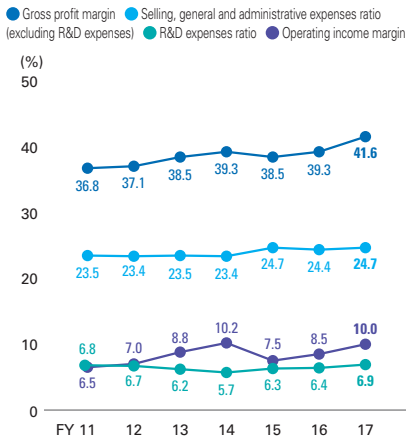


Financial Highlights

Gross Profit Margin

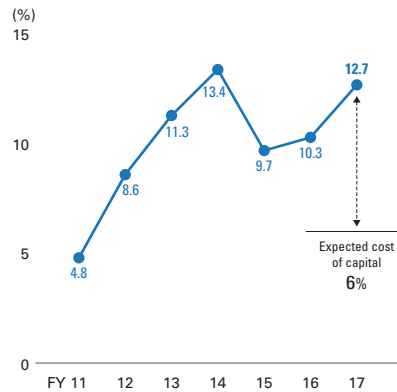
41.6%



We set a record high for gross profit margin, driven by stronger earnings capacity group-wide.

ROIC

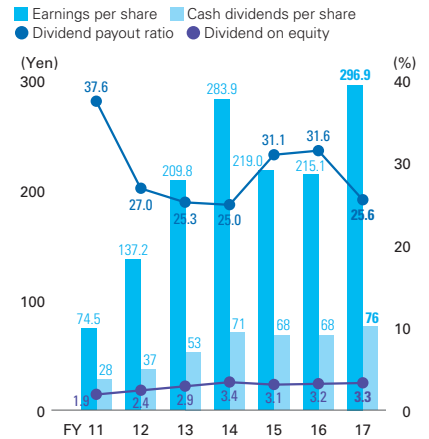
12.7%



Our focus on ROIC management resulted in a 12.7% ROIC, far above our 6% expected cost of capital.

EPS

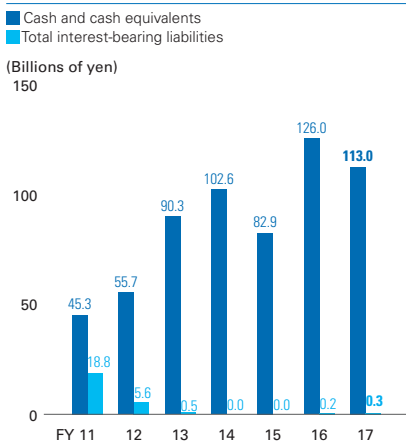
¥296.9



OMRON paid dividends of ¥76 per share, representing a dividend on equity above our target of approximately 3%.

Cash and Cash Equivalents

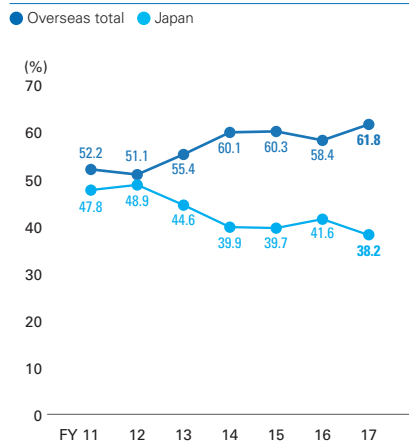
¥113.0 billion



We continued to conduct essentially debt-free management, as cash balances remain in excess of interest-bearing debt.

Ratio of Overseas Sales to Total Net Sales

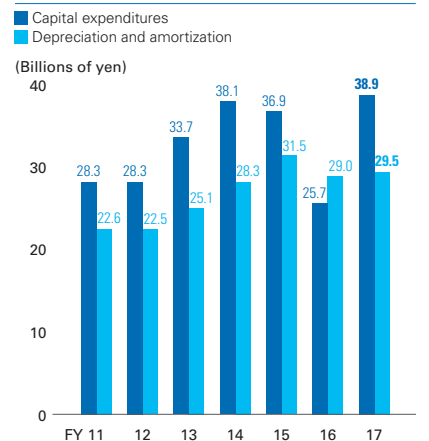
61.8%



Overseas sales rose sharply as a percentage of total sales, with Greater China and Southeast Asia driving the majority growth.

Capital Expenditures

¥38.9 billion

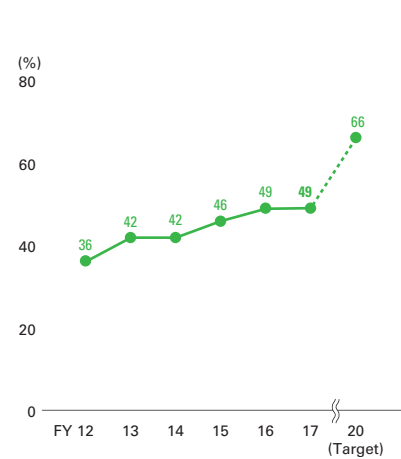


We followed an aggressive capital investment plan to increase production capacity in response to a strong market environment.

Non-Financial Highlights

Ratio of Non-Japanese in Managerial Positions Overseas ★

49%

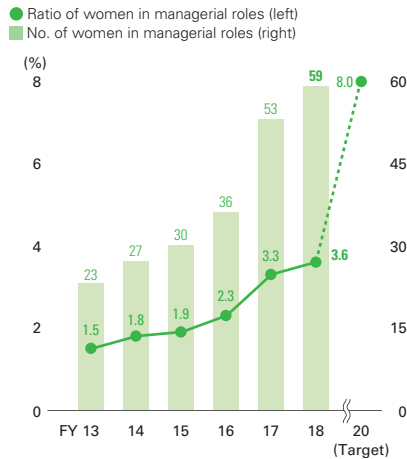


We are training and promoting local managers in increasing numbers.

* Key positions overseas are critical to executing our VG2020 long-term vision. Promotions or assignments to these key positions require the approval of the CEO.

Ratio of Women in Managerial Roles (OMRON Group in Japan) ★

3.6%

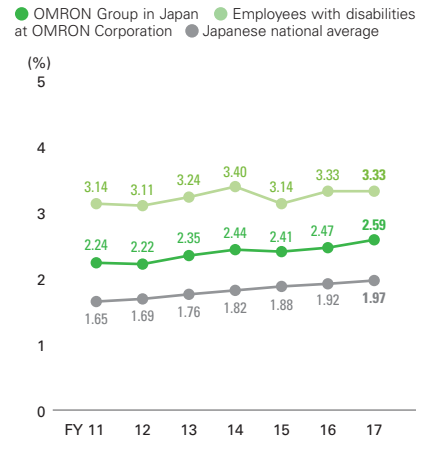


We are increasing the ratio of women in leadership-level managerial roles in Japan.

* Figures represent results as of April 20.

Ratio of Employees with Disabilities (OMRON Group in Japan) ★

2.59%



We are striving to create more employment opportunities and fulfilling work for disabled persons.

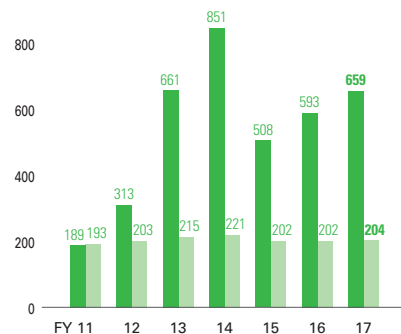
* Figures represent results as of June 30 (including special subsidiaries).
* For companies subject to the Act on Employment Promotion etc. of Persons with Disabilities.

Environmental Contribution ☆

659 thousand ton-CO₂

■ Environmental contribution
■ CO₂ emissions of production sites

(Thousand ton-CO₂)
1,000



Energy-Generation Product



PV inverters

Energy-Saving Product

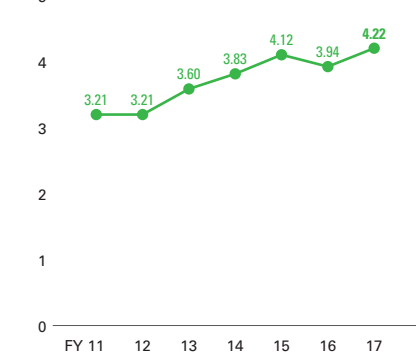


Electricity monitors (left) Environment ANDON (right)

Net Sales to CO₂ Emissions ☆

¥4.22 million / ton-CO₂

(Million yen / 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. For the sixth consecutive year, our environmental contribution has exceeded the CO₂ emissions from our production centers.

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

★ Indicates independent assurance performed by a third party. > P98
☆ Indicates independent verification or review performed by a third party. > P98

* 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://www.omron.com/about/sustainability/environ/reduce/co2/>

* Figures revised retrospectively to reflect an updated coefficient for CO₂ emissions.

Vision

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