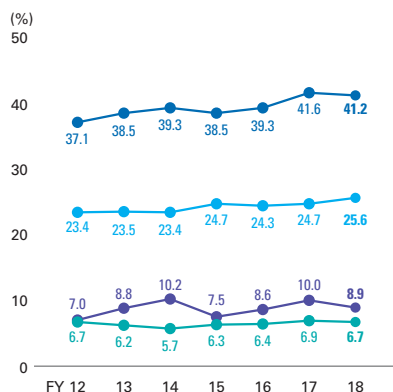


Financial Highlights

Gross Profit Margin

41.2%

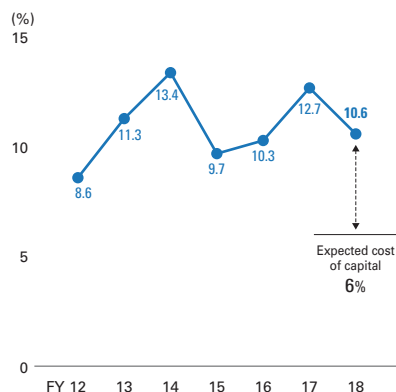
● Gross profit margin ● Selling, general and administrative expenses ratio (excluding R&D expenses) ● R&D expenses ratio ● Operating income margin



We set a 40% over for gross profit margin, driven by stronger earnings capacity group-wide.

ROIC

10.6%

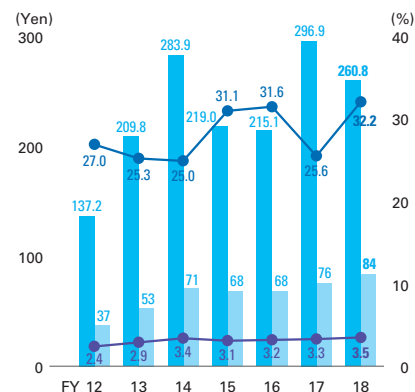


Our focus on ROIC management resulted in a 10.6% ROIC, far above our 6% expected cost of capital.

EPS

¥260.8

■ Earnings per share ■ Cash dividends per share ● Dividend payout ratio ● Dividend on equity

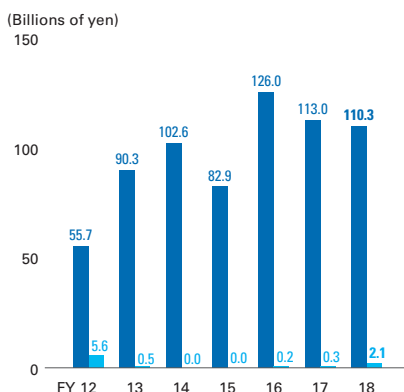


OMRON paid dividends of ¥84 per share, representing dividend payout ratio above our target of approximately 30% and dividend on equity above our target of approximately 3%.

Cash and Cash Equivalents

¥110.3billion

■ Cash and cash equivalents ■ Total interest-bearing liabilities

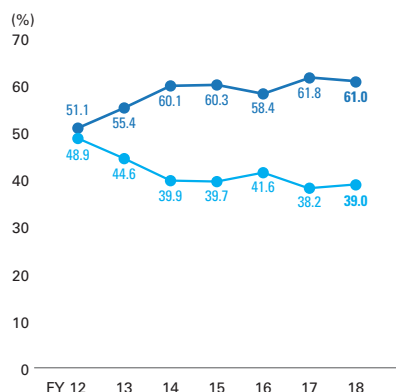


We continued to conduct essentially debt-free management, as cash balances remain in excess of interest-bearing debt.

Ratio of Overseas Sales to Total Net Sales

61.0%

● Overseas total ● Japan

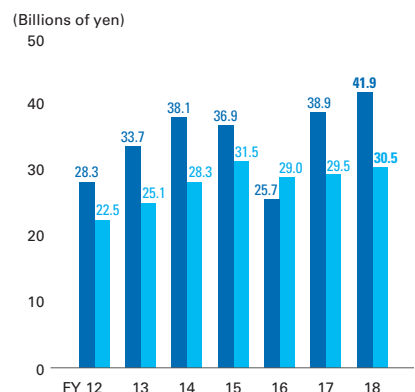


OMRON's overseas sales ratio continues to exceed 60%.

Capital Expenditures

¥41.9billion

■ Capital expenditures ■ Depreciation and amortization

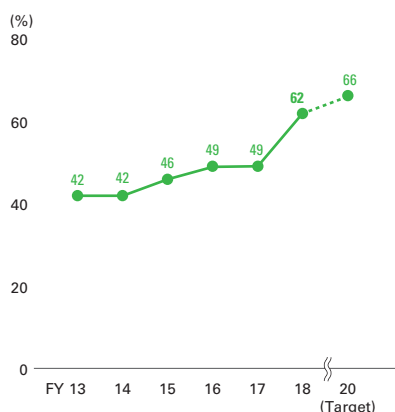


OMRON increased production facilities for future growth and established new bases for strengthening development capabilities.

Non-Financial Highlights

Ratio of Non-Japanese in Managerial Positions Overseas ★

62%

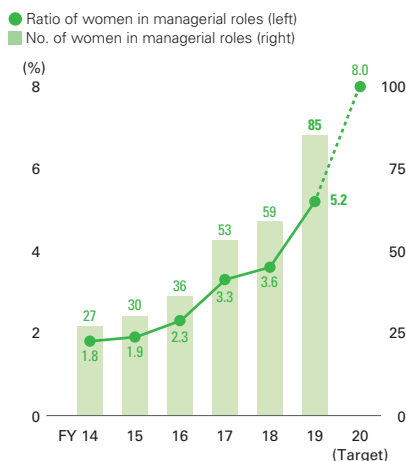


Depending on the size of the overseas OMRON Group companies, we will increase the ratio of local employees to the number of important positions determined by OMRON.

* From FY2018, concurrent positions for governance and development positions are excluded. In the case of the conventional calculation standard, it is 57% in FY2018.

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

5.2%



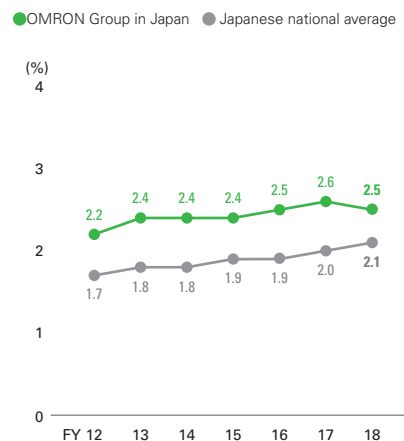
We are increasing the ratio of women in leadership-level managerial roles in Japan.

* Figures represent results as of April 20.

* In the domestic OMRON group, the number of women in managerial positions ratio.

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

2.5%



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

* Figures represent results as of June 20.

* For companies subject to the Act on Employment Promotion etc. of Persons with Disabilities.

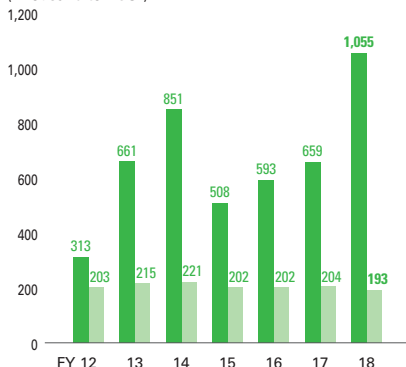
* Employment rate calculation is based on the Act on Employment Promotion etc. of Persons with Disabilities.

Environmental Contribution ☆

1,055 thousand ton-CO₂

■ Environmental contribution
■ CO₂ emissions of production sites

(Thousand 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.

* 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/>

Energy-Generation Product



PV inverters

Energy-Saving Product



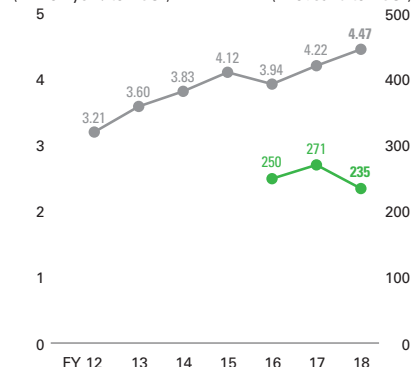
Electricity monitors (left) Environment ANDON (right)

Greenhouse Gas Emissions ☆

235 thousand ton-CO₂

● Greenhouse gas emissions
● Net sales to CO₂ emissions

(Million yen / ton-CO₂)



OMRON established its new environmental target "OMRON Carbon Zero" with the goal of reducing greenhouse gas emissions to zero by 2050. OMRON has set greenhouse gas emissions as a new indicator to achieve that goal.

* 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/>