

2024年度 第4四半期 オムロングループ財務データ集

OMRON Group Reference Data for FY2024 Q4

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<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
ヘルスケア事業：	ヘルスケアビジネス
HCB:	Healthcare Business
社会システム事業：	ソーシャルシステムズ・ソリューション&サービス・ビジネス
SSB:	Social Systems, Solutions & Service Business
電子部品事業：	デバイス&モジュールソリューションズビジネス
DMB:	Device & Module Solutions Business
データソリューション事業：	データソリューションビジネス
DSB:	Data Solution Business

<エリアの名称 Definition of Regions>

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

注意 Notes:

- 表中で(A)/Actualは実績、(E)/Estimatesは見通し、(P)/Planは計画を表す
Note. (A) stands for actual results, (E) for estimates, and (P) for plan
- 当社の連結決算は米国会計基準を採用しています。
The financial statements are prepared in accordance with U.S. GAAP standards.
- 四捨五入により、当財務データ集の数値は決算短信と異なる場合がございます。
These reference data may differ from "Summary of Consolidated Financial Results" due to rounding off.
- 業績予想などは、当社が現時点で入手可能な情報と、合理的であると判断する一定の前提に基づいており、実際の業績はさまざまなリスクや不確定な要素などの要因により、異なる可能性があります。
Projected results and future developments are based on information available to the Company at the time of writing, as well as certain assumptions judged by the Company to be reasonable. Various risks and uncertain factors could cause actual results to differ materially from these projections.
- 当資料は2025年5月8日に作成・発表したものです。
This reference data was produced and announced on May 8, 2025.

(単位: 億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)	
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	Full (P):Low end
売上高	Sales	7,629	8,761	2,034	1,973	2,073	2,108	4,007	4,181	8,188	8,250	8,050	8,050	1,837	1,909	2,051	2,221	3,746	4,271	8,018	8,350	8,200
売上原価	Cost of Sales	4,161	4,822	1,128	1,158	1,212	1,225	2,286	2,437	4,723	4,565	4,420	4,420	1,002	1,044	1,134	1,266	2,046	2,400	4,446	4,615	4,575
売上総利益	Gross Profit	3,468	3,939	905	815	861	883	1,720	1,744	3,465	3,685	3,630	3,630	835	865	917	954	1,700	1,871	3,571	3,735	3,625
その他販管費	SG&A	2,132	2,430	630	630	677	683	1,260	1,360	2,620	2,695	2,645	2,630	661	631	641	655	1,292	1,296	2,588	2,585	2,565
	R&D費	443	502	132	121	125	122	254	248	501	500	465	460	111	105	109	118	216	227	443	500	500
販管費合計	SG&A + R&D	2,575	2,932	762	751	802	805	1,514	1,607	3,121	3,195	3,110	3,090	772	736	750	773	1,508	1,523	3,031	3,085	3,065
営業利益	Operating Income	893	1,007	143	63	59	78	207	137	343	490	520	540	63	130	167	181	192	348	540	650	560
営業外損益	Non-operating Income (loss),net	26	23	-43	-1	-6	43	-43	37	-6	280	260	270	188	8	4	51	196	55	250	70	70
税引前当期純利益	NIBT	867	984	186	64	65	35	250	100	350	210	260	270	-125	122	163	130	-3	293	290	580	490
法人税等	Income Taxes	230	249	44	28	20	13	73	32	105	90	110	110	-27	50	46	66	23	111	134	175	150
持分法投資損益	Equity in loss (earnings) of affiliates	16	-11	6	107	21	11	113	32	145	0	5	0	-4	1	2	8	-3	10	7	5	5
当期純利益	Net income	620	745	136	-71	24	11	65	35	99	120	145	160	-94	70	116	56	-23	172	149	400	335
非支配持分帰属損益	Net income attributable to noncontrolling interest	6	7	2	2	6	8	4	15	18	35	35	35	3	7	11	-35	10	-24	-14	45	45
当社株主に帰属する当期純利益	Net income attributable to OMRON shareholders	614	739	134	-73	18	3	61	20	81	85	110	125	-96	63	105	91	-33	196	163	355	290

売上総利益率	Gross Profit / Sales	45.5%	45.0%	44.5%	41.3%	41.5%	41.9%	42.9%	41.7%	42.3%	44.7%	45.1%	45.1%	45.4%	45.3%	44.7%	43.0%	45.4%	43.8%	44.5%	44.7%	44.2%
その他販管費比率	SG&A / Sales	27.9%	27.7%	31.0%	31.9%	32.7%	32.4%	31.4%	32.5%	32.0%	32.7%	32.9%	32.7%	36.0%	33.0%	31.3%	29.5%	34.5%	30.3%	32.3%	31.0%	31.3%
R&D費比率	R&D / Sales	5.8%	5.7%	6.5%	6.2%	6.0%	5.8%	6.3%	5.9%	6.1%	6.1%	5.8%	5.7%	6.0%	5.5%	5.3%	5.3%	5.8%	5.3%	5.5%	6.0%	6.1%
販管費（合計）比率	(SG&A + R&D) / Sales	33.8%	33.5%	37.5%	38.1%	38.7%	38.2%	37.8%	38.4%	38.1%	38.7%	38.6%	38.4%	42.0%	38.5%	36.6%	34.8%	40.2%	35.7%	37.8%	36.9%	37.4%
営業利益率	O.I. / Sales	11.7%	11.5%	7.0%	3.2%	2.9%	3.7%	5.2%	3.3%	4.2%	5.9%	6.5%	6.7%	3.4%	6.8%	8.1%	8.2%	5.1%	8.2%	6.7%	7.8%	6.8%

設備投資	Capex	342	450	74	99	118	147	173	264	437	555	540	535	72	121	117	155	193	272	465	570	570
減価償却費	Depreciation	234	266	69	69	85	85	138	170	308	365	335	335	84	84	81	85	168	166	335	365	365

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 (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	Full (P):Low end
USD (円)	USD	112.1	135.2	135.8	144.1	148.7	147.0	139.9	147.9	143.9	145.0	149.4	152.9	154.6	152.8	149.0	154.1	153.7	151.6	152.6	140.0	140.0
EUR (円)	EUR	130.5	140.9	147.9	157.6	159.4	160.3	152.8	159.8	156.3	155.0	160.6	163.6	166.7	165.9	161.8	160.3	166.3	161.0	163.7	160.0	160.0
人民元 (円)	CNY	17.4	19.7	19.5	19.9	20.5	20.5	19.7	20.5	20.1	20.0	20.6	21.1	21.3	21.2	20.9	21.1	21.2	21.0	21.1	20.0	20.0

ROIC	ROIC	9.6%	10.4%							1.0%	1%程度	1%程度	1%程度							1.8%	4%程度	3%程度
ROE	ROE	9.7%	10.6%							1.1%	1%程度	1%程度	1%程度							2.1%	4%程度	3%程度
EPS (円)	EPS (Yen)	305.7	372.2							41.2	43.2	55.9	63.5							82.6	180.3	147.3

前年比	Comparison	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
売上高	Sales	114.8%	93.5%	90.3%	96.8%	98.9%	105.4%	93.5%	102.2%	97.9%	97.2%	99.6%	99.6%
売上原価	Cost of Sales	115.9%	97.9%	88.8%	90.1%	93.5%	103.4%	89.5%	98.5%	94.1%	97.4%	100.6%	100.6%
売上総利益	Gross Profit	113.6%	88.0%	92.2%	106.2%	106.5%	108.1%	98.8%	107.3%	103.1%	96.9%	98.4%	98.4%
その他販管費	SG&A	114.0%	107.8%	105.0%	100.1%	94.7%	95.9%	102.5%	95.3%	98.8%	96.0%	97.8%	98.4%
	R&D費	113.3%	99.9%	83.7%	86.5%	87.4%	96.5%	85.1%	91.9%	88.4%	88.7%	95.4%	96.4%
販管費合計	SG&A + R&D	113.9%	106.5%	101.3%	97.9%	93.5%	96.0%	99.6%	94.8%	97.1%	94.9%	97.5%	98.1%
営業利益	Operating Income	112.7%	34.1%	43.8%	204.2%	281.6%	233.4%	93.1%	254.3%	157.4%	110.3%	103.9%	100.1%
税引前当期純利益	NIBT	113.5%	35.5%	-	189.1%	252.0%	373.6%	-	294.6%	83.0%	138.1%	111.5%	107.4%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	120.3%	11.0%	-	-	593.8%	3540.4%	-	967.2%	200.7%	191.4%	147.9%	130.2%
設備投資	Capex	131.6%	97.1%	97.2%	122.5%	99.7%	105.5%	111.7%	102.9%	106.4%	83.8%	86.1%	86.9%
減価償却費	Depreciation	113.8%	115.9%	122.3%	120.9%	96.2%	99.6%	121.6%	97.9%	108.5%	91.6%	99.9%	99.9%

前年比	Comparison	FY25 (P) HighEnd/ FY24 (A)	FY25 (P) Low End/ FY24 (A)
		Full (P):High end	Full (P):Low end
売上高	Sales	104.1%	102.3%
売上原価	Cost of Sales	103.8%	102.9%
売上総利益	Gross Profit	104.6%	101.5%
その他販管費	SG&A	99.9%	99.1%
	R&D費	112.8%	112.8%
販管費合計	SG&A + R&D	101.8%	101.1%
営業利益	Operating Income	120.3%	103.6%
税引前当期純利益	NIBT	200.0%	169.0%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON	218.2%	178.2%
設備投資	Capex	122.5%	122.5%
減価償却費	Depreciation	109.1%	109.1%

(単位：億円, Unit: 0.1 Billion Yen)

		FY21	FY22	FY23							FY24	FY24	FY24	FY24							FY25
		Actual	Actual	Actual							Plan	Q2 Estimates	Q3 Estimates	Actual							Plan
											(Announced May 8)	(Announced Nov. 6)	(Announced Feb. 10)								(Announced May 8)
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	1,351	1,481	347	330	300	295	677	595	1,272	1,100			258	280	302	300	538	602	1,140	1,230
米州	Americas	382	516	114	108	88	107	223	195	418	380			103	97	97	104	200	201	401	410
欧州	Europe	812	978	238	210	185	209	448	394	842	745			167	183	182	215	350	397	746	745
中華圏	Greater China	1,171	1,297	286	235	214	189	521	403	924	830			227	214	219	194	441	413	854	855
東南アジア他	Asia Pacific	465	584	120	115	128	117	235	245	480	495			102	115	116	135	217	251	468	470
直接輸出	Export	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
売上合計	Total	4,181	4,857	1,106	998	915	917	2,104	1,832	3,936	3,550	3,580	3,620	856	888	915	948	1,745	1,863	3,608	3,710

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	763	858	122	52	9	31	174	40	215	275	360	390	72	102	112	77	174	189	363	400
営業利益率	O.I./Sales	18.2%	17.7%	11.1%	5.2%	1.0%	3.4%	8.3%	2.2%	5.5%	7.7%	10.1%	10.8%	8.4%	11.5%	12.3%	8.1%	10.0%	10.1%	10.1%	10.8%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
地域別売上	Sales by Region												
日本	Japan	109.6%	85.8%	74.5%	84.7%	100.7%	101.7%	79.5%	101.2%	89.6%			
米州	Americas	135.0%	81.0%	89.8%	89.5%	111.0%	96.5%	89.6%	103.0%	95.9%			
欧州	Europe	120.6%	86.1%	70.1%	87.1%	97.9%	103.0%	78.1%	100.6%	88.6%			
中華圏	Greater China	110.8%	71.2%	79.4%	91.0%	102.1%	103.0%	84.6%	102.5%	92.4%			
東南アジア他	Asia Pacific	125.6%	82.2%	84.3%	100.3%	91.0%	114.9%	92.1%	102.5%	97.4%			
直接輸出	Export	150.0%	8.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
売上合計	Total	116.2%	81.0%	77.4%	89.0%	100.1%	103.4%	82.9%	101.7%	91.7%	101.6%	100.8%	99.7%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	112.6%	25.0%	58.5%	196.5%	1283.0%	244.3%	99.6%	470.6%	169.0%	131.9%	100.8%	93.0%

		FY25 (P):High end/ FY24 (A)
		Full (P):High end
地域別売上	Sales by Region	
日本	Japan	107.9%
米州	Americas	102.4%
欧州	Europe	99.8%
中華圏	Greater China	100.2%
東南アジア他	Asia Pacific	100.5%
直接輸出	Export	-
売上合計	Total	102.8%

		Full (P):High end
営業利益	Operating Income	110.3%

(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	278	267	58	59	69	59	117	128	245	250			53	64	74	56	118	130	247	265
米州	Americas	227	285	66	70	74	72	137	145	282	310			68	68	71	75	136	146	282	305
欧州	Europe	230	238	71	75	79	55	145	135	280	300			82	82	97	59	164	156	320	320
中華圏	Greater China	433	447	146	115	155	97	261	252	513	555			141	84	93	104	225	197	422	425
東南アジア他	Asia Pacific	155	178	35	42	48	48	77	96	172	190			35	45	52	50	80	102	182	180
直接輸出	Export	5	6	1	2	1	1	3	2	5	5			1	1	1	2	2	3	5	5
売上合計	Total	1,329	1,421	377	363	427	331	740	758	1,497	1,610	1,520	1,490	380	345	387	347	725	734	1,459	1,500

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	185	160	48	49	68	19	97	87	185	220	185	175	48	38	55	34	86	89	175	185
営業利益率	O.I./Sales	14.0%	11.3%	12.8%	13.5%	15.9%	5.8%	13.2%	11.5%	12.3%	13.7%	12.2%	11.7%	12.5%	11.1%	14.1%	9.8%	11.9%	12.1%	12.0%	12.3%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan	95.8%	91.9%	92.4%	108.6%	106.1%	95.7%	100.7%	101.3%	101.0%			
米州	Americas	125.9%	98.9%	102.5%	96.3%	96.0%	105.0%	99.3%	100.4%	99.9%			
欧州	Europe	103.5%	117.5%	115.5%	110.0%	121.7%	107.3%	112.7%	115.8%	114.2%			
中華圏	Greater China	103.2%	114.7%	97.0%	73.0%	59.8%	107.8%	86.4%	78.2%	82.4%			
東南アジア他	Asia Pacific	114.6%	96.7%	100.5%	107.7%	108.0%	105.7%	104.4%	106.9%	105.8%			
直接輸出	Export	123.9%	89.2%	76.1%	76.2%	103.0%	171.9%	76.1%	130.8%	99.6%			
売上合計	Total	107.0%	105.3%	101.0%	94.9%	90.6%	104.8%	98.0%	96.8%	97.4%	90.6%	96.0%	97.9%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	86.4%	115.3%	98.8%	78.2%	80.4%	177.2%	88.4%	101.7%	94.7%	79.5%	94.5%	99.9%

		FY25 (P):High end/ FY24 (A)
		Full (P):High end
地域別売上	Sales by Region	Full (P):High end
日本	Japan	107.1%
米州	Americas	108.3%
欧州	Europe	100.1%
中華圏	Greater China	100.6%
東南アジア他	Asia Pacific	98.8%
直接輸出	Export	-
売上合計	Total	102.8%

		Full (P):High end
営業利益	Operating Income	105.8%

(単位：億円, Unit: 0.1 Billion Yen)

		FY21	FY22	FY23							FY24	FY24	FY24	FY24							FY25
		Actual	Actual	Actual							Plan	Q2 Estimates	Q3 Estimates	Actual							Plan
											(Announced May 8)	(Announced Nov. 6)	(Announced Feb. 10)								(Announced May 8)
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	872	1,072	231	293	371	511	523	882	1,406	1,535			261	304	359	526	565	885	1,450	1,510
米州	Americas	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
欧州	Europe	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
中華圏	Greater China	1	0	1	1	1	0	1	1	2	0			0	0	0	0	0	0	0	0
東南アジア他	Asia Pacific	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
直接輸出	Export	4	1	4	3	0	1	7	1	8	10			0	4	0	2	4	3	6	10
売上合計	Total	877	1,073	235	297	372	513	531	885	1,416	1,545	1,460	1,445	261	308	359	529	569	887	1,456	1,520

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	65	75	0	13	42	85	13	127	140	170	165	165	-1	20	39	110	20	148	168	200
営業利益率	O.I./Sales	7.4%	7.0%	-	4.5%	11.3%	16.6%	2.5%	14.4%	9.9%	11.0%	11.3%	11.4%	-	6.6%	10.7%	20.8%	3.4%	16.7%	11.5%	13.2%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
地域別売上	Sales by Region												
日本	Japan	122.9%	131.1%	113.1%	103.9%	96.8%	102.9%	107.9%	100.3%	103.1%			
米州	Americas	-	-	-	-	-	-	-	-	-			
欧州	Europe	-	-	-	-	-	-	-	-	-			
中華圏	Greater China	-	-	-	-	-	-	-	-	-			
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-			
直接輸出	Export	16.8%	1314.5%	2.5%	110.7%	400.0%	178.4%	53.3%	180.0%	75.1%			
売上合計	Total	122.3%	132.0%	111.1%	103.8%	96.6%	103.0%	107.0%	100.3%	102.8%	94.3%	99.7%	100.8%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	115.1%	187.2%	-	152.1%	91.7%	129.2%	147.9%	116.8%	119.7%	98.7%	101.7%	101.7%

		FY25 (P):High end/ FY24 (A)
		Full (P):High end
地域別売上	Sales by Region	
日本	Japan	104.1%
米州	Americas	-
欧州	Europe	-
中華圏	Greater China	-
東南アジア他	Asia Pacific	-
直接輸出	Export	-
売上合計	Total	104.4%

		Full (P):High end
営業利益	Operating Income	119.1%

(単位：億円, Unit: 0.1 Billion Yen)

		FY21	FY22	FY23							FY24	FY24	FY24	FY24							FY25
		Actual	Actual	Actual							Plan	Q2 Estimates	Q3 Estimates	Actual							Plan
											(Announced May 8)	(Announced Nov. 6)	(Announced Feb. 10)								(Announced May 8)
地域別売上	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	364	425	117	100	86	76	217	162	378	320			71	67	76	68	138	144	282	285
米州	Americas	174	242	41	41	41	39	82	80	162	180			41	41	39	44	82	83	165	195
欧州	Europe	163	185	45	45	35	42	89	77	167	165			27	29	32	39	56	72	128	130
中華圏	Greater China	358	370	70	74	73	63	144	137	281	280			77	84	85	78	161	163	323	330
東南アジア他	Asia Pacific	149	167	40	39	38	38	79	76	154	155			35	38	39	43	73	82	155	160
直接輸出	Export	2	0	0	1	0	0	1	1	2	0			0	0	0	1	0	1	1	0
売上合計	Total	1,210	1,389	312	299	274	258	612	532	1,144	1,100	1,050	1,050	252	259	271	273	511	543	1,054	1,100

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	101	155	25	1	5	0	27	5	31	40	15	5	1	0	1	1	1	2	3	40
営業利益率	O.I./Sales	8.3%	11.2%	8.1%	0.4%	1.7%	0.0%	4.4%	0.9%	2.8%	3.6%	1.4%	0.5%	0.2%	0.2%	0.3%	0.5%	0.2%	0.4%	0.3%	3.6%

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
地域別売上	Sales by Region												
日本	Japan	116.6%	89.1%	60.8%	67.4%	88.3%	89.3%	63.8%	88.7%	74.5%			
米州	Americas	138.8%	66.9%	101.4%	99.6%	94.6%	113.6%	100.5%	103.8%	102.1%			
欧州	Europe	113.6%	90.3%	60.2%	65.1%	92.2%	92.8%	62.6%	92.5%	76.5%			
中華圏	Greater China	103.5%	75.7%	110.8%	112.4%	115.3%	123.4%	111.6%	119.0%	115.2%			
東南アジア他	Asia Pacific	111.9%	92.5%	88.1%	98.8%	103.1%	113.7%	93.4%	108.3%	100.7%			
直接輸出	Export	-	-	-	-	-	-	-	-	-			
売上合計	Total	114.8%	82.4%	80.7%	86.5%	98.9%	105.7%	83.5%	102.2%	92.2%	95.9%	100.4%	100.4%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	153.7%	20.3%	2.0%	35.9%	16.3%	-	3.6%	44.1%	9.7%	7.6%	20.4%	61.2%

		FY25 (P):High end/ FY24 (A)
		Full (P):High end
地域別売上	Sales by Region	
日本	Japan	101.2%
米州	Americas	118.1%
欧州	Europe	101.8%
中華圏	Greater China	102.1%
東南アジア他	Asia Pacific	103.0%
直接輸出	Export	-
売上合計	Total	104.3%

		Full (P):High end
営業利益	Operating Income	1307.2%

(単位：億円, Unit: 0.1 Billion Yen)

地域別売上	Sales by Region	FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	-	-	-	-	71	97	-	168	168	430			83	106	111	120	188	231	420	505
米州	Americas	-	-	-	-	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
中華圏	Greater China	-	-	-	-	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
直接輸出	Export	-	-	-	-	2	3	-	6	6	0			1	2	3	3	3	5	8	0
売上合計	Total	-	-	-	-	74	100	-	174	174	430	430	430	84	107	113	123	191	237	427	505

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	-	-	-	-	6	16	-	22	22	30	35	35	-3	7	13	12	3	25	28	50
営業利益率	O.I./Sales	-	-	-	-	8.1%	15.9%	-	12.6%	12.6%	7.0%	8.1%	8.1%	-	6.2%	11.8%	9.4%	1.8%	10.5%	6.6%	9.9%

前年比 Comparison

地域別売上	Sales by Region	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan	-	-	-	-	-	124.7%	-	-	-			
米州	Americas	-	-	-	-	-	-	-	-	-			
欧州	Europe	-	-	-	-	-	-	-	-	-			
中華圏	Greater China	-	-	-	-	-	-	-	-	-			
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-			
直接輸出	Export	-	-	-	-	-	74.3%	-	-	-			
売上合計	Total	-	-	-	-	-	123.0%	-	-	-	99.4%	99.4%	99.4%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	-	-	-	-	-	72.4%	-	-	-	94.3%	80.8%	80.8%

地域別売上	Sales by Region	FY25 (P):High end/ FY24 (A)
		Full (P):High end
日本	Japan	120.4%
米州	Americas	-
欧州	Europe	-
中華圏	Greater China	-
東南アジア他	Asia Pacific	-
直接輸出	Export	-
売上合計	Total	118.2%

		Full (P):High end
営業利益	Operating Income	176.7%

(単位：億円, Unit: 0.1 Billion Yen)

地域別売上	Sales by Region	FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
日本	Japan	33	21	4	16	13	-11	20	1	21	15			4	2	5	2	6	7	13	15
米州	Americas	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
欧州	Europe	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
中華圏	Greater China	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
東南アジア他	Asia Pacific	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
直接輸出	Export	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0
売上合計	Total	33	21	4	16	13	-11	20	1	21	15	10	15	4	2	5	2	6	7	13	15

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
営業利益	Operating Income	-221	-242	-53	-52	-70	-74	-105	-144	-249	-245	-240	-230	-53	-38	-53	-52	-91	-105	-196	-225
営業利益率	O.I./Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

前年比
 Comparison

地域別売上	Sales by Region	FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
日本	Japan	63.2%	102.4%	92.4%	14.0%	40.5%	-	29.8%	543.2%	59.8%			
米州	Americas	-	-	-	-	-	-	-	-	-			
欧州	Europe	-	-	-	-	-	-	-	-	-			
中華圏	Greater China	-	-	-	-	-	-	-	-	-			
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-			
直接輸出	Export	-	-	-	-	-	-	-	-	-			
売上合計	Total	63.2%	102.4%	92.4%	14.0%	40.5%	-	29.8%	543.2%	59.8%	85.2%	127.8%	85.2%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
営業利益	Operating Income	-	-	-	-	-	-	-	-	-	-	-	85.2%

地域別売上	Sales by Region	FY25 (P):High end/ FY24 (A)
		Full (P):High end
日本	Japan	117.4%
米州	Americas	-
欧州	Europe	-
中華圏	Greater China	-
東南アジア他	Asia Pacific	-
直接輸出	Export	-
売上合計	Total	117.4%

		Full (P):High end
営業利益	Operating Income	114.8%

セグメント別売上 Sales by Segment

(単位：億円, Unit: 0.1 Billion Yen)

		FY21	FY22	FY23							FY24	FY24	FY24	FY24								FY25
		Actual	Actual	Actual							Plan	Q2 Estimates	Q3 Estimates	Actual								Plan
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	
制御機器事業	IAB	4,181	4,857	1,106	998	915	917	2,104	1,832	3,936	3,550	3,580	3,620	856	888	915	948	1,745	1,863	3,608	3,710	
ヘルスケア事業	HCB	1,329	1,421	377	363	427	331	740	758	1,497	1,610	1,520	1,490	380	345	387	347	725	734	1,459	1,500	
社会システム事業	SSB	877	1,073	235	297	372	513	531	885	1,416	1,545	1,460	1,445	261	308	359	529	569	887	1,456	1,520	
電子部品事業	DMB	1,210	1,389	312	299	274	258	612	532	1,144	1,100	1,050	1,050	252	259	271	273	511	543	1,054	1,100	
データソリューション事業	DSB	-	-	-	-	74	100	-	174	174	430	430	430	84	107	113	123	191	237	427	505	
本社他（消去調整含む）	Eliminations & Corporate	33	21	4	16	13	-11	20	1	21	15	10	15	4	2	5	2	6	7	13	15	
合計	Total	7,629	8,761	2,034	1,973	2,073	2,108	4,007	4,181	8,188	8,250	8,050	8,050	1,837	1,909	2,051	2,221	3,746	4,271	8,018	8,350	

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (A) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (A)	Full (A)
制御機器事業	IAB	116.2%	81.0%	77.4%	89.0%	100.1%	103.4%	82.9%	101.7%	91.7%	101.6%	100.8%	99.7%
ヘルスケア事業	HCB	107.0%	105.3%	101.0%	94.9%	90.6%	104.8%	98.0%	96.8%	97.4%	90.6%	96.0%	97.9%
社会システム事業	SSB	122.3%	132.0%	111.1%	103.8%	96.6%	103.0%	107.0%	100.3%	102.8%	94.3%	99.7%	100.8%
電子部品事業	DMB	114.8%	82.4%	80.7%	86.5%	98.9%	105.7%	83.5%	102.2%	92.2%	95.9%	100.4%	100.4%
データソリューション事業	DSB	-	-	-	-	-	123.0%	-	-	-	99.4%	99.4%	99.4%
本社他（消去調整含む）	Eliminations & Corporate	63.2%	102.4%	92.4%	14.0%	40.5%	-	29.8%	543.2%	59.8%	85.2%	127.8%	85.2%
合計	Total	114.8%	93.5%	90.3%	96.8%	98.9%	105.4%	93.5%	102.2%	97.9%	97.2%	99.6%	99.6%

		FY25 (P):High end / FY24 (A)
		Full (P):High end
制御機器事業	IAB	102.8%
ヘルスケア事業	HCB	102.8%
社会システム事業	SSB	104.4%
電子部品事業	DMB	104.3%
データソリューション事業	DSB	118.2%
本社他（消去調整含む）	Eliminations & Corporate	-
合計	Total	104.1%

構成比 Composition

[illegible]

全社 地域別売上高 Total Sales by Region

(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual								FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end	
日本	Japan	2,899	3,265	756	798	910	1,026	1,554	1,936	3,490	3,650			730	823	926	1,072	1,553	1,998	3,551	3,810	
米州	Americas	783	1,043	221	220	202	218	442	420	861	870			212	206	207	223	418	430	847	910	
欧州	Europe	1,204	1,401	353	330	300	306	683	606	1,289	1,210			275	294	311	314	570	624	1,194	1,195	
中華圏	Greater China	1,964	2,115	502	425	443	349	927	792	1,719	1,665			446	382	396	377	827	773	1,600	1,610	
東南アジア他	Asia Pacific	769	929	195	195	214	203	391	416	807	840			172	198	207	228	370	435	805	810	
直接輸出	Export	10	7	5	5	4	6	11	10	21	15			3	6	4	8	9	12	20	15	
合計	Total	7,629	8,761	2,034	1,973	2,073	2,108	4,007	4,181	8,188	8,250	8,050	8,050	1,837	1,909	2,051	2,221	3,746	4,271	8,018	8,350	

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)						
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)
日本	Japan	112.6%	106.9%	96.6%	103.2%	101.8%	104.5%	99.9%	103.2%	101.7%
米州	Americas	133.2%	82.6%	95.7%	93.6%	102.2%	102.4%	94.7%	102.3%	98.4%
欧州	Europe	116.4%	92.0%	77.9%	89.3%	103.5%	102.4%	83.4%	102.9%	92.6%
中華圏	Greater China	107.7%	81.3%	88.7%	89.8%	89.3%	107.9%	89.2%	97.5%	93.0%
東南アジア他	Asia Pacific	120.7%	86.9%	88.0%	101.6%	97.0%	112.5%	94.8%	104.5%	99.8%
直接輸出	Export	68.0%	294.8%	48.9%	112.4%	100.7%	125.0%	80.4%	115.2%	97.3%
合計	Total	114.8%	93.5%	90.3%	96.8%	98.9%	105.4%	93.5%	102.2%	97.9%

		FY25 (P):High end / FY24 (A)
		Full (P):High end
日本	Japan	107.3%
米州	Americas	107.4%
欧州	Europe	100.1%
中華圏	Greater China	100.6%
東南アジア他	Asia Pacific	100.6%
直接輸出	Export	74.2%
合計	Total	104.1%

構成比 Composition

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual								FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P);High end	
日本	Japan	38%	37%	37%	40%	44%	49%	39%	46%	43%	44%			40%	43%	45%	48%	41%	47%	44%	46%	
米州	Americas	10%	12%	11%	11%	10%	10%	11%	10%	11%	11%			12%	11%	10%	10%	11%	10%	11%	11%	
欧州	Europe	16%	16%	17%	17%	14%	15%	17%	15%	16%	15%			15%	15%	15%	14%	15%	15%	15%	14%	
中華圏	Greater China	26%	24%	25%	22%	21%	17%	23%	19%	21%	20%			24%	20%	19%	17%	22%	18%	20%	19%	
東南アジア他	Asia Pacific	10%	11%	10%	10%	10%	10%	10%	10%	10%	10%			9%	10%	10%	10%	10%	10%	10%	10%	
直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%	

			FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
Segment	Region		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
制御機器事業 IAB	日本	Japan	32%	30%	31%	33%	33%	32%	32%	32%	32%	31%			30%	31%	33%	32%	31%	32%	32%	33%
	米州	Americas	9%	11%	10%	11%	10%	12%	11%	11%	11%	11%			12%	11%	11%	11%	11%	11%	11%	11%
	欧州	Europe	19%	20%	22%	21%	20%	23%	21%	22%	21%	21%			19%	21%	20%	23%	20%	21%	21%	20%
	中華圏	Greater China	28%	27%	26%	24%	23%	21%	25%	22%	23%	23%			27%	24%	24%	21%	25%	22%	24%	23%
	東南アジア他	Asia Pacific	11%	12%	11%	12%	14%	13%	11%	13%	12%	14%			12%	13%	13%	14%	12%	13%	13%	13%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
ヘルスケア事業 HCB	日本	Japan	21%	19%	15%	16%	16%	18%	16%	17%	16%	16%			14%	19%	19%	16%	16%	18%	17%	18%
	米州	Americas	17%	20%	18%	19%	17%	22%	18%	19%	19%	19%			18%	20%	18%	22%	19%	20%	19%	20%
	欧州	Europe	17%	17%	19%	21%	19%	17%	20%	18%	19%	19%			21%	24%	25%	17%	23%	21%	22%	21%
	中華圏	Greater China	33%	31%	39%	32%	36%	29%	35%	33%	34%	34%			37%	24%	24%	30%	31%	27%	29%	28%
	東南アジア他	Asia Pacific	12%	13%	9%	12%	11%	14%	10%	13%	12%	12%			9%	13%	13%	15%	11%	14%	12%	12%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
社会システム事業 SSB	日本	Japan	99%	100%	98%	99%	100%	100%	98%	100%	99%	99%			100%	99%	100%	100%	99%	100%	100%	99%
	米州	Americas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	欧州	Europe	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	中華圏	Greater China	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	東南アジア他	Asia Pacific	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	直接輸出	Export	0%	0%	2%	1%	0%	0%	1%	0%	1%	1%			0%	1%	0%	0%	1%	0%	0%	1%
電子部品事業 DMB	日本	Japan	30%	31%	37%	33%	31%	29%	35%	30%	33%	29%			28%	26%	28%	25%	27%	26%	27%	26%
	米州	Americas	14%	17%	13%	14%	15%	15%	13%	15%	14%	16%			16%	16%	14%	16%	16%	15%	16%	18%
	欧州	Europe	13%	13%	14%	15%	13%	16%	15%	15%	15%	15%			11%	11%	12%	14%	11%	13%	12%	12%
	中華圏	Greater China	30%	27%	22%	25%	27%	24%	24%	26%	25%	25%			31%	32%	31%	29%	31%	30%	31%	30%
	東南アジア他	Asia Pacific	12%	12%	13%	13%	14%	15%	13%	14%	13%	14%			14%	15%	14%	16%	14%	15%	15%	15%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
データソリューション事業 DSB	日本	Japan	-	-	-	-	97%	97%	-	97%	97%	100%			99%	99%	98%	98%	99%	98%	98%	100%
	米州	Americas	-	-	-	-	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%
	中華圏	Greater China	-	-	-	-	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%
	直接輸出	Export	-	-	-	-	3%	3%	-	3%	3%	0%			1%	1%	2%	2%	1%	2%	2%	0%
本社他 (消去調整含む) Eliminations & Corporate	日本	Japan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			100%	100%	100%	100%	100%	100%	100%	100%
	米州	Americas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	欧州	Europe	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	中華圏	Greater China	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	東南アジア他	Asia Pacific	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			0%	0%	0%	0%	0%	0%	0%	0%

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

(単位：億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov.6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
制御機器事業	IAB	763	858	122	52	9	31	174	40	215	275	360	390	72	102	112	77	174	189	363	400
ヘルスクア事業	HCB	185	160	48	49	68	19	97	87	185	220	185	175	48	38	55	34	86	89	175	185
社会システム事業	SSB	65	75	0	13	42	85	13	127	140	170	165	165	-1	20	39	110	20	148	168	200
電子部品事業	DMB	101	155	25	1	5	0	27	5	31	40	15	5	1	0	1	1	1	2	3	40
データソリューション事業	DSB	-	-	-	-	6	16	-	22	22	30	35	35	-3	7	13	12	3	25	28	50
本社他（消去調整含む）	Eliminations & Corporate	-221	-242	-53	-52	-70	-74	-105	-144	-249	-245	-240	-230	-53	-38	-53	-52	-91	-105	-196	-225
合計	Total	893	1,007	143	63	59	78	207	137	343	490	520	540	63	130	167	181	192	348	540	650

前年比 Comparison

		FY22 (A) / FY21 (A)	FY23 (A) / FY22 (A)	FY24 (A) / FY23 (A)							FY24 (A) / FY24 (P)	FY24 (E) / FY24 (Q2 E)	FY24 (A) / FY24 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	Full (E)	Full (A)
制御機器事業	IAB	112.6%	25.0%	58.5%	196.5%	1283.0%	244.3%	99.6%	470.6%	169.0%	131.9%	100.8%	93.0%
ヘルスクア事業	HCB	86.4%	115.3%	98.8%	78.2%	80.4%	177.2%	88.4%	101.7%	94.7%	79.5%	94.5%	99.9%
社会システム事業	SSB	115.1%	187.2%	-	152.1%	91.7%	129.2%	147.9%	116.8%	119.7%	98.7%	101.7%	101.7%
電子部品事業	DMB	153.7%	20.3%	2.0%	35.9%	16.3%	-	3.6%	44.1%	9.7%	7.6%	20.4%	61.2%
データソリューション事業	DSB	-	-	-	-	-	72.4%	-	-	-	94.3%	80.8%	80.8%
本社他（消去調整含む）	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	-	-	85.2%
合計	Total	112.7%	34.1%	43.8%	204.2%	281.6%	233.4%	93.1%	254.3%	157.4%	110.3%	103.9%	100.1%

		FY25 (P):High end / FY24 (A)
		Full (P):High end
制御機器事業	IAB	110.3%
ヘルスクア事業	HCB	105.8%
社会システム事業	SSB	119.1%
電子部品事業	DMB	1307.2%
データソリューション事業	DSB	176.7%
本社他（消去調整含む）	Eliminations & Corporate	114.8%
合計	Total	120.3%

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

		FY21 Actual	FY22 Actual	FY23 Actual							FY24 Plan (Announced May 8)	FY24 Q2 Estimates (Announced Nov. 6)	FY24 Q3 Estimates (Announced Feb. 10)	FY24 Actual							FY25 Plan (Announced May 8)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q2 E)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3(A)	Q4(A)	1st H (A)	2nd H (A)	Full (A)	Full (P):High end
制御機器事業	IAB	18.2%	17.7%	11.1%	5.2%	1.0%	3.4%	8.3%	2.2%	5.5%	7.7%	10.1%	10.8%	8.4%	11.5%	12.3%	8.1%	10.0%	10.1%	10.1%	10.8%
ヘルスクア事業	HCB	14.0%	11.3%	12.8%	13.5%	15.9%	5.8%	13.2%	11.5%	12.3%	13.7%	12.2%	11.7%	12.5%	11.1%	14.1%	9.8%	11.9%	12.1%	12.0%	12.3%
社会システム事業	SSB	7.4%	7.0%	-	4.5%	11.3%	16.6%	2.5%	14.4%	9.9%	11.0%	11.3%	11.4%	-	6.6%	10.7%	20.8%	3.4%	16.7%	11.5%	13.2%
電子部品事業	DMB	8.3%	11.2%	8.1%	0.4%	1.7%	0.0%	4.4%	0.9%	2.8%	3.6%	1.4%	0.5%	0.2%	0.2%	0.3%	0.5%	0.2%	0.4%	0.3%	3.6%
データソリューション事業	DSB	-	-	-	-	8.1%	15.9%	-	12.6%	12.6%	7.0%	8.1%	8.1%	-	6.2%	11.8%	9.4%	1.8%	10.5%	6.6%	9.9%
本社他（消去調整含む）	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
合計	Total	11.7%	11.5%	7.0%	3.2%	2.9%	3.7%	5.2%	3.3%	4.2%	5.9%	6.5%	6.7%	3.4%	6.8%	8.1%	8.2%	5.1%	8.2%	6.7%	7.8%

セグメント別研究開発費 R&D Expenditures by Segment

(単位: 億円, Unit: 0.1 Billion Yen)

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 (A) / FY23 (A)
制御機器事業	IAB	226	270	259	216	83%
ヘルスケア事業	HCB	79	79	83	81	98%
社会システム事業	SSB	35	35	43	47	108%
電子部品事業	DMB	52	53	49	45	90%
データソリューション事業	DSB			1	1	-
本社他（消去調整含む）	Eliminations & Corporate	52	65	66	54	82%
合計	Total	443	502	501	443	89%

セグメント別設備投資 Capital Expenditures by Segment

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 (A) / FY23 (A)
制御機器事業	IAB	71	93	78	61	78%
ヘルスケア事業	HCB	44	66	42	51	122%
社会システム事業	SSB	28	34	52	47	90%
電子部品事業	DMB	61	86	72	68	94%
データソリューション事業	DSB			12	37	-
本社他（消去調整含む）	Eliminations & Corporate	139	172	182	202	111%
合計	Total	342	450	437	465	106%

セグメント別減価償却費 Depreciation by Segment

	Depreciation Results	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 (A) / FY23 (A)
制御機器事業	IAB	59	64	72	72	100%
ヘルスケア事業	HCB	31	36	37	39	106%
社会システム事業	SSB	21	25	33	33	100%
電子部品事業	DMB	67	74	77	74	96%
データソリューション事業	DSB			12	28	-
本社他（消去調整含む）	Eliminations & Corporate	56	66	78	89	114%
合計	Total	234	266	308	335	109%

構成比 Composition

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual
制御機器事業	IAB	51%	54%	52%	49%
ヘルスケア事業	HCB	18%	16%	17%	18%
社会システム事業	SSB	8%	7%	9%	11%
電子部品事業	DMB	12%	10%	10%	10%
データソリューション事業	DSB	0%	0%	0%	0%
本社他（消去調整含む）	Eliminations & Corporate	12%	13%	13%	12%
合計	Total	100%	100%	100%	100%

構成比 Composition

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual
制御機器事業	IAB	21%	21%	18%	13%
ヘルスケア事業	HCB	13%	15%	10%	11%
社会システム事業	SSB	8%	8%	12%	10%
電子部品事業	DMB	18%	19%	16%	15%
データソリューション事業	DSB	0%	0%	3%	8%
本社他（消去調整含む）	Eliminations & Corporate	41%	38%	42%	43%
合計	Total	100%	100%	100%	100%

構成比 Composition

		FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual
制御機器事業	IAB	25%	24%	23%	21%
ヘルスケア事業	HCB	13%	14%	12%	12%
社会システム事業	SSB	9%	10%	11%	10%
電子部品事業	DMB	29%	28%	25%	22%
データソリューション事業	DSB	0%	0%	4%	8%
本社他（消去調整含む）	Eliminations & Corporate	24%	25%	25%	27%
合計	Total	100%	100%	100%	100%

注記 Notes

1	2026年3月期の連結業績予想については、レンジ形式により開示しています。 The consolidated earnings forecast for the fiscal year ending March 2026 is disclosed in a range format.
2	2022年度より、経営管理区分の見直しのため、制御機器事業（IAB）の一部を電子部品事業（DMB）の事業セグメントに含めて開示しています。これに伴い、2020年度および2021年度の実績を新管理区分に組み替えて開示しています。 From 2022, as a result of a segment reclassification, figures for certain business that had been included in IAB have been reclassified into DMB. FY2020-2021 figures have been restated to reflect this.
3	データソリューション事業には、オムロンが進めるデータソリューション事業に関する財務数値と株式会社JMDC（以下、JMDC社）の財務数値に加え、JMDC社の連結子会社化に伴うのれんを除く無形資産の償却費を含めています。 The Data Solution Business includes the financial figures related to the OMRON Data Solution Business and financial results of JMDC, Inc. (JMDC), as well as the amortization of intangible assets other than goodwill identified when making JMDC a consolidated subsidiary.
4	（DSB）の2024年3月期実績には、当社が2023年10月16日に連結子会社化したJMDC社の、同日以降の財務数値を含めています。 Actual results for the fiscal year ended March 31, 2024, include the financial results of JMDC beginning October 16, 2023, the day on which JMDC became a consolidated Company subsidiary.