

# FINANCIAL FACT BOOK 2010

(目次 / CONTENTS)	(頁 / PAGE)
<b>[連結決算 / Consolidated Statements]</b>	<b>( 1 - 15 )</b>
経営成績 (売上高、利益、収益性) Operating Results (Net Sales, Income, and Profitability)	1 - 4
財政状態 (総資産、自己資本、有利子負債) Financial Condition (Total Assets, Stockholders' Equity, and Interest-Bearing Debt)	5 - 6
セグメント情報 (事業の種類別、所在地別、地域別売上高) Segment Information (Segment by Business Group, Segment by Location, and Sales by Region)	7 - 9
設備投資、減価償却費、営業キャッシュ・フロー Capital Expenditures, Depreciation & Amortization, and Operating Cash Flows	10
研究開発費 Research & Development	11
連結対象会社数 Number of Consolidated Subsidiaries	11
連結貸借対照表 Consolidated Balance Sheets	12 - 13
連結損益計算書 Consolidated Income Statements	14
連結キャッシュ・フロー計算書 Consolidated Cash Flow Statements	15 - 16

# FINANCIAL FACT BOOK 2010

(目次 / CONTENTS)

(頁 / PAGE)

---

[2011年3月期予想要約 / Forecast Summary for the Period Ending March 2011 ]	( 17 - 18 )
収支状況 (連結損益計算書、連結貸借対照表) Income and Expenditures (Consolidated Income Statements and Consolidated Balance Sheets)	17
ROE・ROA (連結) ROE and ROA (Consolidated)	17
セグメント情報(事業の種類別、所在地別) Segment Information (Segment by Business Group, Segment by Location)	18

---

[ 注記 ]

業績見通しには、現時点で入手可能な情報と当社の今後の計画等の将来予測が含まれています。国内外の経済事情、為替レート等不確実な要因の状況変化によって、実際の業績が見通しとは大きく異なる可能性があることをご承知おきください。

[ Notes ]:

These earnings forecasts include information that was currently available at the time and predictions of our company's future plans. Please be aware that actual results may differ greatly from these forecasts because of changes in uncertain factors such as international and domestic economic information and exchange rates.

2010年5月18日  
May 18, 2010

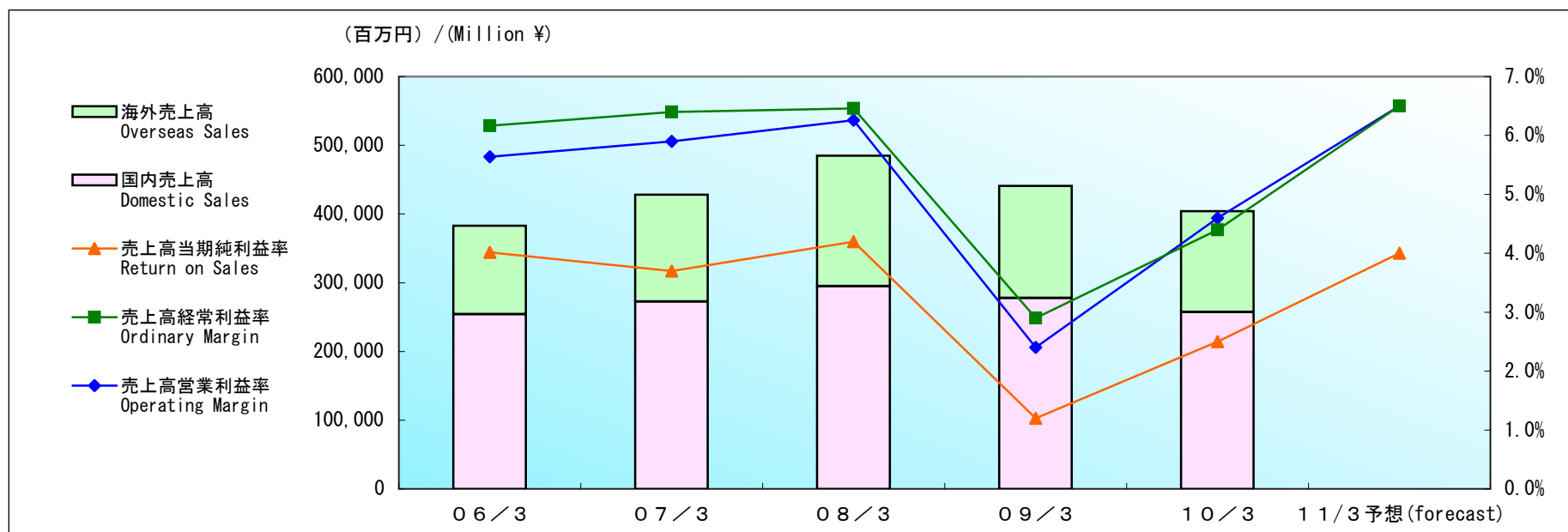
日本発条株式会社  
NHK Spring Co., Ltd.

# 経営成績

# Operating Results

## (1) 売上高

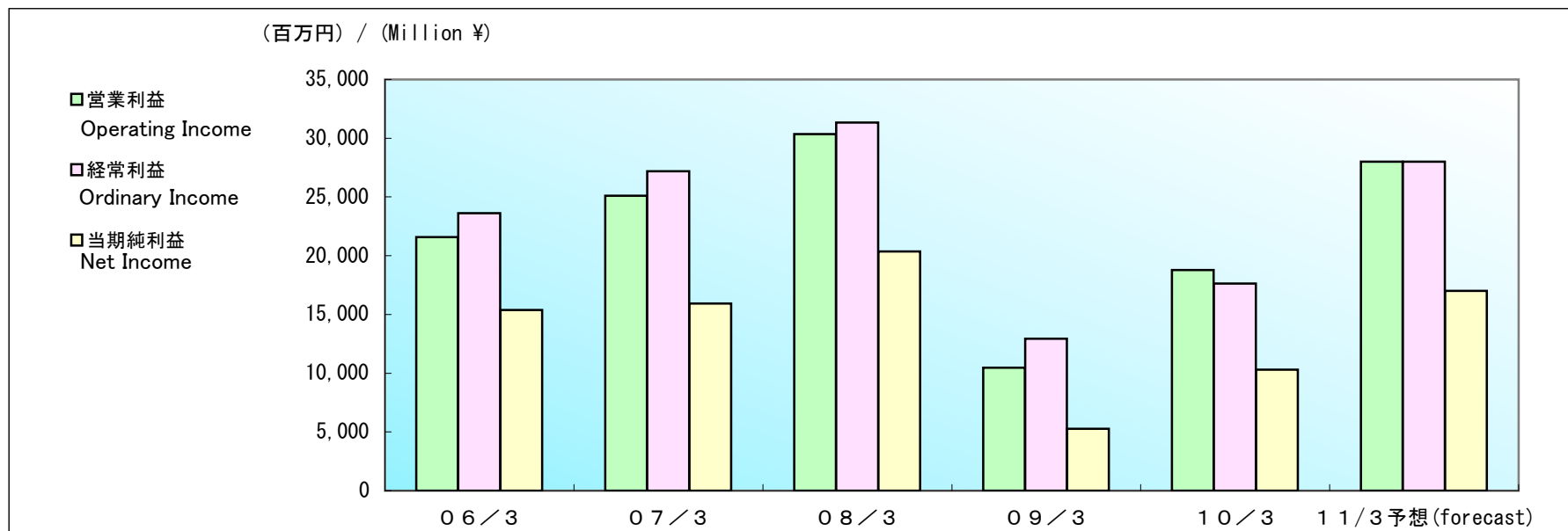
## Net Sales



		百万円 / Million ¥					
		06/3	07/3	08/3	09/3	10/3	11/3 予想 (forecast)
売上高	Net Sales	383,096	428,059	484,878	440,908	404,143	430,000
前年比	Year-over-Year	14.5%	11.7%	13.3%	(9.1%)	(8.3%)	6.4%
国内売上高	Domestic Sales	254,148	272,434	294,861	277,740	257,303	—
前年比	Year-over-Year	11.1%	7.2%	8.2%	(5.8%)	(7.4%)	—
海外売上高	Overseas Sales	128,948	155,625	190,017	163,167	146,839	—
前年比	Year-over-Year	21.8%	20.7%	22.1%	(14.1%)	(10.0%)	—
売上高営業利益率	Operating Margin	5.6%	5.9%	6.3%	2.4%	4.6%	6.5%
売上高経常利益率	Ordinary Margin	6.2%	6.4%	6.5%	2.9%	4.4%	6.5%
売上高当期純利益率	Return on Sales	4.0%	3.7%	4.2%	1.2%	2.5%	4.0%

(2) 利益

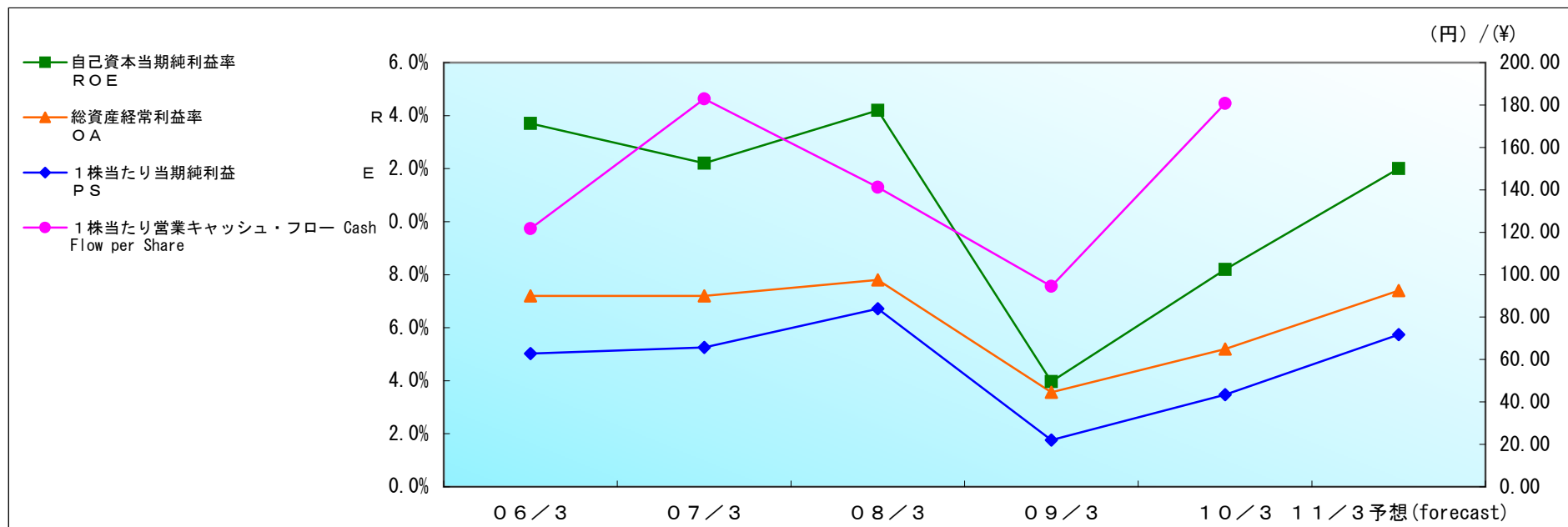
Income



		百万円 / Million¥					
		06/3	07/3	08/3	09/3	10/3	11/3 予想 (forecast)
営業利益	Operating Income	21,595	25,115	30,356	10,459	18,785	28,000
前年比	Year-over-Year	21.3%	16.3%	20.9%	(65.5%)	79.6%	49.0%
経常利益	Ordinary Income	23,612	27,185	31,336	12,925	17,631	28,000
前年比	Year-over-Year	23.4%	15.1%	15.3%	(58.8%)	36.4%	58.8%
当期純利益	Net Income	15,389	15,931	20,361	5,262	10,290	17,000
前年比	Year-over-Year	71.2%	3.5%	27.8%	(74.2%)	95.6%	65.2%

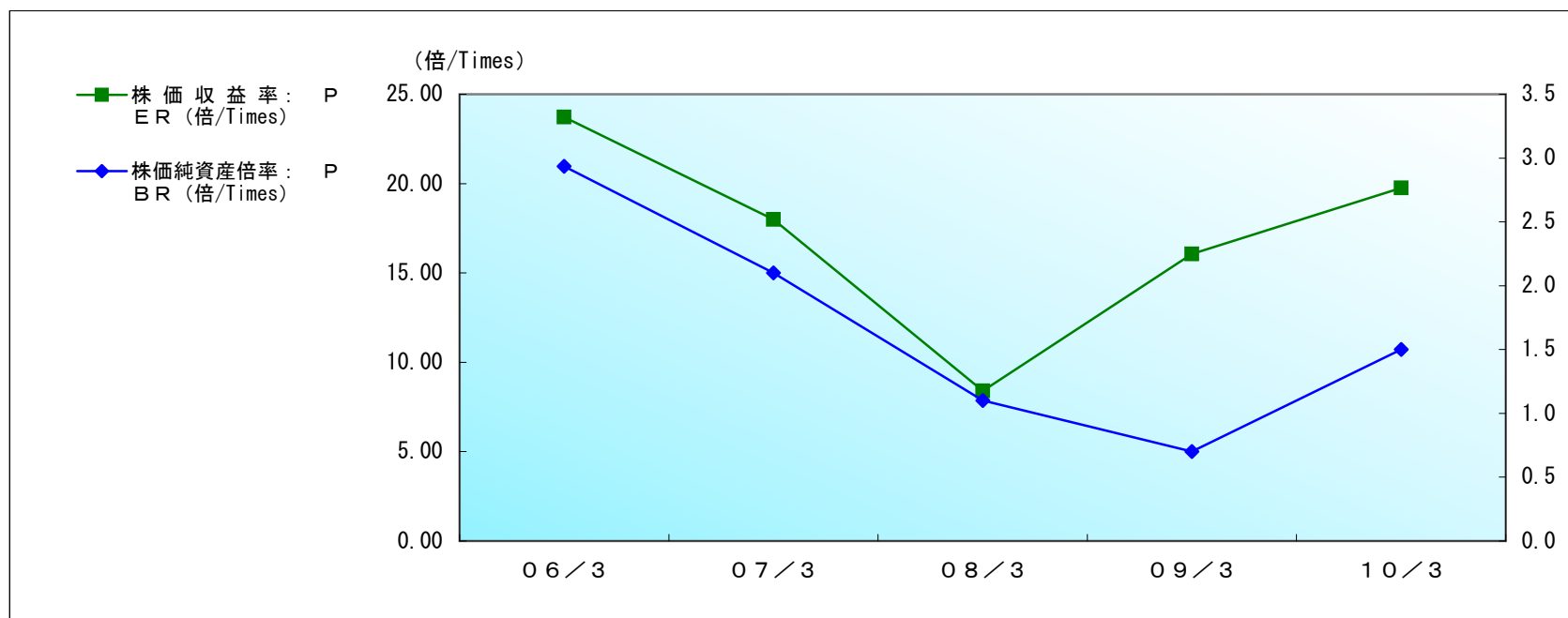
(3) 収益性 Profitability

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



		(円)/(¥)					
		06/3	07/3	08/3	09/3	10/3	11/3 予想 (forecast)
自己資本当期純利益率	ROE	13.7%	12.2%	14.2%	4.0%	8.2%	12.0%
総資産経常利益率	ROA	7.2%	7.2%	7.8%	3.6%	5.2%	7.4%
1株当たり当期純利益	EPS	62.83	65.71	84.01	21.98	43.45	71.80
1株当たり営業キャッシュ・フロー	Cash Flow per Share	121.75	182.86	141.23	94.58	180.75	-

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)



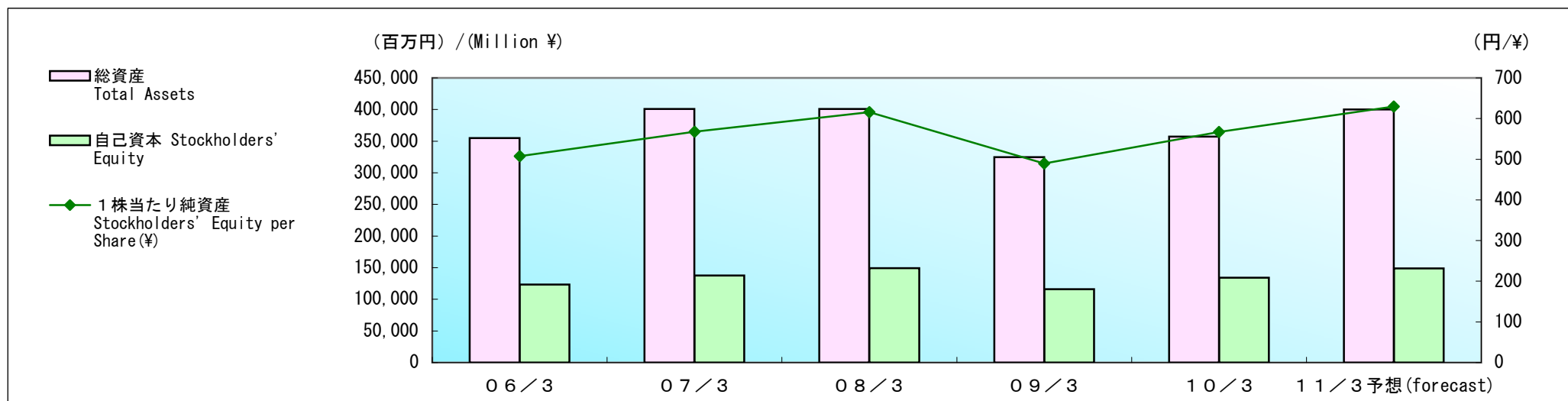
	06/3	07/3	08/3	09/3	10/3
期末日株価 (円) : Closing Share Price at Fiscal Year End (¥)	1,490	1,183	706	353	858
株価収益率 : PER (倍/Times)	23.71	18.00	8.40	16.06	19.75
株価営業キャッシュ・フロー倍率 (倍/Times) : Price Operating Cash Flow Ratio	12.2	6.5	5.0	3.7	4.7
株価純資産倍率 : PBR (倍/Times)	2.9	2.1	1.1	0.7	1.5

# 財政状態

# Financial Condition

## (1) 総資産、自己資本

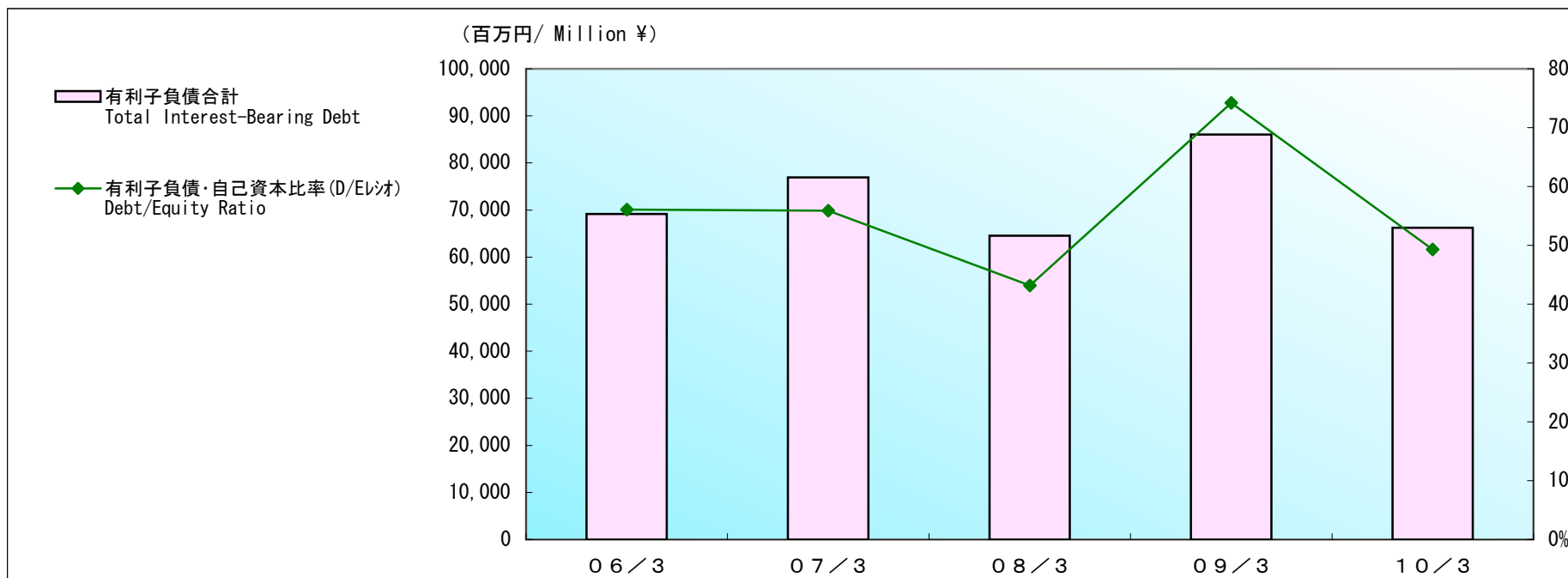
## Total Assets, Stockholders' Equity



		百万円/Million ¥					
		06/3	07/3	08/3	09/3	10/3	11/3 予想 (forecast)
総資産	Total Assets	355,060	400,966	401,069	324,888	357,141	400,000
自己資本	Stockholders' Equity	123,272	137,610	149,227	115,961	134,242	149,000
自己資本比率	Stockholders' Equity to Total Assets Ratio	34.7%	34.3%	37.2%	35.7%	37.6%	37.3%
1株当たり純資産	Stockholders' Equity per Share (¥)	507.75	567.70	615.82	489.57	567.01	629.34

(2) 有利子負債

Interest-Bearing Debt



		百万円/ Million ¥				
		06/3	07/3	08/3	09/3	10/3
短期借入金	Short-Term Debt	23,213	22,627	21,535	31,937	20,073
長期借入金	Long-Term Debt	47,759	55,305	47,274	55,973	48,203
(うち一年以内返済)	(Due Within One Year)	(13,503)	(16,775)	(16,412)	(19,857)	(15,617)
内部取引の消去	Intersegment	(1,824)	(1,029)	(4,283)	(4,853)	(5,050)
借入金合計	Total Borrowings	69,149	76,903	64,525	83,057	63,227
コマーシャル・ペーパー	Commercial papers	—	—	—	3,000	3,000
有利子負債合計	Total Interest-Bearing Debt	69,149	76,903	64,525	86,057	66,227
有利子負債・自己資本比率(D/Eレシオ)	Debt/Equity Ratio	56.1%	55.9%	43.2%	74.2%	49.3%
純有利子負債合計	Net Interest-Bearing Debt	49,775	36,186	37,396	54,566	30,205

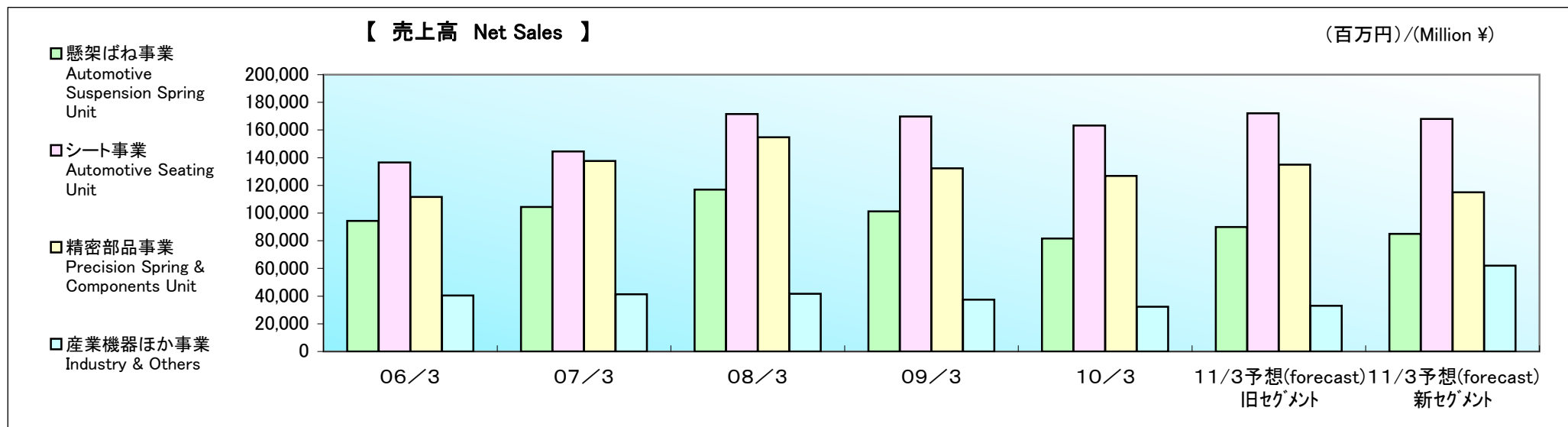


# セグメント情報

## Segment Information

### (1) 事業の種類別セグメント

### Segment by Business Group

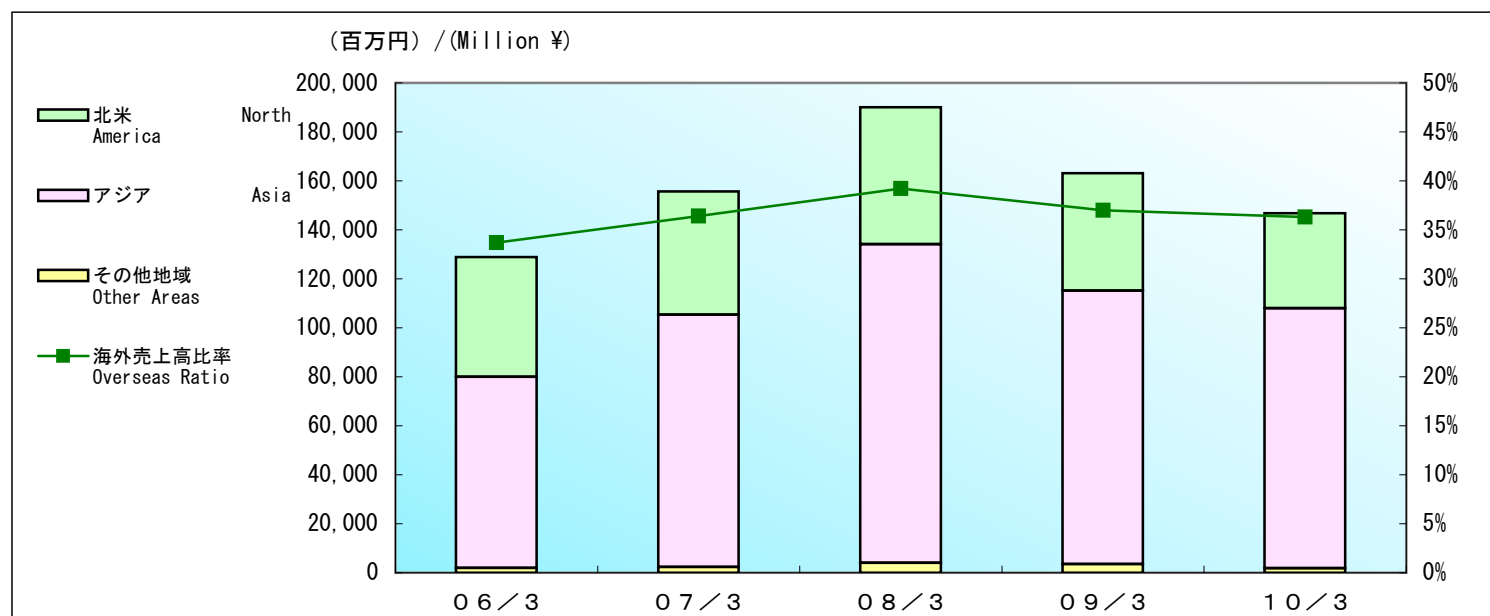


		06/3	07/3	08/3	09/3	10/3	11/3 予想 (forecast) 旧セグメント	11/3 予想 (forecast) 新セグメント
売上高 : Net Sales	懸架ばね事業 Automotive Suspension Spring Unit	94,266	104,482	116,917	101,194	81,623	90,000	85,000
	シート事業 Automotive Seating Unit	136,593	144,597	171,603	169,870	163,331	172,000	168,000
	精密部品事業 Precision Spring & Components Unit	111,727	137,609	154,723	132,404	126,922	135,000	115,000
	産業機器ほか事業 Industry & Others	40,508	41,369	41,634	37,438	32,265	33,000	62,000
	<b>連結 (Consolidated)</b>	<b>383,096</b>	<b>428,059</b>	<b>484,878</b>	<b>440,908</b>	<b>404,143</b>	<b>430,000</b>	<b>430,000</b>
営業利益 : Operating Income	懸架ばね事業 Automotive Suspension Spring Unit	2,011	1,204	4,757	344	468	4,200	4,000
	シート事業 Automotive Seating Unit	5,720	6,074	8,033	3,537	6,848	9,000	9,000
	精密部品事業 Precision Spring & Components Unit	10,573	14,349	14,450	4,333	9,345	12,000	11,000
	産業機器ほか事業 Industry & Others	3,290	3,487	3,114	2,244	2,122	2,800	4,000
	<b>連結 (Consolidated)</b>	<b>21,595</b>	<b>25,115</b>	<b>30,356</b>	<b>10,459</b>	<b>18,785</b>	<b>28,000</b>	<b>28,000</b>
資産 : Assets	懸架ばね事業 Automotive Suspension Spring Unit	89,738	100,131	87,283	67,985	79,750	—	90,000
	シート事業 Automotive Seating Unit	89,724	81,132	99,130	71,274	113,601	—	130,000
	精密部品事業 Precision Spring & Components Unit	128,309	159,050	152,926	127,609	125,355	—	140,000
	産業機器ほか事業 Industry & Others	47,288	60,652	61,728	58,019	38,435	—	40,000
	<b>連結 (Consolidated)</b>	<b>355,060</b>	<b>400,966</b>	<b>401,069</b>	<b>324,888</b>	<b>357,141</b>	<b>—</b>	<b>400,000</b>

(2) 所在地別セグメント Segment by Location

			百万円/ Million ¥					
			06/3	07/3	08/3	09/3	10/3	11/3 予想 (forecast)
売上高:	日本:	Japan						
Net Sales	対外部顧客	For Customers	291,601	313,643	334,704	305,034	288,589	299,000
	セグメント間	Intersegment	14,329	12,919	13,491	11,394	15,814	14,000
	計	Total	305,930	326,562	348,196	316,428	304,403	313,000
	北米:	North America						
	対外部顧客	For Customers	43,794	42,353	51,314	45,755	37,239	38,800
	セグメント間	Intersegment	(210)	1,503	453	249	259	200
	計	Total	43,583	43,857	51,767	46,005	37,498	39,000
	アジア:	Asia						
	対外部顧客	For Customers	47,701	72,062	98,860	90,117	78,313	92,200
	セグメント間	Intersegment	208	620	993	1,063	1,152	800
	計	Total	47,909	72,683	99,853	91,181	79,465	93,000
	消去	Intersegment Sales	(14,326)	(15,043)	(14,938)	(12,707)	(17,225)	(15,000)
	連結	Consolidated	383,096	428,059	484,878	440,908	404,143	430,000
営業利益:	日本	Japan	18,453	21,158	20,004	1,419	9,708	17,000
Operating Income	北米	North America	(1,732)	(2,151)	(418)	192	622	1,000
	アジア	Asia	4,874	6,107	10,769	8,847	8,455	10,000
	連結	Consolidated	21,595	25,115	30,356	10,459	18,785	28,000
資産:	日本	Japan	317,477	344,926	338,529	283,910	308,939	341,000
Assets	北米	North America	24,132	33,817	27,232	23,959	21,975	24,200
	アジア	Asia	31,128	52,341	68,270	50,200	64,362	74,800
	全社又は消去	Whole company or Eliminations	(17,677)	(30,118)	(32,962)	(33,181)	(38,136)	(40,000)
	連結	Consolidated	355,060	400,966	401,069	324,888	357,141	400,000

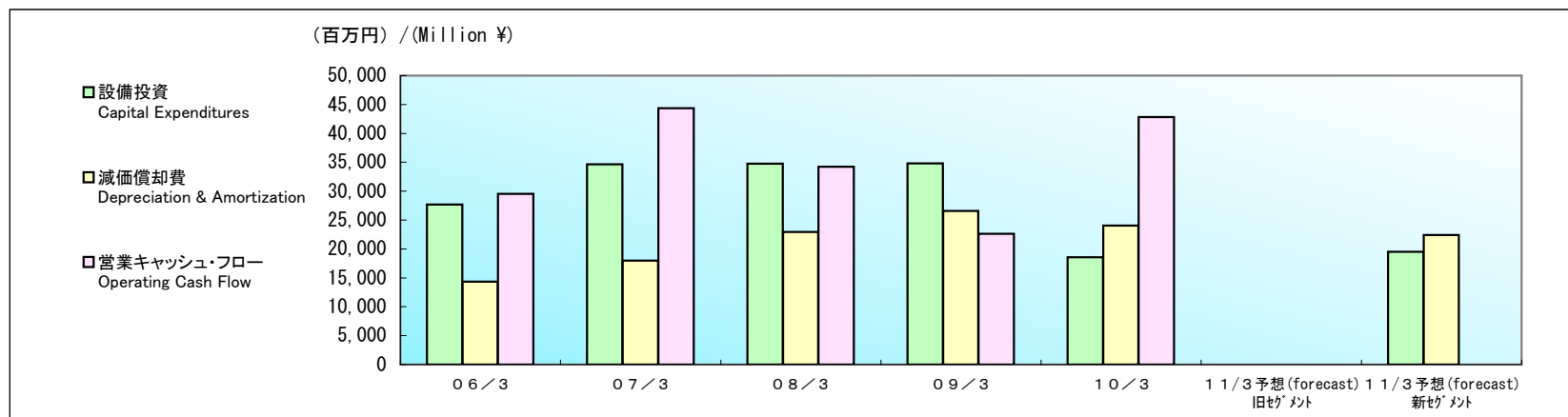
(3) 地域別売上高 Sales by Region



		百万円 / Million ¥					
		06/3	07/3	08/3	09/3	10/3	
北米	売上高	Net Sales	48,998	50,284	55,901	48,055	38,924
North America	構成比	Composition	12.8%	11.7%	11.5%	10.9%	9.6%
	前年比	Year-over-Year	24.3%	2.6%	11.2%	(14.0%)	(19.0%)
アジア	売上高	Net Sales	78,022	103,020	130,000	111,584	106,105
Asia	構成比	Composition	20.4%	24.2%	26.9%	25.3%	26.3%
	前年比	Year-over-Year	19.5%	32.0%	26.2%	(14.2%)	(4.9%)
その他の地域	売上高	Net Sales	1,927	2,319	4,115	3,528	1,809
Other Areas	構成比	Composition	0.5%	0.5%	0.8%	0.8%	0.4%
	前年比	Year-over-Year	68.3%	20.3%	77.4%	(14.3%)	(48.7%)
海外売上高合計		Overseas Total	128,948	155,625	190,017	163,167	146,839
海外売上高比率		Overseas Ratio	33.7%	36.4%	39.2%	37.0%	36.3%

# 設備投資、減価償却費、営業キャッシュ・フロー

## Capital Expenditures, Depreciation & Amortization and Operating Cash Flows



		百万円 / Million ¥						旧セグメント	新セグメント
		06/3	07/3	08/3	09/3	10/3	11/3 予想 (forecast) 旧セグメント	11/3 予想 (forecast) 新セグメント	
設備投資	Capital Expenditures	27,666	34,661	34,779	34,800	18,572	-	19,515	
前年比	Year-over-Year	45.3%	25.3%	0.3%	0.1%	(46.6%)	-	5.1%	
減価償却費	Depreciation & Amortization	14,366	17,965	22,935	26,600	24,074	-	22,406	
前年比	Year-over-Year	9.9%	25.1%	27.7%	16.0%	(9.5%)	-	(6.9%)	
営業キャッシュ・フロー	Operating Cash Flow	29,521	44,334	34,229	22,639	42,807	-	-	
前年比	Year-over-Year	9.9%	50.2%	(22.8%)	(33.9%)	89.1%	-	-	

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

懸架ばね事業 Automotive Suspension Spring Unit	設備投資 Capital Expenditures	8,764	8,202	5,475	9,027	2,552	3,182	3,095
	減価償却費 Depreciation & Amortization	3,591	4,597	5,263	6,705	5,117	4,911	4,845
シート事業 Automotive Seating Unit	設備投資 Capital Expenditures	6,453	6,925	6,298	8,622	3,457	4,553	4,450
	減価償却費 Depreciation & Amortization	3,637	3,683	4,960	5,940	5,973	4,910	4,842
精密部品事業 Precision Spring & Components Unit	設備投資 Capital Expenditures	11,039	17,750	21,982	15,475	11,927	10,453	10,216
	減価償却費 Depreciation & Amortization	6,218	8,684	11,528	12,608	11,723	11,258	11,034
産業機器ほか事業 Industry & Others	設備投資 Capital Expenditures	1,408	1,782	1,023	1,675	634	1,326	1,754
	減価償却費 Depreciation & Amortization	919	1,000	1,183	1,346	1,260	1,326	1,683

## 研究開発費

## Research & Development

		百万円/ Million ¥				
		07/3	08/3	09/3	10/3	11/3 予想 (forecast)
研究開発費	Research & Development	8,630	8,868	10,541	9,612	9,709
売上高比率	R&D per Sales Ratio	2.0%	1.8%	2.4%	2.4%	2.3%

※ 今年度(10/3)より、次のとおり集計基準を見直しております。これに伴い、07/3・08/3・09/3の数値を修正再表示しております。

従来基準…NHK(人件費+経費+償却費+開発設備投資)+国内外連結子会社(人件費+経費+償却費+開発設備投資)

新基準…NHK(人件費+経費+償却費)+国内外連結子会社(人件費+経費+償却費)

※ From the current fiscal year (10/3), The company have reviewed the standard as follows and restated the amounts for 07/3,08/3 and 09/3.

Old standard … NHK(Labor costs + Expenses + Depreciation & Amortization + Capital expenditures for Research & Development) +

all of the subsidiaries(Labor costs + Expenses + Depreciation & Amortization + Capital expenditures for Research & Development)

New standard … NHK(Labor costs + Expenses + Depreciation & Amortization) +

all of the subsidiaries(Labor costs + Expenses + Depreciation & Amortization)

## 連結対象会社数

## Number of Consolidated Subsidiaries

		07/3	08/3	09/3	10/3
連結子会社：	Consolidated Subsidiaries				
国内	Domestic	13	14	14	14
海外	Overseas	12	11	11	12
計	Total	25	25	25	26
持分法適用会社：	Affiliated Companies				
国内	Domestic	8	7	7	7
海外	Overseas	3	3	3	3
計	Total	11	10	10	10

# 連結貸借対照表 Consolidated Balance Sheets

百万円/ Million ¥

資産の部	Assets	06/3	07/3	08/3	09/3	10/3
<b>流動資産</b>	<b>Current assets</b>					
現金及び預金	Cash and deposits	19,373	40,717	27,129	31,490	36,021
受取手形及び売掛金	Notes and accounts receivable-trade	83,496	84,945	98,324	61,241	88,337
たな卸資産	Inventories	30,126	36,915	38,994	34,845	30,699
繰延税金資産	Deferred tax assets	3,777	4,415	4,482	3,891	4,510
その他	Other	11,462	12,982	13,806	12,757	14,220
貸倒引当金	Allowance for doubtful accounts	(363)	(404)	(691)	(360)	(74)
<b>流動資産合計</b>	<b>Total current assets</b>	<b>147,873</b>	<b>179,570</b>	<b>182,046</b>	<b>143,865</b>	<b>173,714</b>
<b>固定資産</b>	<b>Noncurrent assets</b>					
<b>有形固定資産</b>	<b>Property, Plant and Equipment, Net</b>					
建物及び構築物	Buildings and structures	38,917	42,765	47,548	43,392	44,232
機械装置及び運搬具	Machinery, equipment and vehicles	36,515	44,427	52,332	44,872	40,351
土地	Land	27,014	27,531	27,419	27,332	28,393
リース資産	Lease assets	—	—	—	3,828	4,180
建設仮勘定	Construction in progress	4,354	10,776	3,362	7,116	3,324
その他	Other	6,817	7,412	9,529	6,897	5,761
<b>有形固定資産合計</b>	<b>Total property, plant and equipment</b>	<b>113,618</b>	<b>132,913</b>	<b>140,192</b>	<b>133,439</b>	<b>126,245</b>
<b>無形固定資産</b>	<b>Intangible assets</b>					
のれん	Goodwill	3,100	2,455	1,751	998	367
その他	Other	3,127	2,922	2,617	2,876	2,426
<b>無形固定資産合計</b>	<b>Total intangible assets</b>	<b>6,228</b>	<b>5,378</b>	<b>4,368</b>	<b>3,874</b>	<b>2,794</b>
<b>投資その他の資産</b>	<b>Investments and other assets</b>					
投資有価証券	Investment securities	79,357	76,718	67,725	37,170	48,244
長期貸付金	Long-term loans receivable	1,141	1,250	919	1,104	614
繰延税金資産	Deferred tax assets	1,327	1,375	1,461	1,668	2,055
その他	Other	6,066	4,452	4,682	4,179	3,849
貸倒引当金	Allowance for doubtful accounts	(553)	(693)	(327)	(414)	(376)
<b>投資その他の資産合計</b>	<b>Total investments and other assets</b>	<b>87,340</b>	<b>83,103</b>	<b>74,461</b>	<b>43,709</b>	<b>54,387</b>
<b>固定資産合計</b>	<b>Total noncurrent assets</b>	<b>207,187</b>	<b>221,393</b>	<b>219,022</b>	<b>181,023</b>	<b>183,426</b>
<b>資産合計</b>	<b>Total assets</b>	<b>355,060</b>	<b>400,966</b>	<b>401,069</b>	<b>324,888</b>	<b>357,141</b>

# 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	06/3	07/3	08/3	09/3	10/3
<b>負債の部</b>	<b>Liabilities</b>					
<b>流動負債</b>	<b>Current liabilities</b>					
支払手形及び買掛金	Notes and accounts payable-trade	85,874	106,524	116,193	68,373	94,229
短期借入金	Short-term loans payable	34,893	38,389	34,713	46,941	30,641
未払法人税等	Income taxes payable	5,949	7,402	5,924	736	3,143
繰延税金負債	Deferred tax liabilities	5	131	195	662	906
役員賞与引当金	Provision for directors' bonuses	—	185	229	210	180
設備支払手形	Notes payable-facilities	2,579	1,815	946	1,459	354
その他	Other	20,118	23,607	22,461	22,777	23,960
<b>流動負債合計</b>	<b>Total current liabilities</b>	<b>149,421</b>	<b>178,057</b>	<b>180,664</b>	<b>141,160</b>	<b>153,415</b>
<b>固定負債</b>	<b>Noncurrent liabilities</b>					
長期借入金	Long-term loans payable	34,255	38,513	29,812	36,115	32,586
リース債務	Lease obligations	—	—	—	3,512	3,550
繰延税金負債	Deferred tax liabilities	19,737	18,331	14,814	4,267	9,419
退職給付引当金	Provision for retirement benefits	18,305	16,541	14,548	12,707	11,791
役員退職慰労引当金	Provision for directors' retirement benefits	1,597	1,725	1,745	1,815	557
執行役員退職慰労引当金	Provision for officers' retirement benefits	—	—	—	—	583
持分法適用に伴う負債	Liabilities from application of equity method	210	88	100	76	91
その他	Other	22	3	61	188	611
<b>固定負債合計</b>	<b>Total noncurrent liabilities</b>	<b>74,130</b>	<b>75,204</b>	<b>61,082</b>	<b>58,683</b>	<b>59,193</b>
<b>負債合計</b>	<b>Total liabilities</b>	<b>223,551</b>	<b>253,262</b>	<b>241,746</b>	<b>199,843</b>	<b>212,608</b>
<b>純資産の部</b>	<b>Net assets</b>					
<b>株主資本</b>	<b>Shareholders' equity</b>					
資本金	Capital stock	17,009	17,009	17,009	17,009	17,009
資本剰余金	Capital surplus	17,295	17,295	17,295	17,295	17,295
利益剰余金	Retained earnings	57,826	70,638	87,604	89,408	97,962
自己株式	Treasury stock	(667)	(775)	(852)	(4,653)	(4,742)
<b>株主資本合計</b>	<b>Total shareholders' equity</b>	<b>91,465</b>	<b>104,167</b>	<b>121,058</b>	<b>119,060</b>	<b>127,526</b>
<b>評価・換算差額等</b>	<b>Valuation and translation adjustments</b>					
その他有価証券評価差額金	Valuation difference on available-for-sale securities	32,812	30,959	23,827	7,534	14,673
繰延ヘッジ損益	Deferred gains or losses on hedges	—	42	(31)	0	(4)
為替換算調整勘定	Foreign currency translation adjustment	(1,004)	2,440	4,372	(10,632)	(7,952)
<b>評価・換算差額等合計</b>	<b>Total valuation and translation adjustments</b>	<b>31,807</b>	<b>33,442</b>	<b>28,169</b>	<b>(3,098)</b>	<b>6,716</b>
<b>少数株主持分</b>	<b>Minority interests</b>	<b>8,236</b>	<b>10,094</b>	<b>10,094</b>	<b>9,082</b>	<b>10,290</b>
<b>純資産合計</b>	<b>Total net assets</b>	<b>131,509</b>	<b>147,704</b>	<b>159,322</b>	<b>125,044</b>	<b>144,533</b>
<b>負債純資産合計</b>		<b>355,060</b>	<b>400,966</b>	<b>401,069</b>	<b>324,888</b>	<b>357,141</b>

# 連結損益計算書

## Consolidated Income Statements

百万円/ Million ¥

		06/3	07/3	08/3	09/3	10/3
売上高	Net sales	383,096	428,059	484,878	440,908	404,143
売上原価	Cost of sales	329,067	367,381	419,028	396,219	353,303
<b>売上総利益</b>	<b>Gross profit</b>	<b>54,029</b>	<b>60,677</b>	<b>65,850</b>	<b>44,689</b>	<b>50,839</b>
販売費及び一般管理費	Selling, general and administrative expenses	32,433	35,562	35,494	34,229	32,053
<b>営業利益</b>	<b>Operating income</b>	<b>21,595</b>	<b>25,115</b>	<b>30,356</b>	<b>10,459</b>	<b>18,785</b>
営業外収益	Non-operating income	4,630	5,276	5,933	6,172	3,638
受取利息及び配当金	Interest and dividends income	506	1,011	1,413	1,242	596
持分法による投資利益	Equity in earnings of affiliates	1,689	1,365	1,010	1,255	882
不動産賃貸収入	Rent income of real estate	893	938	873	960	909
屑売却代	Waste and Scrap sale income	726	1,272	1,984	1,682	42
その他	Other	814	688	650	1,031	1,207
営業外費用	Non-operating expenses	2,613	3,205	4,952	3,706	4,792
支払利息	Interest expenses	790	1,563	1,693	1,467	1,316
固定資産除却損	Loss on retirement of noncurrent assets	610	697	642	466	621
その他	Other	1,212	944	2,616	1,772	2,854
<b>経常利益</b>	<b>Ordinary income</b>	<b>23,612</b>	<b>27,185</b>	<b>31,336</b>	<b>12,925</b>	<b>17,631</b>
特別利益	Extraordinary income	2,690	2,355	3,420	230	309
固定資産売却益	Gain on sales of noncurrent assets	34	376	123	—	130
投資有価証券売却益	Gain on sales of investment securities	2,525	1,298	3,168	17	22
その他	Other	130	679	127	213	156
特別損失	Extraordinary loss	1,764	1,849	286	3,548	2,617
減損損失	Impairment loss	696	1,002	5	1,624	1,058
その他	Other	1,068	846	281	1,924	1,558
<b>税金等調整前当期純利益</b>	<b>Income before income taxes</b>	<b>24,538</b>	<b>27,691</b>	<b>34,470</b>	<b>9,608</b>	<b>15,323</b>
法人税、住民税及び事業税	Income taxes-current	9,203	11,143	10,589	2,076	4,422
法人税等調整額	Income taxes-deferred	(1,116)	(490)	1,362	1,886	(447)
少数株主利益	Minority interests in income	1,061	1,106	2,156	382	1,059
<b>当期純利益</b>	<b>Net income</b>	<b>15,389</b>	<b>15,931</b>	<b>20,361</b>	<b>5,262</b>	<b>10,290</b>



連結キャッシュ・フロー計算書

Consolidated Cash Flow Statements

百万円/ Million ¥

		06/3	07/3	08/3	09/3	10/3
<b>営業活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) operating activities</b>					
税金等調整前当期純利益	Income before income taxes	24,538	27,691	34,470	9,608	15,323
減価償却費	Depreciation and amortization	14,366	17,965	22,935	26,600	24,074
減損損失	Impairment loss	696	1,002	5	1,624	1,058
退職給付引当金の増減額	Increase (decrease) in provision for retirement benefits	(1,542)	(2,189)	(2,103)	(1,250)	(1,679)
受取利息及び受取配当金	Interest and dividends income	(506)	(1,011)	(1,413)	(1,242)	(596)
支払利息	Interest expenses	790	1,563	1,693	1,467	1,316
為替差損益	Foreign exchange losses (gains)	(315)	(88)	93	(247)	493
持分法による投資利益	Equity in (earnings) losses of affiliates	(1,689)	(1,365)	(1,010)	(1,255)	(882)
有形固定資産除売却損益	Loss (gain) on sales and retirement of property, plant and equipment	1,088	466	733	715	568
投資有価証券売却損益	Loss (gain) on sales of investment securities	(2,498)	(1,259)	(3,168)	(17)	(14)
売上債権の増減額	Decrease (increase) in notes and accounts receivable-trade	(5,335)	1,598	(8,451)	31,053	(26,519)
たな卸資産の増加額	Decrease (increase) in inventories	(3,792)	(5,473)	(1,788)	1,183	4,760
仕入債務の増減額	Increase (decrease) in notes and accounts payable-trade	7,989	14,867	2,169	(39,913)	24,494
その他	Other, net	2,571	0	967	2,093	707
<b>小計</b>	<b>Subtotal</b>	<b>36,359</b>	<b>53,767</b>	<b>45,133</b>	<b>30,419</b>	<b>43,107</b>
利息及び配当金の受取額	Interest and dividends income received	1,391	2,041	2,729	2,520	1,262
利息の支払額	Interest expenses paid	(782)	(1,537)	(1,742)	(1,449)	(1,306)
法人税等の支払額	Income taxes paid	(7,446)	(9,938)	(11,891)	(8,850)	(255)
<b>営業活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) operating activities</b>	<b>29,521</b>	<b>44,334</b>	<b>34,229</b>	<b>22,639</b>	<b>42,807</b>

連結キャッシュ・フロー計算書 Consolidated Cash Flow Statements

百万円/ Million ¥

		06/3	07/3	08/3	09/3	10/3
<b>投資活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) investing activities</b>					
定期預金の増減額	Decrease (increase) in time deposits	(203)	(90)	(22)	(124)	107
有形固定資産の取得による支出	Purchase of property, plant and equipment	(26,040)	(28,108)	(34,641)	(28,659)	(16,321)
有形固定資産の売却による収入	Proceeds from sales of property, plant and equipment	3,072	2,240	3,296	462	195
無形固定資産の増減額	Decrease (increase) in intangible assets	(1,298)	(368)	(620)	(1,366)	(524)
投資有価証券の増減額	Decrease (increase) in investment securities	(1,447)	1,110	745	(31)	(857)
事業売却による収入	Proceeds from sales of transfer of business	—	1,000	—	—	—
貸付金の増減額	Decrease (increase) in loans receivable	735	(794)	(2,520)	839	(530)
連結範囲の変更に伴う子会社株式の取得	Purchase of investments in subsidiaries resulting in change in scope of consolidation	(5,263)	—	—	—	—
その他	Other, net	(973)	(565)	(1,031)	(423)	153
<b>投資活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) investing activities</b>	<b>(31,418)</b>	<b>(25,576)</b>	<b>(34,794)</b>	<b>(29,303)</b>	<b>(17,777)</b>
<b>財務活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) financing activities</b>					
短期借入金の増減額	Decrease (increase) in short-term loans payable	1,716	(1,807)	975	9,877	(12,366)
長期借入金の増減額	Decrease (increase) in long-term loans payable	11,200	5,511	(10,238)	10,923	(7,637)
社債の増減額	Decrease (increase) in issuance of bonds	(4,400)	—	—	3,000	—
自己株式取得による支出	Purchase of treasury stock	(120)	(108)	(75)	(3,855)	(91)
リース債務の返済による支出	Repayments of lease obligations	—	—	—	(481)	(555)
配当金の支払額	Cash dividends paid	(1,820)	(2,183)	(3,394)	(3,355)	(1,670)
少数株主への配当金の支払額	Cash dividends paid to minority shareholders	(710)	(380)	(229)	(206)	(150)
その他	Other, net	—	—	—	(94)	6
<b>財務活動によるキャッシュ・フロー</b>	<b>Net cash provided by (used in) financing activities</b>	<b>5,866</b>	<b>1,032</b>	<b>(12,962)</b>	<b>15,806</b>	<b>(22,465)</b>
現金及び現金同等物に係る換算差額	Effect of exchange rate change on cash and cash equivalents	916	631	(920)	(3,353)	549
現金及び現金同等物の増減額	Net increase (decrease) in cash and cash equivalents	4,886	20,421	(14,447)	5,788	3,113
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of period	13,315	18,765	39,973	26,394	32,253
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 from the changes of accounting year end date in certain consolidated subsidiaries	—	—	—	—	(86)
新規連結に伴う現金及び現金同等物の増加額	Increase in cash and cash equivalents from newly consolidated subsidiary	563	785	869	—	99
<b>現金及び現金同等物の期末残高</b>	<b>Cash and cash equivalents at end of period</b>	<b>18,765</b>	<b>39,973</b>	<b>26,394</b>	<b>32,253</b>	<b>35,379</b>

## 収支状況 Income and Expenditures

### 1. 連結損益計算書 Consolidated Income Statements

百万円/Million ¥

		実績 Actual	実績 Actual	予想 Forecast
		09/3	10/3	11/3
売上高	Net Sales	440,908	404,143	430,000
営業利益	Operating Income	10,459 2.4%	18,785 4.6%	28,000 6.5%
経常利益	Ordinary Income	12,925 2.9%	17,631 4.4%	28,000 6.5%
当期純利益	Net Income	5,262	10,290	17,000
1株当たり利益	EPS	21.98	43.45	71.80

### 2. 連結貸借対照表 Consolidated Balance Sheets

百万円/Million ¥

		実績 Actual	実績 Actual	予想 Forecast
		09/3	10/3	11/3
流動資産	Current Assets	143,865	173,714	219,000
有形固定資産	Property, Plant and Equipment, Net	133,439	126,245	124,000
投資等	Total Investments, Long-Term Receivables and Other Assets	47,583	57,181	57,000
<b>資産合計</b>	<b>Total Assets</b>	<b>324,888</b>	<b>357,141</b>	<b>400,000</b>
有利子負債	Interest-Bearing Debt	86,057	66,227	58,000
その他負債	Other Liabilities	122,869	156,671	193,000
純資産	Net Assets	115,961	134,242	149,000
<b>負債純資産合計</b>	<b>Total Liabilities and Net Assets</b>	<b>324,888</b>	<b>357,141</b>	<b>400,000</b>

### 自己資本当期純利益率・総資産経常利益率(連結) ROE and ROA (Consolidated)

※1) 自己資本当期純利益率	ROE	4.0%	8.2%	12.0%
※2) 総資産経常利益率	ROA	3.6%	5.2%	7.4%

※1) 自己資本当期純利益率 = 当期利益 ÷ [(当期末純資産 + 前期末純資産) ÷ 2] × 100

※1) ROE = Net Income ÷ [(Net Assets of End of Year + Net Assets of Beginning of Year) ÷ 2] × 100

※2) 総資産経常利益率 = 経常利益 ÷ [(当期末総資産 + 前期末総資産) ÷ 2] × 100

※2) ROA = Ordinary Income ÷ [(Total Assets of End of Year + Total Assets of Beginning of Year) ÷ 2] × 100

## セグメント情報 Segment Information

### 3. 事業の種類別セグメント

#### Segment by Business Group

百万円/Million ¥

		実績 Actual	実績 Actual	予想 Forecast 旧セグメント	予想 Forecast 新セグメント
		09/3	10/3	11/3	11/3
<b>懸架ばね事業</b>	<b>Automotive Suspension Spring Unit</b>				
売上高	Net Sales	101,194	81,623	90,000	85,000
営業利益	Operating Income	344	468	4,200	4,000
利益率	Operating Margin	0.3%	0.6%	4.7%	4.7%
<b>シート事業</b>	<b>Automotive Seating Unit</b>				
売上高	Net Sales	169,870	163,331	172,000	168,000
営業利益	Operating Income	3,537	6,848	9,000	9,000
利益率	Operating Margin	2.1%	4.2%	5.2%	5.4%
<b>精密部品事業</b>	<b>Precision Spring &amp; Components Unit</b>				
売上高	Net Sales	132,404	126,922	135,000	115,000
営業利益	Operating Income	4,333	9,345	12,000	11,000
利益率	Operating Margin	3.3%	7.4%	8.9%	9.6%
<b>産業機器ほか事業</b>	<b>Industry &amp; Others</b>				
売上高	Net Sales	37,438	32,265	33,000	62,000
営業利益	Operating Income	2,244	2,122	2,800	4,000
利益率	Operating Margin	6.0%	6.6%	8.5%	6.5%
<b>連 結</b>	<b>Consolidated</b>				
売上高	Net Sales	440,908	404,143	430,000	430,000
営業利益	Operating Income	10,459	18,785	28,000	28,000
利益率	Operating Margin	2.4%	4.6%	6.5%	6.5%

### 4. 所在地別セグメント

#### Segment by Location

百万円/Million ¥

		実績 Actual	実績 Actual	予想 Forecast
		09/3	10/3	11/3
<b>日 本</b>	<b>Japan</b>			
売上高	Net Sales	305,034	288,589	299,000
営業利益	Operating Income	1,419	9,708	17,000
利益率	Operating Margin	0.5%	3.4%	5.7%
<b>北 米</b>	<b>North America</b>			
売上高	Net Sales	45,755	37,239	38,800
営業利益	Operating Income	192	622	1,000
利益率	Operating Margin	0.4%	1.7%	2.6%
<b>ア ジ ア</b>	<b>Asia</b>			
売上高	Net Sales	90,117	78,313	92,200
営業利益	Operating Income	8,847	8,455	10,000
利益率	Operating Margin	9.8%	10.8%	10.8%
<b>連 結</b>	<b>Consolidated</b>			
売上高	Net Sales	440,908	404,143	430,000
営業利益	Operating Income	10,459	18,785	28,000
利益率	Operating Margin	2.4%	4.6%	6.5%