

NSK

FACT BOOK

November 4, 2010

NSK Ltd.

Summary 1

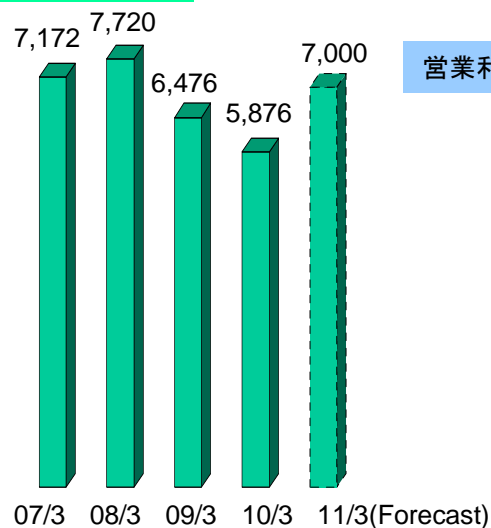
<連結 Consolidated>



	07/3		08/3		09/3		10/3		11/3	
(百万円 ¥ Million)	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year (Forecast)
売上高 Net sales	349,266	717,225	369,326	772,036	383,325	647,593	257,871	587,572	352,785	700,000
営業利益 Operating income	30,015	62,383	31,576	69,343	28,613	22,106	(3,911)	11,305	20,293	42,000
営業利益率 (%)	8.6%	8.7%	8.5%	9.0%	7.5%	3.4%	(1.5%)	1.9%	5.8%	6.0%
当期純利益 Net income	17,281	34,853	17,701	42,613	17,666	4,561	(5,894)	4,765	10,565	22,500
当期純利益率 (%)	4.9%	4.9%	4.8%	5.5%	4.6%	0.7%	(2.3%)	0.8%	3.0%	3.2%
1株当たり当期純利益 (円) Net income per share (yen)	32.01	64.53	32.75	78.84	32.68	8.44	(10.90)	8.82	19.54	41.62
1株当たり配当金 (円) Dividends per share (yen)	7.00	16.00	9.00	19.00	10.00	14.00	4.00	8.00	5.00	10.00
為替換算レート(期中) : US\$	115.29	116.93	119.42	114.55	105.95	100.74	95.45	92.83	88.93	84.47
Exchange rate EURO	146.16	150.35	162.33	162.22	162.88	144.47	133.06	130.89	114.03	112.02

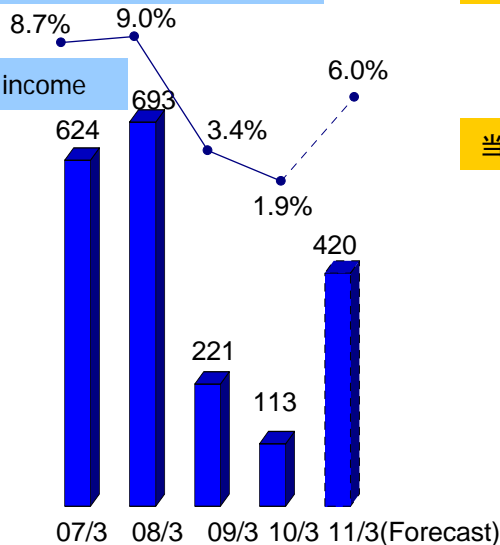
(億円/¥ 100 Million)

売上高 Net sales



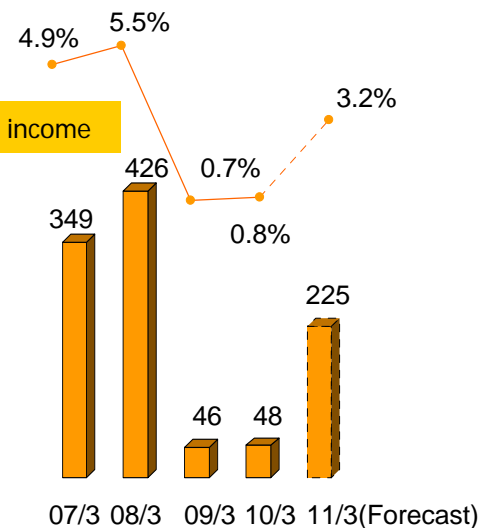
営業利益率 Operating income margin (%)

営業利益 Operating income



当期純利益率 Net income margin (%)

当期純利益 Net income



Summary 2

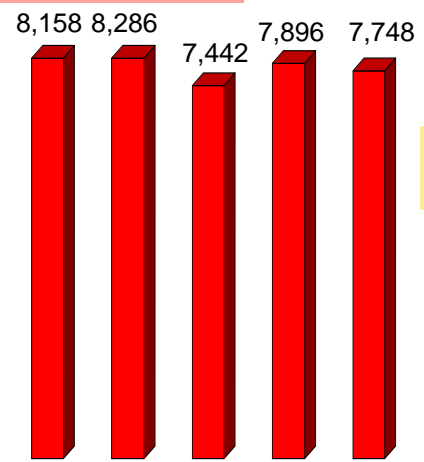
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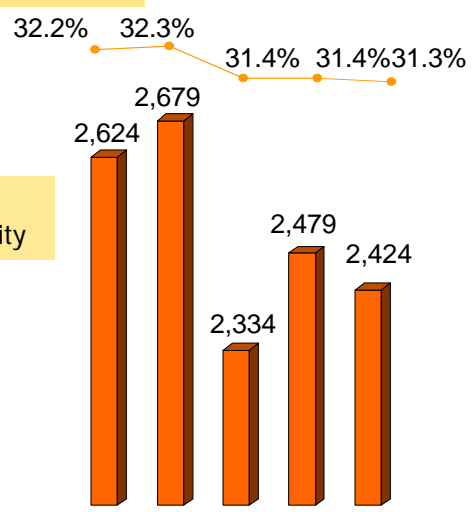
	07/3		08/3		09/3		10/3		11/3
(百万円 ¥ Million)	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
総資産 Total assets	746,197	815,788	817,540	828,580	828,477	744,229	759,591	789,624	774,761
自己資本 Shareholders' equity	245,602	262,425	276,366	267,914	281,805	233,395	234,154	247,941	242,422
自己資本比率 Equity ratio	32.9%	32.2%	33.8%	32.3%	34.0%	31.4%	30.8%	31.4%	31.3%
1株当たり純資産 Net assets per share	454.74	485.62	511.31	495.61	521.28	431.74	433.15	458.65	448.44
有利子負債 Interest-bearing debt	222,455	255,557	246,896	264,413	261,732	323,165	322,679	304,937	287,588
Net D/E Ratio	0.71	0.69	0.61	0.56	0.61	0.85	0.86	0.73	0.68
為替換算レート (期末):US\$ Exchange rate EURO	117.90	118.05	115.43	100.19	103.57	98.23	90.21	93.04	83.82
ROA	4.6%	4.5%	4.3%	5.2%	4.3%	0.6%	-1.6%	0.6%	2.7%
ROE	14.4 %	14.0%	13.1%	16.1%	12.9%	1.8%	-5.0%	2.0%	8.6%

(億円/¥ 100 Million)

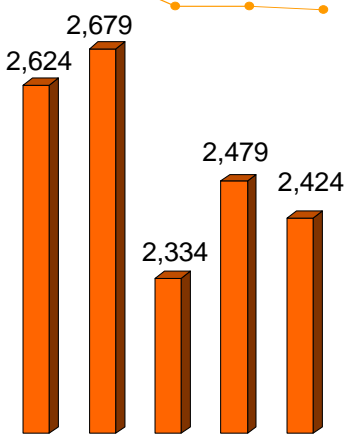
総資産 Total assets



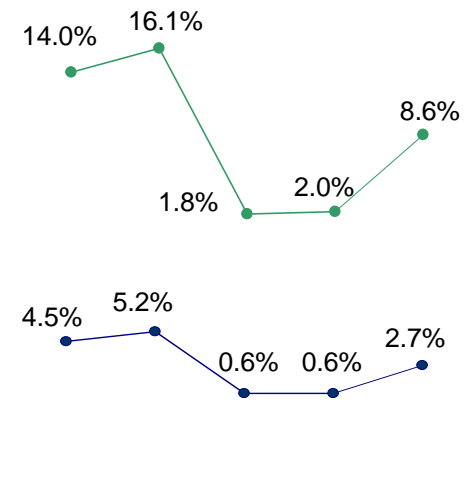
自己資本比率 Equity ratio



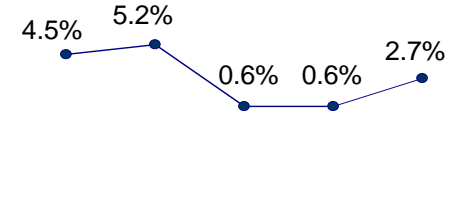
自己資本 Shareholders' equity



ROE



ROA



事業別セグメント情報 Business Segment Data

<連結 Consolidated>



旧セグメント Previous segments (百万円 ¥Million)	07/3		08/3		09/3		10/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
売上高合計 Net sales	349,266	717,225	369,326	772,036	383,325	647,593	257,871	587,572
営業利益 Operating income	30,015	62,383	31,576	69,343	28,613	22,106	(3,911)	11,305
営業利益率 (%)	8.6%	8.7%	8.5%	9.0%	7.5%	3.4%	(1.5%)	1.9%
産業機械軸受 Industrial machinery bearings	105,548	216,338	114,776	239,056	121,700	209,530	76,176	166,873
営業利益 Operating income	13,568	29,551	15,525	33,489	16,194	19,466	331	5,806
営業利益率 (%)	12.9%	13.7%	13.5%	14.0%	13.3%	9.3%	0.4%	3.5%
自動車関連製品 Automotive products	192,231	397,863	209,060	435,705	214,138	352,453	159,759	366,463
自動車軸受 Automotive bearings	102,019	211,628	112,402	232,075	116,720	189,998	83,905	191,385
自動車部品 Automotive components	90,212	186,235	96,658	203,630	97,418	162,455	75,854	175,078
営業利益 Operating income	10,828	22,687	13,940	30,660	10,823	6,812	3,740	18,281
営業利益率 (%)	5.6%	5.7%	6.7%	7.0%	5.1%	1.9%	2.3%	5.0%
精機製品 Precision machinery & parts	38,909	77,719	31,846	68,186	31,053	57,491	13,624	35,089
営業利益 Operating income	5,993	11,540	3,835	8,620	2,974	527	(4,471)	(7,467)
営業利益率 (%)	15.4%	14.8%	12.0%	12.6%	9.6%	0.9%	(32.8%)	(21.3%)
その他 Other	22,581	45,116	24,518	56,227	29,912	50,687	14,917	34,898
営業利益 Operating income	1,303	2,398	1,007	2,839	1,757	832	(939)	(171)
営業利益率 (%)	5.8%	5.3%	4.1%	5.1%	5.9%	1.6%	(6.3%)	(0.5%)
消去(売上高) Eliminations (Sales)	(10,006)	(19,812)	(10,876)	(27,140)	(13,479)	(22,568)	(6,607)	(15,753)
消去又は全社費用 Eliminations/corporate	(1,679)	(3,795)	(2,731)	(6,266)	(3,137)	(5,531)	(2,572)	(5,144)

新セグメント New segments (百万円 ¥Million)	10/3		11/3
	1st half	Full year	1st half
売上高合計 Net sales	257,871	587,572	352,785
営業利益 Operating income	(3,911)	11,305	20,293
営業利益率 (%)	(1.5%)	1.9%	5.8%
産業機械事業 Industrial machinery business	89,800	201,962	127,461
産業機械軸受 Industrial machinery bearings	76,176	166,873	98,716
精機製品 Precision machinery and parts	13,624	35,089	28,745
営業利益 Operating income	(4,140)	(1,661)	8,236
営業利益率 (%)	(4.6%)	(0.8%)	6.5%
自動車事業 Automotive business	159,759	366,463	212,168
自動車軸受 Automotive bearings	83,905	191,385	108,757
自動車部品 Automotive components	75,854	175,078	103,411
営業利益 Operating income	3,740	18,281	13,582
営業利益率 (%)	2.3%	5.0%	6.4%
その他 Other	14,917	34,898	26,096
営業利益 Operating income	(939)	(171)	2,155
営業利益率 (%)	(6.3%)	(0.5%)	8.3%
消去(売上高) Eliminations (Sales)	(6,607)	(15,753)	(12,941)
消去又は全社費用 Eliminations/corporate	(2,572)	(5,144)	(3,682)

顧客地域別売上高 Sales by Customer Location

<連結 Consolidated>

(百万円 ¥Million)	07/3		08/3		09/3		10/3		11/3
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half
売上高合計 Net sales	349,266	717,225	369,326	772,036	383,325	647,593	257,871	587,572	352,785
日本 Japan	176,393	364,395	185,752	388,927	192,860	323,376	126,746	289,540	176,051
海外 Non-Japan(※)	172,873	352,830	183,574	383,109	190,465	324,217	131,125	298,032	176,734
米州 The Americas	51,386	105,111	55,294	107,321	49,433	78,754	31,311	70,609	43,717
欧州 Europe	58,913	121,698	63,001	133,853	69,261	111,866	45,502	98,504	49,373
アジア Asia	62,573	126,021	65,278	141,933	71,769	133,596	54,311	128,918	83,644

※四捨五入による調整せず。 Not including minor adjustments to match the total.

法人所在地別セグメント情報 Geographical Segment Data

<連結 Consolidated>

(百万円 ¥Million)	07/3		08/3		09/3		10/3		11/3
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half
売上高合計 Net sales	349,266	717,225	369,326	772,036	383,325	647,593	257,871	587,572	352,785
営業利益 Operating income	30,015	62,383	31,576	69,343	28,613	22,106	(3,911)	11,305	20,293
営業利益率 (%)	8.6%	8.7%	8.5%	9.0%	7.5%	3.4%	(1.5%)	1.9%	5.8%
日本 Japan	253,824	522,338	262,940	558,004	281,511	479,408	187,516	429,233	263,977
営業利益 Operating income	22,215	47,394	21,405	46,833	16,407	6,550	(5,121)	3,958	14,798
営業利益率 (%)	8.8%	9.1%	8.1%	8.4%	5.8%	1.4%	(2.7%)	0.9%	5.6%
米州 The Americas	50,212	102,921	54,524	106,004	49,048	78,229	30,677	69,355	43,159
営業利益 Operating income	2,013	3,806	2,506	4,867	2,161	926	114	2,223	1,898
営業利益率 (%)	4.0%	3.7%	4.6%	4.6%	4.4%	1.2%	0.4%	3.2%	4.4%
欧州 Europe	61,761	127,581	66,177	139,956	71,709	114,640	46,428	100,629	50,504
営業利益 Operating income	3,187	6,653	4,085	10,141	6,129	9,433	2,213	3,205	2,158
営業利益率 (%)	5.2%	5.2%	6.2%	7.2%	8.5%	8.2%	4.8%	3.2%	4.3%
アジア Asia	49,542	98,694	55,435	117,994	60,984	108,471	42,891	106,121	69,789
営業利益 Operating income	4,551	9,453	6,286	13,189	6,737	9,568	1,666	7,572	5,713
営業利益率 (%)	9.2%	9.6%	11.3%	11.2%	11.0%	8.8%	3.9%	7.1%	8.2%
消去(売上高) Eliminations (Sales)	(66,075)	(134,309)	(69,752)	(149,923)	(79,928)	(133,155)	(49,642)	(117,767)	(74,645)
消去又は全社 Eliminations/corporate	(1,952)	(4,924)	(2,707)	(5,688)	(2,822)	(4,371)	(2,784)	(5,653)	(4,277)

※四捨五入等による調整せず。 Not including minor adjustments to match the total.

設備投資・減価償却・研究開発費

Capital Expenditures, Depreciation and R&D Expenses <連結 Consolidated>

(百万円 ¥ Million)	07/3		08/3		09/3		10/3		11/3
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half
設備投資(有形のみ) Capital expenditures (Excluding intangible assets)	15,554	36,216	19,336	51,971	24,720	41,915	8,754	19,830	15,561
日本 Japan	9,528	23,444	11,341	30,819	13,930	24,530	4,337	9,879	5,677
米州 The Americas	2,202	3,644	1,828	3,801	1,035	2,209	445	1,022	752
欧州 Europe	1,376	3,158	2,388	7,707	2,564	3,501	286	1,147	843
アジア Asia	2,448	5,970	3,779	9,644	7,191	11,675	3,686	7,782	8,289
減価償却費(有形のみ) Depreciation (Excluding intangible assets)	16,488	34,504	17,777	37,443	18,888	38,452	17,481	35,628	16,226
研究開発費 R&D expenses	4,781	10,100	4,994	10,240	5,391	10,691	4,328	8,794	4,982

※四捨五入等による調整を含む。 Including minor adjustments to match the total.

(百万円 ¥ Million)	07/3		08/3		09/3		10/3		11/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
棚卸資産 Inventories	105,266	105,043	107,005	101,849	119,282	106,669	103,496	105,529	104,686
日本 Japan	49,826	46,285	49,435	47,202	56,343	50,521	49,204	49,351	50,689
米州 The Americas	19,671	19,319	17,576	16,339	18,369	16,433	14,183	14,468	12,967
欧州 Europe	19,680	21,100	21,772	20,581	22,648	18,987	20,283	18,375	16,169
アジア Asia	16,089	18,339	18,222	17,727	21,922	20,729	19,826	23,335	24,861
棚卸資産回転数 Inventory turnover (times)	6.8	7.0	7.0	7.5	6.9	6.2	4.9	5.5	6.7

※四捨五入等による調整を含む。 Including minor adjustments to match the total.

有利子負債 Interest-bearing Debt

<連結 Consolidated>



(百万円 ￥ Million)	07/3		08/3		09/3		10/3		11/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
有利子負債合計 Interest-bearing debt	222,455	255,557	246,896	264,413	261,732	323,165	322,679	304,937	287,588
短期借入金 Short-term loans	80,046	84,869	85,224	84,787	87,704	90,175	87,897	71,367	75,471
長期借入金 Long-term loans	52,409	45,687	46,672	42,625	47,027	105,990	107,481	113,270	101,816
コマーシャルペーパー Commercial paper	5,000	—	—	—	—	—	—	—	—
社債 Corporate bonds	85,000	125,000	115,000	137,000	127,000	127,000	127,300	120,300	110,300
Net D/E ratio	0.71	0.69	0.61	0.56	0.61	0.85	0.86	0.73	0.68

連結貸借対照表 Consolidated Balance Sheets



(百万円 ￥ Million)	07/3		08/3		09/3		10/3		11/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
資産の部 Assets									
流動資産 Current assets	325,030	389,067	381,169	404,412	405,159	369,590	377,457	411,167	414,797
現金及び預金 Cash and deposits	44,163	68,354	73,648	66,259	60,081	77,712	80,847	78,421	80,270
受取手形及び売掛金 Notes and accounts receivable	125,611	131,417	130,813	137,439	149,168	97,890	115,380	134,409	136,824
有価証券 Investment securities	11,667	40,339	27,875	51,600	29,298	46,300	39,041	49,438	47,790
棚卸資産 Inventories	105,266	105,043	107,005	101,849	119,282	106,669	103,496	105,529	104,686
その他 Other current assets	38,323	43,914	41,828	47,265	47,330	41,019	38,693	43,370	45,227
固定資産 Non-current assets	421,166	426,721	436,370	424,167	423,318	374,638	382,134	378,456	359,963
有形固定資産 Property, plant and equipment	251,525	256,872	262,225	268,055	272,708	249,721	244,643	237,750	230,296
無形固定資産 Intangible fixed assets	9,626	9,438	10,543	10,520	10,584	10,483	10,638	10,594	10,439
投資等 Investments and other assets	160,015	160,411	163,602	145,592	140,026	114,434	126,853	130,112	119,228
資産合計 Total assets	746,197	815,788	817,540	828,580	828,477	744,229	759,591	789,624	774,761

連結貸借対照表 Consolidated Balance Sheets



(百万円 ¥Million)	07/3		08/3		09/3		10/3		11/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
負債の部 Liabilities									
流動負債 Current liabilities	269,272	279,489	292,478	294,318	284,998	210,322	236,218	257,706	264,152
支払手形及び買掛金 Notes and accounts payable	118,131	122,115	125,109	130,966	132,304	74,006	89,143	114,552	124,330
短期借入金・CP・社債 Short-term loans, commercial paper, current portion of corporate bonds	95,046	107,869	108,224	94,787	87,704	97,175	104,897	96,367	90,771
その他 Other current liabilities	56,095	67,505	59,145	68,565	64,990	39,141	42,178	46,787	49,051
固定負債 Non-current liabilities	218,395	241,571	233,074	250,486	245,334	285,119	273,327	267,229	250,981
社債 Corporate bonds	75,000	102,000	92,000	127,000	127,000	120,000	110,300	95,300	95,000
長期借入金 Long-term loans	52,409	45,687	46,672	42,625	47,027	105,990	107,481	113,270	101,816
その他 Other non-current liabilities	90,986	93,884	94,402	80,861	71,307	59,129	55,546	58,659	54,165
負債合計 Total liabilities	487,668	539,061	525,553	544,804	530,333	495,442	509,546	524,935	515,133
純資産の部 Net assets									
株主資本 Shareholders' equity	249,891	262,736	276,665	296,193	291,075	275,807	267,752	276,248	284,111
資本金 Common stock	67,176	67,176	67,176	67,176	67,176	67,176	67,176	67,176	67,176
資本剰余金 Additional paid-in capital	78,149	78,238	78,278	78,304	78,324	78,324	78,325	78,330	78,334
利益剰余金 Retained earnings	108,736	121,441	135,345	154,846	149,724	134,455	126,406	134,902	142,763
自己株式 Treasury stock	(4,170)	(4,119)	(4,134)	(4,134)	(4,151)	(4,149)	(4,156)	(4,160)	(4,162)
評価・換算差額等 Valuation, translation adjustments and other	(4,289)	(311)	(298)	(28,279)	(9,269)	(42,412)	(33,597)	(28,306)	(41,689)
その他有価証券評価差額金 Unrealized holding gains on securities	36,058	36,548	33,877	18,216	16,011	5,528	10,558	13,701	9,174
為替換算調整勘定 Translation adjustments	(17,256)	(11,963)	(9,280)	(21,586)	(25,281)	(47,940)	(44,156)	(42,007)	(50,863)
英国子会社等の退職給付債務処理累計額 Unfunded retirement benefits obligation of overseas subsidiaries	(23,091)	(24,895)	(24,895)	(24,909)	-	-	-	-	-
新株予約権 Share subscription rights	16	56	108	170	234	289	352	423	497
少数株主持分 Minority interests	12,910	14,245	15,511	15,690	16,104	15,102	15,537	16,323	16,707
純資産合計 Total net assets	258,529	276,727	291,987	283,775	298,144	248,787	250,044	264,688	259,627
負債純資産合計 Total liabilities and net assets	746,197	815,788	817,540	828,580	828,477	744,229	759,591	789,624	774,761

連結損益計算書 Consolidated Statements of Operations



	07/3		08/3		09/3		10/3		11/3
(百万円 ¥ Million)	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half
売上高 Net sales	349,266	717,225	369,326	772,036	383,325	647,593	257,871	587,572	352,785
国内売上高 Japan	176,393	364,395	185,752	388,927	192,860	323,376	126,746	289,540	176,051
海外売上高 Non-Japan	172,873	352,830	183,574	383,109	190,465	324,217	131,125	298,032	176,734
売上原価 Cost of sales	269,058	551,069	284,555	593,736	299,000	522,010	216,258	482,743	281,027
原価率 (%)	77.0%	76.8%	77.0%	76.9%	78.0%	80.6%	83.9%	82.2%	79.7%
販売費及び一般管理費 Selling, general and administrative expenses	50,191	103,772	53,194	108,956	55,712	103,476	45,524	93,524	51,464
営業利益 Operating income (loss)	30,015	62,383	31,576	69,343	28,613	22,106	(3,911)	11,305	20,293
営業利益率 (%)	8.6%	8.7%	8.5%	9.0%	7.5%	3.4%	(1.5%)	(1.9%)	5.8%
営業外収益 Non-operating income	4,601	9,783	5,194	10,882	6,011	8,266	3,853	9,328	3,772
受取利息・配当金 Interest and dividend income	1,255	2,425	1,629	3,091	1,810	3,209	1,062	1,936	844
持分法投資利益 Equity in earnings of affiliates	1,535	3,925	1,919	4,475	1,953	2,200	1,012	2,984	1,796
その他 Other	1,810	3,431	1,646	3,316	2,248	2,856	1,779	4,407	1,132
営業外費用 Non-operating expenses	6,860	14,571	7,402	15,371	5,707	13,409	8,658	13,034	6,718
支払利息 Interest expenses	2,578	5,473	3,140	6,246	3,047	6,117	2,917	5,441	2,306
その他 Other	4,282	9,098	4,262	9,125	2,660	7,292	5,741	7,593	4,412
経常利益 Ordinary income (loss)	27,756	57,595	29,368	64,854	28,916	16,964	(8,716)	7,598	17,347
経常利益率 (%)	7.9%	8.0%	8.0%	8.4%	7.5%	2.6%	(3.4%)	(1.3%)	4.9%
特別利益 Extraordinary gain	229	1,883	159	871	489	528	–	–	–
特別損失 Extraordinary loss	–	2,441	164	2,112	1,739	7,161	1,120	1,263	–
税金等調整前当期純利益 Income (loss) before tax expenses and minority interests	27,985	57,037	29,363	63,613	27,666	10,330	(9,836)	6,335	17,347
法人税・住民税及び事業税 Current income taxes	8,135	17,371	6,462	15,646	8,883	6,013	(4,107)	5,030	6,115
法人税等調整額 Deferred income taxes	1,794	2,827	4,207	3,526	–	(1,125)	–	(4,211)	–
少数株主利益 Minority interests	773	1,985	991	1,827	1,117	881	165	750	666
当期純利益 Net income (loss)	17,281	34,853	17,701	42,613	17,666	4,561	(5,894)	4,765	10,565
当期純利益率 (%)	4.9%	4.9%	4.8%	5.5%	4.6%	0.7%	2.3%	0.8%	3.0%
(参考)連結ROE (Ref) Consolidated ROE	14.4%	14.0%	13.1%	16.1%	12.9%	1.8%	(5.0%)	2.0%	8.6%
一株当たり純利益 Net income per share (Yen)	¥32.01	¥64.53	¥32.75	¥78.84	¥32.68	¥8.44	(¥10.90)	¥8.82	¥19.54

連結キャッシュ・フロー Consolidated Statements of Cash Flows



	07/3		08/3		09/3		10/3		11/3
(百万円 ¥Million)	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half
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 tax expenses and minority interests	27,985	57,037	29,363	63,613	27,666	10,330	(9,836)	6,335	17,347
減価償却費 Depreciation and amortization	16,892	35,316	18,249	38,380	19,420	39,729	18,171	37,149	17,070
のれん償却額 Amortization of goodwill	350	730	353	756	342	701	504	866	386
貸倒引当金の増減額(減少) Increase (decrease) in allowance for doubtful accounts	(136)	(44)	(727)	(852)	(67)	263	(447)	(287)	(222)
退職給付引当金及び前払年金費用の増減額 Increase (decrease) in provision for retirement benefits and prepaid pension cost	(7,728)	(11,010)	(3,788)	(8,969)	(3,141)	(4,262)	(1,208)	(943)	305
受取利息及び受取配当金 Interest and dividend income	(1,255)	(2,425)	(1,629)	(3,091)	(1,810)	(3,209)	(1,062)	(1,936)	(844)
支払利息 Interest expenses	2,578	5,473	3,140	6,246	3,047	6,117	2,917	5,441	2,306
持分法による投資利益 Equity in earnings of affiliates	(1,535)	(3,925)	(1,919)	(4,475)	(1,953)	(2,200)	(1,012)	(2,984)	(1,796)
有形固定資産売却益 Gain on sales of property, plant and equipment	(229)	(1,342)	-	-	(489)	(528)	-	-	-
投資有価証券売却益 Gain on sales of investment securities	-	-	(159)	(871)	-	-	-	-	-
投資有価証券評価損 Loss on devaluation of investment securities	-	-	-	-	1,739	3,851	-	-	-
関係会社株式売却益 Gain on sales of stocks of affiliates	-	(594)	-	-	-	-	-	-	-
関係会社株式売却損 Loss on sales of stocks of affiliates	-	-	164	164	-	-	-	-	-
損害賠償損失 Product compensation	-	-	-	1,948	-	-	-	-	-
事業構造改革費用 Business restructuring expenses	-	1,903	-	-	-	3,310	1,120	1,263	-
売上債権の増減額(増加) Decrease (increase) in notes and accounts receivable	(3,613)	(7,884)	2,678	(8,607)	(10,322)	34,159	(17,368)	(36,523)	(6,908)
たな卸資産の増減額(増加) Decrease (increase) in inventories	(1,953)	477	(490)	(590)	(19,680)	(14,590)	4,150	2,178	(3,860)
仕入債務の増減額(減少) Increase (decrease) in notes and accounts payable	4,700	8,223	2,349	9,392	1,734	(55,167)	15,582	41,112	11,010
その他 Other	(4,545)	(2,575)	(1,549)	(1,394)	4,462	4,689	515	(768)	4,035
小計 Subtotal	31,509	79,357	46,035	91,649	20,949	23,193	12,025	50,902	38,830
利息及び配当金の受取額 Interest and dividends received	3,589	7,339	2,354	5,104	4,538	10,494	1,548	3,276	2,151
利息の支払額 Interest paid	(2,797)	(5,660)	(3,183)	(6,275)	(3,185)	(6,023)	(2,918)	(5,554)	(2,138)
法人税等の支払額 Income taxes paid	(9,423)	(16,883)	(12,799)	(21,242)	(7,910)	(15,878)	4,919	2,483	(4,538)
営業活動によるキャッシュ・フロー Operating activities	22,877	64,153	32,407	69,236	14,391	11,785	15,574	51,108	34,304

連結キャッシュ・フロー Consolidated Statements of Cash Flows



(百万円 ¥ Million)	07/3		08/3		09/3		10/3		11/3
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half
投資活動によるキャッシュ・フロー Investing activities									
定期預金の純増減額(増加) Net decrease (increase) in time deposit	-	(10,220)	115	14,442	(30)	36	13	(5)	(947)
有価証券の取得による支出 Purchase of short-term investment securities	-	(17,973)	(9,977)	(14,287)	(3,500)	(3,501)	(0)	(4,802)	(4,800)
有価証券の売却による収入 Proceeds from sales of short-term investment securities	1,500	2,524	19,372	30,849	8,284	8,286	17	40	4,800
有形固定資産の取得による支出 Purchase of property, plant and equipment	(19,503)	(39,062)	(20,139)	(46,782)	(30,476)	(50,795)	(12,093)	(22,053)	(15,164)
有形固定資産の売却による収入 Proceeds from sales of property, plant and equipment	490	2,020	523	1,047	867	1,207	681	930	263
投資有価証券の取得による支出 Purchase of investment securities	(921)	(1,245)	(3,813)	(10,263)	(953)	(977)	(3,399)	(3,564)	(20)
投資有価証券の売却による収入 Proceeds from sales of investment securities	20	45	1,132	1,979	60	1,860	505	2,309	1,500
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 acquisition of subsidiaries' stock resulting in changes in scope of consolidation	-	-	-	-	-	-	(413)	(413)	-
連結の範囲の変更を伴う子会社株式の取得による収入 Proceeds from acquisition of subsidiaries' stock resulting in changes in scope of consolidation	-	-	73	772	-	-	-	-	-
連結の範囲の変更を伴う子会社株式の売却による収入 Proceeds from sales of subsidiaries' stock resulting in changes in scope of consolidation	-	1,861	-	-	-	-	-	-	-
貸付による支出 Payments of loans receivable	(15)	(285)	(410)	(474)	(91)	(147)	(31)	(340)	(26)
貸付金の回収による収入 Collection of loans receivable	39	124	74	221	70	119	58	498	153
その他 Other	(552)	(2,391)	1,165	(692)	(1,174)	(2,509)	(1,011)	(1,955)	(1,034)
投資活動によるキャッシュ・フロー Investing activities	(18,943)	(64,600)	(11,883)	(23,187)	(26,943)	(46,422)	(15,672)	(29,355)	(15,276)
財務活動によるキャッシュ・フロー Financing activities									
短期借入金の純増減額(減少) Net increase (decrease) in short-term loans	7,914	4,704	(2,108)	(6,690)	3,666	10,496	(3,222)	(11,874)	(3,580)
コマーシャルペーパーの純増減額(減少) Net increase (decrease) in commercial paper issued	-	(5,000)	-	-	-	-	-	-	-
長期借入による収入 Increase in long-term loans	10,116	13,238	1	10,050	6,830	77,624	1,016	11,479	709
長期借入金の返済による支出 Repayments of long-term debts	(10,935)	(14,515)	(582)	(11,392)	(5,451)	(16,246)	(1,417)	(13,007)	(1,712)
社債の発行による収入 Proceeds from issuance of bonds	-	40,000	-	35,000	-	-	-	-	-
社債の償還による支出 Payments for redemption of corporate bonds	(10,000)	(10,000)	(10,000)	(23,000)	(10,000)	(10,000)	-	(7,000)	(10,000)
自己株式の取得による支出 Acquisition of treasury stock	(43)	(121)	(85)	(121)	(45)	(64)	(10)	(22)	(8)
配当金の支払額 Dividends paid	(3,781)	(7,291)	(4,866)	(9,731)	(5,408)	(10,816)	(2,167)	(4,335)	(2,166)
少数株主への配当金の支払額 Dividends paid to minority shareholders	(196)	(435)	(253)	(423)	(572)	(680)	(116)	(157)	(244)
その他 Other	114	350	37	386	189	215	56	(38)	(123)
財務活動によるキャッシュ・フロー Financing activities	(6,811)	20,929	(17,857)	(5,923)	(10,792)	50,529	(5,860)	(24,956)	(17,126)
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	160	969	447	(945)	(865)	(4,175)	813	1,219	(1,868)
現金及び現金同等物の増減額(減少) Net increase (decrease) in cash and cash equivalents	(2,716)	21,452	3,114	39,180	(24,209)	11,718	(5,144)	(1,984)	33
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of the year	51,812	51,812	73,319	73,319	113,226	113,226	124,944	124,944	123,437
連結子会社の決算期変更による増加高 Increase in cash and cash equivalents resulting from changes in fiscal year-ends of consolidated subsidiaries	54	54	726	726	-	-	477	477	-
現金及び現金同等物の期末残高 Cash and cash equivalents at end of the period	49,150	73,319	77,159	113,226	89,017	124,944	120,276	123,437	123,470

人員 Number of Employees

<連結 Consolidated>

(Head-counts)	07/3		08/3		09/3		10/3		11/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
連結合計 Consolidated	23,259	23,413	24,211	25,069	26,024	24,050	24,253	24,633	25,207
日本 Japan	10,129	10,128	10,533	10,695	11,234	11,155	11,597	11,429	11,478
米州 The Americas	3,120	3,115	3,003	3,080	3,004	2,308	2,363	2,365	2,415
欧州 Europe	4,188	4,120	4,120	4,270	4,372	3,542	3,121	3,029	3,055
アジア Asia	5,822	6,050	6,555	7,024	7,414	7,045	7,172	7,810	8,259