

Consolidated Financial Statements

Consolidated Balance Sheets

OMRON Corporation and Subsidiaries
March 31, 2021 and 2022

| | (Millions of yen) | |
|--|-------------------|------------------|
| ASSETS | FY2020 | FY2021 |
| Current Liabilities: | | |
| Cash and cash equivalents | ¥ 250,755 | ¥ 155,484 |
| Notes and accounts receivable - trade | 135,161 | 151,820 |
| Allowance for doubtful receivables | (756) | (798) |
| Inventories | 103,265 | 141,935 |
| Assets held for sale | — | 363 |
| Other current assets | 26,007 | 34,101 |
| Total Current Assets | 514,432 | 482,905 |
| Property, Plant and Equipment: | | |
| Land | 19,778 | 20,926 |
| Buildings | 124,404 | 130,863 |
| Machinery and equipment | 153,142 | 174,184 |
| Construction in progress | 3,281 | 4,748 |
| Total | 300,605 | 330,721 |
| Accumulated depreciation | (187,577) | (208,623) |
| Net Property, Plant and Equipment | 113,028 | 122,098 |
| Investments and Other Assets: | | |
| Right-of-use assets under operating leases | 38,153 | 39,746 |
| Goodwill | 39,160 | 39,718 |
| Investments in and advances to affiliates | 13,159 | 124,691 |
| Investment securities | 33,423 | 43,757 |
| Leasehold deposits | 7,675 | 7,815 |
| Prepaid benefit costs | 6,736 | 14,391 |
| Deferred income taxes | 24,179 | 18,116 |
| Other assets | 30,434 | 37,392 |
| Total Investments and Other Assets | 192,919 | 325,626 |
| Total | ¥ 820,379 | ¥ 930,629 |

| | (Millions of yen) | |
|---|-------------------|------------------|
| LIABILITIES AND SHAREHOLDERS' EQUITY | FY2020 | FY2021 |
| Current Liabilities: | | |
| Notes and accounts payable - trade | ¥ 69,561 | ¥ 86,827 |
| Short-term borrowing | — | 20,000 |
| Accrued expenses | 44,441 | 48,365 |
| Income taxes payable | 3,504 | 5,657 |
| Short-term operating lease liabilities | 11,179 | 11,549 |
| Other current liabilities | 32,685 | 39,274 |
| Total Current Liabilities | 161,370 | 211,672 |
| Deferred Income Taxes | 1,671 | 2,177 |
| Termination and Retirement Benefits | 7,598 | 8,194 |
| Long-term Operating Lease Liabilities | 27,709 | 28,567 |
| Other Long-term Liabilities | 12,673 | 12,048 |
| Total Liabilities | 211,021 | 262,658 |
| Shareholders' Equity: | | |
| Capital | 64,100 | 64,100 |
| Common stock | | |
| Authorized: 487,000,000 shares in FY2020 | | |
| 487,000,000 shares in FY2021 | | |
| Issued: 206,244,872 shares in FY2020 | | |
| 206,244,872 shares in FY2021 | | |
| Capital surplus | 101,403 | 100,652 |
| Legal reserve | 22,931 | 24,503 |
| Retained earnings | 476,185 | 517,566 |
| Accumulated other comprehensive income (loss) | (32,945) | 13,013 |
| Treasury stock | (24,816) | (54,607) |
| 4,574,294 shares in FY2020 | | |
| 7,053,647 shares in FY2021 | | |
| Total Shareholders' Equity | 606,858 | 665,227 |
| Noncontrolling Interests | 2,500 | 2,744 |
| Total Net Assets | 609,358 | 667,971 |
| Total | ¥ 820,379 | ¥ 930,629 |

Consolidated Statements of Income

OMRON Corporation and Subsidiaries
Years ended March 31, 2020, 2021 and 2022

(Millions of yen)

| | FY2019 | FY2020 | FY2021 |
|--|-----------------|-----------------|-----------------|
| Net Sales | ¥ 677,980 | ¥ 655,529 | ¥ 762,927 |
| Costs and Expenses: | | | |
| Cost of sales | 374,278 | 357,178 | 416,100 |
| Selling, general and administrative expenses | 202,954 | 192,687 | 213,234 |
| Research and development expenses | 45,988 | 43,184 | 44,277 |
| Other expenses, net | 2,924 | (2,609) | 2,602 |
| Total | 626,144 | 590,440 | 676,213 |
| Income before Income Taxes and Equity in Earnings of Affiliates | 51,836 | 65,089 | 86,714 |
| Income Taxes | 11,270 | 15,093 | 23,046 |
| Equity in Earnings of Affiliates | 963 | 6,098 | 1,624 |
| Net Income from Continuing Operations | 39,603 | 43,898 | 62,044 |
| Net Income from Discontinued Operations | 35,732 | — | — |
| Net Income | 75,335 | 43,898 | 62,044 |
| Net Income Attributable to Noncontrolling Interests | 440 | 591 | 644 |
| Net Income Attributable to OMRON Shareholders | ¥ 74,895 | ¥ 43,307 | ¥ 61,400 |

(Yen)

| | FY2019 | FY2020 | FY2021 |
|--|----------|----------|----------|
| Per Share Data: | | | |
| Net Income Attributable to OMRON Shareholders: | | | |
| Net Income Attributable to OMRON Shareholders from Continuing Operations | ¥ 191.00 | ¥ 214.72 | ¥ 305.65 |
| Net Income Attributable to OMRON Shareholders from Discontinued Operations | 174.26 | — | — |
| Basic | ¥ 365.26 | ¥ 214.72 | ¥ 305.65 |
| Diluted | — | — | — |

Consolidated Statements of Comprehensive Income

OMRON Corporation and Subsidiaries
Years ended March 31, 2020, 2021 and 2022

(Millions of yen)

| | FY2019 | FY2020 | FY2021 |
|--|-----------------|-----------------|------------------|
| Net Income | ¥ 75,335 | ¥ 43,898 | ¥ 62,044 |
| Other Comprehensive Income (Loss), Net of Tax: | | | |
| Foreign currency translation adjustments: | | | |
| Foreign currency translation adjustments arising during the year | (23,674) | 23,138 | 40,078 |
| Reclassification adjustment for the portion realized in net income | (119) | 310 | 2,029 |
| Net unrealized gain (loss) | (23,793) | 23,448 | 42,107 |
| Pension liability adjustments: | | | |
| Pension liability adjustments arising during the year | 7,033 | 24,630 | 1,625 |
| Reclassification adjustment for the portion realized in net income | 3,365 | 3,053 | 3,012 |
| Net unrealized gain (loss) | 10,398 | 27,683 | 4,637 |
| Net gains (losses) on derivative instruments: | | | |
| Unrealized holding gains (losses) arising during the year | 77 | (629) | (1,066) |
| Reclassification adjustment for the portion realized in net income | (160) | 295 | 383 |
| Net unrealized gain (loss) | (83) | (334) | (683) |
| Other Comprehensive Income (Loss) | (13,478) | 50,797 | 46,061 |
| Comprehensive Income | 61,857 | 94,695 | 108,105 |
| Comprehensive Income Attributable to Noncontrolling Interests | 368 | 727 | 747 |
| Comprehensive Income Attributable to OMRON Shareholders | ¥ 61,489 | ¥ 93,968 | ¥ 107,358 |

Consolidated Statements of Shareholders' Equity

OMRON Corporation and Subsidiaries
Years ended March 31, 2020, 2021 and 2022

(Millions of yen)

| | Number of common shares issued | Common stock | Capital surplus | Legal reserve | Retained earnings | Accumulated other comprehensive income (loss) | Treasury stock | Total shareholders' equity | Noncontrolling interests | Total net assets |
|---|--------------------------------|--------------|-----------------|---------------|-------------------|---|----------------|----------------------------|--------------------------|------------------|
| Balance, March 31, 2019 | 213,958,172 | ¥ 64,100 | ¥ 100,233 | ¥ 21,826 | ¥ 433,639 | ¥(70,200) | ¥ (45,386) | ¥ 504,212 | ¥ 2,099 | ¥ 506,311 |
| Net Income | | | | | 74,895 | | | 74,895 | 440 | 75,335 |
| Cash dividends paid to OMRON Corporation shareholders, ¥84 per share | | | | | (17,107) | | | (17,107) | | (17,107) |
| Cash dividends paid to noncontrolling interests | | | | | | | | — | (293) | (293) |
| Equity transactions with noncontrolling interests and other | | | 2 | | | | | 2 | | 2 |
| Change in shareholders' equity due to decrease in consolidated subsidiaries | | | (74) | (2,386) | 2,460 | | | — | | — |
| Stock-based payment*1 | | | 360 | | | | | 360 | | 360 |
| Transfer to legal reserve | | | | 1,541 | (1,541) | | | — | | — |
| Other comprehensive income (loss) | | | | | | (13,406) | | (13,406) | (72) | (13,478) |
| Acquisition of treasury stock | | | | | | | (18,541) | (18,541) | | (18,541) |
| Cancellation of treasury stock | | | | | (40,578) | | 40,578 | — | | — |
| Balance, March 31, 2020 | 206,244,872 | ¥ 64,100 | ¥ 100,521 | ¥ 20,981 | ¥ 451,768 | ¥ (83,606) | ¥ (23,349) | ¥ 530,415 | ¥ 2,174 | ¥ 532,589 |
| Net Income | | | | | 43,307 | | | 43,307 | 591 | 43,898 |
| Cash dividends paid to OMRON Corporation shareholders, ¥84 per share | | | | | (16,940) | | | (16,940) | | (16,940) |
| Cash dividends paid to noncontrolling interests | | | | | | | | — | (401) | (401) |
| Equity transactions with noncontrolling interests and other | | | 0 | | | | | 0 | | 0 |
| Stock-based payment*2 | | | 882 | | | | | 882 | | 882 |
| Transfer to legal reserve | | | | 1,950 | (1,950) | | | — | | — |
| Other comprehensive income (loss) | | | | | | 50,661 | | 50,661 | 136 | 50,797 |
| Acquisition of treasury stock and others | | | | | | | (1,467) | (1,467) | | (1,467) |
| Balance, March 31, 2021 | 206,244,872 | ¥ 64,100 | ¥ 101,403 | ¥ 22,931 | ¥ 476,185 | ¥ (32,945) | ¥ (24,816) | ¥ 606,858 | ¥ 2,500 | ¥ 609,358 |
| Net Income | | | | | 61,400 | | | 61,400 | 644 | 62,044 |
| Cash dividends paid to OMRON Corporation shareholders, ¥92 per share | | | | | (18,447) | | | (18,447) | | (18,447) |
| Cash dividends paid to noncontrolling interests | | | | | | | | — | (503) | (503) |
| Stock-based payment*3 | | | (751) | | | | 1,639 | 888 | | 888 |
| Transfer to legal reserve | | | | 1,572 | (1,572) | | | — | | — |
| Other comprehensive income (loss) | | | | | | 45,958 | | 45,958 | 103 | 46,061 |
| Acquisition of treasury stock and others | | | | | | | (31,430) | (31,430) | | (31,430) |
| Balance, March 31, 2022 | 206,244,872 | ¥ 64,100 | ¥ 100,652 | ¥ 24,503 | ¥ 517,566 | ¥ 13,013 | ¥ (54,607) | ¥ 665,227 | ¥ 2,744 | ¥ 667,971 |

*1 Includes ¥(275) million, the amount of decrease in capital surplus due to changes in the estimates of stock-based payment.

*2 Includes ¥309 million, the amount of increase in capital surplus due to changes in the estimates of stock-based payment.

*3 Includes ¥19 million, the amount of increase in capital surplus due to changes in the estimates of stock-based payment.

Consolidated Statements of Cash Flows

OMRON Corporation and Subsidiaries
Years ended March 31, 2020, 2021 and 2022

(Millions of yen)

| | FY2019 | FY2020 | FY2021 |
|---|------------------|------------------|------------------|
| Operating Activities: | | | |
| Net Income | ¥ 75,335 | ¥ 43,898 | ¥ 62,044 |
| Adjustments to reconcile net income to net cash provided by operating activities: | | | |
| Depreciation and amortization | 28,605 | 22,756 | 23,367 |
| Net gain (loss) on sale and disposals of property, plant, and equipment | (1,487) | (325) | 901 |
| Impairment losses on long-lived assets | 498 | 1,976 | 410 |
| Loss on impairment of goodwill | — | — | 3,384 |
| Loss related to sale of business | — | — | 1,116 |
| Net loss on valuation of investment securities | 1,170 | (7,615) | (5,447) |
| Net loss on sale of investment securities | 43 | — | — |
| Termination and retirement benefits | (436) | (617) | (662) |
| Deferred income taxes | (125) | 1,164 | 4,632 |
| Equity in earnings of affiliates | 963 | 6,098 | 1,624 |
| Gain on sales of business | (51,450) | — | — |
| Changes in assets and liabilities: | | | |
| Decrease (increase) in notes and accounts receivable - trade | 12,944 | 3,893 | (9,074) |
| Decrease (increase) in inventories | 10,704 | 5,425 | (30,427) |
| Increase in other assets | 6,442 | 955 | (3,178) |
| Decrease in notes and accounts payable - trade | (1,319) | 6,237 | 13,293 |
| Increase (decrease) in income taxes payable | 15,614 | 833 | 1,749 |
| Increase (decrease) in accrued expenses and other current liabilities | 3,570 | 5,301 | 2,316 |
| Other, net | 1,600 | 3,852 | 1,380 |
| Total adjustments | 14,452 | 49,933 | 5,384 |
| Net Cash Provided by Operating Activities | 89,787 | 93,831 | 67,428 |
| Investing Activities: | | | |
| Proceeds from sale or maturities of investment securities | 1,423 | 751 | 921 |
| Purchase of investment securities | (2,344) | (1,057) | (5,386) |
| Capital expenditures | (37,629) | (26,662) | (33,357) |
| Decrease (increase) in leasehold deposits, net | 62 | (189) | (140) |
| Proceeds from sale of property, plant, and equipment | 4,565 | 2,069 | 748 |
| Increase in investments in affiliates | (2,231) | 7,850 | (112,444) |
| Proceeds from sale of business, net of cash paid | 64,460 | 2,453 | (505) |
| Acquisition of business, net of cash acquired | — | — | — |
| Other, net | 333 | 0 | 0 |
| Net Cash Provided by (Used in) Investing Activities | 28,639 | (14,785) | (150,163) |
| Financing Activities: | | | |
| Net borrowings (repayments) of short-term debt | 6,365 | (1,587) | 20,000 |
| Dividends paid by the Company | (17,250) | (16,952) | (17,754) |
| Dividends paid to noncontrolling interests | (293) | (352) | (504) |
| Acquisition of treasury stock | (18,571) | (1,471) | (31,430) |
| Other, net | 319 | 10 | 85 |
| Net Cash Used in Financing Activities | (29,430) | (20,352) | (29,603) |
| Effect of Exchange Rate Changes on Cash and Cash Equivalents | (13,713) | 6,528 | 17,067 |
| Net Increase (Decrease) in Cash and Cash Equivalents | 75,283 | 65,222 | (95,271) |
| Cash and Cash Equivalents at Beginning of the Year | 110,250 | 185,533 | 250,755 |
| Cash and Cash Equivalents at End of the Year | 185,533 | 250,755 | 155,484 |
| Cash and Cash Equivalents from Continuing Operations at End of the Year | ¥ 185,533 | ¥ 250,755 | ¥ 155,484 |

* Consolidated statements of cash flows consist of cash flows from continuing operations and cash flows from discontinued operations. We have not presented cash flows separately for discontinued operations.

11-Year Financial and Non-Financial Highlights

OMRON Corporation
and Subsidiaries

Long-term Management Strategy

| Value Generation 2020 (VG2020) | | | | |
|---|----------|----------|----------|----------|
| | FY2011 | FY2012 | FY2013 | FY2014 |
| Financial Indicators: | | | | |
| Operating Results: | | | | |
| Net sales | ¥619,461 | ¥650,461 | ¥772,966 | ¥847,252 |
| Gross profit | 227,887 | 241,507 | 297,208 | 332,607 |
| Selling, general and administrative expenses (excl. R&D expenses) | 145,662 | 152,676 | 181,225 | 198,103 |
| R&D expenses | 42,089 | 43,488 | 47,928 | 47,913 |
| Operating income | 40,136 | 45,343 | 68,055 | 86,591 |
| EBITDA ^(Note 1) | 62,753 | 67,795 | 93,144 | 114,930 |
| Net income (loss) attributable to OMRON shareholders | 16,389 | 30,203 | 46,185 | 62,170 |
| Cash Flows: | | | | |
| Net cash provided by operating activities | 31,946 | 53,058 | 79,044 | 77,057 |
| Net cash provided by (used in) investing activities | (26,486) | (28,471) | (31,125) | (39,517) |
| Free cash flow ^(Note 2) | 5,460 | 24,587 | 47,919 | 37,540 |
| Net cash provided by (used in) financing activities | (33,492) | (18,550) | (16,298) | (29,303) |
| Financial Position: | | | | |
| Total assets | 537,323 | 573,637 | 654,704 | 711,011 |
| Cash and cash equivalents | 45,257 | 55,708 | 90,251 | 102,622 |
| Total interest-bearing liabilities | 18,774 | 5,570 | 488 | 0 |
| Total shareholders' equity | 320,840 | 366,962 | 430,509 | 489,769 |
| Per Share Data: | | | | |
| Net income (loss) attributable to OMRON shareholders (EPS) (Yen) | 74.5 | 137.2 | 209.8 | 283.9 |
| Shareholders' equity | 1,457.5 | 1,667.0 | 1,956.1 | 2,254.4 |
| Cash dividends ^(Note 3) (Yen) | 28 | 37 | 53 | 71 |
| Dividend payout ratio | 37.6% | 27.0% | 25.3% | 25.0% |
| Other Financial Data: | | | | |
| Gross profit margin | 36.8% | 37.1% | 38.5% | 39.3% |
| Operating income margin | 6.5% | 7.0% | 8.8% | 10.2% |
| EBITDA margin | 10.1% | 10.4% | 12.1% | 13.6% |
| Return on invested capital (ROIC) | 4.8% | 8.6% | 11.3% | 13.4% |
| Return on equity (ROE) | 5.2% | 8.8% | 11.6% | 13.5% |
| Ratio of shareholders' equity to total assets | 59.7% | 64.0% | 65.8% | 68.9% |
| Total return ratio ^(Note 4) | 37.7% | 27.0% | 25.3% | 49.1% |
| Capital expenditures | 28,341 | 28,285 | 33,653 | 38,143 |
| Depreciation and amortization | 22,617 | 22,452 | 25,089 | 28,339 |
| Ratio of overseas sales | 52.2% | 51.1% | 55.4% | 60.1% |
| Non-Financial Indicators: | | | | |
| Number of employees | 35,992 | 35,411 | 36,842 | 37,572 |
| Ratio of overseas employees to total employees | 67.7% | 67.4% | 69.1% | 69.7% |
| Ratio of non-Japanese in key managerial positions overseas ^(Note 5) | 34% | 36% | 42% | 42% |
| Ratio of women in managerial roles (OMRON Group worldwide) ^(Note 6) | — | — | — | — |
| Ratio of women in managerial roles (OMRON Group in Japan) ^(Note 7) | 1.4% | 1.5% | 1.8% | 1.9% |
| Ratio of employees with disabilities (OMRON Group worldwide) ^(Note 8) | — | — | — | — |
| Ratio of employees with disabilities (OMRON Group in Japan) ^(Note 9) | 2.2% | 2.2% | 2.4% | 2.4% |
| Number of overseas sites employing employees with disabilities | — | — | — | — |
| Number of patents held ^(Note 10) | 5,959 | 6,448 | 6,635 | 7,194 |
| Environmental contribution (thousand ton-CO ₂) | 189 | 313 | 661 | 851 |
| CO ₂ emissions of production sites (thousand ton-CO ₂) | 193 | 203 | 215 | 221 |
| Number of carbon zero sites in Japan | — | — | — | — |
| Net sales to CO ₂ emissions (million yen / ton-CO ₂) | 3.21 | 3.21 | 3.60 | 3.83 |
| Greenhouse gas emissions (thousand ton-CO ₂) ^(Scope 1 + 2) | — | — | — | — |

Note: 1. EBITDA = Operating income + Depreciation and amortization
2. Free cash flow = Net cash provided by operating activities + Net cash provided by (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 for overseas sites represent results as of March 31 of each fiscal year.
7. The ratio of women in managerial roles in the OMRON Group worldwide has been calculated since fiscal 2018.
8. The ratio of women in managerial roles (section managers or higher) at OMRON Group companies in Japan.
9. For the ratio of employees with disabilities (OMRON Group worldwide), applicable sites in countries with legally mandated employment rates are within the scope. The ratio is calculated based on the calculation method stipulated by laws and regulations of each country.

| | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--|-------------------|----------|----------|----------|----------|----------|-----------|
| | (Millions of yen) | | | | | | |
| | ¥833,604 | ¥794,201 | ¥732,306 | ¥732,581 | ¥677,980 | ¥655,529 | ¥762,927 |
| | 320,812 | 312,161 | 327,585 | 325,484 | 303,702 | 298,351 | 346,827 |
| | 205,735 | 193,093 | 201,777 | 208,895 | 202,954 | 192,687 | 213,234 |
| | 52,790 | 50,539 | 48,622 | 49,335 | 45,988 | 43,184 | 44,277 |
| | 62,287 | 68,529 | 77,186 | 67,254 | 54,760 | 62,480 | 89,316 |
| | 93,747 | 97,495 | 101,501 | 92,609 | 80,466 | 85,236 | 112,683 |
| | 47,290 | 45,987 | 63,159 | 54,323 | 74,895 | 43,307 | 61,400 |
| | 84,207 | 77,875 | 73,673 | 71,245 | 89,787 | 93,831 | 67,428 |
| | (67,116) | (15,041) | (55,842) | (34,957) | 28,639 | (14,785) | (150,163) |
| | 17,091 | 62,834 | 17,831 | 36,288 | 118,426 | 79,046 | (82,735) |
| | (31,550) | (15,012) | (33,082) | (40,783) | (29,430) | (20,352) | (29,603) |
| | 683,325 | 697,701 | 744,952 | 749,878 | 758,124 | 820,379 | 930,629 |
| | 82,910 | 126,026 | 106,223 | 103,850 | 185,533 | 250,755 | 155,484 |
| | 0 | 156 | 298 | 2,086 | 1,593 | 0 | 20,000 |
| | 444,718 | 469,029 | 505,530 | 504,212 | 530,415 | 606,858 | 665,227 |
| | 219.0 | 215.1 | 296.9 | 260.8 | 365.3 | 214.7 | 305.7 |
| | 2,080.0 | 2,193.7 | 2,400.4 | 2,455.2 | 2,626.6 | 3,009.2 | 3,339.6 |
| | 68 | 68 | 76 | 84 | 84 | 84 | 92 |
| | 31.1% | 31.6% | 25.6% | 32.2% | 23.0% | 39.1% | 30.1% |
| | 38.5% | 39.3% | 44.7% | 44.4% | 44.8% | 45.5% | 45.5% |
| | 7.5% | 8.6% | 10.5% | 9.2% | 8.1% | 9.5% | 11.7% |
| | 11.2% | 12.2% | 14.6% | 12.6% | 11.9% | 13.0% | 8.6% |
| | 9.7% | 10.3% | 12.7% | 10.6% | 14.1% | 7.8% | 9.6% |
| | 10.1% | 10.1% | 13.0% | 10.8% | 14.5% | 7.6% | 9.7% |
| | 65.1% | 67.2% | 67.9% | 67.2% | 70.0% | 74.0% | 71.5% |
| | 62.7% | 31.6% | 48.2% | 79.5% | 47.7% | 42.6% | 79.0% |
| | 36,859 | 25,692 | 33,027 | 35,661 | 33,110 | 23,959 | 34,210 |
| | 31,460 | 28,966 | 24,315 | 25,355 | 25,706 | 22,756 | 23,367 |
| | 60.3% | 58.4% | 57.3% | 56.5% | 54.1% | 57.8% | 62.0% |
| | 37,709 | 36,008 | 36,193 | 35,090 | 28,006 | 28,254 | 29,020 |
| | 69.3% | 68.3% | 68.1% | 67.6% | 62.2% | 62.9% | 65.0% |
| | 46% | 49% | 49% | 62% | 70% | 75% | 80% ★ |
| | — | — | — | 12.7% | 16.0% | 16.4% | 16.9% |
| | 2.3% | 3.3% | 3.6% | 5.2% | 5.9% | 6.7% | 8.0% ★ |
| | — | — | — | — | — | 2.0% | 2.2% |
| | 2.4% | 2.5% | 2.6% | 2.5% | 2.8% | 3.0% | 3.1% ★ |
| | — | — | — | — | — | 25 | 27 |
| | 7,686 | 8,224 | 8,774 | 9,782 | 10,087 | 11,037 | 12,061 |
| | 508 | 593 | 659 | 1,055 | 971 | 826 | 881 ☆ |
| | 202 | 202 | 204 | 193 | 135 | 106 | 109 |
| | — | — | — | — | — | — | 5 |
| | 4.12 | 3.94 | 4.22 | 4.47 | 5.02 | 6.16 | 7.02 ★ |
| | — | 250 | 271 | 235 | 166 | 124 | 123 ★ |

9. Figures represent results as of June 20 of each fiscal year.

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.

10. Patent information is as of March 31 of each fiscal year.

★ Indicates assurance performed by Bureau Veritas Japan Co., Ltd. ☆ Indicates independent verification or review performed by Bureau Veritas Japan Co., Ltd.

★ Indicates assurance performed by KPMG AZSA Sustainability Co., Ltd.

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.