



The Marketing Chain Management Company

Profile

The Marketing Chain Management Company

We put up a corporate slogan, "Marketing Chain Management", which is also our outsourcing concept we have developed out of our extensive experience, for transforming the way we conceptualize and practice marketing in the 21st century. We can hardly imagine our daily-life and business without the Internet performing as the infrastructure. We are supporting direct communications among real-time marketing activities, consumers and companies through our synchronized services between call and contact center.

People

Our top-notch staff, who are able to fulfill their roles right down to the finest details

People & Technology

Technology

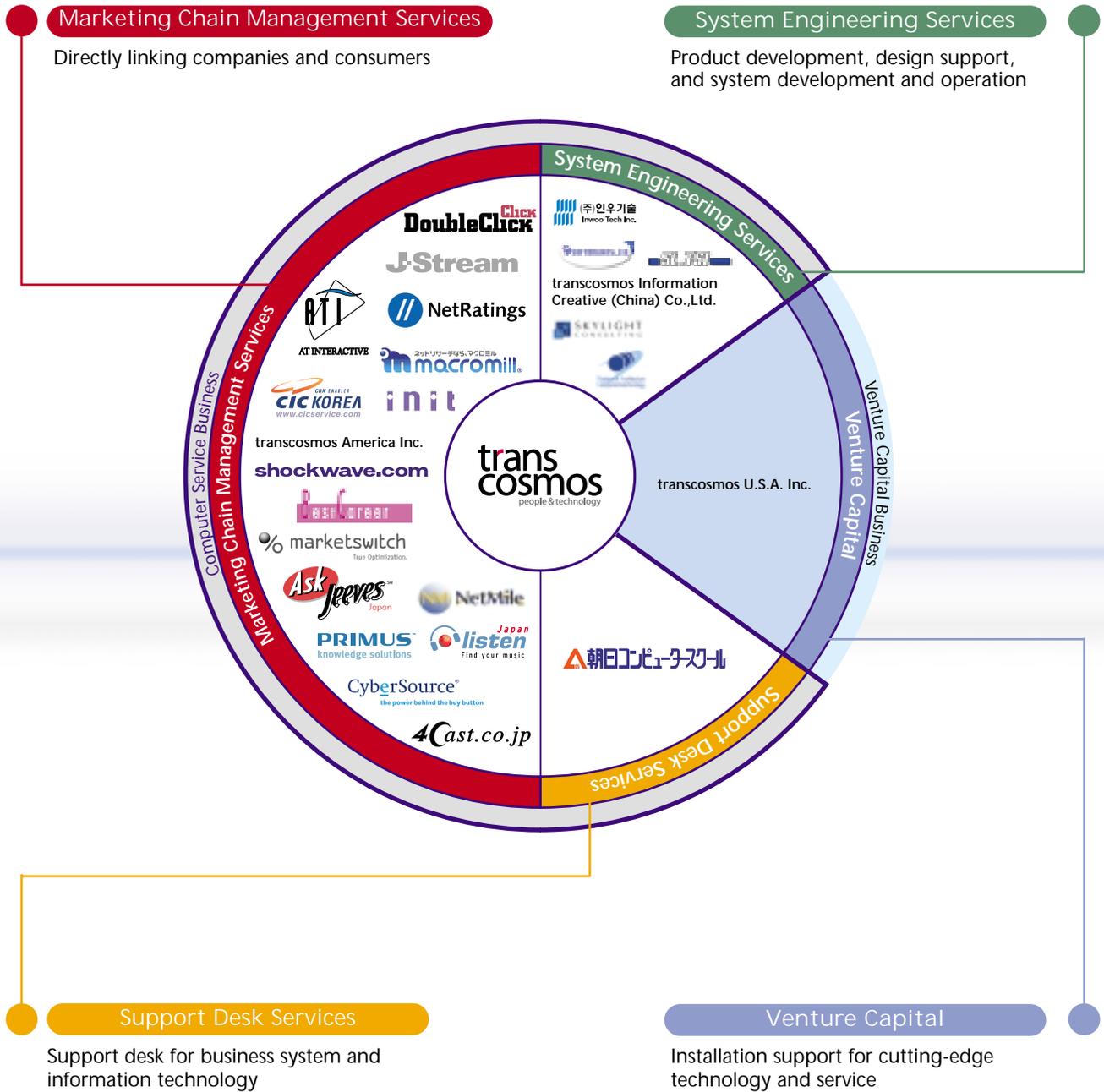
The optimal IT solutions we are able to find for our clients by constantly monitoring the latest technology trends in search of ever-more-effective solutions.

Corporate philosophy

Client satisfaction is the true value of our company, and the growth of each of our employees creates the value that shapes our future.

- Commitment to our clients
- Commitment to our employees
- Commitment to society and our shareholders

Group Formation



Top Management Message



Founder & Group CEO
transcosmos inc.

Koki Okuda

transcosmos has been a pioneer of Japan's information-processing outsourcing business since the company's inception in 1966. We have consistently worked to raise the level of satisfaction among our clients by combining outstanding people with the latest information technology to deliver high-value-added services.

Bringing people and technology together to increase our value-added is the enduring foundation



Chairman & CEO
transcosmos inc.

Koji Funatsu

The spread of broadband, VoIP, and other similar advanced technologies to ordinary consumers is making the links between businesses and their customers more direct and interactive. Such changes are spurring dramatic transformations in corporate marketing.

In recognition of such fundamental changes in the contemporary business environment, we have launched a plan to better fulfill our role as The Marketing Chain Management Company. We define



President & COO
transcosmos inc.

Masataka Okuda

Telephone, Web, email, audio, and video communications are fusing around a common internet protocol, opening a dynamic, integrated, new channel of communication with functionality that goes light-years beyond the telephone. This makes internet technology and know-how essential for today's call center/contact center.

We now make outbound contacts that we once handled solely through telemarketing, for example, richer and more interactive with the addition of internet options. Moreover, we now use internet

of our business, and we express this in our logo, with the words "People & Technology," which we adopted at the end of 2001. We support operational innovation with outsourcing services staffed by highly experienced personnel who use the latest technology to meet the increasingly diversified needs of our clients.

We adopted the corporate slogan, "The Marketing Chain Management Company," on April 1,

2002, 37 years after our foundation; this is to mark a new stage in our development, one in which we focus on enhancing the competitiveness of our clients by enabling them to link directly with their customers.

This corporate vision permeates every company in our group, informing and enhancing our services.

our business activities under three major domains: 1) Marketing Chain Management Services, which directly connect our client businesses with their customers through a linkage between our Interactive Marketing Services and our Call Center/Contact Center Services; 2) Development Services, which include integration of client CRM and marketing systems, design support for product development, and systems management; and 3) Support Desk

Services, which we provide for client sites. Over the coming five years, we will be working toward increasing integration across these three domains.

technology as the basis of our contact-center infrastructure.

The internet is becoming an increasingly important channel through which we offer services at every stage of customer contact. Customers can access agents through online chat, for example, and receive support for products and services, ask for product information, and even complete purchases.

We have developed our CRM business by steadily adopting the latest internet technologies. Examples include J-Stream, supporting live internet

streaming video; DoubleClick, distributing advertising and content based on finely segmented target data; and NetRatings, the largest panel-based online audience measurement service in Japan. transcosmos applies such technologies to enhance our clients' e-commerce capabilities, achieving an organic linkage between CRM and salespromotion activities. Now that's Marketing Chain Management.



Questions and Answers

Q Could you describe your view of market conditions in fiscal 2003 and how you plan to address them?

A In fiscal 2003, we expect harsh global employment conditions and slumping stock markets, coupled with tumultuous international political conditions. We thus see little prospect of corporate earnings picking up and think consumer spending is likely to remain weak.

In this context, we believe our sector will continue to enjoy continued high demand for outsourcing as a means of reducing costs. We see a continuing trend of companies' moving call center/contact center and support desk tasks out of house and, rather than assigning them to other companies in their corporate group, outsourcing them to professional specialists who have the latest technologies and highly trained staff. But as service prices fall and competition intensifies, outsourcers are also being called upon to enhance their IT capabilities and their ability to offer comprehensive solutions.

To take advantage of the opportunities this harsh business climate presents, we at transcosmos have enhanced, and continue to enhance, our organization according to our Marketing Chain Management concept. Our goal is to satisfy all of clients' marketing chain needs with outstanding specialist personnel and leading-edge technologies.

We are therefore working to raise operating margins by providing higher value-added services, while also undertaking enterprise-wide initiatives to dramatically reduce costs and raise gross margins as a matter of course.

Q Could you describe your service domains?

A We classify our principal consolidated segments into Information Services and Venture Capital. We further

divide Information Services into four domains: 1) Marketing Chain Management Services, which include Call Center/Contact Center and Interactive Marketing; 2) Support Desk Services, which include Business System Support Desk Services and IT Support Desk Services; 3) Development Services, which include systems development, maintenance, and CAD-based design services; and 4) Overseas Services, which take information services we have developed and refined in Japan and adapt and deploy them in Asia and elsewhere. We conceive our service domains as reflections of our corporate vision and as bridges linking diverse fields with each other.

Q Could you discuss market characteristics and trends facing each service domain?

A Marketing Chain Management Services Domain. The call center/contact center market in Japan was worth some ¥300 billion in fiscal 2001, according to data on company results from the Nihon Ryutsu Sangyo Shimbun's Ninth Telemarketing Sales Survey. But this market's double-digit growth has slowed to single digits as unit prices have trended down under on deflationary concerns. At the same time, clients are demanding ever-higher levels of service quality, which makes sharp service differentiation a key survival requirement for call center/contact center outsourcers operating in a market where larger players have been gaining share with each passing year. The internet advertising market, a latent source of interactive marketing demand, is growing and could expand about 20% to ¥100 billion in 2003, according to the May 26, 2003, evening edition of the Nihon Keizai Shimbun. On this basis, we estimate that this domain is worth about ¥400 billion in Japan, of which we hold about a 10% share. We are growing this share and expanding sales by enhancing our industry-specific sales structures and focusing on the manufacturing and retail-distribution sectors.

System Engineering Services Domain.

The market for CAD outsourcing services is experiencing growth in demand from the automotive and aerospace industries. In the system-services area, broadly defined domestic IT investment was ¥12.3 trillion in 2001, though IDC Japan estimates that growth slowed to 0.1% in 2002. The services field has been slower to develop in Japan than in the United States, so we see significant room for growth. We believe latent demand for IT outsourcing is especially strong among small and medium-sized companies, which means medium-term growth potential. We intend to use our strongholds in Kanto, Chubu, and Kansai to bolster our sales to blue chip clients, win new orders for development and design support and system development, strengthen our human resources, and improve profit margins. Our service divisions in Western Japan are working to win new clients in the Chubu, Kansai, and Kyushu regions.

Support Desk Services Domain.

Total investment in software and IT in Japan was about ¥5.3 trillion in 2000, according to the Japanese version of the 2002 White Paper on Information and Communications in Japan from the Ministry of Public Management, Home Affairs, Posts, and Telecommunications. IDC Japan estimates that investment in IT services grew 4.3% year-on-year to ¥5.8 trillion in fiscal 2002. Meanwhile, demand for outsourcing services is rising as companies continue to seek ways to cut costs. IDC Japan forecasts 2.4% growth in services in fiscal 2003, a solid level compared to growth levels in the hardware and software markets. Moreover, corporate IT investment is increasingly shifting away from systems-integration services that bundle hardware, software, and services, toward a more neutral policy of selecting hardware, software, and services separately based on criteria such as changing business conditions and the

contributions these make to customer satisfaction. We deliver services in this domain chiefly through our Business System Support Desk Services and IT Support Desk Services, and also provide ERP support and other services.

Q Could you discuss your business portfolio and management of group companies?

A transcosmos Group has 44 subsidiaries (including 39 consolidated and two equity-method subsidiaries) and 17 affiliates (including 14 equity-method affiliates).

We divide Information Services into three business domains: 1) Marketing Chain Management Services, which connect our clients with their customers through integrated services provided by our Interactive Marketing Services and Call Center/Contact Center Services; 2) Development Services, which include product development and design support, systems integration, and systems management outsourcing; and 3) Support Desk Services, which provide support through Business System Support Desks and IT Support Desks at client sites. All transcosmos group companies work together to provide a comprehensive selection of integrated outsourcing services. We also continuously monitor leading-edge technology trends, and investigate, research, and invest in business development to raise the value-added of our services.

Q Could you describe your Venture Capital business?

A We believe growth in our Information Services businesses requires us to continuously develop services that will reduce costs and raise value-added. transcosmos opened its San Francisco office in 1989 to monitor technology trends in the United States—home of the world’s most advanced outsourcing market—and work to bring outstanding technologies to Japan. We have acquired many of the CRM, database, and marketing-support technologies we use today through such business-development efforts.

Looking ahead, we plan to sell our investment holdings in companies we believe lack sufficient synergies with our own operations. We intend to sell cautiously, monitoring market prices for listed shares, and seeking business partners to buy unlisted shares. We plan to retain our shares in companies we do see synergies with, and invest in helping them grow.

Q Could you describe your thinking on corporate governance?

A Our approach to corporate governance is built on our basic management ideals and our management objectives, which together form our corporate philosophy and define the code of conduct for our employees. In building the structure of our organization and implementing appropriate policies, we strive to maintain the trust the public and our shareholders place in us by running our company in the interest of all stakeholders. To adeptly meet new business needs as they emerge from the rapidly evolving IT systems milieu, we must continually define new strategies and promptly implement new ways of running our business. To allow us to make decisions more quickly and efficiently, and to help us create an internal system of checks and balances, we have established a three-part structure of top-level

responsibility: the Group CEO, who makes important decisions and oversees operations for the group; the parent-company CEO, who does the same for the parent; and the COO, who is in charge of coordinating and carrying out overall operations. We consider our service divisions and departments independent enterprises under the direction of their respective division managers, who are responsible for rapidly implementing business strategies and tactics. We believe this arrangement makes the results of such initiatives clear.

To ensure that all stakeholders are informed about our business policies and activities, we proactively and voluntarily disclose information that goes well beyond legal reporting requirements—and we are working steadily to expand the content of such disclosures. We also introduced stock options beginning in 2001 in a move designed to enhance enterprise value by aligning the interests of officers and top-level employees more closely with those of our shareholders.

Q Could you describe your basic approach to enhancing shareholder value?

A We position returning profits to shareholders among our top management priorities. Our fundamental policy—past, present, and future—is to distribute the results of our successes fairly to shareholders, while maintaining and enhancing our competitiveness by managing our service delivery and new service and technology development operations with a global perspective and adapting to the rapid advance of information systems and changes in the business environment. Our targets include double-digit gains in annual sales, gross margin growth, a recovery in recurring margin to at least 10%, a rapid recovery in net profit per share to at least ¥100, and increased return on equity.

transcosmos at a Glance

Outsourcing Services

Marketing Chain Management Services

Interactive Marketing

Call Center/Contact Center



(For work done for Microsoft at the MCM Service Division's Komagome Outsourcing Center)

Support Desk Services

Business System Support Desk

IT Support Desk



transcosmos inc.

Client Companies

System Engineering Services

Engineering Services

System Services

System Integration Services



(For engineering management work done in eastern Japan as part of the CAD Machine Design Support Service within the System Engineering Service Headquarters Engineering Solutions Service Division, East)

Global IT Services

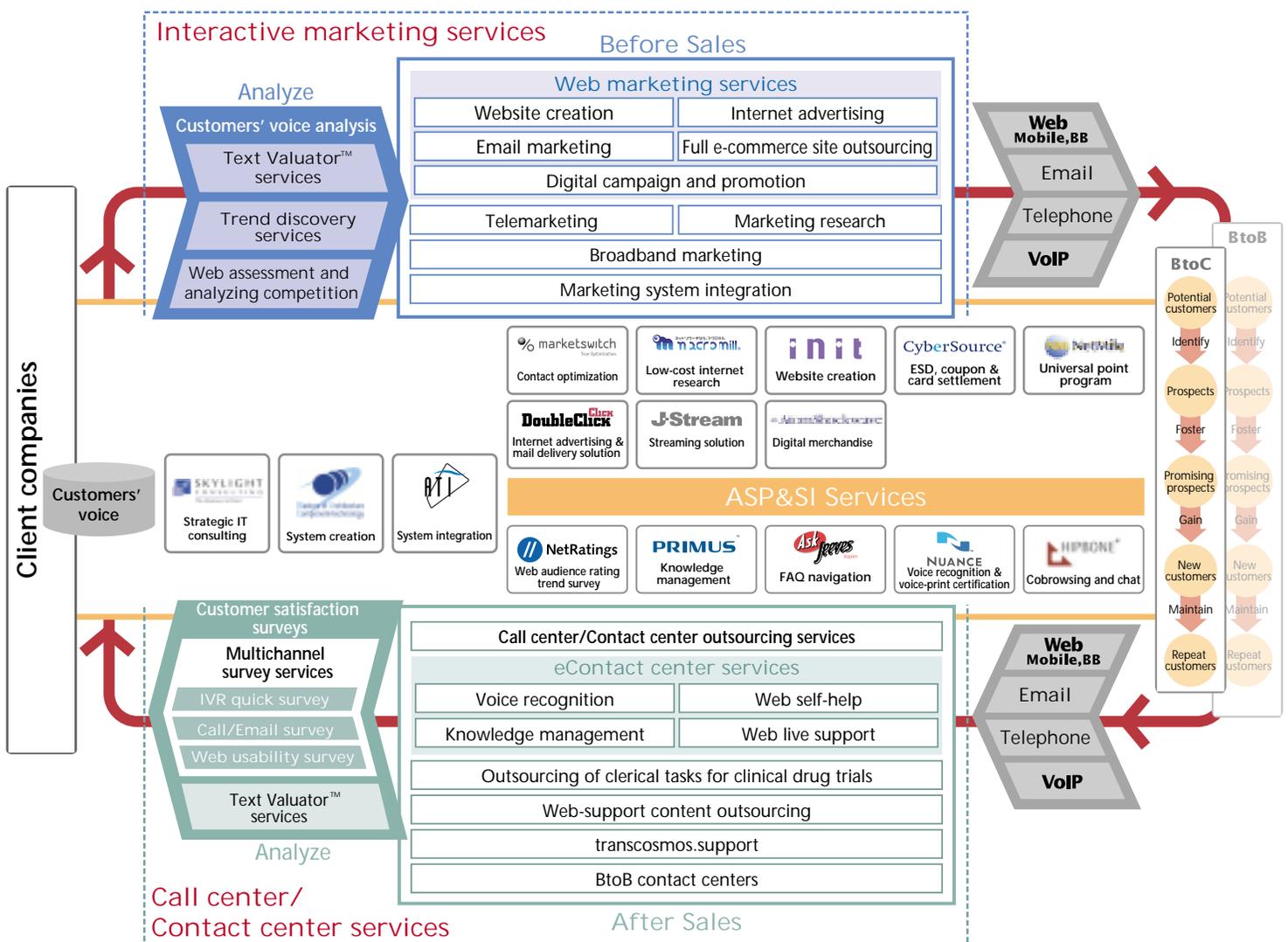


transcosmos Information Creative (China) Co., Ltd.

Marketing Chain Management Services

We believe new demand for outsourcing services linking consumers and companies will continue to emerge from rapid changes in the consumer IT environment ushered in by the spread of broadband access. To respond to it promptly, we continually update our service offerings to keep in step with our clients' needs for new services in addition to interactive marketing services and in-house call centers and contact centers. We support crucial process of transforming targeted potential customers and prospects into new customers through optimized communications that deepen customer recognition and understanding of products and services.

Concept of Marketing Chain Management Services

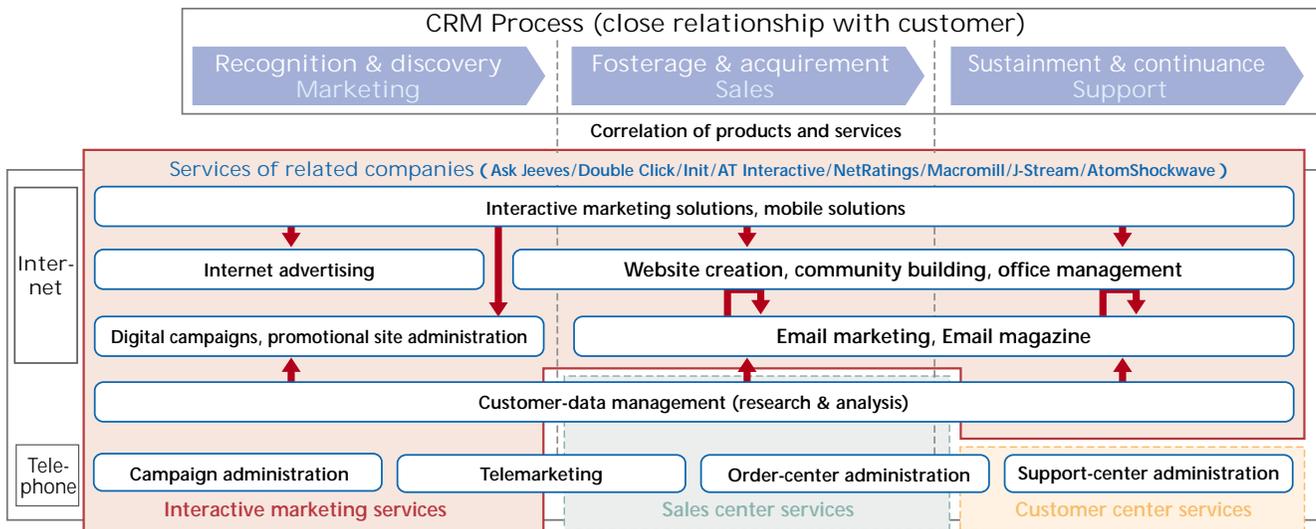


Interactive Marketing Services

We are providing interactive marketing services linking businesses with customers including monitoring internet industry trends and analyzing competition, Website creation, email marketing,

internet advertising, data mining, marketing research, video content production, marketing systems integration, and telemarketing.

Domain of Interactive Marketing Services

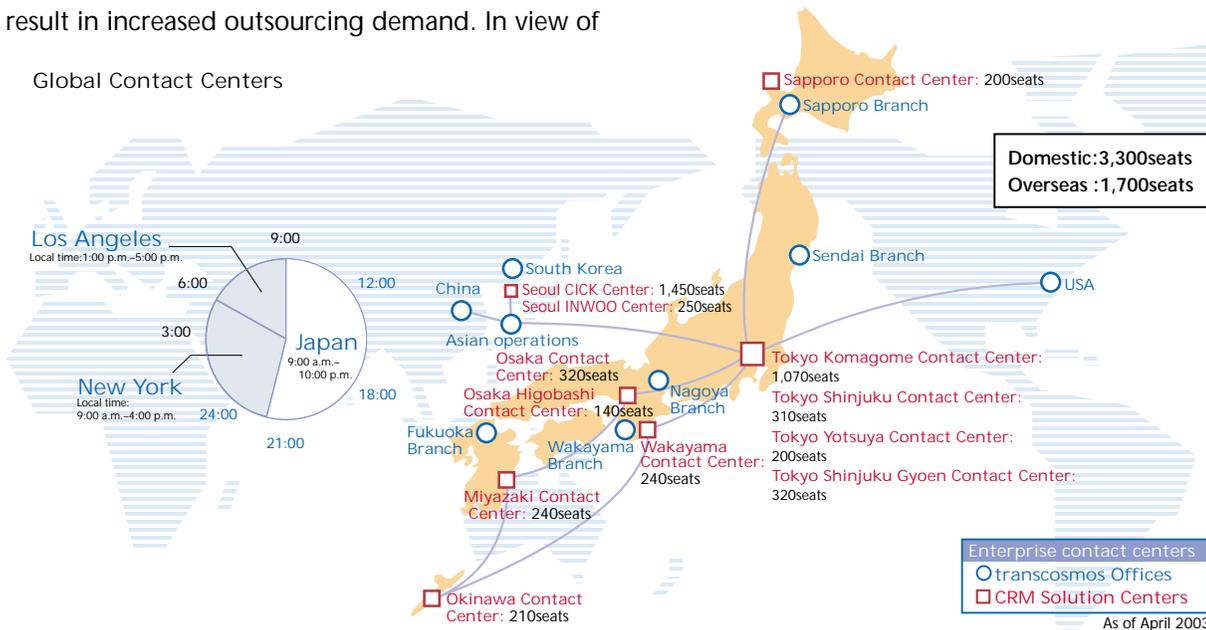


Call Center/Contact Center Services

To reduce spending on in-house call centers and contact centers comes to the fore as a way of management restructuring, and we expect this to result in increased outsourcing demand. In view of

this trend, we are further increasing the value our contact centers add and maintaining our competitiveness.

Global Contact Centers



Interactive Marketing Services

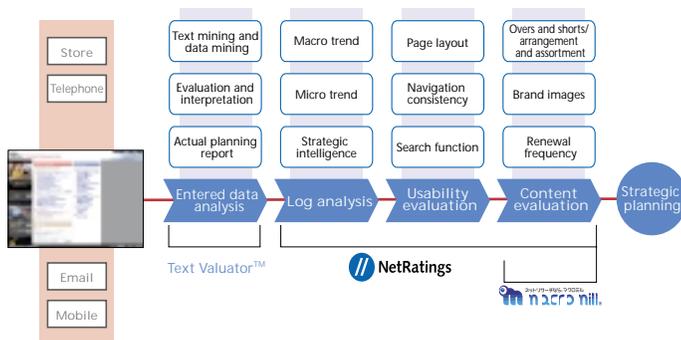
We believe the key is the quality of the feedback cycle between the voice of the customer and marketing strategy, and we offer competitive analysis using the latest internet technology, creation of interactive Websites based on survey data and the voice of the customer, and online promotions using customer databases. Our call center/contact center services and development services are designed to work in symbiosis with marketing systems integration and ongoing administrative outsourcing services.

Web Marketing Services

The contact points between our client companies and their customers are contact centers and Websites. To make client Websites more effective, we offer solution services that include Website assessment and competitive analysis, site-building, online promotions, and email marketing.

• Website assessment/Analyzing competition

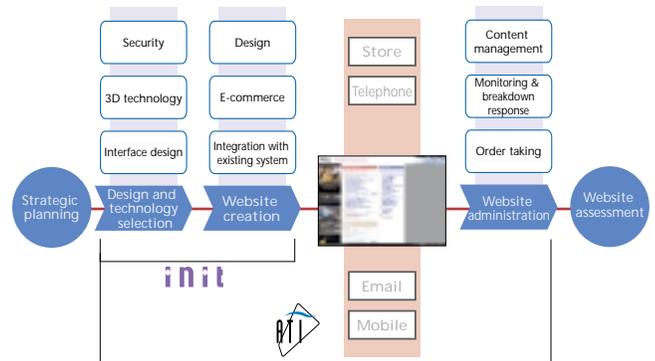
transcosmos helps clients get the most out of their Websites: We provide a clear picture of user trends, as well as evaluate site usability and content and survey competitive and industry trends.



Strategically transforming "customers' voice" into value-added information.

• Website creation services

transcosmos takes on complete Website projects, building or rebuilding Websites to increase brand value and give clients the site functionality and services they want.



• Internet advertising

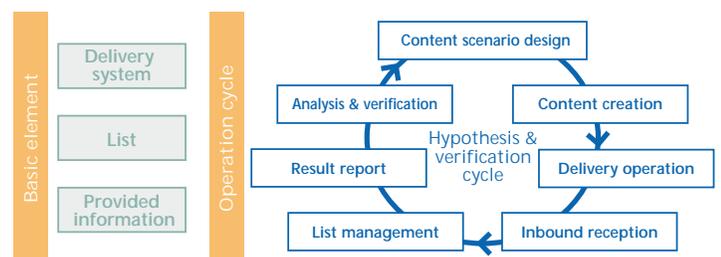
transcosmos provides internet advertising plans optimized to meet client objectives.

• Digital campaign and promotion

transcosmos supports client companies' marketing activities on the internet and mobile networks.

• Email marketing

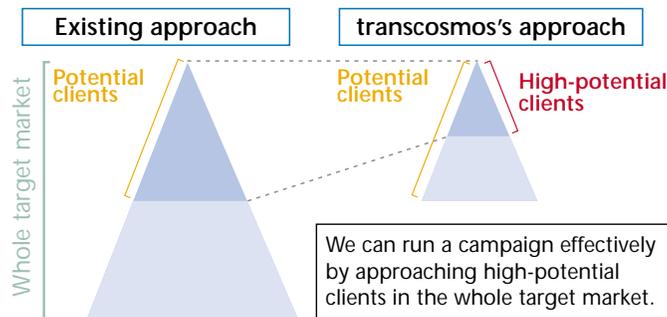
transcosmos works to enhance the success rates of clients' marketing efforts by using email effectively to cultivate prospects and encourage repeaters.



Tele-marketing Services

We support our clients and their customers by linking inbound and outbound tasks. A feature of our outsourcing is our scientific method for approaching clients' customers. It is built on leading-edge software from the United States that helps us deliver the information customers want with optimal timing and through the most appropriate channel—telephone, email, or direct mail. We research the market so we can report information critical to enhancing the quality of our clients' services. This research includes surveys of call center customer satisfaction, as well as our Mystery Call research, which develops comparisons with competitors.

Scientific Approach Method

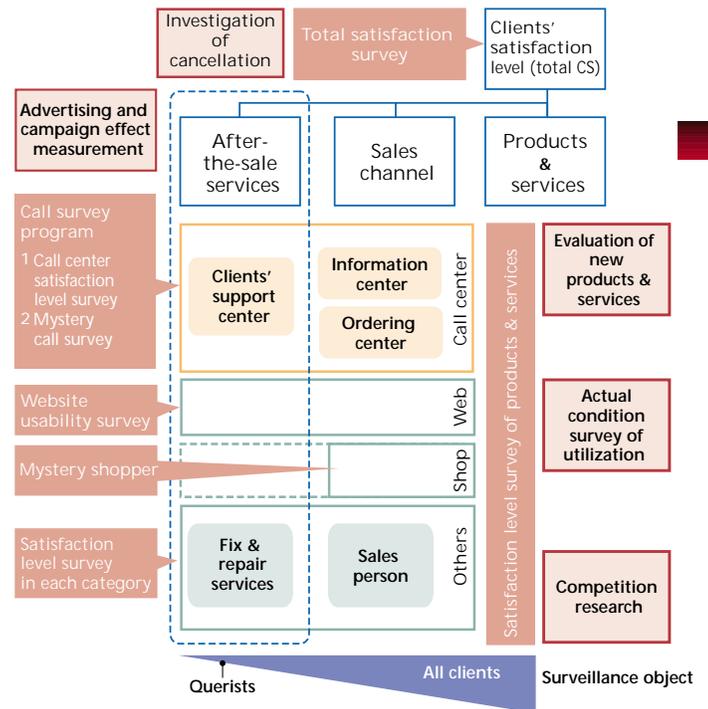


Streaming Solutions

Our Streaming Solutions deliver a wide variety of video content to users worldwide via high-quality, high-security, high-capacity, ubiquitous broadband environments.

- **5.1ch broadband live broadcasting service**
Live internet broadcasting with 5.1ch surround sound and DVD-quality video
- **ePresenter**
Internet presentations synchronizing concept and project proposals with video content
- **Digital Rights Management & Content Distribution Solution**
DRM technology enabling Web-based control (accesses, validity periods, etc.) via the Web

Marketing Research Flow



- **ScreenCast**
Conversion of images of on-screen actions, such as software operation procedures, into live streaming content for presentation at remote locations via the Web
- **Q-Me**
Personalized distribution of video advertising and other content, based on a combination of our AdServer advertising distribution technology and our streaming content distribution technology

Call Center/Contact Center Services

We believe that it is necessary for call center/contact center services to combine appropriate technology and properly trained people through advanced process management of processes. We emphasize that we staff our call centers/contact centers primarily with long-term, full-time employees for the reason of: 1) reliable skills grounded in awareness of process management; and 2) the value of continuous, long-term accumulation of know-how. We are gathering customers' voice on our database and analyzing it. We have also established call centers/contact centers in the United States to leverage time-zone differences to better provide round-the-clock support.

People

- Hiring skilled workers
- Appropriate human resource allocation
- Training implementation method, effect measurement and teaching method
- Tutorial based on multicareer path
- Incentive and reward

Process

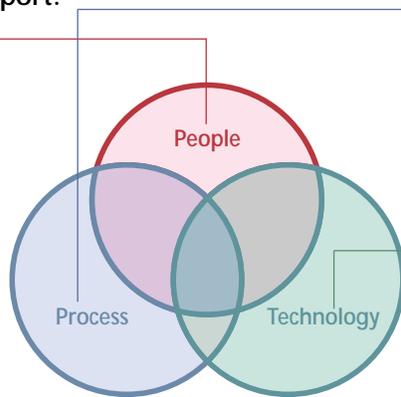
- Design of report line
- Shift managers
- Escalation flow
- Performance management and monitoring

- Communication
- Standardized customer response
- Information-sharing and cooperation with other functions

Technology

- ADC/IVR/CTI
- Call tracking system
- Email management system
- Knowledge & document management

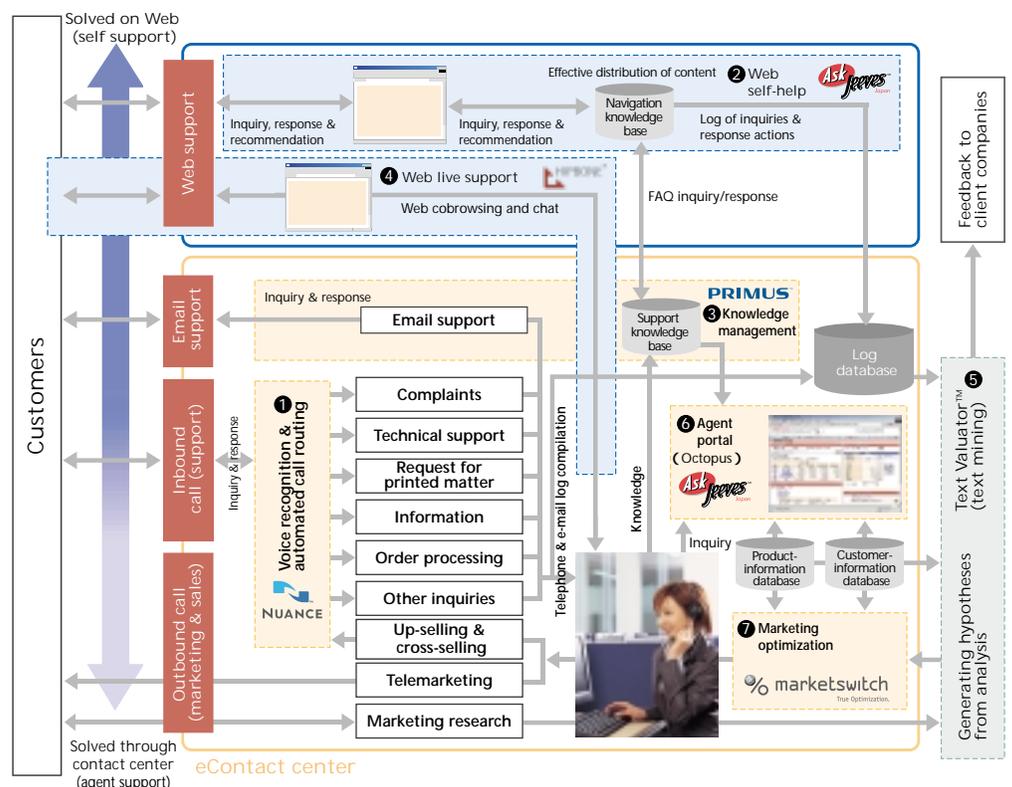
- Training with computer
- Web marketing system
- Data mining
- Utilization of VoIP



Call Center/Contact Center Solution Services

Call centers and contact centers are traditionally also cost centers. To turn them into profit centers, we add a sales function and automate any tasks that IT can handle to free up people for higher value-added work such as addressing difficult or complex questions and using customer databases for cross selling. transcosmos achieves increased value-added and reduces costs by deploying advanced technologies to automate our call centers/contact centers.

Overview of Next-Generation Contact Center

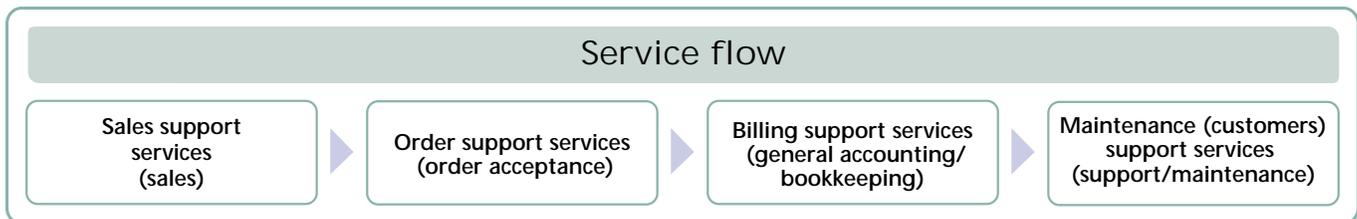


BtoB Contact Center Services

transcosmos's principal BtoB services are Sales Support Services, which enhance the impact and efficiency of clients' sales and marketing efforts; Order Support Services, which take over clients' order-taking operations; Billing Support Services, which verify and

collect on clients' accounts receivable; and Maintenance Support Services, which handles customer enquiries for maintenance service and consumables for clients.

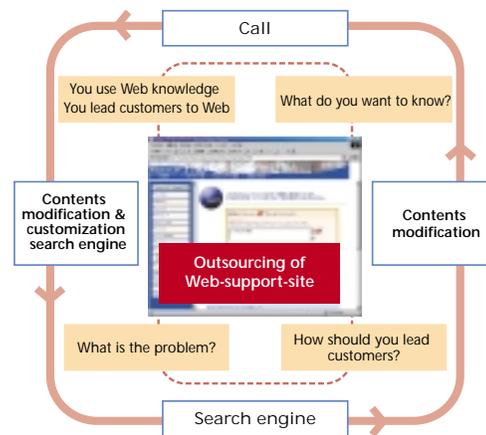
Concept of BtoB Contact Center



Web Support Contents Outsourcing Services

We provide end-to-end outsourcing services for Web-support content, from FAQ-content development to site management. We rapidly update and improve content based on what we learn from listening to customers through our contact centers.

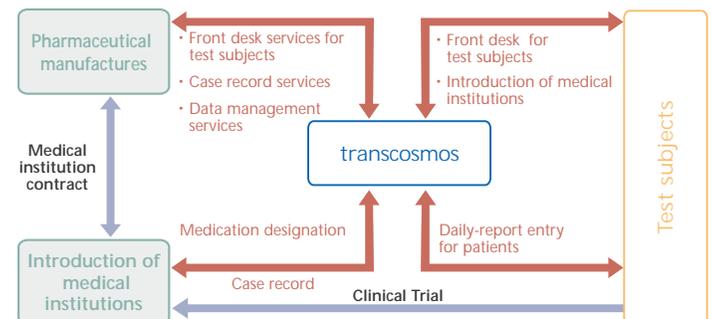
Concept of Web Support Site Management and Operation



Pharmaceutical Outsourcing Services

We develop and offer "clinical trial services" that streamline and accelerate the numerous clerical tasks attendant to new-drug development. During the essential clinical trial process, for example, we recruit participants and manage scheduling and trial data. Our DI Center Support Service for pharmaceutical companies provides a full range of services for handling enquiries about drugs and medications, covering all aspects from enquiry acceptance and operational organization and systems, to the set up of training programs.

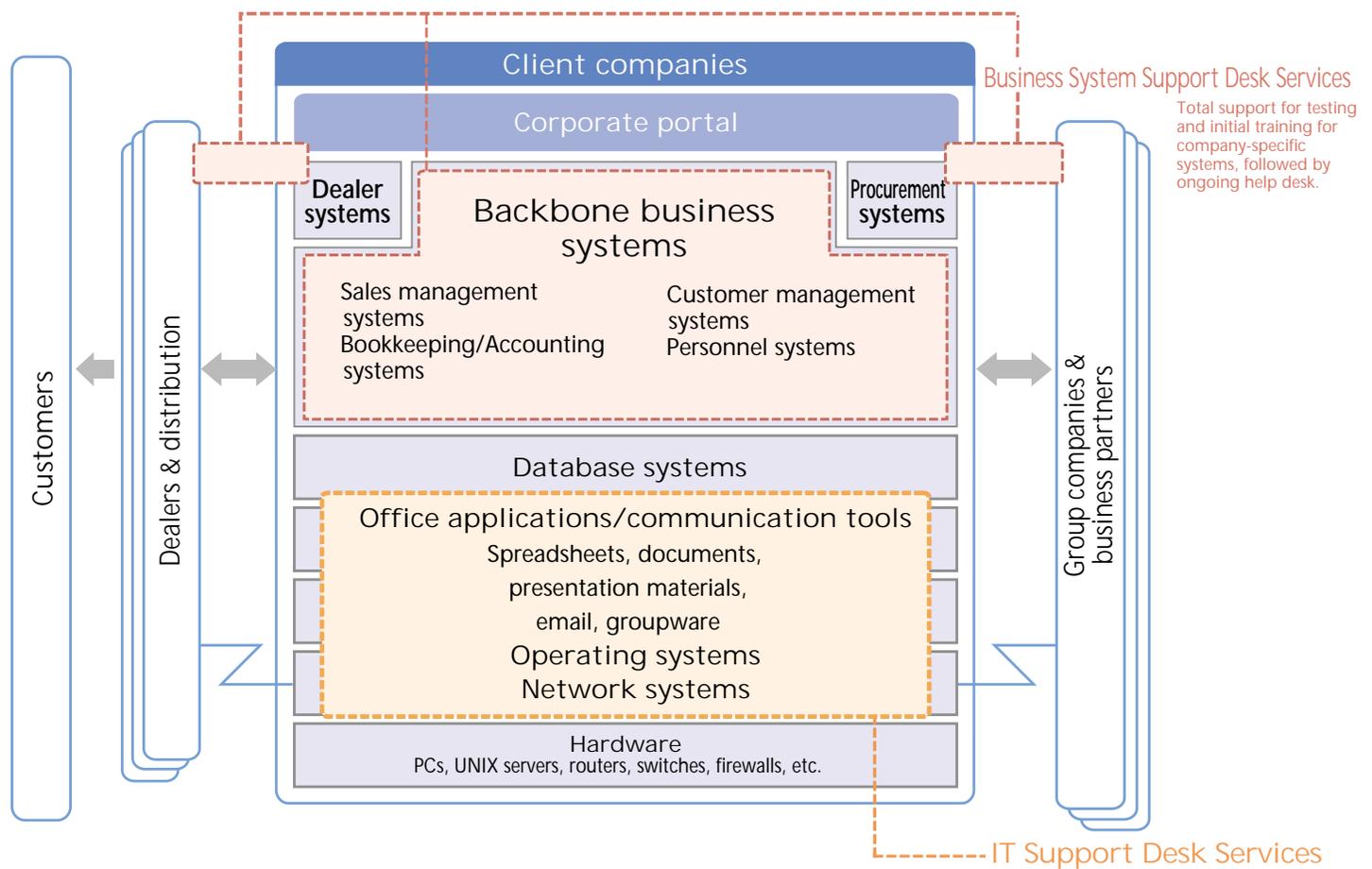
Concept of Clinical Trial Support Services



Support Desk Services

Our support desk services include systems consulting, implementation (launch), and testing, as well as administration. Our system administration services mainly provide the support desk, knowledge-database management, and administrator training. Coverage of our support desk services also extends beyond internal corporate services.

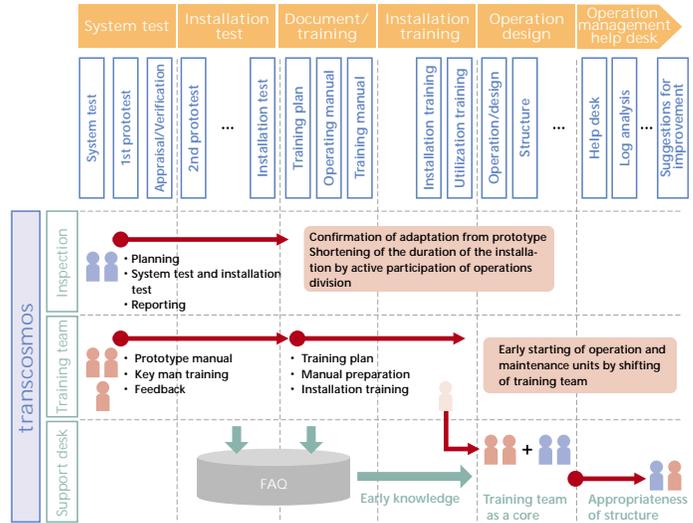
Concept of Support Desk Services



SAP R/3 Support Desk Services

SAP R/3 (ERP) Administration Services

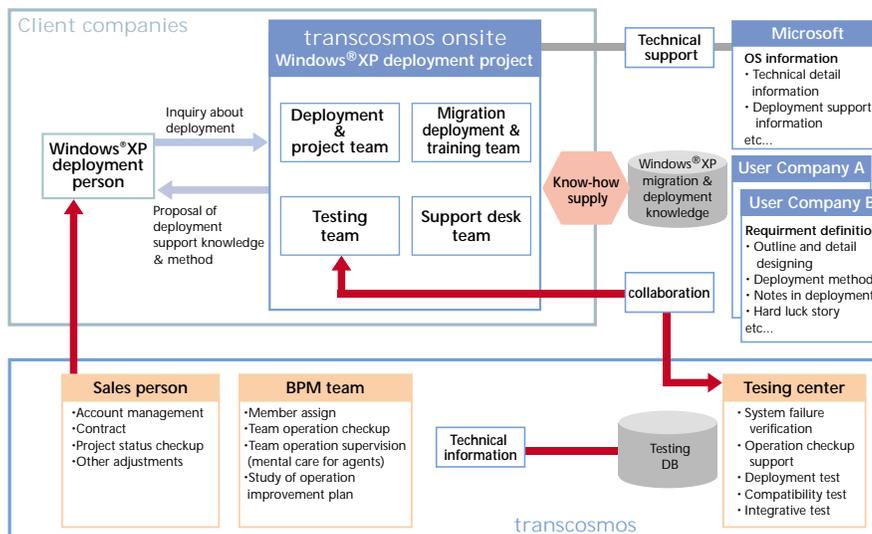
Our SAP R/3 (ERP) Support Desk Services strive to raise operational productivity before, during, and after system migrations. Before deployment, we harmonize divergent requirements between IT and operating departments and check the operational compatibility of current systems. Post-deployment, we work to eliminate discrepancies between the new IT system and new operating processes and structures, and to resolve migration delays.



Microsoft Windows XP Speed Migration Services

We provide an end-to-end solution for corporate and non-corporate organizations currently using Windows 95, 98, Me, or NT that want to migrate rapidly to Windows XP Professional Edition, which offers greatly enhanced reliability, stability, and security features.

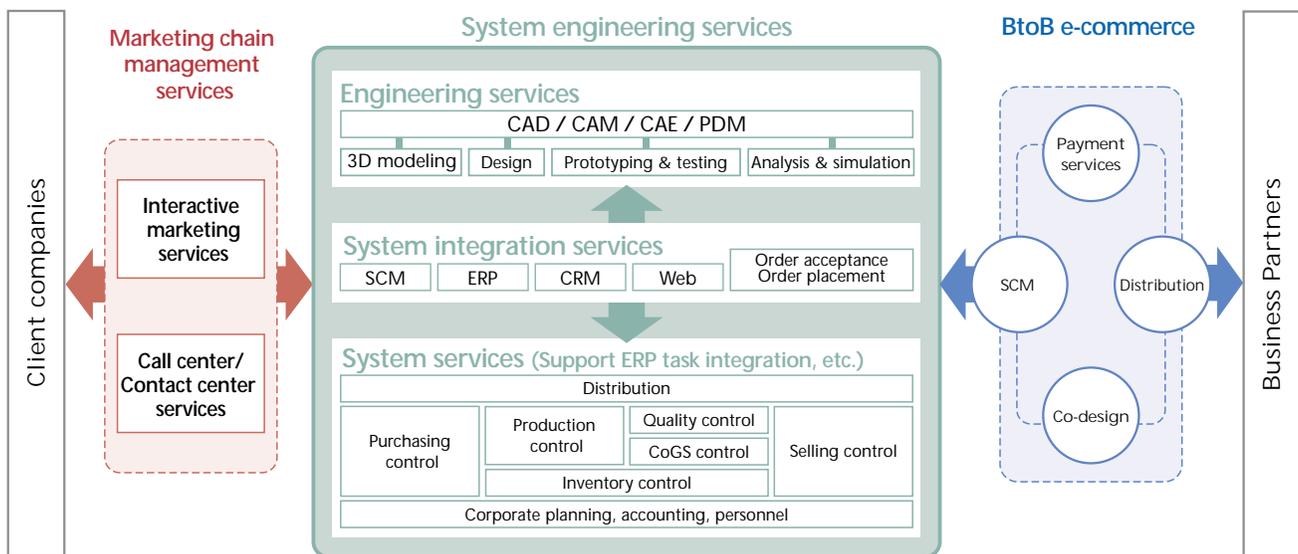
We provide reliable, expert support throughout this process, including testing to make sure everything is running perfectly, user training, and post-migration help-desk services and impact analysis.



System Engineering Services

With increasing globalization, money, merchandise, services, and business resources are moving across borders more than ever before. One result is that corporate-information strategies are becoming key elements in achieving greater efficiency and keeping proprietary information secure. As well as supporting clients in every detail of their distinct corporate information strategies, we provide a comprehensive suite of services that extends to optimizing product-making operations. This suite of services include Engineering Services which assist clients directly with making new products, System Services which provide on-site system support, and Systems Integration Services which use the latest information technologies backed by a forward-thinking awareness of long-term system-management issues.

Concept of System Engineering Services



Engineering Services

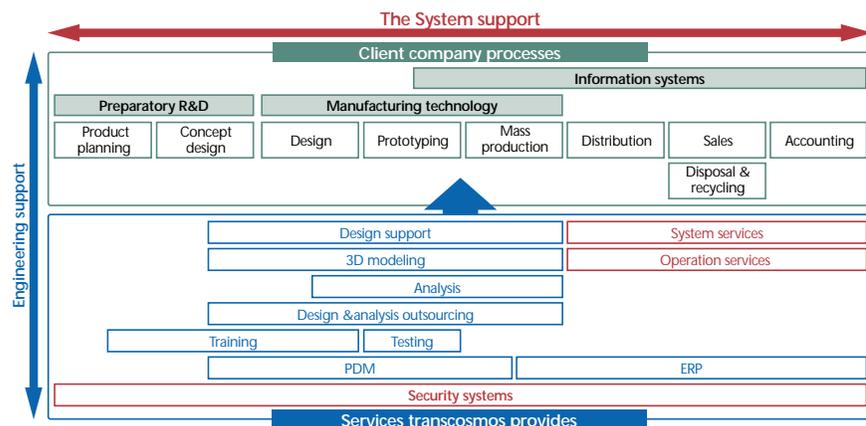
We support the full range of development and design activities by latest computer technologies based on advanced

CAD/CAM/CAE/PDM tools.

We anticipate the movement of manufacturing base shift to China and the Asian region by Japanese manufacturers, then we have concentrated our overseas service operations in East Asia and set up systems for providing on-site support

specific to each of our client's distinct fields and the countries they operate in.

Concept of Engineering Services

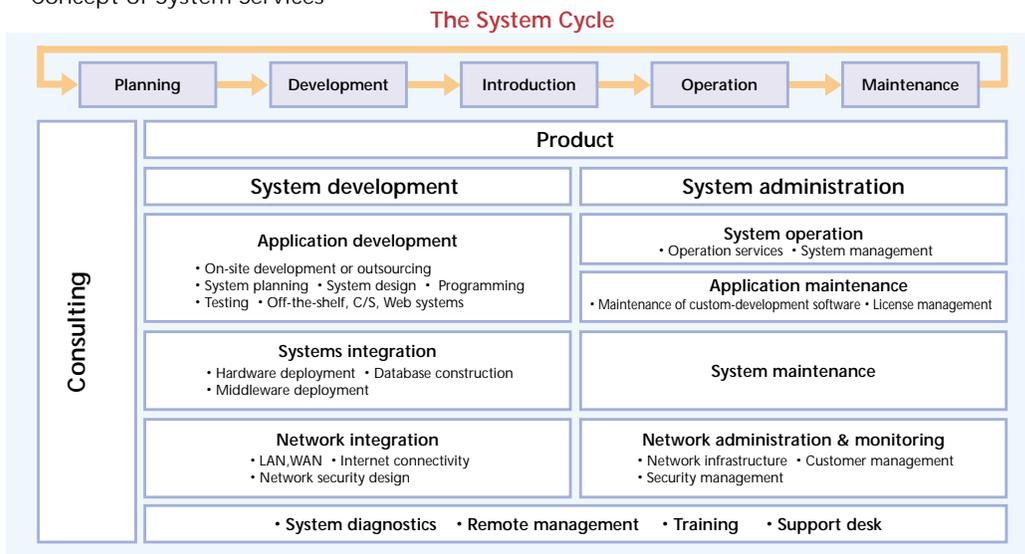


System Services

We provide on-site assignment of the appropriate engineers for every stage of the process – definition of requirements, design, application development, testing and launch – to support for deployment and

administration of back-office systems including backbone business systems in keeping with our clients’ corporate information strategies for both of off-the-shelf and open-source systems.

Concept of System Services

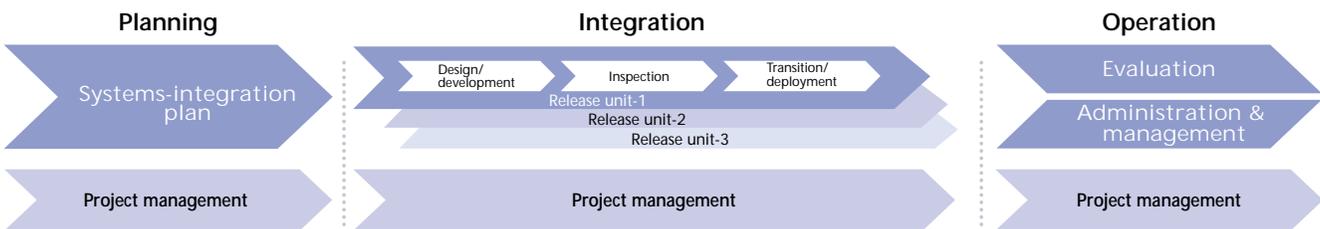


Systems Integration Services

We also offer the systems integration with stable quality such as CRM by adopting our original systems integration method called “compass” to all projects along with providing the process from IT consulting

to planning merged with know-how from contact center service operation and latest marketing technologies.

Compass™ Systems Integration Methodology



Compass™ is transcosmos Group’s proprietary systems-integration methodology. It incorporates and standardizes the know-how, rules of thumb, and procedures that we have accumulated over many years of experience in systems-integration project management. transcosmos and Skylight Consulting jointly developed Compass™





transcosmos U.S.A. Inc.
Seattle Headquarters

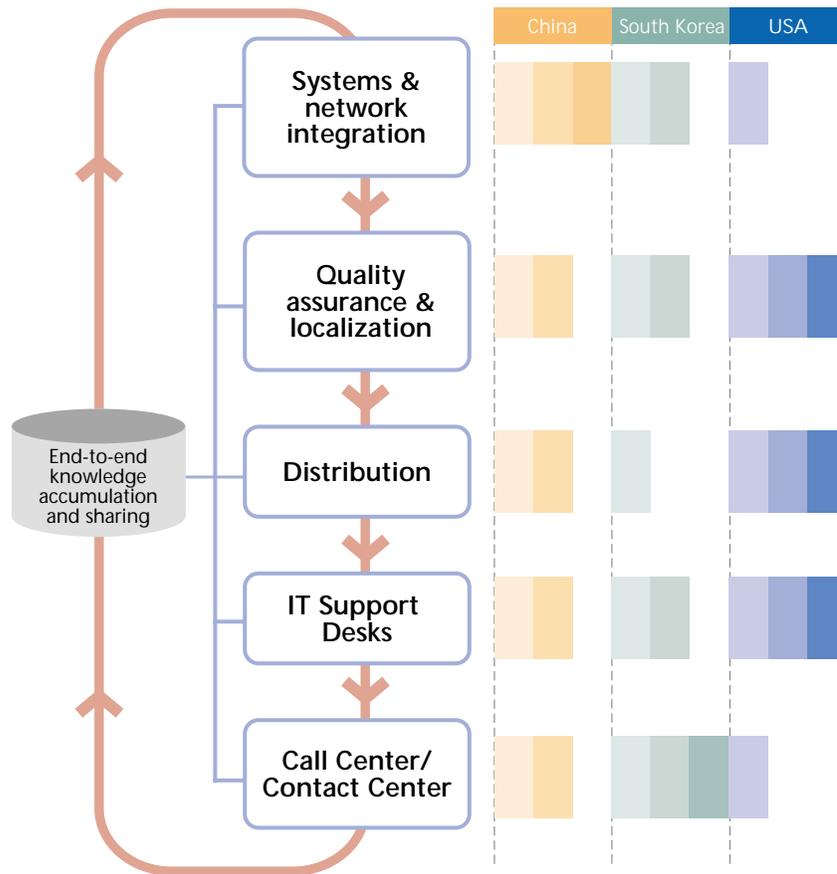


transcosmos U.S.A. Inc.
San Francisco Branch

Global IT Support Services

Reflecting on the paradigm shift among Japanese manufacturers on the manufacturing base's transfer to China and other Asian regions, we support our client company's business globally.

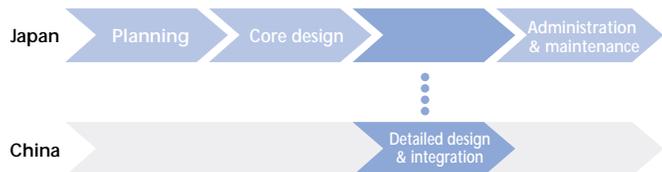
Scope of Overseas Services



Systems Integration/Network Integration Services

transcosmos Information Creative Co., Ltd., a wholly owned subsidiary in China, performs high-quality systems development tasks for Japanese clients at a low price. We acquired ISO 9001 certification in 2001.

Japan-China Systems Development Workflow



transcosmos America Inc.
Los Angeles Headquarterstranscosmos America Inc.
New York Branchtranscosmos Information Creative
(China) Co., Ltd. Tianjin Headquarterstranscosmos Information Creative
(China) Co., Ltd. Shanghai Office

Customer Interaction Center Korea



transcosmos Engineering Taipei Inc.

Quality Assurance & Localization

Quality assurance of products and services is highly important for global company in overseas markets. We employ staffs who are highly skilled in the languages our clients need quality-assurance work done in. We also maintain the linguistic expertise to provide software localization services.

Quality Assurance & Localization Model



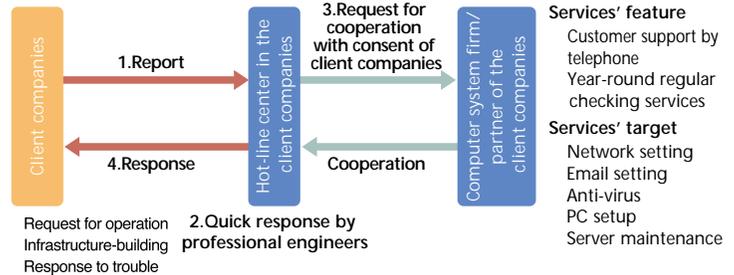
Distribution Services

transcosmos is highly effective at providing sales, support, and distribution routes overseas. We sell many types of hardware and Japanese-language software through a network of some 1,300 overseas dealers. We also offer bilingual support services in Japanese and English.

Support Desk Services

We provide staff capable of providing support desk services in English, Chinese, Korean, Japanese, and other languages, mainly to Japanese corporate clients. We not only break through the language barrier, but do so with a complete range of fine-tuned, flexible services in each language.

Hot-line Services



Call Center/Contact Center Services

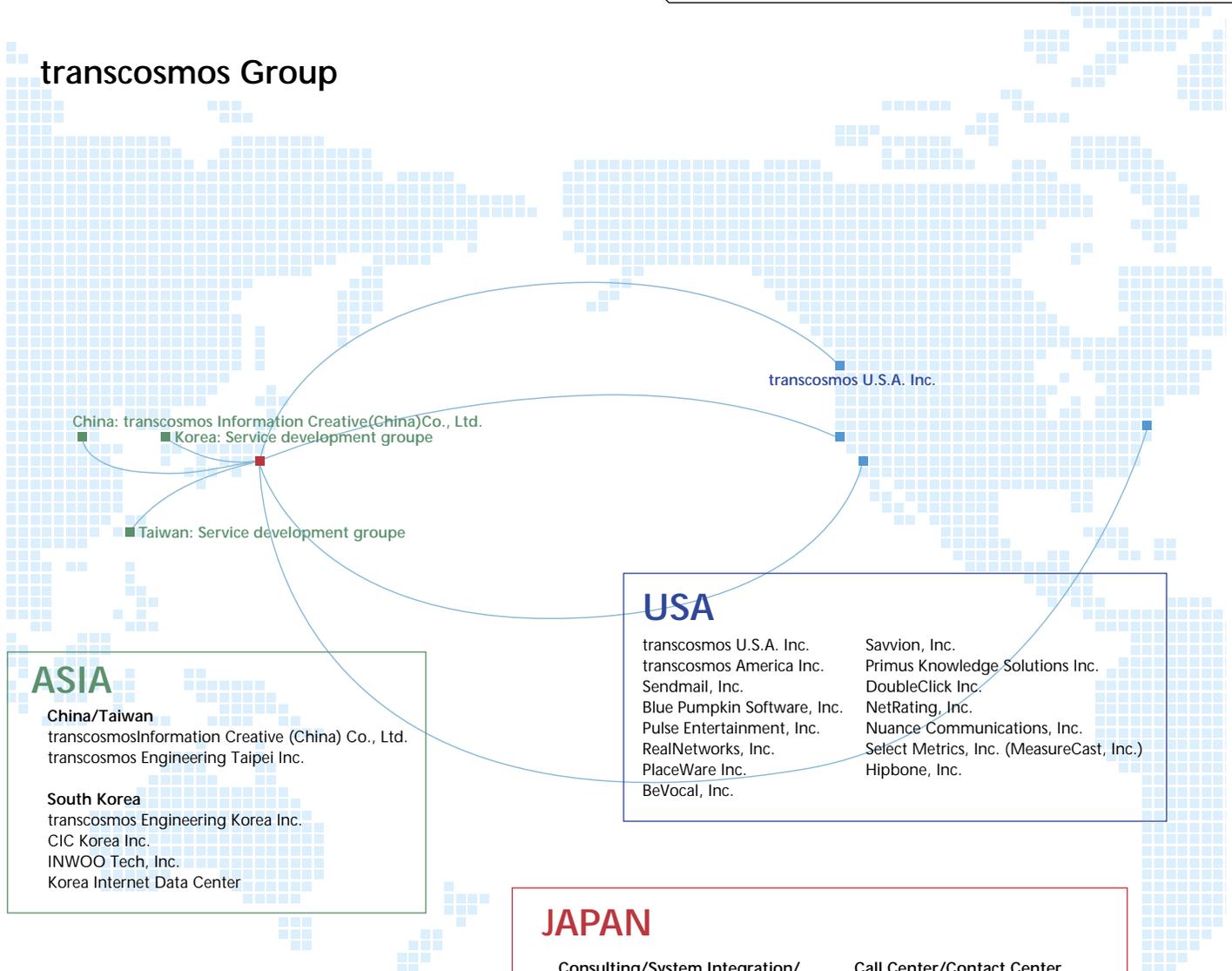
transcosmos call centers/contact centers not only provide multilingual services, but also leverage our global network and time-zone differences to deliver round-the-clock services. Native speakers are available to provide call support in each language, and transcosmos has the flexibility to meet changing clients' needs.

Into the Fast-Growing South Korean Market

DACOM, South Korea's top consumer telecommunications company, and we established CICK, a South Korean contact center business in May 2001. Expansion of outsourcing market has been expected in Korea, thus we also reinforce our business deployment.

Network

transcosmos Group



China: transcosmos Information Creative(China)Co., Ltd.

Korea: Service development groupe

Taiwan: Service development groupe

transcosmos U.S.A. Inc.

ASIA

China/Taiwan

transcosmosInformation Creative (China) Co., Ltd.
transcosmos Engineering Taipei Inc.

South Korea

transcosmos Engineering Korea Inc.
CIC Korea Inc.
INWOO Tech, Inc.
Korea Internet Data Center

USA

transcosmos U.S.A. Inc.
transcosmos America Inc.
Sendmail, Inc.
Blue Pumpkin Software, Inc.
Pulse Entertainment, Inc.
RealNetworks, Inc.
PlaceWare Inc.
BeVocal, Inc.

Savvion, Inc.
Primus Knowledge Solutions Inc.
DoubleClick Inc.
NetRating, Inc.
Nuance Communications, Inc.
Select Metrics, Inc. (MeasureCast, Inc.)
Hipbone, Inc.

JAPAN

Consulting/System Integration/ Development Services

Skylight Consulting, Inc.
Mac Interface Co., Ltd.
Solution-LABO-TSI Co., Ltd.
System Wave Co., Ltd.
Trans Welnet Inc.

Marketing-chain management

DoubleClick Japan Inc.
J-Stream Inc.
NetRatings Japan Inc.
Macromill, Inc.
init co., ltd.
A.T. Interactive Inc.
Marketswitch Japan KK
Ask Jeeves Japan Co., Ltd.
Primus Knowledge Solutions, K.K.
CyberSource KK
NetMile, Inc.

Call Center/Contact Center Operation Services

transcosmos CRM Okinawa Inc.
transcosmos CRM Sapporo Inc.
transcosmos CRM Miyazaki Inc.
transcosmos CRM Wakayama Inc.
BestCareer Inc.
TechnoBouquet Inc.
Wakayama Planet KK

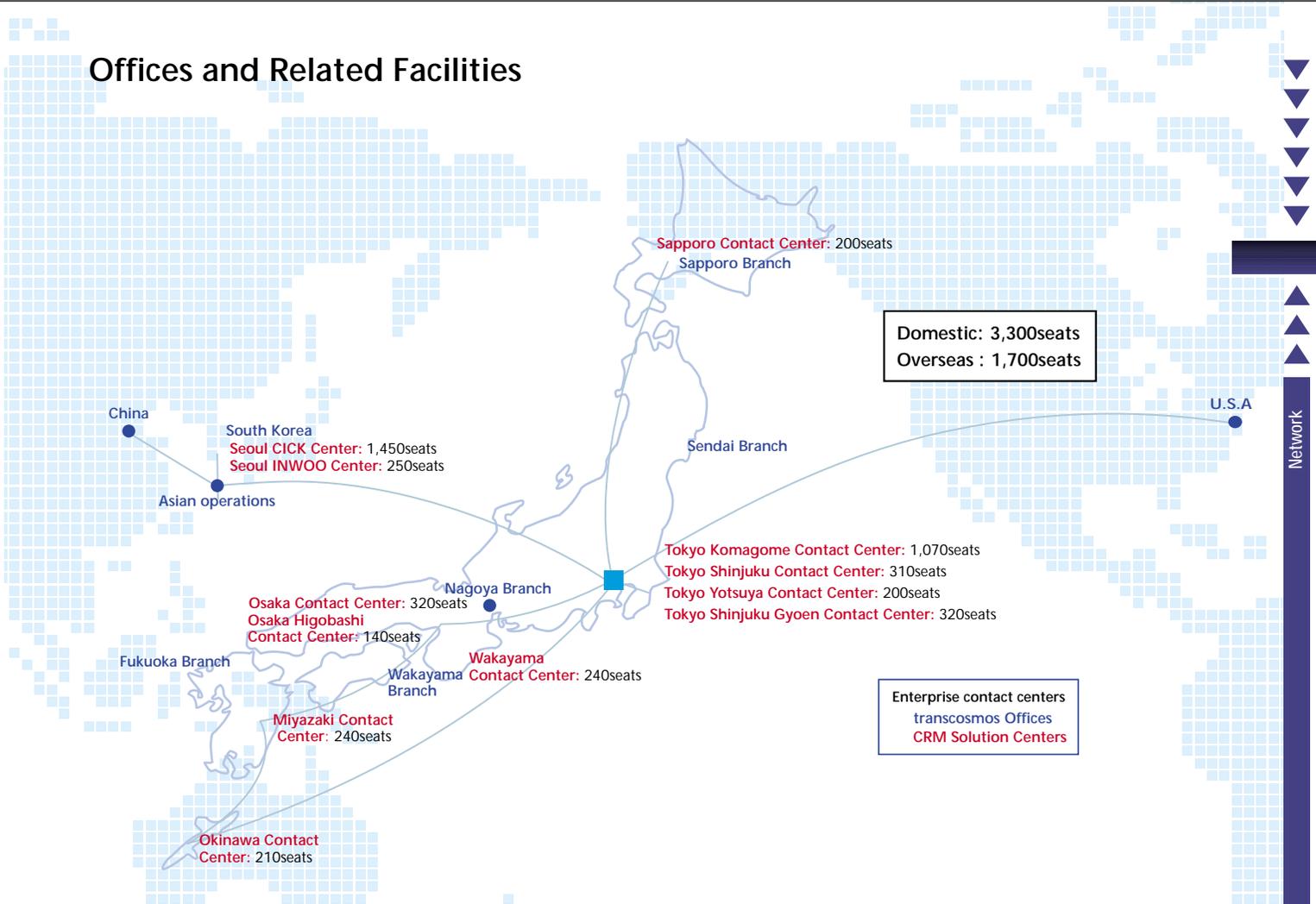
E-business sites

Forecast Communications Inc.
Listen Japan, Inc.
AtomShockwave K.K.

IT Training/IT Personnel

Asahi-MKC Co., Ltd

Offices and Related Facilities



Headquarters

National Headquarter

Sumitomo Seimei Akasaka Bldg., 3-3-3 Akasaka, Minato-ku, Tokyo, 107-0052 Japan
Tel: +81-3-3586-2880 Fax: +81-3-3586-8616

Office

Osaka Headquarter

Shin Asahi Bldg., 2-3-18 Nakanoshima, Kita-ku, Osaka, 530-0005 Japan
Tel: +81-6-6202-7601 Fax: +81-6-6202-7610

Sapporo Office

Sumitomo Shoji Sapporo Bldg., 1-6 kitaichijo-Higashi, Chuo-ku, Sapporo, 060-0031 Japan
Tel: +81-11-271-0259 Fax: +81-11-232-0180

Sendai Office

Miyagino Center Bldg., 4-5-22 Zakuro-oka, Miyagino-ku, Sendai, 983-0852 Japan
Tel: +81-22-293-3255 Fax: +81-22-293-3181

Nagoya Office

Nagoya KS Bldg., 3-1-18 Taiko, Nakamura-ku, Nagoya, 453-0801 Japan
Tel: +81-52-453-7585 Fax: +81-52-453-7587

Wakayama Office

Wakayama Nisseki Kaikan Bldg., 2-1-22 Fukiage, Wakayama, 640-8137 Japan
Tel: +81-73-432-1831 Fax: +81-73-432-1832

Fukuoka Office

Sumitomo Seimei Hakata-eki Higashi Bldg., 1-13-9 Hakata-eki, Higashi, Hakata-ku, Fukuoka, 812-0013 Japan
Tel: +81-92-473-1267 Fax: +81-92-475-1625

transcosmos News

2003/03/14

transcosmos launches campaign and promotions business with a new promotion model featuring camera-equipped cellphones

2002/12/17

transcosmos introduces Japan's first Web Cobrowsing which enables to make internet trades simple into our contact center.

2002/11/15

transcosmos begins new marketing research service

2002/11/08

transcosmos partners with Microsoft Japan to offer Windows XP Speed Migration Service

2002/10/17

transcosmos, DoubleClick form alliance in email marketing

2002/09/12

transcosmos Provides Telephone Support for Microsoft Products in Japan

2002/08/06

transcosmos launches Q-Me broadband video marketing solution

2002/07/18

Suzuka Circuit's Coca-Cola 8-Hour World Endurance Championship to be Webcast on 6-Screen Multiplayer

2002/06/13

Short Shorts Film Festival Committee and transcosmos launch SSFF Preview Square to promote the Short Shorts Film Festival 2002 online

2002/05/13

transcosmos signs Distributor Agreement with Samsung SDS to Market "Bizentro" ERP Solutions Product and Launches Backbone Systems Solutions Service for Manufacturers in Japan

www.trans-cosmos.co.jp

Our "Investor Relation" section including the financial statements, management messages and IR News is available on the web-site.



Financial Summary

CONSOLIDATED STATEMENTS OF INCOME

Years ended March 31	Millions of Yen (except per share data)					Thousands of U.S. Dollars (except per share data)
	2003	2002	2001	2000	1999	2003
Net sales	¥ 71,073	¥ 70,232	¥ 87,711	¥ 48,882	¥ 38,394	\$ 591,291
Gross profit	7,943	(894)	26,228	13,638	8,840	66,082
Operating income	(8,299)	(14,173)	12,821	4,665	2,299	(69,043)
Net income	(9,899)	(17,612)	4,205	1,391	680	(82,354)
Net income per share	(405.6)	(721.9)	172.6	59.9	31.9	(3.37)

CONSOLIDATED BALANCE SHEETS

March 31	Millions of Yen					Thousands of U.S. Dollars
	2003	2002	2001	2000	1999	2003
Total current assets	¥ 37,907	¥ 51,421	¥ 69,005	¥ 58,194	¥ 24,949	\$ 315,366
Total current liabilities.....	10,531	10,945	19,068	11,459	12,616	87,612
Total long-term liabilities	1,123	3,139	3,875	1,641	38	9,343
Total shareholders' equity	49,550	64,321	79,552	68,164	37,285	412,230

NON-CONSOLIDATED STATEMENTS OF INCOME

Years ended March 31	Millions of Yen (except per share data)					Thousands of U.S. Dollars (except per share data)
	2003	2002	2001	2000	1999	2003
Net sales	¥ 57,389	¥ 54,514	¥ 49,626	¥ 39,386	¥ 34,543	\$ 477,446
Gross profit	11,045	10,821	10,494	8,794	7,866	91,889
Operating income	2,514	4,036	4,016	3,566	2,862	20,916
Net income	(23,281)	316	2,562	2,319	1,747	(193,686)
Net income per share	(954.3)	13.0	105.2	99.9	81.9	(7.94)
Cash dividends per share	10.0	20.0	20.0	20.0	20.0	0.08
Weighted average number of shares (thousand)	24,396	24,362	24,362	23,210	21,344	24,396

NON-CONSOLIDATED BALANCE SHEETS

March 31	Millions of Yen					Thousands of U.S. Dollars
	2003	2002	2001	2000	1999	2003
Total current assets	¥ 16,553	¥ 20,968	¥ 29,028	¥ 32,542	¥ 16,496	\$ 137,712
Total current liabilities.....	7,711	7,230	11,977	5,861	11,149	64,152
Total long-term liabilities	1,190	3,250	3,636	292	76	9,900
Total shareholders' equity	51,785	75,531	76,241	72,876	39,831	430,815

Note: U.S. dollar amounts are translated from yen, solely for convenience, at the rate of ¥120.20 = U.S.\$1.

Management's Discussion and Analysis

Net Sales

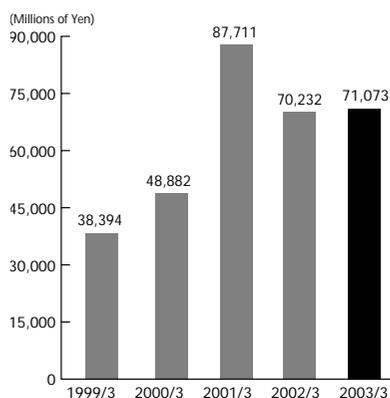
Harsh conditions persisted in the Japanese economy in fiscal 2002. Amid increasingly unstable international political conditions and growing uncertainty about the global economy, the Japanese economy was unable to break free of protracted deflation, and both private sector investment and consumer spending remained sluggish.

In this environment, our consolidated net sales grew 1.2% year-on-year to ¥71,073 million. In net sales by region, Japan grew 5.4% to ¥68,808 million, the United States fell 42.4% to ¥1,998 million, and Asia grew 10.3% to ¥267 million.

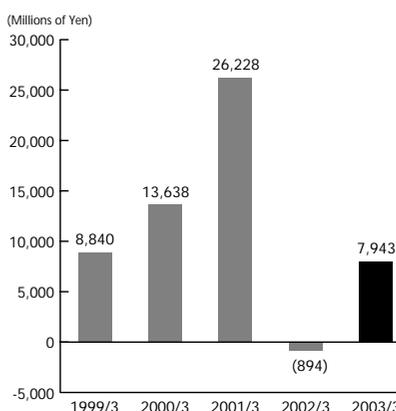
In net sales by segment, Computer Services grew 5.1% year-on-year to ¥69,513 million, held back by sluggish sales at existing businesses on the impact of declining value per order and increased competition for orders. Net sales continued to grow in the Marketing Chain Management Services domain as both Contact Center Services and Web Services won new orders. Net sales grew just slightly in the Development Services domain on mixed results: although design support orders from automakers and others were brisk, system development orders declined. Net sales declined in the Support Desk Services domain as operational restructuring and cost cutting at client companies placed severe downward price pressure on some contracts.

Net sales in Venture Capital fell 61.7% year-on-year to ¥1,560 million for an operating loss of ¥8,681 million as we adopted a conservative position based on the impact of the global decline in share prices, and marked down the value of operating investment securities. The parent company booked large extraordinary losses for overall reorganization and streamlining, marking down its stock holdings after adopting a more conservative stance toward the companies it invests in. This was intended to clear away concerns about possible future losses on such stocks.

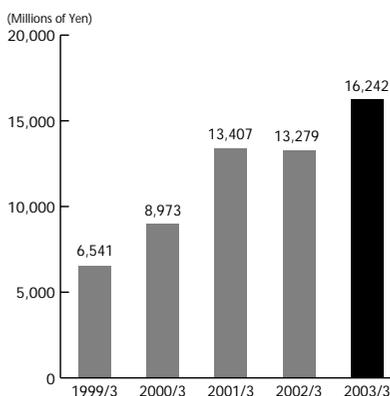
Net sales



Gross profit



SG & A Expense



Cost of Sales, SG & A Expenses

Cost of sales fell 11.2% year-on-year to ¥63,130 million, while the cost of sales ratio improved 12.5 percentage points to 88.8% from 101.3%. Gross profit was ¥7,943 million at a gross margin of 11.2%. SG&A expenses grew 22.3% year-on-year to ¥16,242 million.

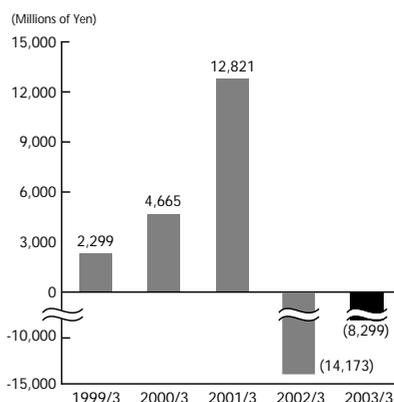
Operating Income and Net Income

transcosmos had a consolidated operating loss of ¥8,299 million. By region, operating profit fell 36.3% year-on-year to ¥5,312 million in Japan, the United States had an operating loss of ¥7,351 million, and Asia an operating loss of ¥1,820 million.

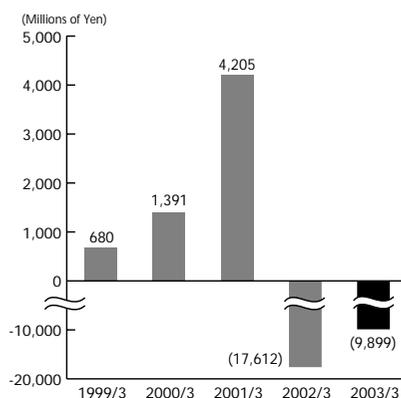
By segment, operating profit in Computer Services fell 41.7% year-on-year to ¥4,777 million. The segment took measures to improve cost of sales to support offering lower-priced services in response to a harsh business climate in which service unit prices have fallen due to intensified competition and appeals for service unit price cuts from client companies. At the same time, to expand sales, we aggressively invested in launching new services and increasing sales personnel in this segment. Venture Capital reported an operating loss of ¥8,681 million.

transcosmos had a consolidated net loss of ¥9,899 million, including extraordinary losses on write-downs of investments in affiliates and marketable securities and investments in securities.

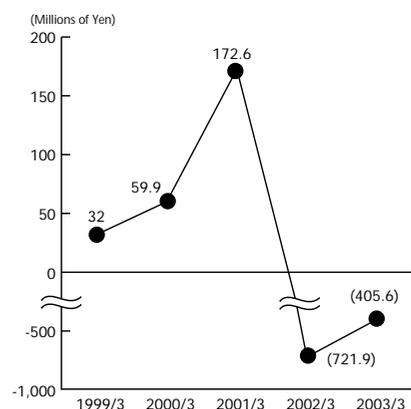
Operating income



Net income



Net income per share



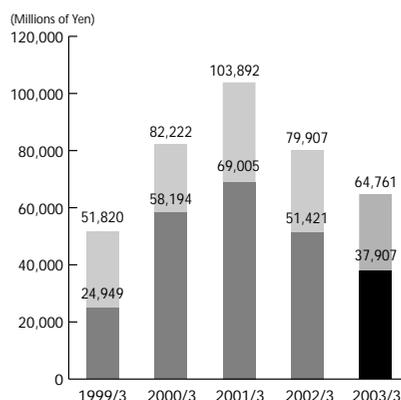
Financial Position

Consolidated total assets declined ¥15,146 million year-on-year to ¥64,761 billion. Total current assets fell ¥13,514 million to ¥37,907 million, due chiefly to a ¥12,726 million reduction in investment securities for operating purposes due to write downs, sales of stock, and declines in unrealized gains. Total investments and advances declined ¥7,278 million year on year to ¥7,212 million, due to a decrease in investments in and advances to unconsolidated subsidiaries and affiliates.

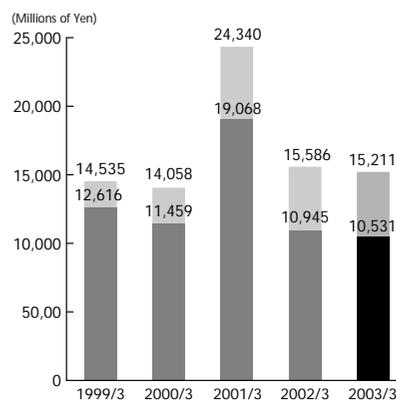
Total current liabilities fell ¥414 million year-on-year to ¥10,531 million, partly on income tax payable after booking a loss. Total long-term liabilities fell ¥2,016 million to ¥1,123 million after the current portion of long-term bank loans was converted into current liabilities. Total shareholders' equity fell ¥14,771 million to ¥49,552 million as the earned surplus declined ¥10,385 million year-on-year due to the ¥9,898 million net loss, and the currency translation adjustment account declined due to the strong yen.

The term-end interest-bearing debt balance was about ¥3,134 million, but this presents little concern as the balance of cash and cash equivalents was about ¥14,836 million.

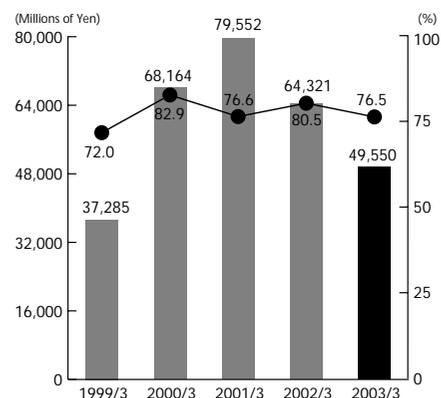
Total assets Total current assets



Total liabilities Total current liabilities



Total shareholders' equity Equity ratio



Cash Flows

Net cash provided by operating activities grew ¥2,549 million year-on-year to ¥939 million. We attribute this to two main factors: 1) most of the net loss before income tax of ¥18,779 million came from stock write-downs and 2) ¥3,218 million in income tax was refunded.

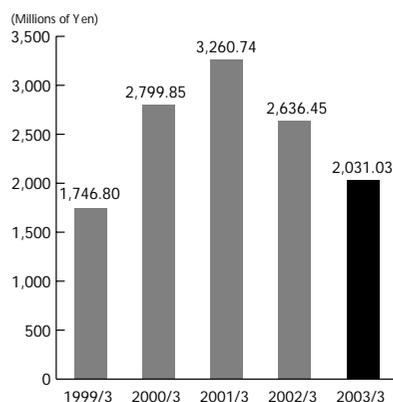
Net cash used in investing activities fell ¥1,281 million to ¥498 million. The chief source of expenditures was for updating of contact center and other equipment. Capital expenditures in this term divided into ¥989 million for payments for purchase of property and equipment and ¥412 million for payments for purchase of intangibles.

Net cash provided by financing activities grew ¥9,875 million to ¥1,163 million. The chief source of income was proceeds from ¥1,865 million in stock issue to minority interests. Cash and cash equivalents grew ¥1,052 million to ¥14,836 million.

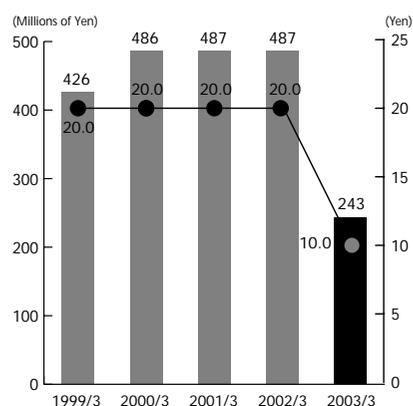
Forward-looking Statements

This annual report contains future performance including business plan, performance projections, and strategic forecasts. Those statements are based on management's assessment of currently available information to transcosmos. Therefore changes in the operating environment may cause actual results and progress in management strategies differed from the forecasts in this report.

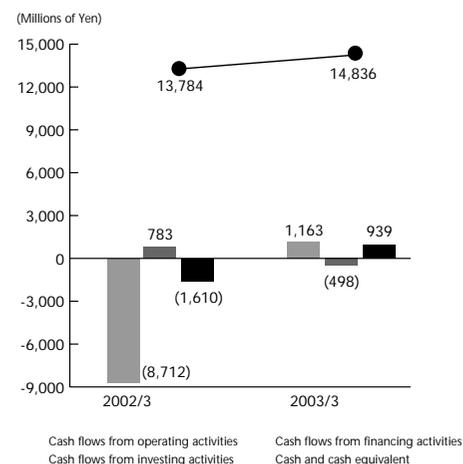
Total shareholders' equity per share



Total cash dividends Cash dividends per share



Cash flows



transcosmos inc. AND ITS CONSOLIDATED SUBSIDIARIES

Consolidated Balance Sheets

At March 31, 2003 and 2002

	Millions of Yen		Thousands of U.S. Dollars (Note 4)
	2003	2002	2003
ASSETS			
Current Assets:			
Cash, Time deposits	¥ 12,630	¥ 11,746	\$ 105,075
Marketable securities (Note 4)	2,226	2,058	18,519
Investments in securities for operating purposes	3,070	15,796	25,541
Notes and accounts receivable:			
Customers	11,020	9,870	91,680
Unconsolidated subsidiaries and affiliates	6	63	50
	11,026	9,933	91,730
Less: allowance for bad debt	(389)	(170)	(3,236)
	10,637	9,763	88,494
Job and software in progress and merchandise (Note 5)	417	617	3,469
Income taxes refundable	4,084	4,007	33,977
Deferred tax assets (Note 14)	3,486	3,984	29,002
Other current assets	1,357	3,450	11,289
Total current assets	37,907	51,421	315,366
Investments and Advances:			
Investments in securities (Note 4)	2,258	3,593	18,785
Investments in and advances to unconsolidated subsidiaries and affiliates	3,117	7,977	25,932
Other investments	1,837	2,920	15,283
Total investments and advances	7,212	14,490	60,000
Property Equipment, at cost, less Accumulated			
Depreciation (Note 6)	4,884	5,420	40,632
Fixed Leasehold Deposits (Note 7)	2,897	2,721	24,101
Deferred Charges, Intangibles and Other	1,360	2,537	11,314
Deferred tax assets	9,459	3,318	78,694
Prepaid pension costs	1,042	—	8,669
	¥ 64,761	¥ 79,907	\$ 538,777

The accompanying notes are an integral part of the statements.

	Millions of Yen		Thousands of U.S. Dollars (Note 4)
	2003	2002	2003
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current Liabilities:			
Short-term bank loans (Note 8)	¥ 105	¥ 294	\$ 873
Current portion of long-term bank loans	2,068	—	17,205
Accounts payable:			
Suppliers	3,968	3,673	33,012
Unconsolidated subsidiaries and affiliates	14	7	116
	3,982	3,680	33,128
Income taxes payable	115	1,343	957
Accrued bonuses to employees	1,652	1,474	13,744
Advance received	574	644	4,775
Reserve for loss on guarantees	—	300	—
Other current liabilities	2,035	3,210	16,930
Total current liabilities	10,531	10,945	87,612
Long-term Liabilities:			
Long-term bank loans	1,066	3,000	8,869
Deferred tax liabilities (Note 14)	6	0	50
Securities deposits received	11	4	91
Reserve for retirement benefits (Note 9)	40	135	333
Total long-term liabilities	1,123	3,139	9,343
Minority Interests in Subsidiaries	3,557	1,502	29,592
Contingent Liabilities (Note 10)			
Shareholders' Equity:			
Common stock:			
Authorized 90,088,176 shares at March 31, 2003 and 2002, respectively			
Issued 24,397,023 shares at March 31, 2003 and 2002, respectively			
	29,066	29,066	241,814
Capital surplus	30,623	30,623	254,767
Retained earnings	(15,854)	(5,468)	(131,897)
Unrealized gains on marketable securities and investments in securities	422	2,273	3,511
Foreign currency translation adjustments	5,295	7,828	44,052
	49,552	64,322	412,247
Treasury stock	(2)	(1)	17
Total shareholders' equity	49,550	64,321	412,230
	¥ 64,761	¥ 79,907	\$ 538,777

The accompanying notes are an integral part of the statements.

transcosmos inc. AND ITS CONSOLIDATED SUBSIDIARIES

Consolidated Statements of Income

At March 31, 2003, 2002 and 2001

	Millions of Yen			Thousands of U.S. Dollars (Note 4)
	2003	2002	2001	2003
Net Sales (Note 15)	¥ 71,073	¥ 70,232	¥ 87,711	\$ 591,291
Cost of Sales	63,130	71,126	61,483	525,208
Gross profit	7,943	(894)	26,228	66,082
Selling, General and Administrative Expenses	16,242	13,279	13,407	135,125
Operating income	(8,299)	(14,173)	12,821	(69,043)
Non-Operating Income (Expenses):				
Interest income	119	338	838	990
Interest expenses	(37)	(82)	(106)	(308)
New share issue expenses	(23)	(8)	(6)	(191)
Dividend income	7	13	22	58
Gain on sale/disposal of marketable securities	—	—	568	—
Gain on sale/disposal of investments in securities	558	779	—	4,642
Loss on sale/disposal of investments in securities	(67)	(131)	—	(557)
Loss on sale/disposal of property	(276)	(156)	(273)	(2,296)
Loss on liquidation of business segment (Note 14)	(2,104)	(992)	(489)	(17,504)
Gains on disposal of investments in affiliates	—	13	115	1
Loss on write-down of investments in affiliates	(3,230)	(2,280)	—	(26,872)
Equity in earnings of unconsolidated subsidiaries and affiliates	(580)	(2,824)	(1,597)	(4,825)
Foreign exchange gains/(losses)	(1,120)	696	25	(9,318)
Loss on investments in partnership	(511)	(1,363)	(746)	(4,251)
Loss on closure of offices	—	—	—	—
Loss on write-down of marketable securities and investments in securities	(1,868)	(2,239)	(1,815)	(15,541)
Gain on return of substitutional portion of employee pension fund	755	—	—	6,281
Gains on sale of stock by investees	845	1,392	139	7,030
Loss on sale of stock by investees	—	—	(41)	—
Loss on write-down of golf membership	(75)	(92)	(169)	(624)
New SFA development costs	(2,651)	(666)	—	(22,050)
Reserve for loss on guarantees	—	(300)	—	—
Amortization of transition amount arising from adopting new accounting (Note 9)	—	—	(60)	—
Other, net	(222)	(88)	(176)	(1,848)
	(10,480)	(7,990)	(3,771)	(87,188)
Income/(loss) before income taxes	(18,779)	(22,163)	9,050	(156,231)
Income Taxes (Note 15)				
- Current	180	2,524	9,130	1,497
- Refund	(3,660)	(4,007)	—	(30,449)
- Deferred	(5,047)	(2,902)	(4,632)	(41,988)
	(10,252)	(17,778)	4,552	(85,291)
Minority Interests in Net Income of Subsidiaries	353	166	(347)	2,937
Net income/(loss)	¥ (9,899)	¥ (17,612)	¥ 4,205	\$ (82,354)

Per Share:	Yen			U.S. Dollars
Net income/(loss)	¥ (405.6)	¥ (721.9)	¥ 172.6	\$ (3.37)
Cash dividends	¥ 10.0	¥ 20.0	¥ 20.0	\$ 0.08
Weighted average number of shares (in thousands)	24,396	24,362	24,362	24,396

The accompanying notes are an integral part of the statements.

transcosmos inc. AND ITS CONSOLIDATED SUBSIDIARIES

Consolidated Statements of Shareholders' Equity

For the years ended March 31, 2003, 2002 and 2001

	Number of shares of common stock	Millions of Yen		
		Common Stock	Capital surplus	Retained earnings
Balance at March 31, 2000	24,344,613	¥ 29,024	¥ 29,847	¥ 9,293
Cash dividends	—	—	—	(487)
Directors' bonuses	—	—	—	(70)
Decrease due to additional consolidation of subsidiaries	—	—	—	(119)
Increase due to decrease in consolidation of subsidiaries	—	—	—	145
Decrease due to additional unconsolidated subsidiaries and affiliates	—	—	—	(231)
Increase due to decrease in unconsolidated subsidiaries and affiliates	—	—	—	11
New share issue with merger on December 1, 2000	52,410	42	776	—
Net income for the year ended March 31, 2001	—	—	—	4,205
Balance at March 31, 2001	24,397,023	29,066	30,623	12,747
Cash dividends	—	—	—	(488)
Directors' bonuses	—	—	—	(70)
Decrease due to additional consolidation of subsidiaries	—	—	—	(59)
Increase due to merger of consolidation of subsidiaries	—	—	—	19
Decrease due to additional unconsolidated subsidiaries and affiliates	—	—	—	(5)
Net income for the year ended March 31, 2002	—	—	—	(17,612)
Balance at March 31, 2002	24,397,023	29,066	30,623	(5,468)
Cash dividends	—	—	—	(488)
Increase due to additional unconsolidated subsidiaries and affiliates	—	—	—	1
Net income for the year ended March 31, 2003	—	—	—	(9,899)
Balance at March 31, 2003	24,397,023	¥ 29,066	¥ 30,623	¥ (15,854)

	Thousands of U.S. Dollars (Note 4)		
Balance at March 31, 2002	\$ 241,814	\$ 254,767	\$ (45,491)
Cash dividends	—	—	(4,060)
Increase due to additional unconsolidated subsidiaries and affiliates	—	—	8
Net income for the year ended March 31, 2003	—	—	(82,354)
Balance at March 31, 2003	\$ 241,814	\$ 254,767	\$ (131,897)

The accompanying notes are an integral part of the statements.

transcosmos inc. AND ITS CONSOLIDATED SUBSIDIARIES

Consolidated Statements of Cash Flows

For the years ended March 31, 2003, 2002 and 2001

	Millions of Yen			Thousands of U.S. Dollars (Note 4)
	2003	2002	2001	2003
Cash Flows from Operating Activities:				
Net income before income tax	¥ (18,779)	¥ (22,163)	¥ 9,050	\$ (156,231)
Adjustments to reconcile net income to net cash provided by operating activities:				
Depreciation	1,031	928	827	8,577
Amortization of excess costs of investments over equity in net assets	383	517	189	3,186
Amortization of intangible assets	270	167	194	2,246
Accrued interest and dividend income	(126)	(351)	(859)	(1,048)
Accrued interest expenses	37	82	106	308
Foreign Exchange gains/losses	1,074	(692)	(24)	8,935
New share issue expenses	23	8	6	191
Loss on liquidation of business segment	2,104	992	489	17,504
Reserve for loss on guarantees	—	300	—	—
Loss on write-down of investments of affiliates	3,230	2,280	—	26,872
Equity in earnings of unconsolidated subsidiaries and affiliates	580	2,824	1,597	4,825
Dilution gain from change in equity interest	(832)	(1,392)	(139)	(6,922)
Gain on sale of investments in unconsolidated subsidiaries and affiliates	6	(13)	(115)	50
Gain on sale of marketable securities	—	—	(568)	—
Gain on sale/disposal of investments in securities	(558)	(779)	—	(4,642)
Gain on return of substitutional portion of employee pension fund	(755)	—	—	(6,281)
Reversal of allowance for bad debt	393	146	88	3,270
Increase in reserve for retirement benefits	(351)	36	52	(2,920)
Loss on write-down of investments in securities	1,868	2,239	1,815	15,541
Loss on investments in partnership	511	1,363	746	4,251
Loss on write-down of golf club membership	75	92	170	624
Loss on disposal of property	276	156	159	2,296
Loss on write-down of investments in securities for operating purposes	7,236	18,744	11,671	60,200
Loss on sale/disposal of investments in securities	67	131	—	557
Increase in accrued bonuses to employees	155	153	250	1,289
Increase in notes and accounts receivable	(539)	(65)	(2,686)	(4,484)
Increase in investment in securities for operating purposes	1,377	(1,705)	(7,918)	11,456
Increase/decrease in jobs and software in progress and merchandise	52	244	(80)	432
Increase in accounts payable	315	(481)	653	2,621
Other, net	(142)	(3,103)	(6,756)	(1,181)
Sub total	(1,019)	658	8,917	(8,478)
Interest and dividend income received	191	356	1,078	1,589
Interest expenses paid	(41)	(2)	(106)	(341)
Income tax refunded	3,218	—	—	26,772
Income tax paid	(1,410)	(2,622)	(9,917)	(11,730)
Net cash provided by/(used for) operating activities - forward	939	(1,610)	(28)	7,812
Cash Flows from Investing Activities:				
Place of long-term time deposits	(1,717)	(20)	(2,000)	(14,285)
Withdrawal of long-term time deposits	1,718	2,000	11,000	14,293
Payments for purchase of marketable securities	¥ —	¥ —	¥ (800)	\$ —

The accompanying notes are an integral part of the statements.

continued

	Millions of Yen			Thousands of U.S. Dollars (Note 4)
	2003	2002	2001	2003
Proceeds from sale of marketable securities	¥ —	¥ —	¥ 2,836	\$ —
Payments for purchase of property and equipment	(989)	(818)	(1,934)	(8,228)
Payments for purchase of investments in securities	(524)	(1,009)	(3,477)	(4,359)
Proceeds from sale of investments in securities	1,109	1,508	333	9,226
Payments for purchase of investments in affiliates	(765)	(3,093)	—	(6,364)
Payments for sale of investments in subsidiaries due to change in scope of consolidation	—	(20)	—	—
Payments for purchase of investments in subsidiaries due to change in scope of consolidation	—	(121)	—	(990)
Proceeds from purchase of investments in subsidiaries due to change in scope of consolidation	868	86	—	7,221
Payments for purchase of intangibles	(412)	(356)	(703)	(3,428)
Payments for purchase of other investments	(828)	(1,083)	(13,795)	(6,888)
Proceeds from sale of other investments	1,161	3,709	710	9,659
Net cash provided by/(used for) investing activities - forward	(498)	783	(7,830)	(4,143)
Cash Flows from Financing Activities:				
Proceeds from short-term bank loans	2,100	22,000	12,891	17,471
Repayment of short-term bank loans	(2,293)	(24,947)	(12,240)	(19,077)
Proceeds from issuance of commercial paper	—	15,000	5,000	—
Payments for redemption of commercial paper	—	(20,000)	—	—
Proceeds from long-term bank loans	—	—	3,000	—
Repayment of long-term bank loans	(16)	(570)	(1,035)	(133)
Proceeds from new stock issue	—	—	812	—
Payments for purchase of treasury stock	(1)	(1)	(4)	(8)
Proceeds from sale of treasury stocks	—	1	4	—
Proceeds from stock issue to minority interests	1,865	435	773	15,516
Payments for capital reduction to minority interests	—	(132)	—	—
Cash dividends paid	(488)	(488)	(487)	(4,060)
Dividends paid to minority interests	(4)	(10)	(8)	(33)
Payment in relation to liquidation of affiliated companies	—	—	(348)	—
Net cash provided by/(used for) financing activities	1,163	(8,712)	8,358	9,676
Effect of exchange rate changes on cash and cash equivalents	(592)	2,423	1,191	(4,925)
Net increase in cash and cash equivalent	1,014	(7,116)	1,691	8,411
Increase due to increase in consolidated subsidiaries	41	119	118	341
Decrease due to decrease in consolidated subsidiaries	—	—	(673)	—
Cash and cash equivalents at beginning of year	13,784	20,871	19,645	114,676
Cash and cash equivalents at end of year	¥ 14,836	¥ 13,784	¥ 20,781	\$ 123,428

Relation between cash and cash equivalent at year-end and the account booked in the balance sheet.

	Millions of Yen			Thousands of U.S. Dollars (Note 4)
	2003	2002	2001	2003
Cash and time deposits	¥ 12,630	¥ 11,746	¥ 21,181	\$ 105,075
Marketable securities	2,226	2,058	1,601	18,519
	14,856	13,804	22,781	123,594
Time deposits with maturity periods exceeding three months	(20)	(20)	(2,000)	(166)
Cash and cash equivalents	¥ 14,836	¥ 13,784	¥ 20,781	\$ 123,428

The accompanying notes are an integral part of the statements.

continued

transcosmos inc. AND ITS CONSOLIDATED SUBSIDIARIES

Notes to the Consolidated Financial Statements

1. Basis of Presenting the Consolidated Financial Statements

(1) Accounting principles

The accompanying consolidated financial statements have been prepared from accounts maintained by transcosmos inc. (the "Company") and its consolidated subsidiaries. The Company and its domestic consolidated subsidiaries have maintained their accounts in accordance with the provisions set forth in the Commercial Code of Japan and the Securities and Exchange Law and in conformity with accounting principles and practices generally accepted in Japan, which are different in certain respects as to application and disclosure requirements from those of International Accounting Standards.

The accounts of 10 overseas consolidated subsidiaries, transcosmos USA Inc., EGI Fund Management Company L.L.C., EGI Fund Management Company 2 L.L.C., Access Ventures Partners L.L.C., transcosmos America Inc., Career Incubation USA Inc., transcosmos Information Creative (China) Co., Ltd. (incorporated in China), Network Asia Inc., transcosmos Hong Kong Ltd. (incorporated in Hong Kong), and IBR Inc. (incorporated in Korea) are based on their accounting records maintained in conformity with accounting principles and practices generally accepted in their respective countries. Although certain differences exist in the accounting principles employed by the overseas subsidiaries, essentially, no adjustments have been made to their accounts in order to conform to Japanese accounting principles in the accompanying consolidated financial statements.

Certain items presented in the consolidated financial statements submitted to the Director of Kanto Finance Bureau in Japan have been reclassified in these accounts for the convenience of readers outside Japan.

The consolidated financial statements are not intended to present the consolidated financial position, results of operations and cash flows of the Company and its consolidated subsidiaries (the "Group") in accordance with accounting principles and practices generally accepted in countries and jurisdictions other than Japan.

2. Summary of Significant Accounting Policies

(1) Scope of Consolidation

The Company had 44 subsidiaries (majority-owned companies) as of March 31, 2003 (43 as of March 31, 2002 and 44 as of March 31, 2001). The consolidated financial statements include the accounts of the Company and 39 of its subsidiaries for the year ended March 31, 2003 (38 for the year ended March 31, 2002 and 37 for the year ended March 31, 2001).

The remaining 5 (5 for 2002 and 7 for 2001) subsidiaries, whose combined asset, net sales and net income in the aggregate are not significant in relation to those of the consolidated financial statements of the Group Inc., have been excluded from consolidation.

The Company and all of its consolidated subsidiaries use a fiscal year ending March 31, except for transcosmos USA Inc., EGI Fund Management Company L.L.C., EGI Fund Management Company 2 L.L.C., Access Ventures Partners L.L.C., transcosmos America Inc., Japan Internet Media Inc., PointCast Japan L.L.C., PointCast K.K., EnCompass Group K.K., transcosmos Information Creative (China) Co., Ltd., Network Asia Inc., Listen Japan K.K., transcosmos Hong Kong Ltd., Career Incubation USA Inc., AtomShockWave K.K. and IBR Inc. Those subsidiaries use a fiscal year ending on December 31. The accounts of those subsidiaries have been consolidated by using the result of operations and account balances for such fiscal year and necessary adjustments have been made for material translation that occurred between the different fiscal year-ends.

(2) Consolidation and Elimination

For the purposes of preparing the consolidated financial statements, any gains/losses in relation to inter-company transactions have been eliminated, and the portion thereof attributable to minority interests is charged to minority interests.

Applicable inter-company accounts have been eliminated. The cost of investments in the common stock of consolidated subsidiaries is offset by the underlying equity in net assets of such subsidiaries. The difference between the cost of an investment and the amount of underlying equity in net assets of such subsidiaries is deferred and amortized over 5 or 10-year period on a straight-line basis. When the situation that the effect of the difference between the cost of an investment and the amount of underlying equity in net assets of such subsidiaries is not expected occurs, the consolidation adjustments account according to this is reduced.

Adjustment is made to computation of depreciation to eliminate unrealized profits on depreciable assets sold among the Companies.

(3) Accounting for Investments in Unconsolidated Subsidiaries and Affiliates

The equity method is applied to investments in two unconsolidated subsidiaries and 14 affiliates (one unconsolidated subsidiary and 18 affiliates for the year ended March 31, 2002 and 2001, respectively). The investments in the remaining unconsolidated subsidiaries and affiliates are carried at cost.

(4) Financial Instruments

Securities

Securities held by the Company and its subsidiaries are, under the accounting standard for financial instruments, classified into three categories:

Held-to-maturity debt securities, that the Company and its subsidiaries have intent to hold to maturity, are stated at cost after accounting for premium or discount on acquisition, which are amortized over the period to maturity.

Other securities for which market quotations are available are stated at fair value. Net unrealized gains or losses on these securities are reported as a separate item in the shareholders' equity at a net-of-tax amount. Cost of sales is determined by the

moving-average method.

Other securities for which market quotations are unavailable are stated at cost, determined by the moving-average method.

(5) Inventories

Job and software in progress are stated at cost, which is determined on an individual project basis. Merchandise is mostly stated at cost, cost being determined by average cost method.

(6) Property and Equipment

Depreciation of the Company and domestic subsidiaries is principally computed on the declining-balance method, at rates based on the estimated useful lives. Depreciation for buildings (excluding leasehold improvements and auxiliary facilities attached to buildings), which were acquired on or after April 1, 1998, is computed on the straight-line method.

Depreciation for foreign subsidiaries is principally computed on the straight-line method.

Also depreciation of certain equipment of the call center in the Company is computed on the straight-line method, based on the estimated useful lives of assets.

(7) Accounting for Leases

Leases that transfer substantially all the risks and rewards of ownership of the assets are accounted for as capital leases, except that leases do not transfer ownership of the assets at the end of the lease term are accounted for as operating leases, in accordance with accounting principles and practices generally accepted in Japan.

(8) Amortization of Intangible Assets

Intangible assets are amortized on the straight-line method. Software for internal use is amortized on the straight-line method over 5 years and software for sales purposes is amortized based on estimated sales quantities over 3 years with minimum amortization of one-third of the total amortization.

(9) Amortization of deferred charges

Stock issue expenses are charged to income as incurred.

(10) Allowance for bad debts

The balance of allowance for bad debts represents the amount of the limit established by the incidence of doubtful account losses plus an amount deemed necessary to cover possible losses estimated on an individual account basis.

(11) Accrued bonuses to employees

Accrued bonuses to employees is determined by certain consolidated subsidiaries based on estimated bonuses to be paid to employees.

(12) Reserve for Loss on Guarantees

Reserve for loss on guarantees provides for estimated losses related to guarantees of loans. The amount is estimated in light of the financial positions and other conditions of the guaranteed companies.

(13) Reserve for Retirement Benefits

The reserve for retirement benefits as of March 31, represents the estimated present value of projected benefit obligations in excess of the fair value of the plan assets except that, as permitted under the new standard, the unrecognized transition amount arising from adopting the new standard of ¥60 million at April 1, 2000 (the beginning of year) is amortized within the end of the fiscal year, and unrecognized actuarial differences are amortized on a straight-line basis over the period of 5 years from the next year in which they arise.

Following the enactment of the Welfare Pension Insurance Law in Japan, on March 31, 2003, the Company and certain consolidated subsidiaries, obtained approval from Japan's Ministry of Health, Labour and Welfare for exemption from the future benefit obligation with respect to the portion of the Employee Pension Fund that the Company and certain consolidated subsidiaries operate on behalf of the Government (the so-called substitutional portion). The Company and certain consolidated subsidiaries applied transitional provisions as prescribed in paragraph 47-2 of the "Practical Guidelines of Accounting for Retirement Benefits (Interim Report)" (Accounting Committee Report No.13 issued by the Japanese Institute of Certified Public Accountants) and a gain in the amount of ¥755 million (\$6,281 thousand) for the settlement of the substitutional portion was recognized at the date of approval from Japan's Ministry of Health, Labour and Welfare.

The amount of plan assets to be returned is ¥2,959 million (\$24,617 thousand) at March 31, 2003.

(14) Hedge Accounting

All derivatives are stated at fair value. Gains and losses arising from changes in fair value of the derivatives designated as "hedging instruments" are deferred as an asset or liability.

The derivative designated as hedging instruments by the Company are principally spot exchange forward agreement to reduce the exposure to the risk of foreign currency exchange rate fluctuation in respect of future transactions denominated in foreign currencies.

The Company has a policy to utilize the above hedging instruments in order to reduce the exposure to the risk of fluctuation of foreign currency exchange rate, based on the private regulation.

The Company evaluates effectiveness of its hedging activities by reference to the accumulated gains and losses on the hedging instruments and the related items from the commencement of the hedges.

(15) Accounting for Consumption Tax

In Japan, the consumption tax is imposed at the flat rate of 5% on all purchases of goods and services for domestic consumption (with certain exemptions). The consumption tax imposed on the Group's domestic sales to customers is withheld by the Group at the time of sale and is paid to the national government subsequently. The consumption tax withheld upon sale and the consumption tax paid by the Group on the purchases of goods and services are not included in the related

amounts in the accompanying consolidated financial statements of income.

(16) Translation of Foreign Currency Financial Statements

Translation of foreign currency financial statements of overseas subsidiaries into Japanese yen for consolidation purposes is made by using the current exchange rates prevailing at their balance sheet dates, with the exception that the translation of stockholders' equity is made by using historical rates. Revenue and expense accounts are translated by the current exchange rate prevailing at their balance sheet dates.

The difference in yen amounts arising from the use of different rates is represented as "foreign currency translation adjustments" in stockholders' equity, except for the portion belonging to minority stockholders, which is included in "minority interests in subsidiaries".

(17) Appropriation of Retained Earnings

Under the Japanese Commercial Code and the Article of Incorporation of the Company, the plan for appropriation of retained earnings (primarily for cash dividend payments) proposed by the Board of Directors is required to be approved at the shareholders' meeting which must be held within three months after the end of each financial year. The appropriations charged to retained earnings in each financial year as reflected in the accompanying financial statements represents those which were approved at the shareholders' meeting during that year and were applicable to the immediately preceding financial year.

As is customary in Japan, the payment of bonuses to directors is made out of retained earnings instead of being charged to income of the year, and constitutes a part of the appropriations mentioned above.

(18) Income Taxes

Income taxes of the Company and its domestic subsidiaries consist of corporate income taxes, local inhabitants taxes and enterprise taxes.

Income taxes were determined using the assets and liabilities approach, whereby deferred tax assets and liabilities were recognized in respect of temporary differences between the tax basis of assets and liabilities and those as reported in the financial statements.

(19) Net Income/(loss) per share

The computation of net income/(loss) per share is based on the weighted average number of shares of common stock outstanding. Cash dividends per share shown in the consolidated statement of operations are the amounts applicable to the respective years.

Effective from the fiscal year ended March 31, 2003, the Company and its subsidiaries applied the Financial Accounting Standards No.2 "Financial Accounting Standards for Earning per Share" and the Financial Accounting Standards Implementation Guidance No.4 "Implementation Guidance for Accounting Standards for Earnings per share" issued by Accounting

Standard Board of Japan on September 25, 2002. The effect of the adoption is set forth in Note18.

(20) Presentation of Balance Sheets

Effective from the fiscal year ended March 31, 2003, the Company adopted the new Japanese regulation for the presentation of Shareholders' equity. As a result of adoption of the new regulation, the Company represented the accounting terms as Common stock, Capital surplus, Retained earnings and other capital accounts in Shareholders' equity. Prior fiscal year's figures have been reclassified accordingly.

(21) Reclassifications

Certain amounts for the years ended March 31, 2002 and 2001 have been reclassified in conformity with 2003 presentation. These changes had no impact on net cash flows previously reported

3. United States Dollar Amounts

The Company maintains accounting records in yen in consolidation. The dollar amounts included in the consolidated financial statements and notes thereto represent the arithmetical results of translating yen to dollars on a basis of ¥120.2=US\$1. The inclusion of such dollar amounts is solely for convenience and is not intended to imply that yen amounts have been or could be readily converted, realized or settled in dollars at ¥120.2=US\$1 or any other rate.

4. Marketable Securities and Investment in Securities

(1) The cost, book value and unrealized gain or loss for other securities with fair value as of March 31, 2002 and 2003 were as follows:

Description	Millions of Yen 2003		
	Acquisition cost	Book value (Fair market value)	Unrealized gain (loss)
Case 1 Shares	¥ 2,054	¥ 2,928	¥ 874
Case 2 Shares	¥ 639	¥ 584	¥ (55)
Grand total	¥ 2,693	¥ 3,512	¥ (819)

Description	Millions of Yen 2002		
	Acquisition cost	Book value (Fair market value)	Unrealized gain (loss)
Case 1 Shares	¥ 2,618	¥ 6,352	¥ 3,734
Others	—	—	—
	2,618	6,352	3,734
Case 2 Shares	¥ 1,572	¥ 1,170	¥ (402)
Others	195	119	(76)
	1,767	1,289	(478)
Grand total	¥ 4,385	¥ 7,641	¥ (3,256)

Description	Thousands of U.S. Dollars 2003		
	Acquisition cost	Book value (Fair market value)	Unrealized gain or loss
Case 1 Shares	\$17,088	\$24,359	\$ 7,271
Case 2 Shares	\$ 5,316	\$ 4,859	\$ (458)
Grand total	\$22,404	\$29,128	\$ 6,813

Note:

Case 1: Fair market value exceeds acquisition cost.

Case 2: Fair market value does not exceed acquisition cost.

(2) Other securities sold during this fiscal year

Description	Millions of Yen		Thousands of U.S. Dollars (Note 3)
	2003	2002	2003
Proceeds from sales of available-for-sale securities	¥ 9,974	¥ 4,742	\$ 82,978
Realized gain	1,125	2,797	9,359
Realized loss	(1,037)	(13)	(8,627)

(3) Book value of major securities without fair value as of March 31, 2002 and 2003 are as follows:

	Millions of Yen		Thousands of U.S. Dollars (Note 3)
	2003	2002	2003
Unlisted stocks	¥ 1,955	¥ 9,716	\$ 16,265
MMA	1,726	2,058	14,359
FFF	500	—	4,160
	¥ 4,181	¥ 11,774	\$ 34,784

Note1: Besides the above, the equity amount equivalent to the evaluation difference of the financial assets, which there is an investment-to-investment partnership and is contained in union composition property, is ¥129,791 million.

Note2: In this fiscal year, about other securities with fair value, decrease processing of ¥1,363 million is performed and the acquisition cost is taken as the amount of money after decrease.

5. Jobs and Software in Progress

“Jobs and Software in Progress” represents the accumulated costs of uncompleted work for software development, data processing and other jobs under contract with customers.

6. Properties and Equipment

Property and equipment as of March 31, 2003 and 2002 are summarized as follows:

	Millions of Yen		Thousands of U.S. Dollars
	March 31,		March 31,
	2003	2002	2003
Buildings and structures	¥ 3,027	¥ 3,328	\$ 25,183
Cars and vehicles	23	76	191
Equipment, furniture and fixtures	4,224	3,892	35,142
	7,274	7,296	60,516
Less: accumulated depreciation	(3,609)	(3,256)	(30,025)
	3,665	4,040	30,491
Land	1,219	1,236	10,141
Construction in progress	—	144	—
	¥ 4,884	¥ 5,420	\$ 40,632

7. Fixed Leasehold Deposits

Fixed leasehold deposits as of March 31, 2003 and 2002 are deposits paid to the lessors in connection with leases of buildings and facilities for office space, computers and related equipment. Lessors in Japan require large amounts of leasehold deposits equivalent to several months' lease rental payments. Such leasehold deposits do not bear interest and are generally returnable only after the lease is terminated.

8. Short-term and Long-term Bank Loans

The annual average interest rate applicable to short-term bank loans at March 31, 2002 is 0.64%.

Aggregate annual maturity of long-term bank loans subsequent to March 31, 2003 is as follows:

Year ending March 31,	Millions of Yen	Thousands of U.S. Dollars
2004	¥ 1,031	\$ 8,577
2005	19	158
2006	16	133
	¥ 1,066	\$ 8,868

9. Retirement Benefit Plan

The reserve for retirement benefits as of March 31, 2003 and 2002 is analyzed as follows:

	Millions of Yen		Thousands of U.S. Dollars
	As of March 31,		As of March 31,
	2003	2002	2003
Projected benefit obligations	¥ 2,904	¥ 5,388	\$ 24,160
Plan assets	2,711	5,616	22,554
	193	228	1,606
Unrecognized actuarial differences	1,195	869	9,942
Unrecognized prior service costs	—	1,079	—
	1,002	18	8,336
Prepaid pension costs	1,042	153	8,669
The reserve for retirement benefits	¥ 40	¥ 135	\$ 333

Notes: The above table includes the amounts related to the portion subject to the Japanese Welfare Pension Insurance Law.

Net pension expense related to the retirement benefits for the year ended March 31, 2002 and 2003 was as follows:

	Millions of Yen		Thousands of U.S. Dollars
	For the years ended March 31,		For the year ended March 31,
	2003	2002	2003
Service cost	¥ 437	¥ 484	\$ 3,636
Interest cost	82	94	682
Expected return on plan assets	(115)	(118)	(957)
Amortization of actuarial differences	(218)	—	(1,814)
Amortization of unrecognized prior service costs	216	44	1,797
Net pension expenses	406	504	3,378
Gain on return of substitutional portion of employee pension fund	(755)	—	(6,281)
	¥ (349)	¥ 504	\$ (2,903)

Assumptions used in calculation of the above information were as follows:

	As of March 31, 2003	As of March 31, 2002
Discount rate	1.0 %	3.0 %
Expected rate of return on plan assets	4.0 %	4.0 %
Method of attributing the projected benefits to periods of services	Straight-line basis	Straight-line basis
Amortization of unrecognized prior service costs	5 years	5 years
Amortization of unrecognized actuarial differences	5 years	5 years

10. Contingent Liabilities

As of March 31, 2003, the Group was contingently liable as guarantor or under comfort letters or similar instruments for the following borrowings incurred by its unconsolidated subsidiaries, affiliates and others.

	Millions of Yen	Thousands of U.S. Dollars
	March 31, 2003	March 31, 2003
Guarantees on loans and other:		
So (director of Soft Brain Inc.)	¥ 199	\$ 1,665
Access Media International Partners Ind.	186	1,547
J-One Inc.	196	1,631
Other	52	433
	¥ 633	\$ 5,266

11. Lease Transactions

The Group leases certain equipment, furniture and fixtures. Pro forma information pertinent to the lease contracts of the Group, which do not transfer the ownership of the leased assets to lessees on an "as if capitalized" basis for the years ended March 31, 2003 and 2002, is as follows:

	Millions of Yen		
	March 31, 2003		
	Acquisition Costs	Accumulated Depreciation	Net Leasehold Property
Buildings	¥ 41	¥ 23	¥ 18
Cars and Vehicles	12	2	10
Furniture and Fixtures	1,616	783	833
Software	371	177	194
Total	¥ 2,040	¥ 985	¥ 1,055

	Millions of Yen		
	March 31, 2002		
	Acquisition Costs	Accumulated Depreciation	Net Leasehold Property
Buildings	¥ 23	¥ 10	¥ 13
Furniture and Fixtures	1,977	740	1,237
Software	95	50	45
Total	¥ 2,095	¥ 800	¥ 1,295

	Thousands of U.S. Dollars		
	March 31, 2003		
	Acquisition Costs	Accumulated Depreciation	Net Leasehold Property
Buildings	\$ 341	\$ 191	\$ 150
Cars and Vehicles	100	17	83
Furniture and Fixtures	13,444	6,514	6,930
Software	3,087	1,473	1,614
Total	\$16,972	\$ 8,195	\$ 8,777

Future minimum lease payments under finance lease, which included the imputed interest expense on such lease contracts as of March 31, 2003 and 2002, are as follows:

	Millions of Yen		Thousands of U.S. Dollars
	March 31,		March 31,
	2003	2002	2003
Due within one year	¥ 445	¥ 455	\$ 3,702
Due after one year	614	837	5,108
	¥ 1,059	¥ 1,292	\$ 8,810

Depreciation expense, lease expense and interest expense which are not reflected in the accompanying consolidated statements of income for the years ended March 31, 2003 and 2002, would be as follows:

	Millions of Yen		Thousands of U.S. Dollars
	March 31,		March 31,
	2003	2002	2003
Depreciation expense	¥ 490	¥ 416	\$ 4,077
Lease expense	417	467	3,469
Interest expense	32	36	266

12. Derivatives and Hedging Activities

The Company utilize derivative financial instruments, which comprise forward exchange contracts to reduce exposure to market risks from fluctuations in foreign currency exchange rates. The Company holds derivative financial instruments within the amount with specific purposes of the transactions. The Company does not hold or issue derivative financial instruments for trading purposes.

The Company is exposed to certain market risks arising from its forward exchange contracts. The counter parties also expose the Company to the risk of credit loss in the event of non-performance to the currency; however, the Company does not anticipate non-performance by any of these counter parties all of whom are financial institutions with high credit ratings.

Under the Company's risk management, all the derivative financial instruments are designed, executed and controlled by the financial department at an approval of the president. Due to rare transaction involved, no specific rule has been designed.

13. Loss on write-down of investments of affiliates

Loss on write-down of investments of affiliates includes the amortization of the difference between the cost of an investment and the amount of underlying equity in net assets of such subsidiaries of ¥2,970 million (\$24,709 thousands)

14. Loss on Liquidation of Business Segment

In connection with the bankruptcy of subsidiaries, the Group incurred a loss of ¥3,104 million (\$25,824 thousand) in the year ended March 31, 2003, which consisted of the following:

	Millions of Yen	Thousands of U.S. Dollars
	March 31, 2003	March 31, 2003
Loss on write-down of inventories	¥ 251	\$ 2,088
Loss on write-down of investments in affiliates	1,602	13,328
Others	251	2,088
	¥ 2,104	\$ 17,504

15. Income Taxes

The Company and its domestic subsidiaries are subject to several taxes based on income, which in the aggregate resulted in statutory tax rates of approximately 42.0% for the years ended March 31, 2003 and 2002. Foreign subsidiaries are subject to income taxes of the countries in which they operate.

The difference between the effective tax rate and statutory tax rate for the year ended March 31, 2003 and 2002 is not presented because of the net loss in the year.

According to the Act for Partial Revision of Local Tax Law proclaimed March 31, 2003, the statutory effective tax rate, which is to be used for calculation of deferred tax assets and liabilities relating to temporary differences for the fiscal year ended March 31, 2003 was changed to the amended statutory effective tax rate. The effect of the adoption of the new standard for the current fiscal year was immaterial.

The tax effects of temporary differences that give rise to significant portion of the deferred tax assets and liabilities as of March 31, 2003 and 2002 are summarized as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2003	2002	2003
Deferred tax assets:			
Accrued bonus	¥ 536	¥ 373	\$ 4,459
Accrued enterprise tax	7	84	58
Write-down of investments in securities for operating purpose	1,506	3,393	12,529
Gain on disposal of investments in affiliates	2,977	2,977	24,763
Write-down of golf club membership	141	114	1,173
Tax loss carry forward	14,045	2,615	116,847
Write-down of investments affiliates	1,241	—	10,324
Allowance for bad doubt	1,173	—	9,759
Others	953	630	7,929
	22,579	10,186	187,845
Valuation allowance	(9,099)	(2,615)	(75,699)
Total deferred tax assets	13,480	7,571	112,146
Deferred tax liabilities:			
Valuation difference on other securities	267	54	2,221
Gain on capital reduction	148	154	1,231
Prepaid pension cost	119	—	990
Others	7	61	58
Total deferred tax liabilities	541	269	4,500
Net deferred tax assets	¥ 12,939	¥ 7,302	\$107,646

16. Segment Information

(1) Industry Segment Information

The Company and its subsidiaries operate principally in the following two industry segments:

Industry segment: Major activities:

Computer Service Data processing, data entry, software development, sales of equipment
Venture Capital Venture capital investment

The segment information of the Company and its consolidated subsidiaries for each of the two years in the period ended March 31, 2003, classified by industry segments is summarized as follows:

	For the year ended March 31, 2003				
	Millions of Yen				
	Computer Service	Venture Capital	Total	Elimination & Unallocatable Amounts	Consolidated
Sales:					
Sales to outside customers	¥ 69,513	¥ 1,560	¥ 71,073	¥ —	¥ 71,073
Inter-segment sales/transfers	100	224	324	(324)	—
Total	69,613	1,784	71,397	(324)	71,073
Operating expenses	64,836	10,465	75,301	4,071	79,372
Operating profit or loss	4,777	(8,681)	(3,904)	(4,395)	(8,298)
Assets	¥ 37,799	¥ 18,894	56,693	¥ 8,068	64,761
Depreciation	930	27	957	344	1,301
Capital expenditure	1,133	43	1,176	225	1,401

	For the year ended March 31, 2002				
	Millions of Yen				
	Computer Service	Venture Capital	Total	Elimination & Unallocatable Amounts	Consolidated
Sales:					
Sales to outside customers	¥ 66,157	¥ 4,075	¥ 70,232	¥ —	¥ 70,232
Inter-segment sales/transfers	212	44	256	(256)	—
Total	66,369	4,119	70,488	(256)	70,232
Operating expenses	58,181	22,656	80,838	3,567	84,405
Operating profit or loss	8,188	(18,537)	(10,350)	(3,823)	(14,173)
Assets	¥ 24,382	¥ 36,768	¥ 61,150	¥ 18,757	¥ 79,907
Depreciation	747	33	780	314	1,094
Capital expenditure	720	49	769	405	1,174

	For the year ended March 31, 2003				
	Thousands of U.S. Dollars				
	Computer Service	Venture Capital	Total	Elimination & Unallocatable Amounts	Consolidated
Sales:					
Sales to outside customers	\$ 578,311	\$ 12,978	\$ 591,289	\$ —	\$ 591,289
Inter-segment sales/transfers	832	1,864	2,696	(2,696)	—
Total	579,143	14,842	593,985	(2,696)	591,289
Operating expenses	539,401	87,063	626,464	33,868	660,332
Operating profit or loss	39,742	(72,221)	(32,479)	(36,564)	(69,043)
Assets	\$ 314,468	\$ 157,188	\$ 471,656	\$ 67,121	\$ 404,535
Depreciation	7,737	225	7,962	2,862	5,100
Capital expenditure	9,426	358	9,784	1,872	7,912

(Note 1) The amounts of operating loss included in the column "Elimination or Unallocatable Amount" are ¥4,394 million and ¥3,743 million for the years ended March 31, 2003 and 2002, respectively, which includes expenses mostly charged to the Administration Department.

(Note 2) The amounts of assets included in the column "Elimination or Unallocatable Amount" are ¥8,305 million and ¥32,594 million for the years ended March 31, 2003 and 2002, respectively, which includes surplus working fund (cash and securities), long term investment fund (investment in securities and long-term deposits) and other assets which are attributable to the Administrative Department.

(2) Geographic Segment Information

Segment information classified by geographic area (inside and outside Japan) for each of the two years ended March 31, 2002 is summarized as follows:

	2003					
	Millions of Yen					
	Japan	U.S.A.	Asia	Total	Elimination or Unallocatable Amounts	Consolidated
Sales:						
(1) Sales to outside customers	¥ 68,808	¥ 1,998	¥ 267	¥ 71,073	¥ —	¥ 71,073
(2) Intersegment sales/transfer	256	107	124	487	(487)	—
Total	69,064	2,105	391	71,560	(487)	71,073
Operating expenses	63,752	9,456	2,211	75,419	3,953	79,372
Operating profit or losses	¥ 5,312	¥ (7,351)	¥ (1,820)	¥ (3,859)	¥ (4,940)	¥ (8,299)
Assets	¥ 33,828	¥ 18,315	¥ 4,509	¥ 56,652	¥ 8,109	¥ 64,761

	2002					
	Millions of Yen					
	Japan	U.S.A.	Asia	Total	Elimination or Unallocatable Amounts	Consolidated
Sales:						
(1) Sales to outside customers	¥ 65,279	¥ 4,711	¥ 242	¥ 70,232	¥ —	¥ 70,232
(2) Intersegment sales/transfer	423	44	23	490	(490)	—
Total	65,702	4,755	265	70,722	(490)	70,232
Operating expenses	57,362	17,896	5,893	81,151	3,254	84,405
Operating profit or losses	¥ 8,340	¥ (13,141)	¥ (5,628)	¥ (10,429)	¥ (3,744)	¥ (14,173)
Assets	¥ 17,492	¥ 36,867	¥ 6,791	¥ 61,150	¥ 18,757	¥ 79,907

	2003					
	Thousands of U.S. Dollars					
	Japan	U.S.A.	Asia	Total	Elimination or Unallocatable Amounts	Consolidated
Sales:						
(1) Sales to outside customers	\$572,446	\$ 16,622	\$ 2,221	\$591,289	\$ —	\$591,289
(2) Intersegment sales/transfer	2,130	890	1,032	4,052	(4,052)	—
Total	574,576	17,512	3,253	595,341	(4,052)	591,289
Operating expenses	530,383	78,669	18,394	627,446	32,886	660,332
Operating profit or losses	\$ 44,193	\$ (61,157)	\$ (15,141)	\$ (32,105)	\$ (36,938)	\$ (69,043)
Assets	\$281,431	\$152,371	\$ 37,512	\$471,314	\$ 67,463	\$538,777

(Note 1) The amounts of operating loss included in the column "Elimination or Unallocatable Amount" are ¥4,394 million and ¥3,743 million for the years ended March 31, 2003 and 2002, respectively, which includes expenses mostly charged to the Administration Department.

(Note 2) The amounts of assets included in the column "Elimination or Unallocatable Amount" are ¥8,305 million and ¥32,823 million for the years ended March 31, 2003 and 2002, respectively, which includes surplus working fund (cash and securities), long term investment fund (investment in securities and long-term deposits) and other assets which are attributable to the Administrative Department.

(Note 3) The segment of "Asia" represents China, Korea and Taiwan.

(3) Sales outside Japan

	For the year ended March 31, 2003		
	Millions of Yen		
	U.S.A.	Other	Total
Overseas sales	¥ 2,223	¥ 271	¥ 2,494
Consolidated sales	—	—	71,073
Ratio	3.1%	0.4%	3.5%

	For the year ended March 31, 2002		
	Millions of Yen		
	U.S.A.	Other	Total
Overseas sales	¥ 4,833	¥ 312	¥ 5,145
Consolidated sales	—	—	70,232
Ratio	6.9%	0.4%	7.3%

	For the year ended March 31, 2003		
	Thousands of U.S. Dollars		
	U.S.A.	Other	Total
Overseas sales	\$ 18,494	\$ 2,255	\$ 20,749
Consolidated sales	—	—	591,289
Ratio	3.1%	0.4%	3.5%

(Notes 1) The segment of "Other" represents China, and Korea

(Notes 2) Overseas sales represent those of the Company and consolidated subsidiaries to countries and areas outside of Japan.

17. Related Party Transactions

No material transactions of the directors of the Group companies for the year ended March 31, 2003 are noted.

18. Net (loss) Income and Dividends per Share

Net (loss) income per share shown for each year in the accompanying Consolidated Statements of Income and Retained Earnings, are based upon the weighted average number of shares of common stock outstanding during each year. No diluted effect on net income per share for fiscal 2001, and on net loss per share for fiscal 2002 and 2003 is disclosed since the Company has issued neither bond with subscription warrant nor convertible bonds.

Effective from the year ended March 31, 2003, the Company and its subsidiaries applied the Financial Accounting Standards No.2 "Financial Accounting Standards for Earnings per Share" and the Financial Accounting Standards Implementation Guidance No.4 "Implementation Guidance for Accounting Standards for Earnings per share" issued by Accounting Standard Board of Japan on September 25, 2002.

Basis for the calculation of net loss per share for the year ended March 31, 2003, is as follows:

	Millions of Yen	Thousands of U.S. Dollars
Net loss	¥ (9,899)	\$ (82,354)
Less: Components not pertaining to common shareholders	—	—
Net loss pertaining to common stock	(9,899)	(82,354)
Average outstanding shares of common stock (shares)	24,396	24,396

By applying the current method, the amounts of net loss per share for the year ended March 31, 2003 is calculated as follows:

	Yen	U.S. Dollars
Net loss per share	¥ (405.6)	\$ (3.37)
Net assets per share	(2,031.0)	(16.89)

Cash dividend per share shown for each year in the accompanying Consolidated Statement of Income represent dividends declared as applicable to the respective years, rather than those paid in the respective years.

19. Subsequent Events

(1) On May 22, 2003, Board of Directors determined the followings for the purpose of securing adequate internal reserves, and on June 27, 2003 General Shareholders' Meeting approved the followings.

The above meeting resolved to transfer ¥7,622 million (US\$ 63,411 thousand) of paid-in capital to other capital surplus in accordance with the Clause 2, Article 289 of the Commercial Code for the purpose of the capital measures, that is, the fulfillment of profits available for distribution and the acquisition of treasury stock, etc.

1) Summary of the paid-in capital.

The amount of the decreased paid-in capital
¥7,622million
The amount of the paid-in capital after decreasing
¥15,000million
The amount of the paid-in capital before decreasing
¥22,622million

2) Day of decreasing the paid-in capital

The Board of Directors determination day
on May 22, 2003
The General shareholders' Meeting approval days
on June 27, 2003
The last day that the creditors can raise objections
on early August 2003

(2) On May 22, 2003, Board of Directors determined the acquisition of the treasury stock for the purpose of executing the flexible capital policy corresponding to the environmental change, and on June 27, 2003 General Shareholders' Meeting approved as follows.

1) Summary of the acquisition

Type of shares to be acquired
Common stock
Maximum number of shares to be acquired
3 million shares (12.3% of the all issued stocks)
Maximum amount of acquired
50 billion yen

REPORT OF INDEPENDENT AUDITORS

To the Board of Directors of
transcosmos inc.

We have audited the accompanying consolidated balance sheets of transcosmos inc. and its consolidated subsidiaries as of March 31, 2003 and 2002, and the related consolidated statements of operations, shareholders' equity, and cash flows for each of the three in the period ended March 31, 2003, all expressed in Japanese Yen. These consolidated financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audits.

We conducted our audits in accordance with auditing standards, procedures and practices generally accepted and applied in Japan. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall consolidated financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of transcosmos inc. and its consolidated subsidiaries as of March 31, 2003 and 2002, and the consolidated results of their operations and their cash flows for each of the three in the period ended March 31, 2003, in conformity with accounting principles and practices generally accepted in Japan (see Note 1).

The amounts expressed in U.S. dollars, which are provided solely for the convenience of the reader, have been translated on the basis set forth in Note 3 to the accompanying consolidated financial statements.

ChuoAoyama Audit Corporation

ChuoAoyama Audit Corporation
Tokyo, Japan
June 27, 2003

transcosmos inc.

Non-Consolidated Balance Sheets

For the years ended March 31, 2003 and 2002

	Millions of Yen		Thousands of U.S. Dollars (Note 3)
	2003	2002	2003
ASSETS			
Current Assets:			
Cash, Time deposits and commercial paper	¥ 3,491	¥ 2,975	\$ 29,043
Notes and accounts receivable:			
Customers	8,405	7,544	69,925
Subsidiaries and affiliates	162	816	1,347
	8,567	8,360	71,272
Less: allowance for bad debt	(2,837)	(7)	(23,602)
	5,730	8,353	47,670
Short-term loans to subsidiaries	4,620	7,892	38,436
Job and software in progress and merchandise	13	133	108
Deferred tax assets	1,638	320	13,627
Merchandise	137	237	1,140
Prepaid expenses	268	187	2,230
Other current assets	656	871	5,458
Total current assets	16,553	20,968	137,712
Investments and Advances:			
Investments in securities	1,857	3,458	15,449
Investments in and advances to subsidiaries and affiliates	19,236	43,141	160,033
Long-term loans to subsidiaries	7,413	8,000	61,672
Other investments	1,715	2,973	14,268
Total investments and advances	30,221	57,572	251,422
Property Equipment, at cost, less Accumulated Depreciation	3,521	3,792	29,293
Fixed Leasehold Deposits	2,359	2,182	19,626
Deferred Charges, Intangibles and Other	573	519	4,768
Deferred tax assets	6,455	978	53,702
Prepaid Pension tax	1,003	—	8,344
	¥ 60,685	¥ 86,011	\$ 504,867

The accompanying notes are an integral part of the statements.

	Millions of Yen		Thousands of U.S. Dollars (Note 3)
	2003	2002	2003
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current Liabilities:			
Current portion of long-term bank loans	¥ 2,000	¥ —	\$ 16,639
Accounts payable:			
Suppliers	1,703	1,883	14,168
Subsidiaries and affiliates	1,250	1,300	10,399
	2,953	3,183	24,567
Income taxes payable	17	929	141
Accrued expenses	810	1,033	6,739
Accrued bonuses to employees	1,365	1,115	11,356
Reserve for loss on guarantees	—	300	—
Other current liabilities	566	670	4,710
Total current liabilities	7,711	7,230	64,152
Long-term Liabilities:			
Long-term bank loans	1,000	3,000	8,319
Deferred tax liabilities	—	—	—
Reserve for retirement benefits	—	68	—
Other long-term liabilities	190	182	1,581
Total long-term liabilities	1,190	3,250	9,900
Shareholders' Equity:			
Common stock:			
Authorized 90,088,176 shares at March 31, 2003 and 2002, respectively			
Issued 24,397,023 shares at March 31, 2003 and 2002, respectively			
	29,066	29,066	241,814
Capital surplus	30,623	30,623	254,767
Legal reserve	389	389	3,236
General reserve	14,900	14,900	123,960
Retained earnings	(23,289)	480	(193,752)
Unrealized gains on marketable securities and investments in securities	97	74	807
Treasury stock, at cost, 731 shares at March 31, 2003 and 174 shares at March 31, 2002	(2)	(1)	17
Total shareholders' equity	51,785	75,531	430,815
	¥ 60,685	¥ 86,011	\$ 504,867

The accompanying notes are an integral part of the statements.

transcosmos inc.

Non-Consolidated Statements of Operations

For the years ended March 31, 2003, 2002 and 2001

	Millions of Yen			Thousands of U.S. Dollars (Note 3)
	2003	2002	2001	2003
Net Sales	¥ 57,389	¥ 54,514	¥ 49,626	\$ 477,446
Cost of Sales	46,344	43,693	39,132	385,557
Gross profit	11,045	10,821	10,494	91,889
Selling, General and Administrative Expenses	8,531	6,785	6,478	70,973
Operating income	2,514	4,036	4,016	20,916
Non-Operating Income (Expenses):				
Interest income	146	191	305	1,215
Interest expenses	(29)	(42)	(46)	(241)
Dividend income	13	58	1,137	108
Loss on sale/disposal of property	(184)	(78)	(218)	(1,531)
Loss on disposal of inventories	(67)	(131)	—	(557)
Loss on write-down of marketable securities and investments in securities	(1,739)	(2,053)	(1,777)	(14,468)
Loss on write-down of golf club membership	(75)	(92)	(169)	(624)
Gain on sale/disposal of marketable securities	—	—	459	—
Gain on sale/disposal of investments in securities	558	665	—	4,642
Gain on sale/disposal of investments in affiliates	149	4,610	2,541	1,240
Gain on return of substitutional portion of employee pension fund	719	—	—	5,982
Loss on liquidation of business segment	(25,729)	(3,946)	(794)	(214,052)
New share issue expenses	—	—	(6)	—
Loss on investments in partnership	(511)	(1,363)	(742)	(4,251)
Loss on closure of offices	—	—	—	—
New SFA development costs	(2,934)	(757)	—	(24,409)
Reserve for loss on guarantees	—	(300)	—	—
Provision for allowance for bad debt	(2,785)	—	—	(23,170)
Other, net	(120)	(8)	(160)	(999)
	(32,588)	(3,246)	530	(271,116)
Income/(loss) before income taxes	(30,074)	790	4,546	250,200
Income Taxes				
- Current	14	1,513	2,148	116
- Deferred	(6,807)	(1,039)	(164)	(56,630)
Net income/(loss)	¥ (23,281)	¥ 316	¥ 2,562	\$ (193,686)

Per Share:	Yen			U.S. Dollars
Net income/(loss)	¥ (954.3)	¥ 13.0	¥ 105.2	\$ (7.94)
Cash dividends	¥ 10.0	¥ 20.0	¥ 20.0	\$ 0.08
Weighted average number of shares (in thousands)	24,396	24,362	24,362	24,396

The accompanying notes are an integral part of the statements.

transcosmos inc.

Non-Consolidated Statements of Shareholders' Equity

For the years ended March 31, 2003, 2002 and 2001

	Number of shares of common stock	Millions of Yen				
		Common stock	Capital surplus	Legal reserve	General reserve	Retained earnings
Balance as at March 31, 2000	24,344,613	¥ 29,024	¥ 29,847	¥ 301	¥ 11,200	¥ 2,504
Cash dividends	—	—	—	—	—	(487)
Transfer to legal reserve	—	—	—	56	—	(56)
Directors' bonuses	—	—	—	—	—	(70)
Transfer to general reserve	—	—	—	—	1,700	(1,700)
New share issue with merger on December 1, 2000	52,410	42	776	—	—	—
Net income for the year ended March 31, 2001	—	—	—	—	—	2,562
Balance as at March 31, 2001	24,397,023	29,066	30,623	357	12,900	2,753
Cash dividends	—	—	—	—	—	(487)
Transfer to legal reserve	—	—	—	32	—	(32)
Directors' bonuses	—	—	—	—	—	(70)
Transfer to general reserve	—	—	—	—	2,000	(2,000)
Net income for the year ended March 31, 2001	—	—	—	—	—	316
Balance as at March 31, 2002	24,397,023	¥ 29,066	¥ 30,623	¥ 389	¥ 14,900	¥ 480
Cash dividends	—	—	—	—	—	(488)
Net income for the year ended March 31, 2003	—	—	—	—	—	(23,281)
Balance as at March 31, 2003	24,397,023	¥29,066	¥30,623	¥ 389	¥ 14,900	¥ (23,289)

	Thousands of U.S. Dollars				
Balance as at March 31, 2002	\$ 241,814	\$ 254,767	\$ 3,236	\$ 123,960	\$ 3,993
Cash dividends	—	—	—	—	(4,059)
Net income for the year ended March 31, 2003	—	—	—	—	193,686
Balance as at March 31, 2003	\$ 241,814	\$ 254,767	\$ 3,236	\$ 123,960	\$ 193,752

The accompanying notes are an integral part of the statements.

transcosmos inc.

Notes to the Non-Consolidated Financial Statements

1. Basis of Presenting the Non-Consolidated Financial Statements

(1) Accounting principles

The accompanying non-consolidated financial statements have been prepared from accounts maintained by transcosmos inc. (the "Company"). The Company has maintained their accounts in accordance with the provisions set forth in the Commercial Code of Japan and the Securities and Exchange Law and in conformity with accounting principles and practices generally accepted in Japan, which are different in certain respects as to application and disclosure requirements from those of International Accounting Standards.

Certain items presented in the non-consolidated financial statements submitted to the Director of Kanto Finance Bureau in Japan have been reclassified in these accounts for the convenience of readers outside Japan.

The statement of cash flows has been required to be prepared in the consolidated financial statements with effect for the years ended March 31, 2003, 2002 and 2001.

The non-consolidated financial statements are not intended to present the non-consolidated financial position, results of operations and cash flows of the Company in accordance with accounting principles and practices generally accepted in countries and jurisdictions other than Japan.

(2) Treasury stocks

Effective from the fiscal year ended March 31, 2003, under the amended financial statements regulations in Japan, treasury stocks, which were previously presented in "Current assets", have been reclassified as a deduction item in "Shareholders' equity".

2. Accounting Principles and Practices Employed by the Company

Accounting principles and practices employed by the Company in preparing the accompanying non-consolidated financial statements, which have significant effects thereon, are explained in Note 2 of the Notes to the Consolidated Financial Statements. Therefore, the accompanying non-consolidated financial statements should be read in conjunction with such notes.

3. United States Dollar Amounts

The Company maintains accounting records in yen. The dollar amounts included in the non-consolidated financial statements and notes thereto represent the arithmetical results of translating yen to dollars on a basis of ¥120.2=US\$1. The inclusion of such dollar amounts is solely for convenience and is not intended to imply that yen amounts have been or could be readily converted, realized or settled in dollars at ¥120.2=US\$1 or any other rate.

4. Legal reserve and retained earnings

The Japanese Commercial Code provided that an amount equivalent to at least 10% of certain cash disbursements with respect to each fiscal year be appropriated to a legal reserve equals 25% of the stated capital. The Japanese Commercial Code, amended effective on October 1 2001, provides that an amount equivalent to at least 10% of certain cash disbursements with respect to each fiscal year be appropriated to legal reserve until an aggregated amount of additional paid-in capital and the legal reserve equals 25% of stated capital.

Investor Information

CORPORATE INFORMATION

Name	transcosmos inc.
Head Office	Sumitomo Seimei Akasaka Bldg., 3-3-3, Akasaka, Minato-ku, Tokyo 107-0052, Japan
Incorporated	June 18, 1985
Capital	¥29,065,968,631
Employees	8,529 group, 5,365 parent (as of March 31, 2003)
Major Banks	Sumitomo Mitsui Banking Corporation Mizuho Corporate Bank, Ltd. UFJ Bank Limited

STOCK INFORMATION

Accounting Year-End
March 31

Month of General Shareholders' Meeting
June

Issued Common Stocks
24,397,023
(as of March 31, 2003)

Number of Shareholders
33,540 shareholders
(as of March 31, 2003)

Stock Exchange Listing
Tokyo Stock Exchange

Auditing Corporation
ChuoAoyama Audit Corporation

BOARD OF DIRECTORS

Founder & Group CEO	Koki Okuda
Chairman & CEO	Koji Funatsu
President & COO	Masataka Okuda
Executive Vice Presidents	Toshikazu Tanizawa Yasuki Matsumoto
Senior Managing Directors	Kazuhiko Sugiura Shinichi Misawa
Managing Directors	Tatsushi Maekawa Masayuki Tada Tsunetaka Miyaryo Hiroshi Kaizuka Koji Okamoto Masaya Nishimura Koichi Iwami Masahiro Ueno Akira Miyake Masakatsu Moriyama
Directors	Shojiro Takashima Yoichi Ochiai Masunaru Yamakawa Tsugio Kanno Tutomu Kawase Hiroyuki Shibuya Kazuhiro Shimizu Masaaki Muta
Corporate Auditors	Isamu Sagara Yoshiharu Uenoyama Masao Saito Kazumi Miyata

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