

FY2019 Q3 Earnings Ended December 31, 2019



**January 29, 2020
OMRON Corporation**

Good afternoon everyone.

I am Koji Nitto, CFO of OMRON.

Thank you for taking the time out of your busy schedules to participate in the Q3 FY2019 results conference call.

As noted by the MC, I will present our Q3 results before opening the floor for questions.

In response to the ongoing spread of the novel coronavirus outbreak in China, I am personally heading the project team responsible for gathering information and developing responses. However, at this stage the impact on our business is still unclear. As such, we have not factored it into the forecasts we present today. We will continue to monitor the situation. If we determine that there will be a meaningful impact on earnings, we will disclose the information in a timely manner.

Now, turning to our results, I will start my presentation using the web presentation materials. I will begin with a summary of today's key points on page 1.

Summary

■ Q1-Q3 results

- Sales, operating income down YoY. Sales largely in line with October internal forecasts, excluding forex impact
- Operating income ahead of plan, supported by improved GP margin
- Substantial sales gains at SSB, on solid trends in station/transport systems

■ Full-year forecasts

- Signs of improving operating environment but full-year forecast unchanged
- Aim to achieve full-year forecasts while fully completing planned growth investments

■ Looking forward

- Aim for further growth by concentrating on 3 focus domains
- Continue disciplined execution of growth initiatives for FA and Healthcare
- As CFO, maintain disciplined focus on ROIC management

There are 3 key points to today's presentation.

First, the Q3 (9-month) results.

While both sales and operating profit declined Y/Y, sales were largely in line with our October internal plan, excluding forex impact. However, operating profit came in ahead of plan, reflecting not only the improved GP margin, but the impact of a weaker yen and fixed cost discipline. By segment, SSB reported a significant increase in sales, supported by firm trends in the station system and transport system businesses.

Next, our full-year forecasts.

While there are signs of improvement in the operating environment, the outlook, including the impact of the novel coronavirus, is still unclear. We have chosen to leave our full-year forecasts unchanged. Despite the uncertainty, we aim to achieve our full-year forecasts while also fully completing our planned growth investments.

Finally, I will discuss our forward-looking initiatives.

We aim for further growth by concentrating on the 3 focus domains. This time, I will highlight some initiatives from our FA and healthcare businesses.

Let us begin the presentation. Please turn to page 4.

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Q1-Q3 Results

Q1-Q3 Results

Sales, operating income down Y/Y. Improved GP margin

(¥bn)

	FY2018 Q1-Q3 Act.	FY2019 Q1-Q3 Act.	Y/Y
Net Sales	539.2	498.3	-7.6%
Gross Profit (%)	242.4 (44.9%)	225.2 (45.2%)	-7.1% (+0.2%pt)
Operating Income (%)	49.6 (9.2%)	40.1 (8.0%)	-19.1% (-1.1%pt)
Net Income (Continuing Ops.)	34.2	33.0	-3.5%
Net Income (Discontinued Ops.)	5.2	38.4	(-)
* Net Income Attributable to OMRON Shareholders	38.8	71.0	+83.2%
1USD (JPY)	110.8	109.1	-1.7
1EUR (JPY)	129.6	121.3	-8.3
1RMB (JPY)	16.6	15.7	-0.9

* Net Income Attributable to OMRON Shareholders includes Profit (Loss) Attributable to Non-controlling Interests

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We show here our overall Q3 FY2019 (9 month) results.

Sales were ¥498.3bn, GP margin was 45.2% and operating profit ¥40.1bn. Both sales and operating profits declined Y/Y. Although not shown on this slide, the yen has depreciated relative to our forecast as of Q2. If the forex impact is excluded, sales would be in line with our October internal plan.

The GP margin, a key metric for OMRON, improved 0.2% pts Y/Y, despite the decline in sales. The higher margin is the culmination of a number of initiatives, such as higher unit prices as a result of solutions-based proposals, sales growth in new products with high added value and reductions to fixed manufacturing costs on the back of structural reforms.

Operating profit came in ahead of plan as a result of the higher GP margin, the impact of a weaker yen and fixed cost discipline.

Net profits increased substantially on profits related to the transfer of the AEC business and valuation gains on investment securities which pushed up non-operating income.

Next is the breakdown of sales by segment. Please turn to the next page.

Sales by Segment

IAB, EMC, HCB report Y/Y sales declines. Sales improve at SSB

	FY2018	FY2019	(¥bn) Y/Y
	Q1-Q3 Act.	Q1-Q3 Act.	
IAB Industrial Automation	298.5	265.4	-11.1%
EMC Electronic & Mechanical Components	78.8	67.3	-14.6%
SSB Social Systems, Solutions & Service	39.9	49.3	+23.7%
HCB Healthcare	86.7	85.3	-1.6%
Other Businesses under Direct Control of HQ	31.0	28.8	-7.3%
Eliminations & Corporate	4.2	2.2	-47.6%
Total	539.2	498.3	-7.6%

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This table shows sales broken out by segment. IAB, EMC and HCB reported Y/Y sales declines but SSB posted an increase in sales.

Overall conditions remain tough for IAB. However, looking at individual sectors, the Digital industry (semiconductors/smart phones) is starting to show signs of recovery. By region, Greater China is recovering, reflecting the fact that Digital accounts for a high proportion of business in the region. In local currency terms for the month of December on a standalone basis, Greater China sales moved into positive territory on a Y/Y basis.

EMC also continues to face a challenging environment. Markets for commodity products and automotive products have been slow to recover. EMC also continues to be impacted by inventory adjustments at distributors.

In contrast, SSB has successfully captured strong social infrastructure demand in the station system and transport system businesses. In addition, there was a positive impact from measures to redress the heavy skewing of revenue recognition to the end of the fiscal year. SSB sales remain firm.

HCB is starting to be affected by a global slowdown in personal consumption.

In the Other segment, we continue to make good progress in winding down the backlight business, resulting in a decline in sales. However, the Environmental Solutions business continues to see firm sales of storage systems.

Please turn to the next page.

Operating Income by Segment

Profits down at IAB and EMC. SSB and Environmental Solutions within Other report profit gains

(¥bn, %: OPM)

	FY2018	FY2019	Y/Y
	Q1-Q3 Act.	Q1-Q3 Act.	
IAB Industrial Automation	48.9 (16.4%)	40.7 (15.3%)	-8.3 (-1.1%pt)
EMC Electronic & Mechanical Components	7.0 (8.9%)	0.9 (1.4%)	-6.1 (-7.6%pt)
SSB Social Systems, Solutions & Service	-1.4 (-)	1.7 (3.4%)	+3.0 (-)
HCB Healthcare	11.2 (13.0%)	11.2 (13.2%)	+0.0 (+0.2%pt)
Other Businesses under Direct Control of HQ	-0.5 (-)	1.5 (5.0%)	+2.0 (-)
Eliminations & Corporate	-15.7	-15.8	-0.1
Total	49.6 (9.2%)	40.1 (8.0%)	-9.5 (-1.1%pt)

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This is the segment breakdown for operating profit. IAB and EMC posted Y/Y declines. HCB was flat Y/Y while SSB reported Y/Y gains.

IAB's GP margin improved despite falling sales. We were able to limit the profit declines to a minimum.

Similar to the trend in sales, SSB reported a significant increase in profits, reflecting the impact of firm demand and efforts to smooth revenue recognition across the fiscal year.

The Other segment reported a return to positive territory, on the impact of restructuring measures at the backlight business and firm sales at the Environmental Solutions business.

Next is the balance sheet. Please turn to the next page.

Consolidated Balance Sheet

Inventory controlled at appropriate level

(¥bn)

	End-Mar 2019	End-Dec 2019	Change
Current assets	460.0	485.2	+25.2
(Inventories)	(120.4)	(125.5)	(+5.1)
Property, plant and equipment	115.1	115.1	+0.1
Investments and other assets	174.8	199.9	+25.1
Total assets	749.9	800.3	+50.4
Current liabilities	175.6	165.0	-10.5
Long-term liabilities	68.0	62.1	-5.9
Total liabilities	243.6	227.2	-16.4
Shareholders' equity	504.2	570.8	+66.6
Noncontrolling interests	2.1	2.3	+0.2
Total net assets	506.3	573.1	+66.8
Total liabilities and net assets	749.9	800.3	+50.4
Equity ratio	67.2%	71.3%	+4.1%pt

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Please look at the second row of the balance sheet, which is highlighted in blue. Inventory is up ¥5.1bn from the end of the previous fiscal year, partly reflecting seasonal factors. However, although not shown here, inventory is down ¥9.6bn Y/Y, reflecting efforts to control inventory at appropriate levels.

This covers the Q3 results.

Next, I will discuss the full-year forecasts. Please turn to page 9.



Full-year Forecasts



Q4 Business Environment by Segment (Change vs. Q2 Outlook)

Gradual improvement in Digital for IAB.
Operating environment for EMC remains challenging

IAB Industrial Automation	Automotive: Further capex constraints on falling sales volume for gasoline-powered cars Digital: Gradual recovery in semiconductor capex, primarily in China and South Korea Food & bev.: European machinery shipments remain weak. Asian labor-saving investments still firm Social infrastructure: Chinese urban development and public infrastructure investment still firm on government stimulus measures
EMC Electronic & Mechanical Components	Consumer: China domestic market demand still weak. No signs of recovery either in US/Europe; expecting demand to slow Automotive: Americas, Greater China slowing on falling sales volume and cuts to EV subsidies in China
SSB Social Systems, Solutions & Service	Station sys.: Replacement cycle firm, expect demand to be maintained Transport: Expect firm replacement demand to continue Payment sys.: Expect rising needs for cashless settlements to continue to support firm demand for payment system terminals
HCB Healthcare	Domestic: Slowing in response to consumption tax demand pull-forward and warm winter weather Overseas: Americas remain weak. China online sales still strong but growth moderating for overall market
Other Businesses under the Direct Control of HQ	Env. Soln.: PV inverter demand flat. Storage systems still growing

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First, I will discuss the operating environment.

On this slide, we show how our view of the March 2020 quarter (Q4 FY2019) operating environment has changed, relative to our view as of the end of October, when we announced H1 results.

As noted earlier in the discussion of the 9-month results, while the operating environment for IAB remains tough, there were signs of recovery in Digital. We expect the Q3 trend to continue through Q4.

While not shown here, regionally we are seeing signs of gradual recovery in Greater China. However, given the lack of visibility into the impact of the novel coronavirus on our business, we will continue to closely monitor the situation.

With regard to the other segments, please review at your leisure.

Next, please turn to page 10.

Full-year Forecasts

Reiterating full-year forecasts

(¥bn)

	FY2018 Actual	FY2019 Forecasts	Y/Y
Net Sales	732.6	670.0	-8.5%
Gross Profit (%)	325.5 (44.4%)	298.0 (44.5%)	-8.4% (+0.1%pt)
Operating Income (%)	67.3 (9.2%)	45.0 (6.7%)	-33.1% (-2.5%pt)
Net Income (Continuing Ops)	47.3	30.0	-36.6%
Net Income (Discontinued Ops)	7.7	36.5	(-)
* Net Income Attributable to Shareholders	54.3	66.0	+21.5%
1USD (JPY)	110.7	108.0	-2.7
1EUR (JPY)	128.8	120.3	-8.5
1RMB(JPY)	16.5	15.5	-1.1

*Net Income Attributable to OMRON Shareholders includes Profit (Loss) attributable to Noncontrolling Interests
NB.H2 foreign exchange assumptions: USD ¥105, EUR ¥117, RMB ¥14.7

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As discussed on the previous page, while there are some slightly brighter signs in the operating environment, the outlook is still uncertain. As such, we have chosen to reiterate our full-year forecasts. Our forex assumptions for Q4 are also unchanged (1USD ¥105, 1EUR ¥117, 1RMB ¥14.7).

However, we remain committed to executing on selected growth investments as planned, to support a recovery in the next fiscal year. We aim to achieve our full-year forecasts after fully following through on our growth investments.

Sales by Segment (Reference)

(¥bn)

	FY2018 Actual	FY2019 Forecast	Y/Y
IAB Industrial Automation	391.8	343.0	-12.5%
EMC Electronic & Mechanical Components	103.1	90.0	-12.7%
SSB Social Systems, Solutions & Service	75.0	84.0	+12.0%
HCB Healthcare	115.5	117.0	+1.3%
Other Businesses under Direct Control of HQ	41.7	34.0	-18.5%
Eliminations & Corporate	5.4	2.0	-62.8%
Total	732.6	670.0	-8.5%

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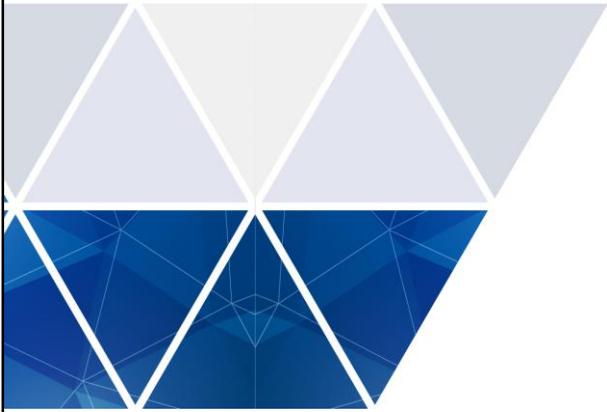
Pages 11 and 12 show our sales and operating profit forecasts broken out by segment. These remain unchanged. Please review later at your leisure.

Please turn to page 14.

Operating Income by Segment (Reference)

(¥bn, %: OPM)

	FY2018	FY2019	
	Actual	Forecast	Y/Y
IAB Industrial Automation	62.9 (16.1%)	48.0 (14.0%)	-14.9 (-2.1%pt)
EMC Electronic & Mechanical Components	8.2 (7.9%)	2.0 (2.2%)	-6.2 (-5.7%pt)
SSB Social Systems, Solutions & Service	5.8 (7.7%)	7.5 (8.9%)	+1.7 (+1.2%pt)
HCB Healthcare	13.0 (11.3%)	13.5 (11.5%)	+0.5 (+0.3%pt)
Other Businesses under Direct Control of HQ	-0.5 (-)	0 (-)	+0.5 (-)
Eliminations & Corporate	-22.1	-26.0	-3.9
Total	67.3 (9.2%)	45.0 (6.7%)	-22.3 (-2.5%pt)

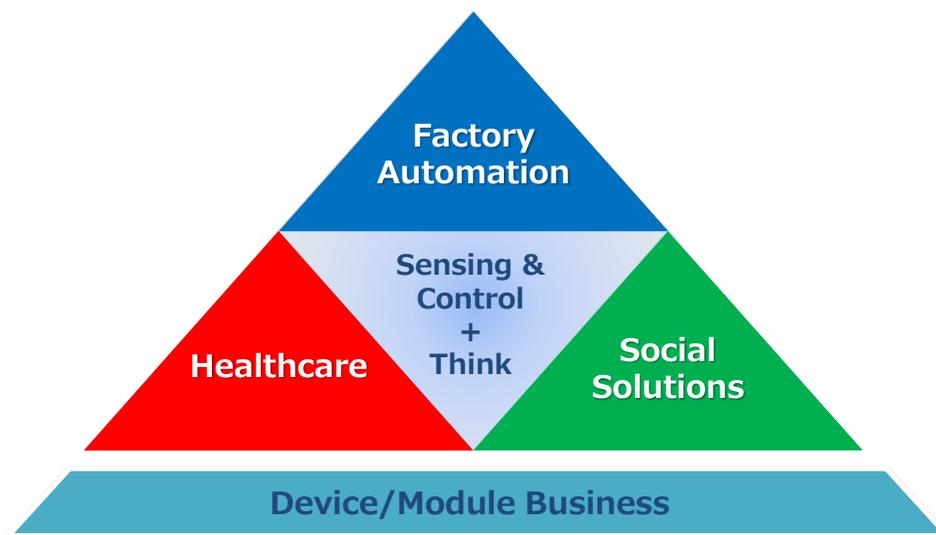


Looking Forward



3 Focus Domains

Focus on the 3 domains where OMRON has a competitive advantage and high market shares



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We show here the 3 focus domains. These 3 focus domains represent growth domains where OMRON has a competitive advantage.

OMRON's mission and growth strategy is to provide solutions for the social issues that exist in each of these domains. For example, in FA we believe automation is a solution for issues in manufacturing, such as the challenges in passing on master engineering skills, or the increasing shift toward high density mounting for products.

In healthcare, our aim is to achieve zero cardiovascular/cerebrovascular events (zero events) by preventing the incidence of serious conditions as a result of hypertension. This will address the social issues of the rising incidence of lifestyle diseases and skyrocketing medical costs resulting from an aging society.

In the area of social solutions, we aim to address the issues of labor shortages, the result of declining birth rates and population aging, and climate change.

There are significant barriers to entry for many of OMRON's products and services. OMRON aims for further growth by accelerating its medium- to long-term initiatives and concentrating on these 3 domains where it has high market shares.

Today, I will present a few examples of our latest initiatives in FA and healthcare. Please turn to the next page.

IAB at IIFES/International Robot Exhibition

Presenting solutions based on revolutionary applications at Japan's largest trade shows: IIFES and the International Robot Exhibition

IIFES2019**International Robot Exhibition 2019**

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Through proactive investment in innovative-Automation, IAB is developing a solutions business. This initiative is rated very highly by our customers; we are starting to see solid results. We are actively participating in trade exhibitions to win specific business opportunities by developing solutions for our customers which focus on revolutionary applications.

Recently, we participated in Japan's largest trade shows for cutting-edge automation and comprehensive measurement technology, IIFES and the International Robot Exhibition. We fielded 1,500 inquiries on site at IIFES, a 1.7-fold increase from the previous year. We were able to directly confirm customer response to our solutions, marking a major step forward for OMRON's solution business.

Next, I will talk about our Automation Technical Centers (ATCs). Please turn to the next page.

IAB Automation Centers (ATC): ATC-TOKYO

**Expanding ATCs globally as forum for customer collaboration.
Grand opening of the world's largest ATC on January 22**



Experiencing revolutionary solutions for production



Joint evaluation using testing equipment



Developing application software



Supporting adoption: hands-on training

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For IAB, our ATCs are a forum for collaboration with customers for the creation of solutions. We have been expanding our network of ATCs globally.

On January 22, we held the grand opening for the world's largest ATC "ATC-Tokyo" in Shinagawa, Tokyo.

There are 2 major reasons why we chose Shinagawa as a location. The first is because the ease of access makes it easy to invite our customers' top management to visit. Having top management and plant heads visit together facilitates a faster decision-making process.

The second is Shinagawa's proximity to Haneda International Airport, making it accessible globally. In particular, we are seeing an increase in visits by customers from Greater China and Asia. We selected a location that is easily accessible for such customers.

There were also synergistic benefits resulting from our participation in IIFES and the International Robot Exhibition. Our exhibits attracted the attention of the top managements of many of our customers. We have already had numerous requests to visit ATC-Tokyo.

We believe that by providing solutions driven by innovative-Automation we can achieve further growth.

Next, turning to HCB. Please turn to the next page.

HCB: Progress toward Achieving Zero Events

Launched world's first BPM capable of simultaneous EKG and blood pressure readings

World
First

US FDA approved



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The second is a BPM capable of simultaneous EKG and blood pressure readings. This is the world's first BPM that has achieved simultaneous measurement of blood pressure and EKG.

By simultaneously recording EKG when measuring blood pressure during daily activities, patients with no subjective symptoms can detect arrhythmia, which can lead to early detection of cardiovascular conditions such as atrial fibrillation. This is also the only such product in the world that has been approved by the FDA as a medical device. The product was launched in May 2019 in North America. Once we have secured PMDA approval, we plan to launch in Japan in FY2020 or beyond.

We received the CES Innovation Award at the world's largest technology show, CES 2020, in recognition of the revolutionary nature of the device and the contribution it can make to early detection of cardiovascular conditions.

We continue to make solid progress in our efforts to achieve zero events, by providing revolutionary devices and services.

Please turn to the next page.

Key Initiatives as CFO

**Disciplined Focus:
ROIC Management****Improving GP Margin****Executing on Growth
Investments****Improving Profit Structure**

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Finally, as CFO, I reiterate my commitment to ROIC management going forward.

To achieve this, I believe the following 3 measures shown on the slide to be indispensable:

- 1) improving GP margin;
- 2) executing on growth investments; and
- 3) improving profit structure.

First, we will continue to raise the GP margin over time. We expect to hit a new record high level of 44.5% on a full-year basis for this fiscal year. We aim to further raise our GP margin in FY2020 and beyond. The profits generated by the improved GP margin will be allocated toward growth investments. As discussed today, we will develop competitive assets through proactive investments in the growth areas of the 3 focus domains. We will also focus on strengthening the foundations of our business by investing in IT infrastructure etc.

We believe that we are ready to capture the next wave of growth through our preparations for a recovery in the operating environment. When sales recover, there will be a multiplier effect from the GP margin that should drive a significant improvement in operating profit.

Furthermore, we will maintain our discipline in improving our profit structure. For instance, we remain focused on fully following through on winding down the backlight business and structural reforms to the EMC manufacturing footprint, which should support a return to Y/Y growth in both sales and profits in FY2020.

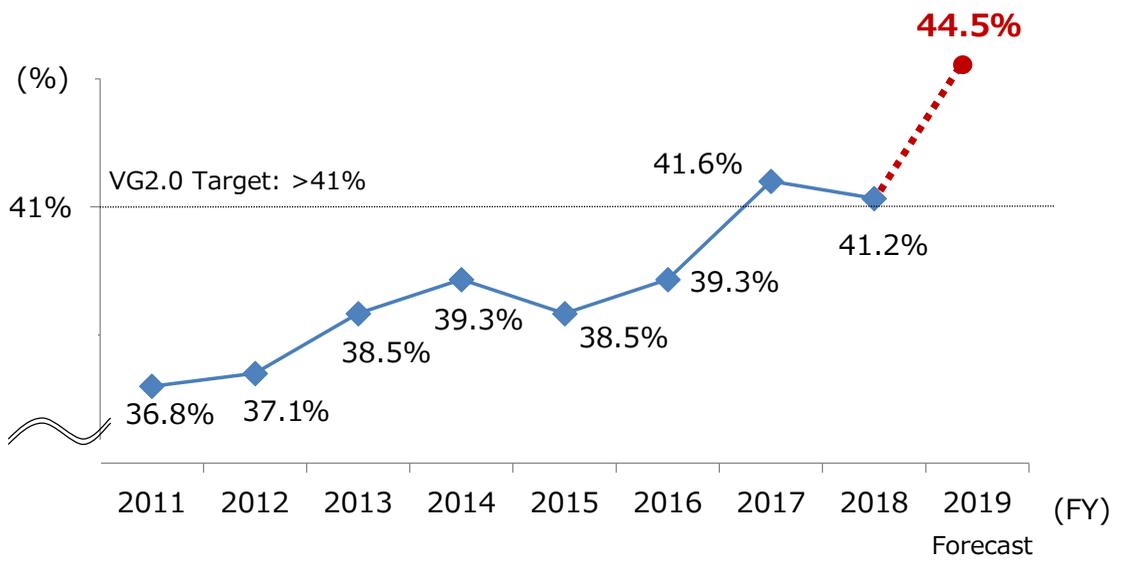
As CFO, I will continue to focus on making OMRON stronger to enhance corporate value. This completes my remarks. Thank you.

OMRON

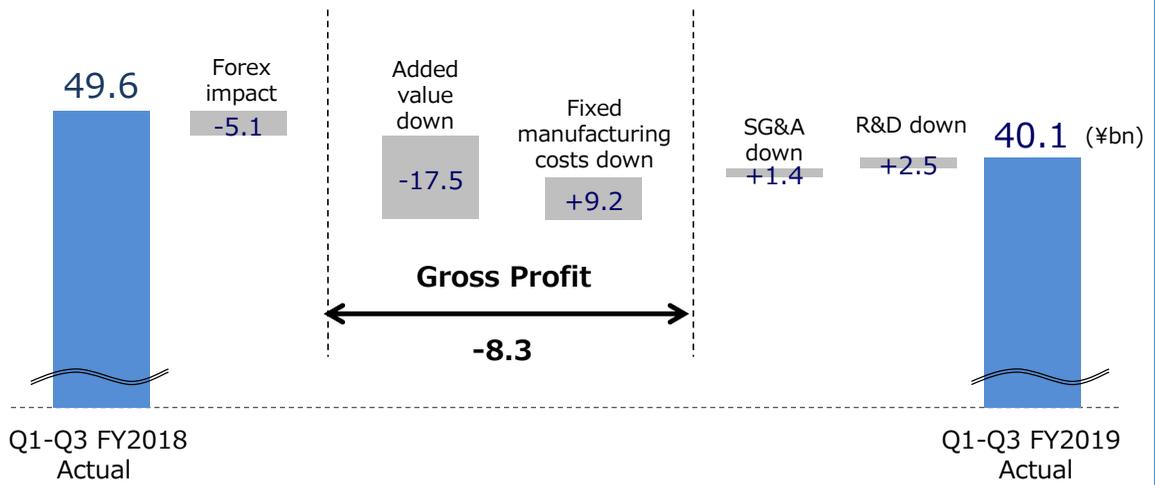


Reference

Trend in GP Margin



Q1-Q3 Results: Operating Income Analysis (Y/Y)



Q3 FY2019 Results (Three Months)

(¥bn)

	FY2018 Q3 Actual	FY2019 Q3 Actual	Y/Y
Net Sales	186.2	168.1	-9.7%
Gross Profit (%)	83.4 (44.8%)	76.4 (45.4%)	-8.4% (+0.6%pt)
Operating Income (%)	17.7 (9.5%)	14.4 (8.5%)	-18.9% (-1.0%pt)
NP (Continuing Ops)	10.7	10.3	-3.3%
NP (Discontinued Ops)	1.9	41.8	(-)
* Net Income Attributable to Shareholders	12.3	51.9	(-)
1USD (JPY)	113.4	108.8	-4.6
1EUR (JPY)	129.9	120.0	-9.9
1RMB (JPY)	16.4	15.4	-1.0

* Net Income Attributable to OMRON Shareholders includes Profit (Loss) Attributable to Non-controlling Interests

Sales by Segment: Q3 (Three Months)

(¥bn)

	FY2018 Q3 Actual	FY2019 Q3 Actual	Y/Y
IAB Industrial Automation	97.1	87.5	-9.8%
EMC Electronic & Mechanical Components	25.9	21.4	-17.3%
SSB Social Systems, Solutions & Service	16.2	18.0	+10.9%
HCB Healthcare	31.2	30.7	-1.6%
Other Businesses under Direct Control of HQ	14.1	9.8	-30.5%
Eliminations & Corporate	1.7	0.7	-61.5%
Total	186.2	168.1	-9.7%

Operating Income by Segment: Q3 (Three Months)

(¥bn, %: OPM)

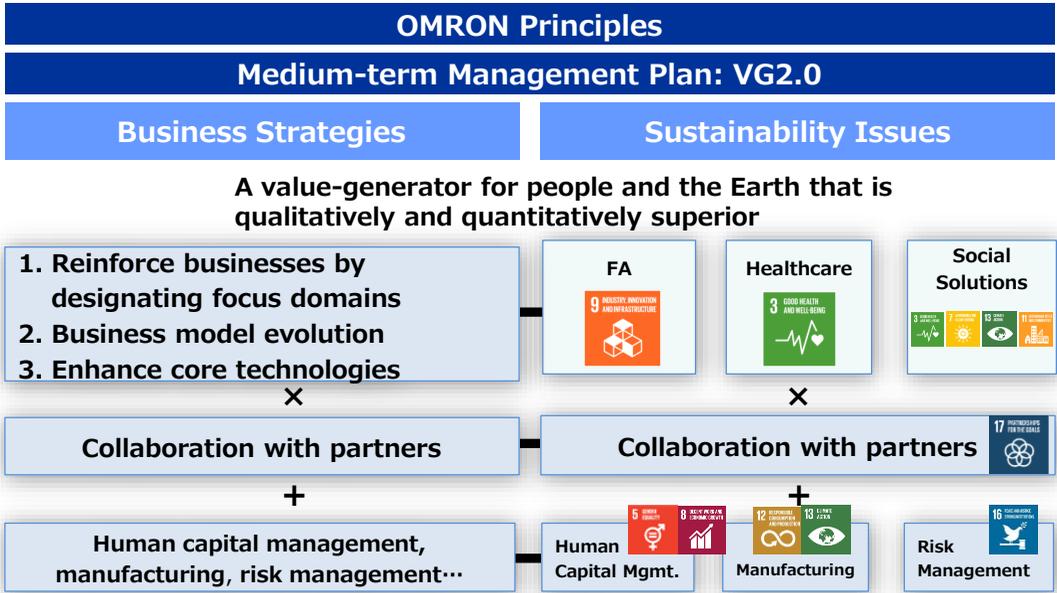
	FY2018 Q3 Actual	FY2019 Q3 Actual	Y/Y
IAB Industrial Automation	15.6 (16.0%)	13.1 (14.9%)	-2.5 (-1.1%pt)
EMC Electronic & Mechanical Components	2.5 (9.6%)	0.2 (1.1%)	-2.2 (-8.4%pt)
SSB Social Systems, Solutions & Service	0.8 (4.8%)	1.2 (6.8%)	+0.4 (+2.0%pt)
HCB Healthcare	4.1 (13.0%)	4.4 (14.2%)	+0.3 (+1.2%pt)
Other Businesses under Direct Control of HQ	1.1 (7.5%)	0.5 (4.7%)	-0.6 (-2.7%pt)
Eliminations & Corporate	△ 6.2	△ 5.0	+1.2
Total	17.7 (9.5%)	14.4 (8.5%)	-3.4 (-1.0%pt)

H2 FY2019 Forex Assumptions

	H2 FY2019 Assumptions	Impact of ¥1 move (full-year, approx.) *RMB impact of ¥0.1 move	
		Sales	OP
USD	¥105	¥1.7bn	¥0.3bn
EUR	¥117	¥1.0bn	¥0.5bn
RMB	¥14.7	¥0.7bn	¥0.05bn

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

VG2.0 and Sustainability Policy are Linked



OMRON Included in Major ESG Indices (As of January 2020)

ESG Indices which include OMRON

- ✓ DJSI – World
- ✓ FTSE4Good Index Series
- ✓ MSCI ESG Leaders Indexes
- ✓ MSCI SRI Indexes
- ✓ STOXX Global ESG Leaders indices
- ✓ FTSE Blossom Japan Index
- ✓ MSCI Japan ESG Select Leaders Index
- ✓ MSCI Japan Empowering Women Index
- ✓ S&P/JPX Carbon Efficient Index

* OMRON discloses information and contributes to numerous external surveys for ESG assessment organizations, including the CDP Climate Change & Water Security questionnaires



External Recognition (As of January 2020)

Domestic ESG awards, selection for inclusion

Japan Association of Corporate Directors

- ✓ Corporate Governance of the Year 2018
METI Minister's Award for Corporate Governance of the Year **FY2018**



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

- ✓ Nadeshiko Brand **2nd consecutive year from FY2017**
- ✓ 2019 Health & Productivity Stock **From FY2018, 1st time**
- ✓ 2019 Health & Productivity: White 500 **3rd consecutive year from FY2016**

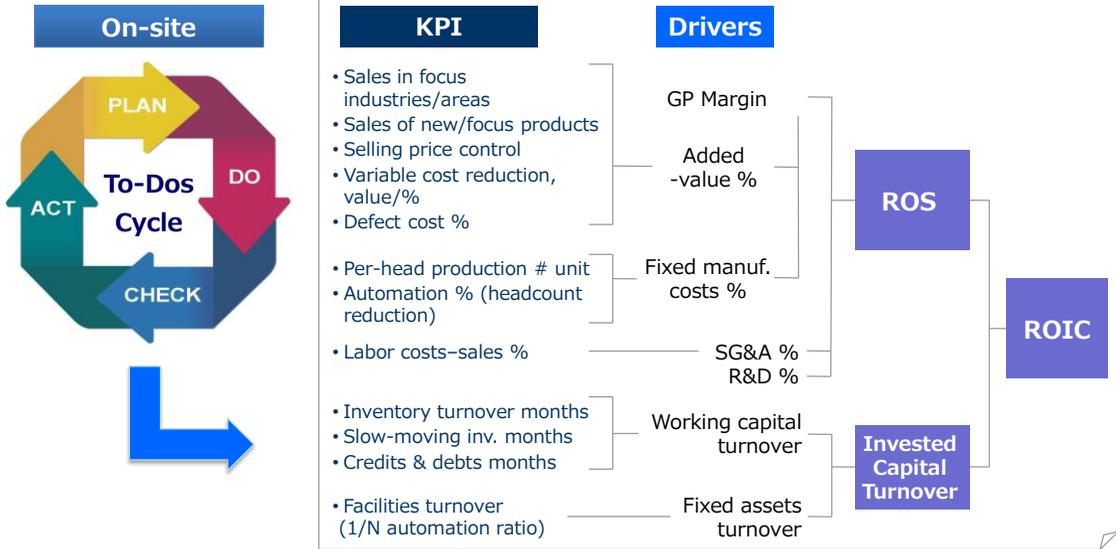


Selected by Nikkei Inc.

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

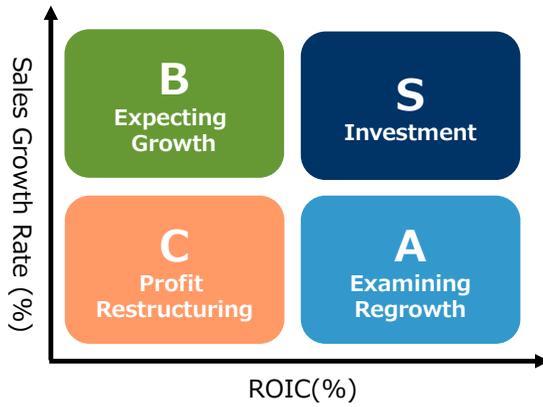


Down-Top ROIC Tree

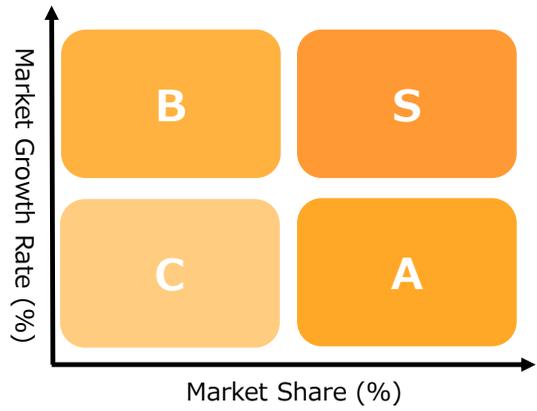


Portfolio Management

Assessing Economic Value



Assessing Competitiveness



ROIC Definition

<Consol. B/S>

LIABILITIES	
Current liabilities:	
Short-term debt	-
Notes and accounts payable — trade	
Accrued expenses	
Income taxes payable	
Other current liabilities	
Deferred income taxes	
Termination and retirement benefits	
Other long-term liabilities	
Total liabilities	
NET ASSETS	
Shareholders' equity	
Common stock	
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*

$$= \text{Net assets} + \text{Interest-bearing debt}$$

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

**Capital cost forecast at 6%
for FY2017 - 2020**



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 Third Quarter of the Fiscal Year Ending March 31, 2020 (U.S. GAAP)."
Figures rounded to the nearest million JPY and percentage to one decimal place.

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