

FINANCIAL FACT BOOK 2021

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NHK Spring Co.,Ltd.
2021.5.28

※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。

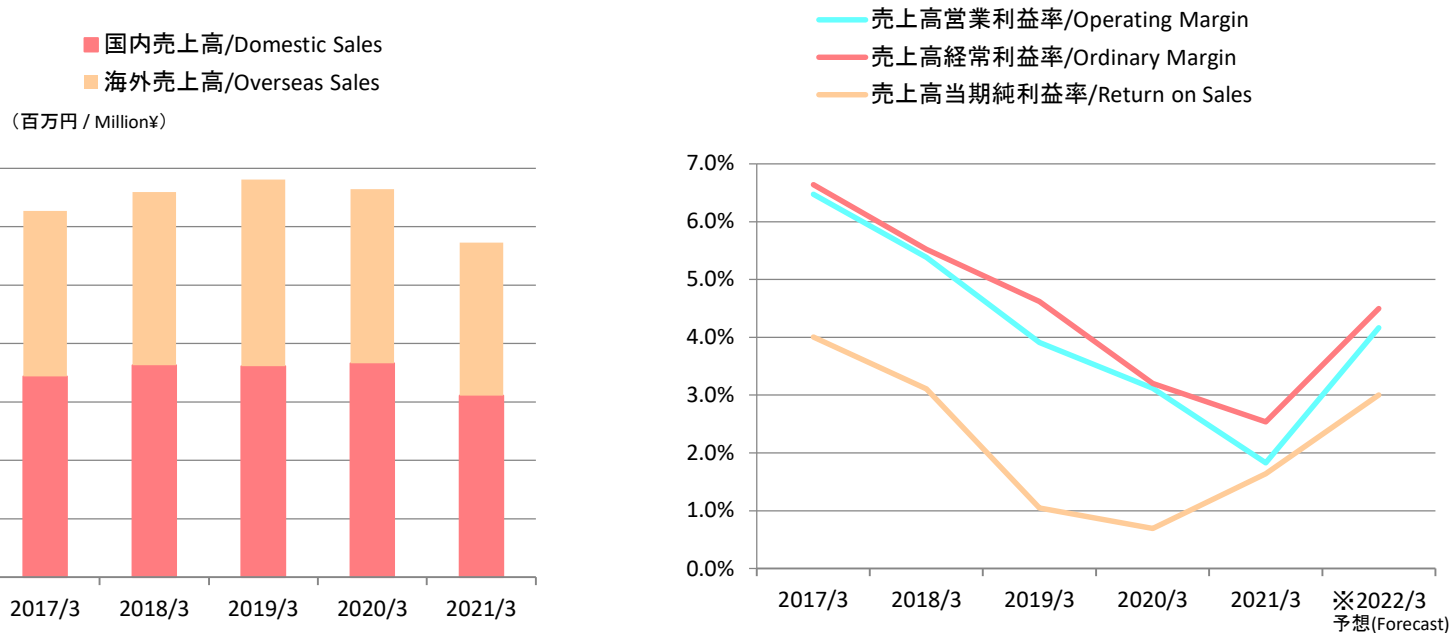
※Notes

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¥		2017/3	2018/3	2019/3	2020/3	2021/3	予想(Forecast) ※2022/3
売上高	Net Sales	626,950	659,730	681,006	664,499	572,639	600,000
前年比	Year-over-Year	-2.1%	5.2%	3.2%	-2.4%	-13.8%	4.8%
国内売上高	Domestic Sales	343,622	363,347	361,257	366,503	310,805	—
前年比	Year-over-Year	6.9%	5.7%	-0.6%	1.5%	-15.2%	—
海外売上高	Overseas Sales	283,328	296,382	319,749	297,996	261,833	—
前年比	Year-over-Year	-11.2%	4.6%	7.9%	-6.8%	-12.1%	—
売上高営業利益率	Operating Margin	6.5%	5.4%	3.9%	3.1%	1.8%	4.2%
売上高経常利益率	Ordinary Margin	6.6%	5.5%	4.6%	3.2%	2.5%	4.5%
売上高当期純利益率	Return on Sales	4.0%	3.1%	1.0%	0.7%	1.6%	3.0%



※収益認識に関する会計基準(改正企業会計基準第29号)の適用により、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2022年3月期より売上原価と相殺表示しております。

2022年3月期予想影響額 売上高:-42,300百万円

※By application of new “Accounting Standard for Revenue Recognition (ASBJ Statement No. 29)”, purchase amount of customer supplied parts will be offset by “Net Sales” amount from fiscal year ending March-2022.

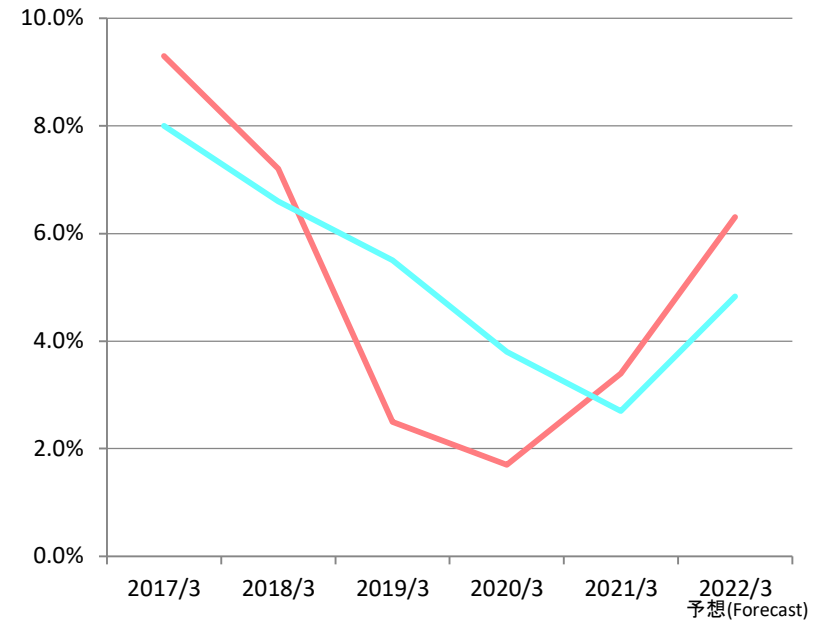
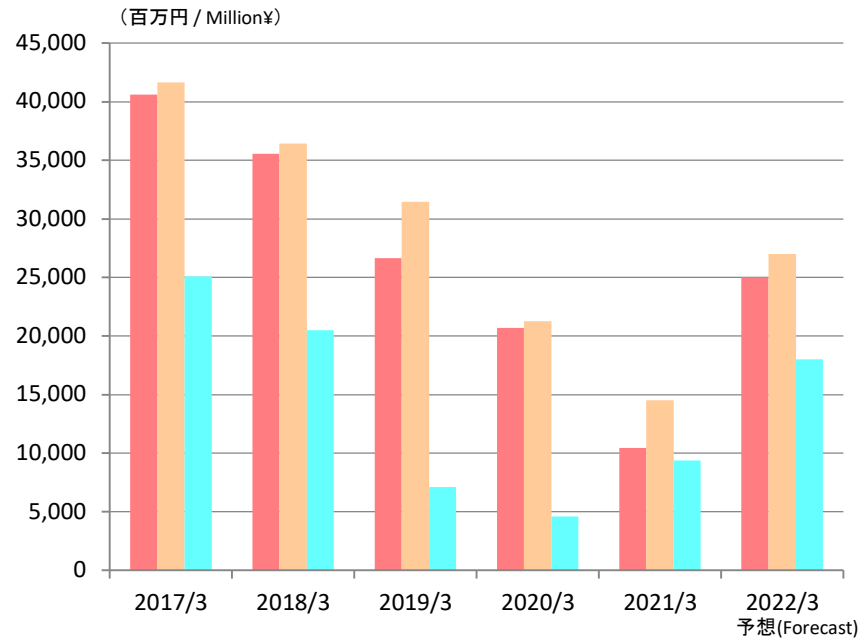
Forecasted impact in fiscal year ending March-2022 Net Sales : -42,300 million yen.

経営成績/Operating Results

百万円 / Million¥		2017/3	2018/3	2019/3	2020/3	2021/3	2022/3 予想(Forecast)
営業利益	Operating Income	40,613	35,541	26,650	20,715	10,463	25,000
前年比	Year-over-Year	15.9%	-12.5%	-25.0%	-22.3%	-49.5%	138.9%
経常利益	Ordinary Income	41,640	36,421	31,457	21,266	14,533	27,000
前年比	Year-over-Year	15.3%	-12.5%	-13.6%	-32.4%	-31.7%	85.8%
親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	25,098	20,495	7,104	4,612	9,396	18,000
前年比	Year-over-Year	16.2%	-18.3%	-65.3%	-35.1%	103.7%	91.6%
自己資本利益率	ROE	9.3%	7.2%	2.5%	1.7%	3.4%	6.3%
総資産経常利益率	ROA	8.0%	6.6%	5.5%	3.8%	2.7%	4.8%

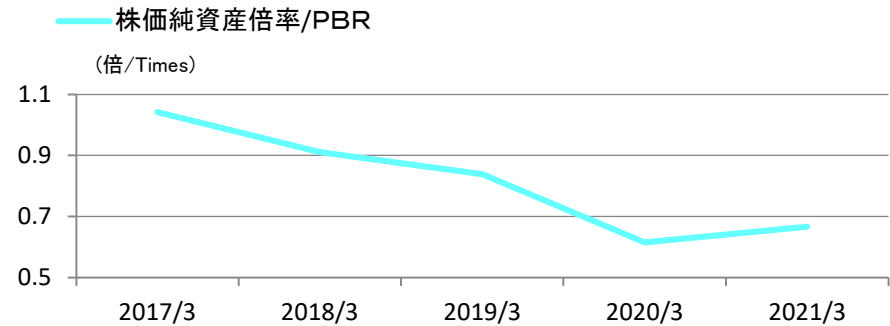
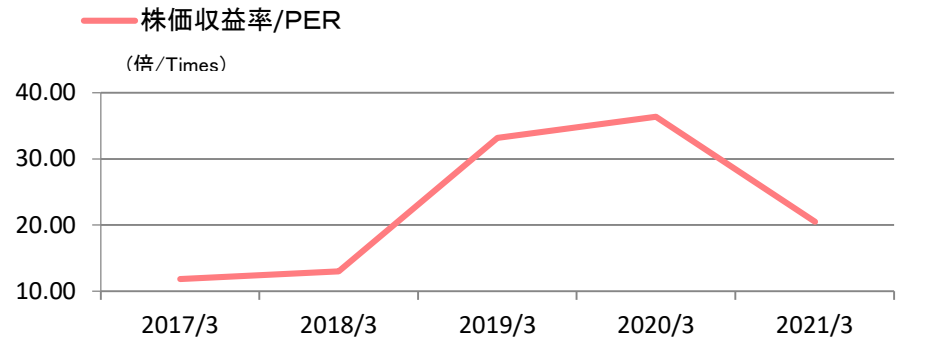
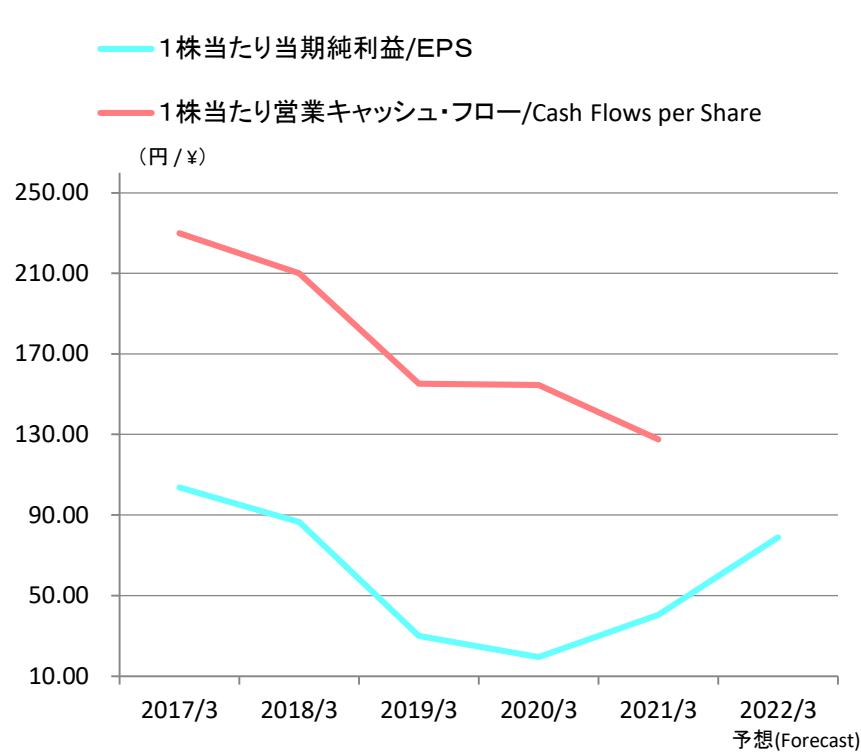
- 営業利益/Operating Income
- 経常利益/Ordinary Income
- 親会社株主に帰属する当期純利益/Profit Attributable to Owners of Parent

- 自己資本利益率/ROE
- 総資産経常利益率/ROA



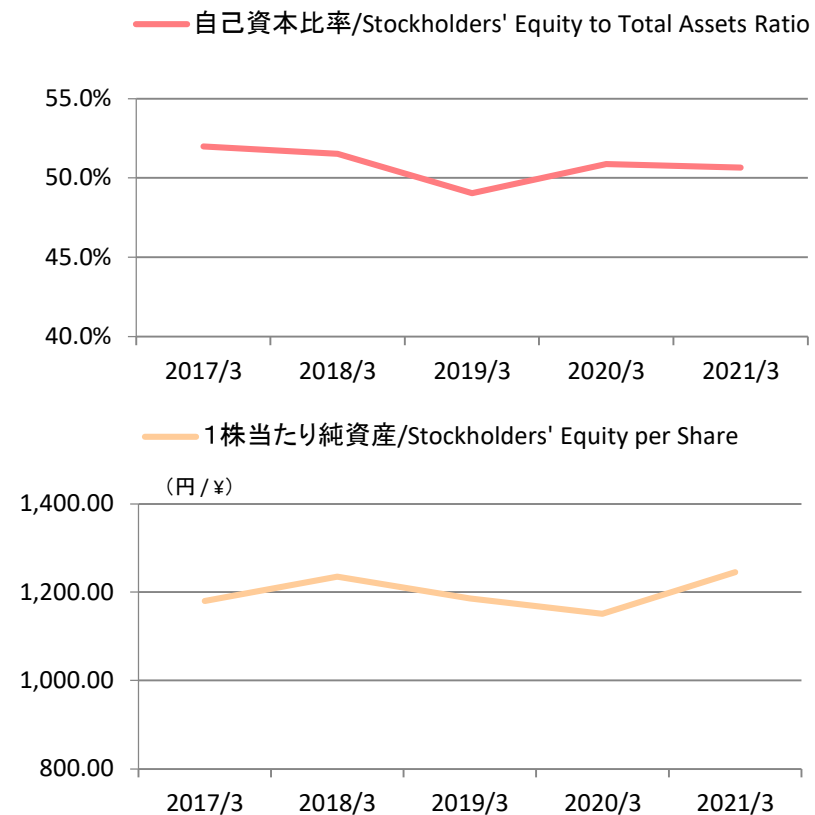
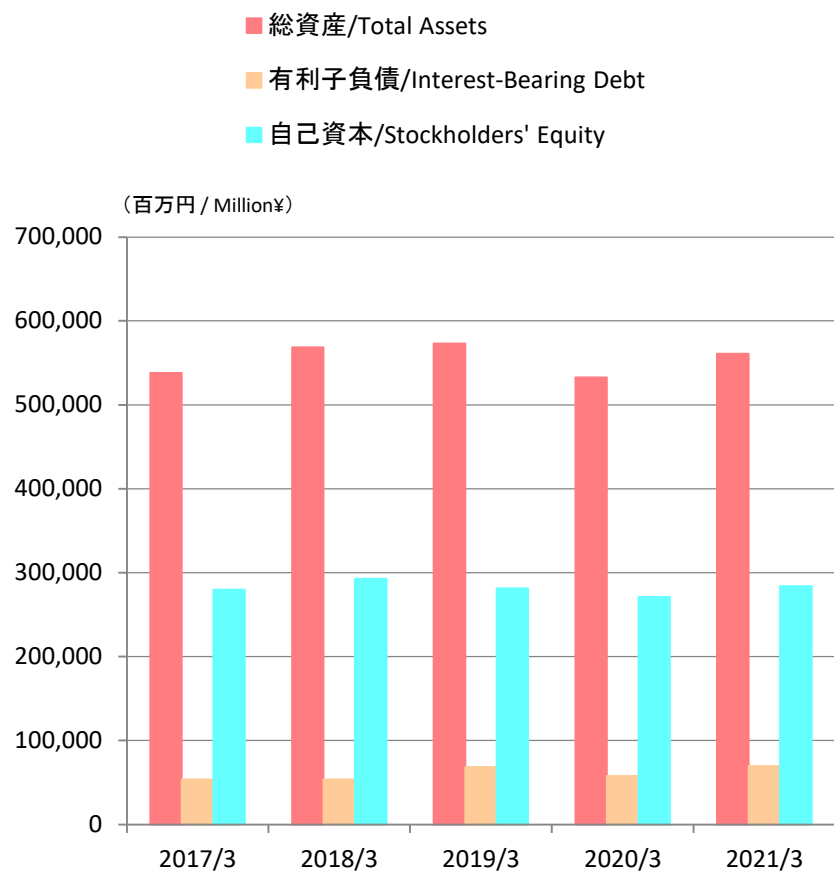
経営成績/Operating Results

		2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
円/¥							予想(Forecast)
1株当たり当期純利益	EPS	103.70	86.45	29.97	19.46	40.45	78.94
1株当たり営業キャッシュ・フロー	Cash Flows per Share	229.99	210.09	155.19	154.55	127.57	—
期末日株価	Closing Share Price at Fiscal Year End	1,229	1,125	994	708	830	—
株価収益率(倍)	PER(Times)	11.85	13.01	33.17	36.38	20.52	—
株価営業キャッシュ・フロー倍率(倍)	Price Operating Cash Flows Ratio(Times)	5.3	5.4	6.4	4.6	6.5	—
株価純資産倍率(倍)	PBR(Times)	1.0	0.9	0.8	0.6	0.7	—



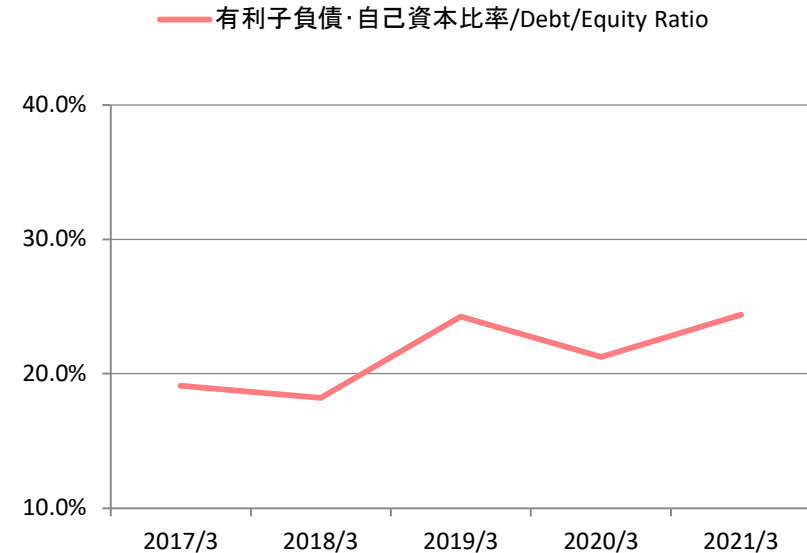
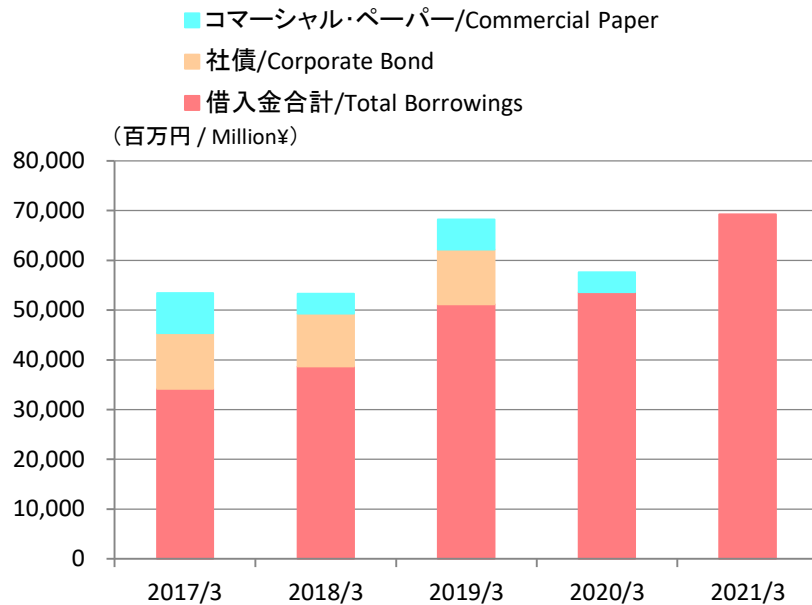
財政状態/Financial Condition

百万円 / Million¥		2017/3	2018/3	2019/3	2020/3	2021/3
総資産	Total Assets	537,909	568,380	573,198	532,615	560,769
有利子負債	Interest-Bearing Debt	53,391	53,283	68,215	57,591	69,264
自己資本	Stockholders' Equity	279,699	292,836	281,134	270,988	283,993
自己資本比率	Stockholders' Equity to Total Assets Ratio	52.0%	51.5%	49.0%	50.9%	50.6%
1株当たり純資産(円)	Stockholders' Equity per Share(¥)	1,179.71	1,235.12	1,185.77	1,151.04	1,245.48



財政状態/Financial Condition

百万円 / Million¥		2017/3	2018/3	2019/3	2020/3	2021/3
短期借入金	Short-Term Debt	2,214	4,773	3,315	3,419	26,036
長期借入金	Long-Term Debt	31,957	33,886	47,800	50,172	43,228
(うち一年以内返済)	(Due Within One Year)	(11,781)	(8,547)	(15,103)	(16,943)	(17,017)
借入金合計	Total Borrowings	34,172	38,659	51,116	53,591	69,264
社債	Corporate Bond	11,219	10,624	11,099	(—)	(—)
(うち一年以内償還)	(Due Within One Year)	(—)	(—)	(11,099)	(—)	(—)
コマーシャル・ペーパー	Commercial Paper	8,000	4,000	6,000	4,000	(—)
有利子負債合計	Total Interest-Bearing Debt	53,391	53,283	68,215	57,591	69,264
有利子負債・自己資本比率 (D/E)	Debt/Equity Ratio	19.1%	18.2%	24.3%	21.3%	24.4%
純有利子負債合計	Net Interest-Bearing Debt	-29,184	-41,968	-30,358	-17,001	-10,066



※グラフの合計額が有利子負債合計額となっております。

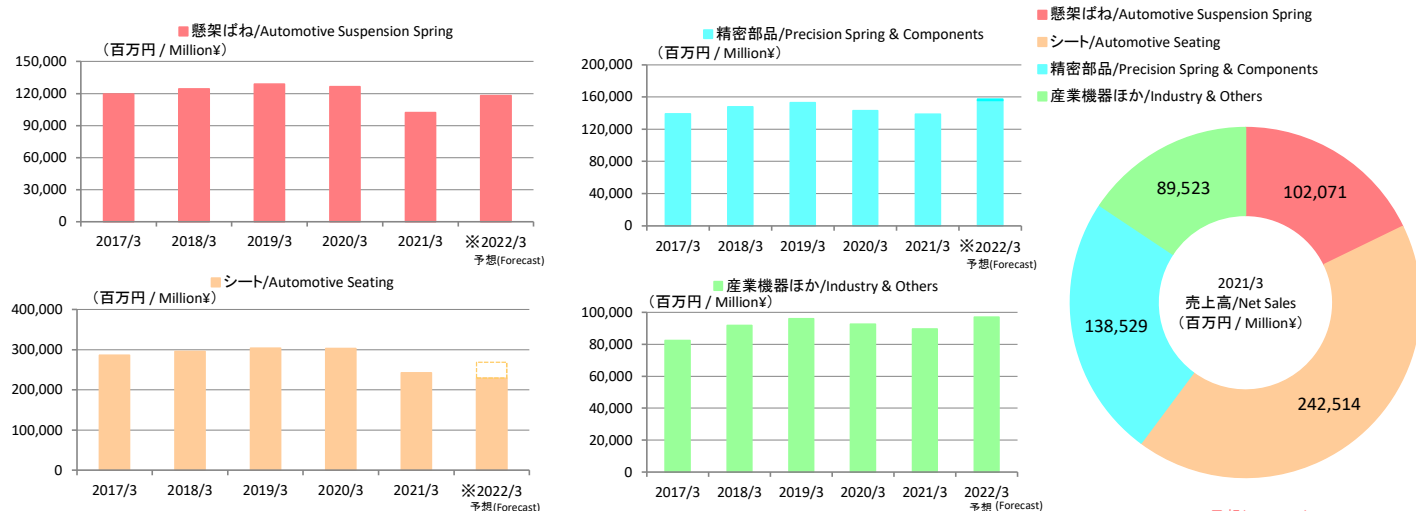
※The sum of the graph is Total Interest-Bearing Debt.

※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 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¥			2017/3	2018/3	2019/3	2020/3	2021/3	予想(Forecast) ※2022/3
売上高:	懸架ばね事業	Automotive Suspension Spring Unit	119,542	124,267	128,880	126,332	102,071	118,000
Net Sales	シート事業	Automotive Seating Unit	285,924	295,710	303,242	302,573	242,514	229,000
	精密部品事業	Precision Spring & Components Unit	139,086	147,874	152,958	142,982	138,529	156,000
	産業機器ほか事業	Industry & Others	82,396	91,878	95,925	92,611	89,523	97,000
	連結	Consolidated	626,950	659,730	681,006	664,499	572,639	600,000



百万円 / Million¥			2017/3	2018/3	2019/3	2020/3	2021/3	予想(Forecast) 2022/3
セグメント利益:	懸架ばね事業	Automotive Suspension Spring Unit	11,533	9,627	6,193	2,708	-4,687	1,100
(営業利益)	シート事業	Automotive Seating Unit	13,984	9,457	4,435	6,960	1,972	6,600
Segment Profit	精密部品事業	Precision Spring & Components Unit	9,605	10,855	9,791	6,243	6,833	10,300
(Operating Income)	産業機器ほか事業	Industry & Others	5,489	5,600	6,229	4,802	6,344	7,000
	連結	Consolidated	40,613	35,541	26,650	20,715	10,463	25,000
セグメント資産:	懸架ばね事業	Automotive Suspension Spring Unit	102,230	106,836	108,428	98,976	119,741	—
Segments Assets	シート事業	Automotive Seating Unit	135,110	139,856	125,427	109,669	121,747	—
	精密部品事業	Precision Spring & Components Unit	116,940	121,484	121,173	119,408	131,830	—
	産業機器ほか事業	Industry & Others	82,195	84,695	87,129	82,943	85,038	—
	調整額	Adjustment	101,431	115,507	131,040	121,617	102,411	—
	連結	Consolidated	537,909	568,380	573,198	532,615	560,769	—

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2022年3月期予想影響額 懸架ばね事業：-1,500百万円、シート事業：-39,600百万円、精密部品事業：-1,200百万円

※By application of new "Accounting Standard for Revenue Recognition (ASBJ Statement No. 29)", purchase amount of customer supplied parts will be offset by "Net Sales" amount from fiscal year ending March-2022.

Forecasted Impact in fiscal year ending March-2022

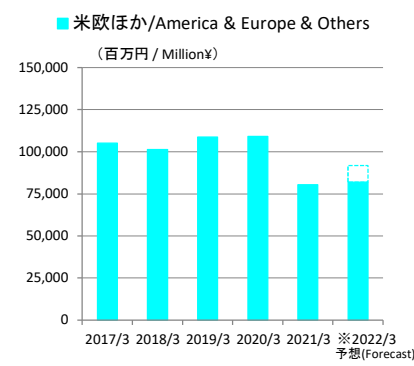
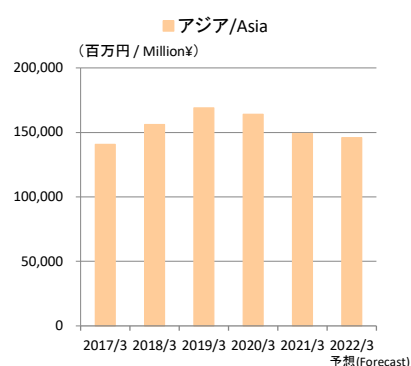
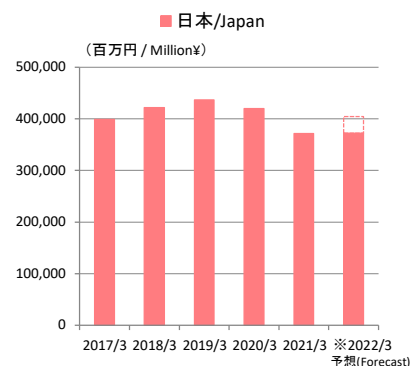
Automotive Suspension Spring Unit：-1,500 million yen, Automotive Seating Unit：-39,600 million yen, Precision Spring & Components Unit -1,200 million yen.

※上述の会計基準適用による影響額を、グラフ内に点線にて表示しております。

※The graph represented by the dotted line shows forecasted impact by applying the above Accounting Standard for Revenue Recognition.

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¥			2017/3	2018/3	2019/3	2020/3	2021/3	※2022/3
日本:	対外部顧客	For Customers	380,905	402,342	403,265	391,390	343,115	372,000
Japan	セグメント間	Intersegment	17,420	19,518	33,696	28,398	27,965	20,702
	計	Total	398,325	421,860	436,962	419,789	371,081	392,702
アジア:	対外部顧客	For Customers	140,759	156,136	168,992	163,951	148,956	146,000
Asia	セグメント間	Intersegment	2,046	2,754	3,057	2,760	2,593	3,333
	計	Total	142,806	158,890	172,050	166,711	151,550	149,333
米欧ほか:	対外部顧客	For Customers	105,285	101,252	108,748	109,158	80,567	82,000
America & Europe & Others	セグメント間	Intersegment	673	845	835	707	581	458
	計	Total	105,959	102,097	109,583	109,865	81,148	82,458
	消去	Intersegment Sales	-20,140	-23,117	-37,590	-31,866	-31,140	-24,494
	連結	Consolidated	626,950	659,730	681,006	664,499	572,639	600,000



営業利益/Operating Income								予想(Forecast)
百万円 / Million¥			2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
日本	Japan		26,203	24,752	19,562	15,816	10,021	15,500
アジア	Asia		11,464	12,429	11,362	9,048	6,421	9,800
米欧ほか:	America & Europe & Others		2,945	-1,640	-4,274	-4,148	-5,979	-300
連結	Consolidated		40,613	35,541	26,650	20,715	10,463	25,000

資産/Assets								予想(Forecast)
百万円 / Million¥			2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
日本	Japan		416,783	439,099	453,512	403,350	432,220	—
アジア	Asia		125,586	134,916	134,826	142,558	144,593	—
米欧ほか:	America & Europe & Others		53,939	56,090	67,076	67,986	66,606	—
全社又は消去	Whole company or Eliminations		-58,399	-61,726	-82,217	-81,279	-82,650	—
連結	Consolidated		537,909	568,380	573,198	532,615	560,769	—

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

2022年3月期予想影響額 日本：-32,400百万円、米欧ほか：-9,900百万円

※By application of new "Accounting Standard for Revenue Recognition (ASBJ Statement No. 29)", purchase amount of customer supplied parts will be offset by "Net Sales" amount from fiscal year ending March-2022.

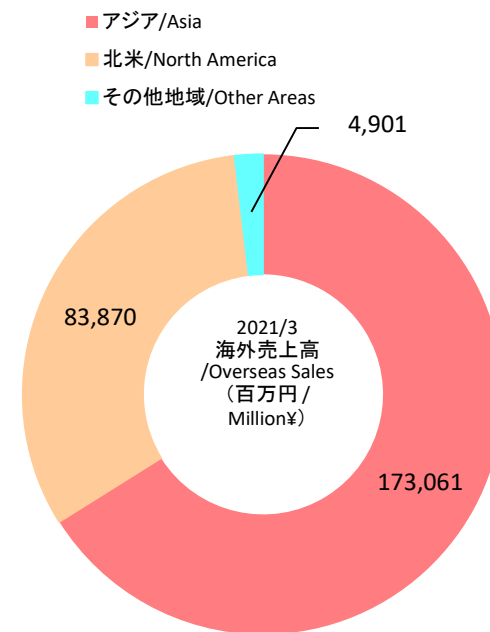
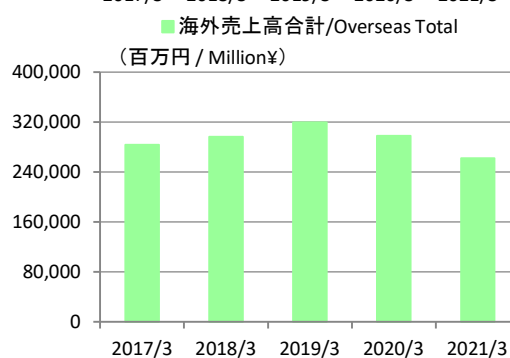
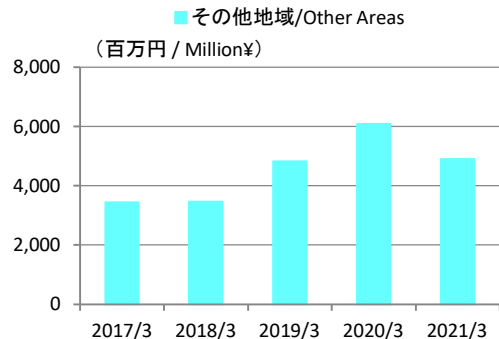
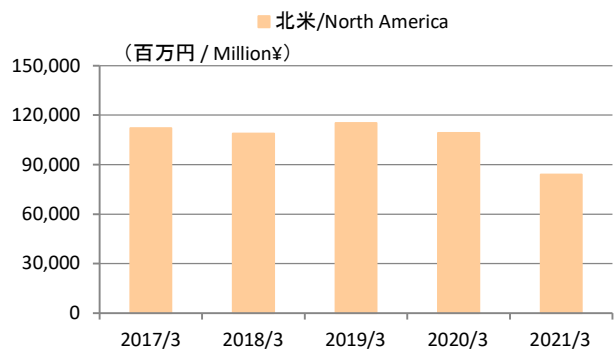
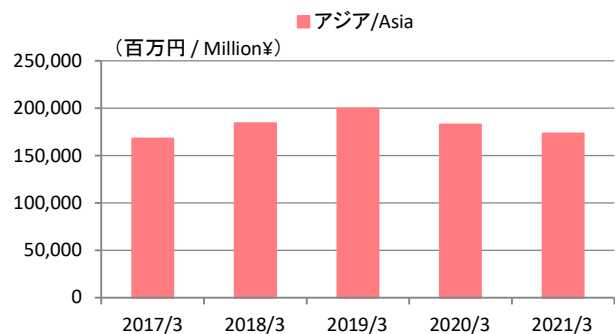
Forecasted Impact in fiscal year ending March-2022 Japan: -32,400 million yen, America & Europe & Others: -9,900 million yen.

※上述の会計基準適用による影響額を、グラフ内に点線にて表示しております。

※The graph represented by the dotted line shows forecasted impact by applying the above Accounting Standard for Revenue Recognition.

仕向先別売上高/Overseas Sales by Region

百万円 / Million¥			2017/3	2018/3	2019/3	2020/3	2021/3
アジア	売上高	Net Sales	167,824	184,119	199,572	182,688	173,061
Asia	構成比	Composition	26.8%	27.9%	29.3%	27.5%	30.2%
	前年比	Year-over-Year	-15.1%	9.7%	8.4%	-8.5%	-5.3%
北米	売上高	Net Sales	112,058	108,800	115,350	109,224	83,870
North America	構成比	Composition	17.9%	16.5%	16.9%	16.4%	14.6%
	前年比	Year-over-Year	-5.5%	-2.9%	6.0%	-5.3%	-23.2%
その他地域	売上高	Net Sales	3,445	3,463	4,827	6,083	4,901
Other Areas	構成比	Composition	0.5%	0.5%	0.7%	0.9%	0.9%
	前年比	Year-over-Year	17.8%	0.5%	39.4%	26.0%	-19.4%
海外売上高合計		Overseas Total	283,328	296,382	319,749	297,996	261,833
海外売上高比率		Overseas Ratio	45.2%	44.9%	47.0%	44.8%	45.7%

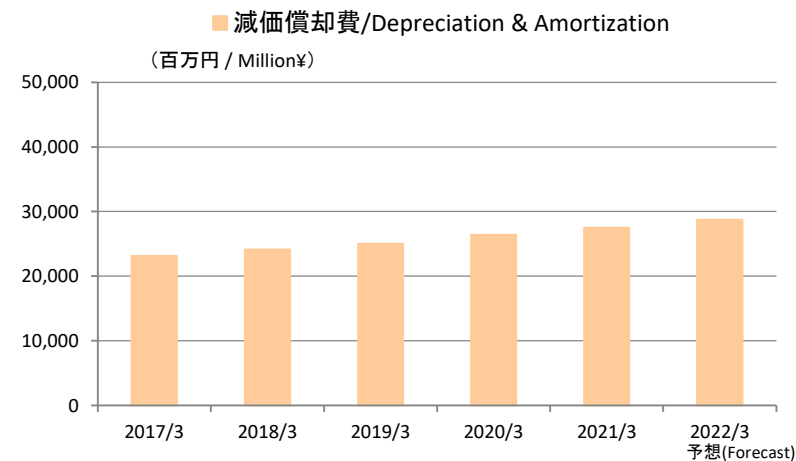
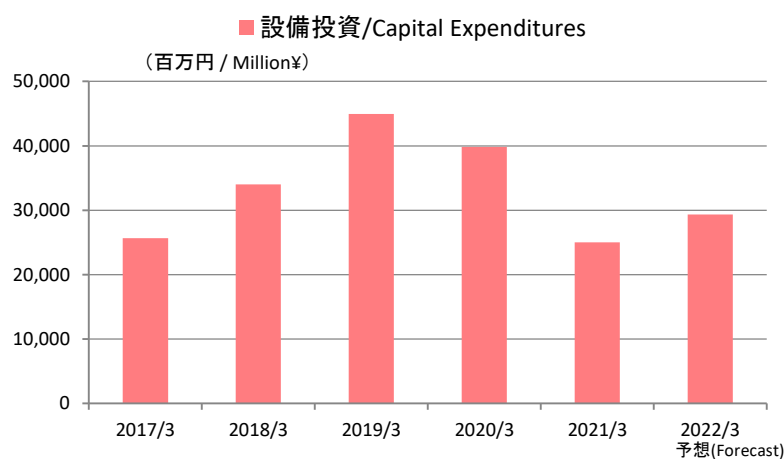


※上記は監査対象外の数字です。
 ※The above is exempt from audit.

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

予想(Forecast)

百万円 / Million¥		2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
設備投資	Capital Expenditures	25,637	34,010	44,975	39,850	24,981	29,325
前年比	Year-over-Year	-6.4%	32.7%	32.2%	-11.4%	-37.3%	17.4%
減価償却費	Depreciation & Amortization	23,137	24,141	25,001	26,408	27,498	28,758
前年比	Year-over-Year	-1.9%	4.3%	3.6%	5.6%	4.1%	4.6%



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

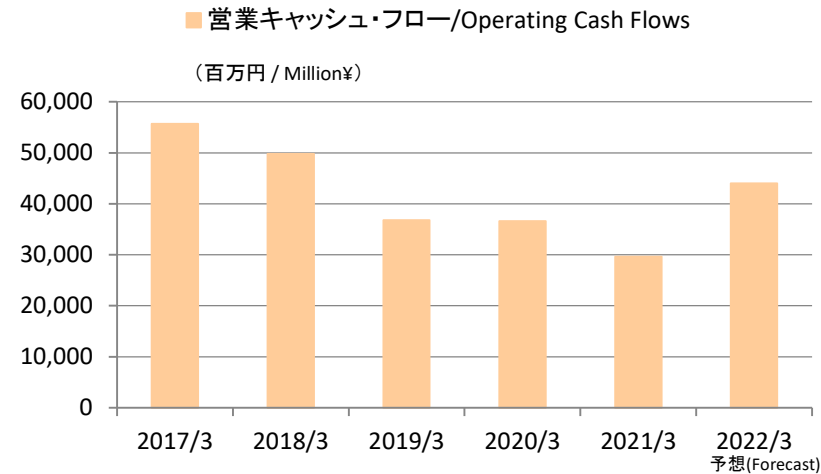
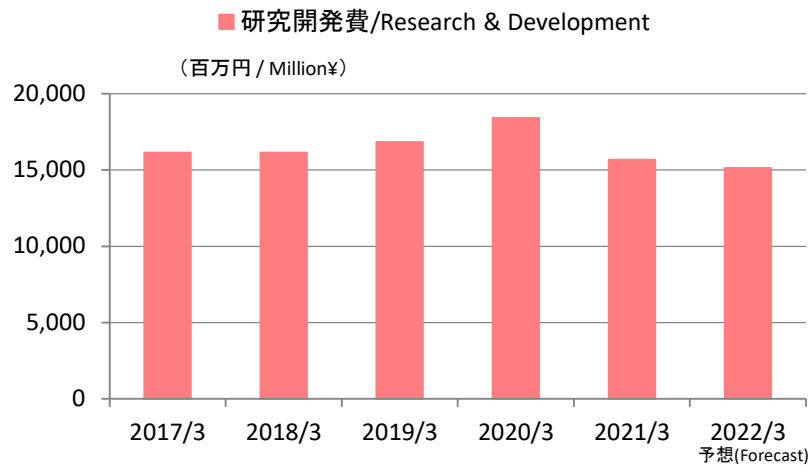
予想(Forecast)

百万円 / Million¥		2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
懸架ばね事業	設備投資	5,489	7,490	12,547	15,156	4,958	5,705
Automotive Suspension Spring	減価償却費	5,368	6,003	5,402	6,214	5,949	7,112
シート事業	設備投資	5,074	7,081	6,544	5,570	6,270	5,748
Automotive Seating	減価償却費	5,667	5,358	6,044	5,402	5,133	5,014
精密部品事業	設備投資	10,310	12,801	14,841	14,462	10,510	12,673
Precision Spring & Components	減価償却費	8,247	8,976	9,302	9,897	10,970	11,494
産業機器ほか事業	設備投資	3,744	5,018	8,816	2,952	2,470	3,879
Industry & Others	減価償却費	2,296	2,470	2,655	3,122	3,755	3,946
全社共有	設備投資	1,018	1,617	2,225	1,708	770	1,318
Company-wide sharing	減価償却費	1,557	1,331	1,596	1,771	1,688	1,190

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

予想(Forecast)

百万円 / Million¥		2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
研究開発費	Research & Development	16,130	16,119	16,822	18,407	15,664	15,110
売上高比率	R&D per Sales Ratio	2.6%	2.4%	2.5%	2.8%	2.7%	2.5%
営業キャッシュ・フロー	Operating Cash Flows	55,664	49,811	36,794	36,621	29,636	44,012
前年比	Year-over-Year	30.4%	-10.5%	-26.1%	-0.5%	-19.1%	48.5%



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

連結子会社 / Consolidated Subsidiaries		2017/3	2018/3	2019/3	2020/3	2021/3
国内	Domestic	17	18	18	19	19
海外	Overseas	18	19	20	20	20
計	Total	35	37	38	39	39

持分法適用会社 / Affiliated Companies		2017/3	2018/3	2019/3	2020/3	2021/3
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	2017/3	2018/3	2019/3	2020/3	2021/3
資産の部	Assets					
流動資産	Current Assets					
現金及び預金	Cash and Bank Deposits	82,575	95,251	98,573	74,593	79,331
受取手形及び売掛金	Notes and Accounts Receivable, Trade	140,342	146,781	139,689	134,315	140,633
たな卸資産	Inventories	44,036	48,589	54,691	54,785	54,818
その他	Other Current Assets	22,548	24,427	25,417	20,865	19,970
貸倒引当金	Allowance for Doubtful Receivables	-56	-88	-117	-136	-193
流動資産合計	Total Current Assets	289,446	314,962	318,254	284,423	294,560
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	48,172	51,364	52,952	56,483	53,907
機械装置及び運搬具	Machinery and Equipment	50,269	53,483	53,502	61,146	67,466
土地	Land	30,699	30,515	31,006	31,149	29,444
リース資産	Lease Assets	576	617	658	674	586
建設仮勘定	Construction in Progress	5,989	12,071	25,088	19,943	13,997
その他	Others	8,109	7,456	9,630	10,906	10,263
有形固定資産合計	Total Property, Plant and Equipment, Net	143,817	155,508	172,839	180,302	175,667
無形固定資産	Goodwill and Intangible Assets					
のれん	Goodwill	73	0	0	—	—
その他	Others	3,239	3,089	2,902	3,187	3,032
無形固定資産合計	Total Goodwill and Intangible Assets	3,312	3,089	2,902	3,187	3,032
投資その他の資産	Investments, Long-Term Receivables and Other Assets					
投資有価証券	Investment Securities	72,086	64,678	55,214	42,853	55,756
長期貸付金	Long-term loans receivable	10,383	8,719	3,995	2,760	2,938
繰延税金資産	Deferred tax assets	7,005	7,739	8,161	9,081	9,952
退職給付に係る資産	Net defined benefit asset	2,825	4,619	4,669	1,941	10,195
その他	Other Investments	10,116	9,935	7,936	9,117	9,787
貸倒引当金	Allowance for Doubtful Receivables	-1,084	-873	-775	-1,052	-1,121
投資その他の資産合計	Total Investments, Long-Term Receivables and Other Assets	101,331	94,819	79,201	64,701	87,508
固定資産合計	Total Noncurrent Assets	248,462	253,418	254,944	248,192	266,208
資産合計	Total Assets	537,909	568,380	573,198	532,615	560,769

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	2017/3	2018/3	2019/3	2020/3	2021/3
負債の部	Liabilities					
流動負債	Current Liabilities					
支払手形及び買掛金	Notes and Accounts Payable	76,911	87,507	84,003	78,999	80,555
電子記録債務	Electronically Recorded Obligations	38,992	43,637	43,301	37,880	33,114
短期借入金	Short-term loans payable	13,996	13,320	18,418	20,363	43,053
未払法人税等	Income taxes payable	7,245	6,074	2,933	3,038	3,702
役員賞与引当金	Allowance for Directors' Bonuses	278	268	269	236	244
設備支払手形	Equipment Notes Payable	2,904	3,714	7,308	3,380	2,557
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	39,384	37,515	43,899	35,000	31,446
流動負債合計	Total Current Liabilities	179,712	192,038	211,234	178,899	194,675
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	11,219	10,624	—	—	—
長期借入金	Long-term loans payable	20,176	25,338	32,697	33,228	26,211
リース債務	Lease Obligations	519	563	537	547	467
繰延税金負債	Deferred tax liabilities	9,959	9,414	7,356	3,811	9,837
退職給付に係る負債	Net Defined Benefit Liability	13,926	15,859	19,394	23,190	23,331
役員退職慰労引当金	Provision for Directors' Retirement Benefits	579	507	586	615	630
執行役員退職慰労引当金	Provision for Officers' Retirement Benefits	746	810	779	875	791
持分法適用に伴う負債	Liabilities from Application of Equity Method	549	307	—	—	—
その他	Others	7,743	5,266	4,550	4,893	4,848
固定負債合計	Total Long-Term Liabilities	65,419	68,692	65,902	67,162	66,118
負債合計	Total Liabilities	245,131	260,731	277,137	246,061	260,793
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	19,579	19,579	19,579	19,579
利益剰余金	Retained Earnings	216,232	229,163	228,016	227,062	234,113
自己株式	Treasury Stock	-7,515	-7,516	-7,517	-8,868	-14,295
株主資本合計	Total Stockholders' Equity	245,305	258,235	257,087	254,782	256,407
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	30,176	27,935	21,349	14,642	23,740
為替換算調整勘定	Cumulative Translation Adjustments	6,570	7,355	5,625	8,117	4,497
退職給付に係る調整累計額	Remeasurements of Defined Benefit Plans	-2,353	-688	-2,927	-6,555	-652
その他の包括利益累計額合計	Total Accumulated Other Comprehensive Income(Loss)	34,394	34,601	24,047	16,205	27,585
非支配株主持分	Non-Controlling Interests	13,077	14,811	14,926	15,565	15,982
純資産合計	Total Net Assets	292,777	307,648	296,061	286,553	299,975
負債及び純資産合計	Total Liabilities and Net Assets	537,909	568,380	573,198	532,615	560,769

連結損益計算書/Consolidated Income Statements

百万円/ Million ¥		2017/3	2018/3	2019/3	2020/3	2021/3
売上高	Net Sales	626,950	659,730	681,006	664,499	572,639
売上原価	Cost of Sales	542,830	578,784	608,053	596,787	517,479
売上総利益	Gross Profit	84,119	80,945	72,953	67,712	55,159
販売費及び一般管理費	Selling General and Administrative Expenses	43,505	45,404	46,302	46,996	44,695
営業利益	Operating Income	40,613	35,541	26,650	20,715	10,463
営業外収益	Non-Operating Income	4,028	5,583	6,821	6,323	8,681
受取利息及び配当金	Interest Income and Dividends Income	2,212	2,519	2,564	2,722	1,713
持分法による投資利益	Investment Profit on Equity Method	—	883	1,103	983	982
不動産賃貸料	Real Estate Rental Income	623	632	626	618	884
その他	Others	1,192	1,548	2,527	1,998	5,100
営業外費用	Non-Operating Expenses	3,001	4,703	2,014	5,772	4,611
支払利息	Interest Expense	184	334	296	303	333
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	271	455	271	322	396
その他	Others	2,322	3,912	1,446	5,146	3,880
経常利益	Ordinary Income	41,640	36,421	31,457	21,266	14,533
特別利益	Extraordinary Gains	1,064	2,385	1,400	—	659
固定資産売却益	Gains on Sales of Fixed Assets	—	—	1,400	—	—
その他	Others	1,064	2,385	—	—	659
特別損失	Extraordinary Losses	5,035	6,162	12,740	9,052	433
減損損失	Impairment Loss on Fixed Assets	1,658	3,929	11,525	4,687	433
その他	Others	3,376	2,233	1,215	4,364	—
税金等調整前当期純利益	Net Income before Taxes	37,669	32,644	20,116	12,213	14,759
法人税等	Income Taxes	11,646	10,230	10,287	6,258	5,597
法人税等調整額	Deferred Taxes	-902	-198	1,033	87	-1,279
当期純利益	Net Income	26,925	22,612	8,796	5,868	10,441
非支配株主に帰属する当期純利益	Profit Attributable to Non-Controlling Interests	1,826	2,117	1,691	1,256	1,044
親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	25,098	20,495	7,104	4,612	9,396

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

百万円/ Million ¥		2017/3	2018/3	2019/3	2020/3	2021/3
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	37,669	32,644	20,116	12,213	14,759
減価償却費	Depreciation & Amortization	23,137	24,141	25,001	26,408	27,498
減損損失	Impairment Loss on Fixed Assets	1,658	3,929	11,525	4,687	433
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	-717	-828	-568	507	863
受取利息及び受取配当金	Interest and Dividends Received	-2,212	-2,519	-2,564	-2,722	-1,713
支払利息	Interest Expenses	184	334	296	303	333
為替差損益	Exchange (Profit) Loss	346	1,314	-990	3,135	-205
持分法による投資損益	Investment (Profit) Loss on Equity Method	223	-883	-1,103	-983	-982
有形固定資産除売却損益	(Gain) Loss on Property, Plant and Equipment	253	384	-1,169	44	190
投資有価証券売却損益	(Gain) Loss on Sales of Short-Term Investments and Investment Securities	-31	-2,385	—	—	-659
売上債権の増減額	(Increase) Decrease in Notes and Accounts Receivable	-8,420	-4,926	6,675	8,980	-7,030
たな卸資産の増減額	(Increase) Decrease in Inventories	-1,171	-4,243	-5,416	348	-337
仕入債務の増減額	Increase (Decrease) in Notes and Accounts Payable	5,869	14,064	-3,713	-13,604	-2,598
その他	Others	4,290	-2,344	128	819	2,368
小 計	Subtotal	61,079	58,681	48,217	40,139	32,920
利息及び配当金の受取額	Interest and Dividends Received in Cash	2,903	2,851	2,584	3,206	1,980
利息の支払額	Interest Paid	-179	-349	-286	-302	-355
法人税等の支払額	Income Taxes Paid	-8,138	-11,372	-13,720	-6,421	-4,908
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Operating Activities	55,664	49,811	36,794	36,621	29,636

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

百万円 / Million¥		2017/3	2018/3	2019/3	2020/3	2021/3
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	219	-152	71	-95	-79
有形固定資産の取得による支出	Purchases of Property, Plant and Equipment	-24,407	-31,528	-36,995	-46,691	-26,435
有形固定資産の売却による収入	Proceeds from Sales of Property, Plant and Equipment	783	1,562	1,645	1,392	1,970
無形固定資産の増減額	(Increase) Decrease in Intangible Fixed Assets	-209	-556	-584	-727	-478
投資有価証券の増減額	(Increase) Decrease in Investments in Securities	-3,279	-633	-4,849	0	967
貸付金の増減額	(Increase) Decrease in Loans Receivable	-741	-1,467	-1,466	146	-238
その他	Others	-116	-178	-120	166	186
投資活動によるキャッシュ・フロー	Net Cash Used in Investing Activities	-27,753	-32,955	-42,299	-45,809	-24,107
フリー・キャッシュ・フロー	Free Cash Flow	27,911	16,856	-5,504	-9,188	5,528
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	747	2,657	-1,513	1,168	22,621
長期借入金の増減額	Increase (Decrease) in Long-Term Debt	7,440	1,912	14,027	2,466	-7,084
社債・ＣＰの発行による収入	Proceeds from Issuance of Corporate Bond and Commercial Papers	51,000	20,000	20,000	28,000	8,000
社債・ＣＰの償還による支出	Redemption of Corporate Bond and Commercial Papers	-63,000	-24,000	-18,000	-40,646	-12,000
自己株式の増減による支出	(Increase) Decrease in Treasury Stock	-6,714	-1	0	-1,350	-5,427
リース債務の返済による支出	Repayment of Lease Obligation	-318	-281	-280	-327	-441
配当金の支払額	Dividends Paid	-5,343	-5,453	-5,690	-5,690	-2,345
非支配株主への配当金の支払額	Dividends Paid to Non-Controlling Interests	-718	-793	-1,214	-571	-531
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	-8	-	-	-	-
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Financing Activities	-16,916	-5,960	7,327	-16,950	2,792
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	-739	216	932	993	-3,649
現金及び現金同等物の増減額	Net Increase (Decrease) in Cash and Cash Equivalents	10,255	11,112	2,755	-25,145	4,671
現金及び現金同等物の期首残高	Cash and Cash Equivalents at Beginning of Year	72,238	82,493	95,007	98,403	74,314
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	82,493	95,007	98,403	74,314	78,986

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 ¥		2020/3	2021/3	予想/Forecast 2022/3
売上高	Net Sales	664,499	572,639	600,000
営業利益	Operating Income	20,715	10,463	25,000
(売上高営業利益率)	(Operating Margin)	(3.1%)	(1.8%)	(4.2%)
経常利益	Ordinary Income	21,266	14,533	27,000
(売上高経常利益率)	(Ordinary Margin)	(3.2%)	(2.5%)	(4.5%)
親会社株主に帰属する当期純利益	Profit Attributable to Owners of Parent	4,612	9,396	18,000
1株当たり当期純利益	EPS	19.46	40.45	78.94

連結貸借対照表/Consolidated Balance Sheet

百万円/Million ¥		2020/3	2021/3	予想/Forecast 2022/3
流動資産	Current Assets	284,423	294,560	298,000
有形固定資産	Property, Plant and Equipment, Net	180,302	175,667	173,000
投資等	Total Investments, Long-Term Receivables and Other Assets	67,889	90,541	90,000
総資産	Total Assets	532,615	560,769	561,000
有利子負債	Interest-Bearing Debt	57,591	69,264	60,000
その他負債	Other Liabilities	188,470	191,528	194,000
非支配株主持分	Non-Controlling Interests	15,565	15,982	17,000
自己資本	Stockholders' Equity	270,988	283,993	290,000
負債・純資産計	Total Liabilities and Net Assets	532,615	560,769	561,000
ROE ※1		1.7%	3.4%	6.3%
ROA ※2		3.8%	2.7%	4.8%

※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