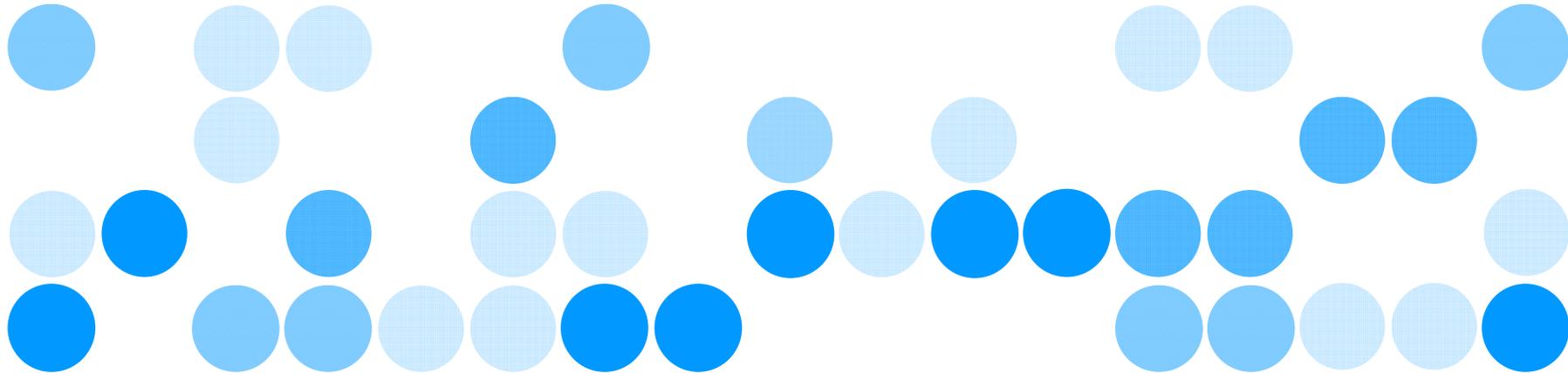




*Sensing tomorrow™*

# Financial Results for the Fiscal Year Ended March 31, 2011 (FY10)

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



April 28, 2011

**OMRON Corporation**

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OMRON Group extends its sincere sympathies to all those affected by the 3.11 earthquake.

Hoping for their safety and the devastated area's swift recovery, we at OMRON will be working hard as we can for the benefit of society.

# 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

- *Automotive electronics*
- *Radio wave sensing*

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

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

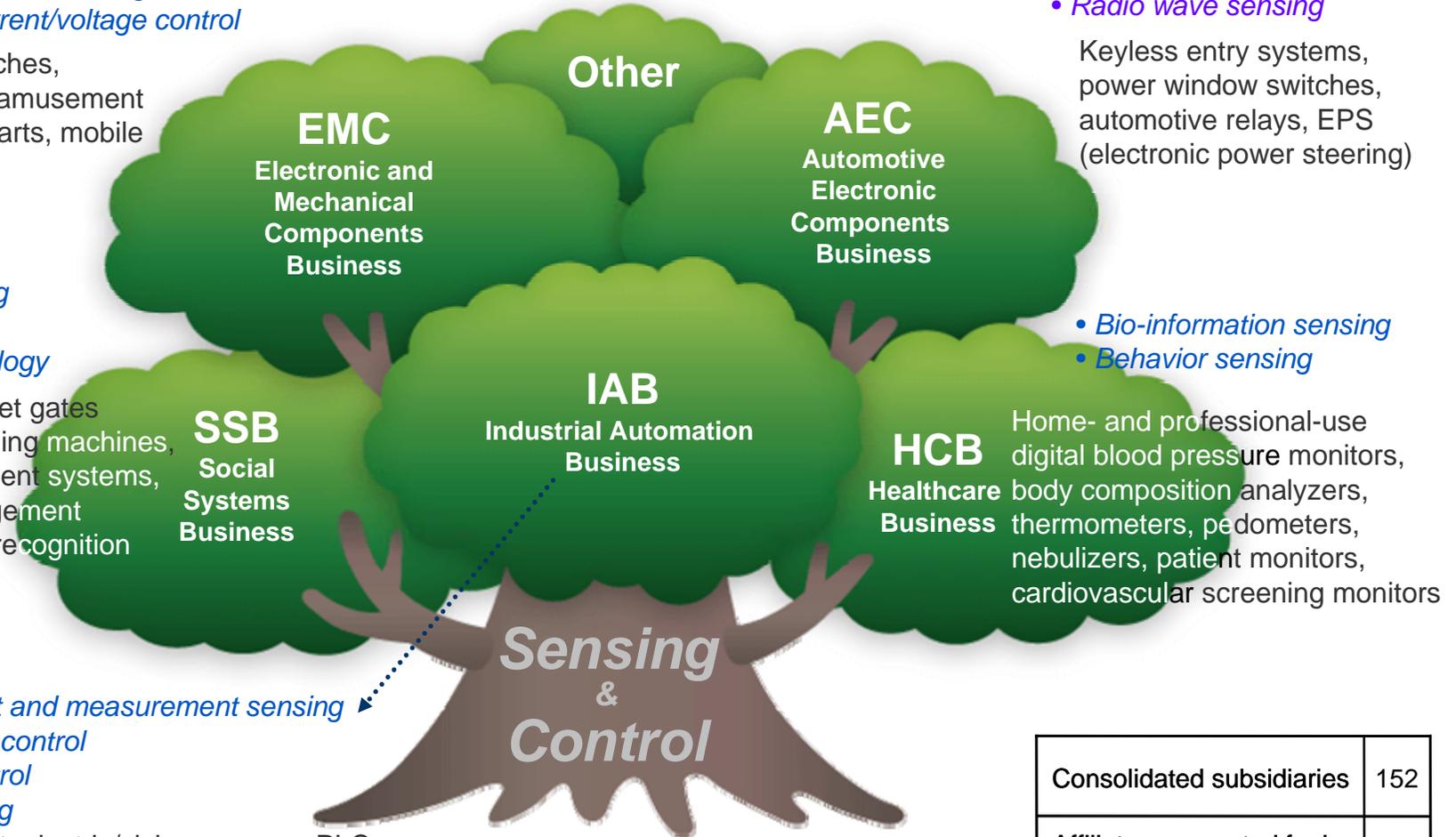
Automated ticket gates and ticket vending machines, road management systems, security management systems, face recognition systems

- *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	152
Affiliates accounted for by the equity method	14

(as of March 31, 2011)

<b>FY10 Results and FY11 Forecast</b>	<b>P.5</b>
<b>Results for the Fiscal Year Ended March 31, 2011 (FY10)</b>	<b>P.7</b>
<b>Impact of the Great East Japan Earthquake &amp; Full-Year Forecast</b>	<b>P.30</b>
<b>Reference</b>	<b>P.37</b>

## **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, (vi) movements in currency exchange rates and stock markets, and (vii) accidents and natural disasters.

# FY10 Results and FY11 Forecast

## FY10 Results

- Notable YoY growth both in sales (approx. +20%) and operating income (approx. +270%).
- Both sales and operating income almost in line with Jan 28 forecast, even with some earthquake impact.
- In particular, main divisions IAB, EMC, and AEC performed well throughout FY10 both in Japan and overseas.
- OP margin improved as well (2.5% to 7.8%) as a result of efficient management of fixed costs.

(Billions of yen)

(Consolidated)	FY09 Actual	FY10 Actual	YoY	FY10 Jan 28 Fcst	vs. Jan 28 Fcst
Net sales	524.7	617.8	+17.7%	620.0	-0.4%
Operating income	13.1	48.0	+267.4%	49.0	-2.0%
Net income (attributable to shareholders)	3.5	26.8	+661.3%	30.0	-10.7%

\*FY10 exchange rates: 1 USD = ¥85.8; 1 EUR = ¥113.5 (FY09 1 USD = ¥92.9; 1 EUR = ¥130.3)

## FY11 Forecast

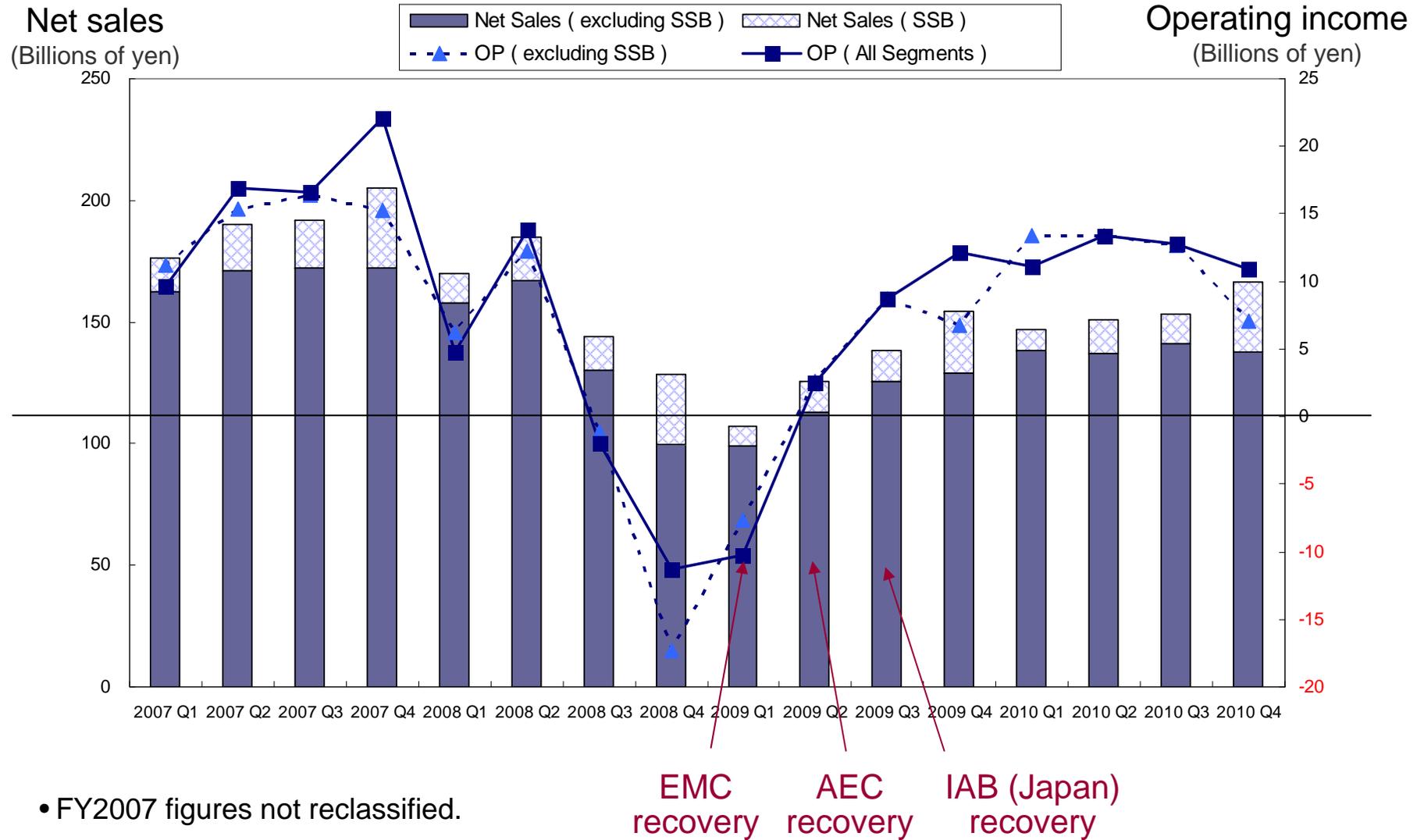
- Interim, full-year figures yet to be set as the earth quake impact is not measurable so far.
- For Q1 sales, 1.3% YoY decline is expected due to the earth quake-related demand decrease and exchange loss.

(Billions of yen)

(Consolidated)	FY10 Q1 Result	FY11 Q1 Fcst	YoY
Net sales	147.0	145.0	-1.3%

\*Assumed exchange rates for FY11 Q1: 1 USD = ¥83; 1 EUR = ¥117 (FY10 Q1 : 1 USD = ¥91.5; 1 EUR = ¥116.9)

# Quarterly Business Results (All Segments)



FY10 Results and FY11 Forecast P.5

**Results for the Fiscal Year  
Ended March 31, 2011 (FY10) P.7**

Impact of the Great East Japan Earthquake & Full-Year Forecast P.30

Reference P.37

## Consolidated P/L

- Sales and operating income almost as previously forecasted. Improved dramatically YoY reflecting the recovery of economic conditions.
- Net income below Jan 28 forecast due to increased non-operating costs, including stock value loss and quality related costs.

P/L	(Billions of yen)				
	FY09 Actual	FY10 Actual	YoY	Jan 28, FY10 Forecast	vs. Jan 28 Forecast
Net Sales	524.7	617.8	+17.7%	620.0	-0.4%
Gross Profit	184.3	231.7	+25.7%	234.0	-1.0%
SG&A	133.4	142.4	+6.7%	143.0	-0.4%
R&D	37.8	41.3	+9.1%	42.0	-1.7%
Operating Income (loss)	13.1	48.0	+267.4%	49.0	-2.0%
Non-operating Income (loss), net	2.9	6.3	+120.4%	3.5	+81.3%
NIBT	10.2	41.7	+309.0%	45.5	-8.4%
Net income (loss) attributable to shareholders	3.5	26.8	+661.3%	30.0	-10.7%
ROE	1.2	8.7	+7.5P	9.6	-0.9P
EPS	15.98	121.66	+105.68	136.28	-14.6
<Exchange Rates>			Difference (YoY)		Difference (vs.fcst)
USD	92.9	85.8	-7.1	86.0	-0.2
EUR	130.3	113.5	-16.8	113.1	+0.4

# Consolidated Sales by Segment

- Results are almost in line with Jan 28 forecast in all segments.
- Notable recovery YoY in 3 main control-based businesses (IAB, EMC, AEC)

(Billions of yen)

Business	FY09 Actual	FY10 Actual	YoY	Jan 28, FY10 Forecast	vs. Jan 28 Forecast
Industrial Automation (IAB)	203.9	271.9	+33.3%	270.0	+0.7%
Electronic and Mechanical Components (EMC)	70.7	81.2	+14.8%	81.0	+0.3%
Automotive (AEC)	75.2	84.3	+12.1%	85.5	-1.5%
Social Systems (SSB)	58.0	63.8	+10.1%	66.5	-4.0%
Healthcare (HCB)	63.4	60.6	-4.3%	61.0	-0.6%
Other	43.6	49.7	+13.9%	50.0	-0.7%
Elimination & Corporate	9.9	6.3	-36.7%	6.0	+5.2%
<b>Total</b>	<b>524.7</b>	<b>617.8</b>	<b>+17.7%</b>	<b>620.0</b>	<b>-0.4%</b>

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

# Consolidated Operating Income by Segment

- Except for AEC, results are almost in line with Jan 28 forecast.
- Notable recovery YoY in three main control-based businesses (IAB, EMC, AEC)

(Billions of yen)

Business	FY09 Actual	FY10 Actual	YoY	Jan 28, FY10 Forecast	vs. Jan 28 Forecast
Industrial Automation (IAB)	12.7	38.2	+201.2%	38.5	-0.7%
Electronic and Mechanical Components (EMC)	6.7	11.9	+76.8%	12.5	-4.7%
Automotive (AEC)	1.7	4.2	+140.4%	5.0	-16.8%
Social Systems (SSB)	2.7	1.7	-37.7%	1.7	-2.8%
Healthcare (HCB)	7.1	4.1	-42.2%	4.3	-5.2%
Other	-5.8	-4.7	-20.0%	-4.5	+3.5%
Elimination & Corporate	-12.0	-7.3	-38.7%	-8.5	-13.7%
<b>Total</b>	<b>13.1</b>	<b>48.0</b>	<b>+267.4%</b>	<b>49.0</b>	<b>-2.0%</b>

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

# Impact of the Great East Japan Earthquake

- Impact of the earthquake was minor.
- Omron Group sales dropped by only ¥2.1 bn.

(Billions of yen)

Business	Impact in FY10	
	Impact to Sales (approx.)	Factors
Industrial Automation (IAB)	-	-
Electronic and Mechanical Components (EMC)	-	-
Automotive (AEC)	-1.0	Halt in production of some products
Social Systems (SSB)	-0.7	Decrease in traffic control system products sales in Tohoku and North-Kanto district
Healthcare (HCB)	-0.4	Decrease in healthcare products sales in Tohoku and North-Kanto district
Other	-	-
<b>Total</b>	<b>-2.1</b>	

## Consolidated Sales and Operating Income by Area

- In Japan, saw dramatic YoY improvement in sales and operating income.
- Overseas, sales and operating income recovered.
- Sales and OP figures for Greater China became the highest amongst overseas regions.

Areas	Sales			Operating Income		
	FY09 Actual	FY10 Actual	YoY	FY09 Actual	FY10 Actual	YoY
Japan	269.1	311.9	+15.9%	11.5	29.8	+158.4%
North America	61.2	74.4	+21.7%	-0.5	2.8	-
Europe	77.6	84.5	+8.9%	1.9	3.4	+75.9%
Greater China	77.1	97.0	+25.8%	9.0	11.4	+27.0%
Asia Pacific	39.7	50.0	+26.1%	3.5	6.0	+68.3%
Eliminations & Corporate	-	-	-	-12.4	-5.4	-
Total	524.7	617.8	+17.7%	13.1	48.0	+267.4%

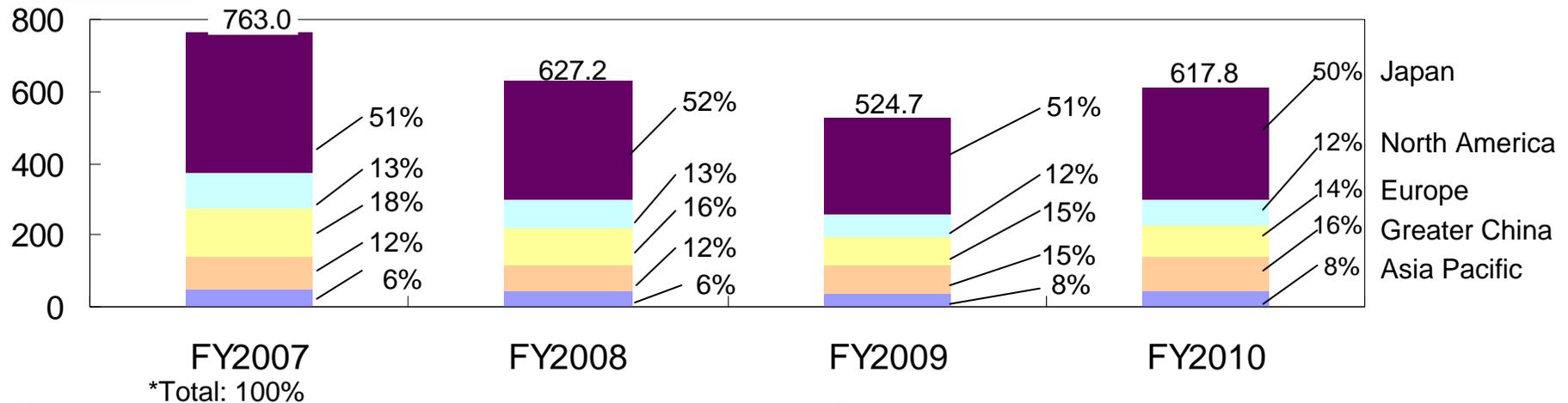
Figures for "Japan" includes "direct exports"

# Consolidated Sales and Operating Income by Area

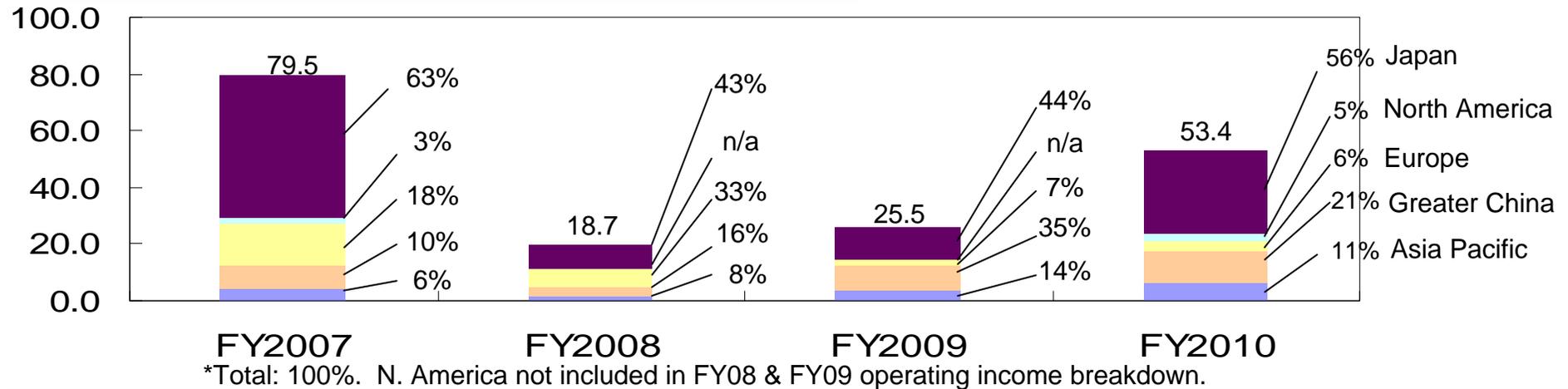
- Sales ratio of Greater China is on the rise.
- Operating income ratio of Japan recovered dramatically.

**Net Sales**

(Billions of yen)

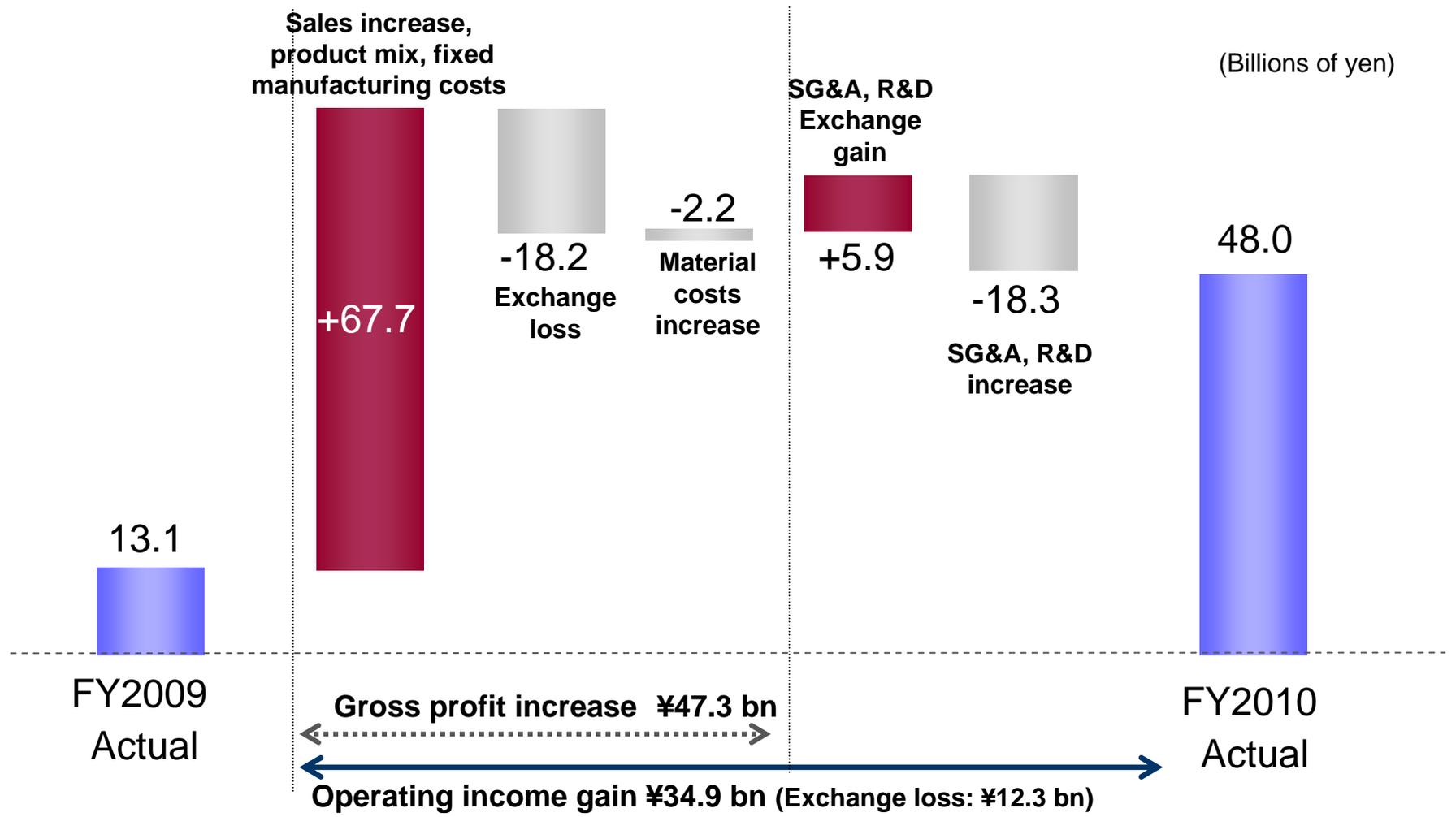


**Operating Income ( Excluding Elimination & Corporate )**



# Consolidated Operating Income Analysis (YoY)

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



# IAB (Industrial Automation Business)

- Sales and operating income are in line with Jan 28 forecast.
- Sales stayed strong due to the recovery of investments in Japanese manufacturing industries and strong demand in emerging economies.

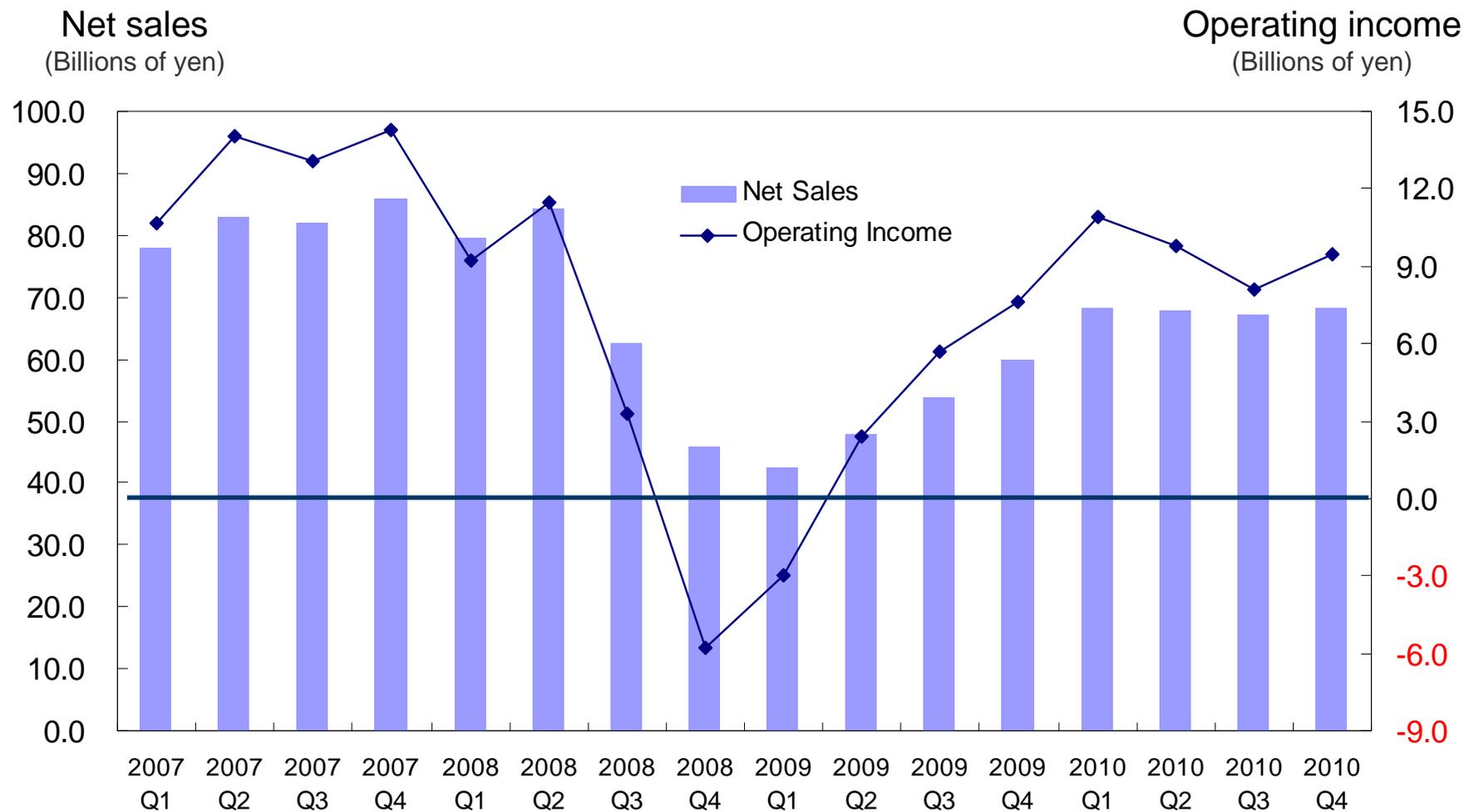
(Billions of yen)

IAB	FY09 Actual	FY10 Actual	YoY	Jan 28, FY10 Forecast	vs. Jan 28 Forecast
Japan	91.2	123.9	+35.9%	122.5	+1.2%
Overseas	112.7	148.0	+31.2%	147.5	+0.3%
North America	18.9	26.7	+41.7%	26.4	+1.3%
Europe	51.2	56.7	+10.7%	57.0	-0.5%
Asia Pacific	16.8	25.0	+48.9%	24.4	+2.3%
Greater China	25.5	38.8	+52.1%	39.0	-0.5%
Export	0.3	0.7	+112.2%	0.7	+4.0%
Total	203.9	271.9	+33.3%	270.0	+0.7%
				Difference (YoY)	Difference (vs.fcst)
Operating income	12.7	38.2	+201.2%	38.5	-0.7%
OP margin	6.2%	14.1%	+7.9P	14.3%	-0.2P

\* The figures for FY09 and after have been reclassified (Solar Power Conditioner business transferred to Other)



# 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 (Solar Power Conditioner business transferred to Other)

# EMC (Electronic and Mechanical Components Business)

- Sales as forecasted in Japan and overseas.
- OP below forecast due to raw material price hike.
- Relays for consumer electronics, automobiles, and industrial equipment were main drivers.

(Billions of yen)

EMC	FY09 Actual	FY10 Actual	YoY	Jan 28, FY10 Forecast	vs. Jan 28 Forecast
Japan	* 22.3	24.9	+11.5%	24.5	+1.7%
Overseas	48.4	56.3	+16.4%	56.5	-0.4%
North America	* 7.3	13.7	+88.0%	14.0	-2.5%
Europe	11.7	13.0	+10.5%	13.0	-0.1%
Asia Pacific	7.6	8.4	+10.3%	8.5	-1.0%
Greater China	19.8	19.8	-0.2%	19.5	+1.3%
Export	1.9	1.5	-23.4%	1.5	-1.5%
<b>Total</b>	<b>70.7</b>	<b>81.2</b>	<b>+14.8%</b>	<b>81.0</b>	<b>+0.3%</b>
				<b>Difference (YoY)</b>	<b>Difference (vs.fcst)</b>
Operating income	6.7	11.9	+76.8%	12.5	-4.7%
OP margin	9.5%	14.7%	+5.2P	+15.4%	-0.7P

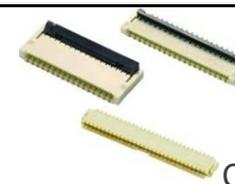
\* AEC's American and Japanese relay business were transferred to EMC in FY10.



Relays

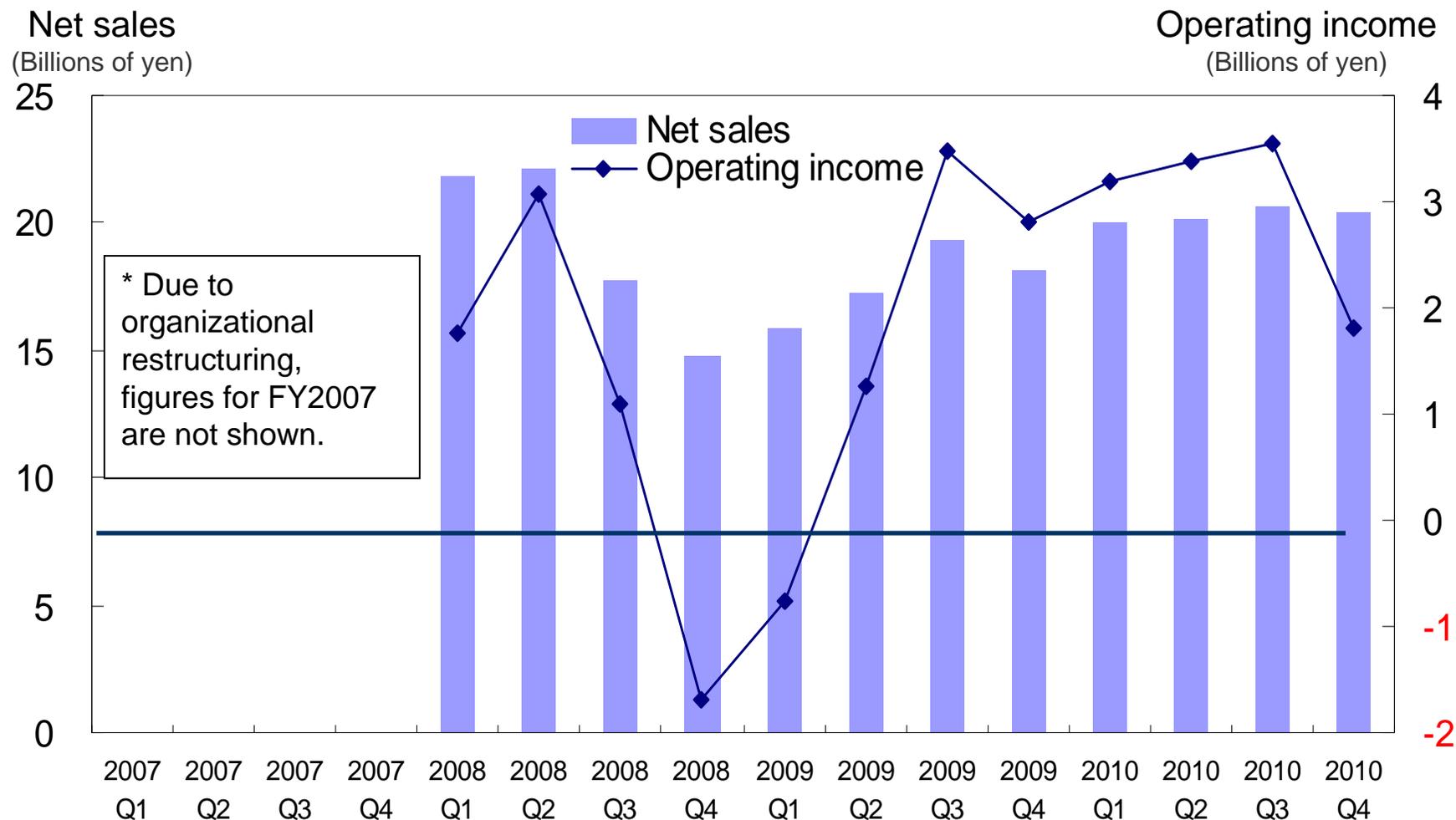


Micro switches



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)

- Both sales and operating income below forecast due to the earth quake.
- Sales healthy thanks to steady automobile production at home and abroad.
- Profitability has stabilized due to efficient management.

AEC	FY09 Actual	FY10 Actual	YoY	Jan 28, FY10 Forecast	(Billions of yen) vs. Jan 28 Forecast
Japan	* 23.9	28.4	+18.8%	29.5	-3.8%
Overseas	51.3	55.9	+9.0%	56.0	-0.2%
North America	* 24.0	23.9	-0.6%	24.0	-0.6%
Europe	2.0	2.6	+27.3%	2.5	+2.3%
Asia Pacific	13.1	14.2	+8.4%	14.0	+1.3%
Greater China	6.3	9.1	+45.1%	9.0	+1.1%
Export	5.9	6.2	+4.8%	6.5	-4.8%
Total	75.2	84.3	+12.1%	85.5	-1.5%
				Difference (YoY)	Difference (vs.fcst)
Operating income	1.7	4.2	+140.4%	5.0	-16.8%
OP margin	2.3%	4.9%	+2.6P	5.8%	-0.9P

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

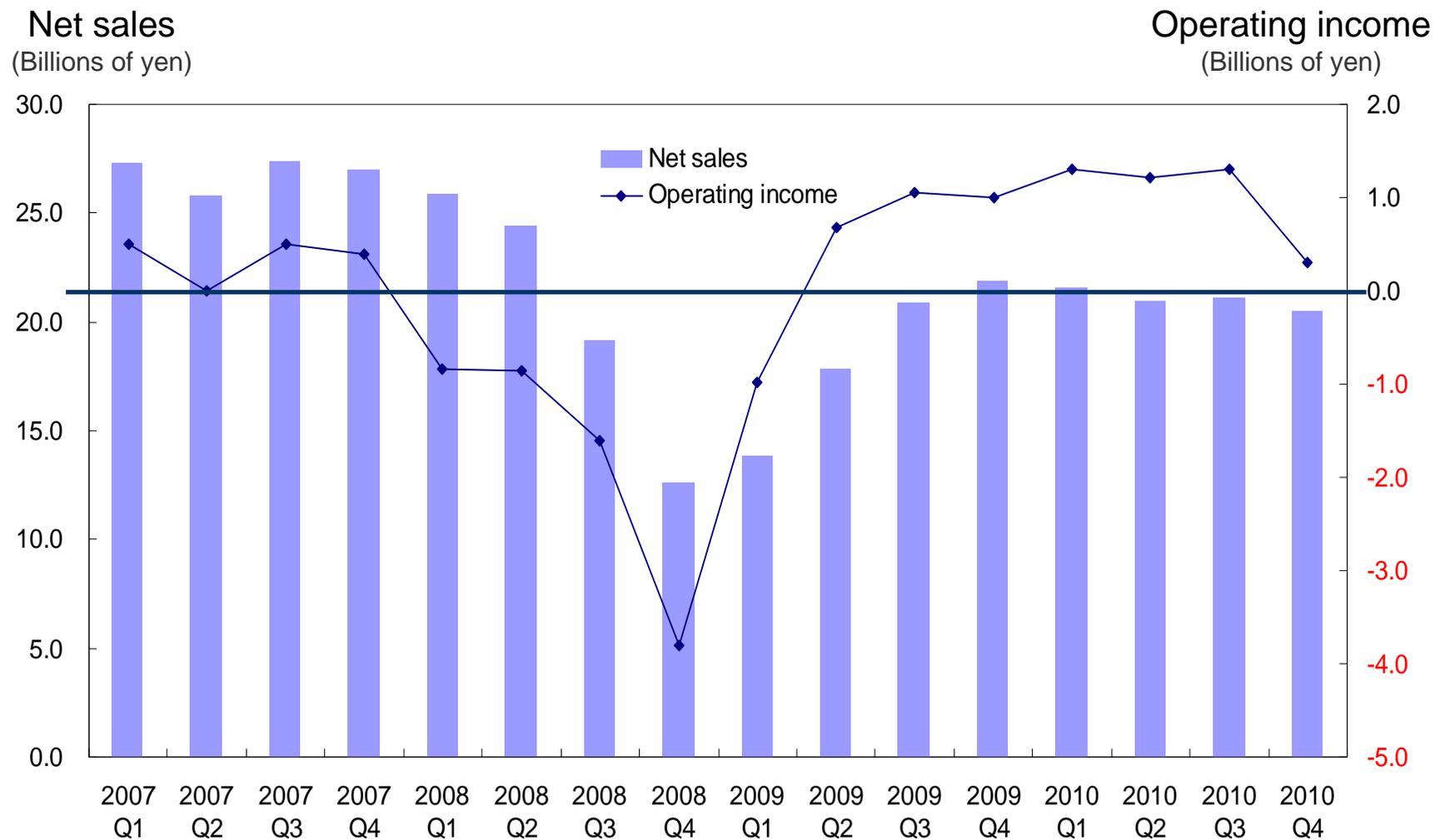


Passive entry systems



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

# SSB (Social Systems Business)

- Sales below forecast due to the earth quake.
- OP almost in line thanks to cost reduction.

(Billions of yen)

SSB	FY09 Actual	FY10 Actual	YoY	Jan 28, FY10 Forecast	vs. Jan 28 Forecast
Japan	57.5	63.1	+9.8%	65.5	-3.6%
Overseas	0.5	0.7	+49.8%	1.0	-29.6%
North America	0.0	0.0	-	-	-
Europe	0.0	0.0	-	-	-
Asia Pacific	0.0	0.0	-	-	-
Greater China	0.0	0.0	-	-	-
Export	0.5	0.7	+49.8%	1.0	-29.6%
<b>Total</b>	<b>58.0</b>	<b>63.8</b>	<b>+10.1%</b>	<b>66.5</b>	<b>-4.0%</b>
				Difference (YoY)	Difference (vs.fcst)
Operating income	2.7	1.7	-37.7%	1.7	-2.8%
OP margin	4.6%	2.6%	-2.0P	2.6%	0.0P

AFC (automatic fare collection) systems



Transportation management systems



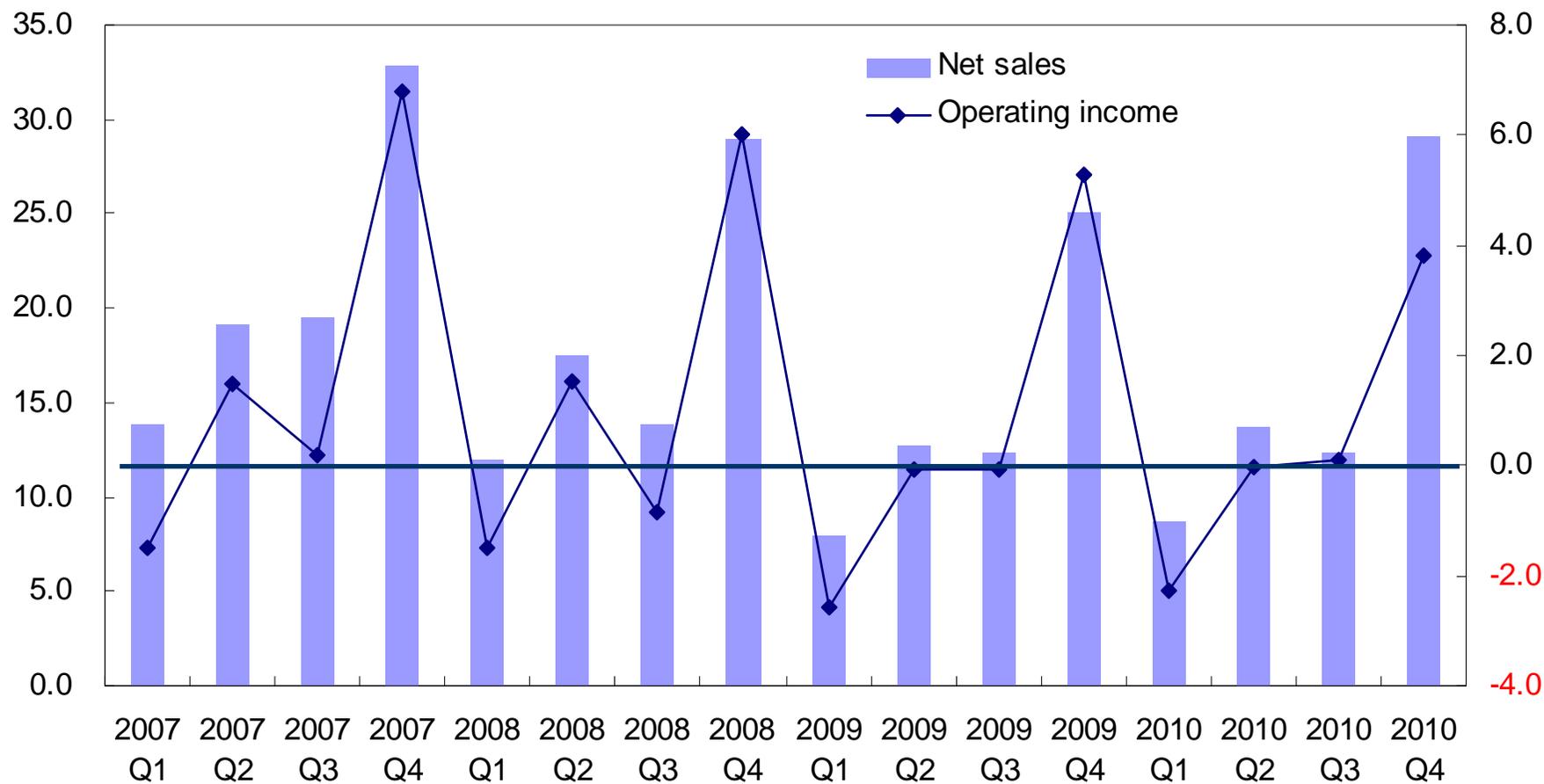
Security systems



# 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 slow consumption in Japan.
- Overseas, sales favorable with higher awareness of healthcare in Russia and other newly emerging economies (flat YoY in JPY due to exchange loss)

(Billions of yen)

HCB	FY09 Actual	FY10 Actual	YoY	Jan 28, FY10 Forecast	vs. Jan 28 Forecast
Japan	29.6	26.9	-9.0%	27.5	-2.1%
Overseas	33.8	33.7	-0.2%	33.5	+0.6%
North America	10.8	10.2	-5.3%	10.0	+1.8%
Europe	12.7	12.2	-3.4%	12.2	+0.4%
Asia Pacific	2.3	2.5	+9.3%	2.5	-0.1%
Greater China	7.4	8.0	+8.0%	8.0	-0.3%
Export	0.7	0.8	+19.6%	0.8	+1.3%
Total	63.4	60.6	-4.3%	61.0	-0.6%
				Difference (YoY)	Difference (vs.fcst)
Operating income	7.1	4.1	-42.2%	4.3	-5.2%
OP margin	11.1%	6.7%	-4.4P	7.0%	-0.3P



Digital blood pressure monitors

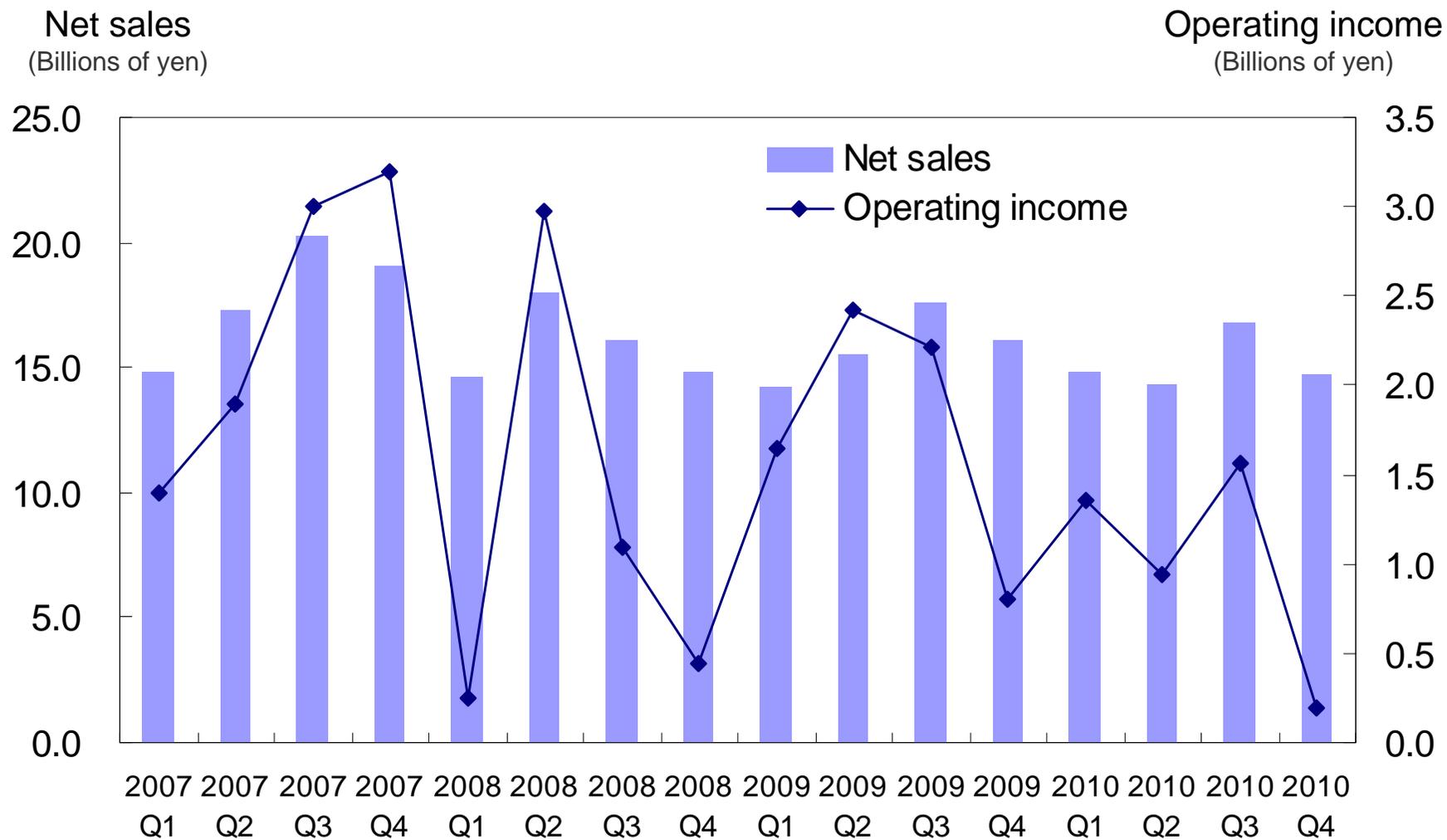


Body composition monitors



Non-invasive vascular screening devices

# Quarterly Business Results (HCB)

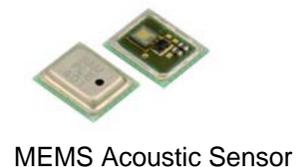


➤ Both sales and OP as previously forecasted.

(Billions of yen)

Other	FY09 Actual	FY10 Actual	YoY	Jan 28, FY10 Forecast	vs. Jan 28 Forecast
Japan	24.7	27.5	+11.1%	26.9	+2.1%
Overseas	18.9	22.2	+17.7%	23.1	-3.8%
North America	0.0	0.0	-	0	-
Europe	0.0	0.0	-	0	-
Asia Pacific	0.0	0.0	-	0	-
Greater China	17.5	20.7	+18.1%	21.5	-3.7%
Export	1.3	1.5	+11.9%	1.6	-5.9%
<b>Total</b>	<b>43.6</b>	<b>49.7</b>	<b>+13.9%</b>	<b>50.0</b>	<b>-0.7%</b>
				Difference (YoY)	Difference (vs.fcst)
Operating income	-5.8	-4.7	-	-4.5	-
OP margin	-	-	-	-	-

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



## Other Sales Breakdown

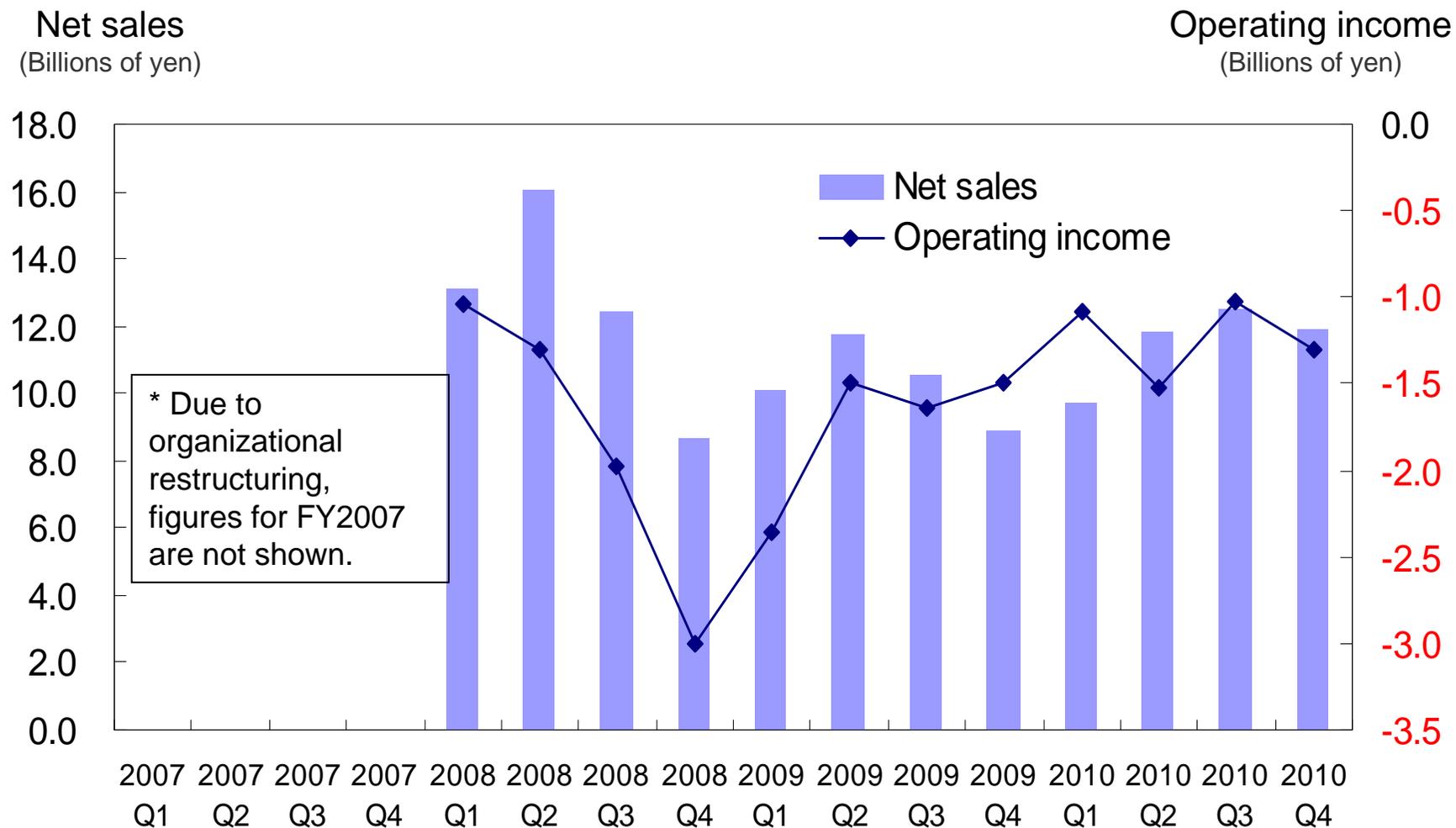
- **Backlight business: Strong sales thanks to the growing demand in expanding smart phone markets overseas.**
- **Micro device business: Sales decreased YoY due to demand decreasing in some areas of contract semiconductor manufacturing.**
- **Environment: Favorable particularly with solar power conditioners.**

(Billions of yen)

	FY09 Actual	FY10 Actual	YoY
LCD backlights (OPT)	31.8	33.7	+6.1%
Micro devices (MD)	2.4	2.2	-8.7%
Sub total	34.2	35.9	+5.1%
Environmental solutions, Electronic systems and equipment	9.4	13.8	+46.2%
	43.6	49.7	+13.9%

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

# Quarterly Business Results (Other)



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

## Consolidated B/S

- Debt and cash up in preparation for possible increase in demand for disaster-related funds.
- Net equity ratio down 1.9 pt YoY to 55.6% from 57.5% due to strong JPY.

(Billions of yen)

Consolidated B/S	March 2010	March 2011
<b>Assets</b>	532.3	562.8
Cash and cash equivalents	51.7	74.7
Notes and accounts receivable - trade	123.7	135.3
Inventories	77.7	86.2
Deferred income taxes, other current assets	32.7	31.7
Property, plant and equipment	123.0	120.0
Investments and other assets	123.5	114.9
<b>Liabilities</b>	225.1	249.1
Short-term debt	36.9	45.8
Long-term debt	1.3	0.8
Notes and accounts payable - trade	68.9	77.8
Termination and retirement benefits	67.0	65.5
Other liabilities	51.0	59.2
<b>Net Assets</b>	307.1	313.7
Common stock and retained earnings	403.4	423.6
Accumulated other comprehensive income	-52.6	-66.2
Treasury stock	-44.5	-44.6
Non controlling interests	0.8	0.9
<b>Total Liabilities and Shareholders' Equity</b>	532.3	562.8

# Consolidated Cash Flows

➤ **FCF down YoY: Operating activities C/F down due to inventories increase; capital expenditures up.**

(Billions of yen)

<b>Consolidated C/F</b>	<b>March 2010</b>	<b>March 2011</b>
<b>Operating activities</b>	42.8	42.0
<b>Investing activities</b>	-18.6	-20.2
<b>Free cash flow</b>	24.2	21.8
<b>Financing activities</b>	-20.4	3.3
<b>Effect of exchange rate changes on cash and cash equivalents</b>	1.3	-2.1
<b>Net increase/decrease in cash and cash equivalents</b>	5.1	23.0
<b>Cash and cash equivalents at end of the period</b>	51.7	74.7
<b>Capital expenditures</b>	19.5	23.2
<b>Depreciation and amortization</b>	27.0	23.0

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

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<b>Impact of the Great East Japan Earthquake &amp; Full-Year Forecast</b>	<b>P.30</b>
Reference	P.37

# Earthquake Impacts & Current Operations (as of April 26)

- **Omron staff at all 17 domestic facilities unharmed. None of the facilities damaged.**
- **Operations now back to normal, except for partial halt at 2 domestic sites.**

## <Domestic Production Bases>

Facilities/Company Names	Facilities	Damage	Operation
OMRON LASERFRONT INC.	Head office (Kanagawa)	No	✓
OMRON Corp.	Kusatsu, Ayabe, Yasu facilities	No	✓
OMRON IIDA Co., Ltd.	Head office (Nagano)	No	*
OMRON Nohgata Corp.	Head office (Fukuoka)	No	✓
OMRON SWITCH & DEVICES Corp.	Head office (Okayama), Kurayoshi facility, Izumo facility	No	✓
OMRON AMUSEMENT Co., Ltd.	Head office (Aichi)	No	✓
OMRON RELAY & DEVICES Corp.	Head office (Kumamoto), Takeo Facility	No	✓
OMRON SANYO Co., Ltd.	Head office (Okayama)	No	✓
OMRON Matsusaka	Head office (Mie)	No	✓
OMRON ASO Corp.	Head office (Kumamoto)	No	**
OMRON TAIYO Co., Ltd.	Head office (Oita)	No	✓
OMRON KYOTO TAIYO	Head office (Kyoto)	No	✓

\*Automotive components production partially suspended

\*\*Environment-related equipment production partially suspended

# Revised Outlook for Demand & Parts Procurement, by Segment Sensing tomorrow™

- Demand: Ups/downs forecasted by segment; full-year outlook unclear.
- Parts procurement: OK for Q1; some risk still predicted in Q2

<b>Demand</b>	IAB	Overseas: No earthquake impact; expecting continued growth. Japan: Sustainable demand rise is unclear. While post-quake increase is likely, it could be only a surge before possible supply shortages come into view.
	EMC	Overseas: No earthquake impact; expecting continued growth. Japan: Possible decrease in consumer products.
	AEC	Customers' production plans unclear both in Japan and abroad.
	SSB	Major impact in Northern Japan; expecting demand decrease.
	HCB	Overseas: No earthquake impact; expecting growth trend in emerging markets. Japan: Major impact in Northern Japan; expecting demand decrease.
	Other	Increase in energy-saving, environment-related equipment
<b>Procurement</b>	All Segments	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>← Q1 →</p> <p>Expecting normal production by securing parts and materials.</p> </div> <div style="text-align: center;"> <p>← Q2 and after →</p> <p style="background-color: #FFDAB9; padding: 5px;">Procurement concern: Can we meet robust demand?</p> </div> </div>

- ✓ Q1: Sales target calculated, as demand issue being solved (e.g. using in-stock parts).
- ✓ Q2 and after: Difficult at present to rationally calculate figures, with demand and procurement still unclear.
- ✓ As an exception, OMRON is announcing Q1 sales forecast this time only – to provide accurate, up-to-date outlook.
- ✓ OMRON will announce interim & full-year projections by mid June.

# FY2011/Q1 Sales Forecast

- In total, -1.3% YoY expected due to earthquake-related weak demand and the strong Yen.
- IAB to go up by 10%, while the other segments are all expecting a decrease.

Segment		FY2010/Q1	FY2011/Q1	YoY
Total	Japan	66.4	61.0	-8.1%
	Overseas	80.6	84.0	+4.3%
	Total	147.0	145.0	-1.3%
IAB	Japan	30.5	32.0	+4.7%
	Overseas	37.8	43.5	+15.0%
	Total	68.3	75.5	+10.4%
EMC	Japan	5.7	4.5	-20.9%
	Overseas	14.3	15.0	+4.7%
	Total	20.0	19.5	-2.6%
AEC	Japan	6.9	4.5	-34.8%
	Overseas	14.7	11.0	-25.3%
	Total	21.6	15.5	-28.3%
SSB	Japan	8.7	8.0	-7.7%
	Overseas	0.0	0.0	-65.0%
	Total	8.7	8.0	-7.8%
HCB	Japan	6.2	5.0	-19.4%
	Overseas	8.6	8.5	-1.6%
	Total	14.8	13.5	-9.0%
Other	Japan	7.0	5.5	-20.9%
	Overseas	4.9	6.0	+23.3%
	Total	11.9	11.5	-2.7%
Elimination & Corporate	Japan	1.4	1.5	+4.8%
	Overseas	0.3	0.0	-71.6%
	Total	1.7	1.5	-3.4%

(Billions of yen)

\*Q1 exchange rates:  
USD = ¥83, EUR = ¥117  
(FY2010/Q1: USD = ¥91.5,  
EUR = ¥116.9)

## FY2011 Measures

- Place top priority on product supply to contribute to the restoration of earthquake-devastated Japanese economy. Also will take 3 measures for mid/long-term recovery, and growth with profit.
- Minimize earthquake-related damages and start next mid/long-term management vision as early as possible.

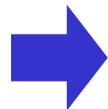
New  
Post-Disaster  
Measures



### **OMRON as a Supplier: Better Procurement**

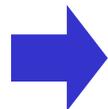
- Optimum parts procurement and flexible manufacturing (corporate-wide project)
- Solid supply from main businesses (IAB, EMC)

Ongoing  
Measures



### **Expansion of Global Business**

- Proactive expansion in newly emerging economies

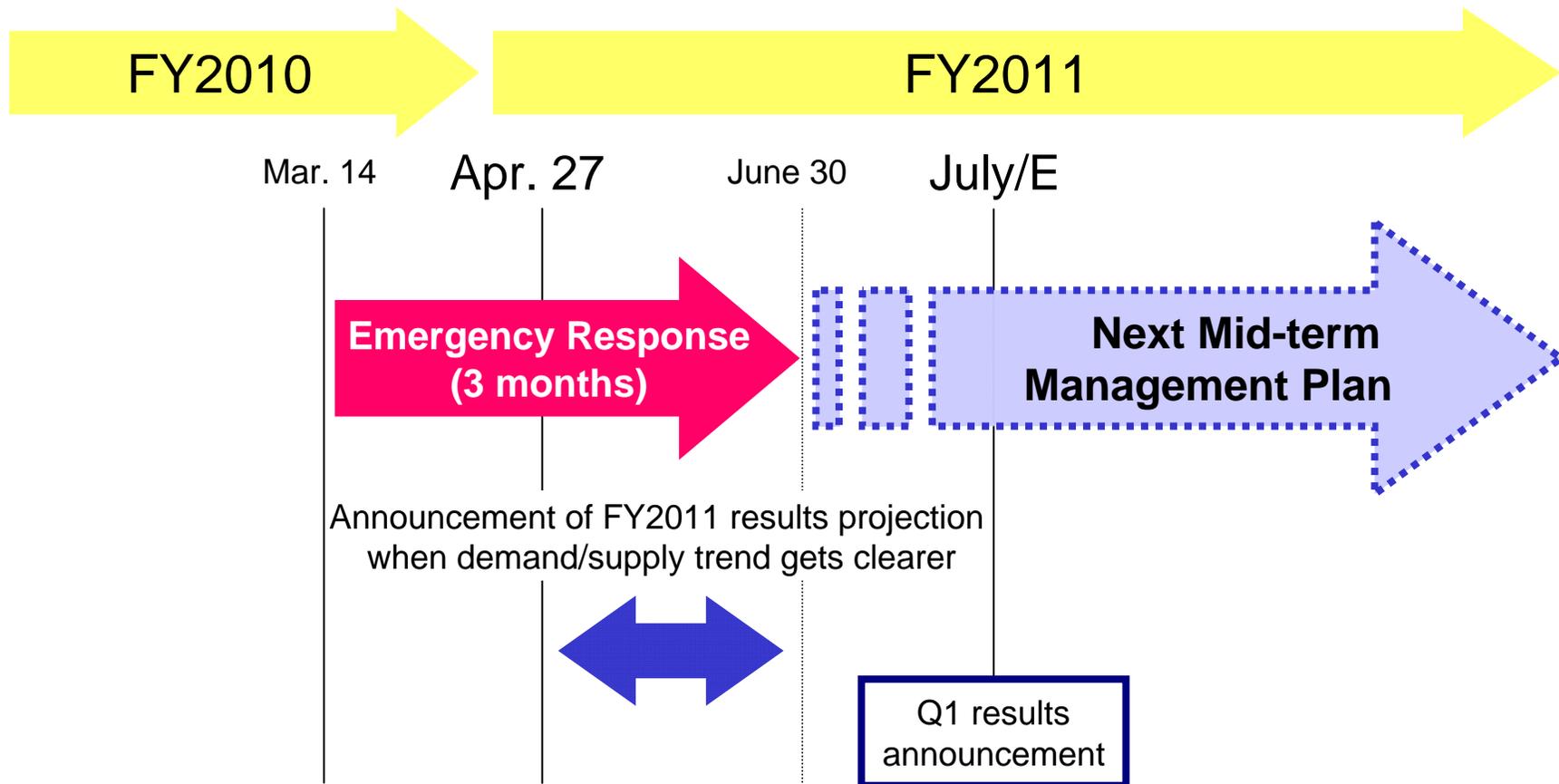


### **Acceleration of Structural Reform**

- Parts sharing, standardization, and common platform creation
- Product-mix improvement
- Accelerated design improvement and global parts procurement

# Timetable

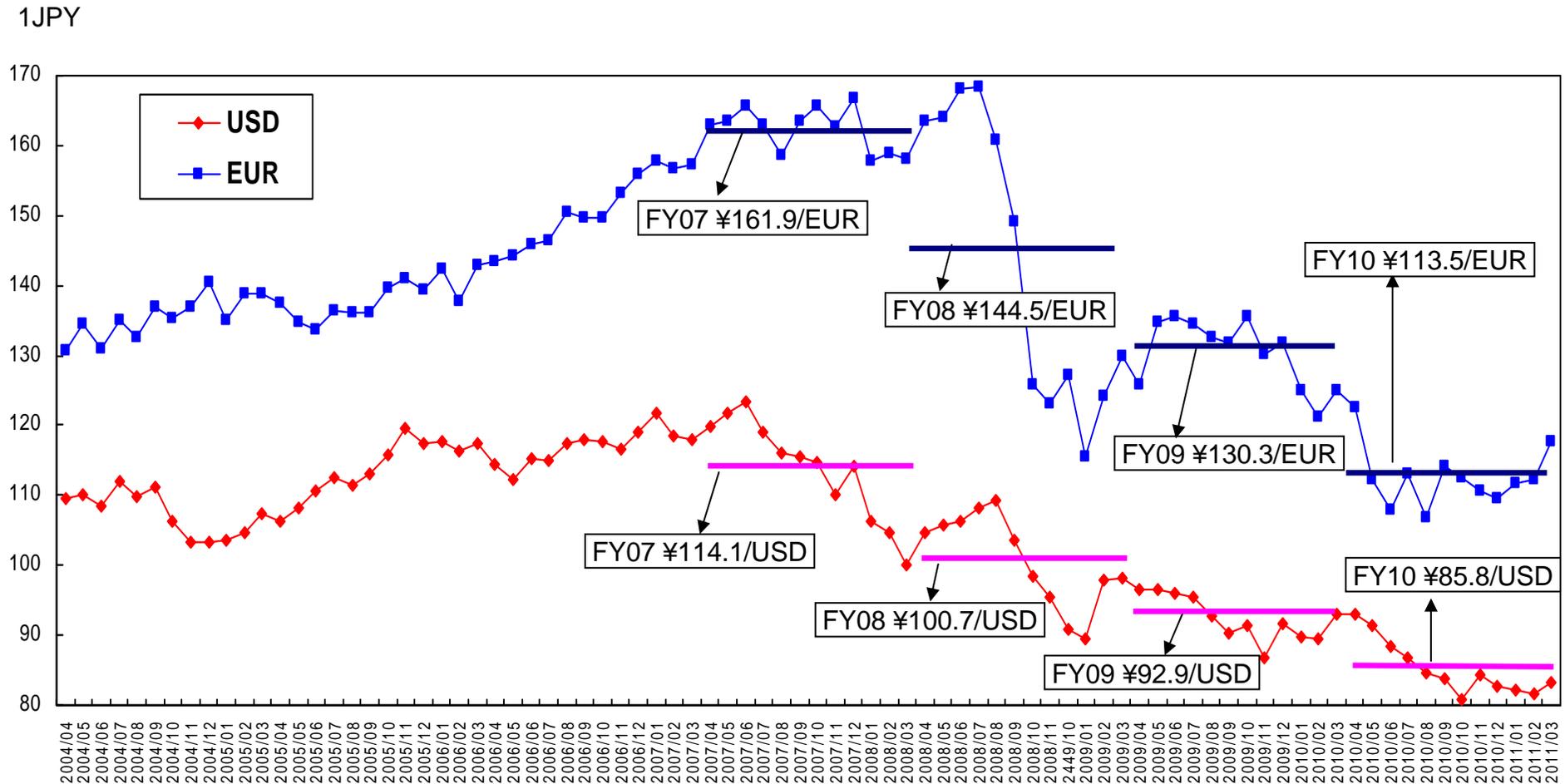
- **Three months till June:**  
Emergency response period to prioritize parts supply to customers
- **Around mid June:** Announcement of FY2011 full-year outlook



FY10 Results and FY11 Forecast	P.5
Results for the Fiscal Year Ended March 31, 2011 (FY10)	P.7
Impact of the Great East Japan Earthquake & Full-Year Forecast	P.30
<b>Reference</b>	<b>P.37</b>

# Exchange Rates (USD, EUR)

➤ Both USD and EURO remained weak against JPY in FY10.

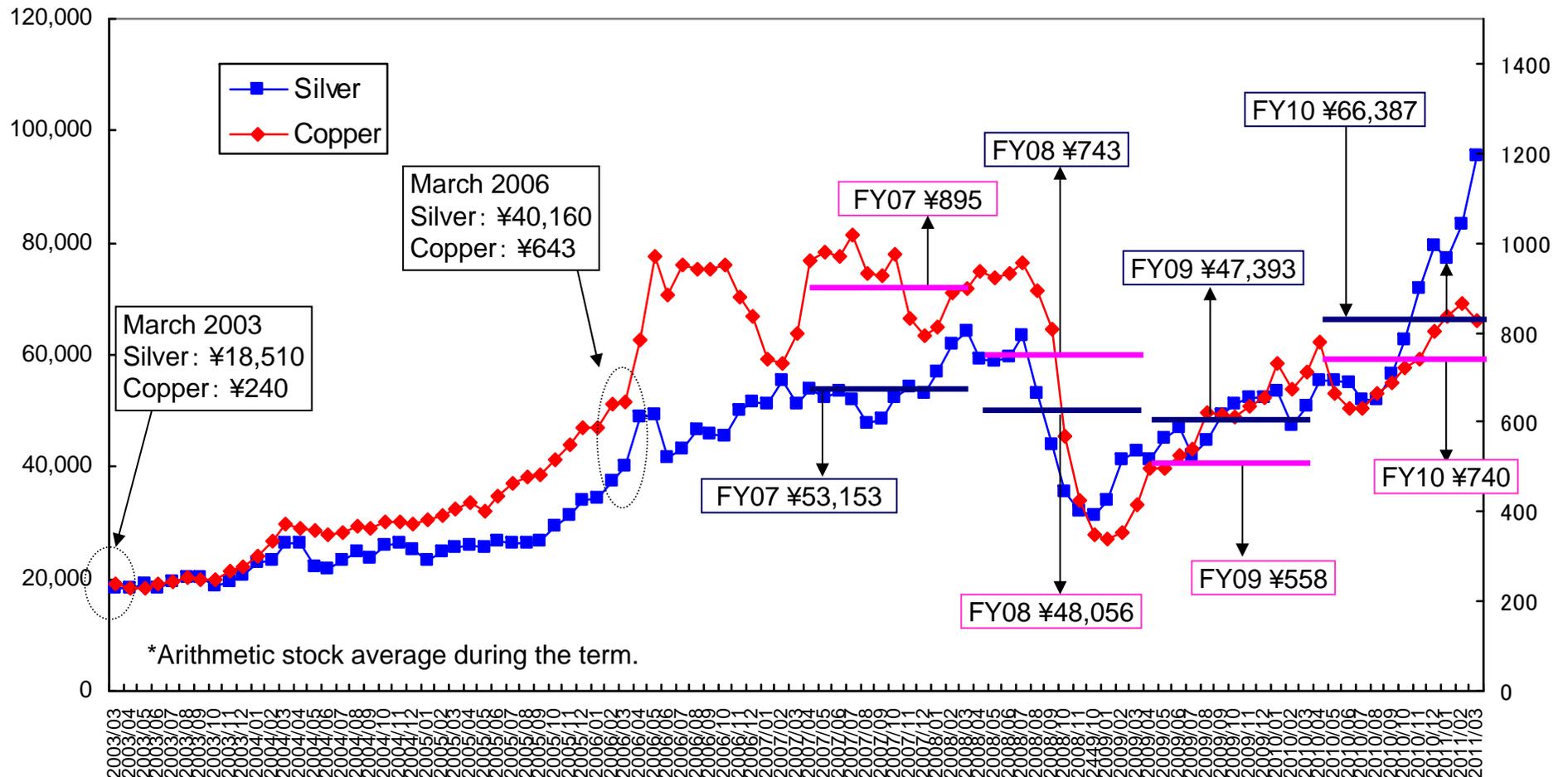


# Raw Material Prices

➤ Both silver and copper prices up YoY in FY10.

Silver price quotation, JPY/kg

Copper price quotation, JPY/kg



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"Shaping Our Sense of Security"  
with Sensing and Control Technology



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