

2021年度 オムロングループ財務データ集

OMRON Group Reference Data as of April 2022

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注) 表中で(A)/Actualは実績、(E)/Estimatesは見通し、(P)/Planは計画を表す
 Note. (A) stands for actual results, (E) for estimates, and (P) for plan

〈セグメントの名称〉

< Name of Business Segments >

制御機器事業: IAB:	インダストリアルオートメーションビジネス Industrial Automation Business
ヘルスケア事業: HCB:	ヘルスケアビジネス Healthcare Business
社会システム事業: SSB:	ソーシャルシステムズ・ソリューション & サービス・ビジネス Social Systems, Solutions & Service Business
電子部品事業*: DMB*:	デバイス & モジュールソリューションズビジネス Device & Module Solutions Business

* 2022年4月1日付で、電子部品事業の名称を、「エレクトロニック & メカニカルコンポーネンツビジネス(EMC)」から「デバイス & モジュールソリューションズビジネス(DMB)」へ変更しています。

*OMRON changed the name of electronic and mechanical components business from "Electronic & Mechanical Components Business" to "Device & Module Solutions Business" as of April 1, 2022.

〈エリアの名称〉

< Definition of Region >

米州: Americas:	北米、中米、南米を含む North, Central, and South America
欧州: Europe:	ヨーロッパ、ロシア、アフリカ、中東を含む Europe, Russia, Africa, the Middle East
中華圏: Greater China:	中国、台湾、香港を含む China, Taiwan, Hong Kong
東南アジア他: Asia Pacific:	東南アジア、韓国、インド、オセアニアを含む Southeast Asia, South Korea, India, Oceania

注意:

Notes:

1. 当社の連結決算は米国会計基準を採用しています。
The financial statements are prepared in accordance with U.S. GAAP standards.
2. 四捨五入により、当財務データ集の数値は「2022年3月期 決算短信」と異なる場合がございます。
These reference data may differ from "Summary of Consolidated Financial Results for the Year Ended March 31, 2022 (U.S. GAAP) due to rounding off.
3. 業績予想などは、当社が現時点で入手可能な情報と、合理的であると判断する一定の前提に基づいており、実際の業績はさまざまなリスクや不確定な要素などの要因により、異なる可能性があります。
Projected results and future developments are based on information available to the Company at the time of writing, as well as certain assumptions judged by the Company to be reasonable. Various risks and uncertain factors could cause actual results to differ materially from these projections.
4. 当資料は2022年4月26日に作成・発表したものです。
This reference data was produced and announced on April 26, 2022.

会社	Total	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual / Estimates							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
売上高	Sales	7,326	6,780	1,465	1,548	1,683	1,860	3,013	3,543	6,555	7,000	7,600	1,882	1,812	1,893	2,043	3,694	3,936	7,629	8,500
売上原価	Cost of Sales	4,071	3,743	801	848	907	1,016	1,649	1,923	3,572	3,750	4,130	1,008	979	1,035	1,139	1,988	2,173	4,161	4,625
売上総利益	Gross Profit	3,255	3,037	664	700	776	844	1,364	1,620	2,984	3,250	3,470	874	832	858	904	1,706	1,762	3,468	3,875
その他販管費	SG&A	2,089	2,030	436	473	490	528	909	1,018	1,927	2,060	2,140	505	523	536	568	1,028	1,104	2,132	2,430
	R&D費	R&D Exp.	493	460	103	105	109	116	207	225	432	490	450	110	110	110	112	220	223	443
販管費合計	SG&A + R&D	2,582	2,489	539	577	599	644	1,117	1,242	2,359	2,550	2,590	615	633	647	680	1,249	1,326	2,575	2,945
営業利益	Operating Income	673	548	125	123	177	200	247	378	625	700	880	258	199	211	225	457	436	893	930
営業外損益	Non-operating Income (loss),net	13	29	-8	-8	-28	17	-16	-10	-26	30	50	-8	3	36	-5	-5	31	26	40
税引前当期純利益	NIBT	659	518	133	130	205	183	263	388	651	670	830	266	196	175	230	462	405	867	890
法人税等	Income Taxes	170	113	35	38	57	20	74	77	151	180	235	60	65	46	59	125	105	230	235
持分法投資損益	Equity in loss (earnings) of affiliates	16	10	0	-5	-2	68	-5	66	61	0	15	2	6	3	4	9	8	16	20
継続事業純利益	Income from continuing operations	473	396	98	97	150	95	194	245	439	490	580	203	125	125	167	329	292	620	635
非継続事業利益	Income from discontinued operations	77	357	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
非支配持分帰属損益	Net Income Attributable to noncontrolling interests	7	4	1	2	3	1	2	4	6	10	10	2	2	2	1	3	3	6	5
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	543	749	97	95	147	94	192	241	433	480	570	202	124	123	166	325	289	614	630

売上総利益率	Gross Profit / Sales	44.4%	44.8%	45.3%	45.2%	46.1%	45.4%	45.3%	45.7%	45.5%	46.4%	45.7%	46.4%	45.9%	45.3%	44.3%	46.2%	44.8%	45.5%	45.6%
その他販管費比率	SG&A / Sales	28.5%	29.9%	29.8%	30.5%	29.1%	28.4%	30.2%	28.7%	29.4%	29.4%	28.2%	26.8%	28.9%	28.3%	27.8%	27.8%	28.0%	27.9%	28.6%
R&D費比率	R&D / Sales	6.7%	6.8%	7.0%	6.8%	6.5%	6.2%	6.9%	6.3%	6.6%	7.0%	5.9%	5.9%	6.1%	5.8%	5.5%	6.0%	5.7%	5.8%	6.1%
販管費(合計)比率	(SG&A + R&D) / Sales	35.2%	36.7%	36.8%	37.3%	35.6%	34.6%	37.1%	35.1%	36.0%	36.4%	34.1%	32.7%	35.0%	34.2%	33.3%	33.8%	33.7%	33.8%	34.6%
営業利益率	O.I. / Sales	9.2%	8.1%	8.5%	7.9%	10.5%	10.8%	8.2%	10.7%	9.5%	10.0%	11.6%	13.7%	11.0%	11.2%	11.0%	12.4%	11.1%	11.7%	10.9%

設備投資	Capex	357	331	39	44	50	106	83	157	240	420	365	48	70	89	135	118	224	342	525
減価償却費	Depreciation	254	257	60	55	56	56	115	112	228	250	240	57	58	58	60	115	118	234	255

外為(期中平均レート)	Exchange Rate (Yen)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
USD (円)	USD	110.7	109.1	107.9	105.9	104.8	104.7	106.9	104.8	105.8	108.0	111.5	109.8	110.0	113.1	115.3	109.9	114.2	112.1	121.0
EUR (円)	EUR	128.8	121.2	118.3	123.6	123.6	127.2	120.9	125.4	123.2	128.0	130.6	131.7	130.5	130.3	129.4	131.1	129.9	130.5	133.0
人民元 (円)	CNY	16.5	15.7	15.1	15.2	15.7	16.1	15.2	15.9	15.5	16.5	17.4	17.0	17.0	17.6	18.1	17.0	17.9	17.4	19.0

ROIC	ROIC	10.6%	14.1%							7.8%	8%超	9%超							9.6%	10%超
ROE	ROE	10.8%	14.5%							7.6%	8%超	9%超							9.7%	10%超
EPS (円)	EPS (Yen)	260.8	365.3							214.7	238.0	283.8							305.7	316.3

会社	Total	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)							Total	FY21 (A) / FY21 (Q3 E)	
		Comparison		Comparison								Comparison	Full (A)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)	
売上高	Sales	92.5%	96.7%	128.5%	117.0%	112.5%	109.9%	122.6%	111.1%	116.4%	Sales	100.4%	
売上原価	Cost of Sales	91.9%	95.4%	125.9%	115.5%	114.1%	112.1%	120.5%	113.0%	116.5%	Cost of Sales	100.8%	
売上総利益	Gross Profit	93.3%	98.2%	131.6%	118.9%	110.6%	107.2%	125.1%	108.8%	116.2%	Gross Profit	100.0%	
その他販管費	SG&A	97.2%	94.9%	115.7%	110.7%	109.4%	107.6%	113.1%	108.5%	110.7%	SG&A	99.6%	
	R&D費	R&D Exp.	93.2%	93.9%	107.3%	105.3%	101.6%	96.7%	106.3%	99.1%	R&D Exp.	98.4%	
販管費合計	SG&A + R&D	96.4%	94.7%	114.1%	109.7%	108.0%	105.6%	111.8%	106.8%	109.2%	SG&A + R&D	99.4%	
営業利益	Operating Income	81.4%	114.1%	207.3%	162.2%	119.3%	112.0%	185.0%	115.4%	143.0%	Operating Income	101.5%	
税引前当期純利益	NIBT	78.6%	125.6%	200.3%	150.6%	85.6%	125.5%	175.7%	104.4%	133.2%	NIBT	104.5%	
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	137.9%	57.8%	208.2%	130.0%	83.5%	176.5%	169.5%	119.7%	141.8%	Net Income Attributable to OMRON Shareholders	107.7%	

設備投資	Capex	92.8%	72.4%	123.3%	159.6%	177.5%	126.7%	142.4%	143.0%	142.8%	Capex	93.7%
減価償却費	Depreciation	101.4%	88.5%	95.2%	105.1%	103.6%	107.4%	99.9%	105.5%	102.7%	Depreciation	97.4%

会社	Total	FY21 (P) / FY21 (A)
		Comparison
		Full (P)
売上高	Sales	111.4%
売上原価	Cost of Sales	111.2%
売上総利益	Gross Profit	111.7%
その他販管費	SG&A	114.0%
	R&D費	R&D Exp.
販管費合計	SG&A + R&D	114.4%
営業利益	Operating Income	104.1%
税引前当期純利益	NIBT	102.6%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	102.6%

設備投資	Capex	153.5%
減価償却費	Depreciation	109.1%

※専従事業(AEC)を非継続事業に分類しています。

※全社業績変動リスク(売上高△100億円、営業利益△40億円)を含む

We have reclassified AEC as discontinued operations.

Figures include earnings fluctuation risk (Sales -10 billions of yen, Operating Income -4 billions of yen).

制御機器事業 (IAB)	IAB	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)	(Announced Apr 26)								
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	1,547	1,400	271	276	286	327	547	613	1,160	1,370		322	326	336	366	649	702	1,351	1,485
米州	Americas	350	326	66	69	71	70	135	141	276	300		88	86	96	112	174	208	382	430
欧州	Europe	799	718	133	156	173	194	289	367	656	725		216	189	205	202	405	407	812	925
中華圏	Greater China	782	688	232	202	231	214	434	445	878	935		328	279	294	270	607	564	1,171	1,440
東南アジア他	Asia Pacific	438	394	91	100	94	100	191	194	385	420		122	109	109	125	230	235	465	550
直接輸出	Export	3	2	0	0	0	0	1	0	1	0		0	0	0	0	0	0	0	0
売上合計 (組み替え後)	Total (After reclassifications)	-	-	793	803	854	906	1,596	1,760	3,356	-	-	1,076	989	1,040	1,076	2,065	2,116	4,181	4,830
売上合計 (組み替え前)	Total (Before reclassifications)	3,918	3,528	821	829	880	936	1,649	1,815	3,464	3,750	4,300	1,109	1,025	1,079	1,113	2,134	2,192	4,326	-

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	134	122	151	165	256	316	572	-	-	227	174	178	184	401	362	763	900
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	-	16.9%	15.2%	17.7%	18.2%	16.0%	18.0%	17.0%	-	-	21.1%	17.6%	17.1%	17.1%	19.4%	17.1%	18.2%	18.6%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	629	536	138	126	155	169	264	324	588	630	790	231	178	183	189	409	372	781	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	16.1%	15.2%	16.8%	15.2%	17.6%	18.1%	16.0%	17.9%	17.0%	16.8%	18.4%	20.8%	17.4%	17.0%	16.9%	19.2%	17.0%	18.1%	-

制御機器事業 (IAB)	IAB	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)							IAB	FY21 (A) / FY21 (Q3 E)
									Sales by Region	Full (A)		
		地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)			1st H (A)
前年比	Comparison	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
日本	Japan	90.5%	-	118.9%	118.4%	117.6%	112.0%	118.6%	114.6%	116.5%	Japan	
米州	Americas	93.3%	84.7%	132.5%	125.1%	135.2%	160.0%	128.8%	147.5%	138.3%	Americas	
欧州	Europe	89.9%	91.3%	162.4%	121.2%	118.6%	104.1%	140.1%	110.9%	123.8%	Europe	
中華圏	Greater China	88.0%	127.7%	141.5%	138.4%	127.5%	126.1%	140.0%	126.8%	133.3%	Greater China	
東南アジア他	Asia Pacific	90.0%	97.8%	134.2%	108.2%	116.1%	125.1%	120.5%	120.7%	120.6%	Asia Pacific	
直接輸出	Export	64.4%	47.2%	76.9%	12.2%	100.0%	22.5%	27.8%	32.6%	30.0%	Export	
売上合計 (組み替え後)	Total (After reclassifications)	-	-	135.7%	123.2%	121.8%	118.8%	129.4%	120.2%	124.6%	Total (After reclassifications)	-
売上合計 (組み替え前)	Total (Before reclassifications)	90.0%	98.2%	135.2%	123.7%	122.7%	119.0%	129.4%	120.8%	124.9%	Total (Before reclassifications)	100.6%

制御機器事業	IAB	FY22 (P) / FY21 (A)		
		地域別売上	Sales by Region	Full (P)
		計画比	Comparison	
日本	Japan	109.9%		
米州	Americas	112.5%		
欧州	Europe	114.0%		
中華圏	Greater China	123.0%		
東南アジア他	Asia Pacific	118.3%		
直接輸出	Export	-		
売上合計 (組み替え後)	Total (After reclassifications)	115.5%		
売上合計 (組み替え前)	Total (Before reclassifications)	-		

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	169.5%	142.7%	117.5%	111.7%	156.7%	114.4%	133.4%	Operating Income (After reclassifications)	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	85.2%	109.7%	167.5%	141.8%	118.0%	111.5%	155.3%	114.6%	132.8%	Operating Income (Before reclassifications)	98.9%

営業利益	Operating Income	Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	118.0%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-

(注記)・組み替えに関してはP13記載の1をご参照ください。参考値として組み替え前の数値(合計値)も開示しています。
・P13記載の1に伴い、2020年度の日本の売上および営業利益の前年比は「組み替えあり」(2020年度)と「組み替えなし」(2019年度)の比較になるため、表示しておりません。

(Note) With regard to reclassification, please refer to note 1 on p.13. Figures before the reclassification are also provided for reference.
According to notes 1, the Y/Y change of Japan sales and O.I for FY2020 are not presented because FY2020 figures are reclassified while FY2019 figures are numbers before the reclassifications.

ヘルスケア事業 (HCB)	HCB	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)	(Announced Apr 26)	(Announced Apr 26)							(Announced Apr 26)
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	269	261	57	77	84	77	134	162	296	275		67	76	67	68	144	135	278	280
米州	Americas	236	216	55	60	63	61	115	125	240	270		63	61	55	48	124	103	227	295
欧州	Europe	227	217	48	57	60	63	105	123	228	245		55	55	52	69	110	120	230	215
中華圏	Greater China	310	314	83	77	106	76	159	182	342	395		118	103	123	90	221	213	433	545
東南アジア他	Asia Pacific	107	108	23	37	35	27	59	62	121	140		44	33	37	42	76	79	155	200
直接輸出	Export	6	4	1	1	1	1	2	2	4	5		1	1	1	1	2	2	5	5
売上合計	Total	1,155	1,120	266	309	350	306	575	656	1,231	1,330	1,340	348	329	334	318	677	652	1,329	1,540

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	130	135	45	61	63	36	106	100	206	225	195	64	57	41	23	121	65	185	200
営業利益率	O.I./Sales	11.3%	12.1%	16.9%	19.8%	18.1%	11.9%	18.5%	15.2%	16.7%	16.9%	14.6%	18.3%	17.4%	12.3%	7.3%	17.9%	9.9%	14.0%	13.0%

ヘルスケア事業 (HCB)	HCB	FY19 (A) /	FY20 (A) /	FY21 (A) /							HCB	FY21 (A) /
		FY18 (A)	FY19 (A)	FY20 (A)								FY21 (Q3 E)
		Comparison	Comparison	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Comparison
地域別売上	Sales by Region											
前年比	Comparison	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
日本	Japan	96.9%	113.5%	117.9%	98.7%	79.1%	88.1%	106.8%	83.4%	94.0%	Japan	
米州	Americas	91.5%	110.9%	114.1%	102.1%	86.7%	77.8%	107.8%	82.3%	94.6%	Americas	
欧州	Europe	95.7%	105.0%	116.2%	95.2%	85.9%	109.2%	104.7%	97.8%	101.0%	Europe	
中華圏	Greater China	101.4%	108.8%	142.4%	134.4%	115.4%	118.5%	138.5%	116.7%	126.9%	Greater China	
東南アジア他	Asia Pacific	101.0%	112.3%	193.0%	89.2%	106.0%	155.4%	128.6%	127.5%	128.0%	Asia Pacific	
直接輸出	Export	63.6%	108.4%	141.1%	98.3%	97.4%	93.4%	117.0%	95.3%	105.4%	Export	
売上合計	Total	97.0%	109.9%	130.9%	106.4%	95.4%	103.9%	117.7%	99.4%	107.9%	Total	99.1%

ヘルスケア事業	HCB	FY22 (P) /
		FY21 (A)
		Full (P)
地域別売上	Sales by Region	
計画比	Comparison	
日本	Japan	100.6%
米州	Americas	130.2%
欧州	Europe	93.4%
中華圏	Greater China	125.7%
東南アジア他	Asia Pacific	128.7%
直接輸出	Export	107.5%
売上合計	Total	115.9%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)
営業利益	Operating Income	103.7%	152.3%	141.8%	93.6%	65.2%	64.1%	113.9%	64.8%	90.1%	95.1%

		Full (P)
営業利益	Operating Income	107.9%

社会システム事業 (SSB)	SSB	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)	(Announced Apr 26)								
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	993	1,152	181	192	212	370	373	582	954	950		159	191	202	321	349	523	872	910
米州	Americas	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
欧州	Europe	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
中華圏	Greater China	4	3	0	1	0	0	1	1	2	5		0	0	0	0	1	0	1	5
東南アジア他	Asia Pacific	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
直接輸出	Export	8	5	0	0	0	0	0	1	1	5		0	0	0	3	0	4	4	5
売上合計	Total	1,006	1,160	181	193	212	370	374	583	957	960	900	159	191	202	325	350	527	877	920

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	65	109	-9	-3	6	63	-12	69	57	70	65	-17	3	5	74	-14	80	65	65
営業利益率	O.I./Sales	6.5%	9.4%	-	-	2.6%	17.1%	-	11.8%	6.0%	7.3%	7.2%	-	1.5%	2.6%	22.9%	-	15.1%	7.4%	7.1%

社会システム事業 (SSB)	SSB	FY19 (A) /	FY20 (A) /	FY21 (A) /							SSB	FY21 (A) /
		FY18 (A)	FY19 (A)	FY20 (A)								FY21 (A) /
		Comparison	Comparison	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Comparison
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Sales by Region	FY21 (Q3 E)
前年比	Comparison	Full (A)	Full (A)	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Full (A)
日本	Japan	116.0%	82.8%	87.9%	99.2%	95.3%	86.9%	93.7%	89.9%	91.4%	Japan	
米州	Americas	-	-	-	-	-	-	-	-	-	Americas	
欧州	Europe	-	-	-	-	-	-	-	-	-	Europe	
中華圏	Greater China	65.1%	61.5%	92.9%	35.4%	51.5%	111.8%	48.4%	72.0%	55.2%	Greater China	
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-	Asia Pacific	
直接輸出	Export	60.8%	15.0%	50.0%	45.5%	520.0%	737.8%	48.0%	716.0%	493.3%	Export	
売上合計	Total	115.4%	82.5%	87.9%	98.9%	95.3%	87.7%	93.6%	90.5%	91.7%	Total	97.4%

社会システム事業	SSB	FY22 (P) /
地域別売上	Sales by Region	FY21 (A)
計画比	Comparison	Full (P)
日本	Japan	104.3%
米州	Americas	-
欧州	Europe	-
中華圏	Greater China	520.8%
東南アジア他	Asia Pacific	-
直接輸出	Export	135.1%
売上合計	Total	104.9%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	
営業利益	Operating Income	165.9%	52.5%	-	-	96.9%	117.2%	-	115.6%	114.3%	Operating Income	100.1%

		Full (P)
営業利益	Operating Income	100.0%

(注記) 組み替えに関してはP13記載の2、7をご参照ください。

(Note) With regard to reclassification, please refer to note 2 and 7 on p.13.

電子部品事業 (DMB)	DMB	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)	(Announced Apr 26)								
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	232	228	75	72	80	90	147	170	317	225		86	87	98	93	173	191	364	370
米州	Americas	179	136	22	35	32	32	57	64	121	135		41	39	40	54	81	94	174	185
欧州	Europe	177	151	22	35	33	42	57	74	131	150		37	40	38	48	77	85	163	165
中華圏	Greater China	308	241	64	68	80	75	132	154	287	300		91	90	93	83	182	176	358	400
東南アジア他	Asia Pacific	135	125	23	24	30	34	47	64	111	130		35	37	38	39	72	77	149	160
直接輸出	Export	1	2	0	0	0	1	1	1	2	0		0	0	0	1	1	1	2	0
売上合計 (組み替え後)	Total (After reclassifications)	-	-	207	234	255	272	441	527	969	-	-	291	294	307	317	585	625	1,210	1,280
売上合計 (組み替え前)	Total (Before reclassifications)	1,031	884	180	209	230	242	388	472	860	940	1,030	257	259	269	280	516	548	1,064	-

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	5	6	16	19	11	35	46	-	-	25	23	34	19	48	53	101	105
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	-	2.4%	2.6%	6.2%	6.9%	2.5%	6.6%	4.7%	-	-	8.5%	7.9%	11.1%	5.9%	8.2%	8.5%	8.3%	8.2%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	82	9	1	2	12	14	3	26	30	45	80	21	19	29	14	40	43	82	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	7.9%	1.0%	0.5%	1.2%	5.3%	5.9%	0.8%	5.6%	3.4%	4.8%	7.8%	8.0%	7.3%	10.7%	5.0%	7.7%	7.8%	7.7%	-

電子部品事業 (DMB)	DMB	FY19 (A) /	FY20 (A) /	FY21 (A) /							DMB	FY21 (A) /
		FY18 (A)	FY19 (A)	FY20 (A)								FY21 (Q3 E)
		Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison		Comparison
地域別売上 前年比	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
日本	Japan	98.5%	-	113.9%	120.7%	122.6%	104.1%	117.3%	112.8%	114.9%	Japan	
米州	Americas	75.8%	88.9%	184.5%	114.0%	123.6%	170.8%	141.6%	146.9%	144.4%	Americas	
欧州	Europe	84.8%	87.3%	165.0%	116.2%	114.6%	114.8%	135.3%	114.7%	123.7%	Europe	
中華圏	Greater China	78.5%	118.7%	142.5%	132.0%	117.0%	111.6%	137.1%	114.4%	124.9%	Greater China	
東南アジア他	Asia Pacific	93.0%	88.5%	156.0%	151.2%	126.7%	114.5%	153.5%	120.2%	134.3%	Asia Pacific	
直接輸出	Export	300.0%	82.9%	148.1%	123.3%	94.4%	67.0%	135.1%	74.8%	93.5%	Export	
売上合計 (組み替え後)	Total (After reclassifications)	-	-	140.5%	125.5%	120.4%	116.7%	132.6%	118.5%	124.9%	Total (After reclassifications)	-
売上合計 (組み替え前)	Total (Before reclassifications)	85.7%	97.4%	143.3%	124.0%	116.8%	115.6%	132.9%	116.2%	123.7%	Total (Before reclassifications)	103.3%

電子部品事業 (DMB)	DMB	FY21 (P) /
		FY21 (A)
		Comparison
地域別売上 計画比	Sales by Region	Comparison
計画比	Comparison	Full (P)
日本	Japan	101.6%
米州	Americas	106.2%
欧州	Europe	101.5%
中華圏	Greater China	111.7%
東南アジア他	Asia Pacific	107.4%
直接輸出	Export	-
売上合計 (組み替え後)	Total (After reclassifications)	105.8%
売上合計 (組み替え前)	Total (Before reclassifications)	-

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	507.0%	376.5%	213.8%	100.4%	434.2%	152.5%	220.6%	Operating Income (After reclassifications)	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	11.2%	322.7%	2550.6%	783.8%	235.9%	99.3%	1228.3%	162.3%	278.2%	Operating Income (Before reclassifications)	103.0%

		Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	104.1%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-

(注記) ・組み替えに関してはP13記載の1、4、6をご参照ください。参考値として組み替え前の数値(合計値)も開示しています。
 ・P13記載の1に伴い、2020年度の日本の売上および営業利益の前年比は「組み替えあり」(2020年度)と「組み替えなし」(2019年度)の比較になるため、表示しておりません。

(Note) With regard to reclassification, please refer to notes 1, 4 and 6 on p.13. Figures before the reclassification are also provided for reference.

According to notes 1, the Y/Y change of Japan sales and O.I for FY2020 are not presented because FY2020 figures are reclassified while FY2019 figures are numbers before the reclassifications.

本社他 (消去調整含む)	Eliminations & Corporate	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	146	74	14	8	11	5	23	16	39	20		8	8	9	8	16	17	33	30
米州	Americas	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
欧州	Europe	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
中華圏	Greater China	61	14	3	0	0	0	3	0	3	0		0	0	0	0	0	0	0	0
東南アジア他	Asia Pacific	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
直接輸出	Export	9	0	0	0	0	1	0	1	1	0		0	0	0	0	0	0	0	0
売上合計	Total	216	89	18	8	11	6	26	17	43	20	30	8	8	9	8	16	17	33	30

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	-221	-241	-51	-63	-59	-82	-114	-141	-255	-270	-250	-40	-58	-47	-76	-98	-123	-221	-300
営業利益率	O.I./Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

本社他 (消去調整含む)	Eliminations & Corporate	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)							Eliminations & Corporate	FY21 (A) / FY21 (Q3 E)	
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)	
地域別売上	Sales by Region												
前年比	Comparison												
日本	Japan	50.8%	52.7%	56.9%	99.5%	78.1%	154.0%	72.4%	101.7%	84.6%	Japan		
米州	Americas	-	-	-	-	-	-	-	-	-	Americas		
欧州	Europe	-	-	-	-	-	-	-	-	-	Europe		
中華圏	Greater China	23.5%	23.7%	-	-	-	-	-	-	-	Greater China		
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-	Asia Pacific		
直接輸出	Export	2.8%	264.0%	-	-	-	-	-	-	-	Export		
売上合計	Total	41.0%	48.6%	46.1%	97.5%	78.1%	139.1%	62.7%	98.4%	76.6%	Total	110.0%	

本社他 (消去調整含む)	Eliminations & Corporate	FY22 (P) / FY21 (A)
		Full (P)
地域別売上	Sales by Region	
計画比	Comparison	
日本	Japan	90.9%
米州	Americas	-
欧州	Europe	-
中華圏	Greater China	-
東南アジア他	Asia Pacific	-
直接輸出	Export	-
売上合計	Total	90.9%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)
営業利益	Operating Income	-	-	-	-	-	-	-	-	-	Operating Income

		Full (P)
営業利益	Operating Income	-

(注記)組み替えに関してはP13記載の3、5、6をご参照ください。

(Note) With regard to reclassification, please refer to notes 3, 5 and 6 on p.13.

セグメント別売上	Sales by Segment	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)							(Announced Apr 26)		
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
制御機器事業	IAB	3,918	3,528	793	803	854	906	1,596	1,760	3,356	3,750	4,300	1,076	989	1,040	1,076	2,065	2,116	4,181	4,830
ヘルスケア事業	HCB	1,155	1,120	266	309	350	306	575	656	1,231	1,330	1,340	348	329	334	318	677	652	1,329	1,540
社会システム事業	SSB	1,006	1,160	181	193	212	370	374	583	957	960	900	159	191	202	325	350	527	877	920
電子部品事業	DMB	1,031	884	207	234	255	272	441	527	969	940	1,030	291	294	307	317	585	625	1,210	1,280
本社他(消去調整含む)	Eliminations & Corporate	216	89	18	8	11	6	26	17	43	20	30	8	8	9	8	16	17	33	30
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-100
売上合計	Total	7,326	6,780	1,465	1,548	1,683	1,860	3,013	3,543	6,555	7,000	7,600	1,882	1,812	1,893	2,043	3,694	3,936	7,629	8,500

セグメント別売上	Sales by Segment	FY19 (A) /	FY20 (A) /	FY21 (A) /							Sales by Segment	FY21 (A) /
		FY18 (A)	FY19 (A)	FY20 (A)								FY21 (Q3 E)
		Comparison	Comparison	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)		2nd H (A)
前年比	Comparison	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
制御機器事業	IAB	90.0%	-	135.7%	123.2%	121.8%	118.8%	129.4%	120.2%	124.6%	IAB	-
ヘルスケア事業	HCB	97.0%	109.9%	130.9%	106.4%	95.4%	103.9%	117.7%	99.4%	107.9%	HCB	99.1%
社会システム事業	SSB	115.4%	82.5%	87.9%	98.9%	95.3%	87.7%	93.6%	90.5%	91.7%	SSB	97.4%
電子部品事業	DMB	85.7%	-	140.5%	125.5%	120.4%	116.7%	132.6%	118.5%	124.9%	DMB	-
本社他(消去調整含む)	Eliminations & Corporate	41.0%	48.6%	46.1%	97.5%	78.1%	139.1%	62.7%	98.4%	76.6%	Eliminations & Corporate	110.0%
売上合計	Total	92.5%	96.7%	128.5%	117.0%	112.5%	109.9%	122.6%	111.1%	116.4%	Total	100.4%

セグメント別売上	Sales by Segment	FY22 (P) /
		FY21 (A)
		Comparison
計画比	Comparison	Full (P)
制御機器事業	IAB	115.5%
ヘルスケア事業	HCB	115.9%
社会システム事業	SSB	104.9%
電子部品事業	DMB	105.8%
本社他(消去調整含む)	Eliminations & Corporate	90.9%
売上合計	Total	111.4%

セグメント別売上	Sales by Segment	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)							(Announced Apr 26)		
		Ratio	Ratio	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
制御機器事業	IAB	53%	52%	54%	52%	51%	49%	53%	50%	51%	54%	57%	57%	55%	55%	53%	56%	54%	55%	56%
ヘルスケア事業	HCB	16%	17%	18%	20%	21%	16%	19%	19%	19%	19%	18%	18%	18%	18%	16%	18%	17%	17%	18%
社会システム事業	SSB	14%	17%	12%	12%	13%	20%	12%	16%	15%	14%	12%	8%	11%	11%	16%	9%	13%	11%	11%
電子部品事業	DMB	14%	13%	14%	15%	15%	15%	15%	15%	15%	13%	14%	15%	16%	16%	16%	16%	16%	16%	15%
本社他(消去調整含む)	Eliminations & Corporate	3%	1%	1%	1%	1%	0%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

(注記) 組み替えに関してはP13記載の1~7をご参照ください。

なお、P13記載の1に伴い、制御機器事業(IAB)および電子部品事業(DMB)の2020年度の前年比は「組み替えあり」(2020年度)と「組み替えなし」(2019年度)の比較になるため、表示しておりません。

セグメント別売上構成比には、全社業績変動リスクを含めていません。

(Note) With regard to reclassification, please refer to notes from 1 to 7 on p.13.

According to notes 1, the Y/Y change for FY2020 on IAB and DMB are not presented because FY2020 figures are reclassified while FY2019 figures are numbers before the reclassifications.

Figures of Sales by Segment do not include earnings fluctuation risk.

地域別売上	Sales by Region	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	3,187	3,115	599	625	674	869	1,224	1,542	2,766	2,840		643	688	712	856	1,331	1,568	2,899	3,075
米州	Americas	765	678	144	163	166	163	307	330	636	705		192	187	191	214	378	405	783	910
欧州	Europe	1,203	1,085	203	248	266	298	451	564	1,015	1,120		308	284	294	318	592	612	1,204	1,305
中華圏	Greater China	1,465	1,261	382	348	417	365	730	782	1,512	1,635		537	473	510	444	1,010	954	1,964	2,390
東南アジア他	Asia Pacific	679	627	136	162	159	161	297	320	618	690		200	179	184	206	379	390	769	910
直接輸出	Export	27	14	1	2	2	4	4	5	9	10		2	2	2	5	3	7	10	10
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-	-100
売上合計	Total	7,326	6,780	1,465	1,548	1,683	1,860	3,013	3,543	6,555	7,000	7,600	1,882	1,812	1,893	2,043	3,694	3,936	7,629	8,500

地域別売上	Sales by Region	FY19 (A) /	FY20 (A) /	FY21 (A) /							Sales by Region	FY21 (A) /
		FY18 (A)	FY19 (A)	FY20 (A)								FY21 (Q3 E)
		Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison		Comparison
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)
日本	Japan	97.7%	88.8%	107.3%	110.1%	105.7%	98.6%	108.7%	101.7%	104.8%	Japan	
米州	Americas	88.7%	93.9%	133.5%	114.3%	114.6%	131.1%	123.3%	122.8%	123.0%	Americas	
欧州	Europe	90.2%	93.5%	151.9%	114.5%	110.7%	106.6%	131.3%	108.6%	118.7%	Europe	
中華圏	Greater China	86.1%	119.9%	140.6%	135.9%	122.4%	121.5%	138.4%	122.0%	129.9%	Greater China	
東南アジア他	Asia Pacific	92.4%	98.4%	147.6%	110.4%	115.9%	127.9%	127.4%	121.9%	124.5%	Asia Pacific	
直接輸出	Export	49.7%	63.4%	127.8%	76.7%	109.9%	146.7%	97.5%	135.2%	119.7%	Export	
売上合計	Total	92.5%	96.7%	128.5%	117.0%	112.5%	109.9%	122.6%	111.1%	116.4%	Total	100.4%

地域別売上	Sales by Region	FY21 (P) /
		FY21 (A)
		Comparison
		Full (P)
日本	Japan	106.1%
米州	Americas	116.2%
欧州	Europe	108.4%
中華圏	Greater China	121.7%
東南アジア他	Asia Pacific	118.3%
直接輸出	Export	96.4%
売上合計	Total	111.4%

地域別売上	Sales by Region	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	44%	46%	41%	40%	40%	47%	41%	44%	42%	41%		34%	38%	38%	42%	36%	40%	38%	36%
米州	Americas	10%	10%	10%	11%	10%	9%	10%	9%	10%	10%		10%	10%	10%	10%	10%	10%	10%	11%
欧州	Europe	16%	16%	14%	16%	16%	16%	15%	16%	15%	16%		16%	16%	16%	16%	16%	16%	16%	15%
中華圏	Greater China	20%	19%	26%	22%	25%	20%	24%	22%	23%	23%		29%	26%	27%	22%	27%	24%	26%	28%
東南アジア他	Asia Pacific	9%	9%	9%	10%	9%	9%	10%	9%	9%	10%		11%	10%	10%	10%	10%	10%	10%	11%
直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%

(注記) 組み替えに関してはP13記載の1~7をご参照ください。

地域別売上構成比には、全社業績変動リスクを含めていません。

(Note) With regard to reclassification, please refer to notes from 1 to 7 on p.13.

Figures of Sales by Region do not include earnings fluctuation risk.

セグメント・地域別 売上構成比 Ratio of Sales by Segment and Region			FY18	FY19	FY20							FY21	FY21	FY21							FY22
			Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
												(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)
			Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
制御機器事業 IAB	日本	Japan	39%	40%	34%	34%	33%	36%	34%	35%	35%	37%		30%	33%	32%	34%	31%	33%	32%	31%
	米州	Americas	9%	9%	8%	9%	8%	8%	8%	8%	8%	8%		8%	9%	9%	10%	8%	10%	9%	9%
	欧州	Europe	20%	20%	17%	19%	20%	21%	18%	21%	20%	19%		20%	19%	20%	19%	20%	19%	19%	19%
	中華圏	Greater China	20%	19%	29%	25%	27%	24%	27%	25%	26%	25%		30%	28%	28%	25%	29%	27%	28%	30%
	東南アジア他	Asia Pacific	11%	11%	11%	13%	11%	11%	12%	11%	11%	11%		11%	11%	10%	12%	11%	11%	11%	11%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
ヘルスケア事業 HCB	日本	Japan	23%	23%	21%	25%	24%	25%	23%	25%	24%	21%		19%	23%	20%	21%	21%	21%	21%	18%
	米州	Americas	20%	19%	21%	19%	18%	20%	20%	19%	19%	20%		18%	19%	16%	15%	18%	16%	17%	19%
	欧州	Europe	20%	19%	18%	19%	17%	21%	18%	19%	19%	18%		16%	17%	15%	22%	16%	18%	17%	14%
	中華圏	Greater China	27%	28%	31%	25%	30%	25%	28%	28%	28%	30%		34%	31%	37%	28%	33%	33%	33%	35%
	東南アジア他	Asia Pacific	9%	10%	8%	12%	10%	9%	10%	9%	10%	11%		13%	10%	11%	13%	11%	12%	12%	13%
	直接輸出	Export	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
社会システム事業 SSB	日本	Japan	99%	99%	100%	99%	100%	100%	100%	100%	100%	99%		100%	100%	100%	99%	100%	99%	99%	99%
	米州	Americas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
	欧州	Europe	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
	中華圏	Greater China	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%		0%	0%	0%	0%	0%	0%	0%	1%
	東南アジア他	Asia Pacific	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
	直接輸出	Export	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%		0%	0%	0%	1%	0%	1%	0%	1%
電子部品事業 DMB	日本	Japan	22%	26%	36%	31%	31%	33%	33%	32%	33%	24%		30%	30%	32%	29%	30%	31%	30%	29%
	米州	Americas	17%	15%	11%	15%	13%	12%	13%	12%	12%	14%		14%	13%	13%	17%	14%	15%	14%	14%
	欧州	Europe	17%	17%	11%	15%	13%	15%	13%	14%	14%	16%		13%	14%	12%	15%	13%	14%	13%	13%
	中華圏	Greater China	30%	27%	31%	29%	31%	27%	30%	29%	30%	32%		31%	31%	30%	26%	31%	28%	30%	31%
	東南アジア他	Asia Pacific	13%	14%	11%	10%	12%	12%	11%	12%	11%	14%		12%	13%	12%	12%	12%	12%	12%	13%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
本社他 (消去調整含む) Eliminations & Corporate	日本	Japan	67%	83%	81%	98%	100%	90%	87%	97%	91%	100%		100%	100%	100%	100%	100%	100%	100%	100%
	米州	Americas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
	欧州	Europe	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
	中華圏	Greater China	28%	16%	19%	1%	0%	0%	13%	0%	8%	0%		0%	0%	0%	0%	0%	0%	0%	0%
	東南アジア他	Asia Pacific	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
	直接輸出	Export	4%	0%	0%	1%	0%	10%	0%	3%	2%	0%		0%	0%	0%	0%	0%	0%	0%	0%

(注記)組み替えに関してはP13記載の1~7をご参照ください。

(Note) With regard to reclassification, please refer to notes from 1 to 7 on p.13.

セグメント別 営業利益	Operating Income by Segment	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)	(Announced Apr 26)	(Announced Apr 26)							(Announced Apr 26)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
制御機器事業	IAB	629	536	134	122	151	165	256	316	572	630	790	227	174	178	184	401	362	763	900
ヘルスケア事業	HCB	130	135	45	61	63	36	106	100	206	225	195	64	57	41	23	121	65	185	200
社会システム事業	SSB	65	109	-9	-3	6	63	-12	69	57	70	65	-17	3	5	74	-14	80	65	65
電子部品事業	DMB	82	9	5	6	16	19	11	35	46	45	80	25	23	34	19	48	53	101	105
本社他(消去調整含む)	Eliminations & Corporate	-221	-241	-51	-63	-59	-82	-114	-141	-255	-270	-250	-40	-58	-47	-76	-98	-123	-221	-300
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-40
営業利益合計	Total	673	548	125	123	177	200	247	378	625	700	880	258	199	211	225	457	436	893	930

セグメント別 営業利益	Operating Income by Segment	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)							Operating Income by Segment	FY21 (A) / FY21 (Q3 E)
		Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	
制御機器事業	IAB	85.2%	-	169.5%	142.7%	117.5%	111.7%	156.7%	114.4%	133.4%	IAB	-
ヘルスケア事業	HCB	103.7%	152.3%	141.8%	93.6%	65.2%	64.1%	113.9%	64.8%	90.1%	HCB	95.1%
社会システム事業	SSB	165.9%	52.5%	-	-	96.9%	117.2%	-	115.6%	114.3%	SSB	100.1%
電子部品事業	DMB	11.2%	-	507.0%	376.5%	213.8%	100.4%	434.2%	152.5%	220.6%	DMB	-
本社他(消去調整含む)	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	Eliminations & Corporate	-
営業利益合計	Total	81.4%	114.1%	207.3%	162.2%	119.3%	112.0%	185.0%	115.4%	143.0%	Total	101.5%

セグメント別 営業利益	Operating Income by Segment	FY22 (P) / FY21 (A)
計画比	Comparison	Full (P)
制御機器事業	IAB	118.0%
ヘルスケア事業	HCB	107.9%
社会システム事業	SSB	100.0%
電子部品事業	DMB	104.1%
本社他(消去調整含む)	Eliminations & Corporate	-
売上合計	Total	104.1%

(注記) 組み替えに関してはP13記載の1、2、3、5、6、7をご参照ください。

なお、P13記載の1)に伴い、制御機器事業(IAB)および電子部品事業(DMB)の2020年度の前年比は「組み替えあり」(2020年度)と「組み替えなし」(2019年度)の比較になるため、表示しておりません。

(Notes) With regard to reclassification, please refer to notes 1, 2, 3, 5, 6 and 7 on p.13.

According to notes 1, the Y/Y change for FY2020 on IAB and DMB are not presented because FY2020 figures are reclassified while FY2019 figures are numbers before the reclassifications.

(単位: 億円, Unit: 0.1 Billion Yen)

セグメント別 研究開発費	R&D Exp. Results	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 (A) / FY20 (A)
制御機器事業	IAB	233	200	184	226	122%
ヘルスケア事業	HCB	67	68	69	79	113%
社会システム事業	SSB	48	57	51	35	68%
電子部品事業	DMB	51	49	42	52	124%
本社他 (消去調整含む)	Eliminations & Corporate	94	86	86	52	61%
合計	Total	493	460	432	443	103%

セグメント別 研究開発費 構成比	R&D Exp. Ratio	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual
制御機器事業	IAB	47%	43%	43%	51%
ヘルスケア事業	HCB	14%	15%	16%	18%
社会システム事業	SSB	10%	12%	12%	8%
電子部品事業	DMB	10%	11%	10%	12%
本社他 (消去調整含む)	Eliminations & Corporate	19%	19%	20%	12%
合計	Total	100%	100%	100%	100%

セグメント別 設備投資	CAPEX Results	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 (A) / FY20 (A)
制御機器事業	IAB	74	48	41	71	171%
ヘルスケア事業	HCB	40	60	43	44	100%
社会システム事業	SSB	26	30	29	28	97%
電子部品事業	DMB	125	59	41	61	150%
本社他 (消去調整含む)	Eliminations & Corporate	91	134	86	139	163%
合計	Total	357	331	240	342	143%

セグメント別 設備投資 構成比	CAPEX Ratio	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual
制御機器事業	IAB	21%	15%	17%	21%
ヘルスケア事業	HCB	11%	18%	18%	13%
社会システム事業	SSB	7%	9%	12%	8%
電子部品事業	DMB	35%	18%	17%	18%
本社他 (消去調整含む)	Eliminations & Corporate	25%	40%	36%	41%
合計	Total	100%	100%	100%	100%

セグメント別 減価償却費	Depreciation Results	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 (A) / FY20 (A)
制御機器事業	IAB	69	69	64	59	92%
ヘルスケア事業	HCB	28	28	29	31	107%
社会システム事業	SSB	19	20	21	21	101%
電子部品事業	DMB	76	73	67	67	101%
本社他 (消去調整含む)	Eliminations & Corporate	62	66	47	56	118%
合計	Total	254	257	228	234	103%

セグメント別 減価償却費 構成比	Depreciation Ratio	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual
制御機器事業	IAB	27%	27%	28%	25%
ヘルスケア事業	HCB	11%	11%	13%	13%
社会システム事業	SSB	8%	8%	9%	9%
電子部品事業	DMB	30%	28%	29%	29%
本社他 (消去調整含む)	Eliminations & Corporate	24%	26%	21%	24%
合計	Total	100%	100%	100%	100%

(注記) 組み替えに関してはP13記載の1, 2, 3, 6, 7をご参照ください。

(Notes) With regard to reclassification, please refer to notes 1, 2, 3, 6 and 7 on p.13.

組み替えに関する注記

Notes to Reclassification

1	<p>2022年度より、経営管理区分の見直しのため、制御機器事業(IAB)の一部を電子部品事業(DMB)の事業セグメントに含めて開示しています。これに伴い、2020年度および2021年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2022, as a result of a segment reclassification, figures for certain business that had been included in IAB have been reclassified into DMB. FY2020-2021 figures have been restated to reflect this.</p>
2	<p>2020年度より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であった環境事業を社会システム事業(SSB)の事業セグメントに含めて開示しています。これに伴い、2018年度および2019年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2020, as a result of a segment reclassification, figures for the Environmental Solutions business that had been included in the Other segment have been reclassified into SSB. FY2018-2019 figures have been restated to reflect this.</p>
3	<p>2020年度より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であったバックライト事業を本社他(消去調整含む)の事業セグメントに含めて開示しています。これに伴い、2018年度および2019年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2020, as a result of a segment reclassification, figures for the Backlights business that had been included in the Other segment have been reclassified into Eliminations & Corporate. FY2018-2019 figures have been restated to reflect this.</p>
4	<p>2019年度より、車載事業(AEC)を非継続事業に分類したことに伴い、電子部品事業(EMC)の「セグメント間の内部売上高」の一部を「外部顧客に対する売上高」に組み替えて表示しています。これに伴い、2018年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC sales from intersegment sales to sales to external customers. Figures presented for the fiscal year ended March 31, 2019 have been reclassified to reflect this.</p>
5	<p>2019年度より、車載事業(AEC)を非継続事業に分類したことに伴い、「本社他(消去調整含む)」の「セグメント間の内部売上高」の一部を「外部顧客に対する売上高」に組み替えて表示しています。これに伴い、2018年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain Eliminations & Corporate sales from intersegment sales to sales to external customers. Figures presented for the fiscal year ended March 31, 2019 have been reclassified to reflect this.</p>
6	<p>2018年度より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であったマイクロデバイス事業の営業部門を電子部品事業(EMC)に、開発機能を本社他(消去調整含む)の事業セグメントに含めて開示しています。これに伴い、2017年度以前の実績を新管理区分に組み替えて開示しています。</p> <p>From FY2018, as a result of a segment reclassification, the sales of the Micro Devices business that had been included in the Other segment has been reclassified into EMC, while the R&D function in the Other segment is now included in Eliminations & Corporate. FY2016-2017 figures have been restated to reflect this.</p>
7	<p>2018年度第3四半期より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であった電子機器事業のUPS部門を社会システム事業(SSB)の事業セグメントに含めて開示しています。これに伴い、2017年度以前の実績を新管理区分に組み替えて開示しています。</p> <p>From Q3 FY2018, as a result of a segment reclassification, figures for the UPS business within the Electronic Systems & Equipment business in the Other segment have been included in SSB. FY2016-2017 figures have been restated to reflect this.</p>