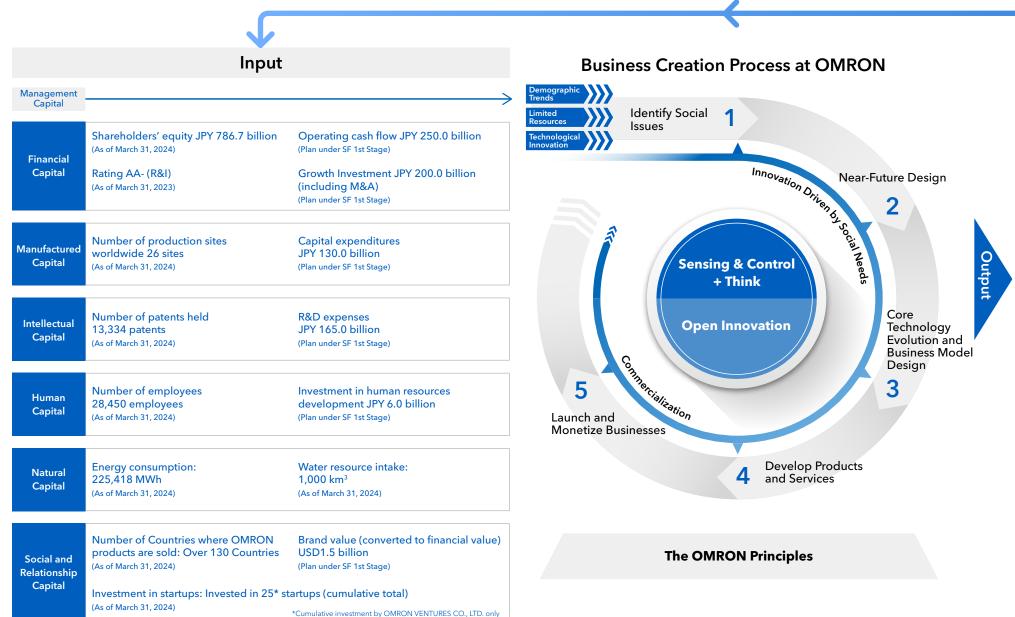
Value Creation Model





	Output		Outcome
Material Sustainability Issues	Domains	Focus Businesses	Social Value
1) Resolving Social Issues through Our Business	Industrial Automation Industrial Automation Business (IAB)	Digital, environmental mobility (NEV), food and daily goods, logistics, and medical (+ robotics and service business)	Establishment of manufacturing sites where both harmony with the global environment and worker satisfaction are achieved and that will support a sustainable future
	Healthcare Solutions Healthcare Business (HCB)	Cardiovascular, respiratory, pain management, remote patient monitoring services	Realization of healthier and more comfortable lives for people around the world, including extension of healthy life expectancy and reduction of medical expenditures
	Social Solutions Social Systems, Solutions and Service Business (SSB)	(Residential / industry / mobility) energy management and services, network protection	Realization of a better society in which people around the world can continue to live in a safer, more secure and comfortable society by expanding renewable energy and providing people-friendly next-generation systems
	Device & Module Solutions Device & Module Solutions Business (DMB)	DC equipment, high-frequency devices,	Contribution to the improvement of human life on the planet and the development of society through the spread of new energy and high-speed communications
	Date solutions Date solution Business (DSB)	Data solution business integrating on-site data owned by four business companies with JMDC's capabilities	Evolve the OMRON Group's overall business model through data solutions and create growth businesses that help solve social issues
2) Maximizing the Capability to Innovate Driven by Social Needs	Innovation Exploring Initiative HQ (IXI)	Creating new businesses	Through pursuit of "automation to empower people" to resolve the three social issues, realization of the Autonomous Society that embodies our founder's management philosophy: "People should leave what machines can do to machines and enjoy activities in more creative areas."
	Technology and Intellectual Property HQ	Development of core technologies in 4 areas of technological focus: Robotics, Sensing, Power Electronics, and Al and Data Analysis	
3) Generating diverse talent taking on the challenge of value creat	 Realize employment of persons with 	17.4% or higher (OMRON Group worldwide) disabilities at 26 overseas sites and maintain the ratio of	Each employee practices the resolving of social issues through business → F
4) Achieving de-carbonization and lower environmental impact • Scope 1 and 2: 68% cut vs. FY2016 • Scope 2: Achieve Carbon Zero at all 76 sites in Japan • Scope 3, Category 11: Implement energy-saving designs for new products • Implement business model transformation, environmentally friendly design, collection and recycling, and sustainable procurement in response to transition to a circular economy		Contribution to the creation of a sustainable society by establishing a system to ensure the effectiveness of initiatives for "reducing greenhouse gas (GHG) emissions," "transitioning to a circular economy," and "coexisting with nature"	