	Removal of air-conditioning system units using alternative hydrochlorofluorocarbons (HCFCs)	Units	0
	Removal of air-conditioning system units using alternative hydrofluorocarbons (HFCs)	Units	0
	Recovery and destruction of specified CFCs used for air-conditioning systems	kg	547
	Recovery and destruction of alternative HCFCs used for air-conditioning systems	kg	0
	Recovery and destruction of alternative HFCs used for air-conditioning systems	kg	0
	Use of air-conditioning system units using CFCs*2		
	Air-conditioning system units using specified CFCs	Units	91
	Air-conditioning system units using alternative hydrochlorofluorocarbons (HCFCs)	Units	671
	Air-conditioning system units using alternative hydrofluorocarbons (HFCs)	Units	2,026
	Specified CFCs used for air-conditioning systems	kg	12,266
	Alternative HCFCs used for air-conditioning	kg	20,047
	Alternative HFCs used for air-conditioning	kg	35,412
	Storage of air-conditioning system units using CFCs		
	Storage of air-conditioning system units using specified CFCs	Units	0
	Storage of air-conditioning system units using alternative HCFCs	Units	0
	Storage of air-conditioning system units using alternative HFCs	Units	0
	Stored amount of specified CFCs used for air-conditioning systems	kg	4,351
	Stored amount of alternative HCFCs used for air-conditioning systems	kg	1,268
	Stored amount of alternative HFCs used for air-conditioning systems	kg	305
	Use of vehicles using CFCs		
	Company vehicles that employ CFCs in air conditioner refrigerants	Units	0
	Company vehicles that employ HCFCs in air conditioner refrigerants	Units	0
	Company vehicles that employ HFCs in air conditioner refrigerants	Units	726
	Use of CFCs in vehicle air conditioners	kg	0
	Use of HCFCs in vehicle air conditioners	kg	0
	Use of HFCs in vehicle air conditioners	kg	0
	Elimination of specified-CFC fire prevention equipment		
	Buildings from which specified-CFC fire prevention equipment removed during the year	Buildings	0
	Amount of specified CFCs removed from fire prevention equipment during the year	kg	0
	Amount of specified CFC gas emitted by fire prevention equipment during the year	kg	0
	Remaining number of buildings employing specified-CFC fire prevention equipment	Buildings	15
	Remaining specified CFC gas emissions from fire prevention equipment	kg	38,870

Environmental Data		Units	Amount
Resource usage	Consumption of water resources	m³	1,092,913
	Clean water consumption	m³	613,076
	Sewerage water consumption	m³	471,700
	Gray water consumption	m³	8,137
	Rainwater consumption	m³	0
	Consumption of clean, sewerage and other water	m³	0
	Energy consumption		
	Utility power	10,000 kWh	49,169
	Kerosene	kl	16
	Light gas oil	kl	27
	A-C heavy oil	kl	21
	City gas	10,000 m³	173
	Gasoline (company vehicles)	kl	601
	Light gas oil (company vehicles)	kl	24
	Steam	GJ	9,314
	Cold energy	GJ	32,059

■ Office Waste of the NTT DATA Group in Fiscal 2015

(Kilograms)

Primary Category	Subcategory	Recycled Amount	Waste Disposal Amount		Total Emissions	Final Disposal
			Incineration	Landfill Amount		
Category A+B	Mixture of Categories A and B (unsorted waste)	0	0	0	0	0
Category A (burnable)	Fine paper	1,246,513	450	0	1,246,963	45
	Newspapers, magazines, cardboard	101,924	0	0	101,924	0
	Refuse	43,105	23,156	0	66,261	2,316
	Paper waste	133,164	203,252	0	336,416	20,325
	Plastics (burnable)	499	364	0	863	36
	Waster oil	0	0	0	0	0
Category B (non-burnable)	Unsorted burnable waste, other burnable waste	69,213	353,495	0	422,708	35,350
	Bottles	16,675	0	775	17,450	775
	Cans	44,031	0	6,480	50,511	6,480
	Plastics (non-burnable)	1,156	0	7,200	8,356	7,200
	PET bottles	10,972	0	0	10,972	0
Category C	Unsorted non-burnable waste and other non-burnable waste	2,084	0	596	2,680	596
	OA equipment, fixtures, others	2,403,944	362,349	14,908	2,781,201	49,143
Total		4,073,282	943,066	29,959	5,046,307	122,265

※ Scope of Environmental Impact Measurement

Measurement period : From April 1 to March 31 of the following year**Measurement organization :** NTT DATA (all organizations), 73 Group companies (Japan only)

The NTT DATA Group's Strategy for Addressing Climate Change

The rising concentration of greenhouse gases and other factors are impacting the climate in ways that have led to the increased severity and frequency of natural disasters such as typhoons and floods, while also significantly impacting everyday life across society and industry.

The NTT DATA Group is strategically acting to effectively address climate change and incorporate these measures into its business development.

Climate Change Governance

At the NTT DATA Group, the Environmental Management Promotion Office, which is directly accountable to the Company president, assesses risks and opportunities related to climate change and reviews specific targets and other measures for reducing CO₂ emissions. It reports its findings to the Corporate Management Committee, which makes policy decisions related to climate change.

Climate Change Strategy

● Company level

The Environmental Management Promotion Office analyzes the financial impact of regulatory trends (including carbon taxes, fixed price purchase schemes for renewable energy, and cap-and-trade systems) as well as trends in environmental load indicators (energy consumption/greenhouse gas emissions, paper resource usage, waste material volumes, and water usage). Using their analysis, the office reports to the Corporate Management Committee on risks and opportunities it deems significant and measures for addressing them.

● Asset level

The Facility Management Division, which has expertise in building design, compiles information on environmental load indicators for each data center and office (including energy consumption/greenhouse gas emissions, paper resource usage, waste material volumes, and water usage), the status of energy conservation measures, and regulatory trends at the local government level, and reports its findings to the Environmental Management Promotion Office. If the Environmental Management Promotion Office deems that any reported matter is likely to significantly impact the Company's business, it draws up and submits countermeasures to the Corporate Management Committee, which is the Company's highest decision-making body.

● Prioritization of Risks

The Environmental Management Promotion Office compiles a list of key climate change risks and opportunities, together with other important factors such as CO₂ emission volumes, financial effects and external evaluation of the Company's response to climate change. It prioritizes items based on difficulty, urgency and financial impact, and then formulates proposals to address them.

Implementation of Climate Change Strategy

● Offices

Reducing power consumption by optimizing office operations reduces greenhouse gas emissions. We have been pursuing optimization as a key aspect of the impact of business operations on climate change. Specifically, we are consolidating office space and lowering energy use, which is leading to annual reductions of approximately 279 t-CO₂.

● Products and Services

Our XECHNO® Power + FRESH HVDC® received the Minister of Economy, Trade and Industry Award in the energy-saving category of the Green IT Promotion Council's Green IT Awards 2012. This solution significantly reduces power loss from AC/DC conversion in the

power supply route of data centers, saving between 10% and 30% more energy than conventional UPS (uninterruptable power supply) power sources that are widely used in existing data centers, and thereby further reducing CO₂ emissions.

Climate Change Risks

● Risks Driven by Regulatory Changes

Compliance with climate change regulations presents the risk of increased costs for actions such as facility upgrades and additional operational functions.

For example, under the Tokyo Metropolitan Government's Ordinance on Environmental Preservation, large facilities with annual energy consumption amounting to 1,500 kJ or more in crude oil equivalent terms are required to reduce total CO₂ emissions from energy usage and to participate in a cap-and-trade program of emissions trading. The ordinance requires reductions of 8% below base year emissions in the first compliance period from fiscal 2011 to fiscal 2015 and 17% below base year emissions in the second compliance period from fiscal 2016 to fiscal 2020.

A total of eight NTT Data buildings in Tokyo are subject to the ordinance, which presents risks related to compliance with the cap-and-trade program and increased operating costs due to measures for reducing total emissions. Costs associated with emissions trading to meet the requirements for total CO₂ emission reductions are estimated to be approximately ¥100 million for the period between fiscal 2016 and 2021. Calculations for the second compliance period were based on the need to purchase 10,000 t-CO₂ of credits (certificates) priced at 10,000 yen/t-CO₂. However, we anticipate that we will be able to offset these costs against surpluses from the first compliance period.

We are implementing the following measures to manage this risk.

- (1) Upgrading to highly efficient electrical equipment (transformers, UPS, etc.)
- (2) Upgrading to highly efficient air conditioning equipment (turbo refrigeration, individually-controlled air conditioners, etc.)
- (3) Enhancing operation of air conditioning, lighting, and other shared facilities

(From fiscal 2011 to fiscal 2013, these measures reduced CO₂ emissions by 62,138 t-CO₂, or approximately 16%).

The cost of addressing this risk exceeded ¥1 billion for the period between fiscal 2011 and fiscal 2013.

● Risks Driven by Physical Impact

With regard to physical impact caused by climate change, there is a risk that abnormal weather phenomena such as large typhoons, flooding and heatwaves could shut down the power supply to or halt operations at our data centers in Japan and the EU. The basements of our data centers are equipped with in-house emergency generators in readiness for power outages, but if basement flooding prevents operation of these generators, data center business continuity may be jeopardized. Consequently there is a risk that the impact could extend to large-scale NTT DATA systems and impede wider social systems.

We are implementing the following measures to avoid this risk.

- (1) We implemented flood prevention works in data centers where basements present high flood risk based on hazard maps created by municipal governments. Recently, in fiscal 2013, flood prevention measures were taken at the NTT Data Hijiyama Building.
- (2) We established back-up data centers in multiple locations, such as in East Japan and West Japan.

Since NTT DATA's data centers are located around the world, the rise in average global temperatures has recently begun to pose a physical risk. This risk entails increased energy and operational costs due to the greater air conditioning load on data centers.

We estimate that a temperature rise of 1°C in its data centers in Japan would increase electricity usage by 5.4 million kWh, hiking energy costs by approximately ¥80 million. To manage this risk, we are upgrading power equipment and improving the operating efficiency of air conditioning, lighting, etc. at data centers in Japan. At the NTT Data Mitaka Building, for example, in addition to the above measures, we have reduced electricity consumption by approximately 30% compared to our conventional data centers by installing photovoltaic power generation systems and high voltage direct current power supply systems. The costs of upgrading facilities and enhancing operations at all data centers in Japan exceeded ¥2 billion for the period between fiscal 2011 and fiscal 2013.

● Other Risks

Risks driven by changes in other climate-related developments include increased investor requests for corporate information disclosure related to climate change, declines in share price associated with lower evaluation by investors, and deterioration in market-imposed financing conditions.

As of March 31, 2015, at least 18.75% of NTT Data stock was held by overseas corporations, and this figure is likely to rise in the future. Lower evaluation by overseas investors actively engaged in ESG investment carries the risk of a decline in share price that would decrease corporate value. If the price of shares held by overseas investors were to fall by 0.1%, the impact on the Company's market capitalization would amount to approximately ¥290 million¹.

NTT Data recognizes the importance of information that investors focus on in their requests for information disclosure related to climate change, especially from CDP², and proactively discloses information to investors. In fiscal 2015 we also disclosed information on matters including climate change as part of a Ministry of Environment project to develop infrastructure for environmental information disclosure systems, and we are actively participating in a project to construct information platforms enabling institutional investors in Japan to utilize ESG data.

¹ Calculated on the basis of 280,500,000 outstanding shares as of March 2015.

² CDP (formerly the Carbon Disclosure Project) was launched in 2003 by a U.K.-based NGO to evaluate the climate change policies of businesses and enterprises.

Climate Change Opportunities

Climate change is not only associated with risks. It can generate business opportunities as well. We seek to contribute to further ameliorating its impact and creating a society that can flexibly respond to climate change by seizing these business opportunities.

● Opportunities Driven by Regulatory Changes

The introduction of CO₂ emission caps will prompt an increase in demand for more efficient IT systems, which account for a certain proportion of corporate energy consumption. Examples include demand for virtualization, consolidation into joint data centers, and outsourcing to data centers with high energy efficiency.

The NTT DATA Group offers a Green Data Center service that reduces environmental load by integrating IT and facilities technologies, and is a leader in introducing green data center technologies that can achieve large-scale reductions in energy consumption. Starting with the introduction of green data center technologies at the NTT DATA Mitaka Building in 2009, we are steadily introducing these practices into our own data centers.

NTT Data's sales of data center and related services amounted to ¥29.6 billion in the fiscal year ending March 31, 2015, and we believe we can further expand sales to ¥33.0 billion in 2016, buoyed by demand for outsourcing to energy-efficient data centers.

Through comprehensive installation of green data center technologies, including HVDC (high voltage direct current) power supply systems, virtualization technologies, and air current control systems for cooling, we succeeded in reducing energy consumption at the NTT DATA Mitaka Building by approximately 30% compared to our conventional data centers. As part of our efforts to create new HVDC power supply technologies, we collaborated with our subsidiary NTT Data Intellilink Corporation and Japan Radio Co., Ltd. to develop a system that unifies data center electrical equipment with power supply units for individual IT devices and introduced it into the data centers of other companies.

The commercialization of this unified HVDC power supply system was recognized with a Minister of Economy, Trade and Industry Award in the Green IT Awards 2012 (please see "Products and Service" under "Implementation of Climate Change Strategy").

To further expand the opportunities available to us, we are serving as an industry leader in large-scale trials and commercialization of technologies that form key elements of Green Data Center Services, including HVDC power supply systems, virtualization technologies, and air current control systems for cooling.

We have been recognized by the Green IT Promotion Council for the energy-saving performance of our systems and plan to set industry standards by gaining recognition from these industry organizations. In fiscal 2015, we participated in trials to link a solar

power plant with a data center using high voltage superconducting power cables, carried out as part of a METI research project to test high-temperature superconducting direct current power supply systems. Between fiscal 2010 and fiscal 2016, we have invested over ¥10 billion in capital expenditure on Green Data Center technologies including high voltage direct current power supply systems, progressively shifting from trials to commercialization.

● Opportunities Driven by Physical Impact

There is an opportunity to accelerate business utilizing cloud-based data centers, which will enable high levels of safety in corporate data storage by avoiding the risk of data loss due to abnormal weather phenomena such as typhoons and localized torrential rain. In its dual roles of supporting the construction of corporate systems and providing joint-use system services, NTT Data has accumulated expertise in system platform technologies related to cloud computing and provided safe and highly reliable system platforms. For example, our joint-use enterprise systems, such as the “Chigin Kyodo Center” for regional banks, have gained the top market share of around 30%, and more than 90% of credit associations in Japan use our comprehensive online “Shinkin Kyodo System.” We believe that accelerating demand for cloud computing services will enable us to further expand our business.

In 2014, sales of the NTT DATA Group’s cloud computing services amounted to approximately ¥125 billion (an increase of 4% from the previous year) and accounted for over 8% of total sales of ¥1,511.8 billion. Our cloud computing services create business opportunities by providing two comprehensive solutions for platform services, one that offers everything from infrastructure to applications, and another that offers construction and operation services that build data center environments combining common-use system components, such as those offered in joint-use data centers for financial institutions. For example, since 2011 our BizXaaS Office service, which provides systems required for an office environment via cloud computing, has been deployed in-house to promote telecommuting and set up satellite offices as part of business continuity plans.

In 2012 we also enhanced our service line-up by adding low-cost, fast-response “quick services” to our existing menu of data analysis and information services, taking advantage of the use of big data, a peripheral service that is highly compatible with cloud computing.

Between fiscal 2010 and fiscal 2016, we have invested over ¥10 billion in capital expenditure on cloud computing in data centers.

CSR Infrastructure



We engage in sound and transparent corporate management in a bid to secure sustainable growth while endeavoring to earn the trust of stakeholders.

Approach Adopted by the NTT DATA Group

While practicing sound and transparent management, the NTT DATA Group contributes to the ongoing growth and development of clients and society by creating new paradigms and values. We also work toward promoting a prosperous, well-balanced, safe and secure society as we endeavor to grow in our own right. We strongly believe that these aspirations and endeavors encapsulate our mission and responsibilities as a company.

With this understanding, we adhere strictly to all statutory and regulatory requirements while ensuring that frontline employees carry out their duties in an ethical manner. In conjunction with efforts aimed at ensuring our approach toward management takes root across the entire Group, we place the utmost emphasis on management efficiency and discipline. Through these means, we continue to build a robust foundation for CSR management that responds to the expectations of the global community.

Corporate Governance

We are carrying out an efficient and well-controlled management approach on a global basis.

Corporate Governance Structure

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

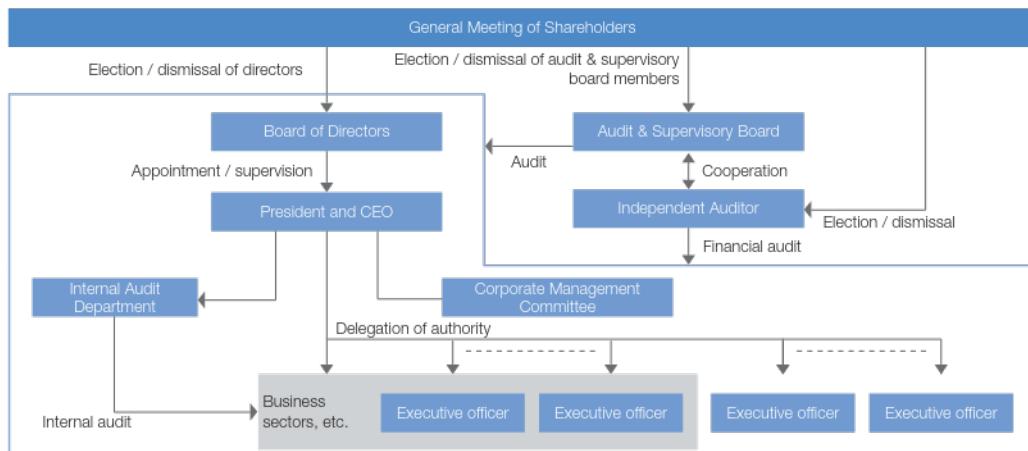
As a company with corporate auditors, NTT DATA has a Board of Directors and an Audit & Supervisory Board, as well as a Corporate Management Committee.

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 business sectors 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 Audit & Supervisory Board 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.

■ Corporate Governance Structure



● Initiatives that Add Varied Perspectives to Management

NTT DATA works to strengthen functions that oversee fairness in business execution by inviting executive officers, including directors and Audit & Supervisory Board members from outside the Company. As of July 2015, NTT DATA has two outside directors and four outside Audit & Supervisory Board members. In appointing these outside officers, the Company provides selection criteria that anticipate that they will bring to management opinions from broad perspectives that draw on their respective experiences.

One outside director and two outside auditors have been registered as independent directors in accordance with the regulations of the Tokyo Stock Exchange.

● Initiatives to Spread Our Vision

The NTT DATA Group announced its new Group Vision in May 2013, and we been encouraging employees to internalize the Group's Values, our core values that we live by to fulfill our Group Vision.

To act with these values in mind, we must have an idea of how to apply them 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 with whom we work. During our second Values Week in 2015, about 10,000 employees in more than 60 cities and nearly 20 countries participated in workshops and talked about our values.



NTT DATA (Tokyo)



NTT DATA Brasil (Rio de Janeiro)



Joint workshop between NTT DATA Malaysia and itelligence (Malaysia)



Joint workshop via teleconferencing between NTT DATA and NTT DATA Global Delivery Services (Tokyo and India)

● Group Governance

<Establishing a Liaison Department for Group Companies and Strengthening Group Governance>

For such important matters as business planning, internal control, and compliance, NTT DATA's basic policy is to ensure appropriate business operations throughout the Group by instituting rules for consultation and reporting with each Group company. Based on this policy, the Company has established a cooperative system through the establishment of a liaison department, within NTT DATA's head office, that connects to each Group company.

Particularly in recent years, Group governance of overseas Group companies has been reinforced in response to the rapid expansion of overseas operations through M&A activities and other measures. Specifically, the Company is establishing a system centered around five operating regions—North America, EMEA (Europe, the Middle East, and Africa), APAC (Asia-Pacific), China, and Spain and Latin America—as well as the Business Solutions Group. NTT DATA has instituted rules for consultation and reporting between the Company and Group companies in relation to such important matters as business plans, large-scale projects, internal control, and compliance.

In Japan, in fiscal 2014, NTT DATA increased management efficiency by beginning renewal of the common accounting system domestic Group companies use. In fiscal 2015, NTT DATA extended introduction of the system, which encompasses approximately 70 major domestic Group companies. As a result, most domestic Group companies use a common accounting service. This will enable centralized management of accounting information and the securing of internal control. Further, the use of a common system will reduce the maintenance and operational burden significantly.

Moreover, aiming to increase the efficiency of Group management, NTT DATA introduced an in-house Group Management Infrastructure system that visualizes Group companies' management information (in the financial field and personnel field) to domestic Group companies (financial field: 64 companies including NTT DATA, personnel field: approximately 22,000 personnel of NTT DATA and Group companies).

Through this new system NTT DATA aims to optimize management resource allocation to reflect projects' characteristics, expedite business management, enhance the precision of information used for decision-making, and realize Group synergies.

<Ensuring Robust Group Governance Based on Group Management Policies and Group Management Rules>

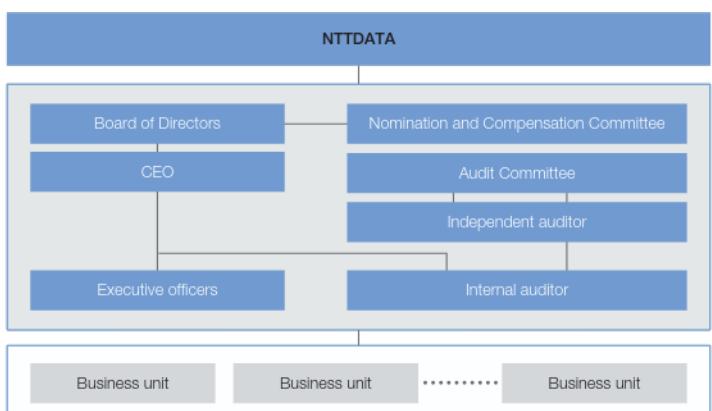
To optimize the Group as a whole, the NTT DATA Group has established the Group Management Policies, setting out the basic approach to management of the Group. Further, as rules for consultation and reporting between NTT DATA and Group companies, the Group Management Rules have been established for domestic Group companies and the Group Authority Matrix has been established for overseas Group companies. The rules and matrix are used in combination with the Group Management Policies to realize robust management of Group governance.

<Developing Management Systems to Strengthen Group Governance>

To establish an integrated, efficient management system for Group companies, which are expanding globally, NTT DATA is enhancing the coordination and efficiency of strategy preparation among Group companies based on the Business Solutions Group and five integrated companies in each of its operating regions—North America, EMEA (Europe, the Middle East, and Africa), APAC (Asia-Pacific), China, and Spain and Latin America.

In this way, NTT DATA is building a governance system that enables the unified management of the Group and delegation of responsibility for business management to each regional integrated company, etc. As part of this initiative, NTT DATA is establishing nomination and compensation committees and audit committees within regional integrated companies' boards of directors. Meanwhile, NTT DATA is establishing a system that facilitates appropriate and timely sharing of information about risks and other important matters of concern by building a comprehensive internal control system that includes overseas organizations.

■ Governance Structure of Regional Integrated Companies



Internal Control

● Maintaining and Continuously Strengthening the Internal Control System

NTT DATA builds and maintains internal control systems in accordance with a basic policy of always considering risks arising from business activities and taking various types of measures to realize efficient implementation of equitable, transparent business activities.

Further, twice a year the Company convenes meetings of the Internal Control Advancement Committee, which is tasked with assessing the effectiveness of internal control systems and managing and furthering overall internal control. In addition, NTT DATA actively conducts internal audits that focus on a range of different risks.

Given the continuation of global business expansion going forward, the Company will sustain efforts to strengthen the Group's overall internal control capabilities by further advancing efforts to establish global internal audit capabilities while introducing efficient methods for audits.

● Implementation Status of Internal Audits

NTT DATA's Internal Audit Department conducts audits from a standpoint that is independent from operational divisions.

In fiscal 2015, the Company audited 32 in-house organizations, 33 domestic Group companies, and 17 overseas Group companies. This audit primarily focused on risk unique to the Company and such corruption risk as bid rigging, dumping, and bribery. Also, the Company monitored the internal auditing activities of 24 Group companies. In addition, to expand and improve internal auditing of the Group as a whole, 81 domestic and overseas Group companies conducted voluntary inspections based on unified audit items.

Going forward, the Company aims to realize coordination with the internal audit divisions of domestic and overseas Group companies and establish audit methods for the early identification of signs of corruption. To these ends, the Company will advance measures to establish a global internal auditing system while increasing the quality and quantity of internal audits.

● Education and Training Related to Internal Control System

As an annual exercise, NTT DATA provides an e-learning course on internal control related to financial reporting in order to emphasize the importance of internal controls and promote understanding among employees about the NTT DATA Group's policies and views. We plan to continue providing these courses.

Directors, Audit & Supervisory Board Members, and Senior Vice Presidents

(As of July 1, 2015)

Position	Name	Outside/ Independent	Term	Areas of Responsibility	Concurrent Position	Meeting Attendance *5	Shares Owned
Representative Director, President and Chief Executive Officer	Toshio Iwamoto	—	*1			—	11,900
Representative Director and Senior Executive Position Vice President	Satoshi Kurishima	—	*1	Responsible for information strategies (CIO), security strategies (CISO), and intellectual property strategies		—	8,100
	Masanori Shiina	—	*1	Responsible for risk management (CRO), corporate governance, and corporate social responsibility (CSR)		—	6,200
Director and Executive Vice President	Yo Honma	—	*1	Responsible for Enterprise & Solutions Segment	President, Construction-ec.com Co., Ltd.	—	4,600
	Hironobu Sagae	—	*1	Head of Finance Departments Responsible for financial management (CFO) and investor relations (IR)		—	3,700
	Eiji Ueki	—	*1	Responsible for Financial Segment		—	6,300
	Kazuhiro Nishihata	—	*1	Responsible for Global Segment		—	4,700
	Toshio Iwai	—	*1	Responsible for Public & Social Infrastructure Segment		—	3,500
Director	Yukio Okamoto	Outside and independent	*1		Representative Director, Okamoto Associates, Inc. Outside Director, Mitsubishi Materials Corporation Outside Director, Nippon Yusen Kabushiki Kaisha (NYK LINE)	12/13	100
	Hiromasa Takaoka	Outside	*1		Vice President of HR, General Affairs Department of NIPPON TELEGRAPH AND TELEPHONE CORPORATION	—	0
Standing Audit & Supervisory Board Member	Yukio Ishijima	Outside and independent	*3			13/13 (13/13)	100
	Yasuomi Hino	Outside and independent	*2			21/21 (17/17)	200
	Tetsuro Yamaguchi	Outside	*4			—	0
Audit & Supervisory Board Member	Rieko Sato	Outside and independent	*2		Partner of Ishii Law Office Outside Corporate Auditor, Ajinomoto Co., Inc. Auditor, GignoSystem Japan, Inc.	20/21 (14/17)	900

*1 Director's term ends with the closing of the Ordinary General Meeting of Shareholders for the last fiscal year that ends within two years from appointment at the Ordinary General Meeting of Shareholders held on June 17, 2015.

*2 Audit & Supervisory Board Member's term ends with the closing of the Ordinary General Meeting of Shareholders for the last fiscal year that ends within four years from appointment at the Ordinary General Meeting of Shareholders held on June 20, 2012.

*3 Audit & Supervisory Board Member's term ends with the closing of the Ordinary General Meeting of Shareholders for the last fiscal year that ends within two years from appointment at the Ordinary General Meeting of Shareholders held on June 18, 2014.

*4 Audit & Supervisory Board Member's term ends with the closing of the Ordinary General Meeting of Shareholders for the last fiscal year that ends within one year from appointment at the Ordinary General Meeting of Shareholders held on June 17, 2015.

*5 Number of meetings of the Board of Directors attended (upper lines) and number of meetings of the Board of Corporate Auditors (in parentheses).

Total Remuneration of Directors and Audit & Supervisory Board Members for the Business Year under Review

(Results for year ended March 31, 2015)

Executive Classification	Number of Persons	Basic Remuneration	Directors' Bonuses	Remuneration Amount
Directors (excluding outside directors)	9	¥259 million	¥62 million	¥321 million
Audit & supervisory board members (excluding outside audit & supervisory board members)	1	¥30 million	—	¥30 million
Total	10	¥289 million	¥62 million	¥351 million

Notes:

1. Figures above include the remuneration of two directors who retired as of the end of the 26th Ordinary General Meeting of Shareholders held on June 18, 2014.

2. At the 18th Ordinary General Meeting of Shareholders, held on June 22, 2006, it was determined that the maximum amount of remuneration for directors should be ¥580 million per annum, and that the maximum amount of remuneration for audit & supervisory board members should be ¥150 million per annum.

Total Remuneration of Outside Corporate Officers for the Business Year under Review

(Results for year ended March 31, 2015)

	Number of Persons	Basic Remuneration
Total Remuneration of Outside Corporate Officers	5	¥71 million

Note: Includes the remuneration of one outside corporate officer who retired as of the end of the 26th Ordinary General Meeting of Shareholders held on June 18, 2014.

Brand Management

The strength of a corporate brand has major significance for business management. To develop its global business, the NTT DATA Group is conducting public relations activities and surveys to attain appropriate recognition for its corporate brand.

Policy on Branding Activities

In view of our business history, we have formulated separate policies for corporate branding activities in Japan and overseas.

1. Overseas (Global Market)

In view of the relatively low recognition of NTT DATA, we are pursuing activities for raising awareness of our company name among our client base (enhancing recognition).

2. Japan (Domestic Market)

We have already attained a certain level of recognition and are pursuing activities for further increasing understanding of and cultivating empathy for the Company to acquire a broad base of NTT DATA fans.

We conduct an annual brand awareness survey targeting external business persons involved in IT and a brand consciousness survey targeting Group employees. We also calculate the value of the NTT DATA brand based on the model of Interbrand, the globally renowned brand consultancy (latest result: US\$580 million).

NTT DATA Brand Awareness Survey

We conduct brand awareness surveys, including comparisons with competitors, in six key countries to monitor the state of awareness, understanding of business and image cultivation with regard to NTT DATA.

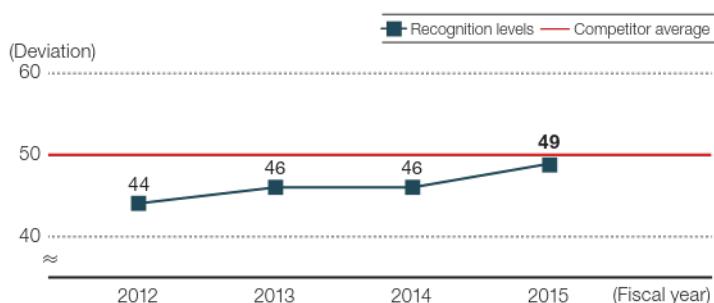
These brand awareness surveys are conducted in countries that serve as the base of the four global regions in which we have integrated companies—the US, UK, Germany, Italy, Singapore and China. The surveys take into account the characteristics of each market and provide important basic information for developing our business activities.

In conducting the surveys, we also monitor the gap between NTT DATA and local competitors to more effectively apply the results to business development.

From the standpoint of corporate management, our criteria for brand measurement include market share, customer loyalty, stakeholder recognition, and reputation.

■ Brand Awareness Survey in Six Key Countries

Standardized Score in Six Countries ("50" is the competitor average)



Compliance

We share our guidelines on ethical conduct beyond legal compliance across the Group.

Compliance Policy and Structure

NTT DATA established the Global Compliance Policy as the foundation of its approach to corporate ethics. Since then we have sought to ensure thorough awareness of and adherence to the policy.

In fiscal 2014, a Global Compliance Policy was positioned under the newly formulated Group Vision as a part of Our Way, which summarizes the directions we are taking under our Corporate Philosophy as the chief reference.

In fiscal 2015, we continued to implement educational measures for existing Group companies as well as new members of the NTT DATA Group, such as everis, to raise awareness and disseminate the Global Compliance Policy.

● Reinforcing the Compliance Promotion System

NTT DATA has a Corporate Ethics Committee chaired by the Chief Risk Officer (CRO), which works to include elements of the Global Compliance Policy in the performance review. The Committee is also engaged in promoting the spread and thorough understanding of the policy among executives and employees and fostering corporate culture conducive to compliance with legal regulations and corporate ethical rules.

Details of various compliance-related initiatives are also reported to and discussed by the Corporate Ethics Committee, which determines their ongoing implementation as well. We also maintain a remuneration system for staff responsible for management, such as the CRO, which reflects the occurrence of ethics violations throughout the Group.

● Implementation of Compliance Assessments

NTT DATA conducts compliance assessments of all employees in order to verify the engagement status of its compliance systems and raise awareness.

Under these compliance assessments, recipients answer 24 questions about such matters as bribery, information security, and overtime work, and the results are analyzed statistically. By comparing yearly changes, we can prioritize topics with many suggestions in the next year's compliance training sessions. Accordingly, we ensure more thorough corporate ethical awareness and reinforce legal compliance.

● Maintaining a Whistle Line for the Early Detection of Problems

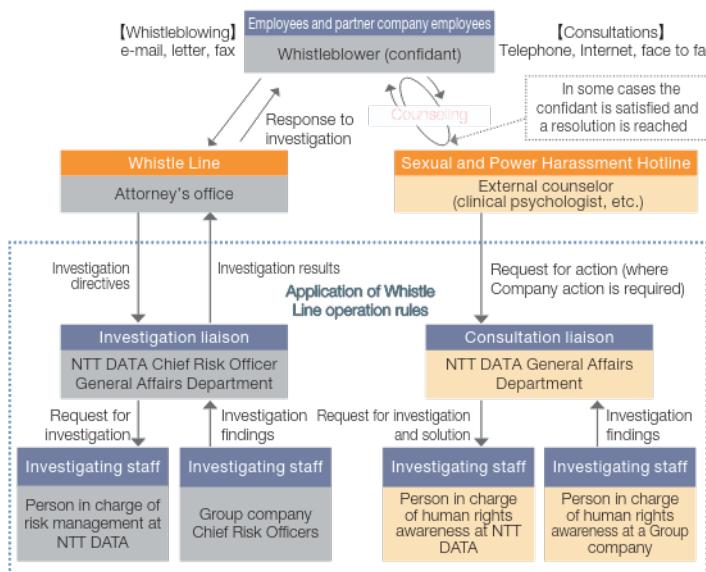
We launched the Whistle Line in 2003 in order to maintain sound management through the detection and correction of behavior that contravenes laws and corporate ethics at an early stage. This service receives reports from and provides consultation to all NTT DATA Group personnel, including employees and temporary staff, as well as 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. In fiscal 2015, the service attended to around 60 cases. Where necessary, we analyze the likelihood of similar cases and take Group-wide measures on prominent cases to draw attention and prevent a recurrence.

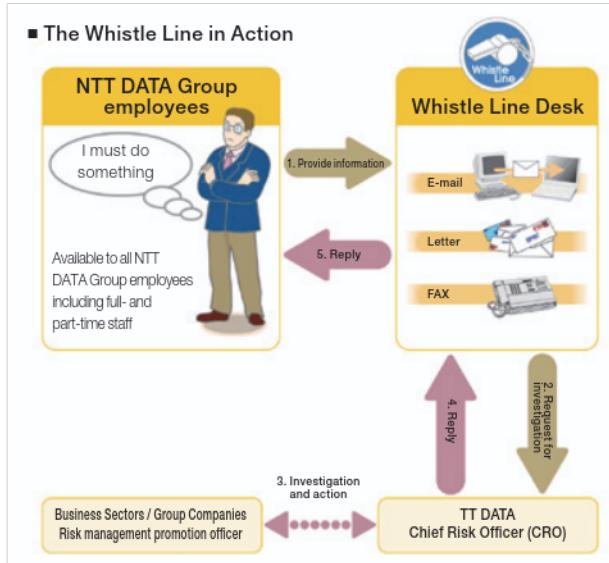
In addition, we have set up a sexual and power harassment hotline outside the Company that provides consultation services and responds to inquiries at all times. Furthermore, the Human Rights Awareness Activity Promotion Office has been set up in the General Affairs Department to address general human rights issues and provides consultations on human rights, along with the services available via the Whistle Line, which is our external compliance hotline. The office offered consultations in 79 cases in fiscal 2015.

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

■ Flow Diagram of the Internal Whistleblowing System



■ The Whistle Line in Action



● Protecting the Rights and Privacy of Whistleblowers and Consultants

When in receipt of information provided internally, NTT DATA works to protect the privacy and guarantee the status of the provider of that internal information, to conduct an impartial investigation, and to treat the matter fairly. The internal information provider will not receive disadvantageous treatment from the Company (from either a human resource or compensation perspective) on the grounds of having provided internal information. Moreover, the employee who is the subject of the information provided will not be subjected to disadvantageous treatment from the Company, as determined by provisions on the grounds of solely having had information provided to the Whistle Line Desk.

Compliance Training

The NTT DATA Group is steadily fostering employees' compliance awareness through various types of training. Going forward, to improve problem areas in the workplace, we will enhance training content that involves identifying issues in the workplace and implement thorough training sessions for all employees.

● Promoting Compliance Training

NTT DATA conducts compliance training (including e-learning) for approximately 63,000 of its employees at domestic and overseas Group companies. The Company also 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 business characteristics of each organization and Group company.

In fiscal 2015, we provided upgraded position-based training sessions as well as 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 continued to enrich our training content on international contracts, including an overview of anti-bribery laws and regulations in the United States and Europe so as to foster greater awareness about stricter anti-bribery and anti-corruption regulations in the global business community.

■ Major Compliance Initiatives Undertaken during Fiscal 2015

Name of Training Session	Numbers of Attendees
Position-Based Group Training Sessions (lectures on corporate ethics, risk management, etc.)	Approx. 2,300
Compliance IBT Training (e-learning)	Approx. 34,000 (domestic employees)
Global Compliance Policy Training	Approx. 29,000 (overseas employees)

Respect for Human Rights

As a member of the NTT Group, the NTT DATA Group is engaged in an organizational effort in line with the NTT Group Human Rights Charter, established in June 2014, which incorporates the concepts of the ISO 26000 international standards on social responsibility and the UN Guiding Principles on Business and Human Rights. Our Global Compliance Policy 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.

The NTT Group's Human Rights Charter

We recognize that the respect for human rights is a corporate responsibility and aim to create a safe, secure and rich social environment by fulfilling its responsibility.

- We¹ respect internationally recognized human rights², including the Universal Declaration of Human Rights in all company activities.
- We responsibly respect for human rights by efforts to reduce any negative impacts on human rights holders.
- We respond appropriately when negative impacts on human rights occur.
- We aim to not be complicit in infringing human rights, including being involved in discrimination, directly or indirectly.
- When negative impacts on human rights are done by a business partner and are linked to a product or service of the NTT Group, we will expect them to respect human rights and not to infringe on them.

*1 "We" means the NTT Group and its officers and employees.

*2 "Internationally recognized human rights" are rights included in declarations and rules that form the basis for international standards of universal human rights throughout the world and specifically refer to the following. United Nations (the Universal Declaration of Human Rights and the two Covenants on human rights)

• The Universal Declaration of Human Rights (adopted by the United Nations General Assembly in 1948)

• International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights (adopted by the United Nations General Assembly in 1966, in force from 1977) International Labour Organization (eight basic principles of the Core Conventions of the ILO Declaration)

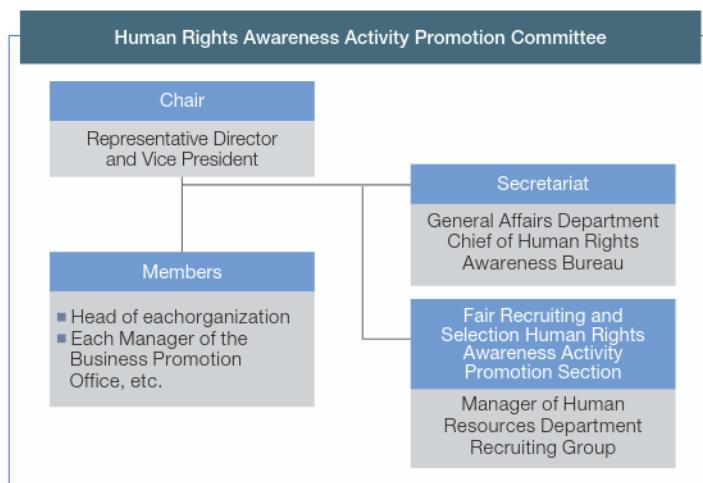
• ILO Declaration on Fundamental Principles and Rights at Work (adopted at the 86th International Labour Conference in 1998)

● Establishing a System to Promote Human Rights Awareness Activities

With the aim of realizing cheerful and comfortable workplaces by raising awareness and understanding of human rights, NTT DATA convenes a meeting of the Human Rights Awareness Activity Promotion Committee at the beginning of each fiscal year. It is comprised of leaders of each organizational unit and others and is headed by an executive officer in charge of corporate governance.

People in charge of promoting human rights awareness activities have been assigned in each of our organizations and Group companies. They promote relevant employee training and measures in cooperation with the Human Rights Awareness Activity Promotion Office in the General Affairs Department, as well as address human rights issues within our respective organizations. We also cultivate these human rights awareness experts by having them participate in internal and external training sessions.

■ System to Promote Human Rights Awareness Activities



● Promoting Human Rights Awareness Activities

To further deepen understanding of and heighten awareness on human rights, human rights awareness activities for all employees are important. Following this concept, we replaced in fiscal 2011 our human rights awareness raising e-learning program, which had been implemented targeting all NTT DATA Group employees in Japan, with Human Rights Awareness Workplace Seminars to promote and encourage understanding on human rights issues at the workplace level.

Moreover, in fiscal 2015 we continued to conduct sessions on human rights in position-based training, recruiters training, and other programs. 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 57 employees assigned to one of 12 overseas posts took part in the program. In October, we held a human respect slogan contest for NTT DATA Group employees, partner company employees, and family members from whom we solicited slogans on the theme of "human rights awareness." As a result, we received 553 phrases and presented awards for outstanding entries at an event during the United Nations-designated Human Rights Week in December.

■ Major Initiatives on Human Rights Awareness

Example Initiatives	Participation in Fiscal 2015
Human rights awareness workplace seminars	21,582
Position-based training course	1,799
Recruiters training course	718
Training experts (people in charge of promoting human rights awareness activities and HR section in the General Affairs Department)	27 in 13sessions
Pre-overseas-assignment training	57 (12 countries)
Human respect slogan contest	553 phrases

Risk Management

To continue fulfilling our responsibilities to clients and society, we identify and rigorously manage risks.

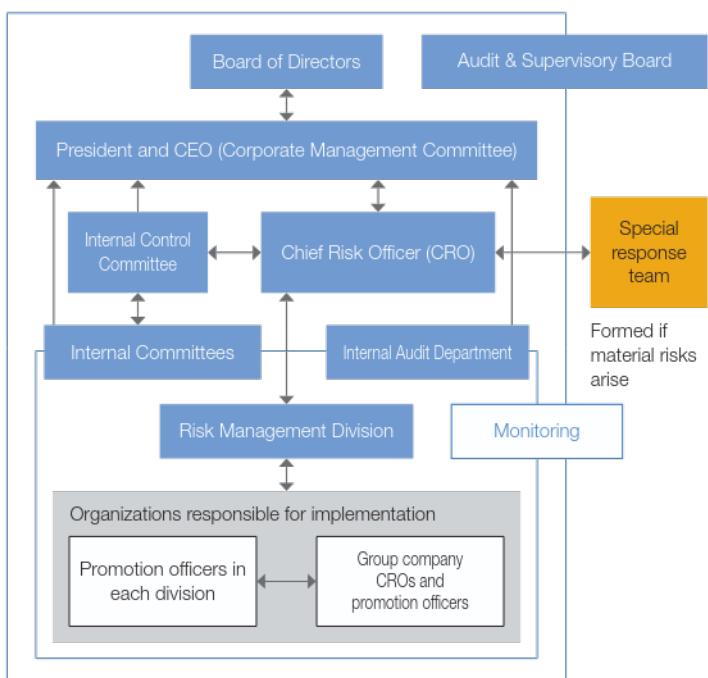
Policy and Structure

The NTT DATA Group seeks to ascertain all risks associated with business activities to minimize the frequency of occurrence of these risks and limit their impact on operations should they materialize. To facilitate this effort, we appointed a chief risk officer (CRO) in 2002 to supervise and promote risk management from a Company-wide perspective. In addition, risk management promotion officers were appointed to the Risk Management Division as well as other divisions and Group companies to enable them to respond proactively and independently to various risks.

NTT DATA defines material risks, and reviews progress toward addressing these and achieving related targets, with the results of such reviews being reflected in various measures.

The Internal Control Committee convenes twice a year to discuss measures pertaining to the reduction of risks and evaluate their effectiveness. The results of these evaluations are reported to the Corporate Management Committee as well as the Board of Directors.

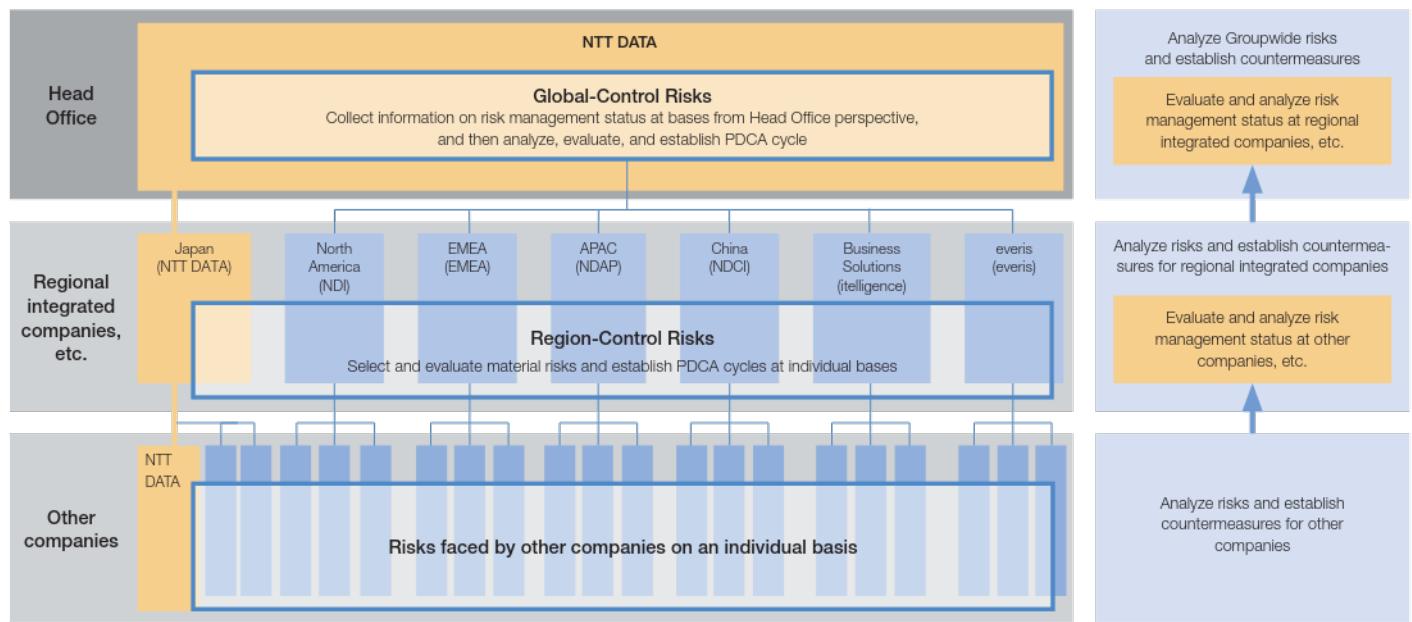
■ Risk Management Structure



Management Stance

NTT DATA identifies risks that may impact its head office, regional integrated companies, etc., and other companies on an individual basis, and formulates countermeasures accordingly. High-level divisions effectively manage the measures in place at organizations under their jurisdiction by analyzing and evaluating their implementation status. Group-wide measure implementation status is analyzed, evaluated, and monitored by the Risk Management Division positioned within NTT DATA's head office. In addition, risks determined to have the potential to impact the entire Group are defined as “global-control risks,” and are managed on a Group-wide basis. In this manner, the Company is practicing stringent and comprehensive risk management.

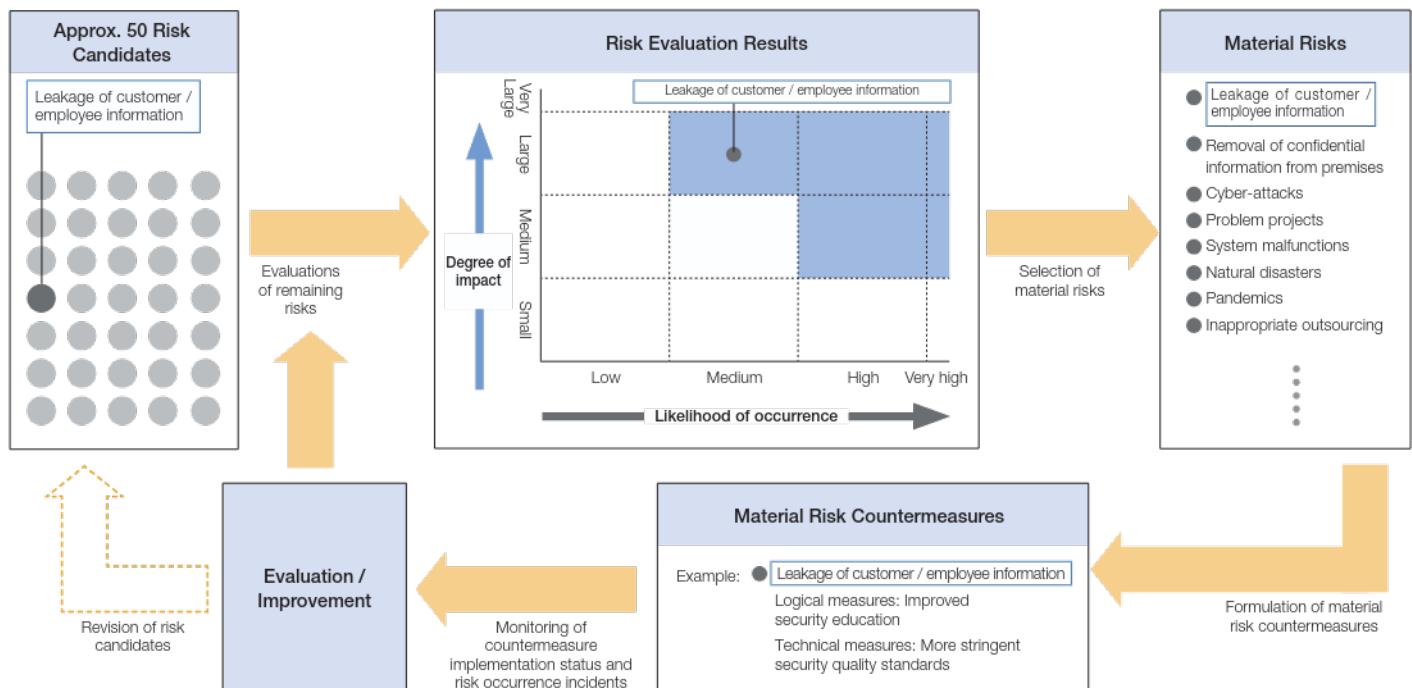
■ Risk Management Categories



Material Risk Selection Process

Material risks are selected for the head office, regional integrated companies, etc., and other companies based on approximately 50 defined risk candidates. A cycle of evaluation and improvement is instituted for material risks based on the countermeasure implementation status and actual occurrence incidents.

■ Process of Selecting Region-Control Risk



Global-Control Risks

Global-control risks with the potential to impact the entire Group are identified by the Internal Control Committee by incorporating input from outside specialists and adopting a broad perspective that encompasses such factors as changes in social trends.

In 2015, the following material risks have been identified as global-control risks, and are being addressed through measures spearheaded by NTT DATA's head office.

■ NTT Data Global-Control Risks

Material Risk	Reason for Selection and Countermeasures	
Information leakage (Personal / Confidential information)	Reason: Need to respond to government request for effective management of customer and other information and related regulations Countermeasures: Employee education and awareness campaigns on security rules	
Cyber-attacks	Reason: Direct impact on NTT DATA services related to systems for government agencies and financial institutions Countermeasures: Development of appropriate and effective measures for responding to ever more sophisticated cyber-attacks	
Accounting fraud (Including window dressing)	Reason: Risk of losing stakeholder trust and damaging shareholder value Countermeasures: Focus on prevention by strengthening inspection and monitoring of potential risks	
Bribery	Reason: Institution of more stringent law enforcement and harsher penalties around the world Countermeasures: Strengthening of preventative measures by reexamining approval rules and conducting employee training	

Tax Strategy

The NTT DATA Group has established tax policies for ensuring compliance with tax-related laws and regulations throughout the Group, including overseas Group companies.

Tax Policy

We established our basic policy on tax affairs in view of the growing importance of adopting a global perspective on properly addressing and managing tax risks posed by the increasingly multinational nature of our Group companies and the increase in international transactions brought about by the rapid globalization of our business.

Raising the Awareness of NTT DATA Group Employees

We are seeking to establish thorough legal compliance and to reduce tax risks by educating employees on proper tax accounting, sharing related information and holding consultations.

Relationship with Tax Authorities

We have established relationships of trust with tax authorities by providing appropriate and timely information and consulting on accounting procedures.

Information Security

The NTT DATA Group is constantly engaged in technical development, the results of which are reflected in the systems we develop for our Group and our clients. This work requires keeping abreast of social, technological, and business trends, as well as the latest trends in security.

Policy and Structure

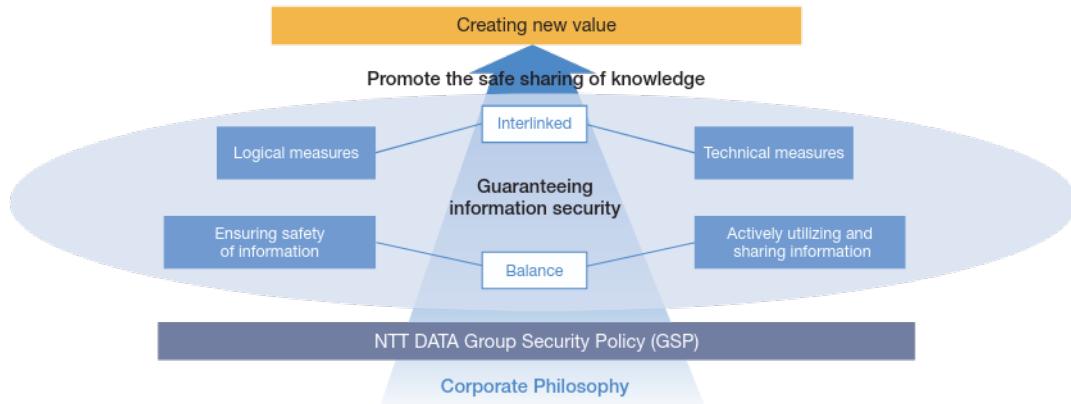
● Pursuing an Appropriate Balance between Ensuring Information Security and the Use as well as Sharing of Information

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. In the business world, however, focusing solely on ensuring information security hinders the active utilization and sharing of information and stymies the use of beneficial information and know-how.

The NTT DATA Group recognizes the importance of achieving an appropriate balance between ensuring the safety of information and the active utilization and sharing of information. We implement a wide range of measures that cover both the “logical” and “technological” aspects of information security. Logical measures include formulating rules and providing education and training in information security, while technological measures involve solutions that prevent information leaks and the adoption of thin-client computing.

Our information security personnel come together in forums to facilitate Group-wide sharing of knowledge and know-how. Through this distribution of knowledge within the Group, we are working to establish unified information security governance.

■ Promoting the Safe Distribution of Knowledge

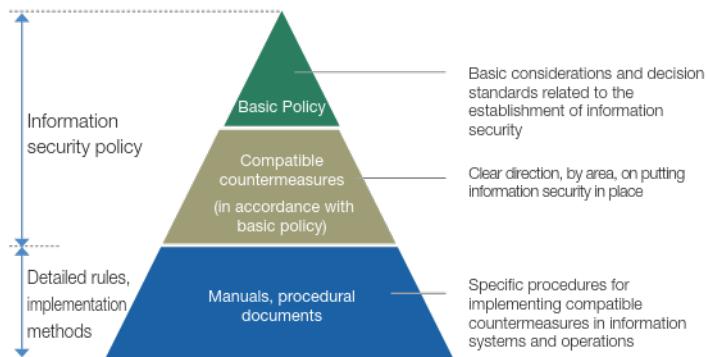


● NTT DATA Group's Unified Security Policy

In December 1998, NTT DATA formulated an Information Security Policy to ensure appropriate handling of information assets in line with uniform standards. We did this because of the serious implications that information leaks stemming from security breaches and the improper use of information have on our credibility. At the same time, we established specific procedures for implementing this policy.

In April 2008, we formulated the NTT DATA Group Security Policy (GSP), which consists of common rules on information security, and from 2012 we added the Regional Security Policy (RGSP) to strengthen security measures that had become necessary at each regional headquarters. Each Group company has its own information security policy based on the RGSP that takes into account the scale and makeup of their individual businesses. The combination of these policies makes it possible to distribute information safely across the entire NTT DATA Group. As for the protection of personal information, NTT DATA established the Personal Information Protection Policy in July 2001. Since the full enactment of Japan's Personal Information Protection Law in April 2005, we revised our policy as necessary to address amendments to the law and changes to privacy certification standards.

■ Information Security Policy Configuration



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

At NTT DATA, the Information Security Committee, which was established in 1999, meets periodically to maintain an understanding of the status of information security activities conducted throughout the Group and areas requiring improvement and to formulate necessary initiatives. Measures decided by the committee are advanced by the Information Security Office, a personal information protection promotion organization, and the information security promotion officers appointed at each individual work site.

In addition, NTTDATA-CERT was established in July 2010 as a specialized organization for preventing information security incidents^{*1} and responding to any incidents that might occur. It was also at this time that we joined the Nippon CSIRT Association as well as Forum of Incident Response and Security Teams (FIRST)^{*2}, a global computer security incident response team (CSIRT)^{*3} community. Through our participation in these organizations, we are collecting a wide range of information on security trends in Japan and overseas, which we then utilize to improve our own information security management systems.

The NTT DATA Group arranges the operation of overseas Group companies around five regions and the area of solutions. These operations are entrusted to regional integrated companies. However, we also endeavor to ensure a standardized level of corporate governance throughout the entire Group, and this objective is pursued through a joint effort that involves NTT DATA's head office, which serves as our global headquarters, the regional integrated companies that function as regional headquarters, and others.

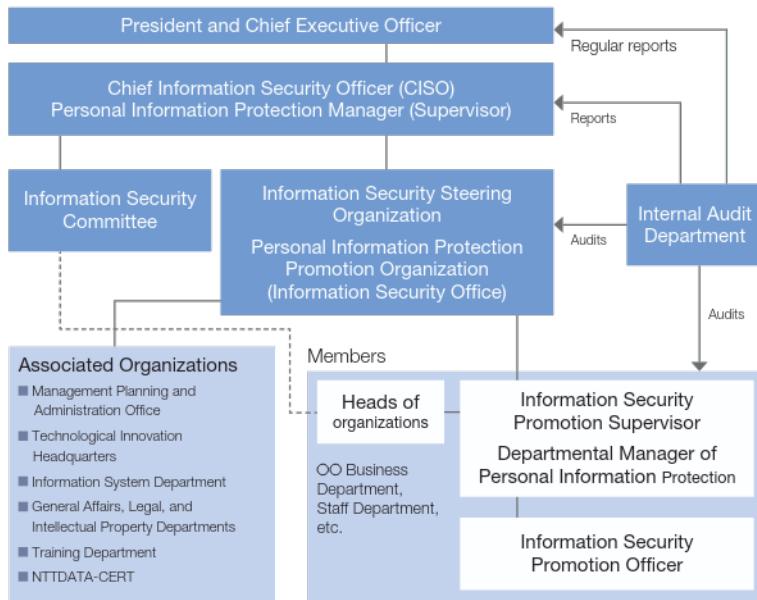
Likewise, swift and accurate security governance is pursued to ensure information security, and we have begun operating a global security governance system centered on regional integrated companies as part of this endeavor. NTT DATA reviews the information management conditions of each regional integrated company on a quarterly basis, thereby maintaining an understanding of management circumstances. This understanding is utilized in stabilizing and improving management levels through the sharing of information, discussions, supervised tours, and other improvement support activities.

^{*1} The term information security incidents refers to the actualization of security threats related to information management and system operation, such as computer virus infection, unauthorized access, and information leakage.

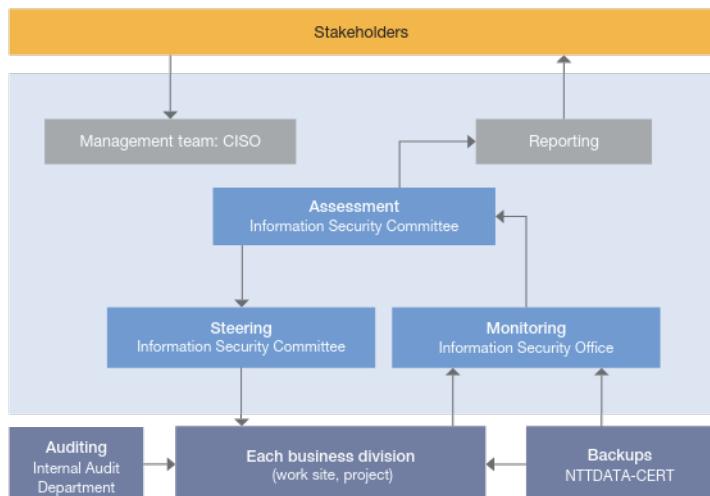
^{*2} FIRST is a global community consisting of approximately 300 CSIRTS from government agencies, educational institutions, companies, and other organizations.

^{*3} A CSIRT is an incident response team comprised of security specialists. These teams collect and analyze information on security incidents, security-related technologies, and vulnerabilities, and conduct activities including implementing effective countermeasures and training.

■ Information Security Management System



■ Information Security Governance



● Acquisition of Information Security Management Certification

At NTT DATA Group companies, each unit that handles confidential information and personal information acquires ISO/IEC 27001 certification—the international standard for information security management systems (ISMS)—as an organization, as necessary.

As of March 31, 2015, 42 Group companies, including NTT DATA, have acquired this certification in Japan. Several overseas companies, for example in Europe, China and India, have also obtained ISO/IEC 27001 certification.

In addition, 37 Group companies, including NTT DATA, have been granted the right to display the Privacy Mark of the Japan Institute for Promotion of Digital Economy and Community (JIPDEC). As part of its efforts in personal information protection, NTT DATA (CHINA) CO., LTD. obtained Personal Information Protection Assessment (PIPA) certification, equivalent to Japan's Privacy Mark, in January 2012.

Consequently, the NTT DATA Group has obtained third-party certification for information security at 100% of its Group companies.

● Ensuring Safe and Secure Environments with Total Security Management

In 2013, we established the Forensic Laboratory for identifying the causal factors of an incident and analyzing the extent of damage to provide clients with a Total Managed Security Service (TMSS) that meets the need for total security management in handling the occurrence of an incident up to the recovery of client operations. In recent years, targeted cyber-attacks have been on the rise, targeting intellectual property and personal information with attack methods tailored to specific companies, organizations and users. In response, we newly created the Security Operation Center (SOC) inside the Shinagawa Data Center, which was opened in July 2014, and tasked it with fortifying the administration and monitoring services of our TMSS for the early detection of malware loose inside an organization. We aim to help its clients expand their operations by continuously enhancing the TMSS to provide safe and secure system environments through total management.

Information Security Strategies

● Key Strategies in Fiscal 2015

Practicing and maintaining an appropriate balance between ensuring safety of information and actively utilizing and sharing information, both of which are objectives of the GSP, is essential if the NTT DATA Group is to continue to be a partner to customers that aids in their evolution.

In fiscal 2015, we advanced Group-wide information security measures based on four core information security strategies—implementing comprehensive recurrence prevention measures, realizing more advanced predictor detection and better incident response capabilities, implementing measures to ensure security for commercial systems, and increasing security governance.

● Measures to Ensure Security of Commercial Systems

Recently, there have been multiple incidents of illegal access to information through breaches (vulnerabilities) of information systems, resulting in personal and confidential information leaks, business disruption, and other harmful outcomes. Because most illegal accesses make use of known attacks, against which countermeasures are available, we should apply preventative measures across our systems without leaving any vulnerability.

The NTT DATA Group shares the latest trends in security technology and vulnerability information within the Group in a timely manner. In having built the system that is now in operation, the Group incorporated processes to maintain the necessary level of security and has established mechanisms to enable the system to maintain that level of security. The system in place is also subjected to regular security diagnostic testing carried out by security experts. To be able to provide safe and secure systems and services to its clients on an ongoing basis, NTT DATA has worked on, for example, appropriate responses to newly discovered vulnerabilities.

● Addressing New Security Risks

In recent years, there has been a rapid increase in targeted attacks. This new variation of attack on information systems frequently causes harm to government agencies and private businesses. Because many targeted attacks use already-known vulnerabilities, it can be preventable by security patch management and other measures.

The NTT DATA Group has intensified vulnerability checks on its main software programs and ensured that terminals with inadequate security measures cannot connect to the Group's in-house networks.

However, taking measures such as virus detection using anti-virus software (entry measure) and blocking by URL filters (output measure) alone would be insufficient for sophisticated attacks. Attacks may exploit the brief period between the discovery of a vulnerability and the application of patch software and cause damage.

NTT DATA is making advances in R&D into new detection methods and dynamic defenses to construct systems and structures that provide early detection and response by monitoring suspicious communications and blocking unwanted access, so that we can take immediate action in the event that a vulnerability is exploited to cause damage, such as spreading a computer virus.

Information Security Education and Training

● Education and Training for Employees and Partner Companies

The NTT DATA Group provides information security education for employees, business partners, and temporary workers. We have delivered this education and training via e-learning and classroom instruction to promote understanding of the Group's policy on the protection of personal information, the rules contained in the Group Security Policy, and the need to be constantly aware of the importance of information security in one's work.

We will continue implementing a broad range of measures with the primary aim of ensuring that every employee is aware of the basic actions required to maintain information security.

■ Information Security Training Offered in Fiscal 2015

Target	Content and Format	Participation
All employees	Personal Information Protection IBT (e-learning)	All employees, 100%
	Information security policy assessments (e-learning)	All officers and employees, 100%
By position	Information security lectures (classroom instruction)	Incorporated in position-based training conducted by the Human Resource Department
Specific projects, etc.	Workshop on proactive basic security activities (arranged by section request)	24 employees, 1 session
By work group	Case studies on actual near misses as a part of "Information Security ABCD Campaign"	Held at each section
Business partners and temporary staff	Personal Information Protection Introduction Training/Information security education (e-learning)	All parties registered on our company system, 100% (24,447 persons)
	Information Security Training Handbook	Booklets distributed to new business partners and temporary staff

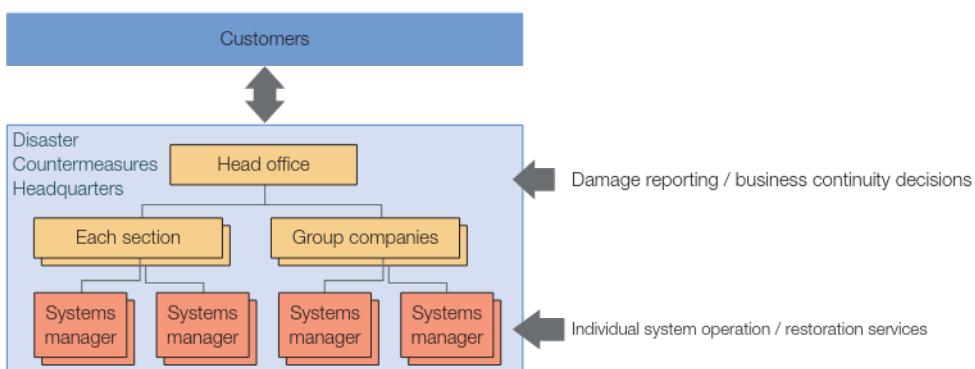
■ Support for Training Activities of Key Group Companies in Fiscal 2015

Target	Implementation Format	Participation
Group company employees, business partners, and temporary staff	GSP security training (e-learning)	122 companies 37,949 employees
	Personal information protection training (e-learning)	65 companies 23,962 employees
Information security team member	GSP internal auditor training (studying offline at their desks)	89 companies 399 employees

Disaster and System Failure Countermeasures

The NTT DATA Group provides many information systems and services that support social infrastructure. As a result, a system shutdown or interruption of services in the event of a disaster would have an enormous impact on society and people's lives. Therefore, we strive to constantly improve disaster business continuity plans as well as contingency plans for systems and services related to social infrastructure. Since the Great East Japan Earthquake in particular, we are seeking opportunities where we can apply the lessons we learned from this difficult experience.

■ Structure for Responding to Earthquakes and Other Large-scale Natural Disasters



Plans and Arrangements for Disaster-related Risks

As a result of the March 2011 Great East Japan Earthquake, 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 latest disaster scenarios including a large earthquake with an epicenter in the Tokyo Metropolitan area and one centered in the Nankai Trough.

Protecting facilities such as buildings, electricity, air conditioning, security, and other functions in our data centers are vital for the operation of information systems. For this reason, we have obtained certification for ISO 22301:2012, an international standard for business continuity management, at all Company buildings and have established a system for responding in the event of a large earthquake, widespread power outage, or similar incidents.

System Failure Countermeasures Focusing on “Prevention” and “Response”

Information systems have developed to the point where they have become infrastructure that supports people's daily lives and industry, so if there were some sort of system failure, it could have an enormous impact on everyday tasks and business.

As an IT company that operates many large-scale systems that support society, the NTT DATA Group is advancing extensive system failure response measures based on the dual perspectives of “prevention” and “response.” These measures include inspections based on a comprehensive standpoint that is in line with ITIL, ISO 20000 and other standards, deployment of response know-how at the time of a failure, and cultivation of IT service managers.

Meanwhile, the NTT DATA Group will continue overhauling and reinforcing measures for dealing with failures caused by security breaches, which have become a growing social problem in recent years.

Innovation Management

The NTT DATA Group pursues innovation management centered on the core idea of harnessing IT technology to drive innovation, seeking solutions to social issues, and developing a sustainable society. We are sharing medium- to long-term issues with our clients and transcending internal boundaries to accelerate our efforts in diverse new businesses.

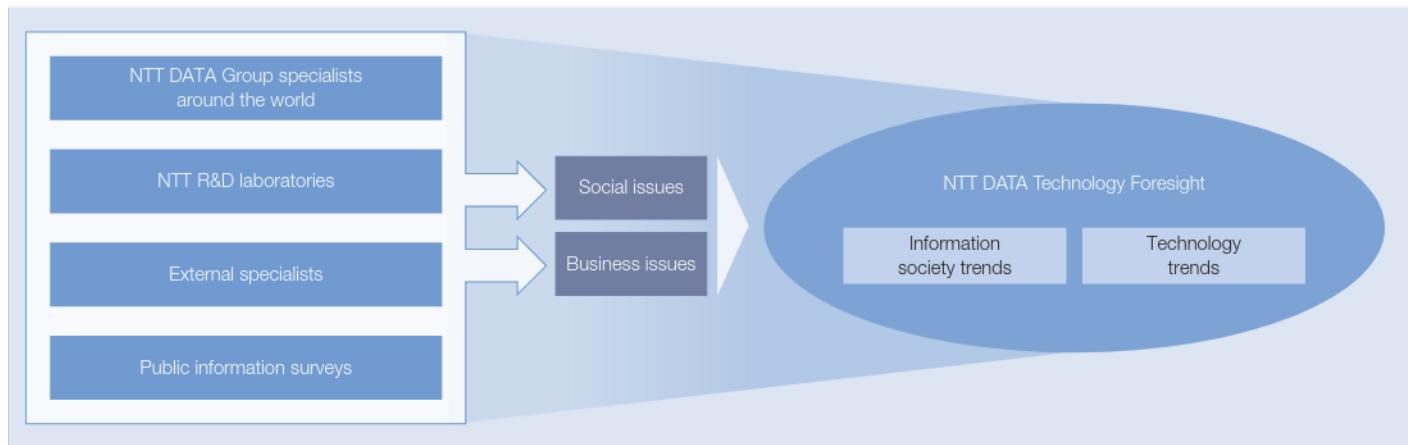
NTT DATA's Basic Policies

Adopting the perspective of clients and based on the issues faced by society and businesses, NTT DATA conducts surveys on and investigations of various trends. Specifically, we focus on the near-future information society trends that are expected to have a substantial influence on client businesses over the medium to long term as well as the technology trends that lie at the base of these trends. The findings of these activities are compiled in the NTT DATA Technology Foresight report, released annually. The trends described in these reports are re-incorporated into management strategies and utilized to guide forward-looking technological development ventures as well as efforts to co-create businesses together with clients.

In particular, we analyze political, social, economic and technological trends. We also engage in wide-ranging information collection activities and discussions that extend to NTT DATA Group companies as well as NTT R&D laboratories in Japan and overseas. These activities include interviews with external specialists in various fields.

Through these activities, we have identified 58 core issues warranting particular attention in social and business fields as well as 237 groundbreaking technologies that are evolving and spreading with remarkable speed. Extrapolating from these, we have defined four information society trends and eight technology trends, which we are transmitting information on.

■ NTT DATA Technology Foresight Formulation Process



Focus Field 1—Software Engineering

NTT DATA aims to utilize the automated software development tool TERASOLUNA^{†1} for all projects to which it can be applied. As such, we have doubled the number of specialist support organizations tasked with furthering its penetration. TERASOLUNA Reengineering, which automates the specification analysis of existing systems, has already been applied to approximately 30 projects. In addition, usage of the TERASOLUNA ViSC v1.6 automated development tool has been extended to over 80 different projects.

Furthermore, TERASOLUNA Suite, which links the various TERASOLUNA automated tools, has been employed in over 200 projects, leading to the realization of high-quality, rapid system development.

^{†1} TERASOLUNA is currently offered only in Japan.

Focus Field 2—Advanced Technology

We have realized practical application of translation services for technical documents utilizing the automatic translation engine platform for building statistical machine translation systems among multiple languages developed by NTT. Furthermore, in cooperation with social welfare service corporation Tokyo Seishinkai and general incorporated association Universal Accessibility Evaluation Organization, we have begun verification testing of nursing care services utilizing communication robots, which perform communication using ICT systems to provide various services, for senior assisted living centers.

Focus Field 3—IT Base Technology

In order to accelerate the use of open-source software (OSS), we are taking a leadership role in advancing the activities of the OSS development community. As one facet of these efforts, we conducted in-house development of functions for use in mission critical system functions and reflected these in OSS source code. This was done with the aim of responding to the needs of corporations to handle large quantities of data. Moreover, we produced the first Japanese committers (main developers) in projects related to the Apache Hadoop OSS framework.

Furthermore, leveraging the accumulated know-how concerning the application of OSS, the Company has further built upon its track record of incorporating OSS databases into large-scale systems. In addition, we presented past examples of the utilization of PostgreSQL database in large-scale systems at PostgreSQL Conference Europe 2014.

In addition, we hold lectures and exhibitions related to NTT DATA Technology Foresight as part of our efforts to formulate and utilize a near-future outlook for information society trends and IT-related technology trends. In the fiscal year ended March 31, 2015, these activities were conducted at ITpro Expo and other domestic events as well as at international events, such as The Open golf

championship and the Gartner Symposium. In addition, we began conducting Co-Creation Workshops as a new initiative during the fiscal year. A total of six workshops were held with the aim of using trend information to co-create new businesses together with clients. Furthermore, 67 private seminars were convened with customers, and we also released NTT DATA Technology Foresight 2015, the latest version of our IT trends report. NTT DATA also undertook measures to strengthen R&D activities at overseas bases. For example, we participated in AIME, a project designed to help give form to the Industrie 4.0 concept, an academia-industry collaboration promoted by the German government. At the same time, the Company commenced R&D ventures aimed at utilizing advanced technologies to improve the efficiency of manufacturing lines.

R&D expenditures for fiscal 2015, including these projects, was US\$117.4 million.

Sharing the Fruits of Innovation

The NTT DATA Group passes on its broad array of cutting-edge initiatives to society and contributes to the realization of a sustainable society.

● Opening of the INFORIUM² Toyosu Innovation Center, an Exhibition Space at the Head Office

In 2015, we opened the INFORIUM Toyosu Innovation Center within our head office in Toyosu to welcome guests from Japan and overseas to see a glimpse of the future.

² INFORIUM is currently offered only in Japan.



The INFORIUM Toyosu Innovation Center, an exhibition space at the head office

● Publication of Information Magazines

We publish information on innovation on the Internet and as booklets.

<NTT DATA Technology Foresight>

We monitor changes in IT from the standpoints of political, social, economic and technological trends and annually compile and publish information on society trends (near-future outlook) and technology trends.

<INFORIUM Corporate Information Magazine>

We feature stirrings of the future and foresight that we observe amid advances in society and technology and publish information with significant value for global business.

<“Ima-Shun!” Highlights the Latest Technology Trends>

We report on technology trends under the latest buzzwords.



http://www.nttdata.com/jp/ja/insights/trend_keyword/index.html

(in Japanese only)

<“Innovation EYE” for Ideas on IT Strategy>

Cutting-edge IT projects are introduced by innovation navigators tasked with the mission of actively transmitting the knowledge of the NTT DATA Group and contributing to society.

 http://www.nttdata.com/jp/ja/insights/innovation_eye/index.html

(in Japanese only)

<“Global IT Reports” for Keeping Up with Global IT Trends>

We offer information on the public and financial sectors from an IT perspective.

 <http://www.nttdata.com/global/en/insights/it-briefings/global-reports/index.html>

● Pursuit of Open Innovation

<From Toyosu Harbor>

Initiative for accelerating the pace of new business creation by bringing together a broad array of knowledge, technology and human networks from inside and outside the NTT DATA Group as well as across organizational frameworks under the banner of open innovation.

 Establishment of Open Innovation Forum “From Toyosu Harbor”

<http://www.nttdata.com/jp/ja/news/information/2013/2013092501.html>

(in Japanese only)

<Digital Corporate Accelerate Program>

Service that supports efforts by general companies to create new businesses with startup ventures

 NTT DATA Starts Providing “Digital Corporate Accelerate Program” to Support Open Innovation

<http://www.nttdata.com/jp/ja/news/release/2015/072401.html>

(in Japanese only)

Further Challenges for Innovation

● Establishment of Joint Research Center with the Institute of Software, Chinese Academy of Sciences

In April 2014, NTT DATA and the Institute of Software of the Chinese Academy of Sciences established a joint research center within the Institute of Software as a powerful driver for promoting joint research in IT.

The joint research center seeks to achieve results and develop solutions focused on social networking sites and healthcare, and intends to promote R&D and business development on various themes over the next five years.

● Joint Development of Prediction Logic for the Electric Power Sector Using Big Data with Irish ICT Research Institute TSSG

Since November 2012, NTT DATA has been conducting joint research with Ireland's Telecommunications Software & Systems Group on data analysis technology for big data and business analytics. As a result, we have constructed a prediction logic for electricity demand, wind power, and the market price of electricity in Ireland, which will serve as the basic technology for the nation's energy management.

We intend to expand the framework of our joint research by building on our latest achievements in order to advance technological development of energy management solutions that will improve operational efficiency and enhance services by utilizing diverse data in the areas of smart grids and electric power.

GRI Guidelines Index

Indicator	Description	Page	Annual Report 2015	Website
GENERAL STANDARD DISCLOSURES				
Economic				
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	P3-4		
G4-2	Provide a description of key impacts, risks, and opportunities.	P66-68		
Organizational Profile				
G4-3	Report the name of the organization.	P5		http://www.nttdata.com/jp/ja/corporate/profile/guide/index.html
G4-4	Report the primary brands, products, and services.	P6		http://www.nttdata.com/jp/ja/services/index.html
G4-5	Report the location of the organization's headquarters.	P5		http://www.nttdata.com/jp/ja/corporate/profile/guide/index.html
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	P7	P4-5	
G4-7	Report the nature of ownership and legal form.	P5		http://www.nttdata.com/jp/ja/corporate/ir/management/governance.html
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	P5-7	P4-5	http://www.nttdata.com/jp/ja/corporate/profile/business_field/index.html
G4-9	Report the scale of the organization (including the total number of employees, facilities,etc.)	P5-7	P3-7	http://www.nttdata.com/jp/ja/corporate/profile/guide/outline.html
G4-10	Details of employment by type and employees by gender	P26	P4-5	
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	—		
G4-12	Describe the organization's supply chain.	P36-37		
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	P9-10	P34-35	
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	P14, 18		
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	P18		
G4-16	Details of any external associations including industry associations and national or international advocacy groups in which the organization is a member	P18		
Identified Material Aspects and Boundaries				
G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	—		http://www.nttdata.com/jp/ja/corporate/profile/group/index.html
G4-18	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	—		
G4-19	List all the material Aspects identified in the process for defining report content.	P15-16		
G4-20	For each material Aspect, report the Aspect Boundary within the organization.	—		
G4-21	For each material Aspect, report the Aspect Boundary outside the organization.	—		
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	—		
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	—		
Stakeholder Engagement				
G4-24	Provide a list of stakeholder groups engaged by the organization.	P17		
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	P17		
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	P17		
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	P17		
Report Profile				
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	P2		
G4-29	Date of most recent previous report (if any).	P2		
G4-30	Reporting cycle (such as annual, biennial).	P2		

Indicator	Description	Page	Annual Report 2015	Website
GENERAL STANDARD DISCLOSURES				
G4-31	Provide the contact point for questions regarding the report or its contents.	P2		
G4-32	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option (see tables below). c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	—		
G4-33	a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	—		
Governance				
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	P16, 56-59	P47	http://www.nttdata.com/jp/ja/corporate/ir/management/governance.html
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	P16, 56-59		
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	P16		
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	P17		
G4-38	Report the composition of the highest governance body and its committees.	P56-60		
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	P60		
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: • Whether and how diversity is considered • Whether and how independence is considered • Whether and how expertise and experience relating to economic, environmental and social topics are considered • Whether and how stakeholders (including shareholders) are involved	P56		
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: • Cross-board membership • Cross-shareholding with suppliers and other stakeholders • Existence of controlling shareholder • Related party disclosures	—		
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	P56-59		
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	P17		
G4-44	a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	—		
G4-45	a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	P17, 66-68	P50-51	
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	P16, 66-68	P50-51	
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	P66-68	P50-51	
G4-48	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	—		
G4-49	Report the process for communicating critical concerns to the highest governance body.	P17		
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	—		
G4-51	a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration: • Fixed pay and variable pay: —Performance-based pay —Equity-based pay —Bonuses —Deferred or vested shares • Sign-on bonuses or recruitment incentive payments • Termination payments • Clawbacks • Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	P60	P49	

Indicator	Description	Page	Annual Report 2015	Website
GENERAL STANDARD DISCLOSURES				
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	–		
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	–		
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	–		
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	–		
Ethics and Integrity				
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	P11-15		http://www.nttdata.com/jp/ja/corporate/profile/mission/Index.html
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	P62-63		
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	P62-63		
SPECIFIC STANDARD DISCLOSURES				
Disclosures on Management Approach				
Generic Disclosures On Management Approach				
G4-DMA	a. Report why the Aspect is material. Report the impacts that make this Aspect material. b. Report how the organization manages the material Aspect or its impacts. c. Report the evaluation of the management approach, including: The mechanisms for evaluating the effectiveness of the management approach The results of the evaluation of the management approach Any related adjustments to the management approach	P19, 25, 38, 56		
Economic				
Economic Performance				
G4-EC1	Direct economic value generated and distributed	P8, 23, 26	P8-10	
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	P53-55		
G4-EC3	Coverage of the organization's defined benefit plan obligations	P27		
G4-EC4	Financial assistance received from government	–		
Market Presence				
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	–		
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	–		
Indirect Economic Impacts				
G4-EC7	Development and impact of infrastructure investments and services supported	–		
G4-EC8	Significant indirect economic impacts, including the extent of impacts	–		
Procurement Practices				
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	P37		
Environmental				
Materials				
G4-EN1	Materials used by weight or volume	P48		
G4-EN2	Percentage of materials used that are recycled input materials	P44, 48		
Energy				
G4-EN3	Energy consumption within the organization	P48, 51		
G4-EN4	Energy consumption outside of the organization	–		
G4-EN5	Energy intensity	–		
G4-EN6	Reduction of energy consumption	P48		
G4-EN7	Reductions in energy requirements of products and services	–		
Water				
G4-EN8	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	P48, 51		
G4-EN9	Water sources significantly affected by withdrawal of water	–		
G4-EN10	Percentage and total volume of water recycled and reused	–		
Biodiversity				
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	–		
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	–		
G4-EN13	Habitats protected or restored	–		

Indicator	Description	Page	Annual Report 2015	Website
SPECIFIC STANDARD DISCLOSURES				
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	—		
Emissions				
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	P44, 48		
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	P46		
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	P46		
G4-EN18	Greenhouse gas (GHG) emissions intensity	—		
G4-EN19	Reduction of greenhouse gas (GHG) emissions	P44, 46, 48		
G4-EN20	Emissions of ozone-depleting substances (ODS)	P50		
G4-EN21	NOx, SOx, and other significant air emissions	—		
Effluents and Waste				
G4-EN22	Total water discharge by quality and destination	—		
G4-EN23	Total weight of waste by type and disposal method	P44, 48, 51		
G4-EN24	Total number and volume of significant spills	Not applicable		
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention2 annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not applicable		
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	Not applicable		
Products and Services				
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	P45		
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	P51		
Compliance				
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	—		
Transport				
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	—		
Overall				
G4-EN31	Total environmental protection expenditures and investments by type	P54-55		
Supplier Environmental Assessment				
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	P43		
G4-EN33	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	P43		
Environmental Grievance Mechanisms				
G4-EN34	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	—		
Ethics and Integrity				
Labor Practices and Decent Work				
Employment				
G4-LA1	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	P26	P40	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	P26		
G4-LA3	Return to work and retention rates after parental leave, by gender	—		
Labor/Management Relations				
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	—		
Occupational Health and Safety				
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	—		
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	—		
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	—		
G4-LA8	Health and safety topics covered in formal agreements with trade unions	P34		
Training and Education				
G4-LA9	Average hours of training per year per employee by gender, and by employee category	P29		
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	P27, 28, 32		
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	P27-29		

Indicator	Description	Page	Annual Report 2015	Website
SPECIFIC STANDARD DISCLOSURES				
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	P26		
Equal Remuneration for Women and Men				
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	–	P40	
Supplier Assessment for Labor Practices				
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	–		
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	–		
Labor Practices Grievance Mechanisms				
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	P62		
Human Rights				
Investment				
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	–		
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	P65		
Non-discrimination				
G4-HR3	Total number of incidents of discrimination and corrective actions taken	–		
Freedom of Association and Collective Bargaining				
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	–		
Child Labor				
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	–		
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	–		
Security Practices				
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	–		
Indigenous Rights				
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	–		
Assessment				
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	–		
Supplier Human Rights Assessment				
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	–		
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	–		
Human Rights Grievance Mechanisms				
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	P62		
Society				
Local Communities				
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	P23-24		
G4-SO2	Operations with significant actual and potential negative impacts on local communities	–		
Anti-corruption				
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	–		
G4-SO4	Communication and training on anti-corruption policies and procedures	–		
G4-SO5	Confirmed incidents of corruption and actions taken	–		
Public Policy				
G4-SO6	Total value of political contributions by country and recipient/beneficiary	–		
Anti-competitive Behavior				
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	–		
Compliance				
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	–		
Supplier Assessment for Impacts on Society				
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	–		
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	–		

Indicator	Description	Page	Annual Report 2015	Website
SPECIFIC STANDARD DISCLOSURES				
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	P62		
Product Responsibility				
Customer Health and Safety				
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	P19-20		
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	–		
Product and Service Labeling				
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	–		
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	–		
G4-PR5	Results of surveys measuring customer satisfaction	P21		
Marketing Communications				
G4-PR6	Sale of banned or disputed products	–		
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	–		
Customer Privacy				
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	–		
Compliance				
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	–		