

財務情報（四半期）Financial Statements (Q)

単位：百万円/ Unit: million yen

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

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)		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							
従業員数		Number of Employees		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				
従業員数																																											
事業別	NISS	Status	NISS					33	45	55	59	66	68	70	73	74	84	89	95	103	107	107	107	110	111	114	111	112	112	112	112	134	137	140	140	148	145	148	149				
	fondesk		fondesk					-	6	8	7	7	8	8	10	10	11	12	13	13	16	15	15	15	15	14	15	15	16	18	17	17	17	16	18	17	17	16	21	21	21	21	21
	えんフォト・OurPhoto・YSS		en-photo・Ourphoto・YSS					9	11	11	15	15	15	19	21	21	25	27	27	31	36	36	35	36	37	36	37	34	41	43	45	46	50	48	58	60	60	60	60				
	BPO		BPO					50	56	60	63	68	75	78	83	87	96	101	109	117	119	123	126	132	135	134	134	148	177	193	201	197	249	202	194	205	205	205	205				
	シュフティ		shufti					14	15	12	13	14	11	7	6	6	6	6	7	7	6	6	6	6	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4				
	コーポレート他		Headquarters					13	13	18	19	22	25	24	25	24	25	27	29	30	34	37	39	38	38	40	43	42	46	52	56	57	59	58	68	66	66	66	66				
	新規事業等 (FY19/3_Q4のみ)		New business etc.(4Q of FY19)					11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
雇用形態別	正規雇用	Employment Type	Permanent Employment					84	95	107	114	127	133	138	144	145	162	170	174	183	194	194	199	201	206	207	213	211	251	262	268	268	282	284	302	304	304	304	304				
	臨時雇用		Temporary Employment					46	51	57	62	65	69	72	75	77	85	92	106	118	124	130	132	137	138	134	133	146	170	185	195	192	249	194	191	201	201	201	201				
セグメント情報	Segment Information																																										
NISS	売上高 (FY2024/3_Q1よりnSearchを含む)	NISS	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	789	827	866	896	915	940	975				
	セグメント利益		Profit																																								
	EBITDA		EBITDA (Including nSearch from	167	173	185	186	181	202	209	181	157	175	197	203	171	191	178	188	145	191	216	268	265	344	401	410	426	324	389	405	426	447	481	488	432	432	432	432				
fondesk	売上高	fondesk	Sales					8	14	15	21	41	62	89	87	102	110	120	121	136	167	175	180	201	206	214	211	236	241	255	248	277	277	283	279								
	セグメント利益		Profit					1	1	1	1	-78	-4	11	34	-72	62	61	75	69	4	15	85	59	-3	57	39	8															
	EBITDA		EBITDA					-9	-12	-18	-36	-11	-7	1	-40	1	2	1	-78	-4	11	35	-72	62	61	75	69	4	15	86	59	-2	57	39	8								
BPO	売上高	BPO	Sales	116	135	178	218	140	180	234	247	198	210	192	238	165	259	244	317	247	297	253	282	239	323	288	364	255	291	326	602	313	353	397	550	331	357	399	646				
	セグメント利益		Profit																																								
	EBITDA		EBITDA	9	9	17	22	10	18	41	21	12	26	2	14	-1	54	23	62	18	50	-20	-1	-7	50	7	11	13	37	44	147	-20	25	57	146	8	43	64	204				
フォト (えんフォト・OurPhoto・YSS)	売上高	Photo (en-photo・OurPhoto・YSS)	Sales																																								
	セグメント利益		Profit																																								
	EBITDA		EBITDA																																								
えんフォト	売上高	en-photo	Sales	17	19	25	30	28	29	35	47	38	40	47	62	46	42	71	94	83	75	95	118	101	96	114	146	129	113	143	214	143	142	174	244	157	157	201	285				
	EBITDA		EBITDA	-3	0	2	5	2	1	6	11	1	-5	-28	-9	-28	-45	-18	-2	-10	-25	-30	-17	-24	-36	-27	3	28	11	15	69	12	-10	-28	31	-10	-9	-18	53				
その他CGS	売上高	Other CGS	Sales																																								
	セグメント利益		Profit																																								
	EBITDA		EBITDA																																								
クラウドソーシング	売上高	Crowd-Sourcing	Sales																																								
	セグメント利益		Profit																																								
	EBITDA		EBITDA																																								
全社費用 (コーポレート部門)	売上高	Whole Company Expense (Headquar	Sales																																								
	セグメント利益		Profit																																								
	EBITDA		EBITDA																																								
事業別KPI	Segment KPI																																										
NISS	ARR (FY2024/3_Q1よりnSearchを含む) ※1	NISS	ARR (Including nSearch from FY2	997	1,039	1,088	1,125	1,146	1,189	1,220	1,230	1,261	1,290	1,334	1,394	1,467	1,585	1,684	1,821	1,891	1,972	2,048	2,127	2,215	2,312	2,374	2,471	2,654	2,754	2,801	2,875	3,017	3,109	3,231	3,302	3,439	3,543	3,681	3,835				
	売上総利益 (FY2024/3_Q1よりnSearchを含む)		Gross Profit (Including nSearch from FY2024/3_Q1)					264	276	283	282	287	299	304	322	337	363	391	409	428	449	477	479	508	535	563	588	620	655	670	709	697	716	750	779	812	833	859	881				
	売上総利益率 (FY2024/3_Q1よりnSearchを含む)		Gross Profit Margin (Including nS	90.3%	89.7%	89.9%	91.2%	90.5%	91.0%	90.8%	90.5%	90.5%	90.7%	90.0%	88.1%	90.8%	90.5%	91.7%	92.0%	91.5%	91.7%	92.0%	92.2%	92.0%	91.8%	92.1%	92.0%	92.3%	92.4%	92.8%	92.2%	91.5%	90.8%	90.7%	90.0%	90.7%	91.0%	91.3%	90.3%				
	有料契約件数		Fee-paying Contracts	2,469	2,587	2,742	2,884	2,851	2,899	2,958	3,028	2,962	2,999	3,148	3,282	3,395	3,571	3,749	3,960	4,139	4,388	4,480	4,704	4,968	5,183	5,398	5,722	5,980	6,247	6,377	6,567	6,756	6,880	7,028	7,073	7,153	7,158	7,275	7,295				
	ARPU (FY2024/3_Q3よりnSearchを含む)		ARPU(Including Bidding BPO from	1,110	1,091	1,078	1,084	1,105	1,114	1,121	1,128	1,169	1,169	1,151	1,166	1,187	1,206	1,220	1,223	1,226	1,199	1,232	1,213	1,195	1,195	1,190	1,164	1,166	1,162	1,169	1,223	1,177	1,181	1,212	1,291	1,301	1,316	1,327	1,352				
	解約率		Churn Rate	2.6%	2.4%	2.3%	2.3%	2.4%	2.6%	2.8%	2.7%	2.5%	2.3%	2.1%	2.2%	2.0%	2.0%	1.9%	1.7%	1.55%	1.48%	1.46%	1.48%	1.45%	1.46%	1.44%	1.44%	1.42%	1.47%	1.53%	1.58%	1.61%	1.55%	1.50%	1.49%	1.44%	1.44%	1.42%	1.42%				
	LTV(FY2024/3_Q3よりnSearchを含む)		LTV(Including Bidding BPO from I	1,175	1,270	1,322	1,263	1,269	1,162	1,122	1,146	1,302	1,413	1,492	1,440	1,594	1,695	1,748	1,917	2,153	2,229	2,337	2,220	2,255	2,264	2,318	2,189	2,208	2,255	2,196	2,189	2,035	2,031	2,153	2,317	2,387	2,440	2,540	2,677				
nSearch	有料契約件数	nSearch	Fee-paying Contracts																																								
fondesk	ARR ※2	fondesk	ARR *2																																								
	有料契約件数		Fee-paying Contracts																																								

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

ESG

株式会社うるる(3979) FY2021/3 FY2022/3 FY2023/3 FY2024/3 FY2025/3

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.