

Aug. 5th. 2025

FACT BOOK



目次…Contents

- P1. サマリー情報（１）…Summary(1)
- P2. サマリー情報（２）…Summary(2)
- P3. 商品別セグメント情報…Products Segment Data
- P4. 地域別売上高・営業利益…Sales & Operating Income by Location
- P5. 設備投資額・減価償却費・研究開発費 / 人員
…Capital Expenditures, Depreciation and R&D Expenses / Number of Employees
- P6. 棚卸資産・有利子負債…Inventories / Interest-bearing Debt
- P7-8. 連結貸借対照表…Consolidated Balance Sheets
- P9-10. 連結損益計算書…Consolidated Profit and Loss Statement
- P11-12. 連結キャッシュ・フロー計算書…Consolidated Statements of Cash Flows

日本基準 連結…J-GAAP Consolidated

サマリー情報（１）

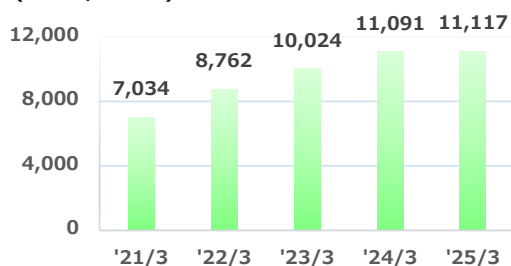
Summary(1)

(千円 / ¥Thousand)

	2021/3	2022/3	2023/3	2024/3	2025/3
売上高 Net sales	7,034,151	8,762,368	10,024,439	11,091,270	11,117,218
営業利益 Operating income	△ 398,795	200,887	425,889	576,978	755,103
営業利益率 %	△5.7%	2.3%	4.2%	5.2%	6.8%
親会社株主に帰属する当期純利益 Net income attributable to owners of the parent	△ 109,550	163,766	538,057	632,251	540,606
親会社株主に帰属する当期純利益率 %	△1.6%	1.9%	5.4%	5.7%	4.9%
1株当たり当期純利益（円） Net income per share (yen)	△21.42	32.02	105.22	123.65	105.72
1株当たり配当金（円） Dividends per share (yen)	26.50	27.00	28.50	29.50	30.00
為替換算レート（期中平均） Exchange rate (Average during the period)					
Exchange rate Thai THB	3.42	3.44	3.75	4.04	4.3
China CNY	15.48	17.04	19.5	19.83	21.03
India INR	1.44	1.49	-	-	-
Indonesia IDR	0.0073	0.0077	0.0088	0.0092	0.0096

売上高 Net sales

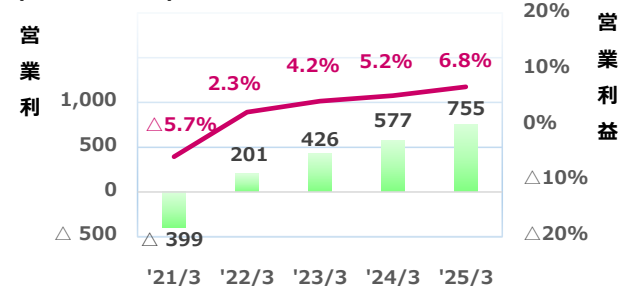
(百万円 / ¥Million)



営業利益 Operating income

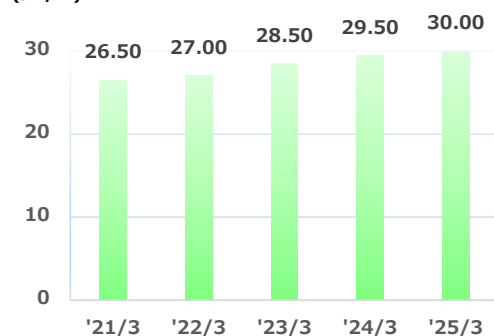
営業利益率 %

(百万円 / ¥Million)



1株当たり配当金 Dividends per share

(円 / ¥)

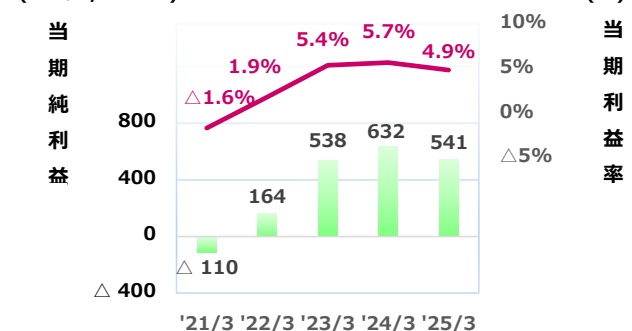


親会社株主に帰属する当期純利益

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)

	2021/3	2022/3	2023/3	2024/3	2025/3
総資産 Total assets	14,146,735	14,371,637	15,407,305	16,105,704	16,101,037
自己資本 Total equity attributable to owners of the Parent	8,980,254	9,103,432	9,790,437	10,779,105	11,473,950
自己資本比率 %	63.5%	63.3%	63.5%	66.9%	71.3%
1株当たり純資産（円） Net assets per share (yen)	1,756.25	1,780.37	1,914.72	2,108.08	2,243.99
有利子負債 Interest-bearing debt	2,568,951	2,432,371	2,317,161	1,756,224	1,124,682
D/E レシオ D/E ratio	0.29	0.27	0.24	0.16	0.10
為替換算レート（期末） Exchange rate（End of period）					
Exchange rate Thai THB	3.45	3.44	3.8	4.14	4.65
China CNY	15.89	18.07	19.02	19.94	21.67
India INR	1.41	1.55	-	-	-
Indonesia IDR	0.0073	0.0081	0.0085	0.0092	0.0098
ROA	△0.8%	1.1%	3.5%	3.9%	3.4%
ROE	△1.2%	1.8%	5.5%	5.9%	4.7%

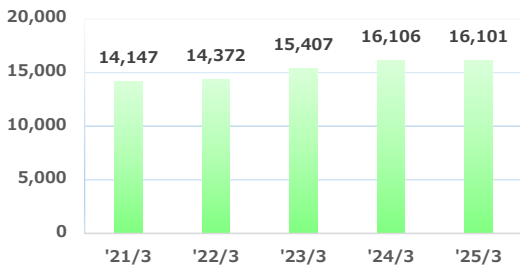
※ROA:親会社株主に帰属する当期純利益÷総資産 ROE:親会社株主に帰属する当期純利益÷自己資本

※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)

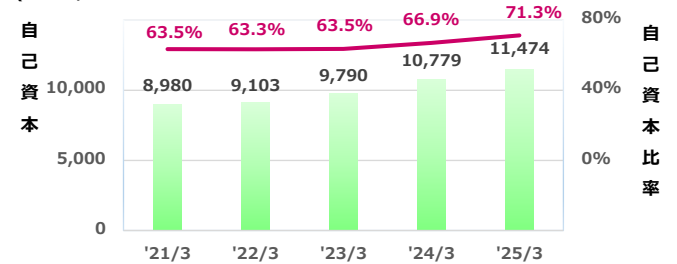


自己資本

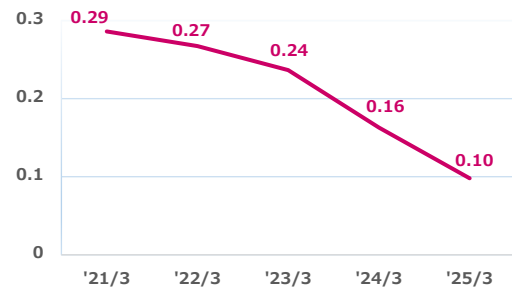
Total equity attributable to owners of the Parent

自己資本比率 %

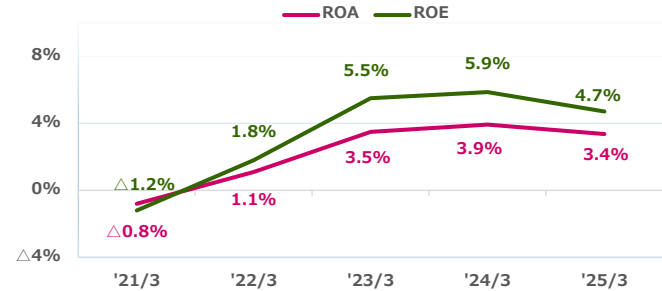
(百万円 / ¥Million)



D/Eレシオ D/E ratio



ROA / ROE %



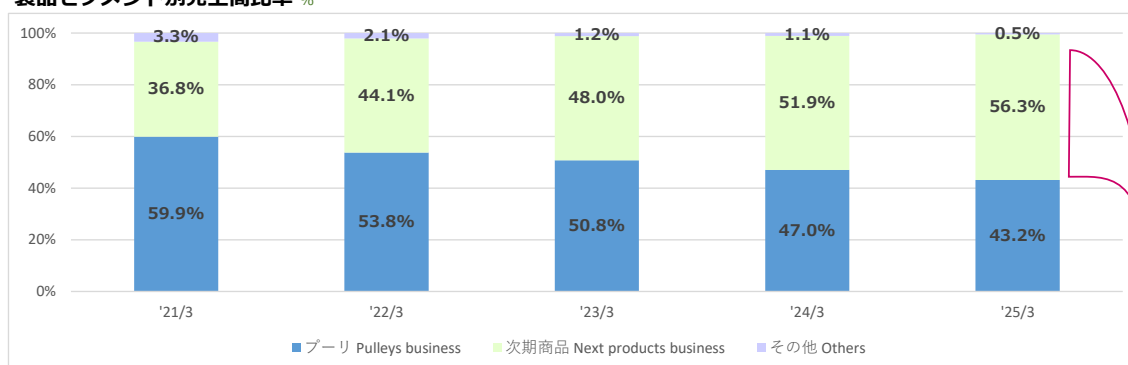
商品別セグメント情報

Products Segment Data

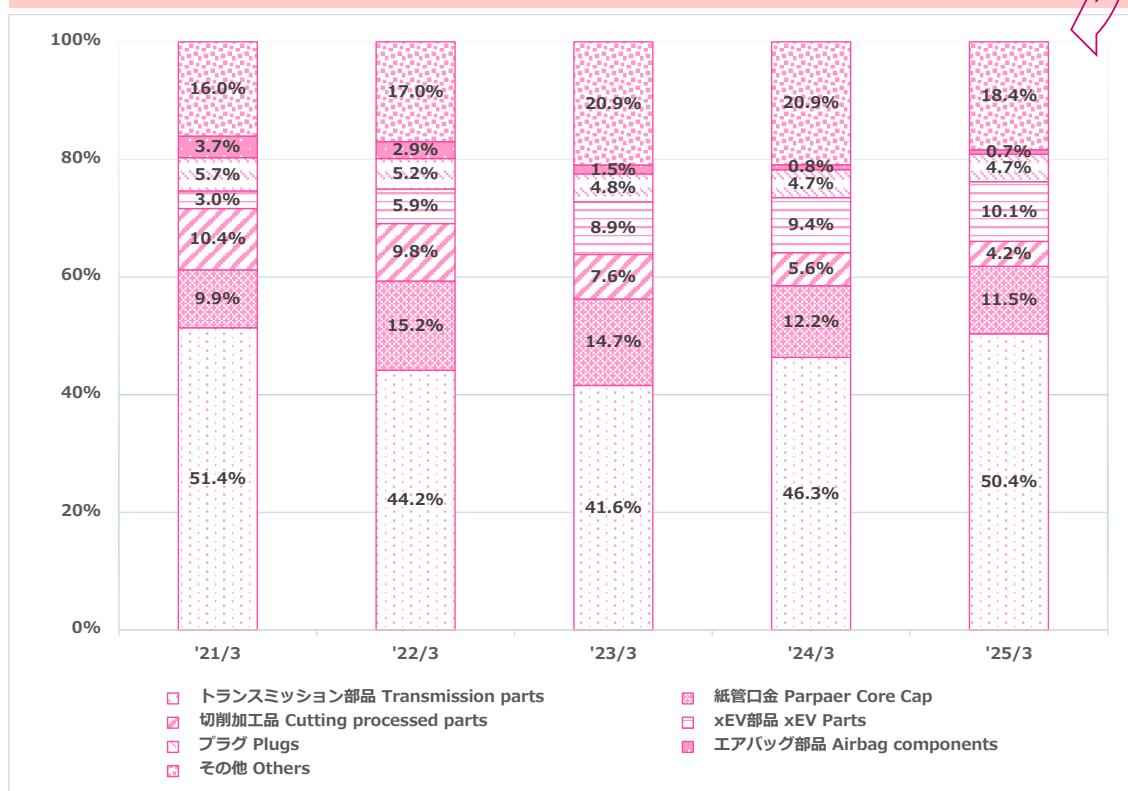
(千円 / ¥Thousand)

	2021/3	2022/3	2023/3	2024/3	2025/3
売上高 Net sales	7,034,151	8,762,368	10,024,439	11,091,270	11,117,218
プーリ Pulleys business	4,210,913	4,711,066	5,092,309	5,212,139	4,798,288
次期商品 Next products business	2,589,137	3,868,025	4,810,818	5,754,967	6,258,404
トランスミッション部品 Transmission parts	1,330,240	1,708,668	1,999,901	2,667,242	3,152,371
紙管口金 Parpaer Core Cap	255,305	586,791	708,161	701,011	719,289
切削加工品 Cutting processed parts	270,248	377,849	363,304	323,720	264,404
xEV部品 xEV Parts	76,863	227,601	429,951	539,008	633,488
プラグ Plugs	146,325	199,556	230,790	272,773	295,235
エアバッグ部品 Airbag components	95,594	111,332	70,986	47,818	44,691
その他 Others	414,562	656,228	1,007,724	1,203,395	1,148,926
その他 Others	234,101	183,273	121,312	124,164	60,526

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

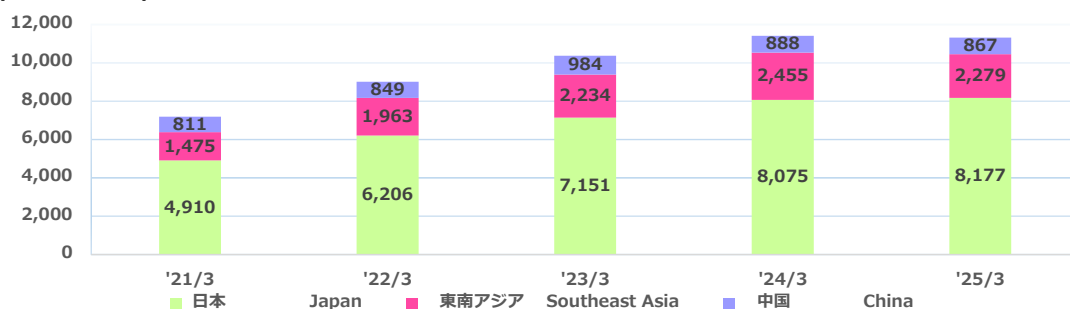
Sales & Operating Income by Location

(千円 / ¥Thousand)

	2021/3	2022/3	2023/3	2024/3	2025/3
売上高 Net sales	7,034,151	8,762,368	10,024,439	11,091,270	11,117,218
調整額 Adjustment	△ 161,301	△ 255,838	△ 344,654	△ 326,820	△ 206,608
日本 Japan	4,909,568	6,206,256	7,150,630	8,075,152	8,177,237
海外 Overseas	2,285,883	2,811,950	3,218,463	3,342,938	3,146,589
東南アジア Southeast Asia	1,474,985	1,962,838	2,234,117	2,454,847	2,279,218
中国 China	810,898	849,112	984,345	888,091	867,371

地域別売上高 Sales by Location

(百万円 / ¥Million)



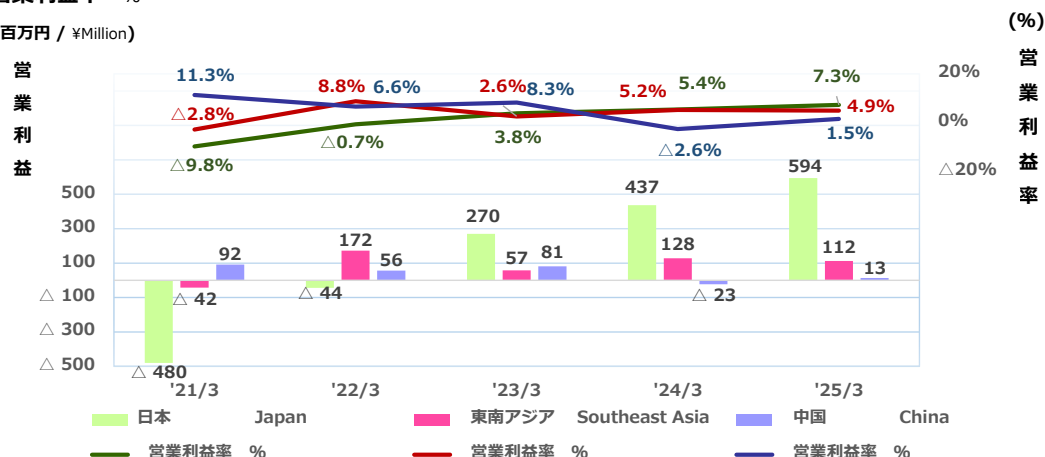
(千円 / ¥Thousand)

	2021/3	2023/3	2024/3	2024/3	2025/3
営業利益 Operating income	△ 398,795	200,887	425,889	576,978	755,103
営業利益率 %	△ 5.7%	2.3%	4.2%	5.2%	6.8%
調整額 Adjustment	31,348	17,158	17,254	35,792	35,716
日本 Japan	△ 480,152	△ 44,262	269,871	436,650	593,934
営業利益率 %	△ 9.8%	△ 0.7%	3.8%	5.4%	7.3%
海外 Overseas	50,009	227,991	138,763	104,537	125,453
営業利益率 %	2.2%	8.1%	4.3%	3.1%	4.0%
東南アジア Southeast Asia	△ 41,894	171,871	57,400	128,020	112,248
営業利益率 %	△ 2.8%	8.8%	2.6%	5.2%	4.9%
中国 China	91,903	56,119	81,362	△ 23,484	13,204
営業利益率 %	11.3%	6.6%	8.3%	△ 2.6%	1.5%

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

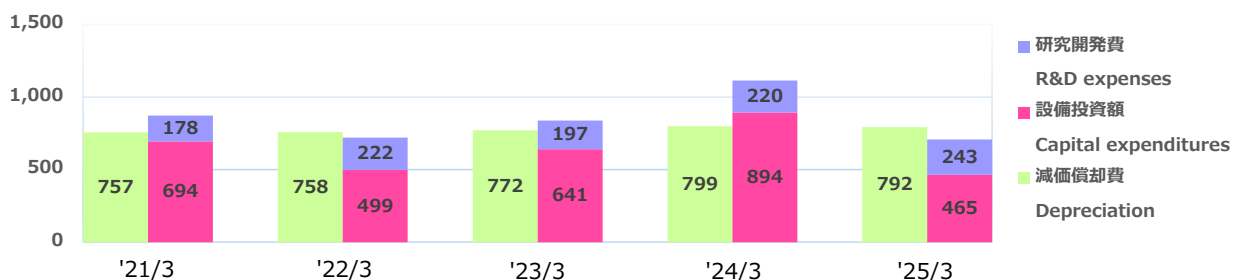
(千円 / ¥Thousand)

	2021/3	2022/3	2023/3	2024/3	2025/3
設備投資額（有形及び無形） Capital expenditures (Including intangible assets)	694,672	499,749	641,688	894,813	465,754
日本 Japan	487,927	400,201	585,543	434,545	338,685
海外 Overseas	206,745	99,548	56,145	460,267	127,069
東南アジア Southeast Asia	158,122	56,490	47,194	444,047	68,662
中国 China	48,623	43,057	8,950	16,220	58,407
減価償却費 Depreciation	757,985	758,044	772,244	799,082	792,778
研究開発費 R&D expenses	178,291	222,407	197,503	220,170	243,873

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

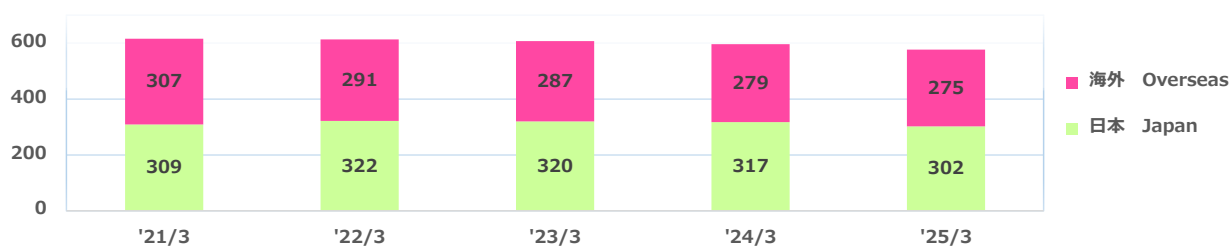
Number of Employees

(人 / Head-counts)

	2021/3	2022/3	2023/3	2024/3	2025/3
連結合計 Consolidated	616	613	607	596	577
日本 Japan	309	322	320	317	302
海外 Overseas	307	291	287	279	275
東南アジア Southeast Asia	223	219	214	211	211
中国 China	84	72	73	68	64

人員 Number of employees

(人 / Head-counts)



棚卸資産・有利子負債

Inventories / Interest-bearing Debt

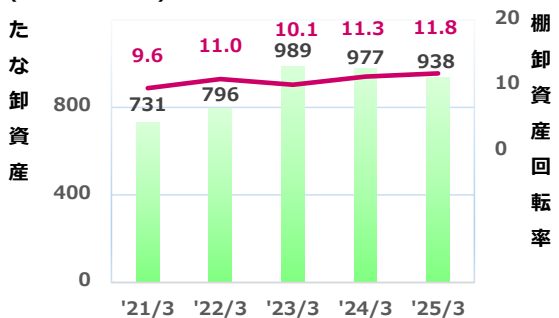
(千円 / ¥Thousand)

	2021/3	2022/3	2023/3	2024/3	2025/3
たな卸資産 Inventories	730,793	795,694	989,092	977,283	938,242
たな卸資産回転率 (回) Inventory turnover (Times)	9.6	11.0	10.1	11.3	11.8
短期借入金 Short-term loans	515,339	504,566	507,559	465,589	429,485
1年内返済予定の長期借入金 Current portion of long-term loans	416,228	513,360	591,130	593,408	405,297
リース債務(流動負債) Lease obligations(Current liabilities)	102,465	115,056	114,041	96,187	13,152
長期借入金 Long-term loans	1,235,469	1,089,062	1,003,936	570,215	252,835
リース債務(固定負債) Lease obligations(Non-current liabilities)	299,447	210,327	100,494	30,824	23,912
有利子負債合計 Total Interest-bearing debt	2,568,951	2,432,371	2,317,161	1,756,224	1,124,682
D/E レシオ D/E ratio	0.29	0.27	0.24	0.16	0.10

たな卸資産 Inventories

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

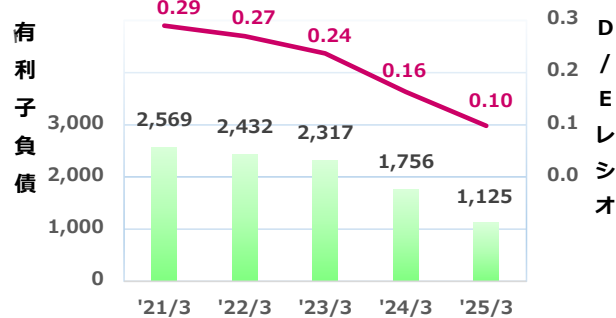
(百万円 / ¥Million)



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)

	2021/3	2022/3	2023/3	2024/3	2025/3
資産の部 Assets					
現金及び預金 Cash and deposits	3,021,903	3,291,265	3,742,618	3,574,515	4,142,954
受取手形、売掛金及び契約資産 Notes and accounts receivable	1,786,593	1,632,134	1,974,197	1,770,574	1,682,914
電子記録債権 Electronically recorded monetary claims	488,881	753,119	876,977	1,408,678	1,201,741
たな卸資産 Inventories	730,793	795,694	989,092	977,283	938,242
その他 Others	88,906	170,811	80,291	64,879	69,525
流動資産合計 Total Current assets	6,117,077	6,643,026	7,663,177	7,795,930	8,035,376
建物及び構築物（純額） Buildings and structures	1,977,816	1,883,136	2,028,935	1,933,543	1,838,528
機械装置及び運搬具（純額） Machinery, equipment and vehicles	2,106,344	2,200,234	1,938,827	1,907,579	1,800,812
工具、器具及び備品（純額） Tools, furniture and fixtures	178,805	199,027	234,382	225,331	246,040
土地 Land	2,241,189	2,238,910	2,248,141	2,595,233	2,649,189
建設仮勘定 Construction in progress	252,295	69,368	128,176	119,494	92,626
有形固定資産合計 Total property, plant and equipment	6,756,452	6,590,677	6,578,463	6,781,182	6,627,197
のれん Goodwill	10,062	6,403	2,744	—	—
その他 Others	120,267	123,307	115,916	116,695	—
無形固定資産 Intangible assets	130,329	129,710	118,660	116,695	121,212
投資有価証券 Investment securities	907,513	854,047	874,858	1,244,010	1,123,255
関係会社株式 Stocks of subsidiaries and affiliates	85,376	—	29,398	23,811	15,790
その他 Others	149,985	154,175	142,746	144,073	178,204
投資その他の資産合計 Total Investments and other assets	1,142,875	1,008,223	1,047,003	1,411,895	1,317,250
固定資産合計 Total Non-current assets	8,029,657	7,728,611	7,744,127	8,309,773	8,065,660
資産合計 Total assets	14,146,735	14,371,637	15,407,305	16,105,704	16,101,037

(千円 / ¥Thousand)

	2021/3	2022/3	2023/3	2024/3	2025/3
負債の部 Liabilities					
支払手形及び買掛金 Notes and accounts payable	530,986	655,431	986,155	690,291	576,313
電子記録債務 Electronically recorded obligations-operating	380,000	409,000	487,000	924,000	720,000
短期借入金 Short-term loans payable	515,339	504,566	507,559	465,589	429,485
1年内返済予定の長期借入金 Current portion of long-term loans	416,228	513,360	591,130	593,408	405,297
リース債務 Lease obligations	102,465	115,056	114,041	96,187	13,152
未払法人税等 Income taxes payable	16,024	84,638	104,446	85,413	155,046
賞与引当金 Provision for bonus	120,522	143,533	146,370	155,457	163,881
役員賞与引当金 Directors' bonus allowance	10,326	14,122	15,001	21,570	15,670
損害賠償損失引当金 Provision for loss on compensation for damage	—	—	—	—	140,000
その他 Others	570,145	572,583	532,444	623,411	608,922
流動負債合計 Total Current liabilities	2,662,040	3,012,292	3,484,148	3,655,327	3,227,768
長期借入金 Long-term loans	1,235,469	1,089,062	1,003,936	570,215	252,835
リース債務 Lease obligations	299,447	210,327	100,494	30,824	23,912
長期未払金 Long-term accounts payable-other	79,380	79,380	79,380	46,380	42,766
繰延税金負債 Deferred tax liabilities	408,054	390,365	405,831	433,678	419,159
退職給付に係る負債 Provision for retirement benefits	258,551	272,225	318,337	348,210	404,063
その他 Others	56,124	50,662	57,225	58,380	59,341
固定負債合計 Total Non-current liabilities	2,337,027	2,092,024	1,965,206	1,487,690	1,202,079
負債合計 Total liabilities	4,999,068	5,104,316	5,449,354	5,143,017	4,429,847
純資産の部 Net assets					
資本金 Common stock	556,073	556,073	556,073	556,073	556,073
資本剰余金 Additional paid-in capital	506,523	506,523	506,523	506,523	506,523
利益剰余金 Retained earnings	7,463,292	7,488,999	7,886,443	8,370,411	8,757,621
自己株式 Treasury stock	△15,859	△15,912	△15,912	△15,912	△15,946
株主資本合計 Total Shareholders' equity	8,510,030	8,535,685	8,933,128	9,417,097	9,804,272
その他有価証券評価差額金 Valuation difference on available-for-sale securities	306,072	256,511	264,053	507,232	398,652
為替換算調整勘定 Foreign Currency Translation Adjustment	164,151	311,235	593,255	854,775	1,271,024
その他の包括利益累計額合計 Total Valuation difference on available-for-sales securities	470,223	567,746	857,308	1,362,008	1,669,677
非支配株主持分 Non-controlling interests	167,412	163,888	167,512	183,581	197,239
純資産合計 Total net assets	9,147,667	9,267,320	9,957,950	10,962,686	11,671,189
負債純資産合計 Total liabilities and net assets	14,146,735	14,371,637	15,407,305	16,105,704	16,101,037

連結損益計算書

Consolidated Profit and Loss Statement

(千円 / ¥Thousand)

	2021/3	2022/3	2023/3	2024/3	2025/3
売上高 Net sales	7,034,151	8,762,368	10,024,439	11,091,270	11,117,218
売上原価 Cost of sales	5,932,308	6,882,631	7,958,316	8,769,768	8,619,394
原価率 %	84.3%	78.5%	79.4%	79.1%	77.5%
売上総利益 Gross profit	1,101,842	1,879,736	2,066,122	2,321,501	2,497,823
販売費及び一般管理費 Selling, general and administrative expenses	1,500,637	1,678,849	1,640,233	1,744,522	1,742,719
営業利益 Operating income	△398,795	200,887	425,889	576,978	755,103
営業利益率 %	△5.7%	2.3%	4.2%	5.2%	6.8%
受取利息・受取配当金 Interest and dividend income	21,872	23,708	28,923	89,097	61,000
為替差益 Foreign exchange gains	771	5,048	18,793	23,759	—
受取賃貸料 Rental income	—	—	—	16,640	15,360
持分法による投資利益 Equity in earnings of affiliates	—	21,372	—	—	—
スクラップ売却益 Gain on sales of scraps	6,013	25,604	24,010	19,639	13,450
その他 Others	18,533	20,931	22,561	24,293	27,333
営業外収益合計 Total non-operating income	47,190	96,664	94,287	173,429	117,145
支払利息 Interest expenses	30,942	26,613	22,536	18,780	15,102
賃貸原価 rental cost	—	—	—	29,764	21,352
持分法による投資損失 Equity in losses of the equity method	13,372	—	601	5,586	8,021
為替差損 Foreign exchange losses	—	—	—	—	7,116
有価証券売却損 Loss on sales of securities	535	—	—	—	—
その他 Others	1,798	31,820	9,176	24,821	6,544
営業外費用合計 Total non-operating expenses	46,649	58,434	32,315	78,952	58,137
経常利益 Ordinary income	△398,253	239,117	487,861	671,455	814,111
経常利益率 %	△5.7%	2.7%	4.9%	6.1%	7.3%
固定資産売却益 Sale of fixed assets profit and loss	2,275	6,561	67,948	6,172	7,196
関係会社株式売却益 Gain on sale of stocks of subsidiarise and affiliates	—	1,039	—	—	—
保険解約返戻金 Insurance cash surrender value	16,968	4,091	55,096	—	81
補助金収入 Subsidy revenue	112,883	32,082	92,873	4,442	86,419
受取保険金 Insurance received	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	359,705	43,775	215,918	10,615	93,697
固定資産売却損 Sale of fixed assets loss	12,098	1,487	345	876	3,916
固定資産除却損 Loss on retirement of noncurrent assets	33,978	695	10,991	1,500	2,846
損害賠償損失引当金繰入額 Provision for loss on compensation for damage	—	—	—	—	140,000
減損損失 Impairment loss	53,653	—	—	—	—
特別損失合計 Total extraordinary loss	99,730	2,183	11,336	2,377	146,762

(千円 / ¥Thousand)

	2021/3	2022/3	2023/3	2024/3	2025/3
税金等調整前当期純利益 Income (loss) before tax expenses and non-controlling interests	△138,278	280,709	692,442	679,693	761,046
法人税、住民税及び事業税 Current income taxes	32,558	115,392	139,605	112,450	216,258
法人税等還付税額 Refund of income taxes	△ 23,519	—	—	—	—
法人税等調整額 Deferred income taxes	△15,532	6,351	20,667	△72,064	4,573
法人税等合計 Total income taxes	△6,492	121,743	160,273	40,385	220,831
当期純利益 Net income	△131,785	158,966	532,169	639,307	540,215
非支配株主に帰属する当期純利益 Profit attributable to non-controlling interests	△22,235	△4,799	△ 5,887	7,055	△391
親会社株主に帰属する当期純利益 Net income attributable to shareholders of the parent	△ 109,550	163,766	538,057	632,251	540,606
親会社株主に帰属する当期純利益率 %	△1.6%	1.9%	5.4%	5.7%	4.9%

参考 Reference					
ROE ROE	△1.2%	1.8%	5.5%	5.9%	4.7%
1株当たり当期純利益 (円) Net income per share(yen)	△ 21.42	32.02	105.22	123.65	105.72
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)

	2021/3	2022/3	2023/3	2024/3	2025/3
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	△138,278	280,709	692,442	679,693	761,046
減価償却費 Depreciation and amortization	757,985	758,044	772,244	799,082	792,778
減損損失 Impairment loss	53,653	—	—	—	—
のれん償却額 Amortization of goodwill	3,658	3,658	3,658	2,744	—
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)	△631	23,010	2,836	9,087	8,424
役員賞与引当金の増減額 (△は減少) Changes in the amount of provision for directors' bonuses (△ decrease)	4,425	3,795	879	6,568	△5,900
損害賠償損失引当金の増減額 (△は減少) Changes in the Provision for Losses from Damage Compensation (△ decrease)	—	—	—	—	140,000
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)	6,709	12,674	38,643	21,317	27,779
受取利息及び受取配当金 Interest and dividend income	△21,871	△23,708	△28,923	△ 89,097	△61,001
支払利息 Interest expenses	30,942	26,613	22,536	18,780	15,102
持分法による投資損益 (△は益) Share of loss of entities accounted for using equity method (△ the benefit)	13,372	△21,372	601	5,586	8,021
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	△112,883	△32,082	△92,873	△4,442	△86,419
受取保険金 Insurance received	△1,025	—	—	—	—
固定資産売却損益 (△は益) Sale of fixed assets profit and loss (△ the benefit)	9,822	△5,073	△67,603	△5,296	△3,280
固定資産除却損 Loss on retirement of non-current assets	33,978	695	10,991	1,500	2,846
保険解約損益 (△は益) Surrender profit and loss (△ the benefit)	△16,968	△4,091	△55,096	—	△81
売上債権の増減額 (△は増加) Decrease in notes and accounts receivable (△ increase)	△152,968	△74,152	△433,118	△290,778	357,028
棚卸資産の増減額 (△は増加) Decrease in inventories (△ increase)	35,021	△52,126	△174,324	34,550	69,738
仕入債務の増減額 (△は減少) Increase in notes and accounts payable (△ decrease)	43,237	142,394	390,116	125,822	△333,787
その他 Others	78,109	65,567	△78,085	171,130	△35,311
小計 Subtotal	430,868	1,103,516	1,004,926	1,486,249	1,656,985
利息及び配当金の受取額 Interest and dividend income received	24,480	23,699	28,017	89,901	59,080
利息の支払額 Interest expenses paid	△20,029	△27,072	△20,094	△19,573	△15,693
補助金の受取額 Receive the amount of subsidy	107,144	22,082	16,798	4,442	86,419
法人税等の支払額 Income taxes paid	△61,262	△56,622	△134,424	△144,134	△135,421
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	563,742	1,090,020	903,726	1,416,884	1,651,370

(千円 / ¥Thousand)					
	2021/3	2022/3	2023/3	2024/3	2025/3
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	△735,064	△489,845	△ 611,340	△971,777	△450,513
有形固定資産の売却による収入 Proceeds from sales of property, plant and equipment	4,328	11,024	80,808	6,769	7,786
有形固定資産の除却による支出 Proceeds from sales of property, plant and equipment	△2,125	△10	△ 4,846	—	—
無形固定資産の取得による支出 Purchase of intangible assets	△17,946	△17,388	△ 11,557	△14,849	△15,239
投資有価証券の取得による支出 Purchase of investment securities	△15,901	△19,065	△ 17,951	△19,374	△17,253
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)	494,280	△3,726	△ 141	4,528	△559,000
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	—	—	△ 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	36,927	4,091	64,615	—	81
預り保証金の返還による支出 Payments for return of guarantee deposits	△3,096	△18,790	—	—	—
その他 Others	1,353	1,253	8,299	2,245	△ 3,439
投資活動によるキャッシュ・フロー Net cash used in investing activities	△434,043	△522,392	△ 330,116	△ 992,457	△ 1,037,578
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)	△63,434	△ 24,760	△ 2,812	△50,359	△37,396
長期借入れによる収入 Proceeds of long-term loans	1,360,000	480,000	644,200	210,000	100,000
長期借入金の返済による支出 Epayments of long-term loans	△322,572	△ 530,690	△ 651,556	△641,443	△605,491
自己株式の取得による支出 Purchase of treasury shares	△22	△ 52	—	—	△33
リース債務の返済による支出 Repayments of lease obligations	△39,731	△ 110,167	△ 117,350	△91,470	△98,281
セール・アンド・リースバックによる収入 Proceeds from sales and leasebacks	175,671	—	—	—	—
配当金の支払額 Dividends paid	△132,627	△ 138,359	△ 141,194	△149,094	△152,894
非支配株主への配当金の支払額 Dividends paid to non-controlling interests	△33,359	△ 4,555	△ 4,555	△5,224	△5,601
財務活動によるキャッシュ・フロー Net cash used in financial activities	885,924	△ 328,586	△ 273,267	△ 727,593	△ 799,698
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	△48,357	27,593	114,478	105,321	98,844
現金及び現金同等物の増減額 (△は減少) Net increase in cash and cash equivalents (△ decrease)	967,266	266,635	414,820	△197,843	△87,061
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of the period	1,709,636	2,676,903	2,943,539	3,358,359	3,160,515
現金及び現金同等物の期末残高 Cash and cash equivalents at end of the period	2,676,903	2,943,539	3,358,359	3,160,515	3,073,454