2026年3月期 第2四半期 決算補足資料
FY2025 2Q Financial Result Supplementary Materials

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注：
Notes:

1.四捨五入により、決算補足資料は「決算短信」「半期報告書」などと異なることがございます。
These reference data may differ from "Earnings Report" or "Semi-Annual Report" due to rounding off.

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4.本資料は2025年11月6日に作成したものです。
This material was produced on November 6, 2025.

（億円、100 million yen）

連結損益計算書／Consolidated income statement		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24								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			予想 Forecast As of May 13	
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	1st H	Full
売上高	Net sales	4,110	4,131	3,956	3,865	4,321	5,177	5,629	1,276	1,369	2,645	1,623	4,268	1,535	3,158	5,803	1,319	1,403	2,722	2,800	6,000
売上原価	Cost of sales	3,179	3,181	3,026	2,899	3,354	4,045	4,367	992	1,053	2,045	1,228	3,272	1,136	2,364	4,409	1,006	1,074	2,081	-	-
売上総利益	Gross profit	931	950	929	966	968	1,132	1,262	284	316	600	395	996	399	794	1,395	313	328	641	-	-
荷造運送費	Packing and transportation costs	104	103	100	104	115	123	124	-	-	58	-	-	-	71	129	-	-	62	-	-
従業員給与及び賞与	Employee salaries and bonuses	193	194	196	205	221	244	265	-	-	142	-	-	-	139	281	-	-	146	-	-
福利厚生費	Welfare expense	34	40	37	35	36	40	39	-	-	21	-	-	-	22	43	-	-	20	-	-
退職給付費用	Retirement benefit liability	7	8	10	14	10	5	5	-	-	-3	-	-	-	-2	-5	-	-	-1	-	-
不動産賃借料	Real estate rent	13	15	10	10	10	11	11	-	-	6	-	-	-	5	11	-	-	6	-	-
減価償却費	Depreciation	33	33	32	32	30	33	38	-	-	19	-	-	-	22	42	-	-	20	-	-
研究開発費	R&D expenses	53	57	72	80	93	105	88	-	-	40	-	-	-	37	77	-	-	39	-	-
その他販管費	Other SG & A expenses	272	274	255	238	226	256	276	-	-	159	-	-	-	158	317	-	-	162	-	-
販売費及び一般管理費	Selling, general and administrative expenses	711	723	712	718	741	817	846	222	221	443	235	678	217	451	895	229	224	454	-	-
営業利益	Operating profit	219	227	217	248	227	315	416	62	95	157	161	318	183	343	500	83	104	187	165	510
（営業利益率）	(Operating profit ratio)	5.3%	5.5%	5.5%	6.4%	5.2%	6.1%	7.4%	4.8%	7.0%	5.9%	9.9%	7.4%	11.9%	10.9%	8.6%	6.3%	7.4%	6.9%	5.9%	8.5%
営業外収益	Non-operating income	15	42	37	46	40	24	93	22	14	36	16	52	12	28	64	21	6	27	-	-
営業外費用	Non-operating expenses	20	21	22	21	20	96	69	17	31	48	34	82	18	53	101	19	22	41	-	-
うち持分法投資損益	/ Equity in earnings of affiliates	-5	27	22	25	26	-28	33	8	8	15	1	17	3	4	19	3	-3	1	-	-
うち為替差損益	/ foreign exchange gains or losses	1	-6	-7	6	-1	-17	-1	-3	-12	-14	-9	-23	-2	-11	-25	2	-0	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	3	4	8	9	17	4	13	21	4	9	13	-	-
経常利益	Ordinary profit	214	247	231	273	247	242	440	67	78	145	142	287	176	319	463	85	88	173	160	490
（経常利益率）	(Ordinary profit ratio)	5.2%	6.0%	5.8%	7.1%	5.7%	4.7%	7.8%	5.2%	5.7%	5.5%	8.8%	6.7%	11.5%	10.1%	8.0%	6.4%	6.3%	6.4%	5.7%	8.2%
特別利益	Extraordinary income	8	39	24	17	24	69	44	0	0	1	10	11	60	70	71	18	5	23	-	-
特別損失	Extraordinary losses	14	34	22	41	78	40	55	1	1	2	3	5	59	63	65	3	7	10	-	-
うち減損損失	/ Impairment loss	-	3	1	28	58	29	-	-	-	-	-	-	49	49	49	-	-	-	-	-
税金等調整前純利益	Profit before income taxes	208	252	233	249	192	271	429	67	77	143	149	293	177	326	469	100	86	185	-	-
法人税等	Income taxes	54	81	66	101	67	86	47	8	25	33	50	83	47	98	130	24	35	59	-	-
純利益	Profit	153	171	167	148	126	185	382	59	52	110	99	209	130	229	339	76	50	127	-	-
非支配株主帰属純利益	Profit attributable to non-controlling interests	39	36	30	33	41	46	61	11	5	16	9	25	9	18	35	11	11	22	-	-
親会社株主帰属純利益	Profit attributable to owners of parent	115	135	137	115	85	139	321	48	46	94	90	184	120	210	304	65	39	105	105	330
（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%	3.8%	3.4%	3.6%	5.5%	4.3%	7.8%	6.7%	5.2%	5.0%	2.8%	3.8%	3.8%	5.5%
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	47.71	46.10	93.81	89.58	183.39	119.86	209.44	303.25	65.11	39.22	104.33	104.68	328.99
のれん等償却前営業利益	Operating profit before amortization of goodwill	241	251	239	271	239	321	422	64	97	161	163	323	184	347	507	85	106	191	-	520
（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%	5.0%	7.1%	6.1%	10.0%	7.6%	12.0%	11.0%	8.7%	6.4%	7.6%	7.0%	-	8.7%
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	49	48	97	92	189	122	214	311	67	41	108	-	340
（のれん等償却純利益率）	(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%	3.9%	3.5%	3.7%	5.7%	4.4%	7.9%	6.8%	5.4%	5.1%	2.9%	4.0%	-	5.7%
EBITDA	EBITDA before amortization of goodwill	406	412	399	433	406	530	650	122	148	270	239	509	245	484	754	145	168	313	-	780
（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%	9.6%	10.8%	10.2%	14.7%	11.9%	16.0%	15.3%	13.0%	11.0%	12.0%	11.5%	-	13.0%

※EBITDAはのれん等償却前営業利益+減価償却費です。

*EBITDA is operating income before amortization of goodwill + depreciation.

前年比	Year-on year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23								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			予想 Forecast As of May 13	
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	1st H	Full
売上高	Net sales	114.3%	100.5%	95.8%	97.7%	111.8%	119.8%	108.7%	105.8%	100.5%	103.0%	104.9%	103.7%	101.5%	103.2%	103.1%	103.4%	102.4%	102.9%	105.9%	103.4%
営業利益	Operating profit	94.9%	103.3%	95.7%	114.5%	91.4%	139.0%	132.0%	127.9%	121.7%	124.0%	96.1%	108.2%	149.4%	118.6%	120.3%	134.4%	109.1%	119.1%	104.9%	101.9%
経常利益	Ordinary profit	94.9%	115.6%	93.5%	118.0%	90.5%	98.1%	181.6%	135.5%	110.4%	120.7%	83.9%	99.2%	117.3%	99.6%	105.4%	126.7%	113.1%	119.4%	110.5%	105.7%
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%	290.0%	107.2%	157.9%	76.3%	103.7%	83.9%	80.5%	94.9%	136.4%	85.2%	111.2%	111.6%	108.5%
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%	128.6%	121.4%	124.1%	96.4%	108.4%	148.4%	118.4%	120.2%	133.5%	109.4%	118.9%	-	102.5%
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%	283.2%	107.3%	157.0%	76.9%	104.2%	83.8%	80.7%	95.1%	135.3%	86.3%	111.2%	-	109.5%

(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				
				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	
				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	1st H	Full
自動車電池（国内）	売上高	Automotive Batteries (Japan)	Net sales	892	915	881	836	815	878	196	215	411	278	689	252	530	940	208	227	436	296	732	288	584	1,019	224	247	471	-	1,000
	営業利益		Operating profit	61	78	70	87	59	65	10	11	22	30	52	29	59	81	16	17	34	37	70	36	73	107	17	20	37	-	110
	（営業利益率）		(Operating profit ratio)	6.9%	8.5%	7.9%	10.4%	7.2%	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%	12.6%	12.5%	10.5%	7.6%	8.1%	7.9%	-	11.0%
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	2,473	584	671	1,254	652	1,907	622	1,274	2,529	652	623	1,275	718	1,993	608	1,326	2,601	603	629	1,231	-	2,500
	営業利益		Operating profit	90	99	92	122	100	133	28	48	76	58	134	18	75	151	48	46	94	49	142	45	93	187	44	47	91	-	180
	（営業利益率）		(Operating profit ratio)	4.8%	5.6%	5.7%	7.4%	5.3%	5.4%	4.7%	7.2%	6.1%	8.8%	7.0%	2.8%	5.9%	6.0%	7.4%	7.3%	7.4%	6.8%	7.1%	7.3%	7.0%	7.2%	7.4%	7.5%	7.4%	-	7.2%
産業電池電源	売上高	Industrial Batteries and Power Supplies	Net sales	742	800	846	840	995	976	179	216	395	342	737	359	702	1,097	195	267	462	310	772	360	669	1,131	244	265	509	-	1,300
	営業利益		Operating profit	74	78	92	69	58	85	2	12	14	51	64	67	118	132	9	30	39	62	101	77	139	179	21	24	45	-	190
	（営業利益率）		(Operating profit ratio)	9.9%	9.8%	10.8%	8.2%	5.8%	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%	21.4%	20.8%	15.8%	8.6%	8.9%	8.7%	-	14.6%
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	654	195	211	406	224	629	218	442	848	161	203	363	241	604	224	465	828	194	211	404	-	1,000
	営業利益		Operating profit	13	3	-17	-9	17	20	4	3	7	17	24	2	19	26	-20	3	-18	6	-12	25	31	14	-0	9	8	-	20
	（営業利益率）		(Operating profit ratio)	2.9%	0.7%	-4.0%	-2.4%	3.5%	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%	11.4%	6.8%	1.7%	-0.2%	4.1%	2.1%	-	2.0%
特殊電池およびその他	売上高	Specialized Batteries and Others	Net sales	171	189	185	176	168	196	52	50	102	51	154	62	113	215	60	50	109	58	168	57	115	224	55	51	106	-	200
	営業利益		Operating profit	3	-8	3	1	6	16	6	5	11	13	24	8	22	32	10	2	12	9	20	1	10	21	3	7	9	-	20
	（営業利益率）		(Operating profit ratio)	1.7%	-4.0%	1.7%	0.8%	3.4%	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%	1.6%	8.4%	9.5%	5.3%	12.7%	8.9%	-	10.0%
合計	売上高	Total	Net sales	4,109	4,131	3,955	3,865	4,321	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	1,535	3,158	5,803	1,319	1,403	2,722	2,800	6,000
	営業利益		Operating profit	241	251	239	271	239	321	49	80	129	169	298	124	293	422	64	97	161	163	323	184	347	507	85	106	191	-	520
	（営業利益率）		(Operating profit ratio)	5.9%	6.1%	6.1%	7.0%	5.5%	6.2%	4.1%	5.9%	5.0%	10.9%	7.2%	8.2%	9.6%	7.5%	5.0%	7.1%	6.1%	10.0%	7.6%	12.0%	11.0%	8.7%	6.4%	7.6%	7.0%	-	8.7%

売上構成比	Composition of net sales	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	Full	Full
自動車電池（国内）	Automotive Batteries (Japan)	21.7%	22.1%	22.3%	21.6%	18.9%	17.0%	16.3%	15.8%	16.0%	18.0%	16.7%	16.6%	17.3%	16.7%	16.3%	16.6%	16.5%	18.2%	17.1%	18.7%	18.5%	17.6%	17.0%	17.6%	17.3%	-	16.7%
自動車電池（海外）	Automotive Batteries (Overseas)	45.2%	42.9%	41.0%	42.8%	43.2%	47.8%	48.4%	49.2%	48.8%	42.2%	46.3%	41.1%	41.6%	44.9%	51.1%	45.5%	48.2%	44.2%	46.7%	39.6%	42.0%	44.8%	45.7%	44.8%	45.2%	-	41.7%
産業電池電源	Industrial Batteries and Power Supplies	18.1%	19.4%	21.4%	21.7%	23.0%	18.9%	14.9%	15.8%	15.4%	22.1%	17.9%	23.7%	22.9%	19.5%	15.3%	19.5%	17.5%	19.1%	18.1%	23.4%	21.2%	19.5%	18.5%	18.9%	18.7%	-	21.7%
車載用リチウムイオン電池	Automotive Lithium-ion Batteries	10.9%	11.0%	10.7%	9.3%	11.0%	12.6%	16.1%	15.5%	15.8%	14.4%	15.3%	14.4%	14.4%	15.1%	12.6%	14.8%	13.7%	14.8%	14.2%	14.6%	14.7%	14.3%	14.7%	15.0%	14.9%	-	16.7%
特殊電池およびその他	Specialized Batteries and Others	4.2%	4.6%	4.7%	4.6%	3.9%	3.8%	4.3%	3.7%	4.0%	3.3%	3.7%	4.1%	3.7%	3.8%	4.7%	3.6%	4.1%	3.6%	3.9%	3.7%	3.6%	3.9%	4.1%	3.7%	3.9%	-	3.3%

前年比			Year-on-year comparison		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22								FY24/FY23								FY24/FY23			FY25/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								実績 Actual			予想 Forecast As of May 13	
					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	1st H	Full
自動車電池（国内）	売上高	Automotive Batteries (Japan)	Net sales	132.0%	102.5%	96.3%	95.0%	97.4%	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%	114.3%	110.2%	108.4%	107.4%	108.9%	108.2%	-	98.1%
	営業利益		Operating profit	108.2%	126.4%	89.8%	124.3%	67.8%	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%	126.6%	124.2%	132.2%	104.4%	117.1%	110.9%	-	103.1%
自動車電池（海外）	売上高	Automotive Batteries (Overseas)	Net sales	108.8%	95.4%	91.6%	101.9%	113.0%	132.4%	97.3%	108.4%	102.9%	100.2%	102.0%	103.0%	101.6%	102.2%	111.7%	92.9%	101.7%	110.1%	104.5%	97.7%	104.0%	102.9%	92.5%	100.8%	96.6%	-	96.1%
	営業利益		Operating profit	85.7%	110.8%	92.6%	133.1%	81.5%	133.9%	91.4%	157.8%	124.8%	139.4%	130.7%	56.3%	103.6%	113.3%	174.1%	94.4%	123.3%	84.7%	106.7%	252.8%	124.1%	123.7%	92.2%	103.2%	97.6%	-	96.2%
産業電池電源	売上高	Industrial Batteries and Power Supplies	Net sales	102.0%	107.8%	105.6%	99.4%	118.4%	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%	100.2%	95.4%	103.2%	124.9%	99.3%	110.1%	-	114.9%
	営業利益		Operating profit	84.6%	106.3%	117.0%	75.2%	83.8%	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%	114.4%	118.0%	135.4%	221.6%	79.2%	113.5%	-	106.4%
車載用リチウムイオン電池	売上高	Automotive Lithium-ion Batteries	Net sales	113.9%	101.8%	92.7%	85.1%	132.5%	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%	102.4%	105.1%	97.6%	120.6%	104.1%	111.4%	-	120.8%
	営業利益		Operating profit	2933.3%	22.7%	-569.3%	49.9%	-194.1%	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%	1210.0%	164.1%	52.2%	1.7%	318.3%	-47.5%	-	144.6%
特殊電池およびその他	売上高	Specialized Batteries and Others	Net sales	183.6%	110.7%	97.8%	94.9%	95.5%	116.9%	119.0%	110.9%	114.9%	108.1%	112.5%	103.1%	105.3%	109.7%	114.4%	99.3%	107.0%	113.5%	109.2%	91.5%	101.5%	104.1%	91.5%	103.4%	96.9%	-	89.2%
	営業利益		Operating profit	-41.1%	-262.7%	-42.7%	42.2%	425.7%	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%	10.7%	44.9%	66.6%	29.0%	398.2%	80.8%	-	93.6%
合計	売上高	Total	Net sales	114.3%	100.5%	95.8%	97.7%	111.8%	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%	101.5%	103.2%	103.1%	103.4%	102.4%	102.9%	-	103.4%
	営業利益		Operating profit	99.5%	104.1%	95.5%	113.1%	88.1%	134.5%	129.0%	162.0%	147.6%	153.2%	150.7%	101.0%	125.7%	131.7%	128.6%	121.4%	124.2%	96.4%	108.4%	148.3%	118.4%	120.2%	133.5%	109.4%	118.9%	-	102.5%

（億円、100 million yen）

地域別売上／Results by Region			FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24								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			予想 Forecast As of May 13	
			Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	1st H	Full
	日本	Japan	2,060	2,091	2,129	2,054	2,275	2,451	2,815	558	680	1,238	828	2,066	848	1,675	2,913	650	721	1,370	-	-
	アジア	Asia	1,104	1,115	1,032	959	1,054	1,434	1,433	332	313	645	388	1,033	299	688	1,333	294	307	601	-	-
	欧州	Europe	-	-	-	-	512	691	754	206	213	419	240	659	215	455	875	201	212	413	-	-
	北米	North America	-	-	-	-	156	208	205	55	47	101	54	155	56	110	211	54	46	100	-	-
	その他	Other	283	290	246	278	325	393	423	125	116	241	114	355	117	230	472	120	117	237	-	-
	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	1,276	1,369	2,645	1,623	4,268	1,535	3,158	5,803	1,319	1,403	2,722	2,800	6,000

※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	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	1st H	Full
	日本	Japan	50.1%	50.6%	53.8%	53.1%	52.6%	47.3%	50.0%	43.8%	49.6%	46.8%	51.0%	48.4%	55.2%	53.0%	50.2%	49.3%	51.4%	50.4%	-	-
	アジア	Asia	26.9%	27.0%	26.1%	24.8%	24.4%	27.7%	25.5%	26.0%	22.9%	24.4%	23.9%	24.2%	19.5%	21.8%	23.0%	22.3%	21.9%	22.1%	-	-
	欧州	Europe	-	-	-	-	11.8%	13.3%	13.4%	16.2%	15.6%	15.9%	14.8%	15.4%	14.0%	14.4%	15.1%	15.2%	15.1%	15.2%	-	-
	北米	North America	-	-	-	-	3.6%	4.0%	3.6%	4.3%	3.4%	3.8%	3.3%	3.6%	3.7%	3.5%	3.6%	4.1%	3.3%	3.7%	-	-
	その他	Other	6.9%	7.0%	6.2%	7.2%	7.5%	7.6%	7.5%	9.8%	8.5%	9.1%	7.0%	8.3%	7.6%	7.3%	8.1%	9.1%	8.3%	8.7%	-	-
	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				
			Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	1st H	Full
	日本	欧米 Japan	117.1%	101.5%	101.8%	96.5%	110.7%	107.8%	114.8%	100.9%	109.0%	105.2%	100.2%	103.1%	104.4%	102.3%	103.5%	116.4%	106.0%	110.7%	-	-
	アジア	Asia	110.4%	101.0%	92.6%	92.9%	109.9%	136.1%	99.9%	103.5%	78.3%	89.5%	102.4%	94.0%	89.9%	96.5%	93.0%	88.6%	98.1%	93.2%	-	-
	欧州	Europe	-	-	-	-	-	135.0%	109.1%	122.2%	114.7%	118.3%	124.9%	120.6%	103.7%	113.9%	115.9%	97.4%	99.5%	98.5%	-	-
	北米	North America	-	-	-	-	-	133.4%	98.5%	94.2%	97.5%	95.7%	117.9%	102.4%	105.8%	111.4%	103.3%	99.1%	97.8%	98.5%	-	-
	その他	Other	114.7%	102.3%	85.0%	112.8%	116.9%	120.9%	107.6%	120.0%	110.2%	115.1%	109.1%	113.1%	107.3%	108.2%	111.6%	96.2%	100.5%	98.3%	-	-
	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%	105.8%	100.5%	103.0%	104.9%	103.7%	101.5%	103.2%	103.1%	103.4%	102.4%	102.9%	105.9%	103.4%

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

※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								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			予想 Forecast As of May 13	
		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	1st H	Full
日本	Japan	-	-	-	-	810	874	195	214	410	278	687	251	529	939	208	227	435	295	730	287	583	1,017	223	247	470	-	-
アジア	Asia	-	-	-	-	5	4	1	0	1	0	1	1	1	2	0	0	1	1	1	0	1	2	0	1	1	-	-
欧州	Europe	-	-	-	-	0	-	-	-	-	-	-	-	-	-	0	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	196	215	411	278	689	252	530	940	208	227	436	296	732	288	584	1,019	224	247	471	-	1,000
営業利益	Operating profit	61	78	70	87	59	65	10	11	22	30	52	29	59	81	16	17	34	37	70	36	73	107	17	20	37	-	110
（営業利益率）	(Operating profit ratio)	6.9%	8.5%	7.9%	10.4%	7.2%	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%	12.6%	12.5%	10.5%	7.6%	8.1%	7.9%	-	11.0%

※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	-	-	-	-	-	-	-	109	-	-	-	-	-	-	-	136	-	-	-	-	-
（EBITDAマージン）	(EBITDA margin)	9.0%	10.4%	11.5%	14.1%	10.7%	10.5%	-	-	-	-	-	-	-	11.6%	-	-	-	-	-	-	-	13.3%	-	-	-	-	-

※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	543	579	581	598	612	637	-	-	-	-	-	-	-	662	-	-	-	-	-	-	-	700	-	-	-	-	-
（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%	-	-	-	-	-
減価償却費	Depreciation	19	18	32	31	29	26	-	-	-	-	-	-	-	28	-	-	-	-	-	-	-	29	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-

※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	-	-	13	-	-	-	19	32	-	-	11	-	-	-	19	30	-	-	17	-	40
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%	-	-	-	-	-

※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	-	-	-	-	-	-	-	1,257	-	-	-	-	-	-	-	1,272	-	-	-	-	-

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				
		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	
		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	1st H	Full
売上高	Net sales	132.0%	102.5%	96.3%	95.0%	97.4%	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%	114.3%	110.2%	108.4%	107.4%	108.9%	108.2%	-	98.1%
営業利益	Operating profit	108.2%	126.4%	89.8%	124.3%	67.8%	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%	126.6%	124.2%	132.2%	104.4%	117.1%	110.9%	-	103.1%

（億円、100 million yen）

自動車電池（海外）事業／Automotive Batteries (Overseas)		FY17	FY18	FY19	FY20	FY21	FY22	FY23								FY24								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			予想 Forecast As of May 13	
		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	1st H	Full
日本	Japan	-	-	-	-	1	2	0	1	2	-1	1	1	-0	1	1	1	2	-1	1	-0	-1	0	1	-0	1	-	-
アジア	Asia	-	-	-	-	979	1,350	302	378	680	355	1,035	312	667	1,347	313	295	608	369	977	282	651	1,259	276	291	567	-	-
欧州	Europe	-	-	-	-	481	614	146	160	306	167	473	170	337	643	176	188	364	214	578	181	396	759	177	194	371	-	-
北米	North America	-	-	-	-	96	123	33	29	62	28	91	33	61	124	40	26	67	26	92	30	56	122	31	29	61	-	-
その他	Other	-	-	-	-	310	385	103	102	204	103	307	106	209	413	122	113	235	110	346	114	224	460	118	114	232	-	-
売上高	Net sales	1,856	1,771	1,621	1,653	1,867	2,473	584	671	1,254	652	1,907	622	1,274	2,529	652	623	1,275	718	1,993	608	1,326	2,601	603	629	1,231	-	2,500
営業利益	Operating profit	90	99	92	122	100	133	28	48	76	58	134	18	75	151	48	46	94	49	142	45	93	187	44	47	91	-	180
（営業利益率）	(Operating profit ratio)	4.8%	5.6%	5.7%	7.4%	5.3%	5.4%	4.7%	7.2%	6.1%	8.8%	7.0%	2.8%	5.9%	6.0%	7.4%	7.3%	7.4%	6.8%	7.1%	7.3%	7.0%	7.2%	7.4%	7.5%	7.4%	-	7.2%

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

※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	1,580	1,500	1,482	1,679	1,864	2,148	-	-	-	-	-	-	-	2,275	-	-	-	-	-	-	-	2,333	-	-	-	-	-
（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%	-	-	-	-	-
減価償却費	Depreciation	42	40	44	45	49	67	-	-	-	-	-	-	-	75	-	-	-	-	-	-	-	84	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-

※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	-	-	34	-	-	-	39	73	-	-	31	-	-	-	58	88	-	-	44	-	90
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				
		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	
		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	1st H	Full
売上高	Net sales	108.8%	95.4%	91.6%	101.9%	113.0%	132.4%	97.3%	108.4%	102.9%	100.2%	102.0%	103.0%	101.6%	102.2%	111.7%	92.9%	101.7%	110.1%	104.5%	97.7%	104.0%	102.9%	92.5%	100.8%	96.6%	-	96.1%
営業利益	Operating profit	85.7%	110.8%	92.6%	133.1%	81.5%	133.9%	91.4%	157.8%	124.8%	139.4%	130.7%	56.3%	103.6%	113.3%	174.1%	94.4%	123.3%	84.7%	106.7%	252.8%	124.1%	123.7%	92.2%	103.2%	97.6%	-	96.2%

※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.

（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				
		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	
		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	1st H	Full
日本	Japan	-	-	-	-	853	800	134	172	306	300	606	315	615	921	159	224	383	260	644	313	573	956	201	229	430	-	-
アジア	Asia	-	-	-	-	68	80	17	21	39	23	61	20	43	82	17	18	35	18	54	16	35	70	16	16	32	-	-
欧州	Europe	-	-	-	-	3	9	2	1	3	3	6	2	5	8	2	2	4	0	4	3	3	7	1	1	3	-	-
北米	North America	-	-	-	-	56	79	24	17	42	16	57	20	35	77	14	19	33	28	61	25	53	86	22	16	38	-	-
その他	Other	-	-	-	-	15	8	2	4	5	1	7	2	4	9	3	3	6	3	9	3	6	12	3	3	5	-	-
売上高	Net sales	742	800	846	840	995	976	179	216	395	342	737	359	702	1,097	195	267	462	310	772	360	669	1,131	244	265	509	-	1,300
営業利益	Operating profit	74	78	92	69	58	85	2	12	14	51	64	67	118	132	9	30	39	62	101	77	139	179	21	24	45	-	190
（営業利益率）	(Operating profit ratio)	9.9%	9.8%	10.8%	8.2%	5.8%	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%	21.4%	20.8%	15.8%	8.6%	8.9%	8.7%	-	14.6%
EBITDA	EBITDA	86	94	108	86	74	102	-	-	-	-	-	-	-	151	-	-	-	-	-	-	-	197	-	-	-	-	-
（EBITDAマージン）	(EBITDA margin)	11.6%	11.8%	12.8%	10.2%	7.4%	10.5%	-	-	-	-	-	-	-	13.8%	-	-	-	-	-	-	-	17.4%	-	-	-	-	-
セグメント資産	Segment assets	412	528	572	566	729	738	-	-	-	-	-	-	-	752	-	-	-	-	-	-	-	880	-	-	-	-	-
（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%	-	-	-	-	-
減価償却費	Depreciation	13	16	17	17	16	17	-	-	-	-	-	-	-	19	-	-	-	-	-	-	-	19	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-
設備投資	Capital investment	11	21	17	14	13	42	-	-	6	-	-	-	15	20	-	-	22	-	-	-	35	57	-	-	24	-	70
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	-	-	-	-	-

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				
		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	
		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	1st H	Full
売上高	Net sales	102.0%	107.8%	105.6%	99.4%	118.4%	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%	100.2%	95.4%	103.2%	124.9%	99.3%	110.1%	-	114.9%
営業利益	Operating profit	84.6%	106.3%	117.0%	75.2%	83.8%	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%	114.4%	118.0%	135.4%	221.6%	79.2%	113.5%	-	106.4%

※EBITDAは営業利益+減価償却費です。

*EBITDA is operating income + depreciation.

※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.

※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								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			予想 Forecast As of May 13	
		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	1st H	Full
日本	Japan	-	-	-	-	458	599	180	192	371	206	578	188	395	766	137	182	319	221	540	197	419	738	175	197	372	-	-
アジア	Asia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
欧州	Europe	-	-	-	-	19	55	15	20	34	17	52	30	47	82	24	20	44	20	64	26	46	90	19	13	32	-	-
北米	North America	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
その他	Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
売上高	Net sales	448	456	423	360	476	654	195	211	406	224	629	218	442	848	161	203	363	241	604	224	465	828	194	211	404	-	1,000
営業利益	Operating profit	13	3	-17	-9	17	20	4	3	7	17	24	2	19	26	-20	3	-18	6	-12	25	31	14	-0	9	8	-	20
（営業利益率）	(Operating profit ratio)	2.9%	0.7%	-4.0%	-2.4%	3.5%	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%	11.4%	6.8%	1.7%	-0.2%	4.1%	2.1%	-	2.0%
EBITDA	EBITDA	65	47	16	27	49	61	-	-	-	-	-	-	-	75	-	-	-	-	-	-	-	75	-	-	-	-	-
（EBITDAマージン）	(EBITDA margin)	14.6%	10.3%	3.7%	7.4%	10.4%	9.3%	-	-	-	-	-	-	-	8.9%	-	-	-	-	-	-	-	9.1%	-	-	-	-	-
セグメント資産	Segment assets	454	479	493	526	629	703	-	-	-	-	-	-	-	918	-	-	-	-	-	-	-	1,034	-	-	-	-	-
（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%	-	-	-	-	-
減価償却費	Depreciation	52	44	33	35	33	41	-	-	-	-	-	-	-	49	-	-	-	-	-	-	-	61	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-
設備投資	Capital investment	13	52	50	56	110	72	-	-	50	-	-	-	100	150	-	-	59	-	-	-	71	130	-	-	25	-	150
研究開発費	Research and development expenses	61	50	44	69	77	77	-	-	-	-	-	-	-	76	-	-	-	-	-	-	-	132	-	-	-	-	-
うちHGYB	/ HGYB	-	-	-	-	-	-	-	-	-	-	-	-	-	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				
		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	
		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	1st H	Full
売上高	Net sales	113.9%	101.8%	92.7%	85.1%	132.5%	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%	102.4%	105.1%	97.6%	120.6%	104.1%	111.4%	-	120.8%
営業利益	Operating profit	2933.3%	22.7%	-569.3%	49.9%	-194.1%	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%	1210.0%	164.1%	52.2%	1.7%	318.3%	-47.5%	-	144.6%

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				
		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	
		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	1st H	Full
BEC 売上高	Net sales	171	138	142	219	314	435	-	-	-	-	-	-	-	587	-	-	-	-	-	-	-	557	-	-	-	-	-
営業利益	Operating profit	20	18	4	23	33	36	-	-	-	-	-	-	-	10	-	-	-	-	-	-	-	12	-	-	-	-	-
（営業利益率）	(Operating profit ratio)	11.8%	12.8%	2.8%	10.6%	10.7%	8.4%	-	-	-	-	-	-	-	1.8%	-	-	-	-	-	-	-	2.1%	-	-	-	-	-
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%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※EBITDAは営業利益+減価償却費です。

*EBITDA is operating income + depreciation.

※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.

※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								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			予想 Forecast As of May 13	
		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	1st H	Full
日本	Japan	-	-	-	-	153	177	44	44	88	44	132	55	99	187		54	45	99	52	151	50	103	201		49	48	97	-	-
アジア	Asia	-	-	-	-	3	1	0	0	1	1	2	1	1	2		0	1	1	0	1	1	1	2		1	-0	1	-	-
欧州	Europe	-	-	-	-	9	14	7	5	11	5	16	6	11	22		4	3	8	6	13	5	11	18		4	3	7	-	-
北米	North America	-	-	-	-	3	5	1	1	2	1	3	1	2	4		1	1	2	0	2	0	1	2		1	1	1	-	-
その他	Other	-	-	-	-	0	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-	-		-	-	-	-	-
売上高	Net sales	171	189	185	176	168	196	52	50	102	51	154	62	113	215		60	50	109	58	168	57	115	224		55	51	106	-	200
営業利益	Operating profit	3	-8	3	1	6	16	6	5	11	13	24	8	22	32		10	2	12	9	20	1	10	21		3	7	9	-	20
（営業利益率）	(Operating profit ratio)	1.7%	-4.0%	1.7%	0.8%	3.4%	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%	1.6%	8.4%	9.5%		5.3%	12.7%	8.9%	-	10.0%

※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	-	-	-	-	-	-	-	89		-	-	-	-	-	-	-	75		-	-	-	-	-
（EBITDAマージン）	(EBITDA margin)	34.4%	27.9%	29.6%	30.4%	36.4%	37.9%	-	-	-	-	-	-	-	41.4%		-	-	-	-	-	-	-	33.3%		-	-	-	-	-

※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	923	756	726	950	973	1,184	-	-	-	-	-	-	-	1,960		-	-	-	-	-	-	-	1,990		-	-	-	-	-
（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%		-	-	-	-	-
減価償却費	Depreciation	56	60	52	52	55	58	-	-	-	-	-	-	-	57		-	-	-	-	-	-	-	53		-	-	-	-	-
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		-	-	-	-	-
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		-	-	-	-	-

※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	-	-	49	-	-	-	169	218		-	-	159	-	-	-	122	281		-	-	109	-	300
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				
		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	
		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	1st H	Full
売上高	Net sales	183.6%	110.7%	97.8%	94.9%	95.5%	116.9%	119.0%	110.9%	114.9%	108.1%	112.5%	103.1%	105.3%	109.7%		114.4%	99.3%	107.0%	113.5%	109.2%	91.5%	101.5%	104.1%		91.5%	103.4%	96.9%	-	89.2%
営業利益	Operating profit	-41.1%	-262.7%	-42.7%	42.2%	425.7%	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%	10.7%	44.9%	66.6%		29.0%	398.2%	80.8%	-	93.6%

※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 実績 Actual								FY24/FY23 実績 Actual								FY25/FY24 実績 Actual			予想 Forecast As of May 13	
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual																					
		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	1st H	Full
のれん等償却前営業利益	Operating profit before amortization of goodwill	241	251	239	271	239	321	49	80	129	169	298	124	293	422	64	97	161	163	323	184	347	507	85	106	191	-	520
営業利益（前年差）	Operating profit (year-on-year comparison)	-1	10	-11	31	-32	82	11	31	42	59	100	1	60	102	14	17	31	-6	25	60	54	85	21	9	30	-	13
数量・構成変化	Quantity, composition change	16	-35	18	11	77	-4	-12	-3	-15	44	29	29	73	58	12	24	36	-5	31	49	44	80	38	-2	37	-	124
原材料価格・売価	Raw material price, sales price	-46	100	12	31	-85	86	48	48	96	29	125	51	80	176	23	21	43	-	-	-	-	-	-	-	-	-	-
売価	Sales price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-25	64	12	-13	76	15	27	42	-	113
原材料価格	Raw material price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	45	-1	-1	44	-2	-1	3	2	-	-34
経費等	Expenses, etc.	2	-24	-29	-10	-40	-28	-27	-14	-41	-10	-51	-82	-92	-133	-24	-17	-42	-7	-49	-17	-24	-65	-20	-20	-40	-	-174
為替	Exchange rate	-	-	-3	2	11	20	-3	-5	-8	-8	-16	0	-8	-16	4	-1	3	1	4	1	2	5	-4	-0	-5	-	-15
その他	Specialized batteries and Others	14	-21	10	-2	5	8	6	3	9	4	13	3	7	16	4	-3	1	-4	-3	-8	-12	-11	-7	5	-2	-	-1
超インフレ会計	Hyperinflationary accounting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-4	-6	-10	-10	-20	23	13	3	-0	-3	-3	-	-
リチウム	Lithium	13	-10	-20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

自動車電池（国内）事業／Automotive Batteries (Japan)		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22 実績 Actual								FY24/FY23 実績 Actual								FY25/FY24 実績 Actual			予想 Forecast As of May 13	
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual																					
		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	1st H	Full
営業利益	Operating profit	61	78	70	87	59	65	10	11	22	30	52	29	59	81	16	17	34	37	70	36	73	107	17	20	37	-	110
営業利益（前年差）	Operating profit (year-on-year comparison)	5	16	-8	17	-28	7	1	3	4	6	10	6	11	15	6	6	12	7	18	8	14	26	1	3	4	-	3
数量・構成変化	Quantity, composition change	17	1	-5	7	0	-11	-1	-1	-2	3	1	2	5	3	2	1	3	1	4	8	9	12	3	1	5	-	1
原材料価格・売価	Raw material price, sales price	-14	23	10	10	-27	17	3	5	8	3	11	5	8	16	7	5	12	-	-	-	-	-	-	-	-	-	-
売価	Sales price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14	34	9	23	44	3	5	8	-	24
原材料価格	Raw material price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-7	-15	-3	-10	-18	-2	-1	-3	-	-1
経費等	Streamlining, expenses, etc.	1	-7	-13	0	-1	1	-1	0	-2	0	-2	-2	-2	-4	-3	-1	-4	-1	-5	-7	-8	-11	-3	-3	-6	-	-20

自動車電池（海外）事業／Automotive Batteries (Overseas)		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22 実績 Actual								FY24/FY23 実績 Actual								FY25/FY24 実績 Actual			予想 Forecast As of May 13	
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual																					
		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	1st H	Full
営業利益	Operating profit	90	99	92	122	100	133	28	48	76	58	134	18	75	151	48	46	94	49	142	45	93	187	44	47	91	-	180
営業利益（前年差）	Operating profit (year-on-year comparison)	-15	10	-7	30	-23	34	-3	18	15	16	31	-14	3	18	20	-3	18	-9	9	27	18	36	-4	1	-2	-	-7
数量・構成変化	Quantity, composition change	0	-30	12	27	21	-31	-27	-13	-40	10	-30	16	26	-14	25	18	43	7	50	17	23	66	-2	-2	-4	-	14
原材料価格・売価	Raw material price, sales price	-19	70	1	6	-28	48	35	41	76	35	111	40	75	151	15	13	28	-	-	-	-	-	-	-	-	-	-
売価	Sales price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12	85	9	21	93	11	6	17	-	72
原材料価格	Raw material price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	-37	-0	7	-37	-0	2	2	-	-16
経費等	Streamlining, expenses, etc.	5	-15	-17	-5	-26	-3	-8	-5	-13	-21	-34	-70	-91	-104	-19	-27	-46	-26	-72	-22	-48	-94	-8	-1	-9	-	-62
為替	Exchange rate	4	-9	-3	2	11	20	-3	-5	-8	-8	-16	0	-8	-16	4	-1	3	1	4	1	2	5	-4	-0	-5	-	-15
超インフレ会計	Hyperinflationary accounting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-4	-6	-10	-10	-20	23	13	3	-0	-3	-3	-	-

産業電池電源事業／Industrial Batteries and Power Supplies		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22 実績 Actual								FY24/FY23 実績 Actual								FY25/FY24 実績 Actual			予想 Forecast As of May 13	
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual																					
		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	1st H	Full
営業利益	Operating profit	74	78	92	69	58	85	2	12	14	51	64	67	118	132	9	30	39	62	101	77	139	179	21	24	45	-	190
営業利益（前年差）	Operating profit (year-on-year comparison)	-13	5	13	-23	-11	28	7	1	8	24	32	15	39	46	8	18	26	12	37	10	21	47	12	-6	5	-	11
数量・構成変化	Quantity, composition change	-1	-5	11	-30	-4	18	0	-2	-2	16	14	7	23	21	-1	12	11	1	12	11	12	23	29	-1	28	-	33
原材料価格・売価	Raw material price, sales price	-13	7	2	6	-7	9	7	5	12	2	14	4	6	18	5	5	10	-	-	-	-	-	-	-	-	-	-
売価	Sales price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13	35	6	20	41	-6	5	-0	-	21
原材料価格	Raw material price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-6	-17	-6	-12	-23	-6	-4	-10	-	-8
経費等	Streamlining, expenses, etc.	-4	-3	1	1	0	3	0	-2	-2	6	4	3	9	7	3	1	4	3	8	-2	1	6	-6	-7	-13	-	-34

車載用リチウムイオン電池事業／Automotive Lithium-ion Batteries		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22 実績 Actual								FY24/FY23 実績 Actual								FY25/FY24 実績 Actual			予想 Forecast As of May 13	
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual																					
		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	1st H	Full
営業利益	Operating profit	13	3	-17	-9	17	20	4	3	7	17	24	2	19	26	-20	3	-18	6	-12	25	31	14	-0	9	8	-	20
営業利益（前年差）	Operating profit (year-on-year comparison)	13	-10	-20	9	25	3	1	5	6	9	15	-8	1	7	-25	-0	-25	-11	-36	23	12	-13	20	6	26	-	6
数量・構成変化	Quantity, composition change	-	-	-	-	-	20	16	13	29	15	44	4	19	48	-14	-6	-21	-14	-34	13	-1	-21	8	-0	8	-	76
原材料価格・売価	Raw material price, sales price	-	-	-	-	-	12	3	-3	0	-10	-10	1	-9	-9	-4	-3	-8	-	-	-	-	-	-	-	-	-	-	-
売価	Sales price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-64	-90	-12	-76	-102	7	11	18	-	-4
原材料価格	Raw material price	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50	68	8	59	76	8	5	13	-	-8
経費等	Streamlining, expenses, etc.	-	-	-	-	-	-29	-18	-6	-24	4	-20	-12	-8	-32	-6	10	4	17	20	14	31	34	-3	-10	-12	-	-58

※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								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			予想 Forecast As of May 13	
		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	1st H	Full
資産	Assets																											
流動資産	Current assets																											
現金及び預金	Cash and deposits	189	236	252	363	259	363	376	-	280	-	642	-	-	639	674	-	543	-	408	-	-	608	435	-	408	-	-
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	845	-	907	-	1,030	-	-	1,038	881	-	928	-	1,031	-	-	1,019	887	-	933	-	-
電子記録債権	Electronically recorded monetary claims -operating	-	42	69	50	72	69	69	-	67	-	78	-	-	74	55	-	55	-	90	-	-	108	75	-	83	-	-
売上債権	Accounts receivable	799	744	756	793	926	1,044	914	-	974	-	1,108	-	-	1,112	936	-	983	-	1,121	-	-	1,128	962	-	1,015	-	-
有価証券	Securities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
商品及び製品	Merchandise and finished goods	378	371	359	372	550	601	668	-	713	-	620	-	-	602	699	-	721	-	719	-	-	677	778	-	795	-	-
仕掛品	Work in process	166	169	147	150	192	218	249	-	254	-	264	-	-	227	256	-	255	-	260	-	-	249	250	-	272	-	-
原材料及び貯蔵品	Raw materials and supplies	153	139	137	157	188	281	280	-	285	-	290	-	-	321	344	-	321	-	332	-	-	322	327	-	332	-	-
棚卸資産	Inventory	697	678	643	679	931	1,101	1,196	-	1,251	-	1,173	-	-	1,150	1,299	-	1,298	-	1,310	-	-	1,247	1,354	-	1,399	-	-
その他流動資産	Other current assets	140	102	106	109	148	153	173	-	146	-	241	-	-	268	289	-	185	-	162	-	-	219	159	-	146	-	-
流動資産合計	Total current assets	1,826	1,760	1,757	1,943	2,263	2,661	2,658	-	2,650	-	3,163	-	-	3,169	3,198	-	3,009	-	3,001	-	-	3,202	2,910	-	2,968	-	3,110
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	596	-	595	-	571	-	-	670	680	-	668	-	695	-	-	684	682	-	685	-	-
機械装置及び運搬具（純額）	Machinery, equipment and vehicles, net	350	334	329	387	371	510	497	-	508	-	465	-	-	519	531	-	515	-	522	-	-	479	485	-	557	-	-
土地	Land	240	224	221	227	233	284	281	-	292	-	357	-	-	365	394	-	383	-	397	-	-	383	386	-	390	-	-
建設仮勘定	Construction in progress	79	85	114	97	153	110	167	-	177	-	208	-	-	185	197	-	354	-	453	-	-	495	578	-	513	-	-
その他有形固定資産	Other property, plant and equipment	54	52	97	106	110	145	150	-	160	-	136	-	-	148	151	-	141	-	146	-	-	155	163	-	167	-	-
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	1,691	-	1,731	-	1,737	-	-	1,886	1,953	-	2,061	-	2,213	-	-	2,196	2,294	-	2,313	-	-
無形固定資産	Intangible assets																										-	-
のれん	Goodwill	43	33	20	7	0	12	10	-	12	-	10	-	-	10	11	-	9	-	9	-	-	8	7	-	6	-	-
その他無形固定資産	Other intangible assets	79	70	44	38	29	40	37	-	39	-	37	-	-	40	41	-	38	-	40	-	-	40	37	-	37	-	-
無形固定資産合計	Total intangible assets	122	104	64	44	29	52	47	-	51	-	47	-	-	51	52	-	48	-	49	-	-	48	44	-	43	-	-
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	687	-	733	-	727	-	-	774	759	-	766	-	780	-	-	784	767	-	802	-	-
その他の投資その他の資産	Other investments and other assets	169	176	217	342	422	412	422	-	427	-	426	-	-	687	694	-	687	-	700	-	-	707	710	-	718	-	-
投資その他の資産合計	Total investments and other assets	736	736	754	986	1,085	1,045	1,109	-	1,161	-	1,153	-	-	1,461	1,453	-	1,453	-	1,480	-	-	1,491	1,477	-	1,520	-	-
固定資産合計	Total non-current assets	2,087	2,082	2,096	2,375	2,544	2,748	2,848	-	2,943	-	2,937	-	-	3,397	3,457	-	3,562	-	3,742	-	-	3,735	3,815	-	3,876	-	4,060
繰延資産	Deferred assets	1	1	1	1	0	0	0	-	0	-	0	-	-	0	0	-	0	-	0	-	-	-	-	-	-	-	-
資産合計	Total assets	3,913	3,842	3,854	4,319	4,808	5,409	5,506	-	5,593	-	6,100	-	-	6,567	6,655	-	6,572	-	6,743	-	-	6,937	6,725	-	6,845	-	7,170

（億円、100 million yen）

連結貸借対照表／Consolidated Balance Sheets		FY17	FY18	FY19	FY20	FY21	FY22	FY23								FY24								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			予想 Forecast As of May 13	
		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	1st H	Full
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	539	-	550	-	536	-	-	586	602	-	492	-	546	-	-	517	514	-	445	-	-
電子記録債務	Electronically recorded obligations -operating	151	171	149	164	199	253	254	-	279	-	317	-	-	331	273	-	226	-	227	-	-	220	235	-	273	-	-
設備関係支払手形	Notes payable - facilities	1	10	4	4	3	2	2	-	1	-	2	-	-	1	3	-	1	-	0	-	-	0	0	-	-	-	-
設備関係電子記録債務	Electronically recorded obligations -facilities	-	-	20	33	68	35	76	-	80	-	35	-	-	114	152	-	62	-	78	-	-	49	52	-	33	-	-
仕入債務	Trade payables	518	533	480	547	711	807	871	-	911	-	890	-	-	1,031	1,029	-	782	-	851	-	-	787	802	-	751	-	-
短期借入金	Short-term borrowings	175	99	148	134	188	423	451	-	417	-	361	-	-	262	318	-	472	-	530	-	-	443	389	-	418	-	-
1年内償還予定の社債	Current portion of bonds payable	-	-	-	-	-	100	100	-	100	-	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	-	-	-	55	-	200	-	-	100	145	-	155	-	30	-	-	-	-	-	100	-	-
未払金	Accounts payable - other	88	108	100	160	120	142	113	-	98	-	110	-	-	143	102	-	113	-	100	-	-	162	106	-	102	-	-
未払法人税等	Income taxes payable	30	32	38	48	29	41	23	-	32	-	32	-	-	24	24	-	44	-	79	-	-	89	41	-	59	-	-
未払金等	Accounts payable, etc.	118	141	138	207	149	183	136	-	130	-	142	-	-	167	126	-	157	-	179	-	-	251	148	-	161	-	-
その他流動負債	Other current liabilities	186	165	254	189	226	239	269	-	249	-	316	-	-	324	306	-	319	-	324	-	-	382	333	-	343	-	-
流動負債合計	Total current liabilities	1,247	967	1,020	1,078	1,294	1,753	1,826	-	1,862	-	2,010	-	-	1,885	1,925	-	1,885	-	1,915	-	-	1,863	1,672	-	1,774	-	1,850
固定負債	Non-current liabilities																											
社債	Bonds payable	100	200	200	200	200	100	100	-	100	-	-	-	-	100	100	-	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	354	-	302	-	301	-	-	300	300	-	228	-	226	-	-	414	409	-	333	-	-
その他固定負債	Other non-current liabilities	283	258	283	375	398	433	455	-	462	-	459	-	-	543	534	-	513	-	522	-	-	551	547	-	559	-	-
固定負債合計	Total non-current liabilities	610	798	781	895	1,014	947	908	-	865	-	759	-	-	943	934	-	940	-	948	-	-	1,165	1,155	-	1,092	-	1,170
負債合計	Total liabilities	1,857	1,765	1,801	1,973	2,308	2,700	2,734	-	2,726	-	2,769	-	-	2,828	2,859	-	2,825	-	2,863	-	-	3,028	2,827	-	2,866	-	3,020
純資産	Net assets																											
株主資本	Shareholders' equity																											
資本金	Share capital	330	330	330	330	330	330	330	-	330	-	528	-	-	528	528	-	528	-	528	-	-	528	528	-	528	-	-
資本剰余金	Capital surplus	553	553	553	553	553	532	532	-	532	-	739	-	-	740	740	-	740	-	741	-	-	735	735	-	733	-	-
利益剰余金	Retained earnings	668	777	872	959	937	1,035	1,023	-	1,066	-	1,172	-	-	1,315	1,298	-	1,345	-	1,414	-	-	1,535	1,545	-	1,584	-	-
自己株式	Treasury shares	-14	-23	-37	-47	-4	-3	-3	-	-3	-	-3	-	-	-3	-3	-	-3	-	-4	-	-	-4	-4	-	-3	-	-
株主資本合計	Total shareholders' equity	1,538	1,637	1,718	1,795	1,816	1,894	1,882	-	1,926	-	2,437	-	-	2,581	2,564	-	2,610	-	2,680	-	-	2,794	2,804	-	2,842	-	-
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	169	-	168	-	160	-	-	199	185	-	175	-	197	-	-	190	188	-	201	-	-
為替換算調整勘定	Foreign currency translation adjustment	53	-5	-63	4	72	187	234	-	267	-	235	-	-	272	338	-	288	-	308	-	-	258	242	-	284	-	-
その他	Others	20	2	-12	51	103	84	79	-	79	-	78	-	-	248	244	-	240	-	235	-	-	229	225	-	219	-	-
その他の包括利益累計額	Total Accumulated other comprehensive income	220	146	45	227	336	413	482	-	513	-	473	-	-	719	767	-	703	-	740	-	-	677	655	-	704	-	-
非支配株主持分	Non-controlling interests	299	294	290	323	347	402	408	-	428	-	421	-	-	439	466	-	434	-	461	-	-	439	439	-	432	-	-
純資産合計	Total net assets	2,056	2,077	2,053	2,346	2,499	2,709	2,772	-	2,867	-	3,331	-	-	3,739	3,797	-	3,747	-	3,881	-	-	3,910	3,898	-	3,979	-	4,150
負債純資産合計	Total liabilities and net assets	3,913	3,842	3,854	4,319	4,808	5,409	5,506	-	5,593	-	6,100	-	-	6,567	6,655	-	6,572	-	6,743	-	-	6,937	6,725	-	6,845	-	7,170

（億円、100 million yen）

連結貸借対照表／Consolidated Balance Sheets		FY17	FY18	FY19	FY20	FY21	FY22	FY23							FY24								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			予想 Forecast As of May 13	
		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	1st H	Full
総資産	Total assets	3,913	3,842	3,854	4,319	4,808	5,409	5,506	-	5,593	-	6,100	-	-	6,567	6,655	-	6,572	-	6,743	-	-	6,937	6,725	-	6,845	-	7,170
純資産	Net assets	2,056	2,077	2,053	2,346	2,499	2,709	2,772	-	2,867	-	3,331	-	-	3,739	3,797	-	3,747	-	3,881	-	-	3,910	3,898	-	3,979	-	4,150
自己資本	Total equity	1,758	1,783	1,763	2,022	2,152	2,307	2,365	-	2,439	-	2,910	-	-	3,300	3,331	-	3,313	-	3,419	-	-	3,470	3,459	-	3,547	-	-
（自己資本比率）	(Equity ratio)	44.9%	46.4%	45.8%	46.8%	44.8%	42.6%	42.9%	-	43.6%	-	47.7%	-	-	50.3%	50.0%	-	50.4%	-	50.7%	-	-	50.0%	51.4%	-	51.8%	-	51.5%
借入金総額	Total debt	752	669	645	654	825	1,037	1,004	-	974	-	962	-	-	762	863	-	1,055	-	986	-	-	1,057	997	-	1,051	-	900
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	-	-	3,031.12	-	-	-	-	3,289.95	-	-	3,303.10	-	-	-	-	3,460.04	-	-	3,535.45	-	-

（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				
		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	
		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	1st H	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	283	-	-	193	-	-	-	-	632	-	-	51	-	-	-	-	393	-	-	146	-	650
うち利息の支払額	/ Equity in earnings of affiliates	-9	-6	-8	-8	-9	-33	-	-	-20	-	-	-	-	-36	-	-	-20	-	-	-	-	-48	-	-	-31	-	-
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	-	-	-175	-	-	-	-	-462	-	-	-367	-	-	-	-	-588	-	-	-269	-	-700
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	-	-	-117	-	-	-	-	35	-	-	192	-	-	-	-	142	-	-	-110	-	-217
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	-	-	-83	-	-	-	-	243	-	-	-109	-	-	-	-	-36	-	-	-212	-	-267
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	-	-	-	-	360	-	-	603	-	-	-	-	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	-	-	277	-	-	-	-	603	-	-	494	-	-	-	-	567	-	-	355	-	300
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	53	60	113	55	168	60	115	228	58	57	115	71	186	61	132	247	60	62	122	-	-
のれんの償却額	Amortization of goodwill	12	15	14	13	7	3	1	1	1	1	2	1	2	3	1	1	2	1	3	1	2	4	1	1	2	-	-
フリー・キャッシュ・フロー	Free cash Flows	11	139	124	165	-173	18	-	-	18	-	-	-	-	170	-	-	-316	-	-	-	-	-195	-	-	-123	-	-50
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	-	-	9.81	-	-	-	-	17.33	-	-	2.48	-	-	-	-	8.15	-	-	4.74	-	-

（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	実績 Actual	予想 Forecast			実績 Actual	予想 Forecast			実績 Actual	予想 Forecast	第六次中計目標 Target	
										As of May 11	As of Nov 9	As of Feb 6		As of May 10	As of Nov 6	As of Feb 5		As of May 13	As of Apr 5, 2023	As of Jul 9, 2024
				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	878	940	950	950	940	1,000	1,000	1,000	1,019	1,000	1,000	1,000
	営業利益		Operating profit	61	78	70	87	59	65	55	70	70	81	80	85	90	107	110	70	90
	（営業利益率）		(Operating profit ratio)	6.9%	8.5%	7.9%	10.4%	7.2%	7.5%	5.9%	7.4%	7.4%	8.6%	8.0%	8.5%	9.0%	10.5%	11.0%	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	2,473	2,520	2,470	2,470	2,529	2,590	2,590	2,640	2,601	2,500	2,400	2,600
	営業利益		Operating profit	90	99	92	122	100	133	150	160	175	151	165	175	178	187	180	170	170
	（営業利益率）		(Operating profit ratio)	4.8%	5.6%	5.7%	7.4%	5.3%	5.4%	6.0%	6.5%	7.1%	6.0%	6.4%	6.8%	6.7%	7.2%	7.2%	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	976	1,110	1,100	1,100	1,097	1,200	1,200	1,150	1,131	1,300	1,400	1,200
	営業利益		Operating profit	74	78	92	69	58	85	90	95	110	132	130	135	170	179	190	110	130
	（営業利益率）		(Operating profit ratio)	9.9%	9.8%	10.8%	8.2%	5.8%	8.8%	8.1%	8.6%	10.0%	12.0%	10.8%	11.3%	14.8%	15.8%	14.6%	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	654	1,030	880	880	848	900	900	900	828	1,000	1,100	1,000
	営業利益		Operating profit	13	3	-17	-9	17	20	40	40	45	26	40	20	10	14	20	60	50
	（営業利益率）		(Operating profit ratio)	2.9%	0.7%	-4.0%	-2.4%	3.5%	3.0%	3.9%	4.5%	5.1%	3.1%	4.4%	2.2%	1.1%	1.7%	2.0%	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	196	200	200	200	215	210	210	210	224	200	200	200
	営業利益		Operating profit	3	-8	3	1	6	16	5	10	25	32	30	30	30	21	20	0	20
	（営業利益率）		(Operating profit ratio)	1.7%	-4.0%	1.7%	0.8%	3.4%	8.4%	2.5%	5.0%	12.5%	14.9%	14.3%	14.3%	14.3%	9.5%	10.0%	0.0%	10.0%
合計	売上高	Total	Net sales	4,110	4,131	3,956	3,865	4,321	5,177	5,800	5,600	5,600	5,629	5,900	5,900	5,900	5,803	6,000	6,100	6,000
	営業利益		Operating profit	241	251	239	271	239	321	340	375	425	422	445	445	478	507	520	410	460
	（営業利益率）		(Operating profit ratio)	5.9%	6.1%	6.1%	7.0%	5.5%	6.2%	5.9%	6.7%	7.6%	7.5%	7.5%	7.5%	8.1%	8.7%	8.7%	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	5,177	5,800	5,600	5,600	5,629	5,900	5,900	5,900	5,803	6,000	6,100	6,000
営業利益	Operating profit			219	227	217	248	227	315	330	370	420	416	440	440	470	500	510	-	-
経常利益	Ordinary profit			214	247	231	273	247	242	270	320	380	440	440	440	440	463	490	-	-
親会社株主帰属純利益	Profit attributable to owners of parent			115	135	137	115	85	139	140	160	210	321	260	260	270	304	330	-	-
1株あたり純利益（円）	EPS (yen)			138.90	164.74	168.23	141.91	105.23	173.11	174.03	198.87	242.16	369.74	259.21	259.21	269.19	303.25	328.99	-	-

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	実績 Actual	予想 Forecast			実績 Actual	予想 Forecast			実績 Actual	予想 Forecast	第六次中計目標 Target	
									As of May 11	As of Nov 9	As of Feb 6		As of May 10	As of Nov 6	As of Feb 5		As of May 13	As of Apr 5, 2023	As of Jul 9, 2024
			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	321	340	375	425	422	445	445	478	507	520	410	460
営業利益（当初計画差）	Operating profit (Initial forecast comparison)		-	-	19	-	-	31	19	-	-	82	23	-	-	63	13	-	-
数量・構成変化		Quantity, composition change	-	-	-62	-	-	-154	146	-	-	-130	97	-	-	-5	124	-	-
原材料価格・売価		Raw material price, sales price	-	-	41	-	-	63	105	-	-	149	28	-	-	-	-	-	-
売価		Raw material price, sales price	-	-	-	-	-	-	-	-	-	-	-	-	-	52	113	-	-
原材料価格		Sales price	-	-	-	-	-	-	-	-	-	-	-	-	-	27	-34	-	-
経費等		Expenses, etc.	-	-	39	-	-	60	-206	-	-	30	-86	-	-	-32	-174	-	-
為替		Exchange rate	-	-	-4	-	-	25	-17	-	-	18	-14	-	-	23	-15	-	-
その他		Specialized batteries and Others	-	-	13	-	-	37	-9	-	-	15	-2	-	-	-2	-1	-	-
リチウム		Lithium	-	-	-8	-	-	-	-	-	-	-	-	-	-	-	-	-	-

財務分析／Financial analysis		FY17	FY18	FY19	FY20	FY21	FY22	FY23								FY24								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			予想 Forecast As of May 13	
		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	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%	-	-	-	-	-	-	-	13.7%	-	-	-	-	12.5%
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%	4.1%	5.9%	5.0%	10.9%	7.2%	8.2%	9.6%	7.5%	5.0%	7.1%	6.1%	10.0%	7.6%	12.0%	11.0%	8.7%	6.4%	7.6%	7.0%	-	8.7%
売上高成長率	Sales growth rate	14.3%	0.5%	-4.2%	-2.3%	11.8%	19.8%	8.2%	10.1%	9.2%	10.8%	9.8%	5.9%	8.3%	8.7%	5.8%	0.5%	3.0%	4.9%	3.7%	1.5%	3.2%	3.1%	3.4%	2.4%	2.9%	-	-
売上原価率	Cost of sales ratio	77.4%	77.0%	76.5%	75.0%	77.6%	78.1%	78.6%	78.5%	78.5%	75.5%	77.4%	78.1%	76.8%	77.6%	77.7%	76.9%	77.3%	75.6%	76.7%	74.0%	74.8%	76.0%	76.3%	76.6%	76.5%	-	-
販管費率	SG&A expense ratio	17.3%	17.5%	18.0%	18.6%	17.1%	15.8%	17.4%	15.7%	16.5%	13.7%	15.5%	13.8%	13.8%	15.0%	17.4%	16.1%	16.8%	14.5%	15.9%	14.1%	14.3%	15.4%	17.4%	16.0%	16.7%	-	-
投下資本回転率	Invested capital turnover	1.9	1.9	1.8	1.7	1.8	1.8	-	-	-	-	-	-	-	1.8	-	-	-	-	-	-	-	1.6	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-

※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.

デュポンシステム	DuPont Analysis																											
自己資本利益率	ROE	6.8%	6.8%	7.7%	6.1%	4.1%	6.2%	-	-	-	-	-	-	-	11.4%	-	-	-	-	-	-	-	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%	1.4%	3.2%	2.3%	7.6%	4.3%	9.5%	8.5%	5.7%	3.8%	3.4%	3.6%	5.5%	4.3%	7.8%	6.7%	5.2%	5.0%	2.8%	3.8%	3.8%	5.5%
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	-	-	-	-	-
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	2.3	-	2.3	-	2.1	-	-	2.0	2.0	-	2.0	-	2.0	-	-	2.0	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	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-

財務分析／Financial analysis		FY17	FY18	FY19	FY20	FY21	FY22	FY23								FY24								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			予想 Forecast As of May 13	
		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	1st H	Full
安全性分析	Safety analysis																											
流動比率	Current ratio	146.5%	181.9%	172.2%	180.2%	174.9%	151.8%	145.6%	-	142.4%	-	157.4%	-	-	168.1%	166.1%	-	159.6%	-	156.7%	-	-	171.9%	174.0%	-	167.3%	-	-
当座比率	Quick ratio	79.3%	101.3%	98.9%	107.2%	91.5%	80.3%	70.6%	-	67.3%	-	87.0%	-	-	92.9%	83.7%	-	81.0%	-	79.8%	-	-	93.2%	83.5%	-	80.2%	-	-
負債比率	Debt ratio	105.6%	99.0%	102.1%	97.6%	107.2%	117.1%	115.6%	-	111.8%	-	95.2%	-	-	85.7%	85.8%	-	85.3%	-	83.7%	-	-	87.2%	81.7%	-	80.8%	-	-
自己資本比率	Equity ratio	44.9%	46.4%	45.8%	46.8%	44.8%	42.6%	42.9%	-	43.6%	-	47.7%	-	-	50.3%	50.0%	-	50.4%	-	50.7%	-	-	50.0%	51.4%	-	51.8%	-	-
固定比率	Fixed ratio	118.7%	116.7%	118.9%	117.4%	118.2%	119.1%	120.4%	-	120.7%	-	100.9%	-	-	103.0%	103.8%	-	107.5%	-	109.4%	-	-	107.6%	110.3%	-	109.3%	-	-
固定長期適合率	Fixed assets ratio	88.1%	80.7%	82.4%	81.4%	80.3%	84.4%	87.0%	-	89.1%	-	80.0%	-	-	80.1%	81.1%	-	83.8%	-	85.7%	-	-	80.6%	82.7%	-	83.6%	-	-
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	-	-	-	-	-	-	-	1.4	-	-	-	-	-
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%	21.4%	21.5%	21.5%	24.5%	22.6%	21.9%	23.2%	22.4%	22.3%	23.1%	22.7%	24.4%	23.3%	26.0%	25.2%	24.0%	23.7%	23.4%	23.5%	-	-
売上高営業利益率	Operating profit ratio	5.3%	5.5%	5.5%	6.4%	5.2%	6.1%	4.0%	5.8%	4.9%	10.8%	7.1%	8.1%	9.4%	7.4%	4.8%	7.0%	5.9%	9.9%	7.4%	11.9%	10.9%	8.6%	6.3%	7.4%	6.9%	5.9%	8.5%
売上高経常利益率	Ordinary profit ratio	5.2%	6.0%	5.8%	7.1%	5.7%	4.7%	4.1%	5.2%	4.7%	11.0%	7.0%	9.9%	10.5%	7.8%	5.2%	5.7%	5.5%	8.8%	6.7%	11.5%	10.1%	8.0%	6.4%	6.3%	6.4%	5.7%	8.2%
売上高当期純利益率	Net profit ratio	2.8%	3.3%	3.5%	3.0%	2.0%	2.7%	1.4%	3.2%	2.3%	7.6%	4.3%	9.5%	8.5%	5.7%	3.8%	3.4%	3.6%	5.5%	4.3%	7.8%	6.7%	5.2%	5.0%	2.8%	3.8%	3.8%	5.5%
総資産利益率	ROA	3.0%	3.5%	3.6%	2.8%	1.9%	2.7%	-	-	-	-	-	-	-	5.4%	-	-	-	-	-	-	-	4.5%	-	-	-	-	-
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%	-	-	-	-	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%	-	-	-	-	-
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%	-	-	-	-	-	-	-	13.7%	-	-	-	-	12.5%
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	2.3	-	2.3	-	2.1	-	-	2.0	2.0	-	2.0	-	2.0	-	-	2.0	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	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-
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%	8.2%	10.1%	9.2%	10.8%	9.8%	5.9%	8.3%	8.7%	5.8%	0.5%	3.0%	4.9%	3.7%	1.5%	3.2%	3.1%	3.4%	2.4%	2.9%	-	-
営業利益成長率	Operating income growth rate	-5.1%	3.3%	-4.3%	14.5%	-8.6%	39.0%	35.5%	68.5%	54.1%	55.1%	54.7%	-2.3%	24.2%	32.0%	27.9%	21.7%	24.0%	-3.9%	8.2%	49.4%	18.6%	20.3%	34.4%	9.1%	19.1%	-	-
経常利益成長率	Ordinary profit growth rate	-5.1%	15.6%	-6.5%	18.0%	-9.5%	-1.9%	119.7%	87.3%	99.4%	68.8%	80.3%	84.3%	75.8%	81.6%	35.5%	10.4%	20.7%	-16.1%	-0.8%	17.3%	-0.4%	5.4%	26.7%	13.1%	19.4%	-	-
当期純利益成長率	Net profit growth rate	-6.4%	18.1%	1.1%	-16.2%	-26.1%	64.5%	169.3%	291.7%	247.9%	92.0%	126.0%	135.7%	113.7%	130.2%	190.0%	7.2%	57.9%	-23.7%	3.7%	-16.1%	-19.5%	-5.1%	36.4%	-14.8%	11.2%	-	-
総資産成長率	Total asset growth rate	5.6%	-1.8%	0.3%	12.1%	11.3%	12.5%	5.5%	-	6.8%	-	16.1%	-	-	21.4%	20.9%	-	17.5%	-	10.6%	-	-	5.6%	1.0%	-	4.2%	-	-

数量データ・シェア／ Quantity Data / Share		FY17 実績 Actual	FY18 実績 Actual	FY19 実績 Actual	FY20 実績 Actual	FY21 実績 Actual	FY22 実績 Actual	FY23 実績 Actual								FY24 実績 Actual								FY25 実績 Actual			予想 Forecast As of May 13	
		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	1st H	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)	0%	5%	5%	5%	5%	5%	-	-	5%	-	-	-	-	5%	-	-	5%	-	-	-	-	5%	-	-	5%	-	-
EN	EN	10%	15%	25%	25%	30%	30%	-	-	40%	-	-	-	-	40%	-	-	40%	-	-	-	-	40%	-	-	45%	-	-
JIS（ISS）	JIS(ISS)	40%	40%	40%	40%	35%	35%	-	-	30%	-	-	-	-	30%	-	-	30%	-	-	-	-	30%	-	-	25%	-	-
JIS	JIS	50%	40%	30%	30%	30%	30%	-	-	25%	-	-	-	-	25%	-	-	25%	-	-	-	-	25%	-	-	25%	-	-
補修向け	Replacement																											
EN（ISS）	EN(ISS)	0%	0%	0%	0%	0%	0%	-	-	0%	-	-	-	-	0%	-	-	0%	-	-	-	-	0%	-	-	0%	-	-
EN	EN	0%	0%	0%	5%	5%	5%	-	-	5%	-	-	-	-	5%	-	-	5%	-	-	-	-	5%	-	-	10%	-	-
JIS（ISS）	JIS(ISS)	15%	20%	25%	30%	30%	35%	-	-	40%	-	-	-	-	40%	-	-	40%	-	-	-	-	40%	-	-	40%	-	-
JIS	JIS	85%	80%	75%	65%	65%	60%	-	-	55%	-	-	-	-	55%	-	-	55%	-	-	-	-	55%	-	-	50%	-	-
市場シェア	Market share																											
新車向け	New Automobiles	68%	-	71%	73%	71%	69%	-	-	72%	-	-	-	-	72%	-	-	71%	-	-	-	-	71%	-	-	72%	-	-
補修向け	Replacement	53%	55%	57%	58%	58%	57%	-	-	57%	-	-	-	-	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%	-	-	-	-	-
アセアン	Asean	39%	37%	35%	34%	37%	37%	-	-	-	-	-	-	-	34%	-	-	-	-	-	-	-	34%	-	-	-	-	-
うちタイ	/Thailand	45%	41%	34%	37%	37%	36%	-	-	-	-	-	-	-	37%	-	-	-	-	-	-	-	41%	-	-	-	-	-
うちインドネシア	/Indonesia	71%	67%	70%	65%	73%	74%	-	-	-	-	-	-	-	74%	-	-	-	-	-	-	-	72%	-	-	-	-	-
うちベトナム	/Vietnam	34%	32%	35%	38%	39%	37%	-	-	-	-	-	-	-	38%	-	-	-	-	-	-	-	37%	-	-	-	-	-
オートバイ	Motorcycles																											
全世界	Global	22%	19%	18%	17%	18%	17%	-	-	-	-	-	-	-	15%	-	-	-	-	-	-	-	16%	-	-	-	-	-
アセアン	Asean	52%	50%	51%	48%	51%	50%	-	-	-	-	-	-	-	48%	-	-	-	-	-	-	-	50%	-	-	-	-	-
うちタイ	/Thailand	34%	-	32%	35%	26%	25%	-	-	-	-	-	-	-	29%	-	-	-	-	-	-	-	30%	-	-	-	-	-
うちインドネシア	/Indonesia	80%	70%	76%	69%	84%	81%	-	-	-	-	-	-	-	73%	-	-	-	-	-	-	-	77%	-	-	-	-	-
うちベトナム	/Vietnam	49%	43%	52%	54%	52%	56%	-	-	-	-	-	-	-	57%	-	-	-	-	-	-	-	58%	-	-	-	-	-

※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		FY17	FY18	FY19	FY20	FY21	FY22	FY23								FY24								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			予想 Forecast As of May 13	
		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	1st H	Full
経済産業省生産動態統計	Monthly Raport of Current Production Statistics																											
鉛蓄電池（自動車用（二輪自動車用を除く））	Lead acid(storage) batteries for automobile(except for motorcycle)																											
販売数量（千個）	Sales quantity (1000n)	24,849	24,837	23,982	22,919	22,519	22,056	4,676	5,218	9,894	6,675	16,569	5,823	12,498	22,392	4,788	5,218	10,006	6,661	16,667	6,156	12,817	22,823	4,809	5,410	10,219	-	-
販売容量（鉛量t）	Sales capacity (lead(t))	196,653	197,770	190,557	178,427	178,719	175,871	37,531	42,080	79,611	53,452	133,063	46,265	99,717	179,328	38,172	41,599	79,771	52,970	132,741	48,421	101,391	181,162	38,255	43,821	82,076	-	-
販売金額（百万円）	Sales value (million yen)	122,549	130,479	124,145	120,793	123,757	133,333	29,048	32,932	61,980	43,239	105,219	38,666	81,905	143,885	31,352	35,017	66,369	45,931	112,300	41,739	87,670	154,039	32,563	37,678	70,241	-	-
（前年対比）	(Year-on-year comparison)	110.3%	106.5%	95.1%	97.3%	102.5%	107.7%	110.7%	107.6%	109.1%	110.6%	109.7%	103.4%	107.1%	107.9%	107.9%	106.3%	107.1%	106.2%	106.7%	107.9%	107.0%	107.1%	103.9%	107.6%	105.8%	-	-
その他の鉛蓄電池	Other lead acid (storage) batteries																											
販売数量（千個）	Sales quantity (1000n)	7,595	7,302	7,086	6,784	6,961	6,907	1,534	1,574	3,108	1,742	4,850	1,675	3,417	6,525	1,472	1,598	3,070	1,721	4,791	1,685	3,406	6,476	1,563	1,538	3,101	-	-
販売容量（鉛量t）	Sales capacity (lead(t))	79,489	80,696	81,408	77,967	79,432	77,534	16,342	18,381	34,723	20,854	55,577	20,826	41,680	76,403	16,538	18,912	35,450	20,726	56,176	20,593	41,319	76,769	17,790	18,071	35,861	-	-
販売金額（百万円）	Sales value (million yen)	65,706	67,443	68,248	64,079	64,939	69,891	14,672	17,645	32,317	20,210	52,527	22,220	42,430	74,747	15,208	19,874	35,082	22,449	57,531	23,263	45,712	80,794	18,551	18,583	37,134	-	-
（前年対比）	(Year-on-year comparison)	101.5%	102.6%	101.2%	93.9%	101.3%	107.6%	105.3%	106.0%	105.7%	107.9%	106.5%	107.9%	107.9%	106.9%	103.7%	112.6%	108.6%	111.1%	109.5%	104.7%	107.7%	108.1%	122.0%	93.5%	105.8%	-	-
リチウムイオン蓄電池（車載用）	Small-sized sealed lithium ion rechargeable batteries for automobiles																											
販売数量（千個）	Sales quantity (1000n)	797,133	786,312	606,768	578,952	904,461	965,345	234,252	208,257	442,509	145,268	587,777	138,708	283,976	726,485	128,870	175,768	304,638	132,336	436,974	132,275	264,611	569,249	117,495	103,939	221,434	-	-
販売容量（千Ah）	Sales capacity (1000Ah)	3,270,193	3,141,753	2,618,090	2,953,310	4,110,040	4,952,796	1,424,097	1,391,479	2,815,576	1,113,374	3,928,950	943,168	2,056,542	4,872,118	857,804	1,112,158	1,969,962	1,003,774	2,973,736	1,120,763	2,124,537	4,094,499	997,574	827,723	1,825,297	-	-
販売金額（百万円）	Sales value (million yen)	290,299	306,871	290,772	336,327	434,310	626,393	197,107	201,646	398,753	183,798	582,551	181,013	364,811	763,564	154,124	183,245	337,369	183,384	520,753	188,257	371,641	709,010	166,097	151,891	317,988	-	-
（前年対比）	(Year-on-year comparison)	122.7%	105.7%	94.8%	115.7%	129.1%	144.2%	174.5%	149.7%	161.0%	101.1%	135.7%	91.9%	96.3%	121.9%	78.2%	90.9%	84.6%	99.8%	89.4%	104.0%	101.9%	92.9%	107.8%	82.9%	94.3%	-	-
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)	555,300	450,623	400,140	363,771	374,178	262,235	44,763	50,788	95,551	61,386	156,937	58,328	119,714	215,265	63,872	70,151	134,023	76,480	210,503	65,371	141,851	275,874	82,840	82,451	165,291	-	-
販売容量（千Ah）	Sales capacity (1000Ah)	1,271,297	1,049,120	1,006,969	921,407	983,468	670,053	109,167	152,721	261,888	184,193	446,081	205,684	389,877	651,765	183,464	219,505	402,969	228,451	631,420	214,952	443,403	846,372	243,622	247,171	490,793	-	-
販売金額（百万円）	Sales value (million yen)	159,147	130,689	126,054	130,788	147,573	127,116	22,505	31,928	54,433	37,926	92,359	38,895	76,821	131,254	38,560	43,094	81,654	48,088	129,742	42,078	90,166	171,820	55,660	63,583	119,243	-	-
（前年対比）	(Year-on-year comparison)	105.9%	82.1%	96.5%	103.8%	112.8%	86.1%	66.4%	96.1%	81.1%	117.8%	93.0%	139.9%	128.1%	103.3%	171.3%	135.0%	150.0%	126.8%	140.5%	108.2%	117.4%	130.9%	144.3%	147.5%	146.0%	-	-

※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	26,030	25,148	24,019	22,945	22,724	22,529	-	-	-	-	-	-	-	21,284	-	-	-	-	-	-	-	21,663	-	-	-	-	-
その他鉛電池	Other lead-acid batteries	6,098	5,910	5,652	5,358	5,329	5,301	-	-	-	-	-	-	-	5,032	-	-	-	-	-	-	-	4,971	-	-	-	-	-
鉛電池合計	Lead-acid battery total	32,128	31,058	29,671	28,303	28,053	27,830	-	-	-	-	-	-	-	26,316	-	-	-	-	-	-	-	26,634	-	-	-	-	-
（前年対比）	(Year-on-year comparison)	101.8%	96.7%	95.5%	95.4%	99.1%	99.2%	-	-	-	-	-	-	-	94.6%	-	-	-	-	-	-	-	101.2%	-	-	-	-	-
リチウムイオン電池	Lithium-ion battery	542,752	484,396	409,999	405,271	417,850	310,483	-	-	-	-	-	-	-	243,555	-	-	-	-	-	-	-	306,454	-	-	-	-	-
（前年対比）	(Year-on-year comparison)	85.0%	89.2%	84.6%	98.8%	103.1%	74.3%	-	-	-	-	-	-	-	78.4%	-	-	-	-	-	-	-	125.8%	-	-	-	-	-
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	125,019	127,306	118,285	113,322	116,819	127,358	-	-	-	-	-	-	-	131,089	-	-	-	-	-	-	-	142,072	-	-	-	-	-
その他鉛電池	Other lead-acid batteries	60,953	62,553	63,173	58,762	59,269	63,873	-	-	-	-	-	-	-	68,754	-	-	-	-	-	-	-	74,954	-	-	-	-	-
鉛電池合計	Lead-acid battery total	185,972	189,859	181,458	172,084	176,088	191,231	-	-	-	-	-	-	-	199,843	-	-	-	-	-	-	-	217,026	-	-	-	-	-
（前年対比）	(Year-on-year comparison)	109.2%	102.1%	95.6%	94.8%	102.3%	108.6%	-	-	-	-	-	-	-	104.5%	-	-	-	-	-	-	-	108.6%	-	-	-	-	-
リチウムイオン電池	Lithium-ion battery	151,915	156,038	139,314	148,643	175,599	154,421	-	-	-	-	-	-	-	145,607	-	-	-	-	-	-	-	186,555	-	-	-	-	-
（前年対比）	(Year-on-year comparison)	103.4%	102.7%	89.3%	106.7%	118.1%	87.9%	-	-	-	-	-	-	-	94.3%	-	-	-	-	-	-	-	128.1%	-	-	-	-	-

※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		FY17	FY18	FY19	FY20	FY21	FY22	FY23								FY24								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			予想 Forecast As of May 13	
		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	1st H	Full
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	8,339,404	8,369,480	8,171,124	6,842,912	6,340,237	6,814,722	1,821,164	1,954,847	3,776,011	2,094,141	5,870,152	1,674,892	3,769,033	7,545,044	1,705,039	1,810,577	3,515,616	1,948,680	5,464,296	1,851,108	3,799,788	7,315,404	1,733,706	2,362,472	4,096,178	-	-
トラック	Truck	1,224,728	1,265,838	1,196,578	1,064,697	1,130,201	1,195,947	253,096	275,713	528,809	295,413	824,222	210,382	505,795	1,034,604	256,440	270,628	527,068	257,167	784,235	258,882	516,049	1,043,117	269,792	368,769	638,561	-	-
バス	Bus	119,130	114,703	121,602	61,915	74,703	90,194	24,009	27,523	51,532	27,262	78,794	19,998	47,260	98,792	27,496	25,421	52,917	27,895	80,812	28,888	56,783	109,700	29,277	42,328	71,605	-	-
全車種合計	Total for all vehicles	9,683,262	9,750,021	9,489,304	7,969,524	7,545,141	8,100,863	2,098,269	2,258,083	4,356,352	2,416,816	6,773,168	1,905,272	4,322,088	8,678,440	1,988,975	2,106,626	4,095,601	2,233,742	6,329,343	2,138,878	4,372,620	8,468,221	2,032,775	2,773,569	4,806,344	-	-
（前年対比）	(Year-on-year comparison)	103.5%	100.7%	97.3%	84.0%	94.7%	107.4%	125.4%	110.6%	117.3%	111.9%	115.3%	85.6%	98.5%	107.1%	94.8%	93.3%	94.0%	92.4%	93.4%	112.3%	101.2%	97.6%	102.2%	131.7%	117.4%	-	-

※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	77,919,101	78,119,628	78,151,466	78,292,842	78,280,281	78,465,110	-	-	-	-	-	-	-	78,507,746	-	-	-	-	-	-	-	78,593,202	-	-	-	-	-
三輪車	Tricycle	19,414	20,369	21,407	22,633	23,967	24,922	-	-	-	-	-	-	-	25,495	-	-	-	-	-	-	-	25,886	-	-	-	-	-
二輪車	Motorcycles	3,624,586	3,649,321	3,676,909	3,762,277	3,870,696	3,961,318	-	-	-	-	-	-	-	4,035,432	-	-	-	-	-	-	-	4,080,752	-	-	-	-	-
全車種合計	Total for all vehicles	81,563,101	81,789,318	81,849,782	82,077,752	82,174,944	82,451,350	-	-	-	-	-	-	-	82,568,673	-	-	-	-	-	-	-	82,699,840	-	-	-	-	-
（前年対比）	(Year-on-year comparison)	100.4%	100.3%	100.1%	100.3%	100.1%	100.3%	-	-	-	-	-	-	-	100.1%	-	-	-	-	-	-	-	100.2%	-	-	-	-	-

※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	10,995,002	11,321,202	10,107,980	9,839,921	10,206,135	10,310,627	2,333,264	2,509,906	4,843,170	2,616,917	7,460,087	2,260,305	4,877,222	9,720,392	2,116,729	2,219,903	4,336,632	2,364,369	6,701,001	2,124,039	4,488,408	8,825,040	2,088,472	2,231,558	4,320,030	-	-
中近東	Middle East	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
欧州	Europe	1,938,195	1,815,871	1,568,918	1,245,021	1,134,180	1,206,570	340,563	277,061	617,624	371,997	989,621	343,404	715,401	1,333,025	324,067	268,966	593,033	290,658	883,691	312,024	602,682	1,195,715	280,559	278,844	559,403	-	-
うちEU	/EU	1,503,821	1,209,764	580,598	435,603	444,186	640,973	176,585	121,042	297,627	180,603	478,230	176,192	356,795	654,422	163,373	130,948	294,321	145,793	440,114	163,061	308,854	603,175	149,193	139,328	288,521	-	-
北米	North America	4,694,535	4,517,101	4,257,000	3,447,471	3,377,812	3,615,492	1,054,717	1,043,843	2,098,560	1,087,135	3,185,695	1,142,820	2,229,955	4,328,515	1,112,901	988,560	2,101,461	991,412	3,092,873	1,078,628	2,070,040	4,171,501	1,107,588	1,055,382	2,162,970	-	-
うち米国	/America	3,724,098	3,627,803	3,378,345	2,650,122	2,717,261	2,892,591	830,056	818,158	1,648,214	846,755	2,494,969	895,946	1,742,701	3,390,915	870,393	762,270	1,632,663	751,745	2,384,408	823,928	1,575,673	3,208,336	863,874	819,167	1,683,041	-	-
中南米	Latin America	1,894,355	1,887,584	1,679,653	1,316,655	1,507,534	1,546,082	466,146	471,835	937,981	425,125	1,363,106	426,438	851,563	1,789,544	476,199	489,933	966,132	484,709	1,450,841	482,639	967,348	1,933,480	496,079	493,884	989,963	-	-
アフリカ	Africa	206,335	218,151	198,951	164,910	217,409	219,379	57,821	63,496	121,317	53,108	174,425	37,979	91,087	212,404	40,483	49,480	89,963	49,008	138,971	47,908	96,916	186,879	50,751	60,278	111,029	-	-
大洋州	Oceania	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
自動車合計	Total for Automobiles	19,728,422	19,759,909	17,812,502	16,013,978	16,443,070	16,898,150	4,252,511	4,366,141	8,618,652	4,554,282	13,172,934	4,210,946	8,765,228	17,383,880	4,070,379	4,016,842	8,087,221	4,180,156	12,267,377	4,045,238	8,225,394	16,312,615	4,023,449	4,119,946	8,143,395	-	-
（前年対比）	(Year-on-year comparison)	101.9%	100.2%	90.1%	89.9%	102.7%	102.8%	108.4%	96.3%	101.9%	111.0%	104.9%	97.1%	103.9%	102.9%	95.7%	92.0%	93.8%	91.8%	93.1%	96.1%	93.8%	93.8%	98.8%	102.6%	100.7%	-	-
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	-	-	-	-	-
（前年対比）	(Year-on-year comparison)	-	-	93.0%	77.4%	114.1%	109.6%	-	-	-	-	-	-	-	99.3%	-	-	-	-	-	-	-	107.6%	-	-	-	-	-

※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	21,634,302	22,262,540	21,268,772	16,692,847	16,137,638	16,032,840	-	-	-	-	-	-	-	18,122,449	-	-	-	-	-	-	-	17,231,668	-	-	-	-	-
アメリカ	AMERICA	20,714,030	20,847,618	20,160,401	15,692,927	16,190,835	17,753,536	-	-	-	-	-	-	-	19,136,891	-	-	-	-	-	-	-	19,187,421	-	-	-	-	-
アジア・オセアニア	ASIA-OCEANIA	53,395,211	52,656,826	49,333,841	44,276,549	46,768,800	50,021,217	-	-	-	-	-	-	-	55,115,837	-	-	-	-	-	-	-	54,907,849	-	-	-	-	-
アフリカ（エジプト除く）	AFRICA (excluding Egypt)	1,003,259	1,102,036	1,095,151	776,247	907,302	1,022,783	-	-	-	-	-	-	-	1,171,422	-	-	-	-	-	-	-	1,177,400	-	-	-	-	-
グローバル合計	Global Total	96,746,802	96,869,020	91,858,165	77,438,570	80,004,575	84,830,376	-	-	-	-	-	-	-	93,546,599	-	-	-	-	-	-	-	92,504,338	-	-	-	-	-
（前年対比）	(Year-on-year comparison)	101.8%	100.1%	94.8%	84.3%	103.3%	106.0%	-	-	-	-	-	-	-	110.3%	-	-	-	-	-	-	-	98.9%	-	-	-	-	-

※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		FY17	FY18	FY19	FY20	FY21	FY22	FY23								FY24								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			予想 Forecast As of May 13	
		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	1st H	Full
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	1,015,643,207	-	1,083,527,536	1,109,785,827	1,134,056,475	1,163,220,823	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
バス	Truck/Bus	357,763,944	-	408,517,067	425,470,331	437,245,137	471,283,542	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
グローバル合計	Global Total	1,373,407,151	-	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	217,365	234,919	452,284	208,305	660,589	190,564	398,869	851,153	192,391	216,724	409,115	191,539	600,654	229,489	421,028	830,143	195,482	195,546	391,028	-	-
ハイブリッド	Hybrid	-	-	1,031,449	946,259	1,033,216	1,193,119	325,676	348,267	673,943	373,644	1,047,587	425,021	798,665	1,472,608	336,918	384,800	721,718	396,045	1,117,763	454,897	850,942	1,572,660	345,509	365,953	711,462	-	-
（前年対比）	(Year-on-year comparison)	-	-	-	91.7%	109.2%	115.5%	151.9%	129.1%	139.2%	126.1%	134.2%	103.0%	112.7%	123.4%	103.5%	110.5%	107.1%	106.0%	106.7%	107.0%	106.5%	106.8%	102.5%	95.1%	98.6%	-	-
プラグインハイブリッド	Plug-in Hybrid	-	-	17,076	16,775	27,067	39,901	12,698	14,534	27,232	12,446	39,678	13,385	25,831	53,063	8,195	9,496	17,691	12,056	29,747	12,013	24,069	41,760	10,565	10,401	20,966	-	-
EV	EV	-	-	19,476	14,379	24,154	35,559	10,699	10,618	21,317	10,516	31,833	8,494	19,010	40,327	7,248	9,103	16,351	9,212	25,563	8,404	17,616	33,967	9,223	10,041	19,264	-	-
（前年対比）	(Year-on-year comparison)	-	-	-	73.8%	168.0%	147.2%	163.1%	141.9%	151.8%	112.4%	136.0%	69.9%	88.4%	113.4%	67.7%	85.7%	76.7%	87.6%	80.3%	98.9%	92.7%	84.2%	127.2%	110.3%	117.8%	-	-
その他	Others	-	-	167,842	154,898	134,924	129,791	33,168	34,433	67,601	34,988	102,589	27,181	62,169	129,770	24,705	30,344	55,049	29,684	84,733	34,352	64,036	119,085	25,600	27,967	53,567	-	-
全車種合計	Total for all vehicles	-	-	2,733,704	2,495,463	2,286,589	2,341,225	599,606	642,771	1,242,377	639,899	1,882,276	664,645	1,304,544	2,546,921	569,457	650,467	1,219,924	638,536	1,858,460	739,155	1,377,691	2,597,615	586,379	609,908	1,196,287	-	-
（前年対比）	(Year-on-year comparison)	-	-	-	91.3%	91.6%	102.4%	130.5%	116.3%	122.7%	114.3%	119.7%	86.4%	98.2%	108.8%	95.0%	101.2%	98.2%	99.8%	98.7%	111.2%	105.6%	102.0%	103.0%	93.8%	98.1%	-	-

※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	55,790	59,808	59,432	56,970	63,191	67,511	16,924	16,855	33,779	16,909	50,688	14,872	31,781	65,560	16,389	16,391	32,780	17,251	50,031	15,799	33,050	65,830	15,975	15,970	31,945	-	-
（バッテリー式比率）	(Battery-powered ratio)	48.0%	49.0%	53.1%	54.1%	51.5%	54.7%	64.4%	65.8%	65.1%	67.1%	65.8%	66.1%	66.6%	65.8%	66.7%	66.8%	66.7%	63.9%	65.7%	59.7%	61.8%	64.2%	61.1%	61.9%	123.0%	-	-
エンジン式	Engine type	60,414	62,300	52,487	48,387	59,488	55,932	9,354	8,749	18,103	8,289	26,392	7,632	15,921	34,024	8,188	8,149	16,337	9,751	26,088	10,666	20,417	36,754	10,166	9,835	20,001	-	-
フォークリフト合計	Forklift total	116,204	122,108	111,919	105,357	122,679	123,443	26,278	25,604	51,882	25,198	77,080	22,504	47,702	99,584	24,577	24,540	49,117	27,002	76,119	26,465	53,467	102,584	26,141	25,805	51,946	-	-
（前年対比）	(Year-on-year comparison)	105.7%	105.1%	91.7%	94.1%	116.4%	100.6%	86.2%	81.8%	84.0%	75.0%	80.8%	80.2%	77.3%	80.7%	93.5%	95.8%	94.7%	107.2%	98.8%	117.6%	112.1%	103.0%	106.4%	105.2%	105.8%	-	-

※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				
		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	
		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	1st H	Full
設備投資	Capital investment	152	215	182	232	286	328	87	64	152	151	303	191	342	494	83	200	282	171	453	134	305	588	153	67	219	-	650
減価償却費	Depreciation	165	161	160	162	168	210	53	55	108	60	168	60	120	228	58	51	110	76	186	61	137	247	60	62	122	-	260
研究開発費	Research and development expenses	112	99	95	112	124	126	30	28	58	25	84	56	82	140	42	45	88	48	135	50	97	185	52	51	102	-	220
（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%	2.1%	2.3%	1.6%	2.0%	3.7%	2.7%	2.5%	3.3%	3.3%	3.3%	2.9%	3.2%	3.3%	3.1%	3.2%	3.9%	3.6%	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	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	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	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	36.50	36.69	37.64	34.64	35.56	35.10	36.90	36.90
LME（US$/t）	LME (USD/t)	2,318	2,122	1,950	1,867	2,283	2,105	2,118	2,170	2,144	2,119	2,136	2,076	2,098	2,121	2,166	2,041	2,104	2,006	2,071	1,970	1,988	2,046	1,947	1,965	1,956	2,100	2,100
為替（US$）	Exchange rate (USD)	112.04	111.07	108.96	105.94	113.04	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	151.21	152.70	152.58	143.75	148.40	146.07	145.00	145.00
1株あたり配当金（円）	Annual dividend per share (yen)	50	50	50	50	50	50	-	-	15	-	-	-	55	70	-	-	20	-	-	-	55	75	-	-	30	30	80
配当性向（%）	Payout ratio（%）	36.0%	30.4%	29.7%	35.2%	47.5%	28.9%	-	-	-	-	-	-	-	18.9%	-	-	-	-	-	-	-	24.7%	-	-	-	-	-
純資産配当率（%）	DOE（%）	2.4%	2.3%	2.3%	2.1%	1.9%	1.8%	-	-	-	-	-	-	-	2.3%	-	-	-	-	-	-	-	2.2%	-	-	-	-	-
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%	-	-	-	-	23.6%
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	-	-	-	-	-
株価収益率	PER	20.88	13.18	8.64	21.14	22.25	13.76	-	-	-	-	-	-	-	8.51	-	-	-	-	-	-	-	7.86	-	-	-	-	-
株価純資産倍率	PBR	1.36	1.00	0.67	1.20	0.87	0.83	-	-	-	-	-	-	-	0.96	-	-	-	-	-	-	-	0.69	-	-	-	-	-
従業員数（人）	Number of employees	14,585	14,217	13,542	13,305	13,571	14,317	-	-	14,074	-	-	-	-	12,892	-	-	12,672	-	-	-	-	12,478	-	-	12,580	-	-

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22巻・2025年発行	Volume 22, published in 2025		
第1号（2025年（令和7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X線マイクロCT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6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_02_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_02_007.pdf
		グラファイト負極表面被膜形状に及ぼす温度影響のIn-situ 電気化学AFM による直接観察／Direct Observation of Temperature Effects on Surface Film Morphology of Graphite Negative Electrode by In-situ Electrochemical AFM	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_012.pdf
第1号（2024年（令和6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5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 測定を活用したLi(Ni,Co,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,Co,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5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
		触媒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4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
総説	Review	表面活性化接合によるX on diamond 構造／X on Diamond Structures Fabricated Using Surface Activated Bonding Technologies	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_001.pdf
報文	Bulletin	コンテナ式LEPS-2 蓄電システムの開発／Development of container type LEPS-2 energy storage system	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_010.pdf
		機能性フィラーをもちいたアンダーコートによるリチウムイオン電池の安全化技術の開発／Development of Safety Technology for Li-ion Batteries by Undercoat Layer Containing Functional Filler	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_017.pdf
		リチウムイオン電池用ホウ素ドープカーボン負極の開発／Development of Boron-Doped Carbon Negative Electrodes for Lithium Ion Batteries	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_023.pdf
第1号（2022年（令和4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
総説	Review	材料シミュレーションによる金属リチウムとガーネット型固体電解質界面の構造評価／Characterization of the interface between metallic lithium and garnet-type solid electrolyte by first-principles calculations	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_001.pdf
報文	Bulletin	LiPF6 系電解液におけるリン酸エステルの生成メカニズムの解明／Clarification of formation mechanism of phosphate esters in LiPF6-based electrolyte	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_008.pdf
		SiO負極を備える300 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 300 Wh kg-1 Class High Energy Density Lithium Ion Batteries with SiO Negative Electrode	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_017.pdf
		内部短絡時安全性の定量的評価手法の開発／Quantitative safety evaluation for internal short-circuit	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_024.pdf
第18巻・2021年発行	Volume 18, published in 2021		
第2号（2021年（令和3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3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2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2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