

# Message from New Outside Director



## Yoshihisa Suzuki

Outside Director

Member of the CEO Selection Advisory Committee  
Member of the Personnel Advisory Committee  
Member of the Compensation Advisory Committee  
Member of the Corporate Governance Committee

### On My Appointment as Outside Director

It is a great honor for me to be appointed as a new Outside Director of OMRON. Longing to be an aircraft engineer, I entered the engineering department in university, but a realistic appraisal of the capabilities of my fellow students and seniors convinced me it was not for me. So, instead, I joined ITOCHU Corporation, a general trading company, that handles aircraft. In the more than 40 years since then, I have accumulated wide-ranging business experience. Having started with sales in the aerospace defense fields, I served as CEO of the US headquarters and managed a manufacturing subsidiary in Japan. At the head office, I served as president of ICT & Financial Business Company, CDO/CIO, and then as president and COO of ITOCHU Corporation, in which capacity I was involved with the integration of information and finance, decarbonization, and so on. Currently, as Vice Chairman of ITOCHU Corporation, I am undertaking various roles, ranging from my role in Keidanren (Japan Business Federation) to my roles in the British Market Council and Japan-U.S. Business Council, and also in the Association of Corporate Executives and the Chamber of Commerce and Industry in Tokyo and Osaka. I would be happy if my experiences to date can assist in OMRON's further development.

I felt great sorrow on learning of the assassination of former Prime

Minister Abe. Prime Minister Kishida, following in the tradition of former Prime Minister Abe, has announced a policy of "new capitalism." What will be the nature of this new capitalism? Also called multi-stakeholder capitalism, it is I think essentially the traditional principle associated historically with the merchants from Omi, present-day Shiga prefecture, namely, "all three parties doing well," "the seller doing well, the buyer doing well, society doing well," which eventually led to the rise of general trading companies, and also is expressed by OMRON's Corporate Motto with its emphasis on the "public nature of business." Although the central government will prepare the systems and mechanisms needed to realize the new capitalism, it will in the end be the enterprises themselves that implement this new capitalism. Its essence will lie in raising the motivation of employees, promoting diversity & inclusion and innovation to contribute to the resolution of various social issues, and increasing corporate value. OMRON's long-term vision SF2030 will be its embodiment, and I look forward to participating in its implementation as an outside director.

It should also be noted that the previous world order ended with the worsening of the Russia-Ukraine situation. There is no doubt that for at least the following five years or so, Russia will represent the biggest risk to the world. And there is one other risk too, which is likely to be found in the U.S. rather than in China. Divisions within the U.S. are profound, with politics and diplomacy becoming increasingly inward-looking, making it hard for the U.S. to display its former global leadership. I think one could say that we are now in a period in which both the Japanese government and those of us in the business world will have to resolutely carve out a new path on our own. OMRON is a global enterprise whose powers of technological innovation and progressive governance system are already widely known. What will OMRON, as a pioneer of the "New Capitalism" operating in the uncertain atmosphere of a post-COVID world, aim for next? Thinking about this question and reaching a solution to it along with all of you is something I am very much looking forward to doing.

### Career Summary

April 1979	Joined ITOCHU Corporation	April 2018	Appointed President & Chief Operating Officer of ITOCHU Corporation
June 2003	Appointed Executive Officer of ITOCHU Corporation	April 2020	Appointed President & Chief Operating Officer and CDO-CIO of ITOCHU Corporation
April 2006	Appointed Managing Executive Officer of ITOCHU Corporation	April 2021	Appointed Member of the Board and Vice Chairman of ITOCHU Corporation
April 2007	Appointed President (CEO) of ITOCHU International Inc.	April 2022	Appointed Vice Chairman of ITOCHU Corporation (to present)
June 2012	Appointed President and Representative Director of JAMCO CORPORATION	June 2022	Outside Director, OMRON (to present)
June 2016	Appointed Representative Director and Senior Managing Executive Officer of ITOCHU Corporation		