### To Our Shareholders:

Company Name: OMRON Corporation

Representative: Hisao Sakuta, President & CEO

Stock ticker number: 6645

Stock exchanges: Tokyo, Osaka, Nagoya (First Sections)

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# <u>Additional Information Regarding Proposal No. 3 to be Introduced</u> <u>at the 72<sup>nd</sup> Ordinary General Meeting of Shareholders</u>

We have been alerted by some investors that Institutional Shareholder Services, Inc. (ISS) is currently recommending that shareholders vote against the seventh director candidate (Mr. Masamitsu Sakurai) nominated under Proposal No. 3, "Election of Seven (7) Directors," which will be introduced at the 72<sup>nd</sup> Ordinary General Meeting of Shareholders scheduled for June 23, 2009. We would like to clarify this proposal further, and ask for your understanding.

## 1. Regarding the Seventh Candidate for Director under Proposal No. 3

As indicated below, Omron plans to nominate Mr. Masamitsu Sakurai as a candidate for outside director.

Reference: Pages 6-7 of "Reference Materials for the General Meeting of Shareholders"

| Candidate number | Name<br>(Date of birth)                | Career summary, position in the Company, areas of responsibility, and representation of other companies or organizations |   | Number of<br>Company<br>shares<br>owned |
|------------------|--|--|---|---|
| 7                | Masamitsu Sakurai<br>(January 8, 1942) |  | Joined Ricoh Co., Ltd. Appointed Director and President of Ricoh UK Products Ltd. Appointed Director of Ricoh Co., Ltd. Appointed Director and President of Ricoh Europe B.V. Appointed Director and President of Ricoh Europe B.V. Appointed Managing Director of Ricoh Co., Ltd. Appointed President and Representative Director of Ricoh Co., Ltd. Appointed President and CEO and Representative Director of Ricoh Co., Ltd. (to present) Appointed Chairman and Representative Director of Ricoh Co., Ltd. (to present) Appointed Director of the Company (to present) on of other companies and organizations: Chairman of ai (Japan Association of Corporate Executives) | 0                                       |

#### Notes:

- 1. Masamitsu Sakurai is a candidate for outside director.
- Mr. Sakurai has abundant experience and broad insight as a manager, and will reflect that in the Company's management. We therefore request his election as an outside director.
   Mr. Sakurai is currently an outside director of the Company, and his term of office as outside director will be one
  - sakural is currently an outside director of the Company, and his term of office as outside director will be one year at the close of this General Meeting. The Company has formed a limited liability agreement with Mr. Sakurai that sets the amount of his liability at either 10 million yen or the minimum amount prescribed in Article 425-1 of the Corporation Law, whichever is higher. If Mr. Sakurai's reelection is approved, the Company plans to continue the aforementioned limited liability agreement.

Special Interests with the Company

1. Mr. Sakurai serves as Chairman of Ricoh Co., Ltd., with which the Company has a business relationship that includes sales of products.

### 2. Additional Items Related to Mr. Sakurai's Nomination

Omron has created a monitoring system to promote continuous enhancement of corporate governance and fair and transparent management practices in order to achieve lasting corporate growth. In order for this system to be effective, we elect outside directors who, along with internal directors, monitor and supervise business operations. In addition, outside directors draw on their experience as business executives to offer expert advice and sometimes strict recommendations regarding all aspects of the company's business management.

## 1) Reasons for Re-nominating Mr. Sakurai

As chairman and representative director, Mr. Sakurai turned Ricoh Co., Ltd. into a world leading company. In addition, as chairman of *Keizai Doyukai* (Japan Association of Corporate Executives), Mr. Sakurai proactively introduced proposals and engaged in activities that contributed to economic and social betterment and improved the lives of people. Drawing on his rich and varied experiences, Mr. Sakurai also proactively introduced proposals and provided direction as a member of Omron's Board of Directors. He serves on the Personnel Advisory and CEO Selection Advisory committees and is chairman of the Compensation Advisory Committee and vice chairman of the Corporate Governance Committee. Omron considers Mr. Sakurai's superior insight, particularly in the realms of corporate governance and CSR (corporate social responsibility), very valuable as we strive for continuous enhancement of corporate governance as well as fairness and transparency in management practices. We believe he will continue to offer pertinent advice and opinions as an outside director in the next term, and for this reason we have nominated him.

## 2) Regarding the Relationship between Omron and Ricoh Co., Ltd.

Ricoh Co., Ltd. is one of Omron's business partners, but total transactions between Omron and the Ricoh Group, including Ricoh Co., Ltd., in fiscal 2008 were very limited, which amounted to approximately 0.1% of Omron's consolidated sales. For this reason, we believe that Mr. Sakurai is sufficiently independent as an outside director.

## 3) Regarding Mr. Sakurai's Attendance at BOD Meetings

The global economic environment has changed drastically during the current term, and Mr. Sakurai, as one of Japan's top business leaders, has been involved in discussions and needed to attend emergent meetings with various government organizations and industry groups. For this reason, Mr. Sakurai's attendance rate at Board of Directors meetings in the current term is 61.5%. However, this includes 2 extraordinary meetings that were held in addition to the 11 ordinary meetings; excluding extraordinary meetings, his attendance rate is 72.7%. Regardless of attendance at BOD meeting, proposals are distributed in advance to all board members, and Omron receives advice and opinions as necessary.

Attendance at BOD meetings is one of the factors Omron considers when nominating directors, but it is not the only factor. We believe that the most important point to consider when selecting candidates is whether their insight and experience will have a positive effect on Omron's business management and whether it will contribute to continuous enhancement of corporate governance and management fairness and transparency should they be elected.

Reference: Page 21 of "Reference Materials for the General Meeting of Shareholders"

### (3) Items Related to Outside Directors and Corporate Auditors

2) Main Activities in the Past Fiscal Year

| Name                 | Main Activities   |
|----------------------|---|
| Masamitsu<br>Sakurai | Attended 8 of the 13 Board of Directors meetings held during the period (including 8 of the 11 regular meetings), and made statements as necessary mainly from his perspective as a manager with abundant experience. |

We hope that our reasons for nominating Mr. Sakurai are clear, and ask for your understanding.

### Reference: Omron's Policy on the Selection of Outside Directors

Candidates for the role of outside director are selected by the Personnel Advisory Committee, chaired by outside director Kazuhiko Toyama, and recommended to the Board of Directors. After receiving the Board's approval, they are nominated as candidates. Omron has established an independent set of qualifications for new outside directors and the Personnel Advisory Committee has confirmed that Mr. Sakurai meets all of the requirements stipulated therein.

- Candidates may not be a director, auditor, operating officer or employee of a principal shareholder of the Omron Group (i.e., a shareholder possessing over 1/3 of voting rights).
- Candidates may not be a director, auditor, operating officer or employee of a company which is a principal supplier of the Omron Group (i.e. one of the Omron Group's top ten suppliers on a sales basis).