



# 2021年3月期 決算付属資料

**Additional Information on the Financial Results  
for the Fiscal Year Ended March 31, 2020**

2021年5月13日

**May 13, 2021**

**株式会社SRAホールディングス**

**SRA Holdings, Inc.**

**<https://www.sra-hd.co.jp/>**

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# 1. 要約損益計算書 Condensed Statements of Income (Consolidated/SRA, Inc. Non-consolidated)

《連結 Consolidated》

(百万円/In millions of yen)

		2017/3 通期 Full-year			2018/3 通期 Full-year			2019/3 通期 Full-year			2020/3 通期 Full-year			2021/3 通期 Full-year			
		金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(額)	前期比(%)	百分率(%)
		Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (Amount)	YoY (%)	Ratio
売上高	Net sales	39,142	△ 0.0	100.0	39,410	0.7	100.0	40,793	3.5	100.0	43,642	7.0	100.0	39,386	△ 4,255	△ 9.8	100.0
売上原価	Cost of sales	30,928	△ 2.2	79.0	30,896	△ 0.1	78.4	31,707	2.6	77.7	34,053	7.4	78.0	29,882	△ 4,170	△ 12.2	75.9
売上総利益	Gross profit	8,213	9.3	21.0	8,514	3.7	21.6	9,086	6.7	22.3	9,588	5.5	22.0	9,503	△ 84	△ 0.9	24.1
販売費及び一般管理費	Selling, general and administrative expenses	4,033	6.7	10.3	4,338	7.6	11.0	5,007	15.4	12.3	4,639	△ 7.4	10.6	4,477	△ 162	△ 3.5	11.4
営業利益	Operating profit	4,180	11.9	10.7	4,175	△ 0.1	10.6	4,078	△ 2.3	10.0	4,948	21.3	11.3	5,026	77	1.6	12.8
営業外収益	Non-operating income	200	△ 45.7	0.5	905	351.0	2.3	444	△ 51.0	1.1	348	△ 21.6	0.8	593	245	70.5	1.5
営業外費用	Non-operating expenses	169	△ 33.8	0.4	318	87.7	0.8	53	△ 83.3	0.1	344	550.3	0.8	351	6	1.9	0.9
経常利益	Ordinary profit	4,211	9.4	10.8	4,762	13.1	12.1	4,469	△ 6.2	11.0	4,951	10.8	11.3	5,268	316	6.4	13.4
特別利益	Extraordinary income	3	△ 84.8	0.0	332	-	0.8	549	65.4	1.3	68	△ 87.6	0.2	98	30	44.1	0.2
特別損失	Extraordinary losses	25	△ 98.7	0.1	1,948	-	4.9	968	△ 50.3	2.4	5,033	419.5	11.5	409	△ 4,623	△ 91.9	1.0
税金等調整前四半期純損益	Profit (loss) before income taxes	4,188	120.5	10.7	3,146	△ 24.9	8.0	4,050	28.7	9.9	△ 13	△ 100.3	0.0	4,956	4,970	-	12.6
法人税、住民税及び事業税	Income taxes - current	1,631	26.4	4.2	1,476	△ 9.5	3.7	1,646	11.5	4.0	970	△ 41.1	2.2	1,599	629	64.9	4.1
法人税調整額	Income taxes - deferred	△ 89	△ 161.4	△ 0.2	△ 390	337.4	△ 1.0	379	△ 197.1	0.9	△ 370	△ 197.6	△ 0.8	284	654	△ 176.7	0.7
当期純損益	Profit (loss)	2,646	470.8	6.8	2,060	△ 22.2	5.2	2,023	△ 1.8	5.0	△ 612	△ 130.3	△ 1.4	3,073	3,686	△ 601.5	7.8
親会社株主に帰属する当期純損益	Profit (loss) attributable to owners of parent	2,646	470.8	6.8	2,060	△ 22.2	5.2	2,023	△ 1.8	5.0	△ 612	△ 130.3	△ 1.4	3,073	3,686	△ 601.5	7.8
1株当たり当期純損益	Net profit (loss) per share	218.00	-	-	168.07	-	-	164.14	-	-	△ 49.68	-	-	249.12	-	-	-

《株SRA単体 SRA, Inc. Non-Consolidated》

(百万円/In millions of yen)

		2017/3 通期 Full-year			2018/3 通期 Full-year			2019/3 通期 Full-year			2020/3 通期 Full-year			2021/3 通期 Full-year			
		金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(額)	前期比(%)	百分率(%)
		Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (Amount)	YoY (%)	Ratio
売上高	Net sales	19,142	3.2	100.0	20,055	4.8	100.0	19,936	△ 0.6	100.0	19,880	△ 0.3	100.0	19,093	△ 787	△ 4.0	100.0
売上原価	Cost of sales	14,556	0.7	76.0	15,257	4.8	76.1	14,960	△ 1.9	75.0	14,903	△ 0.4	75.0	14,013	△ 889	△ 6.0	73.4
売上総利益	Gross profit	4,586	12.3	24.0	4,797	4.6	23.9	4,976	3.7	25.0	4,977	0.0	25.0	5,079	102	2.1	26.6
販売費及び一般管理費	Selling, general and administrative expenses	2,043	12.1	10.7	2,408	17.9	12.0	2,396	△ 0.5	12.0	2,277	△ 5.0	11.5	2,395	118	5.2	12.5
営業利益	Operating profit	2,542	12.4	13.3	2,388	△ 6.1	11.9	2,579	8.0	12.9	2,699	4.7	13.6	2,683	△ 16	△ 0.6	14.1
営業外収益	Non-operating income	271	△ 9.2	1.4	808	198.1	4.0	1,193	47.6	6.0	1,110	△ 6.9	5.6	645	△ 465	△ 41.9	3.4
営業外費用	Non-operating expenses	72	△ 72.5	0.4	318	342.2	1.6	47	△ 85.0	0.2	249	422.2	1.3	43	△ 205	△ 82.5	0.2
経常利益	Ordinary profit	2,741	19.3	14.3	2,878	5.0	14.4	3,725	29.4	18.7	3,561	△ 4.4	17.9	3,285	△ 275	△ 7.7	17.2
特別利益	Extraordinary income	3	△ 85.0	0.0	331	-	1.7	1,078	225.2	5.4	33	△ 96.9	0.2	72	39	117.5	0.4
特別損失	Extraordinary losses	19	△ 98.6	0.1	1,631	-	8.1	887	△ 45.6	4.5	7,809	779.5	39.3	630	△ 7,178	△ 91.9	3.3
税引前当期純損益	Profit (loss) before income taxes	2,725	211.7	14.2	1,578	△ 42.1	7.9	3,915	148.1	19.6	△ 4,214	△ 207.6	△ 21.2	2,727	6,942	△ 164.7	14.3
法人税、住民税及び事業税	Income taxes - current	946	47.3	4.9	727	△ 23.1	3.6	804	10.5	4.0	21	△ 97.3	0.1	739	717	-	3.9
法人税調整額	Income taxes - deferred	△ 90	△ 156.6	△ 0.5	△ 414	357.9	△ 2.1	389	△ 193.9	2.0	△ 376	△ 196.6	△ 1.9	165	541	△ 144.0	0.9
当期純損益	Profit (loss)	1,869	-	9.8	1,265	△ 32.3	6.3	2,721	115.0	13.7	△ 3,860	△ 241.8	△ 19.4	1,822	5,682	△ 147.2	9.5

## 2. セグメント情報 Segment Information (Consolidated/SRA, Inc. Non-consolidated)

《連結 Consolidated》

(百万円/In millions of yen)

		2017/3 通期 Full-year			2018/3 通期 Full-year			2019/3 通期 Full-year			2020/3 通期 Full-year			2021/3 通期 Full-year		
		金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)
		Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio
受注高	New Orders Received	40,095	5.2	100.0	40,195	0.3	100.0	40,415	0.5	100.0	44,181	9.3	100.0	38,419	△ 13.0	100.0
	開発	21,225	0.8	52.9	22,057	3.9	54.9	21,308	△ 3.4	52.7	22,186	4.1	50.2	20,682	△ 6.8	53.8
	運用・構築	4,794	20.1	12.0	4,817	0.5	12.0	5,010	4.0	12.4	5,512	10.0	12.5	5,411	△ 1.8	14.1
	販売	14,075	7.9	35.1	13,320	△ 5.4	33.1	14,095	5.8	34.9	16,481	16.9	37.3	12,325	△ 25.2	32.1
受注残高	New Orders Received Backlog	10,298	10.2	100.0	11,083	7.6	100.0	10,219	△ 3.6	100.0	10,758	5.3	100.0	9,791	△ 9.0	100.0
	開発	5,090	11.3	49.4	5,304	4.2	47.9	4,020	△ 16.6	39.4	4,103	2.0	38.1	4,081	△ 0.5	41.7
	運用・構築	2,012	24.1	19.6	2,189	8.8	19.7	2,211	1.0	21.6	2,432	10.0	22.6	2,343	△ 3.7	24.0
	販売	3,195	1.5	31.0	3,589	12.3	32.4	3,986	11.1	39.0	4,223	5.9	39.3	3,366	△ 20.3	34.3
売上高	Net Sales	39,142	△ 0.0	100.0	39,410	0.7	100.0	40,793	3.5	100.0	43,642	7.0	100.0	39,386	△ 9.8	100.0
	開発	20,710	△ 0.9	52.9	21,843	5.5	55.4	22,106	1.2	54.2	22,104	△ 0.0	50.7	20,704	△ 6.3	52.6
	運用・構築	4,403	10.7	11.3	4,640	5.4	11.8	4,988	7.5	12.2	5,292	6.1	12.1	5,500	3.9	14.0
	販売	14,027	△ 1.7	35.8	12,926	△ 7.9	32.8	13,698	6.0	33.6	16,245	18.6	37.2	13,181	△ 18.9	33.4

受注残高に係る前期比は、前年数値より訴訟の終了による影響を除いた数値との比較です(2019/3期)

(百万円/In millions of yen)

		2017/3 通期 Full-year			2018/3 通期 Full-year			2019/3 通期 Full-year			2020/3 通期 Full-year			2021/3 通期 Full-year		
		金額	前期比(%)	利益率(%)	金額	前期比(%)	利益率(%)	金額	前期比(%)	利益率(%)	金額	前期比(%)	利益率(%)	金額	前期比(%)	利益率(%)
		Amount	YoY (%)	Ratio to Net Sales	Amount	YoY (%)	Ratio to Net Sales	Amount	YoY (%)	Ratio to Net Sales	Amount	YoY (%)	Ratio to Net Sales	Amount	YoY (%)	Ratio to Net Sales
営業利益	Operating Income	4,180	11.9	10.7	4,175	△ 0.1	10.6	4,078	△ 2.3	10.0	4,948	21.3	11.3	5,026	1.6	12.8
	開発	3,264	15.0	15.8	3,654	11.9	17.0	3,909	7.0	17.7	3,840	△ 1.8	17.4	3,540	△ 7.8	17.1
	運用・構築	1,079	13.9	24.5	1,202	11.4	25.9	1,254	4.3	25.2	1,425	13.7	26.9	1,598	12.1	29.1
	販売	1,187	6.6	8.5	835	△ 29.6	6.5	370	△ 55.6	2.7	1,020	175.3	6.3	1,308	28.3	9.9
	消去	△ 1,350	16.1	-	△ 1,516	12.3	-	△ 1,455	△ 4.0	-	△ 1,338	△ 8.1	-	△ 1,421	6.2	-

《株SRA単体 SRA, Inc. Non-Consolidated》

(百万円/In millions of yen)

		2017/3 通期 Full-year			2018/3 通期 Full-year			2019/3 通期 Full-year			2020/3 通期 Full-year			2021/3 通期 Full-year		
		金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)
		Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio
売上高	Net Sales	19,142	3.2	100.0	20,055	4.8	100.0	19,936	△ 0.6	100.0	19,880	△ 0.3	100.0	19,093	△ 4.0	100.0
	開発	12,721	1.1	66.5	13,398	5.3	66.8	13,470	0.5	67.6	12,755	△ 5.3	64.2	12,166	△ 4.6	63.7
	運用・構築	4,560	7.1	23.8	4,788	5.0	23.9	4,948	3.3	24.8	5,181	4.7	26.0	5,363	3.5	28.1
	販売	1,860	9.3	9.7	1,867	0.4	9.3	1,517	△ 18.8	7.6	1,943	28.1	9.8	1,563	△ 19.6	8.2

### 3. 業種別売上高 Sales by Industrial Classification (Consolidated/SRA, Inc. Non-consolidated)

《連結 Consolidated》

(百万円/In millions of yen)

		開発 Systems Development						運用・構築 System Operations and Infrastructure Development					
		2020/3 通期 Full-year		2021/3 通期 Full-year		対前期 YoY		2020/3 通期 Full-year		2021/3 通期 Full-year		対前期 YoY	
		金額	百分率(%)	金額	百分率(%)	前期比(額)	前期比(%)	金額	百分率(%)	金額	百分率(%)	前期比(額)	前期比(%)
		Amount	Ratio	Amount	Ratio	Amount	Rate(%)	Amount	Ratio	Amount	Ratio	Amount	Rate(%)
製造業	Manufacturing	8,862	40.1	7,712	37.3	△ 1,149	△ 13.0	1,164	22.0	1,297	23.6	133	11.4
通信	Telecom	481	2.2	425	2.1	△ 56	△ 11.6	673	12.7	754	13.7	80	11.9
電力・ガス	EP/gas industry	1,219	5.5	1,015	4.9	△ 204	△ 16.7	15	0.3	1	0.0	△ 14	△ 91.0
金融	Financial industry	5,710	25.8	5,660	27.3	△ 50	△ 0.9	1,323	25.0	1,377	25.0	54	4.1
生損保	Insurance	438	2.0	453	2.2	15	3.5	177	3.4	186	3.4	9	5.2
流通	Distribution	1,069	4.8	953	4.6	△ 116	△ 10.8	42	0.8	25	0.5	△ 17	△ 39.8
大学等	Academic, etc.	1,045	4.7	867	4.2	△ 178	△ 17.0	1,023	19.3	983	17.9	△ 41	△ 4.0
ハードメーカー (SIer)	SIer(Hardware companies affiliates)	520	2.4	338	1.6	△ 182	△ 34.9	82	1.6	81	1.5	△ 1	△ 1.4
情報サービス	Information services	426	1.9	739	3.6	313	73.3	519	9.8	383	7.0	△ 136	△ 26.2
サービス他	Services and others	2,329	10.6	2,535	12.2	206	8.9	269	5.1	409	7.5	141	52.3
合計	Total	22,104	100.0	20,704	100.0	△ 1,400	△ 6.3	5,292	100.0	5,500	100.0	208	3.9

《株SRA単体 SRA, Inc. Non-Consolidated》

(百万円/In millions of yen)

		開発 Systems Development						運用・構築 System Operations and Infrastructure Development					
		2020/3 通期 Full-year		2021/3 通期 Full-year		対前期 YoY		2020/3 通期 Full-year		2021/3 通期 Full-year		対前期 YoY	
		金額	百分率(%)	金額	百分率(%)	前期比(額)	前期比(%)	金額	百分率(%)	金額	百分率(%)	前期比(額)	前期比(%)
		Amount	Ratio	Amount	Ratio	Amount	Rate(%)	Amount	Ratio	Amount	Ratio	Amount	Rate(%)
製造業	Manufacturing	5,919	46.4	5,383	43.7	△ 535	△ 9.0	1,181	22.8	1,330	25.0	148	12.6
通信	Telecom	189	1.5	262	2.1	72	38.5	683	13.2	773	14.5	89	13.1
電力・ガス	EP/gas industry	479	3.8	432	3.5	△ 47	△ 9.9	-	-	1	0.0	1	
金融	Financial industry	3,469	27.2	3,719	30.2	250	7.2	1,015	19.6	1,054	19.8	39	3.9
生損保	Insurance	355	2.8	374	3.0	18	5.3	179	3.5	191	3.6	11	6.3
流通	Distribution	73	0.6	42	0.3	△ 30	△ 42.1	43	0.8	26	0.5	△ 16	△ 39.2
大学等	Academic, etc.	454	3.6	379	3.1	△ 74	△ 16.5	1,040	20.1	1,008	18.9	△ 32	△ 3.1
ハードメーカー (SIer)	SIer(Hardware companies affiliates)	51	0.4	27	0.2	△ 24	△ 46.7	72	1.4	72	1.4	0	0.4
情報サービス	Information services	114	0.9	75	0.6	△ 38	△ 34.0	668	12.9	439	8.2	△ 229	△ 34.3
サービス他	Services and others	1,648	12.8	1,633	13.2	△ 15	△ 0.9	296	5.7	435	8.2	139	47.0
合計	Total	12,755	100.0	12,331	100.0	△ 424	△ 3.3	5,181	100.0	5,332	100.0	151	2.9

※SRA単体はグループ内取引を含む数値です。

#### 4. 主な業種と受注内容 Industry and Order Details (SRA, Inc. Non-consolidated)

《(株)SRA単体 SRA, Inc. Non-Consolidated》

業種 Industry	主な受注内容 Main order details
銀行 Bank	基幹・業務系システム、勘定系・情報系・市場系システムの構築・運用・保守 Development, operational management and maintenance of mission-critical systems, Business systems development, Infrastructure operation services, System operation services.  汎用機およびオープン系システムの運用サービス Operation services of mainframe host systems and open systems.
証券 Securities	証券会社向け資産運用系システム、オンライントレードシステムの構築 Development of asset management systems and online trading systems for securities companies.
生命保険 Life Insurance	基幹・業務系システムの構築・保守、汎用機およびオープン系システム、ネットワークの運用サービス Development and maintenance of mission-critical systems and business application systems. Operation services of mainframe host systems, open systems and networks.
製造業 Manufacturing	組込製品開発(ビジネスユース/パーソナルユース) Software development for embedded products (AV, home electronics, etc.).  システム設計、開発、運用、コンサルティング、基幹システムの運用サービス、ネットワーク構築、ネットワークの運用サービス Design, development, operation, and consulting for various systems. Operation services of mission-critical systems. Build, configuration and operation services of networks.
電力 Electric Power	基幹・業務系システムの構築 Development and operational management of mission-critical systems and business application systems.
大学 University/College	自社IP製品の販売、文教システムの構築・保守 Sales of original IP products. Build, configuration and maintenance management of educational systems.  キャンパスネット＝インフラ構築・運用サービス Build, configuration and operation services of networks.
通信 Telecom	業務系システムの構築・保守、オープン系システム、ネットワークの運用サービス Development and maintenance of business application systems. Operation services of open systems and networks.
ハードメーカー Hardware companies affiliates	システム構築、開発環境構築、教育トレーニング、汎用機およびオープン系システムの運用サービス System development, building of development environment, educational training. Operation services of mainframe host systems and open systems.  ネットワークインフラ構築、運用サービス Build, configuration and operation services of networks.

## 5. 要約貸借対照表 Summary of Consolidated Financial Statements (Consolidated/SRA, Inc. Non-consolidated)

《連結 Consolidated》

(百万円/In millions of yen)

	2017/3 通期 Full-year			2018/3 通期 Full-year			2019/3 通期 Full-year			2020/3 通期 Full-year			2021/3 通期 Full-year				
	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(額)	前期比(%)	百分率(%)	
	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (Amount)	YoY (%)	Ratio	
<b>資産の部</b>	<b>ASSETS</b>																
流動資産	Current assets	21,545	△ 3.0	61.9	23,136	7.4	61.3	20,589	△ 6.7	55.9	22,036	7.0	63.1	25,094	3,057	13.9	66.1
現金及び預金	Cash and deposits	6,794	△ 22.9	19.5	7,629	12.3	20.2	5,121	△ 32.9	13.9	5,489	7.2	15.7	8,940	3,450	62.9	23.6
受取手形及び売掛金	Notes and accounts receivable-trade	7,414	7.7	21.3	6,932	△ 6.5	18.4	6,955	0.3	18.9	7,406	6.5	21.2	7,575	168	2.3	20.0
有価証券	Securities	126	△ 75.2	0.4	108	△ 13.5	0.3	95	△ 12.2	0.3	64	△ 32.9	0.2	101	37	58.0	0.3
たな卸資産	Inventories	2,049	△ 4.2	5.9	2,214	8.0	5.9	2,060	△ 6.9	5.6	2,156	4.7	6.2	2,017	△ 139	△ 6.5	5.3
短期貸付金	Short-term loans receivable	412	195.9	1.2	416	1.0	1.1	2,935	604.4	8.0	3,160	7.7	9.0	3,288	127	4.0	8.7
繰延税金資産	Deferred tax assets	646	13.5	1.9	1,075	66.4	2.8	-	-	-	-	-	-	-	-	-	-
その他	Other	4,119	30.0	11.8	4,796	16.4	12.7	3,437	△ 28.3	9.3	3,771	9.7	10.8	3,180	△ 590	△ 15.7	8.4
貸倒引当金	Allowance for doubtful accounts	△ 17	△ 8.4	△ 0.1	△ 37	113.9	△ 0.1	△ 16	△ 56.3	△ 0.0	△ 11	△ 27.3	△ 0.0	△ 7	4	△ 33.8	△ 0.0
固定資産	Non-current assets	13,235	37.6	38.1	14,619	10.5	38.7	16,263	3.6	44.1	12,898	△ 20.7	36.9	12,850	△ 47	△ 0.4	33.9
有形固定資産	Property, plant and equipment	194	21.4	0.6	192	△ 0.9	0.5	247	28.5	0.7	217	△ 12.4	0.6	189	△ 27	△ 12.5	0.5
建物及び構築物	Buildings and structures	106	28.8	0.3	107	1.3	0.3	142	32.4	0.4	124	△ 13.0	0.4	113	△ 10	△ 8.7	0.3
機械装置及び運搬具	Machinery, equipment and vehicles	41	△ 10.9	0.1	39	△ 4.6	0.1	41	6.0	0.1	45	10.3	0.1	35	△ 10	△ 23.9	0.1
その他	Other	46	49.9	0.1	45	△ 2.5	0.1	63	38.8	0.2	46	△ 26.0	0.1	41	△ 5	△ 11.6	0.1
無形固定資産	Intangible assets	1,293	15.7	3.7	1,310	1.3	3.5	1,543	17.8	4.2	372	△ 75.9	1.1	381	9	2.6	1.0
のれん	Goodwill	27	△ 50.2	0.1	-	△ 100.0	-	-	-	-	-	-	-	-	-	-	-
ソフトウェア	Software	1,171	17.2	3.4	1,187	1.3	3.1	1,291	8.7	3.5	233	△ 81.9	0.7	175	△ 57	△ 24.8	0.5
その他	Other	94	51.6	0.3	123	30.9	0.3	252	105.3	0.7	138	△ 45.2	0.4	206	67	48.7	0.5
投資その他資産	Investments and other assets	11,747	40.8	33.8	13,116	11.7	34.7	14,471	2.0	39.3	12,308	△ 14.9	35.2	12,279	△ 29	△ 0.2	32.4
投資有価証券	Investment securities	7,729	34.5	22.2	9,353	21.0	24.8	10,645	13.8	28.9	8,530	△ 19.9	24.4	9,029	499	5.9	23.8
長期貸付金	Long-term loans receivable	2,948	52.2	8.5	3,179	7.8	8.4	1,144	△ 64.0	3.1	852	△ 25.5	2.4	912	60	7.0	2.4
繰延税金資産	Deferred tax assets	1,413	40.6	4.1	1,136	△ 19.6	3.0	2,059	△ 6.9	5.6	2,171	5.4	6.2	1,578	△ 592	△ 27.3	4.2
その他	Other	983	3.4	2.8	986	0.3	2.6	648	△ 34.2	1.8	781	20.5	2.2	784	2	0.3	2.1
貸倒引当金	Allowance for doubtful accounts	△ 1,308	2.1	△ 3.8	△ 1,519	16.1	△ 4.0	△ 9	△ 99.4	△ 0.0	△ 8	△ 6.8	△ 0.0	△ 7	0	△ 8.0	△ 0.0
投資損失引当金	Allowance for investment loss	△ 19	16.8	△ 0.1	△ 19	2.5	△ 0.1	△ 17	△ 9.7	△ 0.0	△ 18	1.4	△ 0.1	△ 17	0	△ 2.4	△ 0.0
資産合計	Total assets	34,781	9.3	100.0	37,756	8.6	100.0	36,852	△ 2.4	100.0	34,934	△ 5.2	100.0	37,945	3,010	8.6	100.0

会計基準の変更に伴い、2019/3期より繰延税金資産は固定資産の部に表示しています

		2017/3 通期 Full-year			2018/3 通期 Full-year			2019/3 通期 Full-year			2020/3 通期 Full-year			2021/3 通期 Full-year			
		金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(%)	百分率(%)	金額	前期比(額)	前期比(%)	百分率(%)
		Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY (%)	Ratio	Amount	YoY	YoY (%)	Ratio
<b>負債の部</b>	<b>LIABILITIES</b>																
流動負債	Current liabilities	10,849	21.8	31.2	11,949	10.1	31.6	11,349	△ 5.0	30.8	10,599	△ 6.6	30.3	11,104	505	4.8	29.3
買掛金	Accounts payable-trade	3,242	△ 1.4	9.3	2,871	△ 11.5	7.6	3,621	26.1	9.8	3,987	10.1	11.4	3,622	△ 364	△ 9.1	9.5
短期借入金	Short-term borrowings	1,179	-	3.4	1,179	-	3.1	198	△ 83.2	0.5	198	0.1	0.6	201	2	1.5	0.5
未払費用	Accrued expenses	950	17.2	2.7	859	△ 9.6	2.3	1,119	30.2	3.1	895	△ 20.0	2.6	792	△ 102	△ 11.4	2.1
未払法人税等	Income taxes payable	1,056	35.6	3.0	735	△ 30.4	1.9	1,129	53.5	3.1	548	△ 51.4	1.6	1,235	686	125.1	3.3
未払消費税等	Accrued consumption taxes	467	△ 7.8	1.3	506	8.2	1.3	537	6.2	1.5	629	17.1	1.8	735	105	16.8	1.9
前受金	Advances received	2,669	168.4	7.7	2,908	9.0	7.7	3,448	18.6	9.4	3,289	△ 4.6	9.4	3,361	71	2.2	8.9
賞与引当金	Provision for bonuses	598	7.1	1.7	565	△ 5.6	1.5	565	△ 0.0	1.5	546	△ 3.3	1.6	583	36	6.7	1.5
役員賞与引当金	Provision for bonuses for directors	97	60.8	0.3	49	△ 48.7	0.1	75	51.6	0.2	23	△ 69.0	0.1	60	37	158.5	0.2
工事損失引当金	Provision for loss on construction contracts	419	1.1	1.2	780	86.0	2.1	340	△ 56.4	0.9	330	△ 2.7	0.9	333	2	0.7	0.9
訴訟損失引当金	Provision for loss on litigation	-	-	-	1,198	-	3.2	-	△ 100.0	-	-	-	-	-	-	-	-
その他	Other	167	△ 46.1	0.5	294	75.8	0.8	313	6.3	0.9	148	△ 52.7	0.4	176	28	18.9	0.5
固定負債	Non-current liabilities	4,257	3.9	12.2	4,368	2.6	11.6	4,128	△ 5.5	11.3	4,282	3.7	12.3	4,351	68	1.6	11.5
退職給付に係る負債	Retirement benefit liability	4,097	3.6	11.8	4,134	0.9	11.0	3,926	△ 5.0	10.7	4,018	2.3	11.5	3,983	△ 35	△ 0.9	10.5
役員退職慰労引当金	Provision for retirement benefits for directors	154	7.5	0.4	165	6.7	0.4	182	10.4	0.5	218	19.8	0.6	246	28	12.9	0.6
その他	Other	5	-	0.0	68	-	0.2	19	△ 71.8	0.1	45	135.6	0.1	121	△ 0.0	166.2	0.3
負債合計	Total liabilities	15,107	16.2	43.4	16,317	8.0	43.2	15,477	△ 5.1	42.0	14,881	△ 3.8	42.6	15,456	574	3.9	40.7
<b>純資産の部</b>	<b>NET ASSETS</b>																
株主資本	Shareholders' equity	19,571	10.7	56.3	20,598	5.2	54.6	21,335	3.6	57.9	19,363	△ 9.2	55.4	21,080	1,716	8.9	55.6
資本金	Share Capital	1,000	-	2.9	1,000	-	2.6	1,000	-	2.7	1,000	-	2.9	1,000	-	-	2.6
資本剰余金	Capital surplus	4,589	1.4	13.2	4,671	1.8	12.4	4,704	0.7	12.8	4,702	△ 0.0	13.5	4,702	-	-	12.4
利益剰余金	Retained earnings	16,527	11.7	47.5	17,364	5.1	46.0	18,033	3.9	48.9	16,063	△ 10.9	46.0	17,780	1,716	10.7	46.9
自己株式	Treasury shares	△ 2,545	△ 3.2	△ 7.3	△ 2,437	△ 4.2	△ 6.5	△ 2,402	△ 1.4	△ 6.5	△ 2,402	-	△ 6.9	△ 2,402	△ 0.0	0.0	△ 6.3
その他包括利益累計額	Accumulated other comprehensive income	68	△ 93.8	0.2	780	-	2.1	14	△ 98.2	0.0	678	-	1.9	1,369	691	101.9	3.6
その他有価証券評価差額金	Valuation difference on available-for-sale securities	103	△ 89.5	0.3	654	530.0	1.7	76	△ 88.3	0.2	715	835.8	2.0	1,513	798	111.5	4.0
為替換算調整勘定	Foreign currency translation adjustment	313	△ 31.4	0.9	445	42.0	1.2	219	△ 50.7	0.6	218	△ 0.5	0.6	46	△ 172	△ 78.8	0.1
退職給付に係る調整累計額	Remeasurements of defined benefit plans	△ 349	0.7	△ 1.0	△ 319	△ 8.6	△ 0.8	△ 282	△ 11.8	△ 0.8	△ 256	△ 9.2	△ 0.7	△ 190	65	△ 25.7	△ 0.5
新株予約権	Share acquisition rights	34	11.7	0.1	59	73.7	0.2	25	△ 57.4	0.1	10	△ 59.0	0.0	39	28	280.1	0.1
純資産合計	Total net assets	19,674	4.5	56.6	21,438	9.0	56.8	21,375	△ 0.3	58.0	20,052	△ 6.2	57.4	22,489	2,436	12.2	59.3
負債・純資産合計	Total liabilities and net assets	34,781	9.3	100.0	37,756	8.6	100.0	36,852	△ 2.4	100.0	34,934	△ 5.2	100.0	37,945	3,010	8.6	100.0



		2017/3 通期 Full-year			2018/3 通期 Full-year			2019/3 通期 Full-year			2020/3 通期 Full-year			2021/3 通期 Full-year			
		金額 Amount	前期比(%) YoY (%)	百分率(%) Ratio	金額 Amount	前期比(%) YoY (%)	百分率(%) Ratio	金額 Amount	前期比(%) YoY (%)	百分率(%) Ratio	金額 Amount	前期比(%) YoY (%)	百分率(%) Ratio	金額 Amount	前期比(額) YoY (Amount)	前期比(%) YoY (%)	百分率(%) Ratio
<b>資産の部</b>	<b>ASSETS</b>																
流動資産	Current assets	17,476	△ 0.1	55.6	18,373	5.1	55.1	15,523	△ 15.5	46.8	15,683	1.0	56.1	20,454	4,770	30.4	62.0
現金及び預金	Cash and deposits	3,841	△ 36.4	12.2	4,478	16.6	13.4	1,668	△ 62.7	5.0	2,491	49.4	8.9	5,925	3,433	137.8	18.0
受取手形及び売掛金	Notes and accounts receivable-trade	3,443	3.0	10.9	3,367	△ 2.2	10.1	3,428	1.8	10.3	3,447	0.6	12.3	3,321	△ 126	△ 3.7	10.1
たな卸資産	Inventories	1,334	5.6	4.2	1,408	5.6	4.2	845	△ 40.0	2.5	806	△ 4.6	2.9	896	90	11.2	2.7
その他	Other	8,856	29.2	28.2	9,119	3.0	27.3	9,581	5.1	28.9	8,938	△ 6.7	31.9	10,310	1,372	15.3	31.3
固定資産	Non-current assets	13,976	42.5	44.4	14,993	7.3	44.9	17,670	17.9	53.2	12,296	△ 30.4	43.9	12,532	235	1.9	38.0
有形固定資産	Property, plant and equipment	129	30.8	0.4	123	△ 4.8	0.4	155	26.4	0.5	148	△ 4.5	0.5	126	△ 22	△ 14.9	0.4
無形固定資産	Intangible assets	209	13.7	0.7	201	△ 3.6	0.6	229	13.7	0.7	248	8.2	0.9	258	10	4.2	0.8
投資その他資産	Investments and other assets	13,637	43.2	43.4	14,667	7.6	44.0	17,285	17.8	52.1	11,899	△ 31.2	42.5	12,147	247	2.1	36.8
投資有価証券	Investment securities	7,805	41.5	24.8	8,442	8.2	25.3	10,537	24.8	31.7	8,424	△ 20.0	30.1	9,065	640	7.6	27.5
長期貸付金	Long-term loans receivable	4,992	43.8	15.9	5,592	12.0	16.8	6,561	17.3	19.8	6,862	4.6	24.5	7,407	544	7.9	22.5
その他	Other	840	57.3	2.7	632	△ 24.7	1.9	186	△ 70.6	0.6	△ 3,387	-	△ 12.1	△ 4,325	△ 937	27.7	△ 13.1
資産合計	Total assets	31,453	15.2	100.0	33,366	6.1	100.0	33,194	△ 0.5	100.0	27,980	△ 15.7	100.0	32,986	5,005	17.9	100.0
<b>負債の部</b>	<b>LIABILITIES</b>																
流動負債	Current liabilities	12,128	27.7	38.6	13,631	12.4	40.9	13,127	△ 3.7	39.5	13,349	1.7	47.7	15,246	1,896	14.2	46.2
買掛金	Accounts payable-trade	1,089	13.4	3.5	1,037	△ 4.8	3.1	1,012	△ 2.5	3.0	1,115	10.2	4.0	1,162	46	4.2	3.5
短期借入金	Short-term borrowings	5,840	3.3	18.6	6,650	13.9	19.9	6,919	4.0	20.8	8,148	17.8	29.1	9,169	1,021	12.5	27.8
未払法人税等	Income taxes payable	768	78.0	2.4	356	△ 53.6	1.1	707	98.3	2.1	64	△ 90.9	0.2	789	724	-	2.4
工事損失引当金	Provision for loss on construction contracts	416	0.3	1.3	766	84.1	2.3	330	△ 56.9	1.0	330	-	1.2	330	0	-	1.0
その他	Other	4,012	97.2	12.8	4,819	20.1	14.4	4,157	△ 13.7	12.5	3,690	△ 11.2	13.2	3,793	103	2.8	11.5
固定負債	Non-current liabilities	3,221	2.9	10.2	3,260	1.2	9.8	3,111	△ 4.6	9.4	3,209	3.1	11.5	3,268	59	1.9	9.9
退職給付引当金	Provision for retirement benefits	3,071	2.7	9.8	3,101	1.0	9.3	2,938	△ 5.3	8.9	3,017	2.7	10.8	3,056	39	1.3	9.3
その他	Other	150	6.5	0.5	158	5.3	0.5	172	6.8	0.5	191	11.0	0.7	211	20	10.6	0.6
負債合計	Total liabilities	15,349	21.6	48.8	16,892	10.0	50.6	16,239	△ 3.9	48.9	16,558	2.0	59.2	18,514	1,956	11.8	56.1
<b>純資産の部</b>	<b>NET ASSETS</b>																
株主資本	Shareholders' equity	14,142	15.2	45.0	13,893	△ 1.8	41.6	15,402	10.9	46.4	9,549	△ 38.0	34.1	11,371	1,822	19.1	34.5
資本金	Share Capital	2,640	-	8.4	2,640	-	7.9	2,640	-	8.0	2,640	-	9.4	2,640	0.0	-	8.0
資本剰余金	Capital surplus	2,881	-	9.2	2,881	-	8.6	2,881	-	8.7	2,881	-	10.3	2,881	0.0	-	8.7
利益剰余金	Retained earnings	8,620	27.7	27.4	8,371	△ 2.9	25.1	9,880	18.0	29.8	4,027	△ 59.2	14.4	5,850	1,822	45.2	17.7
その他包括利益累計額	Accumulated other comprehensive income	1,961	△ 18.5	6.2	2,581	31.6	7.7	1,553	△ 39.8	4.7	1,872	20.6	6.7	3,100	1,227	65.5	9.4
純資産合計	Total net assets	16,103	9.7	51.2	16,474	2.3	49.4	16,955	2.9	51.1	11,422	△ 32.6	40.8	14,472	3,049	26.7	43.9
負債・純資産合計	Total liabilities and net assets	31,453	15.2	100.0	33,366	6.1	100.0	33,194	△ 0.5	100.0	27,980	△ 15.7	100.0	32,986	5,005	17.9	100.0

## 6. 要約キャッシュフロー計算書 Summary of Consolidated Statements of Cash Flows

《連結 Consolidated》

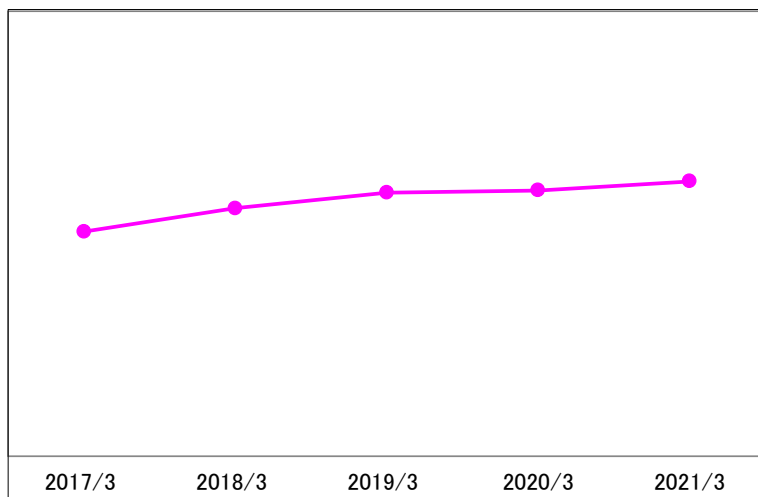
(百万円/In millions of yen)

		2017/3 通期 Full-year	2018/3 通期 Full-year	2019/3 通期 Full-year	2020/3 通期 Full-year	2021/3 通期 Full-year
		金額 Amount	金額 Amount	金額 Amount	金額 Amount	金額 Amount
<b>営業活動によるキャッシュ・フロー</b>	<b>Cash flows from operating activities</b>	3,900	2,565	4,361	3,392	4,999
税金等調整前当期純損益	Profit (loss) before income taxes	4,188	3,146	4,050	△ 13	4,956
減価償却費	Depreciation	465	444	512	466	145
減損損失	Impairment loss	-	-	-	1,039	-
退職給付に係る負債の増減額(△は減少)	Increase (decrease) in retirement benefit liability	143	37	△ 208	91	△ 35
役員退職慰労引当金の増減額(△は減少)	ease (decrease) in provision for retirement benefits for directors	10	10	17	36	28
賞与引当金の増減額(△は減少)	Increase (decrease) in provision for bonuses	39	△ 32	△ 0	△ 18	36
役員賞与引当金の増減額(△は減少)	Increase (decrease) in provision for bonuses for directors	36	△ 47	25	△ 52	37
貸倒引当金の増減額(△は減少)	Increase (decrease) in allowance for doubtful accounts	30	298	14	△ 4	△ 4
投資損失引当金の増減額(△は減少)	Increase (decrease) in allowance for investment loss	3	1	△ 1	0	0
訴訟損失引当金の増減額	Increase (decrease) in provision for loss on litigation	-	1,198	△ 1,198	-	-
受取利息及び受取配当金	Interest and dividend income	△ 119	△ 172	△ 197	△ 293	△ 326
支払利息	Interest expenses	38	38	22	6	3
投資有価証券評価損益(△は益)	Loss (gain) on valuation of investment securities	10	3	542	3,958	404
投資有価証券売却損益(△は益)	Loss (gain) on sales of investment securities	0	△ 328	△ 479	△ 35	△ 97
固定資産除却損	Loss on retirement of non-current assets	1	0	2	34	4
売上債権の増減額(△は増加)	Decrease (increase) in trade receivables	△ 549	458	35	△ 463	△ 174
たな卸資産の増減額(△は増加)	Decrease (increase) in inventories	88	△ 165	207	△ 90	86
仕入債務の増減額(△は減少)	Increase (decrease) in trade payables	△ 30	△ 368	625	377	△ 364
その他負債の増減額(△は減少)	Increase (decrease) in other liabilities	1,702	315	681	△ 533	11
未払消費税等の増減額(△は減少)	Increase (decrease) in accrued consumption taxes	△ 39	38	31	92	105
その他	Other, net	△ 708	△ 449	742	203	426
小計	Subtotal	5,313	4,426	5,425	4,801	5,245
利息及び配当金の受取額	Interest and dividends received	69	155	163	278	306
利息の支払額	Interest paid	△ 38	△ 38	△ 21	△ 3	△ 2
法人税等の支払額	Income tax paid	△ 1,443	△ 1,978	△ 1,206	△ 1,683	△ 549
<b>投資活動によるキャッシュ・フロー</b>	<b>Cash flows from investing activities</b>	△ 5,636	△ 760	△ 4,953	△ 619	△ 135
有価証券の取得による支出	Purchase of securities	-	-	-	-	-
有価証券の売却による収入	Proceeds from sales of securities	-	-	-	-	-
有形固定資産の取得による支出	Purchases of property, plant and equipment	△ 59	△ 77	△ 60	△ 64	△ 35
有形固定資産の売却による収入	Proceeds from sales of property, plant and equipment	0	-	-	-	0
無形固定資産の取得による支出	Purchases of intangible assets	△ 618	△ 459	△ 269	△ 509	△ 103
投資有価証券の取得による支出	Purchases of investment securities	△ 138	△ 932	△ 2,288	△ 1,064	△ 349
投資有価証券の売却による収入	Proceeds from sales of investment securities	320	1,308	110	86	447
関係会社株式の取得による支出	Purchases of shares of subsidiaries and associates	△ 3,705	-	△ 92	-	-
貸付けによる支出	Loan advanced	△ 1,782	△ 1,446	△ 1,887	△ 188	△ 143
貸付金の回収による収入	Collection of loans receivable	473	1,020	55	157	41
定期預金の預入による支出	Payments into time deposits	△ 80	△ 150	△ 531	△ 312	△ 0
定期預金の払戻による収入	Proceeds from withdrawal of time deposits	-	-	-	1,324	-
差入保証金の差入による支出	Payments for guarantee deposits	△ 50	△ 6	△ 0	△ 27	△ 0
差入保証金の回収による収入	Proceeds from refund of guarantee deposits	11	0	0	0	1
(投資)その他	Other, net	△ 7	△ 17	9	△ 23	7
<b>財務活動によるキャッシュ・フロー</b>	<b>Cash flows from financing activities</b>	△ 772	△ 1,047	△ 2,405	△ 1,371	△ 1,372
短期借入金の純増減額(△は減少)	Net increase (decrease) in short-term loans payable	-	-	△ 1,109	-	-
自己株式の取得による支出	Purchase of treasury stock	△ 0	△ 0	△ 0	-	△ 0
配当金の支払額	Cash dividends paid	△ 909	△ 1,222	△ 1,354	△ 1,357	△ 1,357
ストックオプションの行使による収入	Proceeds from exercise of stock option	134	172	58	-	-
(財務)その他	Other, net	2	3	0	△ 14	△ 15
<b>現金及び現金同等物に係る換算差額</b>	<b>Effect of exchange rate changes on cash and cash equivalents</b>	△ 59	△ 4	△ 23	△ 27	△ 7
<b>現金及び現金同等物の増減額(△は減少)</b>	<b>Net increase (decrease) in cash and cash equivalents</b>	△ 2,567	752	△ 3,021	1,373	3,483
<b>現金及び現金同等物の期首残高</b>	<b>Cash and cash equivalents at beginning of period</b>	8,833	6,265	7,018	3,997	5,370
<b>子会社の新規連結による現金及び現金同等物の増加</b>	<b>Increase in cash and cash equivalents due to newly consolidated subsidiaries</b>	-	-	-	-	-
<b>現金及び現金同等物の期末残高</b>	<b>Cash and cash equivalents at end of period</b>	6,265	7,018	3,997	5,370	8,854

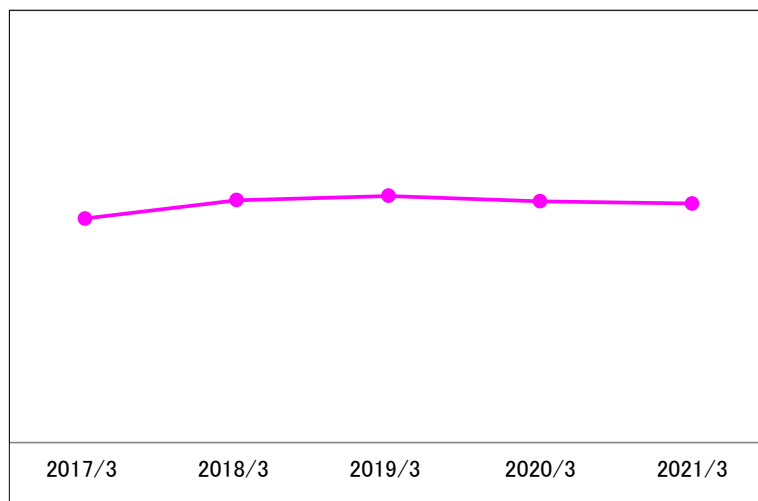
## 7. 受注単価・外注単価の推移

### Order Unit Price, Subcontract Unit Price (SRA, Inc. Non-consolidated)

◆受注単価(株SRA単体) Order Unit Price (SRA, Inc. Non-consolidated)



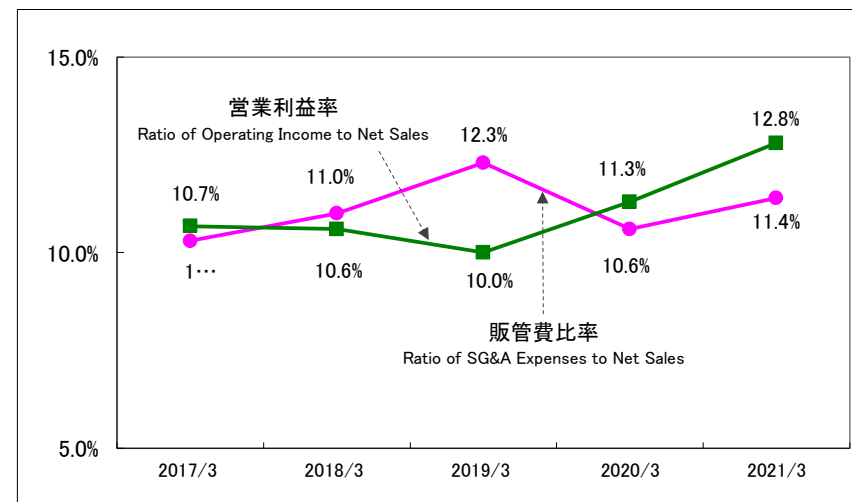
◆外注単価(株SRA単体) Subcontract Unit Price (SRA, Inc. Non-consolidated)



## 8. 販管費比率・営業利益率の推移

### Ratio of SG&A Expenses to Net Sales, Ratio of Operating Income to Net Sales (Consolidated/SRA, Inc. Non-consolidated)

《連結 Consolidated》



《株SRA単体 SRA, Inc. Non-Consolidated》

