

11-Year Financial and Non-Financial Highlights

OMRON Corporation and Subsidiaries (As of and for the years ended March 31)

Long-Term Management Strategy

Grand Design 2010 (GD2010)				
	FY2008	FY2009	FY2010	FY2011
Financial Indicators:				
Operating Results:				
Net sales	¥627,190	¥524,694	¥617,825	¥619,461
Gross profit	218,522	184,342	231,702	227,887
Selling, general and administrative expenses (excl. R&D expenses)	164,284	133,426	142,365	145,662
R&D expenses	48,899	37,842	41,300	42,089
Operating income	5,339	13,074	48,037	40,136
EBITDA ^(Note 1)	38,835	40,088	71,021	62,753
Net income (loss) attributable to OMRON shareholders	(29,172)	3,518	26,782	16,389
Cash Flows:				
Net cash provided by operating activities	31,408	42,759	41,956	31,946
Net cash used in investing activities	(40,628)	(18,584)	(20,210)	(26,486)
Free cash flow ^(Note 2)	(9,220)	24,175	21,746	5,460
Net cash provided by (used in) financing activities	21,867	(20,358)	3,333	(33,492)
Financial Position:				
Total assets	538,280	532,254	562,790	537,323
Cash and cash equivalents	46,631	51,726	74,735	45,257
Total interest-bearing liabilities	52,970	36,612	45,519	18,774
Total shareholders' equity	298,411	306,327	312,753	320,840
Per Share Data:				
Net income (loss) attributable to OMRON shareholders (EPS)	(132.2)	16.0	121.7	74.5
Shareholders' equity	1,355.4	1,391.4	1,421.0	1,457.5
Cash dividends ^(Note 3)	25	17	30	28
Dividend payout ratio	—	106.4%	24.7%	37.6%
Other Financial Data:				
Gross profit margin	34.8%	35.1%	37.5%	36.8%
Operating income margin	0.9%	2.5%	7.8%	6.5%
EBITDA margin	6.2%	7.6%	11.5%	10.1%
Return on invested capital (ROIC)	(7.6%)	1.0%	7.8%	4.8%
Return on equity (ROE)	(8.7%)	1.2%	8.7%	5.2%
Ratio of shareholders' equity to total assets	55.4%	57.6%	55.6%	59.7%
Total return ratio ^(Note 4)	—	106.7%	25.2%	37.7%
Capital expenditures	36,844	19,524	23,192	28,341
Depreciation and amortization	33,496	27,014	22,984	22,617
Ratio of overseas sales	49.7%	50.7%	51.4%	52.2%
Non-Financial Indicators:				
Number of employees	32,583	36,299	35,684	35,992
Ratio of overseas employees to total employees	63.4%	68.1%	67.8%	67.7%
Ratio of non-Japanese in managerial positions overseas	—	—	—	34%
Ratio of women in managerial roles (OMRON Group in Japan)	—	—	—	—
No. of women in managerial roles	—	—	—	—
Ratio of employees with disabilities (OMRON Group in Japan)	2.1%	2.1%	2.2%	2.2%
Number of patents held ^(Note 5)	5,205	5,218	5,452	5,959
Environmental contribution (thousand ton-CO ₂)	—	—	193	189
CO ₂ emissions of production sites (thousand ton-CO ₂)	—	—	187	193
Net sales to CO ₂ emissions (million yen / ton-CO ₂)	—	—	3.31	3.21
Greenhouse gas emissions (thousand ton-CO ₂)	—	—	—	—

Notes: 1. EBITDA = Operating income + Depreciation and amortization

2. Free cash flow = Net cash provided by operating activities + Net cash used in investing activities

3. Cash dividends per share represent the amounts applicable to the respective year, including dividends to be paid after the end of the fiscal year.

4. Total return ratio = (Total dividends paid + Amount of shares repurchased) / Net income (loss) attributable to OMRON shareholders (does not include repurchases of less than one trading unit)

5. Patent information is as of March 15 each year.

Vision	Strategy	Business	Governance	Financial Info	Corporate Info
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Value Generation 2020 (VG2020)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
	(Millions of yen)						
	¥650,461	¥772,966	¥847,252	¥833,604	¥794,201	¥859,982	¥859,482
	241,507	297,208	332,607	320,812	312,161	357,812	354,093
	152,676	181,225	198,103	205,735	193,093	212,481	219,683
	43,488	47,928	47,913	52,790	50,539	59,077	57,777
	45,343	68,055	86,591	62,287	68,529	86,254	76,633
	67,795	93,144	114,930	93,747	97,495	115,719	107,092
	30,203	46,185	62,170	47,290	45,987	63,159	54,323
	53,058	79,044	77,057	84,207	77,875	73,673	71,245
	(28,471)	(31,125)	(39,517)	(67,116)	(15,041)	(55,842)	(34,957)
	24,587	47,919	37,540	17,091	62,834	17,831	36,288
	(18,550)	(16,298)	(29,303)	(31,550)	(15,012)	(33,082)	40,783
	573,637	654,704	711,011	683,325	697,701	744,952	749,878
	55,708	90,251	102,622	82,910	126,026	113,023	110,250
	5,570	488	0	0	156	298	2,086
	366,962	430,509	489,769	444,718	469,029	505,530	504,212
	137.2	209.8	283.9	219.0	215.1	296.9	260.8
	1,667.0	1,956.1	2,254.4	2,080.0	2,193.7	2,400.4	2,455.2
	37	53	71	68	68	76	84
	27.0%	25.3%	25.0%	31.1%	31.6%	25.6%	32.2%
	37.1%	38.5%	39.3%	38.5%	39.3%	41.6%	41.2%
	7.0%	8.8%	10.2%	7.5%	8.6%	10.0%	8.9%
	10.4%	12.1%	13.6%	11.2%	12.2%	13.4%	12.5%
	8.6%	11.3%	13.4%	9.7%	10.3%	12.7%	10.6%
	8.8%	11.6%	13.5%	10.1%	10.1%	13.0%	10.8%
	64.0%	65.8%	68.9%	65.1%	67.2%	67.9%	67.2%
	27.0%	25.3%	49.1%	62.7%	31.6%	48.2%	79.5%
	28,285	33,653	38,143	36,859	25,692	38,852	41,861
	22,452	25,089	28,339	31,460	28,966	29,465	30,459
	51.1%	55.4%	60.1%	60.3%	58.4%	61.8%	61.0%
	35,411	36,842	37,572	37,709	36,008	36,193	35,090
	67.4%	69.1%	69.7%	69.3%	68.3%	68.1%	67.6%
	36%	42%	42%	46%	49%	49%	62%
	1.4%	1.5%	1.8%	1.9%	2.3%	3.3%	3.6%
	22	23	27	30	36	53	59
	2.2%	2.4%	2.4%	2.4%	2.5%	2.6%	2.5%
	6,448	6,635	7,194	7,686	8,224	8,774	9,782
	313	661	851	508	593	659	1,055
	203	215	221	202	202	204	193
	3.21	3.60	3.83	4.12	3.94	4.22	4.47
	—	—	—	—	250	271	235

Operating Income

OMRON applies the single step presentation of income under U.S. GAAP (that is, the various levels of income are not presented) in its consolidated statements of income.

For comparison with other companies, operating income is presented as gross profit less selling, general and administrative expenses and research and development expenses.

Changes in Accounting Policies

With the company's adoption of US GAAP in fiscal 2018, we have reclassified consolidated statements of income for fiscal years 2016 and later for presentation herein.