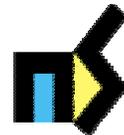

Outline of Financial Results
for fiscal year ended March 2004
and Financial Results Outlook
for fiscal year ending March 2005

NS Solution Corporation

April 28,2004



FORWARD-LOOKING STATEMENTS & PRO FORMA INFORMATION

This document includes statements of forward-looking descriptions regarding the intent, belief or current expectations of NS Solutions Corporation (the “Company”) or its officers in terms of its operation and financial condition. Accordingly, such statements contain risks and uncertainties since they are neither historical facts nor guarantees of future performance. Actual results may be varied and influenced by various factors. The Company does not undertake to revise such forward-looking descriptions to reflect those factors.

Table of contents

I. Executive Summary

Shigeru Suzuki

Representative Director & President

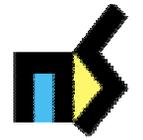
II .Outline of Financial Results for fiscal year ended March 2004

and

Financial Results Outlook for fiscal year ending March 2005

Takemi Yanagihara

Senior Executive Director



I. Executive Summary

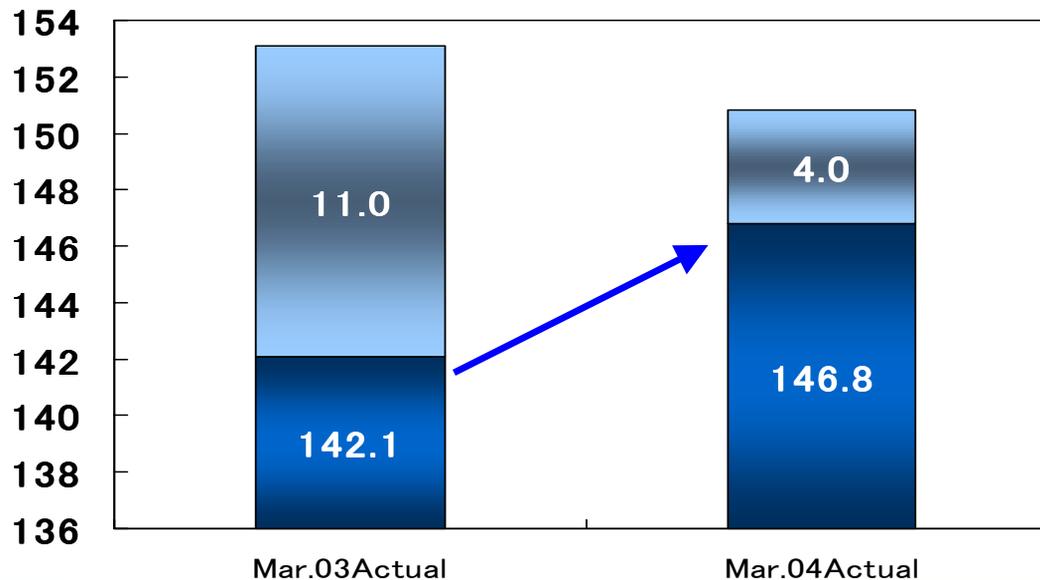
Shigeru Suzuki

Representative Director & President

Financial Results for Fiscal Year ended Mar.2004

(Billions of Yen)

	Actual Mar.2003	Actual Mar.2004
Sales	153.1	150.8
RecurringProfit	12.1	9.8
NetIncome	6.2	5.3



Market Trends Update

< Overview >

- ★ Upward trend of the market
- ★ Harsh and steady cost-down request based on clients' TCO reduction and ROI improvement consciousness

< By Customer Sector >

- Manufacturing&Retailing: More active demand in broader range
Financially stable companies keeping active IT investment
- Financial Sector: Expecting certain amount of demand due to recovery of financial results and regulatory works
- Public Sector: Soft demand for e-government projects of the Government
Continuous fierce price competition among SI vendors

▪ Business Solution:

More active sales by focusing on our distinguished solution and System Life Cycle (SLC) Total Solution especially in sector of manufacturing & retailing

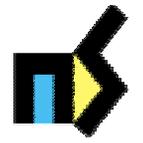
▪ Platform Solution:

Product profit reduction due to price down substituted by increase of sales of designing, engineering and maintenance-support

▪ Business Service:

Steady expansion of outsourcing market and increase of demand from the clients, i.e. increasing business chance by our SLC Total Solution

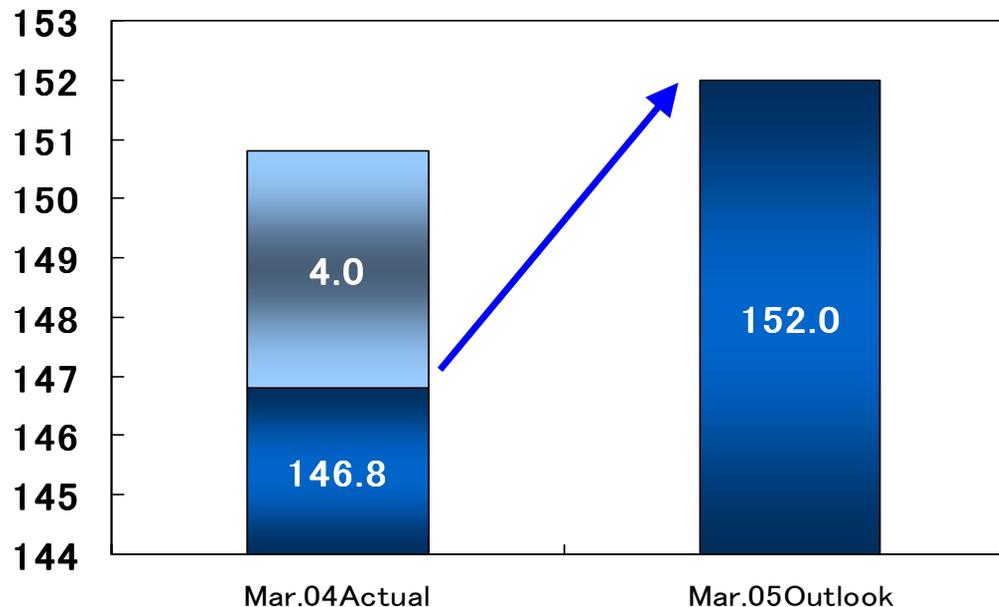
Financial Results Outlook for Fiscal Year ended Mar.2005



NS Solutions

(Billions of Yen)

	Actual Mar.2004	Outlook Mar.2005	Change
Sales	150.8	152.0	+1.2
RecurringProfit	9.8	12.0	+2.2
NetIncome	5.3	6.7	+1.4



Main business strategies to be taken during Fiscal Year ended March 2005

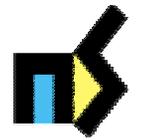


(1) Extended SLC Total Solution

(2) Competitive Development Methodology

(3) Consolidated Marketing and Sales Resources

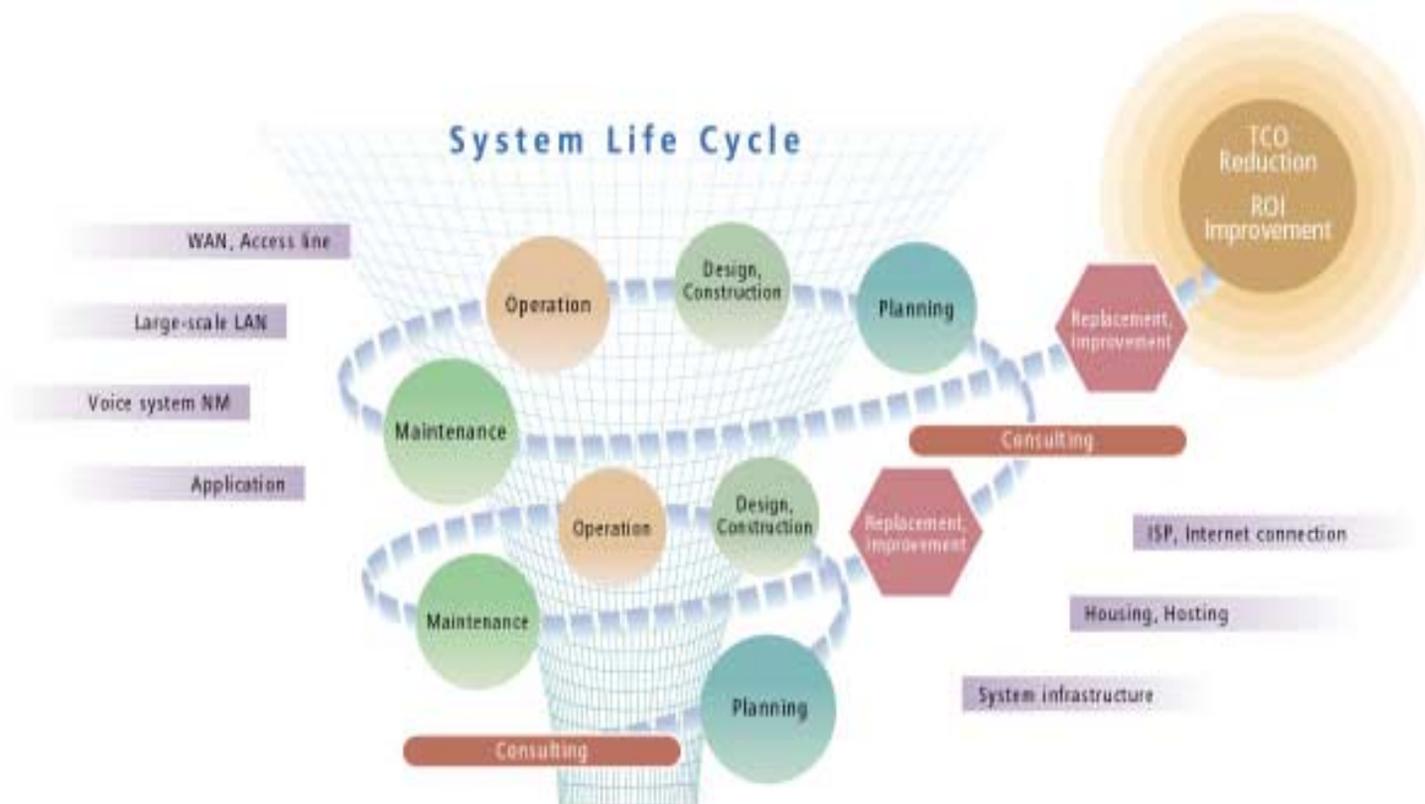
(1) Extended SLC Total Solution



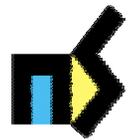
NS Solutions

SLC Total Solution

Creation of new business model
by combining Business Solution, Platform Solution and Business Service



-Goal1- Satisfaction to Clients' Needs



NS Solutions

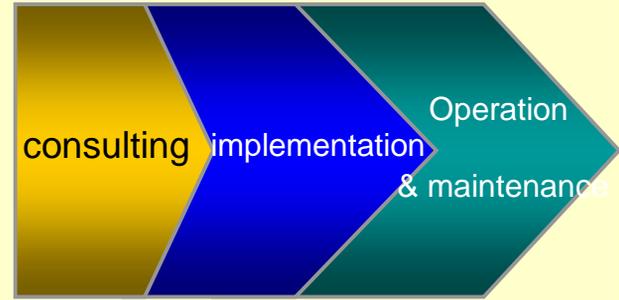
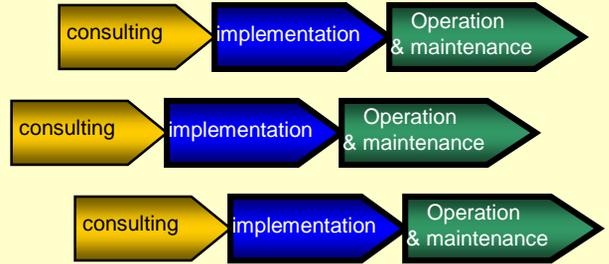
Outstanding issues of clients' systems

- Inconsistent implementation of each system in 90's
- TCO reduction and ROI improvement consciousness for IT investment

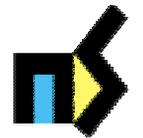


Solution to be provided

- ★ Optimized designing and implementation of the system integrating AP, infrastructure, operation and maintenance
- ★ Seamless and consistent service through System Life Cycle



-Goal2- Differentiation from the Competitors



NS Solutions

Providing the Total Solution in response to clients' needs based on our successful cases

Solutions for ERP/SCM/PDM etc. and their integrated solutions

Neutrality and Best-of-Breed basis Platform Solution

Full Outsourcing Business for Nippon Steel Corporation

Total Solution in response to clients' needs

Business Solutions

Industrial Solutions

Platform Solutions

Business Services

Best of Breed

Seamless Service through Business Units

System Integrators

NS Solutions

Mainframe Manufacturers



Note: The diagram depicts the business domain and characteristics of selected system integrators and mainframe manufacturers

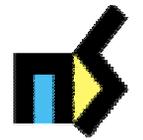
(2) Competitive Development Methodology



1) Utilizing Project-portal and Framework

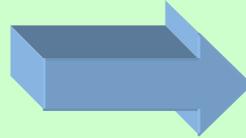
2) Thorough Project Management Office(PMO)
Activity

1) Utilizing Project-portal and Framework



NS Solutions

Improper communication project
and unstable quality project
fail !



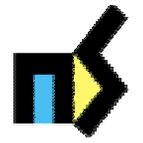
Applying the development tool
for better communication
and stable quality

【Effect of Project-portal】

Promoting smooth communications on important information
for project management

【Effect of Framework】

Stabilizing the quality of large scale projects
and reducing the cost by automatic programming



~ Project-portal PROJECTSQUARE ~

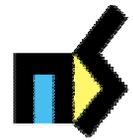
The screenshot shows a web browser displaying the Project Portal interface. On the left, there is a navigation menu with several sections:

- ▼検索 (Search)
- ▼プロジェクトメニュー (Project Menu)
 - プロジェクト概要
 - プロジェクト日記
 - プロジェクトカレンダー
 - 受入チームのページ
 - 関連性
 - メール保存庫
 - 掲示板
 - 共有フォルダ
- ▼ワークフロー管理 (Workflow Management)
 - 課題管理
 - 伝達管理
 - 随時管理
- ▼フェーズ情報 (Phase Information)
 - A計画
 - 作業性定義
 - D.基本設計** (highlighted with a red circle)
 - E.運用
 - F.移行
 - G.運用標準
 - H.その他

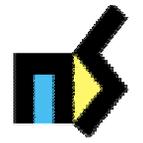
 A red arrow points from the 'D.基本設計' item in the menu to the main content area. The main content area is titled 'D.基本設計' and contains a detailed table of contents for the '基本設計フェーズ' (Basic Design Phase), including sections for 'フェーズ定義', 'フェーズ入出力(成果物)一覧', '成果物', 'フェーズ定義', 'フェーズ入出力(成果物)一覧', '成果物', and 'フェーズ定義'.

Overview

2) Thorough PMO Activity



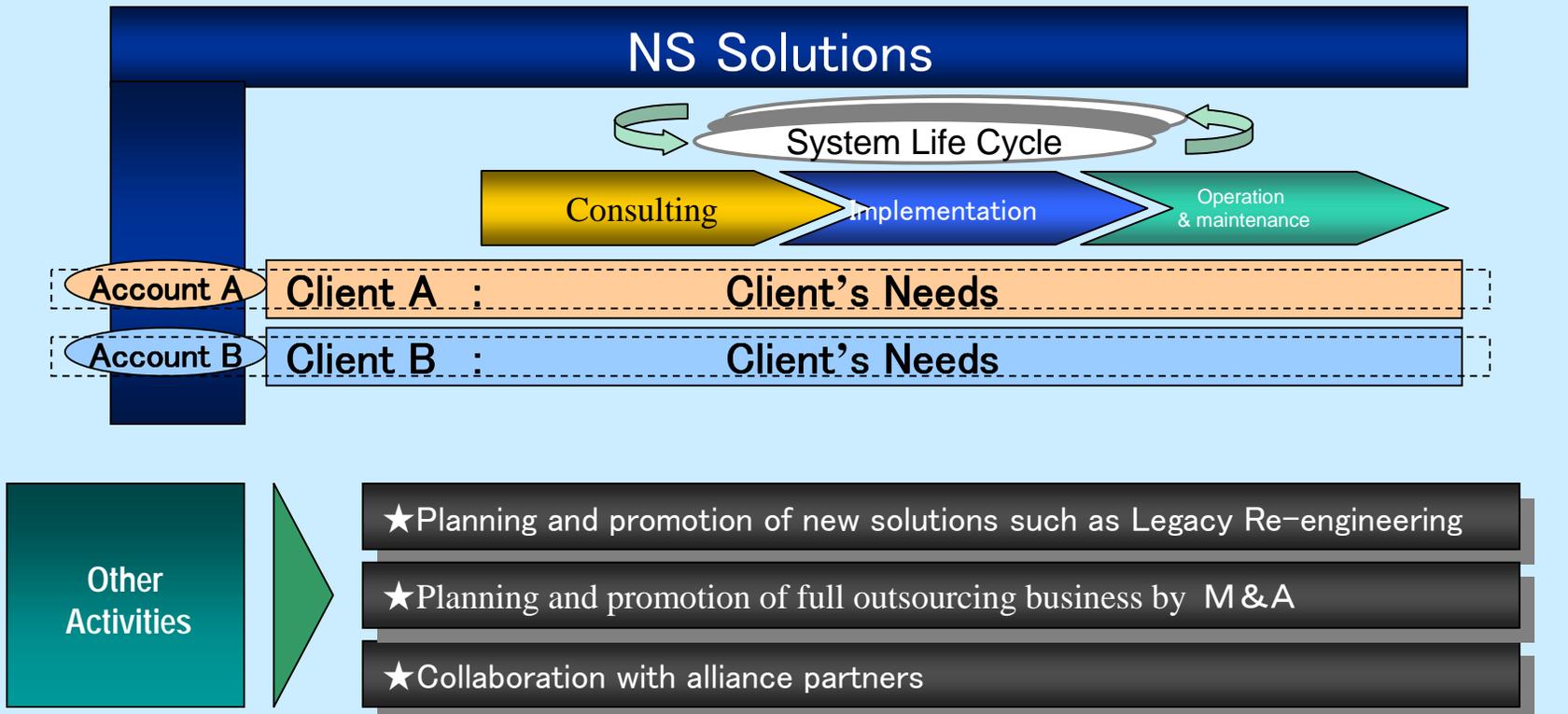
(3) Consolidated Marketing and Sales Power



NS Solutions

Intensive Marketing and Sales Activities

[Focusing our resources on target clients]



(1) Re-organization

Goal: To intensify the ability of business development

- ⇒ Establish of Corporate Planning & Strategic Alliance Department
- Expanding of Corporate IT Consulting Center function

(2) Collaboration with NIPPON SYSTEM DEVELOPMENT

Goal: To intensify SE mobilization



II . Outline of Financial Results for fiscal year ended March 2004

(April 1, 2003 to March 31, 2004)

and Financial Results Outlook for fiscal year ending March 2005

(April 1, 2004 to March 31, 2005)

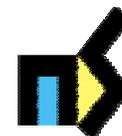
Takemi Yanagihara

Senior Executive Director

1. Outline of Financial Results for fiscal year ended March 2004

(April 1, 2003 to March 31, 2004)

Outline of Consolidated Financial Results



NS Solutions

(Billions of yen)

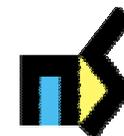
	Mar. 2003 (Actual) A	Mar. 2004 (Actual) B	Change B-A	Mar. 2004 (Previous outlook) C	Change B-C
Net sales	153.1	150.8	- 2.3	147.0	+ 3.8
Business Solutions	81.8	77.8	- 4.0	—	—
Platform Solutions	35.0	36.5	+ 1.5	—	—
Business Services	36.3	36.5	+ 0.2	—	—
Gross profit	30.3	27.5	- 2.8	—	—
<Gross profit margin>	<19.8%>	<18.2%>	<- 1.6%>	—	—
SG&A	18.2	17.8	- 0.4	—	—
Operating income	12.1	9.7	- 2.4	9.4	+ 0.3
Recurring Profit	12.1	9.8	- 2.3	9.5	+ 0.3
Net income	6.2	5.3	- 0.9	5.1	+ 0.2

Note) Sales by business line have been categorized on a project-by-project basis, which NS Solutions adopted in the past.

2. Financial Results Outlook for fiscal year ending March 2005

(April 1, 2004 to March 31, 2005)

Outlook Summary



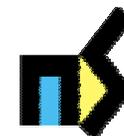
NS Solutions

(Billions of yen)

	Mar. 2004 (Actual) A	Mar. 2005 (Outlook) B	Change B-A
Net sales	150.8	152.0	+ 1.2
Business Solutions	83.5	85.0	+ 1.5
Platform Solutions	29.9	27.0	- 2.9
Business Services	37.4	40.0	+ 2.6
Gross profit	27.5	30.3	+ 2.8
<Gross profit margin>	<18.2%>	<19.9%>	<+ 1.7%>
SG&A	17.8	18.4	+ 0.6
Operating income	9.7	11.9	+ 2.2
Recurring profit	9.8	12.0	+ 2.2
Net income	5.3	6.7	+ 1.4

Note) Sales by business line have been categorized on a division-by-division basis, which NS Solutions has newly adopted.

Biannual Outlook Summary



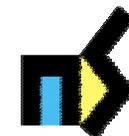
NS Solutions

(Billions of yen)

	Mar. 2004 (Actual)		Mar. 2005 (Outlook)		Change	
	1st. half	2nd. Half	1st. half	2nd. Half	1st. half	2nd. Half
Net sales	64.6	86.2	63.0	89.0	- 1.6	+ 2.8
Business Solutions	34.3	49.2	31.0	54.0	- 3.3	+ 4.8
Platform Solutions	11.8	18.1	12.0	15.0	+ 0.2	- 3.1
Business Services	18.5	18.9	20.0	20.0	+ 1.5	+ 1.1
Gross profit	12.6	14.9	12.7	17.6	+ 0.1	+ 2.7
<Gross profit margin>	<19.5%>	<17.3%>	<20.2%>	<19.8%>	<+ 0.7%>	<+ 2.5%>
SG&A	8.9	8.9	9.2	9.2	+ 0.3	+ 0.3
Operating income	3.7	6.0	3.5	8.4	- 0.2	+ 2.4
Recurring profit	3.7	6.1	3.5	8.5	- 0.2	+ 2.4
Net income	1.9	3.4	1.8	4.9	- 0.1	+ 1.5
Order Backlog at beginning of period	24.5	31.6	21.2	—	- 3.3	—

Note) Sales by business line have been categorized on a division-by-division basis, which NS Solutions has newly adopted.

Change of Definition on Solution/Service



NS Solutions

(Billions of yen)

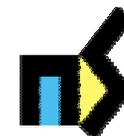
	Past categorization Mar. 2004(Actual)	Newly-adopted categorization Mar. 2004(Actual)	Change
Net sales	150.8	150.8	-
Business Solutions	77.8	83.5	+ 5.7
Platform Solutions	36.5	29.9	- 6.6
Business Services	36.5	37.4	+ 0.9

From “By Each Project” to “By Business Unit”

Reference

1. Financial Data for Fiscal year ended March 2004

Outline of Non-consolidated Financial Results



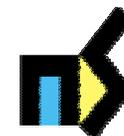
NS Solutions

(Billions of yen)

	Mar. 2003 (Actual) A	Mar. 2004 (Actual) B	Change B-A	Mar. 2004 (Previous Outlook) C	Change B-C
Net sales	137.9	136.1	- 1.8	132.0	+ 4.1
Business Solutions	71.2	67.0	- 4.2	—	—
Platform Solutions	31.5	33.5	+ 2.0	—	—
Business Services	35.2	35.6	+ 0.4	—	—
Gross profit	25.2	22.8	- 2.4	—	—
SG&A	15.5	15.1	- 0.4	—	—
Operating income	9.7	7.7	- 2.0	7.5	+ 0.2
Recurring profit	9.9	7.8	- 2.1	7.7	+ 0.1
Net income	5.3	4.5	- 0.8	4.4	+ 0.1

Note) Sales by business line have been categorized on a project-by-project basis, which NS Solutions adopted in the past.

Consolidated Balance Sheets

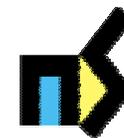


NS Solutions

(Billions of yen)

	Mar. 2003 (Actual)	Mar. 2004 (Actual)	Change
Cash and bank deposits and deposited money	25.7	27.5	+ 1.9
Current assets	76.4	75.5	- 0.9
Non-current assets	13.9	15.1	+ 1.2
Total assets	90.3	90.6	+ 0.3
Short-term loans	0.0	0.0	-
Current liabilities	39.9	34.9	- 5.0
Non-current liabilities	5.8	6.3	+ 0.5
Total liabilities	45.7	41.2	- 4.5
Minority interest in consolidated subsidiaries	1.1	1.2	+ 0.2
Common stock and additional paid-in capital	22.9	22.9	-
Retained earnings and others	20.6	25.2	+ 4.6
Total shareholders' equity	43.5	48.1	+ 4.6
Total liabilities, minority interests and shareholders' equity	90.3	90.6	+ 0.3

Consolidated Cash Flow Statements

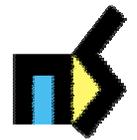


NS Solutions

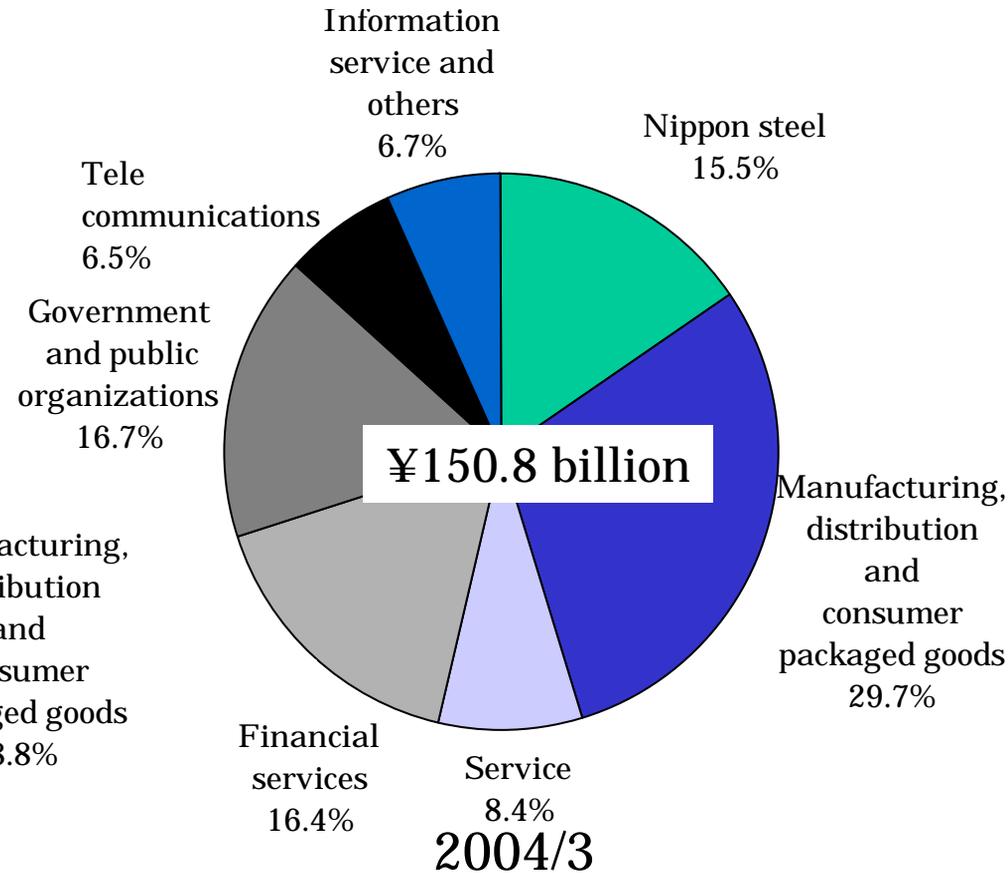
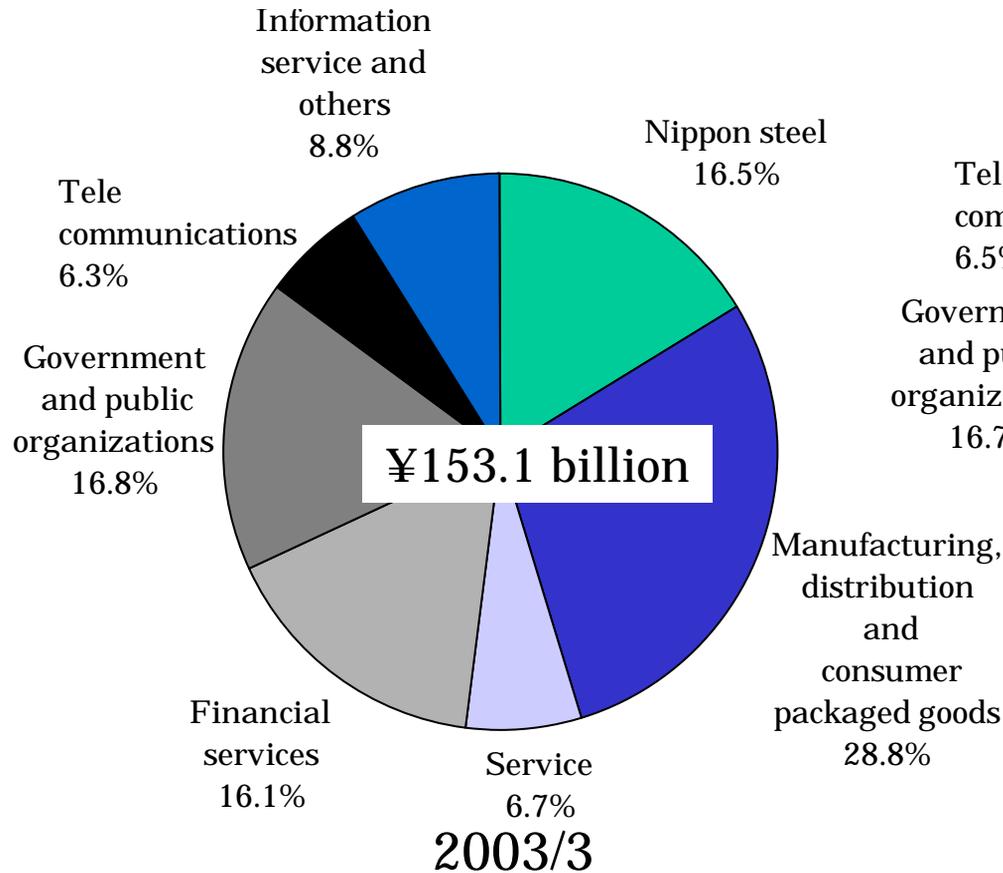
(Billions of yen)

	Mar. 2003 (Actual) A	Mar. 2004 (Actual) B	Change B-A
Cash and cash equivalents at beginning of period (net of cash owned by a deconsolidated subsidiary)	15.1	25.7	+ 10.6
Net cash provided by operating activities	1.9	4.0	+ 2.1
Net cash used for investing activities	▲ 2.7	▲ 1.1	+ 1.6
Net cash provided by financing activities	11.3	▲ 1.0	- 12.4
Net increase(decrease) in period	10.6	1.9	- 8.7
Cash and cash equivalents at ended of period	25.7	27.5	+ 1.9

Consolidated Sales by Customer Industry



NS Solutions



Note) Previously announced sales by customer industry for the fiscal year ended Mar. 2003 have been revised as follows. Sales to information service industry have been re-categorized into those to end user industry.

2. Outlook Data for fiscal year ending March 2005

Non-consolidated Outlook Summary



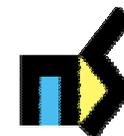
NS Solutions

(Billions of yen)

	Mar. 2004 (Actual) A	Mar. 2005 (Outlook) B	Change B-C
Net sales	136.1	137.0	+ 0.9
Business Solutions	72.7	73.0	+ 0.3
Platform Solutions	27.0	25.0	- 2.0
Business Services	36.4	39.0	+ 2.6
Gross profit	22.8	25.6	+ 2.8
SG&A	15.1	15.8	+ 0.7
Operating income	7.7	9.8	+ 2.1
Recurring profit	7.8	10.0	+ 2.2
Net income	4.5	5.8	+ 1.3

Note) Sales by business line have been categorized on a division-by-division basis, which NS Solutions has newly adopted.

Consolidated Balance Sheets

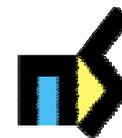


NS Solutions

(Billions of yen)

	Mar. 2004 (Actual)	Mar. 2005 (Outlook)	Change
Cash and bank deposits and deposited money	27.5	32.0	+ 4.5
Current assets	75.5	84.9	+ 9.3
Non-current assets	15.1	14.4	- 0.7
Total assets	90.6	99.3	+ 8.7
Short-term loans	0.0	0.0	-
Current liabilities	34.9	36.8	+ 1.8
Non-current liabilities	6.3	7.3	+ 0.9
Total liabilities	41.2	44.0	+ 2.8
Minority interest in consolidated subsidiaries	1.2	1.4	+ 0.2
Common stock and additional paid-in capital	22.9	22.9	-
Retained earnings and others	25.2	30.9	+ 5.7
Total shareholders' equity	48.1	53.9	+ 5.7
Total liabilities, minority interests and shareholders' equity	90.6	99.3	+ 8.7

Consolidated Cash Flow Statements



NS Solutions

(Billions of yen)

	Mar. 2004 (Actual) A	Mar. 2005 (Outlook) B	Change B-A
Cash and cash equivalents at beginning of period (net of cash owned by a deconsolidated subsidiary)	25.7	27.5	+ 1.9
Net cash provided by operating activities	4.0	6.2	+ 2.1
Net cash used for investing activities	▲ 1.1	▲ 0.7	+ 0.4
Net cash provided by financing activities	▲ 1.0	▲ 1.0	+ 0.1
Net increase(decrease) in period	1.9	4.5	+ 2.6
Cash and cash equivalents at ended of period	27.5	32.0	+ 4.5