

FINANCIAL FACT BOOK 2009

(目次 / CONTENTS)	(頁 / PAGE)
[連結決算 / Consolidated Statements]	(1 - 15)
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 (by Business Group, 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 2009

(目次 / CONTENTS)

(頁 / PAGE)

[2010年3月期予想要約 / Forecast Summary for the Period Ending March 2010]	(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 (by Business Group, 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

2009年5月20日
May 20, 2009

日本発条株式会社

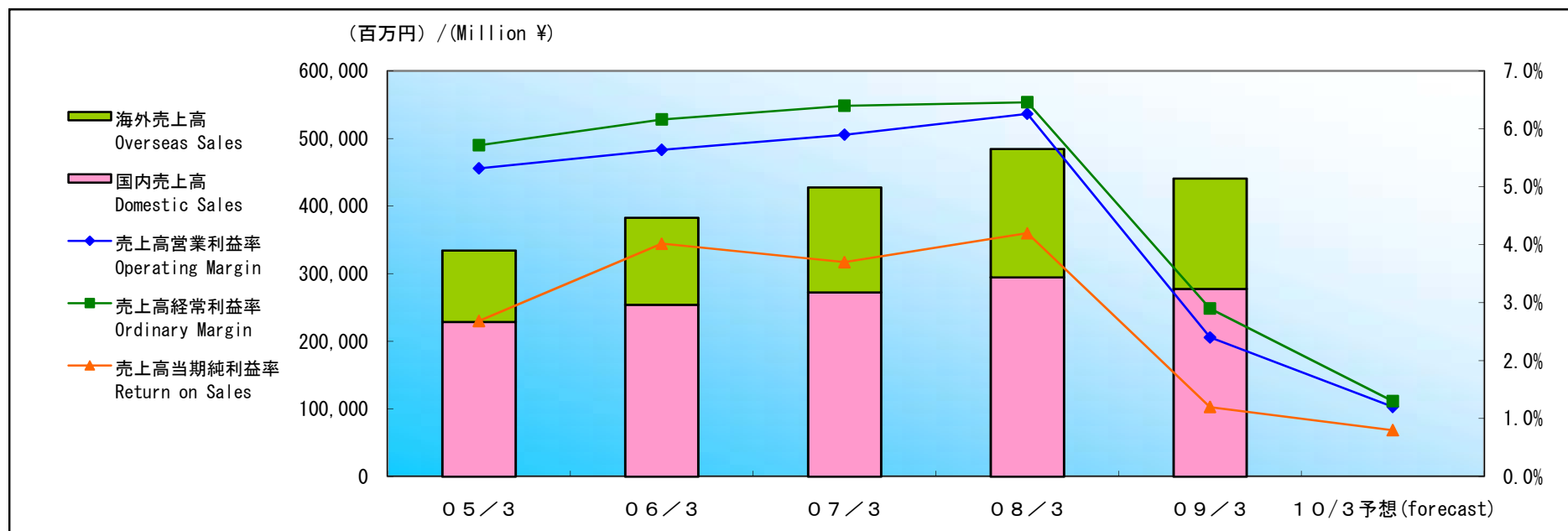
NHK Spring Co., Ltd.

経営成績

Financial Data

(1) 売上高

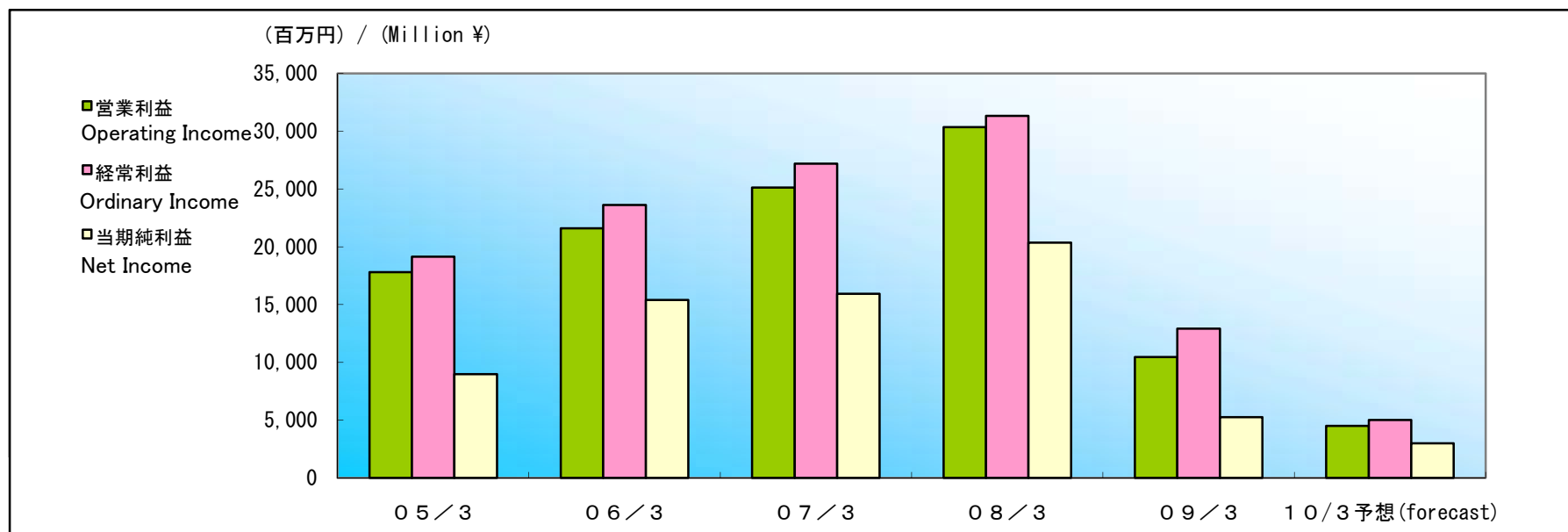
Net Sales



		百万円 / Million ¥					
		05/3	06/3	07/3	08/3	09/3	10/3 予想 (forecast)
売上高	Net Sales	334,704	383,096	428,059	484,878	440,908	373,000
前年比	Year-over-Year	19.1%	14.5%	11.7%	13.3%	(9.1%)	(15.4%)
国内売上高	Domestic Sales	228,858	254,148	272,434	294,861	277,740	—
前年比	Year-over-Year	10.8%	11.1%	7.2%	8.2%	(5.8%)	—
海外売上高	Overseas Sales	105,846	128,948	155,625	190,017	163,167	—
前年比	Year-over-Year	42.3%	21.8%	20.7%	22.1%	(14.1%)	—
売上高営業利益率	Operating Margin	5.3%	5.6%	5.9%	6.3%	2.4%	1.2%
売上高経常利益率	Ordinary Margin	5.7%	6.2%	6.4%	6.5%	2.9%	1.3%
売上高当期純利益率	Return on Sales	2.7%	4.0%	3.7%	4.2%	1.2%	0.8%

(2) 利益

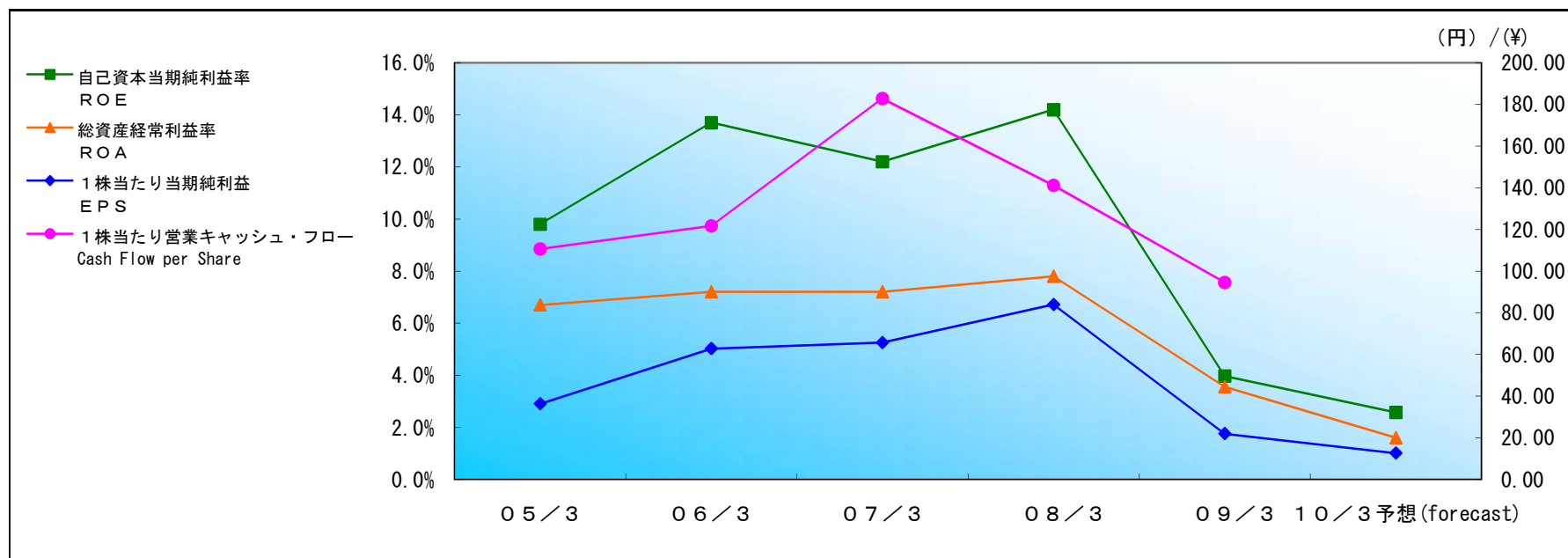
Income



		百万円 / Million¥					
		05/3	06/3	07/3	08/3	09/3	10/3 予想 (forecast)
営業利益	Operating Income	17,802	21,595	25,115	30,356	10,459	4,500
前年比	Year-over-Year	34.4%	21.3%	16.3%	20.9%	(65.5%)	(57.0%)
経常利益	Ordinary Income	19,136	23,612	27,185	31,336	12,925	5,000
前年比	Year-over-Year	50.6%	23.4%	15.1%	15.3%	(58.8%)	(61.3%)
当期純利益	Net Income	8,986	15,389	15,931	20,361	5,262	3,000
前年比	Year-over-Year	30.0%	71.2%	3.5%	27.8%	(74.2%)	(43.0%)

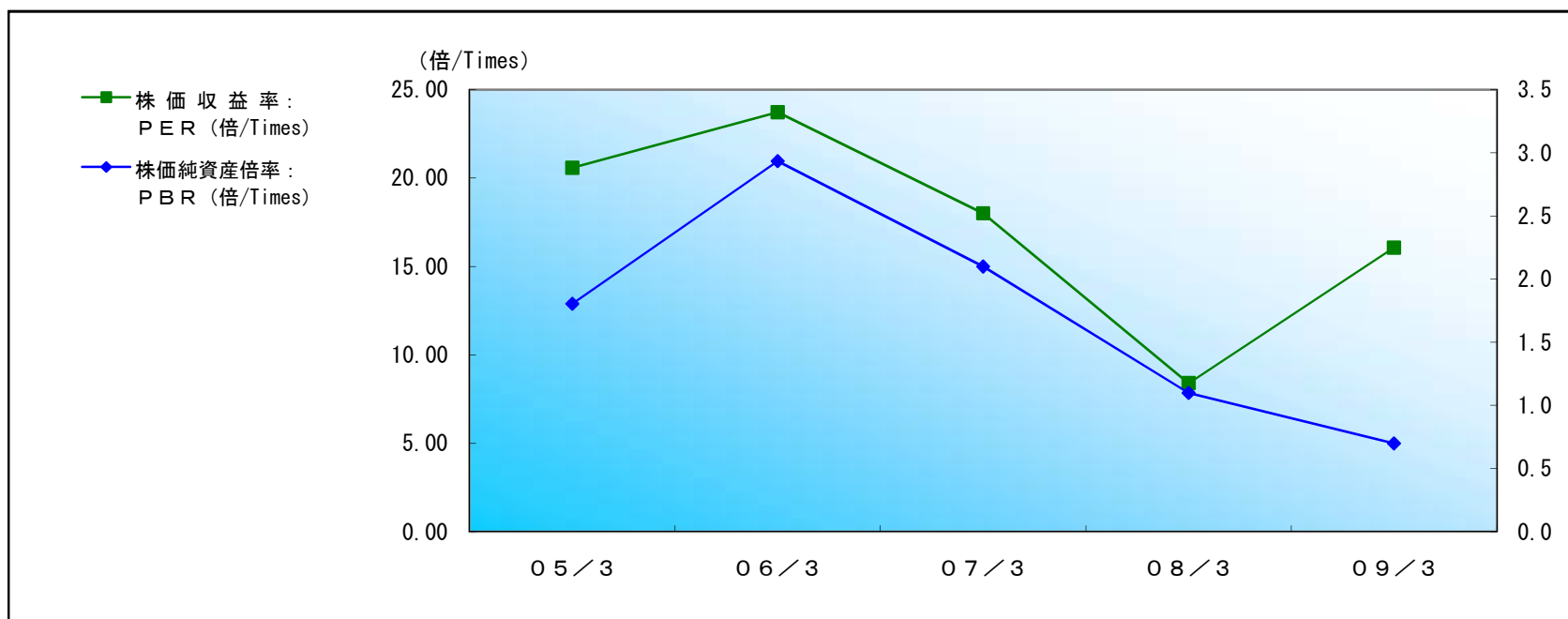
(3) 収益性 Profitability

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)/(¥)					
		05/3	06/3	07/3	08/3	09/3	10/3 予想 (forecast)
自己資本当期純利益率	ROE	9.8%	13.7%	12.2%	14.2%	4.0%	2.6%
総資産経常利益率	ROA	6.7%	7.2%	7.2%	7.8%	3.6%	1.6%
1株当たり当期純利益	EPS	36.35	62.83	65.71	84.01	21.98	12.67
1株当たり営業キャッシュ・フロー	Cash Flow per Share	110.72	121.75	182.86	141.23	94.58	—

② 株価収益率 (P E R)、株価純資産倍率 (P B R)、株価営業キャッシュ・フロー倍率 (P C F R)



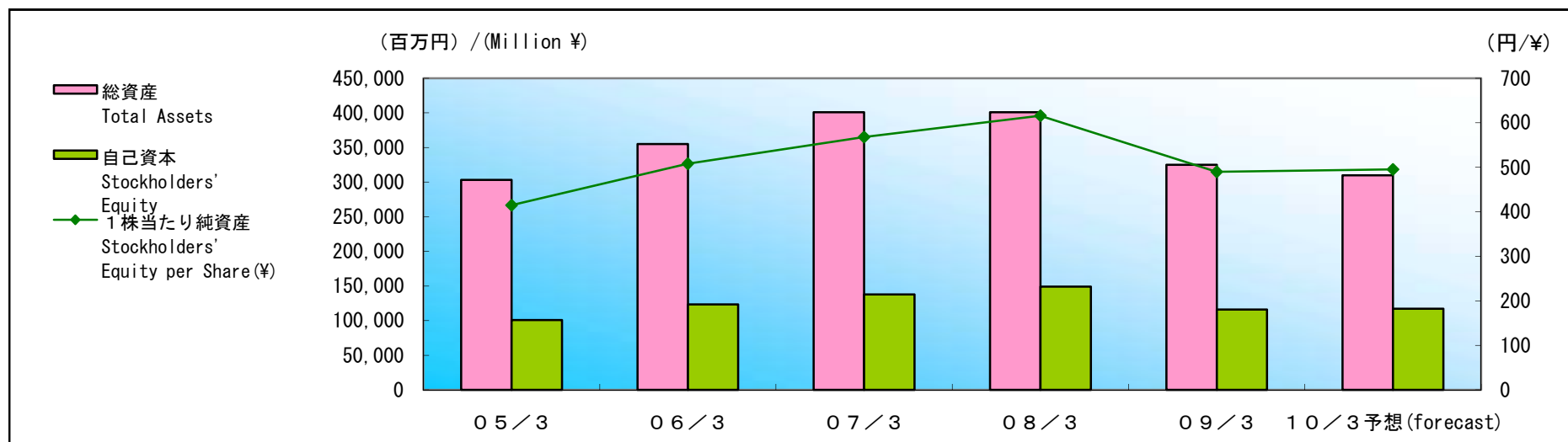
	05/3	06/3	07/3	08/3	09/3
期末日株価 (円) : Closing Share Price at Fiscal Year End (¥)	748	1,490	1,183	706	353
株価収益率 : P E R (倍/Times)	20.58	23.71	18.00	8.40	16.06
株価営業キャッシュ・フロー倍率 (倍/Times) : Price Operating Cash Flow Ratio	6.8	12.2	6.5	5.0	3.7
株価純資産倍率 : P B R (倍/Times)	1.8	2.9	2.1	1.1	0.7

財政状態

Financial Condition

(1) 総資産、自己資本

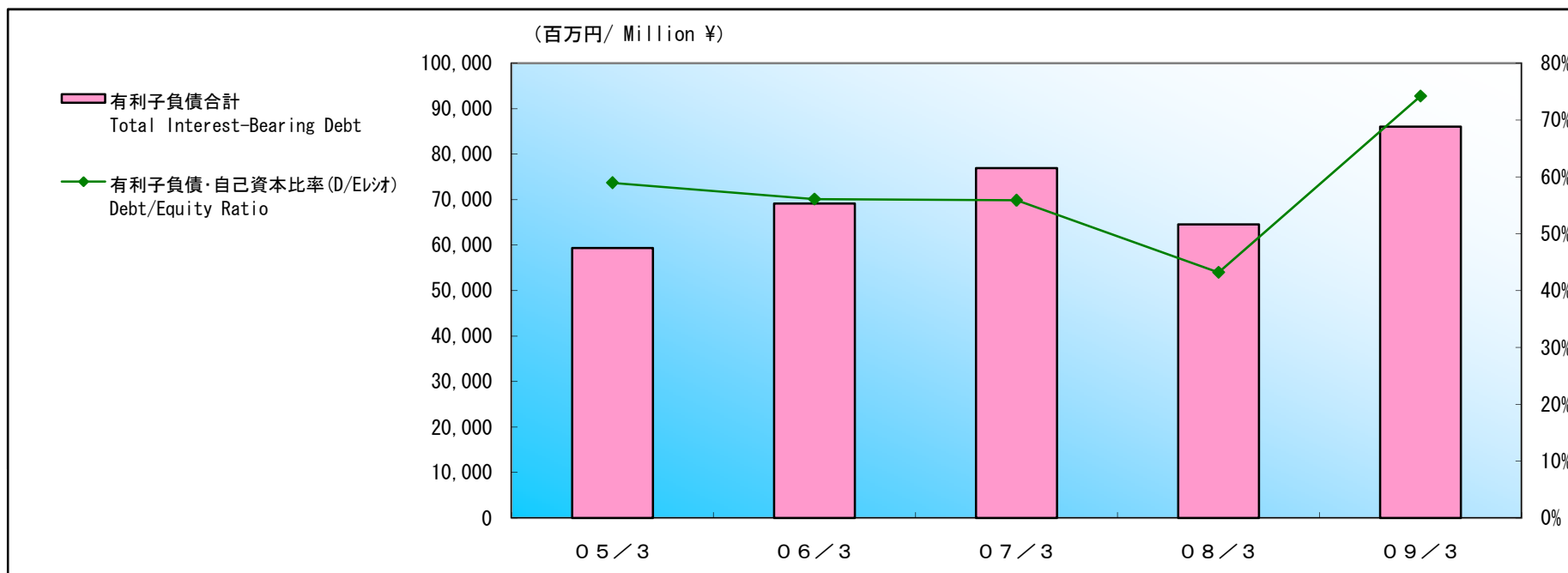
Total Assets, Stockholders' Equity



		百万円/Million ¥					
		05/3	06/3	07/3	08/3	09/3	10/3 予想 (forecast)
総資産	Total Assets	303,207	355,060	400,966	401,069	324,888	310,000
自己資本	Stockholders' Equity	100,705	123,272	137,610	149,227	115,961	117,300
自己資本比率	Stockholders' Equity to Total Assets Ratio	33.2%	34.7%	34.3%	37.2%	35.7%	37.8%
1株当たり純資産	Stockholders' Equity per Share (¥)	414.50	507.75	567.70	615.82	489.57	495.22

(2) 有利子負債

Interest-Bearing Debt

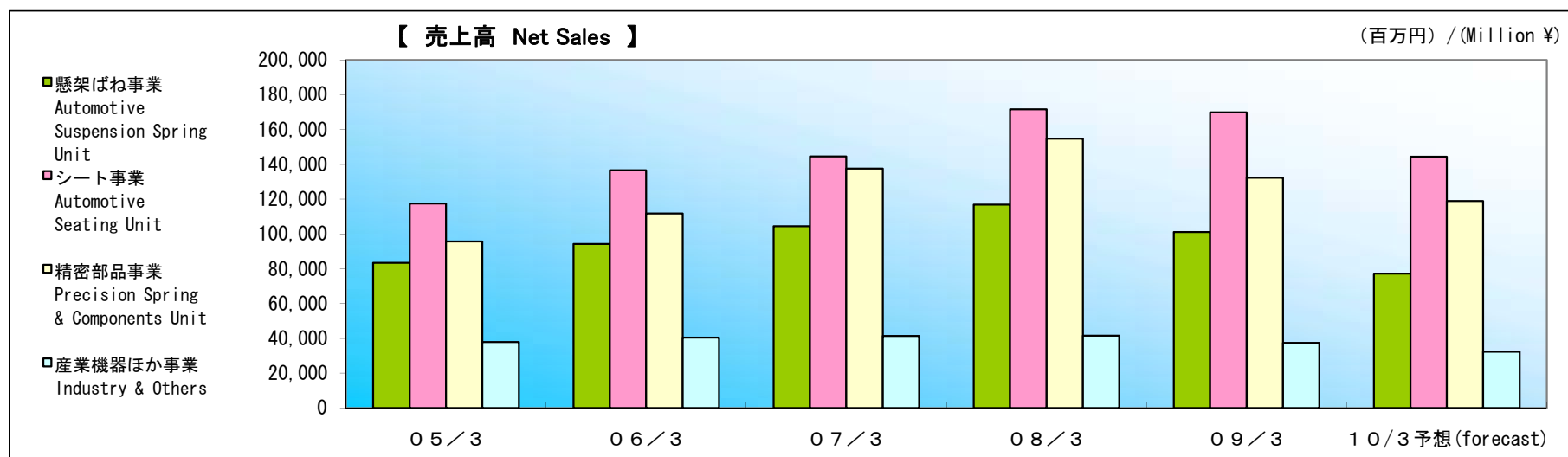


		百万円/ Million ¥				
		05/3	06/3	07/3	08/3	09/3
普通社債	Straight Bond	4,400	—	—	—	—
(うち一年以内返済)	(Due Within One Year)	(4,400)	—	—	—	—
短期借入金	Short-Term Debt	20,118	23,213	22,627	21,535	31,937
長期借入金	Long-Term Debt	35,392	47,759	55,305	47,274	55,973
(うち一年以内返済)	(Due Within One Year)	(8,974)	(13,503)	(16,775)	(16,412)	(19,857)
内部取引の消去	Intersegment	(530)	(1,824)	(1,029)	(4,283)	(4,853)
借入金合計	Total Borrowings	54,981	69,149	76,903	64,525	83,057
コマーシャル・ペーパー	Commercial papers	—	—	—	—	3,000
有利子負債合計	Total Interest-Bearing Debt	59,381	69,149	76,903	64,525	86,057
有利子負債・自己資本比率(D/E比率)	Debt/Equity Ratio	59.0%	56.1%	55.9%	43.2%	74.2%

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

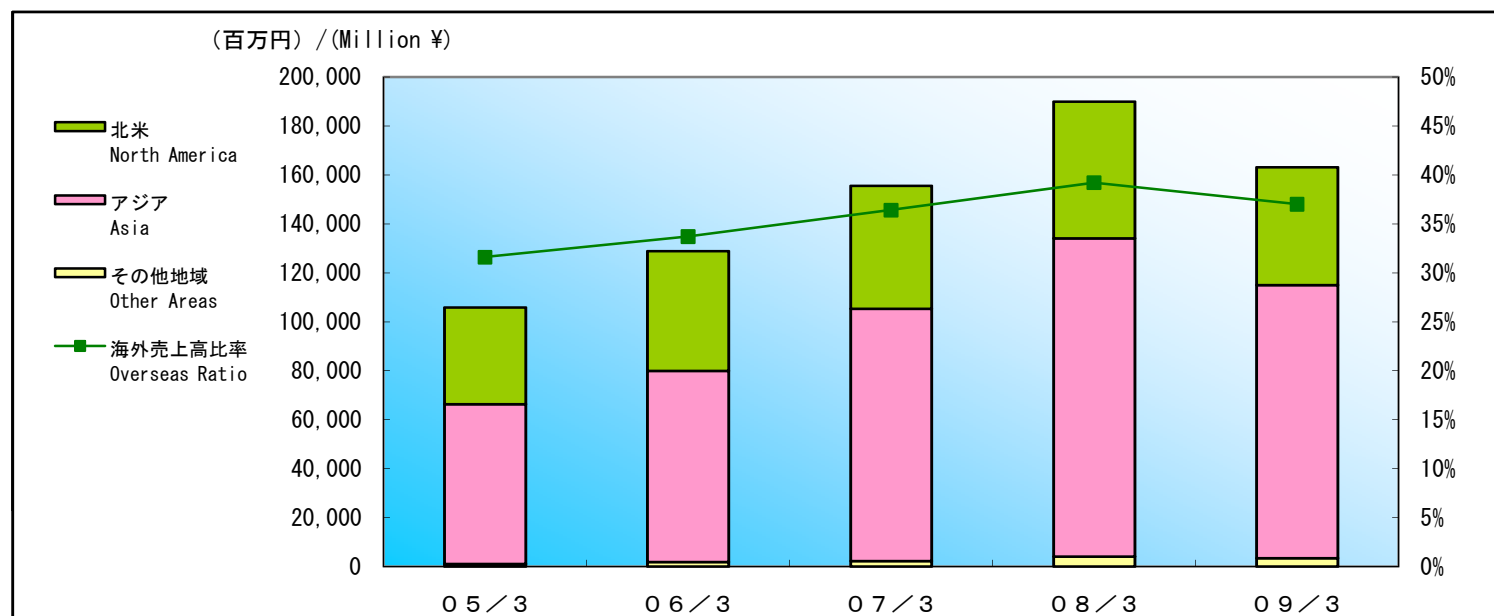


			百万円 / Million ¥					
			05/3	06/3	07/3	08/3	09/3	10/3 予想 (forecast)
売上高 : Net Sales	懸架ばね事業 Automotive Suspension Spring Unit		83,513	94,266	104,482	116,917	101,194	77,200
	シート事業 Automotive Seating Unit		117,556	136,593	144,597	171,603	169,870	144,500
	精密部品事業 Precision Spring & Components Unit		95,727	111,727	137,609	154,723	132,404	119,000
	産業機器ほか事業 Industry & Others		37,906	40,508	41,369	41,634	37,438	32,300
	連結 Consolidated		334,704	383,096	428,059	484,878	440,908	373,000
営業利益 : Operating Income	懸架ばね事業 Automotive Suspension Spring Unit		2,197	2,011	1,204	4,757	344	(2,760)
	シート事業 Automotive Seating Unit		4,815	5,720	6,074	8,033	3,537	2,610
	精密部品事業 Precision Spring & Components Unit		8,141	10,573	14,349	14,450	4,333	3,120
	産業機器ほか事業 Industry & Others		2,647	3,290	3,487	3,114	2,244	1,530
	連結 Consolidated		17,802	21,595	25,115	30,356	10,459	4,500
資産 : Assets	懸架ばね事業 Automotive Suspension Spring Unit		76,878	89,738	100,131	87,283	67,985	62,000
	シート事業 Automotive Seating Unit		89,345	89,724	81,132	99,130	71,274	68,200
	精密部品事業 Precision Spring & Components Unit		89,300	128,309	159,050	152,926	127,609	120,900
	産業機器ほか事業 Industry & Others		47,682	47,288	60,652	61,728	58,019	58,900
	連結 Consolidated		303,207	355,060	400,966	401,069	324,888	310,000

(2) 所在地別セグメント Segment by Location

			百万円/ Million ¥					
			05/3	06/3	07/3	08/3	09/3	10/3 予想 (forecast)
売上高 :	日本 :	Japan						
Net Sales	対外部顧客	For Customers	266,100	291,601	313,643	334,704	305,034	274,500
	セグメント間	Intersegment	7,567	14,329	12,919	13,491	11,394	10,500
	計	Total	273,667	305,930	326,562	348,196	316,428	285,000
	北米 :	North America						
	対外部顧客	For Customers	36,247	43,794	42,353	51,314	45,755	32,300
	セグメント間	Intersegment	8	(210)	1,503	453	249	200
	計	Total	36,255	43,583	43,857	51,767	46,005	32,500
	アジア :	Asia						
	対外部顧客	For Customers	32,356	47,701	72,062	98,860	90,117	66,200
	セグメント間	Intersegment	205	208	620	993	1,063	800
	計	Total	32,562	47,909	72,683	99,853	91,181	67,000
	消去	Intersegment Sales	(7,780)	(14,326)	(15,043)	(14,938)	(12,707)	(11,500)
	連結	Consolidated	334,704	383,096	428,059	484,878	440,908	373,000
営業利益 :	日本	Japan	14,461	18,453	21,158	20,004	1,419	2,150
Operating Income	北米	North America	(308)	(1,732)	(2,151)	(418)	192	(950)
	アジア	Asia	3,648	4,874	6,107	10,769	8,847	3,300
	連結	Consolidated	17,802	21,595	25,115	30,356	10,459	4,500
資産 :	日本	Japan	268,079	317,477	344,926	338,529	283,910	269,700
Assets	北米	North America	18,626	24,132	33,817	27,232	23,959	21,700
	アジア	Asia	19,467	31,128	52,341	68,270	50,200	49,600
	全社又は消去	Whole company or Eliminations	(2,966)	(17,677)	(30,118)	(32,962)	(33,181)	(31,000)
	連結	Consolidated	303,207	355,060	400,966	401,069	324,888	310,000

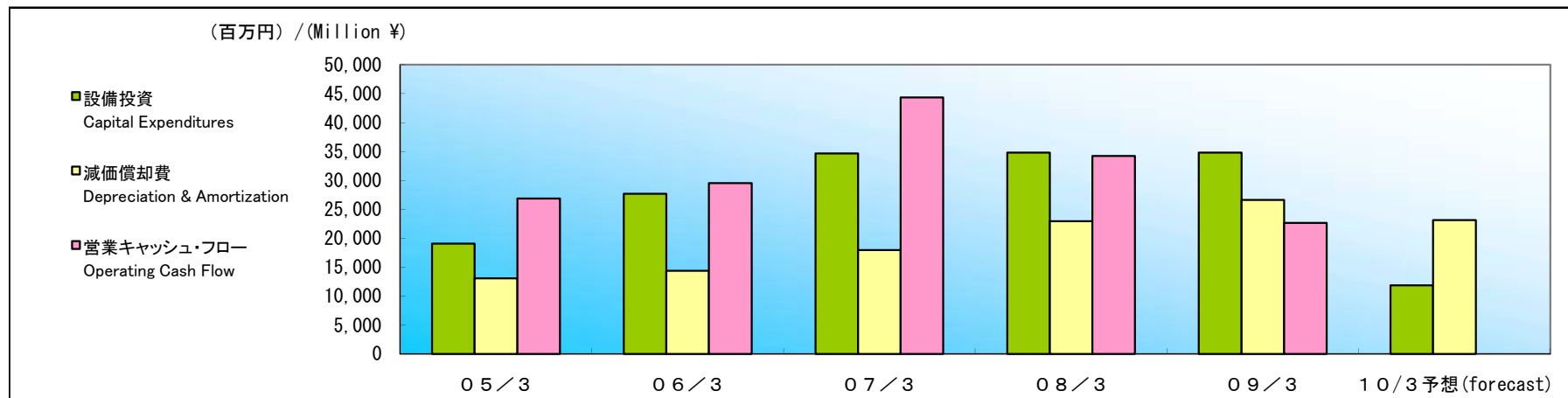
(3) 地域別売上高 Sales by Region



		百万円 / Million ¥				
		05/3	06/3	07/3	08/3	09/3
北米 North America	売上高 Net Sales	39,413	48,998	50,284	55,901	48,055
	構成比 Composition	11.8%	12.8%	11.7%	11.5%	10.9%
	前年比 Year-over-Year	13.6%	24.3%	2.6%	11.2%	(14.0%)
アジア Asia	売上高 Net Sales	65,287	78,022	103,020	130,000	111,584
	構成比 Composition	19.5%	20.4%	24.2%	26.9%	25.3%
	前年比 Year-over-Year	68.1%	19.5%	32.0%	26.2%	(14.2%)
その他の地域 Other Areas	売上高 Net Sales	1,145	1,927	2,319	4,115	3,528
	構成比 Composition	0.3%	0.5%	0.5%	0.8%	0.8%
	前年比 Year-over-Year	37.8%	68.3%	20.3%	77.4%	(14.3%)
海外売上高合計 Overseas Total		105,846	128,948	155,625	190,017	163,167
海外売上高比率 Overseas Ratio		31.6%	33.7%	36.4%	39.2%	37.0%

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 ¥					
		05/3	06/3	07/3	08/3	09/3	10/3 予想 (forecast)
設備投資	Capital Expenditures	19,047	27,666	34,661	34,779	34,800	11,859
前年比	Year-over-Year	31.1%	45.3%	25.3%	0.3%	0.1%	(65.9%)
減価償却費	Depreciation & Amortization	13,073	14,366	17,965	22,935	26,600	23,115
前年比	Year-over-Year	(2.8%)	9.9%	25.1%	27.7%	16.0%	(13.1%)
営業キャッシュ・フロー	Operating Cash Flow	26,856	29,521	44,334	34,229	22,639	—
前年比	Year-over-Year	21.5%	9.9%	50.2%	(22.8%)	(33.9%)	—

* 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

懸架ばね事業 Automotive Suspension Spring Unit	設備投資	Capital Expenditures	4,387	8,764	8,202	5,475	9,027	2,376
	減価償却費	Depreciation & Amortization	3,779	3,591	4,597	5,263	6,705	5,371
シート事業 Automotive Seating Unit	設備投資	Capital Expenditures	5,517	6,453	6,925	6,298	8,622	3,330
	減価償却費	Depreciation & Amortization	3,056	3,637	3,683	4,960	5,940	5,240
精密部品事業 Precision Spring & Components Unit	設備投資	Capital Expenditures	7,765	11,039	17,750	21,982	15,475	5,510
	減価償却費	Depreciation & Amortization	5,325	6,218	8,684	11,528	12,608	11,228
産業機器ほか事業 Industry & Others	設備投資	Capital Expenditures	1,377	1,408	1,782	1,023	1,675	642
	減価償却費	Depreciation & Amortization	912	919	1,000	1,183	1,346	1,274

研究開発費

Research & Development

		百万円/ Million ¥				
		06/3	07/3	08/3	09/3	10/3 予想 (forecast)
研究開発費	Research & Development	9,017	9,676	9,989	11,452	10,864
売上高比率	R&D per Sales Ratio	2.4%	2.3%	2.1%	2.6%	2.9%

連結対象会社数

Number of Consolidated Subsidiaries

		06/3	07/3	08/3	09/3
連結子会社 :	Consolidated Subsidiaries				
国内	Domestic	12	13	14	14
海外	Overseas	9	12	11	11
計	Total	21	25	25	25
持分法適用会社 :	Affiliated Companies				
国内	Domestic	9	8	7	7
海外	Overseas	3	3	3	3
計	Total	12	11	10	10

連結貸借対照表 Consolidated Balance Sheets

百万円/ Million ¥

資産の部	Assets	05/3	06/3	07/3	08/3	09/3
流動資産	Current Assets					
現金及び預金	Cash and Bank Deposits	13,677	19,373	40,717	27,129	31,490
受取手形及び売掛金	Notes and Accounts Receivable, Trade	74,672	83,496	84,945	98,324	61,241
たな卸資産	Inventories	24,645	30,126	36,915	38,994	34,845
繰延税金資産	Deferred Income Taxes	3,374	3,777	4,415	4,482	3,891
その他	Other Current Assets	13,343	11,462	12,982	13,806	12,757
貸倒引当金	Allowance for Doubtful Receivables	(361)	(363)	(404)	(691)	(360)
流動資産合計	Total Current Assets	129,352	147,873	179,570	182,046	143,865
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	35,769	38,917	42,765	47,548	43,392
機械装置及び運搬具	Machinery and Equipment	28,930	36,515	44,427	52,332	44,872
土地	Land	24,433	27,014	27,531	27,419	27,332
リース資産	Lease assets	—	—	—	—	3,828
建設仮勘定	Construction in Progress	4,005	4,354	10,776	3,362	7,116
その他	Others	5,150	6,817	7,412	9,529	6,897
有形固定資産合計	Total Property, Plant and Equipment, Net	98,289	113,618	132,913	140,192	133,439
無形固定資産	Goodwill and Intangible Assets					
のれん	Goodwill	26	3,100	2,455	1,751	998
その他	Others	2,570	3,127	2,922	2,617	2,876
無形固定資産合計	Total Goodwill and Intangible Assets	2,597	6,228	5,378	4,368	3,874
投資その他の資産	Investments, Long-Term Receivables and Other Assets					
投資有価証券	Investment Securities	65,806	79,357	76,718	67,725	37,170
長期貸付金	Long-Term Loans	1,113	1,141	1,250	919	1,104
繰延税金資産	Deferred Income Taxes	1,491	1,327	1,375	1,461	1,668
その他	Other Investments	5,095	6,066	4,452	4,682	4,179
貸倒引当金	Allowance for Doubtful Receivables	(539)	(553)	(693)	(327)	(414)
投資その他の資産合計	Total Investments, Long-Term Receivables and Other Assets	72,968	87,340	83,103	74,461	43,709
固定資産合計	Total Noncurrent Assets	173,854	207,187	221,393	219,022	181,023
資産合計	Total Assets	303,207	355,060	400,966	401,069	324,888

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	05/3	06/3	07/3	08/3	09/3
負債の部	Liabilities					
流動負債	Current Liabilities					
支払手形及び買掛金	Notes and Accounts Payable	76,537	85,874	106,524	116,193	68,373
短期借入金	Bank Loans	28,562	34,893	38,389	34,713	46,941
未払法人税等	Income Taxes	4,242	5,949	7,402	5,924	736
繰延税金負債	Deferred Income Taxes	15	5	131	195	662
役員賞与引当金	Allowance for Directors' Bonuses	—	—	185	229	210
設備支払手形	Equipment Notes Payable	1,743	2,579	1,815	946	1,459
その他	Others	21,416	20,118	23,607	22,461	22,777
流動負債合計	Total Current Liabilities	132,518	149,421	178,057	180,664	141,160
固定負債	Long-Term Liabilities					
長期借入金	Long-Term Debt	26,418	34,255	38,513	29,812	36,115
リース債務	Lease obligations	—	—	—	—	3,512
繰延税金負債	Deferred Income Taxes	12,460	19,737	18,331	14,814	4,267
退職給付引当金	Termination and Retirement Benefits	19,373	18,305	16,541	14,548	12,707
役員退職慰労引当金	Allowance for Retirement Benefits to Directors	1,670	1,597	1,725	1,745	1,815
その他	Others	986	233	92	161	265
固定負債合計	Total Long-Term Liabilities	60,909	74,130	75,204	61,082	58,683
負債合計	Total Liabilities	193,428	223,551	253,262	241,746	199,843
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	17,298	17,295	17,295	17,295	17,295
利益剰余金	Retained Earnings	46,902	57,826	70,638	87,604	89,408
自己株式	Treasury Stock	(586)	(667)	(775)	(852)	(4,653)
株主資本合計	Total Stockholders' Equity	80,624	91,465	104,167	121,058	119,060
評価・換算差額等	Valuation and Translation Adjustments					
その他有価証券評価差額金	Unrealized Gain or Loss on Available-for-Sale Securities	22,703	32,812	30,959	23,827	7,534
繰延ヘッジ損益	Deferred Gain or Loss on Hedges	—	—	42	(31)	0
土地再評価差額金	Land Revaluation-Excess	40	—	—	—	—
為替換算調整勘定	Cumulative Translation Adjustments	(2,663)	(1,004)	2,440	4,372	(10,632)
評価・換算差額等合計	Total Valuation and Translation Adjustments	20,080	31,807	33,442	28,169	(3,098)
少数株主持分	Minority Interests	9,073	8,236	10,094	10,094	9,082
純資産合計	Total Net Assets	109,778	131,509	147,704	159,322	125,044
負債純資産合計	Total Liabilities and Net Assets	303,207	355,060	400,966	401,069	324,888

連結損益計算書

Consolidated Income Statements

百万円/ Million ¥

		05/3	06/3	07/3	08/3	09/3
売上高	Net Sales	334,704	383,096	428,059	484,878	440,908
売上原価	Cost of Sales	284,607	329,067	367,381	419,028	396,219
売上総利益	Gross Profit	50,096	54,029	60,677	65,850	44,689
販売費及び一般管理費	Selling General and Administrative Expenses	32,294	32,433	35,562	35,494	34,229
営業利益	Operating Income	17,802	21,595	25,115	30,356	10,459
営業外収益	Non-Operating Income	4,038	4,630	5,276	5,933	6,172
受取利息及び配当金	Interest Income and Dividends Income	730	506	1,011	1,413	1,242
持分法による投資利益	Investment Profit on Equity Method	1,511	1,689	1,365	1,010	1,255
不動産賃貸料	Real Estate Rental Income	853	893	938	873	960
屑売却代	Waste and Scrap Sale Income	—	726	1,272	1,984	1,682
その他	Others	943	814	688	650	1,031
営業外費用	Non-Operating Expenses	2,704	2,613	3,205	4,952	3,706
支払利息及び割引料	Interest Expense	860	790	1,563	1,693	1,467
固定資産除却損	Loss on Disposal of Fixed Assets	490	610	697	642	466
その他	Others	1,354	1,212	944	2,616	1,772
経常利益	Ordinary Income	19,136	23,612	27,185	31,336	12,925
特別利益	Extraordinary Gains	1,026	2,690	2,355	3,420	230
固定資産売却益	Gains on Sales of Fixed Assets	447	34	376	123	—
投資有価証券売却益	Gains on Sales of Investments in Securities	455	2,525	1,298	3,168	17
その他	Others	124	130	679	127	213
特別損失	Extraordinary Losses	2,664	1,764	1,849	286	3,548
減損損失	Impairment Loss on Fixed Assets	776	696	1,002	5	1,624
その他	Others	1,888	1,068	846	281	1,924
税金等調整前当期純利益	Income before Taxes and Minority Interest Income	17,498	24,538	27,691	34,470	9,608
法人税、住民税及び事業税	Income Taxes	7,039	9,203	11,143	10,589	2,076
法人税等調整額	Deferred Taxes	(158)	(1,116)	(490)	1,362	1,886
少数株主利益	Minority Interest Income	1,629	1,061	1,106	2,156	382
当期純利益	Net Income	8,986	15,389	15,931	20,361	5,262

連結キャッシュ・フロー計算書

Consolidated Cash Flow Statements

		百万円/ Million ¥				
		05/3	06/3	07/3	08/3	09/3
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	17,498	24,538	27,691	34,470	9,608
減価償却費	Depreciation & Amortization	13,073	14,366	17,965	22,935	26,600
減損損失	Impairment Loss on Fixed Assets	776	696	1,002	5	1,624
退職給付引当金増減額	Increase (Decrease) in Retirement Benefits	(96)	(1,542)	(2,189)	(2,103)	(1,250)
受取利息及び受取配当金	Interest and Dividends Received	(730)	(506)	(1,011)	(1,413)	(1,242)
支払利息	Interest Expenses	860	790	1,563	1,693	1,467
為替差損益	Exchange Profit or Loss	49	(315)	(88)	93	(247)
持分法による投資利益	Investment Profit on Equity Method	(1,511)	(1,689)	(1,365)	(1,010)	(1,255)
有形固定資産除売却損益	(Gain) Loss on Property, Plant and Equipment	740	1,088	466	733	715
投資有価証券売却損益	(Gain) Loss on Sales of Short-Term Investments and Investment Securities	(454)	(2,498)	(1,259)	(3,168)	(17)
売上債権の増減額	(Increase) Decrease in Notes and Accounts Receivable	(5,707)	(5,335)	1,598	(8,451)	31,053
たな卸資産の増加額	(Increase) Decrease in Inventories	(2,731)	(3,792)	(5,473)	(1,788)	1,183
仕入債務の増減額	Increase (Decrease) in Notes and Accounts Payable	13,943	7,989	14,867	2,169	(39,913)
その他	Others	(1,868)	2,571	0	967	2,093
小計	Subtotal	33,841	36,359	53,767	45,133	30,419
利息及び配当金の受取額	Interest and Dividends Received in Cash	1,698	1,391	2,041	2,729	2,520
利息の支払額	Interest Paid	(919)	(782)	(1,537)	(1,742)	(1,449)
法人税等の支払額	Taxes Paid	(7,764)	(7,446)	(9,938)	(11,891)	(8,850)
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used In) Operating Activities	26,856	29,521	44,334	34,229	22,639

連結キャッシュ・フロー計算書

Consolidated Cash Flow Statements

百万円/ Million ¥

		05/3	06/3	07/3	08/3	09/3
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	19	(203)	(90)	(22)	(124)
有形固定資産の取得による支出	Capital Expenditures	(15,023)	(26,040)	(28,108)	(34,641)	(28,659)
有形固定資産の売却による収入	Proceeds from Sales of Property, Plant and Equipment	1,439	3,072	2,240	3,296	462
無形固定資産の増減額	(Increase) Decrease in Intangible Fixed Assets	(1,082)	(1,298)	(368)	(620)	(1,366)
投資有価証券の増減額	(Increase) Decrease in Investments in Securities	(1,200)	(1,447)	1,110	745	(31)
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	1,606	735	(794)	(2,520)	839
連結範囲の変更に伴う子会社株式の取得	The Acquisition of Subsidiary Stocks with a Change of a Connection Range	136	(5,263)	—	—	—
その他	Others	(946)	(973)	(565)	(1,031)	(423)
投資活動によるキャッシュ・フロー	Net Cash Used in Investing Activities	(15,049)	(31,418)	(25,576)	(34,794)	(29,303)
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	(6,025)	1,716	(1,807)	975	9,877
長期借入金の増減額	Increase (Decrease) in Long-Term Debt	(4,267)	11,200	5,511	(10,238)	10,923
コマーシャル・ペーパーの発行による収入	Proceeds from issuance of commercial papers	—	—	—	—	3,000
自己株式取得による支出	Treasury Stock	(93)	(120)	(108)	(75)	(3,855)
リース債務の返済による支出	Repayment of lease obligation	—	—	—	—	(481)
配当金の支払額	Dividends Paid	(1,456)	(1,820)	(2,183)	(3,394)	(3,355)
少数株主への配当金の支払額	Cash Dividends Paid to Minority Shareholders	(467)	(710)	(380)	(229)	(206)
社債の償還による支出	Repayment of Corporate Bonds	—	(4,400)	—	—	—
その他	Others	—	—	—	—	(94)
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used In) Financing Activities	(12,310)	5,866	1,032	(12,962)	15,806
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	(26)	916	631	(920)	(3,353)
現金及び現金同等物の増減額	Net Increase (Decrease) in Cash and Cash Equivalents	(530)	4,886	20,421	(14,447)	5,788
現金及び現金同等物の期首残高	Cash and Cash Equivalents at Beginning of Year	13,228	13,315	18,765	39,973	26,394
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	618	563	785	869	—
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
現金及び現金同等物の期末残高	Cash and Cash Equivalents at End of Year	13,315	18,765	39,973	26,394	32,253

収支状況 Income and Expenditures

1. 連結損益計算書 Consolidated Income Statements

百万円/Million ¥

		実績	実績	予想
		Actual	Actual	Forecast
		08/3	09/3	10/3
売上高	Net Sales	484,878	440,908	373,000
営業利益	Operating Income	30,356	10,459	4,500
		6.3%	2.4%	1.2%
経常利益	Ordinary Income	31,336	12,925	5,000
		6.5%	2.9%	1.3%
当期純利益	Net Income	20,361	5,262	3,000
1株当り利益	EPS	84.01	21.98	12.67

2. 連結貸借対照表 Consolidated Balance Sheets

百万円/Million ¥

		実績	実績	予想
		Actual	Actual	Forecast
		08/3	09/3	10/3
流動資産	Current Assets	182,046	143,865	140,200
有形固定資産	Property, Plant and Equipment, Net	140,192	133,439	121,800
投資等	Total Investments, Long-Term Receivables and Other Assets	78,830	47,583	48,000
資産合計	Total Assets	401,069	324,888	310,000
有利子負債	Interest-Bearing Debt	64,525	86,057	78,500
その他負債	Other Liabilities	187,315	122,869	114,200
純資産	Net Assets	149,227	115,961	117,300
負債純資産合計	Total Liabilities and Net Assets	401,069	324,888	310,000

ROE・ROA(連結) ROE and ROA (Consolidated)

ROE ※1)	14.2%	4.0%	2.6%
ROA ※2)	7.8%	3.6%	1.6%

※1) ROE = 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) ROA = 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
		08/3	09/3	10/3
懸架ばね事業	Automotive Suspension Spring Unit			
売上高	Net Sales	116,917	101,194	77,200
営業利益	Operating Income	4,757	344	(2,760)
利益率	Operating Margin	4.1%	0.3%	(3.6%)
シート事業	Automotive Seating Unit			
売上高	Net Sales	171,603	169,870	144,500
営業利益	Operating Income	8,033	3,537	2,610
利益率	Operating Margin	4.7%	2.1%	1.8%
精密部品事業	Precision Spring & Components Unit			
売上高	Net Sales	154,723	132,404	119,000
営業利益	Operating Income	14,450	4,333	3,120
利益率	Operating Margin	9.3%	3.3%	2.6%
産業機器ほか事業	Industry & Others			
売上高	Net Sales	41,634	37,438	32,300
営業利益	Operating Income	3,114	2,244	1,530
利益率	Operating Margin	7.5%	6.0%	4.7%
連結	Consolidated			
売上高	Net Sales	484,878	440,908	373,000
営業利益	Operating Income	30,356	10,459	4,500
利益率	Operating Margin	6.3%	2.4%	1.2%

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
		08/3	09/3	10/3
日本	Japan			
売上高	Net Sales	334,704	305,034	274,500
営業利益	Operating Income	20,004	1,419	2,150
利益率	Operating Margin	6.0%	0.5%	0.8%
北米	North America			
売上高	Net Sales	51,314	45,755	32,300
営業利益	Operating Income	(418)	192	(950)
利益率	Operating Margin	(0.8%)	0.4%	(2.9%)
アジア	Asia			
売上高	Net Sales	98,860	90,117	66,200
営業利益	Operating Income	10,769	8,847	3,300
利益率	Operating Margin	10.9%	9.8%	5.0%
連結	Consolidated			
売上高	Net Sales	484,878	440,908	373,000
営業利益	Operating Income	30,356	10,459	4,500
利益率	Operating Margin	6.3%	2.4%	1.2%