Good health is the universal desire of all humankind. Omron Healthcare believes contributing to help humankind achieve this is its most important mission and the reason for its existence.

【Mission】
To help realize healthy and comfortable lives for people around the world

【Business domain】
Making healthcare devices that contribute to maintaining good health and the prevention and treatment of lifestyle-related diseases
1) FY13 sales ¥88.0 billion (Forecast)

2) Development of new product categories, expansion of focus areas

3) Improved brand recognition, particularly in emerging markets
(1) Trends in Sales and Number of Stores

- Exceeding the GLOBE STAGE sales target of ¥75.0 billion.
- OPM also improved.

**Net Sales**

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>60.6</td>
<td>75.0</td>
</tr>
<tr>
<td>FY11</td>
<td>62.4</td>
<td></td>
</tr>
<tr>
<td>FY12</td>
<td>71.5</td>
<td></td>
</tr>
<tr>
<td>FY13</td>
<td>88.0</td>
<td></td>
</tr>
</tbody>
</table>

**Number of stores handling Omron products:**
Available in 110 countries
300,000 stores (FY11) → 360,000 stores (FY13)

**Retail presence expanded, primarily in Emerging Markets**

[Countries and growth rates are listed in the diagram.]

*MEA: Middle East / Africa*
(2) New Category Products

- **Sleep Analyzing Clock**
  Non-contact unit measures sleep state

- **Visceral Fat Measuring Equipment**
  Calculates visceral fat area safely and simply

- **Walking Posture Meter**
  Measures and analyzes walking posture in only 10 steps

- **WellnessLINK**
  Services to support health-enhancing activities
Improved consumer brand recognition and enhanced presence in target markets through TV commercials and advertising campaigns

-Brand recognition 73% (FY2010) * New survey planned in FY2014
-Omron products account for 8 of Top 10 online rankings (TaoBao) for blood pressure monitors (June 2013)

Brand recognition survey of new middle-income bracket consumers (annual income >500,000 rupees) in Bangalore, Mumbai and Delhi
FY12: 45% → FY13: 58%

Brand recognition survey targeting 20’s – 50’s men in white collar jobs (Sao Paolo)
FY11: 22% → FY13: 30%
All for Healthcare INNOVATION
- For Further Growth -
(1) Strengthening of existing businesses
   Fully rolling out products in the categories launched in GLOBE STAGE

(2) Strategy for further growth in the emerging markets: Asia, China, Brazil
   Further area expansion by continuing to increase sales channels

(3) Creation of a solutions business
(1) Strengthening of Existing Businesses
Re-positioning the New 4 Core Categories

Life-style related disease

Blood Pressure Monitor
Respiratory
Medical Business in China

Expand as part of Area Strategy

New 4 Core Categories
Respiratory
Wellness

Growth Strategy
Further strengthen the BPM business by achieving a global market share of 55% (value basis; volume-based share target 45%) by FY2016.
Air pollution is an increasingly serious concern for emerging countries → Rising need for respiratory equipment
Growth Strategy

(1) Strengthening of Existing Businesses

Expanding the respiratory equipment business by launching products with features adapted to local needs.

Nebulizers: Aim for No. 1 global market share by FY16

- Europe
- China
- India
- North America
- Brazil

Features targeted at pediatric asthma to triple sales volume

Prioritizing the launch of lower-priced products to double sales volume

Broadening product lineup
Launching dehumidifier
Jan. 2014: Establish medical sales company to enhance sales capabilities
Increase sales by expanding the product lineup in each therapeutic area, particularly cardiovascular

Profile of new company (at inception)
Omron Medical (Beijing) Co., Ltd.
- Employees: 70 people
- Sales offices: 8
- FY2020 Sales target: 1,200M RMB (approx ¥20bil)
Increase sales channels in the emerging markets (mainly drug stores) particularly in Asia, China, India and Brazil

- 360,000 stores in FY13 → 430,000 stores in FY16
Under GLOBE STAGE, Omron executed a growth strategy along two axes: Product categories and Area.
Users want solutions for the fundamental challenges they face. Competitive superiority will belong to only those companies able to provide these solutions. Building a solutions business will allow Omron to provide new value to users.
"We Automate" nursing services

ID verification and measurement of vital signs

Collation of vital signs data

Data transmission and incorporation into electronic medical records

Spot check monitoring system
Utilize blood pressure data collected at home to contribute to improved prevention of the aggravation of hypertension

* 2014 Revisions of the Hypertension Guidelines, Japan Society of Hypertension, are expected to incorporate wording that will give priority to blood pressure data collected at home over the data collected in a hospital.

→ Increasing importance of data at home in the treatment of hypertension
Aim for annual sales growth >+10%, based on the continued expansion of the sales channels and the achievement of:
1) improved market share in blood pressure monitors
2) growth in respiratory business
3) expanded medical business in China

<table>
<thead>
<tr>
<th>Year</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>88.0</td>
<td>App. 40%</td>
<td>App. 50%</td>
<td>App. 50%</td>
</tr>
</tbody>
</table>

Increase in stores to drive:
1) higher market share in BPM
2) growth in respiratory business
3) growth in medical business in China

Avg. Growth Rate: >+10%/yr
In Closing

We aim to achieve growth in our business while helping realize healthy and comfortable lives for people around the world.

VG 2 0 2 0
Vision

Making health check & management more accessible for everyone

Slogan

All for Healthcare INNOVATION
- Value Innovation - - Process Innovation -