Contents

Vision

- 1 The OMRON Principles
- What We Mean by Better Society
- 5 A History of Creating Value
- 7 Value Creation Model
- 9 Contents
- 11 CEO Interview

Strategy

- 19 VG2.0 Medium-Term Management Plan
- 21 Sustainability Initiatives: Progress
- Financial and Non-Financial Highlights
 - 25 Earnings Structure and Global Business
 - 27 Market Share and Sales by Product
 - 29 Financial Highlights
 - 30 Non-Financial Highlights
 - 31 11-Year Financial and Non-Financial Highlights
- 33 CFO Interview
- 37 ROIC Management



About the Cover

OMRON practices the OMRON Principles, solving social issues through our businesses.

Our employees are the main drivers of this mission. Every day, every OMRON employee takes one step forward in contributing to a better society.

Editorial Policy

The boundary of this report covers the 170 companies of the OMRON Group, consisting of 150 consolidated subsidiaries and 20 nonconsolidated subsidiaries and affiliates accounted for under the equity method (as of March 31, 2019). OMRON Corporation contributes to the creation of a sustainable society by offering solutions to social issues through our business and by engaging in sustainability initiatives.

We voluntarily disclose information 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 and refers to Guidance for Collaborative Value Creation issued by Ministry of Economy, Trade and Industry. Sustainability-related disclosures have been written with reference to the GRI Standards. See our Sustainability website for a comparative table. https://www.omron.com/about/sustainability/guide_line/



Business

- 39 CTO Interview
- 43 Industrial Automation Business (IAB)
- Electronic and Mechanical Components Business (EMC)
- 51 Automotive Electronic Components Business (AEC)
- Social Systems, Solutions and Service Business (SSB)
- 55 Healthcare Business (HCB)
- Other Businesses (Environmental Solutions Business)
- 61 Human Resources Management
- 67 Environment
- 69 Risk Management
- 71 Responding to Natural Disasters

Governance

- 73 Message from the Chairman
- 75 Corporate Governance
 - 79 Outside OfficersRound Table Discussion

Financial Information

93 Financial Section and More

Corporate Information

107 Corporate Information and More

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.