

**要介護度別1人あたり利用者報酬**

基本報酬 × 地域区分 = 1人あたり利用者報酬/回

平成30年 地域密着型通所介護 要介護度別基本報酬 7時間以上8時間未満  
地域区分 板橋区1級地(10,90円)

10.9

| 要介護度 | 単位   | 金額      |
|------|------|---------|
| 要介護1 | 735  | ¥8,012  |
| 要介護2 | 868  | ¥9,461  |
| 要介護3 | 1006 | ¥10,965 |
| 要介護4 | 1144 | ¥12,470 |
| 要介護5 | 1281 | ¥13,963 |

| 想定顧客基本単価                    | 初年度加算               | 翌年度     |
|-----------------------------|---------------------|---------|
| 想定顧客(要介護1・2・3) ÷ 3 = 28,438 | 入浴(週1) 270          | 処遇改善加算等 |
| 28,438 ÷ 3 + 加算 =           | ¥9,945 サービス提供体制 195 |         |

|          |          |          |          |
|----------|----------|----------|----------|
| 稼働日/月    | 21       | 平均利用回数/週 | 2        |
| 最大稼働人数/日 | 18       | 平均利用回数/月 | 8        |
| 最大稼働人数/月 | 378      | 最大契約数/月  | 47.25    |
| 利用者負担請求額 | 0.1 (1割) | 介護報酬請求   | 0.9 (9割) |

**人数別平均予算**

| 平均人数/日 | 平均単価     | 稼働日数/月     | 平均契約数  |
|--------|----------|------------|--------|
| 1      | ¥9,945   | ¥208,845   | 2.625  |
| 2      | ¥19,890  | ¥417,690   | 5.25   |
| 3      | ¥29,835  | ¥626,535   | 7.875  |
| 4      | ¥39,780  | ¥835,380   | 10.5   |
| 5      | ¥49,725  | ¥1,044,225 | 13.125 |
| 6      | ¥59,670  | ¥1,253,070 | 15.75  |
| 7      | ¥69,615  | ¥1,461,915 | 18.375 |
| 8      | ¥79,560  | ¥1,670,760 | 21     |
| 9      | ¥89,505  | ¥1,879,605 | 23.625 |
| 10     | ¥99,450  | ¥2,088,450 | 26.25  |
| 11     | ¥109,395 | ¥2,297,295 | 28.875 |
| 12     | ¥119,340 | ¥2,506,140 | 31.5   |
| 13     | ¥129,285 | ¥2,714,985 | 34.125 |
| 14     | ¥139,230 | ¥2,923,830 | 36.75  |
| 15     | ¥149,175 | ¥3,132,675 | 39.375 |
| 16     | ¥159,120 | ¥3,341,520 | 42     |
| 17     | ¥169,065 | ¥3,550,365 | 44.625 |
| 18     | ¥179,010 | ¥3,759,210 | 47.25  |

※ 稼働日21日/月 計算

|       |            |     |
|-------|------------|-----|
| 売上原価  | 食事費(おやつ含む) | 800 |
| 営業外収益 | 材料費        | 400 |

|  |         |
|--|---------|
|  | 共生型の場合  |
|  | 共生型では不可 |
|  | 時限措置廃止  |

取得想定加算一覧

算定回数等

|                                     |                 |         |
|-------------------------------------|-----------------|---------|
| <b>共生型生活介護サービス費（Ⅰ）</b>              |                 |         |
|                                     | 694 単位          | ¥7,565  |
| <b>入浴加算</b>                         |                 |         |
|                                     | 50 回            | ¥545    |
| <b>生活機能向上訓練加算</b> 通所リハ、訪問リハとの連携が必要  |                 |         |
|                                     | 200 月           | ¥2,180  |
| (個別加算ⅠⅡ算定時)                         | 100 月           | ¥1,090  |
| <b>個別機能訓練加算</b> 稼働後半年 可動域訓練、柔整師等と連携 |                 |         |
| (Ⅰ)                                 | 46 日            | ¥501    |
| (Ⅱ)                                 | 56 日            | ¥610    |
| <b>ADL維持加算</b>                      |                 |         |
|                                     | 3 月             | ¥33     |
|                                     | 6 月             | ¥65     |
| <b>(共生型)生活相談員配置等加算</b>              |                 |         |
| 単位                                  | 13 日            | ¥142    |
| <b>中重度体制ケア加算</b> 45 日×人 ¥491        |                 |         |
| 基準' 常勤換算、看護師配置等 月額 1.8 万円程度         |                 |         |
| <b>認知症加算</b> 60 日 ¥654              |                 |         |
| 研修終了スタッフ必要か？                        |                 |         |
| <b>若年性認知症利用者受入れ加算</b>               |                 |         |
| 認知症加算時NG                            | 60 日            | ¥654    |
| <b>栄養改善加算</b> 150 2/月 ¥1,635        |                 |         |
| 管理栄養士の配置 原則 3 カ月が限度                 |                 |         |
| <b>栄養スクリーニング</b> 5 回 ¥55            |                 |         |
| <b>口腔機能向上加算</b> 150 2/月 ¥1,635      |                 |         |
| 看護師の配置 原則 3 カ月が限度                   |                 |         |
| <b>サービス提供体制加算</b>                   |                 |         |
| (Ⅰ) イ                               | 18 回            | ¥196    |
| 介護福祉士 5.0 / 10.0 以上                 |                 |         |
| (Ⅰ) ロ                               | 12 回            | ¥131    |
| 介護福祉士 4.0 / 10.0 以上                 |                 |         |
| (Ⅱ)                                 | 6 回             | ¥65     |
| 勤続 3 年以上が 3.0 / 10.0                |                 |         |
| <b>介護職員処遇改善加算</b> (翌年より)            |                 |         |
| (Ⅰ)                                 | 1.104 職員 1 人あたり | ¥10,979 |
| 総単位数の 1000 分の 59                    |                 |         |
| (Ⅱ)                                 | 1.076 職員 1 人あたり | ¥10,701 |
| 総単位数の 1000 分の 43                    |                 |         |
| (Ⅲ)                                 | 1.042 職員 1 人あたり | ¥10,363 |
| 総単位数の 1000 分の 23                    |                 |         |
| (Ⅳ)                                 |                 |         |
| (Ⅲ) の 100 分の 90                     |                 |         |
| (Ⅴ)                                 |                 |         |
| (Ⅲ) の 100 分の 80                     |                 |         |
| <b>減算想定</b>                         |                 |         |
| 同一建物                                | 94 日            | ¥1,025  |
| 送迎を行わない                             | 47 片道           | ¥512    |
| 但し、同一建物である場合は減算しない                  |                 |         |

| 国民政策金融公庫     |                                 | 月              | 年間         |
|--------------|---------------------------------|----------------|------------|
| 新創業融資（借入金額）  | 35,000,000                      |                |            |
| <内訳> 設備資金    | 18,342,000                      |                |            |
| 運転資金         | 16,658,000                      |                |            |
| 返済年数（月）      |                                 |                |            |
| （設備資金）       | 60                              | 305,700        |            |
| （運転資金）       | 60                              | 277,634        |            |
| 返済額          |                                 | 583,334        |            |
| 金利（特別利率A）    | 0.0225                          |                |            |
| 支払い利息        | 787,500                         | 65,625         |            |
| <b>返済額合計</b> |                                 | <b>648,959</b> |            |
| 人件費          |                                 |                |            |
|              |                                 |                |            |
|              | 施設長                             | 255,000        | 3,060,000  |
|              | 社員 1                            | 250,000        | 3,000,000  |
|              | 社員 2                            | 240,000        | 2,880,000  |
|              | 社員 3                            | 240,000        | 2,880,000  |
|              | 社員 4                            | 240,000        | 2,880,000  |
| 社会保険料        | 施設長                             | 37,124         | 445,488    |
| （健康 + 厚生）    | 社員                              | 37,124         | 445,488    |
| 社会保険料        | 契約社員 1（研修助成 6カ月試用 3/4非常勤 雇用切替え） | 27,888         | 334,656    |
|              | 契約社員 1                          | 27,888         | 334,656    |
|              | 契約社員 2                          | 27,888         | 334,656    |
| 雇用保険（0.4%）   | 契約社員 1                          | 800            | 9,600      |
|              | 契約社員 2                          | 800            | 9,600      |
|              | 契約社員 3                          | 800            | 9,600      |
|              | 合計                              | 28,688         |            |
|              | 合計                              | 1,414,000      | 16,623,744 |
| 賞与引当金        | 4名分                             | 200,000        |            |
| 地代家賃         | 初回敷金                            | 1,736,000      |            |
|              | 仲介手数料                           | 308,488        |            |
|              | 賃料                              | 308,488        |            |
|              | 共益費                             | 55,631         |            |
|              | 合計                              | 364,119        | 956,880    |
| 保証協会         | 初回保証料                           | 364,119        |            |
|              | 1年更新                            |                | 14,000     |
| 火災保険         | 3カ年分（概算）                        |                | 50,000     |
| 駐車場          | 1台                              | 27,500         |            |
|              | 2台                              | 27,500         |            |

|              |                 |            |         |
|--------------|-----------------|------------|---------|
| 水道光熱費        |                 | 30,000     |         |
| 広告費          | パンフレット          | 100,000    |         |
|              | チラシ             | 50,000     |         |
|              | HP保守更新          | 10,000     |         |
|              | 合計              | 10,000     | 480,000 |
| 連携委託費        |                 |            |         |
| 通信費          | 電話              | 5,000      |         |
|              | FAX             | 5,000      |         |
|              | 携帯電話            | 10,000     |         |
|              | インターネット接続       | 5,000      |         |
|              | 郵送代             | 5,000      |         |
|              | 合計              | 30,000     | 360,000 |
| 専門家顧問料       | 訪問看護連携（看護師）     | 20,000     |         |
|              | 訪問リハビリ連携（理学療法士） | 20,000     |         |
|              | 税理士（将来検討）       |            |         |
|              | 行政書士（将来検討）      |            |         |
|              | 社会保険労務士（将来検討）   |            |         |
|              | 合計              |            | 108,000 |
| 介護保険事業者向けソフト | SMS カイボケ        | 30,000     |         |
|              | ケアウイング          | 10,000     |         |
|              | 合計              | 40,000     | 480,000 |
|              |                 |            |         |
| その他諸経費       | 消耗品費            | 10,000     | 120,000 |
| 交際費          | 町内会費・地域コミュニティー  | 10,000     |         |
| 車両           | 送迎車             | 3,500,000  |         |
|              | 車両維持費           | 25,000     |         |
| 工事           | 内装工事費           | 18,119,200 |         |
| 設備           | デスクトップパソコン2台    | 272,800    |         |
|              | ノートパソコン         | 88,000     |         |
|              | 看板              | 110,000    |         |
|              | 電話              | 55,000     |         |
|              | 複合機（中古）         | 110,000    |         |
|              | 利用者用 机@4        | 165,000    |         |
|              | 利用者用 椅子@20      | 165,000    |         |
|              | 職員用机・椅子・ワゴン@2   | 110,000    |         |
|              | キャビネット @2       | 55,000     |         |
|              | 職員ロッカー          | 22,000     |         |
|              | 金庫              | 5,500      |         |
|              | 利用者ロッカー         | 11,000     |         |
|              |                 |            |         |
|              | 加湿器 @2          | 48,400     |         |
|              | 血圧計 @3          | 69,300     |         |

|                  |             |                  |  |
|------------------|-------------|------------------|--|
|                  | 体温計 @3      | 9,900            |  |
|                  | 掃除用具セット @2  | 11,000           |  |
|                  | 静養室ベッド (寄贈) | 0                |  |
|                  | 車いす (寄贈)    | 0                |  |
|                  | シャワーチェア     | 5,500            |  |
|                  | 枕 布団一式      | 11,000           |  |
|                  | 冷蔵庫         | 22,000           |  |
|                  | 洗濯機 (寄贈)    | 0                |  |
|                  | 食器一式        | 110,000          |  |
|                  | 消火器 @3      | 13,200           |  |
|                  | 大型テレビ (寄贈)  | 110,000          |  |
| <b>コミュニティカフェ</b> | マグカップ       | 22,000           |  |
|                  | グラス         | 11,000           |  |
|                  | 掃除用具セット     | 11,000           |  |
|                  | レジ          | 55,000           |  |
|                  | スピーカー       | 55,000           |  |
|                  | 防犯カメラ       | 33,000           |  |
|                  | トレイ         | 3,300            |  |
|                  | A看板         | 11,000           |  |
|                  | エプロン        | 5,000            |  |
|                  | 机           | 33,000           |  |
|                  | 椅子          | 17,600           |  |
|                  | 額縁          | 55,000           |  |
|                  | ホームページ      | 1,100,000        |  |
|                  | HP保守        | 396,000          |  |
|                  | チラシ         | 550,000          |  |
|                  | コーヒーメーカー    | 110,000          |  |
|                  | その他 調整      | 2,500,000        |  |
| <b>設備合計</b>      |             | <b>6,547,500</b> |  |

# 収支計画

(単位：千円)

|   |               | 2020年3月期 | 2021年3月期 | 2022年3月期 |
|---|---------------|----------|----------|----------|
| 売 | 上 高           | 0        | 28,581   | 32,496   |
| 売 | 上 原 価         | 0        | 1,277    | 1,452    |
| 売 | 上 総 利 益       | 0        | 27,303   | 31,043   |
| 販 | 一 売 費 及 び     | 5,071    | 14,270   | 16,087   |
|   | 人 件 費         | 4,226    | 12,015   | 14,483   |
|   | 水 道 光 熱 費     | 90       | 330      | 330      |
|   | 地 代 家 賃       | 495      | 715      | 64       |
|   | 広 告 宣 伝 費     | 30       | 110      | 110      |
|   | 委 託 費         | 0        | 440      | 440      |
|   | そ の 他         | 230      | 660      | 660      |
| 営 | 業 利 益         | -5,071   | 13,033   | 14,957   |
| 営 | 業 外 収 益       |          |          |          |
| 営 | 業 外 支 払 利 息   | 197      | 722      | 722      |
| 費 | 用 そ の 他       |          |          |          |
| 経 | 常 利 益         | -5,268   | 12,312   | 14,235   |
| 特 | 別 利 益         |          |          |          |
| 特 | 別 損 失         |          |          |          |
| 税 | 引 前 当 期 純 利 益 | -5,268   | 12,312   | 14,235   |
| 法 | 人 税 等         |          | 2,200    | 2,646    |
| 当 | 期 純 利 益       | -5,268   | 10,111   | 11,588   |

# 資金計画

(単位：千円)

|          |        |          |        |
|----------|--------|----------|--------|
| 必要資金     | 40,000 | 調達方法・調達額 | 40,000 |
| 設備資金     | 27,464 | 自己資金     | 5,000  |
| (内訳)     |        | (内訳)     |        |
| 店舗費用／保証金 | 2,797  | 自己資金     | 5,000  |
| 内装費      | 18,119 |          |        |
| 什器・備品    | 6,548  |          |        |
| 運転資金     | 12,536 | 借入       | 35,000 |
| (内訳)     |        | (内訳)     |        |
| 人件費支払    | 3,946  | 城北信用金庫   | 35,000 |
| 事務所経費    | 1,428  |          |        |
| 他諸経費     | 7,162  |          |        |

|               |           |           |           |           |           |           |           |           |           |           |           |           |
|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 月金18名         | 4月        | 5月        | 6月        | 7月        | 8月        | 9月        | 10月       | 11月       | 12月       | 1月        | 2月        | 3月        |
| 一日定員          | 18        | 18        | 18        | 18        | 18        | 18        | 18        | 18        | 18        | 18        | 18        | 18        |
| 稼働日数          | 21        | 23        | 21        | 22        | 19        | 20        | 23        | 22        | 20        | 20        | 20        | 21        |
| 総稼働枠          | 378       | 414       | 378       | 396       | 342       | 360       | 414       | 396       | 360       | 360       | 360       | 378       |
| 1日平均利用料/1人当たり | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     |
| 稼働率90%        | 340       | 373       | 340       | 356       | 308       | 324       | 373       | 356       | 324       | 324       | 324       | 340       |
| 18            | 3,383,289 | 3,705,507 | 3,383,289 | 3,544,398 | 3,061,071 | 3,222,180 | 3,705,507 | 3,544,398 | 3,222,180 | 3,222,180 | 3,222,180 | 3,383,289 |
| 稼働率85%        | 321       | 352       | 321       | 337       | 291       | 306       | 352       | 337       | 306       | 306       | 306       | 321       |
| 17            | 3,195,329 | 3,499,646 | 3,195,329 | 3,347,487 | 2,891,012 | 3,043,170 | 3,499,646 | 3,347,487 | 3,043,170 | 3,043,170 | 3,043,170 | 3,195,329 |
| 稼働率80%        | 302       | 331       | 302       | 317       | 274       | 288       | 331       | 317       | 288       | 288       | 288       | 302       |
| 16            | 3,007,368 | 3,293,784 | 3,007,368 | 3,150,576 | 2,720,952 | 2,864,160 | 3,293,784 | 3,150,576 | 2,864,160 | 2,864,160 | 2,864,160 | 3,007,368 |
| 稼働率75%        | 284       | 311       | 284       | 297       | 257       | 270       | 311       | 297       | 270       | 270       | 270       | 284       |
| 15            | 2,819,408 | 3,087,923 | 2,819,408 | 2,953,665 | 2,550,893 | 2,685,150 | 3,087,923 | 2,953,665 | 2,685,150 | 2,685,150 | 2,685,150 | 2,819,408 |
| 稼働率70%        | 265       | 290       | 265       | 277       | 239       | 252       | 290       | 277       | 252       | 252       | 252       | 265       |
| 14            | 2,631,447 | 2,882,061 | 2,631,447 | 2,756,754 | 2,380,833 | 2,506,140 | 2,882,061 | 2,756,754 | 2,506,140 | 2,506,140 | 2,506,140 | 2,631,447 |
| 稼働率65%        | 246       | 269       | 246       | 257       | 222       | 234       | 269       | 257       | 234       | 234       | 234       | 246       |
| 13            | 2,443,487 | 2,676,200 | 2,443,487 | 2,559,843 | 2,210,774 | 2,327,130 | 2,676,200 | 2,559,843 | 2,327,130 | 2,327,130 | 2,327,130 | 2,443,487 |
| 稼働率60%        | 227       | 248       | 227       | 238       | 205       | 216       | 248       | 238       | 216       | 216       | 216       | 227       |
| 12            | 2,255,526 | 2,470,338 | 2,255,526 | 2,362,932 | 2,040,714 | 2,148,120 | 2,470,338 | 2,362,932 | 2,148,120 | 2,148,120 | 2,148,120 | 2,255,526 |
| 稼働率55%        | 208       | 228       | 208       | 218       | 188       | 198       | 228       | 218       | 198       | 198       | 198       | 208       |
| 11            | 2,067,566 | 2,264,477 | 2,067,566 | 2,166,021 | 1,870,655 | 1,969,110 | 2,264,477 | 2,166,021 | 1,969,110 | 1,969,110 | 1,969,110 | 2,067,566 |
| 稼働率50%        | 189       | 207       | 189       | 198       | 171       | 180       | 207       | 198       | 180       | 180       | 180       | 189       |
| 10            | 1,879,605 | 2,058,615 | 1,879,605 | 1,969,110 | 1,700,595 | 1,790,100 | 2,058,615 | 1,969,110 | 1,790,100 | 1,790,100 | 1,790,100 | 1,879,605 |
| 稼働率45%        | 170       | 186       | 170       | 178       | 154       | 162       | 186       | 178       | 162       | 162       | 162       | 170       |
| 9             | 1,691,645 | 1,852,754 | 1,691,645 | 1,772,199 | 1,530,536 | 1,611,090 | 1,852,754 | 1,772,199 | 1,611,090 | 1,611,090 | 1,611,090 | 1,691,645 |
| 稼働率40%        | 151       | 166       | 151       | 158       | 137       | 144       | 166       | 158       | 144       | 144       | 144       | 151       |
| 8             | 1,503,684 | 1,646,892 | 1,503,684 | 1,575,288 | 1,360,476 | 1,432,080 | 1,646,892 | 1,575,288 | 1,432,080 | 1,432,080 | 1,432,080 | 1,503,684 |
| 稼働率35%        | 132       | 145       | 132       | 139       | 120       | 126       | 145       | 139       | 126       | 126       | 126       | 132       |
| 7             | 1,315,724 | 1,441,031 | 1,315,724 | 1,378,377 | 1,190,417 | 1,253,070 | 1,441,031 | 1,378,377 | 1,253,070 | 1,253,070 | 1,253,070 | 1,315,724 |
| 稼働率30%        | 113       | 124       | 113       | 119       | 103       | 108       | 124       | 119       | 108       | 108       | 108       | 113       |
| 6             | 1,127,763 | 1,235,169 | 1,127,763 | 1,181,466 | 1,020,357 | 1,074,060 | 1,235,169 | 1,181,466 | 1,074,060 | 1,074,060 | 1,074,060 | 1,127,763 |
| 稼働率25%        | 95        | 104       | 95        | 99        | 86        | 90        | 104       | 99        | 90        | 90        | 90        | 95        |
| 5             | 939,803   | 1,029,308 | 939,803   | 984,555   | 850,298   | 895,050   | 1,029,308 | 984,555   | 895,050   | 895,050   | 895,050   | 939,803   |
| 稼働率20%        | 76        | 83        | 76        | 79        | 68        | 72        | 83        | 79        | 72        | 72        | 72        | 76        |
| 4             | 751,842   | 823,446   | 751,842   | 787,644   | 680,238   | 716,040   | 823,446   | 787,644   | 716,040   | 716,040   | 716,040   | 751,842   |
| 稼働率15%        | 57        | 62        | 57        | 59        | 51        | 54        | 62        | 59        | 54        | 54        | 54        | 57        |
| 3             | 563,882   | 617,585   | 563,882   | 590,733   | 510,179   | 537,030   | 617,585   | 590,733   | 537,030   | 537,030   | 537,030   | 563,882   |
| 稼働率10%        | 38        | 41        | 38        | 40        | 34        | 36        | 41        | 40        | 36        | 36        | 36        | 38        |
| 2             | 375,921   | 411,723   | 375,921   | 393,822   | 340,119   | 358,020   | 411,723   | 393,822   | 358,020   | 358,020   | 358,020   | 375,921   |
| 稼働率5%         | 19        | 21        | 19        | 20        | 17        | 18        | 21        | 20        | 18        | 18        | 18        | 19        |
| 1             | 187,961   | 205,862   | 187,961   | 196,911   | 170,060   | 179,010   | 205,862   | 196,911   | 179,010   | 179,010   | 179,010   | 187,961   |



| 月金18名         | 4月    | 5月    | 6月    | 7月    | 8月    | 9月    | 10月   | 11月   | 12月   | 1月    | 2月    | 3月    |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 一日定員          | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    |
| 稼働日数          | 21    | 23    | 21    | 21    | 22    | 19    | 20    | 23    | 22    | 20    | 20    | 20    |
| 総稼働枠          | 378   | 414   | 378   | 378   | 396   | 342   | 360   | 414   | 396   | 360   | 360   | 360   |
| 1日平均利用料/1人当たり | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 |
| 稼働率           | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |

| 次月繰越金         |          |   | 0        | -279,900 | -489,900 | -699,900 | -979,800   | -1,189,800 | -1,399,800 | 10,855,800 | 8,703,105  | 6,995,410  |         |
|---------------|----------|---|----------|----------|----------|----------|------------|------------|------------|------------|------------|------------|---------|
| 収入            | 延べ利用者見込み |   |          |          |          |          |            |            |            | 0          | 0          | 0          |         |
|               | 介護報酬請求額  |   |          |          |          |          |            | 0          | 0          | 0          | 0          | 0          |         |
|               | 介護報酬額    |   |          |          |          |          |            |            | 0          | 0          | 0          | 0          |         |
|               | 利用者負担額   |   |          |          |          |          |            |            | 0          | 0          | 0          | 0          |         |
|               | 食事費      |   |          |          |          |          |            |            | 0          | 0          | 0          | 0          |         |
|               | 合計 (A)   | - | -        | -        | 0        | 0        | 0          | 0          | 0          | 0          | 0          | 0          | 0       |
|               | 支払い利息    |   |          |          |          |          |            |            |            | 65,625     | 65,625     | 65,625     |         |
|               | 人件費      |   |          | 279,900  | 210,000  | 210,000  | 279,900    | 210,000    | 210,000    | 279,900    | 745,000    | 745,000    | 745,000 |
|               | 社会保険料    |   |          |          |          |          |            |            |            | 102,136    | 102,136    | 102,136    |         |
|               | 雇用保険     |   |          |          |          |          |            |            |            | 1,600      | 1,600      | 1,600      |         |
|               | 水道光熱費    |   |          |          |          |          |            |            |            | 30,000     | 30,000     | 30,000     |         |
|               | 事務所賃料    |   |          |          |          |          |            |            |            | 365,000    | 65,000     | 65,000     |         |
|               | 保証協会     |   |          |          |          |          |            |            |            |            |            |            |         |
|               | 火災保険     |   |          |          |          |          |            |            |            |            |            |            |         |
|               | 駐車場      |   |          |          |          |          |            |            |            |            |            |            |         |
|               | 広告宣伝費    |   |          |          |          |          |            |            |            | 10,000     | 10,000     | 10,000     |         |
|               | 連携委託費    |   |          |          |          |          |            |            |            |            |            |            |         |
|               | 車両維持費    |   |          |          |          |          |            |            |            | 120,000    | 25,000     | 25,000     |         |
|               | 電話       |   |          |          |          |          |            |            |            | 5,000      | 5,000      | 5,000      |         |
|               | FAX      |   |          |          |          |          |            |            |            | 5,000      | 5,000      | 5,000      |         |
| 携帯電話          |          |   |          |          |          |          |            |            | 10,000     | 10,000     | 10,000     |            |         |
| インターネット接続料    |          |   |          |          |          |          |            |            | 5,000      | 5,000      | 5,000      |            |         |
| 郵送料           |          |   |          |          |          |          |            |            | 5,000      | 5,000      | 5,000      |            |         |
| 介護事業者記録・請求ソフト |          |   |          |          |          |          |            |            | 90,000     | 40,000     | 40,000     |            |         |
| 消耗品費          |          |   |          |          |          |          |            |            | 10,000     | 10,000     | 10,000     |            |         |
| 交際費           |          |   |          |          |          |          |            |            | 10,000     | 10,000     | 10,000     |            |         |
| 材料費           |          |   |          |          |          |          | 0          | 0          | 0          | 0          | 0          |            |         |
| 合計 (B)        |          |   | 279,900  | 210,000  | 210,000  | 279,900  | 210,000    | 210,000    | 279,900    | 1,569,361  | 1,124,361  | 1,124,361  |         |
| 合計 (A) - (B)  |          |   | -279,900 | -210,000 | -210,000 | -279,900 | -210,000   | -210,000   | -210,000   | -1,569,361 | -1,124,361 | -1,124,361 |         |
| 財務収入          | 出資       |   |          |          | 0        | 0        |            |            | 0          | 5,000,000  | 0          | 0          |         |
|               | 短期借入金    |   |          |          |          |          |            |            |            |            |            |            |         |
|               | 長期借入金    |   |          |          |          | 0        | 0          |            | 0          | 35,000,000 | 0          | 0          |         |
|               | 手形割引     |   |          |          |          |          |            |            |            |            |            |            |         |
| 財務収入計         |          |   |          | 0        | 0        | 0        | 0          | 0          | 40,000,000 | 0          | 0          |            |         |
| 財務支出          | 短期借入金返済  |   |          |          |          |          |            |            |            |            |            |            |         |
|               | 長期借入金返済  |   |          |          |          |          |            |            |            | 583,334    | 583,334    | 583,334    |         |
|               | 定期預金預入   |   |          |          |          |          |            |            |            |            |            |            |         |
|               | 設備投資等    |   |          |          |          |          |            |            |            | 27,464,500 |            |            |         |
|               | その他財務支出  |   |          |          |          |          |            |            |            |            |            |            |         |
| 財務支出計         |          |   |          | 0        | 0        | 0        | 0          | 0          | 27,464,500 | 583,334    | 583,334    |            |         |
| 差引財務収支        |          |   |          | 0        | 0        | 0        | 0          | 0          | 12,535,500 | -583,334   | -583,334   | -583,334   |         |
| 月中現預金増減       |          |   | -279,900 | -210,000 | -210,000 | -279,900 | -210,000   | -210,000   | 12,255,600 | -2,152,695 | -1,707,695 | -1,707,695 |         |
| 次月繰越金         |          |   | -279,900 | -489,900 | -699,900 | -979,800 | -1,189,800 | -1,399,800 | 10,855,800 | 8,703,105  | 6,995,410  | 5,287,714  |         |

| 月金18名         | 4月            | 5月         | 6月         | 7月        | 8月        | 9月        | 10月       | 11月       | 12月       | 1月        | 2月        | 3月        |
|---------------|---------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 一日定員          | 18            | 18         | 18         | 18        | 18        | 18        | 18        | 18        | 18        | 18        | 18        | 18        |
| 稼働日数          | 21            | 21         | 23         | 21        | 22        | 19        | 20        | 23        | 22        | 20        | 20        | 20        |
| 総稼働枠          | 378           | 378        | 414        | 378       | 396       | 342       | 360       | 414       | 396       | 360       | 360       | 360       |
| 1日平均利用料/1人当たり | 9,945         | 9,945      | 9,945      | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     | 9,945     |
| 稼働率           | 20%           | 35%        | 50%        | 65%       | 80%       | 85%       | 90%       | 90%       | 90%       | 90%       | 90%       | 85%       |
| 次月繰越金         | 5,287,714     | 3,540,019  | 1,867,508  | 672,686   | 141,991   | 74,036    | 634,407   | 1,371,997 | 2,465,818 | 4,139,631 | 5,636,224 | 6,842,821 |
| 収入            | 延べ利用者見込み      | 76         | 145        | 189       | 257       | 274       | 306       | 373       | 356       | 324       | 324       | 321       |
|               | 介護報酬請求額       | 676,658    | 1,296,927  | 1,691,645 | 2,303,859 | 2,448,857 | 2,738,853 | 3,334,956 | 3,189,958 | 2,899,962 | 2,899,962 | 2,875,796 |
|               | 介護報酬額         | 0          | 0          | 676,658   | 1,296,927 | 1,691,645 | 2,303,859 | 2,448,857 | 2,738,853 | 3,334,956 | 3,189,958 | 2,899,962 |
|               | 利用者負担額        | 0          | 75,184     | 144,103   | 187,961   | 255,984   | 272,095   | 304,317   | 370,551   | 354,440   | 322,218   | 322,218   |
|               | 食事費           | 60,480     | 60,480     | 115,920   | 151,200   | 205,920   | 218,880   | 244,800   | 298,080   | 285,120   | 259,200   | 259,200   |
|               | 合計 (A)        | 0          | 75,184     | 820,761   | 1,484,888 | 1,947,629 | 2,575,954 | 2,753,174 | 3,109,404 | 3,689,396 | 3,512,176 | 3,222,180 |
|               | 支払い利息         | 65,625     | 65,625     | 65,625    | 65,625    | 65,625    | 65,625    | 65,625    | 65,625    | 65,625    | 65,625    | 65,625    |
|               | 人件費           | 745,000    | 745,000    | 985,000   | 985,000   | 985,000   | 985,000   | 985,000   | 985,000   | 985,000   | 985,000   | 985,000   |
|               | 社会保険料         | 102,136    | 102,136    | 130,024   | 130,024   | 130,024   | 130,024   | 130,024   | 130,024   | 130,024   | 130,024   | 130,024   |
|               | 雇用保険          | 1,600      | 1,600      | 1,600     | 1,600     | 1,600     | 1,600     | 1,600     | 1,600     | 1,600     | 1,600     | 1,600     |
|               | 水道光熱費         | 30,000     | 30,000     | 30,000    | 30,000    | 30,000    | 30,000    | 30,000    | 30,000    | 30,000    | 30,000    | 30,000    |
|               | 事務所賃料         | 65,000     | 65,000     | 65,000    | 65,000    | 65,000    | 65,000    | 65,000    | 65,000    | 65,000    | 65,000    | 65,000    |
|               | 保証協会          |            |            |           |           |           |           |           |           |           |           |           |
|               | 火災保険          |            |            |           |           |           |           |           |           |           |           |           |
|               | 駐車場           |            |            |           |           |           |           |           |           |           |           |           |
|               | 広告宣伝費         | 10,000     | 10,000     | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    |
|               | 連携委託費         | 40,000     | 40,000     | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    |
|               | 車両維持費         | 25,000     | 25,000     | 25,000    | 25,000    | 25,000    | 25,000    | 25,000    | 25,000    | 25,000    | 25,000    | 25,000    |
|               | 電話            | 5,000      | 5,000      | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     |
|               | FAX           | 5,000      | 5,000      | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     |
|               | 携帯電話          | 10,000     | 10,000     | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    |
|               | インターネット接続料    | 5,000      | 5,000      | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     |
|               | 郵送料           | 5,000      | 5,000      | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     | 5,000     |
|               | 介護事業者記録・請求ソフト | 40,000     | 40,000     | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    | 40,000    |
|               | 消耗品費          | 10,000     | 10,000     | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    |
|               | 交際費           | 10,000     | 10,000     | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    |
|               | 材料費           | 30,240     | 57,960     | 75,600    | 102,960   | 109,440   | 122,400   | 149,040   | 142,560   | 129,600   | 129,600   | 129,600   |
| 合計 (B)        | 1,164,361     | 1,164,361  | 1,432,249  | 1,432,249 | 1,432,249 | 1,432,249 | 1,432,249 | 1,432,249 | 1,432,249 | 1,432,249 | 1,432,249 |           |
| 合計 (A) - (B)  | -1,164,361    | -1,089,177 | -611,488   | 52,639    | 515,380   | 1,143,705 | 1,320,925 | 1,677,155 | 2,257,147 | 2,079,927 | 1,789,931 |           |
| 財務収入          | 出資            |            |            |           |           |           |           |           |           |           |           |           |
|               | 短期借入金         |            |            |           |           |           |           |           |           |           |           |           |
|               | 長期借入金         |            |            |           |           |           |           |           |           |           |           |           |
|               | 手形割引          |            |            |           |           |           |           |           |           |           |           |           |
| 財務収入計         | 0             | 0          | 0          | 0         | 0         | 0         | 0         | 0         | 0         | 0         |           |           |
| 財務支出          | 短期借入金返済       |            |            |           |           |           |           |           |           |           |           |           |
|               | 長期借入金返済       | 583,334    | 583,334    | 583,334   | 583,334   | 583,334   | 583,334   | 583,334   | 583,334   | 583,334   | 583,334   |           |
|               | 定期預金預入        |            |            |           |           |           |           |           |           |           |           |           |
|               | 設備投資等         |            |            |           |           |           |           |           |           |           |           |           |
| その他財務支出       |               |            |            |           |           |           |           |           |           |           |           |           |
| 財務支出計         | 583,334       | 583,334    | 583,334    | 583,334   | 583,334   | 583,334   | 583,334   | 583,334   | 583,334   | 583,334   |           |           |
| 差引財務収支        | -583,334      | -583,334   | -583,334   | -583,334  | -583,334  | -583,334  | -583,334  | -583,334  | -583,334  | -583,334  | -583,334  |           |
| 月中現預金増減       | -1,747,695    | -1,672,511 | -1,194,822 | -530,695  | -67,954   | 560,371   | 737,591   | 1,093,820 | 1,673,813 | 1,496,593 | 1,206,597 |           |
| 次月繰越金         | 3,540,019     | 1,867,508  | 672,686    | 141,991   | 74,036    | 634,407   | 1,371,997 | 2,465,818 | 4,139,631 | 5,636,224 | 6,842,821 |           |

| 月金18名         | 4月    | 5月    | 6月    | 7月    | 8月    | 9月    | 10月   | 11月   | 12月   | 1月    | 2月    | 3月    |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 一日定員          | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    |
| 稼働日数          | 21    | 21    | 23    | 21    | 22    | 19    | 20    | 23    | 22    | 20    | 20    | 20    |
| 総稼働枠          | 378   | 378   | 414   | 378   | 396   | 342   | 360   | 414   | 396   | 360   | 360   | 360   |
| 1日平均利用料/1人当たり | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 |
| 稼働率           | 85%   | 85%   | 85%   | 85%   | 90%   | 85%   | 85%   | 90%   | 90%   | 90%   | 90%   | 85%   |

|              |               |           |            |            |            |            |            |            |            |            |            |            |           |
|--------------|---------------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|
| 次月繰越金        | 8,049,417     | 9,118,329 | 9,918,726  | 10,963,471 | 12,038,648 | 13,357,279 | 14,436,931 | 15,765,407 | 16,521,051 | 17,479,872 | 19,018,685 | 20,380,278 |           |
| 収入           | 延べ利用者見込み      | 321       | 321        | 352        | 321        | 356        | 291        | 306        | 373        | 356        | 324        | 306        |           |
|              | 介護報酬請求額       | 2,875,796 | 2,875,796  | 3,149,681  | 2,875,796  | 3,189,958  | 2,601,910  | 2,738,853  | 3,334,956  | 3,189,958  | 2,899,962  | 2,738,853  |           |
|              | 介護報酬額         | 2,899,962 | 2,875,796  | 2,875,796  | 2,875,796  | 3,149,681  | 2,875,796  | 3,189,958  | 2,601,910  | 2,738,853  | 3,334,956  | 2,899,962  |           |
|              | 利用者負担額        | 319,533   | 75,184     | 319,533    | 349,965    | 319,533    | 354,440    | 289,101    | 304,317    | 370,551    | 354,440    | 322,218    |           |
|              | 食事費           | 257,040   | 60,480     | 257,040    | 281,520    | 257,040    | 285,120    | 232,560    | 244,800    | 298,080    | 285,120    | 259,200    |           |
|              | 合計 (A)        | 3,219,495 | 2,950,980  | 3,195,329  | 3,225,760  | 3,469,214  | 3,230,235  | 3,479,059  | 2,906,227  | 3,109,404  | 3,689,396  | 3,512,176  | 3,222,180 |
|              | 支払い利息         | 65,625    | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625    |
|              | 人件費           | 985,000   | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000   |
|              | 社会保険料         | 130,024   | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024   |
|              | 雇用保険          | 1,600     | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600     |
|              | 賞与引当金         | 200,000   | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000   |
|              | 水道光熱費         | 30,000    | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000    |
|              | 事務所賃料         |           |            |            |            |            |            |            |            |            |            |            |           |
|              | 保証協会          |           |            |            |            |            |            |            |            |            |            |            | 14,000    |
|              | 火災保険          |           |            |            |            |            |            |            |            |            |            |            | 50,000    |
|              | 駐車場           |           |            |            |            |            |            |            |            |            |            |            |           |
|              | 広告宣伝費         | 10,000    | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
|              | 連携委託費         | 40,000    | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000    |
|              | 車両維持費         | 25,000    | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000    |
|              | 電話            | 5,000     | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|              | FAX           | 5,000     | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|              | 携帯電話          | 10,000    | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
|              | インターネット接続料    | 5,000     | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|              | 郵送料           | 5,000     | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|              | 介護事業者記録・請求ソフト | 40,000    | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000    |
|              | 消耗品費          | 10,000    | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
|              | 交際費           | 10,000    | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
| 材料費          | 128,520       | 128,520   | 140,760    | 128,520    | 142,560    | 116,280    | 122,400    | 149,040    | 142,560    | 129,600    | 129,600    | 122,400    |           |
| 合計 (B)       | 1,567,249     | 1,567,249 | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,631,249  |           |
| 合計 (A) - (B) | 1,652,246     | 1,383,731 | 1,628,080  | 1,658,511  | 1,901,965  | 1,662,986  | 1,911,810  | 1,338,978  | 1,542,155  | 2,122,147  | 1,944,927  | 1,590,931  |           |
| 財務収入         | 出資            |           |            |            |            |            |            |            |            |            |            |            |           |
|              | 短期借入金         |           |            |            |            |            |            |            |            |            |            |            |           |
|              | 長期借入金         |           |            |            |            |            |            |            |            |            |            |            |           |
|              | 手形割引          |           |            |            |            |            |            |            |            |            |            |            |           |
| 財務収入 計       | 0             | 0         | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |            |           |
| 財務支出         | 短期借入金返済       |           |            |            |            |            |            |            |            |            |            |            |           |
|              | 長期借入金返済       | 583,334   | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    |           |
|              | 定期預金預入        |           |            |            |            |            |            |            |            |            |            |            |           |
|              | 設備投資等         |           |            |            |            |            |            |            |            |            |            |            |           |
|              | その他財務支出       |           |            |            |            |            |            |            |            |            |            |            |           |
| 財務支出 計       | 583,334       | 583,334   | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    |            |           |
| 差引財務収支       | -583,334      | -583,334  | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   |           |
| 月中現預金増減      | 1,068,912     | 800,397   | 1,044,745  | 1,075,177  | 1,318,631  | 1,079,652  | 1,328,476  | 755,644    | 958,820    | 1,538,813  | 1,361,593  | 1,007,597  |           |
| 次月繰越金        | 9,118,329     | 9,918,726 | 10,963,471 | 12,038,648 | 13,357,279 | 14,436,931 | 15,765,407 | 16,521,051 | 17,479,872 | 19,018,685 | 20,380,278 | 21,387,874 |           |

| 月金18名         | 4月    | 5月    | 6月    | 7月    | 8月    | 9月    | 10月   | 11月   | 12月   | 1月    | 2月    | 3月    |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 一日定員          | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    |
| 稼働日数          | 21    | 21    | 23    | 21    | 22    | 19    | 20    | 23    | 22    | 20    | 20    | 20    |
| 総稼働枠          | 378   | 378   | 414   | 378   | 396   | 342   | 360   | 414   | 396   | 360   | 360   | 360   |
| 1日平均利用料/1人当たり | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 |
| 稼働率           | 90%   | 90%   | 90%   | 95%   | 95%   | 90%   | 90%   | 95%   | 95%   | 95%   | 95%   | 90%   |

|             |               |            |            |            |            |            |            |            |            |            |            |            |           |
|-------------|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|
| 次月繰越金       | 21,387,874    | 22,456,786 | 23,257,183 | 24,489,888 | 25,754,816 | 27,315,110 | 28,941,638 | 30,641,560 | 31,568,159 | 32,729,260 | 34,678,006 | 36,429,841 |           |
| 収入          | 延べ利用者見込み      | 340        | 340        | 373        | 378        | 396        | 308        | 324        | 414        | 396        | 360        | 360        | 324       |
|             | 介護報酬請求額       | 3,044,960  | 3,044,960  | 3,334,956  | 3,383,289  | 3,544,398  | 2,754,964  | 2,899,962  | 3,705,507  | 3,544,398  | 3,222,180  | 3,222,180  | 2,899,962 |
|             | 介護報酬額         | 2,899,962  | 2,875,796  | 3,044,960  | 3,044,960  | 3,334,956  | 3,383,289  | 3,544,398  | 2,754,964  | 2,899,962  | 3,705,507  | 3,544,398  | 3,222,180 |
|             | 利用者負担額        | 319,533    | 75,184     | 338,329    | 370,551    | 375,921    | 393,822    | 306,107    | 322,218    | 411,723    | 393,822    | 358,020    | 358,020   |
|             | 食事費           | 257,040    | 60,480     | 272,160    | 298,080    | 302,400    | 316,800    | 246,240    | 259,200    | 331,200    | 316,800    | 288,000    | 288,000   |
|             | 合計(A)         | 3,219,495  | 2,950,980  | 3,383,289  | 3,415,511  | 3,710,877  | 3,777,111  | 3,850,505  | 3,077,182  | 3,311,685  | 4,099,329  | 3,902,418  | 3,580,200 |
|             | 支払利息          | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625    |
|             | 人件費           | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000   |
|             | 社会保険料         | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024   |
|             | 雇用保険          | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600     |
|             | 賞与引当金         | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000   |
|             | 水道光熱費         | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000    |
|             | 事務所賃料         |            |            |            |            |            |            |            |            |            |            |            |           |
|             | 保証協会          |            |            |            |            |            |            |            |            |            |            |            | 14,000    |
|             | 火災保険          |            |            |            |            |            |            |            |            |            |            |            | 50,000    |
|             | 駐車場           |            |            |            |            |            |            |            |            |            |            |            |           |
|             | 広告宣伝費         | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
|             | 連携委託費         | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000    |
|             | 車両維持費         | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000    |
|             | 電話            | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|             | FAX           | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|             | 携帯電話          | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
|             | インターネット接続料    | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|             | 郵送料           | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|             | 介護事業者記録・請求ソフト | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000    |
|             | 消耗品費          | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
|             | 交際費           | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
| 材料費         | 136,080       | 136,080    | 149,040    | 151,200    | 158,400    | 123,120    | 129,600    | 165,600    | 158,400    | 144,000    | 144,000    | 129,600    |           |
| 合計(B)       | 1,567,249     | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,567,249  | 1,631,249  |           |
| 合計(A) - (B) | 1,652,246     | 1,383,731  | 1,816,040  | 1,848,262  | 2,143,628  | 2,209,862  | 2,283,256  | 1,509,933  | 1,744,436  | 2,532,080  | 2,335,169  | 1,948,951  |           |
| 財務収入        | 出資            |            |            |            |            |            |            |            |            |            |            |            |           |
|             | 短期借入金         |            |            |            |            |            |            |            |            |            |            |            |           |
|             | 長期借入金         |            |            |            |            |            |            |            |            |            |            |            |           |
|             | 手形割引          |            |            |            |            |            |            |            |            |            |            |            |           |
| 財務収入 計      | 0             | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |            |           |
| 財務支出        | 短期借入金返済       |            |            |            |            |            |            |            |            |            |            |            |           |
|             | 長期借入金返済       | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    |           |
|             | 定期預金預入        |            |            |            |            |            |            |            |            |            |            |            |           |
|             | 設備投資等         |            |            |            |            |            |            |            |            |            |            |            |           |
|             | その他財務支出       |            |            |            |            |            |            |            |            |            |            |            |           |
| 財務支出 計      | 583,334       | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    |            |           |
| 差引財務収支      | -583,334      | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   |           |
| 月中現預金増減     | 1,068,912     | 800,397    | 1,232,706  | 1,264,928  | 1,560,294  | 1,626,528  | 1,699,922  | 926,599    | 1,161,102  | 1,948,746  | 1,751,835  | 1,365,617  |           |
| 次月繰越金       | 22,456,786    | 23,257,183 | 24,489,888 | 25,754,816 | 27,315,110 | 28,941,638 | 30,641,560 | 31,568,159 | 32,729,260 | 34,678,006 | 36,429,841 | 37,795,458 |           |

| 月金18名         | 4月    | 5月    | 6月    | 7月    | 8月    | 9月    | 10月   | 11月   | 12月   | 1月    | 2月    | 3月    |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 一日定員          | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    | 18    |
| 稼働日数          | 21    | 21    | 23    | 21    | 22    | 19    | 20    | 23    | 22    | 20    | 20    | 20    |
| 総稼働枠          | 378   | 378   | 414   | 378   | 396   | 342   | 360   | 414   | 396   | 360   | 360   | 360   |
| 1日平均利用料/1人当たり | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 | 9,945 |
| 稼働率           | 90%   | 90%   | 90%   | 95%   | 95%   | 90%   | 90%   | 95%   | 95%   | 95%   | 95%   | 90%   |

|              |               |            |            |            |            |            |            |            |            |            |            |            |           |
|--------------|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|
| 次月繰越金        | 37,795,458    | 38,450,250 | 38,836,528 | 39,655,115 | 40,505,923 | 41,652,098 | 42,864,507 | 44,150,310 | 44,662,790 | 45,409,773 | 46,944,399 | 48,282,115 |           |
| 収入           | 延べ利用者見込み      | 340        | 340        | 373        | 378        | 396        | 308        | 324        | 414        | 396        | 360        | 360        | 324       |
|              | 介護報酬請求額       | 3,044,960  | 3,044,960  | 3,334,956  | 3,383,289  | 3,544,398  | 2,754,964  | 2,899,962  | 3,705,507  | 3,544,398  | 3,222,180  | 3,222,180  | 2,899,962 |
|              | 介護報酬額         | 2,899,962  | 2,875,796  | 3,044,960  | 3,044,960  | 3,334,956  | 3,383,289  | 3,544,398  | 2,754,964  | 2,899,962  | 3,705,507  | 3,544,398  | 3,222,180 |
|              | 利用者負担額        | 319,533    | 75,184     | 338,329    | 370,551    | 375,921    | 393,822    | 306,107    | 322,218    | 411,723    | 393,822    | 358,020    | 358,020   |
|              | 食事費           | 257,040    | 60,480     | 272,160    | 298,080    | 302,400    | 316,800    | 246,240    | 259,200    | 331,200    | 316,800    | 288,000    | 288,000   |
|              | 合計 (A)        | 3,219,495  | 2,950,980  | 3,383,289  | 3,415,511  | 3,710,877  | 3,777,111  | 3,850,505  | 3,077,182  | 3,311,685  | 4,099,329  | 3,902,418  | 3,580,200 |
|              | 支払利息          | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625     | 65,625    |
|              | 人件費           | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000    | 985,000   |
|              | 社会保険料         | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024    | 130,024   |
|              | 雇用保険          | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600      | 1,600     |
|              | 賞与引当金         | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 200,000   |
|              | 水道光熱費         | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000     | 30,000    |
|              | 事務所賃料         | 364,119    | 364,119    | 364,119    | 364,119    | 364,119    | 364,119    | 364,119    | 364,119    | 364,119    | 364,119    | 364,119    | 364,119   |
|              | 保証協会          |            |            |            |            |            |            |            |            |            |            |            | 14,000    |
|              | 火災保険          |            |            |            |            |            |            |            |            |            |            |            | 50,000    |
|              | 駐車場           | 50,000     | 50,000     | 50,000     | 50,000     | 50,000     | 50,000     | 50,000     | 50,000     | 50,000     | 50,000     | 50,000     | 50,000    |
|              | 広告宣伝費         | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
|              | 連携委託費         | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000    |
|              | 車両維持費         | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000    |
|              | 電話            | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|              | FAX           | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|              | 携帯電話          | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
|              | インターネット接続料    | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|              | 郵送料           | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000      | 5,000     |
|              | 介護事業者記録・請求ソフト | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000     | 40,000    |
|              | 消耗品費          | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
|              | 交際費           | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000     | 10,000    |
| 材料費          | 136,080       | 136,080    | 149,040    | 151,200    | 158,400    | 123,120    | 129,600    | 165,600    | 158,400    | 144,000    | 144,000    | 129,600    |           |
| 合計 (B)       | 1,981,368     | 1,981,368  | 1,981,368  | 1,981,368  | 1,981,368  | 1,981,368  | 1,981,368  | 1,981,368  | 1,981,368  | 1,981,368  | 1,981,368  | 2,045,368  |           |
| 合計 (A) - (B) | 1,238,127     | 969,612    | 1,401,921  | 1,434,143  | 1,729,509  | 1,795,743  | 1,869,137  | 1,095,814  | 1,330,317  | 2,117,961  | 1,921,050  | 1,534,832  |           |
| 財務収入         | 出資            |            |            |            |            |            |            |            |            |            |            |            |           |
|              | 短期借入金         |            |            |            |            |            |            |            |            |            |            |            |           |
|              | 長期借入金         |            |            |            |            |            |            |            |            |            |            |            |           |
|              | 手形割引          |            |            |            |            |            |            |            |            |            |            |            |           |
| 財務収入 計       | 0             | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |            |           |
| 財務支出         | 短期借入金返済       |            |            |            |            |            |            |            |            |            |            |            |           |
|              | 長期借入金返済       | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    |           |
|              | 定期預金預入        |            |            |            |            |            |            |            |            |            |            |            |           |
|              | 設備投資等         |            |            |            |            |            |            |            |            |            |            |            |           |
|              | その他財務支出       |            |            |            |            |            |            |            |            |            |            |            |           |
| 財務支出 計       | 583,334       | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    | 583,334    |            |           |
| 差引財務収支       | -583,334      | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   | -583,334   |           |
| 月中現預金増減      | 654,793       | 386,278    | 818,587    | 850,809    | 1,146,175  | 1,212,409  | 1,285,803  | 512,480    | 746,983    | 1,534,627  | 1,337,716  | 951,498    |           |
| 次月繰越金        | 38,450,250    | 38,836,528 | 39,655,115 | 40,505,923 | 41,652,098 | 42,864,507 | 44,150,310 | 44,662,790 | 45,409,773 | 46,944,399 | 48,282,115 | 49,233,613 |           |