

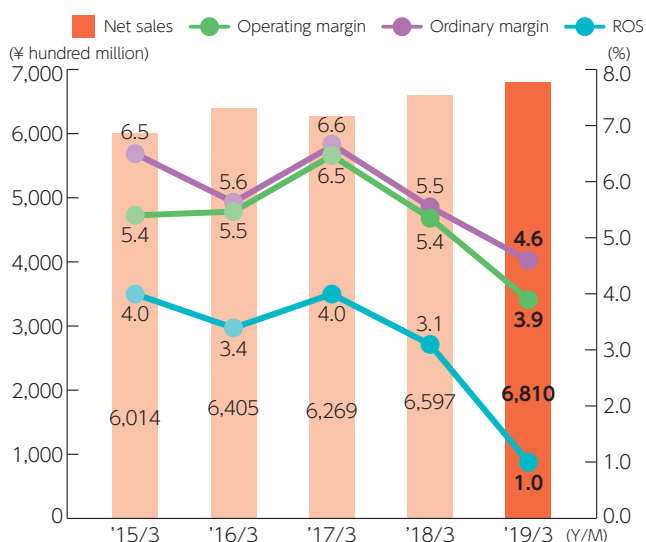
Financial highlights 2018

(Consolidated five-year summary)

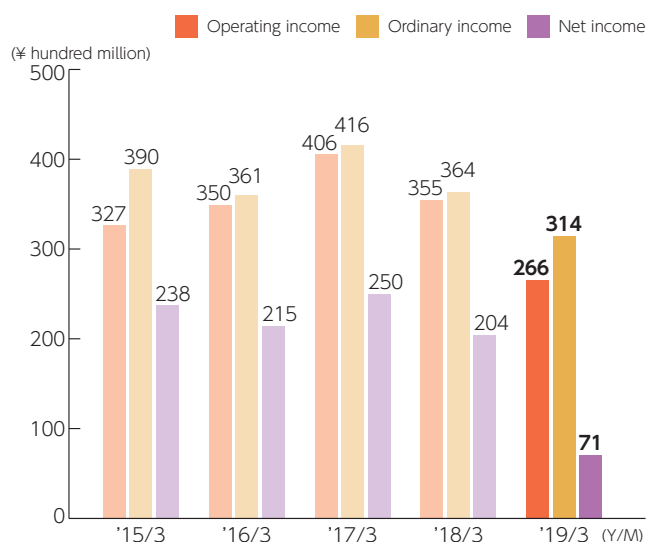
Accounting Period		Year ended in March 2015	Year ended in March 2016	Year ended in March 2017	Year ended in March 2018	Year ended in March 2019
Operating Results						
Net sales	(Millions of Yen)	601,434	640,516	626,950	659,730	681,006
Operating income	(Millions of Yen)	32,702	35,041	40,613	35,541	26,650
Operating margin	(%)	5.4	5.5	6.5	5.4	3.9
Ordinary income	(Millions of Yen)	39,075	36,111	41,640	36,421	31,457
Ordinary margin	(%)	6.5	5.6	6.6	5.5	4.6
Profit attributable to owners of parent	(Millions of Yen)	23,873	21,592	25,098	20,495	7,104
ROS	(%)	4.0	3.4	4.0	3.1	1.0
Profitability						
ROE	(%)	9.9	8.3	9.3	7.2	2.5
ROA	(%)	7.9	7.0	8.0	6.6	5.5
EPS	(Yen)	98.29	88.90	103.70	86.45	29.97
PER	(Times)	12.75	12.12	11.85	13.01	33.17
PBR	(Times)	1.2	1.0	1.0	0.9	0.8
Financial Condition						
Total assets	(Millions of Yen)	526,521	506,221	537,909	568,380	573,198
Stockholders' equity	(Millions of Yen)	262,654	257,243	279,699	292,836	281,134
Stockholders' equity to total assets ratio (%)		49.9	50.8	52.0	51.5	49.0
Capital expenditure	(Millions of Yen)	20,671	27,392	25,637	34,010	44,975
Depreciation & Amortization	(Millions of Yen)	21,448	23,582	23,137	24,141	25,001
Research and development expenses	(Millions of Yen)	15,702	16,328	16,130	16,119	16,822
R&D per sales ratio	(%)	2.6	2.5	2.6	2.4	2.5
Shareholder return						
Cash dividends	(Yen)	20	22	23	23	24
Dividend payout ratio	(%)	20.3	24.7	22.2	26.6	80.1
Cash flows						
Net cash provided by operating activities	(Millions of Yen)	44,858	42,674	55,664	49,811	36,794
Net cash used in investing activities	(Millions of Yen)	(24,433)	(35,127)	(27,753)	(32,955)	(42,299)
Net cash used in financing activities	(Millions of Yen)	(5,264)	(13,672)	(16,916)	(5,960)	7,327
Cash and cash equivalents at end of year	(Millions of Yen)	83,439	72,238	82,493	95,007	98,403

*Partial Amendments to the Accounting Standard for Tax Effect Accounting and other statutory changes went into effect at the beginning of FY2019. We have applied these indicators to the indicators for the term from FY2015 to FY2018 retroactively.

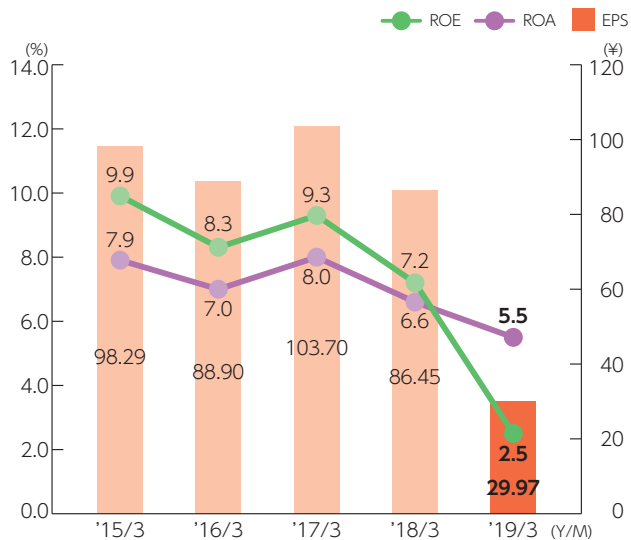
Net sales



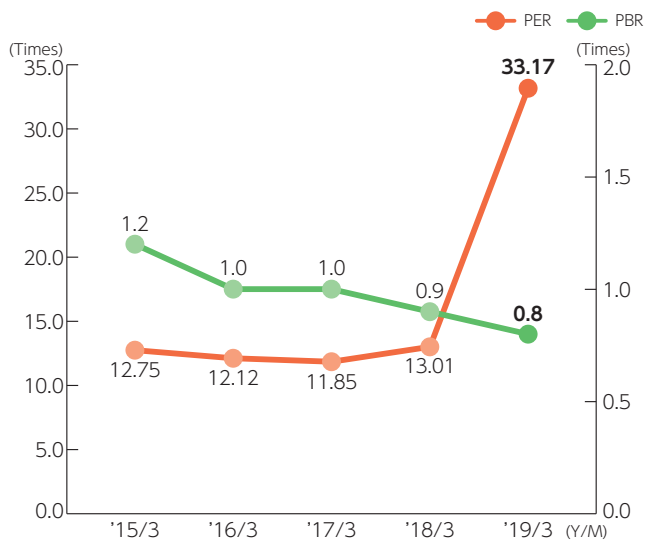
Operating income, Ordinary income, Profit attributable to owners of parent



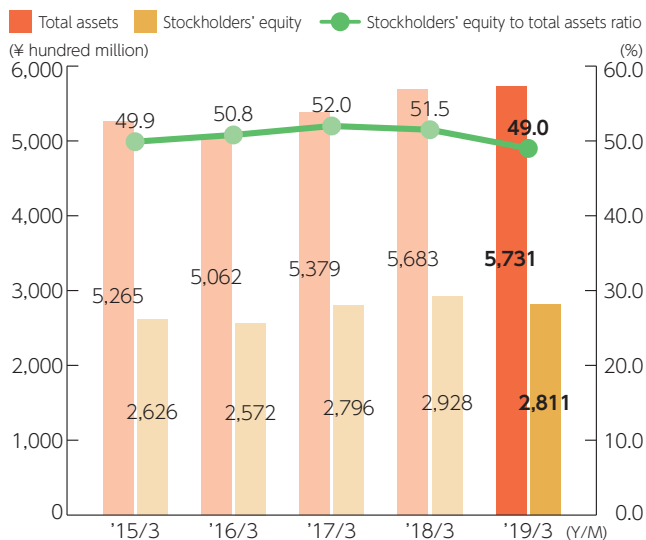
Profitability (ROE/ROA/EPS)



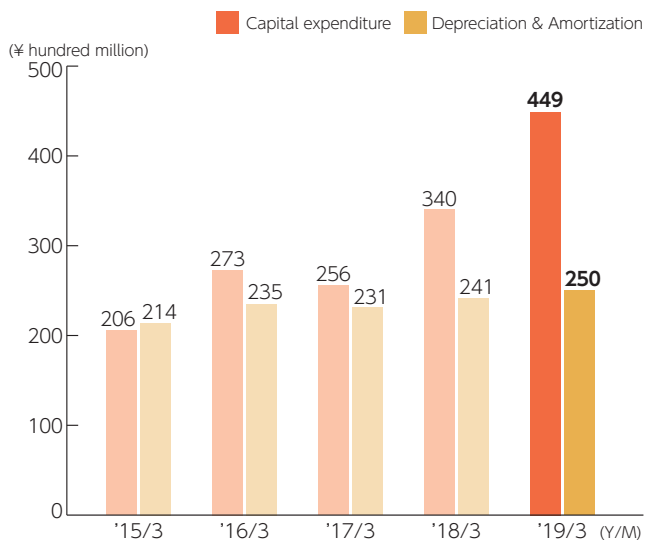
Profitability (PER/PBR)



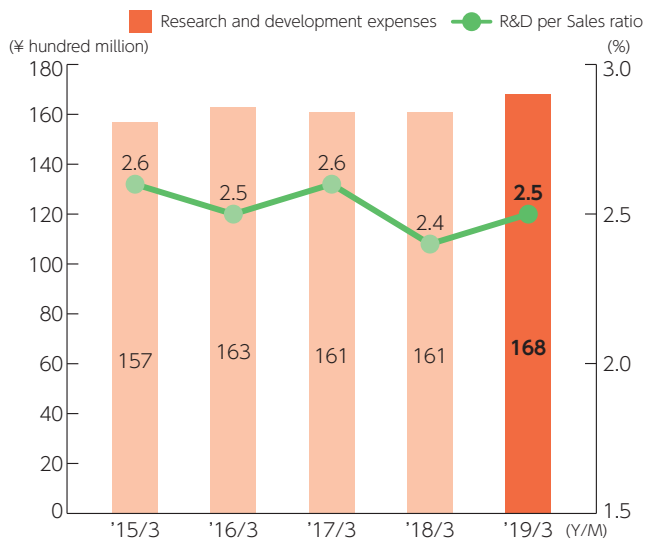
Financial Condition



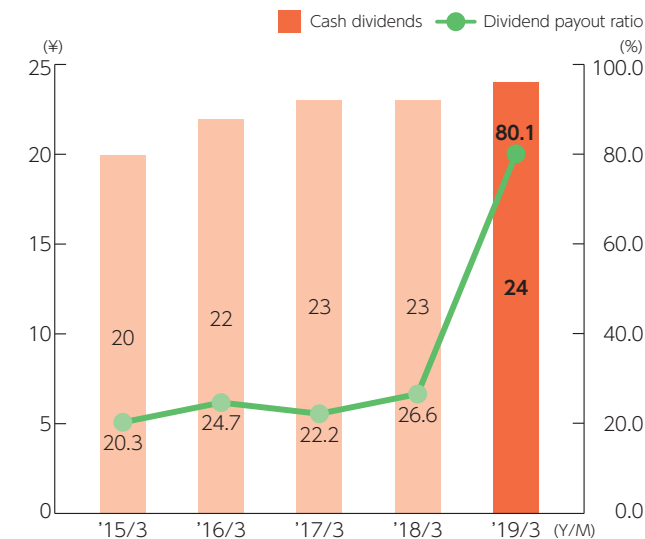
Capital expenditure/Depreciation & Amortization



Research and development expenses



Shareholder return



Financial highlights 2018 (Analysis of results)

FY2018 Operating results

FY2018, the Japanese economy showed higher personal consumption and gradual recovery thanks to factors such as a better employment and income environment. In regard to global economy, higher personal consumption and capital investment led steadily its economy to strengthened in the United States. In Asia, China faced a gradual economic downturn while Thailand and India saw economic recovery.

In automotive markets, a primary business area for our group, the sales volume in Japan increased 1.2% to 5.259 million units. Finished car exports also increased 1.1% to 4.837 million units compared to the previous year.

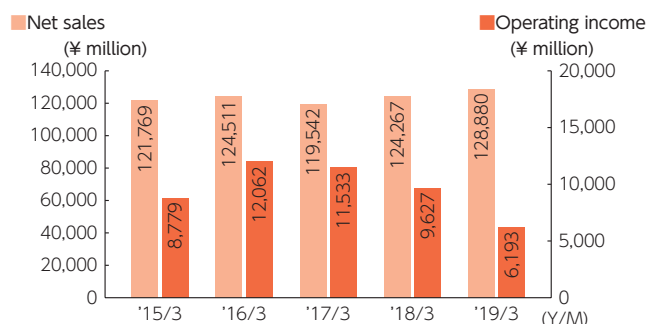
In light of the above management environment, net sales grew globally to ¥681,006 million, up 3.2% year-on-year. The operating income declined 25.0% from the previous fiscal year to ¥26,650 million due to factors such as reforms to the product mix of orders received and an increase in costs due to construction of new plants. Ordinary income also declined by 13.6% year-on-year

to ¥31,457 million. Net income attributed to owners of parent company decreased 65.3% from the previous fiscal year to ¥7,104 million due to a total of ¥11,525 million impairment loss from extraordinary losses of production facilities of Group companies in Mexico and America.

FY2018 Segment information

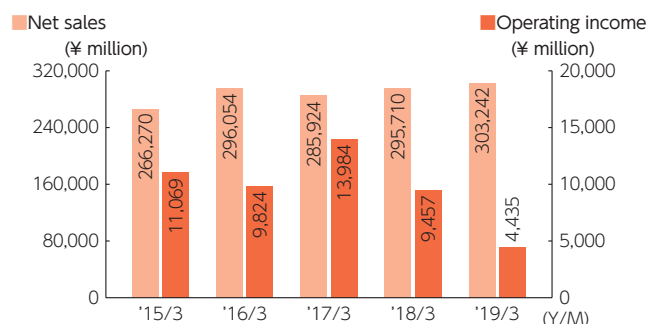
[Suspension springs]

Suspension springs saw net sales increase 3.7% year-on-year to ¥128,880 million and an operating income decline 35.7% year-on-year to ¥6,193 million due to factors such as changes to the product mix.



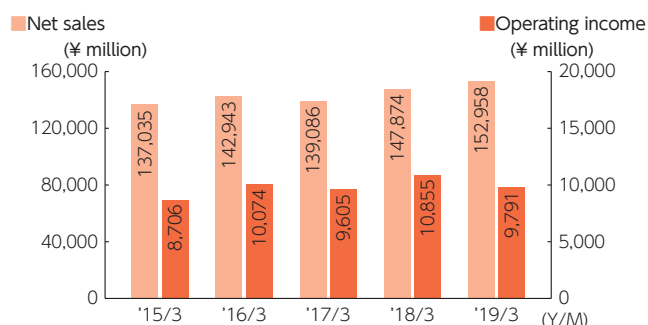
[Seating]

Seating saw net sales increase 2.5% year-on-year to ¥303,242 million due to factors such as an increase in the number of production units for orders received. The operating income was ¥4,435 million (53.1% year-on-year decline) due to changes in the types of vehicle models for orders.



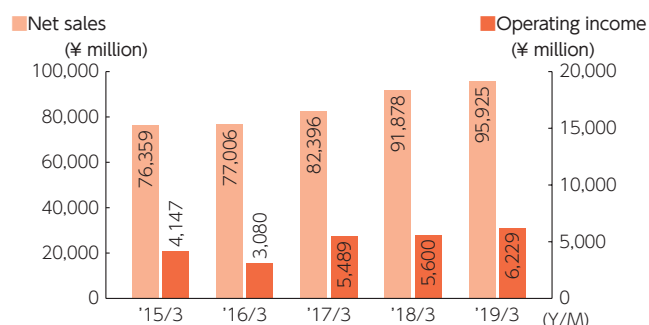
[Precision springs and components]

Precision springs and components saw net sales increase 3.4% year-on-year to ¥152,958 million due to factors such as an increase in the product quantity of orders received. The operating income declined 9.8% to ¥9,791 million due to factors such as the costs incurred from the construction of new plant.



[Industrial machinery and equipment, and other operations]

Industrial machinery and equipment, and other operations saw net sales of ¥95,925 million yen (4.4% year-on-year increase) and the operating income of ¥6,229 million (11.2% year-on-year increase).



FY2018 Financial Conditions

Total assets at the end of fiscal 2018 increased by ¥4,818 million compared to the previous year to ¥573,189 million due to increase in cash, bank deposits, and tangible fixed assets.

Liabilities increased by ¥16,405 million compared to the previous fiscal year to ¥277,137 million due to factors such as an increase in short-term and long-term borrowings.

Net assets declined by ¥11,587 million compared to the previous year to ¥296,061 million due to factors such as the decrease in other valuation differences on available-for-sale securities.

Cash flow

Net cash from operating activities decreased by ¥13,016 million from the previous year to ¥36,794 million. This was primarily due to a decrease in net income for the current fiscal year before adjustments such as income taxes as well as a decline in

accounts payable.

Net cash from expenditures of investment activities increased by ¥9,344 million from the previous year to ¥42,299 million. This is primarily due to an increase in expenditures from the acquisition of tangible fixed assets.

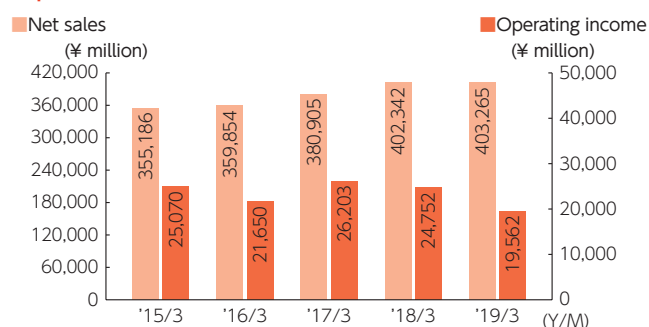
Cash flow generated by our financial activities increased ¥7,327 million to ¥13,288 million compared to the previous fiscal year. This is primarily due to an increase in earnings from long-term borrowings.

The free cash flow was ¥5,504 million less after subtracting cash flow in investment activities from cash flow in operating activities.

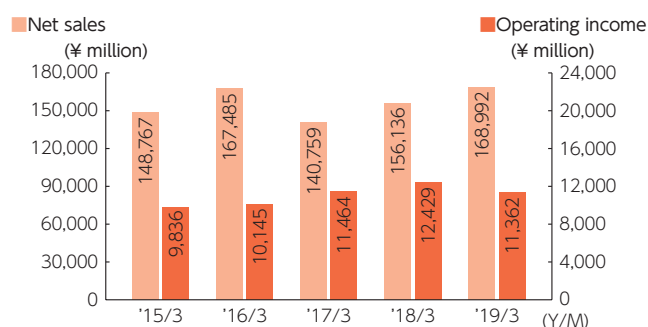
As a result of the foregoing, cash and cash equivalents at end of the period increased by ¥3,396 million at the end of the previous period to ¥98,403 million. Corporate bonds, commercial paper, and long- and short-term borrowings totaled ¥68,215 million, an increase of ¥14,931 million at the end of the previous period.

(Reference) Segment by location

[Japan]



[Asia]



[North America and Europe, etc. (Revised as of the year ended March 31, 2019)]

