

2022年度 オムロングループ財務データ集

OMRON Group Reference Data as of April 2023

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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

<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「2023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, 2023 (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2023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, 2023.

会社	Total	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
				Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	(Announced Apr 26)	(Announced Oct 26)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	(Announced Apr 26)
		Full (A)	Full (A)							Full (P)	Full (Q2 E)									Full (P)
売上高	Sales	678.0	655.5	188.2	181.2	189.3	204.3	369.4	393.6	762.9	850.0	880.0	184.4	220.0	233.6	238.1	404.4	471.7	876.1	890.0
売上原価	Cost of Sales	374.3	357.2	100.8	97.9	103.5	113.9	198.8	217.3	416.1	462.5	483.5	103.9	119.0	128.2	131.0	223.0	259.2	482.2	475.5
売上総利益	Gross Profit	303.7	298.4	87.4	83.2	85.8	90.4	170.6	176.2	346.8	387.5	396.5	80.4	101.0	105.3	107.1	181.4	212.5	393.9	414.5
その他販管費	SG&A	203.0	192.7	50.5	52.3	53.6	56.8	102.8	110.4	213.2	243.0	249.0	56.8	59.2	61.6	65.4	116.0	127.0	243.0	258.5
	R&D費	R&D Exp.	46.0	43.2	11.0	11.0	11.0	11.2	22.0	22.3	44.3	51.5	52.5	11.7	12.1	12.5	13.8	23.8	26.4	50.2
販管費合計	SG&A + R&D	248.9	235.9	61.5	63.3	64.7	68.0	124.9	132.6	257.5	294.5	301.5	68.5	71.3	74.1	79.3	139.8	153.4	293.2	312.5
営業利益	Operating Income	54.8	62.5	25.8	19.9	21.1	22.5	45.7	43.6	89.3	93.0	95.0	11.9	29.7	31.2	27.8	41.6	59.1	100.7	102.0
営業外損益	Non-operating Income (loss), net	2.9	-2.6	-0.8	0.3	3.6	-0.5	-0.5	3.1	2.6	4.0	5.0	0.2	2.5	-0.5	0.1	2.7	-0.4	2.3	2.5
税引前当期純利益	NIBT	51.8	65.1	26.6	19.6	17.5	23.0	46.2	40.5	86.7	89.0	90.0	11.7	27.2	31.7	27.7	38.9	59.5	98.4	99.5
法人税等	Income Taxes	11.3	15.1	6.0	6.5	4.6	5.9	12.5	10.5	23.0	23.5	24.5	2.9	7.4	8.7	5.9	10.3	14.6	24.9	25.0
持分法投資損益	Equity in loss (earnings) of affiliates	1.0	6.1	0.2	0.6	0.3	0.4	0.9	0.8	1.6	2.0	0.5	0.7	-0.3	0.1	-1.5	0.4	-1.5	-1.1	-0.5
継続事業純利益	Income from continuing operations	39.6	43.9	20.3	12.5	12.5	16.7	32.9	29.2	62.0	63.5	65.0	8.1	20.1	23.0	23.4	28.2	46.4	74.5	75.0
非継続事業純利益	Income from discontinued operations	35.7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
非支配持分帰属損益	Net Income Attributable to noncontrolling interests	0.4	0.6	0.2	0.2	0.2	0.1	0.3	0.3	0.6	0.5	0.5	0.1	0.2	0.3	0.1	0.3	0.4	0.7	0.5
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	74.9	43.3	20.2	12.4	12.3	16.6	32.5	28.9	61.4	63.0	64.5	8.0	19.9	22.6	23.3	27.9	46.0	73.9	74.5

売上総利益率	Gross Profit / Sales	44.8%	45.5%	46.4%	45.9%	45.3%	44.3%	46.2%	44.8%	45.5%	45.6%	45.1%	43.6%	45.9%	45.1%	45.0%	44.9%	45.0%	45.0%	46.6%
その他販管費比率	SG&A / Sales	29.9%	29.4%	26.8%	28.9%	28.3%	27.8%	27.8%	28.0%	27.9%	28.6%	28.3%	30.8%	26.9%	26.4%	27.5%	28.7%	26.9%	27.7%	29.0%
R&D費比率	R&D / Sales	6.8%	6.6%	5.9%	6.1%	5.8%	5.5%	6.0%	5.7%	5.8%	6.1%	6.0%	6.4%	5.5%	5.4%	5.8%	5.9%	5.6%	5.7%	6.1%
販管費(合計)比率	(SG&A + R&D) / Sales	36.7%	36.0%	32.7%	35.0%	34.2%	33.3%	33.8%	33.7%	33.8%	34.6%	34.3%	37.2%	32.4%	31.7%	33.3%	34.6%	32.5%	33.5%	35.1%
営業利益率	O.I. / Sales	8.1%	9.5%	13.7%	11.0%	11.2%	11.0%	12.4%	11.1%	11.7%	10.9%	10.8%	6.5%	13.5%	13.4%	11.7%	10.3%	12.5%	11.5%	11.5%

設備投資	Capex	33.1	24.0	4.8	7.0	8.9	13.5	11.8	22.4	34.2	52.5	53.5	6.0	11.3	11.1	16.6	17.3	27.7	45.0	54.0
減価償却費	Depreciation	25.7	22.8	5.7	5.8	5.8	6.0	11.5	11.8	23.4	25.5	27.0	6.2	6.9	6.8	6.8	13.0	13.6	26.6	29.0

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)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
USD (円)	USD	109.1	105.8	109.8	110.0	113.1	115.3	109.9	114.2	112.1	121.0	135.8	126.5	136.6	144.0	133.6	131.6	138.8	135.2	130.0
EUR (円)	EUR	121.2	123.2	131.7	130.5	130.3	129.4	131.1	129.9	130.5	133.0	139.1	136.8	139.7	144.5	142.8	138.2	143.7	140.9	140.0
人民元 (円)	CNY	15.7	15.5	17.0	17.0	17.6	18.1	17.0	17.9	17.4	19.0	19.9	19.3	20.1	20.1	19.4	19.7	19.7	19.7	19.0

ROIC	ROIC	14.1%	7.8%							9.6%	>10%	Approx.10%							10.4%	Approx.10%
ROE	ROE	14.5%	7.6%							9.7%	>10%	Approx.10%							10.6%	Approx.10%
EPS (円)	EPS (Yen)	365.3	214.7							305.7	316.3	323.8							372.2	378.5

会社	Total	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)	FY22 (A) / FY21 (A)							Total	FY22 (A) / FY22 (Q2 E)
		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)
売上高	Sales	96.7%	116.4%	98.0%	121.5%	123.4%	116.5%	109.5%	119.8%	114.8%	Sales	99.6%
売上原価	Cost of Sales	95.4%	116.5%	103.1%	121.6%	123.9%	115.0%	112.2%	119.3%	115.9%	Cost of Sales	99.7%
売上総利益	Gross Profit	98.2%	116.2%	92.1%	121.3%	122.8%	118.4%	106.4%	120.6%	113.6%	Gross Profit	99.3%
その他販管費	SG&A	94.9%	110.7%	112.5%	113.1%	114.8%	115.3%	112.8%	115.1%	114.0%	SG&A	97.6%
	R&D費	R&D Exp.	93.9%	102.5%	106.3%	110.1%	113.6%	123.2%	108.2%	118.4%	113.3%	R&D Exp.
販管費合計	SG&A + R&D	94.7%	109.2%	111.4%	112.6%	114.6%	116.6%	112.0%	115.6%	113.9%	SG&A + R&D	97.2%
営業利益	Operating Income	114.1%	143.0%	46.2%	149.2%	147.8%	123.9%	91.0%	135.5%	112.7%	Operating Income	106.0%
税引前当期純利益	NIBT	125.6%	133.2%	44.0%	138.8%	181.2%	120.7%	84.2%	146.9%	113.5%	NIBT	109.3%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	57.8%	141.8%	39.5%	161.1%	184.3%	140.8%	85.7%	159.3%	120.3%	Net Income Attributable to OMRON Shareholders	114.5%
設備投資	Capex	72.4%	142.8%	124.4%	161.3%	124.8%	123.3%	146.2%	123.9%	131.6%	Capex	84.1%
減価償却費	Depreciation	88.5%	102.7%	107.4%	118.3%	116.1%	113.3%	112.9%	114.7%	113.8%	Depreciation	98.5%

会社	Total	FY23 (P) / FY22 (A)
計画比	Comparison	Full (P)
売上高	Sales	101.6%
売上原価	Cost of Sales	98.6%
売上総利益	Gross Profit	105.2%
その他販管費	SG&A	106.4%
	R&D費	107.6%
販管費合計	SG&A + R&D	106.6%
営業利益	Operating Income	101.3%
税引前当期純利益	NIBT	101.1%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	100.9%

設備投資	Capex	120.0%
減価償却費	Depreciation	109.1%

※車載事業(AEC)を非継続事業に分類しています。

※2022年度計画には、全社業績変動リスク(売上高△100億円、営業利益△40億円)を含む

We have reclassified AEC as discontinued operations.

FY2022 Plan figures include earnings fluctuation risk (Sales -10 billions of yen, Operating Income -4 billions of yen).

制御機器事業 (IAB)	IAB	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
		(Announced Apr 26)	(Announced Oct 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 (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	140.0	116.0	32.2	32.6	33.6	36.6	64.9	70.2	135.1	148.5		30.4	37.3	39.1	41.3	67.7	80.4	148.1	153.5
米州	Americas	32.6	27.6	8.8	8.6	9.6	11.2	17.4	20.8	38.2	43.0		11.5	14.1	13.0	13.0	25.6	26.0	51.6	50.5
欧州	Europe	71.8	65.6	21.6	18.9	20.5	20.2	40.5	40.7	81.2	92.5		20.0	21.4	27.2	29.2	41.4	56.4	97.8	98.5
中華圏	Greater China	68.8	87.8	32.8	27.9	29.4	27.0	60.7	56.4	117.1	144.0		27.5	41.4	34.1	26.7	68.9	60.8	129.7	128.5
東南アジア他	Asia Pacific	39.4	38.5	12.2	10.9	10.9	12.5	23.0	23.5	46.5	55.0		11.5	14.9	15.6	16.4	26.4	32.0	58.4	59.0
直接輸出	Export	0.2	0.1	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
売上合計	Total	352.8	335.6	107.6	98.9	104.0	107.6	206.5	211.6	418.1	483.0	503.0	101.0	129.2	128.9	126.7	230.1	255.6	485.7	490.0

		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 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	53.6	57.2	22.7	17.4	17.8	18.4	40.1	36.2	76.3	90.0	93.0	11.8	27.4	25.3	21.4	39.1	46.7	85.8	88.0
営業利益率	O.I./Sales	15.2%	17.0%	21.1%	17.6%	17.1%	17.1%	19.4%	17.1%	18.2%	18.6%	18.5%	11.6%	21.2%	19.6%	16.9%	17.0%	18.3%	17.7%	18.0%

制御機器事業 (IAB)	IAB	FY20 (A) /	FY21 (A) /	FY22 (A) /							IAB	FY22 (A) /
		FY19 (A)	FY20 (A)	FY21 (A)								FY22 (Q2 E)
		Comparison	Comparison	Comparison								Full (A)
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	-	116.5%	94.3%	114.4%	116.3%	112.7%	104.4%	114.4%	109.6%	Japan	
米州	Americas	84.7%	138.3%	131.0%	164.1%	134.8%	115.9%	147.4%	124.6%	135.0%	Americas	
欧州	Europe	91.3%	123.8%	92.8%	113.2%	132.4%	145.1%	102.3%	138.7%	120.6%	Europe	
中華圏	Greater China	127.7%	133.3%	83.9%	148.3%	115.9%	99.0%	113.6%	107.8%	110.8%	Greater China	
東南アジア他	Asia Pacific	97.8%	120.6%	94.4%	137.0%	143.1%	130.7%	114.5%	136.5%	125.6%	Asia Pacific	
直接輸出	Export	47.2%	30.0%	60.0%	100.0%	433.3%	88.9%	73.3%	226.7%	150.0%	Export	
売上合計	Total	-	124.6%	93.9%	130.6%	123.9%	117.8%	111.4%	120.8%	116.2%	Total	96.6%

制御機器事業	IAB	FY23 (P) /
		FY22 (A)
		Full (P)
地域別売上 計画比	Sales by Region Comparison	Full (P)
日本	Japan	103.6%
米州	Americas	97.9%
欧州	Europe	100.7%
中華圏	Greater China	99.0%
東南アジア他	Asia Pacific	101.0%
直接輸出	Export	-
売上合計	Total	100.9%

		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	-	133.4%	51.8%	157.6%	142.3%	116.3%	97.6%	129.1%	112.6%	92.3%

		Full (P)
営業利益	Operating Income	102.5%

(注記)・組み替えに関してはP13記載の1をご参照ください。

・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.

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	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
		(Announced Apr 26)	(Announced Oct 26)	(Announced Apr 26)							(Announced Apr 26)	(Announced Oct 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 (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	26.1	29.6	6.7	7.6	6.7	6.8	14.4	13.5	27.8	28.0		5.5	7.1	7.4	6.7	12.6	14.0	26.7	28.0
米州	Americas	21.6	24.0	6.3	6.1	5.5	4.8	12.4	10.3	22.7	29.5		7.1	6.7	7.7	7.1	13.8	14.8	28.5	28.5
欧州	Europe	21.7	22.8	5.5	5.5	5.2	6.9	11.0	12.0	23.0	21.5		4.8	5.3	6.8	6.9	10.1	13.7	23.8	24.0
中華圏	Greater China	31.4	34.2	11.8	10.3	12.3	9.0	22.1	21.3	43.3	54.5		12.0	10.3	11.9	10.5	22.3	22.4	44.7	45.5
東南アジア他	Asia Pacific	10.8	12.1	4.4	3.3	3.7	4.2	7.6	7.9	15.5	20.0		4.5	4.5	4.7	4.2	9.0	8.9	17.8	19.5
直接輸出	Export	0.4	0.4	0.1	0.1	0.1	0.1	0.2	0.2	0.5	0.5		0.2	0.2	0.2	0.1	0.3	0.2	0.6	0.5
売上合計	Total	112.0	123.1	34.8	32.9	33.4	31.8	67.7	65.2	132.9	154.0	143.0	34.1	34.0	38.6	35.4	68.1	74.1	142.1	146.0

		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 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	13.5	20.6	6.4	5.7	4.1	2.3	12.1	6.5	18.5	20.0	15.0	4.1	4.1	4.8	2.9	8.3	7.7	16.0	17.0
営業利益率	O.I./Sales	12.1%	16.7%	18.3%	17.4%	12.3%	7.3%	17.9%	9.9%	14.0%	13.0%	10.5%	12.1%	12.2%	12.4%	8.3%	12.2%	10.4%	11.3%	11.6%

ヘルスケア事業 (HCB)	HCB	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)	FY22 (A) / FY21 (A)							HCB	FY22 (A) / FY22 (Q2 E)
									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	113.5%	94.0%	82.0%	93.1%	110.9%	97.6%	87.9%	104.2%	95.8%	Japan	
米州	Americas	110.9%	94.6%	112.9%	108.9%	139.7%	149.0%	110.9%	144.0%	125.9%	Americas	
欧州	Europe	105.0%	101.0%	87.1%	97.5%	132.2%	99.9%	92.3%	113.8%	103.5%	Europe	
中華圏	Greater China	108.8%	126.9%	102.0%	99.9%	97.3%	116.4%	101.0%	105.4%	103.2%	Greater China	
東南アジア他	Asia Pacific	112.3%	128.0%	102.9%	135.9%	126.6%	99.4%	117.2%	112.2%	114.6%	Asia Pacific	
直接輸出	Export	108.4%	105.4%	131.5%	143.0%	138.7%	81.4%	136.9%	109.8%	123.9%	Export	
売上合計	Total	109.9%	107.9%	98.0%	103.4%	115.8%	111.4%	100.6%	113.6%	107.0%	Total	99.4%

ヘルスケア事業	HCB	FY23 (P) / FY22 (A)	
		地域別売上	Sales by Region
		計画比	Comparison
日本	Japan	105.0%	
米州	Americas	99.9%	
欧州	Europe	100.7%	
中華圏	Greater China	101.7%	
東南アジア他	Asia Pacific	109.5%	
直接輸出	Export	86.8%	
売上合計	Total	102.7%	

		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	152.3%	90.1%	65.0%	72.4%	116.4%	125.9%	68.5%	119.8%	86.4%	Operating Income	106.8%

		Full (P)
営業利益	Operating Income	106.1%

社会システム事業 (SSB)	SSB	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 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 (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	115.2	95.4	15.9	19.1	20.2	32.1	34.9	52.3	87.2	91.0		15.7	20.9	27.3	43.4	36.6	70.6	107.2	113.0
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	0.3	0.2	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.5		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	0.5	0.1	0.0	0.0	0.0	0.3	0.0	0.4	0.4	0.5		0.0	0.0	0.0	0.0	0.0	0.1	0.1	1.0
売上合計	Total	116.0	95.7	15.9	19.1	20.2	32.5	35.0	52.7	87.7	92.0	96.0	15.7	20.9	27.3	43.4	36.6	70.7	107.3	114.0

		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 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	10.9	5.7	-1.7	0.3	0.5	7.4	-1.4	8.0	6.5	6.5	5.0	-1.2	-0.2	1.2	7.7	-1.4	8.9	7.5	9.0
営業利益率	O.I./Sales	9.4%	6.0%	-	1.5%	2.6%	22.9%	-	15.1%	7.4%	7.1%	5.2%	-	-	4.4%	17.8%	-	12.6%	7.0%	7.9%

社会システム事業 (SSB)	SSB	FY20 (A) /	FY21 (A) /	FY22 (A) /							SSB	FY22 (A) /
		FY19 (A)	FY20 (A)	FY21 (A)								FY22 (Q2 E)
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	82.8%	91.4%	98.8%	109.7%	135.0%	135.1%	104.7%	135.0%	122.9%	Japan	
米州	Americas	-	-	-	-	-	-	-	-	-	Americas	
欧州	Europe	-	-	-	-	-	-	-	-	-	Europe	
中華圏	Greater China	61.5%	55.2%	7.7%	0.0%	29.4%	31.6%	3.3%	30.6%	13.5%	Greater China	
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-	Asia Pacific	
直接輸出	Export	15.0%	493.3%	128.6%	40.0%	7.7%	14.8%	91.7%	14.2%	16.8%	Export	
売上合計	Total	82.5%	91.7%	98.6%	109.4%	134.8%	133.8%	104.5%	134.2%	122.3%	Total	111.7%

社会システム事業	SSB	FY23 (P) /
地域別売上	Sales by Region	FY22 (A)
計画比	Comparison	Full (P)
日本	Japan	105.4%
米州	Americas	-
欧州	Europe	-
中華圏	Greater China	-
東南アジア他	Asia Pacific	-
直接輸出	Export	1612.9%
売上合計	Total	106.3%

		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	52.5%	114.3%	-	-	221.5%	103.9%	-	111.8%	115.1%	Operating Income	149.8%

		Full (P)
営業利益	Operating Income	120.2%

(注記) 組み替えに関してはP13記載の2をご参照ください。

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

電子部品事業 (DMB)	DMB	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
		(Announced Apr 26)	(Announced Oct 26)	(Announced Apr 26)							(Announced Apr 26)	(Announced Oct 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 (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	22.8	31.7	8.6	8.7	9.8	9.3	17.3	19.1	36.4	37.0		9.3	10.4	11.4	11.4	19.7	22.8	42.5	44.0
米州	Americas	13.6	12.1	4.1	3.9	4.0	5.4	8.1	9.4	17.4	18.5		5.5	6.0	7.0	5.7	11.5	12.7	24.2	22.0
欧州	Europe	15.1	13.1	3.7	4.0	3.8	4.8	7.7	8.5	16.3	16.5		4.4	4.5	4.7	4.8	8.9	9.5	18.5	18.0
中華圏	Greater China	24.1	28.7	9.1	9.0	9.3	8.3	18.2	17.6	35.8	40.0		9.8	10.1	9.2	7.9	19.9	17.1	37.0	38.0
東南アジア他	Asia Pacific	12.5	11.1	3.5	3.7	3.8	3.9	7.2	7.7	14.9	16.0		4.1	4.4	4.1	4.1	8.5	8.1	16.7	17.0
直接輸出	Export	0.2	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	0.0	0.0	0.0
売上合計	Total	88.4	96.9	29.1	29.4	30.7	31.7	58.5	62.5	121.0	128.0	135.0	33.2	35.5	36.4	33.8	68.6	70.2	138.9	139.0

		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 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	0.9	4.6	2.5	2.3	3.4	1.9	4.8	5.3	10.1	10.5	12.0	3.8	4.2	5.4	2.0	8.1	7.4	15.5	15.5
営業利益率	O.I./Sales	1.0%	4.7%	8.5%	7.9%	11.1%	5.9%	8.2%	8.5%	8.3%	8.2%	8.9%	11.5%	11.9%	14.8%	6.0%	11.7%	10.6%	11.2%	11.2%

電子部品事業 (DMB)	DMB	FY20 (A) /	FY21 (A) /	FY22 (A) /							DMB	FY22 (A) /
		FY19 (A)	FY20 (A)	FY21 (A)								FY22 (Q2 E)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Comparison
前年比	Comparison											
日本	Japan	-	114.9%	108.4%	119.3%	115.9%	122.2%	113.9%	119.0%	116.6%	Japan	
米州	Americas	88.9%	144.4%	132.7%	153.3%	176.5%	105.0%	142.8%	135.4%	138.8%	Americas	
欧州	Europe	87.3%	123.7%	118.3%	113.0%	125.6%	101.1%	115.5%	111.9%	113.6%	Europe	
中華圏	Greater China	118.7%	124.9%	107.7%	111.7%	98.6%	95.3%	109.7%	97.1%	103.5%	Greater China	
東南アジア他	Asia Pacific	88.5%	134.3%	117.9%	118.9%	106.1%	105.7%	118.4%	105.9%	111.9%	Asia Pacific	
直接輸出	Export	82.9%	93.5%	92.5%	54.1%	100.0%	-	74.0%	-	12.8%	Export	
売上合計	Total	-	124.9%	114.0%	120.5%	118.4%	106.6%	117.3%	112.4%	114.8%	Total	102.9%

電子部品事業	DMB	FY23 (P) /
		FY22 (A)
		Full (P)
地域別売上	Sales by Region	
計画比	Comparison	
日本	Japan	103.6%
米州	Americas	91.0%
欧州	Europe	97.4%
中華圏	Greater China	102.6%
東南アジア他	Asia Pacific	102.0%
直接輸出	Export	-
売上合計	Total	100.1%

		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	-	220.6%	154.4%	182.6%	158.7%	108.2%	168.0%	140.7%	153.7%	Operating Income	129.2%

		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1、4をご参照ください。

・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 and 4 on p.13.

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	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
		(Announced Apr 26)	(Announced Oct 26)	(Announced Apr 26)							(Announced Apr 26)	(Announced Oct 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 (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	7.4	3.9	0.8	0.8	0.9	0.8	1.6	1.7	3.3	3.0		0.5	0.5	2.3	-1.2	1.0	1.1	2.1	1.0
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	1.4	0.3	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
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	0.0	0.1	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
売上合計	Total	8.9	4.3	0.8	0.8	0.9	0.8	1.6	1.7	3.3	3.0	3.0	0.5	0.5	2.3	-1.2	1.0	1.1	2.1	1.0

		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 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
営業利益	Operating Income	-24.1	-25.5	-4.0	-5.8	-4.7	-7.6	-9.8	-12.3	-22.1	-30.0	-30.0	-6.6	-5.9	-5.5	-6.2	-12.5	-11.7	-24.2	-27.5
営業利益率	O.I./Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

本社他 (消去調整含む)	Eliminations & Corporate	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)	FY22 (A) / FY21 (A)							Eliminations & Corporate	FY22 (A) / FY22 (Q2 E)
		Sales by Region		Sales by Region							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	52.7%	84.6%	56.0%	62.8%	265.4%	-	59.4%	67.0%	63.2%	Japan	
米州	Americas	-	-	-	-	-	-	-	-	-	Americas	
欧州	Europe	-	-	-	-	-	-	-	-	-	Europe	
中華圏	Greater China	23.7%	-	-	-	-	-	-	-	-	Greater China	
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-	Asia Pacific	
直接輸出	Export	264.0%	-	-	-	-	-	-	-	-	Export	
売上合計	Total	48.6%	76.6%	56.0%	62.8%	265.4%	-	59.4%	67.0%	63.2%	Total	69.5%

本社他 (消去調整含む)	Eliminations & Corporate	FY23 (P) / FY22 (A)	
		Sales by Region	
		計画比	Comparison
日本	Japan	48.0%	
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	48.0%	

		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	-	-	-	-	-	-	-	-	-	-

		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をご参照ください。

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

セグメント別売上	Sales by Segment	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
											(Announced Apr 26)	(Announced Oct 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 (Q2 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	352.8	335.6	107.6	98.9	104.0	107.6	206.5	211.6	418.1	483.0	503.0	101.0	129.2	128.9	126.7	230.1	255.6	485.7	490.0
ヘルスケア事業	HCB	112.0	123.1	34.8	32.9	33.4	31.8	67.7	65.2	132.9	154.0	143.0	34.1	34.0	38.6	35.4	68.1	74.1	142.1	146.0
社会システム事業	SSB	116.0	95.7	15.9	19.1	20.2	32.5	35.0	52.7	87.7	92.0	96.0	15.7	20.9	27.3	43.4	36.6	70.7	107.3	114.0
電子部品事業	DMB	88.4	96.9	29.1	29.4	30.7	31.7	58.5	62.5	121.0	128.0	135.0	33.2	35.5	36.4	33.8	68.6	70.2	138.9	139.0
本社他(消去調整含む)	Eliminations & Corporate	8.9	4.3	0.8	0.8	0.9	0.8	1.6	1.7	3.3	3.0	3.0	0.5	0.5	2.3	-1.2	1.0	1.1	2.1	1.0
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-10.0	-	-	-	-	-	-	-	-	-
売上合計	Total	678.0	655.5	188.2	181.2	189.3	204.3	369.4	393.6	762.9	850.0	880.0	184.4	220.0	233.6	238.1	404.4	471.7	876.1	890.0

セグメント別売上	Sales by Segment	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)	FY22 (A) / FY21 (A)							Sales by Segment	FY22 (A) / FY22 (Q2 E)
		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	-	124.6%	93.9%	130.6%	123.9%	117.8%	111.4%	120.8%	116.2%	IAB	96.6%
ヘルスケア事業	HCB	109.9%	107.9%	98.0%	103.4%	115.8%	111.4%	100.6%	113.6%	107.0%	HCB	99.4%
社会システム事業	SSB	82.5%	91.7%	98.6%	109.4%	134.8%	133.8%	104.5%	134.2%	122.3%	SSB	111.7%
電子部品事業	DMB	-	124.9%	114.0%	120.5%	118.4%	106.6%	117.3%	112.4%	114.8%	DMB	102.9%
本社他(消去調整含む)	Eliminations & Corporate	48.6%	76.6%	56.0%	62.8%	265.4%	-	59.4%	67.0%	63.2%	Eliminations & Corporate	69.5%
売上合計	Total	96.7%	116.4%	98.0%	121.5%	123.4%	116.5%	109.5%	119.8%	114.8%	Total	99.6%

セグメント別売上	Sales by Segment	FY23 (P) / FY22 (A)
計画比	Comparison	Full (P)
制御機器事業	IAB	100.9%
ヘルスケア事業	HCB	102.7%
社会システム事業	SSB	106.3%
電子部品事業	DMB	100.1%
本社他(消去調整含む)	Eliminations & Corporate	48.0%
売上合計	Total	101.6%

セグメント別売上	Sales by Segment	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
											(Announced Apr 26)	(Announced Oct 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 (Q2 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	52%	51%	57%	55%	55%	53%	56%	54%	55%	56%	57%	55%	59%	55%	53%	57%	54%	55%	55%
ヘルスケア事業	HCB	17%	19%	18%	18%	18%	16%	18%	17%	17%	18%	16%	18%	15%	17%	15%	17%	16%	16%	16%
社会システム事業	SSB	17%	15%	8%	11%	11%	16%	9%	13%	11%	11%	11%	9%	9%	12%	18%	9%	15%	12%	13%
電子部品事業	DMB	13%	15%	15%	16%	16%	16%	16%	16%	16%	15%	15%	18%	16%	16%	14%	17%	15%	16%	16%
本社他(消去調整含む)	Eliminations & Corporate	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	-1%	0%	0%	0%	0%

(注記) 組み替えに関してはP13記載の1~5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 5 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	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
		(Announced Apr 26)	(Announced Oct 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 (Q2 E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	311.5	276.6	64.3	68.8	71.2	85.6	133.1	156.8	289.9	307.5		61.4	76.2	87.5	101.5	137.6	188.9	326.5	339.5
米州	Americas	67.8	63.6	19.2	18.7	19.1	21.4	37.8	40.5	78.3	91.0		24.1	26.8	27.6	25.8	50.9	53.4	104.3	101.0
欧州	Europe	108.5	101.5	30.8	28.4	29.4	31.8	59.2	61.2	120.4	130.5		29.2	31.3	38.7	40.9	60.5	79.6	140.1	140.5
中華圏	Greater China	126.1	151.2	53.7	47.3	51.0	44.4	101.0	95.4	196.4	239.0		49.4	61.8	55.2	45.2	111.2	100.4	211.5	212.0
東南アジア他	Asia Pacific	62.7	61.8	20.0	17.9	18.4	20.6	37.9	39.0	76.9	91.0		20.1	23.8	24.4	24.7	43.9	49.0	92.9	95.5
直接輸出	Export	1.4	0.9	0.2	0.2	0.2	0.5	0.3	0.7	1.0	1.0		0.2	0.2	0.2	0.1	0.4	0.3	0.7	1.5
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-10.0		-	-	-	-	-	-	-	-
売上合計	Total	678.0	655.5	188.2	181.2	189.3	204.3	369.4	393.6	762.9	850.0	880.0	184.4	220.0	233.6	238.1	404.4	471.7	876.1	890.0

地域別売上	Sales by Region	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)	FY22 (A) / FY21 (A)							Sales by Region	FY22 (A) / FY22 (Q2 E)
		Comparison	Comparison	Comparison							Comparison	Full (A)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (A)	
日本	Japan	88.8%	104.8%	95.5%	110.7%	122.9%	118.5%	103.4%	120.5%	112.6%	Japan	
米州	Americas	93.9%	123.0%	125.4%	143.7%	144.9%	120.6%	134.5%	132.0%	133.2%	Americas	
欧州	Europe	93.5%	118.7%	94.9%	110.2%	131.5%	128.7%	102.2%	130.1%	116.4%	Europe	
中華圏	Greater China	119.9%	129.9%	91.9%	130.7%	108.2%	101.8%	110.1%	105.3%	107.7%	Greater China	
東南アジア他	Asia Pacific	98.4%	124.5%	100.4%	133.0%	132.1%	119.7%	115.8%	125.5%	120.7%	Asia Pacific	
直接輸出	Export	63.4%	119.7%	119.0%	118.0%	122.0%	15.5%	118.6%	42.8%	68.0%	Export	
売上合計	Total	96.7%	116.4%	98.0%	121.5%	123.4%	116.5%	109.5%	119.8%	114.8%	Total	99.6%

地域別売上	Sales by Region	FY23 (P) / FY22 (A)
		Comparison
		Full (P)
日本	Japan	104.0%
米州	Americas	96.8%
欧州	Europe	100.3%
中華圏	Greater China	100.2%
東南アジア他	Asia Pacific	102.8%
直接輸出	Export	212.8%
売上合計	Total	101.6%

地域別売上	Sales by Region	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
		(Announced Apr 26)	(Announced Oct 26)	(Announced Apr 26)							(Announced Apr 26)		(Announced Apr 26)							(Announced Apr 26)
		Ratio	Ratio	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 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	46%	42%	34%	38%	38%	42%	36%	40%	38%	36%		33%	35%	37%	43%	34%	40%	37%	38%
米州	Americas	10%	10%	10%	10%	10%	10%	10%	10%	10%	11%		13%	12%	12%	11%	13%	11%	12%	11%
欧州	Europe	16%	15%	16%	16%	16%	16%	16%	16%	16%	15%		16%	14%	17%	17%	15%	17%	16%	16%
中華圏	Greater China	19%	23%	29%	26%	27%	22%	27%	24%	26%	28%		27%	28%	24%	19%	27%	21%	24%	24%
東南アジア他	Asia Pacific	9%	9%	11%	10%	10%	10%	10%	10%	10%	11%		11%	11%	10%	10%	11%	10%	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%

(注記) 組み替えに関してはP13記載の1~5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 5 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			FY19	FY20	FY21							FY22	FY22	FY22							FY23
			Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
			(Announced Apr 26)	(Announced Oct 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 (Q2 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	40%	35%	30%	33%	32%	34%	31%	33%	32%	31%		30%	29%	30%	33%	29%	31%	30%	31%
	米州	Americas	9%	8%	8%	9%	9%	10%	8%	10%	9%	9%		11%	11%	10%	10%	11%	10%	11%	10%
	欧州	Europe	20%	20%	20%	19%	20%	19%	20%	19%	19%	19%		20%	17%	21%	23%	18%	22%	20%	20%
	中華圏	Greater China	19%	26%	30%	28%	28%	25%	29%	27%	28%	30%		27%	32%	26%	21%	30%	24%	27%	26%
	東南アジア他	Asia Pacific	11%	11%	11%	11%	10%	12%	11%	11%	11%	11%		11%	12%	12%	13%	11%	13%	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%
ヘルスケア事業 HCB	日本	Japan	23%	24%	19%	23%	20%	21%	21%	21%	21%	18%		16%	21%	19%	19%	19%	19%	19%	19%
	米州	Americas	19%	19%	18%	19%	16%	15%	18%	16%	17%	19%		21%	20%	20%	20%	20%	20%	20%	20%
	欧州	Europe	19%	19%	16%	17%	15%	22%	16%	18%	17%	14%		14%	16%	18%	19%	15%	18%	17%	16%
	中華圏	Greater China	28%	28%	34%	31%	37%	28%	33%	33%	33%	35%		35%	30%	31%	30%	33%	30%	31%	31%
	東南アジア他	Asia Pacific	10%	10%	13%	10%	11%	13%	11%	12%	12%	13%		13%	13%	12%	12%	13%	12%	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%
社会システム事業 SSB	日本	Japan	99%	100%	100%	100%	100%	99%	100%	99%	99%	99%		100%	100%	100%	100%	100%	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%	1%		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%	1%	0%	1%	0%	1%		0%	0%	0%	0%	0%	0%	0%	1%
電子部品事業 DMB	日本	Japan	26%	33%	30%	30%	32%	29%	30%	31%	30%	29%		28%	29%	31%	34%	29%	32%	31%	32%
	米州	Americas	15%	12%	14%	13%	13%	17%	14%	15%	14%	14%		16%	17%	19%	17%	17%	18%	17%	16%
	欧州	Europe	17%	14%	13%	14%	12%	15%	13%	14%	13%	13%		13%	13%	13%	14%	13%	14%	13%	13%
	中華圏	Greater China	27%	30%	31%	31%	30%	26%	31%	28%	30%	31%		30%	28%	25%	23%	29%	24%	27%	27%
	東南アジア他	Asia Pacific	14%	11%	12%	13%	12%	12%	12%	12%	12%	13%		12%	12%	11%	12%	12%	12%	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%
本社他 (消去調整含む) Eliminations & Corporate	日本	Japan	83%	91%	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	16%	8%	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%	2%	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1~5をご参照ください。

(Note) With regard to reclassification, please refer to notes from 1 to 5 on p.13.

セグメント別 営業利益	Operating Income by Segment	FY19	FY20	FY21							FY22	FY22	FY22							FY23
		Actual	Actual	Actual							Plan	Q2 Estimates	Actual							Plan
		(Announced Apr 26)	(Announced Oct 26)	(Announced Apr 26)							(Announced Apr 26)	(Announced Oct 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 (Q2 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	53.6	57.2	22.7	17.4	17.8	18.4	40.1	36.2	76.3	90.0	93.0	11.8	27.4	25.3	21.4	39.1	46.7	85.8	88.0
ヘルスケア事業	HCB	13.5	20.6	6.4	5.7	4.1	2.3	12.1	6.5	18.5	20.0	15.0	4.1	4.1	4.8	2.9	8.3	7.7	16.0	17.0
社会システム事業	SSB	10.9	5.7	-1.7	0.3	0.5	7.4	-1.4	8.0	6.5	6.5	5.0	-1.2	-0.2	1.2	7.7	-1.4	8.9	7.5	9.0
電子部品事業	DMB	0.9	4.6	2.5	2.3	3.4	1.9	4.8	5.3	10.1	10.5	12.0	3.8	4.2	5.4	2.0	8.1	7.4	15.5	15.5
本社他(消去調整含む)	Eliminations & Corporate	-24.1	-25.5	-4.0	-5.8	-4.7	-7.6	-9.8	-12.3	-22.1	-30.0	-30.0	-6.6	-5.9	-5.5	-6.2	-12.5	-11.7	-24.2	-27.5
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-4.0	-	-	-	-	-	-	-	-	-
営業利益合計	Total	54.8	62.5	25.8	19.9	21.1	22.5	45.7	43.6	89.3	93.0	95.0	11.9	29.7	31.2	27.8	41.6	59.1	100.7	102.0

セグメント別 営業利益	Operating Income by Segment	FY20 (A) / FY19 (A)	FY21 (A) / FY20 (A)	FY22 (A) / FY21 (A)							Operating Income by Segment Comparison	FY22 (A) / FY22 (Q2 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									Comparison
制御機器事業	IAB	-	133.4%	51.8%	157.6%	142.3%	116.3%	97.6%	129.1%	112.6%	IAB	92.3%
ヘルスケア事業	HCB	152.3%	90.1%	65.0%	72.4%	116.4%	125.9%	68.5%	119.8%	86.4%	HCB	106.8%
社会システム事業	SSB	52.5%	114.3%	-	-	221.5%	103.9%	-	111.8%	115.1%	SSB	149.8%
電子部品事業	DMB	-	220.6%	154.4%	182.6%	158.7%	108.2%	168.0%	140.7%	153.7%	DMB	129.2%
本社他(消去調整含む)	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	Eliminations & Corporate	-
営業利益合計	Total	114.1%	143.0%	46.2%	149.2%	147.8%	123.9%	91.0%	135.5%	112.7%	Total	106.0%

セグメント別 営業利益	Operating Income by Segment	FY23 (P) / FY22 (A)
計画比	Comparison	Full (P)
制御機器事業	IAB	102.5%
ヘルスケア事業	HCB	106.1%
社会システム事業	SSB	120.2%
電子部品事業	DMB	100.0%
本社他(消去調整含む)	Eliminations & Corporate	-
営業利益合計	Total	101.3%

(注記) 組み替えに関してはP13記載の1、2、3、5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 and 5 on p.13.

According to notes1, 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	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 (A) / FY21(A)
制御機器事業	IAB	20.0	18.4	22.6	27.0	120%
ヘルスケア事業	HCB	6.8	6.9	7.9	7.9	101%
社会システム事業	SSB	5.7	5.1	3.5	3.5	101%
電子部品事業	DMB	4.9	4.2	5.2	5.3	102%
本社他 (消去調整含む)	Eliminations & Corporate	8.6	8.6	5.2	6.5	124%
合計	Total	46.0	43.2	44.3	50.2	113%

セグメント別 研究開発費 構成比	R&D Exp. Ratio	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual
制御機器事業	IAB	43%	43%	51%	54%
ヘルスケア事業	HCB	15%	16%	18%	16%
社会システム事業	SSB	12%	12%	8%	7%
電子部品事業	DMB	11%	10%	12%	10%
本社他 (消去調整含む)	Eliminations & Corporate	19%	20%	12%	13%
合計	Total	100%	100%	100%	100%

セグメント別 設備投資	CAPEX Results	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 (A) / FY21(A)
制御機器事業	IAB	4.8	4.1	7.1	9.3	132%
ヘルスケア事業	HCB	6.0	4.3	4.4	6.6	151%
社会システム事業	SSB	3.0	2.9	2.8	3.4	122%
電子部品事業	DMB	5.9	4.1	6.1	8.6	141%
本社他 (消去調整含む)	Eliminations & Corporate	13.4	8.6	13.9	17.2	123%
合計	Total	33.1	24.0	34.2	45.0	132%

セグメント別 設備投資 構成比	CAPEX Ratio	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual
制御機器事業	IAB	15%	17%	21%	21%
ヘルスケア事業	HCB	18%	18%	13%	15%
社会システム事業	SSB	9%	12%	8%	8%
電子部品事業	DMB	18%	17%	18%	19%
本社他 (消去調整含む)	Eliminations & Corporate	40%	36%	41%	38%
合計	Total	100%	100%	100%	100%

セグメント別 減価償却費	Depreciation Results	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 (A) / FY21(A)
制御機器事業	IAB	6.9	6.4	5.9	6.4	109%
ヘルスケア事業	HCB	2.8	2.9	3.1	3.6	116%
社会システム事業	SSB	2.0	2.1	2.1	2.5	121%
電子部品事業	DMB	7.3	6.7	6.7	7.4	110%
本社他 (消去調整含む)	Eliminations & Corporate	6.6	4.7	5.6	6.6	120%
合計	Total	25.7	22.8	23.4	26.6	114%

セグメント別 減価償却費 構成比	Depreciation Ratio	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual
制御機器事業	IAB	27%	28%	25%	24%
ヘルスケア事業	HCB	11%	13%	13%	14%
社会システム事業	SSB	8%	9%	9%	10%
電子部品事業	DMB	28%	29%	29%	28%
本社他 (消去調整含む)	Eliminations & Corporate	26%	21%	24%	25%
合計	Total	100%	100%	100%	100%

(注記) 組み替えに関してはP13記載の1~3をご参照ください。

(Notes) With regard to reclassification, please refer to notes from 1 to 3 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(DMB)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 DMB 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>