

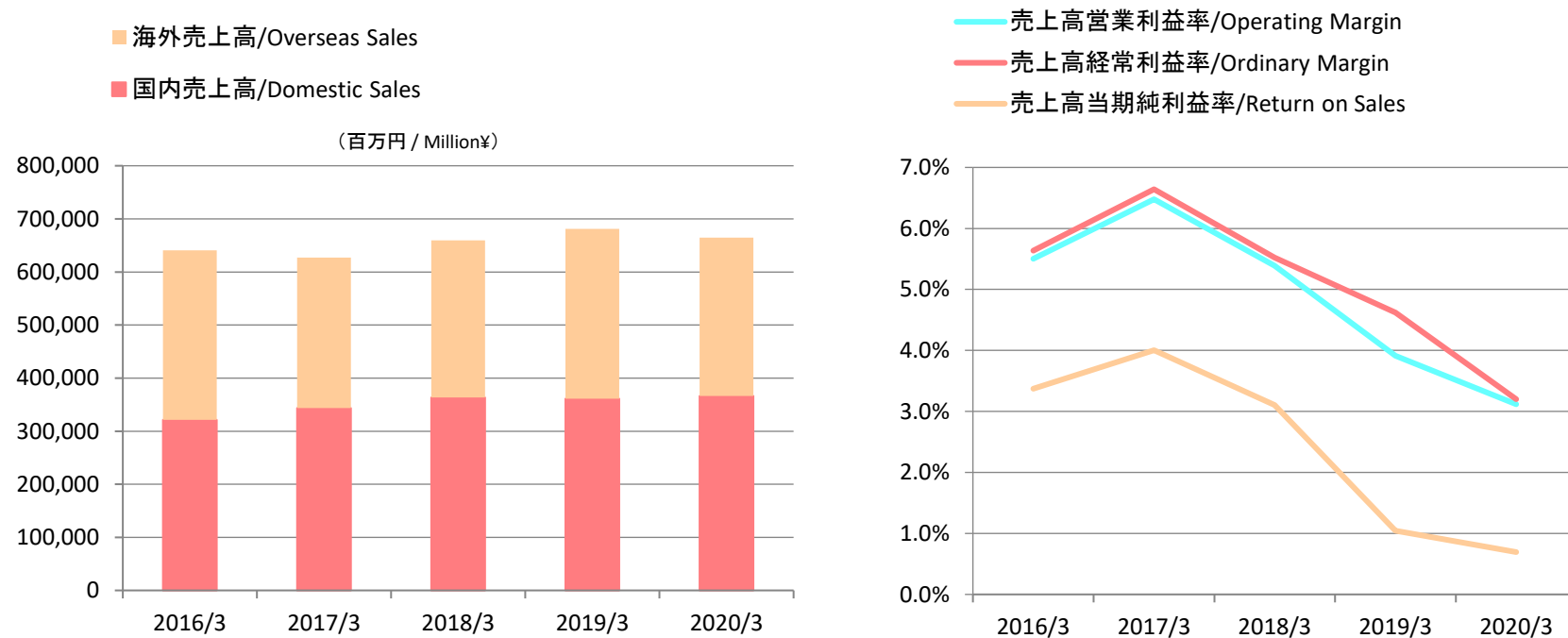
FINANCIAL FACT BOOK 2020

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NHK Spring Co.,Ltd.
2020.6.17

経営成績/Operating Results

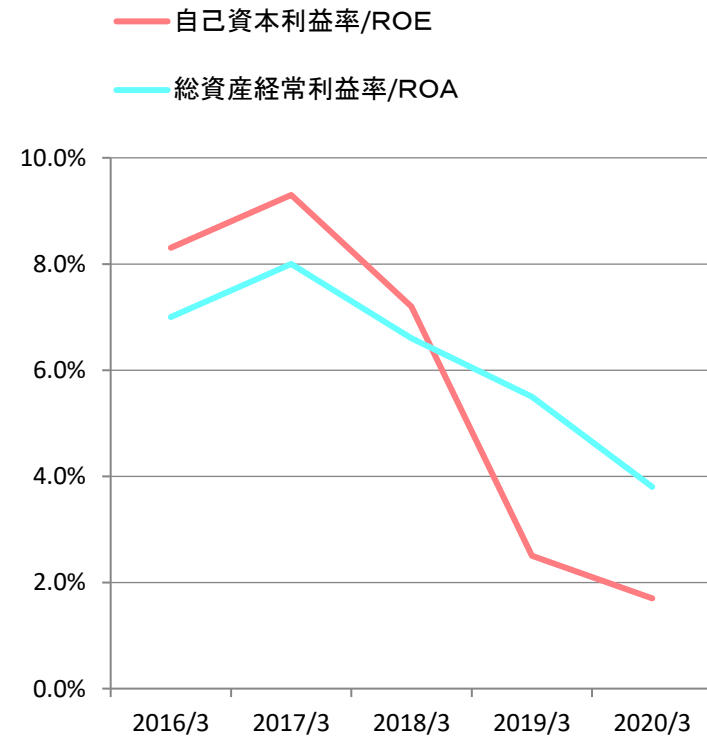
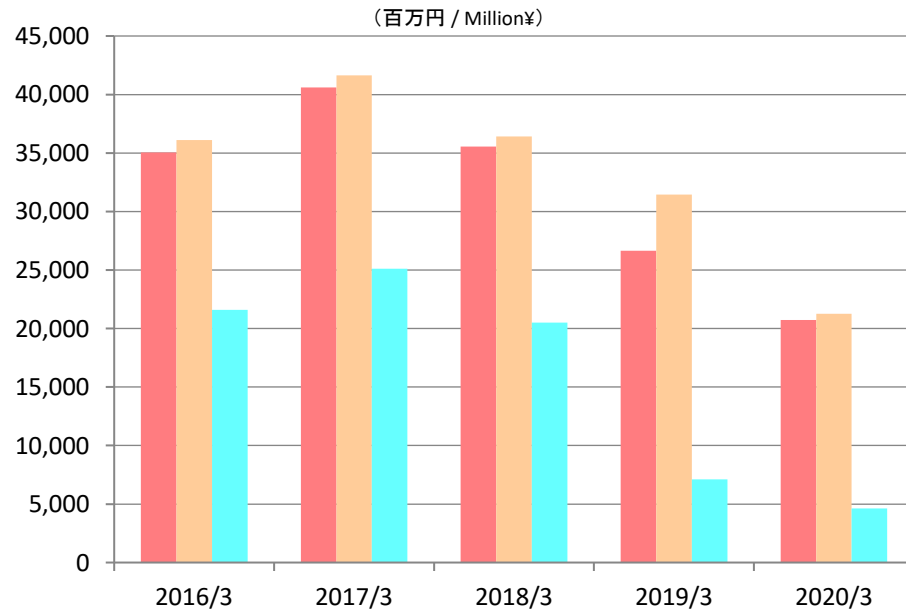
百万円 / Million¥		2016/3	2017/3	2018/3	2019/3	2020/3
売上高	Net Sales	640,516	626,950	659,730	681,006	664,499
前年比	Year-over-Year	6.5%	-2.1%	5.2%	3.2%	-2.4%
国内売上高	Domestic Sales	321,324	343,622	363,347	361,257	366,503
前年比	Year-over-Year	1.4%	6.9%	5.7%	-0.6%	1.5%
海外売上高	Overseas Sales	319,192	283,328	296,382	319,749	297,996
前年比	Year-over-Year	12.2%	-11.2%	4.6%	7.9%	-6.8%
売上高営業利益率	Operating Margin	5.5%	6.5%	5.4%	3.9%	3.1%
売上高経常利益率	Ordinary Margin	5.6%	6.6%	5.5%	4.6%	3.2%
売上高当期純利益率	Return on Sales	3.4%	4.0%	3.1%	1.0%	0.7%



経営成績/Operating Results

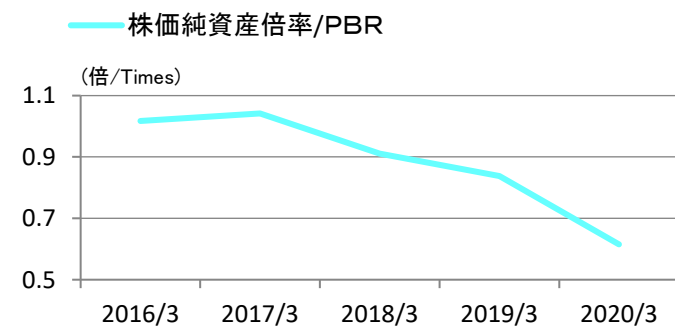
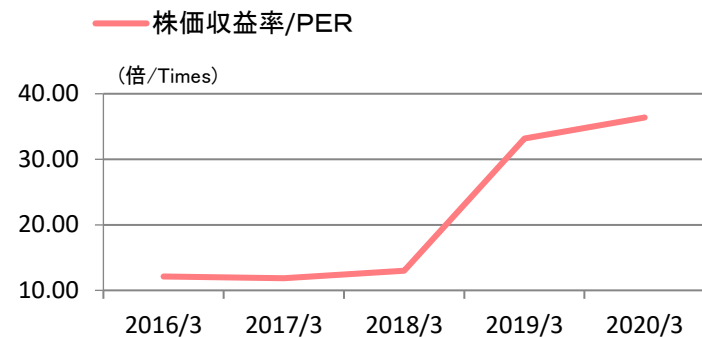
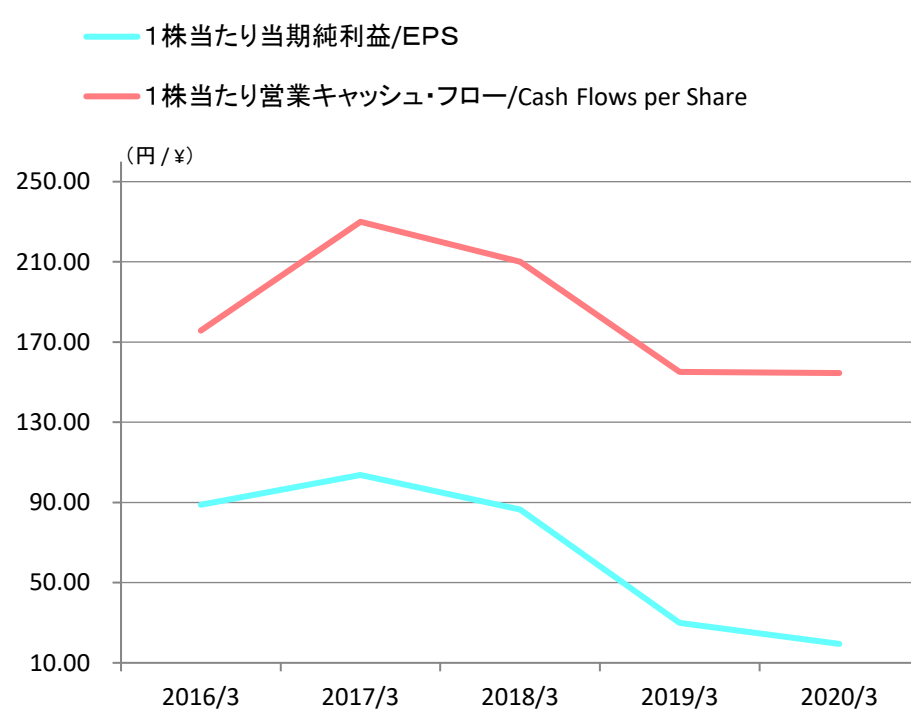
百万円 / Million¥		2016/3	2017/3	2018/3	2019/3	2020/3
営業利益	Operating Income	35,041	40,613	35,541	26,650	20,715
前年比	Year-over-Year	7.2%	15.9%	-12.5%	-25.0%	-22.3%
経常利益	Ordinary Income	36,111	41,640	36,421	31,457	21,266
前年比	Year-over-Year	-7.6%	15.3%	-12.5%	-13.6%	-32.4%
親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	21,592	25,098	20,495	7,104	4,612
前年比	Year-over-Year	-9.6%	16.2%	-18.3%	-65.3%	-35.1%
自己資本利益率	ROE	8.3%	9.3%	7.2%	2.5%	1.7%
総資産経常利益率	ROA	7.0%	8.0%	6.6%	5.5%	3.8%

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



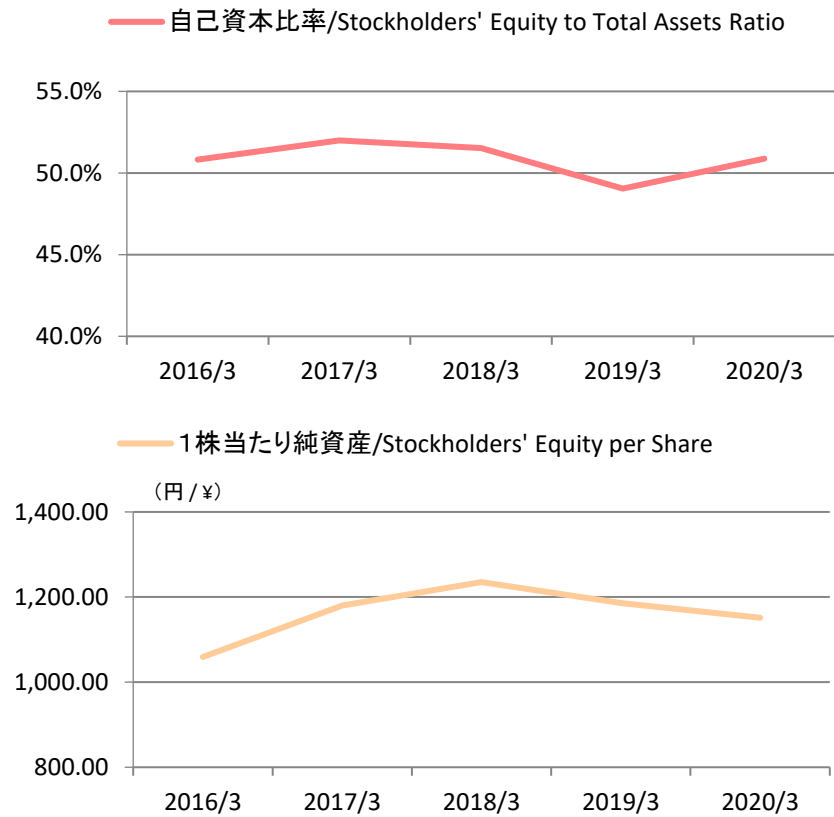
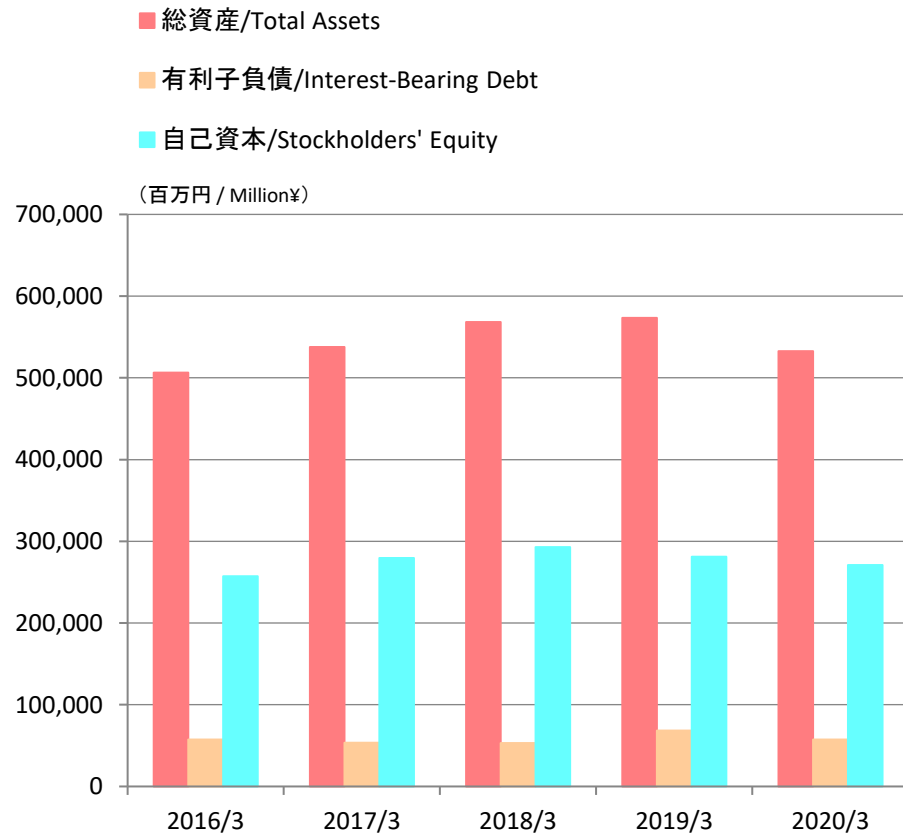
経営成績/Operating Results

円/¥		2016/3	2017/3	2018/3	2019/3	2020/3
1株当たり当期純利益	EPS	88.90	103.70	86.45	29.97	19.46
1株当たり営業キャッシュ・フロー	Cash Flows per Share	175.69	229.99	210.09	155.19	154.55
期末日株価	Closing Share Price at Fiscal Year End	1,077	1,229	1,125	994	708
株価収益率(倍)	PER(Times)	12.12	11.85	13.01	33.17	36.38
株価営業キャッシュ・フロー倍率(倍)	Price Operating Cash Flows Ratio(Times)	6.1	5.3	5.4	6.4	4.6
株価純資産倍率(倍)	PBR(Times)	1.0	1.0	0.9	0.8	0.6



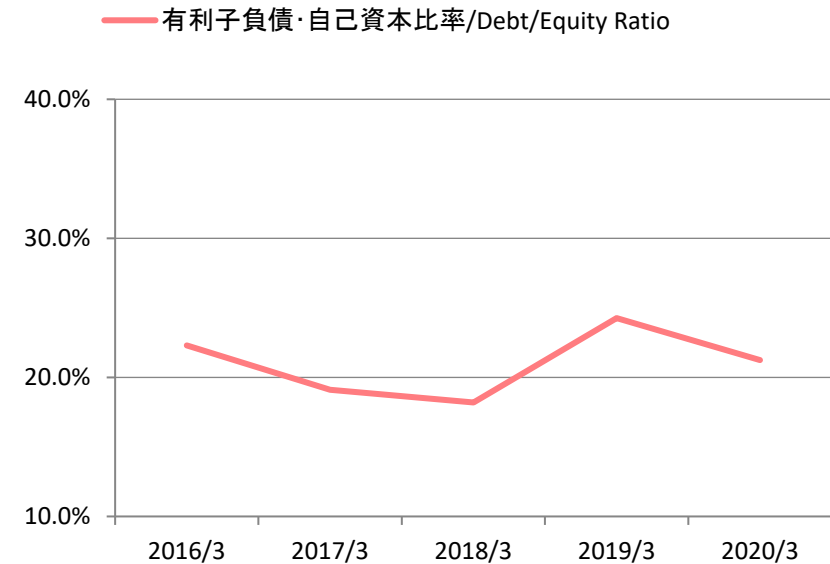
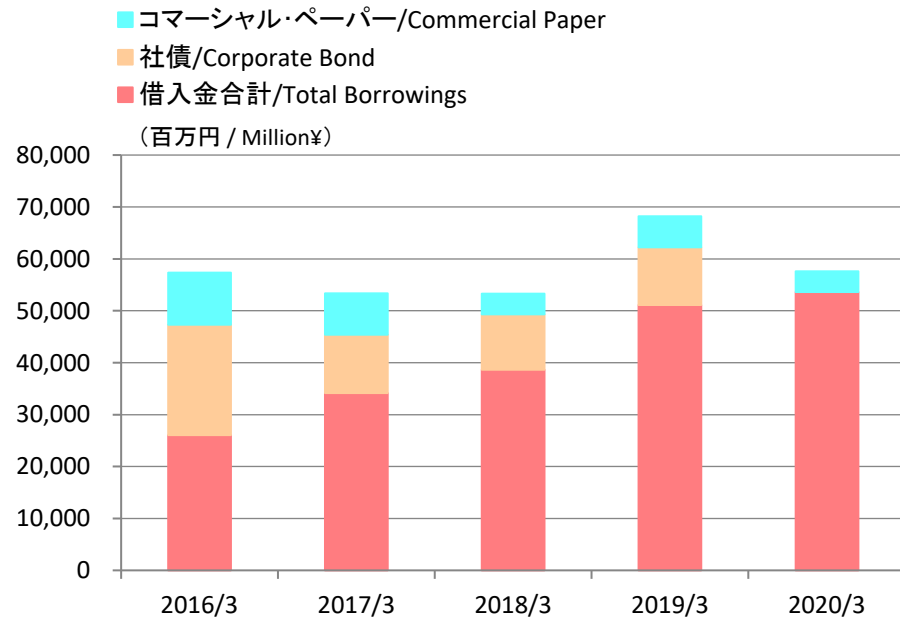
財政状態/Financial Condition

百万円 / Million¥		2016/3	2017/3	2018/3	2019/3	2020/3
総資産	Total Assets	506,221	537,909	568,380	573,198	532,615
有利子負債	Interest-Bearing Debt	57,331	53,391	53,283	68,215	57,591
自己資本	Stockholders' Equity	257,243	279,699	292,836	281,134	270,988
自己資本比率	Stockholders' Equity to Total Assets Ratio	50.8%	52.0%	51.5%	49.0%	50.9%
1株当たり純資産(円)	Stockholders' Equity per Share(¥)	1,059.09	1,179.71	1,235.12	1,185.77	1,151.04



財政状態/Financial Condition

百万円 / Million¥		2016/3	2017/3	2018/3	2019/3	2020/3
短期借入金	Short-Term Debt	1,545	2,214	4,773	3,315	3,419
長期借入金	Long-Term Debt	24,517	31,957	33,886	47,800	50,172
(うち一年以内返済)	(Due Within One Year)	(7,599)	(11,781)	(8,547)	(15,103)	(16,943)
借入金合計	Total Borrowings	26,063	34,172	38,659	51,116	53,591
社債	Corporate Bond	21,268	11,219	10,624	11,099	(—)
(うち一年以内償還)	(Due Within One Year)	(10,000)	(—)	(—)	(11,099)	(—)
コマーシャル・ペーパー	Commercial Paper	10,000	8,000	4,000	6,000	4,000
有利子負債合計	Total Interest-Bearing Debt	57,331	53,391	53,283	68,215	57,591
有利子負債・自己資本比率(D/E)	Debt/Equity Ratio	22.3%	19.1%	18.2%	24.3%	21.3%
純有利子負債合計	Net Interest-Bearing Debt	-15,221	-29,184	-41,968	-30,358	-17,001



※グラフの合計額が有利子負債合計額となっております。

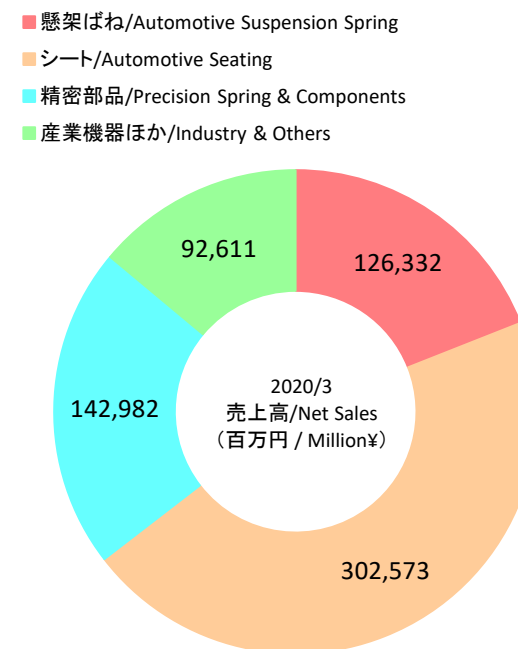
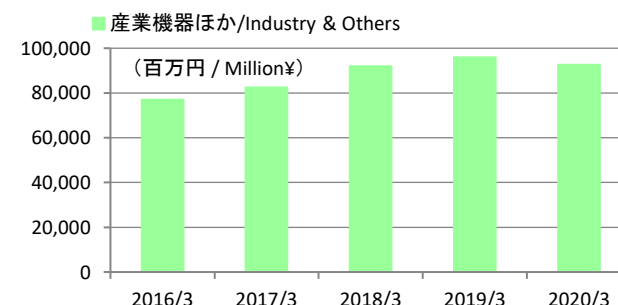
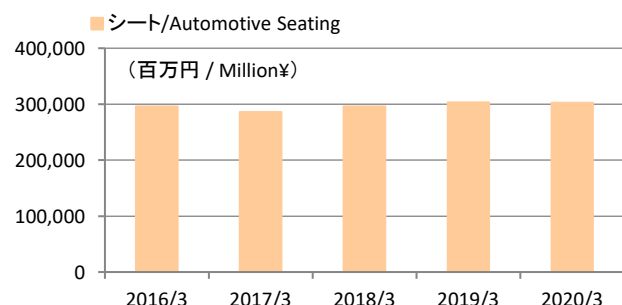
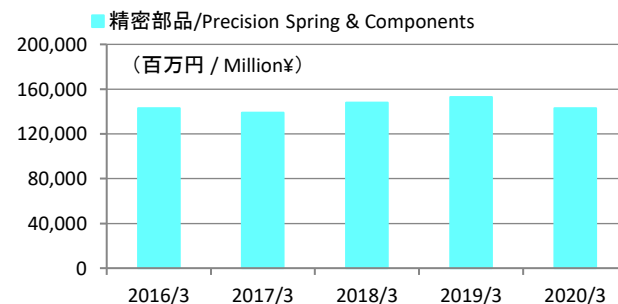
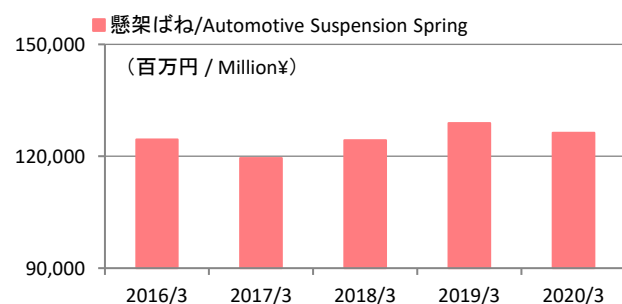
※The sum of the graph is Total Interest-Bearing Debt.

※今年度より、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 Debt and Long-Term Debt 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¥			2016/3	2017/3	2018/3	2019/3	2020/3
売上高:	懸架ばね事業	Automotive Suspension Spring Unit	124,511	119,542	124,267	128,880	126,332
Net Sales	シート事業	Automotive Seating Unit	296,054	285,924	295,710	303,242	302,573
	精密部品事業	Precision Spring & Components Unit	142,943	139,086	147,874	152,958	142,982
	産業機器ほか事業	Industry & Others	77,006	82,396	91,878	95,925	92,611
	連結	Consolidated	640,516	626,950	659,730	681,006	664,499

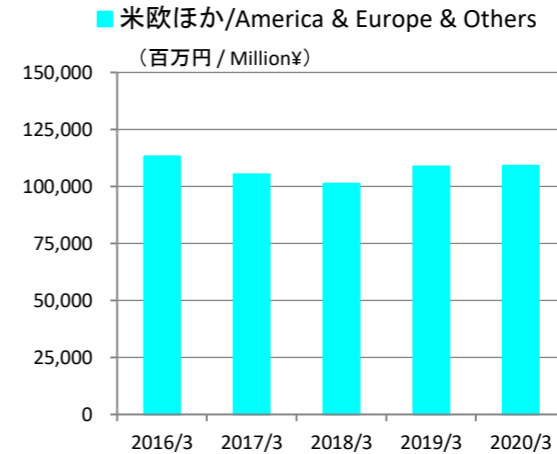
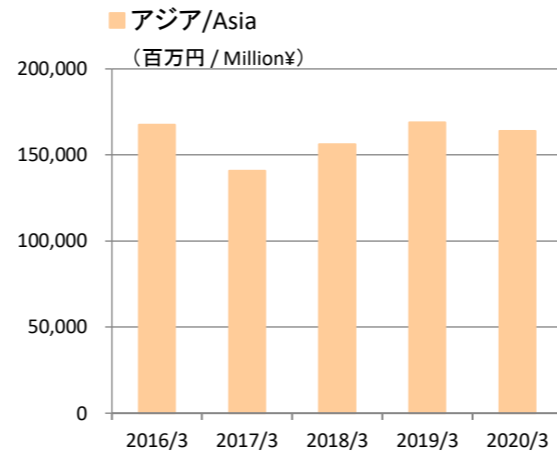
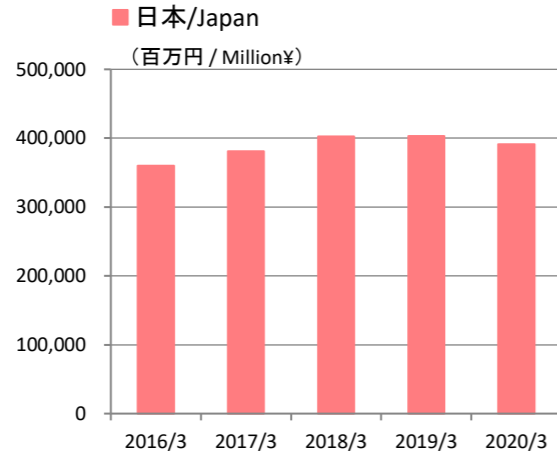


百万円 / Million¥			2016/3	2017/3	2018/3	2019/3	2020/3
セグメント利益:	懸架ばね事業	Automotive Suspension Spring Unit	12,062	11,533	9,627	6,193	2,708
(営業利益)	シート事業	Automotive Seating Unit	9,824	13,984	9,457	4,435	6,960
Segment Profit	精密部品事業	Precision Spring & Components Unit	10,074	9,605	10,855	9,791	6,243
(Operating Income)	産業機器ほか事業	Industry & Others	3,080	5,489	5,600	6,229	4,802
	連結	Consolidated	35,041	40,613	35,541	26,650	20,715
セグメント資産:	懸架ばね事業	Automotive Suspension Spring Unit	98,676	102,230	106,836	108,428	98,976
Segments Assets	シート事業	Automotive Seating Unit	122,507	135,110	139,856	125,427	109,669
	精密部品事業	Precision Spring & Components Unit	117,106	116,940	121,484	121,173	119,408
	産業機器ほか事業	Industry & Others	75,236	82,195	84,695	87,129	82,943
	調整額	Adjustment	92,694	101,431	115,507	131,040	121,617
	連結	Consolidated	506,221	537,909	568,380	573,198	532,615

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

売上高/Net Sales

百万円 / Million¥			2016/3	2017/3	2018/3	2019/3	2020/3
日本:	対外部顧客	For Customers	359,854	380,905	402,342	403,265	391,390
Japan	セグメント間	Intersegment	21,007	17,420	19,518	33,696	28,398
	計	Total	380,861	398,325	421,860	436,962	419,789
アジア:	対外部顧客	For Customers	167,485	140,759	156,136	168,992	163,951
Asia	セグメント間	Intersegment	2,253	2,046	2,754	3,057	2,760
	計	Total	169,738	142,806	158,890	172,050	166,711
米欧ほか:	対外部顧客	For Customers	113,176	105,285	101,252	108,748	109,158
America & Europe & Others	セグメント間	Intersegment	465	673	845	835	707
	計	Total	113,641	105,959	102,097	109,583	109,865
	消去	Intersegment Sales	-23,725	-20,140	-23,117	-37,590	-31,866
	連結	Consolidated	640,516	626,950	659,730	681,006	664,499



営業利益/Operating Income

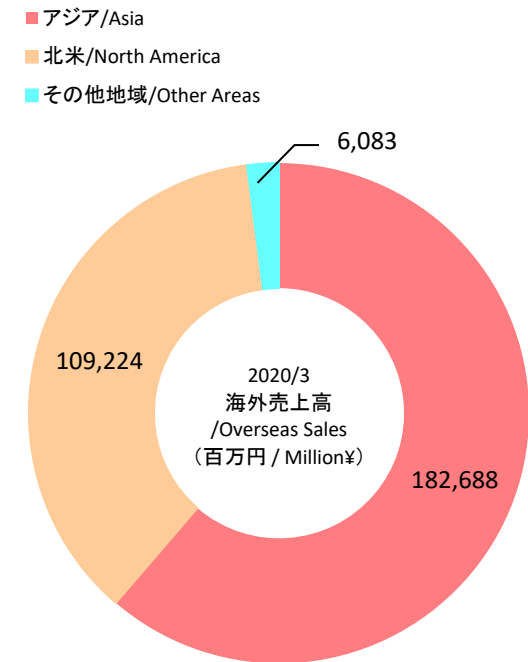
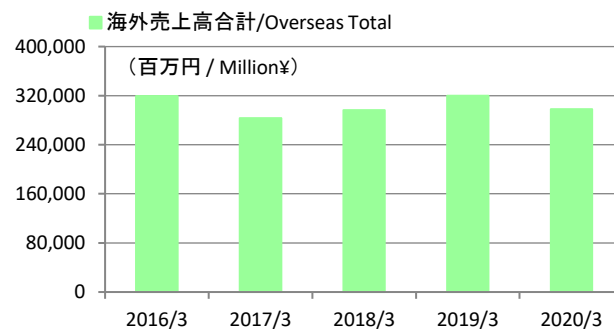
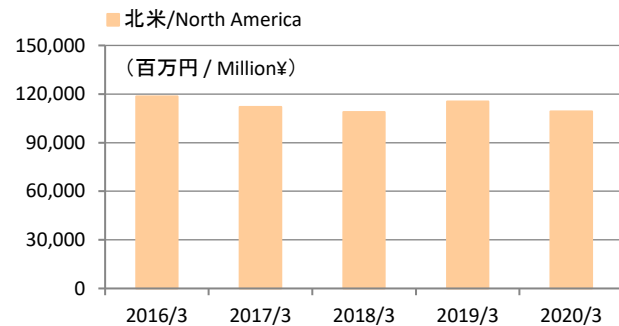
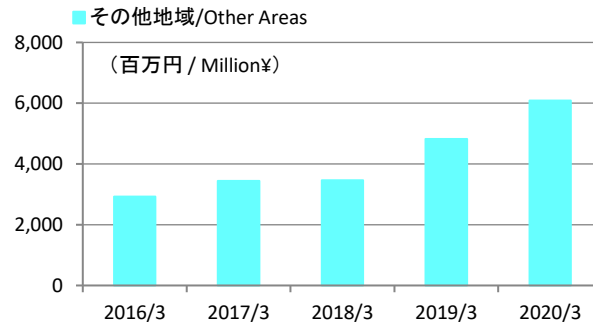
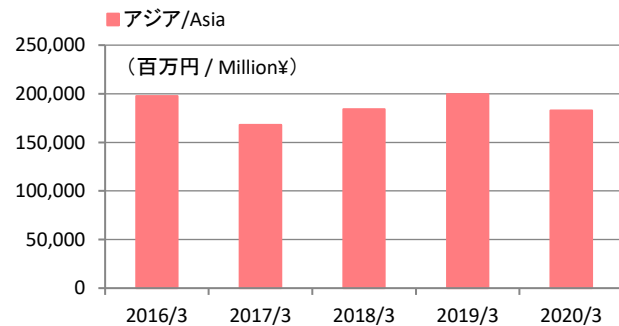
百万円 / Million¥			2016/3	2017/3	2018/3	2019/3	2020/3
日本	Japan		21,650	26,203	24,752	19,562	15,816
アジア	Asia		10,145	11,464	12,429	11,362	9,048
米欧ほか:	America & Europe & Others		3,245	2,945	-1,640	-4,274	-4,148
連結	Consolidated		35,041	40,613	35,541	26,650	20,715

資産/Assets

百万円 / Million¥			2016/3	2017/3	2018/3	2019/3	2020/3
日本	Japan		385,371	416,783	439,099	453,512	403,350
アジア	Asia		128,449	125,586	134,916	134,826	142,558
米欧ほか:	America & Europe & Others		55,421	53,939	56,090	67,076	67,986
全社又は消去	Whole company or Eliminations		-63,020	-58,399	-61,726	-82,217	-81,279
連結	Consolidated		506,221	537,909	568,380	573,198	532,615

仕向先別売上高/Overseas Sales by Region

百万円 / Million¥			2016/3	2017/3	2018/3	2019/3	2020/3
アジア	売上高	Net Sales	197,646	167,824	184,119	199,572	182,688
Asia	構成比	Composition	30.9%	26.8%	27.9%	29.3%	27.5%
	前年比	Year-over-Year	12.6%	-15.1%	9.7%	8.4%	-8.5%
北米	売上高	Net Sales	118,622	112,058	108,800	115,350	109,224
North America	構成比	Composition	18.5%	17.9%	16.5%	16.9%	16.4%
	前年比	Year-over-Year	11.3%	-5.5%	-2.9%	6.0%	-5.3%
その他地域	売上高	Net Sales	2,924	3,445	3,463	4,827	6,083
Other Areas	構成比	Composition	0.5%	0.5%	0.5%	0.7%	0.9%
	前年比	Year-over-Year	21.6%	17.8%	0.5%	39.4%	26.0%
海外売上高合計		Overseas Total	319,192	283,328	296,382	319,749	297,996
海外売上高比率		Overseas Ratio	49.8%	45.2%	44.9%	47.0%	44.8%

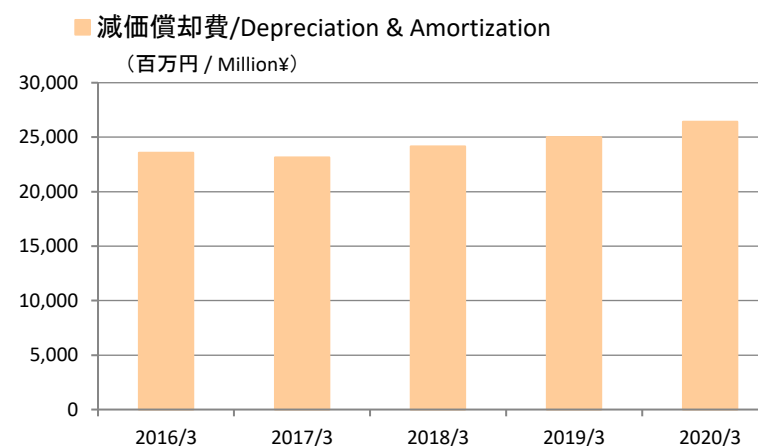
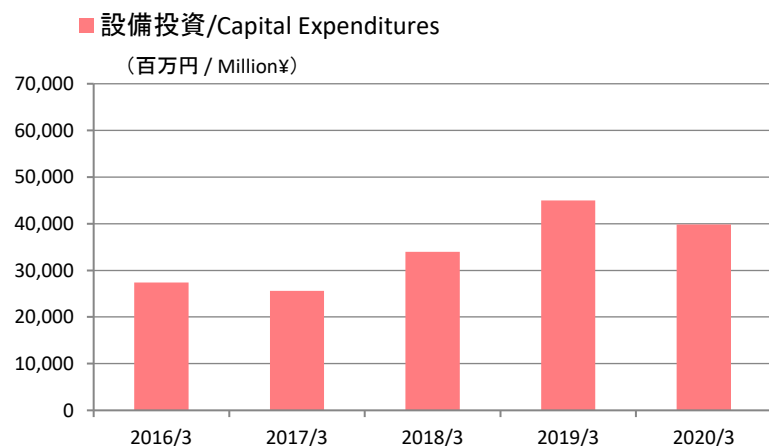


※上記は監査対象外の数字です。

※The above is exempt from audit.

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

百万円 / Million¥		2016/3	2017/3	2018/3	2019/3	2020/3
設備投資	Capital Expenditures	27,392	25,637	34,010	44,975	39,850
前年比	Year-over-Year	32.5%	-6.4%	32.7%	32.2%	-11.4%
減価償却費	Depreciation & Amortization	23,582	23,137	24,141	25,001	26,408
前年比	Year-over-Year	9.9%	-1.9%	4.3%	3.6%	5.6%

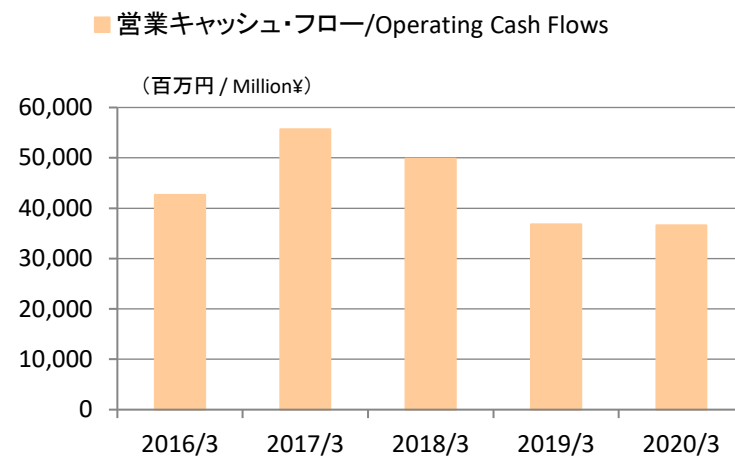
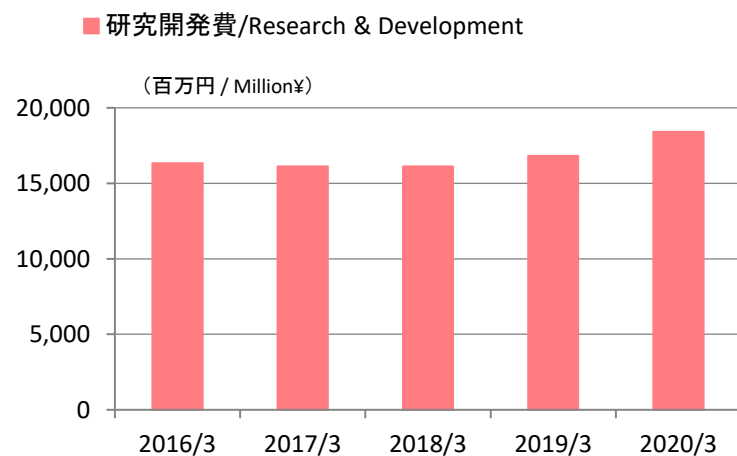


事業セグメント別設備投資・減価償却費内訳/Capital Expenditure, Depreciation & Amortization by Sales Composition

百万円 / Million¥		2016/3	2017/3	2018/3	2019/3	2020/3
懸架ばね事業	設備投資	9,987	5,489	7,490	12,547	15,156
Automotive Suspension Spring	減価償却費	5,315	5,368	6,003	5,402	6,214
シート事業	設備投資	5,130	5,074	7,081	6,544	5,570
Automotive Seating	減価償却費	4,919	5,667	5,358	6,044	5,402
精密部品事業	設備投資	8,813	10,310	12,801	14,841	14,462
Precision Spring & Components	減価償却費	8,807	8,247	8,976	9,302	9,897
産業機器ほか事業	設備投資	2,504	3,744	5,018	8,816	2,952
Industry & Others	減価償却費	2,188	2,296	2,470	2,655	3,122
全社共有	設備投資	957	1,018	1,617	2,225	1,708
Company-wide sharing	減価償却費	2,351	1,557	1,331	1,596	1,771

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

百万円 / Million¥		2016/3	2017/3	2018/3	2019/3	2020/3
研究開発費	Research & Development	16,328	16,130	16,119	16,822	18,407
売上高比率	R&D per Sales Ratio	2.5%	2.6%	2.4%	2.5%	2.8%
営業キャッシュ・フロー	Operating Cash Flows	42,674	55,664	49,811	36,794	36,621
前年比	Year-over-Year	-4.9%	30.4%	-10.5%	-26.1%	-0.5%



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

連結子会社 / Consolidated Subsidiaries		2016/3	2017/3	2018/3	2019/3	2020/3
国内	Domestic	17	17	18	18	19
海外	Overseas	18	18	19	20	20
計	Total	35	35	37	38	39

持分法適用会社 / Affiliated Companies		2016/3	2017/3	2018/3	2019/3	2019/3
国内	Domestic	4	4	4	4	4
海外	Overseas	5	5	5	5	5
計	Total	9	9	9	9	9

連結貸借対照表/Consolidated Balance Sheets

百万円/ Million ¥

資産の部	Assets	2016/3	2017/3	2018/3	2019/3	2020/3
資産の部	Assets					
流動資産	Current Assets					
現金及び預金	Cash and Bank Deposits	72,553	82,575	95,251	98,573	74,593
受取手形及び売掛金	Notes and Accounts Receivable, Trade	133,422	140,342	146,781	139,689	134,315
たな卸資産	Inventories	43,286	44,036	48,589	54,691	54,785
その他	Other Current Assets	22,570	22,548	24,427	25,417	20,865
貸倒引当金	Allowance for Doubtful Receivables	-133	-56	-88	-117	-136
流動資産合計	Total Current Assets	271,698	289,446	314,962	318,254	284,423
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	48,121	48,172	51,364	52,952	56,483
機械装置及び運搬具	Machinery and Equipment	46,000	50,269	53,483	53,502	61,146
土地	Land	31,483	30,699	30,515	31,006	31,149
リース資産	Lease Assets	494	576	617	658	674
建設仮勘定	Construction in Progress	12,026	5,989	12,071	25,088	19,943
その他	Others	7,510	8,109	7,456	9,630	10,906
有形固定資産合計	Total Property, Plant and Equipment, Net	145,636	143,817	155,508	172,839	180,302
無形固定資産	Goodwill and Intangible Assets					
のれん	Goodwill	203	73	0	0	—
その他	Others	4,103	3,239	3,089	2,902	3,187
無形固定資産合計	Total Goodwill and Intangible Assets	4,307	3,312	3,089	2,902	3,187
投資その他の資産	Investments, Long-Term Receivables and Other Assets					
投資有価証券	Investment Securities	61,031	72,086	64,678	55,214	42,853
長期貸付金	Long-term loans receivable	8,830	10,383	8,719	3,995	2,760
繰延税金資産※	Deferred tax assets	6,984	7,005	7,739	8,161	9,081
退職給付に係る資産	Net defined benefit asset	—	2,825	4,619	4,669	1,941
その他	Other Investments	8,472	10,116	9,935	7,936	9,117
貸倒引当金	Allowance for Doubtful Receivables	-740	-1,084	-873	-775	-1,052
投資その他の資産合計	Total Investments, Long-Term Receivables and Other Assets	84,577	101,331	94,819	79,201	64,701
固定資産合計	Total Noncurrent Assets	234,522	248,462	253,418	254,944	248,192
資産合計	Total Assets	506,221	537,909	568,380	573,198	532,615

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	2016/3	2017/3	2018/3	2019/3	2020/3
負債の部	Liabilities					
流動負債	Current Liabilities					
支払手形及び買掛金	Notes and Accounts Payable	81,660	76,911	87,507	84,003	78,999
電子記録債務	Electronically Recorded Obligations	29,561	38,992	43,637	43,301	37,880
短期借入金	Short-term loans payable	9,145	13,996	13,320	18,418	20,363
未払法人税等	Income taxes payable	3,310	7,245	6,074	2,933	3,038
役員賞与引当金	Allowance for Directors' Bonuses	267	278	268	269	236
設備支払手形	Equipment Notes Payable	2,320	2,904	3,714	7,308	3,380
1年内償還予定の 転換社債型新株予約権付社債	Current portion of convertible bond-type bonds with subscription rights to shares	—	—	—	11,099	—
その他	Others	47,563	39,384	37,515	43,899	35,000
流動負債合計	Total Current Liabilities	173,830	179,712	192,038	211,234	178,899
固定負債	Long-Term Liabilities					
転換社債型新株予約権付社債	Convertible Bond-type Bonds with Subscription Rights to Shares	11,268	11,219	10,624	—	—
長期借入金	Long-term loans payable	16,917	20,176	25,338	32,697	33,228
リース債務	Lease Obligations	481	519	563	537	547
繰延税金負債	Deferred tax liabilities	4,955	9,959	9,414	7,356	3,811
退職給付に係る負債	Net Defined Benefit Liability	24,216	13,926	15,859	19,394	23,190
役員退職慰労引当金	Provision for Directors' Retirement Benefits	571	579	507	586	615
執行役員退職慰労引当金	Provision for Officers' Retirement Benefits	644	746	810	779	875
持分法適用に伴う負債	Liabilities from Application of Equity Method	360	549	307	—	—
その他	Others	3,138	7,743	5,266	4,550	4,893
固定負債合計	Total Long-Term Liabilities	62,552	65,419	68,692	65,902	67,162
負債合計	Total Liabilities	236,383	245,131	260,731	277,137	246,061
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	19,404	19,579	19,579	19,579	19,579
利益剰余金	Retained Earnings	196,477	216,232	229,163	228,016	227,062
自己株式	Treasury Stock	-801	-7,515	-7,516	-7,517	-8,868
株主資本合計	Total Stockholders' Equity	232,090	245,305	258,235	257,087	254,782
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	21,513	30,176	27,935	21,349	14,642
為替換算調整勘定	Cumulative Translation Adjustments	9,442	6,570	7,355	5,625	8,117
退職給付に係る調整累計額	Remeasurements of Defined Benefit Plans	-5,803	-2,353	-688	-2,927	-6,555
その他の包括利益累計額合計	Total Accumulated Other Comprehensive Income(Loss)	25,152	34,394	34,601	24,047	16,205
非支配株主持分	Non-Controlling Interests	12,594	13,077	14,811	14,926	15,565
純資産合計	Total Net Assets	269,837	292,777	307,648	296,061	286,553
負債及び純資産合計	Total Liabilities and Net Assets	506,221	537,909	568,380	573,198	532,615

連結損益計算書/Consolidated Income Statements

百万円/ Million ¥		2016/3	2017/3	2018/3	2019/3	2020/3
売上高	Net Sales	640,516	626,950	659,730	681,006	664,499
売上原価	Cost of Sales	561,668	542,830	578,784	608,053	596,787
売上総利益	Gross Profit	78,848	84,119	80,945	72,953	67,712
販売費及び一般管理費	Selling General and Administrative Expenses	43,806	43,505	45,404	46,302	46,996
営業利益	Operating Income	35,041	40,613	35,541	26,650	20,715
営業外収益	Non-Operating Income	5,301	4,028	5,583	6,821	6,323
受取利息及び配当金	Interest Income and Dividends Income	2,349	2,212	2,519	2,564	2,722
持分法による投資利益	Investment Profit on Equity Method	21	—	883	1,103	983
不動産賃貸料	Real Estate Rental Income	589	623	632	626	618
その他	Others	2,341	1,192	1,548	2,527	1,998
営業外費用	Non-Operating Expenses	4,230	3,001	4,703	2,014	5,772
支払利息	Interest Expense	299	184	334	296	303
持分法による投資損失	Investment Loss on Equity Method	—	223	—	—	—
固定資産除却損	Loss on Disposal of Fixed Assets	405	271	455	271	322
その他	Others	3,526	2,322	3,912	1,446	5,146
経常利益	Ordinary Income	36,111	41,640	36,421	31,457	21,266
特別利益	Extraordinary Gains	—	1,064	2,385	1,400	—
固定資産売却益	Gains on Sales of Fixed Assets	—	—	—	1,400	—
その他	Others	—	1,064	2,385	—	—
特別損失	Extraordinary Losses	2,539	5,035	6,162	12,740	9,052
減損損失	Impairment Loss on Fixed Assets	392	1,658	3,929	11,525	4,687
その他	Others	2,147	3,376	2,233	1,215	4,364
税金等調整前当期純利益	Net Income before Taxes	33,571	37,669	32,644	20,116	12,213
法人税等	Income Taxes	10,813	11,646	10,230	10,287	6,258
法人税等調整額	Deferred Taxes	-555	-902	-198	1,033	87
当期純利益	Net Income	23,314	26,925	22,612	8,796	5,868
非支配株主に帰属する当期純利益	Profit Attributable to Non-Controlling Interests	1,721	1,826	2,117	1,691	1,256
親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	21,592	25,098	20,495	7,104	4,612

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

百万円/ Million ¥		2016/3	2017/3	2018/3	2019/3	2020/3
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 Taxes	33,571	37,669	32,644	20,116	12,213
減価償却費	Depreciation & Amortization	23,582	23,137	24,141	25,001	26,408
減損損失	Impairment Loss on Fixed Assets	392	1,658	3,929	11,525	4,687
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	217	-717	-828	-568	507
受取利息及び受取配当金	Interest and Dividends Received	-2,349	-2,212	-2,519	-2,564	-2,722
支払利息	Interest Expenses	299	184	334	296	303
為替差損益	Exchange (Profit) Loss	381	346	1,314	-990	3,135
持分法による投資損益	Investment (Profit) Loss on Equity Method	-21	223	-883	-1,103	-983
有形固定資産除売却損益	(Gain) Loss on Property, Plant and Equipment	472	253	384	-1,169	44
売上債権の増減額	(Increase) Decrease in Notes and Accounts Receivable	-1,433	-8,420	-4,926	6,675	8,980
たな卸資産の増減額	(Increase) Decrease in Inventories	-948	-1,171	-4,243	-5,416	348
仕入債務の増減額	Increase (Decrease) in Notes and Accounts Payable	-4,300	5,869	14,064	-3,713	-13,604
その他	Others	3,528	4,259	-4,730	128	819
小 計	Subtotal	53,391	61,079	58,681	48,217	40,139
利息及び配当金の受取額	Interest and Dividends Received in Cash	2,765	2,903	2,851	2,584	3,206
利息の支払額	Interest Paid	-310	-179	-349	-286	-302
法人税等の支払額	Income Taxes Paid	-13,172	-8,138	-11,372	-13,720	-6,421
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Operating Activities	42,674	55,664	49,811	36,794	36,621

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

百万円 / Million¥		2016/3	2017/3	2018/3	2019/3	2020/3
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	219	-152	71	-95
有形固定資産の取得による支出	Purchases of Property, Plant and Equipment	-26,339	-24,407	-31,528	-36,995	-46,691
有形固定資産の売却による収入	Proceeds from Sales of Property, Plant and Equipment	691	783	1,562	1,645	1,392
無形固定資産の増減額	(Increase) Decrease in Intangible Fixed Assets	-464	-209	-556	-584	-727
投資有価証券の増減額	(Increase) Decrease in Investments in Securities	-1,587	-3,279	-633	-4,849	0
貸付金の増減額	(Increase) Decrease in Loans Receivable	-7,349	-741	-1,467	-1,466	146
その他	Others	1	-116	-178	-120	166
投資活動によるキャッシュ・フロー	Net Cash Used in Investing Activities	-35,127	-27,753	-32,955	-42,299	-45,809
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	157	747	2,657	-1,513	1,168
長期借入金の増減額	Increase (Decrease) in Long-Term Debt	1,453	7,440	1,912	14,027	2,466
社債・CPの発行による収入	Proceeds from Issuance of Corporate Bond and Commercial Papers	52,000	51,000	20,000	20,000	28,000
社債・CPの償還による支出	Redemption of Corporate Bond and Commercial Papers	-60,000	-63,000	-24,000	-18,000	-40,646
自己株式の増減による支出	(Increase) Decrease in Treasury Stock	-2	-6,714	-1	0	-1,350
リース債務の返済による支出	Repayment of Lease Obligation	-372	-318	-281	-280	-327
配当金の支払額	Dividends Paid	-5,100	-5,343	-5,453	-5,690	-5,690
非支配株主への配当金の支払額	Dividends Paid to Non-Controlling Interests	-523	-718	-793	-1,214	-571
連結の範囲の変更を伴わない 子会社株式の取得による支出	Payments from Changes in Ownership Interests in Subsidiaries that do not Result in Change in Scope of Consolidation	-1,284	-8	-	-	-
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Financing Activities	-13,672	-16,916	-5,960	7,327	-16,950
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	-5,075	-739	216	932	993
現金及び現金同等物の増減額	Net Increase (Decrease) in Cash and Cash Equivalents	-11,200	10,255	11,112	2,755	-25,145
現金及び現金同等物の期首残高	Cash and Cash Equivalents at Beginning of Year	83,439	72,238	82,493	95,007	98,403
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	-	-	1,400	640	844
非連結子会社との合併に伴う現金及び 現金同等物増加額	Increase in Cash and Cash Equivalent Sresulting from Merger with Unconsolidated Subsidiaries	-	-	-	-	212
現金及び現金同等物の期末残高	Cash and Cash Equivalents at End of Year	72,238	82,493	95,007	98,403	74,314

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 ¥		2019/3	2020/3
売上高	Net Sales	681,006	664,499
営業利益	Operating Income	26,650	20,715
(売上高営業利益率)	(Operating Margin)	(3.9%)	(3.1%)
経常利益	Ordinary Income	31,457	21,266
(売上高経常利益率)	(Ordinary Margin)	(4.6%)	(3.2%)
親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	7,104	4,612
1株当たり当期純利益	EPS	29.97	19.46

連結貸借対照表/Consolidated Balance Sheet

百万円/Million ¥		2019/3	2020/3
流動資産	Current Assets	318,254	284,423
有形固定資産	Property, Plant and Equipment, Net	172,839	180,302
投資等	Total Investments, Long-Term Receivables and Other Assets	82,104	67,889
総資産	Total Assets	573,198	532,615
有利子負債	Interest-Bearing Debt	68,215	57,591
その他負債	Other Liabilities	208,922	188,470
非支配株主持分	Non-Controlling Interests	14,926	15,565
自己資本	Stockholders' Equity	281,134	270,988
負債・純資産計	Total Liabilities and Net Assets	573,198	532,615
ROE ※1		2.5%	1.7%
ROA ※2		5.5%	3.8%

※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