

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

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注：

Notes:

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- 本資料は2026年3月31日に作成したものです。  
This material was produced on March 31, 2026.

(億円、100 million yen)

連結損益計算書／Consolidated income statement		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24								FY25							
		実績 Actual		実績 Actual		実績 Actual		実績 Actual		実績 Actual		実績 Actual		実績 Actual				実績 Actual					予想 Forecast	
																							As of May 13	As of 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	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	1,608	4,330	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	-	-	-
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	-	-	-
	荷造運送費	104	103	100	104	115	123	124	-	-	58	-	-	-	71	129	-	-	62	-	-	-	-	-
	従業員給与及び賞与	193	194	196	205	221	244	265	-	-	142	-	-	-	139	281	-	-	146	-	-	-	-	-
	福利厚生費	34	40	37	35	36	40	39	-	-	21	-	-	-	22	43	-	-	20	-	-	-	-	-
	退職給付費用	7	8	10	14	10	5	5	-	-	-3	-	-	-	-2	-5	-	-	-1	-	-	-	-	-
	不動産賃借料	13	15	10	10	10	11	11	-	-	6	-	-	-	5	11	-	-	6	-	-	-	-	-
	減価償却費	33	33	32	32	30	33	38	-	-	19	-	-	-	22	42	-	-	20	-	-	-	-	-
	研究開発費	53	57	72	80	93	105	88	-	-	40	-	-	-	37	77	-	-	39	-	-	-	-	-
	その他販管費	272	274	255	238	226	256	276	-	-	159	-	-	-	158	317	-	-	162	-	-	-	-	-
	販売費及び一般管理費	711	723	712	718	741	817	846	222	221	443	235	678	217	451	895	229	224	454	247	701	-	-	-
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	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%	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	-	-	-
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	-	-	-
	うち持分法投資損益	-5	27	22	25	26	-28	33	8	8	15	1	17	3	4	19	3	-3	1	7	8	-	-	-
	うち為替差損益	1	-6	-7	6	-1	-17	-1	-3	-12	-14	-9	-23	-2	-11	-25	2	-0	1	1	2	-	-	-
	うち正味貨幣持高による利得または損失	-	-	-	-	-	6	35	3	4	8	9	17	4	13	21	4	9	13	6	19	-	-	-
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	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%	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	-	-	-
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	-	-	-
	うち減損損失	-	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	-	-	-
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	-	-	-
純利益	Profit	153	171	167	148	126	185	382	59	52	110	99	209	130	229	339	76	50	127	132	258	-	-	-
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	-	-	-
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	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%	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	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	-	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%	-	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	-	340	370
(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%	7.3%	5.2%	-	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	-	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%	-	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								FY24/FY23							
		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	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%	99.1%	101.4%	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%	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%	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%	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%	-	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%	-	109.5%	119.2%

(億円、100 million yen)

セグメント別売上・利益/Segment Results			FY17		FY18		FY19		FY20		FY21		FY22		FY23								FY24								FY25																																			
			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		1Q		2Q		1st H		3Q		3Q total		1st H		Full		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		1Q		2Q		1st H		3Q		3Q total		1st H		Full		As of May 13	
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	2,019	224	247	471	309	780	-	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	-	110	115																																	
	(営業利益率)		(Operating profit rate)	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%	-	11.0%	10.5%																																	
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	716	1,947	-	2,500	2,600																																	
	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	70	161	-	180	190																																	
	(営業利益率)		(Operating profit rate)	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%	9.7%	8.3%	-	7.2%	7.3%																																	
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	315	824	-	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	-	190	180																																	
	(営業利益率)		(Operating profit rate)	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%	-	14.6%	15.0%																																	
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	212	616	-	1,000	900																																	
	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	18	27	-	20	40																																	
	(営業利益率)		(Operating profit rate)	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%	8.7%	4.4%	-	2.0%	4.4%																																	
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	57	162	-	200	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	7	16	-	20	20																																	
	(営業利益率)		(Operating profit rate)	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%	11.6%	9.9%	-	10.0%	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	1,608	4,330	2,800	6,000	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	195	386	-	520	545																																	
	(営業利益率)		(Operating profit rate)	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%	12.1%	8.9%	-	8.7%	9.1%																																	
売上構成比	Composition of net sales			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	1Q	2Q	1st H	3Q	3Q total	Full	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%	19.2%	18.0%	-	16.7%	18.3%																																	
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%	44.5%	45.0%	-	41.7%	43.3%																																	
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%	19.6%	19.0%	-	21.7%	20.0%																																	
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%	13.2%	14.2%	-	16.7%	15.0%																																	
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%	3.5%	3.8%	-	3.3%	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								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								Full								Full								As of May 13		As of Feb 4																										
				Full	Full	Full	Full	Full	Full					Full								Full								Full								1st H		Full		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%	104.3%	106.6%	-	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%	-	103.1%	107.8%																																	
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%	99.7%	97.7%	-	96.1%	100.0%																																	
	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%	143.0%	113.1%	-	96.2%	101.6%																																	
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%	101.9%	106.8%	-	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%	-	106.4%	100.8%																																	
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%	87.9%	102.0%	-	120.8%	108.7%																																	
	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%	308.0%	-231.7%	-	144.6%	289.2%																																	
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%	96.7%	96.9%	-	89.2%	89.2%																																	
	営業利益		Operating profit	-41.1%	-2																																																													

(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								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	1st H	Full	Full
																								As of May 13	
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	-	-	-	
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	-	-	-	
欧州	Europe	-	-	-	-	512	691	754	206	213	419	240	659	215	455	875	201	212	413	248	661	-	-	-	
北米	North America	-	-	-	-	156	208	205	55	47	101	54	155	56	110	211	54	46	100	39	139	-	-	-	
その他	Other	283	290	246	278	325	393	423	125	116	241	114	355	117	230	472	120	117	237	127	364	-	-	-	
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	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	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	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%	-	-	-	
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%	-	-	-	
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%	-	-	-	
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%	-	-	-	
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%	-	-	-	
欧米	Europe and North America	16.1%	15.4%	13.9%	14.8%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

前年比		Year-on-year comparison							FY24/FY23								FY25/FY24							
		FY17/FY16	FY18/FY17	FY19/FY18	FY20/FY19	FY21/FY20	FY22/FY21	FY23/FY22	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	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%	-	-	-
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%	-	-	-
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%	-	-	-
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%	-	-	-
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%	-	-	-
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%	105.9%	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								
		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	1st H	Full	Full
																								As of May 13	
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	
		Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	Full		
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	-	-	-		
アジア	Asia	-	-	-	-	5	4	1	0	1	0	1	1	2	0	0	0	1	1	1	0	0	1	2	0	1	0	1	-	-	-		
欧州	Europe	-	-	-	-	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	-	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	-	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%	-	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(EBITDAマージン)	(EBITDA margin)	9.0%	10.4%	11.5%	14.1%	10.7%	10.5%	-	-	-	-	-	-	-	11.6%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

※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	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 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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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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	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	Full		
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%	-	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%	-	103.1%	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				予想		Forecast	
		Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	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	-0	0	-	-	-						
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	344	911	-	-	-						
欧州	Europe	-	-	-	-	481	614	146	160	306	167	473	170	337	643	176	188	364	214	578	181	396	759	177	194	371	225	596	-	-	-						
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	24	85	-	-	-						
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	123	355	-	-	-						
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	716	1,947	-	2,500	2,600						
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	70	161	-	180	190						
(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%	9.7%	8.3%	-	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(EBITDAマージン)	(EBITDA margin)	7.1%	7.9%	8.4%	10.1%	8.0%	8.1%	-	-	-	-	-	-	-	8.9%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※EBITDAは営業利益+減価償却費です。

\*EBITDA is operating income + depreciation.

セグメント資産	Segment assets	1,580	1,500	1,482	1,679	1,864	2,148	-	-	-	-	-	-	-	2,275	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(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%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
減価償却費	Depreciation	42	40	44	45	49	67	-	-	-	-	-	-	-	75	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

※減価償却費は無形固定資産の償却費を含むです。

\*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	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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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				予想		Forecast	
		Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	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%	99.7%	97.7%	-	96.1%	100.0%						
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%	143.0%	113.1%	-	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 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							
		Full		Full		Full		Full		Full		Full																																As of May 13		As of Feb 4					
		1Q		2Q		1st H		3Q		3Q total		4Q		2nd H		Full																																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	283	713	-	-	-																				
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	-	-	-																				
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	-	-	-																				
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	-	-	-																				
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	-	-	-																				
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	-	-	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	-	-	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%	-	-	14.6%	15.0%																			
EBITDA	EBITDA	86	94	108	86	74	102	-	-	-	-	-	-	-	151	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																		
(EBITDAマージン)	(EBITDA margin)	11.6%	11.8%	12.8%	10.2%	7.4%	10.5%	-	-	-	-	-	-	-	13.8%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																		

※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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(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%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
減価償却費	Depreciation	13	16	17	17	16	17	-	-	-	-	-	-	-	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

※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	-	-	70	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																			
		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																																As of May 13		As of Feb 4							
		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%	-	-	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%	-	-	106.4%	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 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		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	1Q	2Q	1st H	3Q	3Q total	1st H	Full	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	195	567	-	-	-						
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	17	49	-	-	-						
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	212	616	-	1,000	900						
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	18	27	-	20	40						
(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%	8.7%	4.4%	-	2.0%	4.4%						
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%	-	-	-	-	-	-	-						

※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	-	-	-	-	-	-	-
(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	-	-	-	-	-	-	-

※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	-	-	50	-	-	-	100	150	-	-	59	-	-	-	-	71	130	-	-	25	-	-	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		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	1Q	2Q	1st H	3Q	3Q total	1st H	Full	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%	87.9%	102.0%	-	120.8%	108.7%						
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%	308.0%	-231.7%	-	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		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	1Q	2Q	1st H	3Q	3Q total	1st H	Full	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%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-							

※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		実績 Actual		実績 Actual		予想 Forecast					
		Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	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	49	146	-	-	-
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	2	2	-	-	-
欧州	Europe	-	-	-	-	9	14	7	5	11	5	16	6	11	22	4	3	8	6	13	5	11	18	4	3	7	5	12	-	-	-
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	1	2	-	-	-
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	57	162	-	200	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	7	16	-	20	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%	11.6%	9.9%	-	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	-	-	-	-	-	-	-	-
(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	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		実績 Actual		実績 Actual		実績 Actual		予想 Forecast					
		Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	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%	96.7%	96.9%	-	89.2%	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%	74.9%	78.3%	-	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)

Table with 28 columns and 12 rows. Header: 営業利益増減要因 (前年比較) / Factors for Operating Income Change (year-on-year comparison). Rows include: のれん等償却前営業利益, 営業利益 (前年差), 数量・構成変化, 原材料価格・売価, 売価, 経費等, 為替, その他, 超インフレ会計, リチウム.

Table with 28 columns and 12 rows. Header: 自動車電池 (国内) 事業 / Automotive Batteries (Japan). Rows include: 営業利益, 営業利益 (前年差), 数量・構成変化, 原材料価格・売価, 売価, 原材料価格, 経費等.

Table with 28 columns and 12 rows. Header: 自動車電池 (海外) 事業 / Automotive Batteries (Overseas). Rows include: 営業利益, 営業利益 (前年差), 数量・構成変化, 原材料価格・売価, 売価, 原材料価格, 経費等, 為替, 超インフレ会計.

Table with 28 columns and 12 rows. Header: 産業電池電源事業 / Industrial Batteries and Power Supplies. Rows include: 営業利益, 営業利益 (前年差), 数量・構成変化, 原材料価格・売価, 売価, 原材料価格, 経費等.

Table with 28 columns and 12 rows. Header: 車載用リチウムイオン電池事業 / Automotive Lithium-ion Batteries. Rows include: 営業利益, 営業利益 (前年差), 数量・構成変化, 原材料価格・売価, 売価, 原材料価格, 経費等.

※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されています。

\*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	
		Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	Full		
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	-	7,163	-	7,170	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	-	4,157	-	4,150	4,150		
自己資本 (自己資本比率)	Total equity (Equity ratio)	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	-	3,688	-	-	-		
		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%	-	51.5%	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	-	971	-	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	-	-	3,031.12	-	-	-	-	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		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	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	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	-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	-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	-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	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	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	63	185	-	-	-	-	-			
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	1	3	-	-	-	-	-			
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	-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	-	-	-	-		

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(億円、100 million yen)

通期業績予想 / Full-year earnings forecast			FY17	FY18	FY19	FY20	FY21	FY22	FY23			FY24			FY25								
			実績 Actual		実績 Actual		実績 Actual		実績 Actual		実績 Actual		実績 Actual		予想 Forecast			予想 Forecast			予想 Forecast	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 Feb 4		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	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	1,100	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	115	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%	10.5%	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	2,600	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	190	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%	7.3%	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	1,110	1,100	1,100	1,097	1,200	1,200	1,150	1,131	1,300	1,200	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	180	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%	15.0%	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	900	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	40	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%	4.4%	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	200		
	営業利益		Operating profit	3	-8	3	1	6	16	5	10	25	32	30	30	30	21	20	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%	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	6,000	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	545	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%	9.1%	6.7%	7.7%		

※上記営業利益はのれん等償却前営業利益です。

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

売上高	Net sales	4,110	4,131	3,956	3,865	4,321	5,177	5,800	5,600	5,600	5,629	5,900	5,900	5,900	5,803	6,000	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	535	-	-
経常利益	Ordinary profit	214	247	231	273	247	242	270	320	380	440	440	440	440	463	490	515	-	-
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	360	-	-
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	358.88	-	-

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			予想 Forecast			予想 Forecast	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 Feb 4		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	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	545	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				



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	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	Full
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		8%	8%	8%	8%	8%	8%	-	-	-	-	-	-	-	7%	-	-	-	-	-	-	-	-	-	-	7%	-	-	-	-	-	-	-	-
アセアン		39%	37%	35%	34%	37%	37%	-	-	-	-	-	-	34%	-	-	-	-	-	-	-	-	-	-	34%	-	-	-	-	-	-	-	-	
うちタイ		45%	41%	34%	37%	37%	36%	-	-	-	-	-	-	37%	-	-	-	-	-	-	-	-	-	-	41%	-	-	-	-	-	-	-	-	
うちインドネシア		71%	67%	70%	65%	73%	74%	-	-	-	-	-	-	74%	-	-	-	-	-	-	-	-	-	-	72%	-	-	-	-	-	-	-	-	
うちベトナム		34%	32%	35%	38%	39%	37%	-	-	-	-	-	-	38%	-	-	-	-	-	-	-	-	-	-	37%	-	-	-	-	-	-	-	-	
オートバイ		Motorcycles																																
全世界		22%	19%	18%	17%	18%	17%	-	-	-	-	-	-	15%	-	-	-	-	-	-	-	-	-	-	16%	-	-	-	-	-	-	-	-	
アセアン		52%	50%	51%	48%	51%	50%	-	-	-	-	-	-	48%	-	-	-	-	-	-	-	-	-	-	50%	-	-	-	-	-	-	-	-	
うちタイ		34%	-	32%	35%	26%	25%	-	-	-	-	-	-	29%	-	-	-	-	-	-	-	-	-	-	30%	-	-	-	-	-	-	-	-	
うちインドネシア		80%	70%	76%	69%	84%	81%	-	-	-	-	-	-	73%	-	-	-	-	-	-	-	-	-	-	77%	-	-	-	-	-	-	-	-	
うちベトナム		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		
		Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	Full
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	1,745,074	3,478,780	1,877,239	5,356,019	-	-	-
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	290,976	560,768	284,172	844,940	-	-	-
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	31,455	60,732	29,765	90,497	-	-	-
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	2,067,505	4,100,280	2,191,176	6,291,456	-	-	-
(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%	98.1%	100.1%	98.1%	99.4%	-	-	-

※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 Manufacturers 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	2,413,402	6,733,432	-	-	-		
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	316,244	875,647	-	-	-		
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	156,525	445,046	-	-	-		
北米	North America	4,694,538	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	974,859	3,137,829	-	-	-		
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	770,456	2,453,497	-	-	-		
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	401,895	1,391,858	-	-	-		
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	55,168	166,197	-	-	-		
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	4,161,568	12,304,963	-	-	-		
(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%	99.6%	100.3%	-	-	-		
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 Manufacturers 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.



(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			予想 Forecast					
							Full	Full	Full	Full	Full	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	Full
							As of May 13	As of Feb 4	As of Feb 4																											
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	186	405	-	650	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	63	185	-	260	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	50	152	-	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%	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%	3.1%	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	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	4Q	2nd H	Full	1Q	2Q	1st H	3Q	3Q total	1st H	Full	Full					
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	36.96	35.72	36.90	36.90	37.90					
LME (US\$/t)	LME (USD/t)	2,318	2,122	1,950	1,867	2,283	2,105	2,118	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	1,971	1,961	2,100	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	155.76	149.30	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	-	-	15	-	-	-	55	70	-	-	20	-	-	-	55	75	-	-	30	-	-	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%	-	-	-	-	-	-	-	-					
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）
<b>第22巻・2025年発行</b>			
第2号（2025年（令和7年）12月25日発行）	No.2 December 25, 2025	ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol22_2.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol22_2.php</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_001.pdf</a>
報文	Bulletin	PCS 併設型蓄電システム「ラインバックメガグリッド」の開発／Development of PCS-integrated Energy Storage System “LINEBACK MEGAGRID”	<a href="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_006.pdf</a>
		<b>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</b>	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_012.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22_2/022_02_012.pdf</a>
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.	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol22.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol22.php</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_001.pdf</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_006.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_006.pdf</a>
		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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_012.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_012.pdf</a>
<b>第21巻・2024年発行</b>			
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.	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol21_2.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol21_2.php</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_001.pdf</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_007.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_007.pdf</a>
		グラファイト負極表面積増大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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_012.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_012.pdf</a>
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.	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol21.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol21.php</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21/021_01_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21/021_01_001.pdf</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21/021_01_007.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21/021_01_007.pdf</a>
<b>第20巻・2023年発行</b>			
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.	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol20_2.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol20_2.php</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_001.pdf</a>
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”	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_007.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_007.pdf</a>
		In-situ XRD 測定を活用したLi(Ni,Co,Al)O <sub>2</sub> / 層状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 <sub>2</sub> /graphite cell by means of in-situ XRD	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_012.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_012.pdf</a>
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.	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol20.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol20.php</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_001.pdf</a>
報文	Bulletin	高効率AC-DC モジュールの製品化／Commercialization of high-efficiency AC-DC modules	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_009.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_009.pdf</a>
		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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_014.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_014.pdf</a>
		SIO 負極を備える400 Wh kg <sup>-1</sup> 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 <sup>-1</sup> Class High Energy Density Lithium Ion Batteries with SIO Negative Electrode	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_021.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20/020_01_021.pdf</a>
<b>第19巻・2022年発行</b>			
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.	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol19_2.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol19_2.php</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_001.pdf</a>
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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_010.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_010.pdf</a>
		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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_017.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_017.pdf</a>
		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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_023.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_023.pdf</a>
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.	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol19.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol19.php</a>
総説	Review	材料シミュレーションによる金属リチウムとカーボン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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_001.pdf</a>
報文	Bulletin	LiPF <sub>6</sub> 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 LiPF <sub>6</sub> -based electrolyte	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_008.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_008.pdf</a>
		SIO負極を備える300 Wh kg <sup>-1</sup> 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 <sup>-1</sup> Class High Energy Density Lithium Ion Batteries with SIO Negative Electrode	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_017.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_017.pdf</a>
		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	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_024.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_024.pdf</a>
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<b>第17巻・2020年発行</b>			
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.	<a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol17_2.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol17_2.php</a>
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		<b>運用保守サービス技術の開発の歩み／Developing Technologies for Operation and Maintenance Service</b>		
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