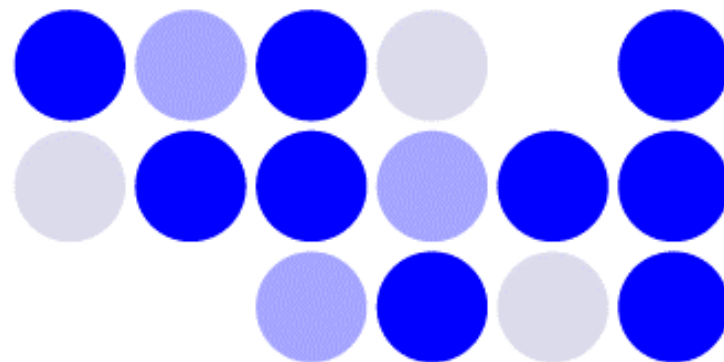
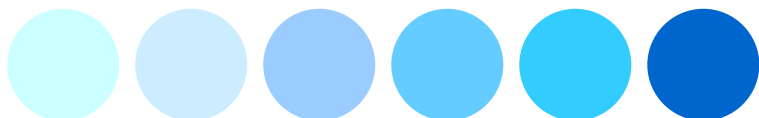


# Results for the Nine Months Ended December 31, 2003



**February 3, 2004**

**OMRON Corporation**



# Contents

## **Nine Months Ended Dec. 31, 2003:**

- 1. Consolidated Statements of Income**
- 2. Breakdown of Sales**
- 3. Operating Income**
- 4. Segment Information**

## **Fiscal Year Ending March 31, 2004:**

- 5. Income Forecast**
- 6. Breakdown of Sales Forecast**
- 7. Segment Information**
- 8. ROE Forecast**

### **Notes:**

- 1. Figures for the nine months ended December 31, 2003 are not audited or reviewed by an auditing corporation.**
- 2. The financial statements are prepared in accordance with U.S. GAAP standards.**
- 3. Includes 135 consolidated subsidiaries and 10 affiliated companies accounted for by the equity method.**
- 4. Projections of results and future developments are based on information available to the Company at the present 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) the economic conditions surrounding the Company's businesses in Japan and overseas, (ii) demand trends for the Company's products and services, (iii) the ability of the Omron Group to develop new technologies and new products, (iv) major changes in the fund-raising environment, (v) tie-ups or cooperative relationships with other companies, and (vi) movements in currency exchange rates and stock markets.**

# Business Domains

**IAB: Industrial Automation Business**

Manufacture and sale of control components for factory automation, etc.

**ECB: Electronic Components Business**

Manufacture and sale of electronics components for home appliances, mobile devices, etc.

**AEC: Automotive Electronic Components Business**

Manufacture and sale of electronic components for automobiles

**SSB: Social Systems Business \***

Equipment for financial institutions (ATMs, etc.), railway companies (automated passenger gates, etc.) and others

\* SSB consists of the Social Systems Solutions and Service Business Company and the Advanced Modules Business Company (AMB).

**HCB: Healthcare Business**

Manufacture and sale of medical devices (digital blood pressure monitors, etc.)

**Others: Business Development Group/Others**

Exploration of new business, businesses not included in above

Nine months ended  
December 31, 2003

# Consolidated Statements of Income

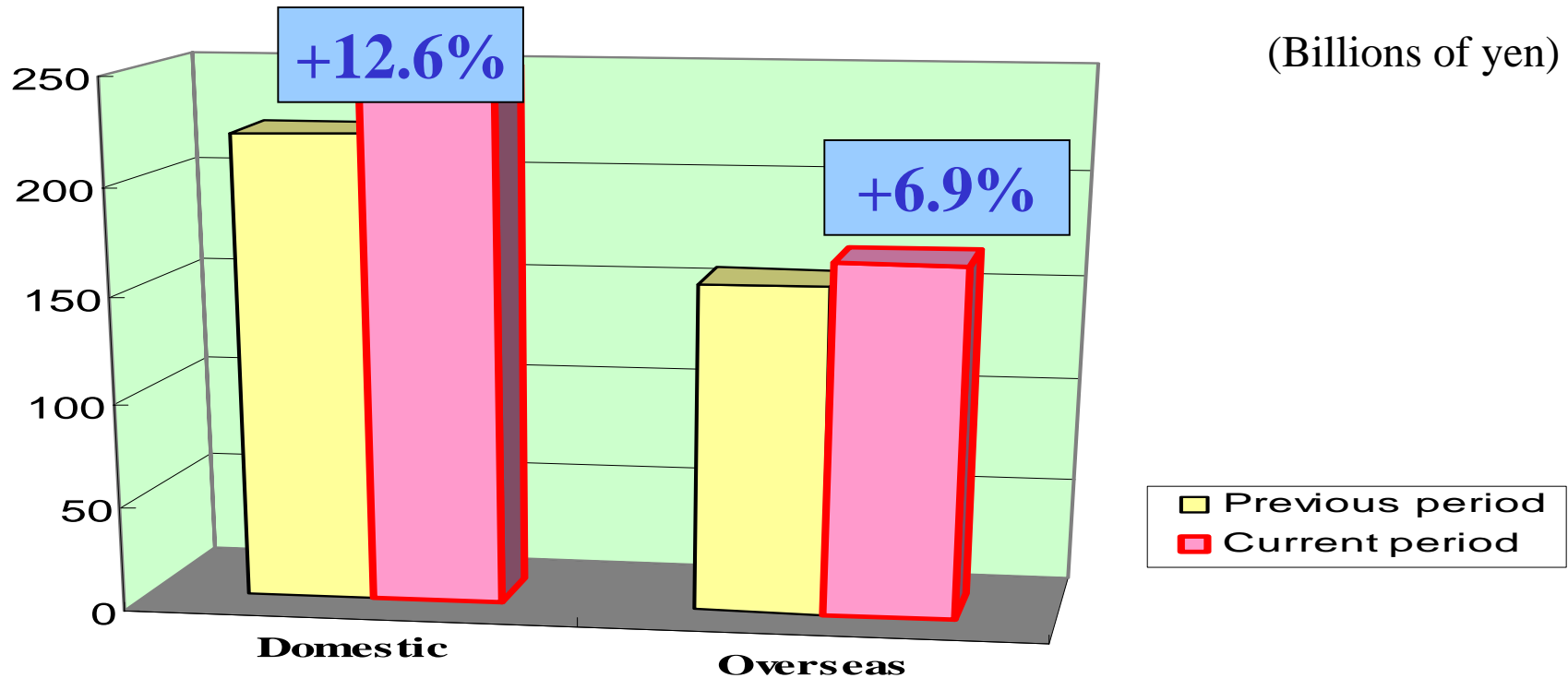
**OMRON**  
Sensing tomorrow™

(Billions of yen)

	Nine Months Ended December 31, 2002		Nine Months Ended December 31, 2003		% of Previous Period
Net sales	378.1	100.0%	<b>416.8</b>	<b>100.0%</b>	<b>110.2%</b>
Gross profit	146.9	38.9%	<b>172.6</b>	<b>41.4%</b>	<b>117.5%</b>
SG&A expenses	96.8	25.6%	<b>104.4</b>	<b>25.1%</b>	<b>107.9%</b>
R&D expenses	28.8	7.6%	<b>30.8</b>	<b>7.4%</b>	<b>107.2%</b>
Operating income	21.4	5.7%	<b>37.3</b>	<b>9.0%</b>	<b>174.7%</b>
Non-operating expenses	24.0	6.4%	<b>2.5</b>	<b>0.6%</b>	<b>10.5%</b>
EBIT	<b>-2.7</b>	-0.7%	<b>34.8</b>	<b>8.3%</b>	- - -
Net income (loss)	<b>-3.2</b>	-0.8%	<b>17.1</b>	<b>4.1%</b>	- - -

Nine months ended  
December 31, 2003

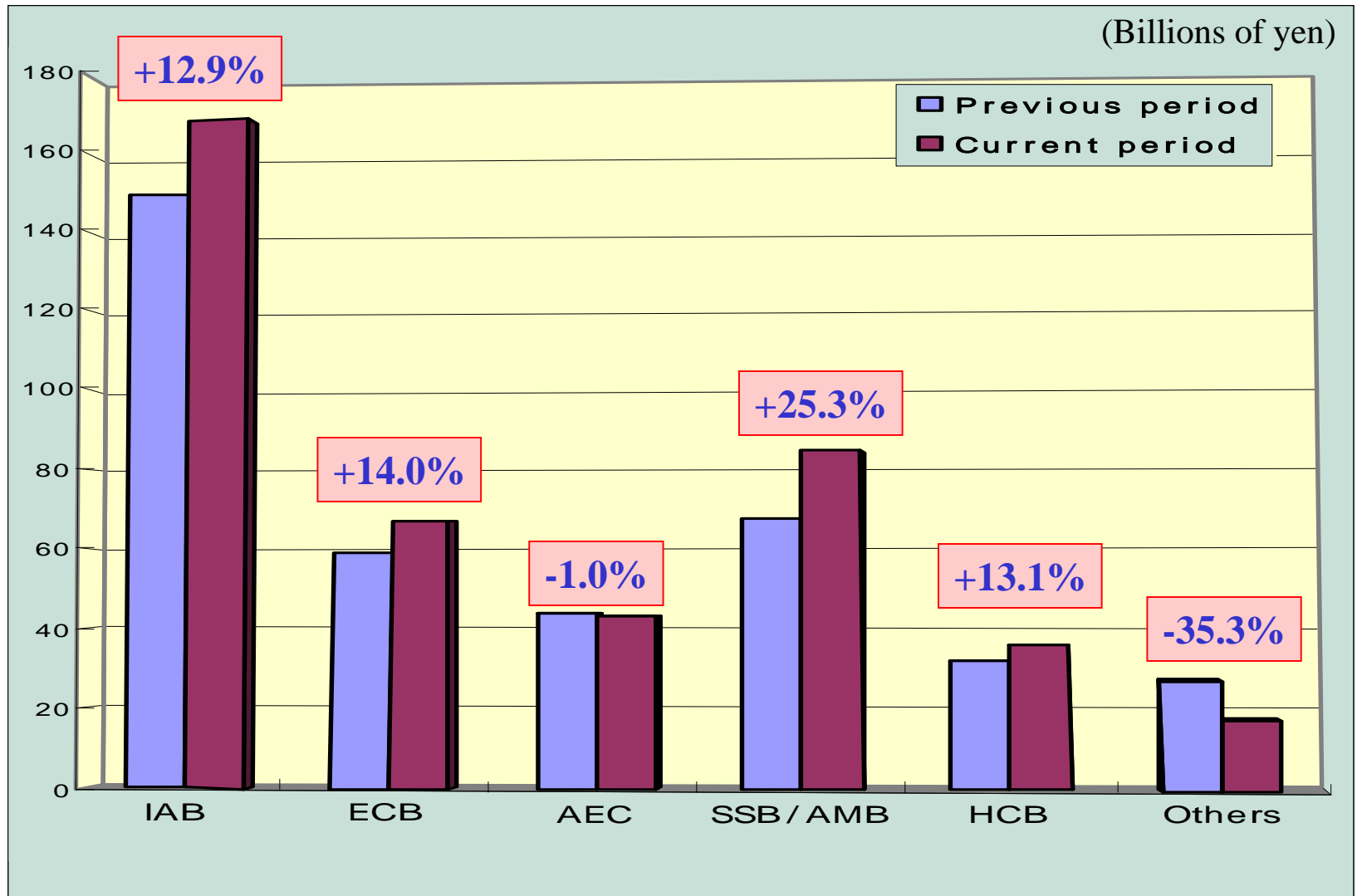
# Breakdown of Sales by Region



Region	Nine Months Ended December 31, 2002		Nine Months Ended December 31, 2003		% of Previous Period
	Value	%	Value	%	
Domestic	221.9	58.7%	249.8	59.9%	112.6%
Overseas	156.2	41.3%	167.0	40.1%	106.9%
<b>Total</b>	<b>378.1</b>	<b>100.0%</b>	<b>416.8</b>	<b>100.0%</b>	<b>110.2%</b>

Nine months ended  
December 31, 2003

# Breakdown of Sales by Company

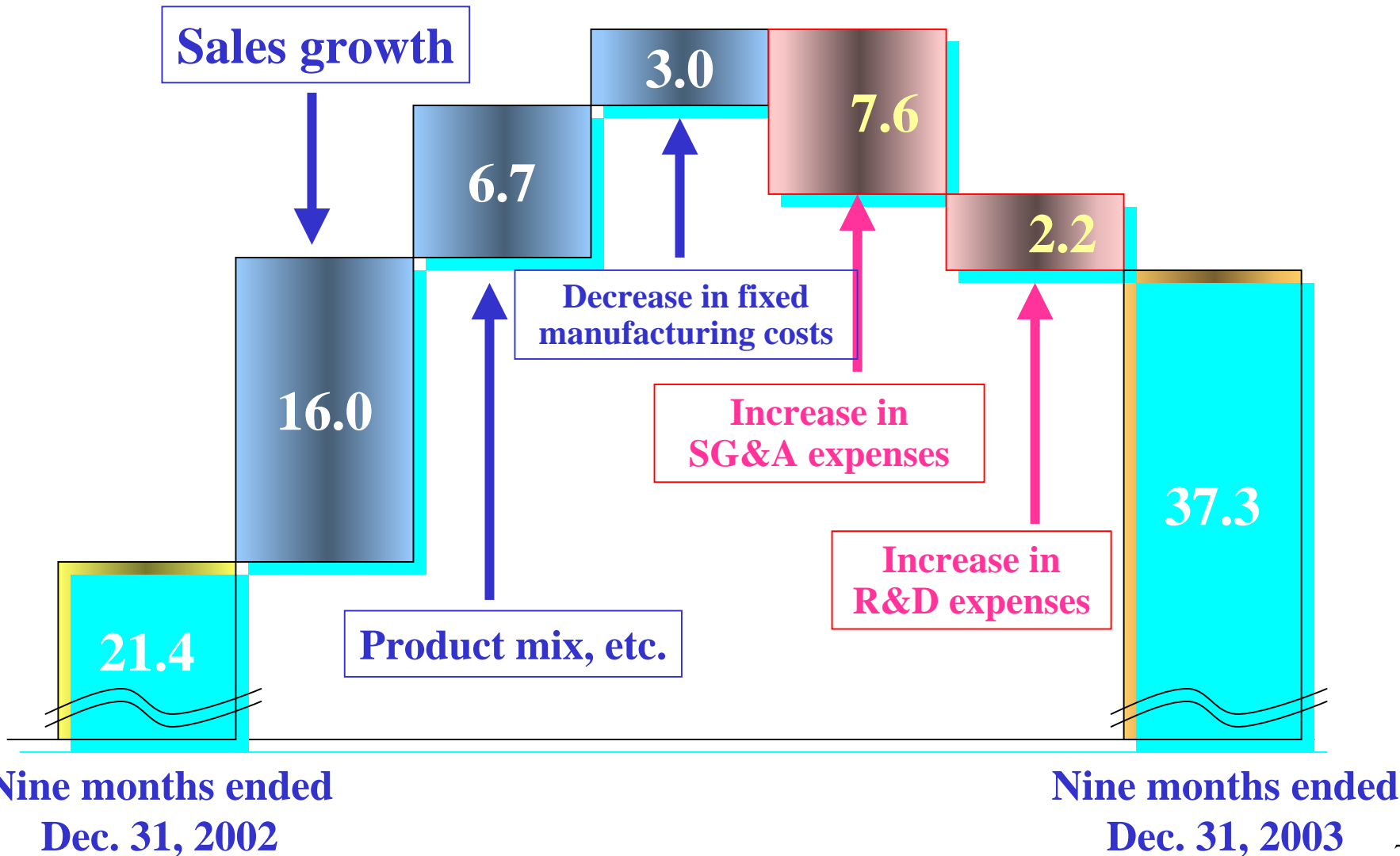


Nine months ended  
December 31, 2003

# Breakdown of changes in operating income

**OMRON**  
Sensing tomorrow™

(Billions of yen)



Nine months ended  
Dec. 31, 2002

Nine months ended  
Dec. 31, 2003

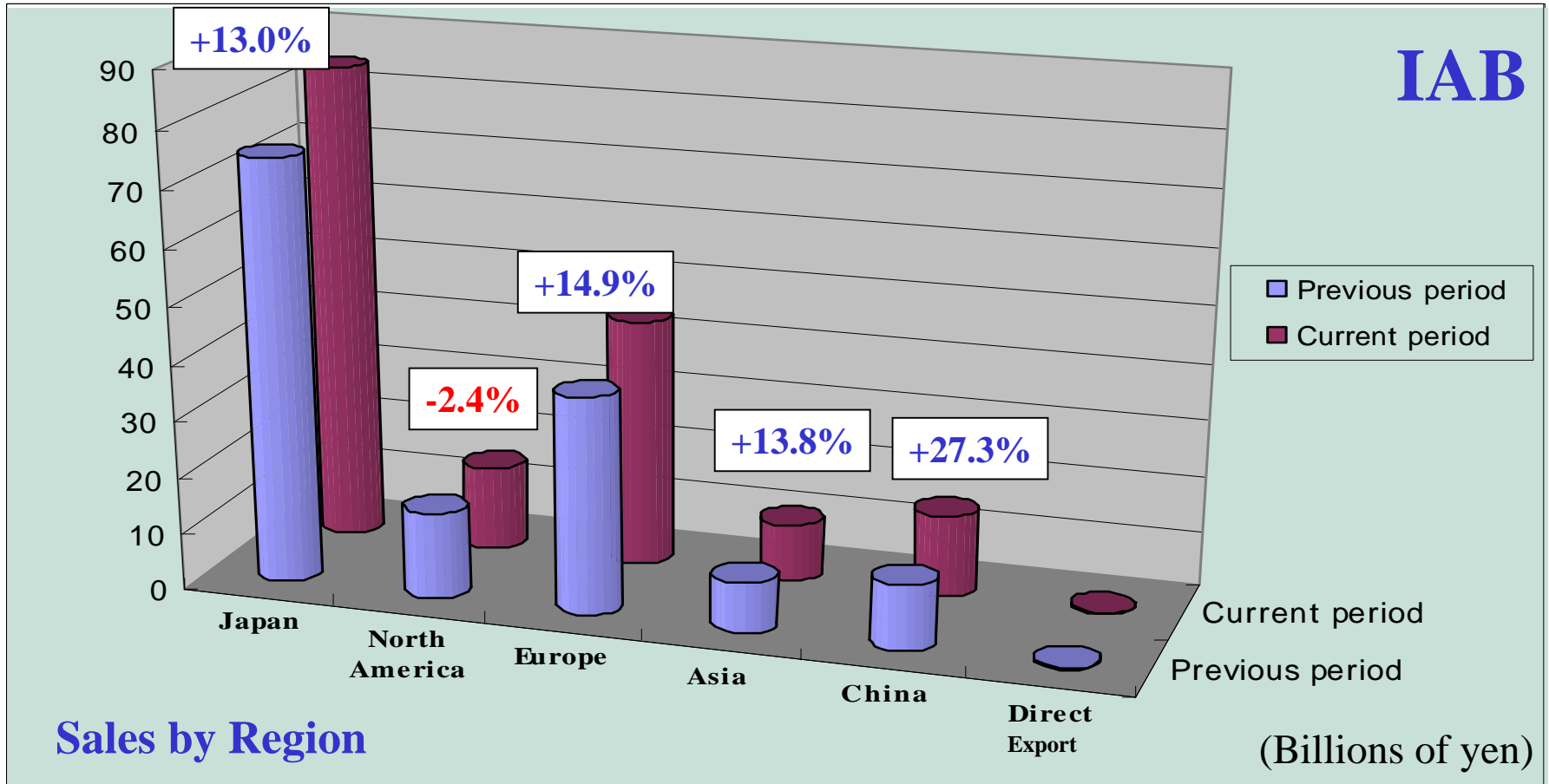
Nine months ended  
December 31, 2003

# Segment Information

## Industrial Automation Business

**OMRON**

Sensing tomorrow™



IAB	Nine Months Ended Dec. 31, 2002		Nine Months Ended Dec. 31, 2003		% of Previous Period
	Operating Income	Margin	Operating Income	Margin	
	20.2	13.5%	25.1	14.9%	124.2%



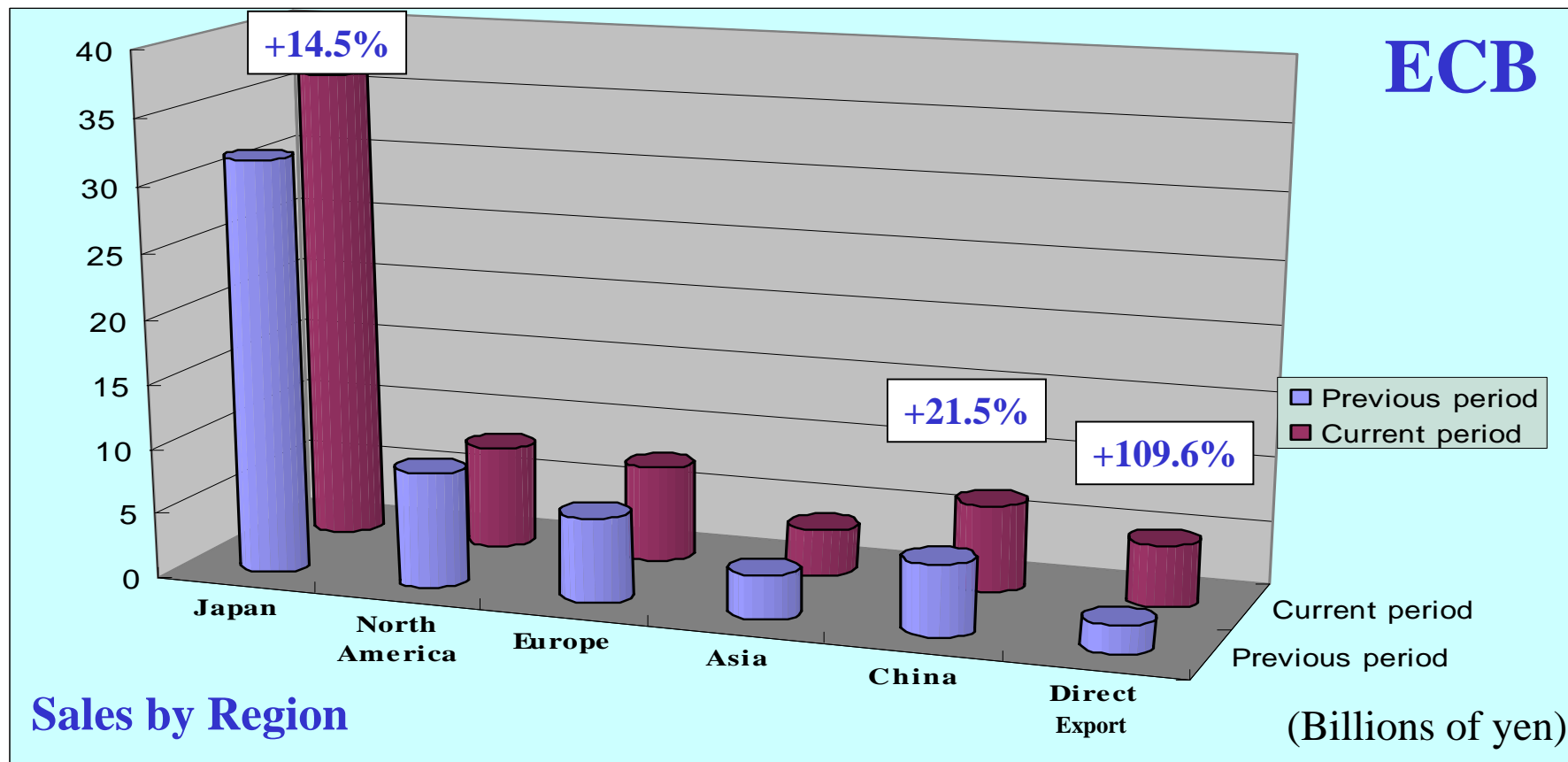
Nine months ended  
December 31, 2003

# Segment Information

## Electronic Components Business

**OMRON**

Sensing tomorrow™



**Sales by Region**

(Billions of yen)

ECB	Nine Months Ended Dec. 31, 2002		Nine Months Ended Dec. 31, 2003		% of Previous Period
	Operating Income	Margin	Operating Income	Margin	
	8.6	14.6%	11.4	17.0%	133.2%

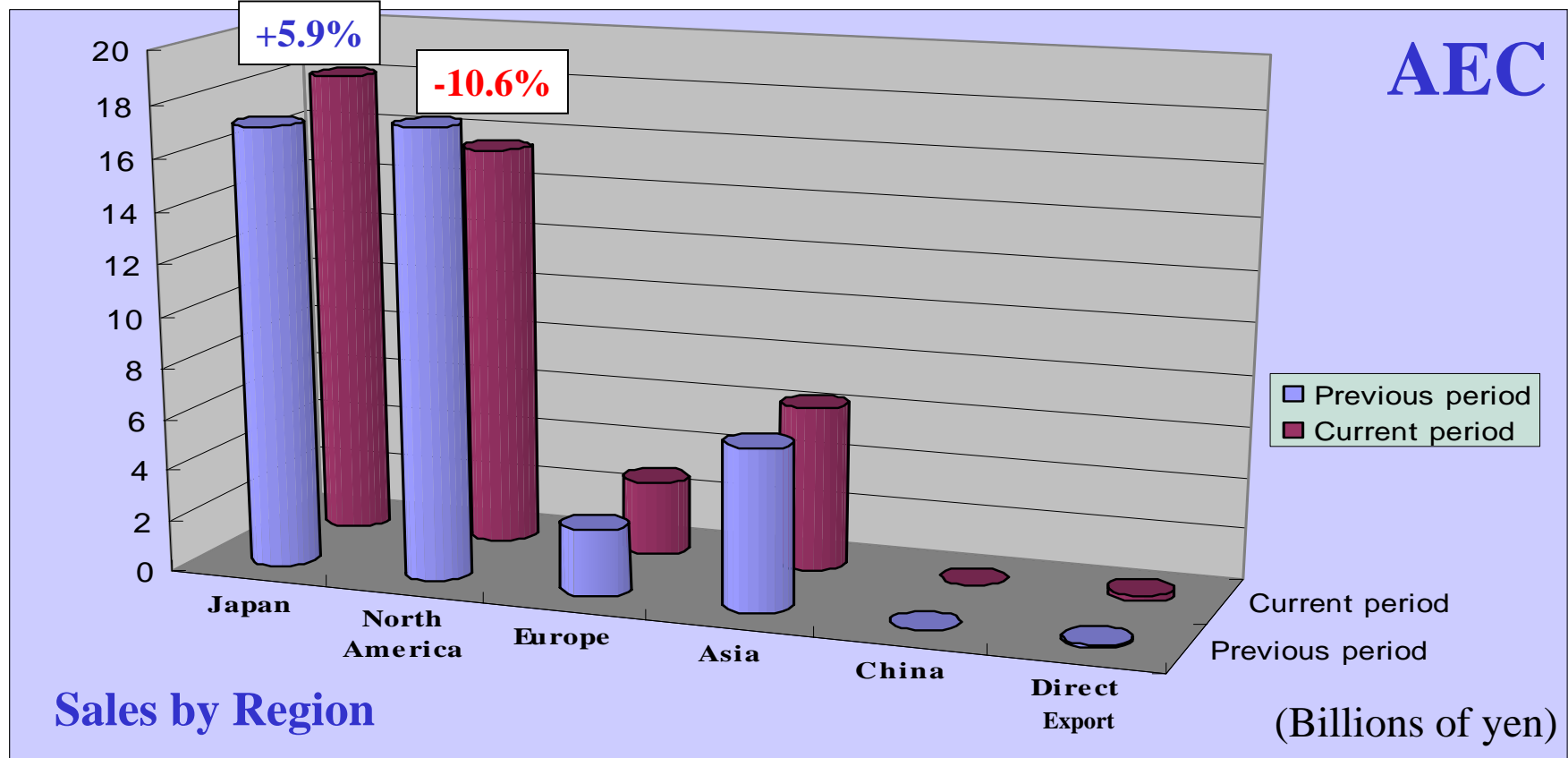
Nine months ended  
December 31, 2003

# Segment Information

## Automotive Electronic Components Business

**OMRON**

Sensing tomorrow™



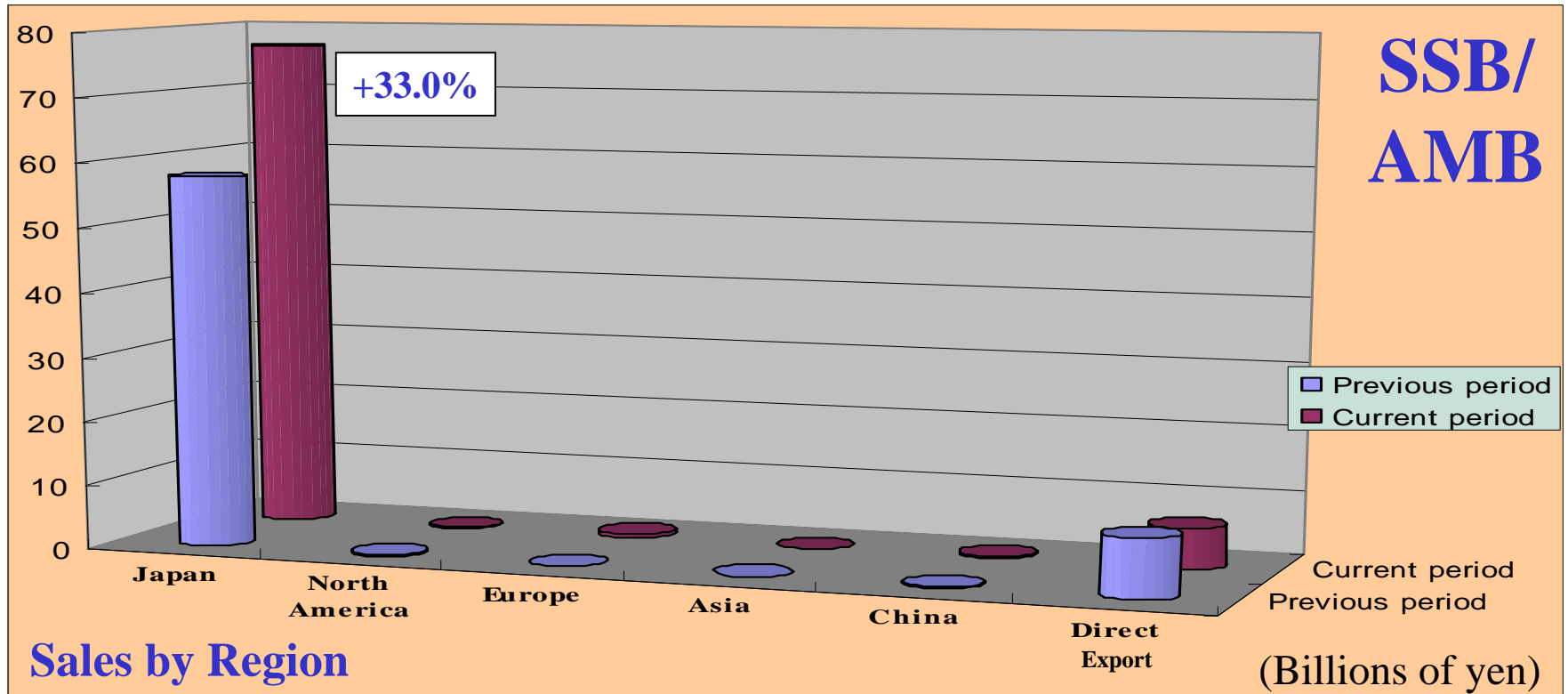
AEC	Nine Months Ended Dec. 31, 2002		Nine Months Ended Dec. 31, 2003		% of Previous Period
	Operating Income	Margin	Operating Income	Margin	
	3.6	8.2%	0.5	1.2%	15.1%

Nine months ended  
December 31, 2003

# Segment Information

## Social Systems Business\*

\*Comprises the Social System Solutions and Service Business Company and the Advanced Modules Business Company.



SSB/AMB	Nine Months Ended Dec. 31, 2002		Nine Months Ended Dec. 31, 2003		% of Previous Period
	Operating Income	Margin	Operating Income	Margin	
	-4.9	-7.2%	4.9	5.8%	---

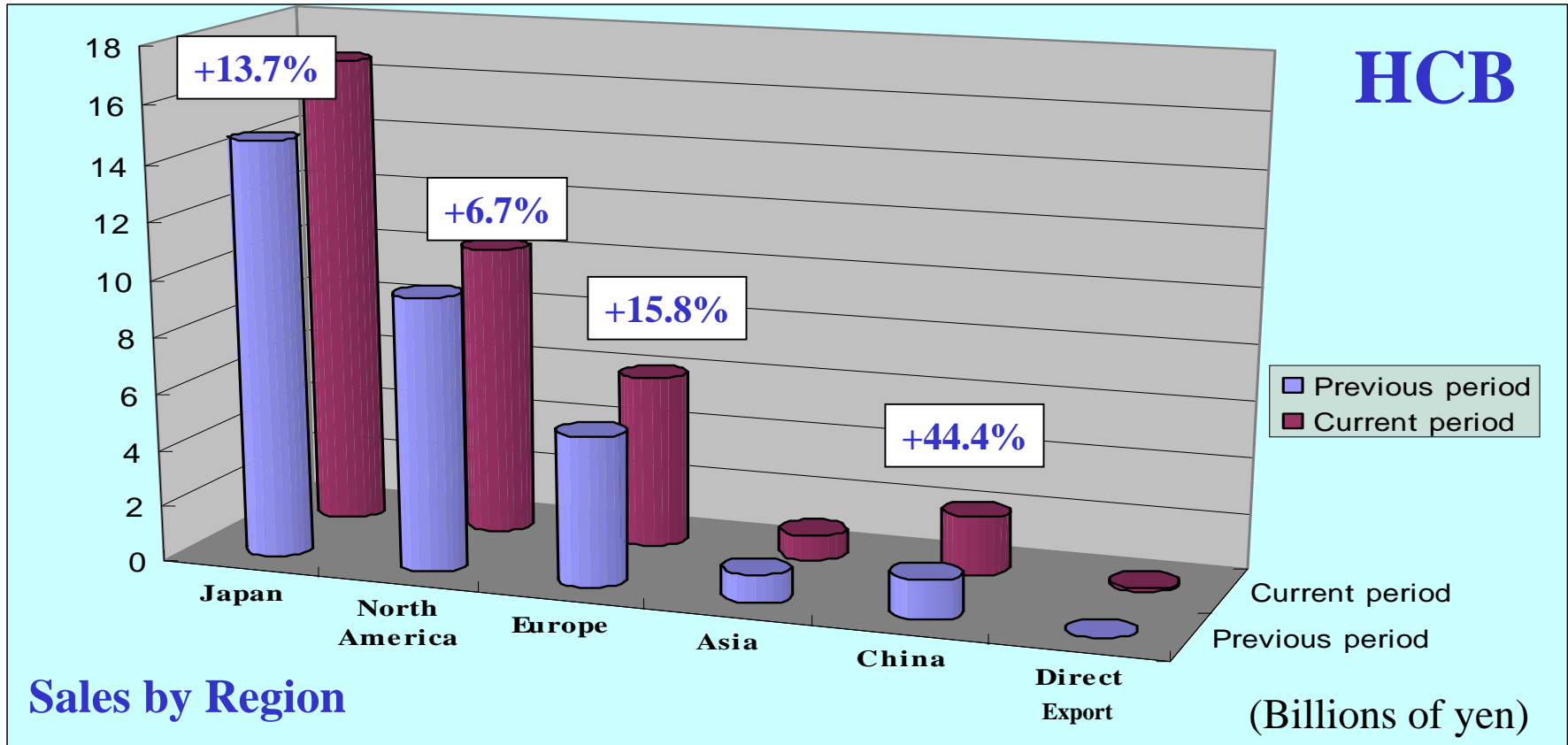
Nine months ended  
December 31, 2003

# Segment Information

## Healthcare Business

**OMRON**

Sensing tomorrow™



HCB	Nine Months Ended Dec. 31, 2002		Nine Months Ended Dec. 31, 2003		% of Previous Period
	Operating Income	Margin	Operating Income	Margin	
	3.5	11.1%	6.8	18.7%	191.2%

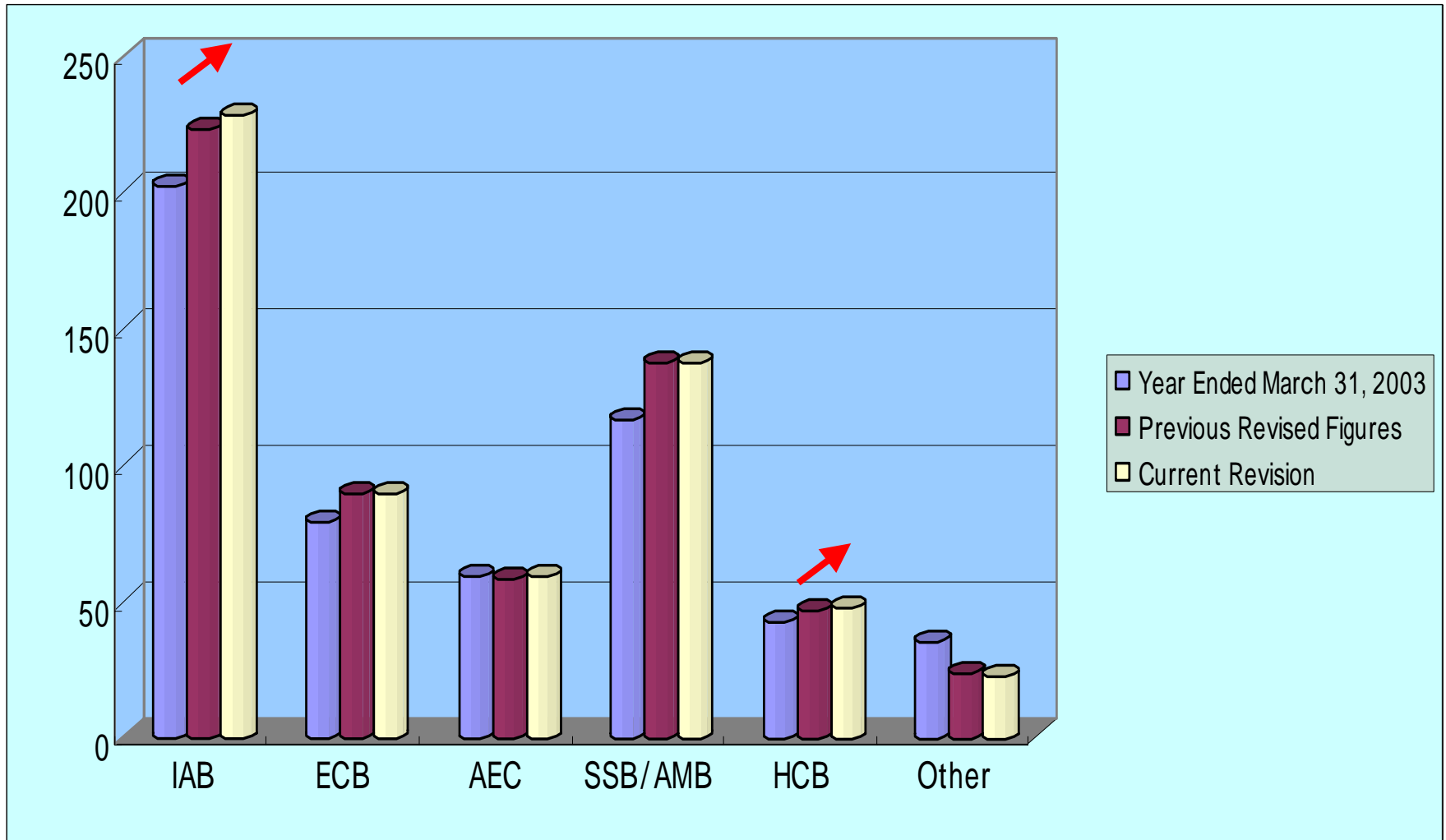
# Income Forecast

(Billions of yen)

Fiscal Year	Year Ending March 31, 2004 (Est.) (Current Revision)		Year Ended March 31, 2003 (Act.)		% of Previous Period	Year Ending March 31, 2004 Revised Forecast  (Announced November 30, 2003)		% of Plan
Net sales	<b>585.0</b>	<b>100.0%</b>	<b>535.1</b>	100.0%	109.3%	<b>580.0</b>	100.0%	100.9%
Gross profit	<b>241.0</b>	<b>41.2%</b>	<b>207.7</b>	38.8%	116.0%	<b>239.0</b>	41.2%	100.8%
SG&A expenses	<b>143.0</b>	<b>24.4%</b>	<b>135.2</b>	25.3%	105.8%	<b>143.0</b>	24.7%	100.0%
R&D expenses	<b>46.0</b>	<b>7.9%</b>	<b>40.2</b>	7.5%	114.4%	<b>46.0</b>	7.9%	100.0%
Operating income	<b>52.0</b>	<b>8.9%</b>	<b>32.3</b>	6.0%	161.0%	<b>50.0</b>	8.6%	104.0%
Non-operating expenses	<b>2.0</b>	<b>0.3%</b>	<b>27.6</b>	5.2%	7.2%	<b>4.0</b>	0.7%	50.0%
EBIT	<b>50.0</b>	<b>8.5%</b>	<b>4.7</b>	0.9%	1063.8%	<b>46.0</b>	7.9%	108.7%
Net income	<b>26.0</b>	<b>4.4%</b>	<b>0.5</b>	0.1%	5200.0%	<b>24.0</b>	4.1%	108.3%

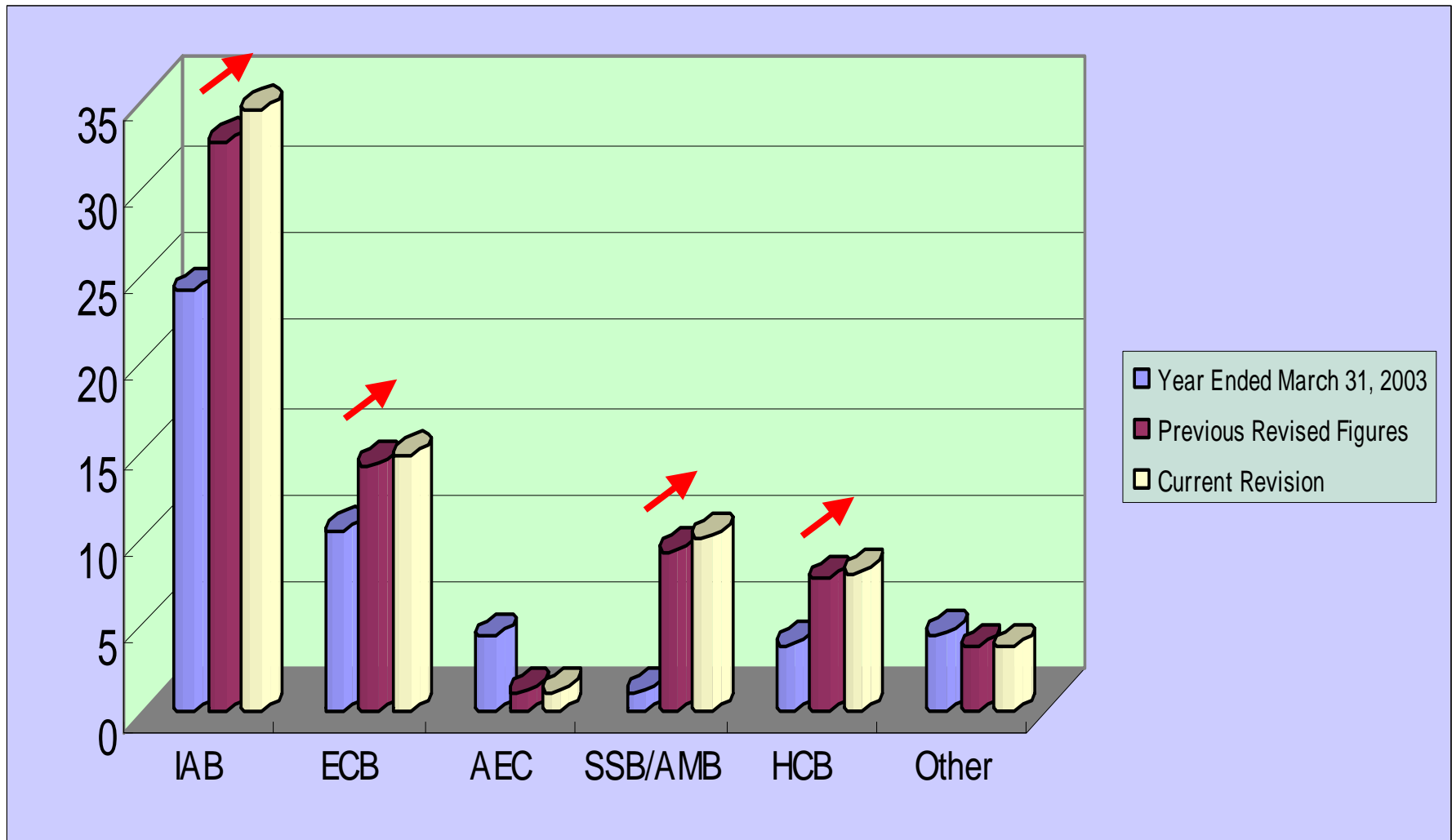
# Breakdown of Sales Forecast

(Billions of yen)



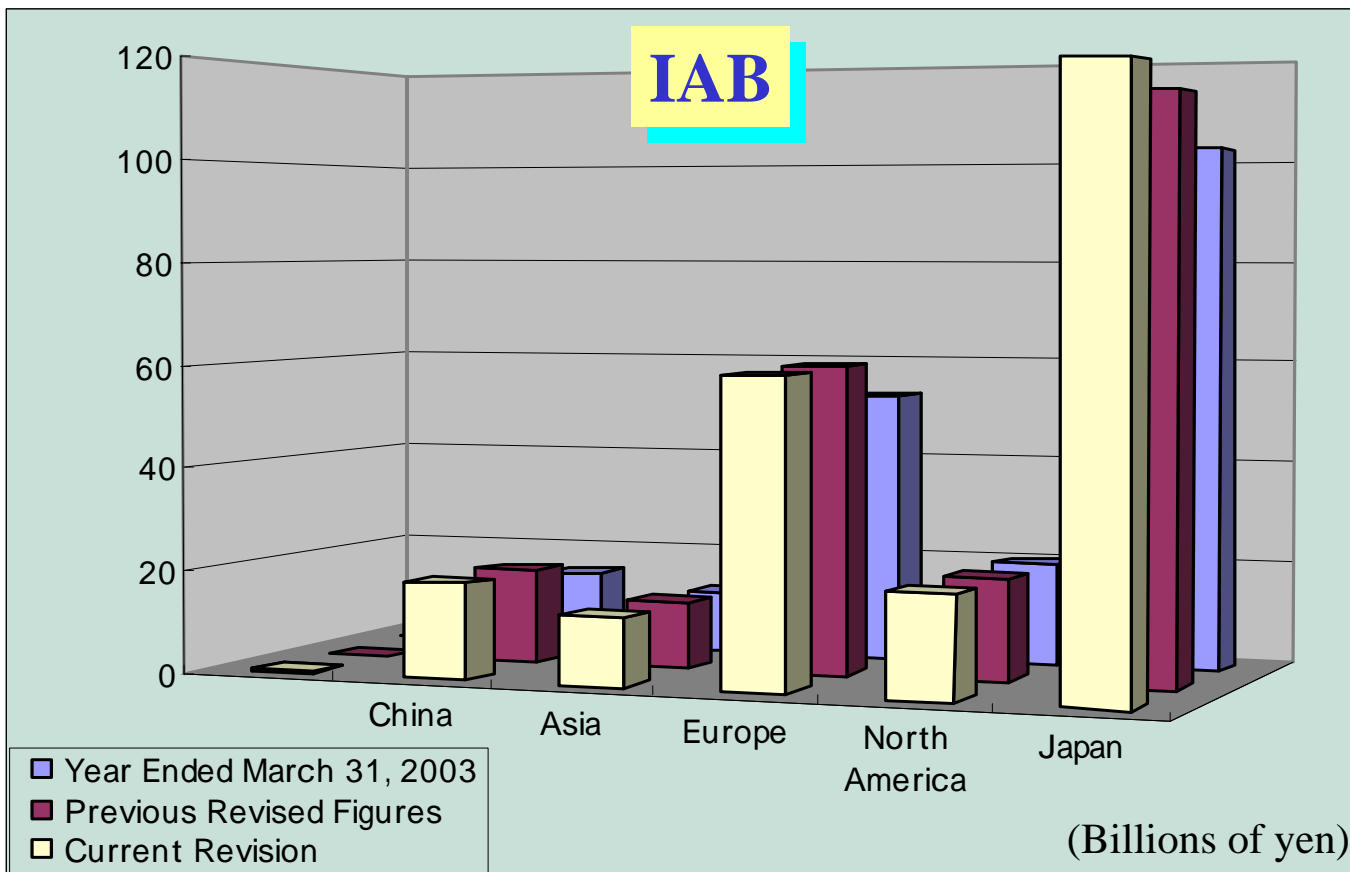
# Operating Income Forecast

(Billions of yen)



# Segment Information

## Industrial Automation Business



**Changes from  
Previous Revision**

**Increase in  
Domestic Sales**



**Control of Fixed Costs**



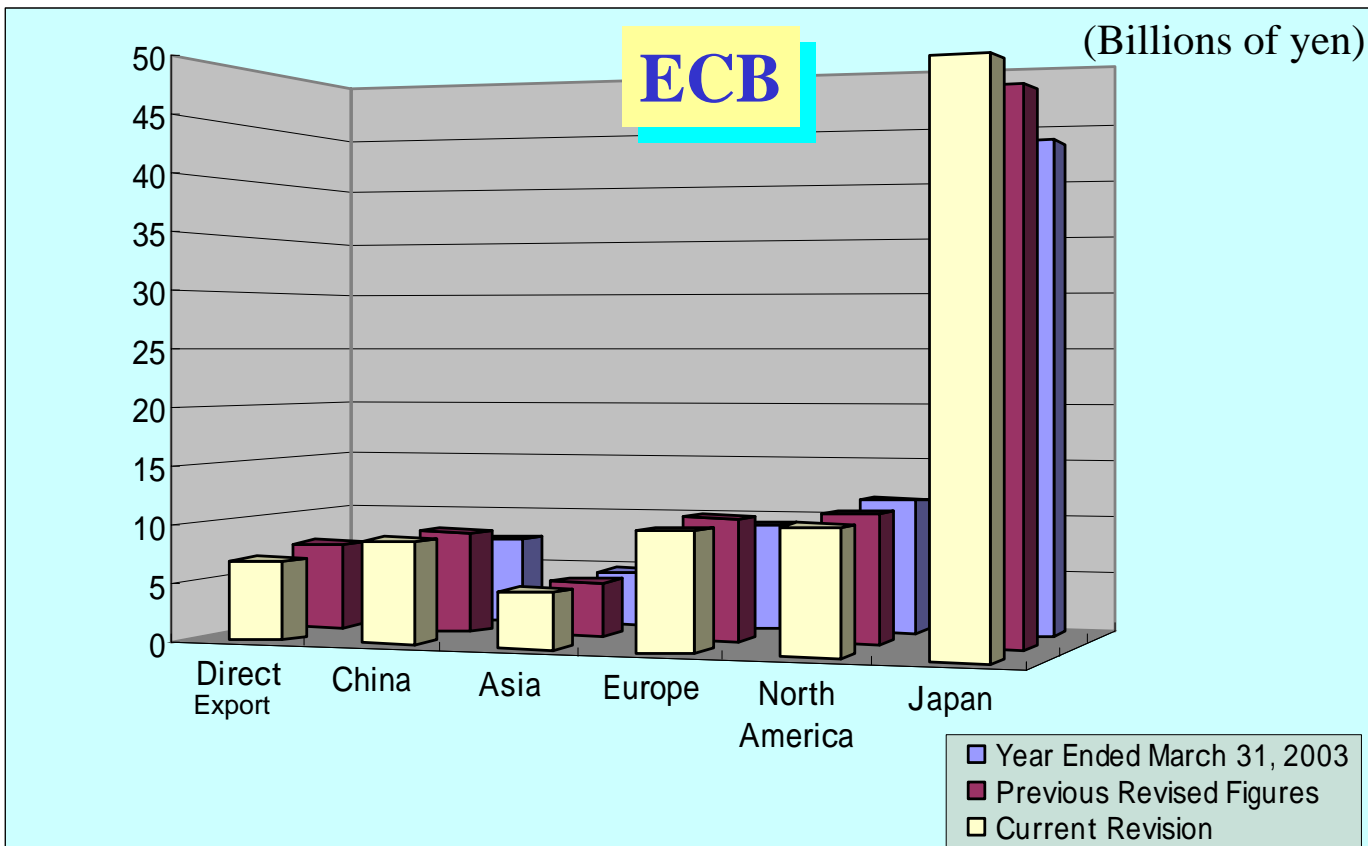
**Improved Productivity  
Increased Income**

	Current Revision		Year Ended March 31, 2003		% of Previous Year	Previous Revised Forecast		% of Previous Revision
	Value	Margin	Value	Margin		Value	Margin	
Operating Income /Margin	34.5	15.1%	24.1	11.9%	143.3%	32.6	14.6%	105.8%



# Segment Information

## Electronic Components Business



**Changes from  
Previous Revision**

**Increase in  
Domestic Sales**



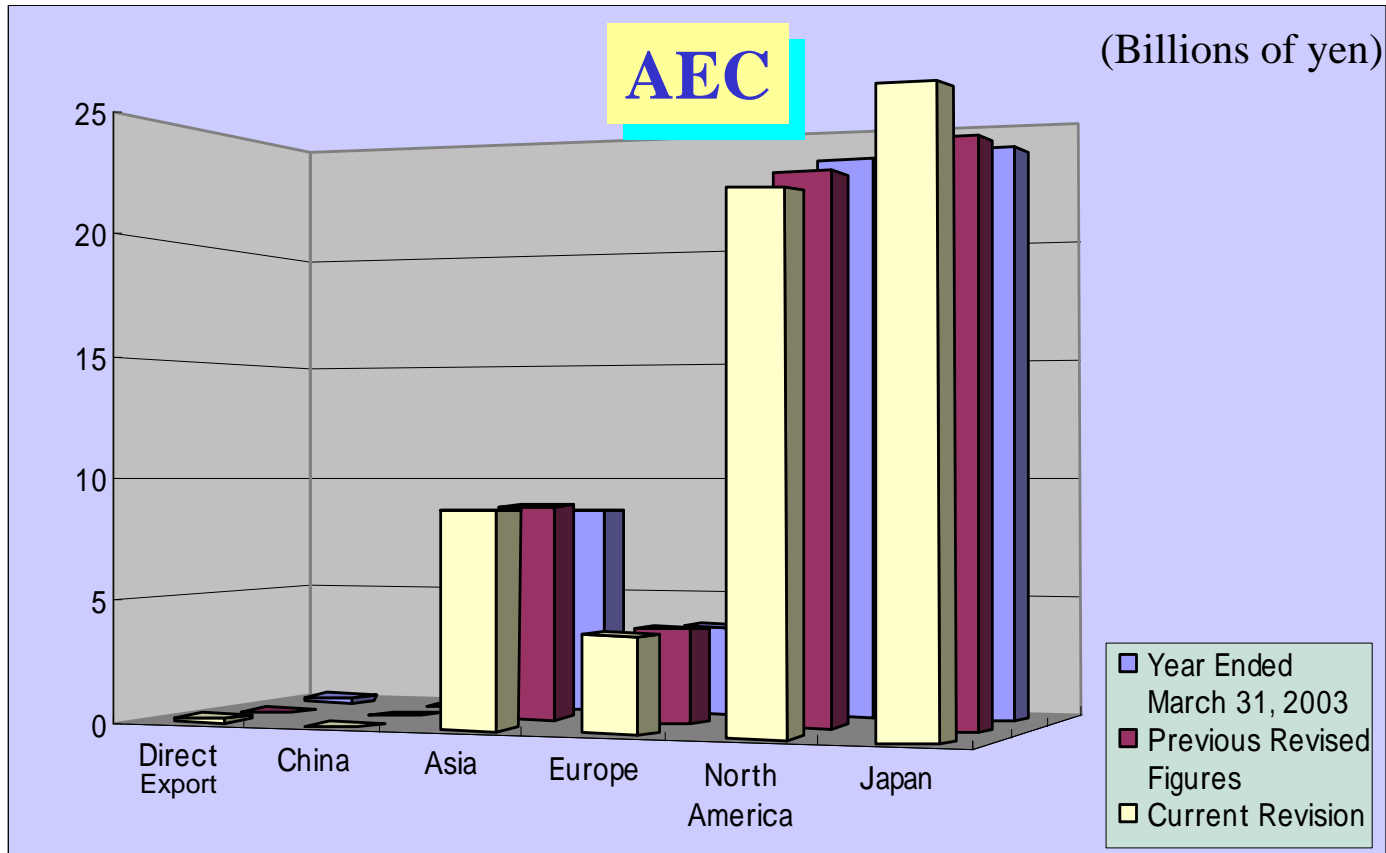
**Control of Fixed Costs**



**Improved Productivity  
Increased Income**

	Current Revision		Year Ended March 31, 2003		% of Previous Year	Previous Revised Forecast		% of Previous Revision
	Operating Income	Margin	Operating Income	Margin		Operating Income	Margin	
Operating Income /Margin	14.7	16.4%	10.3	13.0%	142.5%	14.1	15.8%	104.1%

## Automotive Electronic Components Business



**Changes from  
Previous Revision**

Partial Recovery in Japan



Delayed recovery in U.S.

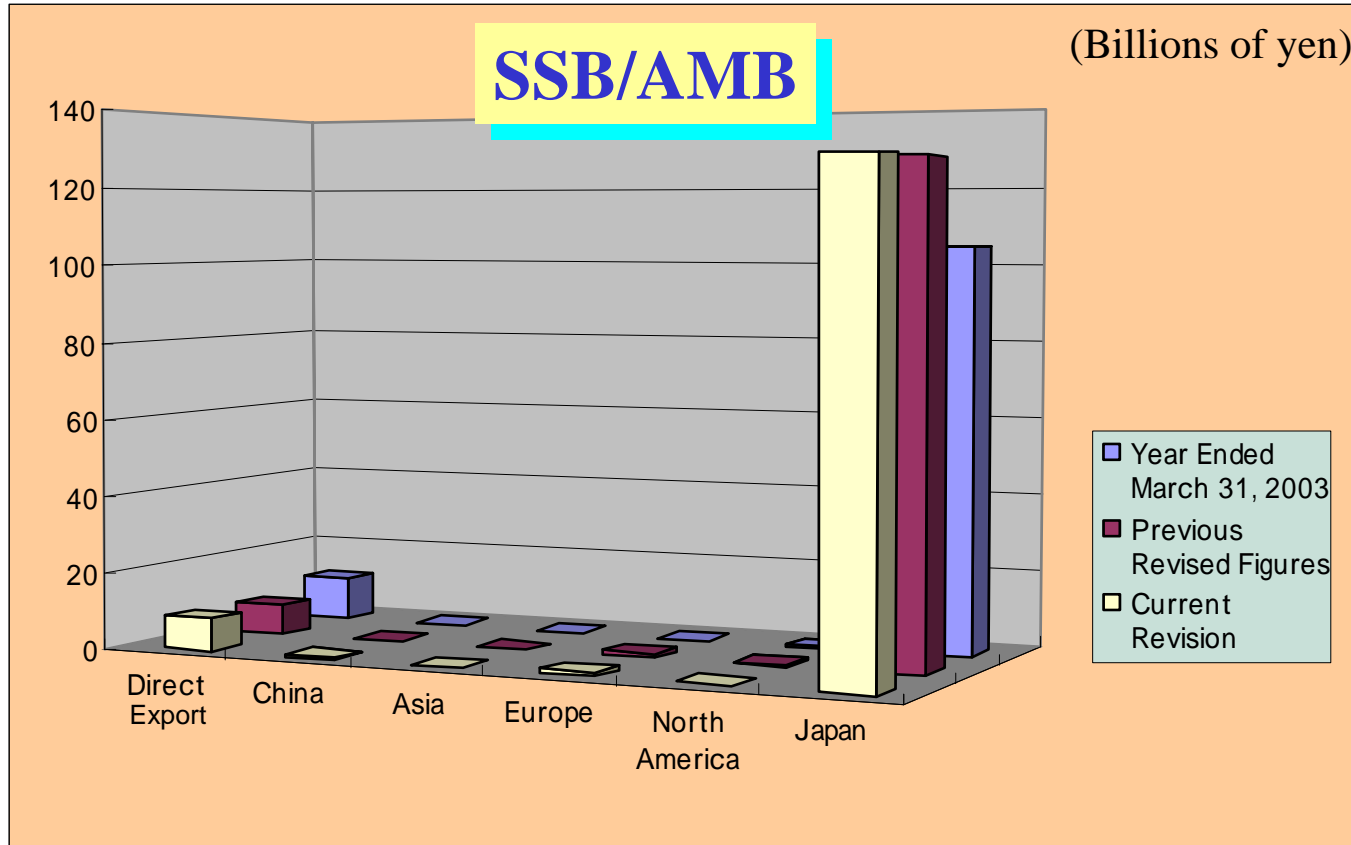


As previous forecasted

	Current Revision		Year Ended March 31, 2003		% of Previous Year	Previous Revised Forecast		% of Previous Revision
	Value	%	Value	%		Value	%	
Operating Income /Margin	1.2	2.0%	4.3	7.1%	28.2%	1.2	2.1%	100.0%

# Segment Information

## Social Systems Business \*



**Changes from  
Previous Revision**

**Increase from Special  
Demand for New Bank  
Notes Handling Modules**

↓

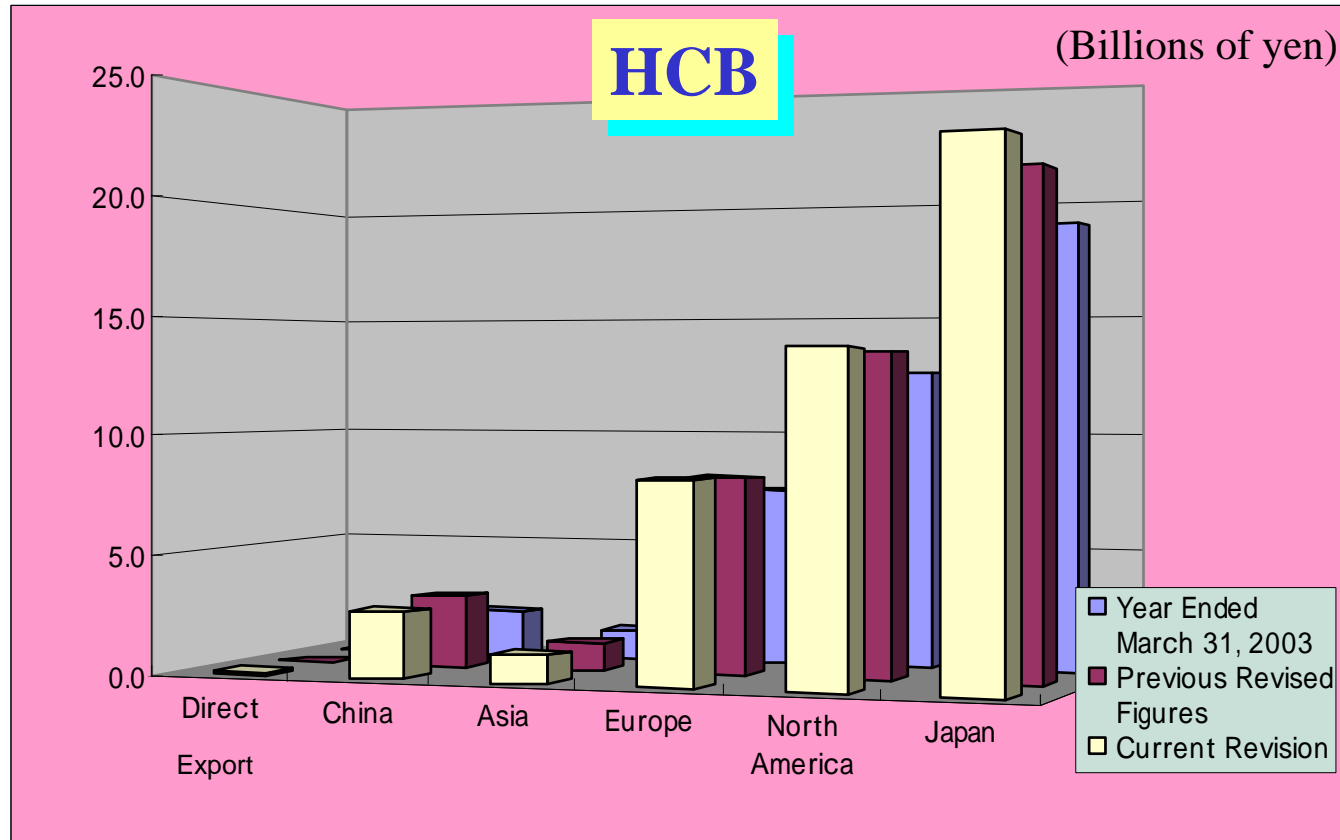
**Finished ATMs Carried  
Over to Following Period**

↓

**No Change in Sales  
Increased Income**

	Current Revision		Year Ended March 31, 2003		% of Previous Year	Previous Revised Forecast		% of Previous Revision
	Operating Income	Margin	Operating Income	Margin		Operating Income	Margin	
Operating Income /Margin	10.0	7.3%	1.2	1.0%	868.1%	9.2	6.7%	108.6%

\*Comprises the Social System Solutions and Service Business Company and the Advanced Module Business Company.



**Changes from  
Previous Revision**

Introduced New Products  
Increased Health Consciousness



Increased Sales in Japan

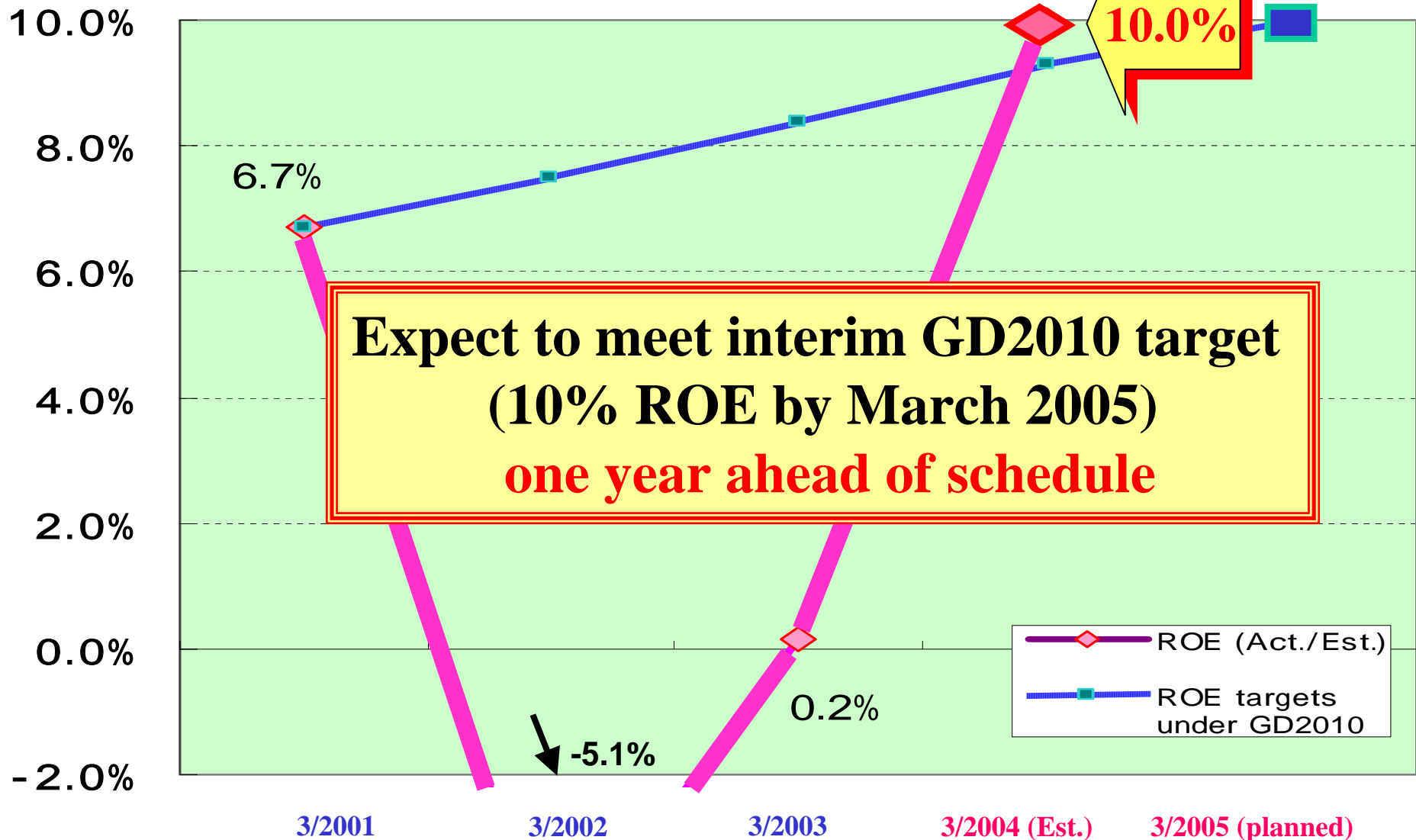


Improved Productivity  
Increased Income

	Current Revision		Year Ended March 31, 2003		% of Previous Year	Previous Revised Forecast		% of Previous Revision
	Value	%	Value	%		Value	%	
Operating Income /Margin	8.0	16.7%	3.8	9.1%	208.3%	7.6	16.2%	105.3%

Outlook for year  
ending March  
31, 2004

# ROE Forecast



# OMRON

*Sensing tomorrow™*

