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OMRON Corporation

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Corporate Governance Report

I. Basic Policies for Corporate Governance, Capital Structure, Corporate Attributes and other Basic Information

1. Basic Policies

1. Basic Stance for Corporate Governance and Objective of Establishing the Corporate Governance Policies

At the OMRON Corporation and its affiliated companies (hereinafter referred to as the “OMRON Group”), corporate governance is defined as the system of processes and practices based on the OMRON Principles and the OMRON Management Philosophy. The system is intended to ensure transparency and fairness in business and speed up management decisions and practices. This is done by connecting the entire process from oversight and supervision all the way to business execution in order to boost the OMRON Group’s competitive edge. OMRON’s corporate governance also involves building such a system and maintaining its proper function. The ultimate objective is to achieve sustainable enhancement of corporate value by earning the support of all stakeholders.

In accordance with this basic stance, the OMRON Group has set forth the following corporate governance policies (hereinafter referred to as the “Policies”) as the foundation for the Group's pursuit of continuous improvement of its corporate governance.

< OMRON Principles >

Our Mission

To improve lives and contribute to a better society

Our Values

- **Innovation Driven by Social Needs**

Be a pioneer in creating inspired solutions for the future.

- **Challenging Ourselves**

Pursue new challenges with passion and courage.

- **Respect for All**

Act with integrity and encourage everyone's potential.

<**Management Philosophy**>

We believe a business should create value for society through its key practices.

We are committed to sustainably increasing our long-term value by putting Our Mission and Values into practice.

- We uphold a long-term vision in our business practices to create solutions to society's needs
- We operate as a truly global company through our fair and transparent management practices
- We cultivate strong relationships with all of our stakeholders through responsible engagement

【Reasons for not implementing each principle of the Corporate Governance Code】

The Company implements all of the principles set forth in the Corporate Governance Code, and discloses the implementation status in the OMRON Corporate Governance Policies, etc.

【Disclosure based on each principle set forth in the Corporate Governance Code】

- The Company implements all of the principles set forth in the Corporate Governance Code, and discloses the implementation status in the OMRON Corporate Governance Policies, etc.
- These Policies are available at the OMRON Group Website:
URL: <https://www.omron.com/about/governance/organization/>
- For details regarding the Company's implementation of the principles stated in the Code, please refer to "Corporate Governance Code Implementation Status".

2. Capital Structure

Percentage of shares held by overseas investors	More than 30%
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Principal Shareholders:

Name	Number of Shares Held	Percentage (%)
The Master Trust Bank of Japan, Ltd. (trust account)	30,354,100	14.71%
Japan Trustee Services Bank, Ltd. (trust account)	14,473,000	7.01%
The Bank of Kyoto, Ltd.	7,069,265	3.42%
State Street Bank and Trust Company 505223	6,264,134	3.03%
MUFG Bank.Ltd	5,142,695	2.49%
Japan Trustee Services Bank, Ltd. (trust account 7)	4,661,100	2.25%
Japan Trustee Services Bank, Ltd. (trust account 5)	3,651,800	1.77%
Nippon Life Insurance Company	3,639,801	1.76%
JP Morgan Chase Bank 385151	3,311,073	1.60%
OMRON Employee Stockholding Association	3,024,604	1.46%

Controlling shareholders (except parent company)	None
Parent company	None
Supplemental Remarks	

- * The Company holds 3,546 thousand shares of treasury stock (1.71% of total shares outstanding) but is excluded from the principal shareholders listed above.
- * On April 1, 2019, Mitsubishi UFJ Financial Group filed an amendment to the major shareholding status report, that is open to public, stating that its four (4) group companies held 18,749 thousand shares of the Company (representing 8.76% of the total number of shares issued) as of March 25, 2019. However, OMRON has not been able to confirm the number of shares currently possessed by them as of the end of the fiscal year under review, and therefore these shares are not included in major shareholders stated above.
- * On April 5, 2019, Mizuho Securities Co., Ltd. filed an amendment to the major shareholding status report, that is open to public, stating that its two (2) group companies held 10,149 thousand shares of the Company (representing 4.74% of the total number of shares issued) as of March 29, 2019. However, OMRON has not been able to confirm the number of shares currently possessed by them as of the end of the fiscal year under review, and therefore these shares are not included in major shareholders stated above.
- * On August 21, 2019, Nomura Securities Co., Ltd. filed an amendment to the major shareholding status report, that is open to public, stating that its two (2) group companies held 16,879 thousand shares of the Company (representing 7.89% of the total number of shares issued) as of August 15, 2019. However, OMRON has not been able to confirm the number of shares currently possessed by them as of the end of the fiscal year under review, and therefore these shares are not included in major shareholders stated above.
- * On August 21, 2019, Sumitomo Mitsui Trust Bank, Ltd. filed to the major shareholding status report, that is open to public, stating that its two (2) group companies held 14,945 thousand

shares of the Company (representing 6.99% of the total number of shares issued) as of August 15, 2019. However, OMRON has not been able to confirm the number of shares currently possessed by them as of the end of the fiscal year under review, and therefore these shares are not included in major shareholders stated above.

*On March 19, 2020, BlackRock Japan Co., Ltd. filed an amendment to the major shareholding status report, that is open to public, stating that its seven (7) group companies held 11,985 thousand shares of the Company (representing 5.81% of the total number of shares issued) as of March 13, 2020. However, OMRON has not been able to confirm the number of shares currently possessed by them as of the end of the fiscal year under review, and therefore these shares are not included in major shareholders stated above.

3. Corporate Attributes

Stock exchange listings	Tokyo Stock Exchange (first section)
Fiscal year end	March 31
Industry	Electrical equipment
(Consolidated) Number of Employees	More than 1,000
(Consolidated) Net Sales	From ¥100 billion to less than ¥1 trillion
Number of consolidated subsidiaries	From 100 to less than 300

4. Policies relating to measures for protecting minority shareholders when conducting transactions etc. with controlling shareholders

None.

5. Other Special Items Exerting a Significant Impact on Corporate Governance

None.

II. Organizational Structure for Managerial Decision-Making, Execution, Supervision and other Corporate Governance Structure

1. Organizational Structure and Operational Management

Type of Organization	Company with Audit & Supervisory Board Members
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Board of Directors:

Number of directors stipulated in Articles of Incorporation	10
Directors' term of office stipulated in Articles of Incorporation	1 year
Chairperson of Board of Directors	Chairman of the Board

	(unless double as the President)
Number of directors	8
Appointment of Outside Directors	Yes
Number of Outside Directors	3
Number of Outside Directors designated as Independent Director	3

Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Mr. Eizo Kobayashi	From another company								△			
Mr. Takehiro Kamigama	From another company								△			
Ms. Izumi Kobayashi	From another company											

***Categories for relationship with the Company**

***○” when the said individual presently falls or has recently fallen under each of the following categories; “△” when the said individual fell under each of the following categories in the past.**

***●” when a close relative of the said individual presently falls or has recently fallen under each of the following categories; “▲” when a close relative of the said individual fell under each of the following categories in the past.**

- a. Executive of a listed company or its subsidiary
- b. Executive or non-executive director of the parent company of a listed company
- c. Executive of a fellow subsidiary company of a listed company
- d. The party who’s principal client or supplier is a listed company or executive thereof
- e. Principal client or supplier of a listed company or executive thereof
- f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from a listed company besides compensation as an executive
- g. Principal shareholder of a listed company (executive of the said corporate shareholder if the principal shareholder is a legal entity)
- h. Executive of a client or supplier company of a listed company (which does not correspond to any of d, e, or f, above) (the said individual only)
- i. Executive of a company, between which and OMRON outside directors are mutually appointed (the said individual only)
- j. Executive of a company or organization that receives a donation from a listed company (the said individual only)
- k. Other

Relationship with the Company (2)

Name	Independent director	Supplemental information on corresponding items	Reason for selecting as outside director (and reason for appointing as independent director)
Mr. Eizo Kobayashi	○	<p>Mr. Eizo Kobayashi meets the requirements of the Company's own original 'Independence Requirements for Outside Directors and Audit & Supervisory Board Members'. He is registered as an independent director to the Tokyo Stock Exchange, Inc. (For more details, please see the Independent Directors and Audit & Supervisory Board Members section below described)</p> <p>Mr. Eizo Kobayashi currently serves as Director Emeritus of ITOCHU Corporation. While the Group has a business relationship with the ITOCHU Group including sales of products, such transactions in fiscal 2019 accounted for less than 1% of the consolidated net sales of the Group and those of the ITOCHU Group; there is nothing questionable regarding the independence of Mr. Kobayashi, and there are no special interests between Mr. Kobayashi and the Company.</p> <p><Significant concurrent positions></p> <ul style="list-style-type: none"> • Director Emeritus of ITOCHU Corporation • Outside Director of Japan Airlines Co., Ltd. • Outside Director of Japan Exchange Group, Inc. • Outside Director of Nippon Venture Capital Co., Ltd. • Chairman of ITOCHU Foundation 	<p><Reasons nominated as a candidate> Having served in management positions at a global company, Mr. Eizo Kobayashi has experience in proactive business development in a wide range of fields along with superior insight into management and appropriately supervises the corporate management as a Director (Independent). In addition, Mr. Kobayashi shares his experience and insight as a management expert, and actively comments as Chairman of Personnel Advisory Committee, CEO Selection Advisory Committee and Corporate Governance Committee and as a member of Compensation Advisory Committee to contribute to increasing transparency and fairness in the management of the Company. Based on these factors, the Company believes that he is a suitable person for achieving sustained improvements in corporate value and therefore requests his reelection as a Director (Independent).</p> <p><Reason for appointing as independent director> Personnel Advisory Committee confirm that he meets the Independence Requirements and serves for protecting general shareholders' interests as an independent director.</p> <p><Process for appointing as independent director> The Company has defined the Independence Requirements in Corporate Governance Committee. According to the Independence Requirements, independent directors are selected by Board of Directors after Personnel Advisory Committee headed by an outside director reply to inquiries from Board of Directors.</p>
Mr. Takehiro Kamigama	○	<p>Mr. Takehiro Kamigama meets the requirements of the Company's own original 'Independence Requirements for Outside Directors and Audit & Supervisory Board Members'. He is registered as an independent director to the Tokyo Stock Exchange, Inc. (For more details, please see the Independent Directors and Audit & Supervisory Board Members section below described)</p> <p>Mr. Takehiro Kamigama currently serves as Mission Executive of TDK Corporation. While the Group has a business relationship with the TDK Group including sales of</p>	<p><Reasons nominated as a candidate> Having served at a global company as a top executive, Mr. Takehiro Kamigama has a considerable track record of management achievements and superior insight, and appropriately supervises corporate management as a Director (Independent). In addition, Mr. Kamigama shares his experience and insight as management expert, and actively comments as a member of Personnel Advisory Committee, CEO Selection Advisory Committee, Compensation Advisory Committee and Corporate Governance Committee to</p>

		<p>products, such transactions in fiscal 2019 accounted for less than 1% of the consolidated net sales of the Group and those of the TDK Group; there is nothing questionable regarding the independence of Mr. Kamigama, and there are no special interests between Mr. Kamigama and the Company.</p> <p><Significant concurrent positions></p> <ul style="list-style-type: none"> • Mission Executive of TDK Corporation • Outside Director of Yamaha Motor Co., Ltd. • Outside Director of SoftBank Corp. 	<p>contribute to increasing transparency and fairness in the management of the Company.</p> <p>Based on these factors, the Company believes that he is a suitable person for achieving sustained improvements in corporate value and therefore requests his reelection as a Director (Independent).</p> <p><Reason for appointing as independent director></p> <p>Personnel Advisory Committee confirm that he meets the Independence Requirements and serves for protecting general shareholders' interests as an independent director.</p> <p><Process for appointing as independent director></p> <p>The Company has defined the Independence Requirements in Corporate Governance Committee. According to the Independence Requirements, independent directors are selected by Board of Directors after Personnel Advisory Committee headed by an outside director reply to inquiries from Board of Directors.</p>
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Ms. Izumi Kobayashi	○	<p>Ms. Izumi Kobayashi meets the requirements of the Company's own original 'Independence Requirements for Outside Directors and Audit & Supervisory Board Members'. She is registered as an independent director to the Tokyo Stock Exchange, Inc. (For more details, please see the Independent Directors and Audit & Supervisory Board Members section below described)</p> <p><Significant concurrent positions></p> <ul style="list-style-type: none"> • Outside Director of ANA HOLDINGS INC. • External Director of Mitsui & Co., Ltd. • Outside Director of Mizuho Financial Group, Inc. 	<p><Reasons nominated as a candidate></p> <p>Ms. Izumi Kobayashi has abundant experience and international insight cultivated through her tenure as a representative for private financial institutions and an international development financial institution. Furthermore, she has expertise in corporate governance along with superior insight into management. Based on these factors, the Company believes that she is a suitable person for achieving sustained improvements in corporate value and therefore requests her election as a Director (Independent).</p> <p><Reason for appointing as independent director></p> <p>Personnel Advisory Committee confirm that she meets the Independence Requirements and serves for protecting general shareholders' interests as an independent director.</p> <p><Process for appointing as independent director></p> <p>The Company has defined the Independence Requirements in Corporate Governance Committee. According to the Independence Requirements, independent directors are selected by Board of Directors after Personnel Advisory Committee headed by an outside director reply to inquiries from Board of Directors.</p>
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Any optional committee equivalent to the Nomination Committee or Remuneration Committee	Yes
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Establishment of optional advisory committees, committee composition, and attributes of the chairperson

	Optional committee equivalent to Nomination Committee	Optional committee equivalent to Remuneration Committee
Committee	Personnel Advisory Committee	Compensation Advisory Committee
Committee members	5	5
Full-time members	-	-
Internal directors	2	2

Outside directors	3	3
Outside experts	–	–
Others	–	–
Chairperson	Outside director	Outside director

Supplemental Remarks

Note: Please refer to “5. Advisory Committees” of Section 4 of the OMRON Corporate Governance Policies.

Audit & Supervisory Board Members:

Audit & Supervisory Board	Yes
Number of Audit & Supervisory Board Members stipulated in Articles of Incorporation	5
Number of Audit & Supervisory Board Members	4

Status of Cooperation between Audit & Supervisory Board members, the Accounting Auditor, and the Corporate Internal Auditing Division

Note: Please refer to “3. Audit & Supervisory Board, (3) Relationship with External Auditors and the Internal Auditing Division ” of Section 4 of the OMRON Corporate Governance Policies.

Appointment of Audit & Supervisory Board Members (Independent)	Yes
Number of Audit & Supervisory Board (Independent)	2
Number of Audit & Supervisory Board Members (Independent) designated as independent officers	2

Relationship with the Company (1)

Name	Attribute	Relationship with the Company*															
		a	b	c	d	e	f	g	h	i	j	k	l	m			
Mr. Hideyo Uchiyama	Certified Public Accountant													△			
Mr. Tadashi Kunihiro	Attorney at Law																

* Categories for relationship with the Company

*○” when the said individual presently falls or has recently fallen under each of the following categories; “△” when the said individual fell under each of the following categories in the past.

*●” when a close relative of the said individual presently falls or has recently fallen under each of the following categories; “▲” when a close relative of the said individual fell under each of the following categories in the past.

a. Executive of a listed company or its subsidiary

- b. Non-executive directors or accounting advisors of the listed company or its subsidiaries
- c. Executive or non-executive director of the parent company of a listed company
- d. Parent company of Audit & Supervisory Board Members of listed company
- e. Executive of a fellow subsidiary company of a listed company
- f. The party who's principal client or supplier is a listed company or executive thereof
- g. Principal client or supplier of a listed company or executive thereof
- h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from a listed company besides compensation as an executive
- i. Principal shareholder of a listed company (executive of the said corporate shareholder if the principal shareholder is a legal entity)
- j. Executive of a client or supplier company of a listed company (which does not correspond to any of f, g, or h, above) (the said individual only)
- k. Executive of a company, between which and OMRON outside directors are mutually appointed (the said individual only)
- l. Executive of a company or organization that receives a donation from a listed company (the said individual only)
- m. Other

Relationship with the Company (2)

Name	Independent Audit & Supervisory Board Member	Supplemental information on corresponding items	Reason for selecting as Audit & Supervisory Board Member(Independent)
Mr. Hideyo Uchiyama	○	<p>Mr. Hideyo Uchiyama meets the requirements of the Company's own original 'Independence Requirements for Outside Directors and Audit & Supervisory Board Members'. He is registered as an independent Audit & Supervisory Board Member to the Tokyo Stock Exchange, Inc. (For more details, please see the Independent Directors and Audit & Supervisory Board Members section below described).</p> <p>Although Mr. Hideyo Uchiyama had formerly served as CEO of KPMG Japan, he stepped down from the position in June of 2015. While the OMRON Group has a business relationship with KPMG, including the conclusion of outsourcing agreements, such transactions in fiscal 2019 accounted for less than 1% of the consolidated net sales of the Group and the total revenue of KPMG, respectively (also less than 1% of KPMG's total revenue in Asia Pacific). Therefore, there is no</p>	<p><Reason for selecting as Audit & Supervisory Board Member (Independent) > Mr. Hideyo Uchiyama has years of working experience as a certified public accountant in an auditing firm and considerable knowledge regarding finance and accounting. Furthermore, having served as a top executive for an auditing firm and a corporate manager of a global consulting firm, he has abundant experience and superior insight. As an Audit & Supervisory Board Member (Independent), he attends Board of Directors meetings and other important meetings, at which he proactively comments from the standpoint of audit on legality and adequacy, and he appropriately fulfills his role of auditing the performance of duties by Directors. In addition, Mr. Uchiyama actively comments as a member of Corporate Governance Committee to contribute to increasing transparency and fairness in the Company's management. Based on these accomplishments and considerable amount of experience, the Company believes that he is a suitable person for an Audit & Supervisory Board Member and therefore selects him as an Audit & Supervisory Board Member (Independent).</p>

		<p>reason to question the independence of Mr. Uchiyama.</p> <p><Significant concurrent positions></p> <ul style="list-style-type: none"> • Executive Advisor of ASAHI Tax Corporation & Certified Public Accountant • Outside Director of Sampo Holdings, Inc. • Outside Director of Eisai Co., Ltd. 	<p><Reason for appointing as independent Audit & Supervisory Board Member></p> <p>Personnel Advisory Committee confirm that he meets the Independence Requirements and serves for protecting general shareholders' interests as an independent Audit & Supervisory Board Member.</p> <p><Process for appointing as independent Audit & Supervisory Board Member ></p> <p>The Company has defined the Independence Requirements in Corporate Governance Committee. According to this Independence Requirements, Mr. Uchiyama is qualified as independent Audit & Supervisory Board Member.</p>
Mr. Tadashi Kunihiro	○	<p>Mr. Tadashi Kunihiro meets the requirements of the Company's own original 'Independence Requirements for Outside Directors and Audit & Supervisory Board Members'. He is registered as an independent Audit & Supervisory Board Member to the Tokyo Stock Exchange, Inc. (For more details, please see the Independent Directors and Audit & Supervisory Board Members section below described).</p> <p><Significant concurrent positions></p> <ul style="list-style-type: none"> • Partner of T. Kunihiro & Co. Attorneys-at-Law • Outside Director of LINE Corporation • Outside Director of Tokio Marine & Nichido Fire Insurance Co., Ltd. 	<p><Reason for selecting as Audit & Supervisory Board Member (Independent) ></p> <p>Attorney Tadashi Kunihiro is principally specializing in building corporate risk management systems (compliance, internal control, and corporate governance). He is an expert of developing the corporate crisis management and has been appointed important positions including advisory roles in the Cabinet Office and the Consumer Affairs Agency. As an Audit & Supervisory Board Member (Independent), he attends Board of Directors meetings and other important meetings, at which he proactively comments from the standpoint of audit on legality and adequacy, and he appropriately fulfills his role of auditing the performance of duties by Directors. In addition, Mr. Kunihiro actively comments as a member of Corporate Governance Committee to contribute to increasing transparency and fairness in the Company's management. Based on these accomplishments and considerable amount of experience, the Company believes that he is a suitable person for an Audit & Supervisory Board Member and therefore selects him as an Audit & Supervisory Board Member (Independent).</p> <p><Reason for appointing as independent Audit & Supervisory Board Member></p> <p>Personnel Advisory Committee confirm that he meets the Independence Requirements and serves for protecting general shareholders' interests as an independent Audit & Supervisory Board Member.</p> <p><Process for appointing as independent Audit & Supervisory Board Member ></p> <p>The Company has defined the Independence Requirements in Corporate Governance Committee. According to this Independence Requirements, Mr. Kunihiro is qualified as independent Audit & Supervisory Board Member.</p>

Independent Directors and Audit & Supervisory Board Members:

Number of independent directors and Audit & Supervisory Board Members	5
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The Company's Policy Regarding the Independence of Outside Directors and Audit & Supervisory Board Members (Independent)

- In addition to the requirements of Japan's Companies Act, the Company has formulated its own 'Independence Requirements for Outside Directors and Audit & Supervisory Board Members' (Note) and as we select all outside executives using these requirements as our standard, we judge them to be sufficiently independent, and register all of our outside executives as 'independent directors and Audit & Supervisory Board Members.'
- When deciding on our 'Independence Requirements for Outside Directors and Audit & Supervisory Board Members,' we first consult with our Corporate Governance Committee (which is composed of outside executives) and confirm that these requirements are appropriate as independence criteria for outside executives before they are deliberated on and resolved by Board of Directors.

Note: Independence Requirements for Outside Directors and Audit & Supervisory Board Members (revised December 25, 2014)

To be considered for the position of outside executive, candidates themselves and/or the company/companies and/or organization/s they belong to must not:

1. Presently assume the role of director (excluding outside director), Audit & Supervisory Board Member (excluding outside Audit & Supervisory Board Member), executive officer and/or employee of the OMRON Group (Note), or have assumed any of these roles in the past.
2. Have been a principal shareholder* of the OMRON Group, or assumed the role of director, Audit & Supervisory Board Member, executive officer and/or employee of any legal entity that is a principal shareholder of the OMRON Group or any legal entity for which the OMRON Group is a principal shareholder, in any fiscal year of the past five years.

* A "principal shareholder" means a company, etc. holding shares that provide 10% or more of total voting rights.

3. Be a director, Audit & Supervisory Board Member, executive officer and/or employee of any principal partner or supplier* of the OMRON Group.

* A "principal partner or supplier" means a company whose payments to the OMRON Group or payments received from the OMRON Group in the current or any of the past three fiscal years represent 2% or more of the consolidated net sales of either the OMRON Group or the partner/supplier company (this also includes its parent company and important subsidiaries and affiliates).

4. Be a director, Audit & Supervisory Board Member, executive officer and/or employee of any company or organization that receives a large amount of donations* from the OMRON Group.

* A “large amount of donations” means yearly donations in excess of ¥10 million or 2% of the consolidated net sales or total revenue of the recipient entity, whichever is larger, on average for the past three fiscal years.

5. Have directors, Audit & Supervisory Board Members, and/or executive officers who are mutually dispatched between the candidate’s company/organization and the OMRON Group.
6. Have assumed the role of representative, employee, partner or other staff member of an accounting auditor for the OMRON Group in any fiscal year of the past five years.
7. Be an attorney, certified public accountant, consultant or other agent who receives a large amount of monetary consideration* and/or other property from the OMRON Group, besides the compensation for directors and Audit & Supervisory Board Members.

* A “large amount of monetary consideration” means a yearly consideration amounting to ¥10 million or more for individuals, and in the case of an organization, a yearly consideration that represents 2% or more of the consolidated net sales of the relevant organization, on average for the past three fiscal years.

8. Be a spouse, a relative within two degrees of kinship, a relative living together or a relative who shares living expenses with any of the following individuals:
 - (1) A director, Audit & Supervisory Board Member, executive officer and/or core employee* of the OMRON Group.
 - (2) An individual who assumed the role of director, Audit & Supervisory Board Member, executive officer and/or core employee of the OMRON Group in any fiscal year of the past five years.
 - (3) An individual who is not qualified for outside directors and Audit & Supervisory Board Members in the above-mentioned items 2-7.

* A “core employee” means an employee holding the position of senior general manager or higher.

9. Hold a position or condition that would bring the independence of the candidate into doubt when performing the duties of an outside director or Audit & Supervisory Board Member.

Note: The above-mentioned “the OMRON Group” refers to OMRON Corporation and its subsidiaries and affiliates.

Outside executives shall continue to comply with the above-mentioned independence requirements after they are appointed as outside directors or Audit & Supervisory Board Members. If they were assigned a major managerial position, their independence shall be verified according to the independence criteria herein at Personnel Advisory Committee.

Incentives:

Incentives Policies for Directors	Introduced performance-linked compensation system and other
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Supplemental Remarks on This Item

*Please refer to “Disclosure of decision-making policies relating to compensation amounts and calculation methods”

Personnel eligible to receive stock options	
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Supplemental Remarks on This Item

Compensation of Directors:

Diclosure of compensation of individual directors	The compensation of some individual directors is disclosed
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Supplemental Remarks on This Item

Amount of Compensation for Directors and Audit & Supervisory Board Members for the 83rd Fiscal Year (April 1, 2019-March 31, 2020) (JPY millions)

Title	Number (Persons)	Base Salary	Short-term Performance-Linked Compensation (Bonuses)	Medium-to-long-term, Performance-Linked Compensation (Performance-Linked Stock Compensation Plan)	Aggregate Compensation
Directors [Outside Directors]	8 [3]	325 [44]	105 [—]	162 [—]	592 [44]
Audit & Supervisory Board Members [Audit & Supervisory Board Members (Independent)]	5 [2]	88 [24]	— [—]	— [—]	88 [24]
Total [Outside executives]	13 [5]	413 [68]	105 [—]	162 [—]	680 [68]

- Notes: 1. The amounts include compensation paid to one Audit & Supervisory Board Member who retired at the close of the 82nd Ordinary General Meeting of Shareholders held on June 18, 2019.
2. The maximum limit of the aggregate compensation of Directors was set at JPY 35 million per month (by resolution of the 63rd Ordinary General Meeting of Shareholders held on June 27, 2000). The amounts of base salary for Directors are determined by resolution of Board of Directors based on discussions by and recommendations from Compensation Advisory Committee. Each Director receives an individual compensation amount determined based on discussions by and recommendations from Compensation Advisory Committee.

3. The maximum limit of the aggregate compensation of Audit & Supervisory Board Members was set at JPY 11 million per month (by resolution of the 81st Ordinary General Meeting of Shareholders held on June 19, 2018). The amount of base salary for Audit & Supervisory Board Members is determined by discussions among Audit & Supervisory Board Members.
4. The maximum limit of Directors' bonuses was set at JPY 600 million per year (by resolution of the 81st Ordinary General Meeting of Shareholders held on June 19, 2018). The amounts of bonuses for Directors are determined by resolution of Board of Directors based on discussions by and recommendations from Compensation Advisory Committee. Each Director receives an individual compensation amount determined based on discussions by and recommendations from Compensation Advisory Committee.
5. The 80th Ordinary General Meeting of Shareholders held on June 22, 2017 made a resolution to introduce a Performance-linked and Share-based Incentive Plan. Under the Plan, the maximum limit of money to be contributed by the Company is JPY 2.4 billion, and the maximum limit of the number of the Company's shares to be granted and delivered as sales proceeds ("grant(ing), etc.") is 600,000 shares during the four fiscal years of the medium-term management plan. Under the Performance-linked and Share-based Incentive Plan, the Company shall award points to Directors calculated according to a prescribed formula, and the trust shall grant, etc. the Company's shares corresponding to the points awarded during a certain period to the Directors. Expenses of the Performance-linked and Share-based Incentive Plan, as indicated above, are associated with the points granted during the fiscal year under review.
6. No Directors of the Company received any employee wages other than their compensation as Directors.

* The above information is also contained in the convocation notice for the 83rd Ordinary General Meeting of Shareholders and Business Report, and is also included on our website:
https://www.omron.com/global/en/assets/file/ir/shareholder/convocation_notice_for_the_83rd_ordinary_general_meeting_of_shareholders.pdf

Are there decision-making policies relating to compensation amounts and calculation methods?	Yes
Disclosure of decision-making policies relating to compensation amounts and calculation methods	

Basic Principles of Compensation for Directors and Executive Officers

【Policy for Determining Compensation Amounts for Directors and Audit & Supervisory Board Members and Their Calculation Methods】

To increase objectivity and transparency with respect to compensation for Directors, the Company has a Compensation Advisory Committee chaired by an outside director, and the majority of its members consist of outside Directors. The Compensation Policy for Directors has been determined by a resolution of the Company's Board of Directors, by reflecting the

deliberations and recommendations of Compensation Advisory Committee.

The amounts of compensation for individual Directors shall be determined by a resolution of Board of Directors, reflecting the deliberations and recommendations of Compensation Advisory Committee. These amounts shall be within the maximum limit of the sum of compensation amounts for all Directors set by a resolution at the General Meeting of Shareholders.

The amounts of compensation for individual Audit & Supervisory Board Members shall be determined through discussions by Audit & Supervisory Board Members based on the Compensation Policy for Audit & Supervisory Board Members also determined by them. These amounts shall be within the maximum limit of the sum of compensation amounts for all Audit & Supervisory Board Members set by a resolution at the General Meeting of Shareholders.

[Compensation Policy for Directors]

1) Basic policy

- The Company shall provide compensation sufficient to recruit as Directors exceptional people who are capable of putting the OMRON Principles into practice.
- The compensation structure shall be sufficient to motivate Directors to contribute to sustained enhancement of corporate value.
- The compensation structure shall maintain a high level of transparency, fairness, and rationality to ensure accountability to shareholders and other stakeholders.

2) Structure of compensation

- Compensation for Directors shall consist of a base salary, which is fixed compensation, and performance-linked compensation, which varies depending on the Company's performance.
- Compensation for outside Directors shall consist of a base salary only, reflecting their roles and the need for maintaining independence.

3) Base salary

- The amount of a base salary shall be determined by taking into account the salary levels of other companies, as surveyed by a specialized outside organization.

4) Performance-linked compensation

- As short-term performance-linked compensation, the Company shall provide bonuses linked to yearly performance indicators, and to the degree of achievement of performance targets.
- As medium- to long-term performance-linked compensation, the Company shall grant stock compensation linked to the degree of achievement of the goals of the medium-term management plan, and to the improvement in corporate value (value of stock).
- The Company shall determine the target amounts for short-term performance-linked compensation and medium- to long-term performance-linked compensation based on the target pay mix specified according to each Director's role and responsibility.

5) Compensation governance

- All compensation for Directors shall be determined by a resolution of Board of Directors

reflecting the deliberations and recommendations of Compensation Advisory Committee.

[Outline of Compensation for Directors]

1) Compensation composition ratio

Compensation consists of a “base salary” (fixed compensation) and compensation according to Company performance, namely “short-term performance-linked compensation (bonuses)” and “medium-to-long-term, performance-linked compensation (performance-linked stock compensation).” The ratio of compensation consisting of performance-linked compensation compared to base salary has been determined for each role:

Base salary : Short-term performance-linked compensation : Medium- to long-term performance-linked compensation = 1 : 1 : 1.5*

*Referring to Representative Director, President and CEO

*The ratio is based on the assumption that the performance targets are set as 100% for each performance-linked compensation

2) Base salary

A base salary is paid to Directors as fixed compensation. Base salaries are determined for each role by taking into account the salary levels of officers at other companies (benchmarked companies of the same industry and scope selected by Compensation Advisory Committee), as surveyed by a specialized outside organization.

3) Short-term performance-linked compensation (bonuses)

Bonuses are paid to Directors excluding Directors (Independent) as short-term performance-linked compensation, which is linked to yearly performance indicators and the degree of achievement of performance targets. Director bonuses vary between 0% and 200% according to the achievement of operating income, net income, and ROIC targets defined in the annual operating plan.

Base amount for each position x Performance score x ROIC score = Short-term performance-linked compensation (bonuses)
(Operating income 50%,
Net income 50%)

4) Medium-to-long-term, performance-linked compensation (performance-linked stock compensation)

Stock compensation is paid as medium-to-long-term, performance-linked compensation to Directors excluding Directors (Independent). Stock compensation comprises the performance-linked component (60%), which is linked to the degree of achievement of the medium-term management plan, and the nonperformance-linked component (40%), which aims for retention and motivation to improve share prices over the medium- to long-term, and is paid

under the condition of a certain term of service. Stock compensation for performance-linked component varies between 0% and 200%, according to achievement of net sales, EPS, and ROE targets based on the medium-term management plan, as well as sustainability evaluation* based on a third-party organization.

Base amount for each position x Performance score (Net sales 30%, EPS 70%) x ROE score x Sustainability evaluation = Stock compensation (performance-linked)

As a rule, stock paid in stock-based compensation must be held by the individual during their term of service. In the event that an individual Director in question engages in serious misconduct during their term of service, and such misconduct harms the Company, Compensation Advisory Committee will deliberate and make a recommendation. Based on this discussion and recommendation, Board of Directors shall resolve to limit the payment of stock-based compensation.

* Sustainability evaluation

An evaluation based on the Dow Jones Sustainability Indices (DJSI). The DJSI are a series of ESG Indices which include companies evaluated and selected based on long-term shareholder value perspective, reflecting economic, environmental, and social factors comprehensively.

[Compensation Policy for Audit & Supervisory Board Members]

1) Basic policy

- The Company shall provide compensation sufficient to recruit exceptional people who are capable of performing the duties of Audit & Supervisory Board Members entrusted by shareholders.
- The compensation structure shall maintain a high level of transparency, fairness, and rationality to ensure accountability to shareholders and other stakeholders.

2) Compensation structure

- Compensation for Audit & Supervisory Board Members shall consist only of a base salary from the perspective of their roles and independence.

3) Base salary

- The amount of a base salary shall be determined by taking into account the salary levels of other companies, as surveyed by a specialized outside organization.

4) Compensation governance

- All compensation for Audit & Supervisory Board Members shall be determined through discussions by Audit & Supervisory Board Members.

Support System for Outside Directors and Audit & Supervisory Board Members (Independent):

Note: Please refer to “6. Directors and Audit & Supervisory Board Members, (6) Support Structure” of Section 4 of the OMRON Corporate Governance Policies.

2. Items Related to Business Execution, Audits and Oversight, Nominations and Setting of Compensation, etc. (Overview of corporate governance framework)

1. The current corporate governance system

Note: For details regarding the Company's corporate governance system and initiatives intended to enhance corporate governance, please refer to the OMRON Corporate Governance Policies.

Gender Composition of Directors, Audit & Supervisory Board Members and Executive Officers

- As of June 24, 2020, Board of Directors consists of eight members including one female Director.
- The Company is considering an increase in diversity for the composition of Directors, Audit & Supervisory Board Members and Executive Officers in order to promote growth at the global level, enhance competitive strength, and respond to significant changes in the business environment.

2. Efforts toward Enhancing the Functions of Audit & Supervisory Board

Audit & Supervisory Board System

Please refer to “6. Systems to Ensure Effectiveness of Audit Performed by Audit & Supervisory Board Members”

Regarding the Selection of Audit & Supervisory Board Members with Knowledge of Finance and Accounting

- Mr. Kiichiro Kondo, an Audit & Supervisory Board Member (full-time), has years of experience working in financial institutions, and possesses a considerable knowledge of finance and accounting matters.
- Mr. Hideyo Uchiyama, an Audit & Supervisory Board Member (Independent), has years of working experience as a certified public accountant in an auditing firm and considerable knowledge regarding finance and accounting.

Regarding the Selection of Audit & Supervisory Board Members (Independent) with a High Degree of Independence

Please refer to the Relationship with the Company (2) section on page 10 and “Matters relating to independent officers” in the Independent Officers section for more information.

3. Limited liability agreements

The Company has established a provision in its Articles of Incorporation regarding the limited liability agreements the Company enters into with its Outside Directors and Audit & Supervisory Board Members (Independent) with the approval of the shareholders, in order to ensure that these officers can adequately fulfill their duties and responsibilities. Accordingly, the Company has entered into limited liability agreements with Mr. Eizo Kobayashi, Mr. Takehiro Kamigama, Ms. Izumi Kobayashi, Mr. Hideyo Uchiyama, and Mr. Tadashi Kunihiro, under which each of these officers' liability shall be limited to JPY 10 million or to the minimum amount of liability prescribed in Article 425-1 of the Companies Act, whichever is higher.

3. Reasons for OMRON’s Selection of its Current Corporate Governance System

The Company has chosen to adopt the organizational structure of a “Company with Audit & Supervisory Board.”

Board of Directors strives toward sustained improvements in the OMRON’s Group corporate value by exercising oversight functions over the overall management through the election of Directors, Audit & Supervisory Board Members and Executive Officers; the determination of compensation for Directors and Executive Officers; and making important operational decisions.

Audit & Supervisory Board and the Audit Supervisory Board Members work to secure the integrity of the OMRON Group and the sustained improvement of corporate value by conducting audits on legality and appropriateness of Directors’ duties, and the fulfillment of Board of Directors’ oversight obligations. In addition, each Audit & Supervisory Board Member can exercise his/her authority on his/her own as a single-person organ in which the power of final decision-making is given to one person. This allows them to play a crucial role in strengthening internal controls.

Furthermore, to enhance the oversight functions of Board of Directors, four voluntary advisory committees are attached to Board of Directors. Personnel Advisory Committee, CEO Selection Advisory Committee and Compensation Advisory Committee are chaired by an independent outside director, and the majority of each committee should be composed of independent outside director. The President & CEO does not belong to any of these committees. CEO Selection Advisory Committee, in particular, is dedicated to the deliberation and nomination of candidates for CEO, which is the top-priority matter in management oversight. In addition, Corporate Governance Committee, established for the purpose of enhancing corporate governance, is also chaired by an independent outside director, and exclusively comprises an independent outside director and Audit & Supervisory Board Members (Independent). Through these unique initiatives, the Company has established and adopted a system that enhances the transparency and objectivity of management’s decision-making process.

By incorporating the best aspects of the corporate governance system of a so-called “Company with Committees (Nomination, etc.)” in this way, we have created the kind of hybrid corporate governance structure that we feel is most appropriate for OMRON as a Company with Audit & Supervisory Board.

III. Status of Execution of Measures Concerning Shareholders and Other Interested Parties

1. Measures to Vitalize the General Shareholders’ Meeting and Facilitate the Exercise of Voting Rights

	Supplemental Remarks
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Early sending out of convocation notices for the general meeting of shareholders	25 days or more before the date of the meeting.
Avoidance of peak day when scheduling the general meeting of shareholders	Three business days or more before the peak day.
Electronic voting	OMRON has adopted electronic voting via Internet since 2003, enabling shareholders voting through computers, mobile phones and smartphones.
Participation in the Electronic Voting Platform system and other efforts to improve an environment in which institutional investors can exercise their voting rights	OMRON has participated in the system since 2006. The Convocation notices both in Japanese and English are posted on the websites of Tokyo Stock Exchange, ICJ and OMRON since 2013, prior to sending out the printed notice. The posting is made approximately one month prior to the date of the meeting.
Provision of convocation notice summaries written in English	OMRON has been providing English version of the convocation notice (entire translation, for reference purpose) on the websites of Tokyo Stock Exchange, ICJ and OMRON since 2013 approximately one month prior to the date of the meeting.

2. IR-related Activities

	Explanation by representative	Supplemental remarks
Preparation and publication of disclosure policy	—	Disclosure policy is posted on the IR section of OMRON's website in Japanese and English.
Regular information meetings for individual investors	No	OMRON participates in information meetings planned by securities companies, and provides information on the website.
Regular information meetings for analysts and institutional investors	Yes	OMRON holds an earnings announcement meeting every quarter and webcasts the meeting (except meetings held by telephone). The company regularly holds one-on-one dialogues with domestic institutional investors.
Regular information meetings for overseas investors	Yes	OMRON webcasts an earnings announcement meeting with English captions every quarter (except meetings held by telephone). The company regularly holds one-on-one dialogues with overseas institutional investors. Also, OMRON participates several times a year in IR conference organized by securities companies for investors abroad, in Japan and overseas.

Posting of IR materials on website	—	OMRON posts quarterly results, annual integrated reports, and discloses TSE-required information timely both in English and Japanese.
Establishment of department and/or manager in charge of IR	—	Department in charge: Global Investor & Brand Communications Headquarters Executive in charge: Tsutomu Igaki, Executive Officer and Senior General Manager

3. Measures for Respecting the Position of Stakeholders

	Supplemental Remarks
Rules for Respecting the Position of Stakeholders through Internal Regulations, etc.	<p>“Management Philosophy” is defined as follows. This is an important philosophy when we practice “The OMRON Principles” through our business and our commitment to all stakeholders.</p> <p>“We believe a business should create value for society through its key practices. We are committed to sustainably increasing our long-term value by putting Our Mission and Values into practice.”</p> <ul style="list-style-type: none"> • We uphold a long-term vision in our business practices to create solutions to society’ s needs • We operate as a truly global company through our fair and transparent management practices • We cultivate strong relationships with all of our stakeholders through responsible engagement
Implementation of environmental activities, CSR activities, etc.	<p>< Environmental activities ></p> <ul style="list-style-type: none"> • Regarding our environmental activities, we have our Environmental Policy that “We will contribute to realizing sustainable societies, globally, by providing eco-friendly products and services that can contribute to the global environment and by efficient management of resources.” Specifically, the following 5 measures will be taken: 1.Provide eco-friendly products and services that can contribute to the global environment”, 2.Prevent Global Warming, 3.Use resources efficiently, 4.Co-existence with nature, 5.Implement environmental management. • In July 2018, we set new environmental targets under OMRON Carbon Zero, aligned with Our Mission ' To Improve lives and contribute to a better society. 'We also made a commitment to set greenhouse gas emissions reduction target based on scientific grounds for the SBTi (Science Based Targets Initiative). Under OMRON Carbon Zero, we aim to reduce Scope 1 and Scope 2 greenhouse gas emissions to zero by 2050 through adaptation of energy conservation and renewable energy practices. In addition, we are considering measures to reduce Scope 3 gas emissions. • In February 2019, we declared our support for the Task Force on Climate-related Financial Disclosure (TCFD). We intend

	<p>to pursue group-wide initiatives, disclosing these initiatives and our progress using the TCFD framework. Please refer to the website for details on our disclosure: https://sustainability.omron.com/en/environ/vision/green_omron2020/</p> <p><Implementation of CSR activities ></p> <ul style="list-style-type: none"> • We aim for contributing to sustainable development of the society and raising corporate value through creating social values, guided in our mission by the OMRON Principles. To this end, we have developed sustainability initiative where we identified issues and set goals. Specific CSR activities include reviewing the status of sustainability issues, monitoring the progress, and identifying problems to be solved through the Sustainability Committee. The Committee also provides a reporting to Board of Directors where critical issues and recommended action plan are discussed. • Please refer to OMRON Sustainability Site below. https://www.omron.com/global/en/sustainability/
<p>Formulation of policies on providing information to stakeholders</p>	<p>We have defined Sustainability Policy in order to fulfill the corporate social responsibility. We consider Sustainability Policy to reflect the same meaning and content as declared by our Management Philosophy based on the OMRON Principles. Namely, "We are committed to sustainably enhancing our long-term corporate value by putting the OMRON Principles into practice." Under the Policy, it is clearly stated that "We cultivate strong relationships with all of our stakeholders through responsible engagement."</p>
<p>Other</p>	<p><Promotion of diversity and women's empowerment></p> <ul style="list-style-type: none"> • "Respect for All" is one of the Management Commitments in the OMRON Principles. As such, we strive to create a workplace where diverse people with individual values and thoughts can fully put their capabilities to use and assume vital roles. • In 2012, a dedicated organization was established to promote diversity in the workplace. • Currently, we have four women directors in Japan (an outside director, two Executive Officers of OMRON Corporation, and the President of OMRON Ventures Co., Ltd.). • In Japan (OMRON Corporation and its consolidated subsidiaries), as of April 2020, the numbers of females in management positions are 90, female managers occupies 5.9% of total management positions. We set a goal to increase this proportion to 8% by the end of FY2020. To reach this goal we have been working continuously on transforming the mindset of female managers and employees, and expanding career opportunities for female employees.

	<p><Health Management> We formulated “Employee Health Management Declaration” in July 2017 and started health management with the thought that all employees working at OMRON Group are the management foundation and core of HR strategies. All Group Companies in Japan establish an action agenda for “Exercise, Sleep, Mental Health, Diet, and Smoking” which are selected as five key factors as “Boost 5”, leading to the concentration of work and wellness of life, and programs to achieve each index have been implemented. Visualizing health conditions and the support of conducting seminars or having advice from industrial doctors or occupational health nurses are carried out, in order to facilitate the employees’ awareness and habituation. By continuously taking Boost 5 approaches throughout the year, with the aim of reducing future health risks, we develop mentally and physically tough talents, aiming to create a workplace with full of smile. We were recognized for these efforts and selected as brands of the Health & Productivity Stock Selection under The Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for the second consecutive years (2018 and 2019).</p>
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IV. Matters Related to the Internal Control System

1. Basic Approach and Development and Operation Status Related to the Internal Control

Based on the Companies Act and the Ordinance for Enforcement of the Companies Act, the Company has set the Internal Control System of the Company and its subsidiaries (“the OMRON Group”) as follows:

1. System to Ensure that Execution of Duties by Directors and Employees of the OMRON Group Conforms to Laws and Regulations and the Articles of Incorporation

- (1) The OMRON Group Management Policies and the OMRON Group Rules have been established to ensure transparency, fairness and the global nature of management in the OMRON Group, as well as serve as the management base for conducting appropriate and timely decision-making.
- (2) The key theme of “socially responsible corporate management” is promoting corporate ethics and compliance whereby the Company complies with laws and regulations in carrying out business activities. In particular, the Company has devoted every effort to prevent anti-competitive activities such as cartel, bribery, and other significant risks from occurring.
- (3) The Company has familiarized its officers and employees with the OMRON Group Rules for Ethical Conduct as specific action guidelines for practicing “socially responsible corporate management” and enforces strict compliance.

- (4) The Company appoints an executive in charge of corporate ethics and compliance and establishes the Corporate Ethics & Risk Management Committee as an organization to promote corporate ethics and compliance. As specific activities, the President himself issues instructions on corporate ethics and compliance, providing opportunities to disseminate awareness. In addition, the Committee conducts regular training and education for officers and employees on anti-competitive activities such as cartel and bribery as well as on corporate ethics and compliance.
- (5) The Company has set up a whistleblower hotline both inside and outside the Company to receive reports of acts that are, or could potentially be, in violation of the OMRON Group Rules for Ethical Conduct, work rules or laws. In accordance with laws and internal company rules, the content of these reports is protected as confidential, and employees may not be given unfavorable treatment for making such reports.
- (6) With the aim of realizing highly transparent management, the Company positions information disclosure as an important task, and has established an Information Disclosure Executive Committee directly under the President to promote the disclosure. The Committee engages in activities to ensure the accuracy, timeliness and completeness of information disclosure across the OMRON Group, and proactively makes disclosure to the public according to the standard set out by the Group.
- (7) The Company has set up an internal auditing division directly under the President to conduct operational audits.
- (8) To ensure the propriety of the OMRON Group's financial reporting, a system has been established that enables reports to be submitted appropriately in accordance with laws and regulations through measures such as monitoring by Internal Audit Divisions after each division conducts its own review of maintenance and operation of business processes.
- (9) The OMRON Group's policy on exclusion of antisocial forces is defined in the OMRON Group Management Policies and the OMRON Group Rules for Ethical Conduct.

2. System for Storage and Management of Information Related to Execution of Directors' Duties

- (1) Under Board of Directors Rules, the minutes of Board of Directors meetings are recorded and kept for 10 years.
- (2) Under the Management Rules, which state the basic policy and principles for Group management and decision making, decision reports are issued for decisions on significant issues. Decision reports, minutes of Executive Committee meetings, and other important documents showing the state of execution of duties are preserved and managed in accordance with laws and internal company rules.

3. Regulations and Other Systems Concerning Loss Risk Management of the OMRON Group

- (1) The Company will engage in risk management integrating all activities that entail risks on a

global scale, to ensure the Company's survival and to secure the achievement of corporate objectives while fulfilling its corporate social responsibility.

- (2) The Company will strive to avoid, mitigate and transfer risk of loss through collecting information on and conducting analysis of risks while taking countermeasures against them, in accordance with the OMRON Group Rules for Integrated Risk Management.
- (3) Significant risks for the OMRON Group shall be designated, and Group-wide response measures across all internal companies shall be determined at Executive Committee meeting.
- (4) When a crisis occurs, the Company makes reports, transmits information, and assembles the necessary response teams in accordance with the procedures specified in the OMRON Group Rules for Integrated Risk Management.

4. Systems to Ensure Efficient Execution of Duties by Directors of the OMRON Group

- (1) The Company uses the Executive Officer system and keeps the number of Directors small to ensure substantive discussion and swift decision making at Board of Directors meetings.
- (2) In addition to Board of Directors, the Company has an Executive Committee, which discusses and decides on significant business execution issues within the scope of the President's authority.
- (3) The Company uses an internal company system, and promotes faster decision making and efficient business operations by delegating substantial authority to the President of each internal company.
- (4) The OMRON Group performs its duties in accordance with the division of duties and scope of decision-making authority set forth based on a concept of proper control and prompt decision making as basic principles.
- (5) The OMRON Group establishes a medium-to-long-term management plan. In order to substantiate this management plan, it formulates a business plan in each fiscal year.

5. System to Report to the Company on Matters concerning Execution of Duties by Directors of Subsidiaries

Information regarding operational results, financial status and other significant matters of subsidiaries must be reported to respective superior units responsible for the management of subsidiaries in accordance with the internal regulations, etc.

6. Systems to Ensure Effectiveness of Audit Performed by Audit & Supervisory Board Members

- (1) An Audit & Supervisory Board Office with dedicated full-time support staff has been established to assist Audit & Supervisory Board Members in performing their duties. The staff members of Audit & Supervisory Board Office perform their work under the supervision and instruction of Audit & Supervisory Board Members.
- (2) Personnel evaluations, appointments and transfers of the staff of Audit & Supervisory

Board Office are carried out with the consent of Audit & Supervisory Board.

- (3) A system is in place for Directors, Audit & Supervisory Board Members and employees of the OMRON Group and those who have been reported from any of them to immediately report to Audit & Supervisory Board Members of the Company regarding incidents of material violations of laws and/or articles of incorporation, misconduct within the OMRON Group, or information relating to potential risk of significant loss to the company, in accordance with predetermined regulations and procedures. Notwithstanding these, Audit & Supervisory Board Members of the Company may request reports from Directors and employees of the OMRON Group at any time as needed. The Company shall not treat whistleblowers in an unfair way on the ground of reporting of wrongdoing.
- (4) When Audit & Supervisory Board Members request for advance payment of expenses pertaining to the execution of their duties in accordance with Article 388 of the Companies Act, the Company shall handle the request in a prompt manner.
- (5) As a mechanism for securing an effective audit by Audit & Supervisory Board Members, systems are in place for Audit & Supervisory Board to hold periodic interviews of Directors and Executive Officers, periodically exchange views with the President, periodically exchange information with Accounting Auditors, and receive operational reports from Executive Officers. In addition, the Internal Audit Manager is invited to Audit & Supervisory Board meetings and makes internal audit reports.
- (6) Half or more of Audit & Supervisory Board Members are Audit & Supervisory Board Members (Independent), including legal professionals such as attorneys and Certified Public Accountants, or individuals with extensive knowledge of finance and accounting, to enhance audit objectivity and effectiveness.
- (7) Audit & Supervisory Board Members attend and state their opinions at Board of Directors meetings as well as Executive Committee meetings and other important meetings.

2. Basic Approach to Excluding Antisocial Forces and Establishment of Relevant structures

OMRON's policy on antisocial forces is, OMRON strictly prohibits any association whatsoever with antisocial groups or others that threaten the public order and security, standing firm against them."

This policy has been stated in the OMRON Group Management Policies and OMRON Group Rules for Ethical Conduct and publicized both internally and externally, stipulating the code of conduct for all employees, including executives.

OMRON has dedicated personnel who are responsible for establishing cooperative relationship with the police, outside legal counsels and other outside organizations and collecting intelligence on a regular basis.

In the event that antisocial forces make undue claims, the company will act in an organized way

against such forces by transmitting reports and information, setting up response teams and taking countermeasures in cooperation with police, outside legal counsels and other outside organizations in accordance with the OMRON Group Rules for Integrated Risk Management and countermeasure manuals.

V. Other

1. Defense Against Takeovers

Defense measures against takeovers	None
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Supplemental Remarks on This Item

None.

2. Other Matters Concerning the Corporate Governance System

OMRON's internal system for timely disclosure of company information is as follows

1. Basic stance regarding timely disclosure of information

OMRON's basic policy is to aim for highly transparent management and carry out disclosure of information in a proactive manner. We disclose important facts in accordance with the operational policy below:

- (1) In order to meet the needs of our stockholders and other stakeholders for information disclosure, we disclose information according to even stricter standards than the requirements of Japan's Financial Instruments and Exchange Act and the Timely Disclosure Rules of the Tokyo Stock Exchange.
- (2) With regard to qualitative information about which individual decisions regarding the need for disclosure are required, a meeting of the Information Disclosure Execution Committee (hereinafter referred to as the "Execution Committee") will be promptly convened to deliberate on whether the information ought to be disclosed and if so, what details require disclosure.
- (3) In order to ensure fairness to all stakeholders when disclosing important facts, in addition to promptly disclosing the information to the Tokyo Stock Exchange, we will also release the information to at least two different media outlets.

2. Internal system for timely disclosure

2.1 Timely disclosure implementation system

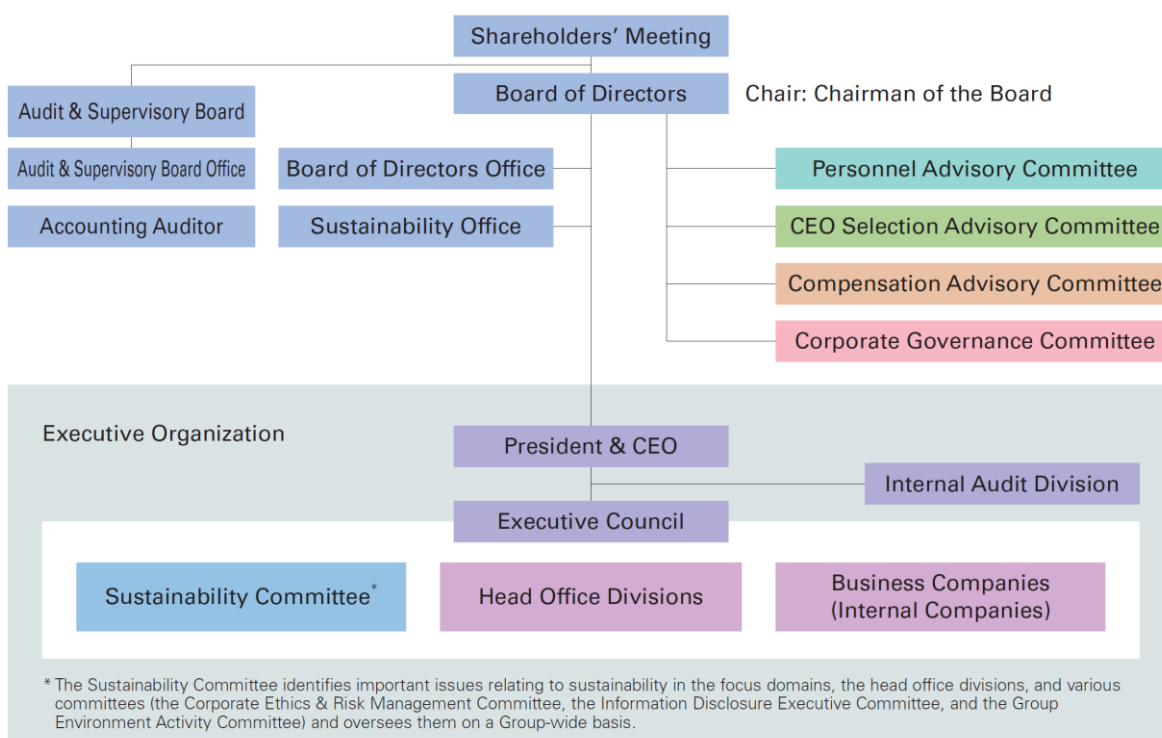
OMRON has established the Execution Committee for timely disclosure of information. The Execution Committee determines whether any decision made or incident occurred in OMRON Group corresponds to TSE's timely disclosure rules and/or OMRON's own disclosure standards. The matters that the Execution Committee decides to disclose are reported to the person in charge of information management, who then instructs the Investor Relations department to timely disclose these on TSE's Timely Disclosure Network (TDnet). In order for the Execution Committee to obtain important information, any important information is to be reported according to the following procedures (1) and (2).

- (1) Departments handling information in Head Office and business divisions determine whether, according to the disclosure rules, incidents that occurred within their own division are to be disclosed, and then report these matters, as well as matters about which they are unable to make a decision, to the Execution Committee for deliberation.
- (2) Board of Directors Office and the Executive Council Office notify the Execution Committee of any important matters that is submitted for deliberation to Board of Directors and the Executive Council.

2.2 Internal timely disclosure system

OMRON positions disclosure of information as an important issue to our drive for highly transparent management, and has set up the Execution Committee, which directly reports to CEO, to promote disclosure of information. The Execution Committee is tasked with ensuring the accuracy, timeliness and comprehensiveness of all of OMRON Group's information disclosure and carrying out information disclosure in a proactive manner in accordance with OMRON Group's disclosure standards.

OMRON's Corporate Governance Structure

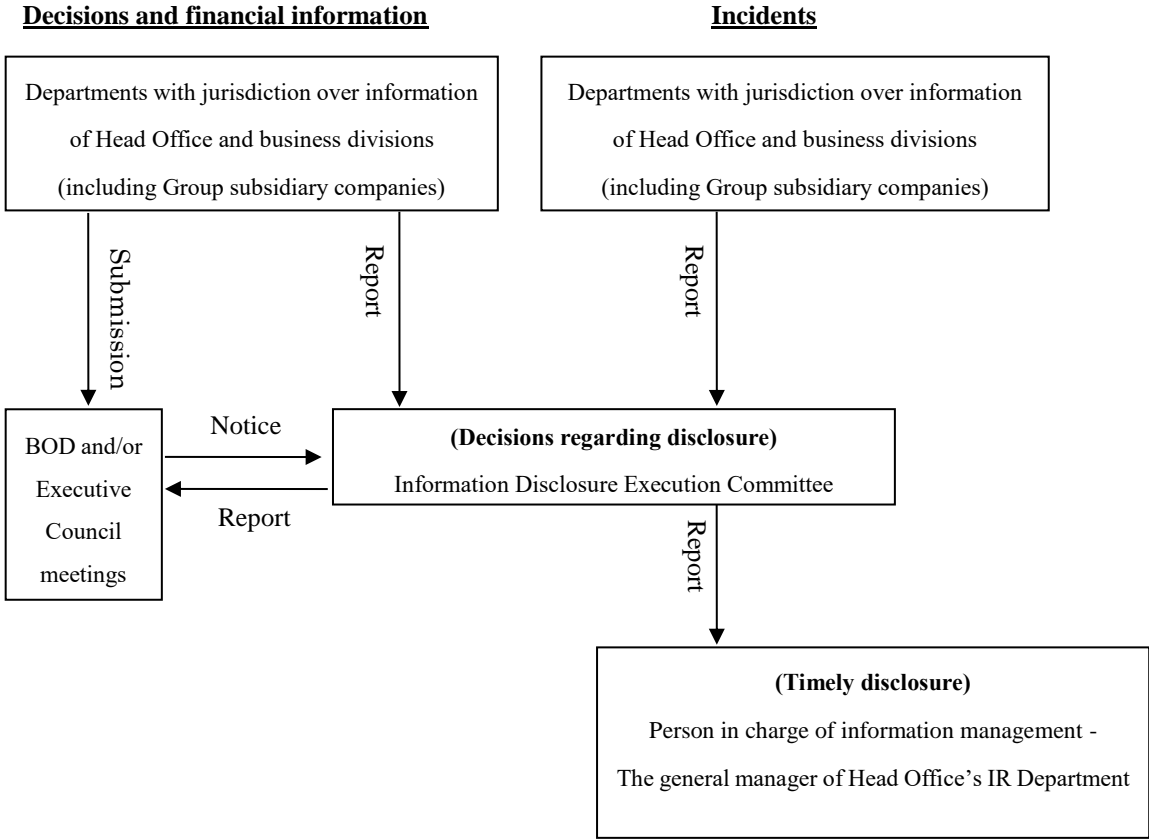


Advisory Committee Members

Title	Name	Personnel Advisory Committee	CEO Selection Advisory Committee	Compensation Advisory Committee	Corporate Governance Committee
Chairman of the Board	Fumio Tateishi		□		
Representative Director	Yoshihito Yamada				
Representative Director	Kiichiro Miyata	□			
Director	Koji Nitto			□	
Director	Satoshi Ando	○	○	○	
Outside Director	Eizo Kobayashi ★	◎	◎	□	◎
Outside Director	Takehiro Kamigama ★	□	□	◎	○
Outside Director	Izumi Kobayashi ★	□	□	□	□
Audit & Supervisory Board Member (Full-time)	Kiichiro Kondo				
Audit & Supervisory Board Member (Full-time)	Kiyoshi Yoshikawa				
Audit & Supervisory Board Member (Independent)	Hideyo Uchiyama ★				□
Audit & Supervisory Board Member (Independent)	Tadashi Kunihiro ★				□

◎ Chairperson ○ Vice-Chairperson □ Committee Member ★ Independent under Tokyo Stock Exchange rules

OMRON's internal system for timely disclosure of information



Corporate Governance Code Implementation Status

The Company implements all of the principles set forth in the Corporate Governance Code, and discloses the implementation status in the OMRON Corporate Governance Policies (hereinafter referred to as the "Policies") as follows:

Corporate Governance Code				Corresponding articles in the OMRON Corporate Governance Policies	Implementation Status	
General Principle	Principle	Supplementary Principles	Comply		Explain	
Section 1 Securing the Rights and Equal Treatment of Shareholders	1.1 Securing the Rights of Shareholders	-	Section 2.1 (1) General Shareholders Meetings	✓		
		1.1.1	Section 2.1 (2) Securing the Rights of Shareholders	✓		
		1.1.2	Section 4.2 (1) Roles and Responsibilities of the Board of Directors	✓		
		1.1.3	Section 2.1 (2) Securing the Rights of Shareholders	✓		
		-	Section 2.1 (1) General Shareholders Meetings	✓		
		1.2.1	Section 2.1 (1) General Shareholders Meetings	✓		
		1.2.2	Section 2.1 (1) General Shareholders Meetings	✓		
	1.2 Exercise of Shareholder Rights at General Shareholder Meetings	1.2.3	Section 2.1 (1) General Shareholders Meetings	✓		
		1.2.4	Section 2.1 (1) General Shareholders Meetings	✓		
		1.2.5	Section 2.1 (1) General Shareholders Meetings	✓		
		-	Section 2.1 (4) Basic Strategy for Capital Policy	✓		
	1.3	Basic Strategy for Capital Policy	-	Section 2.1 (5) Cross-Shareholding Strategy	✓	
	1.4 Cross-Shareholdings	1.4.1	Section 2.1 (5) Cross-Shareholding Strategy	✓		
		1.4.2	Section 2.1 (5) Cross-Shareholding Strategy	✓		
		-	Section 2.1 (6) Anti-Takeover Measures	✓		
	1.5 Anti-Takeover Measures	1.5.1	Section 2.1 (6) Anti-Takeover Measures	✓		
		-	Section 2.1 (4) Basic Strategy for Capital Policy	✓		
1.6 Capital Policy that May Harm Shareholder Interests	-	Section 2.1 (7) Prevention of Related Party Transactions	✓			
	1.7	Related Party Transactions	-			
Section 2 Appropriate Cooperation with Stakeholders Other Than Shareholders	2.1 Business Principles as the Foundation of Corporate Value Creation Over the Mid- to Long-Term	-	Section 1.1 Objective and Basic Policies for Corporate Governance	✓		
		-	Section 2.2 Relationships with Employees	✓		
	2.2 Code of Conduct	2.2.1	Section 2.2 Relationships with Employees	✓		
		-	Section 2.5 Relationships with Communities	✓		
	2.3 Sustainability Issues, Including Social and Environmental Matters	2.3.1	Section 2.2 Relationships with Employees	✓		
		-	Section 4.5 (1) The Personnel Advisory Committee	✓		
	2.4 Ensuring Diversity, Including Active Participation of Women	-	Section 2.2 Relationships with Employees	✓		
2.5.1		Section 2.2 Relationships with Employees	✓			
2.5 Whistleblowing	-	Policy Section 2.6. Relationship with the OMRON Corporate Pension Fund as an Asset Owner	✓			
	-	Section 3.1 Information Disclosure Standards	✓			
Section 3 Ensuring Appropriate Information Disclosure and Transparency	3.1 Full Disclosure	(i)	Section 2.1 (3) Constructive Dialogue with Shareholders Attachment - 1	✓		
		(ii)	Section 1.1 Objective and Basic Policies for Corporate Governance	✓		
		(iii)	Section 4.5 (3) The Compensation Advisory Committee	✓		
		(iv)	Section 4.5 (1) The Personnel Advisory Committee, Corporate Governance Report	✓		
		(v)	Section 4.5 (1) The Personnel Advisory Committee, Convocation Notice for General Meeting of Shareholders	✓		
		3.1.1	(Implemented throughout the corporate web site)	✓		
		3.1.2	(Implemented throughout the corporate web site)	✓		
		3.2 External Auditors	-	Section 4.4 (1) Roles and Responsibilities of External Auditors	✓	
			3.2.1	Section 4.3 (3) Relationship with External Auditors and the Internal Auditing Department	✓	
			3.2.2	Section 4.2 (1) Roles and Responsibilities of the Board of Directors Section 4.3 (3) Relationship with External Auditors and the Internal Auditing Department	✓	
	-		Section 4.2 (1) Roles and Responsibilities of the Board of Directors	✓		
	Section 4 Responsibilities of the Board	4.1 Roles and Responsibilities of the Board (1)	4.1.1	Section 4.2 (1) Roles and Responsibilities of the Board of Directors	✓	
			4.1.2	Section 4.2 (1) Roles and Responsibilities of the Board of Directors	✓	
			4.1.3	Section 2.1 (3) Constructive Dialogue with Shareholders Attachment - 1	✓	
-			Section 4.5 (2) The CEO Selection Advisory Committee	✓		
4.2 Roles and Responsibilities of the Board (2)		-	Section 4.2 (1) Roles and Responsibilities of the Board of Directors	✓		
		-	Section 4.5 (3) The Compensation Advisory Committee	✓		
		4.2.1	Section 4.5 (3) The Compensation Advisory Committee	✓		
4.3 Roles and Responsibilities of the Board (3)		-	Section 4.5 (1) The Personnel Advisory Committee	✓		
		-	Section 4.2 (4) Internal Control	✓		
		4.3.1	Section 4.5 (1) The Personnel Advisory Committee	✓		
		4.3.2	Policy Section 4.5.(2) The CEO Selection Advisory Committee, Corporate Governance Report	✓		
		4.3.3	Policy Section 4.5.(2) The CEO Selection Advisory Committee, Corporate Governance Report	✓		
4.4 Roles and Responsibilities of Kansayaku and the Kansayaku Board		4.3.4	Section 4.2 (4) Internal Control	✓		
		-	Section 4.3 (1) Roles and Responsibilities of the Audit & Supervisory Board	✓		
4.5 Fiduciary Responsibilities of Directors and Kansayaku		4.4.1	Section 4.3 (1) Roles and Responsibilities of the Audit & Supervisory Board	✓		
		-	Section 4.6 (1) Directors	✓		
4.6 Business Execution and Oversight of the Management		-	Section 4.6 (3) Audit & Supervisory Board Members	✓		
		-	Section 4.2 (2) Composition of Board of Directors	✓		
4.7 Roles and Responsibilities of Independent Directors		-	Section 4.6 (2) Independent Outside Directors	✓		
	-	Section 4.2 (1) Roles and Responsibilities of the Board of Directors	✓			
4.8 Effective Use of Independent Directors	4.8.1	Section 4.5 (4) Corporate Governance Committee	✓			
	4.8.2	Section 4.2 (2) Composition of Board of Directors	✓			
	-	Section 4.6 (5) Independence Criteria	✓			
4.9 Independence Standards and Qualification for Independent Directors	-	Section 4.1 Organizational Structure	✓			
	4.10.1	Section 4.2 (2) Composition of Board of Directors	✓			
4.10 Use of Optional Approach	-	Section 4.5 (1) The Personnel Advisory Committee	✓			
	-	Section 4.6 (3) Audit & Supervisory Board Members	✓			
	-	Section 4.5 (4) Corporate Governance Committee	✓			
	4.11.1	Section 4.5 (1) The Personnel Advisory Committee	✓			
	4.11.2	Section 4.6 (1) Directors	✓			
4.11 Preconditions for Board and Kansayaku Board Effectiveness	4.11.3	Section 4.6 (2) Independent Outside Directors	✓			
	-	Section 4.5 (4) Corporate Governance Committee, Corporate Governance Report, etc.	✓			
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Corporate Governance Code				Corresponding articles in the OMRON Corporate Governance Policies		Implementation Status		
General Principle		Principle		Supplementary Principles			Comply	Explain
Section 4	Responsibilities of the Board	4.12	Active Board Deliberations	-	Section 4.2 (3) Chair of the Board of Directors	✓		
				4.12.1	Section 4.6 (6) Support Structure	✓		
		4.13	Information Gathering and Support Structure	-	Section 4.6 (6) Support Structure	✓		
				4.13.1	Section 4.6 (1) Directors			
					Section 4.6 (2) Independent Outside Directors			
					Section 4.6 (3) Audit & Supervisory Board Members	✓		
		4.13.2	Section 4.6 (4) Independent Outside Audit & Supervisory Board Members					
		4.13.3	Section 4.6 (6) Support Structure	✓				
		4.14	Director and Kansayaku Training	-	Section 4.3 (1) Roles and Responsibilities of the Audit & Supervisory Board			
				4.14.1	Section 4.3 (3) Relationship with External Auditors and the Internal Auditing Department			
4.14.2	Section 4.6 (6) Support Structure			✓				
Section 4.6 (7) Training Policy	✓							
Section 5	Dialogue with Shareholders	5.1	Policy for Constructive Dialogue with Shareholders	-	Section 4.6 (7) Training Policy	✓		
				5.1.1	Section 2.1 (3) Constructive Dialogue with Shareholders .Attachment - 1	✓		
				5.1.2	Section 2.1 (3) Constructive Dialogue with Shareholders .Attachment - 1	✓		
				5.1.3	Section 2.1 (3) Constructive Dialogue with Shareholders .Attachment - 1	✓		
		5.2	Establishing and Disclosing Business Strategy and Business	-	Section 2.1 (3) Constructive Dialogue with Shareholders .Attachment - 1, Integrated Report, etc.	✓		

To strengthen constructive dialogue with investors, we will describe our implementation status in addition to policies regarding the following principles stated in the Corporate Governance Code.

1. CEO Appointment/Dismissal [Supplementary Principles 4-3 (2) (3)]

Board of Directors takes the appointment and dismissal of the CEO as one of the highest-priority matters in management oversight. Accordingly, the CEO Selection Advisory Committee, dedicated to the nomination of candidates for the CEO, annually evaluates the performance of the CEO and nominates candidates for the CEO based on the results of the evaluation, thereby maintaining the transparency, objectivity, and timeliness of the CEO appointment process. As such, the Company annually appoints a CEO for the succeeding fiscal year based on the evaluation reflecting the Company's business results, etc. and thus has established a system for deliberating the re-appointment or dismissal of the current CEO based on the business results, etc.

2. Director/Executive Officer Appointment/Dismissal [Principle 3-1 (iv)]

Board of Directors takes the appointment and dismissal of directors/executive officers as one of the highest-priority matters in management oversight. Accordingly, the Personnel Advisory Committee annually evaluates the performance of directors/executive officers in accordance with the criteria for selection, and nominates candidates for directors/executive officers based on the results of evaluation. By doing so, the Company has established transparent, objective, and timely procedures for appointment. As such, the Company annually appoints directors/executive officers for the succeeding fiscal year based on the evaluation reflecting the Company's business results, etc., and thus has established a system for deliberating re-appointment or dismissal of the current directors/executive officers based on the business results, etc.

3. Director/Executive Officer Appointment/Dismissal [Principle 4-11 (3)] (Updated)

1. Overview of initiatives towards improving Board of Directors' effectiveness

The Company ensures transparency and fairness in business management, speeds up management decisions and practices, and strives to boost the OMRON Group's competitive edge. The ultimate objective is to achieve sustained enhancement of corporate value. To this end, the Company reinforces the oversight functions of Board of Directors through initiatives for improving its effectiveness.

Such initiatives are undertaken in a cycle of (1) evaluation of Board of Directors' effectiveness, and (2) determination of the operational policy and focus themes of Board of Directors and formulation and implementation of annual plans.

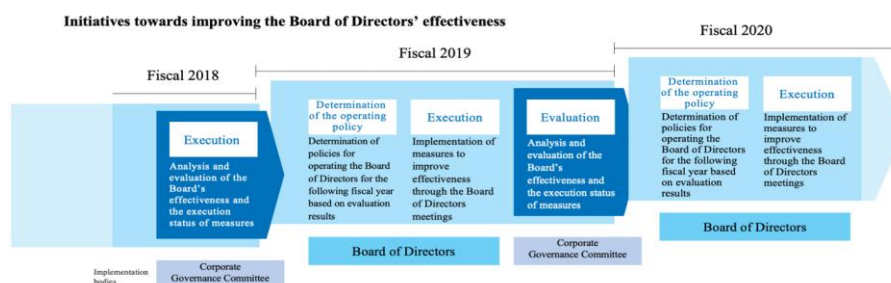
(1) Evaluation of Board of Directors' effectiveness

The Company's evaluation of Board of Directors' effectiveness is conducted by Corporate Governance Committee chaired by a Director (Independent) and comprising only Directors (Independent) and Audit & Supervisory Board Members (Independent) (hereinafter "Outside Executives"). Outside Executives act as members of Board of Directors while maintaining the perspectives of all stakeholders including the shareholders. Corporate Governance Committee, which is composed only of Outside Executives, performs evaluations in order to ensure that evaluations are both objective and effective.

(2) Determination of the operational policy and focus themes of Board of Directors and formulation and implementation of annual plans

Based on the evaluation results by Corporate Governance Committee in (1) and the business environment, etc., Board of Directors determines its operational policy and focus themes for the next fiscal year. Board of Directors formulates and implements annual plans based on this operational policy.

The Company continues to improve Board of Directors' effectiveness by implementing (1) and (2) above on a yearly basis. Corporate Governance Committee has evaluated these initiatives to be the Company's unique, optimal activities that are both objective and effective. Board of Directors recognizes the Company's initiatives as being more effective than evaluations by third parties.



2. Evaluation of Board of Directors' effectiveness for fiscal 2019

The methods for evaluation of Board of Directors' effectiveness and the evaluation items in the self-evaluation for fiscal 2019 are as described below.

(1) Evaluation methods

- 1) Self-evaluations by Directors and Audit & Supervisory Board Members
 - Each Director and Audit & Supervisory Board Member performed self-evaluations of the content of discussions at meetings of Board of Directors and the extent of oversight functions exercised, immediately following each meeting of Board of Directors held in and after July 2019.
 - Each Director and Audit & Supervisory Board Member performed self-evaluations of the operation, etc. of Board of Directors over the course of the year following the meeting of the Board of Directors held in March 2020.
- 2) Interviews by the Chairman of Board of Directors
 - The Chairman of Board of Directors conducted individual interviews with Directors and Audit & Supervisory Board Members between January and March 2020.
- 3) Evaluation by Corporate Governance Committee
 - Corporate Governance Committee conducted evaluations of the focus themes in (1) above in March 2020.
 - The effectiveness of Board of Directors was evaluated in May 2020, although this was done later than usual due to COVID-19. The evaluation was based on the overall results of self-evaluations conducted in fiscal 2019 in (1) above, and the results of the interviews in (2) above.

(2) Self-evaluation items

Self-evaluation items are as follows. Evaluations were performed from the perspectives of whether or not Board of Directors sufficiently exercised its oversight functions, and whether it contributed to the exercise of its oversight functions. Evaluations are performed by completing anonymous questionnaires. For each evaluation item, answers are provided using five-point scales and free comment fields.

- Self-evaluations performed immediately following meetings of Board of Directors
 - Content of discussions at the meeting of Board of Directors
 - Extent of oversight functions exercised by Board of Directors
- Self-evaluations for the entire year, performed at the end of the fiscal year
 1. Operation of the Board of Directors
 - 1) Policy for the operation of the Board of Directors for fiscal 2019
 - 2) Focus themes set forth in the operational policy
 - 3) Deliberations and reports regarding issues other than focus themes
 - 4) Board of Directors operational policy and focus themes for fiscal 2020
 2. Issues other than operation of the Board of Directors
 - 1) Separate meetings
 - 2) Provision of information such as worksite tours
 - 3) Self-evaluations performed immediately following the meetings of Board of Directors
 3. Advisory committees
 4. Other overall issues regarding the Board of Directors
- Other self-evaluations (evaluations performed when new officers are appointed, when medium-term management plans are formulated, when changes are made to the corporate governance system, etc.)
 - Scale and composition of Board of Directors
 - State of operations of Board of Directors
 - Operation of advisory committees

3. Results of evaluation of Board of Directors' effectiveness for fiscal 2019

Corporate Governance Committee conducted an evaluation of Board of Directors' effectiveness for fiscal 2019 and reported the results of the evaluation at Board of Directors meeting held on June 23.

<Board of Directors Operational Policy for Fiscal 2019>

"In fiscal 2019, which is the third year of OMRON's medium-term management plan, "VG2.0," Board of Directors will exercise its oversight functions by looking ahead to the completion of VG2.0 and the next long-term vision, which will be launched in fiscal 2021."

<Focus Themes set forth in the Operational Policy>

- Confirmation of the direction of long-term strategies with the next long-term vision in mind.
- Continuing initiatives concerning the information system and quality strategies
- Initiatives to respond to changes in the internal and external business environment in fiscal 2019-2020

(1) General comments on evaluation

① Operation of Board of Directors (Operation in accordance with the operational policy, selection/discussion of focus themes, deliberation/reporting items in areas other than focus themes)

As fiscal 2019 was the third year of OMRON's medium-term management plan, "VG2.0," Board of Directors' operation was determined to be conducted by looking ahead to the next long-term vision. As such, Board of Directors determined its operational policy in a way that would exercise its oversight functions by taking the completion of VG2.0 and the next long-term vision into consideration. As such, the Board set forth the three focus themes.

Based on this, the President & CEO and other executive officers implemented each focus theme, and reported its status to Board of Directors. As for the strategies based on VG2.0, the status of business execution was reported to Board of Directors, including each business company's short-term management plan, reorganization of business domains, and deliberation on potential M&A&A projects. Quality risks and matters subject to disciplinary actions were uniquely specified by the Company as items to be reported on a quarterly basis from the perspective of risk management, and reported accordingly.

In response to reports made by each executive officer, the Board members engaged in active discussions in order to understand the direction of executing each business operation, share issues, and to determine the need for continuous monitoring. As for the divestiture of the automotive electronic component business, discussions were comprehensive, from the underlying policy to detailed risk management. Because OMRON's business environment underwent a radical change in the fiscal year under review, executive officers reported the status of business as necessary and various suggestions were made by Outside Executives.

Corporate Governance Committee decided that Board of Directors was effectively putting its oversight function to use, by recognizing the Board's operation based on its operational policy and discussions with regard to each focus theme from a medium- to long-term perspective. Directors and Audit & Supervisory Board members including Outside Executives spoke out based on their experience and knowledge, while executive officers took the opinions of Board of Directors very seriously, which helped them enhance their strategies and initiatives. At the Board meetings, discussions were conducted not only for pointing out issues regarding individual matters subject to deliberation and those reported, but also reflecting the perspective of medium- to long-term business growth and human resources development. In general, discussions among the Board members were oriented toward enhancing the feasibility of strategies. As such, Corporate Governance Committee concluded that Board of Directors was exercising its oversight functions. As for quality risks and matters subject to disciplinary action, both of which were specified as items to be reported regularly on a quarterly basis, it was confirmed that their initiatives had been instilled deeply into each worksite, and that the systems for these initiatives were functioning properly. Accordingly, Corporate Governance Committee considered that this indicated an improvement resulting from the Board's continuous practice of its oversight functions. In the fiscal year under review, the OMRON Group's business environment experienced radical changes caused by the US-China trade war and the COVID-19 pandemic. The Committee recognized that in response to this situation, Board of Directors' discussion on specific matters, such as things that need to be done to deal with the present situation, and those that need to be done in preparation for the time after these events eventually come to an end. The Committee understood that Board of Directors engaged in not only discussions intended to solve short-term issues but also those reflecting a medium- to long-term perspective.

② Items other than the operation of Board of Directors

To improve the effectiveness of Board of Directors, the Board strived to increase information sharing opportunities by planning separate meetings and other opportunities to provide information. In the fiscal year under review, new initiatives were launched, including meetings for Outside Executives to exchange opinions with each other, as well as the practice of self-evaluations immediately following each Board meeting.

Corporate Governance Committee regarded Board of Directors' initiatives aimed at promoting the provision of information to Outside Executives properly served as opportunities to improve the Board's effectiveness. These initiatives included workplace tours, information exchange among Outside Executives, and set-up of opportunities for communication between the President & CEO and Outside Executives. As for the Outside Executives' opinion exchange meeting, an initiative launched in the fiscal year under review, the Committee recognized the need for further enhancing its functionality. The Committee considered that the self-evaluations performed immediately following each Board of Directors meeting were effective and useful for improving the Board's effectiveness, and is an initiative unique to the Company.

(2) Overview of Board of Directors' operation

① Initiatives regarding focus themes

● Focus theme: Confirmation of the direction of long-term strategies with the next long-term vision in mind

Board of Directors specified its operational policy for fiscal 2019 as exercising its oversight functions by looking ahead to the next long-term vision, which is to be launched in fiscal 2021. Accordingly, the Board identified confirmation of the direction of the next long-term vision as one of its focus themes. Based on this, the President & CEO conducted primary reporting for the next long-term vision. This report on the next long-term vision focused on "things to uphold," "things to evolve," and the "direction of the OMRON Group's evolution." These were determined by redefining the impact social transformation has on the Company's business based on the anticipation that the society envisioned with the present medium-term management plan, "VG2.0," would undergo transformation toward 2030. With regard to this report, Board of Directors discussed the perspective to take for evaluation of the current medium-term management plan, "VG2.0;" the presuppositions on which the next long-term vision should be based, its significance, and methods for setting the vision's objectives; the way of management when putting the vision into practice; the responsibility of OMRON HQ; talent necessary for realizing the vision; methods of sharing the vision externally and internally, and other matters.

Corporate Governance Committee recognized that the discussion regarding the planning of the next long-term vision at Board of Directors meeting helped Outside Executives fully understand the direction of enhancing corporate value through the execution of business operations. The Committee then determined that Board of Directors was exerting its oversight functions more effectively, with Outside Executives suggesting the importance of incorporating a diversity of viewpoints from internal and external sources, and the perspective of giving excitement and motivation to employees. The Committee also made an additional comment, describing the need for continuously fulfilling its oversight functions through the opportunities of periodic reporting and discussions toward the perfection of the next long-term vision.

● **Focus theme: Continuing initiatives concerning information system strategies**

Based on the recognition of issues related to existing IT systems, the Company has been implementing a Group-wide IT system strategy formulated in fiscal 2018, with the aim of achieving the ideal management system. As such, Board of Directors specified this as a focus theme for fiscal 2019, as it was in fiscal 2018. Accordingly, the President & CEO and the CFO reported the implementation status of the Group-wide IT system strategy in fiscal 2019, with a focus on what the Group-wide IT system strategy aims to achieve, and the progress of the implementation of each management system. In response, Board of Directors engaged in a discussion on such matters as standardization of the IT system, visualization of existing tasks necessary for the IT system standardization, the creation of a step-by-step roadmap for improving feasibility, the need for experienced personnel, the integration of efforts with frontline staff members to promote the project, etc.

Corporate Governance Committee found that Board of Directors, through a discussion regarding continuous implementation of initiatives regarding the information system, became aware of the direction of the IT system strategy, which executive officers had identified and had been promoting as one of the top-priority management challenges, as well as its progress. The Committee also found that items that require the utmost attention when putting plans into practice were shared among Board members based on Outside Executives' suggestions regarding issues and risks related to the implementation of plans. Due to these reasons, Corporate Governance Committee concluded that Board of Directors exercised its oversight functions. Moreover, because issues such as the need for reinforcing project management, reflecting its nature of being a long-term project, as well as the need for experienced personnel, concerns about all-around goals were brought up, Corporate Governance Committee considered that Board of Directors was generally performing appropriate oversight. The Committee added a comment that the Board should continuously fulfill its oversight functions for strategies related to information systems, by taking opportunities for periodic reporting and discussions.

● **Focus theme: Continuing initiatives concerning quality strategies**

Since fiscal 2018, the Company has been working on rebuilding its quality management system (QMS) in order to reinforce its quality capabilities, which is one of the Company's top-priority challenges, based on the awareness of issues related to its existing QMS. Accordingly, Board of Directors specified this as a focus theme for fiscal 2019, as was done in fiscal 2018. In fiscal 2019, a round of effectiveness audits toward rebuilding QMS has been completed across the Group. As such, the President & CEO and the CTO reported common issues that require focus, and key initiatives for fiscal 2020 intended to solve them. In response, Board of Directors reconfirmed the Group-wide framework of QMS, and discussed the auditing for effectiveness tailored for each business's characteristics, human resources development to nurture auditors for effectiveness, etc.

Corporate Governance Committee recognized that discussions regarding continuing initiatives concerning quality strategies at Board of Directors helped realize anew that executive officers were addressing this issue by specifying it as one of its top-priority management challenges. Moreover, the Committee noted that various suggestions for ensuring the practice of quality strategies were made by Outside Executives. Due to these reasons, Corporate Governance Committee concluded that Board of Directors properly exercised its oversight functions. Moreover, the Committee recognized that the Board was performing appropriate oversight as a whole, because the need for focusing on highly effective processes was also brought up for discussion. This was to avoid the possibility that QMS would become a formality through reliance on a single unified activity, which could eventually cause a reduction of quality.

● **Focus theme: Initiatives to respond to changes in the business environment**

Aware that the speed of changes in the business environment has recently continued to accelerate, Board of Directors specified recognition of the business environment as one of its focus themes for fiscal 2019. Accordingly, the President & CEO and the CFO reported on the changes in the business environment recognized through the execution of business and initiatives to respond to them as part of the agenda of quarterly results review. With regard to this report, Board of Directors confirmed the growth of business and investment themes of focus, and discussed ways of improving accuracy in the projection of results, in response to changes in the business environment.

Corporate Governance Committee determined that Board of Directors exercised its oversight functions, as the Board strengthened understanding of each business company's methods for detecting and analyzing changes in their respective business environments, and made specific proposals regarding the challenges the Company should tackle in these times of economic recession.

② **Other deliberation/reporting items**

Board of Directors deliberated 28 issues to be resolved at Board of Directors meeting, as well as 29 reported issues. These included regular meeting agendas such as quarterly results and other matters for which deliberation is legally required, as well as quality risks and matters subject to disciplinary action.

(3) **Overview of initiatives other than the operation of Board of Directors**

Board of Directors and the Audit & Supervisory Board also strive to expand the opportunities of sharing information other than that pertaining to the operation of Board of Directors, in order to improve the effectiveness of Board of Directors. In fiscal 2019, with the aim of helping Outside Executives to more deeply understand the state of the Company's business execution, and to help strengthen communications among Outside Executives, various separate meetings were conducted. Moreover, starting in fiscal 2019, self-evaluations were performed immediately following each Board meeting by accepting the suggestions of Outside Executives. Specific initiatives are as follows:

① **Organizing separate meetings**

● **Meeting to exchange opinions between Outside Executives and the accounting auditor (continuously held since fiscal 2015)**

By sharing the perspective of the accounting auditor with Outside Executives, the Company seeks to strengthen the oversight and auditing functions of Board of Directors and the Audit & Supervisory Board. This initiative also helps build a relationship between the Outside Executives and the accounting auditor that facilitates direct exchange of risk and other information without going through the Company.

● **Interviews by the Chairman of Board of Directors (continuously held since fiscal 2016)**

The Chairman of Board of Directors conducts individual interviews with Directors and Audit & Supervisory Board Members once a year to discuss plans to improve the operation of Board of Directors, etc.

- **Meeting to exchange opinions between the President & CEO and Outside Executives (continuously held since fiscal 2018)**

The President & CEO and Outside Executives exchange opinions once a year to strengthen mutual understanding.

- **Meeting to exchange opinions among Outside Executives (launched in fiscal 2019)**

Outside Executives exchange opinions with each other on a quarterly basis to enhance communications among them.

② **Self-evaluations immediately following each Board of Directors meeting (launched in fiscal 2019)**

Directors and Audit & Supervisory Board Members perform self-evaluations immediately following each Board of Directors meeting, while the content of the discussion at the meeting is still fresh in memory.

4. Board of Directors operational policy for fiscal 2020 and its focus themes

Based on the results of evaluation conducted by Corporate Governance Committee, Board of Directors engaged in a discussion to determine its operational policy for fiscal 2020. Based on the results of this discussion, Board of Directors operational policy for fiscal 2020 and its focus themes were determined at Board of Directors meeting held on July 28.

<Board of Directors Operational Policy for Fiscal 2020>

“To enable the OMRON Group to deliver new value in this period of social structure transformation, Board of Directors will exercise its oversight functions in a multifaceted manner and from the short-term and medium- to long-term perspectives. ”

<Focus Themes>

- Business operations with COVID-19 in mind
- Response to increasing geopolitical risks
- Creation of new businesses in the period of transformation and taking on the challenge of new business model development
- Building a new core information system
- Determination of the direction of next long-term vision with new values in mind