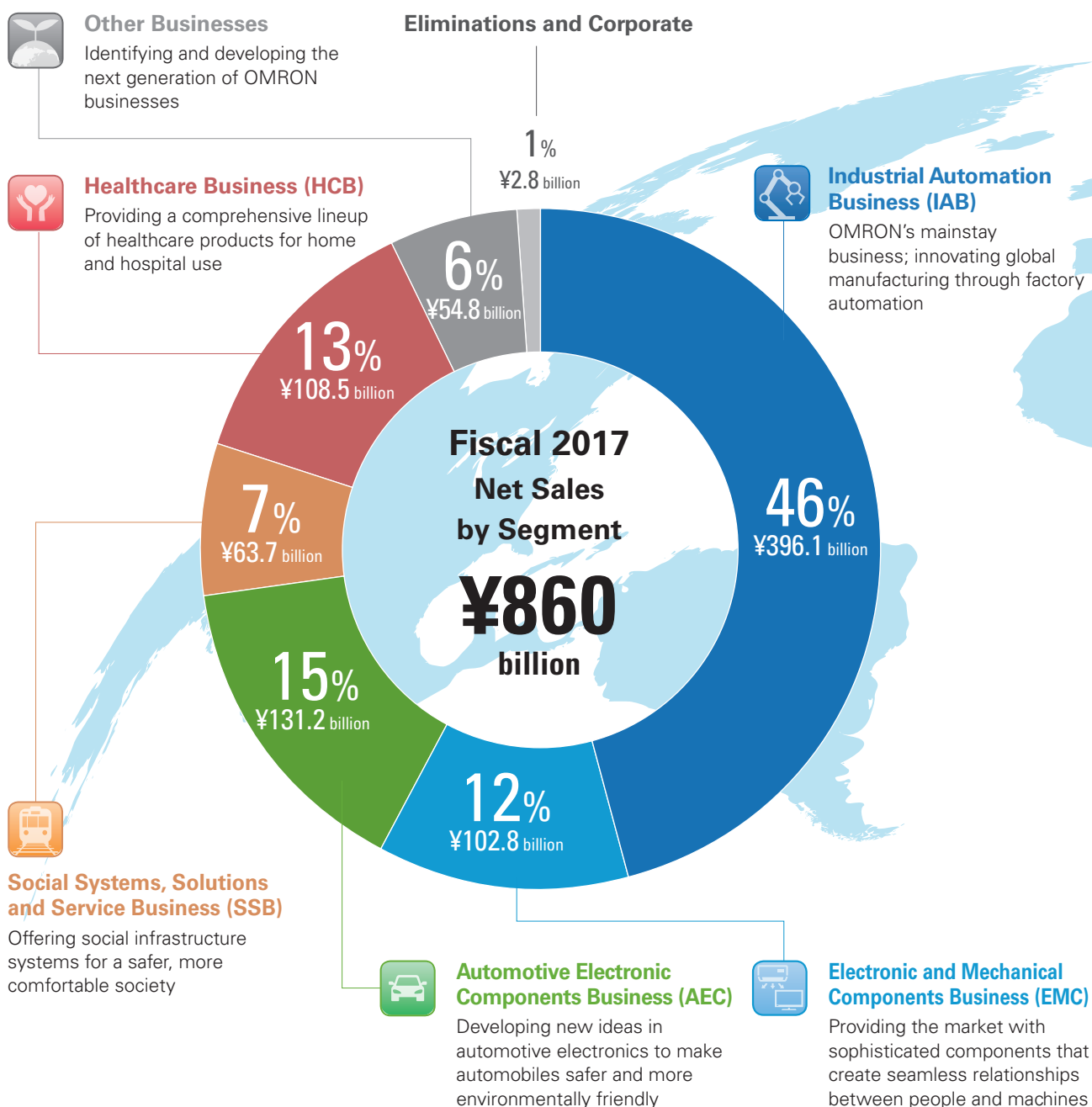


Earnings Structure and Global Business

OMRON manufactures and sells market-leading sensing and control products in 117 countries around the world. Our products include control equipment, electronic components, automotive electronic components, social systems, and healthcare.



Fiscal 2017 Earnings by Business Segment

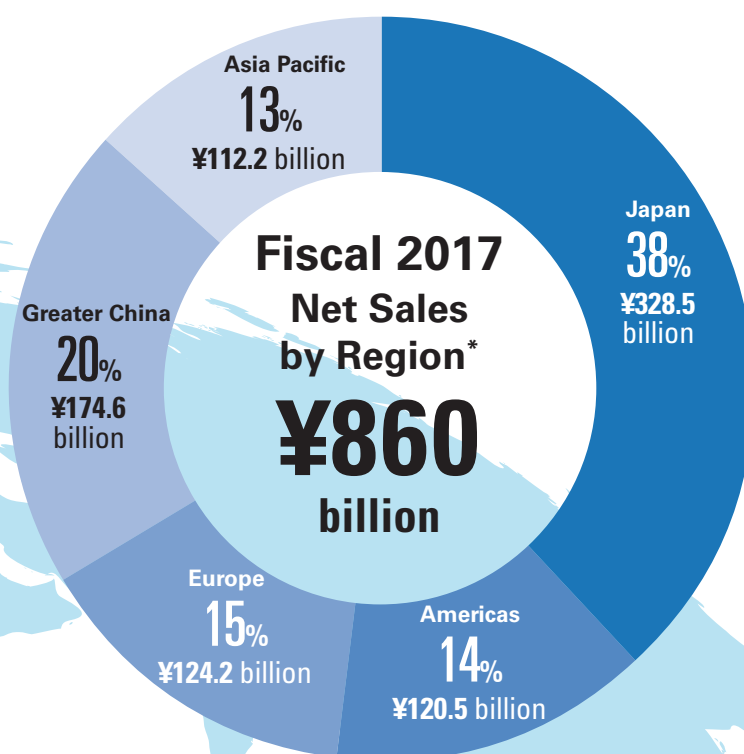
(Billions of yen)

BUSINESS SEGMENT	NET SALES	OPERATING INCOME (LOSS)	OPERATING INCOME MARGIN
Industrial Automation Business (IAB)	396.1	74.0	18.7%
Electronic and Mechanical Components Business (EMC)	102.8	12.1	11.8%
Automotive Electronic Components Business (AEC)	131.2	5.8	4.4%
Social Systems, Solutions and Service Business (SSB)	63.7	4.1	6.5%
Healthcare Business (HCB)	108.5	11.2	10.3%
Other Businesses	54.8	(2.1)	—
Eliminations and Corporate	2.8	(19.2)	—
Total	860.0	85.9	10.0%

Ratio of overseas
sales to net sales

Approx.

62%



Ratio of overseas
employees to
total employees

Approx.

68%



* As of March 31, 2018

(Note) Regional categories are defined as follows:

Americas: North America, Central America, South America

Europe: Europe, Russia, Africa, Middle East

Greater China: China, Taiwan, Hong Kong

Asia Pacific: Southeast Asia, Korea, India, Oceania