

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

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
ヘルスケア事業	HCB Summary of Operations	...	4
社会システム事業	SSB Summary of Operations	...	5
電子部品事業	DMB 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
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 (A)	Full (P)	Full (P)
売上高	Sales	6,780	6,555	1,882	1,812	1,893	2,043	3,694	3,936	7,629	8,500	8,800	1,844	2,200	2,336	2,381	4,044	4,717	8,761	8,900
売上原価	Cost of Sales	3,743	3,572	1,008	979	1,035	1,139	1,988	2,173	4,161	4,625	4,835	1,039	1,190	1,282	1,310	2,230	2,592	4,822	4,755
売上総利益	Gross Profit	3,037	2,984	874	832	858	904	1,706	1,762	3,468	3,875	3,965	804	1,010	1,053	1,071	1,814	2,125	3,939	4,145
その他販管費	SG&A	2,030	1,927	505	523	536	568	1,028	1,104	2,132	2,430	2,490	568	592	616	654	1,160	1,270	2,430	2,585
	R&D費	R&D Exp.	460	432	110	110	110	112	220	223	443	515	525	117	121	125	138	238	264	502
販管費合計	SG&A + R&D	2,489	2,359	615	633	647	680	1,249	1,326	2,575	2,945	3,015	685	713	741	793	1,398	1,534	2,932	3,125
営業利益	Operating Income	548	625	258	199	211	225	457	436	893	930	950	119	297	312	278	416	591	1,007	1,020
営業外損益	Non-operating Income (loss), net	29	-26	-8	3	36	-5	-5	31	26	40	50	2	25	-5	1	27	-4	23	25
税引前当期純利益	NIBT	518	651	266	196	175	230	462	405	867	890	900	117	272	317	277	389	595	984	995
法人税等	Income Taxes	113	151	60	65	46	59	125	105	230	235	245	29	74	87	59	103	146	249	250
持分法投資損益	Equity in loss (earnings) of affiliates	10	61	2	6	3	4	9	8	16	20	5	7	-3	1	-15	4	-15	-11	-5
継続事業純利益	Income from continuing operations	396	439	203	125	125	167	329	292	620	635	650	81	201	230	234	282	464	745	750
非継続事業利益	Income from discontinued operations	357	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
非支配持分帰属損益	Net Income Attributable to noncontrolling interests	4	6	2	2	2	1	3	3	6	5	5	1	2	3	1	3	4	7	5
当社株主に帰属する当期純利益	Net Income Attributable to OMRON Shareholders	749	433	202	124	123	166	325	289	614	630	645	80	199	226	233	279	460	739	745

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	331	240	48	70	89	135	118	224	342	525	535	60	113	111	166	173	277	450	540
減価償却費	Depreciation	257	228	57	58	58	60	115	118	234	255	270	62	69	68	68	130	136	266	290

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%超	10%程度							10.4%	10%程度
ROE	ROE	14.5%	7.6%							9.7%	10%超	10%程度							10.6%	10%程度
EPS (円)	EPS (Yen)	365.3	214.7							305.7	316.3	323.8							372.2	378.5

会社	Total	FY20 (A) /	FY21 (A) /	FY22 (A) /							Total	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)		Full (A)
前年比	Comparison										Comparison	
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) /
計画比	Comparison	FY22 (A)
		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	R&D Exp.
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	1,400	1,160	322	326	336	366	649	702	1,351	1,485		304	373	391	413	677	804	1,481	1,535
米州	Americas	326	276	88	86	96	112	174	208	382	430		115	141	130	130	256	260	516	505
欧州	Europe	718	656	216	189	205	202	405	407	812	925		200	214	272	292	414	564	978	985
中華圏	Greater China	688	878	328	279	294	270	607	564	1,171	1,440		275	414	341	267	689	608	1,297	1,285
東南アジア他	Asia Pacific	394	385	122	109	109	125	230	235	465	550		115	149	156	164	264	320	584	590
直接輸出	Export	2	1	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
売上合計	Total	3,528	3,356	1,076	989	1,040	1,076	2,065	2,116	4,181	4,830	5,030	1,010	1,292	1,289	1,267	2,301	2,556	4,857	4,900

		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	536	572	227	174	178	184	401	362	763	900	930	118	274	253	214	391	467	858	880
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)
		Full (A)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)		Full (A)
地域別売上 前年比	Sales by Region Comparison											
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	
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 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	261	296	67	76	67	68	144	135	278	280		55	71	74	67	126	140	267	280
米州	Americas	216	240	63	61	55	48	124	103	227	295		71	67	77	71	138	148	285	285
欧州	Europe	217	228	55	55	52	69	110	120	230	215		48	53	68	69	101	137	238	240
中華圏	Greater China	314	342	118	103	123	90	221	213	433	545		120	103	119	105	223	224	447	455
東南アジア他	Asia Pacific	108	121	44	33	37	42	76	79	155	200		45	45	47	42	90	89	178	195
直接輸出	Export	4	4	1	1	1	1	2	2	5	5		2	2	2	1	3	2	6	5
売上合計	Total	1,120	1,231	348	329	334	318	677	652	1,329	1,540	1,430	341	340	386	354	681	741	1,421	1,460

		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	135	206	64	57	41	23	121	65	185	200	150	41	41	48	29	83	77	160	170
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)
		Sales by Region
		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	1,152	954	159	191	202	321	349	523	872	910		157	209	273	434	366	706	1,072	1,130
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	2	0	0	0	0	1	0	1	5		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	5	1	0	0	0	3	0	4	4	5		0	0	0	0	0	1	1	10
売上合計	Total	1,160	957	159	191	202	325	350	527	877	920	960	157	209	273	434	366	707	1,073	1,140

		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	109	57	-17	3	5	74	-14	80	65	65	50	-12	-2	12	77	-14	89	75	90
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%

		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%

社会システム事業	SSB	FY23 (P) /
		FY22 (A)
地域別売上	Sales by Region	Full (P)
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 (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
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	228	317	86	87	98	93	173	191	364	370		93	104	114	114	197	228	425	440
米州	Americas	136	121	41	39	40	54	81	94	174	185		55	60	70	57	115	127	242	220
欧州	Europe	151	131	37	40	38	48	77	85	163	165		44	45	47	48	89	95	185	180
中華圏	Greater China	241	287	91	90	93	83	182	176	358	400		98	101	92	79	199	171	370	380
東南アジア他	Asia Pacific	125	111	35	37	38	39	72	77	149	160		41	44	41	41	85	81	167	170
直接輸出	Export	2	2	0	0	0	1	1	1	2	0		0	0	0	-1	1	0	0	0
売上合計	Total	884	969	291	294	307	317	585	625	1,210	1,280	1,350	332	355	364	338	686	702	1,389	1,390

		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	9	46	25	23	34	19	48	53	101	105	120	38	42	54	20	81	74	155	155
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)								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)	Full (A)	Q1 (A)	Q2 (A)	Q3 (A)	Q4 (A)	1st H (A)	2nd H (A)	Full (A)	Comparison	Full (A)
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) /
地域別売上	Sales by Region	FY22 (A)
計画比	Comparison	Full (P)
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	74	39	8	8	9	8	16	17	33	30		5	5	23	-12	10	11	21	10
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	14	3	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	1	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
売上合計	Total	89	43	8	8	9	8	16	17	33	30	30	5	5	23	-12	10	11	21	10

		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	-241	-255	-40	-58	-47	-76	-98	-123	-221	-300	-300	-66	-59	-55	-62	-125	-117	-242	-275
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	
		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	-	-	-	-	-	-	-	-	-	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	3,528	3,356	1,076	989	1,040	1,076	2,065	2,116	4,181	4,830	5,030	1,010	1,292	1,289	1,267	2,301	2,556	4,857	4,900
ヘルスケア事業	HCB	1,120	1,231	348	329	334	318	677	652	1,329	1,540	1,430	341	340	386	354	681	741	1,421	1,460
社会システム事業	SSB	1,160	957	159	191	202	325	350	527	877	920	960	157	209	273	434	366	707	1,073	1,140
電子部品事業	DMB	884	969	291	294	307	317	585	625	1,210	1,280	1,350	332	355	364	338	686	702	1,389	1,390
本社他(消去調整含む)	Eliminations & Corporate	89	43	8	8	9	8	16	17	33	30	30	5	5	23	-12	10	11	21	10
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-100	-	-	-	-	-	-	-	-	-
売上合計	Total	6,780	6,555	1,882	1,812	1,893	2,043	3,694	3,936	7,629	8,500	8,800	1,844	2,200	2,336	2,381	4,044	4,717	8,761	8,900

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)																		
		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	3,115	2,766	643	688	712	856	1,331	1,568	2,899	3,075		614	762	875	1,015	1,376	1,889	3,265	3,395									
米州	Americas	678	636	192	187	191	214	378	405	783	910		241	268	276	258	509	534	1,043	1,010									
欧州	Europe	1,085	1,015	308	284	294	318	592	612	1,204	1,305		292	313	387	409	605	796	1,401	1,405									
中華圏	Greater China	1,261	1,512	537	473	510	444	1,010	954	1,964	2,390		494	618	552	452	1,112	1,004	2,115	2,120									
東南アジア他	Asia Pacific	627	618	200	179	184	206	379	390	769	910		201	238	244	247	439	490	929	955									
直接輸出	Export	14	9	2	2	2	5	3	7	10	10		2	2	2	1	4	3	7	15									
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-100		-	-	-	-	-	-	-	-									
売上合計	Total	6,780	6,555	1,882	1,812	1,893	2,043	3,694	3,936	7,629	8,500	8,800	1,844	2,200	2,336	2,381	4,044	4,717	8,761	8,900									

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)
計画比	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)																		
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 (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 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	536	572	227	174	178	184	401	362	763	900	930	118	274	253	214	391	467	858	880
ヘルスケア事業	HCB	135	206	64	57	41	23	121	65	185	200	150	41	41	48	29	83	77	160	170
社会システム事業	SSB	109	57	-17	3	5	74	-14	80	65	65	50	-12	-2	12	77	-14	89	75	90
電子部品事業	DMB	9	46	25	23	34	19	48	53	101	105	120	38	42	54	20	81	74	155	155
本他社(消去調整含む)	Eliminations & Corporate	-241	-255	-40	-58	-47	-76	-98	-123	-221	-300	-300	-66	-59	-55	-62	-125	-117	-242	-275
全社業績変動リスク	Earnings Fluctuation Risk	-	-	-	-	-	-	-	-	-	-40	-	-	-	-	-	-	-	-	-
営業利益合計	Total	548	625	258	199	211	225	457	436	893	930	950	119	297	312	278	416	591	1,007	1,020

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	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	-	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%
本他社(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%
本他社(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 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: 億円, Unit: 0.1 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	200	184	226	270	120%
ヘルスケア事業	HCB	68	69	79	79	101%
社会システム事業	SSB	57	51	35	35	101%
電子部品事業	DMB	49	42	52	53	102%
本社他 (消去調整含む)	Eliminations & Corporate	86	86	52	65	124%
合計	Total	460	432	443	502	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	48	41	71	93	132%
ヘルスケア事業	HCB	60	43	44	66	151%
社会システム事業	SSB	30	29	28	34	122%
電子部品事業	DMB	59	41	61	86	141%
本社他 (消去調整含む)	Eliminations & Corporate	134	86	139	172	123%
合計	Total	331	240	342	450	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	69	64	59	64	109%
ヘルスケア事業	HCB	28	29	31	36	116%
社会システム事業	SSB	20	21	21	25	121%
電子部品事業	DMB	73	67	67	74	110%
本社他 (消去調整含む)	Eliminations & Corporate	66	47	56	66	120%
合計	Total	257	228	234	266	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>