



**DATAFILE**  
**2022年3月期 決算**  
(The Fiscal Year Ended March 31, 2022)

As of May 12, 2022

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株式会社フジクラ  
Fujikura Ltd.

## Consolidated 連結

### 1. Sales, Income 売上高・利益 (¥ million/百万円)

|  | 2016/3   | 2017/3  | 2018/3  | 2019/3  | 2020/3   | 2021/3  | 2022/3  |        |
|--|----------|---------|---------|---------|----------|---------|---------|--------|
| Net sales<br>売上高   | 678,528  | 653,795 | 740,052 | 710,778 | 672,314  | 643,736 | 670,350 |        |
| Income (loss) from operations<br>営業利益(損失)                              | 32,632   | 34,230  | 34,343  | 27,679  | 3,346    | 24,422  | 38,288  |        |
| Ordinary income (loss)<br>経常利益(損失)                                     | 24,629   | 32,555  | 34,122  | 21,020  | 1,312    | 18,380  | 34,089  |        |
| Profit (loss) attributable to owners of parent<br>親会社株主に帰属する当期純利益(損失)  | 11,317   | 12,900  | 18,359  | 1,453   | △ 38,510 | △ 5,369 | 39,101  |        |
| EBITDA(Earnings Before Interest, Taxes, Depreciation and Amortization) | 53,732   | 62,769  | 64,012  | 56,426  | 40,581   | 54,538  | 67,102  |        |
| Exchange rate<br>為替換算レート   | (¥/US\$) | 120.16  | 108.36  | 110.86  | 110.93   | 108.72  | 106.11  | 112.40 |
|  | (¥/THB)  | 3.43    | 3.08    | 3.36    | 3.43     | 3.51    | 3.42    | 3.44   |

EBITDA=経常利益+支払金利+減価償却費(EBITDA=Ordinary income + Interest payment + Depreciation and Amortization)

### 2. Number of Employees, Consolidated Corps, Subsidiaries 従業員数、連結子会社数、持分法適用会社数 (¥ million/百万円)

|   | 2016/3         | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 | 2022/3 |        |
|---|----------------|--------|--------|--------|--------|--------|--------|--------|
| Number of employees<br>従業員数   | Persons(人)     | 54,114 | 56,961 | 58,422 | 57,228 | 55,936 | 53,717 | 52,434 |
| Number of consolidated subsidiaries<br>連結子会社数                         | Companies(社)   | 99     | 97     | 99     | 102    | 101    | 101    | 98     |
| Domestic<br>国内  |                | 22     | 22     | 21     | 22     | 22     | 22     | 19     |
|   | Overseas<br>海外 | 77     | 75     | 77     | 80     | 79     | 79     | 79     |
| Number of subsidiaries and affiliates under equity method<br>持分法適用会社数 | Companies(社)   | 10     | 10     | 9      | 9      | 9      | 9      | 10     |
| Domestic<br>国内  |                | 5      | 5      | 4      | 4      | 3      | 3      | 3      |
|   | Overseas<br>海外 | 5      | 5      | 5      | 5      | 6      | 6      | 7      |

### 3. Assets 資産 (¥ million/百万円)

|                         | 2016/3  | 2017/3  | 2018/3  | 2019/3  | 2020/3  | 2021/3  | 2022/3  |
|-------------------------|---------|---------|---------|---------|---------|---------|---------|
| Total net assets<br>純資産 | 217,981 | 224,546 | 241,961 | 240,910 | 172,115 | 184,483 | 243,657 |
| Total assets<br>総資産     | 552,678 | 588,626 | 638,055 | 638,318 | 576,090 | 569,124 | 611,526 |

(端数処理の変更について) 当社は従来、百万円単位未満を切捨てて端数処理しておりましたが、2019年度より百万円単位未満を四捨五入して記載しております。

(Regarding the change in fractional processing) The Company previously rounded down fractions of a million yen to the nearest million yen, but from FY2019, fractions of a million yen have been rounded off to the nearest million yen.

## Consolidated 連結

### 4. Per Share Index 1株当たり指標 (¥/円)

|   |      | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3   | 2021/3  | 2022/3 |
|---|------|--------|--------|--------|--------|----------|---------|--------|
| Net income (loss) per share-primary<br>1株当たり当期純利益(損失) | ¥(円) | 36.98  | 44.61  | 64.36  | 5.09   | △ 136.58 | △ 19.50 | 141.85 |
| Net assets per share<br>1株当たり純資産額                     | ¥(円) | 662.93 | 710.68 | 768.83 | 759.40 | 552.30   | 591.24  | 799.76 |

### 5. Management Index 管理指標 (¥ million/百万円)

|  |           | 2016/3  | 2017/3   | 2018/3  | 2019/3  | 2020/3  | 2021/3  | 2022/3  |
|--|-----------|---------|----------|---------|---------|---------|---------|---------|
| Equity-to-asset ratio<br>自己資本比率          | %         | 35.93   | 34.44    | 34.37   | 33.94   | 26.40   | 28.61   | 36.06   |
| Rate of return on equity<br>自己資本利益率(ROE) | %         | 5.43    | 6.43     | 8.70    | 0.67    | △ 20.89 | △ 3.41  | 20.40   |
| Interest bearing debt<br>有利子負債推移         |           | 199,646 | 225,934  | 239,369 | 253,505 | 260,670 | 241,929 | 211,491 |
| Net financial profit and loss<br>金融収支    |           | △ 1,352 | △ 1,228  | △ 1,041 | △ 2,048 | △ 1,942 | △ 1,441 | △ 1,375 |
| Free cash flow<br>フリーキャッシュフロー            |           | 13,867  | △ 14,328 | △ 3,472 | △ 2,387 | 10,700  | 58,088  | 50,726  |
| Total asset turnover<br>総資産回転率           | Turns(回転) | 1.23    | 1.11     | 1.16    | 1.11    | 1.17    | 1.13    | 1.10    |

### 6. Capital Expenditures, Depreciation, R&D 設備投資、減価償却、研究開発費 (¥ million/百万円)

|  |  | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 | 2022/3 |
|--|--|--------|--------|--------|--------|--------|--------|--------|
| Capital expenditures<br>設備投資               |  | 31,979 | 45,623 | 42,588 | 55,785 | 30,141 | 17,736 | 16,214 |
| Depreciation and amortization<br>減価償却費     |  | 26,311 | 27,589 | 26,870 | 31,598 | 35,709 | 33,600 | 30,516 |
| Research and development expenses<br>研究開発費 |  | 16,210 | 15,614 | 16,291 | 17,466 | 17,297 | 16,496 | 16,413 |

### 7. Overseas Sales 海外売上高 (¥ million/百万円)

|                  |                        | 2016/3  | 2017/3  | 2018/3  | 2019/3  | 2020/3  | 2021/3  | 2022/3  |
|------------------|------------------------|---------|---------|---------|---------|---------|---------|---------|
| Net sales<br>売上高 |                        | 678,528 | 653,795 | 740,052 | 710,778 | 672,314 | 643,736 | 670,350 |
|                  | Japan<br>日本            | 269,528 | 256,000 | 277,267 | 249,483 | 239,060 | 215,272 | 223,298 |
|                  | Asian countries<br>アジア | 164,548 | 158,570 | 174,385 | 178,593 | 170,288 | 148,825 | 134,051 |
|                  | U.S.A<br>米国            | 148,891 | 124,401 | 141,310 | 130,884 | 139,049 | 167,574 | 202,865 |
|                  | Others<br>その他          | 95,559  | 114,822 | 147,089 | 151,816 | 123,917 | 112,066 | 110,137 |

## 8. Information by Business Segments セグメント別情報

(¥ million/百万円)

|   | 2016/3  | 2017/3  | 2018/3  | 2019/3  | 2020/3  | 2021/3  | 2022/3  |
|---|---------|---------|---------|---------|---------|---------|---------|
| <b>Power &amp; Telecommunication Systems Business</b><br>エネルギー・情報通信事業部門 |         |         |         |         |         |         |         |
| Net sales<br>売上高  | 366,523 | 349,656 | 371,790 | 354,856 | 327,810 | 305,886 | 353,635 |
| Power Systems<br>エネルギー事業部門  | 212,739 | 196,036 | 212,873 | 203,992 | 187,859 | 165,567 | 179,157 |
| Telecommunication Systems<br>情報通信事業部門                                   | 153,783 | 153,619 | 158,917 | 150,863 | 139,952 | 140,319 | 174,478 |
| Income (loss) from operations<br>営業利益(損失)                               | 14,316  | 20,366  | 22,440  | 17,775  | 4,558   | 18,109  | 25,159  |
| Capital expenditures<br>設備投資  | 7,225   | 11,454  | 20,944  | 21,081  | 10,519  | 7,311   | 8,197   |
| Depreciation and amortization<br>減価償却費                                  | 8,995   | 9,222   | 7,950   | 9,885   | 11,409  | 9,671   | 9,813   |
| Impairment loss<br>減損損失   | 302     | 1       | 2       | 608     | 10,600  | 702     | 612     |
| Total assets<br>総資産   | 241,611 | 236,170 | 261,599 | 269,584 | 247,422 | 248,419 | 272,932 |
| <b>Electronic Products &amp; Connector Business</b><br>電子電装・コネクタ事業部門    |         |         |         |         |         |         |         |
| Electronics<br>エレクトロニクス事業部門   |         |         |         |         |         |         |         |
| Net sales<br>売上高  | 161,166 | 156,737 | 195,982 | 185,065 | 178,343 | 199,874 | 178,508 |
| Income (loss) from operations<br>営業利益(損失)                               | 12,268  | 7,557   | 10,441  | 8,319   | △ 1,970 | 4,878   | 13,771  |
| Capital expenditures<br>設備投資  | 15,178  | 15,063  | 10,386  | 24,983  | 11,422  | 5,912   | 3,072   |
| Depreciation and amortization<br>減価償却費                                  | 9,167   | 9,725   | 10,293  | 12,000  | 13,333  | 14,434  | 11,425  |
| Impairment loss<br>減損損失   | 116     | 25      | 348     | 429     | 647     | 15,530  | -       |
| Total assets<br>総資産   | 124,337 | 131,658 | 150,013 | 158,397 | 147,819 | 131,399 | 135,046 |
| Automotive Products<br>自動車事業部門  |         |         |         |         |         |         |         |
| Net sales<br>売上高  | 135,876 | 133,107 | 157,055 | 154,141 | 149,298 | 121,935 | 121,306 |
| Income (loss) from operations<br>営業利益(損失)                               | 2,386   | 2,569   | △ 3,174 | △ 3,208 | △ 4,111 | △ 3,714 | △ 5,559 |
| Capital expenditures<br>設備投資  | 6,036   | 7,500   | 5,975   | 4,760   | 2,799   | 1,906   | 2,173   |
| Depreciation and amortization<br>減価償却費                                  | 3,335   | 3,834   | 4,345   | 4,914   | 6,053   | 4,594   | 4,533   |
| Impairment loss<br>減損損失   | -       | -       | 424     | 746     | 5,950   | 599     | -       |
| Total assets<br>総資産   | 77,136  | 89,137  | 110,274 | 96,164  | 72,283  | 66,293  | 72,987  |
| <b>Real Estate Business</b><br>不動産事業部門                                  |         |         |         |         |         |         |         |
| Net sales<br>売上高  | 10,709  | 10,183  | 10,962  | 10,883  | 11,284  | 10,880  | 10,879  |
| Income (loss) from operations<br>営業利益(損失)                               | 5,394   | 4,661   | 5,501   | 5,021   | 5,383   | 5,194   | 5,139   |
| Capital expenditures<br>設備投資  | 679     | 8,545   | 2,461   | 1,541   | 1,382   | 739     | 655     |
| Depreciation and amortization<br>減価償却費                                  | 1,739   | 1,814   | 1,990   | 2,095   | 2,003   | 1,995   | 1,995   |
| Impairment loss<br>減損損失   | -       | -       | -       | -       | -       | -       | -       |
| Total assets<br>総資産   | 36,177  | 42,833  | 43,332  | 42,780  | 42,064  | 39,797  | 38,426  |

\*We have reviewed management structure and name of above segment in FY2021, but since above segment classification has not been changed, number of FY2020 is treated same as before.  
 ※2021年度より管理体制を見直したため、セグメント名称を変更しておりますが、2020年度の数値に変更はありません。

## 9. Profit &amp; Loss Statement 損益計算書

(¥ million/百万円)

|  | 2016/3  | 2017/3  | 2018/3  | 2019/3  | 2020/3   | 2021/3  | 2022/3  |
|--|---------|---------|---------|---------|----------|---------|---------|
| Net sales<br>売上高   | 678,528 | 653,795 | 740,052 | 710,778 | 672,314  | 643,736 | 670,350 |
| Cost of sales<br>売上原価  | 551,920 | 525,150 | 606,544 | 585,770 | 572,797  | 534,633 | 543,762 |
| Gross profit (loss)<br>売上総利益(損失)   | 126,607 | 128,644 | 133,508 | 125,007 | 99,517   | 109,103 | 126,588 |
| Selling, general and administrative expenses<br>販売費及び一般管理費                     | 93,974  | 94,413  | 99,164  | 97,328  | 96,171   | 84,681  | 88,300  |
| Income (loss) from operations<br>営業利益(損失)                                      | 32,632  | 34,230  | 34,343  | 27,679  | 3,346    | 24,422  | 38,288  |
| Non-operating income<br>営業外収益  | 2,725   | 4,055   | 6,242   | 4,407   | 6,966    | 4,687   | 4,662   |
| Interest and dividends income<br>受取利息及び配当金                                     | 1,437   | 1,395   | 1,977   | 1,759   | 1,518    | 1,053   | 1,039   |
| Equity in earnings of affiliates<br>持分法による投資利益                                 | -       | 1,046   | 1,504   | 1,237   | 1,116    | 430     | 2,103   |
| Other<br>雑収入   | 1,287   | 1,613   | 2,761   | 1,411   | 4,333    | 3,204   | 1,520   |
| Non-operating expenses<br>営業外費用  | 10,727  | 5,730   | 6,464   | 11,066  | 9,000    | 10,729  | 8,861   |
| Interest expenses and discounts<br>支払利息及び割引料                                   | 2,783   | 2,623   | 3,019   | 3,807   | 3,559    | 2,558   | 2,497   |
| Equity in losses of affiliates<br>持分法による投資損失                                   | 2,918   | -       | -       | -       | -        | -       | -       |
| Other<br>雑損失   | 5,025   | 3,106   | 3,444   | 7,258   | 5,441    | 8,171   | 6,364   |
| Ordinary income (loss)<br>経常利益(損失)   | 24,629  | 32,555  | 34,122  | 21,020  | 1,312    | 18,380  | 34,089  |
| Extraordinary gains<br>特別利益  | 2,745   | 646     | 1,089   | 5,747   | 9,654    | 6,765   | 22,285  |
| Extraordinary loss<br>特別損失   | 10,183  | 4,870   | 6,535   | 16,260  | 30,731   | 23,970  | 4,698   |
| Income (loss) before income taxes<br>税金等調整前当期純利益(損失)                           | 17,191  | 28,331  | 28,676  | 10,507  | △ 19,764 | 1,174   | 51,675  |
| Income taxes<br>法人税、住民税及び事業税   | 8,711   | 10,868  | 8,621   | 7,654   | 6,538    | 6,184   | 10,830  |
| Deferred taxes<br>法人税等調整額  | △ 4,069 | △ 2,329 | △ 1,078 | △ 89    | 10,767   | △ 876   | 714     |
| Income taxes for prior periods<br>過年度法人税等                                      | -       | 2,764   | -       | -       | -        | -       | -       |
| Profit (loss)<br>当期純利益(損失)   | 12,549  | 17,027  | 21,134  | 2,943   | △ 37,069 | △ 4,134 | 40,131  |
| Profit (loss) attributable to non-controlling interests<br>非支配株主に帰属する当期純利益(損失) | 1,232   | 4,127   | 2,774   | 1,489   | 1,441    | 1,236   | 1,030   |
| Profit (loss) attributable to owners of parent<br>親会社株主に帰属する当期純利益(損失)          | 11,317  | 12,900  | 18,359  | 1,453   | △ 38,510 | △ 5,369 | 39,101  |

## 10. Balance Sheet 貸借対照表

(¥ million/百万円)

|   | 2016/3  | 2017/3  | 2018/3  | 2019/3  | 2020/3  | 2021/3  | 2022/3  |
|---|---------|---------|---------|---------|---------|---------|---------|
| [Assets]<br>〔資産の部〕                                |         |         |         |         |         |         |         |
| Current assets<br>流動資産                            | 282,438 | 296,526 | 324,178 | 323,259 | 299,785 | 317,374 | 369,141 |
| Cash and deposits<br>現金及び預金                       | 34,961  | 31,785  | 34,285  | 36,794  | 44,662  | 74,740  | 91,041  |
| Notes and accounts receivable, trade<br>受取手形及び売掛金 | 143,857 | 148,969 | 151,237 | 141,568 | 128,946 | 123,347 | -       |
| Notes receivable, trade<br>受取手形                   | -       | -       | -       | -       | -       | -       | 14,698  |
| Accounts receivable, trade<br>売掛金                 | -       | -       | -       | -       | -       | -       | 120,260 |
| Contract assets<br>契約資産                           | -       | -       | -       | -       | -       | -       | 9,920   |
| Inventories<br>棚卸資産                               | 79,269  | 92,501  | 113,875 | 117,854 | 103,690 | 100,466 | 112,632 |
| Deferred tax assets<br>繰延税金資産                     | 5,263   | 3,766   | -       | -       | -       | -       | -       |
| Other<br>その他流動資産                                  | 19,845  | 20,366  | 25,476  | 27,511  | 23,414  | 19,706  | 21,217  |
| Allowance for doubtful accounts<br>貸倒引当金          | △ 759   | △ 864   | △ 697   | △ 469   | △ 926   | △ 885   | △ 628   |
| Non-current assets<br>固定資産                        | 270,239 | 292,100 | 313,876 | 315,058 | 276,305 | 251,750 | 242,385 |
| Property, plant and equipment<br>有形固定資産           | 179,953 | 195,283 | 211,288 | 231,825 | 210,567 | 183,994 | 174,130 |
| Intangible assets<br>無形固定資産                       | 21,295  | 17,085  | 14,094  | 11,726  | 15,745  | 14,331  | 15,413  |
| Investments and other assets<br>投資その他の資産          | 68,990  | 79,731  | 88,493  | 71,506  | 49,993  | 53,425  | 52,843  |
| Total assets<br>資産合計                              | 552,678 | 588,626 | 638,055 | 638,318 | 576,090 | 569,124 | 611,526 |

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Consolidated 連結

(¥ million/百万円)

|   | 2016/3   | 2017/3  | 2018/3  | 2019/3  | 2020/3   | 2021/3   | 2022/3   |
|---|----------|---------|---------|---------|----------|----------|----------|
| <b>[Liabilities]</b><br><b>[負債の部]</b>   |          |         |         |         |          |          |          |
| Current liabilities<br>流動負債   | 201,919  | 203,226 | 233,168 | 259,174 | 252,996  | 216,316  | 198,418  |
| Notes and accounts payable, trade<br>支払手形及び買掛金                                    | 73,734   | 77,230  | 77,166  | 64,999  | 65,774   | 68,512   | 71,841   |
| Short-term borrowings<br>短期借入金  | 66,328   | 74,637  | 76,778  | 137,536 | 138,699  | 77,801   | 71,014   |
| Commercial papers<br>コマーシャル・ペーパー  | -        | -       | -       | -       | -        | 15,000   | -        |
| Current portion of bonds<br>社債(1年内償還)   | 20,000   | 10,000  | 20,000  | -       | -        | 10,000   | -        |
| Provision for loss on guarantees<br>債務保証損失引当金                                     | -        | -       | 1,593   | 3,019   | 20       | -        | -        |
| Provision for loss due to inappropriate cases in quality control<br>品質不適合品関連損失引当金 | -        | -       | -       | 1,514   | 293      | -        | -        |
| Provision for loss on business of subsidiaries and associates<br>関係会社事業損失引当金      | -        | -       | -       | -       | 1,346    | 1,264    | 1,865    |
| Contract liabilities<br>契約負債  | -        | -       | -       | -       | -        | -        | 4,933    |
| Other<br>その他の流動負債   | 41,856   | 41,357  | 57,630  | 52,104  | 46,864   | 43,739   | 48,764   |
| Non-current liabilities<br>固定負債   | 132,777  | 160,854 | 162,925 | 138,233 | 150,979  | 168,324  | 169,451  |
| Bonds<br>社債   | 30,000   | 40,000  | 20,000  | 20,000  | 40,000   | 30,000   | 30,000   |
| Long-term borrowings<br>長期借入金   | 81,317   | 101,296 | 120,591 | 95,968  | 81,972   | 109,128  | 110,477  |
| Deferred taxes liability<br>繰延税金負債  | 766      | 126     | -       | -       | -        | -        | -        |
| Provision for loss on guarantees<br>債務保証損失引当金                                     | 213      | -       | -       | -       | -        | -        | -        |
| Net defined benefit liability<br>退職給付に係る負債  | 9,218    | 8,184   | 8,479   | 9,356   | 11,209   | 10,992   | 10,537   |
| Other<br>その他の固定負債   | 11,261   | 11,246  | 13,854  | 12,907  | 17,798   | 18,204   | 18,437   |
| Total liabilities<br>負債合計   | 334,697  | 364,080 | 396,094 | 397,408 | 403,975  | 384,640  | 367,869  |
| <b>[Net assets]</b><br><b>[純資産の部]</b>   |          |         |         |         |          |          |          |
| Common stock<br>資本金   | 53,075   | 53,075  | 53,075  | 53,075  | 53,076   | 53,076   | 53,076   |
| Additional paid-in capital<br>資本剰余金   | 57,333   | 30,012  | 29,989  | 29,571  | 27,903   | 27,740   | 28,054   |
| Retained earnings<br>利益剰余金  | 108,553  | 118,867 | 133,775 | 131,255 | 89,882   | 87,514   | 126,530  |
| Treasury stock<br>自己株式  | △ 25,353 | △ 5,942 | △ 6,388 | △ 6,327 | △ 10,915 | △ 10,864 | △ 10,575 |
| Unrealized gains on investment securities, net of taxes<br>その他有価証券評価差額金           | 5,607    | 7,284   | 8,380   | 4,753   | 989      | 1,185    | 1,118    |
| Deferred gain (loss) on hedges, net of taxes<br>繰延ヘッジ損益                           | △ 8      | 465     | 170     | △ 345   | △ 848    | △ 917    | △ 714    |
| Foreign currency translation adjustments<br>為替換算調整勘定                              | 8,010    | 4,459   | 5,519   | 8,241   | △ 1,737  | 8,347    | 25,385   |
| Remeasurements of defined benefit plans<br>退職給付に係る調整累計額                           | △ 8,644  | △ 5,500 | △ 5,213 | △ 3,560 | △ 6,274  | △ 3,253  | △ 2,381  |
| Non-controlling interests<br>非支配株主持分  | 19,407   | 21,823  | 22,651  | 24,245  | 20,040   | 21,654   | 23,165   |
| Total net assets<br>純資産合計   | 217,981  | 224,546 | 241,961 | 240,910 | 172,115  | 184,483  | 243,657  |
| Total liabilities and net assets<br>負債純資産合計                                       | 552,678  | 588,626 | 638,055 | 638,318 | 576,090  | 569,124  | 611,526  |

Consolidated 連結

11. Cash Flow Statements キャッシュ・フロー計算書 (¥ million/百万円)

|  | 2016/3  | 2017/3   | 2018/3   | 2019/3   | 2020/3   | 2021/3  | 2022/3   |
|--|---------|----------|----------|----------|----------|---------|----------|
| Cash flows from operating activities<br>営業活動によるキャッシュ・フロー   | 48,274  | 43,623   | 27,818   | 42,013   | 46,416   | 62,587  | 40,388   |
| Income (loss) before income taxes<br>税金等調整前当期純利益(損失)   | 17,191  | 28,331   | 28,676   | 10,507   | △ 19,764 | 1,174   | 51,675   |
| Depreciation and amortization<br>減価償却費   | 26,311  | 27,589   | 26,870   | 31,598   | 35,709   | 33,600  | 30,516   |
| Loss on valuation of investments in capital of subsidiaries and associates<br>関係会社出資金評価損                     | -       | -        | 1,496    | 8,872    | 5,250    | -       | -        |
| Impairment loss<br>減損損失  | -       | -        | -        | 1,784    | 17,214   | 16,831  | 818      |
| Amortization of goodwill<br>のれん償却額   | 3,149   | 3,545    | 2,618    | 1,894    | 2,060    | 1,589   | 805      |
| Increase (decrease) in reserves and provisions<br>引当金の増減額  | 396     | 217      | △ 84     | -        | -        | -       | -        |
| Increase (decrease) in provision for loss due to inappropriate cases in quality control<br>品質不適合品関連損失引当金の増減額 | -       | -        | -        | 1,514    | △ 1,222  | △ 181   | -        |
| Increase (decrease) in provision for loss on guarantees<br>債務保証損失引当金の増減額                                     | -       | -        | 1,593    | 1,426    | △ 2,999  | △ 15    | -        |
| Increase (decrease) in provision for loss on business of subsidiaries and associates<br>関係会社事業損失引当金の増減額      | -       | -        | -        | -        | 1,346    | △ 82    | -        |
| Insurance reimbursement income<br>受取保険金  | -       | -        | -        | -        | -        | △ 125   | △ 1,097  |
| Interest and dividend income<br>受取利息及び受取配当金  | △ 1,437 | △ 1,395  | △ 1,977  | △ 1,759  | △ 1,518  | △ 1,053 | △ 1,039  |
| Interest expenses<br>支払利息  | 2,783   | 2,623    | 3,019    | 3,807    | 3,559    | 2,558   | 2,497    |
| Equity in earnings (losses) of affiliates<br>持分法による投資損益  | 2,918   | △ 1,046  | △ 1,504  | △ 1,237  | △ 1,116  | △ 430   | △ 2,103  |
| Loss (gain) on valuation of investment securities<br>投資有価証券評価損益  | -       | -        | -        | -        | △ 3,243  | 118     | 55       |
| Gain on sale of property, plant and equipment, net<br>有形・無形固定資産売却益   | -       | -        | -        | -        | -        | △ 4,294 | △ 15,375 |
| Decrease (increase) in trade receivables<br>売上債権の増減額   | 4,432   | △ 7,463  | △ 3,780  | 9,700    | 2,589    | 9,693   | △ 14,391 |
| Decrease (increase) in inventories<br>棚卸資産の増減額   | △ 4,579 | △ 11,361 | △ 22,089 | △ 4,689  | 9,933    | 6,595   | △ 8,066  |
| Increase (decrease) in trade payables<br>仕入債務の増減額  | 559     | 6,363    | 2,089    | △ 12,141 | 5,049    | △ 380   | △ 2,563  |
| Decrease (increase) in retirement benefit asset<br>退職給付に係る資産の増減額   | 1,367   | 1,340    | 1,272    | -        | -        | -       | -        |
| Increase (decrease) in retirement benefit liability<br>退職給付に係る負債の増減額   | △ 642   | △ 10     | △ 3      | -        | -        | -       | -        |
| Other, net<br>その他  | 5,471   | 6,937    | 203      | △ 767    | 3,274    | 1,031   | 7,202    |
| Sub-total<br>小計  | 57,923  | 55,670   | 38,399   | 50,511   | 56,124   | 66,629  | 48,935   |
| Interest and dividend income received<br>利息及び配当金の受取額   | 2,018   | 2,398    | 2,677    | 2,356    | 3,322    | 2,471   | 2,499    |
| Interest paid<br>利息の支払額  | △ 2,876 | △ 2,681  | △ 3,076  | △ 3,756  | △ 3,722  | △ 2,650 | △ 2,498  |
| Income taxes paid<br>法人税等の支払額  | △ 8,791 | △ 11,764 | △ 10,182 | △ 7,098  | △ 9,308  | △ 3,863 | △ 8,548  |

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Consolidated 連結

(¥ million/百万円)

|  | 2016/3   | 2017/3   | 2018/3   | 2019/3   | 2020/3   | 2021/3   | 2022/3   |
|--|----------|----------|----------|----------|----------|----------|----------|
| <b>Cash flows from investing activities</b><br>投資活動によるキャッシュ・フロー  | △ 37,283 | △ 60,633 | △ 34,367 | △ 48,157 | △ 39,438 | △ 7,149  | 7,840    |
| Payments for purchase of property, plant and equipment and other assets<br>有形・無形固定資産の取得による支出                   | △ 30,821 | △ 46,495 | △ 40,950 | △ 56,096 | △ 32,604 | △ 18,649 | △ 15,767 |
| Proceeds from sales of property, plant and equipment and other assets<br>有形・無形固定資産の売却による収入                     | 2,481    | 2,205    | 852      | 1,838    | 306      | 7,703    | 18,213   |
| Proceeds from sales of consolidated subsidiaries<br>連結の範囲の変更を伴う子会社株式の売却による収入                                   | 45       | -        | 665      | -        | 1,195    | 164      | 5,353    |
| Proceeds from sales of investment securities<br>投資有価証券の売却による収入   | 4,313    | 550      | 5,008    | 6,637    | 5,923    | 5,938    | 418      |
| Payments for loans<br>貸付金の貸付による支出  | △ 791    | △ 11,774 | △ 898    | -        | -        | -        | -        |
| Proceeds from collection of loans<br>貸付金の回収による収入   | 225      | 3,626    | 2,181    | -        | -        | -        | -        |
| Payments for the acquisition of shares of entities newly consolidated subsidiaries<br>連結の範囲の変更を伴う子会社株式の取得による支出 | △ 9,731  | -        | -        | -        | △ 4,739  | -        | △ 327    |
| Payments for investments in capital of subsidiaries and associates<br>関係会社出資金の払込による支出                          | △ 1,222  | △ 1,477  | -        | △ 4,220  | △ 5,084  | -        | -        |
| Other, net<br>その他  | △ 1,782  | △ 7,269  | △ 1,225  | 3,683    | △ 4,435  | △ 2,304  | △ 51     |
| <b>Cash flows from financing activities</b><br>財務活動によるキャッシュ・フロー  | △ 9,932  | 16,411   | 9,620    | 8,366    | 1,724    | △ 26,532 | △ 36,917 |
| Net increase (decrease) in short-term borrowings<br>短期借入金の純増減額   | △ 3,402  | △ 2,673  | 11,854   | 21,435   | △ 441    | △ 23,620 | △ 9,721  |
| Net increase (decrease) in commercial papers<br>コマーシャル・ペーパーの純増減額   | △ 2,000  | △ 2,000  | 2,000    | △ 2,000  | -        | 15,000   | △ 15,000 |
| Proceeds from increase in long-term debt<br>長期借入れによる収入   | 22,808   | 46,155   | 36,541   | 33,815   | 51,747   | 46,528   | 28,789   |
| Repayment of long-term debt<br>長期借入金の返済による支出   | △ 20,378 | △ 13,866 | △ 26,709 | △ 20,507 | △ 57,086 | △ 62,117 | △ 28,450 |
| Redemption of bonds<br>社債の償還による支出  | -        | △ 20,000 | △ 10,000 | △ 20,000 | -        | -        | △ 10,000 |
| Proceeds from issuance of bonds<br>社債の発行による収入  | -        | 19,901   | -        | -        | 19,902   | -        | -        |
| Cash dividends paid<br>親会社による配当金の支払額   | △ 2,303  | △ 2,636  | △ 3,431  | △ 4,009  | △ 2,864  | -        | -        |
| Payment for purchase of treasury stock<br>自己株式の取得による支出   | △ 5,590  | △ 7,909  | △ 2      | -        | △ 4,627  | △ 1      | -        |
| Other, net<br>その他  | 934      | △ 558    | △ 631    | △ 366    | △ 4,906  | △ 2,323  | △ 2,536  |
| Effects of exchange rate changes on cash and cash equivalents<br>現金及び現金同等物に係る換算差額                              | △ 2,304  | △ 812    | △ 199    | 459      | △ 978    | 1,297    | 4,954    |
| Changes in cash and cash equivalents<br>現金及び現金同等物の増減額  | △ 1,245  | △ 1,410  | 2,871    | 2,683    | 7,724    | 30,203   | 16,264   |
| Cash and cash equivalents at beginning of year<br>現金及び現金同等物の期首残高   | 33,336   | 32,091   | 30,680   | 33,552   | 36,237   | 43,961   | 74,164   |
| Increase in cash and cash equivalents due to newly consolidated subsidiaries<br>新規連結に伴う現金及び現金同等物の増加額           | -        | -        | -        | 1        | -        | -        | -        |
| Cash and cash equivalents at end of year<br>現金及び現金同等物の期末残高   | 32,091   | 30,680   | 33,552   | 36,236   | 43,961   | 74,164   | 90,428   |