## Corporate Information As of March 31, 2021

<table>
<thead>
<tr>
<th>Established</th>
<th>May 10, 1933</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incorporated</td>
<td>May 19, 1948</td>
</tr>
<tr>
<td>Capital</td>
<td>¥64,100 million</td>
</tr>
<tr>
<td>Number of Employees (Consolidated)</td>
<td>28,254</td>
</tr>
<tr>
<td>Common Stock</td>
<td>Issued 206,245 thousand shares</td>
</tr>
<tr>
<td>Stock Listings</td>
<td>Tokyo Stock Exchange, Frankfurt Stock Exchange</td>
</tr>
<tr>
<td>Securities Code</td>
<td>6645</td>
</tr>
<tr>
<td>Fiscal Year-End</td>
<td>March 31</td>
</tr>
<tr>
<td>Annual Shareholders’ Meeting</td>
<td>June</td>
</tr>
<tr>
<td>Custodian of Register of Shareholders</td>
<td>Mitsubishi UFJ Trust and Banking Corporation</td>
</tr>
<tr>
<td>Depositary and Transfer Agent for American Depositary Receipts</td>
<td>JPMorgan Chase Bank, N.A.</td>
</tr>
<tr>
<td>Head Office</td>
<td>Shiokoji Horikawa, Shimogyo-ku, Kyoto 600-8530, Japan Tel: +81-75-344-7000 Fax: +81-75-344-7001</td>
</tr>
</tbody>
</table>

### Major Manufacturing & Development, Sales & Marketing, and Research & Development Centers in Japan

**Manufacturing & Development**
- Kusatsu Office
- Okayama Office
- Ayabe Office
- Yasu Office

**Research & Development**
- Keihanna Technology Innovation Center

**Sales & Marketing**
- Tokyo Office
- Osaka Office
- Nagoya Office
- Mishima Office

### Subsidiaries and Affiliates
- OMRON SOCIAL SOLUTIONS Co., Ltd.
- OMRON HEALTHCARE Co., Ltd.
- OMRON RELAY & DEVICES Co., Ltd.
- OMRON SWITCH & DEVICES Co., Ltd.
- OMRON AMUSEMENT CO., Ltd
- OMRON FIELD ENGINEERING Co., Ltd.
- OMRON SOFTWARE Co., Ltd.
- OMRON ASO Co., Ltd.
- OMRON EXPERTLINK Co., Ltd.

### Regional Headquarters

**North America**
- OMRON MANAGEMENT CENTER OF AMERICA (United States of America, Illinois)

**Europe**
- OMRON MANAGEMENT CENTER OF EUROPE (The Netherlands, North Holland)

**Greater China**
- OMRON MANAGEMENT CENTER OF CHINA (Shanghai)

**Asia Pacific**
- OMRON MANAGEMENT CENTER OF ASIA PACIFIC (Singapore)

**Korea**
- OMRON MANAGEMENT CENTER OF KOREA (Seoul)
Stock Information

Share Price and Volume

- Daily Trading Volume
- OMRON
- TOPIX
- TOPIX Electric Appliances

Total Shareholder Return (TSR*)

<table>
<thead>
<tr>
<th>FY</th>
<th>OMRON</th>
<th>TOPIX</th>
<th>TOPIX Electric Appliances</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>147.9%</td>
<td>114.7%</td>
<td>127.0%</td>
</tr>
<tr>
<td>2017</td>
<td>191.2%</td>
<td>132.9%</td>
<td>157.8%</td>
</tr>
<tr>
<td>2018</td>
<td>161.4%</td>
<td>126.2%</td>
<td>140.9%</td>
</tr>
<tr>
<td>2019</td>
<td>177.4%</td>
<td>114.2%</td>
<td>138.9%</td>
</tr>
<tr>
<td>2020</td>
<td>269.7%</td>
<td>162.3%</td>
<td>234.3%</td>
</tr>
</tbody>
</table>

* Represents total investment return to shareholders, combining capital gains and dividends. The calculation of this figure is a required disclosure under Cabinet Office Ordinance. This figure reflects period-end value for fiscal years beginning with fiscal 2016, assuming an investment at the fiscal 2015 year-end closing price.

52-Week High / Low, Volatility*2

<table>
<thead>
<tr>
<th>FY</th>
<th>High (¥)</th>
<th>Low (¥)</th>
<th>Volatility (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>10,040</td>
<td>5,330</td>
<td>28.8</td>
</tr>
<tr>
<td>2019</td>
<td>6,870</td>
<td>4,410</td>
<td>32.3</td>
</tr>
<tr>
<td>2018</td>
<td>6,300</td>
<td>3,740</td>
<td>34.5</td>
</tr>
<tr>
<td>2017</td>
<td>5,670</td>
<td>4,385</td>
<td>27.1</td>
</tr>
<tr>
<td>2016</td>
<td>5,120</td>
<td>3,045</td>
<td>32.5</td>
</tr>
<tr>
<td>2015</td>
<td>5,900</td>
<td>2,742</td>
<td>40.0</td>
</tr>
<tr>
<td>2014</td>
<td>5,800</td>
<td>3,365</td>
<td>30.9</td>
</tr>
<tr>
<td>2013</td>
<td>4,730</td>
<td>2,213</td>
<td>39.7</td>
</tr>
<tr>
<td>2012</td>
<td>2,478</td>
<td>1,436</td>
<td>29.9</td>
</tr>
<tr>
<td>2011</td>
<td>2,357</td>
<td>1,381</td>
<td>36.5</td>
</tr>
</tbody>
</table>

*2 Volatility: Price fluctuation risk expressed in standard deviations

Dividends per Share / Payout Ratio

<table>
<thead>
<tr>
<th>FY</th>
<th>Dividends per Share (¥)</th>
<th>Payout Ratio (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>84</td>
<td>39.1</td>
</tr>
<tr>
<td>2019</td>
<td>84</td>
<td>32.2</td>
</tr>
<tr>
<td>2018</td>
<td>76</td>
<td>25.6</td>
</tr>
<tr>
<td>2017</td>
<td>68</td>
<td>31.1</td>
</tr>
<tr>
<td>2016</td>
<td>68</td>
<td>25.0</td>
</tr>
<tr>
<td>2015</td>
<td>53</td>
<td>25.3</td>
</tr>
<tr>
<td>2014</td>
<td>37*</td>
<td>27.0</td>
</tr>
<tr>
<td>2012</td>
<td>28</td>
<td>37.6</td>
</tr>
</tbody>
</table>

* Including ¥5.0 per share of 80th anniversary memorial dividend

Ownership and Distribution of Shares

- Individuals and others (including treasury stock)
- Foreign investors
- Other corporations
- Financial instruments dealers
- Financial institutions

<table>
<thead>
<tr>
<th>%</th>
<th>2018</th>
<th>2019</th>
<th>2020 (FY-end)</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.0%</td>
<td>42.1%</td>
<td>44.4%</td>
<td></td>
</tr>
<tr>
<td>33.4%</td>
<td>12.6%</td>
<td>44.4%</td>
<td></td>
</tr>
<tr>
<td>5.7%</td>
<td>2.8%</td>
<td>1.9%</td>
<td></td>
</tr>
<tr>
<td>5.1%</td>
<td>2.1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Shareholder Distribution by Number of Shares Held (Trading unit: 100 shares)

- 1,000 to less than 5,000: 0.5%
- 10 to less than 100: 0.5%
- More than 5,000: 1.7%
- Less than 10: 82.4%

Independent Third-Party Assurances

To enhance the reliability of the information presented in Integrated Report 2021, the following information associated with social and environmental performance provided herein has been assured or reviewed by independent third parties*.

Data subject to independent assurance
- Ratio of non-Japanese in key managerial positions overseas (P16, 112)
- Ratio of women in managerial roles (OMRON Group in Japan) (P16, 112)
- Ratio of employees with disabilities (OMRON Group in Japan) (P16, 112)

Data subject to independent assurance
- GHG emissions (P16, 22, 73, 112)
- Net sales to CO2 emissions (P16, 22, 73, 112)

Data subject to independent review
- Environmental contribution (P16, 22, 73, 112)

* KPMG AZSA Sustainability Co., Ltd.

Bureau Veritas Japan Co., Ltd. (Bureau Veritas) has been engaged by OMRON Corporation (OMRON) to provide limited assurance and to conduct an external review over sustainability information selected by OMRON. This Assurance Statement applies to the related information included within the scope of work described below.

Selected information

The scope of our assurance work was limited to assurance over the following information included within the "Major sustainability Data" page of the OMRON corporation website (the "Website") or reported internally to OMRON Group only for the purpose of internal management for the period of April 1, 2020 through March 31, 2021 (the "Selected Information"):  

1. GHG emissions (CO2, CH4, N2O, HFCs, PFCs, SF6 and NF3) through business operations of OMRON Group's 95 sites both inside and outside Japan. However, CO2 emissions generated from use of electricity for living use, steam and hot water at OMRON DALIAN Co., Ltd. are out of verification scope. 

2. Water usage and wastewater discharged through business operations of OMRON Group's 29 sites both inside and outside Japan. 

3. Waste volume, final disposal of waste, hazardous waste volume and final disposal of hazardous waste through business operations of OMRON Group's 39 sites both inside and outside Japan. 

4. VOC handled and VOC released to air through business operations of OMRON Group's 26 sites both inside and outside Japan. 

5. Renewable energy purchased or generated at OMRON Group's 95 sites both inside and outside Japan.

6. Categories 1, 2, 3, 6 and 7 of Scope 3 GHG emissions accounted and reported in line with the GHG Protocol's 'Corporate Value Chain (Scope 3) Accounting and Reporting Standard' within the boundaries defined by OMRON for each category.

The scope of our review work was limited to review about the following information included within the "Major sustainability Data" page of the Website for the period of April 1, 2020 through March 31, 2021 (the "Selected Information"):  

1. The amount of contribution to CO2 emission reduction through the use of products and services sold in FY2020 Note: The boundaries and accounting methodologies are defined by OMRON.

* KPMG AZSA Sustainability Co., Ltd.

Members for Integrated Report 2021

Industrial Automation Company
- Hidetaka Kitajima
- Takehiko Hioka

Innovation Exploring Initiative HQ
- Makoto Ohira
- Yoko Kitamura
- Hirotaka Ogino

Electronic and Mechanical Components Company
- Katsuhisa Suzuki
- Naru Yasuda

OMRON SOCIAL SOLUTIONS
- Takahiro Iesato
- Ryotaro Mori
- Junko Yoshida

OMRON HEALTHCARE
- Kaori Iijima
- Yoichi Tomita

Global Human Resources and Administration HQ
- Nana Itoi
- Sachio Inami
- Ryota Ueshima
- Yoishinobu Kokufugata
- Shuji Tatsuoka
- Shin Nakajima
- Toshiaki Harada
- Yasuteru Yamamoto

Global Risk Management and Legal HQ
- Koji Okamoto
- Yoshichika Tanabe
- Sachiko Yagi
From the Publisher

We prepared this Integrated Report for 2021, a year that passes the baton from the former long-term vision "VG2020" concluded in fiscal 2020 to the next long-term vision starting in fiscal 2022, with focus on three points. The first was describing the present OMRON's value generation story structured with combination of “three timelines.” Specifically, the three timelines consist of the "long-term: 10 years," "medium-term: 4 years" and "short-term: compared to the prior fiscal year." In the "long-term" perspective, we aimed to express our journey of value generation with a long-term viewpoint by summarizing the former long-term vision, as well as showing the direction of the next long-term vision. Next, we incorporated the "medium-term" perspective into the descriptions of each business in the Business section. We aimed to describe the fact that our assets and abilities cultivated during the four-year period of the former medium-term management plan (fiscal 2017 to 2020) have lead to the current growth in each business. Lastly, we secured a role of this report as an annual report by summarizing the "short-term" financial results with a main focus on the fiscal 2020 actual results.

The second was that outside directors and independent Audit & Supervisory Board members respectively took part in the Governance section of this report. Regarding the “Board of Directors’ Effectiveness,” Chairman of the Board of Directors and the lead Outside Director had a conversation. We interviewed Chairman of the Compensation Advisory Committee about the “Compensation Governance,” as well as an independent Audit & Supervisory Board member about the actions taken by the Audit & Supervisory Board and a response to KAM (Key Audit Matters). OMRON has a hybrid governance framework that combines a company with the Audit & Supervisory Board and a Selection Advisory Committee. We have thought that presenting discussions on the effectiveness of governance by outside directors as well as independent Audit & Supervisory Board members will lead to securing further transparency and development of constructive dialogue with the markets.

Finally, from this fiscal year, we clarified each role of the “Business Report,” “Securities Report” and “Integrated Report,” and, at the same time, attempted to link these disclosure statements together in the “value generation story” that combines the financial and non-financial information. While editing this Integrated Report, which is a voluntary disclosure, we mainly focused on complementing the securities report by multilaterally depicting the information leading to the non-financial value with officers’ and employees’ viewpoints. Please read the securities report if you have not yet done so.

We will continue to place great value on dialogue with our stakeholders. We look forward to hearing your honest opinions in this regard.

Publisher and Editor-in-Chief, Integrated Report 2021
Executive Officer Global Investor & Brand Communications HQ
Tsutomu Igaki

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Megumi Nakai
Atsushi Fujita
Kazuki Matsuyama
Keisuke Miura
Yuko Murayama

Production cooperation
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DIAMOND,Inc.
Delights co ltd.