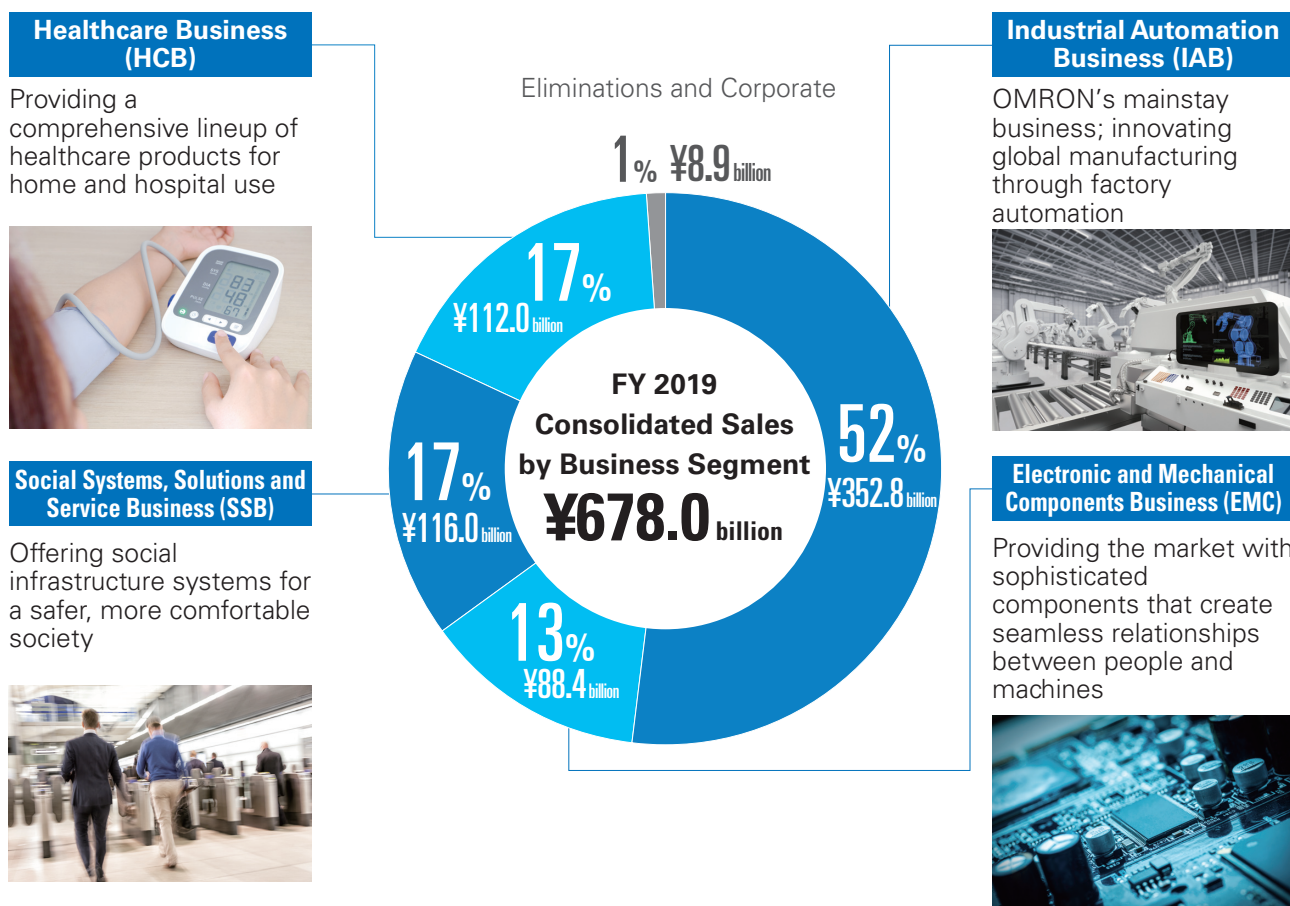


OMRON's Business and Fiscal 2019 Results

OMRON manufactures and sells market-leading sensing and control products in around 120 countries/regions around the world. Our products include control equipment, electronic components, social systems, and healthcare items.

Consolidated Sales Composition Ratio



Net Sales and Number of Employees by Region

Net Sales **¥678.0 billion** Number of Employees **28,006**

(Fiscal Year Ended March 31, 2020: Consolidated)

Japan

Net Sales **¥311.5 billion**

Number of Employees **10,600**

Greater China

Net Sales **¥126.1 billion**

Number of Employees **8,031**

Europe

Net Sales **¥108.5 billion**

Number of Employees **2,320**

Americas

Net Sales **¥67.8 billion**

Number of Employees **1,798**

Asia Pacific

Net Sales **¥62.7 billion**

Number of Employees **5,257**

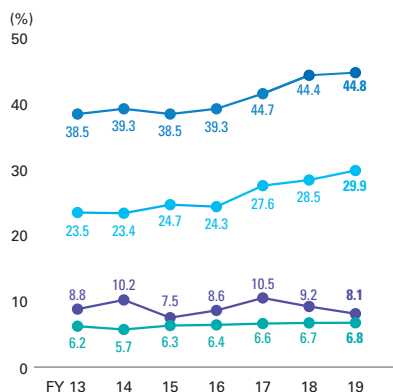
* Regional categories are defined as follows:
Americas includes North America, Central America, and South America. Europe includes Europe, Russia, Africa, and Middle East. Greater China includes China, Taiwan, and Hong Kong. Asia Pacific includes Southeast Asia, Korea, India, and Oceania.

Financial Highlights

Gross Profit Margin

44.8%

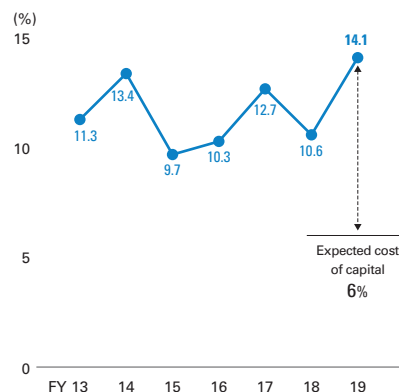
● Gross Profit Margin ● Selling, general and administrative expenses ratio (excluding R&D expenses) ● R&D expenses ratio ● Operating income margin



Gross profit margin reached a record high, driven by stronger group-wide earnings capacity

ROIC

14.1%

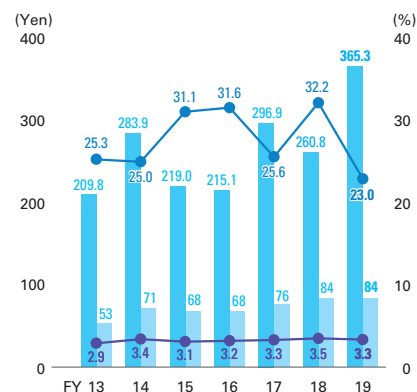


Our focus on ROIC management resulted in a 14.1% ROIC, far above our 6% expected cost of capital.

EPS and Dividend

¥365.3

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

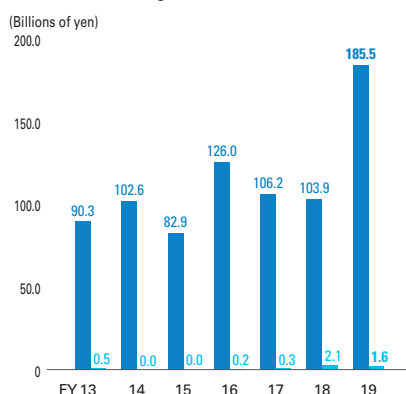


OMRON paid dividends of ¥84 per share, representing dividend on equity above our target of approximately 3%.

Cash and Cash Equivalents

¥185.5 billion

■ Cash and Cash Equivalents ■ Total interest-bearing liabilities

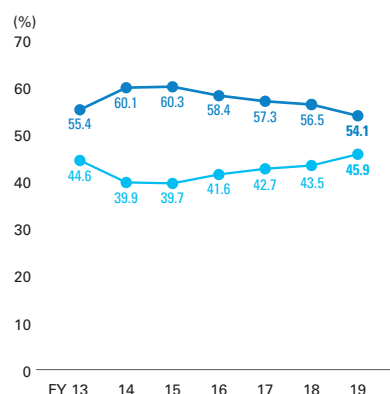


As a result of a business transfer, cash and cash equivalents increased significantly year on year.

Ratio of Overseas Sales

54.1%

● Overseas Total ● Japan

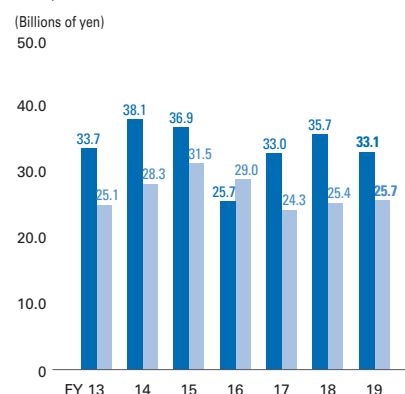


OMRON's overseas sales ratio remains over 50%.

Capital Expenditures

¥33.1 billion

■ Capital expenditures ■ Depreciation and amortization



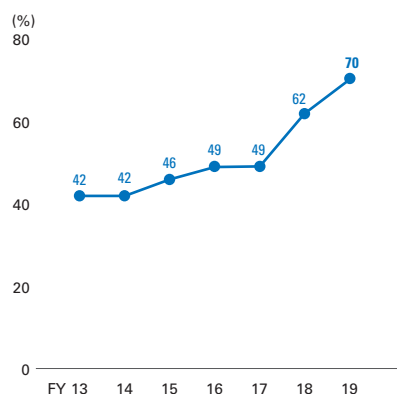
OMRON made carefully selected capital investments, including increased production facilities and investment in operating sites for future growth.

* The Automotive Electronics Components Business (AEC) was transferred, and the AEC business was classified as a "discontinued business." Accordingly, some financial data for fiscal 2017 and 2018 have been reclassified.

Non-Financial Highlights

Ratio of non-Japanese in managerial positions overseas

70%

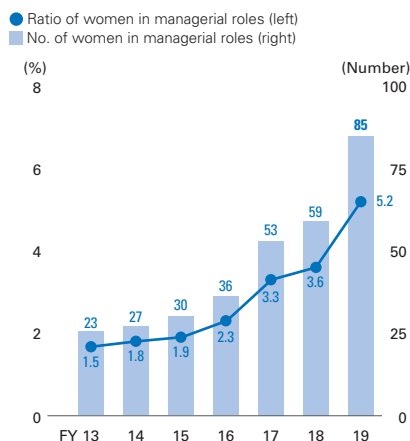


Depending on the size of the overseas OMRON Group companies, we will increase the ratio of local employees to the number of important positions determined by OMRON.

* From FY2018, concurrent positions for governance and development positions are excluded.

Ratio of women in managerial roles (OMRON Group in Japan)

5.9%*



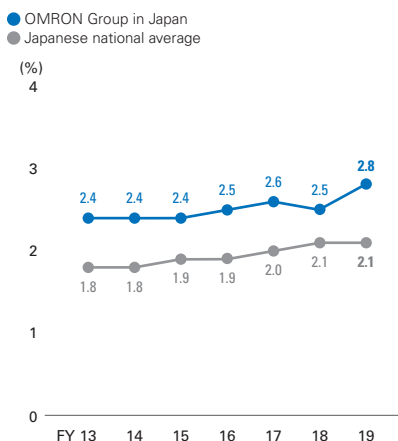
We are increasing the ratio of women in leadership-level managerial roles in Japan.

* Figures represent results as of April 20. Highlighted figure is as of April 20, 2020.

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

Ratio of employees with disabilities (OMRON Group in Japan)

2.8%



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

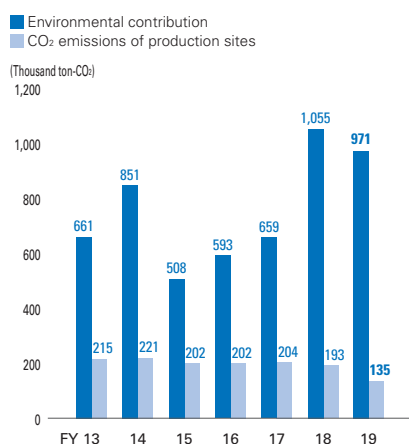
* Figures represent results as of June 20.

* 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☆

971 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://sustainability.omron.com/en/environ/contribution/products/#calc>

Energy-Generation Product



PV inverters

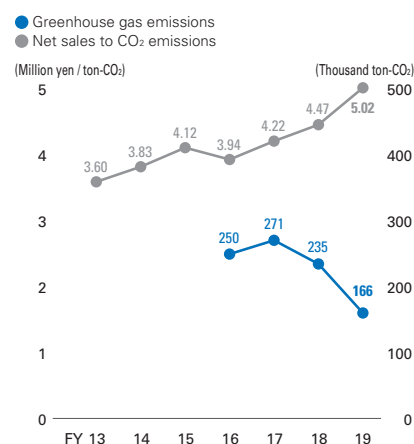
Energy-Saving Product



Electricity monitors (left) Environment ANDON (right)

Greenhouse Gas Emissions☆

166 thousand ton-CO₂



OMRON has 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 an 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://sustainability.omron.com/en/environ/reduce/co2/#co2>

☆ Indicates independent verification or review performed by a third party.

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