

## 2021年度 第2四半期 オムロングループ財務データ集

### OMRON Group Reference Data as of October 2021

目次	Index	...	1
全社連結 PL概要	Financial Highlights	...	2
制御機器事業	IAB Summary of Operations	...	3
電子部品事業	EMC Summary of Operations	...	4
社会システム事業	SSB Summary of Operations	...	5
ヘルスケア事業	HCB Summary of Operations	...	6
本社他(消去調整含む)	Eliminations & Corporate Summary of Operations	...	7
セグメント別売上	Sales by Segment	...	8
地域別売上	Sales by Region	...	9
セグメント・地域別売上構成比	Ratio of Sales by Segment and Region	...	10
セグメント別営業利益	Operating Income by Segment	...	11
組み替えに関する注記	Notes to Reclassification	...	12

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
電子部品事業: EMC:	エレクトロニック&メカニカルコンポーネンツビジネス Electronic & Mechanical Components 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
ヘルスケア事業: HCB:	ヘルスケアビジネス Healthcare 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「2022年3月期 第2四半期 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 Second Quarter of the Fiscal Year Ending 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2021年10月28日に作成・発表したものです。  
This reference data was produced and announced on October 28, 2021.

全社	Total	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
売上高	Sales	732.3	732.6	678.0	146.5	154.8	168.3	186.0	301.3	354.3	655.5	700.0	188.2	181.2			369.4	410.6	780.0
売上原価	Cost of Sales	404.8	407.1	374.3	80.1	84.8	90.7	101.6	164.9	192.3	357.2	375.0	100.8	97.9			198.8	220.2	419.0
売上総利益	Gross Profit	327.5	325.5	303.7	66.4	70.0	77.6	84.4	136.4	162.0	298.4	325.0	87.4	83.2			170.6	190.4	361.0
	その他販管費	201.9	208.9	203.0	43.6	47.3	49.0	52.8	90.9	101.8	192.7	206.0	50.5	52.3			102.8	113.2	216.0
	R&D費	48.7	49.3	46.0	10.3	10.5	10.9	11.6	20.7	22.5	43.2	49.0	11.0	11.0			22.0	25.0	47.0
販管費合計	SG&A + R&D	250.5	258.2	248.9	53.9	57.7	59.9	64.4	111.7	124.2	235.9	255.0	61.5	63.3			124.9	138.1	263.0
営業利益	Operating Income	77.0	67.3	54.8	12.5	12.3	17.7	20.0	24.7	37.8	62.5	70.0	25.8	19.9			45.7	52.3	98.0
営業外損益	Non-operating Income (loss), net	1.9	1.3	2.9	-0.8	-0.8	-2.8	1.7	-1.6	-1.0	-2.6	3.0	-0.8	0.3			-0.5	4.5	4.0
税引前当期純利益	NIBT	75.1	65.9	51.8	13.3	13.0	20.5	18.3	26.3	38.8	65.1	67.0	26.6	19.6			46.2	47.8	94.0
法人税等	Income Taxes	20.0	17.0	11.3	3.5	3.8	5.7	2.0	7.4	7.7	15.1	18.0	6.0	6.5			12.5	14.0	26.5
持分法投資損益	Equity in loss (earnings) of affiliates	-1.8	1.6	1.0	0.0	-0.5	-0.2	6.8	-0.5	6.6	6.1	0.0	0.2	0.6			0.9	0.6	1.5
継続事業純利益	Income from continuing operations	56.9	47.3	39.6	9.8	9.7	15.0	9.5	19.4	24.5	43.9	49.0	20.3	12.5			32.9	33.1	66.0
非継続事業利益	Income from discontinued operations	6.6	7.7	35.7	-	-	-	-	-	-	-	-	-	-			-	-	-
非支配持分帰属損益	Net Income Attributable to noncontrolling interests	0.3	0.7	0.4	0.1	0.2	0.3	0.1	0.2	0.4	0.6	1.0	0.2	0.2			0.3	0.2	0.5
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	63.2	54.3	74.9	9.7	9.5	14.7	9.4	19.2	24.1	43.3	48.0	20.2	12.4			32.5	33.0	65.5

売上総利益率	Gross Profit / Sales	44.7%	44.4%	44.8%	45.3%	45.2%	46.1%	45.4%	45.3%	45.7%	45.5%	46.4%	46.4%	45.9%			46.2%	46.4%	46.3%
その他販管費比率	SG&A / Sales	27.6%	28.5%	29.9%	29.8%	30.5%	29.1%	28.4%	30.2%	28.7%	29.4%	29.4%	26.8%	28.9%			27.8%	27.6%	27.7%
R&D費比率	R&D / Sales	6.6%	6.7%	6.8%	7.0%	6.8%	6.5%	6.2%	6.9%	6.3%	6.6%	7.0%	5.9%	6.1%			6.0%	6.1%	6.0%
販管費(合計)比率	(SG&A + R&D) / Sales	34.2%	35.2%	36.7%	36.8%	37.3%	35.6%	34.6%	37.1%	35.1%	36.0%	36.4%	32.7%	35.0%			33.8%	33.6%	33.7%
営業利益率	O.I. / Sales	10.5%	9.2%	8.1%	8.5%	7.9%	10.5%	10.8%	8.2%	10.7%	9.5%	10.0%	13.7%	11.0%			12.4%	12.7%	12.6%

設備投資	Capex	330.3	356.6	331.1	39.3	43.8	50.2	106.3	83.1	156.5	239.6	420.0	48.4	70.0			118.4	266.7	385.0
減価償却費	Depreciation	243.1	253.5	257.1	60.2	55.2	56.2	56.0	115.4	112.2	227.6	250.0	57.3	58.0			115.3	129.7	245.0

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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	
USD (円)	USD	111.2	110.7	109.1	107.9	105.9	104.8	104.7	106.9	104.8	105.8	108.0	108.0	108.0	109.8	110.0	108.0	108.0	109.9	108.0	108.0	108.9
EUR (円)	EUR	129.4	128.8	121.2	118.3	123.6	123.6	127.2	120.9	125.4	123.2	128.0	128.0	128.0	131.7	130.5	128.0	128.0	131.1	128.0	129.5	
人民元(円)	RMB	16.7	16.5	15.7	15.1	15.2	15.7	16.1	15.2	15.9	15.5	16.5	16.5	16.5	17.0	17.0	16.5	16.5	17.0	16.5	16.7	

ROIC	ROIC	12.7%	10.6%	14.1%									7.8%	>8%								>10%	
ROE	ROE	13.0%	10.8%	14.5%									7.6%	>8%									>10%
EPS (円)	EPS (Yen)	296.9	260.8	365.3									214.7	238.0									324.6

全社	Total	FY18 (A)	FY19 (A)	FY20 (A)	FY21 (A) & (E) /							FY21 (E) /
		Comparison	Comparison	Comparison	FY20 (A)							Comparison
		FY17 (A)	FY18 (A)	FY19 (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
売上高	Sales	100.0%	92.5%	96.7%	128.5%	117.0%			122.6%	115.9%	119.0%	111.4%
売上原価	Cost of Sales	100.6%	91.9%	95.4%	125.9%	115.5%			120.5%	114.5%	117.3%	111.7%
売上総利益	Gross Profit	99.4%	93.3%	98.2%	131.6%	118.9%			125.1%	117.6%	121.0%	111.1%
	その他販管費	103.5%	97.2%	94.9%	115.7%	110.7%			113.1%	111.2%	112.1%	104.9%
	R&D費	101.4%	93.2%	93.9%	107.3%	105.3%			106.3%	111.2%	108.8%	95.9%
販管費合計	SG&A + R&D	103.1%	96.4%	94.7%	114.1%	109.7%			111.8%	111.2%	111.5%	103.1%
営業利益	Operating Income	87.4%	81.4%	114.1%	207.3%	162.2%			185.0%	138.4%	156.9%	140.0%
税引前当期純利益	NIBT	87.7%	78.6%	125.6%	200.3%	150.6%			175.7%	123.2%	144.4%	140.3%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	86.0%	137.9%	57.8%	208.2%	130.0%			169.5%	136.7%	151.2%	136.5%
設備投資	Capex	108.0%	92.8%	72.4%	123.3%	159.6%			142.4%	170.4%	160.7%	91.7%
減価償却費	Depreciation	104.3%	101.4%	88.5%	95.2%	105.1%			99.9%	115.6%	107.7%	98.0%

※車載事業(AEG)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	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	152.0	154.7	140.0	29.9	30.1	31.1	35.7	60.0	66.8	126.8	137.0	35.6	36.2			71.8		
米州	Americas	35.3	35.0	32.6	6.6	6.9	7.1	7.0	13.5	14.1	27.6	30.0	8.8	8.6			17.4		
欧州	Europe	77.7	79.9	71.8	13.3	15.6	17.3	19.4	28.9	36.7	65.6	72.5	21.6	18.9			40.5		
中華圏	Greater China	77.7	78.2	68.8	23.2	20.2	23.1	21.4	43.4	44.5	87.8	93.5	32.8	27.9			60.7		
東南アジア他	Asia Pacific	53.1	43.8	39.4	9.1	10.0	9.4	10.0	19.1	19.4	38.5	42.0	12.2	10.9			23.0		
直接輸出	Export	0.4	0.3	0.2	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.0	0.0	0.0			0.0		
売上合計	Total	396.1	391.8	352.8	82.1	82.9	88.0	93.6	164.9	181.5	346.4	375.0	110.9	102.5			213.4	229.6	443.0

		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	74.0	62.9	53.6	13.8	12.6	15.5	16.9	26.4	32.4	58.8	63.0	23.1	17.8			40.9	46.1	87.0
営業利益率	O.I./Sales	18.7%	16.1%	15.2%	16.8%	15.2%	17.6%	18.1%	16.0%	17.9%	17.0%	16.8%	20.8%	17.4%			19.2%	20.1%	19.6%

制御機器事業	IAB	FY18 (A) /	FY19 (A) /	FY20 (A) /	FY21 (A) & (E) /							FY21 (E) /
		FY17 (A)	FY18 (A)	FY19 (A)	FY20 (A)							FY21 (P)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
前年比	Comparison	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
日本	Japan	101.8%	90.5%	90.6%	119.2%	120.1%			119.6%			
米州	Americas	99.1%	93.3%	84.7%	132.5%	125.1%			128.8%			
欧州	Europe	102.7%	89.9%	91.3%	162.4%	121.2%			140.1%			
中華圏	Greater China	100.7%	88.0%	127.7%	141.5%	138.4%			140.0%			
東南アジア他	Asia Pacific	82.5%	90.0%	97.8%	134.2%	108.2%			120.5%			
直接輸出	Export	77.4%	64.4%	47.2%	76.9%	12.2%			27.8%			
売上合計	Total	98.9%	90.0%	98.2%	135.2%	123.7%			129.4%	126.5%	127.9%	118.1%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
営業利益	Operating Income	85.0%	85.2%	109.7%	167.5%	141.8%			155.3%	142.1%	148.0%	138.1%

電子部品事業	EMC	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	24.3	23.2	22.8	4.8	4.6	5.5	6.0	9.4	11.4	20.9	22.5	5.2	5.1			10.4		
米州	Americas	17.5	17.9	13.6	2.2	3.5	3.2	3.2	5.7	6.4	12.1	13.5	4.1	3.9			8.1		
欧州	Europe	16.9	17.7	15.1	2.2	3.5	3.3	4.2	5.7	7.4	13.1	15.0	3.7	4.0			7.7		
中華圏	Greater China	31.0	30.8	24.1	6.4	6.8	8.0	7.5	13.2	15.4	28.7	30.0	9.1	9.0			18.2		
東南アジア他	Asia Pacific	14.5	13.5	12.5	2.3	2.4	3.0	3.4	4.7	6.4	11.1	13.0	3.5	3.7			7.2		
直接輸出	Export	0.1	0.1	0.2	0.0	0.0	0.0	0.1	0.1	0.1	0.2	0.0	0.0	0.0			0.1		
売上合計	Total	104.4	103.1	88.4	18.0	20.9	23.0	24.2	38.8	47.2	86.0	94.0	25.7	25.9			51.6	51.4	103.0

		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	12.5	8.2	0.9	0.1	0.2	1.2	1.4	0.3	2.6	3.0	4.5	2.1	1.9			4.0	3.5	7.5
営業利益率	O.I./Sales	12.0%	7.9%	1.0%	0.5%	1.2%	5.3%	5.9%	0.8%	5.6%	3.4%	4.8%	8.0%	7.3%			7.7%	6.9%	7.3%

電子部品事業	EMC	FY18 (A) /	FY19 (A) /	FY20 (A) /	FY21 (A) & (E) /							FY21 (E) /
		FY17 (A)	FY18 (A)	FY19 (A)	FY20 (A)							FY21 (P)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
前年比	Comparison	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
日本	Japan	-	98.5%	91.4%	109.1%	111.1%			110.1%			
米州	Americas	-	75.8%	88.9%	184.5%	114.0%			141.6%			
欧州	Europe	-	84.8%	87.3%	165.0%	116.2%			135.3%			
中華圏	Greater China	-	78.5%	118.7%	142.5%	132.0%			137.1%			
東南アジア他	Asia Pacific	-	93.0%	88.5%	156.0%	151.2%			153.5%			
直接輸出	Export	-	300.0%	82.9%	148.1%	123.3%			135.1%			
売上合計	Total	-	85.7%	97.4%	143.3%	124.0%			132.9%	108.9%	119.7%	109.6%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
営業利益	Operating Income	65.5%	11.2%	322.3%	2550.6%	783.8%			1228.3%	134.4%	253.5%	166.7%

(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。

なお、P12記載の3に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017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 3 and 5 on p.12.

According to notes 3, the Y/Y change for FY2018 are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

社会システム事業	SSB	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	69.4	99.3	115.2	18.1	19.2	21.2	37.0	37.3	58.2	95.4	95.0	15.9	19.1			34.9		
米州	Americas	0.0	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0			0.0		
中華圏	Greater China	0.3	0.4	0.3	0.0	0.1	0.0	0.0	0.1	0.1	0.2	0.5	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	0.0	0.0	0.0	0.0			0.0		
直接輸出	Export	0.6	0.8	0.5	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.5	0.0	0.0			0.0		
売上合計 (組み替え後)	Total (After reclassifications)	-	100.6	116.0	18.1	19.3	21.2	37.0	37.4	58.3	95.7	96.0	15.9	19.1			35.0	57.0	92.0
売上合計 (組み替え前)	Total (Before reclassifications)	70.3	75.0	84.5	-	-	-	-	-	-	-	-	-	-			-	-	-

		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	6.5	10.9	-0.9	-0.3	0.6	6.3	-1.2	6.9	5.7	7.0	-1.7	0.3			-1.4	8.4	7.0
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	6.5%	9.4%	-	-	2.6%	17.1%	-	11.8%	6.0%	7.3%	-	1.5%			-	14.8%	7.6%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	48.2	57.6	81.8	-	-	-	-	-	-	-	-	-	-			-	-	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	6.9%	7.7%	9.7%	-	-	-	-	-	-	-	-	-	-			-	-	-

社会システム事業	SSB	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							FY21 (E) / FY21 (P)	
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full	
地域別売上	Sales by Region												
前年比	Comparison												
日本	Japan	-	116.0%	82.8%	87.9%	99.2%			93.7%				
米州	Americas	-	-	-	-	-			-				
欧州	Europe	-	-	-	-	-			-				
中華圏	Greater China	-	65.1%	61.5%	92.9%	35.4%			48.4%				
東南アジア他	Asia Pacific	-	-	-	-	-			-				
直接輸出	Export	-	60.8%	15.0%	50.0%	45.5%			48.0%				
売上合計 (組み替え後)	Total (After reclassifications)	-	115.4%	82.5%	87.9%	98.9%			93.6%	97.9%	96.2%	95.8%	
売上合計 (組み替え前)	Total (Before reclassifications)	-	112.6%	-	-	-			-	-	-	-	

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	165.9%	52.5%	-	-			-	122.8%	123.0%	100.0%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	119.5%	141.9%	-	-	-			-	-	-	-

(注記)・組み替えに関してはP12記載の1、6をご参照ください。

・P12記載の1については、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。

・P12記載の1に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017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 and 6 on p.12.

Regarding note 1, figures before the reclassification are also provided for reference.

According to notes 1, the Y/Y change for FY2018 are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

ヘルスケア事業	HCB	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	26.0	26.9	26.1	5.7	7.7	8.4	7.7	13.4	16.2	29.6	27.5	6.7	7.6			14.4		
米州	Americas	23.8	23.6	21.6	5.5	6.0	6.3	6.1	11.5	12.5	24.0	27.0	6.3	6.1			12.4		
欧州	Europe	21.0	22.7	21.7	4.8	5.7	6.0	6.3	10.5	12.3	22.8	24.5	5.5	5.5			11.0		
中華圏	Greater China	26.8	31.0	31.4	8.3	7.7	10.6	7.6	15.9	18.2	34.2	39.5	11.8	10.3			22.1		
東南アジア他	Asia Pacific	10.3	10.7	10.8	2.3	3.7	3.5	2.7	5.9	6.2	12.1	14.0	4.4	3.3			7.6		
直接輸出	Export	0.6	0.6	0.4	0.1	0.1	0.1	0.1	0.2	0.2	0.4	0.5	0.1	0.1			0.2		
売上合計	Total	108.5	115.5	112.0	26.6	30.9	35.0	30.6	57.5	65.6	123.1	133.0	34.8	32.9			67.7	72.3	140.0

		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	11.2	13.0	13.5	4.5	6.1	6.3	3.6	10.6	10.0	20.6	22.5	6.4	5.7			12.1	10.4	22.5
営業利益率	O.I./Sales	10.3%	11.3%	12.1%	16.9%	19.8%	18.1%	11.9%	18.5%	15.2%	16.7%	16.9%	18.3%	17.4%			17.9%	14.4%	16.1%

ヘルスケア事業	HCB	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							FY21 (E) / FY21 (P)								
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full								
地域別売上	Sales by Region																			
前年比	Comparison																			
日本	Japan	103.4%	96.9%	113.5%	117.9%	98.7%			106.8%											
米州	Americas	99.3%	91.5%	110.9%	114.1%	102.1%			107.8%											
欧州	Europe	108.1%	95.7%	105.0%	116.2%	95.2%			104.7%											
中華圏	Greater China	115.6%	101.4%	108.8%	142.4%	134.4%			138.5%											
東南アジア他	Asia Pacific	103.6%	101.0%	112.3%	193.0%	89.2%			128.6%											
直接輸出	Export	109.4%	63.6%	108.4%	141.1%	98.3%			117.0%											
売上合計	Total	106.5%	97.0%	109.9%	130.9%	106.4%			117.7%	110.3%	113.7%	105.3%								

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
営業利益	Operating Income	116.3%	103.7%	152.3%	141.8%	93.6%			113.9%	104.5%	109.4%	100.0%

本社他 (消去調整含む)	Eliminations & Corporate	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
		(Announced Apr 27)	(Announced Oct 28)						(Announced Oct 28)										
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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	4.1	14.6	7.4	1.4	0.8	1.1	0.5	2.3	1.6	3.9	2.0	0.8	0.8			1.6		
米州	Americas	0.0	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0			0.0		
中華圏	Greater China	0.0	6.1	1.4	0.3	0.0	0.0	0.0	0.3	0.0	0.3	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	0.0	0.0	0.0	0.0			0.0		
直接輸出	Export	1.1	0.9	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.1	0.0	0.0	0.0			0.0		
売上合計 (組み替え後)	Total (After reclassifications)	-	21.6	8.9	1.8	0.8	1.1	0.6	2.6	1.7	4.3	2.0	0.8	0.8			1.6	0.4	2.0
売上合計 (組み替え前)	Total (Before reclassifications)	5.2	5.4	3.9	-	-	-	-	-	-	-	-	-	-			-	-	-

		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-22.1	-24.1	-5.1	-6.3	-5.9	-8.2	-11.4	-14.1	-25.5	-27.0	-4.0	-5.8			-9.8	-16.2	-26.0
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	-	-	-	-	-	-	-	-	-	-	-	-			-	-	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-20.9	-22.1	-22.1	-	-	-	-	-	-	-	-	-	-			-	-	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	-	-	-	-	-	-	-	-	-	-	-	-	-			-	-	-

本社他 (消去調整含む)	Eliminations & Corporate	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							FY21 (E) / FY21 (P)	
		Sales by Region											Full
		地域別売上	Comparison										Full
前年比	Comparison	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full	
日本	Japan	-	50.8%	52.7%	56.9%	99.5%			72.4%				
米州	Americas	-	-	-	-	-			-				
欧州	Europe	-	-	-	-	-			-				
中華圏	Greater China	-	23.5%	23.7%	-	-			-				
東南アジア他	Asia Pacific	-	-	-	-	-			-				
直接輸出	Export	-	2.8%	264.0%	-	-			-				
売上合計 (組み替え後)	Total (After reclassifications)	-	41.0%	48.6%	46.1%	97.5%			62.7%	21.1%	46.5%	100.0%	
売上合計 (組み替え前)	Total (Before reclassifications)	-	73.1%	-	-	-			-	-	-	-	

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	-	-	-			-	-	-	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-	-	-	-	-			-	-	-	-

(注記)・組み替えに関してはP12記載の2、4、5をご参照ください。

・P12記載の2については、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。

・P12記載の2および4に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017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 2, 4 and 5 on p.12.

Regarding note 2, figures before the reclassification are also provided for reference.

According to notes 2 and 4, the Y/Y change for FY2018 are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

セグメント別売上	Sales by Segment	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
		(Announced Apr 27)	(Announced Oct 28)						(Announced Oct 28)										
		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	396.1	391.8	352.8	82.1	82.9	88.0	93.6	164.9	181.5	346.4	375.0	110.9	102.5			213.4	229.6	443.0
電子部品事業	EMC	104.4	103.1	88.4	18.0	20.9	23.0	24.2	38.8	47.2	86.0	94.0	25.7	25.9			51.6	51.4	103.0
車載事業	AEC	131.2	-	-	-	-	-	-	-	-	-	-	-	-			-	-	-
社会システム事業	SSB	70.3	100.6	116.0	18.1	19.3	21.2	37.0	37.4	58.3	95.7	96.0	15.9	19.1			35.0	57.0	92.0
ヘルスケア事業	HCB	108.5	115.5	112.0	26.6	30.9	35.0	30.6	57.5	65.6	123.1	133.0	34.8	32.9			67.7	72.3	140.0
本社直轄事業 (その他事業)	Other	44.4	-	-	-	-	-	-	-	-	-	-	-	-			-	-	-
本社他(消去調整含む)	Eliminations & Corporate	5.2	21.6	8.9	1.8	0.8	1.1	0.6	2.6	1.7	4.3	2.0	0.8	0.8			1.6	0.4	2.0
売上合計	Total	860.0	732.6	678.0	146.5	154.8	168.3	186.0	301.3	354.3	655.5	700.0	188.2	181.2			369.4	410.6	780.0

セグメント別売上	Sales by Segment	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							FY21 (E) / FY21 (P)
		Comparison	Comparison	Comparison	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
前年比	Comparison	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
制御機器事業	IAB	98.9%	90.0%	98.2%	135.2%	123.7%			129.4%	126.5%	127.9%	118.1%
電子部品事業	EMC	-	85.7%	97.4%	143.3%	124.0%			132.9%	108.9%	119.7%	109.6%
車載事業	AEC	-	-	-	-	-			-	-	-	-
社会システム事業	SSB	-	115.4%	82.5%	87.9%	98.9%			93.6%	97.9%	96.2%	95.8%
ヘルスケア事業	HCB	106.5%	97.0%	109.9%	130.9%	106.4%			117.7%	110.3%	113.7%	105.3%
本社直轄事業 (その他事業)	Other	-	-	-	-	-			-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	-	41.0%	48.6%	46.1%	97.5%			62.7%	21.1%	46.5%	100.0%
売上合計	Total	-	92.5%	96.7%	128.5%	117.0%			122.6%	115.9%	119.0%	111.4%

セグメント別売上	Sales by Segment	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
		(Announced Apr 27)	(Announced Oct 28)						(Announced Oct 28)										
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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	46%	53%	52%	56%	54%	52%	50%	55%	51%	53%	54%	59%	57%			58%	56%	57%
電子部品事業	EMC	12%	14%	13%	12%	13%	14%	13%	13%	13%	13%	13%	14%	14%			14%	13%	13%
車載事業	AEC	15%	-	-	-	-	-	-	-	-	-	-	-	-			-	-	-
社会システム事業	SSB	8%	14%	17%	12%	12%	13%	20%	12%	16%	15%	14%	8%	11%			9%	14%	12%
ヘルスケア事業	HCB	13%	16%	17%	18%	20%	21%	16%	19%	19%	19%	19%	18%	18%			18%	18%	18%
本社直轄事業 (その他事業)	Other	5%	-	-	-	-	-	-	-	-	-	-	-	-			-	-	-
本社他(消去調整含む)	Eliminations & Corporate	1%	3%	1%	1%	1%	1%	0%	1%	0%	1%	0%	0%	0%			0%	0%	0%

(注記)組み替えに関してはP12記載の1~6をご参照ください。

なお、P12記載の1~4に伴い、電子部品事業(EMC)、社会システム事業(SSB)、本社他(消去調整含む)の2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017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 6 on p.12.

According to notes from 1 to 4, the Y/Y change for FY2018 on EMC, SSB, and Eliminations & Corporate are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.



地域別売上	Sales by Region	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	328.5	318.7	311.5	59.9	62.5	67.4	86.9	122.4	154.2	276.6	284.0	64.3	68.8			133.1		
米州	Americas	118.5	76.5	67.8	14.4	16.3	16.6	16.3	30.7	33.0	63.6	70.5	19.2	18.7			37.8		
欧州	Europe	118.4	120.3	108.5	20.3	24.8	26.6	29.8	45.1	56.4	101.5	112.0	30.8	28.4			59.2		
中華圏	Greater China	172.9	146.5	126.1	38.2	34.8	41.7	36.5	73.0	78.2	151.2	163.5	53.7	47.3			101.0		
東南アジア他	Asia Pacific	111.1	67.9	62.7	13.6	16.2	15.9	16.1	29.7	32.0	61.8	69.0	20.0	17.9			37.9		
直接輸出	Export	10.5	2.7	1.4	0.1	0.2	0.2	0.4	0.4	0.5	0.9	1.0	0.2	0.2			0.3		
売上合計	Total	860.0	732.6	678.0	146.5	154.8	168.3	186.0	301.3	354.3	655.5	700.0	188.2	181.2			369.4	410.6	780.0

地域別売上	Sales by Region	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							FY21 (E) / FY21 (P)
		Comparison	Comparison	Comparison	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
日本	Japan	-	97.7%	88.8%	107.3%	110.1%			108.7%			
米州	Americas	-	88.7%	93.9%	133.5%	114.3%			123.3%			
欧州	Europe	-	90.2%	93.5%	151.9%	114.5%			131.3%			
中華圏	Greater China	-	86.1%	119.9%	140.6%	135.9%			138.4%			
東南アジア他	Asia Pacific	-	92.4%	98.4%	147.6%	110.4%			127.4%			
直接輸出	Export	-	49.7%	63.4%	127.8%	76.7%			97.5%			
売上合計	Total	-	92.5%	96.7%	128.5%	117.0%			122.6%	115.9%	119.0%	111.4%

地域別売上	Sales by Region	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	38%	44%	46%	41%	40%	40%	47%	41%	44%	42%	41%	34%	38%			36%		
米州	Americas	14%	10%	10%	10%	11%	10%	9%	10%	9%	10%	10%	10%	10%			10%		
欧州	Europe	14%	16%	16%	14%	16%	16%	16%	15%	16%	15%	16%	16%	16%			16%		
中華圏	Greater China	20%	20%	19%	26%	22%	25%	20%	24%	22%	23%	23%	29%	26%			27%		
東南アジア他	Asia Pacific	13%	9%	9%	9%	10%	9%	9%	10%	9%	9%	10%	11%	10%			10%		
直接輸出	Export	1%	0%	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1~6をご参照ください。

なお、P12記載の3および4に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017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 6 on p.12.

According to notes 3 and 4, the Y/Y change for FY2018 are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

セグメント・地域別 売上構成比 Ratio of Sales by Segment and Region			FY17	FY18	FY19	FY20						FY21	FY21							
			Actual	Actual	Actual	Actual						Plan	Actual / Estimates							
			Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	(Announced Apr 27)	Full (P)	Q1 (A)	Q2 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)
制御機器事業	日本	Japan	38%	39%	40%	36%	36%	35%	38%	36%	37%	37%	37%	32%	35%			34%		
	米州	Americas	9%	9%	9%	8%	8%	8%	7%	8%	8%	8%	8%	8%	8%			8%		
	欧州	Europe	20%	20%	20%	16%	19%	20%	21%	18%	20%	19%	19%	19%	18%			19%		
	中華圏	Greater China	20%	20%	19%	28%	24%	26%	23%	26%	24%	25%	25%	30%	27%			28%		
	東南アジア他	Asia Pacific	13%	11%	11%	11%	12%	11%	11%	12%	11%	11%	11%	11%	11%			11%		
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%		
電子部品事業	日本	Japan	23%	22%	26%	27%	22%	24%	25%	24%	24%	24%	24%	20%	20%			20%		
	米州	Americas	17%	17%	15%	12%	17%	14%	13%	15%	14%	14%	14%	16%	15%			16%		
	欧州	Europe	16%	17%	17%	12%	17%	14%	17%	15%	16%	15%	16%	14%	16%			15%		
	中華圏	Greater China	30%	30%	27%	36%	33%	35%	31%	34%	33%	33%	32%	35%	35%			35%		
	東南アジア他	Asia Pacific	14%	13%	14%	13%	12%	13%	14%	12%	14%	13%	14%	14%	14%			14%		
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%		
車載事業	日本	Japan	13%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	米州	Americas	32%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	欧州	Europe	2%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	中華圏	Greater China	22%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	東南アジア他	Asia Pacific	25%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	直接輸出	Export	6%	-	-	-	-	-	-	-	-	-	-	-	-			-		
社会システム事業	日本	Japan	99%	99%	99%	100%	99%	100%	100%	100%	100%	100%	99%	100%	100%			100%		
	米州	Americas	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%		
	中華圏	Greater China	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	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%		
	直接輸出	Export	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%			0%		
ヘルスケア事業	日本	Japan	24%	23%	23%	21%	25%	24%	25%	23%	25%	24%	21%	19%	23%			21%		
	米州	Americas	22%	20%	19%	21%	19%	18%	20%	20%	19%	19%	20%	18%	19%			18%		
	欧州	Europe	19%	20%	19%	18%	19%	17%	21%	18%	19%	19%	18%	16%	17%			16%		
	中華圏	Greater China	25%	27%	28%	31%	25%	30%	25%	28%	28%	28%	30%	34%	31%			33%		
	東南アジア他	Asia Pacific	10%	9%	10%	8%	12%	10%	9%	10%	9%	10%	11%	13%	10%			11%		
	直接輸出	Export	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%		
本社直轄事業 (その他事業)	日本	Japan	80%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	米州	Americas	0%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	欧州	Europe	0%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	中華圏	Greater China	19%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	東南アジア他	Asia Pacific	0%	-	-	-	-	-	-	-	-	-	-	-	-			-		
	直接輸出	Export	1%	-	-	-	-	-	-	-	-	-	-	-	-			-		
本社他 (消去調整含む)	日本	Japan	79%	67%	83%	81%	98%	100%	90%	87%	97%	91%	100%	100%	100%			100%		
	米州	Americas	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%		
	中華圏	Greater China	0%	28%	16%	19%	1%	0%	0%	13%	0%	8%	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%		
	直接輸出	Export	21%	4%	0%	0%	1%	0%	10%	0%	3%	2%	0%	0%	0%			0%		

(注記) 組み替えに関してはP12記載の1~6をご参照ください。

(Note) With regard to reclassification, please refer to notes from 1 to 6 on p.12.

セグメント別 営業利益	Operating Income by Segment	FY17	FY18	FY19	FY20							FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Actual / Estimates						
		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 (A)	Q3 (E)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	74.0	62.9	53.6	13.8	12.6	15.5	16.9	26.4	32.4	58.8	63.0	23.1	17.8			40.9	46.1	87.0
電子部品事業	EMC	12.5	8.2	0.9	0.1	0.2	1.2	1.4	0.3	2.6	3.0	4.5	2.1	1.9			4.0	3.5	7.5
車載事業	AEC	5.8	-	-	-	-	-	-	-	-	-	-	-	-			-	-	-
社会システム事業	SSB	4.8	6.5	10.9	-0.9	-0.3	0.6	6.3	-1.2	6.9	5.7	7.0	-1.7	0.3			-1.4	8.4	7.0
ヘルスケア事業	HCB	11.2	13.0	13.5	4.5	6.1	6.3	3.6	10.6	10.0	20.6	22.5	6.4	5.7			12.1	10.4	22.5
本社直轄事業 (その他事業)	Other	-1.2	-	-	-	-	-	-	-	-	-	-	-	-			-	-	-
本社他(消去調整含む)	Eliminations & Corporate	-20.9	-22.1	-24.1	-5.1	-6.3	-5.9	-8.2	-11.4	-14.1	-25.5	-27.0	-4.0	-5.8			-9.8	-16.2	-26.0
営業利益合計	Total	86.3	67.3	54.8	12.5	12.3	17.7	20.0	24.7	37.8	62.5	70.0	25.8	19.9			45.7	52.3	98.0

セグメント別 営業利益	Operating Income by Segment	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							FY21 (E) / FY21 (P)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3	Q4	1st H (A)	2nd H	Full	Full
前年比	Comparison											
制御機器事業	IAB	85.0%	85.2%	109.7%	167.5%	141.8%			155.3%	142.1%	148.0%	138.1%
電子部品事業	EMC	65.5%	11.2%	322.3%	2550.6%	783.8%			1228.3%	134.4%	253.5%	166.7%
車載事業	AEC	-	-	-	-	-			-	-	-	-
社会システム事業	SSB	-	165.9%	52.5%	-	-			-	122.8%	123.0%	100.0%
ヘルスケア事業	HCB	116.3%	103.7%	152.3%	141.8%	93.6%			113.9%	104.5%	109.4%	100.0%
本社直轄事業 (その他事業)	Other	-	-	-	-	-			-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	-	-	-	-	-			-	-	-	-
営業利益合計	Total	-	81.4%	114.1%	207.3%	162.2%			185.0%	138.4%	156.9%	140.0%

(注記) 組み替えに関してはP12記載の1、2、4、5、6をご参照ください。

なお、P12記載の1、2、4に伴い、社会システム事業(SSB)および本社他(消去調整含む)の2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017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, 4, 5 and 6 on p.12.

According to notes 1, 2, and 4, the Y/Y change for FY2018 on SSB and Elimination & Corporate are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

## 組み替えに関する注記

### Notes to Reclassification

1	<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>
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 &amp; Corporate. FY2018-2019 figures have been restated to reflect this.</p>
3	<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>
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、「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 &amp; 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>
5	<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&amp;D function in the Other segment is now included in Eliminations &amp; Corporate. FY2016-2017 figures have been restated to reflect this.</p>
6	<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 &amp; Equipment business in the Other segment have been included in SSB. FY2016-2017 figures have been restated to reflect this.</p>