

2026年3月期 第3四半期 オムロングループ財務データ集

OMRON Group Reference Data for FY2025 Q3

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<セグメントの名称 Name of Business Segments>

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

<エリアの名称 Definition of Region>

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

注意 Notes:

- 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2026年2月5日に作成・発表したものです。
This reference data was produced and announced on February 5, 2026.

(単位: 億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)		FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	Full (P):Low end	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
売上高	Sales	762.9	876.1	818.8	183.7	190.9	205.1	222.1	374.6	427.1	801.8	835.0	820.0	845.0	189.5	204.0	220.8	240.7	393.4	461.6	855.0
売上原価	Cost of Sales	416.1	482.2	472.3	100.2	104.4	113.4	126.6	204.6	240.0	444.6	461.5	457.5	471.5	106.4	114.5	123.9	134.7	220.9	258.6	479.5
売上総利益	Gross Profit	346.8	393.9	346.5	83.5	86.5	91.7	95.4	170.0	187.1	357.1	373.5	362.5	373.5	83.1	89.4	97.0	106.0	172.5	203.0	375.5
その他販管費	SG&A	213.2	243.0	262.0	66.1	63.1	64.1	65.5	129.2	129.6	258.8	258.5	256.5	262.0	64.2	64.9	67.9	66.9	129.2	134.8	264.0
	R&D費	44.3	50.2	50.1	11.1	10.5	10.9	11.8	21.6	22.7	44.3	50.0	50.0	51.5	12.5	13.2	12.9	13.0	25.6	25.9	51.5
販管費合計	SG&A + R&D	257.5	293.2	312.1	77.2	73.6	75.0	77.3	150.8	152.3	303.1	308.5	306.5	313.5	76.7	78.1	80.8	79.9	154.8	160.7	315.5
営業利益	Operating Income	89.3	100.7	34.3	6.3	13.0	16.7	18.1	19.2	34.8	54.0	65.0	56.0	60.0	6.4	11.3	16.1	26.1	17.7	42.3	60.0
営業外損益	Non-operating Income (loss),net	2.6	2.3	-0.6	18.8	0.8	0.4	5.1	19.6	5.5	25.0	7.0	7.0	5.5	-2.3	3.0	6.7	0.1	0.7	6.8	7.5
税引前当期純利益	NIBT	86.7	98.4	35.0	-12.5	12.2	16.3	13.0	-0.3	29.3	29.0	58.0	49.0	54.5	8.7	8.3	9.4	26.1	17.0	35.5	52.5
法人税等	Income Taxes	23.0	24.9	10.5	-2.7	5.0	4.6	6.6	2.3	11.1	13.4	17.5	15.0	20.0	1.5	4.4	2.7	10.5	5.9	13.1	19.0
持分法投資損益	Equity in loss (earnings) of affiliates	1.6	-1.1	14.5	-0.4	0.1	0.2	0.8	-0.3	1.0	0.7	0.5	0.5	1.5	0.1	1.2	0.2	0.0	1.2	0.3	1.5
当期純利益	Net income	62.0	74.5	9.9	-9.4	7.0	11.6	5.6	-2.3	17.2	14.9	40.0	33.5	33.0	7.2	2.8	6.5	15.5	10.0	22.0	32.0
非支配持分帰属損益	Net income attributable to noncontrolling interests	0.6	0.7	1.8	0.3	0.7	1.1	-3.5	1.0	-2.4	-1.4	4.5	4.5	4.0	0.4	0.5	1.2	0.9	0.9	2.1	3.0
当社株主に帰属する当期純利益	Net income attributable to OMRON shareholders	61.4	73.9	8.1	-9.6	6.3	10.5	9.1	-3.3	19.6	16.3	35.5	29.0	29.0	6.8	2.2	5.3	14.7	9.0	20.0	29.0
売上総利益率	Gross Profit / Sales	45.5%	45.0%	42.3%	45.4%	45.3%	44.7%	43.0%	45.4%	43.8%	44.5%	44.7%	44.2%	44.2%	43.9%	43.8%	43.9%	44.0%	43.9%	44.0%	43.9%
その他販管費比率	SG&A / Sales	27.9%	27.7%	32.0%	36.0%	33.0%	31.3%	29.5%	34.5%	30.3%	32.3%	31.0%	31.3%	31.0%	33.9%	31.8%	30.8%	27.8%	32.8%	29.2%	30.9%
R&D費比率	R&D / Sales	5.8%	5.7%	6.1%	6.0%	5.5%	5.3%	5.3%	5.8%	5.3%	5.5%	6.0%	6.1%	6.1%	6.6%	6.5%	5.8%	5.4%	6.5%	5.6%	6.0%
販管費（合計）比率	(SG&A + R&D) / Sales	33.8%	33.5%	38.1%	42.0%	38.5%	36.6%	34.8%	40.2%	35.7%	37.8%	36.9%	37.4%	37.1%	40.5%	38.3%	36.6%	33.2%	39.3%	34.8%	36.9%
営業利益率	O.I. / Sales	11.7%	11.5%	4.2%	3.4%	6.8%	8.1%	8.2%	5.1%	8.2%	6.7%	7.8%	6.8%	7.1%	3.4%	5.6%	7.3%	10.9%	4.5%	9.2%	7.0%
設備投資*	Capex	33.4	45.0	45.4	10.6	11.6	12.0	14.8	22.2	26.8	49.0	57.0	57.0	56.0	11.1	11.9	12.4	20.1	23.0	32.5	55.5
減価償却費	Depreciation	23.4	26.6	30.8	8.4	8.4	8.1	8.5	16.8	16.6	33.5	36.5	36.5	33.5	8.2	8.3	8.5	9.0	16.5	17.5	34.0
外為(期中平均レート)	Exchange Rate (Yen)	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	Full (P):Low end	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
USD (円)	USD	112.1	135.2	143.9	154.6	152.8	149.0	154.1	153.7	151.6	152.6	140.0	140.0	145.7	145.7	147.0	153.2	150.0	146.4	151.6	149.0
EUR (円)	EUR	130.5	140.9	156.3	166.7	165.9	161.8	160.3	166.3	161.0	163.7	160.0	160.0	165.9	162.9	170.6	178.1	175.0	166.8	176.6	171.7
人民元 (円)	CNY	17.4	19.7	20.1	21.3	21.2	20.9	21.1	21.2	21.0	21.1	20.0	20.0	20.2	20.1	20.5	21.6	21.5	20.3	21.5	20.9
ROIC	ROIC	9.6%	10.4%	1.0%							1.8%	Approx.4%	Approx.3%	Approx.3%							Approx.3%
ROE	ROE	9.7%	10.6%	1.1%							2.1%	Approx.4%	Approx.3%	Approx.3%							Approx.3%
EPS (円)	EPS (Yen)	305.7	372.2	41.2							82.6	180.3	147.3	147.4							147.4
前年比	Comparison	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)							FY25 (E) / FY25 (P) High End	FY25 (E) / FY25 (P) Low End	FY25 (E) / FY25 (Q2 E)							
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (P):High end	Full (P):Low end	Full (E)							
売上高	Sales	114.8%	93.5%	97.9%	103.1%	106.8%	107.7%	108.4%	105.0%	108.1%	106.6%	102.4%	104.3%	101.2%							
売上原価	Cost of Sales	115.9%	97.9%	94.1%	106.1%	109.7%	109.3%	106.4%	108.0%	107.8%	107.8%	103.9%	104.8%	101.7%							
売上総利益	Gross Profit	113.6%	88.0%	103.1%	99.5%	103.4%	105.7%	111.1%	101.5%	108.5%	105.1%	100.5%	103.6%	100.5%							
その他販管費	SG&A	114.0%	107.8%	98.8%	97.1%	103.0%	106.0%	102.2%	100.0%	104.1%	102.0%	102.1%	102.9%	100.8%							
	R&D費	113.3%	99.9%	88.4%	112.5%	125.3%	118.1%	109.6%	118.7%	113.7%	116.2%	103.0%	103.0%	-							
販管費合計	SG&A + R&D	113.9%	106.5%	97.1%	99.4%	106.2%	107.7%	103.3%	102.7%	105.5%	104.1%	102.3%	102.9%	100.6%							
営業利益	Operating Income	112.7%	34.1%	157.4%	101.7%	87.5%	96.8%	144.2%	92.2%	121.5%	111.0%	92.3%	107.1%	-							
税引前当期純利益	NIBT	113.5%	35.5%	83.0%	-	68.5%	57.7%	200.1%	-	120.9%	181.0%	90.5%	107.1%	96.3%							
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	120.3%	11.0%	200.7%	-	35.4%	50.4%	161.2%	-	101.9%	178.2%	81.7%	-	-							
設備投資	Capex	135.0%	100.8%	108.0%	104.7%	103.1%	102.8%	135.9%	103.9%	121.1%	113.3%	97.4%	97.4%	99.1%							
減価償却費	Depreciation	113.8%	115.9%	108.5%	97.3%	98.8%	105.0%	105.5%	98.1%	105.3%	101.6%	93.2%	93.2%	101.5%							

*From the first quarter of fiscal year 2025, capital expenditures have been revised to reflect figures based on capital spending. In line with this change, historical data prior to fiscal year 2024 has also been retroactively adjusted.

(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
地域別売上	Sales by Region																			
日本	Japan	135.1	148.1	127.2	25.8	28.0	30.2	30.0	53.8	60.2	114.0	123.0		27.3	28.1	28.8		55.4		
米州	Americas	38.2	51.6	41.8	10.3	9.7	9.7	10.4	20.0	20.1	40.1	41.0		10.7	9.8	10.5		20.5		
欧州	Europe	81.2	97.8	84.2	16.7	18.3	18.2	21.5	35.0	39.7	74.6	74.5		18.4	19.7	19.9		38.1		
中華圏	Greater China	117.1	129.7	92.4	22.7	21.4	21.9	19.4	44.1	41.3	85.4	85.5		26.9	23.6	27.6		50.6		
東南アジア他	Asia Pacific	46.5	58.4	48.0	10.2	11.5	11.6	13.5	21.7	25.1	46.8	47.0		11.3	13.0	14.2		24.3		
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		
売上合計	Total	418.1	485.7	393.6	85.6	88.8	91.5	94.8	174.5	186.3	360.8	371.0	386.0	94.6	94.2	101.1	106.1	188.8	207.2	396.0

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	76.3	85.8	21.5	7.2	10.2	11.2	7.7	17.4	18.9	36.3	40.0	40.0	10.9	7.9	9.7	13.0	18.8	22.7	41.5
営業利益率	O.I./Sales	18.2%	17.7%	5.5%	8.4%	11.5%	12.3%	8.1%	10.0%	10.1%	10.1%	10.8%	10.4%	11.6%	8.4%	9.6%	12.2%	10.0%	10.9%	10.5%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)							FY25 (E) / FY25 (P)	FY25 (E) / FY25 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
地域別売上	Sales by Region												
日本	Japan	109.6%	85.8%	89.6%	105.7%	100.3%	95.2%		102.9%				
米州	Americas	135.0%	81.0%	95.9%	104.2%	101.3%	108.3%		102.8%				
欧州	Europe	120.6%	86.1%	88.6%	110.5%	107.4%	109.8%		108.9%				
中華圏	Greater China	110.8%	71.2%	92.4%	118.5%	110.7%	126.4%		114.7%				
東南アジア他	Asia Pacific	125.6%	82.2%	97.4%	111.1%	112.9%	122.7%		112.1%				
直接輸出	Export	150.0%	8.9%	0.0%	-	-	-		-				
売上合計	Total	116.2%	81.0%	91.7%	110.5%	106.0%	110.4%	112.0%	108.2%	111.2%	109.8%	106.7%	102.6%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
営業利益	Operating Income	112.6%	25.0%	169.0%	152.8%	77.4%	86.3%	168.9%	108.5%	119.9%	114.4%	103.8%	103.8%

(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
地域別売上	Sales by Region																			
日本	Japan	27.8	26.7	24.5	5.3	6.4	7.4	5.6	11.8	13.0	24.7	26.5		5.1	5.3	7.4		10.4		
米州	Americas	22.7	28.5	28.2	6.8	6.8	7.1	7.5	13.6	14.6	28.2	30.5		6.5	7.1	7.5		13.6		
欧州	Europe	23.0	23.8	28.0	8.2	8.2	9.7	5.9	16.4	15.6	32.0	32.0		7.7	8.7	9.7		16.4		
中華圏	Greater China	43.3	44.7	51.3	14.1	8.4	9.3	10.4	22.5	19.7	42.2	42.5		8.5	9.2	11.5		17.7		
東南アジア他	Asia Pacific	15.5	17.8	17.2	3.5	4.5	5.2	5.0	8.0	10.2	18.2	18.0		3.4	5.0	5.1		8.4		
直接輸出	Export	0.5	0.6	0.5	0.1	0.1	0.1	0.2	0.2	0.3	0.5	0.5		0.1	0.1	0.1		0.3		
売上合計	Total	132.9	142.1	149.7	38.0	34.5	38.7	34.7	72.5	73.4	145.9	150.0	140.0	31.2	35.5	41.3	37.0	66.7	78.3	145.0

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	18.5	16.0	18.5	4.8	3.8	5.5	3.4	8.6	8.9	17.5	18.5	14.5	1.4	4.3	5.5	3.8	5.7	9.3	15.0
営業利益率	O.I./Sales	14.0%	11.3%	12.3%	12.5%	11.1%	14.1%	9.8%	11.9%	12.1%	12.0%	12.3%	10.4%	4.6%	12.0%	13.3%	10.3%	8.5%	11.9%	10.3%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)							FY25 (E) / FY25 (P)	FY25 (E) / FY25 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
地域別売上	Sales by Region												
日本	Japan	95.8%	91.9%	101.0%	96.1%	82.5%	100.4%		88.6%				
米州	Americas	125.9%	98.9%	99.9%	95.2%	104.7%	106.5%		100.0%				
欧州	Europe	103.5%	117.5%	114.2%	93.9%	106.4%	99.9%		100.2%				
中華圏	Greater China	103.2%	114.7%	82.4%	60.0%	109.6%	123.6%		78.5%				
東南アジア他	Asia Pacific	114.6%	96.7%	105.8%	96.0%	111.0%	99.2%		104.4%				
直接輸出	Export	123.9%	89.2%	99.6%	111.1%	120.0%	88.2%		115.7%				
売上合計	Total	107.0%	105.3%	97.4%	82.1%	103.0%	106.7%	106.6%	92.0%	106.7%	99.4%	96.7%	103.6%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
営業利益	Operating Income	86.4%	115.3%	94.7%	30.3%	111.0%	100.3%	111.9%	66.2%	104.8%	85.8%	81.1%	103.4%

(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
地域別売上	Sales by Region																			
日本	Japan	87.2	107.2	140.6	25.7	29.9	35.4	51.8	55.6	87.2	142.8	149.0		24.8	31.3	33.3		561		
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		
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		
中華圏	Greater China	0.1	0.0	0.2	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		
直接輸出	Export	0.4	0.1	0.8	0.0	0.4	0.0	0.2	0.4	0.3	0.6	10.0		0.0	0.6	0.3		6.3		
売上合計* (組み替え後)	Total (After reclassification)	-	-	-	25.7	30.3	35.4	52.1	56.0	87.4	143.4	150.0	150.0	24.8	31.9	33.6	54.7	56.7	88.3	145.0
売上合計* (組み替え前)	Total (Before reclassification)	87.7	107.3	141.6	26.1	30.8	35.9	52.9	56.9	88.7	145.6	152.0	-	25.2	32.5	-	-	57.7	-	-

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (E)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益 (組み替え後)	Operating Income (After reclassification)	-	-	-	0.4	1.3	4.0	9.7	1.7	13.7	15.3	18.5	20.0	0.1	2.0	3.7	13.7	2.2	17.3	19.5
営業利益率 (組み替え後)	O.I./Sales (After reclassification)	-	-	-	1.5%	4.2%	11.2%	18.7%	2.9%	15.7%	10.7%	12.3%	13.3%	0.6%	6.3%	10.9%	25.0%	3.8%	19.6%	13.4%
営業利益 (組み替え前)	Operating Income (Before reclassification)	6.5	7.5	14.0	-0.1	2.0	3.9	11.0	2.0	14.8	16.8	20.0	-	-0.2	3.0	-	-	2.8	-	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassification)	7.4%	7.0%	9.9%	-	6.6%	10.7%	20.8%	3.4%	16.7%	11.5%	13.2%	-	-	9.2%	-	-	4.8%	-	-

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)							FY25 (E) / FY25 (P)	FY25 (E) / FY25 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
地域別売上	Sales by Region												
日本	Japan	122.9%	131.1%	-	96.3%	104.8%	94.2%		100.9%				
米州	Americas	-	-	-	-	-	-		-				
欧州	Europe	-	-	-	-	-	-		-				
中華圏	Greater China	13.5%	1638.5%	-	0.0%	-	-		-				
東南アジア他	Asia Pacific	-	-	-	-	-	-		-				
直接輸出	Export	16.8%	1314.5%	-	44.4%	178.6%	6625.0%		175.3%				
売上合計 (組み替え後)	Total (After reclassification)	-	-	-	96.3%	105.5%	94.9%	105.1%	101.3%	101.0%	101.1%	96.7%	96.7%
売上合計 (組み替え前)	Total (Before reclassification)	122.3%	132.0%	102.8%	96.5%	105.6%	-		101.4%	-	-	-	-

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
営業利益 (組み替え後)	Operating Income (After reclassification)	-	-	-	38.3%	158.6%	92.6%	140.4%	130.6%	126.6%	127.1%	105.4%	97.5%
営業利益 (組み替え前)	Operating Income (Before reclassification)	115.1%	187.2%	119.7%	-	148.0%	-	-	141.9%	-	-	-	-

*Please refer to Note 3 on page 13 for details. Figures before reclassification are disclosed for reference. YoY comparisons of sales by region for FY2023 are not presented, as they would compare figures before and after the reclassification.

(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
地域別売上	Sales by Region																			
日本	Japan	36.4	42.5	37.8	7.1	6.7	7.6	6.8	13.8	14.4	28.2	28.5		6.9	7.7	7.9		14.7		
米州	Americas	17.4	24.2	16.2	4.1	4.1	3.9	4.4	8.2	8.3	16.5	19.5		4.2	4.9	5.1		9.1		
欧州	Europe	16.3	18.5	16.7	2.7	2.9	3.2	3.9	5.6	7.2	12.8	13.0		3.0	3.5	3.3		6.5		
中華圏	Greater China	35.8	37.0	28.1	7.7	8.4	8.5	7.8	16.1	16.3	32.3	33.0		9.1	8.8	9.4		17.9		
東南アジア他	Asia Pacific	14.9	16.7	15.4	3.5	3.8	3.9	4.3	7.3	8.2	15.5	16.0		4.2	4.1	4.5		8.3		
直接輸出	Export	0.2	0.0	0.2	0.0	0.0	0.0	0.1	0.0	0.1	0.1	0.0		0.0	0.0	0.0		0.1		
売上合計	Total	121.0	138.9	114.4	25.2	25.9	27.1	27.3	51.1	54.3	105.4	110.0	115.0	27.5	29.2	30.3	28.1	56.6	58.4	115.0

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	10.1	15.5	3.1	0.1	0.0	0.1	0.1	0.1	0.2	0.3	4.0	4.0	0.4	0.9	0.8	0.4	1.3	1.2	2.5
営業利益率	O.I./Sales	8.3%	11.2%	2.8%	0.2%	0.2%	0.3%	0.5%	0.2%	0.4%	0.3%	3.6%	3.5%	1.5%	3.0%	2.6%	1.5%	2.3%	2.1%	2.2%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)							FY25 (E) / FY25 (P)	FY25 (E) / FY25 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
地域別売上	Sales by Region												
日本	Japan	116.6%	89.1%	74.5%	97.9%	114.7%	104.3%		106.1%				
米州	Americas	138.8%	66.9%	102.1%	101.7%	120.1%	132.2%		110.9%				
欧州	Europe	113.6%	90.3%	76.5%	109.9%	121.8%	102.2%		116.1%				
中華圏	Greater China	103.5%	75.7%	115.2%	117.9%	105.6%	111.3%		111.5%				
東南アジア他	Asia Pacific	111.9%	92.5%	100.7%	119.7%	108.0%	115.7%		113.6%				
直接輸出	Export	12.8%	781.8%	67.4%	63.2%	-	280.0%		357.1%				
売上合計	Total	114.8%	82.4%	92.2%	108.9%	112.6%	111.9%	103.0%	110.8%	107.4%	109.1%	104.5%	-

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
営業利益	Operating Income	153.7%	20.3%	9.7%	814.6%	1924.6%	1036.8%	319.3%	1336.5%	580.6%	817.0%	62.5%	62.5%

(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
地域別売上	Sales by Region																			
日本	Japan	-	-	16.8	8.3	10.6	11.1	12.0	18.8	23.1	42.0	50.5		10.4	12.2	13.6		22.6		
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		
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	-	-	0.6	0.1	0.2	0.3	0.3	0.3	0.5	0.8	0.0		0.2	0.1	0.2		0.3		
売上合計	Total	-	-	17.4	8.4	10.7	11.3	12.3	19.1	23.7	42.7	50.5	51.0	10.6	12.3	13.8	14.3	22.9	28.1	51.0

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	-	-	2.2	-0.3	0.7	1.3	1.2	0.3	2.5	2.8	5.0	5.0	-0.1	0.8	1.9	2.3	0.8	4.2	5.0
営業利益率	O.I./Sales	-	-	12.6%	-	6.2%	11.8%	9.4%	1.8%	10.5%	6.6%	9.9%	9.8%	-	6.9%	13.7%	16.4%	3.3%	15.1%	9.8%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)							FY25 (E) / FY25 (P)	FY25 (E) / FY25 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
地域別売上	Sales by Region												
日本	Japan	-	-	-	126.2%	115.3%	123.1%		120.1%				
米州	Americas	-	-	-	-	-	-		-				
欧州	Europe	-	-	-	-	-	-		-				
中華圏	Greater China	-	-	-	0.0%	0.0%	0.0%		0.0%				
東南アジア他	Asia Pacific	-	-	-	-	-	-		-				
直接輸出	Export	-	-	-	191.7%	61.9%	68.5%		115.2%				
売上合計	Total	-	-	-	127.0%	114.5%	121.8%	116.0%	120.0%	118.8%	119.3%	101.0%	-

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
営業利益	Operating Income	-	-	-	-	127.8%	141.3%	203.8%	225.1%	170.2%	176.7%	-	-

本社他(消去調整含む) Eliminations & Corporate

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(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
地域別売上	Sales by Region																			
日本	Japan	3.3	2.1	2.1	0.8	0.8	1.0	1.0	1.5	2.0	3.5	3.5		0.8	0.9	0.8		1.7		
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		
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		
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		
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		
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		
売上合計* (組み替え後)	Total (After reclassification)	-	-	-	0.8	0.8	1.0	1.0	1.5	2.0	3.5	3.5	3.0	0.8	0.9	0.8	0.5	1.7	1.3	3.0
売上合計* (組み替え前)	Total (Before reclassification)	3.3	2.1	2.1	0.4	0.2	0.5	0.2	0.6	0.7	1.3	1.5	-	0.3	0.3	-	-	0.7	-	-

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益 (組み替え後)	Operating Income (After reclassification)	-	-	-	-5.8	-3.1	-5.4	-4.0	-8.8	-9.4	-18.2	-21.0	-23.5	-6.5	-4.5	-5.4	-7.1	-11.0	-12.5	-23.5
営業利益率 (組み替え後)	O.I./Sales (After reclassification)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
営業利益 (組み替え前)	Operating Income (Before reclassification)	-22.1	-24.2	-24.9	-5.3	-3.8	-5.3	-5.2	-9.1	-10.5	-19.6	-22.5	-	-6.1	-5.5	-	-	-11.6	-	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassification)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)							FY25 (E) / FY25 (P)	FY25 (E) / FY25 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
地域別売上	Sales by Region												
日本	Japan	63.2%	102.4%	-	100.1%	122.6%	74.7%		111.3%				
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 (組み替え後)	Total (After reclassification)	-	-	-	100.1%	122.6%	74.7%	56.7%	111.3%	66.0%	85.5%	85.7%	-
売上合計 (組み替え前)	Total (Before reclassification)	63.2%	102.4%	59.8%	91.5%	154.9%	-	-	115.2%	-	-	-	-

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

*Please refer to Note 3 on page 13 for details. Figures before reclassification are disclosed for reference. YoY comparisons of sales by region for FY2023 are not presented, as they would compare figures before and after the reclassification.

セグメント別売上 Sales by Segment

(単位：億円, Unit: 0.1 Billion Yen)

		FY21	FY22	FY23	FY24							FY25	FY25	FY25						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual & Estimates						
													(Announced May 8)	(Announced Nov.7)	(Announced February 5)					
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	418.1	485.7	393.6	85.6	88.8	91.5	94.8	174.5	186.3	360.8	371.0	386.0	94.6	94.2	101.1	106.1	188.8	207.2	396.0
ヘルスケア事業	HCB	132.9	142.1	149.7	38.0	34.5	38.7	34.7	72.5	73.4	145.9	150.0	140.0	31.2	35.5	41.3	37.0	66.7	78.3	145.0
社会システム事業＊	SSB	87.7	107.3	141.6	25.7	30.3	35.4	52.1	56.0	87.4	143.4	150.0	150.0	24.8	31.9	33.6	54.7	56.7	88.3	145.0
電子部品事業	DMB	121.0	138.9	114.4	25.2	25.9	27.1	27.3	51.1	54.3	105.4	110.0	115.0	27.5	29.2	30.3	28.1	56.6	58.4	115.0
データソリューション事業	DSB	-	-	17.4	8.4	10.7	11.3	12.3	19.1	23.7	42.7	50.5	51.0	10.6	12.3	13.8	14.3	22.9	28.1	51.0
本社他（消去調整含む）＊	Eliminations & Corporate	3.3	2.1	2.1	0.8	0.8	1.0	1.0	1.5	2.0	3.5	3.5	3.0	0.8	0.9	0.8	0.5	1.7	1.3	3.0
合計	Total	762.9	876.1	818.8	183.7	190.9	205.1	222.1	374.6	427.1	801.8	835.0	845.0	189.5	204.0	220.8	240.7	393.4	461.6	855.0

*Actual results prior to FY2023 are presented based on the figures before the reclassification, while actual results and estimates (E) for FY2024 and beyond are presented based on the figures after the reclassification. Please refer to Note 3 on page 13 for details regarding the reclassification.

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)							FY25 (E) / FY25 (P) :High End	FY25 (E) / FY25 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
制御機器事業	IAB	116.2%	81.0%	91.7%	110.5%	106.0%	110.4%	112.0%	108.2%	111.2%	109.8%	106.7%	102.6%
ヘルスケア事業	HCB	107.0%	105.3%	97.4%	82.1%	103.0%	106.7%	106.6%	92.0%	106.7%	99.4%	96.7%	103.6%
社会システム事業*	SSB	122.3%	132.0%	102.8%	96.3%	105.5%	94.9%	105.1%	101.3%	101.0%	101.1%	96.7%	96.7%
電子部品事業	DMB	114.8%	82.4%	92.2%	108.9%	112.6%	111.9%	103.0%	110.8%	107.4%	109.1%	104.5%	-
データソリューション事業	DSB	-	-	-	127.0%	114.5%	121.8%	116.0%	120.0%	118.8%	119.3%	101.0%	-
本社他（消去調整含む）*	Eliminations & Corporate	63.2%	102.4%	59.8%	100.1%	122.6%	74.7%	56.7%	111.3%	66.0%	85.5%	85.7%	-
合計	Total	114.8%	93.5%	97.9%	103.1%	106.8%	107.7%	108.4%	105.0%	108.1%	106.6%	102.4%	101.2%

*Actual results prior to FY2023 are presented based on the figures before the reclassification, while actual results and estimates (E) for FY2024 and beyond are presented based on the figures after the reclassification. Please refer to Note 3 on page 13 for details regarding the reclassification.

構成比 Composition

[illegible]

全社 地域別売上高 Total Sales by Region

(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	289.9	326.5	349.0	73.0	82.3	92.6	107.2	155.3	199.8	355.1	381.0		75.3	85.5	91.8		160.8		
米州	Americas	78.3	104.3	86.1	21.2	20.6	20.7	22.3	41.8	43.0	84.7	91.0		21.4	21.9	23.2		43.2		
欧州	Europe	120.4	140.1	128.9	27.5	29.4	31.1	31.4	57.0	62.4	119.4	119.5		29.1	31.9	32.9		61.0		
中華圏	Greater China	196.4	211.5	171.9	44.6	38.2	39.6	37.7	82.7	77.3	160.0	161.0		44.5	41.7	48.5		86.2		
東南アジア他	Asia Pacific	76.9	92.9	80.7	17.2	19.8	20.7	22.8	37.0	43.5	80.5	81.0		18.9	22.1	23.9		41.0		
直接輸出	Export	1.0	0.7	2.1	0.3	0.6	0.4	0.8	0.9	1.2	2.0	1.5		0.4	0.9	0.6		1.2		
合計	Total	762.9	876.1	818.8	183.7	190.9	205.1	222.1	374.6	427.1	801.8	835.0	845.0	189.5	204.0	220.8	240.7	393.4	461.6	855.0

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	112.6%	106.9%	101.7%	103.2%	103.8%	99.1%		103.5%		
米州	Americas	133.2%	82.6%	98.4%	100.8%	106.2%	112.2%		103.5%		
欧州	Europe	116.4%	92.0%	92.6%	105.5%	108.5%	105.9%		107.1%		
中華圏	Greater China	107.7%	81.3%	93.0%	99.9%	109.2%	122.5%		104.2%		
東南アジア他	Asia Pacific	120.7%	86.9%	99.8%	109.8%	111.5%	115.5%		110.7%		
直接輸出	Export	68.0%	294.8%	97.3%	135.0%	148.6%	141.3%		144.4%		
合計	Total	114.8%	93.5%	97.9%	103.1%	106.8%	107.7%	108.4%	105.0%	108.1%	106.6%

構成比 Composition

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	38%	37%	43%	40%	43%	45%	48%	41%	47%	44%	46%		40%	42%	42%		41%		
米州	Americas	10%	12%	11%	12%	11%	10%	10%	11%	10%	11%	11%		11%	11%	10%		11%		
欧州	Europe	16%	16%	16%	15%	15%	15%	14%	15%	15%	15%	14%		15%	16%	15%		16%		
中華圏	Greater China	26%	24%	21%	24%	20%	19%	17%	22%	18%	20%	19%		23%	20%	22%		22%		
東南アジア他	Asia Pacific	10%	11%	10%	9%	10%	10%	10%	10%	10%	10%	10%		10%	11%	11%		10%		
直接輸出	Export	0%	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：億円, Unit: 0.1 Billion Yen)

			FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual						FY25 Plan (Announced May 8)	FY25 Actual & Estimates (Announced February 5)							
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 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業 IAB	日本	Japan	32%	30%	32%	30%	31%	33%	32%	31%	32%	32%	33%	29%	30%	28%		29%		
	米州	Americas	9%	11%	11%	12%	11%	11%	11%	11%	11%	11%	11%	11%	10%	10%		11%		
	欧州	Europe	19%	20%	21%	19%	21%	20%	23%	20%	21%	21%	20%	19%	21%	20%		20%		
	中華圏	Greater China	28%	27%	23%	27%	24%	24%	21%	25%	22%	24%	23%	28%	25%	27%		27%		
	東南アジア他	Asia Pacific	11%	12%	12%	12%	13%	13%	14%	12%	13%	13%	13%	12%	14%	14%		13%		
	直接輸出	Export	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%	16%	14%	19%	19%	16%	16%	18%	17%	18%	16%	15%	18%		16%		
	米州	Americas	17%	20%	19%	18%	20%	18%	22%	19%	20%	19%	20%	21%	20%	18%		20%		
	欧州	Europe	17%	17%	19%	21%	24%	25%	17%	23%	21%	22%	21%	25%	25%	23%		25%		
	中華圏	Greater China	33%	31%	34%	37%	24%	24%	30%	31%	27%	29%	28%	27%	26%	28%		27%		
	東南アジア他	Asia Pacific	12%	13%	12%	9%	13%	13%	15%	11%	14%	12%	12%	11%	14%	12%		13%		
	直接輸出	Export	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%	99%	100%	99%	100%	100%	99%	100%	100%	99%	100%	98%	99%		99%		
	米州	Americas	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%		
	中華圏	Greater China	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%		
	直接輸出	Export	0%	0%	1%	0%	1%	0%	0%	1%	0%	0%	1%	0%	2%	1%		1%		
電子部品事業 DMB	日本	Japan	30%	31%	33%	28%	26%	28%	25%	27%	26%	27%	26%	25%	26%	26%		26%		
	米州	Americas	14%	17%	14%	16%	16%	14%	16%	16%	15%	16%	18%	15%	17%	17%		16%		
	欧州	Europe	13%	13%	15%	11%	11%	12%	14%	11%	13%	12%	12%	11%	12%	11%		11%		
	中華圏	Greater China	30%	27%	25%	31%	32%	31%	29%	31%	30%	31%	30%	33%	30%	31%		32%		
	東南アジア他	Asia Pacific	12%	12%	13%	14%	15%	14%	16%	14%	15%	15%	15%	15%	14%	15%		15%		
	直接輸出	Export	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	-	-	-	-	-	98%	98%	-	98%	98%	100%	98%	99%	99%		99%		
	米州	Americas	-	-	-	-	-	0%	0%	-	0%	0%	0%	0%	0%	0%		0%		
	欧州	Europe	-	-	-	-	-	0%	0%	-	0%	0%	0%	0%	0%	0%		0%		
	中華圏	Greater China	-	-	-	-	-	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%		
	直接輸出	Export	-	-	-	-	-	2%	2%	-	2%	2%	0%	2%	1%	1%		1%		
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%		
	米州	Americas	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%		
	中華圏	Greater China	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%		
	直接輸出	Export	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：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	76.3	85.8	21.5	7.2	10.2	11.2	7.7	17.4	18.9	36.3	40.0	40.0	10.9	7.9	9.7	13.0	18.8	22.7	41.5
ヘルスクア事業	HCB	18.5	16.0	18.5	4.8	3.8	5.5	3.4	8.6	8.9	17.5	18.5	14.5	1.4	4.3	5.5	3.8	5.7	9.3	15.0
社会システム事業*	SSB	6.5	7.5	14.0	0.4	1.3	4.0	9.7	1.7	13.7	15.3	18.5	20.0	0.1	2.0	3.7	13.7	2.2	17.3	19.5
電子部品事業	DMB	10.1	15.5	3.1	0.1	0.0	0.1	0.1	0.1	0.2	0.3	4.0	4.0	0.4	0.9	0.8	0.4	1.3	1.2	2.5
データソリューション事業	DSB	-	-	2.2	-0.3	0.7	1.3	1.2	0.3	2.5	2.8	5.0	5.0	-0.1	0.8	1.9	2.3	0.8	4.2	5.0
本社他（消去調整含む）*	Eliminations & Corporate	-	-	-	-5.8	-3.1	-5.4	-4.0	-8.8	-9.4	-18.2	-21.0	-23.5	-6.5	-4.5	-5.4	-7.1	-11.0	-12.5	-23.5
合計	Total	89.3	100.7	34.3	6.3	13.0	16.7	18.1	19.2	34.8	54.0	65.0	60.0	6.4	11.3	16.1	26.1	17.7	42.3	60.0

*Actual results prior to FY2023 are presented based on the figures before the reclassification, while actual results and estimates (E) for FY2024 and beyond are presented based on the figures after the reclassification. Please refer to Note 3 on page 13 for details regarding the reclassification.

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) & (E) / FY24 (A)							FY25 (E) / FY25 (P) :High End	FY25 (E) / FY25 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	Full (E)	Full (E)
制御機器事業	IAB	112.6%	25.0%	169.0%	152.8%	77.4%	86.3%	168.9%	108.5%	119.9%	114.4%	103.8%	103.8%
ヘルスクア事業	HCB	86.4%	115.3%	94.7%	30.3%	111.0%	100.3%	111.9%	66.2%	104.8%	85.8%	81.1%	103.4%
社会システム事業*	SSB	115.1%	187.2%	119.7%	38.3%	158.6%	92.6%	140.4%	130.6%	126.6%	127.1%	105.4%	97.5%
電子部品事業	DMB	153.7%	20.3%	9.7%	814.6%	1924.6%	1037.2%	319.3%	1336.5%	580.6%	817.0%	62.5%	62.5%
データソリューション事業	DSB	-	-	-	-	127.8%	141.3%	203.8%	225.1%	170.2%	176.8%	-	-
本社他（消去調整含む）*	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	-	-	-
合計	Total	112.7%	34.1%	157.4%	101.7%	87.5%	96.8%	144.2%	92.2%	121.5%	111.0%	92.3%	-

*Actual results prior to FY2023 are presented based on the figures before the reclassification, while actual results and estimates (E) for FY2024 and beyond are presented based on the figures after the reclassification. Please refer to Note 3 on page 13 for details regarding the reclassification.

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

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual							FY25 Plan (Announced May 8)	FY25 Q2 Estimates (Announced Nov.7)	FY25 Actual & Estimates (Announced February 5)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	18.2%	17.7%	5.5%	8.4%	11.5%	12.3%	8.1%	10.0%	10.1%	10.1%	10.8%	10.4%	11.6%	8.4%	9.6%	12.2%	10.0%	10.9%	10.5%
ヘルスクア事業	HCB	14.0%	11.3%	12.3%	12.5%	11.1%	14.1%	9.8%	11.9%	12.1%	12.0%	12.3%	10.4%	4.6%	12.0%	13.3%	10.3%	8.5%	11.9%	10.3%
社会システム事業	SSB	7.4%	7.0%	9.9%	1.5%	4.2%	11.2%	18.7%	2.9%	15.7%	10.7%	12.3%	13.3%	0.6%	6.3%	10.9%	25.0%	3.8%	19.6%	13.4%
電子部品事業	DMB	8.3%	11.2%	2.8%	0.2%	0.2%	0.3%	0.5%	0.2%	0.4%	0.3%	3.6%	3.5%	1.5%	3.0%	2.6%	1.5%	2.3%	2.1%	2.2%
データソリューション事業	DSB	-	-	12.6%	-	6.2%	11.8%	9.4%	1.8%	10.5%	6.6%	9.9%	9.8%	-	6.9%	13.7%	16.4%	3.3%	15.1%	9.8%
本社他（消去調整含む）	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
合計	Total	11.7%	11.5%	4.2%	3.4%	6.8%	8.1%	8.2%	5.1%	8.2%	6.7%	7.8%	7.1%	3.4%	5.6%	7.3%	10.9%	4.5%	9.2%	7.0%

注記 Notes

1	2023年3月期より、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、2022年3月期以前の実績を新管理区分に組み替えて開示しています。 From FY2022, 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.
2	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.
3	2026年3月期第3四半期より、経営管理区分の見直しのため、オムロンデジタル株式会社の業績を社会システム事業（SSB）から本社他の事業セグメントに組み替えて開示しています。これに伴い、2025年3月期実績および2026年3月期期初計画・実績についても、新管理区分を反映し記載をしております。 2024年3月期以前の実績は組み替え前の数値（合計値）となります。 From Q3 FY2025, as a result of a segment reclassification, the results of OMRON DIGITAL Co., Ltd. that had been included in SSB have been reclassified into Eliminations & Corpo. Accordingly, FY2024 actual and FY2025 Initial plan/actual have been revised to reflect this. FY2021-2023 figures are presented on a pre-reclassification basis.