

# Financial Fact Book 2024

フィナンシャル ファクトブック 2024



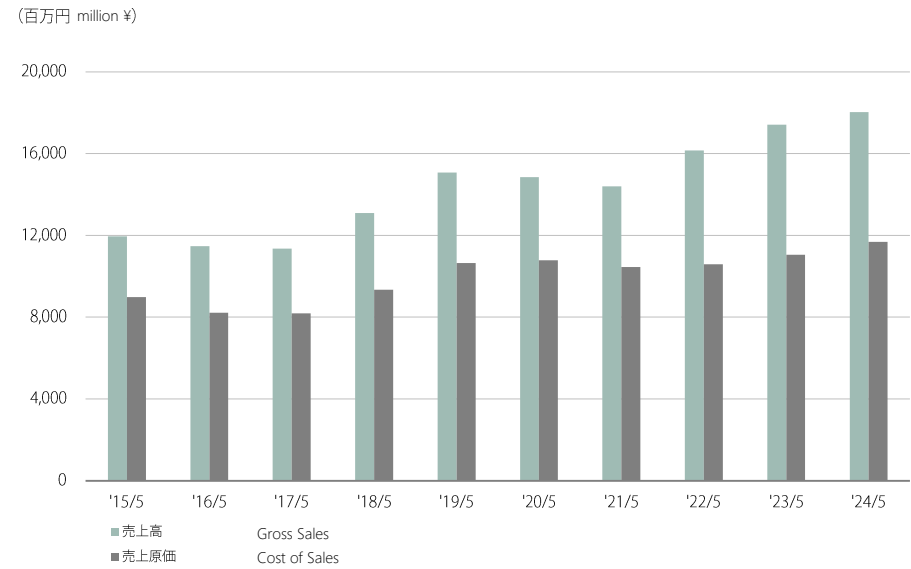
# ERI

Evaluation, Rating, Inspection

# Holdings

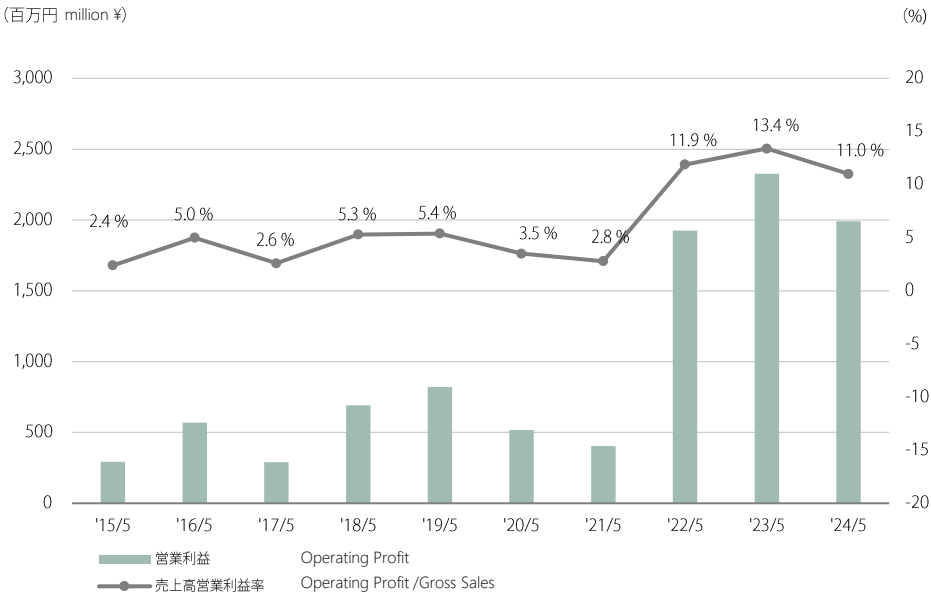
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売上高、売上原価  
Gross Sales, Cost of Sales



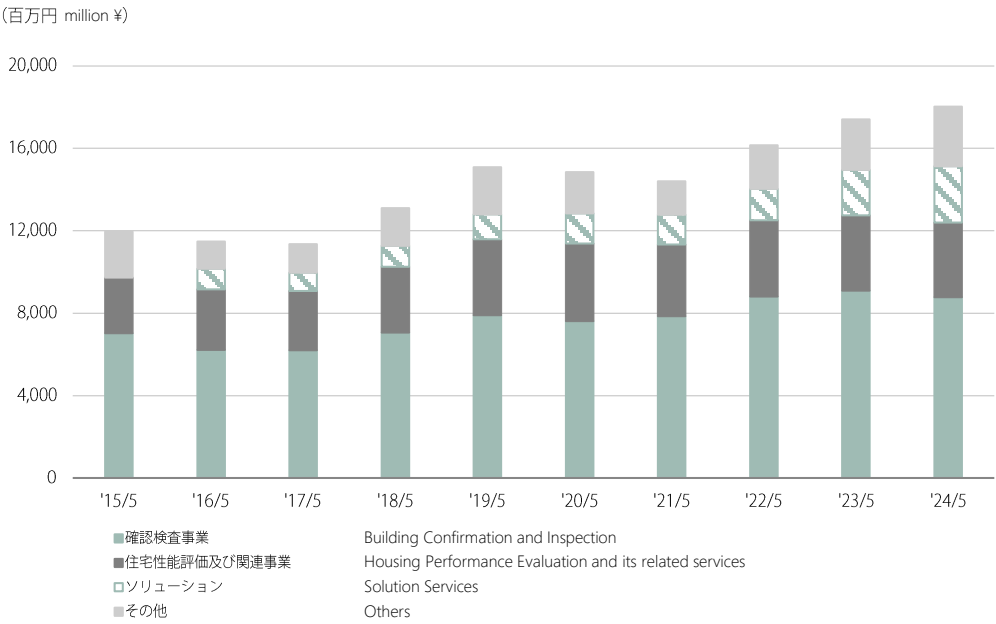
|            |               |                 | 2015/5     | 2016/5     | 2017/5     | 2018/5     | 2019/5     | 2020/5     | 2021/5     | 2022/5     | 2023/5     | 2024/5     |
|------------|---------------|-----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 売上高        | Gross Sales   | (千円 Thousand ¥) | 11,949,056 | 11,470,660 | 11,357,421 | 13,097,494 | 15,076,818 | 14,842,735 | 14,397,766 | 16,148,259 | 17,410,527 | 18,022,443 |
| NET売上高     | Net Sales     | (千円 Thousand ¥) | 10,883,280 | 11,356,708 | 11,357,421 | 13,097,494 | 15,076,818 | 14,842,735 | 14,397,766 | 16,148,259 | 17,410,527 | 18,022,443 |
| 売上原価       | Cost of Sales | (千円 Thousand ¥) | 8,985,204  | 8,212,174  | 8,189,824  | 9,338,050  | 10,642,989 | 10,777,447 | 10,457,940 | 10,584,830 | 11,053,148 | 11,674,794 |
| 売上総利益      | Gross Profit  | (千円 Thousand ¥) | 2,963,851  | 3,258,486  | 3,167,596  | 3,759,443  | 4,433,828  | 4,065,287  | 3,939,825  | 5,563,429  | 6,357,378  | 6,347,648  |
| 販売費及び一般管理費 | SG&A Expenses | (千円 Thousand ¥) | 2,671,759  | 2,688,515  | 2,877,800  | 3,068,787  | 3,612,902  | 3,547,765  | 3,536,981  | 3,638,811  | 4,031,235  | 4,356,340  |

営業利益、売上高営業利益率  
Operating Profit, Operating Profit/Gross Sales



|                 |                                            |                 | 2015/5  | 2016/5  | 2017/5  | 2018/5  | 2019/5  | 2020/5  | 2021/5  | 2022/5    | 2023/5    | 2024/5    |
|-----------------|--------------------------------------------|-----------------|---------|---------|---------|---------|---------|---------|---------|-----------|-----------|-----------|
| 営業利益            | Operating Profit                           | (千円 Thousand ¥) | 292,092 | 569,970 | 289,795 | 690,655 | 820,925 | 517,522 | 402,844 | 1,924,617 | 2,326,142 | 1,991,308 |
| 売上高営業利益率        | Operating Profit/<br>Gross Sales           | (%)             | 2.4     | 5.0     | 2.6     | 5.3     | 5.4     | 3.5     | 2.8     | 11.9      | 13.4      | 11.0      |
| 経常利益            | Ordinary Profit                            | (千円 Thousand ¥) | 331,464 | 625,966 | 367,696 | 702,020 | 845,718 | 598,225 | 474,334 | 1,986,275 | 2,340,157 | 2,020,158 |
| 親会社株主に帰属する当期純利益 | Profit Attributable to Owners<br>of Parent | (千円 Thousand ¥) | 18,391  | 414,345 | 212,794 | 429,924 | 523,097 | 258,226 | 264,759 | 1,228,345 | 1,533,884 | 1,233,250 |

セグメント別売上高推移  
Gross Sales by Segment

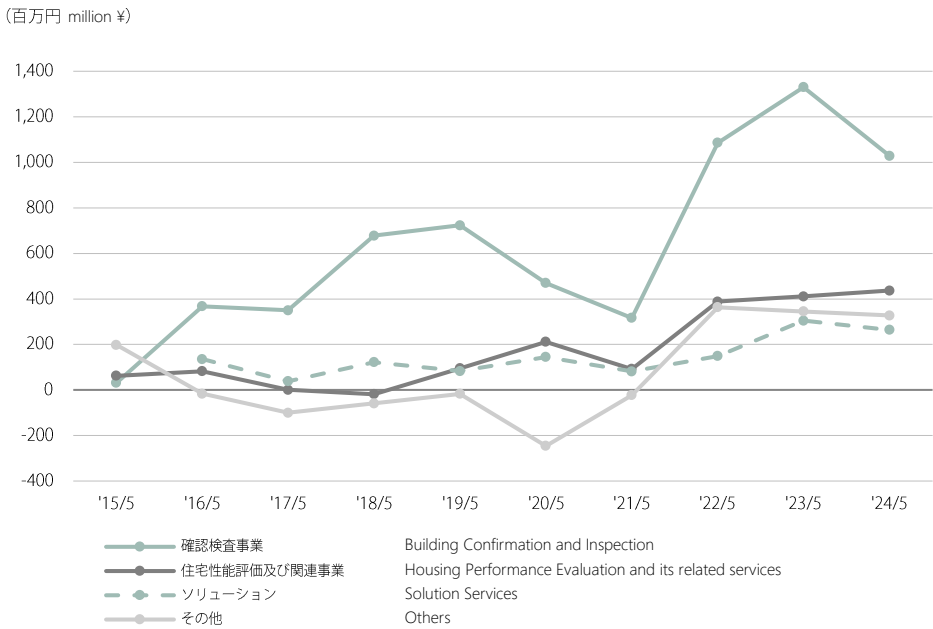


|                                                                                |                 | 2015/5    | 2016/5    | 2017/5    | 2018/5    | 2019/5    | 2020/5    | 2021/5    | 2022/5    | 2023/5    | 2024/5    |
|--------------------------------------------------------------------------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 確認検査及び関連事業<br>Building Confirmation and Inspection<br>and its related services | (千円 Thousand ¥) | 7,032,381 | 6,223,269 | 6,199,384 | 7,059,020 | 7,898,998 | 7,613,628 | 7,849,433 | 8,815,196 | 9,093,118 | 8,777,016 |
|                                                                                | (%)             | 58.9      | 54.3      | 54.6      | 53.9      | 52.4      | 51.3      | 54.5      | 54.6      | 52.2      | 48.7      |
| 住宅性能評価及び関連事業<br>Housing Performance Evaluation and<br>its related services     | (千円 Thousand ¥) | 2,691,764 | 2,939,685 | 2,877,030 | 3,199,141 | 3,695,709 | 3,772,052 | 3,479,580 | 3,698,788 | 3,647,140 | 3,617,185 |
|                                                                                | (%)             | 22.5      | 25.6      | 25.3      | 24.4      | 24.5      | 25.4      | 24.2      | 22.9      | 20.9      | 20.1      |
| ソリューション<br>Solution Services                                                   | (千円 Thousand ¥) | -         | 993,395.0 | 898,045   | 1,012,934 | 1,205,499 | 1,462,300 | 1,442,458 | 1,527,750 | 2,208,227 | 2,730,670 |
|                                                                                | (%)             |           | 8.7       | 7.9       | 7.7       | 8.0       | 9.9       | 10.0      | 9.5       | 12.7      | 15.2      |
| その他<br>Others                                                                  | (千円 Thousand ¥) | 2,224,909 | 1,314,309 | 1,382,960 | 1,826,397 | 2,276,610 | 1,994,754 | 1,626,294 | 2,106,523 | 2,462,039 | 2,897,570 |
|                                                                                | (%)             | 18.6      | 11.4      | 12.2      | 14.0      | 15.1      | 13.4      | 11.3      | 13.0      | 14.1      | 16.1      |

2016年5月期以降は「その他」に含まれていた「ソリューション事業」を報告セグメントに変更しております。 “Solution Services” split off from “Others” as an independent segment from FY May 2016.

2021年5月期以降は「確認検査事業」としていた報告セグメントを「確認検査及び関連事業」に変更しております。 The former “Building Confirmation and Inspection” along with its related services are aggregated into a single reportable segment: “Building Confirmation and Inspection and its related services” from FY May 2021.

セグメント利益推移  
Segment Profit



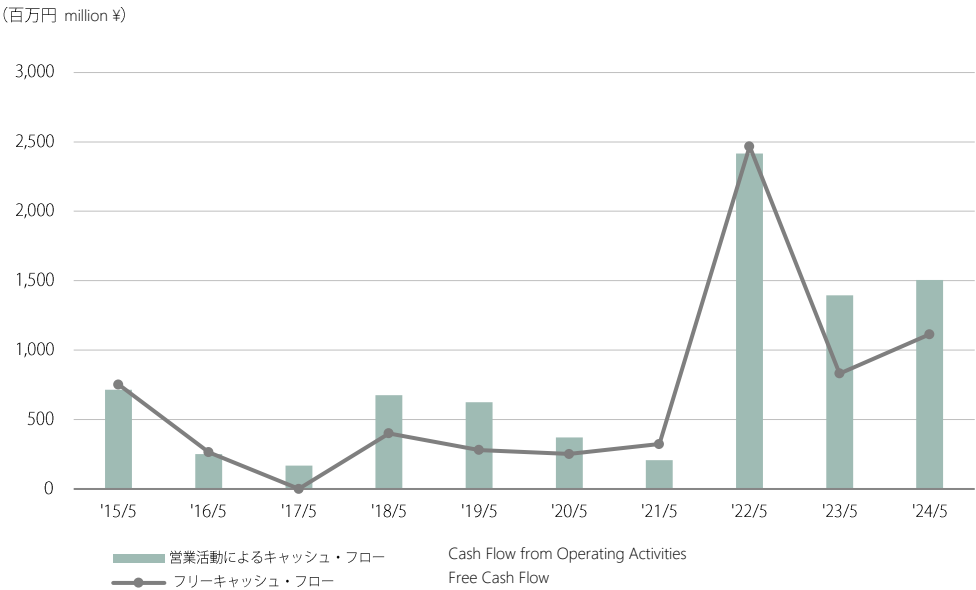
|                                                               |                 | 2015/5  | 2016/5    | 2017/5  | 2018/5  | 2019/5  | 2020/5   | 2021/5  | 2022/5    | 2023/5    | 2024/5    |
|---------------------------------------------------------------|-----------------|---------|-----------|---------|---------|---------|----------|---------|-----------|-----------|-----------|
| 確認検査及び関連事業                                                    |                 |         |           |         |         |         |          |         |           |           |           |
| Building Confirmation and Inspection and its related services | (千円 Thousand ¥) | 31,065  | 367,619   | 350,263 | 678,258 | 723,298 | 469,973  | 316,535 | 1,089,402 | 1,330,546 | 1,028,973 |
| 住宅性能評価及び関連事業                                                  |                 |         |           |         |         |         |          |         |           |           |           |
| Housing Performance Evaluation and its related services       | (千円 Thousand ¥) | 62,660  | 82,534    | 801     | -18,754 | 95,049  | 211,615  | 92,532  | 388,385   | 411,458   | 436,784   |
| ソリューション                                                       |                 |         |           |         |         |         |          |         |           |           |           |
| Solution Services                                             | (千円 Thousand ¥) | -       | 135,797.0 | 38,638  | 122,027 | 83,298  | 144,904  | 81,354  | 149,160   | 304,746   | 264,316   |
| その他                                                           |                 |         |           |         |         |         |          |         |           |           |           |
| Others                                                        | (千円 Thousand ¥) | 198,366 | -15,980   | -99,908 | -58,776 | -17,136 | -245,589 | -22,976 | 363,490   | 345,211   | 327,053   |

2016年5月期以降は「その他」に含まれていた「ソリューション事業」を報告セグメントに変更しております。 “Solution Services” split off from “Others” as an independent segment from FY May 2016.

2021年5月期以降は「確認検査事業」としていた報告セグメントを「確認検査及び関連事業」に変更しております。 The former “Building Confirmation and Inspection” along with its related services are aggregated into a single reportable segment: " Building Confirmation and Inspection and its related services" from FY May 2021.

2023年5月期以降は、セグメント間をまたぐ費用について業務実態をよりよく反映できるように一部の費用の配賦方法を変更しています。 For more accurate segmentation purposes, we partly change a cost distribution procedure on the costs that straddle across segments from FY May 2023.

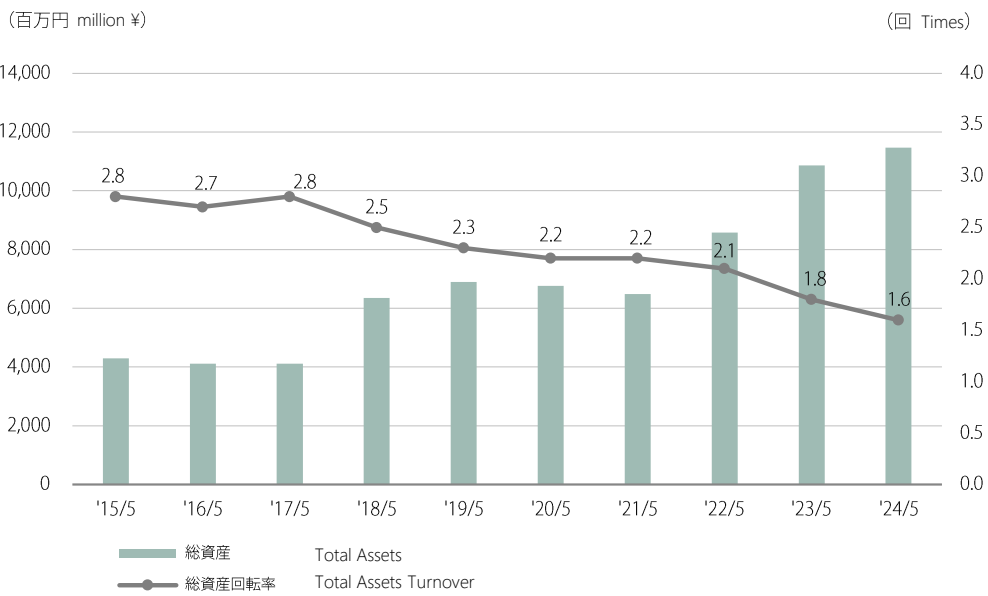
営業活動によるキャッシュフロー、フリーキャッシュフローの推移  
Cash Flow from Operating Activities, Free Cash Flow



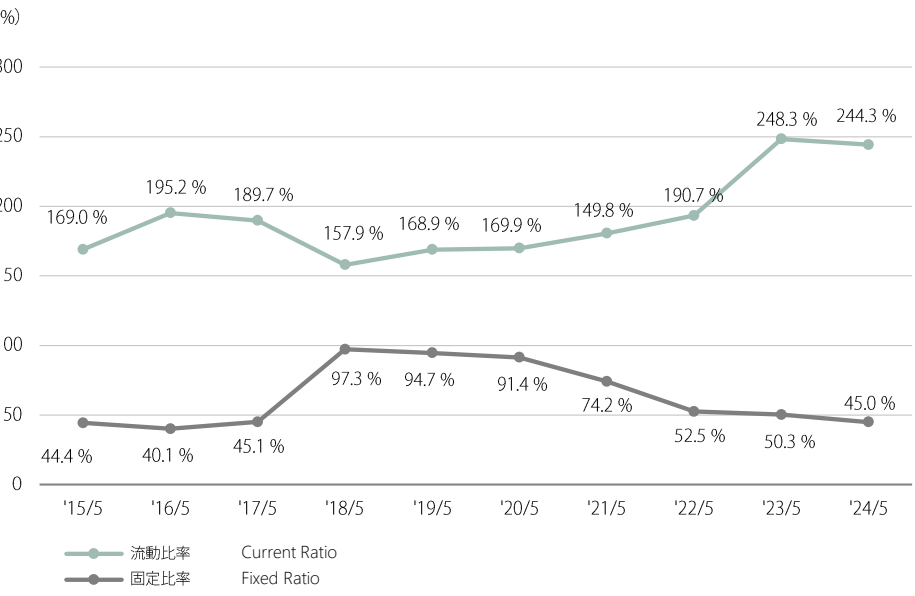
|                  |                      |                 | 2015/5   | 2016/5   | 2017/5   | 2018/5   | 2019/5   | 2020/5   | 2021/5   | 2022/5    | 2023/5    | 2024/5    |
|------------------|----------------------|-----------------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| 営業活動によるキャッシュ・フロー | Operating Activities | (千円 Thousand ¥) | 715,205  | 252,352  | 168,997  | 675,762  | 624,933  | 371,466  | 209,062  | 2,415,054 | 1,394,929 | 1,506,289 |
| 投資活動によるキャッシュ・フロー | Investing Activities | (千円 Thousand ¥) | 36,974   | 13,232   | -167,858 | -275,074 | -343,433 | -119,465 | 114,386  | 52,204    | -562,611  | -391,622  |
| 財務活動によるキャッシュ・フロー | Financing Activities | (千円 Thousand ¥) | -262,153 | -270,095 | -234,276 | 299,195  | -131,728 | -480,167 | -422,223 | -210,418  | 563,867   | -740,987  |
| フリーキャッシュ・フロー     | Free Cash Flow       | (千円 Thousand ¥) | 752,179  | 265,584  | 1,139    | 400,688  | 281,500  | 252,001  | 323,448  | 2,467,258 | 832,318   | 1,114,667 |

フリーキャッシュ・フロー＝営業活動CF+投資活動CF    Free Cash Flow = CF Operating Activities + CF Investing Activities

総資産、総資産回転率  
Total Assets, Total Assets Turnover



流動比率、固定比率  
Current Ratio, Fixed Ratio

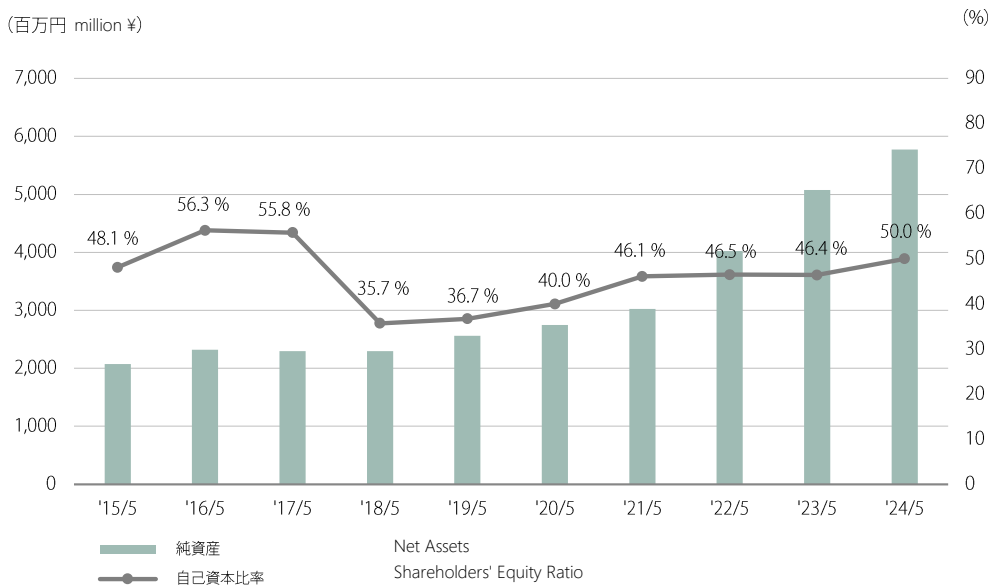


|                  |                                       |                 | 2015/5    | 2016/5    | 2017/5    | 2018/5    | 2019/5    | 2020/5    | 2021/5    | 2022/5    | 2023/5     | 2024/5     |
|------------------|---------------------------------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|
| 総資産              | Total Assets                          | (千円 Thousand ¥) | 4,296,128 | 4,110,369 | 4,109,057 | 6,346,951 | 6,896,687 | 6,762,841 | 6,477,818 | 8,574,913 | 10,860,916 | 11,469,209 |
| 総資産回転率           | Total Assets Turnover                 | (回 Times)       | 2.8       | 2.7       | 2.8       | 2.5       | 2.3       | 2.2       | 2.2       | 2.1       | 1.8        | 1.6        |
| 流動比率             | Current Ratio                         | (%)             | 169.0     | 195.2     | 189.7     | 157.9     | 168.9     | 169.9     | 180.5     | 193.3     | 248.3      | 244.3      |
| 固定比率             | Fixed Ratio                           | (%)             | 44.4      | 40.1      | 45.1      | 97.3      | 94.7      | 91.4      | 74.2      | 52.5      | 50.3       | 45.0       |
| 固定長期適合率          | Fixed Assets to fixed liability ratio | (%)             | 40.0      | 37.5      | 41.7      | 59.7      | 57.0      | 58.9      | 54.3      | 40.4      | 33.9       | 33.2       |
| インタレスト・カバレッジ・レシオ | Interest Coverage Ratio               | (倍 Times)       | 451.9     | 96.8      | 95.8      | 117.0     | 71.0      | 39.2      | 24.9      | 287.9     | 101.3      | 91.0       |

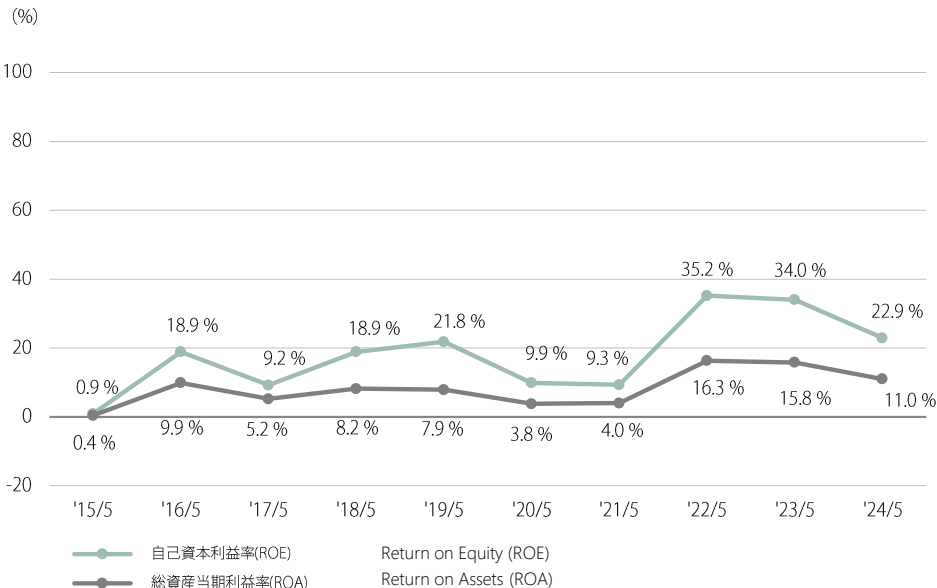
総資産回転率 = 売上高 / 期中平均総資産    Total Assets Turnover = Gross Sales / Average Total Assets



純資産、自己資本比率  
Net Assets, Shareholders' Equity Ratio



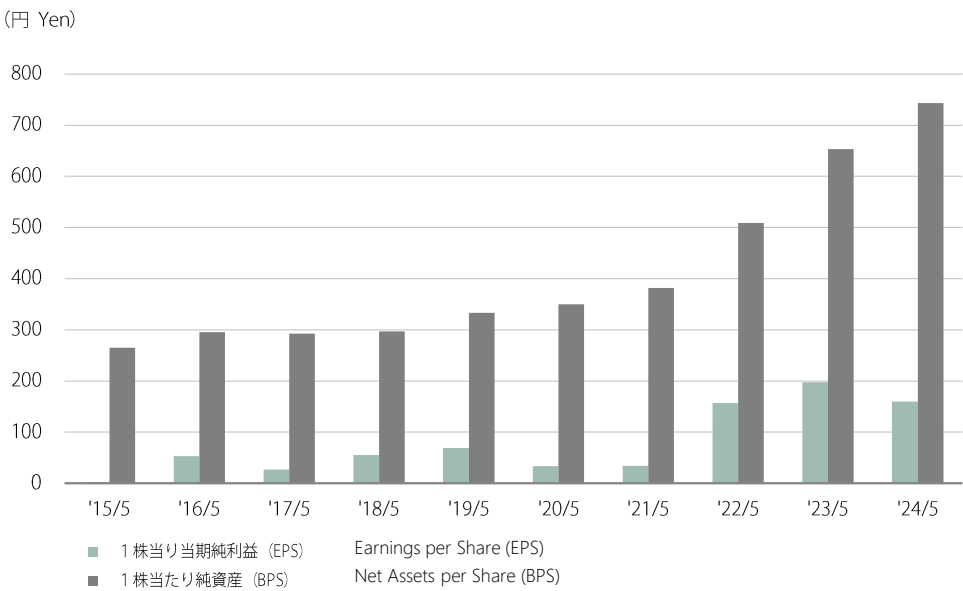
自己資本利益率(ROE)、総資産当期利益率(ROA)  
Return on Equity (ROE), Return on Assets (ROA)



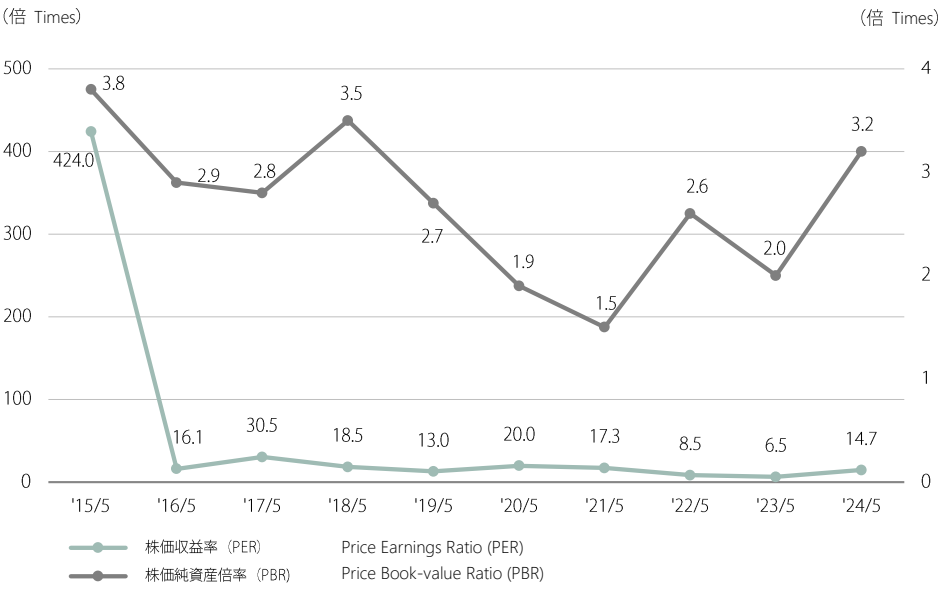
|               |                            |                 | 2015/5    | 2016/5    | 2017/5    | 2018/5    | 2019/5    | 2020/5    | 2021/5    | 2022/5    | 2023/5    | 2024/5    |
|---------------|----------------------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 売上総利益率        | Gross Profit Ratio         | (%)             | 24.8      | 28.4      | 27.9      | 28.7      | 29.4      | 27.4      | 27.4      | 34.5      | 36.5      | 35.2      |
| 純資産           | Net Assets                 | (千円 Thousand ¥) | 2,072,301 | 2,320,125 | 2,298,054 | 2,296,861 | 2,561,934 | 2,746,897 | 3,024,370 | 4,024,995 | 5,078,045 | 5,776,464 |
| 自己資本比率        | Shareholders' Equity Ratio | (%)             | 48.1      | 56.3      | 55.8      | 35.7      | 36.7      | 40.0      | 46.1      | 46.5      | 46.4      | 50.0      |
| 自己資本利益率(ROE)  | Return on Equity (ROE)     | (%)             | 0.9       | 18.9      | 9.2       | 18.9      | 21.8      | 9.9       | 9.3       | 35.2      | 34.0      | 22.9      |
| 総資産当期利益率(ROA) | Return on Assets (ROA)     | (%)             | 0.4       | 9.9       | 5.2       | 8.2       | 7.9       | 3.8       | 4.0       | 16.3      | 15.8      | 11.0      |

総資産当期利益率(ROA) = 当期純利益 / 期中平均総資産    Return on Assets (ROA) = Profit / Average Total Assets

1株当たり当期純利益(EPS), 1株当たり純資産(BPS)  
Earnings per Share (EPS), Book-value per Share (BPS)



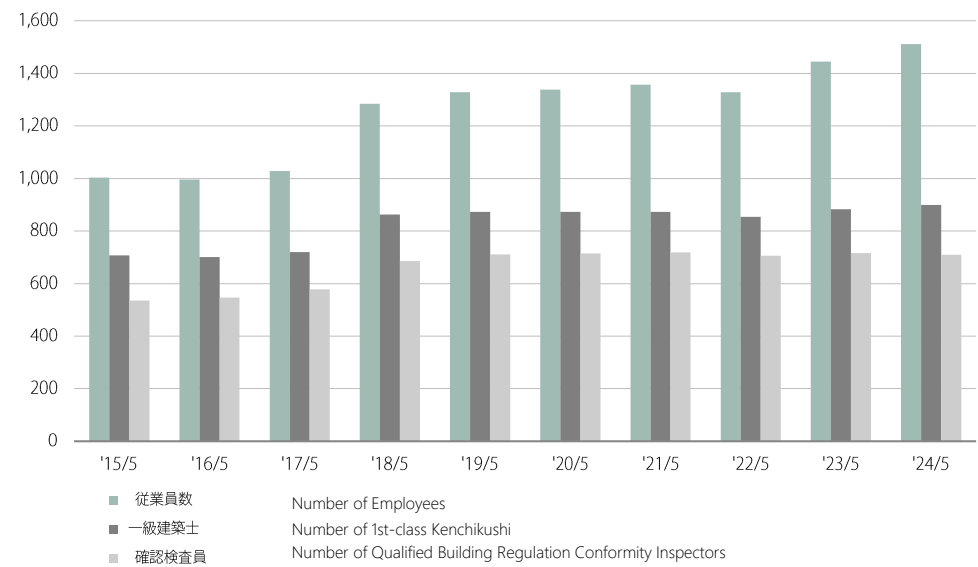
株価収益率(PER), 株価純資産倍率(PBR)  
Price Earnings Ratio (PER), Price Book-value Ratio (PBR)



|                  |                              |           | 2015/5  | 2016/5 | 2017/5 | 2018/5 | 2019/5 | 2020/5 | 2021/5 | 2022/5 | 2023/5 | 2024/5 |
|------------------|------------------------------|-----------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 1株当たり当期純利益 (EPS) | Earnings per Share (EPS)     | (円 Yen)   | 2.37    | 52.96  | 27.17  | 55.37  | 68.94  | 33.69  | 33.95  | 156.83 | 197.80 | 159.88 |
| 1株当たり純資産 (BPS)   | Book-value per Share (BPS)   | (円 Yen)   | 265.32  | 295.60 | 292.77 | 297.10 | 332.87 | 349.86 | 381.58 | 508.61 | 653.01 | 743.47 |
| 1株当たり配当金         | Dividend per Share           | (円 Yen)   | 30      | 30     | 30     | 30     | 30     | 27     | 15     | 40     | 60     | 60     |
| 配当性向             | Dividend Payout Ratio        | (%)       | 1,263.2 | 56.6   | 110.4  | 54.2   | 43.5   | 80.1   | 44.2   | 25.5   | 30.3   | 37.5   |
| 株価収益率 (PER)      | Price Earnings Ratio (PER)   | (倍 Times) | 424.0   | 16.1   | 30.5   | 18.5   | 13.0   | 20.0   | 17.3   | 8.5    | 6.5    | 14.7   |
| 株価純資産倍率 (PBR)    | Price Book-value Ratio (PBR) | (倍 Times) | 3.8     | 2.9    | 2.8    | 3.5    | 2.7    | 1.9    | 1.5    | 2.6    | 2.0    | 3.2    |

株価純資産倍率(PBR)=期末株価／1株あたり純資産額（自己株除く） Price Book-value Ratio (PBR) = Stock Price at the end of Fiscal Year / BPS

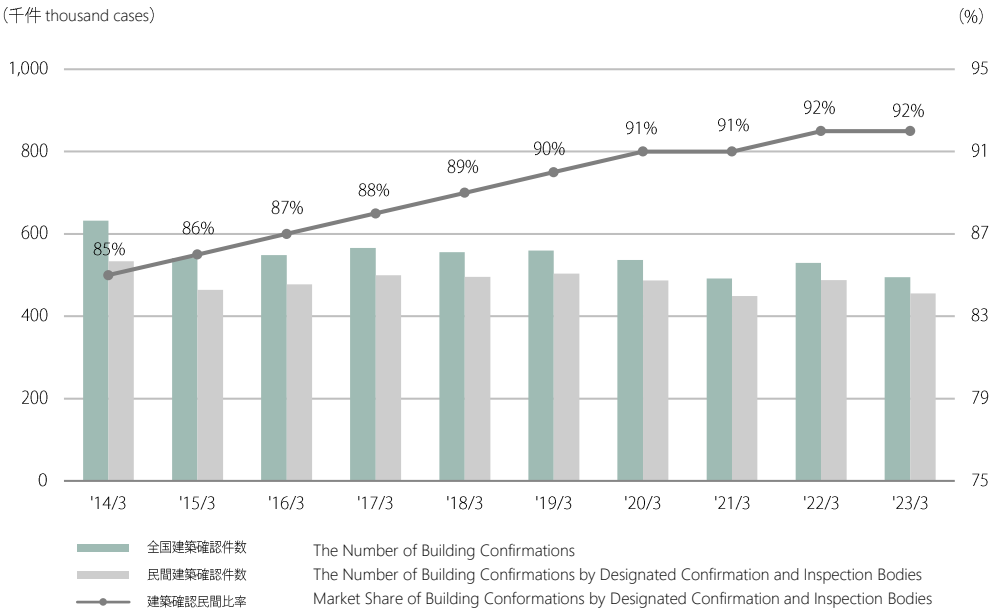
E R I グループ人材構成  
Personnel Structure of ERI Group



|             |                                                               |                 | 2015/5 | 2016/5 | 2017/5 | 2018/5 | 2019/5 | 2020/5 | 2021/5 | 2022/5 | 2023/5 | 2024/5 |
|-------------|---------------------------------------------------------------|-----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 従業員数        | Number of Employees                                           |                 | 1,004  | 996    | 1,029  | 1,284  | 1,328  | 1,339  | 1,357  | 1,328  | 1,445  | 1,512  |
| 従業員一人当たり売上高 | Gross Sales per Employee                                      | (千円 Thousand ¥) | 11,907 | 11,471 | 11,217 | 11,325 | 11,544 | 11,131 | 10,681 | 12,029 | 12,557 | 12,190 |
| 一級建築士       | Number of 1st-class Kenchikushi                               |                 | 708    | 701    | 720    | 863    | 873    | 873    | 873    | 854    | 883    | 899    |
| 確認検査員       | Number of Qualified Building Regulation Conformity Inspectors |                 | 536    | 547    | 578    | 686    | 711    | 715    | 719    | 706    | 716    | 710    |

従業員一人当たり売上高 = 売上高 / 期中平均従業員数    Gross Sales per Employee = Gross Sales / Average Number of Employees

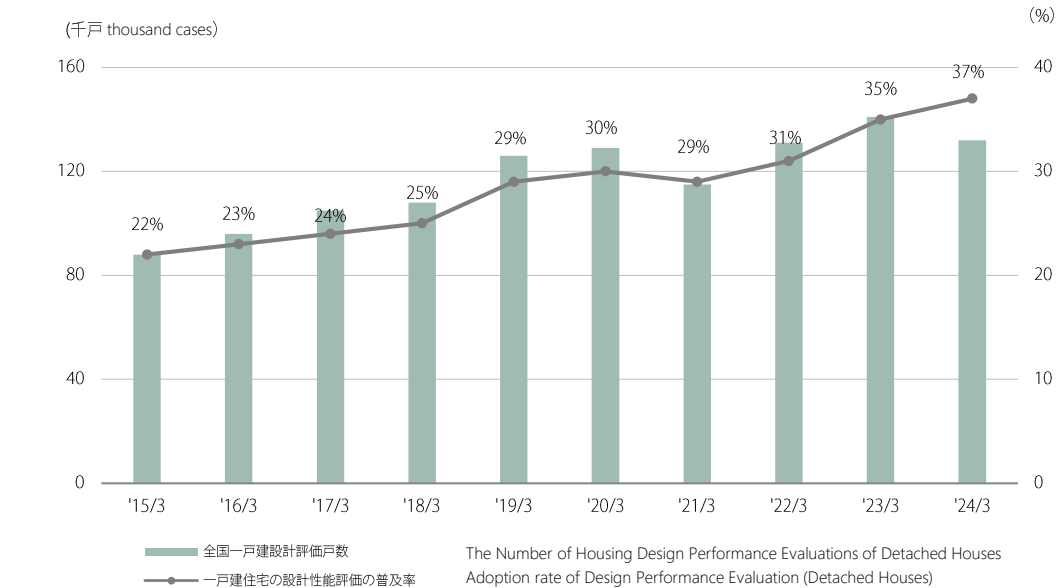
全国建築確認件数、民間化比率 The Number of Building Confirmations, Market Share of Building Confirmations by Designated Confirmation and Inspection Bodies



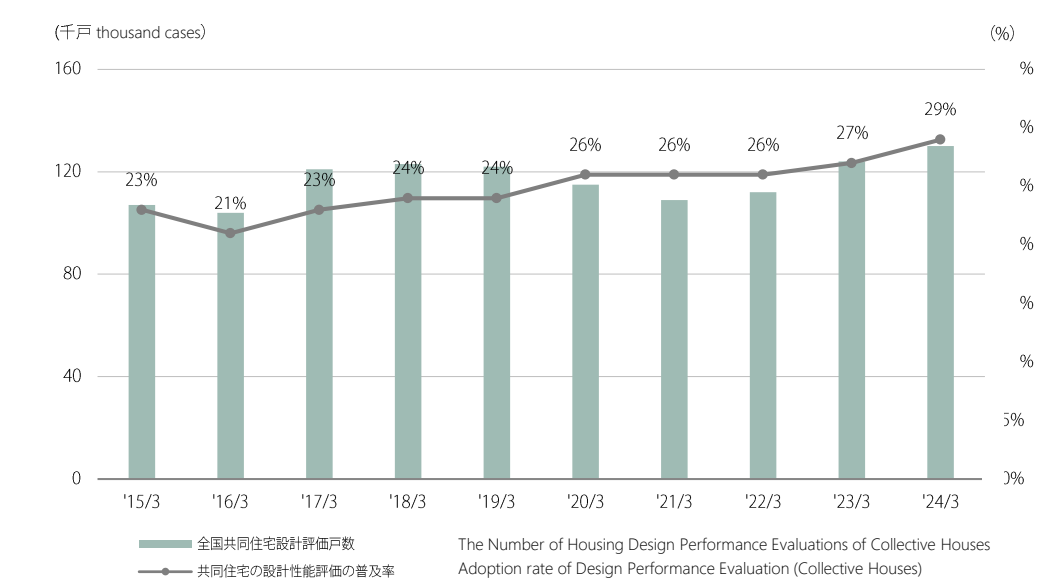
|                                                                                         |                     | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 | 2022/3 | 2023/3 | 2024/3 |
|-----------------------------------------------------------------------------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 全国新設住宅着工戸数                                                                              | (千戸 Thousand Units) | 880    | 920    | 974    | 946    | 952    | 883    | 812    | 865    | 860    | 800    |
| The Number of New Housing Starts                                                        |                     |        |        |        |        |        |        |        |        |        |        |
| 全国建築確認件数                                                                                | (千戸 Thousand Units) | 542    | 549    | 566    | 556    | 560    | 537    | 492    | 530    | 495    | -      |
| The Number of Building Confirmations                                                    |                     |        |        |        |        |        |        |        |        |        |        |
| 民間建築確認件数                                                                                | (千戸 Thousand Units) | 464    | 478    | 500    | 496    | 504    | 487    | 449    | 488    | 456    | -      |
| The Number of Building Confirmations by Designated Confirmation and Inspection Bodies   |                     |        |        |        |        |        |        |        |        |        |        |
| 建築確認民間比率                                                                                | (%)                 | 86     | 87     | 88     | 89     | 90     | 91     | 91     | 92     | 92     | -      |
| Market Share of Building Confirmations by Designated Confirmation and Inspection Bodies |                     |        |        |        |        |        |        |        |        |        |        |
| 全国指定確認検査機関数                                                                             |                     | 130    | 133    | 134    | 134    | 134    | 134    | 135    | 131    | 131    | 129    |
| The Number of Designated Confirmation and Inspection Bodies                             |                     |        |        |        |        |        |        |        |        |        |        |

2024年3月期の確認件数は国土交通省より、現時点で公表されていません。 Number of Building Confirmation of FY March 2024 hasn't announced yet by MLIT.

全国一戸建て 住宅性能評価戸数、普及率  
The Number of Housing Design Performance Evaluations of Detached Houses, Adoption rate



全国共同住宅 住宅性能評価戸数、普及率  
The Number of Housing Design Performance Evaluations of Collective Houses, Adoption rate



|                                                                           |                     | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 | 2022/3 | 2023/3 | 2024/3 |
|---------------------------------------------------------------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 全国一戸建新設住宅着工戸数                                                             | (千戸 Thousand Units) | 409    | 418    | 433    | 426    | 438    | 434    | 393    | 429    | 397    | 358    |
| New Housing Starts of Detached Houses                                     |                     |        |        |        |        |        |        |        |        |        |        |
| 全国一戸建て設計評価戸数                                                              | (千戸 Thousand Units) | 88     | 96     | 105    | 108    | 126    | 129    | 115    | 131    | 141    | 132    |
| The Number of Housing Design Performance Evaluations of Detached Houses   |                     |        |        |        |        |        |        |        |        |        |        |
| 一戸建住宅の設計性能評価の普及率                                                          | (%)                 | 22     | 23     | 24     | 25     | 29     | 30     | 29     | 31     | 35     | 37     |
| Adoption rate of Design Performance Evaluation (Detached Houses)          |                     |        |        |        |        |        |        |        |        |        |        |
| 全国共同住宅新設住宅着工戸数                                                            | (千戸 Thousand Units) | 471    | 502    | 540    | 520    | 514    | 449    | 415    | 435    | 463    | 441    |
| New Housing Starts of Collective Houses                                   |                     |        |        |        |        |        |        |        |        |        |        |
| 全国共同住宅設計評価戸数                                                              | (千戸 Thousand Units) | 107    | 104    | 121    | 123    | 122    | 115    | 109    | 112    | 124    | 130    |
| The Number of Housing Design Performance Evaluations of Collective Houses |                     |        |        |        |        |        |        |        |        |        |        |
| 共同住宅の設計性能評価の普及率                                                           | (%)                 | 23     | 21     | 23     | 24     | 24     | 26     | 26     | 26     | 27     | 29     |
| Adoption rate of Design Performance Evaluation (Collective Houses)        |                     |        |        |        |        |        |        |        |        |        |        |

|           |                                               | (千円 Thousand ¥) |           |           |           |           |           |           |           |           |           |
|-----------|-----------------------------------------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|           |                                               | 2015/5          | 2016/5    | 2017/5    | 2018/5    | 2019/5    | 2020/5    | 2021/5    | 2022/5    | 2023/5    | 2024/5    |
| 資産の部      | Assets                                        |                 |           |           |           |           |           |           |           |           |           |
| 流動資産      | Current assets                                |                 |           |           |           |           |           |           |           |           |           |
| 現金及び預金    | Cash and deposits                             | 2,341,919       | 2,337,409 | 2,104,272 | 2,804,155 | 2,989,915 | 2,725,761 | 2,650,798 | 4,910,038 | 6,408,686 | 6,739,441 |
| 売掛金       | Accounts receivable-trade                     | 480,997         | 453,119   | 500,153   | 713,282   | 790,457   | 786,998   | 902,549   | -         | -         | -         |
| 売掛金及び契約資産 | Accounts receivable-trade and contract assets | -               | -         | -         | -         | -         | -         | -         | 1,061,643 | 1,344,333 | 1,449,394 |
| 有価証券      | Securities                                    | 100,002         | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| 仕掛品       | Work in process                               | 350,933         | 298,917   | 352,884   | 446,244   | 500,246   | 439,345   | 420,120   | 248,110   | 259,633   | 274,060   |
| その他       | Other                                         | 105,767         | 93,272    | 116,766   | 176,366   | 221,219   | 337,595   | 287,865   | 264,355   | 313,980   | 426,005   |
| 貸倒引当金     | Allowance for doubtful accounts               | -413            | -271      | -241      | -92       | -251      | -86       | -         | -         | -         | -         |
| 流動資産合計    | Total current assets                          | 3,379,206       | 3,182,448 | 3,073,835 | 4,139,957 | 4,501,586 | 4,289,615 | 4,261,334 | 6,484,149 | 8,326,633 | 8,888,901 |

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# 連結貸借対照表 Consolidated Balance Sheets

(千円 Thousand ¥)

|                      |                                                 | 2015/5   | 2016/5   | 2017/5   | 2018/5   | 2019/5   | 2020/5   | 2021/5   | 2022/5   | 2023/5   | 2024/5   |
|----------------------|-------------------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| 固定資産                 | Non-current assets                              |          |          |          |          |          |          |          |          |          |          |
| 有形固定資産               | Property, plant and equipment                   |          |          |          |          |          |          |          |          |          |          |
| 建物                   | Buildings                                       | 126,723  | 133,495  | 158,756  | 300,293  | 351,187  | 379,023  | 387,778  | 384,626  | 600,195  | 696,092  |
| 減価償却累計額及び<br>減損損失累計額 | Accumulated depreciation and<br>impairment loss | -60,717  | -67,847  | -76,209  | -86,221  | -104,847 | -121,459 | -135,863 | -150,265 | -291,386 | -322,005 |
| 建物（純額）               | Buildings, net                                  | 66,005   | 65,647   | 82,547   | 214,071  | 246,340  | 257,563  | 251,914  | 234,360  | 308,808  | 374,086  |
| 工具、器具及び備品            | Tools, furniture and fixtures                   | 171,880  | 197,341  | 231,104  | 256,170  | 323,635  | 334,190  | 354,888  | 346,237  | 418,569  | 537,275  |
| 減価償却累計額及び<br>減損損失累計額 | Accumulated depreciation and<br>impairment loss | -133,153 | -150,734 | -160,405 | -185,010 | -217,114 | -227,743 | -254,716 | -259,548 | -320,555 | -368,265 |
| 工具、器具及び備品（純額）        | Tools, furniture and fixtures, net              | 38,727   | 46,606   | 70,698   | 71,159   | 106,520  | 106,446  | 100,170  | 86,688   | 98,014   | 169,009  |
| 土地                   | Land                                            | -        | -        | 402      | 101,076  | 101,076  | 92,736   | 92,736   | 92,736   | 301,324  | 328,030  |
| リース資産                | Leased assets                                   | -        | -        | -        | -        | 51,310   | 158,445  | 172,707  | 164,020  | 185,476  | 151,976  |
| 減価償却累計額及び<br>減損損失累計額 | Accumulated depreciation and<br>impairment loss | -        | -        | -        | -        | -6,958   | -47,410  | -88,274  | -100,203 | -130,598 | -127,260 |
| リース資産（純額）            | Leased assets, net                              | -        | -        | -        | -        | 44,351   | 111,034  | 84,432   | 63,815   | 54,877   | 24,715   |
| その他                  | Other                                           | -        | -        | -        | 12,009   | 13,895   | 13,525   | 10,491   | 10,491   | 52,992   | 106,093  |
| 減価償却累計額及び<br>減損損失累計額 | Accumulated depreciation and<br>impairment loss | -        | -        | -        | -1,287   | -10,837  | -10,939  | 8,382    | -8,670   | -45,962  | -56,221  |
| その他（純額）              | Other, net                                      | -        | -        | -        | 10,722   | 3,057    | 2,585    | 2,108    | 1,821    | 7,029    | 49,872   |
| 有形固定資産合計             | Total property, plant and equipment             | 104,733  | 112,254  | 153,648  | 397,030  | 501,346  | 570,366  | 531,363  | 479,423  | 770,054  | 945,715  |

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# 連結貸借対照表 Consolidated Balance Sheets

(千円 Thousand ¥)

|            |                                    | 2015/5    | 2016/5    | 2017/5    | 2018/5    | 2019/5    | 2020/5    | 2021/5    | 2022/5    | 2023/5     | 2024/5     |
|------------|------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|
| 無形固定資産     | Intangible assets                  |           |           |           |           |           |           |           |           |            |            |
| ソフトウェア     | Software                           | 136,769   | 174,248   | 161,321   | 294,427   | 338,861   | 360,690   | 321,162   | 296,055   | 271,013    | 287,365    |
| のれん        | Goodwill                           | -         | 1,019     | 58,946    | 648,996   | 573,743   | 496,750   | 432,680   | 357,136   | 368,962    | 319,708    |
| その他        | Other                              | 1,861     | 434       | 434       | 824       | 1,694     | 1,694     | 1,694     | 1,694     | 2,426      | 2,426      |
| 無形固定資産合計   | Total intangible assets            | 138,631   | 175,702   | 220,702   | 944,248   | 914,299   | 859,136   | 755,537   | 654,886   | 642,402    | 609,500    |
| 投資その他の資産   | Investments and other assets       |           |           |           |           |           |           |           |           |            |            |
| 投資有価証券     | Investment securities              | -         | -         | -         | 1,647     | 1,783     | 1,055     | 1,028     | 1,026     | 124,670    | 98,304     |
| 差入保証金      | Guarantee deposits                 | 400,395   | 407,689   | 417,843   | 441,929   | 488,304   | 481,816   | 469,228   | 461,870   | 466,176    | 519,872    |
| 繰延税金資産     | Deferred tax assets                | 212,910   | 208,397   | 216,283   | 367,613   | 345,925   | 405,025   | 403,842   | 470,661   | 355,956    | 362,969    |
| その他        | Other                              | 60,942    | 23,909    | 26,824    | 54,525    | 143,805   | 155,830   | 55,483    | 22,895    | 175,021    | 43,945     |
| 貸倒引当金      | Allowance for doubtful accounts    | -691      | -31       | -81       | -         | -365      | -4        | -         | -         | -          | -          |
| 投資その他の資産合計 | Total investments and other assets | 673,557   | 639,964   | 660,870   | 865,716   | 979,454   | 1,043,723 | 929,583   | 956,454   | 1,121,825  | 1,025,092  |
| 固定資産合計     | Total non-current assets           | 916,922   | 927,921   | 1,035,221 | 2,206,994 | 2,395,100 | 2,473,225 | 2,216,484 | 2,090,764 | 2,534,282  | 2,580,307  |
| 資産合計       | Total assets                       | 4,296,128 | 4,110,369 | 4,109,057 | 6,346,951 | 6,896,687 | 6,762,841 | 6,477,818 | 8,574,913 | 10,860,916 | 11,469,209 |

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# 連結貸借対照表 Consolidated Balance Sheets

(千円 Thousand ¥)

|               |                                         | 2015/5    | 2016/5    | 2017/5    | 2018/5    | 2019/5    | 2020/5    | 2021/5    | 2022/5    | 2023/5    | 2024/5    |
|---------------|-----------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 負債の部          | Liabilities                             |           |           |           |           |           |           |           |           |           |           |
| 流動負債          | Current liabilities                     |           |           |           |           |           |           |           |           |           |           |
| 短期借入金         | Short-term borrowings                   | -         | -         | -         | -         | -         | -         | -         | -         | 84,296    | -         |
| 一年内返済予定の長期借入金 | Current portion of long-term borrowings | 86,998    | -         | -         | 137,100   | 154,920   | 137,100   | 137,100   | 137,100   | 269,100   | 546,600   |
| 未払金           | Accounts payable - other                | 247,253   | 171,833   | 186,417   | 459,133   | 369,259   | 280,617   | 294,193   | 253,515   | 462,730   | 460,212   |
| 未払費用          | Accrued expenses                        | 609,570   | 578,133   | 598,547   | 819,406   | 842,325   | 646,760   | 784,842   | 1,153,991 | 977,689   | 942,625   |
| 未払法人税等        | Income taxes payable                    | 113,914   | 164,579   | 61,685    | 155,580   | 170,223   | 248,514   | 153,128   | 715,255   | 261,577   | 476,101   |
| 前受金           | Advances received                       | 666,608   | 572,408   | 656,522   | 827,219   | 908,619   | 869,866   | 769,391   | -         | -         | -         |
| 契約負債          | Contract liabilities                    | -         | -         | -         | -         | -         | -         | -         | 810,181   | 1,035,588 | 964,939   |
| リース債務         | Lease obligations                       | -         | -         | -         | -         | 11,326    | 33,881    | 35,168    | 34,437    | 41,287    | 12,822    |
| 債務保証損失引当金     | Provision for loss on guarantees        | 24,403    | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| その他           | Other                                   | 251,081   | 143,035   | 117,382   | 223,703   | 208,037   | 307,589   | 187,401   | 250,453   | 220,640   | 235,153   |
| 流動負債合計        | Total current liabilities               | 1,999,830 | 1,629,989 | 1,620,554 | 2,622,143 | 2,664,712 | 2,524,329 | 2,361,225 | 3,354,934 | 3,352,910 | 3,638,456 |

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|           |                                    | (千円 Thousand ¥) |           |           |           |           |           |           |           |           |           |
|-----------|------------------------------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|           |                                    | 2015/5          | 2016/5    | 2017/5    | 2018/5    | 2019/5    | 2020/5    | 2021/5    | 2022/5    | 2023/5    | 2024/5    |
| 固定負債      | Non-current liabilities            |                 |           |           |           |           |           |           |           |           |           |
| 長期借入金     | Long-term borrowings               | -               | -         | -         | 1,199,625 | 1,411,176 | 1,118,062 | 788,325   | 851,225   | 1,961,537 | 1,645,525 |
| 退職給付に係る負債 | Retirement benefit liability       | 100,937         | 92,475    | 86,076    | 100,077   | 69,232    | 64,512    | 56,133    | 58,292    | 65,675    | 52,300    |
| 長期未払金     | Long-term accounts payable - other | 123,060         | 67,780    | 72,273    | 90,323    | 104,254   | 104,313   | 105,283   | 189,307   | 300,974   | 315,226   |
| 繰延税金負債    | Deferred tax liabilities           | -               | -         | 1,181     | -         | -         | -         | -         | 619       | 25,358    | 23,207    |
| リース債務     | Lease obligations                  | -               | -         | -         | -         | 34,424    | 99,757    | 68,689    | 43,492    | 24,369    | 15,982    |
| 債務保証損失引当金 | Provision for loss on guarantees   | -               | -         | -         | -         | -         | 67,253    | -         | -         | -         | -         |
| その他       | Other                              | -               | -         | 30,917    | 37,921    | 50,951    | 37,714    | 73,790    | 52,045    | 52,045    | 2,045     |
| 固定負債合計    | Total non-current liabilities      | 223,997         | 160,255   | 190,447   | 1,427,946 | 1,670,040 | 1,491,614 | 1,092,222 | 1,194,983 | 2,429,960 | 2,054,288 |
| 負債合計      | Total liabilities                  | 2,223,827       | 1,790,244 | 1,811,002 | 4,050,090 | 4,334,752 | 4,015,943 | 3,453,447 | 4,549,918 | 5,782,870 | 5,692,744 |

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連結貸借対照表 Consolidated Balance Sheets

|               |                                                       | (千円 Thousand ¥) |           |           |           |           |           |           |           |            |            |
|---------------|-------------------------------------------------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|
|               |                                                       | 2015/5          | 2016/5    | 2017/5    | 2018/5    | 2019/5    | 2020/5    | 2021/5    | 2022/5    | 2023/5     | 2024/5     |
| 純資産の部         | Net assets                                            |                 |           |           |           |           |           |           |           |            |            |
| 株主資本          | Shareholders' equity                                  |                 |           |           |           |           |           |           |           |            |            |
| 資本金           | Share capital                                         | 992,784         | 992,784   | 992,784   | 992,784   | 992,784   | 992,784   | 992,784   | 992,784   | 992,784    | 992,784    |
| 資本剰余金         | Capital surplus                                       | 26,304          | 26,304    | 26,304    | 7,677     | 42,236    | 42,236    | 42,236    | 42,236    | 42,236     | 42,236     |
| 利益剰余金         | Retained earnings                                     | 1,101,184       | 1,296,225 | 1,274,049 | 1,469,004 | 1,760,133 | 1,783,390 | 1,954,162 | 2,948,718 | 4,129,521  | 4,822,813  |
| 自己株式          | Treasury shares                                       | -52,980         | -70       | -70       | -201,870  | -265,145  | -112,091  | -72       | -127      | -128,910   | -129,039   |
| 株主資本合計        | Total shareholders' equity                            | 2,067,292       | 2,315,243 | 2,293,067 | 2,267,596 | 2,530,008 | 2,706,319 | 2,989,110 | 3,983,611 | 5,035,631  | 5,728,794  |
| その他の包括利益累計額   | Accumulated other comprehensive income                |                 |           |           |           |           |           |           |           |            |            |
| その他有価証券評価差額金  | Valuation difference on available-for-sale securities | -               | -         | -         | -35       | -50       | -411      | -428      | -         | 1,487      | 6,046      |
| その他の包括利益累計額合計 | Total accumulated other comprehensive income          | -               | -         | -         | -35       | -50       | -411      | -428      | -         | 1,487      | 6,046      |
| 非支配株主持分       | Non-controlling interests                             | 5,008           | 4,882     | 4,986     | 29,300    | 31,977    | 40,988    | 35,688    | 41,383    | 40,926     | 41,622     |
| 純資産合計         | Total net assets                                      | 2,072,301       | 2,320,125 | 2,298,054 | 2,296,861 | 2,561,934 | 2,746,897 | 3,024,370 | 4,024,995 | 5,078,045  | 5,776,464  |
| 負債純資産合計       | Total liabilities and net assets                      | 4,296,128       | 4,110,369 | 4,109,057 | 6,346,951 | 6,896,687 | 6,762,841 | 6,477,818 | 8,574,913 | 10,860,916 | 11,469,209 |

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# 連結損益計算書 Consolidated Statements of Income (Loss)

(千円 Thousand ¥)

|            |                                              | 2015/5     | 2016/5     | 2017/5     | 2018/5     | 2019/5     | 2020/5     | 2021/5     | 2022/5     | 2023/5     | 2024/5     |
|------------|----------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 売上高        | Gross sales                                  | 11,949,056 | 11,470,660 | 11,357,421 | 13,097,494 | 15,076,818 | 14,842,735 | 14,397,766 | 16,148,259 | 17,410,527 | 18,022,443 |
| 売上原価       | Cost of sales                                | 8,985,204  | 8,212,174  | 8,189,824  | 9,338,050  | 10,642,989 | 10,777,447 | 10,457,940 | 10,584,830 | 11,053,148 | 11,674,794 |
| 売上総利益      | Gross profit                                 | 2,963,851  | 3,258,486  | 3,167,596  | 3,759,443  | 4,433,828  | 4,065,287  | 3,939,825  | 5,563,429  | 6,357,378  | 6,347,648  |
| 販売費及び一般管理費 | Selling, general and administrative expenses | 2,671,759  | 2,688,515  | 2,877,800  | 3,068,787  | 3,612,902  | 3,547,765  | 3,536,981  | 3,638,811  | 4,031,235  | 4,356,340  |
| 営業利益       | Operating profit                             | 292,092    | 569,970    | 289,795    | 690,655    | 820,925    | 517,522    | 402,844    | 1,924,617  | 2,326,142  | 1,991,308  |
| 営業外収益      | Non-operating income                         |            |            |            |            |            |            |            |            |            |            |
| 受取利息       | Interest income                              | 2,291      | 1,579      | 26         | 25         | 36         | 40         | 28         | 76         | 192        | 224        |
| 保険配当金      | Dividend income of insurance                 | 7,680      | 5,865      | 4,667      | 6,491      | 9,313      | 8,038      | 6,956      | 4,694      | 7,185      | 9,162      |
| 受取手数料      | Commission income                            | 5,201      | 4,658      | 4,571      | 4,853      | 3,642      | 3,710      | 3,290      | 3,291      | 1,182      | 1,653      |
| その他        | Other                                        | 26,071     | 63,939     | 70,539     | 7,619      | 22,624     | 79,359     | 120,113    | 62,135     | 20,400     | 56,720     |
| 営業外収益合計    | Total non-operating income                   | 41,245     | 76,043     | 79,804     | 18,989     | 35,617     | 91,148     | 130,387    | 70,196     | 28,959     | 67,759     |
| 営業外費用      | Non-operating expenses                       |            |            |            |            |            |            |            |            |            |            |
| 支払利息       | Interest expenses                            | 1,582      | 2,608      | 1,764      | 5,775      | 8,799      | 9,464      | 8,382      | 8,387      | 13,776     | 16,553     |
| その他        | Other                                        | 290        | 17,439     | 139        | 1,848      | 2,025      | 980        | 50,514     | 150        | 1,167      | 22,355     |
| 営業外費用合計    | Total non-operating expenses                 | 1,872      | 20,047     | 1,903      | 7,624      | 10,824     | 10,445     | 58,896     | 8,538      | 14,944     | 38,909     |
| 経常利益       | Ordinary profit                              | 331,464    | 625,966    | 367,696    | 702,020    | 845,718    | 598,225    | 474,334    | 1,986,275  | 2,340,157  | 2,020,158  |

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# 連結損益計算書 Consolidated Statements of Income (Loss)

(千円 Thousand ¥)

|                 |                                                  | 2015/5  | 2016/5  | 2017/5  | 2018/5  | 2019/5  | 2020/5  | 2021/5  | 2022/5    | 2023/5    | 2024/5    |
|-----------------|--------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|-----------|-----------|-----------|
| 特別利益            | Extraordinary income                             | -       | -       | -       | -       | 51,525  | 519     | -       | 117,101   | 14,954    | 4,820     |
| 特別損失            | Extraordinary losses                             |         |         |         |         |         |         |         |           |           |           |
| 訴訟関連損失          | Loss on litigation                               | 184,374 | -       | -       | -       | -       | -       | -       | -         | -         | -         |
| 債務保証損失引当金繰入額    | Provision for loss on guarantees                 | 24,403  | -       | -       | -       | -       | 67,253  | -       | -         | -         | -         |
| その他             | Other                                            | 45      | 2,771   | 536     | 249     | 24,255  | 16,521  | 2,800   | 84,728    | 3,175     | 2,589     |
| 特別損失合計          | Total extraordinary losses                       | 208,823 | 2,771   | 536     | 249     | 24,255  | 83,775  | 2,800   | 84,728    | 3,175     | 2,589     |
| 税金等調整前当期純利益     | Profit before income taxes                       | 122,641 | 623,195 | 367,160 | 701,771 | 872,988 | 514,970 | 471,534 | 2,018,649 | 2,351,936 | 2,022,389 |
| 法人税、住民税及び事業税    | Income taxes - current                           | 105,831 | 204,463 | 155,376 | 268,597 | 300,679 | 303,248 | 186,685 | 848,950   | 688,514   | 793,927   |
| 法人税等調整額         | Income taxes - deferred                          | -2,276  | 4,512   | -1,114  | 756     | 41,931  | -58,902 | 15,219  | -67,029   | 123,802   | -9,065    |
| 法人税等合計          | Total income taxes                               | 103,554 | 208,976 | 154,261 | 269,354 | 342,611 | 244,345 | 201,904 | 781,920   | 812,317   | 784,862   |
| 当期純利益           | Profit                                           | 19,086  | 414,218 | 212,898 | 432,417 | 530,377 | 270,624 | 269,629 | 1,236,728 | 1,539,619 | 1,237,527 |
| 非支配株主に帰属する当期純利益 | Profit attributable to non-controlling interests | 694     | -126    | 104     | 2,493   | 7,279   | 12,397  | 4,869   | 8,382     | 5,734     | 4,277     |
| 親会社株主に帰属する当期純利益 | Profit attributable to owners of parent          | 18,391  | 414,345 | 212,794 | 429,924 | 523,097 | 258,226 | 264,759 | 1,228,345 | 1,533,884 | 1,233,250 |

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|              |                                                                | (千円 Thousand ¥) |         |         |         |         |         |         |           |           |           |
|--------------|----------------------------------------------------------------|-----------------|---------|---------|---------|---------|---------|---------|-----------|-----------|-----------|
|              |                                                                | 2015/5          | 2016/5  | 2017/5  | 2018/5  | 2019/5  | 2020/5  | 2021/5  | 2022/5    | 2023/5    | 2024/5    |
| 当期純利益        | Profit                                                         | 19,086          | 414,218 | 212,898 | 432,417 | 530,377 | 270,624 | 269,629 | 1,236,728 | 1,539,619 | 1,237,527 |
| その他の包括利益     | Other comprehensive income                                     |                 |         |         |         |         |         |         |           |           |           |
| その他有価証券評価差額金 | Valuation difference on available-for-sale securities          | -               | -       | -       | -36     | -15     | -371    | -17     | 441       | 1,489     | 4,562     |
| その他の包括利益合計   | Total other comprehensive income                               | -               | -       | -       | -36     | -15     | -371    | -17     | 441       | 1,489     | 4,562     |
| 包括利益         | Comprehensive income                                           | 19,086          | 414,218 | 212,898 | 432,380 | 530,361 | 270,252 | 269,611 | 1,237,169 | 1,541,109 | 1,242,090 |
| 内訳：          | Comprehensive income attributable to:                          |                 |         |         |         |         |         |         |           |           |           |
| 親会社株主に係る包括利益 | Comprehensive income attributable to owners of parent          | 18,391          | 414,345 | 212,794 | 429,888 | 523,083 | 257,866 | 264,742 | 1,228,774 | 1,535,372 | 1,237,809 |
| 非支配株主に係る包括利益 | Comprehensive income attributable to non-controlling interests | 694             | -126    | 104     | 2,492   | 7,278   | 12,386  | 4,869   | 8,395     | 5,736     | 4,280     |

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# 連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(千円 Thousand ¥)

|                  |                                                              | 2015/5  | 2016/5   | 2017/5  | 2018/5  | 2019/5   | 2020/5   | 2021/5   | 2022/5    | 2023/5    | 2024/5    |
|------------------|--------------------------------------------------------------|---------|----------|---------|---------|----------|----------|----------|-----------|-----------|-----------|
| 営業活動によるキャッシュ・フロー | Cash flows from operating activities                         |         |          |         |         |          |          |          |           |           |           |
| 税金等調整前当期純利益      | Profit before income taxes                                   | 122,641 | 623,195  | 367,160 | 701,771 | 872,988  | 514,970  | 471,534  | 2,018,649 | 2,351,936 | 2,022,389 |
| 減価償却費            | Depreciation                                                 | 67,154  | 66,472   | 82,184  | 107,845 | 134,356  | 201,010  | 216,055  | 199,420   | 215,297   | 231,425   |
| のれん償却額           | Amortization of goodwill                                     | -       | -        | 407     | 43,765  | 75,252   | 76,992   | 76,268   | 75,543    | 79,523    | 86,770    |
| 受取利息             | Interest income                                              | -2,291  | -1,579   | -26     | -25     | -36      | -40      | -28      | -76       | -192      | -224      |
| 支払利息             | Interest expenses                                            | 1,582   | 2,608    | 1,764   | 5,775   | 8,799    | 9,464    | 8,382    | 8,387     | 13,776    | 16,553    |
| その他の営業外損益        | Other non-operating expenses (income)                        | -21,380 | -41,478  | -69,054 | -       | -        | -        | -92,826  | -33,971   | -4,827    | 7,273     |
| 訴訟関連損失           | Loss on litigation                                           | 184,374 | -        | -       | -       | -        | -        | -        | -         | -         | -         |
| その他の特別損益         | Other extraordinary loss (income)                            | 24,448  | -21,632  | 536     | 249     | -27,270  | 83,255   | -64,453  | -116,398  | -14,453   | -2,231    |
| 売上債権の増減額         | Decrease (increase) in trade receivables                     | 4,953   | 29,047   | -35,496 | -12,801 | -14,085  | 3,813    | -93,435  | -         | -         | -         |
| 売上債権及び契約資産の増減額   | Decrease (increase) in trade receivables and contract assets | -       | -        | -       | -       | -        | -        | -        | -159,093  | -94,573   | -62,584   |
| たな卸資産の増減額        | Decrease (Increase) in inventories                           | -11,755 | 52,015   | -50,128 | -24,465 | -50,438  | 58,931   | 29,610   | 172,009   | -11,522   | -14,427   |
| 未払金の増減額          | Increase (decrease) in accounts payable - other              | -38,822 | -68,973  | 13,888  | -49,603 | -180,230 | -33,427  | 3,179    | 50,200    | 76,889    | -52,617   |
| 未払費用の増減額         | Increase (decrease) in accrued expenses                      | 15,940  | -31,436  | 15,426  | 60,501  | 15,707   | -195,565 | 83,272   | 369,148   | -212,238  | -43,959   |
| 前受金の増減額          | Increase (decrease) in advances received                     | -40,699 | -94,199  | 82,075  | 25,078  | 78,699   | -38,752  | -107,117 | -         | -         | -         |
| 契約負債の増減額         | Increase (decrease) in contract liabilities                  | -       | -        | -       | -       | -        | -        | -        | 40,790    | 176,078   | -70,649   |
| その他              | Other, net                                                   | 94,697  | -155,347 | -20,673 | 51,942  | 22,705   | 56,302   | -131,328 | 27,687    | 85,942    | 93,806    |
| 小 計              | Subtotal                                                     | 400,843 | 358,689  | 388,064 | 910,033 | 936,449  | 736,954  | 399,113  | 2,652,295 | 2,661,636 | 2,211,525 |

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# 連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(千円 Thousand ¥)

|                  |                                                     | 2015/5   | 2016/5   | 2017/5   | 2018/5   | 2019/5   | 2020/5   | 2021/5   | 2022/5    | 2023/5     | 2024/5    |
|------------------|-----------------------------------------------------|----------|----------|----------|----------|----------|----------|----------|-----------|------------|-----------|
| 利息及び配当金の受取額      | Interest and dividends received                     | 2,326    | 1,587    | 27       | 26       | 61       | 77       | 32       | 81        | 194        | 4,146     |
| 利息の支払額           | Interest paid                                       | -3,169   | -3,030   | -1,764   | -6,681   | -9,030   | -9,334   | -8,237   | -8,305    | -15,288    | -16,551   |
| リース解約に伴う支払額      | Payments for cancellation of leases                 | -        | -        | -        | -        | -        | -        | -        | -192      | -500       | -         |
| 損害賠償金の支払額        | Compensation paid for damage                        | -        | -        | -        | -        | -        | -        | -        | -         | -          | -19,747   |
| 供託金の返還による収入      | Proceeds from withdrawal of deposit money           | 135,000  | -        | -        | -        | -        | -        | -        | -         | -          | -         |
| 訴訟関連損失の支払額       | Payments for loss on litigation                     | -167,374 | -17,000  | -        | -        | -        | -        | -        | -         | -          | -         |
| 保険金の受取額          | Proceeds from insurance income                      | 21,380   | 41,478   | 69,054   | -        | -        | -        | -        | -         | -          | -         |
| 助成金の受取額          | subsidy received                                    | -        | -        | -        | -        | -        | -        | 92,826   | 8,060     | 4,639      | 1,326     |
| 法人税等の支払額又は還付額    | Income taxes (paid) refund                          | 326,198  | -129,372 | -286,385 | -227,616 | -302,546 | -356,230 | -274,671 | -236,885  | -1,255,752 | -674,410  |
| 営業活動によるキャッシュ・フロー | Net cash provided by (used in) operating activities | 715,205  | 252,352  | 168,997  | 675,762  | 624,933  | 371,466  | 209,062  | 2,415,054 | 1,394,929  | 1,506,289 |

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|                          |                                                                                                | (千円 Thousand ¥) |          |          |          |          |          |         |         |          |          |
|--------------------------|------------------------------------------------------------------------------------------------|-----------------|----------|----------|----------|----------|----------|---------|---------|----------|----------|
|                          |                                                                                                | 2015/5          | 2016/5   | 2017/5   | 2018/5   | 2019/5   | 2020/5   | 2021/5  | 2022/5  | 2023/5   | 2024/5   |
| 投資活動によるキャッシュ・フロー         | Cash flows from investing activities                                                           |                 |          |          |          |          |          |         |         |          |          |
| 有価証券の償還による収入             | Proceeds from redemption of securities                                                         | 100,000         | 100,000  | -        | -        | -        | -        | -       | -       | -        | -        |
| 連結の範囲の変更を伴う子会社株式の取得による収入 | Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation | -               | -        | -        | -        | -        | -        | 95,645  | -       | -        | -        |
| 連結の範囲の変更を伴う子会社株式の取得による支出 | Purchase of shares of subsidiaries resulting in change in scope of consolidation               | -               | -        | -44,702  | -120,690 | -13,802  | -        | -       | -       | -347,378 | -117,143 |
| 固定資産の取得による支出             | Purchase of non-current assets                                                                 | -88,920         | -106,112 | -104,175 | -119,227 | -244,205 | -198,302 | -92,664 | -83,334 | -118,733 | -333,185 |
| 差入保証金の差入による支出            | Payments of guarantee deposits                                                                 | -1,056          | -19,219  | -21,599  | -9,480   | -97,190  | -57,841  | -15,506 | -2,493  | -13,005  | -56,662  |
| 差入保証金の回収による収入            | Proceeds from refund of guarantee deposits                                                     | 38,273          | 7,711    | 8,158    | 1,913    | 16,711   | 54,997   | 24,889  | 3,848   | 5,762    | 641      |
| 子会社株式の取得による支出            | Purchase of shares of subsidiaries                                                             | -750            | -        | -        | -        | -        | -        | -       | -       | -        | -        |
| その他                      | Other, net                                                                                     | -10,571         | 30,854   | -5,539   | -27,588  | -4,946   | 81,680   | 102,022 | 134,182 | -89,257  | 114,727  |
| 投資活動によるキャッシュ・フロー         | Net cash provided by (used in) investing activities                                            | 36,974          | 13,232   | -167,858 | -275,074 | -343,433 | -119,465 | 114,386 | 52,204  | -562,611 | -391,622 |

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# 連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(千円 Thousand ¥)

|                  |                                                      | 2015/5    | 2016/5    | 2017/5    | 2018/5    | 2019/5    | 2020/5    | 2021/5    | 2022/5    | 2023/5    | 2024/5    |
|------------------|------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 財務活動によるキャッシュ・フロー | Cash flows from financing activities                 |           |           |           |           |           |           |           |           |           |           |
| 短期借入金の増減額        | Increase (decrease) in short-term borrowings         | -         | -         | -         | -600,000  | -         | -         | -         | -         | -         | -84,296   |
| 長期借入れによる収入       | Proceeds from long-term borrowings                   | -         | -         | -         | 1,371,000 | 343,000   | -         | -         | 200,000   | 1,374,000 | 400,000   |
| 長期借入金の返済による支出    | Repayments of long-term borrowings                   | -98,809   | -86,998   | -         | -34,275   | -187,807  | -310,933  | -345,273  | -137,100  | -285,755  | -473,309  |
| 配当金の支払額          | Dividends paid                                       | -261,756  | -218,693  | -234,276  | -234,710  | -230,999  | -233,806  | -93,395   | -234,048  | -349,342  | -539,779  |
| 非支配株主への配当金の支払額   | Dividends paid to non-controlling interests          | -         | -         | -         | -         | -1,500    | -3,375    | -10,170   | -2,700    | -9,194    | -3,584    |
| 自己株式の取得による支出     | Purchase of treasury shares                          | -         | -         | -         | -201,800  | -342,688  | -         | -         | -54       | -128,783  | -128      |
| 自己株式の処分による収入     | Proceeds from disposal of treasury shares            | 98,413    | 35,596    | -         | -         | 293,263   | 99,292    | 62,454    | -         | -         | -         |
| その他              | Other, net                                           | -         | -         | -         | -1,019    | -4,995    | -31,345   | -35,838   | -36,515   | -37,056   | -39,889   |
| 財務活動によるキャッシュ・フロー | Net cash provided by (used in) financing activities  | -262,153  | -270,095  | -234,276  | 299,195   | -131,728  | -480,167  | -422,223  | -210,418  | 563,867   | -740,987  |
| 現金及び現金同等物の増減額    | Net increase (decrease) in cash and cash equivalents | 490,026   | -4,510    | -233,137  | 699,883   | 149,771   | -228,166  | -98,775   | 2,256,839 | 1,396,184 | 373,680   |
| 現金及び現金同等物の期首残高   | Cash and cash equivalents at beginning of period     | 1,851,291 | 2,341,318 | 2,336,808 | 2,103,670 | 2,803,553 | 2,953,325 | 2,725,159 | 2,626,384 | 4,883,224 | 6,279,408 |
| 現金及び現金同等物の期末残高   | Cash and cash equivalents at end of period           | 2,341,318 | 2,336,808 | 2,103,670 | 2,803,553 | 2,953,325 | 2,725,159 | 2,626,384 | 4,883,224 | 6,279,408 | 6,653,088 |

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|                                    |                                                                                                             |
|------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 社名                                 | E R I ホールディングス株式会社                                                                                          |
| 本社所在地                              | 107-0052<br>東京都港区赤坂8-10-24住友不動産青山ビル南館6階                                                                     |
| お問合せ                               | 広報 I R グループ<br>Mail:info@h-eri.co.jp<br>Tel.03-5770-1520 Fax.03-5770-1530                                   |
| 創立                                 | 2013年12月2日                                                                                                  |
| 資本金                                | 9億9,278万円                                                                                                   |
| 社員数（連結）                            | 1,512人                                                                                                      |
| 上場証券取引所                            | 東京証券取引所 スタンダード市場<br>証券コード6083                                                                               |
| Company Name                       | ERI Holdings Co., Ltd.                                                                                      |
| Head Office                        | 6F 8-10-24, Akasaka, Minato-ku,<br>Tokyo 107-0052, Japan                                                    |
| Contact                            | Investor Relations and Public Relations Group<br>Mail:info@h-eri.co.jp<br>Tel.03-5770-1520 Fax.03-5770-1530 |
| Date of Establishment              | December 2, 2013                                                                                            |
| Paid-in Capital                    | ¥ 992 million                                                                                               |
| Number of Employees (Consolidated) | 1,512                                                                                                       |
| Stock Listing                      | Listed on Tokyo Stock Exchange, Standard Market<br>Code 6083                                                |