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Generat i on Network

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1, 173 97 2.4 1, 281 70 1.9

40.5 20 39 42 33 42 30
32.4 42.5

3.9 834 28 3.7 759 93

1.8 344 59 5.2 306 26

5.7 102 83 17.9 107 77

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115 150

2,750	8.4%
2,700	6.0%
100	27.4%
98	24.7%
43	23.7%

	19 3	19 5 15	
2009	22 3	3,000	115
2007	20 3		

1,825 10.9 1,775 9.9

3.5 675 0.6 675

250 4.2 250 5.3

1 Information and Communication Technology

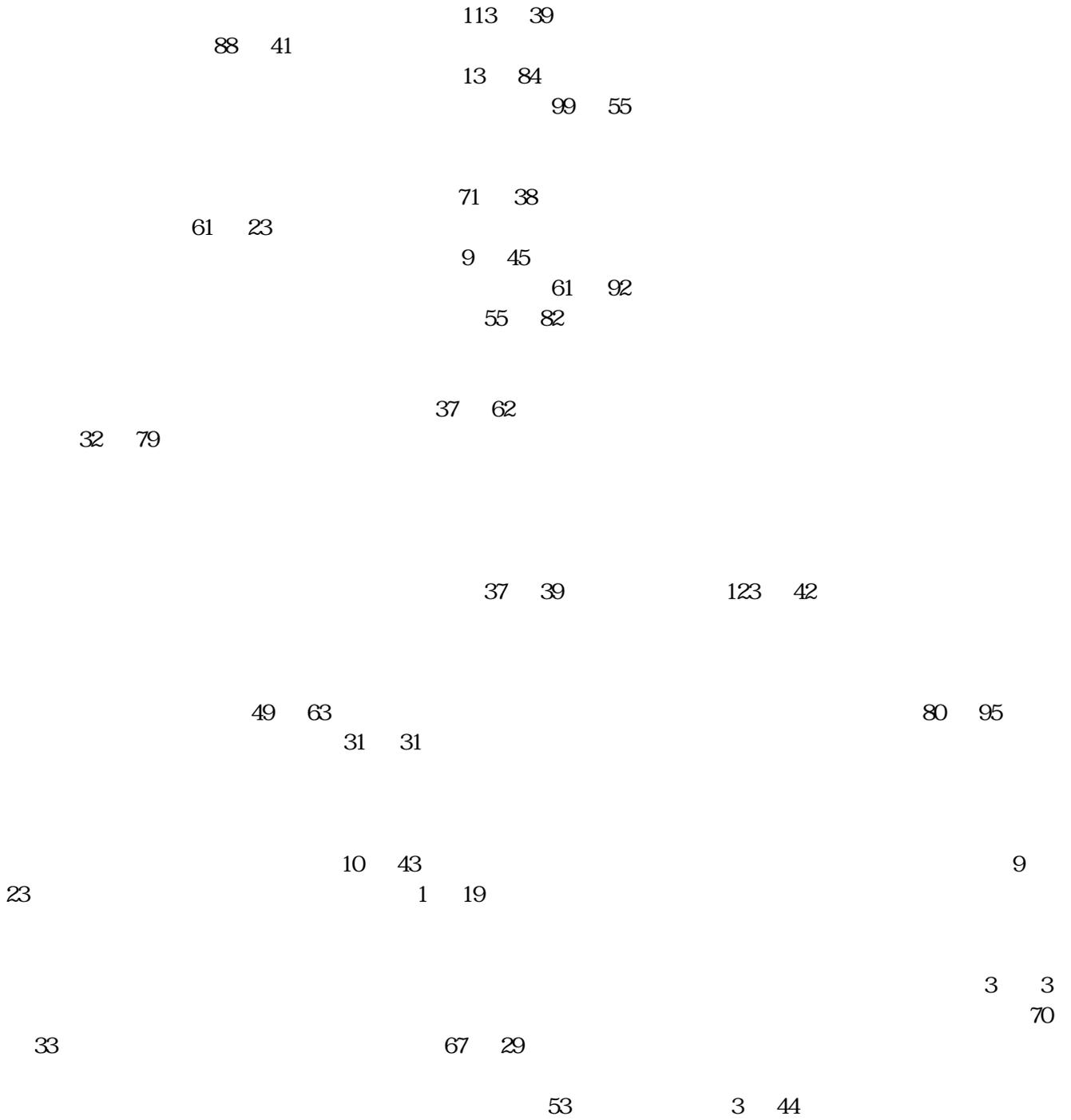
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empowered

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Customer Satisfaction

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財務指標の推移

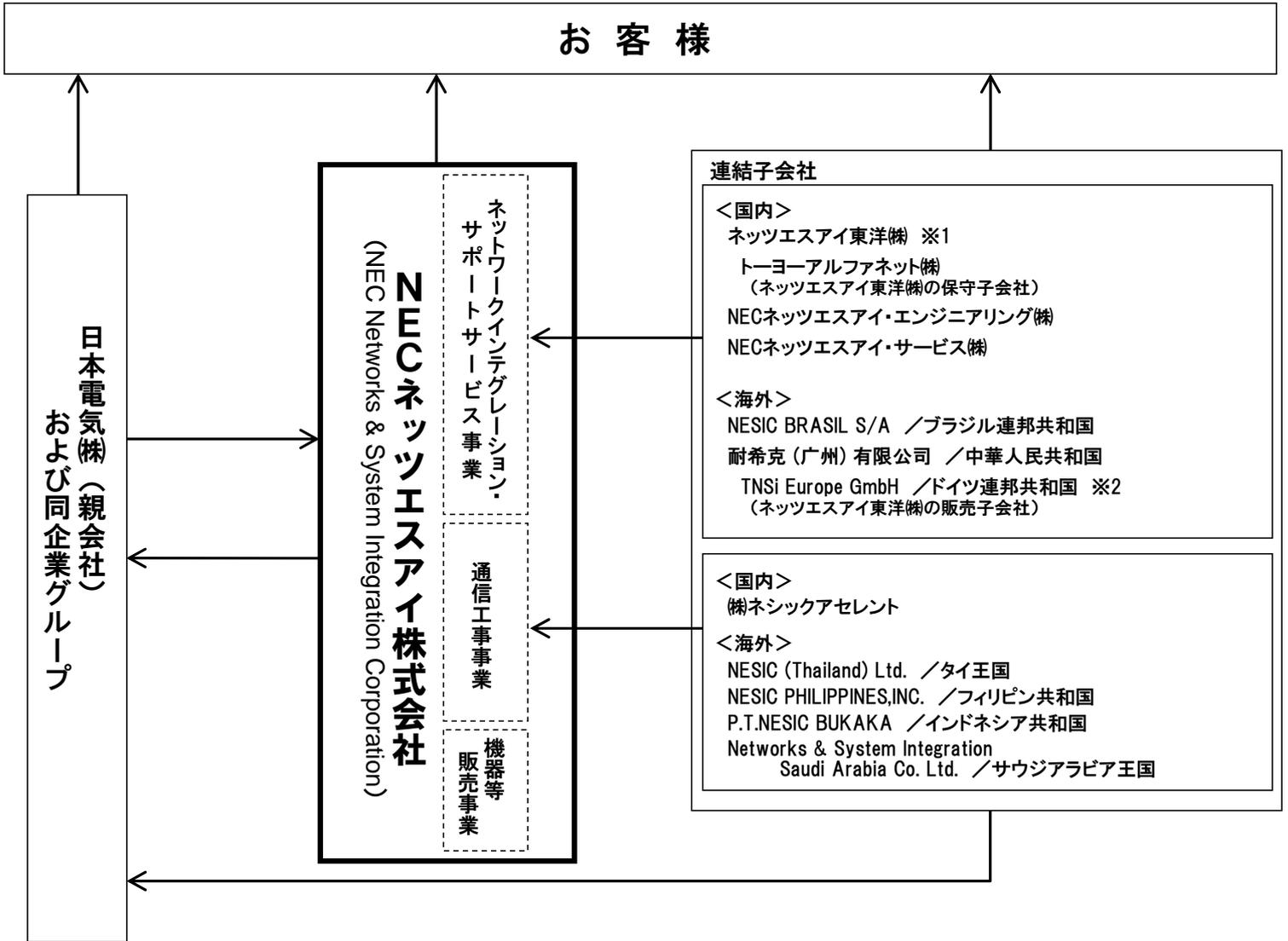
	16	17	18	19
	47.2%	42.3%	45.3%	44.7%
	2.2	1.0	0.3	0.6
	42.2	119.3	265.6	103.1

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19 3	7.00	7.00	14.00
20 3	10.00	10.00	20.00



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2 TNSi Europe GmbH 19 8 22
TNS Europe GmbH

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<http://www.nesic.co.jp/ir/pdf/20070515t.pdf>

<http://www.tse.or.jp/listing/comsearch/index.html>

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	18 9 30		19 9 30		19 3 31	
	107,062	81.2	118,402	83.5	125,498	84.3
	10,276		12,342		8,602	
	72,395		81,237		95,353	
	19,737		17,920		15,090	
	6,147		7,179		6,652	
	1,494		278		200	
	24,771	18.8	23,386	16.5	23,298	15.7
	8,154		8,260		8,260	
	3,293		3,386		3,353	
	4,860		4,873		4,906	
	3,939		3,642		3,758	
	12,677		11,483		11,279	
	7,910		7,160		6,549	
	4,892		4,470		4,855	
	124		146		125	
	131,833	100.0	141,789	100.0	148,797	100.0
	49,600	37.6	56,738	40.0	65,173	43.8
	33,961		40,085		48,333	
	500		582		531	
	4,566		3,387		3,451	
	160		483		183	
	10,411		12,199		12,673	
	21,787	16.5	20,841	14.7	21,422	14.4
	5,000		5,000		5,000	
	16,693		15,711		16,300	
	60		46		95	
	32		83		25	
	71,387	54.1	77,580	54.7	86,596	58.2

	18 9 30		19 9 30		19 3 31	
	60, 109	45.6	63, 379	44.7	61, 692	41.5
	13, 122		13, 122		13, 122	
	16, 650		16, 650		16, 650	
	30, 343		33, 622		31, 931	
	6		15		11	
	376	0.3	18	0.0	308	0.2
	66		17		14	
	74		6		40	
	368		29		253	
	713	0.6	847	0.6	816	0.5
	60, 446	45.9	64, 209	45.3	62, 201	41.8
	131, 833	100.0	141, 789	100.0	148, 797	100.0

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	〔 18 4 1 18 9 30 〕		〔 19 4 1 19 9 30 〕		〔 18 4 1 19 3 31 〕	
	114, 639	100.0	117, 397	100.0	254, 641	100.0
	99, 660	86.9	101, 253	86.2	221, 379	86.9
	14, 978	13.1	16, 143	13.8	33, 262	13.1
	11, 967	10.5	11, 913	10.2	25, 413	10.0
	3, 011	2.6	4, 230	3.6	7, 849	3.1
	278	0.2	387	0.3	683	0.3
	13		12		26	
	63		111		63	
	201		262		593	
	320	0.2	384	0.3	672	0.3
	33		48		74	
	44		85			
	74		63		77	
	48		62		48	
	119		124		472	
	2, 969	2.6	4, 233	3.6	7, 860	3.1
			238	0.2	586	0.2
			238		586	
()	2, 969	2.6	3, 995	3.4	7, 273	2.9
	1, 411	1.3	2, 788	2.4	3, 784	1.5
	2	0.0	804	0.7	29	0.0
()	15	0.0	28	0.0	41	0.0
	1, 540	1.3	2, 039	1.7	3, 476	1.4

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18 4 1 18 9 30

18 3 31	13,122	12,622	29,413	920	54,238
		3,779		916	4,695
			293		293
			68		68
			1,540		1,540
				3	3
		0		0	0
		248	248		
()					
		4,027	930	913	5,871
18 9 30	13,122	16,650	30,343	6	60,109

18 3 31	150		370	220	608	54,625
						4,695
						293
						68
						1,540
						3
						0
()	83	74	1	156	104	51
	83	74	1	156	104	5,820
18 9 30	66	74	368	376	713	60,446

19 4 1 19 9 30

19 3 31	13,122	16,650	31,931	11	61,692
			348		348
			2,039		2,039
				4	4
		0		0	0
()					
		0	1,691	4	1,686
19 9 30	13,122	16,650	33,622	15	63,379

19 3 31	14	40	253	308	816	62,201
						348
						2,039
						4
						0
()	31	33	224	289	31	320
	31	33	224	289	31	2,007
19 9 30	17	6	29	18	847	64,209

18 4 1 19 3 31

18 3 31	13,122	12,622	29,413	920	54,238
		3,779		916	4,695
			642		642
			68		68
			3,476		3,476
				8	8
		0		0	0
		248	248		
()					
		4,027	2,518	908	7,454
19 3 31	13,122	16,650	31,931	11	61,692

18 3 31	150		370	220	608	54,625
						4,695
						642
						68
						3,476
						8
						0
()	164	40	117	87	208	120
	164	40	117	87	208	7,575
19 3 31	14	40	253	308	816	62,201

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	(18 4 1 18 9 30)	(19 4 1 19 9 30)	(18 4 1 19 3 31)
	2,969	3,995	7,273
	1,075	1,042	2,203
	26	33	67
		10	13
	179	97	1,115
		261	162
	518	589	1,011
	69	48	35
		78	78
	136	299	159
	24	24	39
	33	48	74
	48	62	48
		3	63
		10	22
		0	0
		60	80
		238	586
	23,984	14,438	1,280
	1,744	2,813	2,614
	15,434	8,360	1,171
	531	1,389	406
	10,129	7,247	11,238
	24	24	39
	30	48	70
	2,028	2,260	3,307
	8,095	4,963	7,899

	(18 4 1 18 9 30)	(19 4 1 19 9 30)	(18 4 1 19 3 31)
	362	731	1, 216
	4	11	32
	636	390	1, 149
	42	10	42
	15	7	96
		145	54
			15
	15	38	55
	14	44	56
	98	81	77
	923	1, 043	2, 129
	6, 552	48	6, 521
	3	4	8
	0	0	0
	291	344	644
	1	3	1
	184		184
	7, 033	303	7, 360
	18	123	82
	157	3, 739	1, 507
	9, 903	8, 602	9, 903
	56		56
	150		150
()	10, 267	12, 342	8, 602

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12

NESIC BRASIL S/A
NESIC (Thailand) Ltd
NESIC PHILIPPINES, INC.
P. T. NESIC BUKAKA

TNSi Europe GmbH
Networks & System Integration Saudi Arabia Co. Ltd

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3 TNSi Europe GmbH TNS Europe GmbH 19 8 22

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	19 3 30	6	
19 3 30		83	19 4 1

19 3 31
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19 6 26

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18 9 30			19 9 30			19 3 31		
1		11,396	1		12,109	1		11,701
2		209	2		180	2		194
3		3	3		3	3		3
	18 1	110 21 1		18 1	110 21 1		18 1	110 21 1
		11,000			11,000			11,000
		<u>11,000</u>			<u>11,000</u>			<u>11,000</u>
4			4			4		
					403			507
		647 98						

()

〔 18 4 1 18 9 30 〕	〔 19 4 1 19 9 30 〕	〔 18 4 1 19 3 31 〕

()

18 4 1 18 9 30

1.

	43,069,207	6,704,600		49,773,807

6,704,600

2.

	1,115,207	2,273	1,110,902	6,578

2,273

1,110,700
202

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18 6 29		293	7.00	18 3 31	18 6 30

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18 10 26		348	7.00	18 9 30	18 12 8

19 4 1 19 9 30

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	49, 773, 807			49, 773, 807

2.

	10, 255	3, 720	507	13, 468

3, 720

507

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19 5 15		348	7.00	19 3 31	19 6 5

(2)

19 11 14		497	10.00	19 9 30	19 12 4

18 4 1 19 3 31

1.

	43,069,207	6,704,600		49,773,807

6,704,600

2.

	1,115,207	6,075	1,111,027	10,255

6,075

1,110,700
327

3.

4.

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18 6 29		293	7.00	18 3 31	18 6 30
18 10 26		348	7.00	18 9 30	18 12 8

(2)

19 5 15		348	7.00	19 3 31	19 6 5

()

$\left(\begin{array}{r} 18\ 4\ 1 \\ 18\ 9\ 30 \end{array} \right)$	$\left(\begin{array}{r} 19\ 4\ 1 \\ 19\ 9\ 30 \end{array} \right)$	$\left(\begin{array}{r} 18\ 4\ 1 \\ 19\ 3\ 31 \end{array} \right)$
<div style="text-align: right; margin-bottom: 10px;"> <u>10,276</u> 10,276 </div> <div style="display: flex; justify-content: space-between;"> 3 8 </div> <hr style="width: 20%; margin-left: 0;"/> <div style="text-align: right; margin-top: 10px;"> 10,267 </div>	<div style="text-align: right; margin-bottom: 10px;"> <u>12,342</u> 12,342 </div> <div style="display: flex; justify-content: space-between;"> 3 </div> <hr style="width: 20%; margin-left: 0;"/> <div style="text-align: right; margin-top: 10px;"> 12,342 </div>	<div style="text-align: right; margin-bottom: 10px;"> <u>8,602</u> 8,602 </div> <div style="display: flex; justify-content: space-between;"> 3 </div> <hr style="width: 20%; margin-left: 0;"/> <div style="text-align: right; margin-top: 10px;"> 8,602 </div> <div style="text-align: right; margin-bottom: 10px;"> 4,028 </div> <div style="text-align: right; margin-bottom: 10px;"> 248 </div> <div style="text-align: right;"> 916 </div>

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18 4 1 18 9 30

	80,476	32,759	12,527	125,763		125,763
(1) (2)	73,117	30,089	11,432	114,639		114,639
	73,117	30,089	11,432	114,639		114,639
	68,452	29,014	11,226	108,694	2,934	111,628
	4,664	1,074	205	5,945	(2,934)	3,011

19 4 1 19 9 30

	83,428	34,459	10,283	128,170		128,170
(1) (2)	75,993	30,626	10,777	117,397		117,397
	75,993	30,626	10,777	117,397		117,397
	71,524	28,672	10,436	110,633	2,533	113,167
	4,468	1,954	340	6,763	(2,533)	4,230

18 4 1 19 3 31

	164,634	65,192	23,750	253,577		253,577
(1) (2)	161,473	67,085	26,082	254,641		254,641
	161,473	67,085	26,082	254,641		254,641
	150,508	63,946	25,941	240,397	6,394	246,792
	10,964	3,139	140	14,244	(6,394)	7,849

2

18	4	1	18	9	30
				90	

19	4	1	19	9	30
				90	

18	4	1	19	3	31
				90	

3

18	4	1	18	9	30
				10	

19	4	1	19	9	30
				10	

18	4	1	19	3	31
				10	

18 9 30

1.

	112	218	105
	112	218	105

2.

(1)	284
(2)	341
	625

48

1

50

19 9 30

1.

	119	148	29
	119	148	29

2.

(1)	232
(2)	131
	364

62

1

50

19 3 31

1.

	112	191	78
	112	191	78

2.

(1)	284
(2)	210
	495

48

1

50

18 4 1 18 9 30

1.

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17 12 15

18 4 1

1

26 051

1, 110, 700

6, 704, 600

7, 815, 300

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15 10 31

19 4 1

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18 4 1 19 3 31

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17 12 15 18 4 1

1

26 051
1, 110, 700

6, 704, 600 7, 815, 300

2.

15 10 31

	〔 18 4 1 18 9 30〕		〔 19 4 1 19 9 30〕		〔 18 4 1 19 3 31〕
1	1,200.25	1	1,273.32	1	1,233.52
1	31.66	1	40.98	1	70.72

1. 1 ()
2 1

	18 9 30	19 9 30	19 3 31
	60,446	64,209	62,201
	59,732	63,361	61,384
	713	847	816
	713	847	816
	49,773	49,773	49,773
	6	13	10
1	49,767	49,760	49,763

3 1 ()

	〔 18 4 1 18 9 30〕	〔 19 4 1 19 9 30〕	〔 18 4 1 19 3 31〕
	1,540	2,039	3,476
	1,540	2,039	3,476
	48,652	49,761	49,165

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(1)

	18 9 30		19 9 30		(19 3 31)	
	84, 913	75.7	107, 255	81.0	99, 628	78.8
	8, 380		10, 339		6, 698	
	1, 648		1, 734		2, 074	
	55, 775		72, 460		70, 573	
	14, 840		16, 431		11, 844	
	5, 689		6, 466		8, 552	
	1, 421		176		115	
	27, 189	24.3	25, 163	19.0	26, 753	21.2
	7, 174		7, 797		7, 211	
	2, 997		3, 328		2, 968	
	4, 176		4, 469		4, 242	
	1, 820		2, 501		1, 833	
	18, 195		14, 864		17, 708	
	5, 245		6, 149		5, 115	
	9, 020		4, 684		9, 020	
	4, 050		4, 158		3, 694	
	122		127		122	
	112, 102	100.0	132, 418	100.0	126, 382	100.0
	37, 603	33.6	51, 887	39.2	51, 154	40.5
	1, 868		1, 990		1, 834	
	24, 140		35, 091		37, 506	
	500		500		500	
	4, 279		2, 909		2, 971	
	160		483		183	
	6, 654		10, 912		8, 158	
	16, 941	15.1	18, 741	14.1	16, 151	12.8
	5, 000		5, 000		5, 000	
	11, 910		13, 706		11, 097	
	31				53	
			34			
	54, 545	48.7	70, 629	53.3	67, 305	53.3

	18 9 30		19 9 30		(19 3 31)	
	57, 564	51. 3	61, 779	46 7	59, 128	46 7
	13, 122		13, 122		13, 122	
	16, 650		16, 650		16, 650	
	16, 650		16, 650		16, 650	
	0		0		0	
	27, 797		32, 022		29, 366	
	546		546		546	
	1		1		1	
	23, 940		23, 940		23, 940	
	3, 309		7, 533		4, 878	
	6		15		11	
	7	0. 0	10	0. 0	51	0. 0
	67		17		10	
	74		6		40	
	57, 557	51. 3	61, 789	46 7	59, 076	46 7
	112, 102	100. 0	132, 418	100. 0	126, 382	100. 0

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	〔 18 4 1 〕 〔 18 9 30 〕		〔 19 4 1 〕 〔 19 9 30 〕		〔 18 4 1 〕 〔 19 3 31 〕	
	84, 703	100.0	107, 162	100.0	189, 498	100.0
	74, 271	87.7	92, 504	86.3	167, 159	88.2
	10, 432	12.3	14, 657	13.7	22, 338	11.8
	8, 600	10.1	10, 238	9.6	18, 322	9.7
	1, 831	2.2	4, 419	4.1	4, 016	2.1
	359	0.4	375	0.4	1, 260	0.7
	4		6		21	
	355		369		1, 238	
	294	0.4	312	0.3	539	0.3
	36		35		71	
	257		277		467	
	1, 897	2.2	4, 482	4.2	4, 736	2.5
			862	0.8		
			862			
			337	0.3		
			337			
()	1, 897	2.2	5, 008	4.7	4, 736	2.5
	725	0.8	2, 654	2.5	1, 986	1.0
	144	0.2	649	0.6	194	0.1
()	1, 027	1.2	3, 003	2.8	2, 945	1.6

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18 4 1 18 9 30

18 3 31	13,122	12,622	0	12,622
		4,028	248	3,779
			0	0
			248	248
		4,028	0	4,027
18 9 30	13,122	16,650		16,650

18 3 31	546	1	23,940	2,868	27,357	920	52,182
						916	4,695
				293	293		293
				45	45		45
		0		0			
				1,027	1,027		1,027
						3	3
						0	0
				248	248		
		0		440	440	913	5,382
18 9 30	546	1	23,940	3,309	27,797	6	57,564

18 3 31	150		150	52,332
				4,695
				293
				45
				1,027
				3
				0
()	82	74	157	157
	82	74	157	5,224
18 9 30	67	74	7	57,557

19 4 1 19 9 30

19 3 31	13,122	16,650		16,650
			0	0
			0	0
19 9 30	13,122	16,650	0	16,650

19 3 31	546	1	23,940	4,878	29,366	11	59,128
				348	348		348
				3,003	3,003		3,003
						4	4
						0	0
				2,655	2,655	4	2,651
19 9 30	546	1	23,940	7,533	32,022	15	61,779

19 3 31	10	40	51	59,076
				348
				3,003
				4
				0
()	27	34	61	61
	27	34	61	2,712
19 9 30	17	6	10	61,789

18 4 1 19 3 31

18 3 31	13,122	12,622	0	12,622
		4,028	248	3,779
			0	0
			248	248
		4,028	0	4,027
19 3 31	13,122	16,650		16,650

18 3 31	546	1	23,940	2,868	27,357	920	52,182
						916	4,695
				642	642		642
				45	45		45
		0		0			
				2,945	2,945		2,945
						8	8
						0	0
				248	248		
		0		2,009	2,009	908	6,946
19 3 31	546	1	23,940	4,878	29,366	11	59,128

18 3 31	150		150	52,332
				4,695
				642
				45
				2,945
				8
				0
()	160	40	201	201
	160	40	201	6,744
19 3 31	10	40	51	59,076

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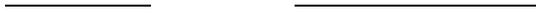
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18 9 30		19 9 30		19 3 31	
1	6,789	1	9,466	1	7,136
2	209	2 (1)	180	2 (1)	194
		(2)	778	(2)	592
3	3	3	3	3	3
	110		110		110
	18 1 21 1		18 1 21 1		18 1 21 1
	11,000		11,000		11,000
	<u>11,000</u>		<u>11,000</u>		<u>11,000</u>
4	486	4	285	4	333

()

$\left(\begin{array}{c} 18 \ 4 \ 1 \\ 18 \ 9 \ 30 \end{array} \right)$	$\left(\begin{array}{c} 19 \ 4 \ 1 \\ 19 \ 9 \ 30 \end{array} \right)$	$\left(\begin{array}{c} 18 \ 4 \ 1 \\ 19 \ 3 \ 31 \end{array} \right)$
<hr style="width: 50%; margin: auto;"/>		<hr style="width: 50%; margin: auto;"/>

()

18 4 1 18 9 30

	1, 115, 207	2, 273	1, 110, 902	6, 578

2, 273

1, 110, 700

202

19 4 1 19 9 30

	10, 255	3, 720	507	13, 468

3, 720

507

18 4 1 19 3 31

	1, 115, 207	6, 075	1, 111, 027	10, 255

6, 075

1, 110, 700

327

18 9 30

19 9 30

19 3 31

18 4 1 18 9 30

19 4 1 19 9 30

1.

(1)

(2)

(3)

2

15 10 31

18 4 1 19 3 31

	〔 18 4 1 18 9 30〕		〔 19 4 1 19 9 30〕		〔 18 4 1 19 3 31〕
1	1, 156.53	1	1, 241.75	1	1, 187.15
1	21.12	1	60.36	1	59.90

1. 1 ()
2 1

	18 9 30	19 9 30	19 3 31
	57, 557	61, 789	59, 076
	57, 557	61, 789	59, 076
	49, 773	49, 773	49, 773
	6	13	10
1	49, 767	49, 760	49, 763

3 1 ()

	〔 18 4 1 18 9 30〕	〔 19 4 1 19 9 30〕	〔 18 4 1 19 3 31〕
	1, 027	3, 003	2, 945
	1, 027	3, 003	2, 945
	48, 652	49, 761	49, 165