

Aug 1st. 2023

# FACT BOOK



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日本基準 連結…J-GAAP Consolidated

# サマリー情報（1）

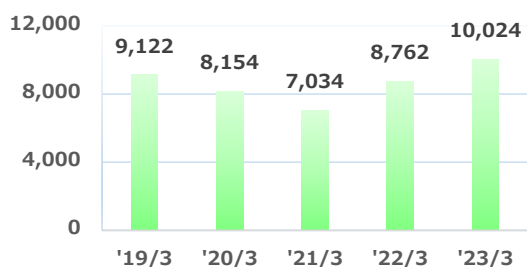
## Summary(1)

(千円 / ¥Thousand)

	2019/3	2020/3	2021/3	2022/3	2023/3
売上高 Net sales	9,121,518	8,154,430	7,034,151	8,762,368	10,024,439
営業利益 Operating income	929,913	113,306	△ 398,795	200,887	425,889
営業利益率 %	10.2%	1.4%	△5.7%	2.3%	4.2%
親会社株主に帰属する当期純利益 Net income attributable to owners of the parent	702,379	70,560	△ 109,550	163,766	538,057
親会社株主に帰属する当期純利益率 %	7.7%	0.9%	△1.6%	1.9%	5.4%
1株当たり当期純利益 (円) Net income per share (yen)	137.17	13.79	△21.42	32.02	105.22
1株当たり配当金 (円) Dividends per share (yen)	25.50	26.00	26.50	27.00	28.50
為替換算レート (期中平均) Exchange rate (Average during the period)					
Exchange rate Thai THB	3.42	3.52	3.42	3.44	3.75
China CNY	16.71	15.77	15.48	17.04	19.50
India INR	1.62	1.55	1.44	1.49	-
Indonesia IDR	0.0078	0.0077	0.0073	0.0077	0.0088

### 売上高 Net sales

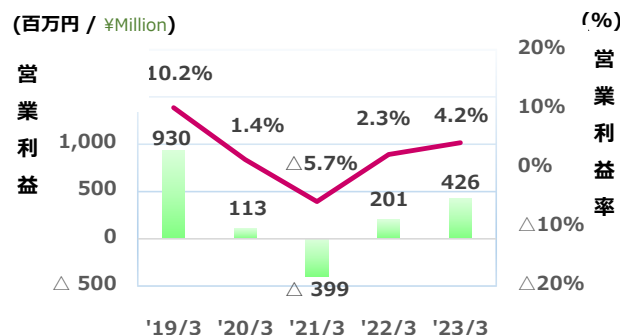
(百万円 / ¥Million)



### 営業利益 Operating income

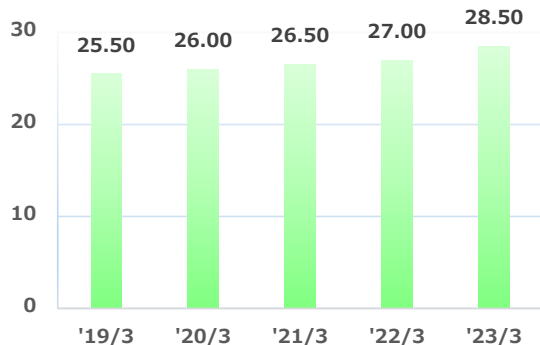
#### 営業利益率 %

(百万円 / ¥Million)



### 1株当たり配当金 Dividends per share

(円 / ¥)

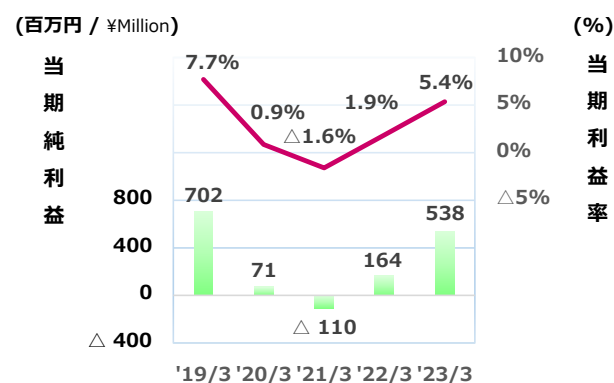


### 親会社株主に帰属する当期純利益

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)

	2019/3	2020/3	2021/3	2022/3	2023/3
総資産 Total assets	13,056,727	13,096,578	14,146,735	14,371,637	15,407,305
自己資本 Total equity attributable to owners of the Parent	9,172,819	9,141,685	8,980,254	9,103,432	9,790,437
自己資本比率 %	70.3%	69.8%	63.5%	63.3%	63.5%
1株当たり純資産 (円) Net assets per share (yen)	1,790.40	1,787.81	1,756.25	1,780.37	1,914.72
有利子負債 Interest-bearing debt	1,260,875	1,427,699	2,568,951	2,432,371	2,317,161
D/E レシオ D/E ratio	0.14	0.16	0.29	0.27	0.24
為替換算レート (期末) Exchange rate (End of period)					
Exchange rate Thai THB	3.42	3.64	3.45	3.44	3.80
China CNY	16.16	15.68	15.89	18.07	19.02
India INR	1.58	1.54	1.41	1.55	-
Indonesia IDR	0.0076	0.0076	0.0073	0.0081	0.0085
ROA	5.4%	0.5%	△0.8%	1.1%	3.5%
ROE	7.7%	0.8%	△1.2%	1.8%	5.5%

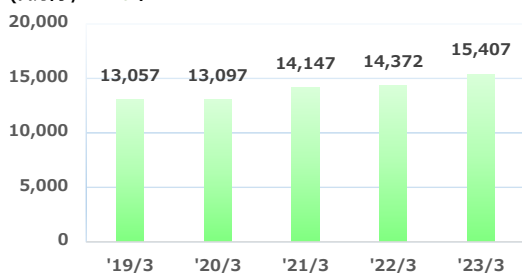
※ROA:親会社株主に帰属する当期純利益÷総資産 ROE:親会社株主に帰属する当期純利益÷自己資本

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

ROE: Net income attributable to parent company shareholders ÷ equity

#### 総資産 Total assets

(百万円 / ¥Million)

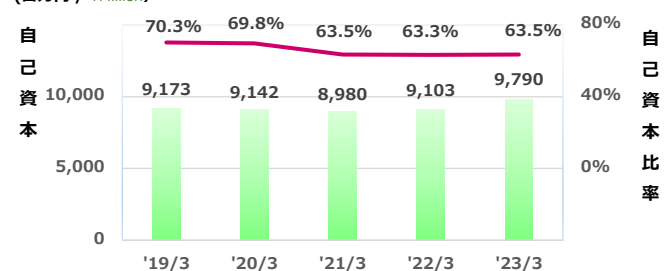


#### 自己資本

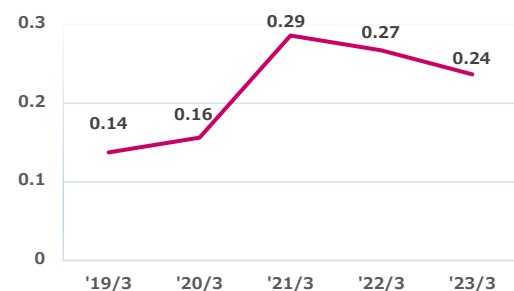
Total equity attributable to owners of the Parent

#### 自己資本比率 %

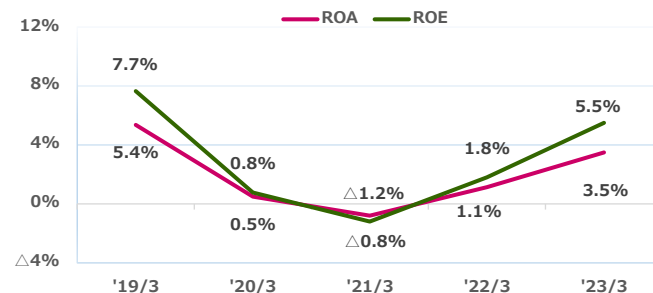
(百万円 / ¥Million)



#### D/Eレシオ D/E ratio



#### ROA / ROE %



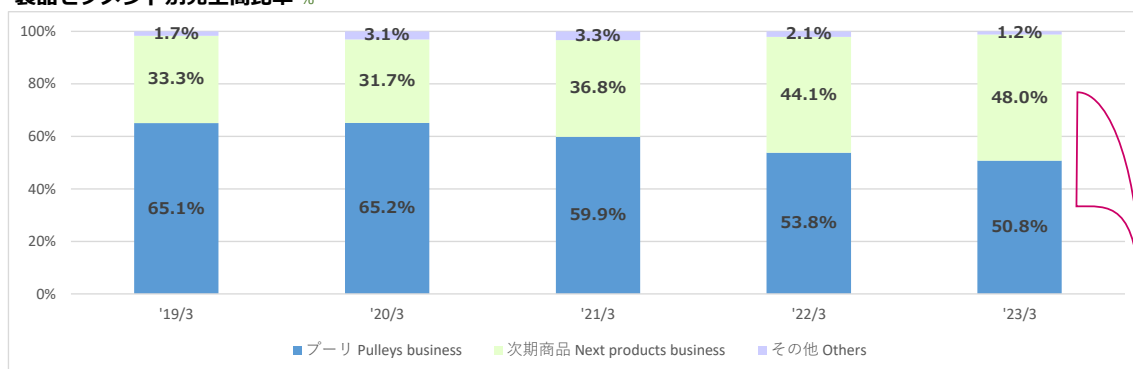
# 商品別セグメント情報

## Products Segment Data

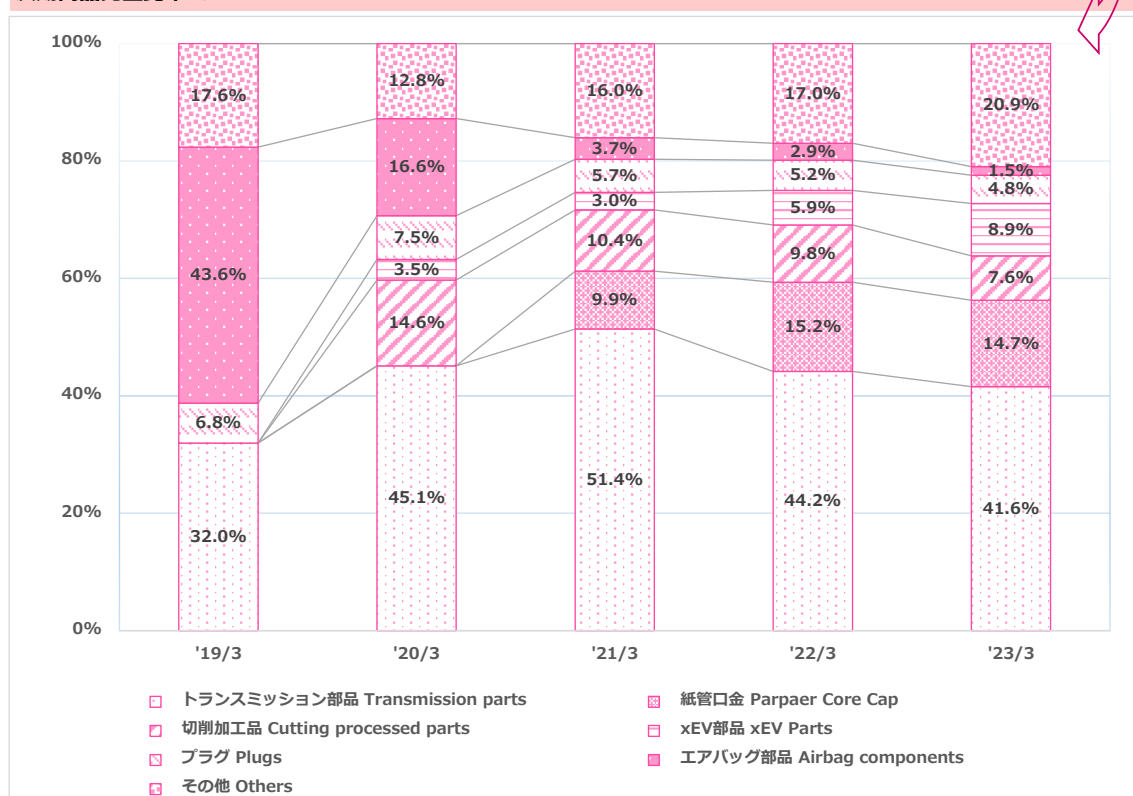
(千円 / ¥Thousand)

	2019/3	2020/3	2021/3	2022/3	2023/3
売上高 Net sales	9,121,518	8,154,430	7,034,151	8,762,368	10,024,439
プーリ Pulleys business	5,933,656	5,314,543	4,210,913	4,711,066	5,092,309
次期商品 Next products business	3,035,534	2,588,157	2,589,137	3,868,025	4,810,818
トランスミッション部品 Transmission parts	970,328	1,167,746	1,330,240	1,708,668	1,999,901
紙管口金 Parpaer Core Cap	-	-	255,305	586,791	708,161
切削加工品 Cutting processed parts	-	377,704	270,248	377,849	363,304
xEV部品 xEV Parts	-	90,611	76,863	227,601	429,951
プラグ Plugs	206,262	193,453	146,325	199,556	230,790
エアバッグ部品 Airbag components	1,323,457	428,468	95,594	111,332	70,986
その他 Others	535,487	330,175	414,562	656,228	1,007,724
その他 Others	152,328	251,730	234,101	183,273	121,312

### 製品セグメント別売上高比率 %



### 次期商品売上比率 %



# 地域別売上高・営業利益

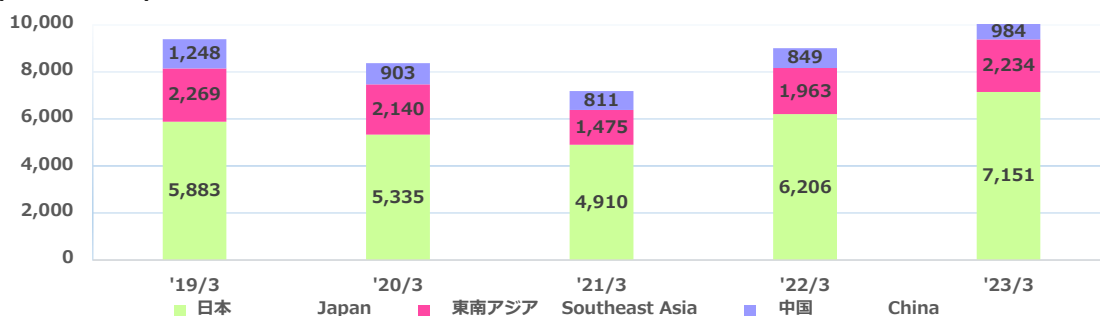
## Sales & Operating Income by Location

(千円 / ¥Thousand)

	2019/3	2020/3	2021/3	2022/3	2023/3
売上高 Net sales	9,121,518	8,154,430	7,034,151	8,762,368	10,024,439
調整額 Adjustment	△ 278,498	△ 223,540	△ 161,301	△ 255,838	△ 344,654
日本 Japan	5,882,505	5,334,755	4,909,568	6,206,256	7,150,630
海外 Overseas	3,517,511	3,043,214	2,285,883	2,811,950	3,218,463
東南アジア Southeast Asia	2,269,200	2,140,000	1,474,985	1,962,838	2,234,117
中国 China	1,248,310	903,214	810,898	849,112	984,345

### 地域別売上高 Sales by Location

(百万円 / ¥Million)



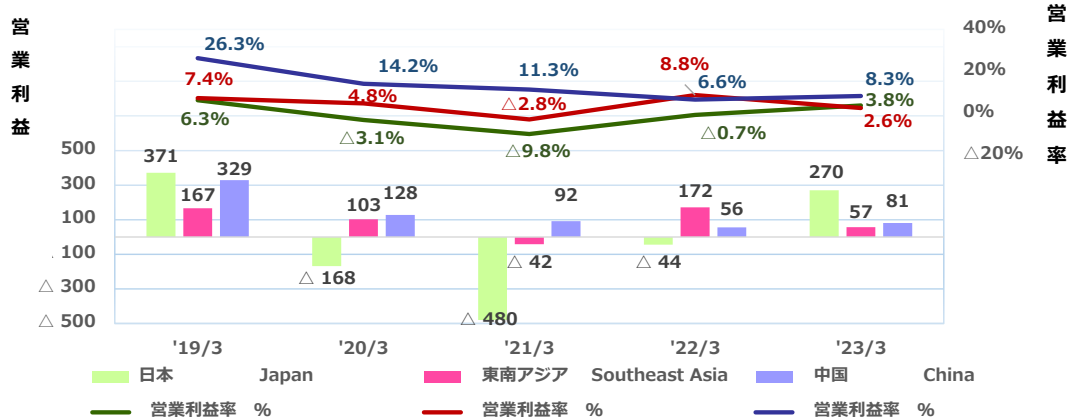
(千円 / ¥Thousand)

	2019/3	2020/3	2021/3	2022/3	2023/3
営業利益 Operating income	929,913	113,306	△ 398,795	200,887	425,889
営業利益率 %	10.2%	1.4%	△5.7%	2.3%	4.2%
調整額 Adjustment	63,491	50,312	31,348	17,158	17,254
日本 Japan	370,816	△ 167,923	△ 480,152	△ 44,262	269,871
営業利益率 %	6.3%	△3.1%	△9.8%	△0.7%	3.8%
海外 Overseas	495,605	230,917	50,009	227,991	138,763
営業利益率 %	14.1%	7.6%	2.2%	8.1%	4.3%
東南アジア Southeast Asia	166,903	102,972	△ 41,894	171,871	57,400
営業利益率 %	7.4%	4.8%	△2.8%	8.8%	2.6%
中国 China	328,701	127,945	91,903	56,119	81,362
営業利益率 %	26.3%	14.2%	11.3%	6.6%	8.3%

### 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)

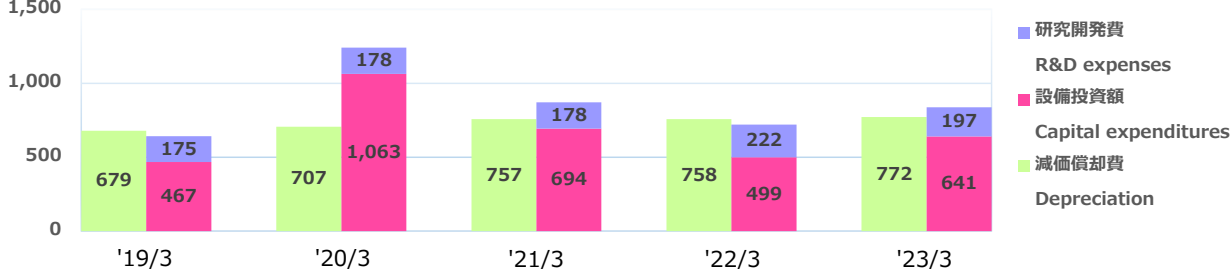
	2019/3	2020/3	2021/3	2022/3	2023/3
設備投資額 (有形及び無形) Capital expenditures (Including intangible assets)	467,028	1,063,911	694,672	499,749	641,688
日本 Japan	258,778	880,909	487,927	400,201	585,543
海外 Overseas	208,250	183,001	206,745	99,548	56,145
東南アジア Southeast Asia	62,670	112,522	158,122	56,490	47,194
中国 China	145,580	70,479	48,623	43,057	8,950
減価償却費 Depreciation	679,457	707,263	757,985	758,044	772,244
研究開発費 R&D expenses	175,108	178,051	178,291	222,407	197,503

### 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)

1,500



## 人員

Number of Employees

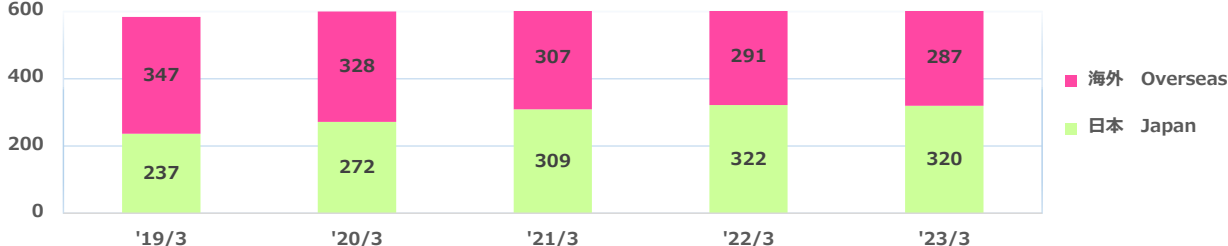
(人 / Head-counts)

	2019/3	2020/3	2021/3	2022/3	2023/3
連結合計 Consolidated	584	600	616	613	607
日本 Japan	237	272	309	322	320
海外 Overseas	347	328	307	291	287
東南アジア Southeast Asia	240	236	223	219	214
中国 China	107	92	84	72	73

### 人員 Number of employees

(人 / Head-counts)

600



## 棚卸資産・有利子負債

Inventories / Interest-bearing Debt

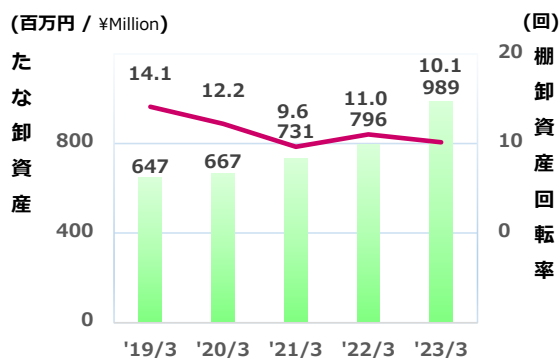
(千円 / ¥Thousand)

	2019/3	2020/3	2021/3	2022/3	2023/3
たな卸資産 Inventories	647,330	667,215	730,793	795,694	989,092
たな卸資産回転率 (回) Inventory turnover (Times)	14.1	12.2	9.6	11.0	10.1
短期借入金 Short-term loans	774,078	584,472	515,339	504,566	507,559
1年内返済予定の長期借入金 Current portion of long-term loans	198,020	265,640	416,228	513,360	591,130
リース債務(流動負債) Lease obligations(Current liabilities)	696	20,825	102,465	115,056	114,041
長期借入金 Long-term loans	286,193	348,893	1,235,469	1,089,062	1,003,936
リース債務(固定負債) Lease obligations(Non-current liabilities)	1,886	207,866	299,447	210,327	100,494
有利子負債合計 Total Interest-bearing debt	1,260,875	1,427,699	2,568,951	2,432,371	2,317,161
D/E レシオ D/E ratio	0.14	0.16	0.29	0.27	0.24

### たな卸資産 Inventories

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

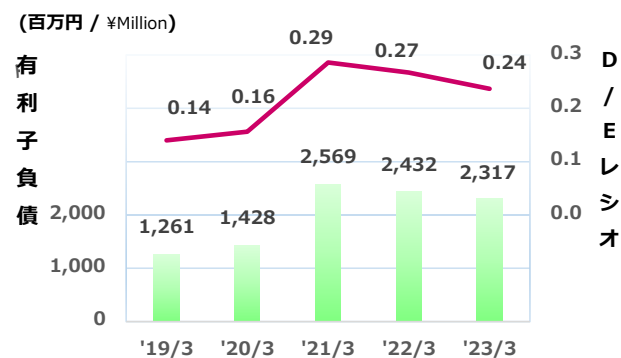
(百万円 / ¥Million)



### 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)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>資産の部</b> Assets					
現金及び預金 Cash and deposits	2,584,809	2,598,916	3,021,903	3,291,265	3,742,618
受取手形、売掛金及び契約資産 Notes and accounts receivable	1,873,736	1,467,565	1,786,593	1,632,134	1,974,197
電子記録債権 Electronically recorded monetary claims	521,803	476,036	488,881	753,119	876,977
有価証券 Securities	—	3,685	—	—	—
たな卸資産 Inventories	647,330	667,215	730,793	795,694	989,092
その他 Others	114,308	143,456	88,906	170,811	80,291
<b>流動資産合計</b> Total Current assets	5,741,718	5,356,876	6,117,077	6,643,026	7,663,177
建物及び構築物（純額） Buildings and structures	1,661,333	1,894,002	1,977,816	1,883,136	2,028,935
機械装置及び運搬具（純額） Machinery, equipment and vehicles	2,027,878	2,137,628	2,106,344	2,200,234	1,938,827
工具、器具及び備品（純額） Tools, furniture and fixtures	171,645	169,859	178,805	199,027	234,382
土地 Land	2,130,421	2,190,463	2,241,189	2,238,910	2,248,141
建設仮勘定 Construction in progress	262,112	472,342	252,295	69,368	128,176
<b>有形固定資産合計</b> Total property, plant and equipment	6,253,391	6,864,296	6,756,452	6,590,677	6,578,463
のれん Goodwill	—	13,720	10,062	6,403	2,744
その他 Others	129,298	123,674	120,267	123,307	115,916
<b>無形固定資産</b> Intangible assets	129,298	137,395	130,329	129,710	118,660
投資有価証券 Investment securities	572,134	478,704	907,513	854,047	874,858
関係会社株式 Stocks of subsidiaries and affiliates	223,629	106,156	85,376	—	29,398
その他 Others	136,555	153,148	149,985	154,175	142,746
<b>投資その他の資産合計</b> Total Investments and other assets	932,318	738,009	1,142,875	1,008,223	1,047,003
<b>固定資産合計</b> Total Non-current assets	7,315,008	7,739,701	8,029,657	7,728,611	7,744,127
<b>資産合計</b> Total assets	13,056,727	13,096,578	14,146,735	14,371,637	15,407,305



(千円 / ¥Thousand)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>負債の部 Liabilities</b>					
支払手形及び買掛金 Notes and accounts payable	929,072	750,640	530,986	655,431	986,155
電子記録債務 Electronically recorded obligations-operating	—	—	380,000	409,000	487,000
短期借入金 Short-term loans payable	774,078	584,472	515,339	504,566	507,559
1年内返済予定の長期借入金 Current portion of long-term loans	198,020	265,640	416,228	513,360	591,130
リース債務 Lease obligations	696	20,825	102,465	115,056	114,041
未払法人税等 Income taxes payable	82,973	25,833	16,024	84,638	104,446
賞与引当金 Provision for bonus	159,316	102,201	120,522	143,533	146,370
役員賞与引当金 Directors' bonus allowance	14,107	5,901	10,326	14,122	15,001
その他 Others	625,586	597,969	570,145	572,583	532,444
<b>流動負債合計</b> Total Current liabilities	<b>2,783,851</b>	<b>2,353,484</b>	<b>2,662,040</b>	<b>3,012,292</b>	<b>3,484,148</b>
長期借入金 Long-term loans	286,193	348,893	1,235,469	1,089,062	1,003,936
リース債務 Lease obligations	1,886	207,866	299,447	210,327	100,494
長期未払金 Long-term accounts payable-other	46,380	112,380	79,380	79,380	79,380
繰延税金負債 Deferred tax liabilities	228,666	318,432	408,054	390,365	405,831
退職給付に係る負債 Provision for retirement benefits	233,560	249,698	258,551	272,225	318,337
その他 Others	23,378	2,065	56,124	50,662	57,225
<b>固定負債合計</b> Total Non-current liabilities	<b>820,066</b>	<b>1,239,337</b>	<b>2,337,027</b>	<b>2,092,024</b>	<b>1,965,206</b>
<b>負債合計</b> Total liabilities	<b>3,603,917</b>	<b>3,592,821</b>	<b>4,999,068</b>	<b>5,104,316</b>	<b>5,449,354</b>
<b>純資産の部 Net assets</b>					
資本金 Common stock	556,073	556,073	556,073	556,073	556,073
資本剰余金 Additional paid-in capital	450,193	447,480	506,523	506,523	506,523
利益剰余金 Retained earnings	7,778,236	7,705,790	7,463,292	7,488,999	7,886,443
自己株式 Treasury stock	△6,687	△15,837	△15,859	△15,912	△15,912
<b>株主資本合計</b> Total Shareholders' equity	<b>8,777,817</b>	<b>8,693,507</b>	<b>8,510,030</b>	<b>8,535,685</b>	<b>8,933,128</b>
その他有価証券評価差額金 Valuation difference on available-for-sale securities	191,707	139,464	306,072	256,511	264,053
為替換算調整勘定 Foreign Currency Translation Adjustment	203,294	308,713	164,151	311,235	593,255
その他の包括利益累計額合計 Total Valuation difference on available-for-sales securities	395,002	448,178	470,223	567,746	857,308
<b>非支配株主持分</b> Non-controlling interests	<b>279,989</b>	<b>362,071</b>	<b>167,412</b>	<b>163,888</b>	<b>167,512</b>
<b>純資産合計</b> Total net assets	<b>9,452,809</b>	<b>9,503,756</b>	<b>9,147,667</b>	<b>9,267,320</b>	<b>9,957,950</b>
<b>負債純資産合計</b> Total liabilities and net assets	<b>13,056,727</b>	<b>13,096,578</b>	<b>14,146,735</b>	<b>14,371,637</b>	<b>15,407,305</b>

## 連結損益計算書

### Consolidated Profit and Loss Statement

(千円 / ¥Thousand)

	2019/3	2020/3	2021/3	2022/3	2023/3
<b>売上高</b> Net sales	9,121,518	8,154,430	7,034,151	8,762,368	10,024,439
<b>売上原価</b> Cost of sales	6,650,292	6,500,980	5,932,308	6,882,631	7,958,316
原価率 %	72.9%	79.7%	84.3%	78.5%	79.4%
<b>売上総利益</b> Gross profit	2,471,225	1,653,449	1,101,842	1,879,736	2,066,122
販売費及び一般管理費 Selling, general and administrative expenses	1,541,311	1,540,143	1,500,637	1,678,849	1,640,233
<b>営業利益</b> Operating income	929,913	113,306	△ 398,795	200,887	425,889
営業利益率 %	10.2%	1.4%	△ 5.7%	2.3%	4.2%
受取利息・受取配当金 Interest and dividend income	20,374	27,841	21,872	23,708	28,923
為替差益 Foreign exchange gains	-	-	771	5,048	18,793
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	-	-	21,372	-
スクラップ売却益 Gain on sales of scraps	-	6,337	6,013	25,604	24,010
その他 Others	14,160	12,037	18,533	20,931	22,561
営業外収益合計 Total non-operating income	61,295	47,765	47,190	96,664	94,287
支払利息 Interest expenses	24,417	26,533	30,942	26,613	22,536
持分法による投資損失 Equity in losses of the equity method	-	4,058	13,372	-	601
為替差損 Foreign exchange losses	7,056	16,520	-	-	-
有価証券売却損 Loss on sales of securities	-	-	535	-	-
その他 Others	578	31	1,798	31,820	9,176
営業外費用合計 Total non-operating expenses	32,053	47,143	46,649	58,434	32,315
<b>経常利益</b> Ordinary income	959,156	113,928	△ 398,253	239,117	487,861
経常利益率 %	10.5%	1.4%	△ 5.7%	2.7%	4.9%
固定資産売却益 Sale of fixed assets profit and loss	1,662	17,109	2,275	6,561	67,948
関係会社株式売却益 Gain on sale of stocks of subsidiary and affiliates	-	-	-	1,039	-
保険解約返戻金 Insurance cash surrender value	2,938	44,417	16,968	4,091	55,096
補助金収入 Subsidy revenue	20,883	131,985	112,883	32,082	92,873
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	-	-
<b>特別利益合計</b> Total extraordinary gain	30,201	194,479	359,705	43,775	215,918
固定資産売却損 Sale of fixed assets loss	613	10	12,098	1,487	345
固定資産除却損 Loss on retirement of noncurrent assets	7,603	18,031	33,978	695	10,991
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	-	-	-
<b>特別損失合計</b> Total extraordinary loss	8,217	52,030	99,730	2,183	11,336

(千円 / ¥Thousand)

	2019/3	2020/3	2021/3	2022/3	2023/3
税金等調整前当期純利益 Income (loss) before tax expenses and non-controlling interests	981,140	256,377	△138,278	280,709	692,442
法人税、住民税及び事業税 Current income taxes	240,121	85,194	32,558	115,392	139,605
法人税等還付税額 Refund of income taxes	–	–	△ 23,519	–	–
法人税等調整額 Deferred income taxes	35,965	99,794	△15,532	6,351	20,667
<b>法人税等合計</b> Total income taxes	276,087	184,989	△6,492	121,743	160,273
<b>当期純利益</b> Net income	705,053	71,388	△131,785	158,966	532,169
非支配株主に帰属する当期純利益 Profit attributable to non-controlling interests	2,673	827	△22,235	△4,799	△5,887
<b>親会社株主に帰属する当期純利益</b> Net income attributable to shareholders of the parent	702,379	70,560	△ 109,550	163,766	538,057
親会社株主に帰属する当期純利益率 %	7.7%	0.9%	△1.6%	1.9%	5.4%

参考 Reference					
ROE ROE	7.7%	0.8%	△1.2%	1.8%	5.5%
1株当たり当期純利益 (円) Net income per share(yen)	137.17	13.79	△ 21.42	32.02	105.22
発行済株式総数 Number of Shares Issued	5,129,577	5,129,577	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)

	2019/3	2020/3	2021/3	2022/3	2023/3
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 interesees	981,140	256,377	△138,278	280,709	692,442
減価償却費 Depreciation and amortization	679,457	707,263	757,985	758,044	772,244
減損損失 Impairment loss	-	-	53,653	-	-
のれん償却額 Amortization of goodwill	-	3,658	3,658	3,658	3,658
負ののれん発生益 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)	3,022	△62,367	△631	23,010	2,836
役員賞与引当金の増減額 (△は減少) Changes in the amount of provision for directors' bonuses (△ decrease)	△2,345	△8,206	4,425	3,795	879
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)	△12,672	△24	6,709	12,674	38,643
受取利息及び受取配当金 Interest and dividend income	△20,374	△27,840	△21,871	△23,708	△28,923
支払利息 Interest expenses	24,417	26,533	30,942	26,613	22,536
持分法による投資損益 (△は益) Share of loss of entities accounted for using equity method (△ the benefit)	△26,759	4,058	13,372	△21,372	601
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	-	-
関係会社株式売却損益 (△は益) Loss (gain) on sale of stocks of subsidiarise and affiliates (△ the benefit)	-	-	-	△1,039	-
補助金収入 Subsidy revenue	△20,883	△131,985	△112,883	△32,082	△92,873
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	-	-	-
固定資産売却損益 (△は益) Sale of fixed assets profit and loss (△ the benefit)	△1,048	△17,099	9,822	△5,073	△67,603
固定資産除却損 Loss on retirement of non-current assets	7,603	18,031	33,978	695	10,991
保険解約損益 (△は益) Surrender profit and loss (△ the benefit)	△2,938	△44,109	△16,968	△4,091	△55,096
売上債権の増減額 (△は増加) Decrease in notes and accounts receivable (△ increase)	255,171	535,801	△152,968	△74,152	△433,118
棚卸資産の増減額 (△は増加) Decrease in inventories (△ increase)	△93,245	11,724	35,021	△52,126	△174,324
仕入債務の増減額 (△は減少) Increase in notes and accounts payable (△ decrease)	△116,171	△196,153	43,237	142,394	390,116
その他 Others	2,972	△107,511	78,109	65,567	△78,085
小計 Subtotal	1,652,629	999,314	430,868	1,103,516	1,004,926
利息及び配当金の受取額 Interest and dividend income received	19,356	26,066	24,480	23,699	28,017
利息の支払額 Interest expenses paid	△26,829	△24,485	△20,029	△27,072	△20,094
補助金の受取額 Receive the amount of subsidy	-	-	107,144	22,082	16,798
法人税等の支払額 Income taxes paid	△257,833	△195,527	△61,262	△56,622	△134,424
法人税等の還付額 Refund of income taxes	-	-	82,540	24,417	8,501
営業活動によるキャッシュ・フロー Net cash provided by operating activities	1,387,322	805,368	563,742	1,090,020	903,726

(千円 / ¥Thousand)					
	2019/3	2020/3	2021/3	2022/3	2023/3
<b>投資活動によるキャッシュ・フロー Investing activities</b>					
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	△414,939	△965,471	△735,064	△489,845	△611,340
有形固定資産の売却による収入 Proceeds from sales of property, plant and equipment	2,908	74,860	4,328	11,024	80,808
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	△10	△4,846
無形固定資産の取得による支出 Purchase of intangible assets	△36,034	△6,471	△17,946	△17,388	△11,557
投資有価証券の取得による支出 Purchase of investment securities	△14,031	△15,054	△15,901	△19,065	△17,951
投資有価証券の売却による収入 Proceeds from sales of investment securities	-	-	-	64	-
定期預金の増減額 (△は増加) Decrease of time deposits (△ Increase)	△221,910	△633,600	494,280	△3,726	△141
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	△114,000	△5,303	-	-	△30,000
関係会社株式の売却による収入 Proceeds from sales of shares of affiliated companies	-	-	-	-	115,922
保険積立金の解約による収入 Proceeds from cancellation of insurance reserve fund	4,361	55,832	36,927	4,091	64,615
預り保証金の返還による支出 Payments for return of guarantee deposits	△133,711	△54,124	△3,096	△18,790	-
補助金の受取額 Receive the amount of subsidy	20,883	131,985	5,739	10,000	76,074
その他 Others	25	744	1,353	1,253	8,299
<b>投資活動によるキャッシュ・フロー</b> Net cash used in investing activities	<b>△911,818</b>	<b>△1,424,789</b>	<b>△434,043</b>	<b>△522,392</b>	<b>△ 330,116</b>
<b>財務活動によるキャッシュ・フロー Financial activities</b>					
短期借入金の純増減額 (△は減少) Net increase in short-term loans (△ decrease)	5,094	△184,481	△63,434	△24,760	△2,812
長期借入れによる収入 Proceeds of long-term loans	128,064	100,000	1,360,000	480,000	644,200
長期借入金の返済による支出 Epayments of long-term loans	△164,281	△286,732	△322,572	△530,690	△651,556
自己株式の取得による支出 Purchase of treasury shares	△0	-	△22	△52	-
リース債務の返済による支出 Repayments of lease obligations	△934	△716	△39,731	△110,167	△117,350
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	△125,140	△132,178	△132,627	△138,359	△141,194
非支配株主からの払込みによる収入 Proceeds from payment of the non-controlling shareholders	17,355	70,184	-	-	-
非支配株主への配当金の支払額 Dividends paid to non-controlling interests	△9,342	△9,396	△33,359	△4,555	△4,555
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	-	-
<b>財務活動によるキャッシュ・フロー</b> Net cash used in financial activities	<b>△149,184</b>	<b>△220,633</b>	<b>885,924</b>	<b>△328,586</b>	<b>△ 273,267</b>
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	△34,526	31,835	△48,357	27,593	114,478
現金及び現金同等物の増減額 (△は減少) Net increase in cash and cash equivalents (△ decrease)	291,792	△808,219	967,266	266,635	414,820
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of the period	2,071,657	2,363,449	1,709,636	2,676,903	2,943,539
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)	-	154,405	-	-	-
<b>現金及び現金同等物の期末残高</b> Cash and cash equivalents at end of the period	<b>2,363,449</b>	<b>1,709,636</b>	<b>2,676,903</b>	<b>2,943,539</b>	<b>3,358,359</b>