

FACT BOOK



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サマリー情報（1）

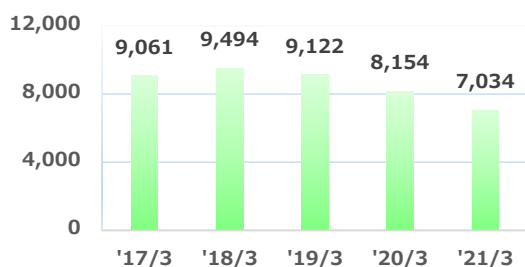
Summary(1)

(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
売上高 Net sales	9,061,315	9,494,353	9,121,518	8,154,430	7,034,151
営業利益 Operating income	1,007,217	1,000,395	929,913	113,306	△ 398,795
営業利益率 %	11.1%	10.5%	10.2%	1.4%	△5.7%
親会社株主に帰属する当期純利益 Net income attributable to owners of the parent	767,106	731,153	702,379	70,560	△ 109,550
親会社株主に帰属する当期純利益率 %	8.5%	7.7%	7.7%	0.9%	△1.6%
1株当たり当期純利益 (円) Net income per share (yen)	150.02	142.99	137.17	13.79	△ 21.42
1株当たり配当金 (円) Dividends per share (yen)	21.50	22.50	25.50	26.00	26.50
為替換算レート (期中平均) Exchange rate (Average during the period)					
Exchange rate Thai THB	3.08	3.31	3.42	3.52	3.42
China CNY	16.36	16.62	16.71	15.77	15.48
India INR	1.62	1.77	1.62	1.55	1.44
Indonesia IDR	0.0082	0.0084	0.0078	0.0077	0.0073

売上高 Net sales

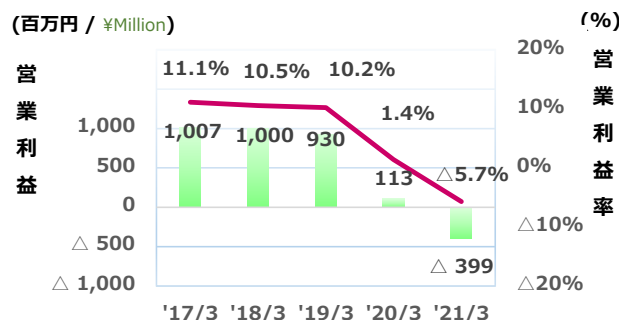
(百万円 / ¥Million)



営業利益 Operating income

営業利益率 %

(百万円 / ¥Million)



1株当たり配当金 Dividends per share

(円 / ¥)

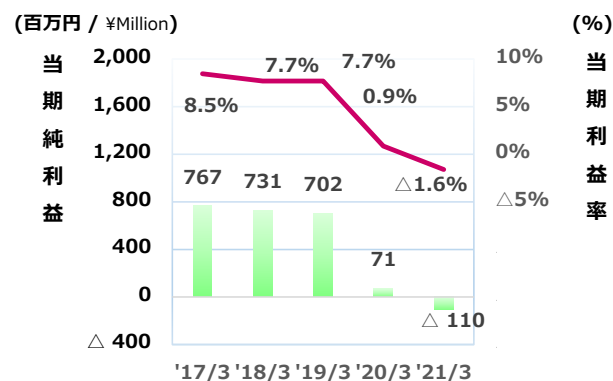


親会社株主に帰属する当期純利益

Net income attributable to owners of the parent

親会社株主に帰属する当期純利益率 %

(百万円 / ¥Million)



サマリー情報（2）

Summary(2)

(千円 / ¥Thousand)

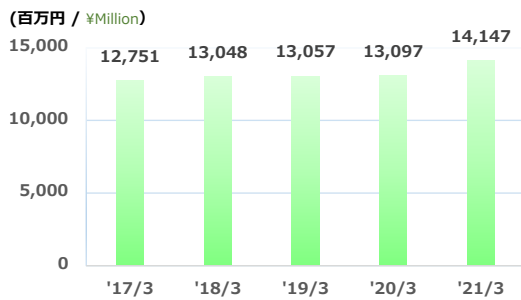
	2017/3	2018/3	2019/3	2020/3	2021/3
総資産 Total assets	12,751,095	13,048,112	13,056,727	13,096,578	14,146,735
自己資本 Total equity attributable to owners of the Parent	7,970,998	8,744,439	9,172,819	9,141,685	8,980,254
自己資本比率 %	62.5%	67.0%	70.3%	69.8%	63.5%
1株当たり純資産 (円) Net assets per share (yen)	1,558.88	1,710.16	1,790.40	1,787.81	1,756.25
有利子負債 Interest-bearing debt	1,430,336	1,322,287	1,260,875	1,427,699	2,568,951
D/E レシオ D/E ratio	0.18	0.15	0.14	0.16	0.29
為替換算レート (期末) Exchange rate (End of period)					
Exchange rate Thai THB	3.24	3.46	3.42	3.64	3.45
China CNY	16.76	17.31	16.16	15.68	15.89
India INR	1.71	1.77	1.58	1.54	1.41
Indonesia IDR	0.0087	0.0083	0.0076	0.0076	0.0073
ROA	6.0%	5.6%	5.4%	0.5%	△0.8%
ROE	9.6%	8.4%	7.7%	0.8%	△1.2%

※ROA:親会社株主に帰属する当期純利益÷総資産 ROE:親会社株主に帰属する当期純利益÷自己資本

※ROA: Net income attributable to parent company shareholders ÷ total assets

ROE: Net income attributable to parent company shareholders ÷ equity

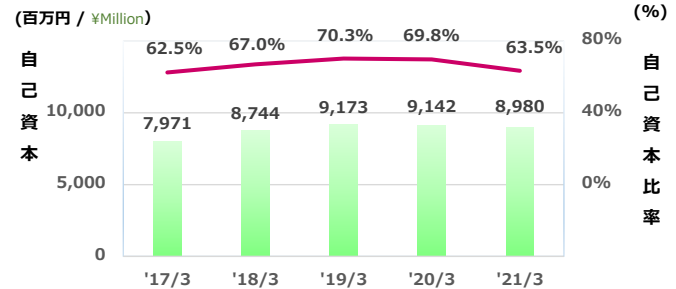
総資産 Total assets



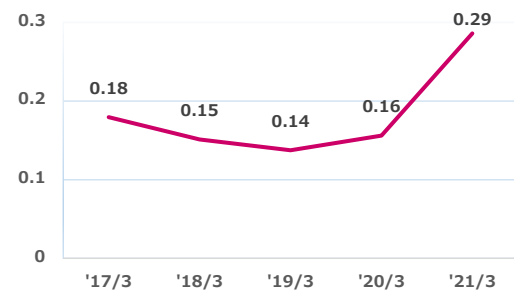
自己資本

Total equity attributable to owners of the Parent

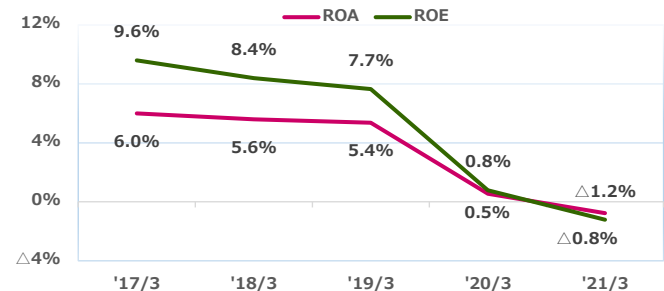
自己資本比率 %



D/Eレシオ D/E ratio



ROA / ROE %



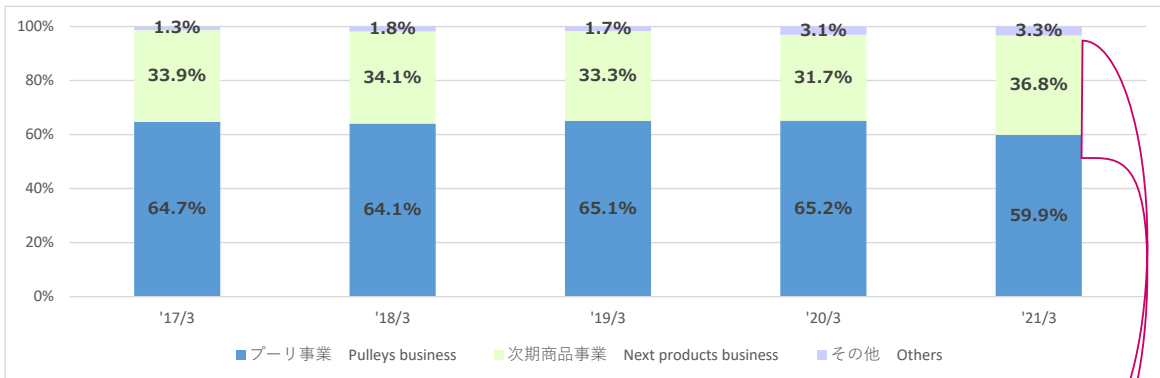
事業別セグメント情報

Business Segment Data

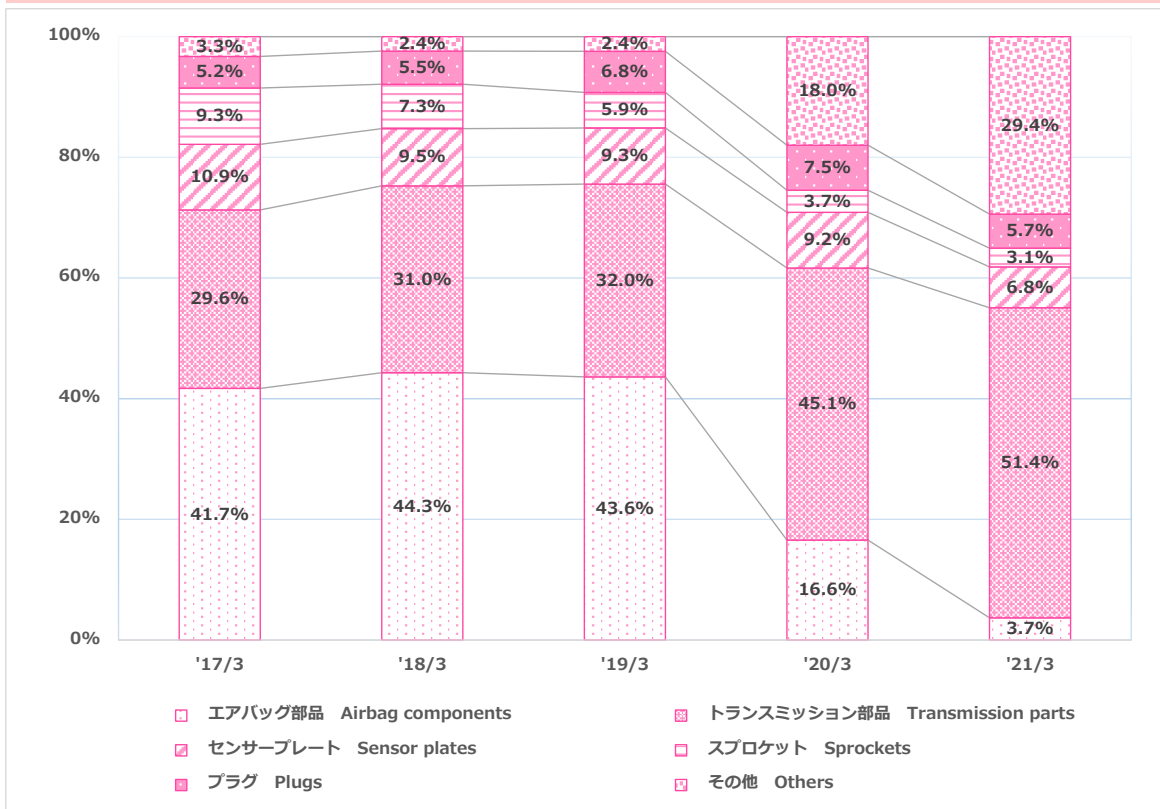
(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
売上高 Net sales	9,061,315	9,494,353	9,121,518	8,154,430	7,034,151
プーリ事業 Pulleys business	5,863,722	6,084,924	5,933,656	5,314,543	4,210,913
次期商品事業 Next products business	3,075,846	3,237,129	3,035,534	2,588,157	2,589,137
エアバッグ部品 Airbag components	1,282,996	1,434,204	1,323,457	428,468	95,594
トランスミッション部品 Transmission parts	909,358	1,002,760	970,328	1,167,746	1,330,240
センサープレート Sensor plates	335,169	307,049	282,197	238,089	175,575
スプロケット Sprockets	287,010	237,897	179,108	94,548	80,076
プラグ Plugs	160,790	177,914	206,262	193,453	146,325
その他 Others	100,521	77,305	74,182	465,853	761,327
その他 Others	121,746	172,300	152,328	251,730	234,101

事業別売上高比率 %



次期商品事業売上比率 %



地域別売上高・営業利益

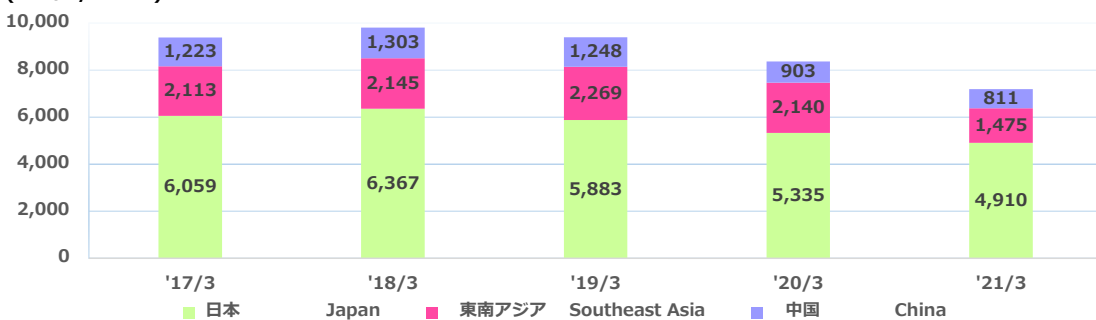
Sales & Operating Income by Location

(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
売上高 Net sales	9,061,315	9,494,353	9,121,518	8,154,430	7,034,151
調整額 Adjustment	△ 333,369	△ 320,870	△ 278,498	△ 223,540	△ 161,301
日本 Japan	6,058,663	6,367,088	5,882,505	5,334,755	4,909,568
海外 Overseas	3,336,020	3,448,134	3,517,511	3,043,214	2,285,883
東南アジア Southeast Asia	2,113,297	2,145,298	2,269,200	2,140,000	1,474,985
中国 China	1,222,723	1,302,836	1,248,310	903,214	810,898

地域別売上高 Sales by Location

(百万円 / ¥Million)



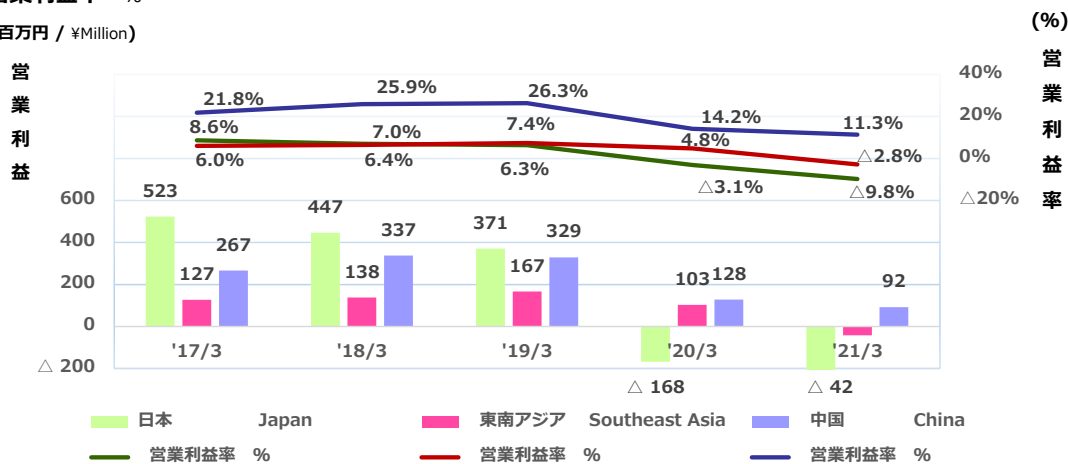
(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
営業利益 Operating income	1,007,217	1,000,395	929,913	113,306	△ 398,795
営業利益率 %	11.1%	10.5%	10.2%	1.4%	△5.7%
調整額 Adjustment	90,198	78,681	63,491	50,312	31,348
日本 Japan	523,431	446,577	370,816	△ 167,923	△ 480,152
営業利益率 %	8.6%	7.0%	6.3%	△3.1%	△9.8%
海外 Overseas	393,588	475,136	495,605	230,917	50,009
営業利益率 %	11.8%	13.8%	14.1%	7.6%	2.2%
東南アジア Southeast Asia	127,008	137,862	166,903	102,972	△ 41,894
営業利益率 %	6.0%	6.4%	7.4%	4.8%	△2.8%
中国 China	266,580	337,274	328,701	127,945	91,903
営業利益率 %	21.8%	25.9%	26.3%	14.2%	11.3%

地域別営業利益 Operating income by Location

営業利益率 %

(百万円 / ¥Million)



設備投資額・減価償却費・研究開発費

Capital Expenditures, Depreciation and R&D Expenses

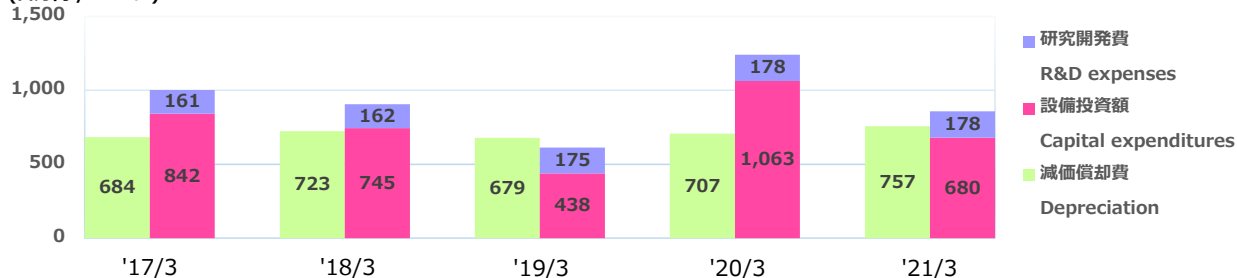
(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
設備投資額 (有形及び無形) Capital expenditures (Including intangible assets)	842,488	745,784	438,829	1,063,911	680,954
日本 Japan	667,808	523,626	234,977	880,909	487,927
海外 Overseas	174,680	222,158	203,851	183,001	193,027
東南アジア Southeast Asia	154,353	64,096	59,599	112,522	144,404
中国 China	20,327	158,062	144,251	70,479	48,623
減価償却費 Depreciation	684,036	723,999	679,457	707,263	757,985
研究開発費 R&D expenses	161,949	162,364	175,108	178,051	178,291

設備投資額・減価償却費・研究開発費

Capital expenditures, depreciation and R&D expenses

(百万円 / ¥Million)



人員

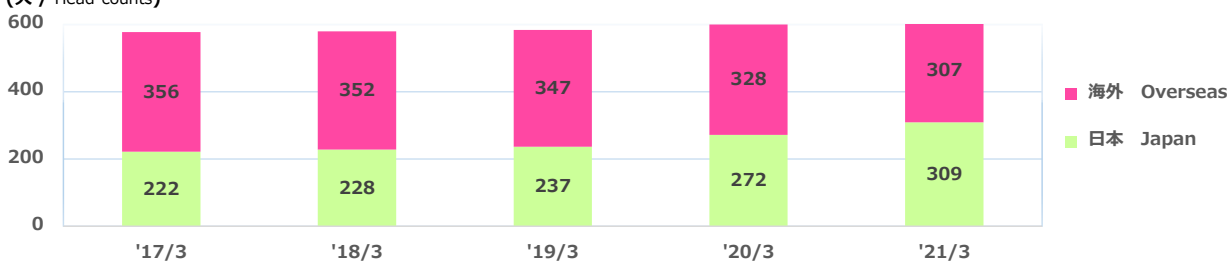
Number of Employees

(人 / Head-counts)

	2018/3	2019/3	2020/3	2020/3	2021/3
連結合計 Consolidated	578	580	584	600	616
日本 Japan	222	228	237	272	309
海外 Overseas	356	352	347	328	307
東南アジア Southeast Asia	250	245	240	236	223
中国 China	106	107	107	92	84

人員 Number of employees

(人 / Head-counts)



棚卸資産・有利子負債

Inventories / Interest-bearing Debt

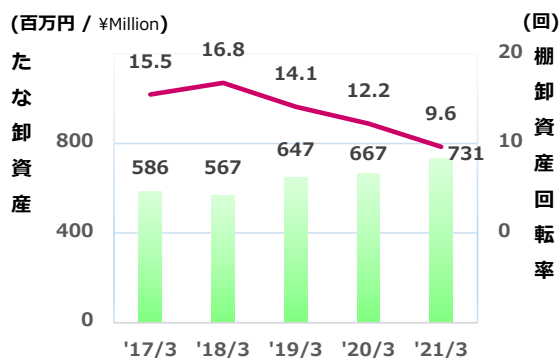
(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
たな卸資産 Inventories	586,221	566,588	647,330	667,215	730,793
たな卸資産回転率 (回) Inventory turnover (Times)	15.5	16.8	14.1	12.2	9.6
短期借入金 Short-term loans	912,936	797,603	774,078	584,472	515,339
1年内返済予定の長期借入金 Current portion of long-term loans	193,257	142,498	198,020	265,640	416,228
リース債務 Lease obligations	—	—	696	20,825	102,465
長期借入金 Long-term loans	324,143	382,186	286,193	348,893	1,235,469
リース債務 Lease obligations	—	—	1,886	207,866	299,447
有利子負債合計 Total Interest-bearing debt	1,430,336	1,322,287	1,260,875	1,427,699	2,568,951
D/E レシオ D/E ratio	0.18	0.15	0.14	0.16	0.29

たな卸資産 Inventories

たな卸資産回転率 (回) Inventory turnover (Times)

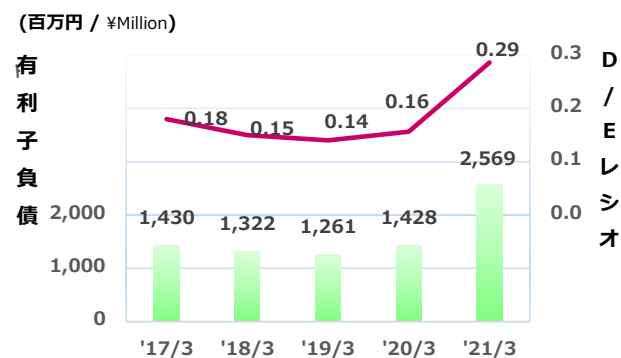
(百万円 / ¥Million)



有利子負債 Interest-bearing Debt

D/Eレシオ D/E ratio

(百万円 / ¥Million)



連結貸借対照表

Consolidated Balance Sheets

(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
資産の部 Assets					
現金及び預金 Cash and deposits	1,870,242	2,071,657	2,584,809	2,598,916	3,021,903
受取手形及び売掛金 Notes and accounts receivable	2,147,590	2,089,702	1,873,736	1,467,565	1,786,593
電子記録債権 Electronically recorded monetary claims	522,749	589,870	521,803	476,036	488,881
有価証券 Securities	-	-	-	3,685	-
たな卸資産 Inventories	586,221	566,588	647,330	667,215	730,793
繰延税金資産 Deferred tax assets	75,732	-	-	-	-
その他 Others	64,919	104,284	114,308	143,456	88,906
流動資産合計 Total Current assets	5,267,456	5,422,104	5,741,718	5,356,876	6,117,077
建物及び構築物（純額） Buildings and structures	1,609,716	1,796,230	1,661,333	1,894,002	1,977,816
機械装置及び運搬具（純額） Machinery, equipment and vehicles	2,340,399	2,178,594	2,027,878	2,137,628	2,106,344
工具、器具及び備品（純額） Tools, furniture and fixtures	215,162	196,502	171,645	169,859	178,805
土地 Land	2,125,479	2,131,519	2,130,421	2,190,463	2,241,189
建設仮勘定 Construction in progress	249,993	374,219	262,112	472,342	252,295
有形固定資産合計 Total property, plant and equipment	6,540,750	6,677,066	6,253,391	6,864,296	6,756,452
のれん Goodwill	-	-	-	13,720	10,062
その他 Others	-	-	129,298	123,674	120,267
無形固定資産 Intangible assets	96,700	100,945	129,298	137,395	130,329
投資有価証券 Investment securities	639,495	639,466	572,134	478,704	907,513
関係会社株式 Stocks of subsidiaries and affiliates	63,981	86,661	223,629	106,156	85,376
その他 Others	142,710	121,869	136,555	153,148	149,985
投資その他の資産合計 Total Investments and other assets	846,187	847,996	932,318	738,009	1,142,875
固定資産合計 Total Non-current assets	7,483,638	7,626,007	7,315,008	7,739,701	8,029,657
資産合計 Total assets	12,751,095	13,048,112	13,056,727	13,096,578	14,146,735

(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
負債の部 Liabilities					
支払手形及び買掛金 Notes and accounts payable	860,461	1,056,769	929,072	750,640	530,986
電子記録債務 Electronically recorded obligations-operating	—	—	—	—	380,000
短期借入金 Short-term loans payable	912,936	797,603	774,078	584,472	515,339
1年内返済予定の長期借入金 Current portion of long-term loans	193,257	142,498	198,020	265,640	416,228
リース債務 Lease obligations	—	—	696	20,825	102,465
未払法人税等 Income taxes payable	230,743	103,684	82,973	25,833	16,024
賞与引当金 Provision for bonus	163,815	156,666	159,316	102,201	120,522
役員賞与引当金 Directors' bonus allowance	17,650	16,452	14,107	5,901	10,326
その他 Others	1,132,254	766,399	625,586	597,969	570,145
流動負債合計 Total Current liabilities	3,511,118	3,040,074	2,783,851	2,353,484	2,662,040
長期借入金 Long-term loans	324,143	382,186	286,193	348,893	1,235,469
リース債務 Lease obligations	—	—	1,886	207,866	299,447
長期未払金 Long-term accounts payable-other	46,380	46,380	46,380	112,380	79,380
繰延税金負債 Deferred tax liabilities	225,949	211,561	228,666	318,432	408,054
退職給付に係る負債 Provision for retirement benefits	246,884	246,914	233,560	249,698	258,551
その他 Others	143,603	101,713	23,378	2,065	56,124
固定負債合計 Total Non-current liabilities	986,962	988,757	820,066	1,239,337	2,337,027
負債合計 Total liabilities	4,498,081	4,028,831	3,603,917	3,592,821	4,999,068
純資産の部 Net assets					
資本金 Common stock	551,099	551,099	556,073	556,073	556,073
資本剰余金 Additional paid-in capital	445,219	445,219	450,193	447,480	506,523
利益剰余金 Retained earnings	6,585,151	7,201,257	7,778,236	7,705,790	7,463,292
自己株式 Treasury stock	△ 6,626	△ 6,686	△ 6,687	△ 15,837	△ 15,859
株主資本合計 Total Shareholders' equity	7,574,844	8,190,890	8,777,817	8,693,507	8,510,030
その他有価証券評価差額金 Valuation difference on available-for-sale securities	251,809	251,713	191,707	139,464	306,072
為替換算調整勘定 Foreign Currency Translation Adjustment	144,344	301,835	203,294	308,713	164,151
その他の包括利益累計額合計 Total Valuation difference on available-for-sales securities	396,154	553,549	395,002	448,178	470,223
非支配株主持分 Non-controlling interests	282,015	274,841	279,989	362,071	167,412
純資産合計 Total net assets	8,253,014	9,019,280	9,452,809	9,503,756	9,147,667
負債純資産合計 Total liabilities and net assets	12,751,095	13,048,112	13,056,727	13,096,578	14,146,735

連結損益計算書

Consolidated Profit and Loss Statement

(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
売上高 Net sales	9,061,315	9,494,353	9,121,518	8,154,430	7,034,151
売上原価 Cost of sales	6,526,862	6,889,384	6,650,292	6,500,980	5,932,308
原価率 %	72.0%	72.6%	72.9%	79.7%	84.3%
売上総利益 Gross profit	2,534,452	2,604,969	2,471,225	1,653,449	1,101,842
販売費及び一般管理費 Selling, general and administrative expenses	1,527,235	1,604,573	1,541,311	1,540,143	1,500,637
営業利益 Operating income	1,007,217	1,000,395	929,913	113,306	△ 398,795
営業利益率 %	11.1%	10.5%	10.2%	1.4%	△5.7%
受取利息・受取配当金 Interest and dividend income	12,693	15,680	20,374	27,841	21,872
為替差益 Foreign exchange gains	-	-	-	-	771
有価証券評価益 Gain on valuation of securities	-	-	-	1,550	-
持分法による投資利益 Equity in earnings of affiliates	-	-	26,759	-	-
助成金収入 Subsidi income	2,686	15,922	-	-	-
スクラップ売却益 Gain on sales of scraps	-	-	-	6,337	6,013
その他 Others	8,795	8,485	14,160	12,037	18,533
営業外収益合計 Total non-operating income	24,175	40,089	61,295	47,765	47,190
支払利息 Interest expenses	32,578	24,935	24,417	26,533	30,942
持分法による投資損失 Equity in losses of the equity method	17,215	8,675	-	4,058	13,372
為替差損 Foreign exchange losses	13,785	13,650	7,056	16,520	-
有価証券売却損 Loss on sales of securities	-	-	-	-	535
その他 Others	37	20,138	578	31	1,798
営業外費用合計 Total non-operating expenses	63,617	67,398	32,053	47,143	46,649
経常利益 Ordinary income	967,776	973,086	959,156	113,928	△398,253
経常利益率 %	10.7%	10.2%	10.5%	1.4%	△5.7%
固定資産売却益 Sale of fixed assets profit and loss	2,329	3,829	1,662	17,109	2,275
投資有価証券売却益 Gain on sale of investment securities	-	25,457	-	-	-
保険解約返戻金 Insurance cash surrender value	-	27,857	2,938	44,417	16,968
補助金収入 Subsidi revenue	171,427	18,898	20,883	131,985	112,883
受取保険金 Insurance received	-	-	4,717	967	1,025
受取補償金 Compensation income	-	-	-	-	30,594
負ののれん発生益 Gain on bargain purchase	-	-	-	-	195,957
特別利益合計 Total extraordinary gain	173,756	76,042	30,201	194,479	359,705
固定資産売却損 Sale of fixed assets loss	-	2,082	613	10	12,098
固定資産除却損 Loss on retirement of noncurrent assets	162	156	7,603	18,031	33,978
固定資産圧縮損 Losses for advanced depreciation of non-current assets	97,401	-	-	-	-
減損損失 Impairment loss	-	-	-	-	53,653
投資有価証券評価損 Loss on valuation of securities	-	-	-	33,680	-
保険解約損 Loss on cancellation of insurance policies	-	-	-	307	-
特別損失合計 Total extraordinary loss	97,563	2,239	8,217	52,030	99,730

(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
税金等調整前当期純利益 Income (loss) before tax expenses and non-controlling interests	1,043,969	1,046,889	981,140	256,377	△138,278
法人税、住民税及び事業税 Current income taxes	289,831	266,440	240,121	85,194	32,558
法人税等還付税額 Refund of income taxes	–	–	–	–	△ 23,519
法人税等調整額 Deferred income taxes	12,629	66,089	35,965	99,794	△15,532
法人税等合計 Total income taxes	302,461	332,529	276,087	184,989	△6,492
当期純利益 Net income	741,508	714,359	705,053	71,388	△131,785
非支配株主に帰属する当期純利益 Profit attributable to non-controlling interests	△ 25,598	△16,794	2,673	827	△22,235
親会社株主に帰属する当期純利益 Net income attributable to shareholders of the parent	767,106	731,153	702,379	70,560	△ 109,550
親会社株主に帰属する当期純利益率 %	8.5%	7.7%	7.7%	0.9%	△1.6%

参考 Reference					
ROE ROE	9.6%	8.4%	7.7%	0.8%	△1.2%
1株当たり当期純利益 (円) Net income per share(yen)	150.02	142.99	137.17	13.79	△ 21.42
発行済株式総数 Number of Shares Issued	5,119,477	5,119,477	5,129,577	5,129,577	5,129,577

連結キャッシュ・フロー計算書

Consolidated Statements of Cash Flows

(千円 / ¥Thousand)

	2017/3	2018/3	2019/3	2020/3	2021/3
営業活動によるキャッシュ・フロー Operating activities					
税金等調整前当期純利益 Income (loss) before income taxes and non-controlling interests	1,043,969	1,046,889	981,140	256,377	△138,278
減価償却費 Depreciation and amortization	684,036	723,999	679,457	707,263	757,985
減損損失 Impairment loss	-	-	-	-	53,653
のれん償却額 Amortization of goodwill	-	-	-	3,658	3,658
負のれん発生益 Gain on bargain purchase	-	-	-	-	△195,957
賞与引当金の増減額 (△は減少) Changes in the amount of provision for bonuses (△ decrease)	17,391	△7,149	3,022	△62,367	△631
役員賞与引当金の増減額 (△は減少) Changes in the amount of provision for directors' bonuses (△ decrease)	2,050	△1,197	△2,345	△8,206	4,425
退職給付に係る負債の増減額 (△は減少) Increase / Decrease in provision for employees' retirement benefits (△ decrease)	△10,566	△1,773	△12,672	△24	6,709
受取利息及び受取配当金 Interest and dividend income	△12,693	△15,681	△20,374	△27,840	△21,871
支払利息 Interest expenses	32,578	24,935	24,417	26,533	30,942
持分法による投資損益 (△は益) Share of loss of entities accounted for using equity method (△ the benefit)	17,215	8,675	△26,759	4,058	13,372
有価証券評価損益 (△は益) Loss (gain) on valuation of securities (△ the benefit)	-	-	-	△1,550	-
有価証券売却損益 (△は益) Loss (gain) on sales of securities (△ the benefit)	-	-	-	-	535
補助金収入 Subsidy revenue	△171,427	△18,898	△20,883	△131,985	△112,883
受取保険金 Insurance received	-	-	△4,717	△967	△1,025
投資有価証券評価損益 (△は益) Loss (gain) on valuation of investment securities (△ the benefit)	-	-	-	33,680	-
為替差損益 (△は益) Foreign exchange losses (△ the benefit)	△1,106	-	-	-	-
投資有価証券売却損益 (△は益) Loss on sales of investment securities (△ the benefit)	-	△25,457	-	-	-
固定資産売却損益 (△は益) Sale of fixed assets profit and loss (△ the benefit)	△2,329	△1,746	△1,048	△17,099	9,822
固定資産除却損 Loss on retirement of non-current assets	162	156	7,603	18,031	33,978
保険解約損益 (△は益) Surrender profit and loss (△ the benefit)	-	△27,857	△2,938	△44,109	△16,968
固定資産圧縮損 Losses for advanced depreciation of non-current assets	97,401	-	-	-	-
売上債権の増減額 (△は増加) Decrease in notes and accounts receivable (△ increase)	△448,901	21,494	255,171	535,801	△152,968
たな卸資産の増減額 (△は増加) Decrease in inventories (△ increase)	36,279	21,794	△93,245	11,724	35,021
仕入債務の増減額 (△は減少) Increase in notes and accounts payable (△ decrease)	52,088	182,539	△116,171	△196,153	43,237
その他 Others	236,690	△76,713	2,972	△107,511	78,109
小計 Subtotal	1,572,837	1,854,009	1,652,629	999,314	430,868
利息及び配当金の受取額 Interest and dividend income received	12,690	15,687	19,356	26,066	24,480
利息の支払額 Interest expenses paid	△34,720	△24,335	△26,829	△24,485	△20,029
補助金の受取額 Receive the amount of subsidy	-	-	-	-	107,144
法人税等の支払額 Income taxes paid	△103,236	△393,908	△257,833	△195,527	△61,262
法人税等の還付額 Refund of income taxes	38,632	-	-	-	82,540
営業活動によるキャッシュ・フロー Net cash provided by operating activities	1,486,202	1,451,453	1,387,322	805,368	563,742

(千円 / ¥Thousand)					
	2017/3	2018/3	2019/3	2020/3	2021/3
投資活動によるキャッシュ・フロー Investing activities					
有価証券の売却による収入 Proceeds from sales of securities	-	-	-	-	3,150
有形固定資産の取得による支出 Purchases of property, plant and equipment	△ 799,081	△ 810,261	△ 414,939	△ 965,471	△ 735,064
有形固定資産の売却による収入 Proceeds from sales of property, plant and equipment	4,432	7,689	2,908	74,860	4,328
有形固定資産の除却による支出 Proceeds from sales of property, plant and equipment	-	-	△ 5,370	△ 8,187	△ 2,125
無形固定資産の取得による支出 Purchase of intangible assets	△ 9,839	△ 1,969	△ 36,034	△ 6,471	△ 17,946
投資有価証券の取得による支出 Purchase of investment securities	△ 12,215	△ 12,621	△ 14,031	△ 15,054	△ 15,901
投資有価証券の売却による収入 Proceeds from sales of investment securities	-	38,353	-	-	-
定期預金の増減額 (△は増加) Decrease of time deposits (△ Increase)	-	-	△ 221,910	△ 633,600	494,280
連結の範囲の変更を伴う子会社株式の取得による支出 Payments for sales of shares of subsidiaries resulting in change in scope of consolidation	-	-	-	-	△ 205,687
関係会社株式の取得による支出 Purchases of stock of affiliated companies	△ 42,702	△ 30,592	△ 114,000	△ 5,303	-
保険積立金の解約による収入 Proceeds from cancellation of insurance reserve fund	-	67,062	4,361	55,832	36,927
預り保証金の返還による支出 Payments for return of guarantee deposits	△ 288,431	△ 375,891	△ 133,711	△ 54,124	△ 3,096
預り保証金の受入による収入 Proceeds from the acceptance of guarantee deposits	427,500	37,812	-	-	-
補助金の受取額 Receive the amount of subsidy	171,427	18,898	20,883	131,985	5,739
その他 Others	3,362	△ 691	25	744	1,353
投資活動によるキャッシュ・フロー Net cash used in investing activities	△ 545,549	△ 1,062,212	△ 911,818	△ 1,424,789	△ 434,043
財務活動によるキャッシュ・フロー Financial activities					
短期借入金の純増減額 (△は減少) Net increase in short-term loans (△ decrease)	15,924	△ 121,751	5,094	△ 184,481	△ 63,434
長期借入れによる収入 Proceeds of long-term loans	-	200,000	128,064	100,000	1,360,000
長期借入金の返済による支出 Epayments of long-term loans	△ 259,320	△ 193,734	△ 164,281	△ 286,732	△ 322,572
自己株式の取得による支出 Purchase of treasury shares	-	△ 60	△ 0	-	△ 22
リース債務の返済による支出 Repayments of lease obligations	△ 1,037	△ 1,338	△ 934	△ 716	△ 39,731
セール・アンド・リースバックによる収入 Proceeds from sales and leasebacks	-	-	-	222,686	175,671
配当金の支払額 Dividends paid	△ 96,927	△ 115,160	△ 125,140	△ 132,178	△ 132,627
非支配株主からの払込みによる収入 Proceeds from payment of the non-controlling shareholders	57,066	-	17,355	70,184	-
非支配株主への配当金の支払額 Dividends paid to non-controlling interests	△ 2,889	△ 2,898	△ 9,342	△ 9,396	△ 33,359
連結の範囲の変更を伴わない子会社株式の取得による支出 Payments without sales of shares of subsidiaries resulting in change in scope of consolidation	-	-	-	-	△ 58,000
財務活動によるキャッシュ・フロー Net cash used in financial activities	△ 287,182	△ 234,942	△ 149,184	△ 220,633	885,924
現金及び現金同等物に係る換算差額 Effect of exchange rate changes on cash and cash equivalents	△ 12,835	47,117	△ 34,526	31,835	△ 48,357
現金及び現金同等物の増減額 (△は減少) Net increase in cash and cash equivalents (△ decrease)	640,636	201,414	291,792	△ 808,219	967,266
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of the period	1,206,848	1,870,242	2,071,657	2,363,449	1,709,636
連結の範囲の変更に伴う現金及び現金同等物の増減額 (△は減少) Increase in cash and cash equivalents resulting from changes in fiscal year-ends of consolidated subsidiaries (△decrease)	22,757	-	-	154,405	-
現金及び現金同等物の期末残高 Cash and cash equivalents at end of the period	1,870,242	2,071,657	2,363,449	1,709,636	2,676,903