

FACT BOOK

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※NSKは国際財務報告基準（IFRS）を任意適用しています。

※2024年3月期第1四半期連結会計期間から2025年3月期は、ステアリング事業を非継続事業に分類していたため、売上高、営業利益、税引前当期利益、設備投資額、減価償却費、研究開発費は、非継続事業を除いた金額を表示しています。

また、当期利益、基本的1株当たり当期利益、人員数は、継続事業及び非継続事業の合算を表示しています。

なお、2023年3月期の数値についても同様に表示しています。

※2024年9月19日に当社が所有するRane Steering Systems Private Limited（以下「RNSS」）の全株式をRane Holdings Limitedに譲渡し、RNSSに対する支配を喪失しました。2026年3月期以降は非継続事業の対象はありません。

※NSKは、2025年9月1日、ジャパン・インダストリアル・ソリューションズ第参号投資事業有限責任組合（以下「JIS」）から、JISが保有するステアリング事業をグローバルに統括する当社の持分法適用関連会社であるNSKステアリング&コントロール株式会社（以下「NS&C」）の全株式を取得し、NS&C及びNS&Cの子会社を連結の範囲に含めました。これに伴い、2026年3月期のNSKグループの業績には支配獲得日（2025年9月1日）以降のNS&C及び同社の子会社の売上高、損益ならびに、同社の支配獲得に伴い一時的に発生した損益が含まれています。なお、2026年3月期連結会計期間より報告セグメントに「ステアリング事業」を追加し、支配獲得日（2025年9月1日）以前に発生した持分法投資損益を2025年3月期まで遡って自動車事業からステアリング事業に組み替えて表示しています。

また、前連結会計年度末において、取得資産及び引受負債の公正価値測定を実施し取得原価の配分が完了しました。

これに伴い、連結財政状態計算書、連結損益計算書、連結キャッシュ・フロー計算書の関連する科目について、2025年9月1日まで遡って組み替えて表示しています。

* NSK has adopted International Financial Reporting Standards (IFRS).

* Effective from the first quarter of the fiscal year ended March 31, 2024 to the fiscal year ended March 31, 2025, the steering business had been reclassified as discontinued operations.

As a result, sales, operating income, income before income taxes, capital expenditures, depreciation and amortisation, R&D expenses are presented excluding the discontinued operations.

Net income, basic earnings per share, and number of employees are presented with the sum of continuing and discontinued operations.

Figures for the fiscal year ended March 31, 2023 are presented in the same manner.

* The Company transferred its entire ownership interest in Rane NSK Steering Systems Private Limited (hereinafter "RNSS") to Rane Holdings Limited on September 19, 2024, thereby losing control of RNSS. There are no discontinued operations on or after the fiscal year ended March 31, 2026.

* On September 1, 2025, NSK acquired all shares of NSK Steering & Control Inc. (hereinafter "NS&C"), an equity-method affiliate that globally oversees the steering business, from Japan Industrial Solutions III Investment Limited Partnership (hereinafter "JIS"), NS&C and its subsidiaries have become consolidated subsidiaries of the Company. Accordingly, our consolidated results for the fiscal year ended March 31, 2026 include sales, profit and loss of NS&C and its subsidiaries from the date of acquisition (September 1, 2025), as well as one-off impacts arising from the acquisition.

Due to this change, the "Steering Business" has been added as a new reportable segment, and share of profit(loss) of investments accounted for using the equity method prior to the date of acquisition, has been reclassified from the automotive business to the steering business (retrospectively to the year ended March 2025).

In addition, in the fiscal year ended March 31, 2026, the Company completed the fair value measurement of the acquired assets and assumed liabilities, and finalized the purchase price allocation. Accordingly, depreciation and amortisation and the related accounts of consolidated statements of income, Consolidated statements of financial position and Consolidated statements of cash flows have been reclassified to the date of acquisition (September 1, 2025).

October, 30 2026

NSK Ltd.

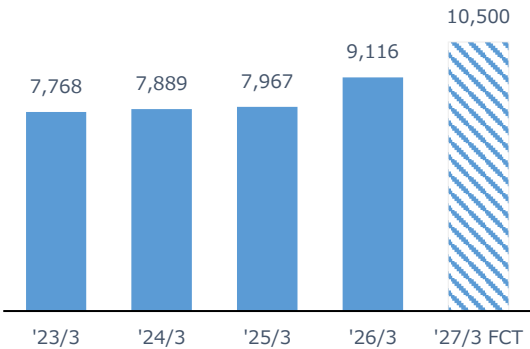
サマリー情報 1
Summary 1

< 連結 Consolidated >

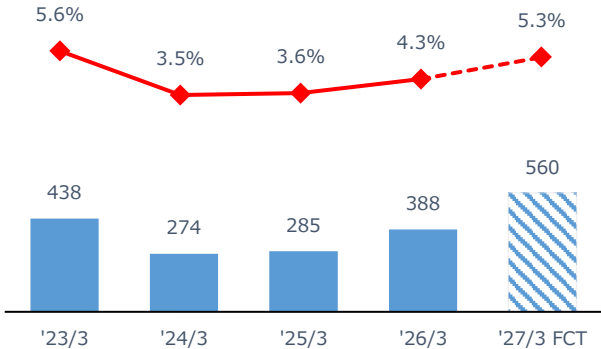
2025年9月1日にステアリング事業を再連結子会社化

	FY2022 '23/3		FY2023 '24/3		FY2024 '25/3		FY2025 '26/3		FY2026 '27/3	
(百万円 / ¥ Million)	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
売上高 Sales	386,237	776,762	386,691	788,867	397,643	796,667	412,250	911,644	520,351	
営業利益 Operating income	19,606	43,836	11,123	27,391	9,704	28,457	17,708	38,812	30,066	
営業利益率 (%) Operating income (%)	5.1%	5.6%	2.9%	3.5%	2.4%	3.6%	4.3%	4.3%	5.8%	
当期利益 (親会社所有者帰属) Net income attributable to owners of the parent	6,027	18,412	659	8,502	1,969	10,647	10,537	22,867	18,838	
当期利益率 (%) Net income margin (%)	1.3%	2.0%	0.1%	1.0%	0.5%	1.3%	2.6%	2.5%	3.6%	
基本的1株当たり当期利益 (円) Basic earnings per share (yen)	11.75	35.89	1.33	17.27	4.03	21.78	21.55	46.75	38.48	
1株当たり配当額 (円) Dividends per share (yen)	15.0	30.0	15.0	30.0	17.0	34.0	17.0	34.0	17.0	
親会社所有者帰属持分配当率 (%) Dividends on equity (%)		2.5%		2.4%		2.5%		2.5%		
為替換算レート (期中平均) :USD Exchange rate	133.98	135.48	141.00	144.62	152.62	152.57	146.04	150.78	159.37	
	EUR	138.72	140.97	153.38	165.93	163.74	168.06	174.79	184.35	
	CNY	19.88	19.75	19.75	20.14	21.15	21.10	20.30	21.25	23.52

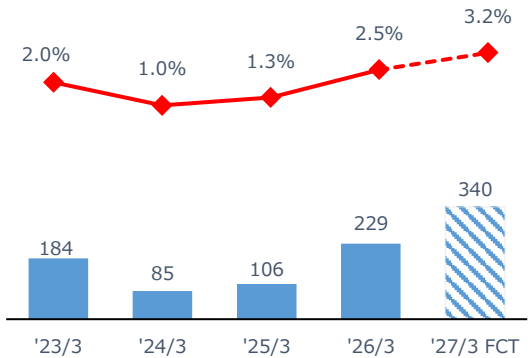
売上高 Sales (億円/ ¥ 100 Million)



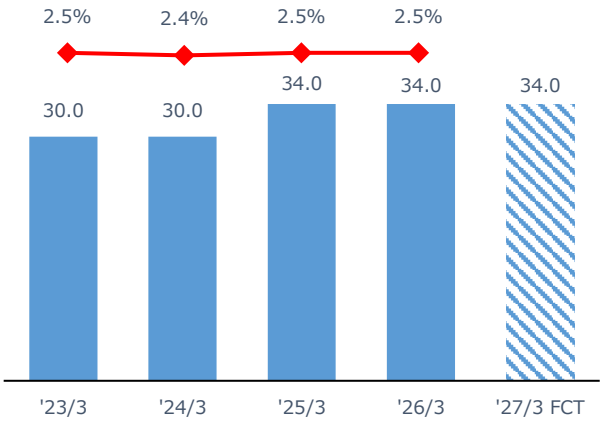
営業利益 Operating income (億円/ ¥ 100 Million)
営業利益率 O.I. margin (%)



当期利益 (親会社所有者帰属) (億円/ ¥ 100 Million)
Net income attributable to owners of the parent
当期利益率
Net income margin (%)



1株当たり配当額 Dividends per share (円/ ¥)
親会社所有者帰属持分配当率 Dividends on equity (%)



サマリー情報 2

Summary 2

< 連結 Consolidated >

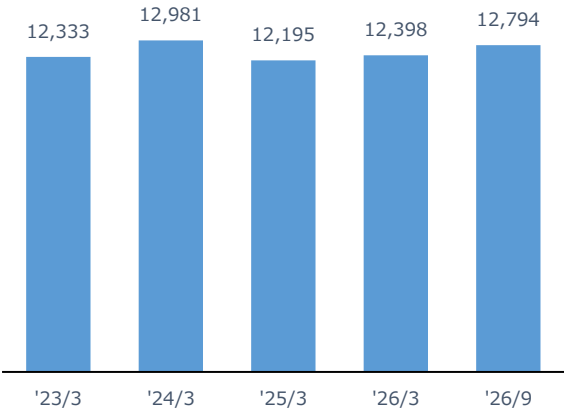
2025年9月1日にステアリング事業を再連結子会社化

(百万円 / ¥ Million)	FY2022 '23/3		FY2023 '24/3		FY2024 '25/3		FY2025 '26/3		FY2026 '27/3	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
資産合計 Total assets	1,265,937	1,233,256	1,311,989	1,298,077	1,220,509	1,219,543	1,303,733	1,239,769	1,279,413	
親会社の所有者に帰属する持分合計 Total equity attributable to owners of the parent	628,808	616,213	637,803	659,979	642,641	651,462	663,567	671,975	690,404	
親会社所有者帰属持分比率 (%) Total equity attributable to owners of the parent (%)	49.7%	50.0%	48.6%	50.8%	52.7%	53.4%	50.9%	54.2%	54.0%	
1株当たり純資産額 (円) Equity per share attributable to owners of the parent (yen)	1,225.51	1,200.92	1,305.31	1,350.52	1,314.75	1,332.78	1,356.08	1,373.28	1,408.87	
有利子負債 Interest-bearing debt ※	341,253	335,738	356,390	318,945	323,958	306,403	378,086	300,938	316,799	
Net D/E レシオ Net D/E ratio ※	0.29	0.29	0.27	0.26	0.28	0.26	0.33	0.24	0.24	
為替換算レート (期末) : Exchange rate	USD	144.81	133.54	149.58	151.40	142.82	149.53	148.89	159.93	157.33
	EUR	142.32	145.72	157.97	163.28	159.53	162.03	174.51	183.44	178.30
	CNY	20.37	19.42	20.46	20.84	20.47	20.59	20.88	23.12	23.45
ROA		1.5%		0.7%		0.9%		1.8%		
ROE		3.0%		1.3%		1.6%		3.5%		

※ 2024年3月期及び2025年3月期は、売却目的保有資産及び負債を除いた金額。

For the fiscal year ended March 31, 2024 and the fiscal year ending March 31, 2025, represents total amount excluding assets and liabilities related to disposal groups classified as held for sale.

資産合計 Total assets (億円/ ¥ 100 Million)

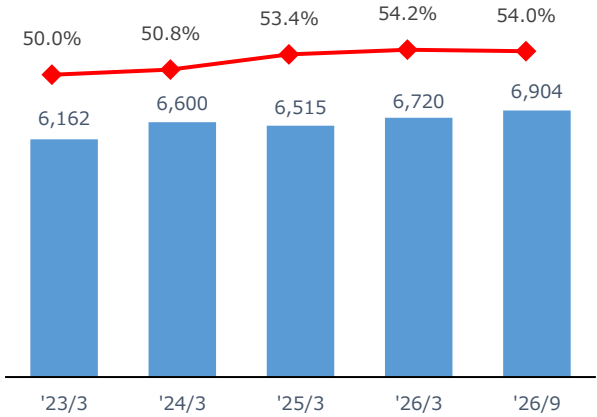


親会社の所有者に帰属する持分合計 (億円/ ¥ 100 Million)

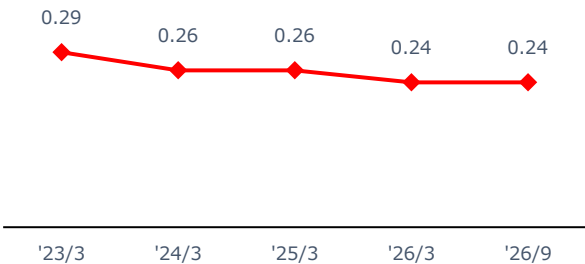
Total equity attributable to owners of the parent

親会社所有者帰属持分比率

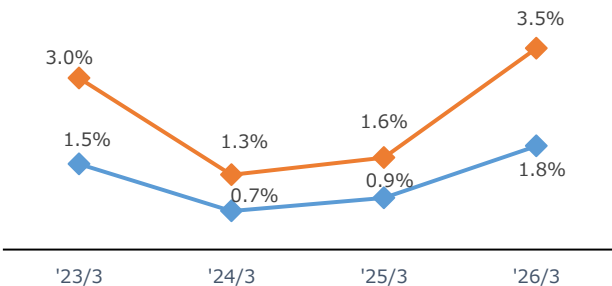
Ratio of equity attributable to owners of the parent to total assets (%)



Net D/Eレシオ Net D/E ratio



ROE (%) / ROA (%)



事業別セグメント情報

Business Segment Data

< 連結 Consolidated >

2025年9月1日にステアリング事業を再連結子会社化

(百万円 / ¥ Million)	FY2022 '23/3		FY2023 '24/3		FY2024 '25/3		FY2025 '26/3		FY2026 '27/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
売上高 Sales	386,237	776,762	386,691	788,867	397,643	796,667	412,250	911,644	520,351	
営業利益 Operating income	19,606	43,836	11,123	27,391	9,704	28,457	17,708	38,812	30,066	
営業利益率 O.I. margin (%)	5.1%	5.6%	2.9%	3.5%	2.4%	3.6%	4.3%	4.3%	5.8%	
産業機械事業 Industrial machinery business	195,430	385,103	171,012	344,846	180,491	361,478	180,791	377,491	214,461	
産業機械軸受 Industrial machinery bearings	158,505	315,908	146,805	296,543	154,269	307,331	153,264	319,827	177,402	
精機製品 Precision machinery and parts	36,924	69,195	24,207	48,303	26,222	54,146	27,527	57,664	37,058	
営業利益 Operating income	19,634	35,541	4,593	8,007	5,501	13,944	4,882	12,565	18,478	
営業利益率 O.I. margin (%)	10.0%	9.2%	2.7%	2.3%	3.0%	3.9%	2.7%	3.3%	8.6%	
自動車事業 *1 *2 Automotive business	174,759	359,374	199,127	408,821	199,132	401,677	201,218	403,304	201,136	
営業利益 Operating income	61	6,326	5,674	18,576	6,399	14,711	8,859	17,366	9,127	
営業利益率 O.I. margin (%)	0.0%	1.8%	2.8%	4.5%	3.2%	3.7%	4.4%	4.3%	4.5%	
ステアリング事業 *2 Steering business							15,184	100,554	88,690	
営業利益 Operating income					-786	1,384	4,255	7,730	3,068	
営業利益率 O.I. margin (%)					-	-	28.0%	7.7%	3.5%	
その他 Others	29,147	58,999	32,733	67,655	33,598	62,996	28,205	54,937	27,151	
営業利益 Operating income	972	2,159	1,383	2,350	940	2,266	268	484	683	
営業利益率 O.I. margin (%)	3.3%	3.7%	4.2%	3.5%	2.8%	3.6%	1.0%	0.9%	2.5%	
消去 (売上高) Eliminations (sales)	-13,100	-26,715	-16,182	-32,455	-15,579	-29,485	-13,150	-24,642	-11,088	
その他の営業損益/調整額 Other operating income and expenses/Adjustments	-1,061	-191	-527	-1,543	-2,350	-3,849	-557	665	-1,291	

*1 従来「自動車軸受」および「自動車部品」で区分して開示していましたが、ステアリング事業を非継続事業へ分類したため、2023年3月期以降、自動車事業のみの開示へ変更しています。

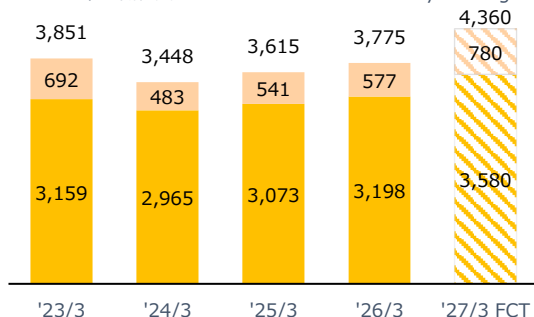
Previously we disclosed sales and operating income separately under the categories of "Automotive Bearings" and "Automotive Components." Due to the classification of the steering business as discontinued operations, we will disclose sales and operating income under the category of the "Automotive Business" from the fiscal year ended March 31, 2023.

*2 報告セグメントに「ステアリング事業」を追加し、NS&Cの支配獲得日(2025年9月1日)以前に発生した持分法投資損益を2025年3月期まで遡って自動車事業からステアリング事業に組み替えて表示しています。

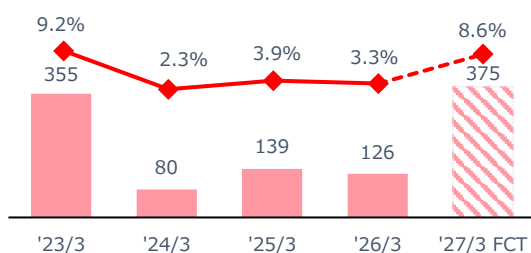
The "Steering Business" has been added as a new reportable segment, and share of profit(loss) of investments accounted for using the equity method prior to the date of acquisition, has been reclassified from the "Automotive Business" to the "Steering Business" (retrospectively to the year ended March 2025).

産業機械事業 Industrial Machinery Business (億円 / ¥100 Million)

- 売上高: 精機製品 Sales: Precision machinery and parts
- 売上高: 産業機械軸受 Sales: Industrial machinery bearings

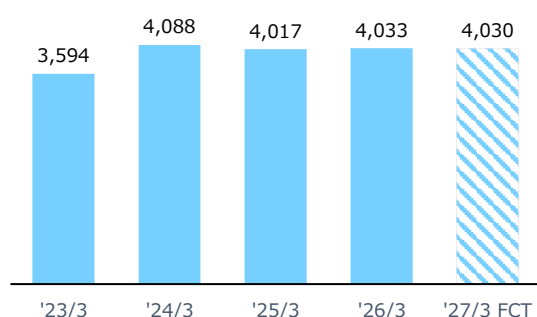


営業利益 Operating income 営業利益率 O.I. margin %

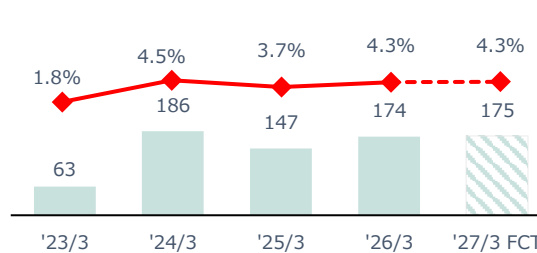


自動車事業 Automotive Business (億円 / ¥100 Million)

- 売上高: 自動車軸受+AT関連製品等 Sales: Automotive bearings+AT etc.



営業利益 Operating income 営業利益率 O.I. margin %



Sales by Customer Location

2025年9月1日にステアリング事業を再連結子会社化

Sales and O.I. by Region

2025年9月1日にステアリング事業を再連結子会社化

4

設備投資額・減価償却費・研究開発費

Capital Expenditures / Depreciation and Amortisation / R&D Expenses

< 連結 Consolidated >

							2025年9月1日にステアリング事業を再連結子会社化			
(百万円 / ￥ Million)	FY2022 '23/3		FY2023 '24/3		FY2024 '25/3		FY2025 '26/3		FY2026 '27/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
設備投資額 (有形及び無形) Capital expenditures (Including intangible assets)	19,793	54,092	25,048	58,478	23,056	56,531	16,924	51,894	21,632	
日本 Japan	12,636	33,122	13,393	32,197	12,252	33,810	10,374	32,986	10,721	
海外 (計) Non-Japan (Tot.)	7,157	20,970	11,655	26,281	10,803	22,721	6,550	18,907	10,911	
米州 The Americas	858	4,180	3,814	7,043	2,401	5,914	1,156	4,229	3,578	
欧州 Europe	1,011	2,362	1,333	3,160	1,296	2,559	767	3,298	2,069	
アジア Asia	5,286	14,427	6,507	16,077	7,106	14,247	4,626	11,379	5,263	
減価償却費 (有形及び無形) Depreciation and amortisation (Including intangible assets)	24,755	50,112	26,137	52,907	26,699	52,412	25,988	55,115	31,387	
研究開発費 R&D expenses	7,469	15,380	7,491	15,602	7,967	16,251	7,886	17,231	9,092	

人員

Number of Employees

< 連結 Consolidated >

							2025年9月1日にステアリング事業を再連結子会社化				
		FY2022 '23/3		FY2023 '24/3		FY2024 '25/3		FY2025 '26/3		FY2026 '27/3	
(人 / Head-counts)		Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
人員	Number of employees	30,376	29,882	26,196	25,632	24,783	24,057	27,086	26,278	26,096	
日本	Japan	11,920	11,728	10,670	10,474	10,544	10,216	11,097	10,782	10,713	
海外	Non-Japan	18,456	18,154	15,526	15,158	14,239	13,841	15,989	15,496	15,383	
米州	The Americas	2,625	2,622	2,107	2,130	2,117	2,006	2,500	2,418	2,422	
欧州	Europe	4,205	4,070	3,475	3,338	3,093	2,976	3,360	3,104	3,043	
アジア	Asia	11,626	11,462	9,944	9,690	9,029	8,859	10,129	9,974	9,918	

棚卸資産・有利子負債

Inventories / Interest-bearing Debt

< 連結 Consolidated >

2025年9月1日にステアリング事業を再連結子会社化

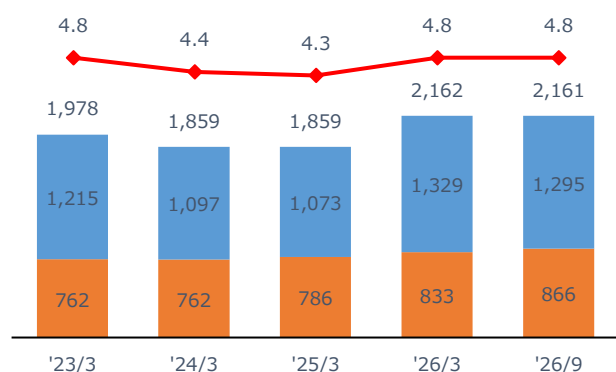
(百万円 / ¥ Million)	FY2022 '23/3		FY2023 '24/3		FY2024 '25/3		FY2025 '26/3		FY2026 '27/3	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
棚卸資産 Inventories	211,028	197,754	186,144	185,886	184,458	185,878	210,737	216,209	216,109	
日本 Japan	78,070	76,245	73,375	76,170	78,042	78,613	83,584	83,269	86,560	
海外 Non-Japan	132,957	121,509	112,768	109,715	106,415	107,265	127,152	132,940	129,548	
米州 The Americas	39,553	36,283	31,811	31,059	29,258	31,298	38,251	39,389	37,358	
欧州 Europe	36,874	33,908	33,324	32,998	33,126	31,729	39,662	39,686	38,629	
アジア Asia	56,529	51,317	47,632	45,657	44,030	44,236	49,239	53,864	53,560	
棚卸資産回転数 (回) Inventory turnover (times)	4.5	4.8	4.3	4.4	4.3	4.3	4.2	4.8	4.8	
有利子負債 Interest-bearing debt	341,253	335,738	356,390	318,945	323,958	306,403	378,086	300,938	316,799	
短期借入金 Short-term loans	117,064	109,564	117,269	102,812	103,285	90,979	128,054	75,965	107,227	
長期借入金 Long-term loans	79,188	73,173	71,121	63,133	67,673	62,423	67,031	66,972	61,572	
社債 Corporate bonds	145,000	153,000	168,000	153,000	153,000	153,000	183,000	158,000	148,000	
Net D/E レシオ Net D/E ratio	0.29	0.29	0.27	0.26	0.28	0.26	0.33	0.24	0.24	

※ 2024年3月期及び2025年3月期は、売却目的保有資産及び負債を除いた金額。

For the fiscal year ended March 31, 2024 and the fiscal year ending March 31, 2025, represents total amount excluding assets and liabilities related to disposal groups classified as held for sale.

棚卸資産 Inventories (億円/ ¥ 100 Million)

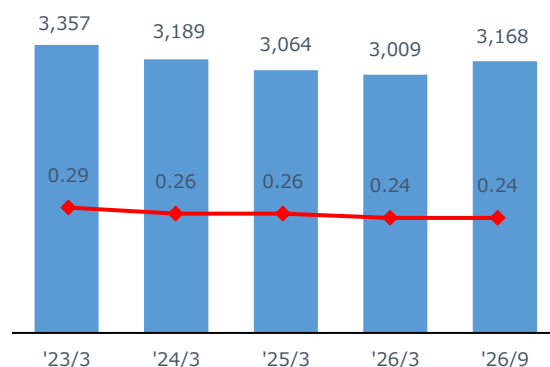
■ 日本 Japan ■ 海外 Non-Japan ◆ 棚卸資産回転数 (回)



有利子負債 Interest-bearing Debt (億円/ ¥ 100 Million)

Net D/E レシオ Net D/E ratio

■ 有利子負債 Interest-bearing Debt
◆ Net D/E レシオ Net D/E ratio



連結財政状態計算書

Consolidated Statements of Financial Position

							2025年9月1日にステアリング事業を再連結子会社化			
(百万円 / ¥ Million)	FY2022 '23/3		FY2023 '24/3		FY2024 '25/3		FY2025 '26/3		FY2026 '27/3	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
資産 Assets										
流動資産 Current assets	615,421	587,656	678,224	636,623	581,532	636,662	694,520	651,805	665,427	
現金及び現金同等物 Cash and cash equivalents	159,352	160,109	185,744	150,583	142,071	138,253	158,186	142,123	150,054	
売上債権及びその他の債権 Trade receivables and other receivables	220,144	207,812	226,230	220,248	204,828	217,360	205,139	210,950	223,686	
棚卸資産 Inventories	211,028	197,754	186,144	185,886	184,458	185,878	210,737	216,209	216,109	
その他 Others	24,895	21,980	68,645	68,261	42,961	95,169	120,457	82,521	75,577	
売却目的保有に分類される処分グループ に係る資産 Assets related to disposal groups classified as held for sale			11,460	11,643	7,212	-				
非流動資産 Non-current assets	650,516	645,600	633,764	661,454	638,977	582,881	609,212	587,964	613,986	
有形固定資産 Property, plant and equipment	384,102	385,613	360,850	364,947	345,623	344,906	371,469	382,474	369,576	
のれん及び無形資産 Goodwill and Intangible assets	47,151	49,227	51,611	56,548	58,744	65,317	69,380	75,875	76,720	
その他 Others	219,262	210,758	221,303	239,957	234,608	172,657	168,362	129,613	167,689	
資産合計 Total assets	1,265,937	1,233,256	1,311,989	1,298,077	1,220,509	1,219,543	1,303,733	1,239,769	1,279,413	
負債 Liabilities										
流動負債 Current liabilities	305,670	307,348	366,009	359,145	284,659	301,291	339,721	283,477	321,521	
仕入債務及びその他の債務 Trade payables and other payables	109,383	112,535	142,702	140,451	117,850	126,551	105,329	108,708	105,517	
その他の金融負債 Other financial liabilities	133,878	129,801	159,059	128,433	107,389	120,154	167,695	100,976	135,314	
その他 Others	62,408	65,011	53,347	78,889	51,841	54,585	66,696	73,792	80,689	
売却目的保有に分類される処分グループ に係る負債 Liabilities related to disposal groups classified as held for sale			10,899	11,370	7,578	-				
非流動負債 Non-current liabilities	311,885	291,183	290,785	260,977	275,790	249,062	281,915	264,155	247,689	
金融負債 Financial liabilities	235,299	231,309	222,585	214,864	233,276	203,470	227,771	219,108	199,785	
その他 Others	76,585	59,874	68,199	46,112	42,514	45,591	54,144	45,047	47,904	
負債合計 Total liabilities	617,555	598,532	656,795	620,123	560,449	550,354	621,636	547,633	569,210	
資本 Equity										
資本金 Issued capital	67,176	67,176	67,176	67,176	67,176	67,176	67,176	67,176	67,176	
資本剰余金 Capital surplus	80,509	80,476	32,810	77,897	78,189	78,174	77,702	77,700	76,891	
利益剰余金 Retained earnings	409,870	415,736	413,694	375,402	370,113	375,003	379,266	391,988	402,722	
自己株式 Treasury shares	-36,800	-36,781	-10,480	-10,422	-10,317	-10,310	-9,818	-9,820	-9,147	
その他の資本の構成要素 Other components of equity	108,053	89,604	134,948	150,270	137,479	141,417	149,240	144,929	152,762	
売却目的保有に分類される処分グループ に係るその他の資本の構成要素 Other components of equity related to disposal groups classified as held for sale			-347	-345	-	-				
親会社の所有者に帰属する持分合計 Total equity attributable to owners of the parent	628,808	616,213	637,803	659,979	642,641	651,462	663,567	671,975	690,404	
非支配持分 Non-controlling interests	19,573	18,511	17,390	17,975	17,418	17,727	18,528	20,160	19,798	
資本合計 Total equity	648,381	634,724	655,193	677,954	660,060	669,189	682,096	692,135	710,203	
負債及び資本合計 Total liabilities and equity	1,265,937	1,233,256	1,311,989	1,298,077	1,220,509	1,219,543	1,303,733	1,239,769	1,279,413	

連結損益計算書

Consolidated Statements of Income

2025年9月1日にステアリング事業を再連結子会社化

	FY2022 '23/3		FY2023 '24/3		FY2024 '25/3		FY2025 '26/3		FY2026 '27/3	
(百万円 / ¥ Million)	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
売上高 Sales	386,237	776,762	386,691	788,867	397,643	796,667	412,250	911,644	520,351	
売上原価 Cost of sales	299,972	601,047	306,669	623,618	311,937	623,883	324,807	720,353	399,293	
原価率 Cost ratio (%)	77.7%	77.4%	79.3%	79.1%	78.4%	78.3%	78.8%	79.0%	76.7%	
販売費及び一般管理費 Selling, general and administrative expenses	66,897	134,631	69,932	140,921	72,672	144,661	75,486	160,886	90,525	
持分法による投資利益 Share of profits of investments accounted for using the equity method	1,432	3,196	1,349	4,377	-157	4,901	1,699	3,261	936	
その他の営業収益 Other operating income	-	-	-	-	-	1,646	9,454	10,065	-	
その他の営業費用 Other operating expenses	1,192	442	315	1,313	3,172	6,213	5,402	4,919	1,402	
営業利益 Operating income	19,606	43,836	11,123	27,391	9,704	28,457	17,708	38,812	30,066	
金融収益 Financial income	965	2,301	1,725	3,632	1,445	3,247	1,691	4,011	1,941	
金融費用 Financial expenses	1,458	2,855	2,320	4,813	3,413	6,603	2,096	4,784	3,099	
税引前利益 Income before income taxes	19,113	43,282	10,528	26,210	7,735	25,100	17,303	38,039	28,909	
法人所得税費用 Income tax expense	7,791	15,265	4,517	11,955	3,683	12,031	6,330	13,730	9,008	
当期利益 Net income ※	6,951	18,661	1,058	9,564	2,159	11,193	10,972	24,308	19,900	

(当期利益の帰属)

Net income attributable to:

親会社の所有者 ※ Owners of the parent	6,027	18,412	659	8,502	1,969	10,647	10,537	22,867	18,838	
非支配持分 ※ Non-controlling interests	923	249	398	1,062	189	546	435	1,440	1,062	

(親会社の所有者に帰属する1株当たり当期利益)

(Earnings per share attributable to owners of the parent)

基本的1株当たり当期利益 (円)※ Basic earnings per share (yen)	11.75	35.89	1.33	17.27	4.03	21.78	21.55	46.75	38.48	
希薄化後1株当たり当期利益 (円)※ Diluted earnings per share (yen)	11.71	35.77	1.33	17.20	4.01	21.71	21.45	46.53	38.31	

(参考) 継続事業 Ref. Continuing operation

当期利益 Net income	11,322	28,017	6,011	14,254	4,051	13,068				
親会社の所有者に帰属する当期利益 Net income attributable to owners of the parent	10,618	26,810	5,731	13,526	3,726	12,387				

(親会社の所有者に帰属する1株当たり当期利益)

(Earnings per share attributable to owners of the parent)

基本的1株当たり当期利益 (円) Basic earnings per share (yen)	20.70	52.26	11.56	27.47	7.63	25.34				
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※ 当期利益、基本的1株当たり当期利益、希薄化後1株当たり当期利益は継続事業、非継続事業の合算。

Net income, basic earnings per share, and diluted earnings per share represent the sum of continuing and discontinued operations.

連結キャッシュ・フロー計算書

Consolidated Statements of Cash Flows

2025年9月1日にステアリング事業を再連結子会社化

(百万円 / ¥ Million)	FY2022 '23/3		FY2023 '24/3		FY2024 '25/3		FY2025 '26/3		FY2026 '27/3	
	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year	1st half	Full year
営業活動によるキャッシュ・フロー Operating activities										
税引前利益 Income before income taxes	19,113	43,282	10,528	26,210	7,735	25,100	17,303	38,039	28,909	
非継続事業からの税引前利益 -は損失 Income ("-"=loss) before income taxes from discontinued operations	-6,294	-11,356	-2,947	-2,986	-2,883	-2,883				
減価償却費及び償却費 Depreciation and amortisation	28,993	58,376	26,912	54,121	26,699	52,412	25,988	55,115	31,387	
売上債権の増減額 -は増加 Decrease ("-"=increase) in trade receivable	-2,898	5,100	5,586	4,816	11,359	7,162	28,586	32,536	-10,569	
棚卸資産の増減額 -は増加 Decrease ("-"=increase) in inventories	-2,408	6,330	1,037	4,016	-4,443	-4,468	3,655	7,570	-1,003	
仕入債務の増減額 -は減少 Increase ("-"=decrease) in trade payable	-6,280	-10,130	14,877	12,235	-11,716	-14,001	-31,568	-37,087	3,734	
法人税等の支払額 Income tax paid	-10,204	-20,449	-14,934	-29,139	-27,313	-46,128	2,480	-1,572	-12,309	
その他 Others	-113	-6,988	32,652	30,545	6,041	64,982	8,662	3,204	5,028	
営業活動によるキャッシュ・フロー Net cash provided by operating activities	19,907	64,163	73,713	99,818	5,478	82,176	55,108	97,806	45,176	
投資活動によるキャッシュ・フロー Investing activities										
有形固定資産の取得による支出 Purchases of property, plant and equipment	-21,214	-44,292	-27,549	-49,933	-21,717	-38,121	-18,269	-38,033	-20,272	
その他 Others	-2,010	-4,486	-50,272	-40,881	15,138	-20,632	-73,169	-26,718	-22,637	
投資活動によるキャッシュ・フロー Net cash used in investing activities	-23,224	-48,778	-77,821	-90,814	-6,578	-58,753	-91,439	-64,751	-42,910	
財務活動によるキャッシュ・フロー Financing activities										
長期借入金による調達／返済 -は返済 Proceeds ("-"=repayments) of long-term loans	-13	1,972	55,297	40,625	-462	2,123	4,316	-12,956	-732	
社債の発行／償還 -は償還 Issuance ("-"=redemption) of corporate bonds	25,000	33,000	15,000	-	-	-	30,000	5,000	-10,000	
自己株式の取得による支出 Acquisition of treasury shares	-0	-1	-21,716	-21,717	-0	-0	-0	-0	-0	
配当金の支払額 Dividends paid	-7,689	-15,386	-7,704	-15,037	-7,334	-15,646	-8,306	-16,630	-8,322	
非支配株主への配当金の支払額 Dividends paid to non-controlling interests	-1,599	-1,744	-1,025	-1,372	-1,197	-1,255	-1,111	-1,133	-1,291	
その他 Others	4,293	-13,422	-15,254	-27,278	4,547	-18,961	29,821	-12,069	26,227	
財務活動によるキャッシュ・フロー Net cash used in financing activities	19,990	4,417	24,597	-24,780	-4,448	-33,741	54,719	-37,790	5,880	
現金及び現金同等物に係る換算差額										
現金及び現金同等物の増減額 -は減少 Net increase ("-"=decrease) in cash and cash equivalents	5,173	2,801	5,332	6,257	-2,340	-2,017	1,544	8,605	-214	
現金及び現金同等物の期首残高 Cash and cash equivalents at the beginning of the period	137,504	137,504	160,109	160,109	150,583	150,583	138,253	138,253	142,123	
売却目的保有に分類される処分グループに係る 資産に含まれる現金及び現金同等物の増減額 (-は減少) Net increase ("-"=decrease) in cash and cash equivalents included in assets related to disposal groups classified as held for sale			-185	-6	-621	6				
現金及び現金同等物の期末残高 Cash and cash equivalents at the end of the period	159,352	160,109	185,744	150,583	142,071	138,253	158,186	142,123	150,054	