

FINANCIAL FACT BOOK 2011

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[注記]

2012年3月期の連結業績予想につきましては、2011年3月11日に発生しました東日本大震災の影響により、業績の見通しを立てることが困難であるため、未定とさせていただき、業績予想の開示が可能となった時点で速やかに開示する予定です。

[Notes]:

Concerning consolidated earnings forecast for fiscal year ending March 31, 2012, it is difficult to calculate forecasts for consolidated financial results, due to the impact of the Great East Japan Earthquake. Therefore, the company will release the forecasts of the consolidated financial results for the fiscal year 2011 as soon as they become available.

2011年5月23日
May 23, 2011

日本発条株式会社

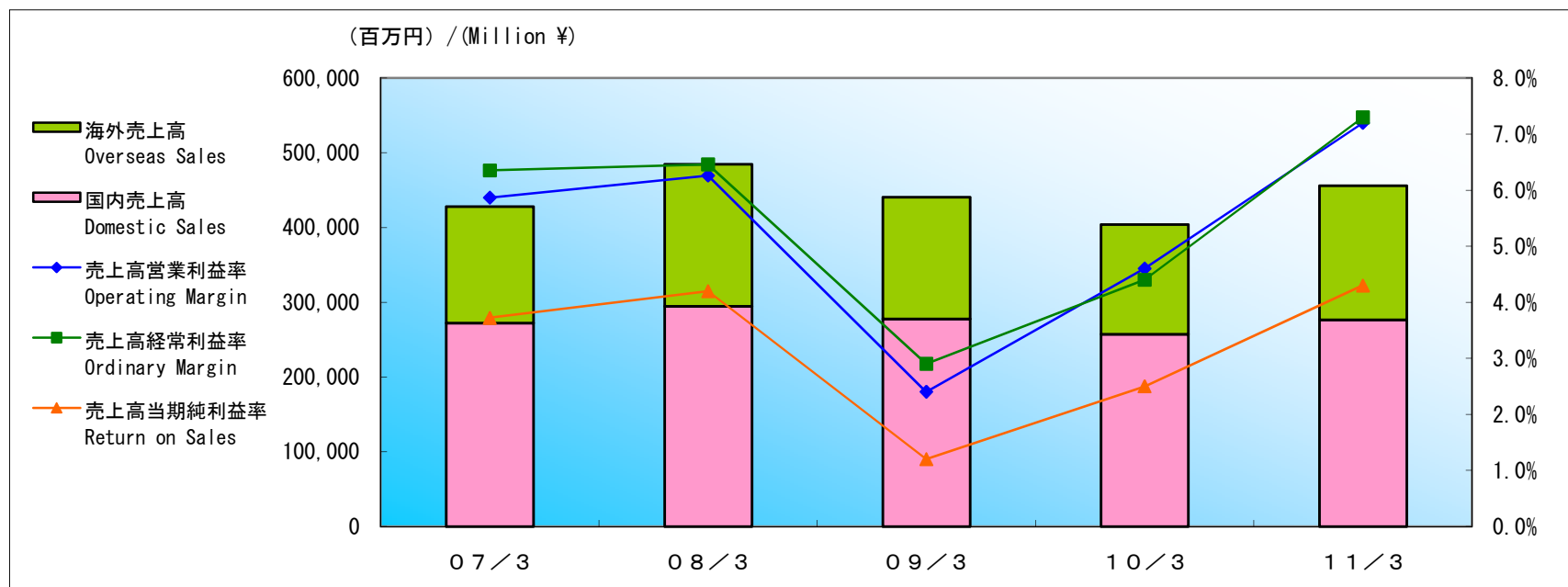
NHK Spring Co., Ltd.

経営成績

Financial Data

(1) 売上高

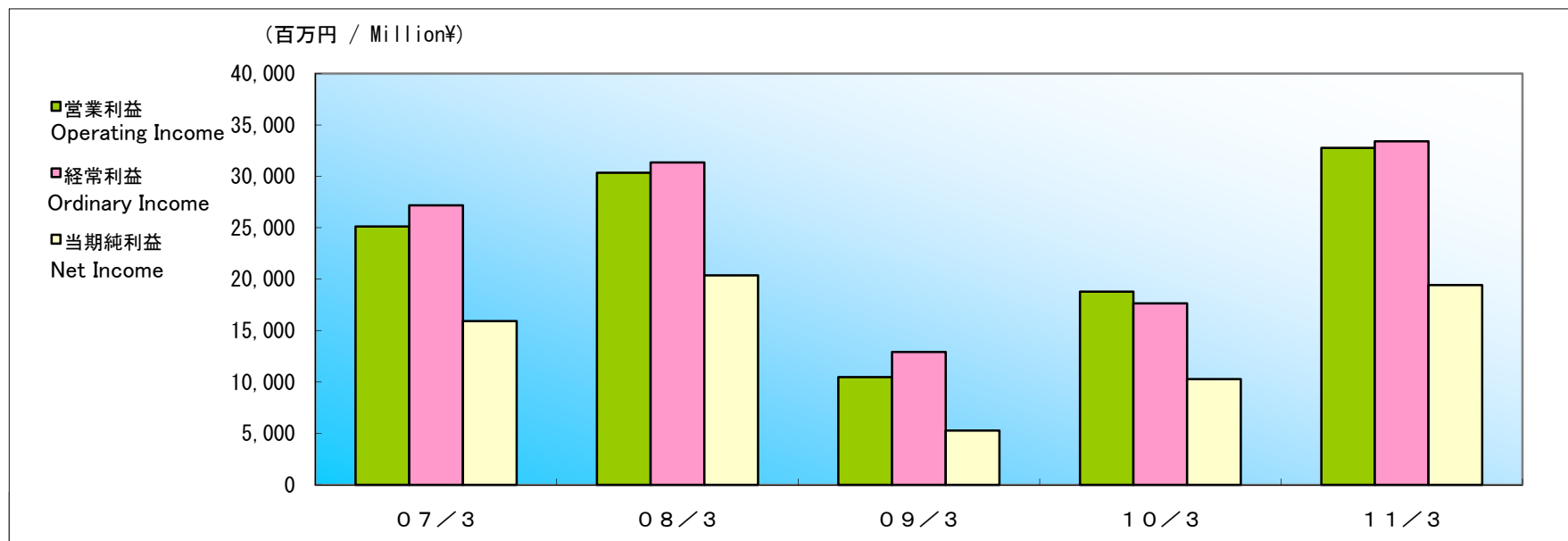
Net Sales



		百万円 / Million ¥					
		07/3	08/3	09/3	10/3	11/3	12/3 予想 (Forecast)
売上高	Net Sales	428,059	484,878	440,908	404,143	456,198	-
前年比	Year-over-Year	11.7%	13.3%	(9.1%)	(8.3%)	12.9%	-
国内売上高	Domestic Sales	272,434	294,861	277,740	257,303	276,816	-
前年比	Year-over-Year	7.2%	8.2%	(5.8%)	(7.4%)	7.6%	-
海外売上高	Overseas Sales	155,625	190,017	163,167	146,839	179,381	-
前年比	Year-over-Year	20.7%	22.1%	(14.1%)	(10.0%)	22.2%	-
売上高営業利益率	Operating Margin	5.9%	6.3%	2.4%	4.6%	7.2%	-
売上高経常利益率	Ordinary Margin	6.4%	6.5%	2.9%	4.4%	7.3%	-
売上高当期純利益率	Return on Sales	3.7%	4.2%	1.2%	2.5%	4.3%	-

(2) 利益

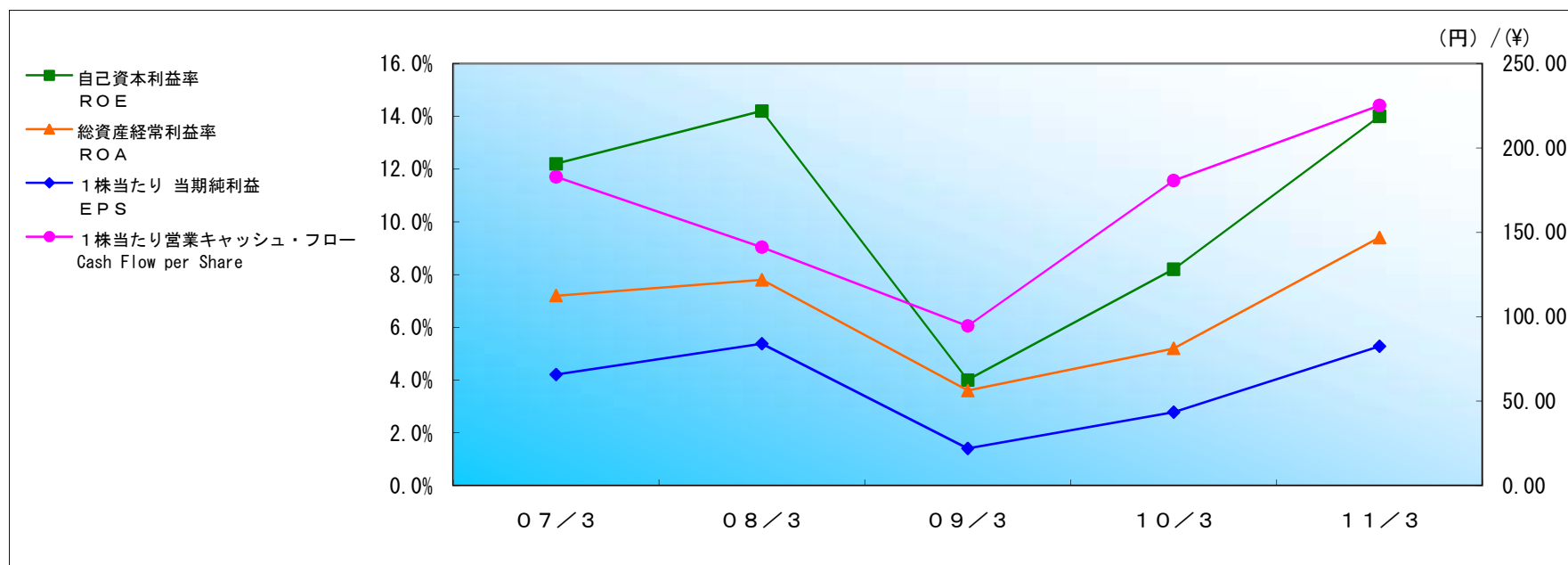
Income



		百万円 / Million¥					12/3 予想 (Forecast)
		07/3	08/3	09/3	10/3	11/3	12/3
営業利益	Operating Income	25,115	30,356	10,459	18,785	32,757	-
前年比	Year-over-Year	16.3%	20.9%	(65.5%)	79.6%	74.4%	-
経常利益	Ordinary Income	27,185	31,336	12,925	17,631	33,407	-
前年比	Year-over-Year	15.1%	15.3%	(58.8%)	36.4%	89.5%	-
当期純利益	Net Income	15,931	20,361	5,262	10,290	19,420	-
前年比	Year-over-Year	3.5%	27.8%	(74.2%)	95.6%	88.7%	-

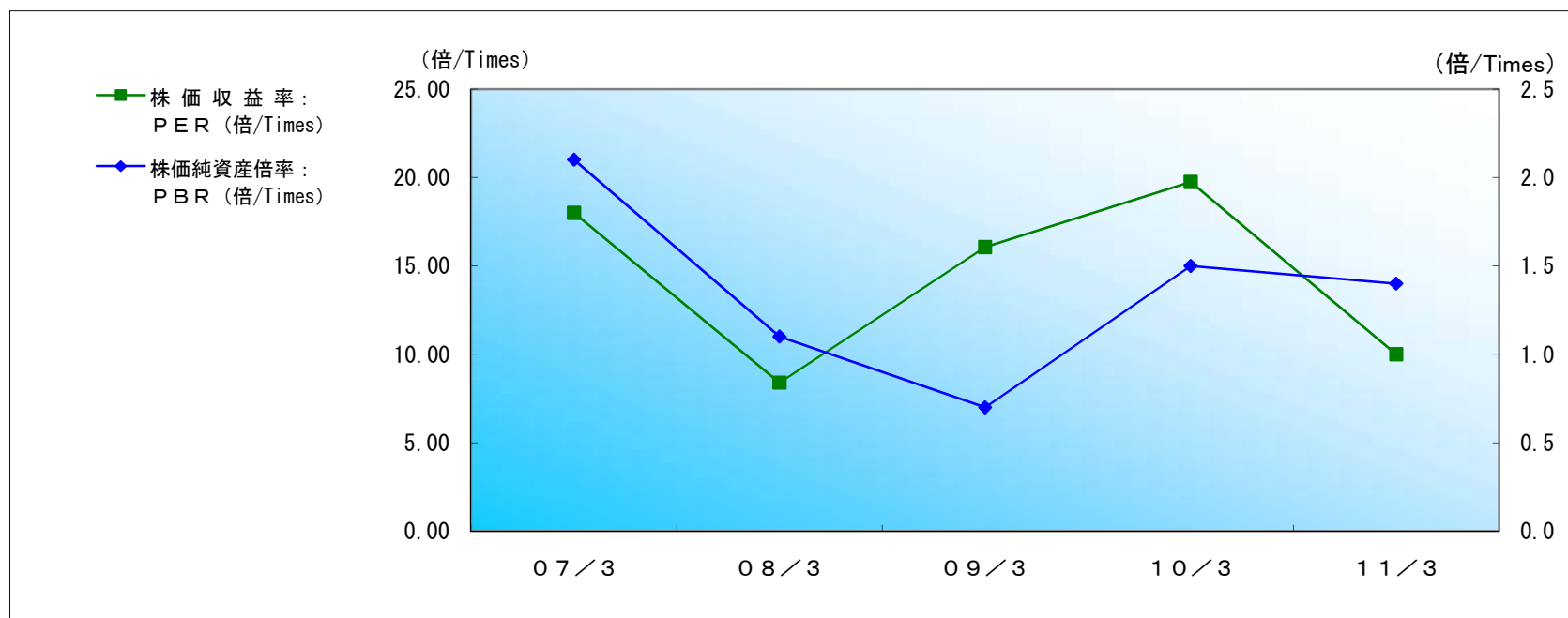
(3) 収益性/ Profitability

①自己資本利益率(ROE)、総資産経常利益率(ROA)、1株当たり当期純利益(EPS) 他



		(円)/(¥)					
		07/3	08/3	09/3	10/3	11/3	12/3 予想 (Forecast)
自己資本利益率	ROE	12.2%	14.2%	4.0%	8.2%	14.0%	-
総資産経常利益率	ROA	7.2%	7.8%	3.6%	5.2%	9.4%	-
1株当たり 当期純利益	EPS	65.71	84.01	21.98	43.45	82.44	-
1株当たり営業キャッシュ・フロー	Cash Flow per Share	182.86	141.23	94.58	180.75	225.24	-

② 株価収益率 (PER)、株価純資産倍率 (PBR)、株価営業キャッシュ・フロー倍率 (PCFR)



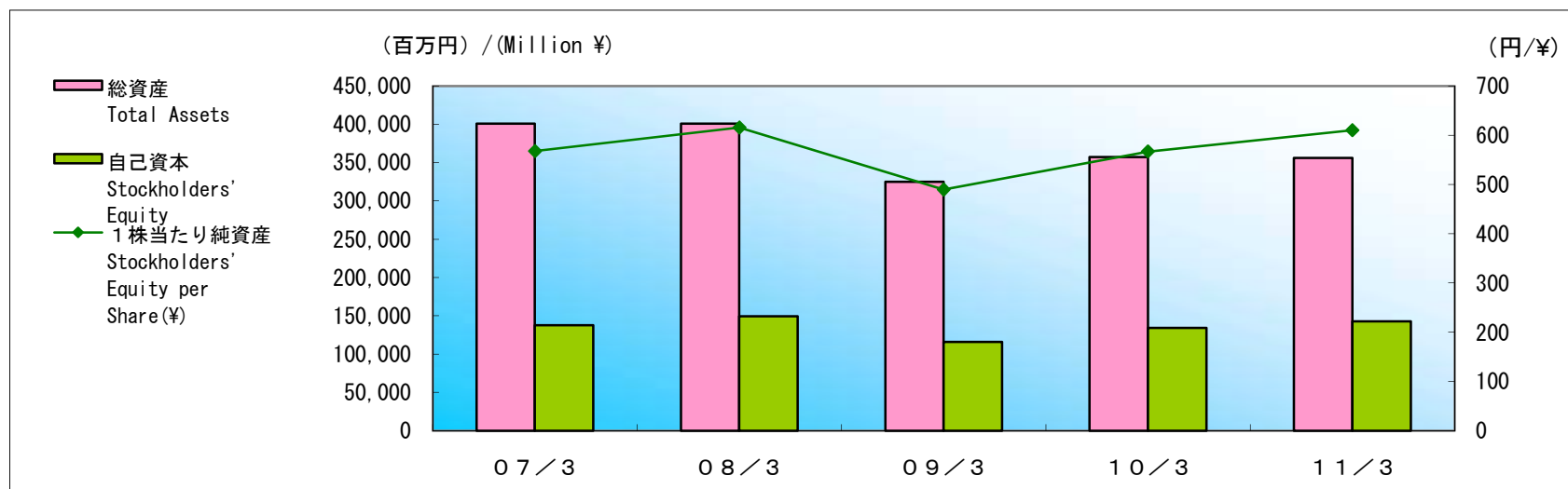
	07/3	08/3	09/3	10/3	11/3	12/3 予想 (Forecast)
期末日株価 (円) : Closing Share Price at Fiscal Year End (¥)	1,183	706	353	858	824	-
株価収益率 : PER (倍/Times)	18.00	8.40	16.06	19.75	10.00	-
株価営業キャッシュ・フロー倍率 (倍/Times) : Price Operating Cash Flow Ratio	6.5	5.0	3.7	4.7	3.7	-
株価純資産倍率 : PBR (倍/Times)	2.1	1.1	0.7	1.5	1.4	-

財政状態

Financial Condition

(1) 総資産、自己資本、自己資本比率、1株当たり純資産

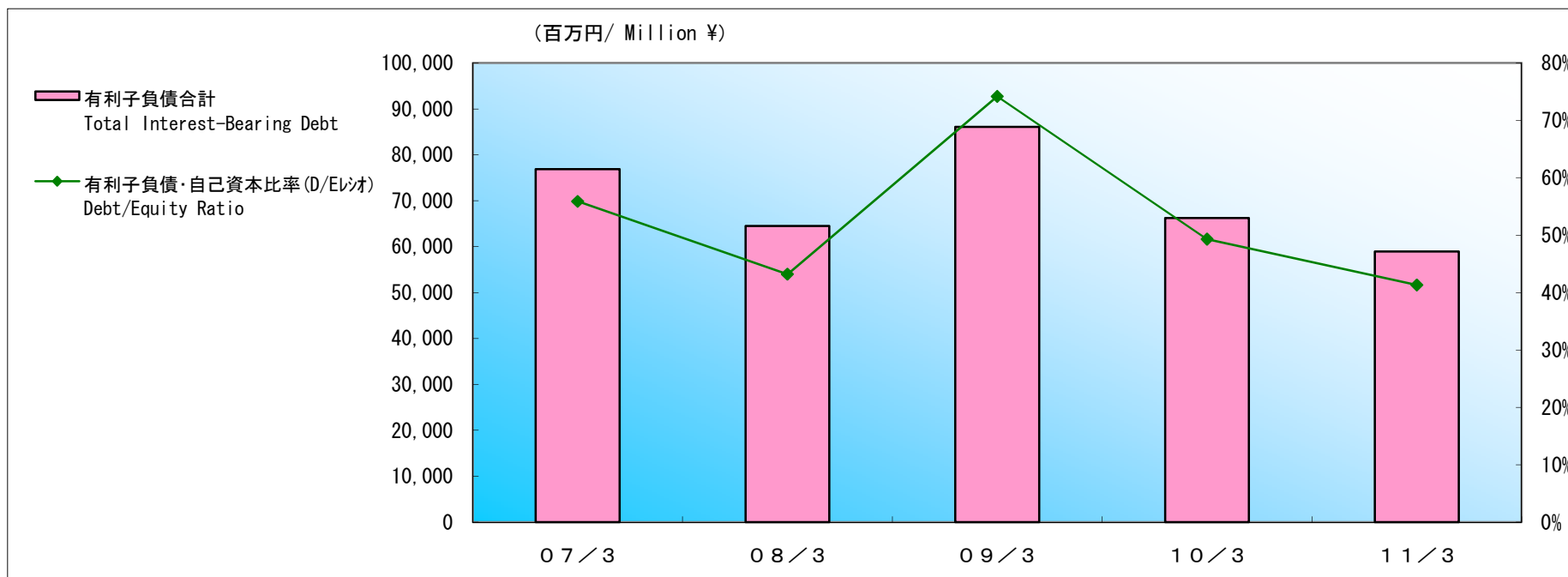
Total Assets, Stockholders' Equity, Stockholders' Equity Ratio, Stockholders' Equity per Share



		百万円/Million ¥					
		07/3	08/3	09/3	10/3	11/3	12/3 予想 (Forecast)
総資産	Total Assets	400,966	401,069	324,888	357,141	356,048	-
自己資本	Stockholders' Equity	137,610	149,227	115,961	134,242	142,804	-
自己資本比率	Stockholders' Equity to Total Assets Ratio	34.3%	37.2%	35.7%	37.6%	40.1%	-
1株当たり純資産	Stockholders' Equity per Share (¥)	567.70	615.82	489.57	567.01	610.07	-

(2) 有利子負債、有利子負債・自己資本比率(D/Eレシオ)

Interest-Bearing Debt, Debt/Equity Ratio

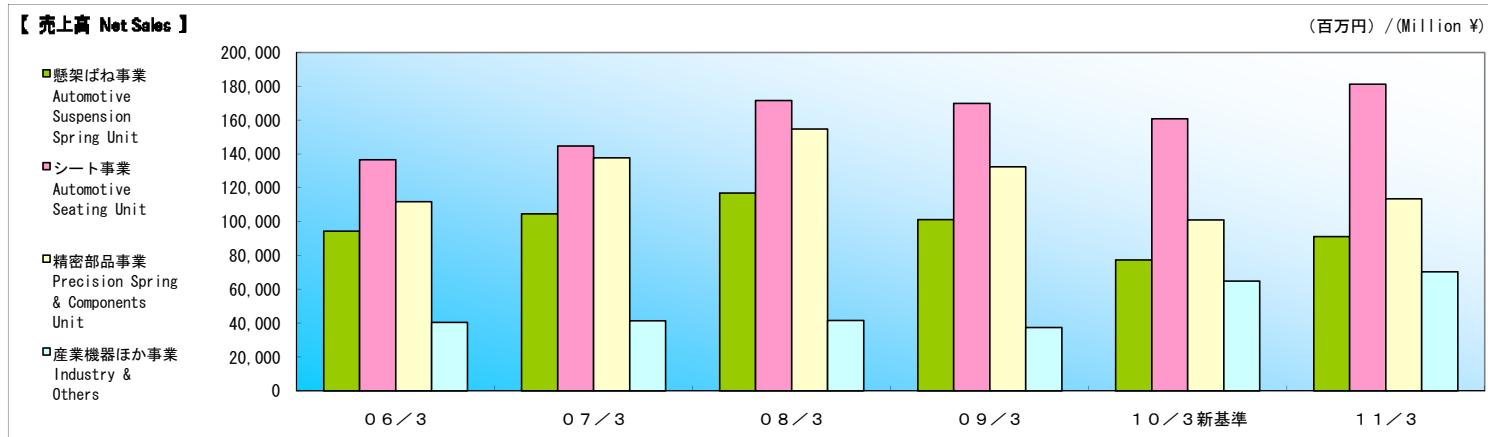


		百万円/ Million ¥					12/3 予想 (Forecast)
		07/3	08/3	09/3	10/3	11/3	
短期借入金	Short-Term Debt	22,627	21,535	31,937	20,073	19,512	-
長期借入金	Long-Term Debt	55,305	47,274	55,973	48,203	37,296	-
(うち一年以内返済)	(Due Within One Year)	(16,775)	(16,412)	(19,857)	(15,617)	(12,841)	-
内部取引の消去	Intersegment Sales	(1,029)	(4,283)	(4,853)	(5,050)	(10,845)	-
借入金合計	Total Borrowings	76,903	64,525	83,057	63,227	45,964	-
社債	Corporate Bond	-	-	-	-	10,000	-
コマーシャル・ペーパー	Commercial Paper	-	-	3,000	3,000	3,000	-
有利子負債合計	Total Interest-Bearing Debt	76,903	64,525	86,057	66,227	58,964	-
有利子負債・自己資本比率(D/Eレシオ)	Debt/Equity Ratio	55.9%	43.2%	74.2%	49.3%	41.3%	-
純有利子負債合計	Net interest-Bearing Debt	36,186	37,396	54,566	30,205	5,663	-

セグメント情報

Segment Information

(1) 事業の種類別セグメント情報



		07/3	08/3	09/3	10/3	10/3 新セグメント	11/3	12/3 予想 (Forecast)
売上高 : Net Sales	懸架ばね事業 Automotive Suspension Spring Unit	104,482	116,917	101,194	81,623	77,305	91,152	-
	シート事業 Automotive Seating Unit	144,597	171,603	169,870	163,331	160,811	181,219	-
	精密部品事業 Precision Spring & Components Unit	137,609	154,723	132,404	126,922	101,029	113,377	-
	産業機器ほか事業 Industry & Others	41,369	41,634	37,438	32,265	64,839	70,256	-
	調整額 Adjustment	-	-	-	-	157	191	-
	連結 Consolidated	428,059	484,878	440,908	404,143	404,143	456,198	-
営業利益 : Operating Income	懸架ばね事業 Automotive Suspension Spring Unit	1,204	4,757	344	468	517	7,197	-
	シート事業 Automotive Seating Unit	6,074	8,033	3,537	6,848	6,539	9,302	-
	精密部品事業 Precision Spring & Components Unit	14,349	14,450	4,333	9,345	9,252	12,278	-
	産業機器ほか事業 Industry & Others	3,487	3,114	2,244	2,122	2,475	3,979	-
	連結 Consolidated	25,115	30,356	10,459	18,785	18,785	32,757	-
セグメント利益 Operating Income	懸架ばね事業 Automotive Suspension Spring Unit	-	-	-	-	-	8,035	-
	シート事業 Automotive Seating Unit	-	-	-	-	-	12,502	-
	精密部品事業 Precision Spring & Components Unit	-	-	-	-	-	12,273	-
	産業機器ほか事業 Industry & Others	-	-	-	-	-	4,415	-
	調整額 Adjustment	-	-	-	-	-	(3,819)	-
	経常利益 Consolidated	-	-	-	-	-	33,407	-
セグメント資産 Operating Income	懸架ばね事業 Automotive Suspension Spring Unit	100,131	87,283	67,985	79,750	68,665	61,956	-
	シート事業 Automotive Seating Unit	81,132	99,130	71,274	113,601	91,151	85,016	-
	精密部品事業 Precision Spring & Components Unit	159,050	152,926	127,609	125,355	95,579	93,241	-
	産業機器ほか事業 Industry & Others	60,652	61,728	58,019	38,435	56,632	58,766	-
	調整額 Adjustment	-	-	-	-	45,112	57,067	-
	経常利益 Consolidated	400,966	401,069	324,888	357,141	357,141	356,048	-

※2010年度からセグメント区分を変更しております。2010年3月期の新セグメントの数字は、比較を可能にするため組み替えたもので、未監査の数字です。
 ※From FY 2010, the company have reviewed segment category. The figure for FY 2009 are restsed based on new segment category (unaudited)

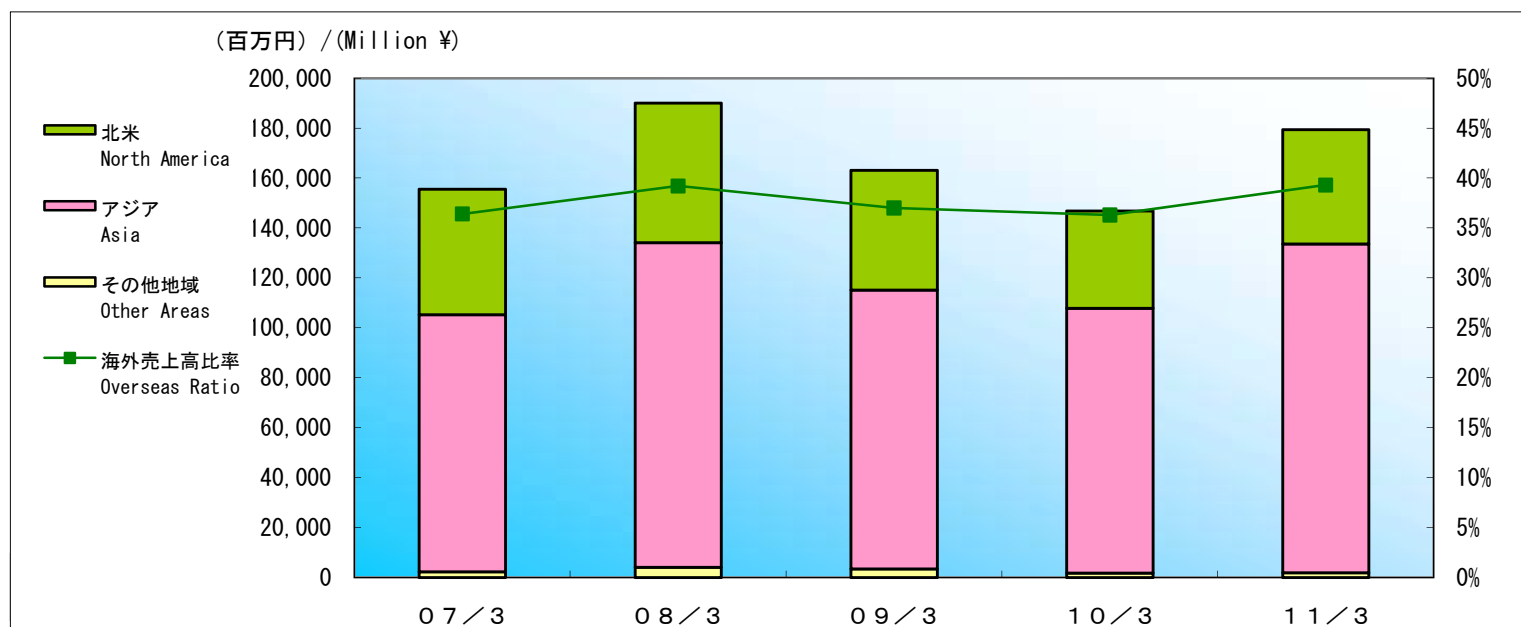
(2) 所在地別セグメント

Segment by Location

			百万円/ Million ¥					
			07/3	08/3	09/3	10/3	11/3	12/3 予想 (Forecast)
売上高 :	日本 :	Japan						
Net Sales	対外部顧客	For Customers	313,643	334,704	305,034	288,589	309,200	-
	セグメント間	Intersegment	12,919	13,491	11,394	15,814	17,444	-
	計	Total	326,562	348,196	316,428	304,403	326,645	-
	北米 :	North America						
	対外部顧客	For Customers	42,353	51,314	45,755	37,239	43,430	-
	セグメント間	Intersegment	1,503	453	249	259	259	-
	計	Total	43,857	51,767	46,005	37,498	43,690	-
	アジア :	Asia						
	対外部顧客	For Customers	72,062	98,860	90,117	78,313	103,567	-
	セグメント間	Intersegment	620	993	1,063	1,152	1,384	-
	計	Total	72,683	99,853	91,181	79,465	104,951	-
	消去	Intersegment Sales	(15,043)	(14,938)	(12,707)	(17,225)	(19,088)	-
	連結	Consolidated	428,059	484,878	440,908	404,143	456,198	-
営業利益 :	日本	Japan	21,158	20,004	1,419	9,708	17,678	-
Operating Income	北米	North America	(2,151)	(418)	192	622	1,657	-
	アジア	Asia	6,107	10,769	8,847	8,455	13,421	-
	連結	Consolidated	25,115	30,356	10,459	18,785	32,757	-
資産 :	日本	Japan	344,926	338,529	283,910	308,939	301,437	-
Assets	北米	North America	33,817	27,232	23,959	21,975	20,905	-
	アジア	Asia	52,341	68,270	50,200	64,362	72,562	-
	全社又は消去	Whole company or Eliminations	(30,118)	(32,962)	(33,181)	(38,136)	(95,924)	-
	連結	Consolidated	400,966	401,069	324,888	357,141	298,980	-

(3) 地域別売上高

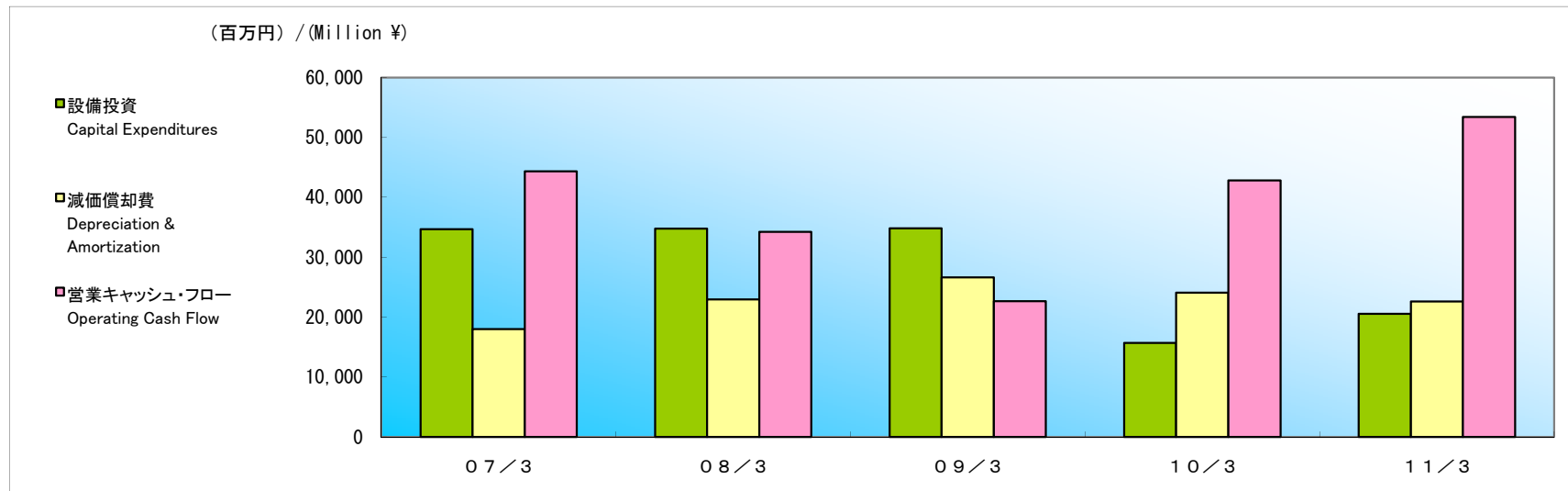
Sales by Region



		百万円 / Million ¥					
		07/3	08/3	09/3	10/3	11/3	12/3 予想 (Forecast)
北米 North America	売上高 Net Sales	50,284	55,901	48,055	38,924	45,760	-
	構成比 Composition	11.7%	11.5%	10.9%	9.6%	10.0%	-
	前年比 Year-over-Year	2.6%	11.2%	(14.0%)	(19.0%)	17.6%	-
アジア Asia	売上高 Net Sales	103,020	130,000	111,584	106,105	131,639	-
	構成比 Composition	24.2%	26.9%	25.3%	26.3%	28.9%	-
	前年比 Year-over-Year	32.0%	26.2%	(14.2%)	(4.9%)	24.0%	-
その他地域 Other Areas	売上高 Net Sales	2,319	4,115	3,528	1,809	1,981	-
	構成比 Composition	0.5%	0.8%	0.8%	0.4%	0.4%	-
	前年比 Year-over-Year	20.3%	77.4%	(14.3%)	(48.7%)	9.5%	-
海外売上高合計 Overseas Total		155,625	190,017	163,167	146,839	179,381	-
海外売上高比率 Overseas Ratio		36.4%	39.2%	37.0%	36.3%	39.3%	-

設備投資、減価償却費、営業キャッシュ・フロー

Capital Expenditure, Depreciation & Amortization, Operating Cash Flow



		07/3	08/3	09/3	10/3	10/3 新セグメント	11/3	12/3 予想 (Forecast)
設備投資	Capital Expenditures	34,661	34,779	34,800	15,695	15,695	20,538	-
前年比	Year-over-Year	25.3%	0.3%	0.1%	(54.9%)	(54.9%)	30.9%	-
減価償却費	Depreciation & Amortization	17,965	22,935	26,600	24,074	24,074	22,584	-
前年比	Year-over-Year	25.1%	27.7%	16.0%	(9.5%)	(9.5%)	(6.2%)	-
営業キャッシュ・フロー	Operating Cash Flow	44,334	34,229	22,639	42,807	42,807	53,409	-
前年比	Year-over-Year	50.2%	(22.8%)	(33.9%)	89.1%	89.1%	23.9%	-

* 事業セグメント別設備投資・減価償却費内訳 Capital Expenditure, Depreciation & Amortization by Sales Composition

事業セグメント	項目	07/3	08/3	09/3	10/3	10/3 新セグメント	11/3	
懸架ばね事業 Automotive Suspension Spring Unit	設備投資 Capital Expenditures	8,202	5,475	9,027	2,356	2,305	2,498	-
	減価償却費 Depreciation & Amortization	4,597	5,263	6,705	5,117	5,031	4,676	-
シート事業 Automotive Seating Unit	設備投資 Capital Expenditures	6,925	6,298	8,622	3,363	3,312	5,744	-
	減価償却費 Depreciation & Amortization	3,683	4,960	5,940	5,973	5,880	4,975	-
精密部品事業 Precision Spring & Components Unit	設備投資 Capital Expenditures	17,750	21,982	15,475	9,340	9,161	10,763	-
	減価償却費 Depreciation & Amortization	8,684	11,528	12,608	11,723	11,437	11,273	-
産業機器ほか事業 Industry & Others	設備投資 Capital Expenditures	1,782	1,023	1,675	634	916	1,532	-
	減価償却費 Depreciation & Amortization	1,000	1,183	1,346	1,260	1,724	1,639	-

※2010年度からセグメント区分を変更しております。2010年3月期の新セグメントの数字は、比較を可能にするため組み替えて表示しております。

※From FY 2010, the company have reviewed segment category. The figure for FY 2009 is restsed based on new segment category for comparison.

研究開発費

Research & Development

		百万円/ Million ¥				
		08/3	09/3	10/3	11/3	12/3 予想 (Forecast)
研究開発費	Research & Development (Million ¥)	8,868	10,541	9,612	9,786	-
売上高比率	R&D per Sales Ratio	1.8%	2.4%	2.4%	2.1%	-

連結対象会社数

Number of Consolidated Subsidiaries

		08/3	09/3	10/3	11/3
連結子会社 :	Consolidated Subsidiaries				
国内	Domestic	14	14	14	15
海外	Overseas	11	11	12	12
計	Total	25	25	26	27
持分法適用会社 :	Affiliated Companies				
国内	Domestic	7	7	7	6
海外	Overseas	3	3	3	3
計	Total	10	10	10	9

連結貸借対照表 Consolidated Balance Sheets

百万円/ Million ¥

資産の部	Assets	07/3	08/3	09/3	10/3	11/3
流動資産	Current Assets					
現金及び預金	Cash and Bank Deposits	40,717	27,129	31,490	36,021	53,300
受取手形及び売掛金	Notes and Accounts Receivable, Trade	84,945	98,324	61,241	88,337	77,950
たな卸資産	Inventories	36,915	38,994	34,845	30,699	31,998
繰延税金資産	Deferred Income Taxes	4,415	4,482	3,891	4,510	4,674
その他	Other Current Assets	12,982	13,806	12,757	14,220	13,424
貸倒引当金	Allowance for Doubtful Receivables	(404)	(691)	(360)	(74)	(351)
流動資産合計	Total Current Assets	179,570	182,046	143,865	173,714	180,996
固定資産	Noncurrent Assets					
有形固定資産	Property, Plant and Equipment, Net					
建物及び構築物	Buildings and Structures	42,765	47,548	43,392	44,232	41,039
機械装置及び運搬具	Machinery and Equipment	44,427	52,332	44,872	40,351	36,074
土地	Land	27,531	27,419	27,332	28,393	29,866
リース資産	Lease Assets	-	-	3,828	4,180	3,389
建設仮勘定	Construction in Progress	10,776	3,362	7,116	3,324	5,543
その他	Others	7,412	9,529	6,897	5,761	5,631
有形固定資産合計	Total Property, Plant and Equipment, Net	132,913	140,192	133,439	126,245	121,544
無形固定資産	Goodwill and Intangible Assets					
のれん	Goodwill	2,455	1,751	998	367	-
その他	Others	2,922	2,617	2,876	2,426	2,383
無形固定資産合計	Total Goodwill and Intangible Assets	5,378	4,368	3,874	2,794	2,383
投資その他の資産	Investments, Long-Term Receivables and Other Assets					
投資有価証券	Investment Securities	76,718	67,725	37,170	48,244	44,041
長期貸付金	Long-Term Loans	1,250	919	1,104	614	439
繰延税金資産	Deferred Income Taxes	1,375	1,461	1,668	2,055	2,319
その他	Other Investments	4,452	4,682	4,179	3,849	4,908
貸倒引当金	Allowance for Doubtful Receivables	(693)	(327)	(414)	(376)	(584)
投資その他の資産合計	Total Investments, Long-Term Receivables and Other Assets	83,103	74,461	43,709	54,387	51,123
固定資産合計	Total Noncurrent Assets	221,393	219,022	181,023	183,426	175,051
資産合計	Total Assets	400,966	401,069	324,888	357,141	356,048

連結貸借対照表

Consolidated Balance Sheets

百万円/ Million ¥

負債及び純資産の部	Liabilities and Net Assets	07/3	08/3	09/3	10/3	11/3
負債の部	Liabilities					
流動負債	Current Liabilities					
支払手形及び買掛金	Notes and Accounts Payable	106,524	116,193	68,373	94,229	91,255
短期借入金	Bank Loans	38,389	34,713	46,941	30,641	21,509
未払法人税等	Income Taxes	7,402	5,924	736	3,143	5,310
繰延税金負債	Deferred Income Taxes	131	195	662	906	1,076
役員賞与引当金	Allowance for Directors' Bonuses	185	229	210	180	190
設備支払手形	Equipment Notes Payable	1,815	946	1,459	354	536
その他	Others	23,607	22,461	22,777	23,960	24,663
流動負債合計	Total Current Liabilities	178,057	180,664	141,160	153,415	144,542
固定負債	Long-Term Liabilities					
社債	Corporate Bond	-	-	-	-	10,000
長期借入金	Long-Term Debt	38,513	29,812	36,115	32,586	24,454
リース債務	Lease Obligations	-	-	3,512	3,550	2,889
繰延税金負債	Deferred Income Taxes	18,331	14,814	4,267	9,419	8,118
退職給付引当金	Provision for retirement benefits	16,541	14,548	12,707	11,791	10,081
役員退職慰労引当金	Provision for directors' retirement benefits	1,725	1,745	1,815	557	682
執行役員退職慰労引当金	Provision for officers' retirement benefits	-	-	-	583	667
持分法適用に伴う負債	Liabilities from application of equity method	88	100	76	91	-
その他	Others	3	61	188	611	868
固定負債合計	Total Long-Term Liabilities	75,204	61,082	58,683	59,193	57,761
負債合計	Total Liabilities	253,262	241,746	199,843	212,608	202,303
純資産の部	Net Assets					
株主資本	Stockholders' Equity					
資本金	Common Stock	17,009	17,009	17,009	17,009	17,009
資本剰余金	Additional Paid-in Capital	17,295	17,295	17,295	17,295	17,523
利益剰余金	Retained Earnings	70,638	87,604	89,408	97,962	114,642
自己株式	Treasury Stock	(775)	(852)	(4,653)	(4,742)	(6,755)
株主資本合計	Total Stockholders' Equity	104,167	121,058	119,060	127,526	142,420
その他の包括利益累計額	Accumulated Other Comprehensive Income(Loss)					
その他有価証券評価差額金	Unrealized Gain or Loss on Available-for-Sale Securities	30,959	23,827	7,534	14,673	12,208
繰延ヘッジ損益	Deferred Gain or Loss on Hedges	42	(31)	0	(4)	(1)
為替換算調整勘定	Cumulative Translation Adjustments	2,440	4,372	(10,632)	(7,952)	(11,823)
その他の包括利益累計額合計	Total Accumulated other comprehensive income(Loss)	33,442	28,169	(3,098)	6,716	383
少数株主持分	Minority Interests	10,094	10,094	9,082	10,290	10,940
純資産合計	Total Net Assets	147,704	159,322	125,044	144,533	153,744
負債及び純資産合計	Total Liabilities and Net Assets	400,966	401,069	324,888	357,141	356,048

連結損益計算書

Consolidated Income Statements

百万円/ Million ¥

		07/3	08/3	09/3	10/3	11/3
売上高	Net Sales	428,059	484,878	440,908	404,143	456,198
売上原価	Cost of Sales	367,381	419,028	396,219	353,303	389,142
売上総利益	Gross Profit	60,677	65,850	44,689	50,839	67,056
販売費及び一般管理費	Selling General and Administrative Expenses	35,562	35,494	34,229	32,053	34,298
営業利益	Operating Income	25,115	30,356	10,459	18,785	32,757
営業外収益	Non-Operating Income	5,276	5,933	6,172	3,638	4,658
受取利息及び配当金	Interest Income and Dividends Income	1,011	1,413	1,242	596	914
持分法による投資利益	Investment Profit on Equity Method	1,365	1,010	1,255	882	1,481
不動産賃貸料	Real Estate Rental Income	938	873	960	909	880
屑売却代	Waste and Scrap Sale Income	1,272	1,984	1,682	42	—
その他	Others	688	650	1,031	1,207	1,381
営業外費用	Non-Operating Expenses	3,205	4,952	3,706	4,792	4,007
支払利息	Interest Expense	1,563	1,693	1,467	1,316	960
固定資産除却損	Loss on Disposal of Fixed Assets	697	642	466	621	475
その他	Others	944	2,616	1,772	2,854	2,572
経常利益	Ordinary Income	27,185	31,336	12,925	17,631	33,407
特別利益	Extraordinary Gains	2,355	3,420	230	309	192
固定資産売却益	Gains on Sales of Fixed Assets	376	123	—	130	—
投資有価証券売却益	Gains on Sales of Investments in Securities	1,298	3,168	17	22	33
その他	Others	679	127	213	156	158
特別損失	Extraordinary Losses	1,849	286	3,548	2,617	2,651
減損損失	Impairment Loss on Fixed Assets	1,002	5	1,624	1,058	19
その他	Others	846	281	1,924	1,558	2,632
税金等調整前当期純利益	Income before Taxes and Minority Interest Income	27,691	34,470	9,608	15,323	30,948
法人税等	Income Taxes	11,143	10,589	2,076	4,422	9,274
法人税等調整額	Deferred Taxes	(490)	1,362	1,886	(447)	123
少数株主利益	Minority Interest Income	1,106	2,156	382	1,059	2,129
当期純利益	Net Income	15,931	20,361	5,262	10,290	19,420

連結キャッシュ・フロー計算書

Consolidated Cash Flow Statements

百万円/ Million ¥

		07/3	08/3	09/3	10/3	11/3
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	Net Income before Income Taxes and Minority Interests	27,691	34,470	9,608	15,323	30,948
減価償却費	Depreciation & Amortization	17,965	22,935	26,600	24,074	22,584
減損損失	Impairment Loss on Fixed Assets	1,002	5	1,624	1,058	19
退職給付引当金増減額	Increase (Decrease) in Retirement Benefits	(2,189)	(2,103)	(1,250)	(1,679)	(1,675)
受取利息及び受取配当金	Interest and Dividends Received	(1,011)	(1,413)	(1,242)	(596)	(914)
支払利息	Interest Expenses	1,563	1,693	1,467	1,316	960
為替差損益	Exchange Profit or Loss	(88)	93	(247)	493	513
持分法による投資利益	Investment Profit on Equity Method	(1,365)	(1,010)	(1,255)	(882)	(1,481)
有形固定資産除売却損益	(Gain) Loss on Property, Plant and Equipment	466	733	715	568	476
投資有価証券売却損益	(Gain) Loss on Sales of Short-Term Investments and Investment Securities	(1,259)	(3,168)	(17)	(14)	(33)
売上債権の増減額	(Increase) Decrease in Notes and Accounts Receivable	1,598	(8,451)	31,053	(26,519)	10,614
たな卸資産の増加額	(Increase) Decrease in Inventories	(5,473)	(1,788)	1,183	4,760	(2,038)
仕入債務の増減額	Increase (Decrease) in Notes and Accounts Payable	14,867	2,169	(39,913)	24,494	(3,124)
その他	Others	0	967	2,093	707	2,484
小計	Subtotal	53,767	45,133	30,419	43,107	59,333
利息及び配当金の受取額	Interest and Dividends Received in Cash	2,041	2,729	2,520	1,262	1,710
利息の支払額	Interest Paid	(1,537)	(1,742)	(1,449)	(1,306)	(955)
法人税等の支払額又は還付額(支払額)	Income taxes (paid) refund	(9,938)	(11,891)	(8,850)	(255)	(7,032)
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used In) Operating Activities	44,334	34,229	22,639	42,807	53,056

連結キャッシュ・フロー計算書

Consolidated Cash Flow Statements

百万円/ Million ¥

		07/3	08/3	09/3	10/3	11/3
投資活動によるキャッシュ・フロー	Investing Activities					
定期預金の増減額	(Increase) Decrease in Time Deposits	(90)	(22)	(124)	107	327
有形固定資産の取得による支出	Capital Expenditures	(28,108)	(34,641)	(28,659)	(16,321)	(18,616)
有形固定資産の売却による収入	Proceeds from Sales of Property, Plant and Equipment	2,240	3,296	462	195	152
無形固定資産の増減額	(Increase) Decrease in Intangible Fixed Assets	(368)	(620)	(1,366)	(524)	(719)
投資有価証券の増減額	(Increase) Decrease in Investments in Securities	1,110	745	(31)	(857)	(46)
事業売却による収入	An Income by Business Sale	1,000	—	—	—	—
貸付金の増減額	(Increase) Decrease in Loans Receivable	(794)	(2,520)	839	(530)	266
その他	Others	(565)	(1,031)	(423)	153	(1,390)
投資活動によるキャッシュ・フロー	Net Cash Used in Investing Activities	(25,576)	(34,794)	(29,303)	(17,777)	(20,025)
財務活動によるキャッシュ・フロー	Financing Activities					
短期借入金の増減額	Increase (Decrease) in Short-Term Debt	(1,807)	975	9,877	(12,366)	(6,001)
長期借入金の増減額	Increase (Decrease) in Long-Term Debt	5,511	(10,238)	10,923	(7,637)	(10,241)
社債・CPの発行による収入	Proceeds from issuance of corporate bond and commercial papers	—	—	3,000	9,000	22,000
社債・CPの償還による支出	Redemption of corporate bond and commercial papers	—	—	—	(9,000)	(12,000)
自己株式取得による支出	Treasury Stock	(108)	(75)	(3,855)	(91)	(2,661)
リース債務の返済による支出	Repayment of lease obligation	—	—	(481)	(555)	(820)
配当金の支払額	Dividends Paid	(2,183)	(3,394)	(3,355)	(1,670)	(3,297)
少数株主への配当金の支払額	Dividends Paid to Minority Interests	(380)	(229)	(206)	(150)	(186)
その他	Others	—	—	(94)	6	(122)
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used In) Financing Activities	1,032	(12,962)	15,806	(22,465)	(13,330)
現金及び現金同等物に係る換算差額	Effect of Exchange Rate Changes on Cash and Equivalents	631	(920)	(3,353)	549	(2,256)
現金及び現金同等物の増減額	Net Increase (Decrease) in Cash and Cash Equivalents	20,421	(14,447)	5,788	3,113	17,442
現金及び現金同等物の期首残高	Cash and Cash Equivalents at Beginning of Year	18,765	39,973	26,394	32,253	35,379
新規連結による現金及び現金同等物増加額	Increase in Cash and Cash Equivalents Accompanying Consolidation	785	869	—	99	—
連結子会社と非連結子会社との合併に伴う現金及び現金同等物の増加額	Increase in cash and cash equivalents resulting from merger of subsidiaries and merger with unconsolidated subsidiaries	—	—	69	—	—
連結子会社の決算期変更に伴う現金及び現金同等物の増減額	Increase (Decrease) in cash and cash equivalents resulting from changes in fiscal year end of consolidated subsidiaries	—	—	—	(86)	112
現金及び現金同等物の期末残高	Cash and Cash Equivalents at End of Year	39,973	26,394	32,253	35,379	52,934

収支状況 Income and Expenditures

1. 連結損益計算書 Consolidated Income Statement

百万円/Million ¥

	実績	実績	予想
	Actual	Actual	Forecast
	10/3	11/3	12/3
売上高 Net Sales	404,143	456,198	-
営業利益 Operating Income	18,785 4.6%	32,757 7.2%	- -
経常利益 Ordinary Income	17,631 4.4%	33,407 7.3%	- -
当期純利益 Net Income	10,290	19,420	-
1株当り利益 EPS	43.45	82.44	-

2. 連結貸借対照表 Consolidated Balance Sheet

百万円/Million ¥

	実績	実績	予想
	Actual	Actual	Forecast
	10/3	11/3	12/3
流動資産 Current Assets	173,714	180,996	-
有形固定資産 Property, Plant and Equipment, Net	126,245	121,544	-
投資等 Total Investments, Long-Term Receivables and Other Assets	57,181	53,507	-
総資産 Total Assets	357,141	356,048	-
有利子負債 Interest-Bearing Debt	66,227	58,964	-
その他負債 Other Liabilities	146,380	143,339	-
少数株主持分 Minority Interests	10,290	10,940	-
自己資本 Stockholders' Equity	134,242	142,804	-
負債・純資産計 Total Liabilities and Net Assets	357,141	356,048	-

ROE	8.2%	14.0%	-
ROA	5.2%	9.4%	-

3. 分野別セグメント

Segment Information by Business Group

百万円/Million ¥

		実績	実績	予想
		Actual	Actual	Forecast
		10/3	11/3	12/3
懸架ばね事業	Automotive Suspension Spring Unit			
売上高	Net Sales	77,305	91,152	-
営業利益	Operating Income	517	7,197	-
利益率	Operating Margin	0.7%	7.9%	-
シート事業	Automotive Seating Unit			
売上高	Net Sales	160,811	181,219	-
営業利益	Operating Income	6,539	9,302	-
利益率	Operating Margin	4.1%	5.1%	-
精密部品事業	Precision Spring & Components Unit			
売上高	Net Sales	101,029	113,377	-
営業利益	Operating Income	9,252	12,278	-
利益率	Operating Margin	9.2%	10.8%	-
産業機器ほか事業	Industry & Others			
売上高	Net Sales	64,839	70,256	-
営業利益	Operating Income	2,476	3,979	-
利益率	Operating Margin	3.8%	5.7%	-
調整	Adjustment			
売上高	Net Sales	157	191	-
営業利益	Operating Income	-	-	-
利益率	Operating Margin	-	-	-
連結	Consolidated			
売上高	Net Sales	404,143	456,198	-
営業利益	Operating Income	18,785	32,757	-
利益率	Operating Margin	4.6%	7.2%	-

4. 所在地別セグメント

Segment Information by Location

百万円/Million ¥

		実績	実績	予想
		Actual	Actual	Forecast
		10/3	11/3	12/3
日本	Japan			
売上高	Net Sales	288,589	309,200	-
営業利益	Operating Income	9,708	17,678	-
利益率	Operating Margin	3.4%	5.7%	-
北米	North America			
売上高	Net Sales	37,239	43,430	-
営業利益	Operating Income	622	1,657	-
利益率	Operating Margin	1.7%	3.8%	-
アジア	Asia			
売上高	Net Sales	78,313	103,567	-
営業利益	Operating Income	8,455	13,421	-
利益率	Operating Margin	10.8%	12.9%	-
連結	Consolidated			
売上高	Net Sales	404,143	456,198	-
営業利益	Operating Income	18,785	32,757	-
利益率	Operating Margin	4.6%	7.2%	-