

# Company Presentation for the Fiscal Year ended March 31, 2011



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

**NTT DATA CORPORATION**  
**May 10, 2011**

**We extend our heartfelt condolences to all those affected by the Great East Japan Earthquake. The NTT DATA Group is devoting our full resources toward restoration and rebuilding.**

**To this end, the entire Group is carrying out initiatives from the following standpoints, organized around a Recovery Support Headquarters established to oversee the activities.**

- Recovery support making use of IT**
- Helping with the recovery by collecting and making donations and through volunteer work**

# Disaster Recovery Support Solutions

Purpose	Type	Solution	Description
Recovery Support	Disaster prevention	Disaster Information Sharing System	A system for use by prefectures and municipalities in collecting and managing various disaster recovery-related information and sharing it among relevant institutions (e.g., prefectural, local, and national governments, and utility companies).
	Government	“eLsession”	A social networking service (SNS) specifically for personnel of nationwide public entities, enabling those with knowledge about a disaster-affected area or about recovery operations to share that knowledge for use by other public officials in carrying out recovery work.
	Healthcare	Wide Disaster Information System	A system for sharing information across disaster-affected prefectures on the activities of healthcare institutions and medical teams sent to disaster areas, and for providing medical information to citizens of each prefecture.
	Healthcare	Emergency Medical Information System	A system for sharing information about patient admissions by healthcare institutions engaged in emergency medical services in a prefecture and for providing citizens with information useful for emergency medical care.
	GIS*	GIS Application “Geoffice”	A desktop GIS* application enables show on a map various recovery-related information gathered and managed by local public entities.
	GIS*	Satellite imagery map for disaster prevention	A joint project along with Remote Sensing Technology Center of Japan (RESTEC) to prepare and make public satellite image maps of the coastal areas of Iwate, Miyagi, and Fukushima Prefectures.
	Communication Network	“FairCast” Child Safety Communication Network	A mass notification system making use of fixed and mobile phones, e-mail, fax, and other media for fast, accurate, and evenhanded notification to all parents and school personnel.

\*GIS : Geographic Information System

# Disaster Prevention and Energy Saving Solutions

Purpose	Solution	Description
Disaster Prevention	Disaster Communication System	A two-way wireless communication system supporting emergency notification and safety confirmation when a disaster occurs.
	Earthquake Information Network System	A system that instantly collects seismic intensity data from widely distributed instruments, to enable fast and proper establishment of an initial reaction force and emergency response measures when an earthquake occurs.
	Bridge Monitoring System	A system using sensors mounted in bridges for ongoing, real-time monitoring of bridge status.
Energy Saving	“BIZXAAS”	A total cloud service for enterprises. Enables CO <sub>2</sub> reduction by using the cloud to consolidate servers and optimize equipment design.
	“Lindacloud”	NTT DATA's vertically integrated appliance server, using our original environmentally friendly hardware designed for energy-saving, low-exhaust-heat, low-noise performance, and preinstalled with OSS and other software for the particular environment.
	“Green Data Center”	A service that solves customers' management issues from the standpoints of ecology and economy by combining virtualization, facilities, and IT equipment and system initiatives to reduce the environmental load of data centers and optimize them overall. Four services are provided: iDC Service, Shared IT Platform Service, Housing Service, and System Design and Building Service.



# INDEX

1. Results for Fiscal Year Ended March 31, 2011
2. Earnings Forecasts for Fiscal Year Ending March 31, 2012
3. Progress in Medium-term Management Policy
4. Appendices









## **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.
- ※ Services, products, and other names contained within this handout are trademarks, registered or otherwise, of NTT DATA CORPORATION or other companies.



# 1. Results for Fiscal Year Ended March 31, 2011

# Highlights of Fiscal Year Ended March 31, 2011

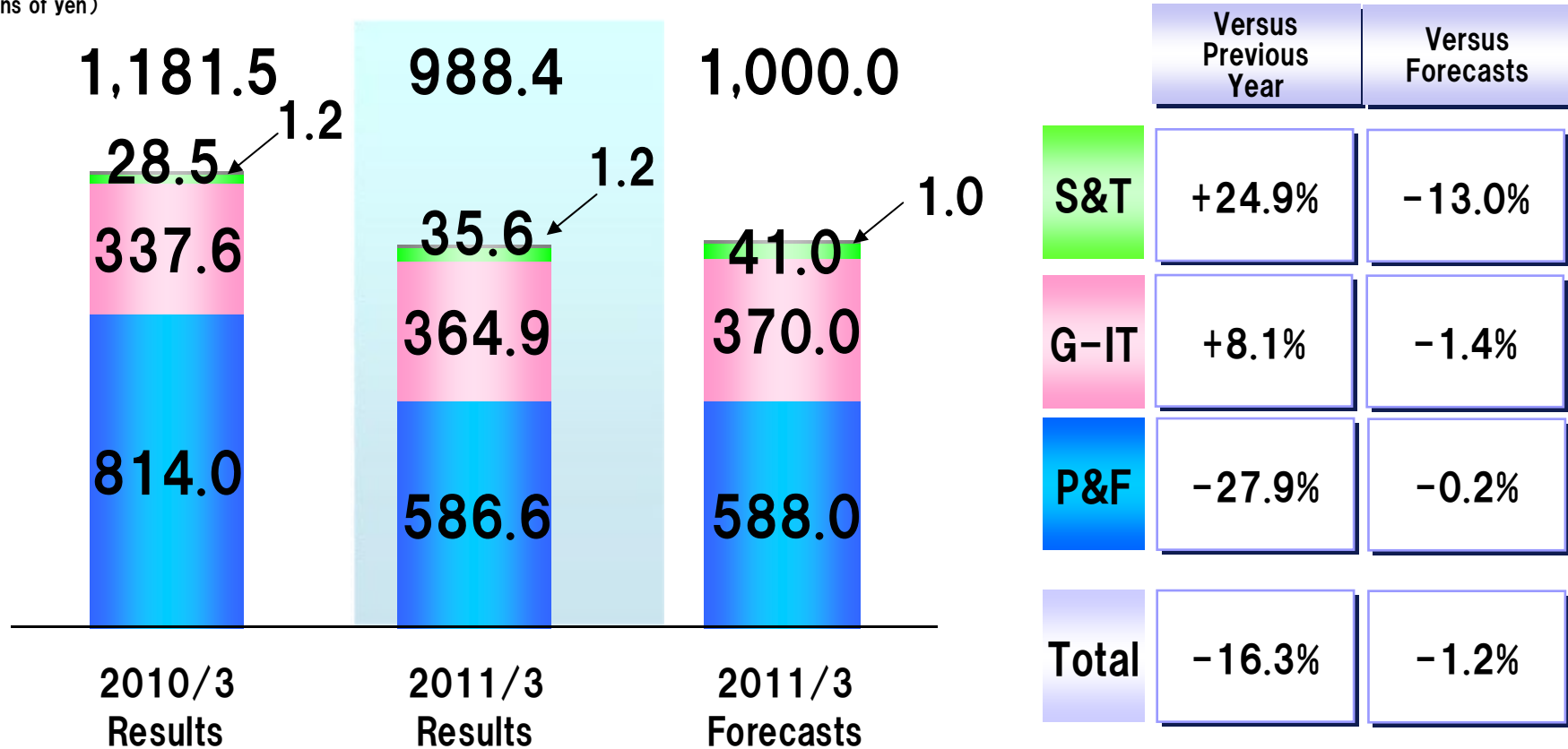
			Versus Previous Year	Versus Forecasts	
1	<b>New Orders Received</b>	¥988.4 billion			<p>■ Versus Previous Year - 193.0 billion yen [- 16.3%]</p> <p>■ Versus Forecasts - 11.5 billion yen [- 1.2%]</p>
2	<b>Net Sales</b>	¥1,161.9 billion			<p>■ Versus Previous Year + 19.0 billion yen [+ 1.7%]</p> <p>■ Versus Forecasts + 1.9 billion yen [+ 0.2%]</p>
3	<b>Operating Income</b>	¥78.3 billion			<p>■ Versus Previous Year - 3.3 billion yen [- 4.1%]</p> <p>■ Versus Forecasts + 3.3 billion yen [+ 4.4%]</p>
4	<b>Segment Profit</b> [ Net Income ]	¥68.4 billion [ ¥37.3 billion ]			<p>■ Versus Previous Year - 3.3 billion yen [- 4.6%]</p> <p>■ Versus Forecasts - 0.5 billion yen [- 0.8%]</p> <p>[ Versus Previous Year +1.6 billion yen [+ 4.6% ] [ Versus Forecasts +0.8 billion yen [+ 2.2% ]</p>

\* Segment Profit is income before income taxes.

# New Orders Received

- Versus previous year: Declined in relation to last fiscal year's large-scale orders for banking system renovation.
- Versus forecasts: Below forecasts due partly to the effects of the earthquake.

(Billions of yen)



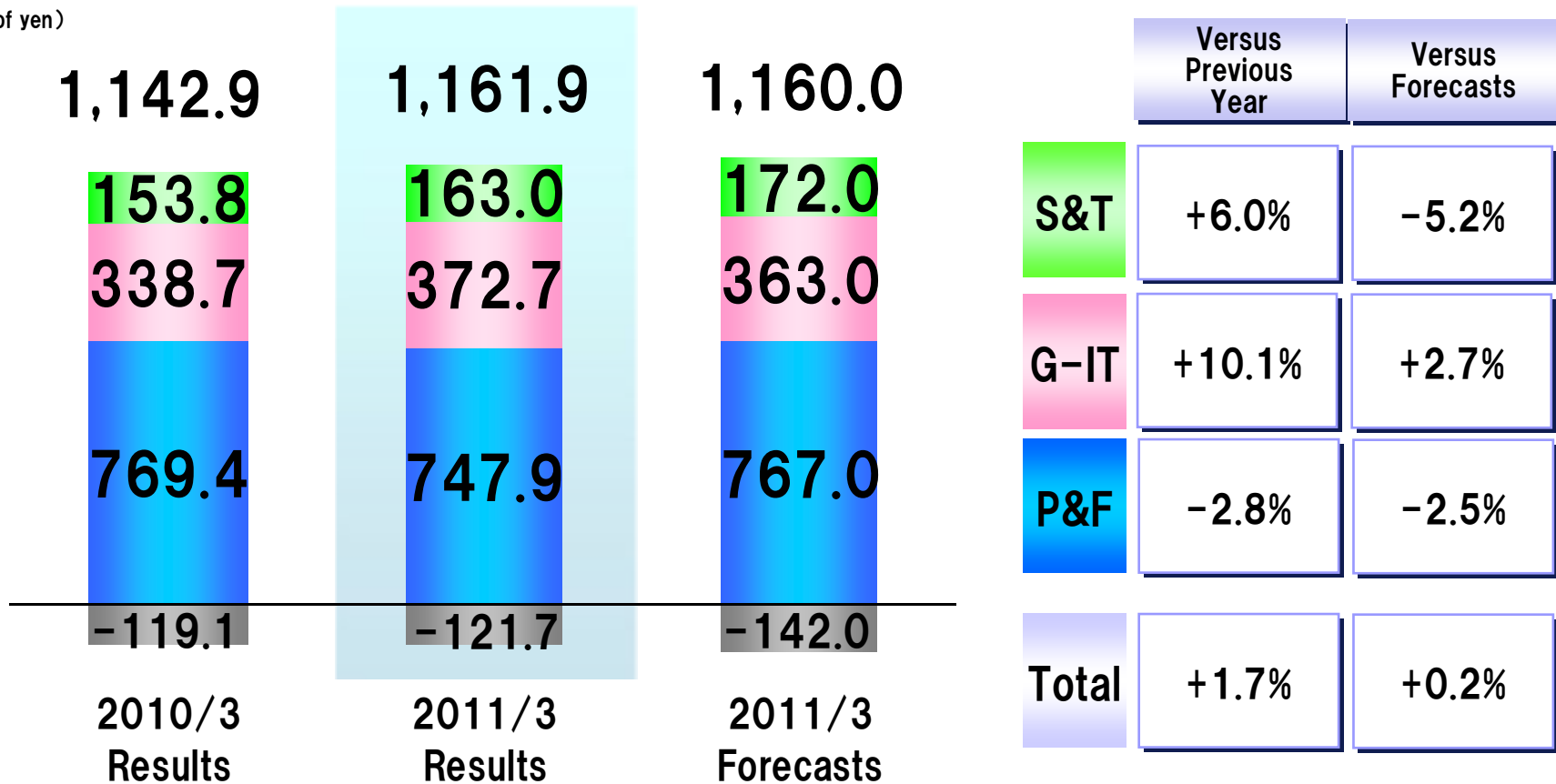
- Public and Financial IT Services (P&F)
- Global IT Services (G-IT)
- Solutions & Technologies (S&T)
- Others/Elimination, etc.



# Net Sales

■ Versus previous year: Increased overall thanks to consolidated subsidiary growth, etc.

(Billions of yen)



Public and Financial IT Services (P&F)

Global IT Services (G-IT)

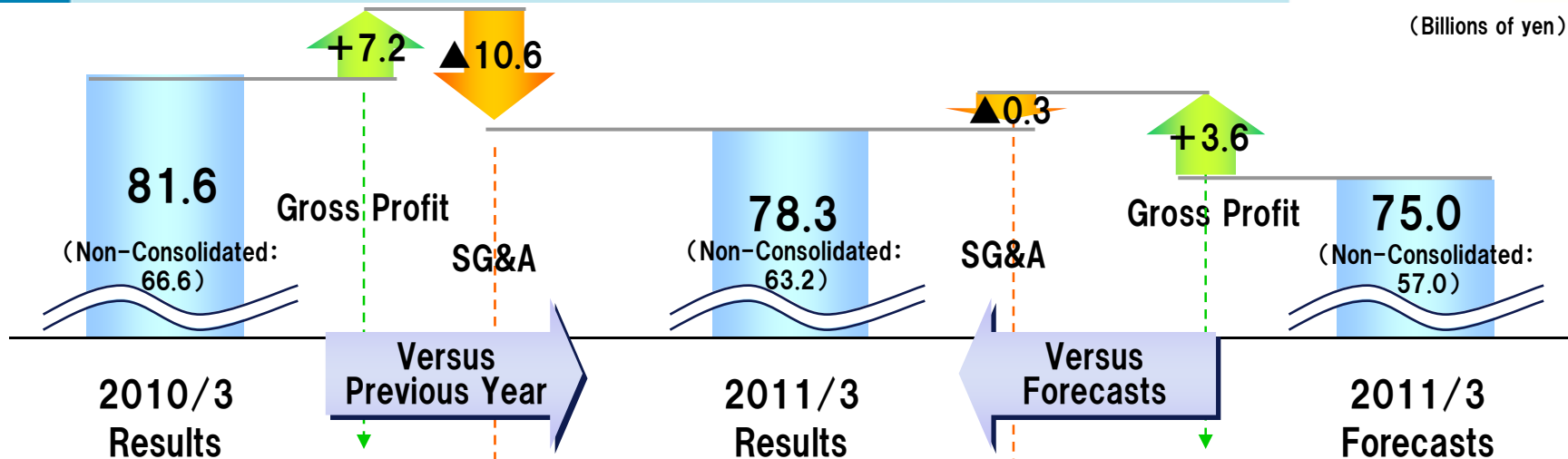
Solutions & Technologies (S&T)

Others/Elimination, etc.

\*Per-segment data includes internal transactions.

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

(Billions of yen)



Gross Profit

## Contribution from consolidations

- Increased due to consolidated subsidiary growth and improvements among existing subsidiaries +11.0 billion yen

## Non-consolidated

- Declined due mainly to increase in unprofitable projects -3.8 billion yen

Gross Profit

## Contribution from consolidations Non-consolidated

- Increased due in large part to measures aimed at improving cost-of-sales ratio +3.6 billion yen

SG&A Expenses

## Contribution from consolidations

- Increased due to consolidated subsidiary growth, etc., despite SG&A expense cutting in existing subsidiaries +10.9 billion yen

## Non-consolidated

- Declined thanks to efficiency efforts regarding administrative and other expenses -0.3 billion yen

SG&A Expenses

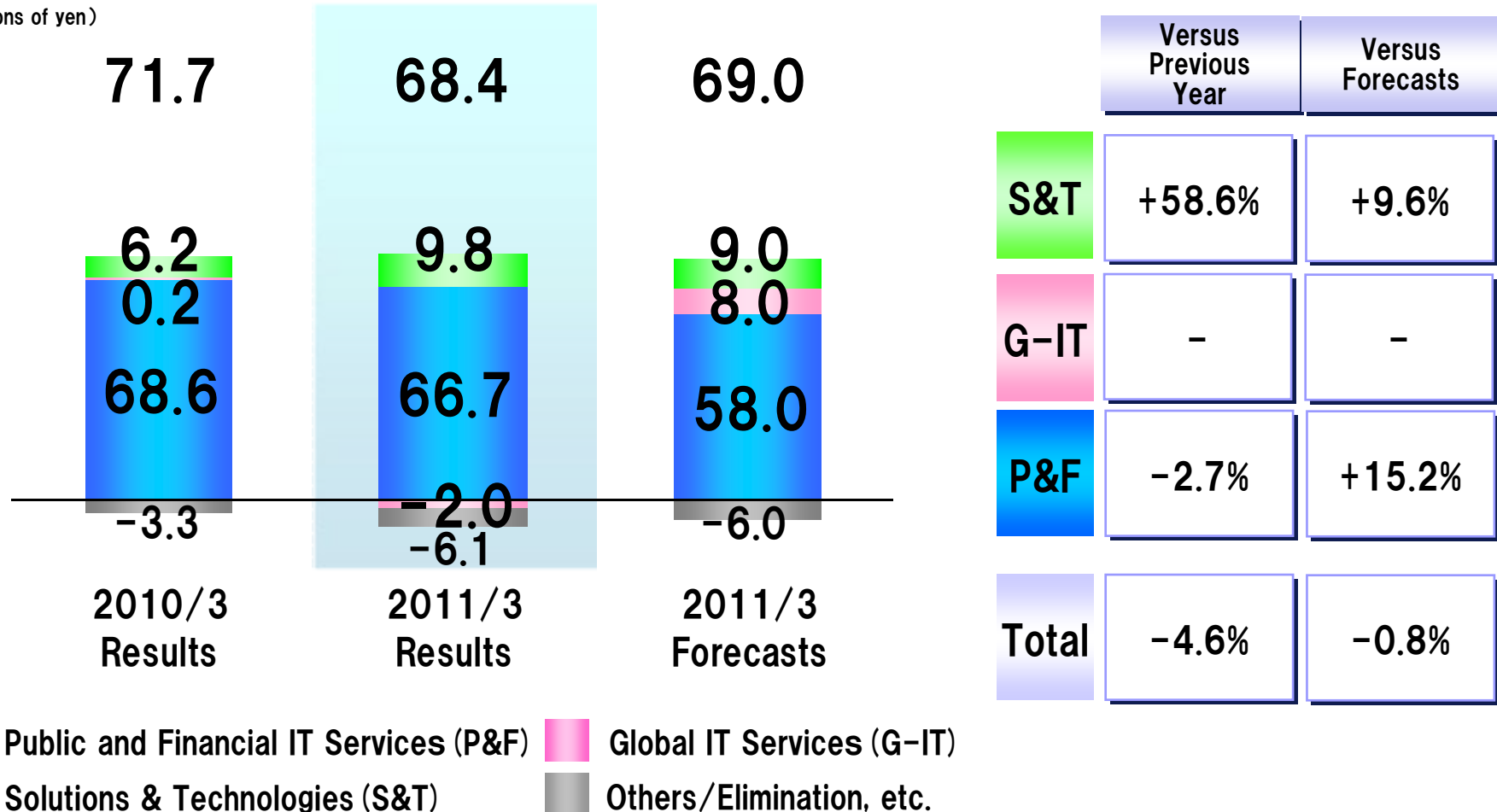
## Contribution from consolidations Non-consolidated

- Both non-consolidated result and contribution from consolidations in line with plan +0.3 billion yen

# Segment Profit

- Versus previous year: Declined mainly affected by drop in operating income.
- Versus forecasts: Slightly lower due to onetime costs from Group restructuring, etc.





(Billions of yen)



\* Total Segment Profit is equivalent to income before income taxes. Financing costs and some other common costs are not reflected in company data.

## 2. Earnings Forecasts for Fiscal Year Ending March 31, 2012

# Highlights of Earnings Forecast for FY Ending March 31, 2012

			Versus Previous Year	
1	New Orders Received	¥1,000.0 billion		<p>■ Versus Previous Year</p> <p>+11.5 billion yen [+ 1.2%]</p>
2	Net Sales	¥1,200.0 billion		<p>■ Versus Previous Year</p> <p>+38.0 billion yen [+ 3.3%]</p>
3	Operating Income	¥80.0 billion		<p>■ Versus Previous Year</p> <p>+1.6 billion yen [+ 2.2%]</p>
4	Segment Profit* [ Net Income ]	¥73.0 billion [ ¥39.0 billion ]		<p>■ Versus Previous Year</p> <p>+4.5 billion yen [+ 6.6%]</p> <p>[ Versus Previous Year +1.6 billion yen [+ 4.5% ] ]</p>

\* Segment Profit is income before income taxes.

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

- Government concentration on recovery from the Great East Japan Earthquake likely to put a damper on IT spending.
- Financial institutions may reduce IT spending to deal with quake damage and out of 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 strategies of IT Strategy Headquarters ("My Hospital Everywhere," etc.) not leading to specific IT spending at this time.</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>• Worst period over for investment incentive, but not expecting major IT spending recovery. Opportunities seen in IFRS, and other new legal requirements, and in new business models such as electronically recorded monetary claims and fund transfer act.</li> </ul>
Regional Banks	<ul style="list-style-type: none"> <li>• Recovery having stalled in the overall category, price-cutting demands to remain strong, along with ongoing trend toward shared system use and outsourcing.</li> <li>• Possible new opportunities in Electronically Recorded Monetary Claims Act and other legal changes.</li> </ul>
Financial Unions	<ul style="list-style-type: none"> <li>• With performance slide stopping, outlook is for stable IT spending even if not full-blown growth.</li> <li>• Minimum necessary spending to meet legal requirements is seen.</li> </ul>
Insurance, Security and Credit Corporations, etc.	<ul style="list-style-type: none"> <li>• Insurance: Record insurance claims from the Great East Japan Earthquake 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)

- The Great East Japan Earthquake has affected a wide range of industries from manufacturing to retail and services, halting corporate activities or shifting attention to recovery, causing review of priorities and other negative impact on IT spending.
- IT spending should increase on global market with solid US economy and infrastructure spending in emerging markets.

## Global IT Services

Communication, Broadcasting and Utility Industry	<ul style="list-style-type: none"> <li>• IT spending looked to as convergence of communication and broadcasting (next-gen multimedia broadcasting) proceeds.</li> <li>• Involvement seen in smart grid and other environment-related field trials, mainly by utilities industry.</li> </ul>
Manufacturing Industry	<ul style="list-style-type: none"> <li>• Strong demands for IT cost cutting continue in both new and existing projects. Interest also in Application Management Outsourcing (AMO) for legacy systems.</li> <li>• Demands for global delivery support as overseas shift by Japanese companies accelerates.</li> </ul>
Retail, Logistics and Other Service Industry	<ul style="list-style-type: none"> <li>• As with manufacturing industry, interest in AMO for reducing IT costs.</li> <li>• Ongoing IT demand from overseas expansion by convenience stores and other retailers, and for boosting EC in Japan and abroad.</li> </ul>
Global (overseas local business)	<ul style="list-style-type: none"> <li>• In US with its firm economic footing, companies are increasing IT outlay in main businesses; at the same time, favorable spending trend in both hardware and software as equipment replacement cycle nears.</li> <li>• Strong IT market growth expected in China, Indonesia, Brazil, etc., with their expanding domestic demand and growing needs for infrastructure spending.</li> </ul>

## Solutions & Technologies

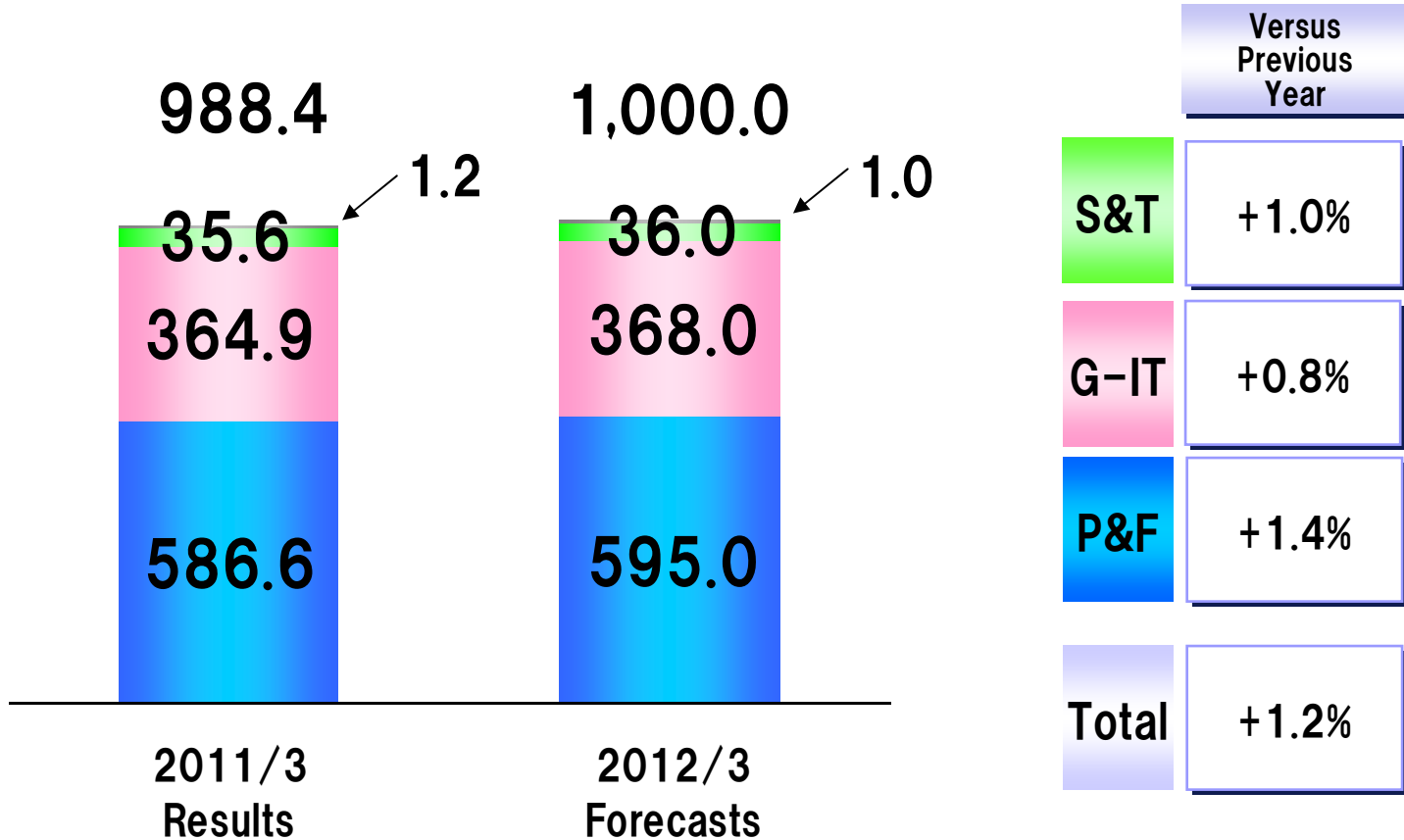
- From standpoint of information/system risk distribution, growing needs for cloud and data center services.

Network	<ul style="list-style-type: none"> <li>• Demand from financial institutions was steady, but the disaster is putting the brakes on IT spending.</li> </ul>
Data Center Services	<ul style="list-style-type: none"> <li>• From business continuity planning (BCP) standpoint, rise in inquiries about data centers with base-isolated or quake-resistant structure, own power system, and fault recovery environment.</li> </ul>

# New Orders Received

■ Expected to increase due chiefly to consolidated subsidiary growth despite the effects of the earthquake and other factors.

(Billions of yen)



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

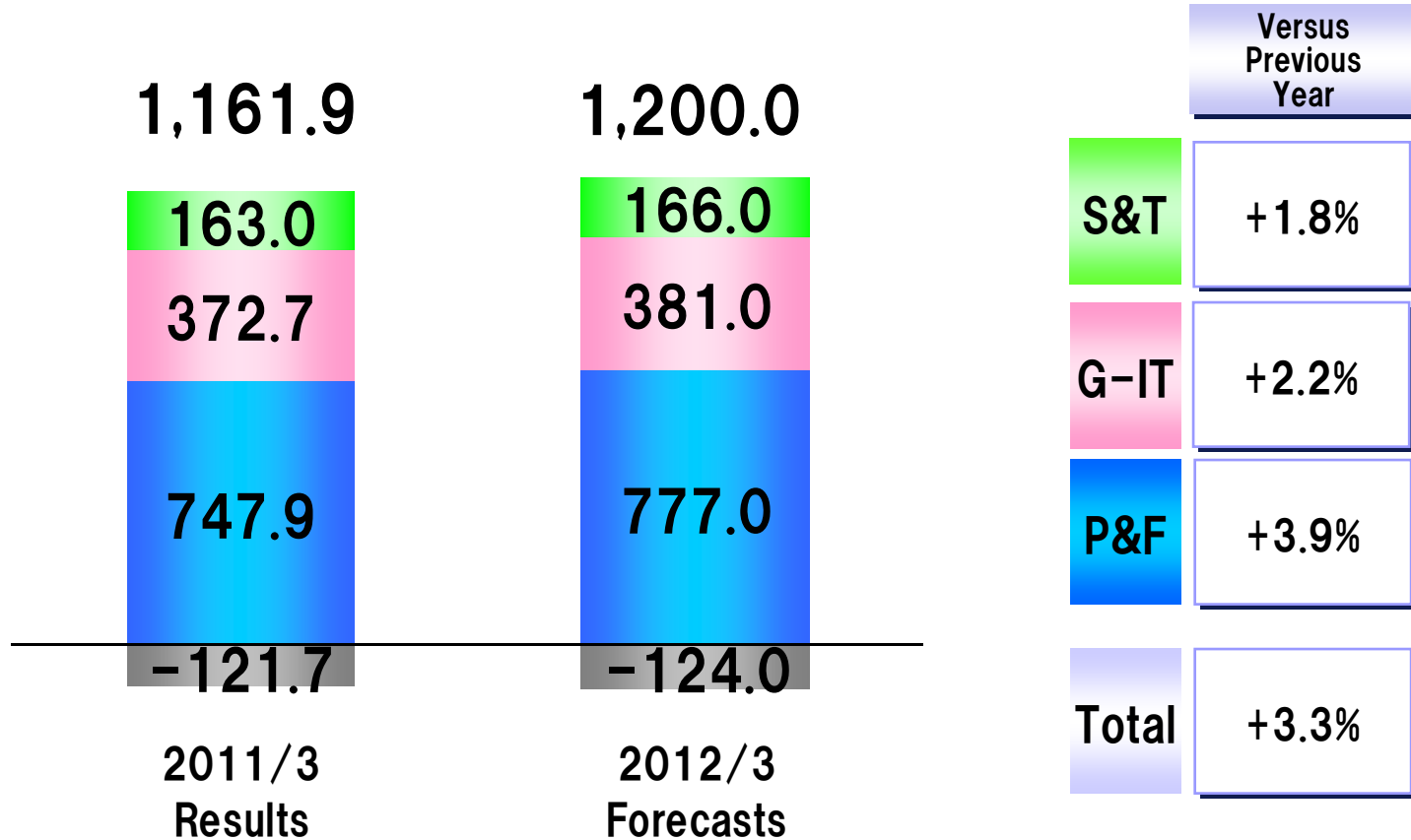
\*Starting from FY ending March 31, 2012, Keane and Cirquent results will be reflected in segment results on a per-customer basis as in Japan.



# Net Sales

Overall increase thanks to consolidated subsidiary growth, mainly overseas, despite domestic sales decline.

(Billions of yen)

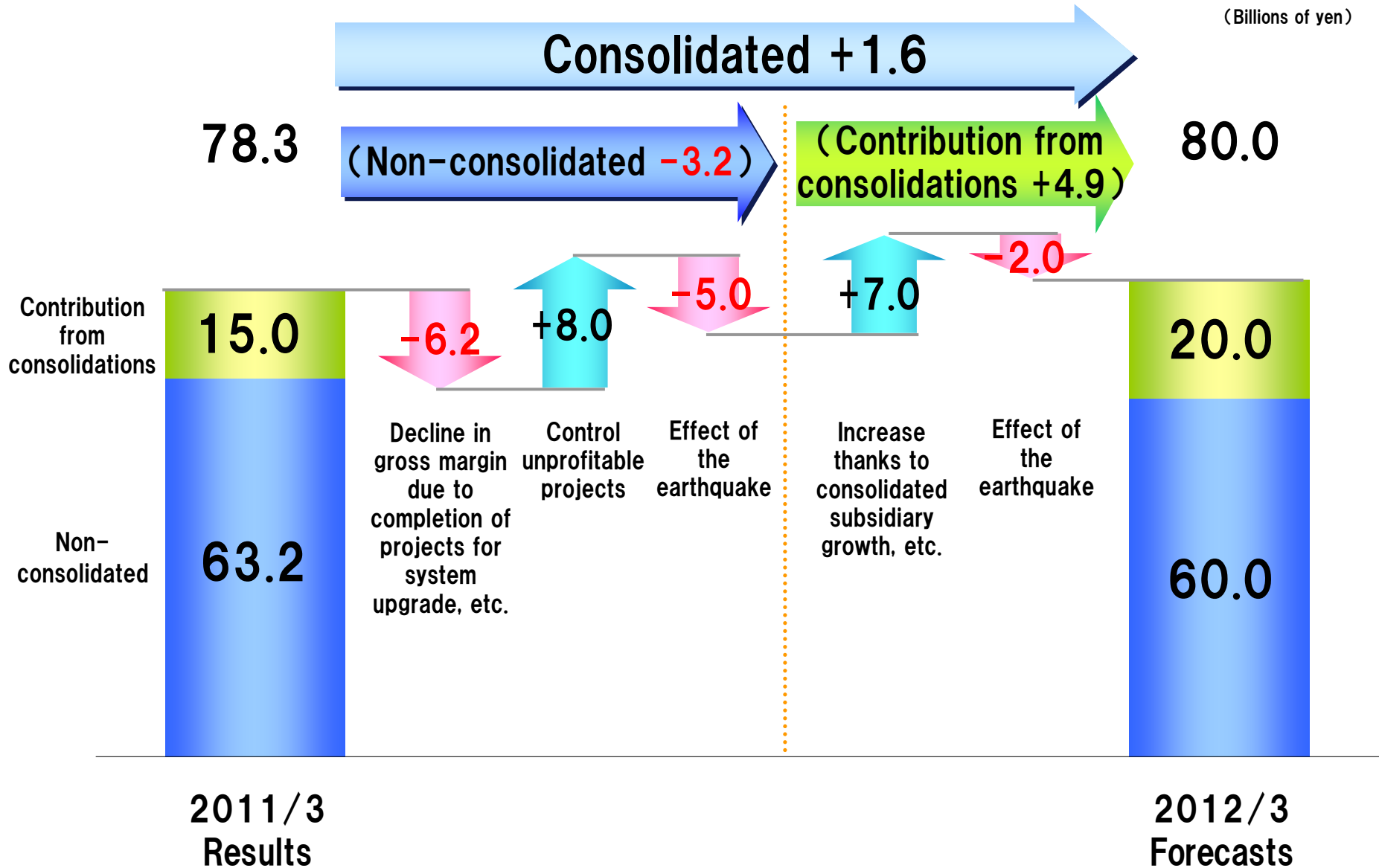


Public and Financial IT Services (P&F) Global IT Services (G-IT)  
Solutions & Technologies (S&T) Others/Elimination, etc.

\*Starting from FY ending March 31, 2012, Keane and Cirquent results will be reflected in segment results on a per-customer basis as in Japan.  
\*Per-segment data includes internal transactions.

# Operating Income

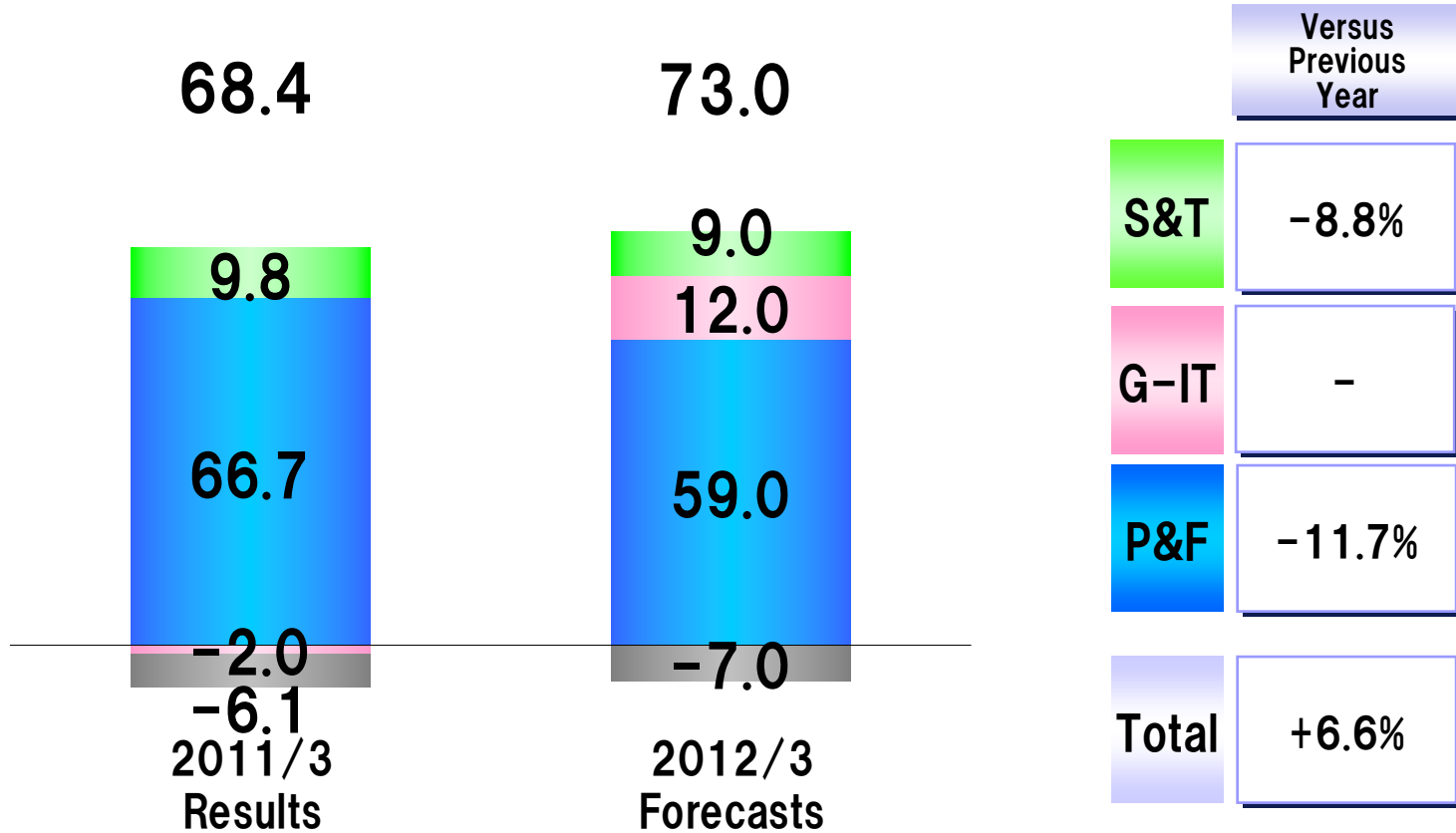
(Billions of yen)



# Segment Profit

■ An increase in Segment Profit due to operating income growth and lower onetime costs from Group restructuring, etc.

(Billions of yen)



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

\* Starting from FY ending March 31, 2012, Keane and Cirquent results will be reflected in segment results on a per-customer basis as in Japan.

\* Total Segment Profit is equivalent to income before income taxes. Financing costs and some other common costs are not reflected in company data.



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

# Key Policy Measures

## Keywords (Goals)

## Results for FY Ended March 31, 2011

## Initiatives

### Sales and Marketing Enhancement

Improve Customer Satisfaction

- Achieved 7.3 CS score.
- Reduced percentage of low-CS customers.

- Expand service business.
- Promote sales of strategic products in Group.
- Boost Group-wide marketing functions from the medium- to long-term perspective.

### SI Competitiveness Enhancement

Shorter Processes, Major Cost Reduction,  
Higher quality

- Problem projects continued to arise mainly with orders from new customers.
- Achieved offshoring ratio targets.
- Cut procurement costs for maintenance, repair and operations supplies.

- Strengthen and enforce implementation of measures to reduce problem projects.
- Institutionalize software development automation.
- Spread use of development standards, environments, tools, etc., to overseas Group firms.

### Group Business Enhancement and Expansion

Group Expansion, Creating Group Synergy

- Group company restructuring (17 fewer companies in Japan and abroad)
- Improved profitability by promoting in-Group orders, etc.
- G-SSC\*1 introduction proceeded as planned.

- Accelerate Group company restructuring and G-SSC introduction including by overseas Group firms.
- Promote Global One Team concept.
- Boost global governance.
- Utilize India resources of overseas Group companies.

### Human Resource Development

Enhancement of Competitiveness,  
Improve Employee Satisfaction

- Partly completed introduction of new HR system.
- Completed drafting of P-CDP\*2 training roadmap.
- An increased number of Group firms introduced P-CDP.

- Fully introduce new HR system and spread P-CDP throughout the Group.
- Implement Global HR strategy in collaboration with overseas Group firms.
- Clarify image of desired middle-layer employees and strengthen management skills.



### Environment-oriented Management

Reduction of Environmental Impact

- Achieved goals for CO<sub>2</sub> emission cuts by our Group.
- Formed smart business promotion organization.

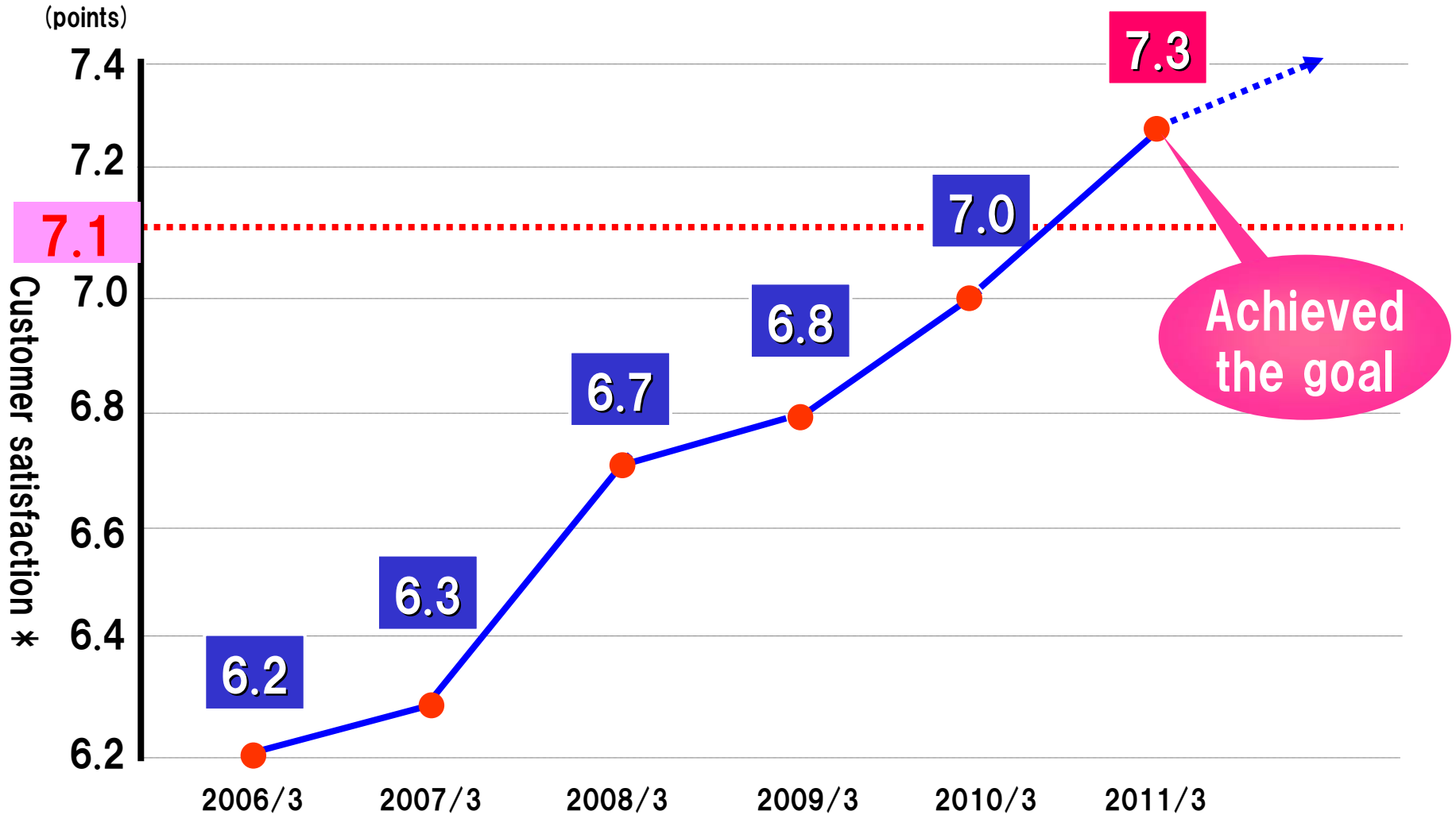
- Enforce energy-saving measures in company offices.
- Create, expand, and deploy environmental solutions.
- Promote smart business.

\*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.

# Customer Satisfaction Survey Trend

In customer satisfaction surveys, we topped our target of 7.1 for FY ended March 31, 2011, and continue to improve.



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

# Initiatives for Eliminating Problem 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

Expand scope of existing process visualization measures and enforce them

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

**New measure**  
Sales risk check sheet and visualization of response status

(2) 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"

(3) Apply risk visualization measures that enable contents visualization

**New measure**  
Third-party verification of upstream product

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

**New measure**  
Support for information provision to profit center managers (send support staff to projects)

## 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

Greater scale boosting management base

Merging and reorganization aimed at synergy creation

Optimal placement of Group companies

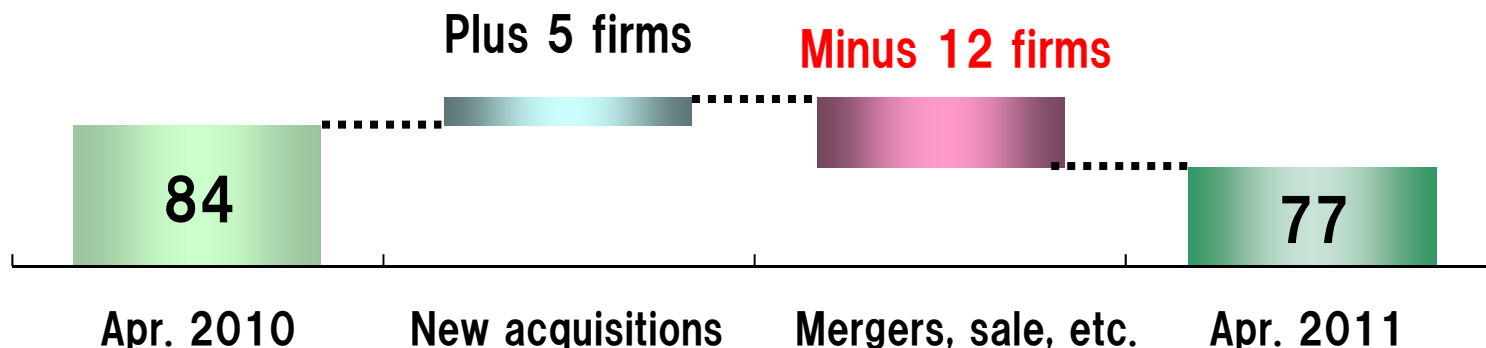
Efficiency of Group management



# Merging of Domestic Group Companies to Date

Actively promoting merger and restructuring of domestic Group firms.  
During the past year, new acquisitions increased the number of Group firms by five, but mergers and sale resulted in a drop by 12.

Recent major examples of mergers		
Date of merging	New company name	Companies merged
Jan. 1, 2011	NTT DATA R	SOLID Exchange and WebProduce
Apr. 1, 2011	NTT DATA Getronics	NTT DATA Getronics, and Getronics Solutions companies (Tohoku, Kanto, Tokyo, Tokai, and Nishinohon)
Apr. 1, 2011	NTT DATA Business Systems	NTT DATA Quick and NTT DATA Systems



# Toward the Establishment of a Global Presence

Establish a global presence by expanding coverage through M&A and by Group synergy creation.

Carrying out M&A

Expanding coverage beyond North America and Europe to include South America and elsewhere

Group synergy creation

Promotion of business tie-ups by means of Global One Team, etc.

Greater utilization of offshore resources



# 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 (approx. 3.8 billion yen)
- 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.

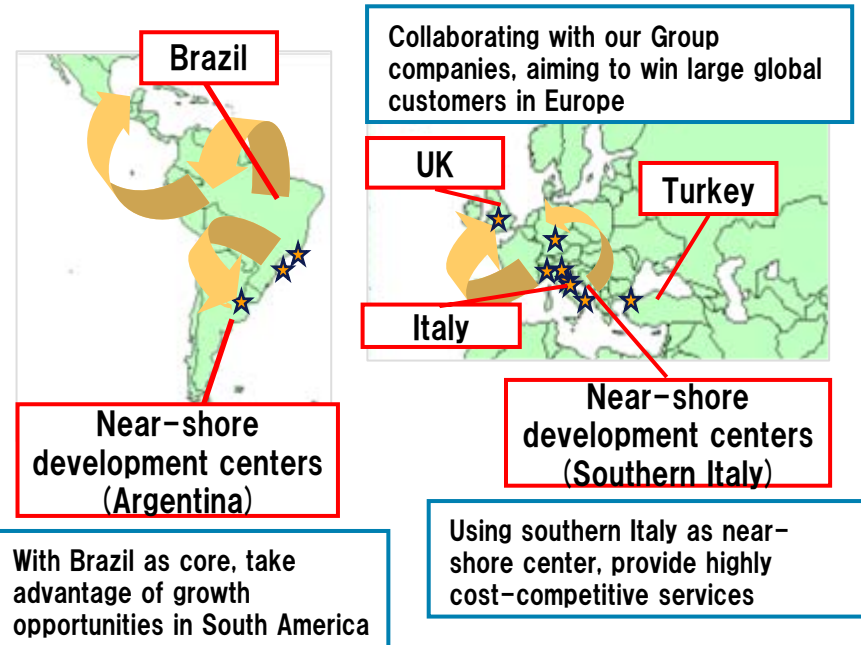
## ◇ Schedule to completion of acquisition

April 25, 2011 Final agreement executed  
End of May, 2011 Acquisition completed (scheduled)

## ◇ 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

\*1 euro = 116 yen (Latest exchange rates)

# 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	Americas
<b>SAP</b> Global One Team				Started Jan. 2011
<b>BI (Business Intelligence)</b> Global One Team				Started Mar. 2011
<b>Telecom</b> Global One Team				In preparation
⋮				
Additional focus areas to be chosen on the basis of <b>solutions</b> or <b>industries</b>				
<b>HR (Human Resources)</b> Global One Team				In preparation

\* Global human resources training and human resources exchanges, etc., in our Group

## Raise operation efficiency by means of SSC

1st STEP

Standardize accounting operations and make them more efficient by global SSC

### I. IFRS adoption

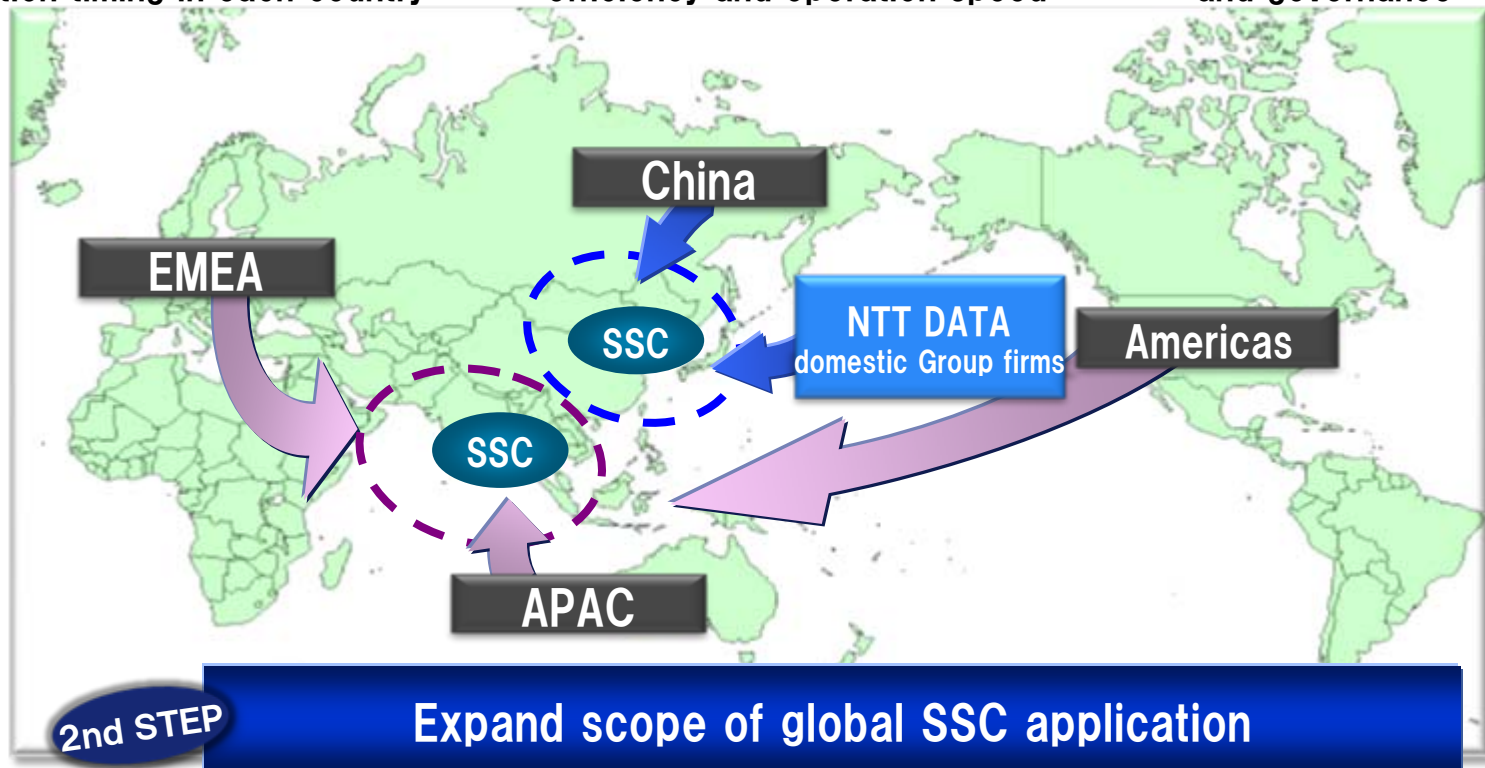
Introduce IFRS in each company taking into account IFRS adoption timing in each country

### II. Operation standardization and efficiency (processes)

Raise operation process efficiency and operation speed

### III. Information system platform integration

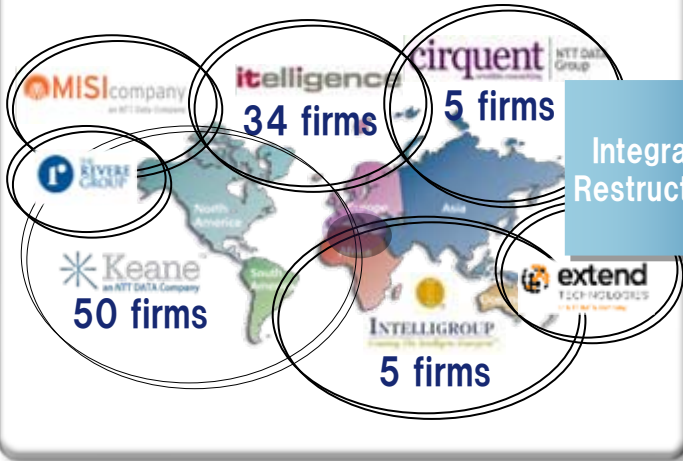
Improve system efficiency and governance



# Boosting Global Governance

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

Overseas Group firms: 133 firms



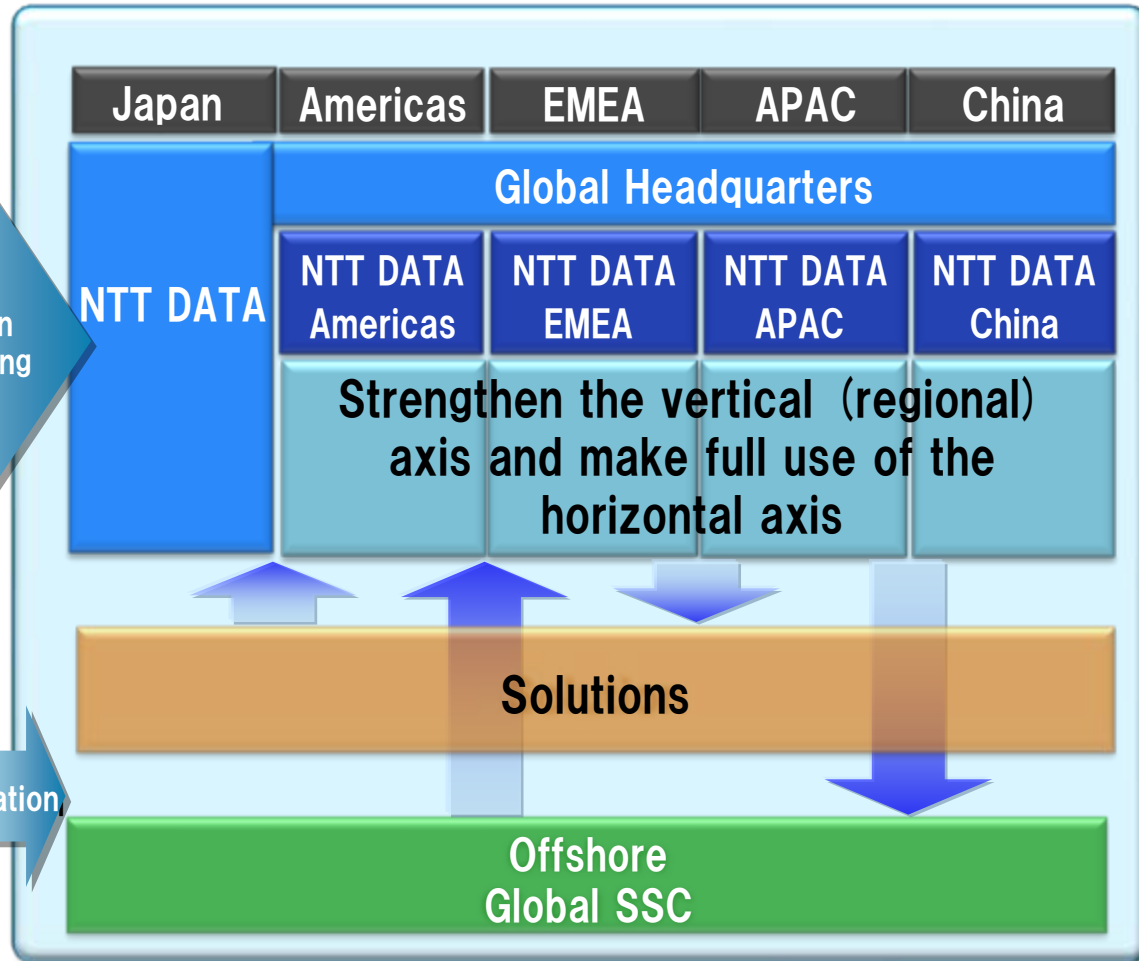
Integration Restructuring

NTT docomo

NTT Communications

DIMENSION DATA

Collaboration



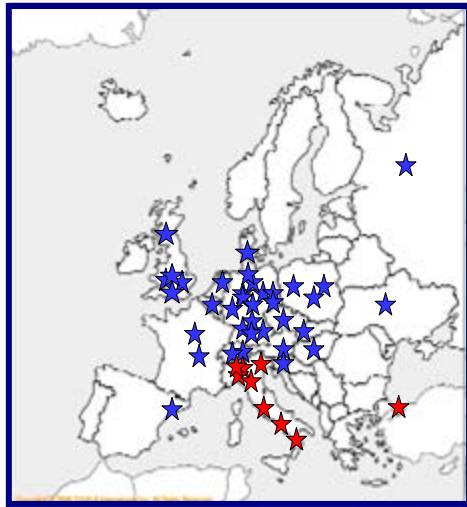
Integrate and restructure around five regions and solutions

# Status of Overseas Bases

**About 24,000 persons deployed in 145 cities in 34 countries**

(Number of bases and employees in NTT DATA Group as of Mar. 31, 2011 with addition of Value Team )

- 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

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



## EMEA

Bases: **56** cities  
(47 cities + **9** cities\*)  
Employees: about **6,000**  
(about 3,500 + **about 2,500\***)

## APAC

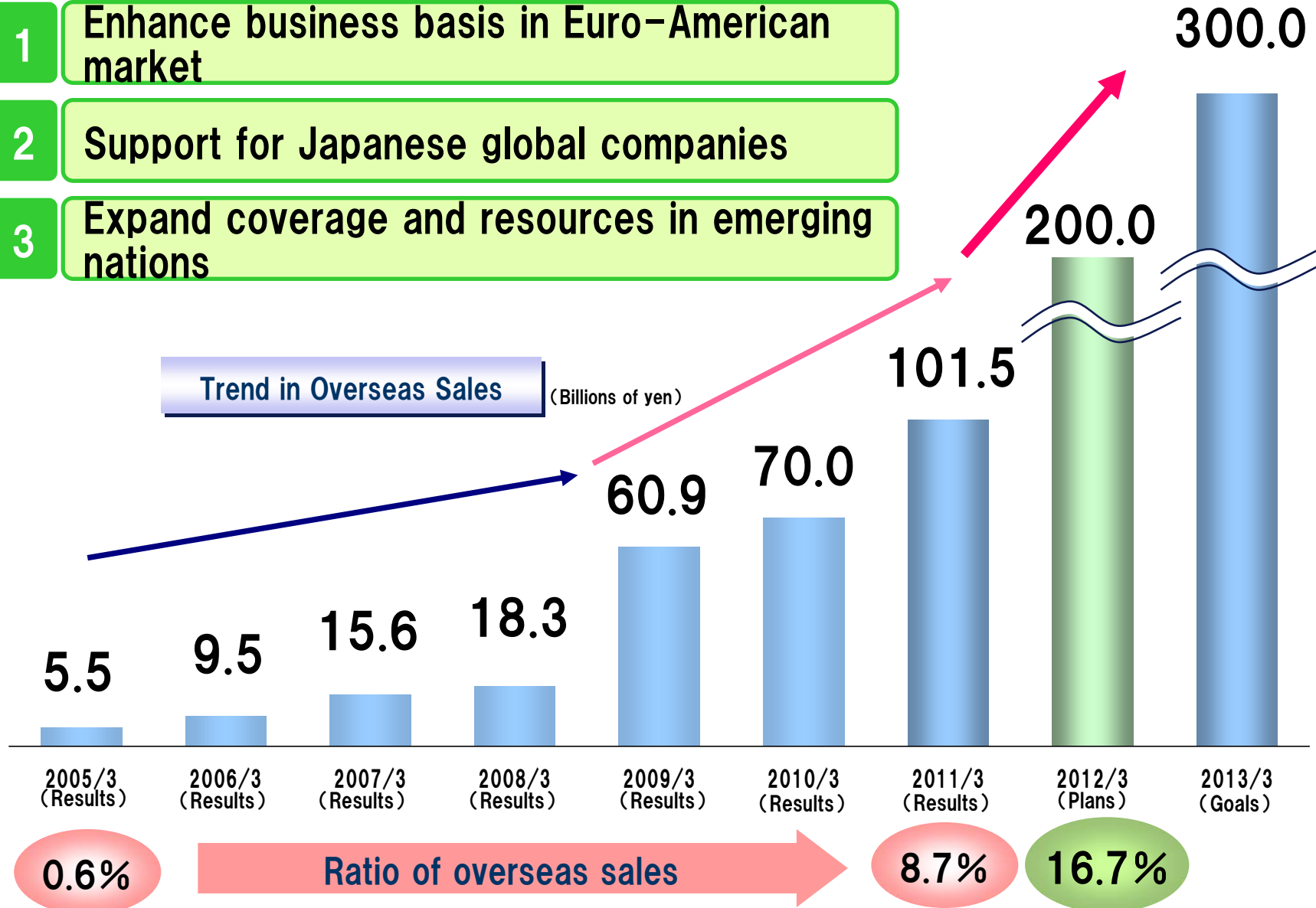
Bases: 34 cities  
Employees: about 10,400

## Americas

Bases: **55** cities  
(52 cities + **3** cities\*)  
Employees: about **7,500**  
(about 7,100 + **about 400\***)

# Pursuing Global Strategy

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





# Further Advancement of “Three Arrows”

## Climate for SI Business

Information systems becoming more advanced and complex

Demands for lower prices

Demands for faster delivery

Lateral deployment of know-how for more efficient system development



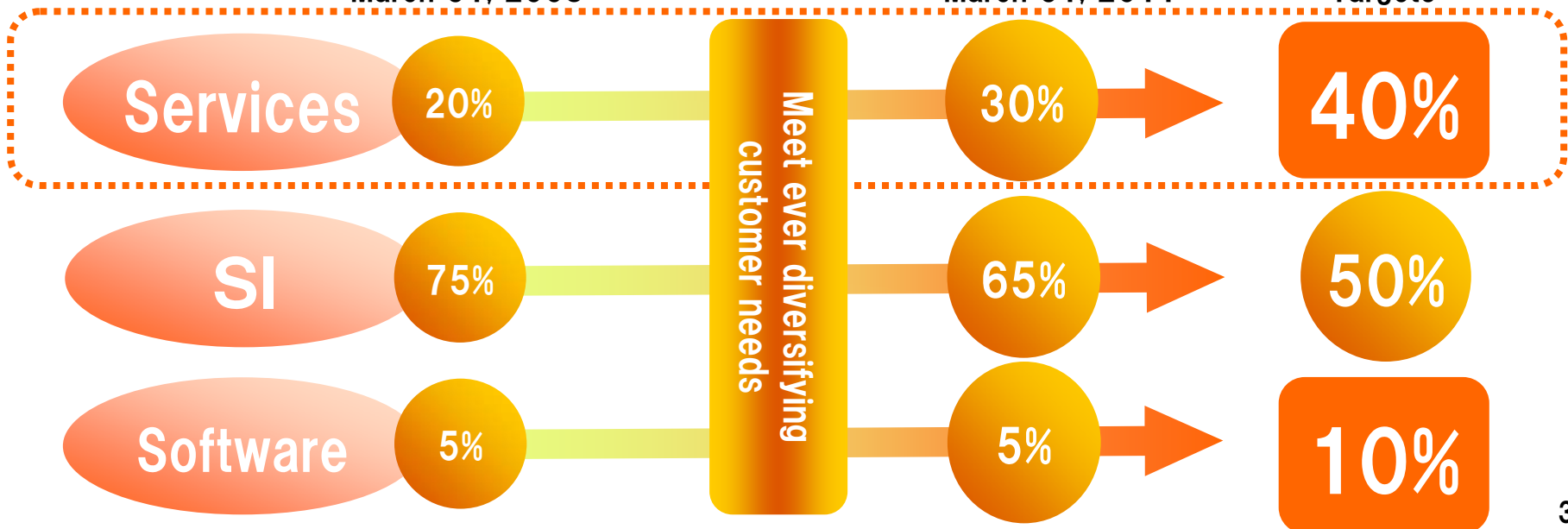
Turning individual SI projects into shared-use systems for more profit

## Boost service trend further

as of FY ended  
March 31, 2008

as of FY ended  
March 31, 2011

Targets



# 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.

● Solutions with a record of orders in services and software fields

Services / Products Needs	Services	SI	Software (including appliance products)
Dramatic Cost Reduction	<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) (Japan→India)</li> </ul> <p style="text-align: right; font-size: 2em; color: red;">2.0</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; font-size: 2em; color: red;">2.0</p>
Speed Redoubling (Cut Delivery Time)		<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> <li>• Establishment of Proactive Testing COE</li> </ul> </li> </ul> <p style="text-align: right; font-size: 2em; color: red;">1.0</p>	
Paradigm Shifts	<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; font-size: 2em; color: red;">4.0</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; font-size: 2em; color: red;">1.0</p>

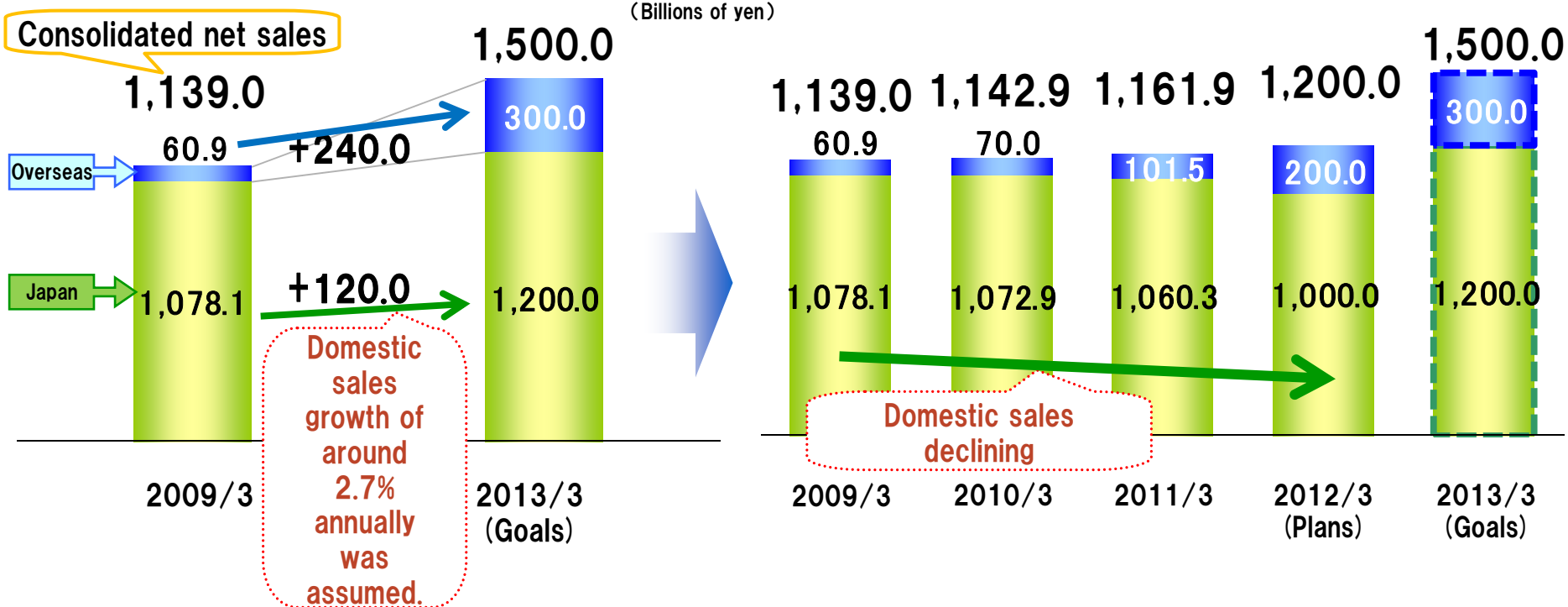
\*Numbers above are prospective investment amounts in FY ending March 31, 2012 (unit: billion yen).

# About Medium-Term Management Target

【When targets were first announced (May 2009)】

【Current situation and outlook】

(Billions of yen)



Considering not only the increasingly challenging domestic IT spending environment but also the effect on businesses from the Great East Japan Earthquake, we are considering revising our medium-term management targets.

We expect to announce the results some time this fall.



## 4. Appendices

# Overview of Consolidated Earnings and New Orders Received for the FY Ended March 31, 2011

(Billions of yen, %)

	2010/3 Results (1)	2011/3 Results (2)	2011/3 Forecasts (3)	Rate of change (%)	
				(2) - (1)	(2) - (3)
Net Sales	1,142.9	1,161.9	1,160.0	+1.7	+0.2
Cost of Sales	870.5	882.3	884.0	+1.3	-0.2
Gross Profit	272.3	279.6	276.0	+2.7	+1.3
SG&A Expenses	190.6	201.3	201.0	+5.6	+0.2
Selling Expenses	82.3	91.1	92.0	+10.6	-1.0
R&D Expenses	11.3	10.7	11.3	-5.7	-4.9
Other Administrative Expenses	96.8	99.4	97.7	+2.6	+1.8
Operating Income	81.6	78.3	75.0	-4.1	+4.4
Operating Income Margin	7.1	6.7	6.5	-0.4	+0.2
Ordinary Income	75.7	75.7	70.0	+0.1	+8.3
Special Gains and Losses	-3.9	-7.3	-1.0	-85.8	-
Income before Income Taxes	71.7	68.4	69.0	-4.6	-0.8
Income Taxes and Others	36.1	31.1	32.5	-13.8	-4.1
Net Income	35.6	37.3	36.5	+4.6	+2.2
New Orders Received	1,181.5	988.4	1,000.0	-16.3	-1.2
Orders on Hand	1,166.1	1,156.5	1,088.2	-0.8	+6.3

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

# Forecasts of Consolidated Earnings and New Orders Received for the FY Ending March 31, 2012

(Billions of yen, %)

	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
Cost of Sales	882.3	895.0	+12.6	+1.4
Gross Profit	279.6	305.0	+25.3	+9.1
SG&A Expenses	201.3	225.0	+23.6	+11.8
Selling Expenses	91.1	103.0	+11.8	+13.0
R&D Expenses	10.7	11.0	+0.2	+2.4
Other Administrative Expenses	99.4	111.0	+11.5	+11.6
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
Special Gains and Losses	-7.3	-	+7.3	-
Income before Income Taxes	68.4	73.0	+4.5	+6.6
Income Taxes and Others	31.1	34.0	+2.8	+9.1
Net Income	37.3	39.0	+1.6	+4.5
New Orders Received	988.4	1,000.0	+11.5	+1.2
Orders on Hand	1,156.5	1,045.0	-111.5	△9.6

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

# Consolidated Earnings by Segment

(Billions of yen)

	2010/3 Results (1)	2011/3 Results (2)	Change (2) - (1)	2012/3 Forecasts (3)	Change (3) - (2)
<b>Net Sales</b> <small>(include Internal Transaction)</small>	1,142.9	1,161.9	+19.0	1,200.0	+38.0
Public & Financial IT Services	769.4	747.9	-21.5	777.0	+29.0
Global IT Services	338.7	372.7	+34.0	381.0	+8.2
Solutions & Technologies	153.8	163.0	+9.1	166.0	+2.9
Others	-119.1	-121.7	-2.6	-124.0	-2.2
<b>Income before Income Taxes</b>	71.7	68.4	-3.3	73.0	+4.5
Public & Financial IT Services	68.6	66.7	-1.8	59.0	-7.7
Global IT Services	0.2	-2.0	-2.3	12.0	+14.0
Solutions & Technologies	6.2	9.8	+3.6	9.0	-0.8
Others	-3.3	-6.1	-2.8	-7.0	-0.8
<b>Net Sales</b> <small>(to Customers Outside the NTT DATA Group)</small>	1,142.9	1,161.9	+19.0	1,200.0	+38.0
Public & Financial IT Services	754.8	731.7	-23.1	767.0	+35.2
Global IT Services	332.7	367.9	+35.2	374.0	+6.0
Solutions & Technologies	54.2	61.1	+6.9	58.0	-3.1
Others	1.1	1.1	-0.0	1.0	-0.1

# Consolidated New Orders Received by Segment, Investment and Others

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

	2010/3 Results (1)	2011/3 Results (2)	Change (2) - (1)	2012/3 Forecasts (3)	Change (3) - (2)
<b>New Orders Received</b>	1,181.5	988.4	-193.0	1,000.0	+11.5
Public & Financial IT Services	814.0	586.6	-227.4	595.0	+8.3
Global IT Services	337.6	364.9	+27.3	368.0	+3.0
Solutions & Technologies	28.5	35.6	+7.0	36.0	+0.3
Others	1.2	1.2	-0.0	1.0	-0.2
<b>Orders on Hand</b>	1,166.1	1,156.5	-9.5	1,045.0	-111.5
Public & Financial IT Services	1,124.1	1,031.9	-92.2	966.0	-65.9
Global IT Services	39.0	120.6	+81.6	71.0	-49.6
Solutions & Technologies	2.8	3.8	+1.0	8.0	+4.1
Others	0.0	0.0	+0.0	-	+0.0
<b>Capital Expenditures</b>	162.5	139.0	-23.5	135.0	-4.0
<b>Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles</b>	161.9	158.5	-3.4	149.0	-9.5
<b>Cash Dividends per Share (¥)</b>	6,000	6,000	-	6,000	-



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

(Billions of yen)

		2010/3 Results	2011/3 Results	2012/3 Forecasts
<b>Public &amp; Financial IT Services Company</b>		754.8	731.7	767.0
(Main item)	Central government and related agencies, overseas public institutions, etc.	156.8	127.2	144.0
	Local Government and Community-based Business	80.9	80.5	81.0
	Healthcare	26.6	29.2	35.0
	Banks	194.4	215.6	211.0
	Financial Unions	116.9	107.3	88.0
	Insurance, Security and Credit Corporations	108.2	99.1	127.0
	Settlement Services	66.8	68.5	74.0
<b>Global IT Services Company</b>		332.7	367.9	374.0
(Main item)	Communication, Broadcasting and Utility Industry	109.1	114.5	107.0
	Manufacturing Industry	137.2	139.1	164.0
	Retail, Logistics and Other Service Industry	51.2	55.2	46.0
<b>Solutions &amp; Technologies Company</b>		54.2	61.1	58.0
(Main item)	Network Services	18.7	18.9	20.0
	Data Center Services	30.2	29.7	30.0
<b>Others</b>		1.1	1.1	1.0
<b>Net Sales (to Customers Outside the NTT DATA Group) Total</b>		<b>1,142.9</b>	<b>1,161.9</b>	<b>1,200.0</b>

References: Net Sales from services for central government ministries and agencies: 11% (2010/3), 8%(2011/3)

Net Sales from services for NTT Group: 8% (2010/3), 8%(2011/3)

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

Note2: Data for FY ending March 31, 2012 reflects reclassification by customer business fields in some overseas subsidiaries.

# Consolidated New Orders Received by Customer Sector, Service and Others

(Billions of yen)

		2010/3 Results	2011/3 Results	2012/3 Forecasts
<b>Public &amp; Financial IT Services Company</b>		814.0	586.6	595.0
(Main item)	Central government and related agencies, overseas public institutions, etc.	103.0	132.7	135.0
	Local Government and Community-based Business	82.1	78.0	78.0
	Healthcare	30.5	26.8	36.0
	Banks	301.3	153.5	146.0
	Financial Unions	144.5	73.5	70.0
	Insurance, Security and Credit Corporations	110.6	106.5	117.0
	Settlement Services	36.9	13.4	10.0
<b>Global IT Services Company</b>		337.6	364.9	368.0
(Main item)	Communication, Broadcasting and Utility Industry	111.5	118.9	110.0
	Manufacturing Industry	135.2	143.5	165.0
	Retail, Logistics and Other Service Industry	53.3	40.4	37.0
<b>Solutions &amp; Technologies Company</b>		28.5	35.6	36.0
(Main item)	Network Services	1.6	1.5	1.0
	Data Center Services	19.5	18.6	20.0
<b>Others</b>		1.2	1.2	1.0
<b>New Orders Received Total</b>		<b>1,181.5</b>	<b>988.4</b>	<b>1,000.0</b>
<b>Integrated IT Solution</b>		—	441.7	436.0
<b>System &amp; Software Development</b>		—	328.7	337.0
<b>Consulting &amp; Support</b>		—	338.1	378.0
<b>Others</b>		—	53.3	49.0
<b>Net Sales by Products and Services Total</b>		—	<b>1,161.9</b>	<b>1,200.0</b>

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

Note2: Data for FY ending March 31, 2012 reflects reclassification by customer business fields in some overseas subsidiaries.

# Non-Consolidated Earnings and New Orders Received

(Billions of yen, %)

	2010/3 Results	2011/3 Results	2012/3 Forecasts
Net Sales	821.7	820.0	780.0
Cost of Sales	639.7	641.8	603.0
Gross Profit	182.0	178.1	177.0
SG&A Expenses	115.3	114.9	117.0
Selling Expenses	49.9	50.7	52.0
R&D Expenses	11.1	10.7	11.0
Other Administrative Expenses	54.1	53.5	54.0
Operating Income	66.6	63.2	60.0
Operating Income Margin	8.1	7.7	7.7
Ordinary Income	68.7	63.7	58.0
Special Gains and Losses	—	-3.7	—
Income before Income Taxes	68.7	59.9	58.0
Income Taxes and Others	26.8	23.3	21.0
Net Income	41.9	36.6	37.0
New Orders Received	877.8	642.8	580.0
Orders on Hand	1,110.2	1,013.4	900.0

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

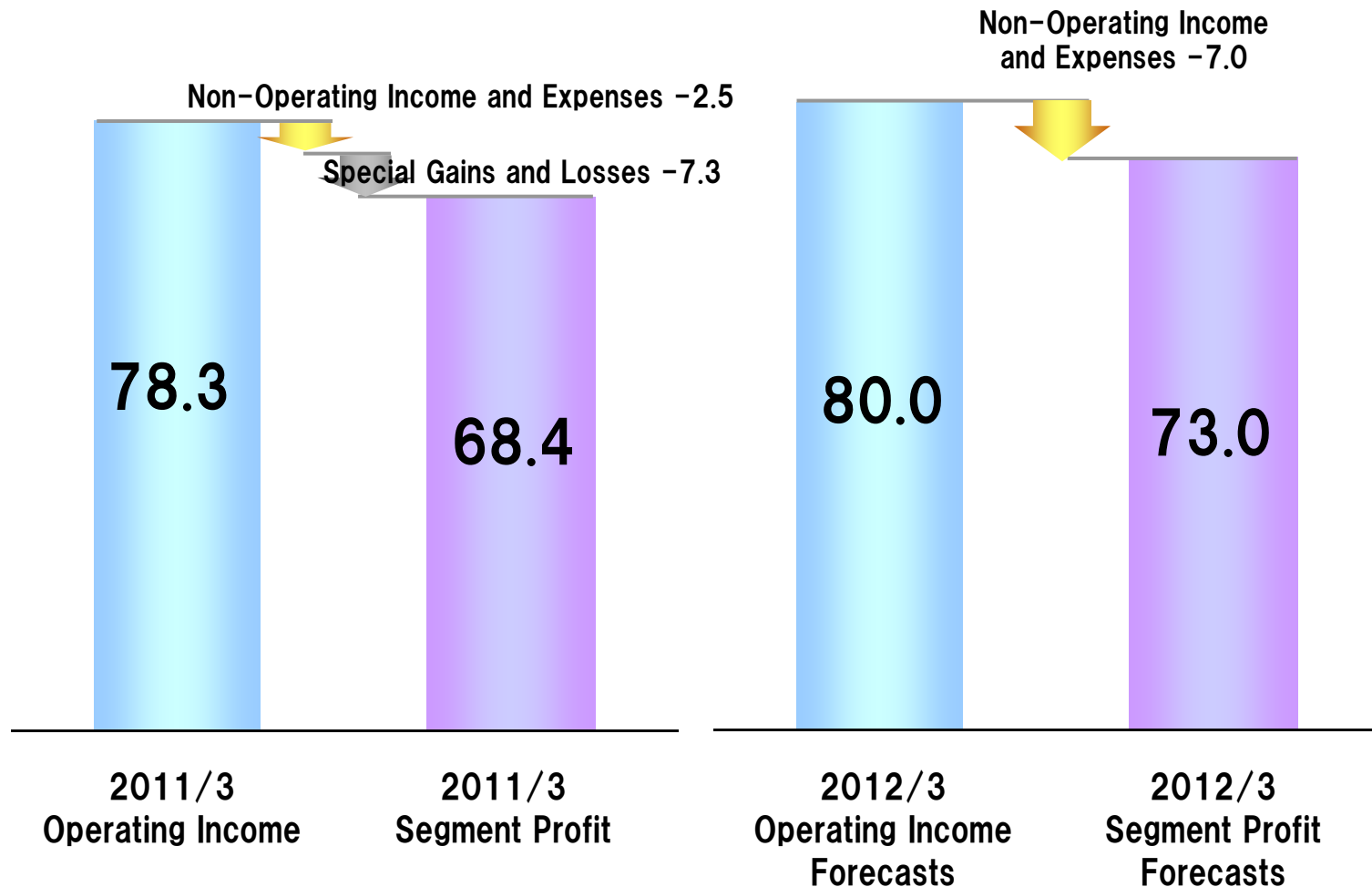
# Non-Consolidated Earnings, New Orders Received by Segment and Others

(Billions of yen)

	2010/3 Results	2011/3 Results	2012/3 Forecasts
<b>Net Sales</b> <small>(to Customers Outside the NTT DATA Group)</small>	821.7	820.0	780.0
Public & Financial IT Services	623.7	610.7	593.0
Global IT Services	151.2	163.3	143.0
Solutions & Technologies	46.6	45.8	44.0
Others	0.0	0.0	—
<b>New Orders Received</b>	877.8	642.8	580.0
Public & Financial IT Services	694.9	470.5	421.0
Global IT Services	158.4	149.7	137.0
Solutions & Technologies	24.3	22.4	22.0
Others	0.0	0.0	—
<b>Orders on Hand</b>	1,110.2	1,013.4	900.0
Public & Financial IT Services	1,083.0	995.0	881.0
Global IT Services	23.2	15.7	15.0
Solutions & Technologies	3.8	2.6	4.0
Others	0.0	0.0	—
<b>Capital Expenditures</b>	142.4	110.4	115.0
<b>Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles</b>	140.9	135.7	127.0

# For Reference: Segment Profit Details

(Billions of yen)

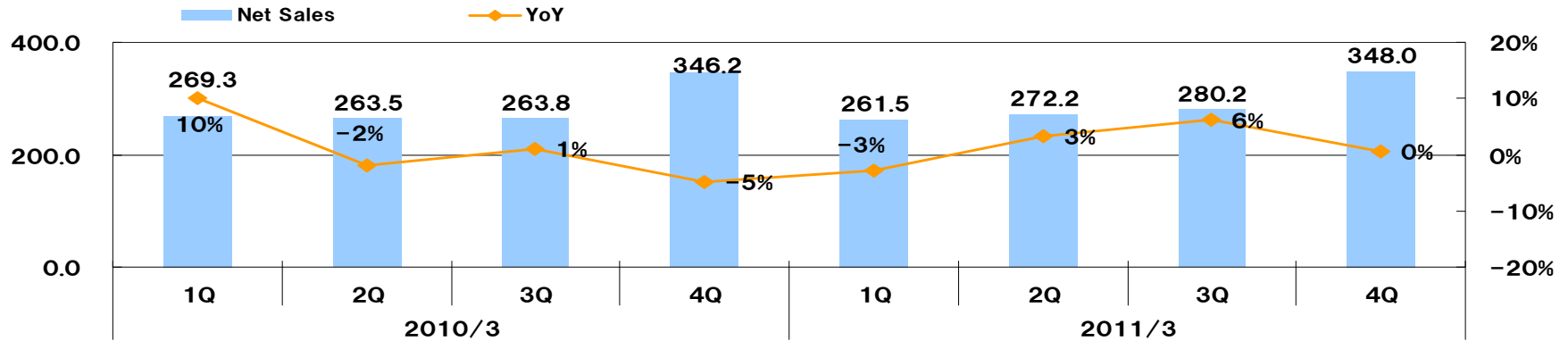


\* Segment Profit is given as income before income taxes, in order to reflect all return on business including asset impairment and equity method affiliates.

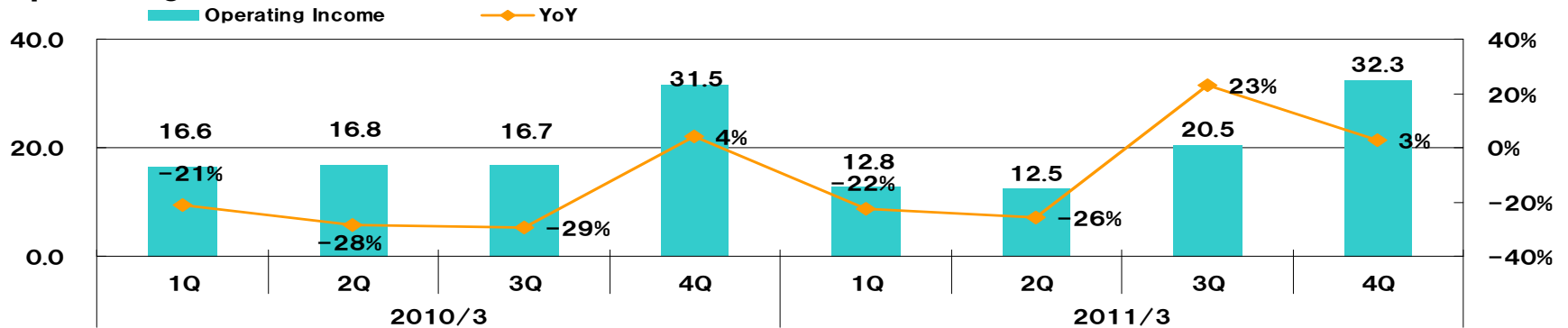
# Trends in Quarter (Consolidated)

(Billions of yen, %)

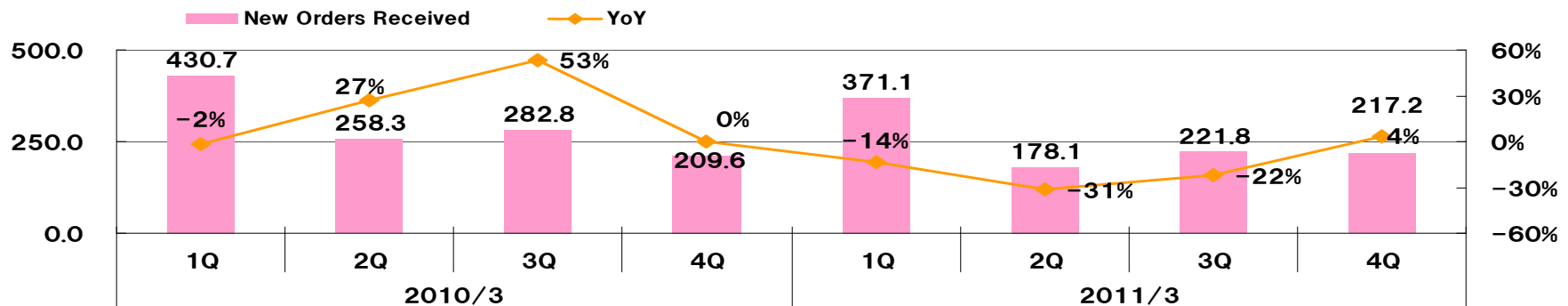
## Net Sales



## Operating Income

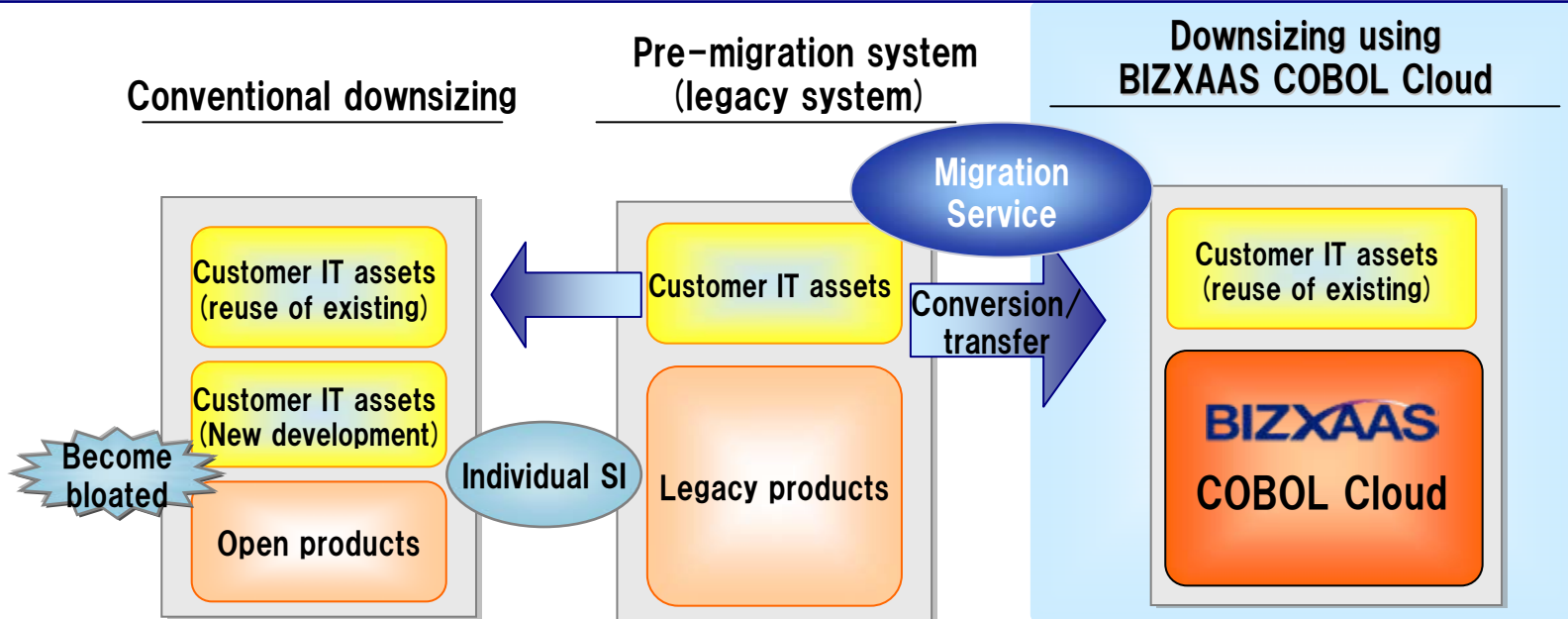


## New Orders Received



# Addition of COBOL Cloud to “BIZXAAS” Migration Service

Provides a COBOL runtime environment as a private cloud (PaaS) to help downsize customers' IT assets. Achieves downsizing in a shorter time than conventional solutions while keeping down initial costs.



## Problems with usual approach

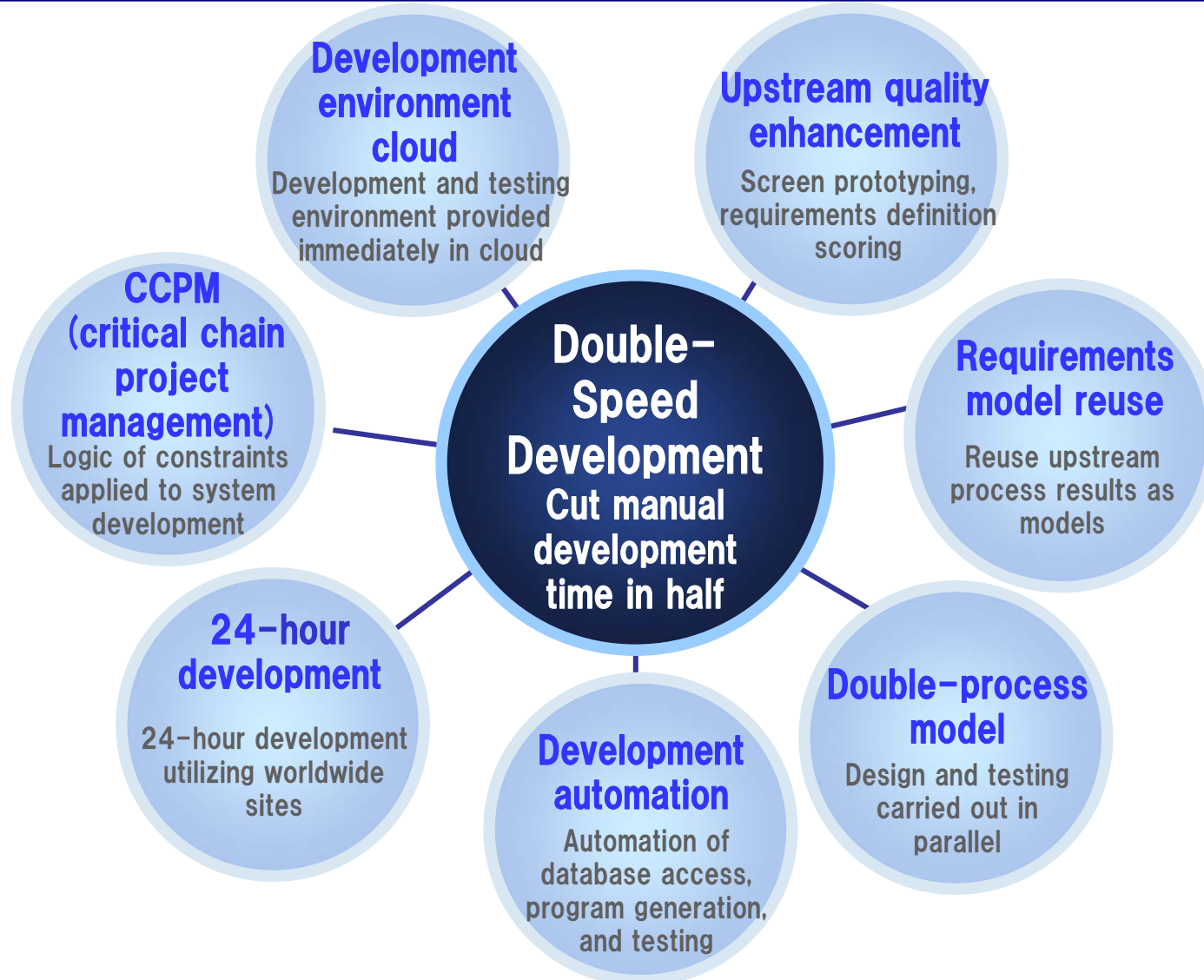
With change in system architecture, **development of alternate functions** to those of legacy products and **major revisions** in application programs become necessary. This **increases development cost and migration time**, and the customer's **IT assets end up becoming bloated**.

## Advantages of our COBOL Cloud service

- (1) Since functions equivalent to those of legacy products are provided as cloud service, **development costs and time can be reduced**.
- (2) **Migration risk and testing costs are kept low** by limiting need for application program revisions to a few places.
- (3) **Total support** is provided for migrating customer IT assets to COBOL Cloud environment, and **downsizing is achieved**.

# Double-Speed Development for Faster Delivery

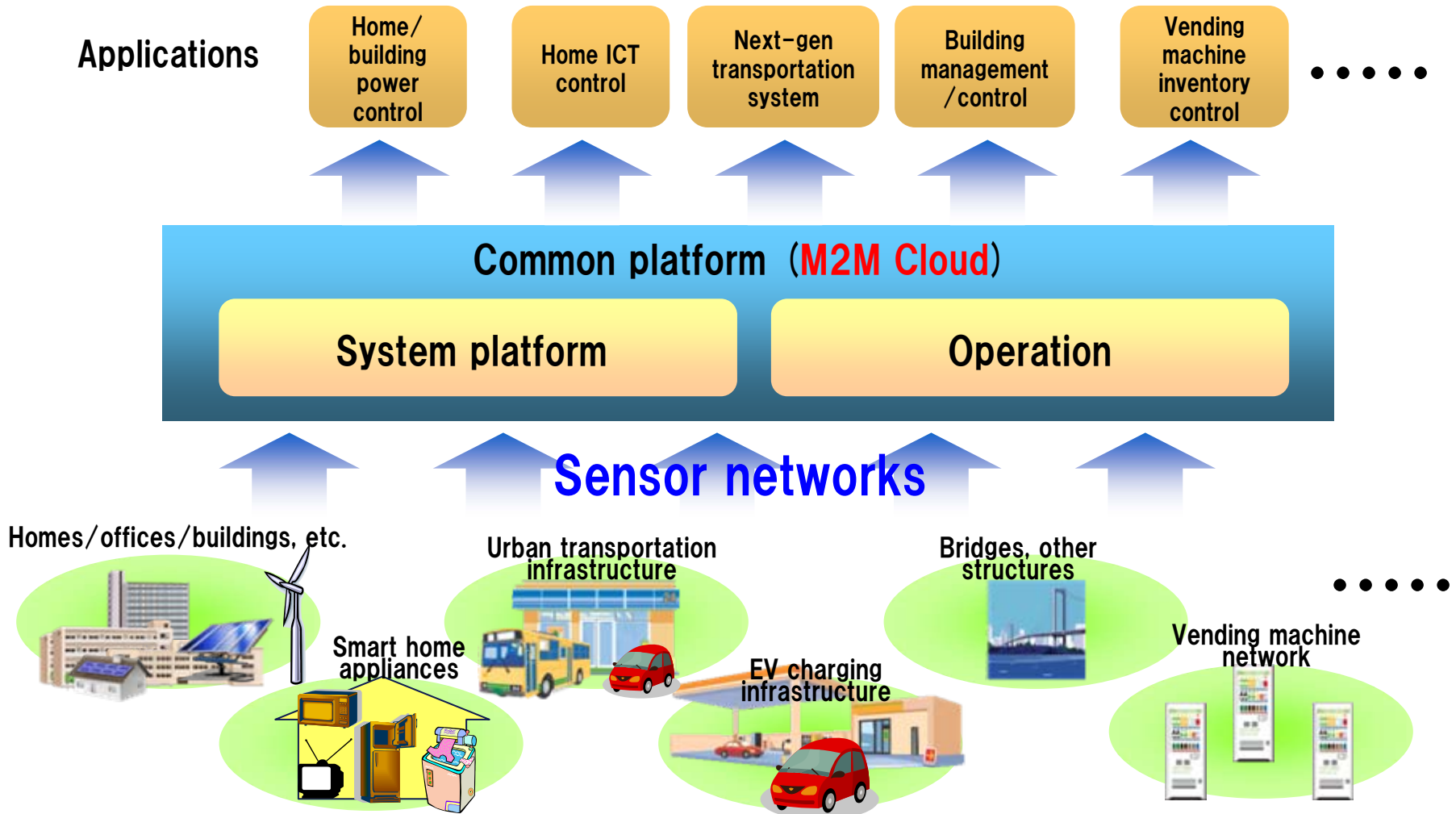
Along with development standards, spread double-speed development methods throughout global Group.





# Promotion of M2M (Machine to Machine) Business

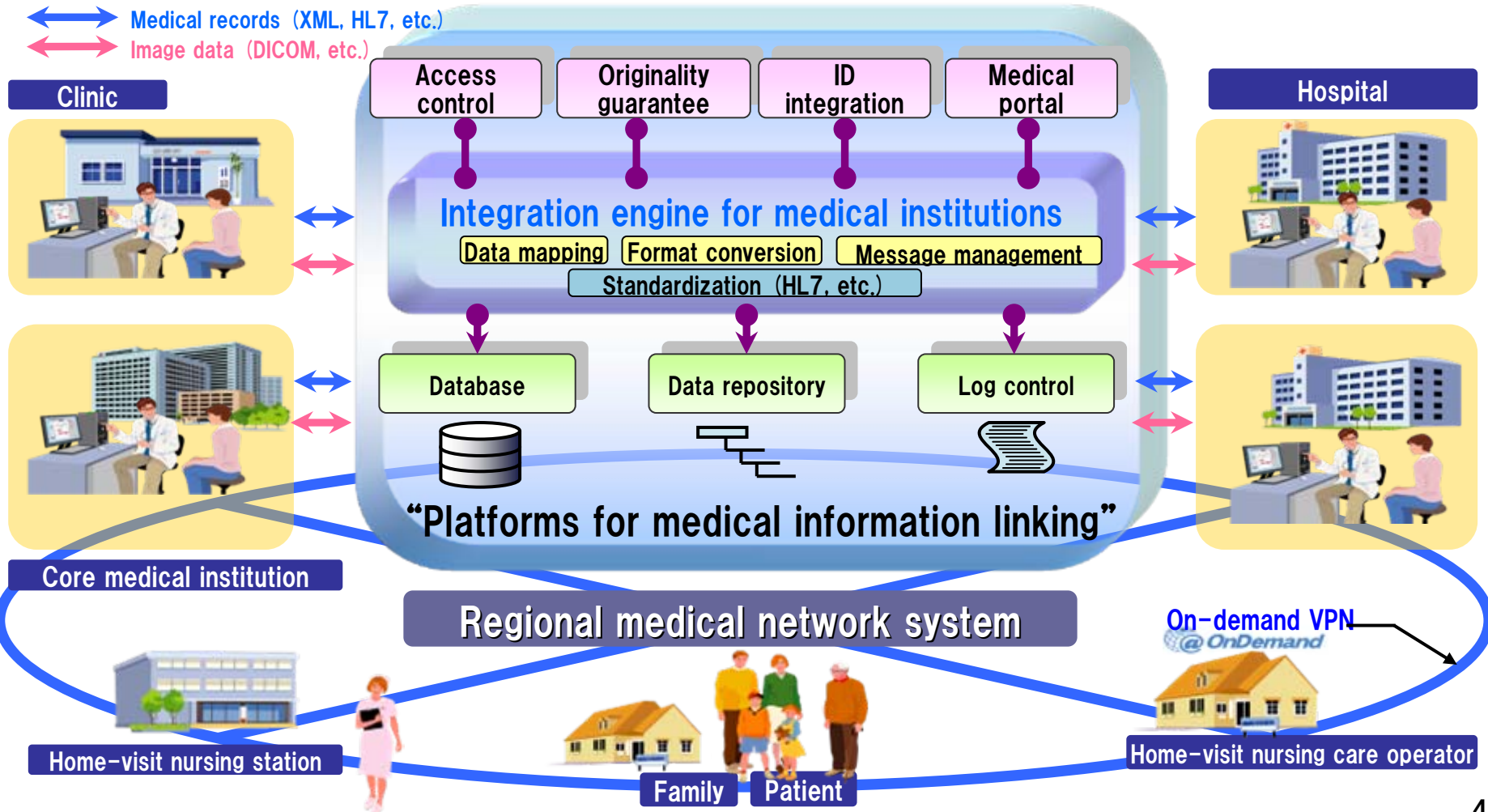
Build an M2M Cloud controlling and managing large numbers of sensors and other diverse devices, and create new IT markets centering around social infrastructure.



# “Platforms for medical information linking”

A regional network is expected to go into operation during FY ending March 31, 2012, utilizing the “Platforms for medical information linking” built and verified by NTT DATA.

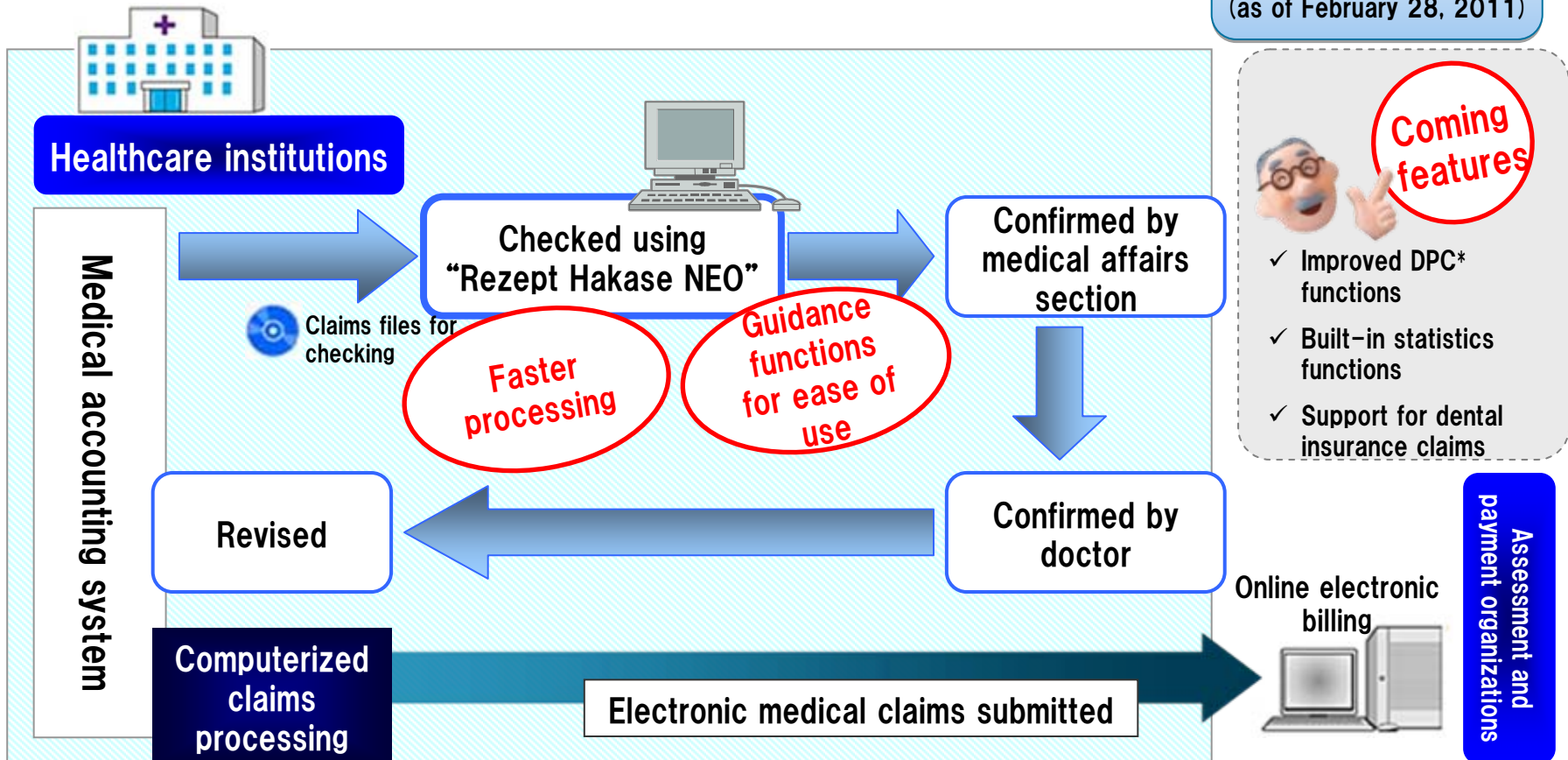
↔ Medical records (XML, HL7, etc.)  
↔ Image data (DICOM, etc.)



# “Rezept Hakase NEO” System Supporting Hospital Checking of Medical Insurance Claims

- “Rezept Hakase NEO” is package software that automates the checking by healthcare institutions of medical insurance reimbursement claims.
- The “Rezept Hakase” lineup first offered in 2002 has been revamped to meet the needs of a wide range of healthcare institutions from small clinics to university hospitals.
- Complies with the auditing policies of assessment and payment organizations.

**Adoptions**  
**1,980 institutions**  
(as of February 28, 2011)



\*DPC: Diagnosis Procedure Combination. A method of calculating inpatient medical fees based on a combination of (1) a prospective payment portion consisting of per-diem amounts determined by the Ministry of Health, Labour and Welfare based on names of diseases, symptoms, and received treatments (medicine, injections, treatments, hospitalization charges, etc.) and (2) a fee-for-service portion (surgery, anesthesia, rehabilitation, guidance, etc.).

# Provisioning of Next-Gen Derivatives Trading System **J-GATE** for Osaka Securities Exchange and Start of Full Operation

We developed a new derivatives trading system **J-GATE** adopting “CLICK XT” package software of NASDAQ OMX, which started full operation in Feb. 2011.



## About the Osaka Securities Exchange

- Japan's oldest exchange, established in 1878 in accordance with the Stock Exchange Ordinance (Grand Council of State Decree No. 8)
- Having Japan's largest derivatives market, key infrastructure of the Japanese economy providing a fair and smooth trading environment



## About NASDAQ OMX

- One of the world's biggest exchange groups, resulting from the merger in 2008 of America's NASDAQ stock exchange and Sweden's OMX
- The world's largest technology vendor, providing the latest technologies to more than 70 exchanges and clearinghouses



# J-GATE



**“Global Access Trading Engine:” portal from overseas to Japan, from Japan to overseas**

**Faster processing speed  
Becoming global standard for trading systems**



**Become a comprehensive exchange with a global presence!**