

2020年度 オムロングループ財務データ集

OMRON Group Reference Data as of April 2021

目次	Index	...	1
全社連結 PL概要	Financial Highlights	...	2
制御機器事業	IAB Summary of Operations	...	3
電子部品事業	EMC Summary of Operations	...	4
社会システム事業	SSB Summary of Operations	...	5
ヘルスケア事業	HCB Summary of Operations	...	6
本社他(消去調整含む)	Eliminations & Corporate Summary of Operations	...	7
セグメント別売上	Sales by Segment	...	8
地域別売上	Sales by Region	...	9
セグメント・地域別売上構成比	Ratio of Sales by Segment and Region	...	10
セグメント別営業利益	Operating Income by Segment	...	11
セグメント別研究開発費・設備投資・減価償却費	R&D Expenses / CAPEX / Depreciation by Segment	...	12
組み替えに関する注記	Notes to Reclassification	...	13

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
電子部品事業:	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:	Electronic & Mechanical Components 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
ヘルスケア事業:	ヘルスケアビジネス
HCB:	Healthcare 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「2021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, 2021 (U.S. GAAP) due to rounding off.
3. 連結子会社数は126社、持分法適用関連会社数は6社です。
Includes 126 consolidated subsidiaries and 6 affiliated companies accounted for by the equity method.
4. 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.
5. 当資料は2021年4月27日に作成・発表したものです。
This reference data was produced and announced on April 27, 2021.

全社	Total	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Apr 27)	(Announced Apr 27)	(Announced Apr 27)							(Announced Apr 27)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
売上高	Sales	7,323	7,326	1,600	1,702	1,681	1,797	3,302	3,478	6,780	5,900	6,450	1,465	1,548	1,683	1,860	3,013	3,543	6,555	7,000
売上原価	Cost of Sales	4,048	4,071	885	930	917	1,011	1,815	1,928	3,743	3,255	3,520	801	848	907	1,016	1,649	1,923	3,572	3,750
売上総利益	Gross Profit	3,275	3,255	715	772	764	785	1,488	1,549	3,037	2,645	2,930	664	700	776	844	1,364	1,620	2,984	3,250
その他販管費	SG&A	2,019	2,089	499	498	510	522	998	1,032	2,030	1,895	1,930	436	473	490	528	909	1,018	1,927	2,060
	R&D費	R&D Exp.	487	493	116	117	110	117	233	227	460	450	440	103	105	109	116	207	225	432
販管費合計	SG&A + R&D	2,505	2,582	615	615	620	639	1,230	1,259	2,489	2,345	2,370	539	577	599	644	1,117	1,242	2,359	2,550
営業利益	Operating Income	770	673	100	157	144	147	257	290	548	300	560	125	123	177	200	247	378	625	700
営業外損益	Non-operating Income (loss), net	19	13	-9	-8	-5	51	-17	46	29	50	-10	-8	-8	-28	17	-16	-10	-26	30
税引前当期純利益	NIBT	751	659	110	165	149	95	274	244	518	250	570	133	130	205	183	263	388	651	670
法人税等	Income Taxes	200	170	27	19	36	31	46	67	113	70	165	35	38	57	20	74	77	151	180
持分法投資損益	Equity in loss (earnings) of affiliates	-18	16	5	-2	10	-2	2	7	10	10	-5	0	-5	-2	68	-5	66	61	0
継続事業純利益	Income from continuing operations	569	473	78	148	103	66	227	169	396	170	410	98	97	150	95	194	245	439	490
非継続事業利益	Income from discontinued operations	66	77	8	-41	418	-27	-34	391	357	-	-	-	-	-	-	-	-	-	-
非支配持分帰属損益	Net Income Attributable to noncontrolling interests	3	7	1	1	2	1	2	2	4	5	10	1	2	3	1	2	4	6	10
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	632	543	85	105	519	39	191	558	749	165	400	97	95	147	94	192	241	433	480
売上総利益率	Gross Profit / Sales	44.7%	44.4%	44.7%	45.4%	45.4%	43.7%	45.0%	44.6%	44.8%	44.8%	45.4%	45.3%	45.2%	46.1%	45.4%	45.3%	45.7%	45.5%	46.4%
その他販管費比率	SG&A / Sales	27.6%	28.5%	31.2%	29.3%	30.4%	29.0%	30.2%	29.7%	29.9%	32.1%	29.9%	29.8%	30.5%	29.1%	28.4%	30.2%	28.7%	29.4%	29.4%
R&D費比率	R&D / Sales	6.6%	6.7%	7.2%	6.9%	6.5%	6.5%	7.1%	6.5%	6.8%	7.6%	6.8%	7.0%	6.8%	6.5%	6.2%	6.9%	6.3%	6.6%	7.0%
販管費(合計)比率	(SG&A + R&D) / Sales	34.2%	35.2%	38.4%	36.2%	36.9%	35.6%	37.3%	36.2%	36.7%	39.7%	36.7%	36.8%	37.3%	35.6%	34.6%	37.1%	35.1%	36.0%	36.4%
営業利益率	O.I. / Sales	10.5%	9.2%	6.3%	9.2%	8.5%	8.2%	7.8%	8.3%	8.1%	5.1%	8.7%	8.5%	7.9%	10.5%	10.8%	8.2%	10.7%	9.5%	10.0%
設備投資	Capex	330	357	56	113	72	91	169	162	331	285	270	39	44	50	106	83	157	240	420
減価償却費	Depreciation	243	254	60	62	66	69	122	135	257	240	235	60	55	56	56	115	112	228	250
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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
USD (円)	USD	111.2	110.7	110.7	107.6	108.8	109.4	109.2	109.1	109.1	106.5	105.9	107.9	105.9	104.8	104.7	106.9	104.8	105.8	108.0
EUR (円)	EUR	129.4	128.8	123.6	120.4	120.0	120.8	122.0	120.4	121.2	119.6	122.4	118.3	123.6	127.2	120.9	125.4	123.2	128.0	
人民元 (円)	RMB	16.7	16.5	16.3	15.5	15.4	15.7	15.9	15.5	15.7	15.0	15.3	15.1	15.2	15.7	16.1	15.2	15.9	15.5	16.5
ROIC	ROIC	12.7%	10.6%							14.1%	3%超	7%超							7.8%	8%超
ROE	ROE	13.0%	10.8%							14.5%	3%超	7%超							7.6%	8%超
EPS (円)	EPS (Yen)	296.9	260.8							365.3	81.8	198.3							214.7	238.0

全社	Total	FY18 (A) /	FY19 (A) /	FY20 (A) /							Total	FY20 (A) /
		FY17 (A)	FY18 (A)	FY19 (A)								FY20 (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)
売上高	Sales	100.0%	92.5%	91.5%	91.0%	100.1%	103.5%	91.2%	101.9%	96.7%	Sales	101.6%
売上原価	Cost of Sales	100.6%	91.9%	90.5%	91.2%	99.0%	100.4%	90.9%	99.7%	95.4%	Cost of Sales	101.5%
売上総利益	Gross Profit	99.4%	93.3%	92.8%	90.6%	101.6%	107.5%	91.7%	104.5%	98.2%	Gross Profit	101.8%
その他販管費	SG&A	103.5%	97.2%	87.4%	94.9%	96.0%	101.1%	91.2%	98.6%	94.9%	SG&A	99.8%
	R&D費	R&D Exp.	101.4%	93.2%	88.7%	89.3%	98.9%	99.0%	89.0%	98.9%	R&D Exp.	98.1%
販管費合計	SG&A + R&D	103.1%	96.4%	87.7%	93.8%	96.5%	100.7%	90.7%	98.7%	94.7%	SG&A + R&D	99.5%
営業利益	Operating Income	87.4%	81.4%	124.2%	78.1%	123.3%	136.7%	96.1%	130.1%	114.1%	Operating Income	111.6%
税引前当期純利益	NIBT	87.7%	78.6%	121.2%	79.0%	137.8%	192.0%	95.8%	159.0%	125.6%	NIBT	114.2%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	86.0%	137.9%	113.5%	90.2%	28.3%	241.3%	100.6%	43.2%	57.8%	Net Income Attributable to OMRON Shareholders	108.3%
設備投資	Capex	108.0%	92.8%	70.7%	38.7%	70.1%	117.2%	49.2%	96.4%	72.4%	Capex	88.7%
減価償却費	Depreciation	104.3%	101.4%	99.9%	89.4%	85.0%	81.1%	94.6%	83.0%	88.5%	Depreciation	96.8%

全社	Total	FY21 (P) /
		FY20 (A)
		Full (P)
計画比	Comparison	Full (P)
売上高	Sales	106.8%
売上原価	Cost of Sales	105.0%
売上総利益	Gross Profit	108.9%
その他販管費	SG&A	106.9%
	R&D費	R&D Exp.
販管費合計	SG&A + R&D	108.1%
営業利益	Operating Income	112.0%
税引前当期純利益	NIBT	102.9%
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	110.8%
設備投資	Capex	175.3%
減価償却費	Depreciation	109.9%

※車載事業(AEC)を非継続事業に分類しています。

We have reclassified AEC as discontinued operations.

制御機器事業	IAB	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	1,520	1,547	330	353	352	364	684	716	1,400	1,185		299	301	311	357	600	668	1,268	1,370
米州	Americas	353	350	78	84	82	83	162	164	326	260		66	69	71	70	135	141	276	300
欧州	Europe	777	799	183	169	178	187	353	365	718	565		133	156	173	194	289	367	656	725
中華圏	Greater China	777	782	202	177	166	143	379	309	688	710		232	202	231	214	434	445	878	935
東南アジア他	Asia Pacific	531	438	97	103	97	97	201	193	394	345		91	100	94	100	191	194	385	420
直接輸出	Export	4	3	1	0	0	0	1	1	2	5		0	0	0	0	1	0	1	0
売上合計	Total	3,961	3,918	891	888	875	873	1,779	1,749	3,528	3,070	3,400	821	829	880	936	1,649	1,815	3,464	3,750

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (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	740	629	133	143	131	129	276	260	536	350	550	138	126	155	169	264	324	588	630
営業利益率	O.I./Sales	18.7%	16.1%	14.9%	16.1%	14.9%	14.8%	15.5%	14.9%	15.2%	11.4%	16.2%	16.8%	15.2%	17.6%	18.1%	16.0%	17.9%	17.0%	16.8%

制御機器事業	IAB	FY18 (A) /	FY19 (A) /	FY20 (A) /							IAB	FY20 (A) /
		FY17 (A)	FY18 (A)	FY19 (A)								FY20 (Q3 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)	Comparison	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	101.8%	90.5%	90.4%	85.2%	88.3%	98.2%	87.7%	93.3%	90.6%	Japan	
米州	Americas	99.1%	93.3%	85.2%	81.8%	87.1%	84.6%	83.4%	85.9%	84.7%	Americas	
欧州	Europe	102.7%	89.9%	72.5%	92.2%	97.0%	103.7%	81.9%	100.5%	91.3%	Europe	
中華圏	Greater China	100.7%	88.0%	114.9%	113.9%	139.1%	149.6%	114.4%	144.0%	127.7%	Greater China	
東南アジア他	Asia Pacific	82.5%	90.0%	93.3%	97.1%	97.2%	103.6%	95.3%	100.4%	97.8%	Asia Pacific	
直接輸出	Export	77.4%	64.4%	16.7%	87.2%	13.3%	95.2%	43.2%	52.9%	47.2%	Export	
売上合計	Total	98.9%	90.0%	92.1%	93.3%	100.5%	107.1%	92.7%	103.8%	98.2%	Total	101.9%

制御機器事業	IAB	FY21 (P) /
		FY20 (A)
地域別売上	Sales by Region	Full (P)
計画比	Comparison	Full (P)
日本	Japan	108.0%
米州	Americas	108.6%
欧州	Europe	110.6%
中華圏	Greater China	106.5%
東南アジア他	Asia Pacific	109.0%
直接輸出	Export	-
売上合計	Total	108.2%

		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	85.0%	85.2%	104.0%	87.8%	118.6%	130.7%	95.6%	124.6%	109.7%	106.9%

		Full (P)
営業利益	Operating Income	107.2%

電子部品事業	EMC	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	243	232	55	59	55	60	114	115	228	200		48	46	55	60	94	114	209	225
米州	Americas	175	179	38	35	30	33	73	63	136	110		22	35	32	32	57	64	121	135
欧州	Europe	169	177	40	37	33	40	77	73	151	120		22	35	33	42	57	74	131	150
中華圏	Greater China	310	308	65	66	63	47	131	110	241	230		64	68	80	75	132	154	287	300
東南アジア他	Asia Pacific	145	135	33	31	32	30	64	62	125	100		23	24	30	34	47	64	111	130
直接輸出	Export	1	1	0	0	1	1	1	2	2	0		0	0	0	1	1	1	2	0
売上合計	Total	1,044	1,031	230	229	214	211	459	425	884	760	840	180	209	230	242	388	472	860	940

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (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	125	82	0	7	2	0	7	3	9	5	25	1	2	12	14	3	26	30	45
営業利益率	O.I./Sales	12.0%	7.9%	0.0%	2.9%	1.1%	0.0%	1.5%	0.6%	1.0%	0.7%	3.0%	0.5%	1.2%	5.3%	5.9%	0.8%	5.6%	3.4%	4.8%

電子部品事業	EMC	FY18 (A) /	FY19 (A) /	FY20 (A) /							EMC	FY20 (A) /
		FY17 (A)	FY18 (A)	FY19 (A)								Sales by Region
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)	Comparison	Full (A)
前年比	Comparison	Full (A) <td>Full (A) <td>Q1 (A) <td>Q2 (A) <td>Q3 (A) <td>Q4 (A) <td>1st H (A) <td>2nd H (A) <td>Full (A) <td>Comparison <td>Full (A) </td></td></td></td></td></td></td></td></td></td>	Full (A) <td>Q1 (A) <td>Q2 (A) <td>Q3 (A) <td>Q4 (A) <td>1st H (A) <td>2nd H (A) <td>Full (A) <td>Comparison <td>Full (A) </td></td></td></td></td></td></td></td></td>	Q1 (A) <td>Q2 (A) <td>Q3 (A) <td>Q4 (A) <td>1st H (A) <td>2nd H (A) <td>Full (A) <td>Comparison <td>Full (A) </td></td></td></td></td></td></td></td>	Q2 (A) <td>Q3 (A) <td>Q4 (A) <td>1st H (A) <td>2nd H (A) <td>Full (A) <td>Comparison <td>Full (A) </td></td></td></td></td></td></td>	Q3 (A) <td>Q4 (A) <td>1st H (A) <td>2nd H (A) <td>Full (A) <td>Comparison <td>Full (A) </td></td></td></td></td></td>	Q4 (A) <td>1st H (A) <td>2nd H (A) <td>Full (A) <td>Comparison <td>Full (A) </td></td></td></td></td>	1st H (A) <td>2nd H (A) <td>Full (A) <td>Comparison <td>Full (A) </td></td></td></td>	2nd H (A) <td>Full (A) <td>Comparison <td>Full (A) </td></td></td>	Full (A) <td>Comparison <td>Full (A) </td></td>	Comparison <td>Full (A) </td>	Full (A)
日本	Japan	-	98.5%	87.8%	78.7%	100.3%	99.1%	83.1%	99.7%	91.4%	Japan	
米州	Americas	-	75.8%	59.4%	98.3%	106.5%	96.5%	78.3%	101.3%	88.9%	Americas	
欧州	Europe	-	84.8%	56.1%	92.7%	98.4%	104.3%	73.8%	101.6%	87.3%	Europe	
中華圏	Greater China	-	78.5%	98.8%	103.0%	126.1%	158.4%	100.9%	139.9%	118.7%	Greater China	
東南アジア他	Asia Pacific	-	93.0%	69.2%	78.8%	95.0%	112.5%	73.9%	103.5%	88.5%	Asia Pacific	
直接輸出	Export	-	300.0%	81.8%	150.0%	41.4%	111.0%	107.5%	75.1%	82.9%	Export	
売上合計	Total	-	85.7%	78.1%	91.1%	107.5%	114.9%	84.6%	111.1%	97.4%	Total	102.4%

電子部品事業	EMC	FY21 (P) /
		FY20 (A)
地域別売上	Sales by Region	Full (P)
計画比	Comparison	Full (P)
日本	Japan	107.7%
米州	Americas	111.9%
欧州	Europe	114.1%
中華圏	Greater China	104.6%
東南アジア他	Asia Pacific	117.2%
直接輸出	Export	-
売上合計	Total	109.3%

		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	65.5%	11.2%	-	36.4%	503.3%	-	48.3%	1051.8%	322.7%	Operating Income	118.5%

		Full (P)
営業利益	Operating Income	151.9%

(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。

なお、P13記載の3に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

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

According to notes 3, the Y/Y change for FY2018 are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

社会システム事業	SSB	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	694	993	172	291	268	421	463	689	1,152	920		181	192	212	370	373	582	954	950
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	3	4	1	1	1	1	1	2	3	5		0	1	0	0	1	1	2	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
直接輸出	Export	6	8	0	0	3	1	0	5	5	5		0	0	0	0	0	1	1	5
売上合計 (組み替え後)	Total (After reclassifications)	-	1,006	173	292	272	423	464	696	1,160	930	930	181	193	212	370	374	583	957	960
売上合計 (組み替え前)	Total (Before reclassifications)	703	750	104	210	180	352	313	532	845	-	-	-	-	-	-	-	-	-	-

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (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)	-	65	-14	32	25	65	19	90	109	50	50	-9	-3	6	63	-12	69	57	70
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	6.5%	-	11.0%	9.1%	15.4%	4.0%	12.9%	9.4%	5.4%	5.4%	-	-	2.6%	17.1%	-	11.8%	6.0%	7.3%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	48	58	-18	23	12	65	4	77	82	-	-	-	-	-	-	-	-	-	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	6.9%	7.7%	-	10.7%	6.8%	18.5%	1.4%	14.5%	9.7%	-	-	-	-	-	-	-	-	-	-

社会システム事業	SSB	FY18 (A) /	FY19 (A) /	FY20 (A) /							SSB	FY20 (A) /
		FY17 (A)	FY18 (A)	FY19 (A)								FY20 (A) /
		Comparison	Comparison	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Comparison
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%	105.1%	66.0%	79.0%	87.8%	80.5%	84.4%	82.8%	Japan	
米州	Americas	-	-	-	-	-	-	-	-	-	Americas	
欧州	Europe	-	-	-	-	-	-	-	-	-	Europe	
中華圏	Greater China	-	65.1%	46.7%	147.7%	41.8%	17.9%	99.2%	28.7%	61.5%	Greater China	
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-	Asia Pacific	
直接輸出	Export	-	60.8%	127.3%	100.0%	1.5%	32.4%	113.6%	10.5%	15.0%	Export	
売上合計 (組み替え後)	Total (After reclassifications)	-	115.4%	104.9%	66.2%	77.9%	87.4%	80.6%	83.7%	82.5%	Total (After reclassifications)	102.9%
売上合計 (組み替え前)	Total (Before reclassifications)	-	112.6%	-	-	-	-	-	-	-	Total (Before reclassifications)	-

社会システム事業	SSB	FY21 (P) /	
		FY20 (A)	
		計画比	Comparison
計画比	Comparison	Full (P)	Full (P)
日本	Japan	99.6%	
米州	Americas	-	
欧州	Europe	-	
中華圏	Greater China	287.4%	
東南アジア他	Asia Pacific	-	
直接輸出	Export	666.7%	
売上合計 (組み替え後)	Total (After reclassifications)	100.4%	
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)	-	165.9%	-	-	22.4%	97.0%	-	76.5%	52.5%	Operating Income (After reclassifications)	113.9%
営業利益 (組み替え前)	Operating Income (Before reclassifications)	119.5%	141.9%	-	-	-	-	-	-	-	Operating Income (Before reclassifications)	-

		Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	123.0%
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、6をご参照ください。

・P13記載の1については、参考値として組み替え前の数値(合計値)も開示しています。

・P13記載の1に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

(Note) With regard to reclassification, please refer to note 1 and 6 on p.13.

Regarding note 1, figures before the reclassification are also provided for reference.

According to notes 1, the Y/Y change for FY2018 are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

ヘルスケア事業 地域別売上	HCB Sales by Region	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Apr 27)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	260	269	52	66	72	72	117	143	261	265		57	77	84	77	134	162	296	275
米州	Americas	238	236	59	50	54	53	109	107	216	210		55	60	63	61	115	125	240	270
欧州	Europe	210	227	45	51	62	58	97	120	217	215		48	57	60	63	105	123	228	245
中華圏	Greater China	268	310	93	74	89	58	167	147	314	320		83	77	106	76	159	182	342	395
東南アジア他	Asia Pacific	103	107	26	27	29	26	53	55	108	105		23	37	35	27	59	62	121	140
直接輸出	Export	6	6	1	1	1	1	3	2	4	5		1	1	1	1	2	2	4	5
売上合計	Total	1,085	1,155	277	269	307	267	546	574	1,120	1,120	1,220	266	309	350	306	575	656	1,231	1,330

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (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	112	130	34	35	44	23	69	66	135	150	200	45	61	63	36	106	100	206	225
営業利益率	O.I./Sales	10.3%	11.3%	12.3%	13.0%	14.2%	8.5%	12.6%	11.5%	12.1%	13.4%	16.4%	16.9%	19.8%	18.1%	11.9%	18.5%	15.2%	16.7%	16.9%

ヘルスケア事業 地域別売上 前年比	HCB Sales by Region Comparison	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)							HCB	FY20 (A) / FY20 (Q3 E)
		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)
		Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison	Comparison
日本	Japan	103.4%	96.9%	110.0%	118.0%	117.5%	108.0%	114.5%	112.8%	113.5%	Japan	
米州	Americas	99.3%	91.5%	93.5%	119.1%	117.1%	116.0%	105.3%	116.6%	110.9%	Americas	
欧州	Europe	108.1%	95.7%	104.5%	111.3%	96.7%	108.8%	108.1%	102.6%	105.0%	Europe	
中華圏	Greater China	115.6%	101.4%	88.6%	103.8%	118.9%	132.0%	95.3%	124.0%	108.8%	Greater China	
東南アジア他	Asia Pacific	103.6%	101.0%	85.9%	137.4%	121.1%	103.4%	112.0%	112.7%	112.3%	Asia Pacific	
直接輸出	Export	109.4%	63.6%	68.7%	96.7%	108.6%	237.3%	82.1%	150.6%	108.4%	Export	
売上合計	Total	106.5%	97.0%	95.9%	114.9%	113.9%	114.7%	105.3%	114.3%	109.9%	Total	100.9%

ヘルスケア事業 地域別売上 計画比	HCB Sales by Region Comparison	FY21 (P) / FY20 (A)
		Full (P)
		Comparison
日本	Japan	92.9%
米州	Americas	112.7%
欧州	Europe	107.5%
中華圏	Greater China	115.6%
東南アジア他	Asia Pacific	115.3%
直接輸出	Export	113.4%
売上合計	Total	108.1%

		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	116.3%	103.7%	131.9%	175.7%	145.2%	160.3%	154.1%	150.4%	152.3%	Operating Income	102.9%

		Full (P)
営業利益	Operating Income	109.4%

本社他 (消去調整含む)	Eliminations & Corporate	FY17 Actual	FY18 Actual	FY19 Actual							FY20 Plan (Announced Jul 28)	FY20 Q3 Estimates (Announced Jan 27)	FY20 Actual (Announced Apr 27)							FY21 Plan (Announced Apr 27)							
				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 (E)	Q1 (A)		Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	41	146	26	21	8	19	47	27	74	15		14	8	11	5	23	16	39	20							
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	61	4	4	4	3	7	7	14	5		3	0	0	0	3	0	3	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	11	9	0	0	0	0	0	0	0	0		0	0	0	1	0	1	1	0							
売上合計 (組み替え後)	Total (After reclassifications)	-	216	30	24	12	22	54	35	89	20	60	18	8	11	6	26	17	43	20							
売上合計 (組み替え前)	Total (Before reclassifications)	52	54	7	9	7	17	15	24	39	-	-	-	-	-	-	-	-	-	-							

		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (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)	-	-221	-53	-60	-58	-71	-113	-129	-241	-255	-265	-51	-63	-59	-82	-114	-141	-255	-270
営業利益率 (組み替え後)	O.I./Sales (After reclassifications)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-209	-221	-52	-56	-50	-63	-108	-113	-221	-	-	-	-	-	-	-	-	-	-
営業利益率 (組み替え前)	O.I./Sales (Before reclassifications)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

本社他 (消去調整含む)	Eliminations & Corporate	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)							Eliminations & Corporate	FY20 (A) / FY20 (Q3 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	Comparison	Full (A)
日本	Japan	-	50.8%	55.4%	40.4%	137.7%	26.4%	48.8%	59.5%	52.7%	Japan								
米州	Americas	-	-	-	-	-	-	-	-	-	Americas								
欧州	Europe	-	-	-	-	-	-	-	-	-	Europe								
中華圏	Greater China	-	23.5%	95.5%	1.4%	0.0%	0.0%	47.6%	0.0%	23.7%	Greater China								
東南アジア他	Asia Pacific	-	-	-	-	-	-	-	-	-	Asia Pacific								
直接輸出	Export	-	2.8%	0.0%	-	-	-	109.1%	385.7%	264.0%	Export								
売上合計 (組み替え後)	Total (After reclassifications)	-	41.0%	59.9%	35.0%	91.4%	25.0%	48.7%	48.4%	48.6%	Total (After reclassifications)	71.8%							
売上合計 (組み替え前)	Total (Before reclassifications)	-	73.1%	-	-	-	-	-	-	-	Total (Before reclassifications)	-							

本社他 (消去調整含む)	Eliminations & Corporate	FY21 (P) / FY20 (A)			
			地域別売上	Sales by Region	Full (P)
日本	Japan	51.3%			
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 reclassifications)	46.5%			
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)	-	-	-	-	-	-	-	-	-	-
営業利益 (組み替え前)	Operating Income (Before reclassifications)	-	-	-	-	-	-	-	-	-	-

		Full (P)
営業利益 (組み替え後)	Operating Income (After reclassifications)	-
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2、4、5をご参照ください。

・P13記載の2については、参考値として組み替え前の数値(合計値)も開示しています。

・P13記載の2および4に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

(Note) With regard to reclassification, please refer to notes 2, 4 and 5 on p.13.

Regarding note 2, figures before the reclassification are also provided for reference.

According to notes 2 and 4, the Y/Y change for FY2018 are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

セグメント別売上	Sales by Segment	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Apr 27)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (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	3,961	3,918	891	888	875	873	1,779	1,749	3,528	3,070	3,400	821	829	880	936	1,649	1,815	3,464	3,750
電子部品事業	EMC	1,044	1,031	230	229	214	211	459	425	884	760	840	180	209	230	242	388	472	860	940
車載事業	AEC	1,312	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	703	1,006	173	292	272	423	464	696	1,160	930	930	181	193	212	370	374	583	957	960
ヘルスケア事業	HCB	1,085	1,155	277	269	307	267	546	574	1,120	1,120	1,220	266	309	350	306	575	656	1,231	1,330
本社直轄事業 (その他事業)	Other	444	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	52	216	30	24	12	22	54	35	89	20	60	18	8	11	6	26	17	43	20
売上合計	Total	8,600	7,326	1,600	1,702	1,681	1,797	3,302	3,478	6,780	5,900	6,450	1,465	1,548	1,683	1,860	3,013	3,543	6,555	7,000

セグメント別売上	Sales by Segment	FY18 (A) /	FY19 (A) /	FY20 (A) /							Sales by Segment	FY20 (A) /
		FY17 (A)	FY18 (A)	FY19 (A)								FY20 (A) /
		Comparison	Comparison	Comparison								FY20 (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)
制御機器事業	IAB	98.9%	90.0%	92.1%	93.3%	100.5%	107.1%	92.7%	103.8%	98.2%	IAB	101.9%
電子部品事業	EMC	-	85.7%	78.1%	91.1%	107.5%	114.9%	84.6%	111.1%	97.4%	EMC	102.4%
車載事業	AEC	-	-	-	-	-	-	-	-	-	AEC	-
社会システム事業	SSB	-	115.4%	104.9%	66.2%	77.9%	87.4%	80.6%	83.7%	82.5%	SSB	102.9%
ヘルスケア事業	HCB	106.5%	97.0%	95.9%	114.9%	113.9%	114.7%	105.3%	114.3%	109.9%	HCB	100.9%
本社直轄事業 (その他事業)	Other	-	-	-	-	-	-	-	-	-	Other	-
本社他(消去調整含む)	Eliminations & Corporate	-	41.0%	59.9%	35.0%	91.4%	25.0%	48.7%	48.4%	48.6%	Eliminations & Corporate	71.8%
売上合計	Total	-	92.5%	91.5%	91.0%	100.1%	103.5%	91.2%	101.9%	96.7%	Total	101.6%

セグメント別売上	Sales by Segment	FY21 (P) /
		FY20 (A)
		Comparison
		Full (P)
制御機器事業	IAB	108.2%
電子部品事業	EMC	109.3%
車載事業	AEC	-
社会システム事業	SSB	100.4%
ヘルスケア事業	HCB	108.1%
本社直轄事業 (その他事業)	Other	-
本社他(消去調整含む)	Eliminations & Corporate	46.5%
売上合計	Total	106.8%

セグメント別売上	Sales by Segment	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Apr 27)
		Ratio	Ratio	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (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	46%	53%	56%	52%	52%	49%	54%	50%	52%	52%	53%	56%	54%	52%	50%	55%	51%	53%	54%
電子部品事業	EMC	12%	14%	14%	13%	13%	12%	14%	12%	13%	13%	13%	12%	13%	14%	13%	13%	13%	13%	13%
車載事業	AEC	15%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	8%	14%	11%	17%	16%	24%	14%	20%	17%	16%	14%	12%	12%	13%	20%	12%	16%	15%	14%
ヘルスケア事業	HCB	13%	16%	17%	16%	18%	15%	17%	16%	17%	19%	19%	18%	20%	21%	16%	19%	19%	19%	19%
本社直轄事業 (その他事業)	Other	5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	1%	3%	2%	1%	1%	1%	2%	1%	1%	0%	1%	1%	1%	1%	0%	1%	0%	1%	0%

(注記) 組み替えに関してはP13記載の1~8をご参照ください。

なお、P13記載の1~4に詳しい、電子部品事業(EMC)、社会システム事業(SSB)、本社他(消去調整含む)の2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

(Note) With regard to reclassification, please refer to notes from 1 to 6 on p.13.

According to notes from 1 to 4, the Y/Y change for FY2018 on EMC, SSB, and Eliminations & Corporate are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

地域別売上	Sales by Region	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Apr 27)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	3,285	3,187	635	789	755	936	1,424	1,691	3,115	2,585		599	625	674	869	1,224	1,542	2,766	2,840
米州	Americas	1,185	765	174	169	166	169	344	334	678	580		144	163	166	163	307	330	636	705
欧州	Europe	1,184	1,203	269	258	274	284	527	558	1,085	900		203	248	266	298	451	564	1,015	1,120
中華圏	Greater China	1,729	1,465	364	322	323	252	686	575	1,261	1,270		382	348	417	365	730	782	1,512	1,635
東南アジア他	Asia Pacific	1,111	679	156	161	157	153	317	310	627	550		136	162	159	161	297	320	618	690
直接輸出	Export	105	27	3	2	6	3	5	9	14	15		1	2	2	4	4	5	9	10
売上合計	Total	8,600	7,326	1,600	1,702	1,681	1,797	3,302	3,478	6,780	5,900	6,450	1,465	1,548	1,683	1,860	3,013	3,543	6,555	7,000

地域別売上	Sales by Region	FY18 (A) /	FY19 (A) /	FY20 (A) /							Sales by Region	FY20 (A) /
		FY17 (A)	FY18 (A)	FY19 (A)								FY20 (Q3 E)
		Comparison	Comparison	Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)		2nd H (A)
日本	Japan	-	97.7%	94.3%	79.2%	89.2%	92.8%	86.0%	91.2%	88.8%	Japan	
米州	Americas	-	88.7%	82.4%	96.3%	100.4%	96.8%	89.3%	98.6%	93.9%	Americas	
欧州	Europe	-	90.2%	75.5%	96.1%	97.1%	104.8%	85.5%	101.1%	93.5%	Europe	
中華圏	Greater China	-	86.1%	105.0%	108.1%	129.0%	144.9%	106.5%	135.9%	119.9%	Greater China	
東南アジア他	Asia Pacific	-	92.4%	87.0%	100.3%	101.1%	105.3%	93.8%	103.2%	98.4%	Asia Pacific	
直接輸出	Export	-	49.7%	54.5%	106.1%	28.0%	107.0%	76.6%	56.6%	63.4%	Export	
売上合計	Total	-	92.5%	91.5%	91.0%	100.1%	103.5%	91.2%	101.9%	96.7%	Total	101.6%

地域別売上	Sales by Region	FY21 (P) /
		FY20 (A)
		Full (P)
日本	Japan	102.7%
米州	Americas	110.8%
欧州	Europe	110.4%
中華圏	Greater China	108.2%
東南アジア他	Asia Pacific	111.7%
直接輸出	Export	115.5%
売上合計	Total	106.8%

地域別売上	Sales by Region	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Apr 27)
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 (E)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
日本	Japan	38%	44%	40%	46%	45%	52%	43%	49%	46%	44%		41%	40%	40%	47%	41%	44%	42%	41%
米州	Americas	14%	10%	11%	10%	10%	9%	10%	10%	10%	10%		10%	11%	10%	9%	10%	9%	10%	10%
欧州	Europe	14%	16%	17%	15%	16%	16%	16%	16%	16%	15%		14%	16%	16%	16%	15%	16%	15%	16%
中華圏	Greater China	20%	20%	23%	19%	19%	14%	21%	17%	19%	22%		26%	22%	25%	20%	24%	22%	23%	23%
東南アジア他	Asia Pacific	13%	9%	10%	9%	9%	9%	10%	9%	9%	9%		9%	10%	9%	9%	10%	9%	9%	10%
直接輸出	Export	1%	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1~6をご参照ください。

なお、P13記載の3および4に伴い、2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

(Note) With regard to reclassification, please refer to notes from 1 to 6 on p.13.

According to notes 3 and 4, the Y/Y change for FY2018 are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

セグメント・地域別 売上構成比 Ratio of Sales by Segment and Region			FY17	FY18	FY19						FY20	FY20						FY21		
			Actual	Actual	Actual						Plan	Actual						Plan		
			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 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)
制御機器事業 IAB	日本	Japan	38%	39%	37%	40%	40%	42%	38%	41%	40%	39%	36%	36%	35%	38%	36%	37%	37%	37%
	米州	Americas	9%	9%	9%	9%	9%	9%	9%	9%	9%	8%	8%	8%	8%	7%	8%	8%	8%	8%
	欧州	Europe	20%	20%	21%	19%	20%	21%	20%	21%	20%	18%	16%	19%	20%	21%	18%	20%	19%	19%
	中華圏	Greater China	20%	20%	23%	20%	19%	16%	21%	18%	19%	23%	28%	24%	26%	23%	26%	24%	25%	25%
	東南アジア他	Asia Pacific	13%	11%	11%	12%	11%	11%	11%	11%	11%	11%	11%	12%	11%	11%	12%	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%
電子部品事業 EMC	日本	Japan	23%	22%	24%	26%	26%	29%	25%	27%	26%	26%	27%	22%	24%	25%	24%	24%	24%	24%
	米州	Americas	17%	17%	16%	15%	14%	16%	16%	15%	15%	14%	12%	17%	14%	13%	15%	14%	14%	14%
	欧州	Europe	16%	17%	17%	16%	16%	19%	17%	17%	17%	16%	12%	17%	14%	17%	15%	16%	15%	16%
	中華圏	Greater China	30%	30%	28%	29%	30%	22%	29%	26%	27%	30%	36%	33%	35%	31%	34%	33%	33%	32%
	東南アジア他	Asia Pacific	14%	13%	14%	14%	15%	14%	14%	15%	14%	13%	13%	12%	13%	14%	12%	14%	13%	14%
	直接輸出	Export	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
車載事業 AEC	日本	Japan	13%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	米州	Americas	32%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	欧州	Europe	2%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	中華圏	Greater China	22%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	東南アジア他	Asia Pacific	25%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	直接輸出	Export	6%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業 SSB	日本	Japan	99%	99%	100%	100%	98%	99%	100%	99%	99%	99%	100%	99%	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%	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%	1%	0%	0%	1%	0%	0%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	1%
ヘルスケア事業 HCB	日本	Japan	24%	23%	19%	24%	23%	27%	21%	25%	23%	24%	21%	25%	24%	25%	23%	25%	24%	21%
	米州	Americas	22%	20%	21%	19%	18%	20%	20%	19%	19%	19%	21%	19%	18%	20%	20%	19%	19%	20%
	欧州	Europe	19%	20%	16%	19%	20%	22%	18%	21%	19%	19%	18%	19%	17%	21%	18%	19%	19%	18%
	中華圏	Greater China	25%	27%	34%	27%	29%	22%	31%	26%	28%	29%	31%	25%	30%	25%	28%	28%	28%	30%
	東南アジア他	Asia Pacific	10%	9%	9%	10%	9%	10%	10%	10%	10%	9%	8%	12%	10%	9%	10%	9%	10%	11%
	直接輸出	Export	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
本社直轄事業 (その他事業) Other	日本	Japan	80%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	米州	Americas	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	欧州	Europe	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	中華圏	Greater China	19%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	東南アジア他	Asia Pacific	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	直接輸出	Export	1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他 (消去調整含む) Eliminations & Corporate	日本	Japan	79%	67%	88%	85%	66%	86%	86%	79%	83%	75%	81%	98%	100%	90%	87%	97%	91%	100%
	米州	Americas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	欧州	Europe	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	中華圏	Greater China	0%	28%	12%	15%	34%	14%	13%	21%	16%	25%	19%	1%	0%	0%	13%	0%	8%	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	21%	4%	0%	0%	0%	1%	0%	0%	0%	0%	0%	1%	0%	10%	0%	3%	2%	0%

(注記) 組み替えに関してはP13記載の1～6をご参照ください。

(Note) With regard to reclassification, please refer to notes from 1 to 6 on p.13.

セグメント別 営業利益	Operating Income by Segment	FY17	FY18	FY19							FY20	FY20	FY20							FY21
		Actual	Actual	Actual							Plan	Q3 Estimates	Actual							Plan
		(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Jul 28)	(Announced Jan 27)	(Announced Apr 27)							(Announced Apr 27)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Full (P)	Full (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	740	629	133	143	131	129	276	260	536	350	550	138	126	155	169	264	324	588	630
電子部品事業	EMC	125	82	0	7	2	0	7	3	9	5	25	1	2	12	14	3	26	30	45
車載事業	AEC	58	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
社会システム事業	SSB	48	65	-14	32	25	65	19	90	109	50	50	-9	-3	6	63	-12	69	57	70
ヘルスケア事業	HCB	112	130	34	35	44	23	69	66	135	150	200	45	61	63	36	106	100	206	225
本社直轄事業 (その他事業)	Other	-12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
本社他(消去調整含む)	Eliminations & Corporate	-209	-221	-53	-60	-58	-71	-113	-129	-241	-255	-265	-51	-63	-59	-82	-114	-141	-255	-270
営業利益合計	Total	863	673	100	157	144	147	257	290	548	300	560	125	123	177	200	247	378	625	700

セグメント別 営業利益	Operating Income by Segment	FY18 (A) / FY17 (A)	FY19 (A) / FY18 (A)	FY20 (A) / FY19 (A)							Operating Income by Segment	FY20 (A) / FY20 (Q3 E)
		Comparison	Comparison	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Comparison
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	85.0%	85.2%	104.0%	87.8%	118.6%	130.7%	95.6%	124.6%	109.7%	IAB	106.9%
電子部品事業	EMC	65.5%	11.2%	-	36.4%	503.3%	-	48.3%	1051.8%	322.7%	EMC	118.5%
車載事業	AEC	-	-	-	-	-	-	-	-	-	AEC	-
社会システム事業	SSB	-	165.9%	-	-	22.4%	97.0%	-	76.5%	52.5%	SSB	113.9%
ヘルスケア事業	HCB	116.3%	103.7%	131.9%	175.7%	145.2%	160.3%	154.1%	150.4%	152.3%	HCB	102.9%
本社直轄事業 (その他事業)	Other	-	-	-	-	-	-	-	-	-	Other	-
本社他(消去調整含む)	Eliminations & Corporate	-	-	-	-	-	-	-	-	-	Eliminations & Corporate	-
営業利益合計	Total	-	81.4%	124.2%	78.1%	123.3%	136.7%	96.1%	130.1%	114.1%	Total	111.6%

セグメント別 営業利益	Operating Income by Segment	FY21 (P) / FY20 (A)
計画比	Comparison	Full (P)
制御機器事業	IAB	107.2%
電子部品事業	EMC	151.9%
車載事業	AEC	-
社会システム事業	SSB	123.0%
ヘルスケア事業	HCB	109.4%
本社直轄事業 (その他事業)	Other	-
本社他(消去調整含む)	Eliminations & Corporate	-
営業利益合計	Total	112.0%

(注記) 組み替えに関してはP13記載の1、2、4、5、6をご参照ください。

なお、P13記載の1、2、4に伴い、社会システム事業(SSB)および本社他(消去調整含む)の2018年度の前年比は「組み替えあり」(2018年度)と「組み替えなし」(2017年度)の比較になるため、表示しておりません。

(Notes) With regard to reclassification, please refer to notes 1, 2, 4, 5 and 6 on p.13.

According to notes1, 2, and 4, the Y/Y change for FY2018 on SSB and Elimination & Corporate are not presented because FY2018 figures are reclassified while FY2017 figures are numbers before the reclassifications.

(単位: 億円, Unit: 0.1 Billion Yen)

セグメント別 研究開発費	R&D Exp. Results	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY20 (A) / FY19 (A)
制御機器事業	IAB	210	233	200	184	92%
電子部品事業	EMC	53	51	49	42	85%
社会システム事業	SSB	21	48	57	51	89%
ヘルスケア事業	HCB	67	67	68	69	101%
本社直轄事業 (その他事業)	Other	37	-	-	-	-
本社他 (消去調整含む)	Eliminations & Corporate	100	94	86	86	100%
合計	Total	487	493	460	432	94%

セグメント別 研究開発費 構成比	R&D Exp. Ratio	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual
制御機器事業	IAB	43%	47%	43%	43%
電子部品事業	EMC	11%	10%	11%	10%
社会システム事業	SSB	4%	10%	12%	12%
ヘルスケア事業	HCB	14%	14%	15%	16%
本社直轄事業 (その他事業)	Other	8%	-	-	-
本社他 (消去調整含む)	Eliminations & Corporate	21%	19%	19%	20%
合計	Total	100%	100%	100%	100%

セグメント別 設備投資	CAPEX Results	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY20 (A) / FY19 (A)
制御機器事業	IAB	93	74	48	41	86%
電子部品事業	EMC	100	125	59	41	68%
社会システム事業	SSB	16	26	30	29	95%
ヘルスケア事業	HCB	32	40	60	43	73%
本社直轄事業 (その他事業)	Other	8	-	-	-	-
本社他 (消去調整含む)	Eliminations & Corporate	81	91	134	86	64%
合計	Total	330	357	331	240	72%

セグメント別 設備投資 構成比	CAPEX Ratio	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual
制御機器事業	IAB	28%	21%	15%	17%
電子部品事業	EMC	30%	35%	18%	17%
社会システム事業	SSB	5%	7%	9%	12%
ヘルスケア事業	HCB	10%	11%	18%	18%
本社直轄事業 (その他事業)	Other	3%	-	-	-
本社他 (消去調整含む)	Eliminations & Corporate	25%	25%	40%	36%
合計	Total	100%	100%	100%	100%

セグメント別 減価償却費	Depreciation Results	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY20 (A) / FY19 (A)
制御機器事業	IAB	53	69	69	64	92%
電子部品事業	EMC	77	76	73	67	91%
社会システム事業	SSB	12	19	20	21	102%
ヘルスケア事業	HCB	30	28	28	29	104%
本社直轄事業 (その他事業)	Other	8	-	-	-	-
本社他 (消去調整含む)	Eliminations & Corporate	64	62	66	47	71%
合計	Total	243	254	257	228	89%

セグメント別 減価償却費 構成比	Depreciation Ratio	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual
制御機器事業	IAB	22%	27%	27%	28%
電子部品事業	EMC	32%	30%	28%	29%
社会システム事業	SSB	5%	8%	8%	9%
ヘルスケア事業	HCB	12%	11%	11%	13%
本社直轄事業 (その他事業)	Other	3%	-	-	-
本社他 (消去調整含む)	Eliminations & Corporate	26%	24%	26%	21%
合計	Total	100%	100%	100%	100%

(注記) 組み替えに関してはP13記載の1、2、5、6をご参照ください。

(Notes) With regard to reclassification, please refer to notes 1, 2, 5 and 6 on p.13.

組み替えに関する注記

Notes to Reclassification

1	<p>2020年度より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であった環境事業を社会システム事業(SSB)の事業セグメントに含めて開示しています。これに伴い、2018年度および2019年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2020, as a result of a segment reclassification, figures for the Environmental Solutions business that had been included in the Other segment have been reclassified into SSB. FY2018-2019 figures have been restated to reflect this.</p>
2	<p>2020年度より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であったバックライト事業を本社他(消去調整含む)の事業セグメントに含めて開示しています。これに伴い、2018年度および2019年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2020, as a result of a segment reclassification, figures for the Backlights business that had been included in the Other segment have been reclassified into Eliminations & Corporate. FY2018-2019 figures have been restated to reflect this.</p>
3	<p>2019年度より、車載事業(AEC)を非継続事業に分類したことに伴い、電子部品事業(EMC)の「セグメント間の内部売上高」の一部を「外部顧客に対する売上高」に組み替えて表示しています。これに伴い、2018年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC sales from intersegment sales to sales to external customers. Figures presented for the fiscal year ended March 31, 2019 have been reclassified to reflect this.</p>
4	<p>2019年度より、車載事業(AEC)を非継続事業に分類したことに伴い、「本社他(消去調整含む)」の「セグメント間の内部売上高」の一部を「外部顧客に対する売上高」に組み替えて表示しています。これに伴い、2018年度の実績を新管理区分に組み替えて開示しています。</p> <p>From 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain Eliminations & Corporate sales from intersegment sales to sales to external customers. Figures presented for the fiscal year ended March 31, 2019 have been reclassified to reflect this.</p>
5	<p>2018年度より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であったマイクロデバイス事業の営業部門を電子部品事業(EMC)に、開発機能を本社他(消去調整含む)の事業セグメントに含めて開示しています。これに伴い、2017年度以前の実績を新管理区分に組み替えて開示しています。</p> <p>From FY2018, as a result of a segment reclassification, the sales of the Micro Devices business that had been included in the Other segment has been reclassified into EMC, while the R&D function in the Other segment is now included in Eliminations & Corporate. FY2016-2017 figures have been restated to reflect this.</p>
6	<p>2018年度第3四半期より、経営管理区分の見直しのため、本社直轄事業(その他事業)の傘下であった電子機器事業のUPS部門を社会システム事業(SSB)の事業セグメントに含めて開示しています。これに伴い、2017年度以前の実績を新管理区分に組み替えて開示しています。</p> <p>From Q3 FY2018, as a result of a segment reclassification, figures for the UPS business within the Electronic Systems & Equipment business in the Other segment have been included in SSB. FY2016-2017 figures have been restated to reflect this.</p>