

OMRON CORPORATION FINANCIAL FACT BOOK 2020

CONTENTS	Page
Financial Statements	
Consolidated Balance Sheets	P.1-2
Consolidated Statements of Income (Loss)	P.3
Consolidated Statements of Cash Flows	P.4-5
Financial Statement Related Ratios	
Working Capital, Current Ratio	P.6
Total Assets, Total Assets Turnover	
Inventory, Inventory Turnover	
Property, Plant & Equipment,	P.7
Property, Plant & Equipment Turnover	
Capital Expenditures, Depreciation & Amortization	P.8
Cash Flows per Share	
Return on Invested Capital (ROIC)	P.9
Return on Shareholders' Equity (ROE)	
Shareholders' Equity, Shareholders' Equity / Total Assets	P.10
Shareholders' Equity per Share, Price Book-Value Ratio (PBR)	
Shareholder Return	
Dividends, Dividend Payout Ratio	P.11
Treasury Stock at End of Term, Acquisition and Cancellation	
Sales Data	
Net Sales	P.12
Foreign Exchange Rates	
Sales by Business Segment	P.13
Sales by Region	P.14
Profit Data	
Gross Profit, Gross Profit / Net Sales	P.15
Cost Composition, Operating Income / Net Sales	
Operating Income by Business Segment	P.16
SG&A Expenses / Net Sales, R&D Expenses / Net Sales	P.17
Net Income (Loss) Attributable to Shareholders / Net Sales	
Number of Employees, Net Sales per Employee	P.18
Earnings per Share (EPS), Price-Earnings Ratio (PER)	

Name of Business Segments

[Continuing Operations]

IAB: Industrial Automation Business

EMC: Electronic & Mechanical Components Business

SSB: Social Systems, Solutions & Service Business

HCB: Healthcare Business

Other: Environmental Solutions Business, Backlights Business, Electronic Systems & Equipment Business (-2018)

[Discontinued Operations]

AEC: Automotive Electronic Components Business

Definition of Region

Americas: North, Central, and South America

Europe: Europe, Russia, Africa, the Middle East

Greater China: China, Taiwan, Hong Kong

Asia Pacific: Southeast Asia, South Korea, India, Oceania

*In connection with the classification of AEC as a discontinued operation, earnings of some businesses have been reclassified. Accordingly, information figures for fiscal year 2018 have been restated to reflect this change.

Notes:

1. The financial statements are prepared in accordance with U.S. GAAP standards. Figures have been calculated on a consolidated basis for the years ended March 31.
2. Please refer to respective Integrated Reports (website) for audited figures. URL: <https://www.omron.com/ir/irlib/annual.html>
3. Data might be revised according to alterations to accounting standards.

Consolidated Balance Sheets

(Millions of Yen)

	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019	3E/2020
(Assets)											
Current Assets	285,758	327,890	308,097	333,694	396,493	434,096	389,609	435,904	437,385	459,973	447,139
Cash and Cash Equivalents	51,726	74,735	45,257	55,708	90,251	102,622	82,910	126,026	113,023	103,850	185,533
Notes and Accounts Receivable-Trade	126,250	137,531	143,304	158,911	174,216	178,775	165,093	169,210	174,065	149,171	134,786
Allowance for Doubtful Receivables	(2,531)	(2,230)	(2,205)	(1,988)	(1,812)	(1,624)	(1,654)	(1,320)	(1,117)	(861)	(759)
Inventories	77,655	86,151	92,253	91,013	97,677	116,020	107,267	109,404	129,581	120,379	104,301
Assets held for sale	-	-	-	-	-	-	-	-	-	73,331	441
Deferred Income Taxes	19,988	20,183	17,975	17,611	22,688	19,941	18,469	19,123	-	-	-
Other Current Assets	12,670	11,520	11,513	12,439	13,473	18,362	17,524	13,461	21,833	14,103	22,837
Property, Plant, and Equipment	122,994	119,998	120,706	126,835	135,566	151,452	146,565	127,615	135,103	115,083	114,526
Land	26,376	27,875	26,950	26,591	26,344	26,721	26,376	25,550	24,886	21,746	20,446
Buildings	127,344	125,686	128,870	137,821	140,495	147,120	146,412	141,527	145,389	118,036	129,110
Machinery and Equipment	140,200	136,792	142,148	156,186	171,192	202,149	204,499	189,286	205,233	151,355	147,038
Construction in Progress	2,733	6,836	7,417	6,729	7,126	6,619	6,142	6,104	10,063	11,316	5,467
Accumulated Depreciation	(173,659)	(177,191)	(184,679)	(200,492)	(209,591)	(231,157)	(236,864)	(234,852)	(250,468)	(187,370)	(187,535)
Investments and Other Assets	123,502	114,902	108,520	113,108	122,645	125,463	147,151	134,182	172,464	174,822	196,459
Right-of-use assets under operating leases	-	-	-	-	-	-	-	-	-	-	30,327
Goodwill	-	-	-	-	-	-	-	-	38,705	40,532	38,568
Investments in and Advances to Affiliates	13,637	13,521	14,443	17,939	21,349	24,318	25,048	25,303	27,195	26,022	29,251
Investment Securities	38,556	35,694	36,161	38,193	51,117	57,106	37,055	27,006	29,016	28,997	25,782
Leasehold Deposits	7,452	7,126	7,219	6,914	6,950	6,971	6,758	6,907	7,531	7,533	7,486
Deferred Income Taxes	45,737	42,190	34,516	30,612	20,918	6,366	22,080	21,101	39,947	42,537	37,416
Other Assets	18,120	16,371	16,181	19,450	22,311	30,702	56,210	53,865	30,070	29,201	27,629
Total	532,254	562,790	537,323	573,637	654,704	711,011	683,325	697,701	744,952	749,878	758,124

Note: We have reclassified the consolidated balance sheets for the previous fiscal year for presentation purposes in connection with the classification of the AEC as discontinued operations.

Consolidated Balance Sheets

(Millions of Yen)

	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019	3E/2020
(Liabilities)											
Current Liabilities	155,562	181,432	152,896	145,701	162,707	176,762	162,663	172,081	182,778	175,555	151,299
Short-Term Debt	16,612	45,519	18,774	5,570	488	-	-	156	-	-	-
Notes and Accounts Payable-Trade	68,874	77,836	79,331	75,592	85,218	92,702	82,606	89,362	93,792	71,360	64,496
Accrued Expenses	25,891	29,414	29,179	32,818	39,897	41,942	37,975	39,354	44,291	38,290	37,179
Income Taxes Payable	2,710	2,188	623	3,907	6,340	3,680	6,890	6,994	6,414	3,174	2,516
Short-term operating lease liabilities	-	-	-	-	-	-	-	-	-	-	11,070
Liabilities held for sale	-	-	-	-	-	-	-	-	-	27,730	-
Other Current Liabilities	21,160	26,244	24,989	27,814	30,764	38,438	35,192	36,215	38,281	35,001	36,038
Current Portion of Long-Term Debt	20,315	231	-	-	-	-	-	-	-	-	-
Long-Term Debt	1,290	849	-	-	-	-	-	-	-	-	-
Deferred Income Taxes	886	697	738	595	2,167	697	660	763	706	733	1,717
Termination and Retirement Benefits	66,964	65,485	60,432	56,944	50,683	30,393	62,289	43,708	42,342	55,036	40,236
Long-term operating lease liabilities	-	-	-	-	-	-	-	-	-	-	19,820
Other Long-Term Liabilities	417	675	1,577	1,634	6,369	11,065	10,679	10,392	11,740	12,243	12,463
Total Liabilities	225,119	249,138	215,643	204,874	221,926	218,917	236,291	226,944	237,566	243,567	225,535
(Net Assets)											
Shareholders' Equity	306,327	312,753	320,840	366,962	430,509	489,769	444,718	469,029	505,530	504,212	530,415
Common Stock	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100
Capital Surplus	99,081	99,081	99,078	99,066	99,067	99,070	99,101	99,138	99,588	100,233	100,521
Legal Reserve	9,363	9,574	10,034	10,876	11,196	13,403	15,194	17,813	19,940	21,826	20,981
Retained Earnings	230,859	250,824	260,557	253,654	287,853	301,174	317,171	346,000	390,950	433,639	451,768
Accumulated Other Comprehensive Income (Loss)	(52,614)	(66,227)	(68,433)	(44,349)	(15,162)	12,489	(50,204)	(57,363)	(49,359)	(70,200)	(83,606)
Foreign Currency Translation Adjustments	(23,678)	(34,046)	(36,544)	(14,224)	4,536	26,313	2,541	(6,327)	(3,176)	(7,687)	(31,408)
Pension Liability Adjustments	(36,553)	(38,736)	(38,815)	(39,730)	(38,029)	(36,486)	(64,525)	(56,571)	(53,785)	(62,648)	(52,250)
Net Unrealized Gains, (Losses) on Available-for-Sale Securities	7,684	6,570	6,995	9,580	18,466	22,478	11,884	5,765	7,426	-	-
Net Gains (Losses) on Derivative Instruments	(67)	(15)	(69)	25	(135)	184	(104)	(230)	176	135	52
Treasury Stock	(44,462)	(44,599)	(44,496)	(16,385)	(16,545)	(467)	(644)	(659)	(19,689)	(45,386)	(23,349)
Noncontrolling Interests	808	899	840	1,801	2,269	2,325	2,316	1,728	1,856	2,099	2,174
Total Net Assets	307,135	313,652	321,680	368,763	432,778	492,094	447,034	470,757	507,386	506,311	532,589
Total	532,254	562,790	537,323	573,637	654,704	711,011	683,325	697,701	744,952	749,878	758,124

Note: We have reclassified the consolidated balance sheets for the previous fiscal year for presentation purposes in connection with the classification of the AEC as discontinued operations.

Consolidated Statements of Income (Loss)

(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net Sales	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980
Costs and Expenses	340,352	386,123	391,574	408,954	475,758	514,645	512,792	482,040	502,170	407,097	374,278
Gross Profit	184,342	231,702	227,887	241,507	297,208	332,607	320,812	312,161	357,812	325,484	303,702
Selling, General and Administrative Expenses	133,426	142,365	145,662	152,676	181,225	198,103	205,735	193,093	212,481	208,895	202,954
Research and Development Expenses	37,842	41,300	42,089	43,488	47,928	47,913	52,790	50,539	59,077	49,335	45,988
Operating Income	13,074	48,037	40,136	45,343	68,055	86,591	62,287	68,529	86,254	67,254	54,760
Other Expenses (Income), net	2,879	6,344	6,589	4,106	6,048	(797)	(3,399)	3,037	2,887	1,342	2,924
Income (Loss) before Income Taxes	10,195	41,693	33,547	41,237	62,007	87,388	65,686	65,492	83,367	65,912	51,836
Income Taxes	3,782	14,487	17,826	14,096	19,475	28,893	20,043	19,882	21,615	17,016	11,270
Equity in Loss (Earnings) of Affiliates	2,792	190	(631)	(2,976)	(3,782)	(3,937)	(2,039)	(712)	(1,754)	1,578	963
Net Income from Continued Operations	-	-	-	-	-	-	-	-	-	47,318	39,603
Net Income from Discontinued Operations	-	-	-	-	-	-	-	-	-	7,673	35,732
Net income	3,621	27,016	16,352	30,117	46,314	62,432	47,682	46,322	63,506	54,991	75,335
Net Income (Loss) Attributable to Noncontrolling Interests	103	234	(37)	(86)	129	262	392	335	347	668	440
Net Income (Loss) Attributable to Shareholders	3,518	26,782	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323	74,895

<Per Share Data>

(Yen)

Net Income (Loss) Attributable to OMRON Shareholders per Share (Basic)	16.0	121.7	74.5	137.2	209.8	283.9	219.0	215.1	296.9	260.8	365.3
Net Income (Loss) Attributable to OMRON Shareholders per Share (Diluted)	16.0	121.7	74.5	137.2	-	283.9	219.0	215.1	-	-	-
Cash Dividends per Share Applicable to Period	17.0	30.0	28.0	37.0	53.0	71.0	68.0	68.0	76.0	84.0	84.0

Note: In connection with the classification of AEC as a discontinued operation, we have reclassified our consolidated statement of operations for the previous consolidated fiscal year for presentation herein.

Consolidated Statements of Cash Flows

(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
I. Operating Activities											
Net Income	3,621	27,016	16,352	30,117	46,314	62,432	47,682	46,322	63,506	54,991	75,335
Adjustments to Reconcile Net Income (Loss) to											
Net Cash Provided by Operating Activities											
Depreciation and Amortization	27,014	22,984	22,617	22,452	25,089	28,339	31,460	28,966	29,465	30,459	28,605
Net Loss (Gain) on Sale and Disposals of Property, Plant and Equipment	558	606	861	578	1,146	3,432	(485)	705	949	(1,098)	(1,487)
Impairment Losses on Long-lived Assets	217	413	671	3,265	804	137	463	12,998	911	196	498
Net Gain on Sale of Investment Securities	(636)	(7)	(307)	(677)	(1,714)	(4,337)	(1,499)	(3,764)	(3,003)	-	43
Gain on Sales of Businesses	-	-	-	-	-	-	-	(3,686)	14	(407)	(51,450)
Net Loss on Valuation of Investment Securities	-	-	-	-	-	-	-	-	-	563	1,170
Impairment Losses on Investment Securities	632	805	391	1,086	501	166	68	558	155	-	-
Impairment losses on Goodwill	-	-	2,009	153	-	-	-	-	-	-	-
Gain on Contribution of Securities to Retirement Benefit Trust	-	-	-	-	-	-	(4,140)	(7,004)	-	-	-
Termination and Retirement Benefits	(5,110)	(4,785)	(5,669)	(4,433)	(4,417)	(17,427)	698	2,863	2,706	3,818	(436)
Deferred Income Taxes	(1,031)	5,374	9,981	3,762	2,170	11,938	2,283	11	(2,607)	(383)	(125)
Equity in loss (earnings) of affiliates	2,792	190	(631)	(2,976)	(3,782)	(3,937)	(2,039)	(712)	(1,754)	1,578	963
Change in Assets and Liabilities											
Decrease (Increase) in Notes and Accounts Receivable-Trade	(14,440)	(16,227)	(6,838)	(5,827)	(6,613)	3,384	9,436	(8,923)	(3,210)	(534)	12,944
Decrease (Increase) in Inventories	4,977	(12,174)	(6,538)	8,641	(325)	(10,671)	6,061	(7,112)	(17,409)	(3,491)	10,704
Decrease (Increase) in Other Assets	4,457	1,048	(483)	21	(32)	(2,828)	1,003	2,604	(6,113)	(294)	(6,442)
Increase (Decrease) in Notes and Accounts Payable-Trade	13,298	9,301	682	(5,927)	5,824	1,658	(7,189)	8,384	4,116	(5,401)	(1,319)
Increase (Decrease) in Income Taxes Payable	1,995	(453)	(1,562)	3,121	2,277	(3,127)	3,433	852	(614)	(2,775)	15,614
Increase (Decrease) in Accrued Expenses and Other Current Liabilities	4,554	8,383	388	1,519	10,883	6,318	(4,614)	5,097	6,276	(6,851)	3,570
Other, net	(139)	(518)	22	(1,817)	919	1,580	1,586	(284)	285	874	1,600
Net Cash Provided by Operating Activities	42,759	41,956	31,946	53,058	79,044	77,057	84,207	77,875	73,673	71,245	89,787

Note: Consolidated statements of cash flows consist of cash flows from continuing operations and cash flows from discontinued operations. We have not presented cash flows separately for discontinued operations.

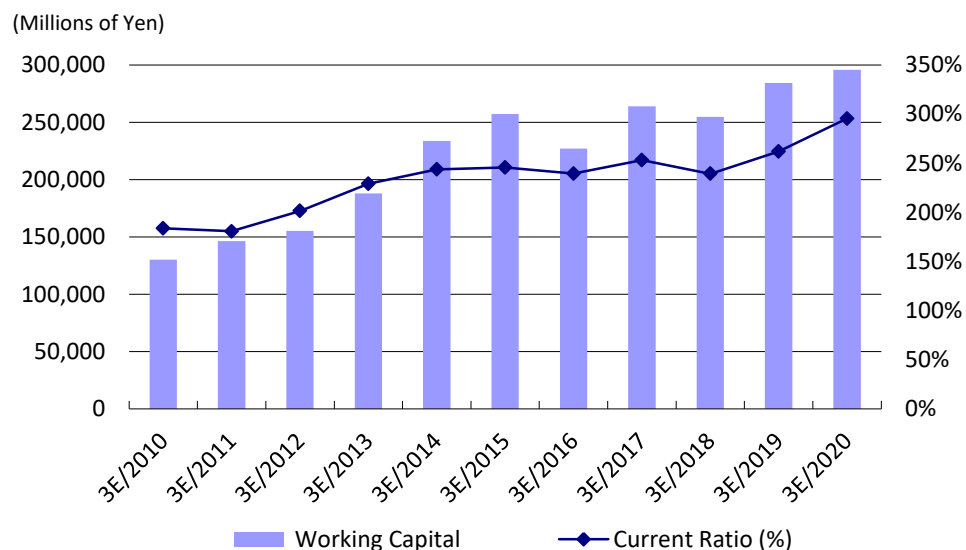
Consolidated Statements of Cash Flows

(Millions of Yen)

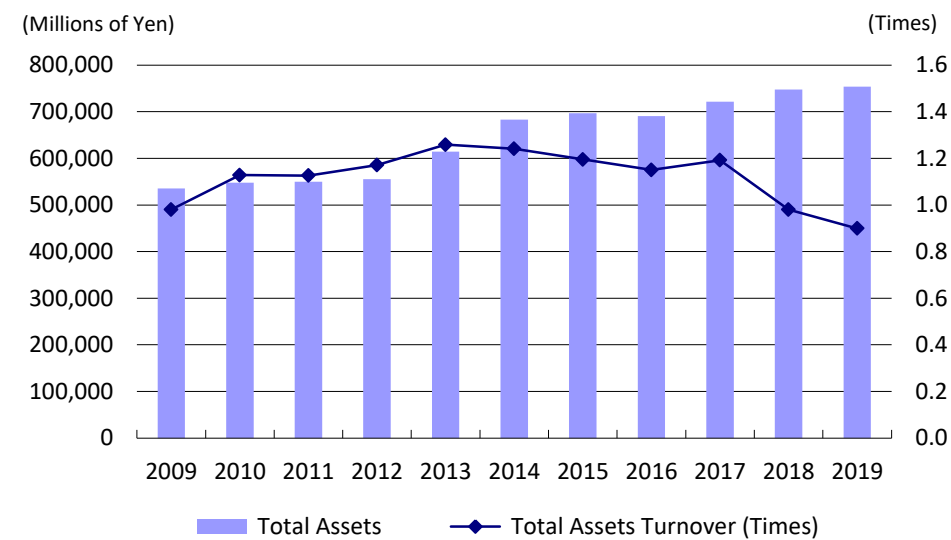
(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
II. Investing Activities											
Proceeds from Sales or Maturities of Investment Securities	1,004	109	693	1,658	2,840	5,274	2,214	4,606	3,776	465	1,423
Purchase of Investment Securities	(15)	-	(911)	-	(2,179)	(603)	(330)	(3,274)	(649)	(602)	(2,344)
Capital Expenditures	(20,792)	(21,647)	(27,502)	(30,383)	(32,218)	(37,123)	(37,903)	(25,816)	(38,542)	(39,045)	(37,629)
Decrease (Increase) in Leasehold Deposits, Net	335	276	(101)	457	75	118	115	(145)	(634)	(193)	62
Proceeds from Sales of Property, Plant and Equipment	1,490	1,066	2,307	836	794	768	2,239	2,278	990	3,475	4,565
Equity Transaction with Noncontrolling Interests	(106)	-	-	(10)	-	-	-	-	-	-	-
Decrease (Increase) in Investment in and Loans to Affiliates, Net	(931)	20	(480)	(1,884)	209	(30)	(20)	30	-	(498)	(2,231)
Proceeds from Sale of Business, Net of Cash Paid	431	(34)	-	90	26	-	-	7,187	(427)	1,817	64,460
Acquisition of Business, Net of Cash Acquired	-	-	(1,012)	141	(672)	(8,003)	(33,448)	-	(20,445)	(830)	-
Other, net	-	-	520	624	-	82	17	93	89	454	333
Net Cash Used in Investing Activities	(18,584)	(20,210)	(26,486)	(28,471)	(31,125)	(39,517)	(67,116)	(15,041)	(55,842)	(34,957)	28,639
III. Financing Activities											
Net Borrowings (Repayments) of Short-Term Debt	(16,282)	29,052	(26,744)	(13,273)	(5,135)	(853)	2	155	951	2,109	6,365
Proceeds from Issuance of Long-Term Debt and Warrants	305	2	-	-	-	-	-	-	-	-	-
Repayments of Long-Term Debt	(524)	(20,299)	-	-	-	-	-	-	-	-	-
Dividends Paid by the Company	(3,083)	(5,285)	(6,604)	(6,164)	(10,566)	(12,985)	(16,077)	(14,539)	(15,378)	(16,776)	(17,250)
Dividends Paid to Noncontrolling Interests	(762)	-	(15)	(2)	-	(277)	(256)	(297)	(215)	(343)	(293)
Acquisition of Treasury Stock	(13)	(140)	(10)	-	(161)	(15,054)	(15,023)	(16)	(18,530)	(25,716)	(18,571)
Sales of Treasury Stock	1	3	2	-	-	-	-	-	-	-	-
Proceeds from Equity Transactions with Noncontrolling Interests	-	-	-	819	22	-	-	-	-	-	-
Payments for Equity Transactions with Noncontrolling Interests	-	-	-	-	-	-	-	(470)	-	-	-
Other, net	-	-	(121)	70	(458)	(134)	(196)	155	90	(57)	319
Net Cash Provided by (used in) Financing Activities	(20,358)	3,333	(33,492)	(18,550)	(16,298)	(29,303)	(31,550)	(15,012)	(33,082)	(40,783)	(29,430)
IV. Effect of Exchange Rate Change on Cash and Cash Equivalents											
Net Increase (Decrease) in Cash and Cash Equivalents	1,278	(2,070)	(1,446)	4,414	2,922	4,134	(5,253)	(4,706)	2,248	1,722	(13,713)
Cash and Cash Equivalents at Beginning of the Year	5,095	23,009	(29,478)	10,451	34,543	12,371	(19,712)	43,116	(13,003)	(2,773)	75,283
Cash and Cash Equivalents at End of the Year	46,631	51,726	74,735	45,257	55,708	90,251	102,622	82,910	126,026	113,023	110,250
Cash and Cash Equivalents at End of the Year	51,726	74,735	45,257	55,708	90,251	102,622	82,910	126,026	113,023	110,250	185,533

Note: Consolidated statements of cash flows consist of cash flows from continuing operations and cash flows from discontinued operations. We have not presented cash flows separately for discontinued operations.

Working Capital, Current Ratio



Total Assets, Total Assets Turnover



<Working Capital, Current Ratio>

(Millions of Yen)

	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019	3E/2020
Current Assets	285,758	327,890	308,097	333,694	396,493	434,096	389,609	435,904	437,385	459,973	447,139
Current Liabilities	155,562	181,432	152,896	145,701	162,707	176,762	162,663	172,081	182,778	175,555	151,299
Working Capital	130,196	146,458	155,201	187,993	233,786	257,334	226,946	263,823	254,607	284,418	295,840
Current Ratio	183.7%	180.7%	201.5%	229.0%	243.7%	245.6%	239.5%	253.3%	239.3%	262.0%	295.5%

Notes: 1. Working Capital = Current Assets - Current Liabilities

2. Current Ratio = Current Assets / Current Liabilities

<Total Assets, Total Assets Turnover>

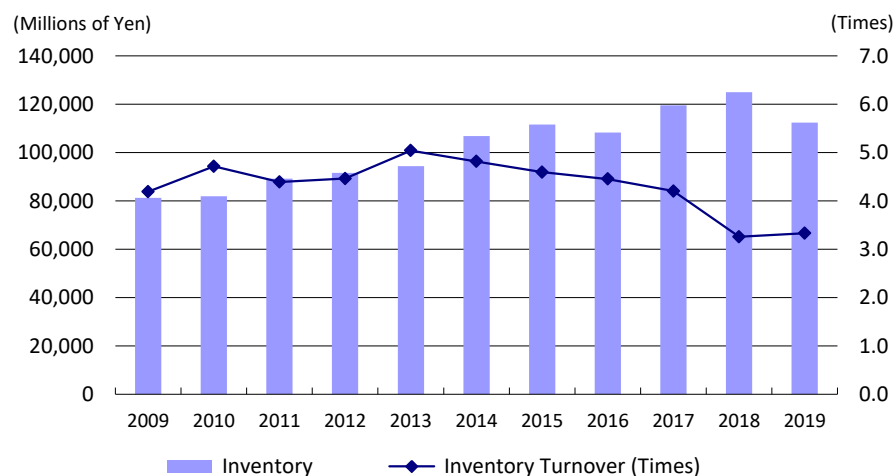
(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total Assets	535,267	547,522	550,057	555,480	614,171	682,858	697,168	690,513	721,327	747,415	754,001
Net Sales	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980
Total Assets Turnover (Times)	0.98	1.13	1.13	1.17	1.26	1.24	1.20	1.15	1.19	0.98	0.90

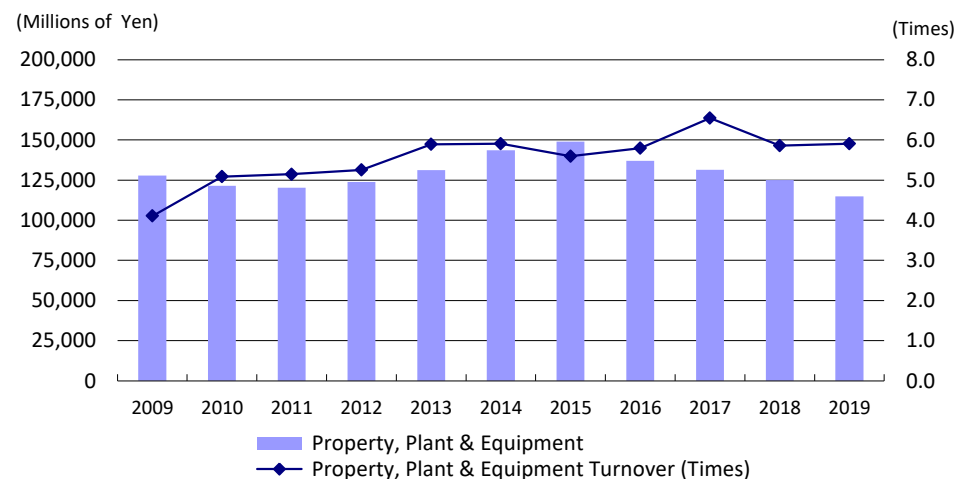
Notes: 1. Total Assets is based on the average of the beginning and end of each fiscal year.

2. Total Assets Turnover = Net Sales / Total Assets

Inventory, Inventory Turnover



Property, Plant & Equipment, Property, Plant & Equipment Turnover



<Inventory, Inventory Turnover>

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Inventory	81,182	81,903	89,202	91,633	94,345	106,849	111,644	108,336	119,493	124,980	112,340
Cost of Sales	340,352	386,123	391,574	408,954	475,758	514,645	512,792	482,040	502,170	407,097	374,278
Inventory Turnover (Times)	4.2	4.7	4.4	4.5	5.0	4.8	4.6	4.5	4.2	3.3	3.3

Notes: 1. Inventory is based on the average of the beginning and end of each fiscal year.

2. Inventory Turnover = Cost of Sales / Inventory

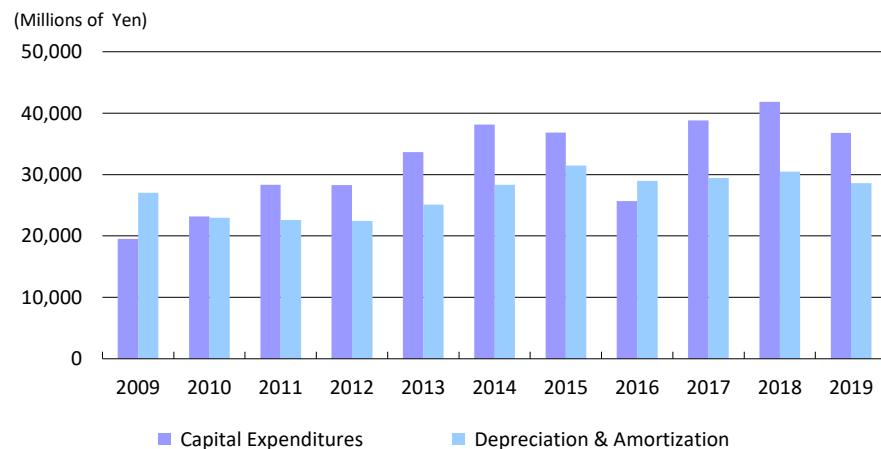
<Property, Plant & Equipment, Property, Plant & Equipment Turnover>

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Property, Plant & Equipment	127,765	121,496	120,352	123,771	131,201	143,509	149,009	137,090	131,359	125,093	114,805
Net Sales	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980
Property, Plant & Equipment Turnover (Times)	4.1	5.1	5.1	5.3	5.9	5.9	5.6	5.8	6.5	5.9	5.9

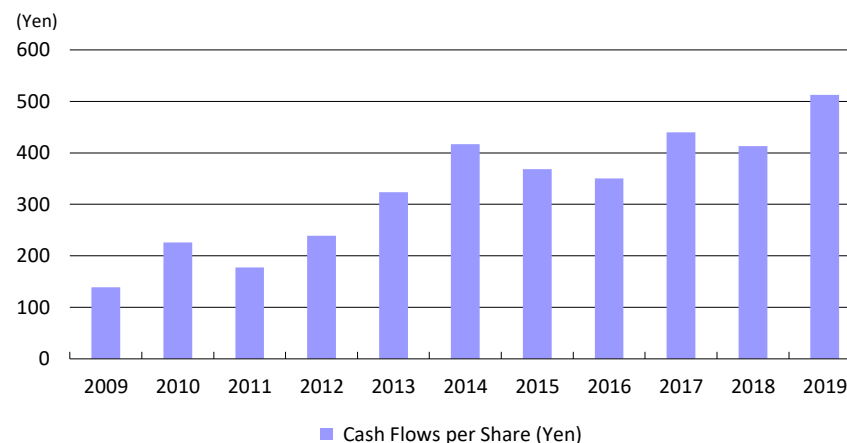
Notes: 1. Property, Plant & Equipment is based on the average of the beginning and end of each fiscal year.

2. Property, Plant & Equipment Turnover = Net Sales / Property, Plant & Equipment

Capital Expenditures, Depreciation & Amortization



Cash Flows per Share



<Capital Expenditures, Depreciation & Amortization>

(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Capital Expenditures	19,524	23,192	28,341	28,285	33,653	38,143	36,859	25,692	38,852	41,861	36,770
Depreciation & Amortization	27,014	22,984	22,617	22,452	25,089	28,339	31,460	28,966	29,465	30,459	28,605

Note: Consolidated statements of cash flows consist of cash flows from continuing operations and cash flows from discontinued operations. We have not presented cash flows separately for discontinued operations.

With this regard, capital expenditures and depreciation & amortization include AEC performance.

<Cash Flows per Share>

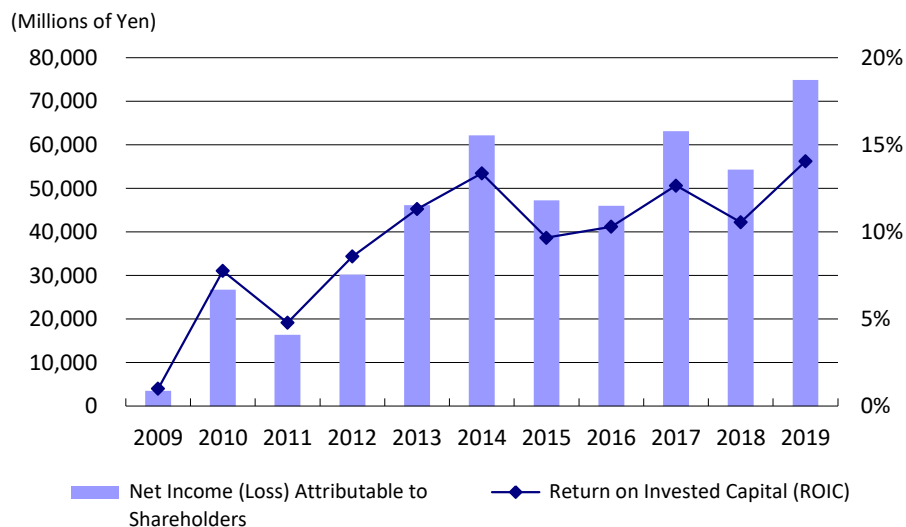
(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Cash Flows	30,532	49,766	39,006	52,655	71,274	90,509	78,750	74,953	92,624	84,782	103,500
Number of Shares	220,155,078	220,088,828	220,129,633	220,128,465	220,089,329	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564	201,938,124
Cash Flows per Share (Yen)	139	226	177	239	324	417	368	351	440	413	513

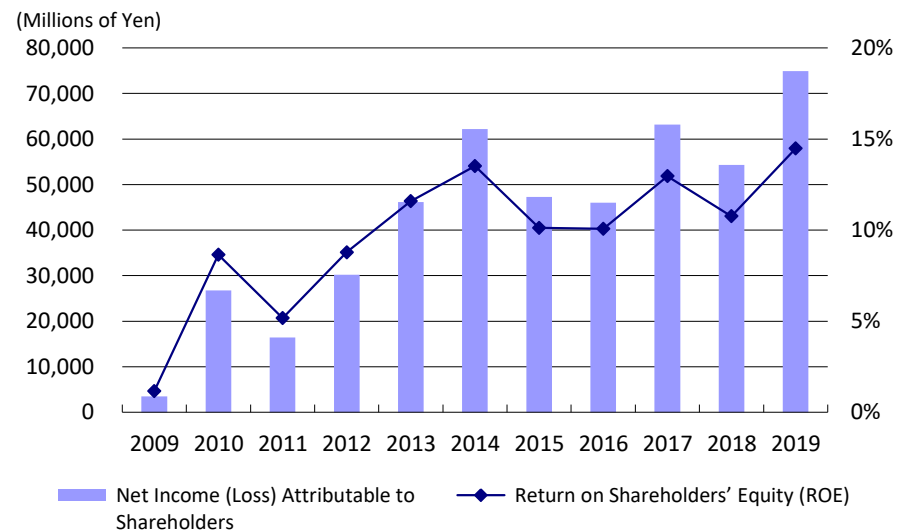
Notes: 1. Cash Flows = Net Income (Loss) Attributable to Shareholders + Depreciation & Amortization

2. Number of Shares = Shares Outstanding at End of Term – Treasury Stock at End of Term

Return on Invested Capital (ROIC)



Return on Shareholders' Equity (ROE)



<Return on Invested Capital (ROIC)>

(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net Income (Loss) Attributable to Shareholders	3,518	26,782	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323	74,895
Invested Capital	349,921	344,866	341,919	351,449	408,310	465,004	489,136	446,628	498,776	514,272	532,672
Return on Invested Capital (ROIC)	1.0%	7.8%	4.8%	8.6%	11.3%	13.4%	9.7%	10.3%	12.7%	10.6%	14.1%

Notes: 1. Invested Capital is based on the average of previous fiscal year-end result and quarterly results of current fiscal year.

2. Invested Capital = Net Assets + Interest-Bearing Debt

3. Return on Invested Capital = Net Income (Loss) Attributable to Shareholders / Invested Capital

<Return on Shareholders' Equity (ROE)>

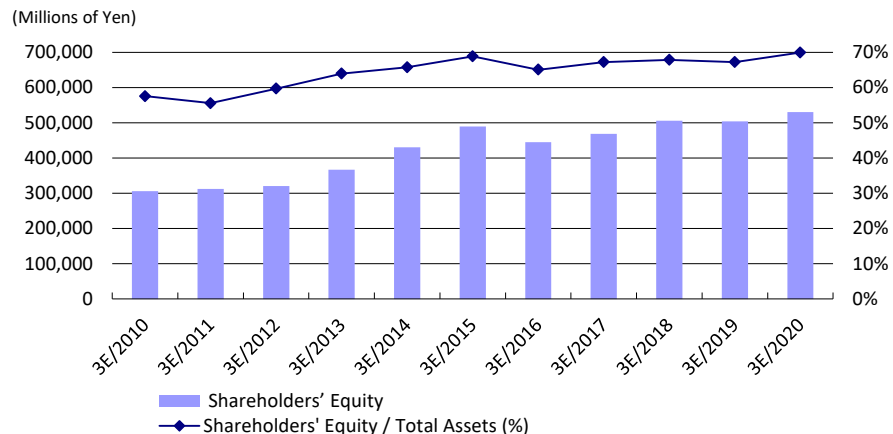
(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net Income (Loss) Attributable to Shareholders	3,518	26,782	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323	74,895
Shareholders' Equity	302,369	309,540	316,797	343,901	398,736	460,139	467,244	456,874	487,280	504,871	517,314
Return on Shareholders' Equity (ROE)	1.2%	8.7%	5.2%	8.8%	11.6%	13.5%	10.1%	10.1%	13.0%	10.8%	14.5%

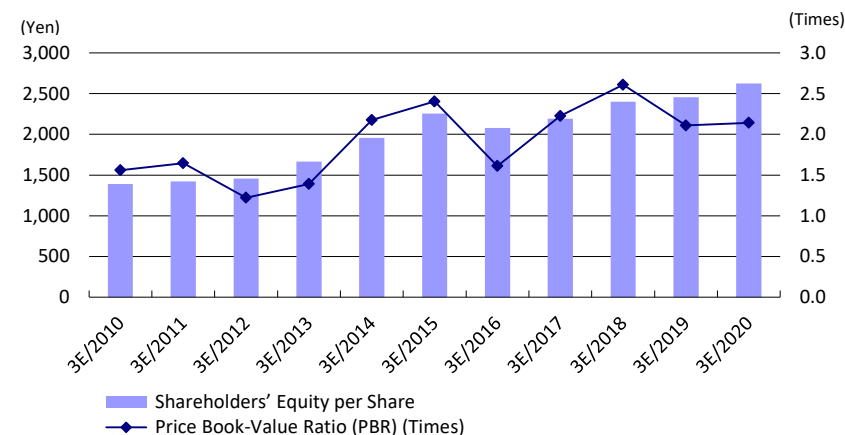
Notes: 1. Shareholders' Equity is based on the average of the beginning and end of each fiscal year.

2. Return on Shareholders' Equity = Net Income (Loss) Attributable to Shareholders / Shareholders' Equity

Shareholders' Equity, Shareholders' Equity / Total Assets



Shareholders' Equity per Share, Price Book-Value Ratio (PBR)



<Shareholders' Equity, Shareholders' Equity / Total Assets>

	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019	3E/2020
Debt	225,119	249,138	215,643	204,874	221,926	218,917	236,291	226,944	237,566	243,567	225,535
Debt / Shareholders' Equity Ratio	0.73	0.80	0.67	0.56	0.52	0.45	0.53	0.48	0.47	0.48	0.43
Shareholders' Equity	306,327	312,753	320,840	366,962	430,509	489,769	444,718	469,029	505,530	504,212	530,415
Total Assets	532,254	562,790	537,323	573,637	654,704	711,011	683,325	697,701	744,952	749,878	758,124
Shareholders' Equity / Total Assets	57.6%	55.6%	59.7%	64.0%	65.8%	68.9%	65.1%	67.2%	67.9%	67.2%	70.0%

Note: Debt / Shareholders' Equity Ratio = Debt / Shareholders' Equity

<Shareholders' Equity per Share, Price Book-Value Ratio (PBR)>

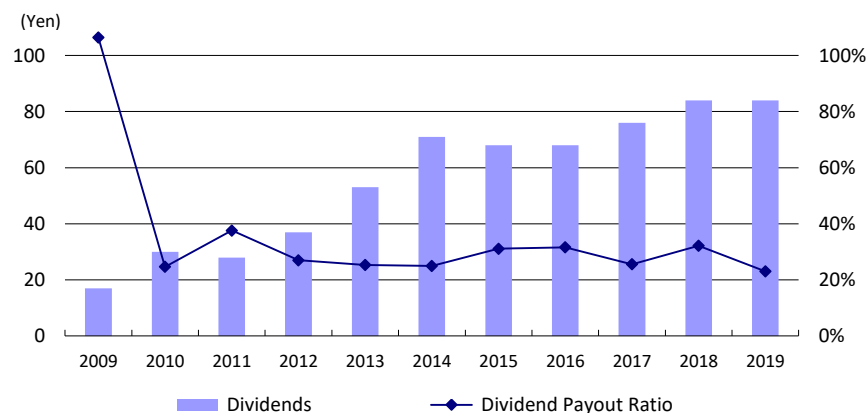
	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019	3E/2020
Number of Shares (Shares)	220,155,078	220,088,828	220,129,633	220,128,465	220,089,329	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564	201,938,124
Shareholders' Equity per Share	1,391	1,421	1,458	1,667	1,956	2,254	2,080	2,194	2,400	2,455	2,627
Stock Price (FYE Closing Price)	2,170	2,338	1,780	2,320	4,260	5,420	3,350	4,885	6,260	5,180	5,630
Price Book-Value Ratio (PBR) (Times)	1.6	1.6	1.2	1.4	2.2	2.4	1.6	2.2	2.6	2.1	2.1

Notes: 1. Number of Shares = Shares Outstanding at End of Term – Treasury Stock at End of Term

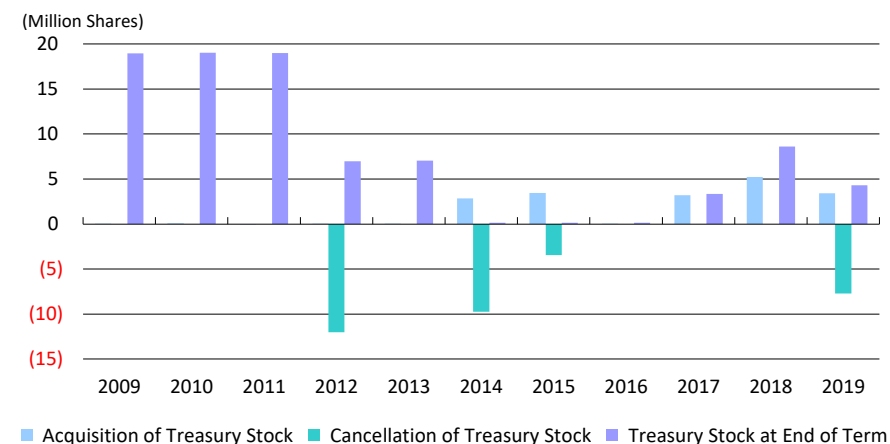
2. Shareholders' Equity per Share is based on the number of shares outstanding at the end of term.

3. Price Book-Value Ratio (PBR) = Fiscal Year-End Stock Price / Shareholders' Equity per Share

Dividends, Dividend Payout Ratio



Treasury Stock at End of Term, Acquisition and Cancellation



<Dividends, Dividend Payout Ratio>

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Dividends	17	30	28	37	53	71	68	68	76	84	84
Dividend Payout Ratio	106.4%	24.7%	37.6%	27.0%	25.3%	25.0%	31.1%	31.6%	25.6%	32.2%	23.0%

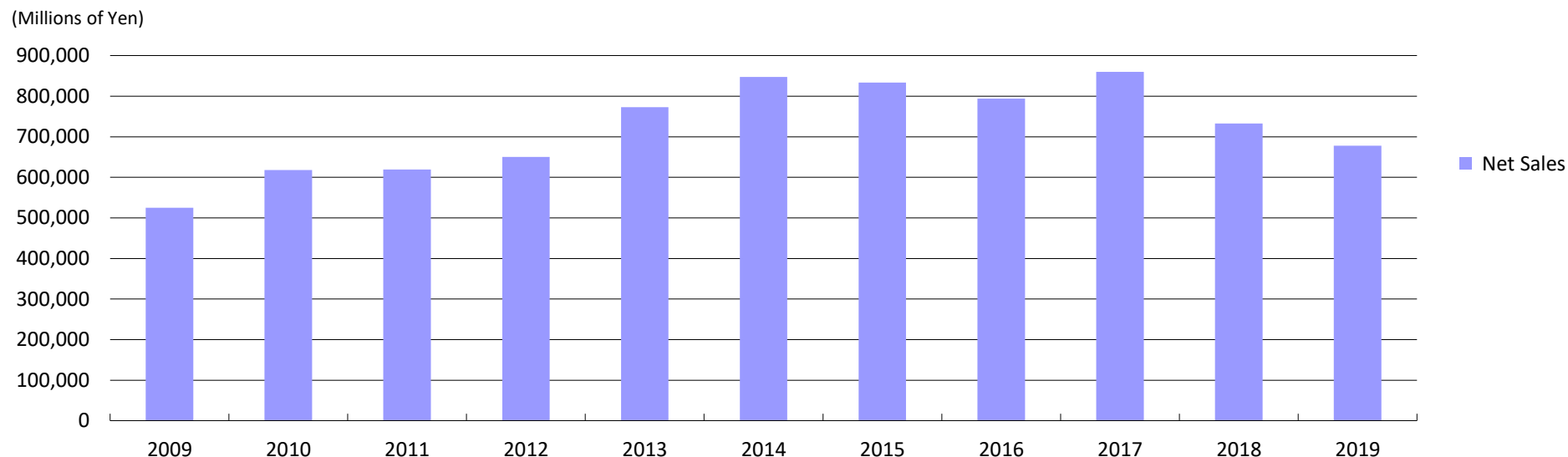
Note: Dividends for fiscal 2012 include a commemorative dividend of ¥5.0.

<Treasury Stock at End of Term, Acquisition and Cancellation>

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Acquisition of Treasury Stock	7,350	66,250	(40,805)	1,168	39,136	2,835,924	3,444,631	3,438	3,200,080	5,243,692	3,423,440
Cancellation of Treasury Stock	-	-	-	(12,000,000)	-	(9,723,500)	(3,439,700)	-	-	-	(7,713,300)
Treasury Stock at End of Term	18,966,294	19,032,544	18,991,739	6,992,907	7,032,043	144,467	149,398	152,836	3,352,916	8,596,608	4,306,748
Stock Outstanding at End of Term	239,121,372	239,121,372	239,121,372	227,121,372	227,121,372	217,397,872	213,958,172	213,958,172	213,958,172	213,958,172	206,244,872
Treasury Stock Ratio	7.9%	8.0%	7.9%	3.1%	3.1%	0.1%	0.1%	0.1%	1.6%	4.0%	2.1%

Note: Treasury Stock Ratio = Treasury Stock at End of Term / Stock Outstanding at End of Term

Net Sales Foreign Exchange Rates



<Net Sales>

(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net Sales	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980
Change (Y/Y)	(16.3%)	17.7%	0.3%	5.0%	18.8%	9.6%	(1.6%)	(4.7%)	8.3%	-	(7.5%)

Note: In connection with the classification of AEC as a discontinued operation, information figures for fiscal year 2018 and 2019 have been restated to reflect this change.

As classification is different, the Y/Y change for FY2018 is not presented here.

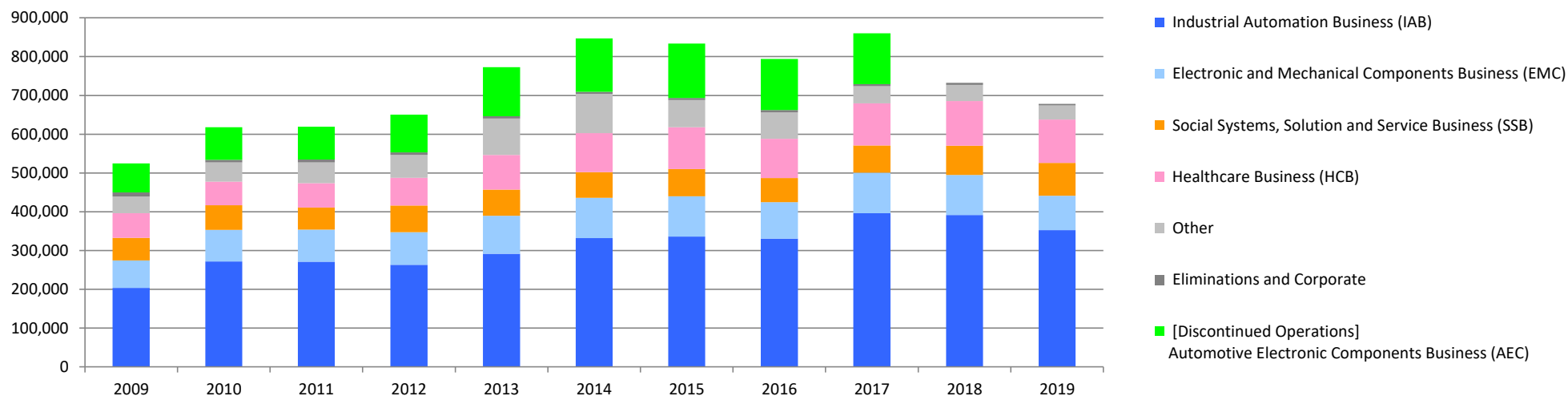
<Foreign Exchange Rates>

(Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
USD	92.9	85.8	79.3	83.2	100.1	110.0	120.2	108.9	111.2	110.7	109.1
EUR	130.3	113.5	110.3	107.6	134.0	138.7	132.2	119.4	129.4	128.8	121.2
RMB							18.9	16.2	16.7	16.5	15.7

Sales by Business Segment

(Millions of Yen)



<Sales by Business Segment>

(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Industrial Automation Business (IAB)	203,917	271,894	270,835	262,983	291,739	331,840	335,959	330,959	396,140	391,826	352,762
(%)	38.9%	44.0%	43.7%	40.4%	37.7%	39.2%	40.3%	41.7%	46.1%	53.5%	52.0%
Electronic and Mechanical Components Business (EMC)	70,717	81,216	83,002	84,107	97,699	103,946	103,681	93,938	104,362	103,123	88,357
(%)	13.5%	13.1%	13.4%	12.9%	12.6%	12.3%	12.4%	11.8%	12.1%	14.1%	13.0%
Social Systems, Solution and Service Business (SSB)	57,981	63,846	57,200	68,754	67,575	66,419	70,378	61,883	70,289	75,023	84,501
(%)	11.1%	10.3%	9.2%	10.6%	8.7%	7.8%	8.4%	7.8%	8.2%	10.2%	12.5%
Healthcare Business (HCB)	63,359	60,629	62,446	71,520	89,275	100,615	108,121	101,295	108,489	115,493	111,999
(%)	12.1%	9.8%	10.1%	11.0%	11.5%	11.9%	13.0%	12.8%	12.6%	15.8%	16.5%
Other	43,592	49,672	53,535	59,240	94,069	101,373	70,188	68,510	44,377	41,739	36,428
(%)	8.3%	8.0%	8.6%	9.1%	12.2%	12.0%	8.4%	8.6%	5.2%	5.7%	5.4%
Eliminations and Corporate	9,965	6,309	7,416	6,214	5,989	5,176	5,311	5,557	5,173	5,377	3,933
(%)	1.9%	1.0%	1.2%	1.0%	0.8%	0.6%	0.6%	0.7%	0.6%	0.7%	0.6%
[Discontinued Operations]											
Automotive Electronic Components Business (AEC)	75,163	84,259	85,027	97,643	126,620	137,883	139,966	132,060	131,152	-	-
(%)	14.3%	13.6%	13.7%	15.0%	16.4%	16.3%	16.8%	16.6%	15.3%	-	-
Total	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980

Notes: 1. In fiscal 2010, the PV inverter business in IAB was transferred to Other. The figures for fiscal 2009 have been restated to reflect this change.

2. Since fiscal 2013, certain operations previously included in EMC have been included in IAB.

Accordingly, information figures for fiscal year 2009 through 2012 have been restated to reflect this change.

3. Since fiscal 2017, certain operations previously included in SSB have been included in Other.

Accordingly, information figures for fiscal year 2013 through 2016 have been restated to reflect this change.

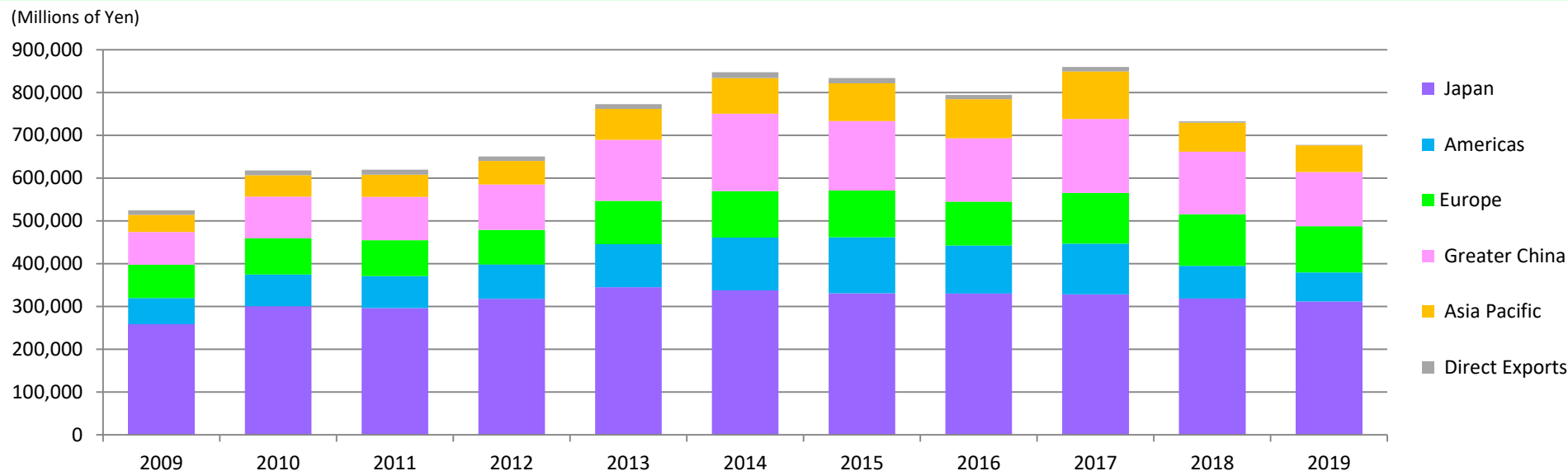
4. Since fiscal 2018, certain operations previously included in Other have been included in EMC, and certain operations previously included in Other have been included in SSB.

Accordingly, information figures for fiscal year 2017 have been restated to reflect this change.

5. Since fiscal 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC and Eliminations & Corporate sales from intersegment sales to sales to external customers.

Accordingly, information figures for fiscal year 2018 have been restated to reflect this change.

Sales by Region



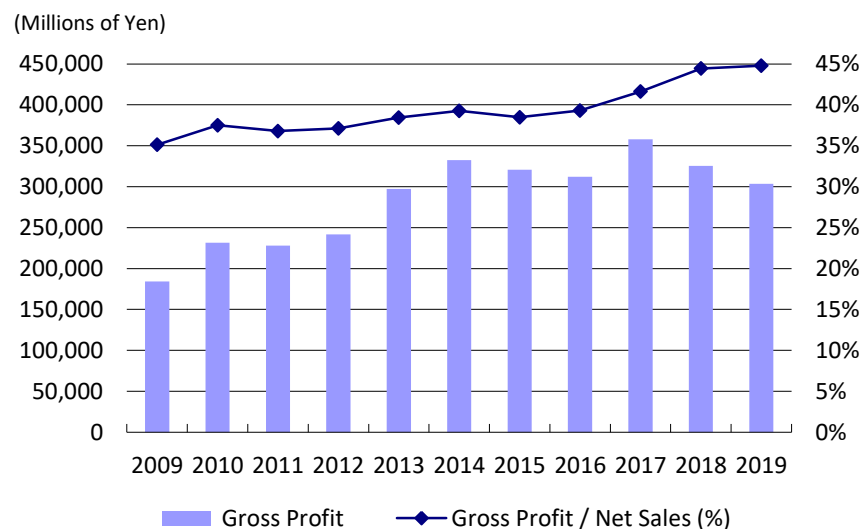
<Sales by Region>

(Millions of Yen)

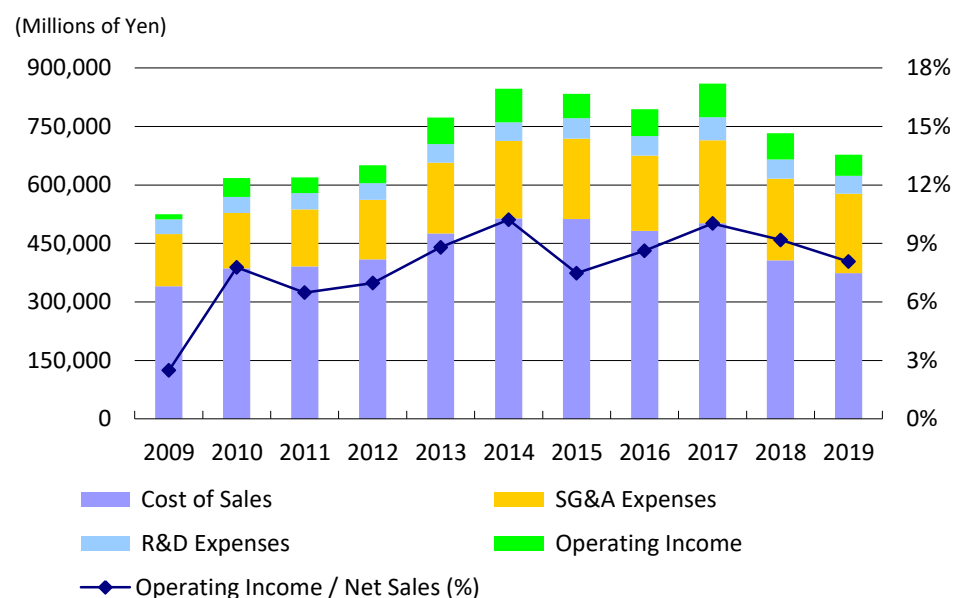
(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Japan	258,413	300,494	296,345	317,919	344,754	337,643	330,804	330,390	328,515	318,684	311,511
(%)	49.3%	48.6%	47.8%	48.9%	44.6%	39.9%	39.7%	41.6%	38.2%	43.5%	45.9%
Americas	61,154	74,397	74,820	80,427	100,992	123,496	130,968	112,191	118,490	76,475	67,800
(%)	11.7%	12.0%	12.1%	12.4%	13.1%	14.6%	15.7%	14.1%	13.8%	10.4%	10.0%
Europe	77,607	84,511	83,561	80,453	100,929	108,427	109,147	102,633	118,426	120,261	108,507
(%)	14.8%	13.7%	13.5%	12.4%	13.1%	12.8%	13.1%	12.9%	13.8%	16.4%	16.0%
Greater China	77,136	97,012	101,074	106,283	142,444	180,954	162,508	147,751	172,948	146,476	126,054
(%)	14.7%	15.7%	16.3%	16.3%	18.4%	21.4%	19.5%	18.6%	20.1%	20.0%	18.6%
Asia Pacific	39,654	49,999	52,357	54,828	72,259	83,054	88,157	91,785	111,104	67,936	62,742
(%)	7.6%	8.1%	8.5%	8.4%	9.3%	9.8%	10.6%	11.6%	12.9%	9.3%	9.3%
Direct Exports	10,730	11,412	11,304	10,551	11,588	13,678	12,020	9,451	10,499	2,749	1,366
(%)	2.0%	1.8%	1.8%	1.6%	1.5%	1.6%	1.4%	1.2%	1.2%	0.4%	0.2%
Total	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980

Note: In connection with the classification of AEC as a discontinued operation, information figures for fiscal year 2018 and 2019 have been restated to reflect this change.

Gross Profit, Gross Profit / Net Sales



Cost Composition, Operating Income / Net Sales



<Gross Profit, Gross Profit / Net Sales>

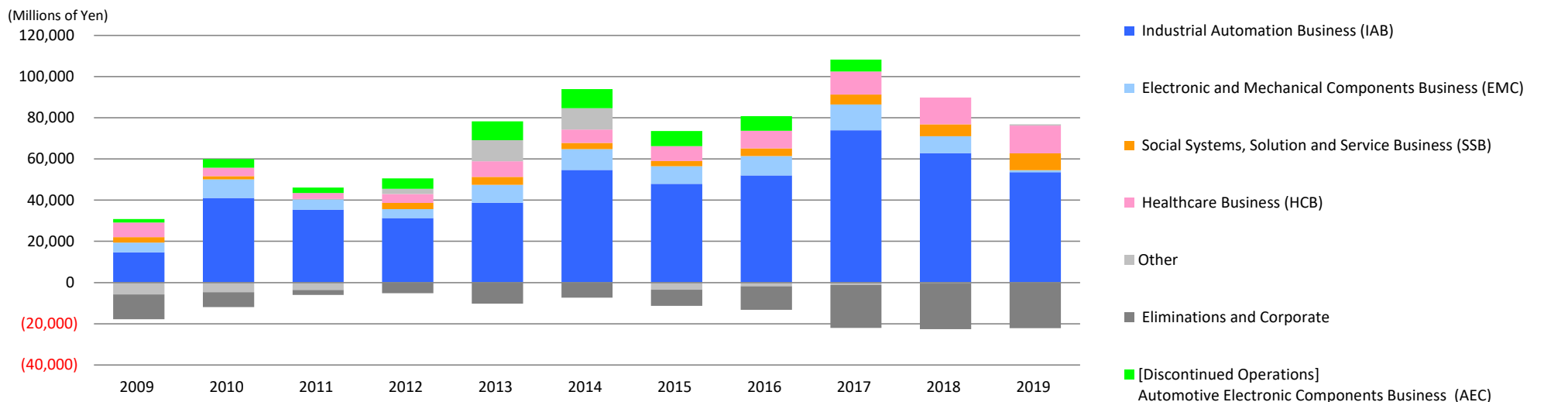
(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Gross Profit	184,342	231,702	227,887	241,507	297,208	332,607	320,812	312,161	357,812	325,484	303,702
Net Sales	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980
Gross Profit / Net Sales	35.1%	37.5%	36.8%	37.1%	38.5%	39.3%	38.5%	39.3%	41.6%	44.4%	44.8%

<Cost Composition, Operating Income / Net Sales>

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net Sales	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980
Cost of Sales	340,352	386,123	391,574	408,954	475,758	514,645	512,792	482,040	502,170	407,097	374,278
SG&A Expenses	133,426	142,365	145,662	152,676	181,225	198,103	205,735	193,093	212,481	208,895	202,954
R&D Expenses	37,842	41,300	42,089	43,488	47,928	47,913	52,790	50,539	59,077	49,335	45,988
Operating Income	13,074	48,037	40,136	45,343	68,055	86,591	62,287	68,529	86,254	67,254	54,760
Operating Income / Net Sales	2.5%	7.8%	6.5%	7.0%	8.8%	10.2%	7.5%	8.6%	10.0%	9.2%	8.1%

Note: In connection with the classification of AEC as a discontinued operation, information figures for fiscal year 2018 and 2019 have been restated to reflect this change.

Operating Income by Business Segment



<Operating Income by Business Segment>

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Industrial Automation Business (IAB)	14,644	41,083	35,354	31,349	38,755	54,617	47,929	52,005	73,980	62,895	53,595
Electronic and Mechanical Components Business (EMC)	4,788	8,959	5,114	4,351	8,655	10,168	8,494	9,428	12,474	8,165	918
Social Systems, Solution and Service Business (SSB)	2,654	1,653	98	2,915	3,880	3,054	2,542	3,685	4,823	5,763	8,180
Healthcare Business (HCB)	7,055	4,078	2,918	4,407	7,545	6,511	7,285	8,535	11,211	13,033	13,511
Other	(5,822)	(4,659)	(3,553)	2,526	10,348	10,305	(3,463)	(1,852)	(1,158)	(473)	670
Eliminations and Corporate	(11,976)	(7,239)	(2,486)	(5,214)	(10,212)	(7,294)	(7,842)	(11,362)	(20,892)	(22,129)	(22,114)
[Discontinued Operations] Automotive Electronic Components Business (AEC)	1,731	4,162	2,691	5,009	9,084	9,230	7,342	7,127	5,816	—	—
Total	13,074	48,037	40,136	45,343	68,055	86,591	62,287	67,566	86,254	67,254	54,760

Note: 1. In fiscal 2010, the PV inverter business in IAB was transferred to Other. The figures for fiscal 2009 have been restated to reflect this change.

2. Since fiscal 2013, certain operations previously included in EMC have been included in IAB.

Accordingly, information figures for fiscal year 2009 through 2012 have been restated to reflect this change.

3. Since fiscal 2017, certain operations previously included in SSB have been included in Other.

Accordingly, information figures for fiscal year 2013 through 2016 have been restated to reflect this change.

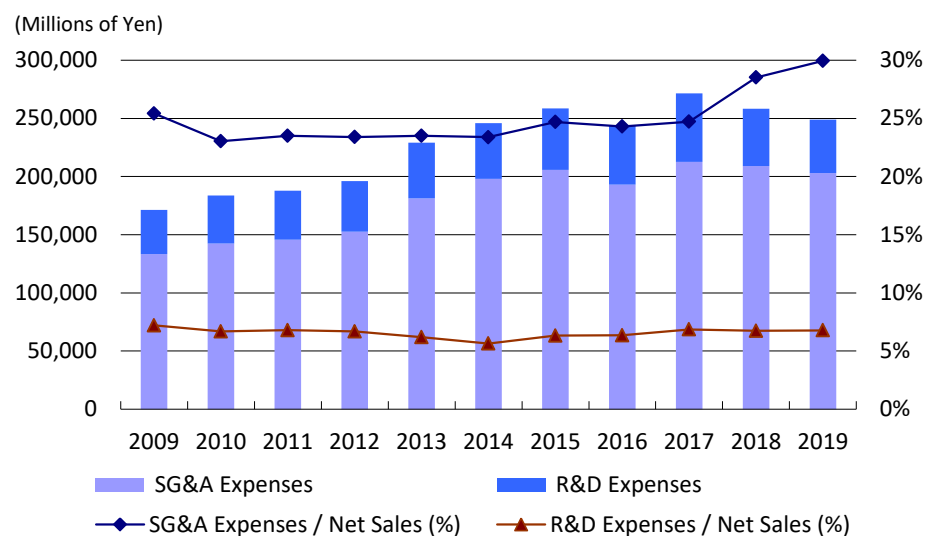
4. Since fiscal 2018, certain operations previously included in Other have been included in EMC, and certain operations previously included in Other have been included in SSB.

Accordingly, information figures for fiscal year 2017 have been restated to reflect this change.

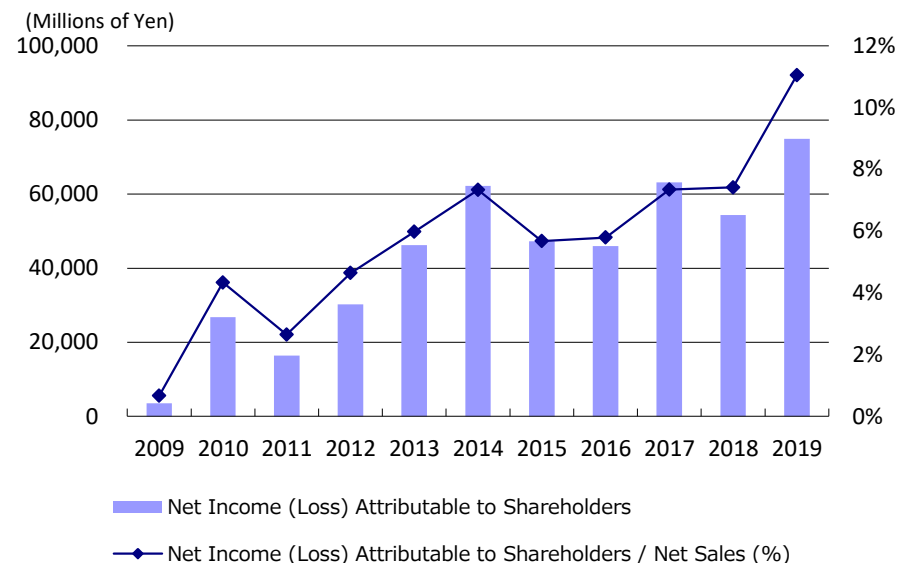
5. Since fiscal 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC and Eliminations & Corporate sales from intersegment sales to sales to external customers.

Accordingly, information figures for fiscal year 2018 have been restated to reflect this change.

SG&A Expenses / Net Sales, R&D Expenses / Net Sales



Net Income (Loss) Attributable to Shareholders / Net Sales



<SG&A Expenses / Net Sales, R&D Expenses / Net Sales>

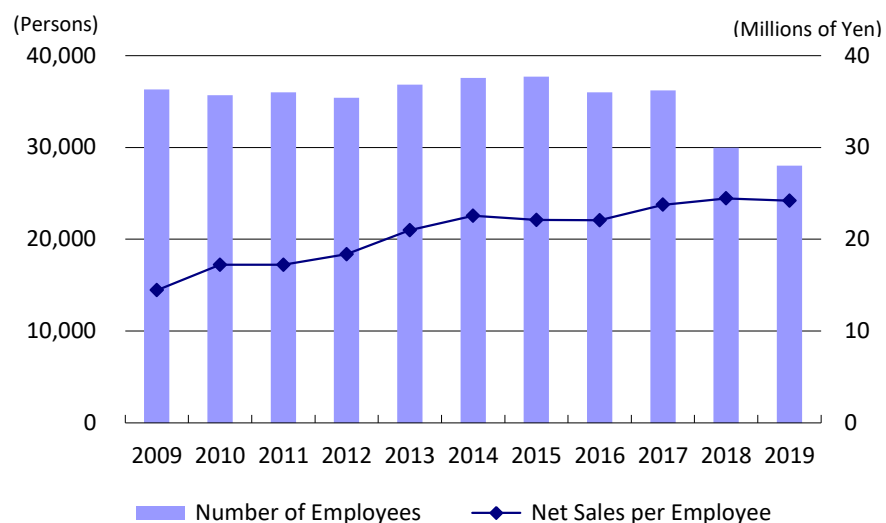
(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
SG&A Expenses	133,426	142,365	145,662	152,676	181,225	198,103	205,735	193,093	212,481	208,895	202,954
R&D Expenses	37,842	41,300	42,089	43,488	47,928	47,913	52,790	50,539	59,077	49,335	45,988
Net Sales	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980
SG&A Expenses / Net Sales	25.4%	23.0%	23.5%	23.4%	23.5%	23.4%	24.7%	24.3%	24.7%	28.5%	29.9%
R&D Expenses / Net Sales	7.2%	6.7%	6.8%	6.7%	6.2%	5.7%	6.3%	6.4%	6.9%	6.7%	6.8%

<Net Income (Loss) Attributable to Shareholders / Net Sales>

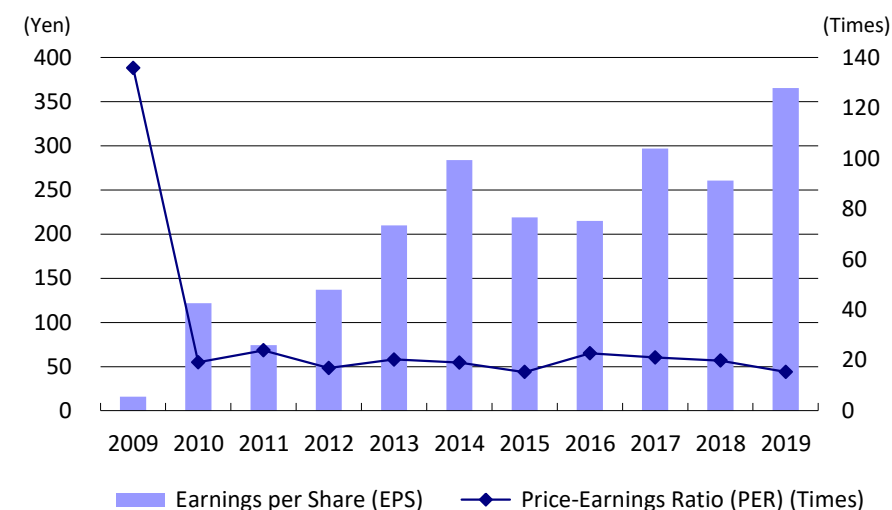
(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net Income (Loss) Attributable to Shareholders	3,518	26,782	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323	74,895
Net Sales	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980
Net Income (Loss) Attributable to Shareholders / Net Sales	0.7%	4.3%	2.6%	4.6%	6.0%	7.3%	5.7%	5.8%	7.3%	7.4%	11.0%

Note: In connection with the classification of AEC as a discontinued operation, information figures for fiscal year 2018 and 2019 have been restated to reflect this change.

Number of Employees, Net Sales per Employee



Earnings per Share (EPS), Price-Earnings Ratio (PER)



<Number of Employees, Net Sales per Employee>

(Millions of Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Number of Employees	36,299	35,684	35,992	35,411	36,842	37,572	37,709	36,008	36,193	29,976	28,006
Net Sales	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980
Net Sales per Employee	14.5	17.2	17.2	18.4	21.0	22.6	22.1	22.1	23.8	24.4	24.2

Notes: 1. Number of Employees is based on the figure at the end of each fiscal year.

2. In connection with the classification of AEC as a discontinued operation, information figures for fiscal year 2018 and 2019 have been restated to reflect this change.

<Earnings per Share (EPS), Price-Earnings Ratio (PER)>

(Yen)

(Fiscal Year)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Earnings per Share (EPS)	16.0	121.7	74.5	137.2	209.8	283.9	219.0	215.1	296.9	260.8	365.3
Stock Price	2,170	2,338	1,780	2,320	4,260	5,420	3,350	4,885	6,260	5,180	5,630
Price-Earnings Ratio (PER) (Times)	135.8	19.2	23.9	16.9	20.3	19.1	15.3	22.7	21.1	19.9	15.4

Notes: 1. Earnings per Share is based on the number of share equivalents with a dilutive effect.

2. PER = Fiscal Year-End Stock Price / Earnings per Share



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