

2021年度 オムロングループ財務データ集

OMRON Group Reference Data as of April 2022

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

〈セグメントの名称〉

< Name of Business Segments >

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

* 2022年4月1日付で、電子部品事業の名称を、「エレクトロニック & メカニカルコンポーネンツビジネス (EMC)」から「デバイス & モジュールソリューションズビジネス (DMB)」へ変更しています。

*OMRON changed the name of electronic and mechanical components business from "Electronic & Mechanical Components Business" to "Device & Module Solutions Business" as of April 1, 2022.

〈エリアの名称〉

< Definition of Region >

米州:	北米、中米、南米を含む
Americas:	North, Central, and South America
欧州:	ヨーロッパ、ロシア、アフリカ、中東を含む
Europe:	Europe, Russia, Africa, the Middle East
中華圏:	中国、台湾、香港を含む
Greater China:	China, Taiwan, Hong Kong
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:

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 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 Year Ended 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4月26日に作成・発表したものです。
This reference data was produced and announced on April 26, 2022.

制御機器事業 (IAB)	IAB	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)	(Announced Apr 26)								
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 (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	154.7	140.0	27.1	27.6	28.6	32.7	54.7	61.3	116.0	137.0	-	32.2	32.6	33.6	36.6	64.9	70.2	135.1	148.5
米州	Americas	35.0	32.6	6.6	6.9	7.1	7.0	13.5	14.1	27.6	30.0	-	8.8	8.6	9.6	11.2	17.4	20.8	38.2	43.0
欧州	Europe	79.9	71.8	13.3	15.6	17.3	19.4	28.9	36.7	65.6	72.5	-	21.6	18.9	20.5	20.2	40.5	40.7	81.2	92.5
中華圏	Greater China	78.2	68.8	23.2	20.2	23.1	21.4	43.4	44.5	87.8	93.5	-	32.8	27.9	29.4	27.0	60.7	56.4	117.1	144.0
東南アジア他	Asia Pacific	43.8	39.4	9.1	10.0	9.4	10.0	19.1	19.4	38.5	42.0	-	12.2	10.9	10.9	12.5	23.0	23.5	46.5	55.0
直接輸出	Export	0.3	0.2	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.0	-	0.0	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 reclassifications)	-	-	79.3	80.3	85.4	90.6	159.6	176.0	335.6	-	-	107.6	98.9	104.0	107.6	206.5	211.6	418.1	483.0
売上合計 (組み替え前)	Total (Before reclassifications)	391.8	352.8	82.1	82.9	88.0	93.6	164.9	181.5	346.4	375.0	430.0	110.9	102.5	107.9	111.3	213.4	219.2	432.6	-

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	13.4	12.2	15.1	16.5	25.6	31.6	57.2	-	-	22.7	17.4	17.8	18.4	40.1	36.2	76.3	90.0
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	-	16.9%	15.2%	17.7%	18.2%	16.0%	18.0%	17.0%	-	-	21.1%	17.6%	17.1%	17.1%	19.4%	17.1%	18.2%	18.6%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	62.9	53.6	13.8	12.6	15.5	16.9	26.4	32.4	58.8	63.0	79.0	23.1	17.8	18.3	18.9	40.9	37.2	78.1	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	16.1%	15.2%	16.8%	15.2%	17.6%	18.1%	16.0%	17.9%	17.0%	16.8%	18.4%	20.8%	17.4%	17.0%	16.9%	19.2%	17.0%	18.1%	-

制御機器事業 (IAB)	IAB	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)							IAB	FY21 (A) / FY21 (Q3 E)
									Sales by Region	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)
前年比	Comparison	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
日本	Japan	90.5%	-	118.9%	118.4%	117.6%	112.0%	118.6%	114.6%	116.5%	Japan	-
米州	Americas	93.3%	84.7%	132.5%	125.1%	135.2%	160.0%	128.8%	147.5%	138.3%	Americas	-
欧州	Europe	89.9%	91.3%	162.4%	121.2%	118.6%	104.1%	140.1%	110.9%	123.8%	Europe	-
中華圏	Greater China	88.0%	127.7%	141.5%	138.4%	127.5%	126.1%	140.0%	126.8%	133.3%	Greater China	-
東南アジア他	Asia Pacific	90.0%	97.8%	134.2%	108.2%	116.1%	125.1%	120.5%	120.7%	120.6%	Asia Pacific	-
直接輸出	Export	64.4%	47.2%	76.9%	12.2%	100.0%	22.5%	27.8%	32.6%	30.0%	Export	-
売上合計 (組み替え後)	Total (After reclassifications)	-	-	135.7%	123.2%	121.8%	118.8%	129.4%	120.2%	124.6%	Total (After reclassifications)	-
売上合計 (組み替え前)	Total (Before reclassifications)	90.0%	98.2%	135.2%	123.7%	122.7%	119.0%	129.4%	120.8%	124.9%	Total (Before reclassifications)	100.6%

制御機器事業	IAB	FY22 (P) / FY21 (A)		
		地域別売上	Sales by Region	Full (P)
		計画比	Comparison	
日本	Japan	109.9%		
米州	Americas	112.5%		
欧州	Europe	114.0%		
中華圏	Greater China	123.0%		
東南アジア他	Asia Pacific	118.3%		
直接輸出	Export	-		
売上合計 (組み替え後)	Total (After reclassifications)	115.5%		
売上合計 (組み替え前)	Total (Before reclassifications)	-		

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	169.5%	142.7%	117.5%	111.7%	156.7%	114.4%	133.4%	Operating Income (After reclassifications)	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	85.2%	109.7%	167.5%	141.8%	118.0%	111.5%	155.3%	114.6%	132.8%	Operating Income (Before reclassifications)	98.9%

営業利益	Operating Income	Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	118.0%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-

(注記)・組み替えに関してはP13記載の1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1に伴い、2020年度の日本の売上および営業利益の前年比は「組み替えあり」(2020年度)と「組み替えなし」(2019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 on p.13. Figures before the reclassification are also provided for reference.
According to notes 1, the Y/Y change of Japan sales and O.I for FY2020 are not presented because FY2020 figures are reclassified while FY2019 figures are numbers before the reclassifications.

ヘルスケア事業 (HCB)	HCB	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)	(Announced Apr 26)	(Announced Apr 26)							(Announced Apr 26)
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 (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	26.9	26.1	5.7	7.7	8.4	7.7	13.4	16.2	29.6	27.5		6.7	7.6	6.7	6.8	14.4	13.5	27.8	28.0
米州	Americas	23.6	21.6	5.5	6.0	6.3	6.1	11.5	12.5	24.0	27.0		6.3	6.1	5.5	4.8	12.4	10.3	22.7	29.5
欧州	Europe	22.7	21.7	4.8	5.7	6.0	6.3	10.5	12.3	22.8	24.5		5.5	5.5	5.2	6.9	11.0	12.0	23.0	21.5
中華圏	Greater China	31.0	31.4	8.3	7.7	10.6	7.6	15.9	18.2	34.2	39.5		11.8	10.3	12.3	9.0	22.1	21.3	43.3	54.5
東南アジア他	Asia Pacific	10.7	10.8	2.3	3.7	3.5	2.7	5.9	6.2	12.1	14.0		4.4	3.3	3.7	4.2	7.6	7.9	15.5	20.0
直接輸出	Export	0.6	0.4	0.1	0.1	0.1	0.1	0.2	0.2	0.4	0.5		0.1	0.1	0.1	0.1	0.2	0.2	0.5	0.5
売上合計	Total	115.5	112.0	26.6	30.9	35.0	30.6	57.5	65.6	123.1	133.0	134.0	34.8	32.9	33.4	31.8	67.7	65.2	132.9	154.0

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	13.0	13.5	4.5	6.1	6.3	3.6	10.6	10.0	20.6	22.5	19.5	6.4	5.7	4.1	2.3	12.1	6.5	18.5	20.0
営業利益率	O.I./Sales	11.3%	12.1%	16.9%	19.8%	18.1%	11.9%	18.5%	15.2%	16.7%	16.9%	14.6%	18.3%	17.4%	12.3%	7.3%	17.9%	9.9%	14.0%	13.0%

ヘルスケア事業 (HCB)	HCB	FY19 (A) /	FY20 (A) /	FY21 (A) /							HCB	FY21 (A) /
		FY18 (A)	FY19 (A)	FY20 (A)							Sales by Region	FY21 (Q3 E)
		Comparison	Comparison	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
日本	Japan	96.9%	113.5%	117.9%	98.7%	79.1%	88.1%	106.8%	83.4%	94.0%	Japan	
米州	Americas	91.5%	110.9%	114.1%	102.1%	86.7%	77.8%	107.8%	82.3%	94.6%	Americas	
欧州	Europe	95.7%	105.0%	116.2%	95.2%	85.9%	109.2%	104.7%	97.8%	101.0%	Europe	
中華圏	Greater China	101.4%	108.8%	142.4%	134.4%	115.4%	118.5%	138.5%	116.7%	126.9%	Greater China	
東南アジア他	Asia Pacific	101.0%	112.3%	193.0%	89.2%	106.0%	155.4%	128.6%	127.5%	128.0%	Asia Pacific	
直接輸出	Export	63.6%	108.4%	141.1%	98.3%	97.4%	93.4%	117.0%	95.3%	105.4%	Export	
売上合計	Total	97.0%	109.9%	130.9%	106.4%	95.4%	103.9%	117.7%	99.4%	107.9%	Total	99.1%

ヘルスケア事業	HCB	FY22 (P) /
		FY21 (A)
		Full (P)
地域別売上	Sales by Region	
計画比	Comparison	
日本	Japan	100.6%
米州	Americas	130.2%
欧州	Europe	93.4%
中華圏	Greater China	125.7%
東南アジア他	Asia Pacific	128.7%
直接輸出	Export	107.5%
売上合計	Total	115.9%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)
営業利益	Operating Income	103.7%	152.3%	141.8%	93.6%	65.2%	64.1%	113.9%	64.8%	90.1%	Operating Income	95.1%

		Full (P)
営業利益	Operating Income	107.9%

社会システム事業 (SSB)	SSB	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)	(Announced Apr 26)								
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 (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	99.3	115.2	18.1	19.2	21.2	37.0	37.3	58.2	95.4	95.0		15.9	19.1	20.2	32.1	34.9	52.3	87.2	91.0
米州	Americas	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	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	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
中華圏	Greater China	0.4	0.3	0.0	0.1	0.0	0.0	0.1	0.1	0.2	0.5		0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.5
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	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
直接輸出	Export	0.8	0.5	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.5		0.0	0.0	0.0	0.3	0.0	0.4	0.4	0.5
売上合計	Total	100.6	116.0	18.1	19.3	21.2	37.0	37.4	58.3	95.7	96.0	90.0	15.9	19.1	20.2	32.5	35.0	52.7	87.7	92.0

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	6.5	10.9	-0.9	-0.3	0.6	6.3	-1.2	6.9	5.7	7.0	6.5	-1.7	0.3	0.5	7.4	-1.4	8.0	6.5	6.5
営業利益率	O.I./Sales	6.5%	9.4%	-	-	2.6%	17.1%	-	11.8%	6.0%	7.3%	7.2%	-	1.5%	2.6%	22.9%	-	15.1%	7.4%	7.1%

社会システム事業 (SSB)	SSB	FY19 (A) /	FY20 (A) /	FY21 (A) /							SSB	FY21 (A) /
		FY18 (A)	FY19 (A)	FY20 (A)								FY21 (A) /
		Comparison	Comparison	Comparison								Comparison
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)	Sales by Region	Full (A)
前年比	Comparison	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
日本	Japan	116.0%	82.8%	87.9%	99.2%	95.3%	86.9%	93.7%	89.9%	91.4%	Japan	
米州	Americas	-	-	-	-	-	-	-	-	-	Americas	
欧州	Europe	-	-	-	-	-	-	-	-	-	Europe	
中華圏	Greater China	65.1%	61.5%	92.9%	35.4%	51.5%	111.8%	48.4%	72.0%	55.2%	Greater China	
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-	Asia Pacific	
直接輸出	Export	60.8%	15.0%	50.0%	45.5%	520.0%	737.8%	48.0%	716.0%	493.3%	Export	
売上合計	Total	115.4%	82.5%	87.9%	98.9%	95.3%	87.7%	93.6%	90.5%	91.7%	Total	97.4%

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)
営業利益	Operating Income	165.9%	52.5%	-	-	96.9%	117.2%	-	115.6%	114.3%	Operating Income	100.1%

社会システム事業	SSB	FY22 (P) /
		FY21 (A)
		Full (P)
地域別売上	Sales by Region	Full (P)
計画比	Comparison	Full (P)
日本	Japan	104.3%
米州	Americas	-
欧州	Europe	-
中華圏	Greater China	520.8%
東南アジア他	Asia Pacific	-
直接輸出	Export	135.1%
売上合計	Total	104.9%

		Full (P)
営業利益	Operating Income	100.0%

(注記) 組み替えに関してはP13記載の2、7をご参照ください。

(Note) With regard to reclassification, please refer to note 2 and 7 on p.13.

電子部品事業 (DMB)	DMB	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)									
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 (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	23.2	22.8	7.5	7.2	8.0	9.0	14.7	17.0	31.7	22.5		8.6	8.7	9.8	9.3	17.3	19.1	36.4	37.0
米州	Americas	17.9	13.6	2.2	3.5	3.2	3.2	5.7	6.4	12.1	13.5		4.1	3.9	4.0	5.4	8.1	9.4	17.4	18.5
欧州	Europe	17.7	15.1	2.2	3.5	3.3	4.2	5.7	7.4	13.1	15.0		3.7	4.0	3.8	4.8	7.7	8.5	16.3	16.5
中華圏	Greater China	30.8	24.1	6.4	6.8	8.0	7.5	13.2	15.4	28.7	30.0		9.1	9.0	9.3	8.3	18.2	17.6	35.8	40.0
東南アジア他	Asia Pacific	13.5	12.5	2.3	2.4	3.0	3.4	4.7	6.4	11.1	13.0		3.5	3.7	3.8	3.9	7.2	7.7	14.9	16.0
直接輸出	Export	0.1	0.2	0.0	0.0	0.0	0.1	0.1	0.1	0.2	0.0		0.0	0.0	0.0	0.1	0.1	0.1	0.2	0.0
売上合計 (組み替え後)	Total (After reclassifications)	-	-	20.7	23.4	25.5	27.2	44.1	52.7	96.9	-	-	29.1	29.4	30.7	31.7	58.5	62.5	121.0	128.0
売上合計 (組み替え前)	Total (Before reclassifications)	103.1	88.4	18.0	20.9	23.0	24.2	38.8	47.2	86.0	94.0	103.0	25.7	25.9	26.9	28.0	51.6	54.8	106.4	-

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	0.5	0.6	1.6	1.9	1.1	3.5	4.6	-	-	2.5	2.3	3.4	1.9	4.8	5.3	10.1	10.5
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	-	2.4%	2.6%	6.2%	6.9%	2.5%	6.6%	4.7%	-	-	8.5%	7.9%	11.1%	5.9%	8.2%	8.5%	8.3%	8.2%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	8.2	0.9	0.1	0.2	1.2	1.4	0.3	2.6	3.0	4.5	8.0	2.1	1.9	2.9	1.4	4.0	4.3	8.2	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	7.9%	1.0%	0.5%	1.2%	5.3%	5.9%	0.8%	5.6%	3.4%	4.8%	7.8%	8.0%	7.3%	10.7%	5.0%	7.7%	7.8%	7.7%	-

電子部品事業 (DMB)	DMB	FY19 (A) /	FY20 (A) /	FY21 (A) /							DMB	FY21 (A) /
		FY18 (A)	FY19 (A)	FY20 (A)								FY21 (Q3 E)
		Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison		Comparison
地域別売上 前年比	Sales by Region	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
日本	Japan	98.5%	-	113.9%	120.7%	122.6%	104.1%	117.3%	112.8%	114.9%	Japan	
米州	Americas	75.8%	88.9%	184.5%	114.0%	123.6%	170.8%	141.6%	146.9%	144.4%	Americas	
欧州	Europe	84.8%	87.3%	165.0%	116.2%	114.6%	114.8%	135.3%	114.7%	123.7%	Europe	
中華圏	Greater China	78.5%	118.7%	142.5%	132.0%	117.0%	111.6%	137.1%	114.4%	124.9%	Greater China	
東南アジア他	Asia Pacific	93.0%	88.5%	156.0%	151.2%	126.7%	114.5%	153.5%	120.2%	134.3%	Asia Pacific	
直接輸出	Export	300.0%	82.9%	148.1%	123.3%	94.4%	67.0%	135.1%	74.8%	93.5%	Export	
売上合計 (組み替え後)	Total (After reclassifications)	-	-	140.5%	125.5%	120.4%	116.7%	132.6%	118.5%	124.9%	Total (After reclassifications)	-
売上合計 (組み替え前)	Total (Before reclassifications)	85.7%	97.4%	143.3%	124.0%	116.8%	115.6%	132.9%	116.2%	123.7%	Total (Before reclassifications)	103.3%

電子部品事業 (DMB)	DMB	FY21 (P) /
		FY21 (A)
		Comparison
地域別売上 計画比	Sales by Region	Comparison
計画比	Comparison	Full (P)
日本	Japan	101.6%
米州	Americas	106.2%
欧州	Europe	101.5%
中華圏	Greater China	111.7%
東南アジア他	Asia Pacific	107.4%
直接輸出	Export	-
売上合計 (組み替え後)	Total (After reclassifications)	105.8%
売上合計 (組み替え前)	Total (Before reclassifications)	-

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-	-	507.0%	376.5%	213.8%	100.4%	434.2%	152.5%	220.6%	Operating Income (After reclassifications)	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	11.2%	322.7%	2550.6%	783.8%	235.9%	99.3%	1228.3%	162.3%	278.2%	Operating Income (Before reclassifications)	103.0%

		Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	104.1%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-

(注記) ・組み替えに関してはP13記載の1、4、6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1に伴い、2020年度の日本の売上および営業利益の前年比は「組み替えあり」(2020年度)と「組み替えなし」(2019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 1, 4 and 6 on p.13. Figures before the reclassification are also provided for reference.

According to notes 1, the Y/Y change of Japan sales and O.I for FY2020 are not presented because FY2020 figures are reclassified while FY2019 figures are numbers before the reclassifications.

本社他 (消去調整含む)	Eliminations & Corporate	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
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 (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	14.6	7.4	1.4	0.8	1.1	0.5	2.3	1.6	3.9	2.0		0.8	0.8	0.9	0.8	1.6	1.7	3.3	3.0
米州	Americas	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	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	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
中華圏	Greater China	6.1	1.4	0.3	0.0	0.0	0.0	0.3	0.0	0.3	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	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
直接輸出	Export	0.9	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.1	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
売上合計	Total	21.6	8.9	1.8	0.8	1.1	0.6	2.6	1.7	4.3	2.0	3.0	0.8	0.8	0.9	0.8	1.6	1.7	3.3	3.0

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	-22.1	-24.1	-5.1	-6.3	-5.9	-8.2	-11.4	-14.1	-25.5	-27.0	-25.0	-4.0	-5.8	-4.7	-7.6	-9.8	-12.3	-22.1	-30.0
営業利益率	O.I./Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

本社他 (消去調整含む)	Eliminations & Corporate	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)							Eliminations & Corporate	FY21 (A) / FY21 (Q3 E)	
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)	
地域別売上	Sales by Region												
前年比	Comparison												
日本	Japan	50.8%	52.7%	56.9%	99.5%	78.1%	154.0%	72.4%	101.7%	84.6%	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	Total	41.0%	48.6%	46.1%	97.5%	78.1%	139.1%	62.7%	98.4%	76.6%	Total	110.0%	

本社他 (消去調整含む)	Eliminations & Corporate	FY22 (P) / FY21 (A)
		Full (P)
地域別売上	Sales by Region	
計画比	Comparison	
日本	Japan	90.9%
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	90.9%

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

		Full (P)
営業利益	Operating Income	-

(注記)組み替えに関してはP13記載の3、5、6をご参照ください。

(Note) With regard to reclassification, please refer to notes 3, 5 and 6 on p.13.

セグメント別売上	Sales by Segment	FY18 Actual	FY19 Actual	FY20 Actual							FY21 Plan (Announced Apr 27)	FY21 Q3 Estimates (Announced Jan 28)	FY21 Actual (Announced Apr 26)							FY22 Plan (Announced Apr 26)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
制御機器事業	IAB	391.8	352.8	79.3	80.3	85.4	90.6	159.6	176.0	335.6	375.0	430.0	107.6	98.9	104.0	107.6	206.5	211.6	418.1	483.0
ヘルスケア事業	HCB	115.5	112.0	26.6	30.9	35.0	30.6	57.5	65.6	123.1	133.0	134.0	34.8	32.9	33.4	31.8	67.7	65.2	132.9	154.0
社会システム事業	SSB	100.6	116.0	18.1	19.3	21.2	37.0	37.4	58.3	95.7	96.0	90.0	15.9	19.1	20.2	32.5	35.0	52.7	87.7	92.0
電子部品事業	DMB	103.1	88.4	20.7	23.4	25.5	27.2	44.1	52.7	96.9	94.0	103.0	29.1	29.4	30.7	31.7	58.5	62.5	121.0	128.0
本社他(消去調整含む)	Eliminations & Corporate	21.6	8.9	1.8	0.8	1.1	0.6	2.6	1.7	4.3	2.0	3.0	0.8	0.8	0.9	0.8	1.6	1.7	3.3	3.0
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-10.0
売上合計	Total	732.6	678.0	146.5	154.8	168.3	186.0	301.3	354.3	655.5	700.0	760.0	188.2	181.2	189.3	204.3	369.4	393.6	762.9	850.0

セグメント別売上	Sales by Segment	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)							Sales by Segment Comparison	FY21 (A) / FY21 (Q3 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)
前年比	Comparison	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
制御機器事業	IAB	90.0%	-	135.7%	123.2%	121.8%	118.8%	129.4%	120.2%	124.6%	IAB	-
ヘルスケア事業	HCB	97.0%	109.9%	130.9%	106.4%	95.4%	103.9%	117.7%	99.4%	107.9%	HCB	99.1%
社会システム事業	SSB	115.4%	82.5%	87.9%	98.9%	95.3%	87.7%	93.6%	90.5%	91.7%	SSB	97.4%
電子部品事業	DMB	85.7%	-	140.5%	125.5%	120.4%	116.7%	132.6%	118.5%	124.9%	DMB	-
本社他(消去調整含む)	Eliminations & Corporate	41.0%	48.6%	46.1%	97.5%	78.1%	139.1%	62.7%	98.4%	76.6%	Eliminations & Corporate	110.0%
売上合計	Total	92.5%	96.7%	128.5%	117.0%	112.5%	109.9%	122.6%	111.1%	116.4%	Total	100.4%

セグメント別売上	Sales by Segment	FY22 (P) / FY21 (A)
計画比	Comparison	Full (P)
制御機器事業	IAB	115.5%
ヘルスケア事業	HCB	115.9%
社会システム事業	SSB	104.9%
電子部品事業	DMB	105.8%
本社他(消去調整含む)	Eliminations & Corporate	90.9%
売上合計	Total	111.4%

セグメント別売上	Sales by Segment	FY18 Actual	FY19 Actual	FY20 Actual							FY21 Plan (Announced Apr 27)	FY21 Q3 Estimates (Announced Jan 28)	FY21 Actual (Announced Apr 26)							FY22 Plan (Announced Apr 26)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
構成比	Ratio	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
制御機器事業	IAB	53%	52%	54%	52%	51%	49%	53%	50%	51%	54%	57%	57%	55%	55%	53%	56%	54%	55%	56%
ヘルスケア事業	HCB	16%	17%	18%	20%	21%	16%	19%	19%	19%	19%	18%	18%	18%	18%	16%	18%	17%	17%	18%
社会システム事業	SSB	14%	17%	12%	12%	13%	20%	12%	16%	15%	14%	12%	8%	11%	11%	16%	9%	13%	11%	11%
電子部品事業	DMB	14%	13%	14%	15%	15%	15%	15%	15%	15%	13%	14%	15%	16%	16%	16%	16%	16%	16%	15%
本社他(消去調整含む)	Eliminations & Corporate	3%	1%	1%	1%	1%	0%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

(注記) 組み替えに関してはP13記載の1~7をご参照ください。

なお、P13記載の1に伴い、制御機器事業(IAB)および電子部品事業(DMB)の2020年度の前年比は「組み替えあり」(2020年度)と「組み替えなし」(2019年度)の比較になるため、表示しておりません。

セグメント別売上構成比には、全社業績変動リスクを含めていません。

(Note) With regard to reclassification, please refer to notes from 1 to 7 on p.13.

According to notes 1, the Y/Y change for FY2020 on IAB and DMB are not presented because FY2020 figures are reclassified while FY2019 figures are numbers before the reclassifications.

Figures of Sales by Segment do not include earnings fluctuation risk.

地域別売上	Sales by Region	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)							(Announced Apr 26)		
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	318.7	311.5	59.9	62.5	67.4	86.9	122.4	154.2	276.6	284.0		64.3	68.8	71.2	85.6	133.1	156.8	289.9	307.5
米州	Americas	76.5	67.8	14.4	16.3	16.6	16.3	30.7	33.0	63.6	70.5		19.2	18.7	19.1	21.4	37.8	40.5	78.3	91.0
欧州	Europe	120.3	108.5	20.3	24.8	26.6	29.8	45.1	56.4	101.5	112.0		30.8	28.4	29.4	31.8	59.2	61.2	120.4	130.5
中華圏	Greater China	146.5	126.1	38.2	34.8	41.7	36.5	73.0	78.2	151.2	163.5		53.7	47.3	51.0	44.4	101.0	95.4	196.4	239.0
東南アジア他	Asia Pacific	67.9	62.7	13.6	16.2	15.9	16.1	29.7	32.0	61.8	69.0		20.0	17.9	18.4	20.6	37.9	39.0	76.9	91.0
直接輸出	Export	2.7	1.4	0.1	0.2	0.2	0.4	0.4	0.5	0.9	1.0		0.2	0.2	0.2	0.5	0.3	0.7	1.0	1.0
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-	-10.0
売上合計	Total	732.6	678.0	146.5	154.8	168.3	186.0	301.3	354.3	655.5	700.0	760.0	188.2	181.2	189.3	204.3	369.4	393.6	762.9	850.0

地域別売上	Sales by Region	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)							Sales by Region	FY21 (A) / FY21 (Q3 E)	
		Comparison	Comparison	Comparison								Comparison	Full (A)
				Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)			
前年比	Comparison	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)	
日本	Japan	97.7%	88.8%	107.3%	110.1%	105.7%	98.6%	108.7%	101.7%	104.8%	Japan		
米州	Americas	88.7%	93.9%	133.5%	114.3%	114.6%	131.1%	123.3%	122.8%	123.0%	Americas		
欧州	Europe	90.2%	93.5%	151.9%	114.5%	110.7%	106.6%	131.3%	108.6%	118.7%	Europe		
中華圏	Greater China	86.1%	119.9%	140.6%	135.9%	122.4%	121.5%	138.4%	122.0%	129.9%	Greater China		
東南アジア他	Asia Pacific	92.4%	98.4%	147.6%	110.4%	115.9%	127.9%	127.4%	121.9%	124.5%	Asia Pacific		
直接輸出	Export	49.7%	63.4%	127.8%	76.7%	109.9%	146.7%	97.5%	135.2%	119.7%	Export		
売上合計	Total	92.5%	96.7%	128.5%	117.0%	112.5%	109.9%	122.6%	111.1%	116.4%	Total	100.4%	

地域別売上	Sales by Region	FY22 (P) / FY21 (A)
計画比	Comparison	Full (P)
日本	Japan	106.1%
米州	Americas	116.2%
欧州	Europe	108.4%
中華圏	Greater China	121.7%
東南アジア他	Asia Pacific	118.3%
直接輸出	Export	96.4%
売上合計	Total	111.4%

地域別売上	Sales by Region	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)							(Announced Apr 26)		
構成比	Ratio	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	44%	46%	41%	40%	40%	47%	41%	44%	42%	41%		34%	38%	38%	42%	36%	40%	38%	36%
米州	Americas	10%	10%	10%	11%	10%	9%	10%	9%	10%	10%		10%	10%	10%	10%	10%	10%	10%	11%
欧州	Europe	16%	16%	14%	16%	16%	16%	15%	16%	15%	16%		16%	16%	16%	16%	16%	16%	16%	15%
中華圏	Greater China	20%	19%	26%	22%	25%	20%	24%	22%	23%	23%		29%	26%	27%	22%	27%	24%	26%	28%
東南アジア他	Asia Pacific	9%	9%	9%	10%	9%	9%	10%	9%	9%	10%		11%	10%	10%	10%	10%	10%	10%	11%
直接輸出	Export	0%	0%	0%	0%	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P13記載の1~7をご参照ください。

地域別売上構成比には、全社業績変動リスクを含めていません。

(Note) With regard to reclassification, please refer to notes from 1 to 7 on p.13.

Figures of Sales by Region do not include earnings fluctuation risk.

セグメント・地域別 売上構成比 Ratio of Sales by Segment and Region			FY18 Actual	FY19 Actual	FY20 Actual							FY21 Plan (Announced Apr 27)	FY21 Q3 Estimates (Announced Jan 28)	FY21 Actual (Announced Apr 26)							FY22 Plan (Announced Apr 26)
			Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
制御機器事業 IAB	日本	Japan	39%	40%	34%	34%	33%	36%	34%	35%	35%	37%		30%	33%	32%	34%	31%	33%	32%	31%
	米州	Americas	9%	9%	8%	9%	8%	8%	8%	8%	8%	8%		8%	9%	9%	10%	8%	10%	9%	9%
	欧州	Europe	20%	20%	17%	19%	20%	21%	18%	21%	20%	19%		20%	19%	20%	19%	20%	19%	19%	19%
	中華圏	Greater China	20%	19%	29%	25%	27%	24%	27%	25%	26%	25%		30%	28%	28%	25%	29%	27%	28%	30%
	東南アジア他	Asia Pacific	11%	11%	11%	13%	11%	11%	12%	11%	11%	11%		11%	11%	10%	12%	11%	11%	11%	11%
	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	23%	23%	21%	25%	24%	25%	23%	25%	24%	21%		19%	23%	20%	21%	21%	21%	21%	18%
	米州	Americas	20%	19%	21%	19%	18%	20%	20%	19%	19%	20%		18%	19%	16%	15%	18%	16%	17%	19%
	欧州	Europe	20%	19%	18%	19%	17%	21%	18%	19%	19%	18%		16%	17%	15%	22%	16%	18%	17%	14%
	中華圏	Greater China	27%	28%	31%	25%	30%	25%	28%	28%	28%	30%		34%	31%	37%	28%	33%	33%	33%	35%
	東南アジア他	Asia Pacific	9%	10%	8%	12%	10%	9%	10%	9%	10%	11%		13%	10%	11%	13%	11%	12%	12%	13%
	直接輸出	Export	1%	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%	99%	100%	99%	100%	100%	100%	100%	100%	99%		100%	100%	100%	99%	100%	99%	99%	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%	1%		0%	0%	0%	0%	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%	0%	0%	0%
	直接輸出	Export	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%		0%	0%	0%	1%	0%	1%	0%	1%
電子部品事業 DMB	日本	Japan	22%	26%	36%	31%	31%	33%	33%	32%	33%	24%		30%	30%	32%	29%	30%	31%	30%	29%
	米州	Americas	17%	15%	11%	15%	13%	12%	13%	12%	12%	14%		14%	13%	13%	17%	14%	15%	14%	14%
	欧州	Europe	17%	17%	11%	15%	13%	15%	13%	14%	14%	16%		13%	14%	12%	15%	13%	14%	13%	13%
	中華圏	Greater China	30%	27%	31%	29%	31%	27%	30%	29%	30%	32%		31%	31%	30%	26%	31%	28%	30%	31%
	東南アジア他	Asia Pacific	13%	14%	11%	10%	12%	12%	11%	12%	11%	14%		12%	13%	12%	12%	12%	12%	12%	13%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%
本社他 (消去調整含む) Eliminations & Corporate	日本	Japan	67%	83%	81%	98%	100%	90%	87%	97%	91%	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	28%	16%	19%	1%	0%	0%	13%	0%	8%	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%	0%	0%	1%	0%	10%	0%	3%	2%	0%		0%	0%	0%	0%	0%	0%	0%	0%

(注記)組み替えに関してはP13記載の1~7をご参照ください。

(Note) With regard to reclassification, please refer to notes from 1 to 7 on p.13.

セグメント別 営業利益	Operating Income by Segment	FY18	FY19	FY20							FY21	FY21	FY21							FY22
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Apr 27)	(Announced Jan 28)	(Announced Apr 26)							(Announced Apr 26)	(Announced Apr 26)	(Announced Apr 26)							(Announced Apr 26)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (Q3 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
制御機器事業	IAB	62.9	53.6	13.4	12.2	15.1	16.5	25.6	31.6	57.2	63.0	79.0	22.7	17.4	17.8	18.4	40.1	36.2	76.3	90.0
ヘルスケア事業	HCB	13.0	13.5	4.5	6.1	6.3	3.6	10.6	10.0	20.6	22.5	19.5	6.4	5.7	4.1	2.3	12.1	6.5	18.5	20.0
社会システム事業	SSB	6.5	10.9	-0.9	-0.3	0.6	6.3	-1.2	6.9	5.7	7.0	6.5	-1.7	0.3	0.5	7.4	-1.4	8.0	6.5	6.5
電子部品事業	DMB	8.2	0.9	0.5	0.6	1.6	1.9	1.1	3.5	4.6	4.5	8.0	2.5	2.3	3.4	1.9	4.8	5.3	10.1	10.5
本社他(消去調整含む)	Eliminations & Corporate	-22.1	-24.1	-5.1	-6.3	-5.9	-8.2	-11.4	-14.1	-25.5	-27.0	-25.0	-4.0	-5.8	-4.7	-7.6	-9.8	-12.3	-22.1	-30.0
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-4.0
営業利益合計	Total	67.3	54.8	12.5	12.3	17.7	20.0	24.7	37.8	62.5	70.0	88.0	25.8	19.9	21.1	22.5	45.7	43.6	89.3	93.0

セグメント別 営業利益	Operating Income by Segment	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)							Operating Income by Segment	FY21 (A) / FY21 (Q3 E)
		Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	
制御機器事業	IAB	85.2%	-	169.5%	142.7%	117.5%	111.7%	156.7%	114.4%	133.4%	IAB	-
ヘルスケア事業	HCB	103.7%	152.3%	141.8%	93.6%	65.2%	64.1%	113.9%	64.8%	90.1%	HCB	95.1%
社会システム事業	SSB	165.9%	52.5%	-	-	96.9%	117.2%	-	115.6%	114.3%	SSB	100.1%
電子部品事業	DMB	11.2%	-	507.0%	376.5%	213.8%	100.4%	434.2%	152.5%	220.6%	DMB	-
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%	112.0%	185.0%	115.4%	143.0%	Total	101.5%

セグメント別 営業利益	Operating Income by Segment	FY22 (P) / FY21 (A)
計画比	Comparison	Full (P)
制御機器事業	IAB	118.0%
ヘルスケア事業	HCB	107.9%
社会システム事業	SSB	100.0%
電子部品事業	DMB	104.1%
本社他(消去調整含む)	Eliminations & Corporate	-
売上合計	Total	104.1%

(注記) 組み替えに関してはP13記載の1、2、3、5、6、7をご参照ください。

なお、P13記載の1)に伴い、制御機器事業(IAB)および電子部品事業(DMB)の2020年度の前年比は「組み替えあり」(2020年度)と「組み替えなし」(2019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, 3, 5, 6 and 7 on p.13.

According to notes 1, the Y/Y change for FY2020 on IAB and DMB are not presented because FY2020 figures are reclassified while FY2019 figures are numbers before the reclassifications.

(単位:十億円, Unit: Billion Yen)

セグメント別 研究開発費	R&D Exp. Results	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 (A) / FY20 (A)
制御機器事業	IAB	23.3	20.0	18.4	22.6	122%
ヘルスケア事業	HCB	6.7	6.8	6.9	7.9	113%
社会システム事業	SSB	4.8	5.7	5.1	3.5	68%
電子部品事業	DMB	5.1	4.9	4.2	5.2	124%
本社他 (消去調整含む)	Eliminations & Corporate	9.4	8.6	8.6	5.2	61%
合計	Total	49.3	46.0	43.2	44.3	103%

セグメント別 研究開発費 構成比	R&D Exp. Ratio	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual
制御機器事業	IAB	47%	43%	43%	51%
ヘルスケア事業	HCB	14%	15%	16%	18%
社会システム事業	SSB	10%	12%	12%	8%
電子部品事業	DMB	10%	11%	10%	12%
本社他 (消去調整含む)	Eliminations & Corporate	19%	19%	20%	12%
合計	Total	100%	100%	100%	100%

セグメント別 設備投資	CAPEX Results	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 (A) / FY20 (A)
制御機器事業	IAB	7.4	4.8	4.1	7.1	171%
ヘルスケア事業	HCB	4.0	6.0	4.3	4.4	100%
社会システム事業	SSB	2.6	3.0	2.9	2.8	97%
電子部品事業	DMB	12.5	5.9	4.1	6.1	150%
本社他 (消去調整含む)	Eliminations & Corporate	9.1	13.4	8.6	13.9	163%
合計	Total	35.7	33.1	24.0	34.2	143%

セグメント別 設備投資 構成比	CAPEX Ratio	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual
制御機器事業	IAB	21%	15%	17%	21%
ヘルスケア事業	HCB	11%	18%	18%	13%
社会システム事業	SSB	7%	9%	12%	8%
電子部品事業	DMB	35%	18%	17%	18%
本社他 (消去調整含む)	Eliminations & Corporate	25%	40%	36%	41%
合計	Total	100%	100%	100%	100%

セグメント別 減価償却費	Depreciation Results	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 (A) / FY20 (A)
制御機器事業	IAB	6.9	6.9	6.4	5.9	92%
ヘルスケア事業	HCB	2.8	2.8	2.9	3.1	107%
社会システム事業	SSB	1.9	2.0	2.1	2.1	101%
電子部品事業	DMB	7.6	7.3	6.7	6.7	101%
本社他 (消去調整含む)	Eliminations & Corporate	6.2	6.6	4.7	5.6	118%
合計	Total	25.4	25.7	22.8	23.4	103%

セグメント別 減価償却費 構成比	Depreciation Ratio	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual
制御機器事業	IAB	27%	27%	28%	25%
ヘルスケア事業	HCB	11%	11%	13%	13%
社会システム事業	SSB	8%	8%	9%	9%
電子部品事業	DMB	30%	28%	29%	29%
本社他 (消去調整含む)	Eliminations & Corporate	24%	26%	21%	24%
合計	Total	100%	100%	100%	100%

(注記)組み替えに関してはP13記載の1, 2, 3, 6, 7をご参照ください。

(Notes) With regard to reclassification, please refer to notes 1, 2, 3, 6 and 7 on p.13.

組み替えに関する注記

Notes to Reclassification

1	<p>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。</p> <p>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.</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>
3	<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>
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、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>
5	<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>
6	<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>
7	<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>