Summary

■ H1 FY2021 Results
  • Sales and profits up significantly; able to respond resiliently to supply chain disruption and lockdowns
  • Successfully capture rising global demand, particularly in IAB. All segments exceed internal targets
  • Set new record highs for GP margin, operating income and operating profit margin

■ Full-year Forecasts
  • Strong macro backdrop to continue. Revise up full-year forecasts after factoring in supply chain impact
  • Supported by continued, proactive capex activity: expect IAB sales growth in all regions
  • Target new record highs for earnings, underpinned by further resilience in the face of change

■ Raising Shareholder Returns
  • Revise up annual dividend guidance to ¥92
  • Also initiate a new ¥30 billion share buyback program

■ Toward a New Growth Stage
  • FY2021 is an important year: OMRON getting a running start ahead of next Long-term Vision
  • Already reaping benefits from evolution of business model to focus on solutions rather than hardware
Contents

1. H1 FY2021 Results  P. 3

2. Full-year Forecasts  P. 12

3. Raising Shareholder Returns  P. 20

4. Toward a New Growth Stage  P. 23

Reference  P. 32
H1 FY2021 Results
H1 FY2021 Results

Strong sales and profit growth. Set new record highs for GP margin, operating income and OPM

<table>
<thead>
<tr>
<th></th>
<th>H1 FY2020 Actual</th>
<th>H1 FY2021 Actual</th>
<th>Y/Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>301.3</td>
<td>369.4</td>
<td>+22.6%</td>
</tr>
<tr>
<td>Gross Profit (%)</td>
<td>136.4 (45.3%)</td>
<td>170.6 (46.2%)</td>
<td>+25.1% (+0.9%pt)</td>
</tr>
<tr>
<td>Operating Income (%)</td>
<td>24.7 (8.2%)</td>
<td>45.7 (12.4%)</td>
<td>+85.0% (+4.2%pt)</td>
</tr>
<tr>
<td>Net Income</td>
<td>19.2</td>
<td>32.5</td>
<td>+69.5%</td>
</tr>
</tbody>
</table>

1USD (JPY)     106.9 | 109.9 | +3.0
1EUR (JPY)     120.9 | 131.1 | +10.1
1RMB (JPY)     15.2  | 17.0  | +1.8

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**Sales by Business Segment**

**IAB, EMC successfully capture global demand.**  
**Continued strong trend in BPMs for HCB**

<table>
<thead>
<tr>
<th>Segment</th>
<th>H1 FY2020 Actual</th>
<th>H1 FY2021 Actual</th>
<th>Y/Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAB  Industrial Automation</td>
<td>164.9</td>
<td>213.4</td>
<td>+29.4%</td>
</tr>
<tr>
<td>EMC  Electronic &amp; Mechanical Components</td>
<td>38.8</td>
<td>51.6</td>
<td>+32.9%</td>
</tr>
<tr>
<td>SSB  Social Systems, Solutions &amp; Service</td>
<td>37.4</td>
<td>35.0</td>
<td>-6.4%</td>
</tr>
<tr>
<td>HCB  Healthcare</td>
<td>57.5</td>
<td>67.7</td>
<td>+17.7%</td>
</tr>
<tr>
<td>Eliminations &amp; Corporate</td>
<td>2.6</td>
<td>1.6</td>
<td>-37.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>301.3</td>
<td>369.4</td>
<td>+22.6%</td>
</tr>
</tbody>
</table>

(¥bn)
### IAB Sales Growth by Region

Strong China sales mainly in Digital. Recovery in Food & Pharmaceuticals in Europe. Robust Y/Y sales growth in all regions

#### H1 FY2021 IAB Sales Growth by Region

(Y/Y, local currency basis)

<table>
<thead>
<tr>
<th>Region</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>+20%</td>
</tr>
<tr>
<td>Americas</td>
<td>+23%</td>
</tr>
<tr>
<td>Europe</td>
<td>+31%</td>
</tr>
<tr>
<td>Greater China</td>
<td>+27%</td>
</tr>
<tr>
<td>SE Asia/Other</td>
<td></td>
</tr>
<tr>
<td>Ex-S. Korea</td>
<td>+16%</td>
</tr>
<tr>
<td>S. Korea</td>
<td>+12%</td>
</tr>
</tbody>
</table>
IAB: Key Growth Drivers

Achieve sales growth in high growth domains where investment is increasing

H1 FY2021
Sales Growth in High Growth Domains +39%

Automotive

Digital

Food & Beverages, Pharmaceuticals

EV

Semiconductors / Rechargeable Batteries

Packaging Equipment
IAB: Key Growth Drivers

Entering mass production phase with innovative applications co-developed with customers, following an increase in adoptions

**Application Assets**

<table>
<thead>
<tr>
<th># of Innovative Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
</tr>
<tr>
<td>More than 230</td>
</tr>
</tbody>
</table>

As of FY2017  As of H1 FY2021

**# of Companies Adopting High-performance PLCs /Sales Trends at Adopting Customers**

FY17-19 Increase in adoptions
FY20-21 Shift to mass production/sales expansion

<table>
<thead>
<tr>
<th>Year</th>
<th># of cos.</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY21</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* # of cos./sales as of H1
## Operating Income by Business Segment

### Achieve substantial profit growth at IAB, EMC and HCB

<table>
<thead>
<tr>
<th></th>
<th>H1 FY2020 Actual</th>
<th>H1 FY2021 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>26.4 (16.0%)</td>
<td>40.9 (19.2%)</td>
<td>+14.6 (+3.2%pt)</td>
</tr>
<tr>
<td><strong>EMC</strong></td>
<td>0.3 (0.8%)</td>
<td>4.0 (7.7%)</td>
<td>+3.6 (+6.8%pt)</td>
</tr>
<tr>
<td><strong>SSB</strong></td>
<td>-1.2 (-)</td>
<td>-1.4 (-)</td>
<td>-0.3 (-)</td>
</tr>
<tr>
<td><strong>HCB</strong></td>
<td>10.6 (18.5%)</td>
<td>12.1 (17.9%)</td>
<td>+1.5 (-0.6%pt)</td>
</tr>
<tr>
<td><strong>Eliminations &amp; Corporate</strong></td>
<td>-11.4 (-)</td>
<td>-9.8 (-)</td>
<td>+1.6 (+)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>24.7 (8.2%)</td>
<td>45.7 (12.4%)</td>
<td>+21.0 (+4.2%pt)</td>
</tr>
</tbody>
</table>
Operating Income Analysis (Y/Y)

Combination of improvements to profitability and sales growth driving significant increase in gross profit

Increase in Gross Profit on higher sales
+ 22.6

Combination of improvements to profitability and sales growth driving significant increase in gross profit

GP increase on higher GP margin
+ 1.3

SG&A up
- 5.0

R&D down
+ 1.7

Strategic investments up
- 6.0

H1 FY2020 Actual
24.7 + 6.4

H1 FY2021 Result
45.7 (¥bn)

FX impact

Increase in Gross Profit on higher sales

Combination of improvements to profitability and sales growth driving significant increase in gross profit

GP increase on higher GP margin

SG&A up

R&D down

Strategic investments up

H1 FY2020 Actual

H1 FY2021 Result

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## Demonstrating Resilience in Supply Chain and Production

**Minimize impact through sustained response to component shortages, rising materials/logistics costs. Lockdown impact in Malaysia, Vietnam already resolved**

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Semi/Resin Shortages</strong></td>
<td>Incur ongoing procurement delays to secure demand volumes in excess of plan</td>
</tr>
</tbody>
</table>
| **Rising Material Prices (Silver/Copper)** | • Silver prices drop back to assumption levels  
• Copper prices remain high | Adjusting prices, developing technologies to reduce usage |
| **Production** | • Production capacity shortages for some IAB products  
• Lockdowns lead to temporary decline in capacity utilization at plants in Malaysia, Indonesia and Vietnam | • Invest to increase production capacity for IAB  
• All 3 plants returned to full capacity utilization by the end of October |
| **Rising Logistics Costs** | Continued increase in expenses on higher container prices, higher use of air freight | Reviewing balance between sea and air freight shipping to optimize logistics costs |
Full-year Forecasts
## H2 Business Environment by Segment

**Despite ongoing impact of supply chain issues, expect economic conditions to remain strong**

<table>
<thead>
<tr>
<th>Segment</th>
<th>Automotive: Continued increase in EV-related investments</th>
<th>Digital: Continued strength, mainly on global investments for semiconductors, demand growth for rechargeable batteries</th>
<th>Food &amp; bev.: Firm base recovery trend on progress on vaccinations, environmental investments</th>
<th>Social infrastructure: Continued adjustment phase on rising materials costs in solar power and others</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IAB</strong></td>
<td>Industrial Automation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EMC</strong></td>
<td>Electronic &amp; Mechanical Components</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SSB</strong></td>
<td>Social Systems, Solutions &amp; Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HCB</strong></td>
<td>Healthcare</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Consumer</strong>: Global recovery trend continuing, primarily in the Americas, China</td>
<td><strong>Automotive</strong>: Gradual global recovery trend ongoing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Station sys.</strong>: Increasing shift toward curtailing capex</td>
<td><strong>Transport</strong>: Firm replacement demand to continue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Env. Soln.</strong>: Continued gradual recovery from COVID-19 impact</td>
<td><strong>BPMs</strong>: Continued strong global trend, including online</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Others</strong>: Recovery trends continue for nebulizers in China/Asia, and low frequency treatment devices in Japan</td>
<td><strong>Others</strong>: Recovery trends continue for nebulizers in China/Asia, and low frequency treatment devices in Japan</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
FY2021 Full-year Forecasts

Strong macro backdrop to continue. Revising up full-year forecasts

<table>
<thead>
<tr>
<th></th>
<th>FY2021 Previous Plan</th>
<th>FY2021 Forecast</th>
<th>Chg. Vs Plan</th>
<th>FY2020 Actual</th>
<th>Y/Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>700.0</td>
<td>780.0</td>
<td>+11.4%</td>
<td>655.5</td>
<td>+19.0%</td>
</tr>
<tr>
<td>Gross Profit (%)</td>
<td>325.0</td>
<td>361.0</td>
<td>+11.1%</td>
<td>298.4</td>
<td>+21.0%</td>
</tr>
<tr>
<td></td>
<td>(46.4%)</td>
<td>(46.3%)</td>
<td>(-0.1%pt)</td>
<td>(45.5%)</td>
<td>(+0.8%pt)</td>
</tr>
<tr>
<td>Operating Income (%)</td>
<td>70.0</td>
<td>98.0</td>
<td>+40.0%</td>
<td>62.5</td>
<td>+56.9%</td>
</tr>
<tr>
<td></td>
<td>(10.0%)</td>
<td>(12.6%)</td>
<td>(+2.6%pt)</td>
<td>(9.5%)</td>
<td>(+3.0%pt)</td>
</tr>
<tr>
<td>Net Income</td>
<td>48.0</td>
<td>65.5</td>
<td>+36.5%</td>
<td>43.3</td>
<td>+51.2%</td>
</tr>
<tr>
<td>1USD (JPY)</td>
<td>108.0</td>
<td>108.9</td>
<td>+0.9</td>
<td>105.8</td>
<td>+3.1</td>
</tr>
<tr>
<td>1EUR (JPY)</td>
<td>128.0</td>
<td>129.5</td>
<td>+1.5</td>
<td>123.2</td>
<td>+6.4</td>
</tr>
<tr>
<td>1RMB (JPY)</td>
<td>16.5</td>
<td>16.7</td>
<td>+0.2</td>
<td>15.5</td>
<td>+1.2</td>
</tr>
</tbody>
</table>
### FY2021 Sales by Business Segment

#### Targeting new record high sales for IAB and HCB

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2021 Previous Plan</th>
<th>FY2021 Forecast</th>
<th>Chg. Vs Plan</th>
<th>FY2020 Actual</th>
<th>Y/Y</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IAB</strong> Industrial Automation</td>
<td>375.0</td>
<td>443.0</td>
<td>+18.1%</td>
<td>346.4</td>
<td>+27.9%</td>
</tr>
<tr>
<td><strong>EMC</strong> Electronic &amp; Mechanical Components</td>
<td>94.0</td>
<td>103.0</td>
<td>+9.6%</td>
<td>86.0</td>
<td>+19.7%</td>
</tr>
<tr>
<td><strong>SSB</strong> Social Systems, Solutions &amp; Service</td>
<td>96.0</td>
<td>92.0</td>
<td>-4.2%</td>
<td>95.7</td>
<td>-3.8%</td>
</tr>
<tr>
<td><strong>HCB</strong> Healthcare</td>
<td>133.0</td>
<td>140.0</td>
<td>+5.3%</td>
<td>123.1</td>
<td>+13.7%</td>
</tr>
<tr>
<td>Eliminations &amp; Corporate</td>
<td>2.0</td>
<td>2.0</td>
<td>-</td>
<td>4.3</td>
<td>-53.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>700.0</td>
<td>780.0</td>
<td>+11.4%</td>
<td>655.5</td>
<td>+19.0%</td>
</tr>
</tbody>
</table>
## H2 IAB Operating Environment by Region

**Firm demand expected to continue, mainly in the Digital domain**

<table>
<thead>
<tr>
<th>Region</th>
<th>Description</th>
</tr>
</thead>
</table>
| Japan      | Recovery trend to continue on step-by-step normalization of economic activity  
Digital: SPE, 5G-use electronic component demand to remain high  
Automotive: Continuing recovery in EV-related investments by parts manufacturers |
| Americas   | Gradual recovery trend to continue  
Digital: SPE demand to remain high  
Automotive: EV-related demand firm but temporary pause in investments on impact from production adjustments |
| Europe     | Economies stabilizing on rising vaccination rates and recovery fund  
Food & bev.: Europe, China demand for food packaging eq. still growing  
Automotive: EV-related investments taking off in earnest on tightening environmental restrictions |
| Greater China | Impact of power shortages on capex minimal, demand trend remains solid  
Digital: High capex levels continuing for semiconductors / batteries  
Automotive: Anticipated market growth supporting growth in new vehicle production investments, primarily for EVs |
| SE Asia    | Recovery trend to continue but uncertainty over COVID-19 resurgence to linger  
Digital: Semiconductor-related investments to remain largely unchanged at high levels  
Food & bev.: Capex restarting in earnest after weak trends due to lockdowns |
IAB: Expected Quarterly Sales Trend by Region

Growth trend in sales as economies recover from pandemic impact. Expect sales growth in all regions in H2

% change relative to Q4 FY2019 on local currency basis

China
S. Korea
Japan
SE Asia (ex-S. Korea)
Europe
Americas

*Forecasts
## FY2021 Operating Income by Business Segment

### Targeting new record highs for IAB and HCB

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2021 Previous Plan</th>
<th>FY2021 Forecast</th>
<th>Chg. Vs Plan</th>
<th>FY2020 Actual</th>
<th>Y/Y</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY2021</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IAB Industrial Automation</td>
<td>63.0 (16.8%)</td>
<td>87.0 (19.6%)</td>
<td>+24.0 (+2.8%pt)</td>
<td>58.8 (17.0%)</td>
<td>+28.2 (2.7%pt)</td>
</tr>
<tr>
<td>EMC Electronic &amp; Mechanical Components</td>
<td>4.5 (4.8%)</td>
<td>7.5 (7.3%)</td>
<td>+3.0 (+2.5%pt)</td>
<td>3.0 (3.4%)</td>
<td>+4.5 (3.8%pt)</td>
</tr>
<tr>
<td>SSB Social Systems, Solutions &amp; Service</td>
<td>7.0 (7.3%)</td>
<td>7.0 (7.6%)</td>
<td>±0.0 (+0.3%pt)</td>
<td>5.7 (6.0%)</td>
<td>+1.3 (1.7%pt)</td>
</tr>
<tr>
<td>HCB Healthcare</td>
<td>22.5 (16.9%)</td>
<td>22.5 (16.1%)</td>
<td>±0.0 (-0.8%pt)</td>
<td>20.6 (16.7%)</td>
<td>+1.9 (-0.6%pt)</td>
</tr>
<tr>
<td>Eliminations &amp; Corporate</td>
<td>-27.0</td>
<td>-26.0</td>
<td>+1.0</td>
<td>-25.5</td>
<td>-0.5</td>
</tr>
<tr>
<td>Total</td>
<td>70.0 (10.0%)</td>
<td>98.0 (12.6%)</td>
<td>+28.0 (+2.6%pt)</td>
<td>62.5 (9.5%)</td>
<td>+35.5 (3.0%pt)</td>
</tr>
</tbody>
</table>

(¥bn, %: OPM)
Operating Income Analysis (Y/Y)

Expect strong profit growth even after factoring in negative impact from parts shortages. Execute on strategic investments as planned.

- Gross Profit up on sales growth +45.4
- GP up on improved GP margin +3.9
- SG&A up -10.6
- R&D up -1.6
- Strategic inv. up -9.2

- FX impact +7.6
- IT sys. - 0.5
- IAB - 6.9
- HCB - 0.5
- Other - 1.3

FY2020 Actual

FY2021 Forecast

98.0(¥bn)
Raising Shareholder Returns
Annual dividend guidance raised to ¥92, up ¥8 from FY2020. H1 dividend set at ¥46. Also guiding for fiscal year-end dividend of ¥46.

**Annual dividend (H1 dividend)**

- **FY2020 Actual**:
  - ¥84
  - (¥42)

- **FY2021 Initial Guidance**:
  - ¥86

- **FY2021 Revised Guidance**:
  - ¥92
  - (¥46)

*H1 dividend fixed*
Launch new ¥30 billion share buyback program. Remain committed to managing business with focus on capital efficiency

Share Buyback Program

Value: ¥30 bn (Max.)
Shares: 3.3 mn (Max.)
Period: October 29, 2021 to April 28, 2022

Cumulative total of share buyback programs over the last 4 years: ¥60 bn (FY17 ¥20 bn, FY18 ¥20 bn, FY19 ¥20 bn)
Toward a New Growth Stage
Manufacturing Sophistication: Elevating Alliance with Techman Robot

Enhancing alliance by taking a stake in Techman Robot (Quanta Group), which has #2 global market share in collaborative robots

Techman Robot Inc.

#2 global market share in arm-type cobots: Making human-machine collaboration a reality
Manufacturing Sophistication: Key Assets Acquired to Date

Leveraging M&A, alliances and proactive investments to create innovative products

- **Input**
  - Acquire Sentech/Microscan in ‘17

- **Logic**
  - Launch Robotics Integrated Controller in ‘20

- **Output**
  - Acquire Delta Tau in ‘15

- **Robot**
  - Acquire Adept in ‘15

- **Safety**
  - Techman Robot Initiate alliance ‘18
  - Elevate alliance ‘21

37 Automation Centers: Leveraging ILOR+S to accelerate co-development with customers
Targeting further advances in solutions through joint development of next-gen cobots with Techman Robot

Example: Cobot Adoption

Major Brand: Screw tightening process for electric shavers

Value: Achieve better safety for human-robot collaboration, enhance quality control

Further Advances in Solutions

OMRON

Solutions capability leveraging Robotics Integrated Controller

Techman Robot

Development technologies for cobots

Joint development of next-gen cobots

Achieve synchronized control and high speed motion with Robotics Integrated Controller, contributing to elevating sophistication on shop floor
Sold in more than 110 countries around the world, cumulative BPM sales now over 300 mn units. Unit sales accelerating.

- Cumulative Total: 300 mn units
- Cumulative Total: 200 mn units
- Cumulative Total: 100 mn units

Years:
- 36 years
- 7 years
- 5 years

Units:
- 300 mn
- 200 mn
- 100 mn
- 1973
- 2009
- 2016
- 2021
Preventative Medicine: Global Growth of Remote Medical Service

Remote Medical Service capitalizes on position as global #1 maker of BPMs. Prioritize countries with higher incidence of cardiovascular events. Currently launched in 4 countries:

- USA
- Japan
- Singapore
- India
- The Netherlands
- Brazil
- UK

Approx. 300,000 people a year experience heart conditions
**Preventative Medicine: Global Growth of Remote Medical Service**

**Invest in Brazil’s Micromed as part of global expansion.**
Launching Remote Medicine Service which uses ECG data

---

**Micromed**

**Business Overview**
Manufacture/sell hospital-use ECG machines, provide ECG analytics platform

**Strengths**
High level of expertise in ECG analytics, well-developed network of ties to hospitals and medical professionals

---

**Remote Medical Service to be Provided in Partnership with Micromed**

- **Clinic/Hospital**
- **Dr.**
- **Home**
  - Measurement of Vital Data
  - Remote Service App

- **Patient**
  - Equipment Rental
  - Diagnosis / Treatment
  - Uploading Vital Data

- **OMRON**
  - Equipment Sales
  - ECG Analytics Service
  - Service Usage Fee

- **Micromed**
  - Remote Medical Service Platform Server
  - Equipment Sales

---

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Opportunities for Growth Under Next Long-term Vision

Targeting 4 growth opportunities and tackling the challenge of further business model evolution to continue to enhance added value

Next Long-term Vision

Growth Opportunities Targeted by OMRON

- Rising sophistication of manufacturing
- Automation of primary & tertiary industries
- Preventative medical support
- Energy solutions

Business Model Evolution

Devices
- Strong hardware
- Installed base of customers

Services

Collaboration with partners
Shareholder Return Policy

Capital allocation priorities: (1) Investments for future growth, (2) Dividends, (3) Share buybacks

Investment for Future Growth
Focus on Factory Automation and Healthcare
Allocate to growth investments (including M&A), R&D, and capital expenditures

Dividends
Targets:
- Full-year dividend payout ratio: approx. 30%
- Dividend on equity ratio (DOE): approx. 3%

Share Buybacks
Long-term retained earnings may be allocated toward share buybacks in a flexible manner.
## Consolidated Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>End-March 2021</th>
<th>End-Sept. 2021</th>
<th>Chg, vs. End-FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Cash and cash equivalents)</td>
<td>(250.8)</td>
<td>(274.0)</td>
<td>(+23.2)</td>
</tr>
<tr>
<td>(Inventory)</td>
<td>(103.3)</td>
<td>(115.0)</td>
<td>(+11.8)</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>113.0</td>
<td>111.9</td>
<td>-1.2</td>
</tr>
<tr>
<td>Investments and other assets</td>
<td>192.9</td>
<td>191.1</td>
<td>-1.8</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>820.4</td>
<td>848.1</td>
<td>+27.7</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>161.4</td>
<td>161.2</td>
<td>-0.2</td>
</tr>
<tr>
<td><strong>Long-term liabilities</strong></td>
<td>49.7</td>
<td>46.9</td>
<td>-2.8</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>211.0</td>
<td>208.1</td>
<td>-3.0</td>
</tr>
<tr>
<td><strong>Shareholders' equity</strong></td>
<td>606.9</td>
<td>637.7</td>
<td>+30.9</td>
</tr>
<tr>
<td><strong>Noncontrolling interests</strong></td>
<td>2.5</td>
<td>2.3</td>
<td>-0.2</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>609.4</td>
<td>640.1</td>
<td>+30.7</td>
</tr>
<tr>
<td><strong>Total Liabilities and net assets</strong></td>
<td>820.4</td>
<td>848.1</td>
<td>+27.7</td>
</tr>
<tr>
<td><strong>Equity ratio</strong></td>
<td>74.0%</td>
<td>75.2%</td>
<td>+1.2%pt</td>
</tr>
</tbody>
</table>
## Consolidated Cash Flow Statement

<table>
<thead>
<tr>
<th></th>
<th>H1 FY2020 Actual</th>
<th>H1 FY2021 Actual</th>
<th>Y/Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flow</td>
<td>45.7</td>
<td>39.3</td>
<td>-6.5</td>
</tr>
<tr>
<td>Investment cash flow</td>
<td>-10.0</td>
<td>-12.4</td>
<td>-2.4</td>
</tr>
<tr>
<td>Free cash flow (FCF)</td>
<td>35.7</td>
<td>26.8</td>
<td>-8.9</td>
</tr>
<tr>
<td>Financing cash flow</td>
<td>-12.0</td>
<td>-10.4</td>
<td>+1.6</td>
</tr>
<tr>
<td>Cash and cash equivalents as of end of period</td>
<td>209.1</td>
<td>274.0</td>
<td>+64.9</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>8.3</td>
<td>11.8</td>
<td>+3.5</td>
</tr>
<tr>
<td>Depreciation</td>
<td>11.5</td>
<td>11.5</td>
<td>-0.0</td>
</tr>
</tbody>
</table>
## FY2021 Forex Assumptions

<table>
<thead>
<tr>
<th>FY2021 H2 Assumption</th>
<th>Impact of ¥1 move (full-year, approx.)</th>
<th>*RMB impact of ¥0.1 move</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sales</td>
<td>OP</td>
</tr>
<tr>
<td>USD</td>
<td>¥108</td>
<td>¥1.7bn</td>
</tr>
<tr>
<td>EUR</td>
<td>¥128</td>
<td>¥0.9bn</td>
</tr>
<tr>
<td>RMB</td>
<td>¥16.5</td>
<td>¥0.8bn</td>
</tr>
</tbody>
</table>

* If emerging market currency trends diverge from trends in major currencies contrary to our expectations, it will impact sensitivities
OMRON Included in Major ESG Indices (As of October 2021)

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

4th consecutive year
6th consecutive year
7th consecutive year
5th consecutive year
5th consecutive year
5th consecutive year
5th consecutive year
4th consecutive year

* 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 October 2021)

**Domestic ESG awards, selection for inclusion**

**S&P Global Sustainability Award**
✓ S&P Sustainability Award Gold Class  1\textsuperscript{st} time

**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**
✓ TSE 2014 Corporate Value Improvement Award, Grand Prix.  FY2014
✓ Nadeshiko Brand  4\textsuperscript{th} consecutive year from FY2017
✓ Health & Productivity Stock  3\textsuperscript{rd} consecutive year from FY2018
✓ Health & Productivity: White 500  5\textsuperscript{th} consecutive year from FY2016

**Selected by Nikkei Inc.**
✓ Nikkei 225  March 2019, 1\textsuperscript{st} time
Down-Top ROIC Tree (2.0)

KPI
- Focus industry / New product sales (¥)
- Service / Recurring rev. (¥)
- Online channel sales (¥)
- # of revolutionary apps
- % std. components used
- CD % / Defect cost %
- Units produced/employee
- Automation ratio % (headcount reduction)
- Man-hour productivity
- Back office employees (#)
- IT cost / Facilities cost (¥)
- Production LT
- Slow-moving inv. (¥)
- Overdue Receivables (¥)
- Capex (¥)
- M&A synergies (¥)

Driver
- GP Margin
- Added-value %
- Fixed manuf. costs %
- SG&A %
- R&D %
- Working capital turnover
- Fixed asset turnover
- Invested Capital Turnover

ROS

ROIC
Portfolio Management

Assessing Economic Value

- **B** Expecting Growth (Sales Growth Rate (%))
- **S** Investment (ROIC(%) )
- **C** Profit Restructuring (Sales Growth Rate (%))
- **A** Examining Regrowth (ROIC(%) )

Assessing Competitiveness

- **B** (Market Growth Rate (%))
- **S** (Market Share (%))
- **C** (Market Growth Rate (%))
- **A** (Market Share (%))
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 5.5\% for FY2021 - 2024}
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 Second Quarter of the Fiscal Year Ending March 31, 2022 (U.S. GAAP)." Figures rounded to the nearest million JPY and percentage to one decimal place.

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