

# Responsible Engagement with Our Stakeholders

As stated in our Management Philosophy, OMRON cultivates strong relationships with its stakeholders through responsible engagement. Relationships of trust cultivated through engagement with stakeholders is an indispensable asset for the sustainable growth of OMRON and an essential element in our creation of innovation driven by social needs. We are committed to responsible engagement with all of our stakeholders to sustainably improve our corporate value and solve social issues through our business.

Stakeholders	Major initiatives	Means of communications	Actual initiatives (examples)
Customers	The OMRON Group provides better products and services with the aim of solving social issues through its business.	Communication through sales activities	Collaborative creation with our customers by utilizing 37 Automation Centers (ATC) of the Industrial Automation Business. FY2021 results: • Established a structure with 1,600 engineers (45% increase from FY2017) • Renewed ATC-KUSATSU (January 2022)
		Customer support	Industrial Automation Business: Contributed to the improvement of customers' global competitiveness through 150 or more support networks in 40 countries around the world. Healthcare Business: Inquiries about thermometers and blood pressure monitors and access to the website's FAQs doubled amid the COVID-19 pandemic. Focused on improving website navigation and response content to enhance customer satisfaction.
		User monitoring	Healthcare Business: Set up a residential environment space for monitoring and utilized the results to develop wheeze detectors.
		Exhibitions	We enhanced the recognition of the OMRON brand through exhibition at China International Import Expo (CIIE) 2021. Communicated a message as "an innovative enterprise that resolves social issues through automation."
Transaction partners	The OMRON Group is engaged in global procurement activities and working with its suppliers to improve the level of sustainability in its supply chain.	Briefings on our purchasing policy (Global Partner Conference)	We shared OMRON's management policies and sustainable procurement policies with major suppliers. We held one-on-one online meetings with some 20 suppliers in FY2021.
		Sustainability self-assessment	We requested suppliers to conduct self-assessment of compliance with the Sustainable Procurement Guidelines. We confirmed the compliance status of 603 global suppliers in FY2021.
		Assessment based on third-party standards	We conducted self-checks using the RBA* evaluation tool. We requested 50 suppliers that were identified as having sustainability risks to implement corrective actions. *RBA: Responsible Business Alliance
		"Green procurement" that helps reduce negative environmental impact	Awarded or renewed green supplier certification. During FY2021, we certified 100 more companies as green suppliers and completed assessments for a cumulative total of 3,126 companies. We proactively adopted materials that do not contain hazardous chemical substances to help reduce negative environmental impacts in the OMRON Group's supply chain.
		Survey on conflict minerals	Using the Conflict Minerals Reporting Template (CMRT) of the Responsible Minerals Initiative (RMI), which is a standardized reporting template, conducted a survey of 286 suppliers worldwide from which the OMRON Group purchased parts and materials in the past 2 years. We promoted procurement in a manner not to drive environmental destruction and human rights violation.
Employees	The OMRON Group is committed to creating a company where employees can unleash their abilities and passions and demonstrate them to the fullest.	VOICE (Global Employee Engagement Survey)	In FY2020, the survey covered all 28,006 employees of the OMRON Group. (The survey to be conducted every other year.) Response rate of 90%, more than 40,000 free comments
		"The KURUMAZA" meeting to facilitate direct communication between the CEO and employees	We organized a forum for communication between the CEO and employees to make the OMRON Principles the driver of OMRON's growth.
		"OMRON Principles Missionary Dialogues" to facilitate direct communication between the Chairman and employees	Held direct dialogues with top executives to inculcate the practice of the OMRON Principles throughout the organization. In FY2021, held the dialogues in 4 overseas areas. A cumulative total of about 100 people, mainly leaders and young employees, participated.
		TOGA (The OMRON Global Awards)	An event where teams that received Gold Awards gather at the Kyoto Head Office, make presentations on their commitment to putting the OMRON Principles into practice to the executives and employees, and are applauded. In FY2021, TOGA was conducted as a hybrid of real and virtual events. It drew a total of 12,000 entries from inside and outside the Company, inspiring more and more people to embrace the OMRON Principles and practice them.
		Employee Health Management Declaration "Boost5 Project"	We consider the health of our employees as an important management foundation, and issued "The OMRON Health White Paper" based on the visualization and analysis of the status of their health.
Shareholders and investors	The OMRON Group is working to engage in two-way interactive communication with shareholders and investors, with the aim of "realizing highly transparent management."	Briefing on business results / briefing on medium-term management plan / individual meetings	We held briefings on business results (four times), briefing on SF2030 long-term vision and medium-term management plan, and meetings with institutional investors (more than 700 times) online and face to face. As always, conducted highly transparent IR activities.
		Ordinary General Meeting of Shareholders	The Ordinary General Meeting of Shareholders was also streamed online (June 24, 2021). Fifty-six shareholders attended the Meeting at the venue and 120 shareholders viewed the live streaming. The percentage of voting rights exercised was 89.1%, hitting an all-time high.
		Publication of IR-related materials	We actively disclosed information through publication of IR-related materials, including the Integrated Report and Shareholders' News. In addition, enhanced the information in the annual securities report (including the value creation story, sustainability targets and results, risk information, etc.) to strengthen information disclosure to a wide range of investors.
		Planning and operation of the IR website and sustainability website	We conducted timely disclosure of financial results-related materials (financial statements, presentation materials, financial data compilations, etc.). Provided a broader range of non-financial information.

# External Evaluation

## Inclusion in Japanese and International Investment Indexes

- OMRON has been a component of the world-renowned Dow Jones Sustainability World Index (DJSI World) for five consecutive years since 2017 and a component of the Dow Jones Sustainability Asia Pacific Index (DJSI Asia Pacific) for twelve consecutive years since 2010.
- OMRON has been selected for the MSCI ESG Leaders Indexes for eight consecutive years since 2015
- OMRON has been selected for the FTSE4Good Index Series for seven consecutive years since 2016
- OMRON has been selected for the following indexes for six consecutive years since 2017: FTSE Blossom Japan Index, MSCI Japan ESG Select Leaders Index, MSCI Japan Empowering Women Index (WIN), MSCI AAA & GPIF, FTSE indexes adopted by GPIF
- OMRON has been selected for Nikkei 225 since 2019
- OMRON has been selected for the S&P/JPX Carbon Efficient Index for four consecutive years since 2018

Member of  
**Dow Jones  
Sustainability Indices**

Powered by the S&P Global CSA



FTSE4Good



FTSE Blossom  
Japan



FTSE Blossom  
Japan Sector  
Relative Index



STOXX

Member 2021/2022  
ESG Leaders  
Indices

2022 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX

2022 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF OMRON CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF OMRON CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

## Evaluation by International ESG Ratings Organizations

- OMRON awarded the Silver Class Distinction in the S&P Global Sustainability Awards 2022
- OMRON Awarded Gold Rating from EcoVadis for sustainability in FY2021
- OMRON included in the "Nadeshiko Brand" for five consecutive years since 2017
- OMRON included in the "Health & Productivity Stock Selection" for four consecutive years since 2018
- OMRON certified as "Health & Productivity Management Organization" for six consecutive years since 2016
- OMRON rated "A-" by CDP in Climate Change Report
- OMRON awarded the Gold Rating under the PRIDE Index for five consecutive years since 2017

**Sustainability Award**  
Silver Class 2022

S&P Global



## Other External Evaluation

- OMRON selected as Top 100 Global Innovator 2022 (six consecutive years since 2016)
- OMRON included in the Best Japan Brands Top 100. OMRON's brand value amounted to 1,088 million US dollars (approximately 124 billion yen), up 14% from the previous year.
- OMRON ranked No.1 overall in Toyo Keizai Inc.'s SDGs Ranking of 500 Companies Representing Japan for two consecutive years
- OMRON won the Governance Award at the 1st Nikkei Integrated Report Awards
- OMRON received Award for Excellence in Corporate Disclosure from the Securities Analysts Association of Japan for two consecutive years (7th time to receive this award)



ディスクロージャー  
2021年度 優良企業



# Corporate Information As of March 31, 2022

## Established

May 10, 1933

## Incorporated

May 19, 1948

## Capital

¥64,100 million

## Number of Employees (Consolidated)

29,020

## Common Stock

Issued: 206,245 thousand shares

Trading Unit: 100 shares

Number of Shareholders: 29,390

## Stock Listings

Tokyo Stock Exchange

Frankfurt Stock Exchange  
(listing of depositary receipts)

## Securities Code

6645

## Fiscal Year-End

March 31

## Annual Shareholders' Meeting

June

## Custodian of Register of

### Shareholders

Mitsubishi UFJ Trust and Banking  
Corporation

## Depository and Transfer Agent for American Depositary Receipts

JPMorgan Chase Bank, N.A.

## Head Office

Shiokoji Horikawa,  
Shimogyo-ku, Kyoto  
600-8530, Japan  
Tel : +81-75-344-7000

## 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 Corporation  
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

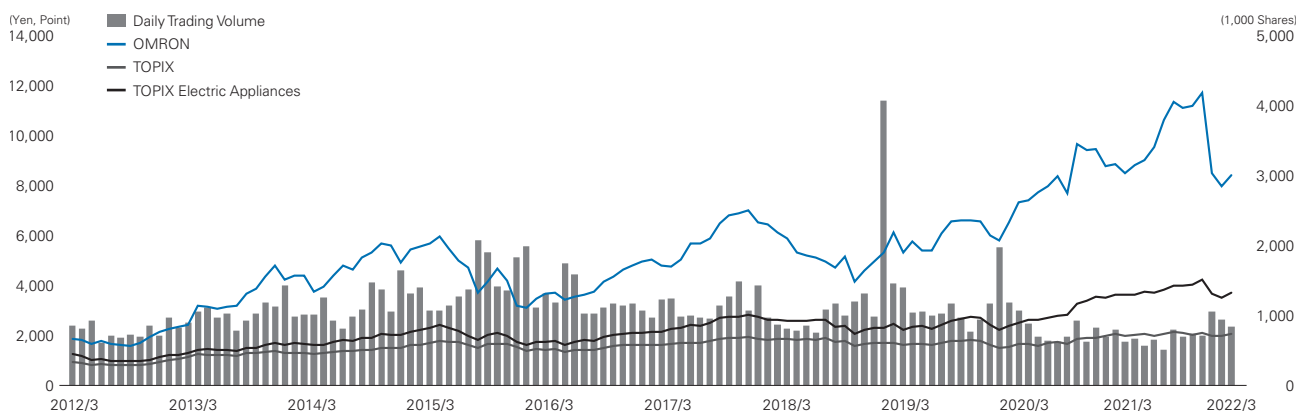
OMRON MANAGEMENT  
CENTER OF ASIA PACIFIC  
(Singapore)

### Korea

OMRON MANAGEMENT  
CENTER OF KOREA  
(Seoul)

# Stock Information

## Share Price and Volume



\* OMRON share prices prior to July 16, 2013 reflect prices on the First Section of the Osaka Securities Exchange. Share prices on July 16, 2013 and later reflect prices on the First Section of the Tokyo Stock Exchange.

## Total Shareholder Return (TSR\*<sup>1</sup>)

Holding Period	3 years	5 years	10 years
OMRON	163.6%	176.7%	506.9%
TOPIX	131.2%	144.3%	283.3%
TOPIX Electric Appliances	172.4%	191.2%	361.5%

\*1 Represents total investment return to shareholders, combining capital gains and dividends.

The return for each holding period, which ended March 31, 2022, is calculated by referring to the calculation formula stipulated under Cabinet Office Ordinance.

The 3 years return is calculated from the closing stock price at the end of fiscal 2018, the 5 years from 2016 and 10 years from 2011, respectively.

## 52-Week High / Low, Volatility\*<sup>2</sup>

FY	High (¥)	Low (¥)	Volatility (%)
2021	12,115	7,306	30.1
2020	10,040	5,330	28.8
2019	6,870	4,410	32.3
2018	6,300	3,740	34.5
2017	7,670	4,385	27.1
2016	5,120	3,045	32.5
2015	5,900	2,742	40.0
2014	5,800	3,365	30.9
2013	4,730	2,213	39.7
2012	2,478	1,436	29.9

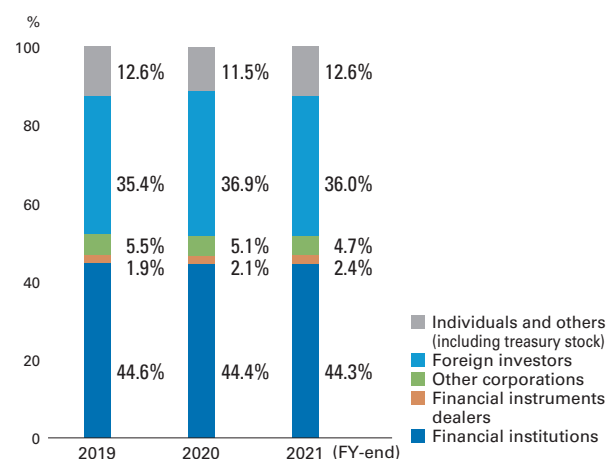
\*2 Volatility: Price fluctuation risk expressed in standard deviations

## Dividends per Share / Payout Ratio

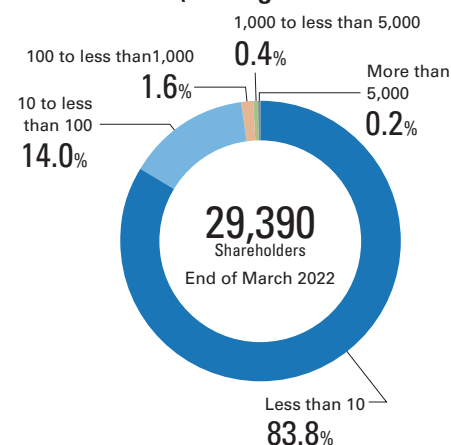
FY	Dividends per Share (¥)	Payout Ratio (%)
2021	92	30.1
2020	84	39.1
2019	84	23.0
2018	84	32.2
2017	76	25.6
2016	68	31.6
2015	68	31.1
2014	71	25.0
2013	53	25.3
2012	37* <sup>3</sup>	27.0

\*3 Including ¥5.0 per share of 80th anniversary memorial dividend

## Ownership and Distribution of Shares



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



## Independent Third-Party Assurances

To enhance the reliability of the information presented in Integrated Report 2022, 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

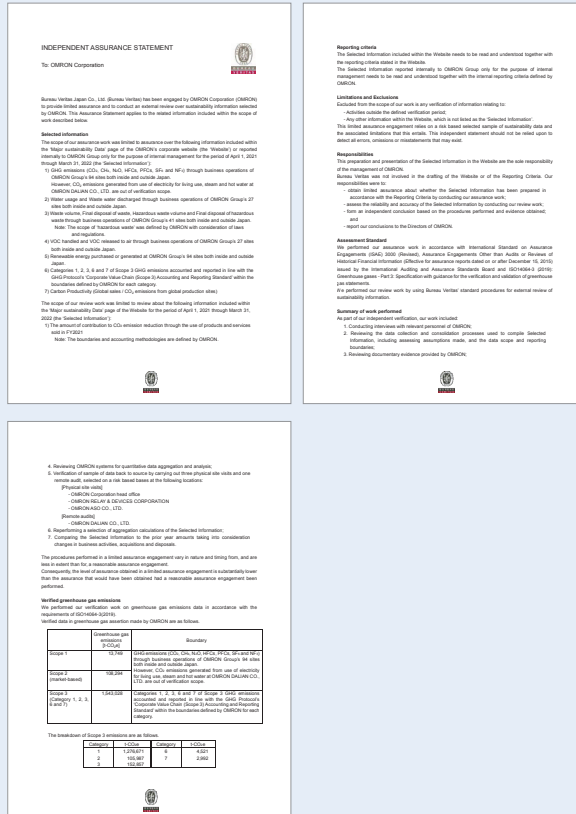
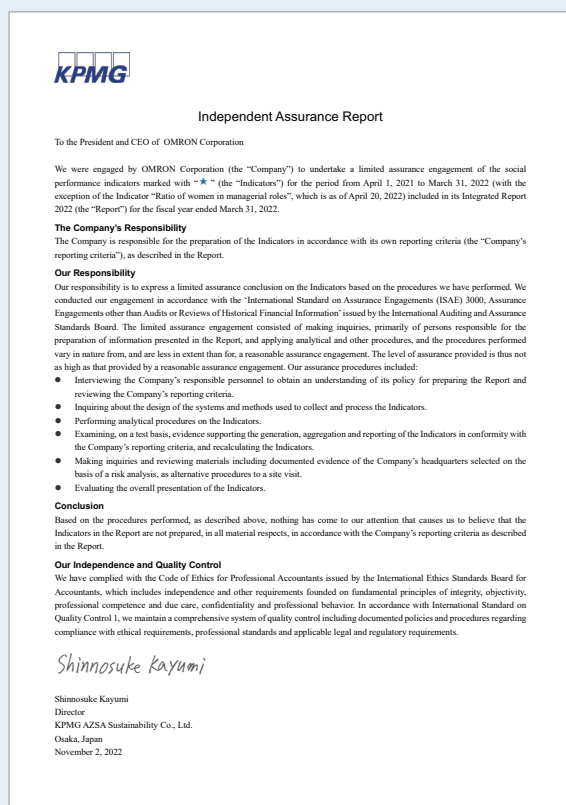
- Ratio of non-Japanese in key managerial positions overseas (P32, 118)
- Ratio of women in managerial roles (OMRON Group in Japan) (P32, 118)
- Ratio of employees with disabilities (OMRON Group in Japan) (P32, 118)

## Data subject to independent assurance

- GHG emissions (P32, 35, 77, 81, 118)
- Net sales to CO<sub>2</sub> emissions (P32, 35, 77, 81, 118)

## Data subject to independent review

- Environmental contribution (P32, 35, 77, 81, 118)



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

## Editorial Team Members for Integrated Report 2022

### Global Investor & Brand Communications HQ

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Satomi Somekawa (Deputy Editor-in-Chief) Kisho Iida Takuro Okada Hiroshi Oda

Kenji Kawauchi Masayuki Sato Arihiro Yokota

## Members for Integrated Report 2022

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Takehiko Hioka  
Takeshi Murakami

### OMRON HEALTHCARE Co., Ltd.

Kaori Iijima  
Yoichi Tomita

### OMRON SOCIAL SOLUTIONS Co., Ltd.

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Yasuyuki Hirakawa  
Yuki Yamamoto  
Yuki Yoshikawa  
Liu Yue

### Board of Directors Office

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Yuriko Sunaga

### Production cooperation

TAKARA PRINTING CO., LTD.  
DIAMOND, Inc.  
Delights co Ltd.

In this report, an emphasis was placed on communicating financial information, sustainability information, and content disclosed in various reports posted on our website as well as content that OMRON is working for sustainable enhancement of corporate value in an easy-to-understand manner. Please see the OMRON website for details.

### Investor Relations

<https://www.omron.com/global/en/ir/>

### Sustainability Information

- Sustainability initiatives <https://sustainability.omron.com/en>
- GRI Content Index [https://sustainability.omron.com/en/guide\\_line/](https://sustainability.omron.com/en/guide_line/)
- Major Sustainability Data <https://sustainability.omron.com/en/performance/>

### Reports

- Corporate Governance Report [https://www.omron.com/global/en/assets/file/about/corporate/governance/policy/20220624\\_governance\\_report\\_e.pdf](https://www.omron.com/global/en/assets/file/about/corporate/governance/policy/20220624_governance_report_e.pdf)