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March 2003 PL result

(Unit: 100 million yen, %)

	Mar-02 Result	Mar-03 Result	Change %
Sales	5,340	5,351	100.2%
Gross margin	1,805	2,077	115.0%
Ratio to sales	33.8%	38.8%	5.0% P
SG & A	1,349	1,351	100.2%
Ratio to sales	25.3%	25.3%	0.0% P
R & D Exp.	414	402	97.2%
Ratio to sales	7.8%	7.5%	-0.2% P
Operating Income	42	323	769.5%
Ratio to sales	0.8%	6.0%	5.3% P
Non-Ope. Exp.	296	276	93.2%
NIBT	-254	47	-18.7%
NIA T	-158	5	-3.2%

	Mar-02 Result	Mar-03 Result	Change %
ROE	-5.1%	0.2%	5.3% P

	Mar-02 Result	Mar-03 Result	Change %
US\$	125.7 Yen	122.1 Yen	-3.6 Yen
EUR	110.9 Yen	121.1 Yen	10.2 Yen

March 2003 Sales result by segment

(Unit: 100 million yen, %)

Area	Mar-02 Results	% of Total	Mar-03 Results	% of Total	Change %
Japan	3,449	64.6%	3,254	60.8%	94.3%
Overseas	1,891	35.4%	2,097	39.2%	110.9%
Total	5,340	100.0%	5,351	100.0%	100.2%

Area	Mar-02 Results	% of Total	Mar-03 Results	% of Total	Change %
IAB	1,842	34.5%	2,025	37.8%	109.9%
ECB	1,319	24.7%	1,389	26.0%	105.3%
SSB/AMB	1,281	24.0%	1,167	21.8%	91.1%
HCB	406	7.6%	423	7.9%	104.2%
Other	492	9.2%	347	6.5%	70.5%
Total	5,340	100.0%	5,351	100.0%	100.2%

March 2003 Operating income result

(Unit: 100 million yen, %)

	March 2002 Result	March 2003 Result	Change %
IAB	121	241	198.8%
ECB	79	146	183.4%
SSB/AMB	-30	12	-38.0%
HCB	16	38	237.0%
Other	26	45	172.6%
Elimination	-170	-158	92.8%
Total	42	323	767.5%

March 2003 IAB result

(Unit: 100 million yen, %)

Sale by region

	Mar-02 Result	Mar-03 Result	Change %
Japan	955	1,022	107.0%
Overseas	887	1,003	113.2%
America	185	196	105.6%
Europe	479	534	111.5%
Asia	102	121	119.3%
China	120	150	125.1%
Export	2	3	220.0%
Total	1,842	2,025	110.0%

Sale ratio by product

	Mar-02 Result	Mar-03 Result	Change %
System Compo	32%	32%	0.0% P
Sensor	25%	26%	1.0% P
Industrial Compo	43%	42%	-1.0% P
Total	100%	100%	

Operating Income

	Mar-02 Result	Mar-03 Result	Change %
O.I.	121	241	198.8%

March 2003 ECB result

(Unit: 100 million yen, %)

Sale by region

	Mar-02 Result	Mar-03 Result	Change %
Japan	657	667	101.5%
Overseas	662	722	109.0%
America	337	351	104.2%
Europe	111	129	116.8%
Asia	113	133	118.1%
China	77	75	97.9%
Export	25	33	133.1%
Total	1,319	1,389	105.3%

Sale ratio by product

	Mar-02 Result	Mar-03 Result	Change %
EMC	42%	39%	-2.8% P
Automotive	39%	42%	2.8% P
Semiconductor	2%	5%	3.0% P
Amusement	11%	9%	-1.8% P
Other	6%	5%	-1.0% P
Total	100%	100%	

Operating Income

	Mar-02 Result	Mar-03 Result	Change %
O.I.	79	146	183.4%

March 2003 SSB result

Includes AMB

(Unit: 100 million yen, %)

Sale by region

	Mar-02 Result	Mar-03 Result	Change %
Japan	1,162	1,048	90.1%
Overseas	118	119	100.6%
America	7	3	37.5%
Europe	0	0	#DIV/0!
Asia	3	1	40.0%
China	8	3	37.7%
Export	101	112	111.4%
Total	1,281	1,167	91.1%
AMB	0	198	

Sale ratio by product

	Mar-02 Result	Mar-03 Result	Change %
Finacial	- - -	31%	- - -
Railway	- - -	20%	- - -
Traffic	- - -	11%	- - -
Other	- - -	38%	- - -
Total	- - -	100%	- - -

Operating Income

	Mar-02 Result	Mar-03 Result	Change %
O.I.	-30	12	-38.3%

(Unit: 100 million yen, %)

Sale by region

	Mar-02 Result	Mar-03 Result	Change %
Japan	189	189	99.8%
Overseas	217	234	108.1%
America	126	127	100.4%
Europe	64	75	118.4%
Asia	11	12	112.8%
China	16	20	122.5%
Export	0	0	400.0%
Total	406	423	104.2%

Sale ratio
by product

	Mar-02 Result	Mar-03 Result	Change %
Blood Pressure Monitor	- - -	53%	- - -
Thermometers	- - -	11%	- - -
Nebulizer	- - -	6%	- - -
Massage chair	- - -	3%	- - -
Other	- - -	27%	- - -
Total	- - -	100%	- - -

Operating
Income

	Mar-02 Result	Mar-03 Result	Change %
O.I.	16	38	237.0%

March 2004 PL plan

FY03 Plan

(Unit: 100 million yen, %)

	Mar-03 Results	Mar-04 Plan	Change %
Sales	5,351	5,600	104.7%
Gross margin	2,077	2,220	106.9%
Ratio to sales	38.8%	39.6%	0.8% P
SG & A	1,351	1,350	99.9%
Ratio to sales	25.3%	24.1%	-1.1% P
R & D Exp.	402	440	109.4%
Ratio to sales	7.5%	7.9%	0.3% P
Operating Income	323	430	133.0%
Ratio to sales	6.0%	7.7%	1.6% P
Non-Ope. Exp.	276	50	18.1%
NIBT	47	380	801.7%
NIA T	5	190	3800.0%

	Mar-03 Results	Mar-04 Plan	Change %
ROE	0.2%	7.5%	7.3% P

	Mar-03 Results	Mar-04 Plan	Change %
US\$	122.1 Yen	120.0 Yen	-2.1 Yen
EUR	121.1 Yen	125.0 Yen	3.9 Yen

March 2004 Sales plan by segment

FY03 Plan

(Unit: 100 million yen, %)

Area	Mar-03 Results	% of Total	Mar-04 Plan	% of Total	Change %
Japan	3,254	60.8%	3,380	60.4%	103.9%
Overseas	2,097	39.2%	2,220	39.6%	105.9%
Total	5,351	100.0%	5,600	100.0%	104.7%

Area	Mar-03 Results	% of Total	Mar-04 Plan	% of Total	Change %
IAB	2,025	37.8%	2,135	38.1%	105.4%
ECB	794	14.8%	885	15.8%	111.5%
AEC	595	11.1%	635	11.3%	106.7%
SSB/AMB	1,167	21.8%	1,250	22.3%	107.1%
HCB	423	7.9%	435	7.8%	102.8%
Other	347	6.5%	260	4.6%	74.9%
Total	5,351	100.0%	5,600	100.0%	104.7%

March 2004 O.I. plan

FY03 Plan

(Unit: 100 million yen, %)

	March 2003 Result	March 2004 Plan	Change %
IAB	241	290	120.4%
ECB	146	130	---
AEC	---	55	---
<i>ECB/AEC</i>	<i>146</i>	<i>185</i>	<i>126.7%</i>
SSB/AMB	12	65	565.2%
HCB	38	40	104.2%
Other	45	10	22.4%
Elimination	-158	-160	101.3%
Total	323	430	133.1%

March 2004 R&D and CAPEX plan

FY03 Plan

(Unit: 100 million yen, %)

R&D Exp.

	Mar-03 Result	Mar-04 Plan	Change %
IAB	134	151	113%
ECB	100	63	---
AEC	---	46	---
SSB/AMB	54	61	113%
HCB	25	26	104%
HQ & Others	89	93	104%
Total	402	440	109%

CAPEX

	Mar-03 Result	Mar-04 Plan	Change %
IAB	48	80	167%
ECB	34	72	212%
AEC	42	80	190%
SSB/AMB	31	38	123%
HCB	14	18	129%
HQ & Others	177	72	41%
Total	346	360	104%
Depreciation	297	310	104%

March 2004 IAB plan

FY03 Plan

(Unit: 100 million yen, %)

Sale by region

	Mar-03 Result	Mar-04 Plan	Change %
Japan	1,022	1,050	102.7%
Overseas	1,003	1,085	108.1%
America	196	200	102.2%
Europe	534	580	108.7%
Asia	121	125	103.2%
China	150	180	120.4%
Export	3	0	0.0%
Total	2,025	2,135	105.4%

Sale ratio by product

	Mar-03 Result	Mar-04 Plan	Change %
System Compo	32%	33%	1.0% P
Sensor	26%	27%	1.0% P
Industrial Compo	42%	40%	-2.0% P
Total	100%	100%	

Operating Income

	Mar-03 Result	Mar-04 Plan	Change %
O.I.	241	290	120.4%

March 2004 ECB plan

FY03 Plan

(Unit: 100 million yen, %)

Sale by region

	Mar-03 Result	Mar-04 Plan	Change %
Japan	431	490	113.7%
Overseas	363	395	109.0%
America	117	120	103.0%
Europe	93	99	106.8%
Asia	47	48	102.1%
China	75	85	113.0%
Export	31	43	138.3%
Total	794	885	111.5%

Sale ratio by product

	Mar-03 Result	Mar-04 Plan	Change %
EMC	67%	63%	-4.0% P
Semiconductor	9%	13%	4.0% P
Amusement	15%	18%	3.0% P
Other	9%	6%	-3.0% P
Total	100%	100%	

Operating Income

	Mar-03 Result	Mar-04 Plan	Change %
O.I.	146	130	---

March 2003 includes AEC

March 2004 AEC plan

FY03 Plan

(Unit: 100 million yen, %)

Sale by region

	Mar-03 Result	Mar-04 Plan	Change %
Japan	236	255	108.1%
Overseas	359	380	105.8%
America	234	249	106.3%
Europe	37	40	109.0%
Asia	86	91	105.9%
China	0	0	#DIV/0!
Export	2	0	0.0%
Total	595	635	106.7%

Sale ratio by product

	Mar-03 Result	Mar-04 Plan	Change %
Relays	25%	23%	-2.0% P
Switchs	25%	26%	1.0% P
Electronic Device	44%	44%	0.0% P
Other	6%	7%	1.0% P
Total	100%	100%	

Operating Income

	Mar-03 Result	Mar-04 Plan	Change %
O.I.	---	55	---

March 2004 SSB plan

FY03 Plan

(Unit: 100 million yen, %)

Sale by region

	Mar-03 Result	Mar-04 Plan	Change %
Japan	1,048	1,130	107.9%
Overseas	119	120	100.8%
America	3	7	259.3%
Europe	0	11	#DIV/0!
Asia	1	0	0.0%
China	3	5	172.4%
Export	112	97	86.3%
Total	1,167	1,250	107.1%
内 AMB	198	215	

Sale ratio by product

	Mar-03 Result	Mar-04 Plan	Change %
Finacial	31%	35%	4.0% P
Railway	20%	17%	-3.0% P
Traffic	11%	12%	1.0% P
Other	38%	36%	-2.0% P
Total	100%	100%	

Operating Income

	Mar-03 Result	Mar-04 Plan	Change %
O.I.	12	65	565.2%

March 2004 HCB plan

FY03 Plan

(Unit: 100 million yen, %)

Sale by region

	Mar-03 Result	Mar-04 Plan	Change %
Japan	189	195	103.2%
Overseas	234	240	102.4%
America	127	126	99.4%
Europe	75	76	100.9%
Asia	12	11	89.4%
China	20	25	127.6%
Export	0	2	500.0%
Total	423	435	102.8%

Sale ratio by product

	Mar-03 Result	Mar-04 Plan	Change %
Blood Pressure Monitor	53%	53%	0.0% P
Thermometers	11%	9%	-2.0% P
Nebulizer	6%	6%	0.0% P
Massage chair	3%	5%	2.0% P
Other	27%	27%	0.0% P
Total	100%	100%	0.0% P

Operating Income

	Mar-03 Result	Mar-04 Plan	Change %
O.I	38	40	104.2%

WORDS

IAB : Industrial Automation Company

ECB : Electronics Components Company

AEC : Automotive Electronic Components Company

SSB : Social Systems Solution and Service Business Company

AMB : Advanced Module Business Company

HCB : Healthcare Company

EMC : Electronic Mechanical Components

The performance forecasts presented in these slides were calculated based on the best information and assumptions we had available.

Factors including, but not limited to, domestic and international economic conditions, relative demand for Omron's products and services, currency exchange rate fluctuations and stock market trends are unpredictable and subject to change. Consequently, actual performance may differ from the performance forecasts.