

FY2020 Earnings Ended March 31, 2021



**April 27, 2021
OMRON Corporation**

Summary

■ FY2020 results

- Exceeded forecasts which were revised up in Q3. Pace of recovery accelerated in Q4
- Despite tough operating environment, profits increased 14% Y/Y. GP margin rose to 45.5%
- IAB achieved new record high in Greater China sales. Solutions-based sales approach bearing fruit

■ Review of Long-term(LT) Vision VG2020, direction for Next LT Vision

- Over the 10 years of VG2020 OMRON significantly enhanced corporate value through the creation of financial value, driven by focus on improving growth capacity, profitability and resilience, and non-financial value, supported by ESG initiatives
- Establishing self-sustaining growth-generation capacity is a work in progress. Focus of next Long-term Vision is to achieve this
- Aim to create, expand on social needs with products and services, in response to growth opportunities

■ FY2021 forecasts

- Next LT Vision to start in FY2022. FY2021 positioned as a running start. Forecasting Y/Y growth in sales, profits for all businesses in FY2021. Aim for continued GP margin improvement: raising target to 46.4%
- Accelerating business model transformation: Continue growth investments while increasing sales at existing businesses
- Maintaining focus on shareholder returns. Raising dividend forecast by 2 yen from last year. Guiding for full-year dividend of 86 yen

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FY2020 Results

Full-year Results

Profits up despite tough environment. GP margin rose to new record high

	FY2020 Forecast	FY2020 Actual	Vs. Forecast	FY2019 Actual	(¥bn) Y/Y
Net Sales	645.0	655.5	+1.6%	678.0	-3.3%
Gross Profit (%)	293.0 (45.4%)	298.4 (45.5%)	+1.8% (+0.1%pt)	303.7 (44.8%)	-1.8% (+0.7%pt)
Operating Income (%)	56.0 (8.7%)	62.5 (9.5%)	+11.6% (+0.8%pt)	54.8 (8.1%)	+14.1% (+1.5%pt)
Net Income	40.0	43.3	+8.3%	39.2 [*]	+10.6%
1USD (JPY)	105.9	105.8	-0.1	109.1	-3.3
1EUR (JPY)	122.4	123.2	+0.8	121.2	+2.0
1RMB (JPY)	15.3	15.5	+0.2	15.7	-0.2

*FY2019 Net Income excludes Net Income from Discontinued Operations. If Net Income from Discontinued Operations is included, Net Income would be ¥74.9 billion

Sales by Segment

**Mainstay IAB exceeded our latest forecast.
HCB sales up substantially**

	FY2020 Forecast	FY2020 Actual	Vs. Forecast	FY2019 Actual	(¥bn) Y/Y
IAB Industrial Automation	340.0	346.4	+1.9%	352.8	-1.8%
EMC Electronic & Mechanical Components	84.0	86.0	+2.4%	88.4	-2.6%
SSB Social Systems, Solutions & Service	93.0	95.7	+2.9%	116.0	-17.5%
HCB Healthcare	122.0	123.1	+0.9%	112.0	+9.9%
Eliminations & Corporate	6.0	4.3	-28.3%	8.9	-51.4%
Total	645.0	655.5	+1.6%	678.0	-3.3%

*FY2019 figures restated to reflect the transfer of the Environmental Solutions business from the Other segment to SSB and the winding down of the Backlight business

Operating Income by Segment

**All segments exceeded latest forecasts.
Profits up Y/Y at IAB, EMC and HCB**

(¥bn, %: OPM)

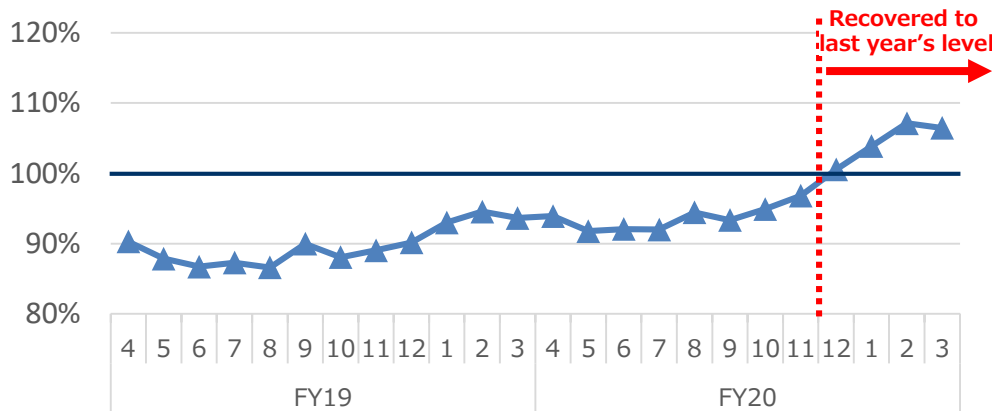
	FY2020 Forecast	FY2020 Actual	Vs. Forecast	FY2019 Actual	Y/Y
IAB Industrial Automation	55.0 (16.2%)	58.8 (17.0%)	+3.8 (+0.8%pt)	53.6 (15.2%)	+5.2 (+1.8%pt)
EMC Electronic & Mechanical Components	2.5 (3.0%)	3.0 (3.4%)	+0.5 (+0.5%pt)	0.9 (1.0%)	+2.0 (+2.4%pt)
SSB Social Systems, Solutions & Service	5.0 (5.4%)	5.7 (6.0%)	+0.7 (+0.6%pt)	10.9 (9.4%)	-5.2 (-3.4%pt)
HCB Healthcare	20.0 (16.4%)	20.6 (16.7%)	+0.6 (+0.3%pt)	13.5 (12.1%)	+7.1 (+4.7%pt)
Eliminations & Corporate	-26.5	-25.5	1.0	-24.1	-1.4
Total	56.0 (8.7%)	62.5 (9.5%)	+6.5 (+0.8%pt)	54.8 (8.1%)	+7.7 (+1.5%pt)

*FY2019 figures restated to reflect the transfer of the Environmental Solutions business from the Other segment to SSB and the winding down of the Backlight business

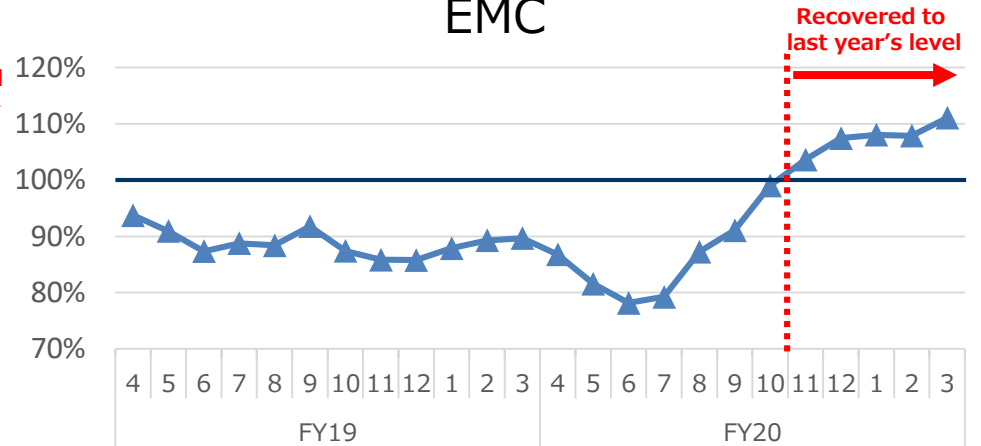
Sales Growth by Segment Y/Y (3MMA)

In response to market recovery from Q2 onward, pace of sales rebound accelerated from Q3 into Q4

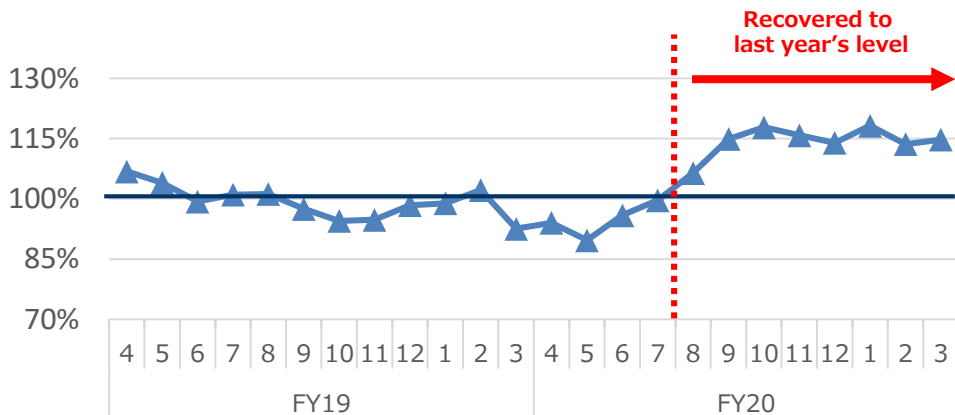
IAB



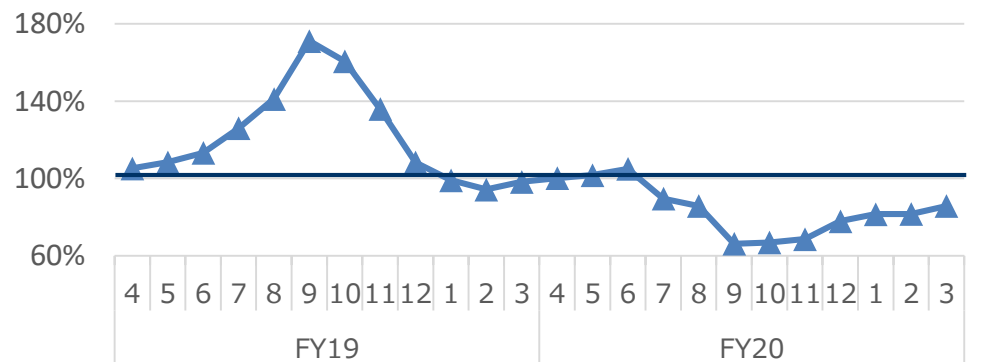
EMC



HCB



SSB



IAB: Q4 Sales Growth by Region

Greater China sales up substantially in Q4. Global demand recovery expanded, leading to clear signs of recovery in other regions

Q4 FY2020 (Jan. – Mar.) IAB Sales Growth by Region (Y/Y, local currency basis)

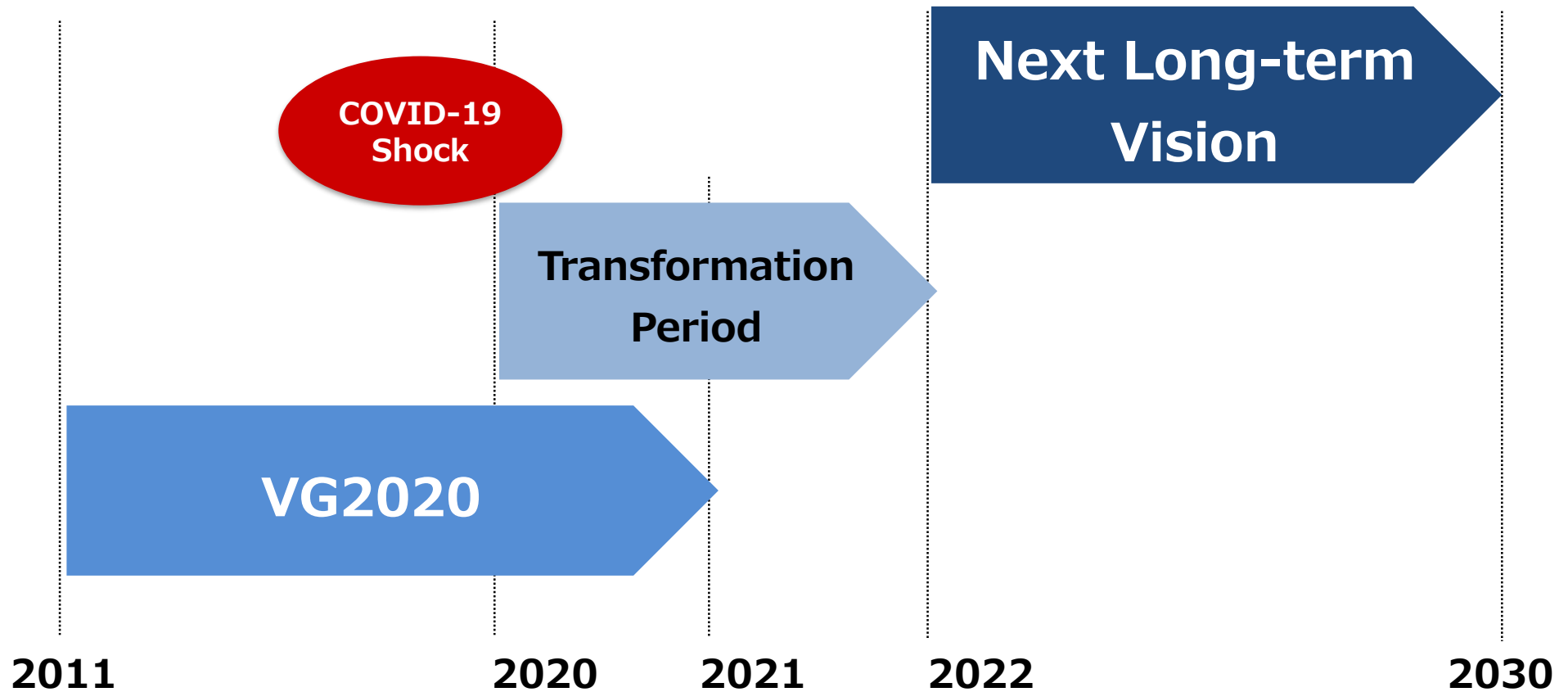
	Japan	Americas	Europe	Greater China	SE Asia/Other	
					Ex.-S. Korea	S. Korea
	-2%	-10%	+2%	+46%	+5%	+2%
Q1-Q3	(-12%)	(-11%)	(-10%)	(+24%)	(-10%)	(+11%)



VG2020 Review, Direction of Next LT Vision

Start of the Next Long-term Vision

Next Long-term Vision to start from FY2022. FY2020/FY2021 set as transformation period in preparation for post-COVID-19 era



Initiatives Over the Last 10 Years

Concentrated on enhancing growth capability, profitability and resilience. Priority on FA and Healthcare businesses

Three Areas of Enhancement

**Growth
Capability**

Profitability

Resilience

Focus Domains

FA

Healthcare

Enhancing Growth Capabilities

Proactively invested during VG2020 to develop assets which will secure future growth

Major Growth Investments

1 Enhancing solutions capability

- 37 automation centers
- Sales engineering resources increased 20% (vs. FY16)

2 Developing new business models

- i-BELT: Collaborative service leveraging shop floor data
- Remote medical service
- Remote, labor-saving station services

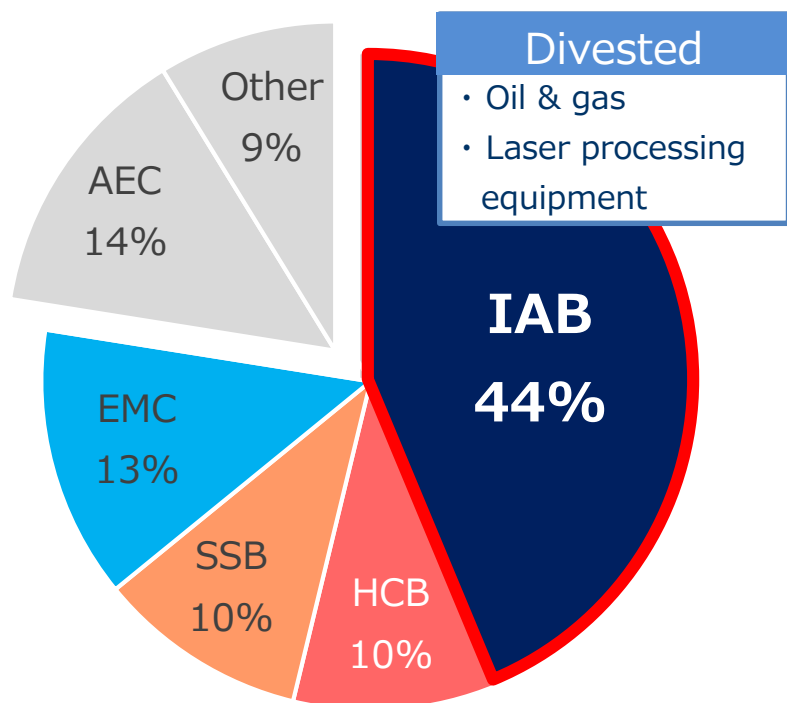
3 Acquiring new products, technologies

- IAB: Robotics, motion controllers
- HCB: Develop innovative devices, boost nebulizer business
- Invest in ventures utilizing CVC

Changes in Segment Sales Composition

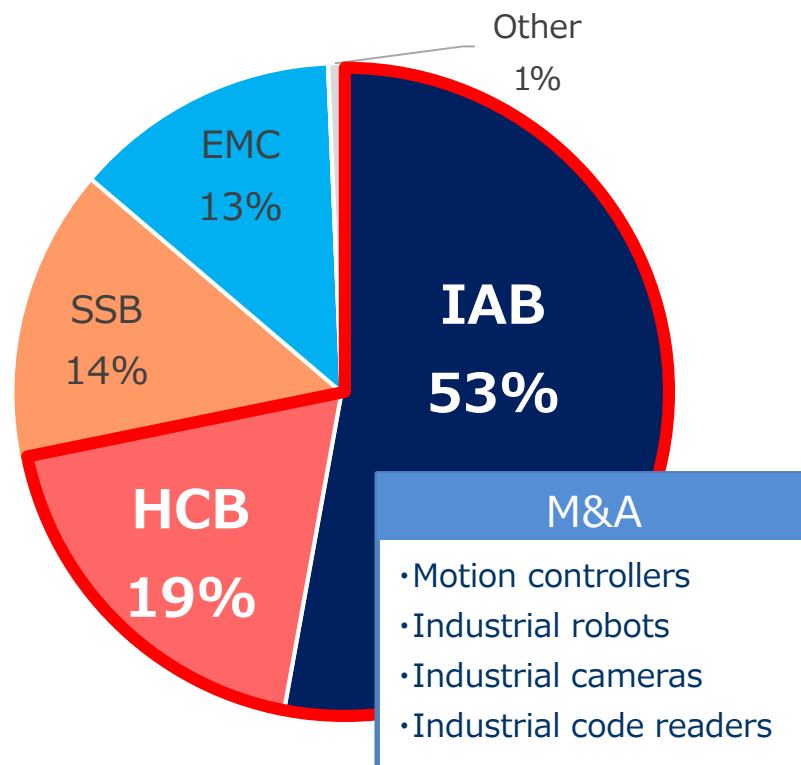
Narrowed focus to businesses with high margins and market shares. Transitioned to portfolio of highly profitable businesses

FY2011



Share of businesses generating margins above 10%
44% (IAB)

FY2020



Share of businesses generating margins above 10%
72% (IAB, HCB)

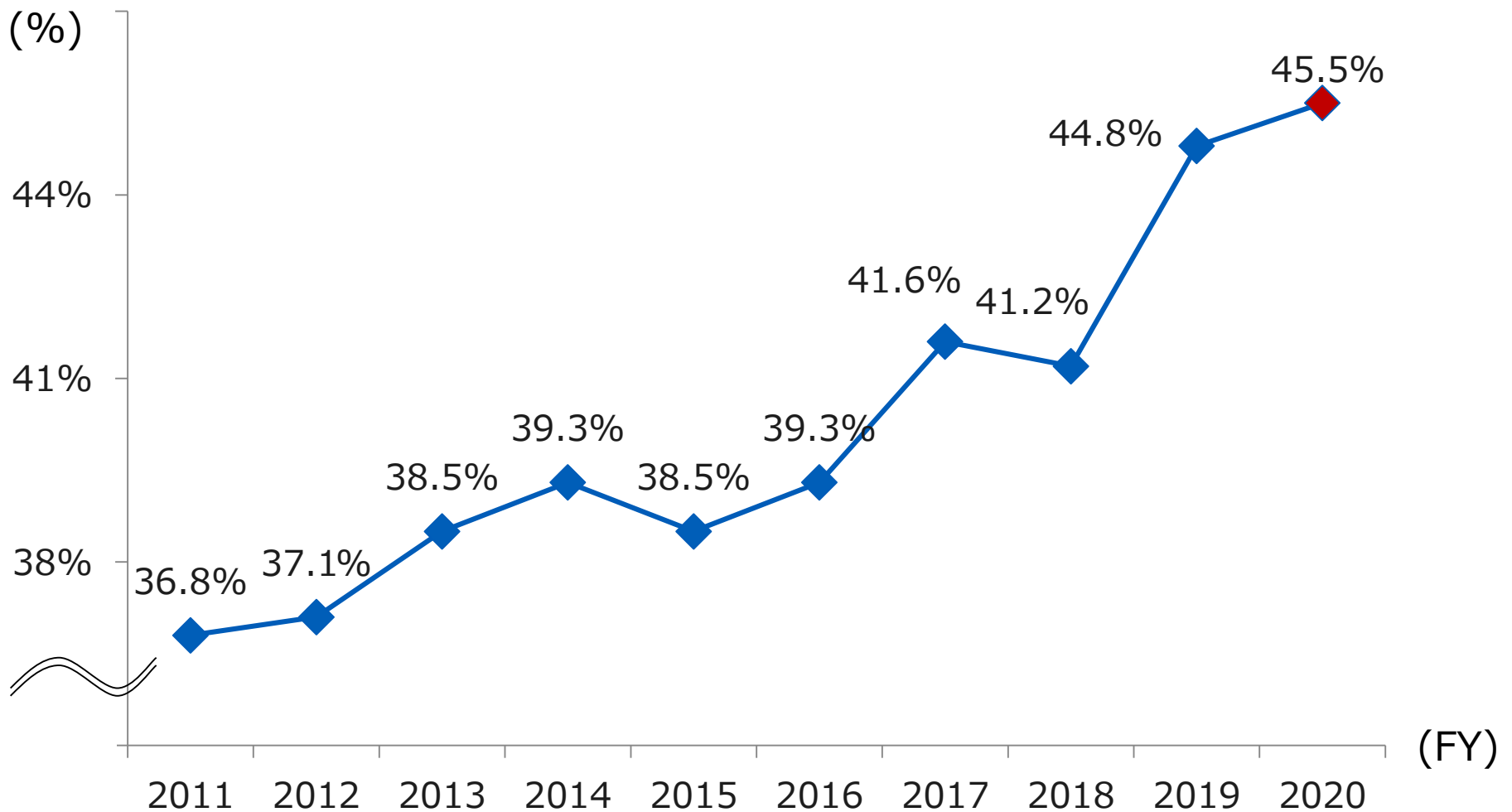
Trends in Segment Operating Income

Achieved solid improvements in operating margin at IAB, HCB

	FY2011		FY2020
IAB	13%	➔	17%
HCB	5%	➔	17%
SSB	0.2%	➔	6%
EMC	6%	➔	3%

GP Margin Trend

Developed into lean, highly profitable organization. GP margin improved on initiatives such as business portfolio management



Bolster Supply Chain: Manufacturing Diversification and Consolidation

Enhanced resilience through progress on diversification and consolidation of manufacturing bases and supply chain

		FY2011	FY2020
Diversification	IAB	<p>4 Bases</p> <p>Japan: Ayabe, Kusatsu China: Shanghai Europe: The Netherlands</p>	<p>8 Bases</p> <p>Japan: Ayabe, Kusatsu China: Shanghai S.E. Asia: Indonesia Americas: California (2), Seattle Europe: The Netherlands</p>
	HCB	<p>3 Bases</p> <p>Japan: Matsusaka China: Dalian S.E. Asia: Vietnam</p>	<p>5 Bases</p> <p>Japan: Matsusaka China: Dalian S.E. Asia: Vietnam Americas: Brazil Europe: Italy</p>
Consolidation	EMC	<p>11 Bases</p> <p>Japan: Yamaga/Kurayoshi /Ichinomiya Sanyo/Iida/Kusatsu China: Shanghai, Shenzhen S.E. Asia: Malaysia, Indonesia Americas: Illinois</p>	<p>7 Bases</p> <p>Japan: Yamaga/Kurayoshi /Ichinomiya China: Shanghai, Shenzhen S.E. Asia: Malaysia, Indonesia</p>

Our Sustainability Initiatives and External Recognition

**Top class global ratings for proactively addressing sustainability.
Inclusion in ESG indices contributes to lower share price volatility**

Key Sustainability Initiatives

Included sustainability targets in medium-term plan

Effective board oversight and supervision

Adopted 3rd-party assessment for MT/LT performance-linked compensation

Proactive information disclosure, deepened dialogue with stakeholders

Major External Assessments

DJSI—World

Global 323 Cos. (Japan 39 Cos.)

S&P Sustainability Award: Gold Class

Global 70 Cos. (Japan 6 Cos.)

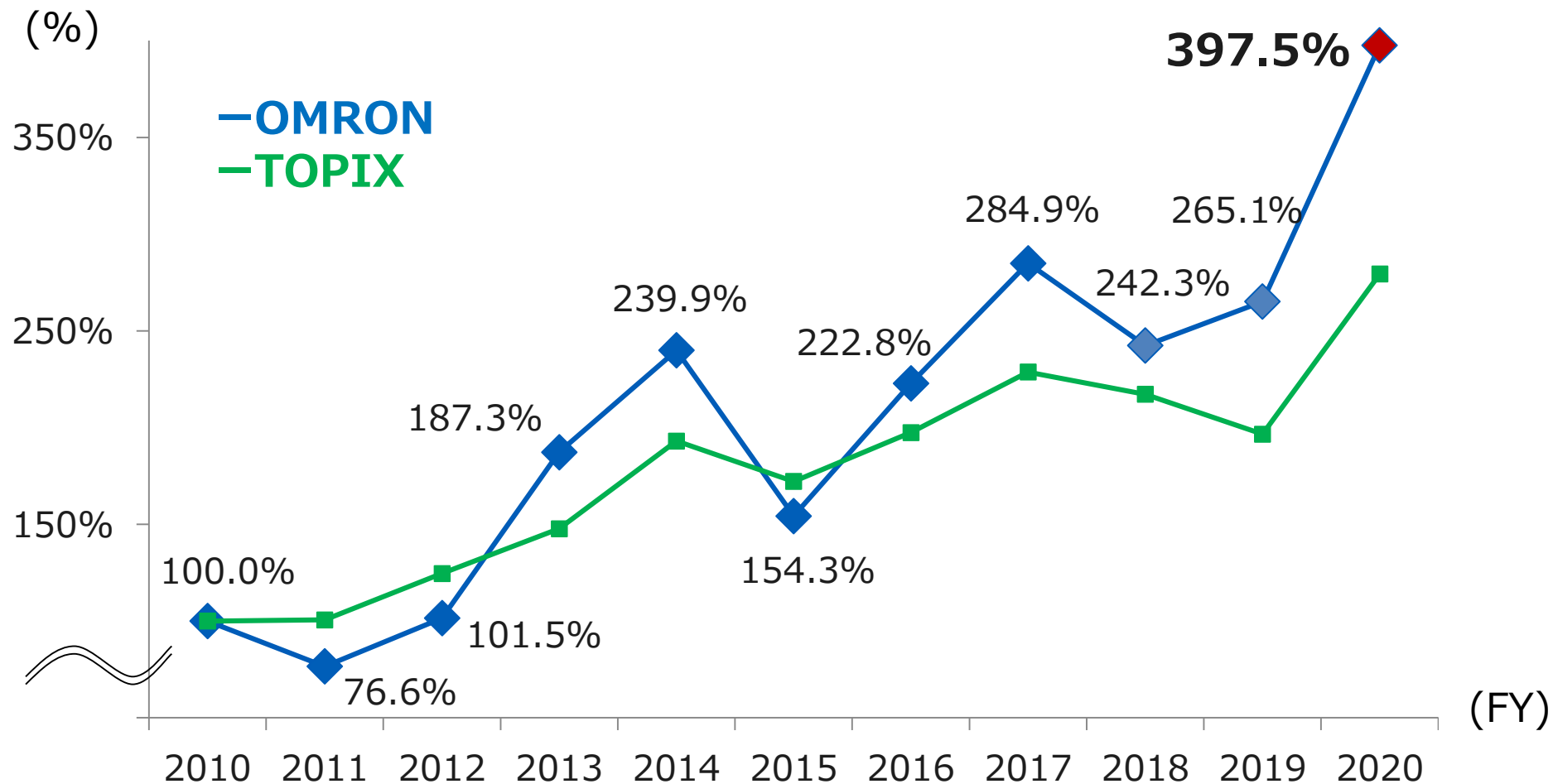
Selected for Top 1% in “Electronic Equipment, Instruments & Components” sector

GPIF

Selected for 4 indices

Total Shareholder Return Trend

Substantial improvement in corporate value through creation of financial and non-financial value

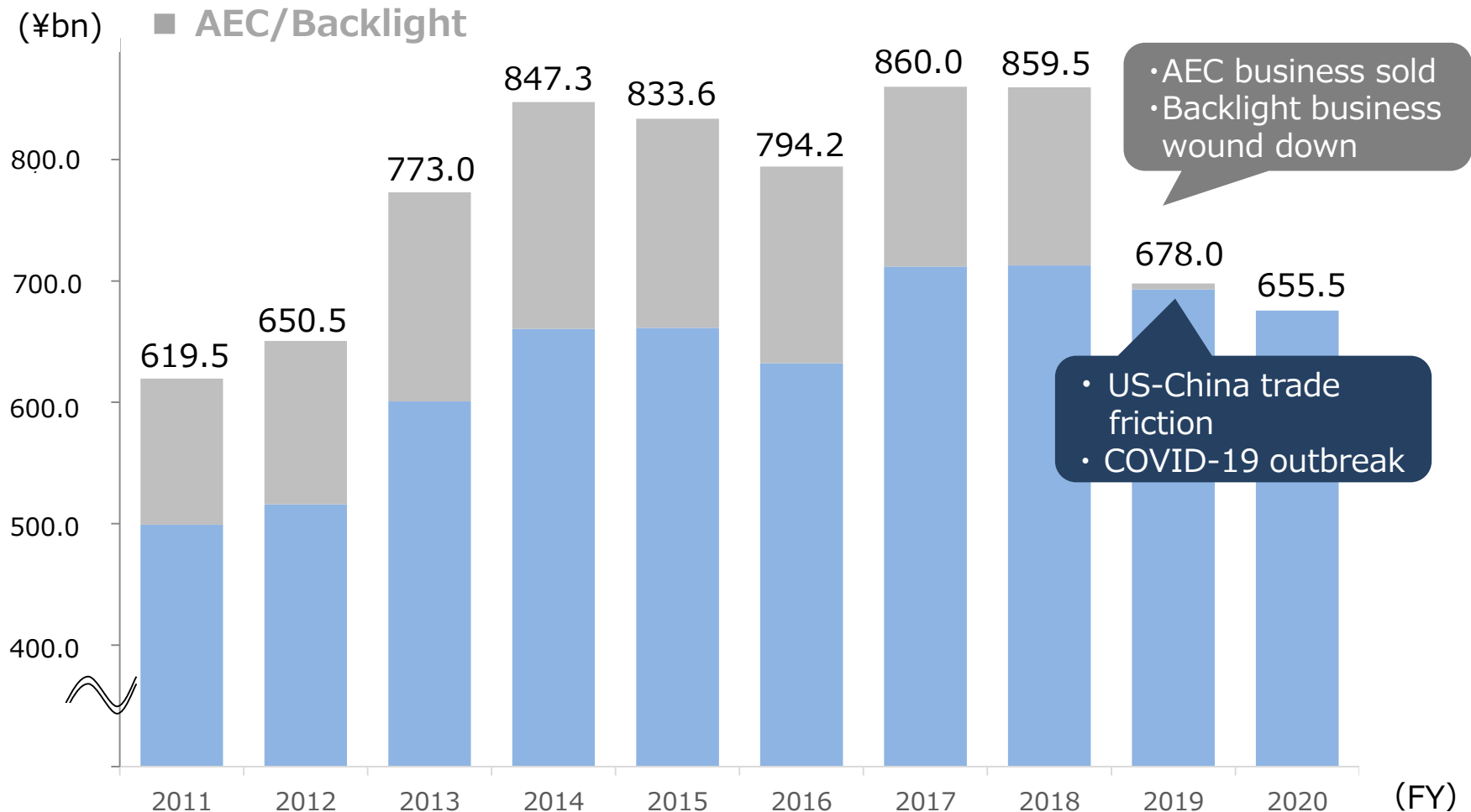


*Return at end of each fiscal year, assuming shares acquired at closing price on final day of FY2010

Ongoing Challenge

Achieving self-sustaining growth a work in progress

Sales Trend



Objective for the Next Long-term Vision

OMRON's Fundamental Purpose

**Continue to contribute to society
through the creation of social value**

Maximizing Corporate Value

**Create social value
and economic value**

Social Issues Targeted by OMRON

Focus on limiting CO₂ emissions volumes, human-machine collaboration and harmonization and extending healthy life

Factors for Social Change

Climate change



Aging society



Widening inequality



Social Issues Targeted by OMRON

Limiting CO₂ emissions volumes



Human-machine collaboration/harmonization



Extending healthy life



Next Long-term Vision: Growth Opportunities, Business Models

Focus on growth opportunities. Tackling the challenge of continuous value creation through business model evolution

Growth Opportunities Targeted by OMRON

Rising sophistication of manufacturing



Automation of primary & tertiary industries



Preventative medical support



Energy solutions



Business Model Evolution

Products

+

Services

×

Collaboration with partners

Key Strategies for Achieving Self-sustaining Growth

Targeting value creation through focus on evolution of automation, digital transformation and changing human resource management

Evolution of automation

Achieving human-machine collaboration, harmonization through the evolution of “Sensing & Control + Think” technologies

Digital transformation

Leveraging digital technologies to develop business models, drive change in operational management

Changing human resource management

Promoting management that brings together diverse human resources and maximizes capabilities of each individual



FY2021 Forecasts

Business Outlook by Segment

Global recovery trend to continue, primarily in IAB

IAB Industrial Automation	Automotive: Gradual recovery, primarily in EV/ADAS-related investments Digital: Continued strength in semiconductor/rechargeable battery capex, primarily in China and South Korea Food & bev.: Gradual recovery, driven by environment-related investments in new materials to reduce/replace plastics Social infrastructure: Overall recovery trend. Strong solar power investments
EMC Electronic & Mechanical Components	Consumer: Overall gradual recovery trend to continue, mainly in China Automotive: Recovery trend to continue in Americas, China
SSB Social Systems, Solutions & Service	Station sys.: Railways continue to limit capex, expect demand to be weak Transport: Expect firm replacement demand to continue Env. Soln: Expect gradual recovery from COVID-19 impact
HCB Healthcare	BPMs: Strong global trend to continue, primarily driven by online sales Others: Expect pullback from high base in thermometers but recovery to continue in nebulizers and low-frequency treatment equipment

FY2021 Plan

Targeting sales and profit growth. Guiding for GP margin of 46.4%, OPM to rise to 10%

(¥bn)

	FY2020 Actual	FY2021 Forecast	Y/Y
Net Sales	655.5	700.0	+6.8%
Gross Profit (%)	298.4 (45.5%)	325.0 (46.4%)	+8.9% (+0.9%pt)
Operating Income (%)	62.5 (9.5%)	70.0 (10.0%)	+12.0% (+0.5%pt)
Net Income	43.3	48.0	+10.8%
1USD (JPY)	105.8	108.0	+2.2
1EUR (JPY)	123.2	128.0	+4.8
1RMB (JPY)	15.5	16.5	+1.0

Sales by Segment

IAB sales to rise in all regions on continued strength from Digital/EV-related. BPMs to continue to drive HCB sales growth

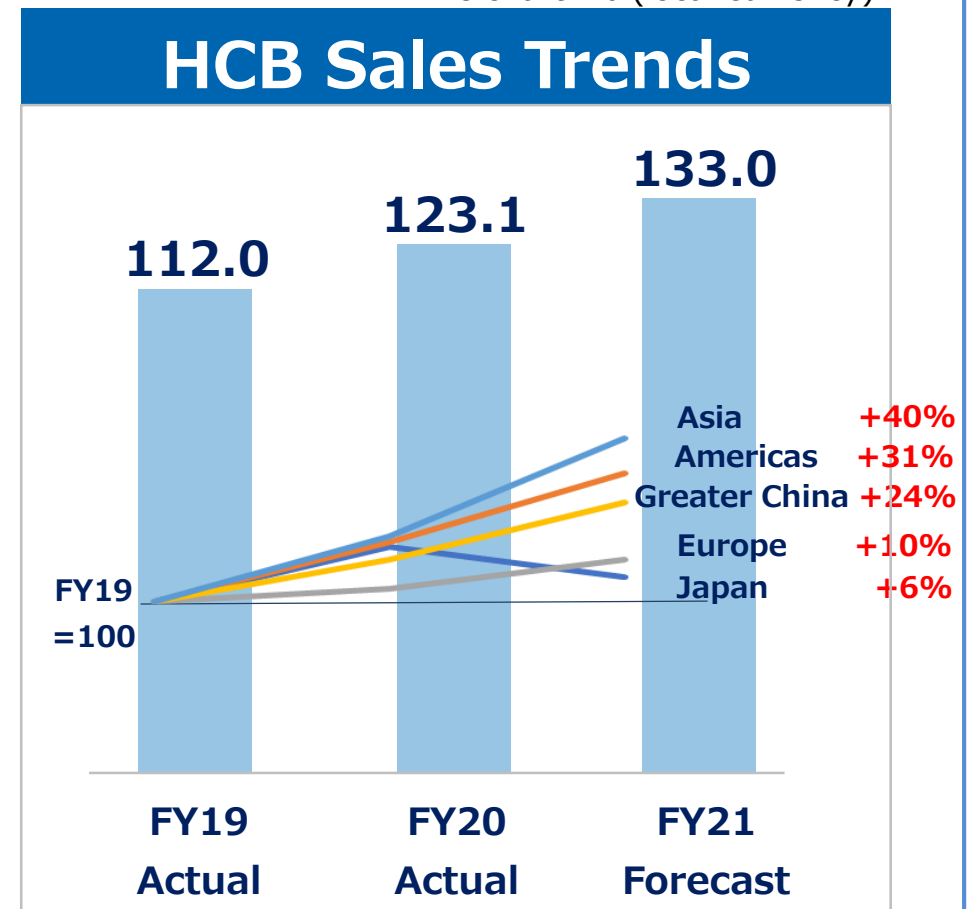
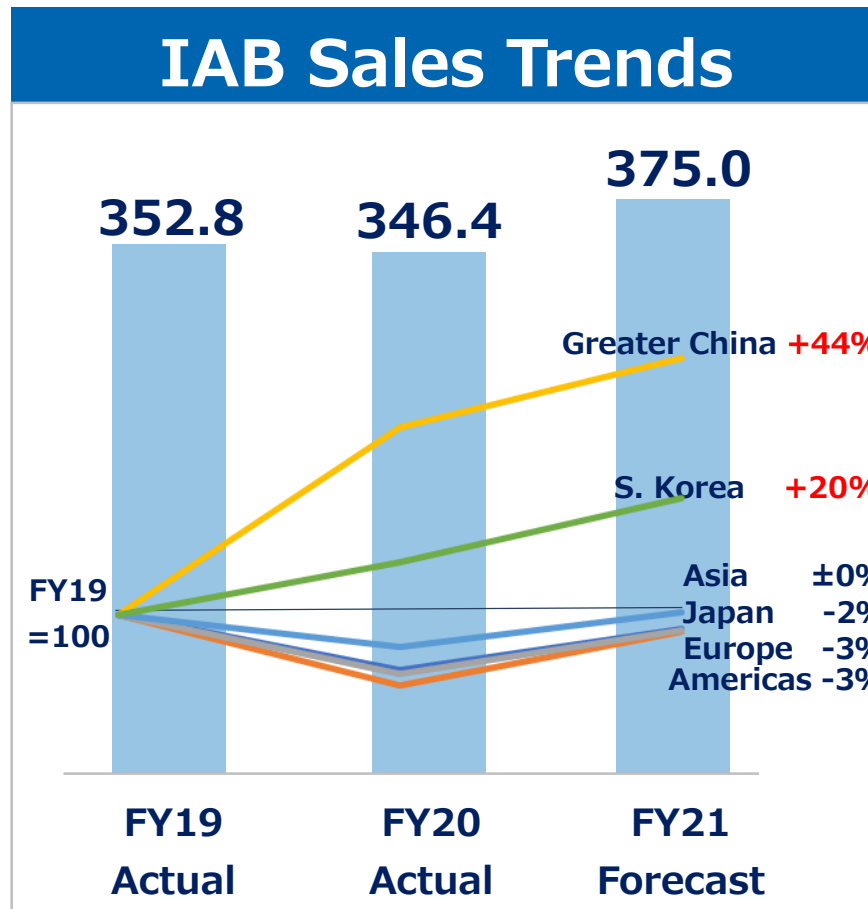
(¥bn)

	FY2020 Actual	FY2021 Forecast	Y/Y
IAB Industrial Automation	346.4	375.0	+8.2%
EMC Electronic & Mechanical Components	86.0	94.0	+9.3%
SSB Social Systems, Solutions & Service	95.7	96.0	+0.4%
HCB Healthcare	123.1	133.0	+8.1%
Eliminations & Corporate	4.3	2.0	-53.5%
Total	655.5	700.0	+6.8%

IAB and HCB Sales Trends

Greater China and S. Korea to continue to drive IAB sales growth. Recovery to continue in other regions. HCB to grow in all regions

Units: Bar chart ¥bn (JPY)
Line chart % (local currency)



Operating Income by Segment

Expect operating income to improve for all segments

(¥bn, %: OPM)

	FY2020 Actual	FY2021 Forecast	Y/Y
IAB Industrial Automation	58.8 (17.0%)	63.0 (16.8%)	+4.2 (-0.2%pt)
EMC Electronic & Mechanical Components	3.0 (3.4%)	4.5 (4.8%)	+1.5 (+1.3%pt)
SSB Social Systems, Solutions & Service	5.7 (6.0%)	7.0 (7.3%)	+1.3 (+1.3%pt)
HCB Healthcare	20.6 (16.7%)	22.5 (16.9%)	+1.9 (+0.2%pt)
Eliminations & Corporate	-25.5	-27.0	-1.5
Total	62.5 (9.5%)	70.0 (10.0%)	+7.5 (+0.5%pt)

IAB Growth Areas

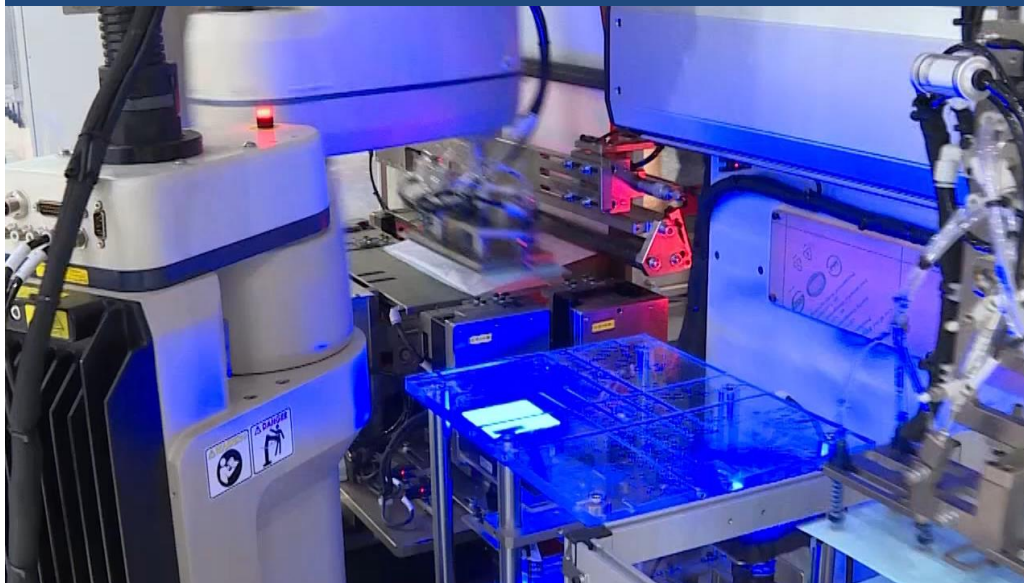
Achieve growth by capturing business opportunities in growth areas within focus industries

Industry	Main Growth Area	Business Opportunities
Auto	EV	EV investments increasing on green recovery policies
Digital	Semi-conductors	Global capacity expansion and further miniaturization
Food & Beverage	Plastic-free	Developing new production processes with recyclable materials

IAB: innovative-Automation Solving Issues in EV Manufacturing

Solving issues in automotive battery production to improve productivity 1.5x. Shorten tact time while maintaining high quality

Auto Battery Assembly Process



Process where electrode positioned by robot is wrapped in laminate film
(Demo machine at Automation Center in China)

Production issue for EV batteries

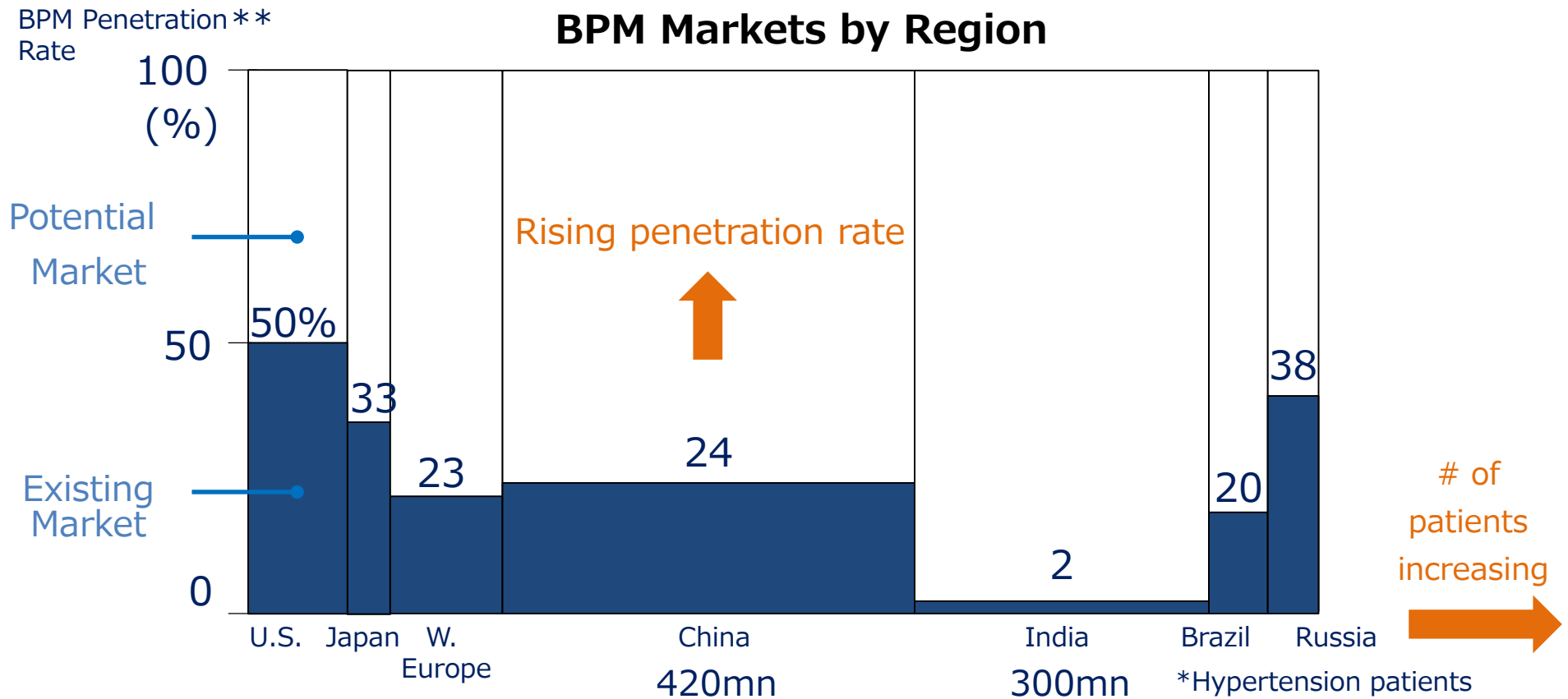
- ✓ High-speed production needed to achieve low prices
- ✓ Production technology needed to achieve high quality

Solution powered by innovative-Automation

Assembly process using robotic integrated controller: labor-saving application

HCB: BPM Market

Expanding the BPM business on a global basis to grow HCB



* Hypertension patients: Based on WHO data for incidence of adult hypertension and adult population figures for each country

**BPM penetration: Based on estimates of total installed base (all brands) using estimated number of hypertension patients and assuming a replacement cycle of 5 years

HCB: Global Expansion of Remote Medical Service

Providing business models tailored to the medical regulatory framework in each country on a global basis

U.K.

Hypertension treatment
support service
'Hypertension Plus'
Launching April 2021

U.S.

Remote monitoring service
'VitalSight' already launched

In FY2021, increase users from
current 1,500 to more than 33,000

Netherlands

Japan

India

Singapore

 Launched: U.K., U.S., Singapore

 Developing business model: Netherlands, Japan, India

Full-year Dividend

**Maintaining policy of focusing on shareholder returns.
Reflecting this, FY2021 dividend guidance raised 2 yen to 86 yen**

**FY2020
(Plan)**

**FY2021
(Forecast)**

**Full-year
Dividend**

¥84

¥86

*Full-year FY2020 dividend to be approved at AGM.

Split of FY2021 dividend between interim and fiscal year-end dividends TBD

In Conclusion

FY2020 achievements

- **Further enhanced resilience and solutions capabilities during pandemic**

Management stance for FY2021

- **Capture growth opportunities by fully leveraging resilience and solutions capabilities**
- **Invest to develop self-sustaining growth capability, accelerate execution of actions**

OMRON



Reference

6 Key Management Metrics

	FY2011	FY2020
Sales	619.5 bn	655.5 bn
GP Margin	36.8%	45.5%
Operating Income	40.1 bn	62.5 bn
ROIC	4.8%	7.8%
ROE	5.2%	7.6%
EPS	74.5 yen	214.7 yen

Building a Robust Business Portfolio

Acquisitions

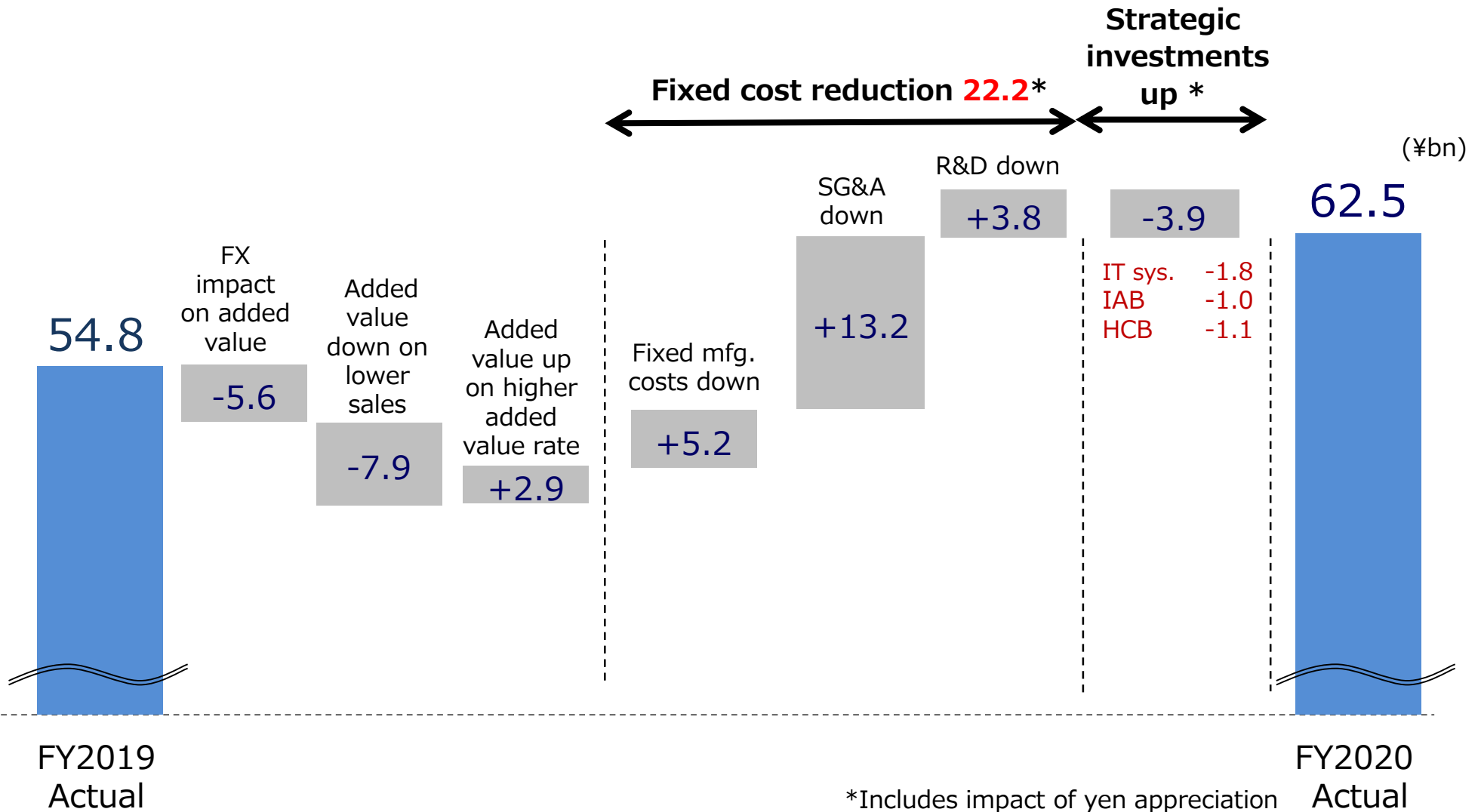
2014	S. America Nebulizers (HCB)
2015	Motion Controllers (IAB)
2015	Industrial Robots (IAB)
2017	Industrial Cameras (IAB)
2017	Industrial Code Readers (IAB)
2018	Europe Nebulizers (HCB)

Divestments

2012	Capacitors (EMC)
2012	Consignment Development of Embedded SW/HW (Other)
2013	Optical Communications (EMC)
2016	Oil & Gas (IAB)
2016	Hospital-use Med. Eq. (HCB)
2018	Laser Processing Eq. (IAB)
2019	EDMS*(Other)
2019	Auto Business (AEC)
2019	Backlight (Other)

*Development and manufacture of industrial-use electronic devices on consignment

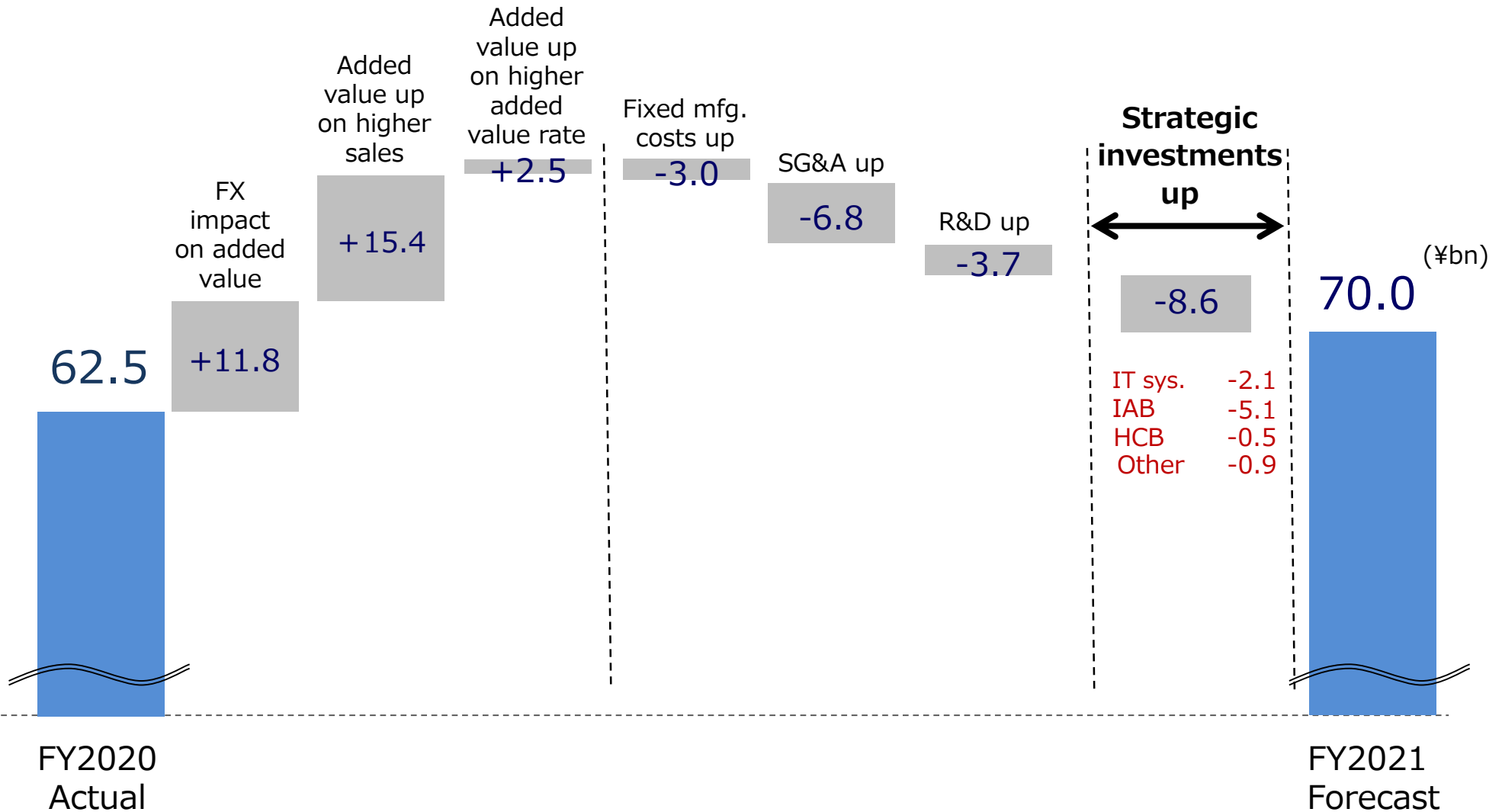
FY2020: Operating Income Analysis (Y/Y)



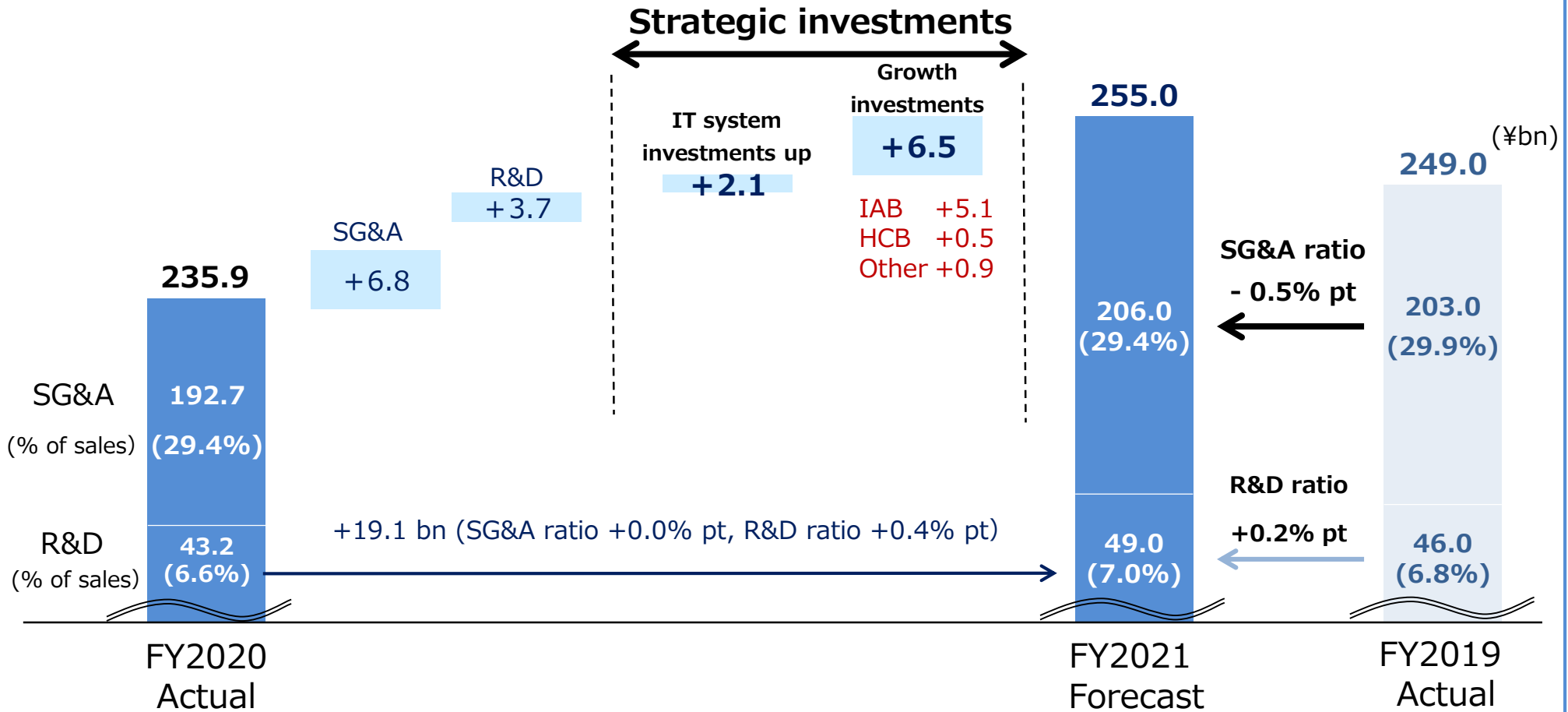
*Includes impact of yen appreciation

FY2020 Actual

FY2021 Forecast: Operating Income Analysis (Y/Y)



FY2021 Forecast: Changes to Fixed Costs (Y/Y)



Consolidated Balance Sheet

	End-March 2020	End-March. 2021	(¥bn) Y/Y
Current assets	447.1	514.4	+67.3
(Cash and cash equivalents)	(185.5)	(250.8)	(+65.2)
(Inventory)	(104.3)	(103.3)	(-1.0)
Property, plant and equipment	114.5	113.0	-1.5
Investments and other assets	196.5	192.9	-3.5
Total assets	758.1	820.4	+62.3
Current liabilities	151.3	161.4	+10.1
Long-term liabilities	74.2	49.7	-24.6
Total Liabilities	225.5	211.0	-14.5
Shareholders' equity	530.4	606.9	+76.4
Noncontrolling interests	2.2	2.5	+0.3
Total net assets	532.6	609.4	+76.8
Total Liabilities and net assets	758.1	820.4	+62.3
Equity ratio	70.0%	74.0%	+4.0%pt

Consolidated Statement of Cash Flow

(¥bn)

	FY2019 Actual	FY2020 Actual	Y/Y
Operating cash flow	89.8	93.8	+4.0
Investment cash flow	28.6	-14.8	-43.4
Free cash flow (FCF)	118.4	79.0	-39.4
Financing cash flow	-29.4	-20.4	+9.1
Cash and cash equivalents as of end of period	185.5	250.8	+65.2
Capital expenditure	33.1	24.0	-9.2
Depreciation	25.7	22.8	-2.9

FY2021 Forex Assumptions

	FY2021 Assumption	Impact of ¥1 move (full-year, approx.) *RMB impact of ¥0.1 move	
		Sales	OP
USD	¥108	¥1.7bn	¥0.2bn
EUR	¥128	¥0.9bn	¥0.4bn
RMB	¥16.5	¥0.8bn	¥0.2bn

* If emerging market currency trends diverge from trends in major currencies contrary to our expectations, it will impact sensitivities

Shareholder Return Policy

Capital allocation priorities: (1) Investments for future growth, (2) Dividends, (3) Share buybacks

Investment for Future Growth

Focus on Factory Automation and Healthcare
Allocate to growth investments (including M&A), R&D, and capital expenditures

Dividends

Targets:

- Full-year dividend payout ratio: approx. 30%
- Dividend on equity ratio (DOE): approx. 3%

Share Buybacks

Long-term retained earnings may be allocated toward share buybacks in a flexible manner.

OMRON Included in Major ESG Indices (As of April 2021)

ESG Indices which include OMRON

- ✓ DJSI – World **4th consecutive year**
- ✓ FTSE4Good Index Series **5th consecutive year**
- ✓ MSCI ESG Leaders Indexes **6th consecutive year**
- ✓ MSCI SRI Indexes **4th consecutive year**
- ✓ STOXX Global ESG Leaders indices **5th consecutive year**
- ✓ FTSE Blossom Japan Index **4th consecutive year**
- ✓ MSCI Japan ESG Select Leaders Index **4th consecutive year**
- ✓ MSCI Japan Empowering Women Index **4th consecutive year**
- ✓ S&P/JPX Carbon Efficient Index **3rd consecutive year**

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



2020 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

THE INCLUSION OF OMRON CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF OMRON CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.



FTSE Blossom Japan

2020 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

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* OMRON discloses information and contributes to numerous external surveys for ESG assessment organizations, including the CDP Climate Change & Water Security questionnaires.
FY2020 Assessment: Climate Change 'A-', Water Security 'A-'



External Recognition (As of April 2021)

Domestic ESG awards, selection for inclusion

S&P Global Sustainability Award

- ✓ S&P Sustainability Award Gold Class **1st time**

Sustainability Award

Gold Class 2021

S&P Global



Japan Association of Corporate Directors

- ✓ Corporate Governance of the Year 2018

METI Minister's Award for Corporate Governance of the Year **FY2018**



Corporate Governance
of The Year

Ministry of the Environment

- ✓ FY2018 Minister's Award for Global Warming Prevention Activity

'Implementation of Countermeasures and Dissemination Category' **FY2018**



Sponsored by Nikkei Inc

- ✓ Nikkei SDGs Management Grand Prix SDGs Strategy/Economic Value Award **December 2019**

Selected by METI, TSE

- ✓ TSE 2014 Corporate Value Improvement Award, Grand Prix. **FY2014**
- ✓ Nadeshiko Brand **4th consecutive year from FY2017**
- ✓ Health & Productivity Stock **3rd consecutive year from FY2018**
- ✓ Health & Productivity: White 500 **5th consecutive year from FY2016**

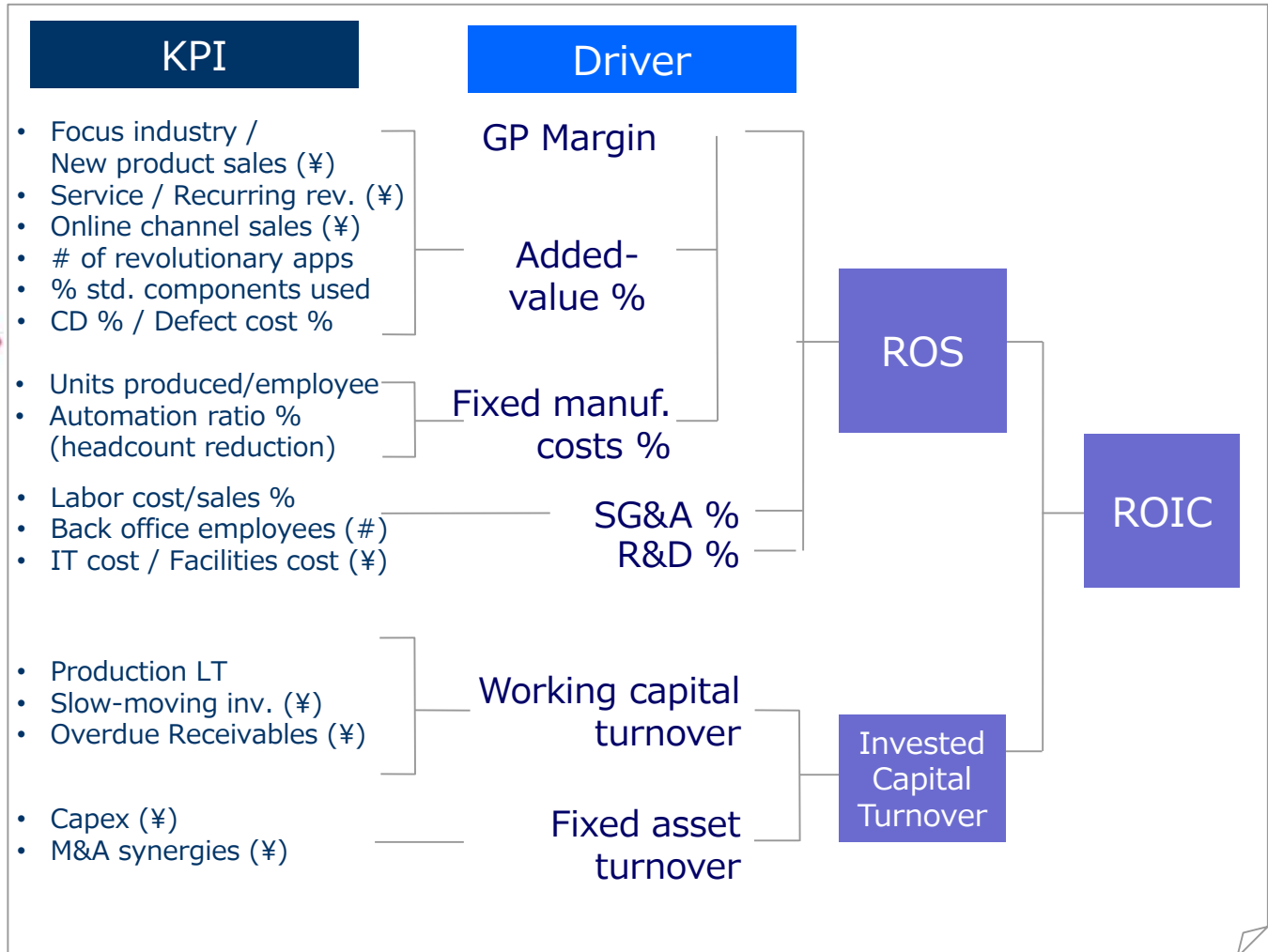
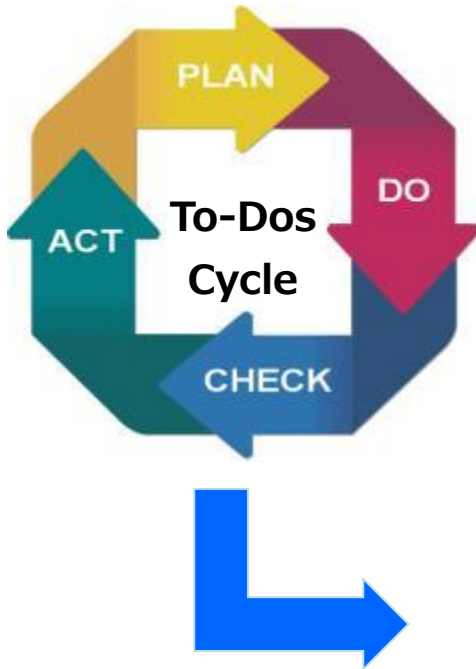


Selected by Nikkei Inc.

- ✓ Nikkei 225 **March 2019, 1st time**

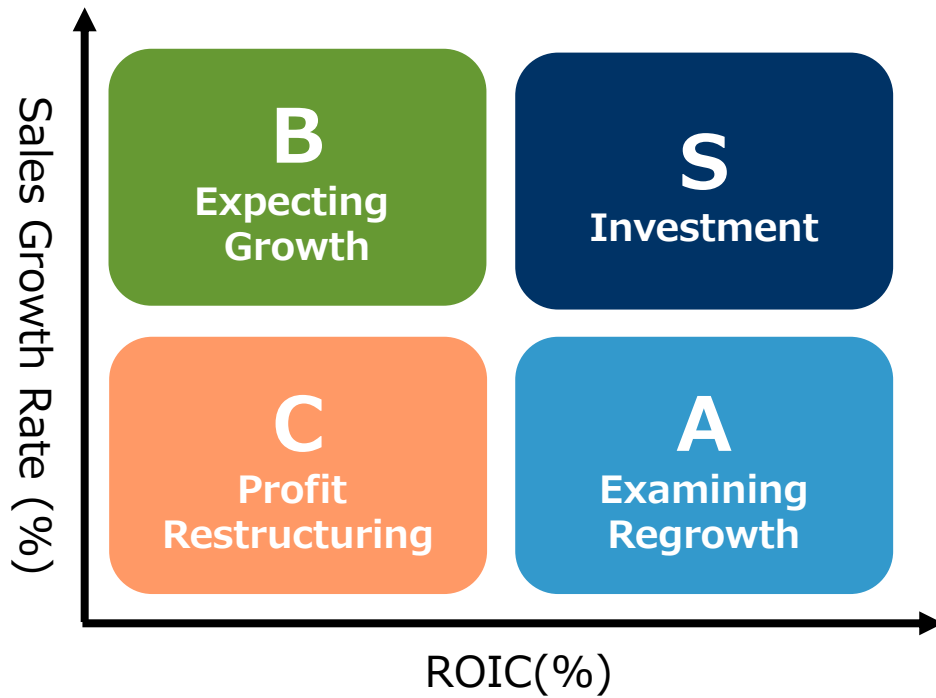
Down-Top ROIC Tree (2.0)

On-site

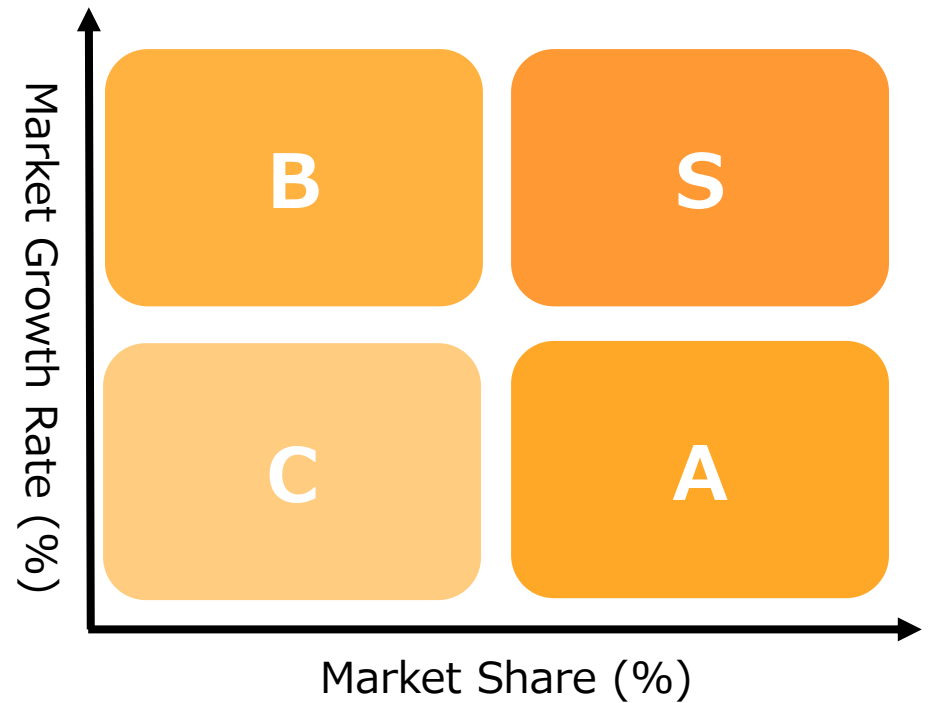


Portfolio Management

Assessing Economic Value



Assessing Competitiveness



ROIC Definition

<Consol. B/S>

LIABILITIES		
Current liabilities:		
Short-term debt	[Red dashed box]	
Notes and accounts payable — trade		
Accrued expenses		
Income taxes payable		
Other current liabilities		
Deferred income taxes	[Red dashed box]	
Termination and retirement benefits		
Other long-term liabilities		
Total liabilities		
NET ASSETS		
Shareholders' equity		
Common stock	[Red dashed box]	
Capital surplus		
Legal reserve		
Retained earnings		
Accumulated other comprehensive income (loss)		
Foreign currency translation adjustments		
Minimum pension liability adjustments		
Net unrealized gains on available-for-sale securities		
Net losses on derivative instruments		
Treasury stock		
Noncontrolling interests		
Total net assets		
Total liabilities and net assets		

$$\text{ROIC} = \frac{\text{Net income attributable to OMRON shareholders}}{\text{Invested capital}}$$

Invested capital*

= Net assets + Interest-bearing debt

*The average of previous fiscal year-end result and quarterly results (or forecasts) of current fiscal year.

Capital cost forecast at 5.5%
for FY2021 - 2024

Notes

1. The consolidated statements of OMRON Corporation (the Company) are prepared in accordance with U.S. GAAP.
2. Projected results 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.
3. The presentation slides are based on "Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2021 (U.S. GAAP)."
Figures rounded to the nearest million JPY and percentage to one decimal place.

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