

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				
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	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
<b>連結損益計算書</b>	<b>Consolidated Statements of Income</b>																													
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
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
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
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
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
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
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
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
<b>連結貸借対照表</b>	<b>Consolidated Balance Sheets</b>																													
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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%

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)			FY2018/3				FY2019/3				FY2020/3				FY2021/3				FY2022/3				FY2023/3				FY2024/3				FY2025/3
会計期間 (4月1日～3月31日)			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
従業員数			Number of Employees																												
事業別	事業名	Status	NJSS・Brainfeed																												
	fondesk	fondesk																													
	えんフォト・OurPhoto	en-photo・Ourphoto																													
	BPO	BPO																													
	シュプティ	shufti																													
	コーポレート他	Headquarters																													
	新規事業等 (FY19/3_4Qのみ)	New business etc.(4Q of FY19)																													
雇用形態別	雇用形態	Employment Type																													
	正規雇用	Permanent Employment																													
	臨時雇用	Temporary Employment																													
セグメント情報			Segment Information																												
事業別	事業名	Segment	Sales (Including nSearch from FY:)																												
			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
セグメント利益			Profit																												
事業別	事業名	Segment	EBITDA (Including nSearch from																												
	fondesk	fondesk																													
	BPO	BPO																													
	フォト (えんフォト・OurPhoto)	Photo (en-photo・OurPhoto)																													
	その他CGS	Other CGS																													
事業別KPI	事業名	Segment KPI																													
	NJSS	NJSS																													
	fondesk	fondesk																													
	BPO	BPO																													
	フォト (えんフォト・OurPhoto)	Photo																													
	その他CGS	Other CGS																													
	クラウドソーシング	Crowd-Sourcing																													
	全社費用 (コーポレート部門)	Whole Company Expense (Head																													
主な費用と投下状況			Major Expense																												
会社	項目	Category																													
NJSS	人件費 (含む採用費) ※売上原価・販管費の合算	Personnel expenses (incl. recruiting expenses) *COGS+SG&A																													
	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)																													
	広告宣伝費	Advertising expenses																													
	システム関連委託費 (SES等)	System-related outsourcing expenses (SES etc.)																													
	一時費用	Temporary expenses																													
	減価償却費+のれん償却額	Depreciation and Amortization + Amortization of Goodwill																													
fondesk	人件費 (含む採用費) ※売上原価・販管費の合算	Personnel expenses (incl. recruiting expenses) *COGS+SG&A																													
	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)																													
	広告宣伝費	Advertising expenses																													
	システム関連委託費 (SES等)	System-related outsourcing expenses (SES etc.)																													
	一時費用	Temporary expenses																													
	減価償却費+のれん償却額	Depreciation and Amortization + Amortization of Goodwill																													
えんフォト・Ourphoto	人件費 (含む採用費) ※売上原価・販管費の合算	Personnel expenses (incl. recruiting expenses) *COGS+SG&A																													
	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)																													
	広告宣伝費	Advertising expenses																													
	システム関連委託費 (SES等)	System-related outsourcing expenses (SES etc.)																													
	一時費用	Temporary expenses																													
	減価償却費+のれん償却額	Depreciation and Amortization + Amortization of Goodwill																													
BPO	人件費 (含む採用費) ※売上原価・販管費の合算	Personnel expenses (incl. recruiting expenses) *COGS+SG&A																													
	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)																													
	広告宣伝費	Advertising expenses																													
	システム関連委託費 (SES等)	System-related outsourcing expenses (SES etc.)																													
	一時費用	Temporary expenses																													
	減価償却費+のれん償却額	Depreciation and Amortization + Amortization of Goodwill																													

※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）	Accounting period (April 1 - March 31)		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3
<b>連結損益計算書</b>		<b>Consolidated Statements of Income</b>							
売上高	Net sales		1,906	2,243	2,480	3,219	4,029	4,862	5,937
売上原価	Cost of sales		601	713	812	976	1,189	1,368	1,689
売上総利益	Gross profit		1,304	1,529	1,667	2,243	2,839	3,493	4,248
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
EBITDA	EBITDA		407	451	-152	185	-164	105	1,517
営業利益	Operating income		390	429	-189	135	-241	8	1,324
経常利益	Ordinary income		389	428	-190	148	-251	5	1,289
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
<b>連結貸借対照表</b>		<b>Consolidated Balance Sheets</b>							
流動資産	Current assets		2,721	3,326	3,287	3,686	3,297	2,931	4,367
うち、現預金	Cash and deposits		2,534	3,065	2,890	3,291	2,805	2,396	3,589
固定資産	Non-current assets		92	192	324	512	1,041	1,690	1,684
有形固定資産	Property, plant and equipment		42	119	163	152	140	201	219
無形固定資産	Intangible assets		6	28	27	248	243	680	685
投資その他資産	Investments and other assets		68	44	133	111	657	808	778
資産合計	Total assets		2,813	3,519	3,612	4,198	4,338	4,621	6,051
流動負債	Current liabilities		869	1,144	1,325	1,893	2,157	2,520	3,070
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
うち、借入金	Borrowings		8	42	40	42	41	38	40
固定負債	Non-current liabilities		1	170	132	96	52	12	169
うち、借入金	Borrowings		1	159	119	80	38	-	158
負債合計	Total liabilities		871	1,315	1,458	1,990	2,210	2,532	3,239
純資産合計	Total net assets		1,942	2,204	2,154	2,208	2,128	2,088	2,811
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
自己資本比率（%）	Capital adequacy ratio（%）		69.0%	62.6%	59.6%	52.6%	49.1%	45.2%	46.5%
<b>連結キャッシュ・フロー計算書</b>		<b>Consolidated Statements of Cash Flows</b>							
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
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
減価償却費	Depreciation		17	21	36	43	48	68	119
のれん償却額	Amortization of goodwill		-	-	-	7	28	28	73
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
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
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
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
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
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

## ESG

株式会社うるる(3979) FY2021/3 FY2022/3 FY2023/3 FY2024/3

### 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%
	女性	31.0%	35.5%	37.8%	38.4%
男性育休取得率(正社員)※1		20.0%	30.0%	50.0%	TBE
男女間賃金格差(年収、正社員)	男性	593	605	617	TBE
	女性	487	510	515	TBE
	差分	106	94	101	TBE
女性管理職比率(正社員)		-	21.1%	21.3%	18.8%
離職率(正社員)		7.1%	9.8%	9.0%	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
(役員・間接雇用含む全従業員)					
	業界平均※3	-	-	-	72
	上位20%※3	-	-	-	81

※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
	臨時雇用者数	13	19	20	12
CGS事業 fondesk	従業員数	10	11	13	12
	臨時雇用者数	-	2	2	4
CGS事業 フォト	従業員数	20	29	31	29
	臨時雇用者数	1	2	5	5
CGS事業 その他	従業員数	-	-	-	2
	臨時雇用者数	-	-	-	0
BPO事業	従業員数	28	30	31	32
	臨時雇用者数	59	87	101	116
クラウドソーシング事業	従業員数	6	6	4	4
	臨時雇用者数	-	1	2	1
全社(共通)	従業員数	20	23	31	32
	臨時雇用者数	4	7	7	8

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 <sub>2</sub> 排出量(t-CO <sub>2</sub> )	181,026.16	172,114.27	141,943.79	TBE
電気使用量(kWh)	363,468	368,518	362,612	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

### Human Resources and Organizational Capabilities in Data

Gender Ratio	Male	69.0%	64.5%	62.2%	61.6%
	Female	31.0%	35.5%	37.8%	38.4%
Paternity Leave Ratio (Full-time employees)*1		20.0%	30.0%	50.0%	TBE
Gender Pay Gap	Male	5.93	6.05	6.17	TBE
	Female	4.87	5.1	5.15	TBE
	Diff.	1.06	0.94	1.01	TBE
Female Manager Ratio (Full-time employees)		-	21.1%	21.3%	18.8%
Job Turnover Rate (Full-time employees)		7.1%	9.8%	9.0%	TBE
Engagement Survey	ULURU *2				
Wevox Score (All employees)		-	80.8	80.0	78.4
	Industry Ave.*3	-	-	-	72
	Top 20% *3	-	-	-	81

\*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 on the left.

### Employees

CGS Business NJSS	# of employees	61	84	91	100
	# of temporary empl	13	19	20	12
CGS business fondesk	# of employees	10	11	13	12
	# of temporary empl	-	2	2	4
CGS Business Photo	# of employees	20	29	31	29
	# of temporary empl	1	2	5	5
CGS Business Others	# of employees	-	-	-	2
	# of temporary empl	-	-	-	0
BPO Business	# of employees	28	30	31	32
	# of temporary empl	59	87	101	116
Crowdsourcing Business	# of employees	6	6	4	4
	# of temporary empl	-	1	2	1
Corporate (Common)	# of employees	20	23	31	32
	# of temporary empl	4	7	7	8

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 <sub>2</sub> emissions (t-CO <sub>2</sub> )	181,026.16	172,114.27	141,943.79	TBE
Electricity consumption (kWh)	363,468	368,518	362,612	TBE

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