



# 2024年3月期 第1四半期決算付属資料

**Additional Information on the Financial Results  
for the First Quarter Ending March 31,2024**

2023年8月  
**August,2023**

**株式会社SRAホールディングス**

**SRA Holdings, Inc.**

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

| <b>Page</b>   | <b>目次</b>                          |
|---------------|------------------------------------|
| <b>P. 1－2</b> | <b>1. 要約損益計算書（連結/株SRA単体）</b>       |
| <b>P. 3－4</b> | <b>2. セグメント情報（連結/株SRA単体）</b>       |
| <b>P. 5</b>   | <b>3. 業種別売上高（連結/株SRA単体）</b>        |
| <b>P. 6</b>   | <b>4. 主な業種と受注内容（株SRA単体）</b>        |
| <b>P. 7－8</b> | <b>5. 要約貸借対照表（連結）</b>              |
| <b>P. 9</b>   | <b>要約貸借対照表（株SRA単体）</b>             |
| <b>P. 10</b>  | <b>6. 要約キャッシュフロー計算書（連結）</b>        |
| <b>P. 11</b>  | <b>7. 受注単価・外注単価の推移（株SRA単体）</b>     |
| <b>P. 12</b>  | <b>8. 販管費率・営業利益率の推移（連結/株SRA単体）</b> |

| <b>INDEX</b>   |
|--|
| <b>Condensed Statements of Income (Consolidated/SRA, Inc. Non-consolidated)</b>  |
| <b>Segment Information (Consolidated/SRA, Inc. Non-consolidated)</b>   |
| <b>Sales by Industrial Classification (Consolidated/SRA, Inc. Non-consolidated)</b>  |
| <b>Industry and Order Details (SRA, Inc. Non-consolidated)</b>   |
| <b>Summary of Consolidated Financial Statements</b>  |
| <b>Summary of Financial Statements of SRA, Inc.</b>  |
| <b>Summary of Consolidated Statements of Cash Flows</b>  |
| <b>Order Unit Price, Subcontract Unit Price (SRA, Inc. Non-consolidated)</b>   |
| <b>Ratio of SG&amp;A Expenses to Net Sales, Ratio of Operating Income to Net Sales<br/>(Consolidated/SRA, Inc. Non-consolidated)</b> |

# 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)

|                  |  | 2020/3期 1Q |         |         | 2021/3期 1Q |         |         | 2022/3期 1Q |         |         | 2023/3期 1Q |         |         | 2024/3期 1Q |              |         |         |
|------------------|--|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|--------------|---------|---------|
|                  |  | 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                                      | 10,012     | 2.5     | 100.0   | 9,750      | △2.6    | 100.0   | 9,349      | △4.1    | 100.0   | 10,052     | 7.5     | 100.0   | 10,701     | 649          | 6.5     | 100.0   |
| 売上原価             | Cost of sales                                  | 7,928      | 2.1     | 79.2    | 7,621      | △3.9    | 78.2    | 7,113      | △6.7    | 76.1    | 7,536      | 6.0     | 75.0    | 8,081      | 544          | 7.2     | 75.5    |
| 売上総利益            | Gross profit                                   | 2,084      | 4.1     | 20.8    | 2,129      | 2.1     | 21.8    | 2,236      | 5.1     | 23.9    | 2,515      | 12.4    | 25.0    | 2,620      | 105          | 4.2     | 24.5    |
| 販売費及び一般管理費       | Selling, general and administrative expenses   | 1,259      | △0.3    | 12.6    | 1,193      | △5.3    | 12.2    | 1,147      | △3.9    | 12.3    | 1,254      | 9.3     | 12.5    | 1,261      | 7            | 0.6     | 11.8    |
| 営業利益             | Operating profit                               | 824        | 11.6    | 8.2     | 935        | 13.5    | 9.6     | 1,089      | 16.5    | 11.7    | 1,260      | 15.7    | 12.5    | 1,359      | 98           | 7.8     | 12.7    |
| 営業外収益            | Non-operating income                           | 92         | △65.5   | 0.9     | 113        | 23.1    | 1.2     | 123        | 8.3     | 1.3     | 1,151      | -       | 11.5    | 1,010      | △140         | △12.2   | 9.4     |
| 営業外費用            | Non-operating expenses                         | 242        | -       | 2.4     | 88         | △63.6   | 0.9     | 45         | △48.9   | 0.5     | 59         | 32.1    | 0.6     | 26         | △33          | △55.6   | 0.2     |
| 経常利益             | Ordinary profit                                | 674        | △32.1   | 6.7     | 961        | 42.4    | 9.9     | 1,167      | 21.5    | 12.5    | 2,352      | 101.5   | 23.4    | 2,342      | △9           | △0.4    | 21.9    |
| 特別利益             | Extraordinary income                           | 39         | △27.2   | 0.4     | 30         | △23.5   | 0.3     | 0          | △99.7   | 0.0     | 7          | -       | 0.1     | 2          | △5           | △71.2   | 0.0     |
| 特別損失             | Extraordinary losses                           | 384        | -       | 3.8     | 559        | 45.7    | 5.7     | 0          | △100.0  | 0.0     | 521        | -       | 5.2     | 90         | △431         | △82.7   | 0.8     |
| 税金等調整前四半期純損益     | Profit (loss) before income taxes              | 330        | △68.3   | 3.3     | 431        | 30.7    | 4.4     | 1,167      | 170.4   | 12.5    | 1,838      | 57.4    | 18.3    | 2,254      | 416          | 22.7    | 21.1    |
| 法人税、住民税及び事業税     | Income taxes - current                         | 420        | 17.0    | 4.2     | 237        | △43.7   | 2.4     | 536        | 126.3   | 5.7     | 938        | 75.0    | 9.3     | 865        | △73          | △7.9    | 8.1     |
| 法人税調整額           | Income taxes - deferred                        | △143       | △178.8  | △1.4    | △60        | △58.3   | △0.6    | △105       | 75.4    | △1.1    | △264       | 151.5   | △2.6    | △46        | 218          | △82.4   | △0.4    |
| 四半期純損益           | Profit (loss)                                  | 53         | △89.3   | 0.5     | 254        | 376.1   | 2.6     | 736        | 189.0   | 7.9     | 1,164      | 58.1    | 11.6    | 1,436      | 272          | 23.4    | 13.4    |
| 親会社株主に帰属する四半期純損益 | Profit (loss) attributable to owners of parent | 53         | △89.3   | 0.5     | 254        | 376.1   | 2.6     | 736        | 189.0   | 7.9     | 1,164      | 58.1    | 11.6    | 1,436      | 272          | 23.4    | 13.4    |
| 1株当たり四半期純損益      | Net profit (loss) per share                    | 4.34       | -       | -       | 20.65      | -       | -       | 59.69      | -       | -       | 94.38      | -       | -       | 115.68     | -            | -       | -       |

|              |  | 2020/3期 1Q |         |         | 2021/3期 1Q |         |         | 2022/3期 1Q |         |         | 2023/3期 1Q |         |         | 2024/3期 1Q |              |         |         |
|--------------|--|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|--------------|---------|---------|
|              |  | 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                                    | 4,466      | △ 2.6   | 100.0   | 4,295      | △ 3.8   | 100.0   | 4,506      | 4.9     | 100.0   | 5,381      | 19.4    | 100.0   | 5,164      | △ 217        | △ 4.0   | 100.0   |
| 売上原価         | Cost of sales                                | 3,414      | △ 2.5   | 76.4    | 3,239      | △ 5.1   | 75.4    | 3,337      | 3.0     | 74.1    | 3,978      | 19.2    | 73.9    | 3,749      | △ 228        | △ 5.8   | 72.6    |
| 売上総利益        | Gross profit                                 | 1,051      | △ 2.9   | 23.6    | 1,056      | 0.4     | 24.6    | 1,168      | 10.7    | 25.9    | 1,403      | 20.1    | 26.1    | 1,415      | 11           | 0.8     | 27.4    |
| 販売費及び一般管理費   | Selling, general and administrative expenses | 649        | 1.0     | 14.6    | 643        | △ 1.0   | 15.0    | 632        | △ 1.7   | 14.0    | 709        | 12.2    | 13.2    | 706        | △ 2          | △ 0.4   | 13.7    |
| 営業利益         | Operating profit                             | 401        | △ 8.7   | 9.0     | 412        | 2.7     | 9.6     | 536        | 30.0    | 11.9    | 693        | 29.3    | 12.9    | 708        | 14           | 2.1     | 13.7    |
| 営業外収益        | Non-operating income                         | 831        | △ 10.2  | 18.6    | 147        | △ 82.3  | 3.4     | 483        | 227.4   | 10.7    | 1,725      | 257.1   | 32.1    | 1,447      | △ 277        | △ 16.1  | 28.0    |
| 営業外費用        | Non-operating expenses                       | 247        | -       | 5.5     | 77         | △ 68.5  | 1.8     | 23         | △ 69.8  | 0.5     | 12         | △ 48.3  | 0.2     | 13         | 1            | 12.2    | 0.3     |
| 経常利益         | Ordinary profit                              | 985        | △ 27.2  | 22.1    | 482        | △ 51.1  | 11.2    | 996        | 106.4   | 22.1    | 2,406      | 141.6   | 44.7    | 2,142      | △ 264        | △ 11.0  | 41.5    |
| 特別利益         | Extraordinary income                         | 14         | -       | 0.3     | -          | -       | -       | -          | -       | -       | -          | -       | -       | -          | 0            | -       | -       |
| 特別損失         | Extraordinary losses                         | 384        | -       | 8.6     | 551        | 43.5    | 12.8    | 0          | △ 100.0 | 0.0     | 514        | -       | 9.6     | 93         | △ 421        | △ 81.9  | 1.8     |
| 税引前四半期純損益    | Profit (loss) before income taxes            | 616        | △ 54.3  | 13.8    | △ 69       | △ 111.2 | △ 1.6   | 995        | -       | 22.1    | 1,891      | 90.0    | 35.2    | 2,048      | 157          | 8.3     | 39.7    |
| 法人税、住民税及び事業税 | Income taxes - current                       | 189        | 36.3    | 4.2     | 30         | △ 83.7  | 0.7     | 272        | -       | 6.0     | 712        | 161.7   | 13.2    | 588        | △ 123        | △ 17.3  | 11.4    |
| 法人税調整額       | Income taxes - deferred                      | △ 124      | △ 159.6 | △ 2.8   | △ 62       | △ 49.9  | △ 1.5   | △ 73       | 16.8    | △ 1.6   | △ 227      | 211.5   | △ 4.2   | △ 18       | 209          | △ 92.1  | △ 0.3   |
| 四半期純損益       | Profit (loss)                                | 552        | △ 44.8  | 12.4    | △ 37       | △ 106.8 | △ 0.9   | 796        | -       | 17.7    | 1,406      | 76.6    | 26.1    | 1,477      | 71           | 5.1     | 28.6    |

## 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)

|      |                             | 2020/3期 1Q |         |        | 2021/3期 1Q |         |        | 2022/3期 1Q |         |        | 2023/3期 1Q |         |        | 2024/3期 1Q |         |        |
|------|-----------------------------|------------|---------|--------|------------|---------|--------|------------|---------|--------|------------|---------|--------|------------|---------|--------|
|      |                             | 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         | 9,779      | △ 2.2   | 100.0  | 9,076      | △ 7.2   | 100.0  | 9,316      | 2.6     | 100.0  | 10,406     | 11.7    | 100.0  | 10,957     | 5.3     | 100.0  |
|      | 開発                          | 5,515      | △ 1.6   | 56.4   | 5,365      | △ 2.7   | 59.1   | 5,105      | △ 4.8   | 54.8   | 6,198      | 21.4    | 59.6   | 6,241      | 0.7     | 57.0   |
|      | 運用・構築                       | 788        | 9.7     | 8.1    | 605        | △ 23.2  | 6.7    | 574        | △ 5.2   | 6.2    | 919        | 60.2    | 8.8    | 666        | △ 27.5  | 6.1    |
|      | 販売                          | 3,475      | △ 5.4   | 35.5   | 3,106      | △ 10.6  | 34.2   | 3,637      | 17.1    | 39.0   | 3,287      | △ 9.6   | 31.6   | 4,049      | 23.2    | 37.0   |
| 受注残高 | New Orders Received Backlog | 9,986      | △ 7.8   | 100.0  | 10,084     | 1.0     | 100.0  | 11,624     | 15.3    | 100.0  | 12,674     | 9.0     | 100.0  | 13,734     | 8.4     | 100.0  |
|      | 開発                          | 4,824      | △ 12.4  | 48.3   | 4,754      | △ 1.5   | 47.2   | 5,468      | 15.0    | 47.0   | 5,871      | 7.4     | 46.3   | 6,337      | 7.9     | 46.1   |
|      | 運用・構築                       | 1,717      | △ 3.4   | 17.2   | 1,728      | 0.6     | 17.1   | 1,893      | 9.5     | 16.3   | 2,179      | 15.1    | 17.2   | 2,138      | △ 1.9   | 15.6   |
|      | 販売                          | 3,444      | △ 2.9   | 34.5   | 3,601      | 4.6     | 35.7   | 4,262      | 18.3    | 36.7   | 4,623      | 8.5     | 36.5   | 5,259      | 13.8    | 38.3   |
| 売上高  | Net Sales                   | 10,012     | 2.5     | 100.0  | 9,750      | △ 2.6   | 100.0  | 9,349      | △ 4.1   | 100.0  | 10,052     | 7.5     | 100.0  | 10,701     | 6.5     | 100.0  |
|      | 開発                          | 4,711      | △ 4.2   | 47.1   | 4,713      | 0.0     | 48.4   | 4,655      | △ 1.2   | 49.8   | 5,806      | 24.7    | 57.8   | 5,606      | △ 3.5   | 52.4   |
|      | 運用・構築                       | 1,282      | 13.5    | 12.8   | 1,309      | 2.1     | 13.4   | 1,334      | 2.0     | 14.3   | 1,387      | 3.9     | 13.8   | 1,430      | 3.1     | 13.4   |
|      | 販売                          | 4,017      | 8.1     | 40.1   | 3,727      | △ 7.2   | 38.2   | 3,359      | △ 4.1   | 35.9   | 2,857      | △ 14.9  | 28.4   | 3,664      | 28.2    | 34.2   |

(百万円/In millions of yen)

|      |                  | 2020/3期 1Q |         |                    | 2021/3期 1Q |         |                    | 2022/3期 1Q |         |                    | 2023/3期 1Q |         |                    | 2024/3期 1Q |         |                    |
|------|------------------|------------|---------|--------------------|------------|---------|--------------------|------------|---------|--------------------|------------|---------|--------------------|------------|---------|--------------------|
|      |                  | 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 | 824        | 11.6    | 8.2                | 935        | 13.5    | 9.6                | 1,089      | 16.5    | 11.6               | 1,260      | 15.7    | 12.5               | 1,359      | 7.8     | 12.7               |
|      | 開発               | 670        | △ 10.8  | 14.2               | 635        | △ 5.2   | 13.5               | 742        | 16.9    | 15.9               | 1,085      | 46.2    | 18.7               | 1,057      | △ 2.6   | 18.9               |
|      | 運用・構築            | 320        | 15.9    | 24.9               | 352        | 10.0    | 26.9               | 355        | 0.9     | 26.6               | 392        | 10.4    | 28.3               | 412        | 5.2     | 28.8               |
|      | 販売               | 243        | 110.5   | 6.1                | 340        | 40.2    | 9.1                | 353        | 3.8     | 10.5               | 228        | △ 35.4  | 8.0                | 333        | 46.1    | 9.1                |
|      | 消去               | 409        | 1.1     | -                  | 392        | △ 4.0   | -                  | 363        | △ 7.4   | -                  | 444        | 22.3    | -                  | 443        | △ 0.2   | -                  |

|       |  | 2020/3期 1Q |         |         | 2021/3期 1Q |         |         | 2022/3期 1Q |         |         | 2023/3期 1Q |         |         | 2024/3期 1Q |         |         |
|-------|--|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|
|       |  | 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  | 4,466      | △ 2.6   | 100.0   | 4,295      | △ 3.8   | 100.0   | 4,506      | 4.9     | 100.0   | 5,381      | 19.4    | 100.0   | 5,164      | △ 4.0   | 100.0   |
| 開発    | Systems Development                              | 2,786      | △ 9.6   | 62.4    | 2,694      | △ 3.3   | 62.7    | 2,850      | 5.8     | 63.3    | 3,712      | 30.2    | 69.0    | 3,429      | △ 7.6   | 66.4    |
| 運用・構築 | System Operations and Infrastructure Development | 1,250      | 8.9     | 28.0    | 1,276      | 2.1     | 29.7    | 1,278      | 0.1     | 28.4    | 1,331      | 4.2     | 24.8    | 1,407      | 5.6     | 27.2    |
| 販売    | Product Sales                                    | 429        | 21.2    | 9.6     | 324        | △ 24.5  | 7.6     | 377        | 16.3    | 8.4     | 336        | △ 10.7  | 6.3     | 328        | △ 2.5   | 6.4     |

### 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 |        |            |        |         |          |
|---------------|-------------------------------------|------------------------|--------|------------|--------|---------|----------|--|--------|------------|--------|---------|----------|
|               |                                     | 2023/3期 1Q             |        | 2024/3期 1Q |        | 対前期 YoY |          | 2023/3期 1Q   |        | 2024/3期 1Q |        | 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                       | 2,177                  | 37.5   | 2,249      | 40.1   | 156     | 7.5      | 236  | 17.0   | 302        | 21.1   | 59      | 24.3     |
| 通信            | Telecom                             | 135                    | 2.3    | 120        | 2.1    | △ 9     | △ 7.5    | 210  | 15.2   | 224        | 15.7   | 7       | 3.6      |
| 電力・ガス         | EP/gas industry                     | 193                    | 3.3    | 186        | 3.3    | 0       | 0.3      | 11   | 0.9    | 0          | 0.0    | △ 12    | △ 100.0  |
| 金融            | Financial industry                  | 2,070                  | 35.7   | 1,782      | 31.8   | △ 207   | △ 10.4   | 316  | 22.8   | 276        | 19.3   | △ 49    | △ 15.2   |
| 生損保           | Insurance                           | 84                     | 1.5    | 69         | 1.2    | △ 11    | △ 14.3   | 22   | 1.6    | 24         | 1.7    | 0       | 4.0      |
| 流通            | Distribution                        | 186                    | 3.2    | 191        | 3.4    | 12      | 7.1      | —  | —      | —          | —      | —       | —        |
| 大学等           | Academic, etc.                      | 157                    | 2.7    | 125        | 2.2    | △ 25    | △ 16.9   | 232  | 16.8   | 248        | 17.4   | 9       | 3.8      |
| ハードメーカー(SIer) | SIer(Hardware companies affiliates) | 8                      | 0.2    | 21         | 0.4    | 13      | 154.3    | 42   | 3.0    | 25         | 1.8    | △ 17    | △ 41.1   |
| 情報サービス        | Information services                | 301                    | 5.2    | 296        | 5.3    | 6       | 2.4      | 271  | 19.6   | 285        | 19.9   | 5       | 2.0      |
| サービス他         | Services and others                 | 491                    | 8.5    | 562        | 10.0   | 90      | 19.0     | 43   | 3.1    | 43         | 3.0    | △ 1     | △ 2.8    |
| 合計            | Total                               | 5,806                  | 100    | 5,606      | 100    | 24      | 0.4      | 1,387  | 100    | 1,430      | 100    | 1       | 0.1      |

《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 |        |            |        |         |          |
|---------------|-------------------------------------|------------------------|--------|------------|--------|---------|----------|--|--------|------------|--------|---------|----------|
|               |                                     | 2023/3期 1Q             |        | 2024/3期 1Q |        | 対前期 YoY |          | 2023/3期 1Q   |        | 2024/3期 1Q |        | 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                       | 1,468                  | 39.6   | 1,497      | 43.7   | 28      | 2.0      | 243  | 18.3   | 319        | 22.7   | 75      | 31.1     |
| 通信            | Telecom                             | 49                     | 1.3    | 33         | 1.0    | △ 15    | △ 32.2   | 217  | 16.3   | 237        | 16.9   | 20      | 9.3      |
| 電力・ガス         | EP/gas industry                     | 82                     | 2.2    | 75         | 2.2    | △ 6     | △ 7.8    | 12   | 0.9    | —          | —      | △ 12    | △ 100.0  |
| 金融            | Financial industry                  | 1,457                  | 39.3   | 1,180      | 34.4   | △ 277   | △ 19.0   | 232  | 17.4   | 197        | 14.1   | △ 34    | △ 14.8   |
| 生損保           | Insurance                           | 76                     | 2.1    | 62         | 1.8    | △ 14    | △ 18.6   | 23   | 1.7    | 25         | 1.8    | 2       | 9.7      |
| 流通            | Distribution                        | 5                      | 0.2    | 11         | 0.3    | 5       | 97.4     | —  | —      | —          | —      | —       | —        |
| 大学等           | Academic, etc.                      | 71                     | 1.9    | 41         | 1.2    | △ 30    | △ 42.3   | 239  | 18.0   | 262        | 18.7   | 22      | 9.5      |
| ハードメーカー(SIer) | SIer(Hardware companies affiliates) | 33                     | 0.9    | 15         | 0.5    | △ 18    | △ 53.7   | 42   | 3.2    | 23         | 1.7    | △ 18    | △ 44.0   |
| 情報サービス        | Information services                | 171                    | 4.6    | 154        | 4.5    | △ 16    | △ 9.8    | 273  | 20.6   | 294        | 21.0   | 21      | 7.7      |
| サービス他         | Services and others                 | 295                    | 8.0    | 356        | 10.4   | 60      | 20.6     | 47   | 3.5    | 45         | 3.3    | △ 1     | △ 2.6    |
| 合計            | Total                               | 3,712                  | 100    | 3,429      | 100    | △ 283   | △ 7.6    | 1,331  | 100    | 1,407      | 100    | 75      | 5.6      |

※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<br>Industry                           | 主な受注内容<br>Main order details  |
|--|---|
| 銀行<br>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<br>Development, operational management and maintenance of mission-critical systems, Business systems development, Infrastructure operation services, System operation services.<br><br>汎用機およびオープン系システムの運用サービス<br>Operation services of mainframe host systems and open systems.                                       |
| 証券<br>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<br>Development of asset management systems and online trading systems for securities companies.  |
| 生命保険<br>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<br>Development and maintenance of mission-critical systems and business application systems.<br>Operation services of mainframe host systems, open systems and networks.   |
| 製造業<br>Manufacturing                     | 組込製品開発(ビジネスユース/パーソナルユース)<br>Software development for embedded products (AV, home electronics, etc.).<br><br>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<br>Design, development, operation, and consulting for various systems. Operation services of mission-critical systems.<br>Build, configuration and operation services of networks. |
| 電力<br>Electric Power                     | 基幹・業務系システムの構築<br>Development and operational management of mission-critical systems and business application systems.   |
| 大学<br>University/College                 | 自社IP製品の販売、文教システムの構築・保守<br>Sales of original IP products. Build, configuration and maintenance management of educational systems.<br><br>キャンパスネット＝インフラ構築・運用サービス<br>Build, configuration and operation services of networks.  |
| 通信<br>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<br>Development and maintenance of business application systems. Operation services of open systems and networks.  |
| ハードメーカー<br>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<br>System development, building of development environment, educational training. Operation services of mainframe host systems and open systems.<br><br>ネットワークインフラ構築、運用サービス<br>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)

|             | 2020/3期 1Q                          |         |         | 2021/3期 1Q |         |         | 2022/3期 1Q |         |         | 2023/3期 1Q |         |         | 2024/3期 1Q |                      |                 |         |  |
|-------------|-------------------------------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|----------------------|-----------------|---------|--|
|             | 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) YoY (Amount) | 前期比 (%) YoY (%) | 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                      |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 20,024                              | △ 9.4   | 55.7    | 21,465     | 7.2     | 63.1    | 24,509     | 14.2    | 64.7    | 26,111     | 6.5     | 64.2    | 29,620     | 3,508                | 13.4            | 71.9    |  |
| 現金及び預金      | Cash and deposits                   |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 5,149                               | △ 27.6  | 14.3    | 6,020      | 16.9    | 17.7    | 9,563      | 58.9    | 25.2    | 10,437     | 9.1     | 25.7    | 12,920     | 2,482                | 23.8            | 31.4    |  |
| 受取手形及び売掛金   | Notes and accounts receivable-trade |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 5,782                               | △ 4.4   | 16.1    | 6,173      | 6.7     | 18.1    | 5,716      | △ 7.4   | 15.1    | 5,921      | 3.6     | 14.6    | 6,239      | 318                  | 5.4             | 15.1    |  |
| 有価証券        | Securities                          |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 90                                  | △ 11.3  | 0.3     | 229        | 155.5   | 0.7     | 64         | △ 71.8  | 0.2     | 52         | △ 18.2  | 0.1     | 72         | 19                   | 35.9            | 0.2     |  |
| たな卸資産       | Inventories                         |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 2,358                               | 0.9     | 6.6     | 2,251      | △ 4.5   | 6.6     | 2,521      | 12.0    | 6.7     | 2,130      | △ 15.5  | 5.2     | 2,393      | 262                  | 12.3            | 5.8     |  |
| 短期貸付金       | Short-term loans receivable         |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 2,830                               | 10.3    | 7.9     | 3,025      | 6.9     | 8.9     | 3,300      | 9.1     | 8.7     | 3,868      | 17.2    | 9.5     | 4,187      | 318                  | 8.2             | 10.2    |  |
| 繰延税金資産      | Deferred tax assets                 |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | -                                   | -       | -       | -          | -       | -       | -          | -       | -       | -          | -       | -       | -          | 0                    | -               | -       |  |
| その他         | Other                               |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 3,830                               | △ 3.2   | 10.7    | 3,771      | △ 1.5   | 11.1    | 3,347      | △ 11.2  | 8.8     | 3,707      | 10.8    | 9.1     | 3,813      | 105                  | 2.9             | 9.3     |  |
| 貸倒引当金       | Allowance for doubtful accounts     |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | △ 16                                | 123.0   | △ 0.0   | △ 6        | △ 61.7  | △ 0.0   | △ 6        | 1.6     | △ 0.0   | △ 6        | 8.0     | △ 0.0   | △ 5        | 1                    | △ 25.7          | △ 0.0   |  |
| 固定資産        | Non-current assets                  |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 15,911                              | 5.8     | 44.3    | 12,579     | △ 20.9  | 36.9    | 13,379     | 6.4     | 35.3    | 14,550     | 8.7     | 35.8    | 11,564     | △ 2,985              | △ 20.5          | 28.1    |  |
| 有形固定資産      | Property, plant and equipment       |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 246                                 | 28.6    | 0.7     | 219        | △ 11.2  | 0.6     | 185        | △ 15.5  | 0.5     | 177        | △ 4.4   | 0.4     | 159        | △ 17                 | △ 9.8           | 0.4     |  |
| 建物及び構築物     | Buildings and structures            |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 141                                 | 35.3    | 0.4     | 126        | △ 10.6  | 0.4     | 111        | △ 12.0  | 0.3     | 99         | △ 10.2  | 0.2     | 79         | △ 20                 | △ 20.2          | 0.2     |  |
| 機械装置及び運搬具   | Machinery, equipment and vehicles   |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 39                                  | △ 6.0   | 0.1     | 43         | 11.1    | 0.1     | 32         | △ 25.1  | 0.1     | 40         | 24.0    | 0.1     | 39         | 0                    | △ 2.2           | 0.1     |  |
| その他         | Other                               |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 66                                  | 44.8    | 0.2     | 49         | △ 25.7  | 0.1     | 41         | △ 15.7  | 0.1     | 36         | △ 11.2  | 0.1     | 40         | 3                    | 10.0            | 0.1     |  |
| 無形固定資産      | Intangible assets                   |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 1,570                               | 23.1    | 4.4     | 380        | △ 75.8  | 1.1     | 423        | 11.2    | 1.1     | 441        | 4.3     | 1.1     | 464        | 23                   | 5.2             | 1.1     |  |
| のれん         | Goodwill                            |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | -                                   | -       | -       | -          | -       | -       | -          | -       | -       | -          | -       | -       | -          | 0                    | -               | -       |  |
| ソフトウェア      | Software                            |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 1,181                               | 5.3     | 3.3     | 214        | △ 81.8  | 0.6     | 196        | △ 8.6   | 0.5     | 378        | 92.8    | 0.9     | 342        | △ 35                 | △ 9.5           | 0.8     |  |
| その他         | Other                               |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 389                                 | 153.7   | 1.1     | 165        | △ 57.4  | 0.5     | 227        | 37.0    | 0.6     | 63         | △ 72.2  | 0.2     | 122        | 58                   | 93.1            | 0.3     |  |
| 投資その他資産     | Investments and other assets        |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 14,093                              | 3.9     | 39.2    | 11,979     | △ 15.0  | 35.2    | 12,771     | 6.6     | 33.7    | 13,931     | 9.1     | 34.3    | 10,940     | △ 2,991              | △ 21.5          | 26.6    |  |
| 投資有価証券      | Investment securities               |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 9,802                               | 6.5     | 27.3    | 7,991      | △ 18.5  | 23.5    | 9,477      | 18.6    | 25.0    | 11,418     | 20.5    | 28.1    | 8,505      | △ 2,913              | △ 25.5          | 20.7    |  |
| 長期貸付金       | Long-term loans receivable          |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 1,114                               | △ 61.7  | 3.1     | 1,094      | △ 1.8   | 3.2     | 910        | △ 16.8  | 2.4     | 1,075      | 18.1    | 2.6     | 3,447      | 2,372                | 220.7           | 8.4     |  |
| 繰延税金資産      | Deferred tax assets                 |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 2,552                               | 24.5    | 7.1     | 2,151      | △ 15.7  | 6.3     | 1,618      | △ 24.8  | 4.3     | 668        | △ 58.7  | 1.6     | 502        | △ 166                | △ 24.9          | 1.2     |  |
| その他         | Other                               |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 651                                 | △ 34.6  | 1.8     | 768        | 18.1    | 2.3     | 792        | 3.1     | 2.1     | 880        | 11.0    | 2.2     | 1,094      | 213                  | 24.3            | 2.7     |  |
| 貸倒引当金       | Allowance for doubtful accounts     |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | △ 9                                 | △ 99.4  | △ 0.0   | △ 8        | △ 5.5   | △ 0.0   | △ 8        | △ 5.6   | △ 0.0   | △ 90       | -       | △ 0.2   | △ 2,588    | △ 2,497              | -               | △ 6.3   |  |
| 投資損失引当金     | Allowance for investment loss       |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | △ 18                                | △ 1.4   | △ 0.1   | △ 17       | △ 4.9   | △ 0.1   | △ 19       | 10.1    | △ 0.1   | △ 20       | 6.8     | △ 0.1   | △ 21       | 0                    | 3.4             | △ 0.1   |  |
| 資産合計        | Total assets                        |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |  |
|             | 35,935                              | △ 3.3   | 100.0   | 34,045     | △ 5.3   | 100.0   | 37,889     | 11.3    | 100.0   | 40,661     | 7.3     | 100.0   | 41,184     | 523                  | 1.3             | 100.0   |  |

|              |   | 2020/3期 1Q |         |         | 2021/3期 1Q |         |         | 2022/3期 1Q |         |         | 2023/3期 1Q |         |         | 2024/3期 1Q |                      |                 |         |
|--------------|---|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|----------------------|-----------------|---------|
|              |   | 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) YoY (Amount) | 前期比 (%) YoY (%) | 百分率 (%) |
|              |   | Amount     | YoY (%) | Ratio   | Amount     | YoY (%) | Ratio   | Amount     | YoY (%) | Ratio   | Amount     | YoY (%) | Ratio   | Amount     | YoY (Amount)         | YoY (%)         | Ratio   |
| <b>負債の部</b>  | <b>LIABILITIES</b>                                    |            |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |
| 流動負債         | Current liabilities                                   | 11,848     | △ 1.2   | 33.0    | 10,223     | △ 13.7  | 30.0    | 10,802     | 5.7     | 28.5    | 11,275     | 4.4     | 27.7    | 11,790     | 515                  | 4.6             | 28.6    |
| 買掛金          | Accounts payable-trade                                | 3,907      | 1.6     | 10.9    | 3,379      | △ 13.5  | 9.9     | 3,561      | 5.4     | 9.4     | 3,639      | 2.2     | 9.0     | 3,887      | 247                  | 6.8             | 9.4     |
| 短期借入金        | Short-term borrowings                                 | 195        | △ 83.4  | 0.5     | 198        | 1.2     | 0.6     | 201        | 1.9     | 0.5     | 233        | 15.7    | 0.6     | 89         | △ 143                | △ 61.6          | 0.2     |
| 未払費用         | Accrued expenses                                      | 898        | 13.0    | 2.5     | 788        | △ 12.3  | 2.3     | 797        | 1.1     | 2.1     | 783        | △ 1.7   | 1.9     | 710        | △ 72                 | △ 9.3           | 1.7     |
| 未払法人税等       | Income taxes payable                                  | 266        | 24.6    | 0.7     | 229        | △ 13.8  | 0.7     | 462        | 101.3   | 1.2     | 895        | 93.5    | 2.2     | 893        | △ 2                  | △ 0.3           | 2.2     |
| 未払消費税等       | Accrued consumption taxes                             | 292        | 5.1     | 0.8     | 411        | 40.7    | 1.2     | 334        | △ 18.8  | 0.9     | 325        | △ 2.4   | 0.8     | 382        | 56                   | 17.4            | 0.9     |
| 前受金          | Advances received                                     | 4,031      | 12.5    | 11.2    | 3,679      | △ 8.7   | 10.8    | 3,639      | △ 1.1   | 9.6     | 3,765      | 3.5     | 9.3     | 3,864      | 98                   | 2.6             | 9.4     |
| 賞与引当金        | Provision for bonuses                                 | 961        | 0.3     | 2.7     | 919        | △ 4.4   | 2.7     | 977        | 6.3     | 2.6     | 1,003      | 2.7     | 2.5     | 977        | △ 26                 | △ 2.6           | 2.4     |
| 役員賞与引当金      | Provision for bonuses for directors                   | 45         | 4.6     | 0.1     | 40         | △ 11.0  | 0.1     | 29         | △ 26.3  | 0.1     | 44         | 50.6    | 0.1     | 49         | 5                    | 11.2            | 0.1     |
| 工事損失引当金      | Provision for loss on construction contracts          | 338        | △ 9.3   | 0.9     | 332        | △ 1.9   | 1.0     | 330        | △ 0.4   | 0.9     | -          | -       | -       | -          | 0                    | -               | -       |
| 訴訟損失引当金      | Provision for loss on litigation                      | -          | -       | -       | -          | -       | -       | -          | -       | -       | -          | -       | -       | -          | 0                    | -               | -       |
| その他          | Other   | 910        | 25.6    | 2.5     | 245        | △ 73.1  | 0.7     | 468        | 91.0    | 1.2     | 583        | 24.6    | 1.4     | 935        | 352                  | 60.4            | 2.3     |
| 固定負債         | Non-current liabilities                               | 4,189      | △ 4.0   | 11.7    | 4,289      | 2.4     | 12.6    | 4,430      | 3.3     | 11.7    | 3,435      | △ 22.5  | 8.4     | 3,631      | 195                  | 5.7             | 8.8     |
| 退職給付に係る負債    | Retirement benefit liability                          | 3,965      | △ 4.2   | 11.0    | 4,060      | 2.4     | 11.9    | 4,044      | △ 0.4   | 10.7    | 2,993      | △ 26.0  | 7.4     | 3,029      | 36                   | 1.2             | 7.4     |
| 役員退職慰労引当金    | Provision for retirement benefits for directors       | 190        | 18.5    | 0.5     | 218        | 14.5    | 0.6     | 240        | 10.2    | 0.6     | 267        | 10.9    | 0.7     | 296        | 29                   | 10.9            | 0.7     |
| その他          | Other   | 32         | △ 51.0  | 0.1     | 10         | △ 69.2  | 0.0     | 145        | -       | 0.4     | 174        | 19.9    | 0.4     | 305        | 130                  | 74.8            | 0.7     |
| 負債合計         | Total liabilities                                     | 16,037     | △ 2.0   | 44.6    | 14,512     | △ 9.5   | 42.6    | 15,233     | 5.0     | 40.2    | 14,710     | △ 3.4   | 36.2    | 15,421     | 711                  | 4.8             | 37.4    |
| <b>純資産の部</b> | <b>NET ASSETS</b>                                     |            |         |         |            |         |         |            |         |         |            |         |         |            |                      |                 |         |
| 株主資本         | Shareholders' equity                                  | 20,525     | 1.1     | 57.1    | 18,755     | △ 8.6   | 55.1    | 20,831     | 11.1    | 55.0    | 23,232     | 11.5    | 57.1    | 22,924     | △ 307                | △ 1.3           | 55.7    |
| 資本金          | Share capital   | 1,000      | 0.0     | 2.8     | 1,000      | 0.0     | 2.9     | 1,000      | 0.0     | 2.6     | 1,000      | 0.0     | 2.5     | 1,000      | 0                    | 0.0             | 2.4     |
| 資本剰余金        | Capital surplus                                       | 4,704      | 0.1     | 13.1    | 4,702      | △ 0.0   | 13.8    | 4,702      | 0.0     | 12.4    | 4,702      | 0.0     | 11.6    | 4,877      | 174                  | 3.7             | 11.8    |
| 利益剰余金        | Retained earnings                                     | 17,223     | 1.3     | 47.9    | 15,455     | △ 10.3  | 45.4    | 17,531     | 13.4    | 46.3    | 19,933     | 13.7    | 49.0    | 19,348     | △ 584                | △ 2.9           | 47.0    |
| 自己株式         | Treasury shares                                       | △ 2,402    | 0.0     | △ 6.7   | △ 2,402    | 0.0     | △ 7.1   | △ 2,403    | 0.0     | △ 6.3   | △ 2,403    | 0.0     | △ 5.9   | △ 2,301    | 102                  | △ 4.2           | △ 5.6   |
| その他包括利益累計額   | Accumulated other comprehensive income                | △ 627      | △ 229.6 | △ 1.7   | 763        | △ 221.7 | 2.2     | 1,775      | 132.6   | 4.7     | 2,619      | 47.5    | 6.4     | 2,748      | 129                  | 4.9             | 6.7     |
| その他有価証券評価差額金 | Valuation difference on available-for-sale securities | △ 693      | △ 216.2 | △ 1.9   | 790        | △ 213.9 | 2.3     | 1,699      | 115.1   | 4.5     | 3,337      | 96.3    | 8.2     | 3,700      | 363                  | 10.9            | 9.0     |
| 為替換算調整勘定     | Foreign currency translation adjustment               | 332        | 60.7    | 0.9     | 212        | △ 36.0  | 0.6     | 248        | 16.7    | 0.7     | △ 621      | △ 350.4 | △ 1.5   | △ 852      | △ 230                | 37.2            | △ 2.1   |
| 退職給付に係る調整累計額 | Remeasurements of defined benefit plan                | △ 266      | △ 16.9  | △ 0.7   | △ 239      | △ 10.0  | △ 0.7   | △ 172      | △ 27.9  | △ 0.5   | △ 96       | △ 44.3  | △ 0.2   | △ 99       | △ 3                  | 3.4             | △ 0.2   |
| 新株予約権        | Share acquisition rights                              | -          | -       | -       | 14         | -       | 0.0     | 48         | 229.6   | 0.1     | 99         | 104.6   | 0.2     | 89         | △ 9                  | △ 9.8           | 0.2     |
| 純資産合計        | Total net assets                                      | 19,898     | △ 4.3   | 55.4    | 19,533     | △ 1.8   | 57.4    | 22,655     | 16.0    | 59.8    | 25,951     | 14.5    | 63.8    | 25,763     | △ 188                | △ 0.7           | 62.6    |
| 負債・純資産合計     | Total liabilities and net assets                      | 35,935     | △ 3.3   | 100.0   | 34,045     | △ 5.3   | 100.0   | 37,889     | 11.3    | 100.0   | 40,661     | 7.3     | 100.0   | 41,184     | 523                  | 1.286265        | 100     |

|              |  | 2020/3期 1Q   |                       |                     | 2021/3期 1Q   |                       |                     | 2022/3期 1Q   |                       |                     | 2023/3期 1Q   |                       |                     | 2024/3期 1Q   |                               |                       |                     |
|--------------|--|--------------|-----------------------|---------------------|--------------|-----------------------|---------------------|--------------|-----------------------|---------------------|--------------|-----------------------|---------------------|--------------|-------------------------------|-----------------------|---------------------|
|              |  | 金額<br>Amount | 前期比<br>(%)<br>YoY (%) | 百分率<br>(%)<br>Ratio | 金額<br>Amount | 前期比<br>(%)<br>YoY (%) | 百分率<br>(%)<br>Ratio | 金額<br>Amount | 前期比<br>(%)<br>YoY (%) | 百分率<br>(%)<br>Ratio | 金額<br>Amount | 前期比<br>(%)<br>YoY (%) | 百分率<br>(%)<br>Ratio | 金額<br>Amount | 前期比<br>(額)<br>YoY<br>(Amount) | 前期比<br>(%)<br>YoY (%) | 百分率<br>(%)<br>Ratio |
| <b>資産の部</b>  | <b>ASSETS</b>                                |              |                       |                     |              |                       |                     |              |                       |                     |              |                       |                     |              |                               |                       |                     |
| 流動資産         | Current assets                               | 13,991       | △ 18.7                | 44.9                | 16,106       | 15.1                  | 57.0                | 20,064       | 24.6                  | 61.0                | 21,678       | 8.0                   | 59.8                | 23,384       | 1,706                         | 7.9                   | 69.2                |
| 現金及び預金       | Cash and deposits                            | 1,385        | △ 55.7                | 4.4                 | 2,808        | 102.8                 | 9.9                 | 5,665        | 101.7                 | 17.2                | 6,484        | 14.5                  | 17.9                | 8,120        | 1,636                         | 25.2                  | 24.0                |
| 受取手形及び売掛金    | Notes and accounts receivable-trade          | 2,666        | △ 6.7                 | 8.6                 | 2,416        | △ 9.4                 | 8.5                 | 2,569        | 6.4                   | 7.8                 | 3,528        | 37.3                  | 9.7                 | 2,957        | △ 570                         | △ 16.2                | 8.7                 |
| たな卸資産        | Inventories                                  | 1,069        | △ 11.5                | 3.4                 | 1,061        | △ 0.8                 | 3.8                 | 1,053        | △ 0.8                 | 3.2                 | 396          | △ 62.4                | 1.1                 | 580          | 184                           | 46.6                  | 1.7                 |
| その他          | Other  | 8,869        | △ 11.5                | 28.5                | 9,820        | 10.7                  | 34.7                | 10,775       | 9.7                   | 32.7                | 11,269       | 4.6                   | 31.1                | 11,725       | 455                           | 4.0                   | 34.7                |
| 固定資産         | Non-current assets                           | 17,153       | 16.2                  | 55.1                | 12,165       | △ 29.1                | 43.0                | 12,846       | 5.6                   | 39.0                | 14,550       | 13.3                  | 40.2                | 10,423       | △ 4,126                       | △ 28.4                | 30.8                |
| 有形固定資産       | Property, plant and equipment                | 152          | 27.4                  | 0.5                 | 144          | △ 5.0                 | 0.5                 | 124          | △ 14.3                | 0.4                 | 104          | △ 15.6                | 0.3                 | 100          | △ 3                           | △ 3.8                 | 0.3                 |
| 無形固定資産       | Intangible assets                            | 244          | 20.3                  | 0.8                 | 260          | 6.4                   | 0.9                 | 287          | 10.3                  | 0.9                 | 270          | △ 5.8                 | 0.7                 | 321          | 51                            | 18.9                  | 1.0                 |
| 投資その他資産      | Investments and other assets                 | 16,756       | 16.0                  | 53.8                | 11,760       | △ 29.8                | 41.6                | 12,434       | 5.7                   | 37.8                | 14,175       | 14.0                  | 39.1                | 10,001       | △ 4,174                       | △ 29.4                | 29.6                |
| 投資有価証券       | Investment securities                        | 9,580        | 13.8                  | 30.8                | 8,067        | △ 15.8                | 28.5                | 9,276        | 15.0                  | 28.2                | 10,353       | 11.6                  | 28.6                | 7,443        | △ 2,909                       | △ 28.1                | 22.0                |
| 長期貸付金        | Long-term loans receivable                   | 6,565        | 16.3                  | 21.1                | 7,175        | 9.3                   | 25.4                | 7,459        | 4.0                   | 22.7                | 9,430        | 26.4                  | 26.0                | 11,569       | 2,138                         | 22.7                  | 34.2                |
| その他          | Other  | 610          | 58.8                  | 2.0                 | △ 3,482      | -                     | △ 12.3              | △ 4,301      | 23.5                  | △ 13.1              | △ 5,608      | 30.4                  | △ 15.5              | △ 9,011      | △ 3,403                       | 60.7                  | △ 26.7              |
| 資産合計         | Total assets                                 | 31,144       | △ 2.6                 | 100.0               | 28,272       | △ 9.2                 | 100.0               | 32,910       | 16.4                  | 100.0               | 36,229       | 10.1                  | 100.0               | 33,808       | △ 2,420                       | △ 6.7                 | 100.0               |
| <b>負債の部</b>  | <b>LIABILITIES</b>                           |              |                       |                     |              |                       |                     |              |                       |                     |              |                       |                     |              |                               |                       |                     |
| 流動負債         | Current liabilities                          | 13,155       | 5.3                   | 42.2                | 13,281       | 1.0                   | 47.0                | 14,861       | 11.9                  | 45.2                | 16,260       | 9.4                   | 44.9                | 14,810       | △ 1,450                       | △ 8.9                 | 43.8                |
| 買掛金          | Accounts payable-trade                       | 794          | △ 6.4                 | 2.6                 | 745          | △ 6.2                 | 2.6                 | 867          | 16.4                  | 2.6                 | 1,000        | 15.3                  | 2.8                 | 911          | △ 89                          | △ 8.9                 | 2.7                 |
| 短期借入金        | Short-term borrowings                        | 7,444        | 9.2                   | 23.9                | 8,251        | 10.8                  | 29.2                | 9,418        | 14.1                  | 28.6                | 10,149       | 7.8                   | 28.0                | 9,131        | △ 1,017                       | △ 10.0                | 27.0                |
| 未払法人税等       | Income taxes payable                         | 55           | 252.3                 | 0.2                 | 38           | △ 29.6                | 0.1                 | 225          | 478.9                 | 0.7                 | 678          | 201.6                 | 1.9                 | 586          | △ 91                          | △ 13.5                | 1.7                 |
| 工事損失引当金      | Provision for loss on construction contracts | 337          | △ 6.3                 | 1.1                 | 332          | △ 1.5                 | 1.2                 | 330          | △ 0.4                 | 1.0                 | -            | -                     | -                   | -            | 0                             | -                     | -                   |
| その他          | Other  | 4,523        | 1.7                   | 14.5                | 3,913        | △ 13.5                | 13.8                | 4,019        | 2.7                   | 12.2                | 4,432        | 10.3                  | 12.2                | 4,180        | △ 252                         | △ 5.7                 | 12.4                |
| 固定負債         | Non-current liabilities                      | 3,151        | △ 2.9                 | 10.1                | 3,269        | 3.7                   | 11.6                | 3,328        | 1.8                   | 10.1                | 3,008        | △ 9.6                 | 8.3                 | 3,548        | 540                           | 18.0                  | 10.5                |
| 退職給付引当金      | Provision for retirement benefits            | 2,974        | △ 3.8                 | 9.6                 | 3,072        | 3.3                   | 10.9                | 3,115        | 1.4                   | 9.5                 | 2,148        | △ 31.0                | 5.9                 | 2,143        | △ 4                           | △ 0.2                 | 6.3                 |
| その他          | Other  | 177          | 15.6                  | 0.6                 | 196          | 10.7                  | 0.7                 | 213          | 8.6                   | 0.6                 | 859          | 303.4                 | 2.4                 | 1,404        | 544                           | 63.4                  | 4.2                 |
| 負債合計         | Total liabilities                            | 16,307       | 3.6                   | 52.4                | 16,550       | 1.5                   | 58.5                | 18,189       | 9.9                   | 55.3                | 19,268       | 5.9                   | 53.2                | 18,358       | △ 909.0                       | △ 4.7                 | 54.3                |
| <b>純資産の部</b> | <b>NET ASSETS</b>                            |              |                       |                     |              |                       |                     |              |                       |                     |              |                       |                     |              |                               |                       |                     |
| 株主資本         | Shareholders' equity                         | 13,961       | 2.1                   | 44.8                | 9,511        | △ 31.9                | 33.6                | 11,509       | 21.0                  | 35.0                | 12,130       | 5.4                   | 33.5                | 9,826        | △ 2,304                       | △ 19.0                | 29.1                |
| 資本金          | Share capital                                | 2,640        | 0.0                   | 8.5                 | 2,640        | 0.0                   | 9.3                 | 2,640        | 0.0                   | 8.0                 | 2,640        | 0.0                   | 7.3                 | 2,640        | 0                             | 0.0                   | 7.8                 |
| 資本剰余金        | Capital surplus                              | 2,881        | 0.0                   | 9.3                 | 2,881        | 0.0                   | 10.2                | 2,881        | 0.0                   | 8.8                 | 2,881        | 0.0                   | 8.0                 | 2,881        | 0                             | 0.0                   | 8.5                 |
| 利益剰余金        | Retained earnings                            | 8,440        | 3.4                   | 27.1                | 3,990        | △ 52.7                | 14.1                | 5,988        | 50.1                  | 18.2                | 6,609        | 10.4                  | 18.2                | 4,305        | △ 2,304                       | △ 34.9                | 12.7                |
| その他包括利益累計額   | Accumulated other comprehensive income       | 875          | △ 65.9                | 2.8                 | 2,209        | 152.5                 | 7.8                 | 3,211        | 45.3                  | 9.8                 | 4,829        | 50.4                  | 13.3                | 5,623        | 793                           | 16.4                  | 16.6                |
| 純資産合計        | Total net assets                             | 14,836       | △ 8.7                 | 47.6                | 11,721       | △ 21.0                | 41.5                | 14,721       | 25.6                  | 44.7                | 16,960       | 15.2                  | 46.8                | 15,449       | △ 1,511.0                     | △ 8.9                 | 45.7                |
| 負債・純資産合計     | Total liabilities and net assets             | 31,144       | △ 2.6                 | 100.0               | 28,272       | △ 9.2                 | 100.0               | 32,910       | 16.4                  | 100.0               | 36,229       | 10.1                  | 100.0               | 33,808       | △ 2,420.0                     | △ 6.7                 | 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》

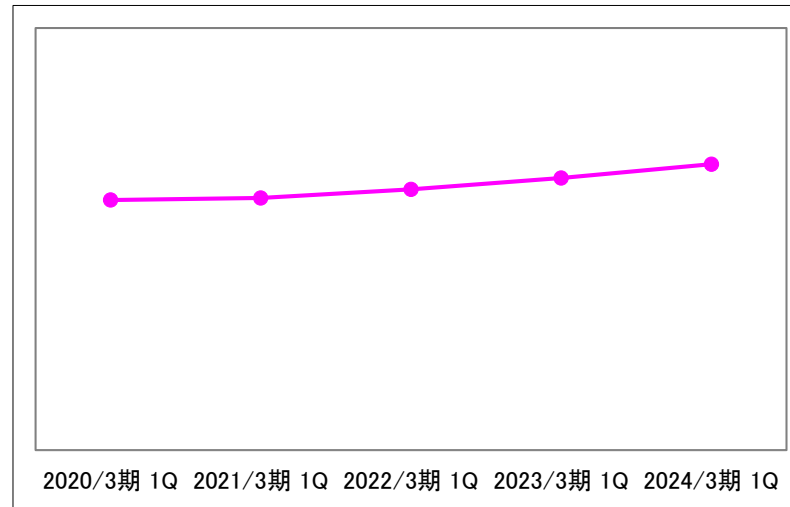
(百万円/In millions of yen)

|                         |  | 2020/3期 1Q   | 2021/3期 1Q   | 2022/3期 1Q   | 2023/3期 1Q     | 2024/3期 1Q     |
|-------------------------|--|--------------|--------------|--------------|----------------|----------------|
|                         |  | 金額           | 金額           | 金額           | 金額             | 金額             |
|                         |  | Amount       | Amount       | Amount       | Amount         | Amount         |
| 税金等調整前当期純損益             | Profit (loss) before income taxes                                      | 330          | 431          | 1,167        | 1,838          | 2,254          |
| 減価償却費                   | Depreciation   | 138          | 21           | 31           | 36             | 32             |
| 減損損失                    | Impairment loss  | -            | -            | -            | -              | -              |
| 退職給付に係る負債の増減額(△は減少)     | Increase (decrease) in retirement benefit liability                    | 39           | 42           | 61           | △ 2            | △ 10           |
| 役員退職慰労引当金の増減額(△は減少)     | Increase (decrease) in provision for retirement benefits for directors | 8            | 0            | △ 5          | 6              | 7              |
| 賞与引当金の増減額(△は減少)         | Increase (decrease) in provision for bonuses                           | 396          | 372          | 393          | 393            | 401            |
| 役員賞与引当金の増減額(△は減少)       | Increase (decrease) in provision for bonuses for directors             | △ 30         | 16           | △ 30         | △ 48           | △ 83           |
| 貸倒引当金の増減額(△は減少)         | Increase (decrease) in allowance for doubtful accounts                 | 0            | △ 5          | △ 1          | 0              | 196            |
| 投資損失引当金の増減額(△は減少)       | Increase (decrease) in allowance for investment loss                   | 0            | 0            | 0            | 0              | 0              |
| 訴訟損失引当金の増減額             | Increase (decrease) in provision for loss on litigation                | -            | -            | -            | -              | -              |
| 受取利息及び受取配当金             | Interest and dividend income   | △ 77         | △ 77         | △ 109        | △ 93           | △ 89           |
| 支払利息                    | Interest expenses  | 12           | 0            | 0            | 0              | 1              |
| 為替差損益                   |  | 222          | 66           | 24           | △ 1,032        | △ 902          |
| 投資有価証券評価損益(△は益)         | Loss (gain) on valuation of investment securities                      | 383          | 554          | -            | 519            | 80             |
| 投資有価証券売却損益(△は益)         | Loss (gain) on sales of investment securities                          | △ 14         | △ 29         | 0            | △ 7            | 0              |
| 固定資産除却損                 | Loss on retirement of non-current assets                               | 0            | 4            | 0            | 1              | 7              |
| 売上債権の増減額(△は増加)          | Decrease (increase) in trade receivables                               | 1,162        | 1,227        | 1,880        | 1,761          | 1,494          |
| たな卸資産の増減額(△は増加)         | Decrease (increase) in inventories                                     | △ 299        | △ 109        | △ 520        | △ 435          | △ 425          |
| 仕入債務の増減額(△は減少)          | Increase (decrease) in trade payables                                  | 295          | △ 603        | △ 72         | △ 368          | △ 685          |
| その他負債の増減額(△は減少)         | Increase (decrease) in other liabilities                               | 944          | 348          | 514          | 19             | 514            |
| 未払消費税等の増減額(△は減少)        | Increase (decrease) in accrued consumption taxes                       | △ 245        | △ 218        | △ 402        | △ 345          | △ 453          |
| その他                     | Other, net   | △ 346        | 229          | 18           | 106            | △ 370          |
| 小計                      | Subtotal   | 2,922        | 2,271        | 2,950        | 2,351          | 1,971          |
| 利息及び配当金の受取額             | Interest and dividends received  | 85           | 56           | 55           | 105            | 24             |
| 利息の支払額                  | Interest paid  | △ 12         | 0            | 0            | 0              | 0              |
| 法人税等の支払額                | Income tax paid  | △ 1,220      | △ 695        | △ 1,361      | △ 948          | △ 1,457        |
| <b>営業活動によるキャッシュ・フロー</b> | <b>Cash flows from operating activities</b>                            | <b>1,775</b> | <b>1,632</b> | <b>1,643</b> | <b>1,508</b>   | <b>538</b>     |
| 有形固定資産の取得による支出          | Purchases of property, plant and equipment                             | △ 37         | △ 21         | △ 5          | △ 11           | △ 3            |
| 有形固定資産の売却による収入          | Proceeds from sales of property, plant and equipment                   | -            | -            | -            | -              | -              |
| 無形固定資産の取得による支出          | Purchases of intangible assets   | △ 291        | △ 34         | △ 62         | △ 21           | △ 44           |
| 投資有価証券の取得による支出          | Purchases of investment securities                                     | △ 619        | △ 68         | △ 44         | △ 35           | △ 56           |
| 投資有価証券の売却による収入          | Proceeds from sales of investment securities                           | 24           | 105          | 1            | 15             | 106            |
| 関係会社株式の取得による支出          | Purchases of shares of subsidiaries and associates                     | -            | -            | -            | -              | -              |
| 貸付けによる支出                | Loan advances  | △ 98         | △ 32         | △ 8          | 23             | △ 5            |
| 貸付金の回収による収入             | Collection of loans receivable   | 156          | 0            | 0            | 0              | 0              |
| 定期預金の預入による支出            | Payments into time deposits  | △ 100        | -            | -            | -              | -              |
| 定期預金の払戻による収入            | Proceeds from withdrawal of time deposits                              | -            | -            | -            | 32             | -              |
| 差入保証金の差入による支出           | Payments for guarantee deposits  | △ 2          | 0            | △ 2          | △ 1            | 0              |
| 差入保証金の回収による収入           | Proceeds from refund of guarantee deposits                             | 0            | -            | 0            | 0              | 5              |
| (投資)その他                 | Other, net   | 0            | 5            | 0            | 0              | 0              |
| <b>投資活動によるキャッシュ・フロー</b> | <b>Cash flows from investing activities</b>                            | <b>△ 968</b> | <b>△ 46</b>  | <b>△ 122</b> | <b>1</b>       | <b>2</b>       |
| 短期借入金の純増減額(△は減少)        | Net increase (decrease) in short-term borrowings                       | -            | -            | -            | -              | △ 101          |
| 自己株式の取得による支出            | Purchase of treasury shares  | -            | 0            | 0            | -              | -              |
| 配当金の支払額                 | Dividends paid   | △ 863        | △ 863        | △ 986        | △ 1,110        | △ 1,241        |
| ストックオプションの行使による収入       | Proceeds from exercise of employee share options                       | -            | -            | -            | -              | 38             |
| (財務)その他                 | Other, net   | △ 5          | △ 2          | △ 3          | △ 2            | △ 3            |
| <b>財務活動によるキャッシュ・フロー</b> | <b>Net cash provided by (used in) financing activities</b>             | <b>△ 868</b> | <b>△ 866</b> | <b>△ 990</b> | <b>△ 1,112</b> | <b>△ 1,307</b> |
| 現金及び現金同等物に係る換算差額        | Effect of exchange rate changes on cash and cash equivalents           | △ 14         | △ 20         | 54           | 150            | 35             |
| 現金及び現金同等物の増減額(△は減少)     | Net increase (decrease) in cash and cash equivalents                   | △ 75         | 699          | 584          | 547            | △ 731          |
| 現金及び現金同等物の期首残高          | Cash and cash equivalents at beginning of period                       | 3,997        | 5,370        | 8,854        | 9,902          | 13,586         |
| 現金及び現金同等物の期末残高          | Cash and cash equivalents at end of period                             | 3,921        | 6,070        | 9,438        | 10,450         | 12,854         |

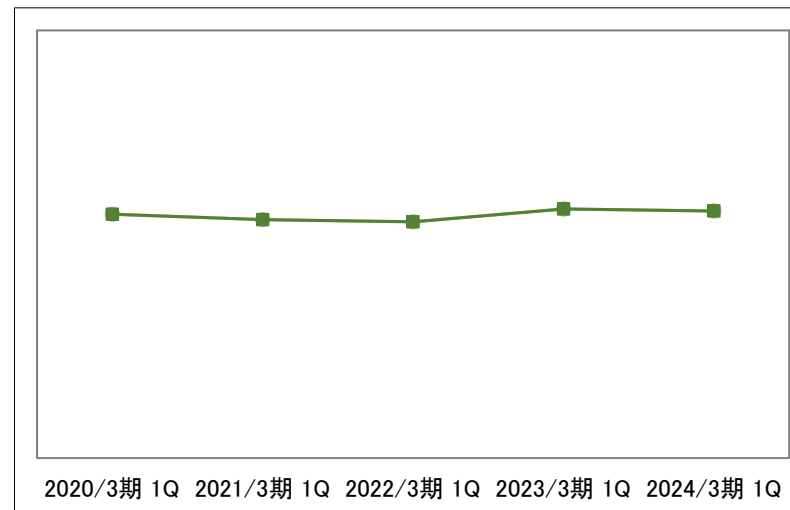
## 7. 受注単価・外注単価の推移

### 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)



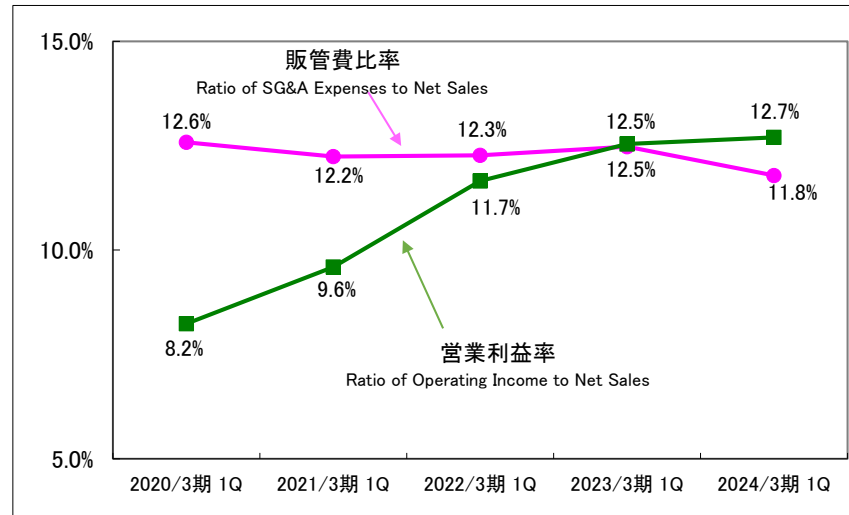
◆外注単価(株SRA単体) Subcontract Unit Price (SRA, Inc. Non-consolidated)



## 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》

