

2021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 2022

目次	Index	...	1
全社連結 PL概要	Financial Highlights	...	2
制御機器事業	IAB Summary of Operations	...	3
電子部品事業	EMC Summary of Operations	...	4
社会システム事業	SSB Summary of Operations	...	5
ヘルスケア事業	HCB Summary of Operations	...	6
本社他(消去調整含む)	Eliminations & Corporate Summary of Operations	...	7
セグメント別売上	Sales by Segment	...	8
地域別売上	Sales by Region	...	9
セグメント・地域別売上構成比	Ratio of Sales by Segment and Region	...	10
セグメント別営業利益	Operating Income by Segment	...	11
組み替えに関する注記	Notes to Reclassification	...	12

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「2022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, 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2022年1月28日に作成・発表したものです。
This reference data was produced and announced on January 28, 2022.

全社	Total	FY17	FY18	FY19	FY20							FY21	FY21	FY21						
		Actual	Actual	Actual	Actual							Plan (Announced Apr 27)	Q2 Estimates (Announced Oct 28)	Actual / Estimates (Announced Jan 28)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
売上高	Sales	7,323	7,326	6,780	1,465	1,548	1,683	1,860	3,013	3,543	6,555	7,000	7,800	1,882	1,812	1,893	2,014	3,694	3,906	7,600
売上原価	Cost of Sales	4,048	4,071	3,743	801	848	907	1,016	1,649	1,923	3,572	3,750	4,190	1,008	979	1,035	1,108	1,988	2,142	4,130
売上総利益	Gross Profit	3,275	3,255	3,037	664	700	776	844	1,364	1,620	2,984	3,250	3,610	874	832	858	906	1,706	1,764	3,470
その他販管費	SG&A	2,019	2,089	2,030	436	473	490	528	909	1,018	1,927	2,060	2,160	505	523	536	575	1,028	1,112	2,140
R&D費	R&D Exp.	487	493	460	103	105	109	116	207	225	432	490	470	110	110	110	119	220	230	450
販管費合計	SG&A + R&D	2,505	2,582	2,489	539	577	599	644	1,117	1,242	2,359	2,550	2,630	615	633	647	695	1,249	1,341	2,590
営業利益	Operating Income	770	673	548	125	123	177	200	247	378	625	700	980	258	199	211	211	457	423	880
営業外損益	Non-operating Income (loss), net	19	13	29	-8	-8	-28	17	-16	-10	-26	30	40	-8	3	36	19	-5	55	50
税引前当期純利益	NIBT	751	659	518	133	130	205	183	263	388	651	670	940	266	196	175	193	462	368	830
法人税等	Income Taxes	200	170	113	35	38	57	20	74	77	151	180	265	60	65	46	64	125	110	235
持分法投資損益	Equity in loss (earnings) of affiliates	-18	16	10	0	-5	-2	68	-5	66	61	0	15	2	6	3	3	9	6	15
継続事業純利益	Income from continuing operations	569	473	396	98	97	150	95	194	245	439	490	660	203	125	125	126	329	251	580
非継続事業利益	Income from discontinued operations	66	77	357	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
非支配持分所属損益	Net Income Attributable to noncontrolling interests	3	7	4	1	2	3	1	2	4	6	10	5	2	2	2	4	3	7	10
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	632	543	749	97	95	147	94	192	241	433	480	655	202	124	123	122	325	245	570

売上総利益率	Gross Profit / Sales	44.7%	44.4%	44.8%	45.3%	45.2%	46.1%	45.4%	45.3%	45.7%	45.5%	46.4%	46.3%	46.4%	45.9%	45.3%	45.0%	46.2%	45.2%	45.7%
その他販管費比率	SG&A / Sales	27.6%	28.5%	29.9%	29.8%	30.5%	29.1%	28.4%	30.2%	28.7%	29.4%	29.4%	27.7%	26.8%	28.9%	28.3%	28.6%	27.8%	28.5%	28.2%
R&D費比率	R&D / Sales	6.6%	6.7%	6.8%	7.0%	6.8%	6.5%	6.2%	6.9%	6.3%	6.6%	7.0%	6.0%	5.9%	6.1%	5.8%	5.9%	6.0%	5.9%	5.9%
販管費(合計)比率	(SG&A + R&D) / Sales	34.2%	35.2%	36.7%	36.8%	37.3%	35.6%	34.6%	37.1%	35.1%	36.0%	36.4%	33.7%	32.7%	34.2%	34.5%	33.8%	33.8%	34.3%	34.1%
営業利益率	O.I. / Sales	10.5%	9.2%	8.1%	8.5%	7.9%	10.5%	10.8%	8.2%	10.7%	9.5%	10.0%	12.6%	13.7%	11.0%	11.2%	10.5%	12.4%	10.8%	11.6%

設備投資	Capex	330	357	331	39	44	50	106	83	157	240	420	385	48	70	89	158	118	247	365
減価償却費	Depreciation	243	254	257	60	55	56	56	115	112	228	250	245	57	58	58	66	115	125	240

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)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
USD (円)	USD	111.2	110.7	109.1	107.9	105.9	104.8	104.7	106.9	104.8	105.8	108.0	108.9	109.8	110.0	113.1	113.0	109.9	113.1	111.5
EUR (円)	EUR	129.4	128.8	121.2	118.3	123.6	123.6	127.2	120.9	125.4	123.2	128.0	129.5	131.7	130.5	130.3	130.0	131.1	130.2	130.6
人民元 (円)	RMB	16.7	16.5	15.7	15.1	15.2	15.7	16.1	15.2	15.9	15.5	16.5	16.7	17.0	17.0	17.6	17.8	17.0	17.7	17.4

ROIC	ROIC	12.7%	10.6%	14.1%								7.8%	8%超	10%超						9%超
ROE	ROE	13.0%	10.8%	14.5%								7.6%	8%超	10%超						9%超
EPS (円)	EPS (Yen)	296.9	260.8	365.3								214.7	238.0	324.6						283.8

全社	Total	FY18 (A) /	FY19 (A) /	FY20 (A) /	FY21 (A) & (E) /							Total	FY21 (E) /	
		FY17 (A)	FY18 (A)	FY19 (A)	FY20 (A)							Comparison	FY21 (Q2 E)	
前年比		Comparison	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Comparison	Full
売上高	Sales	100.0%	92.5%	96.7%	128.5%	117.0%	112.5%	108.3%	122.6%	110.3%	115.9%	115.9%	Sales	97.4%
売上原価	Cost of Sales	100.6%	91.9%	95.4%	125.9%	115.5%	114.1%	109.1%	120.5%	111.4%	115.6%	115.6%	Cost of Sales	98.6%
売上総利益	Gross Profit	99.4%	93.3%	98.2%	131.6%	118.9%	110.6%	107.4%	125.1%	108.9%	116.3%	116.3%	Gross Profit	96.1%
その他販管費	SG&A	103.5%	97.2%	94.9%	115.7%	110.7%	109.4%	109.0%	113.1%	109.2%	111.1%	111.1%	SG&A	99.1%
R&D費	R&D Exp.	101.4%	93.2%	93.9%	107.3%	105.3%	101.6%	103.0%	106.3%	102.3%	104.2%	104.2%	R&D Exp.	95.7%
販管費合計	SG&A + R&D	103.1%	96.4%	94.7%	114.1%	109.7%	108.0%	107.9%	111.8%	108.0%	109.8%	109.8%	SG&A + R&D	98.5%
営業利益	Operating Income	87.4%	81.4%	114.1%	207.3%	162.2%	119.3%	105.5%	185.0%	112.0%	140.8%	140.8%	Operating Income	89.8%
税引前当期純利益	NIBT	87.7%	78.6%	125.6%	200.3%	150.6%	85.6%	105.2%	175.7%	94.8%	127.5%	127.5%	NIBT	88.3%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	86.0%	137.9%	57.8%	208.2%	130.0%	83.5%	129.7%	169.5%	101.5%	131.6%	131.6%	Net Income Attributable to OMRON Shareholders	87.0%
設備投資	Capex	108.0%	92.8%	72.4%	123.3%	159.6%	177.5%	148.2%	142.4%	157.6%	152.3%	152.3%	Capex	94.8%
減価償却費	Depreciation	104.3%	101.4%	88.5%	95.2%	105.1%	103.6%	118.7%	99.9%	111.1%	105.5%	105.5%	Depreciation	98.0%

※専載事業(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	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual							FY21 Plan (Announced Apr 27)	FY21 Q2 Estimates (Announced Oct 28)	FY21 Actual / Estimates (Announced Jan 28)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	1,520	1,547	1,400	299	301	311	357	600	668	1,268	1,370		356	362	375		718		
米州	Americas	353	350	326	66	69	71	70	135	141	276	300		88	86	96		174		
欧州	Europe	777	799	718	133	156	173	194	289	367	656	725		216	189	205		405		
中華圏	Greater China	777	782	688	232	202	231	214	434	445	878	935		328	279	294		607		
東南アジア他	Asia Pacific	531	438	394	91	100	94	100	191	194	385	420		122	109	109		230		
直接輸出	Export	4	3	2	0	0	0	0	1	0	1	0		0	0	0		0		
売上合計	Total	3,961	3,918	3,528	821	829	880	936	1,649	1,815	3,464	3,750	4,430	1,109	1,025	1,079	1,087	2,134	2,166	4,300

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	740	629	536	138	126	155	169	264	324	588	630	870	231	178	183	197	409	381	790
営業利益率	O.I./Sales	18.7%	16.1%	15.2%	16.8%	15.2%	17.6%	18.1%	16.0%	17.9%	17.0%	16.8%	19.6%	20.8%	17.4%	17.0%	18.2%	19.2%	17.6%	18.4%

制御機器事業 地域別売上 前年比	IAB Sales by Region Comparison	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							IAB Sales by Region Comparison	FY21 (E) / FY21 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full		Full
日本	Japan	101.8%	90.5%	90.6%	119.2%	120.1%	120.5%		119.6%			Japan	
米州	Americas	99.1%	93.3%	84.7%	132.5%	125.1%	135.2%		128.8%			Americas	
欧州	Europe	102.7%	89.9%	91.3%	162.4%	121.2%	118.6%		140.1%			Europe	
中華圏	Greater China	100.7%	88.0%	127.7%	141.5%	138.4%	127.5%		140.0%			Greater China	
東南アジア他	Asia Pacific	82.5%	90.0%	97.8%	134.2%	108.2%	116.1%		120.5%			Asia Pacific	
直接輸出	Export	77.4%	64.4%	47.2%	76.9%	12.2%	100.0%		27.8%			Export	
売上合計	Total	98.9%	90.0%	98.2%	135.2%	123.7%	122.7%	116.2%	129.4%	119.3%	124.1%	Total	97.1%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full		Full
営業利益	Operating Income	85.0%	85.2%	109.7%	167.5%	141.8%	118.0%	116.8%	155.3%	117.4%	134.4%	Operating Income	90.8%

電子部品事業 地域別売上	EMC Sales by Region	FY17	FY18	FY19	FY20							FY21	FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		(Announced Apr 27)	(Announced Oct 28)	(Announced Jan 28)																
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	243	232	228	48	46	55	60	94	114	209	225		52	51	60		104		
米州	Americas	175	179	136	22	35	32	32	57	64	121	135		41	39	40		81		
欧州	Europe	169	177	151	22	35	33	42	57	74	131	150		37	40	38		77		
中華圏	Greater China	310	308	241	64	68	80	75	132	154	287	300		91	90	93		182		
東南アジア他	Asia Pacific	145	135	125	23	24	30	34	47	64	111	130		35	37	38		72		
直接輸出	Export	1	1	2	0	0	0	1	1	1	2	0		0	0	0		1		
売上合計	Total	1,044	1,031	884	180	209	230	242	388	472	860	940	1,030	257	259	269	245	516	514	1,030

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	125	82	9	1	2	12	14	3	26	30	45	75	21	19	29	12	40	40	80
営業利益率	O.I./Sales	12.0%	7.9%	1.0%	0.5%	1.2%	5.3%	5.9%	0.8%	5.6%	3.4%	4.8%	7.3%	8.0%	7.3%	10.7%	4.8%	7.7%	7.9%	7.8%

電子部品事業 地域別売上 前年比	EMC Sales by Region Comparison	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							EMC	FY21 (E) / FY21 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Sales by Region	Full
													Comparison
日本	Japan	-	98.5%	91.4%	109.1%	111.1%	108.4%		110.1%			Japan	
米州	Americas	-	75.8%	88.9%	184.5%	114.0%	123.6%		141.6%			Americas	
欧州	Europe	-	84.8%	87.3%	165.0%	116.2%	114.6%		135.3%			Europe	
中華圏	Greater China	-	78.5%	118.7%	142.5%	132.0%	117.0%		137.1%			Greater China	
東南アジア他	Asia Pacific	-	93.0%	88.5%	156.0%	151.2%	126.7%		153.5%			Asia Pacific	
直接輸出	Export	-	300.0%	82.9%	148.1%	123.3%	94.4%		135.1%			Export	
売上合計	Total	-	85.7%	97.4%	143.3%	124.0%	116.8%	101.4%	132.9%	108.9%	119.7%	Total	100.0%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full		Full
営業利益	Operating Income	65.5%	11.2%	322.7%	2550.6%	783.8%	235.9%	82.4%	1228.3%	153.2%	270.1%	Operating Income	106.7%

(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	FY17	FY18	FY19	FY20							FY21	FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		(Announced Apr 27)	(Announced Oct 28)	(Announced Jan 28)																
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)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	694	993	1,152	181	192	212	370	373	582	954	950		159	191	202		349		
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	4	3	0	1	0	0	1	1	2	5		0	0	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	6	8	5	0	0	0	0	0	1	1	5		0	0	0		0		
売上合計 (組み替え後)	Total (After reclassifications)	-	1,006	1,160	181	193	212	370	374	583	957	960	920	159	191	202	348	350	550	900
売上合計 (組み替え前)	Total (Before reclassifications)	703	750	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 (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	65	109	-9	-3	6	63	-12	69	57	70	70	-17	3	5	74	-14	79	65
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	6.5%	9.4%	-	-	2.6%	17.1%	-	11.8%	6.0%	7.3%	7.6%	-	1.5%	2.6%	21.3%	-	14.5%	7.2%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	48	58	82	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	6.9%	7.7%	9.7%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

社会システム事業	SSB	FY18 (A) /	FY19 (A) /	FY20 (A) /	FY21 (A) & (E) /							SSB	FY21 (E) /								
		FY17 (A)	FY18 (A)	FY19 (A)	FY20 (A)								FY21 (Q2 E)								
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full		Comparison	Full							
地域別売上	Sales by Region																				
前年比	Comparison																				
日本	Japan	-	116.0%	82.8%	87.9%	99.2%	95.3%		93.7%												
米州	Americas	-	-	-	-	-	-		-												
欧州	Europe	-	-	-	-	-	-		-												
中華圏	Greater China	-	65.1%	61.5%	92.9%	35.4%	51.5%		48.4%												
東南アジア他	Asia Pacific	-	-	-	-	-	-		-												
直接輸出	Export	-	60.8%	15.0%	50.0%	45.5%	520.0%		48.0%												
売上合計 (組み替え後)	Total (After reclassifications)	-	115.4%	82.5%	87.9%	98.9%	95.3%	93.9%	93.6%	94.4%	94.1%										97.8%
売上合計 (組み替え前)	Total (Before reclassifications)	-	112.6%	-	-	-	-	-	-	-	-										

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full		Full
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	165.9%	52.5%	-	-	96.9%	117.1%	-	115.5%	114.2%	Operating Income (After reclassifications)	92.9%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	119.5%	141.9%	-	-	-	-	-	-	-	-	Operating Income (Before reclassifications)	-

(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	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual							FY21 Plan (Announced Apr 27)	FY21 Q2 Estimates (Announced Oct 28)	FY21 Actual / Estimates (Announced Jan 28)						
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	260	269	261	57	77	84	77	134	162	296	275		67	76	67		144		
米州	Americas	238	236	216	55	60	63	61	115	125	240	270		63	61	55		124		
欧州	Europe	210	227	217	48	57	60	63	105	123	228	245		55	55	52		110		
中華圏	Greater China	268	310	314	83	77	106	76	159	182	342	395		118	103	123		221		
東南アジア他	Asia Pacific	103	107	108	23	37	35	27	59	62	121	140		44	33	37		76		
直接輸出	Export	6	6	4	1	1	1	1	2	2	4	5		1	1	1		2		
売上合計	Total	1,085	1,155	1,120	266	309	350	306	575	656	1,231	1,330	1,400	348	329	334	329	677	663	1,340

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益	Operating Income	112	130	135	45	61	63	36	106	100	206	225	225	64	57	41	33	121	74	195
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%	16.1%	18.3%	17.4%	12.3%	10.0%	17.9%	11.2%	14.6%

ヘルスケア事業 地域別売上 前年比	HCB Sales by Region Comparison	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							HCB Sales by Region Comparison	FY21 (E) / FY21 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Comparison	Full
日本	Japan	103.4%	96.9%	113.5%	117.9%	98.7%	79.1%		106.8%			Japan	
米州	Americas	99.3%	91.5%	110.9%	114.1%	102.1%	86.7%		107.8%			Americas	
欧州	Europe	108.1%	95.7%	105.0%	116.2%	95.2%	85.9%		104.7%			Europe	
中華圏	Greater China	115.6%	101.4%	108.8%	142.4%	134.4%	115.4%		138.5%			Greater China	
東南アジア他	Asia Pacific	103.6%	101.0%	112.3%	193.0%	89.2%	106.0%		128.6%			Asia Pacific	
直接輸出	Export	109.4%	63.6%	108.4%	141.1%	98.3%	97.4%		117.0%			Export	
売上合計	Total	106.5%	97.0%	109.9%	130.9%	106.4%	95.4%	107.6%	117.7%	101.1%	108.9%	Total	95.7%

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full		Full
営業利益	Operating Income	116.3%	103.7%	152.3%	141.8%	93.6%	65.2%	90.4%	113.9%	74.4%	94.8%	Operating Income	86.7%

本社他 (消去調整含む)	Eliminations & Corporate	FY17	FY18	FY19	FY20							FY21	FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		(Announced Apr 27)	(Announced Oct 28)	(Announced Jan 28)																
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)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	41	146	74	14	8	11	5	23	16	39	20		8	8	9		16		
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	61	14	3	0	0	0	3	0	3	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	11	9	0	0	0	0	1	0	1	1	0		0	0	0		0		
売上合計 (組み替え後)	Total (After reclassifications)	-	216	89	18	8	11	6	26	17	43	20	20	8	8	9	5	16	14	30
売上合計 (組み替え前)	Total (Before reclassifications)	52	54	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 (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-221	-241	-51	-63	-59	-82	-114	-141	-255	-270	-260	-40	-58	-47	-105	-98	-152	-250
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)	-209	-221	-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	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							Eliminations & Corporate	FY21 (E) / FY21 (Q2 E)	
		Sales by Region											Sales by Region	Full
		前年比	Comparison	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Comparison
日本	Japan	-	50.8%	52.7%	56.9%	99.5%	78.1%		72.4%				Japan	
米州	Americas	-	-	-	-	-	-		-				Americas	
欧州	Europe	-	-	-	-	-	-		-				Europe	
中華圏	Greater China	-	23.5%	23.7%	-	-	-		-				Greater China	
東南アジア他	Asia Pacific	-	-	-	-	-	-		-				Asia Pacific	
直接輸出	Export	-	2.8%	264.0%	-	-	-		-				Export	
売上合計 (組み替え後)	Total (After reclassifications)	-	41.0%	48.6%	46.1%	97.5%	78.1%	85.7%	62.7%	80.6%	69.7%	Total (After reclassifications)	150.0%	
売上合計 (組み替え前)	Total (Before reclassifications)	-	73.1%	-	-	-	-	-	-	-	-	Total (Before reclassifications)	-	

		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full		Full
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	-	-	-	-	-	-	-	-	Operating Income (After reclassifications)	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-	-	-	-	-	-	-	-	-	-	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	FY17	FY18	FY19	FY20							FY21	FY21	FY21						
		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 (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	3,961	3,918	3,528	821	829	880	936	1,649	1,815	3,464	3,750	4,430	1,109	1,025	1,079	1,087	2,134	2,166	4,300
電子部品事業	EMC	1,044	1,031	884	180	209	230	242	388	472	860	940	1,030	257	259	269	245	516	514	1,030
車載事業	AEC	1,312	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	703	1,006	1,160	181	193	212	370	374	583	957	960	920	159	191	202	348	350	550	900
ヘルスケア事業	HCB	1,085	1,155	1,120	266	309	350	306	575	656	1,231	1,330	1,400	348	329	334	329	677	663	1,340
本社直轄事業 (その他事業)	Other	444	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	52	216	89	18	8	11	6	26	17	43	20	20	8	8	9	5	16	14	30
売上合計	Total	8,600	7,326	6,780	1,465	1,548	1,683	1,860	3,013	3,543	6,555	7,000	7,800	1,882	1,812	1,893	2,014	3,694	3,906	7,600

セグメント別売上	Sales by Segment	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							Sales by Segment	FY21 (E) / FY21 (Q2 E)
		Comparison	Comparison	Comparison	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Comparison	Full
前年比	Comparison	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Comparison	Full
制御機器事業	IAB	98.9%	90.0%	98.2%	135.2%	123.7%	122.7%	116.2%	129.4%	119.3%	124.1%	IAB	97.1%
電子部品事業	EMC	-	85.7%	97.4%	143.3%	124.0%	116.8%	101.4%	132.9%	108.9%	119.7%	EMC	100.0%
車載事業	AEC	-	-	-	-	-	-	-	-	-	-	AEC	-
社会システム事業	SSB	-	115.4%	82.5%	87.9%	98.9%	95.3%	93.9%	93.6%	94.4%	94.1%	SSB	97.8%
ヘルスケア事業	HCB	106.5%	97.0%	109.9%	130.9%	106.4%	95.4%	107.6%	117.7%	101.1%	108.9%	HCB	95.7%
本社直轄事業 (その他事業)	Other	-	-	-	-	-	-	-	-	-	-	Other	-
本社他(消去調整含む)	Eliminations & Corporate	-	41.0%	48.6%	46.1%	97.5%	78.1%	85.7%	62.7%	80.6%	69.7%	Eliminations & Corporate	150.0%
売上合計	Total	-	92.5%	96.7%	128.5%	117.0%	112.5%	108.3%	122.6%	110.3%	115.9%	Total	97.4%

セグメント別売上	Sales by Segment	FY17	FY18	FY19	FY20							FY21	FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
構成比	Ratio	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	46%	53%	52%	56%	54%	52%	50%	55%	51%	53%	54%	57%	59%	57%	57%	54%	58%	55%	57%
電子部品事業	EMC	12%	14%	13%	12%	13%	14%	13%	13%	13%	13%	13%	13%	14%	14%	14%	12%	14%	13%	14%
車載事業	AEC	15%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	8%	14%	17%	12%	12%	13%	20%	12%	16%	15%	14%	12%	8%	11%	11%	17%	9%	14%	12%
ヘルスケア事業	HCB	13%	16%	17%	18%	20%	21%	16%	19%	19%	19%	19%	18%	18%	18%	18%	16%	18%	17%	18%
本社直轄事業 (その他事業)	Other	5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	1%	3%	1%	1%	1%	1%	0%	1%	0%	1%	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	FY17	FY18	FY19	FY20							FY21	FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		(Announced Apr 27)	(Announced Oct 28)	(Announced Jan 28)						(Announced Jan 28)										
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	3,285	3,187	3,115	599	625	674	869	1,224	1,542	2,766	2,840		643	688	712		1,331		
米州	Americas	1,185	765	678	144	163	166	163	307	330	636	705		192	187	191		378		
欧州	Europe	1,184	1,203	1,085	203	248	266	298	451	564	1,015	1,120		308	284	294		592		
中華圏	Greater China	1,729	1,465	1,261	382	348	417	365	730	782	1,512	1,635		537	473	510		1,010		
東南アジア他	Asia Pacific	1,111	679	627	136	162	159	161	297	320	618	690		200	179	184		379		
直接輸出	Export	105	27	14	1	2	2	4	4	5	9	10		2	2	2		3		
売上合計	Total	8,600	7,326	6,780	1,465	1,548	1,683	1,860	3,013	3,543	6,555	7,000	7,800	1,882	1,812	1,893	2,014	3,694	3,906	7,600

地域別売上	Sales by Region	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							Sales by Region	FY21 (E) / FY21 (Q2 E)
		Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Full	
日本	Japan	-	97.7%	88.8%	107.3%	110.1%	105.7%		108.7%			Japan	
米州	Americas	-	88.7%	93.9%	133.5%	114.3%	114.6%		123.3%			Americas	
欧州	Europe	-	90.2%	93.5%	151.9%	114.5%	110.7%		131.3%			Europe	
中華圏	Greater China	-	86.1%	119.9%	140.6%	135.9%	122.4%		138.4%			Greater China	
東南アジア他	Asia Pacific	-	92.4%	98.4%	147.6%	110.4%	115.9%		127.4%			Asia Pacific	
直接輸出	Export	-	49.7%	63.4%	127.8%	76.7%	109.9%		97.5%			Export	
売上合計	Total	-	92.5%	96.7%	128.5%	117.0%	112.5%	108.3%	122.6%	110.3%	115.9%	Total	97.4%

地域別売上	Sales by Region	FY17	FY18	FY19	FY20							FY21	FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		(Announced Apr 27)	(Announced Oct 28)	(Announced Jan 28)						(Announced Jan 28)										
構成比	Ratio	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
日本	Japan	38%	44%	46%	41%	40%	40%	47%	41%	44%	42%	41%		34%	38%	38%		36%		
米州	Americas	14%	10%	10%	10%	11%	10%	9%	10%	9%	10%	10%		10%	10%	10%		10%		
欧州	Europe	14%	16%	16%	14%	16%	16%	16%	15%	16%	15%	16%		16%	16%	16%		16%		
中華圏	Greater China	20%	20%	19%	26%	22%	25%	20%	24%	22%	23%	23%		29%	26%	27%		27%		
東南アジア他	Asia Pacific	13%	9%	9%	9%	10%	9%	9%	10%	9%	9%	10%		11%	10%	10%		10%		
直接輸出	Export	1%	0%	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			FY17	FY18	FY19	FY20						FY21	FY21	FY21								
			Actual	Actual	Actual	Actual						Plan	Q2 Estimates	Actual / Estimates								
			(Announced Apr 27)	(Announced Oct 28)	(Announced Jan 28)	Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)
制御機器事業	IAB	日本 Japan	38%	39%	40%	36%	36%	35%	38%	36%	37%	37%	37%	37%		32%	35%	35%		34%		
		米州 Americas	9%	9%	9%	8%	8%	8%	7%	8%	8%	8%	8%	8%	8%		8%	8%	9%		8%	
		欧州 Europe	20%	20%	20%	16%	19%	20%	21%	18%	20%	19%	19%	19%	19%		19%	18%	19%		19%	
		中華圏 Greater China	20%	20%	19%	28%	24%	26%	23%	26%	24%	25%	25%	25%	25%		30%	27%	27%		28%	
		東南アジア他 Asia Pacific	13%	11%	11%	11%	12%	11%	11%	12%	11%	11%	11%	11%	11%		11%	11%	10%		11%	
		直接輸出 Export	0%	0%	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	23%	22%	26%	27%	22%	24%	25%	24%	24%	24%	24%	24%		20%	20%	22%		20%		
		米州 Americas	17%	17%	15%	12%	17%	14%	13%	15%	14%	14%	14%	14%	14%		16%	15%	15%		16%	
		欧州 Europe	16%	17%	17%	12%	17%	14%	17%	15%	16%	15%	16%	16%	16%		14%	16%	14%		15%	
		中華圏 Greater China	30%	30%	27%	36%	33%	35%	31%	34%	33%	33%	33%	32%	32%		35%	35%	35%		35%	
		東南アジア他 Asia Pacific	14%	13%	14%	13%	12%	13%	14%	12%	14%	13%	13%	14%	14%		14%	14%	14%		14%	
		直接輸出 Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%		0%	
車載事業	AEC	日本 Japan	13%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
		米州 Americas	32%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
		欧州 Europe	2%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
		中華圏 Greater China	22%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
		東南アジア他 Asia Pacific	25%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
		直接輸出 Export	6%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
社会システム事業	SSB	日本 Japan	99%	99%	99%	100%	99%	100%	100%	100%	100%	100%	99%		100%	100%	100%		100%			
		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%	1%		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	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%		0%	0%	0%		0%		
ヘルスケア事業	HCB	日本 Japan	24%	23%	23%	21%	25%	24%	25%	23%	25%	24%	21%		19%	23%	20%		21%			
		米州 Americas	22%	20%	19%	21%	19%	18%	20%	20%	19%	19%	20%	20%		18%	19%	16%		18%		
		欧州 Europe	19%	20%	19%	18%	19%	17%	21%	18%	19%	19%	18%	18%		16%	17%	15%		16%		
		中華圏 Greater China	25%	27%	28%	31%	25%	30%	25%	28%	28%	28%	30%	30%		34%	31%	37%		33%		
		東南アジア他 Asia Pacific	10%	9%	10%	8%	12%	10%	9%	10%	9%	10%	10%	11%		13%	10%	11%		11%		
		直接輸出 Export	1%	1%	0%	0%	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	80%	-	-	-	-	-	-	-	-	-	-		-	-	-		-			
		米州 Americas	0%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
		欧州 Europe	0%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
		中華圏 Greater China	19%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
		東南アジア他 Asia Pacific	0%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
		直接輸出 Export	1%	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-		
本社他 (消去調整含む)	Eliminations & Corporate	日本 Japan	79%	67%	83%	81%	98%	100%	90%	87%	97%	91%	100%		100%	100%	100%		100%			
		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%	28%	16%	19%	1%	0%	0%	13%	0%	8%	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	21%	4%	0%	0%	1%	0%	10%	0%	3%	2%	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。

(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	FY17	FY18	FY19	FY20							FY21	FY21	FY21						
		Actual	Actual	Actual	Actual							Plan	Q2 Estimates	Actual / Estimates						
		(Announced Apr 27)	(Announced Oct 28)	(Announced Jan 28)																
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (E)	1st H (A)	2nd H (E)	Full (E)
制御機器事業	IAB	740	629	536	138	126	155	169	264	324	588	630	870	231	178	183	197	409	381	790
電子部品事業	EMC	125	82	9	1	2	12	14	3	26	30	45	75	21	19	29	12	40	40	80
車載事業	AEC	58	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	48	65	109	-9	-3	6	63	-12	69	57	70	70	-17	3	5	74	-14	79	65
ヘルスケア事業	HCB	112	130	135	45	61	63	36	106	100	206	225	225	64	57	41	33	121	74	195
本社直轄事業 (その他事業)	Other	-12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	-209	-221	-241	-51	-63	-59	-82	-114	-141	-255	-270	-260	-40	-58	-47	-105	-98	-152	-250
営業利益合計	Total	863	673	548	125	123	177	200	247	378	625	700	980	258	199	211	211	457	423	880

セグメント別 営業利益	Operating Income by Segment	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) & (E) / FY20 (A)							Operating Income by Segment	FY21 (E) / FY21 (Q2 E)
		Full (A)	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4	1st H (A)	2nd H	Full	Comparison	Full
					Comparison	Full							
前年比	Comparison												
制御機器事業	IAB	85.0%	85.2%	109.7%	167.5%	141.8%	118.0%	116.8%	155.3%	117.4%	134.4%	IAB	90.8%
電子部品事業	EMC	65.5%	11.2%	322.7%	2550.6%	783.8%	235.9%	82.4%	1228.3%	153.2%	270.1%	EMC	106.7%
車載事業	AEC	-	-	-	-	-	-	-	-	-	-	AEC	-
社会システム事業	SSB	-	165.9%	52.5%	-	-	96.9%	117.1%	-	115.5%	114.2%	SSB	92.9%
ヘルスケア事業	HCB	116.3%	103.7%	152.3%	141.8%	93.6%	65.2%	90.4%	113.9%	74.4%	94.8%	HCB	86.7%
本社直轄事業 (その他事業)	Other	-	-	-	-	-	-	-	-	-	-	Other	-
本社他(消去調整含む)	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	-	Eliminations & Corporate	-
営業利益合計	Total	-	81.4%	114.1%	207.3%	162.2%	119.3%	105.5%	185.0%	112.0%	140.8%	Total	89.8%

(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>