Future Growth
Results for the Second Quarter Ended September 30, 2010 (FY10/Q2) and Full-year Forecast

Future growth

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, and (vi) movements in currency exchange rates and stock markets.
Results for the Second Quarter Ended September 30, 2010 (FY10/Q2) and Full-year Forecast
Sales are almost in line with Jul 28 forecast. Results improved dramatically YoY reflecting the recovery of economic conditions.

Improvement in operating income owing to efficient management of fixed costs, compared with Jul 28 forecast.

**< Net Sales >**

<table>
<thead>
<tr>
<th></th>
<th>FY09 Q1-Q2 Actual</th>
<th>FY10 Q1-Q2 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>232.4</td>
<td>297.9</td>
</tr>
</tbody>
</table>

**< Operating Income >**

<table>
<thead>
<tr>
<th></th>
<th>FY09 Q1-Q2 Actual</th>
<th>FY10 Q1-Q2 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Income</td>
<td>-7.7</td>
<td>24.4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total P/L (cumulative)</th>
<th>FY10 Q1-Q2 Result</th>
<th>FY09 Q1-Q2 Result</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>297.9</td>
<td>232.4</td>
<td>+28.2%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>24.4</td>
<td>-7.7</td>
<td>-</td>
</tr>
<tr>
<td>NIBT</td>
<td>23.5</td>
<td>-9.6</td>
<td>-</td>
</tr>
<tr>
<td>Net income (attributable to shareholders)</td>
<td>15.0</td>
<td>-6.9</td>
<td>-</td>
</tr>
</tbody>
</table>
Projected Results for FY10 Full Year

- Both sales and OP at the same level as Jul 28 forecast

<table>
<thead>
<tr>
<th>Total P/L</th>
<th>FY10 Forecast</th>
<th>FY09 Actual</th>
<th>FY10 Jul 28 fcst</th>
<th>YoY</th>
<th>vs. Jul 28 fcst</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>615.0</td>
<td>524.7</td>
<td>615.0</td>
<td>+17.2%</td>
<td>+0.0%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>46.0</td>
<td>13.1</td>
<td>46.0</td>
<td>+251.8%</td>
<td>+0.0%</td>
</tr>
<tr>
<td>NIBT</td>
<td>44.5</td>
<td>10.2</td>
<td>44.5</td>
<td>+336.5%</td>
<td>+0.0%</td>
</tr>
<tr>
<td>Net income (attributable to shareholders)</td>
<td>29.5</td>
<td>3.5</td>
<td>29.5</td>
<td>+738.5%</td>
<td>+0.0%</td>
</tr>
</tbody>
</table>
8 projects of Structural Reform

- Added value ratio Improvement
- Investments
- Fixed manufacturing costs
- Inventory
- Expenses
- Top global products
- Work-life balance
- IT management
Future Growth
Future growth

<Key factors for future growth>

(Existing business)
Business growth in emerging economies

+ 

(New business)
New businesses to meet social needs
Higher and more diverse demand for factory automation in the transforming Chinese market environment.

Automation Demand in China

- Larger production, better productivity
- Locally procured equipment
- Self-made production equipment

- Better rural economy, less workforce in urban areas
- Increased labor costs
- Tighter overwork rules

- Safety control
- Risk management
- Optimal Equipment compatibility

- High speed, high accuracy
- High added-value & quality
- Eco-friendly
- Energy control

Omron’s Added Value

Sensing & Control

Full line-up of control components

Programming

Precision machinery processing

Service & Support

Software/Network technology

Engineering

Eco-friendly

Energy control

Sensing tomorrow™
IAB has constructed technical service networks and supply chains to support customers around the Greater China area.

- Manufacturing / R&D (OMS): Shanghai
- Sales: 6 branch offices (Shanghai, Guangzhou, Beijing, Dalian, Xian, Wuhan)
  - 35 sales office (including Taiwan)
- Logistics: 5 sites (Tianjin, Shanghai, Guangzhou, Hong Kong, Taipei)
- Customer Support Center (CSC): Shanghai
- SE Center: 16 sites (Shanghai, Beijing, Guangzhou, and other 13 sites)
- Distributors: More than 100
Key Words
1. Automation, standardization, and quality stabilization of common assembly processes
2. Best matching of machines to people
3. Non full-auto: Cost effective, partly automated production lines

Manual screwing
Less workforce
Auto

Manual parts insertion
Less workforce
Auto

Manual soldering
More stable quality
(Requiring less skills)
Auto
< Expand production capability >

Expand production volume

Improve productivity / yield ratio

→ Continuously strive to perfect productive capability & quality
【New Business】Health Status Sensing

Sensing
- Blood glucose level
- Blood pressure
- Pulse
- Cardiograph
- Weight change

Monitoring

Simulation

Control
(Preventive advice)

Heart attack!?

Surgery

Medication

Exercise therapy

Dietetic therapy

Present condition
【New Business】Solutions: Industry / Society / Lifestyle

**Industry**
Environmentally conscious cost reductions

Sensing & monitoring of equipments conditions in production sites

- Temperature, humidity, Illumination intensity
- Airflow
- Pressures
- Vibrations, microphones

**Society**
Safety and security

Safety & security, comfort, train station environment

- Air pressure
- Temperature, humidity
- Microphones

**Lifestyle**
Security, Comfort, Healthcare

Home security, nursing & personal care, safety confirmation

- Temperature, humidity, Illumination
- Vibration, microphones
- Pressure
- HCB and others

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New Business] Necessary Conditions for Sensor Networks

- Miniaturization
- Wireless communication with controllers
- Lack of need for external electricity source
- Communication networks
- Low cost
【New Business】Smart Sensing Module 2010

Development of platform with sensor modules

Sensor modules

One common substrate (platform)

Power supply module

Mounted Sensors

Temperature sensor
Humidity sensor
Illuminance sensor
Acceleration sensor
Infrared ray sensor
Absolute pressure sensor
Microphone
GPS
Camera module

Connected Sensors

CO2 sensor
Flow sensor
ON-OFF sensor
Current sensor

Up to 12 different types of sensor data measurable simultaneously
【New Business】Smart Sensing Module

Sensing Technology
- MEMS/NEMS
- Specialized nano-thin film

Control Technology
- Feature extraction
- Inference learning
- Knowledge information control

Wireless Communication Technology
- Ubiquitous network
- Zigbee, RFID

Energy Technology
- Compact and environment-based power generation
- Mass electricity accumulation

Integration Technology
- Si penetration wiring (MEMS/MOS)
- Wafer-level package
- MEMS/MOS vertical integration

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【New Business】Vibration-driven Energy Generator

- Smaller and lighter: Wider application possibilities
- Thinner: Enable easier production line monitoring
- Lighter: Less effect on vibrating sources

Size: 20 x 20 x 4 mm; Weight: 3.7 g
【New business】New technology : SSM and experimental study

Yasu Factory
(manufacturing semiconductors)

Keihanna Innovation Center

Real Time Monitor
Parameters : Temperature and relative humidity, airflow, vibration, human detection, air particles, currents, carbon dioxide levels, etc.

Cost-cutting effect
(Power bill savings )
¥4mil / year
(Keihanna Innovation Center)
【New business】Case Examples of SSM sensor installations

Acoustic sensor on a pump

Acoustic & acceleration sensors on a pump

A temperature and relative humidity sensor on an exhaust air duct
Experimental study on a bridge on a freeway in the Kanto district of Japan.

- Vibration sources: Vibration of bridge
- Sensors: Temperature, vibration, and weight
- Communications: RFID, ucode, ZigBee
【New Business】Railway Station Solution

- Digital signage
- Aged people
- Suspicious individuals
- Disabled passengers
- Suspicious individuals
- Passenger flow
- Congestion
- Trouble
- Unusual conditions

- Realization Images
- Appropriate control
- Induction

- Illumination
  - Temperature and humidity
  - Air pressure
  - Airflow
  - Illumination intensity
  - Congestion

- Air conditioning
“Shaping Our Sense of Security”
with Sensing and Control Technology

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