

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)																																									
会計期間 (4月1日～3月31日)		Accounting period (April 1 - March 31)																																									
		単位: 百万円/ Unit: million yen																																									
		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	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2				
従業員数	Number of Employees																																										
事業別	Status	NJSS																																									
fondesk	fondesk					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										
えんフォト・OurPhoto・YSS	en-photo・Ourphoto・YSS					-	6	8	7	7	8	8	10	10	11	12	13	13	16	15	15	14	15	15	16	18	17	17	16	21	21	21	21										
BPO	BPO					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										
シュフティ	shufti					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										
コーポレート他	Headquarters					14	15	12	13	14	11	11	7	6	6	7	7	6	6	6	6	6	5	5	5	5	5	5	4	4	4	4	4										
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	40	43	42	46	52	56	57	59	58	68										
雇用形態別	Employment Type					11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
正規雇用	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										
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										
セグメント情報	Segment Information																																										
NJSS	NJSS	売上高 (FY2024/3_1QよりnSearchを含む)																																									
セグメント利益	Profit	254																																									
EBITDA	EBITDA (Including nSearch from	167																																									
fondesk	fondesk					8	14	15	21	65	175	197	203	89	87	102	110	120	121	136	160	201	206	214	211	236	241	255	248	277	277	283	283										
セグメント利益	Profit	1																																									
EBITDA	EBITDA	-9																																									
BPO	BPO					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	399		
フォト (えんフォト・OurPhoto・YSS)	Photo (en-photo・OurPhoto・YSS)					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	64		
えんフォト	en-photo					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	201		
EBITDA	EBITDA	-3																																									
EBITDA	EBITDA	0																																									
EBITDA	EBITDA	2																																									
EBITDA	EBITDA	1																																									
EBITDA	EBITDA	-5																																									
EBITDA	EBITDA	-28																																									
EBITDA	EBITDA	-9																																									
EBITDA	EBITDA	-28																																									
EBITDA	EBITDA	-45																																									
EBITDA	EBITDA	-18																																									
EBITDA	EBITDA	-2																																									
EBITDA	EBITDA	-10																																									
EBITDA	EBITDA	-25																																									
EBITDA	EBITDA	-30																																									
EBITDA	EBITDA	-17																																									
EBITDA	EBITDA	-24																																									
EBITDA	EBITDA	-36																																									
EBITDA	EBITDA	-27																																									
EBITDA	EBITDA	3																																									
EBITDA	EBITDA	28																																									
EBITDA	EBITDA	11																																									
EBITDA	EBITDA	15																																									
EBITDA	EBITDA	69																																									
EBITDA	EBITDA	12																																									
EBITDA	EBITDA	-10																																									
EBITDA	EBITDA	-28																																									
EBITDA	EBITDA	31																																									
EBITDA	EBITDA	-10																																									
EBITDA	EBITDA	-9																																									
EBITDA	EBITDA	-14																																									
EBITDA	EBITDA	-30																																									
EBITDA	EBITDA	-14																																									
EBITDA	EBITDA	-16																																									
EBITDA	EBITDA	-23																																									
EBITDA	EBITDA	-26																																									
EBITDA	EBITDA	-22																																									
EBITDA	EBITDA	-1																																									
EBITDA	EBITDA	-2																																									
EBITDA	EBITDA	-10																																									
EBITDA	EBITDA	-12																																									
EBITDA	EBITDA	-10																																									
EBITDA	EBITDA	-12																																									
EBITDA	EBITDA	-10																																									
EBITDA	EBITDA	-14																																									
EBITDA	EBITDA	-13																																									
EBITDA	EBITDA	-10																																									
EBITDA	EBITDA	-9																																									
EBITDA	EBITDA	-9																																									
EBITDA	EBITDA	-14																																									
EBITDA	EBITDA	-30																																									
EBITDA	EBITDA	-14																																									
EBITDA	EBITDA	-15																																									
EBITDA	EBITDA	-23																																									
EBITDA	EBITDA	-26																																									
EBITDA	EBITDA	-22																																									
EBITDA	EBITDA	-1																																									
EBITDA	EBITDA	-2																																									
EBITDA	EBITDA	-1																																									
EBITDA	EBITDA	-1																																									
EBITDA	EBITDA	0																																									
EBITDA	EBITDA	-9																																									
EBITDA	EBITDA	-2																																									
EBITDA	EBITDA	-4																																									
EBITDA	EBITDA	-1																																									
EBITDA	EBITDA	-2																																									
EBITDA	EBITDA	-1																																									
EBITDA	EBITDA	-2																																									
EBITDA	EBITDA	-1																																									
EBITDA	EBITDA	-1																																									
EBITDA	EBITDA	0																																									
EBITDA	EBITDA	-156																																									
EBITDA	EBITDA	-96																																									
EBITDA	EBITDA	-135																																									
EBITDA	EBITDA	-181																																									
EBITDA	EBITDA	-139																																									
EBITDA	EBITDA	-143																																									
EBITDA	EBITDA	-156																																									
EBITDA	EBITDA	-162																																									
EBITDA	EBITDA	-141																																									
EBITDA	EBITDA	-140																																									
EBITDA	EBITDA	-156																																									
EBITDA	EBITDA	-171																																									
EBITDA	EBITDA	-184																																									
EBITDA	EBITDA	-188																																									
EBITDA	EBITDA	-206																																									
EBITDA	EBITDA	-221																																									
EBITDA	EBITDA	-214																																									
EBITDA	EBITDA	-239																																									
EBITDA	EBITDA	-181																																									
EBITDA	EBITDA	-154																																									
EBITDA	EBITDA	-94																																									
EBITDA	EBITDA	-133																																									
EBITDA	EBITDA	-179																																									
EBITDA	EBITDA	-137																																									
EBITDA	EBITDA	-141																																									
EBITDA	EBITDA	-154																																									
EBITDA	EBITDA	-159																																									
EBITDA	EBITDA	-138																																									
EBITDA	EBITDA	-137																																									
EBITDA	EBITDA	-152																																									
EBITDA	EBITDA	-168																																									
EBITDA	EBITDA	-182																																									
EBITDA	EBITDA	-185																																									
EBITDA	EBITDA	-203																																									
EBITDA	EBITDA	-218																																									
EBITDA	EBITDA	-209																																									
EBITDA	EBITDA	-232																																									
EBITDA	EBITDA	-174																																									
事業別KPI	Segment KPI																																										
NJSS	NJSS	ARR (FY2024/3_1QよりnSearchを含む) ※1																																									
売上総利益 (FY2024/3_1QよりnSearchを含む)	Gross Profit (Including nSearch from FY2024/3_Q1)	997																																									
売上総利益率 (FY2024/3_1QよりnSearchを含む)	Gross Profit Margin (Including nS	90.3%																																									
有料契約件数	Fee-paying Contracts	2,469																																									
ARPU (FY2024/3_3Qより入札BPOを含む)	ARPU(Including Bidding BPO from	1,110																																									
解約率	Churn Rate	2.6%																																									
LTV(FY2024/3_3Qより入札BPOを含む)	LTV(Including Bidding BPO from I	1,175																																									
nSearch	nSearch	有料契約件数																																									
fondesk	fondesk					ARR ※2	ARR *2																																				
有料契約件数	Fee-paying Contracts	14																																									
ARPU	ARPU	13,582																																									
解約率	Churn Rate	3.2%																																									
えんフォト	en-photo					ARR ※3	ARR *3																																				
契約回数	Number of kindergartens & nurse	1,163																																									
園当たり売上高	Net sales per school	15,849																																									
OurPhoto	OurPhoto					撮影件数	769																																				
主な費用と投下状況	Major Expense																																										
会社	Whole Company	Personnel expenses(incl. recruitin																																									
人件費 (売上原価)	Personnel Expenses-COGS	157																																									
人件費 (販管費、含む採用費)	Personnel Expenses-SG&A (incl. recruiting expenses)	154																																									
広告宣伝費	Advertising expenses	162																																									
システム関連委託費 (SES等)	System-related outsourcing exper	180																																									
一時費用	Temporary expenses	31																																									
減価償却費+のれん償却額	Depreciation and Amortization + Amortization of Goodwill	37																																									
NJSS	NJSS					Personnel expenses(incl. recruiting expenses) *COGS+SG&A	142																																				
人件費 (売上原価)	Personnel Expenses-COGS	16																																									
人件費 (販管費、含む採用費)	Personnel Expenses-SG&A (incl. recruiting expenses)	133																																									
広告宣伝費	Advertising expenses	31																																									
システム関連委託費 (SES等)	System-related outsourcing expenses (SES etc.)	35																																									
fondesk	fondesk					Personnel expenses(incl. recruiting expenses) *COGS+SG&A	19																																				
人件費 (売上原価)	Personnel Expenses-COGS	1																																									
人件費 (販管費、含む採用費)	Personnel Expenses-SG&A (incl. recruiting expenses)	22																																									
広告宣伝費	Advertising expenses	30																																									
システム関連委託費 (SES等)	System-related outsourcing expenses (SES etc.)	43																																									
えんフォト・Ourphoto・YSS	en-photo・Ourphoto・YSS					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																																									
広告宣伝費	Advertising expenses	7																																									
システム関連委託費 (SES等)	System-related outsourcing expenses (SES etc.)	43																																									
BPO	BPO					Personnel expenses(incl. recruiting expenses) *COGS+SG&A	103																																				
人件費 (売上原価)	Personnel Expenses-COGS	91																																									
人件費 (販管費、含む採用費)	Personnel Expenses-SG&A (incl. recruiting expenses)	34																																									
広告宣伝費	Advertising expenses	1																																									
システム関連委託費 (SES等)	System-related outsourcing expenses (SES etc.)	3																																									

※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	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

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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%	75.0%
男女間賃金格差(年収、正社員)	男性	593	605	617	663	707
	女性	487	510	515	524	540
	差分	106	94	101	139	167
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%	6.4%
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	200,828.25
電気使用量(kWh)		363,468	368,518	362,612	436,057	466,294.00

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%	75.0%
Gender Pay Gap	Male	5.93	6.05	6.17	663	707
	Female	4.87	5.1	5.15	524	540
	Diff.	1.06	0.94	1.01	139	167
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%	6.4%
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 on the 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	200,828.25
Electricity consumption (kWh)	363,468	368,518	362,612	436,057	466,294.00

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