

# FINANCIAL FACT BOOK 2011/2012

(目次 / CONTENTS)	(頁 / PAGE)
<b>[連結決算 / Consolidated Statements]</b>	<b>( 1 - 16 )</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 (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, 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 2011/2012

(目次 / CONTENTS)

(頁 / PAGE)

---

[2012年3月期予想要約 / Forecast Summary for the Period Ending March 2012]	( 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 (分野別、所在地別) Segment Information (by Business Group, by Location)	18

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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 ]:

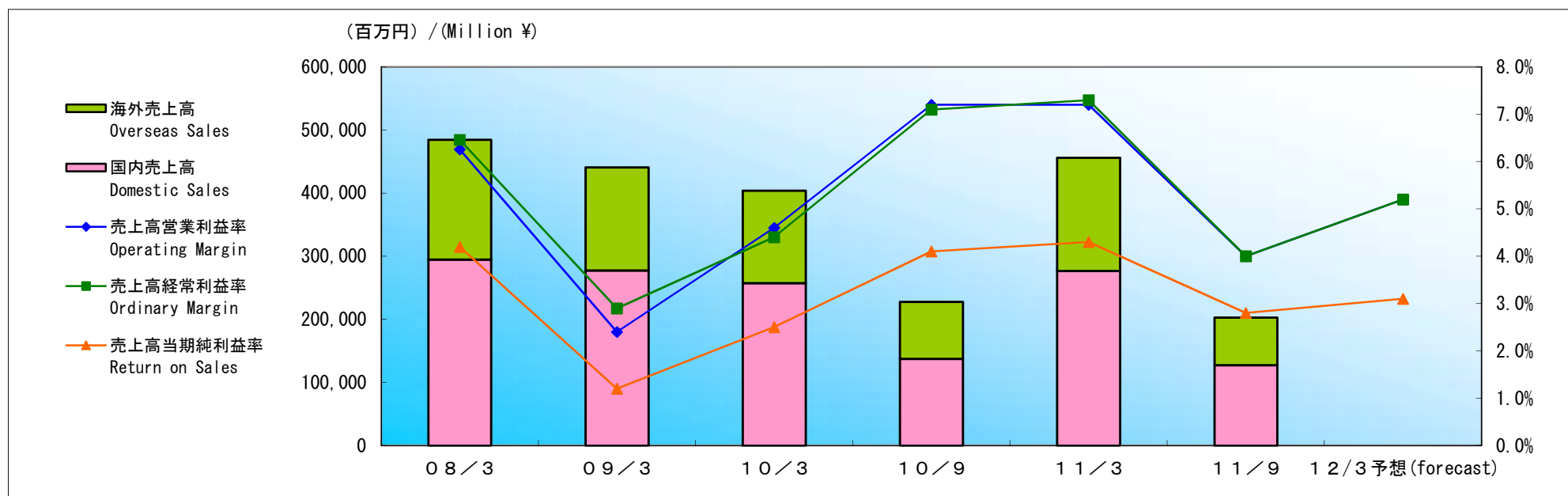
These earnings forecasts include information that was currently available at the time and predictions of our company's future plans. Please be aware that actual results may differ greatly from these forecasts because of changes in uncertain factors such as international and domestic economic information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

2011年11月22日  
Nov 22, 2011

日本発条株式会社  
NHK Spring Co., Ltd.

# 経営成績 Financial Data

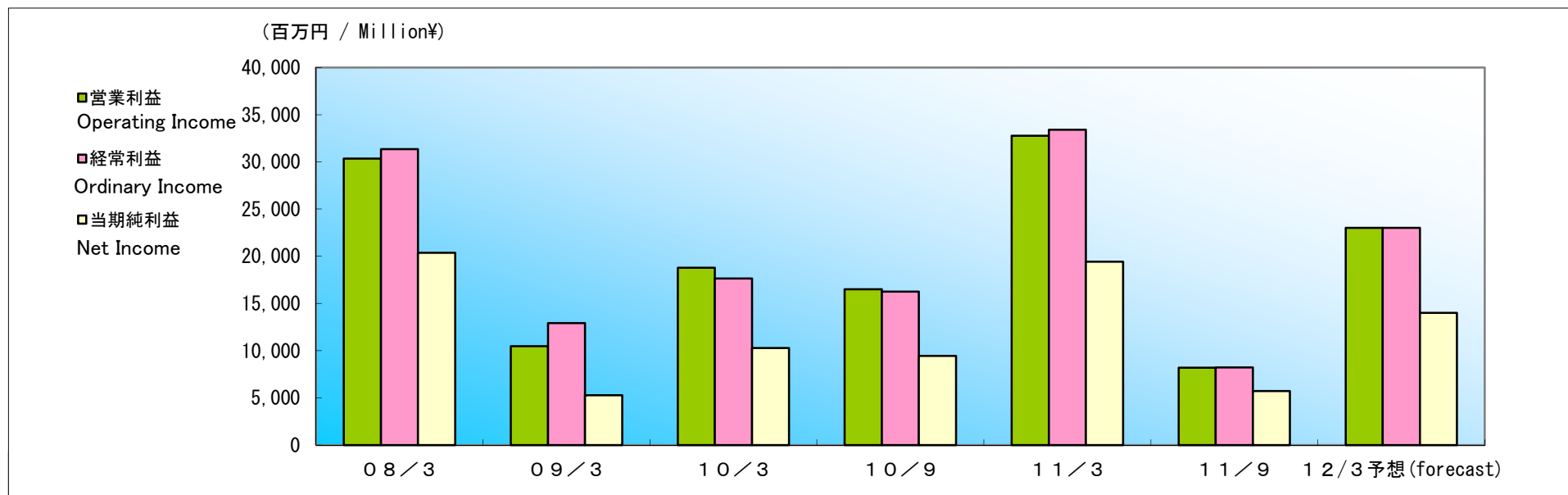
## (1) 売上高 Net Sales



		百万円 / Million ¥						
		08/3	09/3	10/3	10/9	11/3	11/9	12/3 予想 (forecast)
売上高	Net Sales	484,878	440,908	404,143	227,827	456,198	202,959	446,000
前年比	Year-over-Year	13.3%	(9.1%)	(8.3%)	28.4%	12.9%	(10.9%)	(2.2%)
国内売上高	Domestic Sales	294,861	277,740	257,303	137,548	276,816	127,424	-
前年比	Year-over-Year	8.2%	(5.8%)	(7.4%)	22.7%	7.6%	(7.4%)	-
海外売上高	Overseas Sales	190,017	163,167	146,839	90,279	179,381	75,534	-
前年比	Year-over-Year	22.1%	(14.1%)	(10.0%)	38.1%	22.2%	(16.3%)	-
売上高営業利益率	Operating Margin	6.3%	2.4%	4.6%	7.2%	7.2%	4.0%	5.2%
売上高経常利益率	Ordinary Margin	6.5%	2.9%	4.4%	7.1%	7.3%	4.0%	5.2%
売上高当期純利益率	Return on Sales	4.2%	1.2%	2.5%	4.1%	4.3%	2.8%	3.1%

(2) 利益

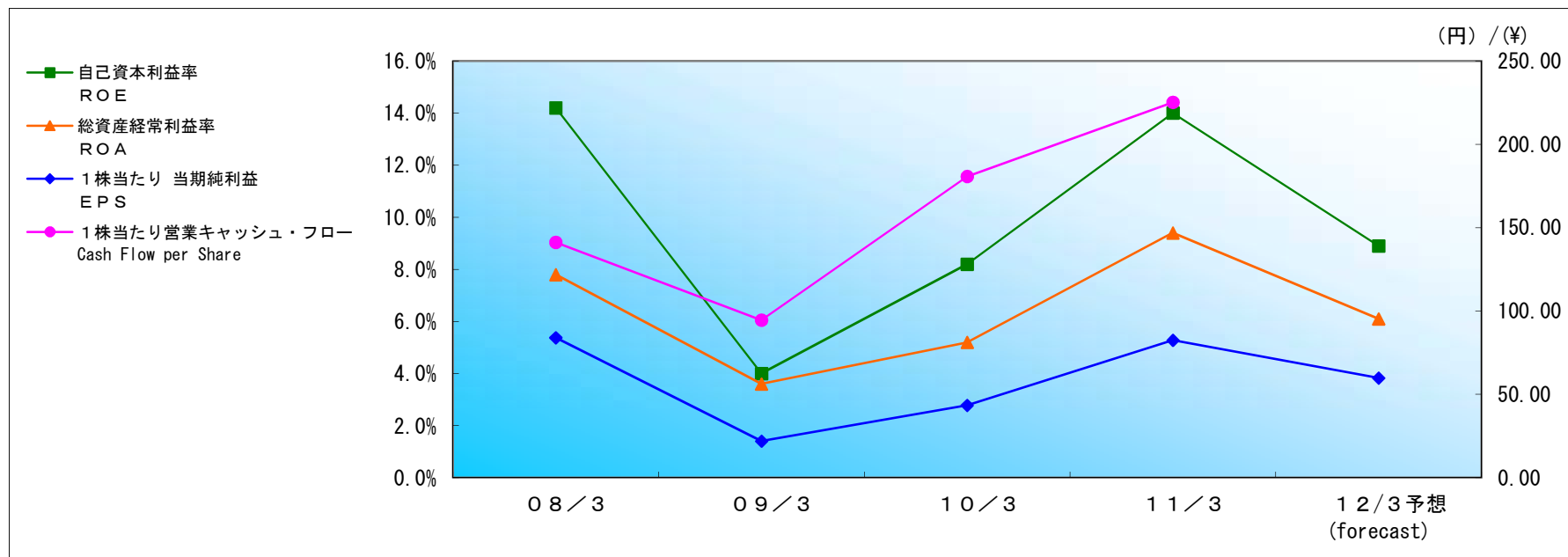
Income



		百万円 / Million¥						
		08/3	09/3	10/3	10/9	11/3	11/9	12/3 予想 (forecast)
営業利益	Operating Income	30,356	10,459	18,785	16,516	32,757	8,205	23,000
前年比	Year-over-Year	20.9%	(65.5%)	79.6%	-	74.4%	(50.3%)	(29.8%)
経常利益	Ordinary Income	31,336	12,925	17,631	16,247	33,407	8,217	23,000
前年比	Year-over-Year	15.3%	(58.8%)	36.4%	-	89.5%	(49.4%)	(31.2%)
当期純利益	Net Income	20,361	5,262	10,290	9,445	19,420	5,722	14,000
前年比	Year-over-Year	27.8%	(74.2%)	95.6%	-	88.7%	(39.4%)	(27.9%)

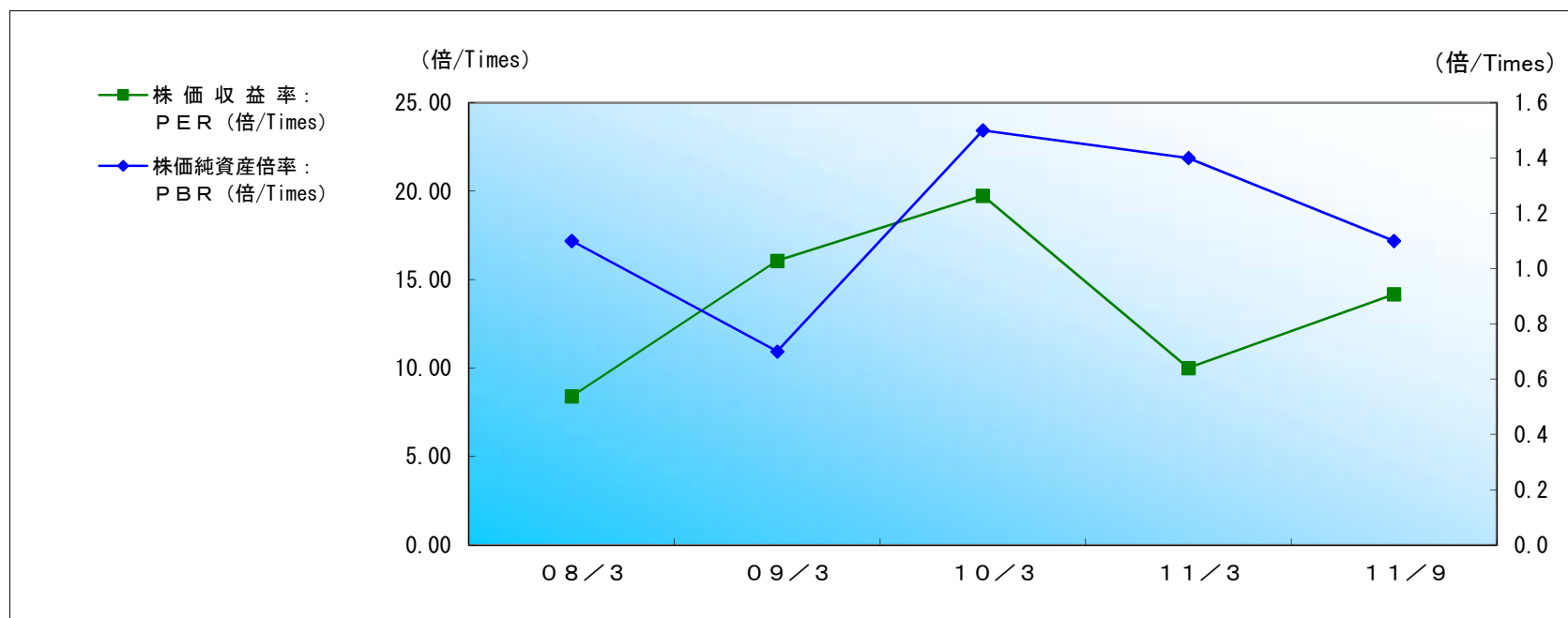
### (3) 収益性/ Profitability

#### 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)				
		08/3	09/3	10/3	11/3	12/3 予想 (forecast)
自己資本利益率	ROE	14.2%	4.0%	8.2%	14.0%	8.9%
総資産経常利益率	ROA	7.8%	3.6%	5.2%	9.4%	6.1%
1株当たり 当期純利益	EPS	84.01	21.98	43.45	82.44	59.81
1株当たり営業キャッシュ・フロー	Cash Flow per Share	141.23	94.58	180.75	225.24	-

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



	08/3	09/3	10/3	11/3	11/9
期末日株価 (円) : Closing Share Price at Fiscal Year End (¥)	706	353	858	824	693
株価収益率: PER (倍/Times)	8.40	16.06	19.75	10.00	14.17
株価営業キャッシュ・フロー倍率 (倍/Times) : Price Operating Cash Flow Ratio	5.0	3.7	4.7	3.7	16.4
株価純資産倍率: PBR (倍/Times)	1.1	0.7	1.5	1.4	1.1

11/9 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 (24.45円) × 2を使用

11/9 PER; EPS (¥24.45) in the 1st half × 2

11/9 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 (21.08円) × 2を使用

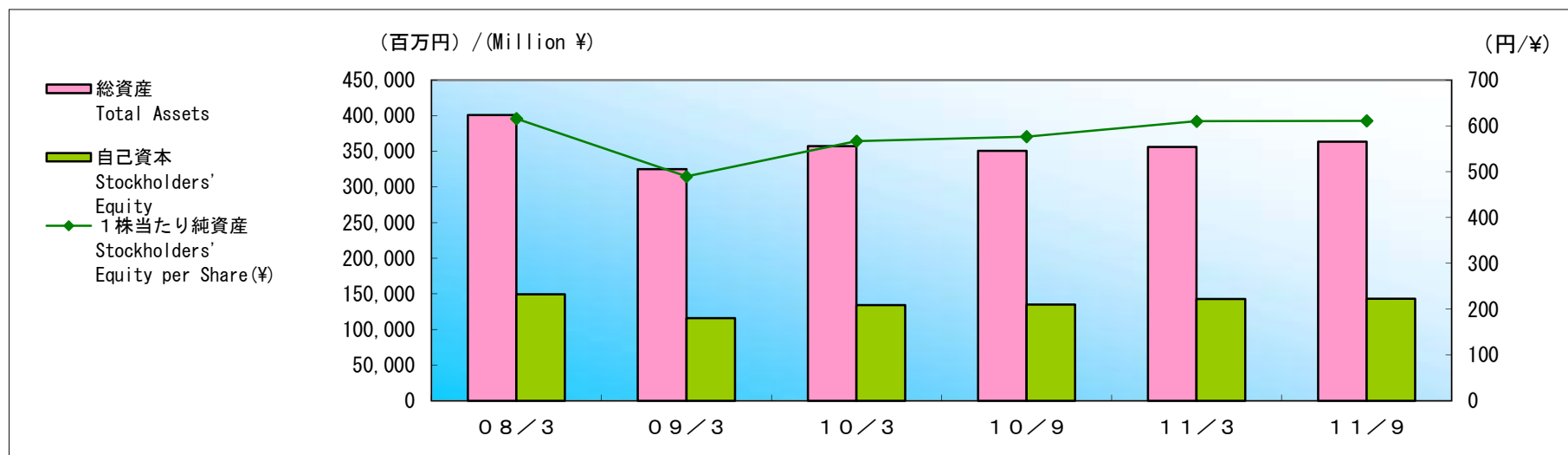
11/9 Price Operating Cash Flow Ratio; Cash Flow Per Share (¥21.08) in the 1st half × 2

## 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

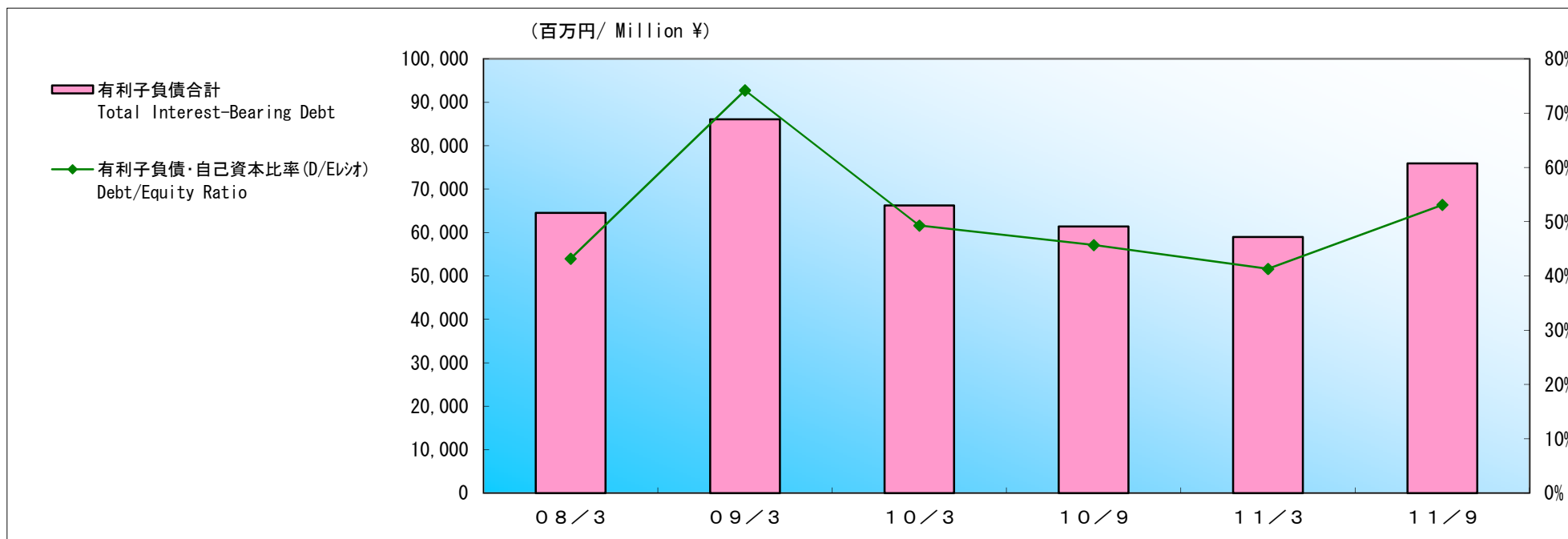
Total Assets, Stockholders' Equity, Stockholders' Equity Ratio, Stockholders' Equity per Share



		百万円/Million ¥					
		08/3	09/3	10/3	10/9	11/3	11/9
総資産	Total Assets	401,069	324,888	357,141	350,848	356,048	363,610
自己資本	Stockholders' Equity	149,227	115,961	134,242	135,039	142,804	143,042
自己資本比率	Stockholders' Equity to Total Assets Ratio	37.2%	35.7%	37.6%	38.5%	40.1%	39.3%
1株当たり純資産	Stockholders' Equity per Share(¥)	615.82	489.57	567.01	576.71	610.07	611.11

(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



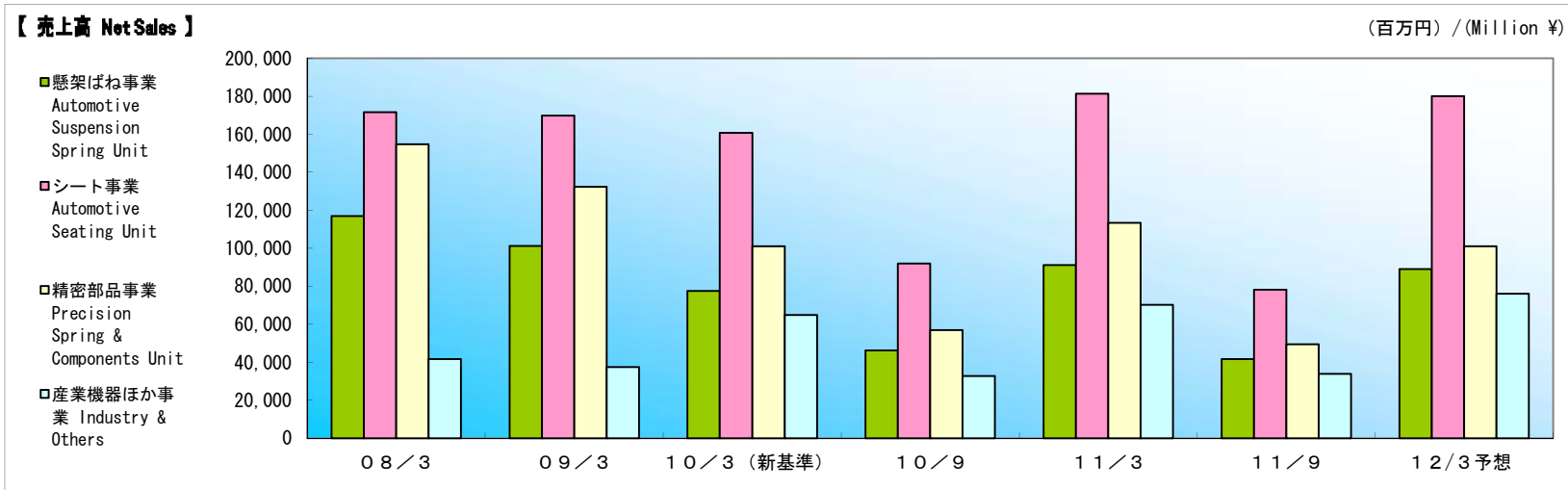
		百万円/ Million ¥					
		08/3	09/3	10/3	10/9	11/3	11/9
短期借入金	Short-Term Debt	21,535	31,937	20,073	19,891	19,512	26,398
長期借入金	Long-Term Debt	47,274	55,973	48,203	45,117	37,296	42,333
(うち一年以内返済)	(Due Within One Year)	(16,412)	(19,857)	(15,617)	(14,581)	(12,841)	(14,120)
内部取引の消去	Intersegment Sales	(4,283)	(4,853)	(5,050)	(6,621)	(10,845)	(15,827)
借入金合計	Total Borrowings	64,525	83,057	63,227	58,387	45,964	52,904
社債	Corporate Bond	-	-	-	-	10,000	20,000
コマーシャル・ペーパー	Commercial Paper	-	3,000	3,000	3,000	3,000	3,000
有利子負債合計	Total Interest-Bearing Debt	64,525	86,057	66,227	61,387	58,964	75,904
有利子負債・自己資本比率(D/Eレシオ)	Debt/Equity Ratio	43.2%	74.2%	49.3%	45.7%	41.3%	53.1%
純有利子負債合計	Net interest-Bearing Debt	37,396	54,566	30,205	19,613	5,663	25,545



# セグメント情報

## Segment Information

### (1) 事業の種類別セグメント情報



		08/3	09/3	10/3 新基準 ※1	10/9	11/3 ※2	11/9	12/3 予想 (forecast)
売上高:	懸架ばね事業 Automotive Suspension Spring Unit	116,917	101,194	77,462	46,255	91,206	41,639	89,000
Net Sales	シート事業 Automotive Seating Unit	171,603	169,870	160,740	91,992	181,426	78,079	180,000
	精密部品事業 Precision Spring & Components Unit	154,723	132,404	101,073	56,881	113,306	49,455	101,000
	産業機器ほか事業 Industry & Others	41,634	37,438	64,866	32,698	70,259	33,785	76,000
	連結 Consolidated	484,878	440,908	404,143	227,827	456,198	202,959	446,000
セグメント利益:								
(営業利益)	懸架ばね事業 Automotive Suspension Spring Unit	4,757	344	517	3,623	7,168	2,644	5,600
Segment Profit (Operating Income)	シート事業 Automotive Seating Unit	8,033	3,537	6,539	4,478	9,842	2,743	9,700
	精密部品事業 Precision Spring & Components Unit	14,450	4,333	9,252	6,722	11,818	1,256	3,700
	産業機器ほか事業 Industry & Others	3,114	2,244	2,475	1,693	3,927	1,561	4,000
	連結 Consolidated	30,356	10,459	18,785	16,516	32,757	8,205	23,000

※1 2010年度からセグメント区分を変更しております。2010年3月期の新セグメントの数字は、比較を可能にするため組み替えたもので、未監査の数字です。  
 ※1 From FY 2010, the company have reviewed segment category. The figure for FY 2009 are restsed based on new segment category (unaudited).

※2 2011年度から全社費用等を各セグメントに配賦しております。2011年3月期の数字は、比較を可能にするため全社費用等を配賦したもので、未監査の数字です。  
 ※2 From FY 2011, the company have allocated adjustment to each segment category. The figure for FY 2010 are restsed based on new allocation (unaudited).

## (2) 所在地別セグメント

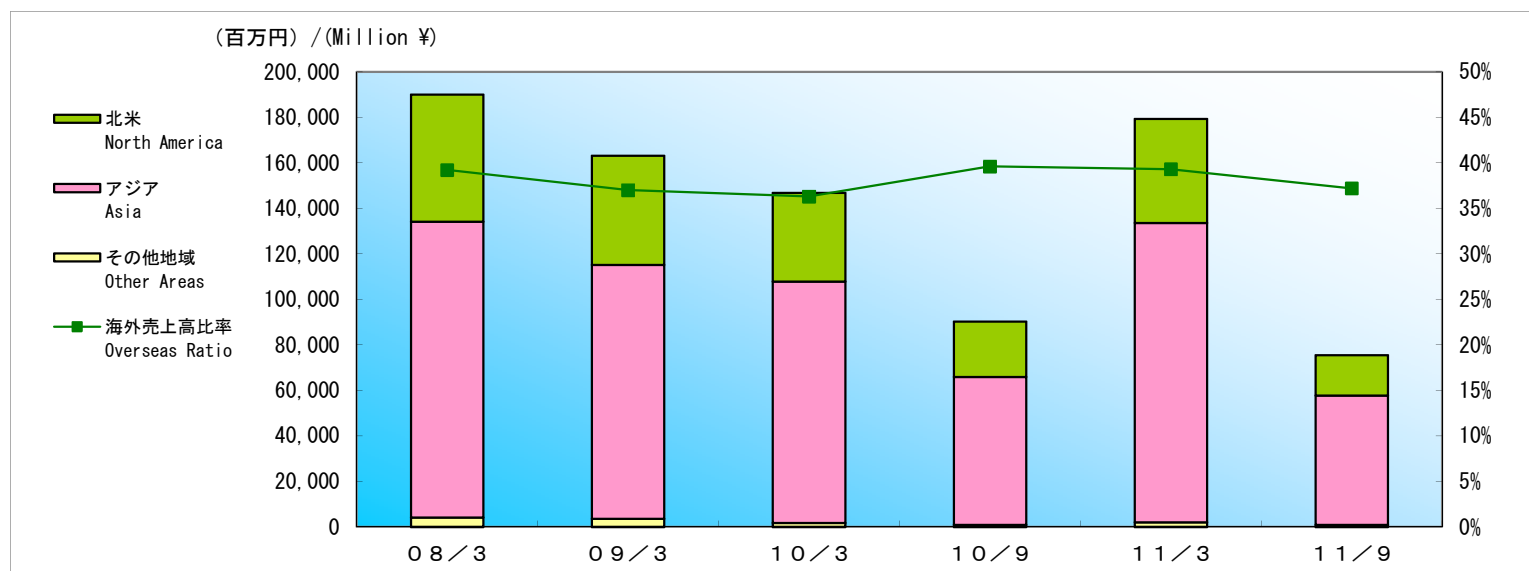
## Segment by Location

			百万円/ Million ¥						
			08/3	09/3	10/3	10/9	11/3	11/9	12/3 予想 (forecast)
売上高 :	日本 :	Japan							
Net Sales	対外部顧客	For Customers	334,704	305,034	288,589	154,019	309,200	141,772	322,320
	セグメント間	Intersegment	13,491	11,394	15,814	8,946	17,444	8,808	16,680
	計	Total	348,196	316,428	304,403	162,966	326,645	150,580	339,000
	北米 :	North America							
	対外部顧客	For Customers	51,314	45,755	37,239	22,414	43,430	15,974	36,740
	セグメント間	Intersegment	453	249	259	132	259	126	260
	計	Total	51,767	46,005	37,498	22,547	43,690	16,100	37,000
	アジア :	Asia							
	対外部顧客	For Customers	98,860	90,117	78,313	51,393	103,567	45,212	86,940
	セグメント間	Intersegment	993	1,063	1,152	750	1,384	556	1,060
	計	Total	99,853	91,181	79,465	52,143	104,951	45,769	88,000
	消去	Intersegment Sales	(14,938)	(12,707)	(17,225)	(9,830)	(19,088)	(9,492)	(18,000)
	連結	Consolidated	484,878	440,908	404,143	227,827	456,198	202,959	446,000
営業利益 :	日本	Japan	20,004	1,419	9,708	8,511	17,678	4,048	15,700
Operating Income	北米	North America	(418)	192	622	792	1,657	(65)	500
	アジア	Asia	10,769	8,847	8,455	7,212	13,421	4,222	6,800
	連結	Consolidated	30,356	10,459	18,785	16,516	32,757	8,205	23,000

※2010年9月期、2011年3月期及び2011年9月期の所在地別セグメントは比較を可能とするため記載しており未監査の数字です。

※Segment by location results for the Second Quarter 2010, FY2010 and the Second Quarter 2011 which indicated in order to make comparison possible, was exempt from Quarterly review (audit).

(3) 地域別売上高 Sales by Region



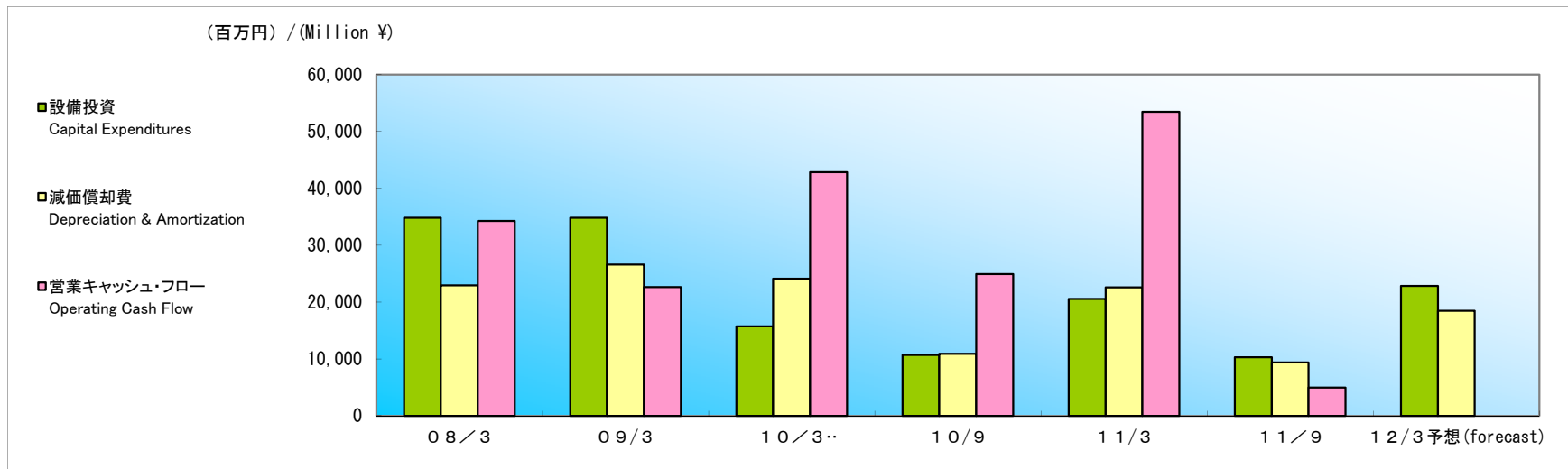
		百万円/ Million ¥						
		08/3	09/3	10/3	10/9	11/3	11/9	
北米	売上高	Net Sales	55,901	48,055	38,924	24,350	45,760	17,805
North America	構成比	Composition	11.5%	10.9%	9.6%	10.7%	10.0%	8.8%
	前年比	Year-over-Year	11.2%	(14.0%)	(19.0%)	48.2%	17.6%	(26.9%)
アジア	売上高	Net Sales	130,000	111,584	106,105	65,079	131,639	56,774
Asia	構成比	Composition	26.9%	25.3%	26.3%	28.6%	28.9%	28.0%
	前年比	Year-over-Year	26.2%	(14.2%)	(4.9%)	34.4%	24.0%	(12.8%)
その他地域	売上高	Net Sales	4,115	3,528	1,809	849	1,981	954
Other Areas	構成比	Composition	0.8%	0.8%	0.4%	0.4%	0.4%	0.5%
	前年比	Year-over-Year	77.4%	(14.3%)	(48.7%)	71.6%	9.5%	12.5%
海外売上高合計		Overseas Total	190,017	163,167	146,839	90,279	179,381	75,534
海外売上高比率		Overseas Ratio	39.2%	37.0%	36.3%	39.6%	39.3%	37.2%

※2010年9月期、2011年3月期及び2011年9月期の地域別売上高は比較を可能とするため記載しており未監査の数字です。

※Sales by Region results for the Second Quarter 2010, FY2010 and the Second Quarter 2011 which indicated in order to make comparison possible, was exempt from Quarterly review (audit).

設備投資、減価償却費、営業キャッシュ・フロー

Capital Expenditure, Depreciation & Amortization, Operating Cash Flow



百万円/ Million ¥

		08/3	09/3	10/3 新セグメント	10/9	11/3	11/9	12/3 予想 (forecast)
設備投資	Capital Expenditures	34,779	34,800	15,695	10,691	20,538	10,300	22,815
前年比	Year-over-Year	0.3%	0.1%	(54.9%)	23.8%	30.9%	(3.7%)	11.1%
減価償却費	Depreciation & Amortization	22,935	26,600	24,074	10,878	22,584	9,345	18,459
前年比	Year-over-Year	27.7%	16.0%	(9.5%)	(8.3%)	(6.2%)	(14.1%)	(18.3%)
営業キャッシュ・フロー	Operating Cash Flow	34,229	22,639	42,807	24,918	53,409	4,934	-
前年比	Year-over-Year	(22.8%)	(33.9%)	89.1%	88.2%	23.9%	(80.2%)	-

\* 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	08/3	09/3	10/3 新セグメント	10/9	11/3	11/9	12/3 予想 (forecast)
懸架ばね事業 Automotive Suspension Spring Unit	設備投資 Capital Expenditures	5,475	9,027	2,305	1,485	2,498	975	3,304
	減価償却費 Depreciation & Amortization	5,263	6,705	5,031	2,304	4,676	1,560	3,217
シート事業 Automotive Seating Unit	設備投資 Capital Expenditures	6,298	8,622	3,312	1,350	5,744	3,786	6,542
	減価償却費 Depreciation & Amortization	4,960	5,940	5,880	2,373	4,975	2,043	3,919
精密部品事業 Precision Spring & Components Unit	設備投資 Capital Expenditures	21,982	15,475	9,161	7,413	10,763	4,681	10,493
	減価償却費 Depreciation & Amortization	11,528	12,608	11,437	5,417	11,273	5,075	9,891
産業機器ほか事業 Industry & Others	設備投資 Capital Expenditures	1,023	1,675	916	441	1,532	857	2,476
	減価償却費 Depreciation & Amortization	1,183	1,346	1,724	782	1,639	665	1,430

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

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

## 研究開発費 Research & Development

		百万円/ Million ¥				
		09/3	10/3	11/3	11/9	12/3 予想 (forecast)
研究開発費	Research & Development (Million ¥)	10,541	9,612	9,786	4,906	9,794
売上高比率	R&D per Sales Ratio	2.4%	2.4%	2.1%	2.4%	2.2%

## 連結対象会社数 Number of Consolidated Subsidiaries

		09/3	10/3	10/9	11/3	11/9
連結子会社 :	Consolidated Subsidiaries					
国内	Domestic	14	14	14	15	16
海外	Overseas	11	12	12	12	13
計	Total	25	26	26	27	29
持分法適用会社 :	Affiliated Companies					
国内	Domestic	7	7	7	6	6
海外	Overseas	3	3	3	3	3
計	Total	10	10	10	9	9

## 連結貸借対照表 Consolidated Balance Sheets

百万円/ Million ¥

資産の部	Assets	08/3	09/3	10/3	10/9	11/3	11/9
流動資産	Current Assets						
現金及び預金	Cash and Bank Deposits	27,129	31,490	36,021	41,773	53,300	50,359
受取手形及び売掛金	Notes and Accounts Receivable, Trade	98,324	61,241	88,337	82,245	77,950	81,537
たな卸資産	Inventories	38,994	34,845	30,699	32,052	31,998	32,020
繰延税金資産	Deferred Income Taxes	4,482	3,891	4,510	4,758	4,674	5,012
その他	Other Current Assets	13,806	12,757	14,220	14,767	13,424	18,875
貸倒引当金	Allowance for Doubtful Receivables	(691)	(360)	(74)	(362)	(351)	(233)
流動資産合計	Total Current Assets	182,046	143,865	173,714	175,235	180,996	187,572
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	47,548	43,392	44,232	42,436	41,039	40,328
機械装置及び運搬具	Machinery and Equipment	52,332	44,872	40,351	38,601	36,074	33,546
土地	Land	27,419	27,332	28,393	28,671	29,866	29,714
リース資産	Lease Assets	-	3,828	4,180	3,607	3,389	2,837
建設仮勘定	Construction in Progress	3,362	7,116	3,324	3,865	5,543	8,029
その他	Others	9,529	6,897	5,761	5,968	5,631	5,323
有形固定資産合計	Total Property, Plant and Equipment, Net	140,192	133,439	126,245	123,151	121,544	119,780
無形固定資産	Goodwill and Intangible Assets						
のれん	Goodwill	1,751	998	367	153	-	-
その他	Others	2,617	2,876	2,426	2,363	2,383	2,558
無形固定資産合計	Total Goodwill and Intangible Assets	4,368	3,874	2,794	2,516	2,383	2,558
投資その他の資産	Investments, Long-Term Receivables and Other Assets						
投資有価証券	Investment Securities	67,725	37,170	48,244	43,276	44,041	44,223
長期貸付金	Long-Term Loans	919	1,104	614	505	439	387
繰延税金資産	Deferred Income Taxes	1,461	1,668	2,055	2,291	2,319	2,404
その他	Other Investments	4,682	4,179	3,849	4,139	4,908	6,817
貸倒引当金	Allowance for Doubtful Receivables	(327)	(414)	(376)	(268)	(584)	(133)
投資その他の資産合計	Total Investments, Long-Term Receivables and Other Assets	74,461	43,709	54,387	49,945	51,123	53,698
固定資産合計	Total Noncurrent Assets	219,022	181,023	183,426	175,613	175,051	176,037
資産合計	Total Assets	401,069	324,888	357,141	350,848	356,048	363,610

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	08/3	09/3	10/3	10/9	11/3	11/9
負債の部	Liabilities						
流動負債	Current Liabilities						
支払手形及び買掛金	Notes and Accounts Payable	116,193	68,373	94,229	91,073	91,255	69,247
電子記録債務	Electronically Recorded Obligations	-	-	-	-	-	18,666
短期借入金	Bank Loans	34,713	46,941	30,641	28,023	21,509	24,691
未払法人税等	Income Taxes	5,924	736	3,143	3,957	5,310	2,241
繰延税金負債	Deferred Income Taxes	195	662	906	997	1,076	1,109
役員賞与引当金	Allowance for Directors' Bonuses	229	210	180	102	190	119
設備支払手形	Equipment Notes Payable	946	1,459	354	789	536	997
その他	Others	22,461	22,777	23,960	25,771	24,663	22,952
流動負債合計	Total Current Liabilities	180,664	141,160	153,415	150,717	144,542	140,025
固定負債	Long-Term Liabilities						
社債	Corporate Bond	-	-	-	-	10,000	20,000
長期借入金	Long-Term Debt	29,812	36,115	32,586	30,363	24,454	28,212
リース債務	Lease Obligations	-	3,512	3,550	3,039	2,889	2,456
繰延税金負債	Deferred Income Taxes	14,814	4,267	9,419	7,759	8,118	6,605
退職給付引当金	Provision for retirement benefits	14,548	12,707	11,791	11,160	10,081	9,943
役員退職慰労引当金	Provision for directors' retirement benefits	1,745	1,815	557	563	682	611
執行役員退職慰労引当金	Provision for officers' retirement benefits	-	-	583	607	667	591
持分法適用に伴う負債	Liabilities from application of equity method	100	76	91	49	-	49
その他	Others	61	188	611	1,375	868	750
固定負債合計	Total Long-Term Liabilities	61,082	58,683	59,193	54,919	57,761	69,221
負債合計	Total Liabilities	241,746	199,843	212,608	205,637	202,303	209,246
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	17,295	17,295	17,295	17,522	17,523	17,523
利益剰余金	Retained Earnings	87,604	89,408	97,962	105,878	114,642	118,525
自己株式	Treasury Stock	(852)	(4,653)	(4,742)	(6,687)	(6,755)	(6,764)
株主資本合計	Total Stockholders' Equity	121,058	119,060	127,526	133,722	142,420	146,294
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	23,827	7,534	14,673	11,889	12,208	10,470
繰延ヘッジ損益	Deferred Gain or Loss on Hedges	(31)	0	(4)	(3)	(1)	(5)
為替換算調整勘定	Cumulative Translation Adjustments	4,372	(10,632)	(7,952)	(10,569)	(11,823)	(13,715)
その他の包括利益累計額合計	Total Accumulated other comprehensive income(Loss)	28,169	(3,098)	6,716	1,316	383	(3,251)
少数株主持分	Minority Interests	10,094	9,082	10,290	10,171	10,940	11,320
純資産合計	Total Net Assets	159,322	125,044	144,533	145,211	153,744	154,363
負債及び純資産合計	Total Liabilities and Net Assets	401,069	324,888	357,141	350,848	356,048	363,610

# 連結損益計算書

# Consolidated Income Statements

百万円/ Million ¥

		08/3	09/3	10/3	10/9	11/3	11/9
売上高	Net Sales	484,878	440,908	404,143	227,827	456,198	202,959
売上原価	Cost of Sales	419,028	396,219	353,303	194,351	389,142	178,209
売上総利益	Gross Profit	<b>65,850</b>	<b>44,689</b>	<b>50,839</b>	<b>33,476</b>	<b>67,056</b>	<b>24,749</b>
販売費及び一般管理費	Selling General and Administrative Expenses	35,494	34,229	32,053	16,959	34,298	16,544
営業利益	Operating Income	<b>30,356</b>	<b>10,459</b>	<b>18,785</b>	<b>16,516</b>	<b>32,757</b>	<b>8,205</b>
営業外収益	Non-Operating Income	<b>5,933</b>	<b>6,172</b>	<b>3,638</b>	<b>2,388</b>	<b>4,658</b>	<b>2,328</b>
受取利息及び配当金	Interest Income and Dividends Income	1,413	1,242	596	519	914	837
持分法による投資利益	Investment Profit on Equity Method	1,010	1,255	882	928	1,481	688
不動産賃貸料	Real Estate Rental Income	873	960	909	438	880	345
屑売却代	Waste and Scrap Sale Income	1,984	1,682	42	—	—	—
その他	Others	650	1,031	1,207	501	1,381	457
営業外費用	Non-Operating Expenses	<b>4,952</b>	<b>3,706</b>	<b>4,792</b>	<b>2,657</b>	<b>4,007</b>	<b>2,316</b>
支払利息	Interest Expense	1,693	1,467	1,316	500	960	464
固定資産除却損	Loss on Disposal of Fixed Assets	642	466	621	351	475	130
その他	Others	2,616	1,772	2,854	1,805	2,572	1,721
経常利益	Ordinary Income	<b>31,336</b>	<b>12,925</b>	<b>17,631</b>	<b>16,247</b>	<b>33,407</b>	<b>8,217</b>
特別利益	Extraordinary Gains	<b>3,420</b>	<b>230</b>	<b>309</b>	<b>135</b>	<b>192</b>	<b>117</b>
固定資産売却益	Gains on Sales of Fixed Assets	123	—	130	—	—	—
投資有価証券売却益	Gains on Sales of Investments in Securities	3,168	17	22	31	33	—
その他	Others	127	213	156	103	158	117
特別損失	Extraordinary Losses	<b>286</b>	<b>3,548</b>	<b>2,617</b>	<b>1,270</b>	<b>2,651</b>	<b>598</b>
減損損失	Impairment Loss on Fixed Assets	5	1,624	1,058	15	19	63
その他	Others	281	1,924	1,558	1,254	2,632	535
税金等調整前当期純利益	Income before Taxes and Minority Interest Income	<b>34,470</b>	<b>9,608</b>	<b>15,323</b>	<b>15,113</b>	<b>30,948</b>	<b>7,736</b>
法人税等	Income Taxes	10,589	2,076	4,422	4,699	9,274	2,100
法人税等調整額	Deferred Taxes	1,362	1,886	(447)	(101)	123	(692)
少数株主利益	Minority Interest Income	2,156	382	1,059	1,069	2,129	605
当期純利益	Net Income	<b>20,361</b>	<b>5,262</b>	<b>10,290</b>	<b>9,445</b>	<b>19,420</b>	<b>5,722</b>



連結キャッシュ・フロー計算書

Consolidated Cash Flow Statements

百万円/ Million ¥

		08/3	09/3	10/3	10/9	11/3	11/9
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	34,470	9,608	15,323	15,113	30,948	7,736
減価償却費	Depreciation & Amortization	22,935	26,600	24,074	10,878	22,584	10,477
減損損失	Impairment Loss on Fixed Assets	5	1,624	1,058	15	19	63
退職給付引当金増減額	Increase (Decrease) in Retirement Benefits	(2,103)	(1,250)	(1,679)	(586)	(1,675)	(219)
受取利息及び受取配当金	Interest and Dividends Received	(1,413)	(1,242)	(596)	(519)	(914)	(837)
支払利息	Interest Expenses	1,693	1,467	1,316	500	960	464
為替差損益	Exchange Profit or Loss	93	(247)	493	430	513	601
持分法による投資利益	Investment Profit on Equity Method	(1,010)	(1,255)	(882)	(928)	(1,481)	(688)
有形固定資産売却損益	(Gain) Loss on Property, Plant and Equipment	733	715	568	—	476	—
投資有価証券売却損益	(Gain) Loss on Sales of Short-Term Investments and Investment Securities	(3,168)	(17)	(14)	—	(33)	—
売上債権の増減額	(Increase) Decrease in Notes and Accounts Receivable	(8,451)	31,053	(26,519)	5,619	10,614	(3,967)
たな卸資産の増加額	(Increase) Decrease in Inventories	(1,788)	1,183	4,760	(1,712)	(2,038)	(135)
仕入債務の増減額	Increase (Decrease) in Notes and Accounts Payable	2,169	(39,913)	24,494	(2,871)	(3,124)	(1,933)
その他	Others	967	2,093	707	2,149	2,484	(2,894)
小計	Subtotal	45,133	30,419	43,107	28,087	59,333	8,666
利息及び配当金の受取額	Interest and Dividends Received in Cash	2,729	2,520	1,262	1,167	1,710	2,181
利息の支払額	Interest Paid	(1,742)	(1,449)	(1,306)	(508)	(955)	(432)
法人税等の支払額又は還付額(支払額)	Income taxes (paid) refund	(11,891)	(8,850)	(255)	(3,828)	(7,032)	(5,480)
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used In) Operating Activities	34,229	22,639	42,807	24,918	53,056	4,934

連結キャッシュ・フロー計算書

Consolidated Cash Flow Statements

百万円/ Million ¥

		08/3	09/3	10/3	10/9	11/3	11/9
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	(22)	(124)	107	201	327	(82)
有形固定資産の取得による支出	Capital Expenditures	(34,641)	(28,659)	(16,321)	(7,359)	(18,616)	(10,874)
有形固定資産の売却による収入	Proceeds from Sales of Property, Plant and Equipment	3,296	462	195	111	152	32
無形固定資産の増減額	(Increase) Decrease in Intangible Fixed Assets	(620)	(1,366)	(524)	(373)	(719)	(473)
投資有価証券の増減額	(Increase) Decrease in Investments in Securities	745	(31)	(857)	(14)	(46)	(5,815)
有価証券の増減額	(Increase) Decrease in Securities	—	—	—	—	(1,000)	(998)
貸付金の増減額	(Increase) Decrease in Loans Receivable	(2,520)	839	(530)	(259)	266	731
その他	Others	(1,031)	(423)	153	(287)	(390)	(443)
投資活動によるキャッシュ・フロー	Net Cash Used in Investing Activities	(34,794)	(29,303)	(17,777)	(7,981)	(20,025)	(17,923)
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	975	9,877	(12,366)	(538)	(6,001)	2,116
長期借入金の増減額	Increase (Decrease) in Long-Term Debt	(10,238)	10,923	(7,637)	(2,935)	(10,241)	5,046
社債・ＣＰの発行による収入	Proceeds from issuance of corporate bond and commercial papers	—	3,000	9,000	6,000	22,000	16,000
社債・ＣＰの償還による支出	Redemption of corporate bond and commercial papers	—	—	(9,000)	(6,000)	(12,000)	(6,000)
自己株式取得による支出	Treasury Stock	(75)	(3,855)	(91)	(2,590)	(2,661)	(9)
リース債務の返済による支出	Repayment of lease obligation	—	(481)	(555)	(422)	(820)	(402)
配当金の支払額	Dividends Paid	(3,394)	(3,355)	(1,670)	(1,658)	(3,297)	(1,873)
少数株主への配当金の支払額	Dividends Paid to Minority Interests	(229)	(206)	(150)	(67)	(186)	(111)
その他	Others	—	(94)	6	(192)	(122)	27
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used In) Financing Activities	(12,962)	15,806	(22,465)	(8,404)	(13,330)	14,793
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	(920)	(3,353)	549	(1,704)	(2,256)	(1,256)
現金及び現金同等物の増減額	Net Increase (Decrease) in Cash and Cash Equivalents	(14,447)	5,788	3,113	6,826	17,442	547
現金及び現金同等物の期首残高	Cash and Cash Equivalents at Beginning of Year	39,973	26,394	32,253	35,379	35,379	52,934
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	869	—	99	—	—	—
連結子会社と非連結子会社との合併に伴う現金及び現金同等物の増加額	Increase in cash and cash equivalents resulting from merger of subsidiaries and merger with unconsolidated subsidiaries	—	69	—	—	—	—
連結子会社の決算期変更に伴う現金及び現金同等物の増減額	Increase (Decrease) in cash and cash equivalents resulting from changes in fiscal year end of consolidated subsidiaries	—	—	(86)	112	112	(579)
現金及び現金同等物の期末残高	Cash and Cash Equivalents at End of Year	26,394	32,253	35,379	42,318	52,934	52,903

## 収支状況 Income and Expenditures

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

百万円/Million ¥

	実績	実績	予想
	Actual	Actual	Forecast
	10/3	11/3	12/3
売上高 Net Sales	404,143	456,198	446,000
営業利益 Operating Income	18,785 4.6%	32,757 7.2%	23,000 5.2%
経常利益 Ordinary Income	17,631 4.4%	33,407 7.3%	23,000 5.2%
当期純利益 Net Income	10,290	19,420	14,000
1株当たり利益 EPS	43.45	82.44	59.81

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

百万円/Million ¥

	実績	実績	予想
	Actual	Actual	Forecast
	10/3	11/3	12/3
流動資産 Current Assets	173,714	180,996	217,600
有形固定資産 Property, Plant and Equipment, Net	126,245	121,544	125,000
投資等 Total Investments, Long-Term Receivables and Other Assets	57,181	53,507	56,000
総資産 Total Assets	357,141	356,048	398,600
有利子負債 Interest-Bearing Debt	66,227	58,964	83,000
その他負債 Other Liabilities	156,671	154,279	143,000
自己資本 Stockholders' Equity	134,242	142,804	172,600
負債・純資産計 Total Liabilities and Net Assets	357,141	356,048	398,600

ROE ※1	8.2%	14.0%	8.9%
ROA ※2	5.2%	9.4%	6.1%

※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
		Actual	Actual	Forecast
		10/3	11/3	12/3
懸架ばね事業	Automotive Suspension Spring Unit			
売上高	Net Sales	77,462	91,206	89,000
営業利益	Operating Income	517	7,168	5,600
利益率	Operating Margin	0.7%	7.9%	6.3%
シート事業	Automotive Seating Unit			
売上高	Net Sales	160,740	181,426	180,000
営業利益	Operating Income	6,539	9,842	9,700
利益率	Operating Margin	4.1%	5.4%	5.4%
精密部品事業	Precision Spring & Components Unit			
売上高	Net Sales	101,073	113,306	101,000
営業利益	Operating Income	9,252	11,818	3,700
利益率	Operating Margin	9.2%	10.4%	3.7%
産業機器ほか事業	Industry & Others			
売上高	Net Sales	64,866	70,259	76,000
営業利益	Operating Income	2,475	3,927	4,000
利益率	Operating Margin	3.8%	5.6%	5.3%
連結	Consolidated			
売上高	Net Sales	404,143	456,198	446,000
営業利益	Operating Income	18,785	32,757	23,000
利益率	Operating Margin	4.6%	7.2%	5.2%

## 4. 所在地別セグメント

## Segment Information by Location

百万円/Million ¥

		実績	実績	予想
		Actual	Actual	Forecast
		10/3	11/3	12/3
日本	Japan			
売上高	Net Sales	288,589	309,200	322,320
営業利益	Operating Income	9,708	17,678	15,700
利益率	Operating Margin	3.4%	5.7%	4.9%
北米	North America			
売上高	Net Sales	37,239	43,430	36,740
営業利益	Operating Income	622	1,657	500
利益率	Operating Margin	1.7%	3.8%	1.4%
アジア	Asia			
売上高	Net Sales	78,313	103,567	86,940
営業利益	Operating Income	8,455	13,421	6,800
利益率	Operating Margin	10.8%	12.9%	7.8%
連結	Consolidated			
売上高	Net Sales	404,143	456,198	446,000
営業利益	Operating Income	18,785	32,757	23,000
利益率	Operating Margin	4.6%	7.2%	5.2%