

2024年度 第4四半期 オムロングループ財務データ集

OMRON Group Reference Data for FY2024 Q4

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<セグメントの名称 Name of Business Segments>

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

<エリアの名称 Definition of Regions>

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

注意 Notes:

- 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
- 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.
- 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.
- 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.
- 当資料は2025年5月8日に作成・発表したものです。
This reference data was produced and announced on May 8, 2025.

(単位: 十億円, Unit: Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual						FY25 Plan (Announced May 8)		
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	Full (P):Low end
売上高	Sales	762.9	876.1	203.4	197.3	207.3	210.8	400.7	418.1	818.8	825.0	805.0	805.0	183.7	190.9	205.1	222.1	374.6	427.1	801.8	835.0	820.0
売上原価	Cost of Sales	416.1	482.2	112.8	115.8	121.2	122.5	228.6	243.7	472.3	456.5	442.0	442.0	100.2	104.4	113.4	126.6	204.6	240.0	444.6	461.5	457.5
売上総利益	Gross Profit	346.8	393.9	90.5	81.5	86.1	88.3	172.0	174.4	346.5	368.5	363.0	363.0	83.5	86.5	91.7	95.4	170.0	187.1	357.1	373.5	362.5
その他販管費	SG&A	213.2	243.0	63.0	63.0	67.7	68.3	126.0	136.0	262.0	269.5	264.5	263.0	66.1	63.1	64.1	65.5	129.2	129.6	258.8	258.5	256.5
	R&D費	44.3	50.2	13.2	12.1	12.5	12.2	25.4	24.8	50.1	50.0	46.5	46.0	11.1	10.5	10.9	11.8	21.6	22.7	44.3	50.0	50.0
販管費合計	SG&A + R&D	257.5	293.2	76.2	75.1	80.2	80.5	151.4	160.7	312.1	319.5	311.0	309.0	77.2	73.6	75.0	77.3	150.8	152.3	303.1	308.5	306.5
営業利益	Operating Income	89.3	100.7	14.3	6.3	5.9	7.8	20.7	13.7	34.3	49.0	52.0	54.0	6.3	13.0	16.7	18.1	19.2	34.8	54.0	65.0	56.0
営業外損益	Non-operating Income (loss),net	2.6	2.3	-4.3	-0.1	-0.6	4.3	-4.3	3.7	-0.6	28.0	26.0	27.0	18.8	0.8	0.4	5.1	19.6	5.5	25.0	7.0	7.0
税引前当期純利益	NIBT	86.7	98.4	18.6	6.4	6.5	3.5	25.0	10.0	35.0	21.0	26.0	27.0	-12.5	12.2	16.3	13.0	-0.3	29.3	29.0	58.0	49.0
法人税等	Income Taxes	23.0	24.9	4.4	2.8	2.0	1.3	7.3	3.2	10.5	9.0	11.0	11.0	-2.7	5.0	4.6	6.6	2.3	11.1	13.4	17.5	15.0
持分法投資損益	Equity in loss (earnings) of affiliates	1.6	-1.1	0.6	10.7	2.1	1.1	11.3	3.2	14.5	0.0	0.5	0.0	-0.4	0.1	0.2	0.8	-0.3	1.0	0.7	0.5	0.5
当期純利益	Net income	62.0	74.5	13.6	-7.1	2.4	1.1	6.5	3.5	9.9	12.0	14.5	16.0	-9.4	7.0	11.6	5.6	-2.3	17.2	14.9	40.0	33.5
非支配持分帰属損益	Net income attributable to noncontrolling interest	0.6	0.7	0.2	0.2	0.6	0.8	0.4	1.5	1.8	3.5	3.5	3.5	0.3	0.7	1.1	-3.5	1.0	-2.4	-1.4	4.5	4.5
当社株主に帰属する当期純利益	Net income attributable to OMRON shareholders	61.4	73.9	13.4	-7.3	1.8	0.3	6.1	2.0	8.1	8.5	11.0	12.5	-9.6	6.3	10.5	9.1	-3.3	19.6	16.3	35.5	29.0

売上総利益率	Gross Profit / Sales	45.5%	45.0%	44.5%	41.3%	41.5%	41.9%	42.9%	41.7%	42.3%	44.7%	45.1%	45.1%	45.4%	45.3%	44.7%	43.0%	45.4%	43.8%	44.5%	44.7%	44.2%
その他販管費比率	SG&A / Sales	27.9%	27.7%	31.0%	31.9%	32.7%	32.4%	31.4%	32.5%	32.0%	32.7%	32.9%	32.7%	36.0%	33.0%	31.3%	29.5%	34.5%	30.3%	32.3%	31.0%	31.3%
R&D費比率	R&D / Sales	5.8%	5.7%	6.5%	6.2%	6.0%	5.8%	6.3%	5.9%	6.1%	6.1%	5.8%	5.7%	6.0%	5.5%	5.3%	5.3%	5.8%	5.3%	5.5%	6.0%	6.1%
販管費（合計）比率	(SG&A + R&D) / Sales	33.8%	33.5%	37.5%	38.1%	38.7%	38.2%	37.8%	38.4%	38.1%	38.7%	38.6%	38.4%	42.0%	38.5%	36.6%	34.8%	40.2%	35.7%	37.8%	36.9%	37.4%
営業利益率	O.I. / Sales	11.7%	11.5%	7.0%	3.2%	2.9%	3.7%	5.2%	3.3%	4.2%	5.9%	6.5%	6.7%	3.4%	6.8%	8.1%	8.2%	5.1%	8.2%	6.7%	7.8%	6.8%

設備投資	Capex	34.2	45.0	7.4	9.9	11.8	14.7	17.3	26.4	43.7	55.5	54.0	53.5	7.2	12.1	11.7	15.5	19.3	27.2	46.5	57.0	57.0
減価償却費	Depreciation	23.4	26.6	6.9	6.9	8.5	8.5	13.8	17.0	30.8	36.5	33.5	33.5	8.4	8.4	8.1	8.5	16.8	16.6	33.5	36.5	36.5

外為(期中平均レート)		Exchange Rate (Yen)		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	Full (P):Low end
USD (円)	USD	112.1	135.2	135.8	144.1	148.7	147.0	139.9	147.9	143.9	145.0	149.4	152.9	154.6	152.8	149.0	154.1	153.7	151.6	152.6	140.0	140.0	140.0	
EUR (円)	EUR	130.5	140.9	147.9	157.6	159.4	160.3	152.8	159.8	156.3	155.0	160.6	163.6	166.7	165.9	161.8	160.3	166.3	161.0	163.7	160.0	160.0	160.0	
人民币元 (円)	CNY	17.4	19.7	19.5	19.9	20.5	20.5	19.7	20.5	20.1	20.0	20.6	21.1	21.3	21.2	20.9	21.1	21.2	21.0	21.1	20.0	20.0	20.0	

ROIC	ROIC	9.6%	10.4%							1.0%	Approx. 1%	Approx. 1%	Approx. 1%							1.8%	Approx. 4%	Approx. 3%
ROE	ROE	9.7%	10.6%							1.1%	Approx. 1%	Approx. 1%	Approx. 1%							2.1%	Approx. 4%	Approx. 3%
EPS (円)	EPS (Yen)	305.7	372.2							41.2	43.2	55.9	63.5							82.6	180.3	147.3

前年比	Comparison	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
売上高	Sales	114.8%	93.5%	90.3%	96.8%	98.9%	105.4%	93.5%	102.2%	97.9%	97.2%	99.6%	99.6%
売上原価	Cost of Sales	115.9%	97.9%	88.8%	90.1%	93.5%	103.4%	89.5%	98.5%	94.1%	97.4%	100.6%	100.6%
売上総利益	Gross Profit	113.6%	88.0%	92.2%	106.2%	106.5%	108.1%	98.8%	107.3%	103.1%	96.9%	98.4%	98.4%
その他販管費	SG&A	114.0%	107.8%	105.0%	100.1%	94.7%	95.9%	102.5%	95.3%	98.8%	96.0%	97.8%	98.4%
	R&D費	113.3%	99.9%	83.7%	86.5%	87.4%	96.5%	85.1%	91.9%	88.4%	88.7%	95.4%	96.4%
販管費合計	SG&A + R&D	113.9%	106.5%	101.3%	97.9%	93.5%	96.0%	99.6%	94.8%	97.1%	94.9%	97.5%	98.1%
営業利益	Operating Income	112.7%	34.1%	43.8%	204.2%	281.6%	233.4%	93.1%	254.3%	157.4%	110.3%	103.9%	100.1%
税引前当期純利益	NIBT	113.5%	35.5%	-	189.1%	252.0%	373.6%	-	294.6%	83.0%	138.1%	111.5%	107.4%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	120.3%	11.0%	-	-	593.8%	3540.4%	-	967.2%	200.7%	191.4%	147.9%	130.2%
設備投資	Capex	131.6%	97.1%	97.2%	122.5%	99.7%	105.5%	111.7%	102.9%	106.4%	83.8%	86.1%	86.9%
減価償却費	Depreciation	113.8%	115.9%	122.3%	120.9%	96.2%	99.6%	121.6%	97.9%	108.5%	91.6%	99.9%	99.9%

前年比	Comparison	FY25 (P) HighEnd/ FY24 (A)	FY25 (P) Low End/ FY24 (A)
		Full (P):High end	Full (P):Low end
売上高	Sales	104.1%	102.3%
売上原価	Cost of Sales	103.8%	102.9%
売上総利益	Gross Profit	104.6%	101.5%
その他販管費	SG&A	99.9%	99.1%
	R&D費	112.8%	112.8%
販管費合計	SG&A + R&D	101.8%	101.1%
営業利益	Operating Income	120.3%	103.6%
税引前当期純利益	NIBT	200.0%	169.0%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON	218.2%	178.2%

設備投資	Capex	122.5%	122.5%
減価償却費	Depreciation	109.1%	109.1%

(単位：十億円, Unit: Billion Yen)

		FY21	FY22	FY23							FY24	FY24	FY24	FY24							FY25
		Actual	Actual	Actual							Plan	Q2 Estimates	Q3 Estimates	Actual							Plan
											(Announced May 8)	(Announced Nov. 6)	(Announced Feb. 10)								(Announced May 8)
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	135.1	148.1	34.7	33.0	30.0	29.5	67.7	59.5	127.2	110.0			25.8	28.0	30.2	30.0	53.8	60.2	114.0	123.0
米州	Americas	38.2	51.6	11.4	10.8	8.8	10.7	22.3	19.5	41.8	38.0			10.3	9.7	9.7	10.4	20.0	20.1	40.1	41.0
欧州	Europe	81.2	97.8	23.8	21.0	18.5	20.9	44.8	39.4	84.2	74.5			16.7	18.3	18.2	21.5	35.0	39.7	74.6	74.5
中華圏	Greater China	117.1	129.7	28.6	23.5	21.4	18.9	52.1	40.3	92.4	83.0			22.7	21.4	21.9	19.4	44.1	41.3	85.4	85.5
東南アジア他	Asia Pacific	46.5	58.4	12.0	11.5	12.8	11.7	23.5	24.5	48.0	49.5			10.2	11.5	11.6	13.5	21.7	25.1	46.8	47.0
直接輸出	Export	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	0.0	0.0	0.0	0.0
売上合計	Total	418.1	485.7	110.6	99.8	91.5	91.7	210.4	183.2	393.6	355.0	358.0	362.0	85.6	88.8	91.5	94.8	174.5	186.3	360.8	371.0

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	76.3	85.8	12.2	5.2	0.9	3.1	17.4	4.0	21.5	27.5	36.0	39.0	7.2	10.2	11.2	7.7	17.4	18.9	36.3	40.0
営業利益率	O.I./Sales	18.2%	17.7%	11.1%	5.2%	1.0%	3.4%	8.3%	2.2%	5.5%	7.7%	10.1%	10.8%	8.4%	11.5%	12.3%	8.1%	10.0%	10.1%	10.1%	10.8%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
地域別売上	Sales by Region												
日本	Japan	109.6%	85.8%	74.5%	84.7%	100.7%	101.7%	79.5%	101.2%	89.6%			
米州	Americas	135.0%	81.0%	89.8%	89.5%	111.0%	96.5%	89.6%	103.0%	95.9%			
欧州	Europe	120.6%	86.1%	70.1%	87.1%	97.9%	103.0%	78.1%	100.6%	88.6%			
中華圏	Greater China	110.8%	71.2%	79.4%	91.0%	102.1%	103.0%	84.6%	102.5%	92.4%			
東南アジア他	Asia Pacific	125.6%	82.2%	84.3%	100.3%	91.0%	114.9%	92.1%	102.5%	97.4%			
直接輸出	Export	150.0%	8.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
売上合計	Total	116.2%	81.0%	77.4%	89.0%	100.1%	103.4%	82.9%	101.7%	91.7%	101.6%	100.8%	99.7%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	112.6%	25.0%	58.5%	196.5%	1283.0%	244.3%	99.6%	470.6%	169.0%	131.9%	100.8%	93.0%

		FY25 (P):High end/ FY24 (A)
		Full (P):High end
地域別売上	Sales by Region	
日本	Japan	107.9%
米州	Americas	102.4%
欧州	Europe	99.8%
中華圏	Greater China	100.2%
東南アジア他	Asia Pacific	100.5%
直接輸出	Export	-
売上合計	Total	102.8%

		Full (P):High end
営業利益	Operating Income	110.3%

(単位：十億円, Unit: Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	27.8	26.7	5.8	5.9	6.9	5.9	11.7	12.8	24.5	25.0			5.3	6.4	7.4	5.6	11.8	13.0	24.7	26.5
米州	Americas	22.7	28.5	6.6	7.0	7.4	7.2	13.7	14.5	28.2	31.0			6.8	6.8	7.1	7.5	13.6	14.6	28.2	30.5
欧州	Europe	23.0	23.8	7.1	7.5	7.9	5.5	14.5	13.5	28.0	30.0			8.2	8.2	9.7	5.9	16.4	15.6	32.0	32.0
中華圏	Greater China	43.3	44.7	14.6	11.5	15.5	9.7	26.1	25.2	51.3	55.5			14.1	8.4	9.3	10.4	22.5	19.7	42.2	42.5
東南アジア他	Asia Pacific	15.5	17.8	3.5	4.2	4.8	4.8	7.7	9.6	17.2	19.0			3.5	4.5	5.2	5.0	8.0	10.2	18.2	18.0
直接輸出	Export	0.5	0.6	0.1	0.2	0.1	0.1	0.3	0.2	0.5	0.5			0.1	0.1	0.1	0.2	0.2	0.3	0.5	0.5
売上合計	Total	132.9	142.1	37.7	36.3	42.7	33.1	74.0	75.8	149.7	161.0	152.0	149.0	38.0	34.5	38.7	34.7	72.5	73.4	145.9	150.0

(単位：十億円, Unit: Billion Yen)

		FY21	FY22	FY23							FY24	FY24	FY24	FY24							FY25
		Actual	Actual	Actual							Plan	Q2 Estimates	Q3 Estimates	Actual							Plan
											(Announced May 8)	(Announced Nov. 6)	(Announced Feb. 10)								(Announced May 8)
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	87.2	107.2	23.1	29.3	37.1	51.1	52.3	88.2	140.6	153.5			26.1	30.4	35.9	52.6	56.5	88.5	145.0	151.0
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	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	0.0	0.0	0.0	0.0
中華圏	Greater China	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	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	0.0	0.0	0.0	0.0
直接輸出	Export	0.4	0.1	0.4	0.3	0.0	0.1	0.7	0.1	0.8	1.0			0.0	0.4	0.0	0.2	0.4	0.3	0.6	1.0
売上合計	Total	87.7	107.3	23.5	29.7	37.2	51.3	53.1	88.5	141.6	154.5	146.0	144.5	26.1	30.8	35.9	52.9	56.9	88.7	145.6	152.0

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	6.5	7.5	0.0	1.3	4.2	8.5	1.3	12.7	14.0	17.0	16.5	16.5	-0.1	2.0	3.9	11.0	2.0	14.8	16.8	20.0
営業利益率	O.I./Sales	7.4%	7.0%	-	4.5%	11.3%	16.6%	2.5%	14.4%	9.9%	11.0%	11.3%	11.4%	-	6.6%	10.7%	20.8%	3.4%	16.7%	11.5%	13.2%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
地域別売上	Sales by Region												
日本	Japan	122.9%	131.1%	113.1%	103.9%	96.8%	102.9%	107.9%	100.3%	103.1%			
米州	Americas	-	-	-	-	-	-	-	-	-			
欧州	Europe	-	-	-	-	-	-	-	-	-			
中華圏	Greater China	-	-	-	-	-	-	-	-	-			
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-			
直接輸出	Export	16.8%	1314.5%	2.5%	110.7%	400.0%	178.4%	53.3%	180.0%	75.1%			
売上合計	Total	122.3%	132.0%	111.1%	103.8%	96.6%	103.0%	107.0%	100.3%	102.8%	94.3%	99.7%	100.8%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	115.1%	187.2%	-	152.1%	91.7%	129.2%	147.9%	116.8%	119.7%	98.7%	101.7%	101.7%

		FY25 (P):High end/ FY24 (A)
		Full (P):High end
地域別売上	Sales by Region	
日本	Japan	104.1%
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	104.4%

		Full (P):High end
営業利益	Operating Income	119.1%

(単位：十億円, Unit: Billion Yen)

地域別売上	Sales by Region	FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	36.4	42.5	11.7	10.0	8.6	7.6	21.7	16.2	37.8	32.0			7.1	6.7	7.6	6.8	13.8	14.4	28.2	28.5
米州	Americas	17.4	24.2	4.1	4.1	4.1	3.9	8.2	8.0	16.2	18.0			4.1	4.1	3.9	4.4	8.2	8.3	16.5	19.5
欧州	Europe	16.3	18.5	4.5	4.5	3.5	4.2	8.9	7.7	16.7	16.5			2.7	2.9	3.2	3.9	5.6	7.2	12.8	13.0
中華圏	Greater China	35.8	37.0	7.0	7.4	7.3	6.3	14.4	13.7	28.1	28.0			7.7	8.4	8.5	7.8	16.1	16.3	32.3	33.0
東南アジア他	Asia Pacific	14.9	16.7	4.0	3.9	3.8	3.8	7.9	7.6	15.4	15.5			3.5	3.8	3.9	4.3	7.3	8.2	15.5	16.0
直接輸出	Export	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	0.1	0.0	0.1	0.1	0.0
売上合計	Total	121.0	138.9	31.2	29.9	27.4	25.8	61.2	53.2	114.4	110.0	105.0	105.0	25.2	25.9	27.1	27.3	51.1	54.3	105.4	110.0

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	10.1	15.5	2.5	0.1	0.5	0.0	2.7	0.5	3.1	4.0	1.5	0.5	0.1	0.0	0.1	0.1	0.1	0.2	0.3	4.0
営業利益率	O.I./Sales	8.3%	11.2%	8.1%	0.4%	1.7%	0.0%	4.4%	0.9%	2.8%	3.6%	1.4%	0.5%	0.2%	0.2%	0.3%	0.5%	0.2%	0.4%	0.3%	3.6%

前年比 Comparison

地域別売上	Sales by Region	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan	116.6%	89.1%	60.8%	67.4%	88.3%	89.3%	63.8%	88.7%	74.5%			
米州	Americas	138.8%	66.9%	101.4%	99.6%	94.6%	113.6%	100.5%	103.8%	102.1%			
欧州	Europe	113.6%	90.3%	60.2%	65.1%	92.2%	92.8%	62.6%	92.5%	76.5%			
中華圏	Greater China	103.5%	75.7%	110.8%	112.4%	115.3%	123.4%	111.6%	119.0%	115.2%			
東南アジア他	Asia Pacific	111.9%	92.5%	88.1%	98.8%	103.1%	113.7%	93.4%	108.3%	100.7%			
直接輸出	Export	-	-	-	-	-	-	-	-	-			
売上合計	Total	114.8%	82.4%	80.7%	86.5%	98.9%	105.7%	83.5%	102.2%	92.2%	95.9%	100.4%	100.4%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	153.7%	20.3%	2.0%	35.9%	16.3%	-	3.6%	44.1%	9.7%	7.6%	20.4%	61.2%

地域別売上	Sales by Region	FY25 (P):High end/ FY24 (A)
		Full (P):High end
日本	Japan	101.2%
米州	Americas	118.1%
欧州	Europe	101.8%
中華圏	Greater China	102.1%
東南アジア他	Asia Pacific	103.0%
直接輸出	Export	-
売上合計	Total	104.3%

		Full (P):High end
営業利益	Operating Income	1307.2%

(単位：十億円, Unit: Billion Yen)

地域別売上	Sales by Region	FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	-	-	-	-	7.1	9.7	-	16.8	16.8	43.0			8.3	10.6	11.1	12.0	18.8	23.1	42.0	50.5
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
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
中華圏	Greater China	-	-	-	-	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
直接輸出	Export	-	-	-	-	0.2	0.3	-	0.6	0.6	0.0			0.1	0.2	0.3	0.3	0.3	0.5	0.8	0.0
売上合計	Total	-	-	-	-	7.4	10.0	-	17.4	17.4	43.0	43.0	43.0	8.4	10.7	11.3	12.3	19.1	23.7	42.7	50.5

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	-	-	-	-	0.6	1.6	-	2.2	2.2	3.0	3.5	3.5	-0.3	0.7	1.3	1.2	0.3	2.5	2.8	5.0
営業利益率	O.I./Sales	-	-	-	-	8.1%	15.9%	-	12.6%	12.6%	7.0%	8.1%	8.1%	-	6.2%	11.8%	9.4%	1.8%	10.5%	6.6%	9.9%

前年比 Comparison

地域別売上	Sales by Region	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan	-	-	-	-	-	124.7%	-	-	-			
米州	Americas	-	-	-	-	-	-	-	-	-			
欧州	Europe	-	-	-	-	-	-	-	-	-			
中華圏	Greater China	-	-	-	-	-	-	-	-	-			
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-			
直接輸出	Export	-	-	-	-	-	74.3%	-	-	-			
売上合計	Total	-	-	-	-	-	123.0%	-	-	-	99.4%	99.4%	99.4%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	-	-	-	-	-	72.4%	-	-	-	94.3%	80.8%	80.8%

地域別売上	Sales by Region	FY25 (P):High end/ FY24 (A)
		Full (P):High end
日本	Japan	120.4%
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	118.2%

		Full (P):High end
営業利益	Operating Income	176.7%

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
地域別売上	Sales by Region																				
日本	Japan	3.3	2.1	0.4	1.6	1.3	-1.1	2.0	0.1	2.1	1.5			0.4	0.2	0.5	0.2	0.6	0.7	1.3	1.5
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	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	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	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	0.0	0.0	0.0	0.0
直接輸出	Export	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	0.0	0.0	0.0	0.0
売上合計	Total	3.3	2.1	0.4	1.6	1.3	-1.1	2.0	0.1	2.1	1.5	1.0	1.5	0.4	0.2	0.5	0.2	0.6	0.7	1.3	1.5

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	-22.1	-24.2	-5.3	-5.2	-7.0	-7.4	-10.5	-14.4	-24.9	-24.5	-24.0	-23.0	-5.3	-3.8	-5.3	-5.2	-9.1	-10.5	-19.6	-22.5
営業利益率	O.I./Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
地域別売上	Sales by Region												
日本	Japan	63.2%	102.4%	92.4%	14.0%	40.5%	-	29.8%	543.2%	59.8%			
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	63.2%	102.4%	92.4%	14.0%	40.5%	-	29.8%	543.2%	59.8%	85.2%	127.8%	85.2%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	-	-	-	-	-	-	-	-	-	-	-	85.2%

		FY25 (P):High end/ FY24 (A)
		Full (P):High end
地域別売上	Sales by Region	
日本	Japan	117.4%
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	117.4%

		Full (P):High end
営業利益	Operating Income	114.8%

セグメント別売上 Sales by Segment

(単位：十億円, Unit: Billion Yen)

		FY21	FY22	FY23							FY24	FY24	FY24	FY24								FY25
		Actual	Actual	Actual							Plan	Q2 Estimates	Q3 Estimates	Actual								Plan
												(Announced May 8)	(Announced Nov.6)	(Announced Feb. 10)								
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	
制御機器事業	IAB	418.1	485.7	110.6	99.8	91.5	91.7	210.4	183.2	393.6	355.0	358.0	362.0	85.6	88.8	91.5	94.8	174.5	186.3	360.8	371.0	
ヘルスケア事業	HCB	132.9	142.1	37.7	36.3	42.7	33.1	74.0	75.8	149.7	161.0	152.0	149.0	38.0	34.5	38.7	34.7	72.5	73.4	145.9	150.0	
社会システム事業	SSB	87.7	107.3	23.5	29.7	37.2	51.3	53.1	88.5	141.6	154.5	146.0	144.5	26.1	30.8	35.9	52.9	56.9	88.7	145.6	152.0	
電子部品事業	DMB	121.0	138.9	31.2	29.9	27.4	25.8	61.2	53.2	114.4	110.0	105.0	105.0	25.2	25.9	27.1	27.3	51.1	54.3	105.4	110.0	
データソリューション事業	DSB	-	-	-	-	7.4	10.0	-	17.4	17.4	43.0	43.0	43.0	8.4	10.7	11.3	12.3	19.1	23.7	42.7	50.5	
本社他（消去調整含む）	Eliminations & Corporate	3.3	2.1	0.4	1.6	1.3	-1.1	2.0	0.1	2.1	1.5	1.0	1.5	0.4	0.2	0.5	0.2	0.6	0.7	1.3	1.5	
合計	Total	762.9	876.1	203.4	197.3	207.3	210.8	400.7	418.1	818.8	825.0	805.0	805.0	183.7	190.9	205.1	222.1	374.6	427.1	801.8	835.0	

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
制御機器事業	IAB	116.2%	81.0%	77.4%	89.0%	100.1%	103.4%	82.9%	101.7%	91.7%	101.6%	100.8%	99.7%
ヘルケア事業	HCB	107.0%	105.3%	101.0%	94.9%	90.6%	104.8%	98.0%	96.8%	97.4%	90.6%	96.0%	97.9%
社会システム事業	SSB	122.3%	132.0%	111.1%	103.8%	96.6%	103.0%	107.0%	100.3%	102.8%	94.3%	99.7%	100.8%
電子部品事業	DMB	114.8%	82.4%	80.7%	86.5%	98.9%	105.7%	83.5%	102.2%	92.2%	95.9%	100.4%	100.4%
データソリューション事業	DSB	-	-	-	-	-	123.0%	-	-	-	99.4%	99.4%	99.4%
本社他（消去調整含む）	Eliminations & Corporate	63.2%	102.4%	92.4%	14.0%	40.5%	-	29.8%	543.2%	59.8%	85.2%	127.8%	85.2%
合計	Total	114.8%	93.5%	90.3%	96.8%	98.9%	105.4%	93.5%	102.2%	97.9%	97.2%	99.6%	99.6%

		FY25 (P):High end / FY24 (A)
		Full (P):High end
制御機器事業	IAB	102.8%
ヘルスケア事業	HCB	102.8%
社会システム事業	SSB	104.4%
電子部品事業	DMB	104.3%
データソリューション事業	DSB	118.2%
本社他（消去調整含む）	Eliminations & Corporate	-
合計	Total	104.1%

構成比 Composition

[illegible]

全社 地域別売上高 Total Sales by Region

(単位：十億円, Unit: Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual								FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	
日本	Japan	289.9	326.5	75.6	79.8	91.0	102.6	155.4	193.6	349.0	365.0	0.0	0.0	73.0	82.3	92.6	107.2	155.3	199.8	355.1	381.0	
米州	Americas	78.3	104.3	22.1	22.0	20.2	21.8	44.2	42.0	86.1	87.0	0.0	0.0	21.2	20.6	20.7	22.3	41.8	43.0	84.7	91.0	
欧州	Europe	120.4	140.1	35.3	33.0	30.0	30.6	68.3	60.6	128.9	121.0	0.0	0.0	27.5	29.4	31.1	31.4	57.0	62.4	119.4	119.5	
中華圏	Greater China	196.4	211.5	50.2	42.5	44.3	34.9	92.7	79.2	171.9	166.5	0.0	0.0	44.6	38.2	39.6	37.7	82.7	77.3	160.0	161.0	
東南アジア他	Asia Pacific	76.9	92.9	19.5	19.5	21.4	20.3	39.1	41.6	80.7	84.0	0.0	0.0	17.2	19.8	20.7	22.8	37.0	43.5	80.5	81.0	
直接輸出	Export	1.0	0.7	0.5	0.5	0.4	0.6	1.1	1.0	2.1	1.5	0.0	0.0	0.3	0.6	0.4	0.8	0.9	1.2	2.0	1.5	
合計	Total	762.9	876.1	203.4	197.3	207.3	210.8	400.7	418.1	818.8	825.0	805.0	805.0	183.7	190.9	205.1	222.1	374.6	427.1	801.8	835.0	

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)						
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)
日本	Japan	112.6%	106.9%	96.6%	103.2%	101.8%	104.5%	99.9%	103.2%	101.7%
米州	Americas	133.2%	82.6%	95.7%	93.6%	102.2%	102.4%	94.7%	102.3%	98.4%
欧州	Europe	116.4%	92.0%	77.9%	89.3%	103.5%	102.4%	83.4%	102.9%	92.6%
中華圏	Greater China	107.7%	81.3%	88.7%	89.8%	89.3%	107.9%	89.2%	97.5%	93.0%
東南アジア他	Asia Pacific	120.7%	86.9%	88.0%	101.6%	97.0%	112.5%	94.8%	104.5%	99.8%
直接輸出	Export	68.0%	294.8%	48.9%	112.4%	100.7%	125.0%	80.4%	115.2%	97.3%
合計	Total	114.8%	93.5%	90.3%	96.8%	98.9%	105.4%	93.5%	102.2%	97.9%

		FY25 (P):High end / FY24 (A)
		Full (P):High end
日本	Japan	107.3%
米州	Americas	107.4%
欧州	Europe	100.1%
中華圏	Greater China	100.6%
東南アジア他	Asia Pacific	100.6%
直接輸出	Export	74.2%
合計	Total	104.1%

構成比 Composition

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual								FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P);High end	
日本	Japan	38%	37%	37%	40%	44%	49%	39%	46%	43%	44%			40%	43%	45%	48%	41%	47%	44%	46%	
米州	Americas	10%	12%	11%	11%	10%	10%	11%	10%	11%	11%			12%	11%	10%	10%	11%	10%	11%	11%	
欧州	Europe	16%	16%	17%	17%	14%	15%	17%	15%	16%	15%			15%	15%	15%	14%	15%	15%	15%	14%	
中華圏	Greater China	26%	24%	25%	22%	21%	17%	23%	19%	21%	20%			24%	20%	19%	17%	22%	18%	20%	19%	
東南アジア他	Asia Pacific	10%	11%	10%	10%	10%	10%	10%	10%	10%	10%			9%	10%	10%	10%	10%	10%	10%	10%	
直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%	

			FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
Segment	Region		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
制御機器事業 IAB	日本	Japan	32%	30%	31%	33%	33%	32%	32%	32%	32%	31%			30%	31%	33%	32%	31%	32%	32%	33%
	米州	Americas	9%	11%	10%	11%	10%	12%	11%	11%	11%	11%			12%	11%	11%	11%	11%	11%	11%	11%
	欧州	Europe	19%	20%	22%	21%	20%	23%	21%	22%	21%	21%			19%	21%	20%	23%	20%	21%	21%	20%
	中華圏	Greater China	28%	27%	26%	24%	23%	21%	25%	22%	23%	23%			27%	24%	24%	21%	25%	22%	24%	23%
	東南アジア他	Asia Pacific	11%	12%	11%	12%	14%	13%	11%	13%	12%	14%			12%	13%	13%	14%	12%	13%	13%	13%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
ヘルスケア事業 HCB	日本	Japan	21%	19%	15%	16%	16%	18%	16%	17%	16%	16%			14%	19%	19%	16%	16%	18%	17%	18%
	米州	Americas	17%	20%	18%	19%	17%	22%	18%	19%	19%	19%			18%	20%	18%	22%	19%	20%	19%	20%
	欧州	Europe	17%	17%	19%	21%	19%	17%	20%	18%	19%	19%			21%	24%	25%	17%	23%	21%	22%	21%
	中華圏	Greater China	33%	31%	39%	32%	36%	29%	35%	33%	34%	34%			37%	24%	24%	30%	31%	27%	29%	28%
	東南アジア他	Asia Pacific	12%	13%	9%	12%	11%	14%	10%	13%	12%	12%			9%	13%	13%	15%	11%	14%	12%	12%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
社会システム事業 SSB	日本	Japan	99%	100%	98%	99%	100%	100%	98%	100%	99%	99%			100%	99%	100%	100%	99%	100%	100%	99%
	米州	Americas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	欧州	Europe	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	中華圏	Greater China	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	東南アジア他	Asia Pacific	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	直接輸出	Export	0%	0%	2%	1%	0%	0%	1%	0%	1%	1%			0%	1%	0%	0%	1%	0%	0%	1%
電子部品事業 DMB	日本	Japan	30%	31%	37%	33%	31%	29%	35%	30%	33%	29%			28%	26%	28%	25%	27%	26%	27%	26%
	米州	Americas	14%	17%	13%	14%	15%	15%	13%	15%	14%	16%			16%	16%	14%	16%	16%	15%	16%	18%
	欧州	Europe	13%	13%	14%	15%	13%	16%	15%	15%	15%	15%			11%	11%	12%	14%	11%	13%	12%	12%
	中華圏	Greater China	30%	27%	22%	25%	27%	24%	24%	26%	25%	25%			31%	32%	31%	29%	31%	30%	31%	30%
	東南アジア他	Asia Pacific	12%	12%	13%	13%	14%	15%	13%	14%	13%	14%			14%	15%	14%	16%	14%	15%	15%	15%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
データソリューション事業 DSB	日本	Japan	-	-	-	-	97%	97%	-	97%	97%	100%			99%	99%	98%	98%	99%	98%	98%	100%
	米州	Americas	-	-	-	-	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%
	中華圏	Greater China	-	-	-	-	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%
	直接輸出	Export	-	-	-	-	3%	3%	-	3%	3%	0%			1%	1%	2%	2%	1%	2%	2%	0%
本社他 (消去調整含む) Eliminations & Corporate	日本	Japan	100%	100%	100%	100%	100%	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%	0%	0%	0%	0%
	欧州	Europe	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	中華圏	Greater China	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	東南アジア他	Asia Pacific	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	直接輸出	Export	0%	0%	0%	0%	0%	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)

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov.6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
制御機器事業	IAB	76.3	85.8	12.2	5.2	0.9	3.1	17.4	4.0	21.5	27.5	36.0	39.0	7.2	10.2	11.2	7.7	17.4	18.9	36.3	40.0
ヘルスクア事業	HCB	18.5	16.0	4.8	4.9	6.8	1.9	9.7	8.7	18.5	22.0	18.5	17.5	4.8	3.8	5.5	3.4	8.6	8.9	17.5	18.5
社会システム事業	SSB	6.5	7.5	0.0	1.3	4.2	8.5	1.3	12.7	14.0	17.0	16.5	16.5	-0.1	2.0	3.9	11.0	2.0	14.8	16.8	20.0
電子部品事業	DMB	10.1	15.5	2.5	0.1	0.5	0.0	2.7	0.5	3.1	4.0	1.5	0.5	0.1	0.0	0.1	0.1	0.1	0.2	0.3	4.0
データソリューション事業	DSB	-	-	-	-	0.6	1.6	-	2.2	2.2	3.0	3.5	3.5	-0.3	0.7	1.3	1.2	0.3	2.5	2.8	5.0
本社他（消去調整含む）	Eliminations & Corporate	-22.1	-24.2	-5.3	-5.2	-7.0	-7.4	-10.5	-14.4	-24.9	-24.5	-24.0	-23.0	-5.3	-3.8	-5.3	-5.2	-9.1	-10.5	-19.6	-22.5
合計	Total	89.3	100.7	14.3	6.3	5.9	7.8	20.7	13.7	34.3	49.0	52.0	54.0	6.3	13.0	16.7	18.1	19.2	34.8	54.0	65.0

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (E) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (E)	Full (A)
制御機器事業	IAB	112.6%	25.0%	58.5%	196.5%	1283.0%	244.3%	99.6%	470.6%	169.0%	131.9%	100.8%	93.0%
ヘルスクア事業	HCB	86.4%	115.3%	98.8%	78.2%	80.4%	177.2%	88.4%	101.7%	94.7%	79.5%	94.5%	99.9%
社会システム事業	SSB	115.1%	187.2%	-	152.1%	91.7%	129.2%	147.9%	116.8%	119.7%	98.7%	101.7%	101.7%
電子部品事業	DMB	153.7%	20.3%	2.0%	35.9%	16.3%	-	3.6%	44.1%	9.7%	7.6%	20.4%	61.2%
データソリューション事業	DSB	-	-	-	-	-	72.4%	-	-	-	94.3%	80.8%	80.8%
本社他（消去調整含む）	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	-	-	85.2%
合計	Total	112.7%	34.1%	43.8%	204.2%	281.6%	233.4%	93.1%	254.3%	157.4%	110.3%	103.9%	100.1%

		FY25 (P):High end / FY24 (A)
		Full (P):High end
制御機器事業	IAB	110.3%
ヘルスクア事業	HCB	105.8%
社会システム事業	SSB	119.1%
電子部品事業	DMB	1307.2%
データソリューション事業	DSB	176.7%
本社他（消去調整含む）	Eliminations & Corporate	114.8%
合計	Total	120.3%

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

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
制御機器事業	IAB	18.2%	17.7%	11.1%	5.2%	1.0%	3.4%	8.3%	2.2%	5.5%	7.7%	10.1%	10.8%	8.4%	11.5%	12.3%	8.1%	10.0%	10.1%	10.1%	10.8%
ヘルスクア事業	HCB	14.0%	11.3%	12.8%	13.5%	15.9%	5.8%	13.2%	11.5%	12.3%	13.7%	12.2%	11.7%	12.5%	11.1%	14.1%	9.8%	11.9%	12.1%	12.0%	12.3%
社会システム事業	SSB	7.4%	7.0%	-	4.5%	11.3%	16.6%	2.5%	14.4%	9.9%	11.0%	11.3%	11.4%	-	6.6%	10.7%	20.8%	3.4%	16.7%	11.5%	13.2%
電子部品事業	DMB	8.3%	11.2%	8.1%	0.4%	1.7%	0.0%	4.4%	0.9%	2.8%	3.6%	1.4%	0.5%	0.2%	0.2%	0.3%	0.5%	0.2%	0.4%	0.3%	3.6%
データソリューション事業	DSB	-	-	-	-	8.1%	15.9%	-	12.6%	12.6%	7.0%	8.1%	8.1%	-	6.2%	11.8%	9.4%	1.8%	10.5%	6.6%	9.9%
本社他（消去調整含む）	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
合計	Total	11.7%	11.5%	7.0%	3.2%	2.9%	3.7%	5.2%	3.3%	4.2%	5.9%	6.5%	6.7%	3.4%	6.8%	8.1%	8.2%	5.1%	8.2%	6.7%	7.8%

セグメント別研究開発費 R&D Expenditures by Segment

(単位: 十億円, Unit: Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 (A) / FY23 (A)
制御機器事業	IAB	22.6	27.0	25.9	21.6	83%
ヘルスケア事業	HCB	7.9	7.9	8.3	8.1	98%
社会システム事業	SSB	3.5	3.5	4.3	4.7	108%
電子部品事業	DMB	5.2	5.3	4.9	4.5	90%
データソリューション事業	DSB			0.1	0.1	-
本社他 (消去調整含む)	Eliminations & Corporate	5.2	6.5	6.6	5.4	82%
合計	Total	44.3	50.2	50.1	44.3	89%

セグメント別設備投資 Capital Expenditures by Segment

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 (A) / FY23 (A)
制御機器事業	IAB	7.1	9.3	7.8	6.1	78%
ヘルスケア事業	HCB	4.4	6.6	4.2	5.1	122%
社会システム事業	SSB	2.8	3.4	5.2	4.7	90%
電子部品事業	DMB	6.1	8.6	7.2	6.8	94%
データソリューション事業	DSB			1.2	3.7	-
本社他 (消去調整含む)	Eliminations & Corporate	13.9	17.2	18.2	20.2	111%
合計	Total	34.2	45.0	43.7	46.5	106%

セグメント別減価償却費 Depreciation by Segment

	Depreciation Results	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 (A) / FY23 (A)
制御機器事業	IAB	5.9	6.4	7.2	7.2	100%
ヘルスケア事業	HCB	3.1	3.6	3.7	3.9	106%
社会システム事業	SSB	2.1	2.5	3.3	3.3	100%
電子部品事業	DMB	6.7	7.4	7.7	7.4	96%
データソリューション事業	DSB			1.2	2.8	-
本社他 (消去調整含む)	Eliminations & Corporate	5.6	6.6	7.8	8.9	114%
合計	Total	23.4	26.6	30.8	33.5	109%

構成比 Composition

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual
制御機器事業	IAB	51%	54%	52%	49%
ヘルスケア事業	HCB	18%	16%	17%	18%
社会システム事業	SSB	8%	7%	9%	11%
電子部品事業	DMB	12%	10%	10%	10%
データソリューション事業	DSB	0%	0%	0%	0%
本社他 (消去調整含む)	Eliminations & Corporate	12%	13%	13%	12%
合計	Total	100%	100%	100%	100%

構成比 Composition

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual
制御機器事業	IAB	21%	21%	18%	13%
ヘルスケア事業	HCB	13%	15%	10%	11%
社会システム事業	SSB	8%	8%	12%	10%
電子部品事業	DMB	18%	19%	16%	15%
データソリューション事業	DSB	0%	0%	3%	8%
本社他 (消去調整含む)	Eliminations & Corporate	41%	38%	42%	43%
合計	Total	100%	100%	100%	100%

構成比 Composition

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual
制御機器事業	IAB	25%	24%	23%	21%
ヘルスケア事業	HCB	13%	14%	12%	12%
社会システム事業	SSB	9%	10%	11%	10%
電子部品事業	DMB	29%	28%	25%	22%
データソリューション事業	DSB	0%	0%	4%	8%
本社他 (消去調整含む)	Eliminations & Corporate	24%	25%	25%	27%
合計	Total	100%	100%	100%	100%

注記 Notes

1	2026年3月期の連結業績予想については、レンジ形式により開示しています。 The consolidated earnings forecast for the fiscal year ending March 2026 is disclosed in a range format.
2	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。 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.
3	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。 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.
4	（DSB）の2024年3月期実績には、当社が2023年10月16日に連結子会社化したJMDC社の、同日以降の財務数値を含めています。 Actual results for the fiscal year ended March 31, 2024, include the financial results of JMDC beginning October 16, 2023, the day on which JMDC became a consolidated Company subsidiary.