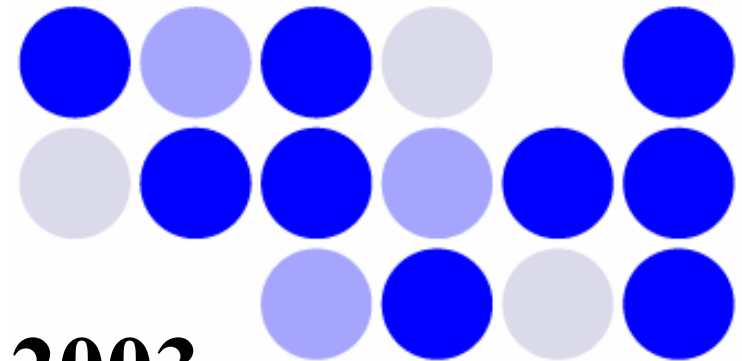


Results for the Six Months Ended September 30, 2003



November 4, 2003

OMRON Corporation

Contents

**1. Summary of Results for the Six Months Ended
September 30, 2004 :Page 4**

**2. Outlook for the Fiscal Year Ending
March 31, 2004 :Page 13**

Notes:

- 1. The financial statements are prepared in accordance with U.S. GAAP.**
- 2. Includes 134 consolidated subsidiaries and 10 affiliated companies accounted for by the equity method.**
- 3. 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 Module 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

1. Summary of Results for the Six Months Ended September 30, 2003

*Six months ended
September 30, 2003*

Interim Results

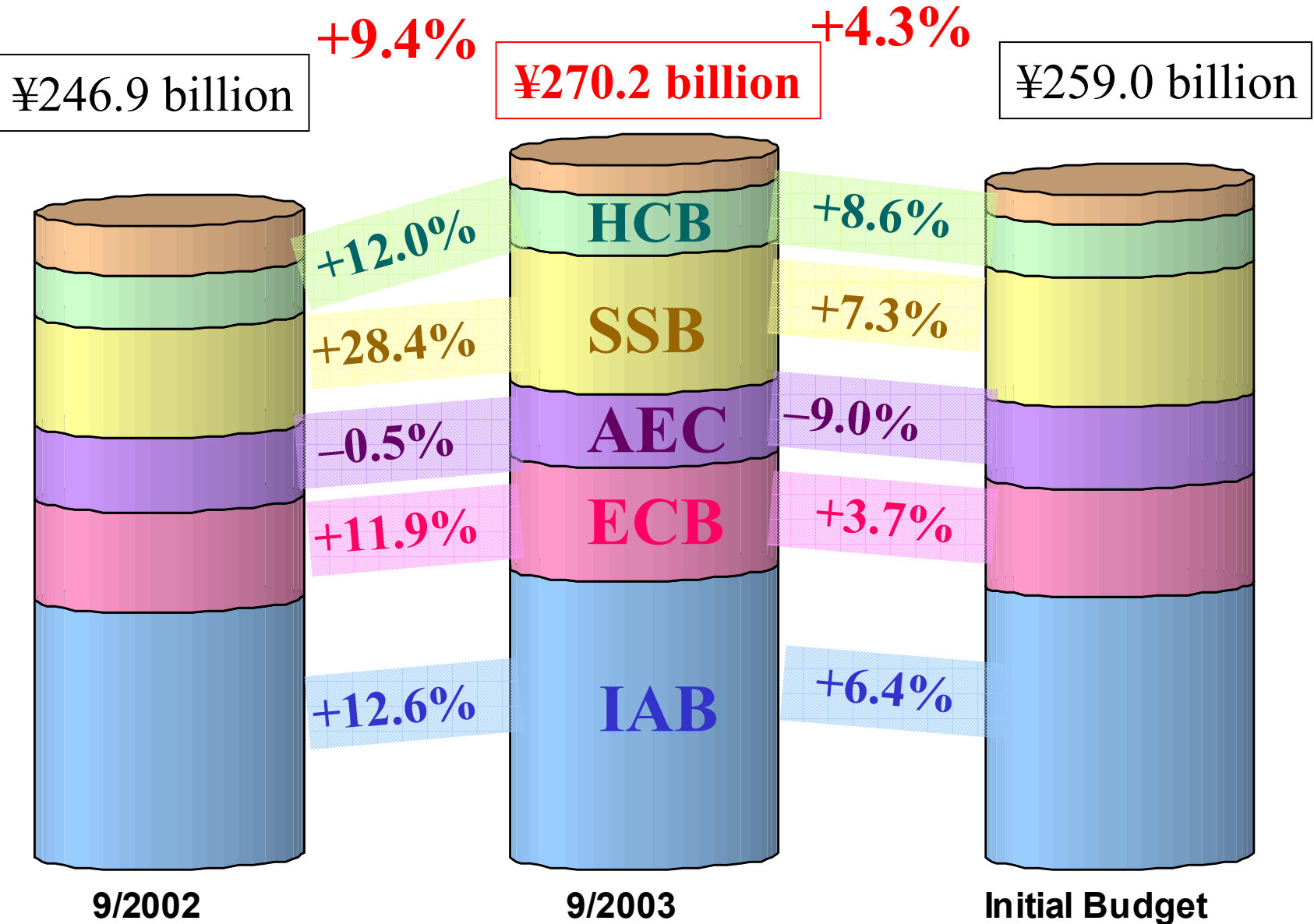


(Billions of yen)

First Half Results	Six Months Ended September 30, 2003		Six Months Ended September 30, 2002		% of Previous Period
Net sales	270.2	100.0%	246.9	100.0%	109.4%
Gross profit	113.0	41.8%	94.9	38.4%	119.1%
SG&A expenses	71.0	26.2%	65.1	26.4%	109.0%
R&D expenses	20.5	7.6%	18.3	7.4%	111.7%
Operating income	21.5	8.0%	11.5	4.6%	188.0%
Non-operating expenses	2.1	0.8%	24.2	9.8%	8.7%
EBIT	19.4	7.2%	-12.7	-5.2%	-152.7%
Net income (loss)	7.7	2.8%	-9.7	-3.9%	-79.1%

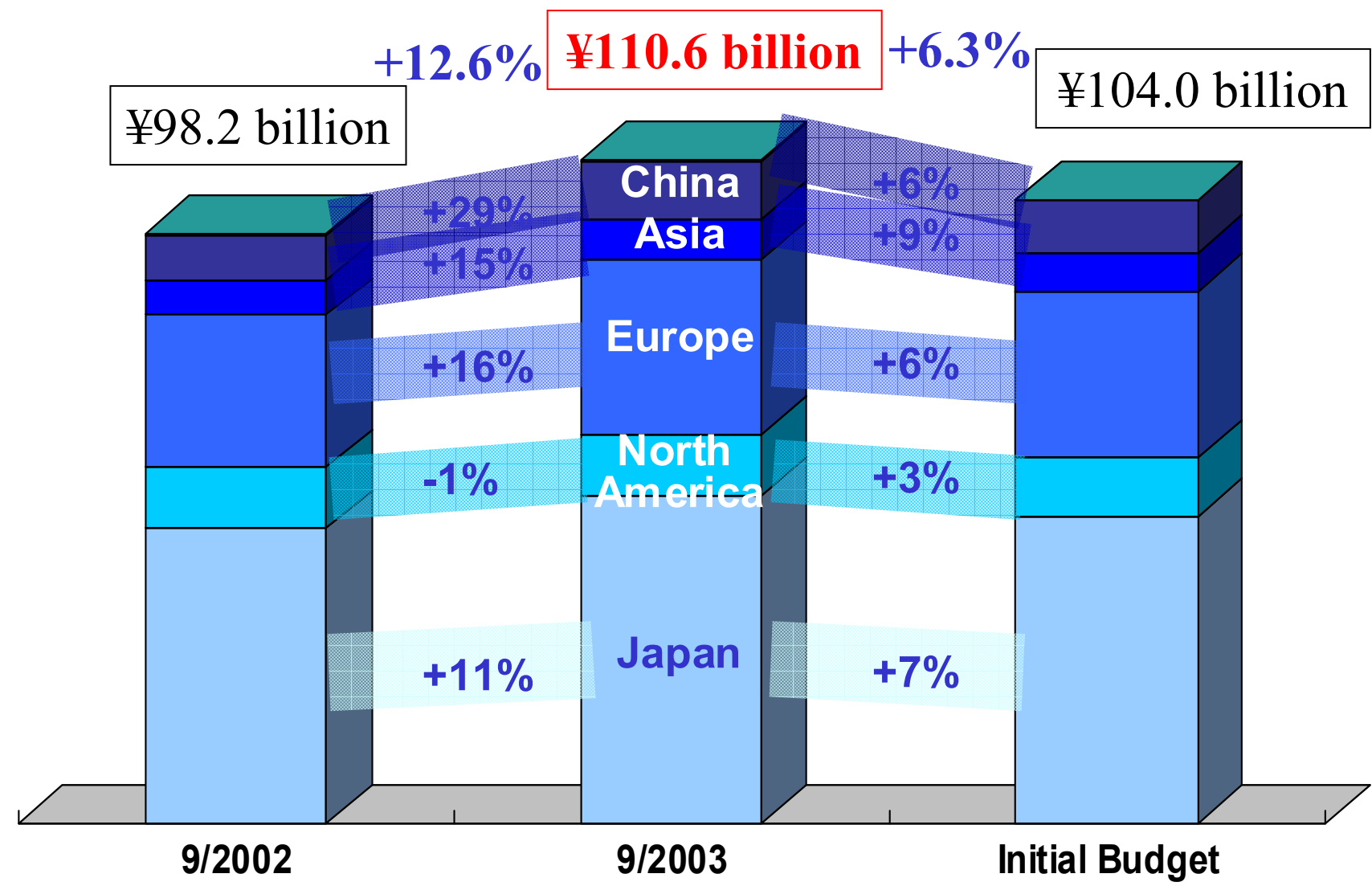
Six months ended
September 30, 2003

Net Sales



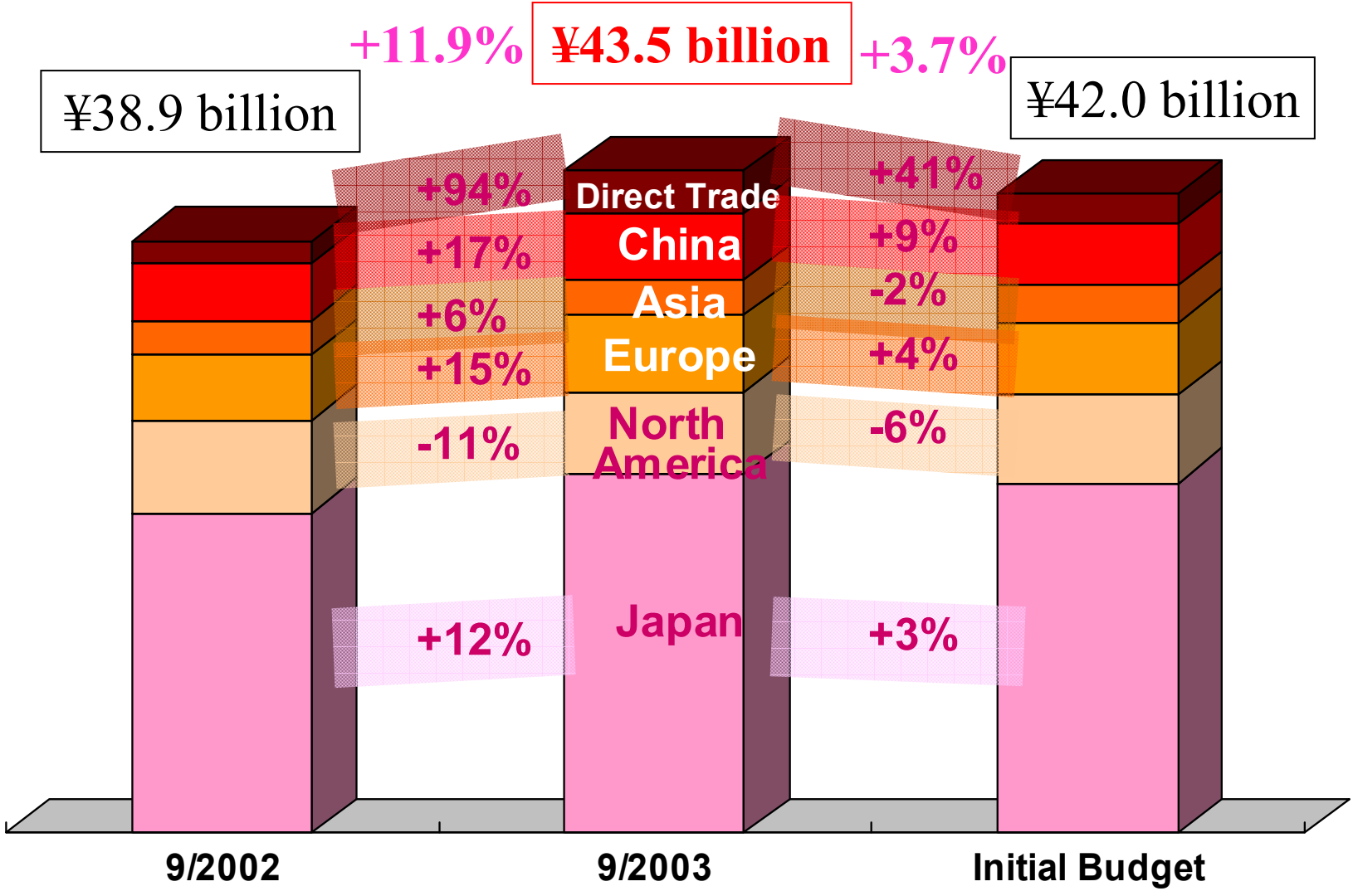
Six months ended
September 30, 2003

IAB



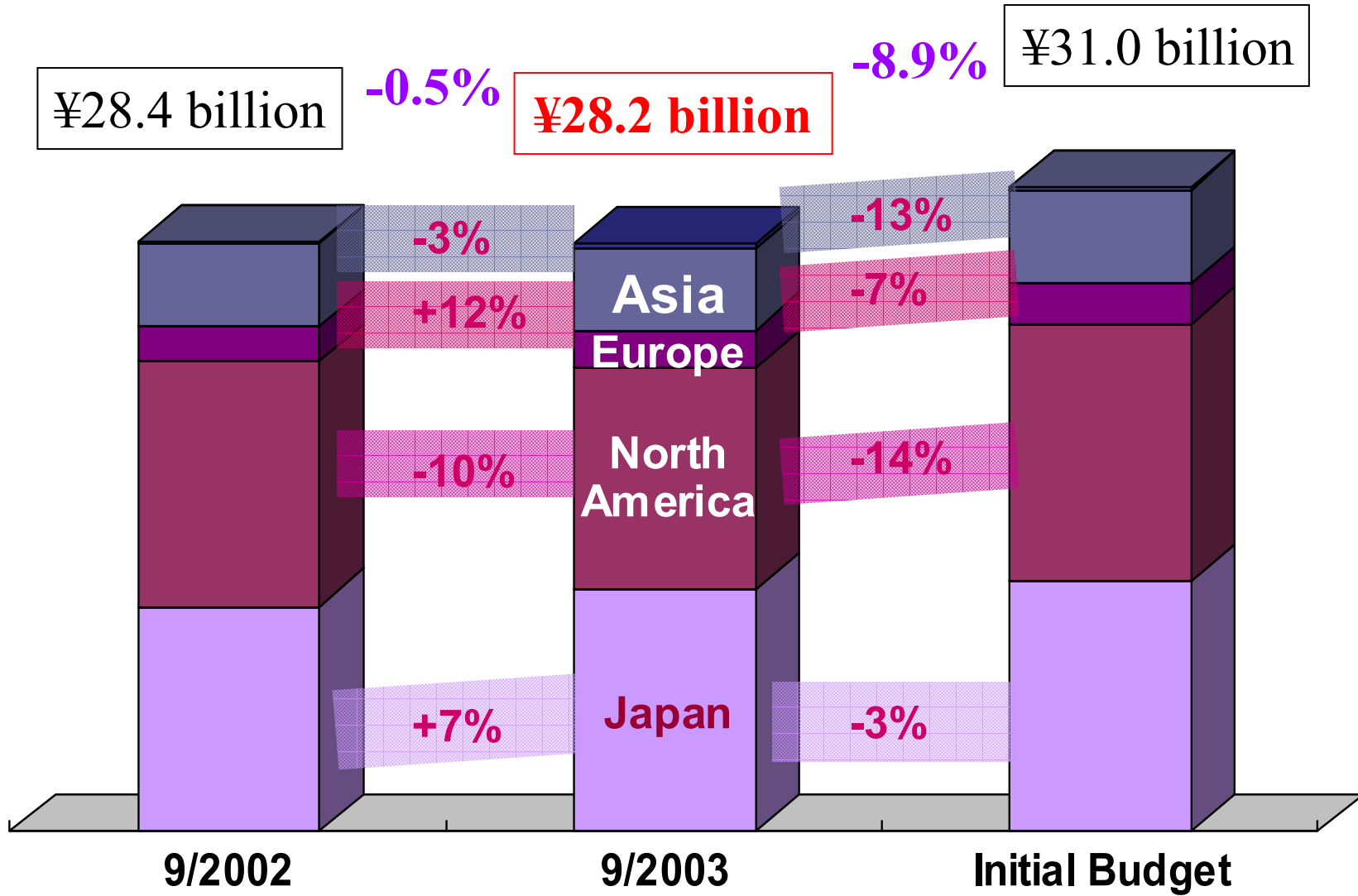
Six months ended
September 30, 2003

ECB



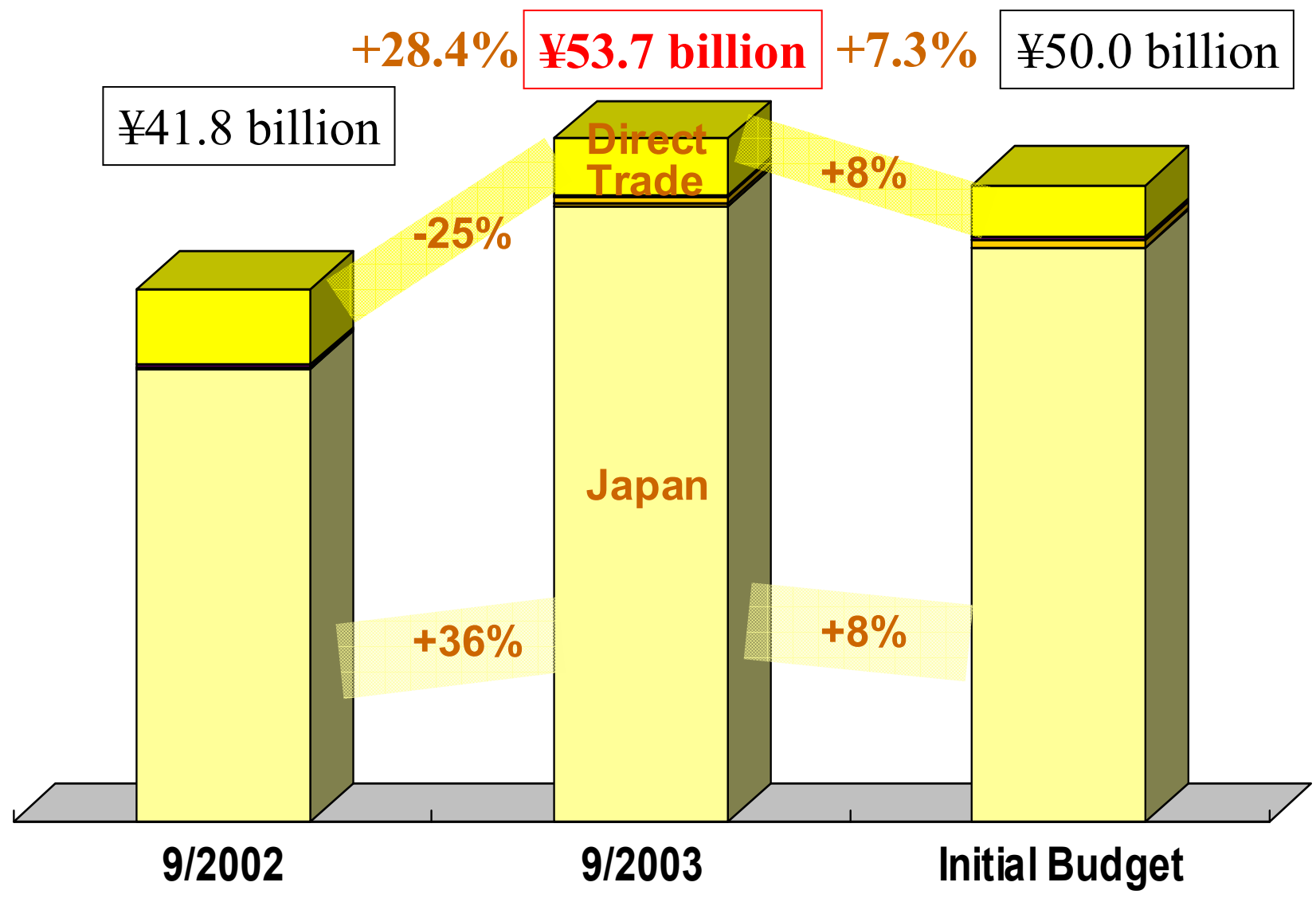
Six months ended
September 30, 2003

AEC



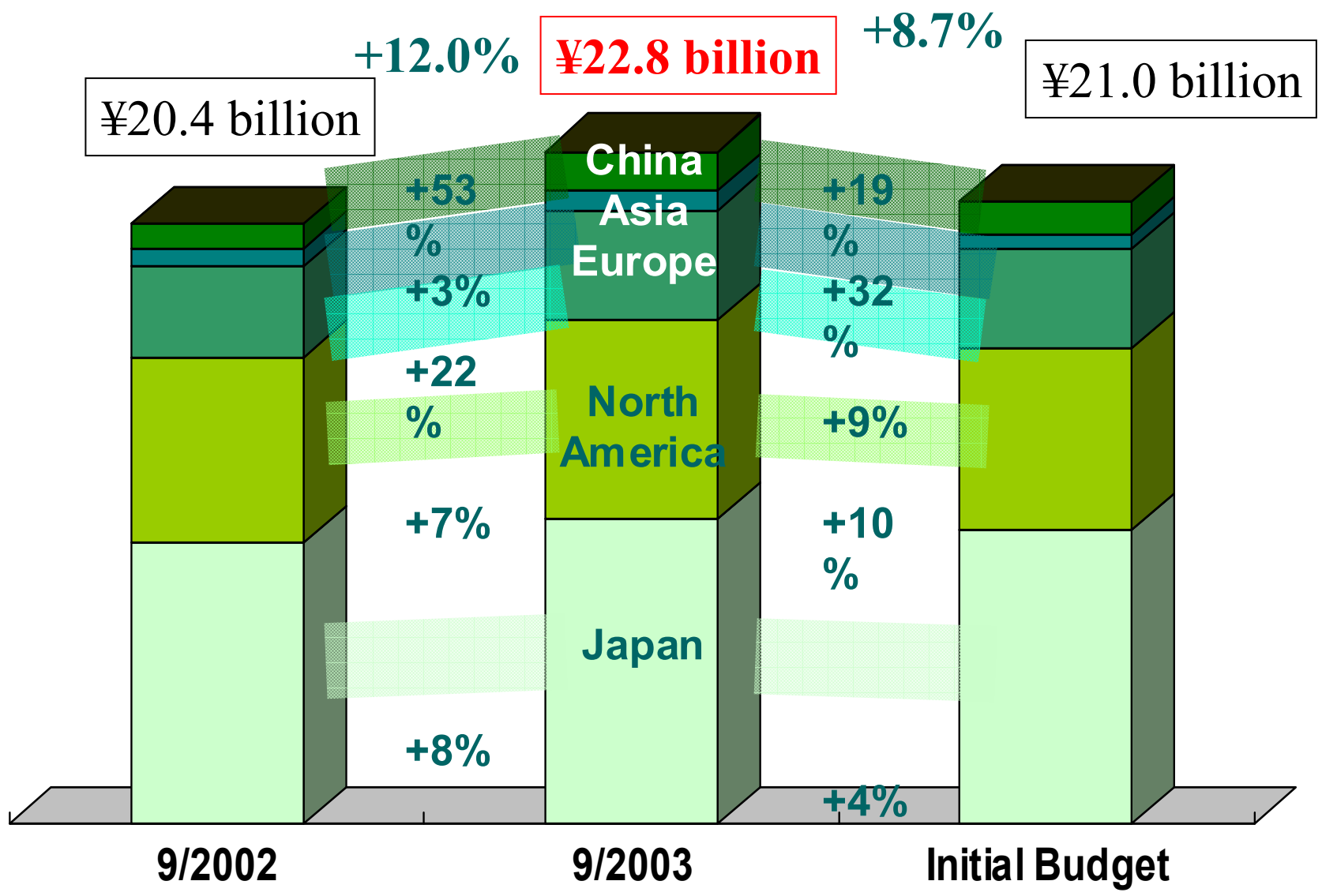
Six months ended
September 30, 2003

SSB



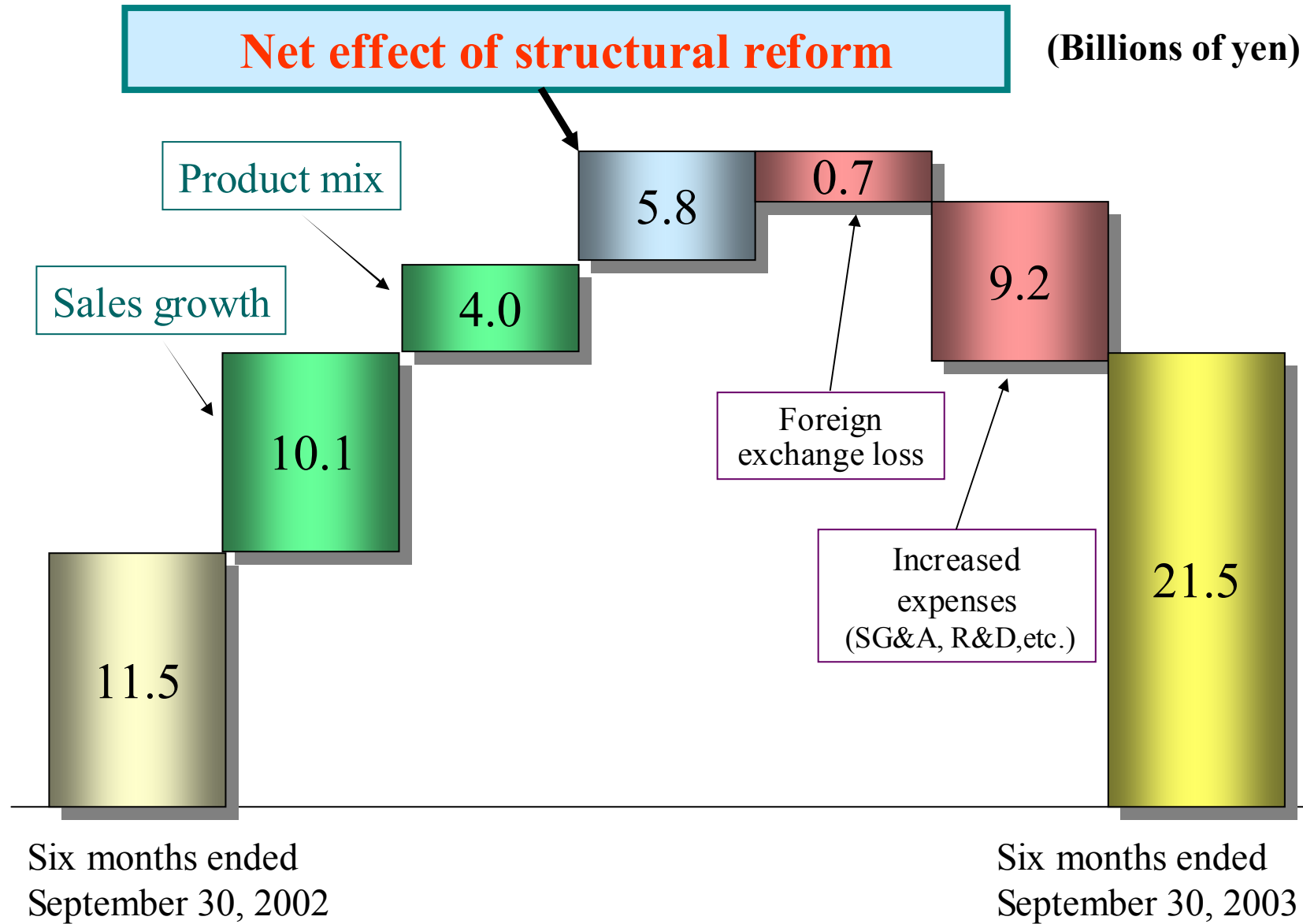
Six months ended
September 30, 2003

HCB



Six months ended
September 30, 2003

Operating Income



*Six months ended
September 30, 2003*

Cash Flows



	Six months ended September 30, 2003	Six months ended September 30, 2002
Net Cash Provided by Operating Activities	35.5 billion	15.0 billion
Net Cash Used in Investing Activities	(15.5 billion)	(12.8 billion)
Free Cash Flows	20.0 billion	2.2 billion
Net Cash Provided by (Used in) Financing Activities	(17.9 billion)	10.7 billion
Net Increase (Decrease) in Cash and Cash Equivalents	(0.7 billion)	12.4 billion
Cash and Cash Equivalents at End of the Period	79.3 billion	83.2 billion

2. Outlook for the Fiscal Year Ending March 31, 2004

*Outlook for year
ending March 31, 2004*

Fiscal Year Forecast



(Billions of yen)

Fiscal Year	Year Ending March 31, 2004 (Est.)		Year Ended March 31, 2003 (Act.)		% of Previous Period
Net sales	580.0	100.0%	535.1	100.0%	108.4%
Gross profit	239.0	41.2%	207.7	38.8%	115.1%
SG&A expenses	143.0	24.7%	135.1	25.3%	105.8%
R&D expenses	46.0	7.9%	40.2	7.5%	114.3%
Operating income	50.0	8.6%	32.3	6.0%	154.7%
Non-operating expenses	4.0	0.7%	27.6	5.2%	14.5%
EBIT	46.0	7.9%	4.7	0.9%	972.1%
Net income	24.0	4.1%	0.5	0.1%	4696.7%

Outlook for year ending March 31, 2004

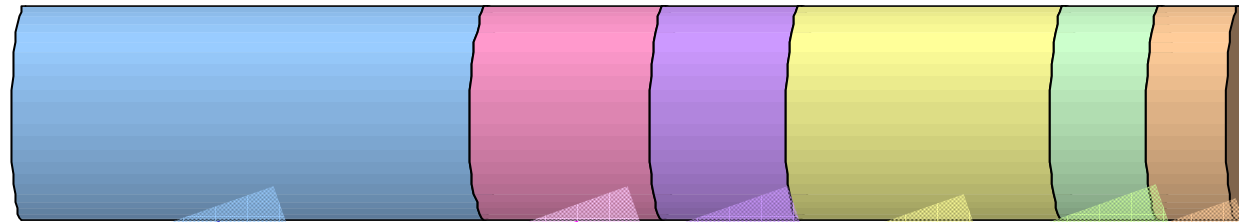
Sales Forecast for the Fiscal Year Ending March 31, 2004



¥535.1 billion

Year ended
March 31, 2003

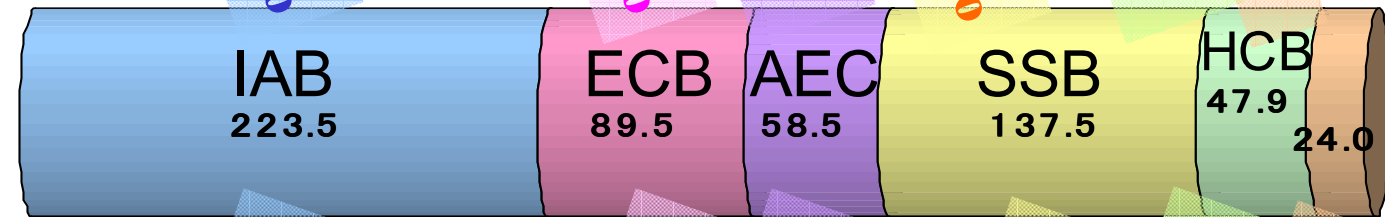
+8.4%



¥580.0 billion

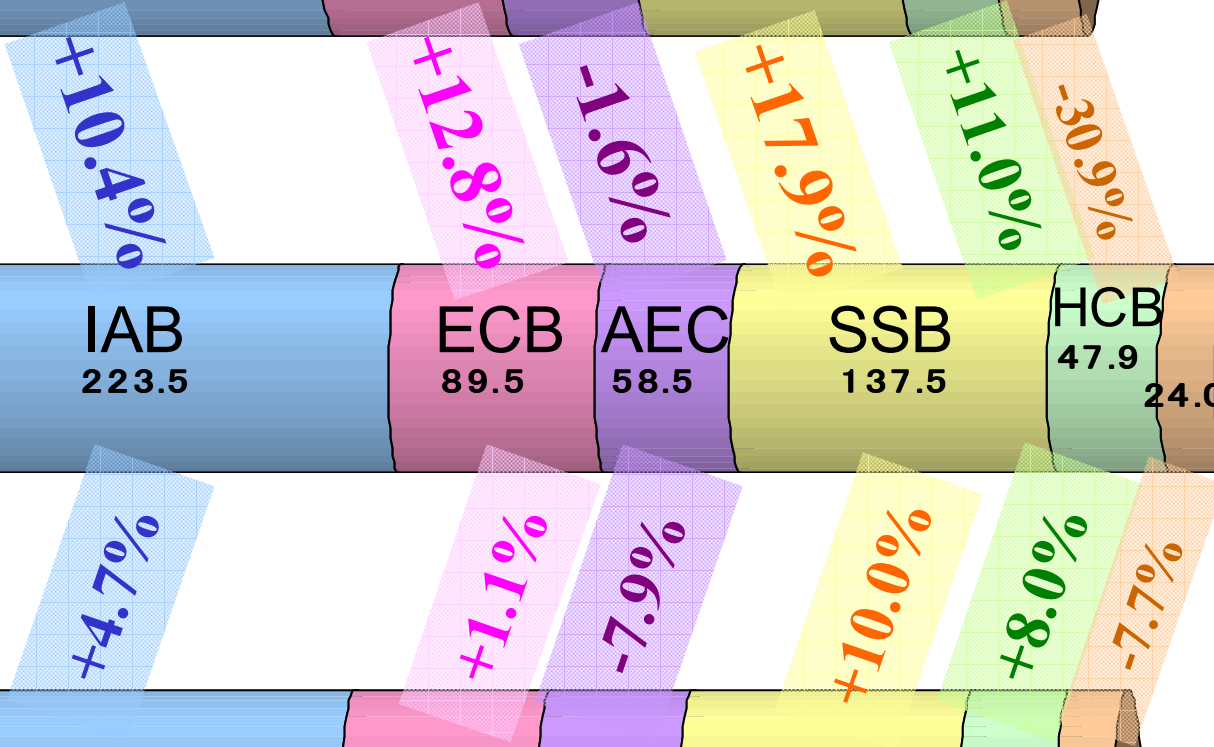
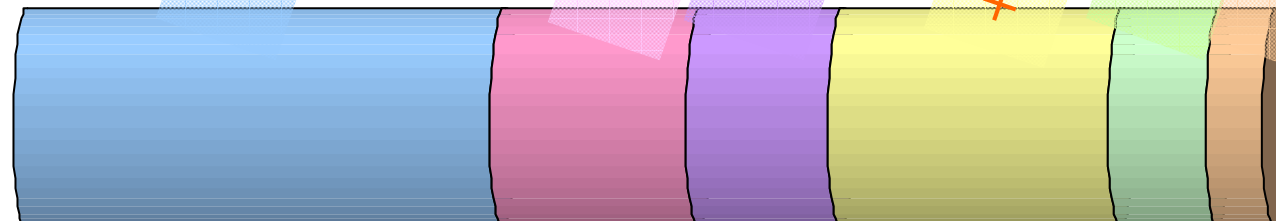
Year ending
March 31, 2004

+3.6%



¥560.0 billion

Initial Plan



Outlook for year ending March 31, 2004

IAB Sales Forecast



¥202.5 billion

Year ended March 31, 2003

+10.4%

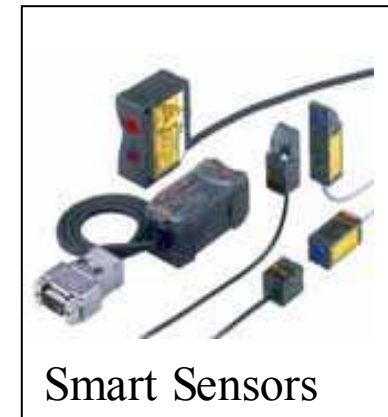
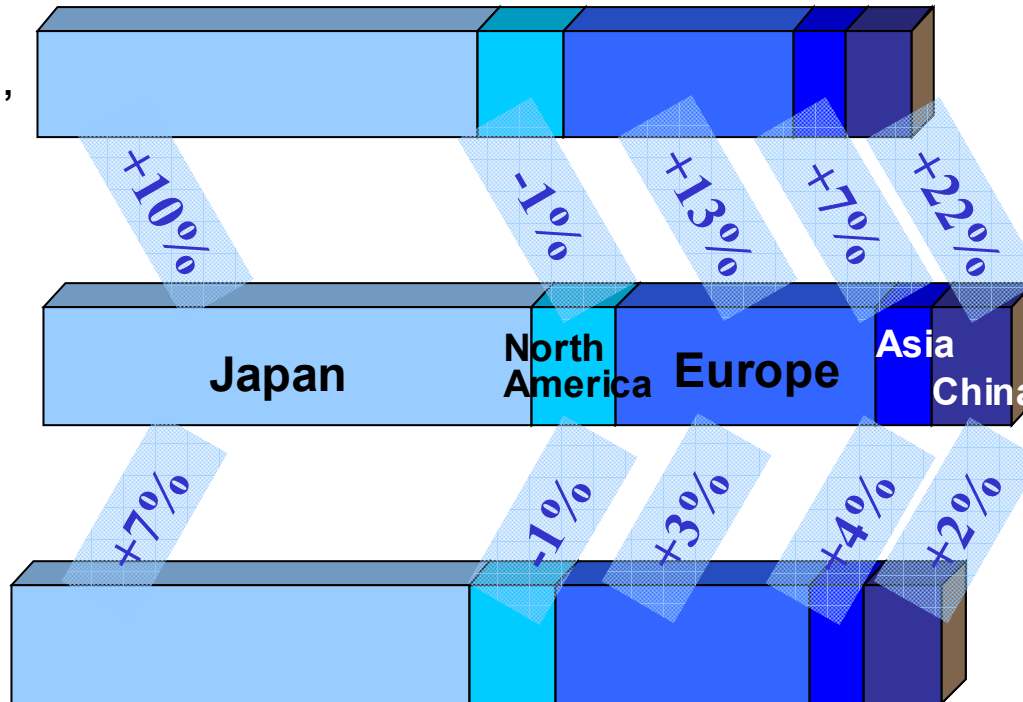
¥223.5 billion

Year ending March 31, 2004

+4.7%

¥213.5 billion

Initial Budget



Strengthen sales force
 Japan: Distribution agency system
 China: Strengthen sales bases, etc.
 Development of Solutions business

Outlook for year ending March 31, 2004

ECB Sales Forecast



¥79.4 billion

Year ended March 31, 2003

+12.8%

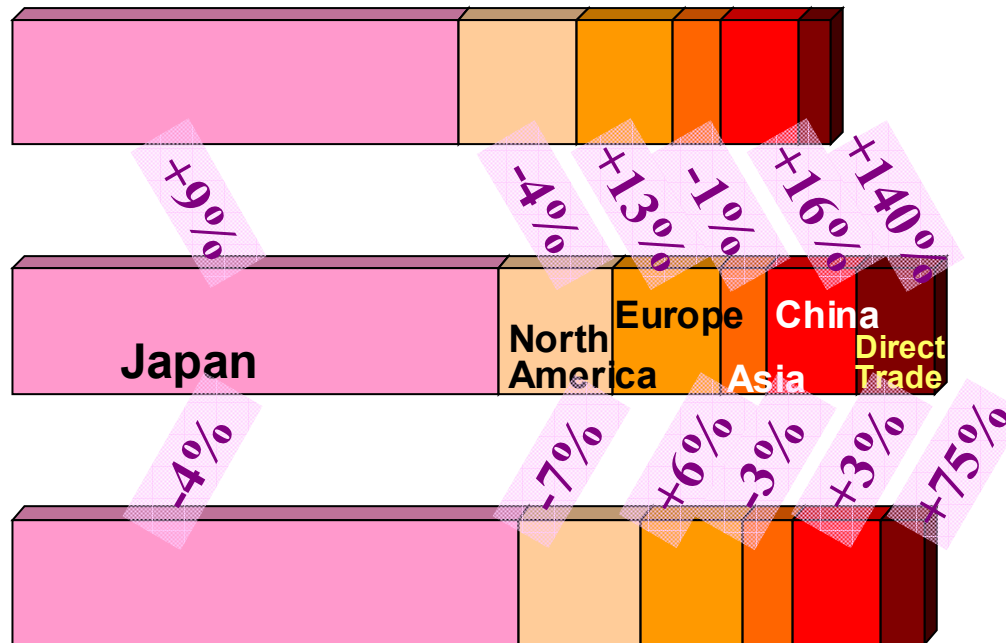
¥89.5 billion

Year ending March 31, 2004

+1.1%

¥88.5 billion

Initial Budget



B-MLA

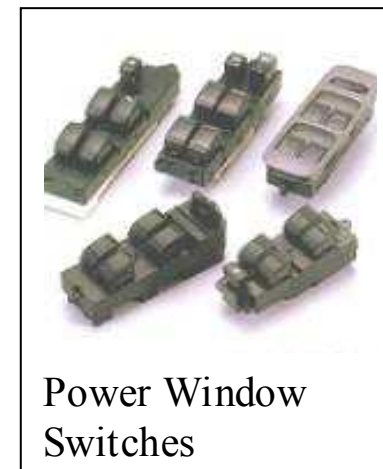
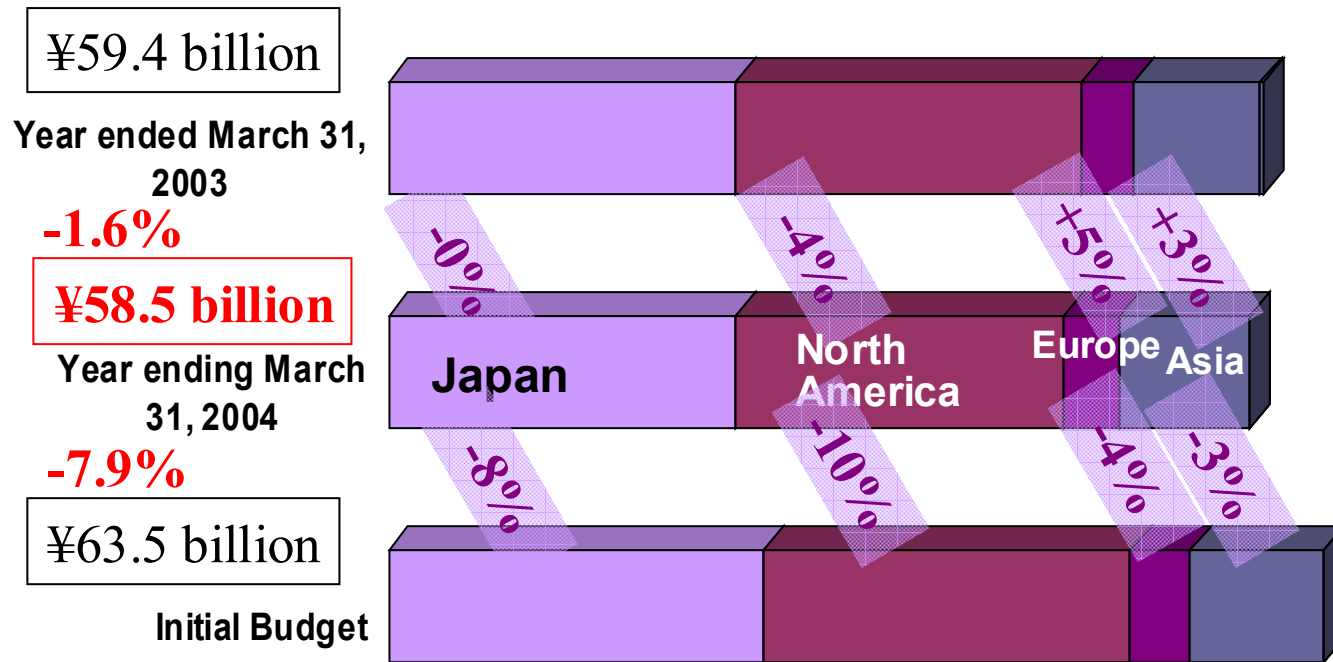


FPC Connector

Develop, introduce original products
 B-MLA, FPC Connector for mobile components etc.
 Strengthen sales capabilities

Outlook for year ending March 31, 2004

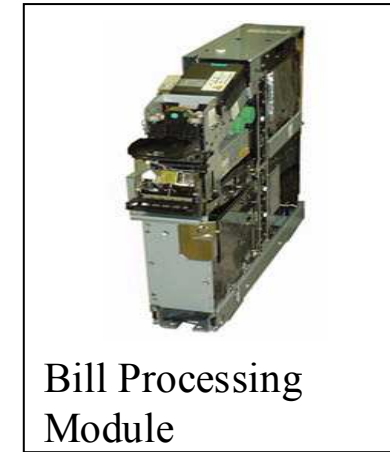
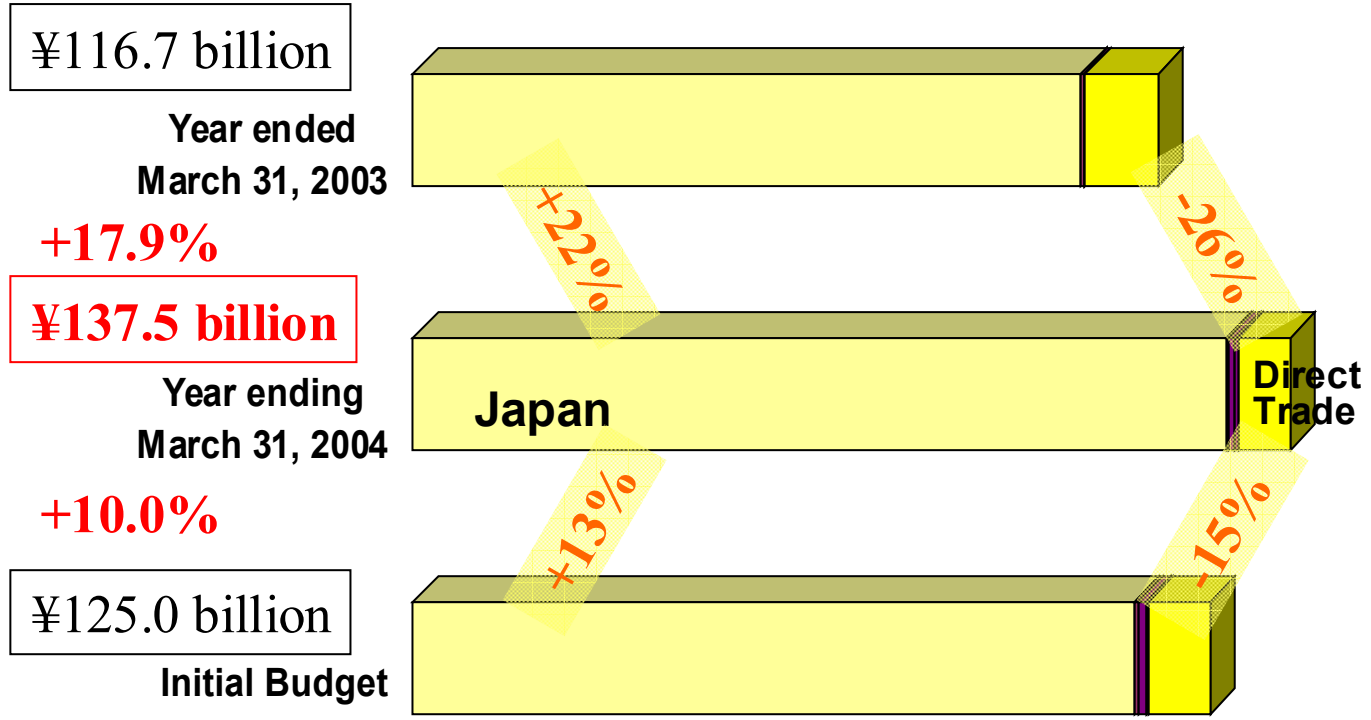
AEC Sales Forecast



Decline in number of cars sold by key customers in North America
 Strike at key customer in South Korea

Outlook for year
ending March 31, 2004

SSB Sales Forecast



Equipment to handle new bank note in Japan
Approx. ¥15.7 billion
Strong railway business
(Ticket venders in Kanto, SF Card system
in Chubu, etc.)

Outlook for year ending March 31, 2004

HCB Sales Forecast



¥42.3 billion
Year ended
March 31, 2003

+11.0%

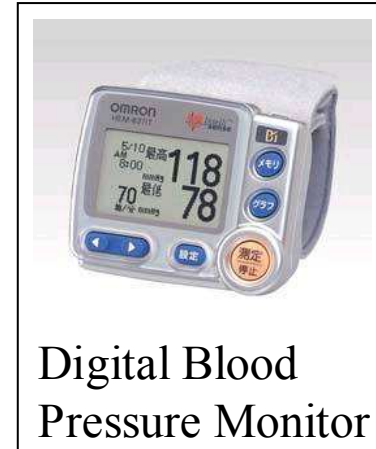
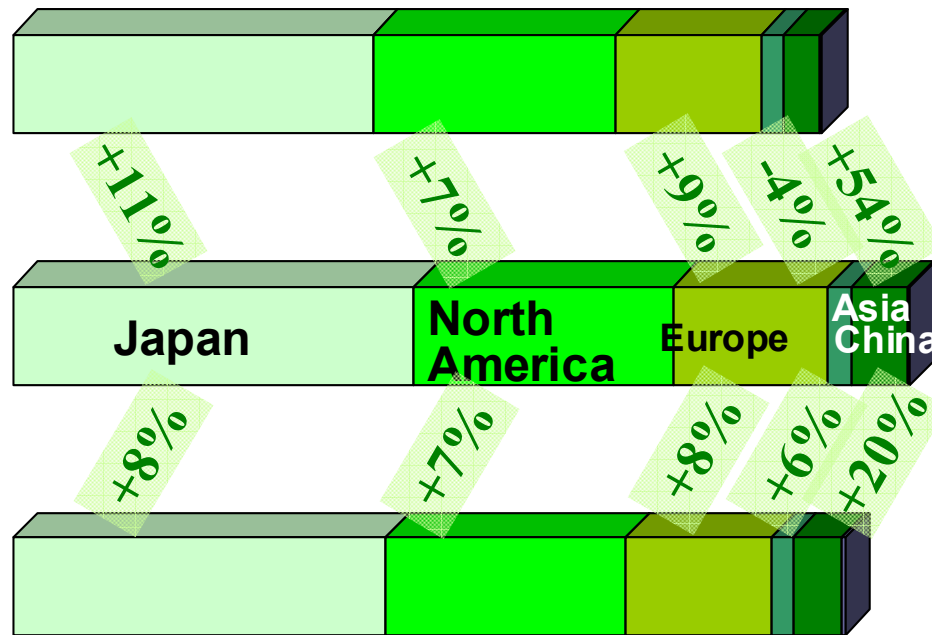
¥47.0 billion

Year ending
March 31, 2004

+8.0%

¥43.5 billion

Initial Budget



Digital Blood Pressure Monitor

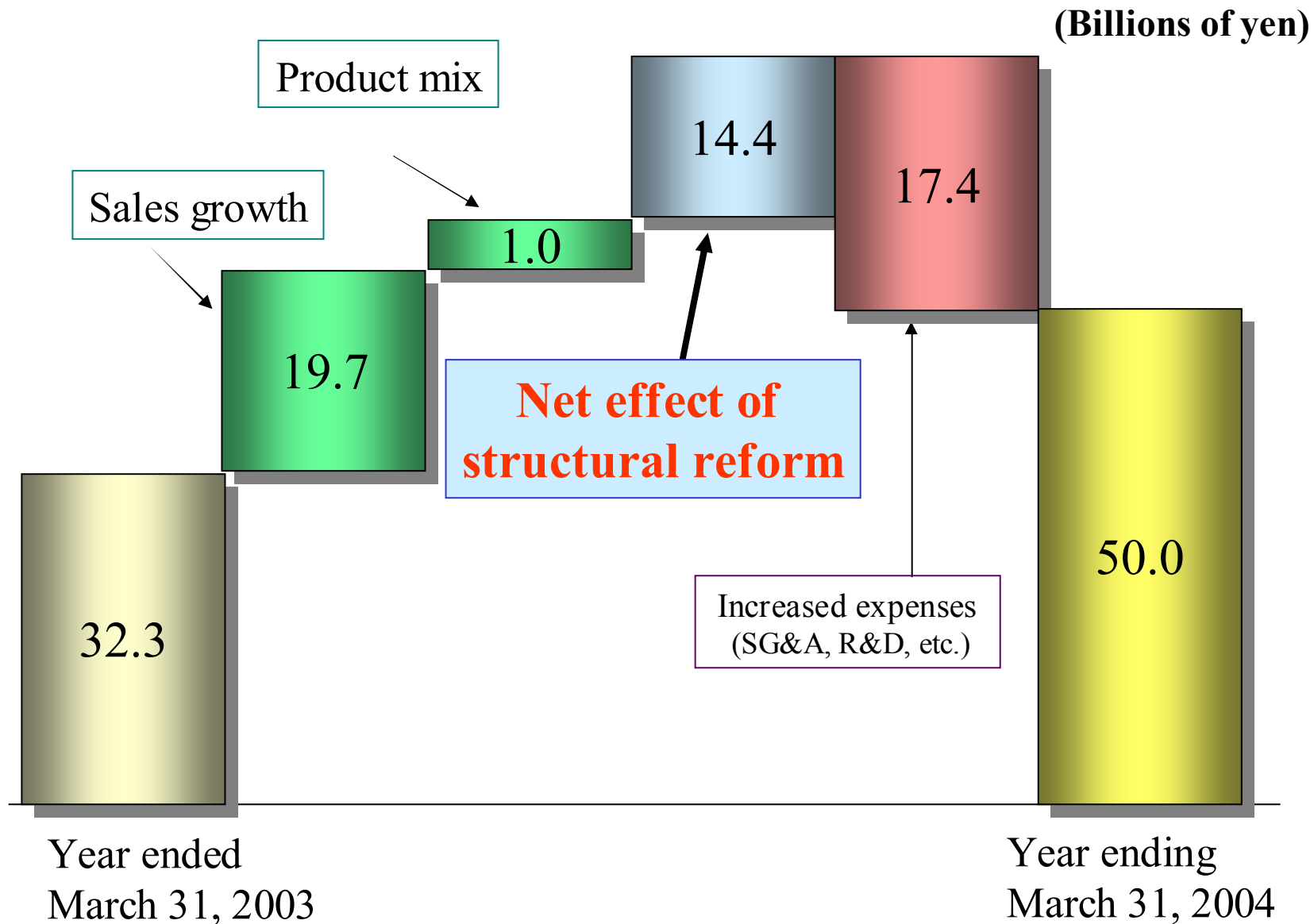


Nebulizer

Increasing global concern about health
 “Top Brand” evaluation (*Consumer Reports*)
 New product introductions
 (Chair massager, body-fat analyzer, etc.)

Outlook for year
ending March 31, 2004

Operating Income Forecast

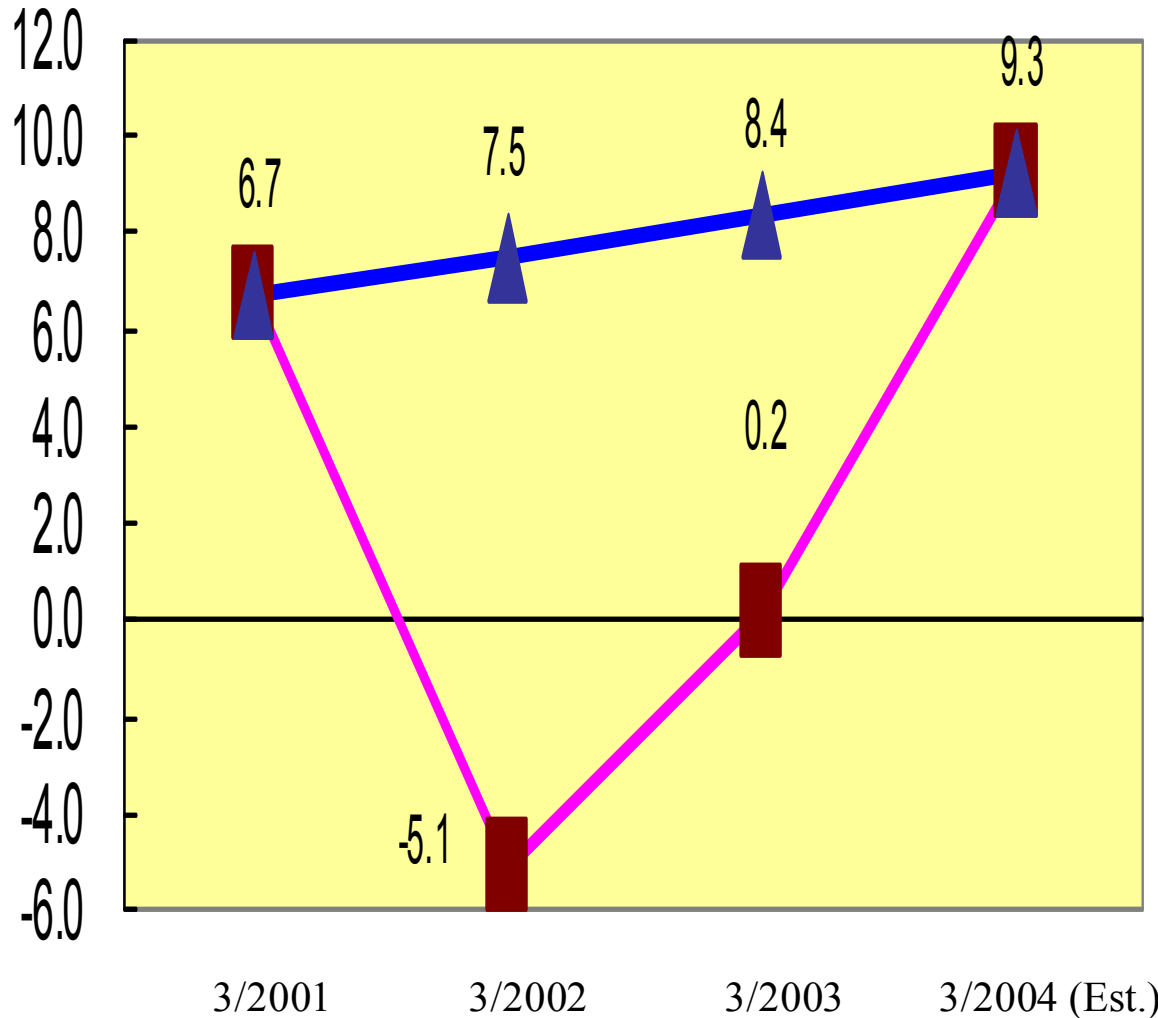


*Outlook for year
ending March 31, 2004*

ROE Forecast

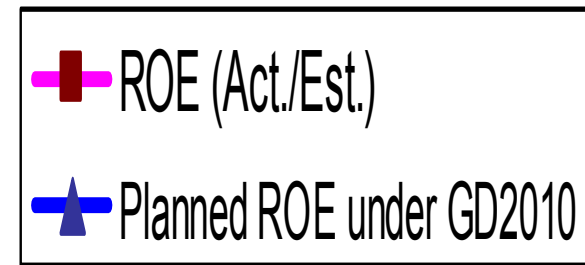


ROE: %



**3/2005
Target**

10.0



GD2010: Long-term vision to 2010 announced 5/2001.

Implementation Period

From April 2002 to September 30, 2003

Tasks

◆ Reduction of Group
fixed and variable expenses

Targets

¥30.5 billion

Results

¥32.4 billion

◆ Overseas production ratio

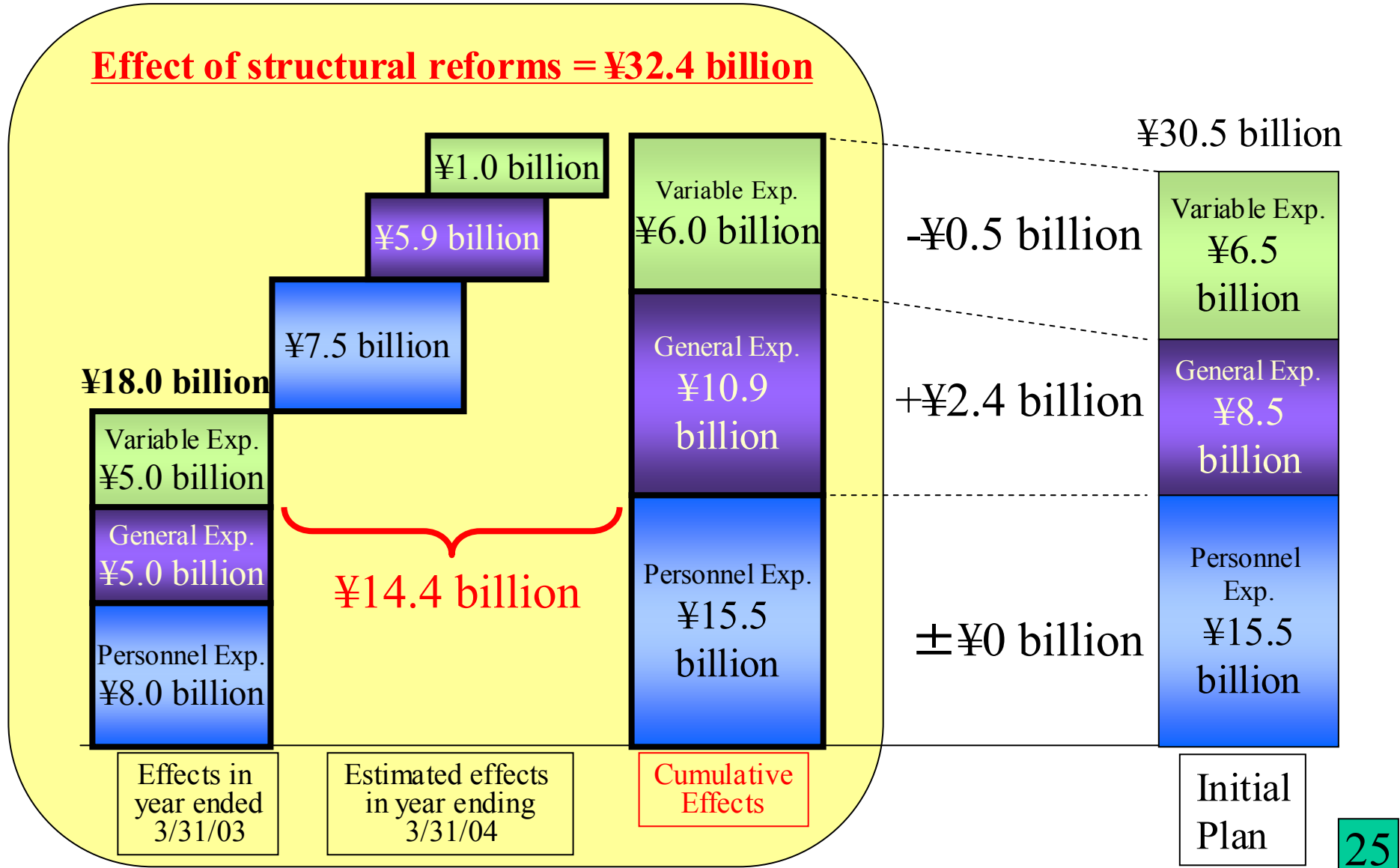
50% increase

52% increase

◆ Withdrawal from low-profit
and unprofitable businesses

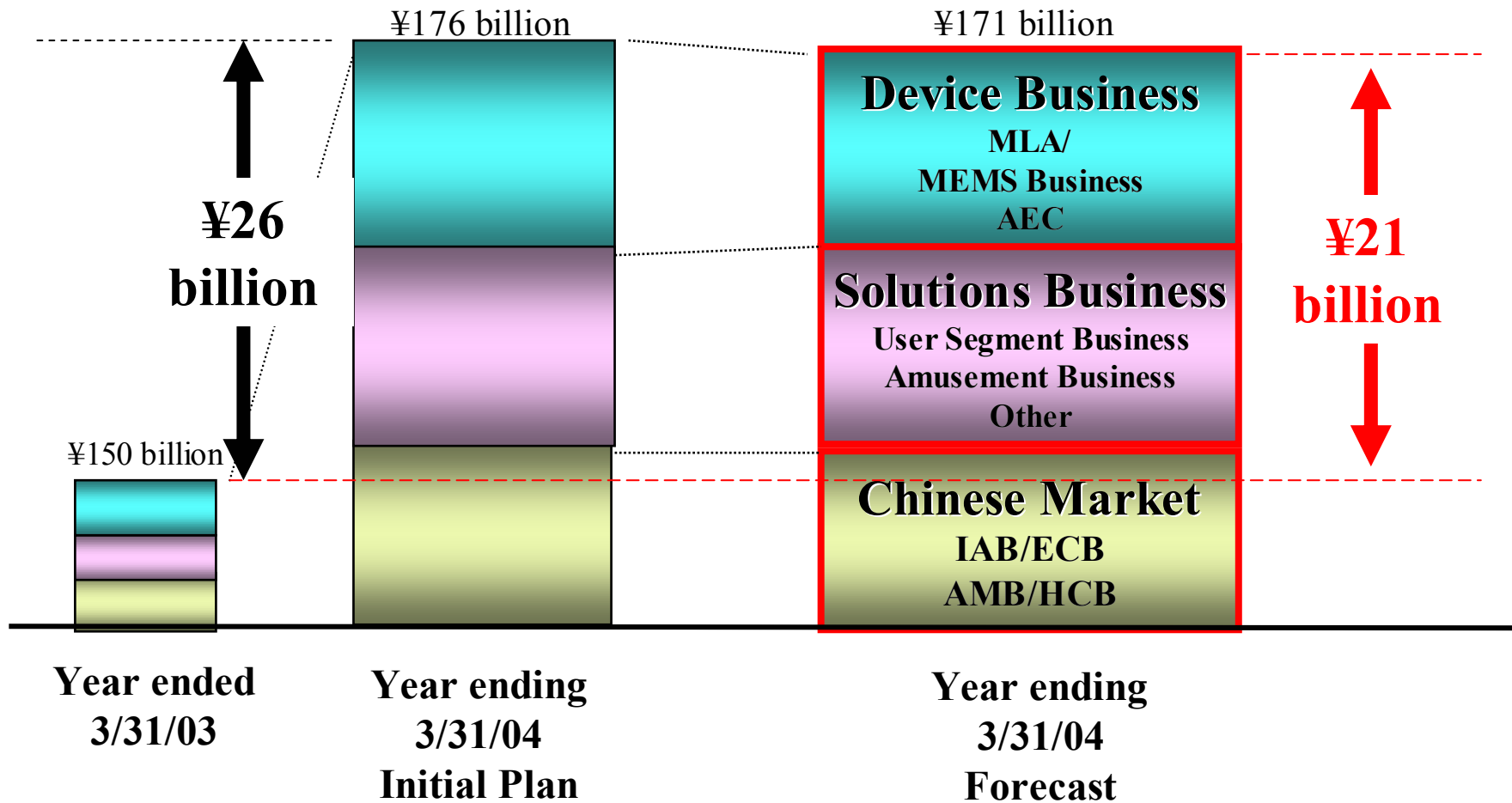
2 businesses
5 subsidiaries

**8 businesses
11 subsidiaries**



<u>Business Structure</u>	Consolidation/sale of 8 businesses/ 11 subsidiaries Reorganization of SSB, withdrawal from paper-handling business, sale of Omron Alphatech Corporation, dissolution of Creative Service Business
<u>Manufacturing Structure</u>	Closed 3 factories in Japan , increased overseas production ratio by 50%
<u>Purchasing Processes</u>	Area for direct central purchasing of materials expanded 3.1 times
<u>Management Productivity</u>	Management staff reduced 21%
<u>Head Office Structure</u>	3 divisions, 3 departments eliminated through consolidation; head office fixed expenses reduced 14%
<u>Asset Structure</u>	Decision to sell 11 properties
<u>Employment Structure</u>	Consolidation of R&D bases Early retirement of 1,462 employees + more than 800 leave group
<u>Additional Measures</u>	Reductions in distribution / information expenses

Projections for growth in sales of products and technologies in expanding markets and business areas, with results for the year ended March 31, 2003 as a baseline



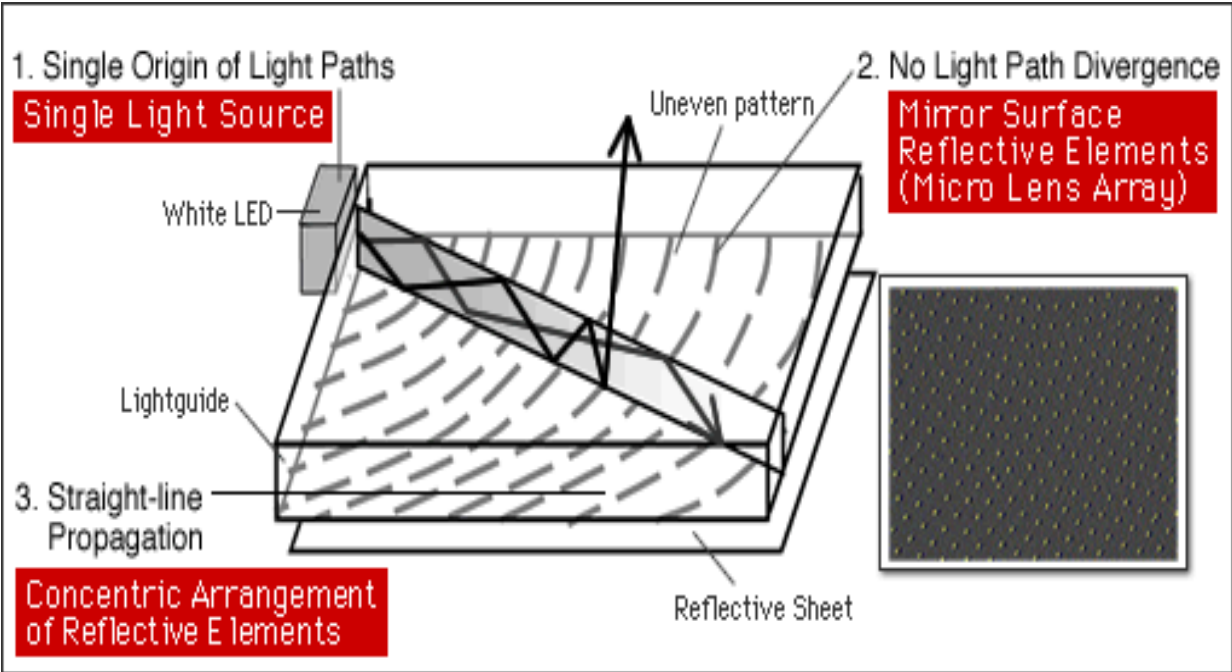
Note: Certain figures above contain overlaps in products and regions.
 Sizes of boxes in the diagram are not proportional to monetary values.

*Outlook for year
ending March 31, 2004*

B-MLA (Backlight-Micro Lens Array)



**Winner of 2003 Keidanren Chairman's Award from
Japan Institute of Invention and Innovation**



**High brightness
High efficiency**

**Low power
consumption**

**Simple
structure**

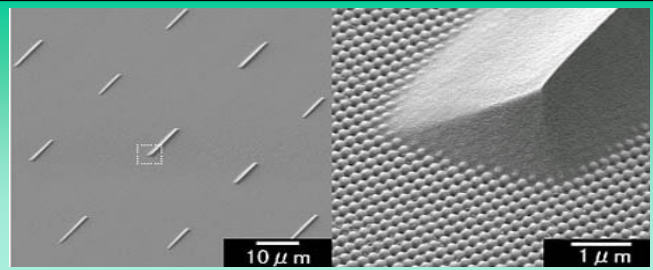
**Minimal color
unevenness**

**Microphotronics technology
+
Micro-replication processing
technology**

(Technology to miniaturize and integrate various optical functions and control optical waves)

+

Micro-replication processing technology (Production technology)

MLA P-MLA B-MLA		Front light
-----------------------	--	-------------

DR-LED		
--------	---	--

Fiber optic device		 Replicated polymer optical wave guide
--------------------	--	--

ORDER

Sensing tomorrow™

