

## 2023年度 第1四半期 オムロングループ財務データ集

### OMRON Group Reference Data as of July 2023

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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

#### <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「2024年3月期 第1四半期 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 First Quarter of the Year Ending March 31, 2024 (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2023年7月27日に作成・発表したものです。  
This reference data was produced and announced on July 27, 2023.

全社	Total	FY19	FY20	FY21	FY22							FY23	FY23						
		Actual	Actual	Actual	Actual							Plan	Actual						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
売上高	Sales	6,780	6,555	7,629	1,844	2,200	2,336	2,381	4,044	4,717	8,761	8,900	2,034						
売上原価	Cost of Sales	3,743	3,572	4,161	1,039	1,190	1,282	1,310	2,230	2,592	4,822	4,755	1,128						
売上総利益	Gross Profit	3,037	2,984	3,468	804	1,010	1,053	1,071	1,814	2,125	3,939	4,145	905						
	その他販管費	2,030	1,927	2,132	568	592	616	654	1,160	1,270	2,430	2,585	630						
	R&D費	460	432	443	117	121	125	138	238	264	502	540	132						
販管費合計	SG&A + R&D	2,489	2,359	2,575	685	713	741	793	1,398	1,534	2,932	3,125	762						
営業利益	Operating Income	548	625	893	119	297	312	278	416	591	1,007	1,020	143						
営業外損益	Non-operating income (loss), net	29	-26	26	2	25	-5	1	27	-4	23	25	-43						
税引前当期純利益	NIBT	518	651	867	117	272	317	277	389	595	984	995	186						
法人税等	Income Taxes	113	151	230	29	74	87	59	103	146	249	250	44						
持分法投資損益	Equity in loss (earnings) of affiliates	10	61	16	7	-3	1	-15	4	-15	-11	-5	6						
継続事業純利益	Income from continuing operations	396	439	620	81	201	230	234	282	464	745	750	136						
非継続事業利益	Income from discontinued operations	357	-	-	-	-	-	-	-	-	-	-	-						
非支配持分帰属損益	Net Income Attributable to noncontrolling interests	4	6	6	1	2	3	1	3	4	7	5	2						
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	749	433	614	80	199	226	233	279	460	739	745	134						

売上総利益率	Gross Profit / Sales	44.8%	45.5%	45.5%	43.6%	45.9%	45.1%	45.0%	44.9%	45.0%	45.0%	46.6%	44.5%						
その他販管費比率	SG&A / Sales	29.9%	29.4%	27.9%	30.8%	26.9%	26.4%	27.5%	28.7%	26.9%	27.7%	29.0%	31.0%						
R&D費比率	R&D / Sales	6.8%	6.6%	5.8%	6.4%	5.5%	5.4%	5.8%	5.9%	5.6%	5.7%	6.1%	6.5%						
販管費(合計)比率	(SG&A + R&D) / Sales	36.7%	36.0%	33.8%	37.2%	32.4%	31.7%	33.3%	34.6%	32.5%	33.5%	35.1%	37.5%						
営業利益率	O.I. / Sales	8.1%	9.5%	11.7%	6.5%	13.5%	13.4%	11.7%	10.3%	12.5%	11.5%	11.5%	7.0%						

設備投資	Capex	331	240	342	60	113	111	166	173	277	450	540	74						
減価償却費	Depreciation	257	228	234	62	69	68	68	130	136	266	290	69						

外為(期中平均レート)	Exchange Rate (Yen)	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
USD (円)	USD	109.1	105.8	112.1	126.5	136.6	144.0	133.6	131.6	138.8	135.2	130.0	135.8						
EUR (円)	EUR	121.2	123.2	130.5	136.8	139.7	144.5	142.8	138.2	143.7	140.9	140.0	147.9						
人民元 (円)	CNY	15.7	15.5	17.4	19.3	20.1	20.1	19.4	19.7	19.7	19.7	19.0	19.5						

ROIC	ROIC	14.1%	7.8%	9.6%							10.4%	10%程度							
ROE	ROE	14.5%	7.6%	9.7%							10.6%	10%程度							
EPS (円)	EPS (Yen)	365.3	214.7	305.7							372.2	378.5							

全社	Total	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)						FY23 (P) / FY22 (A)	
		Comparison	Comparison	Comparison	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)	
売上高	Sales	96.7%	116.4%	114.8%	110.3%							101.6%
売上原価	Cost of Sales	95.4%	116.5%	115.9%	108.5%							98.6%
売上総利益	Gross Profit	98.2%	116.2%	113.6%	112.6%							105.2%
	その他販管費	94.9%	110.7%	114.0%	110.9%							106.4%
	R&D費	93.9%	102.5%	113.3%	113.1%							107.6%
販管費合計	SG&A + R&D	94.7%	109.2%	113.9%	111.3%							106.6%
営業利益	Operating Income	114.1%	143.0%	112.7%	119.9%							101.3%
税引前当期純利益	NIBT	125.6%	133.2%	113.5%	158.7%							101.1%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	57.8%	141.8%	120.3%	168.0%							100.9%
設備投資	Capex	72.4%	142.8%	131.6%	123.2%							120.0%
減価償却費	Depreciation	88.5%	102.7%	113.8%	112.1%							109.1%

※専従事業(AEC)を非継続事業に分類しています。  
We have reclassified AEC as discontinued operations.

制御機器事業	IAB	FY19	FY20	FY21	FY22							FY23	FY23							
		Actual	Actual	Actual	Actual							Plan	Actual							
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)	
日本	Japan	1,400	1,160	1,351	304	373	391	413	677	804	1,481	1,535	347							
米州	Americas	326	276	382	115	141	130	130	256	260	516	505	114							
欧州	Europe	718	656	812	200	214	272	292	414	564	978	985	238							
中華圏	Greater China	688	878	1,171	275	414	341	267	689	608	1,297	1,285	286							
東南アジア他	Asia Pacific	394	385	465	115	149	156	164	264	320	584	590	120							
直接輸出	Export	2	1	0	0	0	0	0	0	0	0	0	0							
売上合計	Total	3,528	3,356	4,181	1,010	1,292	1,289	1,267	2,301	2,556	4,857	4,900	1,106							

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)	
営業利益	Operating Income	536	572	763	118	274	253	214	391	467	858	880	122							
営業利益率	O.I./Sales	15.2%	17.0%	18.2%	11.6%	21.2%	19.6%	16.9%	17.0%	18.3%	17.7%	18.0%	11.1%							

制御機器事業	IAB	FY20 (A) /	FY21 (A) /	FY22 (A) /	FY23 (A) /						FY23 (P) /
		FY19 (A)	FY20 (A)	FY21 (A)	FY22 (A)						FY22 (A)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
前年比	Comparison										
日本	Japan	-	116.5%	109.6%	114.1%						103.6%
米州	Americas	84.7%	138.3%	135.0%	99.2%						97.9%
欧州	Europe	91.3%	123.8%	120.6%	118.7%						100.7%
中華圏	Greater China	127.7%	133.3%	110.8%	104.0%						99.0%
東南アジア他	Asia Pacific	97.8%	120.6%	125.6%	104.9%						101.0%
直接輸出	Export	47.2%	30.0%	150.0%	16.7%						-
売上合計	Total	-	124.6%	116.2%	109.5%						100.9%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
営業利益	Operating Income	-	133.4%	112.6%	104.2%						102.5%

(注記)・組み替えに関してはP12記載の1をご参照ください。

・P12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.12.

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 地域別売上	HCB Sales by Region	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual							FY23 Plan (Announced Apr 26)	FY23 Actual (Announced Jul 27)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
日本	Japan	261	296	278	55	71	74	67	126	140	267	280	58						
米州	Americas	216	240	227	71	67	77	71	138	148	285	285	66						
欧州	Europe	217	228	230	48	53	68	69	101	137	238	240	71						
中華圏	Greater China	314	342	433	120	103	119	105	223	224	447	455	146						
東南アジア他	Asia Pacific	108	121	155	45	45	47	42	90	89	178	195	35						
直接輸出	Export	4	4	5	2	2	2	1	3	2	6	5	1						
売上合計	Total	1,120	1,231	1,329	341	340	386	354	681	741	1,421	1,460	377						

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
営業利益	Operating Income	135	206	185	41	41	48	29	83	77	160	170	48						
営業利益率	O.I./Sales	12.1%	16.7%	14.0%	12.1%	12.2%	12.4%	8.3%	12.2%	10.4%	11.3%	11.6%	12.8%						

ヘルスケア事業 地域別売上 前年比	HCB Sales by Region Comparison	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)						FY23 (P) / FY22 (A)	
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)	
日本	Japan	113.5%	94.0%	95.8%	104.5%							105.0%
米州	Americas	110.9%	94.6%	125.9%	93.6%							99.9%
欧州	Europe	105.0%	101.0%	103.5%	147.1%							100.7%
中華圏	Greater China	108.8%	126.9%	103.2%	121.1%							101.7%
東南アジア他	Asia Pacific	112.3%	128.0%	114.6%	77.8%							109.5%
直接輸出	Export	108.4%	105.4%	123.9%	85.0%							86.8%
売上合計	Total	109.9%	107.9%	107.0%	110.5%							102.7%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
営業利益	Operating Income	152.3%	90.1%	86.4%	116.9%						106.1%

社会システム事業	SSB	FY19	FY20	FY21	FY22							FY23	FY23						
		Actual	Actual	Actual	Actual							Plan	Actual						
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
日本	Japan	1,152	954	872	157	209	273	434	366	706	1,072	1,130	231						
米州	Americas	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						
中華圏	Greater China	3	2	1	0	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						
直接輸出	Export	5	1	4	0	0	0	0	0	1	1	10	4						
売上合計	Total	1,160	957	877	157	209	273	434	366	707	1,073	1,140	235						

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
営業利益	Operating Income	109	57	65	-12	-2	12	77	-14	89	75	90	0						
営業利益率	O.I./Sales	9.4%	6.0%	7.4%	-	-	4.4%	17.8%	-	12.6%	7.0%	7.9%	-						

社会システム事業	SSB	FY20 (A) /	FY21 (A) /	FY22 (A) /	FY23 (A) /						FY23 (P) /
		FY19 (A)	FY20 (A)	FY21 (A)	FY22 (A)						FY22 (A)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
前年比	Comparison	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
日本	Japan	82.8%	91.4%	122.9%	147.0%						105.4%
米州	Americas	-	-	-	-						-
欧州	Europe	-	-	-	-						-
中華圏	Greater China	61.5%	55.2%	13.5%	3400.0%						-
東南アジア他	Asia Pacific	-	-	-	-						-
直接輸出	Export	15.0%	493.3%	16.8%	3977.8%						1612.9%
売上合計	Total	82.5%	91.7%	122.3%	149.6%						106.3%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
営業利益	Operating Income	52.5%	114.3%	115.1%	-						120.2%

(注記)組み替えに関してはP12記載の2をご参照ください。

(Note) With regard to reclassification, please refer to note 2 on p.12.

電子部品事業	DMB	FY19	FY20	FY21	FY22						FY23	FY23								
		Actual	Actual	Actual	Actual						Plan	Actual								
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)	
日本	Japan	228	317	364	93	104	114	114	197	228	425	440	117							
米州	Americas	136	121	174	55	60	70	57	115	127	242	220	41							
欧州	Europe	151	131	163	44	45	47	48	89	95	185	180	45							
中華圏	Greater China	241	287	358	98	101	92	79	199	171	370	380	70							
東南アジア他	Asia Pacific	125	111	149	41	44	41	41	85	81	167	170	40							
直接輸出	Export	2	2	2	0	0	0	-1	1	0	0	0	0							
売上合計	Total	884	969	1,210	332	355	364	338	686	702	1,389	1,390	312							

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
営業利益	Operating Income	9	46	101	38	42	54	20	81	74	155	155	25						
営業利益率	O.I./Sales	1.0%	4.7%	8.3%	11.5%	11.9%	14.8%	6.0%	11.7%	10.6%	11.2%	11.2%	8.1%						

電子部品事業	DMB	FY20 (A) /	FY21 (A) /	FY22 (A) /	FY23 (A) /						FY23 (P) /
		FY19 (A)	FY20 (A)	FY21 (A)	FY22 (A)						FY22 (A)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
前年比	Comparison	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
日本	Japan	-	114.9%	116.6%	125.2%						103.6%
米州	Americas	88.9%	144.4%	138.8%	74.7%						91.0%
欧州	Europe	87.3%	123.7%	113.6%	102.1%						97.4%
中華圏	Greater China	118.7%	124.9%	103.5%	70.9%						102.6%
東南アジア他	Asia Pacific	88.5%	134.3%	111.9%	96.9%						102.0%
直接輸出	Export	82.9%	93.5%	12.8%	100.0%						-
売上合計	Total	-	124.9%	114.8%	94.2%						100.1%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
営業利益	Operating Income	-	220.6%	153.7%	66.5%						100.0%

(注記)・組み替えに関してはP12記載の1、4をご参照ください。

・P12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 and 4 on p.12.

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	FY19	FY20	FY21	FY22							FY23	FY23							
		Actual	Actual	Actual	Actual							Plan	Actual							
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)	
日本	Japan	74	39	33	5	5	23	-12	10	11	21	10	4							
米州	Americas	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							
中華圏	Greater China	14	3	0	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							
直接輸出	Export	0	1	0	0	0	0	0	0	0	0	0	0							
売上合計	Total	89	43	33	5	5	23	-12	10	11	21	10	4							

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)	
営業利益	Operating Income	-241	-255	-221	-66	-59	-55	-62	-125	-117	-242	-275	-53							
営業利益率	O.I./Sales	-	-	-	-	-	-	-	-	-	-	-	-							

本社他 (消去調整含む)	Eliminations & Corporate	FY20 (A) /	FY21 (A) /	FY22 (A) /	FY23 (A) /						FY23 (P) /
		FY19 (A)	FY20 (A)	FY21 (A)	FY22 (A)						FY22 (A)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)
前年比	Comparison										
日本	Japan	52.7%	84.6%	63.2%	88.5%						48.0%
米州	Americas	-	-	-	-						-
欧州	Europe	-	-	-	-						-
中華圏	Greater China	23.7%	-	-	-						-
東南アジア他	Asia Pacific	-	-	-	-						-
直接輸出	Export	264.0%	-	-	-						-
売上合計	Total	48.6%	76.6%	63.2%	88.5%						48.0%

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

(注記)組み替えに関してはP12記載の3、5をご参照ください。

(Note) With regard to reclassification, please refer to notes 3 and 5 on p.12.

セグメント別売上	Sales by Segment	FY19	FY20	FY21	FY22							FY23	FY23						
		Actual	Actual	Actual	Actual							Plan	Actual						
		(Announced Apr 26)	(Announced Jul 27)																
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
制御機器事業	IAB	3,528	3,356	4,181	1,010	1,292	1,289	1,267	2,301	2,556	4,857	4,900	1,106						
ヘルスケア事業	HCB	1,120	1,231	1,329	341	340	386	354	681	741	1,421	1,460	377						
社会システム事業	SSB	1,160	957	877	157	209	273	434	366	707	1,073	1,140	235						
電子部品事業	DMB	884	969	1,210	332	355	364	338	686	702	1,389	1,390	312						
本社他(消去調整含む)	Eliminations & Corporate	89	43	33	5	5	23	-12	10	11	21	10	4						
売上合計	Total	6,780	6,555	7,629	1,844	2,200	2,336	2,381	4,044	4,717	8,761	8,900	2,034						

セグメント別売上	Sales by Segment	FY20 (A) /	FY21 (A) /	FY22 (A) /	FY23 (A) /						FY23 (P) /	
		FY19 (A)	FY20 (A)	FY21 (A)	FY22 (A)						FY22 (A)	
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)	
前年比	Comparison											
制御機器事業	IAB	-	124.6%	116.2%	109.5%							100.9%
ヘルスケア事業	HCB	109.9%	107.9%	107.0%	110.5%							102.7%
社会システム事業	SSB	82.5%	91.7%	122.3%	149.6%							106.3%
電子部品事業	DMB	-	124.9%	114.8%	94.2%							100.1%
本社他(消去調整含む)	Eliminations & Corporate	48.6%	76.6%	63.2%	88.5%							48.0%
売上合計	Total	96.7%	116.4%	114.8%	110.3%							101.6%

セグメント別売上	Sales by Segment	FY19	FY20	FY21	FY22							FY23	FY23						
		Actual	Actual	Actual	Actual							Plan	Actual						
		(Announced Apr 26)	(Announced Jul 27)																
構成比	Ratio	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
制御機器事業	IAB	52%	51%	55%	55%	59%	55%	53%	57%	54%	55%	55%	54%						
ヘルスケア事業	HCB	17%	19%	17%	18%	15%	17%	15%	17%	16%	16%	16%	19%						
社会システム事業	SSB	17%	15%	11%	9%	9%	12%	18%	9%	15%	12%	13%	12%						
電子部品事業	DMB	13%	15%	16%	18%	16%	16%	14%	17%	15%	16%	16%	15%						
本社他(消去調整含む)	Eliminations & Corporate	1%	1%	0%	0%	0%	1%	-1%	0%	0%	0%	0%	0%						

(注記) 組み替えに関してはP12記載の1~5をご参照ください。

なお、P12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。

(Note) With regard to reclassification, please refer to notes from 1 to 5 on p.12.

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.



地域別売上	Sales by Region	FY19	FY20	FY21	FY22							FY23	FY23						
		Actual	Actual	Actual	Actual							Plan	Actual						
		(Announced Apr 26)	(Announced Jul 27)																
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
日本	Japan	3,115	2,766	2,899	614	762	875	1,015	1,376	1,889	3,265	3,395	756						
米州	Americas	678	636	783	241	268	276	258	509	534	1,043	1,010	221						
欧州	Europe	1,085	1,015	1,204	292	313	387	409	605	796	1,401	1,405	353						
中華圏	Greater China	1,261	1,512	1,964	494	618	552	452	1,112	1,004	2,115	2,120	502						
東南アジア他	Asia Pacific	627	618	769	201	238	244	247	439	490	929	955	195						
直接輸出	Export	14	9	10	2	2	2	1	4	3	7	15	5						
売上合計	Total	6,780	6,555	7,629	1,844	2,200	2,336	2,381	4,044	4,717	8,761	8,900	2,034						

地域別売上	Sales by Region	FY20 (A) /	FY21 (A) /	FY22 (A) /	FY23 (A) /							FY23 (P) /
		FY19 (A)	FY20 (A)	FY21 (A)	FY22 (A)							FY22 (A)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)	
前年比	Comparison											
日本	Japan	88.8%	104.8%	112.6%	123.1%							104.0%
米州	Americas	93.9%	123.0%	133.2%	92.0%							96.8%
欧州	Europe	93.5%	118.7%	116.4%	120.9%							100.3%
中華圏	Greater China	119.9%	129.9%	107.7%	101.7%							100.2%
東南アジア他	Asia Pacific	98.4%	124.5%	120.7%	97.2%							102.8%
直接輸出	Export	63.4%	119.7%	68.0%	245.7%							212.8%
売上合計	Total	96.7%	116.4%	114.8%	110.3%							101.6%

地域別売上	Sales by Region	FY19	FY20	FY21	FY22							FY23	FY23						
		Actual	Actual	Actual	Actual							Plan	Actual						
		(Announced Apr 26)	(Announced Jul 27)																
構成比	Ratio	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
日本	Japan	46%	42%	38%	33%	35%	37%	43%	34%	40%	37%	38%	37%						
米州	Americas	10%	10%	10%	13%	12%	12%	11%	13%	11%	12%	11%	11%						
欧州	Europe	16%	15%	16%	16%	14%	17%	17%	15%	17%	16%	16%	17%						
中華圏	Greater China	19%	23%	26%	27%	28%	24%	19%	27%	21%	24%	24%	25%						
東南アジア他	Asia Pacific	9%	9%	10%	11%	11%	10%	10%	11%	10%	11%	11%	10%						
直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%						

(注記) 組み替えに関してはP12記載の1~5をご参照ください。

(Note) With regard to reclassification, please refer to notes from 1 to 5 on p.12.

セグメント・地域別 売上構成比 Ratio of Sales by Segment and Region			FY19	FY20	FY21	FY22						FY23	FY23								
			Actual	Actual	Actual	Actual						Plan	Actual								
			(Announced Apr 26)			(Announced Jul 27)															
			Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)	
制御機器事業 IAB	日本	Japan	40%	35%	32%	30%	29%	30%	33%	29%	31%	30%	31%	31%							
	米州	Americas	9%	8%	9%	11%	11%	10%	10%	11%	10%	11%	10%	10%							
	欧州	Europe	20%	20%	19%	20%	17%	21%	23%	18%	22%	20%	20%	22%							
	中華圏	Greater China	19%	26%	28%	27%	32%	26%	21%	30%	24%	27%	26%	26%							
	東南アジア他	Asia Pacific	11%	11%	11%	11%	12%	12%	13%	11%	13%	12%	12%	11%							
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%							
ヘルスケア事業 HCB	日本	Japan	23%	24%	21%	16%	21%	19%	19%	19%	19%	19%	19%	15%							
	米州	Americas	19%	19%	17%	21%	20%	20%	20%	20%	20%	20%	20%	18%							
	欧州	Europe	19%	19%	17%	14%	16%	18%	19%	15%	18%	17%	16%	19%							
	中華圏	Greater China	28%	28%	33%	35%	30%	31%	30%	33%	30%	31%	31%	39%							
	東南アジア他	Asia Pacific	10%	10%	12%	13%	13%	12%	12%	13%	12%	13%	13%	9%							
	直接輸出	Export	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%	100%	99%	100%	100%	100%	100%	100%	100%	100%	99%	98%							
	米州	Americas	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%							
	中華圏	Greater China	0%	0%	0%	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%							
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	2%							
電子部品事業 DMB	日本	Japan	26%	33%	30%	28%	29%	31%	34%	29%	32%	31%	32%	37%							
	米州	Americas	15%	12%	14%	16%	17%	19%	17%	17%	18%	17%	16%	13%							
	欧州	Europe	17%	14%	13%	13%	13%	13%	14%	13%	14%	13%	13%	14%							
	中華圏	Greater China	27%	30%	30%	30%	28%	25%	23%	29%	24%	27%	27%	22%							
	東南アジア他	Asia Pacific	14%	11%	12%	12%	12%	11%	12%	12%	12%	12%	12%	13%							
	直接輸出	Export	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	83%	91%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							
	米州	Americas	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%							
	中華圏	Greater China	16%	8%	0%	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%							
	直接輸出	Export	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%							

(注記) 組み替えに関してはP12記載の1~5をご参照ください。

(Note) With regard to reclassification, please refer to notes from 1 to 5 on p.12.

セグメント別 営業利益	Operating Income by Segment	FY19	FY20	FY21	FY22							FY23	FY23						
		Actual	Actual	Actual	Actual							Plan	Actual						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Q1 (A)	Q2 (E)	Q3 (E)	Q4 (E)	1st H (E)	2nd H (E)	Full (E)
制御機器事業	IAB	536	572	763	118	274	253	214	391	467	858	880	122						
ヘルスケア事業	HCB	135	206	185	41	41	48	29	83	77	160	170	48						
社会システム事業	SSB	109	57	65	-12	-2	12	77	-14	89	75	90	0						
電子部品事業	DMB	9	46	101	38	42	54	20	81	74	155	155	25						
本社他(消去調整含む)	Eliminations & Corporate	-241	-255	-221	-66	-59	-55	-62	-125	-117	-242	-275	-53						
営業利益合計	Total	548	625	893	119	297	312	278	416	591	1,007	1,020	143						

セグメント別 営業利益	Operating Income by Segment	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)						FY23 (P) / FY22 (A)	
		Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison		
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2	Q3	Q4	1st H	2nd H	Full (P)	
制御機器事業	IAB	-	133.4%	112.6%	104.2%							102.5%
ヘルスケア事業	HCB	152.3%	90.1%	86.4%	116.9%							106.1%
社会システム事業	SSB	52.5%	114.3%	115.1%	-							120.2%
電子部品事業	DMB	-	220.6%	153.7%	66.5%							100.0%
本社他(消去調整含む)	Eliminations & Corporate	-	-	-	-							-
営業利益合計	Total	114.1%	143.0%	112.7%	119.9%							101.3%

(注記) 組み替えに関してはP12記載の1、2、3、5をご参照ください。

なお、P12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 and 5 on p.12.

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.

## 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、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. FY2019 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、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 &amp; Corporate. FY2019 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(DMB)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。</p> <p>From 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain DMB sales from intersegment sales to sales to external customers.</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。</p> <p>From 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain Eliminations &amp; Corporate sales from intersegment sales to sales to external customers.</p>