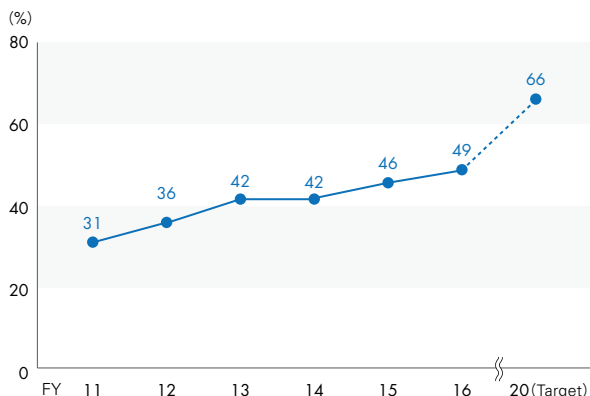


Non-Financial Highlights

OMRON has received **independent assurance** from Deloitte Tohmatsu Sustainability Co., Ltd. related to our stated ratios of non-Japanese in managerial positions overseas^{*1}, women in managerial roles, and employees with disabilities. [★ Independent Practitioner's Assurance \(P100\)](#)

Ratio of Non-Japanese in Managerial Positions Overseas

49%

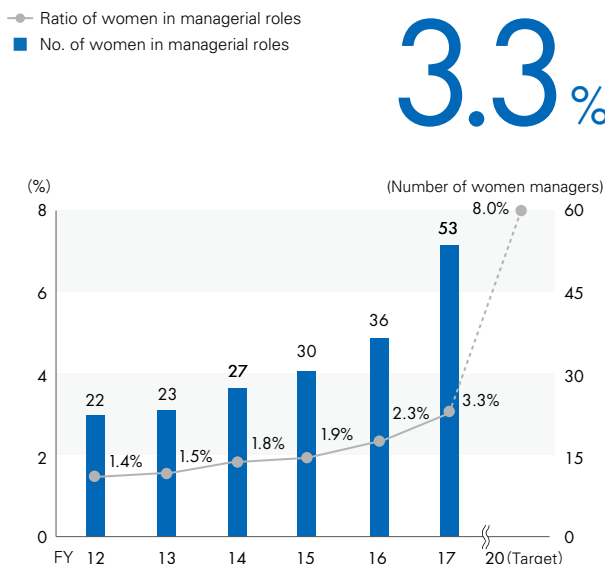


Our human resources strategy is one of the important policies in VG.2.0. We believe that it is best to entrust the management of our overseas business units to local managers. We have endeavored to localize key positions in our overseas operations. Our fiscal 2020 goal is to have local managerial talent fill 66% of key managerial positions, and we are advancing the training and promotion of local management talent.

^{*1} A position deemed crucial for executing VG2020. The CEO must approve the hiring/transfer of the person assigned this role.

Ratio of Women in Managerial Roles (OMRON Group in Japan)

3.3%



VG.2.0 will be our guide to a more diverse workforce. We recognize the fact that few women play responsible leadership roles in Japan. Our plan calls for raising the ratio of women in management to 8% by the end of fiscal 2020.

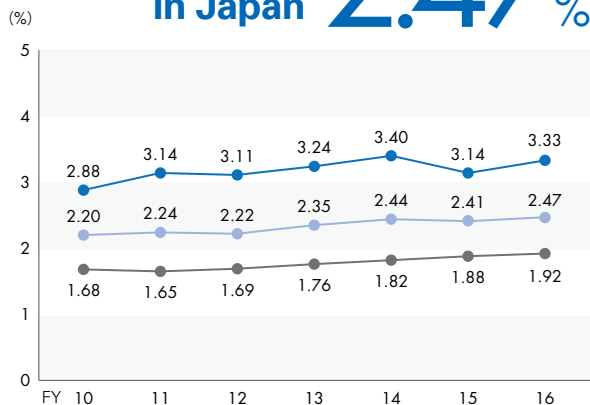
Note: Figures represent results as of April 20.

Ratio of Employees with Disabilities

- Employees with disabilities at OMRON Corporation
- OMRON Group in Japan
- Japanese national average

OMRON Corp. 3.33%

OMRON Group in Japan ^{*2} 2.47%



Note: Ratio of employees with disabilities (including special subsidiaries) as of June each year

^{*2} For companies subject to the Act on Employment Promotion etc. of Persons with Disabilities



Production floor of OMRON Kyoto Taiyo

Since founding OMRON Taiyo Co., Ltd. (special subsidiary of OMRON) in 1972, we have continued to create jobs and expand opportunities for the disabled. Through these activities, we are helping to create a society in which the disabled feel the joy and satisfaction of making a positive contribution through work. We are expanding these initiatives globally.

[★ Factory Tour of OMRON Kyoto Taiyo \(P48\)](#)

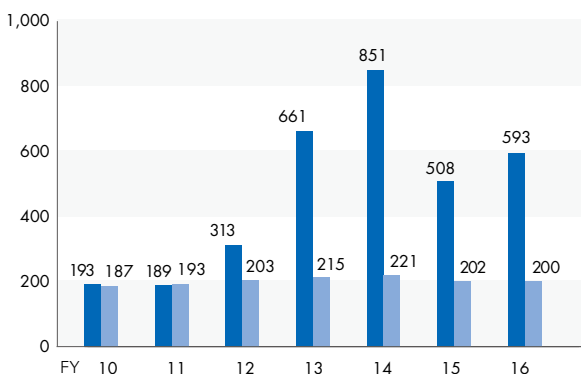
OMRON has received **independent assurance** from Bureau Veritas Japan Co., Ltd. related to our environmental contribution^{*3} and net sales to CO₂ emissions^{*4}. [★ Independent Practitioner's Assurance \(P100\)](#)

Environmental Contribution

- Environmental contribution
- CO₂ emissions of production sites

593 thousand ton-CO₂

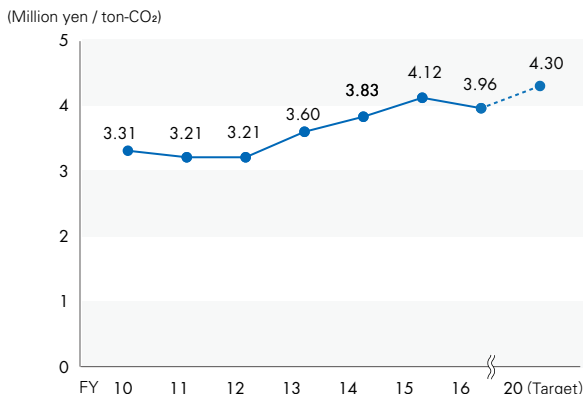
Environmental Contribution > CO₂ Emissions of Production Sites^{*5}
 (Thousand ton-CO₂) **Targets Achieved for Five Consecutive Years**



Net Sales to CO₂ Emissions

¥3.96 million / ton-CO₂

20% Improvement vs. 2010



Environment Vision **Green OMRON 2020** is our initiative for creating a sustainable society.

OMRON products and services (including solar power conditioners) reduce environmental impact and contribute to building a low-carbon society. At the same time, we are striving to reduce CO₂ emissions at our production sites by introducing OMRON energy-saving products, which include the Environment ANDON software. For the past five years, our environmental contribution has exceeded the CO₂ emissions from our production sites. Rest assured that we will continue to reduce our environmental load and expand contributions to the environment through our business operations in our own way.

[★ Green OMRON 2020](#) http://www.omron.com/about/sustainability/environ/vision/green_omron2020/

Contributing to the Global Environment through Business Activities

Maximize the Effective Use of All Management Resources
 (Improve energy, resource productivity)

Products and Services Useful to Society
 (Grow our businesses that have a positive impact on the global environment)



Example of Energy-Generation Product

PV inverters convert the direct current generated from solar power into the alternating current used by households



Example of Energy-Saving Product

- Electricity monitors continuously measure electricity volume (left)
- Environment ANDON (right) is software that provides all-in-one comparison, analysis, and monitoring of measurement data for each equipment



^{*3} Environmental Contribution = Volume of CO₂ emissions reduction contributed by society's use of the OMRON Group's energy generation and savings products and services.
 Calculation method : <http://www.omron.com/about/sustainability/environ/contribution/products/>

^{*4} Net sales to CO₂ emissions = Net sales per one ton of CO₂ emissions

^{*5} Since fiscal 2016, OMRON has been using the following published figures for the CO₂ emissions coefficient associated with electric power:
 Japan: Ministry of the Environment-By Power Company (updated annually); China: National Development and Innovation Committee – By Power Company (updated annually); Other: IEA, by country (2011)
<http://www.omron.com/about/sustainability/environ/reduce/co2/>

Figures in ^{*4} and ^{*5} have been revised retroactively via updated computational method for the CO₂ emissions coefficient.