

Contents

Vision

- 1 A History of Creating Value
- 2 Value Creation Model
- 6 Message from the CEO



14 VG2.0: New Medium-Term Management Plan

- Management Issues
- Sustainability Issues and Goals

Overview

- 18 Global Business Expansion
- 20 Financial Highlights
- 22 Non-Financial Highlights
- 24 11-Year Financial and Non-Financial Highlights
- 26 Sensing & Control + THINK



About the Cover

We are all charged with the task of ensuring the sustainability of our precious planet. Our cover concept imagines the Earth as a complex puzzle. Each puzzle piece is a solution to a social need. Team OMRON is committed to solving social needs through technological innovation, meeting all challenges with passion and courage.

Editorial Policy

The scope of this report covers the 181 companies of the OMRON Group, consisting of 164 consolidated subsidiaries and 16 nonconsolidated subsidiaries and affiliates accounted for under the equity method (as of March 31, 2017).

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/

Strategy

- 28 **STARTING VG2.0**
A value-generator for people and the Earth
- 30 Special Feature: 1
Driving Manufacturing Innovation through Technology and **innovative**-Automation



- 36 Factory Automation
- 40 Healthcare
- 44 Mobility
- 46 Energy Management
- 48 Factory Tour
OMRON Kyoto Taiyo
- 50 ROIC Management
- 52 Special Feature: 2
Human Resources Strategy



Governance

- 56 Message from the Chairman
- 58 Corporate Governance
- 62 Special Feature: 3
A Step Forward in Compensation Governance



- 68 Directors, Audit & Supervisory Board Members, Honorary Chairman, and Executive Officers
- 74 Responsible Engagement with Investors

Financial Information

- 76 Financial Section
- 96 The Year in Review
- 98 Corporate Information / Other Information

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 the marketplace; OMRON's ability to continue to win acceptance for its products and services in these highly competitive markets; and movements of currency exchange rates.