

2026年3月期 第3四半期 オムロングループ財務データ集

OMRON Group Reference Data for FY2025 Q3

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<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 |
| ヘルスケア事業： HCB: | ヘルスケアビジネス Healthcare 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 |
| 電子部品事業： DMB: | デバイス&モジュールソリューションズビジネス Device & Module Solutions Business |
| データソリューション事業： DSB: | データソリューションビジネス Data Solution 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:

- 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2026年2月5日に作成・発表したものです。
This reference data was produced and announced on February 5, 2026.

| | | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | | FY25 | FY25 | | | | | | |
|----------------|---|----------|----------|----------|--------|--------|-------|-------|-----------|-----------|----------|-------------------|------------------|--------------|--------------------|--------|--------|--------|-----------|-----------|----------|
| | | 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):High end | Full (P):Low end | Full (Q2 E) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) |
| 売上高 | Sales | 7,629 | 8,761 | 8,188 | 1,837 | 1,909 | 2,051 | 2,221 | 3,746 | 4,271 | 8,018 | 8,350 | 8,200 | 8,450 | 1,895 | 2,040 | 2,208 | 2,407 | 3,934 | 4,616 | 8,550 |
| 売上原価 | Cost of Sales | 4,161 | 4,822 | 4,723 | 1,002 | 1,044 | 1,134 | 1,266 | 2,046 | 2,400 | 4,446 | 4,615 | 4,575 | 4,715 | 1,064 | 1,145 | 1,239 | 1,347 | 2,209 | 2,586 | 4,795 |
| 売上総利益 | Gross Profit | 3,468 | 3,939 | 3,465 | 835 | 865 | 917 | 954 | 1,700 | 1,871 | 3,571 | 3,735 | 3,625 | 3,735 | 831 | 894 | 970 | 1,060 | 1,725 | 2,030 | 3,755 |
| その他販管費 | SG&A | 2,132 | 2,430 | 2,620 | 661 | 631 | 641 | 655 | 1,292 | 1,296 | 2,588 | 2,585 | 2,565 | 2,620 | 642 | 649 | 679 | 669 | 1,292 | 1,348 | 2,640 |
| | R&D費 | 443 | 502 | 501 | 111 | 105 | 109 | 118 | 216 | 227 | 443 | 500 | 500 | 515 | 125 | 132 | 129 | 130 | 256 | 259 | 515 |
| 販管費合計 | SG&A + R&D | 2,575 | 2,932 | 3,121 | 772 | 736 | 750 | 773 | 1,508 | 1,523 | 3,031 | 3,085 | 3,065 | 3,135 | 767 | 781 | 808 | 799 | 1,548 | 1,607 | 3,155 |
| 営業利益 | Operating Income | 893 | 1,007 | 343 | 63 | 130 | 167 | 181 | 192 | 348 | 540 | 650 | 560 | 600 | 64 | 113 | 161 | 261 | 177 | 423 | 600 |
| 営業外損益 | Non-operating Income (loss),net | 26 | 23 | -6 | 188 | 8 | 4 | 51 | 196 | 55 | 250 | 70 | 70 | 55 | -23 | 30 | 67 | 1 | 7 | 68 | 75 |
| 税引前当期純利益 | NIBT | 867 | 984 | 350 | -125 | 122 | 163 | 130 | -3 | 293 | 290 | 580 | 490 | 545 | 87 | 83 | 94 | 261 | 170 | 355 | 525 |
| 法人税等 | Income Taxes | 230 | 249 | 105 | -27 | 50 | 46 | 66 | 23 | 111 | 134 | 175 | 150 | 200 | 15 | 44 | 27 | 105 | 59 | 131 | 190 |
| 持分法投資損益 | Equity in loss (earnings) of affiliates | 16 | -11 | 145 | -4 | 1 | 2 | 8 | -3 | 10 | 7 | 5 | 5 | 15 | 1 | 12 | 2 | 0 | 12 | 3 | 15 |
| 当期純利益 | Net income | 620 | 745 | 99 | -94 | 70 | 116 | 56 | -23 | 172 | 149 | 400 | 335 | 330 | 72 | 28 | 65 | 155 | 100 | 220 | 320 |
| 非支配持分帰属損益 | Net income attributable to noncontrolling interests | 6 | 7 | 18 | 3 | 7 | 11 | -35 | 10 | -24 | -14 | 45 | 45 | 40 | 4 | 5 | 12 | 9 | 9 | 21 | 30 |
| 当社株主に帰属する当期純利益 | Net income attributable to OMRON shareholders | 614 | 739 | 81 | -96 | 63 | 105 | 91 | -33 | 196 | 163 | 355 | 290 | 290 | 68 | 22 | 53 | 147 | 90 | 200 | 290 |

| | | FY21 | FY22 | FY23 | FY24 | FY24 | FY24 | FY24 | FY24 | FY24 | FY24 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 |
|-----------|----------------------|----------|----------|----------|--------|--------|-------|-------|-----------|-----------|----------|-------------------|------------------|-------------|--------|--------|--------|--------|-----------|-----------|----------|------|
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3(A) | Q4(A) | 1st H (A) | 2nd H (A) | Full (A) | Full (P):High end | Full (P):Low end | Full (Q2 E) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | |
| 売上総利益率 | Gross Profit / Sales | 45.5% | 45.0% | 42.3% | 45.4% | 45.3% | 44.7% | 43.0% | 45.4% | 43.8% | 44.5% | 44.7% | 44.2% | 44.2% | 43.9% | 43.8% | 43.9% | 44.0% | 43.9% | 44.0% | 43.9% | |
| その他販管費比率 | SG&A / Sales | 27.9% | 27.7% | 32.0% | 36.0% | 33.0% | 31.3% | 29.5% | 34.5% | 30.3% | 32.3% | 31.0% | 31.3% | 31.0% | 33.9% | 31.8% | 30.8% | 27.8% | 32.8% | 29.2% | 30.9% | |
| R&D費比率 | R&D / Sales | 5.8% | 5.7% | 6.1% | 6.0% | 5.5% | 5.3% | 5.3% | 5.8% | 5.3% | 5.5% | 6.0% | 6.1% | 6.1% | 6.6% | 6.5% | 5.8% | 5.4% | 6.5% | 5.6% | 6.0% | |
| 販管費（合計）比率 | (SG&A + R&D) / Sales | 33.8% | 33.5% | 38.1% | 42.0% | 38.5% | 36.6% | 34.8% | 40.2% | 35.7% | 37.8% | 36.9% | 37.4% | 37.1% | 40.5% | 38.3% | 36.6% | 33.2% | 39.3% | 34.8% | 36.9% | |
| 営業利益率 | O.I. / Sales | 11.7% | 11.5% | 4.2% | 3.4% | 6.8% | 8.1% | 8.2% | 5.1% | 8.2% | 6.7% | 7.8% | 6.8% | 7.1% | 3.4% | 5.6% | 7.3% | 10.9% | 4.5% | 9.2% | 7.0% | |

| | | FY21 | FY22 | FY23 | FY24 | FY24 | FY24 | FY24 | FY24 | FY24 | FY24 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 |
|-------|--------------|----------|----------|----------|--------|--------|-------|-------|-----------|-----------|----------|-------------------|------------------|-------------|--------|--------|--------|--------|-----------|-----------|----------|
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3(A) | Q4(A) | 1st H (A) | 2nd H (A) | Full (A) | Full (P):High end | Full (P):Low end | Full (Q2 E) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) |
| 設備投資* | Capex | 334 | 450 | 454 | 106 | 116 | 120 | 148 | 222 | 268 | 490 | 570 | 570 | 560 | 111 | 119 | 124 | 201 | 230 | 325 | 555 |
| 減価償却費 | Depreciation | 234 | 266 | 308 | 84 | 84 | 81 | 85 | 168 | 166 | 335 | 365 | 365 | 335 | 82 | 83 | 85 | 90 | 165 | 175 | 340 |

| 外為(期中平均レート) | Exchange Rate (Yen) | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3(A) | Q4(A) | 1st H (A) | 2nd H (A) | Full (A) | Full (P):High end | Full (P):Low end | Full (Q2 E) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) |
|-------------|---------------------|----------|----------|----------|--------|--------|-------|-------|-----------|-----------|----------|-------------------|------------------|-------------|--------|--------|--------|--------|-----------|-----------|----------|
| USD (円) | USD | 112.1 | 135.2 | 143.9 | 154.6 | 152.8 | 149.0 | 154.1 | 153.7 | 151.6 | 152.6 | 140.0 | 140.0 | 145.7 | 145.7 | 147.0 | 153.2 | 150.0 | 146.4 | 151.6 | 149.0 |
| EUR (円) | EUR | 130.5 | 140.9 | 156.3 | 166.7 | 165.9 | 161.8 | 160.3 | 166.3 | 161.0 | 163.7 | 160.0 | 160.0 | 165.9 | 162.9 | 170.6 | 178.1 | 175.0 | 166.8 | 176.6 | 171.7 |
| 人民元 (円) | CNY | 17.4 | 19.7 | 20.1 | 21.3 | 21.2 | 20.9 | 21.1 | 21.2 | 21.0 | 21.1 | 20.0 | 20.0 | 20.2 | 20.1 | 20.5 | 21.6 | 21.5 | 20.3 | 21.5 | 20.9 |

| | | FY21 | FY22 | FY23 | FY24 | FY24 | FY24 | FY24 | FY24 | FY24 | FY24 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 | FY25 |
|---------|-----------|----------|----------|----------|--------|--------|-------|-------|-----------|-----------|----------|-------------------|------------------|-------------|--------|--------|--------|--------|-----------|-----------|----------|
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3(A) | Q4(A) | 1st H (A) | 2nd H (E) | Full (E) | Full (P):High end | Full (P):Low end | Full (Q2 E) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) |
| ROIC | ROIC | 9.6% | 10.4% | 1.0% | | | | | | | 1.8% | 4%程度 | 3%程度 | 3%程度 | | | | | | | 3%程度 |
| ROE | ROE | 9.7% | 10.6% | 1.1% | | | | | | | 2.1% | 4%程度 | 3%程度 | 3%程度 | | | | | | | 3%程度 |
| EPS (円) | EPS (Yen) | 305.7 | 372.2 | 41.2 | | | | | | | 82.6 | 180.3 | 147.3 | 147.4 | | | | | | | 147.4 |

| 前年比 | Comparison | FY22 (A) / FY21 (A) | FY23 (A) / FY22 (A) | FY24 (A) / FY23 (A) | FY25 (A) & (E) / FY24 (A) | | | | | | | FY25 (E) / FY25 (P) High End | FY25 (E) / FY25 (P) Low End | FY25 (E) / FY25 (Q2 E) |
|----------------|---|---------------------|---------------------|---------------------|---------------------------|--------|--------|--------|-----------|-----------|----------|------------------------------|-----------------------------|------------------------|
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (P):High end | Full (P):Low end | Full (E) |
| 売上高 | Sales | 114.8% | 93.5% | 97.9% | 103.1% | 106.8% | 107.7% | 108.4% | 105.0% | 108.1% | 106.6% | 102.4% | 104.3% | 101.2% |
| 売上原価 | Cost of Sales | 115.9% | 97.9% | 94.1% | 106.1% | 109.7% | 109.3% | 106.4% | 108.0% | 107.8% | 107.8% | 103.9% | 104.8% | 101.7% |
| 売上総利益 | Gross Profit | 113.6% | 88.0% | 103.1% | 99.5% | 103.4% | 105.7% | 111.1% | 101.5% | 108.5% | 105.1% | 100.5% | 103.6% | 100.5% |
| その他販管費 | SG&A | 114.0% | 107.8% | 98.8% | 97.1% | 103.0% | 106.0% | 102.2% | 100.0% | 104.1% | 102.0% | 102.1% | 102.9% | 100.8% |
| | R&D費 | 113.3% | 99.9% | 88.4% | 112.5% | 125.3% | 118.1% | 109.6% | 118.7% | 113.7% | 116.2% | 103.0% | 103.0% | - |
| 販管費合計 | SG&A + R&D | 113.9% | 106.5% | 97.1% | 99.4% | 106.2% | 107.7% | 103.3% | 102.7% | 105.5% | 104.1% | 102.3% | 102.9% | 100.6% |
| 営業利益 | Operating Income | 112.7% | 34.1% | 157.4% | 101.7% | 87.5% | 96.8% | 144.2% | 92.2% | 121.5% | 111.0% | 92.3% | 107.1% | - |
| 税引前当期純利益 | NIBT | 113.5% | 35.5% | 83.0% | - | 68.5% | 57.7% | 200.1% | - | 120.9% | 181.0% | 90.5% | 107.1% | 96.3% |
| 当社株主に帰属する当期純利益 | Net Income Attributable to OMRON Shareholders | 120.3% | 11.0% | 200.7% | - | 35.4% | 50.4% | 161.2% | - | 101.9% | 178.2% | 81.7% | - | - |
| 設備投資 | Capex | 135.0% | 100.8% | 108.0% | 104.7% | 103.1% | 102.8% | 135.9% | 103.9% | 121.1% | 113.3% | 97.4% | 97.4% | 99.1% |
| 減価償却費 | Depreciation | 113.8% | 115.9% | 108.5% | 97.3% | 98.8% | 105.0% | 105.5% | 98.1% | 105.3% | 101.6% | 93.2% | 93.2% | 101.5% |

*設備投資額について、2025年度1Qよりキャッシュフロー計算書上の資本的支出の金額を記載しております。本変更に伴い、2024年度以前の実績についても遡及修正を実施しております。

| 地域別売上 | Sales by Region | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | | |
|--------|-----------------|-------------------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|-------------------|--------------------|------------------------|--------|--------|-----------|-----------|----------|--|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | | |
| | | (Announced May 8) | | | | | | | | | | | (Announced Nov.7) | | (Announced February 5) | | | | | | |
| | | 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 | 1,351 | 1,481 | 1,272 | 258 | 280 | 302 | 300 | 538 | 602 | 1,140 | 1,230 | | 273 | 281 | 288 | | 554 | | | |
| 米州 | Americas | 382 | 516 | 418 | 103 | 97 | 97 | 104 | 200 | 201 | 401 | 410 | | 107 | 98 | 105 | | 205 | | | |
| 欧州 | Europe | 812 | 978 | 842 | 167 | 183 | 182 | 215 | 350 | 397 | 746 | 745 | | 184 | 197 | 199 | | 381 | | | |
| 中華圏 | Greater China | 1,171 | 1,297 | 924 | 227 | 214 | 219 | 194 | 441 | 413 | 854 | 855 | | 269 | 236 | 276 | | 506 | | | |
| 東南アジア他 | Asia Pacific | 465 | 584 | 480 | 102 | 115 | 116 | 135 | 217 | 251 | 468 | 470 | | 113 | 130 | 142 | | 243 | | | |
| 直接輸出 | Export | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | | | |
| 売上合計 | Total | 4,181 | 4,857 | 3,936 | 856 | 888 | 915 | 948 | 1,745 | 1,863 | 3,608 | 3,710 | 3,860 | 946 | 942 | 1,011 | 1,061 | 1,888 | 2,072 | 3,960 | |

| | | 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 | 763 | 858 | 215 | 72 | 102 | 112 | 77 | 174 | 189 | 363 | 400 | 400 | 109 | 79 | 97 | 130 | 188 | 227 | 415 |
| 営業利益率 | O.I./Sales | 18.2% | 17.7% | 5.5% | 8.4% | 11.5% | 12.3% | 8.1% | 10.0% | 10.1% | 10.1% | 10.8% | 10.4% | 11.6% | 8.4% | 9.6% | 12.2% | 10.0% | 10.9% | 10.5% |

前年比 Comparison

| 地域別売上 | Sales by Region | FY22 (A) / | FY23 (A) / | FY24 (A) / | FY25 (A) & (E) / | | | | | | | FY25 (E) / | FY25 (E) / |
|--------|-----------------|------------|------------|------------|------------------|--------|--------|--------|-----------|-----------|----------|------------|-------------|
| | | FY21 (A) | FY22 (A) | FY23 (A) | FY24 (A) | | | | | | | FY25 (P) | FY25 (Q2 E) |
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
| 日本 | Japan | 109.6% | 85.8% | 89.6% | 105.7% | 100.3% | 95.2% | | 102.9% | | | | |
| 米州 | Americas | 135.0% | 81.0% | 95.9% | 104.2% | 101.3% | 108.3% | | 102.8% | | | | |
| 欧州 | Europe | 120.6% | 86.1% | 88.6% | 110.5% | 107.4% | 109.8% | | 108.9% | | | | |
| 中華圏 | Greater China | 110.8% | 71.2% | 92.4% | 118.5% | 110.7% | 126.4% | | 114.7% | | | | |
| 東南アジア他 | Asia Pacific | 125.6% | 82.2% | 97.4% | 111.1% | 112.9% | 122.7% | | 112.1% | | | | |
| 直接輸出 | Export | 150.0% | 8.9% | 0.0% | - | - | - | | - | | | | |
| 売上合計 | Total | 116.2% | 81.0% | 91.7% | 110.5% | 106.0% | 110.4% | 112.0% | 108.2% | 111.2% | 109.8% | 106.7% | 102.6% |

| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
|------|------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|----------|
| 営業利益 | Operating Income | 112.6% | 25.0% | 169.0% | 152.8% | 77.4% | 86.3% | 168.9% | 108.5% | 119.9% | 114.4% | 103.8% | 103.8% |

(単位：億円, Unit: 0.1 Billion Yen)

| 地域別売上 | Sales by Region | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | | |
|--------|-----------------|-------------------|----------|-------------------|--------|------------------------|--------|--------|-----------|-----------|----------|----------|--------------|--------------------|--------|--------|--------|-----------|-----------|----------|--|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | | |
| | | (Announced May 8) | | (Announced Nov.7) | | (Announced February 5) | | | | | | | | | | | | | | | |
| | | 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 | 278 | 267 | 245 | 53 | 64 | 74 | 56 | 118 | 130 | 247 | 265 | | 51 | 53 | 74 | | 104 | | | |
| 米州 | Americas | 227 | 285 | 282 | 68 | 68 | 71 | 75 | 136 | 146 | 282 | 305 | | 65 | 71 | 75 | | 136 | | | |
| 欧州 | Europe | 230 | 238 | 280 | 82 | 82 | 97 | 59 | 164 | 156 | 320 | 320 | | 77 | 87 | 97 | | 164 | | | |
| 中華圏 | Greater China | 433 | 447 | 513 | 141 | 84 | 93 | 104 | 225 | 197 | 422 | 425 | | 85 | 92 | 115 | | 177 | | | |
| 東南アジア他 | Asia Pacific | 155 | 178 | 172 | 35 | 45 | 52 | 50 | 80 | 102 | 182 | 180 | | 34 | 50 | 51 | | 84 | | | |
| 直接輸出 | Export | 5 | 6 | 5 | 1 | 1 | 1 | 2 | 2 | 3 | 5 | 5 | | 1 | 1 | 1 | | 3 | | | |
| 売上合計 | Total | 1,329 | 1,421 | 1,497 | 380 | 345 | 387 | 347 | 725 | 734 | 1,459 | 1,500 | 1,400 | 312 | 355 | 413 | 370 | 667 | 783 | 1,450 | |

| | | 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 | 185 | 160 | 185 | 48 | 38 | 55 | 34 | 86 | 89 | 175 | 185 | 145 | 14 | 43 | 55 | 38 | 57 | 93 | 150 |
| 営業利益率 | O.I./Sales | 14.0% | 11.3% | 12.3% | 12.5% | 11.1% | 14.1% | 9.8% | 11.9% | 12.1% | 12.0% | 12.3% | 10.4% | 4.6% | 12.0% | 13.3% | 10.3% | 8.5% | 11.9% | 10.3% |

前年比 Comparison

| 地域別売上 | Sales by Region | FY22 (A) / | FY23 (A) / | FY24 (A) / | FY25 (A) & (E) / | | | | | | | FY25 (E) / | FY25 (E) / |
|--------|-----------------|------------|------------|------------|------------------|--------|--------|--------|-----------|-----------|----------|------------|-------------|
| | | FY21 (A) | FY22 (A) | FY23 (A) | FY24 (A) | | | | | | | FY25 (P) | FY25 (Q2 E) |
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
| 日本 | Japan | 95.8% | 91.9% | 101.0% | 96.1% | 82.5% | 100.4% | | 88.6% | | | | |
| 米州 | Americas | 125.9% | 98.9% | 99.9% | 95.2% | 104.7% | 106.5% | | 100.0% | | | | |
| 欧州 | Europe | 103.5% | 117.5% | 114.2% | 93.9% | 106.4% | 99.9% | | 100.2% | | | | |
| 中華圏 | Greater China | 103.2% | 114.7% | 82.4% | 60.0% | 109.6% | 123.6% | | 78.5% | | | | |
| 東南アジア他 | Asia Pacific | 114.6% | 96.7% | 105.8% | 96.0% | 111.0% | 99.2% | | 104.4% | | | | |
| 直接輸出 | Export | 123.9% | 89.2% | 99.6% | 111.1% | 120.0% | 88.2% | | 115.7% | | | | |
| 売上合計 | Total | 107.0% | 105.3% | 97.4% | 82.1% | 103.0% | 106.7% | 106.6% | 92.0% | 106.7% | 99.4% | 96.7% | 103.6% |

| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
|------|------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|----------|
| 営業利益 | Operating Income | 86.4% | 115.3% | 94.7% | 30.3% | 111.0% | 100.3% | 111.9% | 66.2% | 104.8% | 85.8% | 81.1% | 103.4% |

(単位：億円, Unit: 0.1 Billion Yen)

| | Sales by Region | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | | |
|-----------------|------------------------------------|------------------------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|-------------------|--------------------|--------|--------|--------|-----------|-----------|----------|--|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | | |
| | | (Announced May 8) | | | | | | | | | | | (Announced Nov.7) | | | | | | | | |
| | | (Announced February 5) | | | | | | | | | | | | | | | | | | | |
| 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 | 872 | 1,072 | 1,406 | 257 | 299 | 354 | 518 | 556 | 872 | 1,428 | 1,490 | | 248 | 313 | 333 | | 561 | | | |
| 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 | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | | | |
| 東南アジア他 | Asia Pacific | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | | | |
| 直接輸出 | Export | 4 | 1 | 8 | 0 | 4 | 0 | 2 | 4 | 3 | 6 | 10 | | 0 | 6 | 3 | | 6 | | | |
| 売上合計 (組み替え後) | Total (After reclassification) | - | - | - | 257 | 303 | 354 | 521 | 560 | 874 | 1,434 | 1,500 | 1,500 | 248 | 319 | 336 | 547 | 567 | 883 | 1,450 | |
| 売上合計 (組み替え前) | Total (Before reclassification) | 877 | 1,073 | 1,416 | 261 | 308 | 359 | 529 | 569 | 887 | 1,456 | 1,520 | - | 252 | 325 | - | - | 577 | - | - | |

| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (A) | 1st H (A) | 2nd H (A) | Full (A) | Full (E) | 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 reclassification) | - | - | - | 4 | 13 | 40 | 97 | 17 | 137 | 153 | 185 | 200 | 1 | 20 | 37 | 137 | 22 | 173 | 195 |
| 営業利益率 (組み替え後) | O.I./Sales (After reclassification) | - | - | - | 1.5% | 4.2% | 11.2% | 18.7% | 2.9% | 15.7% | 10.7% | 12.3% | 13.3% | 0.6% | 6.3% | 10.9% | 25.0% | 3.8% | 19.6% | 13.4% |
| 営業利益 (組み替え前) | Operating Income (Before reclassification) | 65 | 75 | 140 | -1 | 20 | 39 | 110 | 20 | 148 | 168 | 200 | - | -2 | 30 | - | - | 28 | - | - |
| 営業利益率 (組み替え前) | O.I./Sales (Before reclassification) | 7.4% | 7.0% | 9.9% | - | 6.6% | 10.7% | 20.8% | 3.4% | 16.7% | 11.5% | 13.2% | - | - | 9.2% | - | - | 4.8% | - | - |

前年比 Comparison

| | Sales by Region | FY22 (A) / FY21 (A) | FY23 (A) / FY22 (A) | FY24 (A) / FY23 (A) | FY25 (A) & (E) / FY24 (A) | | | | | | | FY25 (E) / FY25 (P) | FY25 (E) / FY25 (Q2 E) |
|-----------------|------------------------------------|---------------------|---------------------|---------------------|---------------------------|--------|---------|--------|-----------|-----------|----------|---------------------|------------------------|
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
| 日本 | Japan | 122.9% | 131.1% | - | 96.3% | 104.8% | 94.2% | | 100.9% | | | | |
| 米州 | Americas | - | - | - | - | - | - | | - | | | | |
| 欧州 | Europe | - | - | - | - | - | - | | - | | | | |
| 中華圏 | Greater China | 13.5% | 1638.5% | - | 0.0% | - | - | | - | | | | |
| 東南アジア他 | Asia Pacific | - | - | - | - | - | - | | - | | | | |
| 直接輸出 | Export | 16.8% | 1314.5% | - | 44.4% | 178.6% | 6625.0% | | 175.3% | | | | |
| 売上合計 (組み替え後) | Total (After reclassification) | - | - | - | 96.3% | 105.5% | 94.9% | 105.1% | 101.3% | 101.0% | 101.1% | 96.7% | 96.7% |
| 売上合計 (組み替え前) | Total (Before reclassification) | 122.3% | 132.0% | 102.8% | 96.5% | 105.6% | - | | 101.4% | - | - | - | - |

| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
|-----------------|---|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|----------|
| 営業利益 (組み替え後) | Operating Income (After reclassification) | - | - | - | 38.3% | 158.6% | 92.6% | 140.4% | 130.6% | 126.6% | 127.1% | 105.4% | 97.5% |
| 営業利益 (組み替え前) | Operating Income (Before reclassification) | 115.1% | 187.2% | 119.7% | - | 148.0% | - | - | 141.9% | - | - | - | - |

* 組み替えに関してはP13記載の注記3をご参照ください。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。* P13記載の3に伴い、2024年3月期の地域別売上の前年比は「組み替え前」（2024年3月期）と「組み替え後」（2025年3月期）の比較になるため、表示しておりません。

(単位：億円, Unit: 0.1 Billion Yen)

| 地域別売上 | Sales by Region | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | | |
|--------|-----------------|-------------------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|-------------------|--------------------|------------------------|--------|--------|-----------|-----------|----------|--|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | | |
| | | (Announced May 8) | | | | | | | | | | | (Announced Nov.7) | | (Announced February 5) | | | | | | |
| | | 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 | 364 | 425 | 378 | 71 | 67 | 76 | 68 | 138 | 144 | 282 | 285 | | 69 | 77 | 79 | | 147 | | | |
| 米州 | Americas | 174 | 242 | 162 | 41 | 41 | 39 | 44 | 82 | 83 | 165 | 195 | | 42 | 49 | 51 | | 91 | | | |
| 欧州 | Europe | 163 | 185 | 167 | 27 | 29 | 32 | 39 | 56 | 72 | 128 | 130 | | 30 | 35 | 33 | | 65 | | | |
| 中華圏 | Greater China | 358 | 370 | 281 | 77 | 84 | 85 | 78 | 161 | 163 | 323 | 330 | | 91 | 88 | 94 | | 179 | | | |
| 東南アジア他 | Asia Pacific | 149 | 167 | 154 | 35 | 38 | 39 | 43 | 73 | 82 | 155 | 160 | | 42 | 41 | 45 | | 83 | | | |
| 直接輸出 | Export | 2 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | | 0 | 0 | 0 | | 1 | | | |
| 売上合計 | Total | 1,210 | 1,389 | 1,144 | 252 | 259 | 271 | 273 | 511 | 543 | 1,054 | 1,100 | 1,150 | 275 | 292 | 303 | 281 | 566 | 584 | 1,150 | |

| | | 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 | 101 | 155 | 31 | 1 | 0 | 1 | 1 | 1 | 2 | 3 | 40 | 40 | 4 | 9 | 8 | 4 | 13 | 12 | 25 |
| 営業利益率 | O.I./Sales | 8.3% | 11.2% | 2.8% | 0.2% | 0.2% | 0.3% | 0.5% | 0.2% | 0.4% | 0.3% | 3.6% | 3.5% | 1.5% | 3.0% | 2.6% | 1.5% | 2.3% | 2.1% | 2.2% |

前年比 Comparison

| 地域別売上 | Sales by Region | FY22 (A) / | FY23 (A) / | FY24 (A) / | FY25 (A) & (E) / | | | | | | | FY25 (E) / | FY25 (E) / |
|--------|-----------------|------------|------------|------------|------------------|--------|--------|--------|-----------|-----------|----------|------------|-------------|
| | | FY21 (A) | FY22 (A) | FY23 (A) | FY24 (A) | | | | | | | FY25 (P) | FY25 (Q2 E) |
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
| 日本 | Japan | 116.6% | 89.1% | 74.5% | 97.9% | 114.7% | 104.3% | | 106.1% | | | | |
| 米州 | Americas | 138.8% | 66.9% | 102.1% | 101.7% | 120.1% | 132.2% | | 110.9% | | | | |
| 欧州 | Europe | 113.6% | 90.3% | 76.5% | 109.9% | 121.8% | 102.2% | | 116.1% | | | | |
| 中華圏 | Greater China | 103.5% | 75.7% | 115.2% | 117.9% | 105.6% | 111.3% | | 111.5% | | | | |
| 東南アジア他 | Asia Pacific | 111.9% | 92.5% | 100.7% | 119.7% | 108.0% | 115.7% | | 113.6% | | | | |
| 直接輸出 | Export | 12.8% | 781.8% | 67.4% | 63.2% | - | 280.0% | | 357.1% | | | | |
| 売上合計 | Total | 114.8% | 82.4% | 92.2% | 108.9% | 112.6% | 111.9% | 103.0% | 110.8% | 107.4% | 109.1% | 104.5% | - |

| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
|------|------------------|----------|----------|----------|--------|---------|---------|--------|-----------|-----------|----------|----------|----------|
| 営業利益 | Operating Income | 153.7% | 20.3% | 9.7% | 814.6% | 1924.6% | 1036.8% | 319.3% | 1336.5% | 580.6% | 817.0% | 62.5% | 62.5% |

| 地域別売上 | Sales by Region | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | |
|--------|-----------------|-------------------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|-------------------|--------------------|--------|--------|--------|-----------|-----------|----------|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | |
| | | (Announced May 8) | | | | | | | | | | | (Announced Nov.7) | | | | | | | |
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (A) | 1st H (A) | 2nd H (A) | Full (A) | Full (P) | Full (Q2 E) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) |
| 日本 | Japan | - | - | 168 | 83 | 106 | 111 | 120 | 188 | 231 | 420 | 505 | | 104 | 122 | 136 | | 226 | | |
| 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 | - | - | 6 | 1 | 2 | 3 | 3 | 3 | 5 | 8 | 0 | | 2 | 1 | 2 | | 3 | | |
| 売上合計 | Total | - | - | 174 | 84 | 107 | 113 | 123 | 191 | 237 | 427 | 505 | 510 | 106 | 123 | 138 | 143 | 229 | 281 | 510 |

| | | 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 | - | - | 22 | -3 | 7 | 13 | 12 | 3 | 25 | 28 | 50 | 50 | -1 | 8 | 19 | 23 | 8 | 42 | 50 |
| 営業利益率 | O.I./Sales | - | - | 12.6% | - | 6.2% | 11.8% | 9.4% | 1.8% | 10.5% | 6.6% | 9.9% | 9.8% | - | 6.9% | 13.7% | 16.4% | 3.3% | 15.1% | 9.8% |

前年比 Comparison

| 地域別売上 | Sales by Region | FY22 (A) / | FY23 (A) / | FY24 (A) / | FY25 (A) & (E) / | | | | | | | FY25 (E) / | FY25 (E) / |
|--------|-----------------|------------|------------|------------|------------------|--------|--------|--------|-----------|-----------|----------|------------|-------------|
| | | FY21 (A) | FY22 (A) | FY23 (A) | FY24 (A) | | | | | | | FY25 (P) | FY25 (Q2 E) |
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
| 日本 | Japan | - | - | - | 126.2% | 115.3% | 123.1% | | 120.1% | | | | |
| 米州 | Americas | - | - | - | - | - | - | | - | | | | |
| 欧州 | Europe | - | - | - | - | - | - | | - | | | | |
| 中華圏 | Greater China | - | - | - | 0.0% | 0.0% | 0.0% | | 0.0% | | | | |
| 東南アジア他 | Asia Pacific | - | - | - | - | - | - | | - | | | | |
| 直接輸出 | Export | - | - | - | 191.7% | 61.9% | 68.5% | | 115.2% | | | | |
| 売上合計 | Total | - | - | - | 127.0% | 114.5% | 121.8% | 116.0% | 120.0% | 118.8% | 119.3% | 101.0% | - |

| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
|------|------------------|----------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|----------|
| 営業利益 | Operating Income | - | - | - | - | 127.8% | 141.3% | 203.8% | 225.1% | 170.2% | 176.7% | - | - |

| 地域別売上 | Sales by Region | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | |
|------------------|------------------------------------|-------------------|-------------------|------------------------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------|--------------------|--------|--------|--------|-----------|-----------|----------|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | |
| | | (Announced May 8) | (Announced Nov.7) | (Announced February 5) | | | | | | | | | | | | | | | | |
| | | 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 | 33 | 21 | 21 | 8 | 8 | 10 | 10 | 15 | 20 | 35 | 35 | | 8 | 9 | 8 | | 17 | | |
| 米州 | Americas | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | | |
| 欧州 | Europe | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | | |
| 中華圏 | Greater China | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | | |
| 東南アジア他 | Asia Pacific | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | | |
| 直接輸出 | Export | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | | |
| 売上合計* (組み替え後) | Total (After reclassification) | - | - | - | 8 | 8 | 10 | 10 | 15 | 20 | 35 | 35 | 30 | 8 | 9 | 8 | 5 | 17 | 13 | 30 |
| 売上合計* (組み替え前) | Total (Before reclassification) | 33 | 21 | 21 | 4 | 2 | 5 | 2 | 6 | 7 | 13 | 15 | - | 3 | 3 | - | - | 7 | - | - |

| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (A) | 1st H (A) | 2nd H (A) | Full (A) | Full (P) | Full (Q2 E) | 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 reclassification) | - | - | - | -58 | -31 | -54 | -40 | -88 | -94 | -182 | -210 | -235 | -65 | -45 | -54 | -71 | -110 | -125 | -235 |
| 営業利益率 (組み替え後) | O.I./Sales (After reclassification) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 営業利益 (組み替え前) | Operating Income (Before reclassification) | -221 | -242 | -249 | -53 | -38 | -53 | -52 | -91 | -105 | -196 | -225 | - | -61 | -55 | - | - | -116 | - | - |
| 営業利益率 (組み替え前) | O.I./Sales (Before reclassification) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

前年比 Comparison

| 地域別売上 | Sales by Region | FY22 (A) / | FY23 (A) / | FY24 (A) / | FY25 (A) & (E) / | | | | | | | FY25 (E) / FY25 (P) | FY25 (E) / |
|-----------------|------------------------------------|------------|------------|------------|------------------|--------|--------|--------|-----------|-----------|----------|---------------------|-------------|
| | | FY21 (A) | FY22 (A) | FY23 (A) | FY24 (A) | | | | | | | FY25 (P) | FY25 (Q2 E) |
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
| 日本 | Japan | 63.2% | 102.4% | - | 100.1% | 122.6% | 74.7% | | 111.3% | | | | |
| 米州 | Americas | - | - | - | - | - | - | | - | | | | |
| 欧州 | Europe | - | - | - | - | - | - | | - | | | | |
| 中華圏 | Greater China | - | - | - | - | - | - | | - | | | | |
| 東南アジア他 | Asia Pacific | - | - | - | - | - | - | | - | | | | |
| 直接輸出 | Export | - | - | - | - | - | - | | - | | | | |
| 売上合計 (組み替え後) | Total (After reclassification) | - | - | - | 100.1% | 122.6% | 74.7% | 56.7% | 111.3% | 66.0% | 85.5% | 85.7% | - |
| 売上合計 (組み替え前) | Total (Before reclassification) | 63.2% | 102.4% | 59.8% | 91.5% | 154.9% | - | - | 115.2% | - | - | - | - |

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

* 組み替えに関してはP13記載の注記3をご参照ください。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。* P13記載の3に伴い、2024年3月期の地域別売上の前年比は「組み替え前」（2024年3月期）と「組み替え後」（2025年3月期）の比較になるため、表示しておりません。

全社 地域別売上高 Total Sales by Region

(単位：億円, Unit: 0.1 Billion Yen)

| | | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | |
|--------|---------------|-------------------|-------------------|------------------------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------|--------------------|--------|--------|--------|-----------|-----------|----------|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | |
| | | (Announced May 8) | (Announced Nov.7) | (Announced February 5) | | | | | | | | | | | | | | | | |
| | | 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 | 2,899 | 3,265 | 3,490 | 730 | 823 | 926 | 1,072 | 1,553 | 1,998 | 3,551 | 3,810 | | 753 | 855 | 918 | | 1,608 | | |
| 米州 | Americas | 783 | 1,043 | 861 | 212 | 206 | 207 | 223 | 418 | 430 | 847 | 910 | | 214 | 219 | 232 | | 432 | | |
| 欧州 | Europe | 1,204 | 1,401 | 1,289 | 275 | 294 | 311 | 314 | 570 | 624 | 1,194 | 1,195 | | 291 | 319 | 329 | | 610 | | |
| 中華圏 | Greater China | 1,964 | 2,115 | 1,719 | 446 | 382 | 396 | 377 | 827 | 773 | 1,600 | 1,610 | | 445 | 417 | 485 | | 862 | | |
| 東南アジア他 | Asia Pacific | 769 | 929 | 807 | 172 | 198 | 207 | 228 | 370 | 435 | 805 | 810 | | 189 | 221 | 239 | | 410 | | |
| 直接輸出 | Export | 10 | 7 | 21 | 3 | 6 | 4 | 8 | 9 | 12 | 20 | 15 | | 4 | 9 | 6 | | 12 | | |
| 合計 | Total | 7,629 | 8,761 | 8,188 | 1,837 | 1,909 | 2,051 | 2,221 | 3,746 | 4,271 | 8,018 | 8,350 | 8,450 | 1,895 | 2,040 | 2,208 | 2,407 | 3,934 | 4,616 | 8,550 |

前年比 Comparison

| | | FY22 (A) / | FY23 (A) / | FY24 (A) / | FY25 (A) & (E) / | | | | | | |
|--------|---------------|------------|------------|------------|------------------|--------|--------|--------|-----------|-----------|----------|
| | | FY21 (A) | FY22 (A) | FY23 (A) | FY24 (A) | | | | | | |
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) |
| 日本 | Japan | 112.6% | 106.9% | 101.7% | 103.2% | 103.8% | 99.1% | | 103.5% | | |
| 米州 | Americas | 133.2% | 82.6% | 98.4% | 100.8% | 106.2% | 112.2% | | 103.5% | | |
| 欧州 | Europe | 116.4% | 92.0% | 92.6% | 105.5% | 108.5% | 105.9% | | 107.1% | | |
| 中華圏 | Greater China | 107.7% | 81.3% | 93.0% | 99.9% | 109.2% | 122.5% | | 104.2% | | |
| 東南アジア他 | Asia Pacific | 120.7% | 86.9% | 99.8% | 109.8% | 111.5% | 115.5% | | 110.7% | | |
| 直接輸出 | Export | 68.0% | 294.8% | 97.3% | 135.0% | 148.6% | 141.3% | | 144.4% | | |
| 合計 | Total | 114.8% | 93.5% | 97.9% | 103.1% | 106.8% | 107.7% | 108.4% | 105.0% | 108.1% | 106.6% |

構成比 Composition

| | | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | |
|--------|---------------|-------------------|-------------------|------------------------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------|--------------------|--------|--------|--------|-----------|-----------|----------|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | |
| | | (Announced May 8) | (Announced Nov.7) | (Announced February 5) | | | | | | | | | | | | | | | | |
| | | 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% | 37% | 43% | 40% | 43% | 45% | 48% | 41% | 47% | 44% | 46% | | 40% | 42% | 42% | | 41% | | |
| 米州 | Americas | 10% | 12% | 11% | 12% | 11% | 10% | 10% | 11% | 10% | 11% | 11% | | 11% | 11% | 10% | | 11% | | |
| 欧州 | Europe | 16% | 16% | 16% | 15% | 15% | 15% | 14% | 15% | 15% | 15% | 14% | | 15% | 16% | 15% | | 16% | | |
| 中華圏 | Greater China | 26% | 24% | 21% | 24% | 20% | 19% | 17% | 22% | 18% | 20% | 19% | | 23% | 20% | 22% | | 22% | | |
| 東南アジア他 | Asia Pacific | 10% | 11% | 10% | 9% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | | 10% | 11% | 11% | | 10% | | |
| 直接輸出 | Export | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | 0% | 0% | | 0% | | |

セグメント・地域別 売上構成比 Composition of Sales by Segment and Region

(単位：億円, Unit: 0.1 Billion Yen)

| Segment | Region | FY21 Actual | FY22 Actual | FY23 Actual | FY24 Actual | | | | | | | FY25 Plan (Announced May 8) | FY25 Actual & Estimates (Announced February 5) | | | | | | |
|---|---------------------|-------------|-------------|-------------|-------------|--------|--------|--------|-----------|-----------|----------|--------------------------------|---|--------|--------|--------|-----------|-----------|----------|
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (A) | 1st H (A) | 2nd H (A) | Full (A) | Full (P) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) |
| 制御機器事業 IAB | 日本 Japan | 32% | 30% | 32% | 30% | 31% | 33% | 32% | 31% | 32% | 32% | 33% | 29% | 30% | 28% | | 29% | | |
| | 米州 Americas | 9% | 11% | 11% | 12% | 11% | 11% | 11% | 11% | 11% | 11% | 11% | 11% | 10% | 10% | | 11% | | |
| | 欧州 Europe | 19% | 20% | 21% | 19% | 21% | 20% | 23% | 23% | 20% | 21% | 21% | 20% | 19% | 21% | | 20% | | |
| | 中華圏 Greater China | 28% | 27% | 23% | 27% | 24% | 24% | 21% | 25% | 22% | 24% | 23% | 28% | 25% | 27% | | 27% | | |
| | 東南アジア他 Asia Pacific | 11% | 12% | 12% | 12% | 13% | 13% | 14% | 12% | 13% | 13% | 13% | 12% | 14% | 14% | | 13% | | |
| | 直接輸出 Export | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| ヘルスケア事業 HCB | 日本 Japan | 21% | 19% | 16% | 14% | 19% | 19% | 16% | 16% | 18% | 17% | 18% | 16% | 15% | 18% | | 16% | | |
| | 米州 Americas | 17% | 20% | 19% | 18% | 20% | 18% | 22% | 19% | 20% | 19% | 20% | 21% | 20% | 18% | | 20% | | |
| | 欧州 Europe | 17% | 17% | 19% | 21% | 24% | 25% | 17% | 23% | 21% | 22% | 21% | 25% | 25% | 23% | | 25% | | |
| | 中華圏 Greater China | 33% | 31% | 34% | 37% | 24% | 24% | 30% | 31% | 27% | 29% | 28% | 27% | 26% | 28% | | 27% | | |
| | 東南アジア他 Asia Pacific | 12% | 13% | 12% | 9% | 13% | 13% | 15% | 11% | 14% | 12% | 12% | 11% | 14% | 12% | | 13% | | |
| | 直接輸出 Export | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| 社会システム事業 SSB | 日本 Japan | 99% | 100% | 99% | 100% | 99% | 100% | 100% | 99% | 100% | 100% | 99% | 100% | 98% | 99% | | 99% | | |
| | 米州 Americas | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 欧州 Europe | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 中華圏 Greater China | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 東南アジア他 Asia Pacific | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 直接輸出 Export | 0% | 0% | 1% | 0% | 1% | 0% | 0% | 1% | 0% | 0% | 1% | 0% | 2% | 1% | | 1% | | |
| 電子部品事業 DMB | 日本 Japan | 30% | 31% | 33% | 28% | 26% | 28% | 25% | 27% | 26% | 27% | 26% | 25% | 26% | 26% | | 26% | | |
| | 米州 Americas | 14% | 17% | 14% | 16% | 16% | 14% | 16% | 16% | 15% | 16% | 18% | 15% | 17% | 17% | | 16% | | |
| | 欧州 Europe | 13% | 13% | 15% | 11% | 11% | 12% | 14% | 11% | 13% | 12% | 12% | 11% | 12% | 11% | | 11% | | |
| | 中華圏 Greater China | 30% | 27% | 25% | 31% | 32% | 31% | 29% | 31% | 30% | 31% | 30% | 33% | 30% | 31% | | 32% | | |
| | 東南アジア他 Asia Pacific | 12% | 12% | 13% | 14% | 15% | 14% | 16% | 14% | 15% | 15% | 15% | 15% | 14% | 15% | | 15% | | |
| | 直接輸出 Export | 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 | - | - | - | - | - | 98% | 98% | - | 98% | 98% | 100% | 98% | 99% | 99% | | 99% | | |
| | 米州 Americas | - | - | - | - | - | 0% | 0% | - | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 欧州 Europe | - | - | - | - | - | 0% | 0% | - | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 中華圏 Greater China | - | - | - | - | - | 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% | | |
| | 直接輸出 Export | - | - | - | - | - | 2% | 2% | - | 2% | 2% | 0% | 2% | 1% | 1% | | 1% | | |
| 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% | | |
| | 米州 Americas | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 欧州 Europe | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 中華圏 Greater China | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 東南アジア他 Asia Pacific | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | 0% | | |
| | 直接輸出 Export | 0% | 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 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------|--------------------------|-------------------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------|--------------------|--------|--------|--------|-----------|-----------|----------|--|--|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | (Announced May 8) | | | | | | | | | | | | | | | | | | | | | (Announced Nov.7) | | | | | | | | | | | | | | | | | | | | | (Announced February 5) | | | | | | | | | | | | | | | | | | |
| | | 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 | 763 | 858 | 215 | 72 | 102 | 112 | 77 | 174 | 189 | 363 | 400 | 400 | 109 | 79 | 97 | 130 | 188 | 227 | 415 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ヘルスクア事業 | HCB | 185 | 160 | 185 | 48 | 38 | 55 | 34 | 86 | 89 | 175 | 185 | 145 | 14 | 43 | 55 | 38 | 57 | 93 | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 社会システム事業* | SSB | 65 | 75 | 140 | 4 | 13 | 40 | 97 | 17 | 137 | 153 | 185 | 200 | 1 | 20 | 37 | 137 | 22 | 173 | 195 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 電子部品事業 | DMB | 101 | 155 | 31 | 1 | 0 | 1 | 1 | 1 | 2 | 3 | 40 | 40 | 4 | 9 | 8 | 4 | 13 | 12 | 25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| データソリューション事業 | DSB | - | - | 22 | -3 | 7 | 13 | 12 | 3 | 25 | 28 | 50 | 50 | -1 | 8 | 19 | 23 | 8 | 42 | 50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 本社他(消去調整含む)* | Eliminations & Corporate | - | - | - | -58 | -31 | -54 | -40 | -88 | -94 | -182 | -210 | -235 | -65 | -45 | -54 | -71 | -110 | -125 | -235 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 合計 | Total | 893 | 1,007 | 343 | 63 | 130 | 167 | 181 | 192 | 348 | 540 | 650 | 600 | 64 | 113 | 161 | 261 | 177 | 423 | 600 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

*2024年3月期以前の実績は組み換え前、2025年3月期以降の実績および見通し(E)は組み換え後の数値を記載しております。組み替えに関してはP13記載の注記3をご参照ください。

前年比 Comparison

| | | FY22 (A) / | FY23 (A) / | FY24 (A) / | FY25 (A) & (E) / | | | | | | | FY25 (E) / FY25 (P) | FY25 (E) / |
|--------------|--------------------------|------------|------------|------------|------------------|---------|---------|--------|-----------|-----------|----------|---------------------|-------------|
| | | FY21 (A) | FY22 (A) | FY23 (A) | FY24 (A) | | | | | | | :High End | FY25 (Q2 E) |
| | | Full (A) | Full (A) | Full (A) | Q1 (A) | Q2 (A) | Q3 (A) | Q4 (E) | 1st H (A) | 2nd H (E) | Full (E) | Full (E) | Full (E) |
| 制御機器事業 | IAB | 112.6% | 25.0% | 169.0% | 152.8% | 77.4% | 86.3% | 168.9% | 108.5% | 119.9% | 114.4% | 103.8% | 103.8% |
| ヘルスクア事業 | HCB | 86.4% | 115.3% | 94.7% | 30.3% | 111.0% | 100.3% | 111.9% | 66.2% | 104.8% | 85.8% | 81.1% | 103.4% |
| 社会システム事業* | SSB | 115.1% | 187.2% | 119.7% | 38.3% | 158.6% | 92.6% | 140.4% | 130.6% | 126.6% | 127.1% | 105.4% | 97.5% |
| 電子部品事業 | DMB | 153.7% | 20.3% | 9.7% | 814.6% | 1924.6% | 1037.2% | 319.3% | 1336.5% | 580.6% | 817.0% | 62.5% | 62.5% |
| データソリューション事業 | DSB | - | - | - | - | 127.8% | 141.3% | 203.8% | 225.1% | 170.2% | 176.8% | - | - |
| 本社他(消去調整含む)* | Eliminations & Corporate | - | - | - | - | - | - | - | - | - | - | - | - |
| 合計 | Total | 112.7% | 34.1% | 157.4% | 101.7% | 87.5% | 96.8% | 144.2% | 92.2% | 121.5% | 111.0% | 92.3% | - |

*2024年3月期以前の実績は組み換え前、2025年3月期以降の実績および見通し(E)は組み換え後の数値を記載しております。組み替えに関してはP13記載の注記3をご参照ください。

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

| | | FY21 | FY22 | FY23 | FY24 | | | | | | | FY25 | FY25 | FY25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------|--------------------------|-------------------|----------|----------|--------|--------|--------|--------|-----------|-----------|----------|----------|--------------|--------------------|--------|--------|--------|-----------|-----------|----------|--|--|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | Actual | Actual | Actual | Actual | | | | | | | Plan | Q2 Estimates | Actual & Estimates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | (Announced May 8) | | | | | | | | | | | | | | | | | | | | | (Announced Nov.7) | | | | | | | | | | | | | | | | | | | | | (Announced February 5) | | | | | | | | | | | | | | | | | | |
| | | 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 | 18.2% | 17.7% | 5.5% | 8.4% | 11.5% | 12.3% | 8.1% | 10.0% | 10.1% | 10.1% | 10.8% | 10.4% | 11.6% | 8.4% | 9.6% | 12.2% | 10.0% | 10.9% | 10.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ヘルスクア事業 | HCB | 14.0% | 11.3% | 12.3% | 12.5% | 11.1% | 14.1% | 9.8% | 11.9% | 12.1% | 12.0% | 12.3% | 10.4% | 4.6% | 12.0% | 13.3% | 10.3% | 8.5% | 11.9% | 10.3% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 社会システム事業 | SSB | 7.4% | 7.0% | 9.9% | 1.5% | 4.2% | 11.2% | 18.7% | 2.9% | 15.7% | 10.7% | 12.3% | 13.3% | 0.6% | 6.3% | 10.9% | 25.0% | 3.8% | 19.6% | 13.4% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 電子部品事業 | DMB | 8.3% | 11.2% | 2.8% | 0.2% | 0.2% | 0.3% | 0.5% | 0.2% | 0.4% | 0.3% | 3.6% | 3.5% | 1.5% | 3.0% | 2.6% | 1.5% | 2.3% | 2.1% | 2.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| データソリューション事業 | DSB | - | - | 12.6% | - | 6.2% | 11.8% | 9.4% | 1.8% | 10.5% | 6.6% | 9.9% | 9.8% | - | 6.9% | 13.7% | 16.4% | 3.3% | 15.1% | 9.8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 本社他(消去調整含む) | Eliminations & Corporate | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 合計 | Total | 11.7% | 11.5% | 4.2% | 3.4% | 6.8% | 8.1% | 8.2% | 5.1% | 8.2% | 6.7% | 7.8% | 7.1% | 3.4% | 5.6% | 7.3% | 10.9% | 4.5% | 9.2% | 7.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

注記 Notes

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| 1 | <p>2023年3月期より、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、2022年3月期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 FY2022, 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.</p> |
| 2 | <p>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。</p> <p>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.</p> |
| 3 | <p>2026年3月期第3四半期より、経営管理区分の見直しのため、オムロンデジタル株式会社の業績を社会システム事業（SSB）から本社他の事業セグメントに組み替えて開示しています。これに伴い、2025年3月期実績および2026年3月期期初計画・実績についても、新管理区分を反映し記載をしております。2024年3月期以前の実績は組み替え前の数値（合計値）となります。</p> <p>From Q3 FY2025, as a result of a segment reclassification, the results of OMRON DIGITAL Co., Ltd. that had been included in SSB have been reclassified into Eliminations & Corpo. Accordingly, FY2024 actual and FY2025 Initial plan/actual have been revised to reflect this. FY2021-2023 figures are presented on a pre-reclassification basis.</p> |