Contents

¹ The Omron Value Creation Story

⁴ Message from the CEO



Material Management Issues and Major Initiatives

12

the CFO

gement or Initiatives Message from

Where We're Headed



- 16 Board of Directors and Auditors
- 18 Making the World Smaller through Sensing and Control + Think Technologies
- 20 Business Model
- 22 Omron Products (Market Share and Sales by Product)
- 26 The Year in Review
- 28 Financial Highlights
- 30 Non-Financial Highlights
- 32 11-Year Financial and Non-Financial Highlights

34 Special Feature: 1 Evolution of Our Technology CTO Message



- 37 Intellectual Property Strategy
- 38 Special Feature: 2
 Manufacturing Capability



Editorial Policy

The scope of this report covers the 185 companies of the Omron Group, consisting of 168 consolidated subsidiaries and 17 nonconsolidated subsidiaries and affiliates accounted for under the equity method (as of March 31, 2016).

Omron Corporation contributes to the creation of a sustainable society by offering solutions to social issues through our business and by engaging in responsible environmental, social, and governance (ESG) initiatives.

We voluntarily disclose the details of our business and ESG activities to our stakeholders. This integrated report conforms to the integrated reporting frameworks recommended by the International Integrated Reporting Council and the World Intellectual Capital Initiative. ESG-related disclosures have been written with reference to the G4 Sustainability Reporting Guidelines (core). See our CSR website for a comparative table. http://www.omron.com/about/sustainability/guide_line/

Caution Concerning Forward-Looking Statements

Statements in this integrated report with respect to Omron's plans and strategies as well as other statements that are not historical facts, are forward-looking statements involving risks and uncertainties. Important factors that could cause actual results to differ materially from such statements include, but are not limited to, general economic conditions in Omron's markets, which are primarily Japan, the Americas, Europe, Greater China, and Asia Pacific; demand for and competitive pricing pressure on Omron's products and services in these highly competitive markets; and movements of currency exchange rates.

Where We're Headed

About the Cover

We are all charged with the task of ensuring the sustainability of our precious planet. Our cover concept this year imagines the Earth as a complex puzzle. Each puzzle piece is a solution to a social need. Team Omron is committed to innovation driven by social needs and to meeting all challenges with passion and courage.





- 42 Factory Tour Healthcare Business Matsusaka Factory
- 44 At a Glance
- 46 Industrial Automation Business (IAB)
- 48 Electronic and Mechanical Components Business (EMC)
- 49 Automotive Electronic Components Business (AEC)
- 50 Social Systems, Solutions and Service Business (SSB)
- 51 Healthcare Business (HCB)
- 52 Other Businesses Environmental Solutions Business, Backlights Business, Electronic Systems & Equipment Business, and Micro Devices Business
- 53 Sustainability Topics



- 56 Management Compass: The SINIC Theory
- 58 Sustainability Management
- 60 торіся Integrated Risk Management



- 64 Human Resources Management
- 68 TOPICS Driving Business Growth with Information Technology
- 70 Corporate Governance
- 76 Cultivating Strong Relationships through Responsible Engagement
- 78 Directors, Audit & Supervisory Board Members, Honorary Chairman, and Executive Officers

Financial Section

82 Financial Section (U.S. GAAP)

Corporate Information/ Other Information