



**NS Solutions**

---

# First-Half Results and Outlook for the Fiscal Year ending March 2008

November 30, 2007

## NS Solutions Corp.

---

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

## Index

|                                  |         |
|----------------------------------|---------|
| 1. Business Policies             | P.3-5   |
| 2. Operating Results             | P.6-8   |
| 3. Outlook for Full-Year Results | P.9     |
| 4. Financial Position            | P.10-11 |

In this material, where information is presented in millions of yen or percentages, these amounts have been rounded down. Accordingly, these amounts may differ from figures included in financial statements in some cases.

## 1. Business Policies

### *(1) Our Basic Business Policies*

NS Solutions Corporation adopts the following corporate philosophy in order to play a leading role in Japan's information service industry, achieve sustainable business expansion and high profitability, and contribute to creating a better society.

#### Creation, Reliability and Growth

As a professional IT firm, NS Solutions focuses on creating real value to establish mutual trust with our customers, achieve mutual business growth and contribute to progress in our society.

To this end, NS Solutions has four basic business policies, as follows:

- ① To expand our business, we pioneer IT-based solutions targeted emerging markets with growth potential and allocate our resources to those markets with priority.
- ② We integrate our sales and manufacturing functions into a single business unit for these target markets and devise the most appropriate business model for each business unit in order to differentiate ourselves and to achieve high profitability.
- ③ Aware that our competitive edge stems from customer confidence and our state-of-the-art technology, we seek to maintain and bolster both.
- ④ We focus on our three core businesses, namely Business Solutions, Platform Solutions and Business Services, in order to provide consistent services ranging from consulting to design, development, operation and maintenance of IT-based solutions.

### *(2) Basic Policy on Profit Sharing and Dividends for the Current Fiscal Year*

The Company recognizes the importance of bolstering its competitiveness and increasing its corporate value. Its basic policy on profit sharing is to pay fair and stable dividends to shareholders and secure sufficient internal reserves to expand operations and generate profits.

In principle, the Company pays dividends twice a fiscal year (the record dates are March 31 and September 30), and the Board of Directors determines dividends. The Company provides in its Articles of Incorporation that dividends may be determined by resolution of the Board of Directors under the provision of Article 459 of the Corporate Law.

For the first half ended September 30, 2007, a meeting of the Board of Directors meeting held on October 25, 2007 resolved to pay a dividend of ¥20 per share (the record date is September 30, 2007), as initially planned, to increase the distribution of profits. We plan to pay a dividend of ¥20 per share (the record date is March 31, 2008) as a year-end dividend, making the total dividend for the current fiscal year ¥40, an increase of ¥5 from the previous fiscal year ended March 31, 2007.

To seize appropriate business opportunities and provide quality solutions and services in response to intensifying competition, we plan to allocate internal reserves to strategic investments, namely

expanding the menu of solutions, creating services, acquiring cutting-edge IT technologies, and developing human resources. We will also accelerate business strategies, including our alliance strategy.

### ***(3) Medium- to Long-term Business Strategies and Target Management Indices***

Increasingly, business strategies and IT strategies are closely linked and a superior IT strategy is essential to corporate survival. As circumstances surrounding business change, demand for redesigning and restructuring of existing systems rises. It is also necessary to enhance internal controls and address large-scale disasters or information leaks. There is ever growing demand for new systems that will provide IT governance, protect information assets and support disaster recovery.

We will be endeavoring to establish ourselves as a reliable IT partner by accurately identifying what business challenges our clients face, by presenting appropriate methodologies commensurate with the level expected from IT specialists and by offering a broad spectrum of services for the redesign of the entire IT assets of the client, including consulting, systems integration that covers systems planning, development, operation and maintenance, on-demand services and business process outsourcing.

From this managerial perspective, the Company will actively push ahead with business structure reforms, such as preferentially allocating business resources to growth sectors with high customer needs, planning visionary solutions and creating a new business model. By differentiating ourselves from our competitors and winning trust from customers, the Company will work to gain a competitive advantage, achieve sustainable business expansion and improve profitability.

### ***(4) Our Challenges***

#### **① Improving IT platform solutions and IT services**

With the advent of the broadband era, the business environment surrounding the Company is changing significantly. In response to this trend, we established the IT Infrastructure Solutions & Business Service Unit in April, strengthening our organizational structure. We will strive to bolster our IT platform solutions and IT services, which are expected to grow.

In the IT platform solution business, we have provided differentiated solutions in developing large systems, which require high reliability and availability. As customer needs become more complex and diverse, and technologies more sophisticated, we seek to further differentiate ourselves by using IT platform integration skills, especially in our mainstay products, and create and develop unique new solutions, including ID management and integrated backup solutions, using grid computing and utility computing technologies.

In IT services, we have positioned our data center business as a core business and developed competitive operations that call on our strengths. We will continue to step up our efforts in the data center business and pursue our next-generation data center initiative. We will also improve utility services, including IT infrastructure remote operation services, document services and security strengthening, while creating differentiated services and expanding our service menu. In this way, we will develop new IT services.

② Bolstering our operating base

We will continue to strengthen our operating base such as improving system development processes and system development technologies, tightening internal controls and cultivating human resources.

To improve system development processes and system development technologies, we will continue to promote and establish initiatives such as the standardization and improvement of system development processes, QMO (Quality Management Office) activities, systematic support to projects, and the improvement of system development supporting environment.

To tighten internal controls, we work positively to complete the initiatives that we commenced two years ago to comply with the internal control reporting system that will apply from accounting for the fiscal year ending March 2009. We will strive to integrate the results of the efforts in the development of new solutions and new services for our clients.

To foster and develop our staff, one of our most important management resources, we will continue to bolster our ability to recruit talent and apply a coherent program for the development of our young employees. We will also take steps to reinvigorate individuals and the organization, such as developing a personnel rotation mechanism, designing careers that take life stage into consideration and promoting a system of nine consecutive days holiday, which was introduced in the fiscal year ended March 2006 to encourage employees to take successive days off, and prohibiting in principle working late at night or on holidays.

## 2. Operating Results

### *(1) Trends in the Japanese Economy and Information Services Industry*

The Japanese economy exhibited sustained strength during the first half ended September 30, 2007, supported by rising private capital investment against a background of robust corporate earnings.

Corporate customers invested aggressively in computing systems. IT spending was particularly directed at achieving innovation in backbone systems, including sales, production, and distribution systems in the manufacturing and distribution industries. Upgrading mission-critical systems and other large-scale systems in financial institutions was another key spending focus. These trends produced rising sales in the overall information services industry.

### *(2) Highlights for the NS Solutions Group*

During the first half ended September 2007, the NS Solutions Group provided a total System Life Cycle (SLC) solution. Adopting a comprehensive approach to meeting more sophisticated and complex needs, the SLC solution encompasses the planning, building, operation, and maintenance of computer systems. Consequently, the Group continued to secure orders based on customer trust, developed new customers, and exploited new business opportunities. To expand the growing data center business along with other IT services, we stepped up efforts to create utility data center services using grid utility technologies on virtual data centers under integrated management, while investing in data centers and in improving our service lineup. With these initiatives, we took aggressive action to develop our businesses.

To bolster its operating base, the NS Solutions Group meanwhile took a number of steps to improve its development processes, bolster its internal controls, and strengthen its human resources.

For our development processes, we sought to entrench our Quality Management Office (QMO) activities to improve processes, share best practice throughout the Group, and bolster the quality of system development. Meanwhile, we took action to operate in earnest a centralized support environment for distributed development, or namely a common project support environment. SPEAK IPA Version, which was placed in the public domain by the Information-Technology Promotion Agency, Japan (IPA) in September this year, has been created by incorporating content, the rights to which are held by the Japan Information Technology Services Industry Association, based on SPEAK (compliant with ISO/IEC15504), a process assessment model that the Company had developed and used by itself.

To bolster internal controls, we made steady progress on preparations for the internal control reporting system to take effect from the fiscal year ending March 2009.

For human resource development, we improved our ability to recruit talent, while encouraging our young employees with a coherent program designed to equip them with the ability to operate as true professionals. In the meantime, we strengthened our alliances with Group companies, used offshore resources effectively, and secured good partner resources.

Consolidated sales for the first half ended September 30, 2007 rose ¥5,866 million from the same period of the last fiscal year (¥70,089 million), to ¥75,955 million, reflecting healthy growth in Business Solutions. Recurring profit was up ¥1,289 million from the year-ago period (¥5,238 million), to ¥6,527 million.

Our performance in each service category (Business Solutions, Platform Solutions and Business Services) is summarized as follows:

**- Business Solutions**

With a robust performance, mainly in solutions for the manufacturing, distribution and services, and financial industries, consolidated sales were up ¥5,295 million from the first half of the previous fiscal year (¥39,394 million), to ¥44,690 million.

• **Manufacturing, distribution and services industries.** Customers' willingness to invest in IT to strengthen and expand their operations is firm, encouraged by their strong earnings. This environment produced robust demand for our solutions, our key strengths, including: PLM to shorten the overall development process from design to production, SCM to optimize production, distribution and sales, and SCE to support the execution of operations in transportation and inventory management. We steadily implemented a large backbone system project for a major manufacturer. We also responded to a steady stream of orders for large new projects, including a real-time marketing system for a leading cosmetics manufacturer.

PLM: Product Lifecycle Management

SCM: Supply Chain Management

SCE: Supply Chain Execution

• **Financial industry.** Financial institutions have a strong appetite for IT investment, reflecting the robust performance of this sector. In response, we steadily worked on large projects relating to market and information systems for megabanks and Japan Post (now Japan Post Bank). We also continued to enjoy steady demand from major regional banks for market risk management solutions, integrated revenue management solutions and integrated risk management solutions. We have earned high marks for our solutions for the financial industry, especially from the business management sections of financial institutions, and we are aggressively expanding our operations in this field. In April 2007, we established NSFMC Corporation, which principally provides consulting relating to the sophistication of the business management, internal control systems, internal auditing, and other aspects of financial institutions.

• **Government agencies and the public sector.** In this segment, we face intensifying competition following the government's procurement procedure reform. In response, we continually executed

orders from central government ministries and agencies in the fields of LAN integration and security enhancement. We also built and operated differentiated systems in relation to satellites and other sciences, calling on our expertise in high technology.

**- Platform Solutions**

Sales in the Platform Solutions business fell ¥1,885 million from the first half of the last fiscal year (¥12,066 million), to ¥10,180 million, despite a solid performance in maintenance and engineering. The main reason for the decline was the presence of a large product selling project for an auto manufacturer in the first half of the previous fiscal year.

Our Platform Solutions earn high marks in the building of systems where high performance and high reliability are required. We provided infrastructures for a Web service billing system for a major mobile phone company and for a leading Internet company's mobile content service.

In addition, to meet customer needs for effective and strategic use of internal data, we stepped up our efforts in business intelligence (BI) solutions. We set up a testing center to build integrated BI systems in the Systems Research & Development Center jointly with Oracle Corporation Japan in August 2007.

**- Business Services**

With strong sales to Nippon Steel Corporation and active deployment in SLC total solutions, sales rose ¥2,455 million from the year-ago level (¥18,628 million), to ¥21,083 million.

In operating services, we have been supporting Nippon Steel Corporation's large steel mill systems under demanding conditions—24 hours a day, seven days a week—for more than 40 years. Building on this experience, we provide high-value added data center services mainly through NSSL Service Corporation. To respond to customer needs for internal control and compliance, we have expanded our IT service menu, including “nsxpres.com,” SaaS (Software as a Service) for managing both paper and electronic data under high-level security. As a result, we received a steady flow of orders from major Internet companies to upgrade servers and increase the server floor area and constantly implemented document and drawing management projects. In this way, the IT services had healthy growth.



### **3. Outlook for Full-Year Results**

Corporate investment in computing systems is expected to remain solid, supported by favorable earnings in the corporate sector. As a corporate IT partner, we seek to help our customers expand their operations and improve their competitiveness. We also aim to bolster our operations by deploying SLC total solutions and meeting customer needs for the development of IT strategies, reduction of the total cost of ownership, and compliance.

Thanks to the strong performance in the first half ended September 30, 2007, we are revising upward our consolidated sales and recurring profit forecasts, to ¥167,000 million (initial forecast: ¥165,000 million) and ¥15,500 million (initial forecast: ¥15,000 million), respectively.

Forward-looking statements, including forecasts for the full year, are subject to change with unexpected changes in economic conditions. NS Solutions does not guarantee the accuracy of the statements.

## 4. Financial Position

### (1) Balance sheet

#### ① Assets

Total assets at the end of the first half ended September 30, 2007 fell ¥5,068 million, from ¥113,997 million at the end of the previous fiscal year to ¥108,928 million. The principal factors were a decline of ¥10,493 million in trade notes and accounts receivable, an increase of ¥1,973 million in inventories and a growth of ¥1,614 million in money deposited.

#### ② Liabilities

Total liabilities declined ¥7,704 million, from ¥45,878 million to ¥38,173 million, mainly due to a fall of ¥6,058 million in trade notes and accounts payable. The liabilities of the Group consist chiefly of accounts payable and other inter-company credits, accrued income taxes, and allowances, including an allowance for employees' retirement benefits. There was no interest-bearing debt, such as borrowings from financial institutions.

#### ③ Net assets

Net assets rose ¥2,636 million from ¥68,118 million to ¥70,754 million. Major factors were a net income of ¥3,538 million and dividends of minus ¥927 million. The equity ratio was 63.1%.

### (2) Cash flows

#### ① Statement of cash flows

During the first half ended September 30, 2007, net cash and cash equivalents decreased by ¥1,160 million to ¥28,349 million while these decreased by ¥5,646 million during the same period of the last fiscal year. Cash flows from each activity category are as follows:

- *Cash flows from operating activities.* Net cash and cash equivalents provided by operating activities during the first half of the current fiscal year were ¥5,487 million. Income before income taxes of ¥6,522 million, depreciation of ¥920 million and inter-company credits of ¥4,435 million among other factors more than offset the effect of negative factors, including income taxes paid of ¥4,446 million and an increase in inventories of ¥1,972 million. In the first half of the last fiscal year, net cash and cash equivalents generated by operating activities were ¥1,138 million. Income before income taxes of ¥5,240 million, depreciation of ¥699 million, and inter-company credits of ¥2,088 million among other factors more than offset negative factors including income taxes paid of ¥3,736 million and an increase in inventories of ¥4,300 million.
- *Cash flows from investing activities.* Net cash and cash equivalents used in investing activities during the first half of the current fiscal year were ¥5,642 million, mainly because of payments for the acquisition of investments in securities of ¥3,005 million and payments for the placement of time deposits of ¥1,000 million. In the same period of the last fiscal

year, net cash and cash equivalents used in investing activities were ¥6,071 million, primarily the result of expenditures for purchase of property and equipment and intangible fixed assets of ¥5,912 million, led by the purchase of a data center.

- *Cash flows from financing activities.* In the first half of the current fiscal year, net cash and cash equivalents used in financial activities were ¥1,007 million, reflecting dividends paid, etc. On the other hand, the Company used ¥712 million of net cash in financing activities mainly due to dividends paid during the first half of the last fiscal year.

② Credit lines from financial institutions

The Company has overdraft facilities of ¥4,800 million at major financial groups. In addition, the Company has an overdraft facility of ¥4,600 million at Nittetsu Finance Co., Ltd., a consolidated subsidiary of Nippon Steel Corporation. Total overdraft facilities are therefore ¥9,400 million.

③ Cash management system (=CMS)

The Company uses the CMS of Nittetsu Finance Co., Ltd. and had deposited ¥17,016 million as of the end of the first half of the current fiscal year.

The Company also constructs and uses a CMS with eight consolidated subsidiaries. Total deposits collected from the Group companies amounted to ¥6,431 million at the end of the first half of the current fiscal year.

<Reference> Trend of cash flow indices

|  | Year ended<br>March 2004 | Year ended<br>March 2005 | Year ended<br>March 2006 | Year ended<br>March 2007 | First Half<br>ended<br>September<br>2007 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--|
| Equity ratio                                 | 53.1%                    | 55.0%                    | 58.2%                    | 58.1%                    | 63.1%                                    |
| Equity ratio on a fair market<br>value basis | 202.1%                   | 136.0%                   | 168.1%                   | 138.3%                   | 154.7%                                   |

(Note 1) Equity ratio: Equity capital / Total assets

Equity ratio on a fair market value basis: Market capitalization based on the term-end stock price / Total assets

(Note 2) The table does not include a debt redemption period because we did not have any interest-bearing debts outstanding as at term end. The interest coverage ratio is not included because the amount of interest paid is very small.



# Financial Information Meeting for First Half FY2007 (First Half ended Sep. 30, 2007)

2007. 10. 25

Mitsuo Kitagawa

Representative Director & President

## NS Solutions Corporation

## FORWARD-LOOKING STATEMENTS

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.

# 1H FY07 Consolidated Results Highlights

(Billions of yen)

| 1H FY06<br>(Actual)<br>A | 1H FY07<br>(Actual)<br>B | Change<br>B-A | 1H FY07<br>(Previous<br>outlook)<br>C | Change<br>B-C |
|--------------------------|--------------------------|---------------|---------------------------------------|---------------|
|--------------------------|--------------------------|---------------|---------------------------------------|---------------|

|                         |         |         |          |         |          |
|-------------------------|---------|---------|----------|---------|----------|
| <b>Sales</b>            | 70.1    | 76.0    | + 5.9    | 75.0    | + 1.0    |
| Business solutions      | 39.4    | 44.7    | + 5.3    | 42.0    | + 2.7    |
| Platform solutions      | 12.1    | 10.2    | - 1.9    | 13.0    | - 2.8    |
| Business services       | 18.6    | 21.1    | + 2.5    | 20.0    | + 1.1    |
| <b>Gross profit</b>     | 14.5    | 16.5    | + 2.0    | 15.8    | + 0.7    |
| <Gross profit margin>   | <20.8%> | <21.8%> | <+ 1.0%> | <21.1%> | <+ 0.7%> |
| <b>SG&amp;A</b>         | -9.4    | -10.2   | - 0.8    | -10.0   | - 0.2    |
| <b>Operating income</b> | 5.1     | 6.3     | + 1.2    | 5.8     | + 0.5    |
| <b>Recurring profit</b> | 5.2     | 6.5     | + 1.3    | 6.0     | + 0.5    |
| <b>Net income</b>       | 3.0     | 3.5     | + 0.5    | 3.1     | + 0.4    |

# 1H FY07 Sales by Business Line/Customer Industry



( Billions of yen)

| Business line/<br>customer industry                      | 1H FY06<br>(Actual)<br>A | 1H FY07<br>(Actual)<br>B | Change<br>B-A | Comment  |
|--|--------------------------|--------------------------|---------------|--|
| <b>Business solutions</b>                                | 33.0                     | 37.9                     | + 4.9         |  |
| Manufacturing,<br>distribution and service<br>industries | 15.9                     | 17.9                     | + 2.0         | Growth in large<br>manufacturers   |
| Financial services                                       | 10.2                     | 13.7                     | + 3.5         | Business expansion in mega<br>banks and Japan Post Bank                      |
| Government, public<br>organizations and<br>others        | 6.9                      | 6.3                      | - 0.6         |  |
| <b>Platform solutions</b>                                | 11.2                     | 9.1                      | - 2.1         | Decrease in product sales  |
| <b>Business services</b>                                 | 18.4                     | 20.9                     | + 2.5         | Increase both in Nippon<br>Steel-related and non-<br>Nippon Steel businesses |
| <b>Non-consolidated sales</b>                            | 62.6                     | 67.9                     | + 5.3         |  |
| <b>Subsidiaries, net</b>                                 | 7.5                      | 8.1                      | + 0.6         |  |
| <b>Consolidated sales</b>                                | 70.1                     | 76.0                     | + 5.9         |  |

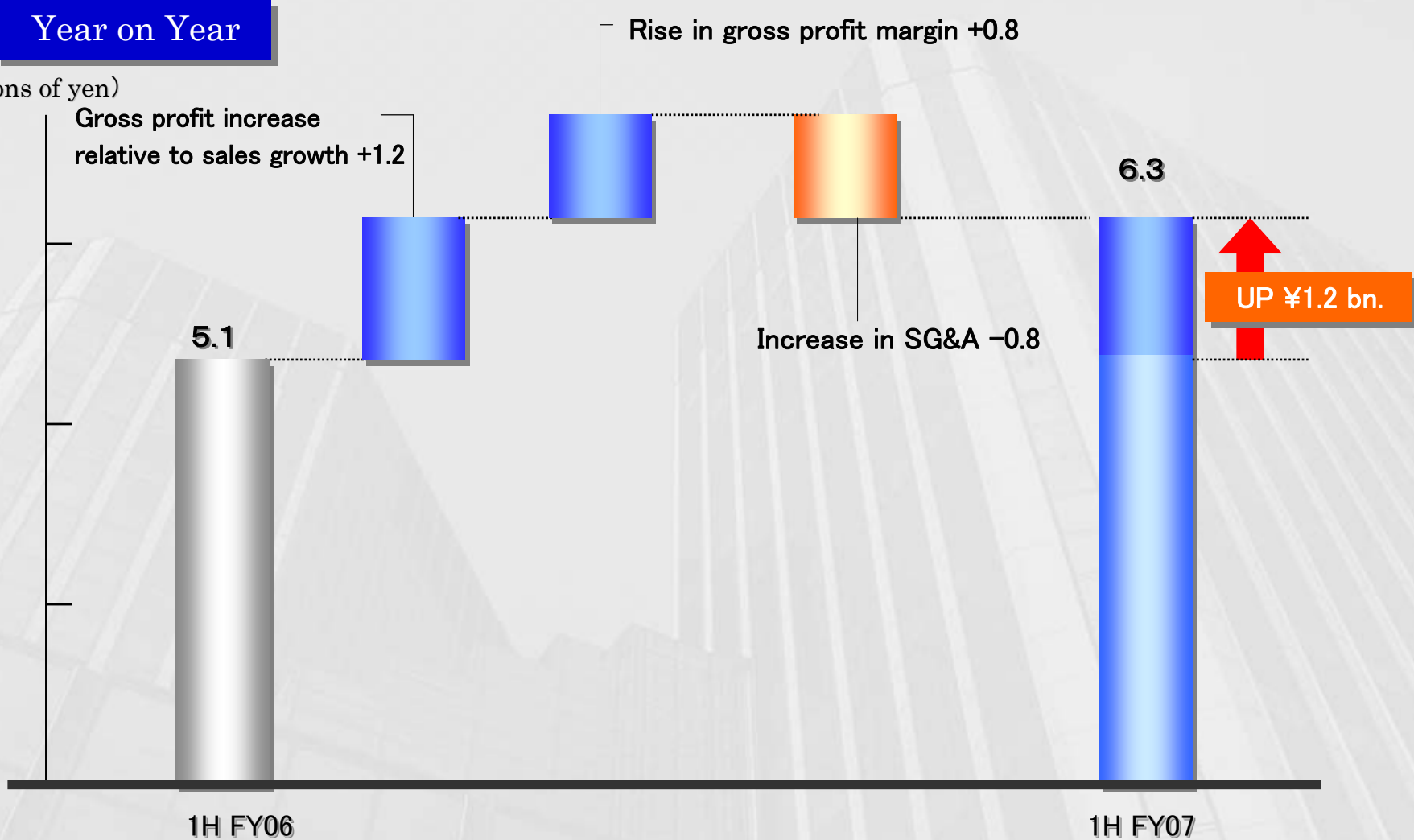
# 1H FY07 Consolidated Operating Income Breakdown



NS Solutions

## Year on Year

( Billions of yen)





# Market Trends by Business Line/Customer Industry are...



| Business line/<br>customer industry                      | Market trend  | Market direction                 |
|--|---|----------------------------------|
| <b>Business solutions</b>                                |   |                                  |
| Manufacturing,<br>distribution and<br>service industries | <ul style="list-style-type: none"> <li>▪ Large manufacturers keep their IT investments at a high level.</li> <li>▪ The distribution and service industries have an aggressive stance on IT investments to sharpen their competitive edges.</li> </ul> | →                                |
| Financial services                                       | <ul style="list-style-type: none"> <li>▪ Vigorous IT investments are seen at mega banks, Japan Post bank and others</li> </ul>  | ↗                                |
| Government and<br>public organizations                   | <ul style="list-style-type: none"> <li>▪ More opportunities for NS Solutions to break into the central government market due to the government's procurement procedure reform</li> </ul>  | →                                |
| <b>Platform solutions</b>                                | <ul style="list-style-type: none"> <li>▪ Steady demand for IT platform investments</li> <li>▪ Strong demand for IT platform engineering</li> </ul>  | Engineering →<br>Product sales → |
| <b>Business services</b>                                 | <ul style="list-style-type: none"> <li>▪ Inquiries for data center services have been moving briskly.</li> <li>▪ Nippon Steel-related IT investments increased.</li> </ul>  | →                                |

# Outlook for FY07 Consolidated Results

( Billions of yen)

|                         | FY06<br>(Actual)<br>A | FY07<br>(Outlook)<br>B | FY07<br>(Previous<br>outlook) | Change<br>B-A |
|-------------------------|-----------------------|------------------------|-------------------------------|---------------|
| <b>Sales</b>            | 156.5                 | 167.0                  | 165.0                         | + 10.5        |
| Business solutions      | 92.6                  | 101.0                  | 97.0                          | + 8.4         |
| Platform solutions      | 24.5                  | 23.0                   | 26.0                          | - 1.5         |
| Business services       | 39.4                  | 43.0                   | 42.0                          | + 3.6         |
| <b>Gross profit</b>     | 33.3                  | 35.7                   | 34.7                          | + 2.4         |
| <Gross profit margin>   | <21.3%>               | <21.4%>                | <21.0%>                       | <+ 0.1%>      |
| <b>SG&amp;A</b>         | -19.2                 | -20.5                  | -20.0                         | - 1.3         |
| <b>Operating income</b> | 14.1                  | 15.2                   | 14.7                          | + 1.1         |
| <b>Recurring profit</b> | 14.4                  | 15.5                   | 15.0                          | + 1.1         |
| <b>Net income</b>       | 8.1                   | 8.7                    | 8.3                           | + 0.6         |

# Outlook for FY07 Sales by Business Line/Customer Industry

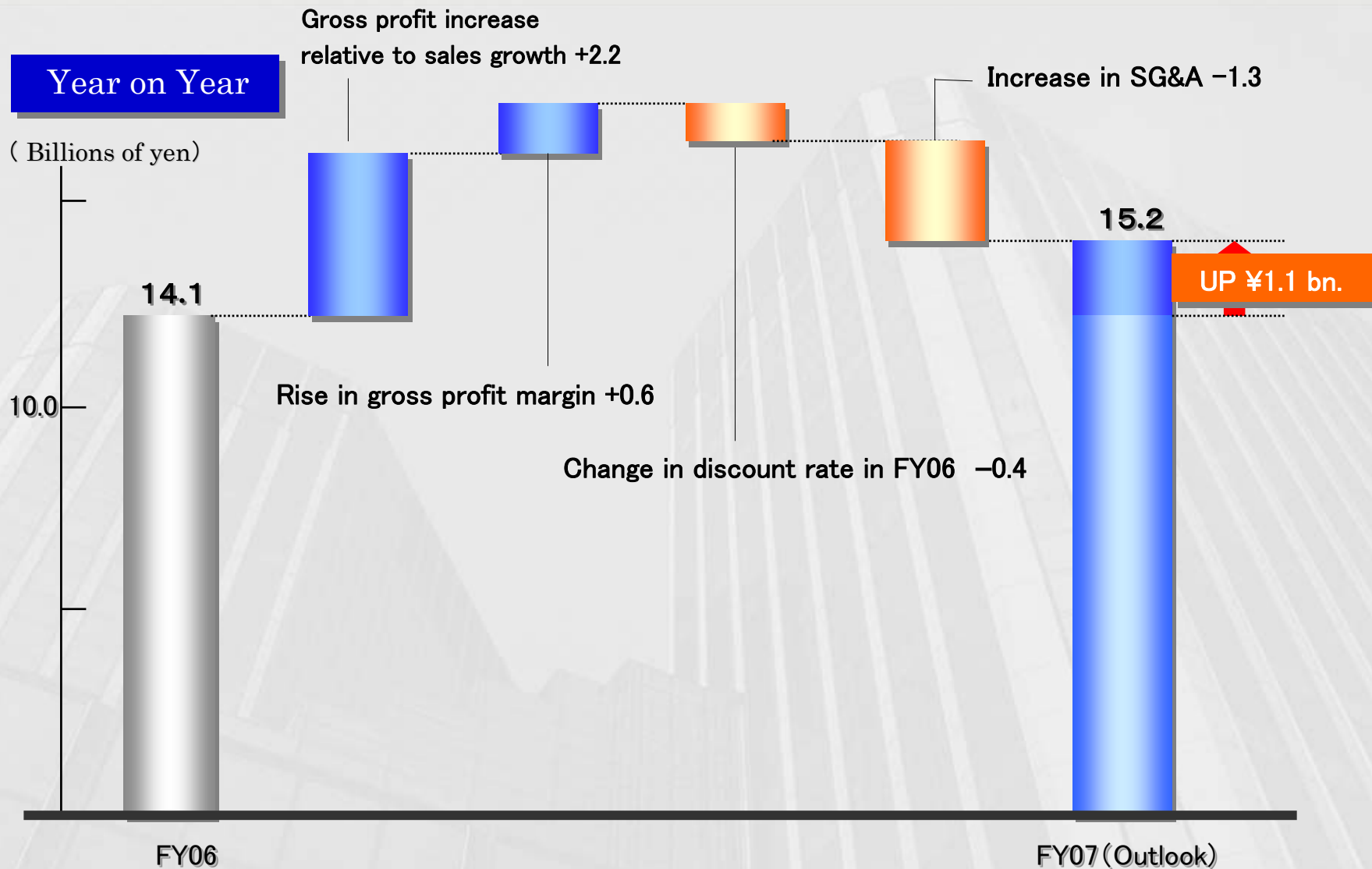


NS Solutions

( Billions of yen)

| Business line/<br>customer industry                      | FY06<br>(Actual)<br>A | FY07<br>(Outlook)<br>B | FY07<br>(Previous<br>outlook) | Change<br>B-A | Comment   |
|--|-----------------------|------------------------|-------------------------------|---------------|---|
| <b>Business solutions</b>                                | 78.6                  | 85.5                   | 82.0                          | + 6.9         |   |
| Manufacturing,<br>distribution and<br>service industries | 36.1                  | 39.0                   | 39.0                          | + 2.9         | Growth mainly in<br>manufacturing<br>sector   |
| Financial services                                       | 24.9                  | 27.5                   | 26.0                          | + 2.6         | Business expansion<br>in mega banks and<br>others                                   |
| Government, public<br>organizations and others           | 17.6                  | 19.0                   | 17.0                          | + 1.4         | Increase in central<br>government   |
| <b>Platform solutions</b>                                | 22.2                  | 21.5                   | 24.0                          | - 0.7         | Decrease in product<br>sales  |
| <b>Business services</b>                                 | 39.0                  | 42.5                   | 41.0                          | + 3.5         | Increase both in<br>Nippon Steel-<br>related and non-<br>Nippon Steel<br>businesses |
| <b>Non-consolidated sales</b>                            | 139.8                 | 149.5                  | 147.0                         | + 9.7         |   |
| <b>Subsidiaries, net</b>                                 | 16.7                  | 17.5                   | 18.0                          | + 0.8         |   |
| <b>Consolidated sales</b>                                | 156.5                 | 167.0                  | 165.0                         | + 10.5        |   |

# FY07 Consolidated Operating Income Breakdown



# Outlook for FY07 Semiannual Consolidated Results



NS Solutions

( Billions of yen)

|   | FY06 (Actual) |         | FY07 (Outlook) |         | Change    |           |
|---|---------------|---------|----------------|---------|-----------|-----------|
|   | 1H<br>A       | 2H<br>B | 1H<br>C        | 2H<br>D | 1H<br>C-A | 2H<br>D-B |
| <b>Sales</b>                                | 70.1          | 86.4    | 76.0           | 91.0    | + 5.9     | + 4.6     |
| Business solutions                          | 39.4          | 53.2    | 44.7           | 56.3    | + 5.3     | + 3.1     |
| Platform solutions                          | 12.1          | 12.4    | 10.2           | 12.8    | - 1.9     | + 0.4     |
| Business services                           | 18.6          | 20.8    | 21.1           | 21.9    | + 2.5     | + 1.1     |
| <b>Gross profit</b>                         | 14.5          | 18.8    | 16.5           | 19.2    | + 2.0     | + 0.4     |
| <Gross profit margin>                       | <20.8%>       | <21.8%> | <21.8%>        | <21.1%> | <+ 1.0%>  | <- 0.7%>  |
| <b>SG&amp;A</b>                             | -9.4          | -9.8    | -10.2          | -10.3   | - 0.8     | - 0.5     |
| <b>Operating income</b>                     | 5.1           | 9.0     | 6.3            | 8.9     | + 1.2     | - 0.1     |
| <b>Recurring profit</b>                     | 5.2           | 9.2     | 6.5            | 9.0     | + 1.3     | - 0.2     |
| <b>Net income</b>                           | 3.0           | 5.1     | 3.5            | 5.2     | + 0.5     | + 0.1     |
| <b>Order backlog at beginning of period</b> | 38.0          | 47.9    | 44.0           | 54.6    | + 6.0     | + 6.7     |

## Business expansion mechanisms

### ① Organization structure

- 7 Business Units: independent "profit center" each possessing sales & marketing and development & engineering resources
- SLCT (System Life Cycle Total solutions) actions: stimulating collaboration among Business Units; application development, IT infrastructure and systems operation
- Corporate Decision-making Committee: corporate level risk management and monitoring board for major projects

### ② Standardization

- Standardizing systems development, maintenance and operation (NS Solutions-made "System Life Cycle Standards")
- Standardizing sales processes
- Evaluating human power (IT Skill Standards and a database of subcontractors)
- Standardizing internal workflow



Company-wide expressing the best practices in documents, computerizing them and training employees

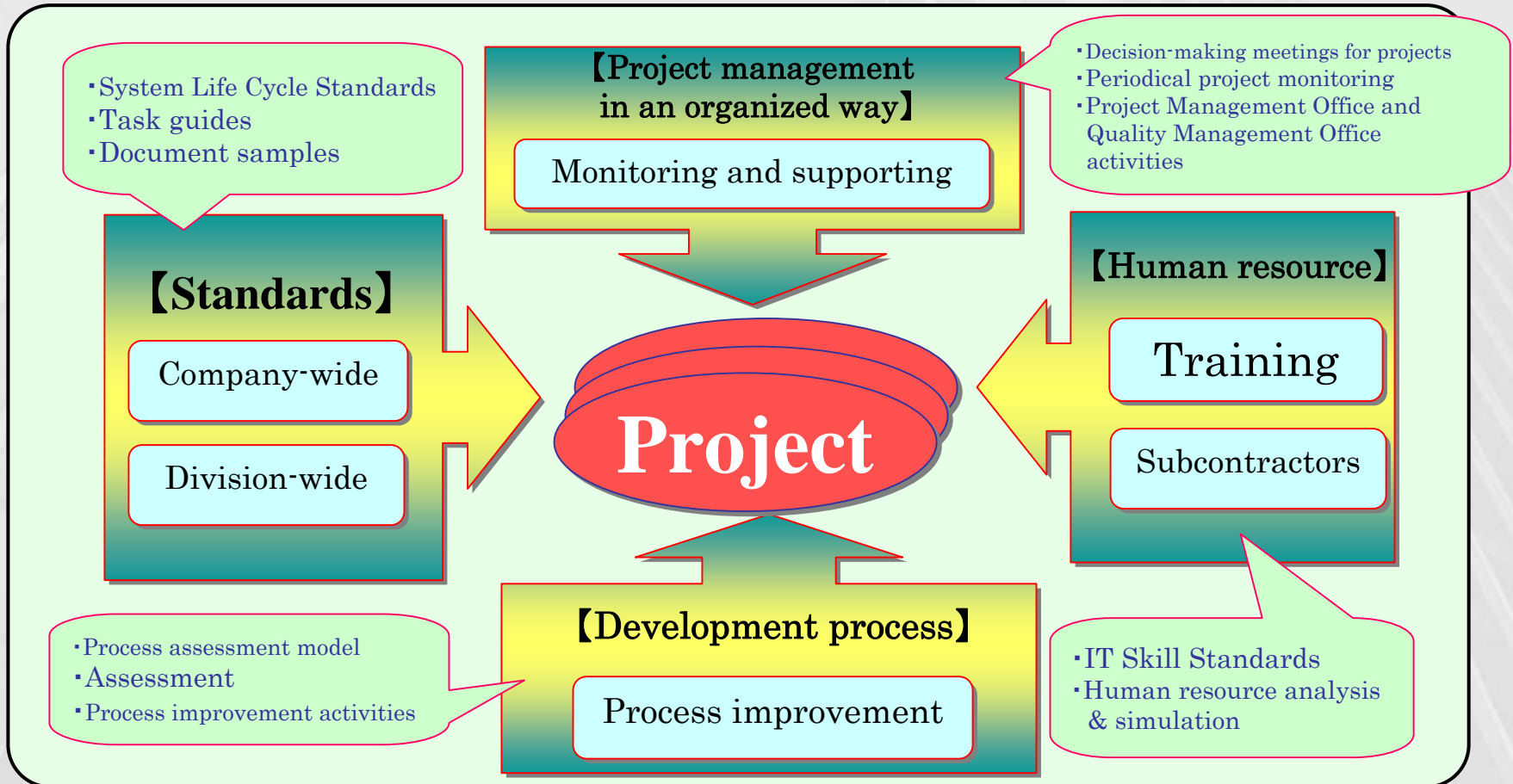
Further accelerating growth and establishing sustained growth path

1. Improving system development power & productivity
2. Enhancing capabilities to develop forefront solutions and advanced technologies
3. Strengthening human resource development

# Improving System Development Power & Productivity-1

## (1) Continuing to enhance technical capabilities to develop systems in an organized way

We provide stable, efficient and high-quality computer systems based on company-wide technology standards (“NSSOL System Life Cycle Standards”: We accumulated best practices over the past 40 years).

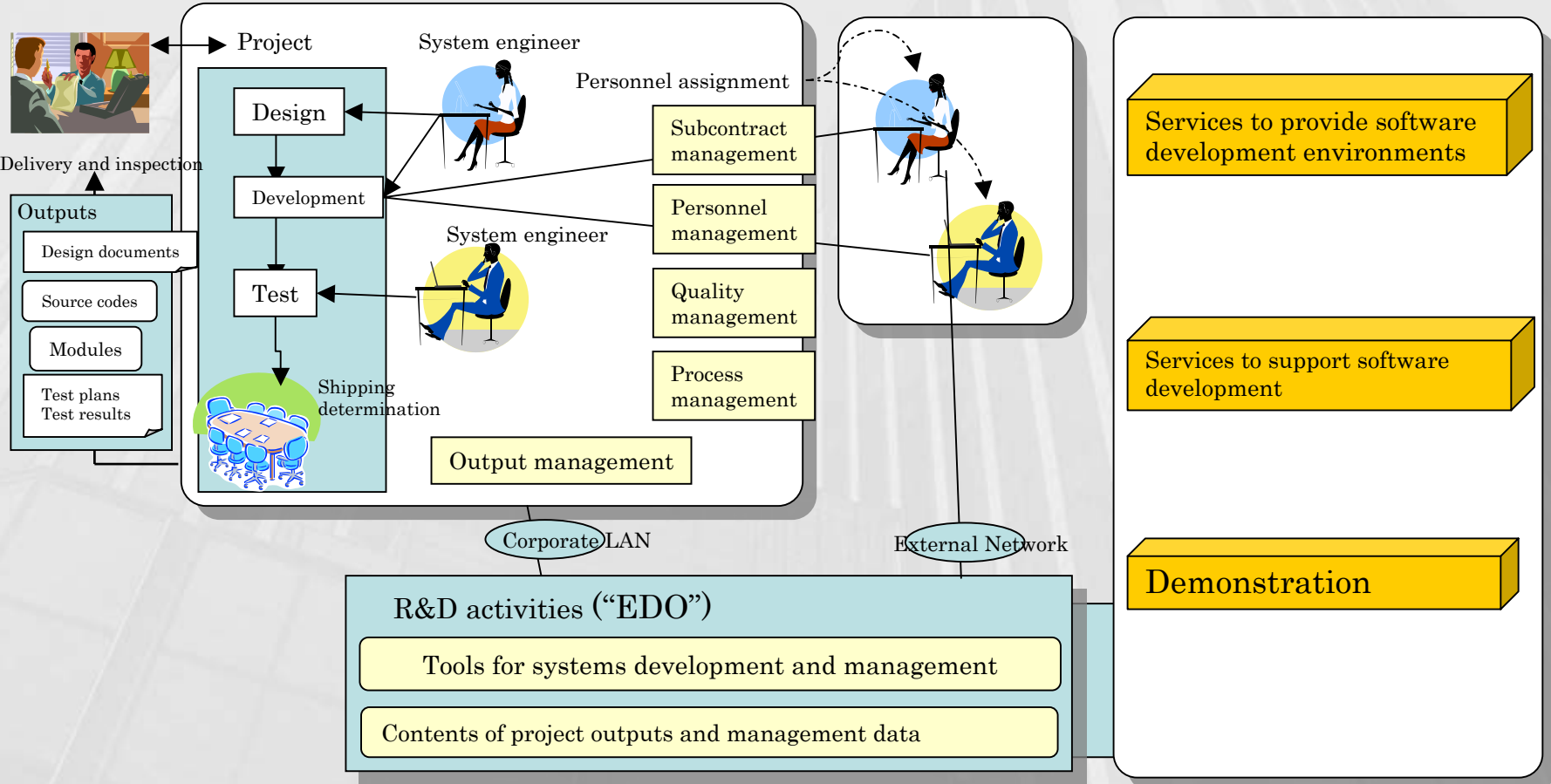




## (2) Software Development Center

A mother plant providing services for software development

Clients      NS Solutions' divisions      Subsidiaries and subcontractors      NS Solutions' Software Development Center

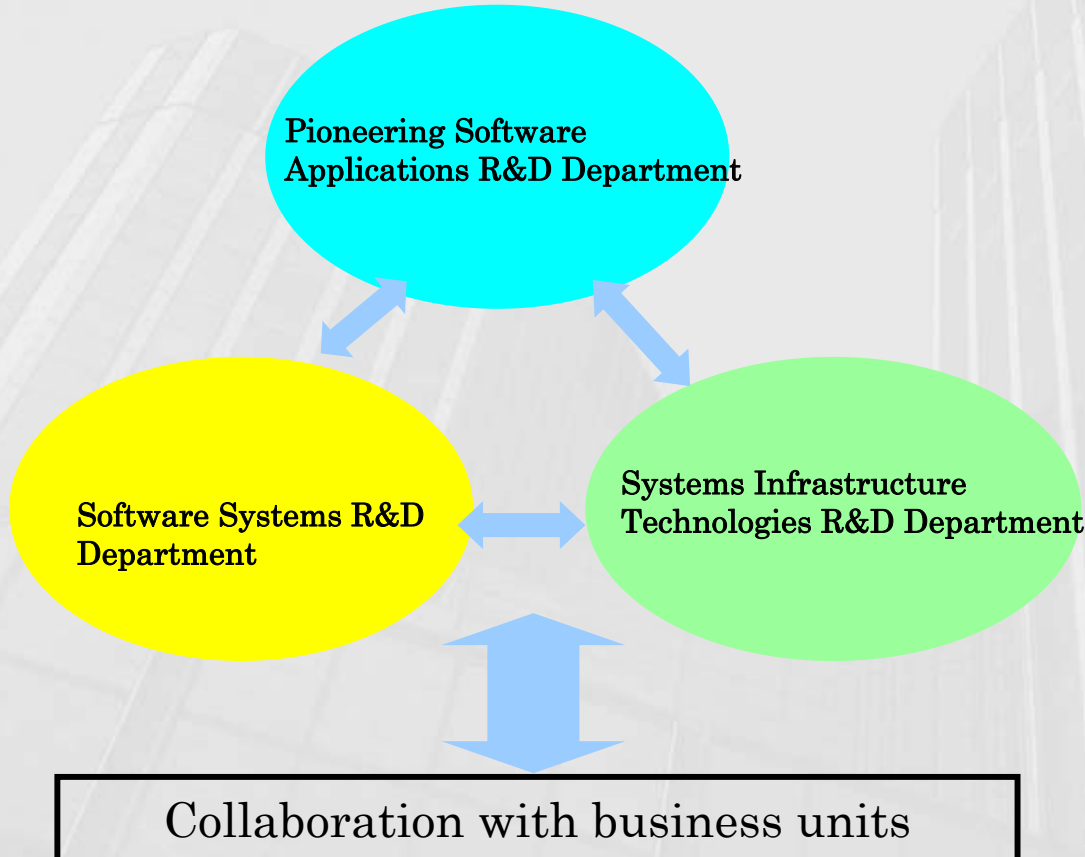


# Enhancing Capabilities to Develop Forefront Solutions and Advanced Technologies-1

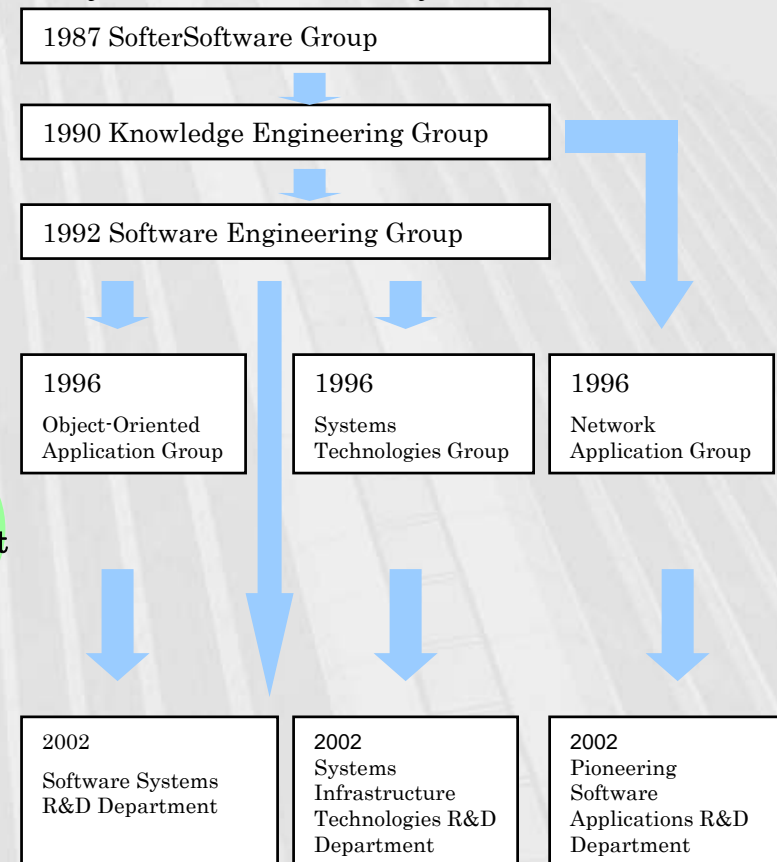
## (1) Enriching our Systems R&D Center

Our R&D Center with around 100 researchers has accumulated technologies over the last 20 years and further enhance advanced technologies to develop systems.

- Synergy effects among research departments



- History of research subject



# Enhancing Capabilities to Develop Forefront Solutions and Advanced Technologies-2

## (2) SOA and grid & utility computing ※1

Toward a full-scale operation of service businesses, we've launched SOA-based systems development methods ("NSFLEASY" ※2), grid computing-based systems development methods ("NSGRANDIR" ※3), IT platforms for SaaS (IT platforms for application aggregation), and grid & utility computing-based services ("absonne" ※4).

### ●NS Solutions Grid & Utility Computing Center

- Ability: 223 nodes, 446 CPU
- Utilizing multi-vendor products
- Distributed environments (Systems R&D Center and Data Center) for Elementary Particle Physics

### ●Systems development methods and service businesses

SOA-based development methods ("NSFLEASY")

Launched commercially in Apr. 2007

SOA

IT platforms for SaaS  
(IT platforms for application aggregation)

To commercially launch in 1H FY08

Grid computing-based development methods ("NSGRANDIR")

Launched commercially in Apr. 2007

Grid computing

Grid & utility computing-based services ("absonne")

To commercially launch in 2H FY07

### ●Case examples of grid computing

- Nippon Steel Corporation, Oita Works
- University of Tokyo, International Center for Elementary Particle Physics
- Rakuten Travel, Inc.
- Large financial institutions, large manufacturers and others

※1 SOA: Service Oriented Architecture

※2 NSFLEASY: NS Solutions Federation of Loosely coupled Entity group by Application Synchronization

※3 NSGRANDIR: NS Solutions Grid And Dynamic Infrastructure

※4 absonne : advanced business space on network

# Enhancing Capabilities to Develop Forefront Solutions and Advanced Technologies-3

## (3) BI (Business Intelligence) solutions

### BI analyzing solutions

Business Solutions divisions

Consulting division

Analytic know-how

Focusing on specific industries, corporate functions and corporate cultures

### BI technology solutions

Platform Solutions division

Systems R&D Center

Architecture design

Developing and operating large-scale databases  
Scalable and flexible architecture  
Technologies for statistics and analysis

Collecting information

Storing information

Utilizing information

Putting experiences on our solution menu



Know-how

### BI service solutions

Service business division

Analyzing services

Stylized analyzing services  
Non-stylized representative analyzing services

Verification results

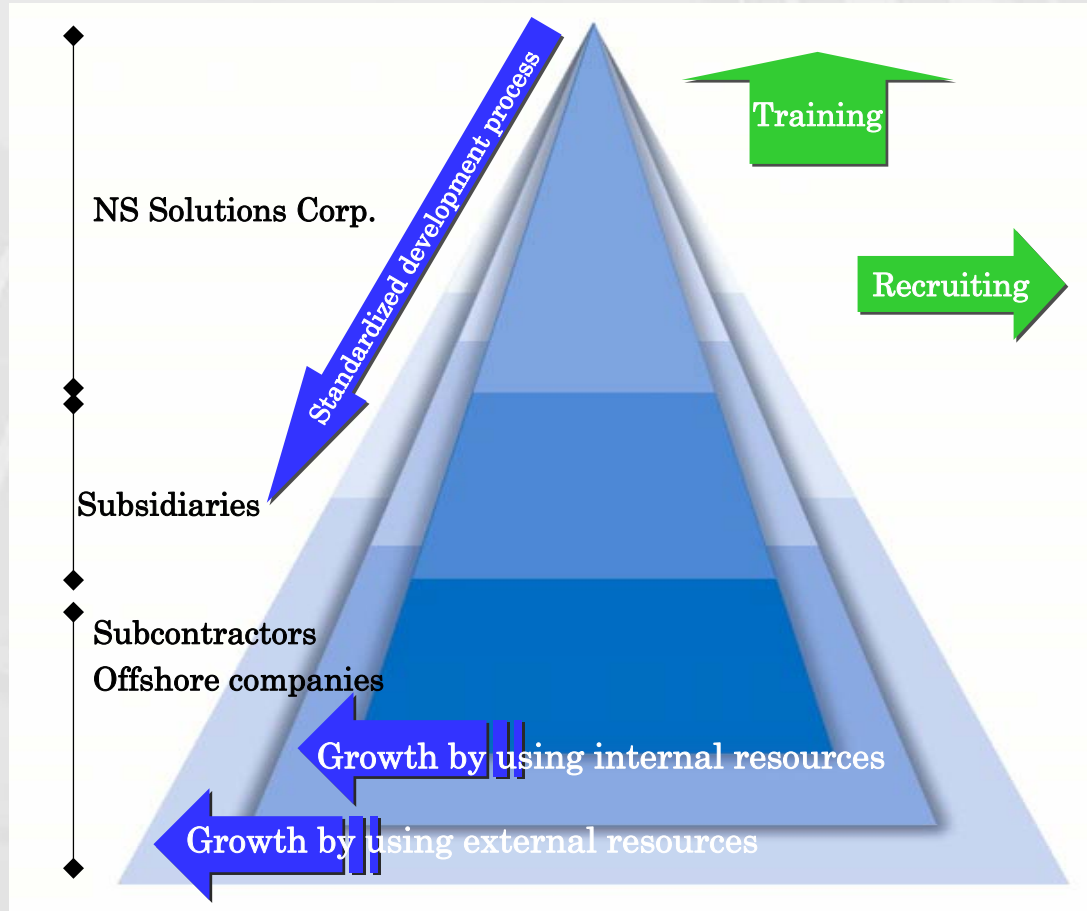
NS Solutions & Oracle Business Intelligence Solution Center (established in Aug. 2007)  
-Co-founded with Oracle Corporation Japan and joined by IBM Japan, Ltd.

Verification experiment

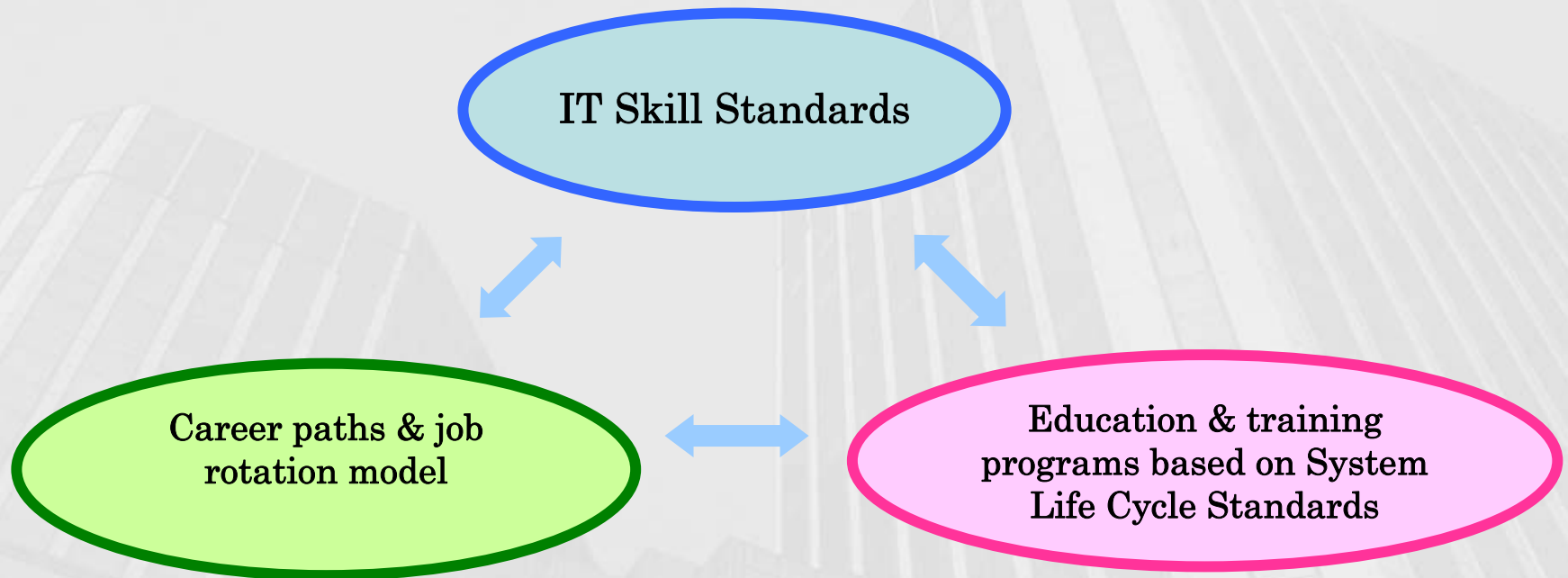
# Strengthening Human Resource Development- 1

## (1) Growth model based on human resource leverage

Enhancing and leveraging human resources by using subsidiaries, subcontractors and offshore companies



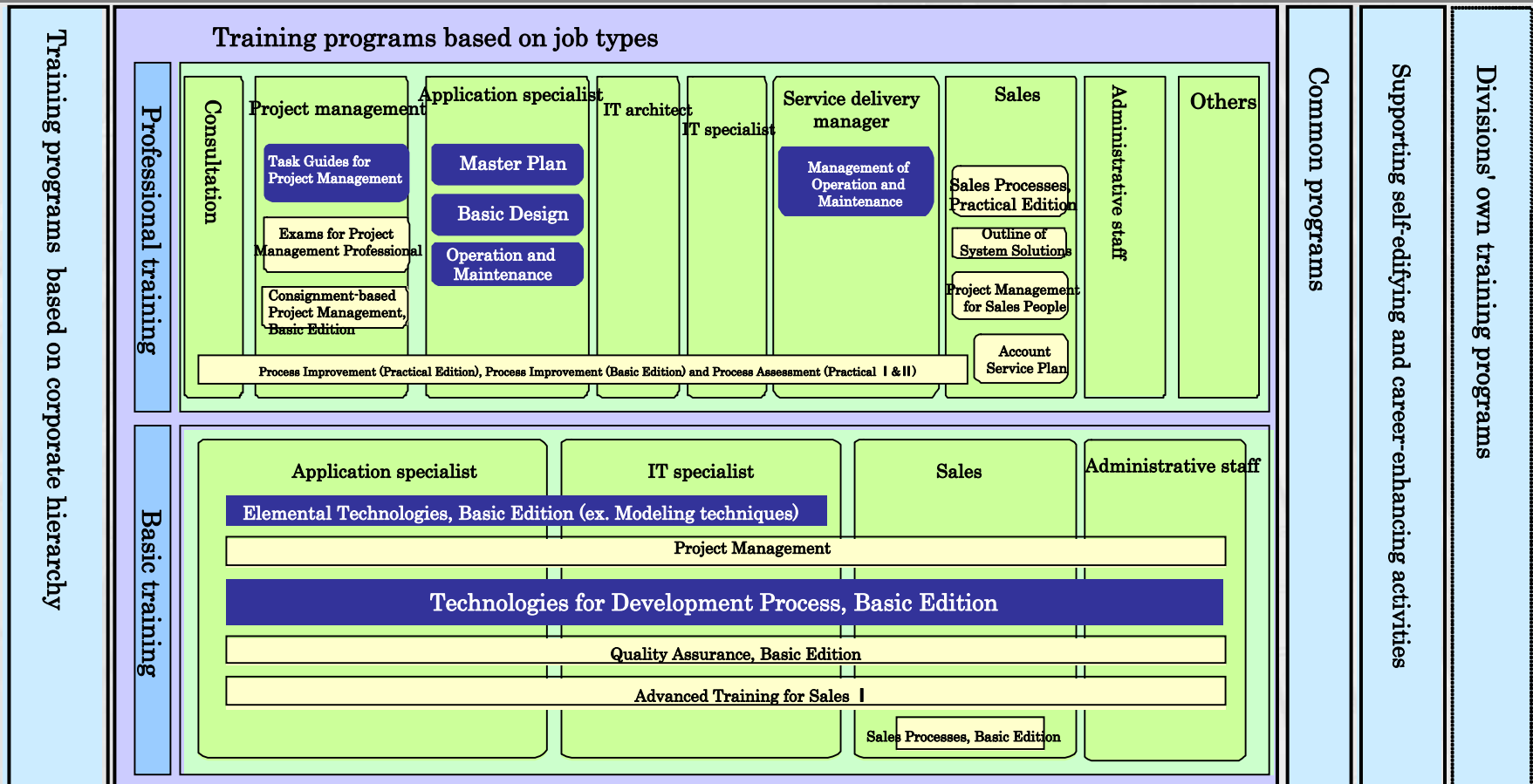
## (2) Human resource development initiative



# Strengthening Human Resource Development-3

## (3) Improving training programs for standardizing systems development processes based on technology standards

- We've adopted our own System Life Cycle Standards and Task Guides for human resource development programs.
- We try to enrich high-quality and efficient training programs ranging from basic to project management-related contents.



- We've set up a consulting firm ("NSFMC Corporation") targeting financial institutions.
- INFORMATION-TECHNOLOGY PROMOTION AGENCY, JAPAN ("IPA") released to the public "IPA version of SPEAK," which was developed based on "SPEAK," a NS Solutions-made software process assessment model. ※

※SPEAK: Software Process Evaluation and Assessment Kit





<http://www.ns-sol.co.jp/>

NS Solutions, NS logos, NSFLEASY, NSGRANDIR and absonne are either registered trademarks or trademarks of NS Solutions Corporation. All other company and product names in this material are either registered trademarks or trademarks of their respective owners.



**NS Solutions**

## 平成20年3月期 中間決算説明会 補足資料

Appendix at Financial Information Meeting for the 1st half ended Sep. 30, 2007

平成19年10月25日

Oct. 25, 2007

# 新日鉄ソリューションズ株式会社 NS Solutions Corporation

(注)この資料において百万円もしくはパーセントで記載してある情報は四捨五入しておりますので、財務諸表と数値が異なる場合があります。

(Note) In this material, where information is presented in millions of yen or percentages, these amounts have been rounded. Accordingly, these amounts may differ from figures included in financial statements in some cases.

# 1. 連結業績概要 Outline of Consolidated Business Results

(単位: 百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2004/3      | 2005/3      | 2006/3      | 2007/3      | 2008/3                      | 2008/3        |
|---|-------------|-------------|-------------|-------------|-----------------------------|---------------|
|   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (前回見通し<br>Previous Outlook) | (見通し Outlook) |
| 受注高 Amount of order acceptance                          | 147,482     | 152,210     | 150,790     | 162,487     | —                           | —             |
| 業務ソリューション Business solutions                            | 79,671      | 84,363      | 86,652      | 98,027      | —                           | —             |
| 基盤ソリューション Platform solutions                            | 29,648      | 27,417      | 24,369      | 24,874      | —                           | —             |
| ビジネスサービス Business services                              | 38,163      | 40,430      | 39,769 ※2   | 39,587      | —                           | —             |
| 期末受注残高 Order backlog at end of period                   | 21,158      | 35,516      | 37,997      | 44,005      | —                           | —             |
| 業務ソリューション Business solutions                            | 10,806      | 13,213      | 15,867      | 21,321      | —                           | —             |
| 基盤ソリューション Platform solutions                            | 2,802       | 4,520       | 4,708       | 5,067       | —                           | —             |
| ビジネスサービス Business services                              | 7,550       | 17,782 ※2   | 17,422      | 17,617      | —                           | —             |
| 売上高 Net sales   | 150,844     | 146,526     | 148,308     | 156,479     | 165,000                     | 167,000       |
| 業務ソリューション Business solutions                            | 83,463      | 81,956      | 83,999      | 92,572      | 97,000                      | 101,000       |
| 基盤ソリューション Platform solutions                            | 29,948      | 25,700      | 24,181      | 24,515      | 26,000                      | 23,000        |
| ビジネスサービス Business services                              | 37,433      | 38,871      | 40,129      | 39,392      | 42,000                      | 43,000        |
| 売上総利益 Gross profit                                      | 27,485      | 29,464      | 30,519      | 33,361      | 34,700                      | 35,700        |
| 販売費及び一般管理費 Selling, general and administrative expenses | 17,759      | 17,754      | 18,402      | 19,223      | 20,000                      | 20,500        |
| 営業利益 Operating income                                   | 9,726       | 11,710      | 12,117      | 14,138      | 14,700                      | 15,200        |
| 経常利益 Recurring profit                                   | 9,785       | 11,791      | 12,356      | 14,367      | 15,000                      | 15,500        |
| 当期純利益 Net income  | 5,324       | 6,621       | 7,482       | 8,120       | 8,300                       | 8,700         |
| 営業利益率(%) Operating income margin (%)                    | 6.4%        | 8.0%        | 8.2%        | 9.0%        | 8.9%                        | 9.1%          |
| 売上総利益率(%) Gross profit margin (%)                       | 18.2%       | 20.1%       | 20.6%       | 21.3%       | 21.0%                       | 21.4%         |
| 1株当たり当期純利益(円) Net income per share (yen) ※1             | 100.20      | 124.52      | 141.17      | 153.21      | 156.61                      | 164.16        |
| 純資産 Net Assets  | 49,379      | 55,520      | 61,629      | 68,119      | —                           | —             |
| 総資産 Total assets  | 90,625      | 98,372      | 103,117     | 113,997     | —                           | —             |
| 研究開発費 R&D expenses                                      | 989         | 1,177       | 1,254       | 1,248       | —                           | —             |
| 設備投資 Capital expenditure                                | 1,752       | 966         | 1,480       | 6,573       | 2,000                       | 2,000         |
| 減価償却費 Depreciation and amortization                     | 1,203       | 1,307       | 1,329       | 1,812       | 2,000                       | 2,000         |
| 期末従業員数(人) Number of employees at end of period (jobs)   | 4,025       | 4,009       | 4,032       | 4,118       | —                           | —             |

※1 2004/3期以前は、2004/8月に実施した株式分割を考慮した遡及修正後の数値

Figures for the fiscal years ended in and before Mar. 2004 have been retroactively revised to reflect stock split made in Aug. 2004.

※2 ビジネスサービス事業の受注高及び受注残高には、2005年3月末に、新日本製鐵㈱向けサービスの受注高の把握方法を売上高計上時点での把握から、契約締結時点での把握に変更したことによる影響額を含んでおります。

影響額としては、2005年3月期末受注残高においては8,673百万円、2006年3月期受注高においては△1,584百万円含まれております。

In terms of the order acceptance from Nippon Steel Corporation, the company changed its recognition timing from sales-recognition basis to contract-date basis on March 31, 2005.

The effect of such change resulted in 8,673 million yen for order backlog on March 31, 2005. minus 1,584 million yen for order acceptance during the fiscal year March 31, 2006

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

2.要約連結貸借対照表 Condensed Consolidated Balance Sheets

| (1)資産の部       |   | Assets                     | (単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted) |             |             |             |
|---------------|---|----------------------------|---|-------------|-------------|-------------|
|               |   |                            | 2004/3  | 2005/3      | 2006/3      | 2007/3      |
|               |   |                            | (実績 Actual)   | (実績 Actual) | (実績 Actual) | (実績 Actual) |
| 現金及び預金        | Cash and bank deposits                                      | 14,605                     | 11,477  | 12,845      | 5,643       |             |
| 預け金           | Deposited money   | 12,914                     | 11,621  | 18,880      | 15,602      |             |
| 受取手形及び売掛金     | Trade notes and accounts receivable                         | 37,462                     | 37,265  | 34,234      | 39,236      |             |
| 有価証券          | Short-term investments                                      | —                          | —   | —           | 8,266       |             |
| たな卸資産         | Inventories   | 7,035                      | 7,502   | 7,633       | 10,739      |             |
| 繰延税金資産        | Deferred tax assets—current                                 | 2,859                      | 3,004   | 3,217       | 3,380       |             |
| その他           | Others  | 683                        | 480   | 573         | 520         |             |
| 貸倒引当金         | Allowance for doubtful accounts                             | △ 30                       | △ 23  | △ 21        | △ 185       |             |
| 流動資産合計        | Total current assets  | 75,528                     | 71,327  | 77,361      | 83,201      |             |
| 有形固定資産        | Property and Equipment                                      | 5,009                      | 4,499   | 4,861       | 9,799       |             |
| 無形固定資産        | Intangible fixed assets                                     | 982                        | 669   | 523         | 324         |             |
| 投資有価証券        | Investments in securities                                   | 3,633                      | 4,496   | 2,928       | 2,373       |             |
| 関係会社長期貸付金     | Long term loan-related party                                | —                          | 12,000  | 12,000      | 12,000      |             |
| 差入保証金         | Guarantee deposits  | 2,271                      | 1,837   | 2,046       | 2,328       |             |
| 繰延税金資産        | Deferred tax assets—non-current                             | 2,887                      | 3,265   | 3,111       | 3,668       |             |
| その他           | Others  | 315                        | 279   | 287         | 304         |             |
| 固定資産合計        | Total fixed assets  | 15,097                     | 27,045  | 25,756      | 30,796      |             |
| 資産合計          | Total Assets  | 90,625                     | 98,372  | 103,117     | 113,997     |             |
| (2)負債・純資産の部   |   | Liabilities and Net Assets | 2004/3  | 2005/3      | 2006/3      | 2007/3      |
|               |   |                            | (実績 Actual)   | (実績 Actual) | (実績 Actual) | (実績 Actual) |
| 支払手形及び買掛金     | Trade notes and accounts payable                            | 17,232                     | 17,341  | 15,691      | 17,622      |             |
| 未払費用          | Accrued expenses  | 4,732                      | 2,826   | 2,604       | 2,724       |             |
| 未払法人税等        | Accrued income taxes  | 3,060                      | 3,767   | 3,806       | 4,388       |             |
| 賞与引当金         | Accrued bonuses to employees                                | 5,520                      | 5,713   | 5,802       | 5,901       |             |
| 前受金           | Advance receipts  | 2,588                      | 4,236   | 3,212       | 4,259       |             |
| 未払金           | Non-trade accounts payable                                  | 1,544                      | 1,498   | 1,647       | 1,467       |             |
| その他           | Others  | 230                        | 177   | 615         | 954         |             |
| 流動負債合計        | Total current liabilities                                   | 34,906                     | 35,558  | 33,377      | 37,315      |             |
| 退職給付引当金       | Accrued employees' retirement benefits                      | 6,042                      | 6,940   | 7,811       | 8,258       |             |
| その他           | Others  | 298                        | 356   | 300         | 306         |             |
| 固定負債合計        | Total non-current liabilities                               | 6,340                      | 7,295   | 8,111       | 8,564       |             |
| 資本金           | Common stock  | 12,953                     | 12,953  | 12,953      | 12,953      |             |
| 資本剰余金         | Additional paid-in capital                                  | 9,950                      | 9,950   | 9,950       | 9,950       |             |
| 利益剰余金         | Retained earnings   | 25,586                     | 31,266  | 37,600      | 44,127      |             |
| 再評価差額金        | Unrealized gain on revaluation of land                      | △ 757                      | △ 757   | △ 1,277     | △ 1,277     |             |
| その他有価証券評価差額金他 | Unrealized gain on available-for-sale securities and others | 413                        | 693   | 780         | 435         |             |
| 少数株主持分        | Minority interests in consolidated subsidiaries             | 1,234                      | 1,415   | 1,623       | 1,930       |             |
| 純資産合計         | Total Net Assets  | 49,379                     | 55,520  | 61,629      | 68,118      |             |
| 負債・純資産合計      | Total Liabilities and Net Assets                            | 90,625                     | 98,372  | 103,117     | 113,997     |             |
| (3)指標         |   | Management index           | 2004/3  | 2005/3      | 2006/3      | 2007/3      |
|               |   |                            | (実績 Actual)   | (実績 Actual) | (実績 Actual) | (実績 Actual) |
| 自己資本比率(%)     | Equity ratio (%)  | 53.1%                      | 55.0%   | 58.2%       | 58.1%       |             |
| 総資産利益率(%)     | Return on Asset (%)   | 5.9%                       | 7.0%  | 7.4%        | 7.5%        |             |
| 自己資本当期純利益率(%) | Return on Equity (%)  | 11.6%                      | 13.0%   | 13.1%       | 12.9%       |             |

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

### 3.要約連結損益計算書 Condensed Consolidated Income Statements

(単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2004/3      | 2005/3      | 2006/3      | 2007/3      | 2008/3                      | 2008/3        |
|---|-------------|-------------|-------------|-------------|-----------------------------|---------------|
|   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (前回見通し<br>Previous Outlook) | (見通し Outlook) |
| 売上高 Net sales   | 150,844     | 146,526     | 148,308     | 156,479     | 165,000                     | 167,000       |
| 売上原価 Cost of sales  | 123,359     | 117,062     | 117,789     | 123,118     | 130,300                     | 131,300       |
| 売上総利益 Gross profit  | 27,485      | 29,464      | 30,519      | 33,361      | 34,700                      | 35,700        |
| 販売費及び一般管理費 Selling, general and administrative expenses       | 17,759      | 17,754      | 18,402      | 19,223      | 20,000                      | 20,500        |
| 営業利益 Operating income   | 9,726       | 11,710      | 12,117      | 14,138      | 14,700                      | 15,200        |
| 営業外収益 Non-operating income                                    | 187         | 252         | 327         | 298         | —                           | —             |
| 営業外費用 Non-operating expenses                                  | 128         | 171         | 88          | 70          | —                           | —             |
| 経常利益 Recurring profit   | 9,785       | 11,791      | 12,356      | 14,367      | 15,000                      | 15,500        |
| 特別利益 Extraordinary profit                                     | 716         | 192         | 634         | —           | —                           | —             |
| 特別損失 Extraordinary loss                                       | 729         | 185         | 116         | 7           | —                           | —             |
| 税金等調整前当期純利益 Income before income taxes and minority interests | 9,772       | 11,797      | 12,874      | 14,360      | 15,000                      | 15,500        |
| 法人税、住民税及び事業税 Income taxes:Current                             | 5,154       | 5,668       | 5,760       | 6,368       | —                           | —             |
| 法人税等調整額 Income taxes:Deferred                                 | △ 918       | △ 713       | △ 619       | △ 485       | —                           | —             |
| 少数株主利益 Minority interests                                     | 212         | 222         | 251         | 357         | —                           | —             |
| 当期純利益 Net income  | 5,324       | 6,621       | 7,482       | 8,120       | 8,300                       | 8,700         |

#### 売上原価の内訳 Breakdown of cost of sales

|                      |        |        |        |        |   |   |
|----------------------|--------|--------|--------|--------|---|---|
| 労務費 Labor cost       | 28,539 | 28,037 | 28,634 | 29,078 | — | — |
| 材料費 Material cost    | 43,112 | 41,263 | 35,852 | 40,888 | — | — |
| 外注費 Subcontract cost | 31,295 | 35,310 | 42,930 | 45,450 | — | — |
| その他 Others           | 20,413 | 12,452 | 10,373 | 7,702  | — | — |

#### 販売費及び一般管理費の内訳 Breakdown of selling, general and administrative expenses

|  |       |       |       |       |   |   |
|--|-------|-------|-------|-------|---|---|
| 労務費 Labor cost                                   | 7,635 | 7,671 | 7,590 | 7,950 | — | — |
| 営業支援費 Operating expense for acceptance of orders | 2,778 | 2,649 | 2,844 | 3,025 | — | — |
| その他 Others                                       | 7,346 | 7,434 | 7,968 | 8,248 | — | — |

|                    |     |       |       |       |   |   |
|--------------------|-----|-------|-------|-------|---|---|
| 研究開発費 R&D expenses | 989 | 1,177 | 1,254 | 1,248 | — | — |
|--------------------|-----|-------|-------|-------|---|---|

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

#### 4.要約連結キャッシュフロー計算書 Condensed Consolidated Cash Flows Statements

(単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2004/3      | 2005/3      | 2006/3      | 2007/3      |
|---|-------------|-------------|-------------|-------------|
|   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) |
| 税金等調整前当期純利益 Income before income taxes and minority interests                                     | 9,772       | 11,797      | 12,874      | 14,360      |
| 減価償却費 Depreciation and amortization   | 1,203       | 1,307       | 1,329       | 1,812       |
| 退職給付引当金の増減額 Increase in accrued for employees' retirement benefits, net of payments               | 564         | 898         | 871         | 447         |
| 投資有価証券評価損 Impairment loss of investments in securities  | —           | 18          | 116         | 3           |
| 売上債権の増減額 Decrease (increase) in accounts receivable   | 857         | 196         | 3,032       | △ 5,002     |
| たな卸資産の増減額 Decrease (increase) in inventories  | 2,075       | △ 467       | △ 131       | △ 3,105     |
| その他流動資産の増減額 Decrease (increase) in other current assets   | 483         | 205         | 161         | 52          |
| 仕入債務の増減額 Decrease (increase) in accounts payable  | △ 6,246     | △ 43        | △ 1,650     | 1,930       |
| その他 Others  | 411         | 349         | △ 1,423     | 1,430       |
| 小計 Subtotal   | 9,119       | 14,260      | 15,179      | 11,927      |
| 法人税等の支払額 Income taxes paid  | △ 4,701     | △ 5,173     | △ 6,193     | △ 5,786     |
| その他 Others  | △ 385       | 101         | 1,434       | 190         |
| 営業活動によるキャッシュフロー Net cash provided by operating activities   | 4,033       | 9,188       | 10,420      | 6,331       |
| 有形・無形固定資産の取得による支出 Expenditures for purchase of property and equipment and intangible fixed assets | △ 1,752     | △ 966       | △ 1,480     | △ 6,573     |
| 投資有価証券の取得による支出 Acquisition of investments in securities   | △ 40        | △ 306       | △ 1         | △ 6         |
| 貸付けによる支出 Payments of long-term loan   | —           | △ 12,000    | —           | —           |
| その他 Others  | 676         | 638         | 851         | △ 337       |
| 投資活動によるキャッシュフロー Net cash used for investing activities  | △ 1,116     | △ 12,634    | △ 630       | △ 6,916     |
| 配当金の支払額 Dividends paid  | △ 994       | △ 927       | △ 1,126     | △ 1,590     |
| その他 Others  | △ 52        | △ 46        | △ 47        | △ 51        |
| 財務活動によるキャッシュフロー Net cash provided by financing activities   | △ 1,046     | △ 974       | △ 1,173     | △ 1,641     |
| 現金及び現金同等物に係る換算差額 Effect of exchange rate changes on cash and cash equivalents                     | △ 6         | △ 1         | 9           | 2           |
| 現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents                                | 1,865       | △ 4,420     | 8,626       | △ 2,224     |
| 現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of year                                     | 25,654      | 27,519      | 23,099      | 31,725      |
| 新規連結会社の現金及び現金同等物の期首残高 Increase due to change in scope of consolidation                            | —           | —           | —           | 9           |
| 現金及び現金同等物の期末残高 Cash and cash equivalents at end of year   | 27,519      | 23,099      | 31,725      | 29,510      |

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

5.単独業績概要 Outline of Non-consolidated Business Results

(単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2004/3      | 2005/3      | 2006/3      | 2007/3      | 2008/3                      | 2008/3        |
|---|-------------|-------------|-------------|-------------|-----------------------------|---------------|
|   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (前回見通し<br>Previous Outlook) | (見通し Outlook) |
| 受注高 Amount of order acceptance                          | 132,831     | 137,385     | 134,374     | 146,282     | —                           | —             |
| 業務ソリューション Business solutions                            | 68,815      | 72,905      | 73,456      | 84,489      | —                           | —             |
| 基盤ソリューション Platform solutions                            | 26,799      | 24,821      | 21,627      | 22,650      | —                           | —             |
| ビジネスサービス Business services                              | 37,217      | 39,659      | 39,291 ※2   | 39,143      | —                           | —             |
| 期末受注残高 Order backlog at end of period                   | 17,970      | 32,139      | 33,370      | 39,901      | —                           | —             |
| 業務ソリューション Business solutions                            | 8,610       | 10,923      | 12,359      | 18,269      | —                           | —             |
| 基盤ソリューション Platform solutions                            | 1,810       | 3,433       | 3,589       | 4,014       | —                           | —             |
| ビジネスサービス Business services                              | 7,550       | 17,782 ※2   | 17,422      | 17,617      | —                           | —             |
| 売上高 Net sales   | 136,136     | 131,889     | 133,143     | 139,752     | 147,000                     | 149,500       |
| 業務ソリューション Business solutions                            | 72,659      | 70,591      | 72,020      | 78,578      | 82,000                      | 85,500        |
| 基盤ソリューション Platform solutions                            | 26,990      | 23,198      | 21,471      | 22,225      | 24,000                      | 21,500        |
| ビジネスサービス Business services                              | 36,487      | 38,100      | 39,652      | 38,948      | 41,000                      | 42,500        |
| 売上総利益 Gross profit                                      | 22,808      | 24,705      | 24,883      | 26,985      | 28,200                      | 29,500        |
| 販売費及び一般管理費 Selling, general and administrative expenses | 15,157      | 15,101      | 15,399      | 15,984      | 16,700                      | 17,200        |
| 営業利益 Operating income                                   | 7,651       | 9,604       | 9,484       | 11,001      | 11,500                      | 12,300        |
| 経常利益 Recurring profit                                   | 7,787       | 9,737       | 9,794       | 11,362      | 12,000                      | 12,900        |
| 当期純利益 Net income  | 4,496       | 5,721       | 6,732       | 6,851       | 7,200                       | 7,800         |
| 営業利益率(%) Operating income margin (%)                    | 5.6%        | 7.3%        | 7.1%        | 7.9%        | 7.8%                        | 8.2%          |
| 売上総利益率(%) Gross profit margin (%)                       | 16.8%       | 18.7%       | 18.7%       | 19.3%       | 19.2%                       | 19.7%         |
| 業務ソリューション Business solutions                            | 18.3%       | 20.7%       | 20.1%       | 22.2%       | 21.7%                       | 21.6%         |
| 基盤ソリューション Platform solutions                            | 12.5%       | 16.8%       | 18.4%       | 18.0%       | 17.8%                       | 18.9%         |
| ビジネスサービス Business services                              | 16.8%       | 16.8%       | 16.3%       | 14.3%       | 15.0%                       | 16.3%         |
| 1株当たり当期純利益(円) Net income per share (yen) ※1             | 84.57       | 107.54      | 127.01      | 129.28      | 135.85                      | 147.18        |
| 純資産 Net Assets  | 43,552      | 48,607      | 53,730      | 58,647      | —                           | —             |
| 総資産 Total assets  | 84,012      | 91,467      | 96,052      | 105,682     | —                           | —             |
| 1株当たり配当金(円) Cash dividends per share (yen) ※1           | 17.50       | 17.50       | 25.00       | 35.00       | 40.00                       | 40.00         |
| 配当性向(%) Dividend payout ratio (%)                       | 20.69%      | 16.27%      | 19.68%      | 27.07%      | 29.44%                      | 27.18%        |
| 研究開発費 R&D expenses                                      | 974         | 1,105       | 1,210       | 1,187       | —                           | —             |
| 設備投資 Capital expenditure                                | 1,605       | 943         | 1,386       | 6,496       | 1,900                       | 1,900         |
| 減価償却費 Depreciation and amortization                     | 1,131       | 1,237       | 1,219       | 1,689       | 1,900                       | 1,900         |
| 期末従業員数(人) Number of employees at end of period (jobs)   | 2,050       | 2,101       | 2,060       | 2,128       | —                           | —             |

※1 2004/3期以前は、2004/8月に実施した株式分割を考慮した遡及修正後の数値

Figures for the fiscal years ended in and before Mar. 2004 have been retroactively revised to reflect stock split made in Aug. 2004.

※2 ビジネスサービス事業の受注高及び受注残高には、2005年3月末に、新日本製鐵㈱向けサービスの受注高の把握方法を売上高計上時点での把握から、契約締結時点での把握に変更したことによる影響額を含んでおります。影響額としては、2005年3月期末受注残高においては8,673百万円、2006年3月期受注高においては△1,584百万円含まれております。

In terms of the order acceptance from Nippon Steel Corporation, the company changed its recognition timing from sales-recognition basis to contract-date basis on March 31, 2005.

The effect of such change resulted in 8,673 million yen for order backlog on March 31, 2005. minus 1,584 million yen for order acceptance during the fiscal year March 31, 2006

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

6.要約単独貸借対照表 Condensed Non-consolidated Balance Sheets

| (1)資産の部       |   | Assets                     | (単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted) |                       |                       |                       |
|---------------|---|----------------------------|---|-----------------------|-----------------------|-----------------------|
|               |   |                            | 2004/3<br>(実績 Actual)   | 2005/3<br>(実績 Actual) | 2006/3<br>(実績 Actual) | 2007/3<br>(実績 Actual) |
| 現金及び預金        | Cash and bank deposits                                      | 13,652                     | 10,374  | 11,595                | 3,529                 |                       |
| 預け金           | Deposited money   | 12,510                     | 10,925  | 18,251                | 15,402                |                       |
| 受取手形及び売掛金     | Trade notes and accounts receivable                         | 33,647                     | 33,604  | 30,420                | 34,957                |                       |
| 有価証券          | Short-term investments                                      | —                          | —   | —                     | 7,996                 |                       |
| たな卸資産         | Inventories   | 6,462                      | 7,155   | 7,253                 | 10,465                |                       |
| 繰延税金資産        | Deferred tax assets—current                                 | 1,802                      | 1,975   | 2,087                 | 2,136                 |                       |
| その他           | Others  | 908                        | 724   | 943                   | 904                   |                       |
| 貸倒引当金         | Allowance for doubtful accounts                             | △ 21                       | △ 17  | △ 16                  | △ 179                 |                       |
| 流動資産合計        | Total current assets  | 68,960                     | 64,740  | 70,533                | 75,210                |                       |
| 有形固定資産        | Property and Equipment                                      | 4,842                      | 4,263   | 4,573                 | 9,514                 |                       |
| 無形固定資産        | Intangible fixed assets                                     | 939                        | 646   | 485                   | 303                   |                       |
| 投資有価証券        | Investments in securities                                   | 2,085                      | 2,834   | 2,768                 | 2,187                 |                       |
| 関係会社長期貸付金     | Long term loan-related party                                | —                          | 12,000  | 12,000                | 12,000                |                       |
| 差入保証金         | Guarantee deposits  | 1,932                      | 1,504   | 1,709                 | 1,983                 |                       |
| 繰延税金資産        | Deferred tax assets—non-current                             | 2,446                      | 2,712   | 2,475                 | 2,986                 |                       |
| その他           | Others  | 2,808                      | 2,768   | 1,509                 | 1,499                 |                       |
| 固定資産合計        | Total fixed assets  | 15,052                     | 26,727  | 25,519                | 30,472                |                       |
| 資産合計          | Total Assets  | 84,012                     | 91,467  | 96,052                | 105,682               |                       |
| (2)負債・純資産の部   |   | Liabilities and Net Assets |   |                       |                       |                       |
|               |   | 2004/3<br>(実績 Actual)      | 2005/3<br>(実績 Actual)   | 2006/3<br>(実績 Actual) | 2007/3<br>(実績 Actual) |                       |
| 支払手形及び買掛金     | Trade notes and accounts payable                            | 17,207                     | 17,955  | 16,236                | 16,125                |                       |
| 未払費用          | Accrued expenses  | 4,288                      | 2,337   | 2,202                 | 4,031                 |                       |
| 未払法人税等        | Accrued income taxes  | 2,438                      | 3,241   | 2,904                 | 3,429                 |                       |
| 賞与引当金         | Accrued bonuses to employees                                | 3,404                      | 3,603   | 3,439                 | 3,469                 |                       |
| 前受金           | Advance receipts  | 2,578                      | 4,225   | 3,194                 | 4,251                 |                       |
| 未払金           | Non-trade accounts payable                                  | 402                        | 184   | 273                   | 455                   |                       |
| その他           | Others  | 4,878                      | 5,324   | 7,420                 | 8,293                 |                       |
| 流動負債合計        | Total current liabilities                                   | 35,195                     | 36,869  | 35,668                | 40,053                |                       |
| 退職給付引当金       | Accrued employees' retirement benefits                      | 5,084                      | 5,776   | 6,483                 | 6,846                 |                       |
| その他           | Others  | 181                        | 215   | 171                   | 136                   |                       |
| 固定負債合計        | Total non-current liabilities                               | 5,265                      | 5,991   | 6,654                 | 6,982                 |                       |
| 資本金           | Common stock  | 12,953                     | 12,953  | 12,953                | 12,953                |                       |
| 資本剰余金         | Additional paid-in capital                                  | 9,950                      | 9,950   | 9,950                 | 9,950                 |                       |
| 利益剰余金         | Retained earnings   | 20,991                     | 25,771  | 31,355                | 36,616                |                       |
| 再評価差額金        | Unrealized gain on revaluation of land                      | △ 757                      | △ 757   | △ 1,277               | △ 1,277               |                       |
| その他有価証券評価差額金他 | Unrealized gain on available-for-sale securities and others | 415                        | 690   | 749                   | 405                   |                       |
| 純資産合計         | Total Net Assets  | 43,552                     | 48,607  | 53,730                | 58,647                |                       |
| 負債・純資産合計      | Total Liabilities and Net Assets                            | 84,012                     | 91,467  | 96,052                | 105,682               |                       |
| (3)指標         |   | Management index           |   |                       |                       |                       |
|               |   | 2004/3<br>(実績 Actual)      | 2005/3<br>(実績 Actual)   | 2006/3<br>(実績 Actual) | 2007/3<br>(実績 Actual) |                       |
| 自己資本比率(%)     | Equity ratio (%)  | 51.8%                      | 53.1%   | 55.9%                 | 55.5%                 |                       |
| 総資産利益率(%)     | Return on Asset (%)   | 5.4%                       | 6.5%  | 7.2%                  | 6.8%                  |                       |
| 自己資本当期純利益率(%) | Return on Equity (%)  | 10.8%                      | 12.4%   | 13.2%                 | 12.2%                 |                       |

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.



7.要約単独損益計算書 Condensed Non-consolidated Income Statement s

(単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2004/3         | 2005/3         | 2006/3      | 2007/3      | 2008/3                      | 2008/3        |
|---|----------------|----------------|-------------|-------------|-----------------------------|---------------|
|   | (実績<br>Actual) | (実績<br>Actual) | (実績 Actual) | (実績 Actual) | (前回見通し<br>Previous Outlook) | (見通し Outlook) |
| 売上高 Net sales   | 136,136        | 131,889        | 133,143     | 139,752     | 147,000                     | 149,500       |
| 売上原価 Cost of sales                                      | 113,328        | 107,184        | 108,260     | 112,767     | 118,800                     | 120,000       |
| 売上総利益 Gross profit                                      | 22,808         | 24,705         | 24,883      | 26,985      | 28,200                      | 29,500        |
| 販売費及び一般管理費 Selling, general and administrative expenses | 15,157         | 15,101         | 15,399      | 15,984      | 16,700                      | 17,200        |
| 営業利益 Operating income                                   | 7,651          | 9,604          | 9,484       | 11,001      | 11,500                      | 12,300        |
| 営業外収益 Non-operating income                              | 257            | 297            | 384         | 423         | —                           | —             |
| 営業外費用 Non-operating expenses                            | 121            | 164            | 74          | 62          | —                           | —             |
| 経常利益 Recurring profit                                   | 7,787          | 9,737          | 9,794       | 11,362      | 12,000                      | 12,900        |
| 特別利益 Extraordinary profit                               | 717            | 188            | 1,402       | 69          | —                           | —             |
| 特別損失 Extraordinary loss                                 | 697            | 172            | 484         | 51          | —                           | —             |
| 税引前当期純利益 Income before income taxes                     | 7,807          | 9,753          | 10,712      | 11,380      | 12,000                      | 13,000        |
| 法人税、住民税及び事業税 Income taxes:Current                       | 4,028          | 4,660          | 4,416       | 4,853       | —                           | —             |
| 法人税等調整額 Income taxes:Deferred                           | △ 717          | △ 628          | △ 436       | △ 324       | —                           | —             |
| 当期純利益 Net income  | 4,496          | 5,721          | 6,732       | 6,851       | 7,200                       | 7,800         |

売上原価の内訳 Breakdown of cost of sales

|                      |        |        |        |        |   |   |
|----------------------|--------|--------|--------|--------|---|---|
| 労務費 Labor cost       | 14,901 | 15,071 | 14,871 | 15,020 | — | — |
| 材料費 Material cost    | 39,364 | 38,395 | 33,073 | 37,382 | — | — |
| 外注費 Subcontract cost | 39,906 | 43,190 | 51,023 | 53,864 | — | — |
| 賃借料 Rental expense   | 4,991  | 4,376  | 4,198  | 4,504  | — | — |
| その他 Others           | 14,166 | 6,152  | 5,095  | 1,997  | — | — |

販売費及び一般管理費の内訳 Breakdown of selling, general and administrative expenses

|  |       |       |       |       |   |   |
|--|-------|-------|-------|-------|---|---|
| 労務費 Labor cost                                   | 6,178 | 5,876 | 5,762 | 5,981 | — | — |
| 営業支援費 Operating expense for acceptance of orders | 2,634 | 2,477 | 2,679 | 2,888 | — | — |
| 業務委託費 Subcontract cost                           | 1,513 | 1,644 | 1,843 | 1,815 | — | — |
| 減価償却費 Depreciation and amortization              | 167   | 123   | 144   | 172   | — | — |
| その他 Others                                       | 4,665 | 4,981 | 4,971 | 5,128 | — | — |

|                    |     |       |       |       |   |   |
|--------------------|-----|-------|-------|-------|---|---|
| 研究開発費 R&D expenses | 974 | 1,105 | 1,210 | 1,187 | — | — |
|--------------------|-----|-------|-------|-------|---|---|

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

中間財務情報 First Half Financial Information

1.連結業績概要 Outline of Consolidated Business Results

(単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2003/9      |             | 2004/9      |             | 2005/9      |             | 2006/9      |             | 2007/9        |             | 2007/9      |  |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|-------------|-------------|--|
|   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (見通し Outlook) | (実績 Actual) | (実績 Actual) |  |
| 受注高 Amount of order acceptance                          | 71,630      | 76,289      | 74,602      | 79,972      | —           | 86,566      |             |             |               |             |             |  |
| 業務ソリューション Business solutions                            | 40,063      | 41,153      | 41,870      | 48,313      | —           | 55,210      |             |             |               |             |             |  |
| 基盤ソリューション Platform solutions                            | 11,349      | 14,156      | 11,528      | 10,953      | —           | 9,584       |             |             |               |             |             |  |
| ビジネスサービス Business services                              | 20,218      | 20,979      | 21,205 ※2   | 20,705      | —           | 21,772      |             |             |               |             |             |  |
| 期末受注残高 Order backlog at end of period                   | 31,577      | 31,724      | 45,354      | 47,880      | —           | 54,616      |             |             |               |             |             |  |
| 業務ソリューション Business solutions                            | 20,351      | 18,545      | 21,542      | 24,785      | —           | 31,841      |             |             |               |             |             |  |
| 基盤ソリューション Platform solutions                            | 2,666       | 3,207       | 3,713       | 3,596       | —           | 4,470       |             |             |               |             |             |  |
| ビジネスサービス Business services                              | 8,560       | 9,972       | 20,099 ※2   | 19,499      | —           | 18,305      |             |             |               |             |             |  |
| 売上高 Net sales   | 64,574      | 65,723      | 64,764      | 70,089      | 75,000      | 75,955      |             |             |               |             |             |  |
| 業務ソリューション Business solutions                            | 34,312      | 33,414      | 33,541      | 39,395      | 42,000      | 44,690      |             |             |               |             |             |  |
| 基盤ソリューション Platform solutions                            | 11,784      | 13,752      | 12,334      | 12,066      | 13,000      | 10,181      |             |             |               |             |             |  |
| ビジネスサービス Business services                              | 18,478      | 18,557      | 18,888      | 18,628      | 20,000      | 21,084      |             |             |               |             |             |  |
| 売上総利益 Gross profit                                      | 12,635      | 12,914      | 13,429      | 14,553      | 15,800      | 16,531      |             |             |               |             |             |  |
| 販売費及び一般管理費 Selling, general and administrative expenses | 8,976       | 8,701       | 8,840       | 9,409       | 10,000      | 10,184      |             |             |               |             |             |  |
| 営業利益 Operating income                                   | 3,659       | 4,212       | 4,589       | 5,144       | 5,800       | 6,347       |             |             |               |             |             |  |
| 経常利益 Recurring profit                                   | 3,691       | 4,272       | 4,752       | 5,238       | 6,000       | 6,528       |             |             |               |             |             |  |
| 中間純利益 Net income  | 1,935       | 2,287       | 2,706       | 3,026       | 3,100       | 3,538       |             |             |               |             |             |  |
| 営業利益率(%) Operating income margin (%)                    | 5.7%        | 6.4%        | 7.1%        | 7.3%        | 7.7%        | 8.4%        |             |             |               |             |             |  |
| 売上総利益率(%) Gross profit margin (%)                       | 19.6%       | 19.6%       | 20.7%       | 20.8%       | 21.1%       | 21.8%       |             |             |               |             |             |  |
| 1株当たり中間純利益(円) Net income per share (yen) ※1             | 36.51       | 43.15       | 51.06       | 57.11       | 58.49       | 66.76       |             |             |               |             |             |  |
| 純資産 Net Assets  | 46,208      | 51,597      | 57,694      | 63,832      | —           | 70,755      |             |             |               |             |             |  |
| 総資産 Total assets  | 77,937      | 82,607      | 93,509      | 99,733      | —           | 108,929     |             |             |               |             |             |  |
| 研究開発費 R&D expenses                                      | 457         | 500         | 582         | 609         | —           | 615         |             |             |               |             |             |  |
| 設備投資 Capital expenditure                                | 1,136       | 625         | 714         | 5,913       | 800         | 900         |             |             |               |             |             |  |
| 減価償却費 Depreciation and amortization                     | 553         | 638         | 627         | 700         | 900         | 920         |             |             |               |             |             |  |
| 期末従業員数(人) Number of employees at end of period (jobs)   | 4,160       | 4,087       | 4,094       | 4,156       | —           | 4,328       |             |             |               |             |             |  |

※1 2004/3期以前は、2004/8月に実施した株式分割を考慮した遡及修正後の数値

Figures for the fiscal years ended in and before Mar. 2004 have been retroactively revised to reflect stock split made in Aug. 2004.

※2 ビジネスサービス事業の受注高及び受注残高には、2005年3月末に、新日本製鐵㈱向けサービスの受注高の把握方法を売上高計上時点での把握から、

契約締結時点での把握に変更したことによる影響額を含んでおります。影響額としては、2005年9月中間期受注高においては△320百万円、

同期末受注残高においては8,353百万円含まれております。

In terms of the order acceptance from Nippon Steel Corporation, the company changed its recognition timing from sales-recognition basis to contract-date basis on March 31, 2005.

Such change had a 320 million yen negative impact on order acceptance for the six-month period ended Sep. 2005 and an 8,353 million yen positive impact on order backlog at the end of the same period.

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

| (1)資産の部      |   | Assets                     | (単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted) |             |             |             |             |
|--------------|---|----------------------------|---|-------------|-------------|-------------|-------------|
|              |   |                            | 2003/9  | 2004/9      | 2005/9      | 2006/9      | 2007/9      |
|              |   |                            | (実績 Actual)   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) |
| 現金及び預金       | Cash and bank deposits                                      |                            | 13,024  | 11,682      | 11,199      | 6,512       | 6,800       |
| 預け金          | Deposited money   |                            | 9,236   | 6,676       | 12,951      | 19,567      | 17,216      |
| 受取手形及び売掛金    | Trade notes and accounts receivable                         |                            | 25,049  | 23,311      | 25,955      | 27,211      | 28,743      |
| 有価証券         | Short-term investments                                      |                            | —   | —           | —           | —           | 8,339       |
| たな卸資産        | Inventories   |                            | 12,332  | 10,456      | 12,599      | 11,934      | 12,712      |
| 繰延税金資産       | Deferred tax assets—current                                 |                            | 2,684   | 2,736       | 2,867       | 3,033       | 3,155       |
| その他          | Others  |                            | 958   | 688         | 438         | 582         | 877         |
| 貸倒引当金        | Allowance for doubtful accounts                             |                            | △ 22  | △ 17        | △ 16        | △ 14        | △ 212       |
| 流動資産合計       | Total current assets  |                            | 63,261  | 55,532      | 65,993      | 68,825      | 77,630      |
| 有形固定資産       | Property and Equipment                                      |                            | 4,987   | 4,760       | 4,555       | 10,029      | 9,574       |
| 無形固定資産       | Intangible fixed assets                                     |                            | 971   | 859         | 658         | 396         | 322         |
| 投資有価証券       | Investments in securities                                   |                            | 3,415   | 4,638       | 4,387       | 2,583       | 2,563       |
| 関係会社長期貸付金    | Long term loan-related party                                |                            | —   | 12,000      | 12,000      | 12,000      | 12,000      |
| 差入保証金        | Guarantee deposits  |                            | 2,136   | 1,702       | 2,039       | 2,135       | 2,696       |
| 繰延税金資産       | Deferred tax assets—non-current                             |                            | 2,285   | 2,787       | 3,614       | 3,442       | 3,829       |
| その他          | Others  |                            | 882   | 330         | 263         | 323         | 315         |
| 固定資産合計       | Total fixed assets  |                            | 14,676  | 27,075      | 27,516      | 30,908      | 31,299      |
| 資産合計         | Total Assets  |                            | 77,937  | 82,607      | 93,509      | 99,733      | 108,929     |
| (2)負債・純資産の部  |   | Liabilities and Net Assets |   |             |             |             |             |
|              |   |                            | 2003/9  | 2004/9      | 2005/9      | 2006/9      | 2007/9      |
|              |   |                            | (実績 Actual)   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) |
| 支払手形及び買掛金    | Trade notes and accounts payable                            |                            | 10,190  | 10,672      | 12,141      | 10,757      | 11,563      |
| 未払費用         | Accrued expenses  |                            | 3,753   | 1,976       | 2,369       | 2,405       | 2,265       |
| 未払法人税等       | Accrued income taxes  |                            | 2,092   | 1,933       | 2,133       | 2,270       | 2,620       |
| 賞与引当金        | Accrued bonuses to employees                                |                            | 4,846   | 5,565       | 5,584       | 5,595       | 5,818       |
| 前受金          | Advance receipts  |                            | 3,564   | 3,252       | 5,128       | 4,805       | 5,267       |
| 未払金          | Non-trade accounts payable                                  |                            | 959   | 749         | 678         | 493         | 901         |
| その他          | Others  |                            | 223   | 213         | 217         | 956         | 764         |
| 流動負債合計       | Total current liabilities                                   |                            | 25,627  | 24,360      | 28,251      | 27,281      | 29,198      |
| 退職給付引当金      | Accrued employees' retirement benefits                      |                            | 5,822   | 6,318       | 7,305       | 8,279       | 8,687       |
| その他          | Others  |                            | 280   | 332         | 260         | 342         | 289         |
| 固定負債合計       | Total non-current liabilities                               |                            | 6,102   | 6,650       | 7,565       | 8,621       | 8,976       |
| 資本金          | Common stock  |                            | 12,953  | 12,953      | 12,953      | 12,953      | 12,953      |
| 資本剰余金        | Additional paid-in capital                                  |                            | 9,950   | 9,950       | 9,950       | 9,950       | 9,950       |
| 利益剰余金        | Retained earnings   |                            | 22,660  | 27,396      | 33,487      | 39,964      | 46,738      |
| 再評価差額金       | Unrealized gain on revaluation of land                      |                            | △ 755   | △ 757       | △ 757       | △ 1,277     | △ 1,277     |
| その他有価証券評価差額金 | Unrealized gain on available-for-sale securities and others |                            | 294   | 803         | 609         | 552         | 354         |
| 少数株主持分       | Minority interests in consolidated subsidiaries             |                            | 1,106   | 1,252       | 1,453       | 1,690       | 2,037       |
| 純資産合計        | Total Net Assets  |                            | 46,208  | 51,597      | 57,694      | 63,832      | 70,755      |
| 負債・純資産合計     | Total Liabilities and Net Assets                            |                            | 77,937  | 82,607      | 93,509      | 99,733      | 108,929     |

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

中間財務情報 First Half Financial Information  
**3.要約連結損益計算書** Condensed Consolidated Income Statements

(単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2003/9 |          | 2004/9 |          | 2005/9 |          | 2006/9 |          | 2007/9 |          |
|---|--------|----------|--------|----------|--------|----------|--------|----------|--------|----------|
|   | (実績)   | (Actual) | (実績)   | (Actual) | (実績)   | (Actual) | (実績)   | (Actual) | (実績)   | (Actual) |
| 売上高 Net sales   | 64,574 |          | 65,723 |          | 64,764 |          | 70,089 |          | 75,955 |          |
| 売上原価 Cost of sales  | 51,939 |          | 52,810 |          | 51,334 |          | 55,536 |          | 59,424 |          |
| 売上総利益 Gross profit  | 12,635 |          | 12,914 |          | 13,429 |          | 14,553 |          | 16,531 |          |
| 販売費及び一般管理費 Selling, general and administrative expenses       | 8,976  |          | 8,701  |          | 8,840  |          | 9,409  |          | 10,184 |          |
| 営業利益 Operating income   | 3,659  |          | 4,212  |          | 4,589  |          | 5,144  |          | 6,347  |          |
| 営業外収益 Non-operating income                                    | 43     |          | 98     |          | 187    |          | 111    |          | 199    |          |
| 営業外費用 Non-operating expenses                                  | 11     |          | 38     |          | 23     |          | 17     |          | 18     |          |
| 経常利益 Recurring profit   | 3,691  |          | 4,272  |          | 4,752  |          | 5,238  |          | 6,528  |          |
| 特別利益 Extraordinary profit                                     | —      |          | 14     |          | 3      |          | 7      |          | —      |          |
| 特別損失 Extraordinary loss                                       | —      |          | 10     |          | —      |          | 5      |          | 5      |          |
| 税金等調整前中間純利益 Income before income taxes and minority interests | 3,691  |          | 4,276  |          | 4,756  |          | 5,241  |          | 6,523  |          |
| 法人税、住民税及び事業税 Income taxes:Current                             | 2,253  |          | 1,970  |          | 2,113  |          | 2,095  |          | 2,679  |          |
| 法人税等調整額 Income taxes:Deferred                                 | △ 578  |          | △ 44   |          | △ 145  |          | 2      |          | 119    |          |
| 少数株主利益 Minority interests                                     | 81     |          | 63     |          | 82     |          | 117    |          | 186    |          |
| 中間純利益 Net income  | 1,935  |          | 2,287  |          | 2,706  |          | 3,026  |          | 3,538  |          |

**売上原価の内訳 Breakdown of cost of sales**

|                      |        |  |        |  |        |  |        |  |        |  |
|----------------------|--------|--|--------|--|--------|--|--------|--|--------|--|
| 労務費 Labor cost       | 14,266 |  | 13,966 |  | 13,854 |  | 14,357 |  | 15,197 |  |
| 材料費 Material cost    | 16,818 |  | 19,463 |  | 16,339 |  | 18,614 |  | 17,123 |  |
| 外注費 Subcontract cost | 15,062 |  | 16,027 |  | 21,238 |  | 21,319 |  | 22,858 |  |
| その他 Others           | 5,793  |  | 3,353  |  | △ 298  |  | 1,246  |  | 4,246  |  |

**販売費及び一般管理費の内訳 Breakdown of selling, general and administrative expenses**

|  |       |  |       |  |       |  |       |  |       |  |
|--|-------|--|-------|--|-------|--|-------|--|-------|--|
| 労務費 Labor cost                                   | 4,049 |  | 3,688 |  | 3,870 |  | 4,066 |  | 4,338 |  |
| 営業支援費 Operating expense for acceptance of orders | 1,310 |  | 1,405 |  | 1,421 |  | 1,455 |  | 1,737 |  |
| その他 Others                                       | 3,617 |  | 3,608 |  | 3,550 |  | 3,888 |  | 4,109 |  |

|                    |     |  |     |  |     |  |     |  |     |  |
|--------------------|-----|--|-----|--|-----|--|-----|--|-----|--|
| 研究開発費 R&D expenses | 457 |  | 500 |  | 582 |  | 609 |  | 615 |  |
|--------------------|-----|--|-----|--|-----|--|-----|--|-----|--|

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

(単位: 百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2003/9      |             | 2004/9      |             | 2005/9      |             | 2006/9      |             | 2007/9      |             |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) |
| 税金等調整前中間純利益 Income before income taxes and minority interests                                     | 3,691       | 4,276       | 4,756       | 5,241       | 6,523       |             |             |             |             |             |
| 減価償却費 Depreciation and amortization   | 553         | 638         | 627         | 700         | 920         |             |             |             |             |             |
| 退職給付引当金の増減額 Increase in accrued for employees' retirement benefits, net of payments               | 343         | 276         | 365         | 469         | 429         |             |             |             |             |             |
| 投資有価証券評価損 Impairment loss of investments in securities  | —           | 10          | —           | 3           | 5           |             |             |             |             |             |
| 売上債権の増減額 Decrease (increase) in accounts receivable   | 13,230      | 14,151      | 11,311      | 7,023       | 10,495      |             |             |             |             |             |
| たな卸資産の増減額 Decrease (increase) in inventories  | △ 3,223     | △ 3,421     | △ 5,097     | △ 4,300     | △ 1,973     |             |             |             |             |             |
| その他流動資産の増減額 Decrease (increase) in other current assets   | 209         | △ 3         | 42          | △ 11        | △ 346       |             |             |             |             |             |
| 仕入債務の増減額 Decrease (increase) in accounts payable  | △ 13,288    | △ 6,560     | △ 5,200     | △ 4,934     | △ 6,059     |             |             |             |             |             |
| その他 Others  | △ 453       | △ 2,577     | △ 615       | 591         | △ 243       |             |             |             |             |             |
| 小計 Subtotal   | 1,062       | 6,789       | 6,188       | 4,782       | 9,751       |             |             |             |             |             |
| 法人税等の支払額 Income taxes paid  | △ 2,769     | △ 3,097     | △ 3,844     | △ 3,737     | △ 4,447     |             |             |             |             |             |
| その他 Others  | 22          | 40          | 104         | 94          | 184         |             |             |             |             |             |
| 営業活動によるキャッシュフロー Net cash provided by operating activities   | △ 1,685     | 3,732       | 2,448       | 1,139       | 5,488       |             |             |             |             |             |
| 定期預金の預入による支出 Payments for time deposits   | —           | —           | —           | —           | △ 1,000     |             |             |             |             |             |
| 有価証券の取得による支出 Acquisition of short-term investment securities                                      | —           | —           | —           | —           | △ 3,006     |             |             |             |             |             |
| 有形・無形固定資産の取得による支出 Expenditures for purchase of property and equipment and intangible fixed assets | △ 1,135     | △ 625       | △ 714       | △ 5,913     | △ 900       |             |             |             |             |             |
| 投資有価証券の取得による支出 Acquisition of investments in securities   | △ 40        | △ 305       | △ 1         | △ 1         | △ 341       |             |             |             |             |             |
| 貸付けによる支出 Payments of long-term loan   | —           | △ 12,000    | —           | —           | —           |             |             |             |             |             |
| その他 Others  | 48          | 546         | △ 176       | △ 158       | △ 395       |             |             |             |             |             |
| 投資活動によるキャッシュフロー Net cash used for investing activities  | △ 1,127     | △ 12,384    | △ 890       | △ 6,072     | △ 5,642     |             |             |             |             |             |
| 配当金の支払額 Dividends paid  | △ 530       | △ 464       | △ 510       | △ 662       | △ 927       |             |             |             |             |             |
| その他 Others  | △ 52        | △ 46        | —           | △ 51        | △ 81        |             |             |             |             |             |
| 財務活動によるキャッシュフロー Net cash provided by financing activities   | △ 582       | △ 509       | △ 510       | △ 713       | △ 1,008     |             |             |             |             |             |
| 現金及び現金同等物に係る換算差額 Effect of exchange rate changes on cash and cash equivalents                     | —           | 0           | 3           | △ 0         | 2           |             |             |             |             |             |
| 現金及び現金同等物の増減額 Net increase (decrease) in cash and cash equivalents                                | △ 3,394     | △ 9,162     | 1,051       | △ 5,646     | △ 1,161     |             |             |             |             |             |
| 現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of year                                     | 25,654      | 27,519      | 23,099      | 31,725      | 29,510      |             |             |             |             |             |
| 現金及び現金同等物の中間期末残高 Cash and cash equivalents at end of period                                       | 22,260      | 18,357      | 24,150      | 26,079      | 28,349      |             |             |             |             |             |

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

中間財務情報 First Half Financial Information

5.単独業績概要 Outline of Non-consolidated Business Results

(単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2003/9      |             | 2004/9      |             | 2005/9      |             | 2006/9        |             | 2007/9      |  |
|---|-------------|-------------|-------------|-------------|-------------|-------------|---------------|-------------|-------------|--|
|   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (見通し Outlook) | (実績 Actual) | (実績 Actual) |  |
| 受注高 Amount of order acceptance                          | 65,493      | 69,298      | 67,718      | 72,801      | —           | 78,098      |               |             |             |  |
| 業務ソリューション Business solutions                            | 35,057      | 35,423      | 36,171      | 41,900      | —           | 47,951      |               |             |             |  |
| 基盤ソリューション Platform solutions                            | 10,602      | 13,311      | 10,596      | 10,447      | —           | 8,583       |               |             |             |  |
| ビジネスサービス Business services                              | 19,834      | 20,564      | 20,951 ※2   | 20,454      | —           | 21,564      |               |             |             |  |
| 期末受注残高 Order backlog at end of period                   | 29,112      | 28,634      | 42,187      | 43,623      | —           | 50,127      |               |             |             |  |
| 業務ソリューション Business solutions                            | 18,402      | 16,027      | 19,009      | 21,290      | —           | 28,293      |               |             |             |  |
| 基盤ソリューション Platform solutions                            | 2,150       | 2,635       | 3,079       | 2,834       | —           | 3,529       |               |             |             |  |
| ビジネスサービス Business services                              | 8,560       | 9,972       | 20,099 ※2   | 19,499      | —           | 18,305      |               |             |             |  |
| 売上高 Net sales   | 57,656      | 58,634      | 57,670      | 62,549      | 66,500      | 67,871      |               |             |             |  |
| 業務ソリューション Business solutions                            | 29,109      | 28,006      | 28,086      | 32,970      | 35,500      | 37,927      |               |             |             |  |
| 基盤ソリューション Platform solutions                            | 10,453      | 12,486      | 10,950      | 11,202      | 12,000      | 9,068       |               |             |             |  |
| ビジネスサービス Business services                              | 18,094      | 18,142      | 18,634      | 18,377      | 19,000      | 20,876      |               |             |             |  |
| 売上総利益 Gross profit                                      | 10,433      | 10,885      | 11,201      | 11,744      | 12,800      | 13,599      |               |             |             |  |
| 販売費及び一般管理費 Selling, general and administrative expenses | 7,635       | 7,350       | 7,598       | 7,784       | 8,400       | 8,512       |               |             |             |  |
| 営業利益 Operating income                                   | 2,798       | 3,535       | 3,603       | 3,960       | 4,400       | 5,087       |               |             |             |  |
| 経常利益 Recurring profit                                   | 3,041       | 3,729       | 3,898       | 4,281       | 4,800       | 5,588       |               |             |             |  |
| 中間純利益 Net income  | 1,747       | 2,148       | 2,381       | 2,698       | 2,800       | 3,331       |               |             |             |  |
| 営業利益率(%) Operating income margin (%)                    | 4.9%        | 6.0%        | 6.2%        | 6.3%        | 6.6%        | 7.5%        |               |             |             |  |
| 売上総利益率(%) Gross profit margin (%)                       | 18.1%       | 18.6%       | 19.4%       | 18.8%       | 19.2%       | 20.0%       |               |             |             |  |
| 業務ソリューション Business solutions                            | 20.4%       | 20.9%       | 20.5%       | 22.2%       | 22.0%       | 21.7%       |               |             |             |  |
| 基盤ソリューション Platform solutions                            | 14.6%       | 14.7%       | 19.9%       | 17.9%       | 18.0%       | 20.8%       |               |             |             |  |
| ビジネスサービス Business services                              | 16.5%       | 17.6%       | 17.6%       | 13.1%       | 15.0%       | 16.6%       |               |             |             |  |
| 1株当たり中間純利益(円) Net income per share (yen) ※1             | 32.97       | 40.53       | 44.92       | 50.90       | 52.83       | 62.84       |               |             |             |  |
| 純資産 Net Assets  | 41,148      | 45,610      | 50,406      | 55,549      | —           | 60,969      |               |             |             |  |
| 総資産 Total assets  | 72,105      | 76,371      | 86,709      | 92,574      | —           | 101,095     |               |             |             |  |
| 1株当たり配当金(円) Cash dividends per share (yen) ※1           | 8.75        | 8.75        | 12.50       | 17.50       | 20.00       | 20.00       |               |             |             |  |
| 研究開発費 R&D expenses                                      | 446         | 453         | 547         | 588         | —           | 601         |               |             |             |  |
| 設備投資 Capital expenditure                                | 1,025       | 371         | 656         | 5,839       | 700         | 833         |               |             |             |  |
| 減価償却費 Depreciation and amortization                     | 520         | 611         | 580         | 617         | 900         | 872         |               |             |             |  |
| 期末従業員数(人) Number of employees at end of period (jobs)   | 2,124       | 2,128       | 2,125       | 2,155       | —           | 2,256       |               |             |             |  |

※1 2004/3期以前は、2004/8月に実施した株式分割を考慮した遡及修正後の数値  
 Figures for the fiscal years ended in and before Mar. 2004 have been retroactively revised to reflect stock split made in Aug. 2004.

※2 ビジネスサービス事業の受注高及び受注残高には、2005年3月末に、新日本製鐵㈱向けサービスの受注高の把握方法を売上高計上時点での把握から、契約締結時点での把握に変更したことによる影響額を含んでおります。影響額として、2005年9月中間期受注高においては△320百万円、同期末受注残高においては8,353百万円含まれております。

In terms of the order acceptance from Nippon Steel Corporation, the company changed its recognition timing from sales-recognition basis to contract-date basis on March 31, 2005. Such change had a 320 million yen negative impact on order acceptance for the six-month period ended Sep. 2005 and an 8,353 million yen positive impact on order backlog at the end of the same period.

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

(1)資産の部 Assets

(単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|           |                                     | 2003/9      | 2004/9      | 2005/9      | 2006/9      | 2007/9      |
|-----------|-------------------------------------|-------------|-------------|-------------|-------------|-------------|
|           |                                     | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) |
| 現金及び預金    | Cash and bank deposits              | 12,274      | 10,531      | 10,050      | 5,149       | 4,552       |
| 預け金       | Deposited money                     | 8,903       | 6,020       | 12,337      | 18,876      | 17,016      |
| 受取手形及び売掛金 | Trade notes and accounts receivable | 21,704      | 20,506      | 22,916      | 23,863      | 25,313      |
| 有価証券      | Short-term investments              | —           | —           | —           | —           | 7,999       |
| たな卸資産     | Inventories                         | 11,805      | 9,887       | 11,880      | 11,230      | 12,413      |
| 繰延税金資産    | Deferred tax assets—current         | 1,579       | 1,673       | 1,691       | 1,861       | 1,889       |
| その他       | Others                              | 1,188       | 830         | 769         | 962         | 1,224       |
| 貸倒引当金     | Allowance for doubtful accounts     | △ 14        | △ 13        | △ 12        | △ 9         | △ 209       |
| 流動資産合計    | Total current assets                | 57,439      | 49,435      | 59,631      | 61,932      | 70,197      |
| 有形固定資産    | Property and Equipment              | 4,786       | 4,602       | 4,289       | 9,728       | 9,268       |
| 無形固定資産    | Intangible fixed assets             | 882         | 818         | 603         | 370         | 306         |
| 投資有価証券    | Investments in securities           | 1,938       | 3,033       | 2,649       | 2,401       | 2,376       |
| 関係会社長期貸付金 | Long term loan-related party        | —           | 12,000      | 12,000      | 12,000      | 12,000      |
| 差入保証金     | Guarantee deposits                  | 1,793       | 1,372       | 1,709       | 1,800       | 2,290       |
| 繰延税金資産    | Deferred tax assets—non-current     | 2,397       | 2,305       | 3,051       | 2,787       | 3,101       |
| その他       | Others                              | 2,870       | 2,806       | 2,777       | 1,556       | 1,557       |
| 固定資産合計    | Total fixed assets                  | 14,666      | 26,936      | 27,078      | 30,642      | 30,898      |
| 資産合計      | Total Assets                        | 72,105      | 76,371      | 86,709      | 92,574      | 101,095     |

(2)負債・純資産の部 Liabilities and Net Assets

|               |   | 2003/9      | 2004/9      | 2005/9      | 2006/9      | 2007/9      |
|---------------|---|-------------|-------------|-------------|-------------|-------------|
|               |   | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) | (実績 Actual) |
| 支払手形及び買掛金     | Trade notes and accounts payable                            | 10,641      | 11,163      | 12,577      | 10,816      | 12,715      |
| 未払費用          | Accrued expenses  | 3,145       | 1,495       | 2,088       | 2,512       | 1,794       |
| 未払法人税等        | Accrued income taxes  | 1,507       | 1,560       | 1,526       | 1,670       | 1,986       |
| 賞与引当金         | Accrued bonuses to employees                                | 2,986       | 3,394       | 3,334       | 3,245       | 3,439       |
| 前受金           | Advance receipts  | 3,558       | 3,225       | 5,086       | 4,631       | 5,241       |
| 未払金           | Non-trade accounts payable                                  | 186         | 135         | 90          | 116         | 95          |
| その他           | Others  | 3,903       | 4,289       | 5,381       | 6,964       | 7,518       |
| 流動負債合計        | Total current liabilities                                   | 25,926      | 25,262      | 30,082      | 29,954      | 32,788      |
| 退職給付引当金       | Accrued employees' retirement benefits                      | 4,867       | 5,301       | 6,067       | 6,882       | 7,231       |
| その他           | Others  | 164         | 198         | 154         | 188         | 106         |
| 固定負債合計        | Total non-current liabilities                               | 5,031       | 5,499       | 6,221       | 7,070       | 7,337       |
| 資本金           | Common stock  | 12,953      | 12,953      | 12,953      | 12,953      | 12,953      |
| 資本剰余金         | Additional paid-in capital                                  | 9,950       | 9,950       | 9,950       | 9,950       | 9,950       |
| 利益剰余金         | Retained earnings   | 18,706      | 22,661      | 27,666      | 33,390      | 39,019      |
| 再評価差額金        | Unrealized gain on revaluation of land                      | △ 755       | △ 757       | △ 757       | △ 1,277     | △ 1,277     |
| その他有価証券評価差額金他 | Unrealized gain on available-for-sale securities and others | 294         | 803         | 594         | 533         | 324         |
| 純資産合計         | Total Net Assets  | 41,148      | 45,610      | 50,406      | 55,549      | 60,969      |
| 負債・純資産合計      | Total Liabilities and Net Assets                            | 72,105      | 76,371      | 86,709      | 92,574      | 101,095     |

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.

中間財務情報 First Half Financial Information

7.要約単独損益計算書 Condensed Non-consolidated Income Statement s

(単位:百万円(他に指定ない限り) Millions of Yen, except as otherwise noted)

|   | 2003/9 |         | 2004/9 |         | 2005/9 |         | 2006/9 |         | 2007/9 |         |
|---|--------|---------|--------|---------|--------|---------|--------|---------|--------|---------|
|   | (実績)   | Actual) | (実績)   | Actual) | (実績)   | Actual) | (実績)   | Actual) | (実績)   | Actual) |
| 売上高 Net sales   | 57,656 |         | 58,634 |         | 57,670 |         | 62,549 |         | 67,871 |         |
| 売上原価 Cost of sales                                      | 47,223 |         | 47,749 |         | 46,469 |         | 50,805 |         | 54,272 |         |
| 売上総利益 Gross profit                                      | 10,433 |         | 10,885 |         | 11,201 |         | 11,744 |         | 13,599 |         |
| 販売費及び一般管理費 Selling, general and administrative expenses | 7,635  |         | 7,350  |         | 7,598  |         | 7,784  |         | 8,512  |         |
| 営業利益 Operating income                                   | 2,798  |         | 3,535  |         | 3,603  |         | 3,960  |         | 5,087  |         |
| 営業外収益 Non-operating income                              | 248    |         | 231    |         | 311    |         | 327    |         | 530    |         |
| 営業外費用 Non-operating expenses                            | 5      |         | 37     |         | 16     |         | 6      |         | 29     |         |
| 経常利益 Recurring profit                                   | 3,041  |         | 3,729  |         | 3,898  |         | 4,281  |         | 5,588  |         |
| 特別利益 Extraordinary profit                               | —      |         | 8      |         | 5      |         | 7      |         | —      |         |
| 特別損失 Extraordinary loss                                 | —      |         | 10     |         | —      |         | 5      |         | 5      |         |
| 税引前中間純利益 Income before income taxes                     | 3,041  |         | 3,727  |         | 3,903  |         | 4,283  |         | 5,582  |         |
| 法人税、住民税及び事業税 Income taxes:Current                       | 1,653  |         | 1,577  |         | 1,511  |         | 1,522  |         | 2,064  |         |
| 法人税等調整額 Income taxes:Deferred                           | △ 359  |         | 3      |         | 11     |         | 63     |         | 187    |         |
| 中間純利益 Net income  | 1,747  |         | 2,148  |         | 2,381  |         | 2,698  |         | 3,331  |         |

売上原価の内訳 Breakdown of cost of sales

|                      |        |  |        |  |         |  |         |  |        |  |
|----------------------|--------|--|--------|--|---------|--|---------|--|--------|--|
| 労務費 Labor cost       | 7,460  |  | 7,329  |  | 7,116   |  | 7,395   |  | 7,964  |  |
| 材料費 Material cost    | 15,250 |  | 17,860 |  | 14,711  |  | 17,190  |  | 16,233 |  |
| 外注費 Subcontract cost | 19,350 |  | 19,881 |  | 24,950  |  | 25,276  |  | 27,528 |  |
| 賃借料 Rental expense   | 2,640  |  | 2,265  |  | 2,062   |  | 2,302   |  | 2,120  |  |
| その他 Others           | 2,523  |  | 414    |  | △ 2,370 |  | △ 1,358 |  | 427    |  |

販売費及び一般管理費の内訳 Breakdown of selling, general and administrative expenses

|  |       |  |       |  |       |  |       |  |       |  |
|--|-------|--|-------|--|-------|--|-------|--|-------|--|
| 労務費 Labor cost                                   | 3,220 |  | 2,888 |  | 2,974 |  | 3,078 |  | 3,280 |  |
| 営業支援費 Operating expense for acceptance of orders | 1,250 |  | 1,327 |  | 1,334 |  | 1,455 |  | 1,636 |  |
| 業務委託費 Subcontract cost                           | 765   |  | 788   |  | 939   |  | 835   |  | 928   |  |
| 減価償却費 Depreciation and amortization              | 83    |  | 56    |  | 65    |  | 80    |  | 84    |  |
| その他 Others                                       | 2,317 |  | 2,291 |  | 2,286 |  | 2,336 |  | 2,584 |  |
| 研究開発費 R&D expenses                               | 446   |  | 453   |  | 547   |  | 588   |  | 601   |  |

巻末の開示事項をご覧ください。 Please see the important disclosures at the end of this material.



本資料には当社又は当社役員の当社の営業成績及び財政状態に関する意図、意見又は現時点の予想と関連する将来予想が記載されております。従って、この将来予想は、歴史的事実でも将来の業績を保証するものでもないため、リスクと不確定な要素を含んでおります。実際の業績は様々な要因により異なる可能性があります。当社は、この将来予想を、これらの変化要因を反映するために修正することを保証するものではありません。

#### 財務諸表の開示について

当社連結財務諸表及び、個別財務諸表につきましては、日本の証券取引法及びそれに関連する会計規則、日本基準における一般会計原則に従って作成されております。そのため国際財務報告基準とは開示方法が異なる部分がありますのでご注意ください。

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.

#### Basis of Presenting Financial Statements

The accompanying financial statements of the Company and its consolidated subsidiaries have been prepared in accordance with the provisions set forth in the Japanese securities and Exchange Law and its related accounting regulations, and in conformity with accounting principles generally accepted in Japan (“Japanese GAAP”), which are different in certain respects as to application and disclosure requirements from International Financial Reporting Standards.