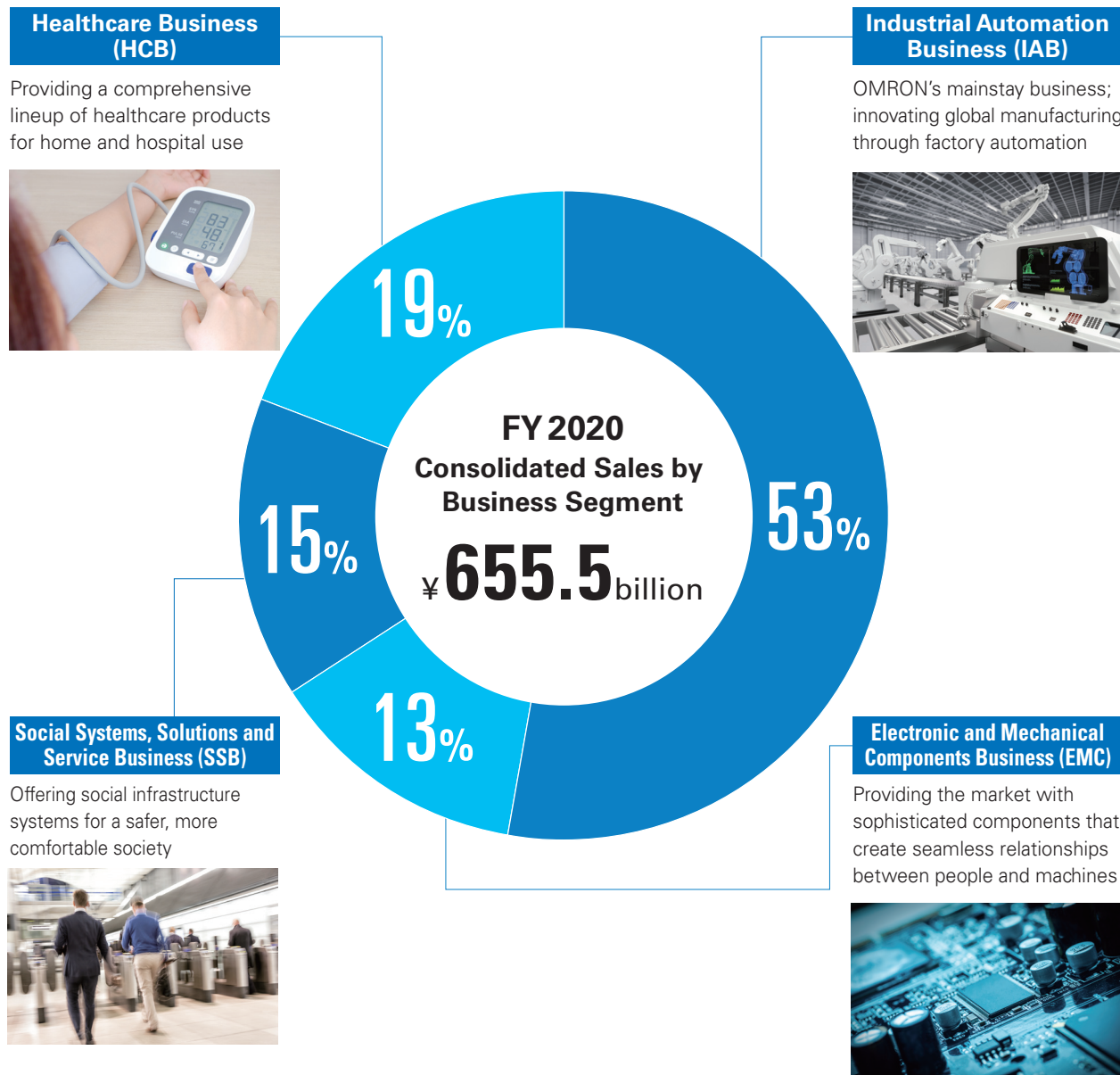


OMRON's Business and Fiscal 2020 Results

OMRON manufactures and sells market-leading sensing and control products in around 120 countries/regions around the world. Our products include control equipment, electronic components, social systems, and healthcare items.

Consolidated Sales Composition Ratio

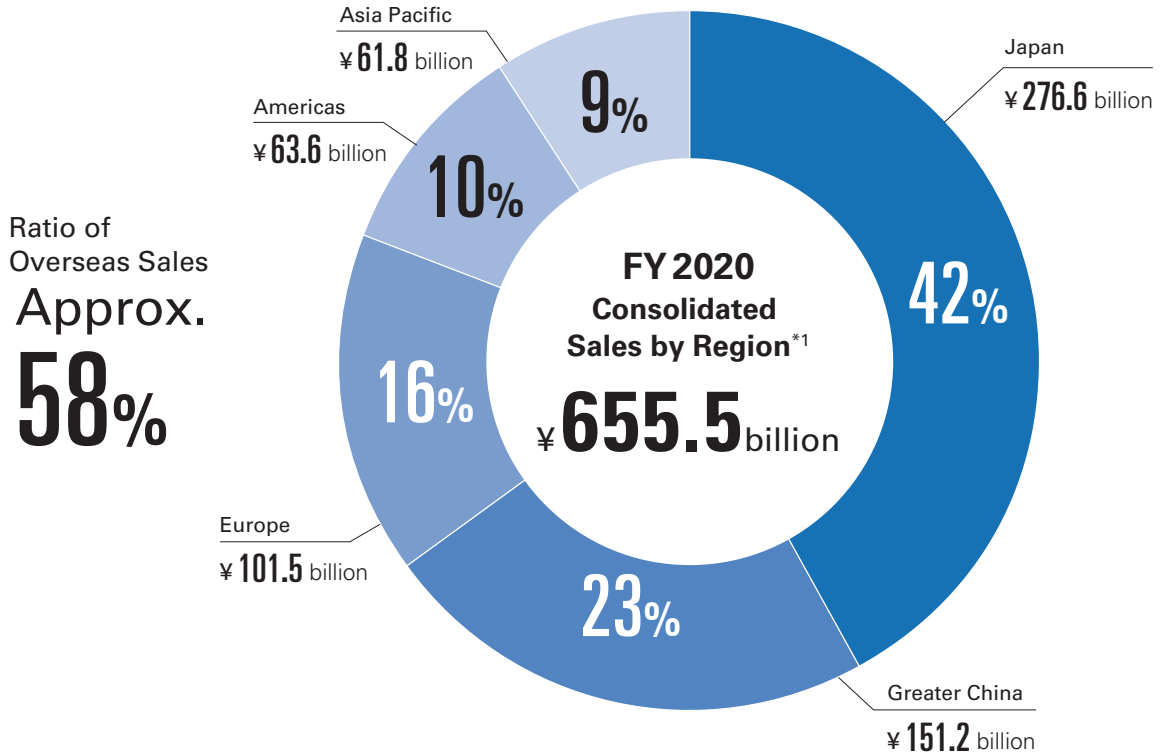


Net Sales, Operating Income, and Operating Income Margins by Business Segment for Fiscal 2020

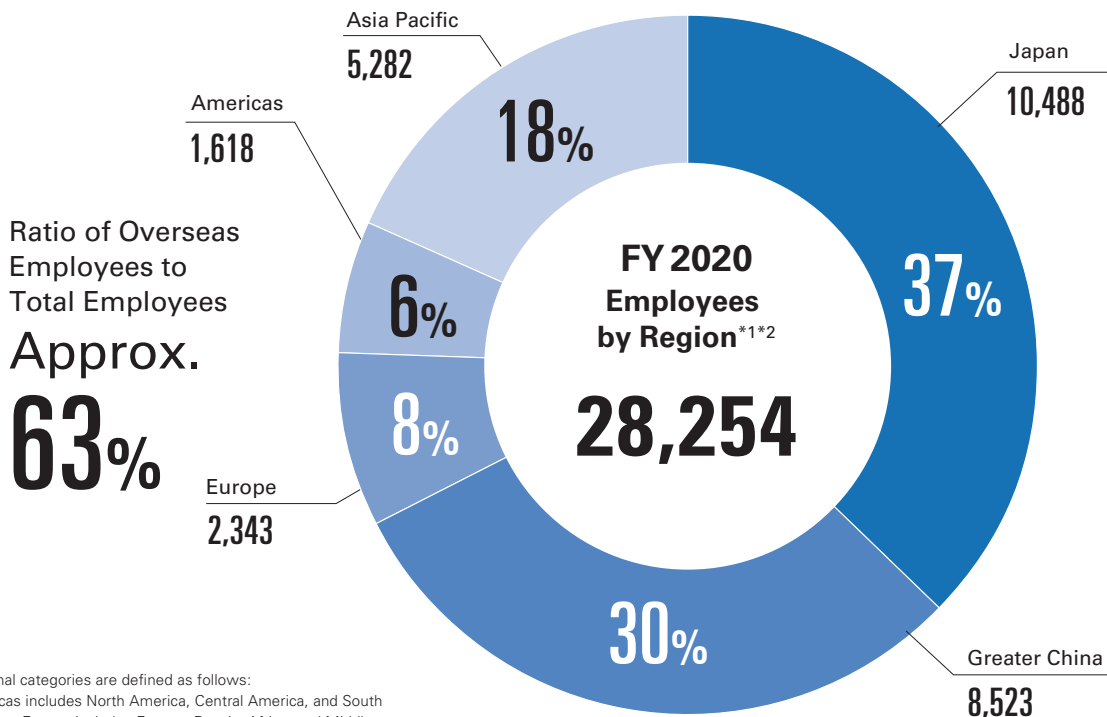
(Billions of yen)

Business Segment	Net Sales	Operating Income	Operating Income Margin
Industrial Automation Business (IAB)	346.4	58.8	17.0%
Electronic and Mechanical Components Business (EMC)	86.0	3.0	3.4%
Social Systems, Solutions and Service Business (SSB)	95.7	5.7	6.0%
Healthcare Business (HCB)	123.1	20.6	16.7%
Eliminations and Corporate	4.3	(25.5)	—
Total	655.5	62.5	9.5%

Net Sales by Region

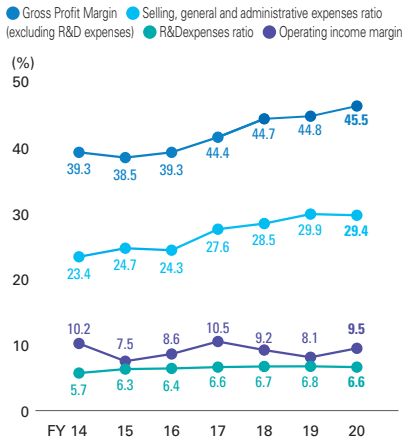


Number of Employees by Region

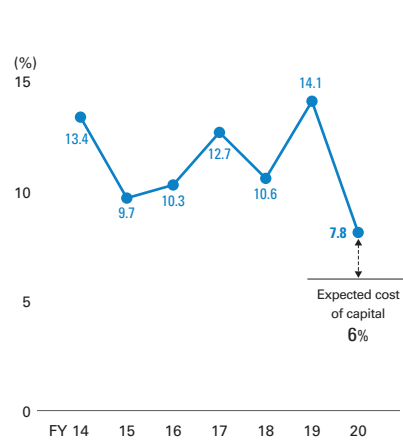


*1 Regional categories are defined as follows:
 Americas includes North America, Central America, and South America. Europe includes Europe, Russia, Africa, and Middle East. Greater China includes China, Taiwan, and Hong Kong. Asia Pacific includes Southeast Asia, Korea, India, and Oceania.
 *2 As of March 31, 2021.

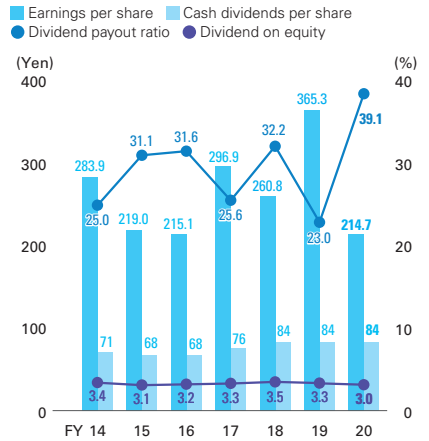
Financial Highlights



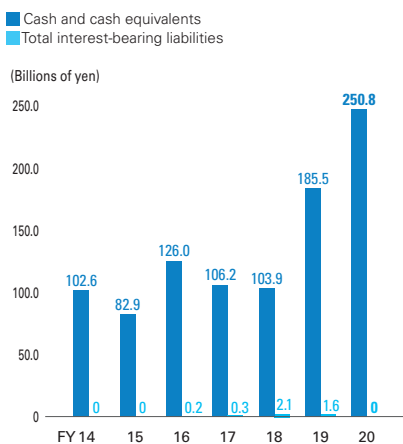
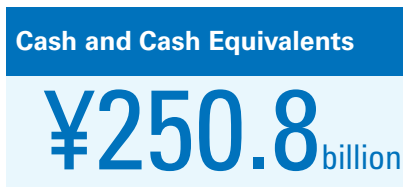
Gross profit margin reached a record high, driven by stronger group-wide earnings capacity.



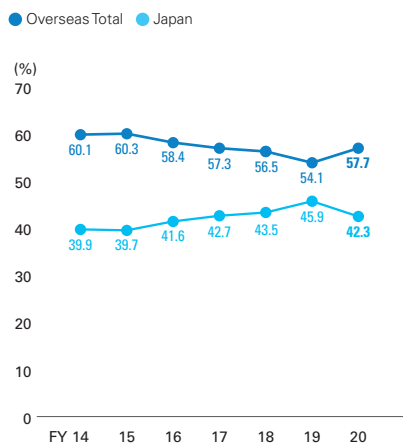
Our focus on ROIC management resulted in a 7.8% ROIC, above our 6% expected cost of capital.



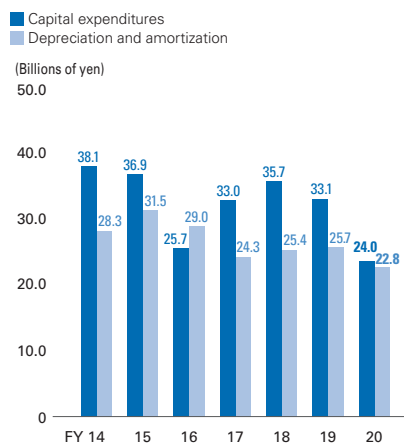
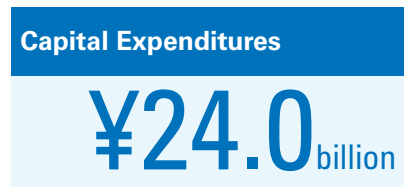
OMRON paid dividends of ¥84 per share, representing dividend on equity above our target of approximately 3%.



As a result of increased operating cash flow, cash and cash equivalents increased significantly.



OMRON's overseas sales ratio remains over 50%.



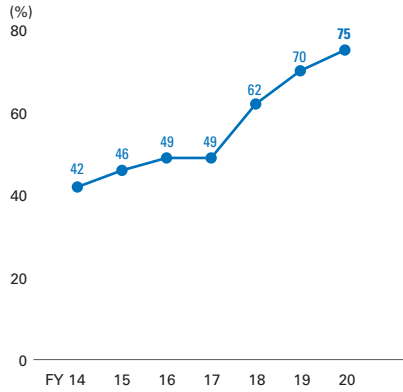
OMRON made carefully selected capital investments, including increased production facilities and investment in operating sites for future growth.

* The Automotive Electronics Components Business (AEC) was transferred, and the AEC business was classified as a "discontinued business." Accordingly, some financial data for fiscal 2017 and 2018 have been reclassified.

Non-Financial Highlights

Ratio of non-Japanese in key managerial positions overseas

75%★

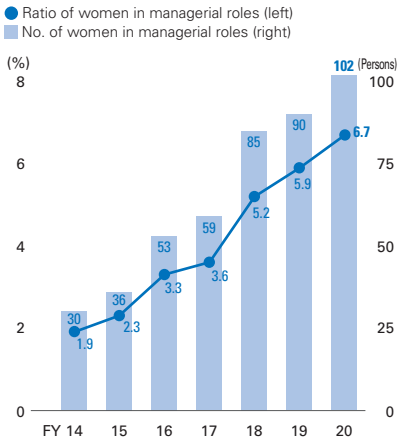


Depending on the size of the overseas OMRON Group companies, we increase the ratio of local employees to the number of important positions determined by OMRON. In fiscal 2020, in contrast to a target ratio of non-Japanese of 2/3 (66%), as a result of planned personnel changes taking effect, we achieved a ratio of 3/4 (75%).

* From fiscal 2018, concurrent positions for governance and development positions are excluded.

Ratio of women in managerial roles (OMRON Group in Japan)

6.7%★

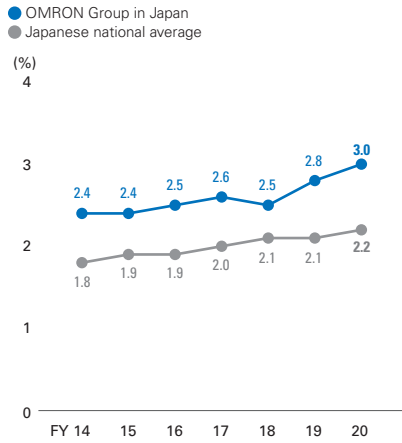


In contrast to a target of 8%, the ratio for fiscal 2020 was 6.7%. Although the desire for career development is growing among young female employees, forming a group of medium-to-long-term candidates is a challenge.

* To date, the ratio of women in managerial roles in the OMRON Group in Japan has been expressed as the result for the fiscal year under review as of April 20 of that year (the date on which job titles reflecting the OMRON Group's human resource evaluations for the previous year took effect). This has been changed to express the ratio as the result for the previous fiscal year (in this report, the ratio as of April 20, 2021 is expressed as the result for fiscal 2020). In accordance with this change, the expressions of the ratios of previous fiscal years have also been retroactively changed to this format.

Ratio of employees with disabilities (OMRON Group in Japan)

3.0%★

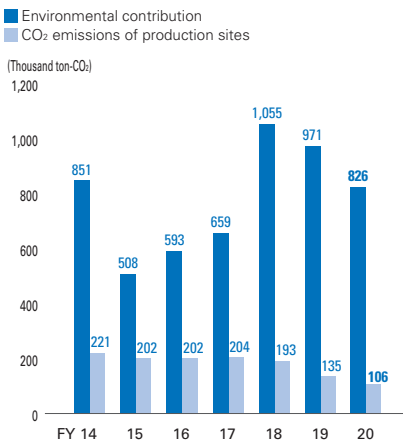


We are striving to create more employment opportunities and fulfilling work for disabled persons. In fiscal 2020, the ratio of employees with disabilities was 3.0%, above the legally mandated ratio of 2.2%.

* Figures represent results as of June 20.
* For companies subject to the Act on Employment Promotion etc. of Persons with Disabilities.
* Employment rate calculation is based on the Act on Employment Promotion etc. of Persons with Disabilities.

Environmental Contribution☆

826 thousand ton-CO₂



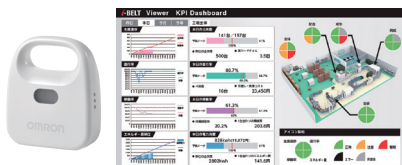
We are expanding the environmental contribution of OMRON products and services that reduce the impact on the environment. We also strive to reduce CO₂ emissions at our production centers through the use of our own energy saving products. In fiscal 2020, our environmental contribution was 826 thousand ton-CO₂, exceeding production site emissions of 106 thousand ton-CO₂.

* Environmental Contribution = Volume of CO₂ emissions reduction contributed by society's use of the OMRON Group's energy generation and savings products and services.
https://sustainability.omron.com/en/environ/climate_change/contribution/

Energy-Generation and Storage Products



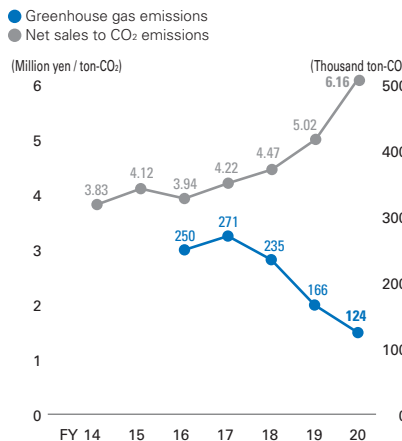
Energy-Saving Product



Left: Environmental sensor
Right: i-BELT energy visualization and analysis service

Greenhouse Gas Emissions☆

124 thousand ton-CO₂



OMRON has established its new environmental target "OMRON Carbon Zero" with the goal of reducing greenhouse gas emissions to zero by 2050. OMRON has set greenhouse gas emissions as an indicator to achieve that goal. In fiscal 2020, we achieved a 50% reduction compared to fiscal 2016, substantially exceeding our initial target of a 4% reduction.

* Net sales to CO₂ emissions: Net sales per one ton of CO₂ emissions
* Since fiscal 2016, OMRON has been using the following published figures for the CO₂ emissions coefficient associated with electric power: Japan: Ministry of the Environment, by power company (updated annually); China: National Development and Innovation Committee, by power company (updated annually); Other: IEA, by country (2011) https://sustainability.omron.com/en/environ/data/ghg_emissions/

★ Indicates assurance performed by independent third party.
☆ Indicates independent verification or review performed by a third party.