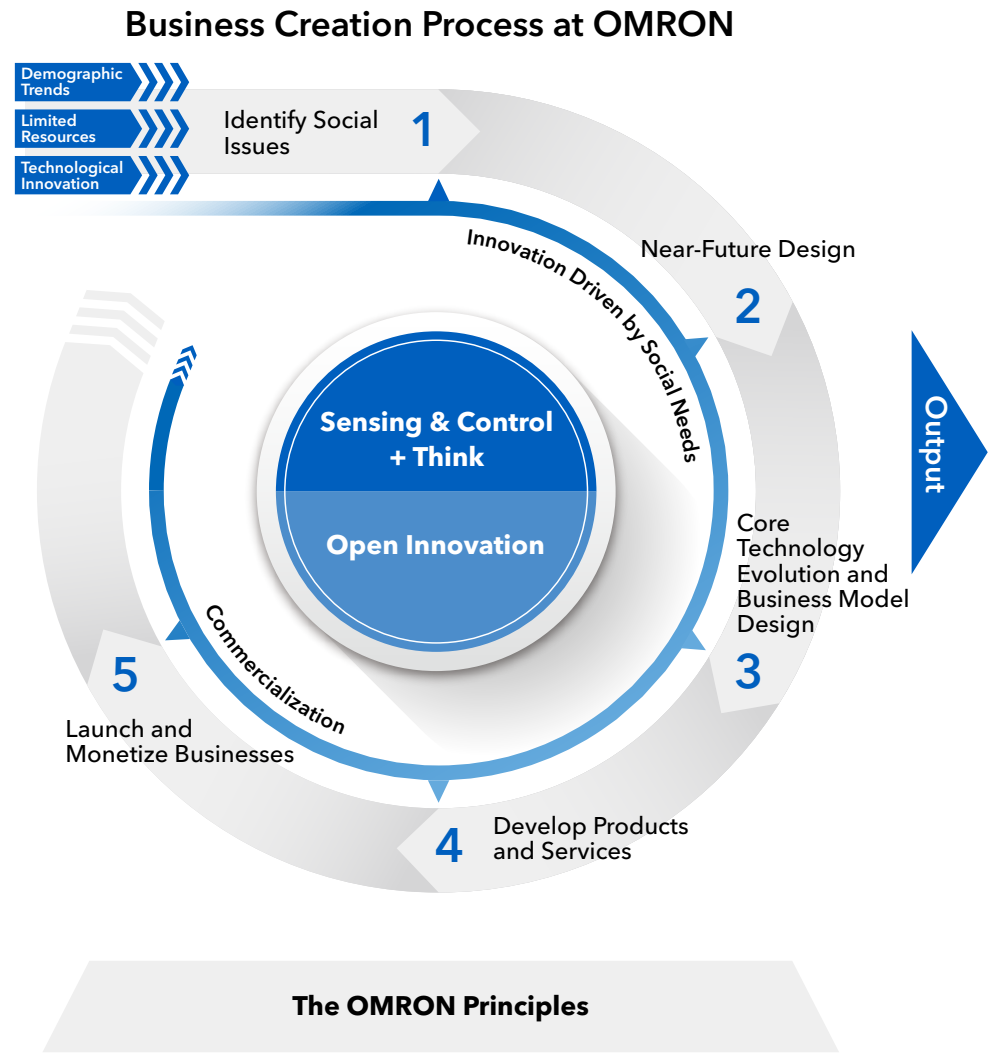


Value Creation Model

Input		
Management Capital	→	
Financial Capital	Shareholders' equity JPY 786.7 billion (As of March 31, 2024)	Operating cash flow JPY 250.0 billion (Plan under SF 1st Stage)
	Rating AA- (R&I) (As of March 31, 2023)	Growth Investment JPY 200.0 billion (including M&A) (Plan under SF 1st Stage)
Manufactured Capital	Number of production sites worldwide 26 sites (As of March 31, 2024)	Capital expenditures JPY 130.0 billion (Plan under SF 1st Stage)
Intellectual Capital	Number of patents held 13,334 patents (As of March 31, 2024)	R&D expenses JPY 165.0 billion (Plan under SF 1st Stage)
Human Capital	Number of employees 28,450 employees (As of March 31, 2024)	Investment in human resources development JPY 6.0 billion (Plan under SF 1st Stage)
Natural Capital	Energy consumption: 225,418 MWh (As of March 31, 2024)	Water resource intake: 1,000 km ³ (As of March 31, 2024)
Social and Relationship Capital	Number of Countries where OMRON products are sold: Over 130 Countries (As of March 31, 2024)	Brand value (converted to financial value) USD1.5 billion (Plan under SF 1st Stage)
	Investment in startups: Invested in 25* startups (cumulative total) (As of March 31, 2024)	*Cumulative investment by OMRON VENTURES CO., LTD. only



Value Creation Model

