

Status of initiatives towards improving the Audit & Supervisory Board's effectiveness.

OMRON Corporation

1. Overview of initiatives towards improving the Audit & Supervisory Board's effectiveness

The Audit & Supervisory Board conducts audits while continuously discussing how audit activities should exist in order to earn the trust of stakeholders and achieve sustainable improvement in corporate value. The Audit & Supervisory Board has contributed to the improvement of the corporate governance function while engaging in free and open discussions with the Board of Directors.

In terms of audit activities, compliance audits and risk-based/internal control audits have been deepened, and actions taken by executive divisions against the management issues have been actively included in the scope of audits.

2. Evaluation of the Audit & Supervisory Board's effectiveness in fiscal 2024

The Audit & Supervisory Board conducted audits focusing on priority audit items and evaluated the effectiveness of these activities from a more multifaceted and objective perspective.

2-1. Audit & Supervisory Board's priority audit items in fiscal 2024

In the fiscal year under review, the Audit & Supervisory Board positioned "Progress of the structural reform and response to risks," "Response to mid- to long-term management issues" and "Global Group Governance" as focus audit items and audited them.

2-2. Method of evaluating the effectiveness of the Audit & Supervisory Board in fiscal 2024

In fiscal 2024, the Audit & Supervisory Board evaluated the effectiveness using "Questionnaire to Audit & Supervisory Board Members"* and "Contribution assessment sheet to corporate value enhancement," along with "Report of audit implementation fiscal 2024." Opinions from Directors to the Audit & Supervisory Board (Members) received this year were also referenced.

* The Audit & Supervisory Board reviewed on and evaluated.

Issues for the Audit & Supervisory Board in fiscal 2024	Effectiveness evaluation results of the Audit & Supervisory Board for fiscal 2024	Issues for the Audit & Supervisory Board in fiscal 2025
Follow up the progress of actions taken by executive divisions against the management issues suggested in fiscal 2023 and share this information with the Board of Directors.	Actions taken by executive divisions against the management issues were confirmed. Toward resolving the issues, discussed and deepened at meetings of the Board of Directors to share the same awareness.	As the Company is implementing a structural reform and mid- to long-term growth strategies, confirm the status of on-site reforms (especially, a customer-oriented organizational culture) from the perspectives of "avoiding (wastes)" and "deciding (promptly)."
Deepen discussion between the Audit & Supervisory Board Members and CEO and make suggestions on how ideal internal audits should be for OMRON that is undergoing a management structural reform.	Discussions were held with the CEO on how an internal control system should be, including internal audits, and reached an understanding that it is important to enhance on-site internal controls.	Confirm the progress of organizational enhancement, such as clarification of the roles and responsibilities of executive divisions involved in the internal control system, an implementation status by executive divisions, and the effectiveness of the internal control system.

Please see the following website for information on the Company's Audit & Supervisory Board.

<https://www.omron.com/global/en/about/corporate/governance/chart/>