



OMRON

Sensing tomorrow™

Financial Results for the Third Quarter Ended Dec. 31, 2011 (FY11 Q3)

January 27, 2012

OMRON Corporation



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Management Overview



Management Overview

- In the turbulent year of 2011, Omron fulfilled its responsibility as a supplier by implementing a business continuity plan for supply chain management system, minimizing negative effects.
- From second half of Q3, FA orders were down in Europe and China. Omron is targeting FY11 sales at FY10 level by making up for slow IAB growth with HCB and AEC. Inventory, increased through mid Q3 to ensure stable supply, but became excessive due to weak IAB sales. IAB & EMC inventory & production adjustments scheduled for Q4. Downward revision to full-year forecast.
- Omron will continue VG2020 strategic investments, proactively seeking M&A&A to achieve sales & profit increase in FY12.
- ¥14 year-end dividend planned, the same as interim amount; ¥28 total for FY11.



FY11 Q3 Results



Q3 Consolidated P/L

- Sales almost in line with Oct. forecast. OP fell short.
- Added value up with another production & inventory rise through Nov. Gross profit margin fell below Oct. forecast due to slowing IAB demand and subsequent Dec. production adjustments.
- Non-operating income up due mainly to loss on inventories and facilities in the Thailand flooding (to be fully claimed in Q4).
- Net income down due to reversal of deferred tax assets (-¥5.4 bn) following corporate tax cut in Japan.

	FY2011 Q3 (Oct 27 fcst)	FY2011 Q3 Actual	Difference	FY2010 Q3	YoY	(Billions of yen)
Net Sales	152.7	149.6	-2.0%	153.4	-2.5%	
Gross Profit (%)	57.5 (37.6%)	54.3 (36.3%)	-5.6% (-1.3%P)	58.5 (38.2%)	-7.3% (-1.9%P)	
SG&A	38.0	36.1	-5.0%	35.4	+1.9%	
R&D	11.5	10.8	-5.6%	10.4	+3.7%	
Operating Income (%)	8.0 (5.3%)	7.4 (5.0%)	-7.7% (-0.3%P)	12.7 (8.3%)	-41.7% (-3.3%P)	
Non-operating Income (loss), net	1.1	2.2	+104.7%	0.3	+608.1%	
NIBT	7.0	5.3	-24.1%	12.4	-57.8%	
Net Income attributable to shareholders	4.6	-1.4	-	8.2	-	

<Exchange Rates>

USD	76.0	77.6	+1.6	82.9	-5.3
EUR	103.0	104.9	+1.9	111.8	-6.9

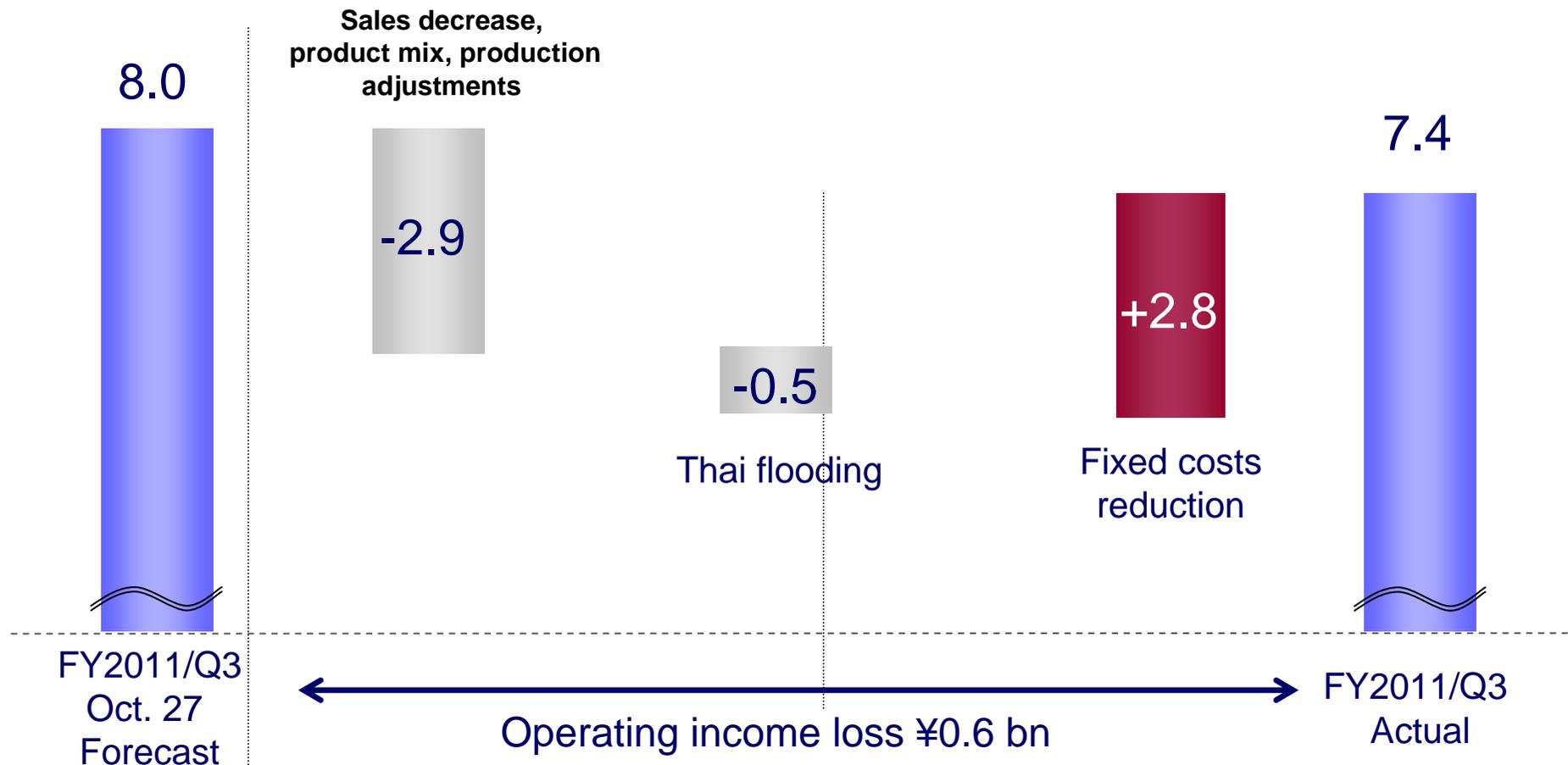
*Oct. 2011 forecast: Internal management figures not previously disclosed.



Operating Income Analysis (vs. Oct. forecast)

- Down from Oct. forecast due to sales decrease and production adjustments, even with SG&A and R&D carryover to Q4.

(Billions of yen)





Q3 Performance by Segment (1/2)

- AEC & HCB sales outperformed Oct. forecast. AEC OP a bit off due to the Thailand flooding.
- IAB's slow sales affected FA-related EMC sales. IAB & EMC missed OP goals.

(Billions of yen)

	Net Sales					Operating Income				
	FY11 Q3 (Oct 27 fcst)	FY11 Q3 Actual	vs. Oct 27 fcst	FY10 Q3 Actual	YoY	FY11 Q3 (Oct 27 fcst)	FY11 Q3 Actual	vs. Oct 27 fcst	FY10 Q3 Actual	YoY
Industrial Automation (IAB)	66.5	62.7	-5.7%	67.3	-6.7%	7.5	6.4	-15.3%	8.1	-21.7%
Electronic & Mechanical Components (EMC)	21.5	21.2	-1.4%	20.6	+3.0%	3.0	1.7	-41.7%	3.6	-50.8%
Automotive Electronic Components (AEC)	20.3	21.2	+4.3%	21.1	+0.4%	0.5	0.4	-16.6%	1.3	-68.7%
Social Systems, Solutions & Service (SSB)	14.1	12.5	-11.1%	12.4	+1.4%	-0.5	-0.3	-	0.1	-
Healthcare (HCB)	16.4	16.9	+3.3%	16.8	+1.0%	0.3	0.9	+190.3%	1.6	-44.5%
Other	12.7	13.3	+5.1%	13.5	-0.8%	-1.5	-0.9	-	-0.8	-
Eliminations & Corporate	1.2	1.7	+37.7%	1.8	-10.0%	-1.3	-0.8	-	-1.2	-
Total	152.7	149.6	-2.0%	153.4	-2.5%	8.0	7.4	-7.2%	12.7	-41.7%

*Oct. 2011 forecast: Internal management figures not previously disclosed.



Q3 Performance by Segment (2/2)

Segment	Q3 Net Sales & Operating Income, vs. Oct. Forecast*	
IAB	Net Sales	<ul style="list-style-type: none"> • Japan: Almost as forecast. • Overseas: Down due to inventory adjustments and demand decrease in Europe & China.
	Operating Income	Down due to sales decrease.
EMC	Net Sales	<ul style="list-style-type: none"> • Japan: Up thanks to turnaround of amusement equipment. • Overseas: Down due to Thai flooding and the stagnant European economy.
	Operating Income	Down due to slow FA sales in China and Europe and subsequent production cutbacks.
AEC	Net Sales	<ul style="list-style-type: none"> • Japan: Down due to customers' production adjustments following Thai flooding. • Overseas: Up by augment flood-affected Thailand production with shipments produced in Japan.
	Operating Income	Down due to increased costs to cover Thai flood damage.
SSB	Net Sales	Down due to customers' restrained capital investment.
	Operating Income	Up due to fixed cost cuts.
HCB	Net Sales	<ul style="list-style-type: none"> • Japan: Up thanks to increasing sales of healthcare products. • Overseas: Down due to the sluggish Chinese economy.
	Operating Income	Up due to domestic sales increase.
Other	Net Sales	Up with strong backlight sales.
	Operating Income	Up due to sales increase.

*Oct. 2011 forecast: Internal management figures not previously disclosed.



Ref: 9-month Consolidated P/L

- YoY, net sales impacted by ¥14.5 bn exchange loss.
- OP hit by ¥4.2 bn exchange loss and ¥3.4 bn raw material cost increase.
(Otherwise sales up 4%, OP up 1% and gross profit margin up by 0.4% pt YoY.)

(Billions of yen)

	FY2011 Q1-Q3 (Oct 27 fcst)	FY2011Q1-Q3 Actual	Difference	FY2010 Q1-Q3 Actual	YoY
Net Sales	456.0	452.9	-0.7%	451.3	0.3%
Gross Profit (%)	172.5 (37.8%)	169.3 (37.4%)	-1.9% (-0.4%P)	171.4 (38.0%)	-1.3% (-0.6%P)
SG&A	109.6	107.7	-1.8%	104.7	+2.8%
R&D	32.2	31.5	-2.0%	29.6	+6.5%
Operating Income (%)	30.8 (6.7%)	30.1 (6.7%)	-2.0% (±0.0)	37.2 (8.2%)	-18.9% (-1.5%P)
Non-operating Income (loss), net	2.7	3.8	+41.2%	1.2	+209.2%
NIBT	28.1	26.3	-6.2%	35.9	-26.8%
Net Income attributable to shareholders	17.6	11.6	-33.9%	23.2	-49.8%
<Exchange Rates>					
USD	78.6	79.2	+0.6	86.9	-7.7
EUR	110.8	111.4	+0.6	113.5	-2.1

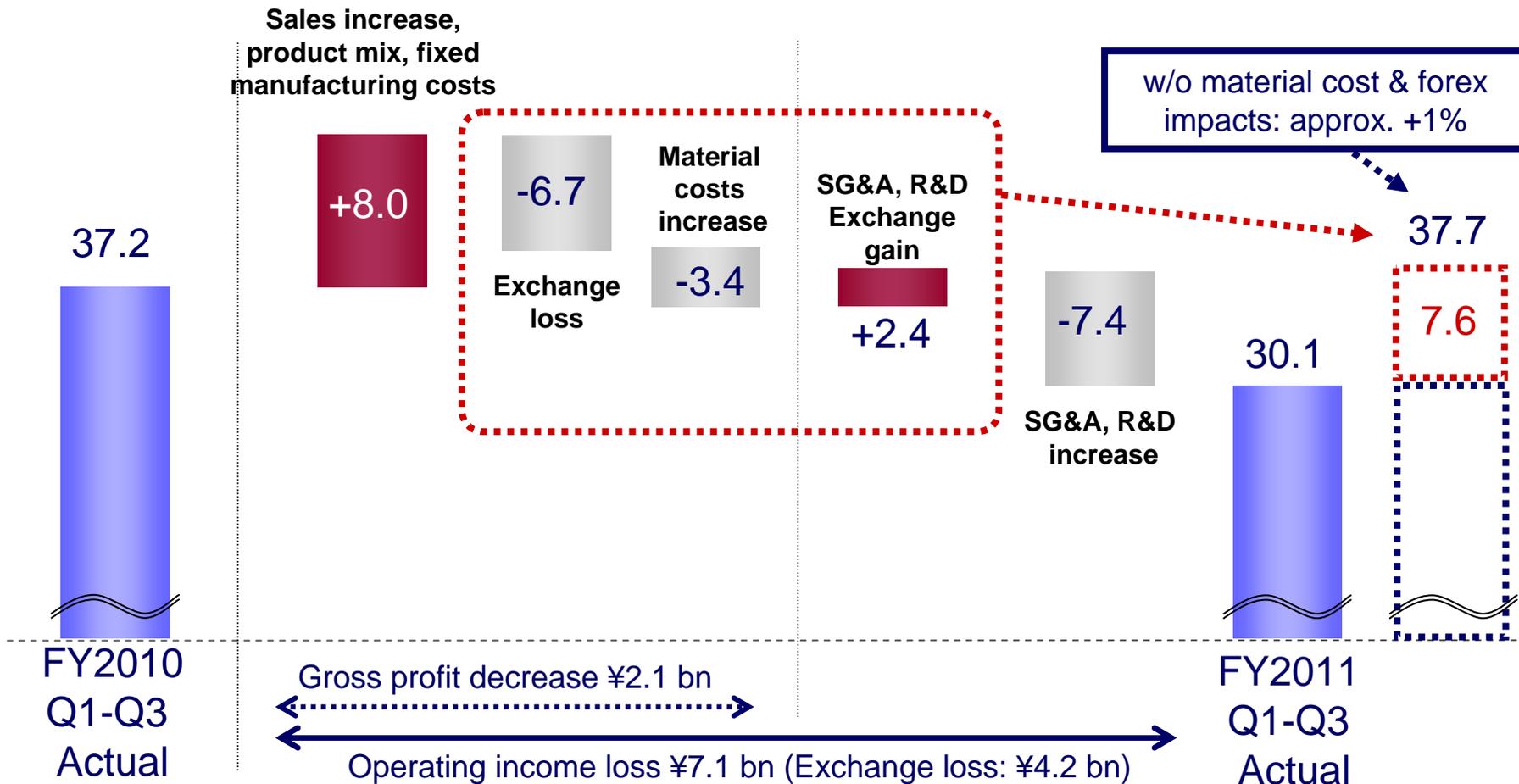
*Oct. 2011 forecast: Internal management figures not previously disclosed.



Ref: Operating Income Analysis (Year-on-Year)

- Net sales up, but OP down ¥7.6 bn due to SG&A and R&D increase, forex and material costs. (Otherwise flat YoY)

(Billions of yen)





Ref: 9-month Performance by Segment

- IAB, EMC, HCB: Sales up YoY in spite of tough environment.
- IAB OP, including added value with production increase, almost the same at ¥27.8 bn.

(Billions of yen)

	Net Sales					Operating Income				
	FY11 Q1-Q3 (Oct 27 fcst)	FY11 Q1-Q3 Actual	vs. Oct 27 fcst	FY10 Q1-Q3 Actual	YoY	FY11 Q1-Q3 (Oct 27 fcst)	FY11 Q1-Q3 Actual	vs. Oct 27 fcst	FY10 Q1-Q3 Actual	YoY
Industrial Automation (IAB)	209.7	205.9	-1.8%	203.6	+1.1%	28.9	27.8	-4.0%	28.8	-3.5%
Electronic & Mechanical Components (EMC)	62.3	62.0	-0.5%	60.8	+1.9%	7.2	5.9	-17.5%	10.1	-41.8%
Automotive Electronic Components (AEC)	60.4	61.3	+1.5%	63.7	-3.9%	1.9	1.8	-4.3%	3.9	-52.5%
Social Systems, Solutions & Service (SSB)	34.6	33.0	-4.5%	34.8	-5.2%	-4.0	-3.8	-	-2.2	-
Healthcare (HCB)	45.8	46.3	+1.2%	45.9	+0.9%	2.4	2.9	+24.1%	3.9	-24.0%
Other	38.9	39.5	+1.7%	37.7	+4.7%	-3.5	-2.9	-	-3.3	-
Eliminations & Corporate	4.5	4.9	+10.2%	4.8	+2.7%	-2.1	-1.6	-	-4.0	-
Total	456.0	452.9	-0.7%	451.3	+0.3%	30.8	30.1	-2.0%	37.2	-18.9%

*Oct. 2011 forecast: Internal management figures not previously disclosed.



Ref: Consolidated B/S (Q3/E)

- Total assets down due to CP redemption, notes & accounts receivable decrease, and deferred tax assets reversal.
- Shareholders' equity ratio rose to 59% from 56% at FY11 year end.

(Billions of yen)

	Mar. 31, 2011	Dec. 31, 2011	(Ref. Dec. 31, 2010)
Assets	562.8	523.3	536.9
Cash and cash equivalents	74.7	44.7	54.8
Notes and accounts receivable - trade	135.3	122.7	125.6
Inventories	86.2	102.3	95.3
Deferred income taxes, other current assets	31.7	30.9	28.3
Property, plant and equipment	120.0	117.9	116.4
Investments and other assets	114.9	104.8	116.4
Liabilities	249.1	215.1	224.4
Short-term debt	45.5	29.7	34.5
Long-term debt	0.8	0.0	0.9
Notes and accounts payable - trade	77.8	77.1	78.7
Termination and retirement benefits	65.5	60.8	62.0
Other liabilities	59.5	47.5	48.3
Net Assets	313.7	308.2	312.5
Common stock and retained earnings	423.6	432.2	423.5
Accumulated other comprehensive income (loss)	-66.2	-80.3	-67.4
Treasury stock	-44.6	-44.6	-44.6
Non controlling interests	0.9	0.9	1.0
Total Liabilities and Shareholders' Equity	562.8	523.3	536.9



Ref: 9-month Consolidated Cash Flows

- FCF down YoY due to profit decrease and active capital investment.
- Financing CF down due to debt payment. Cash down as a result.

(Billions of yen)

	FY2010 Q1-Q3	FY2011 Q1-Q3	(Ref. FY2010)
Operating activities	26.4	13.0	42.0
Investing activities	-12.9	-17.7	-20.2
Free cash flow	13.5	-4.7	21.8
Financing activities	-7.8	-22.5	3.3
Effect of exchange rate changes on cash and cash equivalents	-2.7	-2.8	-2.1
Net increase/decrease in cash and cash equivalents	3.1	-30.0	23.0
Cash and cash equivalents at end of the period	54.8	44.7	74.7
Capital expenditures	13.0	19.4	23.2
Depreciation and amortization	17.8	16.2	23.0

*Q1-Q3 Capital investment is represented as capital expenditures on the consolidated cash flow statement.



FY11 Q4 Forecast



◆ Forecasted external environment

- Economic Climate by Area:
 - Japan: Earthquake impact over, a little better than December
 - Overseas:
 - Europe: Recovery unlikely
 - China: Slowdown likely to continue
- Strong JPY against USD and EUR to remain unchanged
- Raw material prices (silver and copper) stable

◆ Assumed exchange rates & raw material costs

1 USD = ¥76; 1 EUR = ¥98

(Previous assumption: 1 USD = ¥76; 1 EUR = ¥103)

Silver: ¥80,000/kg; Copper: ¥600/kg

(Previous assumption: Silver: ¥80,000/kg; Copper: ¥600/kg)



Q4 Consolidated P/L Forecast

- Sales almost the same as Oct. forecast. IAB decrease to be crossed off with EMC, AEC, SSB.
- Gross profit margin to fall short of Oct. forecast due to production adjustments to handle inventories.

(Billions of yen)

	FY2011 Q4 (Oct 27 fcst)	FY2011 Q4 fcst	Difference	FY2010 Q4 Actual	YoY
Net Sales	164.0	162.1	-1.2%	166.5	-2.6%
Gross Profit (%)	62.5 (38.1%)	57.2 (35.3%)	-8.4% (-2.8%P)	60.3 (36.2%)	-5.0% (-0.9%P)
SG&A	36.4	38.9	+6.7%	37.7	+3.1%
R&D	10.8	11.5	+6.0%	11.7	-1.9%
Operating Income (%)	15.2 (9.3%)	6.9 (4.2%)	-55.0% (-5.1%P)	10.9 (6.5%)	-36.8% (-2.3%P)
Non-operating Income (loss), net	0.3	3.2	+970.6%	5.1	-37.7%
NIBT	14.9	3.7	-75.4%	5.7	-36.0%
Net Income attributable to	9.4	2.4	-74.8%	3.6	-34.8%

<Exchange Rates>

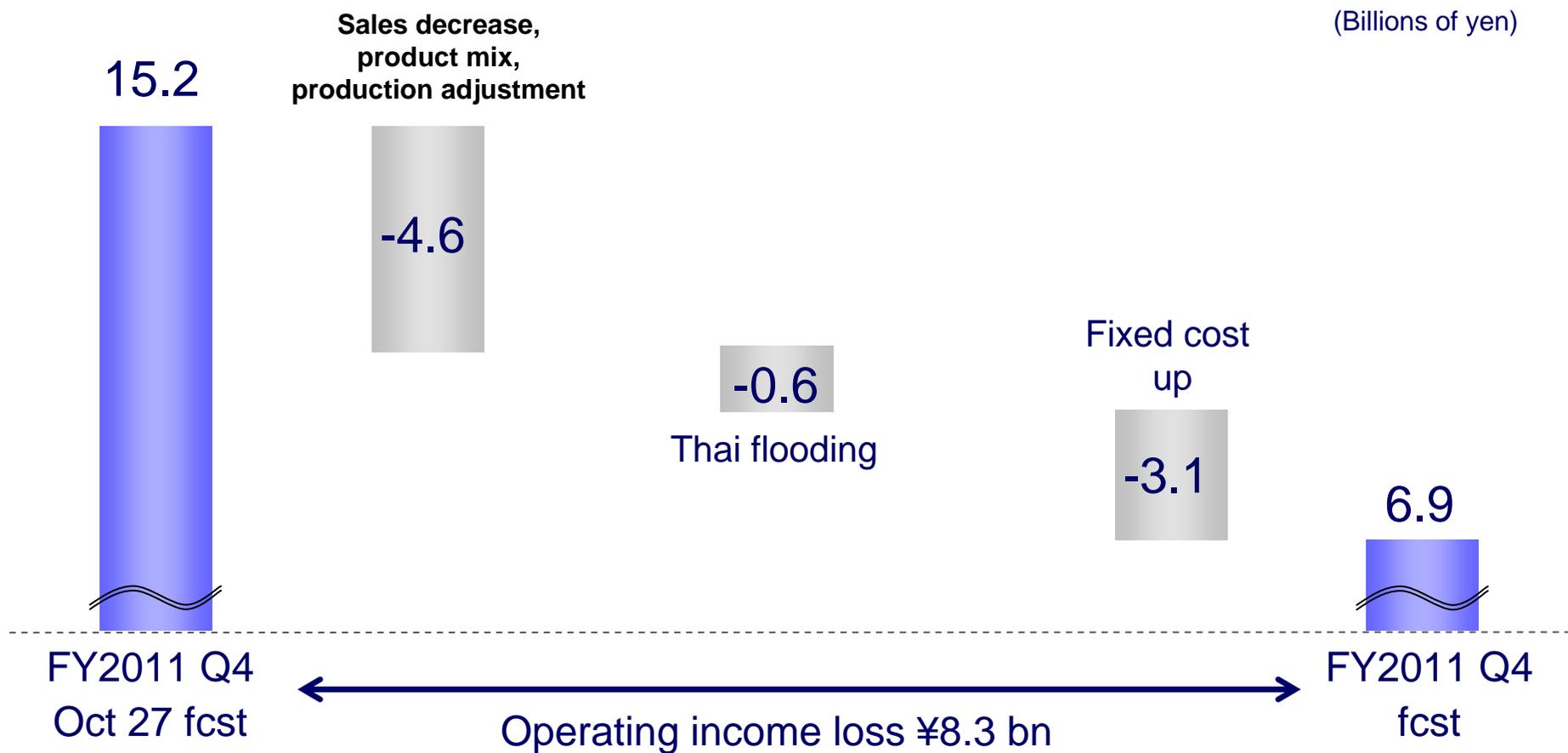
USD	76.0	76.0	±0.0	82.4	-6.4
EUR	103.0	98.0	-5.0	112.7	-14.7

*Oct. 2011 forecast: Internal management figures not previously disclosed.



Q4 Operating Income Analysis (vs. Oct. forecast)

- OP down from Oct. forecast due to SG&A and R&D increase (Q3 carryover), sales decrease and production cutback.





Q4 Performance Forecast by Segment (1/2)

Segment	Q4 Sales Forecast vs. Oct. Forecast
IAB	<ul style="list-style-type: none">• Japan: Up due to recovery of the machine tool & semiconductor markets.• Overseas: Down due to slowdown of Europe and China.
EMC	<ul style="list-style-type: none">• Japan: Up with growing demand for amusement equipment.• Overseas: Down due to slowing demand for home electronics and communication equipment.
AEC	<ul style="list-style-type: none">• Japan: Up with automakers' demand going up.• Overseas: Up with higher demand in North America and China.
SSB	<ul style="list-style-type: none">• Up due to sales carryover from Q3 to Q4.
HCB	<ul style="list-style-type: none">• Japan: Up expecting good sales of new products.• Overseas: Down as China's consumption slows.
Other	<ul style="list-style-type: none">• Up thanks to buoyant demand for smart phone backlights.



Q4 Performance Forecast by Segment (2/2)

- Sales: EMC, AEC and SSB up from Oct. forecast in spite of adverse environmental changes.
- OP: Down from Oct. forecast. Production adjustments planned for IAB & EMC following IAB sales decrease.

(Billions of yen)

	Net Sales					Operating Income				
	FY11 Q4 (Oct 27 fcst)	FY11 Q4 fcst	vs. Oct 27 fcst	FY10 Q4 Actual	YoY	FY11 Q4 (Oct 27 fcst)	FY11 Q4 fcst	vs. Oct 27 fcst	FY10 Q4 Actual	YoY
Industrial Automation (IAB)	68.3	62.1	-9.1%	68.3	-9.1%	8.1	4.2	-47.6%	9.5	-55.2%
Electronic & Mechanical Components (EMC)	20.2	21.0	+3.9%	20.4	+3.0%	3.3	2.1	-37.3%	1.8	+18.1%
Automotive Electronic Components (AEC)	21.6	22.8	+5.2%	20.5	+10.8%	1.1	0.7	-39.0%	0.3	+141.0%
Social Systems, Solutions & Service (SSB)	24.4	25.0	+2.3%	29.1	-13.9%	4.0	3.8	-4.7%	3.8	-0.6%
Healthcare (HCB)	15.7	15.7	-0.3%	14.7	+6.6%	0.6	0.3	-58.8%	0.2	+25.0%
Other	12.1	13.5	+11.2%	11.9	+12.9%	-1.0	-1.3	-	-1.3	-
Eliminations & Corporate	1.5	2.1	+35.5%	1.5	+37.0%	-0.9	-2.9	-	-3.3	-
Total	164.0	162.1	-1.2%	166.5	-2.6%	15.2	6.9	-54.8%	10.9	-36.8%

*Oct. 2011 forecast: Internal management figures not previously disclosed.



FY11 Full-Year Forecast



FY11 Full-Year P/L Forecast

- Omron is looking to gain ¥37.0 bn OP in the turbulent environment.
- Without forex & material cost impacts, sales up 3%, OP down 1%, gross profit margin up 0.3% pt YoY. (YoY negative impacts: ¥21.1 bn forex on sales, ¥7.0 bn forex and ¥3.4 bn material costs on OP)
- Net income before reversal of deferred tax assets (-¥5.4 bn): ¥19.4 bn.

(Billions of yen)

	FY2011 (Oct 27 fcst)	FY2011 fcst	Difference	FY2010 fcst	YoY
Net Sales	620.0	615.0	-0.8%	617.8	-0.5%
Gross Profit (%)	235.0 (37.9%)	226.5 (36.8%)	-3.6% (-1.1%P)	231.7 (37.5%)	-2.2% (-0.7%P)
SG&A	146.0	146.5	+0.3%	142.4	+2.9%
R&D	43.0	43.0	±0.0	41.3	+4.1%
Operating Income (%)	46.0 (7.4%)	37.0 (6.0%)	-19.6% (-1.4%P)	48.0 (7.8%)	-23.0% (-1.8%P)
Non-operating Income (loss), net	3.0	7.0	+133.3%	6.3	+10.3%
NIBT	43.0	30.0	-30.2%	41.7	-28.0%
Net Income attributable to	27.0	14.0	-48.1%	26.8	-47.7%
<Exchange Rates>					
USD	78.0	78.4	+0.4	85.8	-7.4
EUR	109.0	108.3	-0.7	113.5	-5.2

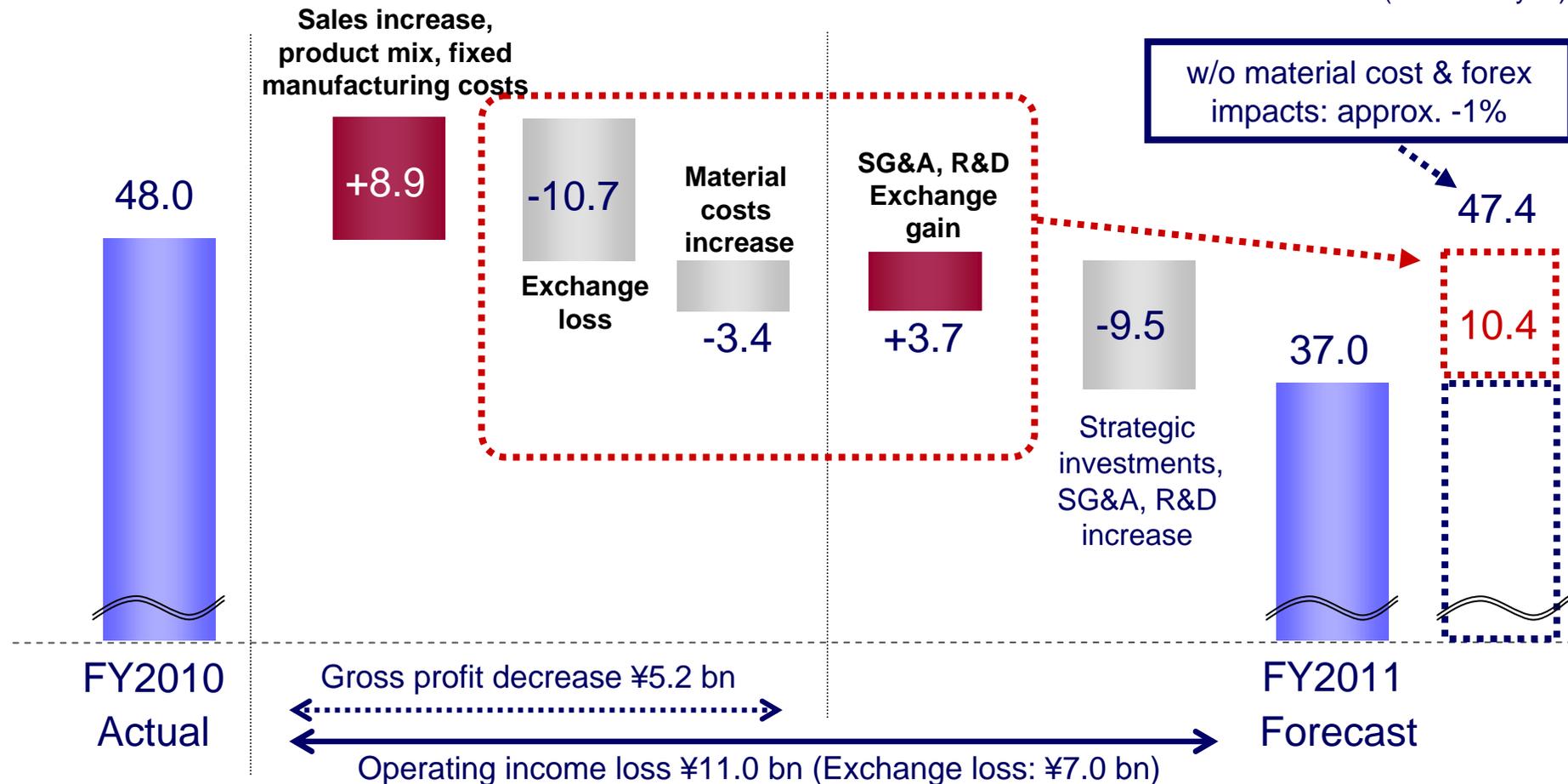
*Oct. 2011 forecast: Internal management figures not previously disclosed.



Full-Year Operating Income Analysis (Year-on-year)

- Sales up if without exchange loss. OP down ¥11.0 bn due especially to SG&A and R&D increase including VG2020 strategic investments, forex and material costs. (Flat YoY without ¥10.4 bn negative impacts of forex and material costs.)

(Billions of yen)





Full-Year Performance Forecast by Segment

- EMC and HCB sales up YoY even in the current adverse environment.

(Billions of yen)

	Net Sales					Operating Income				
	FY11 (Oct 27 fcst)	FY11 fcst	vs. Oct 27 fcst	FY10 Actual	YoY	FY11 (Oct 27 fcst)	FY11 fcst	vs. Oct 27 fcst	FY10 Actual	YoY
Industrial Automation (IAB)	278.0	268.0	-3.6%	271.9	-1.4%	37.0	32.0	-13.5%	38.2	-16.3%
Electronic & Mechanical Components (EMC)	82.5	83.0	+0.6%	81.2	+2.2%	10.5	8.0	-23.8%	11.9	-32.9%
Automotive Electronic Components (AEC)	82.0	84.0	+2.4%	84.3	-0.3%	3.0	2.5	-16.7%	4.2	-39.9%
Social Systems, Solutions & Service (SSB)	59.0	58.0	-1.7%	63.8	-9.2%	0.0	0.0	-	1.7	-
Healthcare (HCB)	61.5	62.0	+0.8%	60.6	+2.3%	3.0	3.2	+6.7%	4.1	-21.5%
Other	51.0	53.0	+3.9%	49.7	+6.7%	-4.5	-4.2	-	-4.7	-
Eliminations & Corporate	6.0	7.0	+16.7%	6.3	+11.0%	-3.0	-4.5	-	-7.4	-
Total	620.0	615.0	-0.8%	617.8	-0.5%	46.0	37.0	-19.6%	48.0	-23.0%

*Oct. 2011 forecast: Internal management figures not previously disclosed.



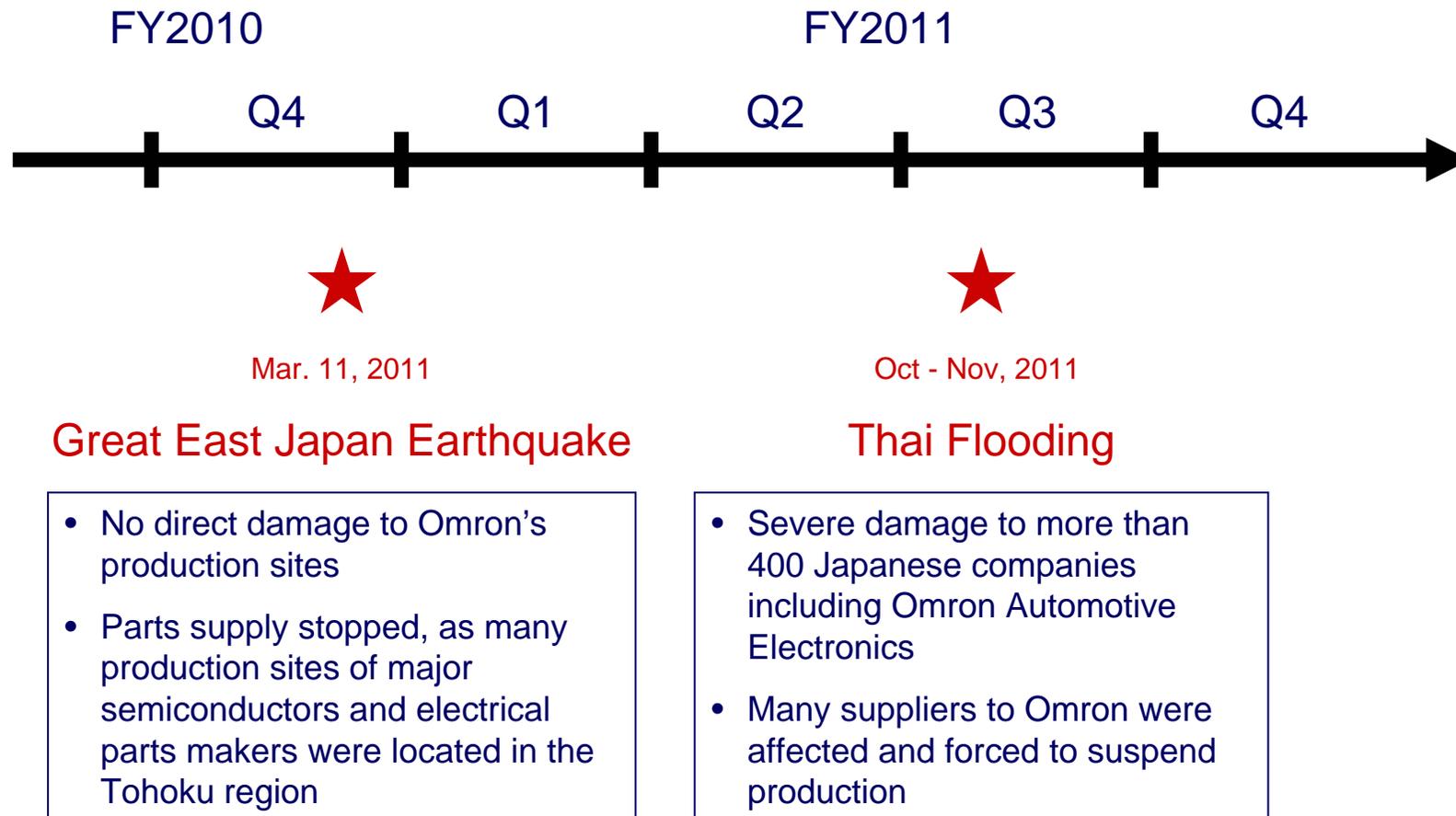
Our Focus:

(1) BCP: Supply Chain Management



2011 Disasters

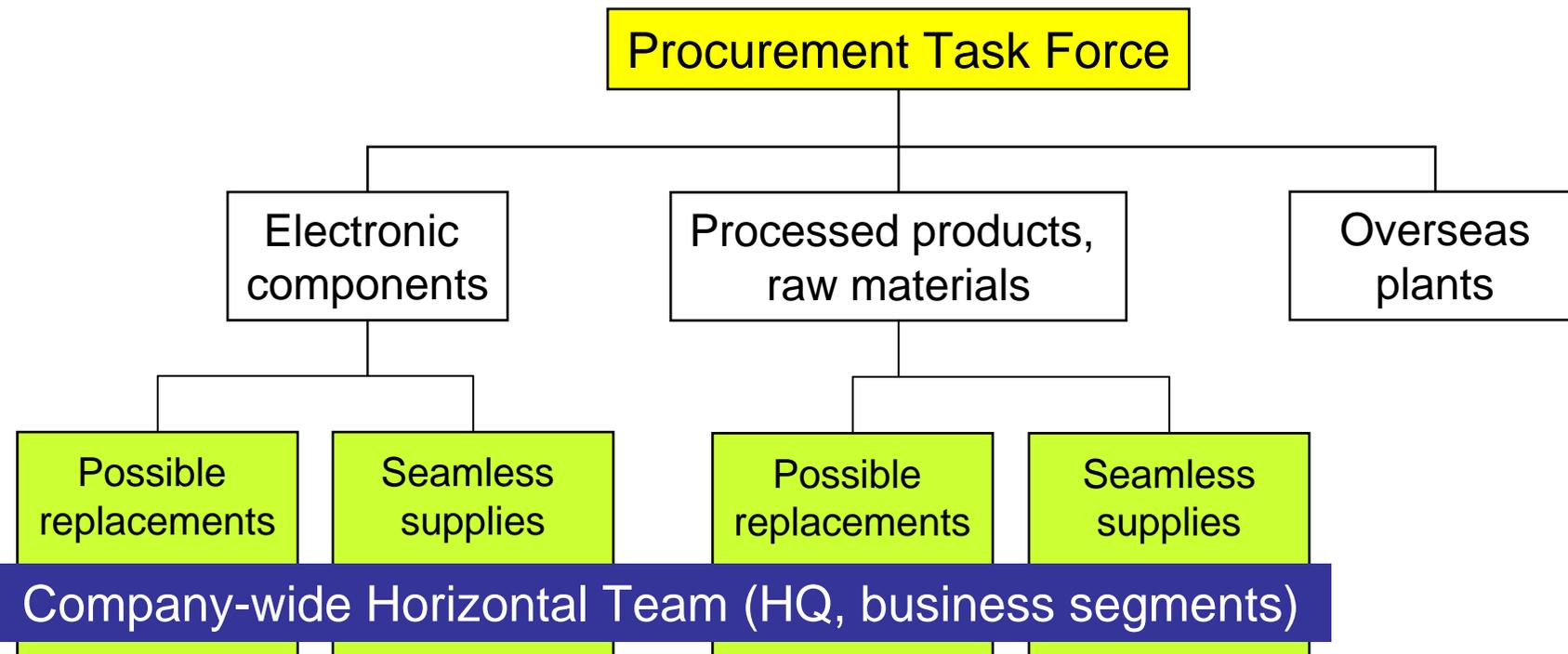
- Two historic disasters severely affected industry-wide operations.





Company-Wide Emergency Task Force

- Omron set up a project team, led by the Global Process Innovation HQ (head office production & purchase departments), to make sure all business segments secured supplies or procured replacements on a global basis.
- Now working to clearly prioritize components and finished products and share the information with suppliers to avert procurement risks in times of emergency.





Achievements as a Supplier

Thai Flooding

AEC Production	Swiftly started replacing production of some products in Japan and shipped them to customers: within 4 days	Flexibly worked with subcontractors as well to deal with other products
Company -wide Procurement	Negative impacts on sales due to parts procurement troubles: <u>almost none</u>	Demonstrated strong internal & external ties <ul style="list-style-type: none">• Prioritized products & components• Global parts procurement• Flexible group-wide procurement• Consistent information on replacements from HQ, swift design changes
Design		



Our Focus: (2) VG2020



VG2020 GLOBE STAGE: 1st Year Review

Actions Taken (as of Jan. 27, 2012)

IA (IAB & EMC) Reinforcement

Acquisition of BST, China

Wider range of global strategic products

Establishment of 3 automation centers worldwide

Relocation & expansion of
Shanghai relay plant

Launch of next-generation
controller NJ1

Sales Expansion in Emerging Markets

Brand recognition enhancement
in India & Brazil

Strengthening of sales & marketing
channels in India & Brazil

Establishment of regional head office in India

Strengthening of
IAB sales network in China

Reinforcement of
sales & SE staff of IAB China

New Business Optimization

Online WellnessLink
service expansion

Environmental Solutions Business:
Establishment of NTT Smile Energy K.K.,
a joint venture with NTT West

Healthcare service:
Alliance with NTT DOCOMO

Energy Saving Solution
Business reinforcement



Our Focus:

(3) Corporate Governance & Disclosure



Omron's Corporate Governance

(1) History at a Glance

Corporate Governance Initiatives

	1999	2003	2011
President	1987– President Yoshio Tateisi (member of founding family)	2003– President Hisao Sakuta (not member of founding family)	2011– President Yoshihito Yamada (not member of founding family)
Chairman of the Board of Directors/CEO	President serves as Board of Directors' Chairman and CEO	Chairman serves as Board of Directors' Chairman/President serves as CEO	
Separation of management oversight and business execution	30 directors	1999– Number of directors reduced to seven (including external directors)	
		1999– Introduction of executive officer system	
Advisory board	1999 Advisory Board		
External directors		2001 One member	2003– Two members (seven directors)
External corporate auditors	1998 One member	1999– Two members	2003– Three members (four auditors) 2011– Two members (four auditors)
Advisory committees	1996– Management Personnel Advisory Committee	2000– Personnel Advisory Committee	
		2003– Compensation Advisory Committee	
		2006– President & CEO Selection Advisory Committee	2008– Corporate Governance Committee
Corporate philosophy	Omron Principles formulated in 1990	Revised in 1998	Revised in 2006

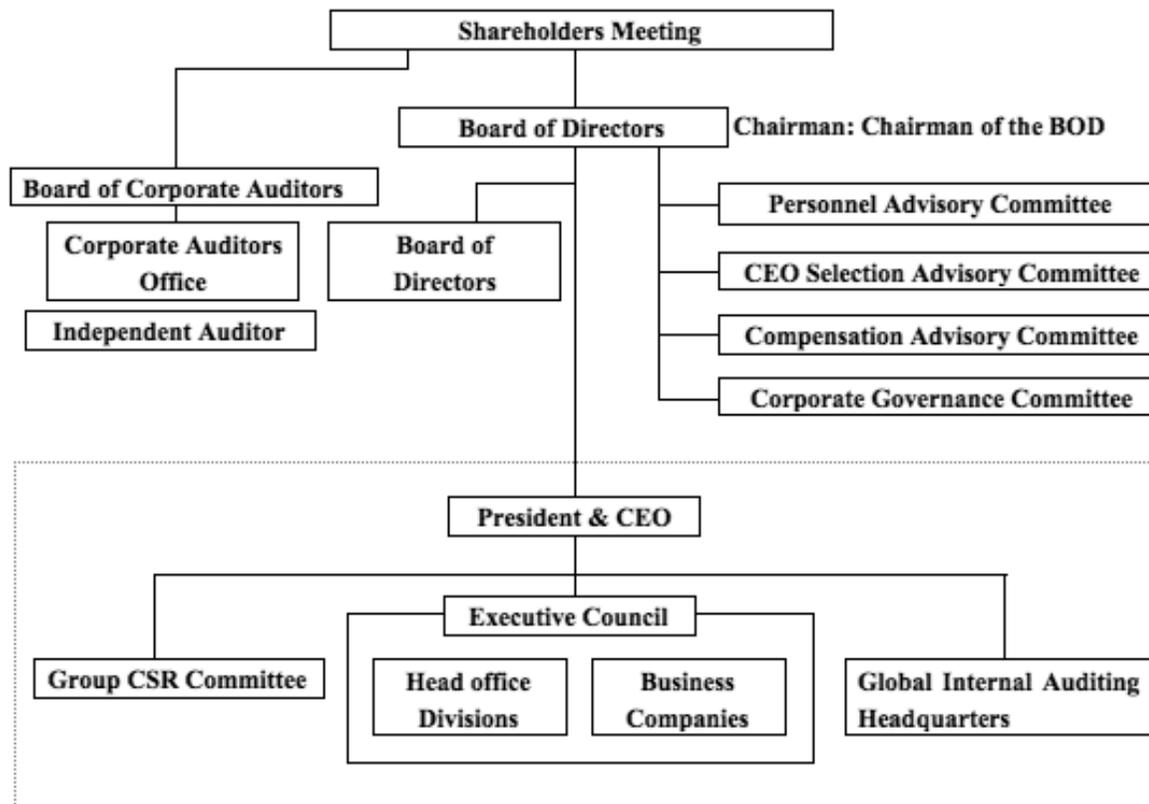
Corporate motto formulated in 1959



Omron's Corporate Governance (2) Structure

- Omron's unique "hybrid" system: "Board of corporate auditors" incorporated with the best elements of a "committee system".
- Key management objective: To maximize the Omron group's value in the global capital market on a long-term basis. Omron has established a system by constantly making improvements to meet expectations and evaluations of shareholders and all stakeholders.

OMRON's Corporate Governance Structure



Basic Policies

- Establishment of optimum management structure
- Fair business operation as a corporation
- Enhancement of management and auditing system
- Separation of management oversight and business execution
- Autonomous business
- Establishment of CSR management structure



FY11 Awards

- Tokyo Stock Exchange
The 2nd Corporate Activity Award
- Securities Analysts Association of Japan
The 17th Award for Excellence in Corporate Disclosure
- Nikkei Inc.
Annual Report Awards 2011
Excellent Annual Report (2nd prize)



References



Exchange Rates & Raw Material Costs Full-Year Fluctuation Impact

- Exchange rates, ¥1 fluctuation impact (full-year, approx)

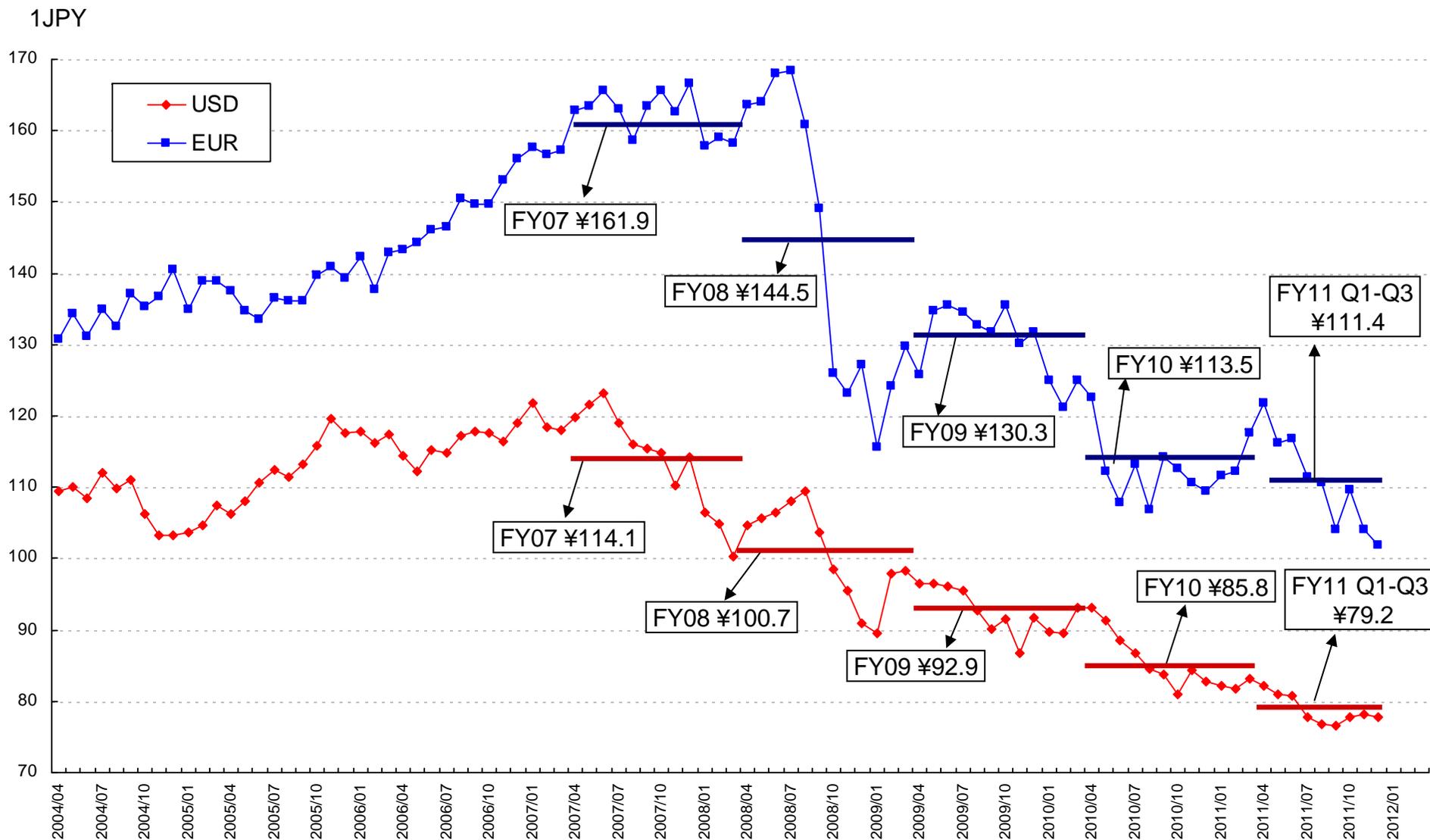
	Sales	OP
USD	¥2.4 bn	¥0.7 bn
EUR	¥0.7 bn	¥0.4 bn

- Silver & copper price change impact (full-year, approx)

	Price change	OP
Silver	¥100/kg	¥10 mil
Copper	¥100/kg	¥1.0 bn

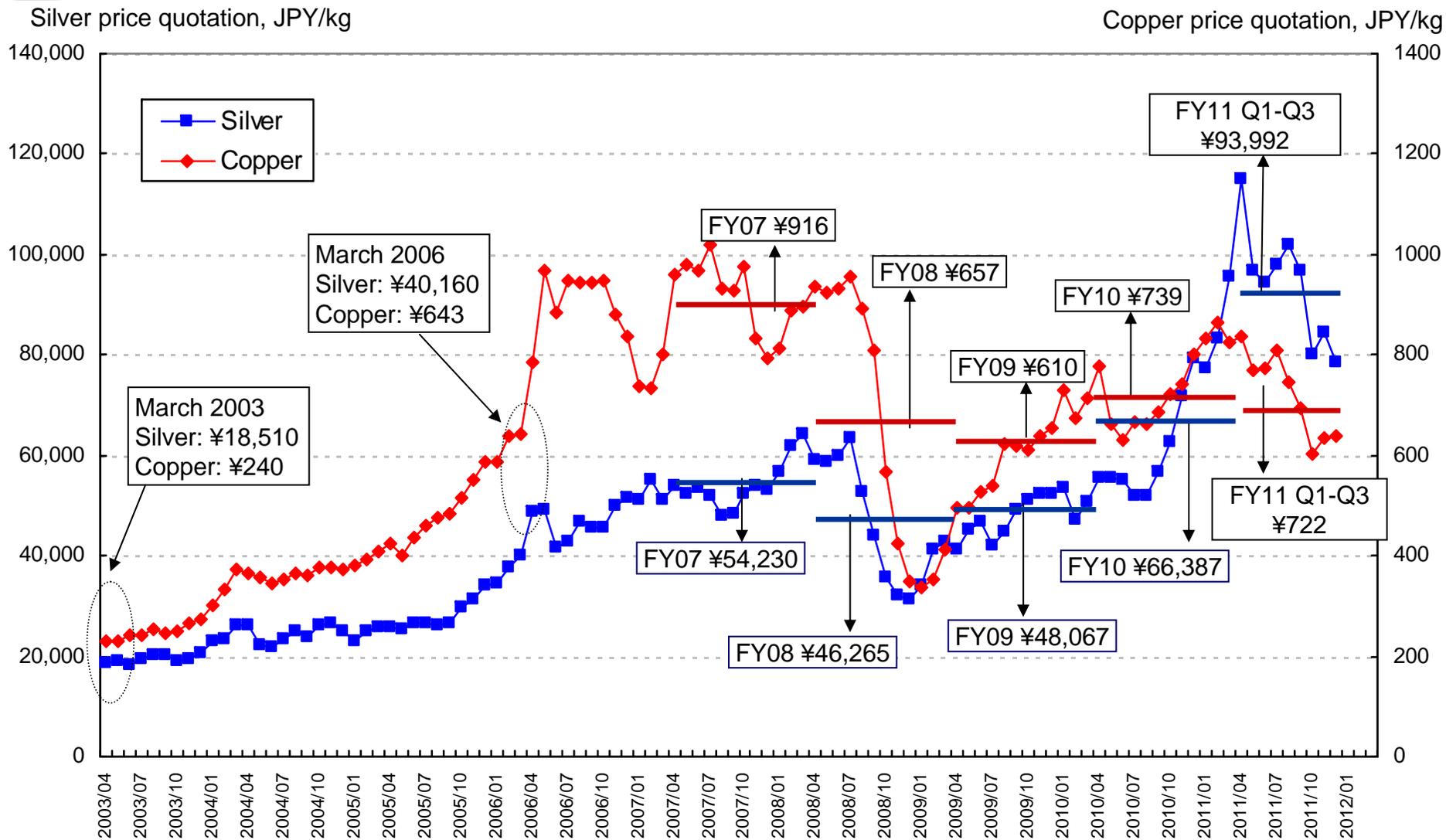


Exchange Rates (USD, EUR)





Raw Material Prices (Silver, Copper)



*Monthly simple moving average (SMA) of price quotations.



Businesses and Major Products

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

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

- *Radio wave sensing*
- *Automotive body control*

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

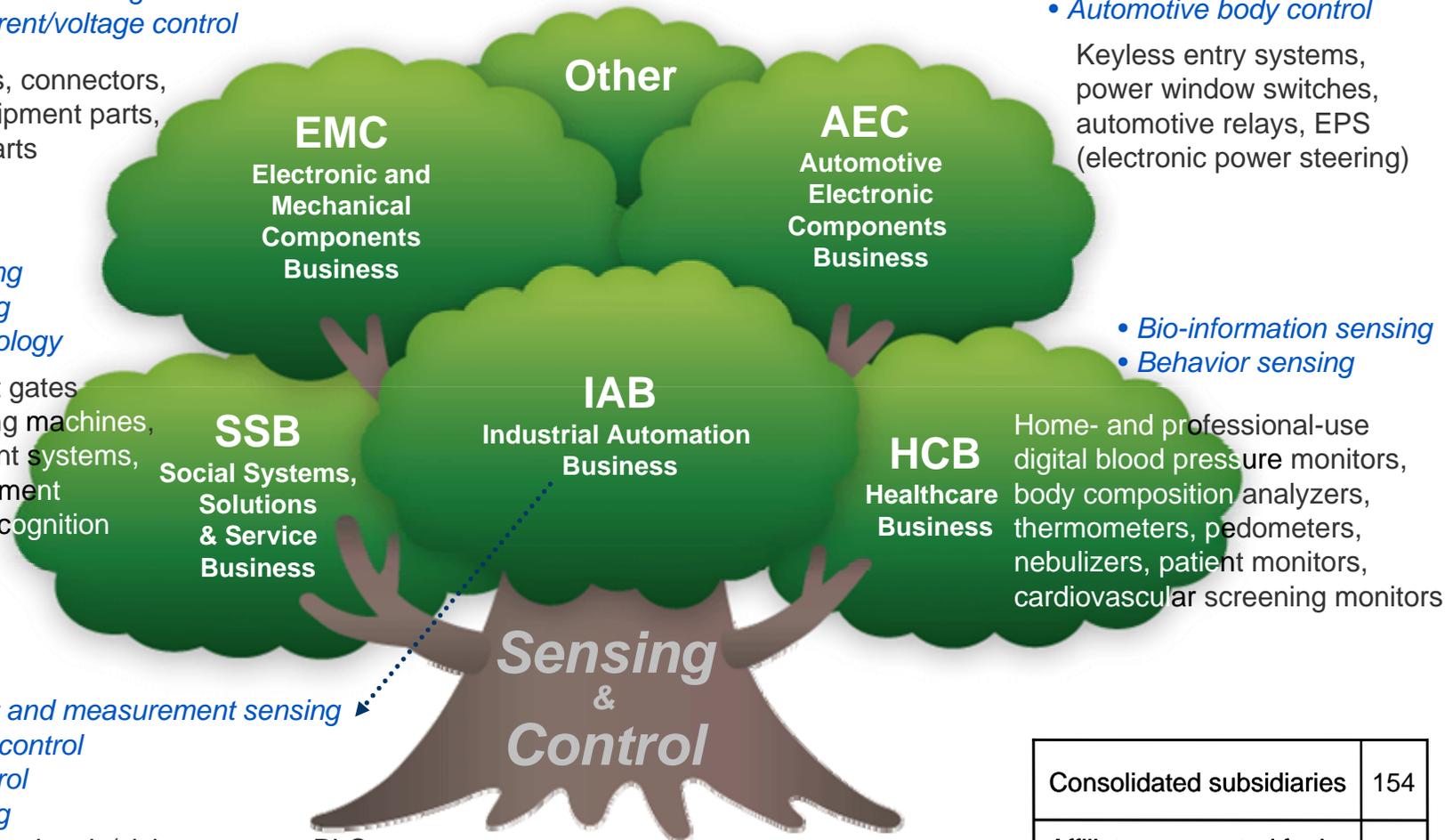
Relays, switches, connectors, amusement equipment parts, mobile device parts

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

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

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

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	154
Affiliates accounted for by the equity method	13

(as of December 31, 2011)



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.

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