

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		
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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	-	-	-	-
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
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
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
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%

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							
				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					
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								
	fondesk		fondesk					-	6	8	7	7	8	8	10	10	11	12	13	13	16	15	15	15	14	15	15								
	えんフォト・OurPhoto		en-photo・Ourphoto					9	11	11	15	15	15	19	21	21	25	27	27	31	36	36	35	36	37	36	37								
	BPO		BPO					50	56	60	63	68	75	78	83	87	96	101	109	117	119	123	126	132	135	134	134								
	シュブティ		shufti					14	15	12	13	14	11	11	7	6	6	6	7	7	6	6	6	6	6	5	5								
	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								
	新規事業等 (FY19/3_4Q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								
	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								
セグメント情報		Segment Information																																	
NJSS	売上高 (FY2024/3_1QよりnSearchを含む)	NJSS	Sales (Including nSearch from FY2024/3_1Q)	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					
	セグメント利益		Profit																																
	EBITDA		EBITDA (Including nSearch from FY2024/3_1Q)	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					
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									
	セグメント利益		Profit					1	1	1	-78	-4	11	34	-72	62	61	75																	
	EBITDA		EBITDA					-9	-12	-18	-36	-11	-7	1	-40	1	2	1	-78	-4	11	35	-72	62	61	75									
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					
	セグメント利益		Profit					12	43	-28	-9	-14	42	-1	3	25	28																		
	EBITDA		EBITDA					9	9	17	22	10	18	41	21	12	26	2	14	-1	54	23	62	18	50	-7	11	13	37	44					
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																	
	セグメント利益		Profit					-39	-62	-72	-75	-64	-82	-48	-46	5	-23	12																	
	EBITDA		EBITDA					-32	-54	-64	-67	-56	-74	-40	-38	13	-15	20																	
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																	
	EBITDA		EBITDA					-1	-2	-10	-12	-10	-12	-14	-13	-10	-10	-9																	
クラウドソーシング	売上高	Crowd-Sourcing	Sales					7	7	8	7	7	7	6	6	6	7	7																	
	セグメント利益		Profit					-9	-7	-5	-8	-2	-4	-7	0	-4	-1	-2																	
	EBITDA		EBITDA					-9	-7	-5	-8	-2	-4	-7	0	-4	-1	-2																	
全社費用 (コーポレート部門)	売上高	Whole Company Expense (Head)	Sales					-	-	-	-	-	-	-	-	-	-	-																	
	セグメント利益		Profit					-156	-96	-135	-181	-139	-143	-156	-162	-141	-140	-156																	
	EBITDA		EBITDA					-154	-94	-133	-179	-137	-141	-154	-159	-138	-137	-152																	
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_1Q)	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					
	粗利益 (FY2024/3_1QよりnSearchを含む)		Gross Profit (Including nSearch from FY2024/3_1Q)					264	276	283	282	287	299	304	322	337	363	391	409	428	449	477	479	508	535	563	588	620	655	670					
	粗利率 (FY2024/3_1QよりnSearchを含む)		Gross Profit Margin (Including nSearch from FY2024/3_1Q)	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%					
	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					
	ARPU		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	1,158					
	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%	1.42%	1.44%	1.44%	1.42%	1.47%					
	LTV		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	2,174					
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																																
	ARPU		ARPU																																
	解約率		Churn Rate																																
えんフォト	ARR ※3	en-photo	ARR *3																																
	契約回数		Number of kindergartens & nurses	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					
	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	32,347	27,097	25,222	28,983	34,882	29,901	25,164	31,079						
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	9,648	2,760	4,551	3,165	9,381	3,138	3,977	2,813	9,257					
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	111	114	99	102	111					
	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	394	372	361	383						
	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	113	225	129	141	130	251	102	106	96					
	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	106	121	102	95	67	72	23	15	11					
	一時費用		Temporary expenses																																
	減価償却費+のれん償却額		Depreciation and Amortization + Amortization of Goodwill																																
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																																
	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.)																																
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																																
	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.)																																
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																																
	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.)																																
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																																
	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					</																											

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
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
売上原価	Cost of sales	601	713	812	976	1,189	1,368
売上総利益	Gross profit	1,304	1,529	1,667	2,243	2,839	3,493
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
EBITDA	EBITDA	407	451	-152	185	-164	105
営業利益	Operating income	390	429	-189	135	-241	8
経常利益	Ordinary income	389	428	-190	148	-251	5
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
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
うち、現預金	Cash and deposits	2,534	3,065	2,890	3,291	2,805	2,396
固定資産	Non-current assets	92	192	324	512	1,041	1,690
有形固定資産	Property, plant and equipment	42	119	163	152	140	201
無形固定資産	Intangible assets	6	28	27	248	243	680
投資その他資産	Investments and other assets	68	44	133	111	657	808
資産合計	Total assets	2,813	3,519	3,612	4,198	4,338	4,621
流動負債	Current liabilities	869	1,144	1,325	1,893	2,157	2,520
うち、契約負債（旧前受金）	Contract liabilities (formerly advances received)	474	541	691	977	1,193	1,481
うち、借入金	Borrowings	8	42	40	42	41	38
固定負債	Non-current liabilities	1	170	132	96	52	12
うち、借入金	Borrowings	1	159	119	80	38	-
負債合計	Total liabilities	871	1,315	1,458	1,990	2,210	2,532
純資産合計	Total net assets	1,942	2,204	2,154	2,208	2,128	2,088
負債・純資産合計	Total liabilities and net assets	2,813	3,519	3,612	4,198	4,338	4,621
自己資本比率（%）	Capital adequacy ratio（%）	69.0%	62.6%	59.6%	52.6%	49.1%	45.2%
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
税金等調整前当期純利益	Net profit for the period before taxes	389	428	-190	148	-251	5
減価償却費	Depreciation	17	21	36	43	48	68
のれん償却額	Amortization of goodwill	-	-	-	7	28	28
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
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
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
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
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
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

ESG

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

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%
	女性	31.0%	35.5%	37.8%
男性育休取得率(正社員)※1		20.0%	30.0%	50.0%
男女間賃金格差(年収、正社員)	男性	593	605	617
	女性	487	510	515
	差分	106	94	101
女性管理職比率(正社員)		-	21.1%	21.3%
離職率(正社員)		7.1%	9.8%	9.0%
エンゲージメントサーベイ	うるる※2			
Wevoxスコア		-	80.8	80.1
(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
	臨時雇用者数	13	19	20
CGS事業 fondesk	従業員数	10	11	13
	臨時雇用者数	-	2	2
CGS事業 フォト	従業員数	20	29	31
	臨時雇用者数	1	2	5
CGS事業 その他	従業員数	-	-	-
	臨時雇用者数	-	-	-
BPO事業	従業員数	28	30	31
	臨時雇用者数	59	87	101
クラウドソーシング事業	従業員数	6	6	4
	臨時雇用者数	-	1	2
全社(共通)	従業員数	20	23	31
	臨時雇用者数	4	7	7

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IR室、経営企画部、経理財務部、人事部、ブランド戦略部、業務推進・管理部、内部監査室及び未来創造チームに所属しているものです。

ESGデータベース

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

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

Human Resources and Organizational Capabilities in Data

Gender Ratio	Male	69.0%	64.5%	62.2%
	Female	31.0%	35.5%	37.8%
Paternity Leave Ratio (Full-time employees)*1		20.0%	30.0%	50.0%
Gender Pay Gap	Male	5.93	6.05	6.17
	Female	4.87	5.1	5.15
	Diff.	1.06	0.94	1.01
Female Manager Ratio (Full-time employees)		-	21.1%	21.3%
Job Turnover Rate (Full-time employees)		7.1%	9.8%	9.0%
Engagement Survey	ULURU *2			
Wevox Score (All employees)		-	80.8	80.1
	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
	# of temporary empl	13	19	20
CGS business fondesk	# of employees	10	11	13
	# of temporary empl	-	2	2
CGS Business Photo	# of employees	20	29	31
	# of temporary empl	1	2	5
CGS Business Others	# of employees	-	-	-
	# of temporary empl	-	-	-
BPO Business	# of employees	28	30	31
	# of temporary empl	59	87	101
Crowdsourcing Business	# of employees	6	6	4
	# of temporary empl	-	1	2
Corporate (Common)	# of employees	20	23	31
	# of temporary empl	4	7	7

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 IR Office, Corporate Planning Department, Accounting & Finance Department, Human Resources Department, Brand Strategy Department, Business Promotion & Administration Department, Internal Audit Department, and Future Creation Team.

ESG Database

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

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