

**Long-Term Group Vision SF2030
Medium-Term Management Plan
SF 1st Stage**

Investor Briefing

**March 9, 2022
OMRON Corporation**

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1. Review of VG2020 (FY2011 – 2021)

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OMRON's Aims Under VG2020/VG2.0

VG2020 Vision

Sense, Think & Control. For a Brighter Future for People and the Earth

VG2020/VG2.0 Goal (Qualitative)

**To become a quantitatively and qualitatively superior
global value-creating group**

VG2.0 Goal (Quantitative)

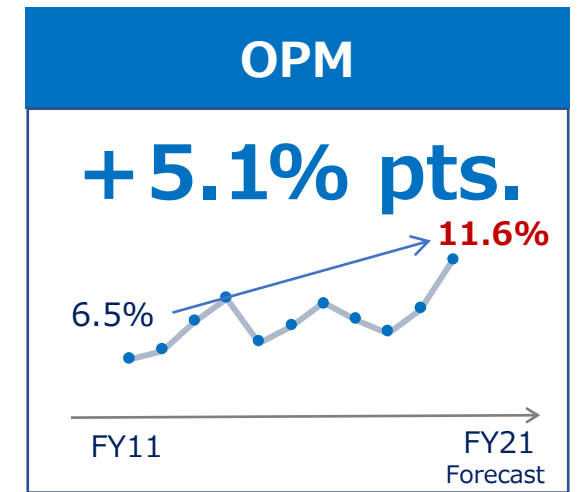
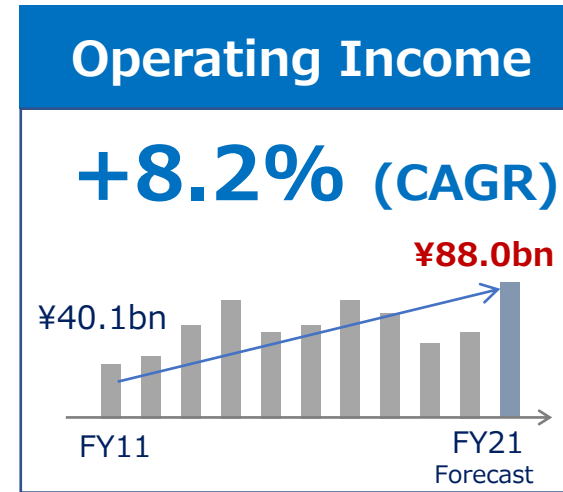
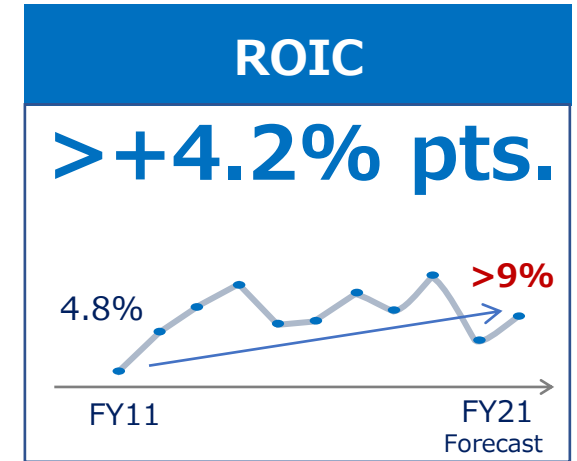
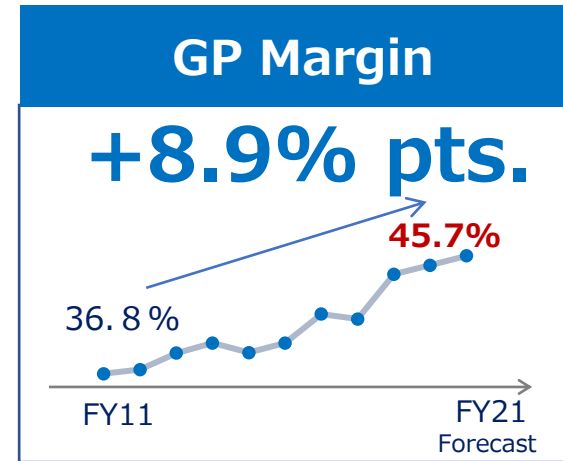
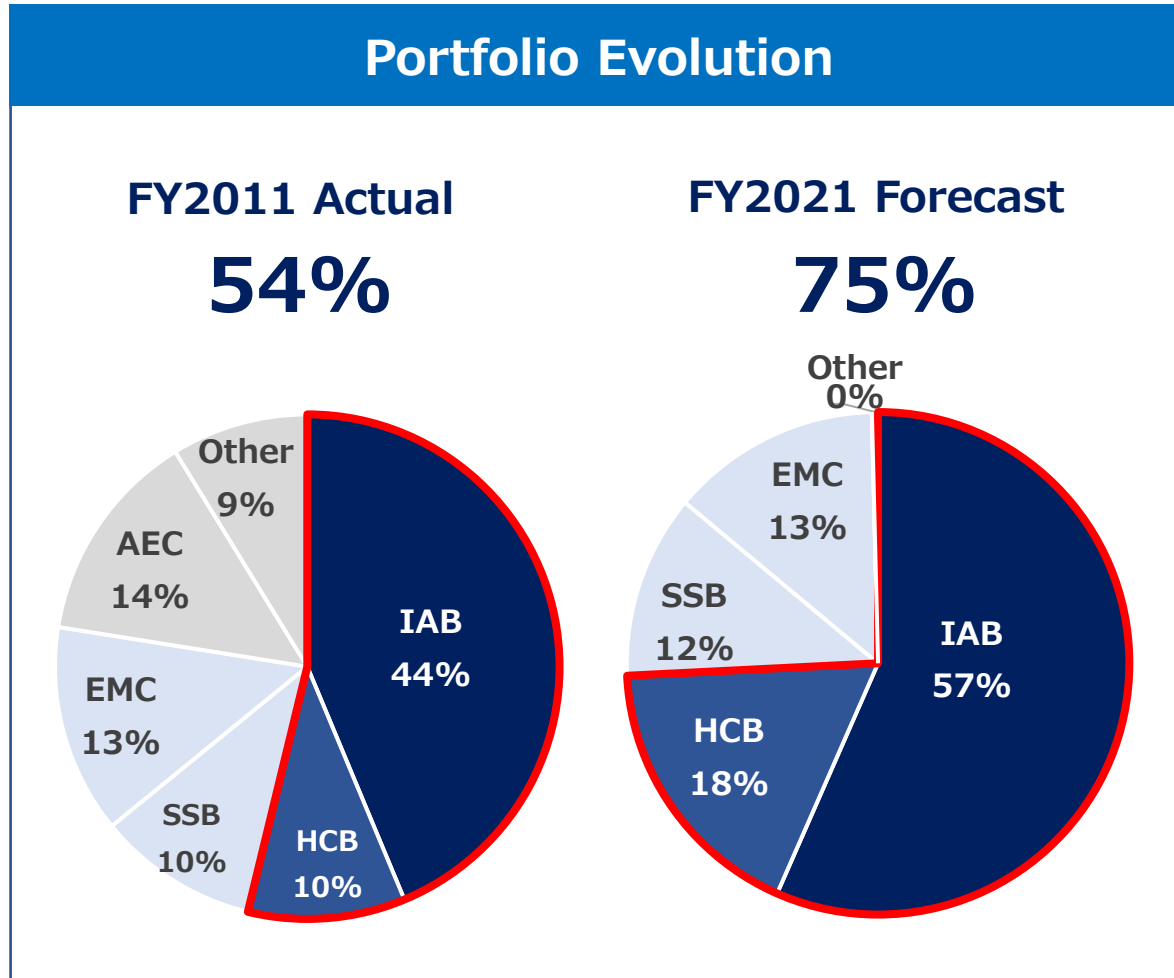
Net sales: 1 trillion yen, Operating profit: 100 billion yen

Review of VG2020/VG2.0

- 1. Improve profitability**
- 2. Achieve self-sustaining growth capability**
- 3. Demonstrate resilience to change**
- 4. Implement sustainability management**
- 5. Practice OMRON Principles Management
Enhance corporate governance /
integrated risk management**

1. Improve Profitability

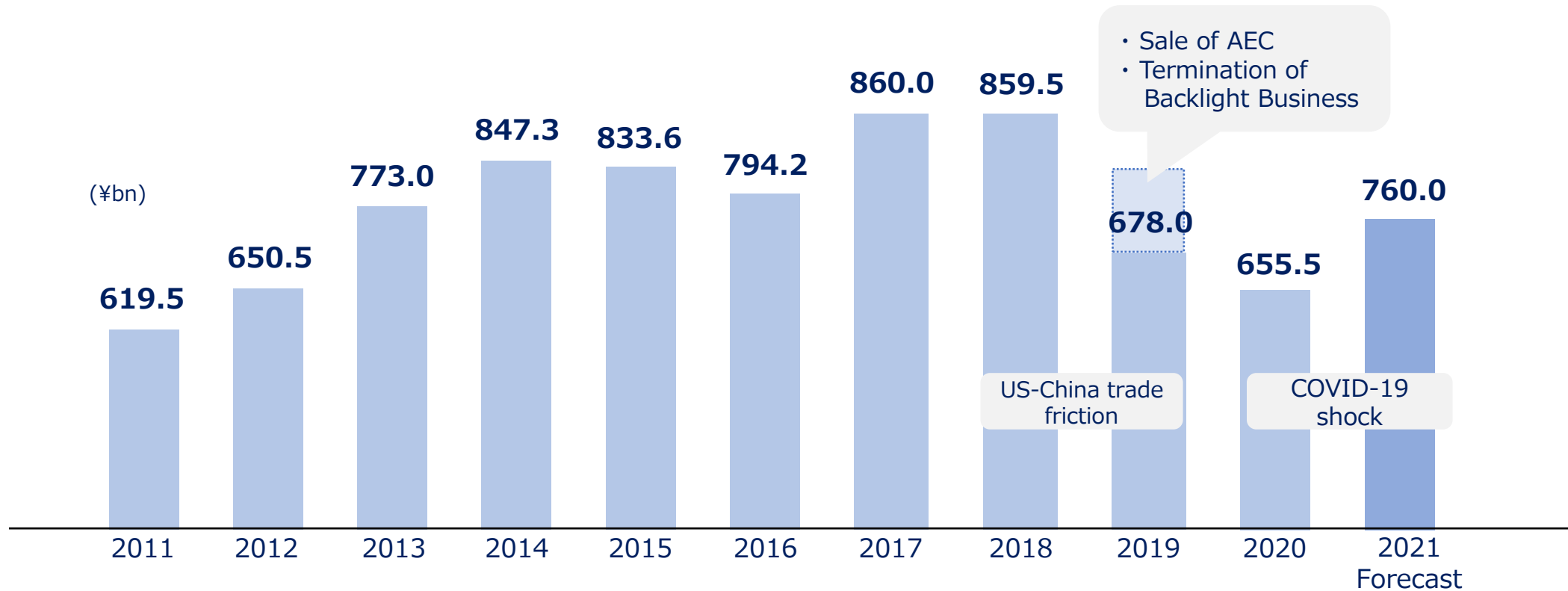
Raised operating income and operating margin on portfolio evolution, improved GP margin and ROIC. Expect to achieve record high profits in FY2021



2. Achieve Self-sustaining Growth Capability

Still more to do, partly as a result of externalities

Sales Trend



3. Demonstrate Resilience to Change

Demonstrated significant resilience: 2 consecutive years of OP growth despite the pandemic, due to measures such as developing a multi-location production system and leveraging digital technology

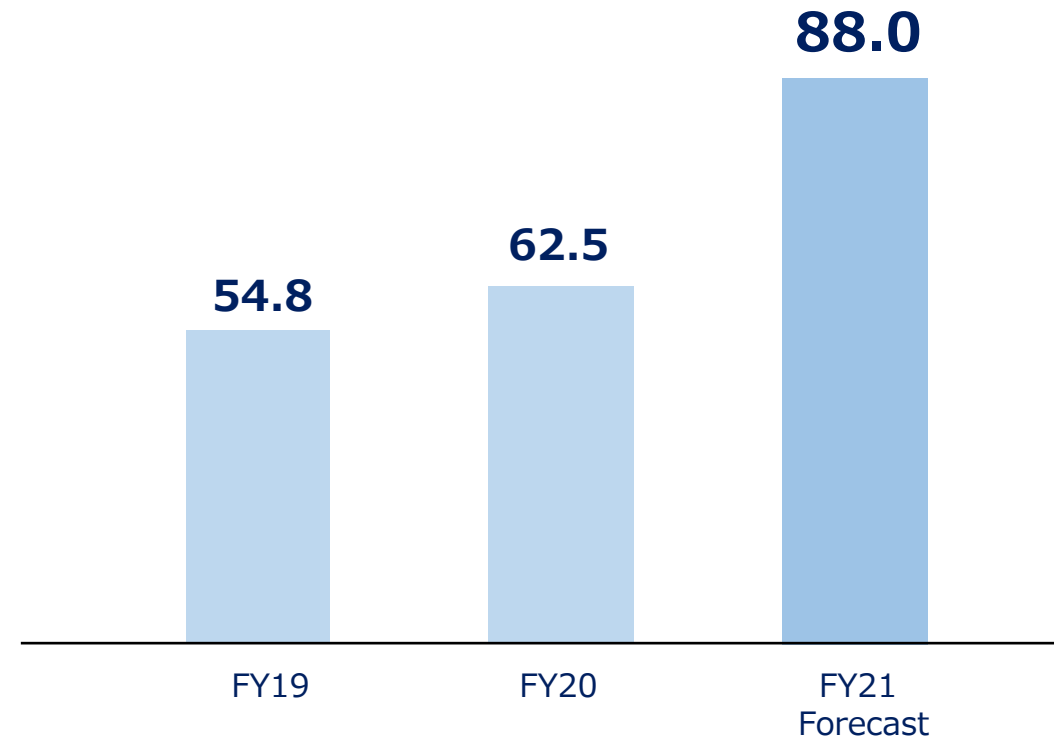
Major Initiatives

Established a multi-location production system

Business continuity by utilizing digital technology

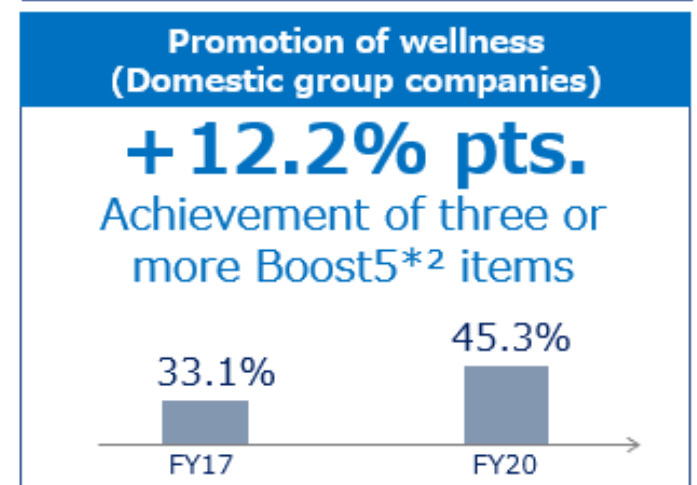
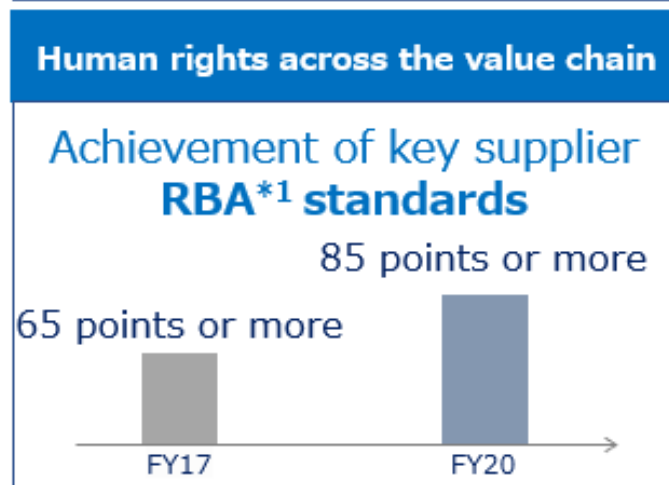
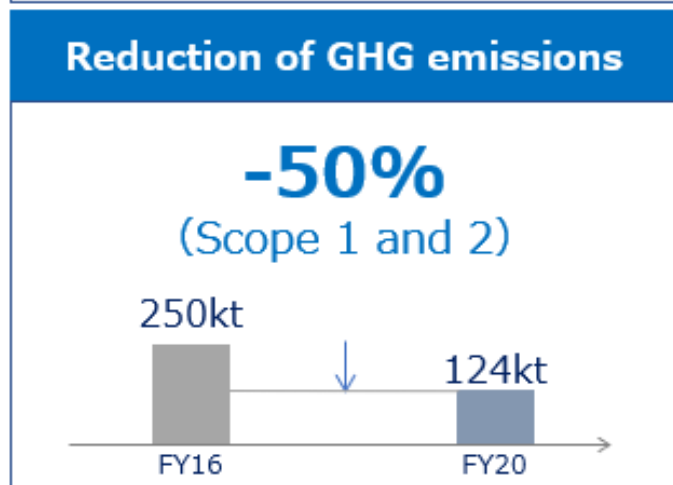
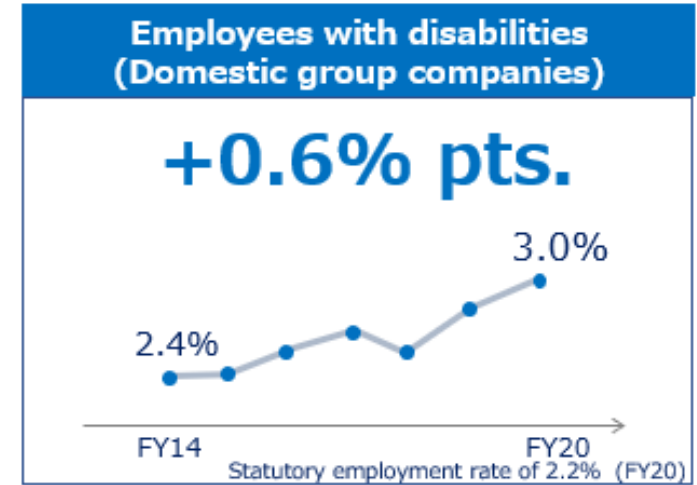
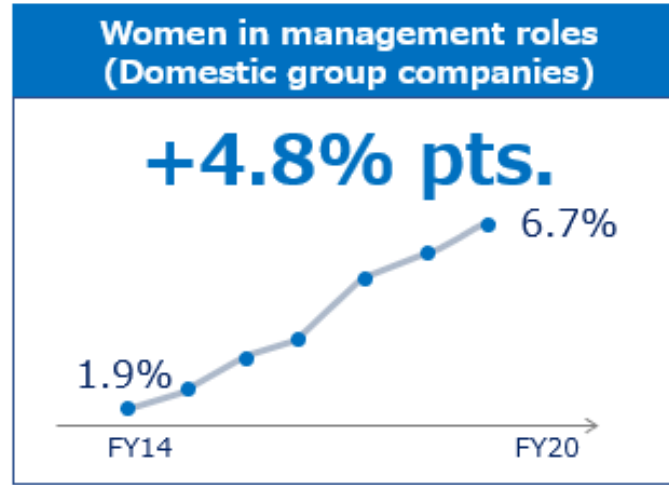
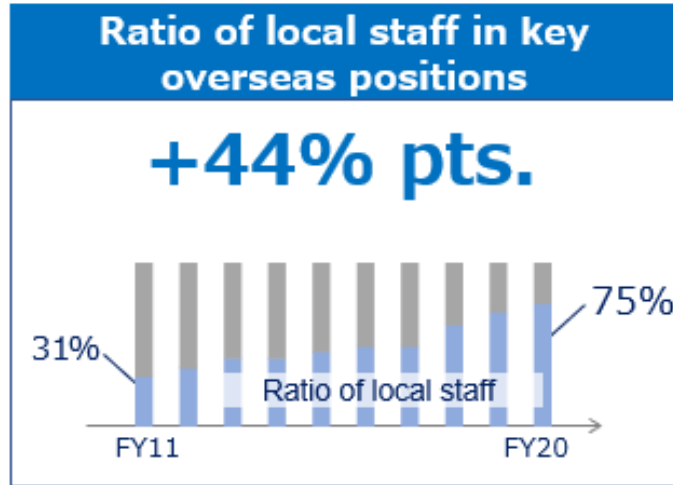
Operating Profit Trends

(Billion yen)



4. Implementing Sustainability Management

Progress on sustainability initiatives such as diversity & inclusion and promotion of initiatives related to the environment, human rights and wellness management



*1: RBA: Responsible Business Alliance. Global CSR alliance focused mainly on the electronics industry. Implementing self-check aligned with RBA standards

*2: Boost5: Index of selected metrics covering 5 key themes for mental and physical wellbeing (exercise, sleep, mental health, diet and smoking). Domestic data

5. OMRON Principles, Corporate Governance, Integrated Risk Management

Successfully elevated practices that put the OMRON Principles into action on a global basis through the revised OMRON Principles and TOGA. Also developed a robust foundation as a group by strengthening corporate governance and integrated risk management

Practicing OMRON Principles

- Revision of OMRON principles
- Pushing to exercise OMRON principles on site through TOGA*

Enhancing Corporate Governance

- Established the OMRON Corporate Governance Policy
- Strengthen to improve effectiveness of Board of Directors

Enhancing Integrated Risk Management

- Establishing global integrated risk management

Key External Evaluations During VG Period

Member of
**Dow Jones
 Sustainability Indices**
 Powered by the S&P Global CSA

**DJSI World
 Selected for 5
 consecutive years**

**S&P Global
 Sustainability Award**
 Gold Class 2021

**Top 1%
 in the sector**

ecovadis

Gold

GPIF

**Selected in all 4
 ESG indices**

Trend in Market Capitalization



* As of February 28, 2022

Achievements and Challenges

OMRON's ability to create value clearly improved in VG period. Further evolution needed to continue sustainable growth given rapid social changes resulting from the pandemic

Achievements

Transformation of profit structure
Demonstrated resilience in the face of change
Implemented sustainability management initiatives
Practiced OMRON Principles and enhanced corporate governance and integrated risk management
Enhanced Corporate Value

Challenges

Improving Resilience to Change	<ul style="list-style-type: none"> • Elevating ability to detect change • Rebuilding value chain
Achieving Self-Sustaining Growth	<ul style="list-style-type: none"> • Growth through value creation • Achieving discontinuous growth through M&A
Evolution of Corporate Management	<ul style="list-style-type: none"> • Accelerating / completing development of DX platform • Promotion of diversity and inclusion

1. Review of VG2020 (FY2011 – 2021)

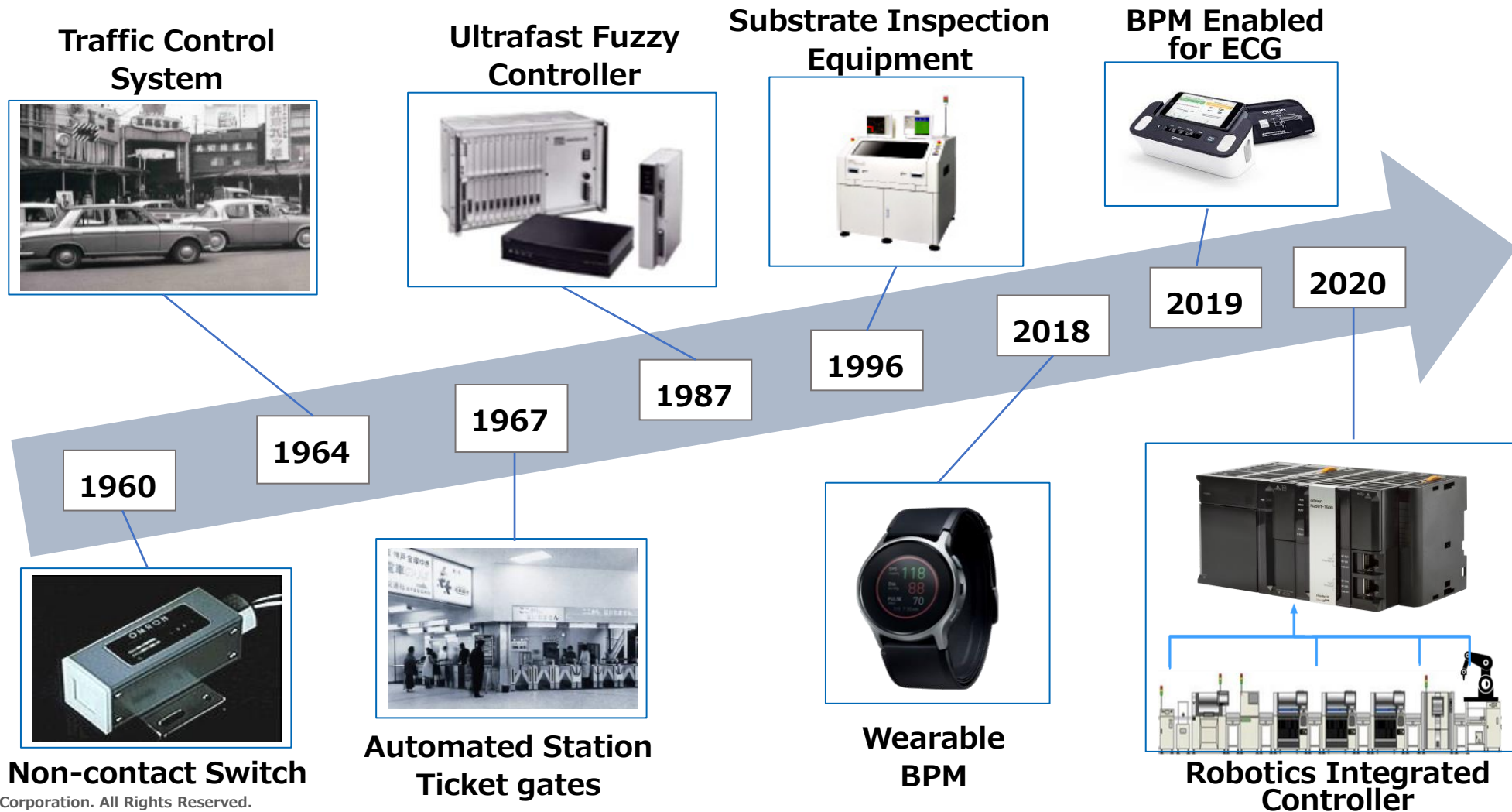
2. Long-Term Vision SF2030

- Fundamental Purpose
- A Changing Society: Toward 2030
- Vision Statement
- Creating Social Value

3. Medium-Term Management Plan 1st Stage (FY2022 – 2024)

Value Creation Achieved to Date

Achieved growth by serially creating world first solutions in response to targeted social issues



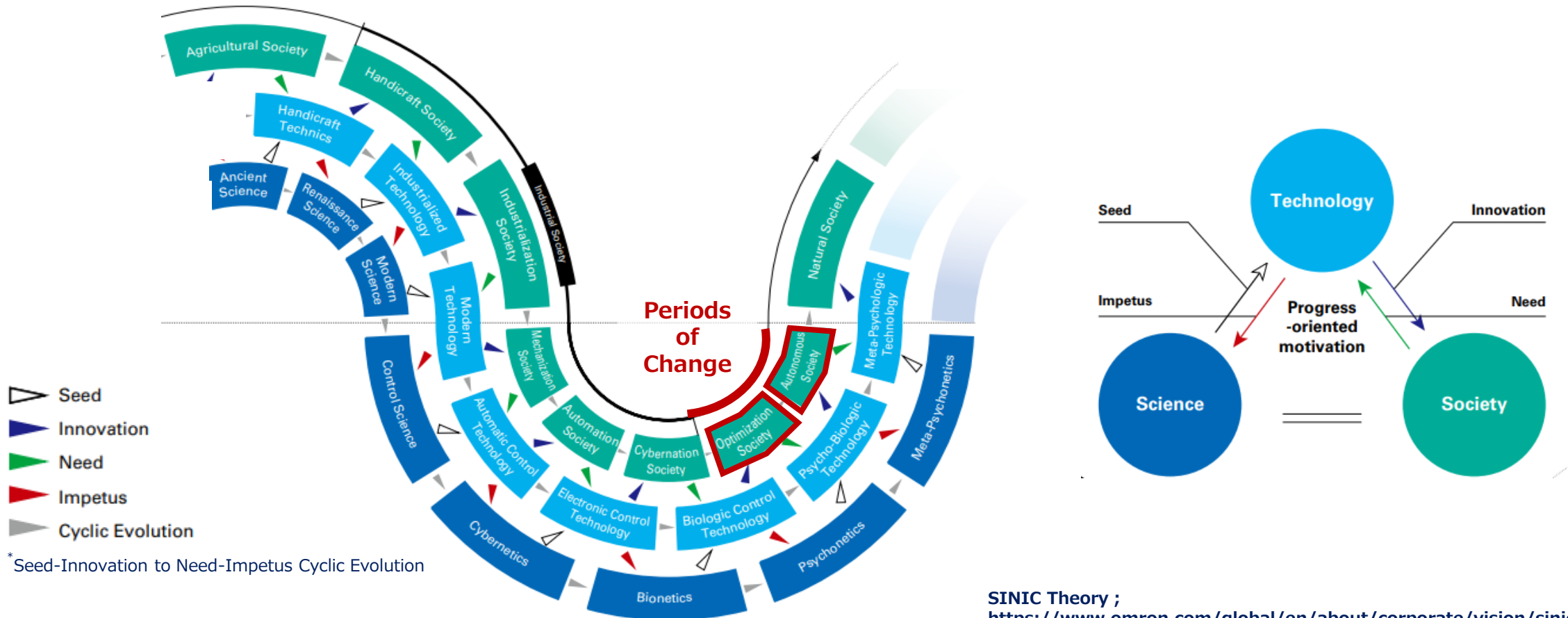
OMRON's Fundamental Purpose

Continue to contribute to
society through the
creation of social value

From Optimization Society to Autonomous Society

OMRON's SINIC* Theory identifies the current 'Optimization Society' period as an era of change. We call the new society expected to emerge from the tensions and changes of this period the 'Autonomous Society'. In the Autonomous Society period it is possible to simultaneously pursue a rich overall society and individual self-fulfillment

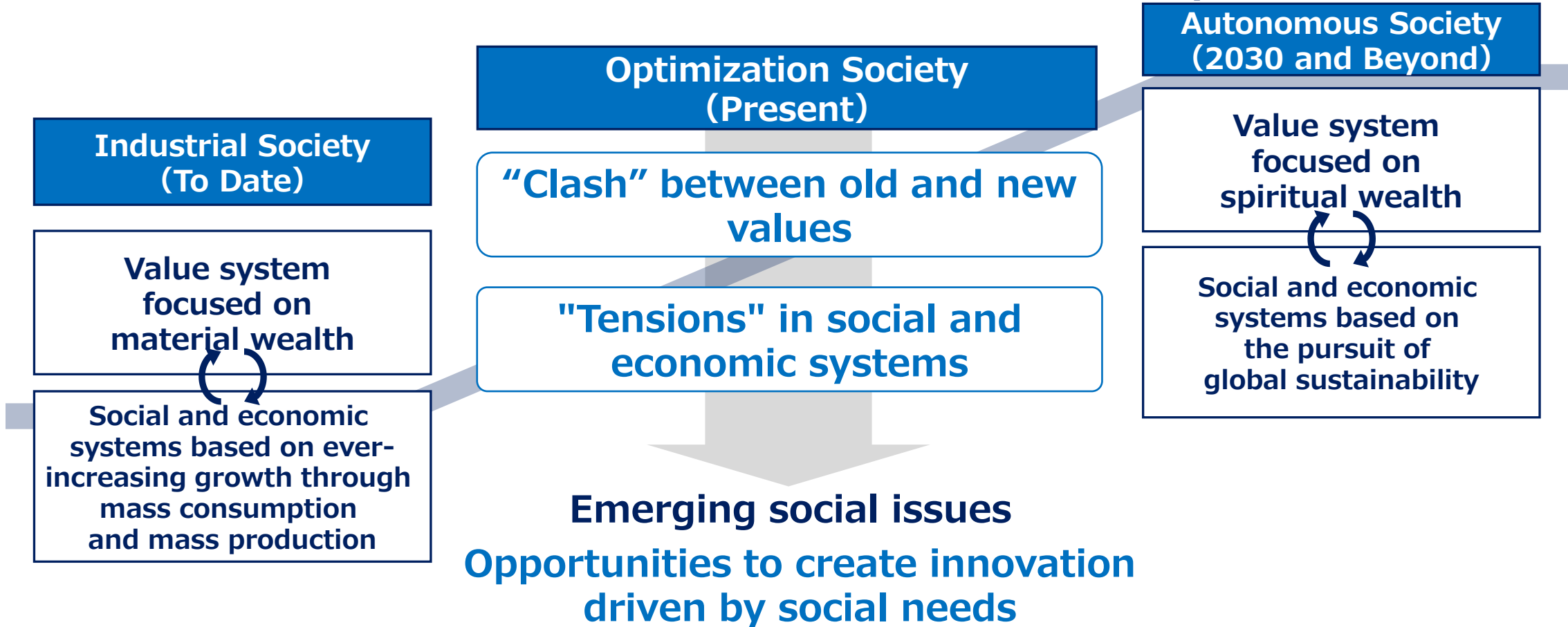
Prediction of the Future Based on the SINIC Theory



The Approaching Era

The next 10 years will see an outburst of diverse social issues which will create opportunities for OMRON to demonstrate its fundamental purpose. It will be a period of major opportunities that can lead to dramatic advances and growth

—— Period of Transition to New Social and Economic Systems ——→



SF 2030

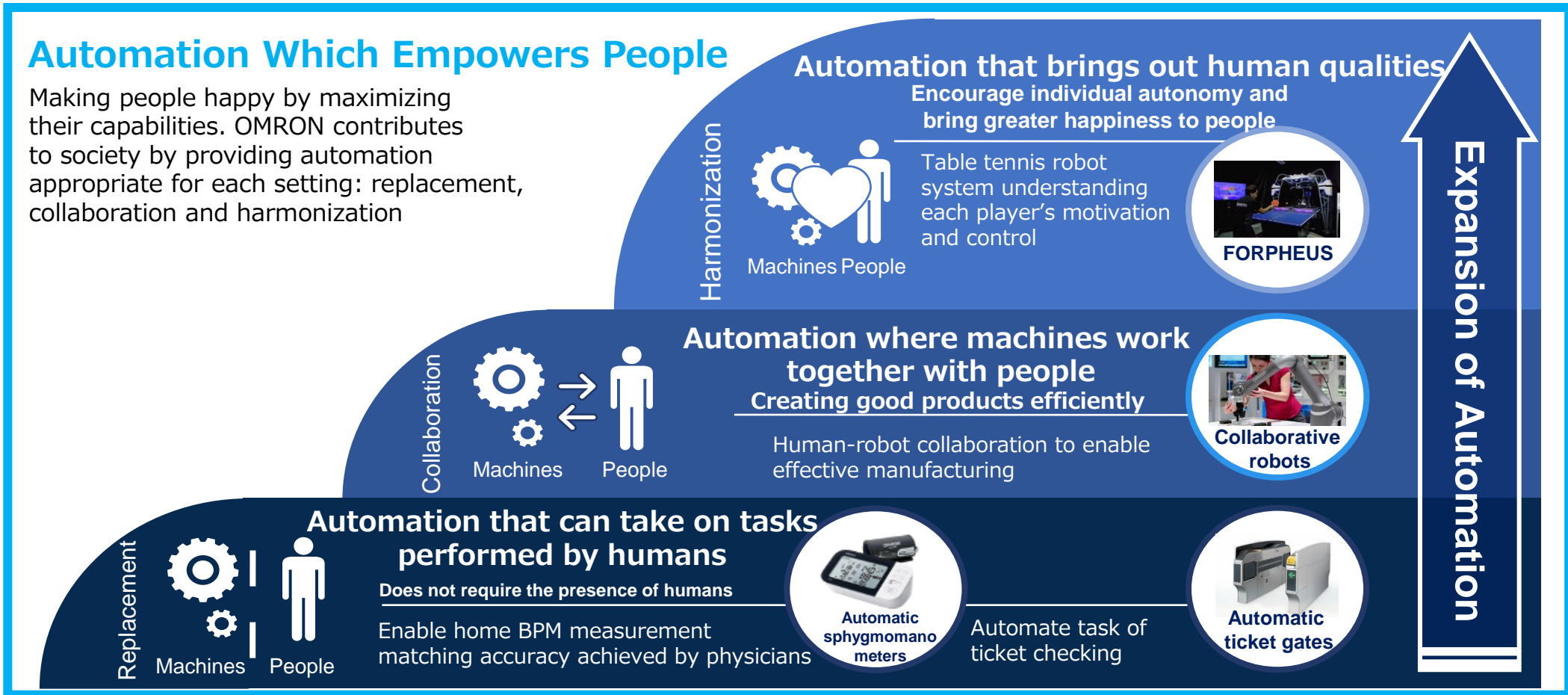
Shaping the Future 2030

**Continue to create innovation
driven by social needs with automation
which empowers people**



Automation Which Empowers People

OMRON's core technologies Sensing & Control + Think have expanded automation beyond replacements for workers. OMRON provides automation that empowers people to maximize their capabilities through collaboration and harmonization



Social Issues Addressed by OMRON

Social issues addressed by OMRON leverage its strengths and have a major social impact: Achieving Carbon Neutrality, Realization of Digital Society and Extending Healthy Life Expectancy

Achieving Carbon Neutrality



Realizing a Digital Society

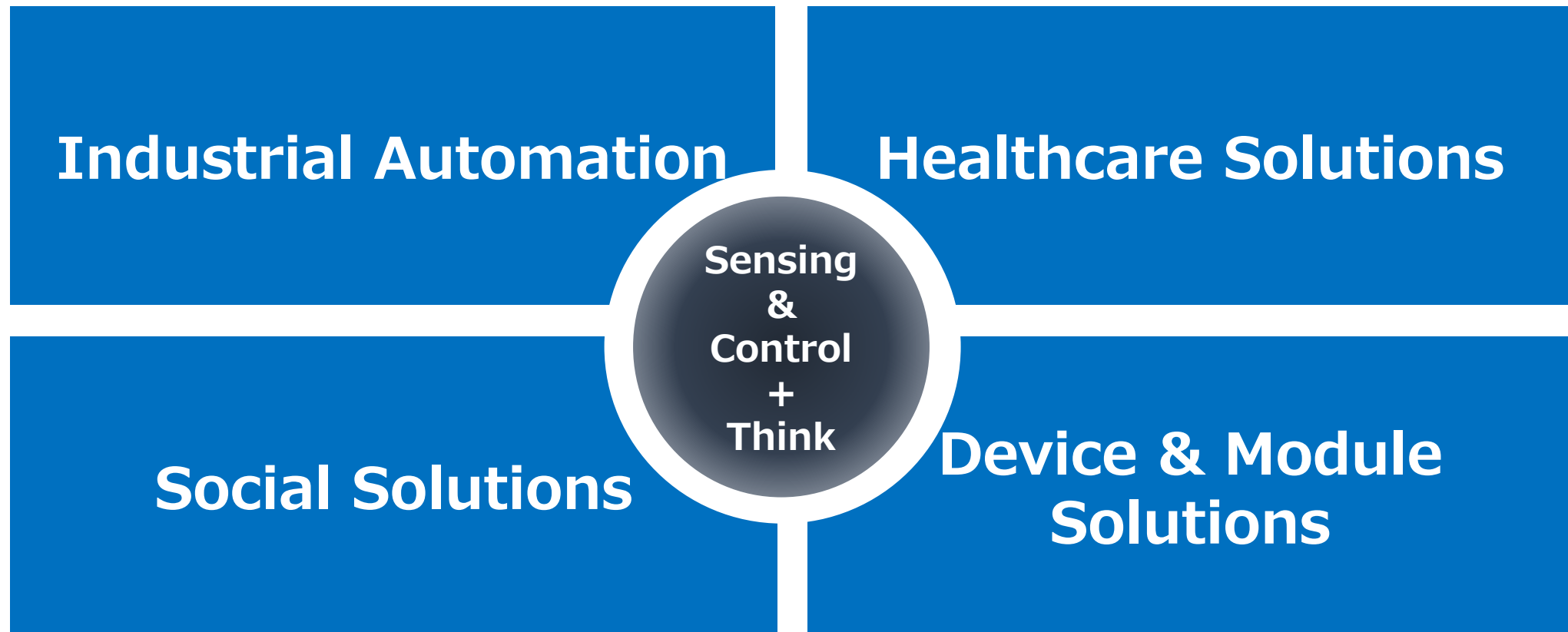


Extending Healthy Life Expectancy



4 Domains

Create social value through our business by developing solutions to social issues in 4 domains





**Social Value to be Created:
Contributing to the advancement of
manufacturing that will support a
sustainable society**

What OMRON will achieve :

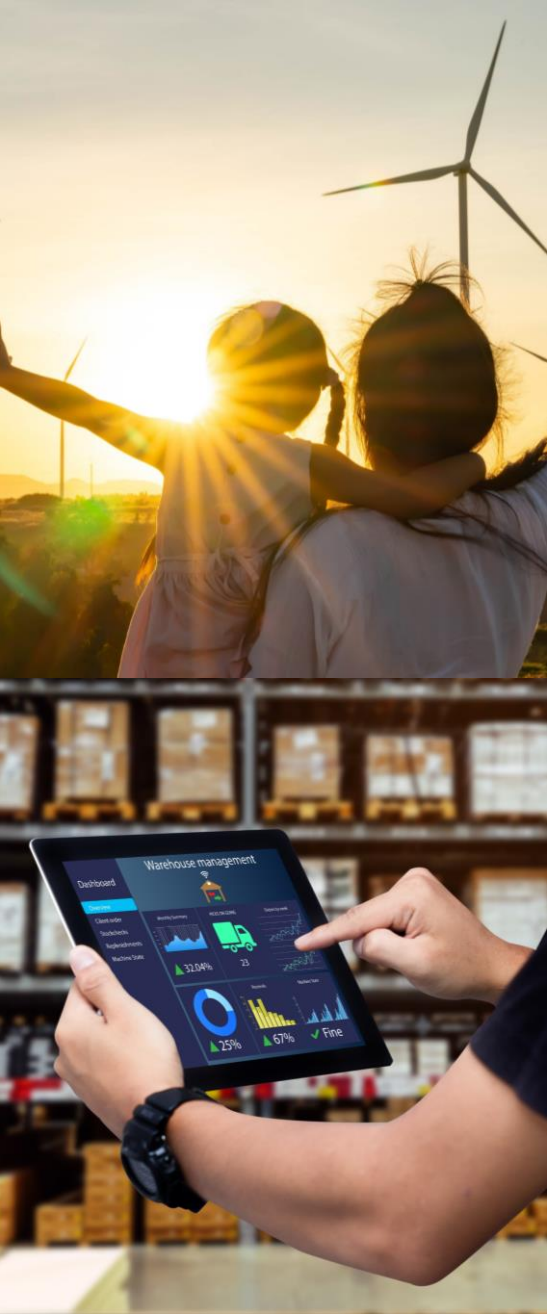
- 1. Maximize productivity and energy efficiency**
- 2. Develop a workplace that allows people to maximize their potential**
- 3. Improve operational processes.
Enhancing operational efficiency in engineering**



Social Value to be Created: Contributing to the achievement of "Zero Events" for cardiovascular diseases

What OMRON will achieve :

- 1. Create devices that measure vital sign data in everyday settings**
- 2. Support the adoption of remote medical service which will use algorithms to support doctors in making diagnostic and treatment decisions**
- 3. Develop new preventative medical service**



**Social Value to be Created:
Contributing to the adoption and
efficient use of renewable energy and
a sustainable infrastructure to
support digital society**

What OMRON will achieve :

- 1. Provide a control system to stabilize power generation**
- 2. Develop a management and service system that will support efficient use of shop floor systems**
- 3. Enhance the overall operational efficiency of social infrastructure**



Social Value to be Created: Contributing to the take-up of new energy* and high-speed communications

What OMRON will achieve :

- 1. Create devices to elevate equipment safety**
- 2. Create microwave-enabled devices capable of maintaining stable connectivity**
- 3. Create devices that generate a low environmental burden**

*New energy: Refers to innovative energy sources such as renewable energy, hydrogen and fuel cells

Evolution of Business Model: From Products to Products & Services

**Pursue the highest level of value generation for society by focusing not just on products but combinations of products and services.
Create value for society through co-creation with partners**

Deploying value to society through businesses where differences in products continue to be important



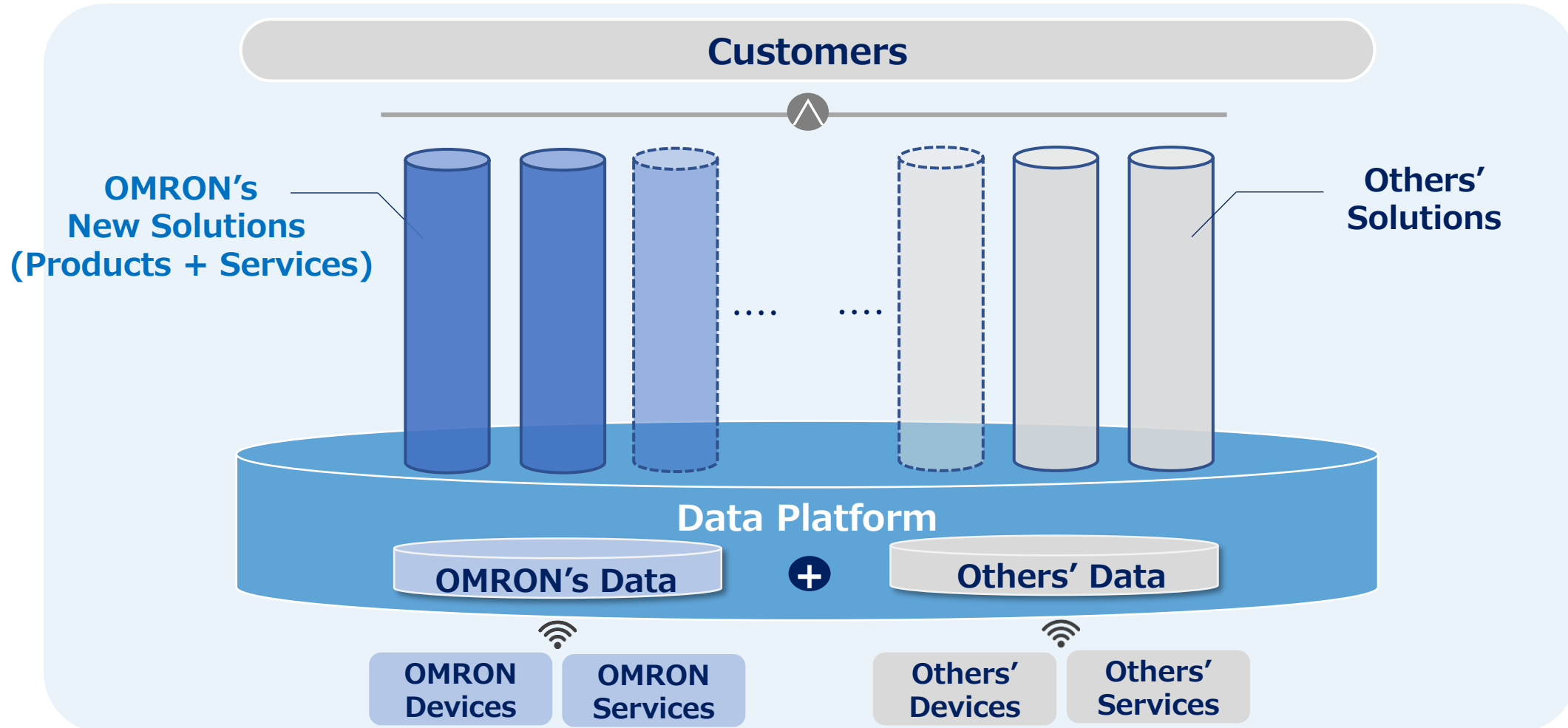
Deploying value to society through businesses where value is generated by the use of products



Co-creation with partners

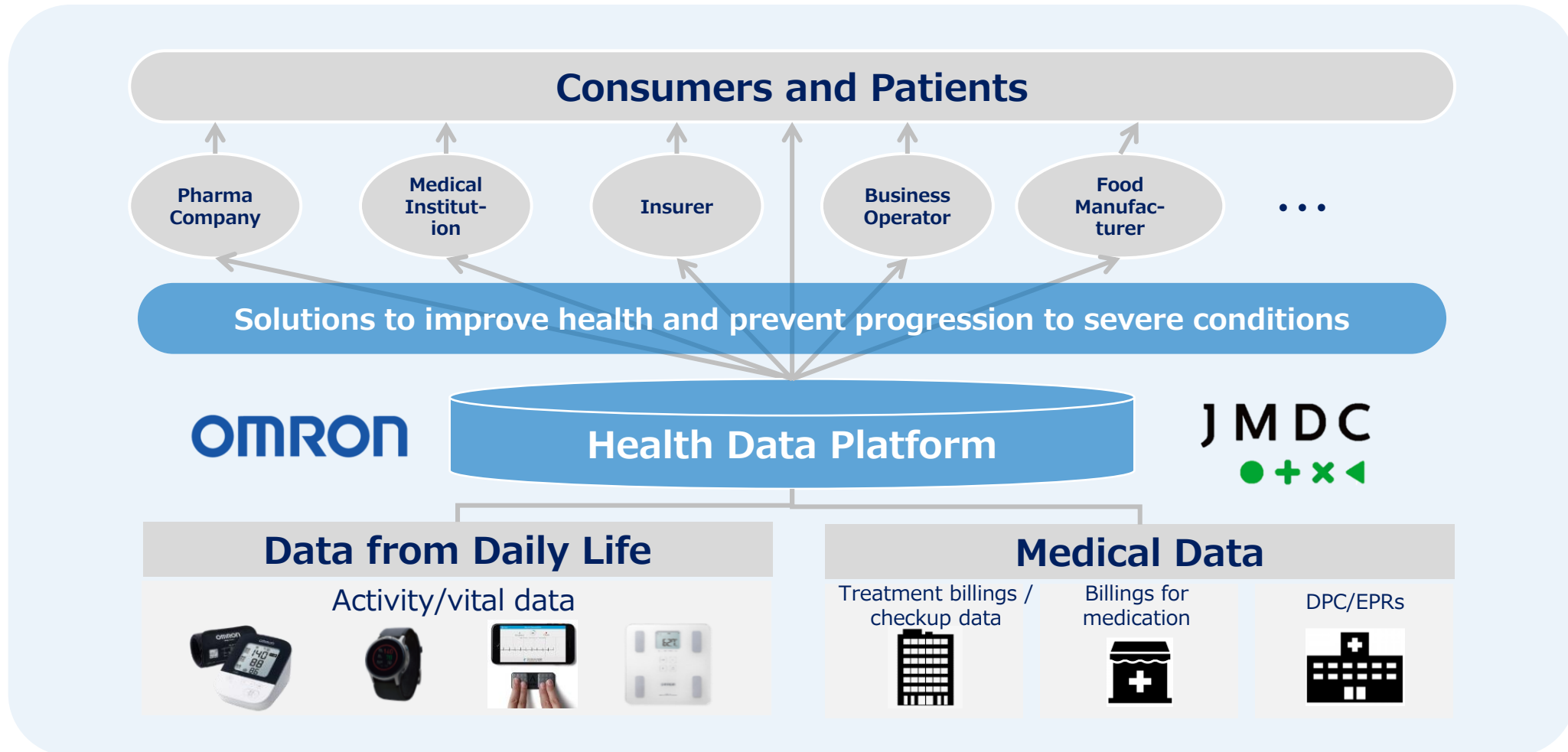
Value Creation Driven by Data

Develop data platform that links data generated by OMRON devices and services to data of others; leverage to create new solutions (products + services)



Capital and Business Alliance with JMDC

Create solutions to promote wellness and prevent worsening of medical conditions through alliance: develop platform to harmonize/analyze personal health data of both



SF 2030

Shaping the Future 2030

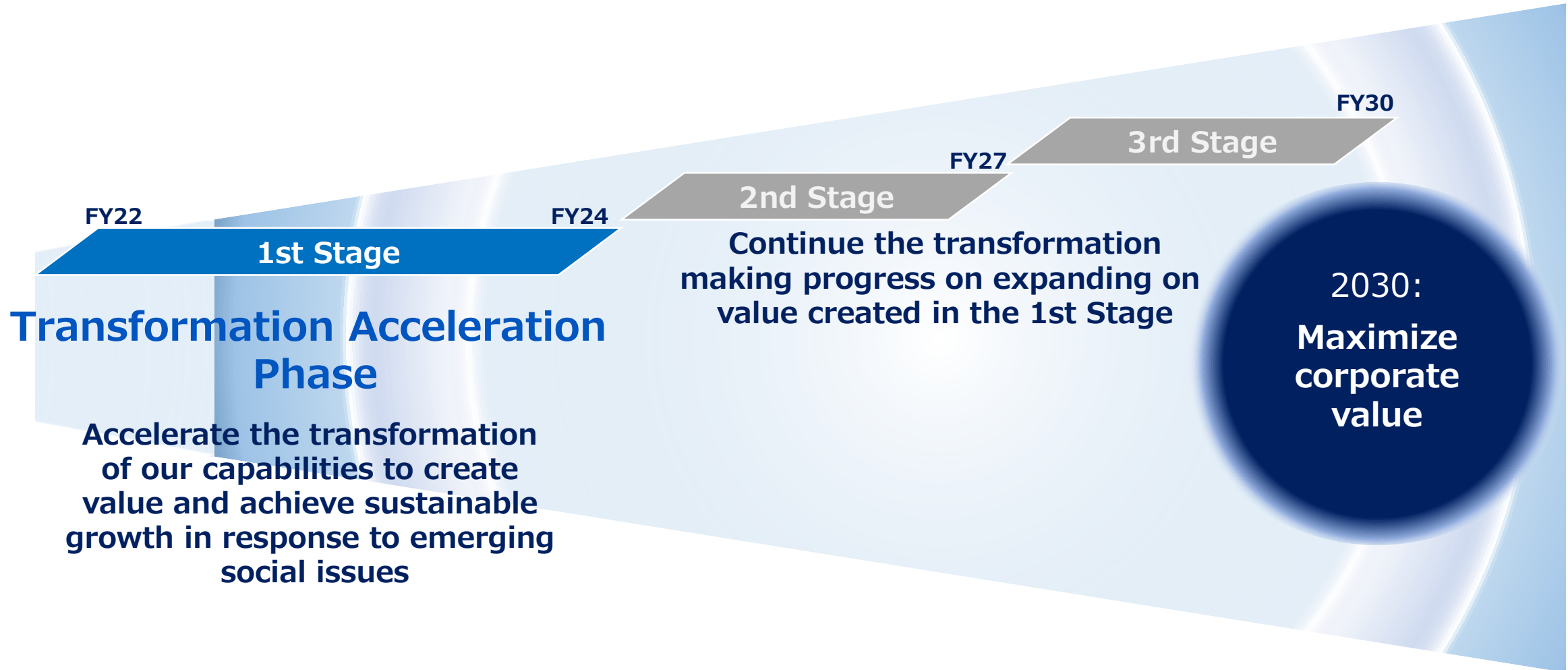
**Continue to create innovation
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 - Transformation of Business
 - Transformation of Corporate Management and Organizational Capabilities
 - Strengthening Sustainability Initiatives
 - Management Targets

Positioning of 1st Stage

OMRON positions 1st Stage as a period of accelerating the transformation of its capabilities to create value in response to social issues and to grow sustainably



1st Stage Overall Policy and Group Strategy

1st Stage Overall Policy

Taking on the challenge of value creation by accelerating transformation

1. Transformation of Business

- Evolution of 4 core businesses
- Expansion of customer asset-type service businesses
- Creation of new businesses sparked by social issues

2. Transformation of Corporate Management and Organizational Capabilities

- Acceleration of diversity & inclusion
- Data-driven enterprise operations through DX
- Improvement of supply chain resilience

3. Strengthening Sustainability Initiatives

- Reduce GHG emissions toward decarbonization and lower the environmental burden
- Thoroughly address human rights issues on a global basis

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Creating Social Value

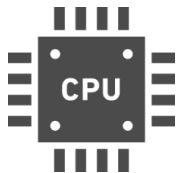




Create social value through our business by developing solutions to social issues in 4 domains

Domain [Core Business]	Social Issues	Achieving Carbon Neutrality	Realizing a Digital Society	Extending Healthy Life Expectancy
Industrial Automation [IAB]		Contributing to the advancement of manufacturing which will support a sustainable society		
Healthcare Solutions [HCB]				Contributing to "Zero Events" for cardiovascular diseases
Social Solutions [SSB]		Contributing to the adoption and efficient use of renewable energy and sustainability of infrastructure to support a digital society		
Device & Module Solutions [EMC]		Contributing to the adoption of renewable energy and high-speed communications		

Evolution of 4 Core Businesses: IAB

Achieve high growth by shifting business domains to growth industries where manufacturing is changing as the world migrates toward a sustainable society.

Achieve strong growth on continued evolution of innovative-Automation

Focus Domains	Key Initiatives	Targets									
	<p>Digital</p>	<div data-bbox="1931 501 2321 594"> <p>Sales Growth (CAGR)</p> </div> <div data-bbox="2058 611 2226 665"> <p>+7%</p> </div> <div data-bbox="1939 665 2333 701"> <p>(Focus Domains +18%)</p> </div> <div data-bbox="1803 701 2423 1015"> <table border="1"> <caption>Sales Growth (CAGR) Data</caption> <thead> <tr> <th>Year</th> <th>Revenue (¥bn)</th> <th>Focus Domains Contribution (%)</th> </tr> </thead> <tbody> <tr> <td>FY21 Forecast</td> <td>430.0</td> <td>32%</td> </tr> <tr> <td>FY24 Target</td> <td>530.0</td> <td>42%</td> </tr> </tbody> </table> </div>	Year	Revenue (¥bn)	Focus Domains Contribution (%)	FY21 Forecast	430.0	32%	FY24 Target	530.0	42%
Year	Revenue (¥bn)		Focus Domains Contribution (%)								
FY21 Forecast	430.0		32%								
FY24 Target	530.0		42%								
	<p>NEV</p>										
	<p>Food/ Household Goods</p>										
	<p>Medicine</p>										
	<p>Logistics</p>										
<ul style="list-style-type: none"> ● Strengthened competitive edge through evolution of innovative-Automation ● Enhanced Automation Centers/SEs ● Accelerate global deployment of i-BELT which maximizes productivity and energy efficiency <p style="text-align: center;"><Co-creation with Partners></p> <ul style="list-style-type: none"> ● Accelerate acquisition of AI/5G/Robotic technology 											
		<div data-bbox="1931 1058 2321 1108"> <p>Social Value KPI</p> </div> <div data-bbox="1849 1132 2397 1260"> <p>No. of companies that have adopted innovative-Automation</p> </div> <div data-bbox="2023 1260 2186 1346"> <p>5,000 (2X FY2021)</p> </div>									

Evolution of 4 Core Businesses: HCB

Further growth of the device business on a global basis and expanding the remote medical service

Focus Domains

Key Initiatives

Targets



Cardiovascular

- Strengthen marketing in regional cities in China and the India market



Respiratory

- Evolution from BPMs to cardiovascular devices



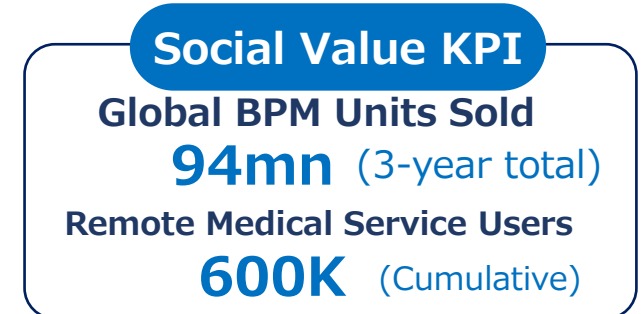
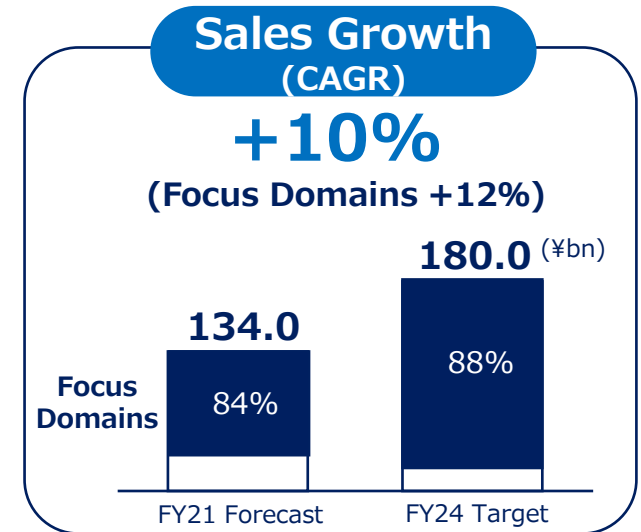
Pain Management

- Creating innovative devices to expand the value of the respiratory equipment business



Remote Medical Service

- <Co-creation with Partners>
- Alliances with service providers to lay the foundations for expansion of the remote monitoring service



Evolution of 4 Core Businesses: SSB

Expand the renewable energy control business and accelerate transformation of the business model for the core railway-related business

Focus Domains



Renewable Energy Control (Housing/Industrial)



Management & Service

Key Initiatives

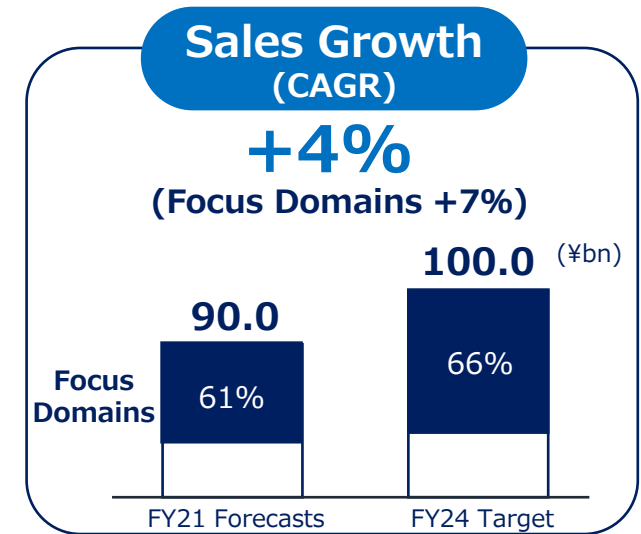
- Introduce/expand storage system enabled for remote control
- Create/expand recurring service businesses
- Complete restructuring of railway-related business

<Co-creation with Partners>

- Accelerate adoption of storage system for industrial PPA* business through alliances with electric power retailers

* Power Purchase Agreement

Targets



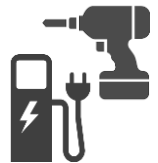
Evolution of 4 Core Businesses: EMC

Establish growth path by capturing growing needs for high function devices driven by migration to DC to ease environmental burden, and digitalization of society

Focus Domains

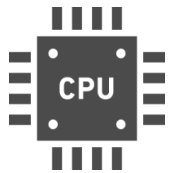
Key Initiatives

Targets



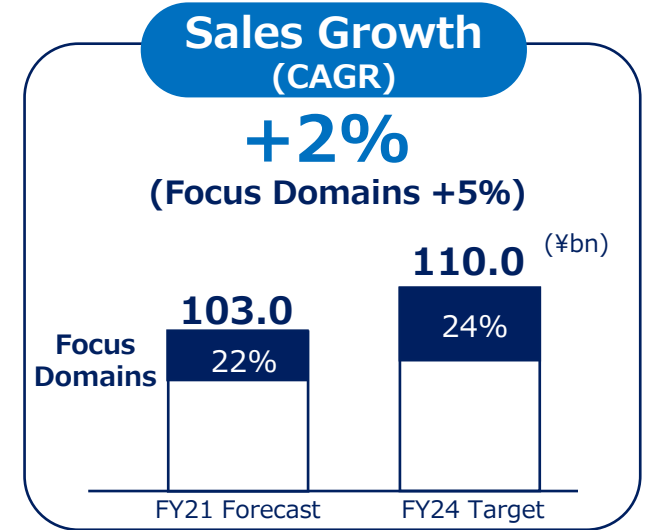
DC (Direct Current) Equipment

- Create new products that make it possible to safely control direct current
- Create new products that enable stable connectivity for microwave signals



Microwave Devices

- <Co-creation with Partners>**
- Early participation in new designs for leading companies and alliances with think-tanks and technology ventures

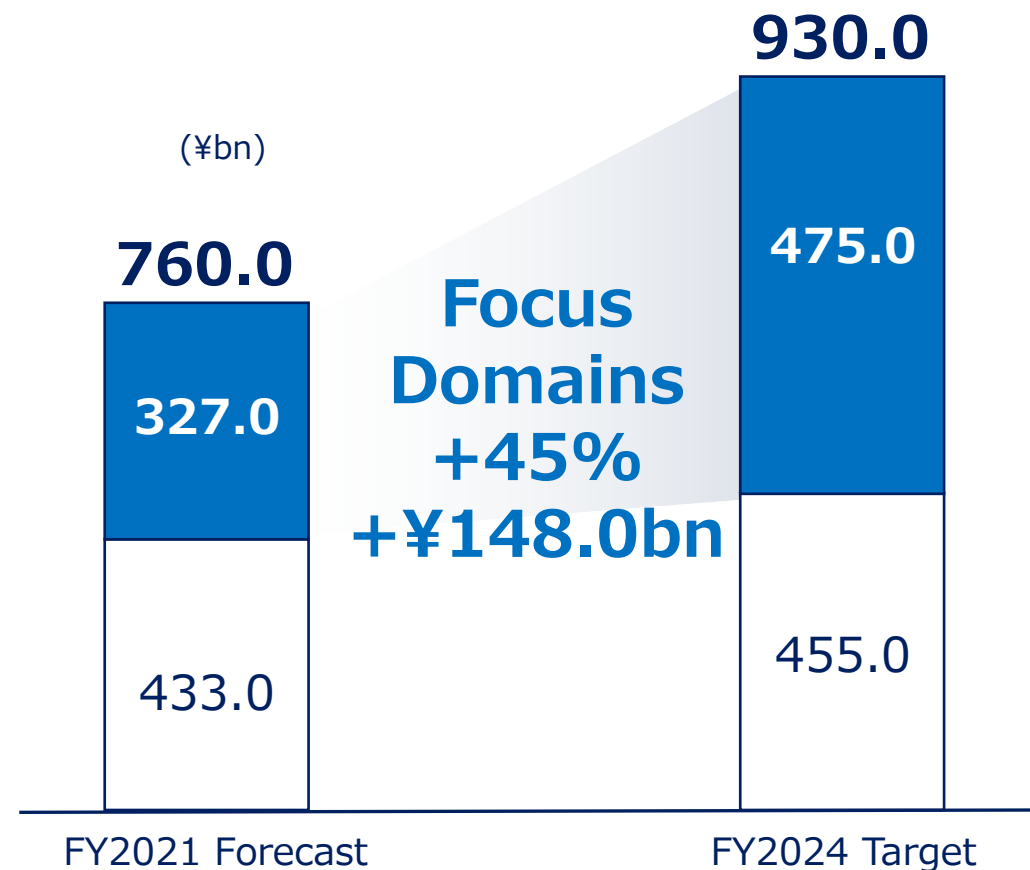


Evolution of 4 Core Businesses: Sales Growth in Focus Domains

OMRON Group's growth to be led by the focus domains, primarily by the IAB business

Focus Domain Sales Growth and Growth Rates (versus FY2021)

Industrial Automation (IAB)	Digital, NEV, Food & Household Goods, Medicine, Logistics	+ ¥87.5 bn
Healthcare (HCB)	Cardiovascular, Respiratory Equipment, Pain Management, Remote Medical Service	+ ¥45.5bn
Social Systems, Solutions & Service (SSB)	Renewable Energy Control (Housing/Industrial), Management & Services	+ ¥11.5bn
Electronic & Mechanical Components (EMC)	DC Equipment, Microwave Devices	+ ¥3.5bn



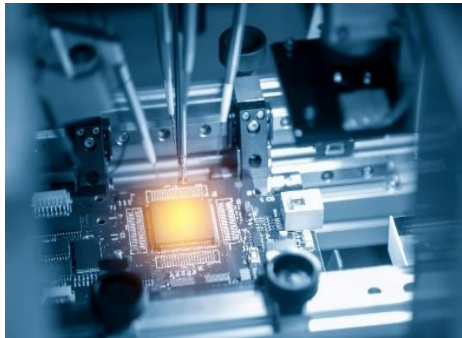
Evolution of 4 Core Businesses: IAB's Growth Opportunities

Capturing growth opportunities: 5 focus domains where investment levels are high

Growth Opportunities in Focus Domains

Digital

Production capacity expansion and ultra-miniaturization



Environmental Mobility

Highly efficient production of EV parts



Food & Household Goods

Technological innovation to eliminate plastic in packaging



Medicine

Enhanced traceability to prevent distribution of counterfeit drugs



Logistics

Automation of logistics operations



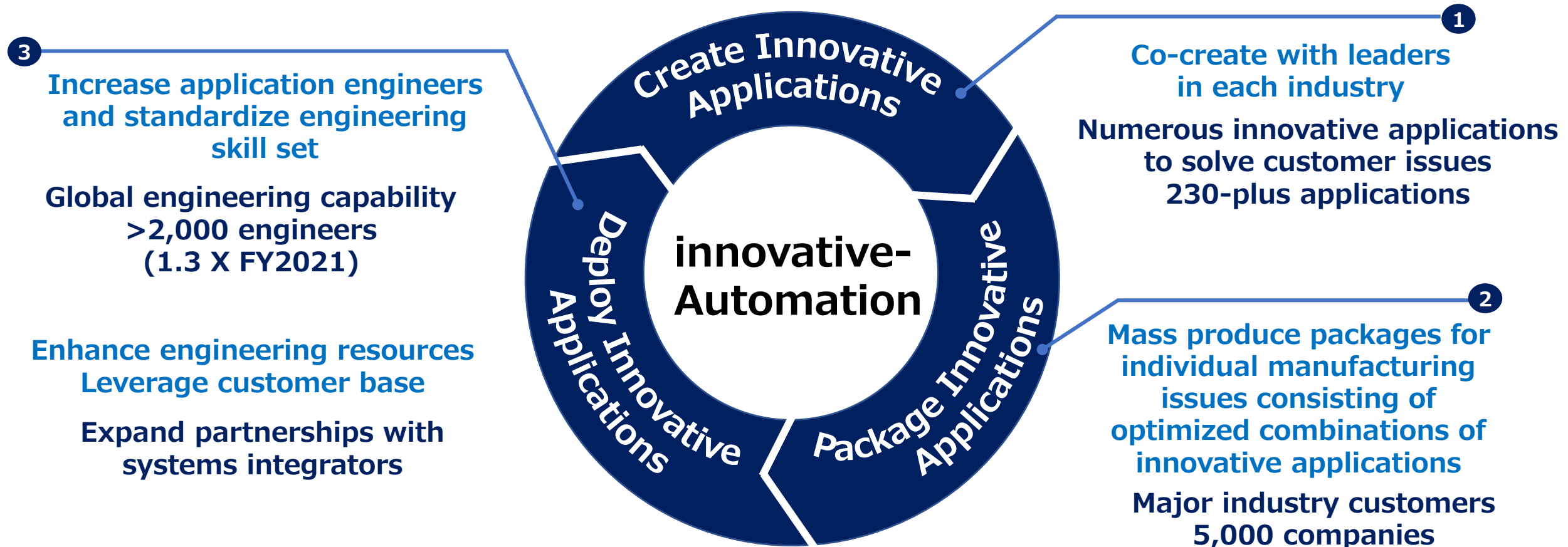
Common Themes Across Industries

Improve energy efficiency, address labor shortages and create pleasant manufacturing workplaces

Evolution of 4 Core Businesses: Advances in the IAB Application Business

The application business embodies innovative-Automation. Powerfully leverage the application business virtuous cycle to achieve FY2024 sales target of 530 billion yen

Unique Application Business Enabling OMRON Wins in Growth Opportunities



Evolution of 4 Core Businesses: Innovative Applications Created by IAB

Automation which exceeds human capabilities



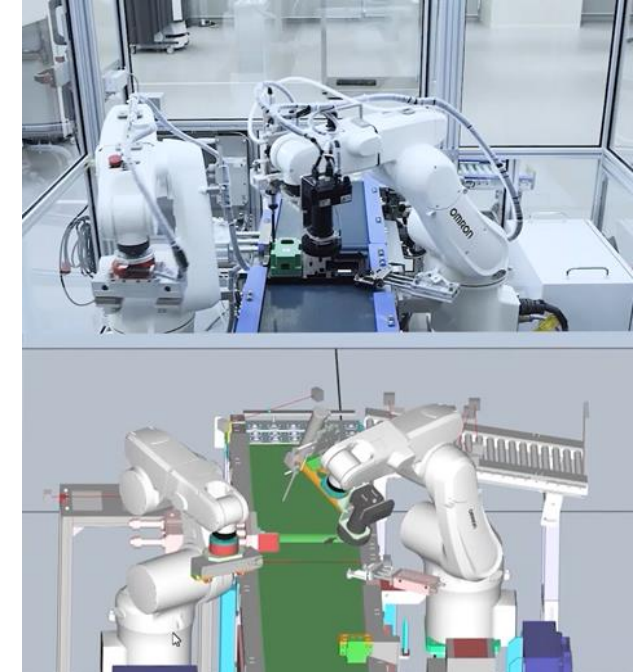
- Production lines enabled to achieve both energy control and improved productivity
- Facilities able to autonomously detect changes
- Replicate master craftsmanship

Sophisticated human-machine collaboration



- Intelligent machines to support workers on the shop floor
- Lines where workers and machines flexibly collaborate
- Seamless cooperation between humans and machines

Innovation in digital engineering

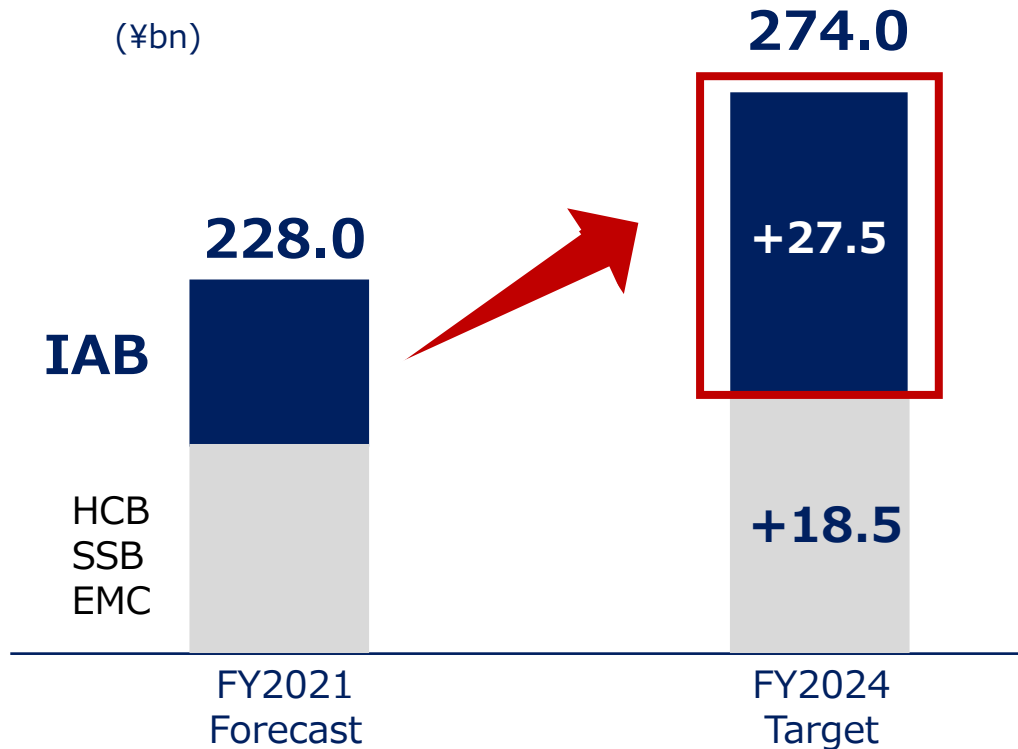


- Manufacturing management combining robotic integrated controller and digital twinning
- Digital maintenance which exceeds the ability of master craftsmen
- Virtual facility design integrated with production lines

Evolution of 4 Core Businesses: Allocation of Management Resources to IAB

Proactively invest in IAB's high growth potential. Allocate resources to the creation of new applications and human capital to generate new value

4 Core Businesses: SG&A and R&D Expenses



Major IAB Investments

- Product development, such as new applications and robots
- Investment in human capital, such as hiring application engineers and improving capabilities
- Developing the foundations for expanding service businesses

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Transformation of Corporate Management and Organizational Capabilities

Establish 3 areas for accelerated transformation. Evolve operational foundations for corporate management/business operations and organizational capabilities

Acceleration of Diversity & Inclusion

- **Accelerate global initiatives to attract diverse human resources and implement strategies that allow each individual to fully live up to their potential** to support the expansion of business areas and creation of new value

Data-driven Enterprise Operations Through DX

- **Expand data-driven value creation and improve operational productivity** through the adoption of digital technologies (Establish DX platform model, implement in selected regions)

Improvement of Supply Chain Resilience

- **Evolve supply chain management for all businesses, based on assumptions of a high level of uncertainty**
 - Develop supply network optimized for regions where demand is growing
 - Elevate the sustainability of the overall supply chain (Step up initiatives for decarbonization and human rights)

OMRON's Concept of Diversity & Inclusion

Diversity

Attract diverse people
who will take on the challenge
of the creation of a better
society

&

Inclusion

Unleash the passion and
ability of each individual,
create innovation by
bringing our diverse
personalities together
and share the fruits
of our labor

Image of Required Human Resources

- Individuals passionate about solving social issues
- Individuals who continue to hone their specialties to realize their ambitions
- Individuals who care about the team as a whole and who are self-starters that demonstrate leadership

Initiatives to Accelerate Diversity & Inclusion

Accelerate implementation of HR policies to accelerate D&I. Improve human creativity by 7%

Attract diverse human resources

Create innovation by unleashing passion and ability

Framework for sharing co-creation and achievements

Evolution of Human Resource Policies

Global hiring of specialist human resources to lead value creation

Promote localization of globally important positions

Promote career advancement for women by developing next-generation leaders

Implement and expand diverse career, employment status and working styles choices

Invest in individuals keen to grow

Establish Jobs program with defined roles, responsibilities and specialties

Cultivate a workplace environment that supports personal growth and motivated individuals

Initiatives and programs to share achievements which solve social issues

Performance Indicators

HR portfolio sufficiency rate

>80%

Global ratio of women in management roles >18%

VOICE SEI >70 points

HR development investments
¥6 bn 3-year total

Complete introduction of defined Jobs program

VOICE & bottom-up FB Scores

- Evolution of TOGA
- Adoption of MT equity linked compensation for global management positions

FY2024 Target

Human Creativity*
(vs. FY2021)
+7%

*Added value per unit cost of employee

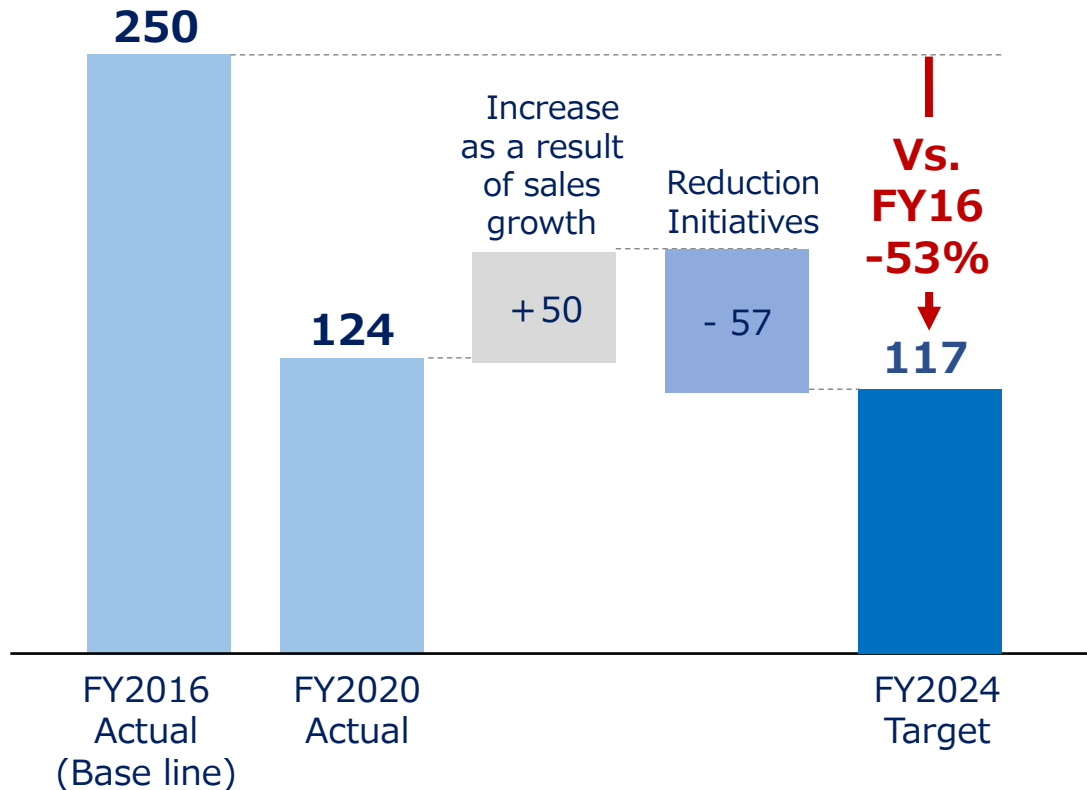
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Accelerate Initiatives for Decarbonization, Lowering the Environmental Burden: Scope 1 & 2

Target 53% reduction of GHG emissions by FY2024. Aim to achieve Carbon Zero at domestic locations. Lead efforts to realize carbon neutrality for society as a whole; leverage into product competitiveness

GHG Emissions Track Record and Targets

(Unit: kt-CO2)



Objectives and Initiatives

Domestic

Achieve Carbon Zero* at all 76 locations

- Expanding energy savings/generation
- Leverage J Credits accumulated by SSB's energy business

Global

Expand energy savings/generation at all locations

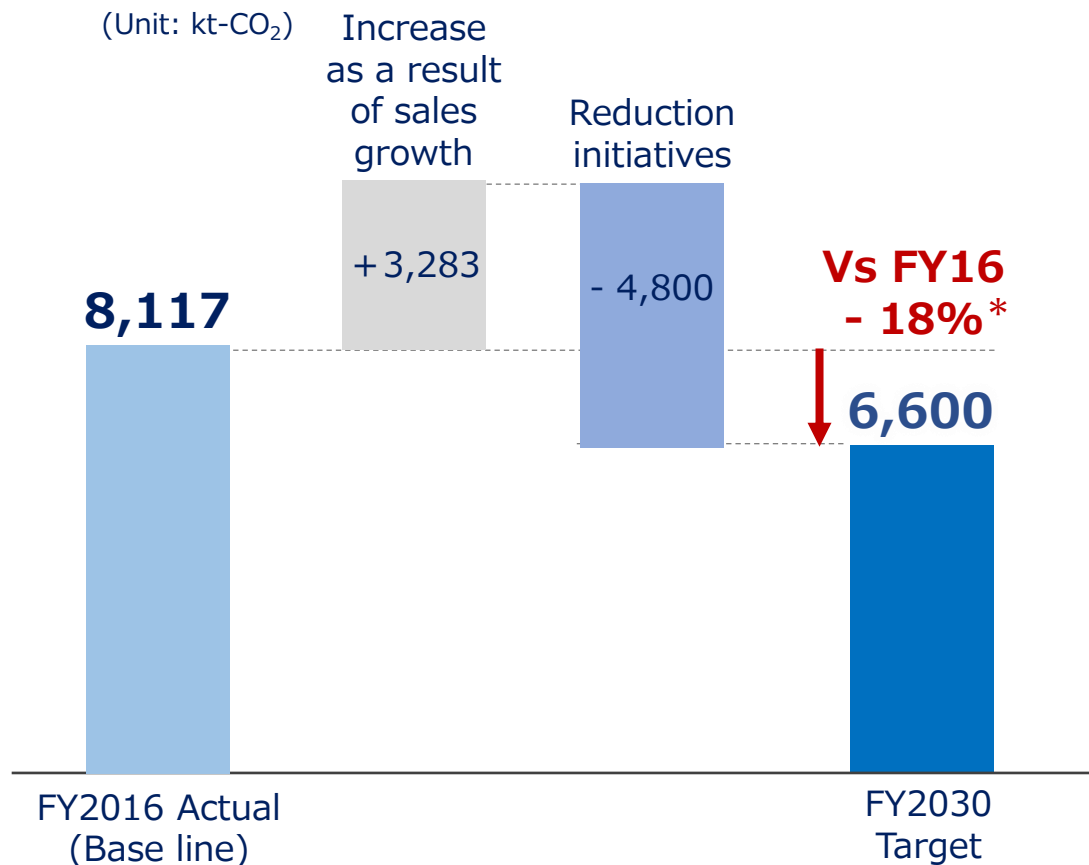
- Upgrade energy-saving facilities at production plants
- Add new on-site solar power generation facilities, etc

* Targeting GHG emissions resulting from in-house use of electric power (Scope 2): 13 production bases, 63 non-production bases (HQ, R&D, Sales)

Accelerate Decarbonization/Environmental Initiatives: Scope 3 Category 11

Set FY2030 target for Scope 3 Category 11. Aim for 18% reduction compared to FY2016. To achieve this, implement energy-saving designs and other measures for new products in each business at 1st Stage

GHG Emissions: Track Record and Target



Major Initiatives

IAB	Power-saving design in new products that support the realization of innovative-Automation
HCB	Development and adoption of power consumption reduction technology for new BPM products
SSB	UPS, which account for 2/3 of emissions: • Promotion of the replacement with low power consumption products • Development and sales of energy-saving products
EMC	Provision of products that contribute to energy savings in customer products (No standby power consumption, low power consumption, compact and lightweight)

Thorough Respect for Human Rights Throughout the Value Chain

Committed to establishing a global human rights governance framework and implementing human rights due diligence in line with the UN Guiding Principles on Business and Human Rights

Major Ongoing Initiatives

Actively manage both internally and across the supply chain

- Continue to undertake human rights risk analysis at all production bases and remedy abuses
- Continue 100% implementation of sustainability self-checks for all key vendors



New Initiatives

Enhance value chain initiatives in line with UNGP

- Implement human rights due diligence in alignment with UNGP
- Develop a mechanism for remedying human rights abuses across the global value chain

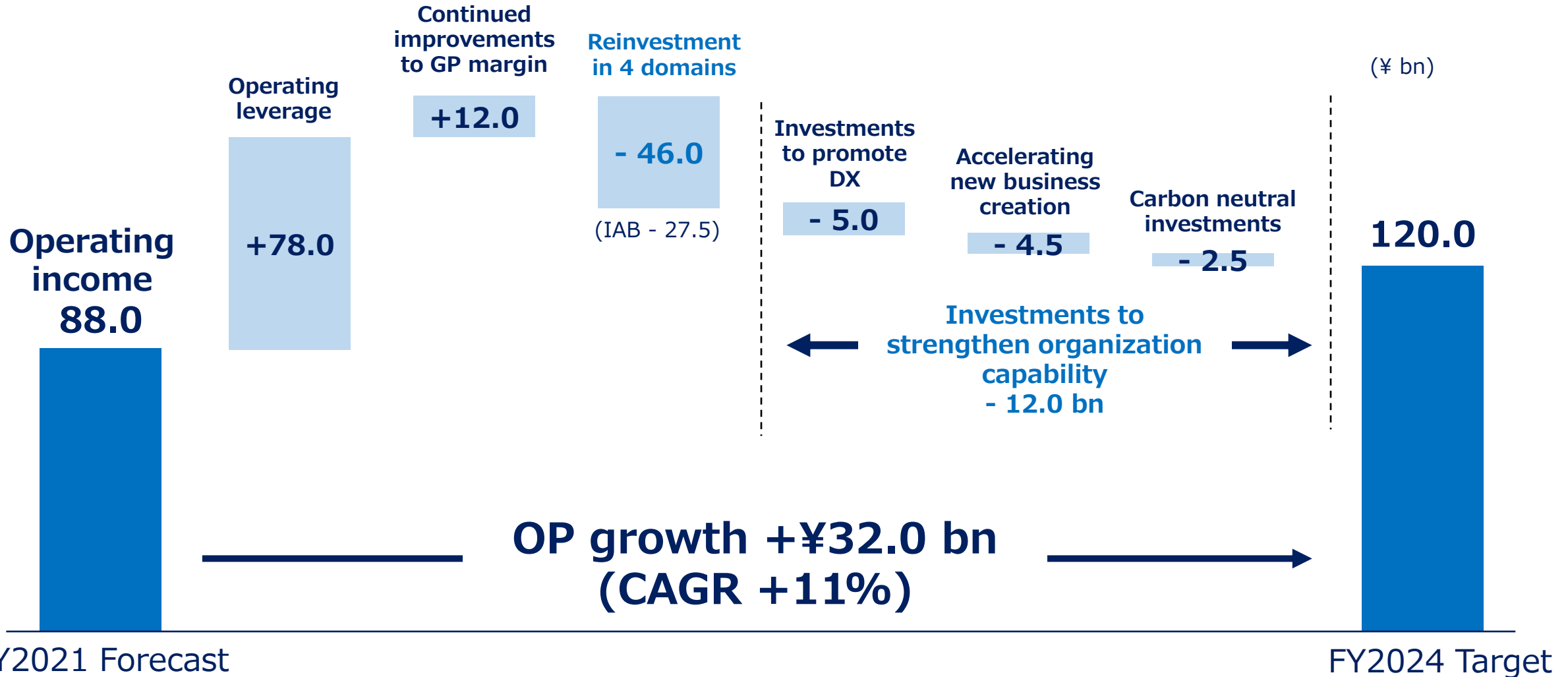
- 1. Review of VG2020 (FY2011 – 2021)**
- 2. Long-Term Vision SF2030**
- 3. Medium-Term Management Plan 1st Stage (FY2022 – 2024)**
 - SF 1st Stage Strategies & Policies
 - Transformation of Business
 - Transformation of Corporate Management and Organizational Capabilities
 - Strengthening Sustainability Initiatives
 - **Management Targets**

SF 1st Stage Management Metrics (FY2024 Financial Targets)

	<u>FY2021 Forecasts</u>	<u>FY2024 Targets</u>	<u>FY2021→FY2024</u>
Net Sales	¥760.0 bn	¥930.0 bn	+7%/year ^{* CAGR}
Operating Income	¥88.0 bn	¥120.0 bn	+11%/year [*]
Business C/F 3-year total	¥217.9 bn <small>(Excludes impact of AEC transfer)</small>	¥250.0 bn	+¥32.1 bn
ROIC	>9%	>10%	+1% pt.
ROE	>9%	>10%	+1% pt.
EPS	¥284	>¥400	+12%/year [*]

Operating Income Growth (FY2021→FY2024)

Project strong profit growth in 4 core businesses by capturing growth opportunities. In addition to reinvestment to drive new value creation, proactively investing to enhance organizational capability



Sales and Operating Income FY2024 Targets by Segment

		FY2021 Forecasts	FY2024 Targets	FY2021→FY2024 Annual Growth rate
IAB	Sales	¥430.0 bn	¥530.0 bn	+7%
	OP (%)	¥79.0 bn (18.4%)	¥106.0 bn (20.0%)	+10% (+1.6% pt.)
HCB	Sales	¥134.0 bn	¥180.0 bn	+10%
	OP (%)	¥19.5 bn (14.6%)	¥28.0 bn (15.6%)	+13% (+1.0% pt.)
SSB	Sales	¥90.0 bn	¥100.0 bn	+4%
	OP (%)	¥6.5 bn (7.2%)	¥10.0 bn (10.0%)	+15% (+2.8% pt.)
EMC	Sales	¥103.0 bn	¥110.0 bn	+2%
	OP (%)	¥8.0 bn (7.8%)	¥11.0 bn (10.0%)	+11% (+2.2% pt.)

SF 1st Stage Management Targets (Non-financial Targets)

1. Grow Sustainability Sales*¹ 45% versus FY2021 (reflects contribution to solving 3 social issues)
2. Raise ratio of women in management roles above 18% on a global basis
3. Hire disabled individuals at 28 overseas bases; maintain 3% level achieved in Japan
4. Reduce Scope 1 & 2 GHG emissions by 53% versus FY2016
5. Achieve Carbon Zero *² at all 76 *³ domestic locations
6. Implement human rights due diligence in alignment with UNGP*⁴ and develop mechanism for remedying abuses in the value chain
7. Continue to make solid advances on sustainability initiatives to maintain inclusion in DJSI World
- 8.
9. **Group targets to be set based on global vote by employees (to be finalized at the end of April)**
- 10.
- + 1. **Top management of each region to declare their commitment to contribute to local communities in alignment with OMRON's Sustainability Policy**

*1 Focus domain sales related to 'Achieving Carbon Neutrality', Realizing a Digital Society', 'Extending Healthy Life Expectancy'

*2 Scope 2 GHG emissions resulting from internal use of electric power

*3 13 production bases, 63 non-production bases (HQ/R&D/Sales)

*4 UN Guiding Principles on Business and Human Rights

Investment Plan

In addition to business investments to create value, OMRON will proactively invest to achieve carbon neutrality for itself and society

	Forecast for FY2019 – 2021 (cumulative)	1st Stage Plan FY2022-2024 (cumulative)
Growth Investments (Includes M&A)	¥140.2 bn	¥200.0 bn
R&D Investments	¥134.2 bn	¥165.0 bn
Capex (Includes DX investments)	¥93.6 bn	¥130.0 bn
Investments for Carbon Neutral	¥3.8 bn	¥20.0 bn
Investments to Develop Human Capital	¥2.0 bn	¥6.0 bn

Cash Allocation Policy / Shareholder Returns Policy

Cash Allocation Policy

- To create new value, prioritize investments for growth and sustainability initiatives
- Basic policy to fund investments and shareholder returns from retained earnings and OPCF

Shareholder Returns Policy

- Basic policy to target DOE of around 3%
- Surplus cash retained over long periods of time may be used from time to time to buy back shares

SF 2030

Shaping the Future 2030

**Continue to create innovation
driven by social needs with automation
which empowers people**



OMRON

Reference

Strategic Objectives

Industrial Automation (IAB)

Customers using innovative-Automation
5,000 companies
(2X vs. FY2021)

Healthcare (HCB)

Global BPM Sales
94 mn units
(3-year total)
Remote Medical Service Users
600,000 users
(Cumulative)

Social Systems, Solutions & Service (SSB)

Connected Energy Management Devices
50,000 units
(3-year total)

Electronic & Mechanical Components (EMC)

Product sales contributing to raising penetration of renewable energy/high speed communications
DC eq. products
60 mn units
Microwave device products
170 mn units
(3-year total)

Expanding Customer Asset Service Businesses

Ratio of Service Business Sales
>10%

Creating New Businesses

New Businesses Created
3 or more

Diversity & Inclusion

Human Creativity
+7% (vs. FY2021)
Investment in Human Resources
¥6.0 bn (3-year total)
VOICE SEI
>70 points

Enhancing Profit Generating Capability

GP Margin
>47.0%

Notes

1. The consolidated statements of OMRON Corporation (the Company) are prepared in accordance with U.S. GAAP.
2. Projected results are based on information available to the Company at the time of writing, as well as certain assumptions judged by the Company to be reasonable. Various risks and uncertain factors could cause actual results to differ materially from these projections.

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