財務情報（四半期）Financial Statements (Q)

単位：百万円/ Unit: million yen

株式会社うるる(3979)	ULURU Co., Ltd.(3979)	FY2018/3				FY2019/3				FY2020/3				FY2021/3				FY2022/3				FY2023/3				FY2024/3				FY2025/3				FY2026/3		FY2027/3
会計期間（4月1日～3月31日）	Accouting period (April 1 - March 31)	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q1	Q2
連結損益計算書	**Consolidated Statements of Income**																																				
売上高	Net sales	405	435	505	560	482	533	602	625	579	604	603	692	635	775	842	966	925	996	1,041	1,065	1,062	1,197	1,249	1,352	1,292	1,349	1,473	1,822	1,485	1,554	1,721	1,939	1,699	1,742	2,000	2,309	1,939	2,068
売上原価	Cost of sales	109	129	166	196	134	163	194	220	193	187	198	233	189	232	253	301	271	287	318	311	289	332	349	396	326	353	411	596	440	464	523	596	461	460	569	697	497	541
売上総利益	Gross profit	295	306	338	364	347	369	407	404	385	417	405	459	446	543	588	664	653	709	722	754	772	865	900	956	965	995	1,062	1,225	1,045	1,089	1,198	1,342	1,237	1,281	1,431	1,612	1,442	1,526
販売費及び一般管理費	Selling, general and administrative expenses	225	219	226	242	262	251	267	318	347	414	508	586	449	480	538	640	633	693	775	978	820	841	831	992	727	703	727	765	985	970	954	1,002	1,108	1,062	1,161	1,297	1,209	1,212
EBITDA	EBITDA	74	90	116	126	89	122	146	93	45	12	-93	-116	7	74	61	42	37	34	-32	-203	-27	45	94	-6	280	336	386	514	107	174	309	410	201	298	361	413	329	414
営業利益	Operating income	70	86	111	121	85	117	140	85	38	3	-103	-127	-2	63	50	23	20	15	-52	-224	-47	23	68	-36	237	291	334	460	59	118	244	340	128	219	269	314	232	314
経常利益	Ordinary income	70	86	111	121	85	117	140	84	38	1	-103	-127	13	63	47	23	30	12	-62	-232	-40	21	69	-44	248	272	335	431	82	119	244	315	134	221	271	296	259	309
親会社株主に帰属する当期純利益	Profit attributable to shareholders of parent	50	69	77	89	60	81	95	19	29	-17	-89	-130	4	27	17	-7	-9	-43	-55	44	-47	-1	36	-33	156	170	224	168	48	70	164	175	192	134	179	230	169	204
連結貸借対照表	**Consolidated Balance Sheets**																																				
流動資産	Current assets	2,427	2,530	2,596	2,721	2,806	2,903	2,968	3,326	3,309	3,386	3,263	3,287	3,356	3,581	3,451	3,686	3,300	3,413	3,285	3,297	3,053	3,123	3,118	2,931	3,044	3,403	3,591	4,367	3,967	3,845	3,957	4,258	4,316	4,339	5,002	5,610	5,555	5,698
うち、現預金	Cash and deposits	2,251	2,354	2,368	2,534	2,494	2,579	2,588	3,065	3,077	3,105	2,905	2,890	2,985	3,239	3,093	3,291	2,969	2,992	2,852	2,805	2,585	2,690	2,619	2,396	2,613	2,962	3,053	3,589	3,436	3,304	3,164	3,405	3,694	3,734	4,218	4,580	4,728	4,866
固定資産	Non-current assets	89	90	93	92	100	135	159	192	191	304	288	324	304	301	517	512	789	796	778	1,041	1,165	1,223	1,278	1,690	1,680	1,730	1,745	1,684	1,719	1,789	1,784	1,982	2,184	2,347	2,318	2,439	2,352	2,389
有形固定資産	Property, plant and equipment	39	45	45	42	42	44	57	119	124	121	122	163	155	151	148	152	143	148	144	140	142	136	140	201	206	226	225	219	231	231	222	301	405	389	402	448	427	437
無形固定資産	Intangible assets	5	5	4	6	5	19	28	28	26	27	26	27	26	25	254	248	248	244	241	243	264	286	358	680	707	745	781	685	745	800	851	827	824	990	976	1,002	964	958
投資その他資産	Investments and other assets	44	39	43	44	52	72	72	44	40	155	140	133	121	124	115	111	397	403	392	657	759	800	778	808	767	759	738	778	742	757	710	853	954	967	939	989	960	993
資産合計	Total assets	2,517	2,621	2,690	2,813	2,907	3,039	3,127	3,519	3,500	3,691	3,551	3,612	3,661	3,882	3,969	4,198	4,089	4,209	4,064	4,338	4,219	4,346	4,397	4,621	4,725	5,133	5,336	6,051	5,686	5,635	5,742	6,240	6,501	6,686	7,320	8,049	7,907	8,087
流動負債	Current liabilities	806	842	835	869	905	952	945	1,144	1,105	1,166	1,125	1,325	1,376	1,570	1,645	1,893	1,825	1,996	1,917	2,157	2,095	2,229	2,253	2,520	2,465	2,701	2,680	3,070	2,909	2,797	2,748	3,044	3,142	3,206	3,255	3,778	3,658	3,730
うち、契約負債（旧前受金）	Contract liabilities (formerly advances received)	520	510	483	474	572	563	533	541	663	680	666	691	883	962	919	977	1,153	1,186	1,146	1,193	1,378	1,436	1,388	1,481	1,657	1,664	1,551	1,596	1,846	1,839	1,761	1,786	2,098	2,161	2,049	2,108	2,379	2,429
うち、借入金	Borrowings	15	13	11	8	7	5	3	42	40	40	40	40	40	40	80	42	42	42	42	41	41	40	40	38	28	18	8	40	40	40	40	40	40	40	111	111	111	111
固定負債	Non-current liabilities	6	5	3	1	-	-	-	170	160	150	141	132	128	116	107	96	85	74	63	52	42	32	21	12	12	11	11	169	159	149	141	168	207	194	599	574	545	518
うち、借入金	Borrowings	6	5	3	1	-	-	-	159	149	139	129	119	109	99	91	80	70	59	48	38	28	18	8	-	-	-	-	158	148	138	128	118	108	98	505	477	449	421
負債合計	Total liabilities	813	847	838	871	905	952	945	1,315	1,266	1,317	1,267	1,458	1,504	1,687	1,753	1,990	1,911	2,070	1,980	2,210	2,137	2,261	2,274	2,532	2,477	2,713	2,691	3,239	3,068	2,946	2,889	3,212	3,349	3,401	3,855	4,353	4,204	4,248
純資産合計	Total net assets	1,704	1,773	1,851	1,942	2,002	2,086	2,182	2,204	2,234	2,374	2,284	2,154	2,157	2,195	2,215	2,208	2,177	2,138	2,083	2,128	2,081	2,085	2,122	2,088	2,247	2,420	2,644	2,811	2,618	2,688	2,853	3,028	3,151	3,285	3,465	3,696	3,703	3,838
負債・純資産合計	Total liabilities and net assets	2,517	2,621	2,690	2,813	2,907	3,039	3,127	3,519	3,500	3,691	3,551	3,612	3,661	3,882	3,969	4,198	4,088	4,209	4,064	4,338	4,219	4,346	4,397	4,621	4,725	5,133	5,336	6,051	5,686	5,635	5,742	6,240	6,501	6,686	7,320	8,049	7,907	8,087
自己資本比率 (%)	Capital adequacy ratio (%)	67.7%	67.7%	68.8%	69.0%	68.9%	68.7%	69.8%	62.6%	63.8%	64.3%	64.3%	59.6%	58.9%	56.5%	55.8%	52.6%	53.3%	50.8%	51.3%	49.1%	49.3%	48.0%	48.3%	45.2%	47.6%	47.1%	49.6%	46.5%	46.0%	47.7%	49.7%	48.5%	48.5%	49.1%	47.3%	45.9%	46.8%	47.5%

セグメント情報等（四半期）Segment etc (Q)

単位：百万円/ Unit: million yen

株式会社うるる(3979)		ULURU Co., Ltd.(3979)		FY2018/3				FY2019/3				FY2020/3				FY2021/3				FY2022/3				FY2023/3				FY2024/3				FY2025/3				FY2026/3		FY2027/3
会計期間（4月1日～3月31日）		Accouting period (April 1 - March 31)		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q1	Q2
従業員数		**Number of Employees**																																				
事業別	NJSS	Status	NJSS								33	45	55	59	66	68	70	73	74	84	89	95	103	107	107	110	111	114	111	112	112	134	137	140	140	148	145	148	149	162	161
	fondesk		fondesk								-	6	8	7	7	8	8	10	10	11	12	13	13	16	15	15	15	14	15	15	16	18	17	17	16	21	21	21	21	23	23
	えんフォト・OurPhoto・YSS		en-photo・Ourphoto・YSS								9	11	11	15	15	15	19	21	21	25	27	27	31	36	36	35	36	37	36	37	34	41	43	45	46	50	48	58	60	57	55
	BPO		BPO								50	56	60	63	68	75	78	83	87	96	101	109	117	119	123	126	132	135	134	134	148	177	193	201	197	249	202	194	205	210	217
	シュフティ		shufti								14	15	12	13	14	11	11	7	6	6	6	7	7	6	6	6	6	6	5	5	5	5	5	4	4	4	4	4	4	4
	コーポレート他		Headquarters								13	13	18	19	22	25	24	25	24	25	27	29	30	34	37	39	38	38	40	43	42	46	52	56	57	59	58	68	66	65	69
	新規事業等（FY19/3_4Qのみ）		New business etc.(4Q of FY19)								11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
雇用形態別	正規雇用	Employment Type	Permanent Employment								84	95	107	114	127	133	138	144	145	162	170	174	183	194	194	199	201	206	207	213	211	251	262	268	268	282	284	302	304	320	320
	臨時雇用		Temporary Employment								46	51	57	62	65	69	72	75	77	85	92	106	118	124	130	132	137	138	134	133	146	170	185	195	192	249	194	191	201	201	209
セグメント情報		**Segment Information**																																					
NJSS	売上高（FY2024/3_1QよりnSearchを含む）	NJSS	Sales (Including nSearch from FY2	254	266	282	289	292	304	312	313	320	330	338	361	371	401	426	445	467	490	518	520	552	584	608	640	672	709	722	769	761	789	827	866	896	915	940	975	1,018	1,075
	セグメント利益		Profit																	190	176	186	142	188	212	262	256	323	380	386	401	296	357	366	384	399	430	434	376	415	461
	EBITDA		EBITDA（Including nSearch from	167	173	185	186	181	202	209	181	157	132	73	65	175	197	203	171	191	178	188	145	191	216	268	265	344	401	410	426	324	389	405	426	447	481	488	432	473	521
fondesk	売上高	fondesk	Sales									8	14	15	21	41	62	89	87	102	110	120	121	136	167	175	180	201	206	214	211	236	241	255	248	277	277	283	279	306	305
	セグメント利益		Profit																	1	1	1	-78	-4	11	34	-72	62	61	75	69	4	15	85	59	-3	57	39	8	70	60
	EBITDA		EBITDA									-9	-12	-18	-36	-11	-7	1	-40	1	2	1	-78	-4	11	35	-72	62	61	75	69	4	15	86	59	-2	57	39	8	71	60
BPO	売上高	BPO	Sales	116	135	178	218	140	180	234	247	198	210	192	238	165	259	244	317	247	297	253	282	239	323	288	364	255	291	326	602	313	353	397	550	331	357	399	646	315	423
	セグメント利益		Profit																	12	43	-28	-9	-14	42	-1	1	3	25	28	130	-36	8	38	126	-10	23	42	178	-23	47
	EBITDA		EBITDA	9	9	17	22	10	18	41	21	12	26	2	14	-1	54	23	62	18	50	-20	-1	-7	50	7	11	13	37	44	147	-20	25	57	146	8	43	64	204	0	70
フォト（えんフォト・OurPhoto・YSS）	売上高	Photo（en-photo・OurPhoto・YSS）	Sales																	101	90	139	133	126	114	170	161	156	133	203	233	168	163	235	268	187	185	325	402	294	260
	セグメント利益		Profit																	-39	-62	-72	-75	-64	-82	-48	-46	5	-23	12	42	-3	-39	-24	10	-18	-24	-41	57	36	9
	EBITDA		EBITDA																	-32	-54	-64	-67	-56	-74	-40	-38	13	-15	20	51	-1	-36	-20	14	-17	-23	-32	64	43	16
えんフォト	売上高	en-photo	Sales	17	19	25	30	28	29	35	47	38	40	47	62	46	42	71	94	83	75	95	118	101	96	114	146	129	113	143	214	143	142	174	244	157	157	201	285	180	181
	EBITDA		EBITDA	-3	0	2	5	2	1	6	11	1	-5	-28	-9	-28	-45	-18	-2	-10	-25	-30	-17	-24	-36	-27	3	28	11	15	69	12	-10	-28	31	-10	-9	-18	53	30	18
その他CGS	売上高	Other CGS	Sales																	-	-	-	-	-	-	-	-	-	-	-	0	-	-	-	-	-	-	47	-	-	-
	セグメント利益		Profit																	-1	-2	-10	-12	-10	-12	-14	-13	-10	-10	-9	-9	-14	-30	-14	-16	-23	-26	-22	-39	-31	-30
	EBITDA		EBITDA																	-1	-2	-10	-12	-10	-12	-14	-13	-10	-10	-9	-9	-14	-30	-14	-15	-23	-26	-22	-39	-30	-29
クラウドソーシング	売上高	Crowd-Sourcing	Sales																	7	7	8	7	7	7	6	6	6	7	7	5	5	6	6	5	5	5	5	5	5	5
	セグメント利益		Profit																	-9	-7	-5	-8	-2	-4	-7	0	-4	-1	-2	-2	-1	-3	-1	-2	-1	-1	0	-1	0	0
	EBITDA		EBITDA																	-9	-7	-5	-8	-2	-4	-7	0	-4	-1	-2	-2	-1	-3	-1	-2	0	-1	0	-1	0	0
全社費用（コーポレート部門）	売上高	Whole Company Expense (Headquart	Sales																	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	セグメント利益		Profit																	-156	-96	-135	-181	-139	-143	-156	-162	-141	-140	-156	-171	-184	-188	-206	-221	-214	-239	-181	-264	-235	-234
	EBITDA		EBITDA																	-154	-94	-133	-179	-137	-141	-154	-159	-138	-137	-152	-168	-182	-185	-203	-218	-209	-232	-174	-255	-226	-225
事業別KPI		**Segment KPI**																																					
NJSS	ARR（FY2024/3_1QよりnSearchを含む） ※1	NJSS	ARR（Including nSearch from FY2	997	1,039	1,088	1,125	1,146	1,189	1,220	1,230	1,261	1,290	1,334	1,394	1,467	1,585	1,684	1,821	1,891	1,972	2,048	2,127	2,215	2,312	2,374	2,471	2,654	2,754	2,801	2,875	3,017	3,109	3,231	3,302	3,439	3,543	3,681	3,835	4,058	4,228
	売上総利益（FY2024/3_1QよりnSearchを含む）		Gross Profit（Including nSearch from FY2024/3_Q1）					264	276	283	282	287	299	304	322	337	363	391	409	428	449	477	479	508	535	563	588	620	655	670	709	697	716	750	779	812	833	859	881	929	979
	売上総利益率（FY2024/3_1QよりnSearchを含む）		Gross Profit Margin（Including nS	90.3%	89.7%	89.9%	91.2%	90.5%	91.0%	90.8%	90.5%	90.5%	90.7%	90.0%	88.1%	90.8%	90.5%	91.7%	92.0%	91.5%	91.7%	92.0%	92.2%	92.0%	91.8%	92.1%	92.0%	92.3%	92.4%	92.8%	92.2%	91.5%	90.8%	90.7%	90.0%	90.7%	91.0%	91.3%	90.3%	91.3%	91.1%
	有料契約件数		Fee-paying Contracts	2,469	2,587	2,742	2,884	2,851	2,899	2,958	3,028	2,962	2,999	3,148	3,282	3,395	3,571	3,749	3,960	4,139	4,388	4,480	4,704	4,968	5,183	5,398	5,722	5,980	6,247	6,377	6,567	6,756	6,880	7,028	7,073	7,153	7,158	7,275	7,295	7,303	7,351
	ARPU（FY2024/3_3QよりBPOを含む）		ARPU(Including Bidding BPO from	1,110	1,091	1,078	1,084	1,105	1,114	1,121	1,128	1,169	1,169	1,151	1,166	1,187	1,206	1,220	1,223	1,226	1,199	1,232	1,213	1,195	1,195	1,190	1,164	1,166	1,162	1,169	1,223	1,177	1,181	1,212	1,291	1,301	1,316	1,327	1,408	1,448	1,501
	解約率		Churn Rate	2.6%	2.4%	2.3%	2.3%	2.4%	2.6%	2.8%	2.7%	2.5%	2.3%	2.1%	2.2%	2.0%	2.0%	1.9%	1.7%	1.55%	1.48%	1.46%	1.48%	1.45%	1.46%	1.42%	1.44%	1.44%	1.42%	1.47%	1.53%	1.58%	1.61%	1.55%	1.50%	1.49%	1.49%	1.44%	1.42%	1.44%	1.39%
	LTV(FY2024/3_3QよりBPOを含む)		LTV(Including Bidding BPO from F	1,175	1,270	1,322	1,263	1,269	1,162	1,122	1,146	1,302	1,413	1,492	1,440	1,594	1,695	1,748	1,917	2,153	2,229	2,337	2,220	2,255	2,264	2,318	2,189	2,208	2,255	2,196	2,189	2,035	2,031	2,153	2,317	2,387	2,440	2,540	2,677	2,742	2,972
nSearch	有料契約件数	nSearch	Fee-paying Contracts																								423	485	550	565	566	578	587	606	682	715	745	772	839	865	859
fondesk	ARR ※2	fondesk	ARR *2																			481	486	547	668	703	720	806	826	858	844	946	966	1,020	995	1,110	1,111	1,132	1,116	1,224	1,220
	有料契約件数		Fee-paying Contracts								14	64	118	168	346	1,017	1,540	1,897	2,230	2,552	2,814	3,105	3,315	3,550	3,718	3,896	4,054	4,272	4,469	4,682	4,794	4,980	5,167	5,422	5,589	5,723	5,885	6,094	6,224	6,314	6,442
	ARPU		ARPU													13,582	13,456	13,840	14,396	13,361	13,074	12,920	12,230	12,840	14,987	15,056	14,810	15,725	15,412	15,274	14,676	15,845	15,582	15,681	14,810	16,070	15,627	15,184	14,523	15,599	15,081
	解約率		Churn Rate													3.2%	2.9%	2.8%	2.9%	2.5%	2.0%	1.9%	1.6%	1.6%	1.6%	1.5%	1.5%	1.4%	1.3%	1.3%	1.3%	1.2%	1.2%	1.2%	1.2%	1.1%	1.2%	1.1%	1.1%	1.1%	1.2%
えんフォト	ARR ※3	en-photo	ARR *3																			381	473	407	386	457	584	518	455	574	858	575	570	696	979	630	631	806	1,143	721	724
	契約園数		Number of kindergartens & nurser	1,163	1,215	1,289	1,557	1,673	1,773	1,832	1,969	2,034	2,099	2,167	2,477	2,547	2,639	2,717	2,922	3,072	3,207	3,318	3,662	3,757	3,835	3,942	4,186	4,339	4,525	4,624	4,725	4,845	4,947	5,028	5,139	5,227	5,307	5,360	5,506	5,593	5,704
	園当たり売上高		Net sales per school		15,849	19,857	19,599	16,771	16,503	19,539	24,128	18,854	19,413	21,694	25,260	18,108	16,158	26,398	32,282	27,154	23,517	28,711	32,347	27,097	25,222	28,983	34,882	29,901	25,164	31,079	45,397	29,685	28,844	34,645	47,661	30,167	29,758	37,628	51,923	32,268	31,745
OurPhoto	撮影件数	OurPhoto	Photo Shoot Number	769	878	2,777	1,201	1,906	1,501	4,086	1,444	2,281	1,896	4,954	1,977	1,096	2,197	6,291	2,651	4,022	3,206	9,648	2,760	4,551	3,165	9,381	3,138	3,977	2,813	9,257	3,085	3,669	2,762	9,051	2,961	4,296	3,570	10,551	3,711	4,966	3,745

主な費用と投下状況		**Major Expense**																																					
全社	人件費（含む採用費）※売上原価・販管費の合算	Whole Company	Personnel expenses(incl. recruitin	157	154	162	180																																
	人件費（売上原価）		Personnel Expenses-COGS					31	37	44	42	45	53	52	64	60	75	69	85	95	109	93	106	95	105	111	114	99	102	111	174	142	147	141	159	132	121	153	199	141	176
	人件費（販管費、含む採用費）		Personnel Expenses-SG&A (incl. recruiting expenses)					149	145	152	163	194	208	227	242	242	248	255	266	303	321	339	376	369	378	383	394	372	361	383	392	494	480	513	537	522	527	548	565	584	593
	広告宣伝費		Advertising expenses	15	13	16	21	29	19	17	28	30	54	107	128	34	55	63	127	71	78	113	225	129	141	130	251	102	106	96	80	221	199	144	151	225	155	203	211	211	217
	システム関連委託費（SES等）		System-related outsourcing exper	21	20	13	13	12	14	18	23	26	46	64	68	61	62	55	69	85	107	106	121	102	95	67	72	23	15	11	7	16	24	13	10	50	44	49	55	61	61
	一時費用		Temporary expenses	-	-	-	-	-	-	-	26	-	-	-	13	-	-	28	-	-	-	-	-	-	-	-	112	-	-	-	54	-	16	-	-	-	30	-	128	-	-
	減価償却費+のれん償却額		Depreciation and Amortization + Amortization of Goodwill																	17	18	20	21	19	22	25	29	42	45	51	54	48	56	65	69	72	79	91	99	96	100
NJSS	人件費（含む採用費）※売上原価・販管費の合算	NJSS	Personnel expenses(incl. recruiting expenses) *COGS+SG&A																	142																				
	人件費（売上原価）		Personnel Expenses-COGS																		16	16	17	16	17	16	15	15	14	12	13	16	20	20	20	18	16	15	19	11	15
	人件費（販管費、含む採用費）		Personnel Expenses-SG&A (incl. recruiting expenses)																		133	138	153	152	149	146	153	152	138	151	161	222	198	209	223	213	217	215	284	247	249
	広告宣伝費		Advertising expenses																	31	35	47	63	55	53	55	77	56	55	48	38	86	77	79	71	79	67	83	88	118	115
	システム関連委託費（SES等）		System-related outsourcing expenses (SES etc.)																	35	48	43	52	50	44	20	29	10	5	3	3	5	-2	-2	-3	29	21	25	35	46	49
fondesk	人件費（含む採用費）※売上原価・販管費の合算	fondesk	Personnel expenses(incl. recruiting expenses) *COGS+SG&A																	19																				
	人件費（売上原価）		Personnel Expenses-COGS																		1	0	0	0	1	1	1	2	2	1	2	1	1	2	2	2	2	3	2	3
	人件費（販管費、含む採用費）		Personnel Expenses-SG&A (incl. recruiting expenses)																		22	21	25	23	24	22	26	21	21	22	21	29	28	32	33	36	35	32	42	40	40
	広告宣伝費		Advertising expenses																	30	32	39	105	51	61	46	144	36	38	32	36	115	108	45	68	136	77	102	111	73	86
	システム関連委託費（SES等）		System-related outsourcing expenses (SES etc.)																	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
えんフォト・Ourphoto・YSS	人件費（含む採用費）※売上原価・販管費の合算	en-photo・Ourphoto・YSS	Personnel expenses(incl. recruiting expenses) *COGS+SG&A																	43																				
	人件費（売上原価）		Personnel Expenses-COGS																		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23	38	14	16
	人件費（販管費、含む採用費）		Personnel Expenses-SG&A (incl. recruiting expenses)																		41	51	57	60	60	62	59	57	55	56	54	68	70	78	83	79	80	92	118	87	93
	広告宣伝費		Advertising expenses																	7	7	15	17	11	12	18	16	8	10	14	3	9	11	15	5	6	7	12	2	6	8
	システム関連委託費（SES等）		System-related outsourcing expenses (SES etc.)																	43	53	55	54	50	49	46	42	12	9	7	3	10	21	13	8	16	17	17	15	9	6
BPO	人件費（含む採用費）※売上原価・販管費の合算	BPO	Personnel expenses(incl. recruiting expenses) *COGS+SG&A																	108																				
	人件費（売上原価）		Personnel Expenses-COGS																		91	76	88	77	86	92	97	81	85	96	159	124	125	118	137	111	102	111	174	110	141
	人件費（販管費、含む採用費）		Personnel Expenses-SG&A (incl. recruiting expenses)																		34	33	36	32	33	38	37	35	35	34	33	34	38	39	41	41	44	48	49	43	45
	広告宣伝費		Advertising expenses																	1	2	10	25	9	10	7	12	1	1	0	1	9	1	1	1	1	1	1	2	9	2
	システム関連委託費（SES等）		System-related outsourcing expenses (SES etc.)																	3	2	4	4	0	0	0	0	0	0	0	0	0	0	3	2	2	2	2	2	2

※1　年間経常収益を指す。FY21/3_3Qまでは各四半期サブスクリプション売上高に4を乗じた数値、FY21/3_4Q以降は各四半期末時点のMRRに12を乗じた数値。、FY24/3_1Qより、「nSearch」「GoSTEP」等の周辺サブスクリプションビジネスも含めたMRRに12を乗じた数値。

*1　ARR of "NJSS" is each quarter's subscription sales multiplied by 4 until 3Q of FY2021, and MRR at the end of each quarter multiplied by 12 for 4Q of FY2021 and thereafter. From 1Q of FY24, the ARR is the MRR including peripheral subscription businesses such as "nSearch" and "GoSTEP" multiplied by 12.

※2　各四半期サブスクリプション売上高＋各四半期リカーリング売上高に4を乗じた数値

*2　ARR of "fondesk" is each quarter's subscription sales plus each quarter's recurring sales multiplied by 4.

※3　各四半期リカーリング売上高に4を乗じた数値

*3　ARR of "en-photo" is each quarter's recurring sales multiplied by 4.

財務情報（年度）Financial Statements (FY)

単位：百万円/ Unit: million yen

株式会社うるる(3979)	ULURU Co., Ltd.(3979)								
会計期間（4月1日～3月31日）	Accouting period (April 1 - March 31)	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
連結損益計算書	**Consolidated Statements of Income**									
売上高	Net sales	1,906	2,243	2,480	3,219	4,029	4,862	5,937	6,701	7,751
売上原価	Cost of sales	601	713	812	976	1,189	1,368	1,689	2,025	2,189
売上総利益	Gross profit	1,304	1,529	1,667	2,243	2,839	3,493	4,248	4,675	5,562
販売費及び一般管理費	Selling, general and administrative expenses	914	1,100	1,857	2,108	3,080	3,485	2,924	3,912	4,630
EBITDA	EBITDA	407	451	-152	185	-164	105	1,517	1,002	1,275
営業利益	Operating income	390	429	-189	135	-241	8	1,324	762	932
経常利益	Ordinary income	389	428	-190	148	-251	5	1,289	761	923
親会社株主に帰属する当期純利益	Profit attributable to shareholders of parent	287	257	-207	42	-64	-45	720	458	737
連結貸借対照表	**Consolidated Balance Sheets**									
流動資産	Current assets	2,721	3,326	3,287	3,686	3,297	2,931	4,367	4,258	5,610
うち、現預金	Cash and deposits	2,534	3,065	2,890	3,291	2,805	2,396	3,589	3,405	4,580
固定資産	Non-current assets	92	192	324	512	1,041	1,690	1,684	1,982	2,439
有形固定資産	Property, plant and equipment	42	119	163	152	140	201	219	301	448
無形固定資産	Intangible assets	6	28	27	248	243	680	685	827	1,002
投資その他資産	Investments and other assets	68	44	133	111	657	808	778	853	989
資産合計	Total assets	2,813	3,519	3,612	4,198	4,338	4,621	6,051	6,240	8,049
流動負債	Current liabilities	869	1,144	1,325	1,893	2,157	2,520	3,070	3,044	3,778
うち、契約負債（旧前受金）	Contract liabilities (formerly advances received)	474	541	691	977	1,193	1,481	1,596	1,786	2,108
うち、借入金	Borrowings	8	42	40	42	41	38	40	40	111
固定負債	Non-current liabilities	1	170	132	96	52	12	169	168	574
うち、借入金	Borrowings	1	159	119	80	38	-	158	118	477
負債合計	Total liabilities	871	1,315	1,458	1,990	2,210	2,532	3,239	3,212	4,353
純資産合計	Total net assets	1,942	2,204	2,154	2,208	2,128	2,088	2,811	3,028	3,696
負債・純資産合計	Total liabilities and net assets	2,813	3,519	3,612	4,198	4,338	4,621	6,051	6,240	8,049
自己資本比率 (%)	Capital adequacy ratio (%)	69.0%	62.6%	59.6%	52.6%	49.1%	45.2%	46.5%	48.5%	45.9%
連結キャッシュ・フロー計算書	**Consolidated Statements of Cash Flows**									
営業活動によるキャッシュ・フロー	Cash flow from operating activities	344	431	-52	701	-30	328	1,474	651	1,496
税金等調整前当期純利益	Net profit for the period before taxes	389	428	-190	148	-251	5	1,153	696	893
減価償却費	Depreciation	17	21	36	43	48	68	119	194	292
のれん償却額	Amortization of goodwill	-	-	-	7	28	28	73	45	50
契約負債（旧前受金）による増加額	Increase due to contract liabilities	68	67	150	282	214	282	115	189	314
投資活動によるキャッシュ・フロー	Cash flow from investing activities	-22	-96	-81	-196	-416	-695	-441	-553	-682
財務活動によるキャッシュ・フロー	Cash flow from financing activities	-14	196	-42	-78	-39	-42	160	-283	361
現金及び現金同等物の期増減額	Net increase（decrease）in cash and cash equivalents	307	530	-175	426	-486	-409	1,193	-184	1,175
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of period	2,201	2,509	3,040	2,865	3,291	2,805	2,396	3,589	3,405
現金及び現金同等物の期末残高	Cash and cash equivalents at the end of period	2,509	3,040	2,865	3,291	2,805	2,396	3,589	3,405	4,580

ESG

株式会社うるる(3979)		FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
データで見る人材・組織力							
男女比(正社員)	男性	69.0%	64.5%	62.2%	61.6%	59.0%	59.2%
	女性	31.0%	35.5%	37.8%	38.4%	41.0%	40.8%
男性育休取得率(正社員)※1		20.0%	30.0%	50.0%	40.0%	75.0%	100.0%
男女間賃金格差(年収、正社員)	男性	593	605	617	663	707	726
	女性	487	510	515	524	540	541
	差分	106	94	101	139	167	185
女性管理職比率(正社員)		-	21.1%	21.3%	18.8%	22.8%	19.0%
離職率(正社員)		7.1%	9.8%	9.0%	7.9%	6.4%	5.8%
エンゲージメントサーベイ Wevoxスコア (役員・間接雇用含む全従業員)	うるる※2	-	80.8	80.0	78.4	79.8	79.5
	業界平均※3	-	-	-	-	-	73
	上位20%※3	-	-	-	-	-	82

※1 育休等を取得した男性従業員の数/配偶者が出産した男性従業員の数

※2 各期の4月~3月の平均値（条件変更により遡って修正）

※3 左：[インターネットサービス]-[業務支援Webサービス（B2B）]-[201-500名]の企業群の平均、右：左の企業群のうち[High-Performance上位20%]の企業群

従業員の状況							
CGS事業　NJSS	従業員数	61	84	91	100	129	140
	臨時雇用者数	13	19	20	12	11	9
CGS事業　fondesk	従業員数	10	11	13	12	13	19
	臨時雇用者数	-	2	2	4	3	2
CGS事業　フォト	従業員数	20	29	31	29	40	50
	臨時雇用者数	1	2	5	5	6	10
CGS事業　その他	従業員数	-	-	-	2	3	6
	臨時雇用者数	-	-	-	0	0	0
BPO事業	従業員数	28	30	31	32	35	41
	臨時雇用者数	59	87	101	116	162	164
クラウドソーシング事業	従業員数	6	6	4	4	3	3
	臨時雇用者数	-	1	2	1	1	1
全社（共通）	従業員数	20	23	31	32	45	45
	臨時雇用者数	4	7	7	8	9	15

従業員数は就業人員(当社グループからグループ外への出向者を除き、グループ外から当社グループへの出向者を含む。)であり、臨時雇用者数(パートタイマー、人材会社からの派遣社員を含む。)は、年間の平均人員を記載しております。

全社（共通）と記載している使用人数は内部監査室、IR本部、経営推進本部、People & Culture本部、IT＆リスク本部に所属しているものです。

ESGデータベース						
CO_2排出量 (kg-CO_2)	181,026.16	172,114.27	141,943.79	181,213.00	200,828.25	TBA
電気使用量 (kWh)	363,468	368,518	362,612	436,057	466,294.00	TBA

対象会社：株式会社うるる、株式会社うるるBPO

ESG

ULURU Co., Ltd.(3979)		FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3
Human Resources and Organizational Capabilities in Data							
Gender Ratio	Male	69.0%	64.5%	62.2%	61.6%	59.0%	59.2%
	Female	31.0%	35.5%	37.8%	38.4%	41.0%	40.8%
Paternity Leave Ratio (Full-time employees)*1		20.0%	30.0%	50.0%	40.0%	75.0%	100.0%
Gender Pay Gap	Male	5.93	6.05	6.17	663	707	726
	Female	4.87	5.1	5.15	524	540	541
	Diff.	1.06	0.94	1.01	139	167	185
Female Manager Ratio (Full-time employees)		-	21.1%	21.3%	18.8%	22.5%	19.0%
Job Turnover Rate (Full-time employees)		7.1%	9.8%	9.0%	7.9%	6.4%	5.8%
Engagement Survey Wevox Score (All employees)	ULURU *2	-	80.8	80.0	78.4	79.8	79.5
	Industry Ave.*3	-	-	-	-	73	73
	Top 20% *3	-	-	-	-	82	82

*1 The number of male employees who took maternity leaves, etc. divided by the number of male employees whose spouses gave birth.

*2 Average of April~March for each period (retroactively revised due to changes in conditions)

*3 Left: The average of companies in the [Internet Service] - [Business Support Web Service (B2B)] - [201-500 employees] group; Right: The average of companies in the [High-Performance Top 20%] group of the companies onthe left.

Employees							
CGS Business NJSS	# of employees	61	84	91	100	129	140
	# of temporary empl	13	19	20	12	11	9
CGS business fondesk	# of employees	10	11	13	12	13	19
	# of temporary empl	-	2	2	4	3	2
CGS Business Photo	# of employees	20	29	31	29	40	50
	# of temporary empl	1	2	5	5	6	10
CGS Business Others	# of employees	-	-	-	2	3	6
	# of temporary empl	-	-	-	0	0	0
BPO Business	# of employees	28	30	31	32	35	41
	# of temporary empl	59	87	101	116	162	164
Crowdsourcing Business	# of employees	6	6	4	4	3	3
	# of temporary empl	-	1	2	1	1	1
Corporate （Common）	# of employees	20	23	31	32	45	45
	# of temporary empl	4	7	7	8	9	15

The number of employees is the number of full-time employees (excluding employees dispatched from our group to outside the group and including employees dispatched from outside the group to our group). The number of temporary employees (including part-timers and employees dispatched from staffing companies) is the average number of employees during the year. The number of temporary employees (including part-timers and employees dispatched from staffing companies) is the average number of employees during the year.

The number of employees listed as "Company-wide (common)" refers to those belonging to the Internal Audit Office, Investor Relations Division, Management Promotion Division, People & Culture Division, and IT & Risk Division.

ESG Database						
CO_2 emissions (kg-CO_2)	181,026.16	172,114.27	141,943.79	181,213.00	200,828.25	TBA
Electricity consumption (kWh)	363,468	368,518	362,612	436,057	466,294.00	TBA

Subject companies: ULURU.CO.,LTD. , ULURU BPO.CO.,LTD.