

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)																														
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		
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
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
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
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
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
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
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
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
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
うち、現預金	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
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
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
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
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
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
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
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
うち、借入金	Borrowings	15	13	11	8	7	5	3	42	40	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	149
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
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
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
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
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%

※当社HPにExcel形式の決算データシートを掲載しております。*A Data Sheet in Excel format is available on our website.

<https://www.uluru.biz/jr/>

セグメント情報等 (四半期) Segment etc (Q)

株式会社うるる (3979)		単位：百万円/ Unit: million yen																																																							
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)		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																									33	45	55	59	66	68	70	73	74	84	89	95	103	107	107	110	111	114	111	112	112	112	134	137						
	fondesk	fondesk	fondesk																									-	6	8	7	7	8	10	10	11	12	13	13	16	15	15	15	14	15	15	16	18	17								
	えんフォト・OurPhoto	en-photo	en-photo・Ourphoto																									9	11	11	15	15	15	19	21	21	25	27	27	31	36	35	36	37	36	37	34	41	43								
	BPO	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							
	シュフティ	shufti	shufti																									14	15	12	13	14	11	11	7	6	6	6	7	7	6	6	6	5	5	5	5	5									
	コーポレート他	Headquarters	Headquarters																									13	13	18	19	22	25	24	25	24	25	27	29	30	34	37	39	38	40	43	42	46	52								
	新規事業等 (FY19/3_4Qのみ)	New business etc.	New business etc. (4Q of FY19)																									11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
雇用形態別	Employment Type	Permanent Employment	Temporary Employment																									84	95	107	114	127	133	138	144	145	162	170	174	183	194	194	199	201	206	207	213	211	251	262							
	臨時雇用	Temporary Employment	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							
セグメント情報	Segment Information																																																								
NJSS	売上高 (FY2024/3_1QよりnSearchを含む)	NISS	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	518	520	552	584	608	640	672	709	722	769	761	789
	セグメント利益	Profit	Profit																									190	176	186	142	188	212	262	256	323	380	386	401	296	357																
	EBITDA	EBITDA (Including nSearch from FY2024/3_Q1)	EBITDA																									167	173	185	186	181	202	209	181	157	132	73	65	175	197	203	171	191	178	188	145	191	216	268	265	344	401	410	426	324	389
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								
	セグメント利益	Profit	Profit																									1	1	1	-78	-4	11	34	-72	62	61	75	69	4	15																
	EBITDA	EBITDA	EBITDA																									-9	-12	-18	-36	-11	-7	1	-40	1	2	1	-78	-4	11	35	-72	62	61	75	69	4	15								
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
	セグメント利益	Profit	Profit																									12	43	-28	-9	-14	42	-1	3	25	28	130	-36	8																	
	EBITDA	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
フォト (えんフォト・OurPhoto)	売上高	Photo (en-photo・OurPhoto)	Sales																									101	90	139	133	126	114	170	161	156	133	203	233	168	163																
	セグメント利益	Profit	Profit																									-39	-62	-72	-75	-64	-82	-48	-46	5	-23	12	42	-3	-39																
	EBITDA	EBITDA	EBITDA																									-32	-54	-64	-67	-56	-74	-40	-38	13	-15	20	51	-1	-36																
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
	EBITDA	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
その他CGS	売上高	Other CGS	Sales																									-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	セグメント利益	Profit	Profit																									-1	-2	-10	-12	-10	-12	-14	-13	-10	-10	-9	-9	-14	-30																
	EBITDA	EBITDA	EBITDA																									-1	-2	-10	-12	-10	-12	-14	-13	-10	-10	-9	-9	-14	-30																
クラウドソーシング	売上高	Crowd-Sourcing	Sales																									7	7	8	7	7	6	6	6	7	7	5	5	6																	
	セグメント利益	Profit	Profit																									-9	-7	-5	-8	-2	-4	-7	0	-4	-1	-2	-2	-1	-3																
	EBITDA	EBITDA	EBITDA																									-9	-7	-5	-8	-2	-4	-7	0	-4	-1	-2	-2	-1	-3																
全社費用 (コーポレート部門)	売上高	Whole Company Expense (Head Sales)	Sales																									-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	セグメント利益	Profit	Profit																									-156	-96	-135	-181	-139	-143	-156	-162	-141	-140	-156	-171	-184	-188																
	EBITDA	EBITDA	EBITDA																									-154	-94	-133	-179	-137	-141	-154	-159	-138	-137	-152	-168	-182	-185																
事業別KPI	Segment KPI																																																								
NJSS	ARR (FY2024/3_1QよりnSearchを含む) ※1	NISS	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	2,048	2,127	2,215	2,312	2,374	2,471	2,654	2,754	2,801	2,875	3,017	3,109
	粗利益 (FY2024/3_1QよりnSearchを含む)	Gross Profit (Including nSearch from FY2024/3_Q1)	Gross Profit																									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				
	粗利率 (FY2024/3_1QよりnSearchを含む)	Gross Profit Margin (Including nSearch from FY2024/3_Q1)	Gross Profit Margin																									90.3%	89.7%	89.9%	91.2%	90.5%	91.0%	90.8%	90.5%	90.7%	89.7%	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%
	有料契約件数	Fee-paying Contracts	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
	ARPU (FY2024/3_3Qより入札BPOを含む)	ARPU (Including Bidding BPO from FY2024/3_Q3)	ARPU																									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
	解約率	Churn Rate	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%	1.9%	1.7%	1.55%	1.48%	1.46%	1.48%	1.45%	1.46%	1.42%	1.44%	1.44%	1.42%	1.47%	1.53%	1.58%	1.61%	
	LTV (FY2024/3_3Qより入札BPOを含む)	LTV (Including Bidding BPO from FY2024/3_Q3)	LTV																									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
nSearch	有料契約件数	nSearch	Fee-paying Contracts																									423	485	560	565	566	578	587																							
fondesk	ARR ※2	fondesk	ARR *2																									481	486	547	668	703	720	806	826	858	844	946	966																		
	有料契約件数	Fee-paying Contracts	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	4,469	4,682	4,794	4,980	5,167							
	ARPU	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	Churn Rate																									3.2%	2.9%	2.8%	2.9%	2.5%	2.0%	1.6%	1.6%	1.5%	1.4%	1.3%	1.3%	1.3%	1.2%	1.2%															
えんフォト	ARR ※3	en-photo	ARR *3																									381	473	407	386	457	584	518	455	574	858	575	570																		
	契約園数	Number of kindergartens & nurseries	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	3,318	3,662	3,757	3,835	3,942	4,186	4,339	4,525	4,624	4,725	4,845	4,947
	園当たり売上高	Net sales per school	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	32,347	27,097	25,222	28,983	34,882	29,901	25,164	31,079	45,397	29,685	28,844	
	撮影件数	Photo Shoot Number	Photo Shoot Number																									769	878	2,777	1,201																										

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
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
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
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
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%
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
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

※当社HPにExcel形式の決算データシートを掲載しております。*A Data Sheet in Excel format is available on our website.

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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%	40.0%
男女間賃金格差(年収、正社員)	男性	593	605	617	663
	女性	487	510	515	524
	差分	106	94	101	139
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%	7.9%
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 ₂ 排出量(kg-CO ₂)		181,026.16	172,114.27	141,943.79	181,213.00
電気使用量(kWh)		363,468	368,518	362,612	436,057

対象会社:株式会社うるる、株式会社うるるBPO

※当社HPにExcel形式の決算データシートを掲載しております。 *A Data Sheet in Excel format is available on our website.

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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%	40.0%
Gender Pay Gap	Male	5.93	6.05	6.17	663
	Female	4.87	5.1	5.15	524
	Diff.	1.06	0.94	1.01	139
Female Manager Ratio (Full-time employees)		-	21.1%	21.3%	18.8%
Job Turnover Rate (Full-time employees)		7.1%	9.8%	9.0%	7.9%
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 ₂ emissions (kg-CO ₂)	181,026.16	172,114.27	141,943.79	181,213.00
Electricity consumption (kWh)	363,468	368,518	362,612	436,057

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

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