

FINANCIAL FACT BOOK 2008/2009

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[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

2008年11月20日
Nov 20, 2008

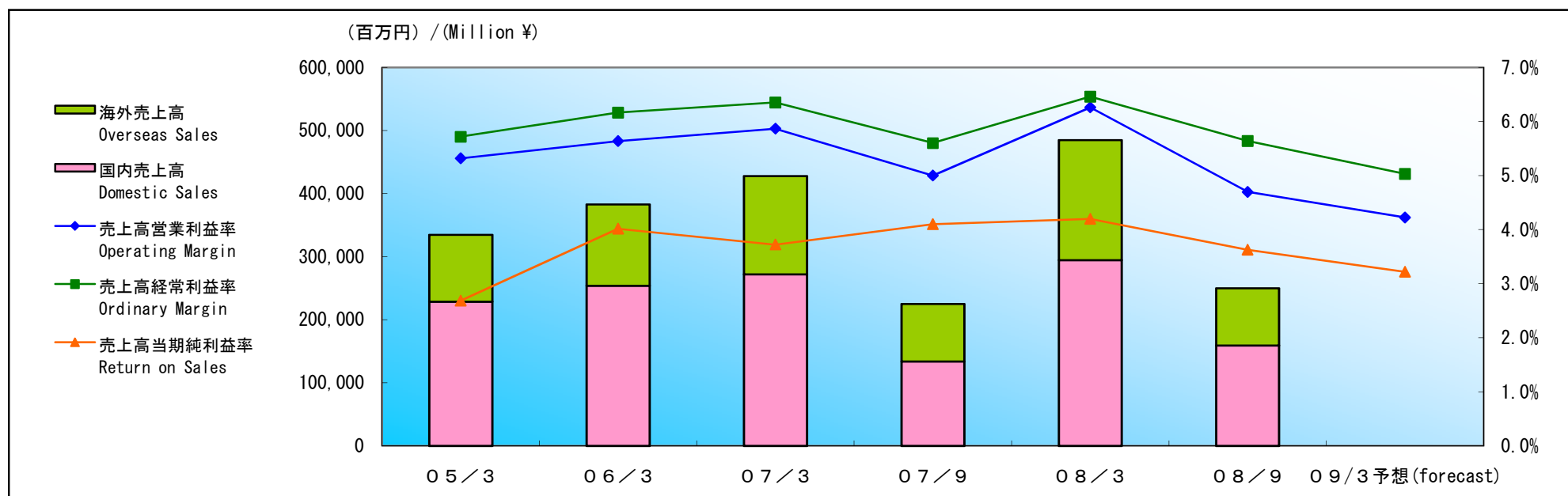
日本発条株式会社
NHK Spring Co., Ltd.

経営成績

Financial Data

(1) 売上高

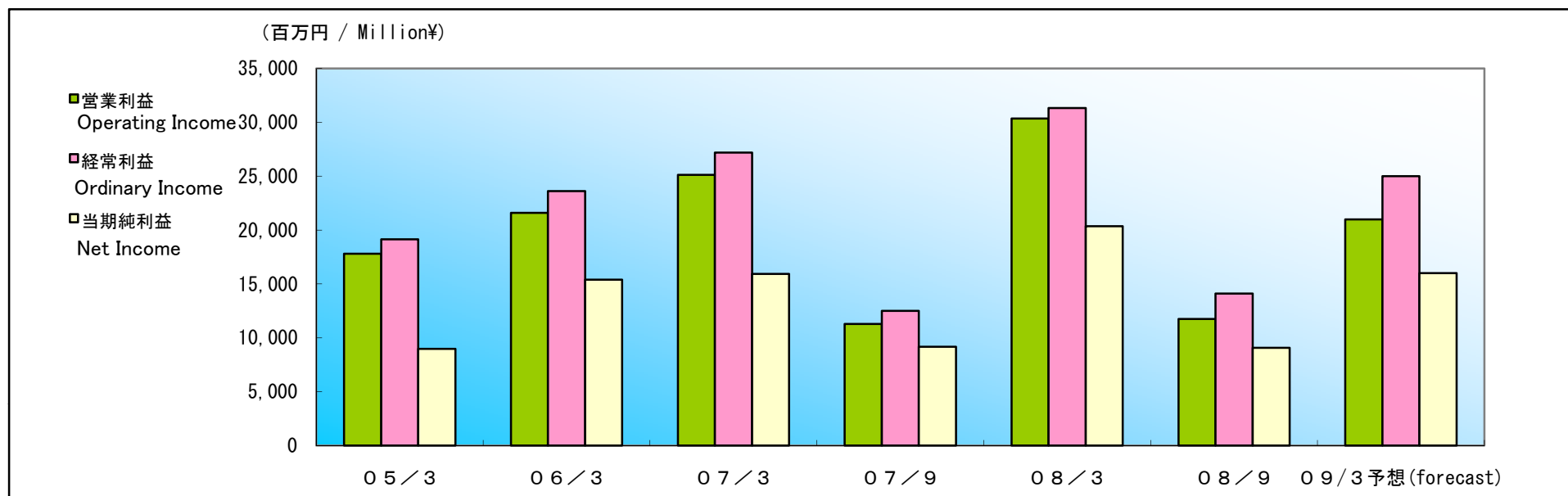
Net Sales



		百万円 / Million ¥						
		05/3	06/3	07/3	07/9	08/3	08/9	09/3 予想 (forecast)
売上高	Net Sales	334,704	383,096	428,059	225,100	484,878	250,131	497,000
前年比	Year-over-Year	19.1%	14.5%	11.7%	9.2%	13.3%	11.1%	2.5%
国内売上高	Domestic Sales	228,858	254,148	272,434	134,303	294,861	159,578	-
前年比	Year-over-Year	10.8%	11.1%	7.2%	3.0%	8.2%	18.8%	-
海外売上高	Overseas Sales	105,846	128,948	155,625	90,796	190,017	90,553	-
前年比	Year-over-Year	42.3%	21.8%	20.7%	20.0%	22.1%	(0.3%)	-
売上高営業利益率	Operating Margin	5.3%	5.6%	5.9%	5.0%	6.3%	4.7%	4.2%
売上高経常利益率	Ordinary Margin	5.7%	6.2%	6.4%	5.6%	6.5%	5.6%	5.0%
売上高当期純利益率	Return on Sales	2.7%	4.0%	3.7%	4.1%	4.2%	3.6%	3.2%

(2) 利益

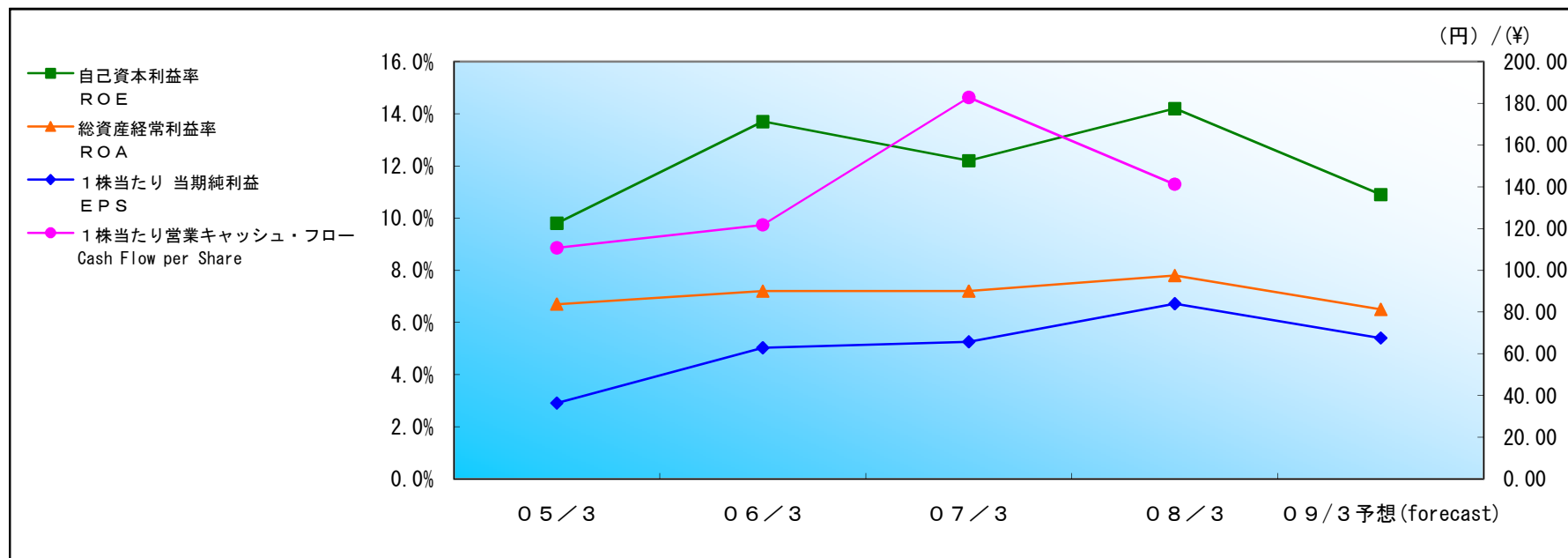
Income



		百万円 / Million¥						
		05/3	06/3	07/3	07/9	08/3	08/9	09/3 予想 (forecast)
営業利益	Operating Income	17,802	21,595	25,115	11,295	30,356	11,747	21,000
前年比	Year-over-Year	34.4%	21.3%	16.3%	8.4%	20.9%	4.0%	(30.8%)
経常利益	Ordinary Income	19,136	23,612	27,185	12,493	31,336	14,107	25,000
前年比	Year-over-Year	50.6%	23.4%	15.1%	8.8%	15.3%	12.9%	(20.2%)
当期純利益	Net Income	8,986	15,389	15,931	9,172	20,361	9,073	16,000
前年比	Year-over-Year	30.0%	71.2%	3.5%	29.2%	27.8%	(1.1%)	(21.4%)

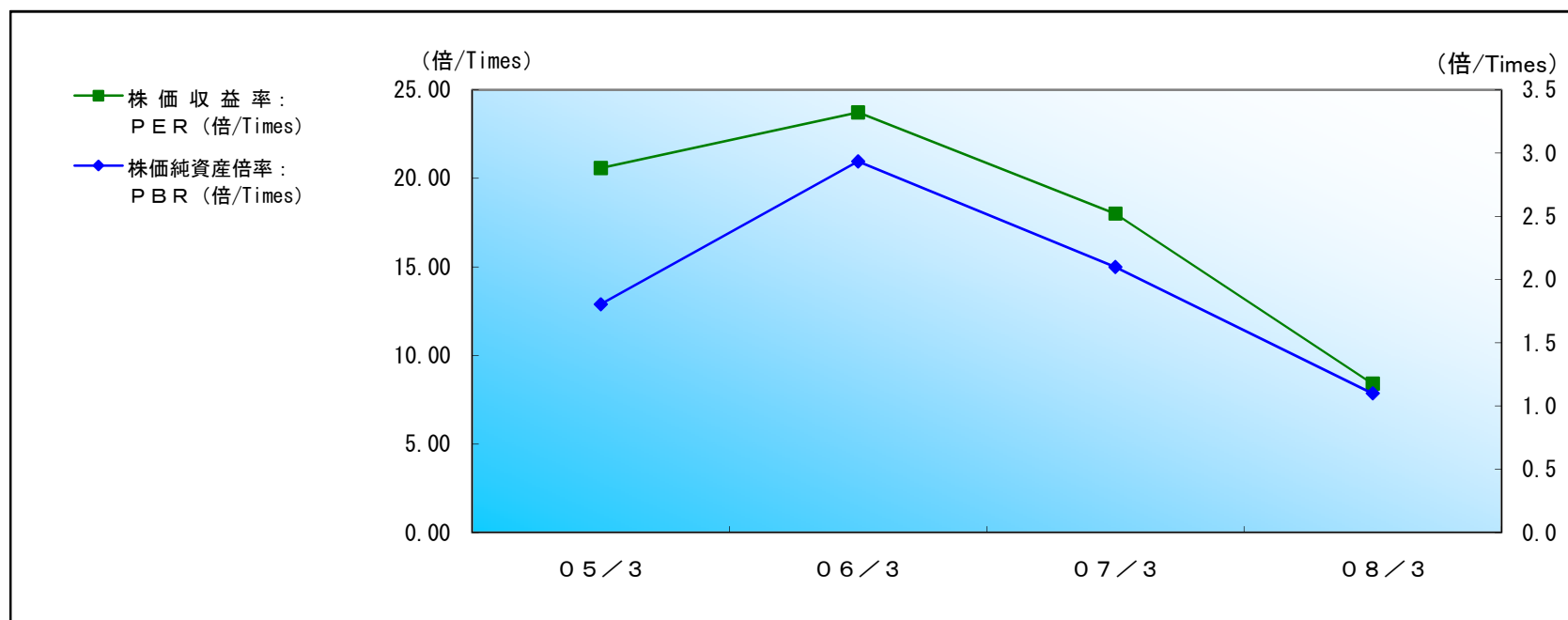
(3) 収益性/ Profitability

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)/(円)				
		05/3	06/3	07/3	08/3	09/3 予想 (forecast)
自己資本利益率	ROE	9.8%	13.7%	12.2%	14.2%	10.9%
総資産経常利益率	ROA	6.7%	7.2%	7.2%	7.8%	6.5%
1株当たり 当期純利益	EPS	36.35	62.83	65.71	84.01	67.55
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	-

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)



	05/3	06/3	07/3	08/3	08/9
期末日株価 (円) : Closing Share Price at Fiscal Year End (¥)	748	1,490	1,183	706	571
株価収益率 : PER (倍/Times)	20.58	23.71	18.00	8.40	7.60
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	4.6
株価純資産倍率 : PBR (倍/Times)	1.8	2.9	2.1	1.1	1.0

08/9 株価収益率は、第2四半期連結累計期間の1株当たり純利益 (37.57円) × 2を使用

08/9 PER; EPS (¥37.57) in the 1st half × 2

08/9 株価営業キャッシュ・フロー倍率は、第2四半期連結累計期間の1株当たり営業キャッシュ・フロー (62.09円) × 2を使用

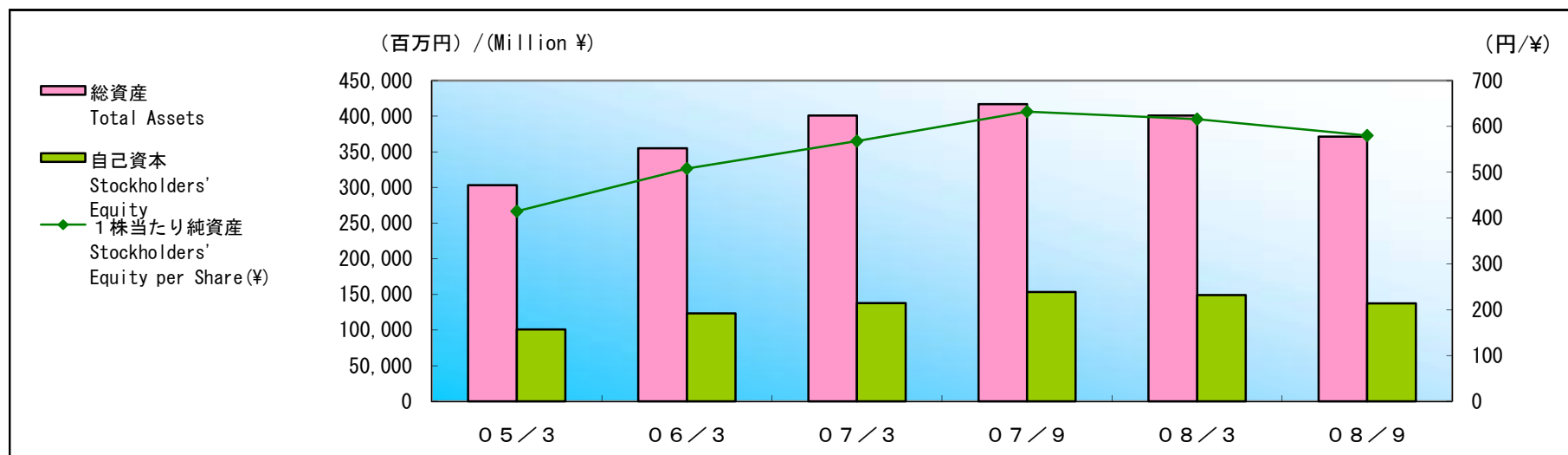
08/9 Price Operating Cash Flow Ratio; Cash Flow Per Share (¥62.09) in the 1st half × 2

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

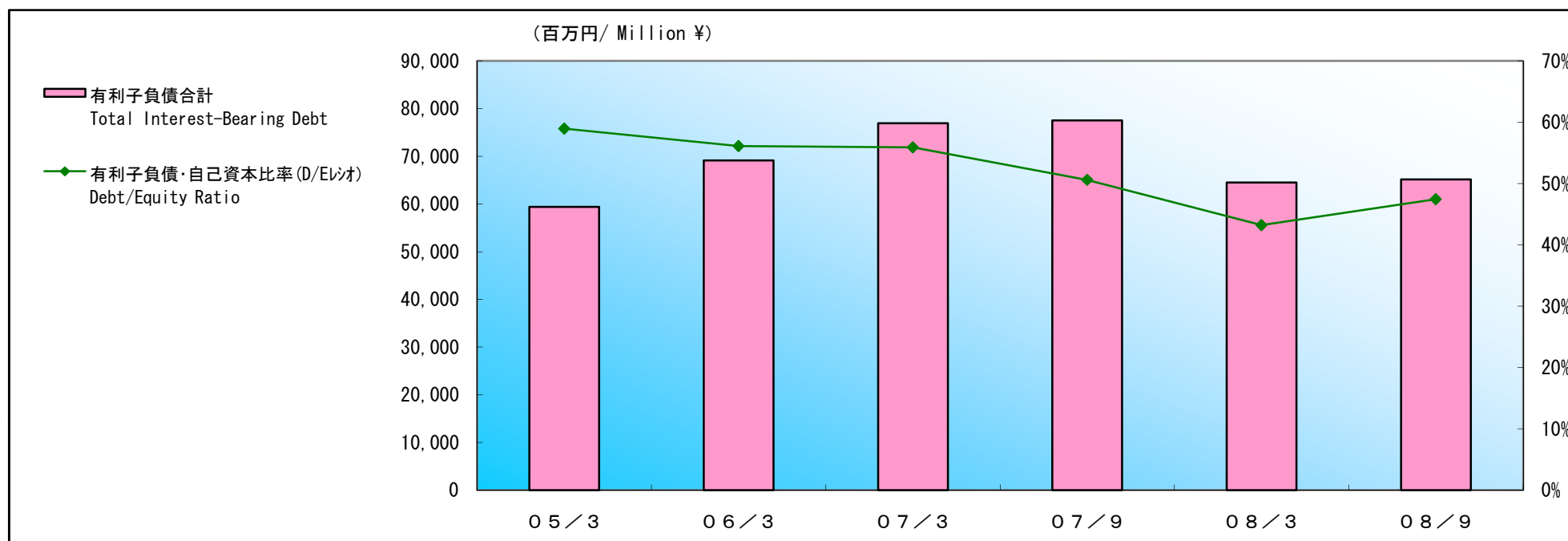
Total Assets, Stockholders' Equity, Stockholders' Equity Ratio, Stockholders' Equity per Share



		百万円/Million ¥					
		05/3	06/3	07/3	07/9	08/3	08/9
総資産	Total Assets	303,207	355,060	400,966	416,895	401,069	371,406
自己資本	Stockholders' Equity	100,705	123,272	137,610	153,197	149,227	137,354
自己資本比率	Stockholders' Equity to Total Assets Ratio	33.2%	34.7%	34.3%	36.7%	37.2%	37.0%
1株当たり純資産	Stockholders' Equity per Share(¥)	414.50	507.75	567.70	632.13	615.82	579.90

(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



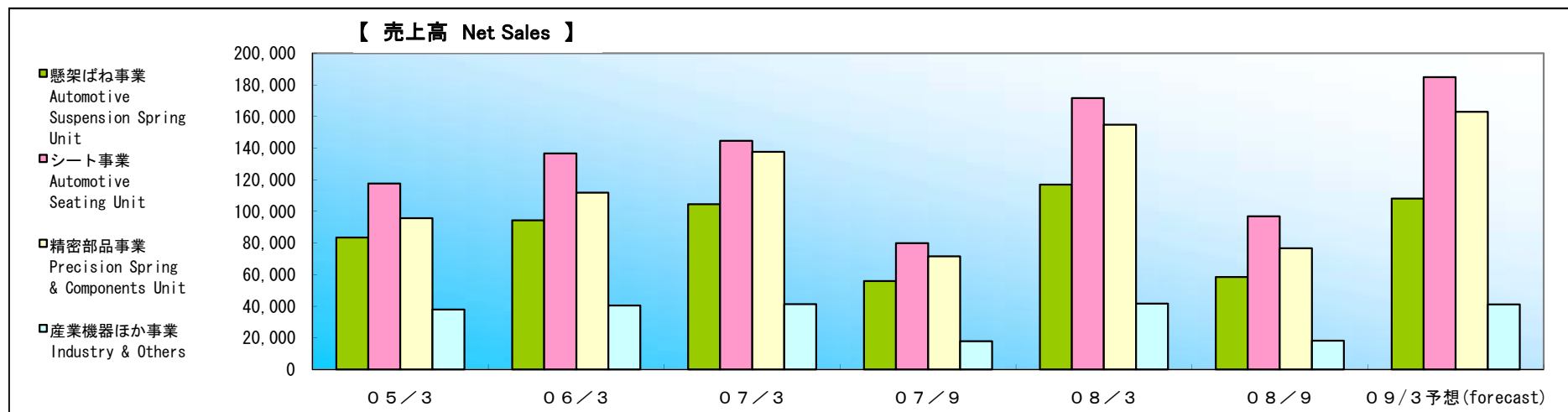
		百万円/ Million ¥					
		05/3	06/3	07/3	07/9	08/3	08/9
普通社債	Straight Bond	4,400	—	—	—	—	—
(うち一年以内返済)	(Due Within One Year)	(4,400)	—	—	—	—	—
短期借入金	Short-Term Debt	20,118	23,213	22,627	26,934	21,535	25,948
長期借入金	Long-Term Debt	35,392	47,759	55,305	52,996	47,274	43,408
(うち一年以内返済)	(Due Within One Year)	(8,974)	(13,503)	(16,775)	(18,207)	(16,412)	(17,148)
内部取引の消去	Intersegment Sales	(530)	(1,824)	(1,029)	(2,436)	(4,283)	(4,202)
借入金合計	Total Borrowings	54,981	69,149	76,903	77,493	64,525	65,155
有利子負債合計	Total Interest-Bearing Debt	59,381	69,149	76,903	77,493	64,525	65,155
有利子負債・自己資本比率(D/Eレシオ)	Debt/Equity Ratio	59.0%	56.1%	55.9%	50.6%	43.2%	47.4%

セグメント情報

Segment Information

(1) 事業の種類別セグメント情報

Segment by Business Group



		05/3	06/3	07/3	07/9	08/3	08/9	09/3 予想 (forecast)
売上高 :	懸架ばね事業 Automotive Suspension Spring Unit	83,513	94,266	104,482	55,898	116,917	58,446	108,000
Net Sales	シート事業 Automotive Seating Unit	117,556	136,593	144,597	79,801	171,603	96,928	184,900
	精密部品事業 Precision Spring & Components Unit	95,727	111,727	137,609	71,615	154,723	76,582	162,900
	産業機器ほか事業 Industry & Others	37,906	40,508	41,369	17,784	41,634	18,174	41,200
	連結 Consolidated	334,704	383,096	428,059	225,100	484,878	250,131	497,000
営業利益 :	懸架ばね事業 Automotive Suspension Spring Unit	2,197	2,011	1,204	1,616	4,757	1,887	2,500
Operating Income	シート事業 Automotive Seating Unit	4,815	5,720	6,074	2,309	8,033	3,342	6,000
	精密部品事業 Precision Spring & Components Unit	8,141	10,573	14,349	6,307	14,450	5,438	10,400
	産業機器ほか事業 Industry & Others	2,647	3,290	3,487	1,062	3,114	1,079	2,100
	連結 Consolidated	17,802	21,595	25,115	11,295	30,356	11,747	21,000

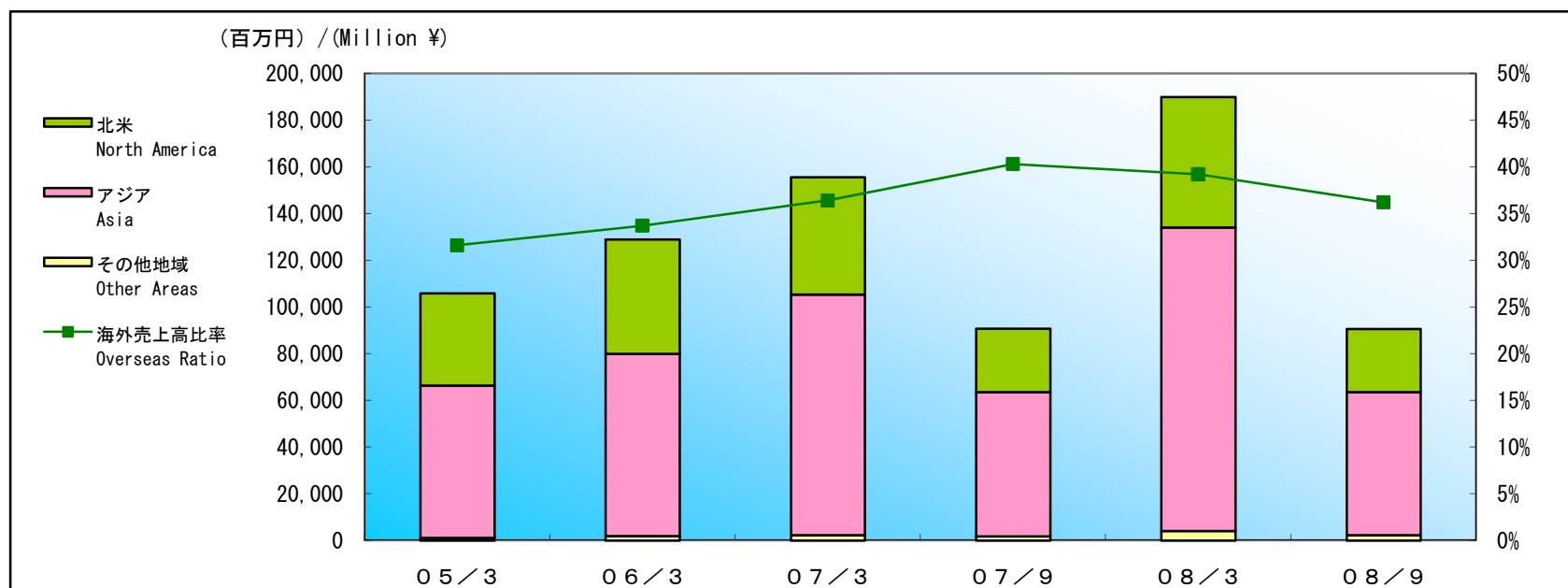
(2) 所在地別セグメント

Segment by Location

			百万円/ Million ¥						
			05/3	06/3	07/3	07/9	08/3	08/9	09/3 予想 (forecast)
売上高:	日本:	Japan							
Net Sales	対外部顧客	For Customers	266,100	291,601	313,643	153,625	334,704	176,495	352,600
	セグメント間	Intersegment	7,567	14,329	12,919	6,645	13,491	7,166	14,600
	計	Total	273,667	305,930	326,562	160,270	348,196	183,661	367,200
	北米:	North America							
	対外部顧客	For Customers	36,247	43,794	42,353	24,798	51,314	25,359	47,200
	セグメント間	Intersegment	8	(210)	1,503	136	453	100	300
	計	Total	36,255	43,583	43,857	24,934	51,767	25,459	47,500
	アジア:	Asia							
	対外部顧客	For Customers	32,356	47,701	72,062	46,676	98,860	48,277	97,200
	セグメント間	Intersegment	205	208	620	665	993	416	800
	計	Total	32,562	47,909	72,683	47,342	99,853	48,694	98,000
	消去	Intersegment Sales	(7,780)	(14,326)	(15,043)	(7,447)	(14,938)	(7,683)	(15,700)
	連結	Consolidated	334,704	383,096	428,059	225,100	484,878	250,131	497,000
営業利益:	日本	Japan	14,461	18,453	21,158	7,298	20,004	5,947	12,000
Operating Income	北米	North America	(308)	(1,732)	(2,151)	(458)	(418)	380	0
	アジア	Asia	3,648	4,874	6,107	4,456	10,769	5,420	9,000
	連結	Consolidated	17,802	21,595	25,115	11,295	30,356	11,747	21,000

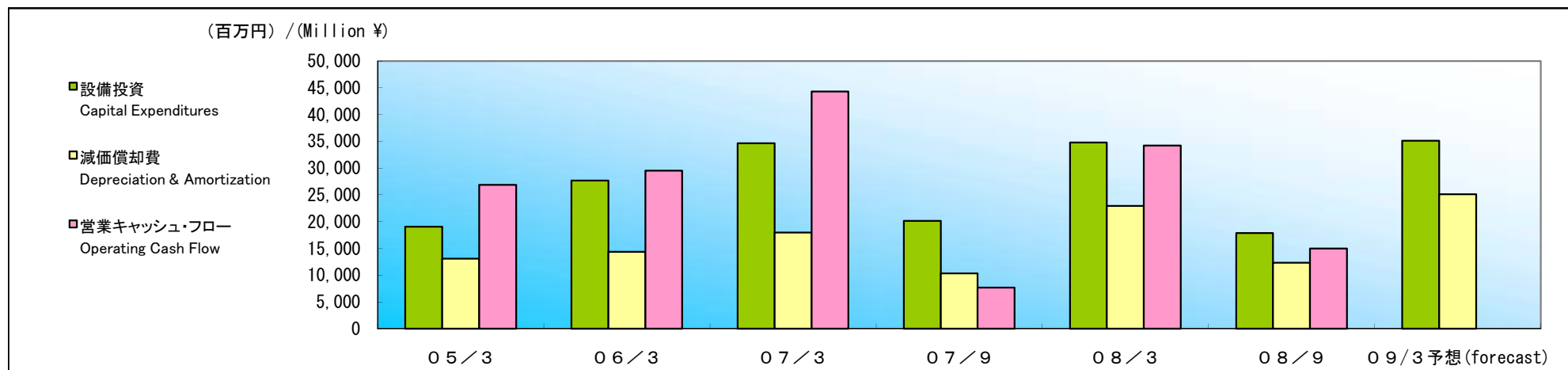
(3) 地域別売上高

Sales by Region



		百万円/ Million ¥						
		05/3	06/3	07/3	07/9	08/3	08/9	
北米	売上高	Net Sales	39,413	48,998	50,284	27,198	55,901	26,974
North America	構成比	Composition	11.8%	12.8%	11.7%	12.1%	11.5%	10.8%
	前年比	Year-over-Year	13.6%	24.3%	2.6%	3.5%	11.2%	(0.8%)
アジア	売上高	Net Sales	65,287	78,022	103,020	61,777	130,000	61,317
Asia	構成比	Composition	19.5%	20.4%	24.2%	27.4%	26.9%	24.5%
	前年比	Year-over-Year	68.1%	19.5%	32.0%	28.6%	26.2%	(0.7%)
その他地域	売上高	Net Sales	1,145	1,927	2,319	1,820	4,115	2,261
Other Areas	構成比	Composition	0.3%	0.5%	0.5%	0.8%	0.8%	0.9%
	前年比	Year-over-Year	37.8%	68.3%	20.3%	32.6%	77.4%	24.2%
海外売上高合計		Overseas Total	105,846	128,948	155,625	90,796	190,017	90,553
海外売上高比率		Overseas Ratio	31.6%	33.7%	36.4%	40.3%	39.2%	36.2%

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	07/9	08/3	08/9	09/3 予想 (forecast)
設備投資	Capital Expenditures	19,047	27,666	34,661	20,141	34,779	17,878	35,135
前年比	Year-over-Year	31.1%	45.3%	25.3%	23.5%	0.3%	(11.2%)	1.0%
減価償却費	Depreciation & Amortization	13,073	14,366	17,965	10,328	22,935	12,321	25,136
前年比	Year-over-Year	(2.8%)	9.9%	25.1%	21.9%	27.7%	19.3%	9.6%
営業キャッシュ・フロー	Operating Cash Flow	26,856	29,521	44,334	7,658	34,229	14,996	-
前年比	Year-over-Year	21.5%	9.9%	50.2%	50.4%	(22.8%)	95.8%	-

* 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	05/3	06/3	07/3	07/9	08/3	08/9	09/3 予想
懸架ばね事業 Automotive Suspension Spring Unit	設備投資 Capital Expenditures	4,387	8,764	8,202	4,897	5,475	3,801	6,202
	減価償却費 Depreciation & Amortization	3,779	3,591	4,597	2,645	5,263	2,989	5,658
シート事業 Automotive Seating Unit	設備投資 Capital Expenditures	5,517	6,453	6,925	5,390	6,298	4,882	9,143
	減価償却費 Depreciation & Amortization	3,056	3,637	3,683	2,627	4,960	2,879	6,096
精密部品事業 Precision Spring & Components Unit	設備投資 Capital Expenditures	7,765	11,039	17,750	9,098	21,982	8,589	18,599
	減価償却費 Depreciation & Amortization	5,325	6,218	8,684	4,481	11,528	5,842	12,213
産業機器ほか事業 Industry & Others	設備投資 Capital Expenditures	1,377	1,408	1,782	753	1,023	604	1,191
	減価償却費 Depreciation & Amortization	912	919	1,000	573	1,183	610	1,167

研究開発費

Research & Development

		百万円/ Million ¥				
		06/3	07/3	08/3	08/9	09/3 予想 (forecast)
研究開発費	Research & Development (Million ¥)	9,017	9,676	9,989	6,230	12,223
売上高比率	R&D per Sales Ratio	2.4%	2.3%	2.1%	2.5%	2.5%

連結対象会社数

Number of Consolidated Subsidiaries

		06/3	07/3	07/9	08/3	08/9
連結子会社 :	Consolidated Subsidiaries					
国内	Domestic	12	13	13	14	14
海外	Overseas	9	12	11	11	11
計	Total	21	25	24	25	25
持分法適用会社 :	Affiliated Companies					
国内	Domestic	9	8	8	7	7
海外	Overseas	3	3	3	3	3
計	Total	12	11	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	07/9	08/3	08/9
流動資産	Current Assets						
現金及び預金	Cash and Bank Deposits	13,677	19,373	40,717	33,620	27,129	25,319
受取手形及び売掛金	Notes and Accounts Receivable, Trade	74,672	83,496	84,945	91,201	98,324	92,653
たな卸資産	Inventories	24,645	30,126	36,915	38,261	38,994	38,209
繰延税金資産	Deferred Income Taxes	3,374	3,777	4,415	4,374	4,482	4,497
その他	Other Current Assets	13,343	11,462	12,982	12,551	13,806	14,713
貸倒引当金	Allowance for Doubtful Receivables	(361)	(363)	(404)	(832)	(691)	(531)
流動資産合計	Total Current Assets	129,352	147,873	179,570	179,177	182,046	174,861
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	44,348	47,548	45,393
機械装置及び運搬具	Machinery and Equipment	28,930	36,515	44,427	50,161	52,332	49,049
土地	Land	24,433	27,014	27,531	26,753	27,419	27,217
建設仮勘定	Construction in Progress	4,005	4,354	10,776	9,381	3,362	5,865
その他	Others	5,150	6,817	7,412	10,437	9,529	8,684
有形固定資産合計	Total Property, Plant and Equipment, Net	98,289	113,618	132,913	141,082	140,192	136,210
無形固定資産	Goodwill and Intangible Assets						
のれん	Goodwill	26	3,100	2,455	2,097	1,751	1,311
その他	Others	2,570	3,127	2,922	2,665	2,617	2,259
無形固定資産合計	Total Goodwill and Intangible Assets	2,597	6,228	5,378	4,762	4,368	3,570
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	85,938	67,725	49,788
長期貸付金	Long-Term Loans	1,113	1,141	1,250	438	919	866
繰延税金資産	Deferred Income Taxes	1,491	1,327	1,375	1,214	1,461	2,239
その他	Other Investments	5,095	6,066	4,452	4,611	4,682	4,186
貸倒引当金	Allowance for Doubtful Receivables	(539)	(553)	(693)	(329)	(327)	(317)
投資その他の資産合計	Total Investments, Long-Term Receivables and Other Assets	72,968	87,340	83,103	91,873	74,461	56,763
資産合計	Total Assets	303,207	355,060	400,966	416,895	401,069	371,406

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	07/9	08/3	08/9
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	107,289	116,193	107,725
短期借入金	Bank Loans	28,562	34,893	38,389	43,123	34,713	39,266
未払費用	Accrued Expenses	—	14,467	14,690	14,802	14,543	15,010
未払法人税等	Income Taxes	4,242	5,949	7,402	4,555	5,924	3,408
繰延税金負債	Deferred Income Taxes	15	5	131	199	195	146
役員賞与引当金	Allowance for Directors' Bonuses	—	—	185	121	229	119
設備支払手形	Equipment Notes Payable	1,743	2,579	1,815	2,187	946	1,702
その他	Others	21,419	5,651	8,917	6,428	7,918	5,871
流動負債合計	Total Current Liabilities	132,518	149,421	178,057	178,709	180,664	173,252
固定負債	Long-Term Liabilities						
長期借入金	Long-Term Debt	26,418	34,255	38,513	34,369	29,812	25,889
繰延税金負債	Deferred Income Taxes	12,460	19,737	18,331	21,905	14,814	8,525
退職給付引当金	Termination and Retirement Benefits	19,373	18,305	16,541	15,740	14,548	13,848
役員退職慰労引当金	Allowance for Retirement Benefits to Directors	1,670	1,597	1,725	1,622	1,745	1,701
その他	Others	986	233	92	1,944	161	577
固定負債合計	Total Long-Term Liabilities	60,909	74,130	75,204	75,583	61,082	50,542
負債合計	Total Liabilities	193,428	223,551	253,262	254,292	241,746	223,794
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	17,009
資本剰余金	Additional Paid-in Capital	17,298	17,295	17,295	17,295	17,295	17,295
利益剰余金	Retained Earnings	46,902	57,826	70,638	78,113	87,604	95,051
自己株式	Treasury Stock	(586)	(667)	(775)	(824)	(852)	(4,653)
株主資本合計	Total Stockholders' Equity	80,624	91,465	104,167	111,594	121,058	124,703
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	35,431	23,827	13,907
繰延ヘッジ損益	Deferred Gain or Loss on Hedges	—	—	42	22	(31)	169
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	6,148	4,372	(1,427)
評価・換算差額等合計	Total Valuation and Translation Adjustments	20,080	31,807	33,442	41,603	28,169	12,650
少数株主持分	Minority Interests	9,073	8,236	10,094	9,405	10,094	10,257
純資産合計	Total Net Assets	109,778	131,509	147,704	162,602	159,322	147,611
負債及び純資産合計	Total Liabilities and Net Assets	303,207	355,060	400,966	416,895	401,069	371,406

連結損益計算書

Consolidated Income Statements

百万円/ Million ¥

		05/3	06/3	07/3	07/9	08/3	08/9
売上高	Net Sales	334,704	383,096	428,059	225,100	484,878	250,131
売上原価	Cost of Sales	284,607	329,067	367,381	195,781	419,028	219,900
売上総利益	Gross Profit	50,096	54,029	60,677	29,318	65,850	30,231
販売費及び一般管理費	Selling General and Administrative Expenses	32,294	32,433	35,562	18,022	35,494	18,483
営業利益	Operating Income	17,802	21,595	25,115	11,295	30,356	11,747
営業外収益	Non-Operating Income	4,038	4,630	5,276	3,023	5,933	4,161
受取利息及び配当金	Interest Income and Dividends Income	730	506	1,011	871	1,413	760
持分法による投資利益	Investment Profit on Equity Method	1,511	1,689	1,365	420	1,010	920
不動産賃貸収入	Real Estate Rental Income	853	893	938	408	873	482
屑売却代	Waste and Scrap Sale Income	—	726	1,272	895	1,984	1,201
その他	Others	943	814	688	426	650	797
営業外費用	Non-Operating Expenses	2,704	2,613	3,205	1,826	4,952	1,802
支払利息及び割引料	Interest Expense	860	790	1,563	895	1,693	635
固定資産除却損	Loss on Disposal of Fixed Assets	490	610	697	297	642	273
その他	Others	1,354	1,212	944	633	2,616	893
経常利益	Ordinary Income	19,136	23,612	27,185	12,493	31,336	14,107
特別利益	Extraordinary Gains	1,026	2,690	2,355	3,056	3,420	243
固定資産売却益	Gains on Sales of Fixed Assets	447	34	376	11	123	—
投資有価証券売却益	Gains on Sales of Investments in Securities	455	2,525	1,298	3,005	3,168	11
その他	Others	124	130	679	39	127	231
特別損失	Extraordinary Losses	2,664	1,764	1,849	61	286	813
減損損失	Impairment Loss on Fixed Assets	776	696	1,002	—	5	723
その他	Others	1,888	1,068	846	61	281	90
税金等調整前当期純利益	Income before Taxes and Minority Interest Income	17,498	24,538	27,691	15,488	34,470	13,536
法人税等	Income Taxes	7,039	9,203	11,143	4,684	10,589	3,681
法人税等調整額	Deferred Taxes	(158)	(1,116)	(490)	811	1,362	(36)
少数株主利益	Minority Interest Income	1,629	1,061	1,106	820	2,156	817
当期純利益	Net Income	8,986	15,389	15,931	9,172	20,361	9,073

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	07/9	08/3	08/9
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	15,488	34,470	13,536
減価償却費	Depreciation & Amortization	13,073	14,366	17,965	10,253	22,935	12,321
減損損失	Impairment Loss on Fixed Assets	776	696	1,002	—	5	723
退職給付引当金増減額	Increase (Decrease) in Retirement Benefits	(96)	(1,542)	(2,189)	(1,025)	(2,103)	(501)
受取利息及び受取配当金	Interest and Dividends Received	(730)	(506)	(1,011)	(871)	(1,413)	(760)
支払利息	Interest Expenses	860	790	1,563	895	1,693	635
為替差損益	Exchange Profit or Loss	49	(315)	(88)	(41)	93	(103)
持分法による投資利益	Investment Profit on Equity Method	(1,511)	(1,689)	(1,365)	(420)	(1,010)	(920)
有形固定資産売却損益	(Gain) Loss on Property, Plant and Equipment	740	1,088	466	313	733	263
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)	(3,005)	(3,168)	(11)
売上債権の増減額	(Increase) Decrease in Notes and Accounts Receivable	(5,707)	(5,335)	1,598	(5,840)	(8,451)	2,771
たな卸資産の増加額	(Increase) Decrease in Inventories	(2,731)	(3,792)	(5,473)	(789)	(1,788)	(342)
仕入債務の増減額	Increase (Decrease) in Notes and Accounts Payable	13,943	7,989	14,867	(1,296)	2,169	(6,671)
利息及び配当金の受取額	Interest and Dividends Received in Cash	1,698	1,391	2,041	1,761	2,729	1,689
利息の支払額	Interest Paid	(919)	(782)	(1,537)	(897)	(1,742)	(637)
法人税等の支払額	Taxes Paid	(7,764)	(7,446)	(9,938)	(7,430)	(11,891)	(5,895)
その他	Others	(1,868)	2,571	0	563	967	(1,101)
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	7,658	34,229	14,996
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)	(7)	(22)	(117)
有形固定資産の取得による支出	Capital Expenditures	(15,023)	(26,040)	(28,108)	(16,184)	(34,641)	(12,181)
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	2,926	3,296	82
無形固定資産の増減額	(Increase) Decrease in Intangible Fixed Assets	(1,082)	(1,298)	(368)	(242)	(620)	(285)
投資有価証券の増減額	(Increase) Decrease in Investments in Securities	(1,200)	(1,447)	1,110	1,463	745	982
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)	(632)	(2,520)	(369)
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)	(432)	(1,031)	(172)
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)	(13,109)	(34,794)	(12,061)
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)	3,157	975	4,034
長期借入金の増減額	Increase (Decrease) in Long-Term Debt	(4,267)	11,200	5,511	(3,022)	(10,238)	(2,058)
自己株式取得による支出	Treasury Stock	(93)	(120)	(108)	(48)	(75)	(3,801)
配当金の支払額	Dividends Paid	(1,456)	(1,820)	(2,183)	(1,697)	(3,394)	(1,697)
少数株主への配当金の支払額	Cash Dividends Paid to Minority Shareholders	(467)	(710)	(380)	(125)	(229)	(119)
社債の償還による支出	Repayment of Corporate Bonds	—	(4,400)	—	—	—	—
その他	Others	—	—	—	—	—	45
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	(1,735)	(12,962)	(3,596)
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	59	(920)	(1,305)
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	(7,126)	(14,447)	(1,967)
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	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	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	32,846	26,394	24,497

収支状況中計比較 Comparison of Income and Expenditures

1. 連結損益計算書 Consolidated Income Statement

百万円/Million ¥

	実績	実績	予想	中期計画
	Actual	Actual	Forecast	Midium-Term Plan
	07/3	08/3	09/3	11/3
売上高 Net Sales	428,059	484,878	497,000	620,000
営業利益 Operating Income	25,115 5.9%	30,356 6.3%	21,000 4.2%	47,000 7.6%
経常利益 Ordinary Income	27,186 6.4%	31,336 6.5%	25,000 5.0%	50,000 8.1%
当期純利益 Net Income	15,931	20,361	16,000	30,000
1株当たり利益 EPS	65.71	84.01	67.55	125.00

2. 連結貸借対照表 Consolidated Balance Sheet

百万円/Million ¥

	実績	実績	予想	中期計画
	Actual	Actual	Forecast	Midium-Term Plan
	07/3	08/3	09/3	11/3
流動資産 Current Assets	179,570	182,046	165,000	225,000
有形固定資産 Property, Plant and Equipment, Net	132,913	140,192	140,000	155,000
投資等 Total Investments, Long-Term Receivables and Other Assets	88,482	78,830	65,000	96,000
総資産 Total Assets	400,966	401,069	370,000	476,000
有利子負債 Interest-Bearing Debt	76,903	64,525	60,000	22,500
その他負債 Other Liabilities	186,453	187,315	165,000	243,500
純資産 Net Assets	137,610	149,227	145,000	210,000
負債・純資産計 Total Liabilities and Net Assets	400,966	401,069	370,000	476,000

ROE ※1)	12.2%	14.2%	10.9%	15.2%
ROA ※2)	7.2%	7.8%	6.5%	10.6%

※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

3. 分野別セグメント

Segment Information by Business Group

百万円/Million ¥

		実績	実績	予想	中期計画
		Actual	Actual	Forecast	Midium-Term Plan
		07/3	08/3	09/3	11/3
懸架ばね事業	Automotive Suspension Spring Unit				
売上高	Net Sales	104,482	116,917	108,000	128,900
営業利益	Operating Income	1,204	4,757	2,500	8,500
利益率	Operating Margin	1.2%	4.1%	2.3%	6.6%
シート事業	Automotive Seating Unit				
売上高	Net Sales	144,597	171,603	184,900	207,800
営業利益	Operating Income	6,074	8,033	6,000	10,200
利益率	Operating Margin	4.2%	4.7%	3.2%	4.9%
精密部品事業	Precision Spring & Components Unit				
売上高	Net Sales	137,609	154,723	162,900	208,800
営業利益	Operating Income	14,349	14,450	10,400	23,600
利益率	Operating Margin	10.4%	9.3%	6.4%	11.3%
産業機器ほか事業	Industry & Others				
売上高	Net Sales	41,369	41,634	41,200	74,500
営業利益	Operating Income	3,487	3,114	2,100	4,700
利益率	Operating Margin	8.4%	7.5%	5.1%	6.3%
連結	Consolidated				
売上高	Net Sales	428,059	484,878	497,000	620,000
営業利益	Operating Income	25,115	30,356	21,000	47,000
利益率	Operating Margin	5.9%	6.3%	4.2%	7.6%

4. 所在地別セグメント

Segment Information by Location

百万円/Million ¥

		実績	実績	予想	中期計画
		Actual	Actual	Forecast	Midium-Term Plan
		07/3	08/3	09/3	11/3
日本	Japan				
売上高	Net Sales	313,643	334,704	352,600	424,400
営業利益	Operating Income	21,158	20,004	12,000	27,300
利益率	Operating Margin	6.7%	6.0%	3.4%	6.4%
北米	North America				
売上高	Net Sales	42,353	51,314	47,200	61,700
営業利益	Operating Income	(2,151)	(418)	0	2,800
利益率	Operating Margin	(5.1%)	(0.8%)	0.0%	4.5%
アジア	Asia				
売上高	Net Sales	72,062	98,860	97,200	133,900
営業利益	Operating Income	6,107	10,769	9,000	16,900
利益率	Operating Margin	8.5%	10.9%	9.3%	12.6%
連結	Consolidated				
売上高	Net Sales	428,059	484,878	497,000	620,000
営業利益	Operating Income	25,115	30,356	21,000	47,000
利益率	Operating Margin	5.9%	6.3%	4.2%	7.6%