

業績推移データ

[主要連結業績データ推移1](#)

[主要連結業績データ推移2](#)

[海外売上高／海外売上収益](#)

[セグメント情報（IFRS）＊2021年度-](#)

当社は2023年度第1四半期連結会計期間から、セグメントを変更しています。2021年度、2022年度の数値についても新たなセグメントに組み替えて表示しています。

当社は、2006年度（2007年3月期）中間決算から、証券取引法および会社法において要求される連結財務諸表を作成する際の会計基準を米国会計基準から日本会計基準に変更いたしました。また、2016年度（2017年3月期）からは、国際財務報告基準（IFRS）を任意適用しております。

<将来予想に関する注意>

本資料に記載されているNECグループに関する業績、財政状態その他経営全般に関する予想、見通し、目標、計画等の将来に関する記述は、当社が現在入手している情報および合理的であると判断する一定の前提に基づいております。これらの判断および前提は、その性質上、主観的かつ不確実です。また、かかる将来に関する記述はそのとおりに実現するという保証はなく、実際の業績等は様々な要因により大きく異なる可能性があります。その要因のうち、主なものは以下のとおりですが、これらに限られるものではありません。

- ・ 国内外の経済動向、為替変動、金利変動および市況変動
- ・ 新型コロナウイルス感染症（COVID-19）その他の感染症の流行による悪影響
- ・ 中期経営計画を達成できない可能性
- ・ 売上および収益の期間毎の変動
- ・ 企業買収・事業撤退等が期待した利益をもたらさない可能性
- ・ 戦略的パートナーとの提携関係の悪化、または戦略的パートナーの製品・サービスに関連する問題が生じる可能性
- ・ 海外事業の拡大が奏功しない可能性
- ・ 技術革新への対応または新技術の商品化ができない可能性
- ・ 競争の激化にさらされる可能性
- ・ 特定の主要顧客への依存
- ・ 新規事業の成否
- ・ 製品・サービスの欠陥による責任追及または不採算プロジェクトの発生
- ・ 供給の遅延等による調達資材等の不足または調達コストの増加
- ・ 事業に必要となる知的財産権等の取得の成否およびその保護が不十分である可能性
- ・ 第三者からのライセンスが取得または継続できなくなる可能性
- ・ 顧客の財務上の問題に伴い負担する顧客の信用リスクの顕在化
- ・ 優秀な人材を確保できない可能性
- ・ 資金調達力が悪化する可能性
- ・ 内部統制、法的手続、法的規制、環境規制、情報管理等に関連して行政処分や司法処分を受ける可能性または多額の費用、損害等が発生する可能性
- ・ 実効税率もしくは繰延税金資産に変更が生じる可能性または不利益な税務調査を受ける可能性
- ・ コーポレート・ガバナンスおよび企業の社会的責任に適切に対応できない可能性
- ・ 自然災害、公衆衛生上の問題、武装勢力やテロリストによる攻撃等が発生する可能性
- ・ 退職給付債務にかかる負債および損失等が発生する可能性
- ・ のれんの減損損失が発生する可能性

将来予想に関する記述は、あくまでも本資料の日付における予想です。新たなリスクや不確定要因は随時生じ得るものであり、その発生や影響を予測することは不可能であります。また、新たな情報、将来の事象その他にかかわらず、当社がこれら将来予想に関する記述を見直すとは限りません。

本資料に含まれる経営目標は、予測や将来の業績に関する経営陣の現在の推定を表すものではなく、NECが事業戦略を遂行することにより経営陣が達成しようとする目標を表すものです。

本資料に含まれる記述は、有価証券の募集を構成するものではありません。いかなる国・地域においても、法律上証券の登録が必要となる場合は、有価証券の登録を行う場合または登録の免除を受ける場合を除き、有価証券の募集または売出しを行うことはできません。

Historical Financial Data

[Overview 1](#)

[Overview 2](#)

[International Sales / International Revenue](#)

[Segment Information IFRS *FY2022/3-](#)

NEC has revised its operating segments from Q1, FY24/3. Figures for the corresponding period of FY22/3 or FY23/3 have been restated to conform with the new segments.

NEC has changed the accounting principles under which it prepares its consolidated financial statements required under the Securities and Exchange Law of Japan and the Company Law of Japan from U.S. GAAP to Japan GAAP, effective for the first half of FY2007/3. Further, NEC adopts IFRS from FY2017/3.

Cautionary Statement with Respect to Forward-Looking Statements

This material contains forward-looking statements regarding estimations, forecasts, targets and plans in relation to the results of operations, financial conditions and other overall management of the NEC Group (the "forward-looking statements"). The forward-looking statements are made based on information currently available to the Company and certain assumptions considered reasonable as of

the date of this material. These determinations and assumptions are inherently subjective and uncertain. These forward-looking statements are not guarantees of future performance, and actual operating results may differ substantially due to a number of factors.

The factors that may influence the operating results include, but are not limited to, the following:

- ・ adverse economic conditions in Japan or internationally;
- ・ foreign currency exchange and interest rate risks;
- ・ changes in the markets in which the NEC Group operates;
- ・ impact of the outbreak of the novel coronavirus (COVID-19) and other infections
- ・ potential inability to achieve the goals in the NEC Group's medium-term management plan;
- ・ fluctuations in the NEC Group's revenue and profitability from period to period;
- ・ difficulty achieving the benefits expected from acquisitions, business combinations and reorganizations and business withdrawals;
- ・ potential deterioration in the NEC Group's relationships with strategic partners or problems relating to their products or services;
- ・ difficulty achieving the NEC Group's growth strategies outside Japan;
- ・ potential inability to keep pace with rapid technological advancements in the NEC Group's industry and to commercialize new technologies;
- ・ intense competition in the markets in which the NEC Group operates;
- ・ risks relating to the NEC Group's concentrated customer base;
- ・ difficulties with respect to new businesses;
- ・ potential failures in the products and services the NEC Group provides;
- ・ potential failure to procure components, equipment or other supplies;
- ・ difficulties protecting the NEC Group's intellectual property rights;
- ・ potential inability to obtain certain intellectual property licenses;
- ・ the NEC Group's customers may encounter financial difficulties;
- ・ difficulty attracting, hiring and retaining skilled personnel;
- ・ difficulty obtaining additional financing to meet the NEC Group's funding needs;
- ・ potential failure of internal controls;
- ・ potentially costly and time-consuming legal proceedings;
- ・ risks related to regulatory change and uncertainty;
- ・ risks related to environmental laws and regulations;
- ・ information security and data protection concerns and restrictions;
- ・ potential changes in effective tax rates or deferred tax assets, or adverse tax examinations;
- ・ risks related to corporate governance and social responsibility requirements;
- ・ risks related to natural disasters, public health issues, armed hostilities and terrorism;
- ・ risks related to the NEC Group's pension assets and defined benefit obligations; and
- ・ risks related to impairment losses with regard to goodwill.

The forward-looking statements contained in this material are based on information that NEC possesses as of the date hereof. New risks and uncertainties come up from time to time, and it is

impossible for NEC to predict these uncertainties and how they may affect the NEC Group. NEC does not intend to update or revise any forward-looking statements. The management targets included in this material are not projections, and do not represent management's current estimates of future performance. Rather, they represent targets that management will strive to achieve through the successful implementation of NEC's business strategies.

Finally, NEC cautions you that the statements made in this material are not an offer of securities for sale. Securities may not be offered or sold in any jurisdiction in which required registration is absent or an exemption from registration under the applicable securities laws is not granted.

単位：10億円 (In billions of yen)

| | 2021年度 The year ended March 31, 2022 | 2022年度 The year ended March 31, 2023 | 2023年度 The year ending March 31, 2024 予想 (Forecasts) |
|--|--|--|---|
|--|--|--|---|

| | | | |
|---|---------|---------|---------|
| 売上収益 Revenue | 3,014.1 | 3,313.0 | 3,380.0 |
| (前年度比増減率) (Annual Growth) (%) | 0.7 | 9.9 | 2.0 |
| 営業利益 Operating profit | 132.5 | 170.4 | - |
| (対売上比率) (% of Revenue) (%) | 4.4 | 5.1 | - |
| 調整後営業利益 Adjusted Operating profit | 171.0 | 205.5 | 220.0 |
| (対売上比率) (% of Revenue) (%) | 5.7 | 6.2 | 6.5 |
| Non-GAAP営業利益 Non-GAAP Operating profit | - | 197.0 | 220.0 |
| (対売上比率) (% of Revenue) (%) | - | 5.9 | 6.5 |
| 税引前利益 Income before income taxes | 144.4 | 167.7 | - |
| (対売上比率) (% of Revenue) (%) | 4.8 | 5.1 | - |
| 当期利益*1 Net profit *2 | 141.3 | 114.5 | - |
| (対売上比率) (% of Revenue) (%) | 4.7 | 3.5 | - |
| Non-GAAP当期利益 Non-GAAP Net profit | - | 132.8 | 140.0 |
| (対売上比率) (% of Revenue) (%) | - | 4.0 | 4.1 |

| | | | |
|-------------------------------|-------|-------|-------|
| 設備投資額 Capital expenditures | 59.3 | 67.6 | 90.0 |
| 減価償却費 Depreciation | 123.1 | 130.2 | 136.0 |
| 研究開発費 R&D expenses | 126.3 | 121.4 | 132.0 |

| | | | |
|--|--------|--------|-------|
| 営業活動によるキャッシュ・フロー Cash flows from operating activities | 147.5 | 152.1 | - |
| 投資活動によるキャッシュ・フロー Cash flows from investing activities | -63.4 | -49.6 | - |
| フリー・キャッシュフロー Free cash flows | 84.1 | 102.5 | 150.0 |
| 財務活動によるキャッシュ・フロー Cash flows from financing activities | -189.6 | -122.8 | - |
| 現金および現金同等物の期末残高 Cash and cash equivalents, at end of year | 430.8 | 419.5 | - |

一株当たり金額 (Per share data) 単位：円 (In yen)

| | | | |
|-------------------------------------|--------|--------|--------|
| 当期利益*1 Net profit*2 | 518.54 | 424.51 | - |
| Non-GAAP当期利益 Non-GAAP Net profit | - | 492.36 | 525.63 |
| 配当金 Cash dividends | 100.00 | 110.00 | 120.00 |

*1 親会社の所有者に帰属する当期利益 (損失)

*2 Net profit attributable to owners of the parent

単位：10億円 (In billions of yen)

| | 2021/3/31 | 2022/3/31 | 2023/3/31 |
|--|----------------|----------------|----------------|
| | March 31, 2021 | March 31, 2022 | March 31, 2023 |

| | | | |
|---|---------|---------|---------|
| 総資産／資産合計 Total assets | 3,668.6 | 3,761.7 | 3,984.1 |
| 有利子負債残高 Interest-bearing debt | 702.9 | 597.4 | 608.5 |
| ネット有利子負債残高 Net interest-bearing debt | 179.5 | 166.6 | 189.0 |
| 負債合計 Total liabilities | 2,106.7 | 1,975.1 | 2,071.3 |
| 資本金 Capital stock／Share capital | 427.8 | 427.8 | 427.8 |
| 自己資本／親会社の所有者に帰属する持分 Owner's equity／Total equity attributable to owners of the parent | 1,308.2 | 1,513.5 | 1,623.8 |
| 純資産／資本合計 Total net assets／Total equity | 1,561.8 | 1,786.6 | 1,912.7 |

| | | | |
|---|---------|---------|---------|
| 発行済株式総数（千株） Shares of common stock outstanding (thousands of shares) | 272,850 | 272,850 | 272,850 |
| 株主数 Number of shareholders | 133,532 | 135,944 | 149,823 |

収益性 (Profitability)

| | | | | |
|-----------------------------------|-----|------|------|-----|
| 自己資本利益率 ROE (Return on equity) | (%) | 13.5 | 10.0 | 7.3 |
|-----------------------------------|-----|------|------|-----|

安全性 (Financial stability)

| | | | | |
|--|------------|------|------|------|
| 自己資本比率／親会社所有者帰属持分比率 Owner's equity ratio／Ratio of equity attributable to owners of the parent | (%) | 35.7 | 40.2 | 40.8 |
| D/Eレシオ Debt/Equity ratio | 倍 times | 0.54 | 0.39 | 0.37 |
| ネットD/Eレシオ Net Debt/Equity ratio | 倍 times | 0.14 | 0.11 | 0.12 |

一株当たり金額 (Per share data)

単位：円 (In yen)

| | | | |
|---|----------|----------|----------|
| 親会社の所有者に帰属する持分 Total equity attributable to owners of the parent | 4,800.67 | 5,555.04 | 6,096.59 |
|---|----------|----------|----------|

| | | | |
|---|---------|---------|---|
| 従業員数 Number of employees | 114,714 | 117,418 | - |
| 連結子会社数 Number of consolidated subsidiaries | 301 | 289 | - |

単位：10億円 (In billions of yen)

The year ended
March 31, 2022

The year ended
March 31, 2023

北米および中南米 (North America and Latin America)

| | | | |
|-----------------|----------------------------------|-------|-------|
| 売上収益 Revenue | | 121.3 | 160.5 |
| | (前年度比増減率) (Annual Growth) (%) | -8.4 | 32.3 |
| | (対売上収益比率) (% to Revenue) (%) | 4.0 | 4.8 |

ヨーロッパ、中東およびアフリカ (Europe, Middle East, and Africa)

| | | | |
|-----------------|----------------------------------|-------|-------|
| 売上収益 Revenue | | 294.6 | 351.3 |
| | (前年度比増減率) (Annual Growth) (%) | 29.0 | 19.2 |
| | (対売上収益比率) (% to Revenue) (%) | 9.8 | 10.6 |

中国・東アジアおよびアジアパシフィック (China, East Asia, and Asia)

| | | | |
|-----------------|----------------------------------|-------|-------|
| 売上収益 Revenue | | 338.6 | 383.7 |
| | (前年度比増減率) (Annual Growth) (%) | -1.1 | 13.3 |
| | (対売上収益比率) (% to Revenue) (%) | 11.2 | 11.6 |

合計 (Consolidated total)

| | | | |
|-----------------|----------------------------------|-------|-------|
| 売上収益 Revenue | | 754.5 | 895.6 |
| | (前年度比増減率) (Annual Growth) (%) | 7.3 | 18.7 |
| | (対売上収益比率) (% to Revenue) (%) | 25.0 | 27.0 |

* 売上高／売上収益は顧客の所在地を基礎とし、国または地域に分類しています。

* Sales/Revenue, based on the location of customers, are classified by country or region

単位：10億円 (In billions of yen)

| | | | FY22/3 | | | | | | | FY23/3 | | | | | | | FY24/3 | | | | | | | | |
|---------------------------------|------------------------------|---------|---------|-------|---------|-------|----------|-------|---------|---------|-------|-------|---------|-------|----------|---------|---------|---------|-------|-------|---------|-------|----------|--------------|---|
| | | | 1Q | 2Q | 上期 | 3Q | 3Q累計 | 4Q | 下期 | 年間 | 1Q | 2Q | 上期 | 3Q | 3Q累計 | 4Q | 下期 | 年間 | 1Q | 2Q | 上期 | 3Q | 3Q累計 | 年間(予想) | |
| | | | Q1 | Q2 | 1H | Q3 | 9 months | Q4 | 2H | FY | Q1 | Q2 | 1H | Q3 | 9 months | Q4 | 2H | FY | Q1 | Q2 | 1H | Q3 | 9 months | FY(Forecast) | |
| パブリック Public | 売上収益 | Revenue | 71.4 | 88.4 | 159.9 | 86.9 | 246.8 | 143.9 | 230.9 | 390.7 | 66.1 | 91.8 | 157.9 | 94.9 | 252.8 | 151.5 | 246.4 | 404.3 | 73.0 | 105.0 | 178.1 | 101.4 | 279.4 | - | |
| | エンタープライズ Enterprise | 売上収益 | Revenue | 136.8 | 145.2 | 282.0 | 131.5 | 413.6 | 160.8 | 292.3 | 574.4 | 140.4 | 148.6 | 289.0 | 142.8 | 431.7 | 182.9 | 325.7 | 614.7 | 159.3 | 173.0 | 332.3 | 179.1 | 511.4 | - |
| | クロスインダストリー Cross-Industry | 売上収益 | Revenue | 29.1 | 32.5 | 61.6 | 29.1 | 90.7 | 46.9 | 75.9 | 137.5 | 20.2 | 29.5 | 49.7 | 27.7 | 77.4 | 51.2 | 78.9 | 128.6 | 20.7 | 29.6 | 50.3 | 31.8 | 82.1 | - |
| | DPF、他 DPF and Others | 売上収益 | Revenue | 57.8 | 62.7 | 120.6 | 63.2 | 183.8 | 78.8 | 142.0 | 262.5 | 60.9 | 78.6 | 139.5 | 72.8 | 212.3 | 105.0 | 177.8 | 317.3 | 67.3 | 77.8 | 145.1 | 80.7 | 225.8 | - |
| 国内IT Domestic | 売上収益 | Revenue | 295.2 | 328.9 | 624.1 | 310.8 | 934.8 | 430.4 | 741.1 | 1,365.2 | 287.5 | 348.6 | 636.1 | 338.1 | 974.2 | 490.7 | 828.8 | 1,464.9 | 320.3 | 385.5 | 705.7 | 393.0 | 1,098.7 | 1,542.0 | |
| | 調整後営業利益 Adj. OP | | 6.9 | 23.8 | 30.8 | 24.3 | 55.1 | 66.2 | 90.5 | 121.2 | -0.1 | 38.7 | 38.7 | 32.4 | 71.1 | 78.5 | 111.0 | 149.6 | 16.8 | 37.9 | 54.8 | 43.1 | 97.9 | 167.0 | |
| | 対売上比率(%) % of Revenue | | 2.3% | 7.3% | 4.9% | 7.8% | 5.9% | 15.4% | 12.2% | 8.9% | - | 11.1% | 6.1% | 9.6% | 7.3% | 16.0% | 13.4% | 10.2% | 5.3% | 9.8% | 7.8% | 11.0% | 8.9% | 10.8% | |
| DGDF | 売上収益 | Revenue | 59.4 | 59.9 | 119.3 | 64.2 | 183.5 | 69.2 | 133.4 | 252.7 | 67.8 | 70.6 | 138.4 | 72.5 | 210.9 | 79.1 | 151.6 | 290.1 | 65.5 | 72.1 | 137.6 | 78.2 | 215.8 | 288.0 | |
| | 調整後営業利益 Adj. OP | | 2.4 | 3.2 | 5.7 | 4.4 | 10.1 | 5.9 | 10.3 | 16.0 | 0.7 | 3.0 | 3.8 | 3.0 | 6.8 | 11.6 | 14.6 | 18.4 | 1.0 | 3.6 | 4.6 | 3.6 | 8.2 | 20.0 | |
| | 対売上比率(%) % of Revenue | | 4.1% | 5.4% | 4.7% | 6.9% | 5.5% | 8.6% | 7.8% | 6.3% | 1.1% | 4.3% | 2.7% | 4.1% | 3.2% | 14.7% | 9.6% | 6.3% | 1.5% | 5.0% | 3.3% | 4.6% | 3.8% | 6.9% | |
| ITサービス IT Services | 売上収益 | Revenue | 354.6 | 388.7 | 743.3 | 375.0 | 1,118.3 | 499.6 | 874.6 | 1,617.9 | 355.3 | 419.2 | 774.5 | 410.6 | 1,185.2 | 569.8 | 980.4 | 1,755.0 | 385.8 | 457.5 | 843.4 | 471.2 | 1,314.5 | 1,830.0 | |
| | 調整後営業利益 Adj. OP | | 9.3 | 27.1 | 36.4 | 28.7 | 65.1 | 72.1 | 100.8 | 137.2 | 0.7 | 41.8 | 42.4 | 35.4 | 77.8 | 90.2 | 125.6 | 168.0 | 17.8 | 41.6 | 59.3 | 46.8 | 106.1 | 187.0 | |
| | 対売上比率(%) % of Revenue | | 2.6% | 7.0% | 4.9% | 7.6% | 5.8% | 14.4% | 11.5% | 8.5% | 0.2% | 10.0% | 5.5% | 8.6% | 6.6% | 15.8% | 12.8% | 9.6% | 4.6% | 9.1% | 7.0% | 9.9% | 8.1% | 10.2% | |
| テレコムサービス Telecom Services | 売上収益 | Revenue | 149.4 | 176.6 | 326.1 | 174.9 | 501.0 | 218.8 | 393.7 | 719.8 | 153.2 | 186.5 | 339.7 | 216.5 | 556.3 | 260.7 | 477.3 | 817.0 | 171.5 | 196.4 | 367.9 | 192.8 | 560.6 | 814.0 | |
| | 調整後営業利益 Adj. OP | | 3.3 | 14.9 | 18.2 | 10.0 | 28.2 | 23.1 | 33.2 | 51.3 | -5.4 | 0.4 | -5.1 | 19.7 | 14.6 | 33.6 | 53.3 | 48.2 | -3.2 | 9.1 | 5.9 | 8.2 | 14.1 | 59.0 | |
| | 対売上比率(%) % of Revenue | | 2.2% | 8.4% | 5.6% | 5.7% | 5.6% | 10.6% | 8.4% | 7.1% | -3.5% | 0.2% | -1.5% | 9.1% | 2.6% | 12.9% | 11.2% | 5.9% | -1.9% | 4.7% | 1.6% | 4.2% | 2.5% | 7.2% | |
| ANS | 売上収益 | Revenue | 41.9 | 50.5 | 92.4 | 50.1 | 142.5 | 67.0 | 117.1 | 209.5 | 44.2 | 59.1 | 103.2 | 58.5 | 161.7 | 83.6 | 142.0 | 245.2 | 43.5 | 67.4 | 110.9 | 64.1 | 175.0 | 271.0 | |
| | 調整後営業利益 Adj. OP | | 1.1 | 4.7 | 5.8 | 3.2 | 9.0 | 9.1 | 12.3 | 18.1 | 0.2 | 7.6 | 7.8 | 4.5 | 12.3 | 13.3 | 17.8 | 25.6 | 1.1 | 8.8 | 9.9 | 7.2 | 17.2 | 31.0 | |
| | 対売上比率(%) % of Revenue | | 2.6% | 9.4% | 6.3% | 6.3% | 6.3% | 13.6% | 10.5% | 8.6% | 0.5% | 12.8% | 7.5% | 7.7% | 7.6% | 15.9% | 12.5% | 10.4% | 2.6% | 13.0% | 8.9% | 11.3% | 9.8% | 11.4% | |
| 社会インフラ Social Infrastructure | 売上収益 | Revenue | 191.3 | 227.2 | 418.5 | 225.0 | 643.5 | 285.8 | 510.8 | 929.3 | 197.4 | 245.6 | 442.9 | 275.0 | 717.9 | 344.3 | 619.3 | 1,062.2 | 215.0 | 263.8 | 478.8 | 256.8 | 735.6 | 1,085.0 | |
| | 調整後営業利益 Adj. OP | | 4.4 | 19.6 | 24.0 | 13.2 | 37.2 | 32.2 | 45.4 | 69.4 | -5.2 | 7.9 | 2.7 | 24.2 | 26.9 | 46.9 | 71.1 | 73.8 | -2.1 | 17.9 | 15.8 | 15.4 | 31.3 | 90.0 | |
| | 対売上比率(%) % of Revenue | | 2.3% | 8.6% | 5.7% | 5.9% | 5.8% | 11.3% | 8.9% | 7.5% | -2.6% | 3.2% | 0.6% | 8.8% | 3.7% | 13.6% | 11.5% | 6.9% | -1.0% | 6.8% | 3.3% | 6.0% | 4.3% | 8.3% | |
| その他 Others | 売上収益 | Revenue | 106.0 | 115.0 | 221.0 | 113.6 | 334.6 | 132.3 | 245.9 | 466.9 | 107.0 | 130.9 | 237.9 | 128.3 | 366.2 | 129.7 | 257.9 | 495.8 | 105.7 | 120.9 | 226.7 | 116.5 | 343.1 | 465.0 | |
| | 調整後営業利益 Adj. OP | | 0.2 | 4.9 | 5.1 | 5.6 | 10.8 | 10.8 | 16.4 | 21.5 | 2.9 | 8.3 | 11.2 | 5.0 | 16.2 | 7.7 | 12.6 | 23.8 | 0.3 | 7.8 | 8.1 | 8.1 | 16.3 | 22.0 | |
| | 対売上比率(%) % of Revenue | | 0.2% | 4.3% | 2.3% | 5.0% | 3.2% | 8.1% | 6.7% | 4.6% | 2.7% | 6.4% | 4.7% | 3.9% | 4.4% | 5.9% | 4.9% | 4.8% | 0.3% | 6.4% | 3.6% | 7.0% | 4.7% | 4.7% | |
| 調整額 Adjustment | 調整後営業利益 Adj. OP | | -3.5 | -19.9 | -23.4 | -13.7 | -37.1 | -20.1 | -33.7 | -57.2 | -5.3 | -19.8 | -25.1 | -12.3 | -37.5 | -22.6 | -35.0 | -60.1 | -15.6 | -21.9 | -37.5 | -19.2 | -56.6 | -79.0 | |
| 合計 Total | 売上収益 | Revenue | 651.9 | 730.9 | 1,382.8 | 713.6 | 2,096.4 | 917.7 | 1,631.3 | 3,014.1 | 659.7 | 795.7 | 1,455.4 | 813.9 | 2,269.3 | 1,043.8 | 1,857.6 | 3,313.0 | 706.5 | 842.3 | 1,548.8 | 844.5 | 2,393.3 | 3,380.0 | |
| | 調整後営業利益 Adj. OP | | 10.5 | 31.7 | 42.1 | 33.8 | 76.0 | 95.0 | 128.9 | 171.0 | -7.0 | 38.2 | 31.2 | 52.2 | 83.4 | 122.1 | 174.3 | 205.5 | 0.5 | 45.4 | 45.8 | 51.2 | 97.0 | 220.0 | |
| | 対売上比率(%) % of Revenue | | 1.6% | 4.3% | 3.0% | 4.7% | 3.6% | 10.4% | 7.9% | 5.7% | -1.1% | 4.8% | 2.1% | 6.4% | 3.7% | 11.7% | 9.4% | 6.2% | 0.1% | 5.4% | 3.0% | 6.1% | 4.1% | 6.5% | |