

# 2023年度収支予算書

自 2023年4月 1日

至 2024年3月31日

公益社団法人 リース事業協会



2023年度収支予算・総括表  
(2023年4月1日から2024年3月31日まで)

(単位:円)

| 科目           | 2023年度予算額<br>(A) | 2022年度予算額<br>(B) | 差異<br>(A) - (B) | 前年度比 |
|--------------|------------------|------------------|-----------------|------|
| I 一般正味財産の部   |                  |                  |                 |      |
| 1 経常増減の部     |                  |                  |                 |      |
| (1) 経常収益     |                  |                  |                 |      |
| ① 受取入会金      | 0                | 0                | 0               | —    |
| ② 受取会費       | 206,404,390      | 208,130,610      | △ 1,726,220     | 99%  |
| 正会員受取会費      | 158,158,390      | 159,548,610      | △ 1,390,220     | 99%  |
| 賛助会員受取会費     | 48,246,000       | 48,582,000       | △ 336,000       | 99%  |
| ③ 事業収益       | 23,300,000       | 24,300,000       | △ 1,000,000     | 96%  |
| 調査研究事業収益     | 2,700,000        | 2,700,000        | 0               | 100% |
| 広報事業及び相談事業収益 | 3,800,000        | 3,800,000        | 0               | 100% |
| 研修事業収益       | 8,500,000        | 9,000,000        | △ 500,000       | 94%  |
| 支援事業収益       | 8,300,000        | 8,800,000        | △ 500,000       | 94%  |
| ④ 雑収益        | 20,000           | 20,000           | 0               | 100% |
| 受取利息収益       | 10,000           | 10,000           | 0               | 100% |
| その他収益        | 10,000           | 10,000           | 0               | 100% |
| 経常収益計 (A)    | 229,724,390      | 232,450,610      | △ 2,726,220     | 99%  |
| (2) 経常費用     |                  |                  |                 |      |
| ① 事業費        | 217,362,712      | 220,538,373      | △ 3,175,661     | 99%  |
| 役員報酬         | 30,020,000       | 30,020,000       | 0               | 100% |
| 給料手当         | 49,610,000       | 47,936,000       | 1,674,000       | 103% |
| 役員退職給付費用     | 5,854,800        | 5,854,800        | 0               | 100% |
| 職員退職給付費用     | 2,996,795        | 4,756,515        | △ 1,759,720     | 63%  |
| 福利厚生費        | 13,664,800       | 13,783,000       | △ 118,200       | 99%  |
| 旅費交通費        | 1,995,970        | 1,992,900        | 3,070           | 100% |
| 通信運搬費        | 11,642,854       | 12,578,970       | △ 936,116       | 93%  |
| 減価償却費        | 1,104,603        | 1,099,688        | 4,915           | 100% |
| 什器備品費        | 2,276,690        | 2,695,500        | △ 418,810       | 84%  |
| 消耗品費         | 300,000          | 300,000          | 0               | 100% |
| 印刷製本費        | 11,098,000       | 11,590,000       | △ 492,000       | 96%  |
| 事務所賃借料       | 37,578,200       | 37,411,000       | 167,200         | 100% |
| 諸謝金          | 2,500,000        | 2,800,000        | △ 300,000       | 89%  |
| 調査費          | 14,000,000       | 14,000,000       | 0               | 100% |
| 会議費          | 3,900,000        | 4,200,000        | △ 300,000       | 93%  |
| 資料費          | 700,000          | 700,000          | 0               | 100% |
| 広報費          | 6,000,000        | 7,000,000        | △ 1,000,000     | 86%  |
| 社会貢献活動費      | 1,200,000        | 1,200,000        | 0               | 100% |
| 会場賃借費        | 500,000          | 0                | 500,000         | —    |
| 情報交換センター運営費  | 7,800,000        | 8,600,000        | △ 800,000       | 91%  |
| 助成費          | 1,200,000        | 1,200,000        | 0               | 100% |
| 調査研究システム費    | 8,900,000        | 8,300,000        | 600,000         | 107% |
| JLA-Net運営費   | 520,000          | 520,000          | 0               | 100% |
| ホームページ運営費    | 200,000          | 200,000          | 0               | 100% |
| 負担金          | 1,800,000        | 1,800,000        | 0               | 100% |

(単位:円)

| 科目                 | 2023年度予算額<br>(A) | 2022年度予算額<br>(B) | 差異<br>(A)-(B) | 前年度比 |
|--------------------|------------------|------------------|---------------|------|
| ② 管理費              | 33,290,380       | 33,640,939       | △ 350,559     | 99%  |
| 役員報酬               | 3,580,000        | 3,580,000        | 0             | 100% |
| 給料手当               | 5,390,000        | 5,564,000        | △ 174,000     | 97%  |
| 役員退職給付費用           | 697,200          | 697,200          | 0             | 100% |
| 職員退職給付費用           | 325,595          | 552,095          | △ 226,500     | 59%  |
| 福利厚生費              | 1,535,200        | 1,617,000        | △ 81,800      | 95%  |
| 旅費交通費              | 104,030          | 107,100          | △ 3,070       | 97%  |
| 通信運搬費              | 257,146          | 261,030          | △ 3,884       | 99%  |
| 減価償却費              | 124,099          | 129,014          | △ 4,915       | 96%  |
| 什器備品費              | 523,310          | 604,500          | △ 81,190      | 87%  |
| 消耗品費               | 80,000           | 80,000           | 0             | 100% |
| 印刷製本費              | 1,002,000        | 1,010,000        | △ 8,000       | 99%  |
| 事務所賃借料             | 4,221,800        | 4,389,000        | △ 167,200     | 96%  |
| 租税公課               | 1,500,000        | 1,400,000        | 100,000       | 107% |
| 業務委託費              | 550,000          | 550,000          | 0             | 100% |
| 会議費                | 3,100,000        | 2,800,000        | 300,000       | 111% |
| 資料費                | 500,000          | 500,000          | 0             | 100% |
| 交際費                | 500,000          | 500,000          | 0             | 100% |
| 寄付金                | 8,000,000        | 8,000,000        | 0             | 100% |
| 負担金                | 700,000          | 700,000          | 0             | 100% |
| 雑費                 | 600,000          | 600,000          | 0             | 100% |
| 経常費用計(B)           | 250,653,092      | 254,179,312      | △ 3,526,220   | 99%  |
| 当期経常増減額(C)=(A)-(B) | △ 20,928,702     | △ 21,728,702     | 800,000       | 96%  |
| 2 経常外増減の部          |                  |                  |               |      |
| (1) 経常外収益          |                  |                  |               |      |
| 経常外収益計             | 0                | 0                | 0             | —    |
| (2) 経常外費用          |                  |                  |               |      |
| 経常外費用計             | 0                | 0                | 0             | —    |
| 投資活動支出計            | 0                | 0                | 0             | —    |
| 当期経常外増減額           | 0                | 0                | 0             | —    |
| 当期一般正味財産増減額        | △ 20,928,702     | △ 21,728,702     | 800,000       | 96%  |
| 一般正味財産期首残高         | 84,970,824       | 86,351,733       | △ 1,380,909   | 98%  |
| 一般正味財産期末残高         | 64,042,122       | 64,623,031       | △ 580,909     | 99%  |
| 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             | —    |
| 指定正味財産期首残高         | 0                | 0                | 0             | —    |
| 指定正味財産期末残高         | 0                | 0                | 0             | —    |
| III 正味財産期末残高       | 64,042,122       | 64,623,031       | △ 580,909     | 99%  |

**2023年度 収支予算**  
(2023年4月1日から2024年3月31日まで)

(単位:円)

| 科目           | 2023年度予算額<br>(A) | 2022年度予算額<br>(B) | 差異<br>(A)-(B) | 前年度比 |
|--------------|------------------|------------------|---------------|------|
| I 一般正味財産の部   |                  |                  |               |      |
| 1 経常増減の部     |                  |                  |               |      |
| (1) 経常収益     |                  |                  |               |      |
| ① 受取入金       | 0                | 0                | 0             | —    |
| ② 受取会費       | 206,404,390      | 208,130,610      | △ 1,726,220   | 99%  |
| 正会員受取会費      | 158,158,390      | 159,548,610      | △ 1,390,220   | 99%  |
| 賛助会員受取会費     | 48,246,000       | 48,582,000       | △ 336,000     | 99%  |
| ③ 事業収益       | 23,300,000       | 24,300,000       | △ 1,000,000   | 96%  |
| 調査研究事業収益     | 2,700,000        | 2,700,000        | 0             | 100% |
| 広報事業及び相談事業収益 | 3,800,000        | 3,800,000        | 0             | 100% |
| 研修事業収益       | 8,500,000        | 9,000,000        | △ 500,000     | 94%  |
| 支援事業収益       | 8,300,000        | 8,800,000        | △ 500,000     | 94%  |
| ④ 雑収益        | 20,000           | 20,000           | 0             | 100% |
| 受取利息収益       | 10,000           | 10,000           | 0             | 100% |
| その他収益        | 10,000           | 10,000           | 0             | 100% |
| 経常収益計(A)     | 229,724,390      | 232,450,610      | △ 2,726,220   | 99%  |
| (2) 経常費用     |                  |                  |               |      |
| ① 事業費        |                  |                  |               |      |
| 調査研究事業費      | 135,248,813      | 138,748,778      | △ 3,499,965   | 97%  |
| 役員報酬         | 22,774,000       | 22,774,000       | 0             | 100% |
| 給料手当         | 33,165,000       | 33,972,500       | △ 807,500     | 98%  |
| 役員退職給付費用     | 4,441,920        | 4,441,920        | 0             | 100% |
| 職員退職給付費用     | 2,003,401        | 3,370,967        | △ 1,367,566   | 59%  |
| 福利厚生費        | 9,606,400        | 10,025,400       | △ 419,000     | 96%  |
| 旅費交通費        | 1,150,960        | 1,164,020        | △ 13,060      | 99%  |
| 通信運搬費        | 4,409,072        | 4,418,386        | △ 9,314       | 100% |
| 減価償却費        | 776,540          | 799,885          | △ 23,345      | 97%  |
| 什器備品費        | 1,459,920        | 1,887,900        | △ 427,980     | 77%  |
| 消耗品費         | 120,000          | 120,000          | 0             | 100% |
| 印刷製本費        | 2,264,000        | 2,302,000        | △ 38,000      | 98%  |
| 事務所賃借料       | 26,417,600       | 27,211,800       | △ 794,200     | 97%  |
| 諸謝金          | 600,000          | 800,000          | △ 200,000     | 75%  |
| 調査費          | 14,000,000       | 14,000,000       | 0             | 100% |
| 会議費          | 500,000          | 500,000          | 0             | 100% |
| 資料費          | 700,000          | 700,000          | 0             | 100% |
| 負担金          | 1,800,000        | 1,800,000        | 0             | 100% |
| 調査研究システム費    | 8,900,000        | 8,300,000        | 600,000       | 107% |
| ホームページ運用費    | 160,000          | 160,000          | 0             | 100% |
| 広報事業及び相談事業費  | 35,168,110       | 34,225,469       | 942,641       | 103% |
| 役員報酬         | 3,170,000        | 3,170,000        | 0             | 100% |
| 給料手当         | 8,635,000        | 7,811,000        | 824,000       | 111% |
| 役員退職給付費用     | 618,240          | 618,240          | 0             | 100% |
| 職員退職給付費用     | 521,615          | 775,057          | △ 253,442     | 67%  |
| 福利厚生費        | 2,021,600        | 1,940,400        | 81,200        | 104% |
| 旅費交通費        | 136,990          | 128,520          | 8,470         | 107% |
| 通信運搬費        | 4,448,618        | 4,423,236        | 25,382        | 101% |
| 減価償却費        | 163,417          | 154,816          | 8,601         | 106% |
| 什器備品費        | 307,230          | 365,400          | △ 58,170      | 84%  |
| 消耗品費         | 80,000           | 80,000           | 0             | 100% |
| 印刷製本費        | 8,266,000        | 8,252,000        | 14,000        | 100% |
| 事務所賃借料       | 5,559,400        | 5,266,800        | 292,600       | 106% |
| ホームページ運用費    | 40,000           | 40,000           | 0             | 100% |
| 社会貢献活動費      | 1,200,000        | 1,200,000        | 0             | 100% |

(単位:円)

| 科目          | 2023年度予算額<br>(A) | 2022年度予算額<br>(B) | 差異<br>(A)-(B) | 前年度比 |
|-------------|------------------|------------------|---------------|------|
| 研修事業費       | 11,505,478       | 10,730,523       | 774,955       | 107% |
| 役員報酬        | 336,000          | 336,000          | 0             | 100% |
| 給料手当        | 3,850,000        | 2,247,000        | 1,603,000     | 171% |
| 役員退職給付費用    | 65,520           | 65,520           | 0             | 100% |
| 職員退職給付費用    | 232,567          | 222,962          | 9,605         | 104% |
| 福利厚生費       | 714,400          | 462,000          | 252,400       | 155% |
| 旅費交通費       | 88,410           | 110,600          | △ 22,190      | 80%  |
| 通信運搬費       | 2,143,662        | 3,098,580        | △ 954,918     | 69%  |
| 減価償却費       | 57,749           | 36,861           | 20,888        | 157% |
| 什器備品費       | 108,570          | 187,000          | △ 78,430      | 58%  |
| 消耗品費        | 50,000           | 50,000           | 0             | 100% |
| 印刷製本費       | 394,000          | 860,000          | △ 466,000     | 46%  |
| 事務所賃借料      | 1,964,600        | 1,254,000        | 710,600       | 157% |
| 諸謝金         | 1,500,000        | 1,800,000        | △ 300,000     | 83%  |
| 支援事業費       | 35,440,311       | 36,833,603       | △ 1,393,292   | 96%  |
| 役員報酬        | 3,740,000        | 3,740,000        | 0             | 100% |
| 給料手当        | 3,960,000        | 3,905,500        | 54,500        | 101% |
| 役員退職給付費用    | 729,120          | 729,120          | 0             | 100% |
| 職員退職給付費用    | 239,212          | 387,529          | △ 148,317     | 62%  |
| 福利厚生費       | 1,322,400        | 1,355,200        | △ 32,800      | 98%  |
| 旅費交通費       | 619,610          | 589,760          | 29,850        | 105% |
| 通信運搬費       | 641,502          | 638,768          | 2,734         | 100% |
| 減価償却費       | 106,897          | 108,126          | △ 1,229       | 99%  |
| 什器備品費       | 400,970          | 255,200          | 145,770       | 157% |
| 消耗品費        | 50,000           | 50,000           | 0             | 100% |
| 印刷製本費       | 174,000          | 176,000          | △ 2,000       | 99%  |
| 事務所賃借料      | 3,636,600        | 3,678,400        | △ 41,800      | 99%  |
| 諸謝金         | 400,000          | 200,000          | 200,000       | 200% |
| 会議費         | 3,400,000        | 3,700,000        | △ 300,000     | 92%  |
| 助成費         | 1,200,000        | 1,200,000        | 0             | 100% |
| 広報費         | 6,000,000        | 7,000,000        | △ 1,000,000   | 86%  |
| 会場賃借費       | 500,000          | 0                | 500,000       | —    |
| JLA-Net運営費  | 520,000          | 520,000          | 0             | 100% |
| 情報交換センター運営費 | 7,800,000        | 8,600,000        | △ 800,000     | 91%  |
| 事業費計        | 217,362,712      | 220,538,373      | △ 3,175,661   | 99%  |

(単位:円)

| 科目                 | 2023年度予算額<br>(A) | 2022年度予算額<br>(B) | 差異<br>(A)-(B) | 前年度比 |
|--------------------|------------------|------------------|---------------|------|
| ②管理費               |                  |                  |               |      |
| 役員報酬               | 3,580,000        | 3,580,000        | 0             | 100% |
| 給料手当               | 5,390,000        | 5,564,000        | △ 174,000     | 97%  |
| 役員退職給付費用           | 697,200          | 697,200          | 0             | 100% |
| 職員退職給付費用           | 325,595          | 552,095          | △ 226,500     | 59%  |
| 福利厚生費              | 1,535,200        | 1,617,000        | △ 81,800      | 95%  |
| 旅費交通費              | 104,030          | 107,100          | △ 3,070       | 97%  |
| 通信運搬費              | 257,146          | 261,030          | △ 3,884       | 99%  |
| 減価償却費              | 124,099          | 129,014          | △ 4,915       | 96%  |
| 什器備品費              | 523,310          | 604,500          | △ 81,190      | 87%  |
| 消耗品費               | 80,000           | 80,000           | 0             | 100% |
| 印刷製本費              | 1,002,000        | 1,010,000        | △ 8,000       | 99%  |
| 事務所賃借料             | 4,221,800        | 4,389,000        | △ 167,200     | 96%  |
| 租税公課               | 1,500,000        | 1,400,000        | 100,000       | 107% |
| 業務委託費              | 550,000          | 550,000          | 0             | 100% |
| 会議費                | 3,100,000        | 2,800,000        | 300,000       | 111% |
| 資料費                | 500,000          | 500,000          | 0             | 100% |
| 交際費                | 500,000          | 500,000          | 0             | 100% |
| 寄付金                | 8,000,000        | 8,000,000        | 0             | 100% |
| 負担金                | 700,000          | 700,000          | 0             | 100% |
| 雑支出                | 600,000          | 600,000          | 0             | 100% |
| 管理費計               | 33,290,380       | 33,640,939       | △ 350,559     | 99%  |
| 経常費用計(B)           | 250,653,092      | 254,179,312      | △ 3,526,220   | 99%  |
| 当期経常増減額(C)=(A)-(B) | △ 20,928,702     | △ 21,728,702     | 800,000       | 96%  |
| 2 経常外増減の部          |                  |                  |               |      |
| (1)経常外収益           |                  |                  |               |      |
| 経常外収益計             | 0                | 0                | 0             | —    |
| (2)経常外費用           |                  |                  |               |      |
| 経常外費用計             | 0                | 0                | 0             | —    |
| 投資活動支出計            | 0                | 0                | 0             | —    |
| 当期経常外増減額           | 0                | 0                | 0             | —    |
| 当期一般正味財産増減額        | △ 20,928,702     | △ 21,728,702     | 800,000       | 96%  |
| 一般正味財産期首残高         | 84,970,824       | 86,351,733       | △ 1,380,909   | 98%  |
| 一般正味財産期末残高         | 64,042,122       | 64,623,031       | △ 580,909     | 99%  |
| 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             | —    |
| 指定正味財産期首残高         | 0                | 0                | 0             | —    |
| 指定正味財産期末残高         | 0                | 0                | 0             | —    |
| III 正味財産期末残高       | 64,042,122       | 64,623,031       | △ 580,909     | 99%  |

# 収支予算内訳表

2022年4月1日から2023年3月31日まで

(単位:円)

| 科 目          | 公益目的事業会計   |             |           |             | 収益事業等会計    |      | 法人会計       | 内部取引消去     | 合計          |
|--------------|------------|-------------|-----------|-------------|------------|------|------------|------------|-------------|
|              | ①調査研究事業    | ②広報事業及び相談事業 | ③研修事業     | 共通          | 小計         | 支援事業 |            |            |             |
| I 一般正味財産増減の部 |            |             |           |             |            |      |            |            |             |
| 1. 経常増減の部    |            |             |           |             |            |      |            |            |             |
| (1) 経常収益     |            |             |           |             |            |      |            |            |             |
| 受取入金         | 0          | 0           | 0         | 0           | 0          | 0    | 0          | 0          | 0           |
| 受取会費         | 0          | 0           | 0         | 149,806,978 | 0          | 0    | 29,183,904 | 27,413,508 | 206,404,390 |
| 正会員会費        | 0          | 0           | 0         | 114,790,342 | 0          | 0    | 22,362,312 | 21,005,736 | 158,158,390 |
| 賛助会員会費       | 0          | 0           | 0         | 35,016,636  | 0          | 0    | 6,821,592  | 6,407,772  | 48,246,000  |
| 事業収益         | 2,700,000  | 3,800,000   | 8,500,000 | 15,000,000  | 0          | 0    | 8,300,000  | 0          | 23,300,000  |
| 雑収益          | 0          | 0           | 0         | 0           | 0          | 0    | 0          | 20,000     | 20,000      |
| 受取利息収益       | 0          | 0           | 0         | 0           | 0          | 0    | 0          | 10,000     | 10,000      |
| 雑収益          | 0          | 0           | 0         | 0           | 0          | 0    | 0          | 10,000     | 10,000      |
| 経常収益計        | 2,700,000  | 3,800,000   | 8,500,000 | 149,806,978 | 0          | 0    | 37,483,904 | 27,433,508 | 229,724,390 |
| (2) 経常費用     |            |             |           |             |            |      |            |            |             |
| 事業費          |            |             |           |             |            |      |            |            |             |
| 役員報酬         | 22,774,000 | 3,170,000   | 336,000   | 0           | 26,280,000 | 0    | 3,740,000  | 0          | 30,020,000  |
| 給料手当         | 33,165,000 | 8,635,000   | 3,850,000 | 0           | 45,650,000 | 0    | 3,960,000  | 0          | 49,610,000  |
| 役員退職給付費用     | 4,441,920  | 618,240     | 65,520    | 0           | 5,125,680  | 0    | 729,120    | 0          | 5,854,800   |
| 職員退職給付費用     | 2,003,401  | 521,615     | 232,567   | 0           | 2,757,583  | 0    | 239,212    | 0          | 2,996,795   |
| 福利厚生費        | 9,606,400  | 2,021,600   | 714,400   | 0           | 12,342,400 | 0    | 1,322,400  | 0          | 13,664,800  |
| 旅費交通費        | 1,150,960  | 136,990     | 88,410    | 0           | 1,376,360  | 0    | 619,610    | 0          | 1,995,970   |
| 通信運搬費        | 4,409,072  | 4,448,618   | 2,143,662 | 0           | 11,001,352 | 0    | 641,502    | 0          | 11,642,854  |
| 減価償却費        | 776,540    | 163,417     | 57,749    | 0           | 997,706    | 0    | 106,897    | 0          | 1,104,603   |
| 什器備品費        | 1,459,920  | 307,230     | 108,570   | 0           | 1,875,720  | 0    | 400,970    | 0          | 2,276,690   |
| 消耗品費         | 120,000    | 80,000      | 50,000    | 0           | 250,000    | 0    | 50,000     | 0          | 300,000     |
| 印刷製本費        | 2,264,000  | 8,266,000   | 394,000   | 0           | 10,924,000 | 0    | 174,000    | 0          | 11,098,000  |
| 事務所賃借料       | 26,417,600 | 5,559,400   | 1,964,600 | 0           | 33,941,600 | 0    | 3,636,600  | 0          | 37,578,200  |
| 諸謝金          | 600,000    | 0           | 1,500,000 | 0           | 2,100,000  | 0    | 400,000    | 0          | 2,500,000   |
| 調査費          | 14,000,000 | 0           | 0         | 0           | 14,000,000 | 0    | 0          | 0          | 14,000,000  |
| 会議費          | 500,000    | 0           | 0         | 0           | 500,000    | 0    | 3,400,000  | 0          | 3,900,000   |
| 資料費          | 700,000    | 0           | 0         | 0           | 700,000    | 0    | 0          | 0          | 700,000     |
| 広報費          | 0          | 0           | 0         | 0           | 0          | 0    | 6,000,000  | 0          | 6,000,000   |
| 社会貢献活動費      | 0          | 1,200,000   | 0         | 0           | 1,200,000  | 0    | 0          | 0          | 1,200,000   |
| 会場賃借費        | 0          | 0           | 0         | 0           | 0          | 0    | 500,000    | 0          | 500,000     |
| 情報交換センター運営費  | 0          | 0           | 0         | 0           | 0          | 0    | 7,800,000  | 0          | 7,800,000   |
| 助成費          | 0          | 0           | 0         | 0           | 0          | 0    | 1,200,000  | 0          | 1,200,000   |
| 調査研究システム費    | 8,900,000  | 0           | 0         | 0           | 8,900,000  | 0    | 0          | 0          | 8,900,000   |
| JLA-Net運営費   | 0          | 0           | 0         | 0           | 0          | 0    | 520,000    | 0          | 520,000     |
| ホームページ運用費    | 160,000    | 40,000      | 0         | 0           | 200,000    | 0    | 0          | 0          | 200,000     |
| 負担金          | 1,800,000  | 0           | 0         | 0           | 1,800,000  | 0    | 0          | 0          | 1,800,000   |



|               |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |             |            |
|---------------|-----------------|---------------|--------------|---------------|--------------|------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|-------------|------------|
| 管理費           |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |             |            |
| 役員報酬          |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 3,580,000   |            |
| 給料手当          |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 5,390,000   |            |
| 役員退職給付費用      |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 697,200     |            |
| 職員退職給付費用      |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 325,595     |            |
| 福利厚生費         |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1,535,200   |            |
| 旅費交通費         |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 104,030     |            |
| 通信運搬費         |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 257,146     |            |
| 減価償却費         |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 124,099     |            |
| 什器備品費         |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 523,310     |            |
| 消耗品費          |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 80,000      |            |
| 印刷製本費         |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1,002,000   |            |
| 事務所賃借料        |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 4,221,800   |            |
| 相親公談          |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1,500,000   |            |
| 業務委託費         |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 550,000     |            |
| 会議費           |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 3,100,000   |            |
| 資料費           |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 500,000     |            |
| 交際費           |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 500,000     |            |
| 寄付金           |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 8,000,000   |            |
| 負担金           |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 700,000     |            |
| 雑費            |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 600,000     |            |
| 経常費用計         | 135,248,813     | 35,168,110    | 11,505,478   | 0             | 181,922,401  | 35,440,311 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 33,290,380  |            |
| 当期経常増減額       | △ 132,548,813   | △ 31,368,110  | △ 3,005,478  | 149,806,978   | △ 17,115,423 | 2,043,593  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | △ 5,856,872 |            |
| 2. 経常外増減の部    |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |             |            |
| (1) 経常外収益     |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |             |            |
| 経常外収益計        | 0               | 0             | 0            | 0             | 0            | 0          |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 0           |            |
| (2) 経常外費用     |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |             |            |
| 経常外費用計        | 0               | 0             | 0            | 0             | 0            | 0          |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 0           |            |
| 投資活動支出計       | 0               | 0             | 0            | 0             | 0            | 0          |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 0           |            |
| 当期経常外増減計      | 0               | 0             | 0            | 0             | 0            | 0          |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 0           |            |
| 当期一般正味財産増減額   | △ 132,548,813   | △ 31,368,110  | △ 3,005,478  | 149,806,978   | △ 17,115,423 | 2,043,593  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | △ 5,856,872 |            |
| 一般正味財産期首残高    | △ 1,342,937,530 | △ 271,056,019 | △ 15,330,316 | 1,675,288,899 | 45,965,034   | 9,616,057  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 29,389,733  |            |
| 一般正味財産期末残高    | △ 1,475,486,343 | △ 302,424,129 | △ 18,335,794 | 1,825,095,877 | 28,849,611   | 11,659,650 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 23,532,861  |            |
| 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           |            |
| 当期正味財産期首残高    | 0               | 0             | 0            | 0             | 0            | 0          |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 0           |            |
| 当期正味財産期末残高    | 0               | 0             | 0            | 0             | 0            | 0          |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 0           |            |
| III 正味財産期末残高  | △ 1,475,486,343 | △ 302,424,129 | △ 18,335,794 | 1,825,095,877 | 28,849,611   | 11,659,650 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 23,532,861  |            |
| 正味財産期末残高      |                 |               |              |               |              |            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |             | 64,042,122 |