

財務情報（四半期）Financial Statements (Q)

株式会社うるる (3979)		ULURU Co., Ltd.(3979)		単位：百万円/ Unit: million yen																																
会計期間（4月1日～3月31日）		Accounting period (April 1 - March 31)		FY2018/3		FY2019/3		FY2020/3		FY2021/3		FY2022/3		FY2023/3		FY2024/3		FY2025/3		FY2026/3																
		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					
連結損益計算書		Consolidated Statements of Income																																		
売上高		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		
売上原価		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		
売上総利益		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		
販売費及び一般管理費		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		
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		
営業利益		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		
経常利益		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		
親会社株主に帰属する当期純利益		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		
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
うち、現金		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
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
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
無形固定資産		Intangible assets		5	5	4	6	5	19	28	28	26	27	26	25	254	248	248	244	241	243	264	286	358	680	707	745	781	685	745	800	851	827	824		
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
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
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
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
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
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
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
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	3,312	3,349
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
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
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%

セグメント情報等（四半期） Segment etc (Q)

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		
会計期間 (4月1日～3月31日)		Accounting period (April 1 - March 31)		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
従業員数		Number of Employees																				
事業別	NJSS・ブレインフィード	Status	NJSS・Brainfeed																			
	fondesk		fondesk	33	45	55	59	66	68	70	73	74	84	89	95	103	107	107	110	111	114	
	えんフォト・OurPhoto		en-photo・Ourphoto	-	6	8	7	7	8	8	10	10	11	12	13	13	16	15	15	15	14	
	BPO		BPO	9	11	11	15	15	15	19	21	21	25	27	27	31	36	36	35	36	37	
	シュフティ		shufti	50	56	60	63	68	75	78	83	87	96	101	109	117	119	123	126	132		
	コーポレート他		Headquarters	14	15	12	13	14	11	11	7	6	6	6	7	7	6	6	6	5	5	
	新規事業等 (FY19/3_4Qのみ)		New business etc.(4Q of FY19)	13	13	18	19	22	25	24	25	24	25	27	29	30	34	37	39	38	38	
	正規雇用	Employment Type	Permanent Employment	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	臨時雇用		Temporary Employment	84	95	107	114	127	133	138	144	145	162	170	174	183	194	194	199	201	206	
セグメント情報		Segment Information		46	51	57	62	65	69	72	75	77	85	92	106	118	124	130	132	137	138	
NJSS	売上高 (FY2024/3_1QよりnSearchを含む)	NJSS	Sales (Including nSearch from FY2024/3_Q1)	254	266	282	289	292	304	312	313	320	330	338	361	371	401	426	445	467	490	
	セグメント利益		Profit	167	173	185	186	181	202	209	181	157	132	73	65	175	197	203	171	191	178	
	EBITDA		EBITDA (Including nSearch from FY2024/3_Q1)	8	14	15	21	41	62	89	87	102	110	120	121	136	167	175	180	201	206	
fondesk	売上高	fondesk	Sales	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	セグメント利益		Profit	-9	-12	-18	-36	-11	-7	1	-40	1	2	1	-78	-4	11	35	-72	62	61	
	EBITDA		EBITDA	116	135	178	218	140	180	234	247	198	210	192	238	165	259	244	317	247	297	
BPO	売上高	BPO	Sales	12	43	-28	-9	-14	42	-1	1	3	25	28	130	-36	8	38	126	-10	-10	
	セグメント利益		Profit	9	9	17	22	10	18	41	21	12	26	2	14	-1	54	23	62	18	50	
	EBITDA		EBITDA	101	90	139	133	126	114	170	161	156	133	203	233	168	163	235	268	187	187	
フォト (えんフォト・OurPhoto)	売上高	Photo (en-photo・OurPhoto)	Sales	-39	-62	-72	-75	-64	-82	-48	-46	5	-23	12	42	-3	-39	-24	10	-18	-18	
	セグメント利益		Profit	-32	-54	-64	-67	-56	-74	-40	-38	13	-15	20	51	-1	-36	-20	14	-17	-17	
	EBITDA		EBITDA	17	19	25	30	28	29	35	47	38	40	47	62	46	42	71	94	83	75	
えんフォト	売上高	en-photo	Sales	-3	0	2	5	2	1	6	11	1	-5	-28	-9	-28	-45	-18	-2	-10	-25	
	EBITDA		EBITDA	1,110	1,091	1,078	1,084	1,105	1,114	1,128	1,169	1,151	1,166	1,187	1,206	1,220	1,223	1,226	1,199	1,232		
その他CGS	売上高	Other CGS	Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	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	-23	
	EBITDA		EBITDA	-1	-2	-10	-12	-10	-12	-14	-13	-10	-10	-9	-9	-14	-30	-14	-15	-23	-23	
クラウドソーシング	売上高	Crowd-Sourcing	Sales	7	7	8	7	7	7	6	6	7	7	6	6	6	7	5	5	6	6	
	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	
	EBITDA		EBITDA	-9	-7	-5	-8	-2	-4	-7	0	-4	-1	-2	-2	-1	-3	-1	-2	0	0	
全社費用 (コーポレート部門)	売上高	Whole Company Expense (Head Office)	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	-214	
	EBITDA		EBITDA	-154	-94	-133	-179	-137	-141	-154	-159	-138	-137	-152	-168	-182	-185	-203	-218	-209	-209	
事業別KPI		Segment KPI																				
NJSS	ARR (FY2024/3_1QよりnSearchを含む) ※1	NJSS	ARR (Including nSearch from FY2024/3_Q1)	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	
	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	498	535	563	
	売上総利益率 (FY2024/3_1QよりnSearchを含む)		Gross Profit Margin (Including nSearch from FY2024/3_Q1)	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%	
	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	
	ARPU (FY2024/3_3Qより入札BPOを含む)		ARPU(Including Bidding BPO from FY2024/3_Q3)	1,110	1,091	1,078	1,084	1,105	1,114	1,128	1,169	1,151	1,166	1,187	1,206	1,220	1,223	1,226	1,199	1,232	1,261	
	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%	
	LTV(FY2024/3_3Qより入札BPOを含む)		LTV(Including Bidding BPO from FY2024/3_Q3)	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	
nSearch	有料契約件数	nSearch	Fee-paying Contracts	423	485	550	565	566	578	587	606	632	717	753	785	817	850	883	916	949	982	
fondesk	ARR ※2	fondesk	ARR *2	1,110	1,091	1,078	1,084	1,105	1,114	1,128	1,169	1,151	1,166	1,187	1,206	1,220	1,223	1,226	1,199	1,232	1,261	
	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	
	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	
	解約率		Churn Rate	3.2%	2.9%	2.8%	2.9%	2.5%	2.0%	1.9%	1.6%	1.6%	1.5%	1.4%	1.3%	1.3%	1.3%	1.2%	1.2%	1.2%	1.1%	
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	630	630	630	
	契約回数		Number of kindergartens & nurseries	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	
	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	
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	
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. recruiting expenses) *COGS+SG&A	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	
	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	
	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	
	システム関連委託費 (SES等)		System-related outsourcing expenses (SES etc.)	21	20	13	13	12	14	18	23	26	46	64	68	61	62	55	69	85	107	
	一時費用		Temporary expenses	-	-	-	-	-	-	-	26	-	-	-	13	-	-	-	28	-	-	
	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	72	
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	18	18	
	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	213	213	
	広告宣伝費		Advertising expenses	31	35	47	63	55	53	55	77	56	55	48	38	86	77	79	71	79	79	
	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	29	
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	1	1	2	2	1	1	2	2	
	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	36	36	
	広告宣伝費		Advertising expenses	30	32	39	105	51	61	46	144	36	38	32	36	115	108	45	68	136	136	
	システム関連委託費 (SES等)		System-related outsourcing expenses (SES etc.)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
えんフォト・Ourphoto	人件費 (含む採用費) ※売上原価・販管費の合算	en-photo・Ourphoto	Personnel expenses(incl. recruiting expenses) *COGS+SG&A	43																		
	人件費 (売上原価)		Personnel Expenses-COGS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	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	69	69	
	広告宣伝費		Advertising expenses	7	7	15	17	11	12	18	16	8	10	14	3	9	11	15	5	6	6	
	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	16	
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	111	111	
	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	41		

※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
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
売上原価	Cost of sales	601	713	812	976	1,189	1,368	1,689	2,025
売上総利益	Gross profit	1,304	1,529	1,667	2,243	2,839	3,493	4,248	4,675
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
EBITDA	EBITDA	407	451	-152	185	-164	105	1,517	1,002
営業利益	Operating income	390	429	-189	135	-241	8	1,324	762
経常利益	Ordinary income	389	428	-190	148	-251	5	1,289	761
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
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
うち、現預金	Cash and deposits	2,534	3,065	2,890	3,291	2,805	2,396	3,589	3,405
固定資産	Non-current assets	92	192	324	512	1,041	1,690	1,684	1,982
有形固定資産	Property, plant and equipment	42	119	163	152	140	201	219	301
無形固定資産	Intangible assets	6	28	27	248	243	680	685	827
投資その他資産	Investments and other assets	68	44	133	111	657	808	778	853
資産合計	Total assets	2,813	3,519	3,612	4,198	4,338	4,621	6,051	6,240
流動負債	Current liabilities	869	1,144	1,325	1,893	2,157	2,520	3,070	3,044
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
うち、借入金	Borrowings	8	42	40	42	41	38	40	40
固定負債	Non-current liabilities	1	170	132	96	52	12	169	168
うち、借入金	Borrowings	1	159	119	80	38	-	158	118
負債合計	Total liabilities	871	1,315	1,458	1,990	2,210	2,532	3,239	3,212
純資産合計	Total net assets	1,942	2,204	2,154	2,208	2,128	2,088	2,811	3,028
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
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%
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
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
減価償却費	Depreciation	17	21	36	43	48	68	119	194
のれん償却額	Amortization of goodwill	-	-	-	7	28	28	73	45
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
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
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
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
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
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

ESG

株式会社うるる(3979)		FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3
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%
	女性	31.0%	35.5%	37.8%	38.4%	41.0%
男性育休取得率(正社員)※1		20.0%	30.0%	50.0%	40.0%	TBE
男女間賃金格差(年収、正社員)	男性	593	605	617	663	TBE
	女性	487	510	515	524	TBE
	差分	106	94	101	139	TBE
女性管理職比率(正社員)		-	21.1%	21.3%	18.8%	22.5%
離職率(正社員)		7.1%	9.8%	9.0%	7.9%	TBE
エンゲージメントサーベイ	うるる※2					
Wevoxスコア		-	80.8	80.0	78.4	79.8
(役員・間接雇用含む全従業員)						
		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
	臨時雇用者数	13	19	20	12	11
CGS事業 fondesk	従業員数	10	11	13	12	13
	臨時雇用者数	-	2	2	4	3
CGS事業 フォト	従業員数	20	29	31	29	40
	臨時雇用者数	1	2	5	5	6
CGS事業 その他	従業員数	-	-	-	2	3
	臨時雇用者数	-	-	-	0	0
BPO事業	従業員数	28	30	31	32	35
	臨時雇用者数	59	87	101	116	162
クラウドソーシング事業	従業員数	6	6	4	4	3
	臨時雇用者数	-	1	2	1	1
全社（共通）	従業員数	20	23	31	32	45
	臨時雇用者数	4	7	7	8	9

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	TBE
電気使用量 (kWh)	363,468	368,518	362,612	436,057	TBE

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
Human Resources and Organizational Capabilities in Data						
Gender Ratio	Male	69.0%	64.5%	62.2%	61.6%	59.0%
	Female	31.0%	35.5%	37.8%	38.4%	41.0%
Paternity Leave Ratio (Full-time employees)*1		20.0%	30.0%	50.0%	40.0%	TBE
Gender Pay Gap	Male	5.93	6.05	6.17	663	TBE
	Female	4.87	5.1	5.15	524	TBE
	Diff.	1.06	0.94	1.01	139	TBE
Female Manager Ratio (Full-time employees)		-	21.1%	21.3%	18.8%	22.5%
Job Turnover Rate (Full-time employees)		7.1%	9.8%	9.0%	7.9%	TBE
Engagement Survey	ULURU *2					
Wevox Score (All employees)		-	80.8	80.0	78.4	79.8
	Industry Ave.*3	-	-	-	-	73
	Top 20% *3	-	-	-	-	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
	# of temporary empl	13	19	20	12	11
CGS business fondesk	# of employees	10	11	13	12	13
	# of temporary empl	-	2	2	4	3
CGS Business Photo	# of employees	20	29	31	29	40
	# of temporary empl	1	2	5	5	6
CGS Business Others	# of employees	-	-	-	2	3
	# of temporary empl	-	-	-	0	0
BPO Business	# of employees	28	30	31	32	35
	# of temporary empl	59	87	101	116	162
Crowdsourcing Business	# of employees	6	6	4	4	3
	# of temporary empl	-	1	2	1	1
Corporate (Common)	# of employees	20	23	31	32	45
	# of temporary empl	4	7	7	8	9

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	TBE
Electricity consumption (kWh)	363,468	368,518	362,612	436,057	TBE

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