

Responsible Engagement with Our Stakeholders

As stated in our Sustainability Policy, OMRON cultivates strong relationships with our stakeholders through responsible engagement. Relationship of trust through engagement with our stakeholders is an indispensable asset for the sustainable growth of OMRON and an essential element for us to create social needs. We are committed to responsible engagement with all of our stakeholders to sustainably improve our corporate value and solve social issues through our business.

Stakeholders	Major Initiatives	Means of communications	Actual initiatives
Customers	We provide better products and services, with the aim of solving social issues through our business.	Communication through sales activities	We conducted a joint development with our customers by utilizing 37 AUTOMATION CENTERS (ATC). FY2020 results: - We realized remote customer services on a global basis. - We realized the exhibition tours using virtual space (in Japan: Tokyo and Kariya, overseas: Spain, Singapore, North American areas, etc.).
		Customer support	We contributed to the improvement of our customers' global competitiveness through our 150 or more support networks in 40 countries around the world. In the Healthcare Business, we set up a residential environment space for monitoring and utilized the results to develop wheezing sensors.
		User monitoring	Our wheezing sensor "WheezeScan" received the "Good Design Award" in 2020.
		Exhibitions	We enhanced the recognition of the OMRON brand through exhibition at China International Import Expo (CIIE) 2020. Over 500 business opportunities were created.
		Website	We enhanced our website to provide the latest information and services. We were ranked No.1 overall in the BtoB site rankings for the fourteenth consecutive year.
Transaction partners	We are engaged in global procurement activities and working with our suppliers to improve the level of sustainability in our supply chain.	Briefings on our purchasing policy (Global Partner Conference)	We shared OMRON's management policies and sustainable procurement policies with major suppliers. We held one-on-one online meetings in FY2020.
		Sustainability self-assessment	We asked suppliers to conduct self-assessment of compliance with the Sustainable Procurement Guidelines. We confirmed the compliance status of 19 suppliers in Asia/Pacific that conducted the self-assessment in FY2020.
		Assessment based on third-party standards	We conducted self-checks using the RBA* evaluation tool. We asked 69 suppliers we identified as having sustainability risks to implement corrective actions. *RBA: Responsible Business Alliance "Green procurement" that helps reduce negative environmental impact
		We awarded or renewed green supplier certification. During	FY2020, we certified 92 more companies as green suppliers, and completed assessments for a cumulative total of 3,026 companies. We proactively adopted materials that do not contain hazardous chemical substances to help reduce negative environmental impact in our supply chain.
		Survey on conflict minerals	We conducted surveys by using conflict minerals reporting template, the industry standard, tracking upstream supply chain and implementing corrective actions. We promoted procurement in a manner not to drive environmental destruction and human rights violation.
Employees	We are committed to creating a company where employees can unleash their abilities and passions and demonstrate them to the fullest.	VOICE (Global Employee Engagement Survey)	We conducted an employee engagement survey to provide management with feedback from all employees for solving issues. In FY2020, we conducted a survey targeting all 28,006 employees of the OMRON Group (response rate 90%), and identified management issues from 40,453 free comments. The Executive Council discussed those issues to take action to solve them.
		"The KURUMAZA" meeting facilitates direct communication between the CEO and employees	We organized a forum of communication between the CEO and employees for the purposes of making the OMRON Principles the driver for OMRON's growth.
		"OMRON Principles Missionary Dialogues" facilitate direct communication between the Chairman and employees	Direct dialogues with top executives to have practicing the OMRON Principles take root in the organization. In FY2020, a total of three dialogues were held online, including overseas areas.
		TOGA (The OMRON Global Awards)	An event where teams that received Gold Awards gather at the Kyoto Head Office, make presentations on their commitment to putting the OMRON Principles into practice to the executives and employees, and receive applause. In FY2020, TOGA was conducted as a hybrid of real and virtual events. It drew a total of 15,000 entries from inside and outside the Company, making more and more people inspired and resonated with practicing the OMRON Principles.
		Employee Health Management Declaration "Boost5 Project"	We consider the health of our employees as an important management foundation, and issued "The OMRON Health White Paper" based on the visualization and analysis of the status of their health.
Shareholders and investors	We are working to engage in two-way interactive communication with shareholders and investors, with the aim of "realizing highly transparent management."	Presentation of business results/ESG Meeting/briefings for individual investors	We held meetings for presentation of business results (four times), briefings for individual investors (twice), ESG Meeting, and meetings with institutional investors (more than 570 times), entirely online. As in the past, we conducted highly transparent IR activities.
		Ordinary General Meeting of Shareholders	Our Ordinary General Meeting of Shareholders was also streamed online. 72 shareholders attended the Meeting at the venue and 407 shareholders via the internet. The percentage of voting rights exercised was 88.1%, hitting an all-time high.
		Publication of IR-related materials	We actively disclosed information through publication of IR-related materials, including the Integrated Report and Shareholders' News.
		Planning and operation of the IR website and sustainability website	We disclosed information including financial results related materials in a timely manner. We provided a broader range of non-financial information.

Customer Engagement

OMRON Opens a Virtual Facility of its AUTOMATION CENTER, a Showcase Facility for State-of-the Art FA Technology

OMRON has commenced a virtual tour to its AUTOMATION CENTER (ATC), a factory automation technology center where customers join with OMRON to find solutions to their manufacturing issues, and is working with customers to solve issues even as travel restrictions are imposed due to COVID-19.

Allowing customers from around the world to view on their computers the virtual content that features facilities and demonstration machines at the flagship ATC-TOKYO, the largest of 37 ATCs across the globe, this new service gives global customers the most realistic experiences of OMRON's state-of-the-art FA technology anytime, anywhere. Afterwards, customers can also have a remote experience of many solution services including "demonstration/verification" and "technology training" if they wish, leading to the creation of an environment similar to the customers' facilities.

Thanks to these processes, we have engaged with over 4,000 customers even under the state of emergency, and are constantly creating innovative solutions.



3D Walkthrough Rendering of the Virtual ATC-TOKYO



Virtual Tour Image of Demonstration Machines

Employee Engagement

"VOICE," Our Employee Engagement Survey

Since 2016, OMRON has conducted the global employee engagement survey "VOICE" with the aim of allowing management to listen directly to feedback from employees, identify management issues, and take actions to solve them. OMRON focuses on organizational management, systems, human resource development, organizational culture, etc. which make up the foundations that support our business, and promotes to create a company where each employee of the OMRON Group learns and embraces the OMRON Principles, strategies, and Company goals, and can work with a focus on demonstrating their talents (with a high level of engagement) to achieve them.



A poster calling on employees to respond to VOICE

OMRON Principles Missionary Dialogues

Since FY2013, OMRON has worked on the "OMRON Principles Missionary Dialogues," a forum of communication between the Chairman of the Board and top executives from around the world who will be the next generation of leaders. Through the Dialogues, participants externalize in their own words what the practice of the OMRON Principles means to them. In addition to deepening their own understanding of the OMRON Principles, they discuss how they contribute to the Company's growth and expand the circle of resonance for the OMRON Principles among members in their own divisions. In FY2020, the Dialogues were held online for the first time due to the COVID-19 crisis. Holding the Dialogues online allowed many members to participate, and a wider variety of opinions were exchanged by utilizing the chat function and other features.



OMRON Principles Missionary Dialogues

Shareholder and Investor Engagement

Organized the General Meeting of Shareholders and ESG Meeting under the COVID-19 crisis.

OMRON strives to raise corporate value through dialogues with shareholders and investors. In FY2020, we held the 83rd Ordinary General Meeting of Shareholders and the ESG Meeting online in order to prevent the spread of COVID-19. In the Ordinary General Meeting of Shareholders, we were able to engage with a large number of shareholders and investors by also utilizing the internet to broadcast the Meeting by relay while keeping the number of shareholders attending the Meeting at the venue to a minimum. These efforts have resulted in a 3.7 point increase in the percentage of voting rights exercised to a record high of 88.1%. In the ESG Meeting, we gave an explanation on our business, our human resource initiatives based on the OMRON Principles, our initiatives for sustainability and the environment, energy solution business, and climate change. The Meeting was attended by 225 shareholders and investors (including a record 170 investors), asking many questions and making comments. The knowledge we received from these dialogues has led to improvements in our management initiatives. OMRON will work to disclose information to our shareholders and investors in a highly transparent manner even under the COVID-19 crisis.



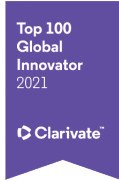
The 83rd Ordinary General Meeting of Shareholders (June 23, 2020)



FY2020 ESG Meeting (March 1, 2021)

OMRON Recognitions

OMRON Innovations Recognized



Selected as Top 100 Global Innovator 2021

OMRON was selected for a fifth consecutive year from fiscal 2016 as a Top 100 Global Innovator, an award recognizing the best 100 innovative companies and research institutes.



Coverage in Various Indexes

OMRON has been lauded by ESG assessment institutions around the world, leading to the inclusion of its stock in ESG indexes in Japan and abroad. OMRON has been listed in the Dow Jones Sustainability Asia Pacific Index for the eleventh consecutive year since 2010. We have also been listed for the fourth straight year on the Dow Jones Sustainability World Index since FY2017. We have also been included for the seventh consecutive year in the MSCI ESG Leaders Index from 2015 and for the sixth consecutive year in the FTSE4Good Index Series. We have also been included in a range of other indexes.

ESG Indexes

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

2021 MSCI ESG Leaders
Indexes Constituent


FTSE4Good

STOXX Member 2020/2021
ESG Leaders
Indices

With the commencement of ESG investing by the Japan Government Pension Investment Fund (GPIF), OMRON was selected as a component member of three ESG indexes in July 2017 for the fifth consecutive year. In 2018, we were also selected for the S&P/JPX Carbon Efficient index for the third consecutive year.



2021 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2021 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

Major Indexes in Japan

Since March 2019, we have been included as one of the 225 stocks that make up the Nikkei Stock Average.



OMRON Contributions to Sustainability Recognized

Designated 2021 Health & Productivity Stock Selection

OMRON has been recognized for the third consecutive year since FY2018 as a Health Management Brand stemming from our OMRON Employee Health Management Declaration (led by senior management) and the OMRON Health White Paper (visualization of employee health).



Selected as a Nadeshiko Brand

OMRON has been recognized for our engagement in diversity promotion activities for the fourth consecutive year since FY2017.



Designated as a Gold Standard Workplace in the PRIDE Index, the Highest Evaluation

OMRON was designated as a Gold Standard Workplace for the fourth consecutive year, the highest evaluation under the PRIDE Index by work with Pride, an NGO that evaluates companies and other organizations for their initiatives related to sexual minorities, including LGBT.



Awarded Platinum Rating from EcoVadis for Sustainability

OMRON was highly recognized and awarded for our approaches in environmental fields in CSR activities.



Ranked "Gold Class" in S&P Global Sustainability Award for the First Year



OMRON Communications Recognized

Ranked No.1 overall in Toyo Keizai Inc.'s "SDGs Ranking of 500 Companies Representing Japan"

OMRON ranked No.1 overall in the SDGs ranking sponsored by Toyo Keizai Inc. We were also ranked No.1 in the categories of environment and corporate governance, and No.3 in the category of sociality.



Best Japan Brands 2021

We have been included in the Japan business brand evaluation ranking announced each year by Interbrand Japan for the fourth consecutive year since 2018, and our brand was valued at 880 million US dollars (approximately 96.8 billion yen), up 1% from the previous year.



Awarded Semi-Grand Prix in NIKKEI Annual Report Awards 2020

OMRON's Integrated Report 2020 won the Semi-Grand Prix Award in the NIKKEI Annual Report Awards 2020.



Selected for Having Created Excellent Integrated Report and Most-Improved Integrated Report

OMRON has been recognized for the high quality of our integrated report by asset managers entrusted by the Government Pension Investment Fund (GPIF), and was selected for the fourth consecutive year for having created an excellent integrated report and most-improved integrated report.



Corporate Information As of March 31, 2021

Established

May 10, 1933

Incorporated

May 19, 1948

Capital

¥64,100 million

Number of Employees

(Consolidated)

28,254

Common Stock

Issued 206,245 thousand shares

Trading Unit 100 shares

Number of Shareholders 27,848

Stock Listings

Tokyo Stock Exchange,

Frankfurt Stock Exchange

Securities Code

6645

Fiscal Year-End

March 31

Annual Shareholders' Meeting

June

Custodian of Register of

Shareholders

Mitsubishi UFJ Trust and Banking Corporation

Depository and Transfer Agent for

American Depositary Receipts

JPMorgan Chase Bank, N.A.

Head Office

Shiokoji Horikawa,

Shimogyo-ku, Kyoto

600-8530, Japan

Tel : +81-75-344-7000

Fax: +81-75-344-7001

Major Manufacturing & Development, Sales & Marketing, and Research & Development Centers in Japan

Manufacturing & Development

Kusatsu Office

Okayama Office

Ayabe Office

Yasu Office

Research & Development

Keihanna Technology

Innovation Center

Sales & Marketing

Tokyo Office

Osaka Office

Nagoya Office

Mishima Office

Subsidiaries and Affiliates

OMRON SOCIAL SOLUTIONS Co., Ltd.

OMRON HEALTHCARE Co., Ltd.

OMRON RELAY & DEVICES Co., Ltd.

OMRON SWITCH & DEVICES Co., Ltd.

OMRON AMUSEMENT CO., Ltd

OMRON FIELD ENGINEERING Co., Ltd.

OMRON SOFTWARE Co., Ltd.

OMRON ASO Co., Ltd.

OMRON EXPERTLINK Co., Ltd.

Regional Headquarters

North America

OMRON MANAGEMENT
CENTER OF AMERICA
(United States of America, Illinois)

Europe

OMRON MANAGEMENT
CENTER OF EUROPE
(The Netherlands, North Holland)

Greater China

OMRON MANAGEMENT
CENTER OF CHINA (Shanghai)

Asia Pacific

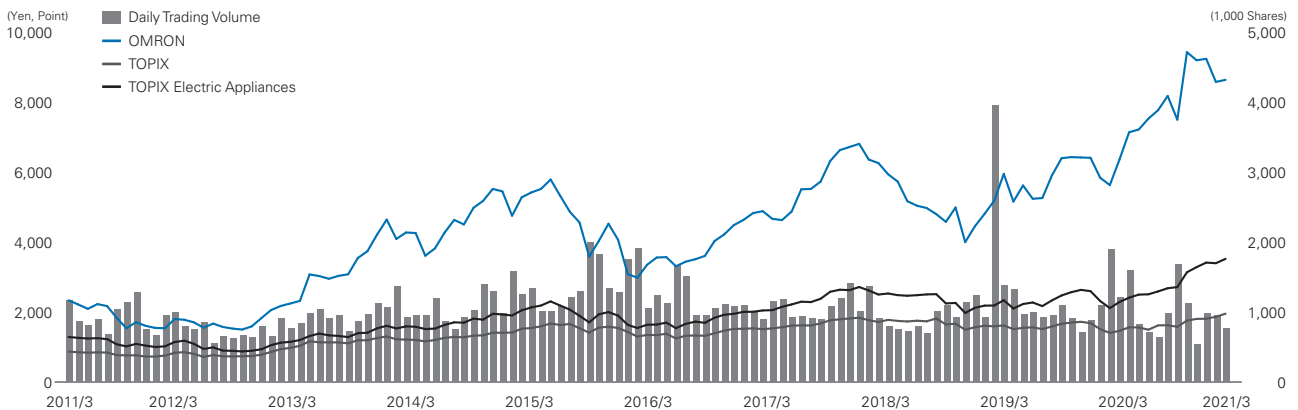
OMRON MANAGEMENT
CENTER OF ASIA PACIFIC
(Singapore)

Korea

OMRON MANAGEMENT
CENTER OF KOREA (Seoul)

Stock Information

Share Price and Volume



* OMRON share prices prior to July 16, 2013 reflect prices on the First Section of the Osaka Securities Exchange. Share prices on July 16, 2013 and later reflect prices on the First Section of the Tokyo Stock Exchange.

Total Shareholder Return (TSR*1)

FY	2016	2017	2018	2019	2020
OMRON	147.9%	191.2%	161.4%	177.4%	269.7%
TOPIX	114.7%	132.9%	126.2%	114.2%	162.3%
TOPIX Electric Appliances	127.0%	157.8%	140.9%	138.9%	234.3%

*1 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 2016, assuming an investment at the fiscal 2015 year-end closing price.

52-Week High / Low, Volatility*2

FY	High (¥)	Low (¥)	Volatility (%)
2020	10,040	5,330	28.8
2019	6,870	4,410	32.3
2018	6,300	3,740	34.5
2017	7,670	4,385	27.1
2016	5,120	3,045	32.5
2015	5,900	2,742	40.0
2014	5,800	3,365	30.9
2013	4,730	2,213	39.7
2012	2,478	1,436	29.9
2011	2,357	1,381	36.5

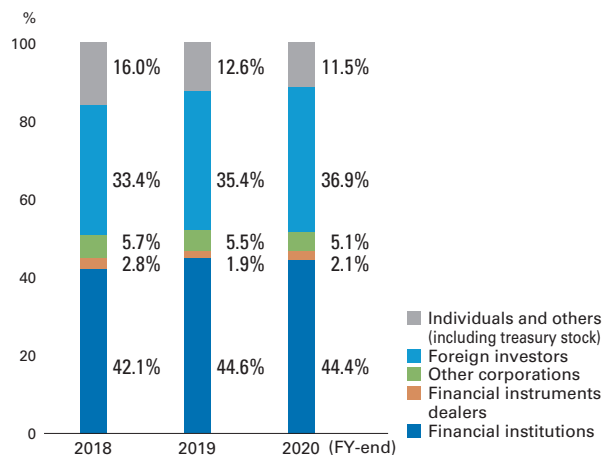
*2 Volatility: Price fluctuation risk expressed in standard deviations

Dividends per Share / Payout Ratio

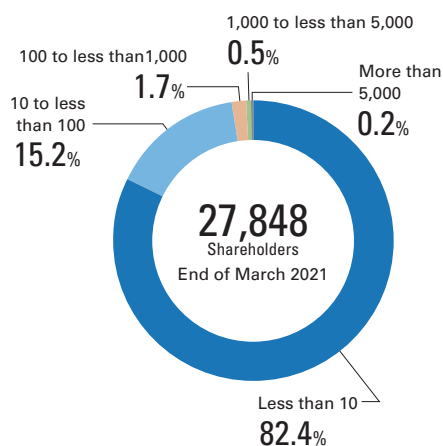
FY	Dividends per Share (¥)	Payout Ratio (%)
2020	84	39.1
2019	84	23.0
2018	84	32.2
2017	76	25.6
2016	68	31.6
2015	68	31.1
2014	71	25.0
2013	53	25.3
2012	37 ^{*3}	27.0
2011	28	37.6

*3 Including ¥5.0 per share of 80th anniversary memorial dividend

Ownership and Distribution of Shares



Shareholder Distribution by Number of Shares Held (Trading unit: 100 shares)

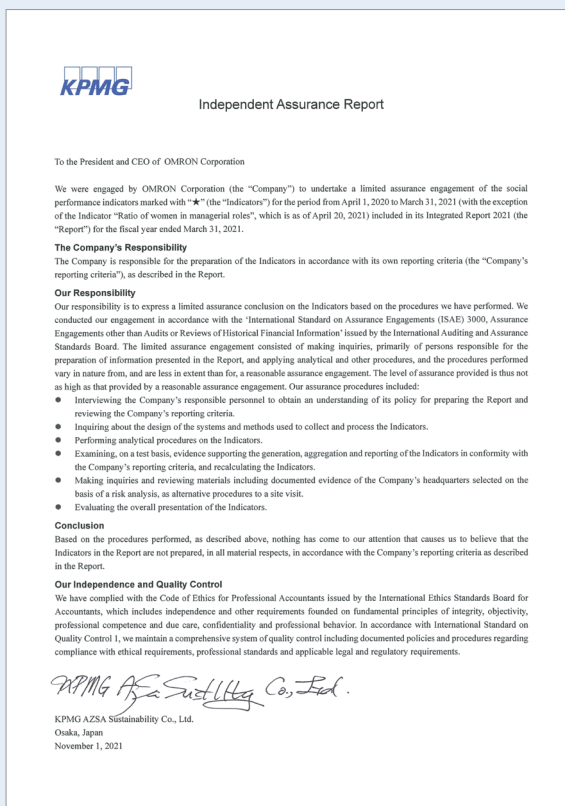


Independent Third-Party Assurances

To enhance the reliability of the information presented in Integrated Report 2021, the following information associated with social and environmental performance provided herein has been assured or reviewed by independent third parties*.

Data subject to independent assurance

- Ratio of non-Japanese in key managerial positions overseas (P16, 112)
- Ratio of women in managerial roles (OMRON Group in Japan) (P16, 112)
- Ratio of employees with disabilities (OMRON Group in Japan) (P16, 112)

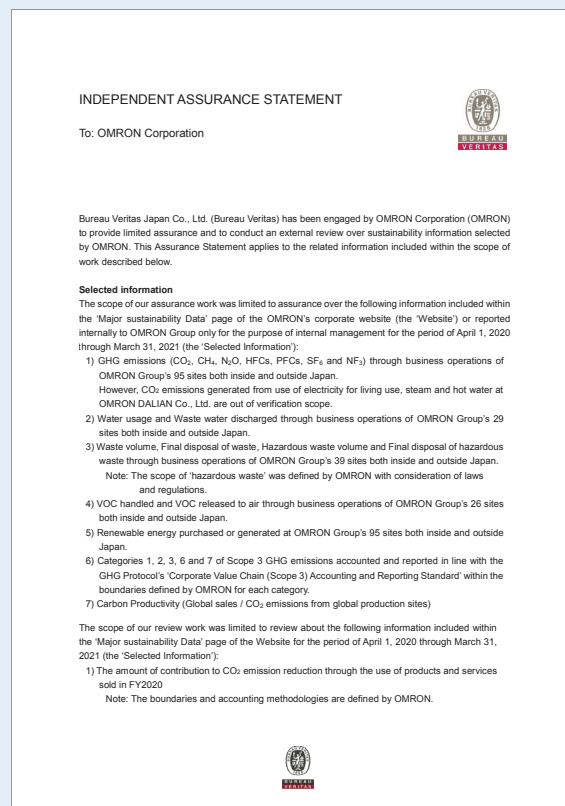


Data subject to independent assurance

- GHG emissions (P16, 22, 73, 112)
- Net sales to CO₂ emissions (P16, 22, 73, 112)

Data subject to independent review

- Environmental contribution (P16, 22, 73, 112)



* KPMG AZSA Sustainability Co., Ltd.
Bureau Veritas Japan Co., Ltd.

Members for Integrated Report 2021

Industrial Automation Company

Hidetaka Kitajima
Takehiko Hioka

Innovation Exploring Initiative HQ

Makoto Ohira
Yoko Kitamura
Hirotaka Ogino

Electronic and Mechanical Components Company

Katsuhisa Suzuki
Naru Yasuda

OMRON SOCIAL SOLUTIONS

Takahiro Iesato
Ryotaro Mori
Junko Yoshida

OMRON HEALTHCARE

Kaori Iijima
Yoichi Tomita

Global Human Resources and Administration HQ

Nana Itoi
Sachio Inami
Ryota Ueshima
Yoshinobu Kokufugata
Shuji Tatsuoaka
Shin Nakajima
Toshiaki Harada
Yasuteru Yamamoto

Global Risk Management and Legal HQ

Koji Okamoto
Yoshichika Tanabe
Sachiko Yagi

From the Publisher

We prepared this Integrated Report for 2021, a year that passes the baton from the former long-term vision “VG2020” concluded in fiscal 2020 to the next long-term vision starting in fiscal 2022, with focus on three points.

The first was describing the present OMRON’s value generation story structured with combination of “three timelines.” Specifically, the three timelines consist of the “long-term: 10 years,” “medium-term: 4 years” and “short-term: compared to the prior fiscal year.” In the “long-term” perspective, we aimed to express our journey of value generation with a long-term viewpoint by summarizing the former long-term vision, as well as showing the direction of the next long-term vision. Next, we incorporated the “medium-term” perspective into the descriptions of each business in the Business section. We aimed to describe the fact that our assets and abilities cultivated during the four-year period of the former medium-term management plan (fiscal 2017 to 2020) have led to the current growth in each business. Lastly, we secured a role of this report as an annual report by summarizing the “short-term” financial results with a main focus on the fiscal 2020 actual results.

The second was that outside directors and independent Audit & Supervisory Board members respectively took part in the Governance section of this report. Regarding the “Board of Directors’ Effectiveness,” Chairman of the Board of Directors and the lead Outside Director had a conversation. We interviewed Chairman of the Compensation Advisory Committee about the “Compensation Governance,” as well as an independent Audit & Supervisory Board member about the actions taken by the Audit & Supervisory Board and a response to KAM (Key Audit Matters). OMRON has a hybrid governance framework that combines a company with the Audit & Supervisory Board and a Selection Advisory Committee. We have thought that presenting discussions on the effectiveness of governance by outside directors as well as independent Audit & Supervisory Board members will lead to securing further transparency and development of constructive dialogue with the markets.

Finally, from this fiscal year, we clarified each role of the “Business Report,” “Securities Report” and “Integrated Report,” and, at the same time, attempted to link these disclosure statements together in the “value generation story” that combines the financial and non-financial information. While editing this Integrated Report, which is a voluntary disclosure, we mainly focused on complementing the securities report by multilaterally depicting the information leading to the non-financial value with officers’ and employees’ viewpoints. Please read the securities report if you have not yet done so.

We will continue to place great value on dialogue with our stakeholders. We look forward to hearing your honest opinions in this regard.

Publisher and Editor-in-Chief, Integrated Report 2021
Executive Officer Global Investor & Brand Communications HQ

Tsutomu Igaki

Edition Team Members for Integrated Report 2021

Global Investor & Brand Communications HQ

Tsutomu Igaki (Editor-in-Chief) Satomi Somekawa (Deputy Editor-in-Chief) Kisho Iida Hiroshi Oda Arihiro Yokota

Sustainability Office

Rumi Ueyama
Masaru Kaizaki
Yasuyuki Hirakawa
Yuki Yoshikawa

Board of Directors Office

Yuriko Sunaga
Naoki Nakai
Shinya Nagata

Global Strategy HQ

Satoko Murakoshi

Global Investor & Brand Communications HQ

Shunji Okumura Takeshi Yamamoto
Kenji Kawauchi Mana Yamamoto
Emiri Kida
Kanao Kimura
Yukari Sakamoto
Tomomi Sato
Noboru Shibata
Megumi Nakai
Atsushi Fujita
Kazuki Matsuyama
Keisuke Miura
Yuko Murayama

Production cooperation

TAKARA PRINTING CO., LTD.
DIAMOND, Inc.
Delights co Ltd.