

OMRON CORPORATION FINANCIAL FACT BOOK 2019

CONTENTS	Page
Sales Data	
Net Sales	P.1
Foreign Exchange Rates	
Sales by Business Segment	P.2
Sales by Region	P.3
Profit Data	
Gross Profit, Gross Profit / Net Sales	P.4
Cost Composition, Operating Income / Net Sales	
Operating Income by Business Segment	P.5
SG&A Expenses / Net Sales, R&D Expenses / Net Sales	P.6
Net Income (Loss) Attributable to Shareholders / Net Sales	
Number of Employees, Net Sales per Employee	P.7
Earnings per Share (EPS), Price-Earnings Ratio (PER)	
Financial Statement Related Ratios	
Working Capital, Current Ratio	P.8
Total Assets, Total Assets Turnover	
Inventory, Inventory Turnover	
Property, Plant & Equipment,	P.9
Property, Plant & Equipment Turnover	
Capital Expenditures, Depreciation & Amortization	P.10
Cash Flows per Share	
Net Income (Loss) Attributable to Shareholders, Return on Invested Capital (ROIC)	P.11
Net Income (Loss) Attributable to Shareholders, Return on Shareholders' Equity (ROE)	
Shareholders' Equity, Shareholders' Equity / Total Assets	P.12
Shareholders' Equity per Share, Price Book-Value Ratio (PBR)	
Shareholder Return	
Dividends, Dividend Payout Ratio	P.13
Treasury Stock at End of Term, Acquisition and Cancellation	
Financial Statements	
Consolidated Statements of Income (Loss)	P.14
Consolidated Balance Sheets	P.15-16
Consolidated Statements of Cash Flows	P.17-18

Name of Business Segments

IAB: Industrial Automation Business

EMC: Electronic & Mechanical Components Business

AEC: Automotive Electronic Components Business

SSB: Social Systems, Solutions & Service Business

HCB: Healthcare Business

Other: Environmental Solutions Business, Backlights Business, Electronic Systems & Equipment Business

Definition of Region

Americas: North, Central, and South America

Europe: Europe, Russia, Africa, the Middle East

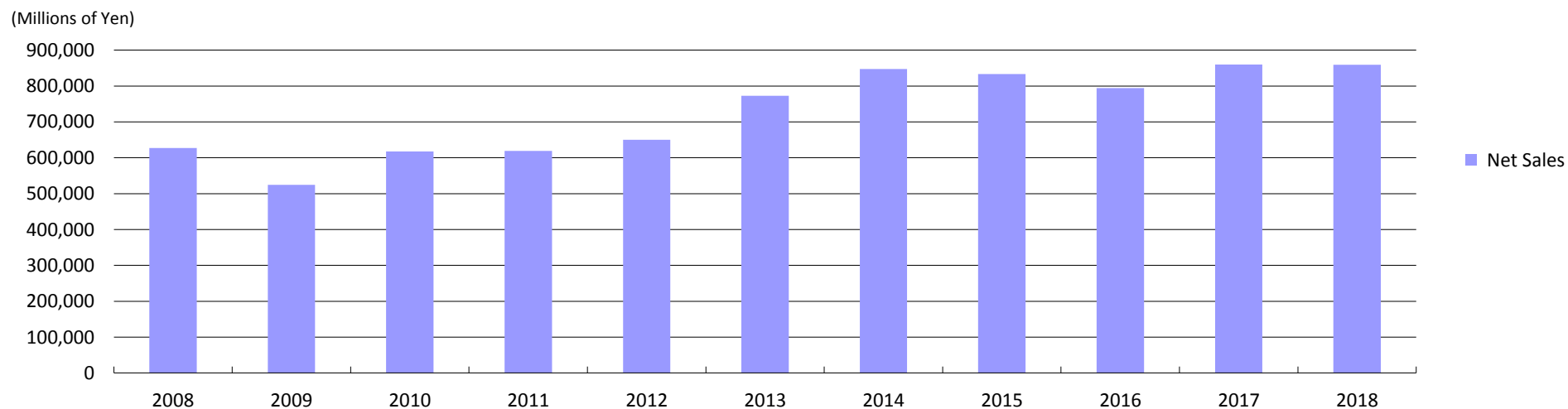
Greater China: China, Taiwan, Hong Kong

Asia Pacific: Southeast Asia, South Korea, India, Oceania

Notes:

1. The financial statements are prepared in accordance with U.S. GAAP standards. Figures have been calculated on a consolidated basis for the years ended March 31.
2. Please refer to respective Integrated Reports (website) for audited figures. URL: <https://www.omron.com/ir/irlib/annual.html>
3. Data might be revised according to alterations to accounting standards.

Net Sales Foreign Exchange Rates



<Net Sales>

(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Net Sales	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482
Change (Y/Y)	(17.8%)	(16.3%)	17.7%	0.3%	5.0%	18.8%	9.6%	(1.6%)	(4.7%)	8.3%	(0.1%)

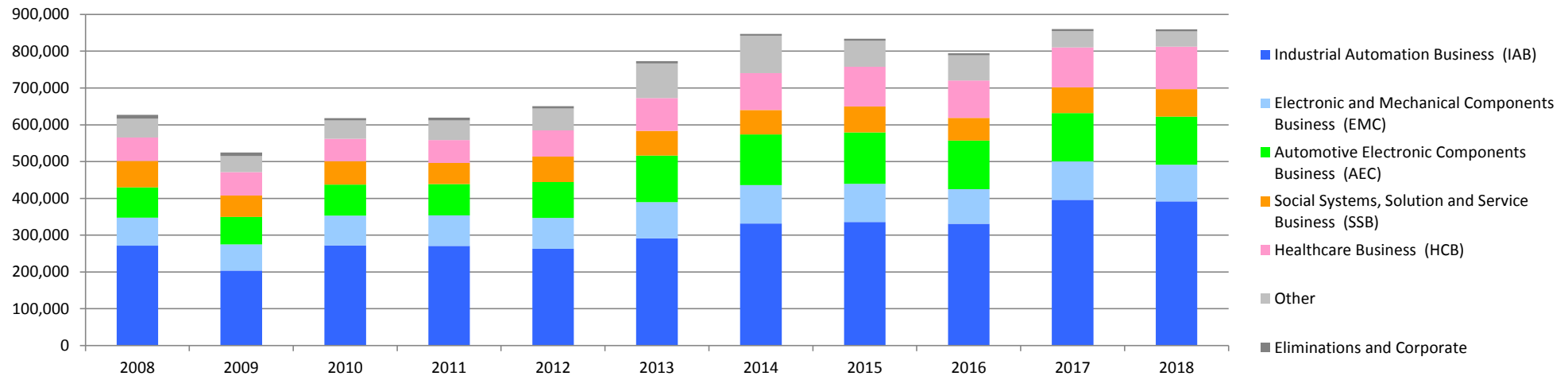
<Foreign Exchange Rates>

(Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
USD	100.7	92.9	85.8	79.3	83.2	100.1	110.0	120.2	108.9	111.2	110.7
EUR	144.5	130.3	113.5	110.3	107.6	134.0	138.7	132.2	119.4	129.4	128.8
CNY								18.9	16.2	16.7	16.5

Sales by Business Segment

(Millions of Yen)



<Sales by Business Segment>

(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Industrial Automation Business (IAB)	271,204	203,917	271,894	270,835	262,983	291,739	331,840	335,959	330,959	396,140	391,826
(%)	43.2%	38.9%	44.0%	43.7%	40.4%	37.7%	39.2%	40.3%	41.7%	46.1%	45.6%
Electronic and Mechanical Components Business(EMC)	76,494	70,717	81,216	83,002	84,107	97,699	103,946	103,681	93,938	104,362	99,703
(%)	12.2%	13.5%	13.1%	13.4%	12.9%	12.6%	12.3%	12.4%	11.8%	12.1%	11.6%
Automotive Electronic Components Business (AEC)	82,109	75,163	84,259	85,027	97,643	126,620	137,883	139,966	132,060	131,152	130,471
(%)	13.1%	14.3%	13.6%	13.7%	15.0%	16.4%	16.3%	16.8%	16.6%	15.3%	15.2%
Social Systems, Solution and Service Business (SSB)	72,336	57,981	63,846	57,200	68,754	67,575	66,419	70,378	61,883	70,289	75,023
(%)	11.5%	11.1%	10.3%	9.2%	10.6%	8.7%	7.8%	8.4%	7.8%	8.2%	8.7%
Healthcare Business (HCB)	63,592	63,359	60,629	62,446	71,520	89,275	100,615	108,121	101,295	108,489	115,493
(%)	10.1%	12.1%	9.8%	10.1%	11.0%	11.5%	11.9%	13.0%	12.8%	12.6%	13.4%
Other	50,989	43,592	49,672	53,535	59,240	94,069	101,373	70,188	68,510	44,377	41,739
(%)	8.1%	8.3%	8.0%	8.6%	9.1%	12.2%	12.0%	8.4%	8.6%	5.2%	4.9%
Eliminations and Corporate	10,466	9,965	6,309	7,416	6,214	5,989	5,176	5,311	5,557	5,173	5,227
(%)	1.7%	1.9%	1.0%	1.2%	1.0%	0.8%	0.6%	0.6%	0.7%	0.6%	0.6%
Total	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482

Notes: 1. In fiscal 2010, the PV inverter business in IAB was transferred to Other. The figures for fiscal 2008 through 2009 have been restated to reflect this change.

2. Since fiscal 2013, certain operations previously included in EMC have been included in IAB.

Accordingly, information figures for fiscal year 2009 through 2012 have been restated to reflect this change.

3. Since fiscal 2017, certain operations previously included in SSB have been included in Other.

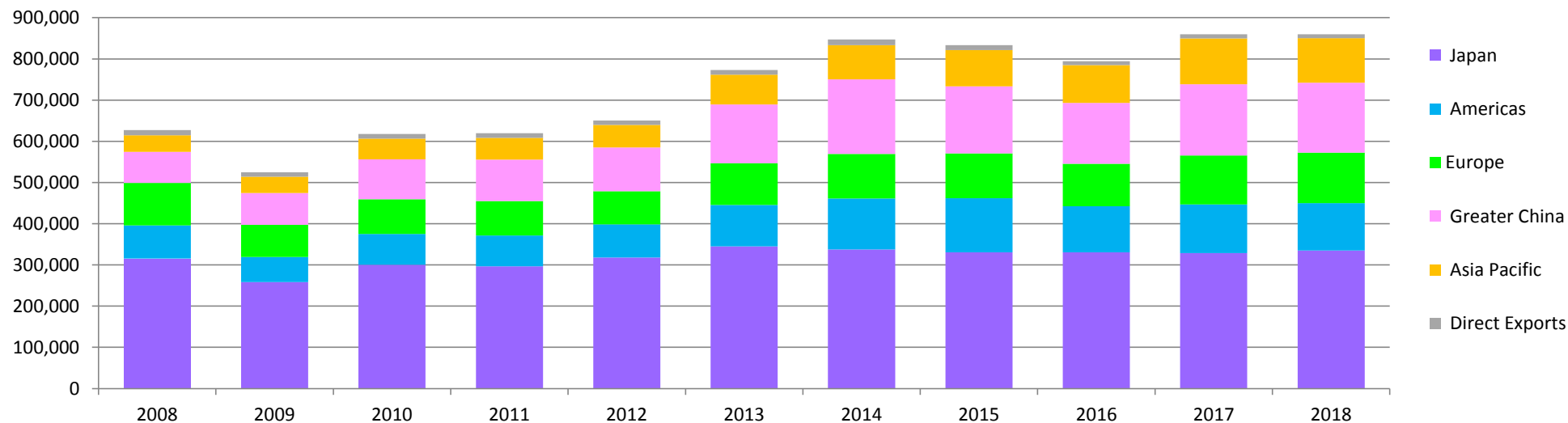
Accordingly, information figures for fiscal year 2013 through 2016 have been restated to reflect this change.

4. Since fiscal 2018, certain operations previously included in Other have been included in EMC, and certain operations previously included in Other have been included in SSB.

Accordingly, information figures for fiscal year 2017 have been restated to reflect this change.

Sales by Region

(Millions of Yen)

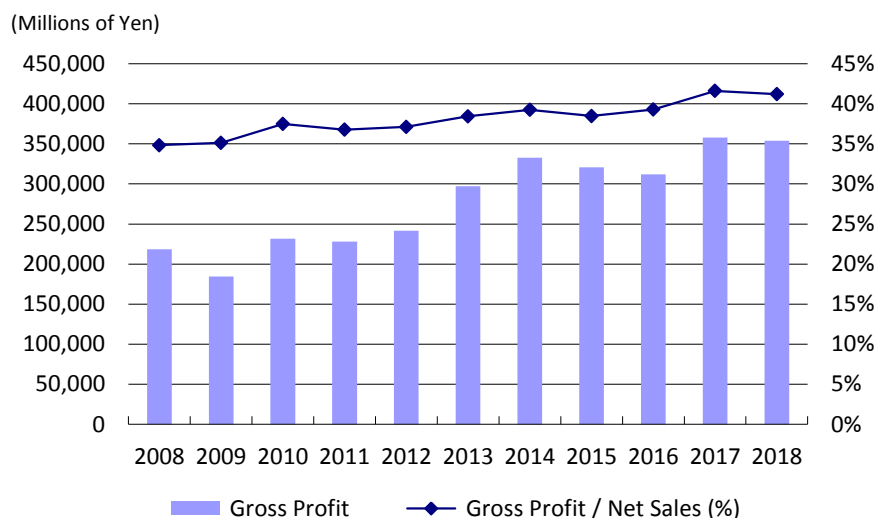


<Sales by Region>

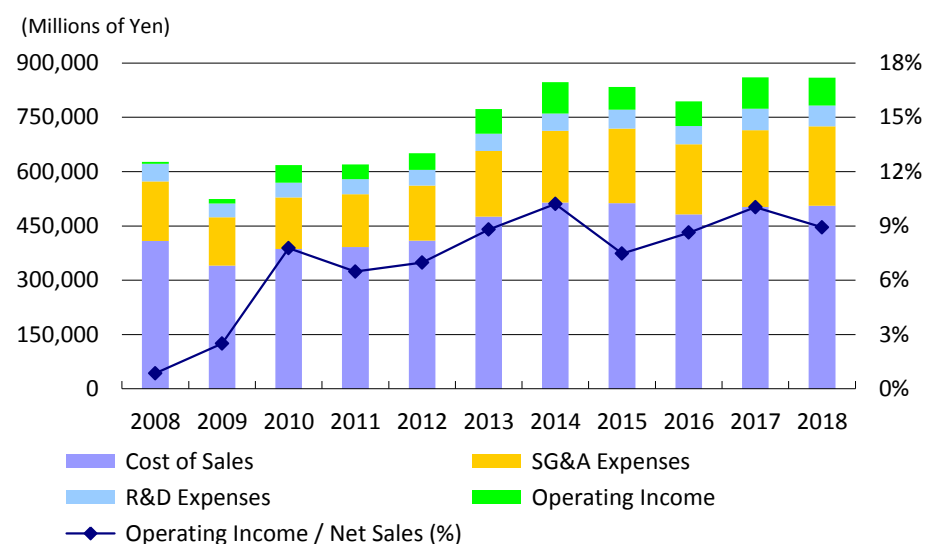
(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Japan	315,596	258,413	300,494	296,345	317,919	344,754	337,643	330,804	330,390	328,515	335,166
(%)	50.3%	49.3%	48.6%	47.8%	48.9%	44.6%	39.9%	39.7%	41.6%	38.2%	39.0%
Americas	80,397	61,154	74,397	74,820	80,427	100,992	123,496	130,968	112,191	118,490	115,010
(%)	12.8%	11.7%	12.0%	12.1%	12.4%	13.1%	14.6%	15.7%	14.1%	13.8%	13.4%
Europe	103,128	77,607	84,511	83,561	80,453	100,929	108,427	109,147	102,633	118,426	122,371
(%)	16.4%	14.8%	13.7%	13.5%	12.4%	13.1%	12.8%	13.1%	12.9%	13.8%	14.2%
Greater China	75,242	77,136	97,012	101,074	106,283	142,444	180,954	162,508	147,751	172,948	169,637
(%)	12.0%	14.7%	15.7%	16.3%	16.3%	18.4%	21.4%	19.5%	18.6%	20.1%	19.7%
Asia Pacific	40,360	39,654	49,999	52,357	54,828	72,259	83,054	88,157	91,785	111,104	108,385
(%)	6.4%	7.6%	8.1%	8.5%	8.4%	9.3%	9.8%	10.6%	11.6%	12.9%	12.6%
Direct Exports	12,467	10,730	11,412	11,304	10,551	11,588	13,678	12,020	9,451	10,499	8,913
(%)	2.0%	2.0%	1.8%	1.8%	1.6%	1.5%	1.6%	1.4%	1.2%	1.2%	1.0%
Total	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482

Gross Profit, Gross Profit / Net Sales



Cost Composition, Operating Income / Net Sales



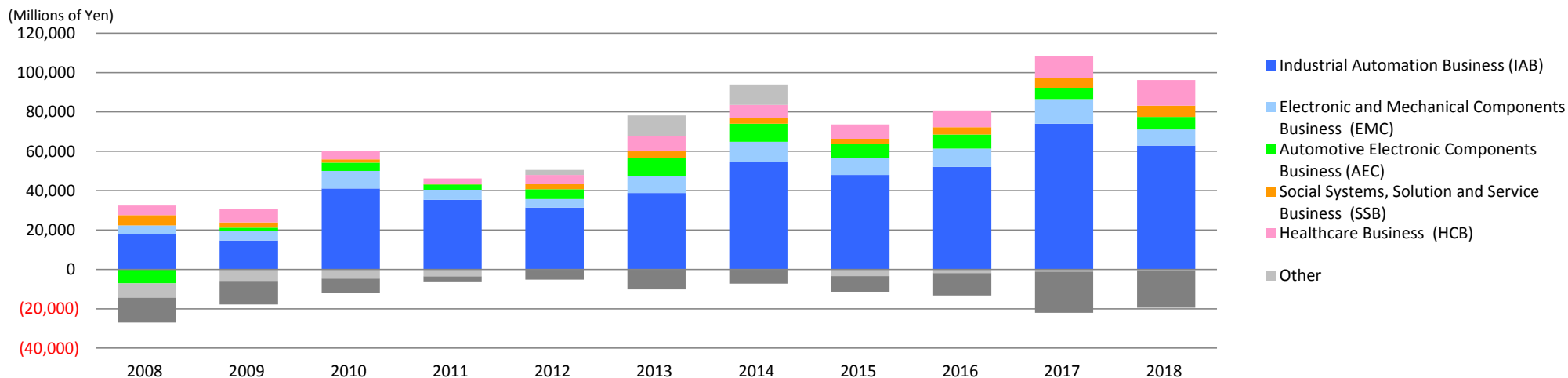
<Gross Profit, Gross Profit / Net Sales>

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Gross Profit	218,522	184,342	231,702	227,887	241,507	297,208	332,607	320,812	312,161	357,812	354,093
Net Sales	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482
Gross Profit / Net Sales	34.8%	35.1%	37.5%	36.8%	37.1%	38.5%	39.3%	38.5%	39.3%	41.6%	41.2%

<Cost Composition, Operating Income / Net Sales>

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Net Sales	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482
Cost of Sales	408,668	340,352	386,123	391,574	408,954	475,758	514,645	512,792	482,040	502,170	505,389
SG&A Expenses	164,284	133,426	142,365	145,662	152,676	181,225	198,103	205,735	193,093	212,481	219,683
R&D Expenses	48,899	37,842	41,300	42,089	43,488	47,928	47,913	52,790	50,539	59,077	57,777
Operating Income	5,339	13,074	48,037	40,136	45,343	68,055	86,591	62,287	68,529	86,254	76,633
Operating Income / Net Sales	0.9%	2.5%	7.8%	6.5%	7.0%	8.8%	10.2%	7.5%	8.6%	10.0%	8.9%

Operating Income by Business Segment



<Operating Income by Business Segment>

	(Millions of Yen)											
(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Industrial Automation Business (IAB)	18,175	14,644	41,083	35,354	31,349	38,755	54,617	47,929	52,005	73,980	62,895	
Electronic and Mechanical Components Business (EMC)	4,223	4,788	8,959	5,114	4,351	8,655	10,168	8,494	9,428	12,474	8,165	
Automotive Electronic Components Business (AEC)	(7,115)	1,731	4,162	2,691	5,009	9,084	9,230	7,342	7,127	5,816	6,323	
Social Systems, Solution and Service Business (SSB)	5,194	2,654	1,653	98	2,915	3,880	3,054	2,542	3,685	4,823	5,763	
Healthcare Business (HCB)	4,767	7,055	4,078	2,918	4,407	7,545	6,511	7,285	8,535	11,211	13,033	
Other	(7,318)	(5,822)	(4,659)	(3,553)	2,526	10,348	10,305	(3,463)	(1,852)	(1,158)	(473)	
Eliminations and Corporate	(12,587)	(11,976)	(7,239)	(2,486)	(5,214)	(10,212)	(7,294)	(7,842)	(11,362)	(20,892)	(19,073)	
Total	5,339	13,074	48,037	40,136	45,343	68,055	86,591	62,287	67,566	86,254	76,633	

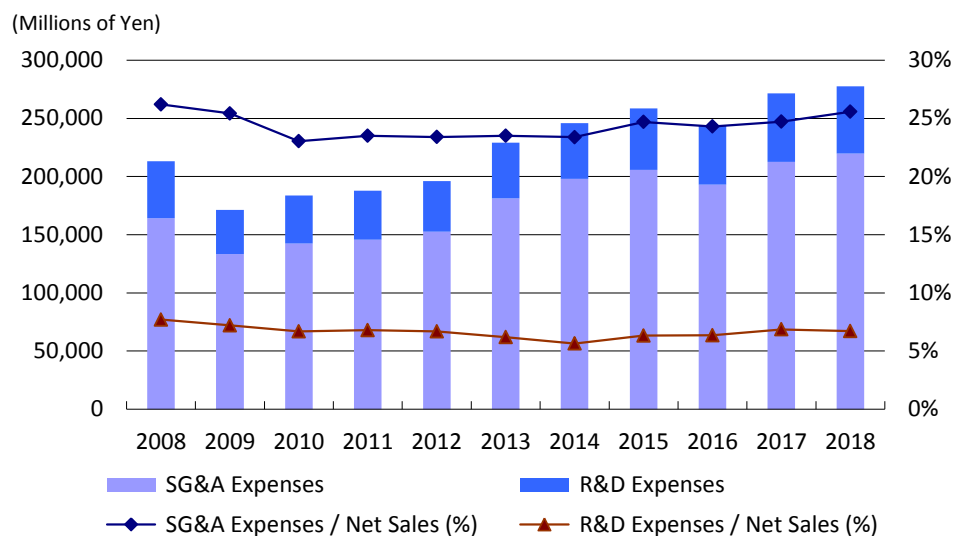
Notes: 1. In fiscal 2010, the PV inverter business in IAB was transferred to Other. The figures for fiscal 2008 through 2009 have been restated to reflect this change.

2. Since fiscal 2013, certain operations previously included in EMC have been included in IAB. Accordingly, information figures for fiscal year 2009 through 2012 have been restated to reflect this change.

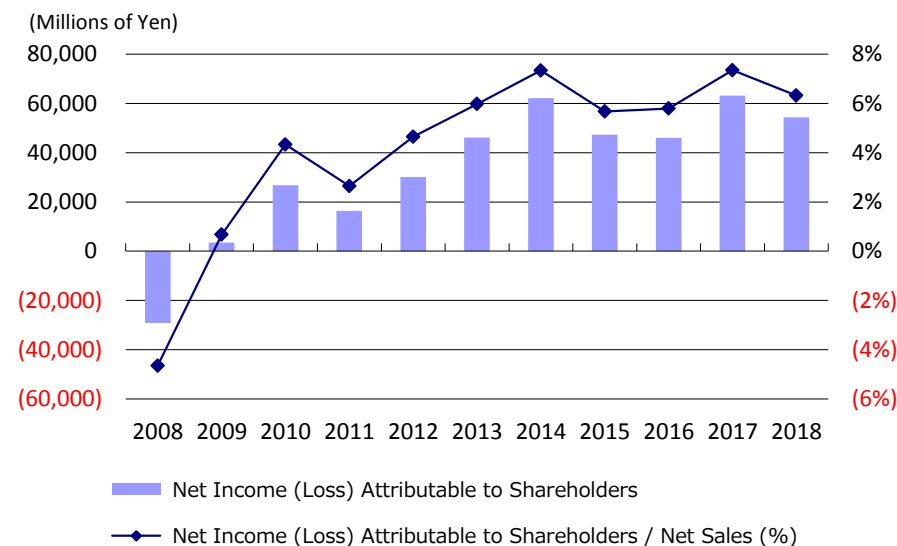
3. Since fiscal 2017, certain operations previously included in SSB have been included in Other. Accordingly, information figures for fiscal year 2013 through 2016 have been restated to reflect this change.

4. Since fiscal 2018, certain operations previously included in Other have been included in EMC, and certain operations previously included in Other have been included in SSB. Accordingly, information figures for fiscal year 2017 have been restated to reflect this change.

SG&A Expenses / Net Sales, R&D Expenses / Net Sales



Net Income (Loss) Attributable to Shareholders / Net Sales



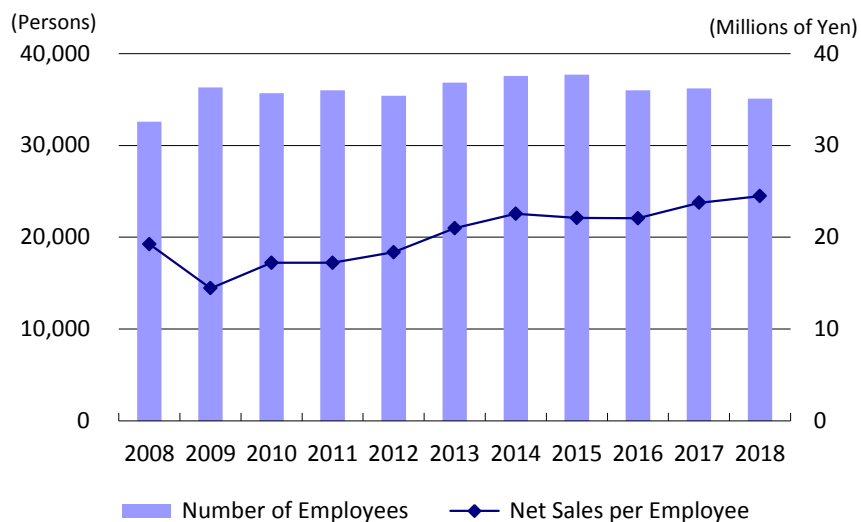
<SG&A Expenses / Net Sales, R&D Expenses / Net Sales>

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
SG&A Expenses	164,284	133,426	142,365	145,662	152,676	181,225	198,103	205,735	193,093	212,481	219,683
R&D Expenses	48,899	37,842	41,300	42,089	43,488	47,928	47,913	52,790	50,539	59,077	57,777
Net Sales	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482
SG&A Expenses / Net Sales	26.2%	25.4%	23.0%	23.5%	23.4%	23.5%	23.4%	24.7%	24.3%	24.7%	25.6%
R&D Expenses / Net Sales	7.7%	7.2%	6.7%	6.8%	6.7%	6.2%	5.7%	6.3%	6.4%	6.9%	6.7%

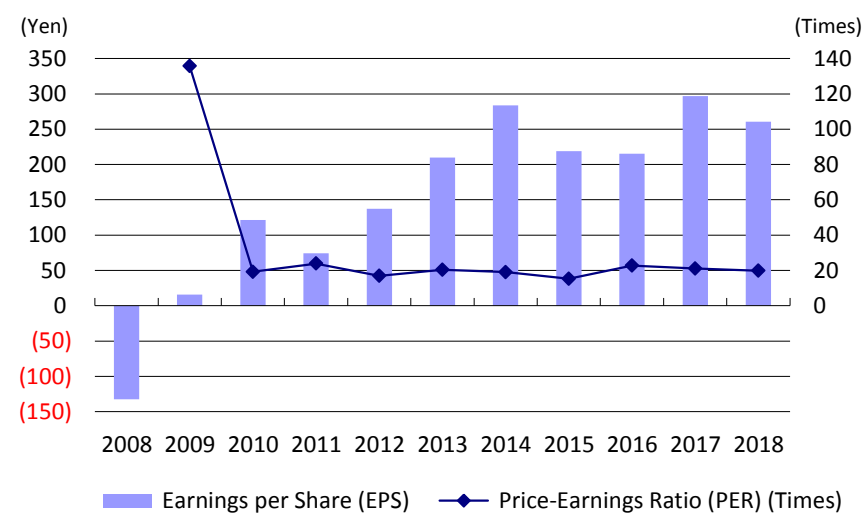
<Net Income (Loss) Attributable to Shareholders / Net Sales>

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Net Income (Loss) Attributable to Shareholders	(29,172)	3,518	26,782	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323
Net Sales	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482
Net Income (Loss) Attributable to Shareholders / Net Sales	(4.7%)	0.7%	4.3%	2.6%	4.6%	6.0%	7.3%	5.7%	5.8%	7.3%	6.3%

Number of Employees, Net Sales per Employee



Earnings per Share (EPS), Price-Earnings Ratio (PER)



<Number of Employees, Net Sales per Employee>

(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Number of Employees	32,583	36,299	35,684	35,992	35,411	36,842	37,572	37,709	36,008	36,193	35,090
Net Sales	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482
Net Sales per Employee	19.2	14.5	17.2	17.2	18.4	21.0	22.6	22.1	22.1	23.8	24.5

Notes: Number of Employees is based on the figure at the end of each fiscal year.

<Earnings per Share (EPS), Price-Earnings Ratio (PER)>

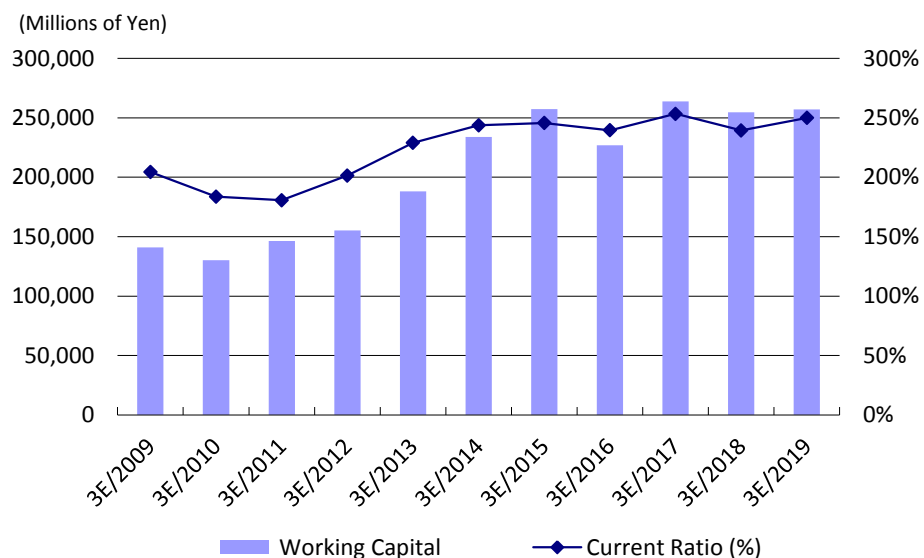
(Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Earnings per Share (EPS)	(132.2)	16.0	121.7	74.5	137.2	209.8	283.9	219.0	215.1	296.9	260.8
Stock Price	1,157	2,170	2,338	1,780	2,320	4,260	5,420	3,350	4,885	6,260	5,180
Price-Earnings Ratio (PER) (Times)	-	135.8	19.2	23.9	16.9	20.3	19.1	15.3	22.7	21.1	19.9

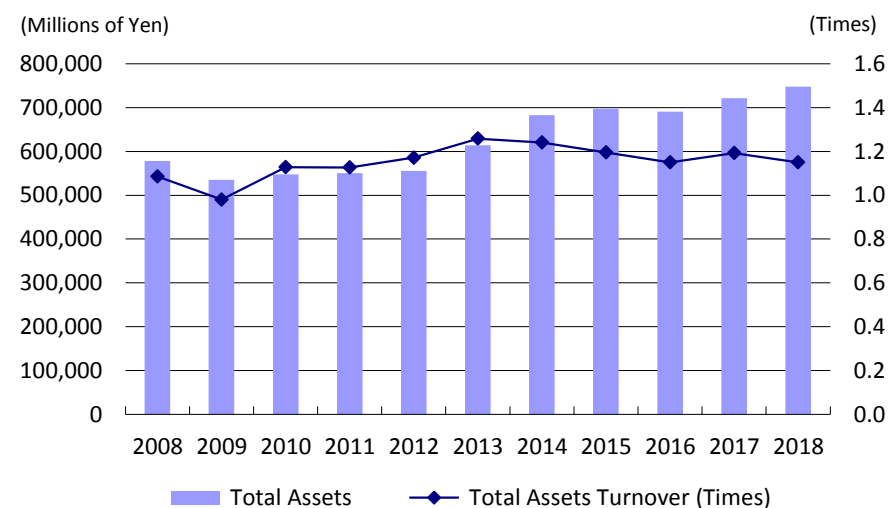
Notes: 1. Earnings per Share is based on the number of share equivalents with a dilutive effect.

2. PER = Fiscal Year-End Stock Price / Earnings per Share

Working Capital, Current Ratio



Total Assets, Total Assets Turnover



<Working Capital, Current Ratio>

(Millions of Yen)

	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019
Current Assets	275,991	285,758	327,890	308,097	333,694	396,493	434,096	389,609	435,904	437,385	428,665
Current Liabilities	135,038	155,562	181,432	152,896	145,701	162,707	176,762	162,663	172,081	182,778	171,472
Working Capital	140,953	130,196	146,458	155,201	187,993	233,786	257,334	226,946	263,823	254,607	257,193
Current Ratio	204.4%	183.7%	180.7%	201.5%	229.0%	243.7%	245.6%	239.5%	253.3%	239.3%	250.0%

Notes: 1. Working Capital = Current Assets - Current Liabilities

2. Current Ratio = Current Assets / Current Liabilities

<Total Assets, Total Assets Turnover>

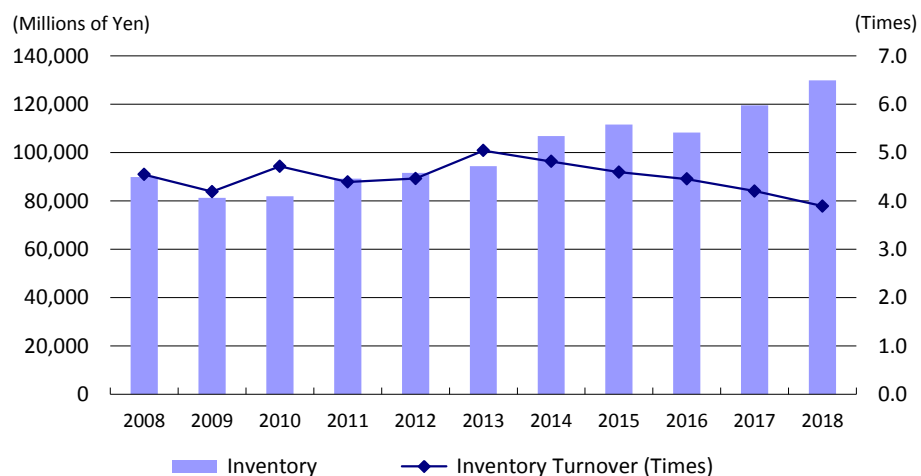
(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total Assets	577,824	535,267	547,522	550,057	555,480	614,171	682,858	697,168	690,513	721,327	747,415
Net Sales	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482
Total Assets Turnover (Times)	1.09	0.98	1.13	1.13	1.17	1.26	1.24	1.20	1.15	1.19	1.15

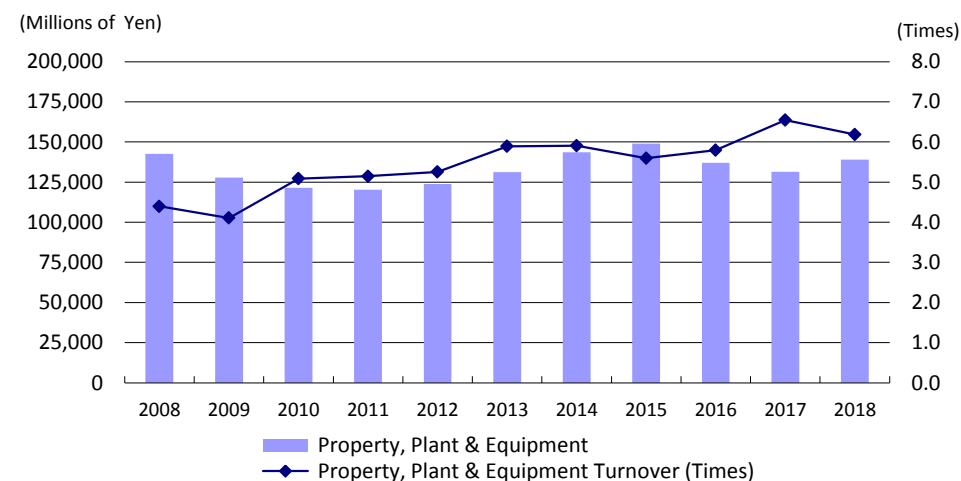
Notes: 1. Total Assets is based on the average of the beginning and end of each fiscal year.

2. Total Assets Turnover = Net Sales / Total Assets

Inventory, Inventory Turnover



Property, Plant & Equipment, Property, Plant & Equipment Turnover



<Inventory, Inventory Turnover>

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Inventory	89,917	81,182	81,903	89,202	91,633	94,345	106,849	111,644	108,336	119,493	129,832
Cost of Sales	408,668	340,352	386,123	391,574	408,954	475,758	514,645	512,792	482,040	502,170	505,389
Inventory Turnover (Times)	4.5	4.2	4.7	4.4	4.5	5.0	4.8	4.6	4.5	4.2	3.9

Notes: 1. Inventory is based on the average of the beginning and end of each fiscal year.

2. Inventory Turnover = Cost of Sales / Inventory

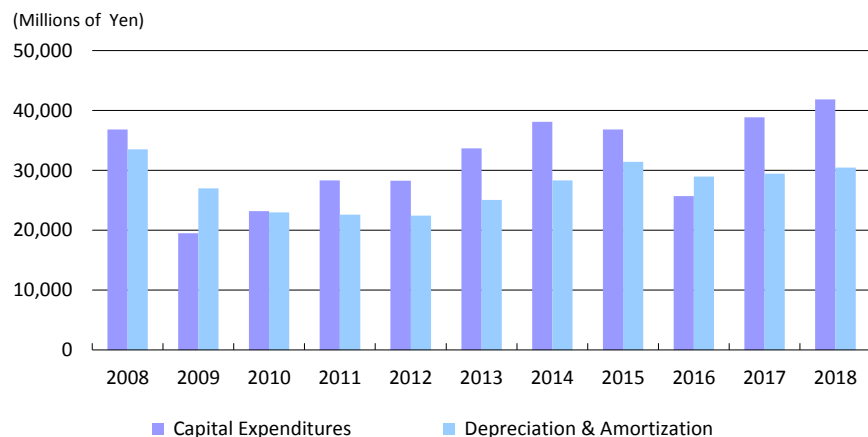
<Property, Plant & Equipment, Property, Plant & Equipment Turnover>

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Property, Plant & Equipment	142,606	127,765	121,496	120,352	123,771	131,201	143,509	149,009	137,090	131,359	138,908
Net Sales	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482
Property, Plant & Equipment Turnover (Times)	4.4	4.1	5.1	5.1	5.3	5.9	5.9	5.6	5.8	6.5	6.2

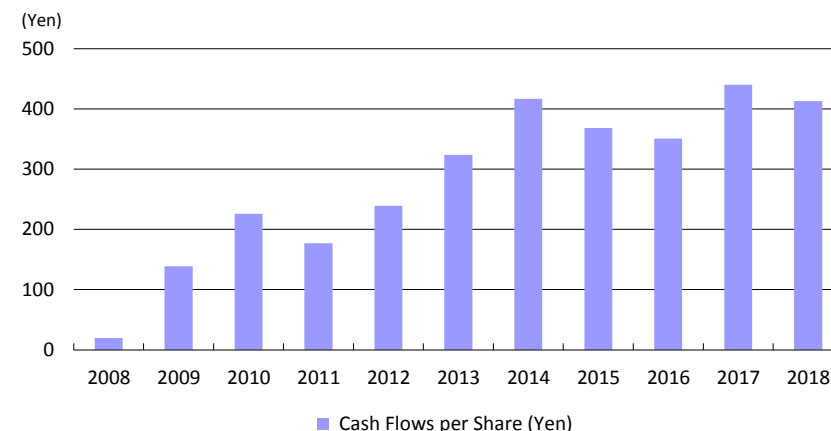
Notes: 1. Property, Plant & Equipment is based on the average of the beginning and end of each fiscal year.

2. Property, Plant & Equipment Turnover = Net Sales / Property, Plant & Equipment

Capital Expenditures, Depreciation & Amortization



Cash Flows per Share



<Capital Expenditures, Depreciation & Amortization>

(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Capital Expenditures	36,844	19,524	23,192	28,341	28,285	33,653	38,143	36,859	25,692	38,852	41,861
Depreciation & Amortization	33,496	27,014	22,984	22,617	22,452	25,089	28,339	31,460	28,966	29,465	30,459

<Cash Flows per Share>

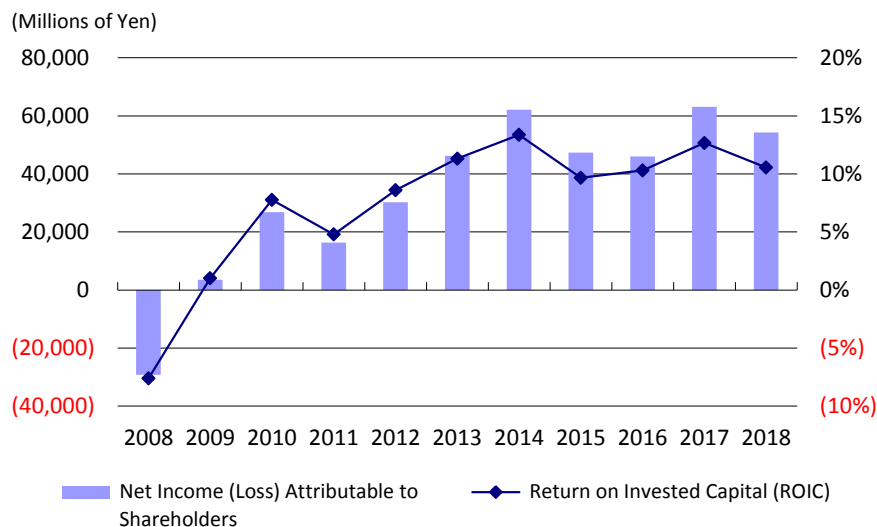
(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Cash Flows	4,324	30,532	49,766	39,006	52,655	71,274	90,509	78,750	74,953	92,624	84,782
Number of Shares	220,162,428	220,155,078	220,088,828	220,129,633	220,128,465	220,089,329	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564
Cash Flows per Share (Yen)	20	139	226	177	239	324	417	368	351	440	413

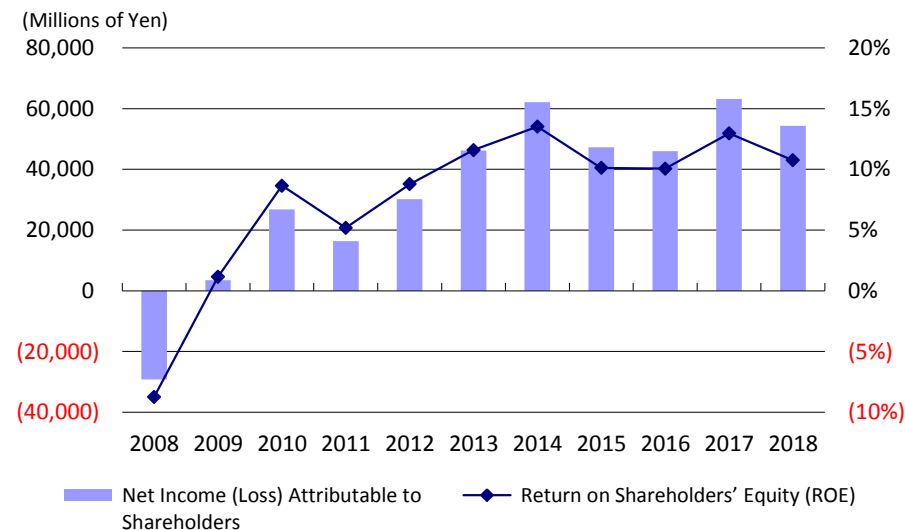
Notes: 1. Cash Flows = Net Income (Loss) Attributable to Shareholders + Depreciation & Amortization

2. Number of Shares = Shares Outstanding at End of Term – Treasury Stock at End of Term

Net Income (Loss) Attributable to Shareholders, Return on Invested Capital (ROIC)



Net Income (Loss) Attributable to Shareholders, Return on Shareholders' Equity (ROE)



<Net Income (Loss) Attributable to Shareholders, Return on Invested Capital (ROIC)>

(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Net Income (Loss) Attributable to Shareholders	(29,172)	3,518	26,782	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323
Invested Capital	383,342	349,921	344,866	341,919	351,449	408,310	465,004	489,136	446,628	498,776	514,272
Return on Invested Capital (ROIC)	(7.6%)	1.0%	7.8%	4.8%	8.6%	11.3%	13.4%	9.7%	10.3%	12.7%	10.6%

Notes: 1. Invested Capital is based on the average of previous fiscal year-end result and quarterly results of current fiscal year.

2. Invested Capital = Net Assets + Interest-Bearing Debt

3. Return on Invested Capital = Net Income (Loss) Attributable to Shareholders / Invested Capital

<Net Income (Loss) Attributable to Shareholders, Return on Shareholders' Equity (ROE)>

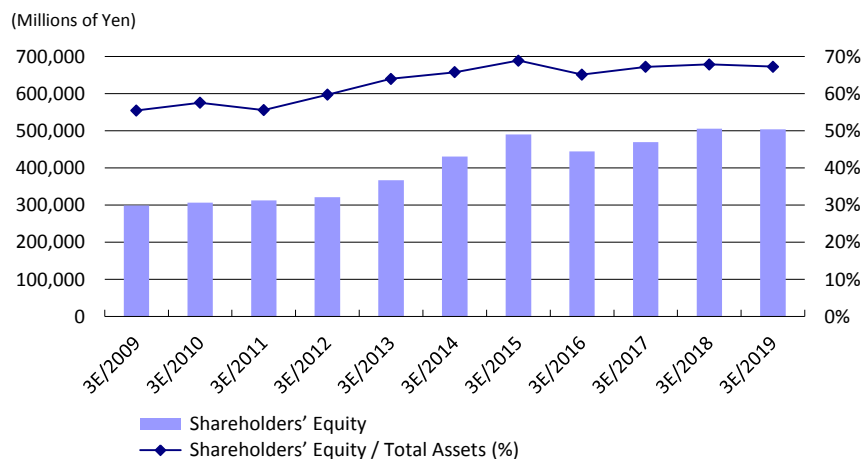
(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Net Income (Loss) Attributable to Shareholders	(29,172)	3,518	26,782	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323
Shareholders' Equity	333,457	302,369	309,540	316,797	343,901	398,736	460,139	467,244	456,874	487,280	504,871
Return on Shareholders' Equity (ROE)	(8.7%)	1.2%	8.7%	5.2%	8.8%	11.6%	13.5%	10.1%	10.1%	13.0%	10.8%

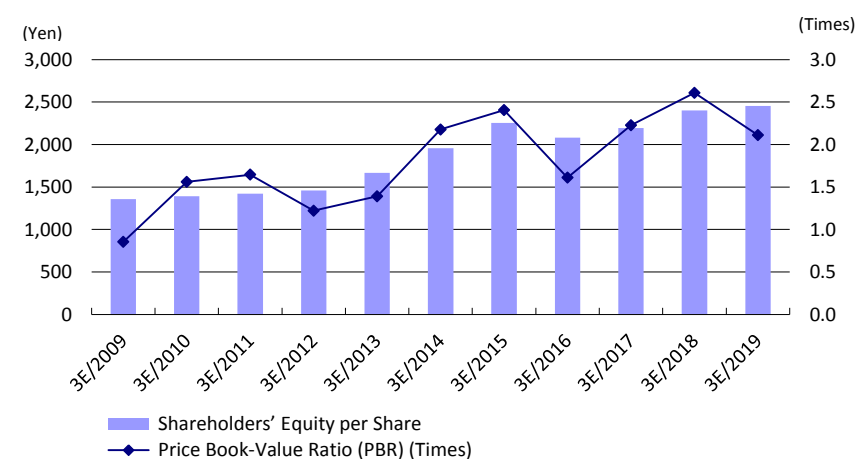
Notes: 1. Shareholders' Equity is based on the average of the beginning and end of each fiscal year.

2. Return on Shareholders' Equity = Net Income (Loss) Attributable to Shareholders / Shareholders' Equity

Shareholders' Equity, Shareholders' Equity / Total Assets



Shareholders' Equity per Share, Price Book-Value Ratio (PBR)



<Shareholders' Equity, Shareholders' Equity / Total Assets>

	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019
Debt	238,299	225,119	249,138	215,643	204,874	221,926	218,917	236,291	226,944	237,566	243,567
Debt / Shareholders' Equity Ratio	0.80	0.73	0.80	0.67	0.56	0.52	0.45	0.53	0.48	0.47	0.48
Shareholders' Equity	298,411	306,327	312,753	320,840	366,962	430,509	489,769	444,718	469,029	505,530	504,212
Total Assets	538,280	532,254	562,790	537,323	573,637	654,704	711,011	683,325	697,701	744,952	749,878
Shareholders' Equity / Total Assets	55.4%	57.6%	55.6%	59.7%	64.0%	65.8%	68.9%	65.1%	67.2%	67.9%	67.2%

Note: Debt / Shareholders' Equity Ratio = Debt / Shareholders' Equity

<Shareholders' Equity per Share, Price Book-Value Ratio (PBR)>

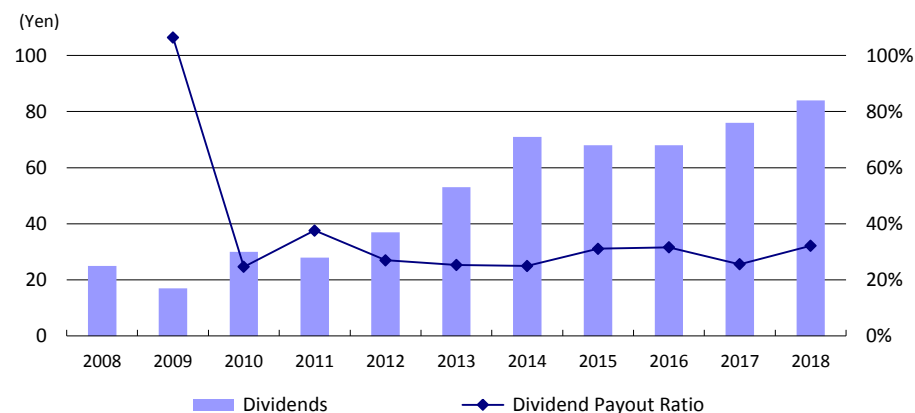
	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019
Number of Shares (Shares)	220,162,428	220,155,078	220,088,828	220,129,633	220,128,465	220,089,329	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564
Shareholders' Equity per Share	1,355	1,391	1,421	1,458	1,667	1,956	2,254	2,080	2,194	2,400	2,455
Stock Price (FYE Closing Price)	1,157	2,170	2,338	1,780	2,320	4,260	5,420	3,350	4,885	6,260	5,180
Price Book-Value Ratio (PBR) (Times)	0.9	1.6	1.6	1.2	1.4	2.2	2.4	1.6	2.2	2.6	2.1

Notes: 1. Number of Shares = Shares Outstanding at End of Term – Treasury Stock at End of Term

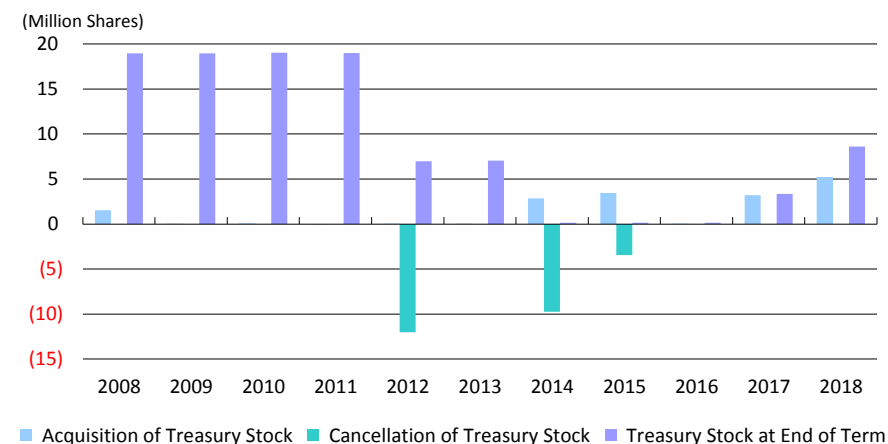
2. Shareholders' Equity per Share is based on the number of shares outstanding at the end of term.

3. Price Book-Value Ratio (PBR) = Fiscal Year-End Stock Price / Shareholders' Equity per Share

Dividends, Dividend Payout Ratio



Treasury Stock at End of Term, Acquisition and Cancellation



<Dividends, Dividend Payout Ratio>

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Dividends	25	17	30	28	37	53	71	68	68	76	84
Dividend Payout Ratio	-	106.4%	24.7%	37.6%	27.0%	25.3%	25.0%	31.1%	31.6%	25.6%	32.2%

Notes: 1. Dividends for fiscal 2012 include a commemorative dividend of ¥5.0.

<Treasury Stock at End of Term, Acquisition and Cancellation>

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Acquisition of Treasury Stock	1,517,380	7,350	66,250	(40,805)	1,168	39,136	2,835,924	3,444,631	3,438	3,200,080	5,243,692
Cancellation of Treasury Stock	-	-	-	-	(12,000,000)	-	(9,723,500)	(3,439,700)	-	-	-
Treasury Stock at End of Term	18,958,944	18,966,294	19,032,544	18,991,739	6,992,907	7,032,043	144,467	149,398	152,836	3,352,916	8,596,608
Stock Outstanding at End of Term	239,121,372	239,121,372	239,121,372	239,121,372	227,121,372	227,121,372	217,397,872	213,958,172	213,958,172	213,958,172	213,958,172
Treasury Stock Ratio	7.9%	7.9%	8.0%	7.9%	3.1%	3.1%	0.1%	0.1%	0.1%	1.6%	4.0%

Note: Treasury Stock Ratio = Treasury Stock at End of Term / Stock Outstanding at End of Term

Consolidated Statements of Income (Loss)

(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Net Sales	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201	859,982	859,482
Costs and Expenses	408,668	340,352	386,123	391,574	408,954	475,758	514,645	512,792	482,040	502,170	505,389
Gross Profit	218,522	184,342	231,702	227,887	241,507	297,208	332,607	320,812	312,161	357,812	354,093
Selling, General and Administrative Expenses	164,284	133,426	142,365	145,662	152,676	181,225	198,103	205,735	193,093	212,481	219,683
Research and Development Expenses	48,899	37,842	41,300	42,089	43,488	47,928	47,913	52,790	50,539	59,077	57,777
Operating Income	5,339	13,074	48,037	40,136	45,343	68,055	86,591	62,287	68,529	86,254	76,633
Other Expenses (Income), net	44,472	2,879	6,344	6,589	4,106	6,048	(797)	(3,399)	3,037	2,887	1,201
Income (Loss) before Income Taxes	(39,133)	10,195	41,693	33,547	41,237	62,007	87,388	65,686	65,492	83,367	75,432
Income Taxes	(10,495)	3,782	14,487	17,826	14,096	19,475	28,893	20,043	19,882	21,615	18,863
Minority Interests	(277)	-	-	-	-	-	-	-	-	-	-
Equity in Loss (Earnings) of Affiliates	811	2,792	190	(631)	(2,976)	(3,782)	(3,937)	(2,039)	(712)	(1,754)	1,578
Net income	(29,172)	3,621	27,016	16,352	30,117	46,314	62,432	47,682	46,322	63,506	54,991
Net Income (Loss) Attributable to Noncontrolling Interests	-	103	234	(37)	(86)	129	262	392	335	347	668
Net Income from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Income (Loss) Attributable to Shareholders	(29,172)	3,518	26,782	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323

<Per Share Data>

(Yen)

Net Income (Loss) Attributable to OMRON Shareholders per Share (Basic)	(132.2)	16.0	121.7	74.5	137.2	209.8	283.9	219.0	215.1	296.9	260.8
Net Income (Loss) Attributable to OMRON Shareholders per Share (Diluted)	-	16.0	121.7	74.5	137.2	-	283.9	219.0	215.1	-	-
Cash Dividends per Share Applicable to Period	25.0	17.0	30.0	28.0	37.0	53.0	71.0	68.0	68.0	76.0	84.0

Consolidated Balance Sheets

(Millions of Yen)

	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019
(Assets)											
Current Assets	275,991	285,758	327,890	308,097	333,694	396,493	434,096	389,609	435,904	437,385	428,665
Cash and Cash Equivalents	46,631	51,726	74,735	45,257	55,708	90,251	102,622	82,910	126,026	113,023	110,250
Notes and Accounts Receivable-Trade	113,551	126,250	137,531	143,304	158,911	174,216	178,775	165,093	169,210	174,065	171,196
Allowance for Doubtful Receivables	(2,562)	(2,531)	(2,230)	(2,205)	(1,988)	(1,812)	(1,624)	(1,654)	(1,320)	(1,117)	(945)
Inventories	84,708	77,655	86,151	92,253	91,013	97,677	116,020	107,267	109,404	129,581	130,083
Deferred Income Taxes	16,522	19,988	20,183	17,975	17,611	22,688	19,941	18,469	19,123	-	-
Other Current Assets	17,141	12,670	11,520	11,513	12,439	13,473	18,362	17,524	13,461	21,833	18,081
Property, Plant, and Equipment	132,535	122,994	119,998	120,706	126,835	135,566	151,452	146,565	127,615	135,103	142,712
Land	26,753	26,376	27,875	26,950	26,591	26,344	26,721	26,376	25,550	24,886	24,675
Buildings	120,244	127,344	125,686	128,870	137,821	140,495	147,120	146,412	141,527	145,389	136,439
Machinery and Equipment	143,801	140,200	136,792	142,148	156,186	171,192	202,149	204,499	189,286	205,233	207,991
Construction in Progress	9,061	2,733	6,836	7,417	6,729	7,126	6,619	6,142	6,104	10,063	15,822
Accumulated Depreciation	(167,324)	(173,659)	(177,191)	(184,679)	(200,492)	(209,591)	(231,157)	(236,864)	(234,852)	(250,468)	(242,215)
Investments and Other Assets	129,754	123,502	114,902	108,520	113,108	122,645	125,463	147,151	134,182	172,464	178,501
Goodwill										38,705	40,532
Investments in and Advances to Affiliates	15,638	13,637	13,521	14,443	17,939	21,349	24,318	25,048	25,303	27,195	26,023
Investment Securities	31,682	38,556	35,694	36,161	38,193	51,117	57,106	37,055	27,006	29,016	29,003
Leasehold Deposits	7,784	7,452	7,126	7,219	6,914	6,950	6,971	6,758	6,907	7,531	7,730
Deferred Income Taxes	53,783	45,737	42,190	34,516	30,612	20,918	6,366	22,080	21,101	39,947	43,695
Other Assets	20,867	18,120	16,371	16,181	19,450	22,311	30,702	56,210	53,865	30,070	31,518
Total	538,280	532,254	562,790	537,323	573,637	654,704	711,011	683,325	697,701	744,952	749,878

Consolidated Balance Sheets

(Millions of Yen)

	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017	3E/2018	3E/2019
(Liabilities)											
Current Liabilities	135,038	155,562	181,432	152,896	145,701	162,707	176,762	162,663	172,081	182,778	171,472
Short-Term Debt	32,970	16,612	45,519	18,774	5,570	488	-	-	156	-	-
Notes and Accounts Payable-Trade	58,179	68,874	77,836	79,331	75,592	85,218	92,702	82,606	89,362	93,792	89,235
Accrued Expenses	24,791	25,891	29,414	29,179	32,818	39,897	41,942	37,975	39,354	44,291	41,549
Income Taxes Payable	711	2,710	2,188	623	3,907	6,340	3,680	6,890	6,994	6,414	3,511
Other Current Liabilities	17,899	21,160	26,244	24,989	27,814	30,764	38,438	35,192	36,215	38,281	37,177
Current Portion of Long-Term Debt	488	20,315	231	-	-	-	-	-	-	-	-
Long-Term Debt	21,401	1,290	849	-	-	-	-	-	-	-	-
Deferred Income Taxes	941	886	697	738	595	2,167	697	660	763	706	1,338
Termination and Retirement Benefits	80,443	66,964	65,485	60,432	56,944	50,683	30,393	62,289	43,708	42,342	58,332
Other Long-Term Liabilities	476	417	675	1,577	1,634	6,369	11,065	10,679	10,392	11,740	12,425
Minority Interests	1,570	-	-	-	-	-	-	-	-	-	-
Total Liabilities	238,299	225,119	249,138	215,643	204,874	221,926	218,917	236,291	226,944	237,566	243,567
(Net Assets)											
Shareholders' Equity	298,411	306,327	312,753	320,840	366,962	430,509	489,769	444,718	469,029	505,530	504,212
Common Stock	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100
Capital Surplus	99,059	99,081	99,081	99,078	99,066	99,067	99,070	99,101	99,138	99,588	100,233
Legal Reserve	9,059	9,363	9,574	10,034	10,876	11,196	13,403	15,194	17,813	19,940	21,826
Retained Earnings	231,388	230,859	250,824	260,557	253,654	287,853	301,174	317,171	346,000	390,950	433,639
Accumulated Other Comprehensive Income (Loss)	(60,744)	(52,614)	(66,227)	(68,433)	(44,349)	(15,162)	12,489	(50,204)	(57,363)	(49,359)	(70,200)
Foreign Currency Translation Adjustments	(22,319)	(23,678)	(34,046)	(36,544)	(14,224)	4,536	26,313	2,541	(6,327)	(3,176)	(7,687)
Pension Liability Adjustments	(40,570)	(36,553)	(38,736)	(38,815)	(39,730)	(38,029)	(36,486)	(64,525)	(56,571)	(53,785)	(62,648)
Net Unrealized Gains, (Losses) on Available-for-Sale Securities	2,763	7,684	6,570	6,995	9,580	18,466	22,478	11,884	5,765	7,426	-
Net Gains (Losses) on Derivative Instruments	(618)	(67)	(15)	(69)	25	(135)	184	(104)	(230)	176	135
Treasury Stock	(44,451)	(44,462)	(44,599)	(44,496)	(16,385)	(16,545)	(467)	(644)	(659)	(19,689)	(45,386)
Noncontrolling Interests	-	808	899	840	1,801	2,269	2,325	2,316	1,728	1,856	2,099
Total Net Assets	-	307,135	313,652	321,680	368,763	432,778	492,094	447,034	470,757	507,386	506,311
Total	538,280	532,254	562,790	537,323	573,637	654,704	711,011	683,325	697,701	744,952	749,878

Consolidated Statements of Cash Flows

(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
I. Operating Activities											
Net Income (Loss) Attributable to Shareholders	(29,172)	-	-	-	-	-	-	-	-	-	-
Net Income	-	3,621	27,016	16,352	30,117	46,314	62,432	47,682	46,322	63,506	54,991
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities											
Depreciation and Amortization	33,496	27,014	22,984	22,617	22,452	25,089	28,339	31,460	28,966	29,465	30,459
Net Loss (Gain) on Sale and Disposals of Property, Plant and Equipment	1,983	558	606	861	578	1,146	3,432	(485)	705	949	(1,098)
Impairment Losses on Long-lived Assets	21,203	217	413	671	3,265	804	137	463	12,998	911	196
Net Loss on Valuation of Investment Securities											563
Net Gain on Sale of Investment Securities	(64)	(636)	(7)	(307)	(677)	(1,714)	(4,337)	(1,499)	(3,764)	(3,003)	-
Impairment Losses on Investment Securities	5,401	632	805	391	1,086	501	166	68	558	155	-
Impairment losses on Goodwill	16,813	-	-	2,009	153	-	-	-	-	-	-
Gain on Contribution of Securities to Retirement Benefit Trust	-	-	-	-	-	-	-	(4,140)	(7,004)	-	-
Termination and Retirement Benefits	(1,390)	(5,110)	(4,785)	(5,669)	(4,433)	(4,417)	(17,427)	698	2,863	2,706	3,818
Deferred Income Taxes	(13,895)	(1,031)	5,374	9,981	3,762	2,170	11,938	2,283	11	(2,607)	(383)
Minority Interests	(277)	-	-	-	-	-	-	-	-	-	-
Equity in loss (earnings) of affiliates	811	2,792	190	(631)	(2,976)	(3,782)	(3,937)	(2,039)	(712)	(1,754)	1,578
Loss (Gain) on Sales of Businesses	-	-	-	-	-	-	-	-	(3,686)	14	(407)
Change in Assets and Liabilities											
Decrease (Increase) in Notes and Accounts Receivable-Trade	47,526	(14,440)	(16,227)	(6,838)	(5,827)	(6,613)	3,384	9,436	(8,923)	(3,210)	(534)
Decrease (Increase) in Inventories	5,776	4,977	(12,174)	(6,538)	8,641	(325)	(10,671)	6,061	(7,112)	(17,409)	(3,491)
Decrease (Increase) in Other Assets	(7,689)	4,457	1,048	(483)	21	(32)	(2,828)	1,003	2,604	(6,113)	(294)
Increase (Decrease) in Notes and Accounts Payable-Trade	(34,046)	13,298	9,301	682	(5,927)	5,824	1,658	(7,189)	8,384	4,116	(5,401)
Increase (Decrease) in Income Taxes Payable	(8,044)	1,995	(453)	(1,562)	3,121	2,277	(3,127)	3,433	852	(614)	(2,775)
Increase (Decrease) in Accrued Expenses and Other Current Liabilities	(8,290)	4,554	8,383	388	1,519	10,883	6,318	(4,614)	5,097	6,276	(6,851)
Other, net	1,266	(139)	(518)	22	(1,817)	919	1,580	1,586	(284)	285	874
Net Cash Provided by Operating Activities	31,408	42,759	41,956	31,946	53,058	79,044	77,057	84,207	77,875	73,673	71,245

Consolidated Statements of Cash Flows

(Millions of Yen)

(Fiscal Year)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
II. Investing Activities											
Proceeds from Sales or Maturities of Investment Securities	-	1,004	109	693	1,658	2,840	5,274	2,214	4,606	3,776	465
Purchase of Investment Securities	-	(15)	-	(911)	-	(2,179)	(603)	(330)	(3,274)	(649)	(602)
Net Proceeds (Purchase) of Short-Term Investments and Investment Securities	(4,409)	-	-	-	-	-	-	-	-	-	-
Capital Expenditures	(37,477)	(20,792)	(21,647)	(27,502)	(30,383)	(32,218)	(37,123)	(37,903)	(25,816)	(38,542)	(39,045)
Decrease (Increase) in Leasehold Deposits, Net	228	335	276	(101)	457	75	118	115	(145)	(634)	(193)
Proceeds from Sales of Property, Plant and Equipment	1,046	1,490	1,066	2,307	836	794	768	2,239	2,278	990	3,475
Equity Transaction with Noncontrolling Interests	-	(106)	-	-	(10)	-	-	-	-	-	-
Decrease (Increase) in Investment in and Loans to Affiliates, Net	(16)	(931)	20	(480)	(1,884)	209	(30)	(20)	30	-	(498)
Proceeds from Sale of Business, Net of Cash Paid	-	431	(34)	-	90	26	-	-	7,187	(427)	1,817
Acquisition of Business, Net of Cash Acquired	-	-	-	(1,012)	141	(672)	(8,003)	(33,448)	-	(20,445)	(830)
Other, net	-	-	-	520	624	-	82	17	93	89	454
Net Cash Used in Investing Activities	(40,628)	(18,584)	(20,210)	(26,486)	(28,471)	(31,125)	(39,517)	(67,116)	(15,041)	(55,842)	(34,957)
III. Financing Activities											
Net Borrowings (Repayments) of Short-Term Debt	15,291	(16,282)	29,052	(26,744)	(13,273)	(5,135)	(853)	2	155	951	2,109
Proceeds from Issuance of Long-Term Debt and Warrants	20,000	305	2	-	-	-	-	-	-	-	-
Repayments of Long-Term Debt	(916)	(524)	(20,299)	-	-	-	-	-	-	-	-
Dividends Paid	(9,520)	-	-	-	-	-	-	-	-	-	-
Dividends Paid by the Company	-	(3,083)	(5,285)	(6,604)	(6,164)	(10,566)	(12,985)	(16,077)	(14,539)	(15,378)	(16,776)
Dividends Paid to Noncontrolling Interests	-	(762)	-	(15)	(2)	-	(277)	(256)	(297)	(215)	(343)
Acquisition of Treasury Stock	(2,995)	(13)	(140)	(10)	-	(161)	(15,054)	(15,023)	(16)	(18,530)	(25,716)
Sales of Treasury Stock	7	1	3	2	-	-	-	-	-	-	-
Proceeds from Equity Transactions with Noncontrolling Interests	-	-	-	-	819	22	-	-	-	-	-
Payments for Equity Transactions with Noncontrolling Interests	-	-	-	-	-	-	-	-	(470)	-	-
Other, net	-	-	-	(121)	70	(458)	(134)	(196)	155	90	(57)
Net Cash Provided by (used in) Financing Activities	21,867	(20,358)	3,333	(33,492)	(18,550)	(16,298)	(29,303)	(31,550)	(15,012)	(33,082)	(40,783)
IV. Effect of Exchange Rate Change on Cash and Cash Equivalents											
Net Increase (Decrease) in Cash and Cash Equivalents	(6,640)	1,278	(2,070)	(1,446)	4,414	2,922	4,134	(5,253)	(4,706)	2,248	1,722
Cash and Cash Equivalents at Beginning of the Year	40,624	46,631	51,726	74,735	45,257	55,708	90,251	102,622	82,910	126,026	113,023
Cash and Cash Equivalents at End of the Year	46,631	51,726	74,735	45,257	55,708	90,251	102,622	82,910	126,026	113,023	110,250



OMRON Corporation

Investor Relations Department

Global Investor & Brand Communications Headquarters

SHINAGAWA FRONT BUILDING 7F

2-3-13, KONAN, MINATO-KU, TOKYO 108-0075 JAPAN

PHONE: +81-3-6718-3421 FAX: +81-3-6718-3429

URL: <https://www.omron.com/about/ir/>