

FINANCIAL FACT BOOK FYE2025

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NHK Spring Co., Ltd.
2025.5.28

※注記

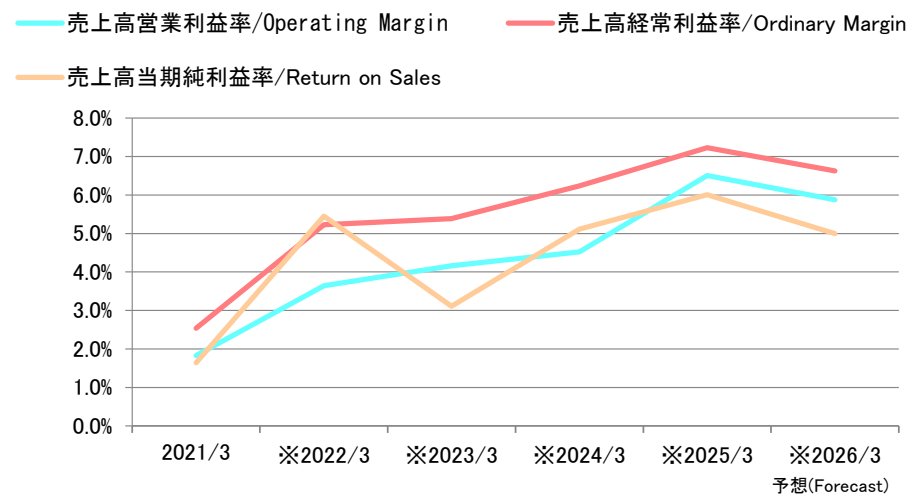
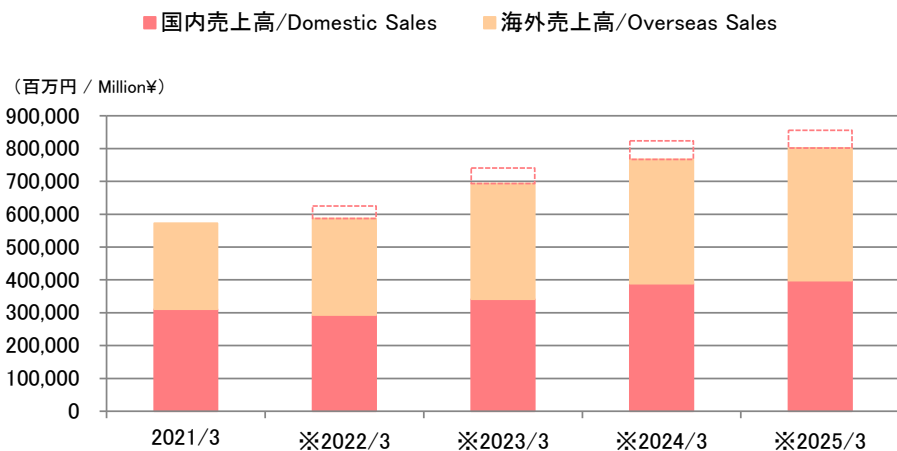
業績見通しには、現時点で入手可能な情報と当社の今後の計画等の将来予測が含まれています。
国内外の経済事情、為替レート等不確実な要因の状況変化によって、実際の業績が見通しと大きく異なる可能性があることをご承知おきください。

※Notes

These earnings forecasts include information that is 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 condition and exchange rates.

経営成績/Operating Results

百万円 / Million¥		2021/3	※2022/3	※2023/3	※2024/3	※2025/3	※2026/3
売上高	Net Sales	572,639	586,903	693,246	766,934	801,698	800,000
前年比	Year-over-Year	-13.8%	—	18.1%	10.6%	4.5%	-0.2%
国内売上高	Domestic Sales	310,805	292,761	341,621	388,428	398,186	—
前年比	Year-over-Year	-15.2%	—	16.7%	13.7%	2.5%	—
海外売上高	Overseas Sales	261,833	294,142	351,625	378,505	403,512	—
前年比	Year-over-Year	-12.1%	—	19.5%	7.6%	6.6%	—
売上高営業利益率	Operating Margin	1.8%	3.6%	4.2%	4.5%	6.5%	5.9%
売上高経常利益率	Ordinary Margin	2.5%	5.2%	5.4%	6.2%	7.2%	6.6%
売上高当期純利益率	Return on Sales	1.6%	5.5%	3.1%	5.1%	6.0%	5.0%



※2022年3月期より、収益認識に関する会計基準(改正企業会計基準第29号)の適用をしており、従来は売上高として計上していた顧客からの有償支給額を売上原価と相殺表示しております。

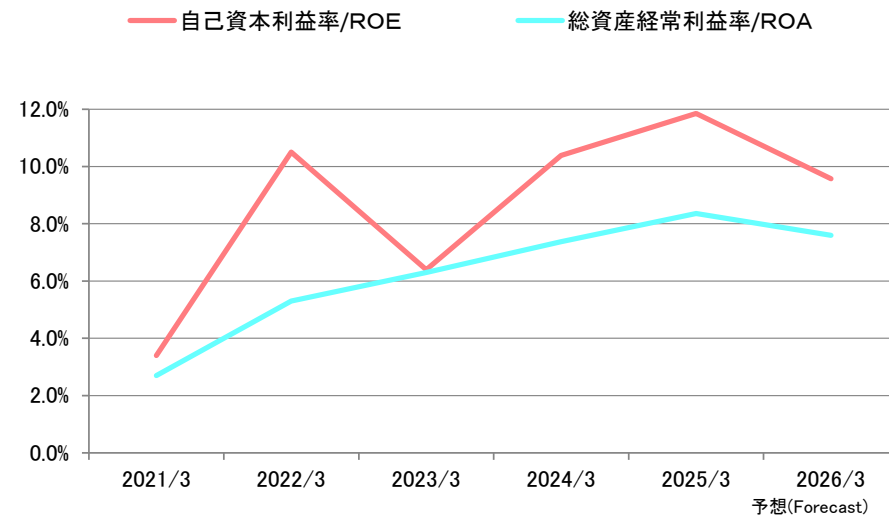
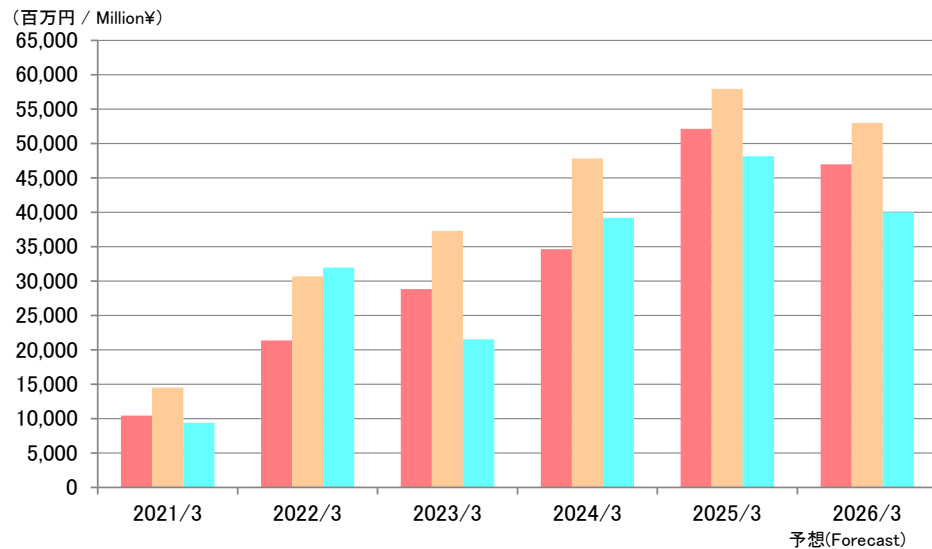
※By application of new "Accounting Standard for Revenue Recognition (ASBJ Statement No. 29)", purchase amounts of customer supplied parts have been offset by "Net Sales" amounts from FYE2022.

経営成績/Operating Results

予想(Forecast)

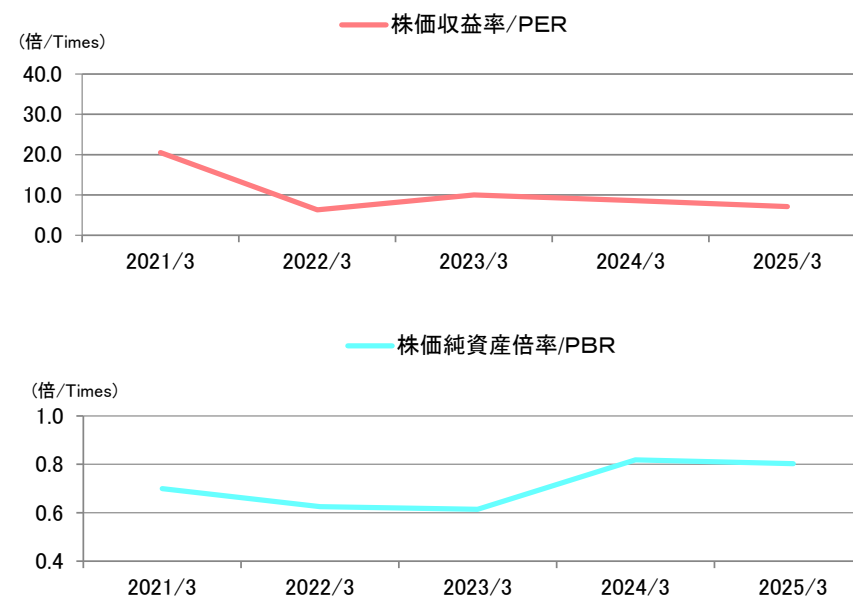
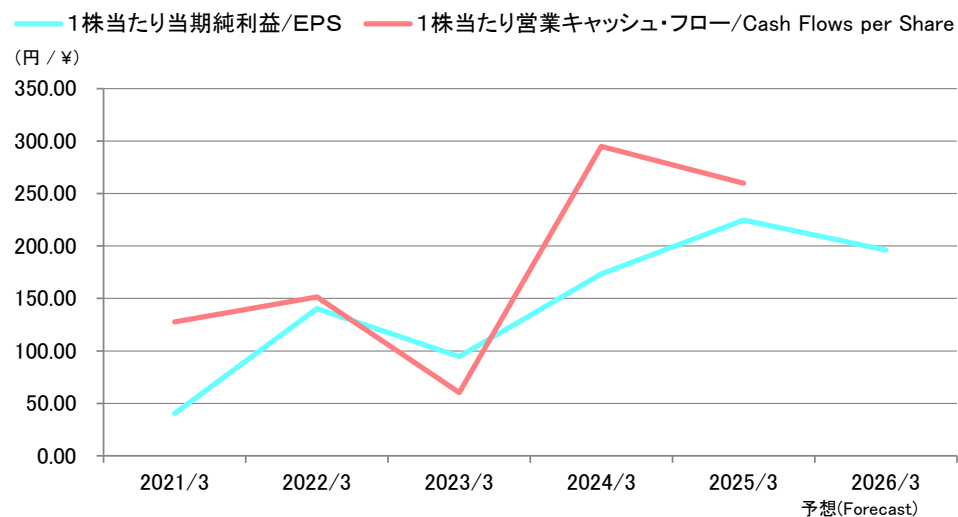
百万円 / Million¥		2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
営業利益	Operating Profit	10,463	21,359	28,838	34,652	52,160	47,000
前年比	Year-over-Year	-49.5%	104.1%	35.0%	20.2%	50.5%	-9.9%
経常利益	Ordinary Profit	14,533	30,674	37,317	47,814	57,960	53,000
前年比	Year-over-Year	-31.7%	111.1%	21.7%	28.1%	21.2%	-8.6%
親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	9,396	31,998	21,537	39,188	48,167	40,000
前年比	Year-over-Year	103.7%	240.5%	-32.7%	82.0%	22.9%	-17.0%
自己資本利益率	ROE	3.4%	10.5%	6.4%	10.4%	11.9%	9.6%
総資産経常利益率	ROA	2.7%	5.3%	6.3%	7.4%	8.4%	7.6%
投下資本利益率	ROIC	2.4%	4.4%	5.5%	6.1%	8.3%	7.1%

- 営業利益/Operating Profit
- 経常利益/Ordinary Profit
- 親会社株主に帰属する当期純利益/Profit Attributable to Owners of Parent



経営成績/Operating Results

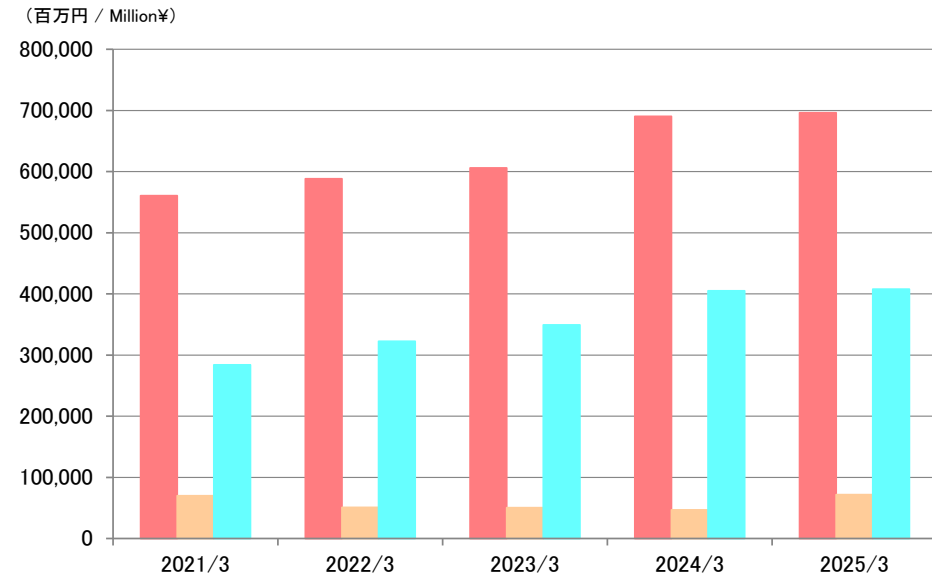
円 / ¥		2021/3	2022/3	2023/3	2024/3	2025/3	予想(Forecast)
1株当たり当期純利益	EPS	40.45	140.33	94.50	173.27	224.73	196.15
1株当たり営業キャッシュ・フロー	Cash Flows per Share	127.57	151.33	60.29	294.94	259.94	—
期末日株価	Closing Share Price at Fiscal Year End	830	885	947	1,497	1,606	—
株価収益率(倍)	PER(Times)	20.5	6.3	10.0	8.6	7.1	—
株価営業キャッシュ・フロー倍率(倍)	Price Operating Cash Flows Ratio(Times)	6.5	5.8	15.7	5.1	6.2	—
株価純資産倍率(倍)	PBR(Times)	0.7	0.6	0.6	0.8	0.8	—



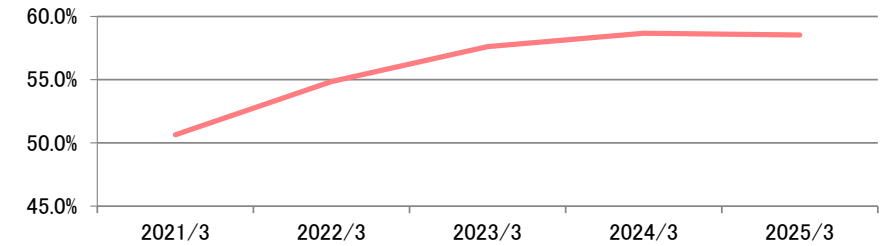
財政状態/Financial Condition

百万円 / Million¥		2021/3	2022/3	2023/3	2024/3	2025/3
総資産	Total Assets	560,769	588,091	606,039	690,289	696,340
有利子負債	Interest-Bearing Debt	70,074	50,871	50,501	47,414	71,817
自己資本	Stockholders' Equity	283,993	322,614	349,221	405,021	407,679
自己資本比率	Stockholders' Equity to Total Assets Ratio	50.6%	54.9%	57.6%	58.7%	58.5%
1株当たり純資産(円)	Stockholders' Equity per Share(¥)	1,245.48	1,414.87	1,541.70	1,828.86	1,999.16

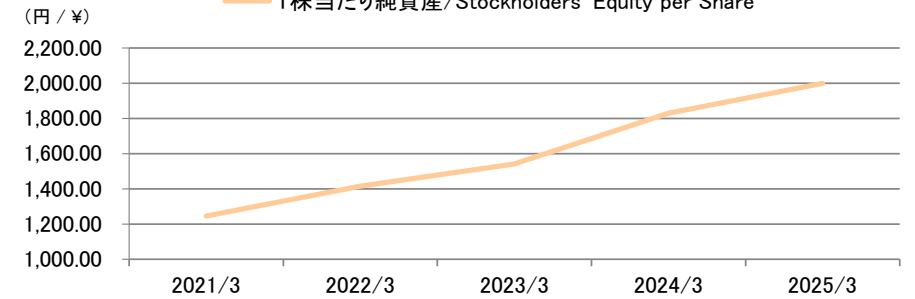
■ 総資産/Total Assets ■ 有利子負債/Interest-Bearing Debt ■ 自己資本/Stockholders' Equity



— 自己資本比率/Stockholders' Equity to Total Assets Ratio

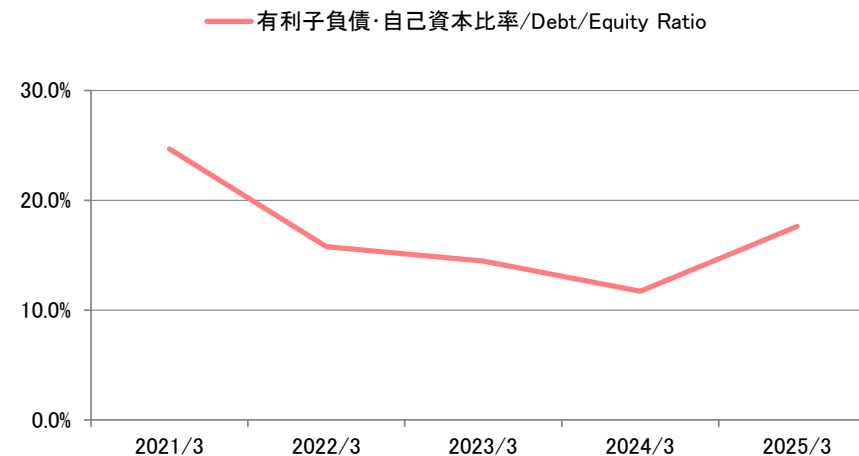
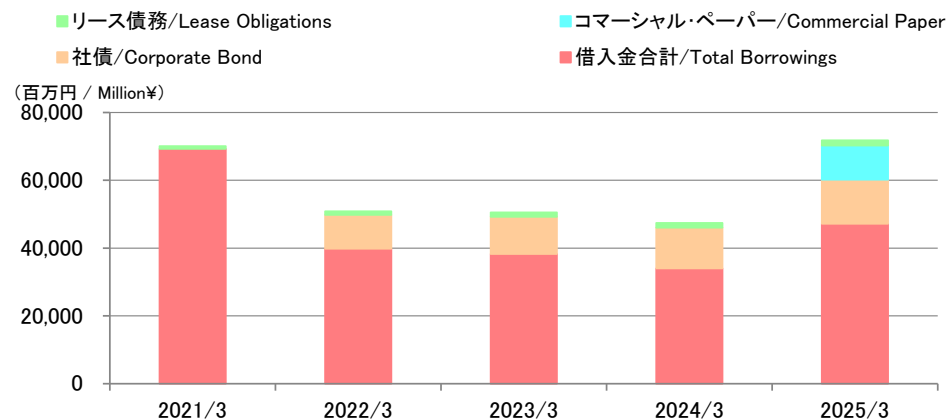


— 1株当たり純資産/Stockholders' Equity per Share



財政状態/Financial Condition

百万円 / Million¥		2021/3	2022/3	2023/3	2024/3	2025/3
短期借入金	Short-term loans payable	26,036	13,571	13,147	4,701	4,705
長期借入金	Long-term loans payable	43,228	26,211	25,110	29,293	42,509
(うち一年以内返済)	(Due Within One Year)	(17,017)	(15,101)	(8,020)	(7,284)	(22,494)
借入金合計	Total Borrowings	69,264	39,782	38,257	33,994	47,214
社債	Corporate Bond	—	10,000	11,000	12,000	13,000
(うち一年以内償還)	(Due Within One Year)	(—)	(—)	(—)	(—)	(—)
コマーシャル・ペーパー	Commercial Paper	—	—	—	—	10,000
リース債務	Lease Obligations	809	1,088	1,244	1,420	1,603
有利子負債合計	Total Interest-Bearing Debt	70,074	50,871	50,501	47,414	71,817
有利子負債・自己資本比率(D/Eレシオ)	Debt/Equity Ratio	24.7%	15.8%	14.5%	11.7%	17.6%
純有利子負債合計	Net Interest-Bearing Debt	-9,257	-41,259	-22,447	-55,801	-25,416



※グラフの合計額が有利子負債合計額となっております。

※The sum of the graph is Total Interest-Bearing Debt.

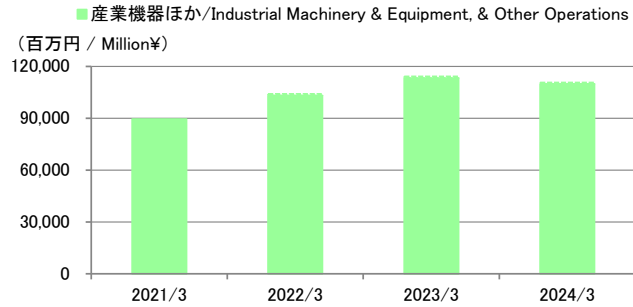
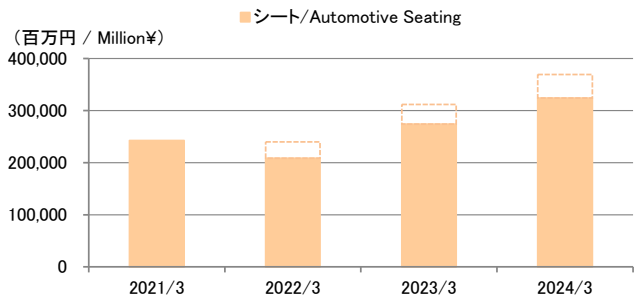
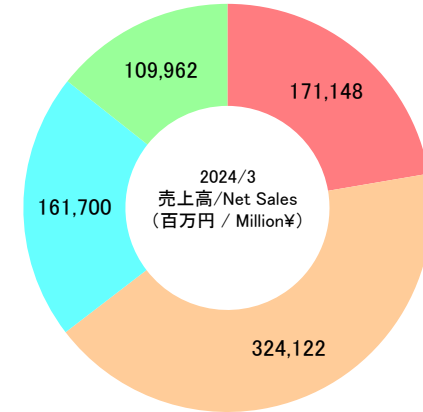
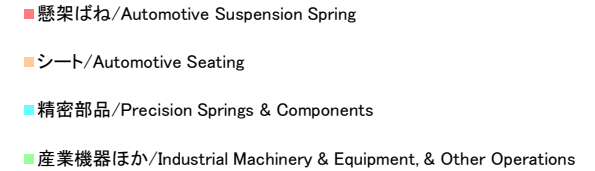
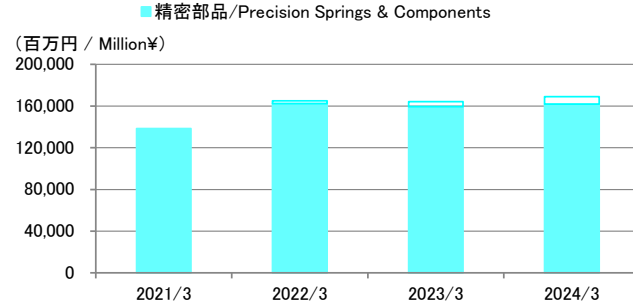
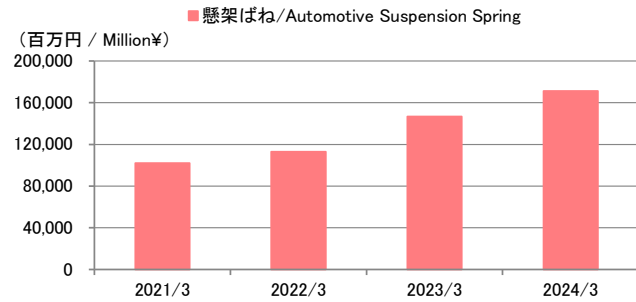
※短期借入金及び長期借入金は、内部取引消去後の純額を表示しております。

※The figures of Short-Term Loans Payable and Long-Term Loans Payable show their net amount after elimination.

セグメント情報(事業別)/Segment Information by Business Group

百万円 / Million¥

			2021/3	2022/3	2023/3	2024/3
売上高:	懸架ばね事業	Automotive Suspension Spring	102,071	112,994	146,847	171,148
Net Sales	シート事業	Automotive Seating	242,514	208,431	273,787	324,122
	精密部品事業	Precision Springs & Components	138,529	162,287	159,415	161,700
	産業機器ほか事業	Industrial Machinery & Equipment, & Other Operations	89,523	103,189	113,196	109,962
	連結	Consolidated	572,639	586,903	693,246	766,934



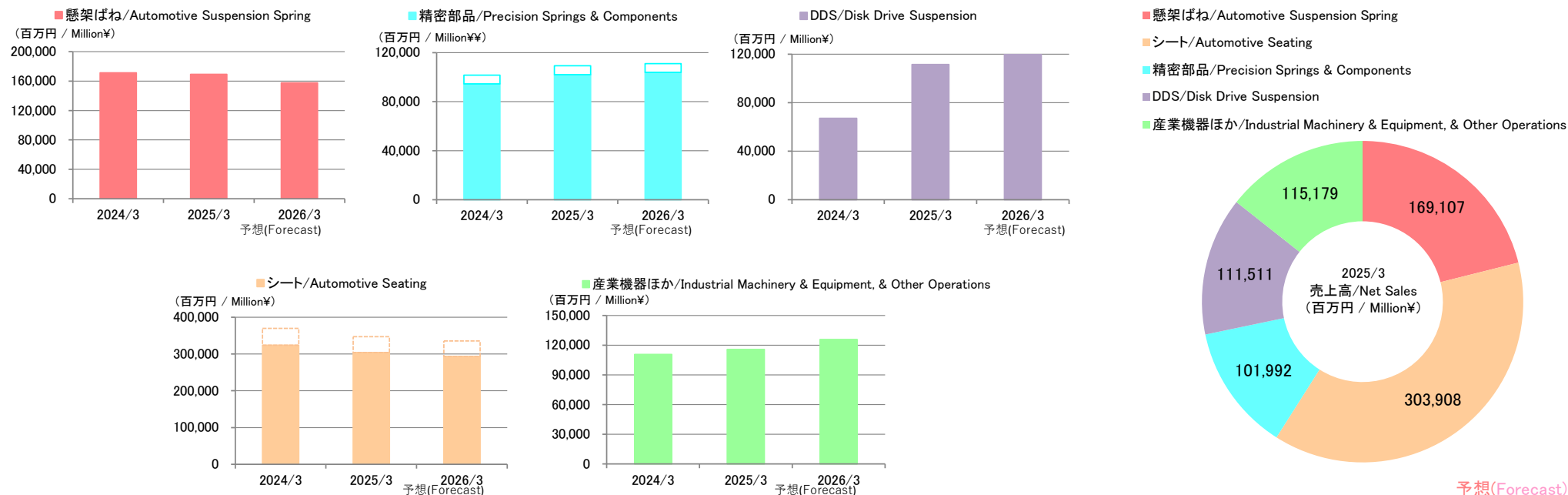
百万円 / Million¥

			2021/3	2022/3	2023/3	2024/3
セグメント利益:	懸架ばね事業	Automotive Suspension Spring	-4,687	-4,360	-2,734	1,599
(営業利益)	シート事業	Automotive Seating	1,972	-2,853	7,311	19,121
Segment Profit	精密部品事業	Precision Springs & Components	6,833	17,810	11,471	7,117
(Operating Profit)	産業機器ほか事業	Industrial Machinery & Equipment, & Other Operations	6,344	10,763	12,790	6,813
	連結	Consolidated	10,463	21,359	28,838	34,652

セグメント情報(事業別)/Segment Information by Business Group

百万円 / Million¥

			2024/3	2025/3	予想(Forecast) 2026/3
売上高:	懸架ばね事業	Automotive Suspension Spring	171,148	169,107	157,500
Net Sales	シート事業	Automotive Seating	324,122	303,908	293,500
	精密部品事業※	Precision Spring & Components※	94,501	101,992	104,000
	DDS事業※	Disk Drive Suspension※	67,199	111,511	120,000
	産業機器ほか事業	Industrial Machinery & Equipment, & Other Operations	109,962	115,179	125,000
	連結	Consolidated	766,934	801,698	800,000



百万円 / Million¥

			2024/3	2025/3	予想(Forecast) 2026/3
セグメント利益:	懸架ばね事業	Automotive Suspension Spring	1,599	464	1,800
(営業利益)	シート事業	Automotive Seating	19,121	11,227	9,500
Segment Profit	精密部品事業※	Precision Spring & Components※	660	4,289	3,700
(Operating Profit)	DDS事業※	Disk Drive Suspension※	6,456	26,673	23,000
	産業機器ほか事業	Industrial Machinery & Equipment, & Other Operations	6,813	9,505	9,000
	連結	Consolidated	34,652	52,160	47,000

※2025年3月期より、報告セグメントの区分をこれまでの「精密部品」から「精密部品」、「DDS(ディスクドライブサスペンション)」に変更することにいたしました。2024年3月期は、参考値であり監査対象外の数値です。

※The classification of reporting segments will be changed from “Precision Springs & Components” to “Precision Springs & Components” and “DDS (Disk Drive Suspension)” from FYE2025.

The amount of FYE2024 is reference only and exempt from Audit.

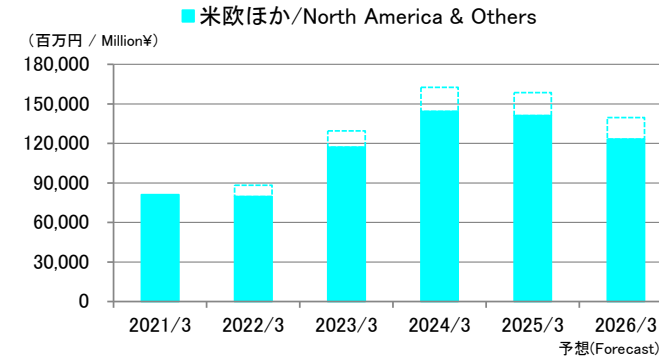
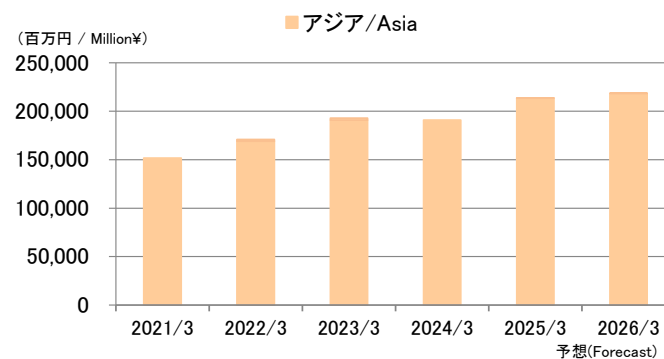
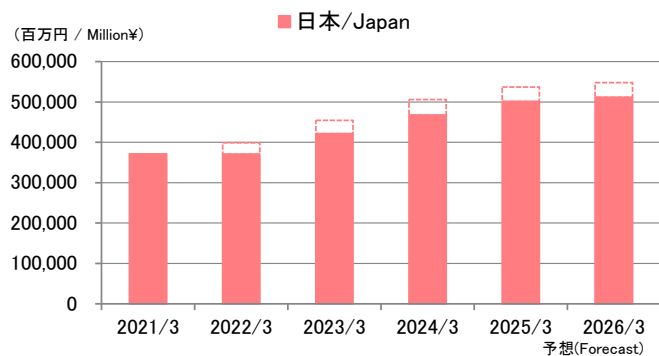
セグメント情報(所在地別)/Segment Information by Location

売上高/Net Sales

予想(Forecast)

百万円 / Million¥

			2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
日本:	対外部顧客	For Customers	343,115	341,391	391,076	437,703	457,422	468,000
Japan	セグメント間	Intersegment	27,965	29,511	30,574	30,030	43,701	43,800
	計	Total	371,081	370,902	421,651	467,733	501,124	511,800
アジア:	対外部顧客	For Customers	148,956	166,504	186,796	186,929	205,304	211,000
Asia	セグメント間	Intersegment	2,593	2,743	4,099	3,998	8,070	7,300
	計	Total	151,550	169,247	190,895	190,927	213,375	218,300
米欧ほか:	対外部顧客	For Customers	80,567	79,007	115,373	142,301	138,971	121,000
North America & Others	セグメント間	Intersegment	581	561	1,727	1,940	2,138	2,200
	計	Total	81,148	79,568	117,100	144,241	141,110	123,200
	消去	Intersegment Sales	-31,140	-32,815	-36,401	-35,968	-53,911	-53,300
	連結	Consolidated	572,639	586,903	693,246	766,934	801,698	800,000



営業利益/Operating Income

予想(Forecast)

百万円 / Million¥

			2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
日本	Japan		10,021	20,193	24,737	29,914	39,955	29,000
アジア	Asia		6,421	10,201	10,438	7,919	19,479	20,700
米欧ほか	North America & Others		-5,979	-9,035	-6,338	-3,181	-7,274	-2,700
連結	Consolidated		10,463	21,359	28,838	34,652	52,160	47,000

セグメント情報(資産情報)/Assets Information

百万円 / Million¥

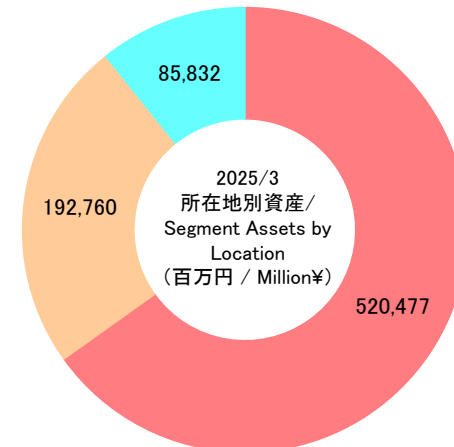
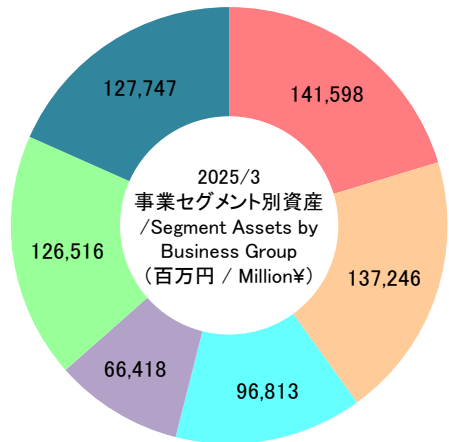
			2021/3	2022/3	2023/3	2024/3	2025/3
事業セグメント別資産	懸架ばね事業	Automotive Suspension Spring	119,741	116,951	139,572	151,148	141,598
Segments Assets	シート事業	Automotive Seating	121,747	114,879	131,404	147,766	137,246
by Business Group	精密部品事業	Precision Springs & Components	131,830	141,429	137,765	95,092	96,813
	DDS事業	Disk Drive Suspension	—	—	—	54,862	66,418
	産業機器ほか事業	Industrial Machinery & Equipment, & Other Operations	85,038	93,487	106,702	115,103	126,516
	調整額	Adjustment	102,411	121,343	90,594	126,316	127,747
	連結	Consolidated	560,769	588,091	606,039	690,289	696,340

百万円 / Million¥

			2021/3	2022/3	2023/3	2024/3	2025/3
所在地別資産	日本	Japan	432,220	463,270	474,041	543,029	520,477
Segments Assets	アジア	Asia	144,593	148,243	158,924	172,996	192,760
by Location	米欧ほか	North America & Others	66,606	68,146	83,753	94,727	85,832
	全社又は消去	Whole company or Eliminations	-82,650	-91,569	-110,679	-120,464	-102,731
	連結	Consolidated	560,769	588,091	606,039	690,289	696,340

- 懸架ばね事業/Automotive Suspension Spring
- シート事業/Automotive Seating
- 精密部品事業/Precision Springs & Components
- DDS事業/Disk Drive Suspension
- 産業機器ほか事業/Industrial Machinery & Equipment, & Other Operations
- 調整額/Adjustment

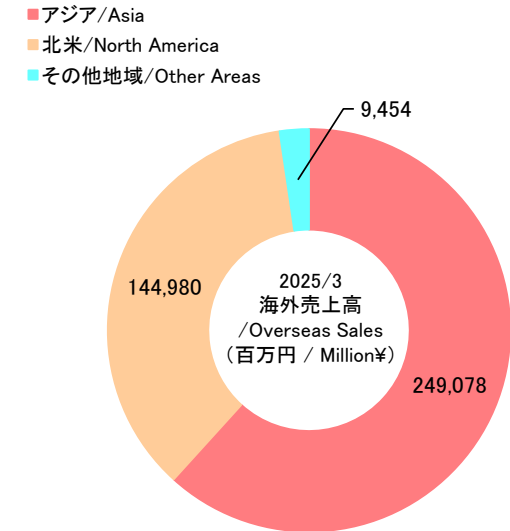
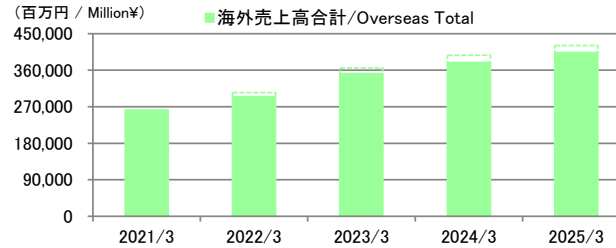
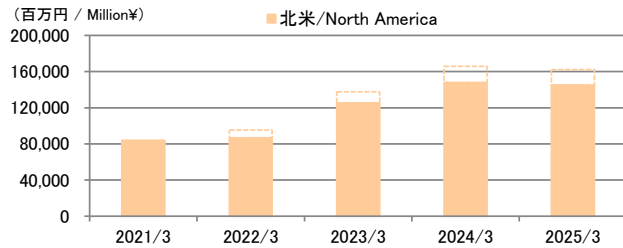
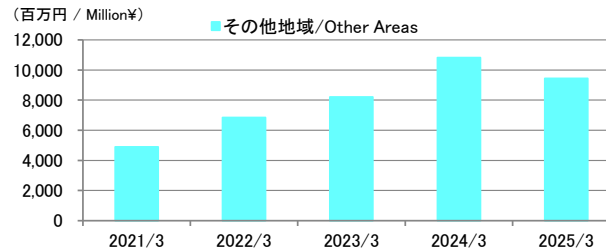
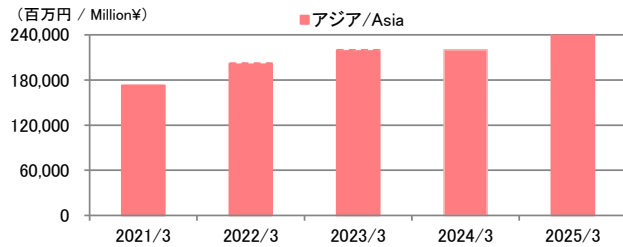
- 日本/Japan
- アジア/Asia
- 米欧ほか/North America & Others



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 The amount of FYE2024 is reference only and exempt from Audit.

仕向先別(海外)売上高/Overseas Sales by Region

百万円 / Million¥			2021/3	2022/3	2023/3	2024/3	2025/3
アジア	売上高	Net Sales	173,061	200,507	218,134	220,025	249,078
Asia	構成比	Composition	30.2%	34.2%	31.5%	28.7%	31.1%
	前年比	Year-over-Year	-5.3%	—	8.8%	0.9%	13.2%
北米	売上高	Net Sales	83,870	86,776	125,283	147,656	144,980
North America	構成比	Composition	14.6%	14.8%	18.1%	19.3%	18.1%
	前年比	Year-over-Year	-23.2%	—	44.4%	17.9%	-1.8%
その他地域	売上高	Net Sales	4,901	6,857	8,206	10,823	9,454
Other Areas	構成比	Composition	0.9%	1.2%	1.2%	1.4%	1.2%
	前年比	Year-over-Year	-19.4%	—	19.7%	31.9%	-12.7%
海外売上高合計		Overseas Total	261,833	294,142	351,625	378,505	403,512
海外売上高比率		Overseas Ratio	45.7%	50.1%	50.7%	49.4%	50.3%

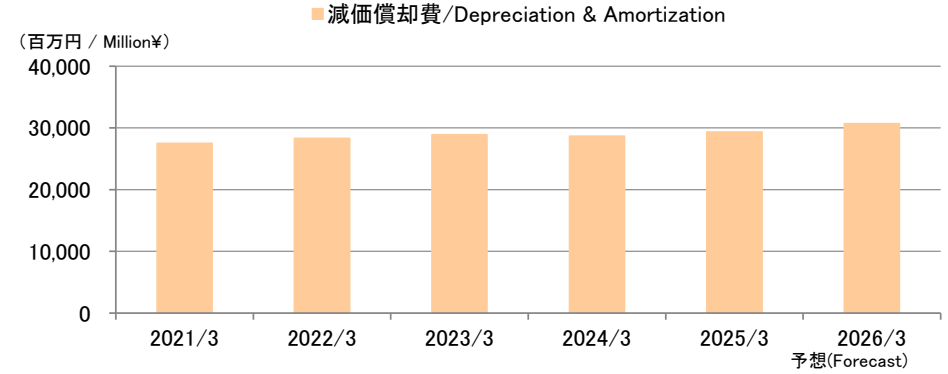
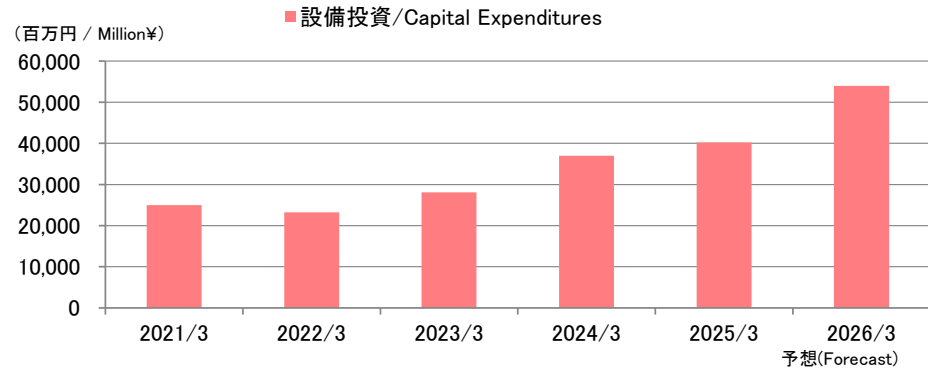


※上記は監査対象外の数字です。
 ※The above is exempt from Audit.

設備投資、減価償却費/Capital Expenditures, Depreciation & Amortization

予想(Forecast)

百万円 / Million¥		2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
設備投資	Capital Expenditures	24,981	23,253	28,078	37,000	40,252	54,000
前年比	Year-over-Year	-37.3%	-6.9%	20.7%	31.8%	8.8%	34.2%
減価償却費	Depreciation & Amortization	27,498	28,300	28,879	28,671	29,324	30,700
前年比	Year-over-Year	4.1%	2.9%	2.0%	-0.7%	2.3%	4.7%



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

予想(Forecast)

百万円 / Million¥			2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
懸架ばね事業	設備投資	Capital Expenditures	4,958	3,054	4,561	5,802	6,324	10,500
Automotive Suspension Spring	減価償却費	Depreciation & Amortization	5,949	6,614	6,656	6,348	5,451	5,700
シート事業	設備投資	Capital Expenditures	6,270	5,031	4,637	4,922	6,472	5,300
Automotive Seating	減価償却費	Depreciation & Amortization	5,133	4,839	5,516	5,648	5,260	4,700
精密部品事業※	設備投資	Capital Expenditures	10,510	11,375	12,126	10,766	7,937	11,000
Precision Spring & Components※	減価償却費	Depreciation & Amortization	10,970	11,430	11,384	4,771	5,236	5,500
DDS事業※	設備投資	Capital Expenditures	—	—	—	4,594	4,307	9,900
Disk Drive Suspension※	減価償却費	Depreciation & Amortization	—	—	—	6,357	6,448	6,800
産業機器ほか事業	設備投資	Capital Expenditures	2,470	3,049	5,827	8,201	12,691	12,300
Industrial Machinery & Equipment, & Other Operations	減価償却費	Depreciation & Amortization	3,755	3,675	3,550	3,573	4,118	5,600
全社共有	設備投資	Capital Expenditures	770	742	924	2,713	2,518	5,000
Company-wide sharing	減価償却費	Depreciation & Amortization	1,688	1,741	1,772	1,972	2,809	2,400

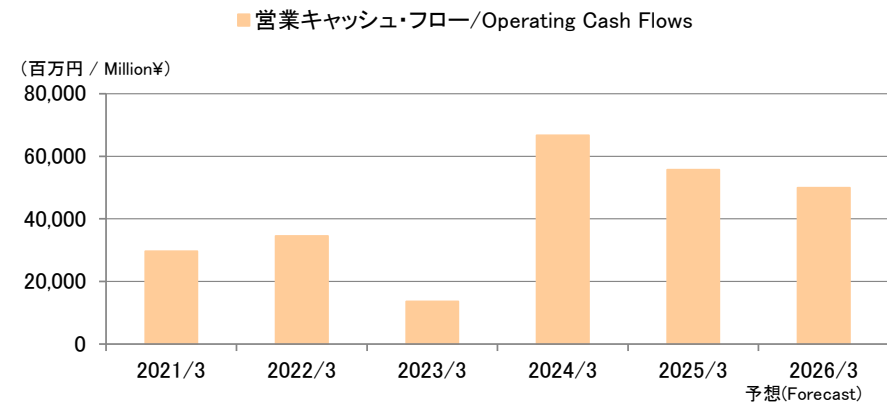
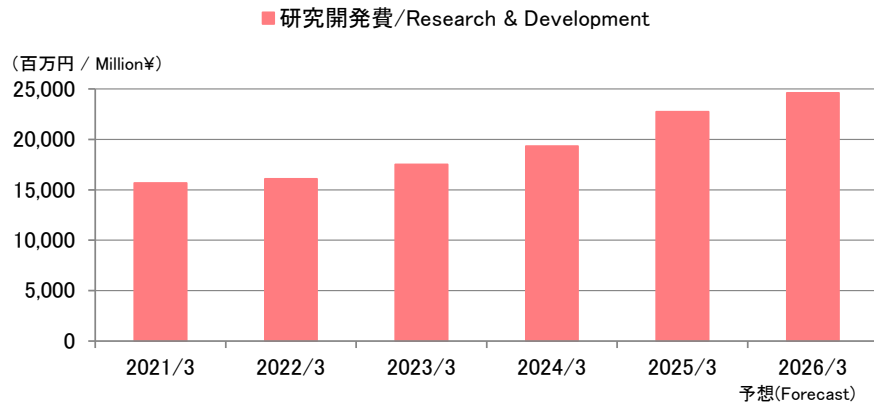
※2025年3月期より、報告セグメントの区分をこれまでの「精密部品」から「精密部品」、「DDS(ディスクドライブサスペンション)」に変更することいたしました。2024年3月期は、参考のため区分して記載しております。

※The classification of reporting segments will be changed from “Precision Springs & Components” to “Precision Springs & Components” and “DDS (Disk Drive Suspension)” from FYE2025.

The amount of FYE2024 is reference only.

研究開発費、営業キャッシュ・フロー/Research & Development, Operating Cash Flows

百万円 / Million¥		2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
研究開発費	Research & Development	15,664	16,077	17,503	19,335	22,740	24,600
売上高比率	R&D per Sales Ratio	2.7%	2.7%	2.5%	2.5%	2.8%	3.1%
営業キャッシュ・フロー	Operating Cash Flows	29,636	34,505	13,656	66,706	55,713	50,000
前年比	Year-over-Year	-19.1%	16.4%	-60.4%	388.4%	-16.5%	-10.3%



連結対象会社数/The Number of Consolidated Subsidiaries

連結子会社 / Consolidated Subsidiaries		2021/3	2022/3	2023/3	2024/3	2025/3
国内	Domestic	19	19	19	19	19
海外	Overseas	20	19	19	19	19
計	Total	39	38	38	38	38

持分法適用会社 / Affiliated Companies		2021/3	2022/3	2023/3	2024/3	2025/3
国内	Domestic	4	4	3	3	3
海外	Overseas	5	5	5	5	5
計	Total	9	9	8	8	8

連結貸借対照表/Consolidated Balance Sheets

百万円/ Million ¥

資産の部	Assets	2021/3	2022/3	2023/3	2024/3	2025/3
資産の部	Assets					
流動資産	Current Assets					
現金及び預金	Cash and Bank Deposits	79,331	92,130	72,948	103,216	97,234
営業債権	Accounts Receivable	140,633	138,124	146,792	165,639	166,457
たな卸資産	Inventories	54,818	73,872	91,498	86,896	97,633
その他	Other Current Assets	19,970	21,277	26,024	26,996	29,102
貸倒引当金	Allowance for Doubtful Receivables	-193	-126	-27	-58	-13
流動資産合計	Total Current Assets	294,560	325,279	337,237	382,690	390,414
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	53,907	54,028	51,779	57,621	55,911
機械装置及び運搬具	Machinery and Equipment	67,466	61,286	59,045	57,560	58,392
土地	Land	29,444	30,483	31,520	32,131	34,939
建設仮勘定	Construction in Progress	13,997	10,275	14,314	15,985	25,088
その他	Others	10,850	10,142	9,608	11,396	11,027
有形固定資産合計	Total Property, Plant and Equipment, Net	175,667	166,217	166,269	174,694	185,359
無形固定資産	Intangible Assets	3,032	3,034	3,317	3,257	3,229
投資その他の資産	Investments, Long-Term Receivables and Other Assets					
投資有価証券	Investment Securities	55,756	58,703	62,287	73,491	64,962
繰延税金資産	Deferred tax assets	9,952	10,050	10,161	10,068	9,211
退職給付に係る資産	Net defined benefit asset	10,195	13,199	14,410	33,426	29,152
その他	Other Investments	12,725	12,509	13,996	14,164	15,777
貸倒引当金	Allowance for Doubtful Receivables	-1,121	-904	-1,642	-1,504	-1,767
投資その他の資産合計	Total Investments, Long-Term Receivables and Other Assets	87,508	93,559	99,214	129,646	117,336
固定資産合計	Total Noncurrent Assets	266,208	262,811	268,801	307,599	305,925
資産合計	Total Assets	560,769	588,091	606,039	690,289	696,340

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	2021/3	2022/3	2023/3	2024/3	2025/3
負債の部	Liabilities					
流動負債	Current Liabilities					
営業債務	Accounts Payable	113,669	111,189	109,672	115,918	112,196
短期借入金	Short-Term Loans payable	43,053	28,672	21,167	11,985	27,199
未払法人税等	Income taxes payable	3,702	12,652	4,400	12,087	4,308
その他	Others	34,248	34,809	36,374	42,626	50,611
流動負債合計	Total Current Liabilities	194,675	187,325	171,615	182,618	194,317
固定負債	Long-Term Liabilities					
社債	Corporate Bond	—	10,000	11,000	12,000	13,000
長期借入金	Long-Term Loans payable	26,211	11,110	17,090	22,009	20,015
繰延税金負債	Deferred tax liabilities	9,837	12,712	12,351	22,193	13,002
退職給付に係る負債	Net Defined Benefit Liability	23,331	22,262	22,506	23,366	25,244
その他	Others	6,736	5,832	5,615	7,525	7,586
固定負債合計	Total Long-Term Liabilities	66,118	61,919	68,563	87,096	78,850
負債合計	Total Liabilities	260,793	249,244	240,179	269,715	273,168
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	19,579	19,679	19,826	19,903	17,954
利益剰余金	Retained Earnings	234,113	260,692	275,386	306,866	327,545
自己株式	Treasury Stock	-14,295	-14,296	-15,703	-23,055	-36,768
株主資本合計	Total Stockholders' Equity	256,407	283,085	296,518	320,723	325,741
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	23,740	25,292	27,217	34,336	26,822
為替換算調整勘定	Cumulative Translation Adjustments	4,497	11,592	21,018	32,801	42,372
退職給付に係る調整累計額	Remeasurements of Defined Benefit Plans	-652	2,644	4,468	17,160	12,743
その他の包括利益累計額合計	Total Accumulated Other Comprehensive Income(Loss)	27,585	39,529	52,703	84,297	81,937
非支配株主持分	Non-Controlling Interests	15,982	16,232	16,638	15,552	15,492
純資産合計	Total Net Assets	299,975	338,847	365,860	420,574	423,172
負債及び純資産合計	Total Liabilities and Net Assets	560,769	588,091	606,039	690,289	696,340

連結損益計算書/Consolidated Income Statements

百万円/ Million ¥		2021/3	2022/3	2023/3	2024/3	2025/3
売上高	Net Sales	572,639	586,903	693,246	766,934	801,698
売上原価	Cost of Sales	517,479	513,099	612,410	677,519	688,643
売上総利益	Gross Profit	55,159	73,803	80,835	89,415	113,055
販売費及び一般管理費	Selling General and Administrative Expenses	44,695	52,443	51,997	54,763	60,894
営業利益	Operating Profit	10,463	21,359	28,838	34,652	52,160
営業外収益	Non-Operating Profit					
受取利息及び配当金	Interest Income and Dividends Income	1,713	2,211	2,844	4,520	5,329
持分法による投資利益	Investment Profit on Equity Method	982	1,159	979	1,803	2,379
為替差益	Foreign Exchange gains	1,229	6,529	4,865	6,529	—
その他	Others	4,756	2,677	1,927	2,096	2,790
営業外収益合計	Total Non-Operating Profit	8,681	12,578	10,616	14,948	10,499
営業外費用	Non-Operating Expenses					
支払利息	Interest Expense	333	351	260	184	385
為替差損	Foreign Exchange Losses	—	—	—	—	1,035
その他	Others	4,277	2,912	1,876	1,601	3,279
営業外費用合計	Total Non-Operating Expenses	4,611	3,263	2,137	1,786	4,699
経常利益	Ordinary Profit	14,533	30,674	37,317	47,814	57,960
特別利益	Extraordinary Gains					
固定資産売却益	Gains on Sales of Fixed Assets	—	26,692	—	—	—
その他	Others	659	209	—	16,398	2,387
特別利益合計	Total Extraordinary Gains	659	26,901	—	16,398	2,387
特別損失	Extraordinary Losses					
減損損失	Impairment Loss on Fixed Assets	433	7,117	5,537	7,034	431
その他	Others	—	353	1,468	353	299
特別損失合計	Total Extraordinary Losses	433	7,470	7,006	7,387	730
税金等調整前当期純利益	Profit before Taxes	14,759	50,105	30,311	56,825	59,617
税金費用	Income Taxes	4,318	16,830	7,241	17,072	9,662
当期純利益	Profit	10,441	33,275	23,069	39,752	49,955
非支配株主に帰属する当期純利益	Profit Attributable to Non-Controlling Interests	1,044	1,276	1,532	564	1,788
親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	9,396	31,998	21,537	39,188	48,167

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

百万円/ Million ¥		2021/3	2022/3	2023/3	2024/3	2025/3
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	Profit before Taxes	14,759	50,105	30,311	56,825	59,617
減価償却費	Depreciation & Amortization	27,498	28,300	28,879	28,671	29,324
減損損失	Impairment Loss on Fixed Assets	433	7,117	5,537	7,034	431
退職給付に係る資産又は負債の増減額	Increase or Decrease in Net Defined Benefit Asset and Liability	863	-707	-558	-1,173	-1,873
為替差損益	Exchange (Profit) Loss	-205	-2,186	-4,510	-692	-402
持分法による投資損益	Investment (Profit) Loss on Equity Method	-982	-1,159	-979	-1,803	-2,379
有形固定資産除売却損益	(Gain) Loss on Property, Plant and Equipment	190	-26,199	124	119	1,276
売上債権の増減額	(Increase) Decrease in Notes and Accounts Receivable	-7,030	4,716	-3,665	-12,988	4,019
棚卸資産の増減額	(Increase) Decrease in Inventories	-337	-16,555	-14,238	8,640	-8,255
仕入債務の増減額	Increase (Decrease) in Notes and Accounts Payable	-2,598	-2,851	-4,579	2,905	-6,141
法人税等の支払額	Income Taxes Paid	-4,908	-7,420	-17,639	-7,590	-21,296
その他	Others	1,954	1,346	-5,023	-13,242	1,393
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Operating Activities	29,636	34,505	13,656	66,706	55,713

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

百万円 / Million¥		2021/3	2022/3	2023/3	2024/3	2025/3
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	-79	108	-14,650	5,858	-4,212
有形固定資産の取得による支出	Purchases of Property, Plant and Equipment	-26,435	-23,373	-26,543	-33,320	-42,162
有形固定資産の売却による収入	Proceeds from Sales of Property, Plant and Equipment	1,970	27,472	323	578	1,425
投資有価証券の増減額	(Increase) Decrease in Investments in Securities	967	-142	-1,145	16,989	-656
その他	Others	-530	922	259	-457	-2,179
投資活動によるキャッシュ・フロー	Net Cash Used in Investing Activities	-24,107	4,987	-41,758	-10,349	-47,784
フリー・キャッシュ・フロー	Free Cash Flow	5,528	39,493	-28,101	56,357	7,928
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	22,621	-13,015	-946	-8,547	-232
長期借入金の増減額	Increase (Decrease) in Long-Term Debt	-7,084	-17,017	-1,101	4,183	13,216
社債・CPの増減額	Increase (Decrease) in Corporate Bond and Commercial Paper	-4,000	10,000	1,000	1,000	11,000
自己株式の増減による支出	(Increase) Decrease in Treasury Stock	-5,427	—	-1,402	-7,355	-32,273
配当金の支払額	Dividends Paid	-2,345	-5,472	-6,843	-7,708	-11,991
その他	Others	-972	-2,152	-2,252	-2,568	-3,342
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Financing Activities	2,792	-27,658	-11,546	-20,996	-23,625
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	-3,649	1,073	5,598	-139	4,435
現金及び現金同等物の増減額	Net Increase (Decrease) in Cash and Cash Equivalents	4,671	12,908	-34,049	35,220	-11,260
現金及び現金同等物の期首残高	Cash and Cash Equivalents at Beginning of Year	74,314	78,986	91,894	57,845	93,065
その他	Others	—	—	—	—	—
現金及び現金同等物の期末残高	Cash and Cash Equivalents at End of Year	78,986	91,894	57,845	93,065	81,805

連結損益計算書、連結貸借対照表(要約版)/Consolidated Income Statements and Consolidated Balance Sheets (Abridged edition)

連結損益計算書/Consolidated Income Statement

百万円/Million ¥		2024/3	2025/3	予想(Forecast) 2026/3
売上高	Net Sales	766,934	801,698	800,000
営業利益	Operating Profit	34,652	52,160	47,000
(売上高営業利益率)	(Operating Margin)	(4.5%)	(6.5%)	(5.9%)
経常利益	Ordinary Profit	47,814	57,960	53,000
(売上高経常利益率)	(Ordinary Margin)	(6.2%)	(7.2%)	(6.6%)
親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	39,188	48,167	40,000
1株当たり当期純利益	EPS	173.27	224.73	196.15

連結貸借対照表/Consolidated Balance Sheet

百万円/Million ¥		2024/3	2025/3	予想(Forecast) 2026/3
流動資産	Current Assets	382,690	390,414	373,000
有形固定資産	Property, Plant and Equipment, Net	174,694	185,359	212,000
投資等	Total Investments, Long-Term Receivables and Other Assets	132,903	120,565	113,000
総資産	Total Assets	690,289	696,340	698,000
有利子負債	Interest-Bearing Debt	47,414	71,817	72,000
その他負債	Other Liabilities	222,301	201,351	182,000
非支配株主持分	Non-Controlling Interests	15,552	15,492	16,000
自己資本	Stockholders' Equity	405,021	407,679	428,000
負債・純資産計	Total Liabilities and Net Assets	690,289	696,340	698,000
ROE ※1		10.4%	11.9%	9.6%
ROA ※2		7.4%	8.4%	7.6%

※1)ROE=親会社株主に帰属する当期純利益÷[(当期末純資産+前期末純資産)÷2]×100

※1)ROE=Profit Attributable to Owners of Parent÷[(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