2026年3月期 第4四半期 オムロングループ財務データ集
OMRON Group Reference Data for FY2025 Q4

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<セグメントの名称　Name of Business Segments>

【継続事業】	**Continuing Operations**
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
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
【非継続事業】	**Discontinued Operations**
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

<エリアの名称　Definition of Region>

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:

1. 表中で(A)/Actualは実績、 (E)/Estimatesは見通し、(P)/Planは計画を表しています。
   Note. (A) stands for actual results, (E) for estimates, and (P) for plan
2. 2027年3月期より、会計基準を米国会計基準（US-GAAP）から国際財務報告基準（IFRS）へ変更いたします。本変更に伴い、計画はIFRS、過年度実績はUS-GAAPに基づき表示しています。
   From the fiscal year ending March 2027, the Company will change its accounting standard from US-GAAP to IFRS. Planned figures are presented under IFRS, while historical results are presented under U.S. GAAP.
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ことがございます。
   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2026年5月13日に作成・発表したものです。
   This reference data was produced and announced on May 13, 2026.

PL概要 Financial Highlights

(Note) Actual results are based on U.S. GAAP, and forecasts are based on IFRS; therefore year-on-year change rates are not shown.
(Note) The figures for each item from net sales to equity in earnings of affiliates are stated after reclassification for discontinued operations (DMB).Please refer to P.11, "Notes on Reclassification" item No. 3 for detail.

(単位：十億円, Unit: Billion Yen)

		FY24 Actual US-GAAP Full (A)	FY25 Actual US-GAAP Full (A)	FY26 Plan IFRS Full (P)
売上高	Sales	715.4	767.4	820.0
売上原価	Cost of Sales	385.1	416.4	438.0
売上総利益	Gross Profit	330.3	351.0	382.0
その他販管費	SG&A	236.9	245.4	260.0
R&D費	R&D Exp.	40.0	45.7	54.0
販管費合計	SG&A + R&D	276.8	291.1	314.0
その他費用収益	Other income and expenses			6.0
営業利益	Oparating Income	53.4	59.9	62.0
営業外損益	Non-operating Income (loss),net	20.3	7.4	
金融損益	Financial income and expenses			1.0
持分法投資損益	Equity in loss (earnings) of affiliates			0.0
税引前当期純利益	NIBT	33.1	52.6	61.0
法人税等	Income Taxes	15.4	13.5	16.0
持分法投資損益	Equity in loss (earnings) of affiliates	0.7	2.1	
継続事業純利益	Profit from continuing operations	17.1	37.0	45.0
非継続事業純利益	Profit from discontinued operations	-2.2	-5.7	-14.5
当期純利益	Net income	14.9	31.3	30.5
非支配持分帰属損益	Net income attributable to noncontrolling interests	-1.4	2.8	3.0
当社株主に帰属する当期純利益	Net income attributable to OMRON shareholders	16.3	28.5	27.5

売上総利益率	Gross Profit / Sales	46.2%	45.7%	46.6%
その他販管費比率	SG&A / Sales	33.1%	32.0%	31.7%
R&D費比率	R&D / Sales	5.6%	6.0%	6.6%
販管費（合計）比率	(SG&A + R&D) / Sales	38.7%	37.9%	38.3%
営業利益率	O.I. / Sales	7.5%	7.8%	7.6%

設備投資*	Capex	49.0	53.1	35.6
減価償却費	Depreciation	33.5	33.8	48.0

外為(期中平均ﾚｰﾄ)	Exchange Rate (Yen)	FY24 Actual US-GAAP Full (A)	FY25 Actual US-GAAP Full (A)	FY26 Plan IFRS Full (P)
USD (円)	USD	152.6	150.3	155.0
EUR (円)	EUR	163.7	173.9	180.0
人民元 (円)	CNY	21.1	21.1	22.0

(Reference) Profit from Continuing Operations Basis*

ROIC	ROIC	1.9%	3.9%	Approx. 4.0%
ROE	ROE	2.2%	4.7%	Approx. 5.5%
EPS （円）	EPS (Yen)	86.8	188.0	228.9

*Profit excluding discontinued operations (DMB)

Based on Net income attributable to OMRON shareholders

ROIC	ROIC	1.8%	3.0%	Approx. 4.0%
ROE	ROE	2.1%	3.5%	Approx. 3.5%
EPS （円）	EPS (Yen)	82.6	144.8	139.9

前年比	Comparison	FY25 (A)/ FY24 (A) Full (A)
売上高	Sales	107.3%
売上原価	Cost of Sales	108.1%
売上総利益	Gross Profit	106.3%
その他販管費	SG&A	103.6%
R&D費	R&D Exp.	114.3%
販管費合計	SG&A + R&D	105.1%
営業利益	Operating Income	112.1%
税引前当期純利益	NIBT	158.7%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	175.1%

設備投資	Capex	108.4%
減価償却費	Depreciation	101.0%

* 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.

制御機器事業 IAB

(Note) Actual results are based on U.S. GAAP, and forecasts are based on IFRS; therefore year-on-year change rates are not shown.

(Note) The figures presented in this sheet reflect the reclassification of discontinued operations. For the results prior to this reclassification, please refer to the reference values on page 14.

(単位：十億円, Unit: Billion Yen)

地域別売上	Sales by Region	FY24 Actual US-GAAP Full (A)	FY25 Actual US-GAAP Full (A)	FY26 Plan IFRS Full (P)
日本	Japan	117.2	123.8	130.0
米州	Americas	40.4	43.6	46.0
欧州	Europe	74.7	82.0	88.0
中華圏	Greater China	85.4	105.5	117.0
東南アジア他	Asia Pacific	46.8	54.6	59.0
直接輸出	Export	0.0	0.0	0.0
売上合計	Total	364.7	409.5	440.0

		Full (A)	Full (A)	Full (P)
営業利益	Operating Income	36.3	42.8	44.0
営業利益率	O.I./Sales	9.9%	10.4%	10.0%

前年比 Comparison

地域別売上	Sales by Region	FY25 (A) / FY24 (A) Full (A)
日本	Japan	105.6%
米州	Americas	107.8%
欧州	Europe	109.7%
中華圏	Greater China	123.4%
東南アジア他	Asia Pacific	116.6%
直接輸出	Export	-
売上合計	Total	112.3%

		Full (A)
営業利益	Operating Income	118.0%

ヘルスケア事業　HCB

(Note) Actual results are based on U.S. GAAP, and forecasts are based on IFRS; therefore year-on-year change rates are not shown.

(単位：十億円, Unit: Billion Yen)

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP							FY26 Plan IFRS
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
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	6.3	10.4	13.7	24.1	25.5
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	8.4	13.6	15.9	29.5	30.5
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	8.7	16.4	18.4	34.8	35.5
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	8.1	17.7	19.6	37.3	38.5
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	5.6	8.4	10.7	19.1	19.5
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	0.1	0.3	0.2	0.5	0.5
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	145.0	31.2	35.5	41.3	37.2	66.7	78.5	145.3	150.0

		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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
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	15.0	1.4	4.3	5.5	4.2	5.7	9.7	15.4	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%	10.3%	4.6%	12.0%	13.3%	11.4%	8.5%	12.4%	10.6%	10.0%

前年比　Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) / FY24 (A)							FY25 (A) / FY25 (P)	FY25 (A) / FY25 (Q2 E)	FY25 (A) / FY25 (Q3 E)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan	95.8%	91.9%	101.0%	96.1%	82.5%	100.4%	112.0%	88.6%	105.4%	97.4%			
米州	Americas	125.9%	98.9%	99.9%	95.2%	104.7%	106.5%	111.7%	100.0%	109.2%	104.7%			
欧州	Europe	103.5%	117.5%	114.2%	93.9%	106.4%	99.9%	147.2%	100.2%	117.9%	108.8%			
中華圏	Greater China	103.2%	114.7%	82.4%	60.0%	109.6%	123.6%	78.1%	78.5%	99.6%	88.3%			
東南アジア他	Asia Pacific	114.6%	96.7%	105.8%	96.0%	111.0%	99.2%	111.0%	104.4%	105.0%	104.8%			
直接輸出	Export	123.9%	89.2%	99.6%	111.1%	120.0%	88.2%	51.0%	115.7%	68.5%	89.1%			
売上合計	Total	107.0%	105.3%	97.4%	82.1%	103.0%	106.7%	107.4%	92.0%	107.0%	99.6%	96.8%	103.8%	100.2%

		Full (A)	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	86.4%	115.3%	94.7%	30.3%	111.0%	100.3%	124.3%	66.2%	109.5%	88.2%	83.4%	106.3%	102.8%

社会システム事業 SSB

(Note) Actual results are based on U.S. GAAP, and forecasts are based on IFRS; therefore year-on-year change rates are not shown.

(Note) The figures presented in this sheet reflect the reclassification of discontinued operations. For the results prior to this reclassification, please refer to the reference values on page 15.

(単位：十億円, Unit: Billion Yen)

地域別売上	Sales by Region	FY24 Actual US-GAAP Full (A)	FY25 Actual US-GAAP Full (A)	FY26 Plan IFRS Full (P)
日本	Japan	142.9	142.8	151.5
米州	Americas	0.0	0.0	0.0
欧州	Europe	0.0	0.0	0.0
中華圏	Greater China	0.1	0.0	0.0
東南アジア他	Asia Pacific	0.0	0.0	0.0
直接輸出	Export	0.6	1.5	1.5
売上合計	Total	143.6	144.3	153.0

		Full (A)	Full (A)	Full (P)
営業利益	Operating Income	15.3	19.7	22.5
営業利益率	O.I./Sales	10.7%	13.7%	14.7%

前年比 Comparison

地域別売上	Sales by Region	FY25 (A) / FY24 (A) Full (A)
日本	Japan	99.9%
米州	Americas	-
欧州	Europe	-
中華圏	Greater China	1.4%
東南アジア他	Asia Pacific	-
直接輸出	Export	239.1%
売上合計	Total	100.5%

		Full (A)
営業利益	Operating Income	128.6%

データソリューション事業 DSB

(Note) Actual results are based on U.S. GAAP, and forecasts are based on IFRS; therefore year-on-year change rates are not shown.

(単位：十億円, Unit: Billion Yen)

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP							FY26 Plan IFRS
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
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	14.3	22.6	28.0	50.6	61.5
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
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
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
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
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	0.1	0.3	0.3	0.6	0.5
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	51.0	10.6	12.3	13.8	14.4	22.9	28.2	51.2	62.0

		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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
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	5.0	-0.1	0.8	1.9	1.0	0.8	2.9	3.6	5.0
営業利益率	O.I./Sales			12.6%	-	6.2%	11.8%	9.3%	1.8%	10.5%	6.6%	9.9%	9.8%	9.8%	-	6.9%	13.7%	6.8%	3.3%	10.1%	7.1%	8.1%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) / FY24 (A)							FY25 (A) / FY25 (P)	FY25 (A) / FY25 (Q2 E)	FY25 (A) / FY25 (Q3 E)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan			249.8%	126.2%	115.3%	123.1%	119.0%	120.1%	121.0%	120.6%			
米州	Americas			-	-	-	-	-	-	-	-			
欧州	Europe			-	-	-	-	-	-	-	-			
中華圏	Greater China			400.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
東南アジア他	Asia Pacific			-	-	-	-	-	-	-	-			
直接輸出	Export			136.5%	191.7%	61.9%	68.5%	33.7%	115.2%	51.6%	73.0%			
売上合計	Total			246.0%	127.0%	114.5%	121.8%	117.2%	120.0%	119.4%	119.7%	101.3%	121.6%	121.6%

		Full (A)	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			129.5%	-	127.8%	141.3%	83.2%	225.2%	114.5%	127.7%	72.2%	72.2%	72.2%

本社他(消去調整含む) Eliminations & Corporate

(Note) Actual results are based on U.S. GAAP, and forecasts are based on IFRS; therefore year-on-year change rates are not shown.

(Note) The figures presented in this sheet reflect the reclassification of discontinued operations. For the results prior to this reclassification, please refer to the reference values on page 17.

(単位：十億円, Unit: Billion Yen)

地域別売上	Sales by Region	FY24 Actual US-GAAP Full (A)	FY25 Actual US-GAAP Full (A)	FY26 Plan IFRS Full (P)
日本	Japan	8.3	7.4	5.5
米州	Americas	0.2	0.2	0.0
欧州	Europe	0.0	0.0	0.0
中華圏	Greater China	1.6	1.4	1.5
東南アジア他	Asia Pacific	8.4	8.3	8.0
直接輸出	Export	0.0	0.0	0.0
売上合計	Total	18.5	17.2	15.0

		Full (A)	Full (A)	Full (P)
営業利益	Operating Income	-18.5	-21.6	-24.5
営業利益率	O.I./Sales	-	-	-

前年比 Comparison

地域別売上	Sales by Region	FY25 (A) / FY24 (A) Full (A)
日本	Japan	89.2%
米州	Americas	80.9%
欧州	Europe	-
中華圏	Greater China	83.2%
東南アジア他	Asia Pacific	99.0%
直接輸出	Export	-
売上合計	Total	93.1%

		Full (A)
営業利益	Operating Income	-

セグメント別売上 Sales by Segment

(Note) Actual results are based on U.S. GAAP, and forecasts are based on IFRS; therefore year-on-year change rates are not shown.

(Note) The figures presented in this sheet reflect the reclassification of discontinued operations. For the results prior to this reclassification, please refer to the reference values on page 18.

(単位：十億円, Unit: Billion Yen)

		FY24 Actual US-GAAP	FY25 Actual US-GAAP	FY26 Plan IFRS
		Full (A)	Full (A)	Full (P)
制御機器事業	IAB	364.7	409.5	440.0
ヘルスケア事業	HCB	145.9	145.3	150.0
社会システム事業	SSB	143.6	144.3	153.0
データソリューション事業	DSB	42.7	51.2	62.0
本社他（消去調整含む）	Eliminations & Corporate	18.5	17.2	15.0
合計	Total	715.4	767.4	820.0

前年比 Comparison

		FY25 (A) / FY24 (A)
		Full (A)
制御機器事業	IAB	112.3%
ヘルスケア事業	HCB	99.6%
社会システム事業	SSB	100.5%
データソリューション事業	DSB	119.7%
本社他（消去調整含む）	Eliminations & Corporate	93.0%
合計	Total	107.3%

構成比 Composition

		FY24 Actual US-GAAP	FY25 Actual US-GAAP	FY26 Plan IFRS
		Full (A)	Full (A)	Full (P)
制御機器事業	IAB	51%	53%	54%
ヘルスケア事業	HCB	20%	19%	18%
社会システム事業	SSB	20%	19%	19%
データソリューション事業	DSB	6%	7%	8%
本社他（消去調整含む）	Eliminations & Corporate	3%	2%	2%
合計	Total	100%	100%	100%

全社 地域別売上高　Total Sales by Region

(Note) Actual results are based on U.S. GAAP, and forecasts are based on IFRS; therefore year-on-year change rates are not shown.
(Note) The figures presented in this sheet reflect the reclassification of discontinued operations. For the results prior to this reclassification, please refer to the reference values on page 19.

(単位：十億円, Unit: Billion Yen)

		FY24 Actual US-GAAP	FY25 Actual US-GAAP	FY26 Plan IFRS
		Full (A)	Full (A)	Full (P)
日本	Japan	335.1	348.6	374.0
米州	Americas	68.8	73.3	76.5
欧州	Europe	106.7	116.8	123.5
中華圏	Greater China	129.4	144.1	157.0
東南アジア他	Asia Pacific	73.5	82.0	86.5
直接輸出	Export	1.9	2.5	2.5
合計	Total	715.4	767.4	820.0

前年比　Comparison

		FY25 (A) / FY24 (A)
		Full (A)
日本	Japan	104.0%
米州	Americas	106.5%
欧州	Europe	109.5%
中華圏	Greater China	111.4%
東南アジア他	Asia Pacific	111.6%
直接輸出	Export	130.6%
合計	Total	107.3%

構成比　Composition

		FY24 Actual US-GAAP	FY25 Actual US-GAAP	FY26 Plan IFRS
		Full (A)	Full (A)	Full (P)
日本	Japan	47%	45%	46%
米州	Americas	10%	10%	9%
欧州	Europe	15%	15%	15%
中華圏	Greater China	18%	19%	19%
東南アジア他	Asia Pacific	10%	11%	11%
直接輸出	Export	0%	0%	0%
合計	Total	100%	100%	100%

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)

Segment	Region		FY24 Actual US-GAAP Full (A)	FY25 Actual US-GAAP Full (A)	FY26 Plan IFRS Full (P)
制御機器事業 IAB	日本	Japan	32%	30%	30%
	米州	Americas	11%	11%	10%
	欧州	Europe	20%	20%	20%
	中華圏	Greater China	23%	26%	27%
	東南アジア他	Asia Pacific	13%	13%	13%
	直接輸出	Export	0%	0%	0%
ヘルスケア事業 HCB	日本	Japan	17%	17%	17%
	米州	Americas	19%	20%	20%
	欧州	Europe	22%	24%	24%
	中華圏	Greater China	29%	26%	26%
	東南アジア他	Asia Pacific	12%	13%	13%
	直接輸出	Export	0%	0%	0%
社会システム事業 SSB	日本	Japan	100%	99%	99%
	米州	Americas	0%	0%	0%
	欧州	Europe	0%	0%	0%
	中華圏	Greater China	0%	0%	0%
	東南アジア他	Asia Pacific	0%	0%	0%
	直接輸出	Export	0%	1%	1%
データソリューション事業 DSB	日本	Japan	98%	99%	99%
	米州	Americas	0%	0%	0%
	欧州	Europe	0%	0%	0%
	中華圏	Greater China	0%	0%	0%
	東南アジア他	Asia Pacific	0%	0%	0%
	直接輸出	Export	2%	1%	1%
本社他（消去調整含む） Eliminations & Corporate	日本	Japan	45%	43%	37%
	米州	Americas	1%	1%	0%
	欧州	Europe	0%	0%	0%
	中華圏	Greater China	9%	8%	10%
	東南アジア他	Asia Pacific	45%	48%	53%
	直接輸出	Export	0%	0%	0%

組替えに関する注記　Notes on Reclassification

1	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.
2	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替えて開示いたします。 これに伴い、2024年および2025年3月期実績、および2026年3月期期初計画も、新管理区分を反映し記載をしております。 2023年3月期以前の実績は組替え前の数値となります。 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, FY2023 and FY2024 results and FY2025 Initial Plan has been revised to reflect this. FY2020-2022 figures are presented on a pre-reclassification basis.
3	電子部品事業（DMB）の会社分割及び2026年10月1日実行予定の承継会社の株式譲渡に伴い、2026年3月期の連結業績から同事業を非継続事業に組替え記載しております。 また、比較情報として2025年3月期の業績も組替えを行っております。 Due to the company split of DMB (Device & Module Solutions Business) and the planned transfer of shares in the successor company scheduled for October 1, 2026, the Company has classified the business as a discontinued operation starting from the current fiscal year. Accordingly, the Company has reclassified the related figures for the previous fiscal year for comparative purposes.

【参考　Reference】

以降のページは、非継続事業（電子部品事業）組替え前の全社業績ならびにセグメント別業績を記載しております。

The following pages show the company's consolidated results and segment results before the reclassification of discontinued operations (DMB).

【参考・Ref】 全社連結PL概要（非継続事業含む） Financial Highlights (Including Discontinued Operations)

(Note) This sheet shows performance that has not been restated for discontinued operations, and the performance trends are presented in the same segments as in the FY25 Q3 financial results.
(Note) The FY25 Q4 results, second-half results, and full-year results in this sheet are not disclosed under U.S. GAAP, but are presented as reference figures for the purpose of comparison and analysis with results through FY24 and the FY25 forecast.

(単位：十億円, Unit: Billion Yen)

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP		FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP						
		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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	855.0	189.5	204.0	220.8	253.9	393.4	474.7	868.2
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	479.5	106.4	114.5	123.9	141.0	220.9	264.8	485.8
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	375.5	83.1	89.4	97.0	112.9	172.5	209.9	382.4
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	264.0	64.2	64.9	67.9	70.7	129.2	138.6	267.8
R&D費	R&D Exp.	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	51.5	12.5	13.2	12.9	12.4	25.6	25.4	51.0
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	315.5	76.7	78.1	80.8	83.2	154.8	164.0	318.8
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	60.0	6.4	11.3	16.1	29.7	17.7	45.9	63.6
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	7.5	-2.3	3.0	6.7	8.4	0.7	15.2	15.8
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	52.5	8.7	8.3	9.4	21.3	17.0	30.7	47.8
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	19.0	1.5	4.4	2.7	5.8	5.9	8.5	14.4
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	1.5	0.1	1.2	0.2	0.6	1.2	0.9	2.1
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	32.0	7.2	2.8	6.5	14.8	10.0	21.3	31.3
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	3.0	0.4	0.5	1.2	0.7	0.9	1.9	2.8
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	29.0	6.8	2.2	5.3	14.1	9.0	19.4	28.5
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%	43.9%	43.8%	43.9%	44.5%	43.9%	44.2%	44.0%
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%	30.9%	33.9%	31.8%	30.8%	27.9%	32.8%	29.2%	30.8%
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%	6.0%	6.6%	6.5%	5.8%	4.9%	6.5%	5.3%	5.9%
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%	36.9%	40.5%	38.3%	36.6%	32.8%	39.3%	34.5%	36.7%
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%	7.0%	3.4%	5.6%	7.3%	11.7%	4.5%	9.7%	7.3%
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	55.5	11.1	11.9	12.4	17.7	23.0	30.1	53.1
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	34.0	8.2	8.3	8.5	8.7	16.5	17.3	33.8
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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	149.0	145.7	147.0	153.2	155.3	146.4	154.3	150.3
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	171.7	162.9	170.6	178.1	183.9	166.8	181.0	173.9
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	20.9	20.1	20.5	21.6	22.4	20.3	22.0	21.1

前年比	Comparison	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) / FY24 (A)							FY25 (A) / FY25 (P) High End	FY25 (A) / FY25 (P) Low End	FY25 (A) / FY25 (Q2 E)	FY25 (A) / FY25 (Q3 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A):High end	Full (A):Low end	Full (A)	Full (A)
売上高	Sales	114.8%	93.5%	97.9%	103.1%	106.8%	107.7%	114.3%	105.0%	111.1%	108.3%	104.0%	105.9%	102.7%	101.5%
売上原価	Cost of Sales	115.9%	97.9%	94.1%	106.1%	109.7%	109.3%	111.3%	108.0%	110.4%	109.3%	105.3%	106.2%	103.0%	101.3%
売上総利益	Gross Profit	113.6%	88.0%	103.1%	99.5%	103.4%	105.7%	118.3%	101.5%	112.2%	107.1%	102.4%	105.5%	102.4%	101.8%
その他販管費	SG&A	114.0%	107.8%	98.8%	97.1%	103.0%	106.0%	108.0%	100.0%	107.0%	103.5%	103.6%	104.4%	102.2%	101.4%
R&D費	R&D Exp.	113.3%	99.9%	88.4%	112.5%	125.3%	118.1%	105.3%	118.7%	111.5%	115.0%	102.0%	102.0%	99.0%	99.0%
販管費合計	SG&A + R&D	113.9%	106.5%	97.1%	99.4%	106.2%	107.7%	107.6%	102.7%	107.7%	105.2%	103.3%	104.0%	101.7%	101.1%
営業利益	Operating Income	112.7%	34.1%	157.4%	101.7%	87.5%	96.8%	164.0%	92.2%	131.8%	117.7%	97.8%	113.6%	106.0%	106.0%
税引前当期純利益	NIBT	113.5%	35.5%	83.0%	-	68.5%	57.7%	163.7%	-	104.7%	164.7%	82.3%	97.5%	87.6%	91.0%
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%	50.5%	155.6%	-	99.2%	175.1%	80.2%	98.2%	98.2%	98.2%
設備投資	Capex	135.0%	100.8%	108.0%	104.7%	103.1%	102.8%	119.7%	103.9%	112.1%	108.4%	93.2%	93.2%	94.8%	95.7%
減価償却費	Depreciation	113.8%	115.9%	108.5%	97.3%	98.8%	105.0%	102.9%	98.1%	103.9%	101.0%	92.5%	92.5%	100.8%	99.3%

* 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.

【参考･Ref】制御機器事業（非継続事業含む） IAB (Including Discontinued operations)

(Note) This sheet shows performance that has not been restated for discontinued operations, and the performance trends are presented in the same segments as in the FY25 Q3 financial results.
(Note) The FY25 Q4 results, second-half results, and full-year results in this sheet are not disclosed under U.S. GAAP, but are presented as reference figures for the purpose of comparison and analysis with results through FY24 and the FY25 forecast.

(単位：十億円, Unit: Billion Yen)

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP						
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	36.2	55.4	65.0	120.3
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	12.1	20.5	22.7	43.2
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	23.9	38.1	43.9	81.9
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	27.2	50.6	54.8	105.4
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	15.9	24.3	30.1	54.4
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	393.6	85.6	88.8	91.5	94.8	174.5	186.3	360.8	371.0	386.0	396.0	94.6	94.2	101.1	115.4	188.8	216.5	405.3

		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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	41.5	10.9	7.9	9.7	14.2	18.8	23.9	42.8
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%	10.5%	11.6%	8.4%	9.6%	12.4%	10.0%	11.1%	10.6%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) / FY24 (A)							FY25 (A) / FY25 (P)	FY25 (A) / FY25 (Q2 E)	FY25 (A) / FY25 (Q3 E)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan	109.6%	85.8%	89.6%	105.7%	100.3%	95.2%	120.9%	102.9%	108.0%	105.6%			
米州	Americas	135.0%	81.0%	95.9%	104.2%	101.3%	108.3%	117.0%	102.8%	112.8%	107.8%			
欧州	Europe	120.6%	86.1%	88.6%	110.5%	107.4%	109.8%	111.1%	108.9%	110.5%	109.8%			
中華圏	Greater China	110.8%	71.2%	92.4%	118.5%	110.7%	126.4%	140.0%	114.7%	132.8%	123.5%			
東南アジア他	Asia Pacific	125.6%	82.2%	97.4%	111.1%	112.9%	122.7%	117.8%	112.1%	120.0%	116.3%			
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%	121.7%	108.2%	116.2%	112.3%	109.2%	105.0%	102.3%

		Full (A)	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%	169.0%	152.8%	77.4%	86.3%	185.7%	108.5%	126.7%	117.9%	107.0%	107.0%	103.1%

【参考･Ref】社会システム事業（非継続事業含む） SSB (Including Discontinued operations)

(Note) This sheet shows performance that has not been restated for discontinued operations, and the performance trends are presented in the same segments as in the FY25 Q3 financial results.
(Note) The FY25 Q4 results, second-half results, and full-year results in this sheet are not disclosed under U.S. GAAP, but are presented as reference figures for the purpose of comparison and analysis with results through FY24 and the FY25 forecast.

(単位：十億円, Unit: Billion Yen)

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP						
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	53.2	56.1	86.5	142.6
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	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	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			0.0	0.0	0.0	0.0	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	0.8	0.0	0.4	0.0	0.2	0.4	0.3	0.6	1.0			0.0	0.6	0.3	0.6	0.6	0.8	1.5
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	145.0	24.8	31.9	33.6	53.8	56.7	87.4	144.1
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 (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	19.5	0.1	2.0	3.7	13.9	2.2	17.6	19.7
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%	13.4%	0.6%	6.3%	10.9%	25.9%	3.8%	20.1%	13.7%
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) / FY24 (A)							FY25 (A) / FY25 (P)	FY25 (A) / FY25 (Q2 E)	FY25 (A) / FY25 (Q3 E)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan	122.9%	131.1%	101.6%	96.3%	104.8%	94.2%	102.7%	100.9%	99.3%	99.9%			
米州	Americas	-	-	-	-	-	-	-	-	-	-			
欧州	Europe	-	-	-	-	-	-	-	-	-	-			
中華圏	Greater China	13.5%	1638.5%	14.1%	-	-	-	-	-	-	-			
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-	-			
直接輸出	Export	16.8%	1314.5%	75.1%	44.4%	178.6%	6625.0%	228.6%	175.3%	330.2%	239.1%			
売上合計 （組み替え後）	Total (After reclassification)	-	-	-	96.3%	105.5%	94.9%	103.3%	101.3%	99.9%	100.5%	96.0%	96.0%	99.4%
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 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益 （組み替え後）	Operating Income (After reclassification)				38.3%	158.6%	92.6%	143.0%	130.6%	128.4%	128.6%	106.7%	98.7%	101.3%
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 2 on page 11 for details. Figures before reclassification are disclosed for reference.

【参考･Ref】電子部品事業　DMB

(Note)This sheet presents the financial results of DMB before its reclassification into discontinued operations.

(Note) The FY25 Q4 results, second-half results, and full-year results in this sheet are not disclosed under U.S. GAAP, but are presented as reference figures for the purpose of comparison and analysis with results through FY24 and the FY25 forecast.

(単位：十億円, Unit: Billion Yen)

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP						
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	7.8	14.7	15.7	30.3
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	5.4	9.1	10.5	19.7
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	4.1	6.5	7.4	13.9
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	9.3	17.9	18.8	36.7
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	5.2	8.3	9.7	18.1
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	0.0	0.1	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	115.0	27.5	29.2	30.3	31.8	56.6	62.1	118.7

		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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	2.5	0.4	0.9	0.8	1.0	1.3	1.8	3.1
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%	2.2%	1.5%	3.0%	2.6%	3.3%	2.3%	3.0%	2.6%

前年比　Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) / FY24 (A)							FY25 (A) / FY25 (P)	FY25 (A) / FY25 (Q2 E)	FY25 (A) / FY25 (Q3 E)
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan	116.6%	89.1%	74.5%	97.9%	114.7%	104.3%	114.4%	106.1%	109.1%	107.6%			
米州	Americas	138.8%	66.9%	102.1%	101.7%	120.1%	132.2%	122.5%	110.9%	127.0%	119.0%			
欧州	Europe	113.6%	90.3%	76.5%	109.9%	121.8%	102.2%	103.8%	116.1%	103.1%	108.8%			
中華圏	Greater China	103.5%	75.7%	115.2%	117.9%	105.6%	111.3%	119.7%	111.5%	115.3%	113.4%			
東南アジア他	Asia Pacific	111.9%	92.5%	100.7%	119.7%	108.0%	115.7%	121.4%	113.6%	118.7%	116.3%			
直接輸出	Export	12.8%	781.8%	67.4%	63.2%	-	280.0%	25.8%	357.1%	38.2%	76.7%			
売上合計	Total	114.8%	82.4%	92.2%	108.9%	112.6%	111.9%	116.5%	110.8%	114.2%	112.6%	107.9%	103.2%	103.2%

		Full (A)	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%	9.7%	814.6%	1924.6%	1036.8%	776.1%	1336.5%	871.2%	1016.7%	77.8%	77.8%	124.4%

【参考･Ref】本社他(消去調整･非継続事業を含む) Eliminations & Corporate (Including Discontiuned Operations)

(Note) This sheet shows performance that has not been restated for discontinued operations, and the performance trends are presented in the same segments as in the FY25 Q3 financial results.

(Note) The FY25 Q4 results, second-half results, and full-year results in this sheet are not disclosed under U.S. GAAP, but are presented as reference figures for the purpose of comparison and analysis with results through FY24 and the FY25 forecast.

(単位：十億円, Unit: Billion Yen)

地域別売上	Sales by Region	FY21 Actual US-GAAP Full (A)	FY22 Actual US-GAAP Full (A)	FY23 Actual US-GAAP Full (A)	FY24 Actual US-GAAP Q1 (A)	FY24 Actual US-GAAP Q2 (A)	FY24 Actual US-GAAP Q3 (A)	FY24 Actual US-GAAP Q4 (A)	FY24 Actual US-GAAP 1st H (A)	FY24 Actual US-GAAP 2nd H (A)	FY24 Actual US-GAAP Full (A)	FY25 Plan US-GAAP Full (P)	FY25 Q2 Estimates US-GAAP Full (Q2 E)	FY25 Q3 Estimates US-GAAP Full (Q3 E)	FY25 Actual US-GAAP Q1 (A)	FY25 Actual US-GAAP Q2 (A)	FY25 Actual US-GAAP Q3 (A)	FY25 Actual US-GAAP Q4 (A)	FY25 Actual US-GAAP 1st H (A)	FY25 Actual US-GAAP 2nd H (A)	FY25 Actual US-GAAP Full (A)
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	1.3	1.7	2.0	3.7
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	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*（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	3.0	0.8	0.9	0.8	1.3	1.7	2.0	3.7
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 (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)
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	-23.5	-6.5	-4.5	-5.4	-4.7	-11.0	-10.1	-21.1
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

地域別売上	Sales by Region	FY22 (A) / FY21 (A) Full (A)	FY23 (A) / FY22 (A) Full (A)	FY24 (A) / FY23 (A) Full (A)	FY25 (A) / FY24 (A) Q1 (A)	FY25 (A) / FY24 (A) Q2 (A)	FY25 (A) / FY24 (A) Q3 (A)	FY25 (A) / FY24 (A) Q4 (A)	FY25 (A) / FY24 (A) 1st H (A)	FY25 (A) / FY24 (A) 2nd H (A)	FY25 (A) / FY24 (A) Full (A)	FY25 (A) / FY25 (P) Full (A)	FY25 (A) / FY25 (Q2 E) Full (A)	FY25 (A) / FY25 (Q3 E) Full (A)
日本	Japan	63.2%	102.4%	164.2%	100.1%	122.6%	74.7%	132.6%	111.3%	102.7%	106.4%			
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（組み替え後）	Total (After reclassification)				100.1%	122.6%	74.7%	132.6%	111.3%	102.7%	106.4%	106.6%	124.4%	124.4%
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 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
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 2 on page 11 for details. Figures before reclassification are disclosed for reference.

【参考・Ref】セグメント別売上（非継続事業含む） Sales by Segment (Including Discontinued operations)

(Note) This sheet shows performance that has not been restated for discontinued operations, and the performance trends are presented in the same segments as in the FY25 Q3 financial results.

(Note) The FY25 Q4 results, second-half results, and full-year results in this sheet are not disclosed under U.S. GAAP, but are presented as reference figures for the purpose of comparison and analysis with results through FY24 and the FY25 forecast.

(単位：十億円, Unit: Billion Yen)

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP						
		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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	396.0	94.6	94.2	101.1	115.4	188.8	216.5	405.3
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	145.0	31.2	35.5	41.3	37.2	66.7	78.5	145.3
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	145.0	24.8	31.9	33.6	53.8	56.7	87.4	144.1
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	51.0	10.6	12.3	13.8	14.4	22.9	28.2	51.2
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	3.0	0.8	0.9	0.8	1.3	1.7	2.0	3.7
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	115.0	27.5	29.2	30.3	31.8	56.6	62.1	118.7
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	855.0	189.5	204.0	220.8	253.9	393.4	474.7	868.2

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) / FY24 (A)							FY25 (A) / FY25 (P) :High End	FY25 (A) / FY25 (Q2 E)	FY25 (A) / FY25 (Q3 E)
		Full (A)	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%	91.7%	110.5%	106.0%	110.4%	121.7%	108.2%	116.2%	112.3%	109.2%	105.0%	102.3%
ヘルスケア事業	HCB	107.0%	105.3%	97.4%	82.1%	103.0%	106.7%	107.4%	92.0%	107.0%	99.6%	96.8%	103.8%	100.2%
社会システム事業*	SSB	122.3%	132.0%	102.8%	96.3%	105.5%	94.9%	103.3%	101.3%	99.9%	100.5%	96.0%	96.0%	99.4%
データソリューション事業	DSB			246.0%	127.0%	114.5%	121.8%	117.2%	120.0%	119.4%	119.7%	101.3%	121.6%	121.6%
電子部品事業	DMB	114.8%	82.4%	92.2%	108.9%	112.6%	111.9%	116.5%	110.8%	114.2%	112.6%	107.9%	103.2%	103.2%
本社他（消去調整含む）*	Eliminations & Corporate	63.2%	102.4%	59.8%	100.1%	122.6%	74.7%	132.6%	111.3%	102.7%	106.4%	106.6%	124.4%	124.4%
合計	Total	114.8%	93.5%	97.9%	103.1%	106.8%	107.7%	114.3%	105.0%	111.1%	108.3%	104.0%	102.7%	101.5%

構成比 Composition

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP						
		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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
制御機器事業	IAB	55%	55%	48%	47%	47%	45%	43%	47%	44%	45%	44%	46%	46%	50%	46%	46%	45%	48%	46%	47%
ヘルスケア事業	HCB	17%	16%	18%	21%	18%	19%	16%	19%	17%	18%	18%	17%	17%	16%	17%	19%	15%	17%	17%	17%
社会システム事業	SSB	11%	12%	17%	14%	16%	17%	23%	15%	20%	18%	18%	18%	17%	13%	16%	15%	21%	14%	18%	17%
データソリューション事業	DSB	-	-	2%	5%	6%	6%	6%	5%	6%	5%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%
電子部品事業	DMB	16%	16%	14%	14%	14%	13%	12%	14%	13%	13%	13%	14%	13%	14%	14%	14%	13%	14%	13%	14%
本社他（消去調整含む）	Eliminations & Corporate	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%

*Actual results prior to FY23 are presented based on the figures before the reclassification, while actual results and estimates for FY24 and beyond are presented based on the figures after the reclassification. Please refer to Note 2 on page 11 for details regarding the reclassification.

【参考・Ref】全社 地域別売上高（非継続事業含む） Total Sales by Region (Including Discontinued operations)

(Note) This sheet shows performance that has not been restated for discontinued operations, and the performance trends are presented in the same segments as in the FY25 Q3 financial results.

(Note) The FY25 Q4 results, second-half results, and full-year results in this sheet are not disclosed under U.S. GAAP, but are presented as reference figures for the purpose of comparison and analysis with results through FY24 and the FY25 forecast.

(単位：十億円, Unit: Billion Yen)

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP						
		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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
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	119.1	160.8	210.9	371.7
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	25.9	43.2	49.1	92.3
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	36.7	61.0	69.6	130.6
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	44.7	86.2	93.2	179.4
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	26.7	41.0	50.6	91.6
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	0.8	1.2	1.3	2.6
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	855.0	189.5	204.0	220.8	253.9	393.4	474.7	868.2

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)	FY25 (A) / FY24 (A)						
		Full (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%	101.7%	103.2%	103.8%	99.1%	111.1%	103.5%	105.5%	104.7%
米州	Americas	133.2%	82.6%	98.4%	100.8%	106.2%	112.2%	116.3%	103.5%	114.3%	109.0%
欧州	Europe	116.4%	92.0%	92.6%	105.5%	108.5%	105.9%	117.0%	107.1%	111.5%	109.4%
中華圏	Greater China	107.7%	81.3%	93.0%	99.9%	109.2%	122.5%	118.7%	104.2%	120.6%	112.1%
東南アジア他	Asia Pacific	120.7%	86.9%	99.8%	109.8%	111.5%	115.5%	117.0%	110.7%	116.3%	113.7%
直接輸出	Export	68.0%	294.8%	97.3%	135.0%	148.6%	141.3%	100.7%	144.4%	115.1%	127.5%
合計	Total	114.8%	93.5%	97.9%	103.1%	106.8%	107.7%	114.3%	105.0%	111.1%	108.3%

構成比 Composition

		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP						
		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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
日本	Japan	38%	37%	43%	40%	43%	45%	48%	41%	47%	44%	46%			40%	42%	42%	47%	41%	44%	43%
米州	Americas	10%	12%	11%	12%	11%	10%	10%	11%	10%	11%	11%			11%	11%	10%	10%	11%	10%	11%
欧州	Europe	16%	16%	16%	15%	15%	15%	14%	15%	15%	15%	14%			15%	16%	15%	14%	16%	15%	15%
中華圏	Greater China	26%	24%	21%	24%	20%	19%	17%	22%	18%	20%	19%			23%	20%	22%	18%	22%	20%	21%
東南アジア他	Asia Pacific	10%	11%	10%	9%	10%	10%	10%	10%	10%	10%	10%			10%	11%	11%	11%	10%	11%	11%
直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%

【参考・Ref】セグメント・地域別 売上構成比（非継続事業含む） Composition of Sales by Segment and Region (Including Discontinued operations)

(Note) This sheet shows performance that has not been restated for discontinued operations, and the performance trends are presented in the same segments as in the FY25 Q3 financial results.

(Note) The FY25 Q4 results, second-half results, and full-year results in this sheet are not disclosed under U.S. GAAP, but are presented as reference figures for the purpose of comparison and analysis with results through FY24 and the FY25 forecast.

(単位：十億円, Unit: Billion Yen)

Segment	Region		FY21 Actual US-GAAP	FY22 Actual US-GAAP	FY23 Actual US-GAAP	FY24 Actual US-GAAP							FY25 Plan US-GAAP	FY25 Q2 Estimates US-GAAP	FY25 Q3 Estimates US-GAAP	FY25 Actual US-GAAP						
			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)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)
制御機器事業 IAB	日本	Japan	32%	30%	32%	30%	31%	33%	32%	31%	32%	32%	33%			29%	30%	28%	31%	29%	30%	30%
	米州	Americas	9%	11%	11%	12%	11%	11%	11%	11%	11%	11%	11%			11%	10%	10%	11%	11%	10%	11%
	欧州	Europe	19%	20%	21%	19%	21%	20%	23%	20%	21%	21%	20%			19%	21%	20%	21%	20%	20%	20%
	中華圏	Greater China	28%	27%	23%	27%	24%	24%	21%	25%	22%	24%	23%			28%	25%	27%	24%	27%	25%	26%
	東南アジア他	Asia Pacific	11%	12%	12%	12%	13%	13%	14%	12%	13%	13%	13%			12%	14%	14%	14%	13%	14%	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%	16%	14%	19%	19%	16%	16%	18%	17%	18%			16%	15%	18%	17%	16%	17%	17%
	米州	Americas	17%	20%	19%	18%	20%	18%	22%	19%	20%	19%	20%			21%	20%	18%	23%	20%	20%	20%
	欧州	Europe	17%	17%	19%	21%	24%	25%	17%	23%	21%	22%	21%			25%	25%	23%	23%	25%	23%	24%
	中華圏	Greater China	33%	31%	34%	37%	24%	24%	30%	31%	27%	29%	28%			27%	26%	28%	22%	27%	25%	26%
	東南アジア他	Asia Pacific	12%	13%	12%	9%	13%	13%	15%	11%	14%	12%	12%			11%	14%	12%	15%	13%	14%	13%
	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%	99%	100%	99%	100%	100%	99%	100%	100%	99%			100%	98%	99%	99%	99%	99%	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%	1%	0%	1%	0%	0%	1%	0%	0%	1%			0%	2%	1%	1%	1%	1%	1%
データソリューション事業 DSB	日本	Japan			97%	99%	99%	98%	98%	99%	98%	98%	100%			98%	99%	99%	99%	99%	99%	99%
	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			3%	1%	1%	2%	2%	1%	2%	2%	0%			2%	1%	1%	1%	1%	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%	24%	26%	25%	26%
	米州	Americas	14%	17%	14%	16%	16%	14%	16%	16%	15%	16%	18%			15%	17%	17%	17%	16%	17%	17%
	欧州	Europe	13%	13%	15%	11%	11%	12%	14%	11%	13%	12%	12%			11%	12%	11%	13%	11%	12%	12%
	中華圏	Greater China	30%	27%	25%	31%	32%	31%	29%	31%	30%	31%	30%			33%	30%	31%	29%	32%	30%	31%
	東南アジア他	Asia Pacific	12%	12%	13%	14%	15%	14%	16%	14%	15%	15%	15%			15%	14%	15%	16%	15%	16%	15%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%
本社他（消去調整含む） Eliminations & Corporate	日本	Japan	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%