



OMRON CORPORATION
FINANCIAL FACT BOOK 2025

OMRON

CONTENTS

Financial Statements

Consolidated Balance Sheets	P.1-2
Consolidated Statements of Income (Loss)	P.3
Consolidated Statements of Cash Flows	P.4-5

Financial Statement Related Ratios

Working Capital, Current Ratio	
Total Assets, Total Assets Turnover	P.6
Inventory, Inventory Turnover	
Property, Plant & Equipment, Property, Plant & Equipment Turnover	P.7
Capital Expenditures, Depreciation & Amortization	
Cash Flows per Share	P.8
Return on Invested Capital (ROIC)	
Return on Shareholders' Equity (ROE)	P.9
Shareholders' Equity, Shareholders' Equity / Total Assets	
Shareholders' Equity per Share, Price Book-value Ratio (PBR)	P.10

Shareholder Return

Dividends, Dividend Payout Ratio, Dividends on Equity (DOE), Total Payout Ratio	
Treasury Stock at End of Term, Acquisition and Cancellation	
Total Shareholder Return (TSR)	P.11

Sales Data

Net Sales	
Foreign Exchange Rates	P.12
Sales by Business Segment	P.13
Sales by Region	P.14

Profit Data

Gross Profit, Gross Profit / Net Sales	
Cost Composition, Operating Income / Net Sales	P.15
Operating Income by Business Segment	P.16
SG&A Expenses / Net Sales, R&D Expenses / Net Sales	
Net Income (Loss) Attributable to Shareholders / Net Sales	P.17
Number of Employees, Net Sales per Employee	
Earnings Per Share (EPS), Price-Earnings Ratio (PER)	P.18

* 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)	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E	2025/3E
Current Assets		434,096	389,609	435,904	437,385	459,973	447,139	514,432	482,905	486,892	547,603	539,336
Cash and Cash Equivalents		102,622	82,910	126,026	113,023	103,850	185,533	250,755	155,484	105,279	143,086	149,023
Notes and Accounts Receivable-trade		178,775	165,093	169,210	174,065	149,171	134,786	135,161	151,820	180,074	172,268	172,967
Allowance for Doubtful Receivables		(1,624)	(1,654)	(1,320)	(1,117)	(861)	(759)	(756)	(798)	(869)	(1,058)	(1,263)
Inventories		116,020	107,267	109,404	129,581	120,379	104,301	103,265	141,935	173,926	174,034	172,953
Assets held for sale		-	-	-	-	73,331	441	-	363	2	-	-
Deferred Income Taxes		19,941	18,469	19,123	-	-	-	-	-	-	-	-
Other Current Assets		18,362	17,524	13,461	21,833	14,103	22,837	26,007	34,101	28,482	59,273	45,656
Property, Plant, and Equipment		151,452	146,565	127,615	135,103	115,083	114,526	113,028	122,098	129,585	136,775	135,077
Land		26,721	26,376	25,550	24,886	21,746	20,446	19,778	20,926	20,238	21,280	21,538
Buildings		147,120	146,412	141,527	145,389	118,036	129,110	124,404	130,863	136,492	145,708	148,507
Machinery and Equipment		202,149	204,499	189,286	205,233	151,355	147,038	153,142	174,184	183,578	200,947	206,107
Construction in Progress		6,619	6,142	6,104	10,063	11,316	5,467	3,281	4,748	6,363	9,662	6,989
Accumulated Depreciation		(231,157)	(236,864)	(234,852)	(250,468)	(187,370)	(187,535)	(187,577)	(208,623)	(217,086)	(240,822)	(248,064)
Investments and Other Assets		125,463	147,151	134,182	172,464	174,822	196,459	192,919	325,626	381,683	670,351	687,377
Right-of-use Assets under Operating Leases		-	-	-	-	-	30,327	38,153	39,746	47,501	54,383	47,023
Goodwill		-	-	-	38,705	40,532	38,568	39,160	39,718	43,125	361,783	361,181
Other intangible assets		-	-	-	-	-	-	-	-	45,247	108,881	115,236
Investments in and Advances to Affiliates		24,318	25,048	25,303	27,195	26,022	29,251	13,159	124,691	134,557	13,931	15,799
Investment Securities		57,106	37,055	27,006	29,016	28,997	25,782	33,423	43,757	46,123	33,897	41,114
Leasehold Deposits		6,971	6,758	6,907	7,531	7,533	7,486	7,675	7,815	8,094	7,883	7,472
Prepaid Benefit Costs		-	-	-	-	-	-	6,736	14,391	29,103	65,267	63,578
Deferred Income Taxes		6,366	22,080	21,101	39,947	42,537	37,416	24,179	18,116	23,513	19,382	27,503
Other Assets		30,702	56,210	53,865	30,070	29,201	27,629	30,434	37,392	4,420	4,944	8,471
Total Assets		711,011	683,325	697,701	744,952	749,878	758,124	820,379	930,629	998,160	1,354,729	1,361,790

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)	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E	2025/3E
Current Liabilities		176,762	162,663	172,081	182,778	175,555	151,299	161,370	211,672	210,020	231,160	233,283
Notes and Accounts Payable-trade		92,702	82,606	89,362	93,792	71,360	64,496	69,561	86,827	92,855	82,548	91,620
Short-term Debt		-	-	156	-	-	-	-	20,000	213	22,548	16,276
Current portion of long-term borrowings		-	-	-	-	-	-	-	-	-	6,451	4,096
Accrued Expenses		41,942	37,975	39,354	44,291	38,290	37,179	44,441	48,365	50,246	47,345	45,270
Income Taxes Payable		3,680	6,890	6,994	6,414	3,174	2,516	3,504	5,657	10,560	6,457	6,705
Short-term Operating Lease Liabilities		-	-	-	-	-	11,070	11,179	11,549	11,871	13,385	12,807
Liabilities Held for Sale		-	-	-	-	27,730	-	-	-	-	-	-
Other Current Liabilities		38,438	35,192	36,215	38,281	35,001	36,038	32,685	39,274	44,275	52,426	56,509
Deferred Income Taxes		697	660	763	706	733	1,717	1,671	2,177	2,052	16,419	16,273
Termination and Retirement Benefits		30,393	62,289	43,708	42,342	55,036	40,236	7,598	8,194	9,348	8,310	8,279
Long-term borrowings		-	-	-	-	-	-	-	-	-	92,075	79,199
Bonds payable		-	-	-	-	-	-	-	-	-	-	39,889
Long-term Operating Lease Liabilities		-	-	-	-	-	19,820	27,709	28,567	33,284	38,299	31,936
Other Long-term Liabilities		11,065	10,679	10,392	11,740	12,243	12,463	12,673	12,048	12,229	17,473	18,499
Total Liabilities		218,917	236,291	226,944	237,566	243,567	225,535	211,021	262,658	266,933	403,736	427,358

Net Assets

Shareholders' Equity	489,769	444,718	469,029	505,530	504,212	530,415	606,858	665,227	728,473	786,686	771,885
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	99,070	99,101	99,138	99,588	100,233	100,521	101,403	100,652	98,506	98,997	100,161
Legal Reserve	13,403	15,194	17,813	19,940	21,826	20,981	22,931	24,503	24,729	27,457	29,471
Retained Earnings	301,174	317,171	346,000	390,950	433,639	451,768	476,185	517,566	571,807	556,705	550,485
Accumulated Other Comprehensive Income (Loss)	12,489	(50,204)	(57,363)	(49,359)	(70,200)	(83,606)	(32,945)	13,013	39,947	109,396	97,632
Foreign Currency Translation Adjustments	26,313	2,541	(6,327)	(3,176)	(7,687)	(31,408)	(8,096)	33,908	51,344	95,767	88,186
Pension Liability Adjustments	(36,486)	(64,525)	(56,571)	(53,785)	(62,648)	(52,250)	(24,567)	(19,930)	(11,226)	13,608	9,446
Net Unrealized Gains, (Losses) on Available-for-sale Securities	22,478	11,884	5,765	7,426	-	-	-	-	-	-	-
Net Gains (Losses) on Derivative Instruments	184	(104)	(230)	176	135	52	(282)	(965)	(171)	21	-
Treasury Stock	(467)	(644)	(659)	(19,689)	(45,386)	(23,349)	(24,816)	(54,607)	(70,616)	(69,969)	(69,964)
Noncontrolling Interests	2,325	2,316	1,728	1,856	2,099	2,174	2,500	2,744	2,754	164,307	162,547
Total Net Assets	492,094	447,034	470,757	507,386	506,311	532,589	609,358	667,971	731,227	950,993	934,432
Total Liabilities and Net Assets	711,011	683,325	697,701	744,952	749,878	758,124	820,379	930,629	998,160	1,354,729	1,361,790

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)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Sales	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753
Cost of Sales	514,645	512,792	482,040	502,170	407,097	374,278	357,178	416,100	482,199	472,297	444,611
Gross Profit	332,607	320,812	312,161	357,812	325,484	303,702	298,351	346,827	393,883	346,464	357,142
Selling, General and Administrative Expenses	198,103	205,735	193,093	212,481	208,895	202,954	192,687	213,234	243,015	261,978	258,765
Research and Development Expenses	47,913	52,790	50,539	59,077	49,335	45,988	43,184	44,277	50,182	50,144	44,339
Operating Income	86,591	62,287	68,529	86,254	67,254	54,760	62,480	89,316	100,686	34,342	54,038
Restructuring expenses	-	-	-	-	-	-	-	-	-	-	27,781
Other Expenses (Income), net	(797)	(3,399)	3,037	2,887	1,342	2,924	(2,609)	2,602	2,277	(611)	(2,744)
Income (Loss) before Income Taxes from Continuing operations	87,388	65,686	65,492	83,367	65,912	51,836	65,089	86,714	98,409	34,953	29,001
Income Taxes	28,893	20,043	19,882	21,615	17,016	11,270	15,093	23,046	24,943	10,485	13,449
Equity in Loss (Earnings) of Affiliates	(3,937)	(2,039)	(712)	(1,754)	1,578	963	6,098	1,624	(1,079)	14,519	679
Income from Continued Operations	-	-	-	-	47,318	39,603	-	-	-	-	-
Income from Discontinued Operations	-	-	-	-	7,673	35,732	-	-	-	-	-
Net income	62,432	47,682	46,322	63,506	54,991	75,335	43,898	62,044	74,545	9,949	14,873
Net Income (Loss) Attributable to Noncontrolling Interests	262	392	335	347	668	440	591	644	684	1,844	(1,398)
Net Income (Loss) Attributable to OMRON Shareholders	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400	73,861	8,105	16,271

Per Share Data

	(Yen)										
Net Income (Loss) Attributable to OMRON Shareholders per Share (Basic)	283.9	219.0	215.1	296.9	260.8	365.3	214.7	305.7	372.2	41.2	82.6
Net Income (Loss) Attributable to OMRON Shareholders per Share (Diluted)	283.9	219.0	215.1	-	-	-	-	-	-	-	-
Cash Dividends per Share Applicable to Period	71.0	68.0	68.0	76.0	84.0	84.0	84.0	92.0	98.0	104.0	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)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Income		62,432	47,682	46,322	63,506	54,991	75,335	43,898	62,044	74,545	9,949	14,873
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities												
Depreciation and Amortization		28,339	31,460	28,966	29,465	30,459	28,605	22,756	23,367	26,587	30,816	33,450
Share-based compensation expense		-	-	-	-	-	-	-	864	1,863	1,237	1,376
Net Loss (Gain) on Sale and Disposals of Property, Plant and Equipment		3,432	(485)	705	949	(1,098)	(1,487)	(325)	901	45	1,517	1,293
Impairment Losses on Long-lived Assets		137	463	12,998	911	196	498	1,976	410	1,768	1,285	1,292
Impairment losses on Goodwill		-	-	-	-	-	-	-	3,384	-	-	11,725
Loss (Gain) Related to Sale of Business		-	-	(3,686)	14	(407)	(51,450)	-	1,116	(922)	(328)	(2,956)
Net Loss (Gain) on Sale of Investment Securities		(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)	(12,313)
Impairment Losses on Investment Securities		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		(17,427)	698	2,863	2,706	3,818	(436)	(617)	(662)	(574)	(2,080)	(4,414)
Deferred Income Taxes		11,938	2,283	11	(2,607)	(383)	(125)	1,164	4,632	(9,421)	(6,791)	(5,325)
Equity in Loss (Earnings) of Affiliates		(3,937)	(2,039)	(712)	(1,754)	1,578	963	6,098	1,624	(1,079)	14,519	679
Changes in Assets and Liabilities												
Decrease (Increase) in Notes and Accounts Receivable-trade		3,384	9,436	(8,923)	(3,210)	(534)	12,944	3,893	(9,074)	(23,581)	27,341	(1,542)
Decrease (Increase) in Inventories		(10,671)	6,061	(7,112)	(17,409)	(3,491)	10,704	5,425	(30,427)	(29,004)	12,054	(449)
Decrease (Increase) in Other Assets		(2,828)	1,003	2,604	(6,113)	(294)	(6,442)	955	(3,178)	(2,331)	(13,366)	5,265
Increase (Decrease) in Notes and Accounts Payable-trade		1,658	(7,189)	8,384	4,116	(5,401)	(1,319)	6,237	13,293	4,667	(17,918)	7,835
Increase (Decrease) in Income Taxes Payable		(3,127)	3,433	852	(614)	(2,775)	15,614	833	1,749	4,758	(5,403)	362
Increase (Decrease) in Accrued Expenses and Other Current Liabilities		6,318	(4,614)	5,097	6,276	(6,851)	3,570	5,301	2,316	5,179	(1,120)	4,397
Other, net		1,580	1,586	(284)	285	874	1,600	3,852	516	(1,143)	(106)	236
Net Cash Provided by Operating Activities		77,057	84,207	77,875	73,673	71,245	89,787	93,831	67,428	53,456	44,875	55,784

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)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Proceeds from Sales or Maturities of Investment Securities		5,274	2,214	4,606	3,776	465	1,423	751	921	84	24,774	6,258
Purchase of Investment Securities		(603)	(330)	(3,274)	(649)	(602)	(2,344)	(1,057)	(5,386)	(2,860)	(3,299)	(2,042)
Capital Expenditures		(37,123)	(37,903)	(25,816)	(38,542)	(39,045)	(37,629)	(26,662)	(33,357)	(45,018)	(45,378)	(48,993)
Net Decrease (Increase) in Leasehold Deposits		118	115	(145)	(634)	(193)	62	(189)	(140)	(299)	756	233
Business and company acquisitions (net of cash acquired)		-	-	-	-	-	-	-	-	-	(82,173)	(6,316)
Proceeds from Sales of Property, Plant and Equipment		768	2,239	2,278	990	3,475	4,565	2,069	748	1,614	539	1,497
Payments for loans receivable		-	-	-	-	-	-	-	-	-	(1,378)	(753)
Decrease (Increase) in Investment in and Loans to Affiliates		(30)	(20)	30	-	(498)	(2,231)	7,850	(112,444)	(9,976)	(1,121)	(2,617)
Proceeds from Sale of Business, Net of Cash Paid		-	-	7,187	(427)	1,817	64,460	2,453	(505)	922	-	2,410
Acquisition of Business, Net of Cash Acquired		(8,003)	(33,448)	-	(20,445)	(830)	-	-	-	-	-	-
Other, net		82	17	93	89	454	333	0	0	0	145	228
Net Cash Used in Investing Activities		(39,517)	(67,116)	(15,041)	(55,842)	(34,957)	28,639	(14,785)	(150,163)	(55,533)	(107,096)	(47,889)

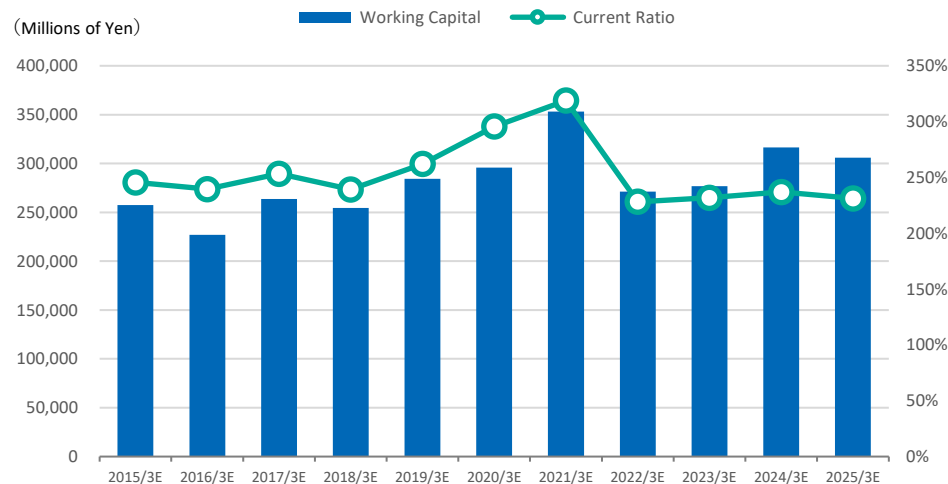
III. Financing Activities

Net Increase (Decrease) in Short-term Debt		(853)	2	155	951	2,109	6,365	(1,587)	20,000	(19,787)	3,228	9,209
Proceeds from short-term borrowings		-	-	-	-	-	-	-	-	-	101,281	1,500
Repayments of short-term borrowings		-	-	-	-	-	-	-	-	-	(85,500)	(17,083)
Proceeds from long-term borrowings		-	-	-	-	-	-	-	-	-	88,000	32,195
Repayments of long-term borrowings		-	-	-	-	-	-	-	-	-	(485)	(48,089)
Proceeds from issuance of bonds		-	-	-	-	-	-	-	-	-	-	40,000
Dividends Paid by the Company		(12,985)	(16,077)	(14,539)	(15,378)	(16,776)	(17,250)	(16,952)	(17,754)	(18,912)	(19,885)	(20,474)
Dividends Paid to Noncontrolling Interests		(277)	(256)	(297)	(215)	(343)	(293)	(352)	(504)	(741)	(581)	(1,466)
Acquisition of Treasury Stock		(15,054)	(15,023)	(16)	(18,530)	(25,716)	(18,571)	(1,471)	(31,430)	(20,013)	(18)	(9)
Sales of Treasury Stock		-	-	-	-	-	-	-	-	772	-	-
Proceeds from Equity Transactions with Noncontrolling Interests		-	-	-	-	-	-	-	-	-	-	-
Payments for Equity Transactions with Noncontrolling Interests		-	-	(470)	-	-	-	-	-	-	-	-
Other, net		(134)	(196)	155	90	(57)	319	10	85	(76)	(53)	(391)
Net Cash Provided by (Used in) Financing Activities		(29,303)	(31,550)	(15,012)	(33,082)	(40,783)	(29,430)	(20,352)	(29,603)	(58,757)	85,987	(4,608)

IV. Effect of Exchange Rate Change on Cash and Cash Equivalents		4,134	(5,253)	(4,706)	2,248	1,722	(13,713)	6,528	17,067	10,629	14,041	2,650
Net Increase (Decrease) in Cash and Cash Equivalents		12,371	(19,712)	43,116	(13,003)	(2,773)	75,283	65,222	(95,271)	(50,205)	37,807	5,937
Cash and Cash Equivalents at Beginning 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
Cash and Cash Equivalents at End of the Period		102,622	82,910	126,026	113,023	110,250	185,533	250,755	155,484	105,279	143,086	149,023

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



< Working Capital, Current Ratio >

	(Millions of Yen)										
(Fiscal Year)	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E	2025/3E
Current Assets	434,096	389,609	435,904	437,385	459,973	447,139	514,432	482,905	486,892	547,603	539,336
Current Liabilities	176,762	162,663	172,081	182,778	175,555	151,299	161,370	211,672	210,020	231,160	233,283
Working Capital	257,334	226,946	263,823	254,607	284,418	295,840	353,062	271,233	276,872	316,443	306,053
Current Ratio	245.6%	239.5%	253.3%	239.3%	262.0%	295.5%	318.8%	228.1%	231.8%	236.9%	231.2%

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

2. Current Ratio = Current Assets / Current Liabilities

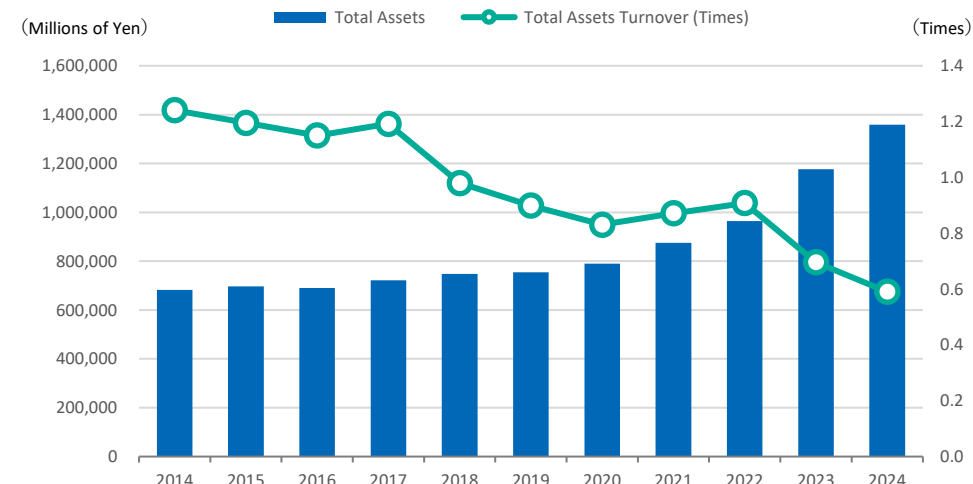
< Total Assets, Total Assets Turnover >

	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Total Assets	682,858	697,168	690,513	721,327	747,415	754,001	789,252	875,504	964,395	1,176,445	1,358,260
Net Sales	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753
Total Assets Turnover (Times)	1.24	1.20	1.15	1.19	0.98	0.90	0.83	0.87	0.91	0.70	0.59

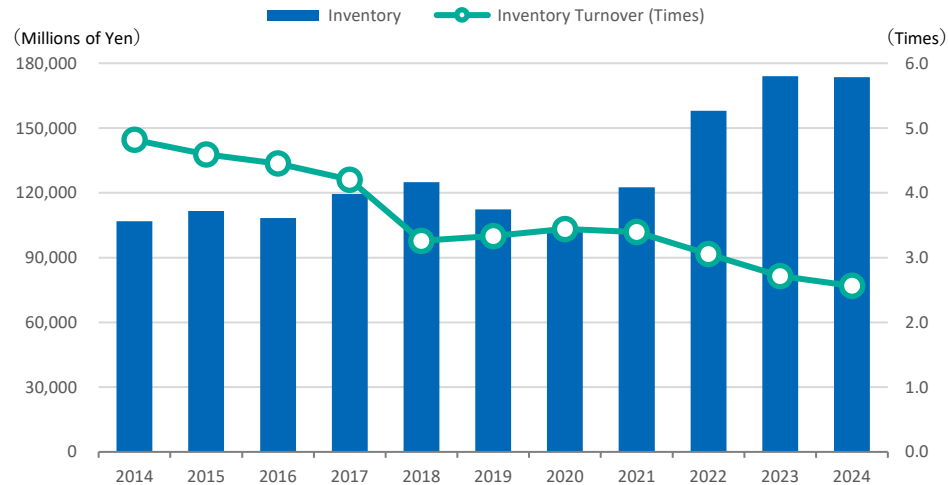
Notes: 1. Total Assets is based on the average of the beginning and end of each fiscal year.

2. Total Assets Turnover = Net Sales / Total Assets

Total Assets, Total Assets Turnover



Inventory, Inventory Turnover



< Inventory, Inventory Turnover >

	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Inventory	106,849	111,644	108,336	119,493	124,980	112,340	103,783	122,600	157,931	173,980	173,494
Cost of Sales	514,645	512,792	482,040	502,170	407,097	374,278	357,178	416,100	482,199	472,297	444,611
Inventory Turnover (Times)	4.8	4.6	4.5	4.2	3.3	3.3	3.4	3.4	3.1	2.7	2.6

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

2. Inventory Turnover = Cost of Sales / Inventory

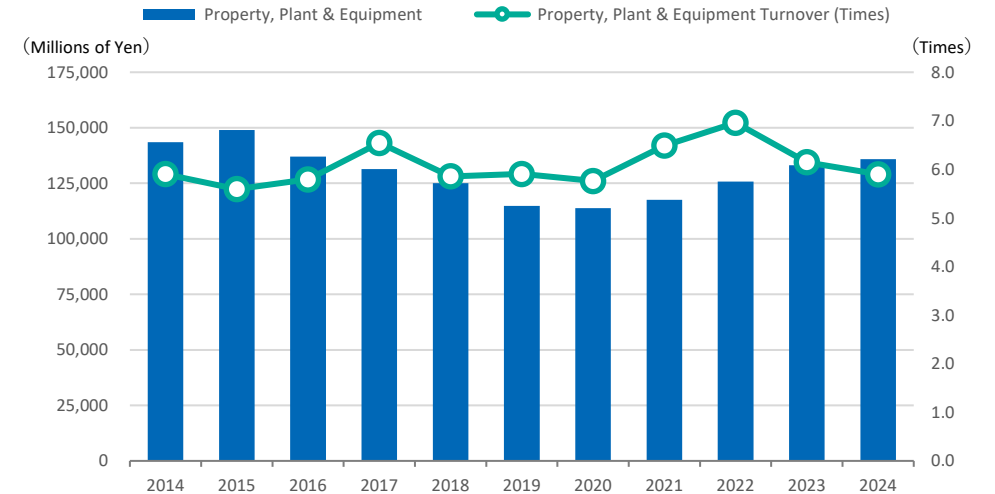
< Property, Plant & Equipment, Property, Plant & Equipment Turnover >

	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Property, Plant & Equipment	143,509	149,009	137,090	131,359	125,093	114,805	113,777	117,563	125,842	133,180	135,926
Net Sales	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753
Property, Plant & Equipment Turnover (Times)	5.9	5.6	5.8	6.5	5.9	5.9	5.8	6.5	7.0	6.1	5.9

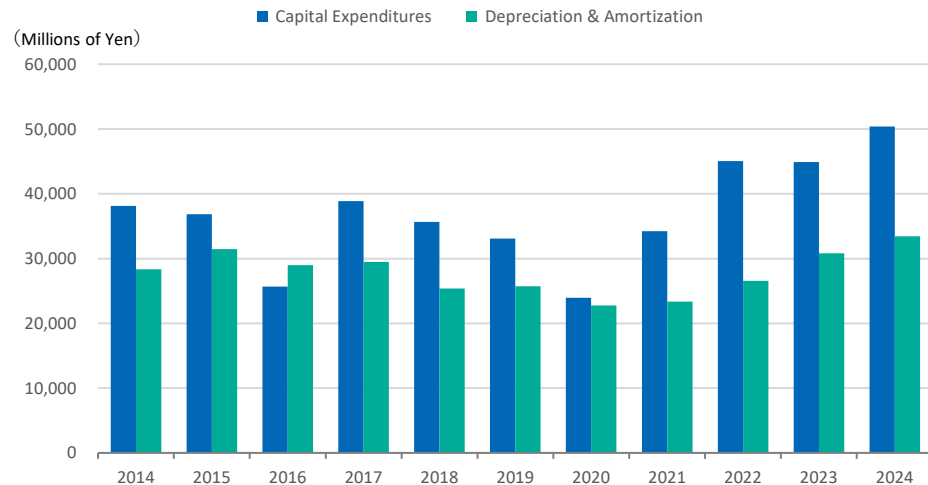
Notes: 1. Property, Plant & Equipment is based on the average of the beginning and end of each fiscal year.

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

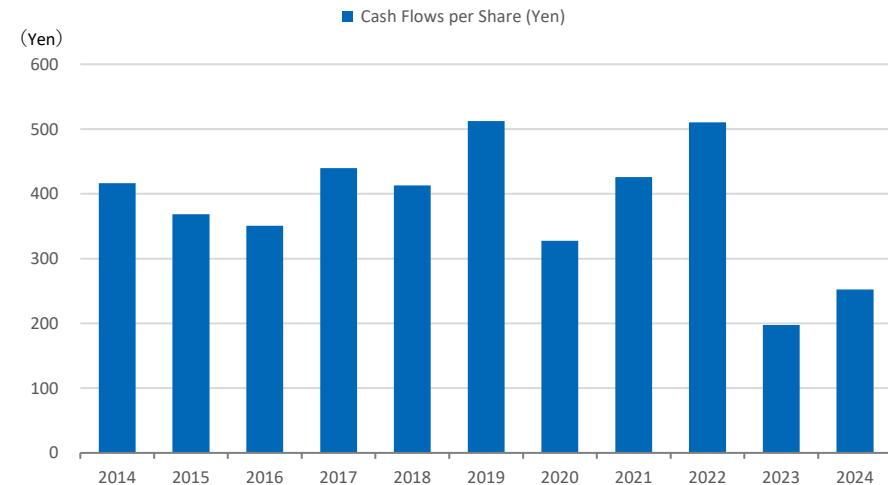
Property, Plant & Equipment, Property, Plant & Equipment Turnover



Capital Expenditures, Depreciation & Amortization



Cash Flows per Share



< Capital Expenditures, Depreciation & Amortization >

	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Capital Expenditures	38,143	36,859	25,692	38,852	35,661	33,110	23,959	34,210	45,074	44,894	50,387
Depreciation & Amortization	28,339	31,460	28,966	29,465	25,355	25,706	22,756	23,367	26,587	30,816	33,450

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 >

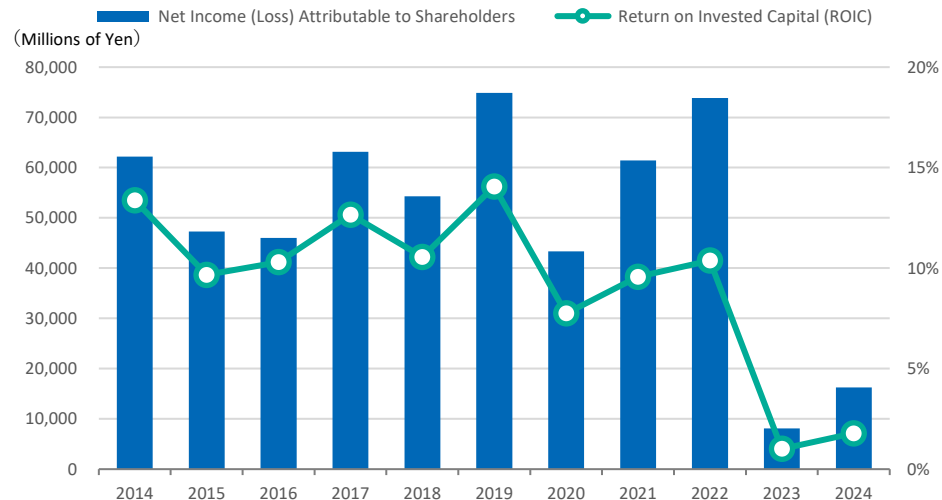
	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Cash Flows	90,509	78,750	74,953	92,624	84,782	103,500	66,063	84,767	100,448	38,921	49,721
Number of Shares	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564	201,938,124	201,670,578	199,191,225	196,827,180	196,915,589	196,894,506
Cash Flows per Share (Yen)	417	368	351	440	413	513	328	426	510	198	253

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)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Income (Loss) Attributable to Shareholders	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400	73,861	8,105	16,271
Invested Capital	465,004	489,136	446,628	498,776	514,272	532,672	558,709	641,425	712,053	804,415	913,573
Return on Invested Capital (ROIC)	13.4%	9.7%	10.3%	12.7%	10.6%	14.1%	7.8%	9.6%	10.4%	1.0%	1.8%

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

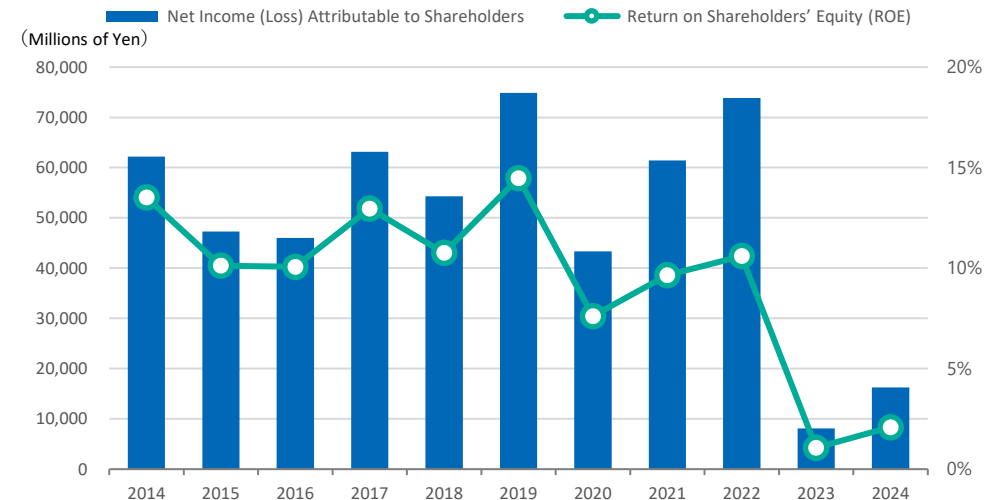
< Return on Shareholders' Equity (ROE) >

	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Income (Loss) Attributable to Shareholders	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400	73,861	8,105	16,271
Shareholders' Equity	460,139	467,244	456,874	487,280	504,871	517,314	568,637	636,043	696,850	757,580	779,286
Return on Shareholders' Equity (ROE)	13.5%	10.1%	10.1%	13.0%	10.8%	14.5%	7.6%	9.7%	10.6%	1.1%	2.1%

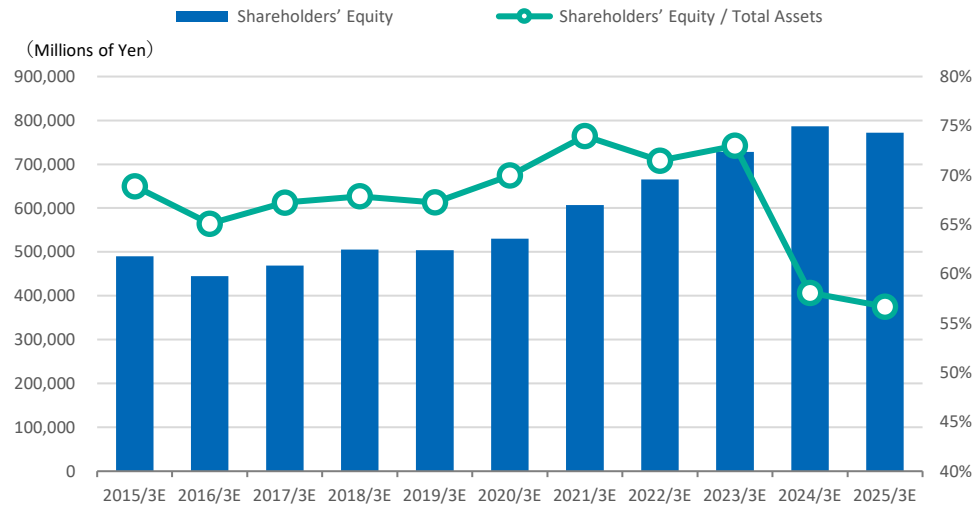
Notes: 1. Shareholders' Equity is based on the average of the beginning and end of each fiscal year.

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

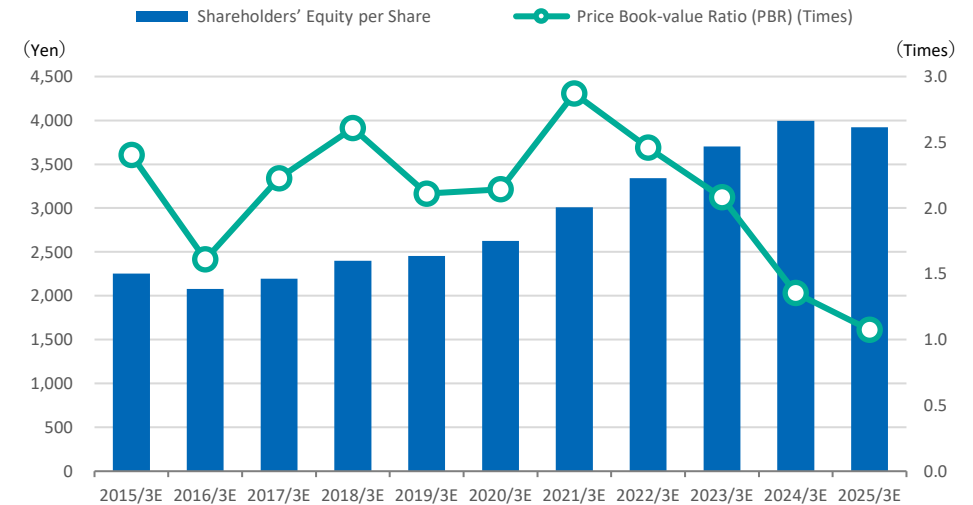
Return on Shareholders' Equity (ROE)



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)	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E	2025/3E
Debt	218,917	236,291	226,944	237,566	243,567	225,535	211,021	262,658	266,933	403,736	427,358
Debt / Shareholders' Equity Ratio (Times)	0.45	0.53	0.48	0.47	0.48	0.43	0.35	0.39	0.37	0.51	0.55
Shareholders' Equity	489,769	444,718	469,029	505,530	504,212	530,415	606,858	665,227	728,473	786,686	771,885
Total Assets	711,011	683,325	697,701	744,952	749,878	758,124	820,379	930,629	998,160	1,354,729	1,361,790
Shareholders' Equity / Total Assets	68.9%	65.1%	67.2%	67.9%	67.2%	70.0%	74.0%	71.5%	73.0%	58.1%	56.7%

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

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

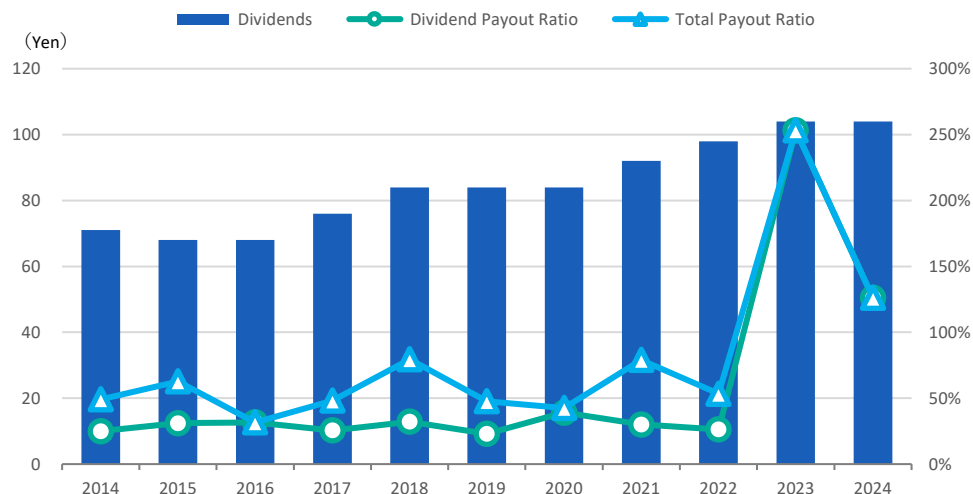
	(Yen)										
(Fiscal Year)	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E	2023/3E	2024/3E	2025/3E
Number of Shares (Shares)	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564	201,938,124	201,670,578	199,191,225	196,827,180	196,915,589	196,894,506
Shareholders' Equity per Share	2,254	2,080	2,194	2,400	2,455	2,627	3,009	3,340	3,701	3,995	3,920
Stock Price (FYE Closing Price)	5,420	3,350	4,885	6,260	5,180	5,630	8,640	8,214	7,707	5,411	4,212
Price Book-value Ratio (PBR) (Times)	2.4	1.6	2.2	2.6	2.1	2.1	2.9	2.5	2.1	1.4	1.1

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

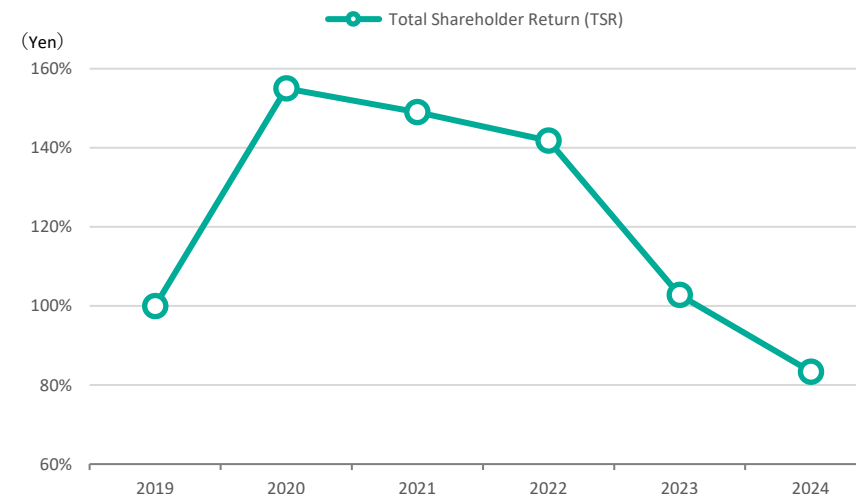
2. Shareholders' Equity per Share is based on the number of Shares Outstanding at Period-end and Shareholders' Equity (consolidated).

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

Dividends, Dividend Payout Ratio, Total Payout Ratio



Total Shareholder Return (TSR)



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

(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Dividends	71	68	68	76	84	84	84	92	98	104	104
Dividend Payout Ratio	25.0%	31.1%	31.6%	25.6%	32.2%	23.0%	39.1%	30.1%	26.3%	253.3%	126.2%
Dividends on Equity (DOE)	3.4%	3.1%	3.2%	3.3%	3.5%	3.3%	3.0%	2.9%	2.8%	2.7%	2.6%
Total Payout Ratio	49.1%	62.7%	31.6%	48.2%	79.5%	47.7%	42.6%	79.0%	53.4%	253.3%	126.2%

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

(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Acquisition of Treasury Stock	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	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	9,350,366
Shares Outstanding at Period-end	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	206,244,872
Treasury Stock Ratio	0.1%	0.1%	0.1%	1.6%	4.0%	2.1%	2.2%	3.4%	4.6%	4.5%	4.5%

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

< Total Shareholder Return (TSR) >

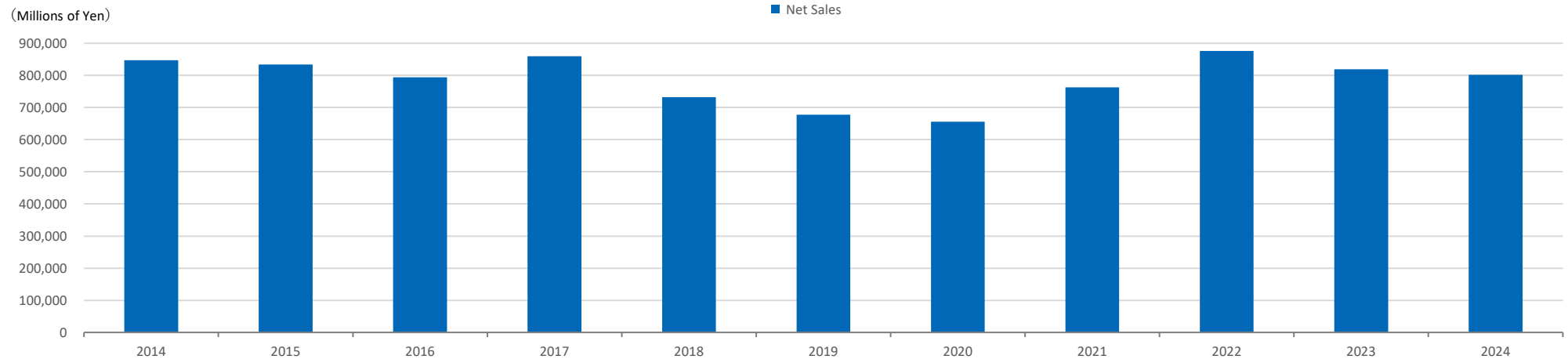
(Fiscal Year)	2019	2020	2021	2022	2023	2024
Total Shareholder Return (TSR)	100.0%	155.0%	149.0%	141.8%	102.8%	83.4%

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 2020, assuming an investment at the fiscal 2019 year-end closing price.

Net Sales, Foreign Exchange Rates



< Net Sales >

	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Sales	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753
Change (Y/Y)	9.6%	(1.6%)	(4.7%)	8.3%	-	(7.5%)	(3.3%)	16.4%	14.8%	(6.5%)	(2.1%)

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

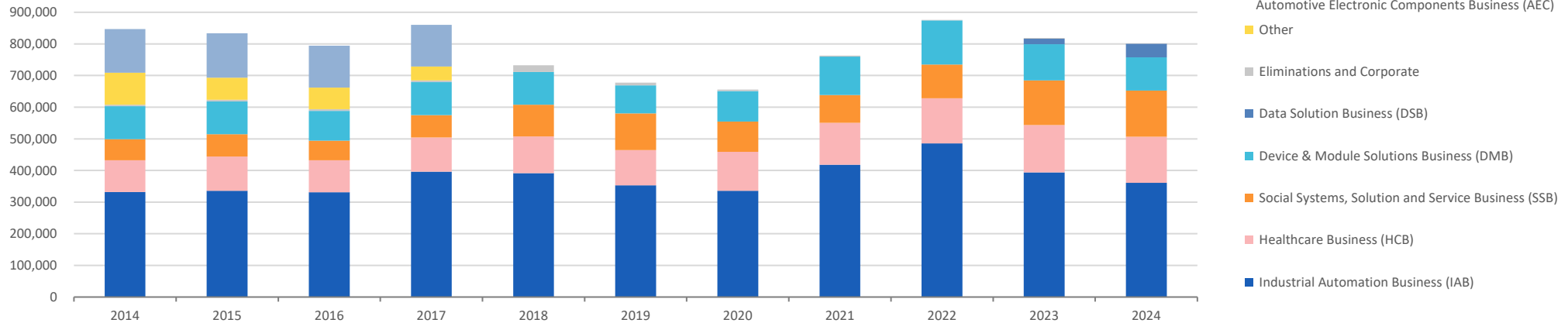
As classification is different, the change between fiscal year 2017 and 2018 is not presented here.

< Foreign Exchange Rates >

	(Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
USD	110.0	120.2	108.9	111.2	110.7	109.1	105.8	112.1	135.2	143.9	152.6
EUR	138.7	132.2	119.4	129.4	128.8	121.2	123.2	130.5	140.9	156.3	163.7
RMB	-	18.9	16.2	16.7	16.5	15.7	15.5	17.4	19.7	20.1	21.1

Sales by Business Segment

(Millions of Yen)



< Sales by Business Segment >

(Millions of Yen)

(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Industrial Automation Business (IAB)	331,840	335,959	330,959	396,140	391,826	352,762	335,621	418,107	485,738	393,572	360,799
(%)	39.2%	40.3%	41.7%	46.1%	53.5%	52.0%	51.2%	54.8%	55.4%	48.1%	45.0%
Healthcare Business (HCB)	100,615	108,121	101,295	108,489	115,493	111,999	123,087	132,857	142,132	149,726	145,866
(%)	11.9%	13.0%	12.8%	12.6%	15.8%	16.5%	18.8%	17.4%	16.2%	18.3%	18.2%
Social Systems, Solution and Service Business (SSB)	66,419	70,378	61,883	70,289	100,564	116,008	95,663	87,692	107,273	141,600	145,631
(%)	7.8%	8.4%	7.8%	8.2%	13.7%	17.1%	14.6%	11.5%	12.2%	17.3%	18.2%
Device & Module Solutions Business (DMB)	103,946	103,681	93,938	104,362	103,123	88,357	96,853	120,972	138,854	114,357	105,441
(%)	12.3%	12.4%	11.8%	12.1%	14.1%	13.0%	14.8%	15.9%	15.8%	14.0%	13.2%
Data Solution Business (DSB)	-	-	-	-	-	-	-	-	-	17,370	42,738
(%)	-	-	-	-	-	-	-	-	-	2.1%	5.3%
Eliminations and Corporate	5,176	5,311	5,557	5,173	21,575	8,854	4,305	3,299	2,085	2,136	1,278
(%)	0.6%	0.6%	0.7%	0.6%	2.9%	1.3%	0.7%	0.4%	0.2%	0.3%	0.2%
Other	101,373	70,188	68,510	44,377	-	-	-	-	-	-	-
(%)	12.0%	8.4%	8.6%	5.2%	-	-	-	-	-	-	-
[Discontinued Operations]	137,883	139,966	132,060	131,152	-	-	-	-	-	-	-
Automotive Electronic Components Business (AEC)	-	-	-	-	-	-	-	-	-	-	-
(%)	16.3%	16.8%	16.6%	15.3%	-	-	-	-	-	-	-
Total	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753

Notes: 1. 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.

2. 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

3. 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.

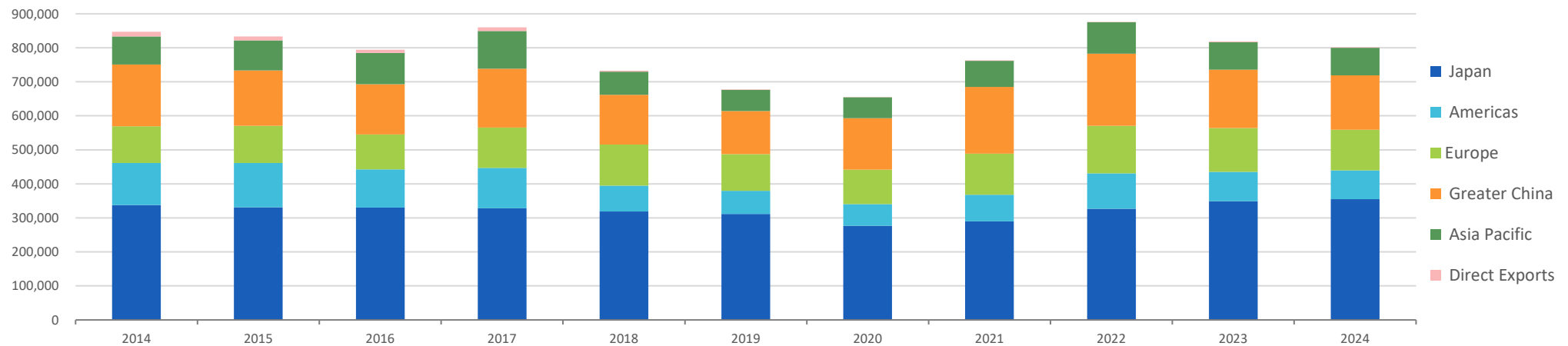
4. Since fiscal 2020, figures for the Environmental Solutions business and the Backlights business that had been included in the Other segment have been reclassified into SSB and Eliminations and Corporate. Accordingly, information figures for fiscal year 2018 and 2019 have been restated to reflect this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

5. 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)

6. 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)

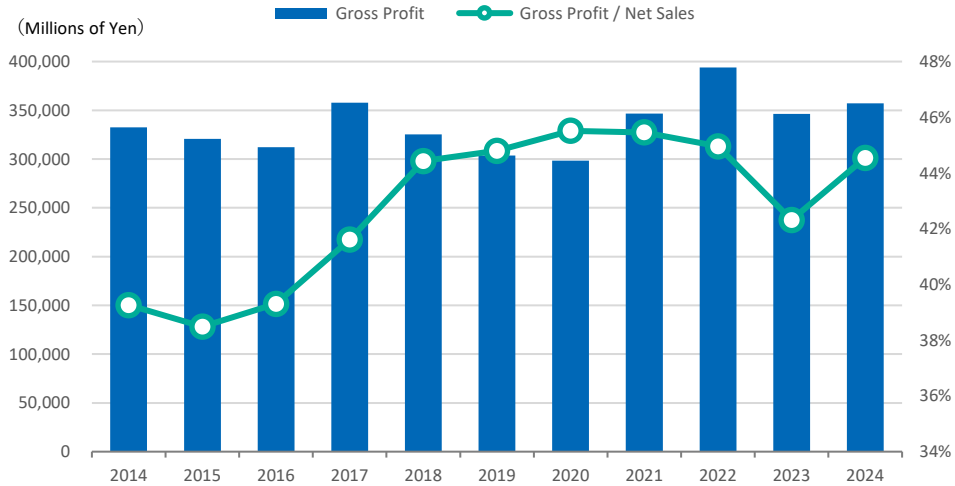


< Sales by Region >

<Sales by Region >		(Millions of Yen)										
(Fiscal Year)		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Japan		337,643	330,804	330,390	328,515	318,684	311,511	276,612	289,896	326,539	348,998	355,104
(%)		39.9%	39.7%	41.6%	38.2%	43.5%	45.9%	42.2%	38.0%	37.3%	42.6%	44.3%
Americas		123,496	130,968	112,191	118,490	76,475	67,800	63,642	78,296	104,299	86,149	84,745
(%)		14.6%	15.7%	14.1%	13.8%	10.4%	10.0%	9.7%	10.3%	11.9%	10.5%	10.6%
Europe		108,427	109,147	102,633	118,426	120,261	108,507	101,479	120,423	140,137	128,929	119,387
(%)		12.8%	13.1%	12.9%	13.8%	16.4%	16.0%	15.5%	15.8%	16.0%	15.7%	14.9%
Greater China		180,954	162,508	147,751	172,948	146,476	126,054	151,167	196,351	211,528	171,932	159,967
(%)		21.4%	19.5%	18.6%	20.1%	20.0%	18.6%	23.1%	25.7%	24.1%	21.0%	20.0%
Asia Pacific		83,054	88,157	91,785	111,104	67,936	62,742	61,763	76,924	92,874	80,675	80,528
(%)		9.8%	10.6%	11.6%	12.9%	9.3%	9.3%	9.4%	10.1%	10.6%	9.9%	10.0%
Direct Exports		13,678	12,020	9,451	10,499	2,749	1,366	866	1,037	705	2,078	2,022
(%)		1.6%	1.4%	1.2%	1.2%	0.4%	0.2%	0.1%	0.1%	0.1%	0.3%	0.3%
Total		847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753

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 >

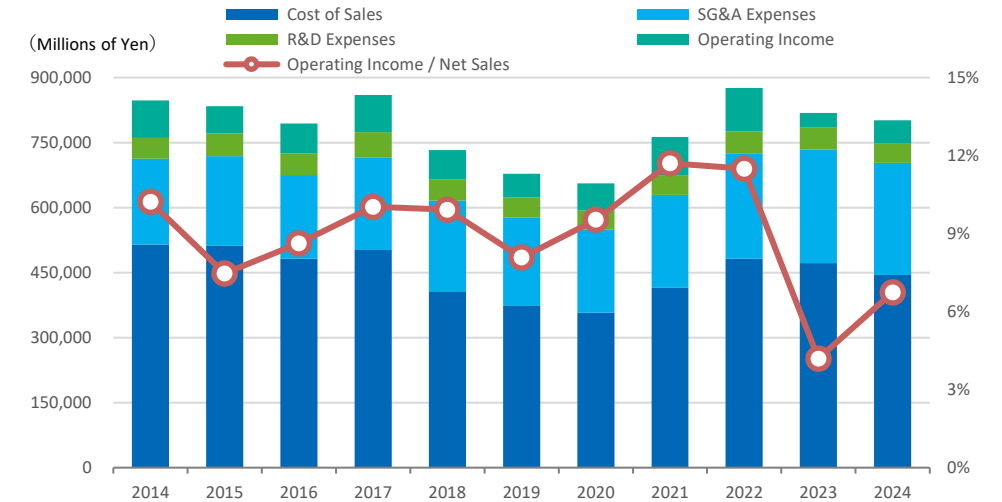
	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Gross Profit	332,607	320,812	312,161	357,812	325,484	303,702	298,351	346,827	393,883	346,464	357,142
Net Sales	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753
Gross Profit / Net Sales	39.3%	38.5%	39.3%	41.6%	44.4%	44.8%	45.5%	45.5%	45.0%	42.3%	44.5%

< Cost Composition, Operating Income / Net Sales >

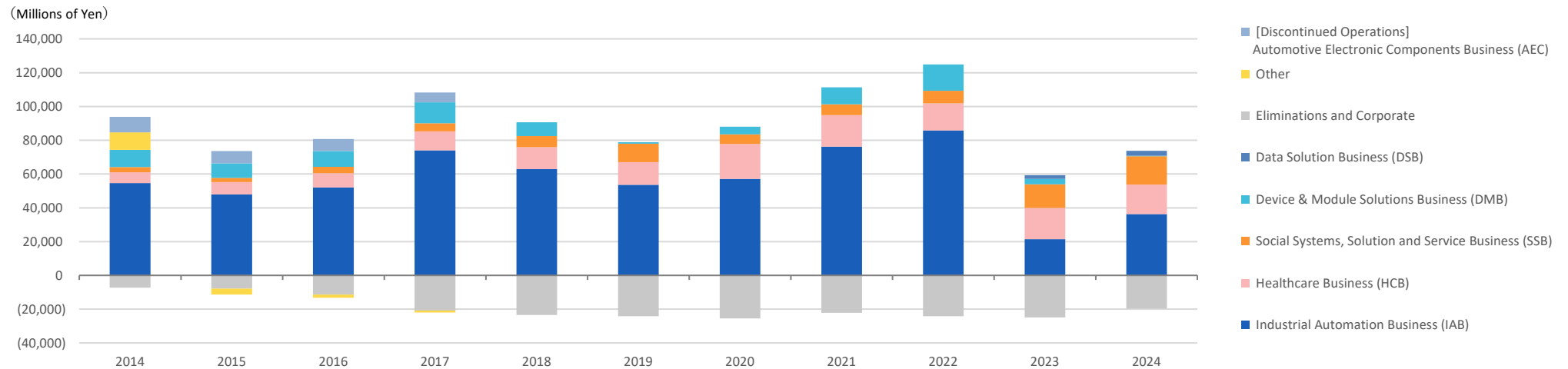
	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Sales	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753
Cost of Sales	514,645	512,792	482,040	502,170	407,097	374,278	357,178	416,100	482,199	472,297	444,611
SG&A Expenses	198,103	205,735	193,093	212,481	208,895	202,954	192,687	213,234	243,015	261,978	258,765
R&D Expenses	47,913	52,790	50,539	59,077	49,335	45,988	43,184	44,277	50,182	50,144	44,339
Operating Income	86,591	62,287	68,529	86,254	67,254	54,760	62,480	89,316	100,686	34,342	54,038
Operating Income / Net Sales	10.2%	7.5%	8.6%	10.0%	9.9%	8.1%	9.5%	11.7%	11.5%	4.2%	6.7%

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)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Industrial Automation Business (IAB)	54,617	47,929	52,005	73,980	62,895	53,595	57,182	76,257	85,835	21,463	36,276
Healthcare Business (HCB)	6,511	7,285	8,535	11,211	13,033	13,511	20,573	18,544	16,018	18,463	17,482
Social Systems, Solution and Service Business (SSB)	3,054	2,542	3,685	4,823	6,542	10,853	5,693	6,505	7,490	14,021	16,786
Device & Module Solutions Business (DMB)	10,168	8,494	9,428	12,474	8,165	918	4,573	10,086	15,501	3,148	306
Data Solution Business (DSB)	-	-	-	-	-	-	-	-	-	2,184	2,828
Eliminations and Corporate	(7,294)	(7,842)	(11,362)	(20,892)	(23,381)	(24,117)	(25,523)	(22,076)	(24,158)	(24,937)	(19,640)
Other	10,305	(3,463)	(1,852)	(1,158)	-	-	-	-	-	-	-
[Discontinued Operations]	9,230	7,342	7,127	5,816	-	-	-	-	-	-	-
Automotive Electronic Components Business (AEC)	-	-	-	-	-	-	-	-	-	-	-
Total	86,591	62,287	67,566	86,254	67,254	54,760	62,480	89,316	100,686	34,342	54,038

Notes: 1. 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.

2. 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

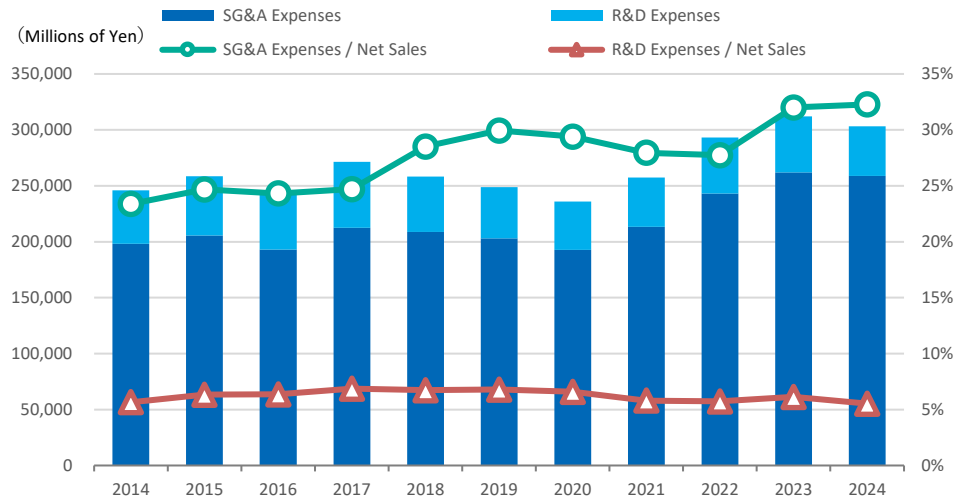
3. Since fiscal 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC and Eliminations & Corporate sales from intersegment sales to sales to external customers. Accordingly, information figures for fiscal year 2018 have been restated to reflect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

4. 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.

5. 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)

6. 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



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

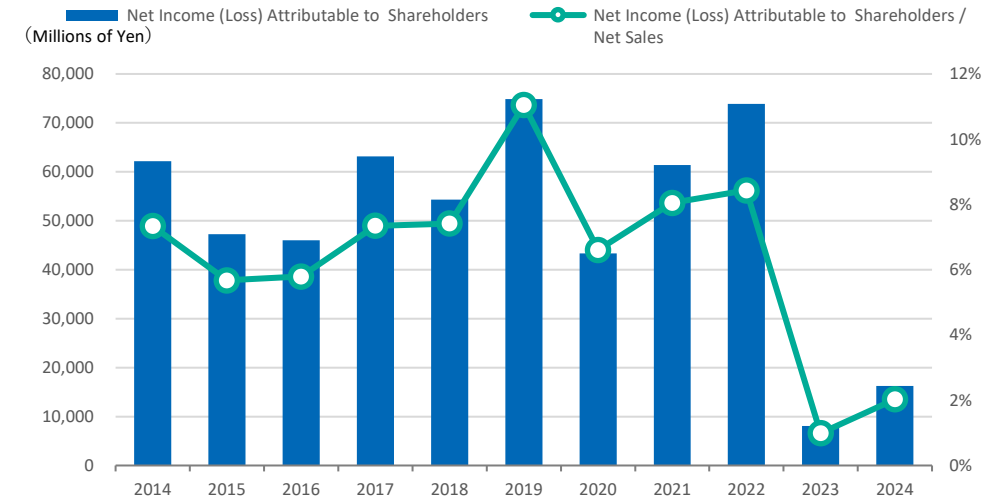
	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
SG&A Expenses	198,103	205,735	193,093	212,481	208,895	202,954	192,687	213,234	243,015	261,978	258,765
R&D Expenses	47,913	52,790	50,539	59,077	49,335	45,988	43,184	44,277	50,182	50,144	44,339
Net Sales	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753
SG&A Expenses / Net Sales	23.4%	24.7%	24.3%	24.7%	28.5%	29.9%	29.4%	27.9%	27.7%	32.0%	32.3%
R&D Expenses / Net Sales	5.7%	6.3%	6.4%	6.9%	6.7%	6.8%	6.6%	5.8%	5.7%	6.1%	5.5%

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

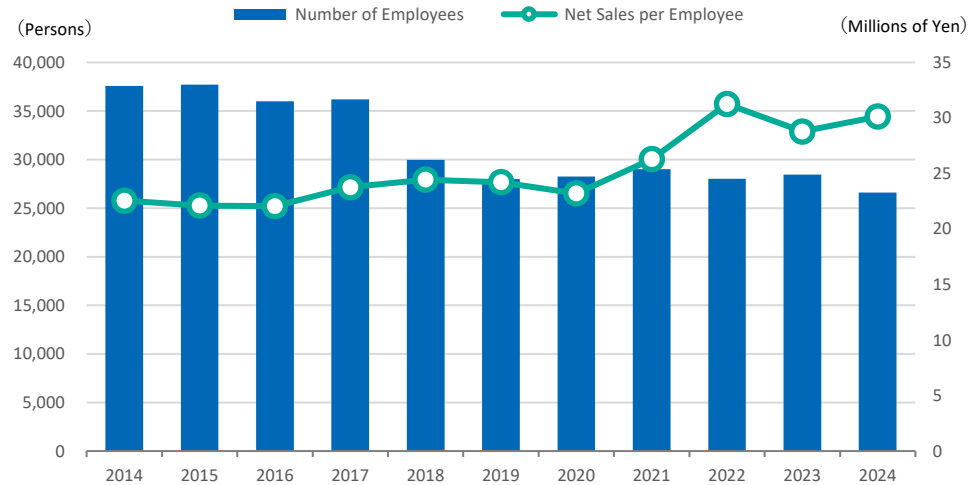
	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Income (Loss) Attributable to Shareholders	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400	73,861	8,105	16,271
Net Sales	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753
Net Income (Loss) Attributable to Shareholders / Net Sales	7.3%	5.7%	5.8%	7.3%	7.4%	11.0%	6.6%	8.0%	8.4%	1.0%	2.0%

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

Net Income (Loss) Attributable to Shareholders / Net Sales



Number of Employees, Net Sales per Employee



< Number of Employees, Net Sales per Employee >

	(Millions of Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of Employees	37,572	37,709	36,008	36,193	29,976	28,006	28,254	29,020	28,034	28,450	26,614
Net Sales	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	876,082	818,761	801,753
Net Sales per Employee	22.6	22.1	22.1	23.8	24.4	24.2	23.2	26.3	31.3	28.8	30.1

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.

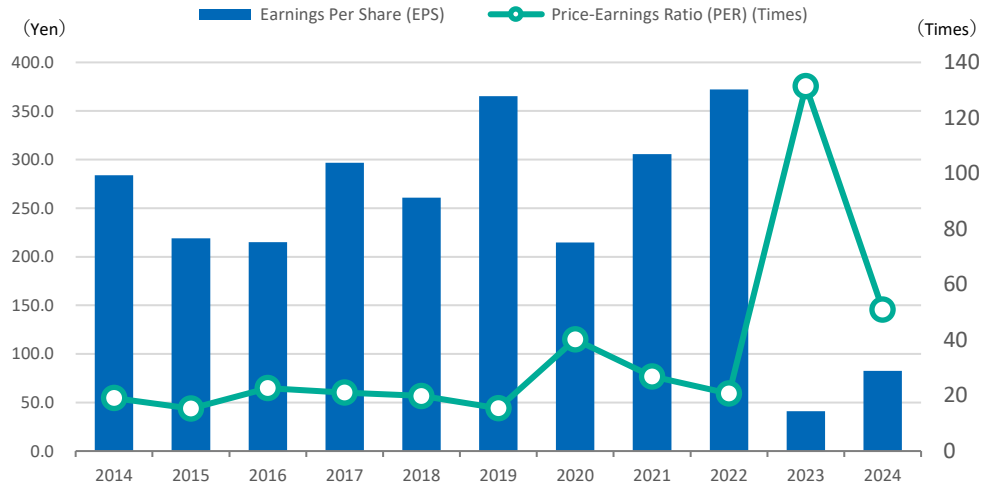
< Earnings Per Share (EPS), Price-Earnings Ratio (PER) >

	(Yen)										
(Fiscal Year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Earnings Per Share (EPS)	283.9	219.0	215.1	296.9	260.8	365.3	214.7	305.7	372.2	41.2	82.6
Stock Price (FYE Closing Price)	5,420	3,350	4,885	6,260	5,180	5,630	8,640	8,214	7,707	5,411	4,212
Price-Earnings Ratio (PER) (Times)	19.1	15.3	22.7	21.1	19.9	15.4	40.2	26.9	20.7	131.4	51.0

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)



OMRON