

**経 営 計 画 書**  
**第 3 期**

**事 業 年 度**

自 平成 18年 12月

至 平成 19年 11月

計画開始月 平成 18年 12月

**会 社 名** 株式会社サンプル

**代 表 者 名**

作成日 2008/02/27

作成者

(A 予算：(株)サンプル3期 (年初))





## &lt;販売費・一般管理費&gt;

自 平成18年12月01日 至 平成19年11月30日

単位：千円

| 科目名         | 前期実績   | 18/12 | 19/01 | 19/02 | 19/03 | 19/04 | 19/05 | 19/06 | 19/07 | 19/08 | 19/09 | 19/10 | 19/11 | 年間目標   | 増加率     | 月平均   |
|-------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|---------|-------|
| 役員報酬        | 24,806 | 2,067 | 2,067 | 2,067 | 2,067 | 2,067 | 2,067 | 2,067 | 2,067 | 2,067 | 2,067 | 2,067 | 2,067 | 24,804 | -0.01   | 2,067 |
| 販売員給与       |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 事務員給与       |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 賞与          |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 退職金         | 231    |       |       |       |       |       |       |       |       |       |       |       |       |        | -100.00 |       |
| 法定福利費       | 22,050 | 288   | 288   | 288   | 288   | 288   | 288   | 288   | 288   | 288   | 288   | 288   | 288   | 3,456  | -84.33  | 288   |
| 福利厚生費       | 1,024  | 55    | 41    | 32    | 27    | 258   | 108   | 59    | 43    | 57    | 14    | 40    | 190   | 924    | -9.77   | 77    |
| 他の人件費       |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| <人件費合計>     | 48,111 | 2,410 | 2,396 | 2,387 | 2,382 | 2,613 | 2,463 | 2,414 | 2,398 | 2,412 | 2,369 | 2,395 | 2,545 | 29,184 | -39.34  | 2,432 |
| 販売手数料       |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 運送費         |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 荷造包装費       |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 広告宣伝費       | 117    | 10    | 10    | 10    | 10    | 10    | 10    | 10    | 10    | 10    | 10    | 10    | 10    | 120    | 2.56    | 10    |
| 荷造運送費       | 100    | 5     | 13    | 4     | 13    | 15    | 7     | 7     | 7     | 8     | 4     | 8     | 8     | 99     | -1.00   | 8     |
| 販売固定費1      |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 販売固定費2      |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| <販売費合計>     | 217    | 15    | 23    | 14    | 23    | 25    | 17    | 17    | 17    | 18    | 14    | 18    | 18    | 219    | 0.92    | 18    |
| 接待交際費       | 649    | 6     | 70    | 22    | 37    | 60    | 26    | 38    | 44    | 27    | 38    | 103   | 175   | 646    | -0.46   | 54    |
| 保険料         | 5,721  | 692   | 415   | 438   | 451   | 473   | 434   | 451   | 580   | 436   | 449   | 449   | 449   | 5,717  | -0.07   | 476   |
| 地代家賃        | 379    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 360    | -5.01   | 30    |
| 賃借料         | 5,603  | 1,472 | 296   | 296   | 296   | 296   | 296   | 296   | 466   | 296   | 296   | 309   | 296   | 4,911  | -12.35  | 409   |
| 水道光熱費       | 1,857  | 158   | 154   | 180   | 181   | 172   | 135   | 139   | 130   | 161   | 156   | 149   | 139   | 1,854  | -0.16   | 155   |
| 通信費         | 1,416  | 146   | 138   | 127   | 135   | 110   | 139   | 77    | 124   | 98    | 82    | 95    | 142   | 1,413  | -0.21   | 118   |
| 旅費交通費       | 6,064  | 525   | 452   | 574   | 567   | 489   | 479   | 501   | 462   | 441   | 506   | 433   | 634   | 6,063  | -0.02   | 505   |
| 消耗品費        | 483    | 106   | 44    | 60    | 38    | 36    | 24    | 37    | 45    | 18    | 16    | 29    | 29    | 482    | -0.21   | 40    |
| 事務用品費       | 735    | 27    | 54    | 39    | 87    | 61    | 49    | 54    | 35    | 31    | 69    | 95    | 133   | 734    | -0.14   | 61    |
| 修繕費         | 16     | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 30    | 360    | 2150.00 | 30    |
| 租税公課        | 963    | 135   |       | 293   | 6     |       | 300   | 24    | 129   |       | 1     | 2     | 1,362 | 2,252  | 133.85  | 188   |
| 寄付金         |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 減価償却費       | 1,442  | 120   | 120   | 120   | 120   | 120   | 120   | 120   | 120   | 120   | 120   | 120   | 120   | 1,440  | -0.14   | 120   |
| 貸倒損・引当損     |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 試験研究費       |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| 会議研修費       | 120    | 70    | 2     | 11    | 1     | 2     | 2     | 10    |       |       | 5     | 5     | 11    | 119    | -0.83   | 10    |
| 備品費         | 406    | 34    | 34    | 34    | 34    | 34    | 34    | 34    | 34    | 34    | 34    | 34    | 34    | 408    | 0.49    | 34    |
| 顧問料         | 1,776  | 100   | 100   | 710   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 1,810  | 1.91    | 151   |
| 雑費          | 4,492  | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 4,800  | 6.86    | 400   |
| 諸会費         | 300    | 63    | 120   |       |       | 40    | 7     | 20    | 9     | 2     |       | 36    | 2     | 299    | -0.33   | 25    |
| 新聞図書費       | 51     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 60     | 17.65   | 5     |
| 管理固定費6      |        |       |       |       |       |       |       |       |       |       |       |       |       |        |         |       |
| <管理費合計>     | 32,473 | 4,119 | 2,464 | 3,369 | 2,518 | 2,458 | 2,610 | 2,366 | 2,743 | 2,229 | 2,337 | 2,424 | 4,091 | 33,728 | 3.86    | 2,811 |
| <販売費・一般管理費> | 80,801 | 6,544 | 4,883 | 5,770 | 4,923 | 5,096 | 5,090 | 4,797 | 5,158 | 4,659 | 4,720 | 4,837 | 6,654 | 63,131 | -21.87  | 5,261 |





## 〈販売費・一般管理費〉

自 平成18年12月01日 至 平成19年11月30日

単位：千円

| 科目名         | 前期実績   | 18/12 | 19/01  | 19/02  | 19/03  | 19/04  | 19/05  | 19/06  | 19/07  | 19/08  | 19/09  | 19/10  | 19/11  | 増加率     | 構成比   | 月平均   |
|-------------|--------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|-------|-------|
| 役員報酬        | 24,806 | 2,067 | 4,134  | 6,201  | 8,268  | 10,335 | 12,402 | 14,469 | 16,536 | 18,603 | 20,670 | 22,737 | 24,804 | -0.01   | 8.19  | 2,067 |
| 販売員給与       |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 事務員給与       |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 賞与          |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 退職金         | 231    |       |        |        |        |        |        |        |        |        |        |        |        | -100.00 |       |       |
| 法定福利費       | 22,050 | 288   | 576    | 864    | 1,152  | 1,440  | 1,728  | 2,016  | 2,304  | 2,592  | 2,880  | 3,168  | 3,456  | -84.33  | 1.14  | 288   |
| 福利厚生費       | 1,024  | 55    | 96     | 128    | 155    | 413    | 521    | 580    | 623    | 680    | 694    | 734    | 924    | -9.77   | 0.31  | 77    |
| 他の人件費       |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| ＜人件費合計＞     | 48,111 | 2,410 | 4,806  | 7,193  | 9,575  | 12,188 | 14,651 | 17,065 | 19,463 | 21,875 | 24,244 | 26,639 | 29,184 | -39.34  | 9.63  | 2,432 |
| 販売手数料       |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 運送費         |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 荷造包装費       |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 広告宣伝費       | 117    | 10    | 20     | 30     | 40     | 50     | 60     | 70     | 80     | 90     | 100    | 110    | 120    | 2.56    | 0.04  | 10    |
| 荷造運送費       | 100    | 5     | 18     | 22     | 35     | 50     | 57     | 64     | 71     | 79     | 83     | 91     | 99     | -1.00   | 0.03  | 8     |
| 販売固定費1      |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 販売固定費2      |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| ＜販売費合計＞     | 217    | 15    | 38     | 52     | 75     | 100    | 117    | 134    | 151    | 169    | 183    | 201    | 219    | 0.92    | 0.07  | 18    |
| 接待交際費       | 649    | 6     | 76     | 98     | 135    | 195    | 221    | 259    | 303    | 330    | 368    | 471    | 646    | -0.46   | 0.21  | 54    |
| 保険料         | 5,721  | 692   | 1,107  | 1,545  | 1,996  | 2,469  | 2,903  | 3,354  | 3,934  | 4,370  | 4,819  | 5,268  | 5,717  | -0.07   | 1.89  | 476   |
| 地代家賃        | 379    | 30    | 60     | 90     | 120    | 150    | 180    | 210    | 240    | 270    | 300    | 330    | 360    | -5.01   | 0.12  | 30    |
| 賃借料         | 5,603  | 1,472 | 1,768  | 2,064  | 2,360  | 2,656  | 2,952  | 3,248  | 3,714  | 4,010  | 4,306  | 4,615  | 4,911  | -12.35  | 1.62  | 409   |
| 水道光熱費       | 1,857  | 158   | 312    | 492    | 673    | 845    | 980    | 1,119  | 1,249  | 1,410  | 1,566  | 1,715  | 1,854  | -0.16   | 0.61  | 155   |
| 通信費         | 1,416  | 146   | 284    | 411    | 546    | 656    | 795    | 872    | 996    | 1,094  | 1,176  | 1,271  | 1,413  | -0.21   | 0.47  | 118   |
| 旅費交通費       | 6,064  | 525   | 977    | 1,551  | 2,118  | 2,607  | 3,086  | 3,587  | 4,049  | 4,490  | 4,996  | 5,429  | 6,063  | -0.02   | 2.00  | 505   |
| 消耗品費        | 483    | 106   | 150    | 210    | 248    | 284    | 308    | 345    | 390    | 408    | 424    | 453    | 482    | -0.21   | 0.16  | 40    |
| 事務用品費       | 735    | 27    | 81     | 120    | 207    | 268    | 317    | 371    | 406    | 437    | 506    | 601    | 734    | -0.14   | 0.24  | 61    |
| 修繕費         | 16     | 30    | 60     | 90     | 120    | 150    | 180    | 210    | 240    | 270    | 300    | 330    | 360    | 2150.00 | 0.12  | 30    |
| 租税公課        | 963    | 135   | 135    | 428    | 434    | 434    | 734    | 758    | 887    | 887    | 888    | 890    | 2,252  | 133.85  | 0.74  | 188   |
| 寄付金         |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 減価償却費       | 1,442  | 120   | 240    | 360    | 480    | 600    | 720    | 840    | 960    | 1,080  | 1,200  | 1,320  | 1,440  | -0.14   | 0.48  | 120   |
| 貸倒損・引当損     |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 試験研究費       |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| 会議研修費       | 120    | 70    | 72     | 83     | 84     | 86     | 88     | 98     | 98     | 98     | 103    | 108    | 119    | -0.83   | 0.04  | 10    |
| 備品費         | 406    | 34    | 68     | 102    | 136    | 170    | 204    | 238    | 272    | 306    | 340    | 374    | 408    | 0.49    | 0.13  | 34    |
| 顧問料         | 1,776  | 100   | 200    | 910    | 1,010  | 1,110  | 1,210  | 1,310  | 1,410  | 1,510  | 1,610  | 1,710  | 1,810  | 1.91    | 0.60  | 151   |
| 雑費          | 4,492  | 400   | 800    | 1,200  | 1,600  | 2,000  | 2,400  | 2,800  | 3,200  | 3,600  | 4,000  | 4,400  | 4,800  | 6.86    | 1.58  | 400   |
| 諸会費         | 300    | 63    | 183    | 183    | 183    | 223    | 230    | 250    | 259    | 261    | 261    | 297    | 299    | -0.33   | 0.10  | 25    |
| 新聞図書費       | 51     | 5     | 10     | 15     | 20     | 25     | 30     | 35     | 40     | 45     | 50     | 55     | 60     | 17.65   | 0.02  | 5     |
| 管理固定費6      |        |       |        |        |        |        |        |        |        |        |        |        |        |         |       |       |
| ＜管理費合計＞     | 32,473 | 4,119 | 6,583  | 9,952  | 12,470 | 14,928 | 17,538 | 19,904 | 22,647 | 24,876 | 27,213 | 29,637 | 33,728 | 3.86    | 11.13 | 2,811 |
| ＜販売費・一般管理費＞ | 80,801 | 6,544 | 11,427 | 17,197 | 22,120 | 27,216 | 32,306 | 37,103 | 42,261 | 46,920 | 51,640 | 56,477 | 63,131 | -21.87  | 20.84 | 5,261 |

## 貸借対照表

法人 消費税：税抜 原則課税  
A 予算：(株)サンプル3期(年初)

自 平成18年12月01日 至 平成19年11月30日

## &lt;資産の部&gt;

単位：千円

|          | 期首残高    | 18/12   | 19/01   | 19/02   | 19/03   | 19/04   | 19/05   | 19/06   | 19/07   | 19/08   | 19/09   | 19/10   | 19/11   | 当期増減    | 期首構成   | 期末構成   |
|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|--------|
| 当座資金     | 36,338  | 14,942  | 10,592  | 4,797   | -953    | -3,944  | -3,050  | -8,899  | -22,329 | -24,810 | -25,851 | -29,108 | -29,883 | -66,221 | 13.46  | -10.80 |
| 固定性預金    | 62,903  | 63,253  | 63,603  | 63,953  | 64,303  | 64,653  | 65,003  | 65,353  | 65,703  | 66,053  | 66,403  | 66,753  | 67,103  | 4,200   | 23.30  | 24.25  |
| 受取手形     | 2,630   | 12,867  | 24,807  | 35,208  | 46,432  | 49,137  | 52,260  | 56,385  | 59,872  | 62,389  | 61,512  | 61,172  | 60,649  | 58,019  | 0.97   | 21.92  |
| 売掛金      | 31,696  | 32,124  | 29,263  | 32,307  | 36,799  | 42,849  | 38,649  | 42,549  | 41,624  | 39,374  | 39,374  | 39,374  | 39,374  | 7,678   | 11.74  | 14.23  |
| 有価証券     |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 原材料      |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 製品・仕掛品   |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 商品       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 未収金      | 1,086   |         |         |         |         |         |         |         |         |         |         |         |         | -1,086  | 0.40   |        |
| 繰延税金資産   |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 短期貸付金    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 前払金      | 55      | 55      | 55      | 55      | 55      | 55      | 55      | 55      | 55      | 55      | 55      | 55      | 55      |         | 0.02   | 0.02   |
| 前払費用     | 7,714   | 7,714   | 7,714   | 7,714   | 7,714   | 7,714   | 7,714   | 7,714   | 7,714   | 7,714   | 7,714   | 7,714   | 6,175   | -1,539  | 2.86   | 2.23   |
| 仮払税金     |         |         | 386     | 386     | 386     | 386     | 386     | 386     | 386     | 386     | 386     | 386     | 188     | 188     |        | 0.07   |
| 仮払消費税    |         | 163     | 266     | 397     | 2,632   | 2,742   | 2,836   | 2,931   | 5,164   | 5,253   | 5,344   | 7,574   | 6,371   | 6,371   |        | 2.30   |
| 貸倒引当金    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 他の流動資産   |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 本支店勘定/資産 |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| <流動資産合計> | 142,422 | 131,118 | 136,686 | 144,817 | 157,368 | 163,592 | 163,853 | 166,474 | 158,189 | 156,414 | 154,937 | 153,920 | 150,032 | 7,610   | 52.77  | 54.22  |
| 建物       | 26,681  | 26,681  | 26,681  | 26,681  | 26,681  | 26,681  | 26,681  | 26,681  | 26,681  | 26,681  | 26,681  | 26,681  | 26,681  |         | 9.88   | 9.64   |
| 建物付属設備   | 1,033   | 1,033   | 1,033   | 1,033   | 1,033   | 1,033   | 1,033   | 1,033   | 1,033   | 1,033   | 1,033   | 1,033   | 1,033   |         | 0.38   | 0.37   |
| 機械装置     |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 車両運搬具    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 工具器具備品   | 575     | 575     | 575     | 575     | 575     | 575     | 575     | 575     | 575     | 575     | 575     | 575     | 575     |         | 0.21   | 0.21   |
| 土地       | 74,544  | 74,544  | 74,544  | 74,544  | 74,544  | 74,544  | 74,544  | 74,544  | 74,544  | 74,544  | 74,544  | 74,544  | 74,544  |         | 27.62  | 26.94  |
| 建設仮勘定    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 減価償却累計額  |         | 120     | 240     | 360     | 480     | 600     | 720     | 840     | 960     | 1,080   | 1,200   | 1,320   | 1,440   | 1,440   |        | 0.52   |
| 他の有形資産   | 728     | 728     | 728     | 728     | 728     | 728     | 728     | 728     | 728     | 728     | 728     | 728     | 728     |         | 0.27   | 0.26   |
| 無形固定資産   | 3,173   | 3,173   | 3,173   | 3,173   | 3,173   | 3,173   | 3,173   | 3,173   | 3,173   | 3,173   | 3,173   | 3,173   | 3,173   |         | 1.18   | 1.15   |
| 長期貸付金    | 8,403   | 8,403   | 8,403   | 8,403   | 8,403   | 8,403   | 8,403   | 8,403   | 8,403   | 8,403   | 8,403   | 8,403   | 8,403   |         | 3.11   | 3.04   |
| 株式累投     | 11,707  | 11,757  | 11,807  | 11,857  | 11,907  | 11,957  | 12,007  | 12,057  | 12,107  | 12,157  | 12,207  | 12,257  | 12,307  | 600     | 4.34   | 4.45   |
| 関係会社株式   |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 他の投資等    | 340     | 340     | 340     | 340     | 340     | 340     | 340     | 340     | 340     | 340     | 340     | 340     | 340     |         | 0.13   | 0.12   |
| 長期前払費用   | 309     | 309     | 309     | 309     | 309     | 309     | 309     | 309     | 309     | 309     | 309     | 309     | 309     |         | 0.11   | 0.11   |
| 長期繰延税金資産 |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 他の固定資産   |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| <固定資産合計> | 127,493 | 127,423 | 127,353 | 127,283 | 127,213 | 127,143 | 127,073 | 127,003 | 126,933 | 126,863 | 126,793 | 126,723 | 126,653 | -840    | 47.23  | 45.78  |
| 繰延資産     |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 【資産の部合計】 | 269,915 | 258,541 | 264,039 | 272,100 | 284,581 | 290,735 | 290,926 | 293,477 | 285,122 | 283,277 | 281,730 | 280,643 | 276,685 | 6,770   | 100.00 | 100.00 |

## 貸借対照表

法人 消費税：税抜 原則課税  
A予算：(株)サンプル3期(年初)

自平成18年12月01日 至平成19年11月30日

## &lt;負債・純資産の部&gt;

単位：千円

|           | 期首残高    | 18/12   | 19/01   | 19/02   | 19/03   | 19/04   | 19/05   | 19/06   | 19/07   | 19/08   | 19/09   | 19/10   | 19/11   | 当期増減    | 期首構成   | 期末構成   |
|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|--------|
| 支払手形      |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 買掛金       | 8,486   | 4,018   | 160     | 411     | 765     | 1,815   | 1,815   | 1,515   | 1,515   | 840     | 840     | 840     | 840     | -7,646  | 3.14   | 0.30   |
| 未払金       | 5,827   | 3,309   | 6,365   | 7,471   | 8,670   | 13,060  | 13,060  | 11,660  | 11,660  | 8,510   | 8,510   | 8,510   | 8,510   | 2,683   | 2.16   | 3.08   |
| 未払費用      | 833     | 833     | 833     | 833     | 833     | 833     | 833     | 833     | 833     | 833     | 833     | 833     | 833     |         | 0.31   | 0.30   |
| 短期借入金     | 12,383  | 12,315  | 12,247  | 12,179  | 12,111  | 12,043  | 11,975  | 11,919  | 11,862  | 11,805  | 11,748  | 11,690  | 11,632  | -751    | 4.59   | 4.20   |
| 割引手形      |         | 12,867  | 24,807  | 35,208  | 46,432  | 49,137  | 52,260  | 56,385  | 59,872  | 62,389  | 61,512  | 61,172  | 60,649  | 60,649  |        | 21.92  |
| 前受金       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 仮受消費税     |         | 5       | 5       | 27      | 28      | 28      | 30      | 30      | 30      | 30      | 30      | 32      |         |         |        |        |
| 未払役員賞与配当  |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 賞与引当金     |         | -7,744  | -6,374  | -5,004  | -3,634  | -2,201  | -768    | 749     | -6,074  | -4,557  | -3,040  | -1,523  |         |         |        |        |
| 未払法人税等    | 802     | 802     |         |         |         |         |         |         |         |         |         |         |         | -802    | 0.30   |        |
| 繰延税金負債    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 他の流動負債    | 2,410   | 2,410   | 2,410   | 2,410   | 2,410   | 2,410   | 2,410   | 2,410   | 2,410   | 2,410   | 2,410   | 2,410   | 2,410   |         | 0.89   | 0.87   |
| 本支店勘定/負債  |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| <流動負債合計>  | 30,741  | 28,815  | 40,453  | 53,535  | 67,615  | 77,125  | 81,615  | 85,501  | 82,108  | 82,260  | 82,843  | 83,964  | 84,874  | 54,133  | 11.39  | 30.68  |
| 設備投資手形    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 長期借入金     | 236,511 | 232,538 | 228,565 | 224,592 | 220,619 | 216,645 | 212,671 | 208,697 | 204,723 | 200,749 | 196,775 | 192,801 | 188,827 | -47,684 | 87.62  | 68.25  |
| 関係会社借入金   |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 退職給付引当金   |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 社債        |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 長期繰延税金負債  |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 他の固定負債    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| <固定負債合計>  | 236,511 | 232,538 | 228,565 | 224,592 | 220,619 | 216,645 | 212,671 | 208,697 | 204,723 | 200,749 | 196,775 | 192,801 | 188,827 | -47,684 | 87.62  | 68.25  |
| その他引当金    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| [負債の部合計]  | 267,252 | 261,353 | 269,018 | 278,127 | 288,234 | 293,770 | 294,286 | 294,198 | 286,831 | 283,009 | 279,618 | 276,765 | 273,701 | 6,449   | 99.01  | 98.92  |
| 資本金       | 30,000  | 30,000  | 30,000  | 30,000  | 30,000  | 30,000  | 30,000  | 30,000  | 30,000  | 30,000  | 30,000  | 30,000  | 30,000  |         | 11.11  | 10.84  |
| 資本剰余金     |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 利益準備金     | 1,109   | 1,109   | 1,109   | 1,109   | 1,109   | 1,109   | 1,109   | 1,109   | 1,109   | 1,109   | 1,109   | 1,109   | 1,109   |         | 0.41   | 0.40   |
| 任意積立金     | 15,050  | 15,050  | 15,050  | 15,050  | 15,050  | 15,050  | 15,050  | 15,050  | 15,050  | 15,050  | 15,050  | 15,050  | 15,050  |         | 5.58   | 5.44   |
| 繰越利益剰余金   | -26,236 | -31,711 | -33,878 | -34,926 | -32,552 | -31,934 | -32,259 | -29,620 | -30,608 | -28,631 | -26,787 | -25,021 | -25,915 | 321     | -9.72  | -9.37  |
| 自己株式      | 17,260  | 17,260  | 17,260  | 17,260  | 17,260  | 17,260  | 17,260  | 17,260  | 17,260  | 17,260  | 17,260  | 17,260  | 17,260  |         | 6.39   | 6.24   |
| <株主資本合計>  | 2,663   | -2,812  | -4,979  | -6,027  | -3,653  | -3,035  | -3,360  | -721    | -1,709  | 268     | 2,112   | 3,878   | 2,984   | 321     | 0.99   | 1.08   |
| 評価換算差額等   |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 新株予約権     |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| 少数株主持分    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |        |        |
| [純資産の部合計] | 2,663   | -2,812  | -4,979  | -6,027  | -3,653  | -3,035  | -3,360  | -721    | -1,709  | 268     | 2,112   | 3,878   | 2,984   | 321     | 0.99   | 1.08   |
| [負債純資産合計] | 269,915 | 258,541 | 264,039 | 272,100 | 284,581 | 290,735 | 290,926 | 293,477 | 285,122 | 283,277 | 281,730 | 280,643 | 276,685 | 6,770   | 100.00 | 100.00 |