



OMRON CORPORATION
FINANCIAL FACT BOOK 2024

OMRON

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* Name of Business Segments *

[Continuing Operations]

IAB: Industrial Automation Business

HCB: Healthcare Business

SSB: Social Systems, Solutions & Service Business

DMB: Device and Module Solutions Business

DSB: Data Solution Business

Other: Environmental Solutions Business, Backlights Business (-2019), Electronic Systems & Equipment Business (-2018)

[Discontinued Operations]

AEC: Automotive Electronic Components Business

*In connection with the classification of AEC, transferred on October 31, 2019, as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

* 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 English reference translation of Annual Securities Report for the latest audited figures. URL: https://www.omron.com/global/en/ir/irlib/annual_securities_report/
3. Data might be revised according to alterations to accounting standards.

Consolidated Balance Sheets

(Millions of Yen)

Assets	(Fiscal Year)	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E
Current Assets		396,493	434,096	389,609	435,904	437,385	459,973	447,139	514,432	482,905	486,892	547,603
Cash and Cash Equivalents		90,251	102,622	82,910	126,026	113,023	103,850	185,533	250,755	155,484	105,279	143,086
Notes and Accounts Receivable-trade		174,216	178,775	165,093	169,210	174,065	149,171	134,786	135,161	151,820	180,074	172,268
Allowance for Doubtful Receivables		(1,812)	(1,624)	(1,654)	(1,320)	(1,117)	(861)	(759)	(756)	(798)	(869)	(1,058)
Inventories		97,677	116,020	107,267	109,404	129,581	120,379	104,301	103,265	141,935	173,926	174,034
Assets held for sale		-	-	-	-	-	73,331	441	-	363	2	-
Deferred Income Taxes		22,688	19,941	18,469	19,123	-	-	-	-	-	-	-
Other Current Assets		13,473	18,362	17,524	13,461	21,833	14,103	22,837	26,007	34,101	28,482	59,273
Property, Plant, and Equipment		135,566	151,452	146,565	127,615	135,103	115,083	114,526	113,028	122,098	129,585	136,775
Land		26,344	26,721	26,376	25,550	24,886	21,746	20,446	19,778	20,926	20,238	21,280
Buildings		140,495	147,120	146,412	141,527	145,389	118,036	129,110	124,404	130,863	136,492	145,708
Machinery and Equipment		171,192	202,149	204,499	189,286	205,233	151,355	147,038	153,142	174,184	183,578	200,947
Construction in Progress		7,126	6,619	6,142	6,104	10,063	11,316	5,467	3,281	4,748	6,363	9,662
Accumulated Depreciation		(209,591)	(231,157)	(236,864)	(234,852)	(250,468)	(187,370)	(187,535)	(187,577)	(208,623)	(217,086)	(240,822)
Investments and Other Assets		122,645	125,463	147,151	134,182	172,464	174,822	196,459	192,919	325,626	381,683	670,351
Right-of-use Assets under Operating Leases		-	-	-	-	-	-	30,327	38,153	39,746	47,501	54,383
Goodwill		-	-	-	-	38,705	40,532	38,568	39,160	39,718	43,125	361,783
Other intangible assets		-	-	-	-	-	-	-	-	-	45,247	108,881
Investments in and Advances to Affiliates		21,349	24,318	25,048	25,303	27,195	26,022	29,251	13,159	124,691	134,557	13,931
Investment Securities		51,117	57,106	37,055	27,006	29,016	28,997	25,782	33,423	43,757	46,123	33,897
Leasehold Deposits		6,950	6,971	6,758	6,907	7,531	7,533	7,486	7,675	7,815	8,094	7,883
Prepaid Benefit Costs		-	-	-	-	-	-	-	6,736	14,391	29,103	65,267
Deferred Income Taxes		20,918	6,366	22,080	21,101	39,947	42,537	37,416	24,179	18,116	23,513	19,382
Other Assets		22,311	30,702	56,210	53,865	30,070	29,201	27,629	30,434	37,392	4,420	4,944
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

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Consolidated Balance Sheets

(Millions of Yen)

Liabilities	(Fiscal Year)	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E
Current Liabilities		162,707	176,762	162,663	172,081	182,778	175,555	151,299	161,370	211,672	210,020	231,160
Notes and Accounts Payable-trade		85,218	92,702	82,606	89,362	93,792	71,360	64,496	69,561	86,827	92,855	82,548
Short-term Debt		488	-	-	156	-	-	-	-	20,000	213	22,548
Current portion of long-term borrowings		-	-	-	-	-	-	-	-	-	-	6,451
Accrued Expenses		39,897	41,942	37,975	39,354	44,291	38,290	37,179	44,441	48,365	50,246	47,345
Income Taxes Payable		6,340	3,680	6,890	6,994	6,414	3,174	2,516	3,504	5,657	10,560	6,457
Short-term Operating Lease Liabilities		-	-	-	-	-	-	11,070	11,179	11,549	11,871	13,385
Liabilities Held for Sale		-	-	-	-	-	27,730	-	-	-	-	-
Other Current Liabilities		30,764	38,438	35,192	36,215	38,281	35,001	36,038	32,685	39,274	44,275	52,426
Deferred Income Taxes		2,167	697	660	763	706	733	1,717	1,671	2,177	2,052	16,419
Termination and Retirement Benefits		50,683	30,393	62,289	43,708	42,342	55,036	40,236	7,598	8,194	9,348	8,310
Long-term borrowings		-	-	-	-	-	-	-	-	-	-	92,075
Long-term Operating Lease Liabilities		-	-	-	-	-	-	19,820	27,709	28,567	33,284	38,299
Other Long-term Liabilities		6,369	11,065	10,679	10,392	11,740	12,243	12,463	12,673	12,048	12,229	17,473
Total Liabilities		221,926	218,917	236,291	226,944	237,566	243,567	225,535	211,021	262,658	266,933	403,736

Net Assets

Shareholders' Equity		430,509	489,769	444,718	469,029	505,530	504,212	530,415	606,858	665,227	728,473	786,686
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		99,067	99,070	99,101	99,138	99,588	100,233	100,521	101,403	100,652	98,506	98,997
Legal Reserve		11,196	13,403	15,194	17,813	19,940	21,826	20,981	22,931	24,503	24,729	27,457
Retained Earnings		287,853	301,174	317,171	346,000	390,950	433,639	451,768	476,185	517,566	571,807	556,705
Accumulated Other Comprehensive Income (Loss)		(15,162)	12,489	(50,204)	(57,363)	(49,359)	(70,200)	(83,606)	(32,945)	13,013	39,947	109,396
Foreign Currency Translation Adjustments		4,536	26,313	2,541	(6,327)	(3,176)	(7,687)	(31,408)	(8,096)	33,908	51,344	95,767
Pension Liability Adjustments		(38,029)	(36,486)	(64,525)	(56,571)	(53,785)	(62,648)	(52,250)	(24,567)	(19,930)	(11,226)	13,608
Net Unrealized Gains, (Losses) on Available-for-sale Securities		18,466	22,478	11,884	5,765	7,426	-	-	-	-	-	-
Net Gains (Losses) on Derivative Instruments		(135)	184	(104)	(230)	176	135	52	(282)	(965)	(171)	21
Treasury Stock		(16,545)	(467)	(644)	(659)	(19,689)	(45,386)	(23,349)	(24,816)	(54,607)	(70,616)	(69,969)
Noncontrolling Interests		2,269	2,325	2,316	1,728	1,856	2,099	2,174	2,500	2,744	2,754	164,307
Total Net Assets		432,778	492,094	447,034	470,757	507,386	506,311	532,589	609,358	667,971	731,227	950,993
Total Liabilities and Net Assets		654,704	711,011	683,325	697,701	744,952	749,878	758,124	820,379	930,629	998,160	1,354,729

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Consolidated Statements of Income (Loss)

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Net Sales	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761
Cost of Sales	475,758	514,645	512,792	482,040	502,170	407,097	374,278	357,178	416,100	482,199	472,297
Gross Profit	297,208	332,607	320,812	312,161	357,812	325,484	303,702	298,351	346,827	393,883	346,464
Selling, General and Administrative Expenses	181,225	198,103	205,735	193,093	212,481	208,895	202,954	192,687	213,234	243,015	261,978
Research and Development Expenses	47,928	47,913	52,790	50,539	59,077	49,335	45,988	43,184	44,277	50,182	50,144
Operating Income	68,055	86,591	62,287	68,529	86,254	67,254	54,760	62,480	89,316	100,686	34,342
Other Expenses (Income), net	6,048	(797)	(3,399)	3,037	2,887	1,342	2,924	(2,609)	2,602	2,277	(611)
Income (Loss) before Income Taxes from Continuing operations	62,007	87,388	65,686	65,492	83,367	65,912	51,836	65,089	86,714	98,409	34,953
Income Taxes	19,475	28,893	20,043	19,882	21,615	17,016	11,270	15,093	23,046	24,943	10,485
Equity in Loss (Earnings) of Affiliates	(3,782)	(3,937)	(2,039)	(712)	(1,754)	1,578	963	6,098	1,624	(1,079)	14,519
Income from Continued Operations	-	-	-	-	-	47,318	39,603	-	-	-	-
Income from Discontinued Operations	-	-	-	-	-	7,673	35,732	-	-	-	-
Net income	46,314	62,432	47,682	46,322	63,506	54,991	75,335	43,898	62,044	74,545	9,949
Net Income (Loss) Attributable to Noncontrolling Interests	129	262	392	335	347	668	440	591	644	684	1,844
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

Per Share Data

	(Yen)										
Net Income (Loss) Attributable to OMRON Shareholders per Share (Basic)	209.8	283.9	219.0	215.1	296.9	260.8	365.3	214.7	305.7	372.2	41.2
Net Income (Loss) Attributable to OMRON Shareholders per Share (Diluted)	-	283.9	219.0	215.1	-	-	-	-	-	-	-
Cash Dividends per Share Applicable to Period	53.0	71.0	68.0	68.0	76.0	84.0	84.0	84.0	92.0	98.0	104.0

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Consolidated Statements of Cash Flows

(Millions of Yen)

I. Operating Activities	(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Net Income		46,314	62,432	47,682	46,322	63,506	54,991	75,335	43,898	62,044	74,545	9,949
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities												
Depreciation and Amortization		25,089	28,339	31,460	28,966	29,465	30,459	28,605	22,756	23,367	26,587	30,816
Share-based compensation expense		-	-	-	-	-	-	-	-	864	1,863	1,237
Net Loss (Gain) on Sale and Disposals of Property, Plant and Equipment		1,146	3,432	(485)	705	949	(1,098)	(1,487)	(325)	901	45	1,517
Impairment Losses on Long-lived Assets		804	137	463	12,998	911	196	498	1,976	410	1,768	1,285
Impairment losses on Goodwill		-	-	-	-	-	-	-	-	3,384	-	-
Loss (Gain) Related to Sale of Business		-	-	-	(3,686)	14	(407)	(51,450)	-	1,116	(922)	(328)
Net Loss (Gain) on Sale of Investment Securities		(1,714)	(4,337)	(1,499)	(3,764)	(3,003)	-	43	-	-	-	-
Loss (Gain) on Valuation of Investment Securities		-	-	-	-	-	563	1,170	(7,615)	(5,447)	2,099	(6,731)
Impairment Losses on Investment Securities		501	166	68	558	155	-	-	-	-	-	-
Gain on Contribution of Securities to Retirement Benefit Trust		-	-	(4,140)	(7,004)	-	-	-	-	-	-	-
Termination and Retirement Benefits and Prepaid Pension Costs		(4,417)	(17,427)	698	2,863	2,706	3,818	(436)	(617)	(662)	(574)	(2,080)
Deferred Income Taxes		2,170	11,938	2,283	11	(2,607)	(383)	(125)	1,164	4,632	(9,421)	(6,791)
Equity in Loss (Earnings) of Affiliates		(3,782)	(3,937)	(2,039)	(712)	(1,754)	1,578	963	6,098	1,624	(1,079)	14,519
Changes in Assets and Liabilities												
Decrease (Increase) in Notes and Accounts Receivable-trade		(6,613)	3,384	9,436	(8,923)	(3,210)	(534)	12,944	3,893	(9,074)	(23,581)	27,341
Decrease (Increase) in Inventories		(325)	(10,671)	6,061	(7,112)	(17,409)	(3,491)	10,704	5,425	(30,427)	(29,004)	12,054
Decrease (Increase) in Other Assets		(32)	(2,828)	1,003	2,604	(6,113)	(294)	(6,442)	955	(3,178)	(2,331)	(13,366)
Increase (Decrease) in Notes and Accounts Payable-trade		5,824	1,658	(7,189)	8,384	4,116	(5,401)	(1,319)	6,237	13,293	4,667	(17,918)
Increase (Decrease) in Income Taxes Payable		2,277	(3,127)	3,433	852	(614)	(2,775)	15,614	833	1,749	4,758	(5,403)
Increase (Decrease) in Accrued Expenses and Other Current Liabilities		10,883	6,318	(4,614)	5,097	6,276	(6,851)	3,570	5,301	2,316	5,179	(1,120)
Other, net		919	1,580	1,586	(284)	285	874	1,600	3,852	516	(1,143)	(106)
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

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

Consolidated Statements of Cash Flows

(Millions of Yen)

II. Investing Activities	(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Proceeds from Sales or Maturities of Investment Securities		2,840	5,274	2,214	4,606	3,776	465	1,423	751	921	84	24,774
Purchase of Investment Securities		(2,179)	(603)	(330)	(3,274)	(649)	(602)	(2,344)	(1,057)	(5,386)	(2,860)	(3,299)
Capital Expenditures		(32,218)	(37,123)	(37,903)	(25,816)	(38,542)	(39,045)	(37,629)	(26,662)	(33,357)	(45,018)	(45,378)
Net Decrease (Increase) in Leasehold Deposits		75	118	115	(145)	(634)	(193)	62	(189)	(140)	(299)	756
Business and company acquisitions (net of cash acquired)		-	-	-	-	-	-	-	-	-	-	(82,173)
Proceeds from Sales of Property, Plant and Equipment		794	768	2,239	2,278	990	3,475	4,565	2,069	748	1,614	539
Payments for loans receivable		-	-	-	-	-	-	-	-	-	-	(1,378)
Decrease (Increase) in Investment in and Loans to Affiliates		209	(30)	(20)	30	-	(498)	(2,231)	7,850	(112,444)	(9,976)	(1,121)
Proceeds from Sale of Business, Net of Cash Paid		26	-	-	7,187	(427)	1,817	64,460	2,453	(505)	922	0
Acquisition of Business, Net of Cash Acquired		(672)	(8,003)	(33,448)	-	(20,445)	(830)	-	-	-	-	-
Other, net		-	82	17	93	89	454	333	0	0	0	184
Net Cash 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)

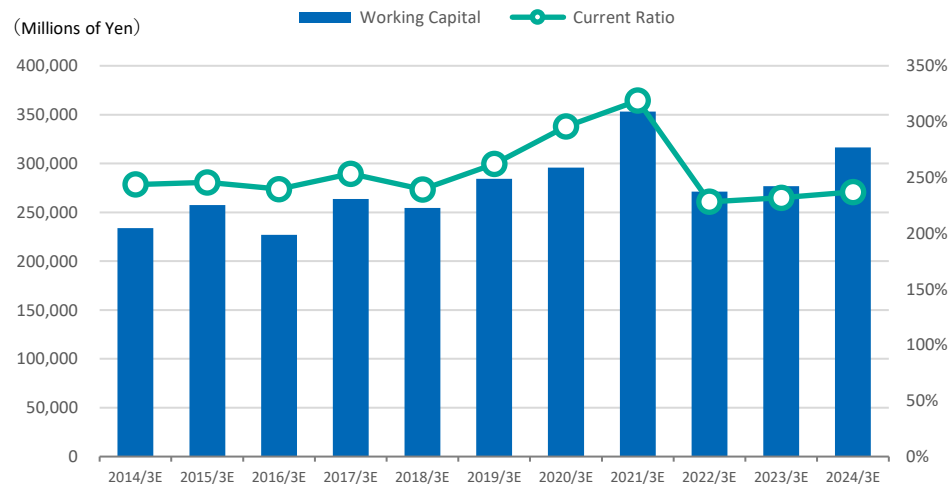
III. Financing Activities

Net Increase (Decrease) in Short-term Debt		(5,135)	(853)	2	155	951	2,109	6,365	(1,587)	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		(10,566)	(12,985)	(16,077)	(14,539)	(15,378)	(16,776)	(17,250)	(16,952)	(17,754)	(18,912)	(19,885)
Dividends Paid to Noncontrolling Interests		-	(277)	(256)	(297)	(215)	(343)	(293)	(352)	(504)	(741)	(581)
Acquisition of Treasury Stock		(161)	(15,054)	(15,023)	(16)	(18,530)	(25,716)	(18,571)	(1,471)	(31,430)	(20,013)	(18)
Sales of Treasury Stock		-	-	-	-	-	-	-	-	-	772	-
Proceeds from Equity Transactions with Noncontrolling Interests		22	-	-	-	-	-	-	-	-	-	-
Payments for Equity Transactions with Noncontrolling Interests		-	-	-	(470)	-	-	-	-	-	-	-
Other, net		(458)	(134)	(196)	155	90	(57)	319	10	85	(76)	(53)
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

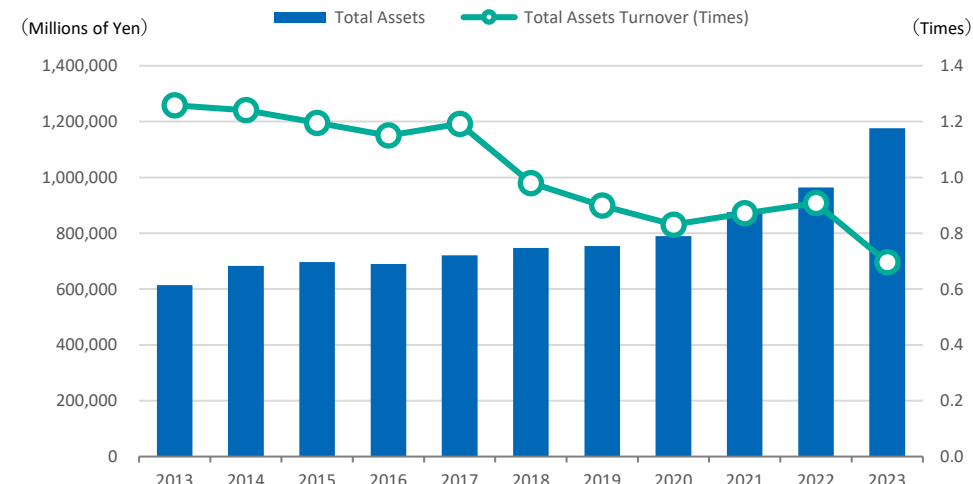
IV. Effect of Exchange Rate Change on Cash and Cash Equivalents		2,922	4,134	(5,253)	(4,706)	2,248	1,722	(13,713)	6,528	17,067	10,629	14,041
Net Increase (Decrease) in Cash and Cash Equivalents		34,543	12,371	(19,712)	43,116	(13,003)	(2,773)	75,283	65,222	(95,271)	(50,205)	37,807
Cash and Cash Equivalents at Beginning of the Period		55,708	90,251	102,622	82,910	126,026	113,023	110,250	185,533	250,755	155,484	105,279
Cash and Cash Equivalents at End of the Period		90,251	102,622	82,910	126,026	113,023	110,250	185,533	250,755	155,484	105,279	143,086

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

Working Capital, Current Ratio



Total Assets, Total Assets Turnover



< Working Capital, Current Ratio >

	(Millions of Yen)										
(Fiscal Year)	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E
Current Assets	396,493	434,096	389,609	435,904	437,385	459,973	447,139	514,432	482,905	486,892	547,603
Current Liabilities	162,707	176,762	162,663	172,081	182,778	175,555	151,299	161,370	211,672	210,020	231,160
Working Capital	233,786	257,334	226,946	263,823	254,607	284,418	295,840	353,062	271,233	276,872	316,443
Current Ratio	243.7%	245.6%	239.5%	253.3%	239.3%	262.0%	295.5%	318.8%	228.1%	231.8%	236.9%

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

2. Current Ratio = Current Assets / Current Liabilities

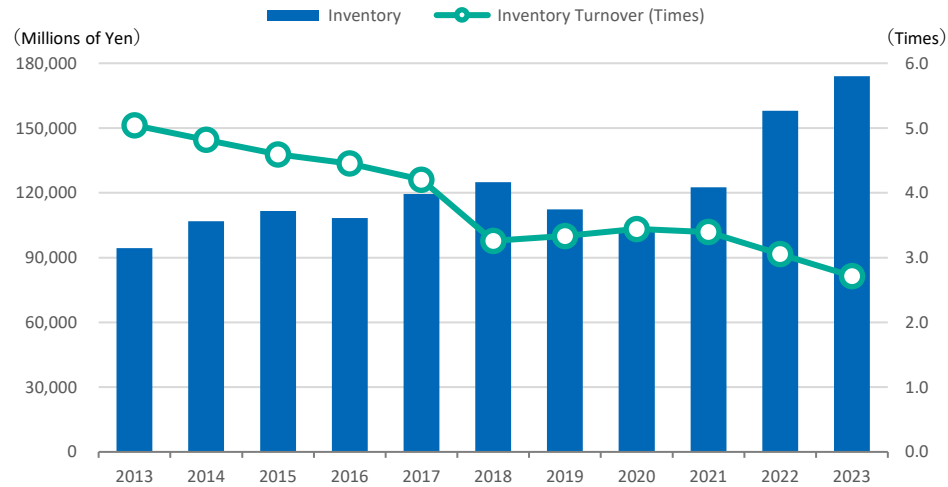
< Total Assets, Total Assets Turnover >

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total Assets	614,171	682,858	697,168	690,513	721,327	747,415	754,001	789,252	875,504	964,395	1,176,445
Net Sales	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761
Total Assets Turnover (Times)	1.26	1.24	1.20	1.15	1.19	0.98	0.90	0.83	0.87	0.91	0.70

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



< Inventory, Inventory Turnover >

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Inventory	94,345	106,849	111,644	108,336	119,493	124,980	112,340	103,783	122,600	157,931	173,980
Cost of Sales	475,758	514,645	512,792	482,040	502,170	407,097	374,278	357,178	416,100	482,199	472,297
Inventory Turnover (Times)	5.0	4.8	4.6	4.5	4.2	3.3	3.3	3.4	3.4	3.1	2.7

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

2. Inventory Turnover = Cost of Sales / Inventory

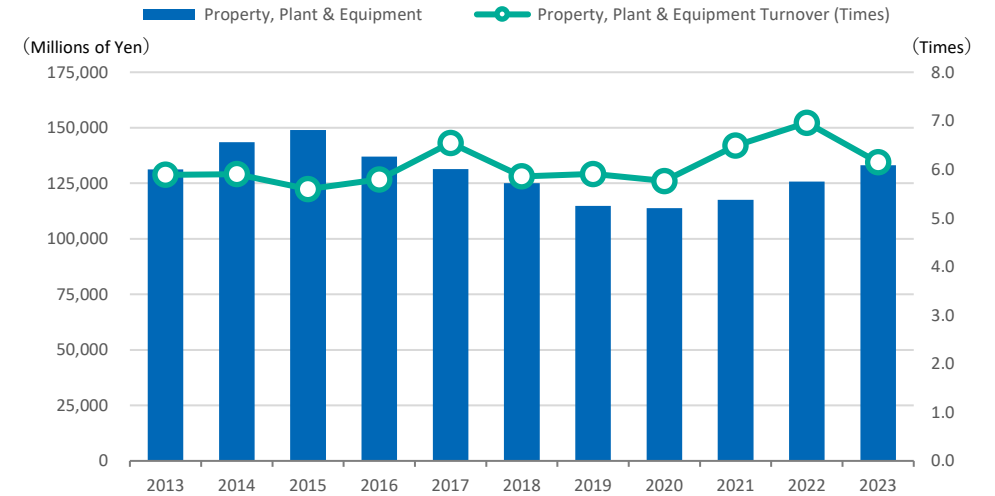
< Property, Plant & Equipment, Property, Plant & Equipment Turnover >

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Property, Plant & Equipment	131,201	143,509	149,009	137,090	131,359	125,093	114,805	113,777	117,563	125,842	133,180
Net Sales	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761
Property, Plant & Equipment Turnover (Times)	5.9	5.9	5.6	5.8	6.5	5.9	5.9	5.8	6.5	7.0	6.1

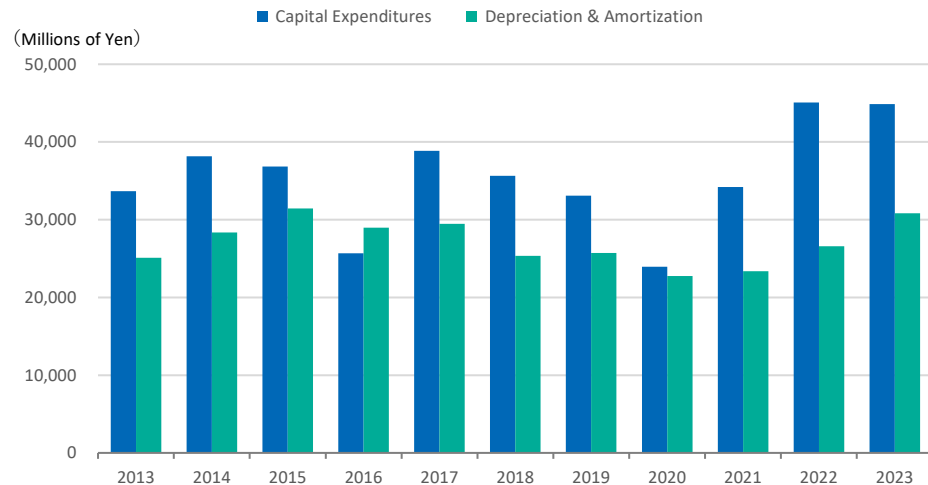
Notes: 1. Property, Plant & Equipment is based on the average of the beginning and end of each fiscal year.

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

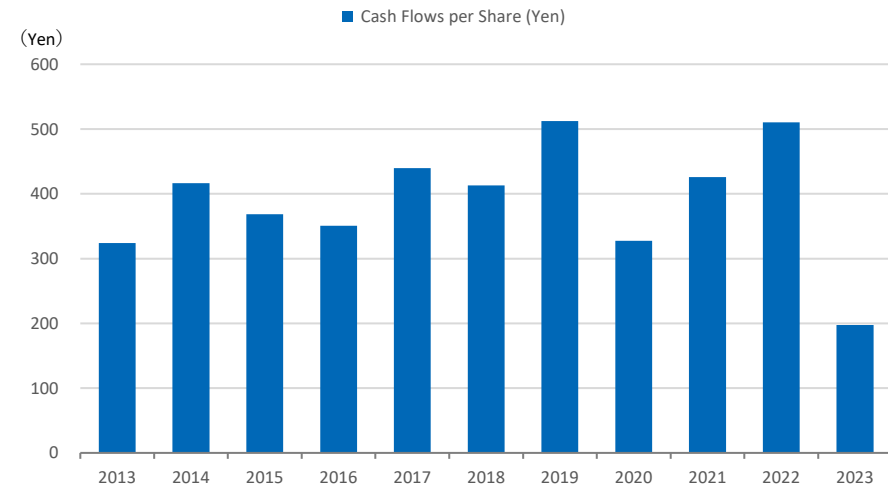
Property, Plant & Equipment, Property, Plant & Equipment Turnover



Capital Expenditures, Depreciation & Amortization



Cash Flows per Share



< Capital Expenditures, Depreciation & Amortization >

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Capital Expenditures	33,653	38,143	36,859	25,692	38,852	35,661	33,110	23,959	34,210	45,074	44,894
Depreciation & Amortization	25,089	28,339	31,460	28,966	29,465	25,355	25,706	22,756	23,367	26,587	30,816

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

< Cash Flows per Share >

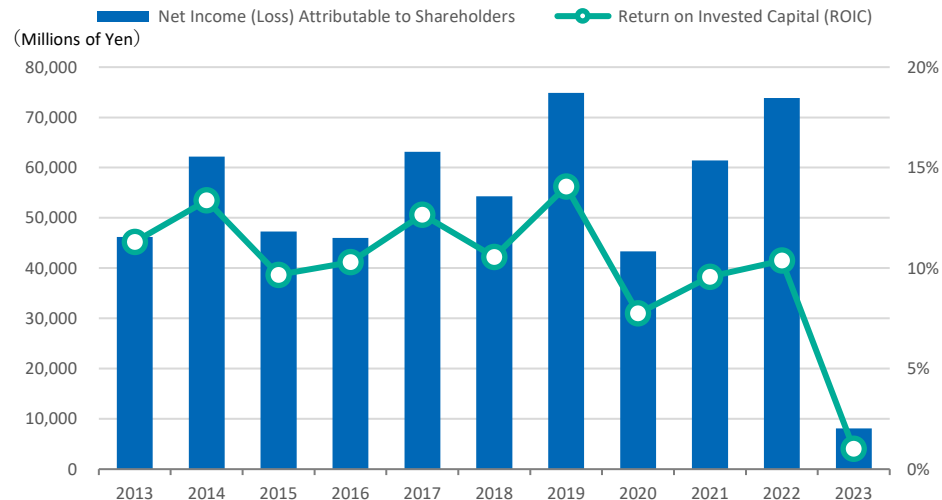
	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Cash Flows	71,274	90,509	78,750	74,953	92,624	84,782	103,500	66,063	84,767	100,448	38,921
Number of Shares	220,089,329	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564	201,938,124	201,670,578	199,191,225	196,827,180	196,915,589
Cash Flows per Share (Yen)	324	417	368	351	440	413	513	328	426	510	198

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

2. Number of Shares = Shares Outstanding at Period-end – Treasury Stock at Period-end

3. Cash Flows include AEC performance because of its calculation style.

Return on Invested Capital (ROIC)



< Return on Invested Capital (ROIC) >

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Net Income (Loss) Attributable to Shareholders	46,185	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400	73,861	8,105
Invested Capital	408,310	465,004	489,136	446,628	498,776	514,272	532,672	558,709	641,425	712,053	804,415
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%

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

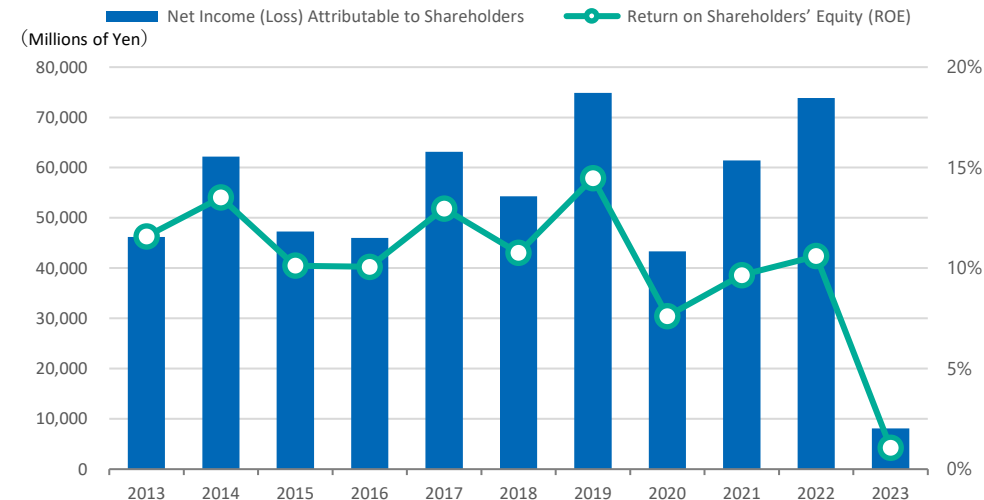
< Return on Shareholders' Equity (ROE) >

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Net Income (Loss) Attributable to Shareholders	46,185	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400	73,861	8,105
Shareholders' Equity	398,736	460,139	467,244	456,874	487,280	504,871	517,314	568,637	636,043	696,850	757,580
Return on Shareholders' Equity (ROE)	11.6%	13.5%	10.1%	10.1%	13.0%	10.8%	14.5%	7.6%	9.7%	10.6%	1.1%

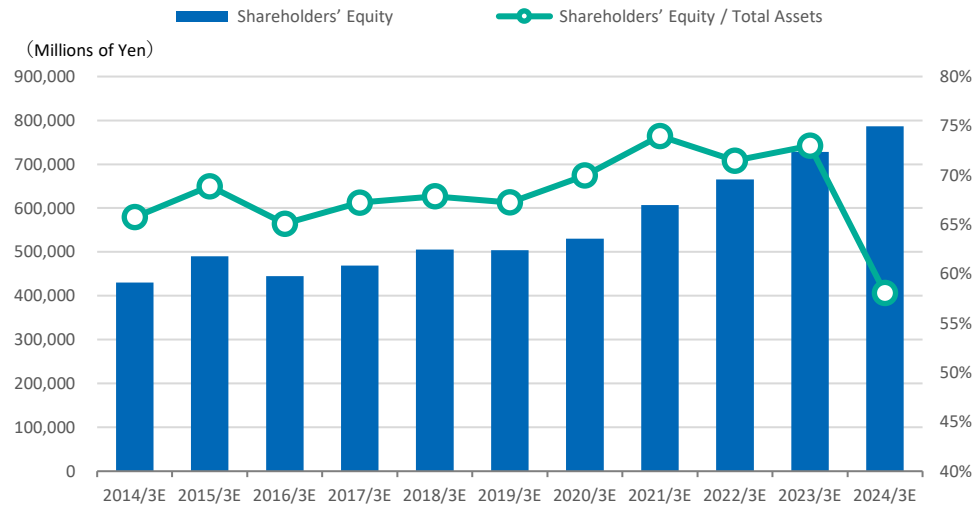
Notes: 1. Shareholders' Equity is based on the average of the beginning and end of each fiscal year.

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

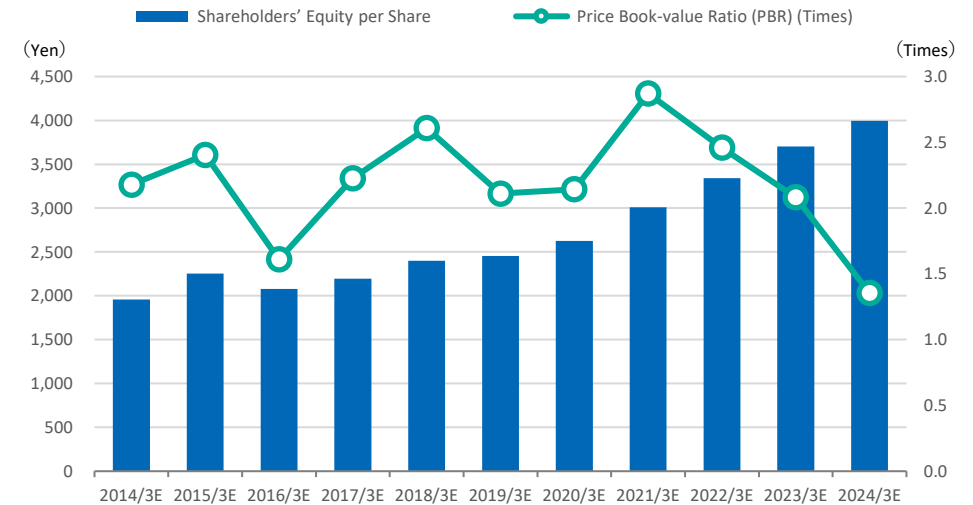
Return on Shareholders' Equity (ROE)



Shareholders' Equity, Shareholders' Equity / Total Assets



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



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

	(Millions of Yen)										
(Fiscal Year)	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E
Debt	221,926	218,917	236,291	226,944	237,566	243,567	225,535	211,021	262,658	266,933	403,736
Debt / Shareholders' Equity Ratio (Times)	0.52	0.45	0.53	0.48	0.47	0.48	0.43	0.35	0.39	0.37	0.51
Shareholders' Equity	430,509	489,769	444,718	469,029	505,530	504,212	530,415	606,858	665,227	728,473	786,686
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
Shareholders' Equity / Total Assets	65.8%	68.9%	65.1%	67.2%	67.9%	67.2%	70.0%	74.0%	71.5%	73.0%	58.1%

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

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

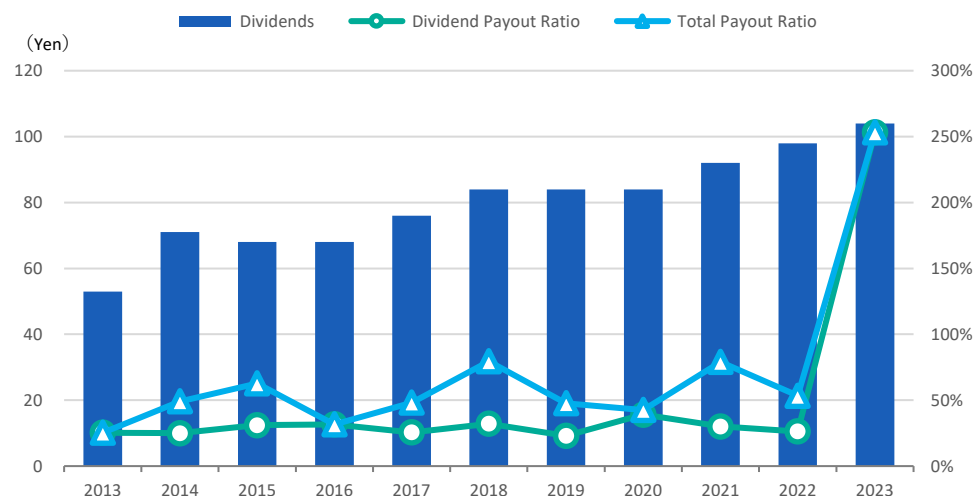
	(Yen)										
(Fiscal Year)	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E
Number of Shares (Shares)	220,089,329	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564	201,938,124	201,670,578	199,191,225	196,827,180	196,915,589
Shareholders' Equity per Share	1,956	2,254	2,080	2,194	2,400	2,455	2,627	3,009	3,340	3,701	3,995
Stock Price (FYE Closing Price)	4,260	5,420	3,350	4,885	6,260	5,180	5,630	8,640	8,214	7,707	5,411
Price Book-value Ratio (PBR) (Times)	2.2	2.4	1.6	2.2	2.6	2.1	2.1	2.9	2.5	2.1	1.4

Notes: 1. Number of Shares = Shares Outstanding at Period-end – Treasury Stock at Period-end

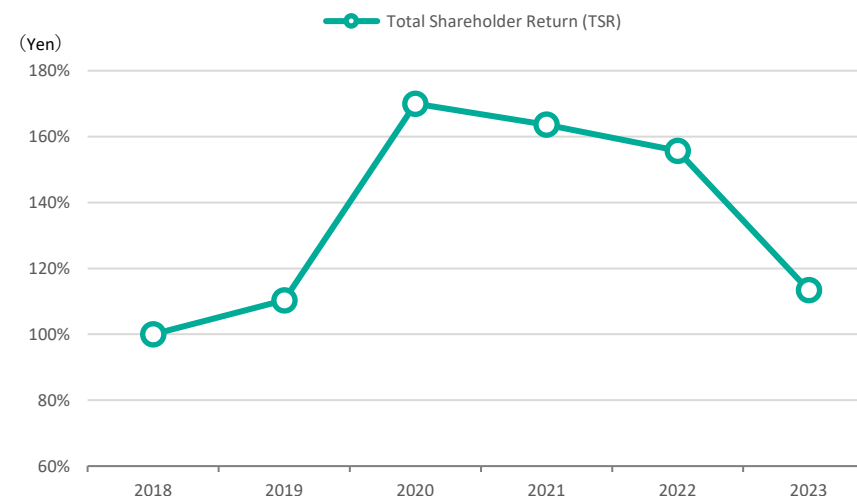
2. Shareholders' Equity per Share is based on the number of Shares Outstanding at Period-end and Shareholders' Equity (consolidated).

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

Dividends, Dividend Payout Ratio, Dividends on Equity (DOE), Total Payout Ratio



Total Shareholder Return (TSR)



< Dividends, Dividend Payout Ratio, Dividends on Equity (DOE), Total Payout Ratio >

(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Dividends	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%
Dividends on Equity (DOE)	2.9%	3.4%	3.1%	3.2%	3.3%	3.5%	3.3%	3.0%	2.9%	2.8%	2.7%
Total Payout Ratio	25.3%	49.1%	62.7%	31.6%	48.2%	79.5%	47.7%	42.6%	79.0%	53.4%	253.3%

< Treasury Stock at Period-end, Acquisition and Cancellation >

(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Acquisition of Treasury Stock	39,136	2,835,924	3,444,631	3,438	3,200,080	5,243,692	3,423,440	267,546	2,479,353	2,364,045	-
Cancellation of Treasury Stock	-	(9,723,500)	(3,439,700)	-	-	-	(7,713,300)	-	-	-	-
Treasury Stock at Period-end	7,032,043	144,467	149,398	152,836	3,352,916	8,596,608	4,306,748	4,574,294	7,053,647	9,417,692	9,329,283
Shares Outstanding at Period-end	227,121,372	217,397,872	213,958,172	213,958,172	213,958,172	213,958,172	206,244,872	206,244,872	206,244,872	206,244,872	206,244,872
Treasury Stock Ratio	3.1%	0.1%	0.1%	0.1%	1.6%	4.0%	2.1%	2.2%	3.4%	4.6%	4.5%

Note: Treasury Stock Ratio = Treasury Stock at Period-end / Shares Outstanding at Period-end

< Total Shareholder Return (TSR) >

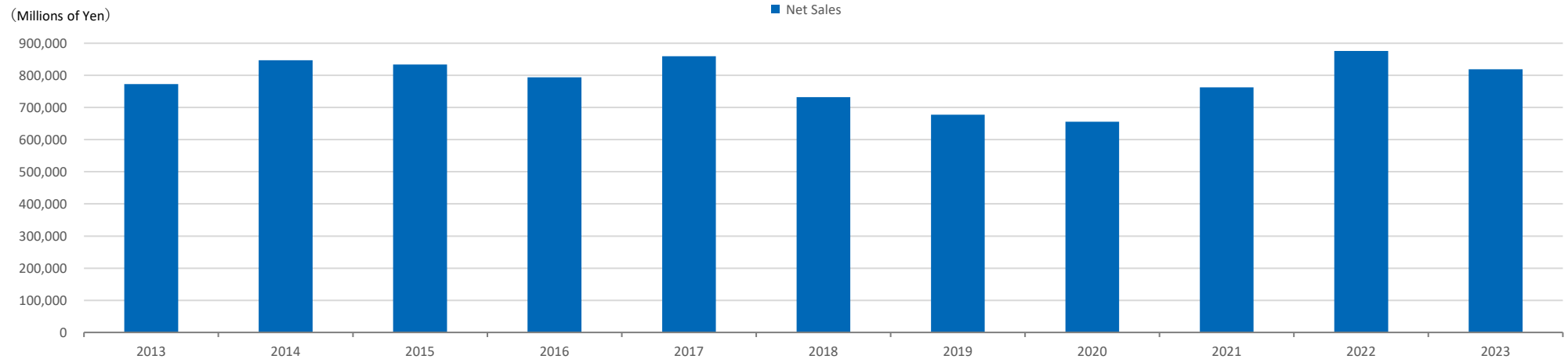
(Fiscal Year)	2018	2019	2020	2021	2022	2023
Total Shareholder Return (TSR)	100.0%	110.3%	170.0%	163.6%	155.7%	113.4%

Note: Represents total investment return to shareholders, combining capital gains and dividends.

The calculation of this figure is a required disclosure under Cabinet Office Ordinance.

This figure reflects period-end value for fiscal years beginning with fiscal 2019, assuming an investment at the fiscal 2018 year-end closing price.

Net Sales, Foreign Exchange Rates



< Net Sales >

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Net Sales	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761
Change (Y/Y)	18.8%	9.6%	(1.6%)	(4.7%)	8.3%	-	(7.5%)	(3.3%)	16.4%	14.8%	(6.5%)

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

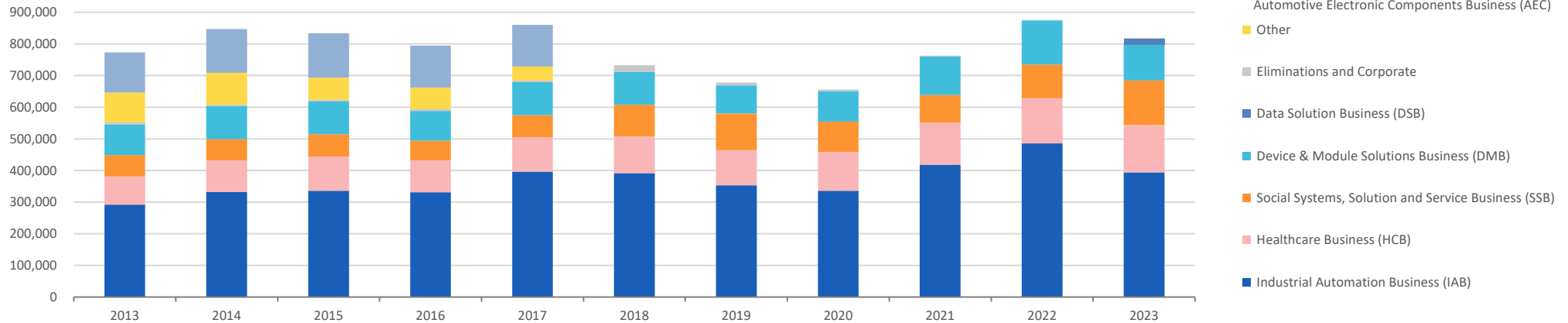
As classification is different, the change between fiscal year 2017 and 2018 is not presented here.

< Foreign Exchange Rates >

	(Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
USD	100.1	110.0	120.2	108.9	111.2	110.7	109.1	105.8	112.1	135.2	143.9
EUR	134.0	138.7	132.2	119.4	129.4	128.8	121.2	123.2	130.5	140.9	156.3
RMB	-	-	18.9	16.2	16.7	16.5	15.7	15.5	17.4	19.7	20.1

Sales by Business Segment

(Millions of Yen)



< Sales by Business Segment >

	(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Industrial Automation Business (IAB)		291,739	331,840	335,959	330,959	396,140	391,826	352,762	335,621	418,107	485,738	393,572
(%)		37.7%	39.2%	40.3%	41.7%	46.1%	53.5%	52.0%	51.2%	54.8%	55.4%	48.1%
Healthcare Business (HCB)		89,275	100,615	108,121	101,295	108,489	115,493	111,999	123,087	132,857	142,132	149,726
(%)		11.5%	11.9%	13.0%	12.8%	12.6%	15.8%	16.5%	18.8%	17.4%	16.2%	18.3%
Social Systems, Solution and Service Business (SSB)		67,575	66,419	70,378	61,883	70,289	100,564	116,008	95,663	87,692	107,273	141,600
(%)		8.7%	7.8%	8.4%	7.8%	8.2%	13.7%	17.1%	14.6%	11.5%	12.2%	17.3%
Device & Module Solutions Business (DMB)		97,699	103,946	103,681	93,938	104,362	103,123	88,357	96,853	120,972	138,854	114,357
(%)		12.6%	12.3%	12.4%	11.8%	12.1%	14.1%	13.0%	14.8%	15.9%	15.8%	14.0%
Data Solution Business (DSB)		-	-	-	-	-	-	-	-	-	-	17,370
(%)		-	-	-	-	-	-	-	-	-	-	2.1%
Eliminations and Corporate		5,989	5,176	5,311	5,557	5,173	21,575	8,854	4,305	3,299	2,085	2,136
(%)		0.8%	0.6%	0.6%	0.7%	0.6%	2.9%	1.3%	0.7%	0.4%	0.2%	0.3%
Other		94,069	101,373	70,188	68,510	44,377	-	-	-	-	-	-
(%)		12.2%	12.0%	8.4%	8.6%	5.2%	-	-	-	-	-	-
[Discontinued Operations]												
Automotive Electronic Components Business (AEC)		126,620	137,883	139,966	132,060	131,152	-	-	-	-	-	-
(%)		16.4%	16.3%	16.8%	16.6%	15.3%	-	-	-	-	-	-
Total		772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761

Notes: 1. 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.

2. 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.

3. 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

4. Since fiscal 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC and Eliminations & Corporate sales from intersegment sales to sales to external customers. Accordingly, information figures for fiscal year 2018 have been restated to reflect this change.

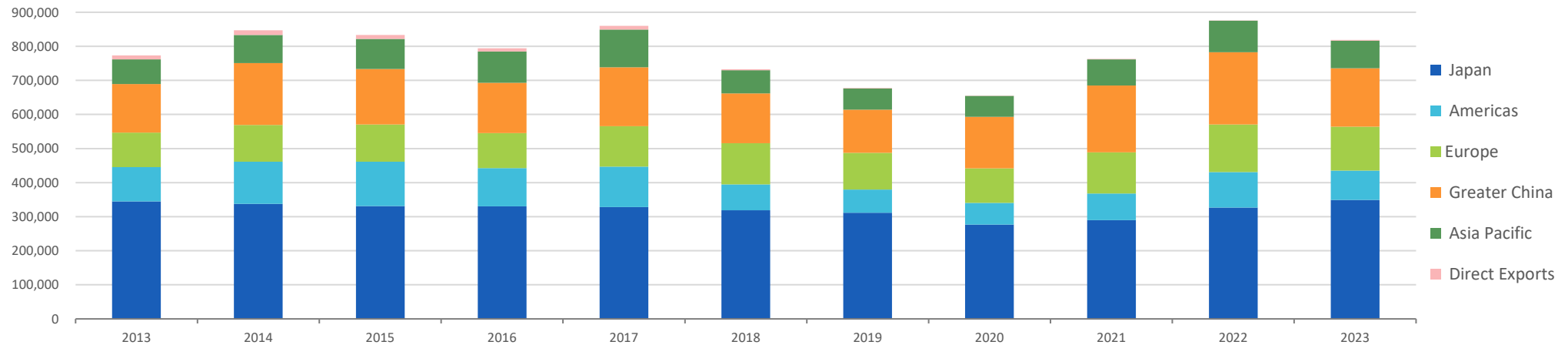
5. Since fiscal 2020, figures for the Environmental Solutions business and the Backlights business that had been included in the Other segment have been reclassified into SSB and Eliminations and Corporate. Accordingly, information figures for fiscal year 2018 and 2019 have been restated to reflect this change.

6. DMB*: Device and Module Solutions Business *In connection with the start of our long-term vision in April 2022, the name of EMC (Electronic and Mechanical Components Business) changed to DMB (Device and Module Solutions Business)

7. From 2022, as a result of a segment reclassification, figures for certain business that had been included in IAB have been reclassified into DMB. FY2020-2021 figures have been restated to reflect this.

Sales by Region

(Millions of Yen)

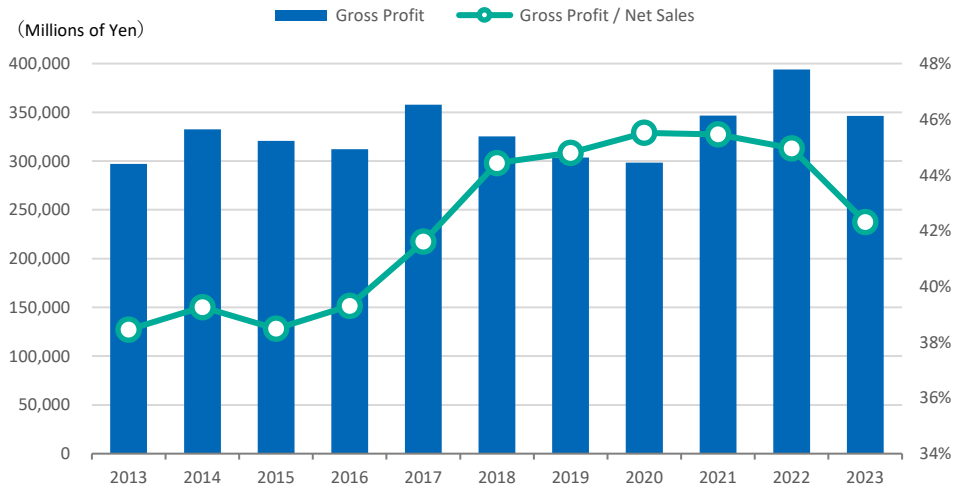


< Sales by Region >

		(Millions of Yen)										
(Fiscal Year)		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Japan		344,754	337,643	330,804	330,390	328,515	318,684	311,511	276,612	289,896	326,539	348,998
(%)		44.6%	39.9%	39.7%	41.6%	38.2%	43.5%	45.9%	42.2%	38.0%	37.3%	42.6%
Americas		100,992	123,496	130,968	112,191	118,490	76,475	67,800	63,642	78,296	104,299	86,149
(%)		13.1%	14.6%	15.7%	14.1%	13.8%	10.4%	10.0%	9.7%	10.3%	11.9%	10.5%
Europe		100,929	108,427	109,147	102,633	118,426	120,261	108,507	101,479	120,423	140,137	128,929
(%)		13.1%	12.8%	13.1%	12.9%	13.8%	16.4%	16.0%	15.5%	15.8%	16.0%	15.7%
Greater China		142,444	180,954	162,508	147,751	172,948	146,476	126,054	151,167	196,351	211,528	171,932
(%)		18.4%	21.4%	19.5%	18.6%	20.1%	20.0%	18.6%	23.1%	25.7%	24.1%	21.0%
Asia Pacific		72,259	83,054	88,157	91,785	111,104	67,936	62,742	61,763	76,924	92,874	80,675
(%)		9.3%	9.8%	10.6%	11.6%	12.9%	9.3%	9.3%	9.4%	10.1%	10.6%	9.9%
Direct Exports		11,588	13,678	12,020	9,451	10,499	2,749	1,366	866	1,037	705	2,078
(%)		1.5%	1.6%	1.4%	1.2%	1.2%	0.4%	0.2%	0.1%	0.1%	0.1%	0.3%
Total		772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Gross Profit, Gross Profit / Net Sales



< Gross Profit, Gross Profit / Net Sales >

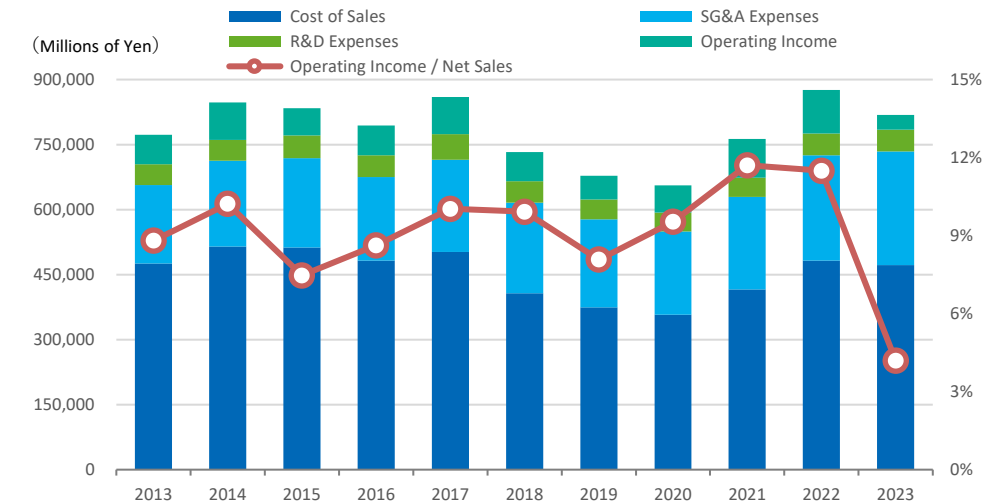
	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Gross Profit	297,208	332,607	320,812	312,161	357,812	325,484	303,702	298,351	346,827	393,883	346,464
Net Sales	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761
Gross Profit / Net Sales	38.5%	39.3%	38.5%	39.3%	41.6%	44.4%	44.8%	45.5%	45.5%	45.0%	42.3%

< Cost Composition, Operating Income / Net Sales >

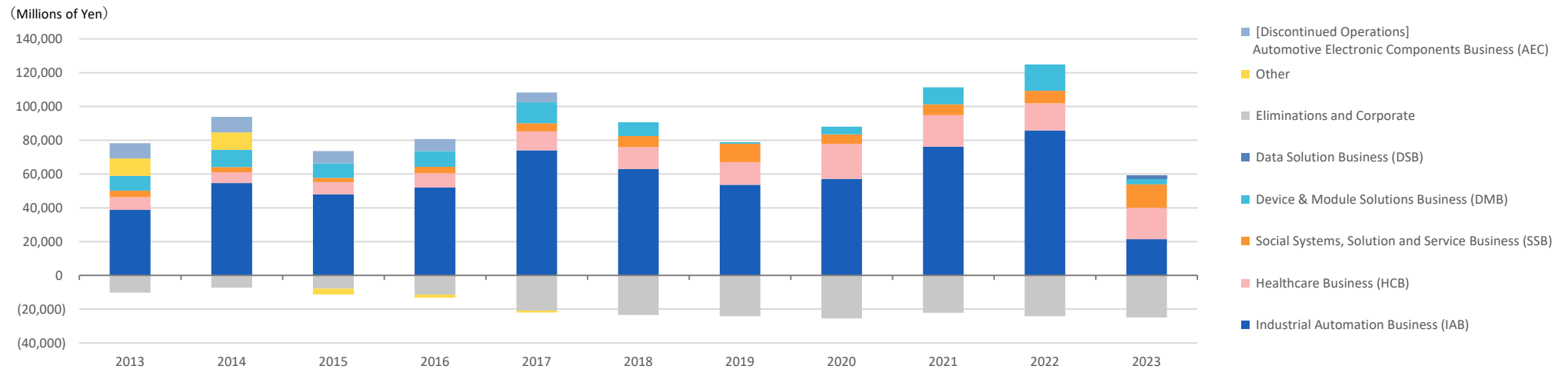
	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Net Sales	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761
Cost of Sales	475,758	514,645	512,792	482,040	502,170	407,097	374,278	357,178	416,100	482,199	472,297
SG&A Expenses	181,225	198,103	205,735	193,093	212,481	208,895	202,954	192,687	213,234	243,015	261,978
R&D Expenses	47,928	47,913	52,790	50,539	59,077	49,335	45,988	43,184	44,277	50,182	50,144
Operating Income	68,055	86,591	62,287	68,529	86,254	67,254	54,760	62,480	89,316	100,686	34,342
Operating Income / Net Sales	8.8%	10.2%	7.5%	8.6%	10.0%	9.9%	8.1%	9.5%	11.7%	11.5%	4.2%

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Cost Composition, Operating Income / Net Sales



Operating Income by Business Segment



< Operating Income by Business Segment >

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Industrial Automation Business (IAB)	38,755	54,617	47,929	52,005	73,980	62,895	53,595	57,182	76,257	85,835	21,463
Healthcare Business (HCB)	7,545	6,511	7,285	8,535	11,211	13,033	13,511	20,573	18,544	16,018	18,463
Social Systems, Solution and Service Business (SSB)	3,880	3,054	2,542	3,685	4,823	6,542	10,853	5,693	6,505	7,490	14,021
Device & Module Solutions Business (DMB)	8,655	10,168	8,494	9,428	12,474	8,165	918	4,573	10,086	15,501	3,148
Data Solution Business (DSB)	-	-	-	-	-	-	-	-	-	-	2,184
Eliminations and Corporate	(10,212)	(7,294)	(7,842)	(11,362)	(20,892)	(23,381)	(24,117)	(25,523)	(22,076)	(24,158)	(24,937)
Other	10,348	10,305	(3,463)	(1,852)	(1,158)	-	-	-	-	-	-
[Discontinued Operations] Automotive Electronic Components Business (AEC)	9,084	9,230	7,342	7,127	5,816	-	-	-	-	-	-
Total	68,055	86,591	62,287	67,566	86,254	67,254	54,760	62,480	89,316	100,686	34,342

Notes: 1. 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.

2. 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.

3. 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

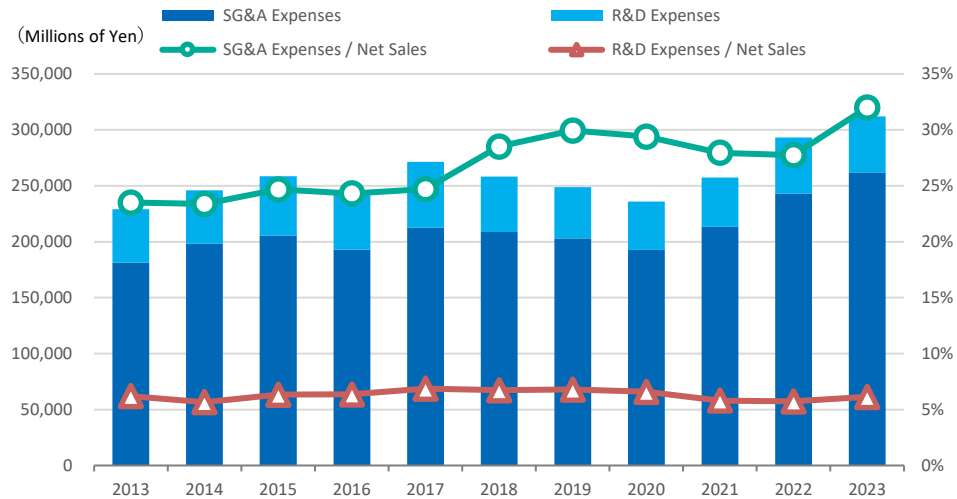
4. Since fiscal 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC and Eliminations & Corporate sales from intersegment sales to sales to external customers. Accordingly, information figures for fiscal year 2018 have been restated to reflect this change.

5. Since fiscal 2020, figures for the Environmental Solutions business and the Backlights business that had been included in the Other segment have been reclassified into SSB and Eliminations and Corporate. Accordingly, information figures for fiscal year 2018 and 2019 have been restated to reflect this change.

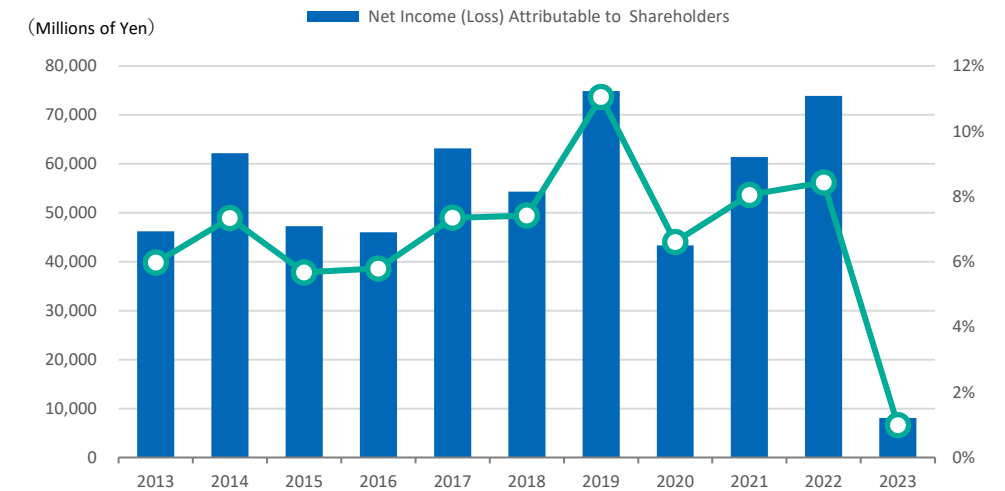
6. DMB*: Device and Module Solutions Business *In connection with the start of our long-term vision in April 2022, the name of EMC (Electronic and Mechanical Components Business) changed to DMB (Device and Module Solutions Business)

7. From 2022, as a result of a segment reclassification, figures for certain business that had been included in IAB have been reclassified into DMB. FY2020-2021 figures have been restated to reflect this.

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 >

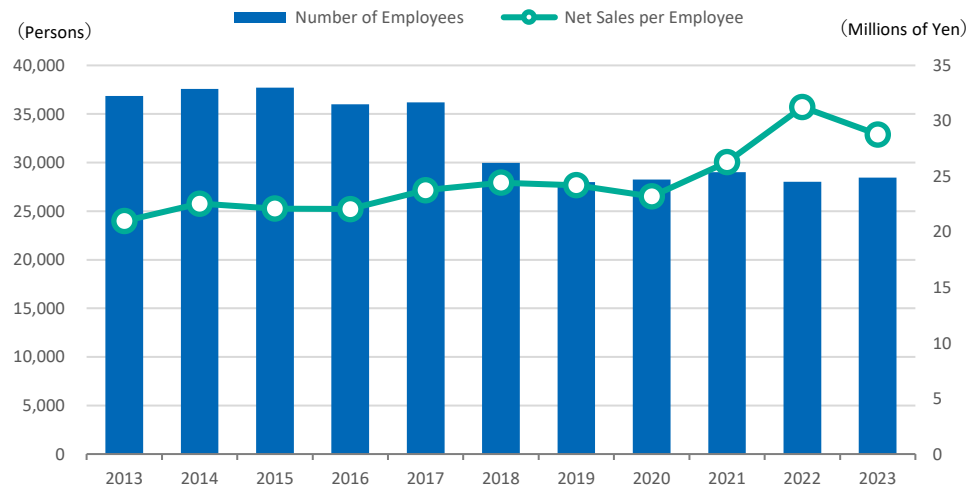
	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
SG&A Expenses	181,225	198,103	205,735	193,093	212,481	208,895	202,954	192,687	213,234	243,015	261,978
R&D Expenses	47,928	47,913	52,790	50,539	59,077	49,335	45,988	43,184	44,277	50,182	50,144
Net Sales	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761
SG&A Expenses / Net Sales	23.5%	23.4%	24.7%	24.3%	24.7%	28.5%	29.9%	29.4%	27.9%	27.7%	32.0%
R&D Expenses / Net Sales	6.2%	5.7%	6.3%	6.4%	6.9%	6.7%	6.8%	6.6%	5.8%	5.7%	6.1%

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

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Net Income (Loss) Attributable to Shareholders	46,185	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400	73,861	8,105
Net Sales	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761
Net Income (Loss) Attributable to Shareholders / Net Sales	6.0%	7.3%	5.7%	5.8%	7.3%	7.4%	11.0%	6.6%	8.0%	8.4%	1.0%

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Number of Employees, Net Sales per Employee



< Number of Employees, Net Sales per Employee >

	(Millions of Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Number of Employees	36,842	37,572	37,709	36,008	36,193	29,976	28,006	28,254	29,020	28,034	28,450
Net Sales	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761
Net Sales per Employee	21.0	22.6	22.1	22.1	23.8	24.4	24.2	23.2	26.3	31.3	28.8

Notes: 1. Number of Employees is based on the figure at the end of each fiscal year.

2. In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

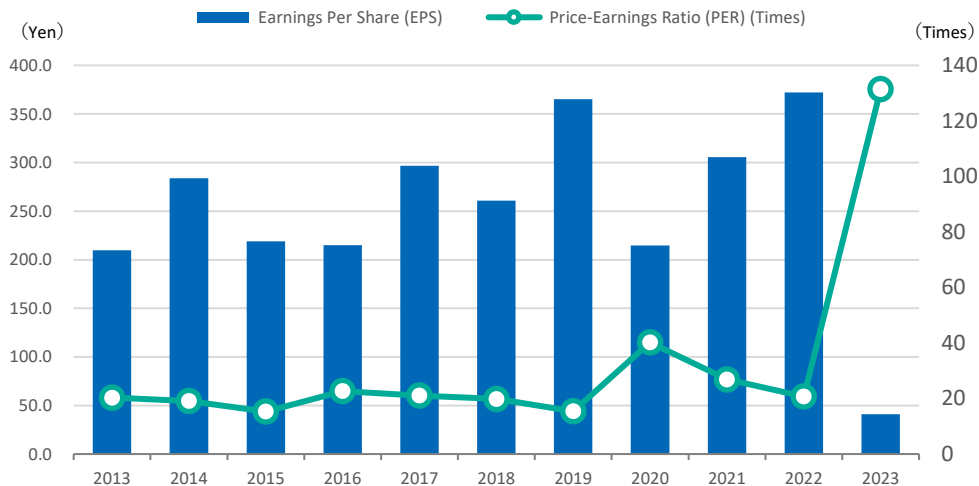
< Earnings Per Share (EPS), Price-Earnings Ratio (PER) >

	(Yen)										
(Fiscal Year)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Earnings Per Share (EPS)	209.8	283.9	219.0	215.1	296.9	260.8	365.3	214.7	305.7	372.2	41.2
Stock Price (FYE Closing Price)	4,260	5,420	3,350	4,885	6,260	5,180	5,630	8,640	8,214	7,707	5,411
Price-Earnings Ratio (PER) (Times)	20.3	19.1	15.3	22.7	21.1	19.9	15.4	40.2	26.9	20.7	131.4

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

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



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