

2026年3月期 第4四半期 決算補足資料
FY2025 4Q Financial Result Supplementary Materials

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注：

Notes:

- 四捨五入により、決算補足資料は「決算短信」「半期報告書」などと異なる場合がございます。
These reference data may differ from "Earnings Report" or "Semi-Annual Report" due to rounding off.
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- 本資料は2026年5月13日に作成したものです。
This material was produced on May 13, 2026.

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		
		Full		Full		Full		Full		Full		Full		Full		1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full								1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full								As of May 13		As of Feb 4
		Full		Full		Full		Full		Full		Full		Full		1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full								1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full								1st H	Full	Full
売上高	Net sales	4,110	4,131	3,956	3,865	4,321	1,276	1,369	2,645	1,623	4,268	1,535	3,158	5,803	1,319	1,403	2,722	1,608	4,330	1,760	3,368	6,090	-	-	-	2,800	6,000	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	1,169	3,249	1,290	2,459	4,539	-	-	-							
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	440	1,080	470	910	1,550	-	-	-							
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	-	-	-	205	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	247	701	248	495	949	-	-	-							
営業利益	Operating profit	219	227	217	248	227	315	416	62	95	157	161	318	183	343	500	83	104	187	193	380	222	415	602	165	510	535							
(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%	12.0%	8.8%	12.6%	12.3%	9.9%	5.9%	8.5%	8.9%							
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	25	52	23	48	75	-	-	-							
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	23	64	31	53	94	-	-	-							
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	7	8	5	12	13	-	-	-							
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	1	2	-5	-4	-3	-	-	-							
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	6	19	16	23	36	-	-	-							
経常利益	Ordinary profit	214	247	231	273	247	242	440	67	78	145	142	287	176	319	463	85	88	173	195	368	214	409	582	160	490	515							
(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%	12.1%	8.5%	12.2%	12.2%	9.6%	5.7%	8.2%	8.6%							
特別利益	Extraordinary income	8	39	24	17	24	69	44	0	0	1	10	11	60	70	71	18	5	23	1	24	72	73	96	-	-	-							
特別損失	Extraordinary losses	14	34	22	41	78	40	55	1	1	2	3	5	59	63	65	3	7	10	2	12	41	43	53	-	-	-							
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	195	380	246	440	625	-	-	-							
法人税等	Income taxes	54	81	66	101	67	86	47	8	25	33	50	83	47	98	130	24	35	59	63	122	29	92	150	-	-	-							
純利益	Profit	153	171	167	148	126	185	382	59	52	110	99	209	130	229	339	76	50	127	132	258	217	349	475	-	-	-							
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	16	38	19	35	56	-	-	-							
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	116	221	198	314	419	105	330	360							
(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%	7.2%	5.1%	11.2%	9.3%	6.9%	3.8%	5.5%	6.0%							
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	115.70	220.03	197.30	313.00	417.33	104.68	328.99	358.88							
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	195	386	225	419	610	-	-	520	545						
(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%	12.1%	8.9%	12.8%	12.4%	10.0%	-	-	8.7%	9.1%						
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	118	226	200	318	426	-	-	340	370						
(のれん等償却前純利益率)	(Profit attributable to owners of parent before amortization of goodwill ratio)	3.4%	3.9%	4.0%	3.5%	2.2%	2.8%	5.8%	3.9%	3.5%	3.7%	5.7%	4.4%	7.9%	6.8%	5.4%	5.1%	2.9%	4.0%	7.3%	5.2%	11.4%	9.4%	7.0%	-	-	5.7%	6.2%						
EBITDA	EBITDA before amortization of goodwill	406	412	399	433	406	530	650	122	148	270	239	509	245	484	754	145	168	313	258	570	306	564	876	-	-	780	805						
(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%	16.0%	13.2%	17.4%	16.7%	14.4%	-	-	13.0%	13.4%						

※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								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		
		Full		Full		Full		Full		Full		Full		Full		1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full								1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full								As of May 13		As of Feb 4
		Full		Full		Full		Full		Full		Full		Full		1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full								1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full								1st H	Full	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%	99.1%	101.4%	114.6%	106.7%	104.9%	105.9%	103.4%	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%	119.9%	119.5%	121.6%	120.8%	120.3%	104.9%	101.9%	106.9%							
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%	136.9%	128.1%	121.7%	128.5%	125.6%	110.5%	105.7%	111.1%							
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%	129.2%	120.0%	164.6%	149.5%	137.6%	111.6%	108.5%	118.4%							
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%	119.6%	119.3%	121.9%	120.8%	120.2%	-	-	102.5%	107.4%						
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%	128.5%	119.6%	164.5%	149.0%	137.2%	-	-	109.5%	119.2%						

(億円、100 million yen)

地域別売上／Results by Region		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24								FY25										予想 Forecast			
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual								実績 Actual										As of May 13		As of Feb 4
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	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	834	2,205	988	1,822	3,192	-	-	-			
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	360	961	317	677	1,278	-	-	-			
欧州	Europe	-	-	-	-	512	691	754	206	213	419	240	659	215	455	875	201	212	413	248	661	258	506	919	-	-	-			
北米	North America	-	-	-	-	156	208	205	55	47	101	54	155	56	110	211	54	46	100	39	139	57	96	196	-	-	-			
その他	Other	283	290	246	278	325	393	423	125	116	241	114	355	117	230	472	120	117	237	127	364	140	267	504	-	-	-			
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	1,608	4,330	1,760	3,368	6,090	2,800	6,000	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	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	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%	51.9%	50.9%	56.1%	54.1%	52.4%	-	-	-	-	-	-	-
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%	22.4%	22.2%	18.0%	20.1%	21.0%	-	-	-	-	-	-	-
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%	15.4%	15.3%	14.7%	15.0%	15.1%	-	-	-	-	-	-	-
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%	2.4%	3.2%	3.3%	2.9%	3.2%	-	-	-	-	-	-	-
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%	7.9%	8.4%	8.0%	7.9%	8.3%	-	-	-	-	-	-	-
欧米	Europe and North America	16.1%	15.4%	13.9%	14.8%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

前年比		Year-on-year comparison		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23								FY25/FY24												
Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	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%	100.8%	106.7%	116.5%	108.7%	109.6%	-	-	-	-	-	
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%	92.9%	93.1%	105.8%	98.5%	95.9%	-	-	-	-	-	-	
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%	103.5%	100.3%	119.7%	111.1%	105.1%	-	-	-	-	-	-	-	-
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%	72.3%	89.5%	102.3%	87.7%	92.9%	-	-	-	-	-	-	-	-
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%	111.5%	102.5%	120.3%	115.9%	106.9%	-	-	-	-	-	-	-
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%	99.1%	101.4%	114.6%	106.7%	104.9%	105.9%	103.4%	103.4%	103.4%	103.4%	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										予想 Forecast				
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual								実績 Actual										As of May 13		As of Feb 4	
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

自動車電池（国内）事業/Automotive Batteries (Japan)		FY17	FY18	FY19	FY20	FY21	FY22	FY23												FY24												FY25												予想 Forecast			
		実績 Actual						実績 Actual												実績 Actual												実績 Actual												As of May 13		As of Feb 4	
		Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	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	308	778	300	608	1,078	-	-	-													
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	0	1	1	1	2	-	-	-													
欧州	Europe	-	-	-	-	0	-	-	-	-	-	-	-	-	-	0	0	0	0	0	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	309	780	300	609	1,080	-	1,000	1,100													
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	42	79	38	80	117	-	110	115													
(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%	13.6%	10.2%	12.5%	13.1%	10.8%	-	11.0%	10.5%													

*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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	148	-	-	-
(EBITDAマージン)	(EBITDA margin)	9.0%	10.4%	11.5%	14.1%	10.7%	10.5%	-	-	-	-	-	-	-	11.6%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13.7%	-	-	-

*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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	741	-	-	-
(セグメント資産利益率)	(ROA)	11.3%	13.4%	12.0%	14.5%	9.6%	10.3%	-	-	-	-	-	-	-	12.2%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15.8%	-	-	-
減価償却費	Depreciation	19	18	32	31	29	26	-	-	-	-	-	-	-	28	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	31	-	-	-
減損損失	Impairment loss	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
持分法適用会社への投資額	Investment in equity-method affiliates	10	11	11	13	13	14	-	-	-	-	-	-	-	14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38	-	-	-

*減価償却費は無形固定資産の償却費を含む額です。

*Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	24	36	22	25	38	28	-	-	13	-	-	-	19	32	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17	-	-	21	38	-	40
研究開発費	Research and development expenses	26	22	24	19	18	19	-	-	-	-	-	-	-	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
(売上高研究開発費率)	(Ratio of R&D expenses to net sales)	1.0%	0.8%	1.0%	0.8%	0.7%	0.6%	-	-	-	-	-	-	0.6%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		

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

*Research and development expenses in the "Automotive Batteries (Japan)" and "Automotive Batteries (Overseas)" segments have been totalled 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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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前年比	Year-on-year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22												FY24/FY23												FY25/FY24												予想 Forecast			
		実績 Actual						実績 Actual												実績 Actual												実績 Actual												As of May 13		As of Feb 4	
		Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	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%	104.3%	106.6%	104.4%	104.3%	106.0%	-	98.1%	107.9%													
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%	114.0%	112.6%	103.6%	108.8%	109.5%	-	103.1%	107.8%													

(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										実績 Actual										予想 Forecast	
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	Full	As of May 13	As of Feb 4	
日本	Japan	-	-	-	-	1	2	1	1	1	2	-1	1	-0	-1	0	1	-0	1	-0	0	-0	-0	0	-	-	-	-	-	-	
アジア	Asia	-	-	-	-	979	1,350	1,347	313	295	608	369	977	282	651	1,259	276	291	567	344	911	303	646	1,214	-	-	-	-	-		
欧州	Europe	-	-	-	-	481	614	643	176	188	364	214	578	181	396	759	177	194	371	225	596	226	451	822	-	-	-	-	-		
北米	North America	-	-	-	-	96	123	124	40	26	67	26	92	30	56	122	31	29	61	24	85	31	56	116	-	-	-	-	-		
その他	Other	-	-	-	-	310	385	413	122	113	235	110	346	114	224	460	118	114	232	123	355	138	261	493	-	-	-	-	-		
売上高	Net sales	1,856	1,771	1,621	1,653	1,867	2,473	2,529	652	623	1,275	718	1,993	608	1,326	2,601	603	629	1,231	716	1,947	698	1,414	2,645	-	-	2,500	2,600			
営業利益	Operating profit	90	99	92	122	100	133	151	48	46	94	49	142	45	93	187	44	47	91	70	161	84	153	245	-	-	180	190			
(営業利益率)	(Operating profit ratio)	4.8%	5.6%	5.7%	7.4%	5.3%	5.4%	6.0%	7.4%	7.3%	7.4%	6.8%	7.1%	7.3%	7.0%	7.2%	7.4%	7.5%	7.4%	9.7%	8.3%	12.0%	10.9%	9.3%	-	-	7.2%	7.3%			

※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	-	-	-	-	-	-	-	-	-	-	-	331	-	-	-
(EBITDAマージン)	(EBITDA margin)	7.1%	7.9%	8.4%	10.1%	8.0%	8.1%	8.9%	-	-	-	-	-	-	-	10.4%	-	-	-	-	-	-	-	-	-	-	-	12.5%	-	-	-

※EBITDAは営業利益+減価償却費です。

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

※減価償却費は無形固定資産の償却費を含む値です。

*Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	63	67	55	51	53	110	73	-	-	31	-	-	-	58	88	-	-	44	-	-	-	-	-	-	-	71	116	-	90	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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前年比	Year-on-year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23										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	
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	Full	As of May 13	As of Feb 4	
売上高	Net sales	108.8%	95.4%	91.6%	101.9%	113.0%	132.4%	102.2%	111.7%	92.9%	101.7%	110.1%	104.5%	97.7%	104.0%	102.9%	92.5%	100.8%	96.6%	99.7%	97.7%	114.9%	106.6%	101.7%	-	-	96.1%	100.0%		
営業利益	Operating profit	85.7%	110.8%	92.6%	133.1%	81.5%	133.9%	113.3%	174.1%	94.4%	123.3%	84.7%	106.7%	252.8%	124.1%	123.7%	92.2%	103.2%	97.6%	143.0%	113.1%	187.8%	164.4%	130.9%	-	-	96.2%	101.6%		

※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

※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.

産業電池電源事業 / Industrial Batteries and Power Supplies		FY17		FY18		FY19		FY20		FY21		FY22		FY23									FY24									FY25									予想 Forecast					
		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									As of May 13			As of Feb 4		
		Full		Full		Full		Full		Full		Full		1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full									1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full									1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full									1st H Full 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	283	713	376	659	1,089	-	-	-										
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	15	47	13	27	60	-	-	-										
欧州	Europe	-	-	-	-	-	-	3	9	2	1	3	3	6	2	5	8	2	2	4	0	4	3	3	7	1	1	3	1	4	1	2	5	-	-	-										
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	14	52	25	39	77	-	-	-										
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	3	9	2	6	11	-	-	-										
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	315	824	417	732	1,241	-	-	1,300	1,200											
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	58	102	82	140	184	-	-	190	180											
(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%	18.3%	12.4%	19.6%	19.1%	14.8%	-	-	14.6%	15.0%											
EBITDA	EBITDA	86	94	108	86	74	102	-	-	-	-	-	-	151	-	-	-	-	-	-	-	-	-	197	-	-	-	-	-	-	-	-	-	206	-	-	-									
(EBITDAマージン)	(EBITDA margin)	11.6%	11.8%	12.8%	10.2%	7.4%	10.5%	-	-	-	-	-	-	13.8%	-	-	-	-	-	-	-	-	-	17.4%	-	-	-	-	-	-	-	-	-	16.6%	-	-	-									

※EBITDAは営業利益+減価償却費です。
*EBITDA is operating income + depreciation.

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

※減価償却費は無形固定資産の償却費を含む値です。
*Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	11	21	17	14	13	42	-	-	6	-	-	-	15	20	-	-	22	-	-	-	-	35	57	-	-	24	-	-	-	-	16	40	-	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	-	-	-	-	-	-	-	-	-	-	-	-
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前年比	Year-on-year comparison	FY17/FY16		FY18/FY17		FY19/FY18		FY20/FY19		FY21/FY20		FY22/FY21		FY23/FY22									FY24/FY23									FY25/FY24									予想 Forecast					
		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									As of May 13			As of Feb 4		
		Full		Full		Full		Full		Full		Full		1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full									1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full									1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full									1st H Full 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%	101.9%	106.8%	115.8%	109.4%	109.7%	-	-	114.9%	106.1%											
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%	92.7%	100.7%	106.2%	100.2%	103.1%	-	-	106.4%	100.8%											

※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 restated 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								実績 Actual										予想 Forecast	
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	Full	
日本	Japan	-	-	-	-	458	599	766	137	182	319	221	540	197	419	738	175	197	372	195	567	258	453	825	-	-	-		
アジア	Asia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
欧州	Europe	-	-	-	-	19	55	82	24	20	44	20	64	26	46	90	19	13	32	17	49	25	42	74	-	-	-		
北米	North America	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
その他	Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
売上高	Net sales	448	456	423	360	476	654	848	161	203	363	241	604	224	465	828	194	211	404	212	616	283	495	899	-	1,000	900		
営業利益	Operating profit	13	3	-17	-9	17	20	26	-20	3	-18	6	-12	25	31	14	-0	9	8	18	27	22	41	49	-	20	40		
(営業利益率)	(Operating profit ratio)	2.9%	0.7%	-4.0%	-2.4%	3.5%	3.0%	3.1%	-12.6%	1.3%	-4.8%	2.5%	-1.9%	11.4%	6.8%	1.7%	-0.2%	4.1%	2.1%	8.7%	4.4%	7.9%	8.3%	5.5%	-	2.0%	4.4%		
EBITDA	EBITDA	65	47	16	27	49	61	75	-	-	-	-	-	-	-	75	-	-	-	-	-	-	-	122	-	-	-		
(EBITDAマージン)	(EBITDA margin)	14.6%	10.3%	3.7%	7.4%	10.4%	9.3%	8.9%	-	-	-	-	-	-	-	9.1%	-	-	-	-	-	-	-	13.6%	-	-	-		

※EBITDAは営業利益+減価償却費です。

*EBITDA is operating income + depreciation.

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

※減価償却費は無形固定資産の償却費を含む値です。

*Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	13	52	50	56	110	72	150	-	-	59	-	-	-	71	130	-	-	25	-	-	-	-	-	57	82	-	150	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	-	-	-	-	-	-	-	-	-	-	-	-	-
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前年比	Year-on-year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23								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	
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	Full	
売上高	Net sales	113.9%	101.8%	92.7%	85.1%	132.5%	137.2%	129.7%	82.6%	95.8%	89.5%	107.8%	96.0%	102.4%	105.1%	97.6%	120.6%	104.1%	111.4%	87.9%	102.0%	126.5%	106.5%	108.6%	-	120.8%	108.7%	
営業利益	Operating profit	2933.3%	22.7%	-569.3%	49.9%	-194.1%	120.1%	133.4%	-464.8%	91.6%	-239.2%	35.2%	-47.5%	1210.0%	164.1%	52.2%	1.7%	318.3%	-47.5%	308.0%	-231.7%	88.3%	130.3%	356.3%	-	144.6%	289.2%	

個別売上高・営業利益		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	
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	Full	
BEC	売上高	171	138	142	219	314	435	587	-	-	-	-	-	-	-	557	-	-	-	-	-	-	-	-	-	-	-	-
	営業利益	20	18	4	23	33	36	10	-	-	-	-	-	-	-	12	-	-	-	-	-	-	-	-	-	-	-	-
	(営業利益率)	11.8%	12.8%	2.8%	10.6%	10.7%	8.4%	1.8%	-	-	-	-	-	-	-	2.1%	-	-	-	-	-	-	-	-	-	-	-	-
GS YUASA	売上高	283	327	287	219	253	211	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(LEJ)	営業利益	3	2	2	4	13	16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	(営業利益率)	0.9%	0.5%	0.6%	1.6%	5.1%	7.4%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

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

(億円、100 million yen)

特殊電池およびその他事業/Specialized Batteries and Others		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24								FY25													
		実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual	実績 Actual								実績 Actual										予想 Forecast		
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	Full		
		As of May 13	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4		
日本	Japan	-	-	-	-	153	177	187	54	45	99	52	151	50	103	201	49	48	97	49	146	54	103	200	-	-	-			
アジア	Asia	-	-	-	-	3	1	2	0	1	0	1	1	1	2	1	1	-0	1	2	2	1	3	3	-	-	-			
欧州	Europe	-	-	-	-	9	14	22	4	3	8	6	13	5	11	18	4	3	7	5	12	6	11	18	-	-	-			
北米	North America	-	-	-	-	3	5	4	1	1	2	0	2	0	1	2	1	1	1	1	2	1	2	3	-	-	-			
その他	Other	-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
売上高	Net sales	171	189	185	176	168	196	215	60	50	109	58	168	57	115	224	55	51	106	57	162	62	119	225	-	200	200			
営業利益	Operating profit	3	-8	3	1	6	16	32	10	2	12	9	20	1	10	21	3	7	9	7	16	-1	6	15	-	20	20			
(営業利益率)	(Operating profit ratio)	1.7%	-4.0%	1.7%	0.8%	3.4%	8.4%	14.9%	16.9%	3.3%	10.7%	15.0%	12.2%	1.6%	8.4%	9.5%	5.3%	12.7%	8.9%	11.6%	9.9%	-1.6%	4.7%	6.7%	-	10.0%	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	-	-	-	-	-	-	-	-	70	-	-	-
(EBITDAマージン)	(EBITDA margin)	34.4%	27.9%	29.6%	30.4%	36.4%	37.9%	41.4%	-	-	-	-	-	-	-	33.3%	-	-	-	-	-	-	-	-	31.1%	-	-	-

※EBITDAは営業利益+減価償却費です。

*EBITDA is operating income + depreciation.

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

※減価償却費は無形固定資産の償却費を含む値です。

*Depreciation expenses include depreciation of intangible assets.

設備投資	Capital investment	42	39	38	85	72	77	218	-	-	159	-	-	-	122	281	-	-	109	-	-	-	-	-	159	269	-	300	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	-	-	-	-	-	-	-	-	-	-	-	-	-
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前年比	Year-on-year comparison	FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	FY24/FY23								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		
		Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	Full		
		As of May 13	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	As of Feb 4	
売上高	Net sales	183.6%	110.7%	97.8%	94.9%	95.5%	116.9%	109.7%	114.4%	99.3%	107.0%	113.5%	109.2%	91.5%	101.5%	104.1%	91.5%	103.4%	96.9%	96.7%	96.9%	110.0%	103.3%	100.2%	-	89.2%	89.2%		
営業利益	Operating profit	-41.1%	-262.7%	-42.7%	42.2%	425.7%	284.3%	194.8%	177.6%	33.8%	111.2%	66.8%	86.6%	10.7%	44.9%	66.6%	29.0%	398.2%	80.8%	74.9%	78.3%	-110.0%	57.7%	70.3%	-	93.6%	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)

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			
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	As of May 13	As of Feb 4
		Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	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	639	674	-	543	-	408	-	-	608	435	-	408	-	329	-	-	367	-	-	-	-	-	-	-	-
受取手形、売掛金及び短期資産	Trade and accounts receivable, loans, and other assets																														
	799	702	687	743	854	976	1,038	881	-	928	-	1,031	-	-	1,019	887	-	933	-	1,025	-	-	1,116	-	-	-	-	-	-	-	
電子記録債権	Electronically recorded monetary claims (securities)																														
	-	42	69	50	72	69	74	55	-	55	-	90	-	-	108	75	-	83	-	97	-	-	73	-	-	-	-	-	-	-	
売上債権	Accounts receivable																														
	799	744	756	793	926	1,044	1,112	936	-	983	-	1,121	-	-	1,128	962	-	1,015	-	1,123	-	-	1,189	-	-	-	-	-	-	-	
有価証券	Securities																														
商品及び製品	Merchandise and finished goods																														
	378	371	359	372	550	601	602	699	-	721	-	719	-	-	677	778	-	795	-	820	-	-	739	-	-	-	-	-	-	-	
仕掛品	Work in process																														
	166	169	147	150	192	218	227	256	-	255	-	260	-	-	249	250	-	272	-	284	-	-	274	-	-	-	-	-	-	-	
原材料及び貯蔵品	Raw materials and supplies																														
	153	139	137	157	188	281	321	344	-	321	-	332	-	-	322	327	-	332	-	369	-	-	388	-	-	-	-	-	-	-	
棚卸資産	Inventory																														
	697	678	643	679	931	1,101	1,150	1,299	-	1,298	-	1,310	-	-	1,247	1,354	-	1,399	-	1,473	-	-	1,401	-	-	-	-	-	-	-	
その他流動資産	Other current assets																														
	140	102	106	109	148	153	268	289	-	185	-	162	-	-	219	159	-	146	-	180	-	-	174	-	-	-	-	-	-	-	
流動資産合計	Total current assets																														
	1,826	1,760	1,757	1,943	2,263	2,661	3,169	3,198	-	3,009	-	3,001	-	-	3,202	2,910	-	2,968	-	3,105	-	-	3,132	-	-	-	-	3,110	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	670	680	-	668	-	695	-	-	684	682	-	685	-	687	-	-	703	-	-	-	-	-	-	-	
機械装置及び運搬具(純額)	Machinery, equipment and vehicles, net																														
	350	334	329	387	371	510	519	531	-	515	-	522	-	-	479	485	-	557	-	606	-	-	663	-	-	-	-	-	-	-	
土地	Land																														
	240	224	221	227	233	284	365	394	-	383	-	397	-	-	383	386	-	390	-	399	-	-	405	-	-	-	-	-	-	-	
建設仮勘定	Construction in progress																														
	79	85	114	97	153	110	185	197	-	354	-	453	-	-	495	578	-	513	-	602	-	-	586	-	-	-	-	-	-	-	
その他有形固定資産	Other property, plant and equipment																														
	54	52	97	106	110	145	148	151	-	141	-	146	-	-	155	163	-	167	-	177	-	-	193	-	-	-	-	-	-	-	
有形固定資産合計	Total property, plant and equipment																														
	1,228	1,242	1,279	1,345	1,430	1,650	1,886	1,953	-	2,061	-	2,213	-	-	2,196	2,294	-	2,313	-	2,471	-	-	2,550	-	-	-	-	-	-	-	
無形固定資産	Intangible assets																														
のれん	Goodwill																														
	43	33	20	7	0	12	10	11	-	9	-	9	-	-	8	7	-	6	-	6	-	-	5	-	-	-	-	-	-	-	
その他無形固定資産	Other intangible assets																														
	79	70	44	38	29	40	40	41	-	38	-	40	-	-	40	37	-	37	-	37	-	-	40	-	-	-	-	-	-	-	
無形固定資産合計	Total intangible assets																														
	122	104	64	44	29	52	51	52	-	48	-	49	-	-	48	44	-	43	-	43	-	-	45	-	-	-	-	-	-	-	
投資その他の資産	Investments and other assets																														
投資有価証券	Investment securities																														
	567	561	537	643	663	633	774	759	-	766	-	780	-	-	784	767	-	802	-	819	-	-	790	-	-	-	-	-	-	-	
その他の投資その他の資産	Other investments and other assets																														
	169	176	217	342	422	412	687	694	-	687	-	700	-	-	707	710	-	718	-	726	-	-	892	-	-	-	-	-	-	-	
投資その他の資産合計	Total investments and other assets																														
	736	736	754	986	1,085	1,045	1,461	1,453	-	1,453	-	1,480	-	-	1,491	1,477	-	1,520	-	1,545	-	-	1,682	-	-	-	-	-	-	-	
固定資産合計	Total non-current assets																														
	2,087	2,082	2,096	2,375	2,544	2,748	3,397	3,457	-	3,562	-	3,742	-	-	3,735	3,815	-	3,876	-	4,059	-	-	4,278	-	-	-	-	4,060	4,060		
繰延資産	Deferred assets																														
	1	1	1	1	0	0	0	0	-	0	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
資産合計	Total assets																														
	3,913	3,842	3,854	4,319	4,808	5,409	6,567	6,655	-	6,572	-	6,743	-	-	6,937	6,725	-	6,845	-	7,163	-	-	7,410	-	-	-	-	7,170	7,170		

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(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					
	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	As of May 13	As of Feb 4		
	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full		
負債	Liabilities																																	
流動負債	Current liabilities																																	
支払手形及び買掛金	365	352	308	347	442	517	586	602	-	492	-	546	-	-	517	514	-	445	-	468	-	-	492	-	-	-	-	-	-	-	-	-	-	-
電子記録債務	151	171	149	164	199	253	331	273	-	226	-	227	-	-	220	235	-	273	-	328	-	-	247	-	-	-	-	-	-	-	-	-	-	
設備関係支払手形	1	10	4	4	3	2	1	3	-	1	-	0	-	-	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
設備関係電子記録債務	-	-	20	33	68	35	114	152	-	62	-	78	-	-	49	52	-	33	-	24	-	-	30	-	-	-	-	-	-	-	-	-		
仕入債務	518	533	480	547	711	807	1,031	1,029	-	782	-	851	-	-	787	802	-	751	-	820	-	-	770	-	-	-	-	-	-	-	-	-	-	
短期借入金	175	99	148	134	188	423	262	318	-	472	-	530	-	-	443	389	-	418	-	379	-	-	382	-	-	-	-	-	-	-	-	-	-	
1年内償還予定の社債	-	-	-	-	-	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1年内償還予定の新株予約権付社債	250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
コマースヤル・ペーパー	-	30	-	-	20	-	100	145	-	155	-	30	-	-	-	-	-	-	-	100	-	-	65	-	-	-	-	-	-	-	-	-	-	
未払金	88	108	100	160	120	142	143	102	-	113	-	100	-	-	162	106	-	102	-	107	-	-	185	-	-	-	-	-	-	-	-	-	-	
未払法人税等	30	32	38	48	29	41	24	24	-	44	-	79	-	-	89	41	-	59	-	75	-	-	92	-	-	-	-	-	-	-	-	-	-	
未払金等	118	141	138	207	149	183	167	126	-	157	-	179	-	-	251	148	-	161	-	183	-	-	277	-	-	-	-	-	-	-	-	-	-	
その他流動負債	186	165	254	189	226	239	324	306	-	319	-	324	-	-	382	333	-	343	-	454	-	-	408	-	-	-	-	-	-	-	-	-	-	
流動負債合計	1,247	967	1,020	1,078	1,294	1,753	1,885	1,925	-	1,885	-	1,915	-	-	1,863	1,672	-	1,774	-	1,900	-	-	1,837	-	-	-	-	-	-	-	1,850	1,850		
固定負債	Non-current liabilities																																	
社債	100	200	200	200	200	100	100	100	-	200	-	200	-	-	200	200	-	200	-	200	-	-	200	-	-	-	-	-	-	-	-	-	-	
転換社債型新株予約権付社債	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
長期借入金	227	340	298	320	417	414	300	300	-	228	-	226	-	-	414	409	-	333	-	328	-	-	296	-	-	-	-	-	-	-	-	-	-	
その他固定負債	283	258	283	375	398	433	543	534	-	513	-	522	-	-	551	547	-	559	-	579	-	-	636	-	-	-	-	-	-	-	-	-	-	
固定負債合計	610	798	781	895	1,014	947	943	934	-	940	-	948	-	-	1,165	1,155	-	1,092	-	1,106	-	-	1,132	-	-	-	-	-	-	-	1,170	1,170		
負債合計	1,857	1,765	1,801	1,973	2,308	2,700	2,828	2,859	-	2,825	-	2,863	-	-	3,028	2,827	-	2,866	-	3,007	-	-	2,969	-	-	-	-	-	-	-	3,020	3,020		
純資産	Net assets																																	
株主資本	Shareholders' equity																																	
資本金	330	330	330	330	330	330	528	528	-	528	-	528	-	-	528	528	-	528	-	528	-	-	528	-	-	-	-	-	-	-	-	-	-	
資本剰余金	553	553	553	553	553	532	740	740	-	740	-	741	-	-	735	735	-	733	-	733	-	-	730	-	-	-	-	-	-	-	-	-	-	
利益剰余金	668	777	872	959	937	1,035	1,315	1,298	-	1,345	-	1,414	-	-	1,535	1,545	-	1,584	-	1,670	-	-	1,868	-	-	-	-	-	-	-	-	-	-	
自己株式	-14	-23	-37	-47	-4	-3	-3	-3	-	-3	-	-4	-	-	-4	-4	-	-3	-	-3	-	-	-3	-	-	-	-	-	-	-	-	-		
株主資本合計	1,538	1,637	1,718	1,795	1,816	1,894	2,581	2,564	-	2,610	-	2,680	-	-	2,794	2,804	-	2,842	-	2,928	-	-	3,123	-	-	-	-	-	-	-	-	-	-	
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	147	149	119	172	162	142	199	185	-	175	-	197	-	-	190	188	-	201	-	210	-	-	169	-	-	-	-	-	-	-	-	-	-	
為替換算調整勘定	53	-5	-63	4	72	187	272	338	-	288	-	308	-	-	258	242	-	284	-	335	-	-	343	-	-	-	-	-	-	-	-	-	-	
その他	20	2	-12	51	103	84	248	244	-	240	-	235	-	-	229	225	-	219	-	214	-	-	312	-	-	-	-	-	-	-	-	-	-	
その他の包括利益累計額	220	146	45	227	336	413	719	767	-	703	-	740	-	-	677	655	-	704	-	760	-	-	824	-	-	-	-	-	-	-	-	-	-	
非支配株主持分	299	294	290	323	347	402	439	466	-	434	-	461	-	-	439	439	-	432	-	469	-	-	494	-	-	-	-	-	-	-	-	-	-	
純資産合計	2,056	2,077	2,053	2,346	2,499	2,709	3,739	3,797	-	3,747	-	3,881	-	-	3,910	3,898	-	3,979	-	4,157	-	-	4,441	-	-	-	-	-	-	-	4,150	4,150		
負債純資産合計	3,913	3,842	3,854	4,319	4,808	5,409	6,567	6,655	-	6,572	-	6,743	-	-	6,937	6,725	-	6,845	-	7,163	-	-	7,410	-	-	-	-	-	-	-	7,170	7,170		

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(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							予想		Forecast	
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	As of May 13	As of Feb.4
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full
総資産	Total assets	3,913	3,842	3,854	4,319	4,808	5,409	6,567	6,655	-	6,572	-	6,743	-	-	6,937	6,725	-	6,845	-	7,163	-	-	7,410	-	7,170	7,170
純資産	Net assets	2,056	2,077	2,053	2,346	2,499	2,709	3,739	3,797	-	3,747	-	3,881	-	-	3,910	3,898	-	3,979	-	4,157	-	-	4,441	-	4,150	4,150
自己資本	Total equity	1,758	1,783	1,763	2,022	2,152	2,307	3,300	3,331	-	3,313	-	3,419	-	-	3,470	3,459	-	3,547	-	3,688	-	-	3,947	-	-	-
(自己資本比率)	(Equity ratio)	44.9%	46.4%	45.8%	46.8%	44.8%	42.6%	50.3%	50.0%	-	50.4%	-	50.7%	-	-	50.0%	51.4%	-	51.8%	-	51.5%	-	-	53.3%	-	51.5%	51.5%
借入金総額	Total debt	752	669	645	654	825	1,037	762	863	-	1,055	-	986	-	-	1,057	997	-	1,051	-	971	-	-	878	-	900	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	3,289.95	-	-	3,303.10	-	-	-	-	3,460.04	-	-	3,535.45	-	-	-	-	3,934.07	-	-	-

P13

(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								実績 Actual										予想 Forecast		
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	As of May 13	As of May 13	As of Feb 4		
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	Full		
営業活動によるキャッシュ・フロー	Cash flows from operating activities	219	315	331	358	129	283	632	-	-	51	-	-	-	-	393	-	-	146	-	-	-	-	495	-	650	650			
うち利息の支払額	/ Equity in earnings of affiliates	-9	-6	-8	-8	-9	-33	-36	-	-	-20	-	-	-	-	-48	-	-	-31	-	-	-	-	-67	-	-	-			
投資活動によるキャッシュ・フロー	Cash flows from investing activities	-208	-176	-207	-193	-302	-266	-462	-	-	-367	-	-	-	-	-588	-	-	-269	-	-	-	-	-449	-	-700	-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	35	-	-	192	-	-	-	-	142	-	-	-110	-	-	-	-	-318	-	-217	-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	243	-	-	-109	-	-	-	-	-36	-	-	-212	-	-	-	-	-247	-	-267	-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	-	-	603	-	-	-	-	603	-	-	567	-	-	-	-	567	-	567	567			
現金及び現金同等物の期末残高	Cash and cash equivalents at end of period	198	234	247	358	258	360	603	-	-	494	-	-	-	-	567	-	-	355	-	-	-	-	320	-	300	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	228	58	57	115	71	186	61	132	247	60	62	122	63	185	82	145	266	-	-	-			
のれんの償却額	Amortization of goodwill	12	15	14	13	7	3	3	1	1	2	1	3	1	2	4	1	1	2	1	3	2	3	5	-	-	-			
フリー・キャッシュ・フロー	Free cash Flows	11	139	124	165	-173	18	170	-	-	-316	-	-	-	-	-195	-	-	-123	-	-	-	-	46	-	-50	-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	17.33	-	-	2.48	-	-	-	-	8.15	-	-	4.74	-	-	-	-	7.40	-	-	-			

P14

(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	実績 Actual	実績 Actual	実績 Actual	予想 Forecast As of May 13	予想 Forecast As of Feb 4	実績 Actual	第六次中計目標 Target As of Apr 5, 2023	Target As of Jul 9, 2024
			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	1,019	1,000	1,100	1,080	1,000	1,000
	営業利益		Operating profit	61	78	70	87	59	65	81	107	110	115	117	70	90
	(営業利益率)		(Operating profit ratio)	6.9%	8.5%	7.9%	10.4%	7.2%	7.5%	8.6%	10.5%	11.0%	10.5%	10.8%	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	2,529	2,601	2,500	2,600	2,645	2,400	2,600
	営業利益		Operating profit	90	99	92	122	100	133	151	187	180	190	245	170	170
	(営業利益率)		(Operating profit ratio)	4.8%	5.6%	5.7%	7.4%	5.3%	5.4%	6.0%	7.2%	7.2%	7.3%	9.3%	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	1,097	1,131	1,300	1,200	1,241	1,400	1,200
	営業利益		Operating profit	74	78	92	69	58	85	132	179	190	180	184	110	130
	(営業利益率)		(Operating profit ratio)	9.9%	9.8%	10.8%	8.2%	5.8%	8.8%	12.0%	15.8%	14.6%	15.0%	14.8%	7.9%	10.8%
車載用リチウムイオン電池	売上高	Automotive Lithium-ion Batteries	Net sales	448	456	423	360	476	654	848	828	1,000	900	899	1,100	1,000
	営業利益		Operating profit	13	3	-17	-9	17	20	26	14	20	40	49	60	50
	(営業利益率)		(Operating profit ratio)	2.9%	0.7%	-4.0%	-2.4%	3.5%	3.0%	3.1%	1.7%	2.0%	4.4%	5.5%	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	215	224	200	200	225	200	200
	営業利益		Operating profit	3	-8	3	1	6	16	32	21	20	20	15	0	20
	(営業利益率)		(Operating profit ratio)	1.7%	-4.0%	1.7%	0.8%	3.4%	8.4%	14.9%	9.5%	10.0%	10.0%	6.7%	0.0%	10.0%
合計	売上高	Total	Net sales	4,110	4,131	3,956	3,865	4,321	5,177	5,629	5,803	6,000	6,000	6,090	6,100	6,000
	営業利益		Operating profit	241	251	239	271	239	321	422	507	520	545	610	410	460
	(営業利益率)		(Operating profit ratio)	5.9%	6.1%	6.1%	7.0%	5.5%	6.2%	7.5%	8.7%	8.7%	9.1%	10.0%	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	5,629	5,803	6,000	6,000	6,090	6,100	6,000
営業利益	Operating profit	219	227	217	248	227	315	416	500	510	535	602	-	-
経常利益	Ordinary profit	214	247	231	273	247	242	440	463	490	515	582	-	-
親会社株主帰属純利益	Profit attributable to owners of parent	115	135	137	115	85	139	321	304	330	360	419	-	-
1株あたり純利益（円）	EPS (yen)	138.90	164.74	168.23	141.91	105.23	173.11	369.74	303.25	328.99	358.88	417.33	-	-

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	実績 Actual	実績 Actual	実績 Actual	予想 Forecast As of May 13	予想 Forecast As of Feb 4	実績 Actual	第六次中計目標 Target As of Apr 5, 2023	Target As of Jul 9, 2024
			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	422	507	520	545	610	410	460		
営業利益（当初計画差）	Operating profit (Initial forecast comparison)	-	-	19	-	-	31	82	63	13	-	90	-	-		
数量・構成変化	Quantity, composition change	-	-	-62	-	-	-154	-130	-5	124	-	-58	-	-		
原材料価格・売価	Raw material price, sales price	-	-	41	-	-	63	149	-	-	-	-	-	-		
売価	Raw material price, sales price	-	-	-	-	-	-	-	52	113	-	34	-	-		
原材料価格	Sales price	-	-	-	-	-	-	-	27	-34	-	24	-	-		
経費等	Expenses, etc.	-	-	39	-	-	60	30	-32	-174	-	30	-	-		
為替	Exchange rate	-	-	-4	-	-	25	18	23	-15	-	23	-	-		
その他	Specialized batteries and Others	-	-	13	-	-	37	15	-2	-1	-	37	-	-		
リチウム	Lithium	-	-	-8	-	-	-	-	-	-	-	-	-	-		

数量データ・シェア / Quantity Data / Share		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				
		Full	Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	As of May 13	As of Feb 4	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%	-	-	45%	-	-	-	-	-	45%	-	-	-	
JIS (ISS)	JIS(ISS)	40%	40%	40%	40%	35%	35%	30%	-	-	30%	-	-	-	-	30%	-	-	25%	-	-	-	-	-	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%	-	-	10%	-	-	-	-	-	10%	-	-	-	
JIS (ISS)	JIS(ISS)	15%	20%	25%	30%	30%	35%	40%	-	-	40%	-	-	-	-	40%	-	-	40%	-	-	-	-	-	45%	-	-	-	
JIS	JIS	85%	80%	75%	65%	65%	60%	55%	-	-	55%	-	-	-	-	55%	-	-	50%	-	-	-	-	-	45%	-	-	-	
市場シェア	Market share																												
新車向け	New Automobiles	68%	-	71%	73%	71%	69%	72%	-	-	71%	-	-	-	-	71%	-	-	72%	-	-	-	-	-	-	-	-	-	
補修向け	Replacement	53%	55%	57%	58%	58%	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%	-	-	-	-	-	-	-	-	-	7%	-	-	-
アセアン	Asean	39%	37%	35%	34%	37%	37%	34%	-	-	-	-	-	-	34%	-	-	-	-	-	-	-	-	-	34%	-	-	-
うちタイ	/Thailand	45%	41%	34%	37%	37%	36%	37%	-	-	-	-	-	-	41%	-	-	-	-	-	-	-	-	-	43%	-	-	-
うちインドネシア	/Indonesia	71%	67%	70%	65%	73%	74%	74%	-	-	-	-	-	-	72%	-	-	-	-	-	-	-	-	-	70%	-	-	-
うちベトナム	/Vietnam	34%	32%	35%	38%	39%	37%	38%	-	-	-	-	-	-	37%	-	-	-	-	-	-	-	-	-	38%	-	-	-
オートバイ	Motorcycles																											
全世界	Global	22%	19%	18%	17%	18%	17%	15%	-	-	-	-	-	-	16%	-	-	-	-	-	-	-	-	-	17%	-	-	-
アセアン	Asean	52%	50%	51%	48%	51%	50%	48%	-	-	-	-	-	-	50%	-	-	-	-	-	-	-	-	-	51%	-	-	-
うちタイ	/Thailand	34%	-	32%	35%	26%	25%	29%	-	-	-	-	-	-	30%	-	-	-	-	-	-	-	-	-	30%	-	-	-
うちインドネシア	/Indonesia	80%	70%	76%	69%	84%	81%	73%	-	-	-	-	-	-	77%	-	-	-	-	-	-	-	-	-	80%	-	-	-
うちベトナム	/Vietnam	49%	43%	52%	54%	52%	56%	57%	-	-	-	-	-	-	58%	-	-	-	-	-	-	-	-	-	60%	-	-	-

※1 自社調べ

*1 In-house research

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

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

市場データ/Market data	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										
	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	予想 Forecast		
																								As of May 13	As of Feb 4	
経済産業省生産動態統計	Monthly Report of Current Production Statistics																									
製造業 (自動車 (二輪車を除く))	Manufacturing (Automotive (excluding motorcycles))																									
販売数量 (千個)	24,849	24,837	23,982	22,919	22,519	22,056	22,392	4,788	5,218	10,006	6,661	16,667	6,156	12,817	22,823	4,809	5,410	10,219	7,005	17,224	7,005	-	-	-		
販売容量 (鉛酸t)	196,653	197,770	190,557	178,427	178,719	175,871	179,328	38,172	41,599	79,771	52,970	132,741	48,421	101,391	181,162	38,255	43,821	82,076	56,567	138,643	56,567	-	-	-		
販売金額 (百万円)	122,549	130,479	124,145	120,793	123,757	133,333	143,885	31,352	35,017	66,369	45,931	112,300	41,739	87,670	154,039	32,563	37,678	70,241	50,018	120,259	50,018	-	-	-		
(前年対比)	110.3%	106.5%	95.1%	97.3%	102.5%	107.7%	107.9%	107.9%	106.3%	107.1%	106.2%	106.7%	107.9%	107.0%	103.9%	107.6%	105.8%	108.9%	107.1%	0.0%	0.0%	-	-	-		
その他の鉛蓄電池	Other lead acid (storage) batteries																									
販売数量 (千個)	7,595	7,302	7,086	6,784	6,961	6,907	6,525	1,472	1,598	3,070	1,721	4,791	1,685	3,406	6,476	1,563	1,538	3,101	1,719	4,820	1,719	-	-	-		
販売容量 (鉛酸t)	79,489	80,696	81,408	77,967	79,432	77,534	76,403	16,538	18,912	35,450	20,726	56,176	20,593	41,319	76,769	17,790	18,071	35,861	20,110	55,971	20,110	-	-	-		
販売金額 (百万円)	65,706	67,443	68,248	64,079	64,939	69,891	74,747	15,208	19,874	35,082	22,449	57,531	23,263	45,712	80,794	18,551	18,583	37,134	22,214	59,348	22,214	-	-	-		
(前年対比)	101.5%	102.6%	101.2%	93.9%	101.3%	107.6%	106.9%	103.7%	112.6%	108.6%	111.1%	109.5%	104.7%	107.7%	108.1%	122.0%	93.5%	99.0%	103.2%	0.0%	0.0%	-	-	-		
リチウムイオン蓄電池 (車載用)	Solid acid sealed lithium-ion rechargeable batteries for automobiles																									
販売数量 (千個)	797,133	786,312	606,768	578,952	904,461	965,345	726,485	128,870	175,768	304,638	132,336	436,974	132,275	264,611	569,249	117,495	103,939	221,434	114,040	335,474	114,040	-	-	-		
販売容量 (kAh)	3,270,193	3,141,753	2,618,090	2,953,310	4,110,040	4,952,796	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	1,491,296	3,316,593	1,491,296	-	-	-		
販売金額 (百万円)	290,299	306,871	290,772	336,327	434,310	626,393	763,564	154,124	183,245	337,369	183,384	520,753	188,257	371,641	709,010	166,097	151,891	317,988	199,676	517,664	199,676	-	-	-		
(前年対比)	122.7%	105.7%	94.8%	115.7%	129.1%	144.2%	121.9%	78.2%	90.9%	84.6%	99.8%	89.4%	104.0%	101.9%	92.9%	107.8%	82.9%	94.3%	108.9%	99.4%	0.0%	53.7%	0.0%	-	-	
リチウムイオン蓄電池 (その他)	Other solid acid sealed lithium-ion rechargeable batteries																									
販売数量 (千個)	555,300	450,623	400,140	363,771	374,178	262,235	215,265	63,872	70,151	134,023	76,480	210,503	65,371	141,851	275,874	82,840	82,451	165,291	87,663	252,954	87,663	-	-	-		
販売容量 (kAh)	1,271,297	1,049,120	1,006,969	921,407	983,468	670,053	651,765	183,464	219,505	402,969	228,451	631,420	214,952	443,403	846,372	243,622	247,171	490,793	268,829	759,622	268,829	-	-	-		
販売金額 (百万円)	159,147	130,689	126,054	130,788	147,573	127,116	131,254	38,560	43,094	81,654	48,088	129,742	42,078	90,166	171,820	55,660	63,583	119,243	68,128	187,371	68,128	-	-	-		
(前年対比)	105.9%	82.1%	96.5%	103.8%	112.8%	86.1%	103.3%	171.3%	135.0%	150.0%	126.8%	140.5%	108.2%	117.4%	130.9%	144.3%	147.5%	146.0%	141.7%	144.4%	0.0%	75.6%	0.0%	-	-	

※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																									
販売数量 (千個)	26,030	25,148	24,019	22,945	22,724	22,529	21,284	-	-	-	-	-	-	-	21,663	-	-	-	-	-	-	-	-	-	-	
販売金額 (百万円)	6,098	5,910	5,652	5,358	5,329	5,301	5,032	-	-	-	-	-	-	-	4,971	-	-	-	-	-	-	-	-	-	-	
その他鉛電池	Other lead-acid batteries																									
販売数量 (千個)	32,128	31,058	29,671	28,303	28,053	27,830	26,316	-	-	-	-	-	-	-	26,634	-	-	-	-	-	-	-	-	-		
販売金額 (百万円)	185,972	189,859	181,458	172,084	176,088	191,231	199,843	-	-	-	-	-	-	-	217,026	-	-	-	-	-	-	-	-	-		
(前年対比)	109.2%	102.1%	95.6%	94.8%	102.3%	108.6%	104.5%	-	-	-	-	-	-	-	108.6%	-	-	-	-	-	-	-	-	-		
鉛電池合計	Lead-acid battery total																									
販売数量 (千個)	58,166	56,206	53,690	51,248	50,777	49,114	47,596	-	-	-	-	-	-	-	48,297	-	-	-	-	-	-	-	-	-		
販売金額 (百万円)	191,070	195,769	187,116	174,442	178,417	192,532	201,666	-	-	-	-	-	-	-	234,797	-	-	-	-	-	-	-	-	-		
(前年対比)	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																									
販売数量 (千個)	151,915	156,038	139,314	148,643	175,599	154,421	145,607	-	-	-	-	-	-	-	186,555	-	-	-	-	-	-	-	-	-		
販売金額 (百万円)	159,147	130,689	126,054	130,788	147,573	127,116	131,254	38,560	43,094	81,654	48,088	129,742	42,078	90,166	171,820	55,660	63,583	119,243	68,128	187,371	68,128	-	-	-		
(前年対比)	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>)

(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								実績 Actual						予想 Forecast			
		Full	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full
設備投資	Capital investment	152	215	182	232	286	328	494	83	200	282	171	453	134	305	588	153	67	219	186	405	139	325	544	-	650	650
減価償却費	Depreciation	165	161	160	162	168	210	228	58	51	110	76	186	61	137	247	60	62	122	63	185	82	145	266	-	260	260
研究開発費	Research and development expenses	112	99	95	112	124	126	140	42	45	88	48	135	50	97	185	52	51	102	50	152	59	109	211	-	220	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%	3.3%	3.3%	3.3%	2.9%	3.2%	3.3%	3.1%	3.2%	3.9%	3.6%	3.8%	3.1%	3.5%	3.3%	3.2%	3.5%	-	3.7%	3.7%
鉛価格/為替 (期中平均レート)	Lead price / Exchange rate (Average)	Full	Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1st H	Full	Full
国内鉛建値 (万円/t)	Domestic lead price quote (Ten thousand yen/t)	32.35	29.89	27.56	26.09	31.64	34.66	37.34	39.98	37.20	38.59	36.88	38.02	36.50	36.69	37.64	34.64	35.56	35.10	36.96	35.72	36.90	36.93	36.02	36.90	36.90	37.90
LME (US\$/t)	LME (USD/t)	2,318	2,122	1,950	1,867	2,283	2,105	2,121	2,166	2,041	2,104	2,006	2,071	1,970	1,988	2,046	1,947	1,965	1,956	1,971	1,961	1,931	1,951	1,954	2,100	2,100	2,100
為替 (US\$)	Exchange rate (USD)	112.04	111.07	108.96	105.94	113.04	136.00	145.31	158.24	146.66	152.45	154.19	153.03	151.21	152.70	152.58	143.75	148.40	146.07	155.76	149.30	156.45	156.11	151.09	145.00	145.00	150.00
1株あたり配当金 (円)	Annual dividend per share (yen)	50	50	50	50	50	50	70	-	-	20	-	-	-	55	75	-	-	30	-	-	-	60	90	30	80	90
配当性向 (%)	Payout ratio (%)	36.0%	30.4%	29.7%	35.2%	47.5%	28.9%	18.9%	-	-	-	-	-	-	24.7%	-	-	-	-	-	-	-	-	21.6%	-	-	-
純資産配当率 (%)	DOE (%)	2.4%	2.3%	2.3%	2.1%	1.9%	1.8%	2.3%	-	-	-	-	-	-	2.2%	-	-	-	-	-	-	-	-	2.4%	-	-	-
自己株式買入額	Acquisition of treasury shares	9	14	15	0	0	0	0	-	-	-	-	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-
総還元性向 (%)	Total return ratio (profits before amortization of goodwill) (%)	36.3%	34.3%	34.9%	29.8%	42.4%	27.9%	20.6%	-	-	-	-	-	-	24.3%	-	-	-	-	-	-	-	-	21.2%	-	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	-	-	-	-	-	-	-	5,277	-	-	-	
株価収益率	PER	20.88	13.18	8.64	21.14	22.25	13.76	8.51	-	-	-	-	-	-	7.86	-	-	-	-	-	-	-	12.64	-	-	-	
株価純資産倍率	PBR	1.36	1.00	0.67	1.20	0.87	0.83	0.96	-	-	-	-	-	-	0.69	-	-	-	-	-	-	-	1.34	-	-	-	
従業員数 (人)	Number of employees	14,585	14,217	13,542	13,305	13,571	14,317	12,892	-	-	12,672	-	-	-	-	12,478	-	-	12,580	-	-	-	-	12,562	-	-	-

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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			
第2号（2025年（令和7年）12月25日発行）	Volume 22, published in 2025 No.2 December 25, 2025	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol22_2.php
総説	Review	複合材料の断面観察による試料内部構造の解析と電池材料への適用事例／Analysis of the internal structure of composite materials through cross-sectional observation and application to battery materials	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_001.pdf
報文	Bulletin	PCS 併設型蓄電システム「ラインバックメガグリッド」の開発／Development of PCS-integrated Energy Storage System "LINEBACK MEGAGRIDD" 1Uラックマウント型98%効率整流器の開発／Development of 1U rack-mount 98% efficient rectifier	https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_006.pdf https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_012.pdf
第21号（2025年（令和7年）6月25日発行）			
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			
第2号（2024年（令和6年）12月25日発行）	Volume 21, published in 2024 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状態に及ぼす温度効果の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_017.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_1.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			
第2号（2023年（令和5年）12月25日発行）	Volume 20, published in 2023 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)O ₂ 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)O ₂ /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
		燃料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			
第2号（2022年（令和4年）12月23日発行）	Volume 19, published in 2022 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パ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リウムネットワーク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			
第2号（2021年（令和3年）12月24日発行）	Volume 18, published in 2021 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			
第2号（2020年（令和2年）12月25日発行）	Volume 17, published in 2020 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			
第2号（2019年（平成31年）12月25日発行）	Volume 16, published in 2019 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			
第2号（2018年（平成30年）12月25日発行）	Volume 15, published in 2018 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			
第2号（2017年（平成29年）12月25日発行）	Volume 14, published in 2017 No.2 December 25, 2017	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol14_2.php
第1号（2017年（平成29年）6月28日発行）	No.1 June 28, 2017	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	https://www.gs-yuasa.com/jp/technology/technical_report/vol14.php

参考：メイキングヒストリー／Reference：Making History		内容	日本語リンク (Jump to Japanese site)	英語リンク (Jump to English site)
		バッテリーマネジメント技術の開発の歩み／Developing Technologies for Battery Management		
第34号 2025年12月25日	Vol.34 December 25, 2025	LFP電池の満充電容量の推定／Estimating the Full-Charge Capacity of an LFP Battery Cell In Situ	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no34.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no34.pdf
第33号 2025年6月25日	Vol.33 June 25, 2025	車両の状況に応じたスイッチ制御／Dynamic Switch Control for Maximum Battery Performance	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no33.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no33.pdf
第32号 2024年12月25日	Vol.32 December 25, 2024	スイッチの故障診断／Switch-Failure Diagnosis in a 12-Volt Battery	https://www.gs-yuasa.com/jp/technology/making_history/pdf/no32.pdf	https://www.gs-yuasa.com/en/technology/making_history/pdf/no32.pdf
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