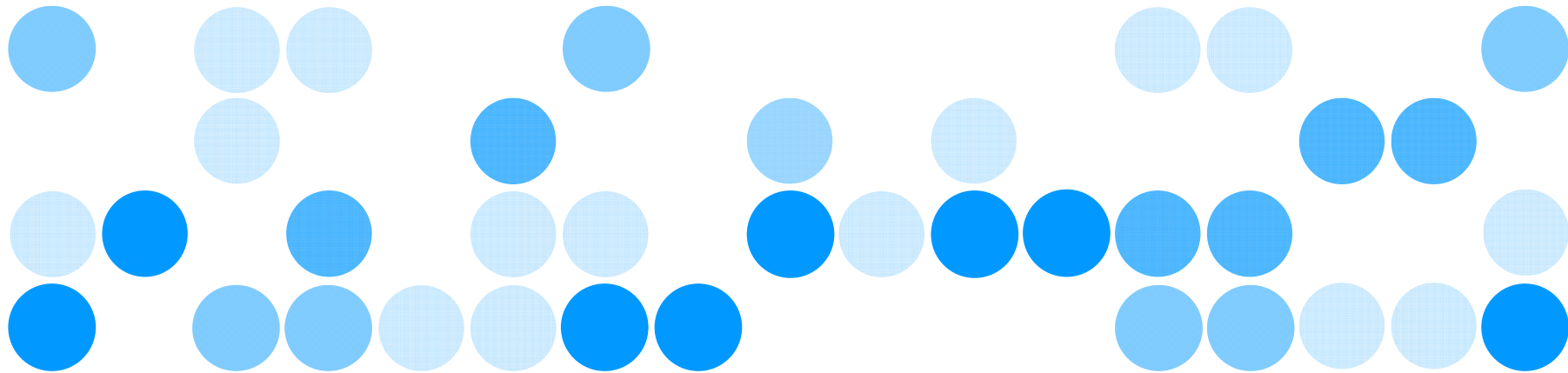




Sensing tomorrow™

Financial Results for the Third Quarter Ended December 31, 2010 (FY10)



January 28, 2011

OMRON Corporation

Businesses and Major Products

LCD backlights, semiconductors/MEMS, environmental solutions business, electronic systems and equipment

- *Electronic signal sensing*
- *Electrical current/voltage control*

Relays, switches, connectors, amusement equipment parts, mobile device parts

- *Auto body electronics*
- *Radio wave sensing*

Keyless entry systems, power window switches, automotive relays, EPS (electronic power steering)

- *Human sensing*
- *Traffic sensing*
- *IC card technology*

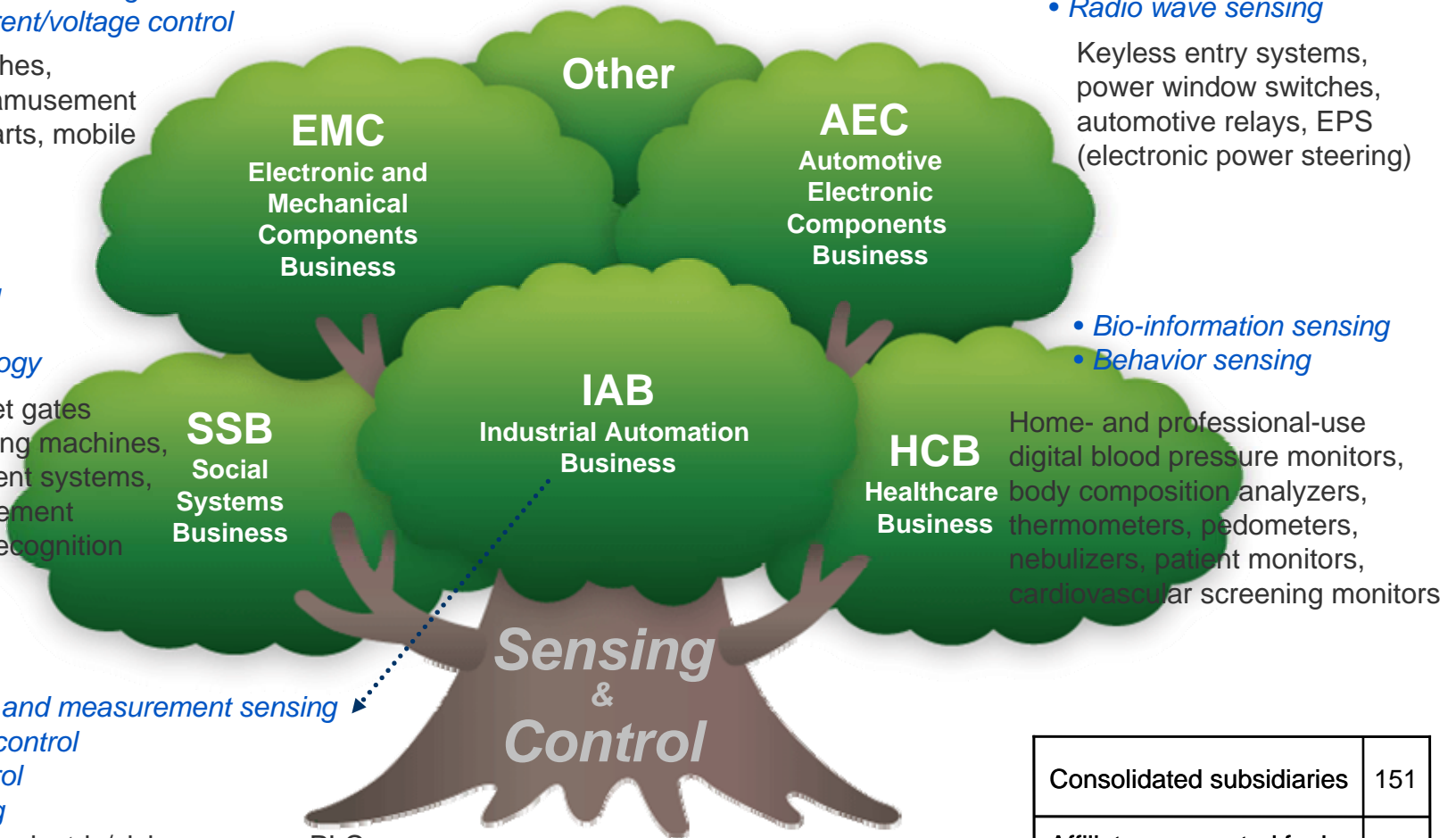
Automated ticket gates and ticket vending machines, road management systems, security management systems, face recognition systems

- *Bio-information sensing*
- *Behavior sensing*

Home- and professional-use digital blood pressure monitors, body composition analyzers, thermometers, pedometers, nebulizers, patient monitors, cardiovascular screening monitors

- *Displacement and measurement sensing*
- *Temperature control*
- *Machine control*
- *Vision sensing*

Proximity/photoelectric/vision sensors, PLCs, temperature controllers, machine safeguarding equipment, inspection systems



Consolidated subsidiaries	151
Affiliates accounted for by the equity method	14

(as of December 31, 2010)

Executive Summary	P.4
Results for the Third Quarter Ended December 31, 2010 (FY10/Q3)	P.6
Full-Year Forecast	P.30
Reference	P.37

Notes

1. The consolidated statements of Omron Corporation (the Company) are prepared in accordance with U.S. GAAP.
2. Projected results and future developments are based on information available to the Company at the current time, as well as certain assumptions judged by the Company to be reasonable. Various factors could cause actual results to differ materially from these projections. Major factors influencing Omron's actual results include, but are not limited to, (i) economic conditions affecting the Company's businesses in Japan and overseas, (ii) demand trends for the Company's products and services, (iii) the ability of the Company to develop new technologies and products, (iv) major changes in the fundraising environment, (v) tie-ups or cooperative relationships with other companies, and (vi) movements in currency exchange rates and stock markets..

FY10 Q3 Results

- Sales are almost in line with Oct 27 forecast. Results improved dramatically YoY reflecting the recovery of economic conditions.
- Improvement in operating income owing to efficient management of fixed costs, compared with Oct 27 forecast.

(Billions of yen)

(Consolidated)	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	YoY	FY10 Q1-Q3 Oct 27 Fcst	vs. Oct 27 Fcst
Net sales	451.3	370.5	+21.8%	451.0	+0.1%
Operating income	37.2	1.0	+3563.0%	33.6	+10.7%
NIBT	35.9	0.2	+18719.4%	32.4	+10.9%
Net income (attributable to shareholders)	23.2	-0.7	—	21.2	+9.3%

*FY10 Q1-Q3 exchange rates: 1 USD = ¥86.9; 1 EUR = ¥113.5 (FY09 Q1-Q3: 1 USD = ¥93.6; 1 EUR = ¥132.2)

FY10 Forecast

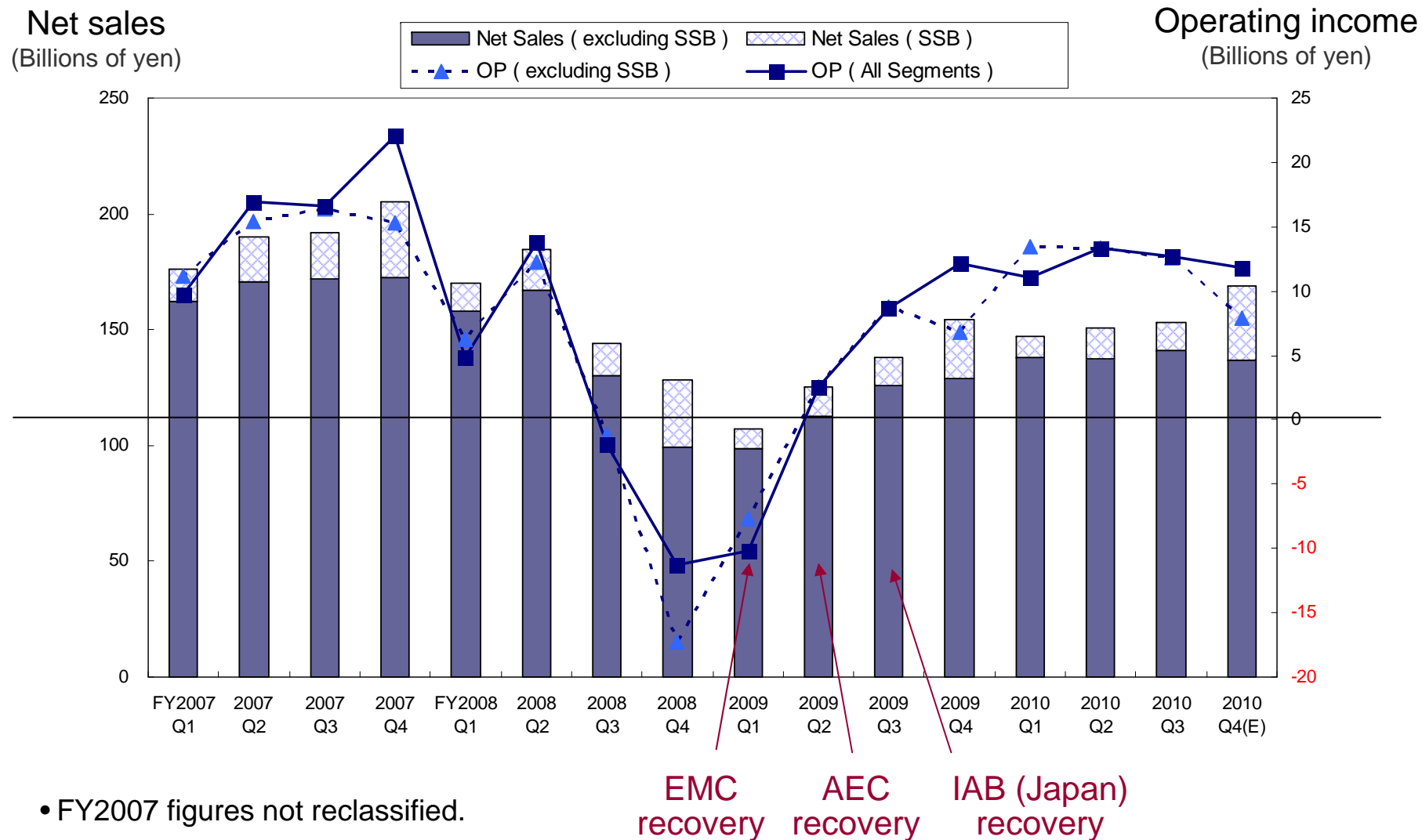
- Upward revision in full-year forecast, considering sales increase and fixed cost reduction.

(Billions of yen)

(Consolidated)	FY10 Forecast	FY09 Actual	YoY	FY10 Oct 27 Fcst	vs. Oct 27 Fcst
Net sales	620.0	524.7	+18.2%	615.0	+0.8%
Operating income	49.0	13.1	+274.8%	46.0	+6.5%
NIBT	45.5	10.2	+346.3%	44.5	+2.2%
Net income (attributable to shareholders)	30.0	3.5	+752.8%	29.5	+1.7%

*Assumed exchange rates for FY10 Q4: 1 USD = ¥83; 1 EUR = ¥112 (as of Oct 27 : 1 USD = ¥82; 1 EUR = ¥113)

Quarterly Business Results (All Segments)



Executive Summary	P.4
Results for the Third Quarter Ended December 31, 2010 (FY10/Q3)	P.6
Full-Year Forecast	P.30
Reference	P.37

Consolidated P/L

- Sales were almost in line with Oct 27 forecast. Results improved dramatically YoY reflecting the recovery of economic conditions.
- Improvement in operating income owing to efficient management of fixed costs compared with Oct 27 forecast.

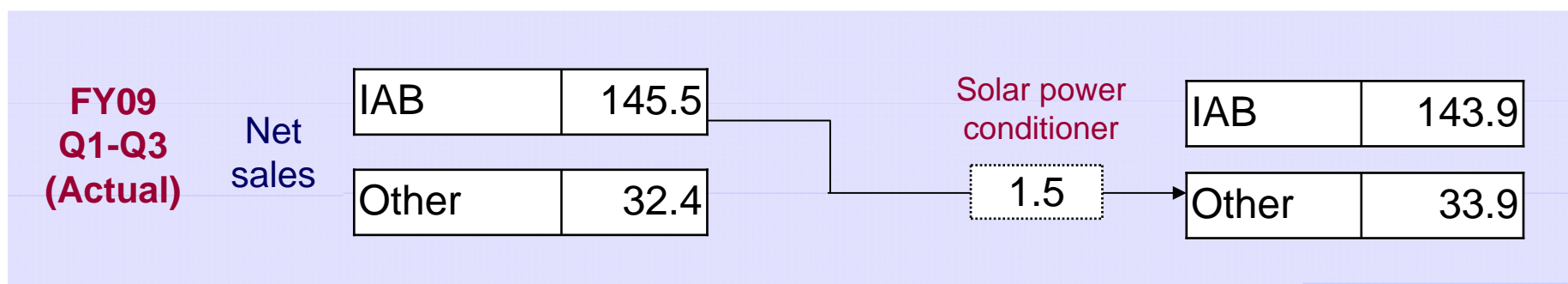
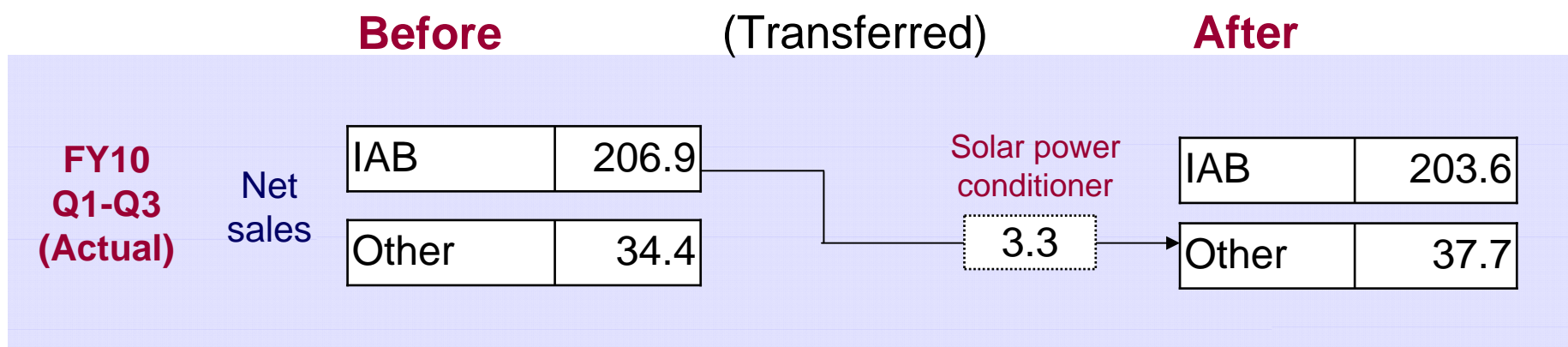
(Billions of yen)

P/L	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27, FY10 Forecast	YoY	vs. Oct 27 Forecast
Net Sales	451.3	370.5	451.0	+21.8%	+0.1%
Gross Profit	171.4	126.2	170.4	+35.8%	+0.6%
SG&A	104.7	98.3	105.8	+6.5%	-1.1%
R&D	29.6	27.0	31.0	+9.8%	-4.5%
Operating Income (loss)	37.2	1.0	33.6	+3563.0%	+10.7%
Non-operating Income (loss), net	1.2	0.8	1.2	+49.8%	+2.8%
NIBT	35.9	0.2	32.4	+18719.4%	+10.9%
Net income (loss) attributable to shareholders	23.2	-0.7	21.2	—	+9.3%
<Exchange Rates>				Difference (YoY)	Difference (vs.fcst)
USD	86.9	93.6	—	-6.7	—
EUR	113.5	132.2	—	-18.7	—

Restatement of Sales to Reflect New Segments (Q1-Q3)

➤ Solar Power Conditioner Business transferred from IAB to Other.

(Billions of yen)



Consolidated Sales by Segment

- Results are almost in line with Oct 27 forecast in all segments.
- Notable recovery YoY in 3 main control-based businesses (IAB, EMC, AEC)

(Billions of yen)

Business	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27, FY10 Forecast	YoY	vs. Oct 27 Forecast
Industrial Automation (IAB)	203.6	143.9	204.0	+41.4%	-0.2%
Electronic and Mechanical Components (EMC)	60.8	52.5	59.9	+15.8%	+1.4%
Automotive (AEC)	63.7	52.6	61.7	+21.1%	+3.3%
Social Systems (SSB)	34.8	33.0	36.4	+5.4%	-4.5%
Healthcare (HCB)	45.9	47.3	46.2	-2.9%	-0.6%
Other	37.7	33.9	38.1	+11.3%	-1.0%
Elimination & Corporate	4.8	7.3	4.7	-34.5%	+2.8%
Total	451.3	370.5	451.0	+21.8%	+0.1%

* The figures of IAB and Other for FY09 and after have been reclassified.

Consolidated Operating Income by Segment

- **EMC and AEC results far outpaced vs. Oct 27 forecast.**
- **Notable recovery YoY in three main control-based businesses (IAB, EMC, AEC)**

(Billions of yen)

Business	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27 FY10 Fcst	YoY	vs. Oct 27 Fcst	Before management guidance fee change
Industrial Automation (IAB)	28.8	5.1	29.7	+462.9%	-3.2%	31.2
Electronic and Mechanical Components (EMC)	10.1	4.0	9.0	+156.2%	+12.7%	11.1
Automotive (AEC)	3.9	0.8	2.8	+417.4%	+39.0%	4.5
Social Systems (SSB)	-2.2	-2.7	-2.5	—	—	-1.2
Healthcare (HCB)	3.9	6.3	3.7	-38.5%	+4.8%	4.6
Other	-3.3	-4.7	-3.8	—	—	-2.8
Elimination & Corporate	-4.0	-7.7	-5.4	—	—	-10.2
Total	37.2	1.0	33.6	+3563.0%	+10.7%	37.2

* The figures of IAB and Other for FY09 and after have been reclassified.

* Group management policy change: The management guidance fees etc. received from affiliates and internal companies have been revised in the current fiscal year with the aim of funneling capital to the corporate headquarters in order to better facilitate strategic corporate resource allocation and to bolster the 'selection and focusing' strategy.

Consolidated Sales and Operating Income by Area

- In Japan, saw dramatic YoY improvement in sales and operating income.
- Overseas, sales and operating income recovered.

(Billions of yen)

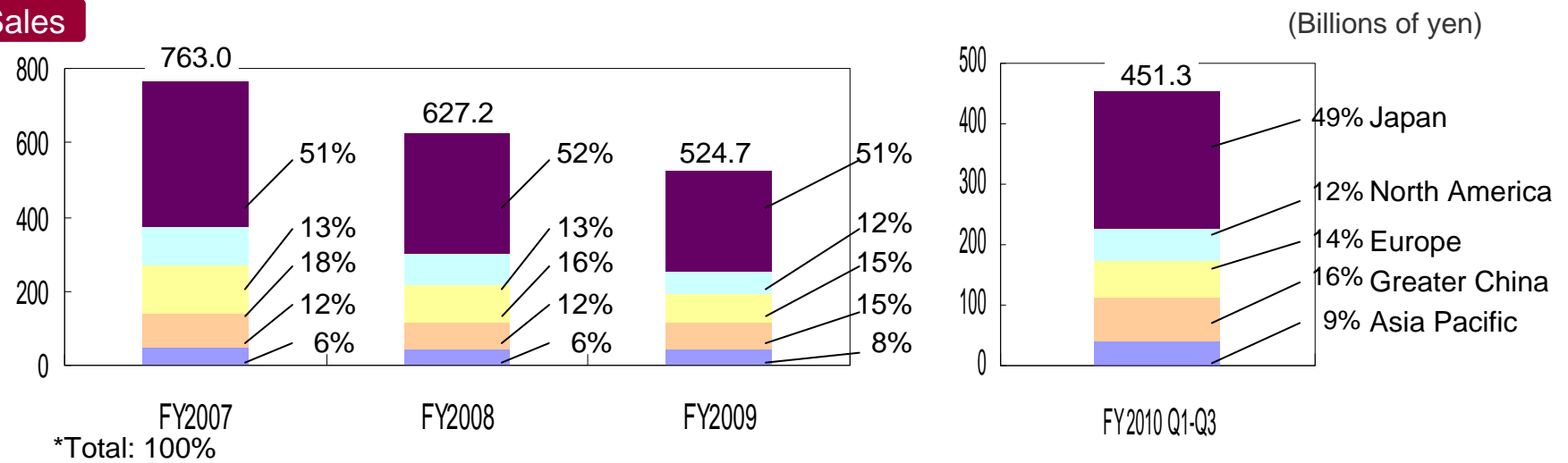
Areas	Sales			Operating Income		
	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	YoY	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	YoY
Japan	222.0	184.1	+20.6%	21.2	-0.4	-
North America	55.4	44.0	+25.9%	2.1	-0.4	-
Europe	62.8	56.6	+11.0%	2.6	1.3	+96.5%
Greater China	73.7	57.8	+27.4%	9.5	6.2	+51.9%
Asia Pacific	37.4	28.0	+33.8%	4.8	2.7	+74.1%
Eliminations & Corporate	-	-	-	-3.0	-8.5	-
Total	451.3	370.5	+21.8%	37.2	1.0	+3563.0%

Figures for "Japan" includes "direct exports"

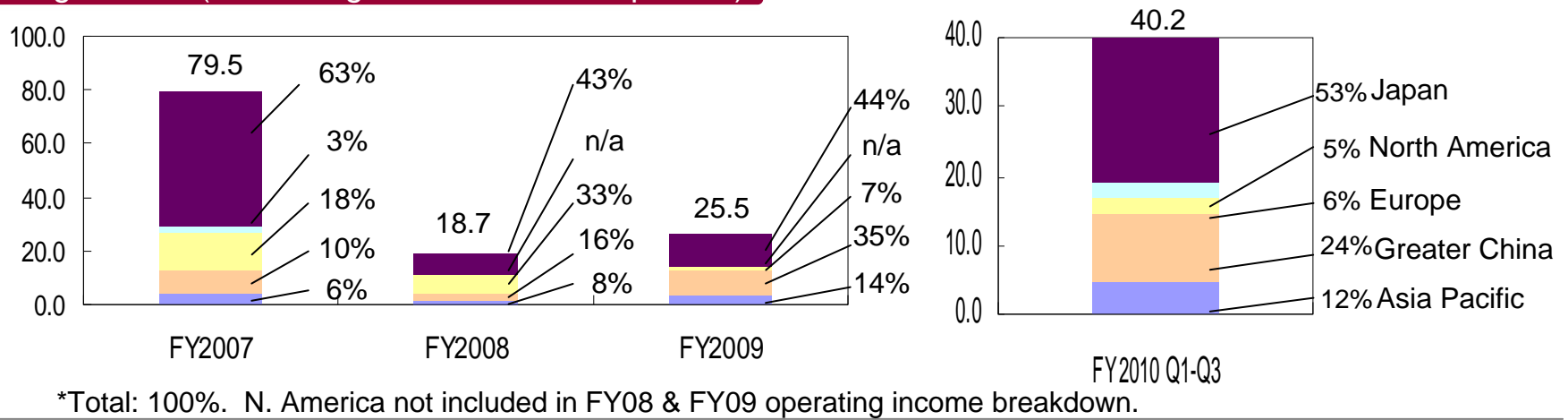
Consolidated Sales and Operating Income by Area

- Sales ratio of Greater China and Asia Pacific is on the rise.
- Operating income ratio of Japan recovered dramatically.

Net Sales

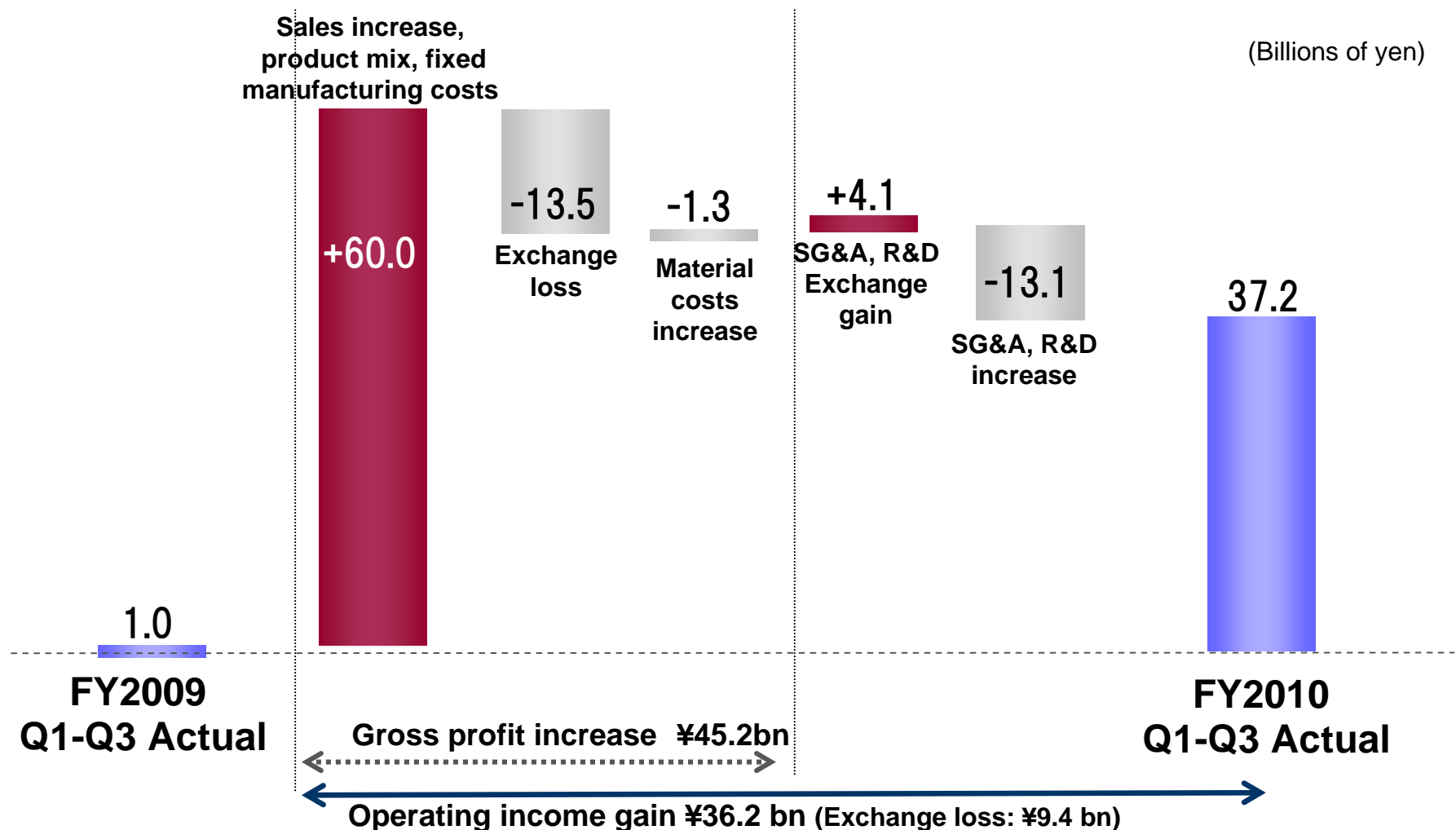


Operating Income (Excluding Elimination & Corporate)



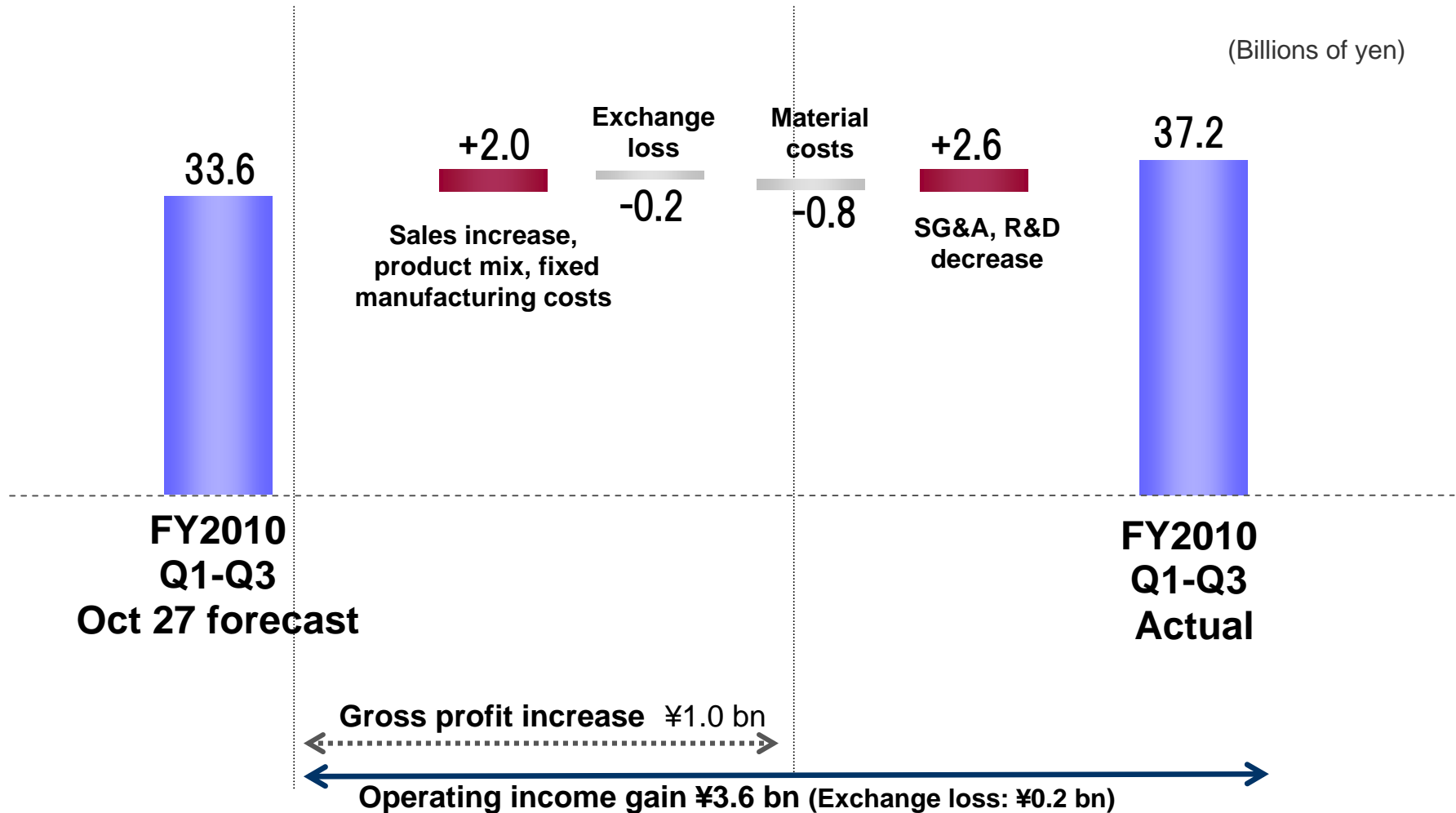
Consolidated Operating Income Analysis (YoY)

➤ Negative effects of exchange rates and material costs were canceled out by an increase in sales.



Consolidated Operating Income Analysis (vs. Oct 27 forecast)

➤ Results exceeded Oct 27 forecast due to efficient management of fixed costs.



IAB (Industrial Automation Business)

- Sales as forecasted in Japan and overseas.
- Operating income slightly below forecast due to area mix.
- IAB will keep working to strengthen sales channels in China and other emerging economies.

IAB	(Billions of yen)				
	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27, FY10 Forecast	YoY	Vs. Oct 27 Forecast
Japan	92.7	62.5	93.5	+48.3%	-0.9%
Overseas	110.9	81.4	110.5	+36.2%	+0.4%
North America	19.8	14.1	19.1	+40.1%	+3.9%
Europe	42.3	37.6	42.1	+12.6%	+0.5%
Asia Pacific	18.7	11.3	18.2	+66.2%	+2.7%
Greater China	29.6	18.2	30.6	+62.0%	-3.4%
Export	0.5	0.2	0.5	+155.6%	-3.1%
Total	203.6	143.9	204.0	+41.4%	-0.2%
				Difference (YoY)	Difference (vs.fcst)
Operating income	28.8	5.1	29.7	+462.9%	-3.2%
OP margin	14.1%	3.6%	14.6%	+10.6P	-0.5P

* The figures for FY09 and after have been reclassified (Transfer of the Solar Power Conditioner business to Other)



Safety components

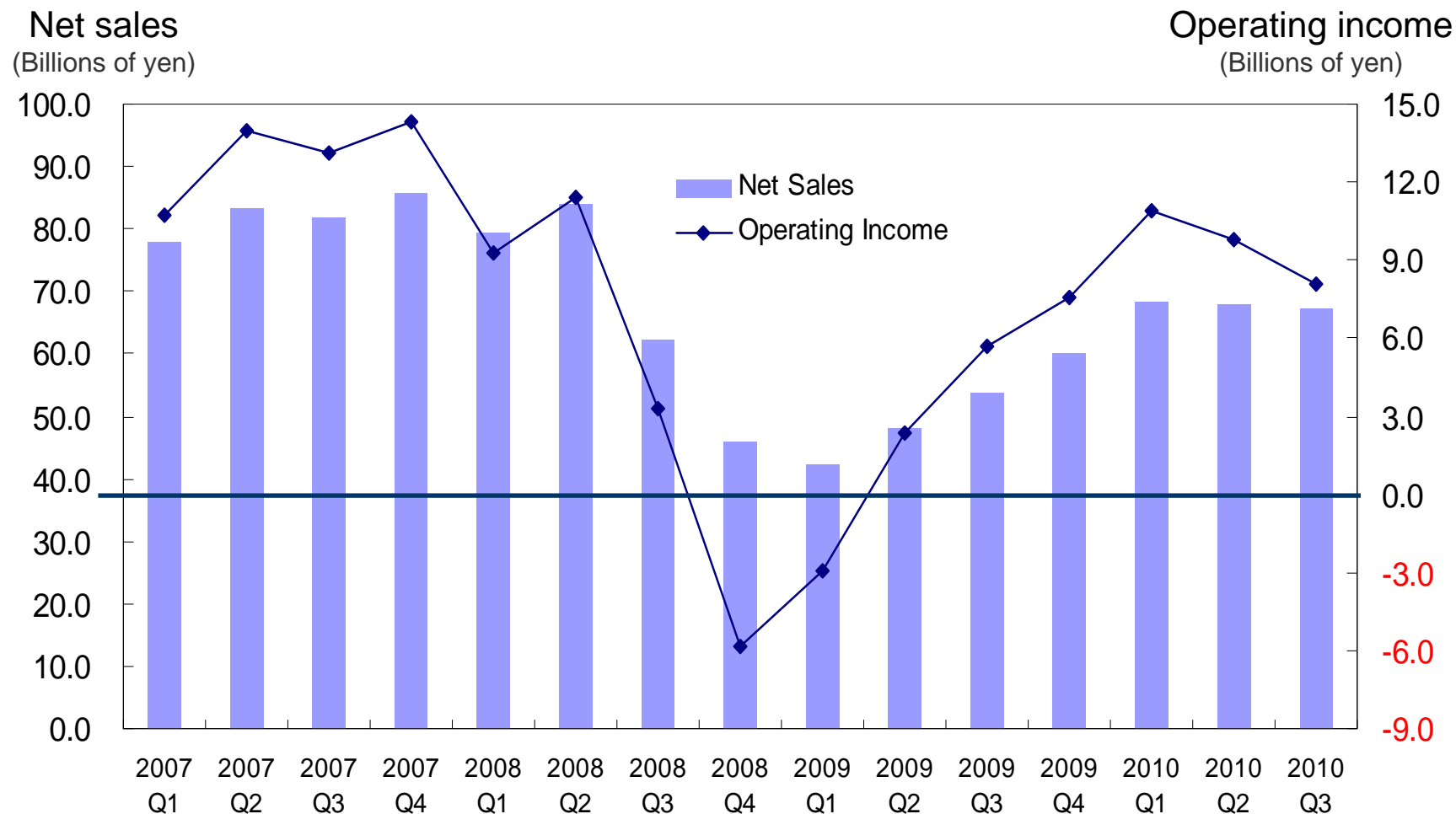


Programmable
logic controllers



Vision sensors

Quarterly Business Results (IAB)



- The figures for FY07 have not been reclassified (FA equipment sales transferred from former EMC)
- The figures for FY09 and after have been reclassified (Transfer of the Solar Power Conditioner business to Other)

EMC (Electronic and Mechanical Components Business)

- Sales as forecasted in Japan and overseas.
- OP higher than forecast due to sales increase and fixed costs carryover.
- Relays for consumer electronics, automobiles, and FA equipment are main drivers.

EMC	(Billions of yen)				
	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27, FY10 Forecast	YoY	Vs. Oct 27 Forecast
Japan	*18.8	16.7	18.5	+12.2%	+1.2%
Overseas	42.0	35.8	41.4	+17.5%	+1.5%
North America	*10.2	5.0	9.8	+103.3%	+4.2%
Europe	9.5	8.5	9.3	+12.3%	+2.4%
Asia Pacific	6.4	5.5	6.3	+15.8%	+2.1%
Greater China	14.8	15.2	14.9	-2.9%	-0.7%
Export	1.2	1.6	1.2	-24.7%	-3.2%
Total	60.8	52.5	59.9	+15.8%	+1.4%
				Difference (YoY)	Difference (vs.fcst)
Operating income	10.1	4.0	9.0	+156.2%	+12.7%
OP margin	16.7%	7.5%	15.0%	+9.2P	+1.7P

* AEC's American and Japanese relay business were transferred to EMC in FY10.



Relays

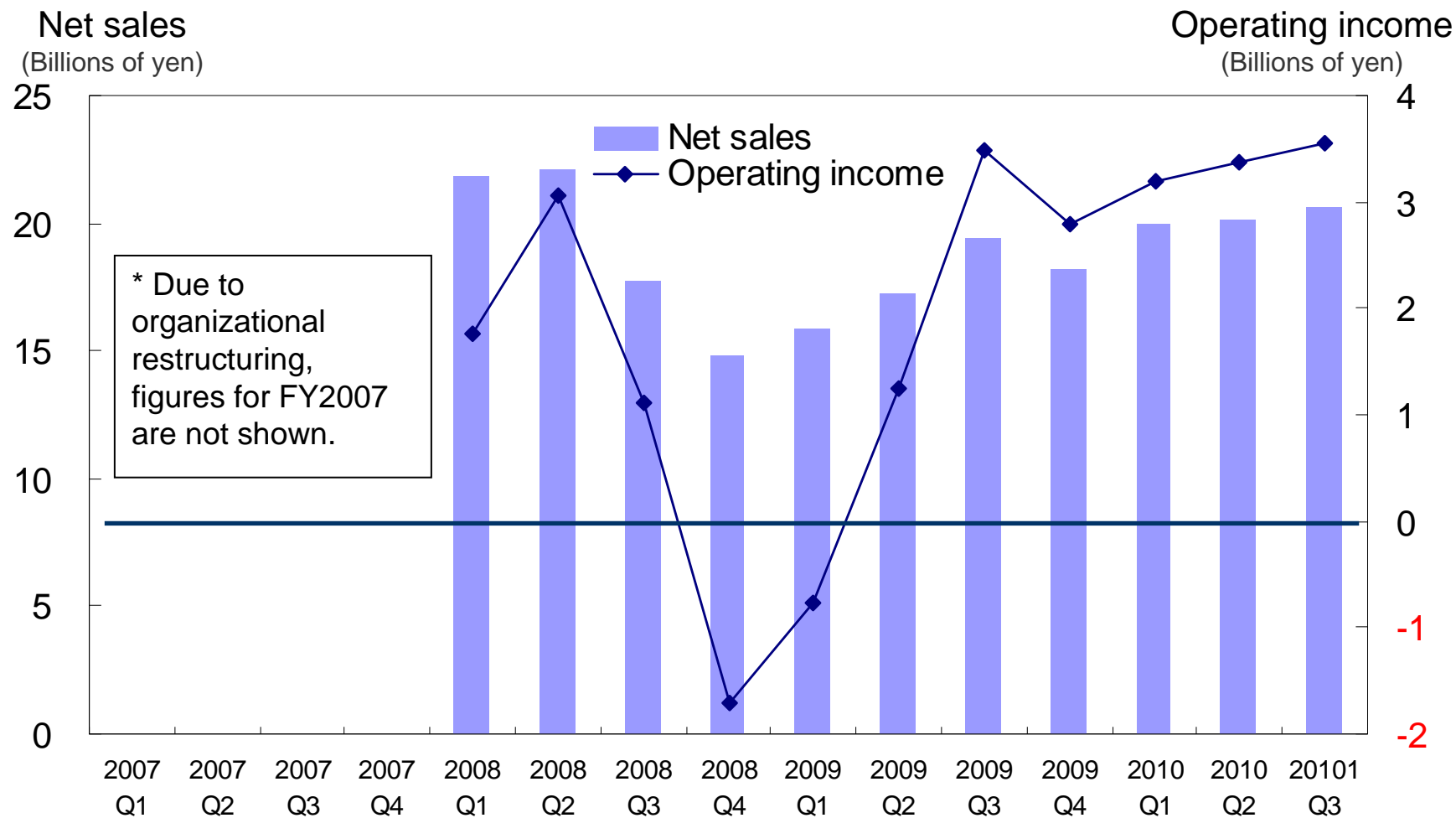


Micro switches



FPC
Connectors

Quarterly Business Results (EMC)



- The figures for FY09 and after include automobile relay business (Europe) transferred from AEC
- The figures for FY10 include automobile relay business (Japan, North America) transferred from AEC

AEC (Automotive Electronic Components Business)

- Sales better than expected both in Japan and abroad, as negative effects of the end of purchasing subsidies proved minor.
- OP up due to sales increase.
- Profitability has stabilized due to efficient management made possible with production system restructuring and spin-off.

AEC	(Billions of yen)				
	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27, FY10 Forecast	YoY	Vs. Oct 27 Forecast
Japan	* 21.9	16.4	21.4	+33.8%	+2.4%
Overseas	41.8	36.2	40.3	+15.4%	+3.8%
North America	* 17.8	16.8	17.5	+5.6%	+1.7%
Europe	1.9	1.4	1.9	+28.8%	-1.2%
Asia Pacific	10.6	9.5	10.2	+11.0%	+3.7%
Greater China	6.8	4.5	6.0	+49.1%	+12.6%
Export	4.8	3.9	4.7	+24.2%	+2.7%
Total	63.7	52.6	61.7	+21.1%	+3.3%
				Difference (YoY)	Difference (vs.fcst)
Operating income	3.9	0.8	2.8	+417.4%	+39.0%
OP margin	6.1%	1.4%	4.5%	+4.7P	+1.6P

* AEC's Japanese and American relay business was transferred to EMC in FY10.

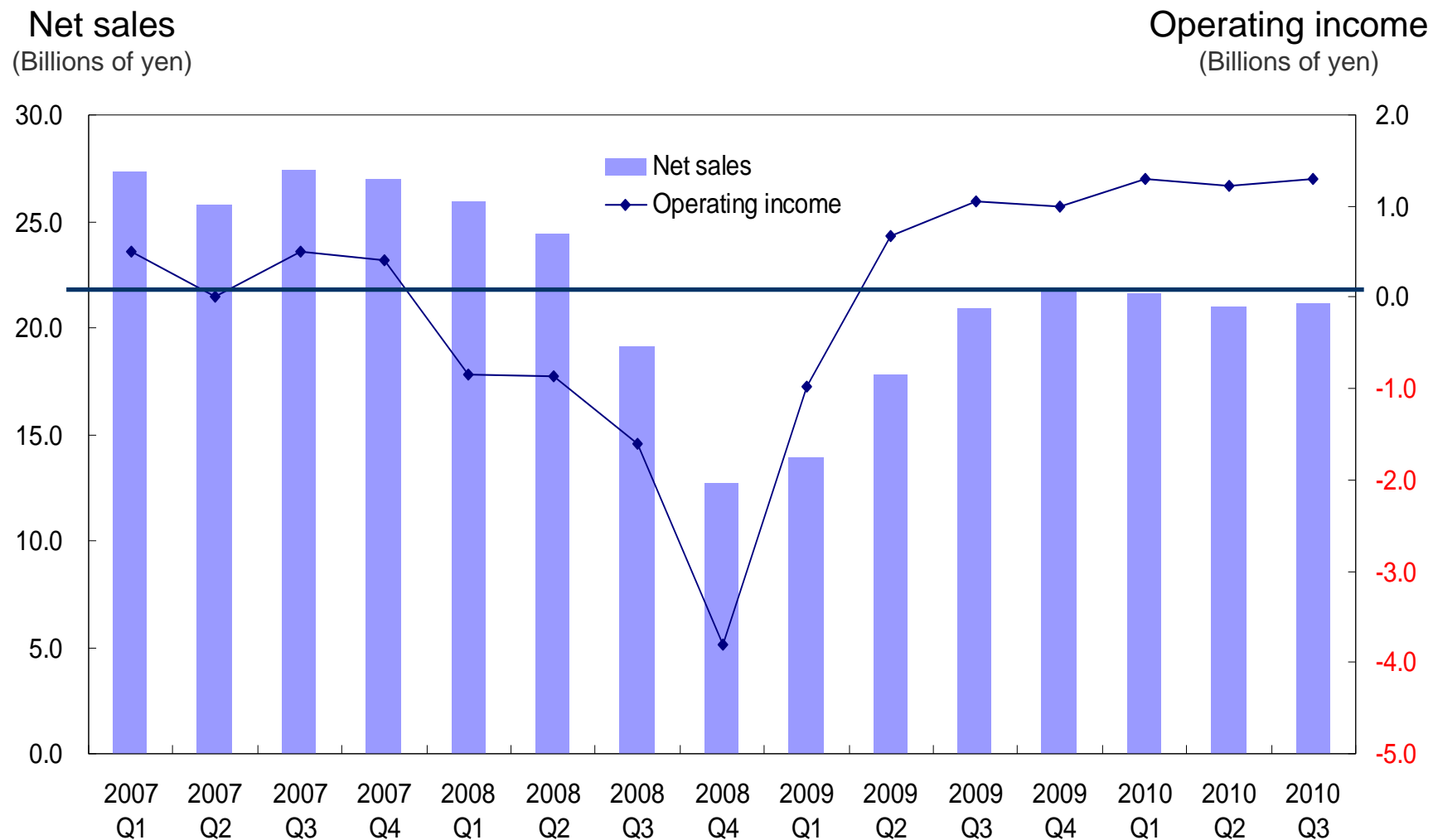


Passive entry systems



Electric power steering (EPS) controllers

Quarterly Business Results (AEC)



- The figures for FY09 and after do not include automobile relay business (Europe) transferred to EMC
- The figures for FY10 do not include automobile relay business (Japan, North America) transferred to EMC

- Sales slightly below forecast due to carryover.
- OP almost in line thanks to cost reduction.
- Working harder on structural reform toward spin-off.

(Billions of yen)

SSB	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27, FY10 Forecast	YoY	Vs. Oct 27 Forecast
Japan	34.1	32.8	35.7	+4.0%	-4.5%
Overseas	0.7	0.2	0.7	+198.5%	-3.8%
North America	0.0	0.0	0.0	-	-
Europe	0.0	0.0	0.0	-	-
Asia Pacific	0.0	0.0	0.0	-	-
Greater China	0.0	0.0	0.0	-	-
Export	0.7	0.2	0.7	198.5%	-3.8%
Total	34.8	33.0	36.4	+5.4%	-4.5%
				Difference (YoY)	Difference (vs.fcst)
Operating income	-2.2	-2.7	-2.5	-	-
OP margin	-	-	-	-	-

AFC (automatic fare collection) systems



Transportation management systems



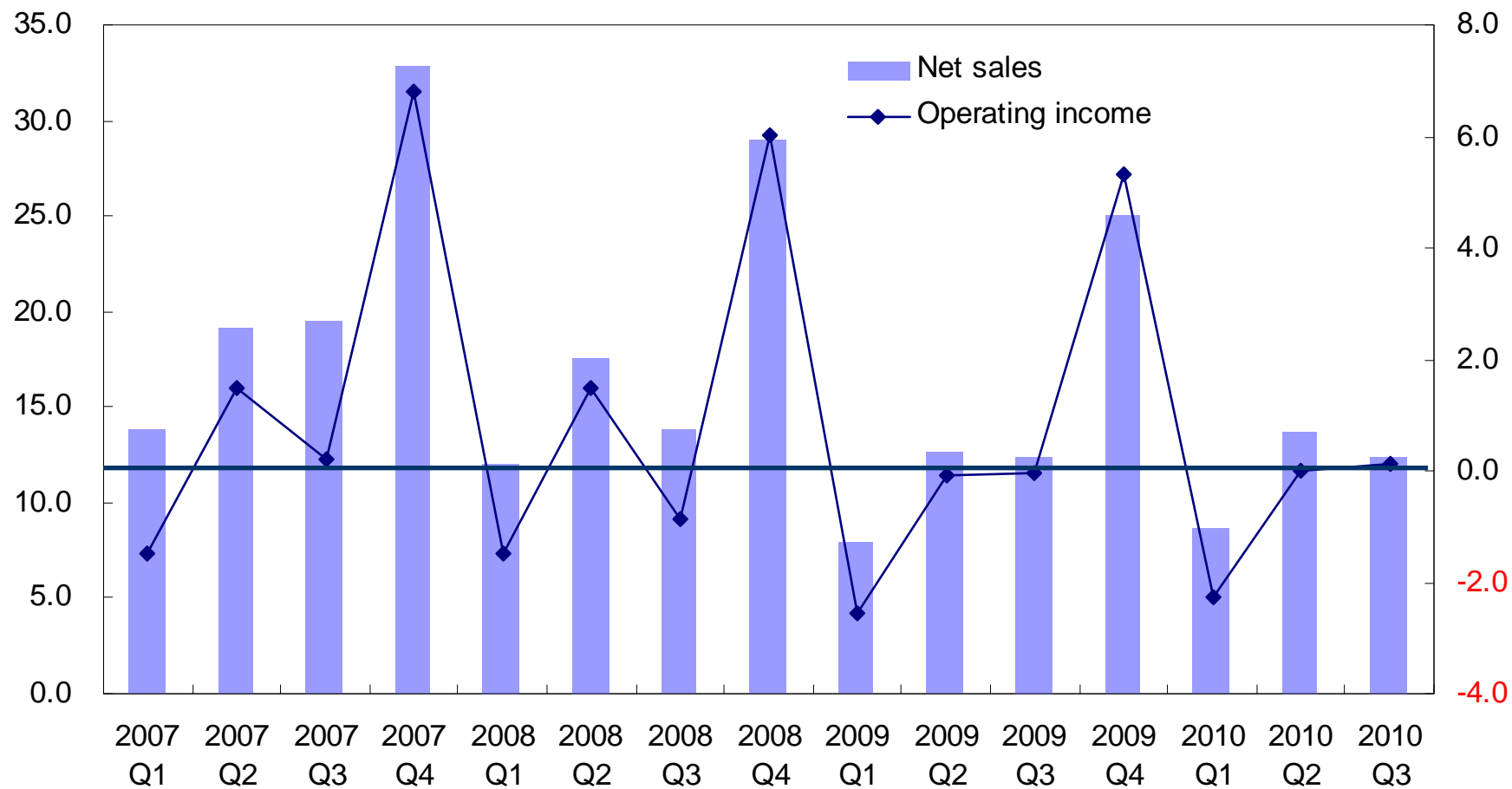
Security systems



Quarterly Business Results (SSB)

Net sales
(Billions of yen)

Operating income
(Billions of yen)



HCB (Healthcare Business)

- Both sales and OP as forecasted.
- YoY, struggling with sluggish consumption in Japan.
- Wider product line-up: New items compatible with Wellness LINK, online healthcare service.

HCB	(Billions of yen)				
	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27, FY10 Forecast	YoY	Vs. Oct 27 Forecast
Japan	20.5	22.4	20.5	-8.4%	+0.1%
Overseas	25.4	24.9	25.6	+2.1%	-1.1%
North America	7.6	7.9	7.7	-3.2%	-0.9%
Europe	9.1	9.1	9.1	+0.3%	0.0%
Asia Pacific	1.8	1.7	1.8	+4.4%	-2.0%
Greater China	6.3	5.7	6.4	+10.1%	-2.9%
Export	0.6	0.5	0.6	+20.2%	+2.4%
Total	45.9	47.3	46.2	-2.9%	-0.6%
				Difference (YoY)	Difference (vs.fcst)
Operating income	3.9	6.3	3.7	-38.5%	+4.8%
OP margin	8.4%	13.3%	8.0%	-4.9P	+0.4P



Digital blood pressure monitors

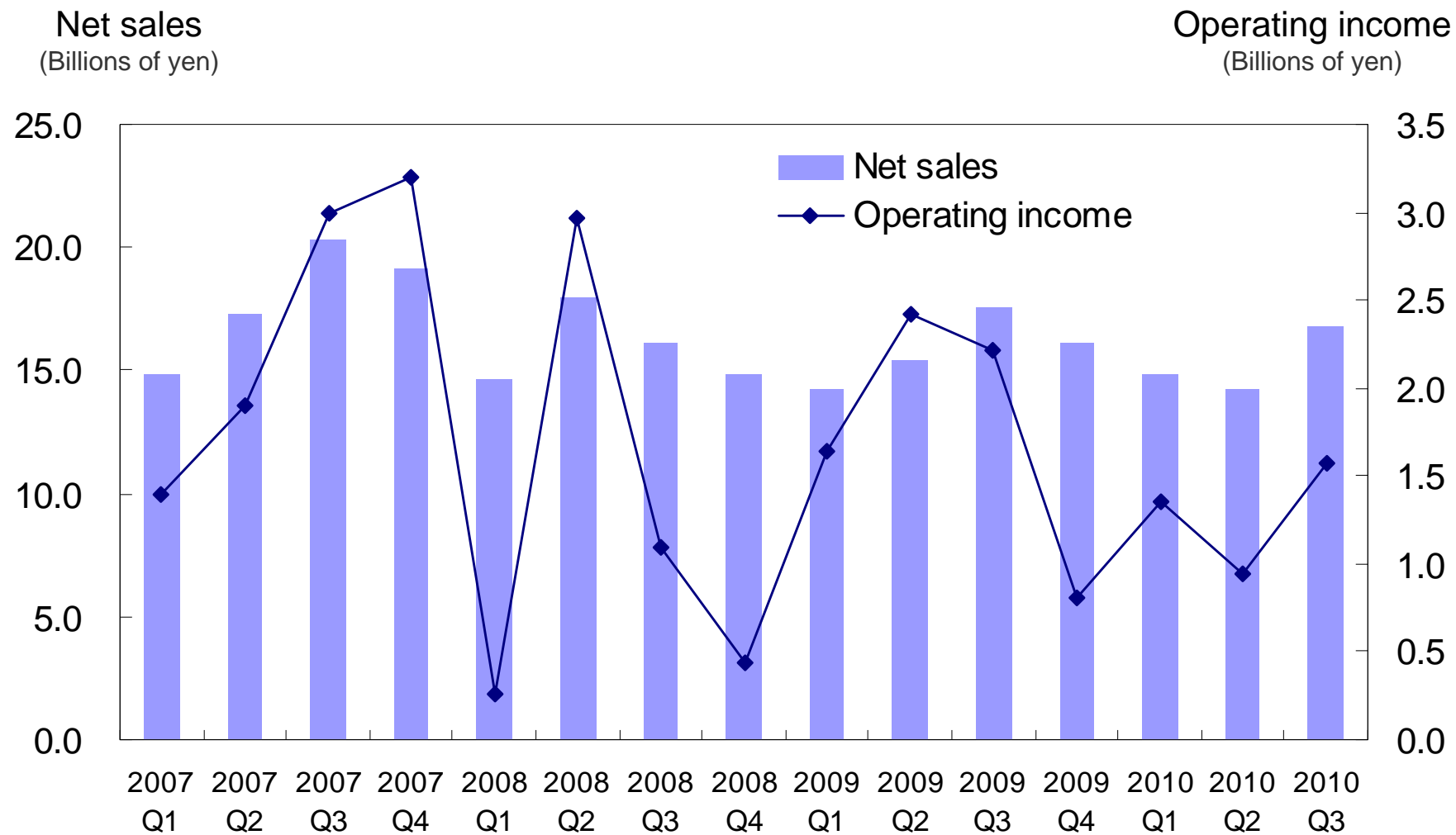


Body composition monitors



Non-invasive vascular screening devices

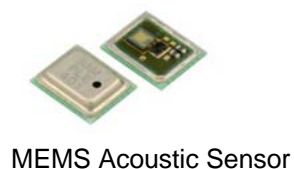
Quarterly Business Results (HCB)



➤ Both sales and OP as previously forecasted.

Other	(Billions of yen)				
	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27, FY10 Forecast	YoY	Vs. Oct 27 Forecast
Japan	20.7	19.1	20.6	+8.3%	+0.5%
Overseas	17.0	14.8	17.5	+15.3%	-2.7%
North America	0.0	0.0	0.0	-	-
Europe	0.0	0.0	0.0	-	-
Asia Pacific	0.0	0.0	0.0	-	-
Greater China	15.8	13.8	16.3	+14.9%	-3.0%
Export	1.2	1.0	1.2	+20.2%	+1.5%
Total	37.7	33.9	38.1	+11.3%	-1.0%
				Difference (YoY)	Difference (vs.fcst)
Operating income	-3.3	-4.7	-3.8	-	-
OP margin	-	-	-	-	-

•The figures have been reclassified (Solar Power Conditioner business transferred from IAB)



Other Sales Breakdown

- **Backlight business:** Back on recovery track thanks to the growing demand in the expanding smart phone market.
- **Micro device business:** Below forecast due to less projects.
- **Environment:** Favorable particularly with solar power conditioners.

(Billions of yen)

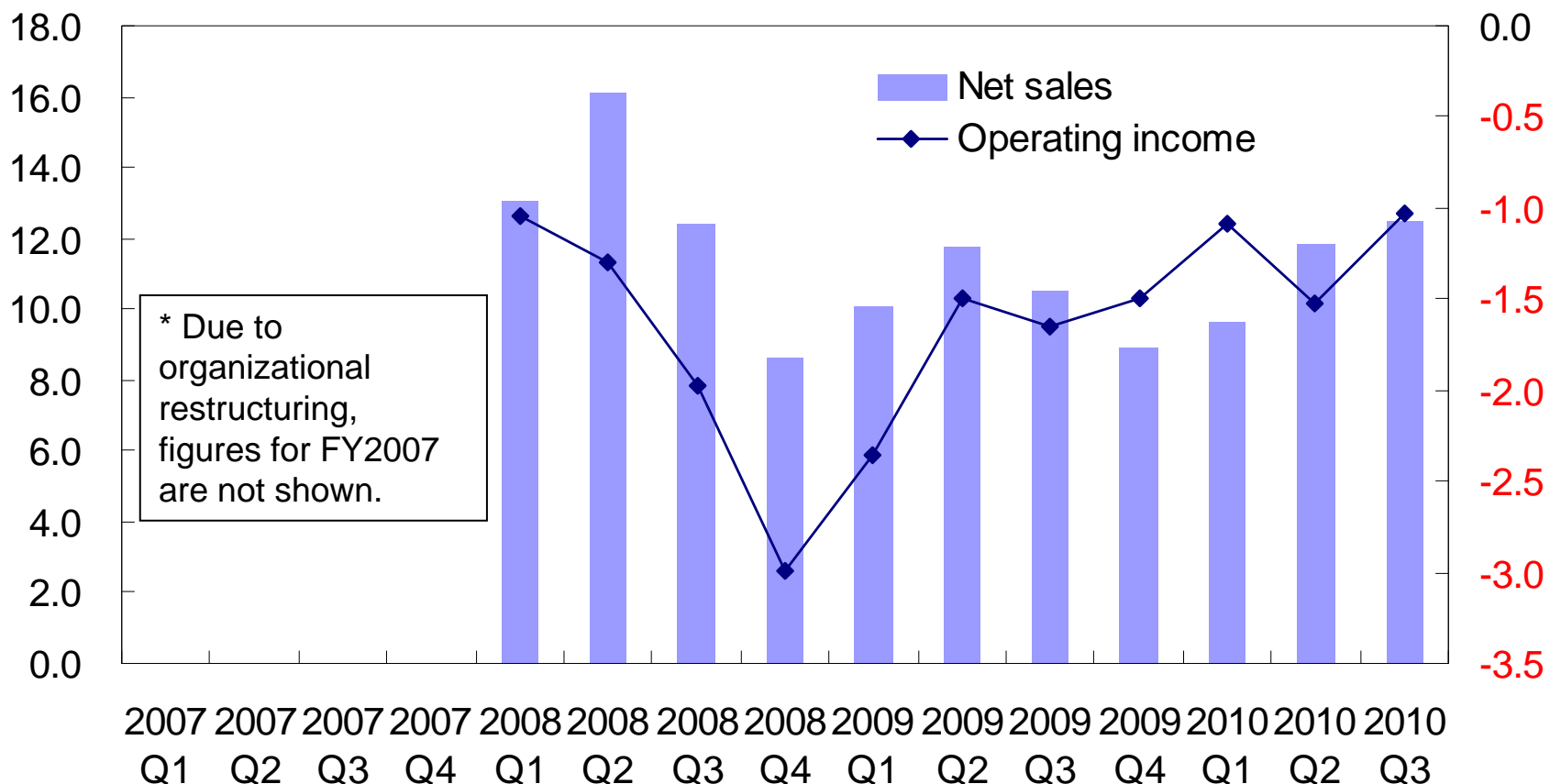
	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	Oct 27, FY10 Forecast	YoY	Vs. Oct 27 Forecast
LCD backlights (OPT)	25.9	25.8	26.1	+0.3%	-1.0%
Micro devices (MD)	1.7	1.6	1.9	+3.2%	-12.3%
Sub total	27.6	27.4	28.1	+0.5%	-1.8%
Environmental solutions, Electronic systems and equipment	10.2	6.5	10.0	+57.4%	+1.4%
	37.7	33.9	38.1	+11.3%	-1.0%

•The figures have been reclassified (Solar Power Conditioner business transferred from IAB)

Quarterly Business Results (Other)

Net sales
(Billions of yen)

Operating income
(Billions of yen)



•The figures of FY09 and after have been reclassified (Solar Power Conditioner business transferred from IAB)

Consolidated B/S

- Total asset turnover of Q1-Q3 improved 20% YoY.
- Net worth ratio rose to 58.0% from 57.5% at the end of FY09.

Consolidated B/S	(Billions of yen)		
	December 2010	March 2010	December 2009 (ref.)
Assets	536.9	532.3	535.5
Cash and cash equivalents	54.8	51.7	52.4
Notes and accounts receivable - trade	125.6	123.7	111.6
Inventories	95.3	77.7	82.3
Deferred income taxes, other current assets	28.3	32.7	27.5
Property, plant and equipment	116.4	123.0	126.2
Investments and other assets	116.4	123.5	135.5
Liabilities	224.4	225.1	234.8
Short-term debt	34.5	36.9	30.8
Long-term debt	0.9	1.3	21.4
Notes and accounts payable - trade	78.7	68.9	63.7
Termination and retirement benefits	62.0	67.0	76.0
Other liabilities	48.3	51.0	42.9
Net Assets	312.5	307.1	300.7
Common stock and retained earnings	423.5	403.4	401.4
Accumulated other comprehensive income	-67.4	-52.6	-57.9
Treasury stock	-44.6	-44.5	-44.5
Non controlling interests	1.0	0.8	1.7
Total Liabilities and Shareholders' Equity	536.9	532.3	535.5

Consolidated Cash Flows

➤ FCF up YoY due to increasing net income and selective new capital investment, despite an increase in inventories due to sales growth.

(Billions of yen)

Consolidated C/F	FY10 Q1-Q3 Actual	FY09 Q1-Q3 Actual	FY09 Actual (ref.)
Operating activities	26.4	26.3	42.8
Investing activities	-12.9	-15.5	-18.6
Free cash flow	13.5	10.8	24.2
Financing activities	-7.8	-5.7	-20.4
Effect of exchange rate changes on cash and cash equivalents	-2.7	0.6	1.3
Net increase/decrease in cash and cash equivalents	3.1	5.8	5.1
Cash and cash equivalents at end of the period	54.8	52.4	51.7
Capital expenditures	13.0	16.3	19.5
Depreciation and amortization	17.8	20.1	27.0

*Capital investment is represented as capital expenditures on the consolidated cash flow statement.

Executive Summary P.4

Results for the Third Quarter
Ended December 31, 2010 (FY10/Q3) P.6

Full-Year Forecast P.30

Reference P.37

Primary Focus

- Acceleration of operational structural reform
- "Building a robust earning structure" & "changing gears to high growth"

External Environment

- Although the economic outlook remains uncertain, the conditions seen in Q3 are expected to continue in Q4.
- Forecasts of Forex and material costs are adjusted based on the latest trends.

Basis for Forecast

- **Forex: USD 1 = ¥83; EUR 1 = ¥112**
(Assumed exchange rates for FY10 Q4)

- **Raw material costs:**
Silver: ¥80,000/kg Copper: ¥850/kg
(Assumed material costs for FY10 Q4)

■ Effect of ¥1 fluctuation in exchange rate*

Forex	Net sales (approx.)	Operating income
USD	¥2.0 bn	¥0.9 bn
Euro	¥0.7 bn	¥0.4 bn

■ Effect of price change - copper (¥100/kg)*

Material	Operating income (approx.)
Copper	¥0.75 bn

■ Effect of price change of silver (¥1000/kg)*

Material	Operating income (approx.)
Silver	¥0.1 bn

*Full-year effect (estimate)

FY10 Q4 Forecast by Segment

Industrial Automation (IAB)

- Same conditions as Q3 are expected in Japan.
- Slightly weak conditions are expected overseas.

Electronic and Mechanical Components (EMC)

- Strong sales are expected in home appliances and automotive industries. Industrial machinery sector will be slightly weak due to credit squeeze in China.

Automotive (AEC)

- Sales expected to be weak due to the Lunar New Year in Greater China and Asia Pacific.
- Strong sales are expected in Japan and North America.

Social Systems (SSB)

- No change from Oct 27 forecast

Healthcare (HCB)

- Personal spending will remain sluggish in Japan and China.

Other

- Sales figures of backlight business expected to be strong due to the expansion of the smart phone market.

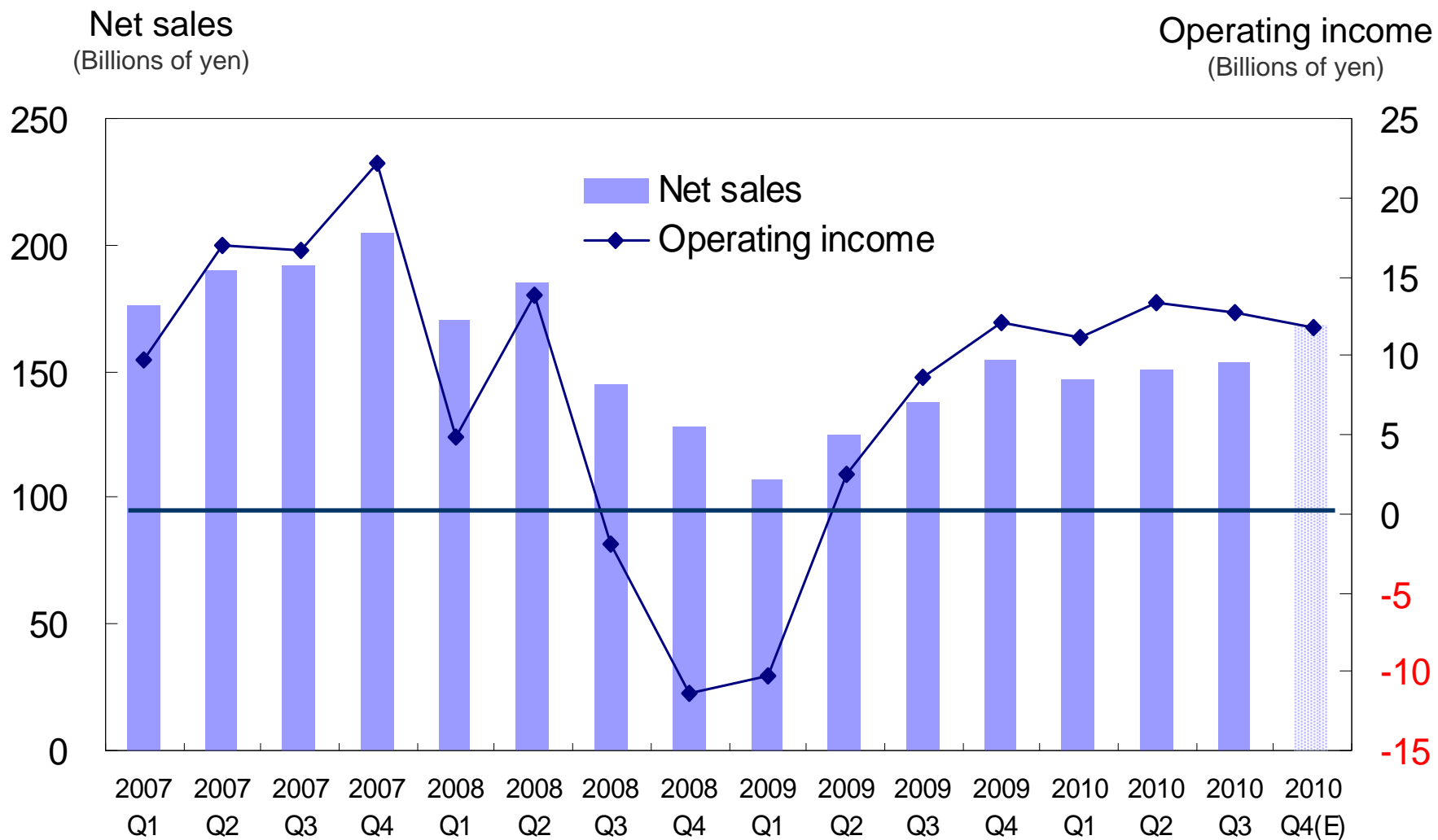
Projected Results for FY10 Full-Year

➤ Upward revision in both sales and OP

(Billions of yen)

PL	FY10 Forecast	FY09 Actual	Oct 27, FY10 Forecast	YoY	Vs. Oct 27 Forecast
Net sales	620.0	524.7	615.0	+18.2%	+0.8%
Gross profit	234.0	184.3	232.0	+27.0%	+0.9%
SG&A	143.0	133.4	143.0	+7.2%	+0.0%
R&D	42.0	37.8	43.0	+11.1%	Δ2.3%
Operating income	49.0	13.1	46.0	+274.8%	+6.5%
Non-operating income (loss), net	3.5	2.9	1.5	+21.6%	+133.3%
NIBT	45.5	10.2	44.5	+346.3%	+2.2%
Net income (loss) attributable to shareholders	30.0	3.5	29.5	+752.8%	+1.7%
				Difference (YoY)	Difference (vs. Oct 27 Fcst)
Yen/USD	86.0	92.9	85.6	-6.9	0.4
Yen/EUR	113.1	130.3	113.8	-17.2	Δ0.7

Quarterly Business Results (All Segments)



Adjustments to FY10 Full-Year Forecast by Segment

➤ Upward forecast of total sales and OP, despite increases and decreases in some businesses.

(Billions of yen)

Business	Net Sales		Operating Income		Vs. Oct 27 forecast	
	FY10 Forecast	Oct 27 Forecast	FY10 Forecast	Oct 27 Forecast	Net sales	Operating Income
IAB	270.0	270.0	38.5	38.5	0.0%	0.0%
EMC	81.0	79.0	12.5	11.0	+2.5%	+13.6%
AEC	85.5	81.1	5.0	3.0	+5.4%	+66.7%
SSB	66.5	66.1	1.7	2.0	+0.6%	-15.0%
HCB	61.0	62.5	4.3	5.0	-2.4%	-14.0%
Other	50.0	50.2	-4.5	-4.5	-0.4%	-
Elimination & Corporate	6.0	6.1	-8.5	-9.0	-1.6%	-
Total	620.0	615.0	49.0	46.0	+0.8%	+6.5%

* The figures of IAB and Other have been reclassified.

(Reference) Effect of Management Guidance Fee to Operating Income

➤ **Segment OPs changed following group management policy changes implemented in FY2010.**

(Billions of yen)

Business	FY10 Forecast		FY09 Actual	Before management guidance fee change	
	Operating income	YoY		Operating income	YoY
Industrial Automation (IAB)	38.5	+203.3%	12.7	41.7	+228.5%
Electronic and Mechanical Components (EMC)	12.5	+85.5%	6.7	13.7	+103.3%
Automotive (AEC)	5.0	+188.9%	1.7	5.7	+229.3%
Social Systems (SSB)	1.7	-35.9%	2.7	3.4	+28.1%
Healthcare (HCB)	4.3	-39.1%	7.1	5.3	-24.9%
Other	-4.5	—	-5.8	-3.8	—
Elimination & Corporate	-8.5	—	-12.0	-17.0	—
Total	49.0	+274.8%	13.1	49.0	+274.8%

* The figures of IAB and Other for FY09 and after have been reclassified.

* Group management policy change: The management guidance fees etc. received from affiliates and internal companies have been revised in the current fiscal year with the aim of funneling capital to the corporate headquarters in order to better facilitate strategic corporate resource allocation and to bolster the 'selection and focusing' strategy.

Executive Summary	P.4
Results for the Third Quarter Ended December 31, 2010 (FY10/Q3)	P.6
Full-Year Forecast	P.30
Reference	P.37

- To be appointed following approval at an Ordinary General Meeting of Shareholders in June and a subsequent Board of Directors meeting.

**Chairman of the Board of Directors
Hisao Sakuta**



**President & CEO
Yoshihito Yamada**

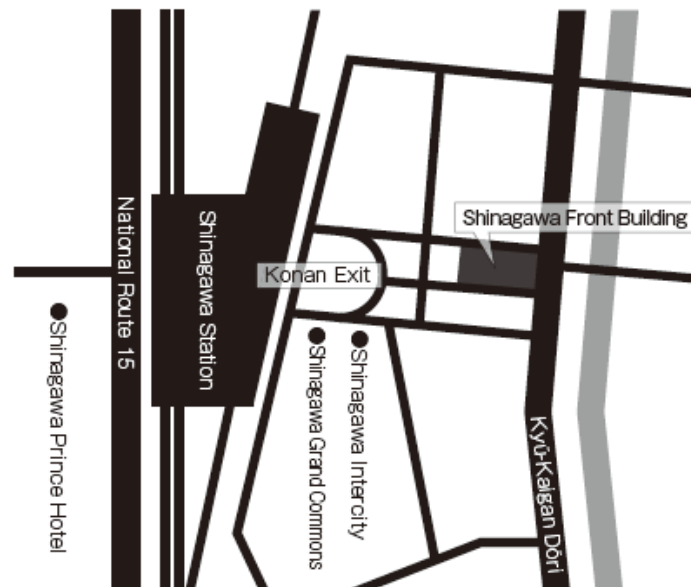


➤ **Details of spin-off of Social Systems Solutions Business decided.**

	Successor company (Scheduled for April 1, 2011)
(1) Name	OMRON Social Solutions Co. Ltd.
(2) Head office	2-3-13 Konan, Minato-ku, Tokyo, Japan
(3) Representative	Kiichiro Kondo, President and CEO
(4) Business	Provision of comprehensive equipment, system, and service solutions for customers' management issues
(5) Capital	5,000 million yen
(6) Fiscal year end	March 31
(7) Shares outstanding	100,000

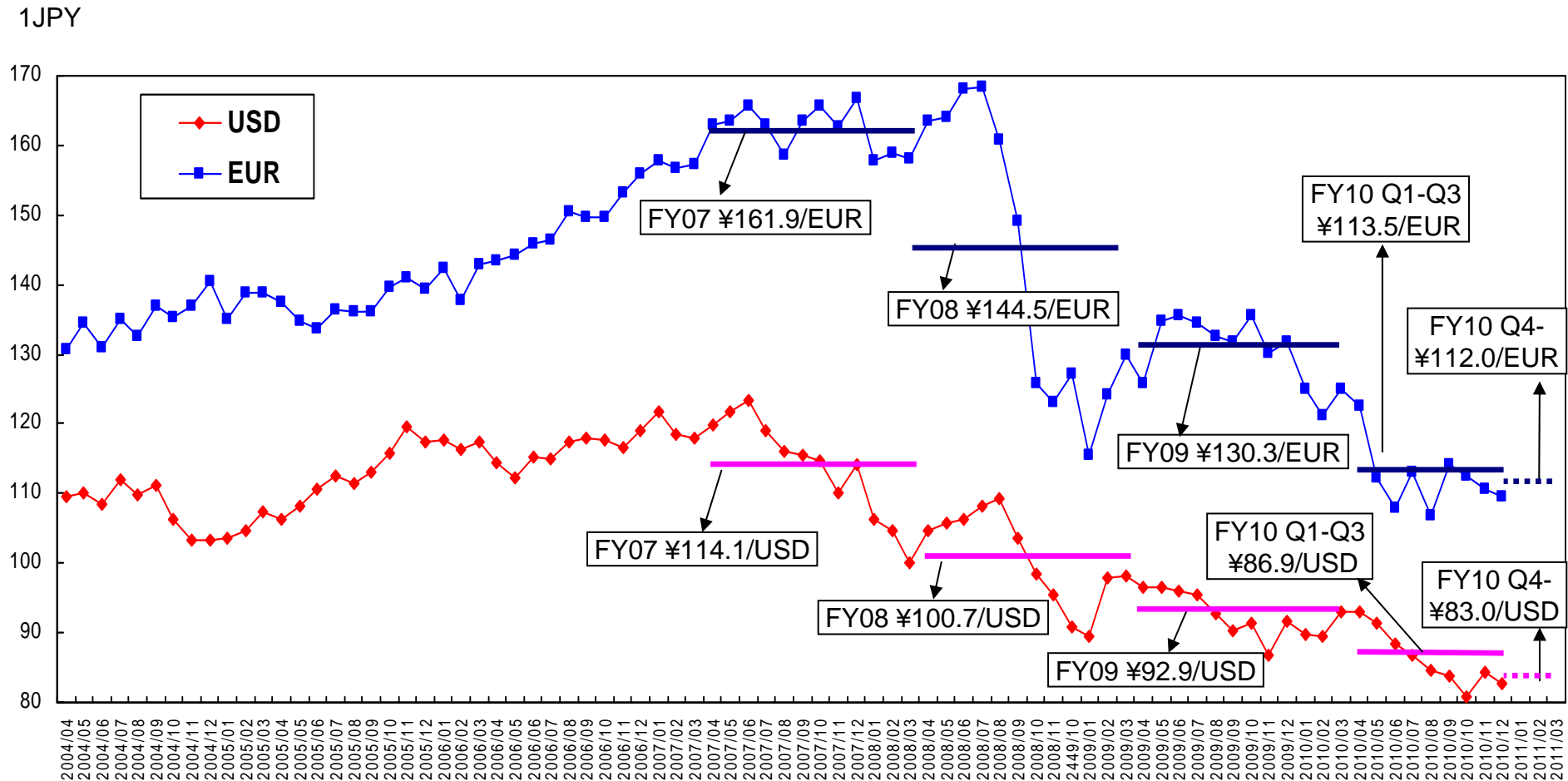
➤ **Moving out of Toranomom into Shinagawa.**

- IR and M&A Planning HQ, IR Department: [February 7, 2011](#)
Shinagawa Front Building 7F
2-3-13 Konan, Minato-ku, Tokyo 108-0075, Japan
Tel.: +81-(0)3-6718-3421 (IR Dept.)
+81-(0)3-6718-3400 (Reception desk)
FAX: +81-(0)3-6718-3429



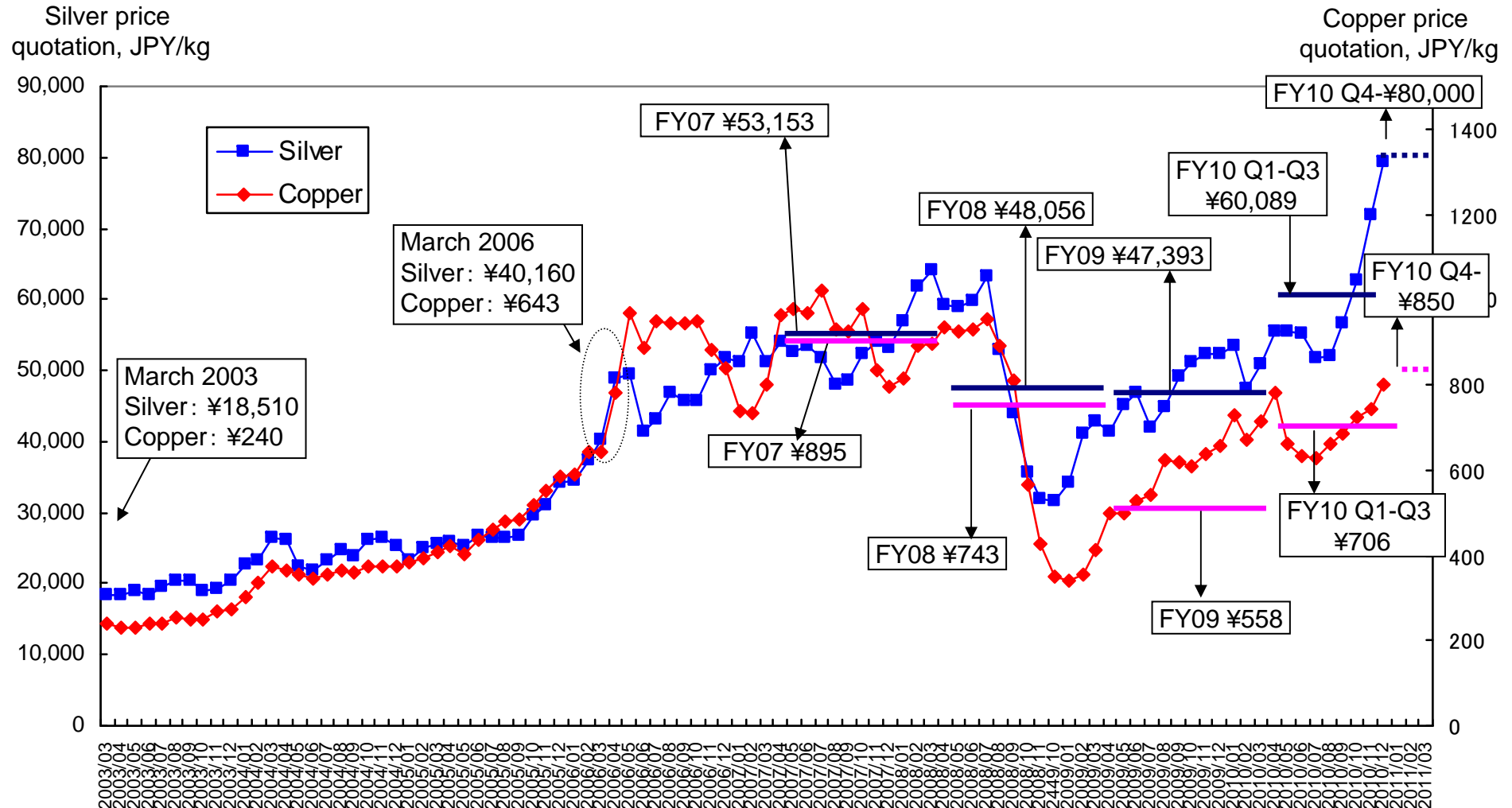
Exchange Rates (USD, EUR)

➤ Both USD and EURO are expected to remain weak against JPY in FY10.



Raw Material Prices

➤ Both silver and copper prices up YoY in FY10.



“Shaping Our Sense of Security”
with Sensing and Control Technology



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