

NSK

FACT BOOK

November 5, 2009

NSK Ltd.

Summary 1

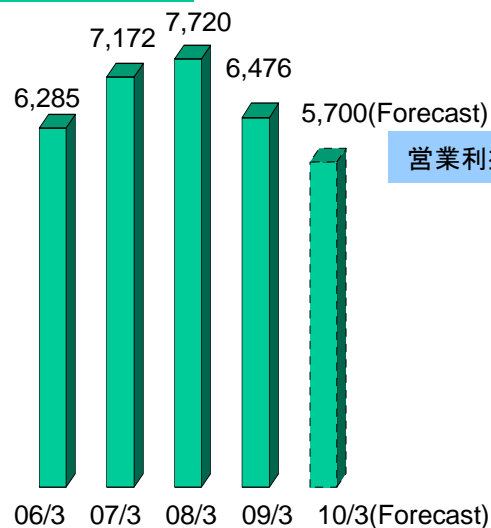
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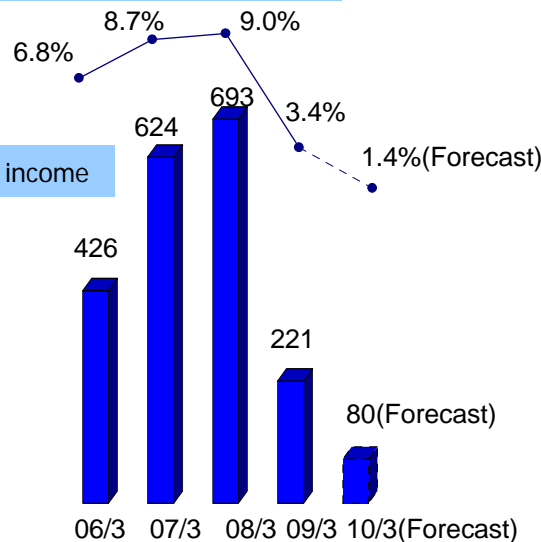
(百万円 ¥ Million)	06/3		07/3		08/3		09/3		10/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year (Forecast)
売上高 Net sales	302,903	628,474	349,266	717,225	369,326	772,036	383,325	647,593	257,871	570,000
営業利益 Operating income	18,414	42,552	30,015	62,383	31,576	69,343	28,613	22,106	(3,911)	8,000
営業利益率 (%)	6.1%	6.8%	8.6%	8.7%	8.5%	9.0%	7.5%	3.4%	(1.5%)	1.4%
当期純利益 Net income	9,953	25,586	17,281	34,853	17,701	42,613	17,666	4,561	(5,894)	0
当期純利益率 (%)	3.3%	4.1%	4.9%	4.9%	4.8%	5.5%	4.6%	0.7%	(2.3%)	0.0%
1株当たり当期純利益 (円) Net income per share (yen)	18.46	47.28	32.01	64.53	32.75	78.84	32.68	8.44	(10.90)	0.00
1株当たり配当金 (円) Dividends per share (yen)	5.50	12.00	7.00	16.00	9.00	19.00	10.00	14.00	4.00	8.00
為替換算レート(期中) : US\$	106.27	110.37	115.29	116.93	119.42	114.55	105.95	100.74	95.45	93.00
Exchange rate EURO	137.10	137.39	146.16	150.35	162.33	162.22	162.88	144.47	133.06	132.00

(億円/¥100 Million)

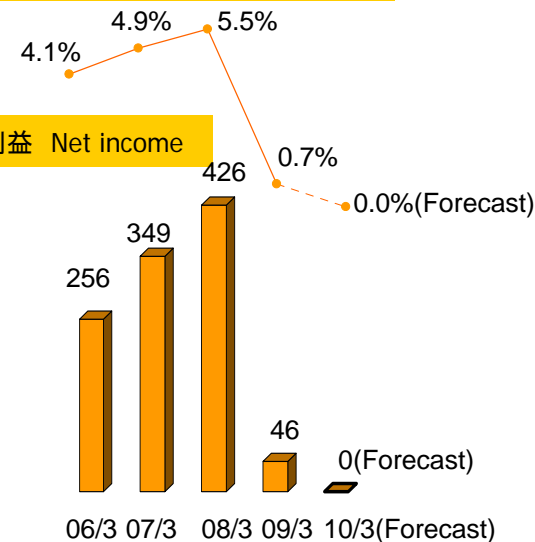
売上高 Net sales



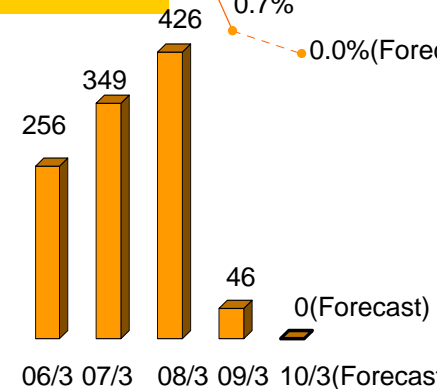
営業利益率 Operating income margin (%)



当期純利益率 Net income margin (%)



当期純利益 Net income



Summary 2

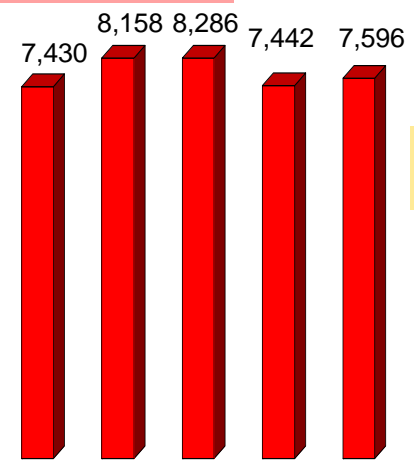
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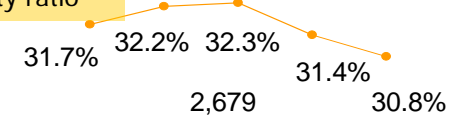
(百万円 ¥ Million)	06/3		07/3		08/3		09/3		10/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
総資産 Total assets	659,259	743,032	746,197	815,788	817,540	828,580	828,477	744,229	759,591
自己資本 Shareholders' equity	208,376	235,716	245,602	262,425	276,366	267,914	281,805	233,395	234,154
自己資本比率 Equity ratio	31.6%	31.7%	32.9%	32.2%	33.8%	32.3%	34.0%	31.4%	30.8%
1株当たり純資産額 Net assets per share	386.38	436.48	454.74	485.62	511.31	495.61	521.28	431.74	433.15
有利子負債 Interest-bearing debt	207,085	222,918	222,455	255,557	246,896	264,413	261,732	323,165	322,679
Net D/E Ratio	0.79	0.73	0.71	0.69	0.61	0.56	0.61	0.85	0.86
為替換算レート (期末):US\$ Exchange rate EURO	110.62	118.07	117.90	118.05	115.43	100.19	103.57	98.23	90.21
	133.63	139.83	149.77	157.33	163.38	158.19	149.05	129.84	131.72
ROA	3.1 %	3.7 %	4.6%	4.5%	4.3%	5.2%	4.3%	0.6%	-1.6%
ROE	10.0 %	12.1 %	14.4 %	14.0%	13.1%	16.1%	12.9%	1.8%	-5.0%

(億円/¥ 100 Million)

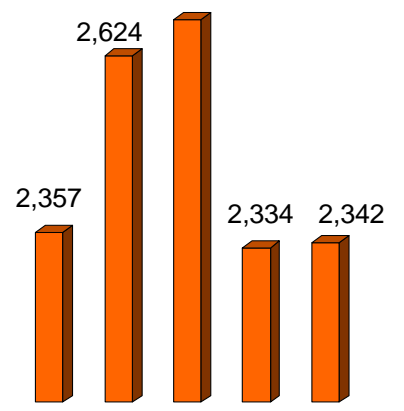
総資産 Total assets



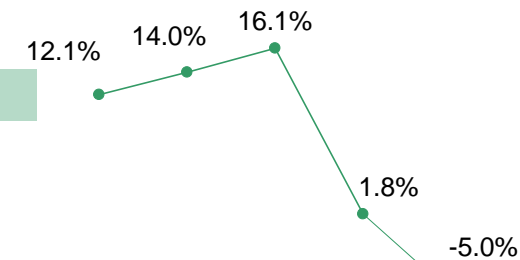
自己資本比率 Equity ratio



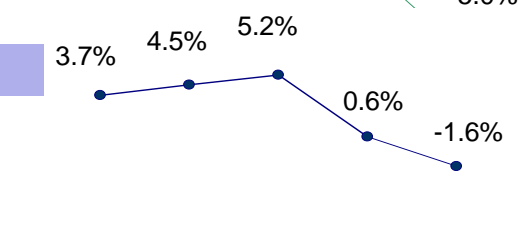
自己資本 Shareholders' equity



ROE



ROA



事業別セグメント情報 Business Segment Data

<連結 Consolidated>

(百万円 ¥Million)	06/3		07/3		08/3		09/3		10/3
	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	302,903	628,474	349,266	717,225	369,326	772,036	383,325	647,593	257,871
営業利益 Operating income	18,414	42,552	30,015	62,383	31,576	69,343	28,613	22,106	(3,911)
営業利益率 (%)	6.1%	6.8%	8.6%	8.7%	8.5%	9.0%	7.5%	3.4%	(1.5%)
産業機械軸受 Industrial machinery bearings	94,839	195,556	105,548	216,338	114,776	239,056	121,700	209,530	76,176
営業利益 Operating income	10,092	22,060	13,568	29,551	15,525	33,489	16,194	19,466	331
営業利益率 (%)	10.6%	11.3%	12.9%	13.7%	13.5%	14.0%	13.3%	9.3%	0.4%
自動車関連製品 Automotive products	168,796	353,124	192,231	397,863	209,060	435,705	214,138	352,453	159,759
営業利益 Operating income	7,471	17,388	10,828	22,687	13,940	30,660	10,823	6,812	3,740
営業利益率 (%)	4.4%	4.9%	5.6%	5.7%	6.7%	7.0%	5.1%	1.9%	2.3%
精機製品 Precision machinery & parts	32,242	65,831	38,909	77,719	31,846	68,186	31,053	57,491	13,624
営業利益 Operating income	1,877	5,567	5,993	11,540	3,835	8,620	2,974	527	(4,471)
営業利益率 (%)	5.8%	8.5%	15.4%	14.8%	12.0%	12.6%	9.6%	0.9%	(32.8%)
その他 Other	11,740	23,525	22,581	45,116	24,518	56,227	29,912	50,687	14,917
営業利益 Operating income	826	1,304	1,303	2,398	1,007	2,839	1,757	832	(939)
営業利益率 (%)	7.0%	5.5%	5.8%	5.3%	4.1%	5.1%	5.9%	1.6%	(6.3%)
消去(売上高) Eliminations (Sales)	(4,714)	(9,562)	(10,006)	(19,812)	(10,876)	(27,140)	(13,479)	(22,568)	(6,607)
消去又は全社費用 Eliminations/corporate	(1,852)	(3,767)	(1,679)	(3,795)	(2,731)	(6,266)	(3,137)	(5,531)	(2,572)

顧客地域別売上高 Sales by Customer Location

<連結 Consolidated>

(百万円 ¥Million)	06/3		07/3		08/3		09/3		10/3
	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	302,903	628,474	349,266	717,225	369,326	772,036	383,325	647,593	257,871
日本 Japan	156,347	330,061	176,393	364,395	185,752	388,927	192,860	323,376	126,746
海外 Non-Japan(※)	146,556	298,413	172,873	352,830	183,574	383,109	190,465	324,217	131,125
米州 The Americas	44,560	92,367	51,386	105,111	55,294	107,321	49,433	78,754	31,311
欧州 Europe	49,682	98,165	58,913	121,698	63,001	133,853	69,261	111,866	45,502
アジア Asia	52,312	107,880	62,573	126,021	65,278	141,933	71,769	133,596	54,311

※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)	06/3		07/3		08/3		09/3		10/3
	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	302,903	628,474	349,266	717,225	369,326	772,036	383,325	647,593	257,871
営業利益 Operating income	18,414	42,552	30,015	62,383	31,576	69,343	28,613	22,106	(3,911)
営業利益率 (%)	6.1%	6.8%	8.6%	8.7%	8.5%	9.0%	7.5%	3.4%	(1.5%)
日本 Japan	227,369	476,166	253,824	522,338	262,940	558,004	281,511	479,408	187,516
営業利益 Operating income	15,580	35,556	22,215	47,394	21,405	46,833	16,407	6,550	(5,121)
営業利益率 (%)	6.9%	7.5%	8.8%	9.1%	8.1%	8.4%	5.8%	1.4%	(2.7%)
米州 The Americas	43,451	90,363	50,212	102,921	54,524	106,004	49,048	78,229	30,677
営業利益 Operating income	1,344	2,408	2,013	3,806	2,506	4,867	2,161	926	114
営業利益率 (%)	3.1%	2.7%	4.0%	3.7%	4.6%	4.6%	4.4%	1.2%	0.4%
欧州 Europe	53,383	104,936	61,761	127,581	66,177	139,956	71,709	114,640	46,428
営業利益 Operating income	1,616	4,236	3,187	6,653	4,085	10,141	6,129	9,433	2,213
営業利益率 (%)	3.0%	4.0%	5.2%	5.2%	6.2%	7.2%	8.5%	8.2%	4.8%
アジア Asia	35,046	75,780	49,542	98,694	55,435	117,994	60,984	108,471	42,891
営業利益 Operating income	2,233	5,145	4,551	9,453	6,286	13,189	6,737	9,568	1,666
営業利益率 (%)	6.4%	6.8%	9.2%	9.6%	11.3%	11.2%	11.0%	8.8%	3.9%
消去(売上高) Eliminations (Sales)	(56,348)	(118,772)	(66,075)	(134,309)	(69,752)	(149,923)	(79,928)	(133,155)	(49,642)
消去又は全社 Eliminations/corporate	(2,361)	(4,794)	(1,952)	(4,924)	(2,707)	(5,688)	(2,822)	(4,371)	(2,784)

※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)	06/3		07/3		08/3		09/3		10/3
	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)	24,371	47,293	15,554	36,216	19,336	51,971	24,720	41,915	8,754
日本 Japan	15,222	30,893	9,528	23,444	11,341	30,819	13,930	24,530	4,337
米州 The Americas	1,943	4,130	2,202	3,644	1,828	3,801	1,035	2,209	445
欧州 Europe	1,761	3,606	1,376	3,158	2,388	7,707	2,564	3,501	286
アジア Asia	5,445	8,664	2,448	5,970	3,779	9,644	7,191	11,675	3,686
減価償却費(有形のみ) Depreciation (Excluding intangible assets)	13,403	29,438	16,488	34,504	17,777	37,443	18,888	38,452	17,481
研究開発費 R&D expenses	4,841	9,728	4,781	10,100	4,994	10,240	5,391	10,691	4,328

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

(百万円 ￥ Million)	06/3		07/3		08/3		09/3		10/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
棚卸資産 Inventories	90,231	101,337	105,266	105,043	107,005	101,849	119,282	106,669	103,496
日本 Japan	42,157	47,023	49,826	46,285	49,435	47,202	56,343	50,521	49,204
米州 The Americas	16,298	17,870	19,671	19,319	17,576	16,339	18,369	16,433	14,183
欧州 Europe	17,943	20,604	19,680	21,100	21,772	20,581	22,648	18,987	20,283
アジア Asia	13,833	15,840	16,089	18,339	18,222	17,727	21,922	20,729	19,826
棚卸資産回転数 Inventory turnover (times)	7.0	6.9	6.8	7.0	7.0	7.5	6.9	6.2	4.9

※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)	06/3		07/3		08/3		09/3		10/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
有利子負債合計 Interest-bearing debt	207,085	222,918	222,455	255,557	246,896	264,413	261,732	323,165	322,679
短期借入金 Short-term loans	86,690	80,184	80,046	84,869	85,224	84,787	87,704	90,175	87,897
長期借入金 Long-term loans	40,395	42,733	52,409	45,687	46,672	42,625	47,027	105,990	107,481
コマーシャルペーパー Commercial paper	—	5,000	5,000	—	—	—	—	—	—
社債 Corporate bonds	80,000	95,000	85,000	125,000	115,000	137,000	127,000	127,000	127,300
Net D/E ratio	0.79	0.73	0.71	0.69	0.61	0.56	0.61	0.85	0.86

連結貸借対照表 Consolidated Balance Sheets



(百万円 ￥ Million)	06/3		07/3		08/3		09/3		10/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
資産の部 Assets									
流動資産 Current assets	286,501	313,569	325,030	389,067	381,169	404,412	405,159	369,590	377,457
現金及び預金 Cash and deposits	31,861	47,332	44,163	68,354	73,648	66,259	60,081	77,712	80,847
受取手形及び売掛金 Notes and accounts receivable	115,840	115,232	125,611	131,417	130,813	137,439	149,168	97,890	115,380
有価証券 Marketable securities	8,498	11,261	11,667	40,339	27,875	51,600	29,298	46,300	39,041
棚卸資産 Inventories	90,231	101,337	105,266	105,043	107,005	101,849	119,282	106,669	103,496
その他 Other current assets	40,071	38,407	38,323	43,914	41,828	47,265	47,330	41,019	38,693
固定資産 Non-current assets	372,758	429,462	421,166	426,721	436,370	424,167	423,318	374,638	382,134
有形固定資産 Property, plant and equipment	216,561	250,230	251,525	256,872	262,225	268,055	272,708	249,721	244,643
無形固定資産 Intangible fixed assets	8,793	9,988	9,626	9,438	10,543	10,520	10,584	10,483	10,638
投資等 Investments and other assets	147,404	169,244	160,015	160,411	163,602	145,592	140,026	114,434	126,853
資産合計 Total assets	659,259	743,032	746,197	815,788	817,540	828,580	828,477	744,229	759,591

	06/3		07/3		08/3		09/3		10/3
(百万円 ￥Million)	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
負債の部 Liabilities									
流動負債 Current liabilities	261,695	266,834	269,272	279,489	292,478	294,318	284,998	210,322	236,218
支払手形及び買掛金 Notes and accounts payable	102,832	111,992	118,131	122,115	125,109	130,966	132,304	74,006	89,143
短期借入金・CP・社債 Short-term loans, CP, current portion of corporate bonds	106,690	95,184	95,046	107,869	108,224	94,787	87,704	97,175	104,897
その他 Other current liabilities	52,173	59,658	56,095	67,505	59,145	68,565	64,990	39,141	42,178
固定負債 Long-term liabilities	176,925	228,373	218,395	241,571	233,074	250,486	245,334	285,119	273,327
社債 Corporate bonds	60,000	85,000	75,000	102,000	92,000	127,000	127,000	120,000	110,300
長期借入金 Long-term loans	40,395	42,733	52,409	45,687	46,672	42,625	47,027	105,990	107,481
その他 Other long-term liabilities	76,530	100,640	90,986	93,884	94,402	80,861	71,307	59,129	55,546
負債合計 Total liabilities	438,621	495,208	487,668	539,061	525,553	544,804	530,333	495,442	509,546
純資産の部 Net assets									
株主資本 Shareholders' equity	203,507	212,290	249,891	262,736	276,665	296,193	291,075	275,807	267,752
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	77,948	78,097	78,149	78,238	78,278	78,304	78,324	78,324	78,325
利益剰余金 Retained earnings	62,767	71,241	108,736	121,441	135,345	154,846	149,724	134,455	126,406
自己株式 Treasury stock	(4,384)	(4,224)	(4,170)	(4,119)	(4,134)	(4,134)	(4,151)	(4,149)	(4,156)
評価・換算差額等 Valuation, translation adjustments and other	4,869	23,426	(4,289)	(311)	(298)	(28,279)	(9,269)	(42,412)	(33,597)
その他有価証券評価差額金 Unrealized holding gains on securities	29,329	42,297	36,058	36,548	33,877	18,216	16,011	5,528	10,558
為替換算調整勘定 Translation adjustments	(24,460)	(18,871)	(17,256)	(11,963)	(9,280)	(21,586)	(25,281)	(47,940)	(44,156)
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
少数株主持分 Minority interests	12,261	12,107	12,910	14,245	15,511	15,690	16,104	15,102	15,537
純資産合計 Total net assets	220,637	247,823	258,529	276,727	291,987	283,775	298,144	248,787	250,044
負債純資産合計 Total liabilities and net assets	659,259	743,032	746,197	815,788	817,540	828,580	828,477	744,229	759,591

連結損益計算書 Consolidated Statements of Operations



	06/3		07/3		08/3		09/3		10/3
(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	302,903	628,474	349,266	717,225	369,326	772,036	383,325	647,593	257,871
国内売上高 Japan	156,348	330,061	176,393	364,395	185,752	388,927	192,860	323,376	126,746
海外売上高 Non-Japan	146,555	298,413	172,873	352,830	183,574	383,109	190,465	324,217	131,125
売上原価 Cost of sales	235,641	487,717	269,058	551,069	284,555	59,3736	299,000	522,010	216,258
原価率 (%)	77.8%	77.6%	77.0%	76.8%	77.0%	76.9%	78.0%	80.6%	83.9%
販売費及び一般管理費 Selling, general and administrative expenses	48,846	98,204	50,191	103,772	53,194	108,956	55,712	103,476	45,524
営業利益 Operating income (loss)	18,414	42,552	30,015	62,383	31,576	69,343	28,613	22,106	(3,911)
営業利益率 (%)	6.1%	6.8%	8.6%	8.7%	8.5%	9.0%	7.5%	3.4%	(1.5%)
営業外収益 Non-operating income	3,890	8,816	4,601	9,783	5,194	10,882	6,011	8,266	3,853
受取利息・配当金 Interest and dividend income	930	1,795	1,255	2,425	1,629	3,091	1,810	3,209	1,062
持分法投資利益 Equity in earnings of affiliates	1,635	3,727	1,535	3,925	1,919	4,475	1,953	2,200	1,012
その他 Others	1,325	3,294	1,810	3,431	1,646	3,316	2,248	2,856	1,779
営業外費用 Non-operating expenses	5,405	12,452	6,860	14,571	7,402	15,371	5,707	13,409	8,658
支払利息 Interest expenses	2,241	4,566	2,578	5,473	3,140	6,246	3,047	6,117	2,917
その他 Others	3,164	7,886	4,282	9,098	4,262	9,125	2,660	7,292	5,741
経常利益 Ordinary income (loss)	16,899	38,916	27,756	57,595	29,368	64,854	28,916	16,964	(8,716)
経常利益率 (%)	5.6%	6.2%	7.9%	8.0%	8.0%	8.4%	7.5%	2.6%	(3.4%)
特別利益 Extraordinary income	3,960	7,561	229	1,883	159	871	489	528	-
特別損失 Extraordinary loss	1,811	3,409	-	2,441	164	2,112	1,739	7,161	1,120
税金等調整前当期純利益 Income (loss) before tax expenses and minority interests	19,048	43,068	27,985	57,037	29,363	63,613	27,666	10,330	(9,836)
法人税・住民税及び事業税 Income taxes: Current	3,371	11,925	8,135	17,371	6,462	15,646	8,883	6,013	(4,107)
法人税等調整額 Income taxes: Deferred	5,102	4,486	1,794	2,827	4,207	3,526	-	(1,125)	-
少数株主利益 Minority interests	621	1,069	773	1,985	991	1,827	1,117	881	165
当期純利益 Net income (loss)	9,953	25,586	17,281	34,853	17,701	42,613	17,666	4,561	(5,894)
当期純利益率 (%)	3.3%	4.1%	4.9%	4.9%	4.8%	5.5%	4.6%	0.7%	2.3%
(参考)連結ROE (Ref) Consolidated ROE	10.0%	12.1%	14.4%	14.0%	13.1%	16.1%	12.9%	1.8%	(5.0%)
一株当たり純利益 Net income per share (Yen)	¥18.46	¥47.28	¥32.01	¥64.53	¥32.75	¥78.84	¥32.68	¥8.44	(¥10.90)

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



	06/3		07/3		08/3		09/3		10/3
(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	20,295	66,332	22,877	64,153	32,407	69,236	14,391	11,785	15,574
税金等調整前当期純利益 Income (loss) before income taxes and minority interests	19,048	43,068	27,985	57,037	29,363	63,613	27,666	10,330	(9,836)
減価償却費 Depreciation and amortization	13,695	30,099	16,892	35,316	18,249	38,380	19,420	39,729	18,171
連結調整勘定償却額 Amortization of excess of cost over net assets acquired	205	490	-	-	-	-	-	-	-
のれん償却額 Amortization of goodwill	-	-	350	730	353	756	342	701	504
貸倒引当金の増減額(減少) Increase (decrease) in allowance for doubtful accounts	335	309	(136)	(44)	(727)	(852)	(67)	263	(447)
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	1,978	2,344	(7,728)	(11,010)	(3,788)	(8,969)	(3,141)	(4,262)	(1,208)
受取利息及び受取配当金 Interest and dividend income	(930)	(1,795)	(1,255)	(2,425)	(1,629)	(3,091)	(1,810)	(3,209)	(1,062)
支払利息 Interest expenses	2,241	4,566	2,578	5,473	3,140	6,246	3,047	6,117	2,917
持分法による投資利益(益) Equity in losses (earnings) of affiliates	(1,635)	(3,727)	(1,535)	(3,925)	(1,919)	(4,475)	(1,953)	(2,200)	(1,012)
有形固定資産売却損益(益) Loss (gain) on sales of property, plant and equipment	(1,434)	(1,681)	(229)	(1,342)	-	-	(489)	(528)	-
投資有価証券売却益 Gain on sales of investment securities	(2,526)	(5,879)	-	-	(159)	(871)	-	-	-
投資有価証券評価損(益) 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 Warranty cost	-	-	-	-	-	1,948	-	-	-
事業構造改革費用 Business restructuring expenses	-	-	-	1,903	-	-	-	3,310	1,120
売上債権の増減額(増加) Decrease (increase) in notes and accounts receivable	(3,308)	3,491	(3,613)	(7,884)	2,678	(8,607)	(10,322)	34,159	(17,368)
棚卸資産の増減額(増加) Decrease (increase) in inventories	(7,584)	(10,665)	(1,953)	477	(490)	(590)	(19,680)	(14,590)	4,150
仕入債務の増減額(減少) Increase (decrease) in notes and accounts payable	5,166	10,069	4,700	8,223	2,349	9,392	1,734	(55,167)	15,582
その他 Others	568	6,404	(4,545)	(2,575)	(1,549)	(1,394)	4,462	4,689	515
小計 Subtotal	25,821	77,095	31,509	79,357	46,035	91,649	20,949	23,193	12,025
利息及び配当金の受取額 Interest and dividends received	1,856	3,757	3,589	7,339	2,354	5,104	4,538	10,494	1,548
利息の支払額 Interest paid	(2,272)	(4,414)	(2,797)	(5,660)	(3,183)	(6,275)	(3,185)	(6,023)	(2,918)
法人税等の支払額 Income taxes paid	(5,110)	(10,105)	(9,423)	(16,883)	(12,799)	(21,242)	(7,910)	(15,878)	4,919

(百万円 ￥ Million)	06/3		07/3		08/3		09/3		10/3
	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	(15,283)	(62,386)	(18,943)	(64,600)	(11,883)	(23,187)	(26,943)	(46,422)	(15,672)
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
有価証券の取得による支出 Payments for acquisition of marketable securities	-	-	-	(17,973)	(9,977)	(14,287)	(3,500)	(3,501)	(0)
有価証券の売却による収入 Proceeds from sales of marketable securities	-	-	1,500	2,524	19,372	30,849	8,284	8,286	17
有形固定資産の取得による支出 Acquisitions to property, plant and equipment	(21,758)	(47,157)	(19,503)	(39,062)	(20,139)	(46,782)	(30,476)	(50,795)	(12,093)
有形固定資産の売却による収入 Proceeds from sales of property, plant and equipment	2,182	3,148	490	2,020	523	1,047	867	1,207	681
投資有価証券の取得による支出 Acquisitions of investment securities	(28)	(42)	(921)	(1,245)	(3,813)	(10,263)	(953)	(977)	(3,399)
投資有価証券の売却による収入 Proceeds from investment securities	5,033	9,655	20	45	1,132	1,979	60	1,860	505
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	-	(27,539)	-	-	-	-	-	-	(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支出 Payments for sales of subsidiaries' stock resulting in changes in scope of consolidation	(130)	(130)	-	-	-	-	-	-	-
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	-	-	-	-	-
持分法適用会社株式の取得による支出 Payments for acquisition of stocks in companies accounted for by equity method	(618)	-	-	-	-	-	-	-	-
持分法適用会社株式の売却による収入 Proceeds from sales of stocks in companies accounted for by equity method	782	782	-	-	-	-	-	-	-
貸付金の貸付による支出 Payments for advances	(17)	(73)	(15)	(285)	(410)	(474)	(91)	(147)	(31)
貸付金の回収による収入 Proceeds from collection of advances	100	158	39	124	74	221	70	119	58
その他 Others	(828)	(1,187)	(552)	(2,391)	1,165	(692)	(1,174)	(2,509)	(1,011)
財務活動によるキャッシュ・フロー Financing activities	(2,375)	7,600	(6,811)	20,929	(17,857)	(5,923)	(10,792)	50,529	(5,860)
短期借入金の純増減額(減少) Net increase (decrease) in short-term loans	4,439	336	7,914	4,704	(2,108)	(6,690)	3,666	10,496	(3,222)
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	-	(5,000)	-	-	-	-	-
長期借入による収入 Increase in long-term loans	-	7,772	10,116	13,238	1	10,050	6,830	77,624	1,016
長期借入金の返済による支出 Repayments of long-term loans	(3,733)	(13,978)	(10,935)	(14,515)	(582)	(11,392)	(5,451)	(16,246)	(1,417)
社債の発行による収入 Proceeds from issuance of bonds	-	25,000	-	40,000	-	35,000	-	-	-
社債の償還による支出 Payments of bonds	-	(10,000)	(10,000)	(10,000)	(10,000)	(23,000)	(10,000)	(10,000)	-
自己株式の取得による支出 Acquisition of treasury stock	(20)	(59)	(43)	(121)	(85)	(121)	(45)	(64)	(10)
配当金の支払額 Dividends paid	(2,966)	(5,935)	(3,781)	(7,291)	(4,866)	(9,731)	(5,408)	(10,816)	(2,167)
少数株主への配当金の支払額 Dividends paid to minority shareholders	(86)	(131)	(196)	(435)	(253)	(423)	(572)	(680)	(116)
その他 Others	(8)	(402)	114	350	37	386	189	215	56
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	388	878	160	969	447	(945)	(865)	(4,175)	813
現金及び現金同等物の増減額(減少) Net increase (decrease) in cash and cash equivalents	3,024	12,424	(2,716)	21,452	3,114	39,180	(24,209)	11,718	(5,144)
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of the year	39,387	39,387	51,812	51,812	73,319	73,319	113,226	113,226	124,944
連結子会社の決算期変更による増加高 Increase in cash and cash equivalents resulting in changes in fiscal year ends of consolidated subsidiaries	-	-	54	54	726	726	-	-	477
現金及び現金同等物の期末残高 Cash and cash equivalents at end of the period	42,412	42,412	49,150	73,319	77,159	113,226	89,017	124,944	120,276

人員 Number of Employees

<連結 Consolidated>

(Head-counts)	06/3		07/3		08/3		09/3		10/3
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim
連結合計 Consolidated	21,601	22,639	23,259	23,413	24,211	25,069	26,024	24,050	24,253
日本 Japan	9,083	9,742	10,129	10,128	10,533	10,695	11,234	11,155	11,597
米州 The Americas	3,149	3,102	3,120	3,115	3,003	3,080	3,004	2,308	2,363
欧州 Europe	4,176	4,234	4,188	4,120	4,120	4,270	4,372	3,542	3,121
アジア Asia	5,193	5,561	5,822	6,050	6,555	7,024	7,414	7,045	7,172