

2025年3月期 第3四半期 決算補足資料  
FY2024 3Q Financial Result Supplementary Materials

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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.
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- 本資料は2025年2月5日に作成したものです。  
This material was produced on February 5, 2025.





(億円、100 million yen)

地域別売上/Results by Region		FY17	FY18	FY19	FY20	FY21	FY22								FY23								FY24													
		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												
												1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full				
日本	Japan	2,060	2,091	2,129	2,054	2,275	461	550	1,011	677	1,688	763	1,441	2,451	554	624	1,177	826	2,003	812	1,637	2,815	558	680	1,238	828	2,066	-	-	-	-					
アジア	Asia	1,104	1,115	1,032	959	1,054	328	379	708	390	1,097	337	727	1,434	320	400	720	379	1,100	333	712	1,433	332	313	645	388	1,033	-	-	-	-					
欧州	Europe	-	-	-	-	512	164	159	324	188	511	180	367	691	169	186	355	192	547	208	400	754	206	213	419	240	659	-	-	-	-					
北米	North America	-	-	-	-	156	54	53	107	51	158	50	101	208	58	48	106	46	152	53	99	205	55	47	101	54	155	-	-	-	-					
その他	Other	283	290	246	278	325	106	97	203	92	295	98	189	393	104	106	210	104	314	109	213	423	125	116	241	114	355	-	-	-	-					
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	1,114	1,238	2,352	1,397	3,749	1,429	2,825	5,177	1,205	1,363	2,568	1,548	4,116	1,513	3,061	5,629	1,276	1,369	2,645	1,623	4,268	2,630	5,900	5,900	5,900					

※特殊電池および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 Specialized Batteries and Others segment are included in "Japan" for convenience.

売上構成比	Composition of net sales	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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full
日本	Japan	50.1%	50.6%	53.8%	53.1%	52.6%	41.4%	44.4%	43.0%	48.5%	45.0%	53.4%	51.0%	47.3%	45.9%	45.8%	45.8%	53.3%	48.7%	53.6%	53.5%	50.0%	43.8%	49.6%	46.8%	51.0%	48.4%	-	-	-	-
アジア	Asia	26.9%	27.0%	26.1%	24.8%	24.4%	29.5%	30.6%	30.1%	27.9%	29.3%	23.6%	25.7%	27.7%	26.6%	29.4%	28.1%	24.5%	26.7%	22.0%	23.3%	25.5%	26.0%	22.9%	24.4%	23.9%	24.2%	-	-	-	-
欧州	Europe	-	-	-	-	11.8%	14.8%	12.9%	13.8%	13.4%	13.6%	12.6%	13.0%	13.3%	14.0%	13.6%	13.8%	12.4%	13.3%	13.7%	13.1%	13.4%	16.2%	15.6%	15.9%	14.8%	15.4%	-	-	-	-
北米	North America	-	-	-	-	3.6%	4.8%	4.3%	4.5%	3.6%	4.2%	3.5%	3.6%	4.0%	4.8%	3.5%	4.1%	2.9%	3.7%	3.5%	3.2%	3.6%	4.3%	3.4%	3.8%	3.3%	3.6%	-	-	-	-
その他	Other	6.9%	7.0%	6.2%	7.2%	7.5%	9.5%	7.8%	8.6%	6.6%	7.9%	6.9%	6.7%	7.6%	8.6%	7.7%	8.2%	6.7%	7.6%	7.2%	7.0%	7.5%	9.8%	8.5%	9.1%	7.0%	8.3%	-	-	-	-
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								
		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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full
日本	欧米 Japan	117.1%	101.5%	101.8%	96.5%	110.7%	98.6%	105.0%	102.0%	106.3%	103.7%	118.0%	112.2%	107.8%	120.1%	113.4%	116.5%	121.9%	118.7%	106.3%	113.7%	114.8%	100.9%	109.0%	105.2%	100.2%	103.1%	-	-	-	-
アジア	Asia	110.4%	101.0%	92.6%	92.9%	109.9%	136.0%	159.1%	147.5%	131.2%	141.3%	121.6%	126.6%	136.1%	97.6%	105.4%	101.8%	97.4%	100.2%	98.8%	98.0%	99.9%	103.5%	78.3%	89.5%	102.4%	94.0%	-	-	-	-
欧州	Europe	-	-	-	-	-	130.2%	127.4%	128.8%	144.9%	134.3%	137.2%	141.0%	135.0%	102.6%	116.7%	109.5%	102.4%	106.9%	115.5%	108.8%	109.1%	122.2%	114.7%	118.3%	124.9%	120.6%	-	-	-	-
北米	North America	-	-	-	-	-	152.0%	150.0%	151.0%	128.1%	142.8%	110.7%	118.8%	133.4%	107.8%	90.5%	99.2%	89.7%	96.2%	105.7%	97.7%	98.5%	94.2%	97.5%	95.7%	117.9%	102.4%	-	-	-	-
その他	Other	114.7%	102.3%	85.0%	112.8%	116.9%	126.7%	129.7%	128.2%	118.8%	125.1%	109.7%	113.9%	120.9%	98.1%	108.6%	103.1%	113.8%	106.4%	111.0%	112.3%	107.6%	120.0%	110.2%	115.1%	109.1%	113.1%	-	-	-	-
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%	116.7%	124.2%	120.6%	118.3%	119.7%	120.1%	119.2%	119.8%	108.2%	110.1%	109.2%	110.8%	109.8%	105.9%	108.3%	108.7%	105.8%	100.5%	103.0%	104.9%	103.7%	102.4%	104.8%	104.8%	104.8%

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

※2009年度以前は資産です。

\*The figures for fiscal 2009 and earlier are assets.

(億円、100 million yen)

自動車電池（国内）事業 / Automotive Batteries (Japan)		FY17	FY18	FY19	FY20	FY21	FY22								FY23								FY24										
		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	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full		
日本	Japan	-	-	-	-	810	176	199	375	254	628	246	499	874	195	214	410	278	687	251	529	939	208	227	435	295	730	-	-	-	-		
アジア	Asia	-	-	-	-	5	1	1	2	1	3	1	2	4	1	0	1	0	1	1	1	2	0	0	1	1	1	-	-	-	-		
欧州	Europe	-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0	0	-	-	-	-		
北米	North America	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
その他	Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
売上高	Net sales	892	915	881	836	815	177	200	377	255	631	247	501	878	196	215	411	278	689	252	530	940	208	227	436	296	732	-	1,000	1,000	1,000		
営業利益	Operating profit	61	78	70	87	59	10	8	18	25	42	23	48	65	10	11	22	30	52	29	59	81	16	17	34	37	70	-	80	85	90		
(営業利益率)	(Operating profit ratio)	6.9%	8.5%	7.9%	10.4%	7.2%	5.4%	4.0%	4.7%	9.7%	6.7%	9.4%	9.6%	7.5%	5.2%	5.3%	5.3%	10.9%	7.6%	11.4%	11.1%	8.6%	7.8%	7.6%	7.7%	12.5%	9.6%	-	8.0%	8.5%	9.0%		

※営業利益はのれん等償却前営業利益、営業利益率はのれん等償却前営業利益率です。

\*Operating income has been operating income before amortization of goodwill and the operating income ratio has been the operating income ratio before amortization of goodwill.

EBITDA	EBITDA	80	95	101	118	87	-	-	-	-	-	-	-	92	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(EBITDAマージン)	(EBITDA margin)	9.0%	10.4%	11.5%	14.1%	10.7%	-	-	-	-	-	-	-	10.5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※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	543	579	581	598	612	-	-	-	-	-	-	-	637	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(セグメント資産利益率)	(ROA)	11.3%	13.4%	12.0%	14.5%	9.6%	-	-	-	-	-	-	-	10.3%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
減価償却費	Depreciation	19	18	32	31	29	-	-	-	-	-	-	-	26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※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	-	-	9	-	-	-	19	28	-	-	13	-	-	-	19	32	-	-	11	-	-	-	35	35	35
研究開発費	Research and development expenses	26	22	24	19	18	-	-	-	-	-	-	-	19	-	-	-	-	-	-	-	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%	-	-	-	-	-	-	-	-	-	

※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	1,205	1,223	1,221	1,281	1,287	-	-	-	-	-	-	-	1,249	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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前年比	Year-on-year comparison	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								予想 Forecast		
		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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full		
売上高	Net sales	132.0%	102.5%	96.3%	95.0%	97.4%	99.4%	114.6%	106.9%	107.9%	107.3%	108.9%	108.4%	107.7%	110.8%	107.5%	109.1%	109.1%	109.1%	102.1%	105.7%	107.1%	106.3%	105.8%	106.0%	106.5%	106.2%	-	106.3%	106.3%	106.3%		
営業利益	Operating profit	108.2%	126.4%	89.8%	124.3%	67.8%	94.6%	104.3%	98.8%	99.3%	99.1%	144.1%	116.9%	111.4%	107.3%	143.7%	123.8%	122.3%	122.9%	123.9%	123.1%	123.3%	158.6%	149.8%	154.0%	121.8%	135.3%	-	99.1%	105.3%	111.5%		



(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																																																												
		実績	Actual	実績	Actual	実績	Actual	実績	Actual	実績								実績								実績					予想																																																				
		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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full																																																				
		As of May 10																												As of Nov 6																												As of Feb 5																									
日本	Japan	-	-	-	-	853	130	174	304	218	522	278	496	800	134	172	306	300	606	315	615	921	159	224	383	260	644	-	-	-	-																																																				
アジア	Asia	-	-	-	-	68	17	23	40	23	62	17	40	80	17	21	39	23	61	20	43	82	17	18	35	18	54	-	-	-	-																																																				
欧州	Europe	-	-	-	-	3	1	3	4	3	7	2	5	9	2	1	3	3	6	2	5	8	2	2	4	0	4	-	-	-	-																																																				
北米	North America	-	-	-	-	56	19	23	42	20	62	17	37	79	24	17	42	16	57	20	35	77	14	19	33	28	61	-	-	-	-																																																				
その他	Other	-	-	-	-	15	3	2	5	2	6	2	3	8	2	4	5	1	7	2	4	9	3	3	6	3	9	-	-	-	-																																																				
売上高	Net sales	742	800	846	840	995	170	225	395	264	659	317	581	976	179	216	395	342	737	359	702	1,097	195	267	462	310	772	-	-	1,200	1,200	1,150																																																			
営業利益	Operating profit	74	78	92	69	58	-5	11	6	27	33	53	80	85	2	12	14	51	64	67	118	132	9	30	39	62	101	-	-	130	135	170																																																			
(営業利益率)	(Operating profit ratio)	9.9%	9.8%	10.8%	8.2%	5.8%	-3.1%	5.1%	1.5%	10.2%	5.0%	16.6%	13.7%	8.8%	0.8%	5.6%	3.5%	14.8%	8.7%	18.8%	16.8%	12.0%	4.8%	11.2%	8.5%	20.1%	13.2%	-	-	10.8%	11.3%	14.8%																																																			
EBITDA	EBITDA	86	94	108	86	74	-	-	-	-	-	-	-	102	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																																																			
(EBITDAマージン)	(EBITDA margin)	11.6%	11.8%	12.8%	10.2%	7.4%	-	-	-	-	-	-	-	10.5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																																																			

※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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(セグメント資産利益率)	(ROA)	17.9%	14.8%	16.0%	12.2%	7.9%	-	-	-	-	-	-	-	11.6%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
減価償却費	Depreciation	13	16	17	17	16	-	-	-	-	-	-	-	17	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
減損損失	Impairment loss	-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
持分法適用会社への投資額	Investment in equity-method affiliates	1	5	3	3	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	11	19	19	14	13	-	-	-	-	-	-	-	42	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※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	-	-	19	-	-	-	23	42	-	-	6	-	-	-	15	20	-	-	22	-	-	-	50	50	50	
研究開発費	Research and development expenses	21	24	23	21	26	-	-	-	-	-	-	-	26	-	-	-	-	-	-	-	41	-	-	-	-	-	-	-	-	-	-
(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%	-	-	-	-	-	-	-	-	-	-	
従業員数 (人)	Number of employees	1,544	1,528	2,046	1,973	2,354	-	-	-	-	-	-	-	2,319	-	-	-	-	-	-	-	2,094	-	-	-	-	-	-	-	-	-	-

前年比	Year-on-year comparison	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								実績								実績					予想				
		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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full				
売上高	Net sales	102.0%	107.8%	105.6%	99.4%	118.4%	85.8%	85.9%	85.9%	105.9%	92.9%	111.2%	108.7%	98.1%	105.2%	96.1%	100.0%	129.6%	111.9%	113.3%	120.7%	112.4%	109.1%	123.4%	116.9%	90.4%	104.6%	-	-	109.4%	109.4%	104.9%			
営業利益	Operating profit	84.6%	106.3%	117.0%	75.2%	83.8%	85.8%	244.1%	-374.4%	121.9%	160.8%	141.0%	134.0%	148.0%	-28.4%	107.1%	228.4%	189.4%	196.5%	127.8%	148.6%	154.2%	622.4%	244.6%	286.5%	122.6%	157.4%	-	-	98.6%	102.4%	129.0%			

※1 自動車電池事業(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 "automotive 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年度に自動車電池事業(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 "automotive 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、「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。

\*3 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)

車載用リチウムイオン電池事業/Automotive Lithium-ion Batteries		FY17	FY18	FY19	FY20	FY21	FY22								FY23								FY24													
		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		1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full
日本	Japan	-	-	-	-	458	116	137	253	163	416	183	346	599	180	192	371	206	578	188	395	766	137	182	319	221	540	-	-	-	-	-				
アジア	Asia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
欧州	Europe	-	-	-	-	19	8	13	21	16	37	18	34	55	15	20	34	17	52	30	47	82	24	20	44	20	64	-	-	-	-	-				
北米	North America	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
その他	Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
売上高	Net sales	448	456	423	360	476	124	150	273	179	452	201	380	654	195	211	406	224	629	218	442	848	161	203	363	241	604	-	900	900	900	-				
営業利益	Operating profit	13	3	-17	-9	17	4	-2	2	8	10	10	18	20	4	3	7	17	24	2	19	26	-20	3	-18	6	-12	-	40	20	10	-				
(営業利益率)	(Operating profit ratio)	2.9%	0.7%	-4.0%	-2.4%	3.5%	3.1%	-1.3%	0.7%	4.4%	2.2%	5.0%	4.7%	3.0%	2.2%	1.4%	1.8%	7.6%	3.9%	1.0%	4.3%	3.1%	-12.6%	1.3%	-4.8%	2.5%	-1.9%	-	4.4%	2.2%	1.1%	-				
EBITDA	EBITDA	65	47	16	27	49	-	-	-	-	-	-	-	61	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
(EBITDAマージン)	(EBITDA margin)	14.6%	10.3%	3.7%	7.4%	10.4%	-	-	-	-	-	-	-	9.3%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			

※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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(セグメント資産利益率)	(ROA)	2.9%	0.6%	-3.5%	-1.6%	2.6%	-	-	-	-	-	-	-	2.8%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
減価償却費	Depreciation	52	44	33	35	33	-	-	-	-	-	-	-	41	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
減損損失	Impairment loss	-	-	-	28	-	-	-	-	-	-	-	-	29	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
持分法適用会社への投資額	Investment in equity-method affiliates	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	14	50	47	42	116	-	-	-	-	-	-	-	72	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※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	-	-	47	-	-	-	25	72	-	-	50	-	-	-	100	150	-	-	59	-	-	-	-	105	105	105
研究開発費	Research and development expenses	61	50	44	69	77	-	-	-	-	-	-	-	77	-	-	-	-	-	-	-	76	-	-	-	-	-	-	-	-	-	-
うちHGYB	/ HGYB	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20	-	-	-	-	-	-	-	-	-	-
(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%	-	-	-	-	-	-	-	-	-	-

従業員数 (人)	Number of employees	504	363	397	405	370	-	-	-	-	-	-	-	403	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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前年比	Year-on-year comparison	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				予想 Forecast										
		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	2Q	1st H	3Q	3Q total	1st H	Full
売上高	Net sales	113.9%	101.8%	92.7%	85.1%	132.5%	138.7%	157.8%	148.5%	120.7%	136.1%	139.7%	130.0%	137.2%	157.5%	141.1%	148.5%	124.9%	139.1%	108.6%	116.2%	129.7%	82.6%	95.8%	89.5%	107.8%	96.0%	-	106.1%	106.1%	106.1%			
営業利益	Operating profit	2933.3%	22.7%	-569.3%	49.9%	-194.1%	233.5%	-2020.0%	104.0%	70.6%	75.0%	286.6%	122.0%	120.1%	114.1%	-147.5%	406.1%	214.1%	249.6%	20.8%	106.0%	133.4%	-464.8%	91.6%	-239.2%	35.2%	-47.5%	-	151.0%	75.5%	37.8%			

個別売上高・営業利益 by individual company		FY17	FY18	FY19	FY20	FY21	FY22								FY23								FY24													
		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		1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full
BEC	売上高	171	138	142	219	314	-	-	-	-	-	-	-	435	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	営業利益	20	18	4	23	33	-	-	-	-	-	-	-	36	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	(営業利益率)	11.8%	12.8%	2.8%	10.6%	10.7%	-	-	-	-	-	-	-	8.4%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
LEJ	売上高	283	327	287	219	253	-	-	-	-	-	-	-	211	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	営業利益	3	2	2	4	13	-	-	-	-	-	-	-	16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	(営業利益率)	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)

特殊電池およびその他事業 / Specialized Batteries and Others		FY17	FY18	FY19	FY20	FY21	FY22								FY23								FY24													
		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		1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full				
日本	Japan	-	-	-	-	153	39	40	79	43	121	55	98	177	44	44	88	44	132	55	99	187	54	45	99	52	151	-	-	-	-					
アジア	Asia	-	-	-	-	3	0	0	1	0	1	0	0	1	0	0	1	1	2	1	1	2	0	1	1	0	1	-	-	-	-					
欧州	Europe	-	-	-	-	9	3	4	7	3	10	3	7	14	7	5	11	5	16	6	11	22	4	3	8	6	13	-	-	-	-					
北米	North America	-	-	-	-	3	1	2	3	1	4	1	2	5	1	1	2	1	3	1	2	4	1	1	2	0	2	-	-	-	-					
その他	Other	-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
売上高	Net sales	171	189	185	176	168	44	45	89	48	136	60	108	196	52	50	102	51	154	62	113	215	60	50	109	59	168	-	210	210	210					
営業利益	Operating profit	3	-8	3	1	6	0	1	1	9	11	6	15	16	6	5	11	13	24	8	22	32	10	2	12	9	20	-	30	30	30					
(営業利益率)	(Operating profit ratio)	1.7%	-4.0%	1.7%	0.8%	3.4%	0.2%	2.9%	1.5%	19.7%	7.9%	9.6%	14.0%	8.4%	10.9%	9.7%	10.3%	25.5%	15.4%	13.7%	19.0%	14.9%	16.9%	3.3%	10.7%	15.0%	12.2%	-	14.3%	14.3%	14.3%					

※特殊電池および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 Specialized Batteries and Others segment are included in "Japan" for convenience.

EBITDA	EBITDA	59	53	55	53	61	-	-	-	-	-	-	-	74	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(EBITDAマージン)	(EBITDA margin)	34.4%	27.9%	29.6%	30.4%	36.4%	-	-	-	-	-	-	-	37.9%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(セグメント資産利益率)	(ROA)	0.3%	-1.0%	0.4%	0.1%	0.6%	-	-	-	-	-	-	-	1.4%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
減価償却費	Depreciation	56	60	52	52	55	-	-	-	-	-	-	-	58	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※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	-	-	37	-	-	-	39	77	-	-	49	-	-	-	-	169	218	-	-	159	-	-	-	-	535	435	435
研究開発費	Research and development expenses	4	3	4	3	3	-	-	-	-	-	-	-	4	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	
(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%	-	-	-	-	-	-	-	-	-	

従業員数 (人)	Number of employees	1,059	1,358	1,387	1,453	1,464	-	-	-	-	-	-	-	1,467	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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前年比	Year-on-year comparison	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				予想 Forecast							
		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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full
売上高	Net sales	183.6%	110.7%	97.8%	94.9%	95.5%	105.6%	119.4%	112.2%	114.2%	112.9%	127.4%	121.2%	116.9%	119.0%	110.9%	114.9%	108.1%	112.5%	103.1%	105.3%	109.7%	114.4%	99.3%	107.0%	113.7%	109.2%	-	97.5%	97.5%	97.5%
営業利益	Operating profit	-41.1%	-262.7%	-42.7%	42.2%	425.7%	2.6%	-339.5%	58.6%	985.3%	327.8%	227.8%	435.2%	284.3%	8085.7%	376.0%	772.8%	140.2%	220.4%	147.0%	142.8%	194.8%	177.6%	33.8%	111.2%	66.8%	86.6%	-	93.5%	93.5%	93.5%

※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、「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.

Table with 28 columns and 10 rows. Title: 営業利益増減要因 (前年比較) / Factors for Operating Income Change (year-on-year comparison). Columns include FY17/FY16, FY18/FY17, FY19/FY18, FY20/FY19, FY21/FY20, FY22/FY21, FY23/FY22, FY24/FY23. Rows include Operating profit before amortization of goodwill, Operating profit (year-on-year comparison), and various cost components like Quantity, composition change, Raw material price, sales price, Sales price, Raw material price, Expenses, etc., Exchange rate, Specialized batteries and Others, Hyperinflationary accounting, and Lithium.

Table with 28 columns and 10 rows. Title: 自動車電池 (国内) 事業 / Automotive Batteries (Japan). Columns include FY17/FY16, FY18/FY17, FY19/FY18, FY20/FY19, FY21/FY20, FY22/FY21, FY23/FY22, FY24/FY23. Rows include Operating profit, Operating profit (year-on-year comparison), and various cost components like Quantity, composition change, Raw material price, sales price, Sales price, Raw material price, Streamlining, expenses, etc., Exchange rate, and Hyperinflationary accounting.

Table with 28 columns and 10 rows. Title: 自動車電池 (海外) 事業 / Automotive Batteries (Overseas). Columns include FY17/FY16, FY18/FY17, FY19/FY18, FY20/FY19, FY21/FY20, FY22/FY21, FY23/FY22, FY24/FY23. Rows include Operating profit, Operating profit (year-on-year comparison), and various cost components like Quantity, composition change, Raw material price, sales price, Sales price, Raw material price, Streamlining, expenses, etc., Exchange rate, and Hyperinflationary accounting.

Table with 28 columns and 10 rows. Title: 産業電池電源事業 / Industrial Batteries and Power Supplies. Columns include FY17/FY16, FY18/FY17, FY19/FY18, FY20/FY19, FY21/FY20, FY22/FY21, FY23/FY22, FY24/FY23. Rows include Operating profit, Operating profit (year-on-year comparison), and various cost components like Quantity, composition change, Raw material price, sales price, Sales price, Raw material price, Streamlining, expenses, etc., Exchange rate, and Hyperinflationary accounting.

Table with 28 columns and 10 rows. Title: 車載用リチウムイオン電池事業 / Automotive Lithium-ion Batteries. Columns include FY17/FY16, FY18/FY17, FY19/FY18, FY20/FY19, FY21/FY20, FY22/FY21, FY23/FY22, FY24/FY23. Rows include Operating profit, Operating profit (year-on-year comparison), and various cost components like Quantity, composition change, Raw material price, sales price, Sales price, Raw material price, Streamlining, expenses, etc., Exchange rate, and Hyperinflationary accounting.

\*1 自動車電池事業 (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 "automotive 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年度に自動車電池事業 (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 "automotive 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 自動車電池 (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 automobile battery (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、「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。

\*5 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.

\*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.





(億円、100 million yen)

連結貸借対照表 / Consolidated Balance Sheets		FY17		FY18		FY19		FY20		FY21		FY22						FY23						FY24								
		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	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	As of Nov 6	As of Feb 5
総資産	Total assets	3,913	3,842	3,854	4,319	4,808	5,220	-	5,236	-	5,252	-	-	5,409	5,506	-	5,593	-	6,100	-	-	6,567	6,655	-	6,572	-	6,743	-	6,910	6,910	6,910	
純資産	Net assets	2,056	2,077	2,053	2,346	2,499	2,621	-	2,623	-	2,607	-	-	2,709	2,772	-	2,867	-	3,331	-	-	3,739	3,797	-	3,747	-	3,881	-	3,800	3,800	3,800	
自己資本	Total equity	1,758	1,783	1,763	2,022	2,152	2,234	-	2,258	-	2,245	-	-	2,307	2,365	-	2,439	-	2,910	-	-	3,300	3,331	-	3,313	-	3,419	-	-	-	-	
(自己資本比率)	(Equity ratio)	44.9%	46.4%	45.8%	46.8%	44.8%	42.8%	-	43.1%	-	42.7%	-	-	42.6%	42.9%	-	43.6%	-	47.7%	-	-	50.3%	50.0%	-	50.4%	-	50.7%	-	48.5%	48.5%	48.5%	
借入金総額	Total debt	752	669	645	654	825	999	-	1,048	-	1,074	-	-	1,037	1,004	-	974	-	962	-	-	762	863	-	1,055	-	986	-	950	950	950	
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	-	-	2,804.31	-	-	-	-	2,867.23	-	-	3,031.12	-	-	-	-	3,289.95	-	-	3,303.10	-	-	-	-	-	-	

(億円、100 million yen)

連結キャッシュ・フロー計算書/Consolidated Statements of Cash Flows	FY17 実績 Actual Full	FY18 実績 Actual Full	FY19 実績 Actual Full	FY20 実績 Actual Full	FY21 実績 Actual Full	FY22										FY23										FY24									
						実績 Actual					実績 Actual					実績 Actual					実績 Actual					実績 Actual					予想 Forecast				
						1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full
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	-	-	19	-	-	-	-	283	-	-	193	-	-	-	-	632	-	-	51	-	-	-	500	500	500					
うち利息の支払額 / Equity in earnings of affiliates	-9	-6	-8	-8	-9	-	-	-13	-	-	-	-	-33	-	-	-20	-	-	-	-	-36	-	-	-20	-	-	-	-	-	-					
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	-	-	-157	-	-	-	-	-266	-	-	-175	-	-	-	-	-462	-	-	-367	-	-	-	-850	-850	-850					
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	-	-	119	-	-	-	-	88	-	-	-117	-	-	-	-	35	-	-	192	-	-	-	-3	-3	-3					
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	-	-	-1	-	-	-	-	102	-	-	-83	-	-	-	-	243	-	-	-109	-	-	-	-353	-353	-353					
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	-	-	-	-	258	-	-	360	-	-	-	-	360	-	-	603	-	-	-	603	603	603					
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	-	-	257	-	-	-	-	360	-	-	277	-	-	-	-	603	-	-	494	-	-	-	250	250	250					
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	48	51	98	51	149	60	111	210	53	60	113	55	168	60	115	228	58	57	115	71	186	-	-	-	-					
のれんの償却額 Amortization of goodwill	12	15	14	13	7	2	2	5	2	7	-4	-2	3	1	1	1	1	2	1	2	3	1	1	2	1	3	-	-	-	-					
フリー・キャッシュ・フロー Free cash Flows	11	139	124	165	-173	-	-	-137	-	-	-	-	18	-	-	18	-	-	-	-	170	-	-	-316	-	-	-	-350	-350	-350					
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	-	-	1.50	-	-	-	-	8.60	-	-	9.81	-	-	-	-	17.33	-	-	2.48	-	-	-	-	-	-					

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(億円、100 million yen)

通期業績予想 / Full-year earnings forecast			FY17	FY18	FY19	FY20	FY21	FY22			FY23			FY24			FY25				
			実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	第五期中計目標 Target As of May 13, 2019	予想 Forecast As of May 12	As of Nov 8	実績 Actual	予想 Forecast			実績 Actual	予想 Forecast			第六期中計目標 Target		
			Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full
			Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full
自動車電池 (国内) 売上高	Automotive Batteries (Japan) Net sales		892	915	881	836	815	850	920	880	878	940	950	950	940	1,000	1,000	1,000	1,000	1,000	
営業利益	Operating profit		61	78	70	87	59	70	50	50	65	55	70	70	81	80	85	90	70	90	
(営業利益率)	(Operating profit ratio)		6.9%	8.5%	7.9%	10.4%	7.2%	8.2%	5.4%	5.7%	7.5%	5.9%	7.4%	7.4%	8.6%	8.0%	8.5%	9.0%	7.0%	9.0%	
自動車電池 (海外) 売上高	Automotive Batteries (Overseas) Net sales		1,856	1,771	1,621	1,653	1,867	2,000	2,360	2,400	2,473	2,520	2,470	2,470	2,529	2,590	2,590	2,640	2,400	2,600	
営業利益	Operating profit		90	99	92	122	100	130	140	140	133	150	160	175	151	165	175	178	170	170	
(営業利益率)	(Operating profit ratio)		4.8%	5.6%	5.7%	7.4%	5.3%	6.5%	5.9%	5.8%	5.4%	6.0%	6.5%	7.1%	6.0%	6.4%	6.8%	6.7%	7.1%	6.5%	
産業電池電源 売上高	Industrial Batteries and Power Supplies Net sales		742	800	846	840	995	1,000	1,080	1,080	976	1,110	1,100	1,100	1,097	1,200	1,200	1,150	1,400	1,200	
営業利益	Operating profit		74	78	92	69	58	80	90	90	85	90	95	110	132	130	135	170	110	130	
(営業利益率)	(Operating profit ratio)		9.9%	9.8%	10.8%	8.2%	5.8%	8.0%	8.3%	8.3%	8.8%	8.1%	8.6%	10.0%	12.0%	10.8%	11.3%	14.8%	7.9%	10.8%	
車載用リチウムイオン電池 売上高	Automotive Lithium-ion Batteries Net sales		448	456	423	360	476	550	700	690	654	1,030	880	880	848	900	900	900	1,100	1,000	
営業利益	Operating profit		13	3	-17	-9	17	10	10	10	20	40	40	45	26	40	20	10	60	50	
(営業利益率)	(Operating profit ratio)		2.9%	0.7%	-4.0%	-2.4%	3.5%	1.8%	1.4%	1.4%	3.0%	3.9%	4.5%	5.1%	3.1%	4.4%	2.2%	1.1%	5.5%	5.0%	
特殊電池およびその他 売上高	Specialized Batteries and Others Net sales		171	189	185	176	168	200	140	150	196	200	200	200	215	210	210	210	200	200	
営業利益	Operating profit		3	-8	3	1	6	-10	0	0	16	5	10	25	32	30	30	30	0	20	
(営業利益率)	(Operating profit ratio)		1.7%	-4.0%	1.7%	0.8%	3.4%	-5.0%	0.0%	0.0%	8.4%	2.5%	5.0%	12.5%	14.9%	14.3%	14.3%	14.3%	0.0%	10.0%	
合計 売上高	Total Net sales		4,110	4,131	3,956	3,865	4,321	4,600	5,200	5,200	5,177	5,800	5,600	5,600	5,629	5,900	5,900	5,900	6,100	6,000	
営業利益	Operating profit		241	251	239	271	239	280	290	290	321	340	375	425	422	445	445	478	410	460	
(営業利益率)	(Operating profit ratio)		5.9%	6.1%	6.1%	7.0%	5.5%	6.1%	5.6%	5.6%	6.2%	5.9%	6.7%	7.6%	7.5%	7.5%	7.5%	8.1%	6.7%	7.7%	

※上記営業利益はのれん等償却前営業利益です。

\*The above operating income is before amortization of goodwill.

売上高	Net sales	4,110	4,131	3,956	3,865	4,321	4,600	5,200	5,200	5,177	5,800	5,600	5,600	5,629	5,900	5,900	5,900	6,100	6,000
営業利益	Operating profit	219	227	217	248	227	-	280	280	315	330	370	420	416	440	440	470	-	-
経常利益	Ordinary profit	214	247	231	273	247	-	280	280	242	270	320	380	440	440	440	440	-	-
親会社株主帰属純利益	Profit attributable to owners of parent	115	135	137	115	85	-	120	120	139	140	160	210	321	260	260	270	-	-
1株あたり純利益 (円)	EPS (yen)	138.90	164.74	168.23	141.91	105.23	-	149.11	149.17	173.11	174.03	198.87	242.16	369.74	259.21	259.21	269.19	-	-

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			
			実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	第五期中計目標 Target As of May 13, 2019	予想 Forecast As of May 12	As of November 8	実績 Actual	予想 Forecast			実績 Actual	予想 Forecast			第六期中計目標 Target	
			Full	Full	Full	Full	Full	Full	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	280	290	290	321	340	375	425	422	445	445	478	410	460
営業利益 (当初計画差)	Operating profit (Initial forecast comparison)		-	-	19	-	-	-	51	-	31	19	-	-	82	23	-	-	-	-
数量・構成変化	Quantity, composition change		-	-	-62	-	-	-	169	-	-154	146	-	-	-130	97	-	-	-	-
原材料価格・売価	Raw material price, sales price		-	-	41	-	-	-	-16	-	63	105	-	-	149	28	-	-	-	-
経費等	Expenses, etc.		-	-	39	-	-	-	-101	-	60	-206	-	-	30	-86	-	-	-	-
為替	Exchange rate		-	-	-4	-	-	-	5	-	25	-17	-	-	18	-14	-	-	-	-
特殊電池およびその他	Specialized batteries and Others		-	-	13	-	-	-	-6	-	37	-9	-	-	15	-2	-	-	-	-
リチウム	Lithium		-	-	-8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

財務分析 / Financial analysis		FY17	FY18	FY19	FY20	FY21	FY22						FY23						FY24												
		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	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	Full	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)	<b>10.9%</b>	<b>11.3%</b>	<b>10.9%</b>	<b>12.0%</b>	<b>9.7%</b>	-	-	-	-	-	-	<b>11.4%</b>	-	-	-	-	-	-	-	<b>13.7%</b>	-	-	-	-	-	-	-	<b>12.5%</b>	<b>12.5%</b>	<b>12.5%</b>
売上高営業利益率 (のれん等償却前)	Operating profit ratio (before amortization of goodwill)	<b>5.9%</b>	<b>6.1%</b>	<b>6.1%</b>	<b>7.0%</b>	<b>5.5%</b>	<b>3.4%</b>	<b>4.0%</b>	<b>3.7%</b>	<b>7.9%</b>	<b>5.3%</b>	<b>8.6%</b>	<b>8.3%</b>	<b>6.2%</b>	<b>4.1%</b>	<b>5.9%</b>	<b>5.0%</b>	<b>10.9%</b>	<b>7.2%</b>	<b>8.2%</b>	<b>9.6%</b>	<b>7.5%</b>	<b>5.0%</b>	<b>7.1%</b>	<b>6.1%</b>	<b>10.0%</b>	<b>7.6%</b>	-	<b>7.5%</b>	<b>7.5%</b>	<b>8.1%</b>
売上高成長率	Sales growth rate	<b>14.3%</b>	<b>0.5%</b>	<b>-4.2%</b>	<b>-2.3%</b>	<b>11.8%</b>	<b>16.7%</b>	<b>24.2%</b>	<b>20.6%</b>	<b>18.3%</b>	<b>19.7%</b>	<b>20.1%</b>	<b>19.2%</b>	<b>19.8%</b>	<b>8.2%</b>	<b>10.1%</b>	<b>9.2%</b>	<b>10.8%</b>	<b>9.8%</b>	<b>5.9%</b>	<b>8.3%</b>	<b>8.7%</b>	<b>5.8%</b>	<b>0.5%</b>	<b>3.0%</b>	<b>4.9%</b>	<b>3.7%</b>	-	-	-	-
売上原価率	Cost of sales ratio	<b>77.4%</b>	<b>77.0%</b>	<b>76.5%</b>	<b>75.0%</b>	<b>77.6%</b>	<b>78.4%</b>	<b>79.7%</b>	<b>79.1%</b>	<b>76.9%</b>	<b>78.3%</b>	<b>77.8%</b>	<b>77.3%</b>	<b>78.1%</b>	<b>78.6%</b>	<b>78.5%</b>	<b>78.5%</b>	<b>75.5%</b>	<b>77.4%</b>	<b>78.1%</b>	<b>76.8%</b>	<b>77.6%</b>	<b>77.7%</b>	<b>76.9%</b>	<b>77.3%</b>	<b>75.6%</b>	<b>76.7%</b>	-	-	-	-
販管費率	SG&A expense ratio	<b>17.3%</b>	<b>17.5%</b>	<b>18.0%</b>	<b>18.6%</b>	<b>17.1%</b>	<b>18.4%</b>	<b>16.5%</b>	<b>17.4%</b>	<b>15.4%</b>	<b>16.7%</b>	<b>13.5%</b>	<b>14.4%</b>	<b>15.8%</b>	<b>17.4%</b>	<b>15.7%</b>	<b>16.5%</b>	<b>13.7%</b>	<b>15.5%</b>	<b>13.8%</b>	<b>13.8%</b>	<b>15.0%</b>	<b>17.4%</b>	<b>16.1%</b>	<b>16.8%</b>	<b>14.5%</b>	<b>15.9%</b>	-	-	-	-
投下資本回転率	Invested capital turnover	<b>1.9</b>	<b>1.9</b>	<b>1.8</b>	<b>1.7</b>	<b>1.8</b>	-	-	-	-	-	-	-	<b>1.8</b>	-	-	-	-	-	-	-	<b>1.8</b>	-	-	-	-	-	-	-	-	
運転資本回転率	Working capital turnover	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.2</b>	<b>4.2</b>	-	-	-	-	-	-	-	<b>4.2</b>	-	-	-	-	-	-	-	<b>4.4</b>	-	-	-	-	-	-	-	-	
売上債権回転率	Accounts receivable turnover	<b>5.4</b>	<b>5.4</b>	<b>5.3</b>	<b>5.0</b>	<b>5.0</b>	-	-	-	-	-	-	-	<b>5.3</b>	-	-	-	-	-	-	-	<b>5.2</b>	-	-	-	-	-	-	-	-	
棚卸資産回転率	Inventory turnover	<b>6.2</b>	<b>6.0</b>	<b>6.0</b>	<b>5.8</b>	<b>5.4</b>	-	-	-	-	-	-	-	<b>5.1</b>	-	-	-	-	-	-	-	<b>5.0</b>	-	-	-	-	-	-	-	-	
仕入債務回転率	Trade payables turnover	<b>6.5</b>	<b>6.1</b>	<b>6.0</b>	<b>5.6</b>	<b>5.3</b>	-	-	-	-	-	-	-	<b>5.3</b>	-	-	-	-	-	-	-	<b>4.7</b>	-	-	-	-	-	-	-	-	
固定資産回転率	Fixed asset turnover	<b>2.0</b>	<b>2.0</b>	<b>1.9</b>	<b>1.7</b>	<b>1.8</b>	-	-	-	-	-	-	-	<b>2.0</b>	-	-	-	-	-	-	-	<b>1.8</b>	-	-	-	-	-	-	-	-	

※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.

デュボンスシステム	DuPont Analysis																														
自己資本利益率	ROE	<b>6.8%</b>	<b>6.8%</b>	<b>7.7%</b>	<b>6.1%</b>	<b>4.1%</b>	-	-	-	-	-	-	-	<b>6.2%</b>	-	-	-	-	-	-	<b>11.4%</b>	-	-	-	-	-	-	-	-	-	
売上高当期純利益率	Net profit ratio	<b>2.8%</b>	<b>3.3%</b>	<b>3.5%</b>	<b>3.0%</b>	<b>2.0%</b>	<b>0.6%</b>	<b>0.9%</b>	<b>0.7%</b>	<b>4.4%</b>	<b>2.1%</b>	<b>4.3%</b>	<b>4.3%</b>	<b>2.7%</b>	<b>1.4%</b>	<b>3.2%</b>	<b>2.3%</b>	<b>7.6%</b>	<b>4.3%</b>	<b>9.5%</b>	<b>8.5%</b>	<b>5.7%</b>	<b>3.8%</b>	<b>3.4%</b>	<b>3.6%</b>	<b>5.5%</b>	<b>4.3%</b>	<b>2.3%</b>	<b>4.4%</b>	<b>4.4%</b>	<b>4.6%</b>
総資産回転率	Total asset turnover rate	<b>1.1</b>	<b>1.1</b>	<b>1.0</b>	<b>0.9</b>	<b>0.9</b>	-	-	-	-	-	-	-	<b>1.0</b>	-	-	-	-	-	-	<b>0.9</b>	-	-	-	-	-	-	-	-	-	
財務レバレッジ (期末)	Financial Leverage (End of term)	<b>2.2</b>	<b>2.2</b>	<b>2.2</b>	<b>2.1</b>	<b>2.2</b>	<b>2.3</b>	-	<b>2.3</b>	-	<b>2.3</b>	-	-	<b>2.3</b>	<b>2.3</b>	-	<b>2.3</b>	-	-	<b>2.1</b>	-	-	<b>2.0</b>	<b>2.0</b>	-	<b>2.0</b>	-	<b>2.0</b>	-	-	-
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	<b>2.2</b>	<b>2.2</b>	<b>2.3</b>	<b>2.4</b>	<b>2.4</b>	-	-	-	-	-	-	-	<b>2.3</b>	-	-	-	-	-	-	-	<b>2.3</b>	-	-	-	-	-	-	-	-	
棚卸資産回転期間 (月)	Inventory turnover rate	<b>1.9</b>	<b>2.0</b>	<b>2.0</b>	<b>2.1</b>	<b>2.2</b>	-	-	-	-	-	-	-	<b>2.4</b>	-	-	-	-	-	-	-	<b>2.4</b>	-	-	-	-	-	-	-	-	
仕入債務回転期間 (月)	Trade payables turnover rate	<b>1.9</b>	<b>2.0</b>	<b>2.0</b>	<b>2.1</b>	<b>2.3</b>	-	-	-	-	-	-	-	<b>2.3</b>	-	-	-	-	-	-	-	<b>2.5</b>	-	-	-	-	-	-	-	-	
キャッシュ・コンバージョン・サイクル	Cash conversion cycle	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.4</b>	-	-	-	-	-	-	-	<b>2.4</b>	-	-	-	-	-	-	-	<b>2.2</b>	-	-	-	-	-	-	-	-	





数量データ・シェア / Quantity Data / Share		FY17	FY18	FY19	FY20	FY21	FY22								FY23								FY24										
		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	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	As of May 10	As of Nov 6	As of Feb 5			
																												1st H	Full	Full	Full		
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)	<b>0%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	-	-	<b>5%</b>	-	-	-	<b>5%</b>	-	-	-	-	-	-	<b>5%</b>	-	-	-	-	<b>5%</b>	-	-	-	-	-			
EN	EN	<b>10%</b>	<b>15%</b>	<b>25%</b>	<b>25%</b>	<b>30%</b>	-	-	<b>30%</b>	-	-	-	<b>30%</b>	-	-	-	-	-	-	<b>40%</b>	-	-	-	-	<b>40%</b>	-	-	-	-	-			
JIS (ISS)	JIS(ISS)	<b>40%</b>	<b>40%</b>	<b>40%</b>	<b>40%</b>	<b>35%</b>	-	-	<b>35%</b>	-	-	-	<b>35%</b>	-	-	-	-	-	-	<b>30%</b>	-	-	-	-	<b>30%</b>	-	-	-	-	-			
JIS	JIS	<b>50%</b>	<b>40%</b>	<b>30%</b>	<b>30%</b>	<b>30%</b>	-	-	<b>30%</b>	-	-	-	<b>30%</b>	-	-	-	-	-	-	<b>25%</b>	-	-	-	-	<b>25%</b>	-	-	-	-	-			
補修向け	Replacement																																
EN (ISS)	EN(ISS)	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	-	-	<b>0%</b>	-	-	-	<b>0%</b>	-	-	-	-	-	-	<b>0%</b>	-	-	-	-	<b>0%</b>	-	-	-	-	-			
EN	EN	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>5%</b>	<b>5%</b>	-	-	<b>5%</b>	-	-	-	<b>5%</b>	-	-	-	-	-	-	<b>5%</b>	-	-	-	-	<b>5%</b>	-	-	-	-	-			
JIS (ISS)	JIS(ISS)	<b>15%</b>	<b>20%</b>	<b>25%</b>	<b>30%</b>	<b>30%</b>	-	-	<b>30%</b>	-	-	-	<b>35%</b>	-	-	-	-	-	-	<b>40%</b>	-	-	-	-	<b>40%</b>	-	-	-	-	-			
JIS	JIS	<b>85%</b>	<b>80%</b>	<b>75%</b>	<b>65%</b>	<b>65%</b>	-	-	<b>65%</b>	-	-	-	<b>60%</b>	-	-	-	-	-	-	<b>55%</b>	-	-	-	-	<b>55%</b>	-	-	-	-	-			

※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	<b>8%</b>	<b>8%</b>	<b>8%</b>	<b>8%</b>	<b>8%</b>	-	-	-	-	-	-	<b>8%</b>	-	-	-	-	-	-	<b>7%</b>	-	-	-	-	-	-	-	-	-	-	-		
アセアン	Asean	<b>39%</b>	<b>37%</b>	<b>35%</b>	<b>34%</b>	<b>37%</b>	-	-	-	-	-	-	<b>37%</b>	-	-	-	-	-	-	<b>35%</b>	-	-	-	-	-	-	-	-	-	-	-		
うちタイ	/Thailand	<b>45%</b>	<b>41%</b>	<b>34%</b>	<b>37%</b>	<b>37%</b>	-	-	-	-	-	-	<b>36%</b>	-	-	-	-	-	-	<b>37%</b>	-	-	-	-	-	-	-	-	-	-	-		
うちインドネシア	/Indonesia	<b>71%</b>	<b>67%</b>	<b>70%</b>	<b>65%</b>	<b>73%</b>	-	-	-	-	-	-	<b>74%</b>	-	-	-	-	-	-	<b>74%</b>	-	-	-	-	-	-	-	-	-	-	-		
うちベトナム	/Vietnam	<b>34%</b>	<b>32%</b>	<b>35%</b>	<b>38%</b>	<b>39%</b>	-	-	-	-	-	-	<b>37%</b>	-	-	-	-	-	-	<b>38%</b>	-	-	-	-	-	-	-	-	-	-	-		
オートバイ	Motorcycles																																
全世界	Global	<b>22%</b>	<b>19%</b>	<b>18%</b>	<b>17%</b>	<b>18%</b>	-	-	-	-	-	-	<b>17%</b>	-	-	-	-	-	-	<b>15%</b>	-	-	-	-	-	-	-	-	-	-	-		
アセアン	Asean	<b>52%</b>	<b>50%</b>	<b>51%</b>	<b>48%</b>	<b>51%</b>	-	-	-	-	-	-	<b>50%</b>	-	-	-	-	-	-	<b>50%</b>	-	-	-	-	-	-	-	-	-	-	-		
うちタイ	/Thailand	<b>34%</b>	-	<b>32%</b>	<b>35%</b>	<b>26%</b>	-	-	-	-	-	-	<b>25%</b>	-	-	-	-	-	-	<b>29%</b>	-	-	-	-	-	-	-	-	-	-	-		
うちインドネシア	/Indonesia	<b>80%</b>	<b>70%</b>	<b>76%</b>	<b>69%</b>	<b>84%</b>	-	-	-	-	-	-	<b>81%</b>	-	-	-	-	-	-	<b>80%</b>	-	-	-	-	-	-	-	-	-	-	-		
うちベトナム	/Vietnam	<b>49%</b>	<b>43%</b>	<b>52%</b>	<b>54%</b>	<b>52%</b>	-	-	-	-	-	-	<b>56%</b>	-	-	-	-	-	-	<b>57%</b>	-	-	-	-	-	-	-	-	-	-	-		

※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.







(億円、100 million yen)

その他補足資料／Other supplementary materials		FY17	FY18	FY19	FY20	FY21	FY22								FY23								FY24									
		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	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	As of May 10	As of Nov 6	As of Feb 5		
		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	2Q	1st H	3Q	3Q total	1st H	Full	Full	Full	
設備投資	Capital investment	152	215	182	232	286	55	84	139	59	198	130	189	328	87	64	152	151	303	191	342	494	83	200	282	171	453	-	800	700	700	
減価償却費	Depreciation	165	161	160	162	168	45	48	93	49	142	67	116	210	53	55	108	60	168	60	120	228	58	51	110	76	186	-	230	230	230	
研究開発費	Research and development expenses	112	99	95	112	124	30	34	64	33	97	29	62	126	30	28	58	25	84	56	82	140	42	45	88	48	135	-	160	160	160	
(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%	2.7%	2.8%	2.7%	2.3%	2.6%	2.0%	2.2%	2.4%	2.5%	2.1%	2.3%	1.6%	2.0%	3.7%	2.7%	2.5%	3.3%	3.3%	3.3%	2.9%	3.2%	-	2.7%	2.7%	2.7%	
鉛価格/為替 (期中平均レート)	Lead price / Exchange rate (Average)	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	2Q	1st H	3Q	3Q total	1st H	Full	Full	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	34.82	33.51	34.17	35.79	34.71	34.51	35.15	34.66	35.60	38.07	36.84	38.19	37.29	37.51	37.85	37.34	39.98	37.20	38.59	36.88	38.02	37.20	37.20	40.50	40.50	
LME (US\$/t)	LME (USD/t)	2,318	2,122	1,950	1,867	2,283	2,203	1,977	2,090	2,099	2,093	2,141	2,120	2,105	2,118	2,170	2,144	2,119	2,136	2,076	2,098	2,121	2,166	2,041	2,104	2,006	2,071	2,200	2,200	2,200	2,200	
為替 (US\$)	Exchange rate (USD)	112.04	111.07	108.96	105.94	113.04	131.25	139.35	135.30	139.95	136.85	133.45	136.70	136.00	139.63	145.58	142.61	146.14	143.78	149.88	148.01	145.31	158.24	146.66	152.45	154.19	153.03	150.00	145.00	155.00	155.00	
1株あたり配当金 (円)	Annual dividend per share (yen)	50	50	50	50	50	-	-	15	-	-	-	35	50	-	-	15	-	-	-	55	70	-	-	20	-	-	20	70	70	70	
配当性向 (%)	Payout ratio (%)	36.0%	30.4%	29.7%	35.2%	47.5%	-	-	-	-	-	-	-	28.9%	-	-	-	-	-	-	-	18.9%	-	-	-	-	-	-	27.0%	27.0%	27.0%	
自己株式買入額	Acquisition of treasury shares	9	14	15	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%	-	-	-	-	-	-	26.5%	26.5%	26.5%	
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	-	-	-	-	-	-	-	-	-	
株価収益率	PER	20.88	13.18	8.64	21.14	22.25	-	-	-	-	-	-	-	13.76	-	-	-	-	-	-	-	8.51	-	-	-	-	-	-	-	-	-	
株価純資産倍率	PBR	1.36	1.00	0.67	1.20	0.87	-	-	-	-	-	-	-	0.83	-	-	-	-	-	-	-	0.96	-	-	-	-	-	-	-	-	-	
従業員数 (人)	Number of employees	14,585	14,217	13,542	13,305	13,571	-	-	14,521	-	-	-	-	14,317	-	-	14,074	-	-	-	-	12,892	-	-	12,672	-	-	-	-	-	-	

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