会社名：株式会社じげん（Company name: ZIGExN Co., Ltd.）
証券コード：3679（Securities code: 3679）

# データブック 2027年3月期 第2四半期（DataBook for Q2 of FY3/2027）

2026年11月12日（November 12, 2026）

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**Notes**
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**Excel形式のデータは、当社ホームページの「投資家情報トップ」の「データブック」よりダウンロード可能です（You can download the data in Excel format from the "Data Book" under "Investor Relations Top" on our website.）**
URL: https://zigexn.co.jp/ir/

| 各種指標　Peformance Indicators | 単位　Unit | FY2020/3 | FY2021/3 | FY2022/3 | FY2023/3 | FY2024/3 | FY2025/3 | FY2026/3 | 補足 |
|---|---|---|---|---|---|---|---|---|---|
| 連結売上収益　Consolidated revenue | 百万円　Millions of yen | 13,199 | 12,564 | 15,272 | 18,709 | 23,249 | 25,450 | 29,221 | |
| 対前年増減率　YoY | % | 2.7% | -4.8% | 21.6% | 22.5% | 24.3% | 9.5% | 14.8% | |
| セグメント別売上収益　Revenue by segment | | | | | | | | | |
| Vertical HR | 百万円　Millions of yen | 4,530 | 4,800 | 6,010 | 7,181 | 9,580 | 10,575 | 13,328 | |
| 対前年増減率　YoY | % | 14.3% | 6.0% | 25.2% | 19.5% | 33.4% | 10.4% | 26.0% | |
| 対売上比　% to revenue | % | 34.3% | 38.2% | 39.4% | 38.4% | 41.2% | 41.6% | 45.6% | |
| Living Tech | 百万円　Millions of yen | 2,520 | 3,391 | 4,051 | 4,819 | 5,155 | 6,089 | 6,933 | |
| 対前年増減率　YoY | % | 8.6% | 34.6% | 19.5% | 19.0% | 7.0% | 18.1% | 13.9% | |
| 対売上比　% to revenue | % | 19.1% | 27.0% | 26.5% | 25.8% | 22.2% | 23.9% | 23.7% | |
| Life Service | 百万円　Millions of yen | 6,150 | 4,372 | 5,212 | 6,709 | 8,514 | 8,786 | 8,960 | |
| 対前年増減率　YoY | % | -6.4% | -28.9% | 19.2% | 28.7% | 26.9% | 3.2% | 2.0% | |
| 対売上比　% to revenue | % | 46.6% | 34.8% | 34.1% | 35.9% | 36.6% | 34.5% | 30.7% | |
| 積み上げ型収益　Recurring revenue | 百万円　Millions of yen | 8,518 | 8,415 | 9,415 | 10,981 | 13,000 | 14,436 | 15,229 | |
| 対前年増減率　YoY | % | 29.7% | -1.2% | 11.9% | 16.6% | 18.4% | 11.0% | 5.5% | |
| 対売上比　% to revenue | % | 64.5% | 67.0% | 61.6% | 58.7% | 55.9% | 56.7% | 52.1% | |
| EBITDA | 百万円　Millions of yen | 4,619 | 3,808 | 4,265 | 5,334 | 6,781 | 7,084 | 7,592 | 営業利益（損失）+減価償却費及び償却費+減損損失+固定資産除却損及び評価損 - 負ののれん発生益<br>EBITDA=Operating Income (loss) + Depreciation and amortization + Impairment loss + Loss on retirement of non-current assets and on revaluation - Gain on bargain purchase |
| 対前年増減率　YoY | % | 2.4% | -17.6% | 12.0% | 25.1% | 27.1% | 4.5% | 7.2% | |
| 対売上比　% to revenue | % | 35.0% | 30.3% | 27.9% | 28.5% | 29.2% | 27.8% | 26.0% | |
| 営業利益(損失)　Operating income (loss) | 百万円　Millions of yen | 3,806 | -1,062 | 3,314 | 4,180 | 5,394 | 5,657 | 5,913 | |
| 対前年増減率　YoY | % | -6.6% | – | – | 26.1% | 29.0% | 4.9% | 4.5% | |
| 対売上比　% to revenue | % | 28.8% | -8.5% | 21.7% | 22.3% | 23.2% | 22.2% | 20.2% | |
| 税引前利益(損失)　Income (loss) before income tax | 百万円　Millions of yen | 3,800 | -1,069 | 3,309 | 4,199 | 5,430 | 5,657 | 5,946 | |
| 対前年増減率　YoY | % | -6.7% | – | – | 26.9% | 29.3% | 4.2% | 5.1% | |
| 対売上比　% to revenue | % | 28.8% | -8.5% | 21.7% | 22.4% | 23.4% | 22.2% | 20.3% | |
| 親会社の所有者に帰属する当期利益(損失)<br>Net income attributable to owners of the parent company | 百万円　Millions of yen | 2,669 | -1,964 | 2,262 | 2,930 | 3,800 | 3,872 | 4,157 | |
| 対前年増減率　YoY | % | -5.1% | – | – | 29.5% | 29.7% | 1.9% | 7.4% | |
| 対売上比　% to revenue | % | 20.2% | -15.6% | 14.8% | 15.7% | 16.3% | 15.2% | 14.2% | |
| 基本的1株当たり当期利益(損失)(円)<br>Earnings per share | 円　Yen | 24.02 | -18.05 | 20.92 | 27.85 | 36.53 | 38.13 | 41.66 | |
| 対前年増減率　YoY | % | -4.8% | – | – | 33.1% | 31.2% | 4.4% | 9.3% | |
| 資産合計　Total assets | 百万円　Millions of yen | 22,406 | 20,101 | 21,604 | 30,393 | 34,535 | 37,573 | 40,556 | |
| 負債合計　Total liability | 百万円　Millions of yen | 6,142 | 7,105 | 6,675 | 14,320 | 15,086 | 17,622 | 18,103 | |
| 資本合計　Total equity | 百万円　Millions of yen | 16,264 | 12,997 | 14,929 | 16,073 | 19,449 | 19,951 | 22,453 | |
| 現金及び現金同等物　Cash and cash equivalents | 百万円　Millions of yen | 6,631 | 7,420 | 8,588 | 9,953 | 13,241 | 14,295 | 12,722 | |
| 有利子負債　Interest bearing debt | 百万円　Millions of yen | 1,053 | 2,769 | 2,132 | 5,229 | 3,554 | 3,274 | 3,706 | 長短借入金合計。リース負債を除く。<br>Total amount of long-term and short-term loans. Excludes lease liabilities. |
| ネットキャッシュ（ネットデット）<br>Net Cash (Net Debt) | 百万円　Millions of yen | 5,578 | 4,651 | 6,456 | 4,724 | 9,687 | 11,021 | 9,016 | |
| 親会社の所有者に帰属する持分<br>Total equity attributable to owners of the parent company | 百万円　Millions of yen | 16,261 | 12,988 | 14,929 | 16,073 | 19,449 | 19,980 | 22,510 | |
| 親会社所有者帰属持分比率(≒自己資本比率)<br>Ratio of equity attributable to owners of the parent company to total assets (≒equity ratio) | % | 72.6% | 64.6% | 69.1% | 52.9% | 56.3% | 53.2% | 55.5% | |
| 1株当たり親会社所有者帰属持分<br>Equity attributable to owners of the parent company per share | 円　Yen | 146.33 | 120.12 | 138.07 | 154.55 | 187.01 | 198.95 | 226.98 | |
| のれん金額　Goodwill | 百万円　Millions of yen | 9,428 | 6,655 | 6,934 | 9,911 | 10,001 | 10,872 | 13,483 | |
| 内訳　Breakdown | | | | | | | | | |
| リジョブ　REJOB | 百万円　Millions of yen | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 | |
| エニーキャリア AnyCareer | 百万円　Millions of yen | – | – | – | – | – | – | 1,621 | |
| タイズ　Ties | 百万円　Millions of yen | – | – | – | 1,393 | 1,393 | 1,393 | 1,393 | |
| ブレイン・ラボ（キャリアプラス）<br>BrainLab (CAREER PLUS) | 百万円　Millions of yen | 988 | 988 | 988 | 988 | 988 | 1,042 | 1,042 | |
| ブレイン・ラボ（マッチングッド）<br>BrainLab (MatchinGood) | 百万円　Millions of yen | 575 | 575 | 575 | 575 | 575 | 575 | 575 | |
| ライフサポート Life Support | 百万円　Millions of yen | 759 | 829 | 1,108 | 1,108 | 1,108 | 1,108 | 1,108 | リショップナビを中心とするリフォーム事業。<br>Renovation businesses (mainly RESHOP-NAVI) |
| パートナーソリューション Partner Solution | 百万円　Millions of yen | – | 749 | 749 | 749 | 782 | 1,011 | 1,011 | フランチャイズ比較.netを中心とする比較メディア事業。<br>Comparrison media businesses (mainly Franchise Hikaku.net) |
| ティ・エス・ディ　TSD | 百万円　Millions of yen | – | – | – | 668 | 668 | NA | NA | 2024年10月付でアップルワールド(APW)と合併済。 |
| アップルワールド　Apple World | 百万円　Millions of yen | 2,225 | 497 | 497 | 497 | 497 | 1,165 | 1,486 | |
| 三光アド　Sanko Ad | 百万円　Millions of yen | 2,012 | 432 | 432 | 432 | 432 | 432 | NA | 2025年10月付でオーサムエージェントと合併済。 |
| のれん対資本倍率　Goodwill to equity ratio | 倍 X | 0.6 | 0.5 | 0.5 | 0.6 | 0.5 | 0.5 | 0.6 | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 営業活動によるキャッシュ・フロー<br>Cash flow from opearting activities | 百万円 Millions of yen | 2,144 | 2,567 | 3,847 | 5,706 | 6,841 | 7,331 | 4,250 | |
| 投資活動によるキャッシュ・フロー<br>Cash flow from investing activities | 百万円 Millions of yen | -1,642 | -1,746 | -1,283 | -4,601 | -961 | -2,449 | -3,825 | |
| 財務活動によるキャッシュ・フロー<br>Cash flow from financing activities | 百万円 Millions of yen | -1,160 | -29 | -1,391 | 267 | -2,591 | -3,838 | -2,018 | |
| FCF（フリーキャッシュフロー）<br>Free cash flow (excluding M&A investments) | 百万円 Millions of yen | 1,649 | 1,987 | 2,964 | 4,697 | 6,010 | 5,910 | 2,864 | 営業活動によるキャッシュ・フロー+投資活動によるキャッシュ・フロー （M&A投資除く）<br>Cash flow from operating activities + Cash flow from investing activities (excluding M&A) |
| 1株当たりFCF（フリーキャッシュフロー）<br>Free cash flow per share | 円 Yen | 14.84 | 18.38 | 27.41 | 45.16 | 57.79 | 58.84 | 28.88 | FCF（フリーキャッシュフロー）÷発行済株式数(自己株式控除後)<br>FCF(Free Cash Flow) ÷ Outstanding stocks (excluding treasury stocks) |
| 戦略投資額 Strategic investment | 億円 Hundred Million ye | 13.4 | 15.0 | 4.0 | 43.2 | 2.4 | 20.2 | 30.5 | 戦略投資額(M&Aや提携等への拠出額)<br>Total amount of investments such as M&As and aliances |
| 配当総額 Total dividends | 百万円 Millions of yen | 333 | 324 | 378 | 416 | 676 | 1,054 | 1,091 | DPS（1株当たり配当金）×発行済株式数(自己株式控除後)<br>DPS (Dividend Per Share) * Outstanding stocks (excluding treasury stocks) |
| DPS（1株当たり配当額） Dividends per share | 円 Yen | 3.0 | 3.0 | 3.5 | 4.0 | 6.5 | 10.5 | 11.0 | |
| 配当性向 Dividend payout ratio | % | 12.5% | - | 16.7% | 14.4% | 17.8% | 27.5% | 26.4% | DPS（1株当たり配当金）÷EPS（基本的1株当たり当期利益）<br>DPS (Dividend Per Share) ÷ EPS (Earnings Per Share) |
| 配当利回り Dividend yield | % | 1.1% | 0.7% | 1.2% | 0.8% | 1.0% | 2.4% | 2.7% | DPS（1株当たり配当金）÷株価（各期末終値）<br>DPS (Dividend Per Share) ÷ Stock Price (closing price of each period) |
| 自己株式取得額 Total amount of share buybacks | 百万円 Millions of yen | 997 | - | - | 1,400 | - | 2,476 | 686 | |
| 総還元性向 Total payout ratio | % | 49.8% | - | 16.7% | 62.0% | 17.8% | 91.2% | 42.7% | （配当総額+自己株式取得額） ÷ 親会社の所有者に帰属する当期利益（損失）<br>(Total amount of dividend and share buybacks) ÷ Net income (loss) attributable to owners of the parent company |
| 株価 (Stock Price) | 円 Yen | 264 | 432 | 301 | 482 | 622 | 434 | 409 | 各期末時点 |
| EPS（基本的1株当たり当期利益）<br>Earning per share | 円 Yen | 24.02 | -18.05 | 20.92 | 27.85 | 36.53 | 38.13 | 41.66 | 親会社の所有者に帰属する当期利益（損失） ÷ 期中平均普通株式数（自己株式控除後）<br>Net income (loss) attributable to owners of the parent company ÷ Average number of outstanding stocks (excluding treasury stocks) |
| PER（株価収益率）<br>Price-to-earnings ratio (P/E) | 倍 X | 11.0 | - | 14.4 | 17.3 | 17.0 | 11.4 | 9.8 | 株価÷EPS（基本的1株当たり当期利益）<br>Stock Price ÷ EPS (Earnigns Per Share) |
| 従業員数<br>Number of employees | 名/person | 465 | 594 | 576 | 802 | 837 | 898 | 1,036 | 正社員・契約社員を含み、人材派遣事業の派遣社員を除く。<br>Includes regular employees and contract employees and excludes temporary employees in the Temporary Staffing Business. |
| 法人顧客数 Number of coporate clients (compani | 社/company | 18,720 | 18,968 | 20,491 | 21,589 | 22,273 | 23,177 | 23,335 | 直近1年間で売上収益が発生したアクティブ顧客数<br>Number of active corporate clients (companies) that contributed to the revenue in the last twelve months (LTM) |
| 掲載事業所数 Number of business offices posting ads on the platform | | | | | | | | | |
| Vertical HR | 事業所/business office | 57,764 | 59,006 | 65,305 | 76,136 | 83,084 | 88,172 | 87,247 | |
| Living Tech | 事業所/business office | 19,228 | 22,576 | 25,129 | 26,457 | 28,647 | 37,270 | 36,960 | |
| ROE（親会社所有者帰属持分当期利益率）<br>Return on equity | % | 17.8% | -13.4% | 16.2% | 18.9% | 21.4% | 19.6% | 19.6% | 売上高当期利益率×総資産回転率×財務レバレッジ<br>Ratio of net income * Total assets turnover * financial leverage |
| 売上高当期利益率 Net income margin (loss) | % | 20.2% | -15.6% | 14.8% | 15.7% | 16.3% | 15.2% | 14.2% | 親会社の所有者に帰属する当期利益÷売上収益<br>Net income (loss) attributable to owners of the parent company ÷ revenue |
| 総資産回転率 Total assets turnover | 回 turnover | 0.62 | 0.59 | 0.73 | 0.72 | 0.72 | 0.71 | 0.75 | 売上収益÷総資産（期首期末平均）<br>revenue ÷ Total assets (average at the beginning and end of the period) |
| 財務レバレッジ Financial leverage | 倍 X | 1.40 | 1.50 | 1.50 | 1.70 | 1.80 | 1.80 | 1.80 | 総資産（期首期末平均）÷親会社の所有者に帰属する持分（期首期末平均）<br>Total assets (average at the beginning and end of the period) ÷ Total equity attributable to owners of the parent company (average at the beginning and end of the period) |
| ROA（総資産利益率） Return on assets | % | 12.6% | -9.2% | 10.8% | 11.3% | 11.7% | 10.7% | 10.6% | 売上高当期利益率×総資産回転率<br>Ratio of net income (loss) * Total assets turnover |
| WACC（加重平均資本コスト）<br>Weighted average cost of capital | % | 9.6% | 9.5% | 10.3% | 8.7% | 9.1% | 8.6% | 9.1% | 税引後有利子負債コスト×D÷(D+E) + 株主資本コスト×E÷(D+E)<br>D: 有利子負債合計、E: 株式時価総額<br>Cost of debt after tax * D/(D+E) + Cost of Equity * E/(D+E)<br>D: Book value of debt, E: Market value of equity |
| 株主資本コスト(CoE) Cost of equity | % | 9.6% | 9.5% | 10.3% | 10.2% | 9.5% | 9.3% | 9.9% | リスクフリーレート+$\beta$（エクイティリスクプレミアム)+サイズリスクプレミアム<br>Risk free rate + $\beta$*(Equity risk premium) + Size risk premium |
| ROIC（投下資本利益率） Return on invested capital | % | 16.2% | -4.5% | 14.0% | 15.1% | 16.9% | 17.0% | 16.6% | NOPAT÷投下資本（期首期末平均）<br>NOPAT ÷ Invested capital (average at the beginning and end of the period) |
| NOPAT（税引後営業利益）<br>Net operating profit after tax | 百万円 Millions of yen | 2,641 | -737 | 2,299 | 2,900 | 3,742 | 3,925 | 4,102 | 営業利益×(1-実効税率) ※実効税率は30.62%として算出<br>Operating income * (1 - tax rate) notes: it is calculated based on the tax rate of 30.62% |
| 投下資本 Invested capital | 百万円 Millions of yen | 17,314 | 15,757 | 17,061 | 21,302 | 23,003 | 23,254 | 26,216 | 有利子負債+親会社の所有者に帰属する持分<br>Interest bearing debt + Total equity attributable to owners of the parent company |
| EVAスプレッド EVA spread | % | 6.6% | -13.9% | 3.7% | 6.4% | 7.8% | 8.4% | 7.5% | ROIC（投下資本利益率） - WACC（加重平均資本コスト）<br>ROIC (Return on invested capital) - WACC (Weighted average cost of capital) |
| DEレシオ Debt equity ratio | 倍 X | 0.06 | 0.21 | 0.14 | 0.33 | 0.18 | 0.16 | 0.16 | 有利子負債÷親会社の所有者に帰属する持分<br>Interest bearing debt ÷ Total equity attributable to owners of the parent company |
| ネットDEレシオ Net debt equity ratio | 倍 X | 0.34 | 0.36 | 0.43 | 0.29 | 0.50 | 0.55 | 0.40 | ネットキャッシュ（ネットデット）÷親会社の所有者に帰属する持分<br>Net cash (net debt) ÷ Total equity attributable to owners of the parent company |
| 発行済株式数 Total number of outstanding stocks | 株 stock | 111,700,000 | 111,700,000 | 111,700,000 | 111,700,000 | 111,700,000 | 111,700,000 | 110,000,000 | |
| 自己株式数 Treasury stocks | 株 stock | 577,290 | 3,577,290 | 3,577,290 | 7,698,090 | 7,698,090 | 11,273,155 | 10,830,655 | |
| 発行済株式数(自己株式控除後) Total number of outstanding shares (excluding treasury stocks) | 株 stock | 111,122,710 | 108,122,710 | 108,122,710 | 104,001,910 | 104,001,910 | 100,426,845 | 99,169,345 | |

**[IFRS] 連結財政状態計算書 Consolidated Statement of Financial Position**

| 単位: 百万円 Unit: yen in millions | FY2024/3 | | | | FY2025/3 | | | | FY2026/3 | | | | FY2027/3 | | FY2024/3 | FY2025/3 | FY2026/3 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | | | |
| **資産 Assets** | | | | | | | | | | | | | | | | | |
| 流動資産 Current assets | | | | | | | | | | | | | | | | | |
| 現金及び現金同等物 Cash and cash equivalents | 9,776 | 10,579 | 8,934 | 13,241 | 13,930 | 13,057 | 11,820 | 14,295 | 10,641 | 12,399 | 12,306 | 12,722 | 12,579 | 14,498 | 13,241 | 14,295 | 12,722 |
| 営業債権及びその他の債権 Trade and other receivables | 3,223 | 3,640 | 3,210 | 4,341 | 4,511 | 4,811 | 4,735 | 5,029 | 5,202 | 5,727 | 5,587 | 6,232 | 5,719 | 5,801 | 4,341 | 5,029 | 6,232 |
| その他の金融資産 Other current assets | 11 | 12 | 26 | 23 | 20 | 61 | 3 | 2 | 18 | 32 | 7 | 7 | 6 | 7 | 23 | 2 | 7 |
| その他の流動資産 Other financial assets | 1,239 | 1,205 | 1,206 | 1,273 | 1,062 | 628 | 667 | 625 | 643 | 531 | 751 | 766 | 819 | 1,022 | 1,273 | 625 | 766 |
| **流動資産合計 Total current assets** | **14,248** | **15,436** | **13,376** | **18,879** | **19,523** | **18,557** | **17,224** | **19,952** | **16,504** | **18,689** | **18,651** | **19,727** | **19,123** | **21,328** | **18,879** | **19,952** | **19,727** |
| 非流動資産 Non-current assets | | | | | | | | | | | | | | | 0 | 0 | 0 |
| 有形固定資産 Tangible fixed assets | 142 | 159 | 154 | 154 | 222 | 237 | 236 | 233 | 260 | 278 | 261 | 254 | 263 | 279 | 154 | 233 | 254 |
| 使用権資産 Right-of-use assets | 1,310 | 1,216 | 1,142 | 1,009 | 1,243 | 1,372 | 1,262 | 1,423 | 1,301 | 1,392 | 1,311 | 1,136 | 1,005 | 1,157 | 1,009 | 1,423 | 1,136 |
| のれん Goodwill | 9,911 | 9,911 | 9,955 | 10,001 | 10,001 | 10,693 | 10,898 | 10,872 | 11,555 | 13,173 | 13,487 | 13,483 | 13,511 | 13,511 | 10,001 | 10,872 | 13,483 |
| 無形資産 Intangible assets | 2,434 | 2,456 | 2,466 | 2,441 | 2,498 | 2,610 | 2,779 | 2,893 | 3,062 | 3,539 | 3,594 | 3,659 | 3,725 | 3,680 | 2,441 | 2,893 | 3,659 |
| その他の金融資産 Other financial assets | 893 | 1,006 | 961 | 939 | 977 | 1,179 | 1,212 | 1,225 | 1,265 | 1,442 | 1,447 | 1,456 | 1,431 | 1,159 | 939 | 1,225 | 1,456 |
| 繰延税金資産 Deferred tax assets | 1,366 | 1,310 | 1,217 | 1,108 | 1,034 | 1,069 | 833 | 973 | 895 | 884 | 758 | 812 | 690 | 792 | 1,108 | 973 | 812 |
| その他の非流動資産 Other non-current assets | 6 | 10 | 10 | 3 | 7 | 4 | 3 | 2 | 1 | 6 | 6 | 29 | 54 | 19 | 3 | 2 | 29 |
| **非流動資産合計 Total non-current assets** | **16,062** | **16,068** | **15,905** | **15,656** | **15,983** | **17,165** | **17,222** | **17,621** | **18,339** | **20,714** | **20,865** | **20,828** | **20,679** | **20,597** | **15,656** | **17,621** | **20,828** |
| **資産合計 Total Assets** | **30,310** | **31,504** | **29,281** | **34,535** | **35,506** | **35,722** | **34,447** | **37,573** | **34,843** | **39,403** | **39,516** | **40,556** | **39,802** | **41,924** | **34,535** | **37,573** | **40,556** |
| **負債及び資本 Total liabilities and equity** | | | | | | | | | | | | | | | | | |
| 負債 Liabilities | | | | | | | | | | | | | | | | | |
| 流動負債 Current liabilities | | | | | | | | | | | | | | | | | |
| 借入金-短期 Short-term loans | 2,296 | 2,140 | 2,071 | 2,255 | 2,689 | 2,889 | 2,897 | 2,657 | 2,368 | 2,845 | 2,473 | 2,348 | 3,275 | 3,166 | 2,255 | 2,657 | 2,348 |
| 営業債務及びその他の債務 Trade and other payables | 1,932 | 2,336 | 2,345 | 3,065 | 3,461 | 3,608 | 3,230 | 3,831 | 3,765 | 4,287 | 5,081 | 4,570 | 4,083 | 4,206 | 3,065 | 3,831 | 4,570 |
| その他の金融負債 Other financial liabilities | 3,332 | 3,439 | 1,252 | 4,593 | 5,007 | 5,375 | 4,808 | 5,791 | 4,206 | 4,549 | 4,380 | 4,786 | 4,490 | 4,720 | 4,593 | 5,791 | 4,786 |
| 未払法人所得税等 Income taxes payable | 419 | 699 | 383 | 729 | 400 | 794 | 274 | 906 | 362 | 899 | 373 | 969 | 448 | 1,100 | 729 | 906 | 969 |
| 引当金 Allowance | 122 | 106 | 110 | 103 | 84 | 75 | 64 | 78 | 53 | 44 | 36 | 45 | 37 | 49 | 103 | 78 | 45 |
| リース負債 Lease liabilities | 471 | 466 | 472 | 450 | 481 | 575 | 552 | 542 | 542 | 664 | 690 | 645 | 565 | 550 | 450 | 542 | 645 |
| その他の流動負債 Other current liabilities | 1,737 | 1,837 | 1,763 | 1,893 | 1,682 | 1,512 | 1,489 | 1,621 | 1,801 | 1,922 | 1,960 | 2,040 | 2,091 | 2,303 | 1,893 | 1,621 | 2,040 |
| **流動負債合計 Total current liabilities** | **10,309** | **11,023** | **8,396** | **13,087** | **13,803** | **14,827** | **13,314** | **15,426** | **13,097** | **15,209** | **14,994** | **15,404** | **14,989** | **16,094** | **13,087** | **15,426** | **15,404** |
| 非流動負債 Non-current liabilities | | | | | | | | | | | | | | | | | |
| 借入金-長期 Long-term loans | 2,486 | 2,118 | 1,663 | 1,299 | 1,802 | 1,329 | 849 | 617 | 433 | 1,996 | 1,678 | 1,359 | 1,043 | 831 | 1,299 | 617 | 1,359 |
| 引当金 Allowance | 184 | 180 | 165 | 163 | 193 | 202 | 202 | 197 | 212 | 224 | 226 | 231 | 236 | 250 | 163 | 197 | 231 |
| リース負債 Lease liabilities | 801 | 712 | 631 | 519 | 704 | 747 | 668 | 845 | 738 | 684 | 570 | 435 | 379 | 536 | 519 | 845 | 435 |
| その他の非流動負債 Other non-current liabilities | 21 | 20 | 21 | 18 | 19 | 25 | 26 | 30 | 33 | 16 | 16 | 16 | 16 | 8 | 18 | 30 | 16 |
| その他の金融負債 Other financial liabilities | 0 | 0 | 0 | 0 | 0 | 506 | 506 | 507 | 633 | 508 | 509 | 510 | 511 | 511 | 0 | 507 | 510 |
| 繰延税金負債 Deferred tax liabilities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 36 | 157 | 160 | 148 | 144 | 123 | 0 | 0 | 148 |
| **非流動負債合計 Non-current liabilities** | **3,493** | **3,031** | **2,479** | **1,999** | **2,718** | **2,808** | **2,251** | **2,195** | **2,085** | **3,585** | **3,159** | **2,699** | **2,329** | **2,259** | **1,999** | **2,195** | **2,699** |
| **負債合計 Total Liabilities** | **13,801** | **14,054** | **10,875** | **15,086** | **16,521** | **17,635** | **15,565** | **17,622** | **15,182** | **18,795** | **18,153** | **18,103** | **17,318** | **18,352** | **15,086** | **17,622** | **18,103** |
| **資本 equity** | | | | | | | | | | | | | | | | | |
| 資本金 Common stock | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 |
| 資本剰余金 Capital surplus | 4,969 | 4,969 | 4,969 | 4,969 | 4,957 | 4,532 | 4,532 | 4,532 | 3,768 | 3,768 | 3,768 | 3,768 | 3,515 | 3,516 | 4,969 | 4,532 | 3,768 |
| 利益剰余金 Retained earnings | 14,207 | 15,154 | 16,135 | 17,159 | 17,464 | 18,369 | 19,283 | 20,355 | 20,272 | 21,283 | 22,194 | 23,458 | 23,432 | 24,491 | 17,159 | 20,355 | 23,458 |
| 自己株式 Treasury shares | (2,801) | (2,801) | (2,801) | (2,801) | (3,551) | (4,892) | (5,033) | (5,033) | (4,477) | (4,569) | (4,699) | (4,852) | (4,787) | (4,787) | (2,801) | (5,033) | (4,852) |
| その他の資本の構成要素 Other components of equity | 9 | 3 | (22) | (4) | (11) | (15) | (12) | 0 | 0 | 21 | 8 | 11 | 22 | 48 | (4) | 0 | 11 |
| 親会社の所有者に帰属する持分合計 Total equity attributalbe to owners of the parent company | 16,509 | 17,450 | 18,406 | 19,449 | 18,985 | 18,120 | 18,896 | 19,980 | 19,689 | 20,629 | 21,397 | 22,510 | 22,306 | 23,394 | 19,449 | 19,980 | 22,510 |
| 非支配持分 Non-controlling interests | 0 | 0 | 0 | 0 | 0 | (33) | (14) | (29) | (28) | (21) | (34) | (56) | 178 | 178 | 0 | (29) | (56) |
| **資本合計 Total equity** | **16,509** | **17,450** | **18,406** | **19,449** | **18,985** | **18,087** | **18,881** | **19,951** | **19,660** | **20,609** | **21,363** | **22,453** | **22,484** | **23,572** | **19,449** | **19,951** | **22,453** |
| **負債及び資本合計 Total Liabilities and Equity** | **30,310** | **31,504** | **29,281** | **34,535** | **35,506** | **35,722** | **34,447** | **37,573** | **34,843** | **39,403** | **39,516** | **40,556** | **39,802** | **41,924** | **34,535** | **37,573** | **40,556** |

**[IFRS] 連結損益計算書 Consolidated Statement of Income**

| 単位: 百万円 Unit: yen in millions | FY2024/3 | | | | FY2025/3 | | | | FY2026/3 | | | | FY2027/3 | | FY2024/3 | FY2025/3 | FY2026/3 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | | | |
| **売上収益 Revenue** | **5,460** | **5,744** | **5,717** | **6,329** | **6,173** | **6,098** | **6,265** | **6,913** | **6,759** | **7,017** | **7,114** | **8,331** | **7,807** | **8,193** | **23,249** | **25,450** | **29,221** |
| YoY growth (%) | 33.0% | 33.0% | 21.8% | 13.2% | 13.1% | 6.2% | 9.6% | 9.2% | 9.5% | 15.1% | 13.6% | 20.5% | 15.5% | 16.8% | 24.3% | 9.5% | 14.8% |
| Vertical HR | 2,358 | 2,299 | 2,285 | 2,637 | 2,389 | 2,333 | 2,277 | 2,660 | 2,705 | 2,940 | 3,182 | 3,790 | 3,826 | 3,870 | 9,579 | 9,659 | 12,616 |
| YoY growth (%) | 50.0% | 52.2% | 20.6% | 19.6% | 1.3% | 1.5% | -0.3% | 0.9% | 13.2% | 26.0% | 39.7% | 42.5% | 41.4% | 31.6% | 33.4% | 0.8% | 30.6% |
| 掲載課金 Monthly fee model | NA | NA | NA | NA | 984 | 1,031 | 1,034 | 1,041 | 1,006 | 1,036 | 1,042 | 1,047 | 985 | 993 | NA | 4,089 | 4,131 |
| 成果課金 Pay-for-performance (=hire) model | NA | NA | NA | NA | 1,298 | 1,200 | 1,140 | 1,512 | 1,595 | 1,799 | 1,828 | 2,329 | 2,436 | 2,439 | NA | 5,150 | 7,552 |
| その他 Others | NA | NA | NA | NA | 107 | 103 | 103 | 107 | 104 | 105 | 311 | 415 | 405 | 438 | NA | 420 | 934 |
| Life Service | 3,101 | 3,444 | 3,432 | 3,692 | 3,785 | 3,764 | 3,988 | 4,253 | 4,054 | 4,077 | 3,932 | 4,541 | 3,982 | 4,324 | 13,670 | 14,875 | 15,893 |
| YoY growth (%) | 22.5% | 22.7% | 22.5% | 9.0% | 22.0% | 9.3% | 16.2% | 15.2% | 7.1% | 8.3% | -1.4% | 6.8% | -1.8% | 6.1% | 18.6% | 8.8% | 6.8% |
| 住関連 Real Estate | NA | NA | NA | NA | 1,318 | 1,339 | 1,583 | 1,849 | 1,694 | 1,567 | 1,699 | 1,973 | 1,656 | 1,438 | NA | 6,089 | 6,933 |
| 旅行 Travel | NA | NA | NA | NA | 707 | 771 | 648 | 669 | 679 | 747 | 733 | 780 | 845 | 967 | NA | 2,795 | 2,939 |
| その他(中古車等) Others(Used Cars, etc.) | NA | NA | NA | NA | 1,760 | 1,654 | 1,756 | 1,735 | 1,681 | 1,763 | 1,501 | 1,788 | 1,481 | 1,919 | NA | 6,905 | 6,733 |
| 売上原価 Cost of goods sold | (931) | (1,005) | (979) | (1,032) | (1,060) | (1,132) | (1,179) | (1,209) | (1,274) | (1,404) | (1,382) | (1,626) | (1,430) | (1,629) | (3,947) | (4,580) | (5,687) |
| 人件関連費(原価) Personnel-related Expenses | (652) | (672) | (619) | (671) | (663) | (684) | (626) | (701) | (738) | (783) | (880) | (1,010) | (936) | (995) | (2,614) | (2,673) | (3,412) |
| その他費用(原価) Others | (278) | (333) | (360) | (361) | (397) | (449) | (553) | (508) | (536) | (621) | (502) | (616) | (494) | (634) | (1,333) | (1,907) | (2,275) |
| **売上総利益 Gross profit** | **4,532** | **4,744** | **4,744** | **5,303** | **5,120** | **4,974** | **5,094** | **5,717** | **5,495** | **5,624** | **5,710** | **6,705** | **6,377** | **6,564** | **19,323** | **20,905** | **23,535** |
| 粗利率 Gross profit margin (%) | 83.0% | 82.6% | 83.0% | 83.8% | 82.9% | 81.6% | 81.3% | 82.7% | 81.3% | 80.2% | 80.3% | 80.5% | 81.7% | 80.1% | 83.1% | 82.1% | 80.5% |
| 販売費及び一般管理費 SG&A | (3,333) | (3,431) | (3,396) | (3,744) | (3,684) | (3,616) | (3,797) | (4,115) | (4,064) | (4,175) | (4,440) | (4,963) | (4,792) | (4,966) | (13,904) | (15,213) | (17,642) |
| 人件関連費(販管) Personnel-related Expenses | (1,314) | (1,334) | (1,405) | (1,458) | (1,492) | (1,439) | (1,563) | (1,626) | (1,687) | (1,800) | (1,893) | (1,995) | (2,047) | (2,037) | (5,511) | (6,121) | (7,375) |
| 広告宣伝費+販売促進費 Ads + Promotion Expenses | (1,366) | (1,459) | (1,348) | (1,525) | (1,477) | (1,476) | (1,447) | (1,711) | (1,495) | (1,548) | (1,656) | (2,009) | (1,768) | (2,021) | (5,699) | (6,111) | (6,708) |
| その他 Others | (652) | (638) | (643) | (761) | (715) | (701) | (787) | (778) | (883) | (828) | (891) | (958) | (978) | (909) | (2,694) | (2,981) | (3,560) |
| その他の収益 Other revenue | 14 | 15 | 9 | 29 | 27 | 5 | 30 | 8 | 22 | 10 | 6 | 18 | 21 | 0 | 67 | 69 | 56 |
| その他の費用 Other expense | (7) | (12) | (4) | (47) | (5) | (16) | 10 | (57) | (26) | (12) | 11 | (9) | (5) | (19) | (70) | (69) | (36) |
| **営業利益 Operating income (loss)** | **1,203** | **1,311** | **1,347** | **1,534** | **1,452** | **1,338** | **1,328** | **1,539** | **1,416** | **1,435** | **1,310** | **1,751** | **1,601** | **1,580** | **5,394** | **5,657** | **5,913** |
| 営業利益率 Operating income margin (%) | 22.0% | 22.8% | 23.6% | 24.2% | 23.5% | 21.9% | 21.2% | 22.3% | 21.0% | 20.5% | 18.4% | 21.0% | 20.5% | 19.3% | 23.2% | 22.2% | 20.2% |
| 金融収益 Financial revenue | 11 | 14 | (24) | 53 | 0 | 1 | 7 | 25 | 3 | 38 | 15 | 16 | 11 | 6 | 53 | 33 | 72 |
| 金融費用 Financial expense | (4) | (3) | (7) | 1 | (8) | (23) | 12 | (13) | (11) | (3) | (12) | (12) | (15) | (22) | (13) | (33) | (39) |
| 持分法による投資損益（△は損失）Share of profit of investments accounted for using the equity method (loss) | (3) | (1) | 0 | (1) | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | (4) | 0 | 0 |
| **税引前当期利益 Income (loss) before income taxes** | **1,207** | **1,321** | **1,316** | **1,587** | **1,444** | **1,316** | **1,346** | **1,551** | **1,409** | **1,471** | **1,312** | **1,755** | **1,598** | **1,564** | **5,430** | **5,657** | **5,946** |
| 利益率 Margin (%) | 22.1% | 23.0% | 23.0% | 25.1% | 23.4% | 21.6% | 21.5% | 22.4% | 20.8% | 21.0% | 18.4% | 21.1% | 20.5% | 19.1% | 23.4% | 22.2% | 20.3% |
| 法人所得税費用 Income tax expenses | (359) | (374) | (334) | (563) | (462) | (410) | (427) | (493) | (437) | (452) | (414) | (514) | (535) | (503) | (1,631) | (1,792) | (1,817) |
| **当期利益 Net income (loss)** | **847** | **947** | **981** | **1,024** | **981** | **906** | **920** | **1,058** | **972** | **1,019** | **898** | **1,241** | **1,063** | **1,061** | **3,800** | **3,865** | **4,130** |
| 利益率 Margin (%) | 15.5% | 16.5% | 17.2% | 16.2% | 15.9% | 14.9% | 14.7% | 15.3% | 14.4% | 14.5% | 12.6% | 14.9% | 13.6% | 13.0% | 16.3% | 15.2% | 14.1% |
| 当期利益の帰属 Net income (loss) attributable to: | | | | | | | | | | | | | | | | | |
| 親会社の所有者 Owners of the parent company | 847 | 947 | 981 | 1,024 | 981 | 904 | 914 | 1,073 | 971 | 1,011 | 911 | 1,263 | 1,065 | 1,060 | 3,800 | 3,872 | 4,157 |
| 非支配持分 Non-controlling interests | 0 | 0 | 0 | 0 | 0 | 2 | 6 | (15) | 1 | 8 | (13) | (23) | (1) | 2 | 0 | (7) | (27) |

注: 新領域区分に基づき、FY26/3以前を遡及修正済み。なお、新旧Vertical HRの差異としては、新領域においてミラクスをLife Serviceに移管。
Note: Figures for FY26/3 and prior have been retroactively adjusted based on the new domain classification. The main difference in the new and former Vertical HR domains is that MIRAxS was transferred to Life Service under the new classification.

**[IFRS] 連結キャッシュ・フロー計算書 Consolidated Statement of Cash Flow**

| 単位: 百万円 Unit: million yen | FY2024/3 | | | | FY2025/3 | | | | FY2026/3 | | | | FY2027/3 | | FY2024/3 | FY2025/3 | FY2026/3 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | | | |
| **営業活動によるキャッシュ・フロー** | | | | | | | | | | | | | | | | | |
| 税引前当期利益 Income (loss) before income taxes | 1,207 | 1,321 | 1,316 | 1,587 | 1,444 | 1,316 | 1,346 | 1,551 | 1,409 | 1,471 | 1,312 | 1,755 | 1,598 | 1,564 | 5,430 | 5,657 | 5,946 |
| 減価償却費及び償却費 Depreciation and amortization | 302 | 317 | 324 | 332 | 334 | 340 | 346 | 375 | 379 | 415 | 431 | 446 | 385 | 451 | 1,274 | 1,395 | 1,672 |
| 負ののれん発生益 Gain on bargain purchase | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 減損損失 Impairment loss | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 金融収益及び金融費用 Financial revenue and expenses | (7) | (11) | 31 | (54) | 7 | 22 | (18) | (11) | 7 | (35) | (3) | (3) | 4 | 16 | (40) | 0 | (34) |
| 株式報酬費用 Stock compensation expenses | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| その他の収益 Other revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| その他の費用 Other expenses | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 営業債権及びその他の債権の減少額（増加） Decrease (increase) in trade and other receivables | 155 | (392) | 424 | (1,119) | (3) | (425) | 81 | (276) | (136) | (405) | 179 | (648) | 582 | (147) | (931) | (623) | (1,010) |
| 前払費用の増減額（△は増加） Decrease (increase) in prepaid expenses | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (102) | 0 | 0 | 0 |
| 前渡金の増減額（増加） Decrease (increase) in advance payments to suppliers | 143 | (51) | 129 | (118) | 178 | 96 | 49 | 10 | 95 | (12) | (48) | 0 | 25 | (130) | 103 | 333 | 36 |
| 営業債務及びその他の債務の増加額（減少） Increase (decrease) in trade and other payables | 55 | 408 | 9 | 717 | 389 | 71 | (402) | 602 | (109) | 450 | 746 | (510) | (505) | 127 | 1,190 | 660 | 578 |
| 前受金の増減額（減少） Increase (decrease) in advances received | 92 | 92 | (152) | (65) | (156) | (69) | (41) | 8 | 119 | 62 | (83) | (79) | 39 | 147 | (32) | (257) | 19 |
| 預り金の増減額（減少） Increase (decrease) in deposits | 230 | 92 | (2,195) | 3,332 | 393 | 365 | (566) | 985 | (1,584) | 214 | (210) | 403 | (147) | 220 | 1,458 | 1,177 | (1,177) |
| 預り保証金の増減額 Increase (decrease) in guarantee deposits | 2 | 15 | 12 | (29) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 販売促進引当金の増減額 Increase (decrease) in sales promotion expenses | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 未払消費税等の増減額 Increase (decrease) in accrued consumption taxes | (14) | (34) | 56 | 14 | (39) | (95) | 16 | (2) | 7 | (55) | 3 | (26) | 68 | 2 | 22 | (120) | (70) |
| その他 Others | 0 | 21 | (57) | 264 | (60) | 13 | (29) | 171 | (121) | 135 | (3) | (86) | (202) | 151 | 229 | 96 | (75) |
| **小計 Subtotal** | **2,166** | **1,777** | **(103)** | **4,863** | **2,487** | **1,635** | **783** | **3,414** | **68** | **2,240** | **2,325** | **1,252** | **1,847** | **2,298** | **8,704** | **8,319** | **5,885** |
| 利息及び配当金の受取額 Interest and dividend received | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 5 | 3 | 10 | 1 | 15 | 1 | 16 | 1 | 6 | 29 |
| 利息の支払額 Interest paid | (4) | (3) | (3) | (3) | (5) | (8) | (5) | (5) | (5) | (8) | (11) | (11) | (15) | (17) | (13) | (23) | (35) |
| 法人所得税等の支払額 Income taxes paid | (1,220) | (1) | (619) | (12) | (702) | 4 | (642) | (3) | (875) | 6 | (765) | (2) | (922) | (2) | (1,851) | (1,344) | (1,636) |
| 法人所得税等の還付額 Income taxes return | 0 | 0 | 0 | 0 | 3 | 357 | 0 | 13 | 12 | (5) | 0 | 0 | 0 | 0 | 0 | 374 | 7 |
| **営業活動によるキャッシュ・フロー Cash flows from operating activities** | **943** | **1,773** | **(724)** | **4,849** | **1,783** | **1,989** | **135** | **3,423** | **(796)** | **2,243** | **1,550** | **1,254** | **911** | **2,295** | **6,841** | **7,331** | **4,250** |
| **調整後営業活動によるキャッシュ・フロー Adjusted Cash Flow from Operating Activities** | 713 | 1,681 | 1,471 | 1,517 | 1,390 | 1,625 | 702 | 2,438 | 787 | 2,030 | 1,760 | 850 | 1,058 | 2,075 | 5,383 | 6,154 | 5,427 |
| **投資活動によるキャッシュ・フロー** | | | | | | | | | | | | | | | | | |
| 定期預金の払い戻しによる収入 Proceeds from withdrawal of time deposits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 有形固定資産の取得による支出 Purchase of tangible fixes assets | (11) | (33) | (8) | (24) | (83) | (31) | (21) | (25) | (53) | (40) | (16) | (23) | (29) | (25) | (76) | (160) | (132) |
| 有形固定資産の売却による収入 Proceeds from sales of tangible fixed assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 無形資産の取得による支出 Purchase of intangible assets | (181) | (196) | (203) | (210) | (236) | (294) | (299) | (318) | (275) | (265) | (276) | (311) | (257) | (205) | (790) | (1,147) | (1,126) |
| 投資有価証券の取得による支出 Purchase of investment securities | 0 | 0 | 0 | 0 | (169) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (169) | 0 |
| 投資有価証券の売却による収入 Proceeds from the sale of investment securities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 敷金・保証金の差入れによる支出 Payment due to leasehold and guarantee deposits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 敷金・保証金の回収による収入 Proceeds from leasehold and guarantee deposits | 30 | 1 | 0 | 111 | 22 | 18 | 3 | 1 | 1 | 14 | 0 | 5 | 1 | 4 | 143 | 44 | 20 |
| 資産除去債務の履行による支出 Payment due to assets retirement obligations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 持分法で会計処理されている投資の取得による支出 Acquisition of investments accounted for by the equity method | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 連結の範囲の変更を伴う子会社株式の取得による収入 Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 連結の範囲の変更を伴う子会社株式の取得による支出 Purchase of shares of subsidiaries resulting in change in scope of consolidation | 0 | 0 | 0 | (61) | 0 | (645) | (382) | 0 | (563) | (1,760) | (378) | 263 | (2) | 0 | (61) | (1,027) | (2,439) |
| 事業譲受による支出 Payment for transfer of business | 0 | 0 | (20) | (50) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (70) | 0 | 0 |
| 短期貸付金の純増減額 Net increase (decrease) in short-term loans receivable | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 条件付対価の決済による支出 Payments for settlement of contingent consideration | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (149) | 0 | 0 | 0 | 0 |
| 保険積立金の解約による収入 Proceeds from surrender of insurance policies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 430 | 0 | 0 | 0 |
| その他 Others | 15 | (85) | (9) | (28) | (1) | (3) | 13 | 1 | (61) | (74) | (3) | (9) | (3) | (83) | (108) | 9 | (148) |
| **投資活動によるキャッシュ・フロー Cash flows from investing activities** | **(147)** | **(313)** | **(239)** | **(262)** | **(466)** | **(955)** | **(686)** | **(341)** | **(952)** | **(2,124)** | **(673)** | **(75)** | **(440)** | **120** | **(961)** | **(2,449)** | **(3,825)** |
| **財務活動によるキャッシュ・フロー** | | | | | | | | | | | | | | | | | |
| リース負債の返済 Repayment of lease liabilities | (121) | (127) | (126) | (126) | (128) | (127) | (133) | (145) | (112) | (185) | (176) | (178) | (177) | (172) | (500) | (533) | (652) |
| 短期借入金の純増額 (純減額) Net increase (decrease) in short-term borrowings | 0 | 0 | 0 | 300 | 0 | 200 | 0 | 0 | (45) | 0 | 0 | 0 | 1,000 | 0 | 300 | 200 | (45) |
| 長期借入れによる収入 Proceeds from long-term borrowings | 900 | 0 | 0 | 0 | 1,300 | 0 | 0 | 0 | 0 | 2,400 | 0 | 0 | 0 | 0 | 900 | 1,300 | 2,400 |
| 長期借入金の返済による支出 Repayment of long-term borrowings | (1,348) | (523) | (525) | (479) | (364) | (564) | (472) | (472) | (472) | (476) | (689) | (443) | (393) | (322) | (2,875) | (1,872) | (2,081) |
| 新株予約権の行使による収入 Proceeds from exercise of share acquisition rights | 0 | 0 | 0 | 0 | 223 | 0 | 0 | 0 | 102 | 0 | 0 | 0 | 48 | 0 | 0 | 223 | 102 |
| 新株予約権の行使による株式の発行による収入 Proceeds from issuance of shares by exercising stock acquisition rights | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 新株発行費用の支払額 Payment of new shares issue expenses | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 新株予約権の発行による収入 Proceeds from issuance of stock acquisition rights | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 配当金の支払額 Dividends paid | (413) | (3) | 0 | 0 | (671) | (4) | 0 | 0 | (1,049) | (4) | 0 | (1) | (1,087) | (4) | (416) | (676) | (1,054) |
| 自己株式の取得による支出 Purchase of treasury stocks | 0 | 0 | 0 | 0 | (998) | (1,341) | (141) | 0 | (312) | (92) | (130) | (154) | 0 | 0 | 0 | (2,481) | (688) |
| 自己株式取得のための預託金の増減額（増加） Decrease (increase) in deposits for purchase of treasury shares | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| その他 Others | 0 | 0 | 0 | 0 | 0 | (58) | 59 | 0 | (17) | (8) | 25 | 1 | (1) | 1 | 0 | 0 | 1 |
| **財務活動によるキャッシュ・フロー Cash flows from financing activities** | **(981)** | **(653)** | **(651)** | **(306)** | **(639)** | **(1,895)** | **(687)** | **(617)** | **(1,905)** | **1,634** | **(971)** | **(776)** | **(611)** | **(496)** | **(2,591)** | **(3,838)** | **(2,018)** |
| 現金及び現金同等物の為替変動による影響 Effects of exchange rate changes on cash and cash equivalents | 8 | (5) | (30) | 27 | 11 | (12) | 0 | 10 | 0 | 5 | 1 | 14 | (3) | 0 | 0 | 10 | 19 |
| 現金及び現金同等物の増減額 Increase (decrease) in cash and cash equivalents | (177) | 626 | (1,019) | 3,288 | 688 | (184) | (1,422) | 1,054 | (3,655) | (1,897) | (1,990) | (1,573) | (144) | 1,775 | 3,288 | 1,054 | (1,573) |
| 現金及び現金同等物の期首残高 Cash and cash equivalents at the beginning of the period | 9,953 | 9,953 | 9,953 | 9,953 | 13,241 | 13,241 | 13,241 | 13,241 | 14,295 | 14,295 | 14,295 | 14,295 | 12,722 | 12,722 | 9,953 | 13,241 | 14,295 |
| **現金及び現金同等物の期末残高 Cash and cash equivalents at the end of the period** | **9,776** | **10,579** | **8,934** | **13,241** | **13,930** | **13,057** | **11,820** | **14,295** | **10,641** | **12,399** | **12,306** | **12,722** | **12,579** | **14,498** | **13,241** | **14,295** | **12,722** |

注: 過去の数値につきましては、当時の開示情報との整合性を保つため、それ以降に新設・組替えを行った科目の遡及組替えは行っておりません。
Note: Figures for prior periods have not been retroactively reclassified for line items that were newly established or reclassified thereafter, in order to maintain consistency with the disclosures made at that time.