

2020年度 第3四半期 オムロングループ財務データ集

OMRON Group Reference Data as of January 2021

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注) 表中で(A)/Actualは実績、(E)/Estimatesは見通し、(P)/Planは計画を表す
 Note. (A) stands for actual results, (E) for estimates, and (P) for plan

*** セグメントの名称 ***

* Name of Business Segments *

制御機器事業: IAB:	インダストリアルオートメーションビジネス Industrial Automation Business
電子部品事業: EMC:	エレクトロニック&メカニカルコンポーネンツビジネス Electronic & Mechanical Components Business
社会システム事業: SSB:	ソーシャルシステムズ・ソリューション&サービス・ビジネス Social Systems, Solutions & Service Business
ヘルスケア事業: HCB:	ヘルスケアビジネス Healthcare Business

*** エリアの名称 ***

* Definition of Region *

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

注意:

Notes:

1. 当社の連結決算は米国会計基準を採用しています。
The financial statements are prepared in accordance with U.S. GAAP standards.
2. 四捨五入により、当財務データ集の数値は「2021年3月期 第3四半期 決算短信」と異なる場合がございます。
These reference data may differ from "Summary of Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2021 (U.S. GAAP) due to rounding off.
3. 連結子会社数は126社、持分法適用関連会社数は17社です。
Includes 126 consolidated subsidiaries and 17 affiliated companies accounted for by the equity method.
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2021年1月27日に作成・発表したものです。
This reference data was produced and announced on January 27, 2021.

会社	Total	FY17	FY18	FY19							FY20	FY20	FY20						
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
				Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	(Announced Jul 28)	(Announced Oct 29)	(Announced Jan 27)						
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
売上高	Sales	7,323	7,326	1,600	1,702	1,681	1,797	3,302	3,478	6,780	5,900	6,200	1,465	1,548	1,683	1,754	3,013	3,437	6,450
売上原価	Cost of Sales	4,048	4,071	885	930	917	1,011	1,815	1,928	3,743	3,255	3,405	801	848	907	964	1,649	1,871	3,520
売上総利益	Gross Profit	3,275	3,255	715	772	764	785	1,488	1,549	3,037	2,645	2,795	664	700	776	791	1,364	1,566	2,930
	その他販管費	2,019	2,089	499	498	510	522	998	1,032	2,030	1,895	1,950	436	473	490	531	909	1,021	1,930
	R&D費	487	493	116	117	110	117	233	227	460	450	445	103	105	109	124	207	233	440
販管費合計	SG&A + R&D	2,505	2,582	615	615	620	639	1,230	1,259	2,489	2,345	2,395	539	577	599	655	1,117	1,253	2,370
営業利益	Operating Income	770	673	100	157	144	147	257	290	548	300	400	125	123	177	136	247	313	560
営業外損益	Non-operating Income (loss), net	19	13	-9	-8	-5	51	-17	46	29	50	50	-8	-8	-28	33	-16	6	-10
税引前当期純利益	NIBT	751	659	110	165	149	95	274	244	518	250	350	133	130	205	102	263	307	570
法人税等	Income Taxes	200	170	27	19	36	31	46	67	113	70	105	35	38	57	34	74	91	165
持分法投資損益	Equity in loss (earnings) of affiliates	-18	16	5	-2	10	-2	2	7	10	10	0	0	-5	-2	2	-5	0	-5
継続事業純利益	Income from continuing operations	569	473	78	148	103	66	227	169	396	170	245	98	97	150	66	194	216	410
非継続事業利益	Income from discontinued operations	66	77	8	-41	418	-27	-34	391	357	-	-	-	-	-	-	-	-	-
非支配持分帰属損益	Net Income Attributable to noncontrolling interests	3	7	1	1	2	1	2	2	4	5	5	1	2	3	5	2	8	10
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	632	543	85	105	519	39	191	558	749	165	240	97	95	147	61	192	208	400

売上総利益率	Gross Profit / Sales	44.7%	44.4%	44.7%	45.4%	45.4%	43.7%	45.0%	44.6%	44.8%	44.8%	45.1%	45.3%	45.2%	46.1%	45.1%	45.3%	45.6%	45.4%
その他販管費比率	SG&A / Sales	27.6%	28.5%	31.2%	29.3%	30.4%	29.0%	30.2%	29.7%	29.9%	32.1%	31.5%	29.8%	30.5%	29.1%	30.3%	30.2%	29.7%	29.9%
R&D費比率	R&D / Sales	6.6%	6.7%	7.2%	6.9%	6.5%	6.5%	7.1%	6.5%	6.8%	7.6%	7.2%	7.0%	6.8%	6.5%	7.1%	6.9%	6.8%	6.8%
販管費(合計)比率	(SG&A + R&D) / Sales	34.2%	35.2%	38.4%	36.2%	36.9%	35.6%	37.3%	36.2%	36.7%	39.7%	38.6%	36.8%	37.3%	35.6%	37.3%	37.1%	36.5%	36.7%
営業利益率	O.I. / Sales	10.5%	9.2%	6.3%	9.2%	8.5%	8.2%	7.8%	8.3%	8.1%	5.1%	6.5%	8.5%	7.9%	10.5%	7.7%	8.2%	9.1%	8.7%

設備投資	Capex	330	357	56	113	72	91	169	162	331	285	290	39	44	50	137	83	187	270
減価償却費	Depreciation	243	254	60	62	66	69	122	135	257	240	235	60	55	56	63	115	120	235

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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
USD (円)	USD	111.2	110.7	110.7	107.6	108.8	109.4	109.2	109.1	109.1	106.5	105.9	107.9	105.9	104.8	105.0	106.9	104.9	105.9
EUR (円)	EUR	129.4	128.8	123.6	120.4	120.0	120.8	122.0	120.4	121.2	119.6	122.5	118.3	123.6	123.6	124.0	120.9	123.8	122.4
人民元 (円)	RMB	16.7	16.5	16.3	15.5	15.4	15.7	15.9	15.5	15.7	15.0	15.2	15.1	15.2	15.7	15.2	15.2	15.4	15.3

ROIC	ROIC	12.7%	10.6%								14.1%	3%超	4%超						7%超
ROE	ROE	13.0%	10.8%								14.5%	3%超	4%超						7%超
EPS (円)	EPS (Yen)	296.9	260.8								365.3	81.8	119.0						198.3

会社	Total	FY18 (A)	FY19 (A)	FY20 (A) & (E) / FY19 (A)							FY20 (E) / FY20 (P)	FY20 (E) / FY20 (Q2 E)
		FY17 (A)	FY18 (A)	FY20 (A) & (E) / FY19 (A)							Full	Full
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
売上高	Sales	100.0%	92.5%	91.5%	91.0%	100.1%	97.6%	91.2%	98.8%	95.1%	109.3%	104.0%
売上原価	Cost of Sales	100.6%	91.9%	90.5%	91.2%	99.0%	95.3%	90.9%	97.0%	94.0%	108.1%	103.4%
売上総利益	Gross Profit	99.4%	93.3%	92.8%	90.6%	101.6%	100.6%	91.7%	101.1%	96.5%	110.8%	104.8%
	その他販管費	103.5%	97.2%	87.4%	94.9%	96.0%	101.7%	91.2%	98.9%	95.1%	101.8%	99.0%
	R&D費	101.4%	93.2%	88.7%	89.3%	98.9%	105.9%	89.0%	102.5%	95.7%	97.8%	98.9%
販管費合計	SG&A + R&D	103.1%	96.4%	87.7%	93.8%	96.5%	102.5%	90.7%	99.6%	95.2%	101.1%	99.0%
営業利益	Operating Income	87.4%	81.4%	124.2%	78.1%	123.3%	92.5%	96.1%	107.7%	102.3%	186.7%	140.0%
税引前当期純利益	NIBT	87.7%	78.6%	121.2%	79.0%	137.8%	107.2%	95.8%	125.9%	110.0%	228.0%	162.9%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	86.0%	137.9%	113.5%	90.2%	28.3%	156.3%	100.6%	37.3%	53.4%	242.4%	166.7%
設備投資	Capex	108.0%	92.8%	70.7%	38.7%	70.1%	150.7%	49.2%	115.1%	81.5%	94.7%	93.1%
減価償却費	Depreciation	104.3%	101.4%	99.9%	89.4%	85.0%	91.9%	94.6%	88.5%	91.4%	97.9%	100.0%

※車載事業(AEC)を非継続事業に分類しています。

We have reclassified AEC as discontinued operations.

制御機器事業 地域別売上	IAB Sales by Region	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual						FY20 Plan (Announced Jul 28)	FY20 Q2 Estimates (Announced Oct 29)	FY20 Actual / Estimates (Announced Jan 27)							
		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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	1,335	1,520	1,547	330	353	352	364	684	716	1,400	1,185		299	301	311		600		
米州	Americas	303	353	350	78	84	82	83	162	164	326	260		66	69	71		135		
欧州	Europe	656	777	799	183	169	178	187	353	365	718	565		133	156	173		289		
中華圏	Greater China	596	777	782	202	177	166	143	379	309	688	710		232	202	231		434		
東南アジア他	Asia Pacific	413	531	438	97	103	97	97	201	193	394	345		91	100	94		191		
直接輸出	Export	6	4	3	1	0	0	0	1	1	2	5		0	0	0		1		
売上合計	Total	3,310	3,961	3,918	891	888	875	873	1,779	1,749	3,528	3,070	3,220	821	829	880	871	1,649	1,751	3,400

		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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	520	740	629	133	143	131	129	276	260	536	350	440	138	126	155	131	264	286	550
営業利益率	O.I./Sales	15.7%	18.7%	16.1%	14.9%	16.1%	14.9%	14.8%	15.5%	14.9%	15.2%	11.4%	13.7%	16.8%	15.2%	17.6%	15.1%	16.0%	16.4%	16.2%

制御機器事業 地域別売上 前年比	IAB Sales by Region Comparison	FY17 (A) / FY16 (A)	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) & (E) / FY19 (A)						FY20 (E) / FY20 (P)	FY20 (E) / FY20 (Q2 E)	
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
日本	Japan	113.8%	101.8%	90.5%	90.4%	85.2%	88.3%		87.7%				
米州	Americas	116.5%	99.1%	93.3%	85.2%	81.8%	87.1%		83.4%				
欧州	Europe	118.5%	102.7%	89.9%	72.5%	92.2%	97.0%		81.9%				
中華圏	Greater China	130.2%	100.7%	88.0%	114.9%	113.9%	139.1%		114.4%				
東南アジア他	Asia Pacific	128.4%	82.5%	90.0%	93.3%	97.1%	97.2%		95.3%				
直接輸出	Export	73.3%	77.4%	64.4%	16.7%	87.2%	13.3%		43.2%				
売上合計	Total	119.7%	98.9%	90.0%	92.1%	93.3%	100.5%	99.7%	92.7%	100.1%	96.4%	110.7%	105.6%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
営業利益	Operating Income	142.3%	85.0%	85.2%	104.0%	87.8%	118.6%	101.4%	95.6%	110.1%	102.6%	157.1%	125.0%

*米州のオイル&ガス事業は売却に伴い、16年6月以降連結対象外となっています。

† US-based Oil & Gas Business in Americas has been removed from consolidation since June 2016 in response to its sale.

電子部品事業 地域別売上	EMC Sales by Region	FY16	FY17	FY18	FY19							FY20	FY20	FY20						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		(Announced Jul 28)	(Announced Oct 29)	(Announced Jan 27)																
		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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	237	243	232	55	59	55	60	114	115	228	200		48	46	55		94		
米州	Americas	163	175	179	38	35	30	33	73	63	136	110		22	35	32		57		
欧州	Europe	148	169	177	40	37	33	40	77	73	151	120		22	35	33		57		
中華圏	Greater China	290	310	308	65	66	63	47	131	110	241	230		64	68	80		132		
東南アジア他	Asia Pacific	113	145	135	33	31	32	30	64	62	125	100		23	24	30		47		
直接輸出	Export	1	1	1	0	0	1	1	1	2	2	0		0	0	0		1		
売上合計	Total	952	1,044	1,031	230	229	214	211	459	425	884	760	810	180	209	230	222	388	452	840

		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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	98	125	82	0	7	2	0	7	3	9	5	10	1	2	12	10	3	22	25
営業利益率	O.I./Sales	10.2%	12.0%	7.9%	0.0%	2.9%	1.1%	0.0%	1.5%	0.6%	1.0%	0.7%	1.2%	0.5%	1.2%	5.3%	4.3%	0.8%	4.8%	3.0%

電子部品事業 地域別売上 前年比	EMC Sales by Region Comparison	FY17 (A) / FY16 (A)	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) & (E) / FY19 (A)							FY20 (E) / FY20 (P)	FY20 (E) / FY20 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
		日本	Japan	102.4%	-	98.5%	87.8%	78.7%	100.3%		83.1%		
米州	Americas	107.6%	-	75.8%	59.4%	98.3%	106.5%		78.3%				
欧州	Europe	114.2%	-	84.8%	56.1%	92.7%	98.4%		73.8%				
中華圏	Greater China	107.0%	-	78.5%	98.8%	103.0%	126.1%		100.9%				
東南アジア他	Asia Pacific	128.0%	-	93.0%	69.2%	78.8%	95.0%		73.9%				
直接輸出	Export	213.0%	-	300.0%	81.8%	150.0%	41.4%		107.5%				
売上合計	Total	109.6%	-	85.7%	78.1%	91.1%	107.5%	105.2%	84.6%	106.4%	95.1%	110.5%	103.7%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
営業利益	Operating Income	127.9%	65.5%	11.2%	-	36.4%	503.3%	-	48.3%	867.7%	272.3%	500.0%	250.0%

(注記) 組み替えに関してはP12記載の3、5をご参照ください。

なお、P12記載の3に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

(Note) With regard to reclassification, please refer to notes 3 and 5 on p.12.

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

社会システム事業	SSB	FY16	FY17	FY18	FY19							FY20	FY20	FY20							
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates							
		(Announced Jul 28)	(Announced Oct 29)	(Announced Jan 27)																	
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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)	
日本	Japan	675	694	993	172	291	268	421	463	689	1,152	920		181	192	212		373			
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	3	3	4	1	1	1	1	1	2	3	5		0	1	0		1			
東南アジア他	Asia Pacific	0	0	0	0	0	0	0	0	0	0	0		0	0	0		0			
直接輸出	Export	3	6	8	0	0	3	1	0	5	5	5		0	0	0		0			
売上合計 (組み替え後)	Total (After reclassifications)	-	-	1,006	173	292	272	423	464	696	1,160	930	930	181	193	212	344	374	556	930	
売上合計 (組み替え前)	Total (Before reclassifications)	680	703	750	104	210	180	352	313	532	845	-	-	-	-	-	-	-	-	-	-

		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 (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 reclassifications)	-	-	65	-14	32	25	65	19	90	109	50	50	-9	-3	6	56	-12	62	50
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	-	6.5%	-	11.0%	9.1%	15.4%	4.0%	12.9%	9.4%	5.4%	5.4%	-	-	2.6%	16.4%	-	11.1%	5.4%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	41	48	58	-18	23	12	65	4	77	82	-	-	-	-	-	-	-	-	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	6.1%	6.9%	7.7%	-	10.7%	6.8%	18.5%	1.4%	14.5%	9.7%	-	-	-	-	-	-	-	-	-

社会システム事業	SSB	FY17 (A) /	FY18 (A) /	FY19 (A) /	FY20 (A) & (E) /							FY20 (E) /	FY20 (E) /								
		FY16 (A)	FY17 (A)	FY18 (A)	FY19 (A)							FY20 (P)	FY20 (Q2 E)								
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full								
地域別売上	Sales by Region																				
前年比	Comparison																				
日本	Japan	102.5%	-	116.0%	105.1%	66.0%	79.0%		80.5%												
米州	Americas	-	-	-	-	-	-		-												
欧州	Europe	-	-	-	-	-	-		-												
中華圏	Greater China	115.7%	-	68.7%	46.7%	147.7%	41.8%		99.2%												
東南アジア他	Asia Pacific	-	-	-	-	-	-		-												
直接輸出	Export	179.8%	-	60.8%	127.3%	100.0%	1.5%		113.6%												
売上合計 (組み替え後)	Total (After reclassifications)	-	-	115.4%	104.9%	66.2%	77.9%	81.2%	80.6%	79.9%	80.2%	100.0%	100.0%								
売上合計 (組み替え前)	Total (Before reclassifications)	103.4%	-	112.6%	-	-	-	-	-	-	-	-	-								

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	165.9%	-	-	22.4%	86.4%	-	68.8%	46.1%	100.0%	100.0%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	116.4%	119.5%	141.9%	-	-	-	-	-	-	-	-	-

(注記)・組み替えに関してはP12記載の1、6をご参照ください。

・P12記載の1については、参考値として組み替え前の数値(合計値)も開示しています。

・P12記載の1に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

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

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

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

ヘルスケア事業 地域別売上	HCB Sales by Region	FY16	FY17	FY18	FY19							FY20	FY20	FY20						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		(Announced Jul 28)	(Announced Oct 29)	(Announced Jan 27)																
		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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	289	260	269	52	66	72	72	117	143	261	265		57	77	84		134		
米州	Americas	217	238	236	59	50	54	53	109	107	216	210		55	60	63		115		
欧州	Europe	183	210	227	45	51	62	58	97	120	217	215		48	57	60		105		
中華圏	Greater China	231	268	310	93	74	89	58	167	147	314	320		83	77	106		159		
東南アジア他	Asia Pacific	90	103	107	26	27	29	26	53	55	108	105		23	37	35		59		
直接輸出	Export	3	6	6	1	1	1	1	3	2	4	5		1	1	1		2		
売上合計	Total	1,013	1,085	1,155	277	269	307	267	546	574	1,120	1,120	1,190	266	309	350	295	575	645	1,220

		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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	85	112	130	34	35	44	23	69	66	135	150	170	45	61	63	31	106	94	200
営業利益率	O.I./Sales	8.4%	10.3%	11.3%	12.3%	13.0%	14.2%	8.5%	12.6%	11.5%	12.1%	13.4%	14.3%	16.9%	19.8%	18.1%	10.4%	18.5%	14.6%	16.4%

ヘルスケア事業 地域別売上 前年比	HCB Sales by Region Comparison	FY17 (A) / FY16 (A)	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) & (E) / FY19 (A)							FY20 (E) / FY20 (P)	FY20 (E) / FY20 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
		日本	Japan	90.0%	103.4%	96.9%	110.0%	118.0%	117.5%		114.5%		
米州	Americas	109.5%	99.3%	91.5%	93.5%	119.1%	117.1%		105.3%				
欧州	Europe	114.3%	108.1%	95.7%	104.5%	111.3%	96.7%		108.1%				
中華圏	Greater China	116.2%	115.6%	101.4%	88.6%	103.8%	118.9%		95.3%				
東南アジア他	Asia Pacific	115.0%	103.6%	101.0%	85.9%	137.4%	121.1%		112.0%				
直接輸出	Export	211.2%	109.4%	63.6%	68.7%	96.7%	108.6%		82.1%				
売上合計	Total	107.1%	106.5%	97.0%	95.9%	114.9%	113.9%	110.7%	105.3%	112.4%	108.9%	108.9%	102.5%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
営業利益	Operating Income	131.4%	116.3%	103.7%	131.9%	175.7%	145.2%	135.1%	154.1%	141.7%	148.0%	133.3%	117.6%

※日本の院内医療機器事業は売却に伴い、16年12月以降連結対象外となっています。

† Medical Business (Hospital-use) in Japan has been removed from consolidation since December 2016 in response to its sale.

本社他 (消去調整含む)	Eliminations & Corporate	FY16	FY17	FY18	FY19							FY20	FY20	FY20						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
地域別売上	Sales by Region	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	64	41	146	26	21	8	19	47	27	74	15		14	8	11		23		
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	5	0	61	4	4	4	3	7	7	14	5		3	0	0		3		
東南アジア他	Asia Pacific	1	0	0	0	0	0	0	0	0	0	0		0	0	0		0		
直接輸出	Export	8	11	9	0	0	0	0	0	0	0	0		0	0	0		0		
売上合計 (組み替え後)	Total (After reclassifications)	-	-	216	30	24	12	22	54	35	89	20	50	18	8	11	23	26	34	60
売上合計 (組み替え前)	Total (Before reclassifications)	78	52	54	7	9	7	17	15	24	39	-	-	-	-	-	-	-	-	-

		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 (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 reclassifications)	-	-	-221	-53	-60	-58	-71	-113	-129	-241	-255	-270	-51	-63	-59	-92	-114	-151	-265
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-141	-209	-221	-52	-56	-50	-63	-108	-113	-221	-	-	-	-	-	-	-	-	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

本社他 (消去調整含む)	Eliminations & Corporate	FY17 (A) / FY16 (A)	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) & (E) / FY19 (A)							FY20 (E) / FY20 (P)	FY20 (E) / FY20 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
前年比	Comparison	Full (A) <td>Full (A) <td>Full (A) <td>Q1 (A) <td>Q2 (A) <td>Q3 (A) <td>Q4 <td>1st H (A) <td>2nd H <td>Full <td>Full <td>Full </td></td></td></td></td></td></td></td></td></td></td>	Full (A) <td>Full (A) <td>Q1 (A) <td>Q2 (A) <td>Q3 (A) <td>Q4 <td>1st H (A) <td>2nd H <td>Full <td>Full <td>Full </td></td></td></td></td></td></td></td></td></td>	Full (A) <td>Q1 (A) <td>Q2 (A) <td>Q3 (A) <td>Q4 <td>1st H (A) <td>2nd H <td>Full <td>Full <td>Full </td></td></td></td></td></td></td></td></td>	Q1 (A) <td>Q2 (A) <td>Q3 (A) <td>Q4 <td>1st H (A) <td>2nd H <td>Full <td>Full <td>Full </td></td></td></td></td></td></td></td>	Q2 (A) <td>Q3 (A) <td>Q4 <td>1st H (A) <td>2nd H <td>Full <td>Full <td>Full </td></td></td></td></td></td></td>	Q3 (A) <td>Q4 <td>1st H (A) <td>2nd H <td>Full <td>Full <td>Full </td></td></td></td></td></td>	Q4 <td>1st H (A) <td>2nd H <td>Full <td>Full <td>Full </td></td></td></td></td>	1st H (A) <td>2nd H <td>Full <td>Full <td>Full </td></td></td></td>	2nd H <td>Full <td>Full <td>Full </td></td></td>	Full <td>Full <td>Full </td></td>	Full <td>Full </td>	Full
日本	Japan	63.7%	-	50.8%	55.4%	40.4%	137.7%		48.8%				
米州	Americas	-	-	-	-	-	-		-				
欧州	Europe	-	-	-	-	-	-		-				
中華圏	Greater China	-	-	23.5%	95.5%	1.4%	0.0%		47.6%				
東南アジア他	Asia Pacific	-	-	-	-	-	-		-				
直接輸出	Export	-	-	2.8%	0.0%	-	-		109.1%				
売上合計 (組み替え後)	Total (After reclassifications)	-	-	41.0%	59.9%	35.0%	91.4%	100.5%	48.7%	97.3%	67.8%	300.0%	120.0%
売上合計 (組み替え前)	Total (Before reclassifications)	66.7%	-	73.1%	-	-	-	-	-	-	-	-	-

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

(注記)・組み替えに関してはP12記載の2、4、5をご参照ください。

・P12記載の2については、参考値として組み替え前の数値(合計値)も開示しています。

・P12記載の2および4に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

(Note) With regard to reclassification, please refer to notes 2, 4 and 5 on p.12.

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

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

セグメント別売上	Sales by Segment	FY16	FY17	FY18	FY19							FY20	FY20	FY20						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	3,310	3,961	3,918	891	888	875	873	1,779	1,749	3,528	3,070	3,220	821	829	880	871	1,649	1,751	3,400
電子部品事業	EMC	952	1,044	1,031	230	229	214	211	459	425	884	760	810	180	209	230	222	388	452	840
車載事業	AEC	1,321	1,312	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	680	703	1,006	173	292	272	423	464	696	1,160	930	930	181	193	212	344	374	556	930
ヘルスクエア事業	HCB	1,013	1,085	1,155	277	269	307	267	546	574	1,120	1,120	1,190	266	309	350	295	575	645	1,220
本社直轄事業 (その他事業)	Other	589	444	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	78	52	216	30	24	12	22	54	35	89	20	50	18	8	11	23	26	34	60
売上合計	Total	7,942	8,600	7,326	1,600	1,702	1,681	1,797	3,302	3,478	6,780	5,900	6,200	1,465	1,548	1,683	1,754	3,013	3,437	6,450

セグメント別売上	Sales by Segment	FY17 (A) / FY16 (A)	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) & (E) / FY19 (A)							FY20 (E) / FY20 (P)	FY20 (E) / FY20 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
前年比	Comparison												
制御機器事業	IAB	119.7%	98.9%	90.0%	92.1%	93.3%	100.5%	99.7%	92.7%	100.1%	96.4%	110.7%	105.6%
電子部品事業	EMC	109.6%	-	85.7%	78.1%	91.1%	107.5%	105.2%	84.6%	106.4%	95.1%	110.5%	103.7%
車載事業	AEC	99.3%	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	103.4%	-	115.4%	104.9%	66.2%	77.9%	81.2%	80.6%	79.9%	80.2%	100.0%	100.0%
ヘルスクエア事業	HCB	107.1%	106.5%	97.0%	95.9%	114.9%	113.9%	110.7%	105.3%	112.4%	108.9%	108.9%	102.5%
本社直轄事業 (その他事業)	Other	75.3%	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	66.7%	-	41.0%	59.9%	35.0%	91.4%	100.5%	48.7%	97.3%	67.8%	300.0%	120.0%
売上合計	Total	108.3%	-	92.5%	91.5%	91.0%	100.1%	97.6%	91.2%	98.8%	95.1%	109.3%	104.0%

セグメント別売上	Sales by Segment	FY16	FY17	FY18	FY19							FY20	FY20	FY20						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
構成比	Ratio																			
制御機器事業	IAB	42%	46%	53%	56%	52%	52%	49%	54%	50%	52%	52%	52%	56%	54%	52%	50%	55%	51%	53%
電子部品事業	EMC	12%	12%	14%	14%	13%	13%	12%	14%	12%	13%	13%	13%	12%	13%	14%	13%	13%	13%	13%
車載事業	AEC	17%	15%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	9%	8%	14%	11%	17%	16%	24%	14%	20%	17%	16%	15%	12%	12%	13%	20%	12%	16%	14%
ヘルスクエア事業	HCB	13%	13%	16%	17%	16%	18%	15%	17%	16%	17%	19%	19%	18%	20%	21%	17%	19%	19%	19%
本社直轄事業 (その他事業)	Other	7%	5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	1%	1%	3%	2%	1%	1%	1%	2%	1%	1%	0%	1%	1%	1%	1%	1%	1%	1%	1%

(注記) 組み替えに関してはP12記載の1~8をご参照ください。

なお、1~4に伴い、電子部品事業(EMC)、社会システム事業(SSB)、本社他(消去調整含む)の2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

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

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

地域別売上	Sales by Region	FY16	FY17	FY18	FY19							FY20	FY20	FY20						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	3,304	3,285	3,187	635	789	755	936	1,424	1,691	3,115	2,585		599	625	674		1,224		
米州	Americas	1,122	1,185	765	174	169	166	169	344	334	678	580		144	163	166		307		
欧州	Europe	1,026	1,184	1,203	269	258	274	284	527	558	1,085	900		203	248	266		451		
中華圏	Greater China	1,478	1,729	1,465	364	322	323	252	686	575	1,261	1,270		382	348	417		730		
東南アジア他	Asia Pacific	918	1,111	679	156	161	157	153	317	310	627	550		136	162	159		297		
直接輸出	Export	95	105	27	3	2	6	3	5	9	14	15		1	2	2		4		
売上合計	Total	7,942	8,600	7,326	1,600	1,702	1,681	1,797	3,302	3,478	6,780	5,900	6,200	1,465	1,548	1,683	1,754	3,013	3,437	6,450

地域別売上	Sales by Region	FY17 (A) / FY16 (A)	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) & (E) / FY19 (A)							FY20 (E) / FY20 (P)	FY20 (E) / FY20 (Q2 E)	
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full	
前年比	Comparison													
日本	Japan	99.4%	-	97.7%	94.3%	79.2%	89.2%		86.0%					
米州	Americas	105.6%	-	88.7%	82.4%	96.3%	100.4%		89.3%					
欧州	Europe	115.4%	-	90.2%	75.5%	96.1%	97.1%		85.5%					
中華圏	Greater China	117.1%	-	86.1%	105.0%	108.1%	129.0%		106.5%					
東南アジア他	Asia Pacific	121.0%	-	92.4%	87.0%	100.3%	101.1%		93.8%					
直接輸出	Export	111.1%	-	49.7%	54.5%	106.1%	28.0%		76.6%					
売上合計	Total	108.3%	-	92.5%	91.5%	91.0%	100.1%	97.6%	91.2%	98.8%	95.1%	109.3%	104.0%	

地域別売上	Sales by Region	FY16	FY17	FY18	FY19							FY20	FY20	FY20						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
構成比	Ratio																			
日本	Japan	42%	38%	44%	40%	46%	45%	52%	43%	49%	46%	44%		41%	40%	40%		41%		
米州	Americas	14%	14%	10%	11%	10%	10%	9%	10%	10%	10%	10%		10%	11%	10%		10%		
欧州	Europe	13%	14%	16%	17%	15%	16%	16%	16%	16%	16%	15%		14%	16%	16%		15%		
中華圏	Greater China	19%	20%	20%	23%	19%	19%	14%	21%	17%	19%	22%		26%	22%	25%		24%		
東南アジア他	Asia Pacific	12%	13%	9%	10%	9%	9%	9%	10%	9%	9%	9%		9%	10%	9%		10%		
直接輸出	Export	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%		0%		

(注記) 組み替えに関してはP12記載の1~6をご参照ください。

なお、P12記載の3および4に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

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

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

セグメント・地域別 売上構成比 Ratio of Sales by Segment and Region			FY16	FY17	FY18	FY19						FY20	FY20	FY20								
			Actual	Actual	Actual	Actual						Plan	Q2 Estimates	Actual / Estimates								
			Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	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	40%	38%	39%	37%	40%	40%	42%	38%	41%	40%	39%		36%	36%	35%		36%		
		米州	Americas	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	8%		8%	8%		8%		
		欧州	Europe	20%	20%	20%	21%	19%	20%	21%	20%	21%	20%	18%		16%	19%	20%		18%		
		中華圏	Greater China	18%	20%	20%	23%	20%	19%	16%	21%	18%	19%	23%		28%	24%	26%		26%		
		東南アジア他	Asia Pacific	12%	13%	11%	11%	12%	11%	11%	11%	11%	11%	11%		11%	12%	11%		12%		
		直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%		0%		
電子部品事業	EMC	日本	Japan	25%	23%	22%	24%	26%	26%	29%	25%	27%	26%	26%		27%	22%	24%		24%		
		米州	Americas	17%	17%	17%	16%	15%	14%	16%	16%	15%	15%	14%		12%	17%	14%		15%		
		欧州	Europe	16%	16%	17%	17%	16%	16%	19%	17%	17%	17%	16%		12%	17%	14%		15%		
		中華圏	Greater China	30%	30%	30%	28%	29%	30%	22%	29%	26%	27%	30%		36%	33%	35%		34%		
		東南アジア他	Asia Pacific	12%	14%	13%	14%	14%	15%	14%	14%	15%	14%	13%		13%	12%	13%		12%		
		直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%		0%		
車載事業	AEC	日本	Japan	14%	13%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		米州	Americas	33%	32%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		欧州	Europe	3%	2%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		中華圏	Greater China	21%	22%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		東南アジア他	Asia Pacific	23%	25%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		直接輸出	Export	5%	6%	-	-	-	-	-	-	-	-	-		-	-	-		-		
社会システム事業	SSB	日本	Japan	99%	99%	99%	100%	100%	98%	99%	100%	99%	99%	99%		100%	99%	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%	1%	1%	0%	0%	1%	0%	0%	1%	0%	1%		0%	0%	0%		0%		
ヘルスケア事業	HCB	日本	Japan	29%	24%	23%	19%	24%	23%	27%	21%	25%	23%	24%		21%	25%	24%		23%		
		米州	Americas	21%	22%	20%	21%	19%	18%	20%	20%	19%	19%	19%		21%	19%	18%		20%		
		欧州	Europe	18%	19%	20%	16%	19%	20%	22%	18%	21%	19%	19%		18%	19%	17%		18%		
		中華圏	Greater China	23%	25%	27%	34%	27%	29%	22%	31%	26%	28%	29%		31%	25%	30%		28%		
		東南アジア他	Asia Pacific	9%	10%	9%	9%	10%	9%	10%	10%	10%	10%	10%		8%	12%	10%		10%		
		直接輸出	Export	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%		0%		
本社直轄事業 (その他事業)	Other	日本	Japan	87%	80%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		米州	Americas	0%	0%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		欧州	Europe	0%	0%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		中華圏	Greater China	12%	19%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		東南アジア他	Asia Pacific	0%	0%	-	-	-	-	-	-	-	-	-		-	-	-		-		
		直接輸出	Export	0%	1%	-	-	-	-	-	-	-	-	-		-	-	-		-		
本社他 (消去調整含む)	Eliminations & Corporate	日本	Japan	82%	79%	67%	88%	85%	66%	86%	86%	79%	83%	75%		81%	98%	100%		87%		
		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	6%	0%	28%	12%	15%	34%	14%	13%	21%	16%	25%		19%	1%	0%		13%		
		東南アジア他	Asia Pacific	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%		0%		
		直接輸出	Export	11%	21%	4%	0%	0%	0%	1%	0%	0%	0%	0%		0%	1%	0%		0%		

(注記) 組み替えに関してはP12記載の1~6をご参照ください。

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

セグメント別 営業利益	Operating Income by Segment	FY16	FY17	FY18	FY19							FY20	FY20	FY20						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	(Announced Jul 28)	(Announced Oct 29)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	520	740	629	133	143	131	129	276	260	536	350	440	138	126	155	131	264	286	550
電子部品事業	EMC	98	125	82	0	7	2	0	7	3	9	5	10	1	2	12	10	3	22	25
車載事業	AEC	71	58	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	41	48	65	-14	32	25	65	19	90	109	50	50	-9	-3	6	56	-12	62	50
ヘルスケア事業	HCB	85	112	130	34	35	44	23	69	66	135	150	170	45	61	63	31	106	94	200
本社直轄事業 (その他事業)	Other	1	-12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	-141	-209	-221	-53	-60	-58	-71	-113	-129	-241	-255	-270	-51	-63	-59	-92	-114	-151	-265
営業利益合計	Total	685	863	673	100	157	144	147	257	290	548	300	400	125	123	177	136	247	313	560

セグメント別 営業利益	Operating Income by Segment	FY17 (A) / FY16 (A)	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) & (E) / FY19 (A)							FY20 (E) / FY20 (P)	FY20 (E) / FY20 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	Full
前年比	Comparison												
制御機器事業	IAB	142.3%	85.0%	85.2%	104.0%	87.8%	118.6%	101.4%	95.6%	110.1%	102.6%	157.1%	125.0%
電子部品事業	EMC	127.9%	65.5%	11.2%	-	36.4%	503.3%	-	48.3%	867.7%	272.3%	500.0%	250.0%
車載事業	AEC	81.6%	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	116.4%	-	165.9%	-	-	22.4%	86.4%	-	68.8%	46.1%	100.0%	100.0%
ヘルスケア事業	HCB	131.4%	116.3%	103.7%	131.9%	175.7%	145.2%	135.1%	154.1%	141.7%	148.0%	133.3%	117.6%
本社直轄事業 (その他事業)	Other	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	-	-	-
営業利益合計	Total	125.9%	-	81.4%	124.2%	78.1%	123.3%	92.5%	96.1%	107.7%	102.3%	186.7%	140.0%

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

なお、P12記載の1、2、4に伴い、社会システム事業(SSB)および本社他(消去調整含む)の2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

(Notes) With regard to reclassification, please refer to notes 1, 2, 4, 5 and 6 on p.12.

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

組み替えに関する注記

Notes to Reclassification

1	<p>2020年度より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であった環境事業を社会システム事業(SSB)の事業セグメントに含めて開示しています。これに伴い、2018年度および2019年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2020, as a result of a segment reclassification, figures for the Environmental Solutions business that had been included in the Other segment have been reclassified into SSB. FY2018-2019 figures have been restated to reflect this.</p>
2	<p>2020年度より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であったバックライト事業を本社他(消去調整含む)の事業セグメントに含めて開示しています。これに伴い、2018年度および2019年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2020, as a result of a segment reclassification, figures for the Backlights business that had been included in the Other segment have been reclassified into Eliminations & Corporate. FY2018-2019 figures have been restated to reflect this.</p>
3	<p>2019年度より、車載事業(AEC)を非継続事業に分類したことに伴い、電子部品事業(EMC)の「セグメント間の内部売上高」の一部を「外部顧客に対する売上高」に組み替えて表示しています。これに伴い、2018年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC sales from intersegment sales to sales to external customers. Figures presented for the fiscal year ended March 31, 2019 have been reclassified to reflect this.</p>
4	<p>2019年度より、車載事業(AEC)を非継続事業に分類したことに伴い、「本社他(消去調整含む)」の「セグメント間の内部売上高」の一部を「外部顧客に対する売上高」に組み替えて表示しています。これに伴い、2018年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain Eliminations & Corporate sales from intersegment sales to sales to external customers. Figures presented for the fiscal year ended March 31, 2019 have been reclassified to reflect this.</p>
5	<p>2018年度より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であったマイクロデバイス事業の営業部門を電子部品事業(EMC)に、開発機能を本社他(消去調整含む)の事業セグメントに含めて開示しています。これに伴い、2017年度以前の実績を新管理区分に組み替えて開示しています。</p> <p>From FY2018, as a result of a segment reclassification, the sales of the Micro Devices business that had been included in the Other segment has been reclassified into EMC, while the R&D function in the Other segment is now included in Eliminations & Corporate. FY2016-2017 figures have been restated to reflect this.</p>
6	<p>2018年度第3四半期より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であった電子機器事業のUPS部門を社会システム事業(SSB)の事業セグメントに含めて開示しています。これに伴い、2017年度以前の実績を新管理区分に組み替えて開示しています。</p> <p>From Q3 FY2018, as a result of a segment reclassification, figures for the UPS business within the Electronic Systems & Equipment business in the Other segment have been included in SSB. FY2016-2017 figures have been restated to reflect this.</p>