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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: インダストリアルオートメーションビジネス
IAB: Industrial Automation Business

電子部品事業: エレクトロニック＆メカニカルコンポーネントビジネス
EMC: Electronic & Mechanical Components 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

ヘルスケア事業: ヘルスケアビジネス
HCB: Healthcare 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

东南亚: 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

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「2022年3月期第2四半期 決算短信」とは異なることがございます。
These reference data may differ from "Summary of Consolidated Financial Results for the Second Quarter of the Fiscal Year Ending March 31, 2022 (U.S. GAAP) due to rounding off.

3. 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.

4. 当資料は2021年10月28日に作成・発表しました。
This reference data was produced and announced on October 28, 2021.
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<th>FY17 Actual</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY20 Actual</th>
<th>FY21 Plan (Announced Apr 27)</th>
<th>FY21 Actual / Estimates (Announced Oct 28)</th>
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全社連結PL Total PL

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<th>FY17 (A) / FY18 (A)</th>
<th>FY19 (A) / FY19 (A)</th>
<th>FY20 (A) / FY20 (A)</th>
<th>FY21 (A) / FY21 (A)</th>
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全社連結PL Total PL

We have reclassified AEC as discontinued operations.
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<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY20 Actual</th>
<th>FY21 Actual / Estimates (Announced Oct 28)</th>
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<th>FY19 / FY18 (A)</th>
<th>FY20 / FY19 (A)</th>
<th>FY21 (A) &amp; (E) / FY20 (A)</th>
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<table>
<thead>
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<th>FY21 (A) &amp; (E)</th>
<th>FY21 (E)</th>
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<td>120.1%</td>
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<td>米州</td>
<td>125.1%</td>
<td>128.8%</td>
<td>125.1%</td>
</tr>
<tr>
<td></td>
<td>欧州</td>
<td>121.2%</td>
<td>140.1%</td>
<td>121.2%</td>
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<tr>
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<td>138.4%</td>
</tr>
<tr>
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</tr>
<tr>
<td></td>
<td>直接輸出</td>
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<th>FY21 (E) / FY20 (P)</th>
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<tr>
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<td>米州</td>
<td>125.1%</td>
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<td>121.2%</td>
</tr>
<tr>
<td></td>
<td>中華圏</td>
<td>138.4%</td>
</tr>
<tr>
<td></td>
<td>東南アジア他</td>
<td>108.2%</td>
</tr>
<tr>
<td></td>
<td>直接輸出</td>
<td>12.2%</td>
</tr>
<tr>
<td></td>
<td>売上合計</td>
<td>123.7%</td>
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<table>
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<td>直接輸出</td>
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<td></td>
<td>売上合計</td>
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<table>
<thead>
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<tr>
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<tr>
<td>FY20</td>
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<td>新年比 Comparison</td>
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<td>98.5% 91.4% 109.1%</td>
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<td>営業利益 Operating Income</td>
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<td>322.3%</td>
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(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.
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<th>SSB</th>
<th>FY17 (A)</th>
<th>FY18 (A)</th>
<th>FY19 (A)</th>
<th>FY20 (A)</th>
<th>FY21 (A) &amp; (E)</th>
<th>FY21 (E)</th>
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</tr>
<tr>
<td>地域別売上</td>
<td>Sales by Region</td>
<td>FY17 (A)</td>
<td>FY18 (A)</td>
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<td>FY21 (A) &amp; (E)</td>
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</tr>
<tr>
<td>前年比</td>
<td>Sales by Region</td>
<td>FY17 (A)</td>
<td>FY18 (A)</td>
<td>FY19 (A)</td>
<td>FY20 (A)</td>
<td>FY21 (A) &amp; (E)</td>
<td>FY21 (E)</td>
</tr>
<tr>
<td>日本</td>
<td>Japan</td>
<td>-116.0%</td>
<td>82.8%</td>
<td>99.2%</td>
<td>93.7%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>米州</td>
<td>Americas</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>欧州</td>
<td>Europe</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>中華圏</td>
<td>Greater China</td>
<td>65.1%</td>
<td>61.5%</td>
<td>35.4%</td>
<td>48.4%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>東南アジア他</td>
<td>Asia Pacific</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>直接輸出</td>
<td>Export</td>
<td>-73.3%</td>
<td>-71.7%</td>
<td>-53.4%</td>
<td>-65.2%</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

(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字（合計數）を表示しています。
・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.
<table>
<thead>
<tr>
<th>地域別売上</th>
<th>HCB</th>
<th>FY17 Actual</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY20 Actual</th>
<th>FY21 Actual / Estimates (Announced Oct 28)</th>
<th>FY21 Plan (Announced Apr 27)</th>
</tr>
</thead>
<tbody>
<tr>
<td>日本</td>
<td>Japan</td>
<td>260</td>
<td>269</td>
<td>261</td>
<td>57</td>
<td>77</td>
<td>84</td>
</tr>
<tr>
<td>米州</td>
<td>Americas</td>
<td>238</td>
<td>236</td>
<td>216</td>
<td>55</td>
<td>60</td>
<td>63</td>
</tr>
<tr>
<td>欧州</td>
<td>Europe</td>
<td>210</td>
<td>227</td>
<td>217</td>
<td>48</td>
<td>57</td>
<td>60</td>
</tr>
<tr>
<td>中華圏</td>
<td>Greater China</td>
<td>268</td>
<td>310</td>
<td>314</td>
<td>83</td>
<td>77</td>
<td>106</td>
</tr>
<tr>
<td>東南アジア他</td>
<td>Asia Pacific</td>
<td>103</td>
<td>107</td>
<td>106</td>
<td>23</td>
<td>37</td>
<td>35</td>
</tr>
<tr>
<td>直接輸出</td>
<td>Export</td>
<td>6</td>
<td>6</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>売上合計</td>
<td>Total</td>
<td>1,085</td>
<td>1,155</td>
<td>1,120</td>
<td>266</td>
<td>309</td>
<td>350</td>
</tr>
</tbody>
</table>

| | | Operating Income | | | | | | | | | | | | | |
| 営業利益 | | 112 | 130 | 135 | 45 | 61 | 63 | 36 | 106 | 100 | 206 | 225 | 64 | 57 | 121 | 104 | 225 |
| 営業利益率 | O.I./Sales | 10.3% | 11.3% | 12.1% | 16.9% | 19.8% | 18.1% | 11.9% | 18.5% | 15.2% | 16.7% | 16.9% | 18.3% | 17.4% | 17.9% | 14.4% | 16.1% |

<table>
<thead>
<tr>
<th>地域別売上</th>
<th>HCB</th>
<th>FY17 (A) / FY17 (A)</th>
<th>FY18 (A) / FY18 (A)</th>
<th>FY20 (A) / FY20 (A)</th>
<th>FY21 (A) &amp; (E) / FY20 (A)</th>
<th>FY21 (E) / FY20 (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>日本</td>
<td>Japan</td>
<td>103.4%</td>
<td>96.9%</td>
<td>113.5%</td>
<td>117.9%</td>
<td>98.7%</td>
</tr>
<tr>
<td>米州</td>
<td>Americas</td>
<td>99.3%</td>
<td>91.5%</td>
<td>110.9%</td>
<td>114.1%</td>
<td>102.1%</td>
</tr>
<tr>
<td>欧州</td>
<td>Europe</td>
<td>106.1%</td>
<td>95.7%</td>
<td>105.0%</td>
<td>116.2%</td>
<td>95.2%</td>
</tr>
<tr>
<td>中華圏</td>
<td>Greater China</td>
<td>115.6%</td>
<td>101.4%</td>
<td>108.8%</td>
<td>142.4%</td>
<td>134.4%</td>
</tr>
<tr>
<td>東南アジア他</td>
<td>Asia Pacific</td>
<td>103.6%</td>
<td>101.0%</td>
<td>112.3%</td>
<td>193.0%</td>
<td>89.2%</td>
</tr>
<tr>
<td>直接輸出</td>
<td>Export</td>
<td>109.4%</td>
<td>63.6%</td>
<td>108.4%</td>
<td>141.1%</td>
<td>98.3%</td>
</tr>
<tr>
<td>売上合計</td>
<td>Total</td>
<td>106.5%</td>
<td>97.0%</td>
<td>109.9%</td>
<td>130.9%</td>
<td>106.4%</td>
</tr>
</tbody>
</table>

| | | Operating Income | | | | | | | | | | | | | |
| 営業利益 | | 116.3% | 103.7% | 152.3% | 141.8% | 93.6% | 113.9% | 104.5% | 109.4% | 100.0% |
### 営業利益率

<table>
<thead>
<tr>
<th>地域別売上 (組み替え後)</th>
<th>総合利益率</th>
<th>総合利益率 (組み替え前)</th>
</tr>
</thead>
<tbody>
<tr>
<td>日本</td>
<td>74.0%</td>
<td>72.4%</td>
</tr>
<tr>
<td>米州</td>
<td>-8.7%</td>
<td>-12.2%</td>
</tr>
<tr>
<td>欧州</td>
<td>-11.3%</td>
<td>-13.2%</td>
</tr>
<tr>
<td>中華圏</td>
<td>-50.4%</td>
<td>-49.8%</td>
</tr>
<tr>
<td>東南アジア他</td>
<td>-10.0%</td>
<td>-11.5%</td>
</tr>
<tr>
<td>直接輸出</td>
<td>-2.8%</td>
<td>-2.6%</td>
</tr>
<tr>
<td>前年比較</td>
<td>-50.8%</td>
<td>-51.2%</td>
</tr>
</tbody>
</table>

### 営業利益 (組み替え後)

<table>
<thead>
<tr>
<th>地域別売上 (組み替え後)</th>
<th>営業利益 (組み替え後)</th>
<th>営業利益 (組み替え前)</th>
</tr>
</thead>
<tbody>
<tr>
<td>日本</td>
<td>41 146 74 14 8 11 5 23 16 39</td>
<td>20 8 8 8 8 8 8 8 8 8</td>
</tr>
<tr>
<td>米州</td>
<td>0 0 0 0 0 0 0 0 0 0</td>
<td>0 0 0 0 0 0 0 0 0 0</td>
</tr>
<tr>
<td>欧州</td>
<td>0 0 0 0 0 0 0 0 0 0</td>
<td>0 0 0 0 0 0 0 0 0 0</td>
</tr>
<tr>
<td>中華圏</td>
<td>0 61 14 3 0 0 0 0 0 0</td>
<td>0 0 0 0 0 0 0 0 0 0</td>
</tr>
<tr>
<td>東南アジア他</td>
<td>0 0 0 0 0 0 0 0 0 0</td>
<td>0 0 0 0 0 0 0 0 0 0</td>
</tr>
<tr>
<td>直接輸出</td>
<td>11 10 9 0 0 0 0 1 1 1 0 0 1 0 1 0 0 0 0</td>
<td></td>
</tr>
</tbody>
</table>

### 前年比較

<table>
<thead>
<tr>
<th>地域別売上</th>
<th>前年比較</th>
</tr>
</thead>
<tbody>
<tr>
<td>日本</td>
<td>-50.8%</td>
</tr>
<tr>
<td>米州</td>
<td>-10.0%</td>
</tr>
<tr>
<td>欧州</td>
<td>-11.3%</td>
</tr>
<tr>
<td>中華圏</td>
<td>-23.5%</td>
</tr>
<tr>
<td>東南アジア他</td>
<td>-8.7%</td>
</tr>
<tr>
<td>直接輸出</td>
<td>-2.8%</td>
</tr>
</tbody>
</table>

### （注記）組み替替えに関してはP12記載の2, 4, 5を参照ください。

*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、表示していません。

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

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.
<table>
<thead>
<tr>
<th>前年比</th>
<th>FY17 (A) / FY18 (A)</th>
<th>FY19 (A) / FY18 (A)</th>
<th>FY20 (A) / FY19 (A)</th>
<th>FY21 (A) &amp; (E) / FY20 (A)</th>
<th>FY21 (E) / FY20 (E)</th>
</tr>
</thead>
<tbody>
<tr>
<td>制御機器事業</td>
<td>IAB</td>
<td>98.9%</td>
<td>90.0%</td>
<td>98.2%</td>
<td>135.2%</td>
</tr>
<tr>
<td>電子部品事業</td>
<td>EMC</td>
<td>-</td>
<td>85.7%</td>
<td>97.4%</td>
<td>143.3%</td>
</tr>
<tr>
<td>車載事業</td>
<td>AEC</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>社会システム事業</td>
<td>SSB</td>
<td>-115.4%</td>
<td>82.5%</td>
<td>87.9%</td>
<td>98.9%</td>
</tr>
<tr>
<td>ヘルスケア事業</td>
<td>HCB</td>
<td>106.5%</td>
<td>97.0%</td>
<td>109.9%</td>
<td>130.9%</td>
</tr>
<tr>
<td>本社その他事業 (その他の事業)</td>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>本社他 (消去調整含む)</td>
<td>Eliminations &amp; Corporate</td>
<td>-41.0%</td>
<td>48.6%</td>
<td>46.1%</td>
<td>97.5%</td>
</tr>
<tr>
<td>売上合計</td>
<td>Total</td>
<td>-92.5%</td>
<td>96.7%</td>
<td>128.5%</td>
<td>117.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>構成比</th>
<th>Ratio</th>
<th>FY17 (A)</th>
<th>FY18 (A)</th>
<th>FY19 (A)</th>
<th>FY20 (A)</th>
<th>FY21 (A) &amp; (E)</th>
<th>FY21 (E)</th>
<th>FY21 (A) &amp; (E) / FY20 (A)</th>
<th>FY21 (E) / FY20 (E)</th>
</tr>
</thead>
<tbody>
<tr>
<td>制御機器事業</td>
<td>IAB</td>
<td>46%</td>
<td>53%</td>
<td>52%</td>
<td>56%</td>
<td>54%</td>
<td>52%</td>
<td>50%</td>
<td>55%</td>
</tr>
<tr>
<td>電子部品事業</td>
<td>EMC</td>
<td>12%</td>
<td>14%</td>
<td>13%</td>
<td>12%</td>
<td>13%</td>
<td>14%</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>車載事業</td>
<td>AEC</td>
<td>15%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>社会システム事業</td>
<td>SSB</td>
<td>8%</td>
<td>14%</td>
<td>17%</td>
<td>12%</td>
<td>12%</td>
<td>13%</td>
<td>20%</td>
<td>12%</td>
</tr>
<tr>
<td>ヘルスケア事業</td>
<td>HCB</td>
<td>13%</td>
<td>16%</td>
<td>17%</td>
<td>18%</td>
<td>20%</td>
<td>21%</td>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>本社その他事業 (その他の事業)</td>
<td>Other</td>
<td>5%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>本社他 (消去調整含む)</td>
<td>Eliminations &amp; Corporate</td>
<td>1%</td>
<td>3%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
</tbody>
</table>

（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.
<table>
<thead>
<tr>
<th>地域別売上</th>
<th>Sales by Region</th>
<th>FY17 Actual</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY20 Actual</th>
<th>FY21 Plan (Announced Apr 27)</th>
<th>FY21 Actual / Estimates (Announced Oct 28)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>FY20</td>
<td></td>
<td></td>
<td></td>
<td>Q1 (A)</td>
<td>Q2 (A)</td>
</tr>
<tr>
<td>日本</td>
<td>Japan</td>
<td>3,285</td>
<td>3,187</td>
<td>3,115</td>
<td>1,224</td>
<td>1,542</td>
<td>2,766</td>
</tr>
<tr>
<td>米州</td>
<td>Americas</td>
<td>1,185</td>
<td>765</td>
<td>678</td>
<td>144</td>
<td>163</td>
<td>163</td>
</tr>
<tr>
<td>中国</td>
<td>China</td>
<td>1,184</td>
<td>1,203</td>
<td>1,085</td>
<td>203</td>
<td>248</td>
<td>266</td>
</tr>
<tr>
<td>中華圏</td>
<td>Greater China</td>
<td>1,729</td>
<td>1,465</td>
<td>1,261</td>
<td>382</td>
<td>348</td>
<td>417</td>
</tr>
<tr>
<td>東南アジア他</td>
<td>Asia Pacific</td>
<td>1,111</td>
<td>679</td>
<td>627</td>
<td>136</td>
<td>162</td>
<td>159</td>
</tr>
<tr>
<td>直接輸出</td>
<td>Export</td>
<td>105</td>
<td>27</td>
<td>14</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>売上合計</td>
<td>Total</td>
<td>8,600</td>
<td>7,326</td>
<td>6,780</td>
<td>1,465</td>
<td>1,548</td>
<td>1,683</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>地域別売上</th>
<th>Sales by Region</th>
<th>FY18 (A) / FY17 (A)</th>
<th>FY19 (A) / FY18 (A)</th>
<th>FY20 (A) / FY19 (A)</th>
<th>FY21 (A) &amp; (E) / FY20 (A)</th>
<th>FY21 (E) / FY21 (P)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>構成比</td>
<td>構成比</td>
<td>構成比</td>
<td>構成比</td>
<td>構成比</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FY17 Actual</td>
<td>FY18 Actual</td>
<td>FY19 Actual</td>
<td>FY20 Actual</td>
<td>FY21 Plan (Announced Apr 27)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Full (A)</td>
<td>Full (A)</td>
<td>Full (A)</td>
<td>Full (A)</td>
<td>Q1 (A)</td>
</tr>
<tr>
<td>日本</td>
<td>Japan</td>
<td>38%</td>
<td>44%</td>
<td>46%</td>
<td>41%</td>
<td>40%</td>
</tr>
<tr>
<td>米州</td>
<td>Americas</td>
<td>14%</td>
<td>10%</td>
<td>10%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>欧州</td>
<td>Europe</td>
<td>14%</td>
<td>16%</td>
<td>16%</td>
<td>14%</td>
<td>16%</td>
</tr>
<tr>
<td>中華圏</td>
<td>Greater China</td>
<td>20%</td>
<td>20%</td>
<td>19%</td>
<td>26%</td>
<td>22%</td>
</tr>
<tr>
<td>東南アジア他</td>
<td>Asia Pacific</td>
<td>13%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>直接輸出</td>
<td>Export</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

(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、表示していません。
(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.
<table>
<thead>
<tr>
<th>セグメント・地域別 売上構成比</th>
<th>FY17 Actual</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY20 Actual</th>
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<th>FY21 Actual / Estimates (Announced Oct 28)</th>
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（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.
### 営業利益合計

<table>
<thead>
<tr>
<th>セグメント別 営業利益</th>
<th>Operating Income by Segment</th>
<th>FY17 Actual</th>
<th>FY18 Actual</th>
<th>FY19 Actual</th>
<th>FY20 Actual</th>
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<tbody>
<tr>
<td>制御機器事業 (IAB)</td>
<td>740 629 536 138 126 155 169 264 324 588 630</td>
<td>231 178</td>
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<td>461</td>
<td>870</td>
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<tr>
<td>電子部品事業 (EMC)</td>
<td>125 82 9 1 2 12 14 3 26 30 45</td>
<td>21 19</td>
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<td>35 75</td>
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<td>車載事業 (AEC)</td>
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<td>社会システム事業 (SSB)</td>
<td>48 65 109 -9 -3 6 63 -12 69 57 70</td>
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<td>84 70</td>
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<td>ヘルスケア事業 (HCB)</td>
<td>112 130 135 45 61 63 36 106 100 206 225</td>
<td>64 57</td>
<td>121</td>
<td>104 225</td>
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<tr>
<td>本社直轄事業 (その他事業)</td>
<td>Other</td>
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<tr>
<td>営業利益合計</td>
<td>Total</td>
<td>863 673 548 125 123 177 200 247 378 625</td>
<td>700</td>
<td>258 199</td>
<td>457 523 980</td>
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#### 営業利益の増減比率

<table>
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<tr>
<th>セグメント別営業利益</th>
<th>Operating Income by Segment</th>
<th>FY18 (A) / FY17 (A)</th>
<th>FY19 (A) / FY18 (A)</th>
<th>FY20 (A) / FY19 (A)</th>
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<tbody>
<tr>
<td>制御機器事業 (IAB)</td>
<td>85.0% 85.2% 109.7% 167.5% 141.8%</td>
<td>155.3%</td>
<td>142.1%</td>
<td>148.0%</td>
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<tr>
<td>電子部品事業 (EMC)</td>
<td>65.5% 11.2% 322.3% 2550.6% 783.8%</td>
<td>1228.3%</td>
<td>134.4%</td>
<td>253.5%</td>
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<td>社会システム事業 (SSB)</td>
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<td>122.8%</td>
</tr>
<tr>
<td>ヘルスケア事業 (HCB)</td>
<td>116.3% 103.7% 152.3% 141.8% 93.6%</td>
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<td>本社他(消去調整含む)</td>
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<td>Total</td>
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<td>81.4%</td>
<td>114.1%</td>
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(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、図示しておりません。

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

<p>| | |</p>
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<tr>
<td>1</td>
<td>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. FY2015-2019 figures have been restated to reflect this.</td>
</tr>
<tr>
<td>2</td>
<td>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 &amp; Corporate. FY2018-2019 figures have been restated to reflect this.</td>
</tr>
<tr>
<td>3</td>
<td>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.</td>
</tr>
<tr>
<td>4</td>
<td>From 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain Eliminations &amp; 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.</td>
</tr>
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<td>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&amp;D function in the Other segment is now included in Eliminations &amp; Corporate. FY2016-2017 figures have been restated to reflect this.</td>
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<td>6</td>
<td>From Q3 FY2018, as a result of a segment reclassification, figures for the UPS business within the Electronic Systems &amp; Equipment business in the Other segment have been included in SSB. FY2016-2017 figures have been restated to reflect this.</td>
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