



Company Presentation for
the Second Quarter of the Fiscal Year ending March 31, 2013

October 31, 2012
NTT DATA Corporation

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

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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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Presenter: Toshio Iwamoto, President and Chief Executive Officer

I would like to talk about the results for the second quarter, progress of key initiatives under the Medium-Term Management Plan and forecasts for the full-year results.

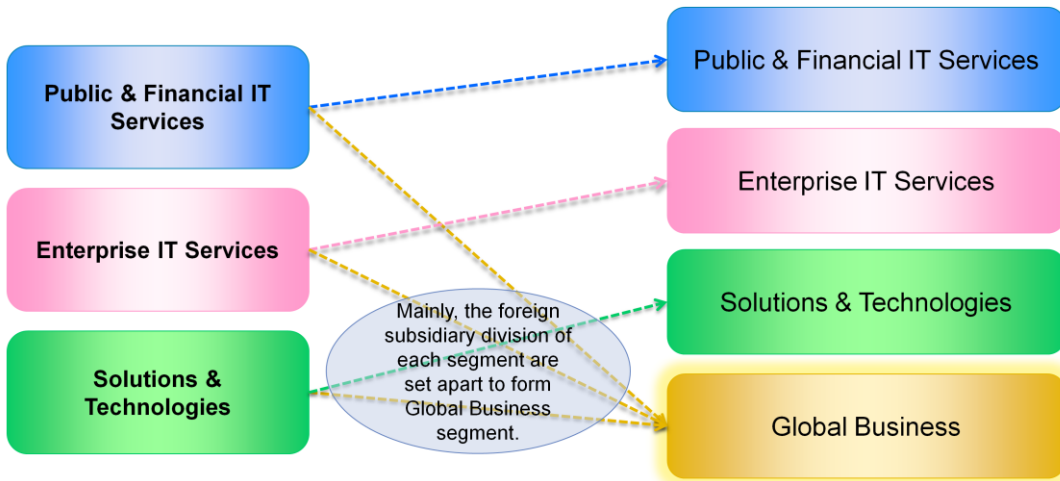


1. Results for the Second Quarter of Fiscal Year Ending March 31, 2013

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First of all, let me explain about the results for the second quarter.

■ Revisions have been made to the segment information to be disclosed in line with the full-fledged start of business operations under the “Global One NTT DATA” structure and an increasing significance of overseas subsidiaries in the Group’s consolidated financial results.



Before the explanations on the results, I would like to talk about the segment changes.

In light of the full-fledged start of our business operations under the “Global One NTT DATA” structure this year as well as increasing significance of overseas Group companies in our consolidated earnings, we started disclosing our segment information in more detail starting with this second quarter.

Specifically, we have decided to disclose information for four business segments by newly adding the Global Business segment in addition to existing three segments including Public & Financial IT Services (P&F), Enterprise IT Services (E-IT) and Solutions & Technologies (S&T).

Results of our Group companies with major business operations based overseas, which had been disclosed separately in three segments, have been included in the Global Business segment starting with this quarter.

In principle, the existing three segments will be used to disclose results for domestic business operations going forward.

Highlights of Results for the 2nd Quarter of FY Ending March 31, 2013

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[Billions of yen (except EPS)]

	2013/3 2nd. Quarter Results (Apr.-Sep.)	YoY		2013/3 2nd. Quarter Results (Jul.-Sep.)	YoY	
New Orders Received	679.8	+ 70.4 (+ 11.6 %)	➔	246.7	+ 47.9 (+ 24.1 %)	➔
Net Sales	604.8	+ 33.0 (+ 5.8 %)	➔	310.8	+ 9.3 (+ 3.1 %)	➔
Operating Income	30.1	- 0.6 (- 2.0 %)	➔	16.8	- 2.4 (- 12.5 %)	➔
Segment Profit (*)	25.0	- 3.4 (- 12.0 %)	➔	13.0	- 4.5 (- 25.8 %)	➔
Net Income	13.4	+ 0.9 (+ 8.0 %)	➔	6.4	- 2.4 (- 27.9 %)	➔
EPS (yen)	4,792	+ 355 (+ 8.0 %)	➔	2,288	- 885 (- 27.9 %)	➔

* Segment Profit is income before income taxes.

Now, let me explain about the results for the second quarter.

Although six-month results and three-month results are included in the handout, I would like to focus on the explanation on the cumulative results for six months between April and September.

Firstly, let me talk about the points of the earnings for the second quarter. Despite continuing severe operating environment, new orders received and net sales exceeded the results for the corresponding period of the previous fiscal year.

Meanwhile, operating income and segment profits decreased year-on-year, respectively, due mainly to an increase in depreciation and amortization expenses as well as loss on business restructuring of affiliates in line with the reorganization of Group companies that was recognized for the quarter.









Net income increased by 0.9 billion yen year-on-year, owing primarily to the nonexistence of temporary tax burden which incurred for the previous fiscal year.

Now, from the next slide, I would like to explain about the details of each element.

New Orders Received

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Increased on the back of the expansion of consolidated subsidiaries in addition to the growth in non-consolidated orders as a result of large-scale orders received. The similar trend has been seen for the results for the last three months (July-September) and year-to-date (April-September).

	2013/3 2nd. Quarter Results (Apr.-Sep.)	YoY		2013/3 2nd. Quarter Results (Jul.-Sep.)	YoY	
Public & Financial IT Services (P&F)	406.5	+ 44.9 (+ 12.4 %)		132.7	+ 41.3 (+ 45.2 %)	
Enterprise IT Services (EIT)	150.8	+ 11.8 (+ 8.5 %)		60.2	+ 2.4 (+ 4.2 %)	
Solutions & Technologies (S&T)	21.7	- 0.8 (- 3.7 %)		6.7	+ 0.8 (+ 14.6 %)	
Global Business (GB)	100.2	+ 14.4 (+ 16.8 %)		46.6	+ 3.1 (+ 7.3 %)	

[Billions of yen]

(*) Data for FY ended March, a basis of YoY comparison, has been revised from the figures disclosed earlier to reflect the changes in reportable segments.

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New orders from Public & Financial IT Services (hereinafter referred to as "P&F") and Enterprise IT Services (hereinafter, "E-IT") increased year-on-year on the back of large-scale non-consolidated orders received ahead of schedule and an expansion of existing orders.

Meanwhile, the impact of increased orders due to consolidated subsidiary expansion has been included in new orders from P&F and Global Business (hereinafter, "GB").




As a result, new orders received increased overall by 11.6% on a year-on-year basis.

Although new orders received from Solutions & Technologies (hereinafter, "S&T") declined on a year-on-year basis, it is not a decrease on a practical sense. This is attributable to the fact that the ratio of new orders received by S&T directly from customers declined year-on-year, and on the contrary, the ratio of new orders received via P&F and E-IT increased year-on-year.

Net Sales

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Increased due mainly to the growth in E-IT related sales from the sales of equipment devices for new and existing customers in addition to the effect of consolidated subsidiary expansion, which more than offset a decline in sales in reaction to the large-scale system that had been completed in the previous fiscal year. The similar trend has been seen for the results for the last three months (July-September) and year-to-date (April-September).

	2013/3 2nd. Quarter Results (Apr.-Sep.)	YoY		2013/3 2nd. Quarter Results (Jul.-Sep.)	YoY	
Public & Financial IT Services (P&F)	334.2	+ 1.7 (+ 0.5 %)		172.0	- 0.5 (- 0.3 %)	
Enterprise IT Services (EIT)	141.7	+ 12.8 (+ 9.9 %)		73.6	+ 2.3 (+ 3.4 %)	
Solutions & Technologies (S&T)	79.2	+ 4.9 (+ 6.6 %)		41.2	+ 2.9 (+ 7.7 %)	
Global Business (GB)	115.3	+ 20.8 (+ 22.0 %)		57.7	+ 7.8 (+ 15.6 %)	

(*) Data for FY ended March, a basis of YoY comparison, has been revised from the figures disclosed earlier to reflect the changes in reportable segments.

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Next, net sales increased across the segments on a year-on-year basis. Overall, net income rose by 8%.

Despite the impact of a reactionary decline in non-consolidated P&F related sales due to large-scale systems which had been completed in the previous fiscal year, net income increased overall due mainly to the consolidated subsidiary expansion in P&F and GB and increased sales of equipment devices mainly for E-IT.

Operating Income

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Operating income increased on a non-consolidated basis as a decline in sales in reaction to the large-scale system that had been completed in the previous fiscal year were more than offset by increased E-IT profits and an overall reduction in unprofitable projects. However, on a consolidated basis, operating income decreased due mainly to the impact of an increase in amortization of goodwill as a result of consolidated subsidiary expansion among other factors.

	2013/3 2nd. Quarter Results (Apr.-Sep.)	YoY		2013/3 2nd. Quarter Results (Jul.-Sep.)	YoY	
Public & Financial IT Services (P&F)	23.4	- 4.0 (- 14.7 %)		12.3	- 1.7 (- 12.2 %)	
Enterprise IT Services (EIT)	4.9	+ 2.0 (+ 70.4 %)		3.3	- 0.7 (- 18.8 %)	
Solutions & Technologies (S&T)	1.8	- 1.1 (- 38.7 %)		1.3	- 0.6 (- 32.1 %)	
Global Business (GB)	- 0.7	+ 0.5 (+ 38.9 %)		- 0.4	+ 0.1 (+ 20.6 %)	

(*) Data for FY ended March, a basis of YoY comparison, has been revised from the figures disclosed earlier to reflect the changes in reportable segments.

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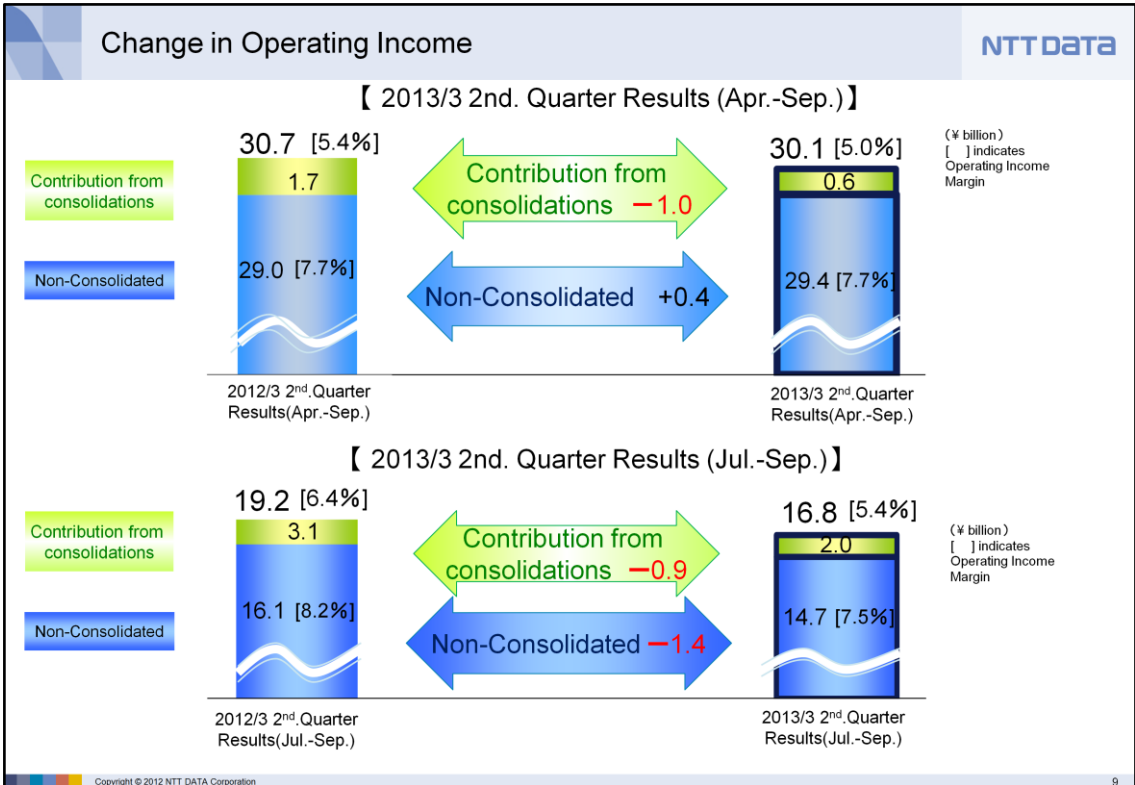
Now, let me explain about operating income.

Despite the positive effect of the reduction in unprofitable projects in E-IT and P&F, operating income from P&F decreased year-on-year due mainly to an increase in depreciation and amortization expenses in line with changes in consolidated IT solutions and the impact of a reactionary decline due to the large-scale systems which had been completed in the previous fiscal year.

Operating income from S&T also dropped year-on-year owing primarily to an increase in cost related to the depreciation of assets, etc.

Operating income from GB increased year-on-year as increased income in line with a growth in sales from existing subsidiaries more than offset the impact of an increase in amortization of goodwill.

As a result, operating income declined overall by 2.0% on a year-on-year basis.



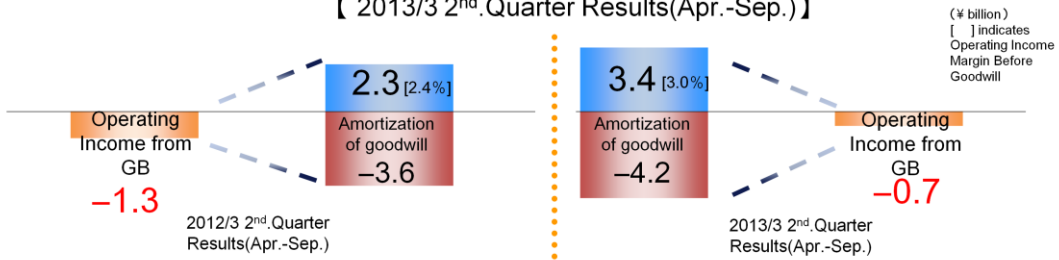
This page shows changes in operating income on a non-consolidated basis and by contribution from consolidations.

On a non-consolidated basis, operating income increased by 0.4 billion yen year-on-year, owing to Group-wide efforts to reduce non-profitable projects in addition to elements behind changes by segment.

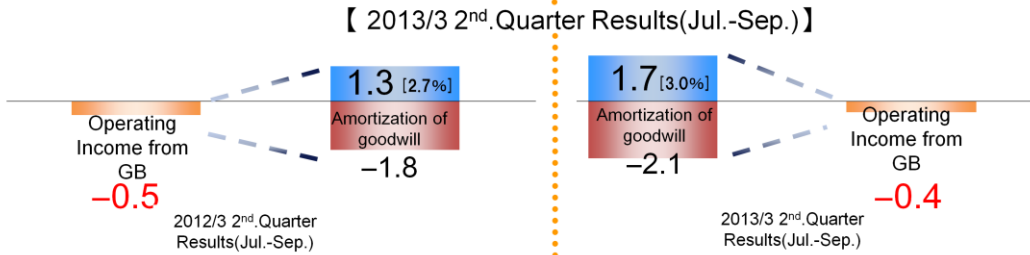
Meanwhile, contribution from consolidations declined by 1.0 billion yen year-on-year due mainly to an increase in amortization of goodwill, etc. in line with consolidated subsidiary expansion and the impact of unprofitable projects for some subsidiaries.

Operating income increased on an individual company basis excluding the impact of amortization of goodwill as existing subsidiaries in Europe and the U.S. continued to perform well despite a negative effect on operating environment due to the European financial crisis.

【 2013/3 2nd.Quarter Results(Apr.-Sep.) 】



【 2013/3 2nd.Quarter Results(Jul.-Sep.) 】



This page provides supplementary explanations on operating income from the GB segment.









The blue parts in the graph show operating income after the amortization of goodwill, which is basically a current earning capacity of overseas Group companies on a whole.

Amid severe operating environment due to the impact of the European financial crisis, the segment secured operating income exceeding 1 billion yen on an actual basis reflecting strong performance in North America among other factors.

Segment Profit

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Earnings decreased mainly owing to a loss on restructuring of affiliates recognized for the second quarter in line with the consolidation and restructuring of Group companies, in addition to a decline in operating income.

	2013/3 2nd. Quarter Results (Apr.-Sep.)	YoY		2013/3 2nd. Quarter Results (Jul.-Sep.)	YoY	[Billions of yen]
Public & Financial IT Services (P&F)	23.6	- 3.8 (- 13.9 %)		12.4	- 1.5 (- 11.3 %)	
Enterprise IT Services (EIT)	4.9	+ 1.7 (+ 57.9 %)		2.6	- 1.1 (- 29.8 %)	
Solutions & Technologies (S&T)	1.7	- 0.9 (- 35.3 %)		1.3	- 0.4 (- 27.5 %)	
Global Business (GB)	- 3.0	- 1.8 (- 161.0%)		- 2.2	- 1.8 (- 491.1%)	

* Segment Profit is income before income taxes.

* Data for FY ended March, a basis of YoY comparison, has been revised from the figures disclosed earlier to reflect the changes in reportable segments.

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Segment profit decreased by 12% on a year-on-year basis. This was primarily attributable to loss on business restructuring of affiliates in line with the consolidation and reorganization of Group companies that was recognized for the second quarter mainly in the GB segment in addition to factors explained earlier in the section on operating income.



2. Forecasts for Full-Year Consolidated Financial Results
for FY Ending March 31, 2013, etc.

We would like to continue to make concerted efforts based on a wide range of opinions on our business in the future.

- Government continues to consider measures for implementing My Number, etc.: close attention must also be paid to trends in IT spending.
- The IT spending outlook by financial institutions remains uncertain while an increase in investment is expected in the new fields such as cloud-computing, etc.

Public & Financial IT Services

National Government	<ul style="list-style-type: none"> • Bills related to the implementation of My Number remain under deliberation after the regular Diet session came to an end. Close attention must be paid to the future development. • As overall government spending has been sluggish, the growth in IT budget is likely to remain flat or decline slightly.
Local Government and Community-based Business	<ul style="list-style-type: none"> • Amid overall belt-tightening, cost-cutting demand is increasing for bidding, etc. while there are moves toward use of shared system as a way to reduce IT outlay. • Interest may grow in safety and security area, especially disaster prevention systems, and smart community area.
Healthcare	<ul style="list-style-type: none"> • New plans of the IT Strategic Headquarters (e.g., "My Hospital Everywhere") are still under discussion. We are watching the situation carefully. • 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.
Major Banks	<ul style="list-style-type: none"> • Close attention must be paid to trends in IT spending as we can expect BPO and cloud-computing spending as part of business continuity planning (BCP) despite a possible reduction in IT spending.
Regional Banks	<ul style="list-style-type: none"> • Recovery having stalled in the overall category, price-cutting demands to remain strong, along with ongoing trend toward shared system use and outsourcing. • Demand is likely to increase for shared systems for strategic purposes (customer information management, etc.) to differentiate themselves from competitors.
Cooperative Financial Institutions	<ul style="list-style-type: none"> • Amid severe operating environment affecting corporate earnings, outlook is stable for IT spending even if not full-blown growth. • Minimum necessary spending to meet legal requirement is seen.
Insurance, Security and Credit Corporations, etc.	<ul style="list-style-type: none"> • Insurance: Although the current IT spending is sluggish across the industry, we expect that IT spending related to new channels, new products, streamlining of administrative works, etc. will increase. • Securities: Uncertainties will remain as lower IT spending trend continued reflecting prolonged weakness of the stock market. • Credit: IT spending remains depressed despite an industry trend of looking for new business models following the revisions to the Money Lending Business Act.

Before discussing specific figures, I would like to briefly talk about overall market conditions.

Firstly, with regard to Public & Financial IT Services (P&F), we are paying close attention to the future discussions on My Number, etc. in the Diet. However, IT spending has remained relatively weak and we expect that the spending will not be boosted significantly despite a number of changes in some specific fields including businesses related to disaster preparedness among others. Although there have been several new projects related to cloud computing from a perspective of BCP, uncertainties remains for overall IT spending by financial institutions remains. We will continue to look out for the situation.

We have a fairly high market share for so-called shared centers including services for regional banks and cooperative financial institutions. There is no doubt that deep-rooted strong demand exists for this service.

Enterprise IT Services	In Japan, uncertainties over corporate earnings remain strong and domestic IT spending has been weak.	
	Communication, Broadcasting and Utility Industry	<ul style="list-style-type: none"> • In the telecom industry, IT spending is expected to remain strong for communication equipment upgrades, new service development, customer marketing, etc.
	Manufacturing Industry	<ul style="list-style-type: none"> • Strong demands for IT cost cutting continue in both new and existing projects. • There will be increasing demand for global delivery support as overseas shift by Japanese companies accelerates.
	Retail, Logistics and Other Service Industry	<ul style="list-style-type: none"> • While domestic IT spending is stalled, demand is actualized to grow in relation with the reinforcement of customer marketing, etc. aimed at sales expansion. • Overseas IT spending demand is likely to increase as Japanese companies expand operations in Europe and Asia.
Solutions & Technologies	From a perspective of BCP, demand for reliable network and data centers remains strong.	
	Network	<ul style="list-style-type: none"> • Demand for financial institutions remains steady. Demand for corporate customers is on an upward trend in areas including cloud-computing technology, wireless LAN, etc. • Increased needs are expected in association with redundant systems from the BCP perspective, virtualization related to advanced network environment and introduction of Open Flow technologies and M2M. In addition, investment in wireless LAN for smart devices is likely to increase.
	Data Center Services	<ul style="list-style-type: none"> • From a BCP perspective, we have continued to receive inquiries from customers about setting up data centers and BCP offices with quake-resistant or seismically isolated structure, in-house power generators, and a fault recovery environment. In addition, demand remains strong for energy-saving services resulting from the power shortage issue as well as global data centers and related support services in line with the globalization of business operations by our customers.
Global	Global IT spending continues to grow steadily in areas including consultation, IT outsourcing, BPO and cloud-computing related services, in particular.	
	Global markets (Overseas local business)	<ul style="list-style-type: none"> <NA> Signs of improvement in economy in the U.S. have been weak yet steady. Recovery trend is relatively intact despite the impact from other overseas countries. <EMEA> Economic rebound have been delayed as European financial crisis is not over yet. People remain cautious about IT spending. <China> Although the economic growth in China has slowed down, further improvement in IT spending is expected as a result of measures taken by the Chinese government to stimulate the economy. Meanwhile, overall impact of the anti-Japan demonstrations is likely to remain limited. <APAC> Although each country is on a different stage in terms of economic growth, increase in IT spending is expected in accordance with social-infrastructure improvements.

Meanwhile, persistent uncertainty about the future remains for Enterprise IT Services (E-IT) customers. However, situations vary depending on industries and corporate strategies. Amid the Euro crisis in Europe, recent issues between Japan and China, political power shift and a general election in Japan, etc., some Japanese companies are aggressively expanding their overseas investment, which has resulted in increased IT spending in that field. We would like to formulate our strategies while carefully examining various situations.

Solutions & Technologies (S&T) is a segment which is in charge of the latest IT technologies. There has been solid demand for reliable network and data centers from a perspective of BCP in this segment. We would like to continue to focus on this area as there have been businesses backed by new technologies including the decentralization of network and data centers not only domestically but also internationally, linkage of multiple cloud services, etc.

We think that there have been significant differences among regions in Global Business (GB). Although IT spending is expected to pick up in EMEA as a result of the establishment of some sort of a safety-net mechanism, we believe that it is necessary to continue to watch out for the development in the future.

Meanwhile, we would like to further cultivate the U.S. market as the performance has been relatively solid.

There have been a range of movements in APAC. While we set up an office in Myanmar, a strong sense of uncertainty remains for our business in China. We would like to think about our future strategies while maintaining a wait-and-see attitude for a while.

Forecasts of Earnings and New Orders Received for FY Ending March 2013

■ Initial forecasts for full-year results remain unchanged.

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

	FY Mar. 2012 Results(1)	FY Mar. 2013 Forecasts	Change (2)-(1)	Rate of change (2)-(1)
New Orders Received	1098.4	1130.0	+ 31.5	+ 2.9
Net Sales	1251.1	1280.0	+ 28.8	+ 2.3
Operating Income	80.4	85.0	+ 4.5	+ 5.7
Operating Income Margin	6.4	6.6	-	-
Ordinary Income ^(*)	75.5	78.0	+ 2.4	+ 3.2
Segment Profit	71.8	73.0	+ 1.1	+ 1.6
Net Income	30.4	38.0	+ 7.5	+ 24.8
EPS (yen)	10,854	13,547	+ 2,692	+ 24.8
Cash Dividends per Share (yen)	6,000	6,000		

(*) Segment Profit is income before income taxes

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Our initial forecasts for the full-year results have remained unchanged.

However, the segment breakdown for new orders received, net sales, operating income and segment profit has been revised from initial forecasts. Please take the time later to review the changes included herein.

Although our operating environment remains difficult and uncertain due to downside risks to the overseas economy against the backdrop of the European debt crisis, etc. as well as foreign exchange fluctuation risks, we are determined to make concerted efforts toward the achievement of our full-year targets.

Forecasts for Full-Year Consolidated Financial Results for FY
Ending March 31, 2013: New Orders Received

New orders received are expected to increase overall due mainly to P&F and GB growth reflecting consolidated subsidiary expansion among other factors.

	【Billions of yen】		
	FY Mar. 2012 Results(1)	FY Mar. 2013 Forecasts	YoY (%)
Public & Financial IT Services (P&F)	580.0	590.0	+ 1.7 %
Enterprise IT Services(EIT)	268.5	270.0	+ 0.5 %
Solutions & Technologies (S&T)	35.4	40.0	+ 12.7 %
Global Business (GB)	213.2	230.0	+ 7.8 %

(*) Data for FY ended March, a basis of YoY comparison, has been revised from the figures disclosed earlier to reflect the changes in reportable segments.

Leave out explanation.

Forecasts for Full-Year Consolidated Financial Results for FY Ending March 31, 2013: Net Sales

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Net sales are likely to increase overall primarily owing to GB growth reflecting consolidated subsidiary expansion among other factors.

【Billions of yen】

	FY Mar. 2012 Results(1)	FY Mar. 2013 Forecasts	YoY (%)
Public & Financial IT Services (P&F)	727.8	729.0	+ 0.2 %
Enterprise IT Services(EIT)	275.8	280.0	+ 1.5 %
Solutions & Technologies (S&T)	160.2	164.0	+ 2.4 %
Global Business (GB)	219.1	232.0	+ 5.9 %

(*) Data for FY ended March, a basis of YoY comparison, has been revised from the figures disclosed earlier to reflect the changes in reportable segments.

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Leave out explanation.

Forecasts for Full-Year Consolidated Financial Results for FY Ending March 31, 2013: Operating Income

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Operating income is forecasted to increase overall due mainly to the reduction in unprofitable projects and the expansion of new projects despite a decline in income owing to a decrease in large-scale projects.

【Billions of yen】

	FY Mar. 2012 Results(1)	FY Mar. 2013 Forecasts	YoY (%)
Public & Financial IT Services (P&F)	64.8	62.0	- 4.4 %
Enterprise IT Services(EIT)	9.8	14.0	+ 41.8 %
Solutions & Technologies (S&T)	8.5	7.0	- 17.7 %
Global Business (GB)	- 1.0	1.5	-

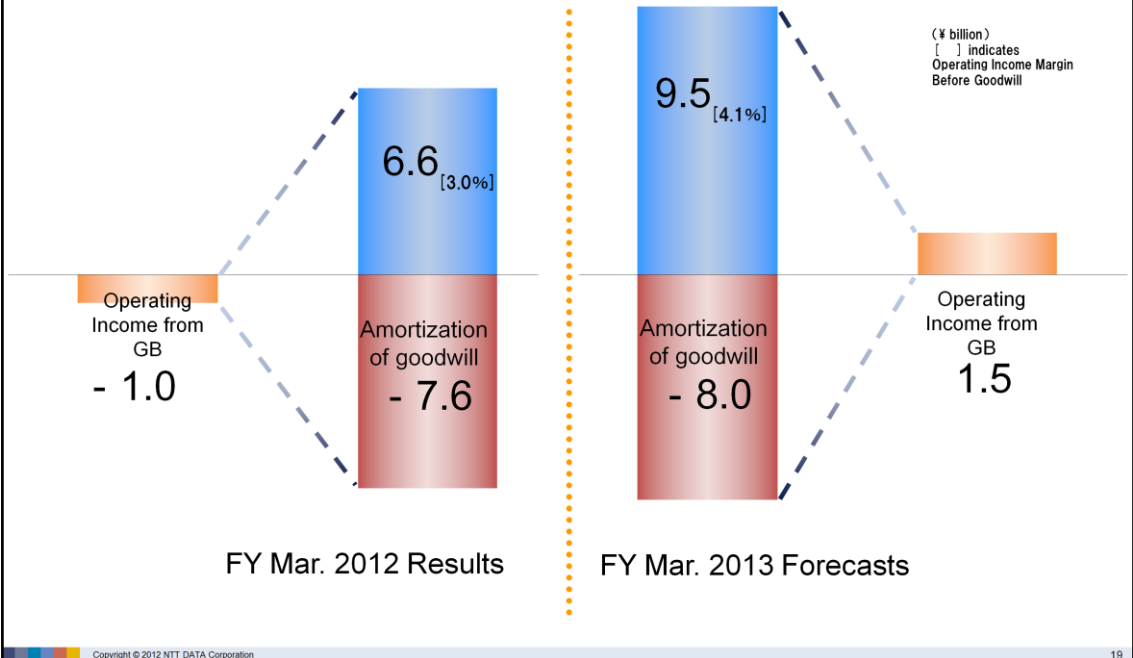
(*) Data for FY ended March, a basis of YoY comparison, has been revised from the figures disclosed earlier to reflect the changes in reportable segments.

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Leave out explanation.

Forecasts for Full-Year Consolidated Financial Results for FY Ending March 31, 2013: Detailed Explanation on Operating Income



Leave out explanation.

Forecasts for Full-Year Consolidated Financial Results for FY Ending March 31, 2013: Segment Profit

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Segment profit is likely to increase overall thanks to the reduction in unprofitable projects despite the impact of non-operating expenses and extraordinary loss.

[Billions of yen]

	FY Mar. 2012 Results(1)	FY Mar. 2013 Forecasts	YoY (%)
Public & Financial IT Services (P&F)	57.0	61.0	+ 6.8 %
Enterprise IT Services(EIT)	9.6	13.0	+ 34.8 %
Solutions & Technologies (S&T)	12.6	5.5	- 56.7 %
Global Business (GB)	- 2.2	- 2.0	+ 9.3 %

* Segment Profit is income before income taxes.

* Data for FY ended March, a basis of YoY comparison, has been revised from the figures disclosed earlier to reflect the changes in reportable segments.

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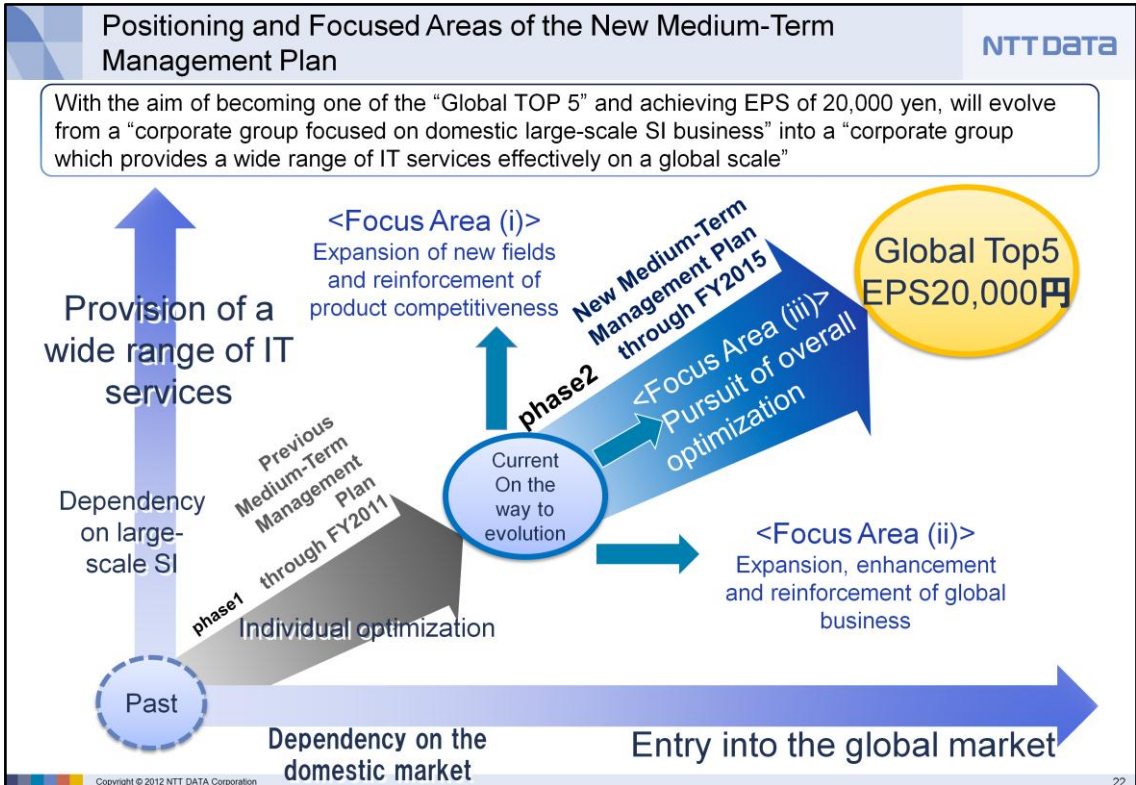
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3. Focused Areas of the Medium-term Management Plan

Lastly, I would like to explain about our current measures with regard to the medium-term management reforms.



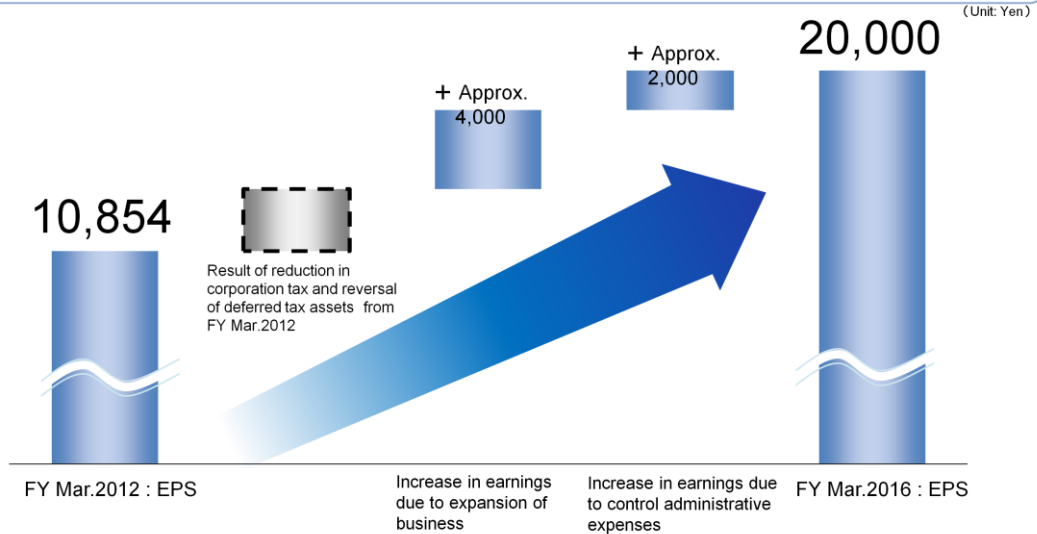
The chart on this page shows the positioning of the Medium-Term Management Plan and its focus areas.

Based on an assumption that we are currently “in the process of evolution” as shown in the middle of the chart, an entry into overseas market is plotted in the horizontal axis and changes in services are plotted in the vertical axis.

There are largely three focus areas including the expansion in new fields or reinforcement of product competitiveness, expansion of global businesses, and the pursuit of overall optimization including the governance and standardization of Group companies.

As we explained before, we have overall targets, “Global Top 5” and EPS20,000yen for the Medium-Term Management Plan.

■ Aims to achieve EPS of 20,000 yen by increasing operating income in line with the expansion of domestic and global businesses and through the reduction in administrative expenses.



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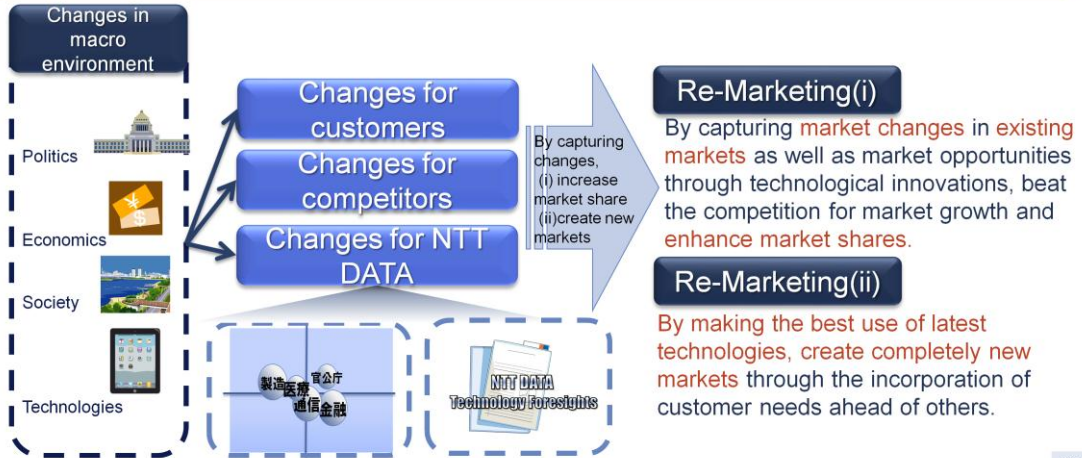
EPS20,000 yen is a management target which was included in the Medium-Term Management Plan for the first time.

Although EPS for the previous fiscal year was 10,854 yen, it reflected a temporary tax burden which incurred a year earlier. Therefore, we believe that actual EPS for the previous term was approximately 13,000 yen which reflects the impact of the temporary tax burden.

Re

Marketing

- Defying stereotypes
- Recapturing environmental changes on a continuous basis
- Turning over existing market
- Creating new markets (proactive behavior)



We are planning to achieve EPS20,000yen through increased profitability as a result of business expansion and effective business operations by reducing administrative expenses, etc.

What we have been focusing on the most in expanding new businesses is an activity named “Re-marketing”

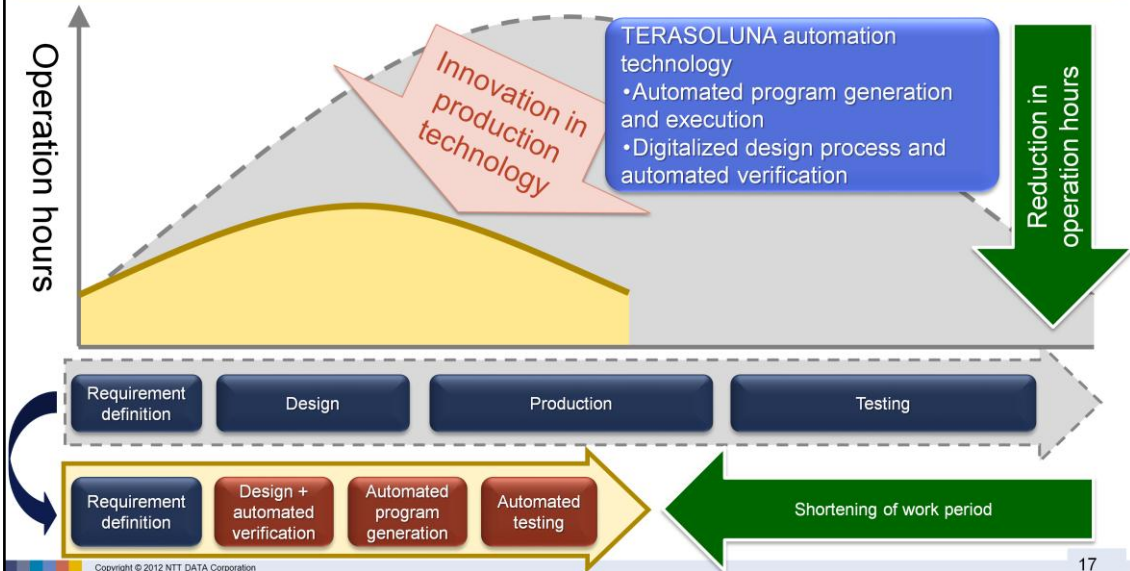
As you know, ‘marketing’ means creating markets and “re” refers to doing something again. In other words, “Re-marketing” contains our determination to defy stereotypes and review the current environmental changes once again.

The first “Re-marketing” is a measure to expand market shares in existing marketplace by reviewing changes in customers and competitors as well as our own changes and strengths in light of external trends that I mentioned briefly before such as politics, economy, society, various new technologies, etc.

The second “Re-marketing” is a measure to create completely new markets that never existed before under new technologies, systems, law and regulations. This may be “Re-marketing” unique to NTT DATA.

We have started large-scale initiatives with regard to these two measures.

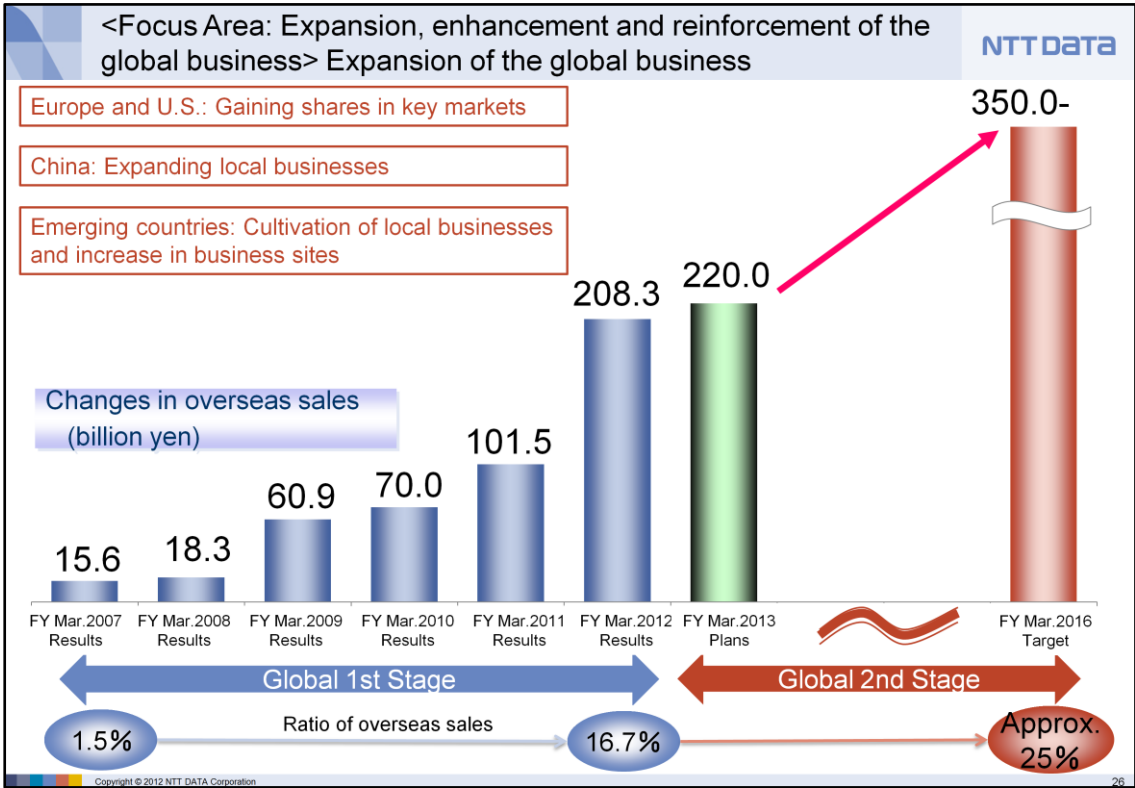
- Shift away from the labor-intensive model by completely automating development process
- Contribute to customers' businesses through the sophistication and speeding up of our work,



Another initiative is what we call “strategic R&D.”

Despite the evolvement of various technologies, the reality of software development has remained labor-intensive. Although not so many workers are required at the stage of designing, system cannot be completed without an extremely large amount of workers during the programming and unit testing processes. The curb line on this page shows accumulated workload. Although manufacturing site for industrial products 30 years ago was similarly labor-intensive, the entire procedures have been automated using computer now.

Through the fundamental innovation of software development technologies, it is possible to make a shift from the labor-intensive market to intellectual-intensive industry and shorten work period, reduce workload, stabilize quality and curtail costs as a result of automation of design, programming and testing processes. We have been working to display our strengths by giving back to customers as well. With the TERASOLUNA automation technology and various initiatives as described in the slide, a number of results have been produced already. We are planning to further accelerate this initiative in the future.



Now, I would like to talk about our overseas business.

We believe that we are currently in a transitional period between the first stage and the second stage of globalization. Overseas sales for the previous fiscal year slightly exceeded 200 billions of yen. The reason why this figure is a bit different from the figures for the GB segment which I explained earlier is because the figure in this page shows sales from overseas customers. Please note that sales from offshore development in China consigned from Japan have been excluded here but have been included in the figure for the GB segment.

We aim to achieve net sales of around T yen for this fiscal year. We would like to increase net sales to 350 billion yen or more by the fiscal year ending March 2016 which is the final year of the current Medium-Term Management Plan.

As we do not expect to achieve this through organic growth only, we need to tie this with our M&A strategy in principle. However, we cannot implement M&A strategy purely based on a plan. We are currently working on various activities such as information gathering, etc. We are hoping to realize several M&A deals during the period of the current Medium-Term Plan.

<Focus Area: Expansion, enhancement and reinforcement of the global business> Expansion of the global business NTT DATA

Europe and U.S.

Gaining shares in key markets => **Enhancement of capability**

- ✓ Expanding existing businesses and boosting profitability
(Reinforcement of global delivery capabilities including nearshore, benefiting from the effects of restructuring, etc.)
- ✓ Expansion in large-scale customers (MNC, etc.)
(Strengthening of AMO measures, reinforcement of consulting, BPO, etc. through M&A)

Emerging countries (APAC, Latin America, Africa, etc.)

Cultivation of local businesses and increase in business sites
=> **Development of infrastructure toward the 3rd Stage**

- ✓ Overseas social infrastructure development
(Overseas expansion of NTT DATA's social infrastructure services such as NACCS, PANADES, etc.)
- ✓ Focus on service-oriented business
(Collaboration with the NTT Group)

China

Expanding local businesses => **Shift from the offshore model**

- ✓ Acquisition of SI and services through the reinforcement of sales capabilities
(Partnership with local companies, implementation of shared systems, etc. for which NTT DATA has expertise in Japan and there is large demand in China)

Common

- ✓ Global penetration of the NTT DATA brand
- ✓ Promotion of global One Team

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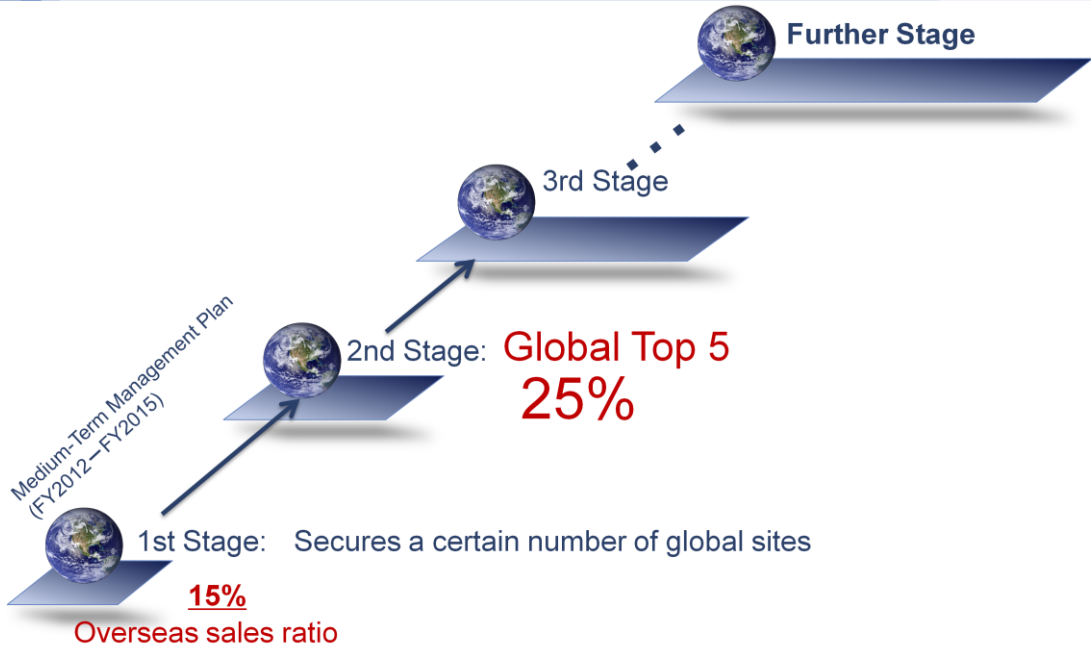
With regard to the characteristics of overseas regions, the regions which are likely to directly impact sales and profits in the foreseeable future will be the European and U.S. markets. Although I mentioned earlier that the current conditions in Europe are tough, a certain degree of safety-net measures have been implemented including actions by the IMF, etc. So, we are planning to pursue various opportunities in Europe and other regions.

In emerging countries, we registered our office in Myanmar in September as well as Indonesia, Vietnam, Malaysia, Thailand etc. Furthermore, there has been a view that Cambodia may be promising as well.

Although this may not have immediate impact on net sales and profits during this Medium-Term Plan, we believe that it is a region we should start consideration even from now.

With regard to China, I personally think that we should wait and see for half a year or so in light of the current situation. I would like to talk more about China in about six months if we have things to say at that point.

From the beginning of this year, we have worked on the consolidation of our brand under “One NTT DATA.” As all of our brands in the U.S. and EMEA have been consolidated, we would like to continue to focus on the permeation of the consolidated brand and “Global One Team” in the future, including measures to promote businesses in collaboration among the NTT DATA Group companies around the world by solutions such as SAP, insurance, etc.



We are currently in the transitional period between the first stage and the second stage, with the overseas sales ratio of 15%. By the final year of the current Medium-Term Management Plan, we would like to achieve “Global Top 5” and the overseas sales ratio of approximately 25%.

After that, there is probably the third stage, followed by the fourth and the fifth stages. We would like to continue to grow toward the next steps.

<Focus Area: Pursuit of Overall Optimization>
Reduction in Administrative Expenses, etc.

NTT DATA

■ Reduction in administrative expenses, etc. for the entire Group

Through the “Standardization, streamlining and consolidation of operations on a global level,” “Organizational restructuring and consolidation” and “Promotion of greater mobility and optimal allocation of resources,” reduce administrative expenses, etc. for the entire Group by 10%.

FY Ended
March 2012

FY Ending
March 2016

Administrative
expenses, etc.
for the entire
Group:
Approx. 110.0
billion yen

(i) Standardization, streamlining and consolidation
of operations on a global level

(ii) Organizational restructuring and
consolidation

(iii) Promotion of greater mobility and optimal
allocation of resources

Administrative
expenses, etc.
for the entire
Group:
Reduce by
10%

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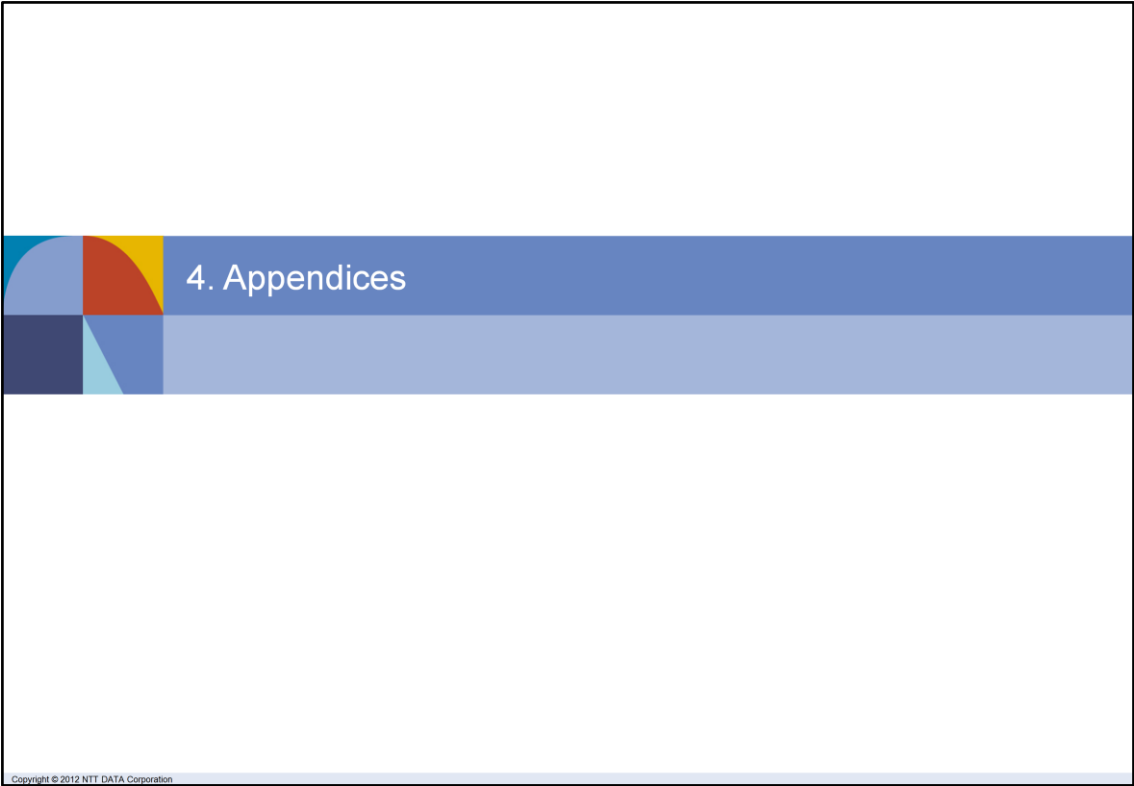
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Lastly, we will strive to cut administrative expenses, etc. in order to achieve efficient corporate management overseas. Administrative expenses currently accounts for slightly below 9% against net sales, or 110 billion yen. By the end of the current period of the Medium-Term Management Plan, we would like to reduce administrative expenses by 10% or 10 billion yen.

Although some investment is required, we would like to realize the plan by establishing a global SSC, etc. by consolidating operations such as purchasing, human resources, accounting, etc. into one center.

We would also like to continue to work on the organizational restructuring and consolidation of Group companies not only internationally but also domestically. At the same time, we aim to realize a 10% reduction in administrative expenses, etc. along with the overseas target strategy through the optimal allocation of resources based on market demands by promoting greater mobility of resources.

This concludes my explanations on our initiatives, etc. under the Medium-Term Management Plan. This is the end of my presentation.



4. Appendices

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Leave out explanation.

Overview of Consolidated Earnings and New Orders Received for the 2nd Quarter of FY Ending March 31, 2013

NTT DATA

(Unit: ¥ Billions except Cash
Dividends per Share / %)

	2013/3 2nd. Quarter Results (Apr.-Sept.)	YoY (%)	2013/3 2nd. Quarter Results (Jul.-Sept.)	YoY (%)	2013/3 Full-Year Forecasts
New Orders Received	679.8	+11.6	246.7	+24.1	1,130.0
Orders on Hand	1,270.8	+2.4			1,069.0
Net Sales	604.8	+5.8	310.8	+3.1	1,280.0
Cost of Sales	459.4	+6.3	237.2	+4.2	956.0
Gross Profit	145.3	+4.1	73.5	-0.4	324.0
SG&A Expenses	115.2	+5.8	56.7	+3.9	239.0
Selling Expenses	52.1	+3.8	25.7	-2.6	111.0
R&D Expenses	6.0	+6.3	2.8	-6.1	14.0
Other Administrative Expenses	57.0	+7.6	28.0	+11.8	114.0
Operating Income	30.1	-2.0	16.8	-12.5	85.0
Operating Income Margin	5.0	-0.4	5.4	-1.0	6.6
Ordinary Income	26.8	-6.6	14.8	-15.9	78.0
Special Gains and Losses	-1.7	-	-1.7	-	-5.0
Income before Income Taxes	25.0	-12.0	13.0	-25.8	73.0
Income Taxes and Others	11.6	-27.5	6.6	-23.6	35.0
Net Income	13.4	+8.0	6.4	-27.9	38.0
Capital Expenditures	53.6	-20.5	31.8	-15.7	133.0
Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles	74.0	-2.1	36.3	-2.1	148.0
Cash Dividends per Share (¥)		3,000			6,000

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

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Leave out explanation.

(Unit: ¥ Billions / %)

	2012/3 2nd. Quarter		2013/3 2nd. Quarter		2012/3	2013/3
	Results (Apr.-Sept.)		Results (Apr.-Sept.)		Full-Year Results	Full-Year Forecasts
Public & Financial IT Services	326.1	326.6			712.8	718.0
Enterprise IT Services	126.9	138.4			269.9	276.0
Solutions & Technologies	28.3	29.8			59.2	65.0
Global Business	89.7	108.9			208.1	220.0

Note 1: Results for FY ended March 2012 have been rearranged to reflect the changes in reportable segments.

Leave out explanation.

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

NTT DATA

(Unit : ¥ Billions)

		2012/3	2nd Quarter	2013/3	2nd Quarter	2013/3
		Results (Apr.-Sept.)	Results (Apr.-Sept.)	Results (Apr.-Sept.)	Results (Apr.-Sept.)	Full-Year Forecasts
Public & Financial IT Services						
(Main item)	Central Government and Related Agencies, Overseas Public Institutions, etc.		58.0		60.8	139.0
	Local Government and Community-based Business		27.9		36.3	103.0
	Healthcare		11.3		9.0	18.0
	Banks		99.5		85.0	175.0
	Cooperative Financial Institutions		49.3		43.0	92.0
	Insurance, Security and Credit Corporations		42.5		54.2	110.0
	Settlement Services		36.0		36.8	78.0
Enterprise IT Services						
(Main item)	Communication, Broadcasting and Utility Industry		57.7		67.8	131.0
	Manufacturing Industry		36.9		43.1	84.0
	Retail, Logistics and Other Service Industry		22.6		20.7	45.0
Solutions & Technologies						
(Main item)	Network Services		10.0		10.3	21.0
	Data Center Services		13.9		14.2	32.0
Net Sales by Products and Services						
	Integrated IT Solution		217.3		214.8	427.0
	System & Software Development		142.7		156.2	390.0
	Consulting & Support		187.9		208.6	405.0
	Others		23.7		25.0	58.0
	Net Sales by Products and Services Total		571.7		604.8	1,280.0

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

Note2: Enterprise IT Services: Renamed from Global IT Services in April 2012.

Note3: Results for FY ended March 2012 have been rearranged to reflect the changes in reportable segments.

Leave out explanation.

Consolidated New Orders Received by Customer Sector and Service
(to Japanese Customers Outside the NTT DATA Group)

NTT DATA

(Unit : ¥ Billions)

		2012/3 2nd. Quarter	2013/3 2nd. Quarter	2013/3
		Results (Apr.-Sept.)	Results (Apr.-Sept.)	Full-Year Forecasts
Public & Financial IT Services				
(Main item)	Central Government and Related Agencies, Overseas Public Institutions, etc.	93.4	87.0	137.0
	Local Government and Community-based Business	49.7	59.7	102.0
	Healthcare	12.3	9.4	15.0
	Banks	90.4	117.4	134.0
	Cooperative Financial Institutions	61.9	69.2	76.0
	Insurance, Security and Credit Corporations	48.0	48.8	105.0
	Settlement Services	4.2	13.1	20.0
Enterprise IT Services				
(Main item)	Communication, Broadcasting and Utility Industry	63.3	69.2	132.0
	Manufacturing Industry	48.0	49.9	89.0
	Retail, Logistics and Other Service Industry	19.6	23.1	39.0
Solutions & Technologies				
(Main item)	Network Services	0.5	0.9	1.0
	Data Center Services	15.4	13.2	26.0

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

Note2 : Enterprise IT Services: Renamed from Global IT Services in April 2012.

Note3: Results for FY ended March 2012 have been rearranged to reflect the changes in reportable segments.

Leave out explanation.

Non-Consolidated Earnings and New Orders Received

NTT DATA

(Unit : ¥ Billions)

	2012/3 2nd. Quarter Results (Apr.-Sept.)	2013/3 2nd. Quarter Results (Apr.-Sept.)	2013/3 Full-Year Forecasts
New Orders Received	398.3	439.2	650.0
Orders on Hand	1,075.8	1,044.5	867.0
Net Sales	378.6	381.2	810.0
Cost of Sales	291.8	293.8	618.0
Gross Profit	86.8	87.4	192.0
SG&A Expenses	57.7	57.9	124.0
Selling Expenses	25.7	26.0	55.0
R&D Expenses	5.4	5.6	12.0
Other Administrative Expenses	26.5	26.3	57.0
Operating Income	29.0	29.4	68.0
Operating Income Margin	7.7	7.7	8.4
Ordinary Income	29.7	29.3	63.0
Special Gains and Losses	-0.2	-	-2.0
Income before Income Taxes	29.5	29.3	61.0
Income Taxes and Others	12.3	9.3	22.0
Net Income	17.1	19.9	39.0
Capital Expenditures	55.4	47.1	121.0
Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles	62.5	64.5	129.0

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

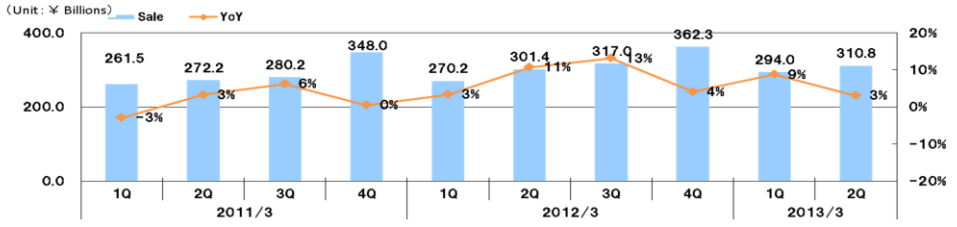
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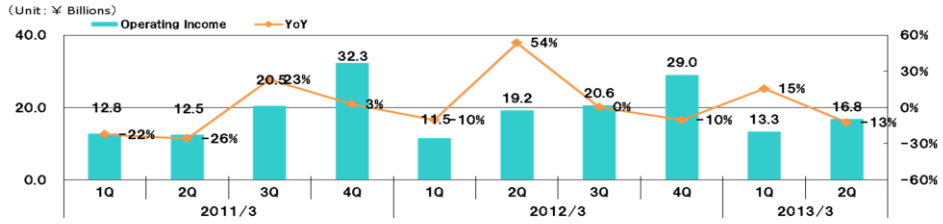
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Trends in Quarter (Consolidated)

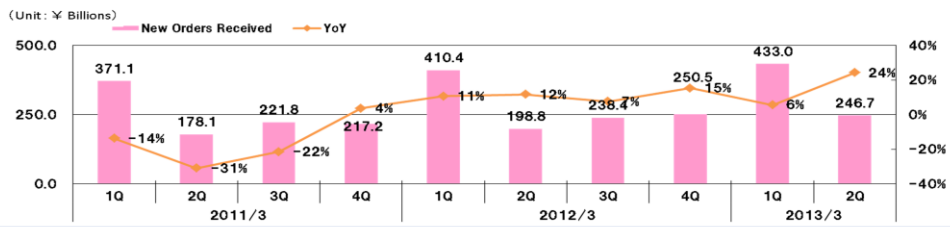
Net Sales



Operating Income



New Orders Received



Leave out explanation.

Expansion of Regional Bank Related Businesses

Tottori Bank began using NTT DATA Regional Bank Integrated Services Center in May 2012. "STELLA CUBE" service started in July 2012 for Kanagawa Bank and Tohoku Bank. Kirayaka Bank also decided to join the service in July 2012.

In addition, a basic agreement among four banks was concluded in May 2012 with regard to the participation by 77 Bank in a shared system previously used for three banks (Bank of Yokohama, Hokuriku Bank and Hokkaido Bank.)

Aiming to expand cost advantage further by joint development of Regional Bank Integrated Services Center, shared system for the Bank of Yokohama, Hokuohoku FG and 77 Bank, "STELLA CUBE," and "BeSTAcLoud."

BeSTA[※]

NTT DATA Regional Bank Integrated Services Center (15 banks)

- Tottori Bank began using in May 2012
- Senshu Ikeda Bank's system was integrated in January 2012
- Service provided to 13 banks, 2 more intending to join

In service

Shared System (4 banks)

- A basic agreement among four banks was concluded with regard to the participation by 77 Bank in May 2012
- Following the Bank of Yokohama, used by Hokuriku Bank and Hokkaido Bank starting May 2011

In service

STELLA CUBE (8 banks)

- A basic agreement with Kirayaka Bank was concluded in July 2012
- Kanagawa Bank and Tohoku Bank began using in July 2012
- Service provided to 6 banks, 2 more intending to join

In service

BeSTAcLoud

- Service provision set. A basic agreement with Shonai Bank and Hokuto Bank was concluded 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.

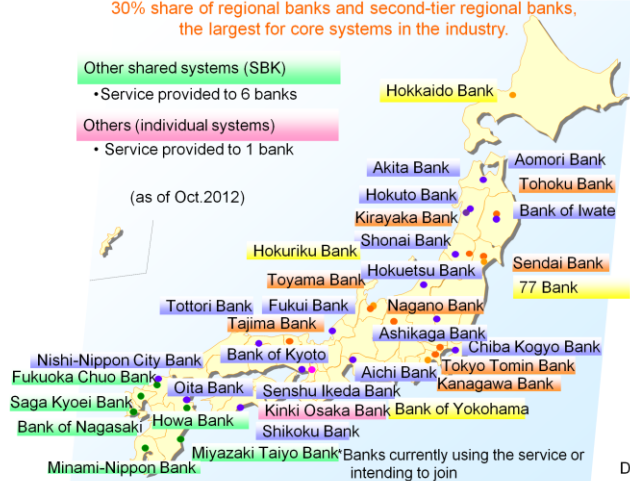
Other shared systems (SBK)

- Service provided to 6 banks

Others (individual systems)

- Service provided to 1 bank

(as of Oct. 2012)

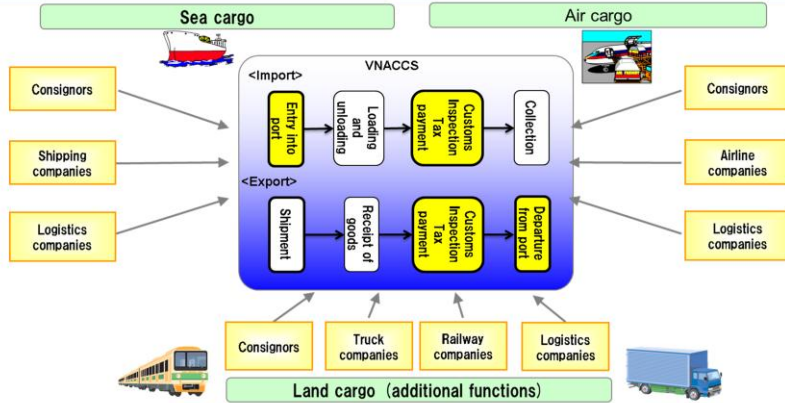


* BeSTA (Banking application Engine for Standard Architecture)
A banking application developed by NTT DATA applicable to various banks across banking business categories.

Leave out explanation.

Entrustment of the Development of Trade Processing/Customs System in Vietnam

NTT DATA has been entrusted by the Vietnamese government with the development of a trade processing/customs system (VNACCS/VCIS) based on the Japanese trade processing and customs clearance system called NACCS^(Note1) and CIS^(Note2). (System to be completed March 2014)



Characteristics

Through the utilization of functions of NACCS and CIS administrative procedures in Japan, we realized streamlining of administrative procedures related to trade processing/customs clearance such as declaration for importing and exporting, procedures at entering into and departing from the port, etc.

(Note 1) NACCS: Nippon Automated Cargo and Port Consolidated System

Online application system jointly used by public and private sectors to process administrative procedures such as import/export declarations, processing for arriving/departing ships and aircraft, etc. as well as import/export related procedures undertaken by the private sector

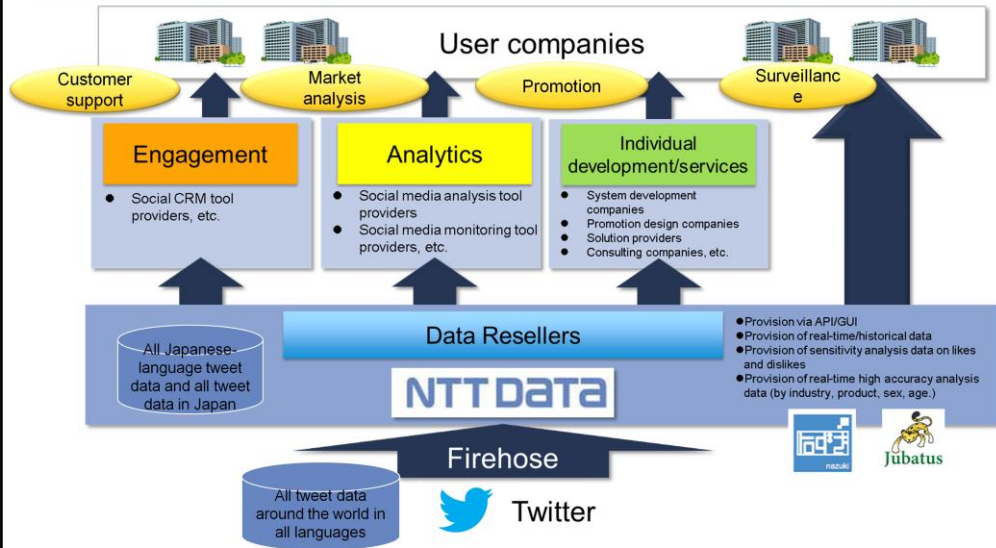
(Note 2) CIS: Customs Intelligence Database System

Integrated information system for customs clearance with accumulated data on import/export customs records and importer/exporter information

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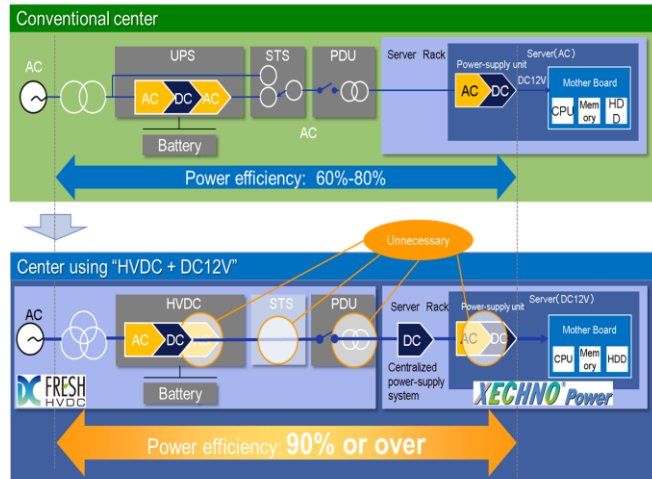
NTT DATA Agreed to Conclude a Firehose Contract with US Twitter In Respect of the Provision of Tweet Data

With a capability to offer larger, more accurate, highly valued-added tweet data compared to public API, will support the utilization of big data by our user companies including a use of social media, etc. Pricing system will be revealed in our product and service presentation in November and actual services are due to start in December.



Leave out explanation.

NTT DATA INTELLILINK CORPORATION, Japan Radio Co., Ltd. and NTT DATA CORPORATION received a "Minister of Economy, Trade and Industry Award" of the "Green IT Award 2012: Energy-Saving Category" for "XECHNO® Power + FRESH HVDC®," a technology to realize significant reduction in power consumption at data centers.



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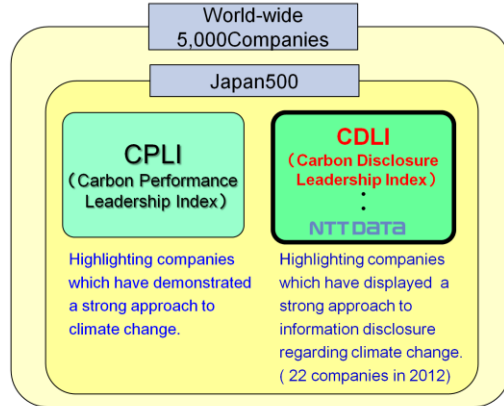
NTT DATA is featured in CDP's "Carbon Disclosure Leadership Index"(CDLI), highlights the constituent companies within the large Japanese 500 companies(Japan500) including companies in the FTSE Japan Index. In 2012, 22 companies are comprised from Japan 500 based on analysis of the responses to CDP's questionnaire.

About "CDP" (Carbon Disclosure Project)

- CDP is a non-profit-organization established in 2000 in UK and operated with the assistance of international investors.
- CDP harnesses the power of market forces, including 655 institutional investors with assets of US\$78 trillion, to collect information from companies on their greenhouse gas emissions and assessment of climate change and water risk and opportunity.
- CDP send out questionnaire to world-wide companies (approximately 5,000 world-wide, 500 in Japan) every year, focused on greenhouse gas emissions and counter measure against climate change. After analysis and assessment of the responses to the questionnaire(mark out of 100), CDP discloses the result to investors.

About CDLI (Carbon Disclosure Leadership Index)

Marking out companies that is superior in terms of the disclosure on climate change. In Japan, the top 10% of 500 companies are recognized as CDLI.



Leave out explanation.

■ Will accelerate the promotion of integration and reinforcement of collaboration among Group companies which provide global solutions including itelligence, Extend Technologies, Business Formula, Cornerstone, etc. Through public tender offer and squeeze out, we will aim to acquire 100% of itelligence's shares issued and outstanding (current ownership is 81.28%).

Overview of itelligence AG

- Company name: itelligence AG
- Business line: SAP-related consulting business, system integration and software development business, license business, outsourcing services
- Establishment: 2000
- Shareholders:

NTT DATA Group:	81.3%
NTT Communications:	8.2%
Others:	10.5%
- Head office location: Bielefeld, Germany
- Number of employees: 2,726 (As of September 30, 2012)

Objectives for acquisition of shares

• itelligence has a key role in the "Global SAP One Team," an initiative currently promoted by the NTT DATA Group. Through the acquisition of 100% ownership of the company through the public tender offer, we aim to further advance integration especially in the SAP business field.



Leave out explanation.