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.
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.
Contents

1. Q1-Q3 Results P. 3

2. Full-year Forecasts P. 8

3. Looking Forward P. 13

Reference P. 21
Q1-Q3 Results
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.
IAB, EMC, HCB report Y/Y sales declines. Sales improve at SSB

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

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
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.
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.
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)

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

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Looking Forward
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.
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.
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 continues to successively launch revolutionary devices designed to achieve zero events, accelerating the development of solutions for cardiovascular patients. Today, I will showcase 2 products.

The first is a wearable blood pressure monitor (BPM). It is the world's only medical grade wrist watch-type BPM that measures blood pressure continuously. It is attracting broad attention because it is a game-changing device, redefining BPMs as monitoring devices rather than measurement devices.

Continuous blood pressure monitoring makes it possible for patients to understand their own individual blood pressure patterns over the course of the day, which can reduce the risk of a major cerebrovascular or cardiovascular event such as myocardial infarction or stroke. The product was launched in December 2018 in North America and last December in Japan.

In recognition of our high technological expertise and the revolutionary nature of the product, it has received wide recognition, including selection by Time Magazine as one of The 100 Best Inventions of 2019. Please turn to the next page.
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.
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.
Reference
Trend in GP Margin

- Forecast for 2019: 44.5%
- VG2.0 Target: >41%
- Historical data from 2011 to 2018:
  - 2011: 36.8%
  - 2012: 37.1%
  - 2013: 38.5%
  - 2014: 39.3%
  - 2015: 38.5%
  - 2016: 39.3%
  - 2017: 41.6%
  - 2018: 41.2%
Q1-Q3 Results: Operating Income Analysis (Y/Y)

- Added value down: Q1-Q3 FY2018 Actual: -5.1, Q1-Q3 FY2019 Actual: +2.5
- Gross Profit: Q1-Q3 FY2018 Actual: 49.6, Q1-Q3 FY2019 Actual: 40.1 (¥bn)
- Fixed manufacturing costs down: Q1-Q3 FY2019 Actual: +9.2
- SG&A down: Q1-Q3 FY2019 Actual: +1.4
- R&D down: Q1-Q3 FY2019 Actual: +2.5

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

* Net Income Attributable to OMRON Shareholders includes Profit (Loss) Attributable to Non-controlling Interests
### Sales by Segment: Q3 (Three Months)

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2018 Q3 Actual</th>
<th>FY2019 Q3 Actual</th>
<th>Y/Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAB</td>
<td>97.1</td>
<td>87.5</td>
<td>-9.8%</td>
</tr>
<tr>
<td>EMC</td>
<td>25.9</td>
<td>21.4</td>
<td>-17.3%</td>
</tr>
<tr>
<td>SSB</td>
<td>16.2</td>
<td>18.0</td>
<td>+10.9%</td>
</tr>
<tr>
<td>HCB</td>
<td>31.2</td>
<td>30.7</td>
<td>-1.6%</td>
</tr>
<tr>
<td>Other</td>
<td>14.1</td>
<td>9.8</td>
<td>-30.5%</td>
</tr>
<tr>
<td>Eliminations &amp; Corporate</td>
<td>1.7</td>
<td>0.7</td>
<td>-61.5%</td>
</tr>
<tr>
<td>Total</td>
<td>186.2</td>
<td>168.1</td>
<td>-9.7%</td>
</tr>
</tbody>
</table>
### Operating Income by Segment: Q3 (Three Months)

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

(¥bn, %: OPM)
### H2 FY2019 Forex Assumptions

<table>
<thead>
<tr>
<th>H2 FY2019 Assumptions</th>
<th>Impact of ¥1 move (full-year, approx.)</th>
<th>*RMB impact of ¥0.1 move</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>USD</strong></td>
<td>¥105</td>
<td>¥1.7bn</td>
</tr>
<tr>
<td><strong>EUR</strong></td>
<td>¥117</td>
<td>¥1.0bn</td>
</tr>
<tr>
<td><strong>RMB</strong></td>
<td>¥14.7</td>
<td>¥0.7bn</td>
</tr>
</tbody>
</table>

* 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 Principles

Medium-term Management Plan: VG2.0

Business Strategies

Sustainability Issues

A value-generator for people and the Earth that is qualitatively and quantitatively superior

1. Reinforce businesses by designating focus domains
2. Business model evolution
3. Enhance core technologies

Collaboration with partners

Human capital management, manufacturing, risk management...

FA Healthcare Social Solutions

Risk Management

Collaboration with partners

Human Capital Mgmt. Manufacturing
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

<table>
<thead>
<tr>
<th>Japan Association of Corporate Directors</th>
<th>METI Minister’s Award for Corporate Governance of the Year</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of the Environment</td>
<td>FY2018 Minister’s Award for Global Warming Prevention Activity</td>
<td>‘Implementation of Countermeasures and Dissemination Category’</td>
</tr>
</tbody>
</table>

### 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
KPI

- Sales in focus industries/areas
- Sales of new/focus products
- Selling price control
- Variable cost reduction, value/%
- Defect cost %

- Per-head production # unit
- Automation % (headcount reduction)
- Labor costs-sales %

- Inventory turnover months
- Slow-moving inv. months
- Credits & debts months
- Facilities turnover (1/N automation ratio)

Drivers

- GP Margin
- Added value %
- Fixed manuf. costs %
- SG&A %
- R&D %

- Working capital turnover
- Fixed assets turnover

ROS

ROIC

Invested Capital Turnover
ROIC = \frac{\text{Net income attributable to OMRON shareholders}}{\text{Invested capital}}

\text{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.

\text{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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Website: www.omron.com