

# Company Presentation for the Second Quarter of the Fiscal Year ending March 31, 2012



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

**NTT DATA CORPORATION**  
**November 1, 2011**

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## **Cautionary Statement Regarding Forward-looking Statements**

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# 1. Results for the Second Quarter of Fiscal Year Ending March 31, 2012

# Highlights of Results for the 2nd Quarter of FY Ending March 31, 2012

	2012/3 2nd. Quarter Results (Jul.-Sep.)	YoY		2012/3 2nd. Quarter Results (Apr.-Sep.)	YoY	As % of full-year forecast
<b>New Orders Received</b>	198.8 billion yen	+20.6 billion yen (+11.6%)		609.3 billion yen	+59.9 billion yen (+10.9%)	60.9%
<b>Net Sales</b>	301.4 billion yen	+29.2 billion yen (+10.7%)		571.7 billion yen	+38.0 billion yen (+7.1%)	47.6%
<b>Operating Income</b>	19.2 billion yen	+6.7 billion yen (+53.6%)		30.7 billion yen	+5.3 billion yen (+21.1%)	38.4%
<b>Segment Profit</b> (*)	17.5 billion yen	+6.1 billion yen (+53.8%)		28.4 billion yen	+6.3 billion yen (+28.6%)	39.0%
<b>Net Income</b>	8.9 billion yen	+2.6 billion yen (+42.3%)		12.4 billion yen	+0.3 billion yen (+2.8%)	31.9%

\* Segment Profit is income before income taxes.

# New Orders Received

- For the quarter : New orders increased by consolidated subsidiary expansion.
- Fiscal year to date (YTD) : New orders rose thanks to growth in non-consolidated orders including P&F orders for existing system upgrades and large-scale G-IT orders, in addition to consolidated subsidiary expansion.

	2012/3 2nd. Quarter Results (Jul.-Sep.)	YoY	2012/3 2nd. Quarter Results (Apr.-Sep.)	YoY
Public & Financial IT Services (P&F)	103.8 billion yen	+ 7.1 billion yen (+ 7.4%)	391.8 billion yen	+31.3 billion yen (+ 8.7%)
Global IT Services (G-IT)	88.3 billion yen	+14.1 billion yen (+19.0%)	193.4 billion yen	+28.4 billion yen (+17.2%)
Solutions & Technologies (S&T)	6.4 billion yen	- 0.6 billion yen (- 9.1%)	23.4 billion yen	+ 0.1 billion yen (+ 0.7%)
<b>Total</b>	<b>198.8 billion yen</b>	<b>+20.6 billion yen (+11.6%)</b>	<b>609.3 billion yen</b>	<b>+59.9 billion yen (+10.9%)</b>

\* Data for 2nd quarter of FY ended March 31, 2011, a basis of comparison, reflects reclassification by customer business fields in some overseas subsidiaries.

# Net Sales

Income grew both YTD and for the quarter, boosted mainly by consolidated subsidiary expansion in P&F and G-IT companies.

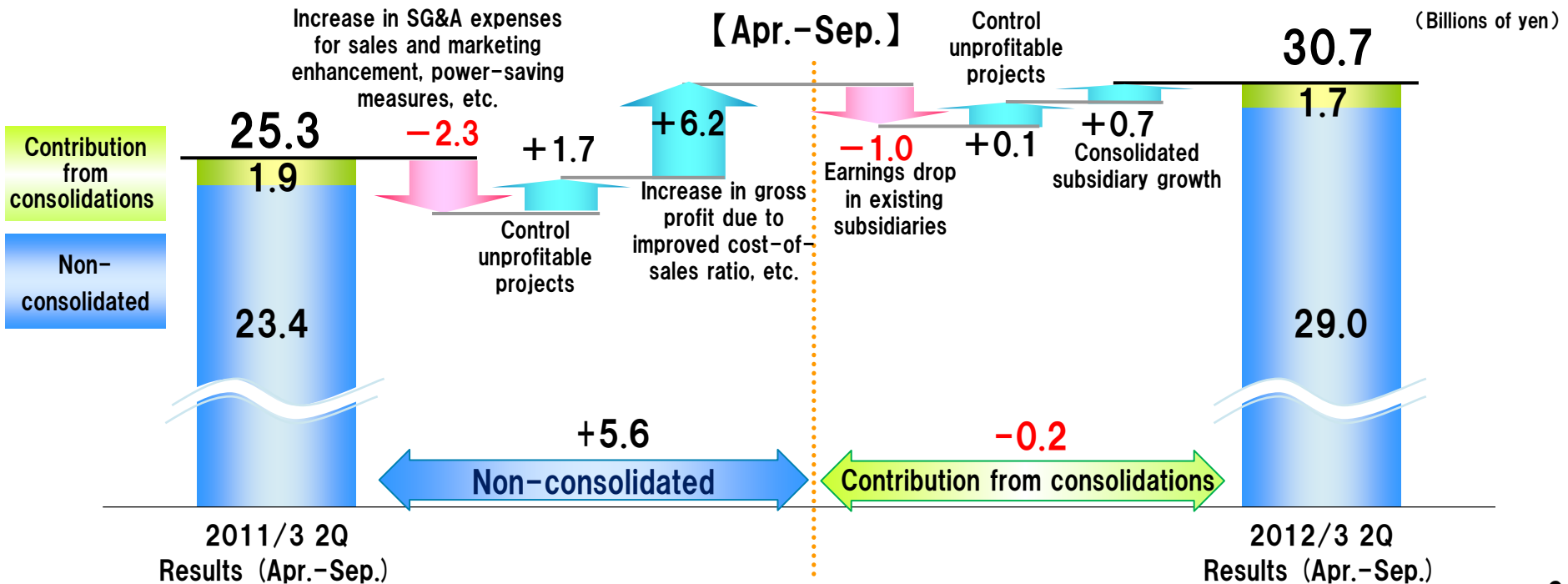
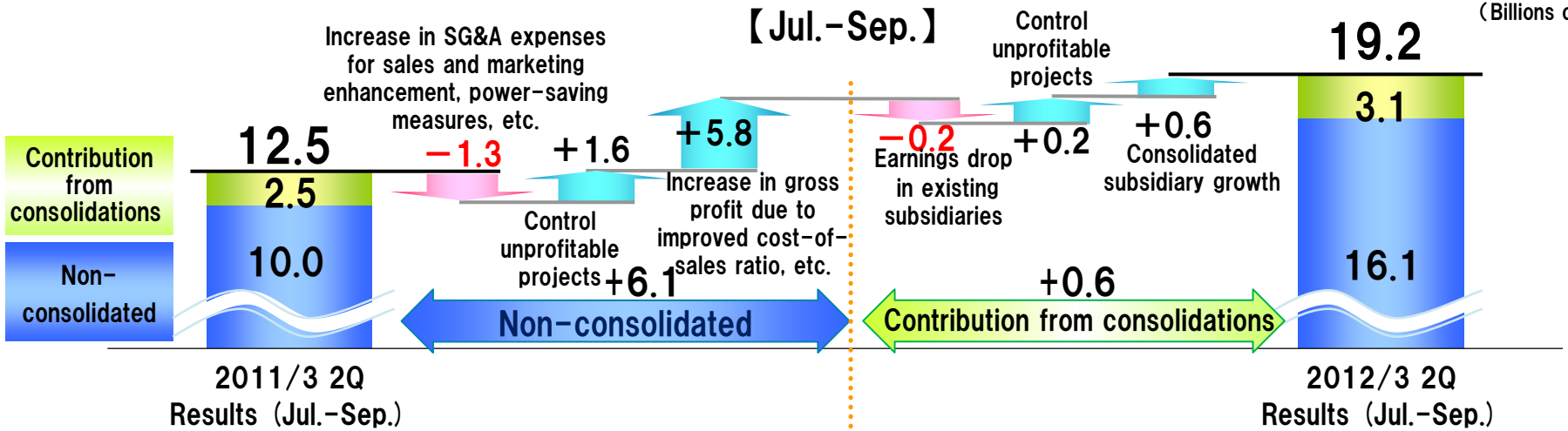
	2012/3 2nd. Quarter Results (Jul.-Sep.)	YoY	2012/3 2nd. Quarter Results (Apr.-Sep.)	YoY
Public & Financial IT Services (P&F)	186.5 billion yen	+ 12.2 billion yen (+ 7.0%)	360.3 billion yen	+ 8.5 billion yen (+ 2.4%)
Global IT Services (G-IT)	104.3 billion yen	+ 16.2 billion yen (+ 18.5%)	190.0 billion yen	+ 28.3 billion yen (+ 17.5%)
Solutions & Technologies (S&T)	40.4 billion yen	+ 0.3 billion yen (+ 0.8%)	78.5 billion yen	- 0.9 billion yen (- 1.1%)
Others/ Elimination, etc.	- 29.8 billion yen	+ 0.4 billion yen (+ 1.4%)	- 57.2 billion yen	2.0 billion yen (+ 3.4%)
<b>Total</b>	<b>301.4 billion yen</b>	<b>+ 29.2 billion yen (+ 10.7%)</b>	<b>571.7 billion yen</b>	<b>+ 38.0 billion yen (+ 7.1%)</b>

\* Per-segment data includes internal transactions.

\* Data for 2nd quarter of FY ended March 31, 2011, a basis of comparison, reflects reclassification by customer business fields in some overseas subsidiaries.

# Operating Income

(Billions of yen)



# Segment Profit

■ Earnings increased both YTD and for the quarter due mainly to cost-of-sale ratio improvement in P&F and G-IT companies and to consolidated subsidiary expansion.

	2012/3 2nd. Quarter Results (Jul.-Sep.)	YoY	2012/3 2nd. Quarter Results (Apr.-Sep.)	YoY
Public & Financial IT Services (P&F)	14.8 billion yen	+ 1.7 billion yen (+13.1%)	28.1 billion yen	+ 1.8 billion yen (+ 6.9%)
Global IT Services (G-IT)	3.2 billion yen	+ 5.7 billion yen (-)	1.8 billion yen	+ 5.0 billion yen (-)
Solutions & Technologies (S&T)	1.8 billion yen	- 0.4 billion yen (-21.1%)	3.0 billion yen	- 0.1 billion yen (- 3.6%)
Others/ Elimination, etc.	- 2.4 billion yen	- 0.8 billion yen (-57.1%)	- 4.6 billion yen	- 0.4 billion yen (-10.9%)
<b>Total</b>	<b>17.5 billion yen</b>	<b>+ 6.1 billion yen (+53.8%)</b>	<b>28.4 billion yen</b>	<b>+ 6.3 billion yen (+28.6%)</b>

\* 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).  
 \* Data for 2nd quarter of FY ended March 31, 2011, a basis of comparison, reflects reclassification by customer business fields in some overseas subsidiaries.  
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## **2. Earnings Forecasts for Fiscal Year Ending March 31, 2012, etc.**

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

- Recovery and rebuilding following the March 11 disaster are the focus of government initiatives; close attention must also be paid to trends in IT spending.
- The IT spending outlook by financial institutions remains uncertain as they deal with quake damage and continue to be affected by economic downturn fears.

Public & Financial IT Services

National Government	<ul style="list-style-type: none"> <li>• The government continues to consider measures for implementing new IT Strategic Headquarters strategies (e.g., National ID), but these studies have not yet led to actual IT spending.</li> <li>• Continued reductions in government spending should further the trend toward IT budget cuts and revisions.</li> </ul>
Local Government and Community-based Business	<ul style="list-style-type: none"> <li>• Amid overall belt-tightening and cost-cutting demands, moves toward use of shared system are emerging as a way to reduce IT outlay.</li> <li>• Interest may grow in safety and security area, especially disaster prevention systems.</li> </ul>
Healthcare	<ul style="list-style-type: none"> <li>• New plans of the IT Strategic Headquarters (e.g., "My Hospital Everywhere") are still under discussion. We are watching the situation carefully.</li> <li>• With the delay in the submission of a bill for a new system replacing the late-elderly health care system, IT spending is likely to be delayed.</li> </ul>
Major Banks	<ul style="list-style-type: none"> <li>• While the quake disaster may have dampened IT spending, we expect BPO and cloud spending as part of business continuity planning (BCP).</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: Record insurance claims from the Great East Japan Earthquake and typhoons are likely to impact IT spending.</li> <li>• Securities: Lower IT spending trend continues 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

- In Japan, negative impact on domestic IT spending is feared in a wide range of industries, as companies face an uncertain earnings outlook due to The Great East Japan Earthquake and high yen exchange rate.
- In global markets, on the other hand, despite an uncertain economic outlook in some areas, IT spending is expected to increase overall especially in the US and emerging countries.

### Communication, Broadcasting and Utility Industry

- With the surge in smartphone use, IT spending is seen for communication equipment upgrades and new service development.
- IT spending is expected also for backup centers and disaster recovery, etc., influenced by the recent disasters.

### Manufacturing Industry

- Strong demands for IT cost cutting continue in both new and existing projects. Interest also in Application Management Outsourcing (AMO) for legacy systems.
- Demands for global delivery support as overseas shift by Japanese companies accelerates.

### Retail, Logistics and Other Service Industry

- As the economic outlook remains uncertain, domestic IT spending is stalled notably in the retail industry.
- Overseas IT spending demand is seen, however, as Japanese companies expand operations in Europe and Asia.

### Global (Overseas local business)

- Although some countries in the EU face ongoing economic crises, the German economy is slowly recovering mainly in the manufacturing industry. Corporate IT spending, however, especially by major firms, is not keeping pace with GDP growth.
- IT spending is increasing in the U.S. despite the uncertain economic outlook.
- Companies are investing in Indonesia and other parts of Asia with growing expansion there, raising hopes for IT spending.

## Solutions & Technologies

- While there is ongoing interest in cloud and data center services from the standpoint of information and system risk distribution, customer price-cutting demands are strong.

### Network

- Demand from financial institutions remains steady, but the disaster has had a dampening effect on IT spending.

### Data Center Services

- From a business continuity planning (BCP) standpoint, we continue to receive inquiries about data centers with quake-resistant or seismically isolated structure, their own power system, and a fault recovery environment.
- We are building data centers outside the TEPCO and Tohoku Electric service areas (including overseas) to meet customer needs.

# Forecasts of Earnings and New Orders Received for FY Ending March 2012

■ Initial forecasts for full-year results remain unchanged.

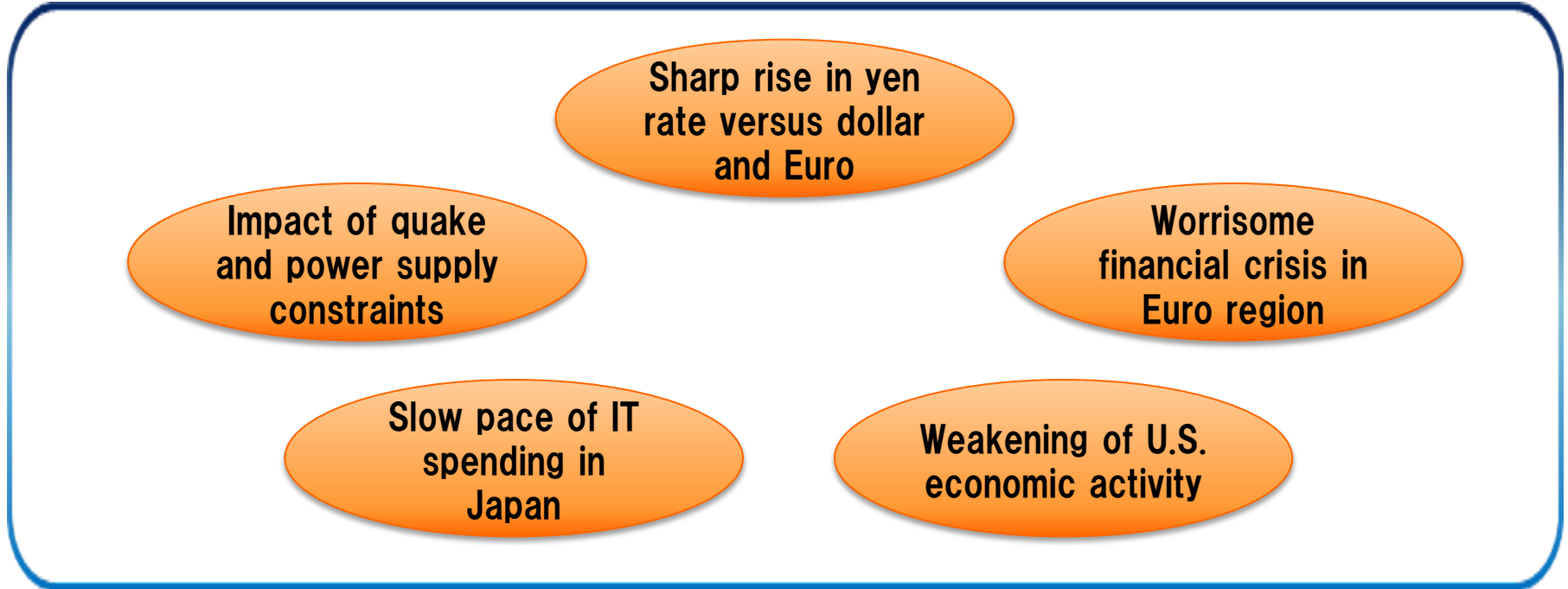
(Billions of yen [except cash dividends per share], %)

	2011/3 Results (1)	2012/3 Forecasts (2)	Change (2) - (1)	Rate of change (2) - (1)
Net Sales	1,161.9	1,200.0	+38.0	+ 3.3
Operating Income	78.3	80.0	+1.6	+ 2.2
Operating Income Margin	6.7	6.7	—	—
Ordinary Income	75.7	73.0	- 2.7	- 3.7
Segment Profit <sup>(*)</sup>	68.4	73.0	+ 4.5	+ 6.6
Net Income	37.3	39.0	+ 1.6	+ 4.5
New Orders Received	988.4	1,000.0	+11.5	+ 1.2
Cash Dividends per Share (yen)	6,000	6,000		

\* Segment Profit is income before income taxes.



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



The management environment is increasingly uncertain, suffering from an extended severe downturn in domestic IT spending as well as sluggish economies in the U.S. and Europe along with the impact of currency exchange rates.

**We are continuing to consider revising medium-term management goals.**

# Key Policy Measures

Keywords	Goals	Specific Approaches
Sales and Marketing Enhancement	Improve Customer Satisfaction	<ul style="list-style-type: none"> <li>●Expand service business.</li> <li>●Promote sales of strategic products in Group.</li> <li>●Boost Group-wide marketing functions from the medium- to long-term perspective.</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>●Strengthen and enforce implementation of measures to reduce problem projects.</li> <li>●Institutionalize software development automation.</li> <li>●Spread use of development standards, environments, tools, etc., to overseas Group firms.</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>●Accelerate Group company restructuring and G-SSC introduction including by overseas Group firms.</li> <li>●Promote Global One Team concept.</li> <li>●Boost global governance.</li> <li>●Utilize India resources of overseas Group companies.</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>●Fully introduce new HR system and spread P-CDP throughout the Group.</li> <li>●Implement Global HR strategy in collaboration with overseas Group firms.</li> <li>●Clarify image of desired middle-layer employees and strengthen management skills.</li> </ul>
+		
Environment-oriented Management	Reduction of Environmental Impact	<ul style="list-style-type: none"> <li>●Enforce energy-saving measures in company offices.</li> <li>●Create, expand, and deploy environmental solutions.</li> <li>●Promote smart business.</li> </ul>

\*1 G-SSC: Group Shared Services Center

\*2 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.

# Initiatives for Eliminating Problem Projects

- Boost Group-wide monitoring of high-difficulty projects (projects for new customers or involving new operations) and implement risk controls on all applicable projects.
- While expanding the scope of existing "process visualization" measures, apply new measures aimed at achieving "contents visualization" for more effective visualization of risks.

## Policy Measures for Eliminating Problem Projects

## Measures

### Boost Group-wide monitoring of high-difficulty projects.

- (1) Expand scope of projects to be managed (all projects for new customers or involving new operations/services)

Improved measures

Reporting of high-risk projects

### Expand scope of existing process visualization measures and enforce them

- (2) Expand scope of visualization (expand from design and development to sales area)

New measure

Sales risk check sheet and visualization of response status

- (3) Thoroughly implement measures for early discovery of risks and prompt response

Improved measures

Risk auditing (design/development process check)  
Check of system specifications and design  
Third-party check of estimate

### From "process visualization" to "contents visualization"

- (4) Apply risk visualization measures that enable contents visualization

New measure

Third-party verification of upstream product

- (5) Build means for fast and timely information provision to profit center managers

New measure

Support for information provision to profit center managers (send experts to projects)



# Making Value Team a Subsidiary

## ◇ Value Team Overview

- Name: Value Team S.p.A
- Business operations: IT consulting, system development, IT outsourcing, ICT security, and embedded software
- Established: 2004
- Headquarters: Milan, Italy
- Capital: Approx. 33 million euro
- Employees: 2,923 (2,477 in Europe, 446 in South America, etc.) (as of April 2011)
- Features:
  - Provides IT services to customers in telecommunications, media, manufacturing, distribution, banking, and insurance fields mainly in Italy and Brazil.
  - Strengths include CRM and contact center solutions, application development, security, and communications-related embedded software.

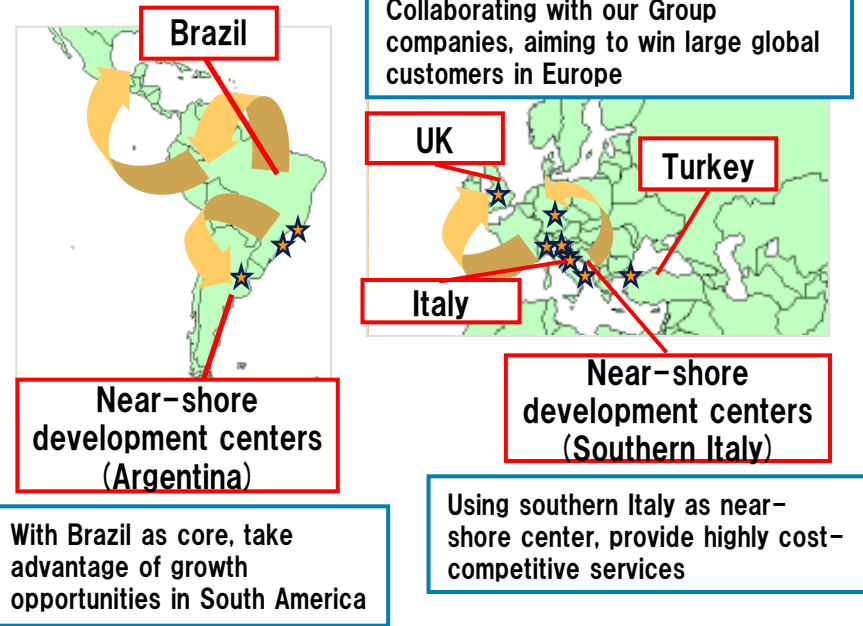
## ◇ Schedule to completion of acquisition

April 25, 2011      Final agreement executed  
June 7, 2011      Acquisition completed

## ◇ Objectives

- Gain coverage in Italy, Turkey, and other parts of southern Europe along with resources, and cultivate new customers.
- Expand and deploy services in South American markets starting from bases and business in Brazil and Argentina as a foothold.
- Boost ability to offer CRM and contact center solutions centering on Siebel.
- Using sites in southern Italy and Argentina as near-shore development centers, reduce development costs and boost product offerings.

## Status of Sites



## Net Sales and Total Assets (million euro)

	Year ended Dec. 2010
Net sales	308
Total assets	334

# Status of Overseas Bases

**About 26,500 persons deployed in 143 cities in 34 countries**

(Number of bases and employees in NTT DATA Group as of Sept. 30, 2011)

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



★ NTT DATA Group operations

EMEA
Bases: 55 cities
Employees: about 6,100

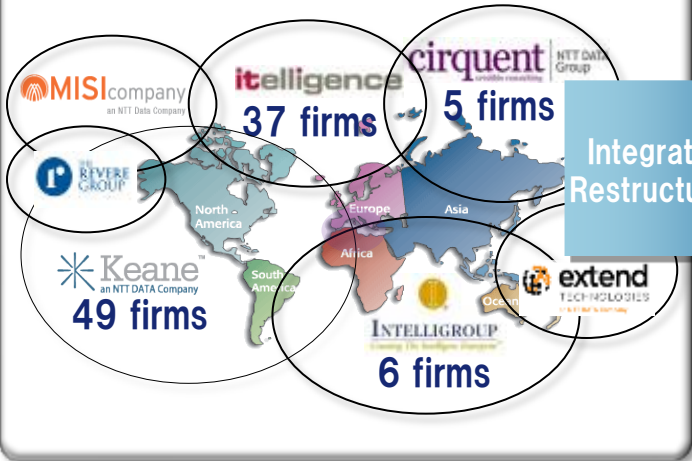
APAC
Bases: 34 cities
Employees: about 13,400

North America & Latam
Bases: 54 cities
Employees: about 7,000

# Boosting Global Governance

Eliminate regional/solutions overlap to form a unified, efficient operations structure.

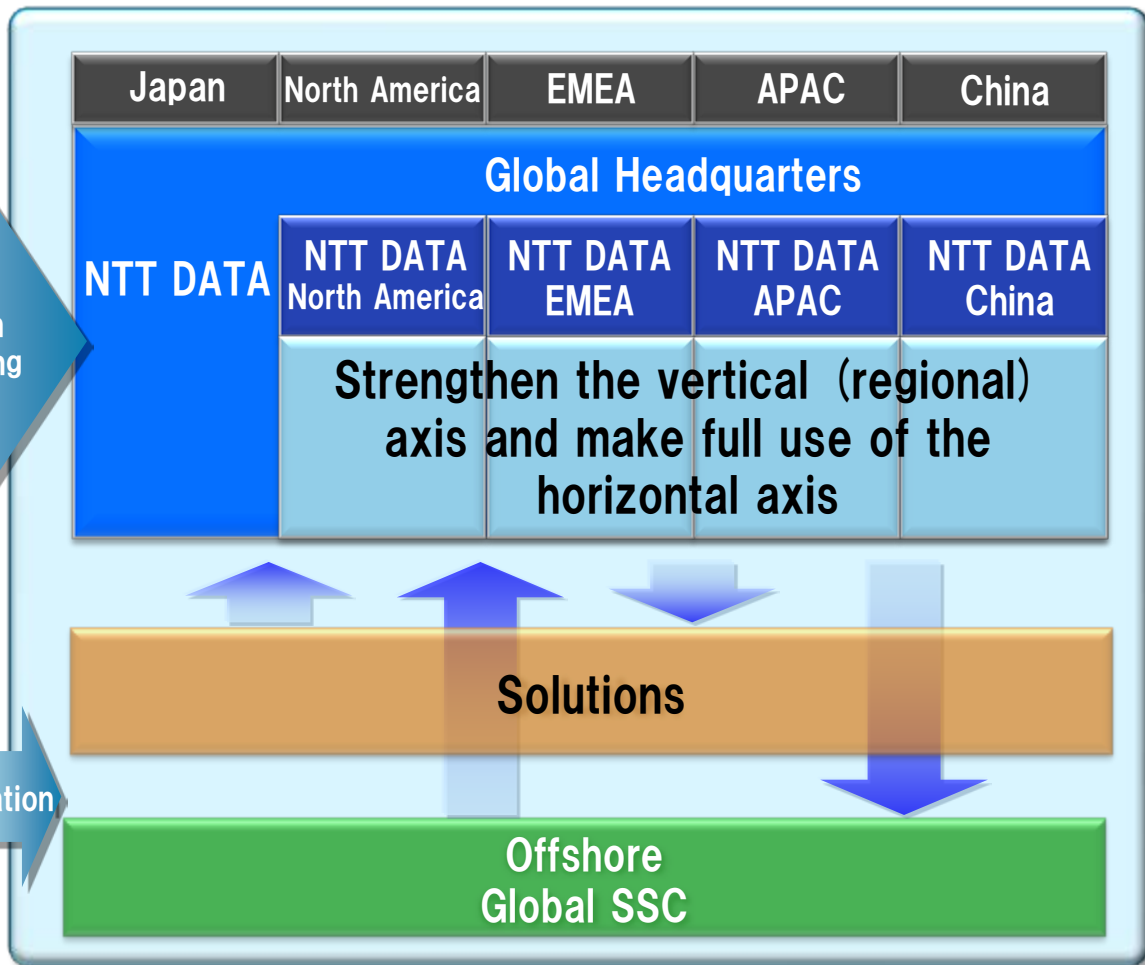
Overseas Group firms: 152 firms



Integration Restructuring



Collaboration



Integrate and restructure around five regions and solutions

Strengthen image as a Global Corporate Group for improved results and trustworthiness

Japan Group Corporations  
+ Overseas Group Corporations

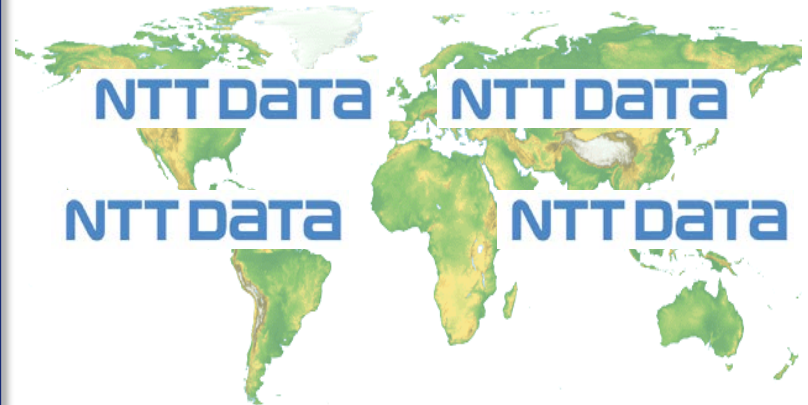


•••etc



**Global Corporate Group**

**NTT DATA**



**Standardize brand on NTT DATA as "GLOBAL ONE"**

# Promoting Global One Team Concept

Mobilizing the specialized skills and resources of NTT DATA and Group companies in Japan and abroad, promote business collaboration by building up global brand power.

Realize global one-stop service by sharing and deploying best practices.

EMEA	China	Japan	APAC	North America
<b>SAP Global One Team</b>				Started Jan. 2011
<b>BI (Business Intelligence) Global One Team</b>				Started Mar. 2011
<b>Oracle Global One Team</b>				Started May. 2011
<b>Telecom Global One Team</b>				Started Jul. 2011
⋮				
Additional focus areas to be chosen on the basis of solutions or industries				
<b>Testing Global One Team</b>				Started Oct. 2011

\* Standardizing process for testing software and developing advanced testing tools for software, etc.

# Example of Global Business

Taking part in smart grid program of leading U.S. home appliances company Whirlpool

Drawing on comprehensive Group strengths to provide total support to customers' businesses overseas, as well as in Japan.



## ◇ Helping to implement the Whirlpool Corporation smart grid program

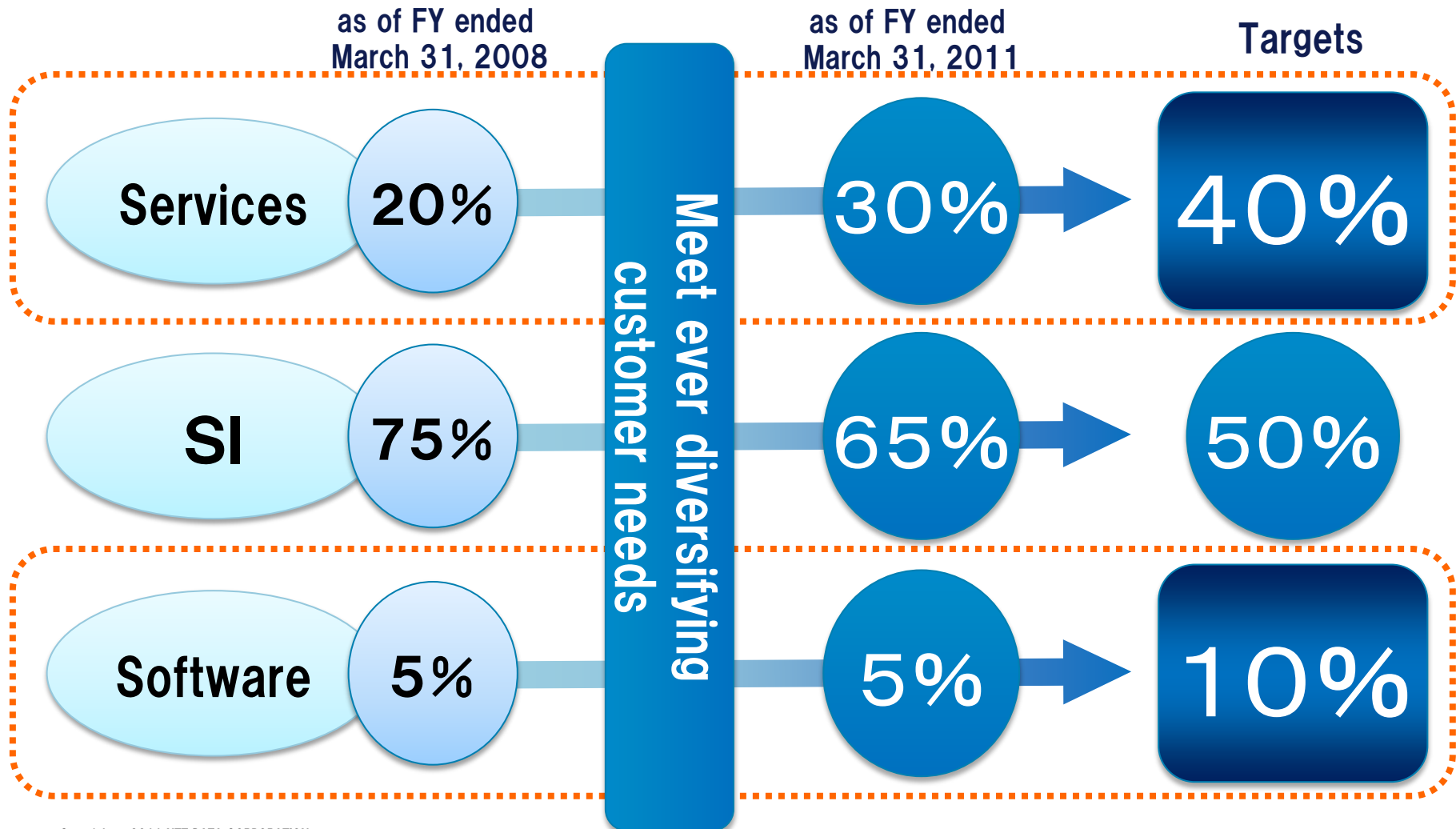
- ❑ Keane and Revere are taking part in the smart grid program being carried out by Whirlpool Corporation, one of the world's biggest home appliances makers.
- ❑ Applying their project management strengths, they are in charge of managing this program, in which many stakeholders are involved, as well as providing system development and Quality Assurance and Testing (QAT) services, in keeping with our all-out support of customer business.

## ◇ Providing broad support for Whirlpool Corporation

- ❑ Keane and Intelligroup are collaborating on a project to introduce a SAP portal platform for Whirlpool Corporation, leveraging their respective strengths as part of our broad customer support.

# Further Advancement of “Three Arrows”

To meet the diverse needs of customers, we are moving away from SI dependence and working to expand our service and software business.



# Innovation Plans

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

With some projects that began as R&D and field trials starting to emerge as commercial services, we will continue investing at 10 billion yen annual pace also in FY ending March 31, 2012 while shifting weight from SI to services and software.

Services / Products Needs	Services	SI	Software (including appliance products)
<b>Dramatic Cost Reduction</b>	<ul style="list-style-type: none"> <li>Expansion of shared data centers</li> <li>"BIZXAAS" (cloud-computing)</li> <li>Promotion of AMO (Application Management Outsourcing)</li> </ul> <p style="text-align: right;"><b>2.0</b></p>		<ul style="list-style-type: none"> <li>"Biz J" (Biz Integral)</li> <li>More offshoring</li> <li>Active utilization of open source</li> </ul> <p style="text-align: right;"><b>2.0</b></p>
<b>Speed Redoubling (Cut Delivery Time)</b>		<ul style="list-style-type: none"> <li>Development process reengineering                             <ul style="list-style-type: none"> <li>24-hour development</li> <li>Software development automation</li> </ul> </li> <li>Establishment of Proactive Testing COE</li> </ul> <p style="text-align: right;"><b>1.0</b></p>	
<b>Paradigm Shifts</b>	<ul style="list-style-type: none"> <li>"Green Data Center"</li> <li>Electric vehicle (EV) charging infrastructure service</li> <li>Promotion of M2M (Machine to Machine) business</li> <li>"Platforms for medical information linking"</li> </ul> <p style="text-align: right;"><b>4.0</b></p>		<ul style="list-style-type: none"> <li>Expansion of ECO environmental support products</li> <li>IFRS compliance support</li> <li>Expand Hadoop solutions lineup</li> <li>"Lindacloud"</li> </ul> <p style="text-align: right;"><b>1.0</b></p>



# Expansion of Regional Bank Related Businesses

Ashikaga Bank began using **NTT DATA Regional Bank Integrated Services Center** in July 2011. “**STELLA CUBE**” service started in October 2011 for **Tokyo Tomin Bank** and is to be used by six more banks in the coming months. 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), “**STELLA CUBE**,” and “**BeSTAcloud**.”

## BeSTA\*

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

- Ashikaga Bank began using in July 2011
- Service provided to 12 banks, 3 more intending to join

In service

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

- Following the Bank of Yokohama, used by Hokuriku Bank and Hokkaido Bank starting May 2011

In service

### STELLA CUBE (7 banks)

- Service started in October 2011, and Tokyo Tomin Bank began using
- Service provided to a bank, 6 more intending to join

In service

### BeSTAcloud

- Service provision set. Basic agreement with Shonai Bank and Hokuto Bank on possible use.

Planned

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

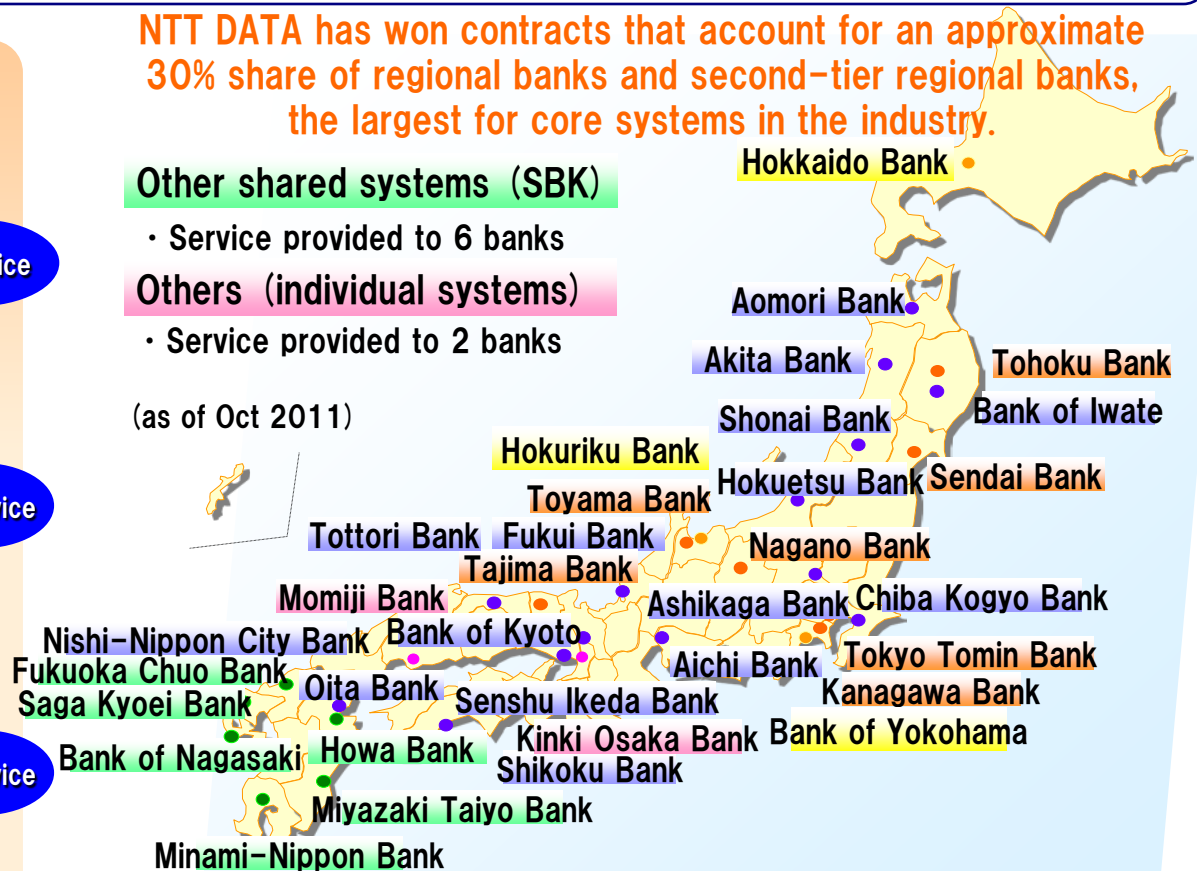
### Other shared systems (SBK)

- Service provided to 6 banks

### Others (individual systems)

- Service provided to 2 banks

(as of Oct 2011)



\*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.

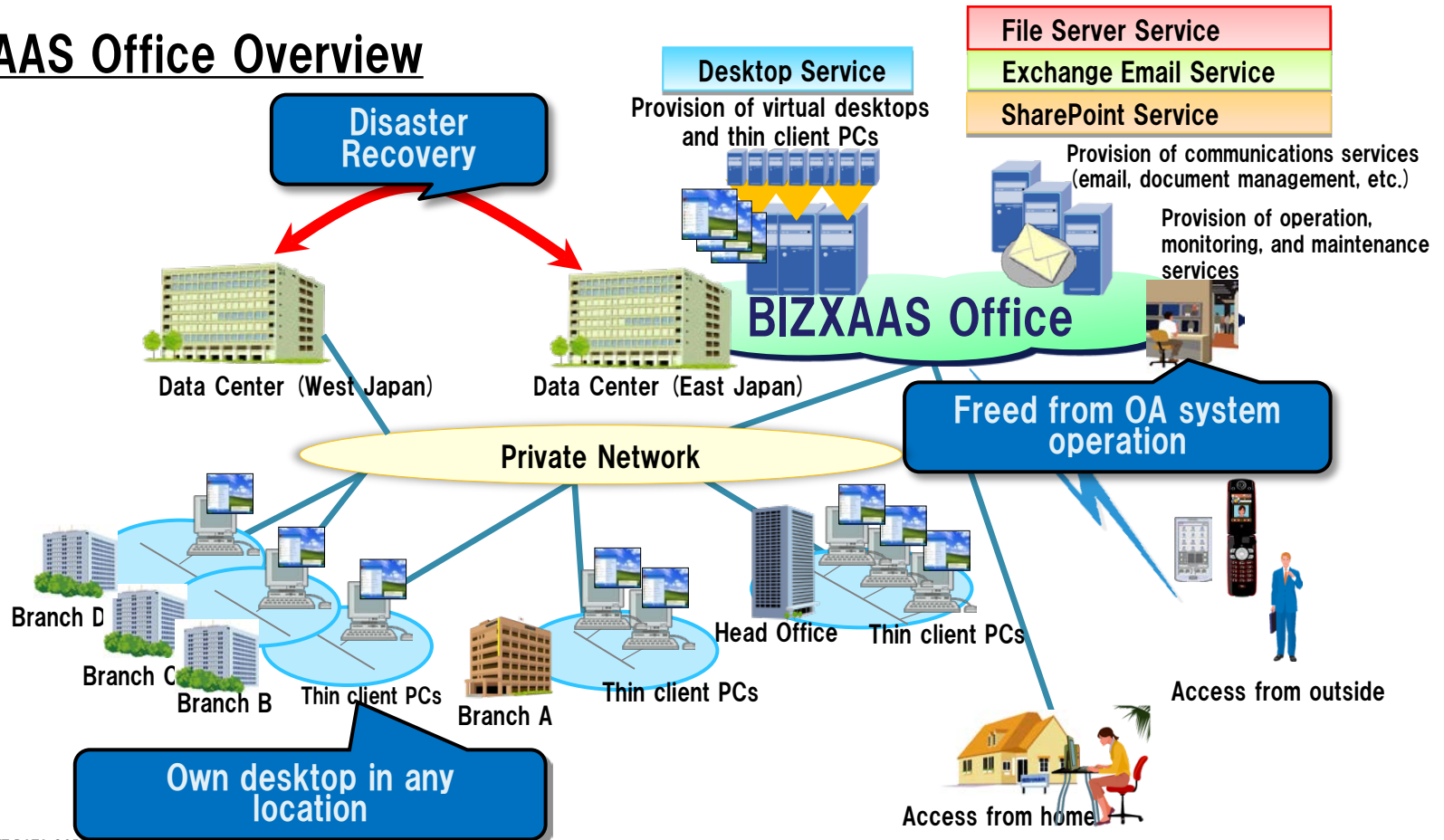
# “BIZXAAS Office”

BIZXAAS Office, a cloud service providing the systems necessary for an office environment, now has an enhanced lineup.

New additions include Desktop Service (DaaS) in May, offering a PC environment, and Exchange Email Service in July providing an email environment.

To cope with electric power restrictions this summer, NTT DATA made use of “BIZXAAS” to institute temporary closing office, shared office, and telework measures.

## ■ BIZXAAS Office Overview



# “Lindacloud” Wins METI Minister Award in Green IT Awards 2011

## About “Lindacloud”

NTT DATA’s first vertical integration server, consisting of original energy-saving, low-heat-generating hardware preinstalled with software for different applications



### Hardware

#### Simple design thanks to SI experience

Use of commodity hardware with reliability ensured by software

- ▶ Won Grand Prize in IT pro EXPO AWARD 2010

#### Original heat exhaust efficiency design

Major reduction in electricity use both for server and for cooling system

- ▶ **METI Minister Award in Green IT Awards 2011**



### Software

**Hadoop: Distributed processing platform for large-scale data**

**Thinclient: Thin client software**

**NAS: Network-attached storage**

**Lindasync: Synchronized online storage**

## Application examples (using Hadoop)

Communications industry: Gather & analyze network equipment log data, extract marketing data

Financial industry: Detect unauthorized use; large-scale data storage meeting compliance requirements

Retail industry: POS data storage and analysis, etc.

# Actively Employing Open Source

Hinemos OpenFlow Option Wins ITpro EXPO Award 2011 Excellence Award

Hinemos OpenFlow Option, which adds virtual private cloud control functions to our Hinemos integrated operations management software, has been given an Excellence Award in ITpro EXPO AWARD 2011.

## ➤ Overview

Hinemos OpenFlow Option adds new optional functionality to the open source integrated operations management software Hinemos, applicable to the next-generation network control technology OpenFlow.\*



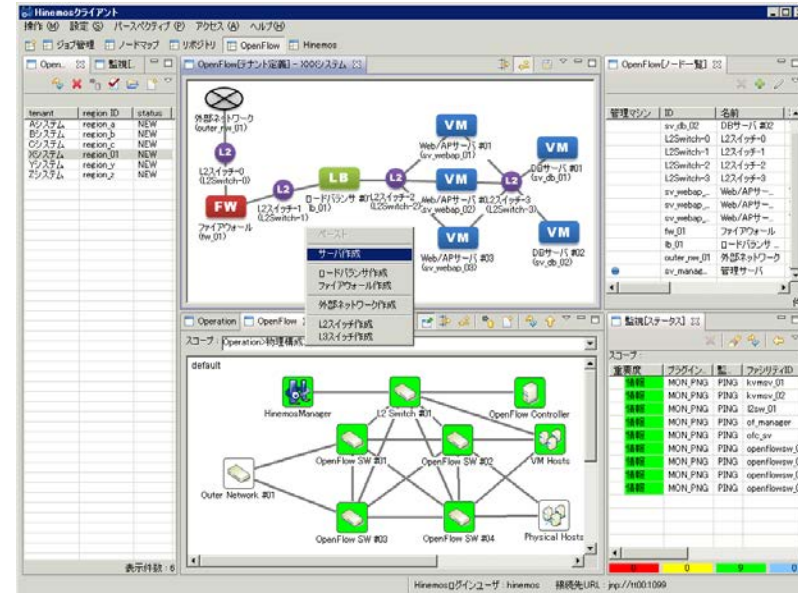
Including the optional functionality in Hinemos will enable integrated operations management of server and network virtualization environments, reducing the burden of running a cloud data center. It is scheduled to go on sale in April 2012.

\*Next-generation network technology in the process of being standardized by the ONF (Open Networking Foundation)

## ➤ Functions

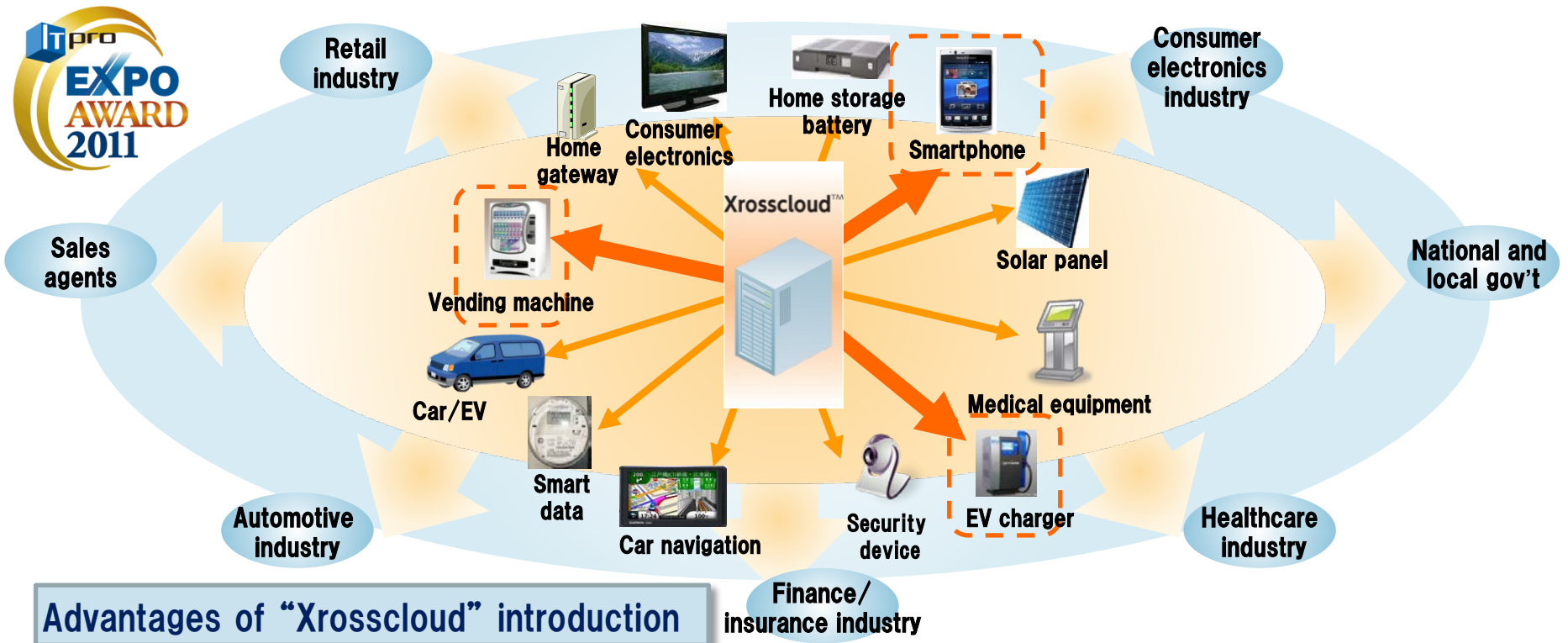
The following functions can be realized using Hinemos OpenFlow Option.

- ✓ Building multiple virtual networks with different configurations on one infrastructure
- ✓ Automatically configuring a virtual network by drawing a network diagram on a GUI
- ✓ Seamlessly integrating with Hinemos system administration and virtual server management functions



# M2M Platform “Xrosscloud (Cross Cloud)” for a New Connected World

Connecting to smartphones, cars, EV chargers, consumer electronics and many other devices, this platform can handle large amounts of data, processing and analyzing collected and stored data to create new value-added information. Winner of the CNET Japan award in ITpro EXPO AWARD 2011.



## Advantages of “Xrosscloud” introduction

- Leveraging the five features of “no limits” (flexible expansion when tasks, connected devices, and stored information increase), “one source, multi-use” (ability to use information and data for diverse applications), “generation free” (support for version upgrades), “carrier free” (wide choice of communication routes), and “high security,” Xrosscloud™ flexibly and powerfully achieves connectivity, creativity, and evolution.
- Reduces creation and operating costs of new M2M services and enables faster service provision.
- Enables creation of secondary businesses using data obtained in device control and management services.



## 4. Appendices

# Overview of Consolidated Earnings and New Orders Received for the 2nd Quarter of FY Ending March 31, 2012

(Billions of yen / %)

	2012/3 2nd. Quarter 3 months Results (Jul.-Sep.)	YoY (%)	2012/3 2nd. Quarter 6 month Results (Apr.-Sep.)	YoY (%)	2012/3 Full-Year Forecasts	YoY (%)
Net Sales	301.4	+10.7	571.7	+7.1	1,200.0	+3.3
Cost of Sales	227.6	+7.3	432.0	+4.9	895.0	+1.4
Gross Profit	73.8	+22.7	139.6	+14.8	305.0	+9.1
SG&A Expenses	54.6	+14.7	108.9	+13.1	225.0	+11.8
Selling Expenses	26.4	+20.4	50.2	+14.2	103.0	+13.0
R&D Expenses	3.0	+16.1	5.6	+12.8	11.0	+2.4
Other Administrative Expenses	25.1	+9.0	52.9	+12.2	111.0	+11.6
Operating Income	19.2	+53.6	30.7	+21.1	80.0	+2.2
Operating Income Margin	6.4	+1.8	5.4	+0.6	6.7	-
Ordinary Income	17.6	+52.2	28.7	+24.6	73.0	-3.7
Special Gains and Losses	-0.0	+73.1	-0.2	+71.8	-	-
Income before Income Taxes	17.5	+53.8	28.4	+28.6	73.0	+6.6
Income Taxes and Others	8.6	+67.9	16.0	+59.7	34.0	+9.1
Net Income	8.9	+42.3	12.4	+2.8	39.0	+4.5

New Orders Received	198.8	+11.6	609.3	+10.9	1,000.0	+1.2
Orders on Hand			1,241.0	+1.3	1,045.0	-9.6

Capital Expenditures	37.7	+5.3	67.5	-7.2	135.0	-2.9
Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles	37.1	-2.8	75.6	-2.9	149.0	-6.0

Cash Dividends per Share (¥)			3,000		6,000	
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Note: Income Taxes and Others include Income, Residential and Enterprise Taxes, Adjustment to Income Taxes and Minority Interests.

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

(Unit: ¥ Billions)

		2011/3 2nd. Quarter Results (Apr.–Sep.)	2012/3 2nd. Quarter Results (Apr.–Sep.)	2012/3 Full-Year Forecasts
<b>Public &amp; Financial IT Services Company</b>		<b>343.6</b>	<b>354.0</b>	<b>767.0</b>
(Main item)	Central government and related agencies, overseas public institutions, etc.	57.9	66.2	144.0
	Local Government and Community-based Business	32.5	27.9	81.0
	Healthcare	10.2	17.0	35.0
	Banks	102.7	101.8	211.0
	Financial Unions	54.5	49.3	88.0
	Insurance, Security and Credit Corporations	50.7	54.3	127.0
	Settlement Services	33.5	36.0	74.0
<b>Global IT Services Company</b>		<b>159.4</b>	<b>187.9</b>	<b>374.0</b>
(Main item)	Communication, Broadcasting and Utility Industry	55.0	59.4	107.0
	Manufacturing Industry	65.7	81.7	164.0
	Retail, Logistics and Other Service Industry	28.3	23.4	46.0
<b>Solutions &amp; Technologies Company</b>		<b>30.1</b>	<b>29.2</b>	<b>58.0</b>
(Main item)	Network Services	8.9	9.9	20.0
	Data Center Services	14.8	13.8	30.0
<b>Others</b>		<b>0.5</b>	<b>0.4</b>	<b>1.0</b>
<b>Net Sales (to Customers Outside the NTT DATA Group) Total</b>		<b>533.7</b>	<b>571.7</b>	<b>1,200.0</b>
<b>Integrated IT Solution</b>		<b>218.3</b>	<b>217.3</b>	<b>436.0</b>
<b>System &amp; Software Development</b>		<b>139.1</b>	<b>142.7</b>	<b>337.0</b>
<b>Consulting &amp; Support</b>		<b>148.6</b>	<b>187.9</b>	<b>378.0</b>
<b>Others</b>		<b>27.6</b>	<b>23.7</b>	<b>49.0</b>
<b>Net Sales by Products and Services Total</b>		<b>533.7</b>	<b>571.7</b>	<b>1,200.0</b>

Note1: Net Sales and New Orders Received of Solutions & Technologies Company does not include orders taken via other companies.

Note2: Data for 2nd quarter of FY ended March 31, 2011 reflects reclassification by customer business fields in some overseas subsidiaries.



# Consolidated New Orders Received by Customer Sector and Service

(Unit: ¥ Billions)

		2011/3 2nd. Quarter Results (Apr.-Sep.)	2012/3 2nd. Quarter Results (Apr.-Sep.)	2012/3 Full-Year Forecasts
<b>Public &amp; Financial IT Services Company</b>		<b>360.4</b>	<b>391.8</b>	<b>595.0</b>
(Main item)	Central government and related agencies, overseas public institutions, etc.	67.5	102.5	135.0
	Local Government and Community-based Business	49.9	49.7	78.0
	Healthcare	14.4	18.6	36.0
	Banks	104.9	93.1	146.0
	Financial Unions	60.9	61.9	70.0
	Insurance, Security and Credit Corporations	55.5	60.0	117.0
	Settlement Services	6.0	4.2	10.0
<b>Global IT Services Company</b>		<b>165.0</b>	<b>193.4</b>	<b>368.0</b>
(Main item)	Communication, Broadcasting and Utility Industry	56.6	65.0	110.0
	Manufacturing Industry	74.3	89.4	165.0
	Retail, Logistics and Other Service Industry	23.9	20.6	37.0
<b>Solutions &amp; Technologies Company</b>		<b>23.2</b>	<b>23.4</b>	<b>36.0</b>
(Main item)	Network Services	0.7	0.5	1.0
	Data Center Services	15.2	15.4	20.0
<b>Others</b>		<b>0.5</b>	<b>0.5</b>	<b>1.0</b>
<b>New Orders Received Total</b>		<b>549.3</b>	<b>609.3</b>	<b>1,000.0</b>

Note1: Net Sales and New Orders Received of Solutions & Technologies Company does not include orders taken via other companies.

Note2: Data for 2nd quarter of FY ended March 31, 2011 reflects reclassification by customer business fields in some overseas subsidiaries.

# Non-Consolidated Earnings and New Orders Received

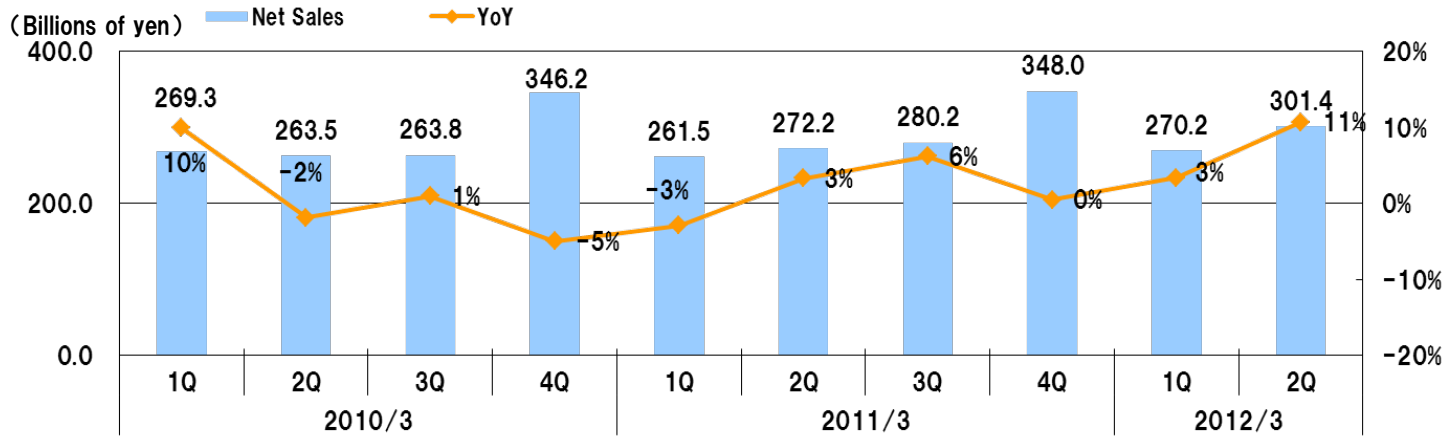
(Unit: ¥ Billions)

	2011/3 2nd. Quarter Results (Apr.-Sep.)	2012/3 2nd. Quarter Results (Apr.-Sep.)	2012/3 Full-Year Forecasts
Net Sales	386.9	378.6	780.0
Cost of Sales	308.0	291.8	603.0
Gross Profit	78.8	86.8	177.0
SG&A Expenses	55.3	57.7	117.0
Selling Expenses	24.9	25.7	52.0
R&D Expenses	5.0	5.4	11.0
Other Administrative Expenses	25.3	26.5	54.0
Operating Income	23.4	29.0	60.0
Operating Income Margin	6.1	7.7	7.7
Ordinary Income	22.2	29.7	58.0
Special Gains and Losses	-0.5	-0.2	-
Income before Income Taxes	21.7	29.5	58.0
Income Taxes and Others	8.4	12.3	21.0
Net Income	13.2	17.1	37.0
<b>New Orders Received</b>	<b>381.4</b>	<b>398.3</b>	<b>580.0</b>
<b>Orders on Hand</b>	<b>1,144.4</b>	<b>1,075.8</b>	<b>900.0</b>
<b>Capital Expenditures</b>	<b>55.8</b>	<b>55.4</b>	<b>115.0</b>
Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles	68.4	62.5	127.0

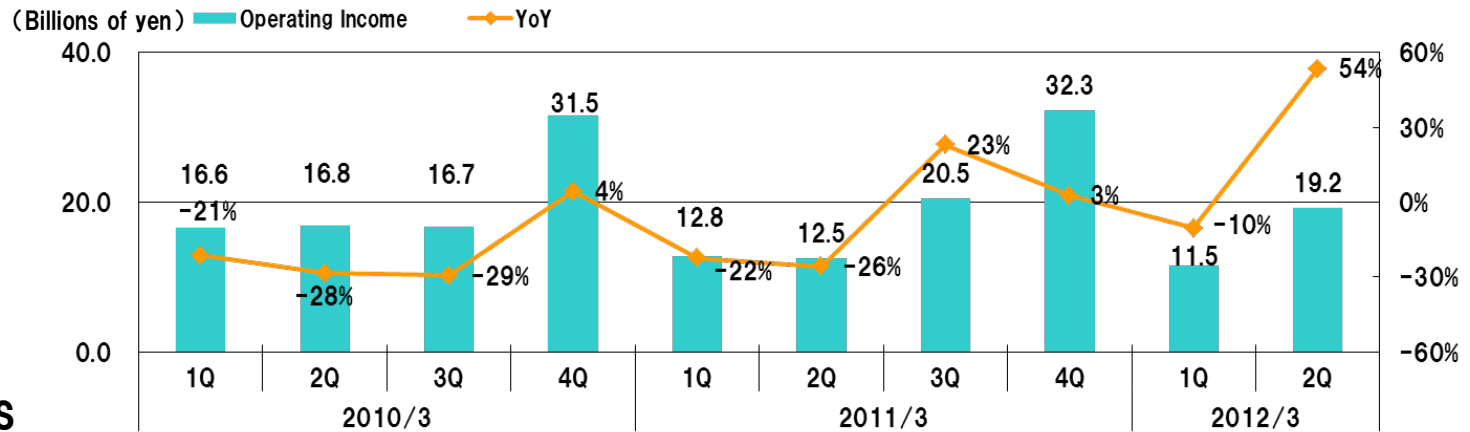
Note: Income Taxes and Others include Income, Residential and Enterprise Taxes, Adjustment to Income Taxes.

# Trends in Quarter (Consolidated)

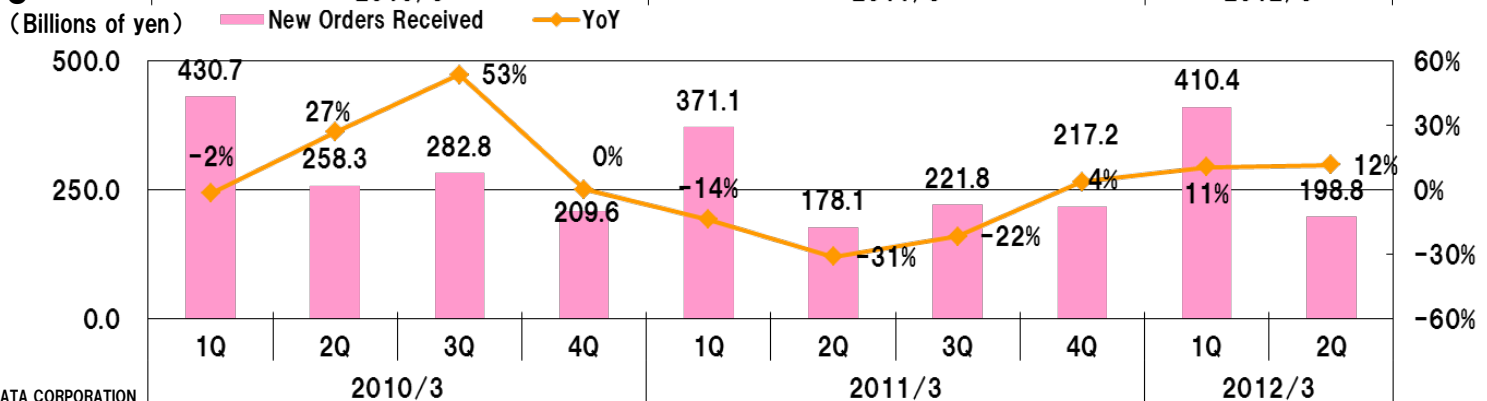
## Net Sales



## Operating Income



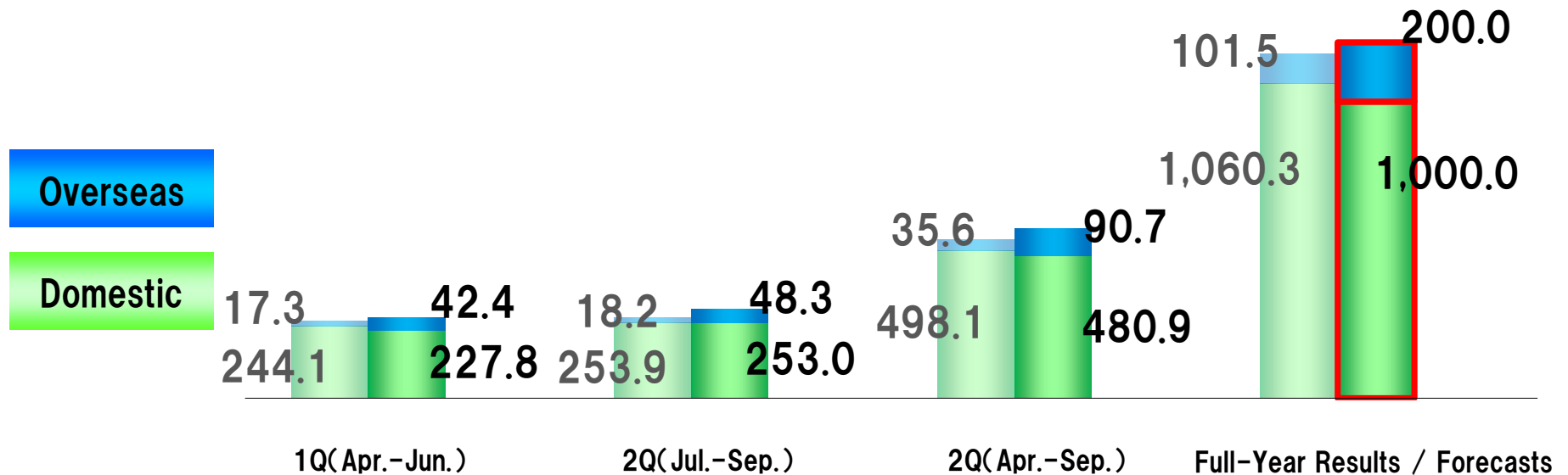
## New Orders Received



# Trend in Net Sales (Domestic / Overseas)

(Billions of yen)

2012/3 Results	270.2	301.4	571.7	1,200.0 (Forecasts)
2011/3 Results	261.5	272.2	533.7	1,161.9



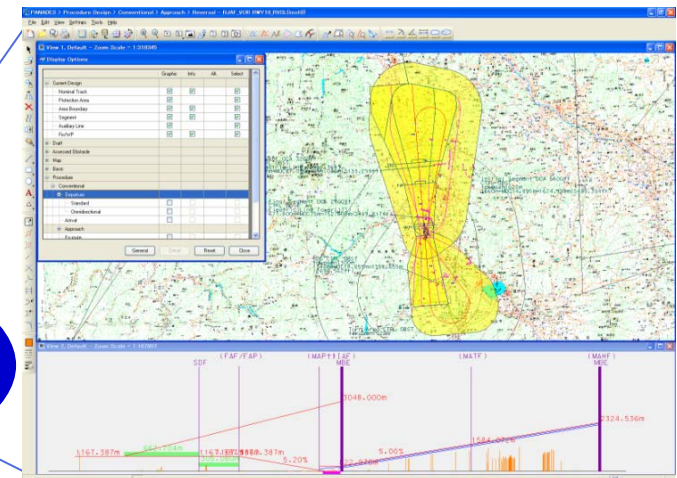
\*  
 Left(gray) ... 2011/3 Actual  
 Right(black) ... 2012/3 Actual / Forecasts

## Orders from Thailand and Indonesia for PANADES flight route design system

- ❑ Thailand: Received order from Aeronautical Radio of Thailand LTD (AEROTHAI) and delivered at end of September 2011
- ❑ Indonesia: Received order from Japan International Cooperation Agency (JICA); system to start operation in April 2012

## PANADES

A software package product for designing airline flight routes based on international standards, aimed at global markets



### Features

- Equipped with functionality for automatically processing most complex calculations in flight route design
- Automatically creates flight zones from minimal parameters

### Advantages

- Shortens flight route design time
- Achieves high-quality, reliable design results
- Improves flight route safety

# INERPIA SAP Hosting Service Offered

The global **SAP** hosting service **INERPIA SAP Hosting**, based on a service provided by intelligence in Europe for more than 20 years and modified to support the Japanese corporate culture, is being offered mainly to Japanese global companies.

## Costs needing consideration in introducing and maintaining a conventional SAP system

With the conventional cost-cumulative approach to SI, not only the cost of initial introduction but all costs occurring throughout the system life cycle need to be considered. Besides the visible costs, the complexity of asset management can also be thought of as a system cost.

Operation personnel costs	
Cost of Basis operation specialists	Workplace for personnel
Asset costs	
Fixed assets tax	Disposal cost
Hardware initial costs (servers, network, etc.)	Hardware maintenance costs
Data center equipment costs	
Center costs (racks, electric power)	DR measures
Communications costs	
Costs of network lines to data center	
Environment provisioning costs	
Infrastructure provisioning costs	Cost of provisioning SAP environment

## Scope of NTT DATA Services



The environment made available by NTT DATA consists of an already built environment provided as a “service.” Customers can enjoy high-quality SAP system use at lower cost than most self-operated environments.

### SAP Infrastructure Operation Service

The service also includes Basis operations necessary for maintaining a SAP system. The operations likely to occur regularly are provided in the Basic Basis Support Service, while Extended Basis Support Service is available for high-level, more flexible operations.

### Cloud Service

Cloud service includes the center equipment costs, asset costs, and other costs necessary for operating a SAP system. Since the monthly fees cover the usable environment, customers can use the environment without needing to hold the assets, freeing them from assets management tasks.

### Initial introduction

Deployment to an already built environment reduces costs by eliminating the need for conventional infrastructure design, and makes the environment available for early start of services.

### SAP Infrastructure Operation Service

Extended Basis Support Service

Basic Basis Support Service

### Server Basic Operation Service

### Initial introduction cost

## Employment creation efforts

## Volunteer assistance

### Overview

An office center **will be established in Ishinomaki-city, Miyagi Prefecture in January 2012** with the aim of creating employment in an area that suffered from the **March 11 disaster**, and will processes centrally handling some NTT DATA Group operations.

Putting to use the knowledge and skills of employees of the NTT DATA Group as an IT services enterprise, we will tie up with the local community in considering **"IT volunteer activities"** that will lead to improved IT literacy and IT human resources development in Ishinomaki-city.

### Details

- Establishment: Jan.2012
- Start: Mar.2012
- Location: **Ishinomaki-city, Miyagi Prefecture**
- Main operations:
  - Step 1: Back-office operations
  - Step 2: Call center operations
- Employees: **Around 10 initially**, around 50-60 in 2012 FY, possibly to be expanded to **around 100 in two or three years**



Right : Hiroshi kameyama , Ishinomaki-city mayor  
Left : Takashi Enomoto , Representative Director and Senior Executive Vice President of NTT DATA