

## 2024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 for FY2024 Q2

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### <セグメントの名称 Name of Business Segments>

|                       |  |
|-----------------------|--|
| 制御機器事業：<br>IAB:       | インダストリアルオートメーションビジネス<br>Industrial Automation Business                       |
| ヘルスケア事業：<br>HCB:      | ヘルスケアビジネス<br>Healthcare Business   |
| 社会システム事業：<br>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<br>Social Systems, Solutions & Service Business |
| 電子部品事業：<br>DMB:       | デバイス&モジュールソリューションズビジネス<br>Device & Module Solutions Business                 |
| データソリューション事業：<br>DSB: | データソリューションビジネス<br>Data Solution Business                                     |

### <エリアの名称 Definition of Region>

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

#### 注意 Notes:

1. 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
2. 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.
3. 四捨五入により、当財務データ集の数値は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" due to rounding off.
4. 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.
5. 当資料は2024年11月6日に作成・発表したものです。  
This reference data was produced and announced on November 6, 2024.

|                |  | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24              | FY24               |        |        |    |       |           |           |
|----------------|--|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|-------------------|--------------------|--------|--------|----|-------|-----------|-----------|
|                |  | 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 May 8) | Full (P)           | Q1 (A) | Q2 (A) | Q3 | Q4    | 1st H (A) | 2nd H (E) |
| 売上高            | Sales  | 655.5    | 762.9    | 876.1    | 203.4  | 197.3  | 207.3  | 210.8  | 400.7     | 418.1     | 818.8    | 825.0             | 183.7              | 190.9  |        |    | 374.6 | 430.4     | 805.0     |
| 売上原価           | Cost of Sales                                      | 357.2    | 416.1    | 482.2    | 112.8  | 115.8  | 121.2  | 122.5  | 228.6     | 243.7     | 472.3    | 456.5             | 100.2              | 104.4  |        |    | 204.6 | 237.4     | 442.0     |
| 売上総利益          | Gross Profit                                       | 298.4    | 346.8    | 393.9    | 90.5   | 81.5   | 86.1   | 88.3   | 172.0     | 174.4     | 346.5    | 368.5             | 83.5               | 86.5   |        |    | 170.0 | 193.0     | 363.0     |
| その他販管費         | SG&A   | 192.7    | 213.2    | 243.0    | 63.0   | 63.0   | 67.7   | 68.3   | 126.0     | 136.0     | 262.0    | 269.5             | 66.1               | 63.1   |        |    | 129.2 | 135.3     | 264.5     |
|                | R&D費   | R&D Exp. | 43.2     | 44.3     | 50.2   | 13.2   | 12.1   | 12.5   | 12.2      | 25.4      | 24.8     | 50.1              | 50.0               | 11.1   | 10.5   |    |       | 21.6      | 24.9      |
| 販管費合計          | SG&A + R&D   | 235.9    | 257.5    | 293.2    | 76.2   | 75.1   | 80.2   | 80.5   | 151.4     | 160.7     | 312.1    | 319.5             | 77.2               | 73.6   |        |    | 150.8 | 160.2     | 311.0     |
| 営業利益           | Operating Income                                   | 62.5     | 89.3     | 100.7    | 14.3   | 6.3    | 5.9    | 7.8    | 20.7      | 13.7      | 34.3     | 49.0              | 6.3                | 13.0   |        |    | 19.2  | 32.8      | 52.0      |
| 営業外損益          | Non-operating Income (loss), net                   | -2.6     | 2.6      | 2.3      | -4.3   | -0.1   | -0.6   | 4.3    | -4.3      | 3.7       | -0.6     | 28.0              | 18.8               | 0.8    |        |    | 19.6  | 6.4       | 26.0      |
| 税引前当期純利益       | NIBT   | 65.1     | 86.7     | 98.4     | 18.6   | 6.4    | 6.5    | 3.5    | 25.0      | 10.0      | 35.0     | 21.0              | -12.5              | 12.2   |        |    | -0.3  | 26.3      | 26.0      |
| 法人税等           | Income Taxes                                       | 15.1     | 23.0     | 24.9     | 4.4    | 2.8    | 2.0    | 1.3    | 7.3       | 3.2       | 10.5     | 9.0               | -2.7               | 5.0    |        |    | 2.3   | 8.7       | 11.0      |
| 持分法投資損益        | Equity in loss (earnings) of affiliates            | 6.1      | 1.6      | -1.1     | 0.6    | 10.7   | 2.1    | 1.1    | 11.3      | 3.2       | 14.5     | 0.0               | -0.4               | 0.1    |        |    | -0.3  | 0.8       | 0.5       |
| 当期純利益          | Net income   | 43.9     | 62.0     | 74.5     | 13.6   | -7.1   | 2.4    | 1.1    | 6.5       | 3.5       | 9.9      | 12.0              | -9.4               | 7.0    |        |    | -2.3  | 16.8      | 14.5      |
| 非支配持分帰属損益      | Net income attributable to noncontrolling interest | 0.6      | 0.6      | 0.7      | 0.2    | 0.2    | 0.6    | 0.8    | 0.4       | 1.5       | 1.8      | 3.5               | 0.3                | 0.7    |        |    | 1.0   | 2.5       | 3.5       |
| 当社株主に帰属する当期純利益 | Net income attributable to OMRON shareholders      | 43.3     | 61.4     | 73.9     | 13.4   | -7.3   | 1.8    | 0.3    | 6.1       | 2.0       | 8.1      | 8.5               | -9.6               | 6.3    |        |    | -3.3  | 14.3      | 11.0      |

|           |                      |       |       |       |       |       |       |       |       |       |       |       |       |       |  |  |       |       |       |
|-----------|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|--|-------|-------|-------|
| 売上総利益率    | Gross Profit / Sales | 45.5% | 45.5% | 45.0% | 44.5% | 41.3% | 41.5% | 41.9% | 42.9% | 41.7% | 42.3% | 44.7% | 45.4% | 45.3% |  |  | 45.4% | 44.8% | 45.1% |
| その他販管費比率  | SG&A / Sales         | 29.4% | 27.9% | 27.7% | 31.0% | 31.9% | 32.7% | 32.4% | 31.4% | 32.5% | 32.0% | 32.7% | 36.0% | 33.0% |  |  | 34.5% | 31.4% | 32.9% |
| R&D費比率    | R&D / Sales          | 6.6%  | 5.8%  | 5.7%  | 6.5%  | 6.2%  | 6.0%  | 5.8%  | 6.3%  | 5.9%  | 6.1%  | 6.1%  | 6.0%  | 5.5%  |  |  | 5.8%  | 5.8%  | 5.8%  |
| 販管費(合計)比率 | (SG&A + R&D) / Sales | 36.0% | 33.8% | 33.5% | 37.5% | 38.1% | 38.7% | 38.2% | 37.8% | 38.4% | 38.1% | 38.7% | 42.0% | 38.5% |  |  | 40.2% | 37.2% | 38.6% |
| 営業利益率     | O.I. / Sales         | 9.5%  | 11.7% | 11.5% | 7.0%  | 3.2%  | 2.9%  | 3.7%  | 5.2%  | 3.3%  | 4.2%  | 5.9%  | 3.4%  | 6.8%  |  |  | 5.1%  | 7.6%  | 6.5%  |

|       |              |      |      |      |     |     |      |      |      |      |      |      |     |      |  |  |      |      |      |
|-------|--------------|------|------|------|-----|-----|------|------|------|------|------|------|-----|------|--|--|------|------|------|
| 設備投資  | Capex        | 24.0 | 34.2 | 45.0 | 7.4 | 9.9 | 11.8 | 14.7 | 17.3 | 26.4 | 43.7 | 55.5 | 7.2 | 12.1 |  |  | 19.3 | 34.7 | 54.0 |
| 減価償却費 | Depreciation | 22.8 | 23.4 | 26.6 | 6.9 | 6.9 | 8.5  | 8.5  | 13.8 | 17.0 | 30.8 | 36.5 | 8.4 | 8.4  |  |  | 16.8 | 16.7 | 33.5 |

| 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
|---------------------------------|-----|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|
| USD (円)                         | USD | 105.8    | 112.1    | 135.2    | 135.8  | 144.1  | 148.7  | 147.0  | 139.9     | 147.9     | 143.9    | 145.0    | 154.6  | 152.8  |    |    | 153.7     | 145.0     | 149.4    |
| EUR (円)                         | EUR | 123.2    | 130.5    | 140.9    | 147.9  | 157.6  | 159.4  | 160.3  | 152.8     | 159.8     | 156.3    | 155.0    | 166.7  | 165.9  |    |    | 166.3     | 155.0     | 160.6    |
| 人民元 (円)                         | CNY | 15.5     | 17.4     | 19.7     | 19.5   | 19.9   | 20.5   | 20.5   | 19.7      | 20.5      | 20.1     | 20.0     | 21.3   | 21.2   |    |    | 21.2      | 20.0      | 20.6     |

|         |           |       |       |       |  |  |  |  |  |  |      |            |  |  |  |  |  |  |            |
|---------|-----------|-------|-------|-------|--|--|--|--|--|--|------|------------|--|--|--|--|--|--|------------|
| ROIC    | ROIC      | 7.8%  | 9.6%  | 10.4% |  |  |  |  |  |  | 1.0% | Approx. 1% |  |  |  |  |  |  | Approx. 1% |
| ROE     | ROE       | 7.6%  | 9.7%  | 10.6% |  |  |  |  |  |  | 1.1% | Approx. 1% |  |  |  |  |  |  | Approx. 1% |
| EPS (円) | EPS (Yen) | 214.7 | 305.7 | 372.2 |  |  |  |  |  |  | 41.2 | 43.2       |  |  |  |  |  |  | 55.9       |

|                | Comparison                                   | FY21 (A) / FY20 (A) | FY22 (A) / FY21 (A) | FY23 (A) / FY22 (A) | FY24 (A) & (E) / FY23 (A) |        |       |    |           |           |          | FY24 (E) / FY24 (P) |
|----------------|--|---------------------|---------------------|---------------------|---------------------------|--------|-------|----|-----------|-----------|----------|---------------------|
|                |  | Full (A)            | Full (A)            | Full (A)            | Q1 (A)                    | Q2 (A) | Q3    | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E)            |
| 売上高            | Sales  | 116.4%              | 114.8%              | 93.5%               | 90.3%                     | 96.8%  |       |    | 93.5%     | 102.9%    | 98.3%    | 97.6%               |
| 売上原価           | Cost of Sales                                | 116.5%              | 115.9%              | 97.9%               | 88.8%                     | 90.1%  |       |    | 89.5%     | 97.4%     | 93.6%    | 96.8%               |
| 売上総利益          | Gross Profit                                 | 116.2%              | 113.6%              | 88.0%               | 92.2%                     | 106.2% |       |    | 98.8%     | 110.6%    | 104.8%   | 98.5%               |
| その他販管費         | SG&A   | 110.7%              | 114.0%              | 107.8%              | 105.0%                    | 100.1% |       |    | 102.5%    | 99.5%     | 101.0%   | 98.1%               |
|                | R&D費   | R&D Exp.            | 102.5%              | 113.3%              | 99.9%                     | 83.7%  | 86.5% |    |           | 85.1%     | 100.6%   | 92.7%               |
| 販管費合計          | SG&A + R&D                                   | 109.2%              | 113.9%              | 106.5%              | 101.3%                    | 97.9%  |       |    | 99.6%     | 99.7%     | 99.6%    | 97.3%               |
| 営業利益           | Operating Income                             | 143.0%              | 112.7%              | 34.1%               | 43.8%                     | 204.2% |       |    | 93.1%     | 239.4%    | 151.4%   | 106.1%              |
| 税引前当期純利益       | NIBT   | 133.2%              | 113.5%              | 35.5%               | -                         | 189.1% |       |    | -         | 264.4%    | 74.4%    | 123.8%              |
| 当社株主に帰属する当期純利益 | Net Income Attributable to OMRON Shareholder | 141.8%              | 120.3%              | 11.0%               | -                         | -      |       |    | -         | 707.0%    | 135.7%   | 129.4%              |
| 設備投資           | Capex  | 142.8%              | 131.6%              | 97.1%               | 97.2%                     | 122.5% |       |    | 111.7%    | 131.2%    | 123.5%   | 97.3%               |
| 減価償却費          | Depreciation                                 | 102.7%              | 113.8%              | 115.9%              | 122.3%                    | 120.9% |       |    | 121.6%    | 98.2%     | 108.7%   | 91.8%               |

| 地域別売上  | Sales by Region | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|--------|-----------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|        |                 | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 日本     | Japan           | 116.0    | 135.1    | 148.1    | 34.7   | 33.0   | 30.0   | 29.5   | 67.7      | 59.5      | 127.2    | 110.0    | 25.8               | 28.0   |    |    | 53.8      |           |          |
| 米州     | Americas        | 27.6     | 38.2     | 51.6     | 11.4   | 10.8   | 8.8    | 10.7   | 22.3      | 19.5      | 41.8     | 38.0     | 10.3               | 9.7    |    |    | 20.0      |           |          |
| 欧州     | Europe          | 65.6     | 81.2     | 97.8     | 23.8   | 21.0   | 18.5   | 20.9   | 44.8      | 39.4      | 84.2     | 74.5     | 16.7               | 18.3   |    |    | 35.0      |           |          |
| 中華圏    | Greater China   | 87.8     | 117.1    | 129.7    | 28.6   | 23.5   | 21.4   | 18.9   | 52.1      | 40.3      | 92.4     | 83.0     | 22.7               | 21.4   |    |    | 44.1      |           |          |
| 東南アジア他 | Asia Pacific    | 38.5     | 46.5     | 58.4     | 12.0   | 11.5   | 12.8   | 11.7   | 23.5      | 24.5      | 48.0     | 49.5     | 10.2               | 11.5   |    |    | 21.7      |           |          |
| 直接輸出   | Export          | 0.1      | 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       |           |          |
| 売上合計   | Total           | 335.6    | 418.1    | 485.7    | 110.6  | 99.8   | 91.5   | 91.7   | 210.4     | 183.2     | 393.6    | 355.0    | 85.6               | 88.8   |    |    | 174.5     | 183.5     | 358.0    |

|       |                  | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
|-------|------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|
| 営業利益  | Operating Income | 57.2     | 76.3     | 85.8     | 12.2   | 5.2    | 0.9    | 3.1    | 17.4      | 4.0       | 21.5     | 27.5     | 7.2    | 10.2   |    |    | 17.4      | 18.6      | 36.0     |
| 営業利益率 | O.I./Sales       | 17.0%    | 18.2%    | 17.7%    | 11.1%  | 5.2%   | 1.0%   | 3.4%   | 8.3%      | 2.2%      | 5.5%     | 7.7%     | 8.4%   | 11.5%  |    |    | 10.0%     | 10.1%     | 10.1%    |

前年比 Comparison

| 地域別売上  | Sales by Region | FY21 (A) / FY20 (A) | FY22 (A) / FY21 (A) | FY23 (A) / FY22 (A) | FY24 (A) & (E) / FY23 (A) |        |    |    |           |           |          | FY24 (E) / FY24 (P) |  |
|--------|-----------------|---------------------|---------------------|---------------------|---------------------------|--------|----|----|-----------|-----------|----------|---------------------|--|
|        |                 | Full (A)            | Full (A)            | Full (A)            | Q1 (A)                    | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E)            |  |
| 日本     | Japan           | 116.5%              | 109.6%              | 85.8%               | 74.5%                     | 84.7%  |    |    | 79.5%     |           |          |                     |  |
| 米州     | Americas        | 138.3%              | 135.0%              | 81.0%               | 89.8%                     | 89.5%  |    |    | 89.6%     |           |          |                     |  |
| 欧州     | Europe          | 123.8%              | 120.6%              | 86.1%               | 70.1%                     | 87.1%  |    |    | 78.1%     |           |          |                     |  |
| 中華圏    | Greater China   | 133.3%              | 110.8%              | 71.2%               | 79.4%                     | 91.0%  |    |    | 84.6%     |           |          |                     |  |
| 東南アジア他 | Asia Pacific    | 120.6%              | 125.6%              | 82.2%               | 84.3%                     | 100.3% |    |    | 92.1%     |           |          |                     |  |
| 直接輸出   | Export          | 30.0%               | 150.0%              | 8.9%                | 0.0%                      | 0.0%   |    |    | 0.0%      |           |          |                     |  |
| 売上合計   | Total           | 124.6%              | 116.2%              | 81.0%               | 77.4%                     | 89.0%  |    |    | 82.9%     | 100.2%    | 91.0%    | 100.8%              |  |

|      |                  | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E) |
|------|------------------|----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|----------|
| 営業利益 | Operating Income | 133.4%   | 112.6%   | 25.0%    | 58.5%  | 196.5% |    |    | 99.6%     | 463.8%    | 167.8%   | 130.9%   |

(単位：十億円, Unit: Billion Yen)

| 地域別売上<br>Sales by Region |               | FY20<br>Actual | FY21<br>Actual | FY22<br>Actual | FY23<br>Actual |        |        |        |           |           |          | FY24<br>Plan<br>(Announced May 8) | FY24<br>Actual & Estimates<br>(Announced November 6) |        |    |    |           |           |          |
|--------------------------|---------------|----------------|----------------|----------------|----------------|--------|--------|--------|-----------|-----------|----------|-----------------------------------|--|--------|----|----|-----------|-----------|----------|
|                          |               | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 日本                       | Japan         | 29.6           | 27.8           | 26.7           | 5.8            | 5.9    | 6.9    | 5.9    | 11.7      | 12.8      | 24.5     | 25.0                              | 5.3  | 6.4    |    |    | 11.8      |           |          |
| 米州                       | Americas      | 24.0           | 22.7           | 28.5           | 6.6            | 7.0    | 7.4    | 7.2    | 13.7      | 14.5      | 28.2     | 31.0                              | 6.8  | 6.8    |    |    | 13.6      |           |          |
| 欧州                       | Europe        | 22.8           | 23.0           | 23.8           | 7.1            | 7.5    | 7.9    | 5.5    | 14.5      | 13.5      | 28.0     | 30.0                              | 8.2  | 8.2    |    |    | 16.4      |           |          |
| 中華圏                      | Greater China | 34.2           | 43.3           | 44.7           | 14.6           | 11.5   | 15.5   | 9.7    | 26.1      | 25.2      | 51.3     | 55.5                              | 14.1   | 8.4    |    |    | 22.5      |           |          |
| 東南アジア他                   | Asia Pacific  | 12.1           | 15.5           | 17.8           | 3.5            | 4.2    | 4.8    | 4.8    | 7.7       | 9.6       | 17.2     | 19.0                              | 3.5  | 4.5    |    |    | 8.0       |           |          |
| 直接輸出                     | Export        | 0.4            | 0.5            | 0.6            | 0.1            | 0.2    | 0.1    | 0.1    | 0.3       | 0.2       | 0.5      | 0.5                               | 0.1  | 0.1    |    |    | 0.2       |           |          |
| 売上合計                     | Total         | 123.1          | 132.9          | 142.1          | 37.7           | 36.3   | 42.7   | 33.1   | 74.0      | 75.8      | 149.7    | 161.0                             | 38.0   | 34.5   |    |    | 72.5      | 79.5      | 152.0    |

|       |                  | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
|-------|------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|
| 営業利益  | Operating Income | 20.6     | 18.5     | 16.0     | 4.8    | 4.9    | 6.8    | 1.9    | 9.7       | 8.7       | 18.5     | 22.0     | 4.8    | 3.8    |    |    | 8.6       | 9.9       | 18.5     |
| 営業利益率 | O.I./Sales       | 16.7%    | 14.0%    | 11.3%    | 12.8%  | 13.5%  | 15.9%  | 5.8%   | 13.2%     | 11.5%     | 12.3%    | 13.7%    | 12.5%  | 11.1%  |    |    | 11.9%     | 12.4%     | 12.2%    |

## 前年比 Comparison

| 地域別売上<br>Sales by Region |               | FY21 (A) /<br>FY20 (A) | FY22 (A) /<br>FY21 (A) | FY23 (A) /<br>FY22 (A) | FY24 (A) & (E) /<br>FY23 (A) |        |    |    |           |           |          | FY24 (E) /<br>FY24 (P) |
|--------------------------|---------------|------------------------|------------------------|------------------------|------------------------------|--------|----|----|-----------|-----------|----------|------------------------|
|                          |               | Full (A)               | Full (A)               | Full (A)               | Q1 (A)                       | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E)               |
| 日本                       | Japan         | 94.0%                  | 95.8%                  | 91.9%                  | 92.4%                        | 108.6% |    |    | 100.7%    |           |          |                        |
| 米州                       | Americas      | 94.6%                  | 125.9%                 | 98.9%                  | 102.5%                       | 96.3%  |    |    | 99.3%     |           |          |                        |
| 欧州                       | Europe        | 101.0%                 | 103.5%                 | 117.5%                 | 115.5%                       | 110.0% |    |    | 112.7%    |           |          |                        |
| 中華圏                      | Greater China | 126.9%                 | 103.2%                 | 114.7%                 | 97.0%                        | 73.0%  |    |    | 86.4%     |           |          |                        |
| 東南アジア他                   | Asia Pacific  | 128.0%                 | 114.6%                 | 96.7%                  | 100.5%                       | 107.7% |    |    | 104.4%    |           |          |                        |
| 直接輸出                     | Export        | 105.4%                 | 123.9%                 | 89.2%                  | 76.1%                        | 76.2%  |    |    | 76.1%     |           |          |                        |
| 売上合計                     | Total         | 107.9%                 | 107.0%                 | 105.3%                 | 101.0%                       | 94.9%  |    |    | 98.0%     | 104.9%    | 101.5%   | 94.4%                  |

|      |                  | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E) |
|------|------------------|----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|----------|
| 営業利益 | Operating Income | 90.1%    | 86.4%    | 115.3%   | 98.8%  | 78.2%  |    |    | 88.4%     | 113.3%    | 100.2%   | 84.1%    |

| 地域別売上 Sales by Region |               | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|-----------------------|---------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|                       |               | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 日本                    | Japan         | 95.4     | 87.2     | 107.2    | 23.1   | 29.3   | 37.1   | 51.1   | 52.3      | 88.2      | 140.6    | 153.5    | 26.1               | 30.4   |    |    | 56.5      |           |          |
| 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 | 0.2      | 0.1      | 0.0      | 0.1    | 0.1    | 0.1    | 0.0    | 0.1       | 0.1       | 0.2      | 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        | 0.1      | 0.4      | 0.1      | 0.4    | 0.3    | 0.0    | 0.1    | 0.7       | 0.1       | 0.8      | 1.0      | 0.0                | 0.4    |    |    | 0.4       |           |          |
| 売上合計                  | Total         | 95.7     | 87.7     | 107.3    | 23.5   | 29.7   | 37.2   | 51.3   | 53.1      | 88.5      | 141.6    | 154.5    | 26.1               | 30.8   |    |    | 56.9      | 89.1      | 146.0    |

|       |                  | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
|-------|------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|
| 営業利益  | Operating Income | 5.7      | 6.5      | 7.5      | 0.0    | 1.3    | 4.2    | 8.5    | 1.3       | 12.7      | 14.0     | 17.0     | -0.1   | 2.0    |    |    | 2.0       | 14.5      | 16.5     |
| 営業利益率 | O.I./Sales       | 6.0%     | 7.4%     | 7.0%     | -      | 4.5%   | 11.3%  | 16.6%  | 2.5%      | 14.4%     | 9.9%     | 11.0%    | -      | 6.6%   |    |    | 3.4%      | 16.3%     | 11.3%    |

前年比 Comparison

| 地域別売上 Sales by Region |               | FY21 (A) / FY20 (A) | FY22 (A) / FY21 (A) | FY23 (A) / FY22 (A) | FY24 (A) & (E) / FY23 (A) |        |    |    |           |           |          | FY24 (E) / FY24 (P) |
|-----------------------|---------------|---------------------|---------------------|---------------------|---------------------------|--------|----|----|-----------|-----------|----------|---------------------|
|                       |               | Full (A)            | Full (A)            | Full (A)            | Q1 (A)                    | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E)            |
| 日本                    | Japan         | 91.4%               | 122.9%              | 131.1%              | 113.1%                    | 103.9% |    |    | 107.9%    |           |          |                     |
| 米州                    | Americas      | -                   | -                   | -                   | -                         | -      |    |    | -         |           |          |                     |
| 欧州                    | Europe        | -                   | -                   | -                   | -                         | -      |    |    | -         |           |          |                     |
| 中華圏                   | Greater China | 55.2%               | 13.5%               | 1638.5%             | 0.0%                      | 49.1%  |    |    | 22.0%     |           |          |                     |
| 東南アジア他                | Asia Pacific  | -                   | -                   | -                   | -                         | -      |    |    | -         |           |          |                     |
| 直接輸出                  | Export        | 493.3%              | 16.8%               | 1314.5%             | 2.5%                      | 110.7% |    |    | 53.3%     |           |          |                     |
| 売上合計                  | Total         | 91.7%               | 122.3%              | 132.0%              | 111.1%                    | 103.8% |    |    | 107.0%    | 100.7%    | 103.1%   | 94.5%               |

|      |                  | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E) |
|------|------------------|----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|----------|
| 営業利益 | Operating Income | 114.3%   | 115.1%   | 187.2%   | -      | 152.1% |    |    | 147.9%    | 114.5%    | 117.7%   | 97.1%    |

| 地域別売上 Sales by Region |               | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|-----------------------|---------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|                       |               | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 日本                    | Japan         | 31.7     | 36.4     | 42.5     | 11.7   | 10.0   | 8.6    | 7.6    | 21.7      | 16.2      | 37.8     | 32.0     | 7.1                | 6.7    |    |    | 13.8      |           |          |
| 米州                    | Americas      | 12.1     | 17.4     | 24.2     | 4.1    | 4.1    | 4.1    | 3.9    | 8.2       | 8.0       | 16.2     | 18.0     | 4.1                | 4.1    |    |    | 8.2       |           |          |
| 欧州                    | Europe        | 13.1     | 16.3     | 18.5     | 4.5    | 4.5    | 3.5    | 4.2    | 8.9       | 7.7       | 16.7     | 16.5     | 2.7                | 2.9    |    |    | 5.6       |           |          |
| 中華圏                   | Greater China | 28.7     | 35.8     | 37.0     | 7.0    | 7.4    | 7.3    | 6.3    | 14.4      | 13.7      | 28.1     | 28.0     | 7.7                | 8.4    |    |    | 16.1      |           |          |
| 東南アジア他                | Asia Pacific  | 11.1     | 14.9     | 16.7     | 4.0    | 3.9    | 3.8    | 3.8    | 7.9       | 7.6       | 15.4     | 15.5     | 3.5                | 3.8    |    |    | 7.3       |           |          |
| 直接輸出                  | Export        | 0.2      | 0.2      | 0.0      | 0.0    | 0.1    | 0.0    | 0.0    | 0.1       | 0.1       | 0.2      | 0.0      | 0.0                | 0.0    |    |    | 0.0       |           |          |
| 売上合計                  | Total         | 96.9     | 121.0    | 138.9    | 31.2   | 29.9   | 27.4   | 25.8   | 61.2      | 53.2      | 114.4    | 110.0    | 25.2               | 25.9   |    |    | 51.1      | 53.9      | 105.0    |

|       |                  | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
|-------|------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|
| 営業利益  | Operating Income | 4.6      | 10.1     | 15.5     | 2.5    | 0.1    | 0.5    | 0.0    | 2.7       | 0.5       | 3.1      | 4.0      | 0.1    | 0.0    |    |    | 0.1       | 1.4       | 1.5      |
| 営業利益率 | O.I./Sales       | 4.7%     | 8.3%     | 11.2%    | 8.1%   | 0.4%   | 1.7%   | 0.0%   | 4.4%      | 0.9%      | 2.8%     | 3.6%     | 0.2%   | 0.2%   |    |    | 0.2%      | 2.6%      | 1.4%     |

前年比 Comparison

| 地域別売上 Sales by Region |               | FY21 (A) / FY20 (A) | FY22 (A) / FY21 (A) | FY23 (A) / FY22 (A) | FY24 (A) & (E) / FY23 (A) |        |    |    |           |           |          | FY24 (E) / FY24 (P) |
|-----------------------|---------------|---------------------|---------------------|---------------------|---------------------------|--------|----|----|-----------|-----------|----------|---------------------|
|                       |               | Full (A)            | Full (A)            | Full (A)            | Q1 (A)                    | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E)            |
| 日本                    | Japan         | 114.9%              | 116.6%              | 89.1%               | 60.8%                     | 67.4%  |    |    | 63.8%     |           |          |                     |
| 米州                    | Americas      | 144.4%              | 138.8%              | 66.9%               | 101.4%                    | 99.6%  |    |    | 100.5%    |           |          |                     |
| 欧州                    | Europe        | 123.7%              | 113.6%              | 90.3%               | 60.2%                     | 65.1%  |    |    | 62.6%     |           |          |                     |
| 中華圏                   | Greater China | 124.9%              | 103.5%              | 75.7%               | 110.8%                    | 112.4% |    |    | 111.6%    |           |          |                     |
| 東南アジア他                | Asia Pacific  | 134.3%              | 111.9%              | 92.5%               | 88.1%                     | 98.8%  |    |    | 93.4%     |           |          |                     |
| 直接輸出                  | Export        | 93.5%               | 12.8%               | 781.8%              | -                         | -      |    |    | -         |           |          |                     |
| 売上合計                  | Total         | 124.9%              | 114.8%              | 82.4%               | 80.7%                     | 86.5%  |    |    | 83.5%     | 101.4%    | 91.8%    | 95.5%               |

|      |                  | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E) |
|------|------------------|----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|----------|
| 営業利益 | Operating Income | 220.6%   | 153.7%   | 20.3%    | 2.0%   | 35.9%  |    |    | 3.6%      | 294.7%    | 47.7%    | 37.5%    |

| 地域別売上 Sales by Region |               | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|-----------------------|---------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|                       |               | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 日本                    | Japan         | -        | -        | -        | -      | -      | 7.1    | 9.7    | -         | 16.8      | 16.8     | 43.0     | 8.3                | 10.6   |    |    | 18.8      |           |          |
| 米州                    | Americas      | -        | -        | -        | -      | -      | 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       |           |          |
| 中華圏                   | Greater China | -        | -        | -        | -      | -      | 0.0    | 0.0    | -         | 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                | 0.0    |    |    | 0.0       |           |          |
| 直接輸出                  | Export        | -        | -        | -        | -      | -      | 0.2    | 0.3    | -         | 0.6       | 0.6      | 0.0      | 0.1                | 0.2    |    |    | 0.3       |           |          |
| 売上合計                  | Total         | -        | -        | -        | -      | -      | 7.4    | 10.0   | -         | 17.4      | 17.4     | 43.0     | 8.4                | 10.7   |    |    | 19.1      | 23.9      | 43.0     |

|       |                  | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
|-------|------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|
| 営業利益  | Operating Income | -        | -        | -        | -      | -      | 0.6    | 1.6    | -         | 2.2       | 2.2      | 3.0      | -0.3   | 0.7    |    |    | 0.3       | 3.2       | 3.5      |
| 営業利益率 | O.I./Sales       | -        | -        | -        | -      | -      | 8.1%   | 15.9%  | -         | 12.6%     | 12.6%    | 7.0%     | -      | 6.2%   |    |    | 1.8%      | 13.2%     | 8.1%     |

前年比 Comparison

| 地域別売上 Sales by Region |               | FY21 (A) / FY20 (A) | FY22 (A) / FY21 (A) | FY23 (A) / FY22 (A) | FY24 (A) & (E) / FY23 (A) |        |    |    |           |           |          | FY24 (E) / FY24 (P) |
|-----------------------|---------------|---------------------|---------------------|---------------------|---------------------------|--------|----|----|-----------|-----------|----------|---------------------|
|                       |               | Full (A)            | Full (A)            | Full (A)            | Q1 (A)                    | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E)            |
| 日本                    | Japan         | -                   | -                   | -                   | -                         | -      |    |    | -         |           |          |                     |
| 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         | -                   | -                   | -                   | -                         | -      |    |    | -         | 137.7%    | 247.6%   | 100.0%              |

|      |                  | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E) |
|------|------------------|----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|----------|
| 営業利益 | Operating Income | -        | -        | -        | -      | -      |    |    | -         | 144.8%    | 160.2%   | 116.7%   |

本社他(消去調整含む) Eliminations & Corporate

(単位：十億円, Unit: Billion Yen)

| 地域別売上 Sales by Region |               | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|-----------------------|---------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|                       |               | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 日本                    | Japan         | 3.9      | 3.3      | 2.1      | 0.4    | 1.6    | 1.3    | -1.1   | 2.0       | 0.1       | 2.1      | 1.5      | 0.4                | 0.2    |    |    | 0.6       |           |          |
| 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 | 0.3      | 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       |           |          |
| 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        | 0.1      | 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       |           |          |
| 売上合計                  | Total         | 4.3      | 3.3      | 2.1      | 0.4    | 1.6    | 1.3    | -1.1   | 2.0       | 0.1       | 2.1      | 1.5      | 0.4                | 0.2    |    |    | 0.6       | 0.4       | 1.0      |

|       |                  | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
|-------|------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------|--------|----|----|-----------|-----------|----------|
| 営業利益  | Operating Income | -25.5    | -22.1    | -24.2    | -5.3   | -5.2   | -7.0   | -7.4   | -10.5     | -14.4     | -24.9    | -24.5    | -5.3   | -3.8   |    |    | -9.1      | -14.9     | -24.0    |
| 営業利益率 | O.I./Sales       | -        | -        | -        | -      | -      | -      | -      | -         | -         | -        | -        | -      | -      |    |    | -         | -         | -        |

前年比 Comparison

| 地域別売上 Sales by Region |               | FY21 (A) / FY20 (A) | FY22 (A) / FY21 (A) | FY23 (A) / FY22 (A) | FY24 (A) & (E) / FY23 (A) |        |    |    |           |           |          | FY24 (E) / FY24 (P) |
|-----------------------|---------------|---------------------|---------------------|---------------------|---------------------------|--------|----|----|-----------|-----------|----------|---------------------|
|                       |               | Full (A)            | Full (A)            | Full (A)            | Q1 (A)                    | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E)            |
| 日本                    | Japan         | 84.6%               | 63.2%               | 102.4%              | 92.4%                     | 14.0%  |    |    | 29.8%     |           |          |                     |
| 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         | 76.6%               | 63.2%               | 102.4%              | 92.4%                     | 14.0%  |    |    | 29.8%     | 320.8%    | 46.8%    | 66.7%               |

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



## セグメント別売上 Sales by Segment

(単位：十億円, Unit: Billion Yen)

|              |                          | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|--------------|--------------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|              |                          | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 制御機器事業       | IAB                      | 335.6    | 418.1    | 485.7    | 110.6  | 99.8   | 91.5   | 91.7   | 210.4     | 183.2     | 393.6    | 355.0    | 85.6               | 88.8   |    |    | 174.5     | 183.5     | 358.0    |
| ヘルスケア事業      | HCB                      | 123.1    | 132.9    | 142.1    | 37.7   | 36.3   | 42.7   | 33.1   | 74.0      | 75.8      | 149.7    | 161.0    | 38.0               | 34.5   |    |    | 72.5      | 79.5      | 152.0    |
| 社会システム事業     | SSB                      | 95.7     | 87.7     | 107.3    | 23.5   | 29.7   | 37.2   | 51.3   | 53.1      | 88.5      | 141.6    | 154.5    | 26.1               | 30.8   |    |    | 56.9      | 89.1      | 146.0    |
| 電子部品事業       | DMB                      | 96.9     | 121.0    | 138.9    | 31.2   | 29.9   | 27.4   | 25.8   | 61.2      | 53.2      | 114.4    | 110.0    | 25.2               | 25.9   |    |    | 51.1      | 53.9      | 105.0    |
| データソリューション事業 | DSB                      | -        | -        | -        | -      | -      | 7.4    | 10.0   | -         | 17.4      | 17.4     | 43.0     | 8.4                | 10.7   |    |    | 19.1      | 23.9      | 43.0     |
| 本社他 (消去調整含む) | Eliminations & Corporate | 4.3      | 3.3      | 2.1      | 0.4    | 1.6    | 1.3    | -1.1   | 2.0       | 0.1       | 2.1      | 1.5      | 0.4                | 0.2    |    |    | 0.6       | 0.4       | 1.0      |
| 合計           | Total                    | 655.5    | 762.9    | 876.1    | 203.4  | 197.3  | 207.3  | 210.8  | 400.7     | 418.1     | 818.8    | 825.0    | 183.7              | 190.9  |    |    | 374.6     | 430.4     | 805.0    |

## 前年比 Comparison

|              |                          | FY21 (A) / | FY22 (A) / | FY23 (A) / | FY24 (A) & (E) / |        |    |    |           |           |          | FY24 (E) / |
|--------------|--------------------------|------------|------------|------------|------------------|--------|----|----|-----------|-----------|----------|------------|
|              |                          | FY20 (A)   | FY21 (A)   | FY22 (A)   | FY23 (A)         |        |    |    |           |           |          | FY24 (P)   |
|              |                          | Full (A)   | Full (A)   | Full (A)   | Q1 (A)           | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E)   |
| 制御機器事業       | IAB                      | 124.6%     | 116.2%     | 81.0%      | 77.4%            | 89.0%  |    |    | 82.9%     | 100.2%    | 91.0%    | 100.8%     |
| ヘルスケア事業      | HCB                      | 107.9%     | 107.0%     | 105.3%     | 101.0%           | 94.9%  |    |    | 98.0%     | 104.9%    | 101.5%   | 94.4%      |
| 社会システム事業     | SSB                      | 91.7%      | 122.3%     | 132.0%     | 111.1%           | 103.8% |    |    | 107.0%    | 100.7%    | 103.1%   | 94.5%      |
| 電子部品事業       | DMB                      | 124.9%     | 114.8%     | 82.4%      | 80.7%            | 86.5%  |    |    | 83.5%     | 101.4%    | 91.8%    | 95.5%      |
| データソリューション事業 | DSB                      | -          | -          | -          | -                | -      |    |    | -         | 137.7%    | 247.6%   | 100.0%     |
| 本社他 (消去調整含む) | Eliminations & Corporate | 76.6%      | 63.2%      | 102.4%     | 92.4%            | 14.0%  |    |    | 29.8%     | 320.8%    | 46.8%    | 66.7%      |
| 合計           | Total                    | 116.4%     | 114.8%     | 93.5%      | 90.3%            | 96.8%  |    |    | 93.5%     | 102.9%    | 98.3%    | 97.6%      |

## 構成比 Composition

|              |                          | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|--------------|--------------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|              |                          | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 制御機器事業       | IAB                      | 51%      | 55%      | 55%      | 54%    | 51%    | 44%    | 44%    | 53%       | 44%       | 48%      | 43%      | 47%                | 47%    |    |    | 47%       | 43%       | 44%      |
| ヘルスケア事業      | HCB                      | 19%      | 17%      | 16%      | 19%    | 18%    | 21%    | 16%    | 18%       | 18%       | 18%      | 20%      | 21%                | 18%    |    |    | 19%       | 18%       | 19%      |
| 社会システム事業     | SSB                      | 15%      | 11%      | 12%      | 12%    | 15%    | 18%    | 24%    | 13%       | 21%       | 17%      | 19%      | 14%                | 16%    |    |    | 15%       | 21%       | 18%      |
| 電子部品事業       | DMB                      | 15%      | 16%      | 16%      | 15%    | 15%    | 13%    | 12%    | 15%       | 13%       | 14%      | 13%      | 14%                | 14%    |    |    | 14%       | 13%       | 13%      |
| データソリューション事業 | DSB                      | -        | -        | -        | -      | -      | -      | -      | -         | 4%        | 2%       | 5%       | 5%                 | 6%     |    |    | 5%        | 6%        | 5%       |
| 本社他 (消去調整含む) | Eliminations & Corporate | 1%       | 0%       | 0%       | 0%     | 1%     | 1%     | -1%    | 1%        | 0%        | 0%       | 0%       | 0%                 | 0%     |    |    | 0%        | 0%        | 0%       |

全社 地域別売上高 Total Sales by Region

(単位：十億円, Unit: Billion Yen)

|        |               | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|--------|---------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|        |               | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 日本     | Japan         | 276.6    | 289.9    | 326.5    | 75.6   | 79.8   | 91.0   | 102.6  | 155.4     | 193.6     | 349.0    | 365.0    | 73.0               | 82.3   |    |    | 155.3     |           |          |
| 米州     | Americas      | 63.6     | 78.3     | 104.3    | 22.1   | 22.0   | 20.2   | 21.8   | 44.2      | 42.0      | 86.1     | 87.0     | 21.2               | 20.6   |    |    | 41.8      |           |          |
| 欧州     | Europe        | 101.5    | 120.4    | 140.1    | 35.3   | 33.0   | 30.0   | 30.6   | 68.3      | 60.6      | 128.9    | 121.0    | 27.5               | 29.4   |    |    | 57.0      |           |          |
| 中華圏    | Greater China | 151.2    | 196.4    | 211.5    | 50.2   | 42.5   | 44.3   | 34.9   | 92.7      | 79.2      | 171.9    | 166.5    | 44.6               | 38.2   |    |    | 82.7      |           |          |
| 東南アジア他 | Asia Pacific  | 61.8     | 76.9     | 92.9     | 19.5   | 19.5   | 21.4   | 20.3   | 39.1      | 41.6      | 80.7     | 84.0     | 17.2               | 19.8   |    |    | 37.0      |           |          |
| 直接輸出   | Export        | 0.9      | 1.0      | 0.7      | 0.5    | 0.5    | 0.4    | 0.6    | 1.1       | 1.0       | 2.1      | 1.5      | 0.3                | 0.6    |    |    | 0.9       |           |          |
| 合計     | Total         | 655.5    | 762.9    | 876.1    | 203.4  | 197.3  | 207.3  | 210.8  | 400.7     | 418.1     | 818.8    | 825.0    | 183.7              | 190.9  |    |    | 374.6     | 430.4     | 805.0    |

前年比 Comparison

|        |               | FY21 (A) / | FY22 (A) / | FY23 (A) / | FY24 (A) & (E) / |        |    |    |           |           |          |
|--------|---------------|------------|------------|------------|------------------|--------|----|----|-----------|-----------|----------|
|        |               | FY20 (A)   | FY21 (A)   | FY22 (A)   | FY23 (A)         |        |    |    |           |           |          |
|        |               | Full (A)   | Full (A)   | Full (A)   | Q1 (A)           | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 日本     | Japan         | 104.8%     | 112.6%     | 106.9%     | 96.6%            | 103.2% |    |    | 99.9%     |           |          |
| 米州     | Americas      | 123.0%     | 133.2%     | 82.6%      | 95.7%            | 93.6%  |    |    | 94.7%     |           |          |
| 欧州     | Europe        | 118.7%     | 116.4%     | 92.0%      | 77.9%            | 89.3%  |    |    | 83.4%     |           |          |
| 中華圏    | Greater China | 129.9%     | 107.7%     | 81.3%      | 88.7%            | 89.8%  |    |    | 89.2%     |           |          |
| 東南アジア他 | Asia Pacific  | 124.5%     | 120.7%     | 86.9%      | 88.0%            | 101.6% |    |    | 94.8%     |           |          |
| 直接輸出   | Export        | 119.7%     | 68.0%      | 294.8%     | 48.9%            | 112.4% |    |    | 80.4%     |           |          |
| 合計     | Total         | 116.4%     | 114.8%     | 93.5%      | 90.3%            | 96.8%  |    |    | 93.5%     | 102.9%    | 98.3%    |

構成比 Composition

|        |               | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|--------|---------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|        |               | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 日本     | Japan         | 42%      | 38%      | 37%      | 37%    | 40%    | 44%    | 49%    | 39%       | 46%       | 43%      | 44%      | 40%                | 43%    |    |    | 41%       |           |          |
| 米州     | Americas      | 10%      | 10%      | 12%      | 11%    | 11%    | 10%    | 10%    | 11%       | 10%       | 11%      | 11%      | 12%                | 11%    |    |    | 11%       |           |          |
| 欧州     | Europe        | 15%      | 16%      | 16%      | 17%    | 17%    | 14%    | 15%    | 17%       | 15%       | 16%      | 15%      | 15%                | 15%    |    |    | 15%       |           |          |
| 中華圏    | Greater China | 23%      | 26%      | 24%      | 25%    | 22%    | 21%    | 17%    | 23%       | 19%       | 21%      | 20%      | 24%                | 20%    |    |    | 22%       |           |          |
| 東南アジア他 | Asia Pacific  | 9%       | 10%      | 11%      | 10%    | 10%    | 10%    | 10%    | 10%       | 10%       | 10%      | 10%      | 9%                 | 10%    |    |    | 10%       |           |          |
| 直接輸出   | Export        | 0%       | 0%       | 0%       | 0%     | 0%     | 0%     | 0%     | 0%        | 0%        | 0%       | 0%       | 0%                 | 0%     |    |    | 0%        |           |          |

セグメント・地域別 売上構成比 Composition of Sales by Segment and Region

(単位：十億円, Unit: Billion Yen)

|  |        |               | FY20<br>Actual | FY21<br>Actual | FY22<br>Actual | FY23<br>Actual |        |        |        |           |           | FY24<br>Plan<br>(Announced May 8) | FY24<br>Actual & Estimates<br>(Announced November 6) |        |        |    |    |           |           |          |
|--|--------|---------------|----------------|----------------|----------------|----------------|--------|--------|--------|-----------|-----------|-----------------------------------|--|--------|--------|----|----|-----------|-----------|----------|
| Segment  | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 制御機器事業<br>IAB                                  | 日本     | Japan         | 35%            | 32%            | 30%            | 31%            | 33%    | 33%    | 32%    | 32%       | 32%       | 32%                               | 31%  | 30%    | 31%    |    |    | 31%       |           |          |
|  | 米州     | Americas      | 8%             | 9%             | 11%            | 10%            | 11%    | 10%    | 12%    | 11%       | 11%       | 11%                               | 11%  | 12%    | 11%    |    |    | 11%       |           |          |
|  | 欧州     | Europe        | 20%            | 19%            | 20%            | 22%            | 21%    | 20%    | 23%    | 21%       | 22%       | 21%                               | 21%  | 19%    | 21%    |    |    | 20%       |           |          |
|  | 中華圏    | Greater China | 26%            | 28%            | 27%            | 26%            | 24%    | 23%    | 21%    | 25%       | 22%       | 23%                               | 23%  | 27%    | 24%    |    |    | 25%       |           |          |
|  | 東南アジア他 | Asia Pacific  | 11%            | 11%            | 12%            | 11%            | 12%    | 14%    | 13%    | 11%       | 13%       | 12%                               | 14%  | 12%    | 13%    |    |    | 12%       |           |          |
|  | 直接輸出   | Export        | 0%             | 0%             | 0%             | 0%             | 0%     | 0%     | 0%     | 0%        | 0%        | 0%                                | 0%   | 0%     | 0%     |    |    | 0%        |           |          |
| ヘルスケア事業<br>HCB                                 | 日本     | Japan         | 24%            | 21%            | 19%            | 15%            | 16%    | 16%    | 18%    | 16%       | 17%       | 16%                               | 16%  | 14%    | 19%    |    |    | 16%       |           |          |
|  | 米州     | Americas      | 19%            | 17%            | 20%            | 18%            | 19%    | 17%    | 22%    | 18%       | 19%       | 19%                               | 19%  | 18%    | 20%    |    |    | 19%       |           |          |
|  | 欧州     | Europe        | 19%            | 17%            | 17%            | 19%            | 21%    | 19%    | 17%    | 20%       | 18%       | 19%                               | 19%  | 21%    | 24%    |    |    | 23%       |           |          |
|  | 中華圏    | Greater China | 28%            | 33%            | 31%            | 39%            | 32%    | 36%    | 29%    | 35%       | 33%       | 34%                               | 34%  | 37%    | 24%    |    |    | 31%       |           |          |
|  | 東南アジア他 | Asia Pacific  | 10%            | 12%            | 13%            | 9%             | 12%    | 11%    | 14%    | 10%       | 13%       | 12%                               | 12%  | 9%     | 13%    |    |    | 11%       |           |          |
|  | 直接輸出   | Export        | 0%             | 0%             | 0%             | 0%             | 0%     | 0%     | 0%     | 0%        | 0%        | 0%                                | 0%   | 0%     | 0%     |    |    | 0%        |           |          |
| 社会システム事業<br>SSB                                | 日本     | Japan         | 100%           | 99%            | 100%           | 98%            | 99%    | 100%   | 100%   | 98%       | 100%      | 99%                               | 99%  | 100%   | 99%    |    |    | 99%       |           |          |
|  | 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%                                | 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        | 0%             | 0%             | 0%             | 2%             | 1%     | 0%     | 0%     | 1%        | 0%        | 1%                                | 1%   | 0%     | 1%     |    |    | 1%        |           |          |
| 電子部品事業<br>DMB                                  | 日本     | Japan         | 33%            | 30%            | 31%            | 37%            | 33%    | 31%    | 29%    | 35%       | 30%       | 33%                               | 29%  | 28%    | 26%    |    |    | 27%       |           |          |
|  | 米州     | Americas      | 12%            | 14%            | 17%            | 13%            | 14%    | 15%    | 15%    | 13%       | 15%       | 14%                               | 16%  | 16%    | 16%    |    |    | 16%       |           |          |
|  | 欧州     | Europe        | 14%            | 13%            | 13%            | 14%            | 15%    | 13%    | 16%    | 15%       | 15%       | 15%                               | 15%  | 11%    | 11%    |    |    | 11%       |           |          |
|  | 中華圏    | Greater China | 30%            | 30%            | 27%            | 22%            | 25%    | 27%    | 24%    | 24%       | 26%       | 25%                               | 25%  | 31%    | 32%    |    |    | 31%       |           |          |
|  | 東南アジア他 | Asia Pacific  | 11%            | 12%            | 12%            | 13%            | 13%    | 14%    | 15%    | 13%       | 14%       | 13%                               | 14%  | 14%    | 15%    |    |    | 14%       |           |          |
|  | 直接輸出   | Export        | 0%             | 0%             | 0%             | 0%             | 0%     | 0%     | 0%     | 0%        | 0%        | 0%                                | 0%   | 0%     | 0%     |    |    | 0%        |           |          |
| データソリューション<br>事業<br>DSB                        | 日本     | Japan         | -              | -              | -              | -              | -      | 97%    | 97%    | -         | 97%       | 97%                               | 100%   | 99%    | 99%    |    |    | 99%       |           |          |
|  | 米州     | Americas      | -              | -              | -              | -              | -      | 0%     | 0%     | -         | 0%        | 0%                                | 0%   | 0%     | 0%     |    |    | 0%        |           |          |
|  | 欧州     | Europe        | -              | -              | -              | -              | -      | 0%     | 0%     | -         | 0%        | 0%                                | 0%   | 0%     | 0%     |    |    | 0%        |           |          |
|  | 中華圏    | Greater China | -              | -              | -              | -              | -      | 0%     | 0%     | -         | 0%        | 0%                                | 0%   | 0%     | 0%     |    |    | 0%        |           |          |
|  | 東南アジア他 | Asia Pacific  | -              | -              | -              | -              | -      | 0%     | 0%     | -         | 0%        | 0%                                | 0%   | 0%     | 0%     |    |    | 0%        |           |          |
|  | 直接輸出   | Export        | -              | -              | -              | -              | -      | 3%     | 3%     | -         | 3%        | 3%                                | 0%   | 1%     | 1%     |    |    | 1%        |           |          |
| 本社他<br>(消去調整含む)<br>Eliminations<br>& Corporate | 日本     | Japan         | 91%            | 100%           | 100%           | 100%           | 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%     | 0%     |    |    | 0%        |           |          |
|  | 欧州     | Europe        | 0%             | 0%             | 0%             | 0%             | 0%     | 0%     | 0%     | 0%        | 0%        | 0%                                | 0%   | 0%     | 0%     |    |    | 0%        |           |          |
|  | 中華圏    | Greater China | 8%             | 0%             | 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%     | 0%     |    |    | 0%        |           |          |
|  | 直接輸出   | Export        | 2%             | 0%             | 0%             | 0%             | 0%     | 0%     | 0%     | 0%        | 0%        | 0%                                | 0%   | 0%     | 0%     |    |    | 0%        |           |          |

セグメント別営業利益 Operating Income by Segment

(単位：十億円, Unit: Billion Yen)

|              |                          | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|--------------|--------------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|              |                          | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 制御機器事業       | IAB                      | 57.2     | 76.3     | 85.8     | 12.2   | 5.2    | 0.9    | 3.1    | 17.4      | 4.0       | 21.5     | 27.5     | 7.2                | 10.2   |    |    | 17.4      | 18.6      | 36.0     |
| ヘルスケア事業      | HCB                      | 20.6     | 18.5     | 16.0     | 4.8    | 4.9    | 6.8    | 1.9    | 9.7       | 8.7       | 18.5     | 22.0     | 4.8                | 3.8    |    |    | 8.6       | 9.9       | 18.5     |
| 社会システム事業     | SSB                      | 5.7      | 6.5      | 7.5      | 0.0    | 1.3    | 4.2    | 8.5    | 1.3       | 12.7      | 14.0     | 17.0     | -0.1               | 2.0    |    |    | 2.0       | 14.5      | 16.5     |
| 電子部品事業       | DMB                      | 4.6      | 10.1     | 15.5     | 2.5    | 0.1    | 0.5    | 0.0    | 2.7       | 0.5       | 3.1      | 4.0      | 0.1                | 0.0    |    |    | 0.1       | 1.4       | 1.5      |
| データソリューション事業 | DSB                      | -        | -        | -        | -      | -      | 0.6    | 1.6    | -         | 2.2       | 2.2      | 3.0      | -0.3               | 0.7    |    |    | 0.3       | 3.2       | 3.5      |
| 本社他 (消去調整含む) | Eliminations & Corporate | -25.5    | -22.1    | -24.2    | -5.3   | -5.2   | -7.0   | -7.4   | -10.5     | -14.4     | -24.9    | -24.5    | -5.3               | -3.8   |    |    | -9.1      | -14.9     | -24.0    |
| 合計           | Total                    | 62.5     | 89.3     | 100.7    | 14.3   | 6.3    | 5.9    | 7.8    | 20.7      | 13.7      | 34.3     | 49.0     | 6.3                | 13.0   |    |    | 19.2      | 32.8      | 52.0     |

前年比 Comparison

|              |                          | FY21 (A) / | FY22 (A) / | FY23 (A) / | FY24 (A) & (E) / |        |    |    |           |           |          | FY24 (E) / |
|--------------|--------------------------|------------|------------|------------|------------------|--------|----|----|-----------|-----------|----------|------------|
|              |                          | FY20 (A)   | FY21 (A)   | FY22 (A)   | FY23 (A)         |        |    |    |           |           |          | FY24 (P)   |
|              |                          | Full (A)   | Full (A)   | Full (A)   | Q1 (A)           | Q2 (A) | Q3 | Q4 | 1st H (A) | 2nd H (E) | Full (E) | Full (E)   |
| 制御機器事業       | IAB                      | 133.4%     | 112.6%     | 25.0%      | 58.5%            | 196.5% |    |    | 99.6%     | 463.8%    | 167.8%   | 130.9%     |
| ヘルスケア事業      | HCB                      | 90.1%      | 86.4%      | 115.3%     | 98.8%            | 78.2%  |    |    | 88.4%     | 113.3%    | 100.2%   | 84.1%      |
| 社会システム事業     | SSB                      | 114.3%     | 115.1%     | 187.2%     | -                | 152.1% |    |    | 147.9%    | 114.5%    | 117.7%   | 97.1%      |
| 電子部品事業       | DMB                      | 220.6%     | 153.7%     | 20.3%      | 2.0%             | 35.9%  |    |    | 3.6%      | 294.7%    | 47.7%    | 37.5%      |
| データソリューション事業 | DSB                      | -          | -          | -          | -                | -      |    |    | -         | 144.8%    | 160.2%   | 116.7%     |
| 本社他 (消去調整含む) | Eliminations & Corporate | -          | -          | -          | -                | -      |    |    | -         | -         | -        | -          |
| 合計           | Total                    | 143.0%     | 112.7%     | 34.1%      | 43.8%            | 204.2% |    |    | 93.1%     | 239.4%    | 151.4%   | 106.1%     |

セグメント別営業利益率 Operating Income / Sales by Segment

|              |                          | FY20     | FY21     | FY22     | FY23   |        |        |        |           |           |          | FY24     | FY24               |        |    |    |           |           |          |
|--------------|--------------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------------|--------|----|----|-----------|-----------|----------|
|              |                          | 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 | Q4 | 1st H (A) | 2nd H (E) | Full (E) |
| 制御機器事業       | IAB                      | 17.0%    | 18.2%    | 17.7%    | 11.1%  | 5.2%   | 1.0%   | 3.4%   | 8.3%      | 2.2%      | 5.5%     | 7.7%     | 8.4%               | 11.5%  |    |    | 10.0%     | 10.1%     | 10.1%    |
| ヘルスケア事業      | HCB                      | 16.7%    | 14.0%    | 11.3%    | 12.8%  | 13.5%  | 15.9%  | 5.8%   | 13.2%     | 11.5%     | 12.3%    | 13.7%    | 12.5%              | 11.1%  |    |    | 11.9%     | 12.4%     | 12.2%    |
| 社会システム事業     | SSB                      | 6.0%     | 7.4%     | 7.0%     | -      | 4.5%   | 11.3%  | 16.6%  | 2.5%      | 14.4%     | 9.9%     | 11.0%    | -                  | 6.6%   |    |    | 3.4%      | 16.3%     | 11.3%    |
| 電子部品事業       | DMB                      | 4.7%     | 8.3%     | 11.2%    | 8.1%   | 0.4%   | 1.7%   | 0.0%   | 4.4%      | 0.9%      | 2.8%     | 3.6%     | 0.2%               | 0.2%   |    |    | 0.2%      | 2.6%      | 1.4%     |
| データソリューション事業 | DSB                      | -        | -        | -        | -      | -      | 8.1%   | 15.9%  | -         | 12.6%     | 12.6%    | 7.0%     | -                  | 6.2%   |    |    | 1.8%      | 13.2%     | 8.1%     |
| 本社他 (消去調整含む) | Eliminations & Corporate | -        | -        | -        | -      | -      | -      | -      | -         | -         | -        | -        | -                  | -      |    |    | -         | -         | -        |
| 合計           | Total                    | 9.5%     | 11.7%    | 11.5%    | 7.0%   | 3.2%   | 2.9%   | 3.7%   | 5.2%      | 3.3%      | 4.2%     | 5.9%     | 3.4%               | 6.8%   |    |    | 5.1%      | 7.6%      | 6.5%     |

**注記 Notes**

|   |  |
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| 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>データソリューション事業には、オムロンが進めるデータソリューション事業に関する財務数値と株式会社JMDC（以下、JMDC社）の財務数値に加え、JMDC社の連結子会社化に伴うのれんを除く無形資産の償却費を含めています。</p> <p>The Data Solution Business includes the financial figures related to the OMRON Data Solution Business and financial results of JMDC, Inc. (JMDC), as well as the amortization of intangible assets other than goodwill identified when making JMDC a consolidated subsidiary.</p> |