



Global IT Innovator
—
NTT DATA GROUP

Company Presentation for the Fiscal Year Ended March 31, 2010

2010

NTT DATA CORPORATION
May 11 , 2010

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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1. Results for Fiscal Year Ended March 31, 2010

Highlights of Fiscal Year Ended March 31, 2010

			Versus Previous Year	Versus Forecasts	
1	New Orders Received	¥1,181.5 billion			■ Versus Previous Year +146.3 billion yen [+14.1%] ■ Versus Forecasts + 21.5 billion yen [+1.9%]
2	Net Sales	¥1,142.9 billion			■ Versus Previous Year +3.8 billion yen [+0.3%] ■ Versus Forecasts +2.9 billion yen [+0.3%]
3	Operating Income	¥81.6 billion			■ Versus Previous Year -16.8 billion yen [-17.1%] ■ Versus Forecasts + 6.6 billion yen [+8.9%]

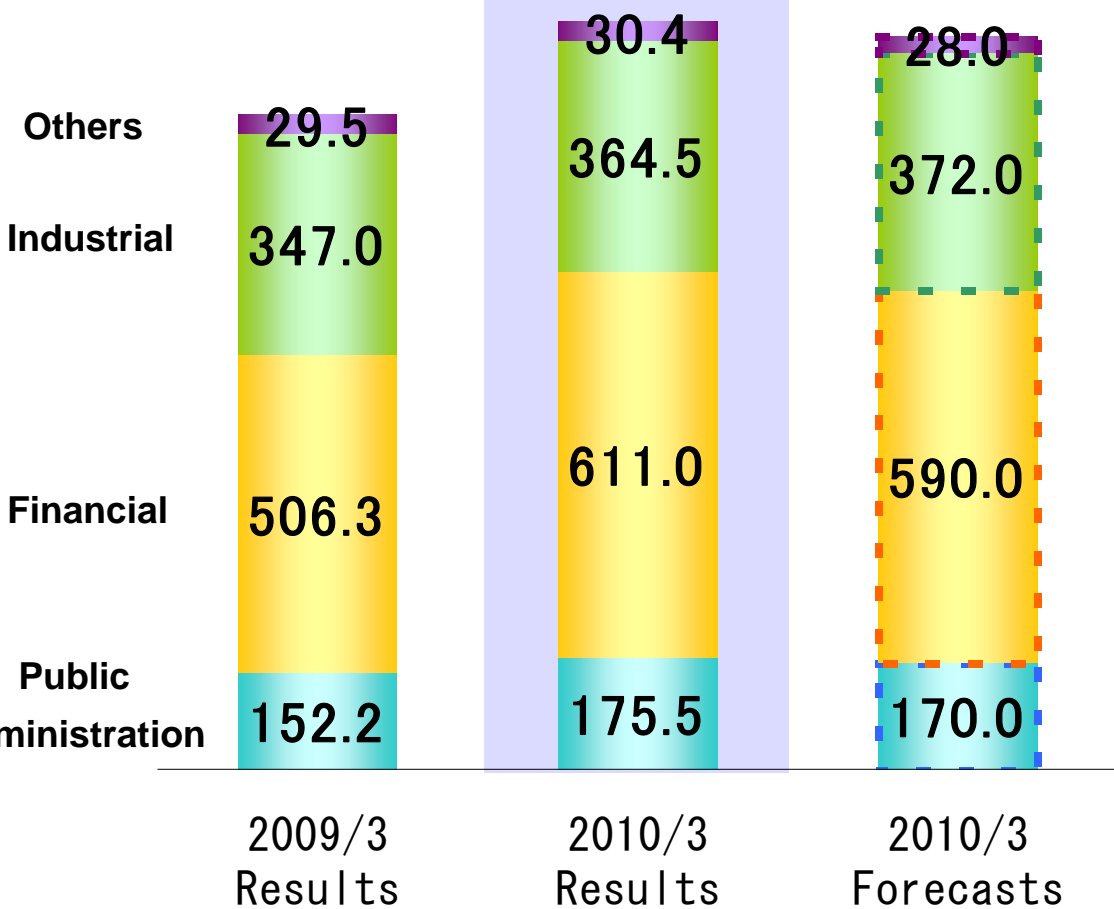
New Orders Received

■ Versus Previous Year :

Increased thanks to success in winning orders from existing Public Administration and Financial Sector customers, and helped by consolidated subsidiary expansion, etc.

(Billions of yen)

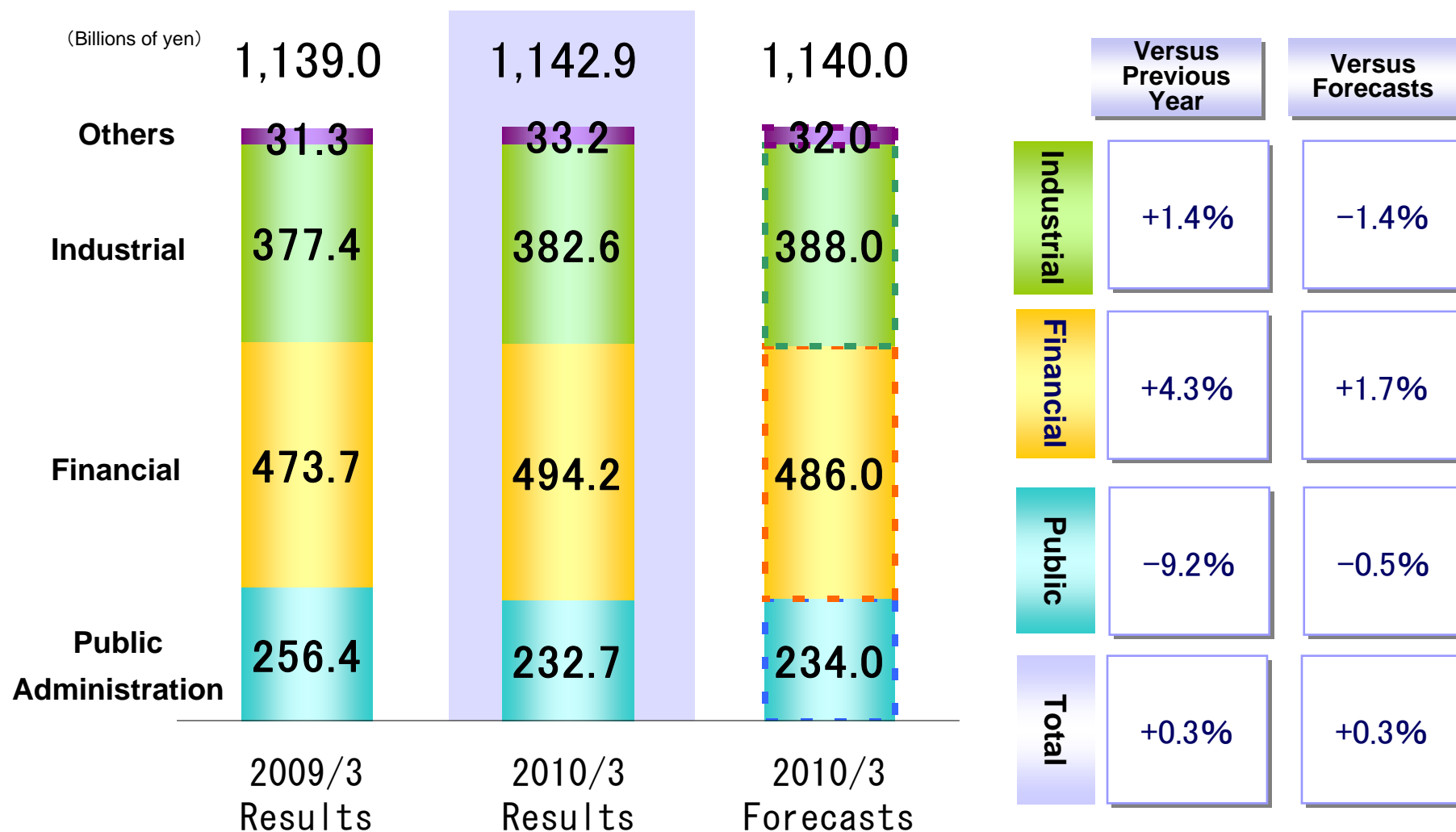
1,035.2 1,181.5 1,160.0



	Versus Previous Year	Versus Forecasts
Industrial	+5.0%	-2.0%
Financial	+20.7%	+3.6%
Public	+15.3%	+3.3%
Total	+14.1%	+1.9%

■ Versus Previous Year :

Increased thanks to sales growth in the Financial Sector and helped by consolidated subsidiary expansion, despite a decline in some equipment services, etc., in the Public Administration Sector.



Consolidated/Non-consolidated Results (New Orders Received/Net Sales)



Gross Profit and SG&A Expenses

(Billions of yen)

Gross Profit

(Billions of yen)

SG&A Expenses

277.1

272.3

178.6

190.6

Contribution
from
consolidations

82.1

90.3

Contribution
from
consolidations

66.4

75.3

Non-
consolidated

194.9

182.0

Non-
consolidated

112.1

115.3

2009/3
Result

2010/3
Result

2009/3
Result

2010/3
Result

Cost-of-Sales Ratio (Consolidated)

75.7%

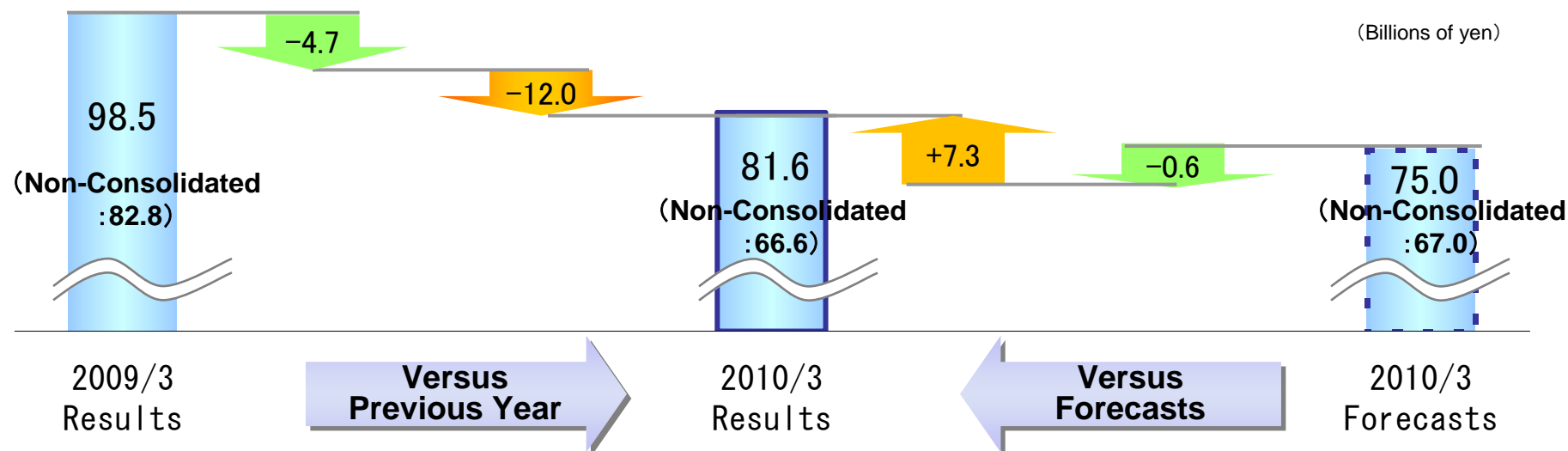
76.2%

SG&A Ratio (Consolidated)

15.6%

16.7%

Factors for Year-on-Year Change in Operating Income



Gross Profit

Contribution from consolidations +8.1 billion yen

- Increased due to subsidiary growth, despite the effects of a worsening cost-of-sales ratio in existing subsidiaries, etc., in the economic downturn.

Non-consolidated -12.9 billion yen

- Declined due mainly to a drop in some equipment services plus the worsening cost-of-sales ratio from increasing competition in the economic downturn.

Gross Profit

Contribution from consolidations -0.6 billion yen

- Both net sales and cost of sales were mostly in line with forecasts, despite some variations from the expected non-consolidated and consolidated results.

SG&A Expenses

Contribution from consolidations +8.8 billion yen

- Increased due in large part to an increase in the number of consolidated subsidiaries, a rise in goodwill amortization, and temporary personnel shifts to deal with the economic downturn.
- Integration of some existing subsidiaries, however, diminished SG&A expenses somewhat, resulting in a year-on-year decrease in the 4Q.

Non-consolidated +3.1 billion yen

- Despite efforts toward greater administrative cost efficiency, increased due to innovation plan implementation and temporary shifts in personnel because of the poor economy.

SG&A Expenses

Contribution from consolidations -7.3 billion yen

- Decreased due to improved utilization rate of engineers and reductions in administrative costs, etc.
- Decreased primarily because the cost of increased severance pay from strategic reorganization of some subsidiaries, which was supposed to have been treated as SG&A expense, was instead charged as extraordinary loss due to the materiality of the amounts.

2. Earnings Forecasts for Fiscal Year Ending March 31, 2011

Highlights of Earnings Forecast for FY Ending March 31, 2011

Versus
Previous
Year

1

**New
Orders
Received**

¥1,000.0 billion



- Versus Previous Year -181.5 billion yen
- Down in relation to large-scale financial system orders in previous fiscal year

2

Net Sales

¥1,200.0 billion

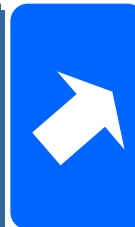


- Versus Previous Year + 57.0 billion yen
- Increase thanks to bank and credit financial system sales and improved results in consolidated subsidiaries, etc.

3

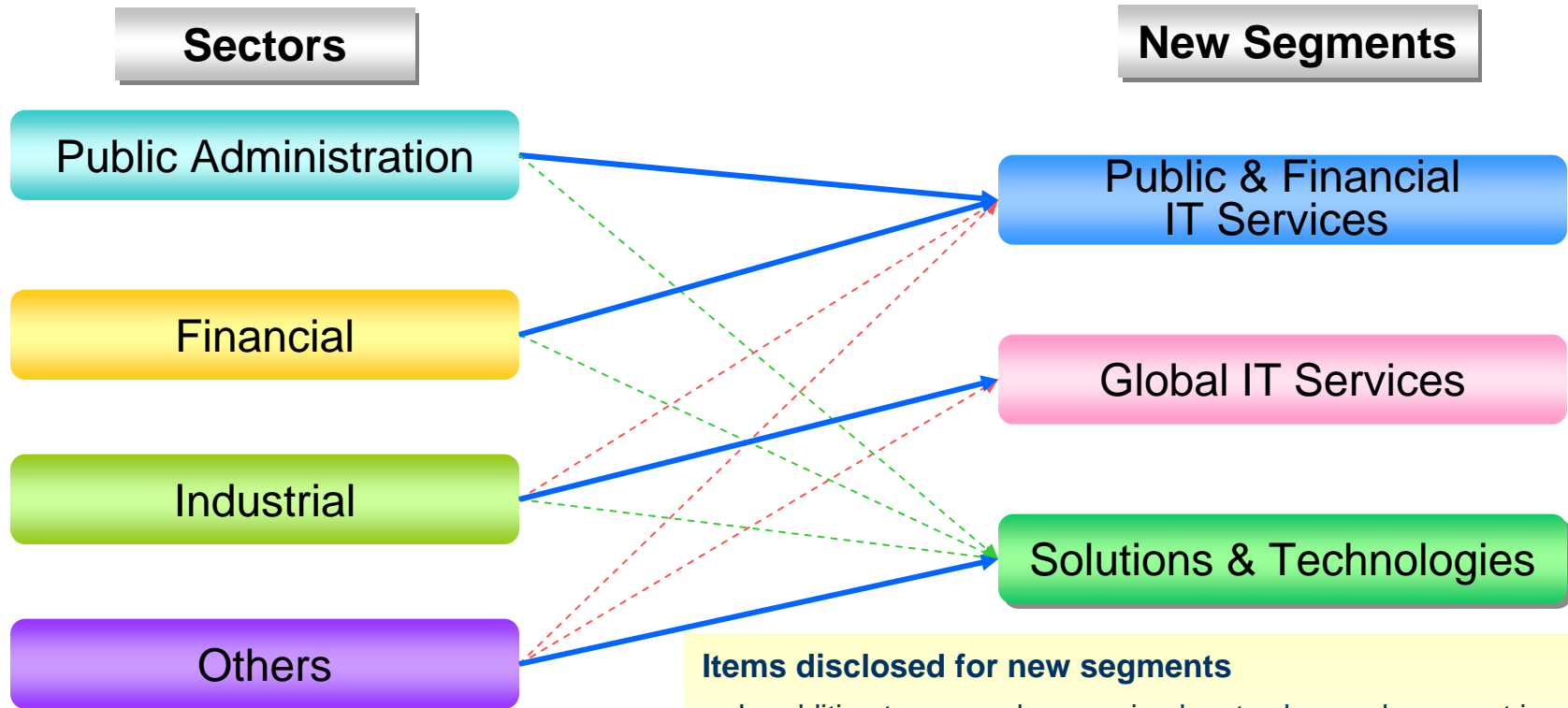
**Operating
Income**

¥90.0 billion



- Versus Previous Year + 8.3 billion yen
- Increase with sales growth, despite rise in SG&A expenses from M&A activities and other factors

Disclosures Based on Management Approach



*The red dotted lines indicate partial realignment of subsidiaries, while the green dotted lines indicate partial sector realignment.

Items disclosed for new segments

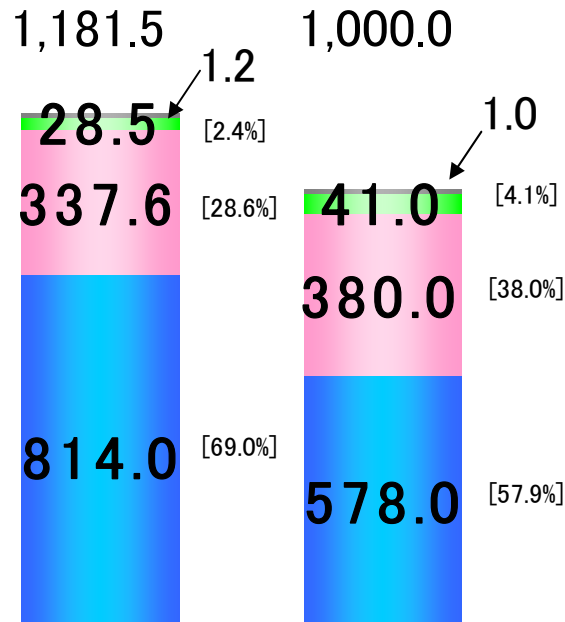
- In addition to new orders received, net sales, and segment income, at the result announcement for the FY ending March, 2011 assets and depreciation costs are among items to be disclosed.
- For new orders received, only data for outside customers will be disclosed, whereas net sales data will be disclosed for both outside customers and internal transactions.
- In order to reflect all returns on business including asset impairment and equity method affiliates, segment income will be based on income before income taxes. This does not apply to some common costs not distributed per company (e.g., financing costs).

Segment Forecasts

(all values in billions of yen)



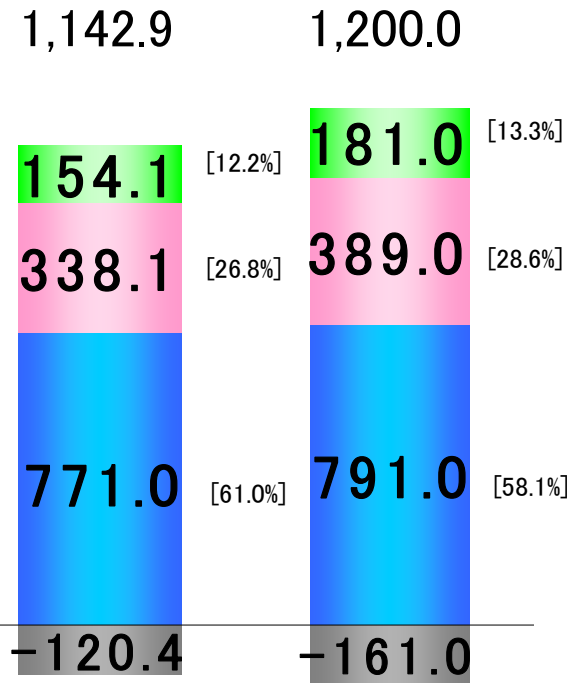
New Orders Received



2010/3 Results (Reference) 2011/3 Forecasts

Net Sales

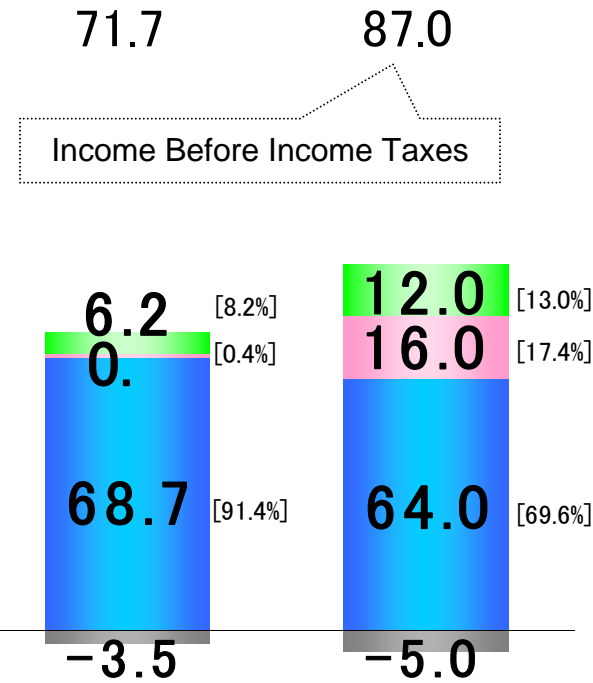
(Per-segment data includes internal transactions.)



2010/3 Results (Reference) 2011/3 Forecasts

Segment Income

(Per-segment data includes internal transactions.)



2010/3 Results (Reference) 2011/3 Forecasts

Public & Financial IT Services

Global IT Services

Solutions & Technologies

Others/Elimination, etc.

*Numbers in [] indicate percent of segment total.

*Segment income does not reflect certain common costs (e.g., financing costs).

- Orders drop sharply in relation to large orders in previous FY, despite scattered improvement in IT investment trends.
- Net sales rise as bank and credit system orders offset declines from national government budget cuts. Income is lower, however, in relation to large-scale system upgrades in previous FY.

National Government	<ul style="list-style-type: none"> • Opportunities seen in implementing new strategies of IT Strategy Headquarters (national ID, etc.). • Some IT spending cuts may result from national budget revisions (special accounts, etc.).
Local Government and Community-based Business	<ul style="list-style-type: none"> • More opportunities in cost-cutting services (e.g., cloud service for local government) to deal with the difficult financial climate. • With severe cost-cutting demands in tenders, etc., overall trend expected to remain unchanged.
Healthcare	<ul style="list-style-type: none"> • Growth in spending on local healthcare revitalization plans and on new plan for late-elderly health care system. • IT spending for online medical insurance billing impacted by government budget cutting.
Major Banks	<ul style="list-style-type: none"> • Earnings are recovering and the worst phase seems to be over for investment willingness. Opportunities seen in IFRS, anti-money laundering, and other new legal requirements, and in new business models such as electronically recorded monetary claims and fund transfer act.
Regional Banks	<ul style="list-style-type: none"> • Despite overall industry recovery, desire is strong for IT spending reduction with ongoing needs for system sharing and outsourcing. • Possible new opportunities in anti-money laundering and other legal changes.
Financial Unions	<ul style="list-style-type: none"> • With performance slide stopping, outlook is for stable IT spending even if not full-blown growth. • Minimum necessary spending to meet legal requirements is seen.
Insurance, Security and Credit Corporations, etc.	<ul style="list-style-type: none"> • Insurance: Ongoing system merging needs as six big casualty insurance firms have been consolidated into three groups. • Securities: Spending still down post Lehman collapse, but IFRS and other legal requirement spending seen. • Credit: System spending remains depressed as Money Lending Business Act revisions impact earnings.

Global IT Services

- Seizing the IT spending recovery moment, we are working to expand business in existing areas and carry out aggressive M&A, with the expectation of large growth in orders and sales.
- Costs increased sharply in last FY due partly to surplus staff in the poor economy, but as sales grow we will seek to recover earnings through gross profit increases and cost reduction measures.

Communication, Broadcasting and Utility Industry

- Relatively strong IT spending despite severe business climate. Mobile carriers' spending shifting toward better customer service.
- In utility industry, growing desire for smart grid and other environment-related spending.

Manufacturing Industry

- IT spending continues to be depressed. Strong IT cost-cutting demands whether for new or existing projects.
- Business process reengineering and system revamping moves seen mainly for SCM needs.

Retail, Logistics and Other Service Industry

- Some IT demand seen relating to corporate mergers and tie-ups, but IT spending remains sluggish.
- IT demand expected as convenience stores and other retailers expand overseas.

Global (overseas local business)

- Many Western firms remain cautious on IT spending despite signs of gradual economic recovery.
- IT growth expected in emerging nations mainly in Asia with stepped-up infrastructure spending and expanding domestic demand.

Solutions & Technologies

- Order and sales growth seen with consolidated subsidiary expansion, accelerating interest in cloud computing business, etc.
- Earnings should increase as sales growth yields higher gross profits and cost-cutting measures are boosted.

Network

- Continued demand seen as orders from financial institutions remain solid.
- Strong needs for cost reduction characterize the network market as a whole.

Cloud Computing Services (including Data Center Services)

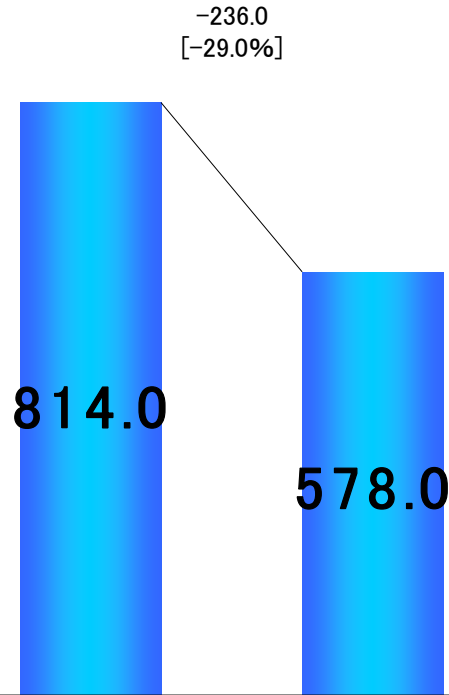
- Launched "BizXaaS" cloud service. High interest, inquiries regarding private clouds for server integration, etc. Public cloud service, starting in April, will aim for market expansion.
- Strong interest in data center cost cutting, energy saving. Growing demand seen for large-scale IT outsourcing service featuring cloud and "Green Data Center", including operations.

Segment Forecasts (Public & Financial IT Services)



New Orders Received

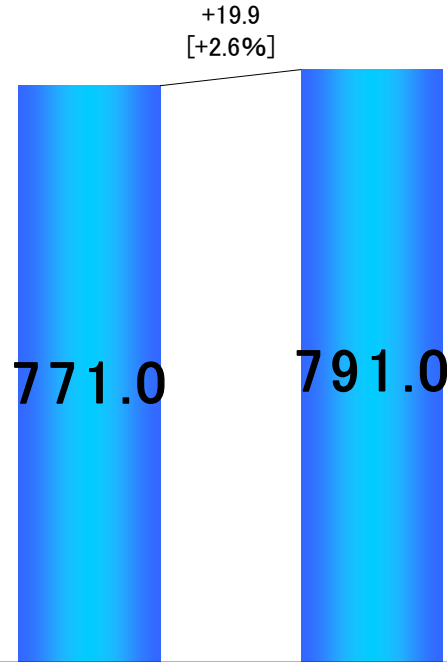
(Billions of yen)



2010/3 Results (Reference)
2011/3 Forecasts

Net Sales

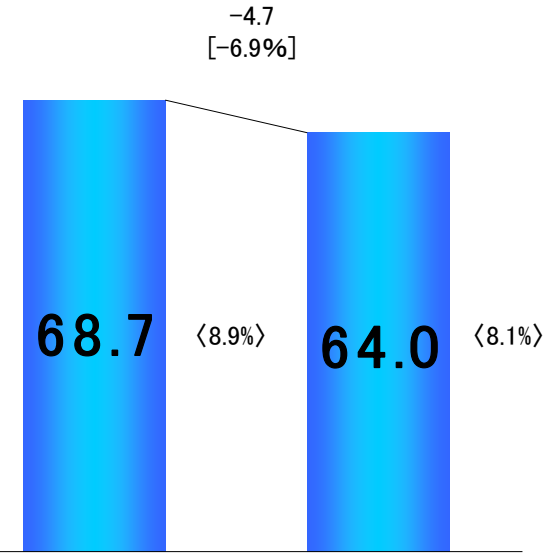
(Billions of yen) (Including internal transactions)



2010/3 Results (Reference)
2011/3 Forecasts

Segment Income

(Billions of yen) (Including internal transactions)



2010/3 Results (Reference)
2011/3 Forecasts

(*) [] : Rate of change, < > : Segment income margin

*Segment income does not reflect certain common costs (e.g., financing costs).

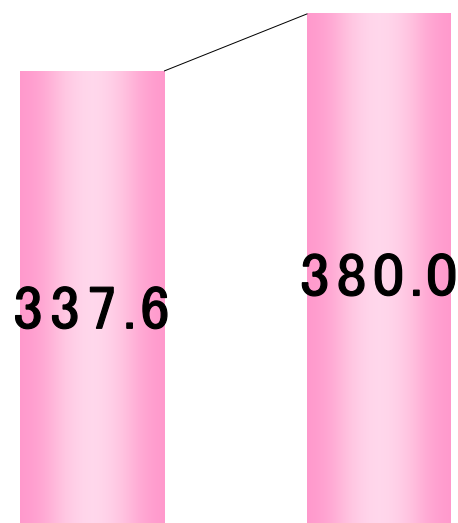
Segment Forecasts (Global IT Services)



New Orders Received

(Billions of yen)

+42.3
[+12.5%]



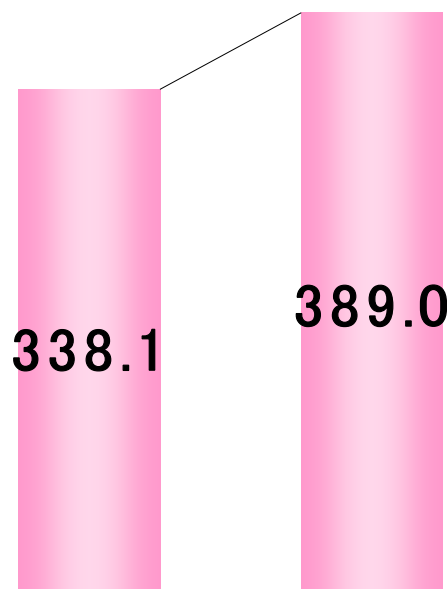
2010/3
Results
(Reference)

2011/3
Forecasts

Net Sales

(Billions of yen) (Including internal transactions)

+50.8
[+15.0%]



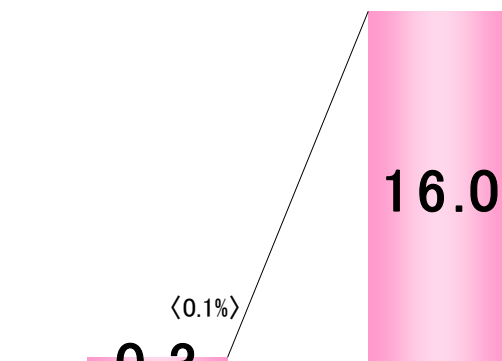
2010/3
Results
(Reference)

2011/3
Forecasts

Segment Income

(Billions of yen) (Including internal transactions)

+15.7
[- %]



2010/3
Results
(Reference)

2011/3
Forecasts

(*) [] : Rate of change, < > : Segment income margin

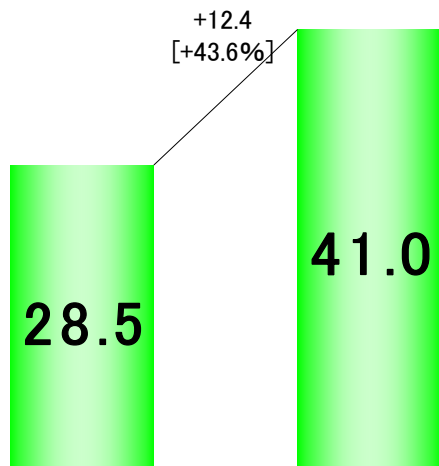
*Segment income does not reflect certain common costs (e.g., financing costs).

Segment Forecasts (Solutions & Technologies)



New Orders Received

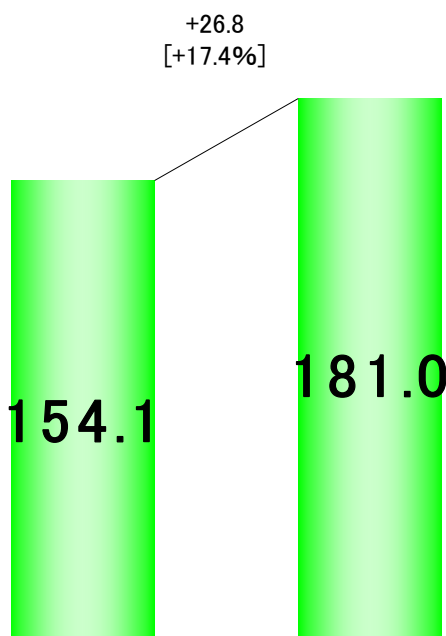
(Billions of yen)



2010/3 Results (Reference)
2011/3 Forecasts

Net Sales

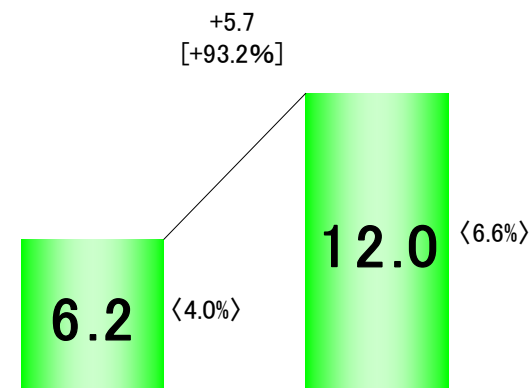
(Billions of yen) (Including internal transactions)



2010/3 Results (Reference)
2011/3 Forecasts

Segment Income

(Billions of yen) (Including internal transactions)



2010/3 Results (Reference)
2011/3 Forecasts

(*) [] : Rate of change, < > : Segment income margin

*Segment income does not reflect certain common costs (e.g., financing costs).

Forecasts of Earnings and New Orders Received

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

	2010/3 Results (1)	2011/3 Forecasts (2)	Change (2) -(1)	Rate of change (2) -(1)
Net Sales	1,142.9	1,200.0	+57.0	+5.0
Operating Income	81.6	90.0	+8.3	+10.2
Operating Income Margin	7.1	7.5	—	+0.4
Ordinary Income	75.7	87.0	+11.2	+14.9
Income Before Income Taxes	71.7	87.0	+15.2	+21.2
Net Income	35.6	47.0	+11.3	+31.8
New Orders Received	1,181.5	1,000.0	-181.5	-15.4
Cash Dividends per Share (yen)	6,000	6,000		

3. Progress in Medium-term Management Policy

Sales of 1.5 trillion yen

[FY Ending March 31, 2013]

■ **Aim for Global Top 5**

Grow big enough to be able to provide customers with advanced services in a global environment.

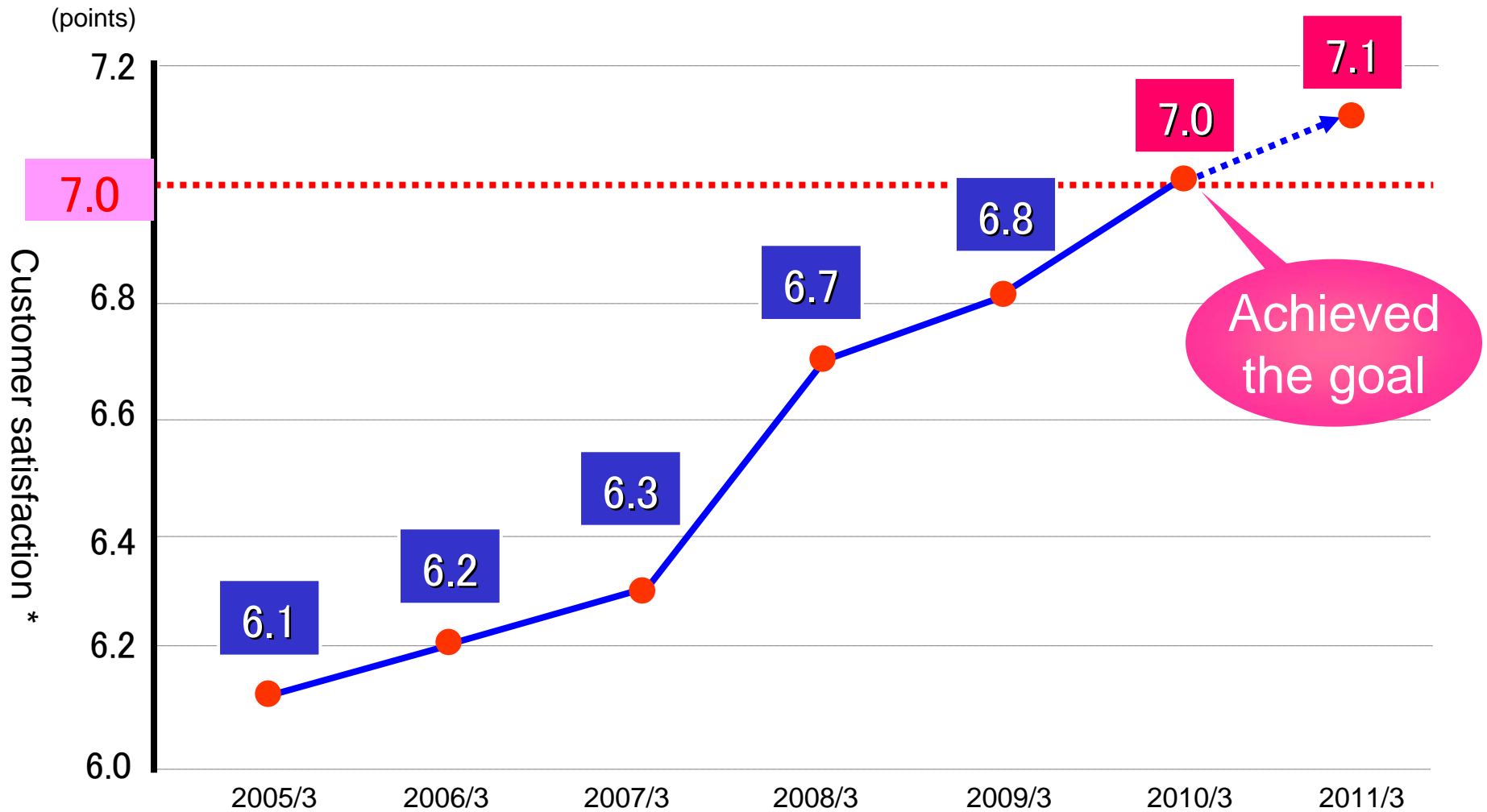
■ **Ensure Earnings Amount Needed for Stable Management**

Earn enough to maintain business continuity and innovation in a rapidly changing business climate.

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

*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.

Customer Satisfaction Survey Trend



* CS rating: Average of individual item ratings (10 point scale)
10 points (extremely satisfied) to 0 points (completely dissatisfied)

Toward medium- to long-term profitability improvement

- 1 Promote software orders from NTT DATA for better Group capacity utilization
- 2 Achieve early expansion of G-SSC (Group Shared Services Center) throughout the Group
- 3 Build efficient management structure and strengthen business administration base, including through merging and reorganization

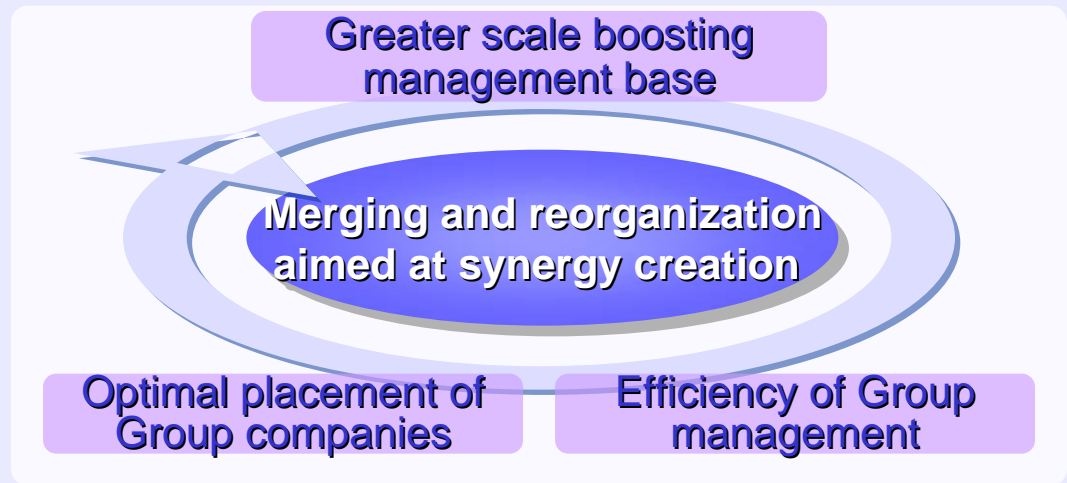
Aims of Group company merging and reorganization

Aims include making Group companies sufficiently large, achieving efficient Group management, meeting internal control requirements, and boosting management base, in order to become more competitive over the medium to long term.

Main initiatives and issues

- Strengthen Brand Power and Competency
- Reinforce Human Resource Management
- Business Field Optimization
- Standardization and BPR
- Reduce Overhead Cost by Shared Services
- Business Portfolio Improvement

Merging/reorganization aims



Environmental message

Earth Solutions. Using IT to solve environmental problems

The NTT DATA Group, by applying IT to create new ways and means, is helping to solve environmental problems that threaten the earth and society.

Contribute to the greening of customers and society through IT

- Make visible the effectiveness of our systems and solutions in reducing environmental impact
- Create and expand environmental solutions to reduce impact on society

Steadily reduce environmental impact of the Group overall through data center efficiency measures and work style innovation

Contribute to the environment through greening of our Group

Involve each employee in thinking about the environment and contributing actively

- Eco society activities involving employees and their families
- Aggressive environmental communication inside and outside the Group

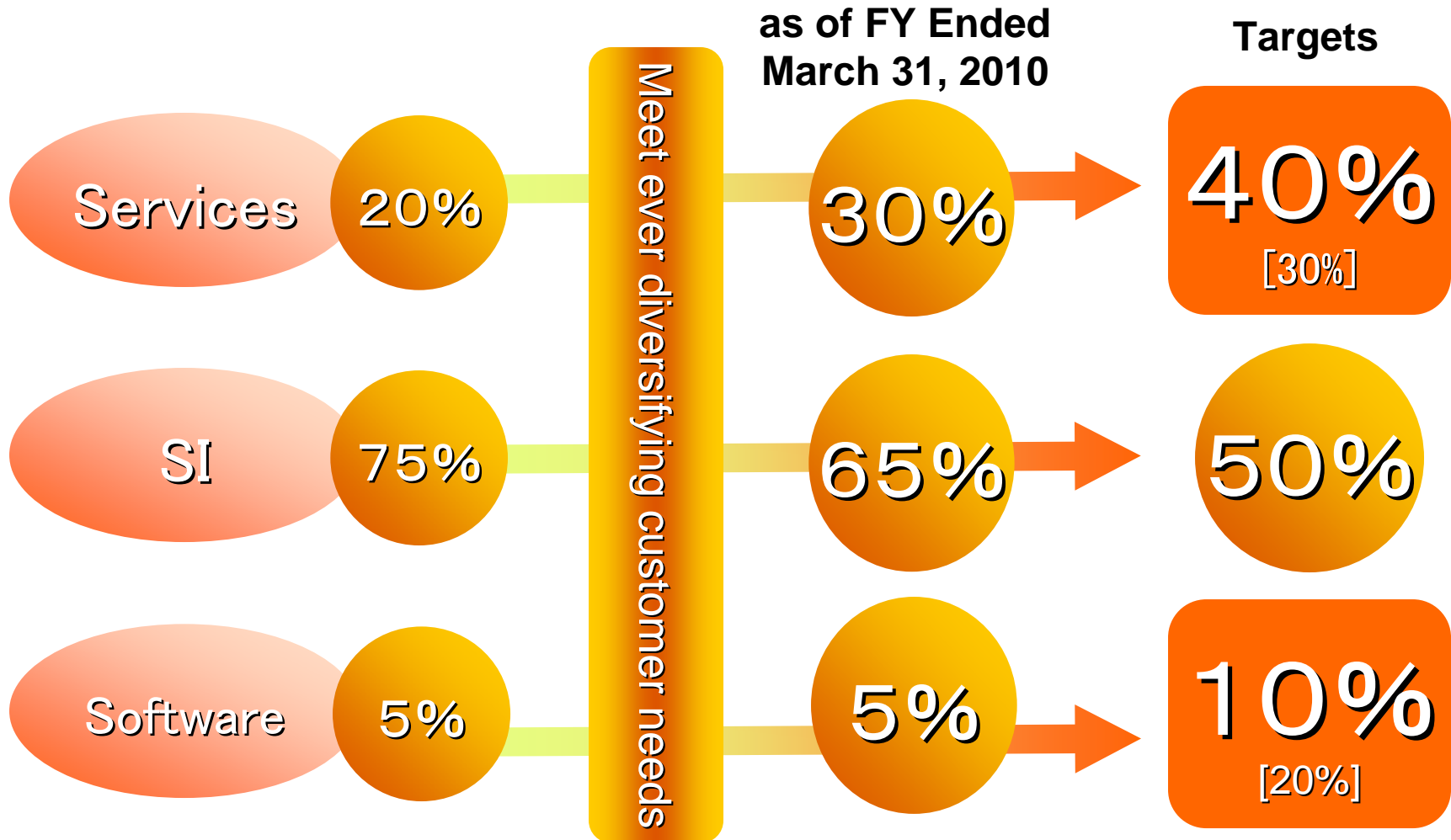
Target
FY ending March 31, 2013

CO₂ reduction in customers and society resulting from our Group's systems and solutions

1.5 million tons

Combination of “Three Arrows” Concept

Shift target weight toward Services so as to meet the growing needs for going from *owning* to *utilizing* IT, as exemplified by cloud services.



(*) []: Target percentage before revision

Accelerate our business portfolio reformation by investing ¥ 30 billion in 3 years period start from FY ended March 31, 2010

Examples of customer needs and innovations meeting those needs

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

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

Provide a comprehensive range of NTT DATA Group cloud solutions, from infrastructure to applications.

BizXaaS™ Service Lineup

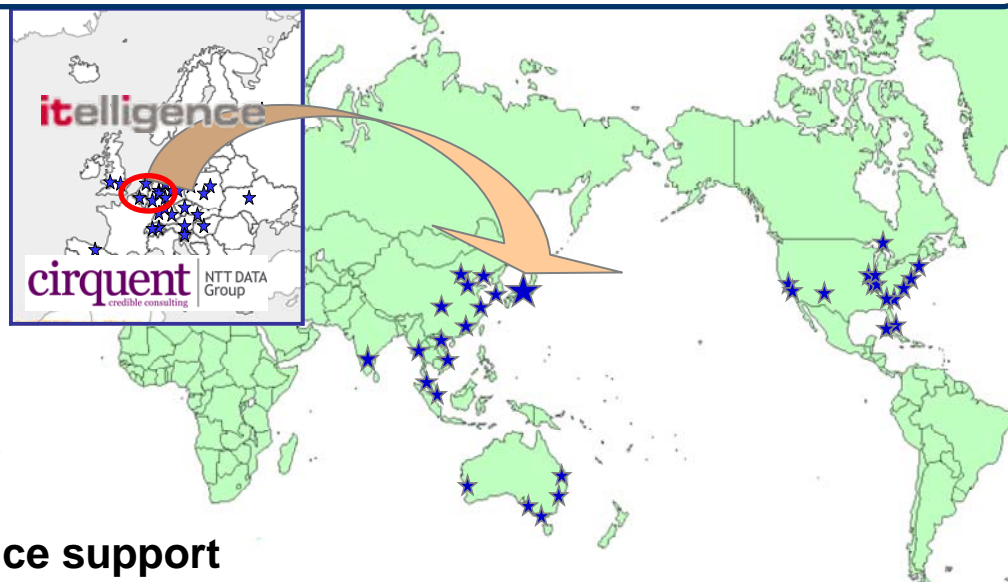
Cloud Provisioning and Operation Service	Optimization consulting	Supports optimization conceptual planning, determination of system implementation method, and vendor selection process.
	Migration	Realizes data migration from existing systems, system migration, and linking with business system.
	Cloud provisioning	Provides a common platform system environment, and provides virtual or physical environments based on system requirements.
	Operations administration	Offers service desk, provisioning, performance/capacity management, patch application, and other operations administration services.
Cloud Platform Service	Applications (SaaS)	Provides front office and back office applications as cloud-based services.
	Platform (PaaS)	Provides a full set of resources including application development environment, database, middleware, OS, and IT infrastructure.
	Data center (IaaS)	Provides server machine resources as Green Data Center® Common IT Platform services.

Initiatives for Supporting IFRS Compliance

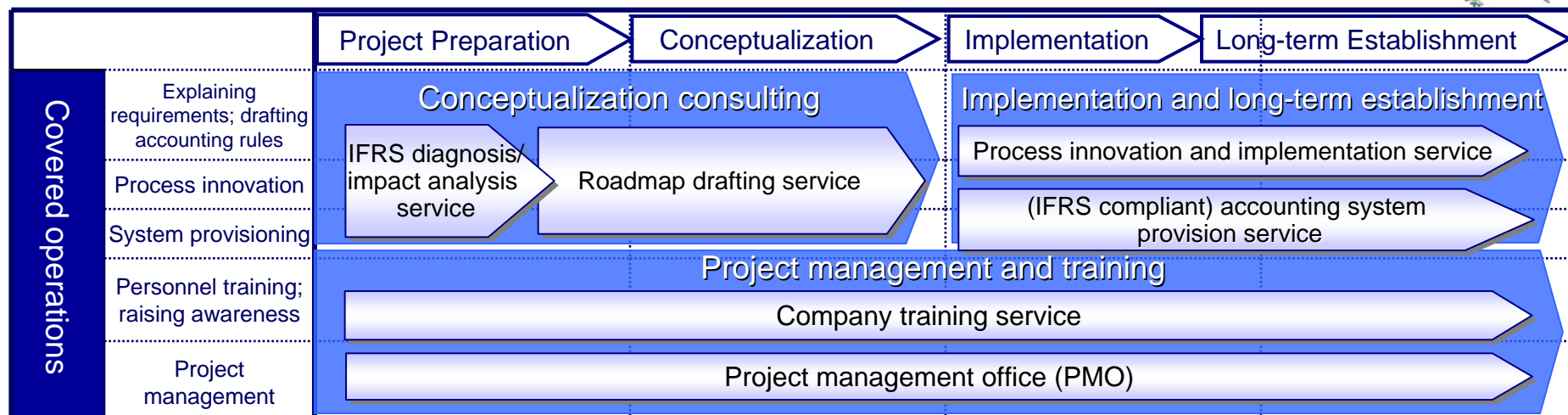
Provision of globally based IFRS compliance support to customers in Japan and throughout Asia, drawing on the IFRS compliance consulting and system provisioning experience of Group companies in Europe and elsewhere.

Service features

- Best practices deployed based on NTT DATA Group experience in Europe and elsewhere
- Service tailored to each customer's business needs, drawing on optimal resources from Group sites overseas
- Specialist IFRS compliance teams for Japan and Asia supporting Japan head office and regional bases
- Integrated service from consulting to solution provision, training, and long-term establishment, bringing together expertise from NTT DATA Group in Japan and abroad



Integrated services for IFRS compliance support



Priority areas

Recent cases

Improvement and Enhancement in Solution Providing Ability

Acquire specialized and advanced know-how in ERP and other fields

- XNET (Capital Market)
- INFORMATION TECHNOLOGY SYSTEM (Human Resource Management)
- NTT DATA ABIC (Financial Products Sales)
- NTT DATA MCS (Municipal Services)
- CATS (Embedded software)

Global Coverage Enhancement and Expansion

By building support capability for overseas Japanese firms, boost global solutions credibility and expand local business

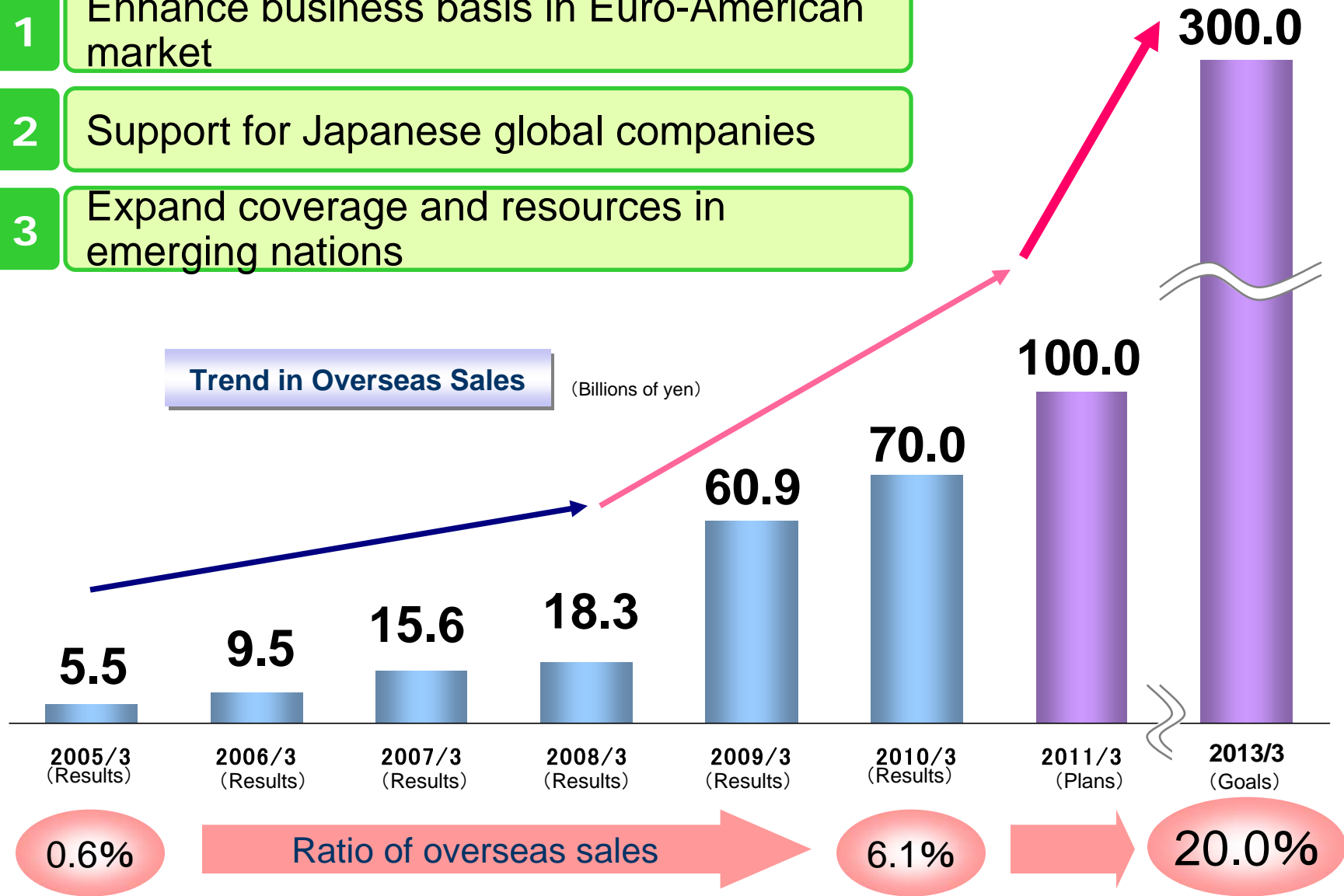
- Europe
 - 2B Interactive (The Netherlands)
 - itelligence France (France)
- Asia/Oceania
 - Business Formula (Malaysia)
 - Extend Technologies Group (Australia)
 - Shanghai NTT DATA Synergy Software (China)

Software Development Enhancement

Promote in-house production to build up know-how, and acquire off-shore development resources

- NJK (Japan)
- Wuxi Huaxia Computer Technology (China)

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



4. Appendices

Overview of Earnings and New Orders Received for the FY Ended March 31, 2010



(Billions of yen, %)

	2009/3 Results (1)	2010/3 Results (2)	Change (2) -(1)	Rate of change (2) -(1)
Net Sales	1,139.0	1,142.9	+3.8	+0.3
Cost of Sales	861.9	870.5	+8.6	+1.0
Gross Profit	277.1	272.3	-4.7	-1.7
SG&A Expenses	178.6	190.6	+12.0	+6.8
Operating Income	98.5	81.6	-16.8	-17.1
Operating Income Margin	8.7	7.1	—	-1.6
Non-Operating Income and Expenses	-2.9	-5.9	-2.9	-99.3
Ordinary Income	95.5	75.7	-19.8	-20.8
Net Income	48.3	35.6	-12.6	-26.3
New Orders Received	1,035.2	1,181.5	+146.3	+14.1
Orders On Hand	1,049.4	1,166.1	+116.7	+11.1

Overview of Capital Expenditures, Cash Flows, and B/S, etc. for the FY Ended March 31, 2010

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

	2009/3 Results (1)	2010/3 Results (2)	Change (2) -(1)	Rate of change (2) -(1)
Capital Expenditures	180.0	162.5	-17.4	-9.7
Operating Cash Flows	212.5	257.7	+45.2	+21.3
Incl. Depreciation and Amortization/Loss on Disposal of Fixed Assets	166.6	161.9	-4.7	-2.8
Investment Cash Flows	-219.4	-174.0	+45.3	+20.7
Free Cash Flows	-6.9	83.6	+90.5	—
Financial Cash Flows	27.8	-63.7	-91.5	—
Cash Dividends per Share (yen)	6,000	6,000		
	As of March 31,2009 (1)	As of March 31,2010 (2)	Change (2) -(1)	Rate of change (2) -(1)
Total Assets	1,275.0	1,279.2	+4.1	+0.3
Incl. Tangible, Intangible Fixed Assets	716.8	709.3	-7.4	-1.0
Interest-Bearing Debt	304.7	272.2	-32.4	-10.6
Shareholders' Equity etc.*	566.3	584.5	+18.2	+3.2

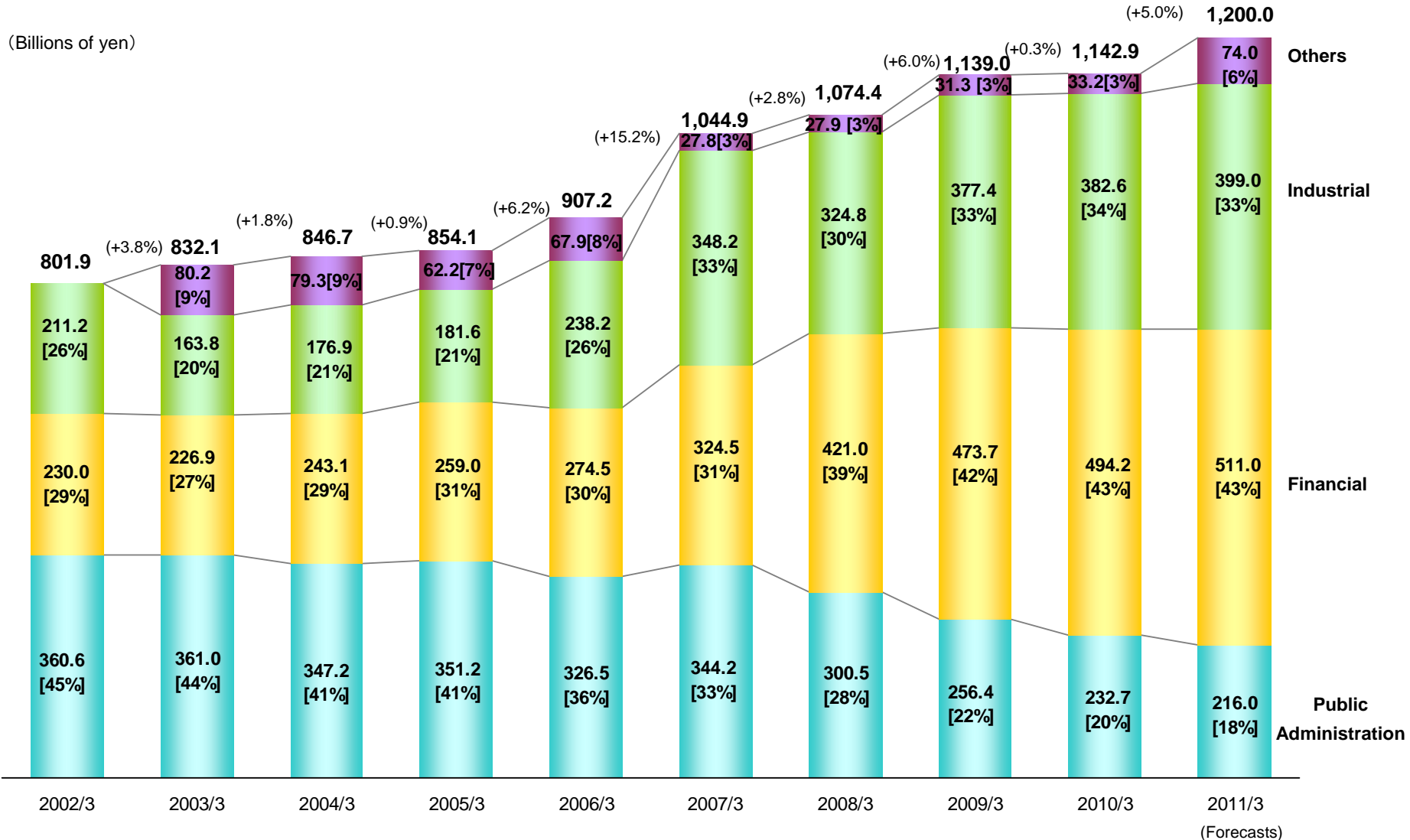
* Sum of shareholders' equity and unrealized gains/losses on investment securities

Forecasts of Earnings and New Orders Received for the FY Ending March 31, 2011

(Billions of yen, %)

	2010/3 Results(1)	2011/3 Forecasts(2)	Change (2) -(1)	Rate of change (2) -(1)
Net Sales	1, 142. 9	1, 200. 0	+57. 0	+5. 0
Cost of Sales	870. 5	907. 0	+36. 4	+4. 2
Gross Profit	272. 3	293. 0	+20. 6	+7. 6
SG&A Expenses	190. 6	203. 0	+12. 3	+6. 5
Operating Income	81. 6	90. 0	+8. 3	+10. 2
Operating Income Margin	7. 1	7. 5	—	+0. 4
Non-Operating Income and Expenses	-5. 9	-3. 0	+2. 9	+49. 7
Ordinary Income	75. 7	87. 0	+11. 2	+14. 9
Income Before Income Taxes	71. 7	87. 0	+15. 2	+21. 2
Net Income	35. 6	47. 0	+11. 3	+31. 8
New Orders Received	1, 181. 5	1, 000. 0	-181. 5	-15. 4

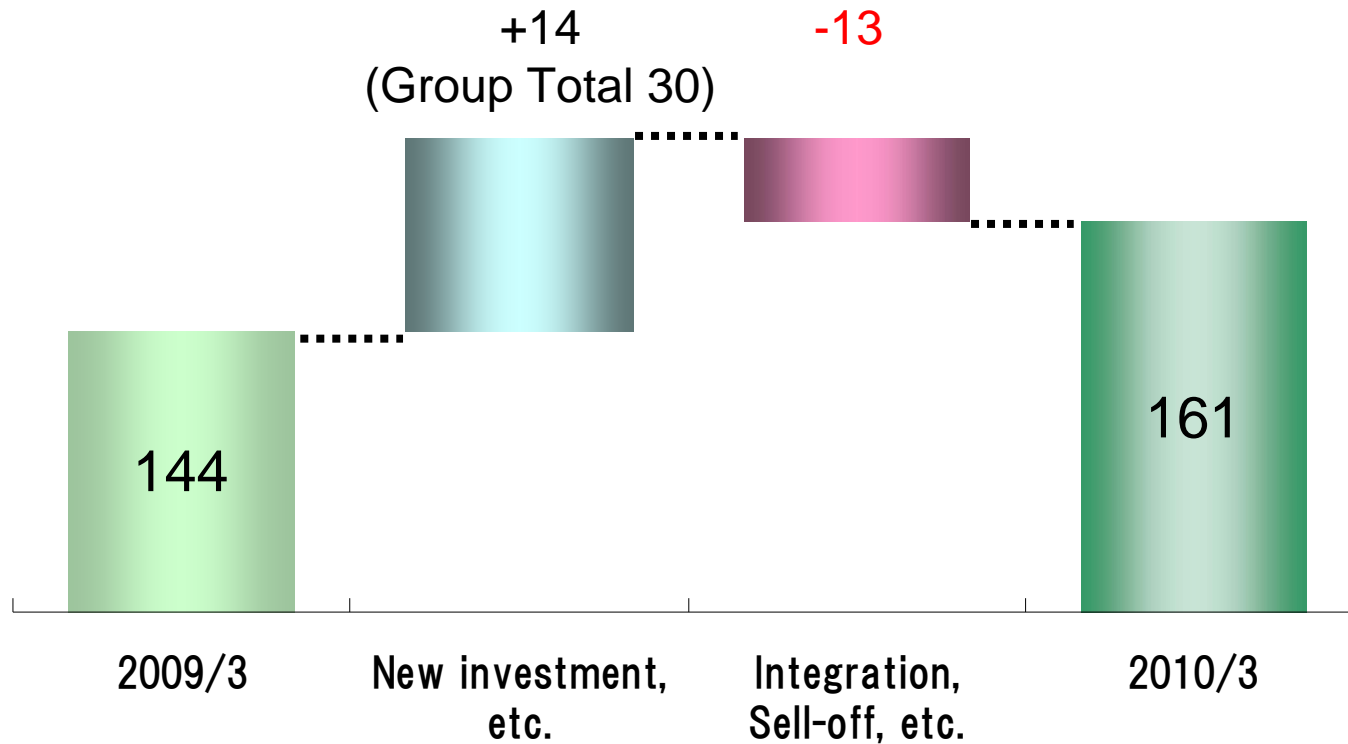
Trend in Net Sales by Sector



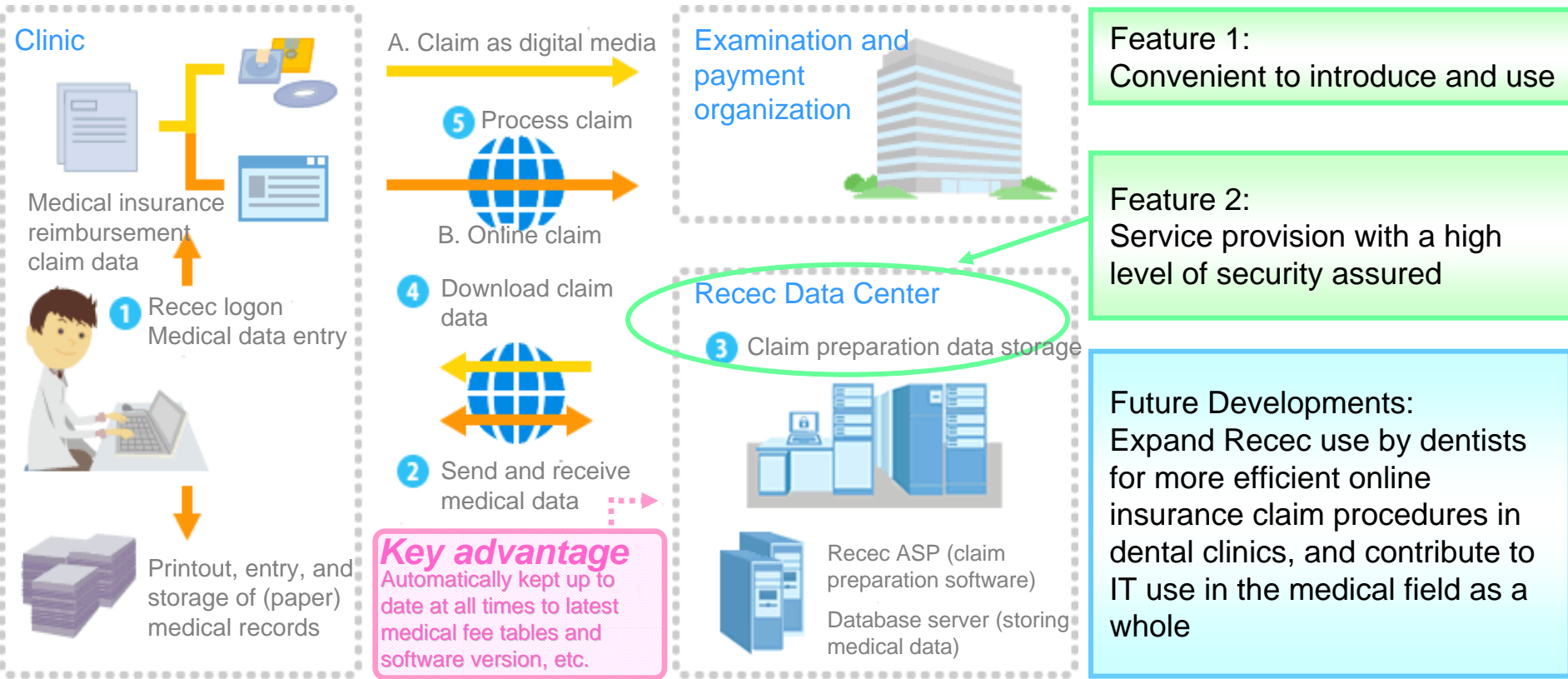
*Industrial sector data for FY ended March 2002 includes data from others.

*Values for FY ended March 31, 2008, and after reflect category review in accord with customer type.

161 companies including 77 overseas in NTT DATA Group

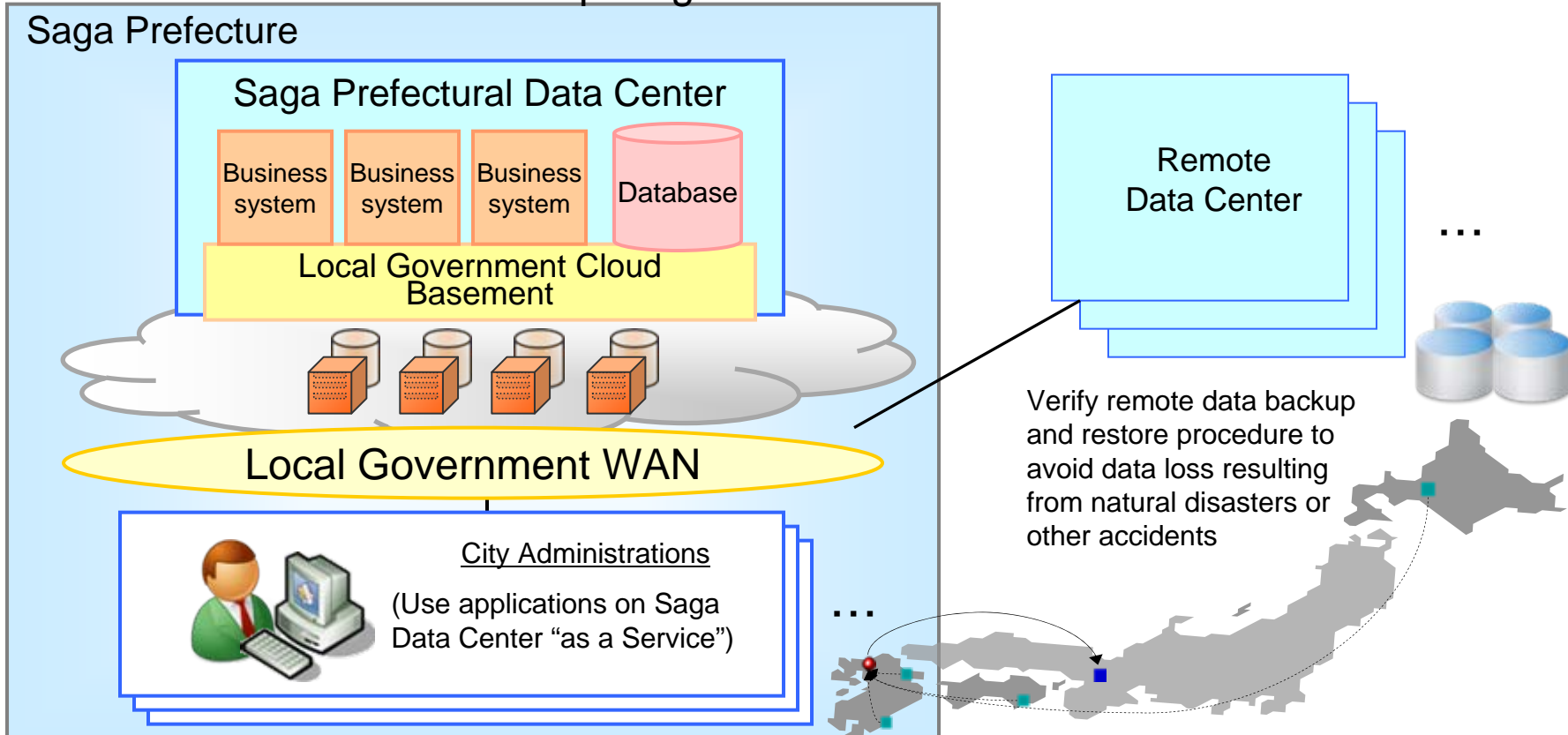


An ASP service launched in March 2010 provides Japan Dental Association members with functionality for preparing electronic medical insurance claims.



- NTT DATA Kyushu successfully bid on a project by the government of Saga Prefecture to conduct a trial cloud-based application service for local governments, and is currently implementing the trial project, which is sponsored by the Ministry of Internal Affairs and Communications in an effort to promote cloud computing use by local administrations.
- The trial will verify the feasibility of developing local government cloud services for low-cost and efficient joint use of applications, as part of business process reengineering by cities and towns.

Local Government Cloud Computing Trial



Expansion of Regional Bank Related Businesses

- NTT DATA has won contracts that account for an approximate 30 percent share of regional banks and second-tier regional banks, the largest for core systems in the industry.
- Aiming to expand cost advantage further by joint development of NTT DATA Regional Bank Integrated Services Center and shared system for the three banks (The Bank of Yokohama and two banks in the Hokuhoku Financial Group)

BeSTA*

NTT DATA Regional Bank Integrated Services Center (14 banks)

- Akita Bank began using May 2010
- Service provided to 10 banks, 4 more intending to join

In service

Shared System for Three Banks (3 banks)

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

In service

STAR-ACE Center (6 banks)

- Service provided to 6 banks and development of next-generation system STELLA CUBE based on BeSTA*
- Agreed with Sendai Bank on co-examination about adopting "STELLA CUBE"

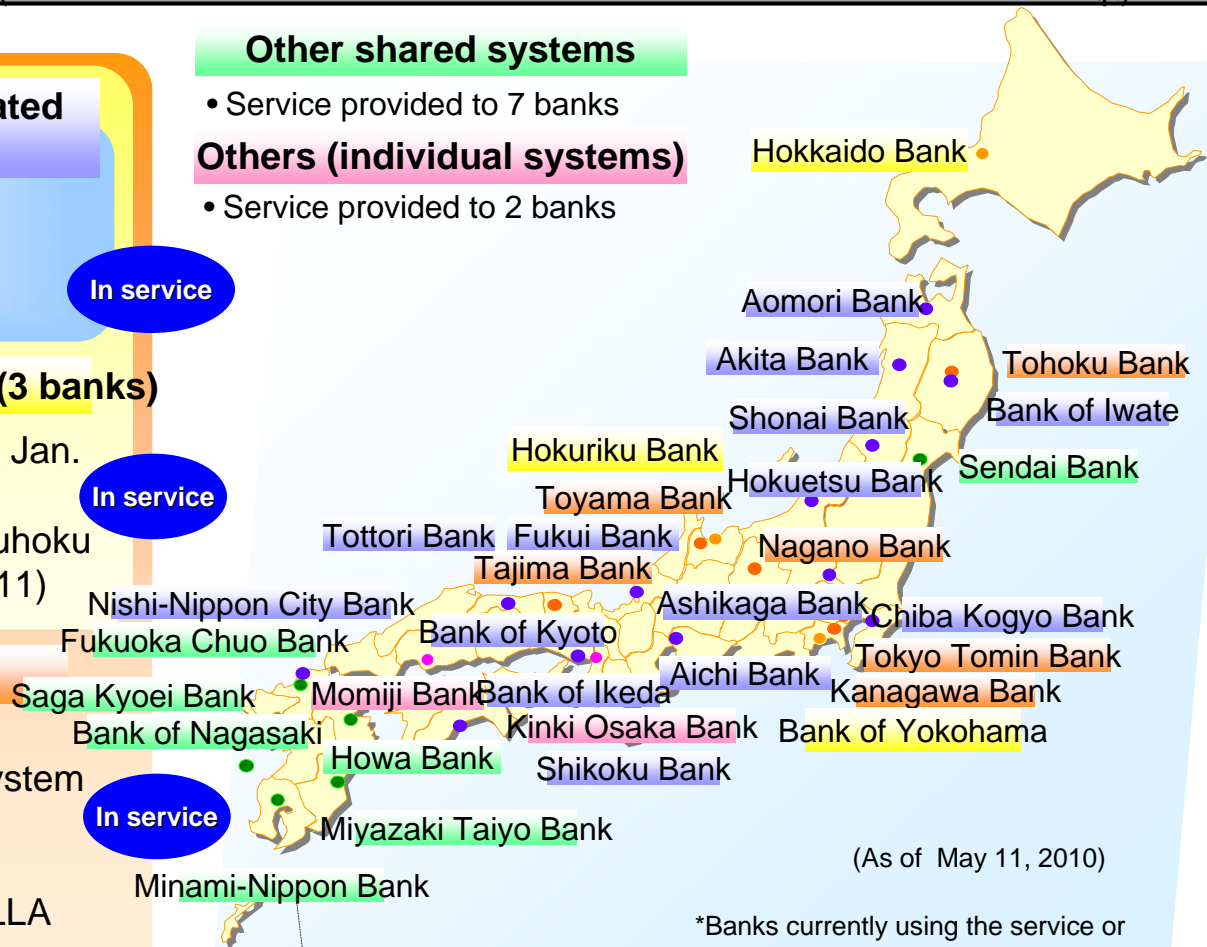
In service

Other shared systems

- Service provided to 7 banks

Others (individual systems)

- Service provided to 2 banks



*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.

Global BI service going beyond analysis to focus on process innovation.

Features of Global BI Service

- **Visibility of the past**
 - Cross-category visibility of worldwide performance data (production, sales, inventory, etc.)
- **Visibility of the present and future**
 - Planning and forecasting future sales, procurement, production, inventories, etc.
- **Visibility of business**
 - Global KPI monitoring (profitability tracking, inventory optimization, budget achievement rate tracking, etc.)
- **Comprehensive follow-up**
 - Workflow standardization, education, change management, etc.

Global BI Service Menu

1. BI Strategy and Planning Consulting

- Establishing goals for innovation (vision) and action plan
- Defining business requirements for the realization of global BI

2. BI System Implementation

- Applying best practices from NTT DATA's globally accumulated cases
- Utilizing know-how in NTT DATA Group* and insights of BI/DWH Lab (*Europe: Cirquent, itelligence; North America: Revere)

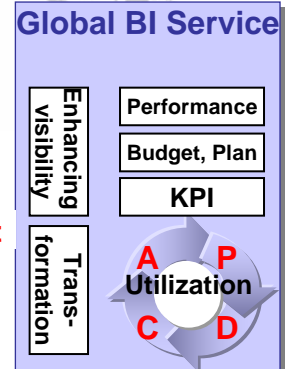
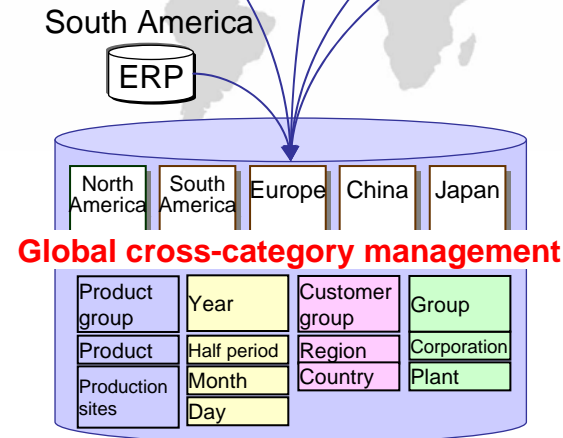
3. Business Transformation

- Providing transition planning, education and training support, master data maintenance, and change management
- Standardizing and establishing sustainable business operations, and driving the PDCA (Plan, Do, Check, Act) feedback loop
- Supporting periodic monitoring of key performance indicators utilizing BI systems

4. Appendices

Global BI Application Cases

- Production/sales/inventory data collected daily from Europe, North America, China, South America, Japan, and other global sites
- Visible KPI (plan/performance comparison, inventory, delivery achievement rate, etc.)
- Inventory optimization measures being carried out by global cross-category management made possible by greater visibility



Main expected benefits

- Inventory optimization on global scale, priority supply to main customers
- Per-product profitability management for greater earnings
- Delivery date achievement tracking for higher customer satisfaction

Trial development projects were conducted across time zones, one in Japan and Germany, the other in Japan and India, and compared with commercial development in Japan alone.

Trial 1 (Japan/Germany)

Germany

Japan

Team 3
8:00-17:00

Team 3
23:00-9:00

Team 2
16:00-24:00

Japan

Three locations

Approximately 50% time saving

Trial 2 (Japan/India)

India

Team 3
8:00-17:00

Team 3
12:15-20:45

Japan

Two locations

Approximately 30% time saving

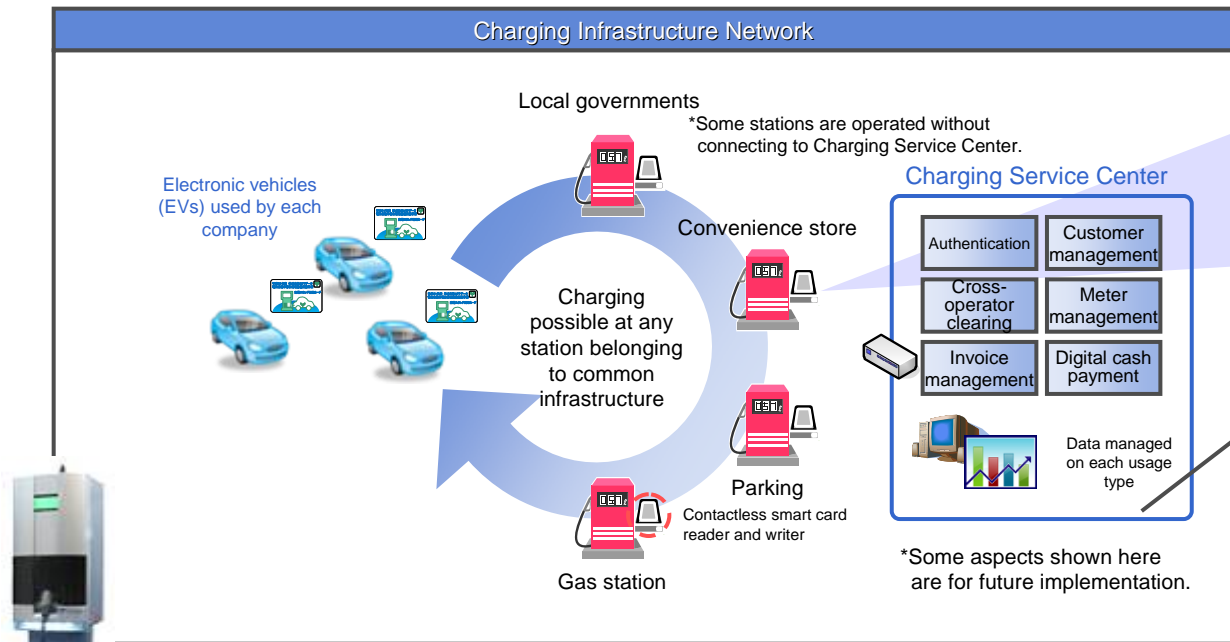
*The comparative times required for program design, coding, and initial-phase testing are adjusted for differences in conditions for the commercial development, Trial 1, and Trial 2.

24-hour development with overseas Group companies found to be feasible under certain conditions in such cases as testing phases and small-scale subprojects

To be applied to commercial development projects

Verifying authentication, payment, data analysis, and other services in a network of EV charging stations, toward creation of a common EV platform

- Links charging stations of 25 companies and local governments in 22 locations, used by 114 EVs

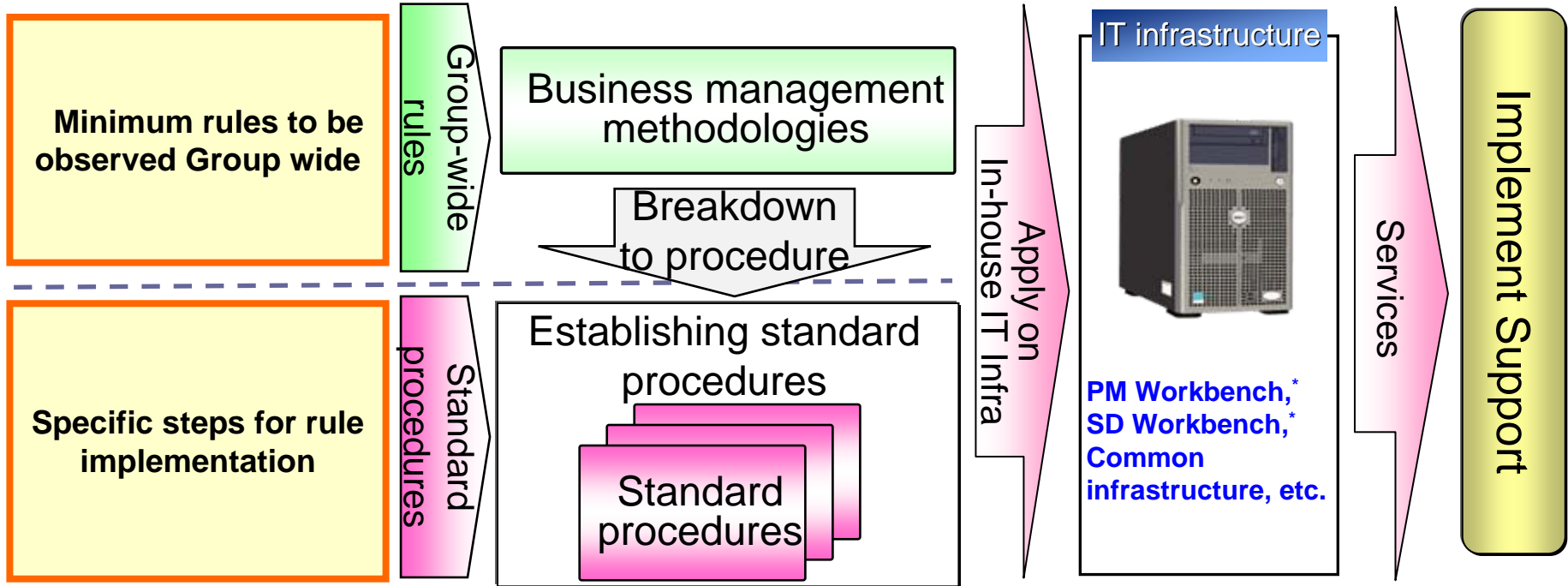


←Charger with communication function

Authentication smart card→



- (1) Fully support new external requirements (percent of completion method, internal control)
 - Group-wide rules codified as Business management methodologies
- (2) Achieve work and management standardization toward alleviating burden on work site (total optimization)
 - Specific steps in each business area codified as Standard procedures
- (3) Accumulate and share project assets to encourage reuse (all-project monitoring and business visibility)
 - Rules and procedures applied to IT infrastructure; implementation support offered



* PM Workbench: A suite of quality control and progress management tools supporting project management (PM).
 SD Workbench : A solution providing a standard software development environment.