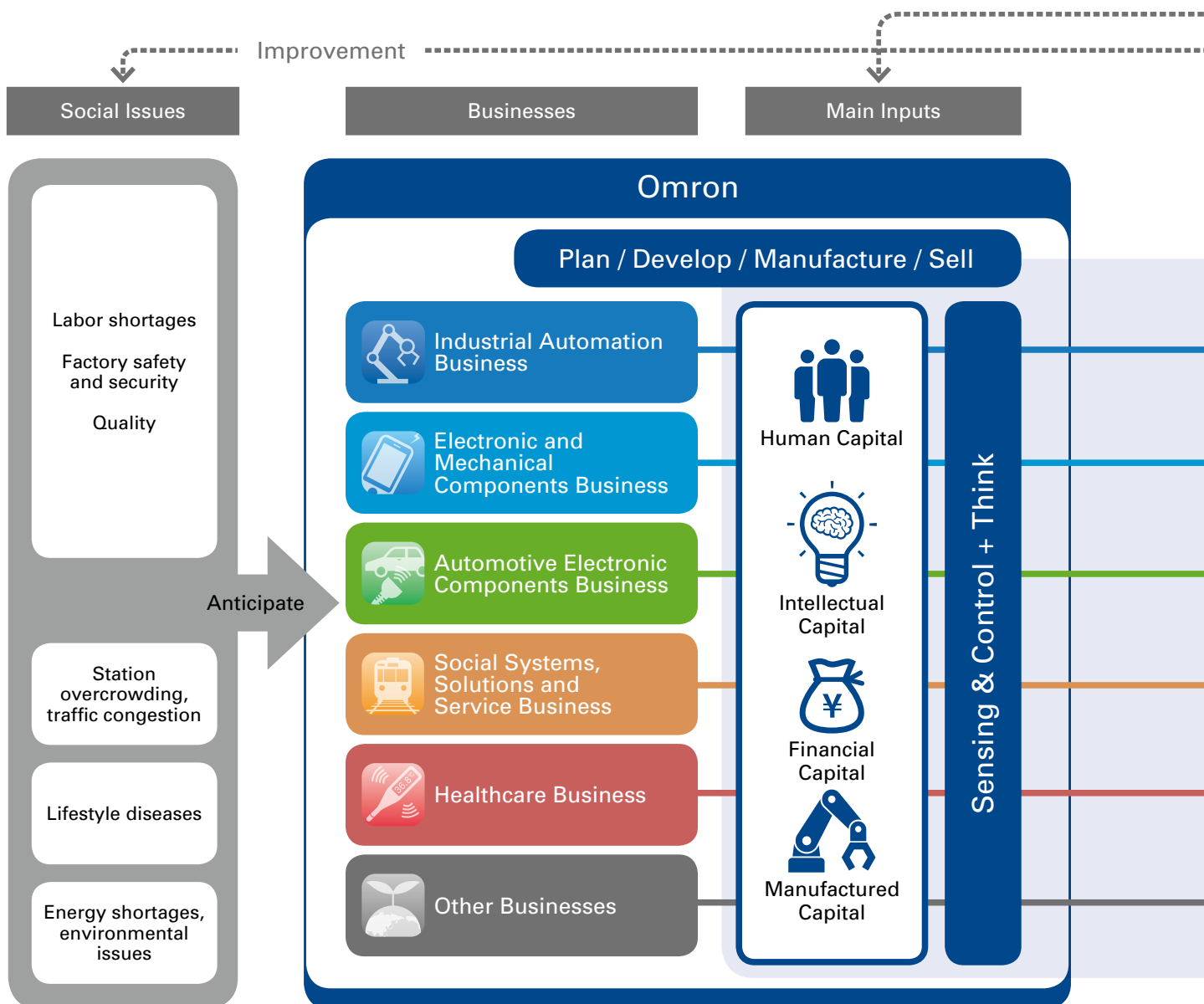


Business Model

Omron uses a variety of capitals to build corporate value. These resources are a particular strength of Omron Corporation, and they include human capital (people who share the values of the Omron Principles), intellectual capital (leading-edge technologies), and manufactured capital (advanced equipment and factories capable of small lot production for a wide array of products).

We use these resources to anticipate social needs and to deliver products and services that make the world a better place. Our employees are dedicated to their work and are excited to take on new challenges, unified by the Omron Principles. These talented professionals approach their daily duties looking to solve the issues that stand in the way of our customers' success. From among all the information available to us, we extract only that which is necessary for our purposes. We use our proprietary technologies to convert this information into smarter products and services that



offer new value according to our Sensing & Control + Think value model. Where production centers struggle with insufficient labor, we deliver sensors, controllers, products, and technological services for automation that support more efficient, safer, higher-quality manufacturing. Where lifestyle diseases are on the rise, we deliver highly accurate medical devices that capitalize on our expertise gained through patented technologies and clinical experience to contribute to a healthier, happier human race. The compensation we earn by creating value and the knowledge we earn through our business activities are long-term resources we use to reinvest in product development and services to provide solutions for the next generation of social issues. Through this cycle, Omron Corporation builds corporate value, invests efficiently in solutions for emerging social issues, and delivers new value for the world.

