

## Performance Highlights

Billions of Yen

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3PLAN
<b>Net Sales</b>	619.5	650.5	773.0	847.3	833.6	794.2	860.0	732.6	678.0	655.5	762.9	850.0
<b>Operating Income</b>	40.1	45.3	68.1	86.6	62.3	68.5	86.3	67.3	54.8	62.5	89.3	93.0
<b>Net Income(Loss) Attributable to OMRON Shareholders</b>	16.4	30.2	46.2	62.2	47.3	46.0	63.2	54.3	74.9	43.3	61.4	63.0
<b>Operating Income/Net Sales (%)</b>	6.5	7.0	8.8	10.2	7.5	8.6	10.0	9.2	8.1	9.5	11.7	10.9
<b>Return on Invested Capital (ROIC) (%)</b>	4.8	8.6	11.3	13.4	9.7	10.3	12.7	10.6	14.1	7.8	9.6	10.0
<b>Return on Shareholders' Equity (ROE) (%)</b>	5.2	8.8	11.6	13.5	10.1	10.1	13.0	10.8	14.5	7.6	9.7	10.0

## Sales and by Business Segment

million yen

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
<b>Industrial Automation Business(IAB)</b>	270,835	262,983	291,739	331,840	335,959	330,959	396,140	391,826	352,762	346,446	432,637
<b>Healthcare Business(HCB)</b>	62,446	71,520	89,275	100,615	108,121	101,295	108,489	115,493	111,999	123,087	132,857
<b>Social Systems,Solution and Service Business(SSB)</b>	57,200	68,754	67,575	66,419	70,378	61,883	70,289	100,564	116,008	95,663	87,692
<b>Device &amp; Module Solutions Business (DMB)</b>	83,002	84,107	97,699	103,946	103,681	93,938	104,362	103,123	88,357	86,028	106,442
<b>Elimination and Corporate</b>	7,416	6,214	5,989	5,176	5,311	5,557	5,173	21,575	8,854	4,305	3,299
<b>Other*</b>	53,535	59,240	94,069	101,373	70,188	68,510	44,377	(-)	(-)	(-)	(-)
<b>Automotive Electronic Components Business(AEC) **</b>	85,027	97,643	126,620	137,883	139,966	132,060	131,152	(-)	(-)	(-)	(-)

## Operating Income by Business Segment

million yen

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
<b>Industrial Automation Business(IAB)</b>	35,354	31,349	38,755	54,617	47,929	52,005	73,980	62,895	53,595	58,793	78,103
<b>Healthcare Business(HCB)</b>	2,918	4,407	7,545	6,511	7,285	8,535	11,211	13,033	13,511	20,573	18,544
<b>Social Systems,Solution and Service Business(SSB)</b>	98	2,915	3,880	3,054	2,542	3,685	4,823	6,542	10,853	5,693	6,505
<b>Device &amp; Module Solutions Business (DMB)</b>	5,114	4,351	8,655	10,168	8,494	9,428	12,474	8,165	918	2,962	8,240
<b>Elimination and Corporate</b>	-2,486	-5,214	-10,212	-7,294	-7,842	-11,362	-20,892	-23,381	-24,117	-25,541	-22,076
<b>Other*</b>	-3,553	2,526	10,348	10,305	-3,463	-1,852	-1,158	(-)	(-)	(-)	(-)
<b>Automotive Electronic Components Business(AEC) **</b>	2,691	5,009	9,084	9,230	7,342	7,127	5,816	(-)	(-)	(-)	(-)

## Operating income margin by Business Segment

%

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
<b>Industrial Automation Business(IAB)</b>	13.1	11.9	13.3	16.5	14.3	15.7	18.7	16.1	15.2	17.0	18.2
<b>Healthcare Business(HCB)</b>	4.7	6.2	8.5	6.5	6.7	8.4	10.3	11.3	12.1	16.7	14.0
<b>Social Systems,Solution and Service Business(SSB)</b>	0.2	4.2	5.7	4.6	3.6	6.0	6.9	6.5	9.4	6.0	7.4
<b>Device &amp; Module Solutions Business (DMB)</b>	6.2	5.2	8.9	9.8	8.2	10.0	12.0	7.9	1.0	3.4	7.7
<b>Other*</b>	(-)	4.3	11.0	10.2	(-)	(-)	(-)	(-)	(-)	(-)	(-)
<b>Automotive Electronic Components Business(AEC) **</b>	3.2	5.1	7.2	6.7	5.2	5.4	4.4	(-)	(-)	(-)	(-)

## Sales by Area

million yen

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
<b>Japan</b>	296,345	317,919	344,754	337,643	330,804	330,390	328,515	318,684	311,511	276,612	289,896
<b>Americas</b>	74,820	80,427	100,992	123,496	130,968	112,191	118,490	76,475	67,800	63,642	78,296
<b>Europe</b>	83,561	80,453	100,929	108,427	109,147	102,633	118,426	120,261	108,507	101,479	120,437
<b>Greater China</b>	101,074	106,283	142,444	180,954	162,508	147,751	172,948	146,476	126,054	151,167	196,351
<b>Asia Pacific</b>	52,357	54,828	72,259	83,054	88,157	91,785	111,104	67,936	62,742	61,763	76,924
<b>Direct Exports</b>	11,304	10,551	11,588	13,678	12,020	9,451	10,499	2,749	1,366	866	1,037

\*From FY2020, as a result of a segment reclassification, figures for the Environmental Solutions business that had been included in the Other segment have been reclassified into SSB, figures for the Backlights business that had been included in the Other segment have been reclassified into Eliminations & Corporate.FY2018-2019 figures have been restated to reflect

\*\*We have reclassified AEC as discontinued operations from FY2019.

## Cash Flows

Billions of Yen

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
<b>Net cash provided by operating activities</b>	31.9	53.1	79.0	77.1	84.2	77.9	73.7	71.2	89.8	93.8	67.4
<b>Net cash provided by investing activities</b>	-26.5	-28.5	-31.1	-39.5	-67.1	-15.0	-55.8	-35.0	28.6	-14.8	-150.2
<b>Net cash provided by (used in) financing activities</b>	-33.5	-18.6	-16.3	-29.3	-31.6	-15.0	-33.1	-40.8	-29.4	-20.4	-29.6
<b>Cash and cash equivalents at end of the period</b>	45.3	55.7	90.3	102.6	82.9	126.0	113.0	110.3	185.5	250.8	155.5

## Per Share Data

(Yen)

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
<b>Total shareholders' equity</b>	1,458	1,667	1,956	2,254	2,080	2,194	2,400	2,455	2,627	3,009	3,340
<b>Cash Flows per Share (Yen)</b>	177	239	324	417	368	351	440	413	513	328	310
<b>Stock Price</b>	1,780	3,320	4,260	5,420	3,350	4,885	6,260	5,180	5,630	8,640	8,214
<b>Net income per share(¥) Basic</b>	74.5	137.2	209.8	283.9	219.0	215.1	296.9	260.8	365.3	214.7	305.7
<b>Net income per share(¥) Diluted</b>	74.5	137.2	-	283.9	219.0	215.1	-	-	-	-	-
<b>Cash dividends per share(¥)</b>	28.0	37.0	53.0	71.0	68.0	68.0	76.0	84.0	84.0	84.0	92.0
<b>Price-Book Value Ratio (PBR) (Times)</b>	1.2	1.4	2.2	2.4	1.6	2.2	2.6	2.1	2.1	2.9	2.5

Other key indication

Billions of Yen

	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
<b>Invested Capital*</b>	341.9	351.4	408.3	465.0	489.1	446.6	498.8	514.3	532.7	558.7	641.4
<b>Shareholders' Equity</b>	320.8	367.0	430.5	489.8	444.7	469.0	505.5	504.2	530.4	606.9	665.2
<b>Capital expenditures (cash basis)</b>	28.3	28.3	33.7	38.1	36.9	25.7	38.9	35.7	33.1	24.0	34.2
<b>Research and development expenses</b>	42.1	43.5	47.9	47.9	52.8	50.5	59.1	49.3	46.0	43.2	44.3
<b>Shareholders' Equity / Total Assets (%)</b>	59.7	64.0	65.8	68.9	65.1	67.2	67.9	67.2	70.0	74.0	71.5