

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)

	FY2009	FY2010	FY2011	FY2012
Financial Indicators:				
Operating Results:				
Net sales	¥524,694	¥617,825	¥619,461	¥650,461
Gross profit	184,342	231,702	227,887	241,507
Selling, general and administrative expenses (excl. R&D expenses)	133,426	142,365	145,662	152,676
R&D expenses	37,842	41,300	42,089	43,488
Operating income	13,074	48,037	40,136	45,343
EBITDA ^(Note 1)	40,088	71,021	62,753	67,795
Net income (loss) attributable to OMRON shareholders	3,518	26,782	16,389	30,203
Cash Flows:				
Net cash provided by operating activities	42,759	41,956	31,946	53,058
Net cash used in investing activities	(18,584)	(20,210)	(26,486)	(28,471)
Free cash flow ^(Note 2)	24,175	21,746	5,460	24,587
Net cash provided by (used in) financing activities	(20,358)	3,333	(33,492)	(18,550)
Financial Position:				
Total assets	532,254	562,790	537,323	573,637
Cash and cash equivalents	51,726	74,735	45,257	55,708
Total interest-bearing liabilities	36,612	45,519	18,774	5,570
Total shareholders' equity	306,327	312,753	320,840	366,962
Per Share Data:				
Net income (loss) attributable to OMRON shareholders (EPS) (Yen)	16.0	121.7	74.5	137.2
Shareholders' equity	1,391.4	1,421.0	1,457.5	1,667.0
Cash dividends ^(Note 3) (Yen)	17	30	28	37
Dividend payout ratio	106.4%	24.7%	37.6%	27.0%
Other Financial Data:				
Gross profit margin	35.1%	37.5%	36.8%	37.1%
Operating income margin	2.5%	7.8%	6.5%	7.0%
EBITDA margin	7.6%	11.5%	10.1%	10.4%
Return on invested capital (ROIC)	1.0%	7.8%	4.8%	8.6%
Return on equity (ROE)	1.2%	8.7%	5.2%	8.8%
Ratio of shareholders' equity to total assets	57.6%	55.6%	59.7%	64.0%
Total return ratio ^(Note 4)	106.7%	25.2%	37.7%	27.0%
Capital expenditures	19,524	23,192	28,341	28,285
Depreciation and amortization	27,014	22,984	22,617	22,452
Ratio of overseas sales	50.7%	51.4%	52.2%	51.1%

Non-Financial Indicators:

Number of employees	36,299	35,684	35,992	35,411
Ratio of overseas employees to total employees	68.1%	67.8%	67.7%	67.4%
Ratio of non-Japanese in managerial positions overseas ^(Note 5)	—	—	34%	36%
Ratio of women in managerial roles (OMRON Group in Japan) ^(Note 6)	—	—	—	1.4%
Number of women in managerial roles	—	—	—	22
Ratio of employees with disabilities (OMRON Group in Japan) ^(Note 7)	2.1%	2.2%	2.2%	2.2%
Number of patents held ^(Note 8)	5,218	5,452	5,959	6,448
Environmental contribution (thousand ton-CO ₂)	—	193	189	313
CO ₂ emissions of production sites (thousand ton-CO ₂)	—	187	193	203
Net sales to CO ₂ emissions (million yen / ton-CO ₂)	—	3.31	3.21	3.21
Greenhouse gas emissions (thousand ton-CO ₂)	—	—	—	—

- Note: 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. The ratio of local employees to the number of important positions determined by OMRON depending on the size of the overseas OMRON Group companies, concurrent positions for governance and development positions are excluded.
6. Figures represent results as of April 20.
In the domestic OMRON group, the number of women in managerial positions ratio.
7. Figures represent results as of June 20.
Group companies in Japan that must observe the "Promotion of the Employment of Persons with Disabilities Law" (June 2019: including 20 consolidated subsidiaries) and follow the law's method of calculation of the ratio of employment of persons with disabilities.
8. Patent information is as of March 31 each year.

★ Indicates assurance performed by independent third party.

☆ Indicates verification or review performed by independent third party.

P103 →

Value Generation 2020 (VG2020)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	(Millions of yen)						
	¥772,966	¥847,252	¥833,604	¥794,201	¥732,306	¥732,581	¥677,980
	297,208	332,607	320,812	312,161	327,585	325,484	303,702
	181,225	198,103	205,735	193,093	201,777	208,895	202,954
	47,928	47,913	52,790	50,539	48,622	49,335	45,988
	68,055	86,591	62,287	68,529	77,186	67,254	54,760
	93,144	114,930	93,747	97,495	101,501	92,609	80,466
	46,185	62,170	47,290	45,987	63,159	54,323	74,895
	79,044	77,057	84,207	77,875	73,673	71,245	89,787
	(31,125)	(39,517)	(67,116)	(15,041)	(55,842)	(34,957)	28,639
	47,919	37,540	17,091	62,834	17,831	36,288	118,426
	(16,298)	(29,303)	(31,550)	(15,012)	(33,082)	(40,783)	(29,430)
	654,704	711,011	683,325	697,701	744,952	749,878	758,124
	90,251	102,622	82,910	126,026	106,223	103,850	185,533
	488	0	0	156	298	2,086	1,593
	430,509	489,769	444,718	469,029	505,530	504,212	530,415
	209.8	283.9	219.0	215.1	296.9	260.8	365.3
	1,956.1	2,254.4	2,080.0	2,193.7	2,400.4	2,455.2	2,626.6
	53	71	68	68	76	84	84
	25.3%	25.0%	31.1%	31.6%	25.6%	32.2%	23.0%
	38.5%	39.3%	38.5%	39.3%	44.7%	44.4%	44.8%
	8.8%	10.2%	7.5%	8.6%	10.5%	9.2%	8.1%
	12.1%	13.6%	11.2%	12.2%	14.6%	12.6%	11.9%
	11.3%	13.4%	9.7%	10.3%	12.7%	10.6%	14.1%
	11.6%	13.5%	10.1%	10.1%	13.0%	10.8%	14.5%
	65.8%	68.9%	65.1%	67.2%	67.9%	67.2%	70.0%
	25.3%	49.1%	62.7%	31.6%	48.2%	79.5%	47.7%
	33,653	38,143	36,859	25,692	33,027	35,661	33,110
	25,089	28,339	31,460	28,966	24,315	25,355	25,706
	55.4%	60.1%	60.3%	58.4%	57.3%	56.5%	54.1%
	36,842	37,572	37,709	36,008	36,193	35,090	28,006
	69.1%	69.7%	69.3%	68.3%	68.1%	67.6%	62.2%
	42%	42%	46%	49%	49%	62%	70% *
	1.5%	1.8%	1.9%	2.3%	3.3%	3.6%	5.2%
	23	27	30	36	53	59	85
	2.4%	2.4%	2.4%	2.5%	2.6%	2.5%	2.8% *
	6,635	7,194	7,686	8,224	8,774	9,782	10,087
	661	851	508	593	659	1,055	971 ☆
	215	221	202	202	204	193	135
	3.60	3.83	4.12	3.94	4.22	4.47	5.02 ☆
	—	—	—	250	271	235	166 ☆

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.

Financial Data Reclassification

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.