



# Company Presentation for the Fiscal Year ended March 31, 2016

May 10, 2016  
NTT DATA Corporation

This English text is a translation of  
the Japanese original. The Japanese  
Original is authoritative.

**NTT DATA**

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**Cautionary Statement  
Regarding Forward-looking Statements**

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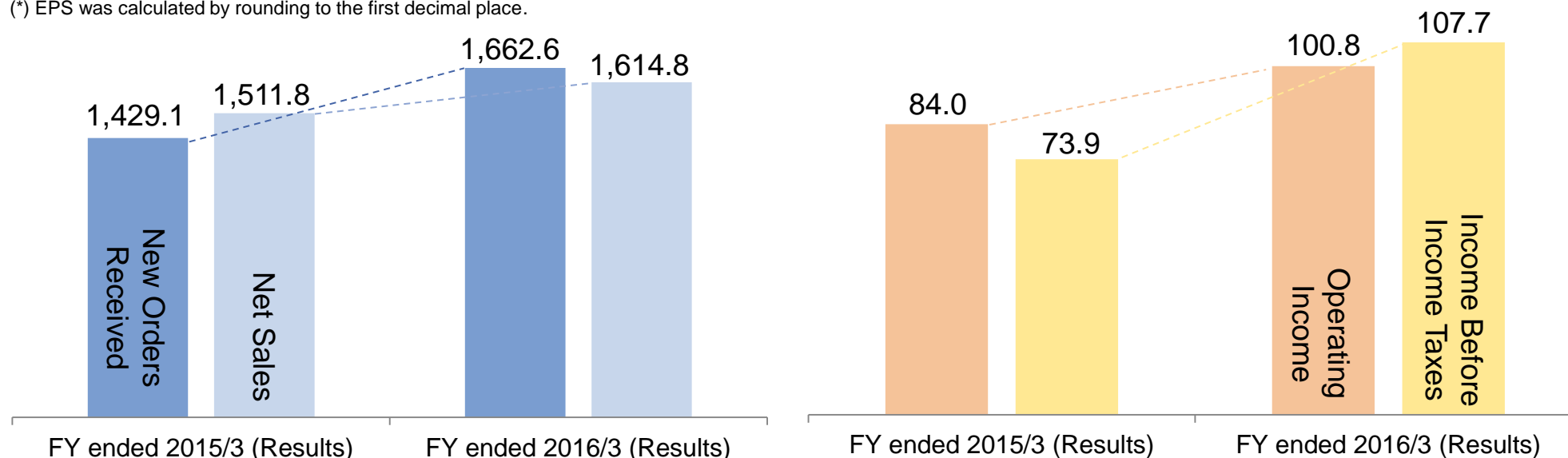
# Results for Fiscal Year Ended March 31, 2016

# Results for Fiscal Year Ending March 31, 2016 and Overview of year-on-year changes in earnings

(Billions of Yen,%)

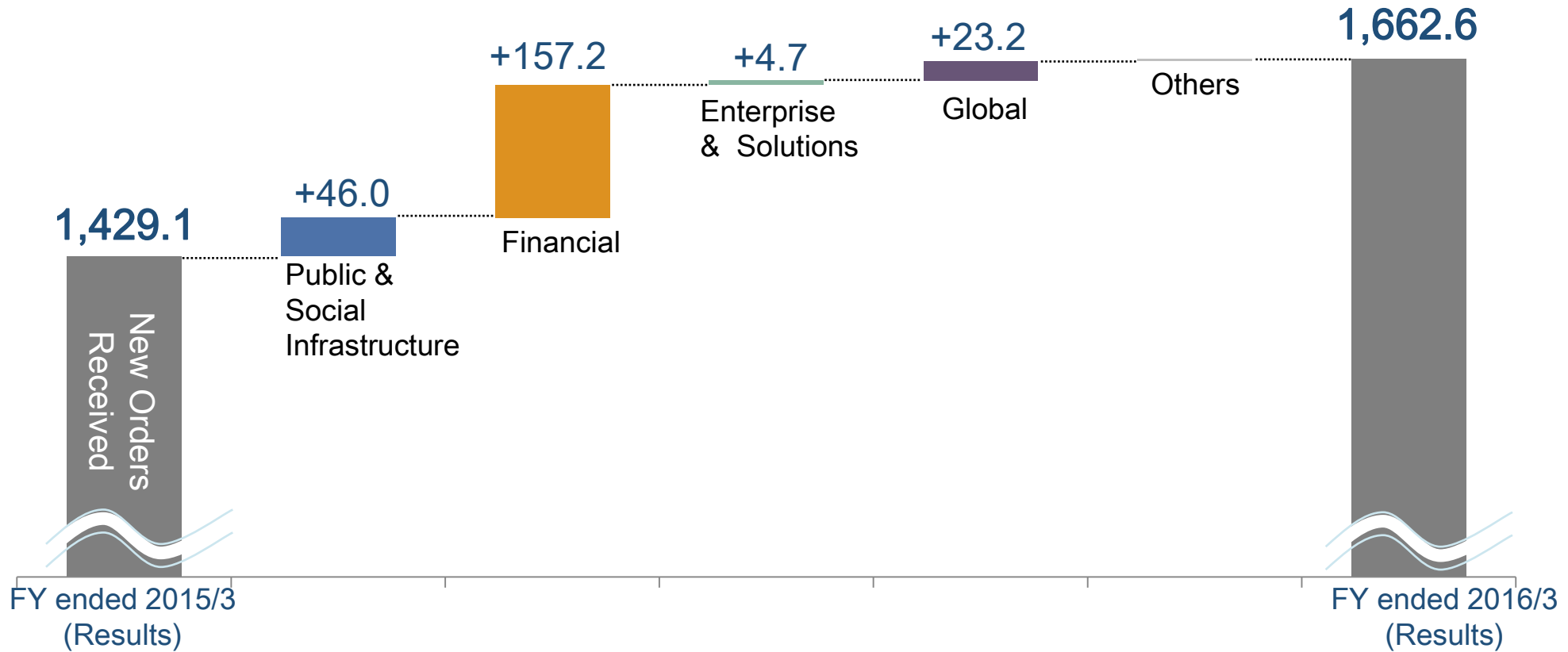
	FY ended 2015/3 Results	FY ended 2016/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	1,429.1	1,662.6	+233.5	+16.3%	↗
Net Sales	1,511.8	<b>1,614.8</b>	+103.0	+6.8%	↗
Operating Income	84.0	100.8	+16.8	+20.1%	↗
Income Before Income Taxes	73.9	107.7	+33.7	+45.7%	↗
Net income attributable to owners of parent	32.1	63.3	+31.2	+97.1%	↗
EPS (yen) (*)	115 yen	<b>226yen</b>	+111	+97.1%	↗

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



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

(Billions of yen)



**Public & Social Infrastructure**

Increased mainly due to receipt of orders of large-scale projects for national government as well as growth of business scale for the utility industry, etc.

**Financial**

Increased mainly due to receipt of orders of large-scale projects for banks and cooperative financial institutions.

**Enterprise & Solutions**

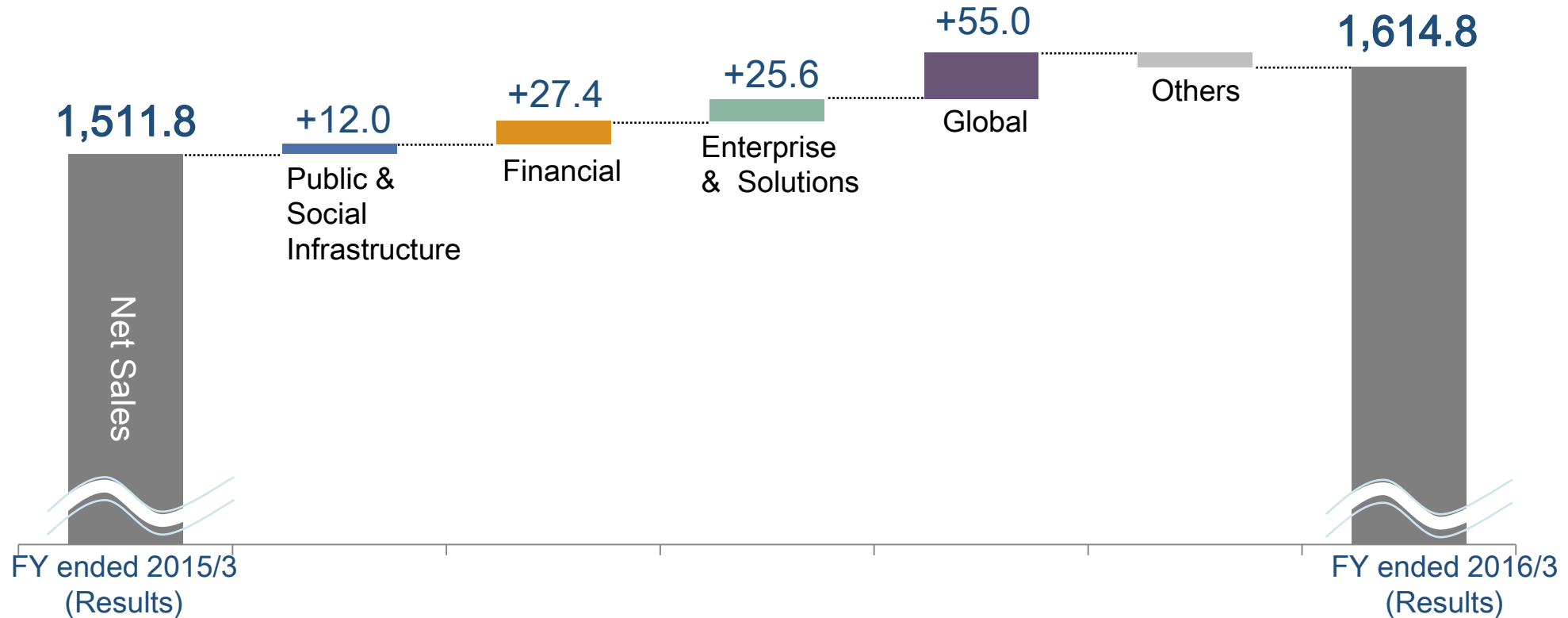
Increased mainly due to the expansion of business for retail, logistics, and manufacturing industries.

**Global**

Increased mainly due to receipt of new orders of projects in Europe as well as the consolidation of a new subsidiary in North America, despite a decrease in existing businesses in North America.

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

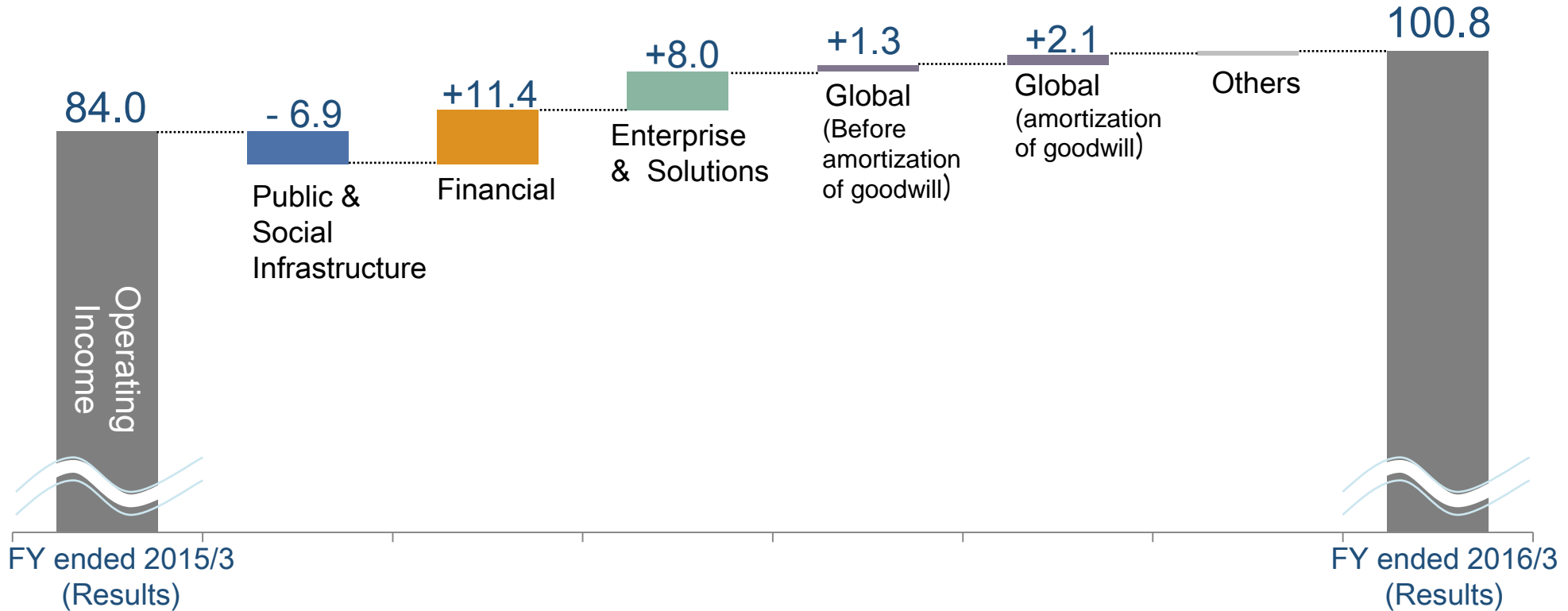
(Billions of yen)



- Public & Social Infrastructure Increased due to growth of business scale mainly for the utility industry despite a reduction in the existing business for national government and the telecom industry.
- Financial Increased reflecting the expansion of new and existing businesses for banks.
- Enterprise & Solutions Increased mainly due to the expansion of business for retail, logistics, and manufacturing industries.
- Global Increased mainly reflecting the expanded sales in Europe and the consolidation of a new subsidiary in North America.

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

(Billions of yen)



## Public & Social Infrastructure

Decreased mainly due to downsizing of existing large-scale projects as well as the occurrence of unprofitable projects, etc. despite the impact of sales increase.

## Financial

Increased reflecting the impact of increased sales and a reduction of unprofitable projects, etc.





## Enterprise & Solutions

Increased reflecting the growth of sales, etc.

## Global

Increased reflecting the growth of sales, etc.

(Billions of Yen,%)

	FY ended 2015/3 (Results)	FY ended 2016/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	355.0	401.1	+46.0	+13.0%	
Net Sales	408.7	420.8	+12.0	+2.9%	
Operating Income	40.4	33.4	- 6.9	- 17.3%	
Segment Profit(*)	39.5	32.2	- 7.2	- 18.4%	

(\*)Segment Profit is income before income taxes





New orders received	Increased mainly due to receipt of orders of large-scale projects for national government as well as growth of business scale for the utility industry, etc.
Net sales	Increased due to growth of business scale mainly for the utility industry despite a reduction in the existing business for national government and the telecom industry.
Operating income	Decreased mainly due to downsizing of existing large-scale projects as well as the occurrence of unprofitable projects, etc. despite the impact of sales increase.



# Financial

(from FYE3/2015 to FYE3/2016)





(Billions of Yen,%)

	FY ended 2015/3 (Results)	FY ended 2016/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	363.7	520.9	+157.2	+43.2%	
Net Sales	496.2	523.6	+27.4	+5.5%	
Operating Income	20.5	31.9	+11.4	+55.7%	
Segment Profit(*)	20.6	34.0	+13.3	+64.7%	

(\*)Segment Profit is income before income taxes






- New orders received Increased mainly due to receipt of orders of large-scale projects for banks and cooperative financial institutions.
- Net sales Increased reflecting the expansion of new and existing businesses for banks.
- Operating income Increased reflecting the impact of increased sales and a reduction of unprofitable projects, etc.

(Billions of Yen,%)

	FY ended 2015/3 (Results)	FY ended 2016/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	216.2	220.9	+4.7	+2.2%	
Net Sales	366.1	391.8	+25.6	+7.0%	
Operating Income	24.6	32.6	+8.0	+32.7%	
Segment Profit(*)	24.0	48.0	+23.9	+99.5%	

(\*)Segment Profit is income before income taxes

New orders received	Increased mainly due to the expansion of business for retail, logistics, and manufacturing industries.
Net sales	Increased mainly due to the expansion of business for retail, logistics, and manufacturing industries.
Operating income	Increased reflecting the growth of sales, etc.
Segment Profit	Increased based on the growth of operating income and other factors such as extraordinary income.

	FY ended 2015/3 (Results)	FY ended 2016/3 (Results)	YoY (Amount)	YoY (Rate)	
New Orders Received	479.4	502.7	+23.2	+4.9%	
Net Sales	464.5	519.6	+55.0	+11.9%	
Operating income (before amortization of goodwill)	11.3	12.7	+1.3	+12.3%	
Operating Income	- 2.7	0.8	+3.5	-	
Segment Profit(*)	- 7.7	- 4.8	+2.8	+37.1%	

(\*)Segment Profit is income before income taxes







New orders received	Increased mainly due to receipt of new orders of projects in Europe as well as the consolidation of a new subsidiary in North America, despite a decrease in existing businesses in North America.
Net sales	Increased mainly reflecting the expanded sales in Europe and the consolidation of a new subsidiary in North America.
Operating income (Before amortization of goodwill)	Increased reflecting the growth of sales, etc., but the improvement of profitability still has a long way to go.

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# Earnings Forecasts for Fiscal Year Ending March 31, 2017

# Earnings Forecasts for Fiscal Year Ending March 31, 2017

(Billions of Yen,%)

	FY ended 2016/3 Results	FY ending 2017 / 3 Forecasts	YoY (Amount)	YoY (Rate)	
New Orders Received	1,662.6	1,510.0	- 152.6	- 9.2%	
Net Sales	1,614.8	1,650.0	+35.1	+2.2%	
Operating Income	100.8	105.0	+4.1	+4.1%	
Income Before Income Taxes	107.7	99.0	- 8.7	- 8.2%	
Net income attributable to owners of parent	63.3	58.0	- 5.3	- 8.5%	
Cash Dividends per share ( yen )	70 yen	70 yen	-	-	

Impact of foreign exchange

- Both new orders received and net sales decreased due to stronger yen.

Impact of system reforms

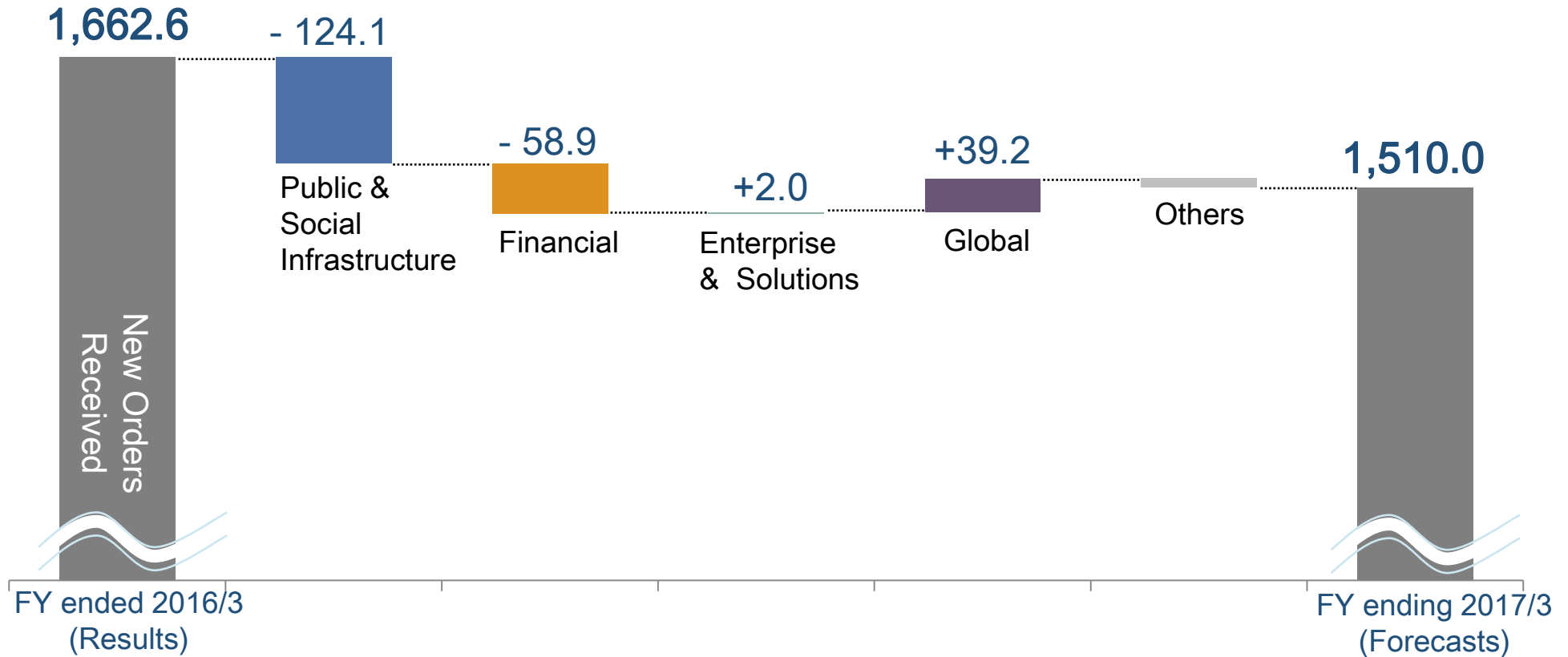
- Profits decreased as a result of a change in discount rate for retirement benefit liabilities.  
- Impact of changes in depreciation method, etc. on profits is immaterial.

Impact of overseas large-scale business acquisition

- Not reflected yet.

# New Orders Received: YoY Changes by Business Segment (from FYE3/2016 to FYE3/2017)

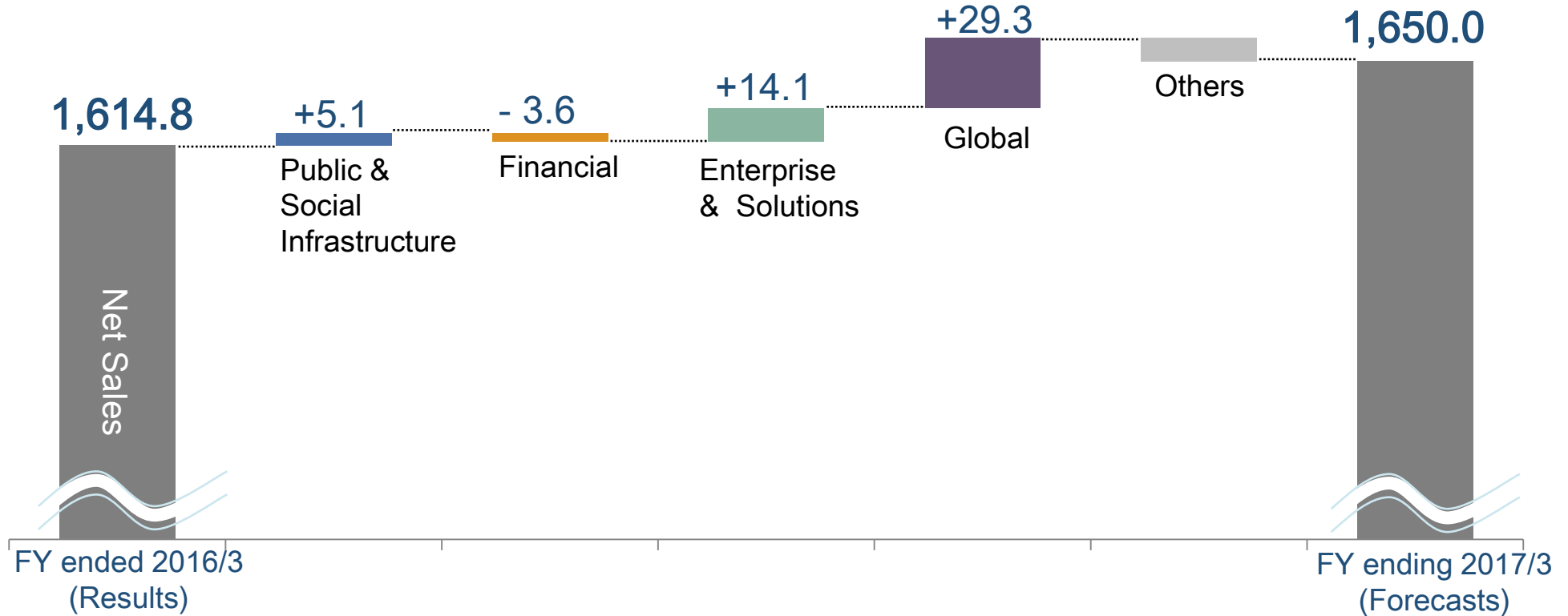
(Billions of yen)



Public & Social Infrastructure	Expected to decrease due to a reactionary decline in the large-scale projects for national government and the utility industry, etc. in the previous fiscal year.
Financial	Expected to decrease due to a reactionary decline in large-scale projects for banks and cooperative financial institutions in the previous fiscal year despite the expansion of joint use-type business for financial institutions.
Enterprise & Solutions	Expected to remain at the same level as in the previous fiscal year reflecting the expansion of businesses for the manufacturing industry despite a decrease in business for the retail and logistics industry.
Global	Expected to increase reflecting the expansion of business in North America and Europe despite the impact of a decrease due to foreign exchange.

# Net Sales: YoY Changes by Business Segment (from FYE3/2016 to FYE3/2017)

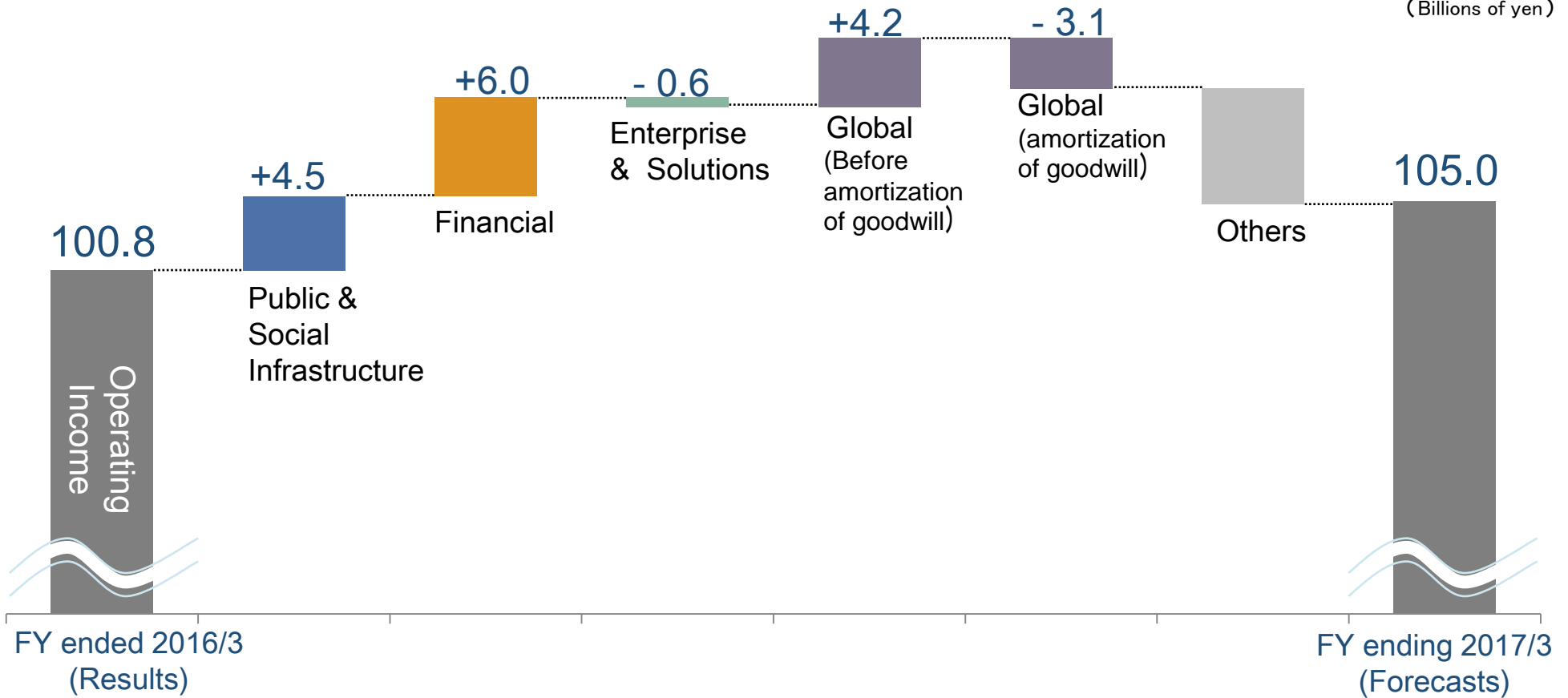
(Billions of yen)



- Public & Social Infrastructure**  
 Expected to increase reflecting an expansion in business scale for national government despite a shrink in business scale for the utility industry.
- Financial**  
 Expected to remain at the same level as in the previous fiscal year reflecting the expansion of business for Banks, Insurance, Security and Credit Corporations business, etc. despite a reactionary decline in the large-scale projects for banks in the previous fiscal year.
- Enterprise & Solutions**  
 Expected to increase due to the expansion of businesses for retail, logistics, and manufacturing industries.
- Global**  
 Expected to increase reflecting the expansion of business in North America and Europe despite the impact of a decrease due to foreign exchange.

# Operating Income: YoY Changes by Business Segment (from FYE3/2016 to FYE3/2017)

(Billions of yen)



Public & Social Infrastructure

Expected to increase due to a reduction in unprofitable projects, etc.

Financial

Expected to increase due to a decrease in unprofitable projects and changes in the depreciation method, etc.

Enterprise & Solutions





Expected to decrease due to changes in depreciation method despite an increase in sales.

Global

Expected to increase due to the improvement of sales growth and profitability.



(Billions of Yen,%)

	FY ended 2016/3 (Results)	FY ending 2017/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	401.1	277.0	- 124.1	- 30.9%	
Net Sales	420.8	426.0	+5.1	+1.2%	
Operating Income	33.4	38.0	+4.5	+13.6%	
Segment Profit(*)	32.2	38.0	+5.7	+17.8%	





(\*)Segment Profit is income before income taxes

New orders received	Expected to decrease due to a reactionary decline in the large-scale projects for national government and the utility industry, etc. in the previous fiscal year.
Net sales	Expected to increase reflecting an expansion in business scale for national government despite a shrink in business scale for the utility industry.
Operating income	Expected to increase due to a reduction in unprofitable projects, etc.

# Financial

(from FYE3/2016 to FYE3/2017)





(Billions of Yen,%)

	FY ended 2016/3 (Results)	FY ending 2017/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	520.9	462.0	- 58.9	- 11.3%	
Net Sales	523.6	520.0	- 3.6	- 0.7%	
Operating Income	31.9	38.0	+6.0	+18.8%	
Segment Profit(*)	34.0	38.0	+3.9	+11.6%	

(\*)Segment Profit is income before income taxes






New orders received	Expected to decrease due to a reactionary decline in large-scale projects for banks and cooperative financial institutions in the previous fiscal year despite the expansion of joint use-type business for financial institutions.
Net sales	Expected to remain at the same level as in the previous fiscal year reflecting the expansion of business for Banks, Insurance, Security and Credit Corporations business, etc. despite a reactionary decline in the large-scale projects for banks in the previous fiscal year.
Operating income	Expected to increase due to a decrease in unprofitable projects and changes in the depreciation method, etc.

(Billions of Yen,%)

	FY ended 2016/3 (Results)	FY ending 2017/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	220.9	223.0	+2.0	+0.9%	
Net Sales	391.8	406.0	+14.1	+3.6%	
Operating Income	32.6	32.0	- 0.6	- 2.0%	
Segment Profit(*)	48.0	33.0	- 15.0	- 31.4%	

(\*)Segment Profit is income before income taxes

New orders received	Expected to remain at the same level as in the previous fiscal year reflecting the expansion of businesses for the manufacturing industry despite a decrease in business for the retail and logistics industry.
Net sales	Expected to increase due to the expansion of businesses for retail, logistics, and manufacturing industries.
Operating income	Expected to decrease due to changes in depreciation method despite an increase in sales.
Segment Profit	Expected to decrease due to the impact of extraordinary income recorded in the previous fiscal year, etc.

	FY ended 2016/3 (Results)	FY ending 2017/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	502.7	542.0	+39.2	+7.8%	
Net Sales	519.6	549.0	+29.3	+5.7%	
Operating income (before amortization of goodwill)	12.7	17.0	+4.2	+33.7%	
Operating Income	0.8	2.0	+1.1	+145.6%	
Segment Profit(*)	- 4.8	- 1.0	+3.8	+79.4%	

(\*)Segment Profit is income before income taxes

New orders received	Expected to increase reflecting the expansion of business in North America and Europe despite the impact of a decrease due to foreign exchange.
Net sales	Expected to increase reflecting the expansion of business in North America and Europe despite the impact of a decrease due to foreign exchange.
Operating income (Before amortization of goodwill)	Expected to increase due to the improvement of sales growth and profitability.

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# Looking back on FY2012-2015 Midterm Management Plan

**Net Sales**

**1.5 trillion yen +**

**Achieved**

**FY15**

**1,614.8  
billion yen**

**EPS**

**200 yen**

**Achieved**

**FY15**

**226 yen**

**\*EPS (Earnings Per Share)**

Implemented re-marketing initiatives and increased our share in existing markets, while successfully entering new business fields

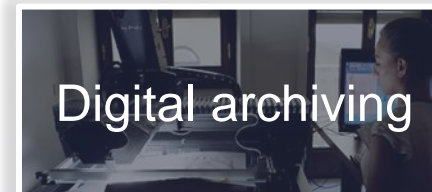
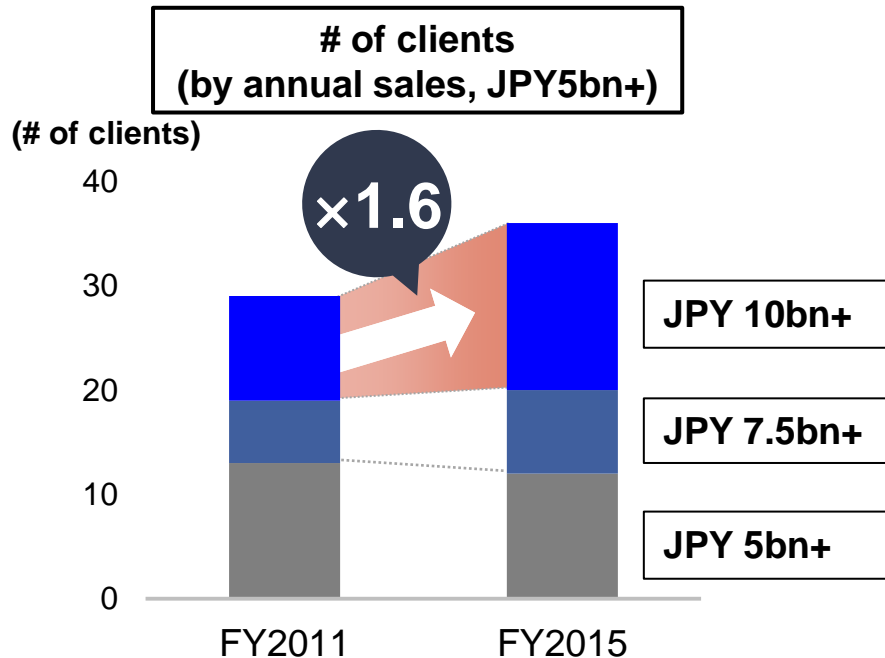
Increased our share  
in existing markets



Created new markets

Achieved a 1.6-fold increase in # of clients  
with annual sales of JPY10 bn+

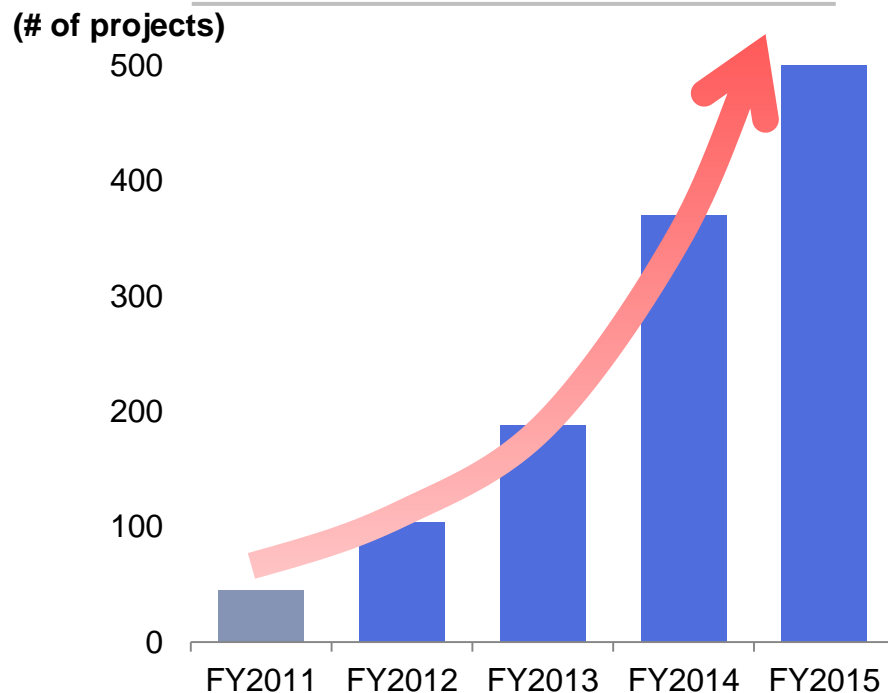
Anticipated changes  
with clients and technologies  
and entered new business fields



And other new areas

As part of R&D strategy, significantly improved productivity by automating software development

**# of projects using major automation tools**  
(within NTT DATA Corporation)



Objectives of automating software development

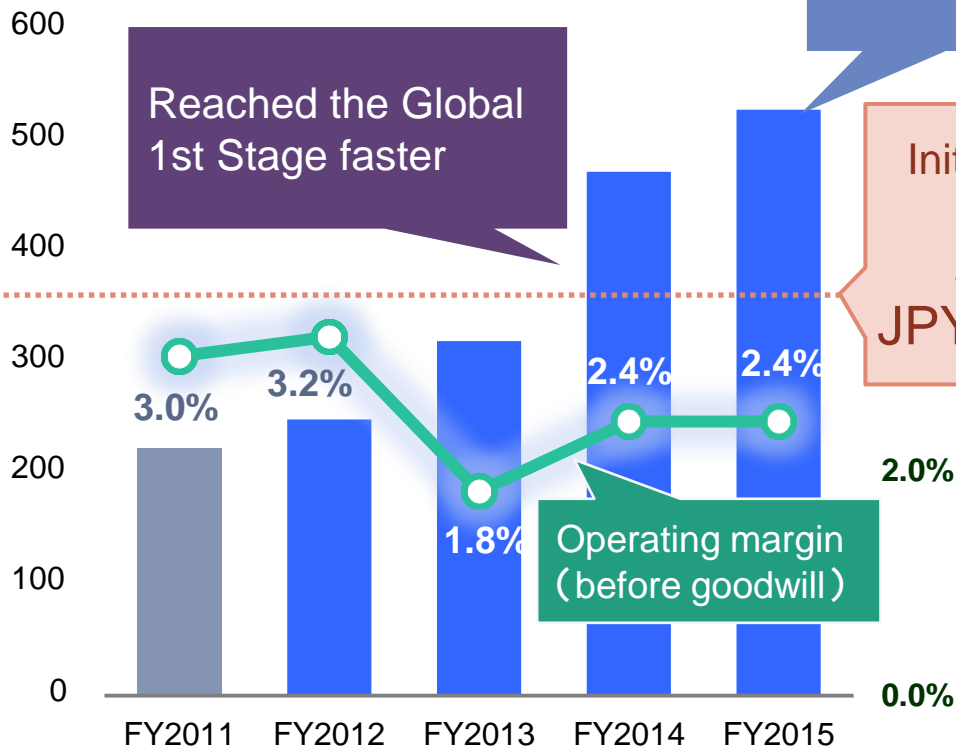
- Reduce delivery time, while assuring quality
- Shift away from a labor-intensive model



# Expanded global business faster than initially planned

Overseas sales  
& Operating margin (before goodwill)

(Billions of yen)



Reached the Global  
1st Stage faster

Result:  
30%+  
JPY 500bn+

Initial target:  
FY2015  
25%+  
JPY 350bn+

Operating margin  
(before goodwill)

## Global Coverage

45 countries/areas

185 cities

With over 80,000 employees  
(as of 31 March 2016)

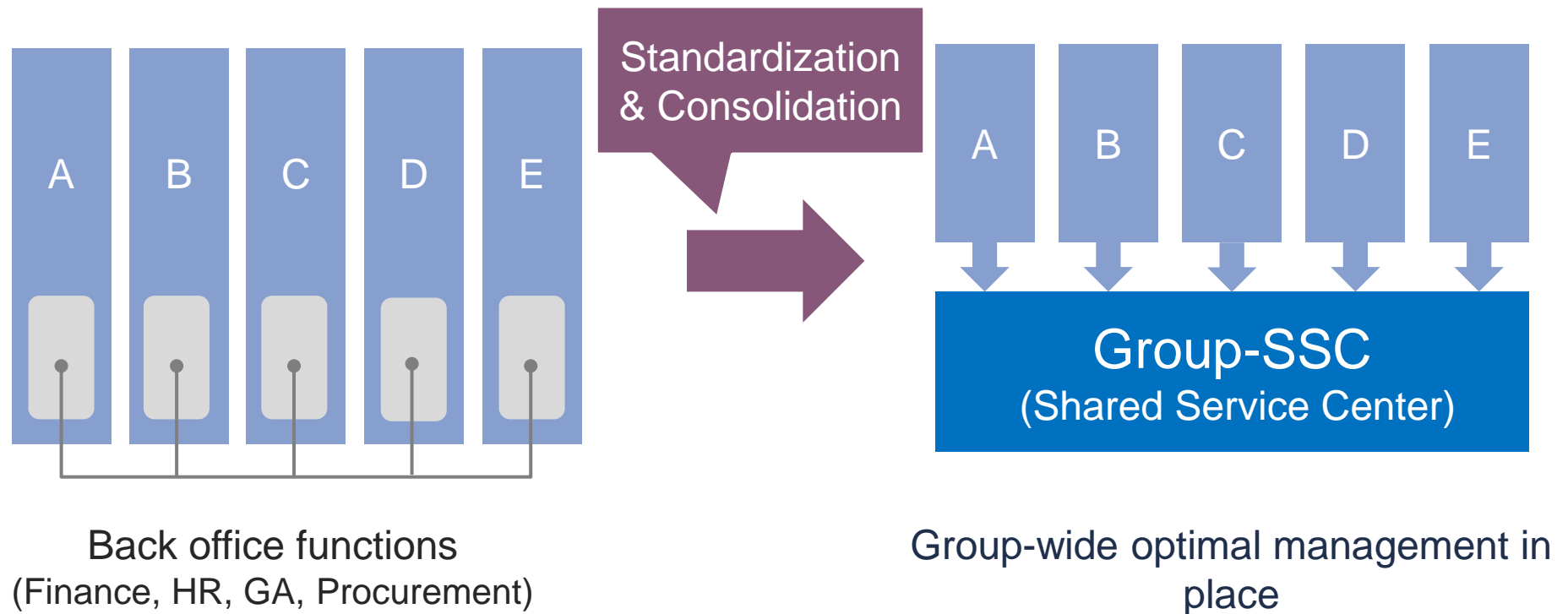
## Black Zero

\*after goodwill amortization

- Exceeded its break-even point
- Yet, our operating margin before goodwill amortization remains at 2%  
→ Profitability needs to be further improved

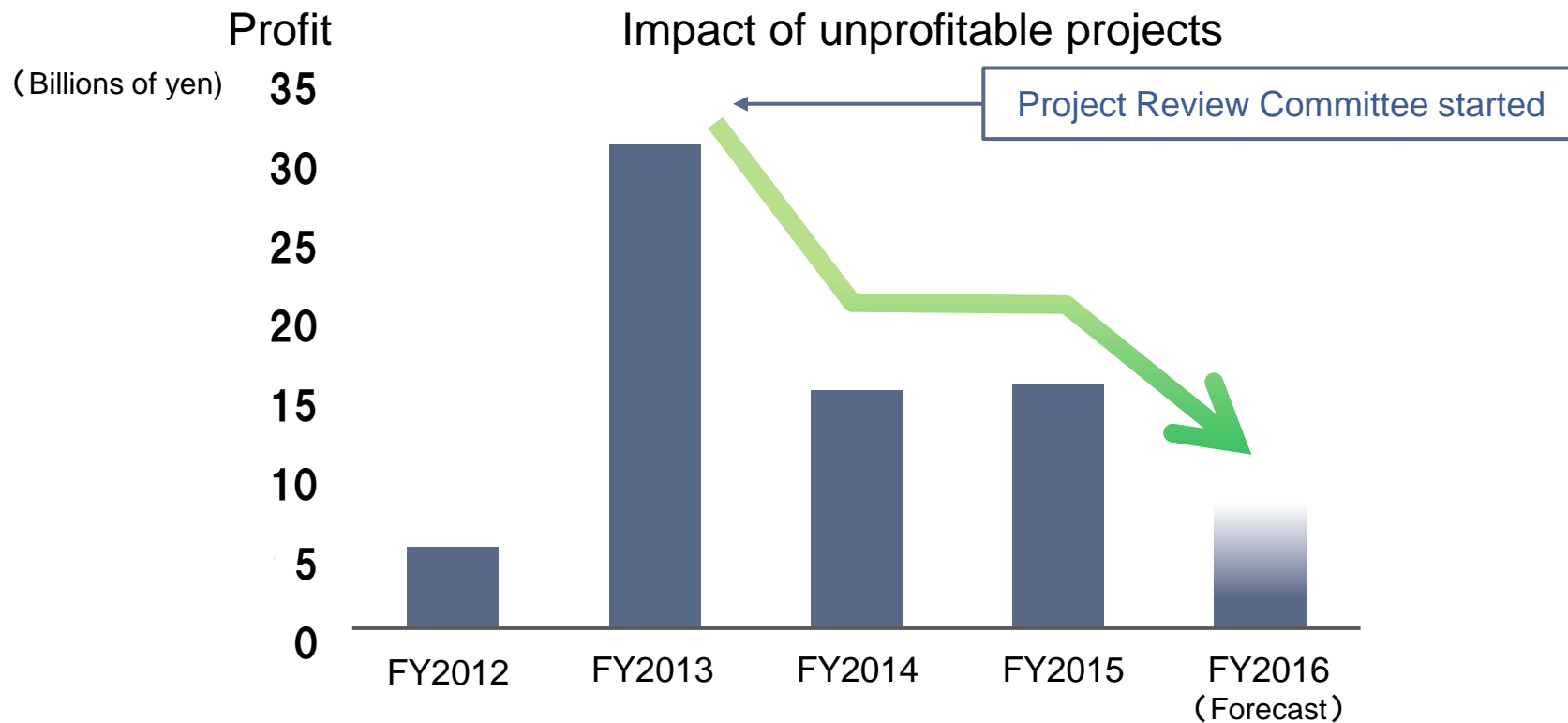
Achieved the initial target reduction of admin costs:  
JPN 10 billion+ (vs. FY11)

Optimized back office functions by introducing Group-SSC and other programs



# Preventive measures working, however further improvement is still required.

Increase the level of screening and implement mechanisms across the company to reinforce enterprise-wide control



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# FY2016-2018 Midterm Management Strategy

# Global 2<sup>nd</sup> Stage

Establish a global brand



Overseas Sales %

50%

Net sales  
JPY 2tn+

# NTT DATA: ASCEND

Rise and grow as a global brand

FY2016 - FY2018

Strengthen Local Presence  
*Leverage global synergy*

Game-changing Approach

Breakthrough Technology

Previous Midterm Management Plan

FY2015 Overseas Sales %

30%

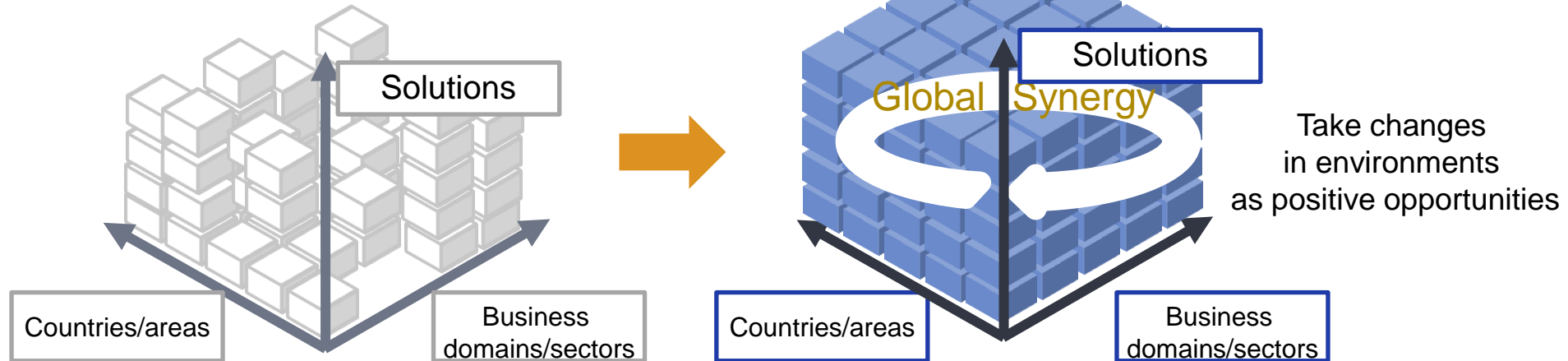
# Global 1<sup>st</sup> Stage

Increase global coverage

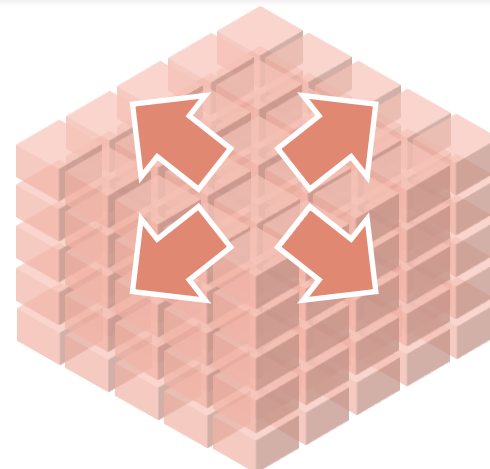
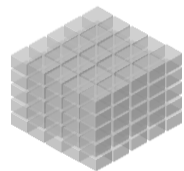


Expand our market share and create new businesses in each geography.

Expand existing business



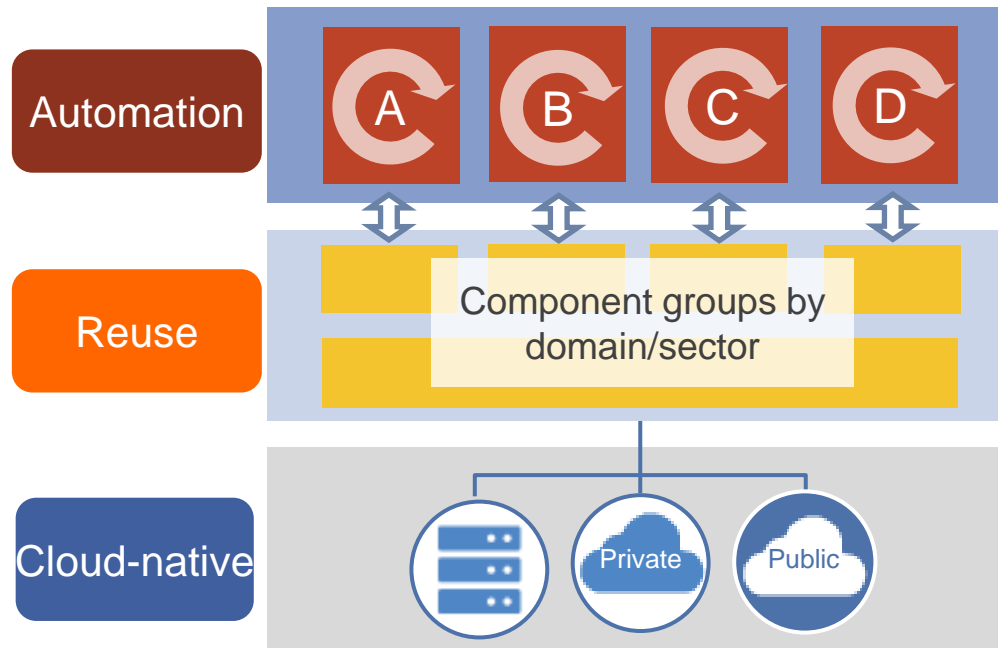
Create new business



Leverage cutting-edge technologies

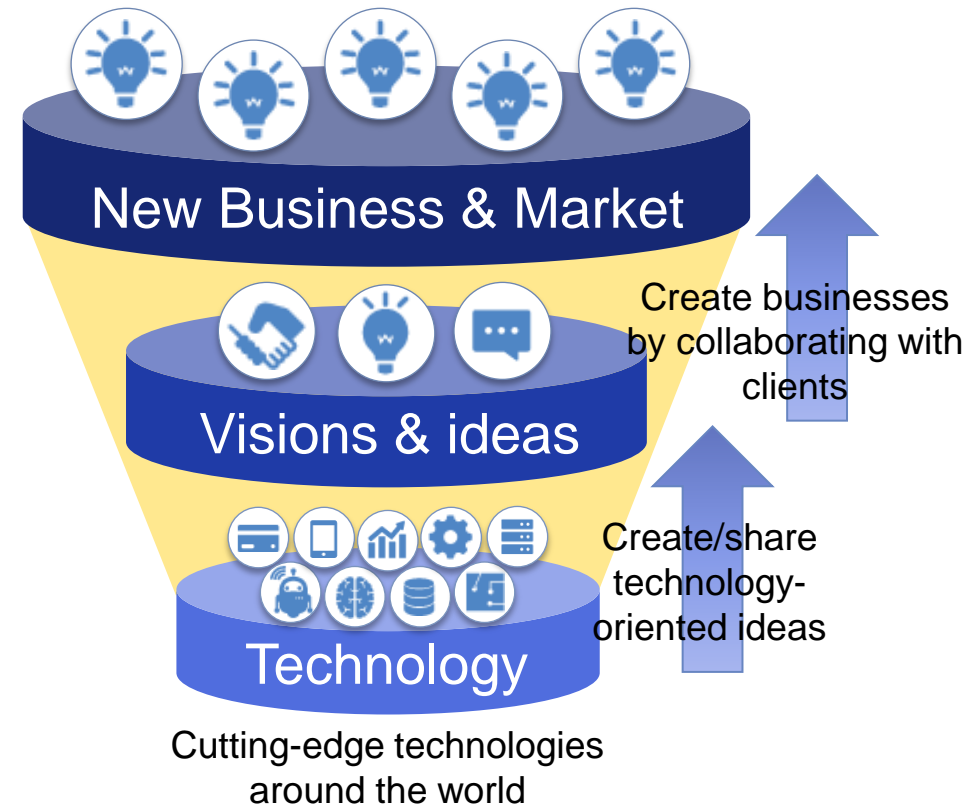
- Innovate technologies to provide IT solutions with agility and flexibility.
- Leverage cutting-edge technologies and collaborate with clients.

## Innovate production technologies



Combine automation technologies, software assets and cloud technologies to enable super-high-speed development

## Spark new ideas/technologies



Japan

**Stable Growth**

- Implement game-changing approaches to regrow our business
- Take thorough control of unprofitable projects
- Secure profits required for growth investment by sharpening competitive edges

Outside Japan

**Grow Revenue and Profitability**

- Inorganic growth
- Implement game-changing approaches and improve profitability by increasing our share and scope of service

**Global synergy**

- Innovate production technology/Spark new ideas and technologies
- Global Accounts/Global Delivery/Global Offering/Global Talent
- Sound financial ground (managing ROI and D/E ratio, stable payout of dividends)



NTT DATA will endeavor to grow sales in each region in order to increase the value of our global brand, while securing profits necessary for continually making investments and pursuing better business management efficiency.

Specific financial targets shall be swiftly disclosed subject to completion of the large acquisition deal overseas, which is currently under negotiation.

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# Appendices

- Although we face severe market environment on the back of intensified competitions and more demands for cost reductions, the social security and tax number system under the so-called “Number Act” (the “My Number System”) was launched in January 2016, and the government, local governments, financial institutions and private-sector corporations are continuing their efforts for setting up necessary frameworks for information sharing, etc.
- In the utilities industry, market changes arising from system changes including electricity and gas systems reforms are expected to prompt an increase in IT spending.

<p><b>National Government</b></p>	<ul style="list-style-type: none"> <li>• With the “Declaration on the Creation of the World’s Most Advanced IT Nation” revised in June 2015, while IT spending to fortify security are expected to continue to increase, we face severe market environment on the back of intensified competitions and more demands for cost reductions.</li> <li>• In relation to the My Number System, relevant authorities started issuing notifications of personal ID number (the “My Number”) and accepting applications for card issuance in October 2015. The My Number has been effective for use since January 2016, and the government, local governments, financial institutions and private-sector corporations are continuing their efforts for setting up necessary frameworks for information sharing, etc.</li> </ul>
<p><b>Local Government</b></p>	<ul style="list-style-type: none"> <li>• Amid overall belt-tightening, the market environment is becoming harsher due to heightened demands for cost reduction and intensified competitions.</li> <li>• In relation to the social security and tax number system, relevant demand is rising from the assignment and notification of the numbers in October 2015 toward the cooperation between the government and local public bodies in 2017. We will likely to see growth in business opportunities in relation to child care support and employment, driven by the Act on Overcoming Population Decline and Vitalizing Local Economy in Japan enacted in November 2014 for the purpose of vitalizing local economy.</li> </ul>
<p><b>Healthcare</b></p>	<ul style="list-style-type: none"> <li>• In the “Revised Japan Revitalization Strategy 2015” as approved at the Cabinet meeting on June 30, 2015, “The improvement of environment for utilization of personal data” and “The full-scale implementation of ICT in the medical/nursing care industries” are highlighted. Given that the intensive implementations of the number system in the medical industry, the promotion of information digitalization, standardization and cooperation, the full use of data for the government policies, and the improvement of environment for full use of data in private sector companies are considered for the five-year period until 2020, it is assumed that the ICT will be accelerated in the medical industry.</li> </ul>
<p><b>Telecom and Utility</b></p>	<ul style="list-style-type: none"> <li>• In the utilities industry, market changes arising from system changes including electricity and gas systems reforms are expected to prompt an increase in IT spending.</li> <li>• In the telecom industry, business focus will be shifted to non-telecom businesses and cross-sectoral collaboration responding to intensifying competitions. IT spending is also shifted from infrastructure and networking facilities to new services, continuously requiring further cost reduction in the IT spending for the existing domains.</li> </ul>

• While overall IT investments remain conservative partly reflecting the impact of negative interest rates, it is expected that the investments will be made to meet the growing needs for availability of domestic inter-bank settlements 24 hours a day and 365 days a year, sophistication of settlement activities, and globalization. Additionally, driven by growing interests in Fintech, etc., there may be opportunities for new services.

### Banks

#### 【Major Banks】

- Appetites for IT spending persists, and consistent investments are expected. In particular, there are growing needs for services utilizing new technologies such as Fintech.
- Given deregulation, IT spending is expected to grow due to development of new services using IT and creation of subsidiaries.
- It is expected that the trend of major banks' global development for supporting the overseas expansion of the Japanese companies centering in Asia will bring an increased IT spending.

#### 【Regional Banks】

- There are growing needs for Fintech-related services.
- Looking ahead, we expect to see active IT investments associated with business consolidation, as well as investments in anticipation of systems reform.
- There are increasing needs related to online activities, including functions to prevent unauthorized accesses to internet banking services, as well as banking services through downloaded applications.
- Profitability in the main businesses (net interest margin) still faces tough environment in which the need for cutting running costs will continue. At the same time, needs for joint use of IT has been rising.

### Insurance

- While IT spending in the overall industry faces tough situations, investments in new channels, new products, improvement of efficiency and other fields are expected.

### Security

- While domestic markets remain unstable, appetite for investing in the areas of “regulatory compliance” and “wealth accumulation in the retail business” is observed.

### Credit Corporations

- The credit card market has been growing steadily. With substantially improving investment environment in the relevant industry, IT spending is expected to increase for “cost-cutting projects” in addition to the “measures to increase the top line.” Cashless settlements seem to continue as seen in the NFC mobile settlements, the use of smartphones as a credit card terminal for settlement, branded prepaid cards and debit cards. Measures for further convenience, safety and security are expected to accelerate towards 2020 under the “Revised Japan Revitalization Strategy” of the Japanese government.

### Cooperative Financial Institutions

- A moderate recovery trend of the domestic economy including regions continues despite weak recovery in some areas. While lending activities for small- and medium-sized enterprises are on an upward trend, a substantial boost in IT spending cannot be expected taking into consideration the lingering fierce business environment such as lowering lending rate on the back of competitions in interest rates.
- Trends of improvement of cost efficiency through reorganizations and outsourcing operations, as well as promoting investments in IT strategic domains can be observed.

### Financial Infrastructure and Financial Network Services

- Needs for sophisticated settlements are increasing on the back of the economic globalization and the improving convenience by using IT technology. The improvement of settlement infrastructure is being considered. In Japan, a movement for 24-hour/365-day operation has begun, thereby it is anticipated that financial institutions will implement IT spending to realize such operation systems.

- On the back of the uncertain perspectives of the overall domestic economy, a cautious attitude toward domestic IT spending has continued. Under such circumstances, new IT spending such as omni-channels and IoT has been activating despite a sign of sluggish business sentiment in the manufacturing industry. Furthermore, from a perspective of BCP, demands for more reliable network and data centers remain strong.

## Retail, Logistics, Payment and Other Service Industry

- Demands for IT spending aiming at increasing sales by using Omni-channel strategy including sales promotion activities connecting e-commerce to real stores have been growing steadily. These investments can be also expected for businesses aiming at foreign tourists visiting Japan.
- Robust growth can be expected in IT investment for the advancement of customer analyses (business intelligence and demand forecasting) by using POS data and information obtained from social media.

## Manufacturing Industry

- Despite signs of sluggish business sentiment coming into view in the manufacturing industry, growth in IT spending can be expected, particularly in the digital domains including signs of a possible breakdown indicated by the big data using IoT as well as digital marketing for consumer products, etc. As system improvement toward the enhancement of global competitiveness as well as measures for reinforcement of production facilities are consistently implemented, it is expected that the demand for visibility of supply chains and the reconstruction of logistics infrastructure will become apparent.

## Network Services, Data Center Services, Cloud Services and Digital Services

### 【Network Services】

- Wired networks business continued to grow steadily, driven by the demand for building global operations, in addition to the BCP-related demand (network redundancy, etc.).
- In the wireless network business, the introduction of public relations terminals is under way in various industries, thereby it is expected that the use of tablet terminals, lines for mobile terminals and wireless LAN will expand further.

### 【Data Center Services and Cloud Services】

- For the purpose of business continuity planning, there are solid needs for data centers that maintain high level of business continuity with quake-absorbing/ earthquake-resistant structure and private power generation equipment.
- There are increasing needs for hybrid- and multi-cloud environment whereby a variety of cloud environment, including public cloud, are linked together.

### 【Digital Services】

- The IT spending in the sales and customer contact domains has been growing with the aim of preventing opportunity losses by diversifying sales channels and upgrading customer experience based on customer analyses. Projects associated with omni-channels, data integration, business intelligence (BI), marketing automation, etc. have been further developed.
- In the big data-related businesses which formerly consisted of consulting services and demonstration tests, needs for large-scale real time analysis and processing platforms in the IoT and marketing automation domains have surfaced, and the relevant projects are under development.

<p>Americas</p>	<ul style="list-style-type: none"> <li>• The US economic outlook for 2016 remains modest in general, driven by opposing forces of solid domestic spending and cautious investment in a weak global environment. The dollar remains strong, bolstered by higher consumer spending, driven in part by strong consumer confidence, jobs growth and personal income. Meanwhile, the industrial core of the economy is expected to continue to decelerate with weaker appetite for investment. This is mainly due to sluggish oil and energy prices and uncertain demand from outside the United States which is expected to remain in a holding pattern for some time to come.</li> <li>• IT services spending in the United States is expected to maintain moderate growth with demand focused on consulting, etc. aiming at the application of cutting-edge technology to businesses.</li> <li>• The economy in the overall region of Latin America is further decelerating mainly due to lower prices of resources and agricultural produce, sluggish consumption and investment, failure of policy, etc. It is likely that currency depreciations in some countries such as Brazil and Argentina reflecting monetary tightening policy to address financial deterioration and accelerating inflation will continue to be the downward pressure on the economy. Meanwhile, the IT service market is likely to maintain a moderate growth, leading to demands for IT spending that contributes to the standardization, improvement of efficiency of business operations, and cost reduction.</li> </ul>
<p>EMEA</p>	<ul style="list-style-type: none"> <li>• The Eurozone economy has maintained a modest recovery led by consistently robust personal consumption. In particular, the Spanish economy continued to indicate strong recovery as observed in the highest growth rate in 2015 since the global financial crisis. Although business sentiment among companies is improving, proactive expansion of investment seems unlikely for a while, given concerns over slowdown in emerging economies like China, decreasing exports and credit uncertainties of financial institutions in the Eurozone.</li> <li>• While the U.K. economy has sustained a robust growth mainly in personal consumption, it is likely that decreasing demand in emerging countries like China, and a sense of uncertainty spreading associated with an In-Out referendum slated for June will be a concern.</li> <li>• Given continuing customer requests for price reduction amid cautious stance against IT spending shown by companies, the competitive environment remains severe. Meanwhile, the IT service market in the U.K., Germany and Spain is expected to continue to see robust growth. Further, part of Italian market is showing signs of bottoming out.</li> </ul>
<p>Asia-Oceania</p>	<ul style="list-style-type: none"> <li>• India has maintained strong economic growth rate. The Philippines and Vietnam are also expected to maintain strong economic growth, on the back of vigorous investments from overseas. However, slowing Chinese economy has adversely impacted particularly export industries in Australia, Singapore, Malaysia, Thailand and Indonesia, and the economy of these countries are likely to trend downward for a while. Given deteriorating business sentiment in the IT service market, there is a concern over a possible change in investment stance.</li> <li>• The Chinese economy has been on the decelerating trend. While the strengthening of the Chinese government's economic stimulus policies from both financial and fiscal aspects are expected to achieve the government's economic growth target for 2016 between 6.5% and 7.0%, further downturn risks are also feared. Demands for IT spending remain strong led by vigorous investment appetite of the internet-related industry in which the number of users has been increasing, but a modest slowdown in the growth rate of the IT service market is anticipated reflecting the decelerating real economy.</li> </ul>

# Overview of Consolidated Earnings and New Orders Received for the FY Ended March 31, 2016

NTT DATA

(Billions of Yen,%)

	2015/3	2016/3	2017/3	YoY ( % )	
	Full-Year Results①	Full-Year Results②	Full-Year Forecasts③	(②-①)/①	(③-②)/②
New Orders Received	1,429.1	1,662.6	1,510.0	+16.3	-9.2
Orders on Hand	1,355.8	1,544.5	1,508.0	+13.9	-2.4

2016/3 4th. Quarter Results (Jan.-Mar)	YoY ( % )
411.6	+9.0

Net Sale	1,511.8	1,614.8	1,650.0	+6.8	+2.2
Cost of Sales	1,147.3	1,216.7	1,236.0	+6.1	+1.6
Gross Profit	364.5	398.1	414.0	+9.2	+4.0
SG&A Expenses	280.4	297.2	309.0	+6.0	+4.0
Selling Expenses	129.9	134.3	140.0	+3.3	+4.2
R&D Expenses	12.9	12.4	13.0	-3.9	+4.8
Other Administrative Expenses	137.6	150.4	156.0	+9.4	+3.7
Operating Income	84.0	100.8	105.0	+20.1	+4.1
Operating Income Margin	5.6	6.2	6.4	+0.6P	+0.1P
Ordinary Income	77.9	98.1	99.0	+26.0	+0.9
Special Gains and Losses	-3.9	9.6	-	-	-
Income before Income Taxes	73.9	107.7	99.0	+45.7	-8.2
Income Taxes and Others	41.8	44.4	41.0	+6.1	-7.7
Net income attributable to owners of parent	32.1	63.3	58.0	+97.1	-8.5

469.5	+5.6
354.4	+5.1
115.1	+7.1
78.5	+8.9
34.1	+0.5
3.7	+6.0
40.6	+17.5
36.6	+3.4
7.8	-0.2P
37.1	+14.2
-5.4	-
31.7	+10.9
12.3	-32.5
19.4	+86.9

Capital Expenditures	140.9	134.0	150.0	-4.9	+11.9
Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles	158.5	155.2	157.0	-2.1	+1.2

45.8	+1.9
39.4	-10.9

Cash Dividends per Share (¥)	60	70	70
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Note : Income Taxes and Others include Income, Residential and Enterprise Taxes, Adjustment to Income Taxes and Net income attributable to non-controlling interests.

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

(Billions of yen)

	2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts	2016/3 4th. Quarter Results (Jan.-Mar)
Public & Social Infrastructure	341.0	346.7	354.0	119.6
Financial	441.5	470.2	466.0	134.2
Enterprise & Solutions	264.1	277.3	290.0	77.5
Global	449.0	504.4	534.0	132.7



# Detail of Consolidated New Orders Received (to Japanese clients Outside the NTT DATA Group)

(Billions of yen)

		2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts
<b>Public &amp; Social Infrastructure</b>				
(Main item)	Central government and related agencies, Local Government, and Healthcare	192.6	225.9	127.0
	Telecom and Utility	88.7	102.6	83.0
<b>Financial</b>				
(Main item)	Banks, Insurance, Security, Credit Corporations and Financial Infrastructure	230.6	270.3	290.0
	Cooperative financial institutions and Financial Network Services	101.6	222.0	143.0
<b>Enterprise &amp; Solutions</b>				
(Main item)	Retail, Logistics, Payment and Other Service Industry	64.8	71.1	69.0
	Manufacturing Industry	109.9	112.3	117.0
	Network Services, Data Center Services, Cloud Services and Digital Services	36.2	32.5	31.0
<b>Orders on Hand</b>				
	Public & Social Infrastructure	372.8	422.7	347.0
	Financial	665.6	783.0	820.0
	Enterprise & Solutions	72.8	87.4	82.0
	Global	241.9	248.0	256.0

Note : New Orders Received of Enterprise & Solutions does not include orders taken via other segments.

# Detail of Consolidated Net Sales and Services Net Sales (to clients Outside the NTT DATA Group)

(Billions of yen)

		2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts
<b>Public &amp; Social Infrastructure</b>				
(Main item)	Central government and related agencies, Local Government, and Healthcare	189.3	187.1	200.0
	Telecom and Utility	85.1	90.4	83.0
<b>Financial</b>				
(Main item)	Banks, Insurance, Security, Credit Corporations and Financial Infrastructure	293.1	321.2	319.0
	Cooperative financial institutions and Financial Network Services	121.3	120.5	119.0
<b>Enterprise &amp; Solutions</b>				
(Main item)	Retail, Logistics, Payment and Other Service Industry	95.1	104.8	114.0
	Manufacturing Industry	115.8	118.1	121.0
	Network Services, Data Center Services, Cloud Services and Digital Services	46.1	47.3	48.0
<b>Integrated IT Solution</b>		458.9	468.9	474.0
<b>System &amp; Software Development</b>		402.8	443.8	455.0
<b>Consulting &amp; Support</b>		595.3	648.0	666.0
<b>Others</b>		54.5	54.0	55.0
<b>Net Sales by Products and Services Total</b>		1,511.8	1,614.8	1,650.0

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

# Non-Consolidated Earnings and New Orders Received

NTT DATA

(Billions of Yen,%)

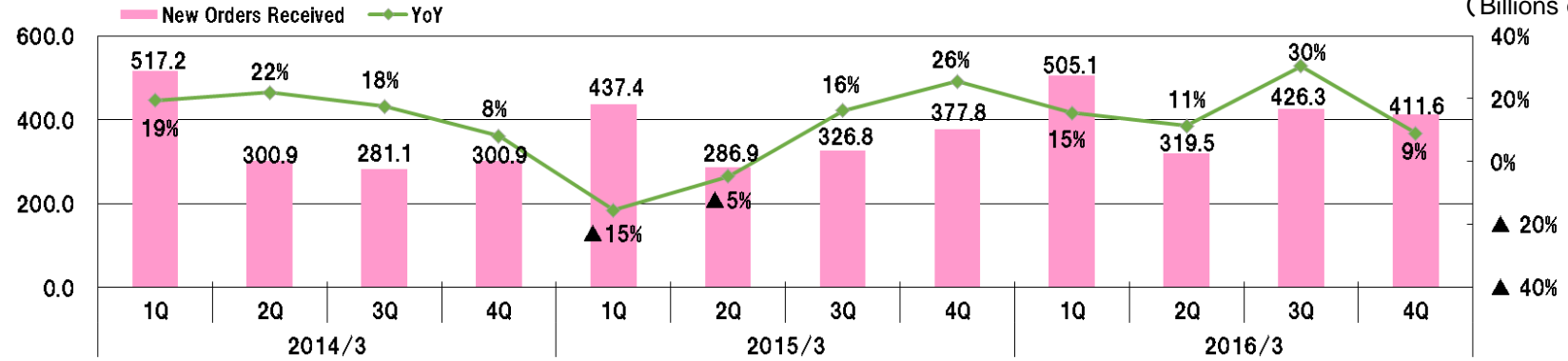
	2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts	2016/3 4th. Quarter Results (Jan.-Mar)
New Orders Received	681.2	876.0	695.0	215.2
Orders on Hand	1,006.5	1,178.0	1,135.0	
Net Sales	799.3	838.3	840.0	244.8
Cost of Sales	622.7	646.8	641.0	189.9
Gross Profit	176.6	191.4	199.0	54.8
SG&A Expenses	113.1	114.7	120.0	31.3
Selling Expenses	53.2	56.0	58.0	15.6
R&D Expenses	10.9	10.1	11.0	2.9
Other Administrative Expenses	49.0	48.5	51.0	12.7
Operating Income	63.4	76.7	79.0	23.5
Operating Income Margin(%)	7.9	9.1	9.4	9.6
Ordinary Income	66.9	78.8	80.0	22.4
Extraordinary Income and Loss	-1.9	14.3	-	-0.7
Income before Income Taxes	65.0	93.1	80.0	21.7
Income Taxes and Others	23.2	28.9	23.0	8.0
Net Income	41.7	64.2	57.0	13.6
Capital Expenditures	112.6	107.6	124.0	38.7
Depreciation and Amortisation /Loss on Disposal of Property and Equipment and Intangibles	126.2	122.5	124.0	31.1

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

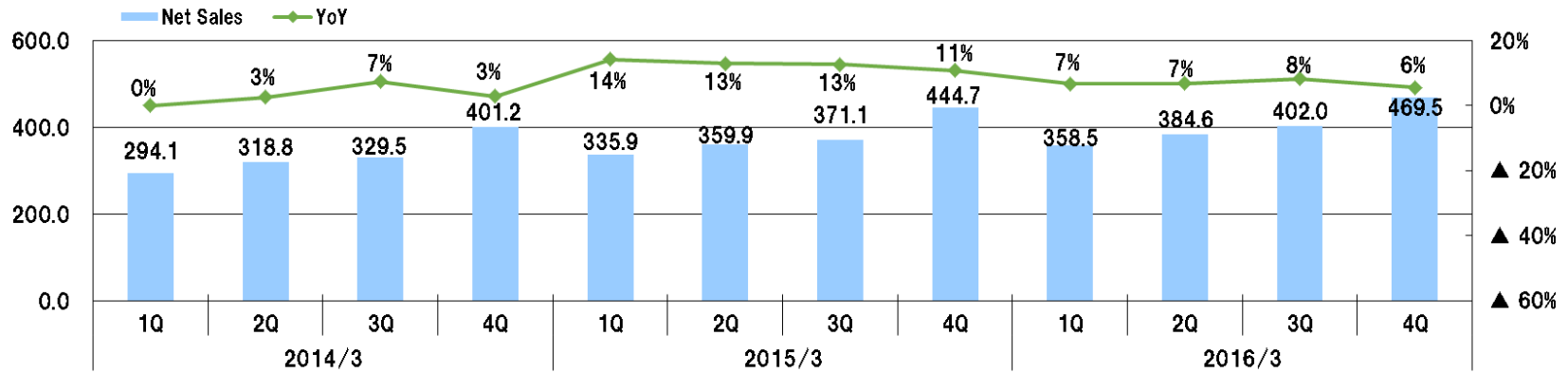
# Trends in Quarter (Consolidated)

(Billions of Yen, %)

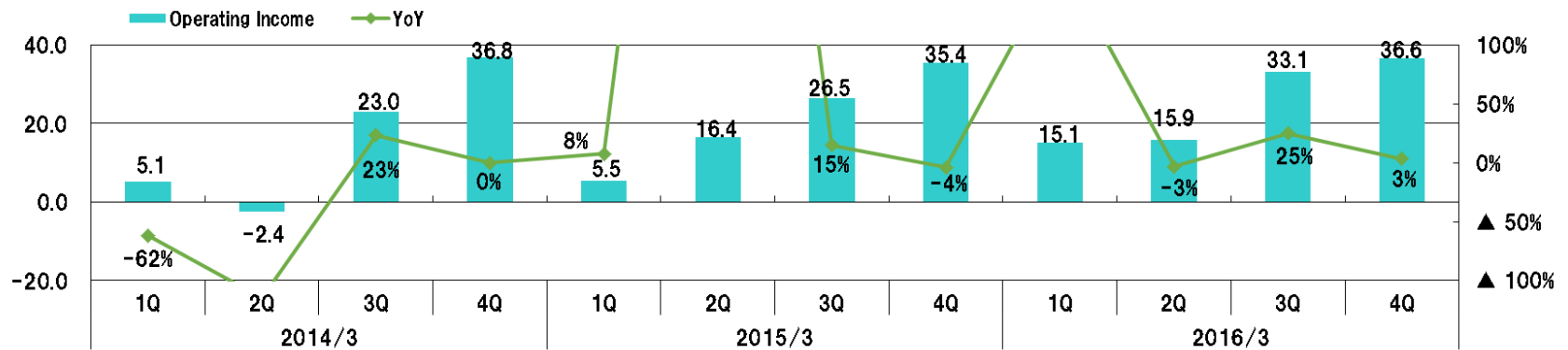
## ■ New Orders Received



## ■ Net Sales



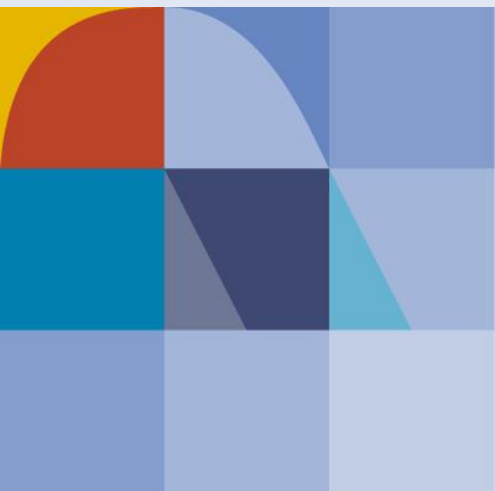
## ■ Operating Income



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

(Yen / %)

	2015/3 Results	2016/3 Full-year Assumed Rates	2016/3 Results	YoY ( % )	2017/3 Full-year Assumed Rates	YoY ( % )
	①		②	( ②-① ) / ①	③	( ③-② ) / ②
USD	109.85	118.00	120.01	+9.2%	113.00	- 5.8%
EUR (For December-end companies)	140.30	130.00	134.28	- 4.3%	126.00	- 6.2%
EUR (For March-end companies)	138.60	130.00	132.57	- 4.4%	126.00	- 5.0%
RMB (Chinese Yuan Renminbi)	17.16	19.00	19.26	+12.2%	18.00	- 6.5%



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