

Main financial statement table with columns for months (April to March), fiscal year totals, and performance metrics. Rows include sales, costs, and various types of expenses.

Summary table for added value and operating expenses. Columns: 実績 (Actual), 計画 (Plan), 差額 (Difference). Rows: 付加価値 (Added Value), 運営費用 (Operating Expenses), 経常利益 (Operating Profit).

Table for unit-based added value (単位当たり付加価値) in thousands of yen. Columns: 単位 (Unit), 計画 (Plan), 前期 (Previous Period), 差額 (Difference). Rows: 1営業日数 (1 business day count), 1営業時間 (1 business hour), 従業員一人当たり (per employee), 社員一人当たり (per staff member), 労働分配率 (従業員) (Labor distribution rate).

MEMO

Table for net change in assets and liabilities (損益と資金のズレ). Columns: 増減 (Increase/Decrease), 計画 (Plan), 前期 (Previous Period), 差額 (Difference). Rows: 棚卸資産 (Inventory), 売上債権 (Accounts receivable), etc.

Table for cash flow (資金調達のズレ). Columns: 増減 (Increase/Decrease), 計画 (Plan), 前期 (Previous Period), 差額 (Difference). Rows: 短期借入金 (Short-term borrowings), 長期借入金 (Long-term borrowings), etc.

Table for investment and equipment (設備). Columns: 増減 (Increase/Decrease), 計画 (Plan), 前期 (Previous Period), 差額 (Difference). Rows: 投資・固定資産等の売却 (Sale of investments), etc.

Summary table for monthly cash flow (月別資金収支) and ending balances. Rows: 月別繰越 / 運転資金 (Monthly carryover), 実残 (現金・当座・普通預金) (Actual balance), etc.

Table for ending balances (期末残高). Columns: 項目 (Item), 計画 (Plan), 前期 (Previous Period), 差額 (Difference). Rows: 固定資産 (固定預金・定期積立金) (Fixed assets), etc.



Table for tax and interest. Rows: 消費税年額 (Consumption tax), 中間納付額 (Interim payment), 確定納付額 (Final payment), 借金÷粗利 (Debt to gross profit), 借金÷CF (Debt to cash flow).