

FINANCIAL SECTION (U.S. GAAP)

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Notes: Financial Highlights, Six-year Financial Summary, Fiscal 2004 Management's Discussion and Analysis (including Business and Other Risks) are unaudited.

FINANCIAL HIGHLIGHTS

OMRON Corporation and Subsidiaries

| | Millions of yen (except per share data) | | | Thousands of U.S. dollars (Note 2) (except per share data) |
|---|--|----------|----------|---|
| | FY2006 | FY2005 | FY2004 | FY2006 |
| For the year: | | | | |
| Net sales | ¥ 736,651 | ¥626,782 | ¥608,588 | \$ 6,242,805 |
| Income before income taxes, minority interests, equity in loss of affiliates and cumulative effect of accounting change | 66,288 | 64,845 | 54,031 | 561,763 |
| Income before cumulative effect of accounting change | 38,280 | 36,964 | 30,176 | 324,407 |
| Net income | 38,280 | 35,763 | 30,176 | 324,407 |
| Per share data (yen and U.S. dollars): | | | | |
| Income before cumulative effect of accounting change | | | | |
| Basic | ¥ 165.0 | ¥ 156.2 | ¥ 126.5 | \$ 1.40 |
| Diluted | 164.9 | 156.1 | 124.8 | 1.40 |
| Net income | | | | |
| Basic | 165.0 | 151.1 | 126.5 | 1.40 |
| Diluted | 164.9 | 151.1 | 124.8 | 1.40 |
| Cash dividends (Note 1) | 34.0 | 30.0 | 24.0 | 0.29 |
| Capital expenditures (cash basis) | ¥ 44,689 | ¥ 40,560 | ¥ 38,579 | \$ 378,720 |
| Research and development expenses (Note 3) | 52,028 | 55,315 | 49,441 | 440,915 |
| At year end: | | | | |
| Total assets | ¥ 630,337 | ¥589,061 | ¥585,429 | \$ 5,341,840 |
| Total shareholders' equity | 382,822 | 362,937 | 305,810 | 3,244,254 |

Notes: 1. Cash dividends per share represent the amounts applicable to the respective year, including dividends to be paid after the end of the year.

2. The U.S. dollar amounts represent translations of Japanese yen at the approximate exchange rate at March 31, 2007, of ¥118=\$1.

3. A loss of ¥4,814 million in connection with the transfer of the substitutional portion of the benefit obligation and related plan assets is allocated to Research and development expenses for FY2005.

SIX-YEAR SUMMARY

OMRON Corporation and Subsidiaries

Millions of yen (except per share data)

| | FY2006 | FY2005 | FY2004 | FY2003 | FY2002 | FY2001 |
|---|----------------|-----------|-----------|-----------|-----------|-----------|
| Net sales (Note 2 and 3): | | | | | | |
| Industrial Automation Business | ¥ 305,568 | ¥ 272,657 | ¥ 250,329 | ¥ 229,638 | ¥ 202,518 | ¥ 184,185 |
| Electronic Components Business | 138,352 | 97,699 | 101,127 | 88,988 | 79,365 | 81,062 |
| Automotive Electronic Components Business | 93,321 | 77,593 | 64,558 | 58,824 | 59,480 | 50,800 |
| Social Systems Business | 105,944 | 91,804 | 115,205 | 135,997 | 116,652 | 128,057 |
| Healthcare Business | 65,726 | 61,090 | 50,583 | 46,962 | 42,331 | 40,617 |
| Other Businesses | 27,740 | 25,939 | 26,786 | 24,480 | 34,727 | 49,243 |
| | 736,651 | 626,782 | 608,588 | 584,889 | 535,073 | 533,964 |
| Costs and expenses: | | | | | | |
| Cost of sales | 452,452 | 389,368 | 358,817 | 344,835 | 327,413 | 353,429 |
| Selling, general and administrative expenses | 168,135 | 161,310 | 144,219 | 142,157 | 135,112 | 134,907 |
| Research and development expenses | 52,028 | 55,315 | 49,441 | 46,494 | 40,235 | 41,407 |
| Subsidy from the government | — | (41,339) | — | — | — | — |
| Other expenses (income), net | (2,252) | (2,717) | 2,080 | 3,511 | 27,522 | 29,669 |
| | 670,363 | 561,937 | 554,557 | 536,997 | 530,282 | 559,412 |
| Income (loss) before income taxes, | | | | | | |
| Minority interests, equity in loss (earnings) | | | | | | |
| of affiliates and cumulative effect of | | | | | | |
| accounting change | 66,288 | 64,845 | 54,031 | 47,892 | 4,791 | (25,448) |
| Income taxes | 26,418 | 27,238 | 22,108 | 20,762 | 3,936 | (9,348) |
| Minority interests | 238 | 150 | 264 | 411 | 285 | 132 |
| Equity in loss (earnings) of affiliates | 1,352 | 493 | 1,483 | (92) | 59 | (75) |
| Income (loss) before cumulative | | | | | | |
| effect of accounting change | 38,280 | 36,964 | 30,176 | 26,811 | 511 | (16,157) |
| Net income (loss) | 38,280 | 35,763 | 30,176 | 26,811 | 511 | (15,773) |
| Per share data (yen): | | | | | | |
| Income (loss) before cumulative | | | | | | |
| effect of accounting change | | | | | | |
| Basic | ¥ 165.0 | ¥ 156.2 | ¥ 126.5 | ¥ 110.7 | ¥ 2.1 | ¥ (65.0) |
| Diluted | 164.9 | 156.1 | 124.8 | 107.5 | 2.1 | (65.0) |
| Net income (loss) | | | | | | |
| Basic | 165.0 | 151.1 | 126.5 | 110.7 | 2.1 | (63.5) |
| Diluted | 164.9 | 151.1 | 124.8 | 107.5 | 2.1 | (63.5) |
| Cash dividends (Note 1) | 34.0 | 30.0 | 24.0 | 20.0 | 10.0 | 13.0 |
| Capital expenditures (cash basis) | ¥ 44,689 | ¥ 40,560 | ¥ 38,579 | ¥ 38,115 | ¥ 34,454 | ¥ 38,896 |
| Total assets | 630,337 | 589,061 | 585,429 | 592,273 | 567,399 | 549,366 |
| Total shareholders' equity | 382,822 | 362,937 | 305,810 | 274,710 | 251,610 | 298,234 |
| Value indicators: | | | | | | |
| Gross profit margin (%) | 38.6 | 37.9 | 41.0 | 41.0 | 38.8 | 33.8 |
| Income (loss) before tax/net sales (%) | 9.0 | 10.3 | 8.9 | 8.2 | 0.9 | (4.8) |
| Return on sales (%) | 5.2 | 5.7 | 5.0 | 4.6 | 0.1 | (3.0) |
| Return on assets (%) | 10.9 | 11.0 | 9.2 | 8.3 | 0.9 | (4.5) |
| Return on equity (%) | 10.3 | 10.7 | 10.4 | 10.2 | 0.2 | (5.1) |
| Equity ratio (%) | 60.7 | 61.6 | 52.2 | 46.4 | 44.3 | 54.3 |
| Inventory turnover (times) | 5.35 | 5.43 | 5.17 | 4.73 | 4.36 | 4.25 |
| Price/earning ratio (times) | 19.1 | 22.2 | 18.5 | 23.3 | 900.8 | — |
| Assets turnover (times) | 1.21 | 1.07 | 1.03 | 1.01 | 0.96 | 0.93 |
| Debt/equity ratio (times) | 0.647 | 0.623 | 0.914 | 1.156 | 1.255 | 0.842 |
| Interest coverage ratio (times) | 59.60 | 71.43 | 53.36 | 43.27 | 23.59 | 4.36 |

Notes: 1. Cash dividends per share represent the amounts applicable to the respective year, including dividends to be paid after the end of the year.

2. The Automotive Electronic Components Business has been classified separately from the Electronic Components Business effective from April 2003. Figures for FY2002 and FY2001 have been reclassified in accordance with the change.

3. As of October 1, 2004, the ATM and other information equipment business that was included in the Social Systems Business was transferred to an affiliate accounted for using the equity method.