

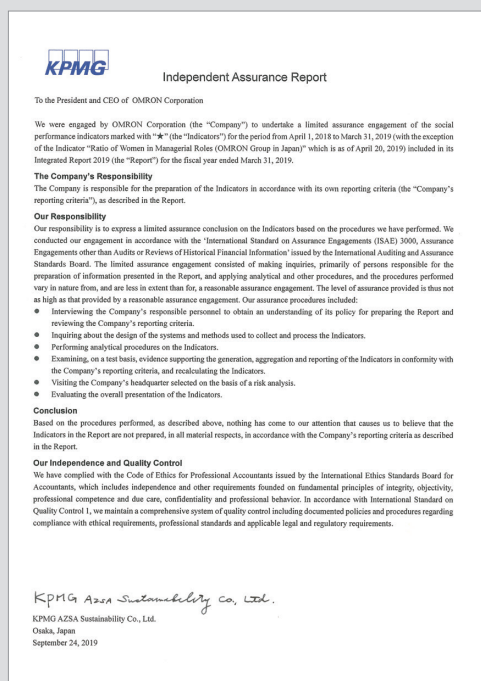
# Independent Practitioner's Assurances

To enhance the reliability of the information presented in Integrated Report 2019, the following information associated with social and environmental performance provided herein has been reviewed by independent third parties\*.

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

## Data subject to independent assurance

- Ratio of non-Japanese in managerial positions overseas (P30)
- Ratio of women in managerial roles (OMRON Group in Japan) (P30)
- Ratio of employees with disabilities (OMRON Group in Japan) (P30)

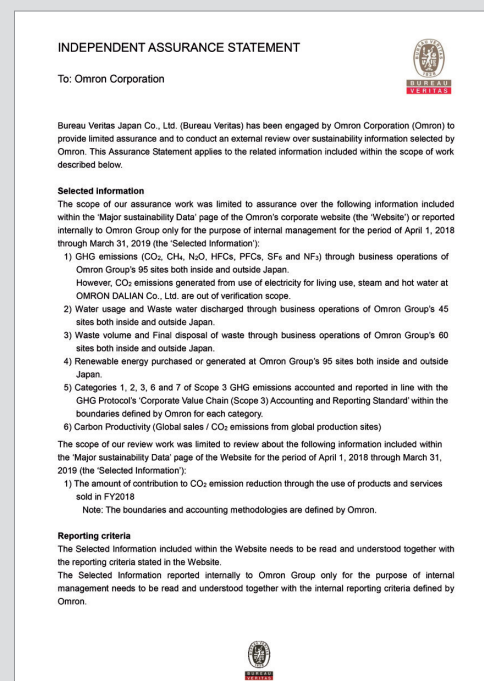


## Data subject to independent assurance

- GHG emissions (P30)
- Net sales to CO<sub>2</sub> emissions (P30)

## Data subject to independent review

- Environmental contribution (P30)



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# From the Publisher

*Integrated Report 2019* marks the eighth integrated report published by the OMRON Group. I would like to express our appreciation for the reader and everyone involved in this year's production and publication. The theme of this year's report is *creating a better society by practicing the Omron Principles*. Behind the selection of this theme is the increasing uncertainty surrounding both the global economy and the business environment over the last year. In creating this report, we considered that, it was important to return to the roots of our business principles this time in particular. In accordance with this policy, this report attempts to show different perspectives in our initiatives aimed at sustainable improvements to corporate value through the application of the OMRON Principles. We have used feedback from our stakeholders about previous editions in striving to make a number of improvements to this report. We would like to introduce three representative improvements. The first was a round-table discussion attended by all outside officers. Here, we hope to offer a glimpse of the effectiveness of our board of directors beyond what is covered in existing disclosure materials alone. The second was participation in editorial planning by external specialists. By having journalists conduct interviews focused on messages from the CEO, CFO, CTO, and Chairman, we worked to create a message that would better respond to the

interests of our stakeholders. The third was abolishing the printing and distribution of this report as a physical booklet. This decision was taken in consideration of the changes in our stakeholders' values and changes in media consumption. In addition, we also considered the lack of global resources in the current age. We have determined that concentrating distribution on digital media was the most effective and efficient way to distribute this report to you our many stakeholders around the world. We also have prepared a printed edition of this report to people for whom have difficulties accessing the online edition.

This report was largely compiled by the Global Investor Relations & Brand Communications HQ, prepared after repeated discussions with cooperating parties within and outside the company. We will continue to place great value on dialogue with everyone involved. We look forward to hearing your honest opinions in this regard.

August 2019

Executive Officer  
Global Investor & Brand  
Communications HQ  
Publisher, Integrated Report 2019

Tsutomu Igaki



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