

The background features a series of concentric, wavy blue lines that create a sense of depth and movement. Overlaid on this are several large, semi-transparent geometric shapes: a purple-to-pink gradient triangle on the left, and a green-to-cyan gradient shape on the right. The overall aesthetic is modern and corporate.

CORPORATE INFORMATION

Initiatives to Increase Visibility of Non-financial Information and Monetize Impacts

In our Integrated Report 2023, OMRON conducted correlation analysis to verify how the utilization of human capital impacts financial indicators and contributes to corporate value, focusing on the material relevance and connection to financial indicators of diversity and inclusion (D&I) promotion strategies proposed under SF 1st Stage. The Down-Top ROIC Tree included in The Council of New Form of Capitalism Realization (Cabinet Office, Government of Japan)'s "Guidelines on Visualization of Human Capital" (August 2022) was taken into consideration as part of these verification analysis. [Guidelines on Visualization of Human Capital](#)

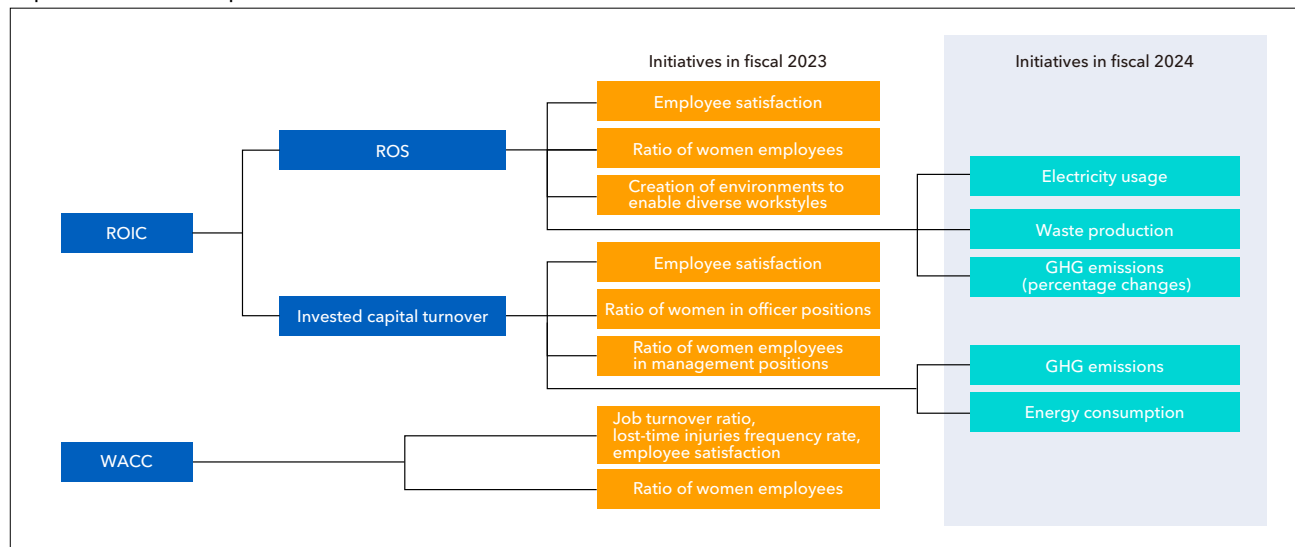
Specifically, we attempted to establish a human capital index correlating to ROS (Return on Sales) and invested capital turnover, which are elements that make up ROIC, and WACC. The reason for attempting to tie human capital not only to ROIC, as illustrated in the Guidelines, but also to explore a correlation to WACC, was to verify the relationship between utilization of human capital and equity stories. This year, we have expanded the scope of this verification to include "E (Environment)."

We also aimed to monetize the impacts that OMRON's initiatives in the areas of "Environment," "Products," and "Employment" have on society. We will leverage the insights gained from these analyses on the visualization of non-financial information and the monetization of our impacts to better identify materiality and set more informed goals for the next medium-term management plan.

As with the previous project, we received extensive support from Sustainable Lab Inc. in carrying out these analyses. OMRON will continue to capitalize on the knowledge and scientific approach of outside partners to further visualize non-financial information.

Analysis method	(1) Built machine learning models based on financial and non-financial indicators from 136 companies in the electronic equipment and components industry, including OMRON. Quantified the importance and weight of environment-related data to financial indicators (2) Similarly quantified non-disclosure data related to SF2030 environmental performance indicators (3) Visualized the various positive and negative correlations between individual financial and non-financial indicators. Results were interpreted by ESG consultants.
Target data	For analysis: 136 GICS Technology, Hardware and & companies, including OMRON Variables: - Financial: ROS (Return on Sales) and invested capital turnover - Non-financial: Indicators related to the environment from among ESG indicators Time series: 2016-2023
Result highlights	<ul style="list-style-type: none"> ● Within the sector, direct cost reduction through efforts to reduce electricity usage and waste production and indirect contributions to net sales by enhancing market competitiveness through continuous efforts to reduce GHG emissions are tied to increased profitability and, by extension, ROIC. ● For invested capital turnover, results suggested that reducing GHG emissions and energy consumption may contribute to the effective utilization of capital.

Expansion of Down-Top ROIC and ESG Trees



Initiatives to Increase Visibility of Non-financial Information

For environment-related indicators, we used a similar approach to what we used in fiscal 2023 to establish an index correlating to ROS and invested capital turnover, components of ROIC. This approach ensured that the impacts of consistent environmental initiatives by companies could be reflected through data analysis by considering both percentage changes and single-year emissions. The analysis findings suggest that environmental initiatives have a material impact on ROIC in our industrial sector, leading us to believe that our measures to “Achieve Decarbonization and Lower Environmental Impact,” as outlined in SF2030, have been validated to some degree.

Initiatives to Monetize Impacts

OMRON aims to maximize its corporate value by interpreting our initiatives to create social value into economic value. To present the social value we create in a more comprehensible way, we have enhanced the disclosure of non-financial data. In our latest initiative to quantify the value we create, we have begun monetizing the impact of our efforts on OMRON’s material sustainability

issues in relation to both business outcomes (business impact) and the effects of our business on society (social impact).

To monetize the impacts, in light of the trend in impact-weighted accounts by the Harvard Business School (HBS) (Impact-weighted Accounts Initiative <IWAII>) and the International Foundation for Valuing Impacts (IFVI), among others, we are attempting to visualize the impacts in the three areas of the environment, employment, and products, based on the outcomes (social value) of the material sustainability issues set forth in SF2030. In this issue, we report the results in the area of the environment as calculated thus far and provide an overview of the progress in the areas of employment and products. Going forward, we will utilize the outcomes of our initiatives to monetize impacts, together with our initiatives for internal control, such as setting KPIs, for presentations to our external stakeholders.

Environmental Impact

For environmental impact, we see the reduction of GHG emissions as a key environmental benefit. We calculated this by determining the difference in Scope 1 and 2 GHG emissions between this fiscal year and the last. This difference was then multiplied by the appropriate carbon

prices.

In alignment with the OMRON Principles of “contributing to a better society,” we established the OMRON Carbon Zero target in July 2018, aiming for zero Scope 1 and 2 GHG emissions by 2050.

As such, beginning in fiscal 2019, we decided to monitor cumulative benefits to calculate the impact of GHG emissions reduction. In monetary value, the impact of the GHG emissions reduction effect between fiscal 2019 and fiscal 2023 totaled approximately 1.5 billion yen*. While the monetary valuation of this impact has provided clearer insight into the benefits of GHG emissions reduction, we have recognized a concern that the effect may be underestimated in emerging countries with lower carbon prices. One takeaway from this calculation process is the importance of monitoring both GHG emissions reductions and their monetary impact, regardless of carbon price, to ensure further emissions reductions across the entire Group.

* Calculated by multiplying by-country emissions by carbon prices for each developed country (those that have pledged net-zero targets) according to a scenario up to 2030 from the IEA World Energy Outlook 2023 (1USD = 157.83JPY, as of July 12, 2024). The calculating formula was prepared in consultation with data from IWAII and IFVI.

Employment Impact

For impact on employment, we deliberately chose D&I from among the indicators for material sustainability issues to visualize its impact on business, and examined possible evaluation items and necessary procedures. After a thorough analysis of OMRON’s data and prior studies, two key issues emerged: “narrowing down impacts to be emphasized” and “gathering the data needed to do so.” In other words, we realized that we need to monitor data for each specific project and team and feed the data back into the process. By moving on with this calculation process and accumulating knowledge, we aim to visualize the monetary value OMRON creates in the area of employment.

Impact	Corresponding material sustainability issues	Target for visualization
Environment	Achieving decarbonization and lower environmental impact	Social impact of reduction in GHG emissions
Employment	Generating diverse talent taking on the challenge of value creation	Business impact of D&I
Products	Resolving social issues through our Business	Social impact of products/services of the Healthcare Business, Social Systems, Solutions and Service Business, and Device & Module Solutions Business

Product Impact

For the impact that our products have, we are attempting to visualize the monetary value of the impact that our products and services in the Healthcare Business, Social Systems, Solutions and Service Business, and Device & Module Solutions Business have on society.

For example, in the Healthcare Business, we are currently assessing the social impact of the introduction of home blood pressure monitors on hypertension treatment in Japan and North America.

OMRON not only promotes the use of home blood pressure monitors but also raises awareness of the importance of monitoring blood pressure at home. Furthermore, we are committed to preventing cerebrovascular and cardiovascular events that occur as a result of worsening hypertension, spanning a broad range of environments from home to medical settings. To this end, we are working to realize the proper blood pressure control through telemedicine services and supporting medical practices. By streamlining these processes through which these initiatives facilitate early detection and treatment of hypertension, prevent severe hypertension, reduce treatment costs, and lighten the workload of healthcare professionals, we are working to calculate the exact scale of their impact. Once these calculations are completed, we will consider disclosing information on our efforts to visualize the impact that our products and services from each business have on society (monetary value, etc.).

Comment from Experts in Impact Accounting

OMRON's efforts in impact accounting embody its fundamental purpose of "creating social value through businesses and continuing to contribute to the development of society." Their outstanding approach has set a model for other companies, identifying impacts in the three areas of environment, employment, and products based on material sustainability issues set forth in its long-term vision, SF2030. This initiative is highly significant as it not only details monetization of impacts but also shares the underlying ideas, takeaways, and measures for future improvement.

Impact accounting is a crucial tool for making better decisions for humanity and the earth. For business managers, it enhances the quality of decision-making and maximizes corporate value, including social value. For employees, it ensures a fair and equal workplace environment, boosts engagement and job satisfaction, and facilitates contributions to local communities. For stakeholders, it clarifies the impact businesses have on society and the environment, thus deepening trust and empathy. I expect OMRON to further advance its initiatives for impact accounting, true to its principle of "taking the initiative as pioneer."

Takeshi Igarashi, CPA

Comment from Our Partner, Sustainable Lab Inc.

We believe that these analyses successfully visualized the financial and societal impacts of OMRON's environmental initiatives and demonstrated how OMRON's sustainability contributes to value creation. In the future, we expect OMRON to deepen the visualization of non-financial information, expedite its attempt to monetize impacts, and further strengthen disclosure.

Daichi Maeda, ESG Consultant
Shohei Ikegami, Data Scientist
Satoko Maruyama, ESG Consultant

<About Sustainable Lab Inc.>

Established in 2019, Sustainable Lab Inc. is a startup company that uses AI and big data to collect and analyze non-financial data from companies. For these analyses, we used the dataset from TERRAST, a SaaS databank provided by Sustainable Lab.



Sustainable Lab

Evaluation of OMRON's Sustainability by External Parties (as of June 2024)

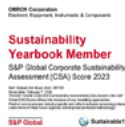
Customers and Business Partners (Global)



Achieved Highest Supplier Engagement Rating
Selected as a Supplier Engagement Leader for the Second Consecutive Year



Awarded top EcoVadis Rating (Platinum)



Selected as a member of the S&P Global Sustainability Yearbook 2024

Institutional Investors (Global)



Selected for DJSI World for the Seventh Consecutive Year



Acquired Highest MSCI¹ ESG Rating (AAA)



Selected for the FTSE4Good Index Series^{*2} for the Eighth Consecutive Year



Selected for Euronext Vigeo World 120 Index



Awarded "Prime" in ISS ESG Corporate Rating for the First Time

¹ THE INCLUSION OF OMRON CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF OMRON CORPORATION BY MSCI OR ANY OF ITS AFFILIATES.

² FTSE Russell (Registered trademark of FTSE International Limited and Frank Russell Company) hereby certifies that OMRON Corporation has qualified for inclusion in the FTSE Blossom Japan Sector Relative Index as a result of independent research. The FTSE Blossom Japan Sector Relative Index is widely used to create and evaluate sustainable investment funds and other financial products.

³ Morningstar, Inc., and/or one of its affiliated companies (individually and collectively, "Morningstar") has authorized OMRON Corporation to use of the Morningstar Japan ex-REIT Gender Diversity Tilt Logo ("Logo") to reflect the fact that, for the designated ranking year, OMRON Corporation ranks in the top quintile of companies comprising the Morningstar Japan ex-REIT Gender Diversity Tilt Index ("Index") on the issue of gender diversity in the workplace. Morningstar is making the Logo available for use by OMRON Corporation solely for informational purposes. OMRON Corporation use of the Logo should not be construed as an endorsement by Morningstar of OMRON Corporation or as a recommendation, offer or solicitation to purchase, sell or underwrite any security associated with OMRON Corporation. The Index is designed to reflect gender diversity in the workplace in Japan, but Morningstar does not guarantee the accuracy, completeness or timeliness of the Index or any data included in it. Morningstar makes no express or implied warranties regarding the Index or the Logo, and expressly disclaim all warranties of merchantability or fitness for a particular purpose or use with respect to the Index, and data included in it or the Logo. Without limiting any of the foregoing, in no event shall Morningstar or any of its third party content providers have any liability for any damages (whether direct or indirect), arising from any party's use or reliance on the Index or the Logo, even if Morningstar is notified of the possibility of such damages. The Morningstar name, index name and the Logo are the trademarks or services marks of Morningstar, Inc. Past performance is no guarantee of future results.

For Institutional and Private Investors (Japan)



SX Brand by the Ministry of Economy, Trade and Industry (METI) and Tokyo Stock Exchange (TSE)
Selected as one of the First SX Brands



DX Stocks by METI, TSE, and Information-technology Promotion Agency, Japan (IPA)
Selected for the DX Stocks (First Selection)



Selected for the Nadeshiko Brand by METI for the Sixth Year in Total



Awarded the Gold Rating under the PRIDE (Highest Evaluation) Index for the Sixth Year in Total

Selection as a Constituent of ESG Indices Adopted by the Government Pension Investment Fund (GPIF)



FTSE Blossom Japan



FTSE Blossom Japan Sector Relative Index

FTSE Blossom Japan Index^{*2}
Selected for the Seventh Consecutive Year



FTSE Blossom Japan Sector Relative Index^{*2}
Selected for the Second Consecutive Year

MSCI Nihonkabu ESG Select Leaders Index^{*1}
Selected for the Seventh Consecutive Year

MSCI Japan Empowering Women Index^{*1}
Selected for the Seventh Consecutive Year

S&P/JPX Carbon Efficient Index
Selected for the Sixth Consecutive Year

Selected for the Morningstar Japan ex-REIT Gender Diversity Tilt Index^{TM*3} (First Selection)



Awards Received by OMRON Integrated Report 2023



Semi-Grand Prize, Third Nikkei Integrated Report Awards
Excellent Integrated Report by GPIF's Domestic Equity Managers
Selected by Three Equity Managers
Asia Integrated Reporting Awards 2023
Governance Category: Bronze
Integrated Thinking: Silver

Consolidated Financial Statements

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

(Millions of yen)

Assets	FY2022	FY2023	Assets	FY2022	FY2023
Current Assets:			Investments and Other Assets:		
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
Total Current Assets	486,892	547,603	Leasehold deposits	8,094	7,883
Property, Plant and Equipment:			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	Total Investments and Other Assets	381,683	670,351
Construction in progress	6,363	9,662			
Total	346,671	377,597			
Accumulated depreciation	(217,086)	(240,822)			
Net Property, Plant and Equipment	129,585	136,775			
Total	998,160	1,354,729			

(Millions of yen)

Liabilities And Shareholders' Equity	FY2022	FY2023	Liabilities And Shareholders' Equity	FY2022	FY2023
Current Liabilities:			Shareholders' Equity:		
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
Total Current Liabilities	210,020	231,160	Legal reserve	24,729	27,457
			Retained earnings	571,807	556,705
Deferred Income Taxes	2,052	16,419	Accumulated other comprehensive income (loss)	39,947	109,396
Termination and Retirement Benefits	9,348	8,310	Treasury stock	(70,616)	(69,969)
Long-term borrowings	—	92,075	9,417,692 shares in FY2022		
Long-term Operating Lease Liabilities	33,284	38,299	9,329,283 shares in FY2023		
Other Long-term Liabilities	12,229	17,473	Total Shareholders' Equity	728,473	786,686
Total Liabilities	266,933	403,736	Noncontrolling Interests	2,754	164,307
			Total Net Assets	731,227	950,993
Total	998,160	1,354,729			

Consolidated Statements of Income

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

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

(Yen)

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

Consolidated Statements of Comprehensive Income

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

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

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
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, 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)
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
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)
Balance, March 31, 2023	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)
Balance, March 31, 2024	206,244,872	64,100	98,997	27,457	556,705	109,396	(69,969)	786,686	164,307	950,993

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

(Millions of yen)

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

11-Year Financial Highlights OMRON Corporation and Subsidiaries

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Financial Indicators: (Millions of yen)											
Operating Results:											
Net sales	772,966	847,252	833,604	794,201	732,306	732,581	677,980	655,529	762,927	876,082	818,761
Gross profit	297,208	332,607	320,812	312,161	327,585	325,484	303,702	298,351	346,827	393,883	346,464
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	261,978
R&D expenses	47,928	47,913	52,790	50,539	48,622	49,335	45,988	43,184	44,277	50,182	50,144
Operating income	68,055	86,591	62,287	68,529	77,186	67,254	54,760	62,480	89,316	100,686	34,342
EBITDA ^(Note 1)	93,144	114,930	93,747	97,495	101,501	92,609	80,466	85,236	112,683	127,273	65,158
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	8,105
Cash Flows:											
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	44,875
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)	(107,096)
Free cash flow ^(Note 2)	47,919	37,540	17,091	62,834	17,831	36,288	118,426	79,046	(82,735)	(2,077)	(62,221)
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)	85,987
Financial Position:											
Total assets	654,704	711,011	683,325	697,701	744,952	749,878	758,124	820,379	930,629	998,160	1,354,729
Cash and cash equivalents	90,251	102,622	82,910	126,026	106,223	103,850	185,533	250,755	155,484	105,279	143,086
Total interest-bearing liabilities (short-term borrowings)	488	0	0	156	298	2,086	1,593	0	20,000	213	22,548
Total interest-bearing liabilities (long-term borrowings)	—	—	—	—	—	—	—	—	—	—	98,526
Total shareholders' equity	430,509	489,769	444,718	469,029	505,530	504,212	530,415	606,858	665,227	728,473	786,686
Per Share Data:											
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	41.2
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	3,995.0
Cash dividends ^(Note 3) (Yen)	53	71	68	68	76	84	84	84	92	98	104
Dividend payout ratio	25.3%	25.0%	31.1%	31.6%	25.6%	32.2%	23.0%	39.1%	30.1%	26.3%	253.3%
Dividend on equity ratio	2.9%	3.4%	3.1%	3.2%	3.3%	3.5%	3.3%	3.0%	2.9%	2.8%	2.7%
Other Financial Data:											
Gross profit margin	38.5%	39.3%	38.5%	39.3%	44.7%	44.4%	44.8%	45.5%	45.5%	45.0%	42.3%
Operating income margin	8.8%	10.2%	7.5%	8.6%	10.5%	9.2%	8.1%	9.5%	11.7%	11.5%	4.2%
EBITDA margin	12.1%	13.6%	11.2%	12.2%	14.6%	12.6%	11.9%	13.0%	14.8%	14.5%	7.9%
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%	1.0%
Return on equity (ROE)	11.6%	13.5%	10.1%	10.1%	13.0%	10.8%	14.5%	7.6%	9.7%	10.6%	1.1%
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%	58.1%
Total return ratio ^(Note 4)	25.3%	49.1%	62.7%	31.6%	48.2%	79.5%	47.7%	42.6%	79.0%	53.4%	253.3%
Capital expenditures	33,653	38,143	36,859	25,692	33,027	35,661	33,110	23,959	34,210	45,074	44,894
Depreciation and amortization	25,089	28,339	31,460	28,966	24,315	25,355	25,706	22,756	23,367	26,587	30,816
Ratio of overseas sales	55.4%	60.1%	60.3%	58.4%	57.3%	56.5%	54.1%	57.8%	62.0%	62.7%	57.1%

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

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.

Corporate Information As of March 31, 2024

Established

May 10, 1933

Incorporated

May 19, 1948

Capital

JPY 64,100 million

Number of Employees (Consolidated)

28450

Common Stock

Issued: 206,245 thousand shares

Trading Unit: 100 shares

Number of Shareholders: 47096

Stock Listings

Tokyo Stock Exchange

Securities Code

6645

Fiscal Year-End

March 31

Annual Shareholders' Meeting

June

Custodian of Register of Shareholders

Mitsubishi UFJ Trust and Banking Corporation

Depository and Transfer Agent for American Depositary Receipts

JPMorgan Chase Bank, N.A.

Head Office

Shiokoji Horikawa,
Shimogyo-ku, Kyoto

600-8530, Japan

Tel : +81-75-344-7000

Major Manufacturing & Development, Sales & Marketing, and Research & Development Centers in Japan

Manufacturing & Development

Kusatsu Office

Okayama Office

Ayabe Office

Yasu Office

Research & Development

Keihanna Technology Innovation Center

Sales & Marketing

Tokyo Office

Osaka Office

Nagoya Office

Mishima Office

Subsidiaries and Affiliates

OMRON SOCIAL SOLUTIONS Co., Ltd.

OMRON HEALTHCARE Co., Ltd.

OMRON RELAY & DEVICES Co., Ltd.

OMRON SWITCH & DEVICES Co., Ltd.

OMRON AMUSEMENT Corporation

OMRON FIELD ENGINEERING Co., Ltd.

OMRON SOFTWARE Co., Ltd.

OMRON ASO Co., Ltd.

OMRON EXPERTLINK Co., Ltd.

JMDC Inc.

Regional Headquarters

North America

OMRON MANAGEMENT

CENTER OF AMERICA

(United States of America, Illinois)

Europe

OMRON MANAGEMENT

CENTER OF EUROPE

(The Netherlands, North Holland)

Greater China

OMRON MANAGEMENT

CENTER OF CHINA

(Shanghai)

Asia Pacific

OMRON MANAGEMENT

CENTER OF ASIA PACIFIC

(Singapore)

Korea

OMRON MANAGEMENT

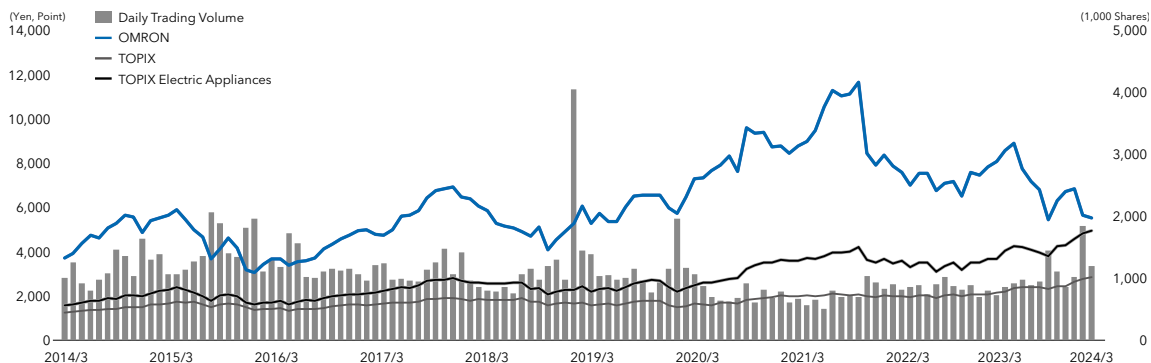
CENTER OF KOREA

(Seoul)

Stock Information As of March 31, 2024

Share Price and Volume

* OMRON share prices Share prices on July 16, 2013 and later reflect prices on the First Section of the Tokyo Stock Exchange.

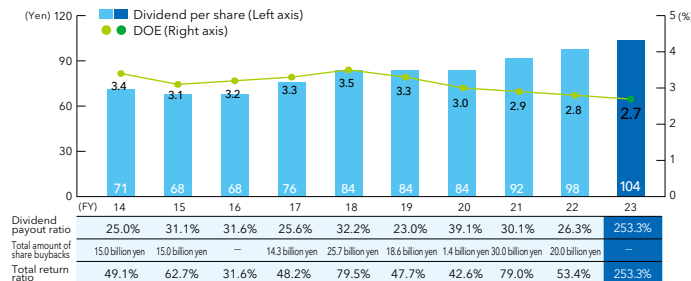


Total Shareholder Return (TSR^{*1})

Holding Period	3 years	5 years	10 years
OMRON	66.0%	113.4%	146.5%
TOPIX	152.5%	196.2%	288.6%
TOPIX Electric Appliances	144.2%	239.8%	362.9%

*1 Represents total investment return to shareholders, combining capital gains and dividends. The return for each holding period, which ended March 31, 2023, is calculated by referring to the calculation formula stipulated under Cabinet Office Ordinance. The 3 years return is calculated from the closing stock price at the end of fiscal 2019, the 5 years from 2017 and 10 years from 2012, respectively.

Shareholder returns



52-Week High / Low, Volatility^{*2}

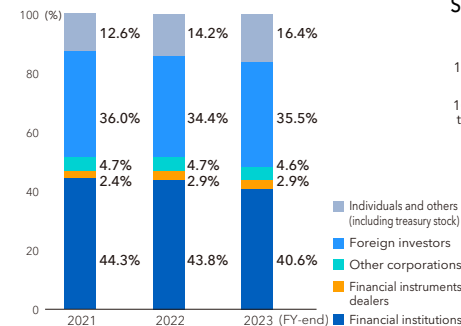
FY	High (JPY)	Low (JPY)	Volatility (%)
2023	9,329	5,245	34.2%
2022	8,164	6,237	29.1
2021	12,115	7,306	30.1
2020	10,040	5,330	28.8
2019	6,870	4,410	32.3
2018	6,300	3,740	34.5
2017	7,670	4,385	27.1
2016	5,120	3,045	32.5
2015	5,900	2,742	40.0
2014	5,800	3,365	30.9

*2 Volatility: Price fluctuation risk expressed in standard deviations

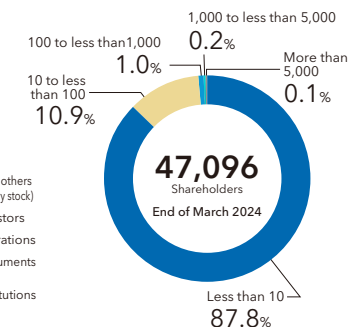
Dividends per Share / Payout Ratio / Dividend on equity ratio

FY	Dividends per Share (JPY)	Payout Ratio (%)	Dividend on equity ratio (%)
2023	104	253.3	2.7
2022	98	26.3	2.8
2021	92	30.1	2.9
2020	84	39.1	3.0
2019	84	23.0	3.3
2018	84	32.2	3.5
2017	76	25.6	3.3
2016	68	31.6	3.2
2015	68	31.1	3.1
2014	71	25.0	3.4

Ownership and Distribution of Shares



Shareholder Distribution by Number of Shares Held (Trading unit: 100 shares)



Major Shareholders (Top Ten Shareholders)

Name	Number of shares held (Thousand shares)	Percentage of shares held to the total number of shares issued (%)
The Master Trust Bank of Japan, Ltd. (trust account)	39,687	20.10
Custody Bank of Japan, Ltd. (trust account)	17,162	8.69
The Bank of Kyoto, Ltd.	7,069	3.58
MUFG Bank, Ltd.	5,143	2.60
OMRON Employee Stockholding Association	3,863	1.95
MOXLEY AND CO LLC	3,696	1.87
STATE STREET BANK WEST CLIENT - TREATY 505234	3,681	1.86
Nippon Life Insurance Company	3,640	1.84
BBH FOR GLOBAL X ROBOTICS AND ARTIFICIAL INTELLIGENCE ETF	2,661	1.34
Tateishi Science and Technology Foundation	2,625	1.32

Scale of the OMRON Employee Stockholding Association

	March 2020	March 2021	March 2022	March 2023 ^{*2}	March 2024
Number of shares held (Shares)	3,024,604	2,839,809	2,836,597	3,564,338	3,863,163
Percentage of shares held to the total number of shares issued (including treasury shares)	1.46%	1.37%	1.37%	1.72%	1.87%
Membership (Persons)	6,035	6,077	6,210	9,985	10,089
Sign-up rate ^{*1}	55%	54%	55%	92%	89%
Rank in major shareholders (including the Company)	11	12	12	8	6

*1 The sign-up rate is calculated based on the number of members and the number of eligible employees at OMRON Corporation and its affiliates in Japan.

*2 The increase in the number of shares held and the sign-up rate for the year ended March 2023 is mainly due to the introduction of the Stockholding Association Revitalization Plan for the Employee Stockholding Association using restricted stock.