

FACT BOOK

目次

サマリー情報 1
サマリー情報 2
事業別セグメント情報
顧客地域別売上高
法人所在地別情報
設備投資額・減価償却費・研究開発費
棚卸資産・有利子負債
人員
連結財政状態計算書
連結損益計算書
連結キャッシュ・フロー計算書

Contents

Summary 1	1
Summary 2	2
Business Segment Data	3
Sales by Customer Location	4
Sales and O.I. by Region	5
Capital Expenditures / Depreciation and Amortisation / R&D Expenses	5
Inventories / Interest-bearing Debt	6
Number of Employees	6
Consolidated Statements of Financial Position	7
Consolidated Statements of Income	8
Consolidated Statements of Cash Flows	9

※ NSKは国際財務報告基準(IFRS)を任意適用しています。
NSK has adopted International Financial Reporting Standards (IFRS).

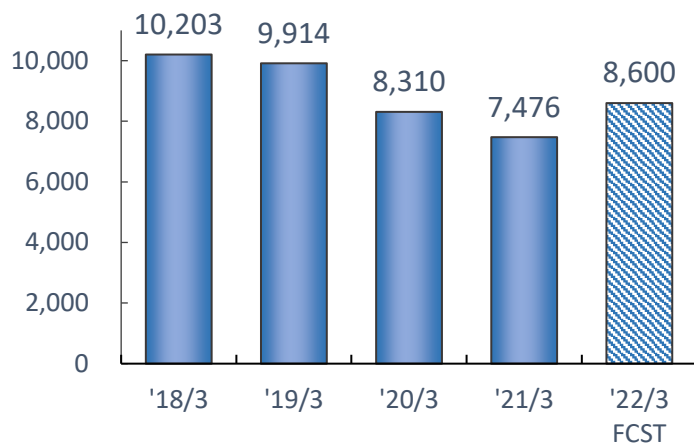
November 5, 2021

NSK Ltd.

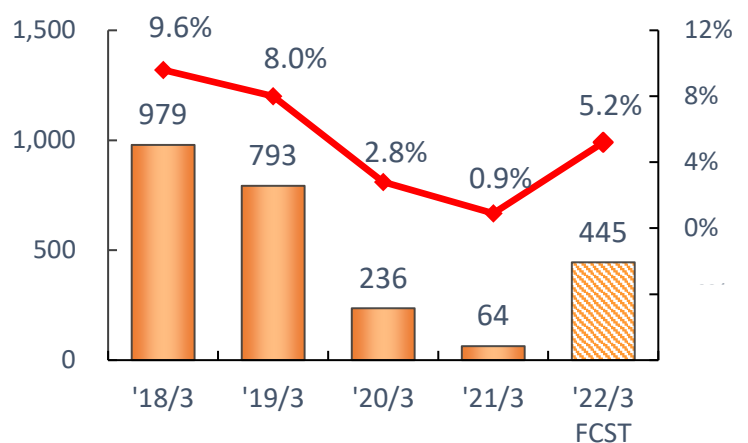
サマリー情報 1 Summary 1

(百万円 / ¥ Million)	'18/3		'19/3		'20/3		'21/3		'22/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
売上高 Sales	493,325	1,020,338	509,576	991,365	434,820	831,034	315,892	747,559	417,764	
営業利益 Operating income	42,734	97,875	44,964	79,279	15,765	23,604	(10,636)	6,364	15,989	
営業利益率 %	8.7%	9.6%	8.8%	8.0%	3.6%	2.8%	(3.4%)	0.9%	3.8%	
当期利益 (親会社所有者帰属) Net income attributable to owners of the parent	28,383	69,312	30,941	55,809	11,816	17,412	(12,287)	355	7,970	
当期利益率 %	5.8%	6.8%	6.1%	5.6%	2.7%	2.1%	(3.9%)	0.0%	1.9%	
基本的1株当たり当期利益 (円) Basic earnings per share (yen)	53.71	131.16	58.79	107.46	23.07	34.00	(23.98)	0.69	15.55	
1株当たり配当額 (円) Dividends per share (yen)	19.00	40.00	20.00	40.00	20.00	30.00	10.00	20.00	10.00	
為替換算レート(期中平均): USD	111.07	110.86	110.27	110.91	108.63	108.75	106.92	106.06	109.80	
Exchange rate EUR	126.29	129.70	129.84	128.40	121.41	120.83	121.29	123.70	130.89	
CNY	16.42	16.75	16.75	16.54	15.68	15.60	15.26	15.67	16.99	

売上高 Sales (億円/¥100 Million)



営業利益 Operating income (億円/¥100 Million)
営業利益率 O.I. margin (%)

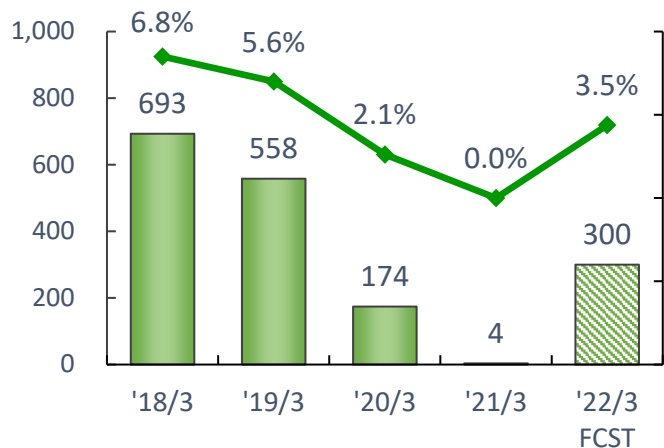


当期利益 (親会社所有者帰属) (億円/¥100 Million)

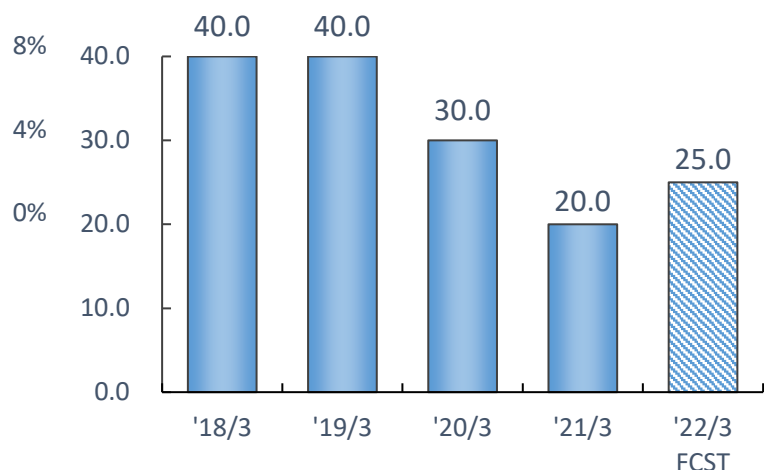
Net income attributable to owners of the parent

当期利益率

Net income attributable to owners of the parent margin (%)



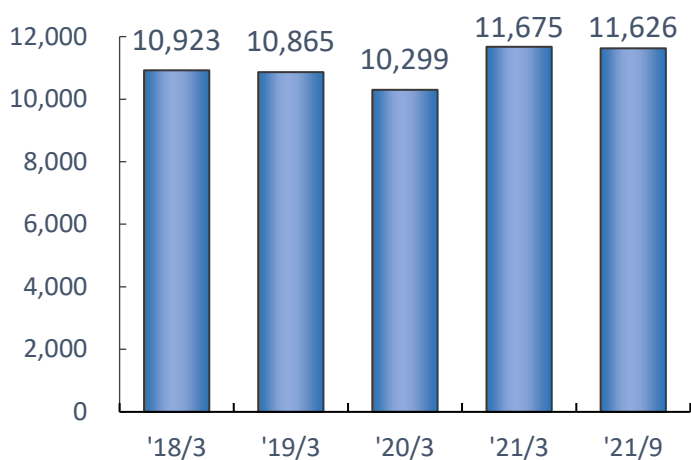
1株当たり配当額 Dividends per share (円/¥)



サマリー情報 2 Summary 2

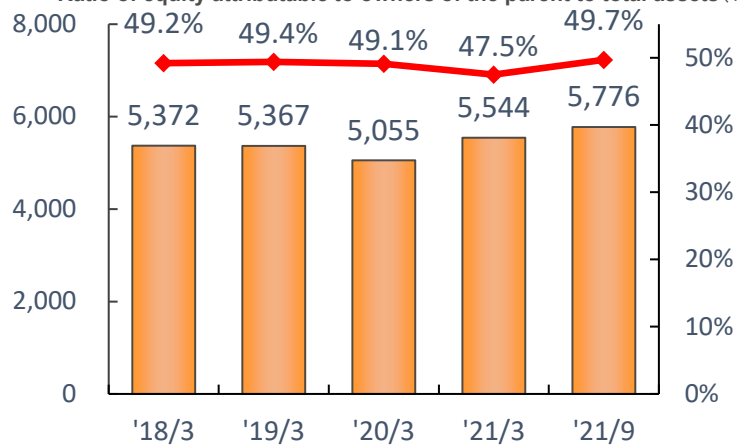
(百万円 / ¥ Million)	'18/3		'19/3		'20/3		'21/3		'22/3	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
資産合計 Total assets	1,086,354	1,092,310	1,097,410	1,086,456	1,064,869	1,029,884	1,077,037	1,167,498	1,162,613	
親会社の所有者に帰属する持分合計 Total equity attributable to owners of the parent	505,915	537,175	551,102	536,676	524,626	505,505	504,134	554,375	577,565	
親会社所有者帰属持分比率 %	46.6%	49.2%	50.2%	49.4%	49.3%	49.1%	46.8%	47.5%	49.7%	
1株当たり純資産額 (円) Equity per share attributable to owners of the parent (yen)	957.37	1,016.30	1,060.18	1,048.18	1,024.34	987.01	983.61	1,081.60	1,126.19	
有利子負債 Interest-bearing debt	266,620	250,908	250,502	274,780	280,108	279,170	341,638	332,440	307,594	
Net D/E レシオ Net D/E ratio	0.22	0.22	0.23	0.27	0.28	0.28	0.31	0.28	0.29	
為替換算レート(期末): Exchange rate										
	USD	112.74	106.27	113.58	111.01	107.96	108.83	105.81	110.72	111.95
	EUR	132.81	130.58	132.15	124.56	118.04	119.65	124.16	129.76	129.90
	CNY	16.96	16.92	16.50	16.48	15.14	15.30	15.54	16.86	17.29
ROA		5.3%	6.5%	5.7%	5.1%	2.2%	1.6%	(2.3%)	0.0%	1.4%
ROE		11.7%	13.9%	11.4%	10.4%	4.5%	3.3%	(4.9%)	0.1%	2.8%

資産合計 Total assets (億円/¥100 Million)

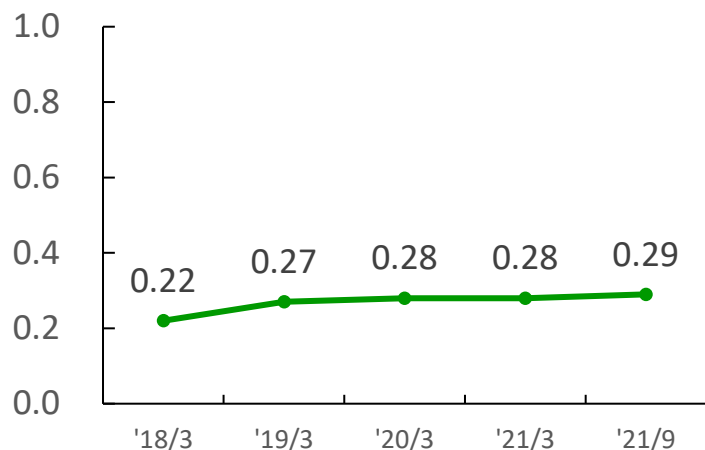


親会社の所有者に帰属する持分合計 (億円/¥100 Million)
Total equity attributable to owners of the parent

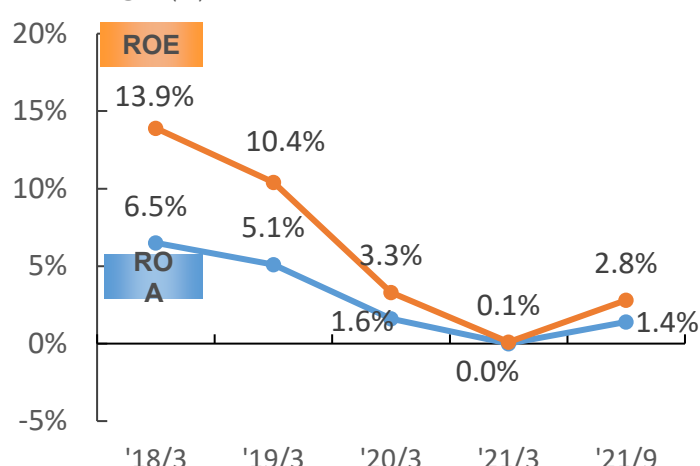
親会社所有者帰属持分比率
Ratio of equity attributable to owners of the parent to total assets (%)



Net D/Eレシオ Net D/E ratio



ROE (%)
ROA (%)



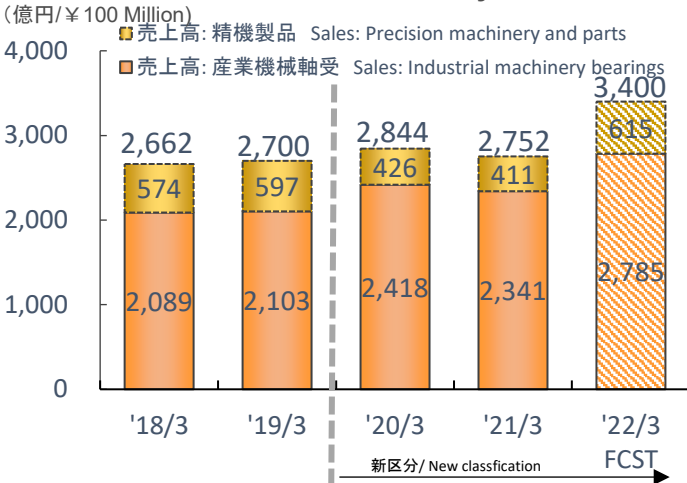
事業別セグメント情報 Business Segment Data

(百万円 / ¥ Million)	'18/3		'19/3		'20/3		'21/3		'22/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
売上高 Sales	493,325	1,020,338	509,576	991,365	434,820	831,034	315,892	747,559	417,764	
営業利益 Operating income	42,734	97,875	44,964	79,279	15,765	23,604	(10,636)	6,364	15,989	
営業利益率 O.I. margin %	8.7%	9.6%	8.8%	8.0%	3.6%	2.8%	(3.4%)	0.9%	3.8%	
産業機械事業 * Industrial machinery business	126,917	266,249	135,872	269,974	146,247	284,426	123,967	275,226	165,346	
産業機械軸受 Industrial machinery bearings	100,049	208,873	104,675	210,261	123,743	241,794	105,665	234,106	136,180	
精機製品 Precision machinery and parts	26,868	57,376	31,197	59,713	22,504	42,632	18,301	41,119	29,166	
営業利益 Operating income	10,246	28,333	16,729	32,887	8,951	14,732	282	7,697	14,161	
営業利益率 O.I. margin %	8.1%	10.6%	12.3%	12.2%	6.1%	5.2%	0.2%	2.8%	8.6%	
自動車事業 * Automotive business	352,139	723,564	357,577	689,658	275,582	521,857	182,841	449,722	233,924	
自動車軸受 Automotive bearings	170,558	350,922	176,512	348,907	135,635	261,310	95,387	233,488	124,480	
自動車部品 Automotive components	181,581	372,642	181,064	340,750	139,947	260,546	87,453	216,233	109,443	
営業利益 Operating income	31,232	65,963	26,703	44,949	6,423	9,174	(13,170)	(4,018)	254	
営業利益率 O.I. margin %	8.9%	9.1%	7.5%	6.5%	2.3%	1.8%	(7.2%)	(0.9%)	0.1%	
その他 Others	26,684	57,913	30,349	62,919	25,476	48,687	18,065	42,918	29,528	
営業利益 Operating income	2,571	5,672	2,835	5,607	1,210	1,365	(249)	979	1,992	
営業利益率 O.I. margin %	9.6%	9.8%	9.3%	8.9%	4.8%	2.8%	(1.4%)	2.3%	6.7%	
消去(売上高) Eliminations (sales)	(12,416)	(27,388)	(14,223)	(31,186)	(12,485)	(23,937)	(8,981)	(20,307)	(11,034)	
その他の営業費用/調整額 Other operating expenses/Adjustments	(1,315)	(2,093)	(1,303)	(4,165)	(819)	(1,668)	2,500	1,705	(418)	

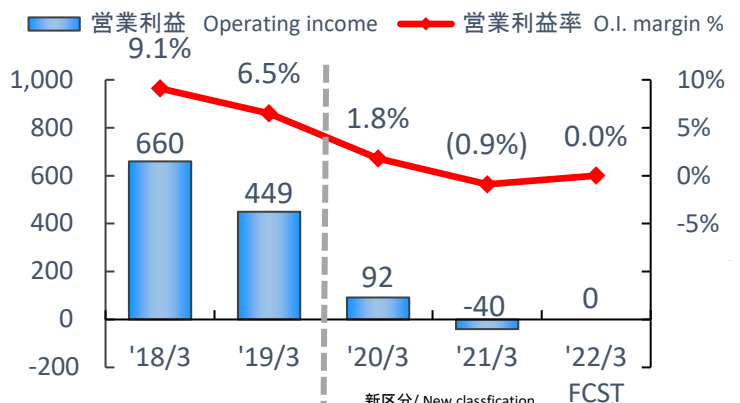
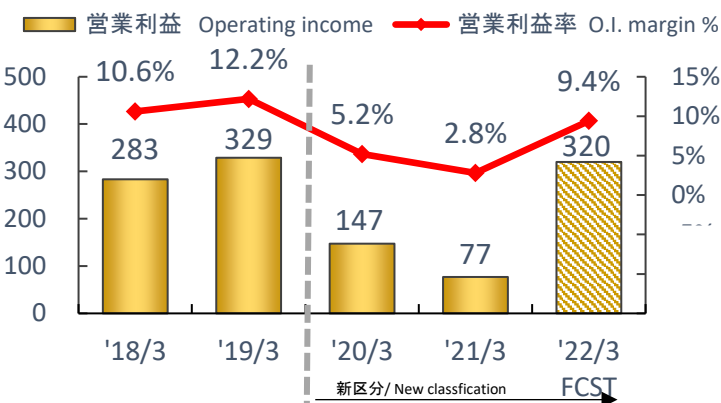
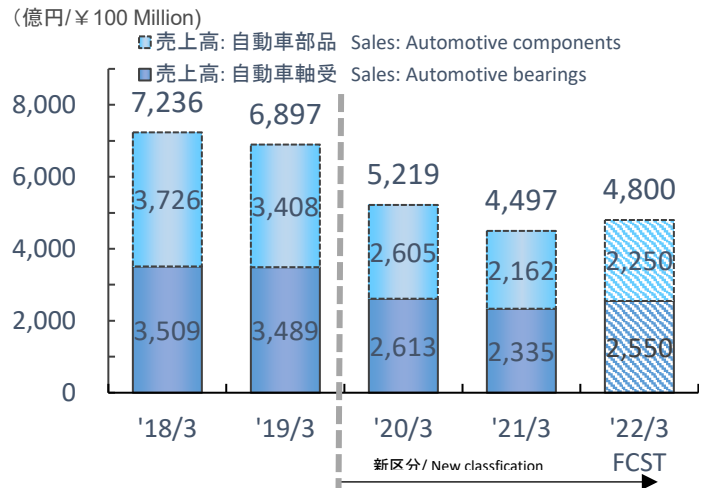
* 事業別の売上高、営業利益は、2021年3月期中に一部事業の担当領域を「自動車軸受」から「産業機械軸受」へ変更したことに伴い、2020年3月期に遡って新区分で表示しています。

Part of the automotive bearings business was transferred to the industrial machinery bearings business in the fiscal year ended March 31, 2021. Accordingly, sales and operating income by business segment have been reclassified from the fiscal year ended March 31, 2020 to match current segments.

産業機械事業 Industrial Machinery Business



自動車事業 Automotive Business



顧客地域別売上高

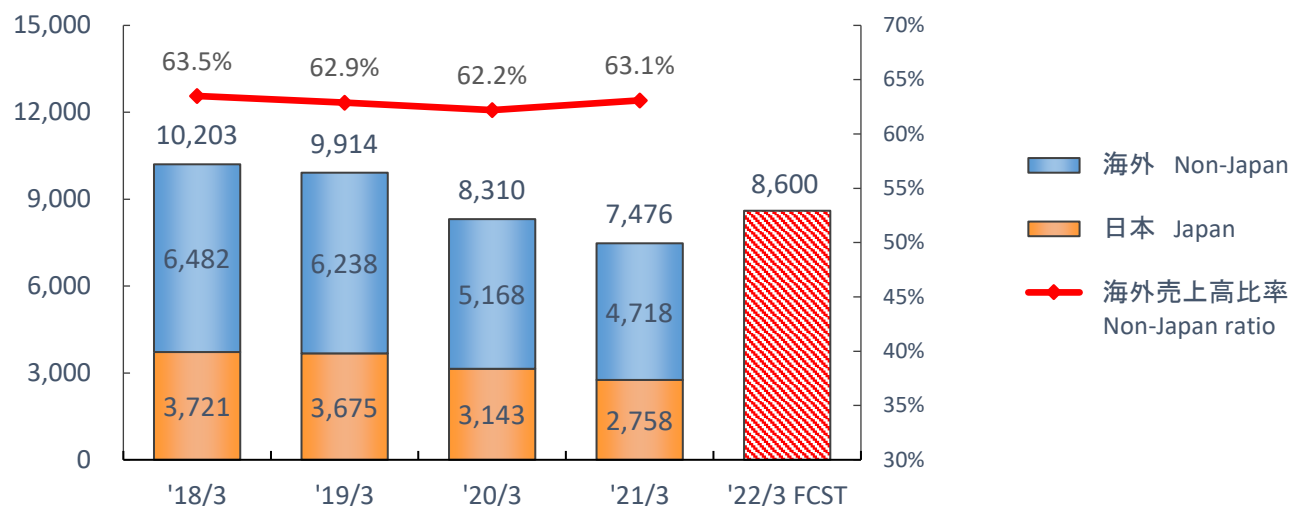
Sales by Customer Location

< 連結 Consolidated >



(百万円 / ¥ Million)	'18/3		'19/3		'20/3		'21/3		'22/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
売上高 Sales	493,325	1,020,338	509,576	991,365	434,820	831,034	315,892	747,559	417,764	
日本 Japan	179,264	372,134	186,857	367,537	161,735	314,281	112,674	275,777	156,766	
海外 Non-Japan	314,061	648,204	322,719	623,828	273,085	516,752	203,218	471,782	260,997	
米州 The Americas	75,712	155,498	79,510	157,581	74,304	139,249	46,716	107,829	60,411	
欧州 Europe	63,961	137,856	64,694	130,127	56,932	110,075	38,107	94,800	53,478	
中国 China	104,047	212,097	105,905	194,994	80,213	148,525	79,286	166,660	85,811	
その他アジア Other Asia	70,339	142,752	72,608	141,124	61,634	118,902	39,108	102,492	61,295	

(億円/¥ 100 Million)



法人所在地別情報

Sales and O.I. by Region

< 連結 Consolidated >



(百万円 / ¥ Million)	'18/3		'19/3		'20/3		'21/3		'22/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
売上高 Sales	493,325	1,020,338	509,576	991,365	434,820	831,034	315,892	747,559	417,764	
営業利益 Operating income	42,734	97,875	44,964	79,279	15,765	23,604	(10,636)	6,364	15,989	
営業利益率 O.I. margin %	8.7%	9.6%	8.8%	8.0%	3.6%	2.8%	(3.4%)	0.9%	3.8%	
日本 Japan	264,167	542,461	269,405	536,327	238,044	461,080	171,999	421,549	240,934	
セグメント利益 Segment profit	13,129	27,654	10,151	17,455	(1,943)	(5,642)	(16,254)	(3,119)	4,016	
セグメント利益率 Seg. margin %	5.0%	5.1%	3.8%	3.3%	(0.8%)	(1.2%)	(9.5%)	(0.7%)	1.7%	
米州 The Americas	74,121	152,597	76,947	153,470	72,396	136,502	45,934	105,961	59,430	
セグメント利益 Segment profit	4,862	12,188	4,961	10,133	3,505	6,692	(838)	1,632	(683)	
セグメント利益率 Seg. margin %	6.6%	8.0%	6.4%	6.6%	4.8%	4.9%	(1.8%)	1.5%	(1.2%)	
欧州 Europe	65,792	141,330	66,493	133,485	58,232	112,119	38,387	95,600	55,544	
セグメント利益 Segment profit	1,968	8,529	4,089	7,555	987	1,223	(3,562)	(4,752)	(945)	
セグメント利益率 Seg. margin %	3.0%	6.0%	6.1%	5.7%	1.7%	1.1%	(9.3%)	(5.0%)	(1.7%)	
アジア Asia	186,771	379,442	194,108	364,535	152,829	286,274	122,009	282,185	159,514	
セグメント利益 Segment profit	25,469	52,172	27,767	48,527	13,515	21,915	6,771	12,370	14,442	
セグメント利益率 Seg. margin %	13.6%	13.7%	14.3%	13.3%	8.8%	7.7%	5.5%	4.4%	9.1%	
消去 (売上高) Eliminations (Sales)	(97,527)	(195,492)	(97,378)	(196,453)	(86,681)	(164,942)	(62,438)	(157,737)	(97,658)	
消去/その他営業費用 Eliminations / Other operating expenses	(2,695)	(2,669)	(2,004)	(4,393)	(299)	(584)	3,247	232	(839)	

設備投資額・減価償却費・研究開発費

< 連結 Consolidated >

Capital Expenditures / Depreciation and Amortisation / R&D Expenses

(百万円 / ¥ Million)	'18/3		'19/3		'20/3		'21/3		'22/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
設備投資額 (有形及び無形) Capital expenditures (Including intangible assets)	24,182	68,788	27,083	81,102	21,676	54,927	13,866	37,303	18,753	
日本 Japan	13,769	39,155	13,940	43,015	11,143	33,037	7,726	22,284	11,319	
海外 Non-Japan	10,413	29,632	13,143	38,087	10,533	21,890	6,140	15,019	7,434	
米州 The Americas	2,058	5,612	2,770	5,831	2,586	4,129	920	2,839	2,001	
欧州 Europe	2,813	6,043	2,478	8,014	1,934	4,186	1,032	2,718	1,644	
アジア Asia	5,542	17,975	7,893	24,240	6,012	13,574	4,187	9,462	3,788	
減価償却費 (有形及び無形) Depreciation and amortisation (Including intangible assets)	22,992	46,785	23,928	48,801	26,783	53,926	26,940	54,527	28,073	
研究開発費 R&D expenses	8,174	17,059	9,436	19,023	9,160	18,265	8,425	16,820	9,364	

棚卸資産・有利子負債

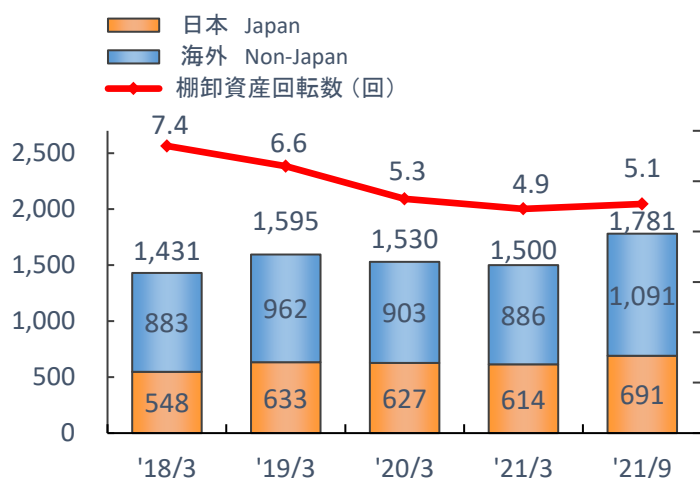
Inventories / Interest-bearing Debt

< 連結 Consolidated >



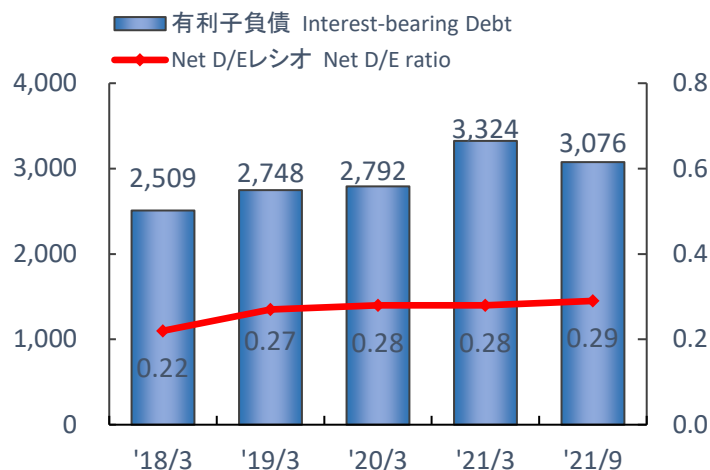
(百万円 / ¥ Million)	'18/3		'19/3		'20/3		'21/3		'22/3	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
棚卸資産 Inventories	142,983	143,052	158,236	159,517	157,574	152,971	146,202	150,046	178,130	
日本 Japan	52,658	54,751	61,852	63,324	64,853	62,684	63,036	61,448	69,076	
海外 Non-Japan	90,325	88,300	96,383	96,192	92,721	90,286	83,166	88,598	109,053	
米州 The Americas	24,201	21,570	24,171	26,620	26,107	23,944	22,233	24,016	29,724	
欧州 Europe	24,026	23,533	26,439	25,116	26,253	25,565	23,648	24,401	31,432	
アジア Asia	42,096	43,196	45,772	44,455	40,360	40,776	37,284	40,180	47,896	
棚卸資産回転数(回) Inventory turnover (times)	7.2	7.4	6.8	6.6	5.5	5.3	4.2	4.9	5.1	
有利子負債 Interest-bearing debt	266,620	250,908	250,502	274,780	280,108	279,170	341,638	332,440	307,594	
短期借入金 Short-term loans	117,703	108,727	100,689	80,640	76,396	67,684	120,418	115,546	94,583	
長期借入金 Long-term loans	88,916	62,180	69,812	74,139	73,711	81,486	91,220	86,893	83,011	
社債 Corporate bonds	60,000	80,000	80,000	120,000	130,000	130,000	130,000	130,000	130,000	
Net D/E レシオ Net D/E ratio	0.22	0.22	0.23	0.27	0.28	0.28	0.31	0.28	0.29	

棚卸資産 Inventories (億円/¥100 Million)



有利子負債 Interest-bearing Debt (億円/¥100 Million)

Net D/Eレシオ Net D/E ratio



人員

Number of Employees

< 連結 Consolidated >

(人 / Head-counts)	'18/3		'19/3		'20/3		'21/3		'22/3	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
人員 Number of employees	31,760	31,861	31,890	31,484	31,387	30,747	30,309	30,378	30,573	
日本 Japan	11,564	11,607	11,814	11,755	11,953	11,803	11,906	11,774	11,914	
海外 Non-Japan	20,196	20,254	20,076	19,729	19,434	18,944	18,403	18,604	18,659	
米州 The Americas	3,087	3,080	3,120	3,093	2,978	2,804	2,628	2,617	2,679	
欧州 Europe	3,674	3,908	4,014	4,259	4,284	4,206	4,104	4,333	4,277	
アジア Asia	13,435	13,266	12,942	12,377	12,172	11,934	11,671	11,654	11,703	

連結財政状態計算書

Consolidated Statements of Financial Position



(百万円 / ¥ Million)	'18/3		'19/3		'20/3		'21/3		'22/3	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
資産 Assets										
流動資産 Current assets	524,688	511,346	506,425	507,618	481,326	466,452	507,857	534,004	515,446	
現金及び現金同等物 Cash and cash equivalents	154,103	131,283	121,079	129,965	132,560	137,298	187,401	176,638	138,206	
売上債権及びその他の債権 Trade receivables and other receivables	209,249	217,200	208,191	195,288	171,777	154,226	155,899	185,228	179,508	
棚卸資産 Inventories	142,983	143,052	158,236	159,517	157,574	152,971	146,202	150,046	178,130	
その他 Others	18,351	19,808	18,918	22,847	19,414	21,956	18,353	22,090	19,602	
非流動資産 Non-current assets	561,665	580,964	590,984	578,837	583,542	563,431	569,180	633,493	647,166	
有形固定資産 Property, plant and equipment	336,402	351,875	355,346	378,333	380,542	383,978	372,495	378,677	370,153	
無形資産 Intangible assets	17,471	18,191	18,501	19,550	19,198	19,768	18,755	39,435	39,155	
その他 Others	207,792	210,898	217,136	180,953	183,801	159,684	177,929	215,380	237,857	
資産合計 Total assets	1,086,354	1,092,310	1,097,410	1,086,456	1,064,869	1,029,884	1,077,037	1,167,498	1,162,613	
負債 Liabilities										
流動負債 Current liabilities	321,083	307,960	314,950	285,411	234,074	217,939	255,528	300,224	267,814	
仕入債務及びその他の債務 Trade payables and other payables	145,514	141,797	133,483	130,333	99,744	97,193	79,922	111,609	101,985	
その他の金融負債 Other financial liabilities	118,787	109,168	121,629	101,145	80,397	71,806	124,310	130,205	108,916	
その他 Others	56,781	56,994	59,838	53,932	53,932	48,939	51,294	58,409	56,912	
非流動負債 Non-current liabilities	236,188	223,335	208,835	240,643	284,989	285,426	296,967	293,845	298,429	
金融負債 Financial liabilities	149,784	143,009	130,681	175,467	220,770	228,707	237,734	223,211	222,023	
その他 Others	86,404	80,326	78,153	65,176	64,218	56,718	59,233	70,633	76,405	
負債合計 Total liabilities	557,272	531,296	523,785	526,055	519,063	503,365	552,495	594,070	566,244	
資本 Equity										
資本金 Issued capital	67,176	67,176	67,176	67,176	67,176	67,176	67,176	67,176	67,176	
資本剰余金 Capital surplus	80,033	80,264	80,179	80,426	80,468	80,456	80,356	80,338	80,388	
利益剰余金 Retained earnings	329,513	362,859	382,717	400,720	404,443	405,842	388,932	397,837	402,462	
自己株式 Treasury shares	(17,905)	(17,815)	(28,580)	(37,779)	(37,658)	(37,662)	(37,314)	(37,303)	(37,028)	
その他の資本の構成要素 Other components of equity	47,097	44,689	49,609	26,131	10,196	(10,308)	4,983	46,325	64,566	
親会社の所有者に帰属する持分合計 Total equity attributable to owners of the parent	505,915	537,175	551,102	536,676	524,626	505,505	504,134	554,375	577,565	
非支配持分 Non-controlling interests	23,167	23,839	22,523	23,724	21,178	21,013	20,406	19,052	18,803	
資本合計 Total equity	529,082	561,014	573,625	560,400	545,805	526,518	524,541	573,428	596,369	
負債及び資本合計 Total liabilities and equity	1,086,354	1,092,310	1,097,410	1,086,456	1,064,869	1,029,884	1,077,037	1,167,498	1,162,613	

連結損益計算書

Consolidated Statements of Income



(百万円 / ¥ Million)	'18/3		'19/3		'20/3		'21/3		'22/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
売上高 Sales	493,325	1,020,338	509,576	991,365	434,820	831,034	315,892	747,559	417,764	
国内売上高 Japan	179,264	372,134	186,857	367,537	161,735	314,281	112,674	275,777	156,766	
海外売上高 Non-Japan	314,061	648,204	322,719	623,828	273,085	516,752	203,218	471,782	260,997	
売上原価 Cost of sales	383,076	788,052	394,745	771,783	351,539	677,511	270,666	621,318	333,618	
原価率 Cost ratio %	77.7%	77.2%	77.5%	77.9%	80.8%	81.5%	85.7%	83.1%	79.9%	
販売費及び一般管理費 Selling, general and administrative expenses	68,865	138,459	71,174	141,808	67,785	130,238	58,827	125,425	69,519	
持分法による投資利益 Share of profits of investments accounted for using the equity method	2,829	6,448	2,727	5,493	1,231	2,282	612	4,076	1,922	
その他の営業費用 Other operating expenses	1,479	2,398	1,419	3,987	961	1,961	(2,352)	(1,472)	559	
営業利益 Operating income	42,734	97,875	44,964	79,279	15,765	23,604	(10,636)	6,364	15,989	
金融収益 Financial income	1,306	2,476	1,356	2,661	1,216	3,409	1,184	2,137	979	
金融費用 Financial expenses	1,601	3,103	1,217	2,710	1,429	2,948	1,219	2,612	1,044	
税引前利益 Income before income taxes	42,439	97,248	45,104	79,229	15,552	24,065	(10,671)	5,889	15,924	
法人所得税費用 Income tax expense	12,014	24,087	12,479	20,491	3,231	5,956	1,715	6,637	6,946	
当期利益 Net income	30,424	73,160	32,624	58,738	12,320	18,108	(12,386)	(748)	8,978	
(当期利益の帰属)										
Net income attributable to:										
親会社の所有者 Owners of the parent	28,383	69,312	30,941	55,809	11,816	17,412	(12,287)	355	7,970	
非支配持分 Non-controlling interests	2,041	3,848	1,683	2,928	504	696	(98)	(1103)	1,007	
(親会社の所有者に帰属する1株当たり当期利益)										
(Earnings per share attributable to owners of the parent)										
基本的1株当たり当期利益 (円) Basic earnings per share (yen)	53.71	131.16	58.79	107.46	23.07	34.00	(23.98)	0.69	15.55	
希薄化後1株当たり当期利益 (円) Diluted earnings per share (yen)	53.66	130.96	58.69	107.24	23.01	33.91	(23.98)	0.69	15.50	

連結キャッシュ・フロー計算書

Consolidated Statements of Cash Flows



	'18/3		'19/3		'20/3		'21/3		'22/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
(百万円 / ¥ Million)										
営業活動によるキャッシュ・フロー Operating activities										
税引前利益 Income before income taxes	42,439	97,248	45,104	79,229	15,552	24,065	(10,671)	5,889	15,924	
減価償却費及び償却費 Depreciation and amortisation	22,992	46,785	23,928	48,801	26,783	53,926	26,940	54,527	28,073	
売上債権の増減額 (○は増加) Decrease (increase) in trade receivable	(2,740)	(12,464)	8,116	18,602	17,459	34,335	(1,808)	(20,822)	5,928	
棚卸資産の増減額 (○は増加) Decrease (increase) in inventories	(7,354)	(10,382)	(13,923)	(17,859)	(3,102)	579	7,394	9,155	(27,417)	
仕入債務の増減額 (○は減少) Increase (decrease) in trade payable	(1,871)	(11,116)	(1,212)	(10,856)	(17,306)	(26,888)	(7,668)	13,800	(4,176)	
法人税等の支払額 Income tax paid	(9,438)	(18,835)	(14,006)	(24,149)	(6,416)	(12,629)	(3,391)	(9,880)	(5,023)	
その他 Others	(580)	(7,489)	1,079	(1,151)	7,261	(1,000)	3,151	1,171	(4,154)	
営業活動によるキャッシュ・フロー Net cash provided by operating activities	43,445	83,746	49,085	92,617	40,232	72,387	13,945	53,842	9,155	
投資活動によるキャッシュ・フロー Investing activities										
有形固定資産の取得による支出 Purchases of property, plant and equipment	(24,532)	(61,397)	(30,205)	(73,379)	(26,916)	(47,876)	(19,591)	(33,797)	(14,980)	
その他 Others	7,484	8,395	(2,714)	705	279	8,091	681	(17,299)	(1,075)	
投資活動によるキャッシュ・フロー Net cash used in investing activities	(17,047)	(53,001)	(32,919)	(72,673)	(26,637)	(39,784)	(18,910)	(51,096)	(16,055)	
財務活動によるキャッシュ・フロー Financing activities										
長期借入金による調達／返済 (○は返済) Proceeds (repayments) of long-term loans	(6,695)	(36,687)	(298)	(12,475)	(434)	(4,099)	9,429	6,584	(162)	
社債の発行／償還 (○は償還) Issuance (redemption) of corporate bonds	-	20,000	-	40,000	10,000	10,000	-	-	-	
自己株式の取得による支出 Acquisition of treasury shares	(1)	(4)	(10,849)	(20,044)	(0)	(2)	(0)	(2)	(0)	
配当金の支払額 Dividends paid	(7,399)	(17,438)	(11,096)	(21,495)	(10,238)	(20,483)	(5,125)	(10,253)	(5,126)	
非支配株主への配当金の支払額 Dividends paid to non-controlling interests	(2,984)	(3,233)	(2,892)	(2,892)	(2,634)	(2,652)	(543)	(1,519)	(1,157)	
その他 Others	3,295	(2,440)	(925)	(3,569)	(4,302)	(4,095)	50,472	35,183	(25,570)	
財務活動によるキャッシュ・フロー Net cash used in Financing activities	(13,786)	(39,804)	(26,062)	(20,477)	(7,611)	(21,333)	54,232	29,992	(32,018)	
現金及び現金同等物に係る換算差額										
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	1,918	770	(307)	(784)	(3,388)	(3,934)	835	6,602	485	
現金及び現金同等物の増減額 (○は減少) Net increase (decrease) in cash and cash equivalents	14,530	(8,289)	(10,203)	(1,318)	2,595	7,333	50,103	39,340	(38,432)	
現金及び現金同等物の期首残高 Cash and cash equivalents at the beginning of the period	139,573	139,573	131,283	131,283	129,965	129,965	137,298	137,298	176,638	
現金及び現金同等物の期末残高 Cash and cash equivalents at the end of the period	154,103	131,283	121,079	129,965	132,560	137,298	187,401	176,638	138,206	