

# Company Presentation for the Second Quarter of the Fiscal Year ending March 31, 2011



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

**NTT DATA CORPORATION**  
**November 2, 2010**



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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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# 1. Results for the Second Quarter of Fiscal Year Ending March 31, 2011

# Highlights of Results for the 2nd Quarter of FY Ending March 31, 2011

Versus  
Previous  
Year

1

**New Orders  
Received**

¥549.3 billion



■ Versus Previous Year  
-139.6 billion yen [-20.3%]

2

**Net Sales**

¥533.7 billion



■ Versus Previous Year  
+0.9 billion yen [+0.2%]

3

**Operating  
Income**

¥25.3 billion

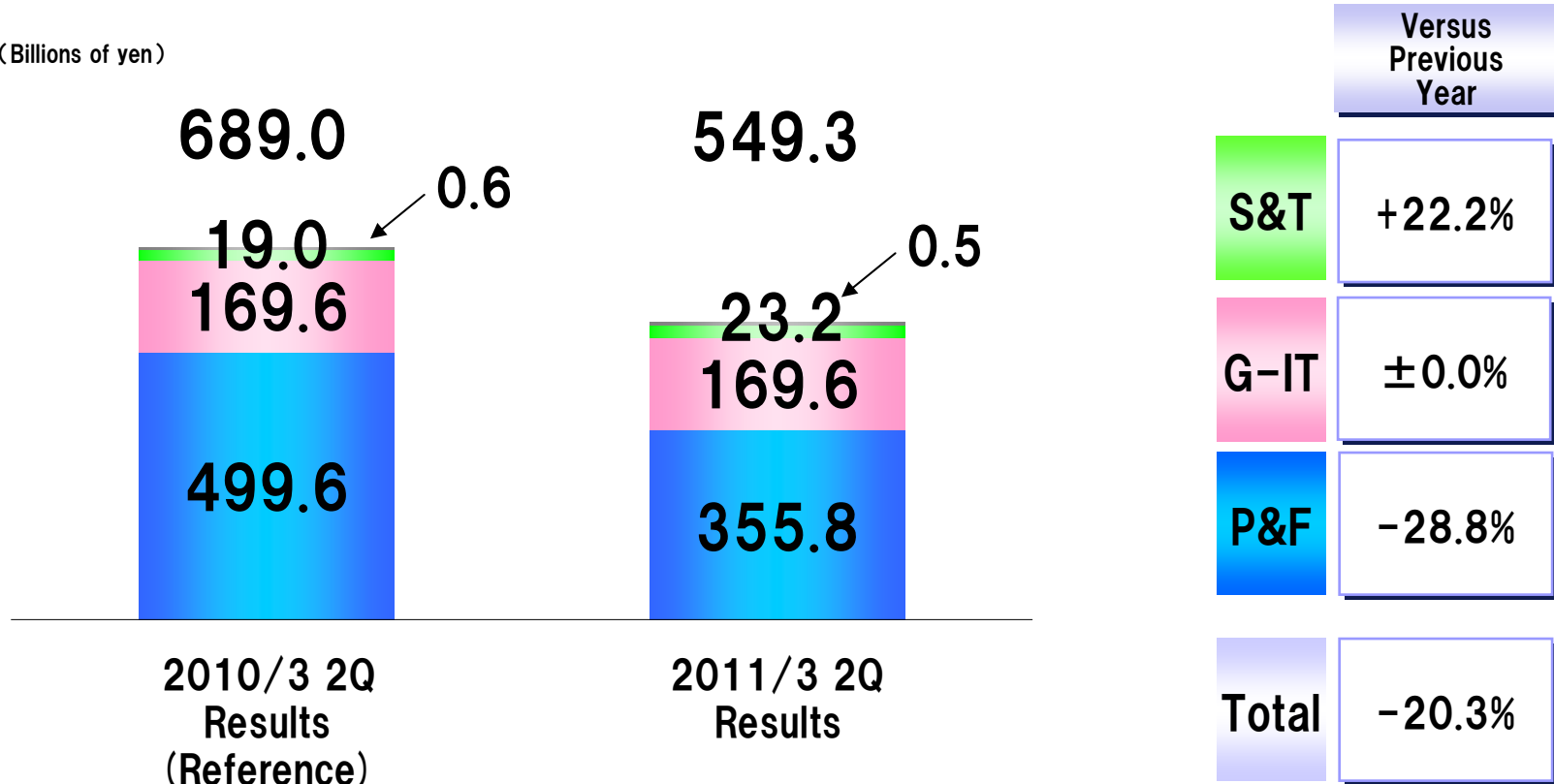


■ Versus Previous Year  
-8.0 billion yen [-24.1%]

# New Orders Received

Overall decline due to P&F Company drop in large-scale system upgrade orders

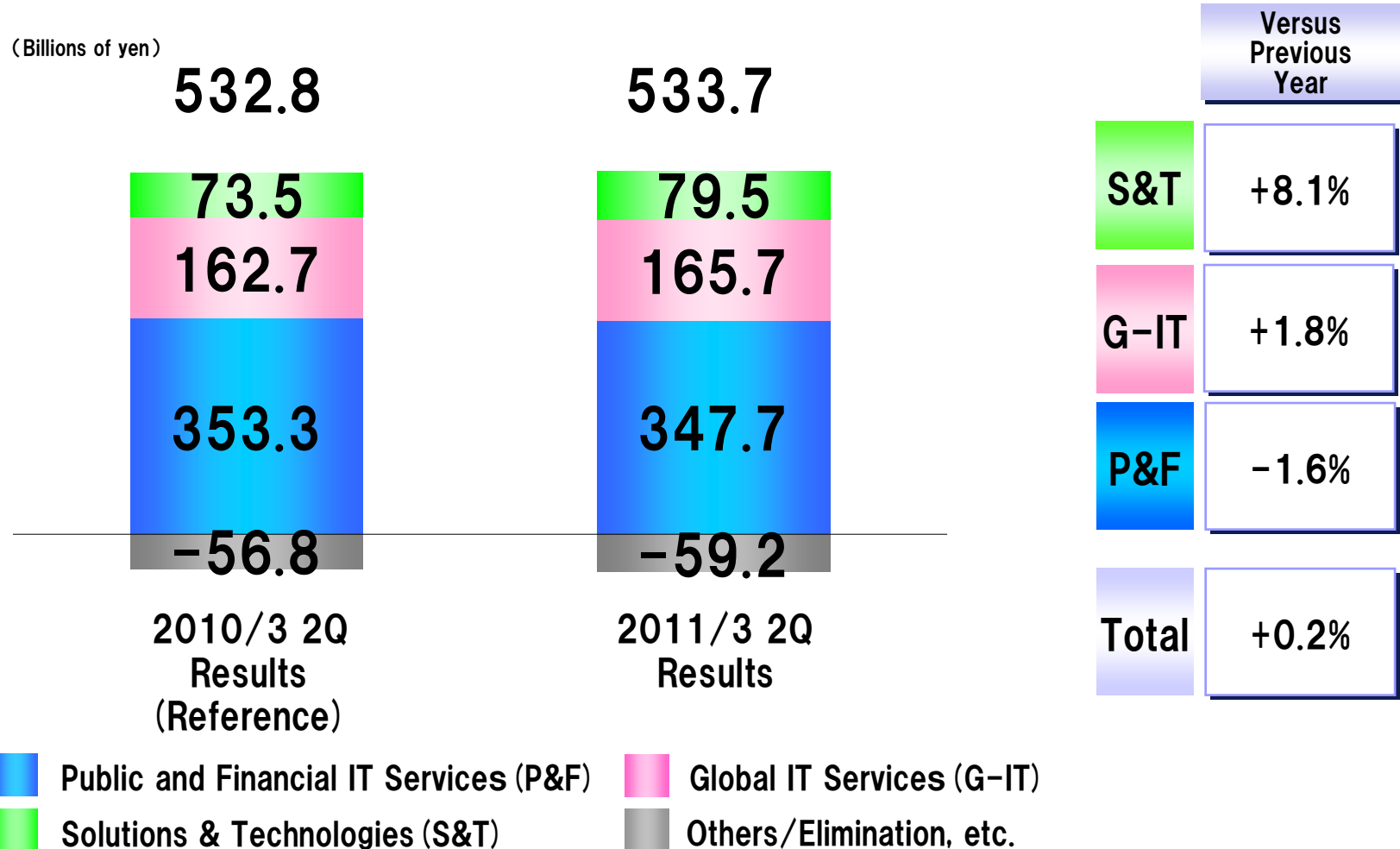
(Billions of yen)



- Public and Financial IT Services (P&F)
- Global IT Services (G-IT)
- Solutions & Technologies (S&T)
- Others/Elimination, etc.

# Net Sales

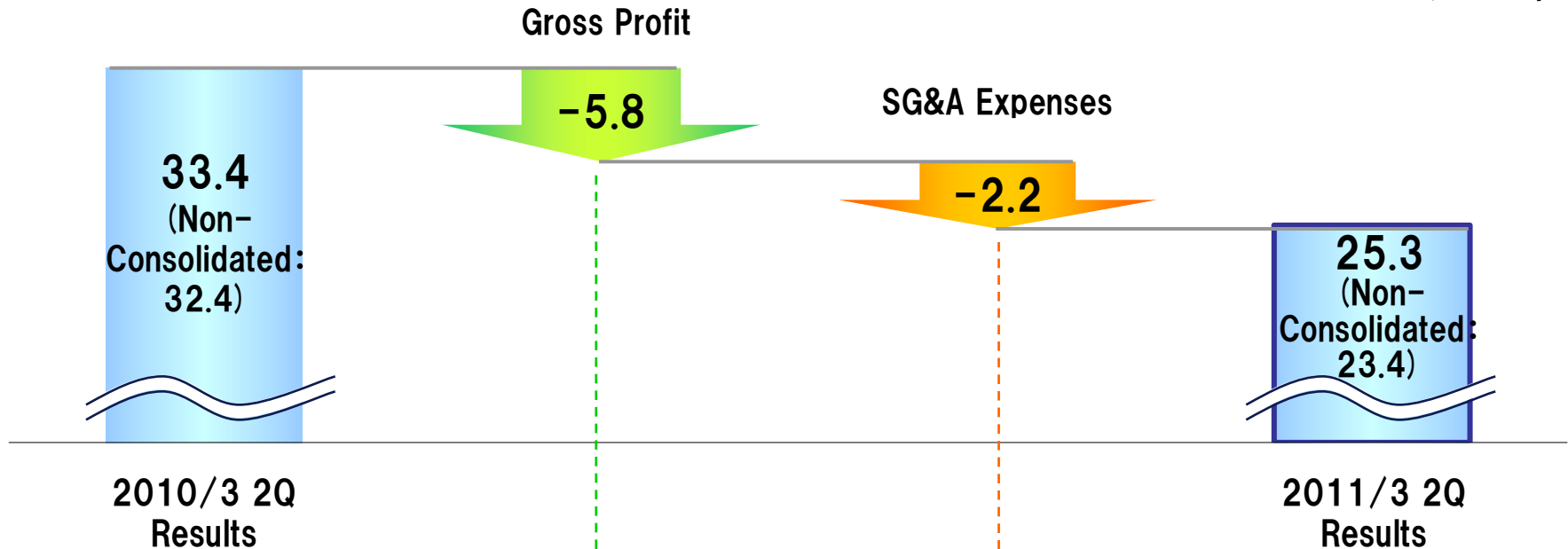
Overall increase thanks to consolidated subsidiary growth, etc., despite P&F Company decline reflecting system completions in the same quarter a year ago.



\*Per-segment data includes internal transactions.

# Factors for Year-on-Year Change in Operating Income

(Billions of yen)



**Gross Profit**

**Contribution from consolidations**

- Increased thanks to consolidated subsidiary growth and improved results among existing companies

+3.4 billion yen

**Non-consolidated**

- Declined, affected by sales drop from system completions in same period last year and by unprofitable projects, etc.

-9.2 billion yen

**SG&A Expenses**

**Contribution from consolidations**

- Increased, affected by consolidated subsidiary growth, etc., despite benefits of SG&A expense reductions in existing subsidiaries

+2.5 billion yen

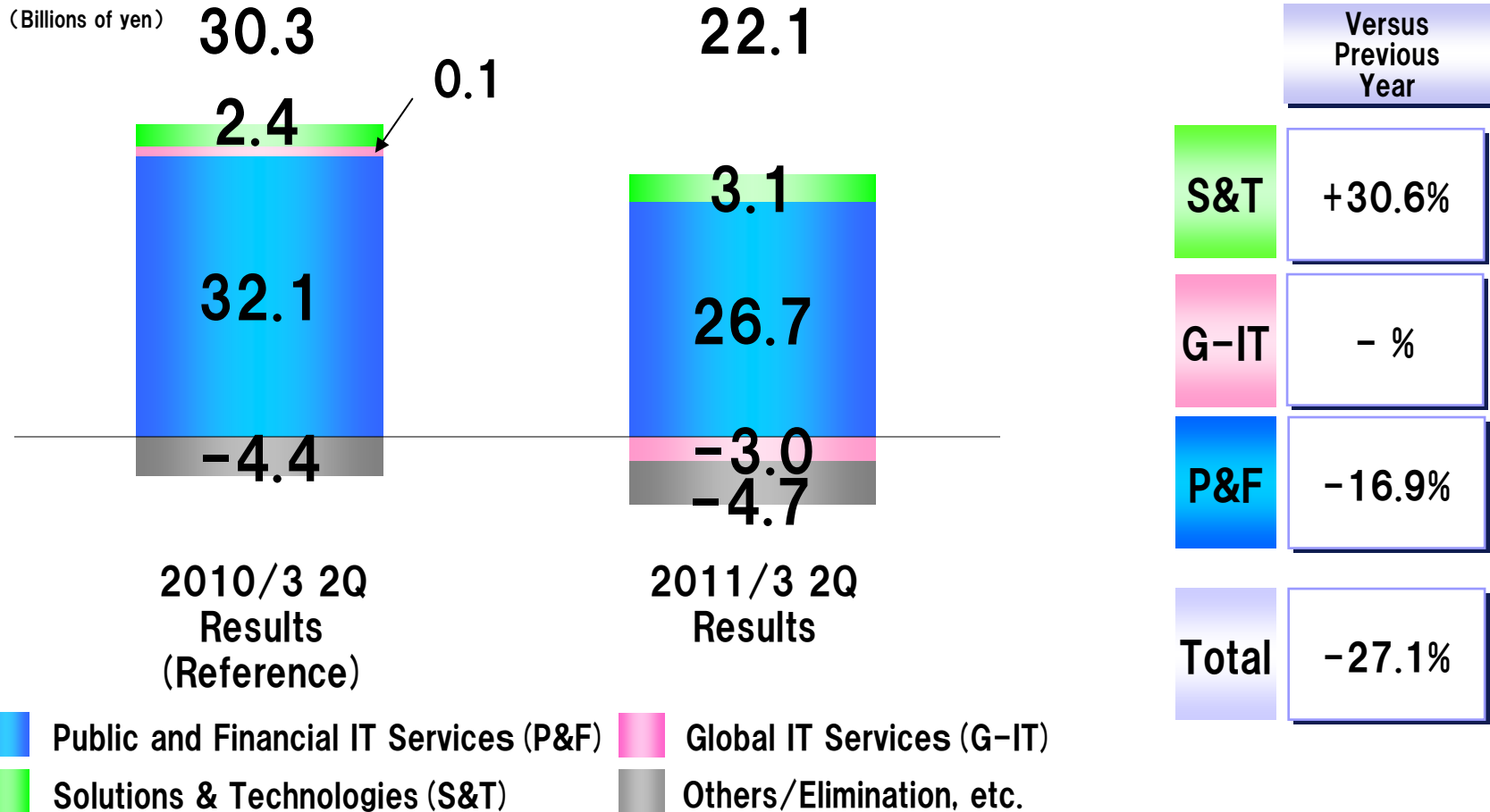
**Non-consolidated**

- Declined thanks to administrative cost efficiency measures, etc.

-0.3 billion yen

# Segment Profit

■ Lower profit affected by sales decline in P&F Company and by unprofitable projects, etc.



\* Per-segment data is based on income before income taxes. This does not apply to some common costs not distributed per company (e.g., financing costs).

\* Per-segment data includes internal transactions. Totals are income before income taxes.



## 2. Forecast Revisions for Fiscal Year Ending March 31, 2011, etc.

# Highlights of Forecast Revisions for FY Ending March 31, 2011

Versus  
Initial  
Forecasts

1

**New Orders  
Received**

¥1,000.0 billion



■ Versus Initial Forecasts

- billion yen [ - %]

2

**Net Sales**

¥1,160.0 billion



■ Versus Initial Forecasts

-40.0 billion yen [- 3.3%]

3

**Operating  
Income**

¥75.0 billion

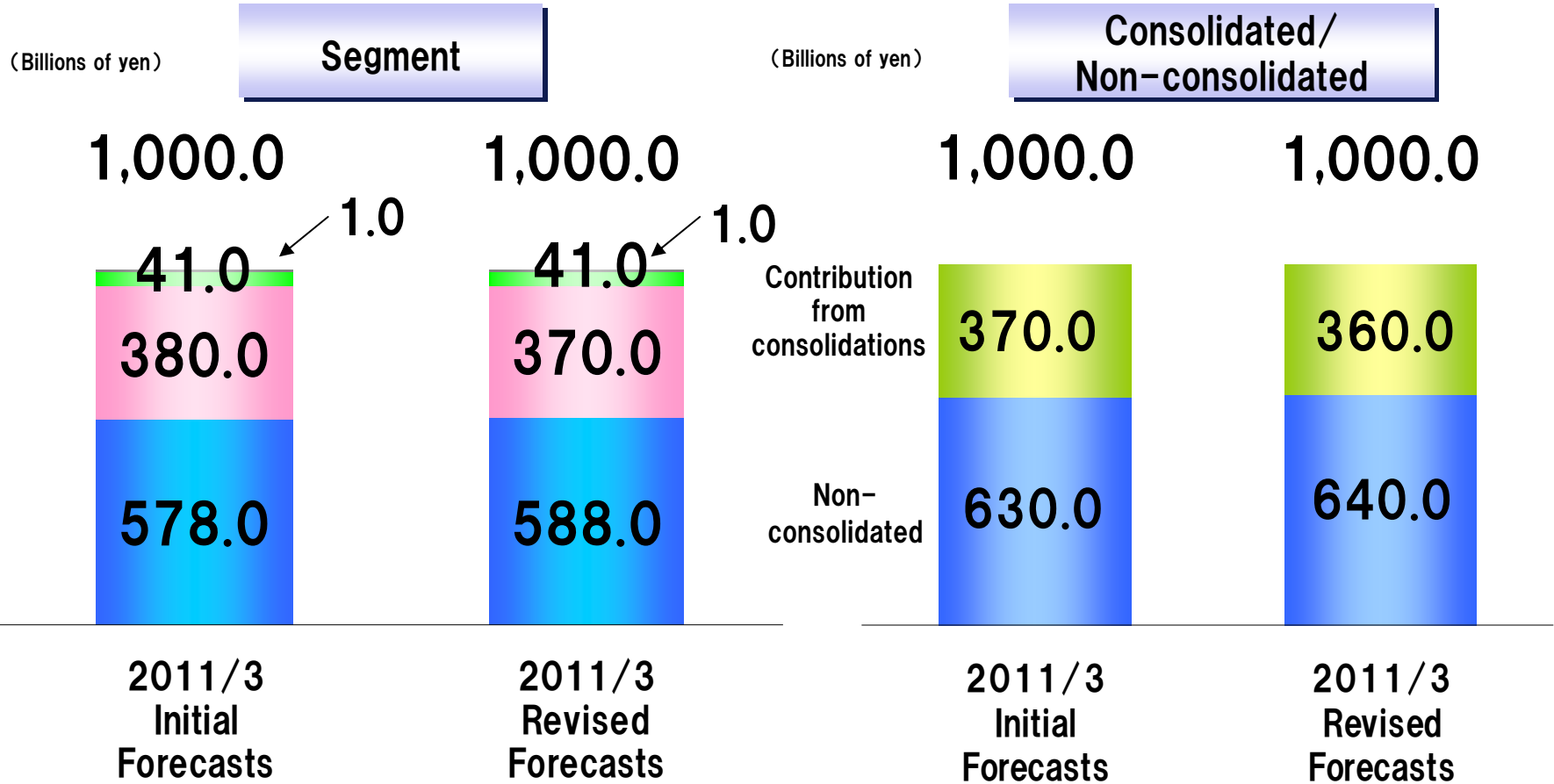


■ Versus Initial Forecasts

-15.0 billion yen [- 16.7%]

# Change in New Orders Received from Initial Forecasts

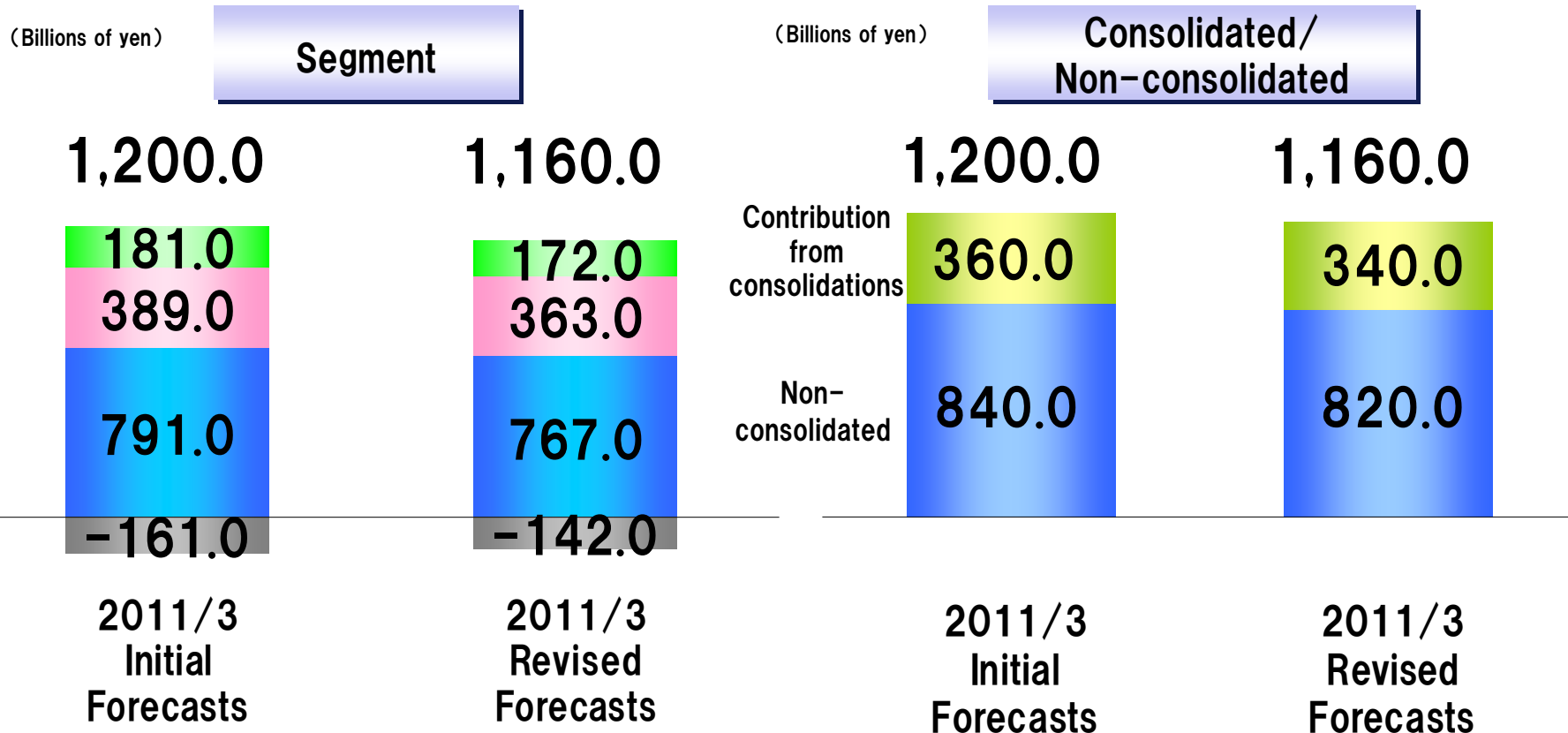
■ Although some of our segment forecasts as well as our non-consolidated forecast and our forecast for the contribution from consolidations have been revised, our consolidated forecast remains unchanged.



■ Public and Financial IT Services (P&F)
 ■ Global IT Services (G-IT)
 ■ Solutions & Technologies (S&T)
 ■ Others/Elimination, etc.

# Change in Net Sales from Initial Forecasts

■ Sales are expected to decline in each segment, affected by economic conditions and other factors. The Global IT Company expected decline is impacted additionally by exchange rates.

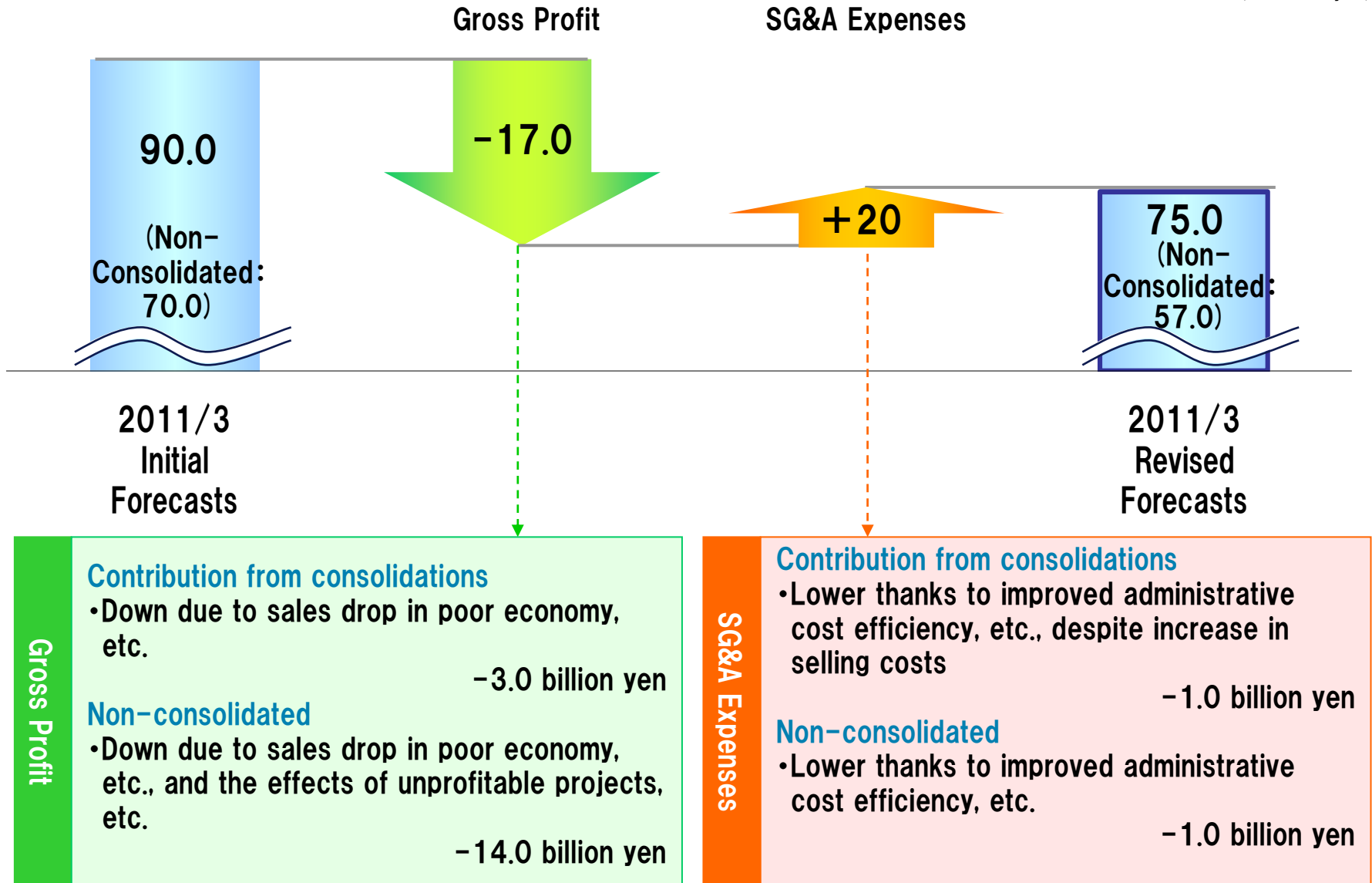


■ Public and Financial IT Services (P&F)
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 ■ Others/Elimination, etc.

\*Per-segment data includes internal transactions.

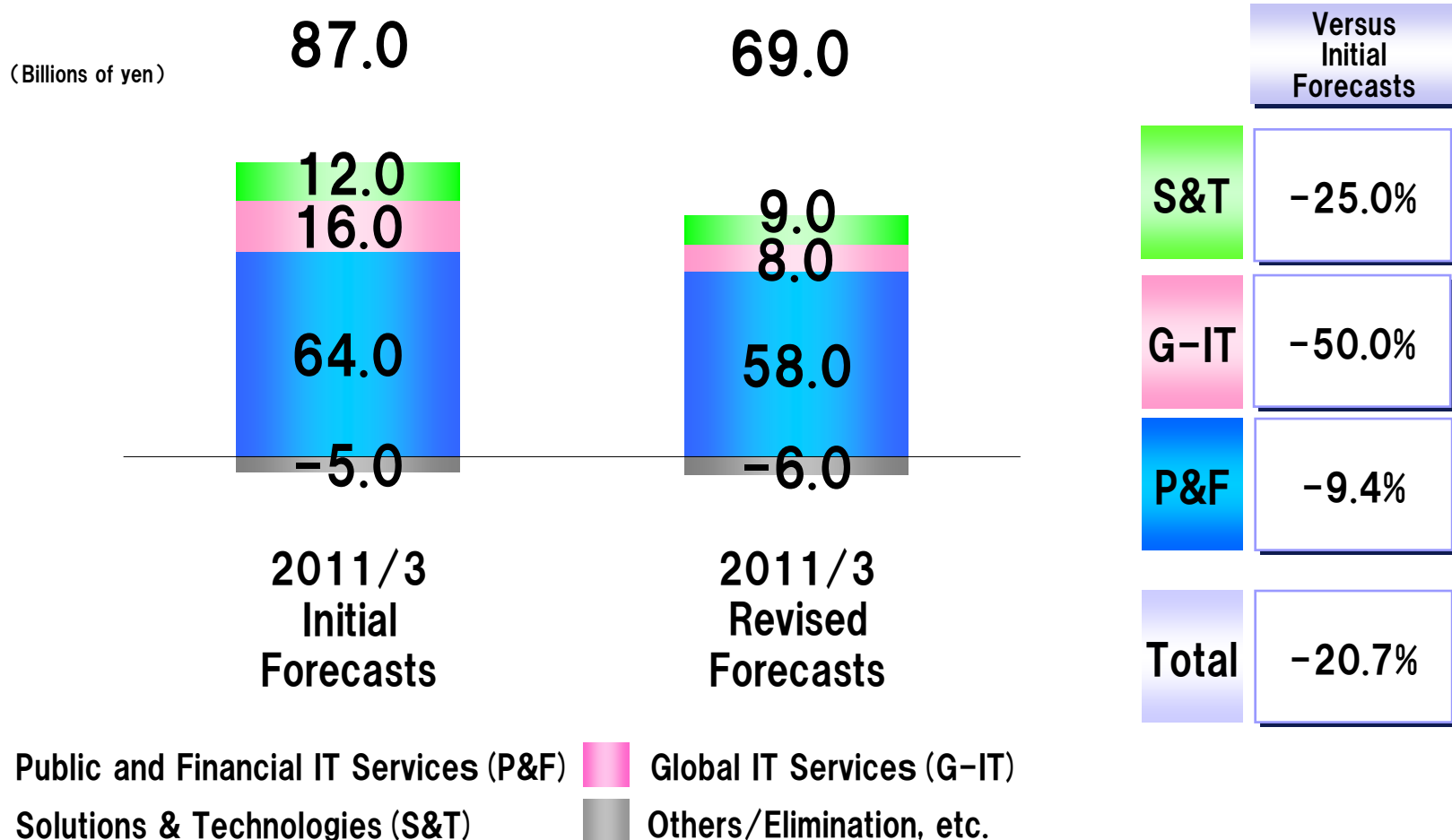
# Factors for Change in Operating Income (from Initial Forecasts)

(Billions of yen)



# Change in Segment Profit from Initial Forecasts

■ Profit decline expected from sales drop due to poor economy, etc., in addition to the effects of unprofitable projects, etc.



\* Per-segment data is based on income before income taxes. This does not apply to some common costs not distributed per company (e.g., financing costs).

\* Per-segment data includes internal transactions. Totals are income before income taxes.

# Recent Business Climate and Our Business Outlook (1/2)

Public & Financial IT Services

- Hopes for IT spending on new national strategy projects, but some cuts or revisions expected to result from government budget screening.
- Expect spending by financial institutions for new legal compliance, but cautious mood likely to continue as recovery slowing for most business categories.

National Government	<ul style="list-style-type: none"> <li>• No specific IT spending at this time tied to implementing new strategies of IT Strategy Headquarters (national ID, etc.).</li> <li>• Some IT spending may be cut or revised due to government budget screening and program reviews.</li> </ul>
Local Government and Community-based Business	<ul style="list-style-type: none"> <li>• In difficult fiscal situation, budgets being trimmed and strong demands for cost-lowering in bids, etc.</li> <li>• Demand starting to appear for shared services promising IT cost reductions, as seen in the Ministry of Internal Affairs and Communications setting up local government cloud computing promotion headquarters in late July.</li> </ul>
Healthcare	<ul style="list-style-type: none"> <li>• New strategies of IT Strategy Headquarters (“My Hospital Everywhere,” etc.) not leading to specific IT spending at this time.</li> <li>• IT spending for online insurance billing impacted by end of “100% online” obligation, failure to budget incentives.</li> </ul>
Major Banks	<ul style="list-style-type: none"> <li>• Worst period over for investment incentive, but not expecting major IT spending recovery. Opportunities seen in IFRS, and other new legal requirements, and in new business models such as electronically recorded monetary claims and fund transfer act.</li> </ul>
Regional Banks	<ul style="list-style-type: none"> <li>• Recovery having stalled in the overall category, price-cutting demands to remain strong, along with ongoing trend toward shared system use and outsourcing.</li> <li>• Possible new opportunities in Electronically Recorded Monetary Claims Act and other legal changes.</li> </ul>
Financial Unions	<ul style="list-style-type: none"> <li>• With performance slide stopping, outlook is for stable IT spending even if not full-blown growth.</li> <li>• Minimum necessary spending to meet legal requirements is seen.</li> </ul>
Insurance, Security and Credit Corporations, etc.	<ul style="list-style-type: none"> <li>• Insurance: Situation in industry as a whole somewhat better than before, but IT spending likely to decline slightly in deteriorating macro environment due to population decline, etc.</li> <li>• Securities: Trend continued on lower IT spending with slumping stock market, etc., but spending seen for meeting IFRS and other new legal requirements.</li> <li>• Credit: System spending remains depressed as Money Lending Business Act revisions impact earnings.</li> </ul>

# Recent Business Climate and Our Business Outlook (2/2)

## Global IT Services

- Corporate IT spending sluggish due to downside risk of economy. Decision on project implementation subject to stringent cost-effectiveness reviews, and price-cutting demands continue to grow.
- Both domestic and overseas business facing increased competition with global IT companies, especially from India.

Communication, Broadcasting and Utility Industry	<ul style="list-style-type: none"> <li>• Relatively strong IT spending despite severe business climate. Mobile carriers' spending shifting toward better customer service.</li> <li>• In utility industry, growing desire for smart grid and other environment-related spending.</li> </ul>
Manufacturing Industry	<ul style="list-style-type: none"> <li>• IT spending remains depressed. Strong IT price-cutting demands for both new and existing projects.</li> <li>• IT spending seen in SCM for business process and system redesign, and along with overseas expansion.</li> </ul>
Retail, Logistics and Other Service Industry	<ul style="list-style-type: none"> <li>• IT needs seen in data utilization to strengthen marketing activities, although overall IT spending remains low.</li> <li>• IT demand expected as convenience stores and other retailers expand overseas.</li> </ul>
Global (overseas local business)	<ul style="list-style-type: none"> <li>• Brisk IT spending in U.S. directly related to operations efficiency, despite fears of economic slowdown. In Europe, large variance in economies of each country, but overall slow recovery and IT spending caution.</li> <li>• IT growth seen in emerging nations mainly in Asia with stepped-up infrastructure spending and expanding domestic demand.</li> </ul>

## Solutions & Technologies

- High interest in, and potential needs for, data centers and other cloud-computing services as well as IT platforms/solutions, from the viewpoint of IT spending efficiencies and optimization.

Network	<ul style="list-style-type: none"> <li>• Continued demand seen as orders from financial institutions remain solid.</li> <li>• Strong needs for cost reduction characterize the network market as a whole.</li> </ul>
Cloud Computing Services (including Data Center Services)	<ul style="list-style-type: none"> <li>• "BIZXAAS" drawing steady customer interest, notably in private cloud service centering on server integration and in SaaS use for email. Will aim aggressively for larger share of cloud services market.</li> <li>• Strong interest in data center cost cutting, energy saving. Growing demand seen for large-scale IT outsourcing service featuring cloud and "Green Data Center," including operations.</li> </ul>





### 3. Progress in Medium-term Management Policy

# Key Policy Measures

Keywords	Goals	Initiatives
Sales and Marketing Enhancement	Improve Customer Satisfaction	<ul style="list-style-type: none"> <li>● Reduce percentage of low-CS customers, further raise rating for all companies.</li> <li>● Reform product marketing (boost cross-selling, discover and exploit existing products in Group)</li> </ul>
SI Competitiveness Enhancement	<ul style="list-style-type: none"> <li>• Shorter Processes</li> <li>• Major Cost Reduction</li> <li>• Higher quality</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce problem projects</li> <li>● Raise productivity by standardizing procedures and enhancing development environments</li> <li>● Promote further offshore development</li> </ul>
Group Business Enhancement and Expansion	<ul style="list-style-type: none"> <li>• Group Expansion</li> <li>• Creating Group Synergy</li> </ul>	<ul style="list-style-type: none"> <li>● Raise Group overall capacity utilization</li> <li>● Speed up Group company reorganization</li> <li>● Fully adopt G-SSC (Group Shared Services Center)</li> <li>● Promote M&amp;A</li> </ul>
Human Resource Development	<ul style="list-style-type: none"> <li>• Enhancement of Competitiveness</li> <li>• Improve Employee Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>● Introduce new human resources system and establish P-CDP* operation</li> <li>● Clarify desired middle-management traits and boost management</li> <li>● Promote Work-Style Innovation</li> </ul>
+		
Environment-oriented Management	Reduction of Environmental Impact	<ul style="list-style-type: none"> <li>● Create, expand, and roll out environmental solutions</li> <li>● Promote “Green Data Center” and office greening</li> </ul>

\*P-CDP: Professional CDP (Career Development Program). A program aimed at developing and securing professional human resources, by clarifying the desired HR model and certifying the level and expertise of each employee, in order to link personnel improvement with company growth.

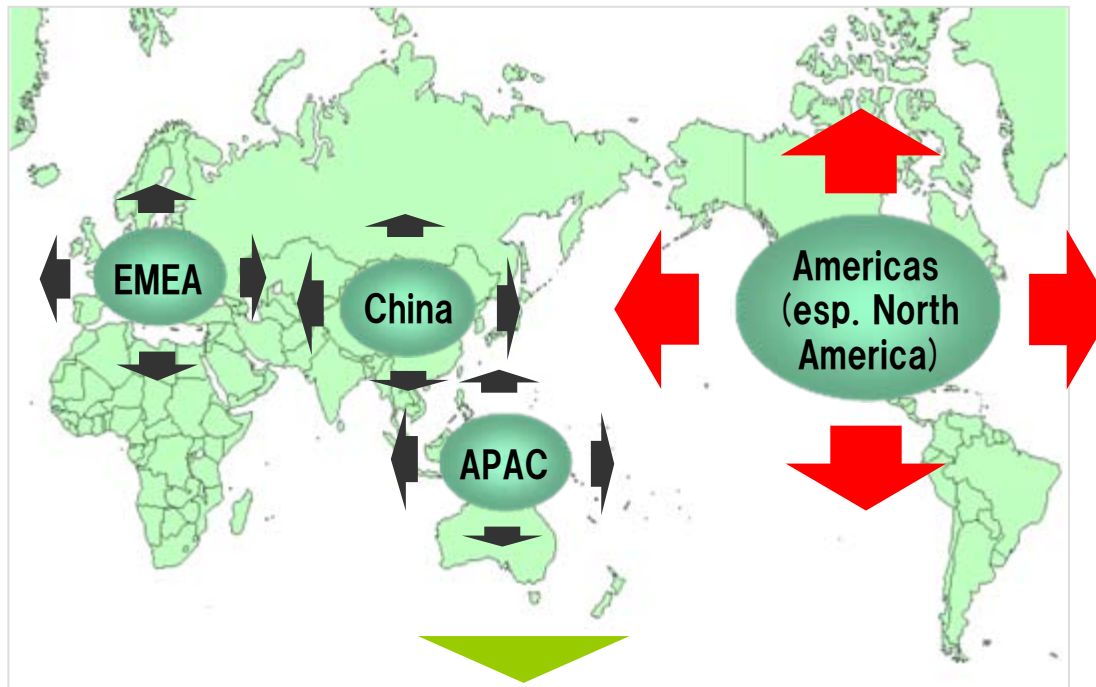
# M&A-based Global Growth Strategy

Aiming to achieve overseas sales of 300 billion yen by the fiscal year ending March 31, 2013, and to accelerate growth through M&A, we have our sights on the Global Top 5.

Growth of IT services market in Japan limited

Japanese corporations going global

Besides Europe and Asia, need stronger presence in North America, which accounts for around 40% of the world IT market



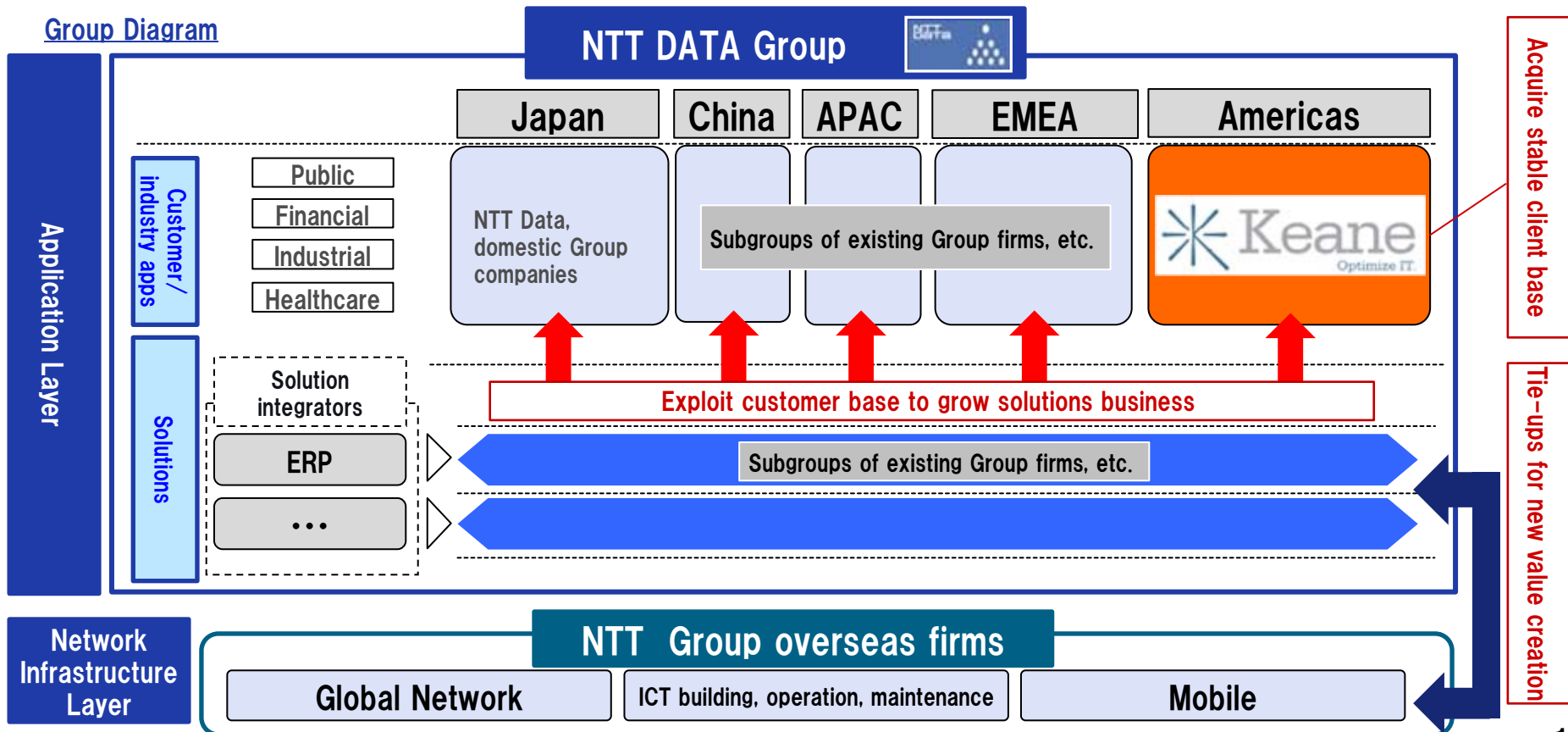
Acquire “source of growth,” aim for Global Top 5

# Background and Objectives of M&A in Americas

High value-added solutions business must be expanded, as SI business becomes commoditized and price competition grows increasingly fierce.

Acquire the stable customer base and marketing resources of Keane International, Inc., which has built up long-term relations with large corporate customers in North America.

Group Diagram



# Making Keane International, Inc. a Subsidiary

## ◇ Profile of Keane

- Name Keane International, Inc.
- Business Operations Application development and maintenance; SAP, Oracle and other package-related services; infrastructure management; BPO; other comprehensive IT services
- Established 1965
- Location Boston, MA, USA
- Capital About 164 million dollars (about 13.6 billion yen)
- Employees About 12,500 (as of June 2010)
- Features
  - Provide services to big customers in public, finance, industrial, healthcare, life sciences, and other fields
  - Provide wide range of IT services (application development and maintenance; SAP, Oracle, and other package-related services; infrastructure management; BPO, etc.)

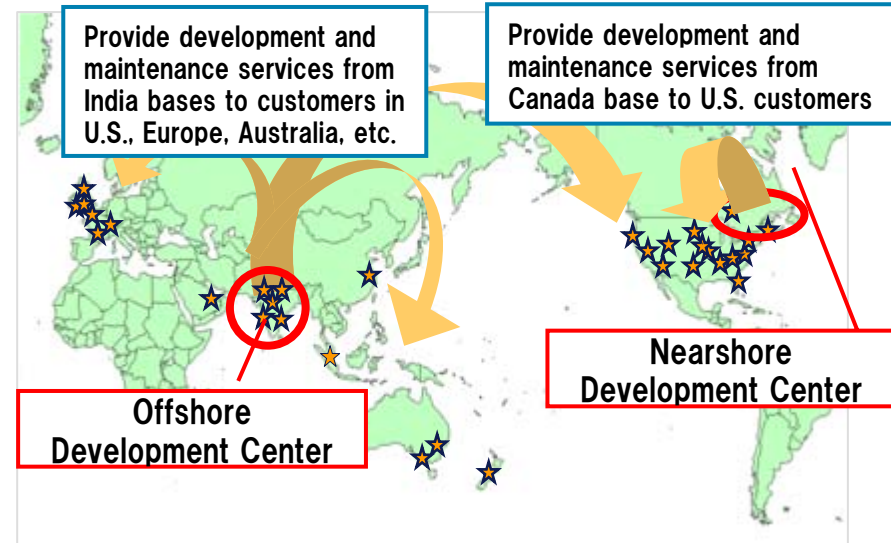
## ◇ Path to becoming a subsidiary

- Oct. 29, 2010 Sign merger agreement
- Nov.–Dec. 2010 Review by U.S. government, etc.
- Dec. 2010 Process completed (tentative)

## ◇ Objectives

- Obtain stable customer base in each industry
- Obtain skilled sales staff and high-level sales know-how
- Obtain global operations know-how using offshoring (India) and nearshoring (Canada) for application development and infrastructure management
- Boost support of both companies' customers by creating collaboration with Group companies in Japan and abroad

## Global Locations



## Net Sales/Total Assets

(\$ million)

	FY ended December 31, 2009
Net Sales	788
Total Assets	1,212

# Intelligroup Now a Subsidiary

## ◇ Profile of Intelligroup

- Name Intelligroup, Inc
- Business Operations Consulting, systems integration and software development, licensing business and outsourcing services
- Established 1987
- Location Princeton, NJ, USA
- Capital 413 thousand dollars (37 million yen)
- Employees 2,101 (as of Dec. 31, 2009)
- Features Intelligroup has developed industry award winning ERP-related tools and pre-configured, vertical specific solutions. In addition, Intelligroup is a services partner of SAP and Oracle in multiple regions.

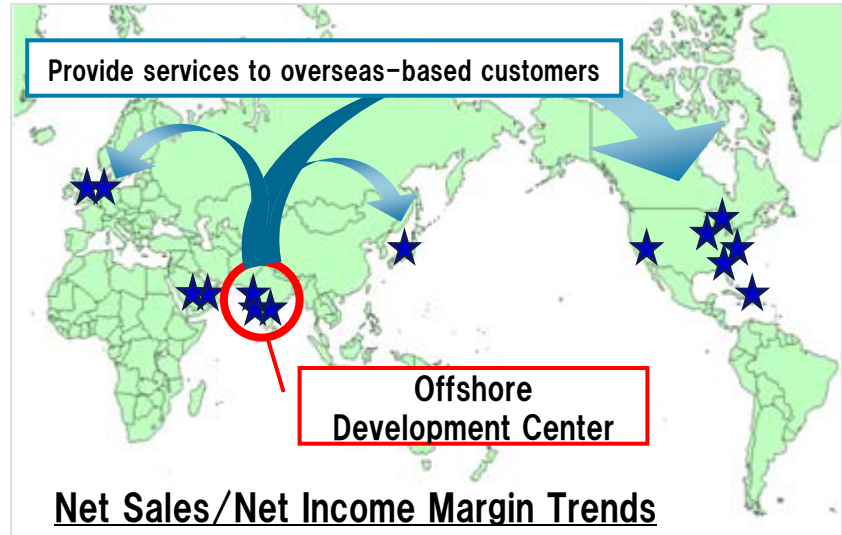
## ◇ Path to becoming a subsidiary

- June 2010 Decided to make a tender offer
- July 2010 Completed the tender offer

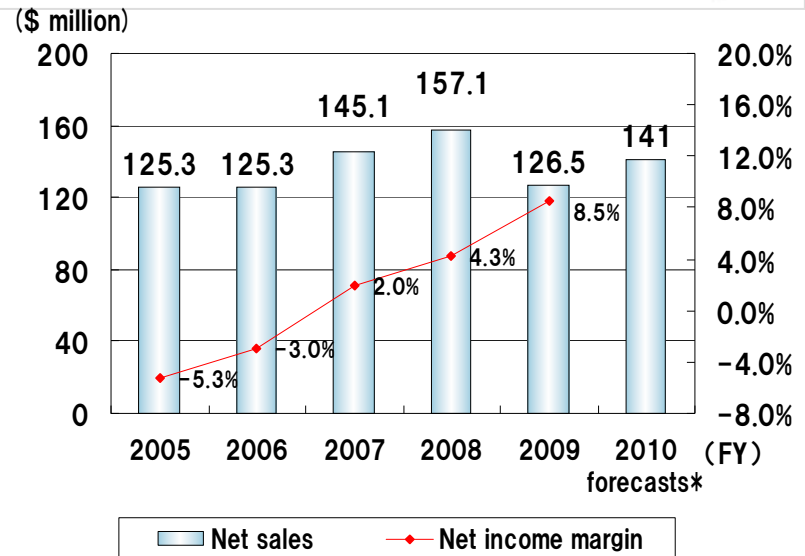
## ◇ Objectives

- Acquire Intelligroup's excellent customer base along with its specialized SAP and Oracle expertise.
- Gain knowledge in life sciences, manufacturing, and consumer goods industries.
- Gain ERP tools and global operations expertise including delivery center in India.
- By building cooperation with Japan and overseas Group companies, boost support for corporate customers of both firms.

## Global Locations



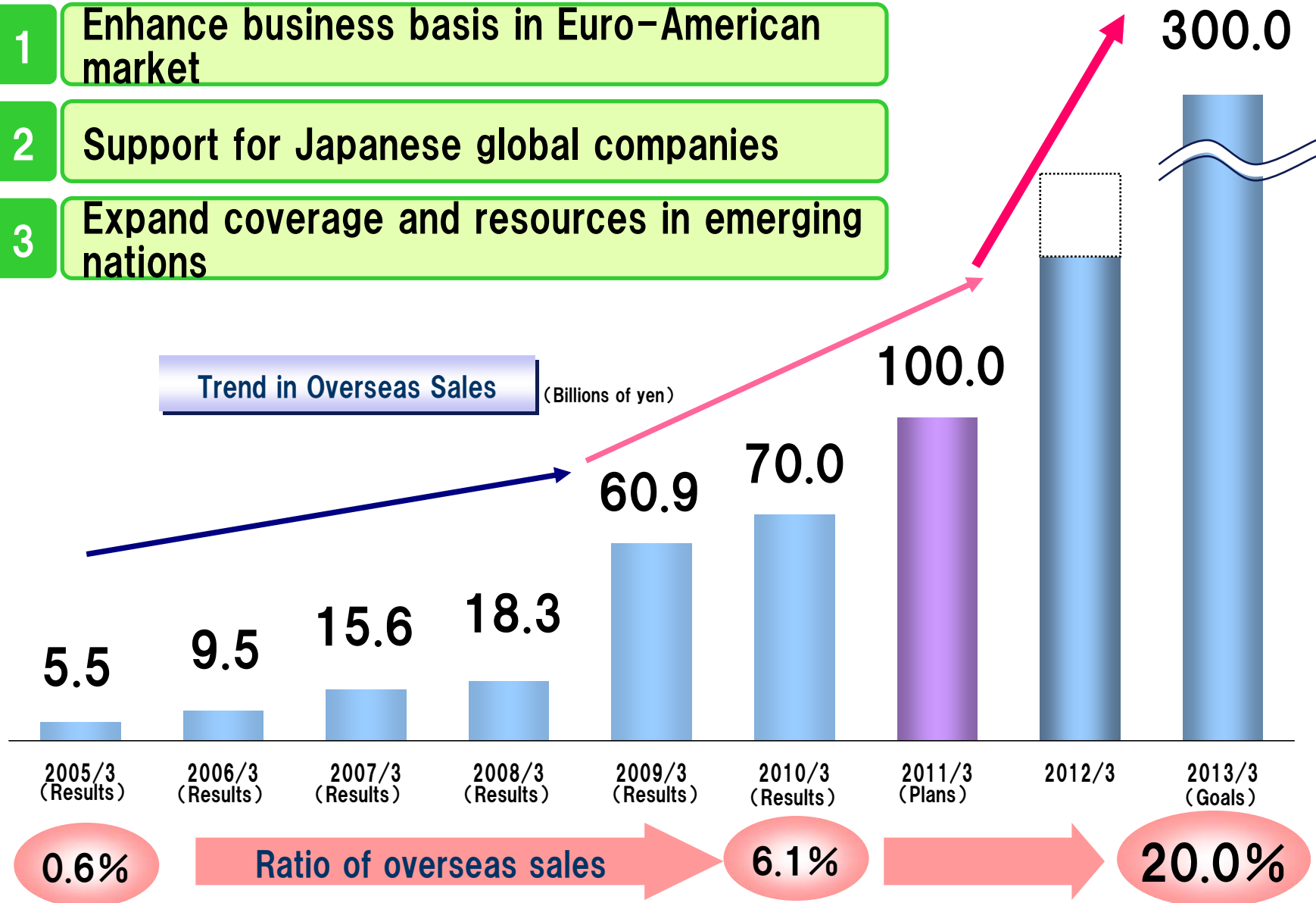
## Net Sales/Net Income Margin Trends



\*2010 forecasts based on data announced by Intelligroup prior to merger (Schedule14D-9, Amendment No. 4, U.S. SEC Information Disclosure System) 21

# Pursuing Global Strategy

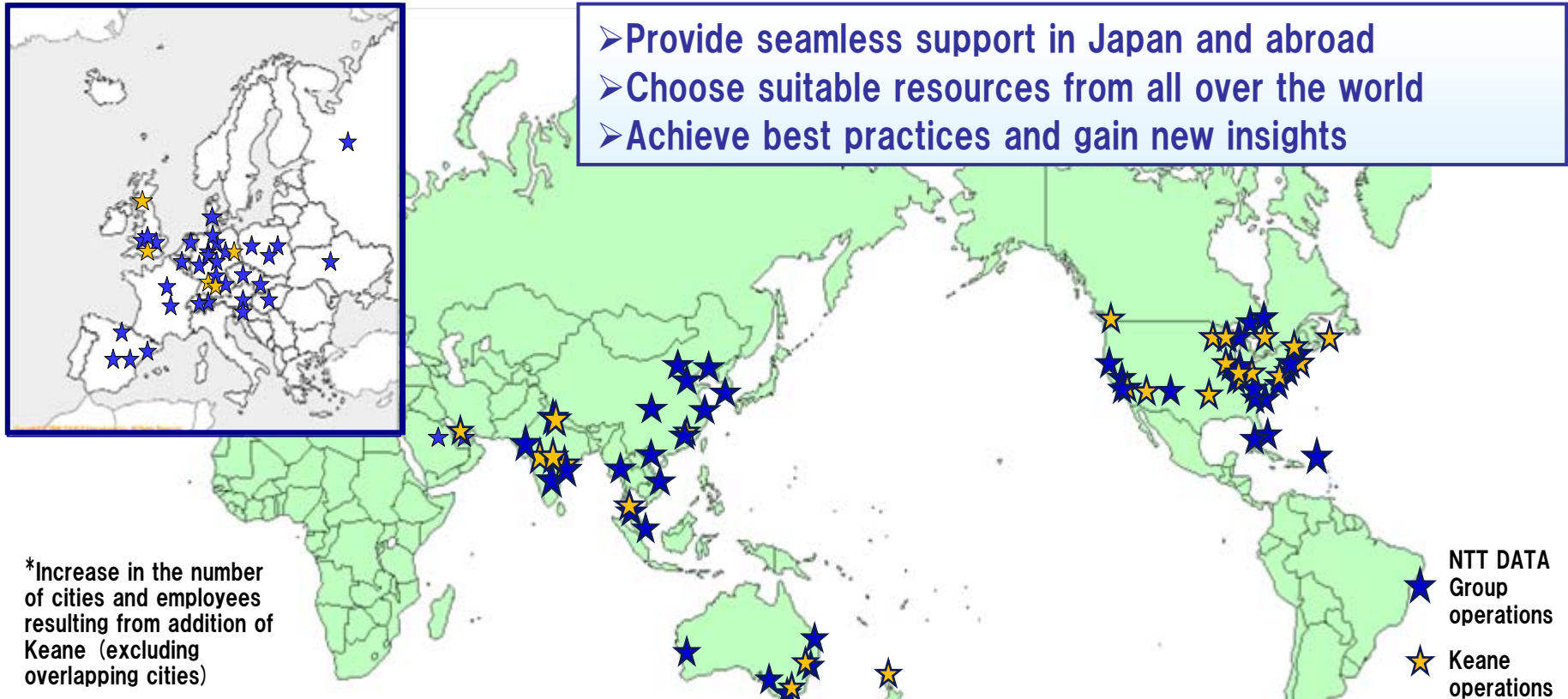
- 1 Enhance business basis in Euro-American market
- 2 Support for Japanese global companies
- 3 Expand coverage and resources in emerging nations



# Status of Overseas Bases

**About 21,000** persons deployed in **128** cities in **30** countries

(Number of bases and employees in NTT DATA Group as of Sept. 30, 2010 with addition of Keane)



- Provide seamless support in Japan and abroad
- Choose suitable resources from all over the world
- Achieve best practices and gain new insights

\*Increase in the number of cities and employees resulting from addition of Keane (excluding overlapping cities)

NTT DATA Group operations

Keane operations

## European region

Bases: **46** cities  
(43 cities + **3** cities\*)  
Employees: about **3,600**  
(about 3,000 + **about 600**\*)

## Asia Pacific region

Bases: **33** cities  
(27 cities + **6** cities\*)  
Employees: about **11,300**  
(about 4,400 + **about 6,900**\*)

## North American region

Bases: **49** cities  
(27 cities + **22** cities\*)  
Employees: about **6,200**  
(about 1,200 + **about 5,000**\*)



# Expanded Use of Group Shared Services Center (G-SSC)

We are promoting shared services center use for Group company management operations (G-SSC) toward greater management information visibility, improved governance, and more efficient management.

## Up to now

- Introduced SSC in NTT DATA Corporation
- Established G-SSC on this base, and began consolidation of Group operations

## From now on

- Make G-SSC introduction mandatory as a rule and accelerate pace
- Expand services menu by revamping systems and practices

## Increase in coverage

Applicable domain	FY2009 (Results)	FY2010 (targets)	FY2011 (targets)
Finance (net sales)	18%	66%	100%
Procurement (purchase amount)	16%	57%	100%
HR (employees)	47%	50%	76%
General affairs (employees)	13%	82%	99%

Operations consolidated in G-SSC will over time be transferred to Wuxi (China) and Hokkaido Group companies for further cost reductions.

# Further Advancement of "Three Arrows"

## Climate for SI Business

Information systems becoming more advanced and complex

Demands for lower prices

Demands for faster delivery

Lateral deployment of know-how for more efficient system development



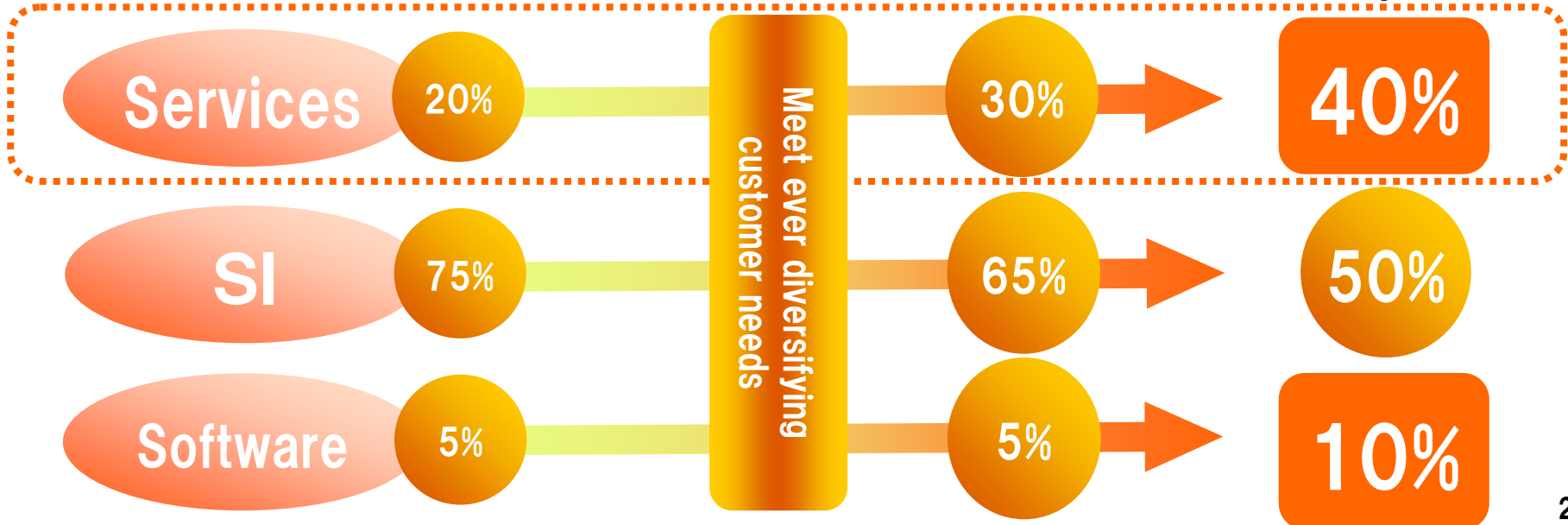
Turning individual SI projects into shared-use systems for more profit

## Boost service trend further

as of FY ended  
March 31, 2008

as of FY ended  
March 31, 2010

Targets



# Innovation Plans

Accelerating our business portfolio reformation by investing 30 billion yen in 3-year period starting from FY ended March 31, 2010.

Examples of customer needs and innovations meeting those needs

Services / Products Needs	Services	SI	Software
Dramatic Cost Reduction	<ul style="list-style-type: none"> <li>Expansion of shared data centers</li> <li>BIZXAAS (cloud-computing)</li> </ul> <p style="text-align: right; color: red; font-size: 2em;">2.0</p>		<ul style="list-style-type: none"> <li>Biz J (Biz Integral)</li> <li>Active utilization of open source</li> <li>More offshoring</li> </ul> <p style="text-align: right; color: red; font-size: 2em;">1.5</p>
Speed Redoubling (Cut Delivery Time)		<ul style="list-style-type: none"> <li>Software development automation</li> <li>Development process reengineering</li> <li>24-hour development</li> <li>Establishment of Proactive Testing COE</li> </ul>	<p style="text-align: right; color: red; font-size: 2em;">3.0</p>
Paradigm Shifts	<ul style="list-style-type: none"> <li>Green Data Center</li> <li>Electric vehicle (EV) charging infrastructure service</li> <li>Platforms for medical information linking</li> </ul> <p style="text-align: right; color: red; font-size: 2em;">2.5</p>		<ul style="list-style-type: none"> <li>Expansion of ECO environmental support products</li> <li>IFRS compliance support</li> </ul> <p style="text-align: right; color: red; font-size: 2em;">1.0</p>

\*Numbers above are prospective investment amounts in FY ending March 31, 2011 (unit: billion yen).

# Expansion of Regional Bank Related Businesses

In June, Oita Bank decided to join NTT DATA Regional Bank Integrated Services Center; and in September Sendai Bank agreed to participate in STELLA CUBE, as business is expanding steadily. Aiming to expand cost advantage further by joint development of Regional Bank Integrated Services Center, shared system for the three banks (The Bank of Yokohama and two banks in the Hokuhoku Financial Group), and "STELLA CUBE."

## BeSTA\*

### NTT DATA Regional Bank Integrated Services Center (15 banks)

- Akita Bank began using in May 2010
- Oita Bank has decided to join
- Service provided to 10 banks, 5 more intending to join

In service

### Shared System for Three Banks (3 banks)

- Bank of Yokohama began use from Jan. 2010
- To be used also by 2 banks of Hokuhoku Financial Group thereafter (May 2011)

In service

### STELLA CUBE (7 banks)

- Service start planned by May 2011
- To be used by 7 banks, consisting of 6 now using STAR-ACE plus Sendai Bank

Developing

NTT DATA has won contracts that account for an approximate 30 percent share of regional banks and second-tier regional banks, the largest for core systems in the industry.

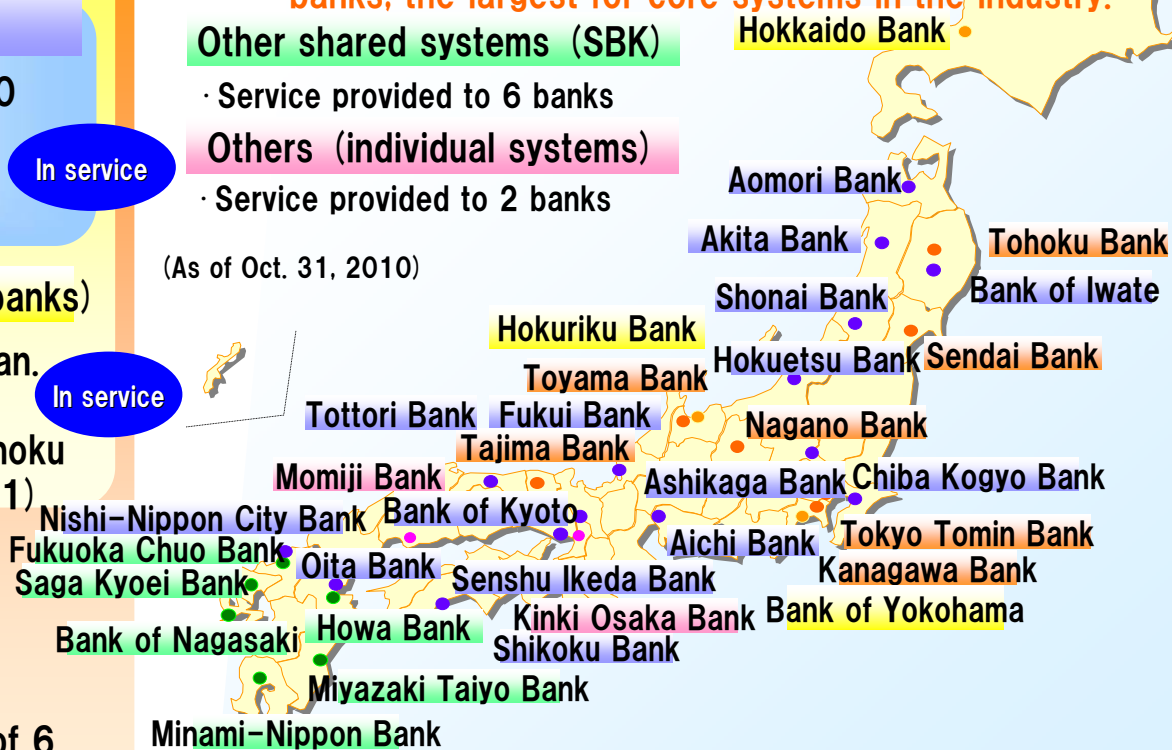
### Other shared systems (SBK)

- Service provided to 6 banks

### Others (individual systems)

- Service provided to 2 banks

(As of Oct. 31, 2010)



\*Banks currently using the service or intending to join

\* BeSTA (Banking application Engine for Standard Architecture)  
A banking application developed by NTT DATA applicable to various banks across banking business categories.

# An Organization Dedicated to Testing Establishment of Proactive Testing COE

A Proactive Testing COE will be set up in the Research and Development Headquarters as a dedicated organization involved in provision of advanced validation and testing services and in underlying R&D. (Dec. 1, 2010)

The aims are to raise design quality in upstream processes, eradication problem projects by improve software quality etc., and raise productivity for shorter turnaround time in the NTT DATA Group.

## Overview of Activities

Provide testing services and conduct R&D toward **quality improvement** and **faster turnaround** in overall system development

- ✓ **Prevent rewrites in downstream processes** by **ensuring upstream quality** in system development
- ✓ **Achieve more efficient testing** by test process innovation and automation
- ✓ **Global deployment\*** of test services in collaboration with overseas Group companies

\*In collaboration with Beijing NTT DATA and Vertex Software, etc., deploy in Chinese and English language regions, respectively.

## Professional Testing Services

### 1. Validation services

Quality assessment services based on **validations** of designs, source code, test cases, etc.

### 2. Support and outsourcing services

**Outsourcing services by test specialists for consulting**, test design and implementation, etc.

### 3. Training services

**Human resource development** in Group companies in Japan and overseas, by training in testing techniques

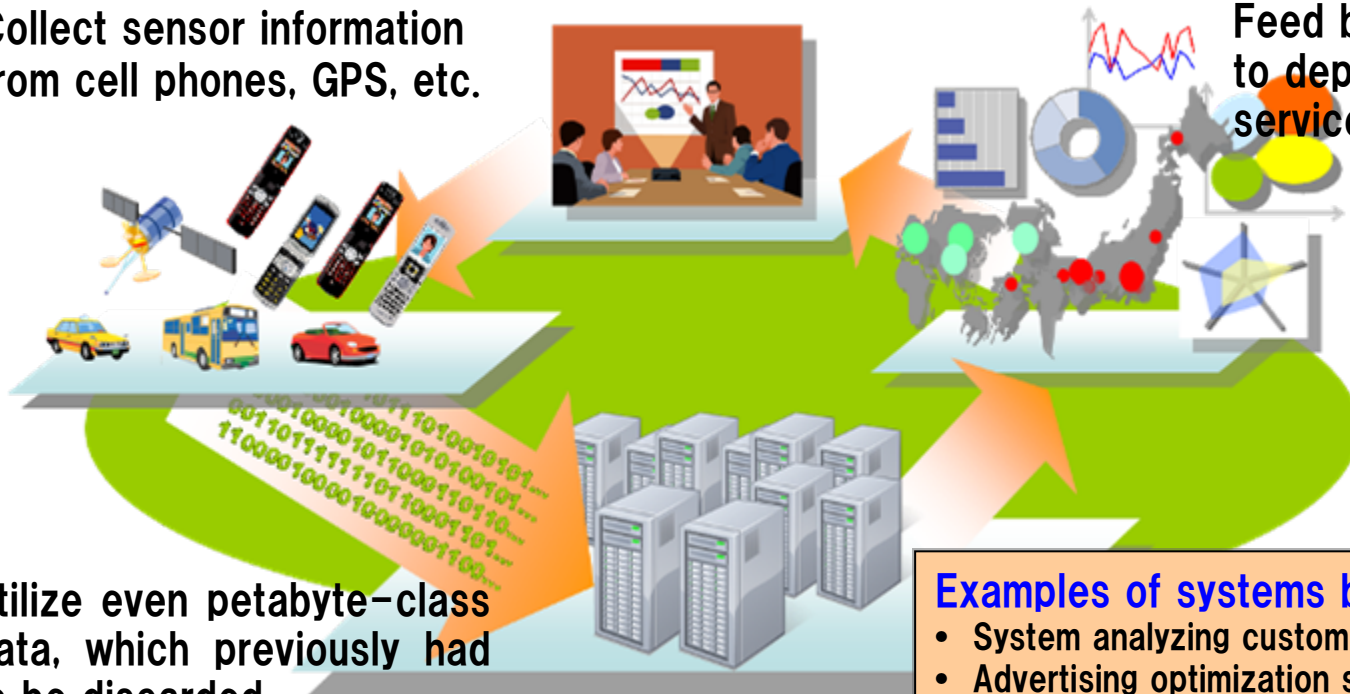
**By improving upstream process quality and innovating test processes, aim for 50% reduction in testing time in NTT DATA Group over the next three years.**

“Hadoop Provisioning and Administration Solution service” now offered as part of the “BIZXAAS Cloud Provisioning Service” lineup.

Building and operating system platforms for analyzing large data sets, without letting data go to waste, and for discovering information of value to business. Consulting for creating new business opportunities.

Collect sensor information from cell phones, GPS, etc.

Feed back analysis results to deploy in strategies and services



Utilize even petabyte-class data, which previously had to be discarded

Hadoop used for large-scale distributed processing

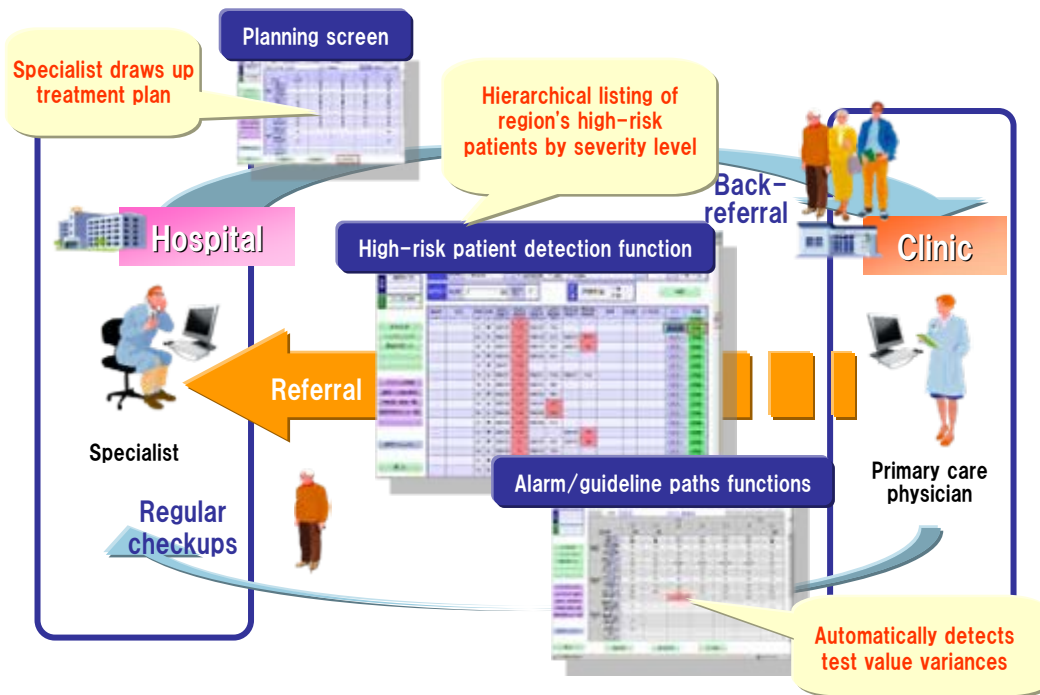
## Examples of systems built on Hadoop

- System analyzing customer trends from POS data
- Advertising optimization support system using log data
- Log analysis system for large websites
- Search system for large data sets
- Simulation system in financial engineering field

\*Hadoop: Open-source software platform for implementing distributed processing

# Chronic Disease Management System Launched Using Regional Medical Network

The Wakashio Medical Network\* (Regional Healthcare Information Network) was launched as a regional medical network with Chiba Prefectural Togane Hospital as a core facility. Treatment guidelines and test and other information for each patient are made available to hospitals and clinics throughout the region. The system automatically detects irregularities in a patient's test values, enabling proper treatment at appropriate times.



Overview of Chronic Disease Management System

## Benefits from linking hospitals and clinics

- Priority treatment for patients who may have serious illnesses
- Early treatment by specialists for patients who may have serious illnesses

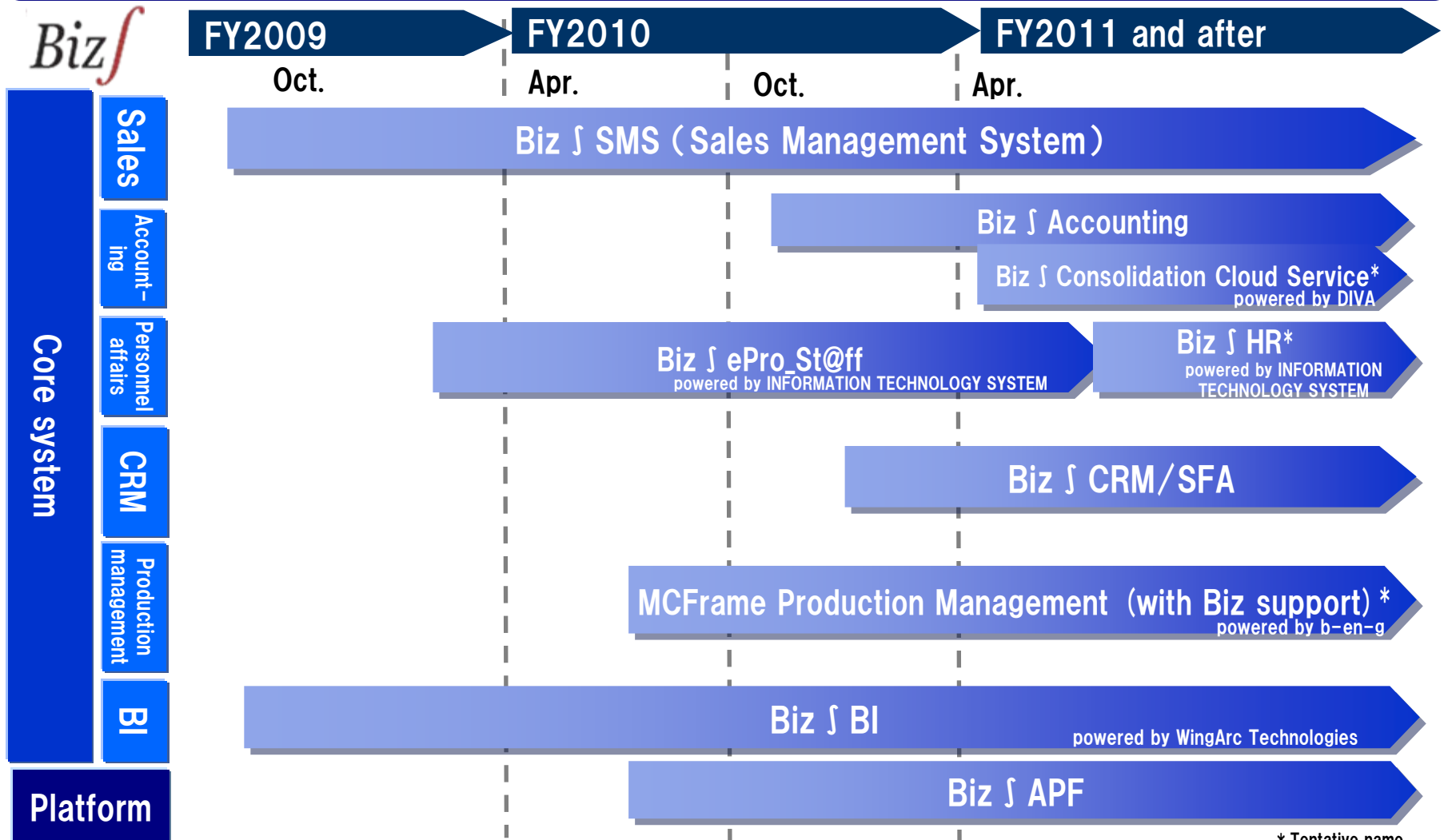
## Benefits of full regional provision

- Make sure everyone in the region gets needed care
- Prevent illnesses from worsening, thereby keeping down medical costs and burden

\* A regional medical network with Chiba Prefectural Togane Hospital as a core facility, selected in 2000 as a pilot project sponsored by the Ministry of Economy, Trade and Industry in order to promote use of advanced information technology in healthcare and other networks. The network has been in operation ever since.

# Status of “Biz ∫ ” Rollout

The cloud-based platform “Biz ∫ APF” was released in July 2010. An IFRS-compliant cloud for consolidated accounting is due in FY2011/1Q. Various solutions will flesh out the lineup from FY2012 on.



\* Tentative name





## 4. Appendices

# Overview of Earnings and New Orders Received for the 2nd Quarter

(Billions of yen, %)

	2010/3 2nd Quarter Results (1)	2011/3 2nd Quarter Results (2)	Change (2) - (1)	Rate of change (2) - (1)
Net Sales	532.8	533.7	+0.9	+0.2
Cost of Sales	405.3	412.0	+6.7	+1.7
Gross Profit	127.4	121.6	-5.8	-4.6
SG&A Expenses	94.0	96.2	+2.2	+2.4
Operating Income	33.4	25.3	-8.0	-24.1
Operating Income Margin	6.3	4.8	—	-1.5
Non-Operating Income and Expenses	-3.0	-2.3	+0.7	+24.4
Ordinary Income	30.3	23.0	-7.3	-24.1
Segment Profit*	30.3	22.1	-8.2	-27.1
Net Income	15.2	12.1	-3.1	-20.6
New Orders Received	689.0	549.3	-139.6	-20.3
Orders On Hand	1,244.5	1,225.1	-19.3	-1.6

\* Segment Profit is income before income taxes.

# Overview of Capital Expenditures, Cash Flows, and B/S, etc. for the 2nd Quarter

(Billions of yen [except cash dividends per share], %)

	2010/3 2nd Quarter Results (1)	2011/3 2nd Quarter Results (2)	Change (2) - (1)	Rate of change (2) - (1)
Capital Expenditures	72.1	72.7	+0.5	+0.8
Operating Cash Flows	108.7	122.4	+13.6	+12.5
Incl. Depreciation and Amortization/ Loss on Disposal of Fixed Assets	78.4	77.8	-0.5	-0.7
Investment Cash Flows	-85.6	-104.1	-18.5	-21.7
Free Cash Flows	23.1	18.2	-4.9	-21.2
Financial Cash Flows	-45.5	48.7	+94.3	—
Cash Dividends per Share (yen)	3,000	3,000		

	As of March 31,2010 (1)	As of September 30,2010 (2)	Change (2) - (1)	Rate of change (2) - (1)
Total Assets	1,279.2	1,330.3	+51.1	+4.0
Incl. Tangible, Intangible Fixed Assets	709.3	710.1	+0.7	+0.1
Interest-Bearing Debt	272.2	335.8	+63.5	+23.3
Shareholders' Equity etc.*	584.5	581.7	-2.8	-0.5

\* Sum of shareholders' equity and unrealized gains/losses on investment securities

# New Orders Received and Net Sales for the 2nd Quarter (Consolidated/Non-consolidated)

(Billions of yen)

## New Orders Received

(Billions of yen)

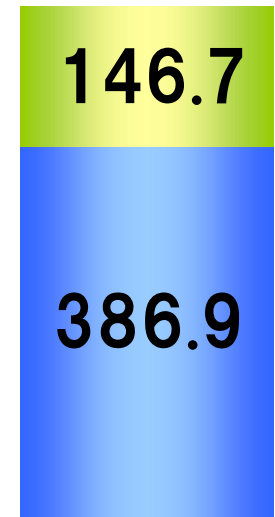
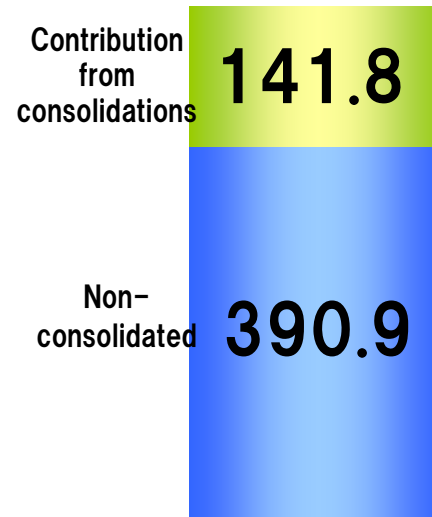
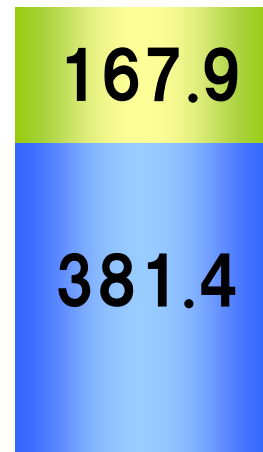
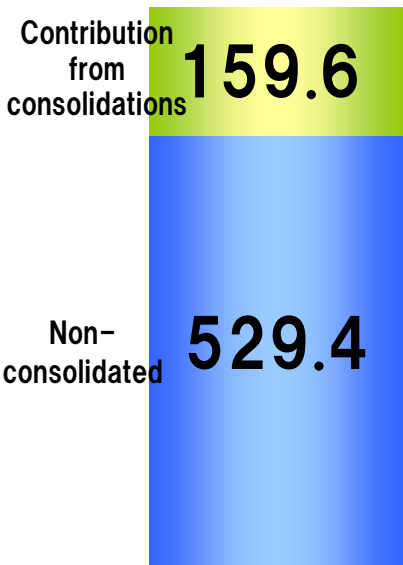
## Net Sales

689.0

549.3

532.8

533.7



2010/3 2Q  
Results

2011/3 2Q  
Results

2010/3 2Q  
Results

2011/3 2Q  
Results

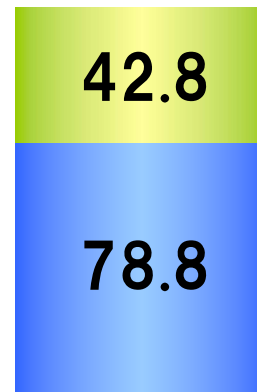
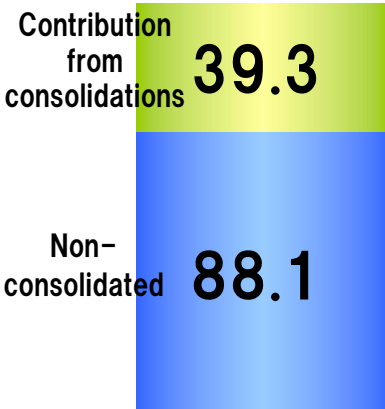
# Gross Profit and SG&A Expenses for the 2nd Quarter (Consolidated/Non-consolidated)

(Billions of yen)

## Gross Profit

127.4

121.6



2010/3 2Q  
Results

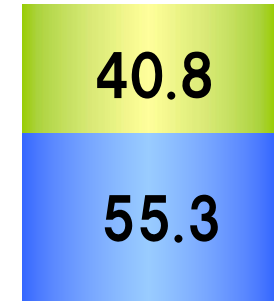
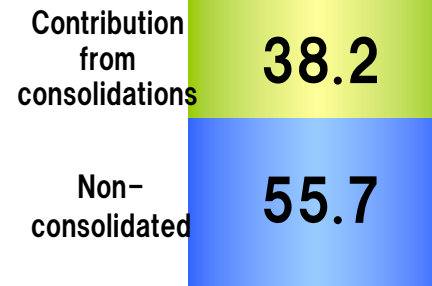
2011/3 2Q  
Results

(Billions of yen)

## SG&A Expenses

94.0

96.2



2010/3 2Q  
Results

2011/3 2Q  
Results

## Cost-of-Sales Ratio (Consolidated)

76.1%

77.2%

## SG&A Ratio (Consolidated)

17.6%

18.0%

# Forecasts of Earnings and New Orders Received for FY Ending March 2011

(Billions of yen [except cash dividends per share], %)

	2011/3 Initial Forecasts (1)	2011/3 Revised Forecasts (2)	Rate of Change from Initial Forecasts (2) - (1)	2010/3 Results (3)	Change from Previous Year (2) - (3)	Rate of Change from Previous Year (2) - (3)
Net Sales	1,200.0	1,160.0	-3.3	1,142.9	+17.0	+1.5
Operating Income	90.0	75.0	-16.7	81.6	-6.6	-8.2
Operating Income Margin	7.5	6.5	-	7.1	-	-
Ordinary Income	87.0	70.0	-19.5	75.7	-5.7	-7.6
Segment Profit*	87.0	69.0	-20.7	71.7	-2.7	-3.9
Net Income	47.0	36.5	-22.3	35.6	+0.8	+2.3
New Orders Received	1,000.0	1,000.0	-	1,181.5	-181.5	-15.4
Cash Dividends per Share (yen)	6,000	6,000		6,000		

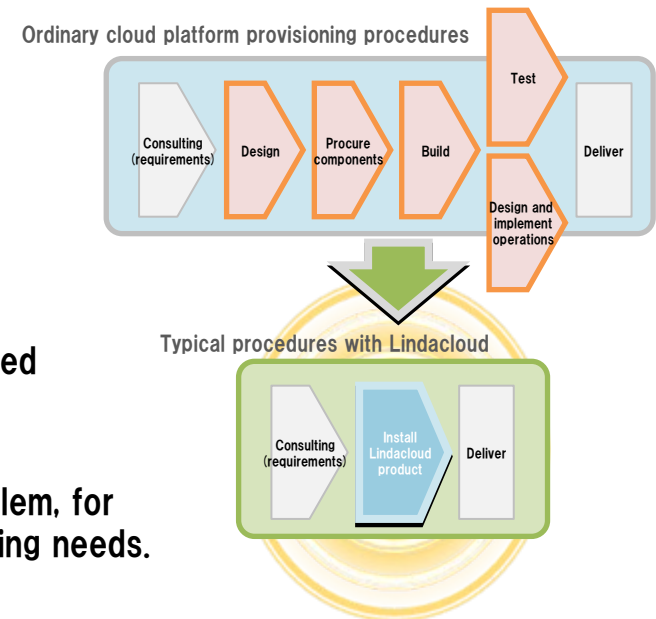
\* Segment Profit is income before income taxes.

Vertical Integration Appliance Server “Lindacloud” won ITpro EXPO AWARD 2010 Grand Prize.



## Features

- ◇ Appliance product, immediately usable after installing  
Comes with software preinstalled for the desired purpose. Can be used soon after installing.
- ◇ Cool-running, energy-saving hardware (environmentally friendly)  
Uses efficient parts for low noise and cool operation. Can be installed right in the office environment rather than needing a machine room.
- ◇ Extensible, robust  
Switches to standby system (standard equipped) in case of a problem, for continued service. Readily expands to increased scale and processing needs.



## Product Series Cool-running, energy-saving hardware preinstalled with software for different uses

Lindacloud for Hadoop  
Processing platform for large data sets

Lindacloud for NAS  
NAS server platform



Lindacloud for ThinClient  
Thin client platform

Lindacloud for Lindasync  
Storage services platform

# Initiatives for Environment-oriented Management

In keeping with environment-oriented management, employees of the NTT DATA Group and their families took part in a survey of aquatic nonnative species, with the cooperation of the Nature Conservation Society of Japan, in ten key Japanese cities, from June to September 2010. They collected habitat data on the red-eared slider and other alien species, providing the data to the Society for furthering ecological knowledge and for use in preserving biodiversity.



The collected information was posted on our Web site supporting IT use for conservation.

