

2027年3月期 第1四半期 決算補足資料

FY2026 1Q Financial Result Supplementary Materials

目次	Index	P1
連結損益計算書	Consolidated income statements	P2
セグメント別売上・利益	Segment Results	P3
地域別売上・有形固定資産	Sales/Property, plant and equipment by Region	P4
鉛蓄電池（国内）事業	Lead-acid Batteries (Japan)	P5
鉛蓄電池（海外）事業	Lead-acid Batteries (Overseas)	P6
リチウムイオン電池事業	Lithium-ion Batteries	P7
産業電池電源事業	Industrial Batteries and Power Supplies	P8
航空・宇宙・防衛事業	Aviation, Space and Defense	P9
営業利益増減要因（前年比較）	Factors for Operating Income Change (year-on-year comparison)	P10・11
連結貸借対照表	Consolidated Balance Sheets	P12・13・14
連結キャッシュ・フロー計算書	Consolidated Statements of Cash Flows	P15
通期業績予想	Full-year earnings forecast	P16
財務分析	Financial analysis	P17・18
数量データ・シェア	Quantity Data / Share	P19
市場データ	Market data	P20・21・22
その他補足資料	Other supplementary materials	P23
参考：テクニカルレポート	Reference：Technical Report	P24
参考：メイキングヒストリー	Reference：Making History	P25
参考：リンク集	Reference：Links	P26

注：

Notes:

- 四捨五入により、決算補足資料は「決算短信」「半期報告書」などと異なる場合がございます。
These reference data may differ from "Earnings Report" or "Semi-Annual Report" due to rounding off.
- 本資料は、当社グループの業績等についての一般的な情報提供を目的とするものです。
本書に含まれる予測、予想、計画その他の将来情報は、当社において利用可能な情報に基づく現時点における当社の認識又は判断に基づくものであり、実際の結果はこれらの情報と大きく異なることがあります。
また、当社は、本資料に記載された情報に変更又は更新があった場合にも、その内容を提供又は開示する義務を負うものではありません。
Although this material has been prepared with information believed to be correct, GS Yuasa Corporation does not guarantee the accuracy or the completeness of such information. Also, the information herein contains forward-looking statements regarding the Company's plans, outlooks, strategies and results for the future. All the forward-looking statements are based on judgments derived from information available to the Company at the time of release. Certain risks and uncertainties could cause the Company's actual results to differ materially from any projections presented herein.
- 一部セルは数式で計算しておりますので他の公表資料と数値が異なる場合がございます。
Some cells are calculated using formulas, so the values may differ from those in other published documents.
- 本資料は2026年8月5日に作成したものです。
This material was produced on August 5, 2026.

(億円、100 million yen)

連結損益計算書／Consolidated income statement		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26							
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績 Actual								実績	Actual	予想 Forecast			
		Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full		
売上高	Net sales	4,110	4,131	3,956	3,865	4,321	5,177	5,629	5,803	1,319	1,403	2,722	1,608	4,330	1,760	3,368	6,090	1,417	3,090	6,600	3,130	6,800			
売上原価	Cost of sales	3,179	3,181	3,026	2,899	3,354	4,045	4,367	4,409	1,006	1,074	2,081	1,169	3,249	1,290	2,459	4,539	1,054	-	-	-	-			
売上総利益	Gross profit	931	950	929	966	968	1,132	1,262	1,395	313	328	641	440	1,080	470	910	1,550	363	-	-	-	-			
荷造運送費	Packing and transportation costs	104	103	100	104	115	123	124	129	-	-	62	-	-	-	-	-	-	-	-	-	-			
従業員給与及び賞与	Employee salaries and bonuses	193	194	196	205	221	244	265	281	-	-	146	-	-	-	-	-	-	-	-	-	-			
福利厚生費	Welfare expense	34	40	37	35	36	40	39	43	-	-	20	-	-	-	-	-	-	-	-	-	-			
退職給付費用	Retirement benefit liability	7	8	10	14	10	5	5	-5	-	-	-1	-	-	-	-	-	-	-	-	-	-			
不動産賃借料	Real estate rent	13	15	10	10	10	11	11	11	-	-	6	-	-	-	-	-	-	-	-	-	-			
減価償却費	Depreciation	33	33	32	32	30	33	38	42	-	-	20	-	-	-	-	-	-	-	-	-	-			
研究開発費	R&D expenses	53	57	72	80	93	105	88	77	-	-	39	-	-	-	-	-	-	-	-	-	-			
その他販管費	Other SG & A expenses	272	274	255	238	226	256	276	317	-	-	162	-	-	-	495	949	-	-	-	-	-			
販売費及び一般管理費	Selling, general and administrative expenses	711	723	712	718	741	817	846	895	229	224	454	247	701	248	495	949	248	-	-	-	-			
営業利益	Operating profit	219	227	217	248	227	315	416	500	83	104	187	193	380	222	415	602	116	190	600	220	630			
(営業利益率)	(Operating profit ratio)	5.3%	5.5%	5.5%	6.4%	5.2%	6.1%	7.4%	8.6%	6.3%	7.4%	6.9%	12.0%	8.8%	12.6%	12.3%	9.9%	8.2%	6.1%	9.1%	7.0%	9.3%			
営業外収益	Non-operating income	15	42	37	46	40	24	93	64	21	6	27	25	52	23	48	75	19	-	-	-	-			
営業外費用	Non-operating expenses	20	21	22	21	20	96	69	101	19	22	41	23	64	31	53	94	14	-	-	-	-			
うち持分法投資損益	/ Equity in earnings of affiliates	-5	27	22	25	26	-28	33	19	3	-3	1	7	8	5	12	13	5	-	-	-	-			
うち為替差損益	/ foreign exchange gains or losses	1	-6	-7	6	-1	-17	-1	-25	2	-0	1	1	2	-5	-4	-3	-1	-	-	-	-			
うち正味貨幣持高による利得または損失	/ Gain or loss on net monetary position	-	-	-	-	-	6	35	21	4	9	13	6	19	16	23	36	-	-	-	-	-			
経常利益	Ordinary profit	214	247	231	273	247	242	440	463	85	88	173	195	368	214	409	582	121	160	560	210	610			
(経常利益率)	(Ordinary profit ratio)	5.2%	6.0%	5.8%	7.1%	5.7%	4.7%	7.8%	8.0%	6.4%	6.3%	6.4%	12.1%	8.5%	12.2%	12.2%	9.6%	8.5%	5.2%	8.5%	6.7%	9.0%			
特別利益	Extraordinary income	8	39	24	17	24	69	44	71	18	5	23	1	24	72	73	96	0	-	-	-	-			
特別損失	Extraordinary losses	14	34	22	41	78	40	55	65	3	7	10	2	12	41	43	53	1	-	-	-	-			
うち減損損失	/ Impairment loss	-	3	1	28	58	29	-	49	-	-	-	-	-	-	-	-	-	-	-	-	-			
税金等調整前純利益	Profit before income taxes	208	252	233	249	192	271	429	469	100	86	185	195	380	246	440	625	120	-	-	-	-			
法人税等	Income taxes	54	81	66	101	67	86	47	130	24	35	59	63	122	29	92	150	22	-	-	-	-			
純利益	Profit	153	171	167	148	126	185	382	339	76	50	127	132	258	217	349	475	98	-	-	-	-			
非支配株主帰属純利益	Profit attributable to non-controlling interests	39	36	30	33	41	46	61	35	11	11	22	16	38	19	35	56	22	-	-	-	-			
親会社株主帰属純利益	Profit attributable to owners of parent	115	135	137	115	85	139	321	304	65	39	105	116	221	198	314	419	76	90	360	120	395			
(純利益率)	(Profit attributable to owners of parent ratio)	2.8%	3.3%	3.5%	3.0%	2.0%	2.7%	5.7%	5.2%	5.0%	2.8%	3.8%	7.2%	5.1%	11.2%	9.3%	6.9%	5.3%	2.9%	5.5%	3.8%	5.8%			
1株あたり純利益 (円)	EPS (yen)	138.90	164.74	168.23	141.91	105.23	173.11	369.74	303.25	65.11	39.22	104.33	115.70	220.03	197.30	313.00	417.33	75.34	89.72	358.88	119.62	393.74			
のれん等償却前営業利益	Operating profit before amortization of goodwill	241	251	239	271	239	321	422	507	85	106	191	195	386	225	419	610	-	-	-	-	-			
(のれん等償却前営業利益率)	(Operating profit before amortization of goodwill ratio)	5.9%	6.1%	6.1%	7.0%	5.5%	6.2%	7.5%	8.7%	6.4%	7.6%	7.0%	12.1%	8.9%	12.8%	12.4%	10.0%	-	-	-	-	-			
のれん等償却前親会社株主帰属純利益	Profit attributable to owners of parent before amortization of goodwill	139	160	159	135	95	144	326	311	67	41	108	118	226	200	318	426	-	-	-	-	-			
(のれん等償却前純利益率)	Profit attributable to owners of parent before amortization of goodwill ratio	3.4%	3.9%	4.0%	3.5%	2.2%	2.8%	5.8%	5.4%	5.1%	2.9%	4.0%	7.3%	5.2%	11.4%	9.4%	7.0%	-	-	-	-	-			
EBITDA	EBITDA before amortization of goodwill	406	412	399	433	406	530	650	754	145	168	313	258	570	306	564	876	182	-	850	-	880			
(EBITDAマージン)	(EBITDA before amortization of goodwill margin)	9.9%	10.0%	10.1%	11.2%	9.4%	10.2%	11.6%	13.0%	11.0%	12.0%	11.5%	16.0%	13.2%	17.4%	16.7%	14.4%	12.9%	-	12.9%	-	12.9%			

※EBITDAは営業利益+減価償却費です。2025年度以前は、のれん等償却前営業利益を用いて計算しています。
*EBITDA is operating income + depreciation. For fiscal years prior to FY2025, the calculation is based on operating income before amortization of goodwill.

前年比	Year-on year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24								FY26/FY25							
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績 Actual								実績	Actual	予想 Forecast			
		Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full		
売上高	Net sales	114.3%	100.5%	95.8%	97.7%	111.8%	119.8%	108.7%	103.1%	103.4%	102.4%	102.9%	99.1%	101.4%	114.6%	106.7%	104.9%	107.5%	113.5%	108.4%	115.0%	111.7%			
営業利益	Operating profit	94.9%	103.3%	95.7%	114.5%	91.4%	139.0%	132.0%	120.3%	134.4%	109.1%	119.1%	119.9%	119.5%	121.6%	120.8%	120.3%	139.3%	101.5%	99.7%	117.5%	104.7%			
経常利益	Ordinary profit	94.9%	115.6%	93.5%	118.0%	90.5%	98.1%	181.6%	105.4%	126.7%	113.1%	119.4%	136.9%	128.1%	121.7%	128.5%	125.6%	142.8%	92.6%	96.2%	121.5%	104.8%			
親会社株主帰属純利益	Profit attributable to owners of parent	93.6%	118.1%	101.1%	83.8%	73.9%	164.5%	230.2%	94.9%	136.4%	85.2%	111.2%	129.2%	120.0%	164.6%	149.5%	137.6%	115.7%	86.0%	86.0%	114.7%	94.3%			
のれん等償却前営業利益	Operating profit before amortization of goodwill	99.5%	104.1%	95.5%	113.1%	88.1%	134.5%	131.7%	120.2%	133.5%	109.4%	118.9%	119.6%	119.3%	121.9%	120.8%	120.2%	-	-	-	-	-			
のれん等償却前親会社株主帰属純利益	Profit attributable to owners of parent before amortization of goodwill	101.4%	115.0%	99.7%	85.0%	70.2%	152.0%	226.1%	95.1%	135.3%	86.3%	111.2%	128.5%	119.6%	164.5%	149.0%	137.2%	-	-	-	-	-			

(億円、100 million yen)

セグメント別売上・利益／Segment Results			FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26							
			実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績								Actual	予想				
																							As of May 13		As of August 13	
			Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full	
鉛蓄電池（国内）	売上高	Lead-acid Batteries (Japan)	Net sales	892	915	881	836	815	878	940	1,019	224	247	471	309	780	300	609	1,080	245	-	1,130	-	1,170		
	営業利益		Operating profit	61	78	70	87	59	65	81	107	17	20	37	42	79	38	80	117	24	-	115	-	120		
	(営業利益率)		(Operating profit ratio)	6.9%	8.5%	7.9%	10.4%	7.2%	7.5%	8.6%	10.5%	7.6%	8.1%	7.9%	13.6%	10.2%	12.5%	13.1%	10.8%	9.9%	-	10.2%	-	10.3%		
鉛蓄電池（海外）	売上高	Lead-acid Batteries (Overseas)	Net sales	1,856	1,771	1,621	1,653	1,867	2,473	2,529	2,601	603	629	1,231	716	1,947	698	1,414	2,645	578	-	2,240	-	2,400		
	営業利益		Operating profit	90	99	92	122	100	133	151	187	44	47	91	70	161	84	153	245	72	-	230	-	265		
	(営業利益率)		(Operating profit ratio)	4.8%	5.6%	5.7%	7.4%	5.3%	5.4%	6.0%	7.2%	7.4%	7.5%	7.4%	9.7%	8.3%	12.0%	10.9%	9.3%	12.5%	-	10.3%	-	11.0%		
リチウムイオン電池	売上高	Lithium-ion Batteries	Net sales	448	456	423	360	476	654	848	828	194	211	404	212	616	283	495	899	215	-	1,070	-	1,070		
	営業利益		Operating profit	13	3	-17	-9	17	20	26	14	-0	9	8	18	27	22	41	49	8	-	50	-	40		
	(営業利益率)		(Operating profit ratio)	2.9%	0.7%	-4.0%	-2.4%	3.5%	3.0%	3.1%	1.7%	-0.2%	4.1%	2.1%	8.7%	4.4%	7.9%	8.3%	5.5%	3.7%	-	4.7%	-	3.7%		
産業電池電源	売上高	Industrial Batteries and Power Supplies	Net sales	742	800	846	840	995	976	1,097	1,131	244	265	509	315	824	417	732	1,241	322	-	1,900	-	1,900		
	営業利益		Operating profit	74	78	92	69	58	85	132	179	21	24	45	58	102	82	140	184	10	-	195	-	195		
	(営業利益率)		(Operating profit ratio)	9.9%	9.8%	10.8%	8.2%	5.8%	8.8%	12.0%	15.8%	8.6%	8.9%	8.7%	18.3%	12.4%	19.6%	19.1%	14.8%	3.0%	-	10.3%	-	10.3%		
航空・宇宙・防衛	売上高	Aviation, Space and Defense	Net sales	171	189	185	176	168	196	215	224	55	51	106	57	162	62	119	225	50	-	230	-	230		
	営業利益		Operating profit	3	-8	3	1	6	16	32	21	3	7	9	7	16	-1	6	15	6	-	25	-	25		
	(営業利益率)		(Operating profit ratio)	1.7%	-4.0%	1.7%	0.8%	3.4%	8.4%	14.9%	9.5%	5.3%	12.7%	8.9%	11.6%	9.9%	-1.6%	4.7%	6.7%	12.6%	-	10.9%	-	10.9%		
その他	売上高	Others	Net sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	-	30	-	30		
	営業利益		Operating profit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-5	-	-15	-	-15		
	(営業利益率)		(Operating profit ratio)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
合計	売上高	Total	Net sales	4,109	4,131	3,955	3,865	4,321	5,177	5,629	5,803	1,319	1,403	2,722	1,608	4,330	1,760	3,368	6,090	1,417	-	6,600	-	6,800		
	営業利益		Operating profit	241	251	239	271	239	321	422	507	85	106	191	195	386	225	419	610	116	-	600	-	630		
	(営業利益率)		(Operating profit ratio)	5.9%	6.1%	6.1%	7.0%	5.5%	6.2%	7.5%	8.7%	6.4%	7.6%	7.0%	12.1%	8.9%	12.8%	12.4%	10.0%	8.2%	-	9.1%	-	9.3%		

売上構成比	Composition of net sales	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	Full	Full	Full	Full
鉛蓄電池（国内）	Lead-acid Batteries (Japan)	21.7%	22.1%	22.3%	21.6%	18.9%	17.0%	16.7%	17.6%	17.0%	17.6%	17.3%	19.2%	18.0%	17.1%	18.1%	17.7%	17.3%	-	17.1%	-	17.2%
鉛蓄電池（海外）	Lead-acid Batteries (Overseas)	45.2%	42.9%	41.0%	42.8%	43.2%	47.8%	44.9%	44.8%	45.7%	44.8%	45.2%	44.5%	45.0%	39.7%	42.0%	43.4%	40.8%	-	33.9%	-	35.3%
リチウムイオン電池	Lithium-ion Batteries	10.9%	11.0%	10.7%	9.3%	11.0%	12.6%	15.1%	14.3%	14.7%	15.0%	14.9%	13.2%	14.2%	16.1%	14.7%	14.8%	15.2%	-	16.2%	-	15.7%
産業電池電源	Industrial Batteries and Power Supplies	18.1%	19.4%	21.4%	21.7%	23.0%	18.9%	19.5%	19.5%	18.5%	18.9%	18.7%	19.6%	19.0%	23.7%	21.7%	20.4%	22.8%	-	28.8%	-	27.9%
航空・宇宙・防衛	Aviation, Space and Defense	4.2%	4.6%	4.7%	4.6%	3.9%	3.8%	3.8%	3.9%	4.1%	3.7%	3.9%	3.5%	3.8%	3.5%	3.5%	3.7%	3.5%	-	3.5%	-	3.4%
その他	Others	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.5%	-	0.5%	-	0.4%

前年比	Year-on-year comparison		FY25/FY24																FY26/FY25		FY26/FY25			
			FY17/FY16		FY18/FY17		FY19/FY18		FY20/FY19		FY21/FY20		FY22/FY21		FY23/FY22		FY24/FY23							
			実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual
			Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H
鉛蓄電池（国内）	売上高	Lead-acid Batteries (Japan)	Net sales	132.0%	102.5%	96.3%	95.0%	97.4%	107.7%	107.1%	108.4%	107.4%	108.9%	108.2%	104.3%	106.6%	104.4%	104.3%	106.0%	109.5%	-	104.6%	-	108.3%
	営業利益		Operating profit	108.2%	126.4%	89.8%	124.3%	67.8%	111.4%	123.3%	132.2%	104.4%	117.1%	110.9%	114.0%	112.6%	103.6%	108.8%	109.5%	142.4%	-	98.4%	-	102.7%
鉛蓄電池（海外）	売上高	Lead-acid Batteries (Overseas)	Net sales	108.8%	95.4%	91.6%	101.9%	113.0%	132.4%	102.2%	102.9%	92.5%	100.8%	96.6%	99.7%	97.7%	114.9%	106.6%	101.7%	95.9%	-	94.1%	-	94.8%
	営業利益		Operating profit	85.7%	110.8%	92.6%	133.1%	81.5%	133.9%	113.3%	123.7%	92.2%	103.2%	97.6%	143.0%	113.1%	187.8%	164.4%	130.9%	163.2%	-	84.7%	-	90.7%
リチウムイオン電池	売上高	Lithium-ion Batteries	Net sales	61.5%	101.8%	92.7%	85.1%	132.5%	137.2%	129.7%	97.6%	120.6%	104.1%	111.4%	87.9%	102.0%	126.5%	106.5%	108.6%	111.0%	-	93.9%	-	108.2%
	営業利益		Operating profit	15.2%	22.7%	-569.3%	49.9%	-194.1%	120.1%	133.4%	52.2%	1.7%	318.3%	-47.5%	308.0%	-231.7%	88.3%	130.3%	356.3%	-2338.2%	-	110.9%	-	119.3%
産業電池電源	売上高	Industrial Batteries and Power Supplies	Net sales	188.9%	107.8%	105.6%	99.4%	118.4%	98.1%	112.4%	103.2%	124.9%	99.3%	110.1%	101.9%	106.8%	115.8%	109.4%	109.7%	132.2%	-	119.0%	-	119.0%
	営業利益		Operating profit	16364.4%	106.3%	117.0%	75.2%	83.8%	148.0%	154.2%	135.4%	221.6%	79.2%	113.5%	92.7%	100.7%	106.2%	100.2%	103.1%	46.8%	-	101.5%	-	81.2%
航空・宇宙・防衛	売上高	Aviation, Space and Defense	Net sales	16364.4%	106.3%	117.0%	75.2%	83.8%	148.0%	154.2%	135.4%	221.6%	79.2%	113.5%	92.7%	100.7%	106.2%	100.2%	103.1%	46.8%	-	85.3%	-	68.2%
	営業利益		Operating profit	8664.2%	98.6%	110.7%	75.7%	70.8%	150.8%	137.2%	131.3%	177.4%	79.7%	103.1%	91.0%	94.3%	91.7%	91.6%	94.0%	35.4%	-	153.1%	-	153.1%
合計	売上高	Total	Net sales	114.3%	100.5%	95.8%	97.7%	111.8%	119.8%	108.7%	103.1%	103.4%	102.4%	102.9%	99.1%	101.4%	114.6%	106.7%	104.9%	107.5%	-	108.4%	-	111.7%
	営業利益		Operating profit	99.5%	104.1%	95.5%	113.1%	88.1%	134.5%	131.7%	120.2%	133.5%	109.4%	118.9%	119.6%	119.3%	121.9%	120.8%	120.2%	136.4%	-	98.4%	-	103.3%

※2025年度以前はのれん等償却前営業利益、のれん償却前営業利益率で表示しています。

*For the fiscal year ending March 31, 2026, and earlier, figures are presented as operating profit before amortization of goodwill.

(億円、100 million yen)

地域別売上／Results by Region		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26					
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績					Actual	予想			
																				As of May 13		As of August 13	
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H
日本	Japan	2,060	2,091	2,129	2,054	2,275	2,451	2,815	2,913	650	721	1,370	834	2,205	988	1,822	3,192	664	-	-	-	-	-
アジア	Asia	1,104	1,115	1,032	959	1,054	1,434	1,433	1,333	294	307	601	360	961	317	677	1,278	319	-	-	-	-	-
欧州	Europe	-	-	-	-	512	691	754	875	201	212	413	248	661	258	506	919	237	-	-	-	-	-
北米	North America	-	-	-	-	156	208	205	211	54	46	100	39	139	57	96	196	59	-	-	-	-	-
その他	Other	283	290	246	278	325	393	423	472	120	117	237	127	364	140	267	504	138	-	-	-	-	-
欧米	Europe and North America	662	635	548	574	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
売上高	Net sales	4,110	4,131	3,956	3,865	4,321	5,177	5,629	5,803	1,319	1,403	2,722	1,608	4,330	1,760	3,368	6,090	1,417	3,090	6,600	3,130	6,800	

※その他セグメントに含まれる「その他の収益」は便宜上「日本」に含んでいます。

**"Other revenues" in the Others segment are included in "Japan" for convenience.

売上構成比	Composition of net sales	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
日本	Japan	50.1%	50.6%	53.8%	53.1%	52.6%	47.3%	50.0%	50.2%	49.3%	51.4%	50.4%	51.9%	50.9%	56.1%	54.1%	52.4%	46.8%	-	-	-	-
アジア	Asia	26.9%	27.0%	26.1%	24.8%	24.4%	27.7%	25.5%	23.0%	22.3%	21.9%	22.1%	22.4%	22.2%	18.0%	20.1%	21.0%	22.5%	-	-	-	-
欧州	Europe	-	-	-	-	11.8%	13.3%	13.4%	15.1%	15.2%	15.1%	15.2%	15.4%	15.3%	14.7%	15.0%	15.1%	16.7%	-	-	-	-
北米	North America	-	-	-	-	3.6%	4.0%	3.6%	3.6%	4.1%	3.3%	3.7%	2.4%	3.2%	3.3%	2.9%	3.2%	4.2%	-	-	-	-
その他	Other	6.9%	7.0%	6.2%	7.2%	7.5%	7.6%	7.5%	8.1%	9.1%	8.3%	8.7%	7.9%	8.4%	8.0%	7.9%	8.3%	9.7%	-	-	-	-
欧米	Europe and North America	16.1%	15.4%	13.9%	14.8%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

前年比	Year-on-year comparison		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24								FY26/FY25					
			Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
日本	欧米	Japan	117.1%	101.5%	101.8%	96.5%	110.7%	107.8%	114.8%	103.5%	116.4%	106.0%	110.7%	100.8%	106.7%	116.5%	108.7%	109.6%	102.1%	-	-	-	-	
アジア		Asia	110.4%	101.0%	92.6%	92.9%	109.9%	136.1%	99.9%	93.0%	88.6%	98.1%	93.2%	92.9%	93.1%	105.8%	98.5%	95.9%	108.7%	-	-	-	-	
欧州		Europe	-	-	-	-	-	135.0%	109.1%	115.9%	97.4%	99.5%	98.5%	103.5%	100.3%	119.7%	111.1%	105.1%	118.0%	-	-	-	-	
北米		North America	-	-	-	-	-	133.4%	98.5%	103.3%	99.1%	97.8%	98.5%	72.3%	89.5%	102.3%	87.7%	92.9%	108.5%	-	-	-	-	
その他		Other	114.7%	102.3%	85.0%	112.8%	116.9%	120.9%	107.6%	111.6%	96.2%	100.5%	98.3%	111.5%	102.5%	120.3%	115.9%	106.9%	114.7%	-	-	-	-	
欧米		Europe and North America	112.5%	95.8%	86.4%	104.6%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
売上高		Net sales	114.3%	100.5%	95.8%	97.7%	111.8%	119.8%	108.7%	103.1%	103.4%	102.4%	102.9%	99.1%	101.4%	114.6%	106.7%	104.9%	107.5%	116.8%	113.7%	73.3%	484.8%	

地域別有形固定資産／Property, plant and equipment by Region		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26							
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績								実績	Actual	予想			
										実績								As of May 13				As of August 13			
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full	
日本	Japan	893	880	860	888	990	1,036	1,297	1,575	-	-	-	-	-	-	-	-	1,822	-	-	-	-	-		
中国	China	-	117	136	147	101	90	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
アジア	Asia	292	185	187	208	227	252	278	446	-	-	-	-	-	-	-	-	494	-	-	-	-	-		
欧米	Europe and North America	24	42	64	66	70	232	257	112	-	-	-	-	-	-	-	-	124	-	-	-	-	-		
その他	Other	19	19	31	37	42	40	53	63	-	-	-	-	-	-	-	-	111	-	-	-	-	-		
有形固定資産	Property, plant and equipment	1,228	1,242	1,279	1,345	1,430	1,650	1,886	2,196	-	-	-	-	-	-	-	-	2,550	-	-	-	-	-		

(億円、100 million yen)

鉛蓄電池（国内）事業／Lead-acid Batteries (Japan)		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26						
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績							実績	Actual	予想		Forecast	
																				As of May 13		As of August 5		
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
日本	Japan	-	-	-	-	810	874	939	1,017	223	247	470	308	778	300	608	1,078	245	-	-	-	-	-	
アジア	Asia	-	-	-	-	5	4	2	2	0	1	1	0	1	1	1	2	0	-	-	-	-	-	
欧州	Europe	-	-	-	-	0	-	-	0	0	0	0	0	0	0	0	0	-	-	-	-	-		
北米	North America	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
その他	Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
売上高	Net sales	892	915	881	836	815	878	940	1,019	224	247	471	309	780	300	609	1,080	245	-	-	1,130	-	1,170	
営業利益	Operating profit	61	78	70	87	59	65	81	107	17	20	37	42	79	38	80	117	24	-	-	115	-	120	
(営業利益率)	(Operating profit ratio)	6.9%	8.5%	7.9%	10.4%	7.2%	7.5%	8.6%	10.5%	7.6%	8.1%	7.9%	13.6%	10.2%	12.5%	13.1%	10.8%	9.9%	-	-	10.2%	-	10.3%	

※2025年度以前はのれん等償却前営業利益、のれん等償却前営業利益率で表示しています。

*For the fiscal year ending March 31, 2026, and earlier, figures are presented as operating profit before amortization of goodwill.

EBITDA	EBITDA	80	95	101	118	87	92	109	136	-	-	-	-	-	-	-	148	-	-	-	-	-	-	-
(EBITDAマージン)	(EBITDA margin)	9.0%	10.4%	11.5%	14.1%	10.7%	10.5%	11.6%	13.3%	-	-	-	-	-	-	-	13.7%	-	-	-	-	-	-	-

※EBITDAは営業利益+減価償却費です。2025年度以前は、のれん等償却前営業利益を用いて計算しています。

*EBITDA is operating income + depreciation. For fiscal years prior to FY2025, the calculation is based on operating income before amortization of goodwill.

セグメント資産	Segment assets	543	579	581	598	612	637	662	700	-	-	-	-	-	-	-	741	-	-	-	-	-	-	-
(セグメント資産利益率)	(ROA)	11.3%	13.4%	12.0%	14.5%	9.6%	10.3%	12.2%	15.2%	-	-	-	-	-	-	-	15.8%	-	-	-	-	-	-	-
減価償却費	Depreciation	19	18	32	31	29	26	28	29	-	-	-	-	-	-	-	31	-	-	-	-	-	-	-
減損損失	Impairment loss	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
持分法適用会社への投資額	Investment in equity-method affiliates	10	11	11	13	13	14	14	5	-	-	-	-	-	-	-	5	-	-	-	-	-	-	-
有形固定資産及び無形固定資産の増加額	Increase in property, plant and equipment and intangible assets	24	35	23	27	38	28	32	30	-	-	-	-	-	-	-	38	-	-	-	-	-	-	-

※減価償却費は無形固定資産の償却費を含む値です。

*Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	24	36	22	25	38	28	32	30	-	-	17	-	-	-	-	21	38	-	-	55	-	55
研究開発費	Research and development expenses	26	22	24	19	18	19	20	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(売上高研究開発費率)	(Ratio of R&D expenses to net sales)	1.0%	0.8%	1.0%	0.8%	0.7%	0.6%	0.6%	0.5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※鉛蓄電池（国内）と（海外）の研究開発費は、FY17以降は合算で算出しています。

*Research and development expenses in the “Lead-acid Batteries (Japan)” and “Lead-acid Batteries (Overseas)” segments have been totaled since fiscal 2017.

従業員数（人）		Number of employees		1,205	1,223	1,221	1,281	1,287	1,249	1,257	1,272	-	-	-	-	-	-	12,562	-	-	-	-	-	
前年比	Year-on-year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24									FY26/25					
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	予想		Forecast				
																		As of May 13		As of August 5				
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
売上高	Net sales	132.0%	102.5%	96.3%	95.0%	97.4%	107.7%	107.1%	108.4%	107.4%	108.9%	108.2%	104.3%	106.6%	104.4%	104.3%	106.0%	109.5%	-	-	104.6%	-	-	108.3%
営業利益	Operating profit	108.2%	126.4%	89.8%	124.3%	67.8%	111.4%	123.3%	132.2%	104.4%	117.1%	110.9%	114.0%	112.6%	103.6%	108.8%	109.5%	142.4%	-	-	98.4%	-	-	102.7%

(億円、100 million yen)

鉛蓄電池（海外）事業／Lead-acid Batteries (Overseas)		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24								FY25								FY26								
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual								実績 Actual								実績 Actual	予想 Forecast							
																										As of May 13				As of August 5			
Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full		1Q	1st H	Full	1st H	Full			
日本	Japan	-	-	-	-	1	2	1	1	1	2	-1	1	-0	-1	0	1	-0	1	-0	0	-0	-0	0	0	0	-	-	-	-			
アジア	Asia	-	-	-	-	979	1,350	1,347	313	295	608	369	977	282	651	1,259	276	291	567	344	911	303	646	1,214	302	-	-	-	-				
欧州	Europe	-	-	-	-	481	614	643	176	188	364	214	578	181	396	759	177	194	371	225	596	226	451	822	126	-	-	-	-				
北米	North America	-	-	-	-	96	123	124	40	26	67	26	92	30	56	122	31	29	61	24	85	31	56	116	32	-	-	-	-				
その他	Other	-	-	-	-	310	385	413	122	113	235	110	346	114	224	460	118	114	232	123	355	138	261	493	118	-	-	-	-				
売上高	Net sales	1,856	1,771	1,621	1,653	1,867	2,473	2,529	652	623	1,275	718	1,993	608	1,326	2,601	603	629	1,231	716	1,947	698	1,414	2,645	578	-	-	-	-	2,400			
営業利益	Operating profit	90	99	92	122	100	133	151	48	46	94	49	142	45	93	187	44	47	91	70	161	84	153	245	72	-	-	-	-	265			
(営業利益率)	(Operating profit ratio)	4.8%	5.6%	5.7%	7.4%	5.3%	5.4%	6.0%	7.4%	7.3%	7.4%	6.8%	7.1%	7.3%	7.0%	7.2%	7.4%	7.5%	7.4%	9.7%	8.3%	12.0%	10.9%	9.3%	12.5%	-	-	-	-	11.0%			

※2025年度以前はのれん等償却前営業利益、のれん等償却前営業利益率で表示しています。

*For the fiscal year ending March 31, 2026, and earlier, figures are presented as operating profit before amortization of goodwill.

EBITDA	EBITDA	131	139	136	167	149	201	226	-	-	-	-	-	-	-	271	-	-	-	-	-	-	-	-	331	-	-	-	-	-	-	-
(EBITDAマージン)	(EBITDA margin)	7.1%	7.9%	8.4%	10.1%	8.0%	8.1%	8.9%	-	-	-	-	-	-	-	10.4%	-	-	-	-	-	-	-	-	12.5%	-	-	-	-	-	-	-

※EBITDAは営業利益+減価償却費です。2025年度以前は、のれん等償却前営業利益を用いて計算しています。

*EBITDA is operating income + depreciation. For fiscal years prior to FY2025, the calculation is based on operating income before amortization of goodwill.

セグメント資産	Segment assets	1,580	1,500	1,482	1,679	1,864	2,148	2,275	-	-	-	-	-	-	-	2,333	-	-	-	-	-	-	-	-	2,650	-	-	-	-	-	-	-
(セグメント資産利益率)	(ROA)	5.7%	6.6%	6.2%	7.3%	5.3%	6.2%	6.6%	-	-	-	-	-	-	-	8.0%	-	-	-	-	-	-	-	-	9.2%	-	-	-	-	-	-	-
減価償却費	Depreciation	42	40	44	45	49	67	75	-	-	-	-	-	-	-	84	-	-	-	-	-	-	-	-	87	-	-	-	-	-	-	-
減損損失	Impairment loss	-	10	-	-	49	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
持分法適用会社への投資額	Investment in equity-method affiliates	301	286	290	319	340	367	430	-	-	-	-	-	-	-	471	-	-	-	-	-	-	-	-	521	-	-	-	-	-	-	-
有形固定資産及び無形固定資産の増加額	Increase in property, plant and equipment and intangible assets	64	72	55	43	53	110	73	-	-	-	-	-	-	-	88	-	-	-	-	-	-	-	-	116	-	-	-	-	-	-	-

※減価償却費は無形固定資産の償却費を含む値です。

*Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	63	67	55	51	53	110	73	-	-	31	-	-	-	58	88	-	-	44	-	-	-	71	116	-	-	140	-	140
研究開発費	Research and development expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
(売上高研究開発費率)	(Ratio of R&D expenses to net sales)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

※自動車電池（国内）と（海外）の研究開発費は、FY17以降は合算で算出しています。

*Research and development expenses in the “Automotive Batteries (Japan)” and “Automotive Batteries (Overseas)” segments have been totaled since fiscal 2017.

従業員数（人）	Number of employees	10,273	9,745	8,491	8,193	8,096	8,879	7,643	-	-	-	-	-	-	-	7,416	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
---------	---------------------	--------	-------	-------	-------	-------	-------	-------	---	---	---	---	---	---	---	-------	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

前年比	Year-on-year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23								FY25/FY24								FY26/25				
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual								実績 Actual								実績 Actual	予想 Forecast			
																										As of May 13		As of August 5	
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
売上高	Net sales	108.8%	95.4%	91.6%	101.9%	113.0%	132.4%	102.2%	111.7%	92.9%	101.7%	110.1%	104.5%	97.7%	104.0%	102.9%	92.5%	100.8%	96.6%	99.7%	97.7%	114.9%	106.6%	101.7%	95.9%	-	84.7%	-	90.7%
営業利益	Operating profit	85.7%	110.8%	92.6%	133.1%	81.5%	133.9%	113.3%	174.1%	94.4%	123.3%	84.7%	106.7%	252.8%	124.1%	123.7%	92.2%	103.2%	97.6%	143.0%	113.1%	187.8%	164.4%	130.9%	163.2%	-	93.9%	-	108.2%

※1 鉛蓄電池（海外）には従来より取り扱う海外産業用電池の取引高の一部を含んでいましたが、2018年度より、産業電池電源事業に変更しています。2017年度の売上高および営業利益は、変更後の報告セグメントにより記載しています。

*1 The “Lead-acid Batteries (overseas)” segment previously included a portion of transaction amounts for industrial batteries handled overseas, but as of fiscal 2018, the category was changed to “industrial batteries and power supplies.” Net sales and

※2 2019年度に鉛蓄電池事業（海外）の一部連結子会社を産業電池電源事業へ変更しました。それに伴い、2018年度の数値を変更後のセグメント区分に組み替えて記載しています。

*2 In fiscal 2019, some consolidated subsidiaries in the “Lead-acid Batteries (overseas)” segment were shifted to the “industrial batteries and power supplies” segment. Accordingly, the figures for fiscal 2018 have been reclassified to reflect the revised segment categories.

(億円、100 million yen)

リチウムイオン電池事業／Lithium-ion Batteries		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24								FY25								FY26				
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual								実績 Actual								実績 Actual	予想 Forecast			
																										As of May 13		As of August 5	
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
日本	Japan	-	-	-	-	458	599	766	137	182	319	221	540	197	419	738	175	197	372	195	567	258	453	825	191	-	-	-	-
アジア	Asia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
欧州	Europe	-	-	-	-	19	55	82	24	20	44	20	64	26	46	90	19	13	32	17	49	25	42	74	24	-	-	-	-
北米	North America	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
その他	Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
売上高	Net sales	448	456	423	360	476	654	848	161	203	363	241	604	224	465	828	194	211	404	212	616	283	495	899	215	-	1,070	-	1,070
営業利益	Operating profit	13	3	-17	-9	17	20	26	-20	3	-18	6	-12	25	31	14	-0	9	8	18	27	22	41	49	8	-	50	-	40
(営業利益率)	(Operating profit ratio)	2.9%	0.7%	-4.0%	-2.4%	3.5%	3.0%	3.1%	-12.6%	1.3%	-4.8%	2.5%	-1.9%	11.4%	6.8%	1.7%	-0.2%	4.1%	2.1%	8.7%	4.4%	7.9%	8.3%	5.5%	3.7%	-	4.7%	-	3.7%
EBITDA	EBITDA	65	47	16	27	49	61	75	-	-	-	-	-	-	-	75	-	-	-	-	-	-	-	122	-	-	-	-	-
(EBITDAマージン)	(EBITDA margin)	14.6%	10.3%	3.7%	7.4%	10.4%	9.3%	8.9%	-	-	-	-	-	-	-	9.1%	-	-	-	-	-	-	-	13.6%	-	-	-	-	-

※EBITDAは営業利益+減価償却費です。

*EBITDA is operating income + depreciation.

セグメント資産	Segment assets	454	479	493	526	629	703	918	-	-	-	-	-	-	-	1,034	-	-	-	-	-	-	-	1,005	-	-	-	-	-
(セグメント資産利益率)	(ROA)	2.9%	0.6%	-3.5%	-1.6%	2.6%	2.8%	2.9%	-	-	-	-	-	-	-	1.3%	-	-	-	-	-	-	-	4.9%	-	-	-	-	-
減価償却費	Depreciation	52	44	33	35	33	41	49	-	-	-	-	-	-	-	61	-	-	-	-	-	-	-	73	-	-	-	-	-
減損損失	Impairment loss	-	-	-	28	-	29	-	-	-	-	-	-	-	-	49	-	-	-	-	-	-	-	-	-	-	-	-	-
持分法適用会社への投資額	Investment in equity-method affiliates	5	-	-	-	-	-	13	-	-	-	-	-	-	-	9	-	-	-	-	-	-	-	13	-	-	-	-	-
有形固定資産及び無形固定資産の増加額	Increase in property, plant and equipment and intangible assets	14	50	47	42	116	72	150	-	-	-	-	-	-	-	130	-	-	-	-	-	-	-	82	-	-	-	-	-

※減価償却費は無形固定資産の償却費を含む値です。

*Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	13	52	50	56	110	72	150	-	-	59	-	-	-	71	130	-	-	25	-	-	-	57	82	-	-	120	-	120
研究開発費	Research and development expenses	61	50	44	69	77	77	76	-	-	-	-	-	-	-	132	-	-	-	-	-	-	-	-	-	-	-	-	-
うちHGYB	/ HGVB	-	-	-	-	-	-	20	-	-	-	-	-	-	-	72	-	-	-	-	-	-	-	-	-	-	-	-	-
(売上高研究開発費率)	(Ratio of R&D expenses to net sales)	13.6%	11.0%	10.3%	19.2%	16.2%	11.8%	9.0%	-	-	-	-	-	-	-	15.9%	-	-	-	-	-	-	-	-	-	-	-	-	-

従業員数（人）	Number of employees	504	363	397	405	370	403	482	-	-	-	-	-	-	-	513	-	-	-	-	-	-	-	-	-	-	-	-	-
---------	---------------------	-----	-----	-----	-----	-----	-----	-----	---	---	---	---	---	---	---	-----	---	---	---	---	---	---	---	---	---	---	---	---	---

前年比	Year-on-year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23								FY25/FY24								FY26/FY25				
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual								実績 Actual								実績 Actual	予想 Forecast			
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
売上高	Net sales	113.9%	101.8%	92.7%	85.1%	132.5%	137.2%	129.7%	82.6%	95.8%	89.5%	107.8%	96.0%	102.4%	105.1%	97.6%	120.6%	104.1%	111.4%	87.9%	102.0%	126.5%	106.5%	108.6%	111.0%	-	119.0%	-	119.0%
営業利益	Operating profit	2933.3%	22.7%	-569.3%	49.9%	-194.1%	120.1%	133.4%	-464.8%	91.6%	-239.2%	35.2%	-47.5%	1210.0%	164.1%	52.2%	1.7%	318.3%	-47.5%	308.0%	-231.7%	88.3%	130.3%	356.3%	-238.2%	-	101.5%	-	81.2%

個社別売上高・営業利益	Sales and operating income by individual company	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24								FY25								FY26				
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual								実績 Actual								実績 Actual	予想 Forecast			
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
BEC 売上高	Net sales	171	138	142	219	314	435	587	-	-	-	-	-	-	-	557	-	-	-	-	-	-	-	605	-	-	-	-	-
営業利益	Operating profit	20	18	4	23	33	36	10	-	-	-	-	-	-	-	12	-	-	-	-	-	-	-	43	-	-	-	-	-
(営業利益率)	(Operating profit ratio)	11.8%	12.8%	2.8%	10.6%	10.7%	8.4%	1.8%	-	-	-	-	-	-	-	2.1%	-	-	-	-	-	-	-	7.1%	-	-	-	-	-
GS YUASA 売上高	Net sales	283	327	287	219	253	211	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(LEJ) 営業利益	Operating profit	3	2	2	4	13	16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(営業利益率)	(Operating profit ratio)	0.9%	0.5%	0.6%	1.6%	5.1%	7.4%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※BECは株式会社ブルーエナジー、LEJは株式会社 リチウムエナジー ジャパンの略です。

*BEC : Blue Energy Co., Ltd. / LEJ : Lithium Energy Japan Ltd

(億円、100 million yen)

産業電池電源事業／Industrial Batteries and Power Supplies		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24										FY25										FY26					
		実績 Actual	Actual	実績 Actual	Actual	実績 Actual	Actual	実績 Actual	Actual	実績 Actual										実績 Actual										実績 Actual	予想 Forecast			
																															As of May 13			
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	2Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	2Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full				
日本	Japan	-	-	-	-	853	800	921	159	224	383	260	644	313	573	956	201	229	430	283	713	376	659	1,089	179	-	-	-	-					
アジア	Asia	-	-	-	-	68	80	82	17	18	35	18	54	16	35	70	16	16	32	15	47	13	27	60	16	-	-	-	-					
欧州	Europe	-	-	-	-	3	9	8	2	2	4	0	4	3	3	7	1	1	3	1	4	1	2	5	81	-	-	-	-					
北米	North America	-	-	-	-	56	79	77	14	19	33	28	61	25	53	86	22	16	38	14	52	25	39	77	27	-	-	-	-					
その他	Other	-	-	-	-	15	8	9	3	3	6	3	9	3	6	12	3	3	5	3	9	2	6	11	20	-	-	-	-					
売上高	Net sales	742	800	846	840	995	976	1,097	195	267	462	310	772	360	669	1,131	244	265	509	315	824	417	732	1,241	322	-	-	-	-	-	-			
営業利益	Operating profit	74	78	92	69	58	85	132	9	30	39	62	101	77	139	179	21	24	45	58	102	82	140	184	10	-	-	-	-	-	-			
(営業利益率)	(Operating profit ratio)	9.9%	9.8%	10.8%	8.2%	5.8%	8.8%	12.0%	4.8%	11.2%	8.5%	20.1%	13.2%	21.4%	20.8%	15.8%	8.6%	8.9%	8.7%	18.3%	12.4%	19.6%	19.1%	14.8%	3.0%	-	-	-	-	-	-			

EBITDA	EBITDA	86	94	108	86	74	102	151	-	-	-	-	-	-	-	197	-	-	-	-	-	-	-	206	-	-	-	-	-	-	-	-	-
(EBITDAマージン)	(EBITDA margin)	11.6%	11.8%	12.8%	10.2%	7.4%	10.5%	13.8%	-	-	-	-	-	-	-	17.4%	-	-	-	-	-	-	-	16.6%	-	-	-	-	-	-	-	-	-

※ EBITDAは営業利益+減価償却費です。

* EBITDA is operating income + depreciation.

セグメント資産	Segment assets	412	528	572	566	729	738	752	-	-	-	-	-	-	-	880	-	-	-	-	-	-	-	999	-	-	-	-	-	-	-	-
(セグメント資産利益率)	(ROA)	17.9%	14.8%	16.0%	12.2%	7.9%	11.6%	17.5%	-	-	-	-	-	-	-	20.3%	-	-	-	-	-	-	-	18.4%	-	-	-	-	-	-	-	-
減価償却費	Depreciation	13	16	17	17	16	17	19	-	-	-	-	-	-	-	19	-	-	-	-	-	-	-	21	-	-	-	-	-	-	-	-
減損損失	Impairment loss	-	-	-	-	0	-	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
持分法適用会社への投資額	Investment in equity-method affiliates	1	5	3	3	5	5	6	-	-	-	-	-	-	-	6	-	-	-	-	-	-	-	6	-	-	-	-	-	-	-	-
有形固定資産及び無形固定資産の増加額	Increase in property, plant and equipment and intangible assets	11	19	19	14	13	42	20	-	-	-	-	-	-	-	57	-	-	-	-	-	-	-	40	-	-	-	-	-	-	-	-

※ 減価償却費は無形固定資産の償却費を含む値です。

* Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	11	21	17	14	13	42	20	-	-	22	-	-	-	35	57	-	-	24	-	-	-	16	40	-	-	-	-	-	-	-	-
研究開発費	Research and development expenses	21	24	23	21	26	26	41	-	-	-	-	-	-	-	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(売上高研究開発費率)	(Ratio of R&D expenses to net sales)	2.8%	2.9%	2.7%	2.5%	2.6%	2.7%	3.7%	-	-	-	-	-	-	-	2.6%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
従業員数 (人)	Number of employees	1,544	1,528	2,046	1,973	2,354	2,319	2,094	-	-	-	-	-	-	-	1,935	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23										FY25/FY24										FY26/FY25																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
前年比	Year-on-year comparison	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績										実績	Actual	実績										実績	Actual	予想				Actual	Forecast																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
														Actual												Actual												Actual						Actual																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
		Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	1Q	2Q	1st H	2nd H	Full	

※ 1 鉛蓄電池事業（海外）には従来より取り扱う海外産業用電池の取引高の一部を含んでいましたが、2018年度より、産業電池電源事業に変更しています。2017年度の売上高および営業利益は、変更後の報告セグメントにより記載しています。

*1 The “Lead-acid Batteries (overseas)” segment previously included a portion of transaction amounts for industrial batteries handled overseas, but as of fiscal 2018, the category was changed to “industrial batteries and power supplies.” Net sales and

※ 2 2019年度に鉛蓄電池事業（海外）の一部連結子会社を産業電池電源事業へ変更しました。それに伴い、2018年度の数値を変更後のセグメント区分に組み替えて記載しています。

*2 In fiscal 2019, some consolidated subsidiaries in the “Lead-acid Batteries (overseas)” segment were shifted to the “industrial batteries and power supplies” segment. Accordingly, the figures for fiscal 2018 have been reclassified to reflect the revised segment categories.

※ 3 2023年度より、従来「産業電池電源」に含まれていた一部の連結子会社について、「その他」に変更しております。2022年度は、変更後のセグメントにより記載しております。

*3 Some consolidated subsidiaries in the “Industrial Batteries and Power Supplies” segment were transferred to the “Others” segment in fiscal 2023. In conjunction with this change, figures for fiscal 2022 were restated according to the modified segments.

(億円、100 million yen)

航空・宇宙・防衛事業／Aviation, Space and Defense		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26					
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績						実績	Actual	予想		Forecast	
																				As of May 13		As of August 5	
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H
日本	Japan	-	-	-	-	153	177	187	201	49	48	97	49	146	54	103	200	43	-	-	-	-	-
アジア	Asia	-	-	-	-	3	1	2	2	1	-0	1	2	2	1	3	3	-	-	-	-	-	
欧州	Europe	-	-	-	-	9	14	22	18	4	3	7	5	12	6	11	18	6	-	-	-	-	
北米	North America	-	-	-	-	3	5	4	2	1	1	1	1	2	1	2	3	1	-	-	-	-	
その他	Other	-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
売上高	Net sales	171	189	185	176	168	196	215	224	55	51	106	57	162	62	119	225	50	-	230	-	230	
営業利益	Operating profit	3	-8	3	1	6	16	32	21	3	7	9	7	16	-1	6	15	6	-	25	-	25	
(営業利益率)	(Operating profit ratio)	1.7%	-4.0%	1.7%	0.8%	3.4%	8.4%	14.9%	9.5%	5.3%	12.7%	8.9%	11.6%	9.9%	-1.6%	4.7%	6.7%	12.6%	-	10.9%	-	10.9%	

※2026年度より、航空・宇宙・防衛セグメントを新たに開示しております。2025年度以前の数値は、「その他」の数値を含んだ金額になっております。

*Starting in fiscal year 2026, we are reporting the Aerospace and Defense segment as a separate category. Figures for fiscal year 2025 and earlier include amounts previously classified under "Other."

※「その他の収益」は便宜上「日本」に含んでいます。

*"Other revenues" are included in "Japan" for convenience.

EBITDA	EBITDA	59	53	55	53	61	74	89	75	-	-	-	-	-	-	-	70	-	-	-	-	-
(EBITDAマージン)	(EBITDA margin)	34.4%	27.9%	29.6%	30.4%	36.4%	37.9%	41.4%	33.3%	-	-	-	-	-	-	-	31.1%	-	-	-	-	-

※EBITDAは営業利益+減価償却費です。

*EBITDA is operating income + depreciation.

セグメント資産	Segment assets	923	756	726	950	973	1,184	1,960	1,990	-	-	-	-	-	-	-	2,015	-	-	-	-	-
(セグメント資産利益率)	(ROA)	0.3%	-1.0%	0.4%	0.1%	0.6%	1.4%	1.6%	1.1%	-	-	-	-	-	-	-	0.7%	-	-	-	-	-
減価償却費	Depreciation	56	60	52	52	55	58	57	53	-	-	-	-	-	-	-	55	-	-	-	-	-
減損損失	Impairment loss	-	-	-	-	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
持分法適用会社への投資額	Investment in equity-method affiliates	-	-	24	31	36	2	14	11	-	-	-	-	-	-	-	9	-	-	-	-	-
有形固定資産及び無形固定資産の増加額	Increase in property, plant and equipment and intangible assets	46	24	55	65	79	77	218	281	-	-	-	-	-	-	-	269	-	-	-	-	-

※減価償却費は無形固定資産の償却費を含む値です。

*Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	42	39	38	85	72	77	218	281	-	-	109	-	-	-	159	269	-	-	40	-	40
研究開発費	Research and development expenses	4	3	4	3	3	4	3	4	-	-	-	-	-	-	-	-	-	-	-	-	-
(売上高研究開発費率)	(Ratio of R&D expenses to net sales)	2.4%	1.8%	2.1%	1.6%	1.7%	2.2%	1.5%	1.6%	-	-	-	-	-	-	-	-	-	-	-	-	

従業員数 (人)	Number of employees	1,059	1,358	1,387	1,453	1,464	1,467	1,416	1,342	-	-	-	-	-	-	-	-	-	-	-	-	-
----------	---------------------	-------	-------	-------	-------	-------	-------	-------	-------	---	---	---	---	---	---	---	---	---	---	---	---	---

前年比	Year-on-year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24								FY26/FY25				
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	予想		Forecast		
																		As of May 13		As of August 5		
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full
売上高	Net sales	183.6%	110.7%	97.8%	94.9%	95.5%	116.9%	109.7%	104.1%	91.5%	103.4%	96.9%	96.7%	96.9%	110.0%	103.3%	100.2%	90.8%	-	102.4%	-	102.4%
営業利益	Operating profit	-41.1%	-262.7%	-42.7%	42.2%	425.7%	284.3%	194.8%	66.6%	29.0%	398.2%	80.8%	74.9%	78.3%	-110.0%	57.7%	70.3%	214.1%	-	166.4%	-	166.4%

※2023年度より、従来「産業電池電源」に含まれていた一部の連結子会社について、「特殊電池およびその他」に変更しております。2022年度は、変更後のセグメントにより記載しております。

*Some consolidated subsidiaries in the "Industrial Batteries and Power Supplies" segment were transferred to the "Specialized Batteries and Others" segment in fiscal 2023. In conjunction with this change, figures for fiscal 2022 were restated according to the modified segments.

(億円、100 million yen)

営業利益増減要因（前年比較）／ Factors for Operating Income Change (year-on-year comparison)		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24	FY26/FY25				
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	予想		Forecast	
		As of May 13		As of August 5		As of May 13		As of August 5		As of May 13		As of August 5		As of May 13	
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	1st H	Full	1st H
のれん等償却前営業利益	Operating profit before amortization of goodwill	241	251	239	271	239	321	422	507	602	116	190	600	220	630
営業利益（前年差）	Operating profit (year-on-year comparison)	-1	10	-11	31	-32	82	102	85	94	33	-	-	-	-
数量・構成変化	Quantity, composition change	16	-35	18	11	77	-4	58	80	79	15	-	-	-	-
原材料価格・売価	Raw material price, sales price	-46	100	12	31	-85	86	176	-	-	-	-	-	-	-
売価	Sales price	-	-	-	-	-	-	-	76	133	51	-	-	-	-
原材料価格	Raw material price	-	-	-	-	-	-	-	-2	-24	-18	-	-	-	-
経費等	Expenses, etc.	2	-24	-29	-10	-40	-28	-133	-65	-72	-34	-	-	-	-
為替	Exchange rate	-	-	-3	2	11	20	-16	5	1	10	-	-	-	-
その他	Specialized batteries and Others	14	-21	10	-2	5	8	16	-11	-6	-2	-	-	-	-
超インフレ会計	Hyperinflationary accounting	-	-	-	-	-	-	-	3	-8	-	-	-	-	-
トルコ事業譲渡影響	Impact of the Transfer of the Turkish Business	-	-	-	-	-	-	-	-	-	9	-	-	-	-
リチウム	Lithium	13	-10	-20	-	-	-	-	-	-	-	-	-	-	-

鉛蓄電池（国内）事業／Lead-acid Batteries (Japan)		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24	FY26/FY25				
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	予想		Forecast	
		As of May 13		As of August 5		As of May 13		As of August 5		As of May 13		As of August 5		As of May 13	
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	1st H	Full	1st H
営業利益	Operating profit	61	78	70	87	59	65	81	107	117	24	-	-	115	-
営業利益（前年差）	Operating profit (year-on-year comparison)	5	16	-8	17	-28	7	15	26	10	7	-	-	-	-
数量・構成変化	Quantity, composition change	17	1	-5	7	0	-11	3	12	7	6	-	-	-	-
原材料価格・売価	Raw material price, sales price	-14	23	10	10	-27	17	16	-	-	-	-	-	-	-
売価	Sales price	-	-	-	-	-	-	-	44	24	12	-	-	-	-
原材料価格	Raw material price	-	-	-	-	-	-	-	-18	-3	-7	-	-	-	-
経費等	Streamlining, expenses, etc.	1	-7	-13	0	-1	1	-4	-11	-17	-4	-	-	-	-

鉛蓄電池（海外）事業／Lead-acid Batteries (Overseas)		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24	FY26/FY25				
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	予想		Forecast	
		As of May 13		As of August 5		As of May 13		As of August 5		As of May 13		As of August 5		As of May 13	
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	1st H	Full	1st H
営業利益	Operating profit	90	99	92	122	100	133	151	187	245	72	-	-	230	-
営業利益（前年差）	Operating profit (year-on-year comparison)	-15	10	-7	30	-23	34	18	36	58	34	-	-	-	-
数量・構成変化	Quantity, composition change	0	-30	12	27	21	-31	-14	66	-1	15	-	-	-	-
原材料価格・売価	Raw material price, sales price	-19	70	1	6	-28	48	151	-	-	-	-	-	-	-
売価	Sales price	-	-	-	-	-	-	-	93	65	7	-	-	-	-
原材料価格	Raw material price	-	-	-	-	-	-	-	-37	-16	-2	-	-	-	-
経費等	Streamlining, expenses, etc.	5	-15	-17	-5	-26	-3	-104	-94	17	-3	-	-	-	-
為替	Exchange rate	4	-9	-3	2	11	20	-16	5	1	8	-	-	-	-
超インフレ会計	Hyperinflationary accounting	-	-	-	-	-	-	-	3	-8	-	-	-	-	-
トルコ事業譲渡影響	Impact of the Transfer of the Turkish Business	-	-	-	-	-	-	-	-	-	9	-	-	-	-

リチウムイオン電池事業／Lithium-ion Batteries		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24	FY26/FY25				
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	予想		Forecast	
		As of May 13		As of August 5		As of May 13		As of August 5		As of May 13		As of August 5		As of May 13	
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	1st H	Full	1st H
営業利益	Operating profit	13	3	-17	-9	17	20	26	14	49	8	-	-	50	-
営業利益（前年差）	Operating profit (year-on-year comparison)	-74	-10	-20	9	25	3	7	-13	35	8	-	-	-	-
数量・構成変化	Quantity, composition change	-	-	-	-	-	20	48	-21	30	-3	-	-	-	-
原材料価格・売価	Raw material price, sales price	-	-	-	-	-	12	-9	-	-	-	-	-	-	-
売価	Sales price	-	-	-	-	-	-	-	-102	41	28	-	-	-	-
原材料価格	Raw material price	-	-	-	-	-	-	-	76	8	-6	-	-	-	-
経費等	Streamlining, expenses, etc.	-	-	-	-	-	-29	-32	34	-43	-12	-	-	-	-

産業電池電源事業／Aviation, Space and Defense		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24	FY26/FY25						
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	予想		Forecast	
														As of May 13	As of August 5	As of May 13	As of August 5
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	1st H	Full	1st H	Full
営業利益	Operating profit	74	78	92	69	58	85	132	179	184	10	-	-	195	-	195	
営業利益（前年差）	Operating profit (year-on-year comparison)	73	5	13	-23	-11	28	46	47	6	-15	-	-	-	-	-	
数量・構成変化	Quantity, composition change	-1	-5	11	-30	-4	18	21	23	44	-6	-	-	-	-	-	
原材料価格・売価	Raw material price, sales price	-13	7	2	6	-7	9	18	-	-	-	-	-	-	-	-	
売価	Sales price	-	-	-	-	-	-	-	41	4	5	-	-	-	-	-	
原材料価格	Raw material price	-	-	-	-	-	-	-	-23	-13	-2	-	-	-	-	-	
経費等	Streamlining, expenses, etc.	-4	-3	1	1	0	3	7	6	-29	-14	-	-	-	-	-	
為替	Exchange rate	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	

航空・宇宙・防衛事業／Specialized Batteries and Others		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23	FY25/FY24	FY26/FY25				
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	予想		Forecast	
												As of May 13		As of August 5	
												Full	Full	Full	Full
営業利益	Operating profit	3	-8	3	1	6	16	32	21	15	6	-	25	-	25
営業利益（前年差）	Operating profit (year-on-year comparison)	-7	-10	11	-2	4	11	16	-11	-6	-2	-	-	-	-
数量・構成変化	Quantity, composition change	-	-	-	-	-	-	-	-	-	2	-	-	-	-
原材料価格・売値	Raw material price, sales price	-	-	-	-	-	-	-	-	-	-	-	-	-	-
売値	Sales price	-	-	-	-	-	-	-	-	-	-2	-	-	-	-
原材料価格	Raw material price	-	-	-	-	-	-	-	-	-	-1	-	-	-	-
経費等	Streamlining, expenses, etc.	-	-	-	-	-	-	-	-	-	-1	-	-	-	-

※1 鉛蓄電池事業（海外）には従来より取り扱う海外産業用電池の取引高の一部を含んでいましたが、2018年度より、産業電池電源事業に変更しています。2017年度の売上高および営業利益は、変更後の報告セグメントにより記載しています。

*1 The "Lead-acid Batteries (overseas)" segment previously included a portion of transaction amounts for industrial batteries handled overseas, but as of fiscal 2018, the category was changed to "Industrial batteries and power supplies." Net sales and operating income for fiscal 2017 are indicated for the reporting segments after the change.

※2 2019年度に鉛蓄電池事業（海外）の一部連結子会社を産業電池電源事業へ変更しました。それに伴い、2018年度の数値を変更後のセグメント区分に組み替えて記載しています。

*2 In fiscal 2019, some consolidated subsidiaries in the "Lead-acid Batteries (overseas)" segment were shifted to the "Industrial batteries and power supplies" segment. Accordingly, the figures for fiscal 2018 have been reclassified to reflect the revised segment categories.

※3 上記※1、※2に伴いFY17/FY16、FY18/FY17に営業利益（前年差）はセグメント区分の変更により修正しておりますが、修正前の値を記載しております。

*3 Operating profit (year-on-year comparison) has been revised for FY17 / FY16 and FY18 / FY17 due to the change in segment classification due to the above * 1 and * 2, but the values before the revision are shown.

※4 鉛蓄電池（国内）事業のFY21/FY20の営業利益（前年差）は会計基準の変更により修正しておりますが、修正前の値を記載しております。

*4 The operating profit (year-on-year comparison) of FY21 / FY20 in the Lead-acid Batteries (domestic) business has been revised due to changes in accounting standards, but the values before the revision are shown.

※5 2023年度より、従来「産業電池電源」に含まれていた一部の連結子会社について、「その他」に変更しております。2022年度は、変更後のセグメントにより記載しております。

*5 Some consolidated subsidiaries in the "Industrial Batteries and Power Supplies" segment were transferred to the "Others" segment in fiscal 2023. In conjunction with this change, figures for fiscal 2022 were restated according to the modified segments.

※6 増減要因については訴求修正しておりません。

*6 No revisions have been made to the reasons for the increase or decrease.

※7 2026年度より、航空・宇宙・防衛セグメントを新たに開示しております。2025年度以前の数値は、「その他」の数値を含んだ金額になっております。

*7 Starting in fiscal year 2026, we are reporting the Aerospace and Defense segment as a separate category. Figures for fiscal year 2025 and earlier include amounts previously classified under "Other."

※8 2025年度以前はのれん等償却前営業利益、のれん等償却前営業利益率で表示しています。

*8 For the fiscal year ending March 31, 2026, and earlier, figures are presented as operating profit before amortization of goodwill.

(億円、100 million yen)

連結貸借対照表／Consolidated Balance Sheets		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25										FY26
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績						Actual
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q
資産	Assets																			
流動資産	Current assets																			
現金及び預金	Cash and deposits	189	236	252	363	259	363	639	608	435	-	408	-	329	-	-	367	379		
受取手形、売掛金及び契約資産	Notes and accounts receivable - trade, and contract assets	799	702	687	743	854	976	1,038	1,019	887	-	933	-	1,025	-	-	1,116	906		
電子記録債権	Electrically recorded monetary claims - operating	-	42	69	50	72	69	74	108	75	-	83	-	97	-	-	73	47		
売上債権	Accounts receivable	799	744	756	793	926	1,044	1,112	1,128	962	-	1,015	-	1,123	-	-	1,189	953		
有価証券	Securities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
商品及び製品	Merchandise and finished goods	378	371	359	372	550	601	602	677	778	-	795	-	820	-	-	739	826		
仕掛品	Work in process	166	169	147	150	192	218	227	249	250	-	272	-	284	-	-	274	279		
原材料及び貯蔵品	Raw materials and supplies	153	139	137	157	188	281	321	322	327	-	332	-	369	-	-	388	411		
棚卸資産	Inventory	697	678	643	679	931	1,101	1,150	1,247	1,354	-	1,399	-	1,473	-	-	1,401	1,516		
その他流動資産	Other current assets	140	102	106	109	148	153	268	219	159	-	146	-	180	-	-	174	236		
流動資産合計	Total current assets	1,826	1,760	1,757	1,943	2,263	2,661	3,169	3,202	2,910	-	2,968	-	3,105	-	-	3,132	3,083		
固定資産	Non-current assets																			
有形固定資産	Property, plant and equipment																			
建物及び構築物（純額）	Buildings and structures, net	504	548	517	528	563	601	670	684	682	-	685	-	687	-	-	703	669		
機械装置及び運搬具（純額）	Machinery, equipment and vehicles, net	350	334	329	387	371	510	519	479	485	-	557	-	606	-	-	663	595		
土地	Land	240	224	221	227	233	284	365	383	386	-	390	-	399	-	-	405	333		
建設仮勘定	Construction in progress	79	85	114	97	153	110	185	495	578	-	513	-	602	-	-	586	904		
その他有形固定資産	Other property, plant and equipment	54	52	97	106	110	145	148	155	163	-	167	-	177	-	-	193	186		
有形固定資産合計	Total property, plant and equipment	1,228	1,242	1,279	1,345	1,430	1,650	1,886	2,196	2,294	-	2,313	-	2,471	-	-	2,550	2,686		
無形固定資産	Intangible assets																			
のれん	Goodwill	43	33	20	7	0	12	10	8	7	-	6	-	6	-	-	5	-		
その他無形固定資産	Other intangible assets	79	70	44	38	29	40	40	40	37	-	37	-	37	-	-	40	24		
無形固定資産合計	Total intangible assets	122	104	64	44	29	52	51	48	44	-	43	-	43	-	-	45	24		
投資その他の資産	Investments and other assets																			
投資有価証券	Investment securities	567	561	537	643	663	633	774	784	767	-	802	-	819	-	-	790	808		
その他の投資その他の資産	Other investments and other assets	169	176	217	342	422	412	687	707	710	-	718	-	726	-	-	892	902		
投資その他の資産合計	Total investments and other assets	736	736	754	986	1,085	1,045	1,461	1,491	1,477	-	1,520	-	1,545	-	-	1,682	1,710		
固定資産合計	Total non-current assets	2,087	2,082	2,096	2,375	2,544	2,748	3,397	3,735	3,815	-	3,876	-	4,059	-	-	4,278	4,421		
繰延資産	Deferred assets	1	1	1	1	0	0	0	-	-	-	-	-	-	-	-	-	-		
資産合計	Total assets	3,913	3,842	3,854	4,319	4,808	5,409	6,567	6,937	6,725	-	6,845	-	7,163	-	-	7,410	7,504		

連結貸借対照表／Consolidated Balance Sheets		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25									FY26
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績							Actual
		Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q
負債	Liabilities																		
流動負債	Current liabilities																		
支払手形及び買掛金	Notes and accounts payable - trade	365	352	308	347	442	517	586	517	514	-	445	-	468	-	-	492	469	
電子記録債務	Electronically recorded obligations operating	151	171	149	164	199	253	331	220	235	-	273	-	328	-	-	247	222	
設備関係支払手形	Notes payable - facilities	1	10	4	4	3	2	1	0	0	-	-	-	-	-	-	-	-	
設備関係電子記録債務	Electronically recorded obligations facilities	-	-	20	33	68	35	114	49	52	-	33	-	24	-	-	30	45	
仕入債務	Trade payables	518	533	480	547	711	807	1,031	787	802	-	751	-	820	-	-	770	736	
短期借入金	Short-term borrowings	175	99	148	134	188	423	262	443	389	-	418	-	379	-	-	382	252	
1年内償還予定の社債	Current portion of bonds payable	-	-	-	-	-	100	-	-	-	-	-	-	-	-	-	-	-	
1年内償還予定の新株予約権付社債	Current portion of bonds with subscription rights to shares	250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
コマーシャル・ペーパー	Commercial papers	-	30	-	-	20	-	100	-	-	-	100	-	65	-	-	-	500	
未払金	Accounts payable - other	88	108	100	160	120	142	143	162	106	-	102	-	107	-	-	185	125	
未払法人税等	Income taxes payable	30	32	38	48	29	41	24	89	41	-	59	-	75	-	-	92	42	
未払金等	Accounts payable, etc.	118	141	138	207	149	183	167	251	148	-	161	-	183	-	-	277	167	
その他流動負債	Other current liabilities	186	165	254	189	226	239	324	382	333	-	343	-	454	-	-	408	369	
流動負債合計	Total current liabilities	1,247	967	1,020	1,078	1,294	1,753	1,885	1,863	1,672	-	1,774	-	1,900	-	-	1,837	2,024	
固定負債	Non-current liabilities																		
社債	Bonds payable	100	200	200	200	200	100	100	200	200	-	200	-	200	-	-	200	200	
転換社債型新株予約権付社債	Convertible bonds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
長期借入金	Long-term borrowings	227	340	298	320	417	414	300	414	409	-	333	-	328	-	-	296	291	
その他固定負債	Other non-current liabilities	283	258	283	375	398	433	543	551	547	-	559	-	579	-	-	636	594	
固定負債合計	Total non-current liabilities	610	798	781	895	1,014	947	943	1,165	1,155	-	1,092	-	1,106	-	-	1,132	1,085	
負債合計	Total liabilities	1,857	1,765	1,801	1,973	2,308	2,700	2,828	3,028	2,827	-	2,866	-	3,007	-	-	2,969	3,109	
純資産	Net assets																		
株主資本	Shareholders' equity																		
資本金	Share capital	330	330	330	330	330	330	528	528	528	-	528	-	528	-	-	528	528	
資本剰余金	Capital surplus	553	553	553	553	553	532	740	735	735	-	733	-	733	-	-	730	730	
利益剰余金	Retained earnings	668	777	872	959	937	1,035	1,315	1,535	1,545	-	1,584	-	1,670	-	-	1,868	1,883	
自己株式	Treasury shares	-14	-23	-37	-47	-4	-3	-3	-4	-4	-	-3	-	-3	-	-	-3	-3	
株主資本合計	Total shareholders' equity	1,538	1,637	1,718	1,795	1,816	1,894	2,581	2,794	2,804	-	2,842	-	2,928	-	-	3,123	3,138	
その他の包括利益累計額	Accumulated other comprehensive income																		
その他有価証券評価差額金	Valuation difference on available-for-sale securities	147	149	119	172	162	142	199	190	188	-	201	-	210	-	-	169	199	
為替換算調整勘定	Foreign currency translation adjustment	53	-5	-63	4	72	187	272	258	242	-	284	-	335	-	-	343	296	
その他	Others	20	2	-12	51	103	84	248	229	225	-	219	-	214	-	-	312	305	
その他の包括利益累計額	Total Accumulated other comprehensive income	220	146	45	227	336	413	719	677	655	-	704	-	760	-	-	824	800	
非支配株主持分	Non-controlling interests	299	294	290	323	347	402	439	439	439	-	432	-	469	-	-	494	457	
純資産合計	Total net assets	2,056	2,077	2,053	2,346	2,499	2,709	3,739	3,910	3,898	-	3,979	-	4,157	-	-	4,441	4,395	
負債純資産合計	Total liabilities and net assets	3,913	3,842	3,854	4,319	4,808	5,409	6,567	6,937	6,725	-	6,845	-	7,163	-	-	7,410	7,504	

連結貸借対照表／Consolidated Balance Sheets		FY17		FY18		FY19		FY20		FY21		FY22		FY23		FY24		FY25								FY26	
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績								Actual	Actual
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	
総資産	Total assets	3,913	3,842	3,854	4,319	4,808	5,409	6,567	6,937	6,725	-	6,845	-	7,163	-	-	7,410	7,504									
純資産	Net assets	2,056	2,077	2,053	2,346	2,499	2,709	3,739	3,910	3,898	-	3,979	-	4,157	-	-	4,441	4,395									
自己資本	Total equity	1,758	1,783	1,763	2,022	2,152	2,307	3,300	3,470	3,459	-	3,547	-	3,688	-	-	3,947	3,938									
(自己資本比率)	(Equity ratio)	44.9%	46.4%	45.8%	46.8%	44.8%	42.6%	50.3%	50.0%	51.4%	-	51.8%	-	51.5%	-	-	53.3%	52.5%									
借入金総額	Total debt	752	669	645	654	825	1,037	762	1,057	997	-	1,051	-	971	-	-	878	1,243									
1株あたり純資産（円）	Net assets per share (yen)	2,138.45	2,179.03	2,173.37	2,509.08	2,675.70	2,867.23	3,289.95	3,460.04	-	-	3,535.45	-	-	-	-	3,934.07	-									

(億円、100 million yen)

連結キャッシュ・フロー計算書／Consolidated Statements of Cash Flows		FY17		FY18		FY19		FY20		FY21		FY22		FY23		FY24		FY25								FY26	
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績 Actual								実績	Actual		
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q					
営業活動によるキャッシュ・フロー	Cash flows from operating activities	219	315	331	358	129	283	632	393	-	-	146	-	-	-	-	-	495	-								
うち利息の支払額	/ Equity in earnings of affiliates	-9	-6	-8	-8	-9	-33	-36	-48	-	-	-31	-	-	-	-	-	-67	-								
投資活動によるキャッシュ・フロー	Cash flows from investing activities	-208	-176	-207	-193	-302	-266	-462	-588	-	-	-269	-	-	-	-	-	-449	-								
財務活動によるキャッシュ・フロー	Cash flows from financing activities	-67	-117	-102	-70	52	88	35	142	-	-	-110	-	-	-	-	-	-318	-								
現金及び現金同等物の増減額	Net increase (decrease) in cash and cash equivalents	-49	36	13	111	-100	102	243	-36	-	-	-212	-	-	-	-	-	-247	-								
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of period	247	198	234	247	358	258	360	603	-	-	567	-	-	-	-	-	567	-								
現金及び現金同等物の期末残高	Cash and cash equivalents at end of period	198	234	247	358	258	360	603	567	-	-	355	-	-	-	-	-	320	-								
四半期報告書 CF情報	Quarterly report cash flows information																										
減価償却費	Depreciation	181	178	177	180	182	210	228	247	60	62	122	64	186	81	145	266	67									
のれんの償却額	Amortization of goodwill	12	15	14	13	7	3	3	4	1	1	2	1	3	2	3	5	-									
フリー・キャッシュ・フロー	Free cash Flows	11	139	124	165	-173	18	170	-195	-	-	-123	-	-	-	-	-	46	-								
インタレスト・カバレッジ・レシオ	Interest coverage ratio	25.48	49.75	40.59	43.79	13.61	8.60	17.33	8.15	-	-	4.74	-	-	-	-	-	7.40	-								

(億円、100 million yen)

通期業績予想／Full-year earnings forecast			FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26			
			実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	予想 Forecast	As of May 13	As of August 5
			Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full
鉛蓄電池（国内）	売上高	Lead-acid Batteries (Japan)	Net sales	892	915	881	836	815	878	940	1,019	1,080	1,130	1,170	1,200
	営業利益		Operating profit	61	78	70	87	59	65	81	107	117	115	120	120
	(営業利益率)		(Operating profit ratio)	6.9%	8.5%	7.9%	10.4%	7.2%	7.5%	8.6%	10.5%	10.8%	10.2%	10.3%	10.0%
鉛蓄電池（海外）	売上高	Lead-acid Batteries (Overseas)	Net sales	1,856	1,771	1,621	1,653	1,867	2,473	2,529	2,601	2,645	2,240	2,400	2,300
	営業利益		Operating profit	90	99	92	122	100	133	151	187	245	230	265	240
	(営業利益率)		(Operating profit ratio)	4.8%	5.6%	5.7%	7.4%	5.3%	5.4%	6.0%	7.2%	9.3%	10.3%	11.0%	10.4%
リチウムイオン電池	売上高	Lithium-ion Batteries	Net sales	448	456	423	360	476	654	848	828	899	1,070	1,070	1,100
	営業利益		Operating profit	13	3	-17	-9	17	20	26	14	49	50	40	50
	(営業利益率)		(Operating profit ratio)	2.9%	0.7%	-4.0%	-2.4%	3.5%	3.0%	3.1%	1.7%	5.5%	4.7%	3.7%	4.5%
産業電池電源	売上高	Industrial Batteries and Power Supplies	Net sales	448	456	846	840	995	976	1,097	1,131	1,131	1,900	1,900	2,300
	営業利益		Operating profit	74	78	92	69	58	85	132	179	179	195	195	230
	(営業利益率)		(Operating profit ratio)	16.4%	17.2%	10.8%	8.2%	5.8%	8.8%	12.0%	15.8%	15.8%	10.3%	10.3%	10.0%
航空・宇宙・防衛	売上高	Aviation, Space and Defense	Net sales	171	189	185	176	168	196	215	224	225	230	230	250
	営業利益		Operating profit	3	-8	3	1	6	16	32	21	15	25	25	25
	(営業利益率)		(Operating profit ratio)	1.7%	-4.0%	1.7%	0.8%	3.4%	8.4%	14.9%	9.5%	6.7%	10.9%	10.9%	10.0%
その他	売上高	Others	Net sales	-	-	-	-	-	-	-	-	-	30	30	50
	営業利益		Operating profit	-	-	-	-	-	-	-	-	-	-15	-15	-15
合計	売上高	Total	Net sales	4,110	4,131	3,956	3,865	4,321	5,177	5,629	5,803	5,980	6,600	6,800	7,200
	営業利益		Operating profit	241	251	239	271	239	321	422	507	605	600	630	650
	(営業利益率)		(Operating profit ratio)	5.9%	6.1%	6.1%	7.0%	5.5%	6.2%	7.5%	8.7%	10.1%	9.1%	9.3%	9.0%

※2025年度以前はのれん等償却前営業利益、のれん償却前営業利益率で表示しています。

*For the fiscal year ending March 31, 2026, and earlier, figures are presented as operating profit before amortization of goodwill.

※2026年度より、航空・宇宙・防衛セグメントを新たに開示しております。2025年度以前の数値は、「その他」の数値を含んだ金額になっております。

*Starting in fiscal year 2026, we are reporting the Aerospace and Defense segment as a separate category. Figures for fiscal year 2025 and earlier include amounts previously classified under "Other."

売上高	Net sales	4,110	4,131	3,956	3,865	4,321	5,177	5,629	5,803	5,980	6,600	6,800	7,200
営業利益	Operating profit	219	227	217	248	227	315	416	500	602	600	630	650
経常利益	Ordinary profit	214	247	231	273	247	242	440	463	582	560	610	-
親会社株主帰属純利益	Profit attributable to owners of parent	115	135	137	115	85	139	321	304	419	360	395	-
1株あたり純利益（円）	EPS (yen)	138.90	164.74	168.23	141.91	105.23	173.11	369.74	303.25	417.33	358.88	393.74	-

営業利益増減要因（当初計画差）／ Factors for Operating Income Change (Initial forecast comparison)			FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26		
			実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	予想 Forecast	As of May 13	As of August 5
			Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full
(のれん等償却前) 営業利益	Operating profit before amortization of goodwill		241	251	239	271	239	321	422	507	605	600	630	650
営業利益（当初計画差）	Operating profit (Initial forecast comparison)		-	-	19	-	-	31	82	63	90	-	-	-
	数量・構成変化	Quantity, composition change	-	-	-62	-	-	-154	-130	-5	-58	-	-	-
	原材料価格・売価	Raw material price, sales price	-	-	41	-	-	63	149	-	-	-	-	-
	売価	Raw material price, sales price	-	-	-	-	-	-	-	52	34	-	-	-
	原材料価格	Sales price	-	-	-	-	-	-	-	27	24	-	-	-
	経費等	Expenses, etc.	-	-	39	-	-	60	30	-32	30	-	-	-
	為替	Exchange rate	-	-	-4	-	-	25	18	23	23	-	-	-
	その他	Specialized batteries and Others	-	-	13	-	-	37	15	-2	37	-	-	-
	リチウム	Lithium	-	-	-8	-	-	-	-	-	-	-	-	-

※2025年度以前はのれん等償却前営業利益、のれん等償却前営業利益率で表示しています。

*For the fiscal year ending March 31, 2026, and earlier, figures are presented as operating profit before amortization of goodwill.

財務分析／Financial analysis		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26						
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績								Actual	予想			
																				As of May 13		As of August 5		
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
ROICツリー	ROIC Tree																							
投下資本利益率（のれん等償却前）	ROIC (before amortization of goodwill)	10.9%	11.3%	10.9%	12.0%	9.7%	11.4%	13.7%	14.8%	-	-	-	-	-	-	-	14.8%	-	-		10.0%	-		10.0%
売上高営業利益率（のれん等償却前）	Operating profit ratio (before amortization of goodwill)	5.9%	6.1%	6.1%	7.0%	5.5%	6.2%	7.5%	8.7%	6.4%	7.6%	7.0%	12.1%	8.9%	12.8%	12.4%	10.0%	8.2%	-		9.1%	-		9.3%
売上高成長率	Sales growth rate	14.3%	0.5%	-4.2%	-2.3%	11.8%	19.8%	8.7%	3.1%	3.4%	2.4%	2.9%	-0.9%	1.4%	14.6%	6.7%	4.9%	7.5%	-	-	-	-	-	-
売上原価率	Cost of sales ratio	77.4%	77.0%	76.5%	75.0%	77.6%	78.1%	77.6%	76.0%	76.3%	76.6%	76.5%	72.7%	75.0%	73.3%	73.0%	74.5%	74.4%	-	-	-	-	-	-
販管費率	SG&A expense ratio	17.3%	17.5%	18.0%	18.6%	17.1%	15.8%	15.0%	15.4%	17.4%	16.0%	16.7%	15.4%	16.2%	14.1%	14.7%	15.6%	17.5%	-	-	-	-	-	-
投下資本回転率	Invested capital turnover	1.9	1.9	1.8	1.7	1.8	1.8	1.8	1.7	-	-	-	-	-	-	-	1.5	-	-	-	-	-	-	-
運転資本回転率	Working capital turnover	4.4	4.4	4.4	4.2	4.2	4.2	4.4	4.1	-	-	-	-	-	-	-	3.6	-	-	-	-	-	-	-
売上債権回転率	Accounts receivable turnover	5.4	5.4	5.3	5.0	5.0	5.3	5.2	5.2	-	-	-	-	-	-	-	5.3	-	-	-	-	-	-	-
棚卸資産回転率	Inventory turnover	6.2	6.0	6.0	5.8	5.4	5.1	5.0	4.8	-	-	-	-	-	-	-	4.6	-	-	-	-	-	-	-
仕入債務回転率	Trade payables turnover	6.5	6.1	6.0	5.6	5.3	5.3	4.7	4.8	-	-	-	-	-	-	-	5.8	-	-	-	-	-	-	-
固定資産回転率	Fixed asset turnover	2.0	2.0	1.9	1.7	1.8	2.0	1.8	1.6	-	-	-	-	-	-	-	1.5	-	-	-	-	-	-	-

※固定資産回転率は貸借対照表の固定資産合計額を使用しております。

*Fixed asset turnover is calculated using the total amount of fixed assets listed on the balance sheet.

デュボンスystem	DuPont Analysis																							
自己資本利益率	ROE	6.8%	7.6%	7.7%	6.1%	4.1%	6.2%	11.4%	9.0%	-	-	-	-	-	-	-	11.3%	-	-	-	-	-	-	-
売上高当期純利益率	Net profit ratio	2.8%	3.3%	3.5%	3.0%	2.0%	2.7%	5.7%	5.2%	5.0%	2.8%	3.8%	7.2%	5.1%	11.2%	9.3%	6.9%	5.3%	-	-	5.5%	-	-	5.8%
総資産回転率	Total asset turnover rate	1.1	1.1	1.0	0.9	0.9	1.0	0.9	0.9	-	-	-	-	-	-	-	-	0.8	-	-	-	-	-	-
財務レバレッジ（期末）	Financial Leverage (End of term)	2.2	2.2	2.2	2.1	2.2	2.3	2.0	2.0	1.9	-	1.9	-	1.9	-	-	1.9	1.9	-	-	-	-	-	-

キャッシュ・コンバージョン・サイクル	Cash conversion cycle																							
売上債権回転期間（月）	Accounts receivable turnover rate	2.2	2.2	2.3	2.4	2.4	2.3	2.3	2.3	-	-	-	-	-	-	-	-	2.3	-	-	-	-	-	-
棚卸資産回転期間（月）	Inventory turnover rate	1.9	2.0	2.0	2.1	2.2	2.4	2.4	2.5	-	-	-	-	-	-	-	-	2.6	-	-	-	-	-	-
仕入債務回転期間（月）	Trade payables turnover rate	1.9	2.0	2.0	2.1	2.3	2.3	2.5	2.5	-	-	-	-	-	-	-	-	2.1	-	-	-	-	-	-
キャッシュ・コンバージョン・サイクル	Cash conversion cycle	2.3	2.3	2.3	2.3	2.4	2.4	2.2	2.3	-	-	-	-	-	-	-	-	2.8	-	-	-	-	-	-

財務分析／Financial analysis		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26				
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績				Actual	予想			
																		Actual	Forecast			
		Full		Full		Full		Full		Full		Full		Full		Full		1Q	As of May 13		As of August 5	
安全性分析	Safety analysis									1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full
流動比率	Current ratio	146.5%	181.9%	172.2%	180.2%	174.9%	151.8%	168.1%	171.9%	174.0%	-	167.3%	-	163.4%	-	-	170.5%	152.3%	-	-	-	-
当座比率	Quick ratio	79.3%	101.3%	98.9%	107.2%	91.5%	80.3%	92.9%	93.2%	83.5%	-	80.2%	-	76.4%	-	-	84.7%	65.8%	-	-	-	-
負債比率	Debt ratio	105.6%	99.0%	102.1%	97.6%	107.2%	117.1%	85.7%	87.2%	81.7%	-	80.8%	-	81.5%	-	-	75.2%	78.9%	-	-	-	-
自己資本比率	Equity ratio	44.9%	46.4%	45.8%	46.8%	44.8%	42.6%	50.3%	50.0%	51.4%	-	51.8%	-	51.5%	-	-	53.3%	52.5%	-	-	-	-
固定比率	Fixed ratio	118.7%	116.7%	118.9%	117.4%	118.2%	119.1%	103.0%	107.6%	110.3%	-	109.3%	-	110.1%	-	-	108.4%	112.3%	-	-	-	-
固定長期適合率	Fixed assets ratio	88.1%	80.7%	82.4%	81.4%	80.3%	84.4%	80.1%	80.6%	82.7%	-	83.6%	-	84.7%	-	-	84.2%	88.0%	-	-	-	-
営業CF対有利子負債比率（年）	Interest-bearing debt to operating cash flow ratio (Year)	3.5	2.2	2.2	2.0	7.0	4.0	1.4	3.0	-	-	-	-	-	-	-	2.1	-	-	-	-	-
収益性分析	Profitability analysis																					
売上高総利益率	Gross profit margin	22.6%	23.0%	23.5%	25.0%	22.4%	21.9%	22.4%	24.0%	23.7%	23.4%	23.5%	27.3%	25.0%	26.7%	27.0%	25.5%	25.6%	-	-	-	-
売上高営業利益率	Operating profit ratio	5.3%	5.5%	5.5%	6.4%	5.2%	6.1%	7.4%	8.6%	6.3%	7.4%	6.9%	12.0%	8.8%	12.6%	12.3%	9.9%	8.2%	6.1%	9.1%	7.0%	9.3%
売上高経常利益率	Ordinary profit ratio	5.2%	6.0%	5.8%	7.1%	5.7%	4.7%	7.8%	8.0%	6.4%	6.3%	6.4%	12.1%	8.5%	12.2%	12.2%	9.6%	8.5%	5.2%	8.5%	6.7%	9.0%
売上高当期純利益率	Net profit ratio	2.8%	3.3%	3.5%	3.0%	2.0%	2.7%	5.7%	5.2%	5.0%	2.8%	3.8%	7.2%	5.1%	11.2%	9.3%	6.9%	5.3%	2.9%	5.5%	3.8%	5.8%
総資産利益率	ROA	3.0%	3.5%	3.6%	2.8%	1.9%	2.7%	5.4%	4.5%	-	-	-	-	-	-	-	5.8%	-	-	-	-	-
自己資本利益率（のれん等償却前）	ROE (before amortization of goodwill)	8.2%	9.0%	9.0%	7.2%	4.6%	6.5%	11.6%	9.2%	-	-	-	-	-	-	-	11.5%	-	-	8.0%	-	-
自己資本利益率	ROE	6.8%	7.6%	7.7%	6.1%	4.1%	6.2%	11.4%	9.0%	-	-	-	-	-	-	-	11.3%	-	-	-	-	-
投下資本利益率（のれん等償却前）	ROIC (before amortization of goodwill)	10.9%	11.3%	10.9%	12.0%	9.7%	11.4%	13.7%	14.8%	-	-	-	-	-	-	-	14.8%	-	-	10.0%	-	-
財務レバレッジ（期末）	Financial Leverage (End of term)	2.2	2.2	2.2	2.1	2.2	2.3	2.0	2.0	1.9	-	1.9	-	1.9	-	-	1.9	1.9	-	-	-	-
総資産回転率	Total asset turnover rate	1.1	1.1	1.0	0.9	0.9	1.0	0.9	0.9	-	-	-	-	-	-	-	0.8	-	-	-	-	-
純資産回転率	Net asset turnover rate	2.1	2.0	1.9	1.8	1.8	2.0	1.7	1.5	-	-	-	-	-	-	-	1.5	-	-	-	-	-
自己資本回転率	Total equity turnover rate	2.4	2.3	2.2	2.0	2.1	2.3	2.0	1.7	-	-	-	-	-	-	-	1.6	-	-	-	-	-
成長性分析	Growth potential analysis																					
売上高成長率	Sales growth rate	14.3%	0.5%	-4.2%	-2.3%	11.8%	19.8%	8.7%	3.1%	3.4%	2.4%	2.9%	-0.9%	1.4%	14.6%	6.7%	4.9%	7.5%	-	-	-	-
営業利益成長率	Operating income growth rate	-5.1%	3.3%	-4.3%	14.5%	-8.6%	39.0%	32.0%	20.3%	34.4%	9.1%	19.1%	19.9%	19.5%	21.6%	20.8%	20.3%	39.3%	-	-	-	-
経常利益成長率	Ordinary profit growth rate	-5.1%	15.6%	-6.5%	18.0%	-9.5%	-1.9%	81.6%	5.4%	26.7%	13.1%	19.4%	36.9%	28.1%	21.7%	28.5%	25.6%	42.8%	-	-	-	-
当期純利益成長率	Net profit growth rate	-6.4%	18.1%	1.1%	-16.2%	-26.1%	64.5%	130.2%	-5.1%	36.4%	-14.8%	11.2%	29.2%	20.0%	64.6%	49.5%	37.6%	15.7%	-	-	-	-
総資産成長率	Total asset growth rate	5.6%	-1.8%	0.3%	12.1%	11.3%	12.5%	21.4%	5.6%	1.0%	-	4.2%	-	6.2%	-	-	6.8%	11.6%	-	-	-	-

数量データ・シェア／ Quantity Data / Share		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25										FY26
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績						Actual
		Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	
新車・補修向け出荷割合	Ratio of Shipped Batteries for New Automobiles and Replacement																			
新車向け	New Automobiles																			
EN (ISS)	EN(ISS)	0%	5%	5%	5%	5%	5%	5%	5%	-	-	5%	-	-	-	-	5%	-		
EN	EN	10%	15%	25%	25%	30%	30%	40%	40%	-	-	45%	-	-	-	-	45%	-		
JIS (ISS)	JIS(ISS)	40%	40%	40%	40%	35%	35%	30%	30%	-	-	25%	-	-	-	-	25%	-		
JIS	JIS	50%	40%	30%	30%	30%	30%	25%	25%	-	-	25%	-	-	-	-	25%	-		
補修向け	Replacement																			
EN (ISS)	EN(ISS)	0%	0%	0%	0%	0%	0%	0%	0%	-	-	0%	-	-	-	-	0%	-		
EN	EN	0%	0%	0%	5%	5%	5%	5%	5%	-	-	10%	-	-	-	-	10%	-		
JIS (ISS)	JIS(ISS)	15%	20%	25%	30%	30%	35%	40%	40%	-	-	40%	-	-	-	-	45%	-		
JIS	JIS	85%	80%	75%	65%	65%	60%	55%	55%	-	-	50%	-	-	-	-	45%	-		

市場シェア	Market share																	
新車向け	New Automobiles	68%	-	71%	73%	71%	69%	72%	71%	-	-	72%	-	-	-	-	-	-
補修向け	Replacement	53%	55%	57%	58%	58%	57%	57%	57%	-	-	57%	-	-	-	-	-	-

※1 自社調べ（輸入電池含まず）

*1 In-house research (excluding imported batteries)

※2 2018年度は集計範囲変更のためデータはございません。

*2 There is no data for FY2018 due to a change in the scope of calculations. Accordingly, the figures for fiscal 2018 have been reclassified to reflect the revised segment categories.

グローバルシェア	Global Share																	
自動車	Automobiles																	
全世界	Global	8%	8%	8%	8%	8%	8%	7%	7%	-	-	-	-	-	-	-	7%	-
アセアン	Asean	39%	37%	35%	34%	37%	37%	34%	34%	-	-	-	-	-	-	-	34%	-
うちタイ	/Thailand	45%	41%	34%	37%	37%	36%	37%	41%	-	-	-	-	-	-	-	43%	-
うちインドネシア	/Indonesia	71%	67%	70%	65%	73%	74%	74%	72%	-	-	-	-	-	-	-	70%	-
うちベトナム	/Vietnam	34%	32%	35%	38%	39%	37%	38%	37%	-	-	-	-	-	-	-	38%	-
オートバイ	Motorcycles																	
全世界	Global	22%	19%	18%	17%	18%	17%	15%	16%	-	-	-	-	-	-	-	17%	-
アセアン	Asean	52%	50%	51%	48%	51%	50%	48%	50%	-	-	-	-	-	-	-	51%	-
うちタイ	/Thailand	34%	-	32%	35%	26%	25%	29%	30%	-	-	-	-	-	-	-	30%	-
うちインドネシア	/Indonesia	80%	70%	76%	69%	84%	81%	73%	77%	-	-	-	-	-	-	-	80%	-
うちベトナム	/Vietnam	49%	43%	52%	54%	52%	56%	57%	58%	-	-	-	-	-	-	-	60%	-

※1 自社調べ

*1 In-house research

※2 2018年度オートバイのタイは集計範囲変更のためデータはございません。

*2 There is no data for motorcycles in Thailand in fiscal 2018 due to a change in the scope of collection.

市場データ／Market data		FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual								実績 Actual
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q
経済産業省生産動態統計	Monthly Report of Current Production Statistics																
鉛蓄電池（自動車用（二輪自動車用を除く））	Lead acid(storage) battery for automobile(except for motorcycle)																
販売数量（千個）	Sales quantity (1000n)	24,837	23,982	22,919	22,519	22,056	22,392	22,823	4,809	5,410	10,219	7,005	17,224	6,139	13,144	23,363	
販売容量（鉛量t）	Sales capacity (lead(t))	197,770	190,557	178,427	178,719	175,871	179,328	181,162	38,255	43,821	82,076	56,567	138,643	48,578	105,145	187,221	
販売金額（百万円）	Sales value (million yen)	130,479	124,145	120,793	123,757	133,333	143,885	154,039	32,563	37,678	70,241	50,018	120,259	43,607	93,625	163,866	
（前年対比）	(Year-on-year comparison)	106.5%	95.1%	97.3%	102.5%	107.7%	107.9%	107.1%	103.9%	107.6%	105.8%	108.9%	107.1%	104.5%	106.8%	106.4%	
その他の鉛蓄電池	Other lead acid (storage) batteries																
販売数量（千個）	Sales quantity (1000n)	7,302	7,086	6,784	6,961	6,907	6,525	6,476	1,563	1,538	3,101	1,719	4,820	1,674	3,393	6,494	
販売容量（鉛量t）	Sales capacity (lead(t))	80,696	81,408	77,967	79,432	77,534	76,403	76,769	17,790	18,071	35,861	20,110	55,971	19,763	39,873	75,734	
販売金額（百万円）	Sales value (million yen)	67,443	68,248	64,079	64,939	69,891	74,747	80,794	18,551	18,583	37,134	22,214	59,348	22,892	45,106	82,240	
（前年対比）	(Year-on-year comparison)	102.6%	101.2%	93.9%	101.3%	107.6%	106.9%	108.1%	122.0%	93.5%	105.8%	99.0%	103.2%	98.4%	98.7%	101.8%	

リチウムイオン蓄電池（車載用）	Small sized sealed lithium ion rechargeable batteries for automobile																
販売数量（千個）	Sales quantity (1000n)	786,312	606,768	578,952	904,461	965,345	726,485	569,249	117,495	103,939	221,434	114,040	335,474	144,742	258,782	480,216	
販売容量（千Ah）	Sales capacity (1000Ah)	3,141,753	2,618,090	2,953,310	4,110,040	4,952,796	4,872,118	4,094,499	997,574	827,723	1,825,297	1,491,296	3,316,593	1,549,766	3,041,062	4,866,359	
販売金額（百万円）	Sales value (million yen)	306,871	290,772	336,327	434,310	626,393	763,564	709,010	166,097	151,891	317,988	199,676	517,664	217,926	417,602	735,590	
（前年対比）	(Year-on-year comparison)	105.7%	94.8%	115.7%	129.1%	144.2%	121.9%	92.9%	107.8%	82.9%	94.3%	108.9%	99.4%	115.8%	112.4%	103.7%	
リチウムイオン蓄電池（その他）	Other small sized sealed lithium ion rechargeable batteries																
販売数量（千個）	Sales quantity (1000n)	450,623	400,140	363,771	374,178	262,235	215,265	275,874	82,840	82,451	165,291	87,663	252,954	95,135	182,798	348,089	
販売容量（千Ah）	Sales capacity (1000Ah)	1,049,120	1,006,969	921,407	983,468	670,053	651,765	846,372	243,622	247,171	490,793	268,829	759,622	314,039	582,868	1,073,661	
販売金額（百万円）	Sales value (million yen)	130,689	126,054	130,788	147,573	127,116	131,254	171,820	55,660	63,583	119,243	68,128	187,371	67,897	136,025	255,268	
（前年対比）	(Year-on-year comparison)	82.1%	96.5%	103.8%	112.8%	86.1%	103.3%	130.9%	144.3%	147.5%	146.0%	141.7%	144.4%	161.4%	150.9%	148.6%	

※参考：経済産業省生産動態統計調査（<https://www.meti.go.jp/statistics/tyo/seidou/index.html>）

*Ministry of Economy, Trade and Industry Production Statistics (<https://www.meti.go.jp/statistics/tyo/seidou/index.html>)

電池工業会	BAJ																
二次電池販売数量（千個）	Secondary battery sales volume																
自動車用鉛電池	Lead-acid battery for automobiles	25,148	24,019	22,945	22,724	22,529	21,284	21,663	-	-	-	-	-	-	-	15,968	-
その他鉛電池	Other lead-acid batteries	5,910	5,652	5,358	5,329	5,301	5,032	4,971	-	-	-	-	-	-	-	3,611	-
鉛電池合計	Lead-acid battery total	31,058	29,671	28,303	28,053	27,830	26,316	26,634	-	-	-	-	-	-	-	19,579	-
（前年対比）	(Year-on-year comparison)	96.7%	95.5%	95.4%	99.1%	99.2%	94.6%	101.2%	-	-	-	-	-	-	-	73.5%	-
リチウムイオン電池	Lithium-ion battery	484,396	409,999	405,271	417,850	310,483	243,555	306,454	-	-	-	-	-	-	-	375,129	-
（前年対比）	(Year-on-year comparison)	89.2%	84.6%	98.8%	103.1%	74.3%	78.4%	125.8%	-	-	-	-	-	-	-	122.4%	-

二次電池販売金額（百万円）	Secondary battery sales value																
自動車用鉛電池	Lead-acid battery for automobiles	127,306	118,285	113,322	116,819	127,358	131,089	142,072	-	-	-	-	-	-	-	107,759	-
その他鉛電池	Other lead-acid batteries	62,553	63,173	58,762	59,269	63,873	68,754	74,954	-	-	-	-	-	-	-	55,529	-
鉛電池合計	Lead-acid battery total	189,859	181,458	172,084	176,088	191,231	199,843	217,026	-	-	-	-	-	-	-	163,288	-
（前年対比）	(Year-on-year comparison)	102.1%	95.6%	94.8%	102.3%	108.6%	108.6%	104.5%	-	-	-	-	-	-	-	75.2%	-
リチウムイオン電池	Lithium-ion battery	156,038	139,314	148,643	175,599	154,421	145,607	186,555	-	-	-	-	-	-	-	262,709	-
（前年対比）	(Year-on-year comparison)	102.7%	89.3%	106.7%	118.1%	87.9%	94.3%	128.1%	-	-	-	-	-	-	-	140.8%	-

※参考：一般財団法人電池工業会 統計資料（<https://www.baj.or.jp/statistics/voluntary/index.html>）

*Battery Association of Japan data sheets (<https://www.baj.or.jp/statistics/voluntary/index.html>)

市場データ／Market data		FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25										FY26
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual										実績 Actual
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q		
日本自動車工業会	JAMA																		
国内自動車生産台数（台）	Domestic automobile production																		
乗用車	Passenger cars	8,369,480	8,171,124	6,842,912	6,340,237	6,814,722	7,545,044	7,315,404	1,733,706	1,745,074	3,478,780	1,877,239	5,356,019	7,241,723	9,118,962	12,597,742			
トラック	Truck	1,265,838	1,196,578	1,064,697	1,130,201	1,195,947	1,034,604	1,043,117	269,792	290,976	560,768	284,172	844,940	1,117,790	1,401,962	1,962,730			
バス	Bus	114,703	121,602	61,915	74,703	90,194	98,792	109,700	29,277	31,455	60,732	29,765	90,497	117,638	147,403	208,135			
全車種合計	Total for all vehicles	9,750,021	9,489,304	7,969,524	7,545,141	8,100,863	8,678,440	8,468,221	2,032,775	2,067,505	4,100,280	2,191,176	6,291,456	8,477,151	10,668,327	14,768,607			
（前年対比）	(Year-on-year comparison)	100.7%	97.3%	84.0%	94.7%	107.4%	107.1%	97.6%	102.2%	98.1%	100.1%	98.1%	99.4%	396.3%	244.0%	174.4%			

※参考：一般財団法人日本自動車工業会 統計資料（<https://jamaserv.jama.or.jp/newdb/>）

*Japan Automobile Manufactures Association data sheets (<https://jamaserv.jama.or.jp/newdb/eng/index.html>)

自動車検査登録情報協会	Automobile Inspection &Registration Information Association																		
国内自動車保有台数（台）	Number of domestic automobiles owned																		
四輪車	Cars	78,119,628	78,151,466	78,292,842	78,280,281	78,465,110	78,507,746	78,593,202	-	-	-	-	-	-	-	78,627,709	-		
三輪車	Tricycle	20,369	21,407	22,633	23,967	24,922	25,495	25,886	-	-	-	-	-	-	-	26,222	-		
二輪車	Motorcycles	3,649,321	3,676,909	3,762,277	3,870,696	3,961,318	4,035,432	4,080,752	-	-	-	-	-	-	-	4,121,390	-		
全車種合計	Total for all vehicles	81,789,318	81,849,782	82,077,752	82,174,944	82,451,350	82,568,673	82,699,840	-	-	-	-	-	-	-	82,775,321	-		
（前年対比）	(Year-on-year comparison)	100.3%	100.1%	100.3%	100.1%	100.3%	100.1%	100.2%	-	-	-	-	-	-	-	100.1%	-		

※参考：一般財団法人自動車検査登録情報協会 統計情報（<https://www.airia.or.jp/publish/statistics/number.html>）

*Automobile Inspection &Registration Information Association data sheets (<https://www.airia.or.jp/publish/statistics/number.html>)

日本自動車工業会	JAMA																		
日系OEMの海外自動車生産台数（台）	Overseas automobile production volume by Japanese OEMs																		
アジア	Asia	11,321,202	10,107,980	9,839,921	10,206,135	10,310,627	9,720,392	8,825,040	2,088,472	2,231,558	4,320,030	2,413,402	6,733,432	2,150,870	4,564,272	8,884,302			
中近東	Middle East	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
欧州	Europe	1,815,871	1,568,918	1,245,021	1,134,180	1,206,570	1,333,025	1,195,715	280,559	278,844	559,403	316,244	875,647	323,360	639,604	1,199,007			
うちEU	/EU	1,209,764	580,598	435,603	444,186	640,973	654,422	603,175	149,193	139,328	288,521	156,525	445,046	165,534	322,059	610,580			
北米	North America	4,517,101	4,257,000	3,447,471	3,377,812	3,615,492	4,328,515	4,171,501	1,107,588	1,055,382	2,162,970	974,859	3,137,829	1,084,829	2,059,688	4,222,658			
うち米国	/America	3,627,803	3,378,345	2,650,122	2,717,261	2,892,591	3,390,915	3,208,336	863,874	819,167	1,683,041	770,456	2,453,497	891,526	1,661,982	3,345,023			
中南米	Latin America	1,887,584	1,679,653	1,316,655	1,507,534	1,546,082	1,789,544	1,933,480	496,079	493,884	989,963	401,895	1,391,858	430,440	832,335	1,822,298			
アフリカ	Africa	218,151	198,951	164,910	217,409	219,379	212,404	186,879	50,751	60,278	111,029	55,168	166,197	55,844	111,012	222,041			
大洋州	Oceania	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
自動車合計	Total for Automobiles	19,759,909	17,812,502	16,013,978	16,443,070	16,898,150	17,383,880	16,312,615	4,023,449	4,119,946	8,143,395	4,161,568	12,304,963	4,045,343	8,206,911	16,350,306			
（前年対比）	(Year-on-year comparison)	100.2%	90.1%	89.9%	102.7%	102.8%	102.9%	93.8%	98.8%	102.6%	100.7%	99.6%	100.3%	100.0%	99.8%	100.2%			

二輪車	Total for Motorcycles	28,488,119	26,496,833	20,499,184	23,392,274	25,635,128	25,461,743	27,390,687	-	-	-	-	-	-	-	29,406,282	-		
（前年対比）	(Year-on-year comparison)	-	93.0%	77.4%	114.1%	109.6%	99.3%	107.6%	-	-	-	-	-	-	-	107.4%	-		

※参考：一般財団法人日本自動車工業会 統計速報 海外生産（https://www.jama.or.jp/statistics/foreign_prdct/index.html）

*Japan Automobile Manufactures Association Statistical Report: Overseas Production（https://www.jama.or.jp/statistics/foreign_prdct/index.html）

国際自動車工業連合会	OICA																		
世界自動車生産台数（台）	Global automobile production																		
欧州	EUROPE	22,262,540	21,268,772	16,692,847	16,137,638	16,032,840	18,122,449	17,231,668	-	-	-	-	-	-	-	17,201,525	-		
アメリカ	AMERICA	20,847,618	20,160,401	15,692,927	16,190,835	17,753,536	19,136,891	19,187,421	-	-	-	-	-	-	-	18,742,843	-		
アジア・オセアニア	ASIA-OCEANIA	52,656,826	49,333,841	44,276,549	46,768,800	50,021,217	55,115,837	54,907,849	-	-	-	-	-	-	-	59,210,250	-		
アフリカ（エジプト除く）	AFRICA (excluding Egypt)	1,102,036	1,095,151	776,247	907,302	1,022,783	1,171,422	1,177,400	-	-	-	-	-	-	-	1,229,032	-		
グローバル合計	Global Total	96,869,020	91,858,165	77,438,570	80,004,575	84,830,376	93,546,599	92,504,338	-	-	-	-	-	-	-	96,383,650	-		
（前年対比）	(Year-on-year comparison)	100.1%	94.8%	84.3%	103.3%	106.0%	110.3%	98.9%	-	-	-	-	-	-	-	104.2%	-		

※参考：国際自動車工業連合会 生産統計（<https://www.oica.net/production-statistics/>）

*Organisation Internationale des Constructeurs d'Automobiles Production Statistics（<https://www.oica.net/production-statistics/>）

※上記国際自動車工業連合会のデータにおけるFYは1～12月です。

*The FY in the above OICA data is January to December.

市場データ／Market data		FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25										FY26
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual										実績 Actual
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q		
日本自動車工業会	JAMA																		
世界自動車保有台数（台）	Number of global automobiles owned																		
乗用車	Passenger cars	-	1,083,527,536	1,109,785,827	1,134,056,475	1,163,220,823	-	-	-	-	-	-	-	-	-	-	-	-	-
バス	Truck/Bus	-	408,517,067	425,470,331	437,245,137	471,283,542	-	-	-	-	-	-	-	-	-	-	-	-	-
グローバル合計	Global Total	-	1,492,044,603	1,535,256,158	1,571,301,612	1,634,504,365	-	-	-	-	-	-	-	-	-	-	-	-	-
（前年対比）	(Year-on-year comparison)	-	-	102.9%	102.3%	104.0%	-	-	-	-	-	-	-	-	-	-	-	-	-

※参考：一般財団法人日本自動車工業会 日本の自動車工業 (<https://www.jama.or.jp/library/publish/index.html#carindustry>)

*Japan Automobile Manufactures Association Motor Industry of Japan (<https://www.jama.or.jp/english/reports/mioj.html>)

※上記日本自動車工業会のデータにおけるFYは1～12月です。

*The FY in the above JAMA data is January to December.

日本自動車販売協会連合会	Japan Automobile dealers association																		
国内燃料別登録台数（台）	Domestic registration numbers by fuel																		
ガソリン	Gasoline	-	1,497,861	1,363,152	1,067,228	942,855	851,153	830,143	195,482	195,546	391,028	187,339	578,367	176,618	363,957	754,985			
ハイブリッド	Hybrid	-	1,031,449	946,259	1,033,216	1,193,119	1,472,608	1,572,660	345,509	365,953	711,462	363,660	1,075,122	434,418	798,078	1,509,540			
（前年対比）	(Year-on-year comparison)	-	-	91.7%	109.2%	115.5%	123.4%	106.8%	102.5%	95.1%	98.6%	91.8%	96.2%	95.5%	93.8%	96.0%			
プラグインハイブリッド	Plug-in Hybrid	-	17,076	16,775	27,067	39,901	53,063	41,760	10,565	10,401	20,966	8,207	29,173	11,182	19,389	40,355			
EV	EV	-	19,476	14,379	24,154	35,559	40,327	33,967	9,223	10,041	19,264	12,217	31,481	22,909	35,126	54,390			
（前年対比）	(Year-on-year comparison)	-	-	73.8%	168.0%	147.2%	113.4%	84.2%	127.2%	110.3%	117.8%	132.6%	123.2%	272.6%	199.4%	160.1%			
その他	Others	-	167,842	154,898	134,924	129,791	129,770	119,085	25,600	27,967	53,567	26,658	80,225	31,720	58,378	111,945			
全車種合計	Total for all vehicles	-	2,733,704	2,495,463	2,286,589	2,341,225	2,546,921	2,597,615	586,379	609,908	1,196,287	598,081	1,794,368	676,847	1,274,928	2,471,215			
（前年対比）	(Year-on-year comparison)	-	-	91.3%	91.6%	102.4%	108.8%	102.0%	103.0%	93.8%	98.1%	93.7%	96.6%	91.6%	92.5%	95.1%			

※参考：一般財団法人日本自動車販売協会連合会 統計データ (<https://www.jada.or.jp/pages/342/>)

*Japan Automobile dealers association statistical data (<https://www.jada.or.jp/pages/342/>)

日本産業車両協会	Japan industrial vehicles association																		
国内フォークリフト生産台数（台）	Domestic forklift production volume																		
バッテリー式	Battery type	59,808	59,432	56,970	63,191	67,511	65,560	65,830	15,975	15,970	31,945	15,724	47,669	15,227	30,951	62,896			
（バッテリー式比率）	(Battery-powered ratio)	49.0%	53.1%	54.1%	51.5%	54.7%	65.8%	64.2%	61.1%	61.9%	123.0%	60.3%	61.1%	61.2%	60.7%	61.1%			
エンジン式	Engine type	62,300	52,487	48,387	59,488	55,932	34,024	36,754	10,166	9,835	20,001	10,367	30,368	9,639	20,006	40,007			
フォークリフト合計	Forklift total	122,108	111,919	105,357	122,679	123,443	99,584	102,584	26,141	25,805	51,946	26,091	78,037	24,866	50,957	102,903			
（前年対比）	(Year-on-year comparison)	105.1%	91.7%	94.1%	116.4%	100.6%	80.7%	103.0%	106.4%	105.2%	105.8%	96.6%	102.5%	94.0%	95.3%	100.3%			

※参考：一般財団法人日本産業車両協会 統計資料 (<http://www.jiva.or.jp/data.html>)

*Japan industrial vehicles association data sheets (<http://www.jiva.or.jp/data.html>)

(億円、100 million yen)

その他補足資料／Other supplementary materials		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25								FY26							
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績								Actual	予想		Forecast		
																						As of May 13		As of August 5	
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full	
設備投資	Capital investment	152	215	182	232	286	328	494	588	153	67	219	186	405	139	325	544	397	-	900	-	900			
減価償却費	Depreciation	165	161	160	162	168	210	228	247	60	62	122	63	185	82	145	266	67	-	250	-	250			
研究開発費	Research and development expenses	112	99	95	112	124	126	140	185	52	51	102	50	152	59	109	211	58	-	250	-	250			
(売上高研究開発費率)	(Ratio of R&D expenses to net sales)	2.7%	2.4%	2.4%	2.9%	2.9%	2.4%	2.5%	3.2%	3.9%	3.6%	3.8%	3.1%	3.5%	3.3%	3.2%	3.5%	4.1%	-	3.8%	-	3.7%			
鉛価格/為替 (期中平均レート)	Lead price / Exchange rate (Average)	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	1st H	Full	1st H	Full			
国内鉛建値 (万円/t)	Domestic lead price quote (Ten thousand yen/t)	32.35	29.89	27.56	26.09	31.64	34.66	37.34	37.64	34.64	35.56	35.10	36.96	35.72	36.90	36.93	36.02	38.01	38.00	38.00	38.00	38.00			
LME (US\$/t)	LME (USD/t)	2,318	2,122	1,950	1,867	2,283	2,105	2,121	2,046	1,947	1,965	1,956	1,971	1,961	1,931	1,951	1,954	1,955	2,100	2,100	2,000	2,000			
為替 (US\$)	Exchange rate (USD)	112.04	111.07	108.96	105.94	113.04	136.00	145.31	152.58	143.75	148.40	146.07	155.76	149.30	156.45	156.11	151.09	160.72	150.00	150.00	160.00	160.00			
1株あたり配当金 (円)	Annual dividend per share (yen)	50	50	50	50	50	50	70	75	-	-	30	-	-	-	60	90	-	30	98	30	98			
配当性向 (%)	Payout ratio (%)	36.0%	30.4%	29.7%	35.2%	47.5%	28.9%	18.9%	24.7%	-	-	-	-	-	-	-	21.6%	-	-	-	-	-			
純資産配当率 (%)	DOE (%)	2.4%	2.3%	2.3%	2.1%	1.9%	1.8%	2.3%	2.2%	-	-	-	-	-	-	-	2.4%	-	-	-	-	-			
自己株式買入額	Acquisition of treasury shares	9	14	15	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-			
総還元性向 (%)	Total return ratio (profit before amortization of goodwill) (%)	36.3%	34.3%	34.9%	29.8%	42.4%	27.9%	20.6%	24.3%	-	-	-	-	-	-	-	21.2%	-	-	-	-	-			
期末株価 (円)	End of Period Stock Price (yen)	2,900	2,171	1,454	3,000	2,341	2,382	3,146	2,383	-	-	-	-	-	-	-	5,277	-	-	-	-	-			
株価収益率	PER	20.88	13.18	8.64	21.14	22.25	13.76	8.51	7.86	-	-	-	-	-	-	-	12.64	-	-	-	-	-			
株価純資産倍率	PBR	1.36	1.00	0.67	1.20	0.87	0.83	0.96	0.69	-	-	-	-	-	-	-	1.34	-	-	-	-	-			
従業員数 (人)	Number of employees	14,585	14,217	13,542	13,305	13,571	14,317	12,892	12,478	-	-	12,580	-	-	-	-	12,562	-	-	-	-	-			

参考：テクニカルレポート／Reference：Technical Report		内容	リンク（日本語サイトに飛びます／Jump to Japanese site）
第23巻・2026年発行	Volume 23, published in 2026		
第1号（2026年（令和28年）6月25日 発行）	No.1 June 25, 2026	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol23.php
総説	Review	二次電池キャリアイオンとしてのプロトンの可能性／Protons as Charge Carrier Ions for Rechargeable Batteries	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol23/023_01_001.pdf
報文	Bulletin	鉛蓄電池の定電流電圧安定化メカニズム：自解析によるアンチモン-鉛酸電極の微ナノスケール解析／Atomic-Scale Elucidation of Antimony in Lead-Acid Battery Positive Active Material: Insights into Stabilization Mechanism by Synchrotron Radiation	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol23/023_01_009.pdf
		In-situ 電気化学 APM によるリチウムイオン電池の電極材料の安定化メカニズムの解明／Atomic-Scale Elucidation of Antimony in Lead-Acid Battery Positive Active Material: Insights into Stabilization Mechanism by Synchrotron Radiation	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol23/023_01_016.pdf
		リチウムイオン電池用高容量高電圧安定化材料 Li4MgO5 の電極特性／Direct Observation of Surface Film Characteristics of Silicon Negative Electrode in Fluorinated Cyclic Carbonate Electrolytes by In-situ Electrochemical Atomic Force Microscopy	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol23/023_01_025.pdf
第22巻・2025年発行	Volume 22, published in 2025		
第2号（2025年（令和27年）12月25日 発行）	No.2 December 25, 2025	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol22_2.php
総説	Review	複合材料の断面観察による試料内部構造の解析と電池材料への適用事例／Analysis of the internal structure of composite materials through cross-sectional observation and application to battery materials	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_001.pdf
報文	Bulletin	PCS 併設型蓄電システム「ラインバックメガグリッド」の開発／Development of PCS-integrated Energy Storage System “LINEBACK MEGAGRID”	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_006.pdf
		1Uラックマウント型98%効率整流器の開発／Development of 1U rack-mount 98% efficient rectifier	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_012.pdf
第1号（2025年（令和27年）6月25日 発行）	No.1 June 25, 2025	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol22.php
総説	Review	全固体電池への応用に向けた硫化物ガラス電解質の進展／Development of sulfide glass electrolytes for all-solid-state batteries	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_001.pdf
報文	Bulletin	トランスレス UPS の並列運転における循環電流の解析／Analysis of Circulating Currents in Parallel Operation of Transformerless UPS	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_006.pdf
		放射光顕微鏡 XRDCT によるリチウム金属負極上のリチウム析出形態の非破壊分析／Non-destructive analysis of morphology of Li deposition on Li metal negative electrode by means of synchrotron X-ray micro-CT	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_012.pdf
第21巻・2024年発行	Volume 21, published in 2024		
第2号（2024年（令和26年）12月25日 発行）	No.2 December 25, 2024	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol21_2.php
総説	Review	鉄道車両駆動における蓄電装置応用／Application of the energy storage devices for railway vehicle traction system	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_2_001.pdf
報文	Bulletin	H3 ロケット向けリチウムイオン電池の開発／Development of Lithium-ion Battery for H3 Launch Vehicle	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_2_001.pdf
		グラファイト負極表面観察状態に与える温度影響のIn-situ 電気化学APM による非破壊観察／Direct Observation of Temperature Effects on Surface Film Morphology of Graphite Negative Electrode by In-situ Electrochemical APM	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_2_012.pdf
第1号（2024年（令和26年）6月25日 発行）	No.1 June 25, 2024	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol21.php
総説	Review	宇宙用太陽電池の現状と今後の展望／Present and future of space solar cells in Japan	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21/021_01_001.pdf
報文	Bulletin	HEV用リチウムイオン電池EHW4SBの開発／Development of Li-ion cell EHW4SB for HEV	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21/021_01_007.pdf
第20巻・2023年発行	Volume 20, published in 2023		
第2号（2023年（令和25年）12月25日 発行）	No.2 December 25, 2023	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol20_2.php
総説	Review	カーボンニュートラル社会に向けたグリーン水素の製造技術／Production methods of green hydrogen for carbon neutral energy society	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_001.pdf
報文	Bulletin	ユニット方式UPS“FULLBACK MLUシリーズ”の開発／Development of unit type UPS “FULLBACK MLU Series”	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_007.pdf
		In-situ XRD 測定を基にしたLi(Ni,Ce,Al)O2 / 黒鉛系全固体電池の容量低下要因の解析／Analysis of the factors contributing to capacity fading in an all-solid-state Li(Ni,Ce,Al)O2/graphite cell by means of in-situ XRD	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_012.pdf
第1号（2023年（令和25年）6月23日 発行）	No.1 June 23, 2023	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol20.php
総説	Review	表面修飾による電池材料の高性能化／Improving Battery Material Performances by Surface Modification	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_001.pdf
報文	Bulletin	高効率AC-DC モジュールの製品化／Commercialization of high-efficiency AC-DC modules	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_009.pdf
		軽便デバイスを搭載した自動車用EN 型液式鉛蓄電池の開発／Development of Automotive Flooded Lead-acid Batteries for European Norm Type with Catalytic Device	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_014.pdf
		SiO 負極を備える400 Wh kg-1 級高エネルギー密度リチウムイオン電池の開発／Development of 400 Wh kg-1 Class High Energy Density Lithium Ion Batteries with SiO Negative Electrode	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_021.pdf
第19巻・2022年発行	Volume 19, published in 2022		
第2号（2022年（令和24年）12月23日 発行）	No.2 December 23, 2022	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol19_2.php
第1号（2022年（令和24年）6月24日 発行）	No.1 June 24, 2022	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol19.php
第18巻・2021年発行	Volume 18, published in 2021		
第2号（2021年（令和23年）12月24日 発行）	No.2 December 24, 2021	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol18_2.php
第1号（2021年（令和23年）6月25日 発行）	No.1 June 25, 2021	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol18.php
第17巻・2020年発行	Volume 17, published in 2020		
第2号（2020年（令和22年）12月25日 発行）	No.2 December 25, 2020	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol17_2.php
第1号（2020年（令和22年）6月25日 発行）	No.1 June 25, 2020	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol17.php
第16巻・2019年発行	Volume 16, published in 2019		
第2号（2019年（平成31年）12月25日 発行）	No.2 December 25, 2019	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol16_2.php
第1号（2019年（平成31年）6月25日 発行）	No.1 June 25, 2019	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol16.php
第15巻・2018年発行	Volume 15, published in 2018		
第2号（2018年（平成30年）12月25日 発行）	No.2 December 25, 2018	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol15_2.php
第1号（2018年（平成30年）6月25日 発行）	No.1 June 25, 2018	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol15.php
第14巻・2017年発行	Volume 14, published in 2017		
第2号（2017年（平成29年）12月25日 発行）	No.2 December 25, 2017	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol14_2.php
第1号（2017年（平成29年）6月28日 発行）	No.1 June 28, 2017	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol14.php

参考：メイキングヒストリー／Reference：Making History		内容	日本語リンク（Jump to Japanese site）	英語リンク（Jump to English site）
		バッテリーマネジメント技術の開発の歩み／Developing Technologies for Battery Management		
第34号 2025年12月25日	Vol.34 December 25, 2025	LFP電池の満充電容量の推定／Estimating the Full-Charge Capacity of an LFP Battery Cell In Situ	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no34.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no34.pdf
第33号 2025年6月25日	Vol.33 June 25, 2025	車両の状況に応じたスイッチ制御／Dynamic Switch Control for Maximum Battery Performance	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no33.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no33.pdf
第32号 2024年12月25日	Vol.32 December 25, 2024	スイッチの故障診断／Switch-Failure Diagnosis in a 12-Volt Battery	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no32.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no32.pdf
		運用保守サービス技術の開発の歩み／Developing Technologies for Operation and Maintenance Service		
第31号 2024年6月25日	Vol.31 June 25, 2024	V2Xシステムの運用状態の可視化／Visualizing V2X System Operation Status	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no31.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no31.pdf
第30号 2023年12月25日	Vol.30 December 25, 2023	蓄電池設備の異常検知とその要因推定／Anomaly Detection and Factor Estimation for Storage Battery Installations	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no30.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no30.pdf
第29号 2023年6月23日	Vol.29 June 23, 2023	寿命予測に基づくESSの最適設計／Using Battery Life Prediction for Optimal ESS Design	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no29.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no29.pdf
第28号 2022年12月23日	Vol.28 December 23, 2022	蓄電システムの解析・診断レポート／Analytics and Diagnostics Reporting for Storage Systems	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no28.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no28.pdf
第27号 2022年6月24日	Vol.27 June 24, 2022	電池状態のアナログ値出力／Battery Status in Analog	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no27.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no27.pdf
第26号 2021年12月24日	Vol.26 December 24, 2021	鉛蓄電池の監視技術／Monitoring Lead-Acid Batteries	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no26.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no26.pdf
		蓄電池シミュレーション技術の開発の歩み／Developing Battery Simulation Technologies		
第25号 2021年6月25日	Vol.25 June 25, 2021	AIによる蓄電池システムの故障予兆検知技術／AI-based Predictive Failure Detection for Storage Battery System	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no25.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no25.pdf
第24号 2020年12月25日	Vol.24 December 25, 2020	蓄電池システムの運用可視化技術／Simulation and Visualization Techniques for Understanding large-Scale Systems	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no24.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no24.pdf
第23号 2020年6月25日	Vol.23 June 25, 2020	リチウムイオン電池の安全性シミュレーション技術／Safety Simulations for Lithium Ion Battery	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no23.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no23.pdf
第22号 2019年12月25日	Vol.22 December 25, 2019	蓄電池の温度推定技術／Estimating the Storage Battery Temperature	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no22.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no22.pdf
		蓄電池の運用監視技術の開発の歩み／Developing Techniques for Monitoring Battery Operations		
第21号 2019年7月30日	Vol.21 July 30, 2019	屋外設置型UPSの遠隔監視／Remote Monitoring and the Outdoor UPS	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no21.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no21.pdf
第20号 2019年7月30日	Vol.20 July 30, 2019	通信デバイスのGUI／The Remote Monitoring via the Communication Device	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no20.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no20.pdf
第19号 2019年7月30日	Vol.19 July 30, 2019	蓄電池と電源機器の遠隔監視／Remotely Monitoring Power Components	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no19.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no19.pdf
第18号 2018年12月26日	Vol.18 December 26, 2018	蓄電池の残存性能の評価技術／Techniques for Assessing Residual Performance	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no18.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no18.pdf
第17号 2018年12月26日	Vol.17 December 26, 2018	無線通信による保守の効率化／Improving Maintenance Efficiency using Wireless Communication	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no17.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no17.pdf
第16号 2018年12月26日	Vol.16 December 26, 2018	EMSにおける蓄電池の充放電／Charging and Discharging the EMS Storage Battery	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no16.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no16.pdf
		リチウムイオン電池熱対策技術の開発の歩み／Developing Effective Heat Control Measures for Lithium Ion Batteries		
第15号 2018年6月29日	Vol.15 June 29, 2018	車載用リチウムイオン電池の冷却技術／Cooling Techniques Used in Automotive Lithium Ion Batteries	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no15.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no15.pdf
第14号 2018年6月29日	Vol.14 June 29, 2018	保護監視機能付き電源装置の熱対策／Heat Control for Power Devices with Built-in Protective Monitoring	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no14.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no14.pdf
第13号 2018年6月29日	Vol.13 June 29, 2018	モジュールの断熱構造とベント構造／Structures for Thermally Insulating and Venting the Battery Module	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no13.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no13.pdf
		電池制御システムの開発の歩み／Developing a Battery Control System		
第12号 2017年12月27日	Vol.12 December 27, 2017	アイドリングストップ車用バッテリーの制御技術／Control Technology for the Battery in Idling Stop Vehicles	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no12.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no12.pdf
第11号 2017年12月27日	Vol.11 December 27, 2017	リン酸鉄系リチウムイオン電池のSOC均等化技術／Techniques for Balancing Lithium Iron Phosphate Cells	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no11.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no11.pdf
第10号 2017年12月27日	Vol.10 December 27, 2017	リン酸鉄系リチウムイオン電池とそのSOC推定／Estimating the State of Charge for Lithium Iron Phosphate Cells	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no10.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no10.pdf
		パワーコンディショナの開発の歩み／Developing the Power Conditioner		
第9号 2017年6月30日	Vol.9 June 30, 2017	高効率・冷却ファンレスパワーコンディショナの開発／The Highly Efficient and Fanless Power Conditioner	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no9.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no9.pdf
第8号 2017年5月18日	Vol.8 May 18, 2017	ピークカット対応蓄電システムの開発／The Quest for a Peak-Shaving Energy Storage System	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no8.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no8.pdf
第7号 2017年2月22日	Vol.7 March 30, 2017	蓄電池付き太陽光発電システムに至る道のり／The Road to an Integrated Battery Solution for Solar Power Systems	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no7.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no7.pdf
		大型リチウムイオン電池の開発の歩み／The Large Format Lithium Ion Battery		
第6号 2016年12月28日	Vol.6 December 28, 2016	電池ケースと絶縁構造の薄型化／Increasing Battery Capacity While Maintaining Form Factor	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no6.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no6.pdf
第5号 2016年12月28日	Vol.5 December 28, 2016	電池ケースの変遷と回り止め構造の発展／Changes to the Battery Case and the Improving Lock Structure	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no5.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no5.pdf
第4号 2016年12月28日	Vol.4 December 28, 2016	革新的な導電パス構造とガスケットの発想／An Innovative Conductive Path Structure and the Gasket Concept	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no4.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no4.pdf
第3号 2016年9月30日	Vol.3 September 30, 2016	集電構造と生産プロセスの更なる探求／Further Research in the Collector Structure and in Production	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no3.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no3.pdf
第2号 2016年9月30日	Vol.2 September 30, 2016	革新的な集電構造と生産プロセスの発想／Innovations in the Collector Structure and in Production	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no2.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no2.pdf
第1号 2016年9月30日	Vol.1 September 30, 2016	世界初の角形ケースと車載用に有利な縦巻き電極体の発想／Evolving to Prismatic Cases and Vertically Oriented Electrodes	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no1.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no1.pdf

参考：リンク集／Links	内容	日本語リンク（Jump to Japanese site）	英語リンク（Jump to English site）
	サイト／Sites	https://www.gs-yuasa.com/jp/	https://www.gs-yuasa.com/en/
	ストーリーで読むGSユアサ／GS YUASA Progressing Story	https://www.gs-yuasa.com/jp/company/progressingstory.html	https://www.gs-yuasa.com/en/company/progressingstory.html
	GS YUASAの歴史／History of GS YUASA	https://www.gs-yuasa.com/jp/company/history.php	https://www.gs-yuasa.com/en/company/history.php
	コーポレートスローガン／Corporate Slogan Creating the Future of Energy	https://www.gs-yuasa.com/jp/corporateslogan/	https://www.gs-yuasa.com/en/corporateslogan/
	GSユアサの電池をめぐる物語 The Deep Story（Japanese Only）	https://www.gs-yuasa.com/jp/deepstory/	-
	Welcome to GS YUASA（当社製品が活躍する世界）（Japanese Only）	https://www.gs-yuasa.com/jp/welcome_to_gsyuasa/	-
	製品情報／Products	https://www.gs-yuasa.com/jp/products/	https://www.gs-yuasa.com/en/products/
	定置用・大規模蓄電池システム（ESS）（製品情報）（Japanese Only）	https://ps.gs-yuasa.com/es/	-
	ニュースルーム／News Room	https://newsroom.gs-yuasa.com/	https://newsroom.gs-yuasa.com/en
	GSユアサのサステナビリティ／Sustainability	https://www.gs-yuasa.com/jp/csr/	https://www.gs-yuasa.com/en/csr/
	GSユアサのSDGsへの取り組み／GS Yuasa's Initiatives for the SDGs	https://www.gs-yuasa.com/jp/company/sdgs.php	https://www.gs-yuasa.com/en/company/sdgs.php
	GSユアサのダイバーシティ（Japanese Only）	https://www.gs-yuasa.com/jp/diversity/	-
	株主・投資家情報／Investor Relations	https://ir.gs-yuasa.com/jp/ir.html	https://ir.gs-yuasa.com/en/ir.html
	GSユアサがよくわかる6Questions（個人投資家のみなさまへ）（Japanese Only）	https://www.gs-yuasa.com/jp/ir/individual/	-
	GS YUASA At a Glance（English Only）	-	https://ir.gs-yuasa.com/en/ir/glance.html
	ようこそ、LEGACY HALLへ（バーチャル見学）（Japanese Only）	https://www.gs-yuasa.com/jp/legacy_hall/	-