

# Consolidated Financial Statements

## Consolidated Balance Sheets OMRON Corporation and Subsidiaries March 31, 2023 and 2024

(Millions of yen)

Assets	FY2022	FY2023	Assets	FY2022	FY2023
<b>Current Assets:</b>			<b>Investments and Other Assets:</b>		
Cash and cash equivalents	105,279	143,086	Right-of-use assets under operating leases	47,501	54,383
Notes and accounts receivable - trade	180,074	172,268	Goodwill	43,125	361,783
Allowance for doubtful receivables	(869)	(1,058)	Other intangible assets	45,247	108,881
Inventories	173,926	174,034	Investments in and advances to affiliates	134,557	13,931
Other current assets	28,482	59,273	Investment securities	46,123	33,897
<b>Total Current Assets</b>	<b>486,892</b>	<b>547,603</b>	Leasehold deposits	8,094	7,883
<b>Property, Plant and Equipment:</b>			Prepaid pension costs	29,103	65,267
Land	20,238	21,280	Deferred income taxes	23,513	19,382
Buildings	136,492	145,708	Other assets	4,420	4,944
Machinery and equipment	183,578	200,947	<b>Total Investments and Other Assets</b>	<b>381,683</b>	<b>670,351</b>
Construction in progress	6,363	9,662			
Total	346,671	377,597			
Accumulated depreciation	(217,086)	(240,822)			
<b>Net Property, Plant and Equipment</b>	<b>129,585</b>	<b>136,775</b>			
<b>Total</b>	<b>998,160</b>	<b>1,354,729</b>			

(Millions of yen)

Liabilities And Shareholders' Equity	FY2022	FY2023	Liabilities And Shareholders' Equity	FY2022	FY2023
<b>Current Liabilities:</b>			<b>Shareholders' Equity:</b>		
Notes and accounts payable - trade	92,855	82,548	Capital	64,100	64,100
Short-term debt	213	22,548	Common stock		
Current portion of long-term borrowings	—	6,451	Authorized: 487,000,000 shares in FY2022		
Accrued expenses	50,246	47,345	487,000,000 shares in FY2023		
Income taxes payable	10,560	6,457	Issued: 206,244,872 shares in FY2022		
Short-term operating lease liabilities	11,871	13,385	206,244,872 shares in FY2023		
Other current liabilities	44,275	52,426	Capital surplus	98,506	98,997
<b>Total Current Liabilities</b>	<b>210,020</b>	<b>231,160</b>	Legal reserve	24,729	27,457
			Retained earnings	571,807	556,705
<b>Deferred Income Taxes</b>	<b>2,052</b>	<b>16,419</b>	Accumulated other comprehensive income (loss)	39,947	109,396
<b>Termination and Retirement Benefits</b>	<b>9,348</b>	<b>8,310</b>	Treasury stock	(70,616)	(69,969)
<b>Long-term borrowings</b>	<b>—</b>	<b>92,075</b>	9,417,692 shares in FY2022		
<b>Long-term Operating Lease Liabilities</b>	<b>33,284</b>	<b>38,299</b>	9,329,283 shares in FY2023		
<b>Other Long-term Liabilities</b>	<b>12,229</b>	<b>17,473</b>	<b>Total Shareholders' Equity</b>	<b>728,473</b>	<b>786,686</b>
<b>Total Liabilities</b>	<b>266,933</b>	<b>403,736</b>	<b>Noncontrolling Interests</b>	<b>2,754</b>	<b>164,307</b>
			<b>Total Net Assets</b>	<b>731,227</b>	<b>950,993</b>
<b>Total</b>	<b>998,160</b>	<b>1,354,729</b>			

## Consolidated Statements of Income

OMRON Corporation and Subsidiaries Years ended March 31, 2022, 2023 and 2024

	(Millions of yen)		
	FY2021	FY2022	FY2023
<b>Net Sales</b>	762,927	876,082	<b>818,761</b>
<b>Costs and Expenses:</b>			
Cost of sales	416,100	482,199	<b>472,297</b>
Selling, general and administrative expenses	213,234	243,015	<b>261,978</b>
Research and development expenses	44,277	50,182	<b>50,144</b>
Other expenses, net	2,602	2,277	<b>(611)</b>
<b>Total</b>	676,213	777,673	<b>783,808</b>
Income before Income Taxes and Equity in Earnings of Affiliates	86,714	98,409	<b>34,953</b>
Income Taxes	23,046	24,943	<b>10,485</b>
Share of loss (profit) of entities accounted for using equity method	1,624	(1,079)	<b>14,519</b>
Net Income	62,044	74,545	<b>9,949</b>
Net Income Attributable to Noncontrolling Interests	644	684	<b>1,844</b>
Net Income Attributable to OMRON Shareholders	61,400	73,861	<b>8,105</b>

(Yen)

	FY2021	FY2022	FY2023
<b>Per Share Data:</b>			
<b>Net Income Attributable to OMRON Shareholders:</b>			
Basic	305.65	372.19	<b>41.17</b>
Diluted	—	—	<b>—</b>

## Consolidated Statements of Comprehensive Income

OMRON Corporation and Subsidiaries Years ended March 31, 2022, 2023 and 2024

	(Millions of yen)		
	FY2021	FY2022	FY2023
<b>Net Income</b>	62,044	74,545	<b>9,949</b>
<b>Other Comprehensive Income (Loss), Net of Tax:</b>			
Foreign currency translation adjustments:			
Foreign currency translation adjustments arising during the year	40,078	17,840	<b>44,771</b>
Reclassification adjustment for the portion realized in net income	2,029	(337)	<b>0</b>
Net unrealized gain (loss)	42,107	17,503	<b>44,771</b>
Pension liability adjustments:			
Pension liability adjustments arising during the year	1,625	6,094	<b>23,257</b>
Reclassification adjustment for the portion realized in net income	3,012	2,610	<b>1,577</b>
Net unrealized gain (loss)	4,637	8,704	<b>24,834</b>
Net gains (losses) on derivative instruments:			
Unrealized holding gains (losses) arising during the year	(1,066)	(523)	<b>(1,019)</b>
Reclassification adjustment for the portion realized in net income	383	1,317	<b>1,211</b>
Net unrealized gain (loss)	(683)	794	<b>192</b>
Other Comprehensive Income (Loss)	46,061	27,001	<b>69,797</b>
<b>Comprehensive Income</b>	108,105	101,546	<b>79,746</b>
<b>Comprehensive Income Attributable to Noncontrolling Interests</b>	747	751	<b>2,192</b>
<b>Comprehensive Income Attributable to OMRON Shareholders</b>	107,358	100,795	<b>77,554</b>

## Consolidated Statements of Shareholders' Equity

OMRON Corporation and Subsidiaries Years ended March 31, 2022, 2023 and 2024

(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
<b>Balance, March 31, 2021</b>	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, JPY 92 per share					(18,447)			(18,447)		(18,447)
Cash dividends paid to noncontrolling interests									(503)	(503)
Stock-based payment*			(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)
<b>Balance, March 31, 2022</b>	206,244,872	64,100	100,652	24,503	517,566	13,013	(54,607)	665,227	2,744	667,971
Net Income					73,861			73,861	684	74,545
Cash dividends paid to OMRON Corporation shareholders, JPY 98 per share					(19,394)			(19,394)		(19,394)
Cash dividends paid to noncontrolling interests									(741)	(741)
Stock-based payment			(2,140)				4,003	1,863		1,863
Transfer to legal reserve				226	(226)					
Other comprehensive income (loss)						26,934		26,934	67	27,001
Acquisition of treasury stock and others			(6)				(20,012)	(20,018)		(20,018)
<b>Balance, March 31, 2023</b>	206,244,872	64,100	98,506	24,729	571,807	39,947	(70,616)	728,473	2,754	731,227
Net Income					8,105			8,105	1,844	9,949
Cash dividends paid to OMRON Corporation shareholders, JPY 104 per share					(20,479)			(20,479)		(20,479)
Cash dividends paid to noncontrolling interests									(581)	(581)
Equity transactions with noncontrolling interests and other			(54)					(54)	65	11
Increase in consolidated subsidiaries - noncontrolling interests									159,877	159,877
Share-based compensation			619				666	1,285		1,285
Transfer to legal reserve				2,728	(2,728)					
Other comprehensive income (loss)						69,449		69,449	348	69,797
Acquisition of treasury stock and others			(74)				(19)	(93)		(93)
<b>Balance, March 31, 2024</b>	<b>206,244,872</b>	<b>64,100</b>	<b>98,997</b>	<b>27,457</b>	<b>556,705</b>	<b>109,396</b>	<b>(69,969)</b>	<b>786,686</b>	<b>164,307</b>	<b>950,993</b>

\* Includes JPY 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, 2022, 2023 and 2024

(Millions of yen)

	FY2021	FY2022	FY2023
<b>Operating Activities:</b>			
Net Income	62,044	74,545	<b>9,949</b>
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	23,367	26,587	<b>30,816</b>
Share-based compensation expense	864	1,863	<b>1,237</b>
Net gain (loss) on sale and disposals of property, plant, and equipment	901	45	<b>1,517</b>
Impairment losses on long-lived assets	410	1,768	<b>1,285</b>
Loss on impairment of goodwill	3,384	–	–
Gain related to sale of business	1,116	(922)	<b>(328)</b>
Net loss on valuation of investment securities	(5,447)	2,099	<b>(6,731)</b>
Net loss on sale of investment securities	–	–	–
Termination and retirement benefits	(662)	(574)	<b>(2,080)</b>
Deferred income taxes	4,632	(9,421)	<b>(6,791)</b>
Equity in earnings of affiliates	1,624	(1,079)	<b>14,519</b>
Gain on sales of business	–	–	–
Changes in assets and liabilities:			
Decrease (increase) in notes and accounts receivable - trade	(9,074)	(23,581)	<b>27,341</b>
Decrease (increase) in inventories	(30,427)	(29,004)	<b>12,054</b>
Increase in other assets	(3,178)	(2,331)	<b>(13,366)</b>
Decrease in notes and accounts payable - trade	13,293	4,667	<b>(17,918)</b>
Increase (decrease) in income taxes payable	1,749	4,758	<b>(5,403)</b>
Increase (decrease) in accrued expenses and other current liabilities	2,316	5,179	<b>(1,120)</b>
Other, net	516	(1,143)	<b>(106)</b>
Total adjustments	5,384	(21,089)	<b>34,926</b>
<b>Net Cash Provided by Operating Activities</b>	<b>67,428</b>	<b>53,456</b>	<b>44,875</b>

(Millions of yen)

	FY2021	FY2022	FY2023
<b>Investing Activities:</b>			
Proceeds from sale or maturities of investment securities	921	84	<b>24,774</b>
Purchase of investment securities	(5,386)	(2,860)	<b>(3,299)</b>
Capital expenditures	(33,357)	(45,018)	<b>(45,378)</b>
Decrease (increase) in leasehold deposits, net	(140)	(299)	<b>756</b>
Business and company acquisitions (net of cash acquired)	–	–	<b>(82,173)</b>
Proceeds from sale of property, plant, and equipment	748	1,614	<b>539</b>
Payments for loans receivable	–	–	<b>(1,378)</b>
Increase in investments in affiliates	(112,444)	(9,976)	<b>(1,121)</b>
Proceeds from sale of business, net of cash paid	(505)	922	<b>0</b>
Acquisition of business, net of cash acquired	–	–	–
Other, net	0	0	<b>184</b>
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>(150,163)</b>	<b>(55,533)</b>	<b>(107,096)</b>
<b>Financing Activities:</b>			
Net borrowings (repayments) of short-term debt	20,000	(19,787)	<b>3,228</b>
Proceeds from short-term borrowings	–	–	<b>101,281</b>
Repayments of short-term borrowings	–	–	<b>(85,500)</b>
Proceeds from long-term borrowings	–	–	<b>88,000</b>
Repayments of long-term borrowings	–	–	<b>(485)</b>
Dividends paid by the Company	(17,754)	(18,912)	<b>(19,885)</b>
Dividends paid to noncontrolling interests	(504)	(741)	<b>(581)</b>
Acquisition of treasury stock	(31,430)	(20,013)	<b>(18)</b>
Sales of Treasury Stock	0	772	–
Other, net	85	(76)	<b>(53)</b>
<b>Net Cash Used in Financing Activities</b>	<b>(29,603)</b>	<b>(58,757)</b>	<b>85,987</b>
<b>Effect of Exchange Rate Changes on Cash and Cash Equivalents</b>	<b>17,067</b>	<b>10,629</b>	<b>14,041</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>(95,271)</b>	<b>(50,205)</b>	<b>37,807</b>
<b>Cash and Cash Equivalents at Beginning of the period</b>	<b>250,755</b>	<b>155,484</b>	<b>105,279</b>
<b>Cash and Cash Equivalents at End of the period</b>	<b>155,484</b>	<b>105,279</b>	<b>143,086</b>

## 11-Year Financial Highlights OMRON Corporation and Subsidiaries

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Financial Indicators:</b> <span style="float: right;">(Millions of yen)</span>											
<b>Operating Results:</b>											
Net sales	772,966	847,252	833,604	794,201	732,306	732,581	677,980	655,529	762,927	876,082	<b>818,761</b>
Gross profit	297,208	332,607	320,812	312,161	327,585	325,484	303,702	298,351	346,827	393,883	<b>346,464</b>
Selling, general and administrative expenses (excl. R&D expenses)	181,225	198,103	205,735	193,093	201,777	208,895	202,954	192,687	213,234	243,015	<b>261,978</b>
R&D expenses	47,928	47,913	52,790	50,539	48,622	49,335	45,988	43,184	44,277	50,182	<b>50,144</b>
Operating income	68,055	86,591	62,287	68,529	77,186	67,254	54,760	62,480	89,316	100,686	<b>34,342</b>
EBITDA <sup>(Note 1)</sup>	93,144	114,930	93,747	97,495	101,501	92,609	80,466	85,236	112,683	127,273	<b>65,158</b>
Net income (loss) attributable to OMRON shareholders	46,185	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400	73,861	<b>8,105</b>
<b>Cash Flows:</b>											
Net cash provided by operating activities	79,044	77,057	84,207	77,875	73,673	71,245	89,787	93,831	67,428	53,456	<b>44,875</b>
Net cash provided by (used in) investing activities	(31,125)	(39,517)	(67,116)	(15,041)	(55,842)	(34,957)	28,639	(14,785)	(150,163)	(55,533)	<b>(107,096)</b>
Free cash flow <sup>(Note 2)</sup>	47,919	37,540	17,091	62,834	17,831	36,288	118,426	79,046	(82,735)	(2,077)	<b>(62,221)</b>
Net cash provided by (used in) financing activities	(16,298)	(29,303)	(31,550)	(15,012)	(33,082)	(40,783)	(29,430)	(20,352)	(29,603)	(58,757)	<b>85,987</b>
<b>Financial Position:</b>											
Total assets	654,704	711,011	683,325	697,701	744,952	749,878	758,124	820,379	930,629	998,160	<b>1,354,729</b>
Cash and cash equivalents	90,251	102,622	82,910	126,026	106,223	103,850	185,533	250,755	155,484	105,279	<b>143,086</b>
Total interest-bearing liabilities (short-term borrowings)	488	0	0	156	298	2,086	1,593	0	20,000	213	<b>22,548</b>
Total interest-bearing liabilities (long-term borrowings)	—	—	—	—	—	—	—	—	—	—	<b>98,526</b>
Total shareholders' equity	430,509	489,769	444,718	469,029	505,530	504,212	530,415	606,858	665,227	728,473	<b>786,686</b>
<b>Per Share Data:</b>											
Net income (loss) attributable to OMRON shareholders (EPS) (Yen)	209.8	283.9	219.0	215.1	296.9	260.8	365.3	214.7	305.7	372.2	<b>41.2</b>
Shareholders' equity	1,956.1	2,254.4	2,080.0	2,193.7	2,400.4	2,455.2	2,626.6	3,009.2	3,339.6	3,701.1	<b>3,995.0</b>
Cash dividends <sup>(Note 3)</sup> (Yen)	53	71	68	68	76	84	84	84	92	98	<b>104</b>
Dividend payout ratio	25.3%	25.0%	31.1%	31.6%	25.6%	32.2%	23.0%	39.1%	30.1%	26.3%	<b>253.3%</b>
Dividend on equity ratio	2.9%	3.4%	3.1%	3.2%	3.3%	3.5%	3.3%	3.0%	2.9%	2.8%	<b>2.7%</b>
<b>Other Financial Data:</b>											
Gross profit margin	38.5%	39.3%	38.5%	39.3%	44.7%	44.4%	44.8%	45.5%	45.5%	45.0%	<b>42.3%</b>
Operating income margin	8.8%	10.2%	7.5%	8.6%	10.5%	9.2%	8.1%	9.5%	11.7%	11.5%	<b>4.2%</b>
EBITDA margin	12.1%	13.6%	11.2%	12.2%	14.6%	12.6%	11.9%	13.0%	14.8%	14.5%	<b>7.9%</b>
Return on invested capital (ROIC)	11.3%	13.4%	9.7%	10.3%	12.7%	10.6%	14.1%	7.8%	9.6%	10.4%	<b>1.0%</b>
Return on equity (ROE)	11.6%	13.5%	10.1%	10.1%	13.0%	10.8%	14.5%	7.6%	9.7%	10.6%	<b>1.1%</b>
Ratio of shareholders' equity to total assets	65.8%	68.9%	65.1%	67.2%	67.9%	67.2%	70.0%	74.0%	71.5%	73.0%	<b>58.1%</b>
Total return ratio <sup>(Note 4)</sup>	25.3%	49.1%	62.7%	31.6%	48.2%	79.5%	47.7%	42.6%	79.0%	53.4%	<b>253.3%</b>
Capital expenditures	33,653	38,143	36,859	25,692	33,027	35,661	33,110	23,959	34,210	45,074	<b>44,894</b>
Depreciation and amortization	25,089	28,339	31,460	28,966	24,315	25,355	25,706	22,756	23,367	26,587	<b>30,816</b>
Ratio of overseas sales	55.4%	60.1%	60.3%	58.4%	57.3%	56.5%	54.1%	57.8%	62.0%	62.7%	<b>57.1%</b>

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)

## 11-Year Non-Financial Highlights OMRON Corporation and Subsidiaries

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Non-Financial Indicators:</b>											
Number of employees	36,842	37,572	37,709	36,008	36,193	35,090	28,006	28,254	29,020	28,034	<b>28,450</b>
Ratio of overseas employees to total employees	69.1%	69.7%	69.3%	68.3%	68.1%	67.6%	62.2%	62.9%	65.0%	64.4%	<b>58.7%</b>
Ratio of non-Japanese in key managerial positions overseas <sup>(Note 5)</sup>	42%	42%	46%	49%	49%	62%	70%	75%	80%	80%	<b>★ 81%</b>
Ratio of female employees (OMRON Group worldwide) <sup>(Note 6)</sup>	–	–	–	–	–	–	41.2%	41.1%	43.2%	42.0%	<b>41.5%</b> <sup>(Note 13)</sup>
Ratio of women in managerial roles (OMRON Group worldwide) <sup>(Note 7)</sup>	–	–	–	–	–	12.7%	16.0%	16.4%	16.9%	16.6%	<b>19.1%</b> <sup>(Note 13)</sup>
Ratio of women in managerial roles (OMRON Group in Japan) <sup>(Note 8)</sup>	1.8%	1.9%	2.3%	3.3%	3.6%	5.2%	5.9%	6.7%	8.0%	8.7%	<b>★ 11.9%</b> <sup>(Note 13)</sup>
Ratio of users of childcare leave - Men	–	–	–	–	–	–	5.0%	10.0%	18.0%	41.0%	<b>66.0%</b> <sup>(Note 14)</sup>
Gender pay gap <sup>(Note 9)</sup>	–	–	–	–	–	–	–	–	–	–	<b>72.2%</b>
Ratio of employees with disabilities (OMRON Group in Japan) <sup>(Note 10)</sup>	2.4%	2.4%	2.4%	2.5%	2.6%	2.5%	2.8%	3.0%	3.1%	3.1%	<b>★ 3.5%</b>
Number of overseas sites employing employees with disabilities	–	–	–	–	–	–	–	25	27	27	<b>28</b>
Lost-time-injuries frequency rate - Employees	–	–	–	–	–	–	0.61	0.40	0.40	0.52	<b>0.54</b> <sup>(Note 14)</sup>
Turnover rate (OMRON Group worldwide)	–	–	–	–	–	–	14.4%	8.5%	17.8%	17.8%	<b>14.8%</b> <sup>(Note 14)</sup>
Number of patents held <sup>(Note 11)</sup>	6,635	7,194	7,686	8,224	8,774	9,782	10,087	11,037	12,061	12,908	<b>13,334</b>
Environmental contribution (thousand ton-CO <sub>2</sub> )	661	851	508	593	659	1,055	971	826	881	938	<b>★ 1,158</b>
CO <sub>2</sub> emissions of production sites (thousand ton-CO <sub>2</sub> )	215	221	202	202	204	193	135	106	109	87	<b>75</b>
Number of carbon zero sites in Japan	–	–	–	–	–	–	–	–	5	10	<b>39</b>
Net sales to CO <sub>2</sub> emissions (million yen / ton-CO <sub>2</sub> )	3.60	3.83	4.12	3.94	4.22	4.47	5.02	6.16	7.02	10.02	<b>★ 10.96</b>
Greenhouse gas emissions (thousand ton-CO <sub>2</sub> ) <sup>(Scope 1,2)</sup>	–	–	–	250	271	235	166	124	123	93	<b>★ 79</b>
Reduction in paper use <sup>(Note 12)</sup>	–	–	–	–	–	–	–	–	36%	44%	<b>54%</b>

Note: 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. OMRON Group worldwide data are as of April 20 of the following year until FY2022, and as of March 31 of FY2023; OMRON Group in Japan data are as of April 20 of the following year.  
 7. Figures for overseas sites represent results as of March 31 of each fiscal year. 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. With regard to the gender wage gap, the Act on Promotion of Women's Participation and Advancement in the Workplace (Act No. 64 of 2015) requires disclosure of information for companies with 301 or more full-time employees. However, we have gone beyond the legal requirement and disclosed information for consolidated subsidiaries with 101 or more full-time employees.  
 10. 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.  
 11. Patent information is as of March 31 of each fiscal year.  
 12. Ratio calculated in comparison to fiscal 2019.  
 13. Including OMRON KIRIN TECHNO-SYSTEM CO., LTD. and JMDC Inc. (as of March 31st)  
 14. Does not include OMRON KIRIN TECHNO-SYSTEM CO., LTD. and JMDC Inc.

★ 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 Japan Quality Assurance Organization

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 U.S. 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.