OMRON’s Business and Fiscal 2022 Results

FY2022 Consolidated Sales by Business Segment

Device & Module Solutions Business (DMB)
- Net sales: ¥138.9 billion
- Operating income: ¥15.5 billion
- Operating income margin: 11.2%

Offering the world sophisticated components that create seamless relationships between people and machines.

Social Systems, Solutions and Service Business (SSB)
- Net sales: ¥107.3 billion
- Operating income: ¥7.5 billion
- Operating income margin: 7.0%

Offering social infrastructure systems for a safer, more comfortable society.

Healthcare Business (HCB)
- Net sales: ¥142.1 billion
- Operating income: ¥16.0 billion
- Operating income margin: 11.3%

Providing a comprehensive lineup of healthcare products for home and hospital use.

Industrial Automation Business (IAB)
- Net sales: ¥485.7 billion
- Operating income: ¥85.8 billion
- Operating income margin: 17.7%

OMRON’s mainstay business; innovating global manufacturing through factory automation.

Eliminations and Corporate
- Net sales: ¥2.1 billion
- Operating loss: ¥24.2 billion
OMRON Carries Out Business in Over 130 Countries

FY2022 Net Sales, Number of Employees, Number of Production Sites, Number of Non-production Sites in Each Region

**Greater China**
- Net sales: ¥211.5 billion
- Number of employees: 8,560
- Production sites: 4
- Non-production sites: 108

**Europe**
- Net sales: ¥140.1 billion
- Number of employees: 2,425
- Production sites: 3
- Non-production sites: 51

**Japan**
- Net sales: ¥326.6 billion
- Number of employees: 9,988
- Production sites: 13
- Non-production sites: 185

**Americas**
- Net sales: ¥104.3 billion
- Number of employees: 1,995
- Production sites: 3
- Non-production sites: 16

**Asia Pacific**
- Net sales: ¥92.9 billion
- Number of employees: 5,066
- Production sites: 3
- Non-production sites: 32

* Regional categories are defined as follows:
  - Americas: U.S., Canada, Brazil
  - Europe: Netherlands, U.K., Germany, France, Italy, Spain, Greater China: China, Hong Kong, Taiwan
  - Asia Pacific: Singapore, Korea, India, Australia

* As of March 31, 2023

<table>
<thead>
<tr>
<th>Region</th>
<th>Net Sales</th>
<th>Number of Employees</th>
<th>Production Sites</th>
<th>Non-production Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater China</td>
<td>¥211.5 billion</td>
<td>8,560</td>
<td>4</td>
<td>108</td>
</tr>
<tr>
<td>Europe</td>
<td>¥140.1 billion</td>
<td>2,425</td>
<td>3</td>
<td>51</td>
</tr>
<tr>
<td>Japan</td>
<td>¥326.6 billion</td>
<td>9,988</td>
<td>13</td>
<td>185</td>
</tr>
<tr>
<td>Americas</td>
<td>¥104.3 billion</td>
<td>1,995</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>¥92.9 billion</td>
<td>5,066</td>
<td>3</td>
<td>32</td>
</tr>
</tbody>
</table>

Approx. 63% ratio of overseas sales to total employees

Number of employees: 28,034 employees

Approx. 64% ratio of overseas employees to total employees

Production sites: 26 sites

Non-production sites: 392 sites
Financial Highlights

Net Sales
¥876.1 billion
+14.8% (vs. FY2021)

Operating Cash Flow
¥53.5 billion
-¥14.0 billion (vs. FY2021)

EPS
¥372
+ ¥67 (vs. FY2021)

Gross Profit
¥393.9 billion
+13.6% (vs. FY2021)

Return on Invested Capital (ROIC)
10.4%
+0.8pt (vs. FY2021)

PBR
2.1 times

Operating Income Margin
11.5%
-0.2pt (vs. FY2021)

ROE
10.6%
+0.9pt (vs. FY2021)

Dividends
¥98
+ ¥6 (vs. FY2021)
**Non-Financial Highlights**

**Sustainability Sales**

¥417.8 billion

+28% (vs. FY2021)

**New Businesses Created**

37 candidates created

(calculation started in FY2022)

**Ratio of Women in Managerial Roles**

16.6%

-0.3 pt (vs. FY2021)

**Number of Overseas Sites Employing Employees with Disabilities**

27 sites

±0 (vs. FY2021)

**Number of Carbon Zero Sites in Japan**

10 sites

+5 sites (vs. FY2021)

**Reduction in GHG Emissions in Scope 1 and 2 (vs. FY2016)**

62% reduction

+12 pt (vs. FY2021)

**Employee Engagement Score**

76 points maintained

±0 (vs. FY2020)

**Reduction of Paper Consumption (vs. FY2019)**

44% reduction

+8 pt (vs. FY2021)

**Ratio of Non-Japanese in Key Managerial Positions Overseas**

80% maintained

±0 (vs. FY2021)

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