

# 2017年度収支予算書

- (1) 正味財産増減計算書（予算書）
- (2) 正味財産増減計算書内訳表（予算書）
- (3) 収 支 計 算 書（予算書）
- (4) 資金調達及び設備投資の見込み

**正味財産増減計算書（予算書）**  
平成29年4月1日から平成30年3月31日まで

（単位：円）

| 科目                     | 当年度                | 前年度                 | 増 減                 |
|------------------------|--------------------|---------------------|---------------------|
| <b>I 一般正味財産増減の部</b>    |                    |                     |                     |
| <b>1. 経常増減の部</b>       |                    |                     |                     |
| <b>(1) 経常収益</b>        |                    |                     |                     |
| ① 基本財産運用益              |                    |                     |                     |
| 基本財産受取利息               | 1,721,000          | 1,722,000           | ▲ 1,000             |
| ② 特定資産運用益              |                    |                     |                     |
| 特定資産受取利息               | 1,689,000          | 1,806,000           | ▲ 117,000           |
| ③ 受取入会金                |                    |                     |                     |
| 受取入会金                  | 1,000,000          | 1,000,000           | 0                   |
| ④ 受取会費                 |                    |                     |                     |
| 賛助会員受取会費               | 126,582,000        | 126,507,000         | 75,000              |
| ⑤ 事業収益                 |                    |                     |                     |
| 事業収益                   | 355,766,000        | 359,332,000         | ▲ 3,566,000         |
| ⑥ 雑収益                  |                    |                     |                     |
| 受取利息                   | 100,000            | 164,000             | ▲ 64,000            |
| 雑収益                    | 3,041,000          | 3,030,000           | 11,000              |
| <b>経常収益計</b>           | <b>489,899,000</b> | <b>493,561,000</b>  | <b>▲ 3,662,000</b>  |
| <b>(2) 経常費用</b>        |                    |                     |                     |
| ① 事業費                  |                    |                     |                     |
| 役員報酬                   | 9,396,000          | 10,080,000          | ▲ 684,000           |
| 給与手当                   | 113,395,499        | 119,691,748         | ▲ 6,296,249         |
| 賞与引当金繰入額               | 5,102,397          | 5,218,435           | ▲ 116,038           |
| 退職給付費用                 | 9,404,257          | 6,883,457           | 2,520,800           |
| 役員退職慰労引当金繰入額           | 2,192,400          | 2,352,000           | ▲ 159,600           |
| 福利厚生費                  | 28,639,016         | 29,984,500          | ▲ 1,345,484         |
| 講師費                    | 67,911,000         | 65,543,000          | 2,368,000           |
| 事業実施費                  | 106,043,000        | 109,829,000         | ▲ 3,786,000         |
| 会議費                    | 273,360            | 295,232             | ▲ 21,872            |
| 旅費交通費                  | 5,262,000          | 5,152,000           | 110,000             |
| 通信運搬費                  | 11,725,502         | 12,411,713          | ▲ 686,211           |
| 減価償却費                  | 15,047,972         | 21,468,409          | ▲ 6,420,437         |
| 消耗備品費                  | 3,666,609          | 3,819,854           | ▲ 153,245           |
| 修繕費                    | 8,326,048          | 8,519,958           | ▲ 193,910           |
| 資料印刷費                  | 20,897,473         | 21,563,731          | ▲ 666,258           |
| 光熱水料費                  | 1,189,375          | 1,196,625           | ▲ 7,250             |
| 賃借料                    | 37,917,275         | 38,292,000          | ▲ 374,725           |
| 租税公課                   | 5,894,000          | 5,894,000           | 0                   |
| 委託費                    | 1,822,400          | 1,845,200           | ▲ 22,800            |
| 諸会費                    | 2,109,010          | 2,227,157           | ▲ 118,147           |
| 雑費                     | 6,443,808          | 3,983,796           | 2,460,012           |
| <b>事業費計</b>            | <b>462,658,401</b> | <b>476,251,815</b>  | <b>▲ 13,593,414</b> |
| ② 管理費                  |                    |                     |                     |
| 役員報酬                   | 1,404,000          | 1,920,000           | ▲ 516,000           |
| 給与手当                   | 10,224,501         | 8,965,252           | 1,259,249           |
| 賞与引当金繰入額               | 474,603            | 388,565             | 86,038              |
| 退職給付費用                 | 874,743            | 512,543             | 362,200             |
| 役員退職慰労引当金繰入額           | 327,600            | 448,000             | ▲ 120,400           |
| 福利厚生費                  | 2,790,984          | 2,515,500           | 275,484             |
| 講師費                    | 420,000            | 540,000             | ▲ 120,000           |
| 事業実施費                  | 1,700,000          | 1,800,000           | ▲ 100,000           |
| 会議費                    | 26,640             | 24,768              | 1,872               |
| 旅費交通費                  | 670,000            | 740,000             | ▲ 70,000            |
| 通信運搬費                  | 868,498            | 1,279,287           | ▲ 410,789           |
| 減価償却費                  | 767,028            | 957,590             | ▲ 190,562           |
| 消耗備品費                  | 921,391            | 1,328,146           | ▲ 406,755           |
| 修繕費                    | 1,173,952          | 980,043             | 193,909             |
| 資料印刷費                  | 366,527            | 2,386,269           | ▲ 2,019,742         |
| 光熱水料費                  | 60,625             | 53,375              | 7,250               |
| 賃借料                    | 1,932,725          | 1,708,000           | 224,725             |
| 租税公課                   | 776,000            | 776,000             | 0                   |
| 委託費                    | 3,977,600          | 4,154,800           | ▲ 177,200           |
| 諸会費                    | 290,990            | 272,843             | 18,147              |
| 雑費                     | 2,007,192          | 3,484,204           | ▲ 1,477,012         |
| <b>管理費計</b>            | <b>32,055,599</b>  | <b>35,235,185</b>   | <b>▲ 3,179,586</b>  |
| <b>経常費用計</b>           | <b>494,714,000</b> | <b>511,487,000</b>  | <b>▲ 16,773,000</b> |
| <b>評価損益等調整前当期経常増減額</b> | <b>▲ 4,815,000</b> | <b>▲ 17,926,000</b> | <b>13,111,000</b>   |
| <b>評価損益等計</b>          |                    |                     |                     |
| <b>当期経常増減額</b>         | <b>▲ 4,815,000</b> | <b>▲ 17,926,000</b> | <b>13,111,000</b>   |
| <b>2. 経常外増減の部</b>      |                    |                     |                     |
| <b>(1) 経常外収益</b>       |                    |                     |                     |
| ① 固定資産売却益              |                    |                     | 0                   |
| <b>経常外収益計</b>          | <b>0</b>           | <b>0</b>            | <b>0</b>            |
| <b>(2) 経常外費用</b>       |                    |                     |                     |
| ① 固定資産処分損              |                    | 0                   | 0                   |
| <b>経常外費用計</b>          | <b>0</b>           | <b>0</b>            | <b>0</b>            |
| <b>当期経常外増減額</b>        | <b>0</b>           | <b>0</b>            | <b>0</b>            |
| <b>当期一般正味財産増減額</b>     | <b>▲ 4,815,000</b> | <b>▲ 17,926,000</b> | <b>13,111,000</b>   |
| <b>一般正味財産期首残高</b>      | <b>668,618,621</b> | <b>686,544,621</b>  | <b>▲ 17,926,000</b> |
| <b>一般正味財産期末残高</b>      | <b>663,803,621</b> | <b>668,618,621</b>  | <b>▲ 4,815,000</b>  |
| <b>II 指定正味財産増減の部</b>   |                    |                     |                     |
| <b>当期指定正味財産増減額</b>     | <b>0</b>           | <b>0</b>            | <b>0</b>            |
| <b>指定正味財産期首残高</b>      | <b>0</b>           | <b>0</b>            | <b>0</b>            |
| <b>指定正味財産期末残高</b>      | <b>0</b>           | <b>0</b>            | <b>0</b>            |
| <b>III 正味財産期末残高</b>    | <b>663,803,621</b> | <b>668,618,621</b>  | <b>▲ 4,815,000</b>  |



正味財産増減計算書内訳書（予算書）  
平成29年4月1日から平成30年3月31日まで

(単位：円)

| 科 目             | 公益目的事業       |                |              |              |             |              |             | 収益事業等        |            |             | 法人会計       | 内部取引消去     | 合 計 |             |
|-----------------|--------------|----------------|--------------|--------------|-------------|--------------|-------------|--------------|------------|-------------|------------|------------|-----|-------------|
|                 | 公益 1         | 公益 2           |              | 公益 3         | 公益 4        | 共通           | 小 計         | 収益 1         | 収益 2       | 小 計         |            |            |     |             |
|                 | 経営革新事業       | ユニオン・イノベーション事業 | 雇用開発・労使関係事業  | 計            | 人材育成・開発事業   |              |             | 地域交流事業       | 診断指導事業     |             |            |            |     | 書籍・手帳販売事業等  |
| I 一般正味財産増減の部    |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| 1. 経常増減の部       |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| (1) 経常収益        |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| ① 基本財産運用益       |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| 基本財産受取利息        |              |                |              | 0            |             |              |             | 0            |            |             | 0          | 1,721,000  |     | 1,721,000   |
| ② 特定資産運用益       |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| 特定資産受取利息        | 4,735        | 436            | 2,158        | 2,594        | 3,287       | 327          | 10,943      | 422          | 53         | 475         | 1,677,582  |            |     | 1,689,000   |
| ③ 受取入会金         |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| 受取入会金           |              |                |              | 0            |             |              | 700,000     |              |            | 0           | 300,000    |            |     | 1,000,000   |
| ④ 受取会費          |              |                |              | 0            |             |              | 88,607,400  |              |            | 0           | 37,974,600 |            |     | 126,582,000 |
| 賛助会員受取会費        |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| ⑤ 事業収益          | 73,466,000   | 3,840,000      | 57,325,000   | 61,165,000   | 171,670,000 | 500,000      | 306,801,000 | 47,565,000   | 1,400,000  | 48,965,000  |            |            |     | 355,766,000 |
| ⑥ 雑収益           |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| 受取利息            |              |                |              | 0            |             |              |             |              |            | 100,000     | 100,000    |            |     | 100,000     |
| 雑収益             |              |                |              | 0            |             |              | 3,000,000   |              |            | 10,000      | 10,000     | 31,000     |     | 3,041,000   |
| 経常収益計           | 73,470,735   | 3,840,436      | 57,327,158   | 61,167,594   | 171,673,287 | 500,327      | 92,307,400  | 47,565,422   | 1,510,053  | 49,075,475  | 41,704,182 | 0          |     | 489,899,000 |
| (2) 経常費用        |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| ① 事業費           |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| 役員報酬            | 1,998,000    | 972,000        | 2,214,000    | 3,186,000    | 3,618,000   | 486,000      | 9,288,000   | 54,000       | 54,000     | 108,000     |            |            |     | 9,396,000   |
| 給与手当            | 40,183,624   | 4,303,579      | 19,705,186   | 24,008,765   | 31,235,568  | 7,003,872    | 102,431,829 | 9,909,939    | 1,053,731  | 10,963,670  |            |            |     | 113,395,499 |
| 賞与引当金繰入額        | 1,873,872    | 194,637        | 902,359      | 1,096,996    | 1,361,903   | 301,716      | 4,634,487   | 417,717      | 50,193     | 467,910     |            |            |     | 5,102,397   |
| 退職給付費用          | 3,453,744    | 358,737        | 1,663,142    | 2,021,879    | 2,510,132   | 556,094      | 8,541,849   | 769,897      | 92,511     | 862,408     |            |            |     | 9,404,257   |
| 役員退職慰労引当金繰入額    | 466,200      | 226,800        | 516,600      | 743,400      | 844,200     | 113,400      | 2,167,200   | 12,600       | 12,600     | 25,200      |            |            |     | 2,192,400   |
| 福利厚生費           | 10,167,605   | 1,241,485      | 5,198,522    | 6,440,007    | 7,910,931   | 1,678,362    | 26,196,905  | 2,171,813    | 270,298    | 2,442,111   |            |            |     | 28,639,016  |
| 講師費             | 13,704,000   | 1,375,000      | 10,747,000   | 12,122,000   | 23,135,000  | 1,200,000    | 50,161,000  | 17,750,000   | 0          | 17,750,000  |            |            |     | 67,911,000  |
| 事業実施費           | 13,739,000   | 1,540,000      | 13,984,000   | 15,524,000   | 70,600,000  | 2,080,000    | 101,943,000 | 3,020,000    | 1,080,000  | 4,100,000   |            |            |     | 106,043,000 |
| 会議費             | 97,050       | 11,850         | 49,620       | 61,470       | 75,510      | 16,020       | 250,050     | 20,730       | 2,580      | 23,310      |            |            |     | 273,360     |
| 旅費交通費           | 1,256,000    | 170,000        | 573,000      | 743,000      | 2,010,000   | 70,000       | 4,079,000   | 1,183,000    | 0          | 1,183,000   |            |            |     | 5,262,000   |
| 通信運搬費           | 2,754,559    | 208,248        | 2,463,019    | 2,671,267    | 4,803,818   | 889,609      | 11,119,253  | 592,793      | 13,456     | 606,249     |            |            |     | 11,725,502  |
| 減価償却費           | 6,240,597    | 574,085        | 2,843,537    | 3,417,622    | 4,331,729   | 431,750      | 14,421,698  | 556,688      | 69,586     | 626,274     |            |            |     | 15,047,972  |
| 消耗備品費           | 683,432      | 70,728         | 520,097      | 590,825      | 1,810,200   | 76,505       | 3,160,962   | 495,488      | 10,159     | 505,647     |            |            |     | 3,666,609   |
| 修繕費             | 2,750,407    | 305,811        | 1,482,552    | 1,788,363    | 2,637,266   | 379,621      | 7,555,657   | 702,810      | 67,581     | 770,391     |            |            |     | 8,326,048   |
| 資料印刷費           | 4,141,447    | 565,517        | 3,741,245    | 4,306,762    | 5,266,105   | 5,630,722    | 19,345,036  | 1,550,271    | 2,166      | 1,552,437   |            |            |     | 20,897,473  |
| 光熱水料費           | 493,250      | 45,375         | 224,750      | 270,125      | 342,375     | 34,125       | 1,139,875   | 44,000       | 5,500      | 49,500      |            |            |     | 1,189,375   |
| 貸借料             | 15,724,810   | 1,446,555      | 7,165,030    | 8,611,585    | 10,914,915  | 1,087,905    | 36,339,215  | 1,402,720    | 175,340    | 1,578,060   |            |            |     | 37,917,275  |
| 租税公課            | 2,030,483    | 20,040         | 893,530      | 913,570      | 2,062,900   | ▲ 267,588    | 4,739,365   | 1,087,443    | 67,192     | 1,154,635   |            |            |     | 5,894,000   |
| 委託費             | 647,000      | 79,000         | 330,800      | 409,800      | 503,400     | 106,800      | 1,667,000   | 138,200      | 17,200     | 155,400     |            |            |     | 1,822,400   |
| 諸会費             | 748,755      | 91,424         | 382,825      | 474,249      | 582,570     | 123,596      | 1,929,170   | 159,935      | 19,905     | 179,840     |            |            |     | 2,109,010   |
| 雑費              | 869,673      | 153,881        | 904,054      | 1,057,935    | 2,875,211   | 1,154,932    | 5,957,751   | 465,958      | 20,099     | 486,057     |            |            |     | 6,443,808   |
| 事業費計            | 124,023,508  | 13,954,752     | 76,504,868   | 90,459,620   | 179,431,733 | 23,153,441   | 0           | 417,068,302  | 42,506,002 | 3,084,097   | 45,590,099 | 0          | 0   | 462,658,401 |
| ② 管理費           |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| 役員報酬            |              |                |              | 0            |             |              | 0           |              |            | 0           | 1,404,000  |            |     | 1,404,000   |
| 給与手当            |              |                |              | 0            |             |              | 0           |              |            | 0           | 10,224,501 |            |     | 10,224,501  |
| 賞与引当金繰入額        |              |                |              | 0            |             |              | 0           |              |            | 0           | 474,603    |            |     | 474,603     |
| 退職給付費用          |              |                |              | 0            |             |              | 0           |              |            | 0           | 874,743    |            |     | 874,743     |
| 役員退職慰労引当金繰入額    |              |                |              | 0            |             |              | 0           |              |            | 0           | 327,600    |            |     | 327,600     |
| 福利厚生費           |              |                |              | 0            |             |              | 0           |              |            | 0           | 2,790,984  |            |     | 2,790,984   |
| 講師費             |              |                |              | 0            |             |              | 0           |              |            | 0           | 420,000    |            |     | 420,000     |
| 事業実施費           |              |                |              | 0            |             |              | 0           |              |            | 0           | 1,700,000  |            |     | 1,700,000   |
| 会議費             |              |                |              | 0            |             |              | 0           |              |            | 0           | 26,640     |            |     | 26,640      |
| 旅費交通費           |              |                |              | 0            |             |              | 0           |              |            | 0           | 670,000    |            |     | 670,000     |
| 通信運搬費           |              |                |              | 0            |             |              | 0           |              |            | 0           | 868,498    |            |     | 868,498     |
| 減価償却費           |              |                |              | 0            |             |              | 0           |              |            | 0           | 767,028    |            |     | 767,028     |
| 消耗備品費           |              |                |              | 0            |             |              | 0           |              |            | 0           | 921,391    |            |     | 921,391     |
| 修繕費             |              |                |              | 0            |             |              | 0           |              |            | 0           | 1,173,952  |            |     | 1,173,952   |
| 資料印刷費           |              |                |              | 0            |             |              | 0           |              |            | 0           | 366,527    |            |     | 366,527     |
| 光熱水料費           |              |                |              | 0            |             |              | 0           |              |            | 0           | 60,625     |            |     | 60,625      |
| 貸借料             |              |                |              | 0            |             |              | 0           |              |            | 0           | 1,932,725  |            |     | 1,932,725   |
| 租税公課            |              |                |              | 0            |             |              | 0           |              |            | 0           | 776,000    |            |     | 776,000     |
| 委託費             |              |                |              | 0            |             |              | 0           |              |            | 0           | 3,977,600  |            |     | 3,977,600   |
| 諸会費             |              |                |              | 0            |             |              | 0           |              |            | 0           | 290,990    |            |     | 290,990     |
| 雑費              |              |                |              | 0            |             |              | 0           |              |            | 0           | 2,007,192  |            |     | 2,007,192   |
| 管理費計            | 0            | 0              | 0            | 0            | 0           | 0            | 0           | 0            | 0          | 0           | 32,055,599 | 0          | 0   | 32,055,599  |
| 経常費用計           | 124,023,508  | 13,954,752     | 76,504,868   | 90,459,620   | 179,431,733 | 23,153,441   | 0           | 417,068,302  | 42,506,002 | 3,084,097   | 45,590,099 | 32,055,599 | 0   | 494,714,000 |
| 評価損益等調整前当期経常増減額 | ▲ 50,552,773 | ▲ 10,114,316   | ▲ 19,177,710 | ▲ 29,292,026 | ▲ 7,758,446 | ▲ 22,653,114 | 92,307,400  | ▲ 17,948,959 | 5,059,420  | ▲ 1,574,044 | 3,485,376  | 9,648,583  | 0   | ▲ 4,815,000 |
| 評価損益等計          |              |                |              | 0            |             |              |             | 0            |            | 0           |            |            |     |             |
| 当期経常増減額         | ▲ 50,552,773 | ▲ 10,114,316   | ▲ 19,177,710 | ▲ 29,292,026 | ▲ 7,758,446 | ▲ 22,653,114 | 92,307,400  | ▲ 17,948,959 | 5,059,420  | ▲ 1,574,044 | 3,485,376  | 9,648,583  | 0   | ▲ 4,815,000 |
| 2. 経常外増減の部      |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| (1) 経常外収益       |              |                |              | 0            |             |              |             |              |            | 0           |            |            |     |             |
| ① 固定資産売却益       |              |                |              | 0            |             |              |             |              |            | 0           |            |            |     | 0           |
| 経常外収益計          | 0            | 0              | 0            | 0            | 0           | 0            | 0           | 0            | 0          | 0           | 0          | 0          | 0   | 0           |
| (2) 経常外費用       |              |                |              | 0            |             |              |             |              |            | 0           |            |            |     |             |
| ① 固定資産処分損       |              |                |              | 0            |             |              |             |              |            | 0           |            |            |     |             |
| 経常外費用計          | 0            | 0              | 0            | 0            | 0           | 0            | 0           | 0            | 0          | 0           | 0          | 0          | 0   | 0           |
| 当期経常外増減額        | 0            | 0              | 0            | 0            | 0           | 0            | 0           | 0            | 0          | 0           | 0          | 0          | 0   | 0           |
| 他会計振替額          |              |                |              |              |             |              |             |              |            | 0           |            |            |     | 0           |
| 当期一般正味財産増減額     | ▲ 50,552,773 | ▲ 10,114,316   | ▲ 19,177,710 | ▲ 29,292,026 | ▲ 7,758,446 | ▲ 22,653,114 | 92,307,400  | ▲ 17,948,959 | 5,059,420  | ▲ 1,574,044 | 3,485,376  | 9,648,583  | 0   | ▲ 4,815,000 |
| 一般正味財産期首残高      |              |                |              | 0            |             |              |             | 0            |            | 0           |            |            |     | 668,618,621 |
| 一般正味財産期末残高      | ▲ 50,552,773 | ▲ 10,114,316   | ▲ 19,177,710 | ▲ 29,292,026 | ▲ 7,758,446 | ▲ 22,653,114 | 92,307,400  | ▲ 17,948,959 | 5,059,420  | ▲ 1,574,044 | 3,485,376  | 9,648,583  | 0   | 663,803,621 |
| II 指定正味財産増減の部   |              |                |              |              |             |              |             |              |            |             |            |            |     |             |
| 当期指定正味財産増減額     | 0            | 0              | 0            | 0            | 0           | 0            | 0           | 0            | 0          | 0           | 0          | 0          | 0   | 0           |
| 指定正味財産期首残高      | 0            |                |              |              |             |              |             |              |            |             |            |            |     |             |

(作成上の留意事項)

・ 法人会計区分は、管理業務に関する収益・費用やその他の法人全般に係る（公益目的事業会計・収益事業等会計に区分できないもの）収益・費用を表示するものとする。

**収 支 計 算 書(予算書)**  
(平成29年4月1日から平成30年3月31日まで)

|                     | (Ⅰ)                 | (Ⅱ)                 | (Ⅰ) - (Ⅱ)           | (単位: 円) |
|---------------------|---------------------|---------------------|---------------------|---------|
| 科 目                 | 当年度                 | 前年度                 | 増 減                 | 備 考     |
| <b>I. 事業活動収支の部</b>  |                     |                     |                     |         |
| <b>1. 事業活動収入</b>    |                     |                     |                     |         |
| ①基本財産運用収入           | 1,721,000           | 1,722,000           | ▲ 1,000             |         |
| ②入会金収入              | 1,000,000           | 1,000,000           | 0                   |         |
| ③賛助会費収入             | 126,582,000         | 126,507,000         | 75,000              |         |
| ④事業収入               |                     |                     | 0                   |         |
| 経営革新事業収入            | 73,466,000          | 86,052,000          | ▲ 12,586,000        |         |
| ユニバ・イノベーション事業収入     | 3,840,000           | 3,840,000           | 0                   |         |
| 雇用開発・労使関係事業収入       | 57,325,000          | 65,785,000          | ▲ 8,460,000         |         |
| 人材育成事業収入            | 171,670,000         | 156,735,000         | 14,935,000          |         |
| 地域交流事業収入            | 500,000             | 650,000             | ▲ 150,000           |         |
| 診断指導事業収入            | 47,565,000          | 43,870,000          | 3,695,000           |         |
| 書籍・手帳販売事業           | 1,400,000           | 2,400,000           | ▲ 1,000,000         |         |
| ④事業収入計              | 355,766,000         | 359,332,000         | ▲ 3,566,000         |         |
| ⑤雑収入                | 4,830,000           | 5,000,000           | ▲ 170,000           |         |
| <b>事業活動収入計</b>      | <b>489,899,000</b>  | <b>493,561,000</b>  | <b>▲ 3,662,000</b>  |         |
| <b>2. 事業活動支出</b>    |                     |                     |                     |         |
| ①事業活動費支出            |                     |                     |                     |         |
| 経営革新事業費支出           | 36,657,000          | 41,136,000          | ▲ 4,479,000         |         |
| ユニバ・イノベーション事業費支出    | 4,182,000           | 4,210,000           | ▲ 28,000            |         |
| 雇用開発・労使関係事業費支出      | 32,780,000          | 40,943,000          | ▲ 8,163,000         |         |
| 人材育成事業費支出           | 110,664,000         | 100,955,000         | 9,709,000           |         |
| 地域交流事業費支出           | 11,670,000          | 15,750,000          | ▲ 4,080,000         |         |
| 診断指導事業費支出           | 25,511,000          | 20,995,000          | 4,516,000           |         |
| 書籍・手帳販売事業           | 1,100,000           | 6,100,000           | ▲ 5,000,000         |         |
| 運営費                 | 3,170,000           | 3,260,000           | ▲ 90,000            |         |
| ①事業活動費支出            | 225,734,000         | 233,349,000         | ▲ 7,615,000         |         |
| ②管理費支出              |                     |                     |                     |         |
| 給与手当支出              | 131,236,000         | 135,576,000         | ▲ 4,340,000         |         |
| 福利厚生支出              | 31,430,000          | 32,500,000          | ▲ 1,070,000         |         |
| 退職給付支出              | 0                   | 0                   | 0                   |         |
| 修繕費支出               | 15,300,000          | 15,500,000          | ▲ 200,000           |         |
| 光熱水費支出              | 1,250,000           | 1,250,000           | 0                   |         |
| 賃借料支出               | 39,850,000          | 40,000,000          | ▲ 150,000           |         |
| 会議費支出               | 300,000             | 320,000             | ▲ 20,000            |         |
| 旅費交通費支出             | 550,000             | 600,000             | ▲ 50,000            |         |
| 通信運搬費支出             | 2,850,000           | 3,000,000           | ▲ 150,000           |         |
| 資料印刷費支出             | 780,000             | 800,000             | ▲ 20,000            |         |
| 租税公課支出              | 6,670,000           | 6,670,000           | 0                   |         |
| 支払寄付金支出             | 0                   | 0                   | 0                   |         |
| 雑支出                 | 10,150,000          | 9,300,000           | 850,000             |         |
| ②管理費支出計             | 240,366,000         | 245,516,000         | ▲ 5,150,000         |         |
| <b>事業活動支出計</b>      | <b>466,100,000</b>  | <b>478,865,000</b>  | <b>▲ 12,765,000</b> |         |
| <b>事業活動収支差額</b>     | <b>23,799,000</b>   | <b>14,696,000</b>   | <b>9,103,000</b>    |         |
| <b>II. 投資活動収支の部</b> |                     |                     |                     |         |
| <b>1. 投資活動収入</b>    |                     |                     |                     |         |
| 退職給与引当預金取崩収入        | 0                   | 0                   | 0                   |         |
| 減価償却引当預金取崩収入        | 0                   | 28,470,000          | ▲ 28,470,000        |         |
| 運営安定化積立預金取崩収入       | 0                   | 8,000,000           | ▲ 8,000,000         |         |
| <b>投資活動収入計</b>      | <b>0</b>            | <b>36,470,000</b>   | <b>▲ 36,470,000</b> |         |
| <b>2. 投資活動支出</b>    |                     |                     |                     |         |
| 退職給与引当預金繰入支出        | 10,279,000          | 7,396,000           | 2,883,000           |         |
| 役員退職慰労金繰入支出         | 2,520,000           | 2,800,000           | ▲ 280,000           |         |
| 基盤拡充積立預金繰入支出        | 1,000,000           | 1,000,000           | 0                   |         |
| 減価償却引当預金繰入支出        | 10,000,000          | 10,000,000          | 0                   |         |
| 運営安定化積立預金繰入支出       | 0                   | 1,500,000           | ▲ 1,500,000         |         |
| 長期前払費用繰入支出          | 0                   | 0                   | 0                   |         |
| 固定資産取得支出            | 0                   | 28,470,000          | ▲ 28,470,000        |         |
| <b>投資活動支出計</b>      | <b>23,799,000</b>   | <b>51,166,000</b>   | <b>▲ 27,367,000</b> |         |
| <b>投資活動収支差額</b>     | <b>▲ 23,799,000</b> | <b>▲ 14,696,000</b> | <b>▲ 9,103,000</b>  |         |
| <b>III 予備費支出</b>    | <b>0</b>            | <b>0</b>            | <b>0</b>            |         |
| <b>当期収支差額</b>       | <b>0</b>            | <b>0</b>            | <b>0</b>            |         |
| <b>前期繰越収支差額</b>     | <b>63,013,344</b>   | <b>63,013,344</b>   | <b>0</b>            |         |
| <b>次期繰越収支差額</b>     | <b>63,013,344</b>   | <b>63,013,344</b>   | <b>0</b>            |         |

資金調達及び設備投資の見込み  
(平成29年4月1日～平成30年3月31日)

1. 資金調達の見込みについて

なし

2. 設備投資の見込みについて

なし

以 上