

**OMRON Corporation and subsidiaries**  
**ANNUAL RESULTS**  
**For the year ended March 31, 2000.**

**DATE : May 17, 2000.**  
**OMRON CORPORATION**  
**CODE : 6645**

Annual closing date : March 31  
 Stock listed on : Tokyo, Osaka,  
 Nagoya, Kyoto

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1. Results for the year (From April 1, 1999 to March 31, 2000.)

(1) Statements of Income summary (Millions of Yen)

	Net sales	Increase ratio	Operating income	Increase ratio	Net income before tax	Increase ratio
Mar. 2000	555,358	0.0%	26,180	120.9%	21,036	155.0%
Mar. 1999	555,280	-9.2%	11,849	-74.3%	8,249	-80.5%

	Net income	Increase ratio	Earnings per share	Return on equity	Return on total assets	Income before tax per net sales
Mar. 2000	11,561	431.8%	JPY 45.01	3.5%	3.6%	3.8%
Mar. 1999	2,174	-88.4%	JPY 8.34	0.7%	1.4%	1.5%

Equity in net income -29 million (Loss), 1999 -52 million (Loss).

(2) Balance Sheets summary (Millions of Yen)

	Total assets	Total shareholders' equity	Shareholders' equity ratio	Shareholders' equity per share
Mar. 2000	579,489	336,062	58.0%	JPY 1,308.64
Mar. 1999	580,586	321,258	55.3%	JPY 1,250.28

(3) Cash Flow summary (Millions of Yen)

	Operating Cashflow	Investing Cashflow	Financing Cashflow	Cash and Cash equivalents at end of the year
Mar. 2000	59,926	-34,180	-23,785	88,670
Mar. 1999	29,583	-29,011	21,629	88,900

(4) Information of consolidation

- a. Number of subsidiaries consolidated ..... 128 companies  
 Added : Settsu denki and 6 other companies.  
 Exclusion : Sanno software and 1 other company
- b. Number of subsidiaries non consolidated ..... 0 companies
- c. Number of affiliated companies ..... 12 companies  
 Added : Sanko Industrial Automation and 2 other companies  
 Exclusion : OMRON ELECTRONICS Co. Ltd. and 3 other companies

(5) Basis for financial statements

The financial statements are prepared in accordance with U.S. GAAP.

2. Estimated annual results for the year ending March 31, 2001.

(Millions of Yen)

	Net sales	Net income before tax	Net income
Sep. 2000	270,500	4,000	2,500
Mar. 2001	594,000	26,000	14,000

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3. Net sales categorized by business company  
**(Net sales to 3rd party only)**

(Millions of Yen)

Business Company	2 0 0 0		1 9 9 9		'00 / '99
	Amount	Ratio	Amount	Ratio	
Industrial Automation Business	243,604	43.9%	245,785	44.2%	99.1%
Electronic Components Business	68,328	12.3%	56,673	10.2%	120.6%
Social Systems Business	128,534	23.1%	135,872	24.5%	94.6%
Healthcare Business	42,640	7.7%	43,729	7.9%	97.5%
Others	72,252	13.0%	73,221	13.2%	98.7%
<b>Total</b>	<b>555,358</b>	<b>100.0%</b>	<b>555,280</b>	<b>100.0%</b>	<b>100.0%</b>

4. Net sales categorized by business company  
**(including internal sales to other business companies)**

(Millions of Yen)

Business Company	2 0 0 0		1 9 9 9		'00 / '99
	Amount	Ratio	Amount	Ratio	
Industrial Automation Business	248,898	44.8%	250,862	45.2%	99.2%
Electronic Components Business	118,464	21.3%	105,752	19.0%	112.0%
Social Systems Business	135,128	24.3%	143,322	25.8%	94.3%
Healthcare Business	42,858	7.7%	44,028	7.9%	97.3%
Others	121,621	21.9%	118,753	21.4%	102.4%
(Elimination)	(111,611)	-20.0%	(107,437)	-19.3%	103.9%
<b>Total</b>	<b>555,358</b>	<b>100.0%</b>	<b>555,280</b>	<b>100.0%</b>	<b>100.0%</b>

5. Net sales estimation categorized by business company  
**(Net sales to 3rd party only)**

(Millions of Yen)

Business Company	2 0 0 1		2 0 0 0		'01 / '00
	Amount	Ratio	Amount	Ratio	
Industrial Automation Business	223,400	37.6%	216,990	39.1%	103.0%
Electronic Components Business	115,000	19.4%	107,758	19.4%	106.7%
Social Systems Business	139,000	23.4%	128,534	23.1%	108.1%
Healthcare Business	48,200	8.1%	42,640	7.7%	113.0%
Others	68,400	11.5%	59,436	10.7%	115.1%
<b>Total</b>	<b>594,000</b>	<b>100.0%</b>	<b>555,358</b>	<b>100.0%</b>	<b>107.0%</b>

\*Net sales result(FY2000) is re-classified in accordance with new organization(FY2001).

**Consolidated Balance Sheets**  
**March 31, 2000, 1999 and 1998.**

	Millions of Yen			Millions of U.S. dollars
	2000	1999	1998	2000
<b>ASSETS</b>				
<b>CURRENT ASSETS :</b>				
Cash and cash equivalents .....	88,670	88,900	68,365	837
Short-term investments .....	6,300	1,054	6,142	59
Notes and accounts receivable, trade .....	130,355	134,183	138,149	1,230
Allowance for doubtful receivables .....	(2,001)	(2,450)	(3,301)	(19)
Inventories .....	77,807	79,535	94,981	734
Deferred income taxes .....	9,026	11,336	11,798	85
Other current assets .....	7,116	9,705	12,613	67
<b>Total current assets</b> .....	<b>317,273</b>	<b>322,263</b>	<b>328,747</b>	<b>2,993</b>
<b>PROPERTY, PLANT AND EQUIPMENT :</b>				
Land .....	51,082	50,598	50,166	482
Buildings .....	110,330	111,263	107,974	1,041
Machinery and equipment .....	129,639	135,197	143,809	1,223
Construction in progress .....	3,933	4,326	4,124	37
<b>Total</b> .....	<b>294,984</b>	<b>301,384</b>	<b>306,073</b>	<b>2,783</b>
Accumulated depreciation .....	(138,950)	(138,489)	(135,591)	(1,311)
<b>Net property, plant and equipment</b> .....	<b>156,034</b>	<b>162,895</b>	<b>170,482</b>	<b>1,472</b>
<b>OTHER ASSETS :</b>				
Investments in and advances to associates .....	2,013	1,770	1,843	19
Investment securities .....	69,397	54,114	55,336	655
Leasehold deposits .....	10,608	12,035	11,730	100
Deferred income taxes .....	6,415	8,834	7,507	61
Other .....	17,749	18,675	17,484	167
<b>Total other assets</b> .....	<b>106,182</b>	<b>95,428</b>	<b>93,900</b>	<b>1,002</b>
<b>TOTAL</b> .....	<b>579,489</b>	<b>580,586</b>	<b>593,129</b>	<b>5,467</b>

Note : 1. The Japanese Yen amounts are rounded at Million Japanese Yen.

2. The U.S. dollar amounts represent translations of Japanese Yen at the approximate exchange rate at March 31, 2000 of JPY106.00 = US\$ 1.

**Consolidated Balance Sheets**  
**March 31, 2000, 1999 and 1998.**

	Millions of Yen			Millions of U.S. dollars
	2000	1999	1998	2000
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>				
<b>CURRENT LIABILITIES :</b>				
Bank loans .....	10,242	27,946	12,578	97
Notes and accounts payable, trade .....	78,467	70,971	88,756	740
Accrued expenses .....	21,430	20,924	23,117	202
Income taxes .....	11,334	9,020	15,011	107
Deferred income taxes .....	590	551	1,713	5
Other current liabilities .....	24,151	26,074	26,944	228
Current portion of long-term debt .....	1,262	2,167	8,466	12
<b>Total current liabilities</b> .....	<b>147,476</b>	<b>157,653</b>	<b>176,585</b>	<b>1,391</b>
<b>LONG-TERM DEBT</b> .....	<b>57,968</b>	<b>56,610</b>	<b>33,500</b>	<b>547</b>
<b>DEFERRED INCOME TAXES</b> .....	<b>3,725</b>	<b>908</b>	<b>11,698</b>	<b>35</b>
<b>TERMINATION AND RETIREMENT BENEFITS</b> ....	<b>30,629</b>	<b>40,076</b>	<b>24,913</b>	<b>289</b>
<b>OTHER LONG-TERM LIABILITIES</b> .....	<b>1,114</b>	<b>1,525</b>	<b>367</b>	<b>11</b>
<b>MINORITY INTERESTS IN SUBSIDIARIES</b> .....	<b>2,515</b>	<b>2,556</b>	<b>3,000</b>	<b>24</b>
<b>SHAREHOLDERS' EQUITY</b>				
Common stock: .....	64,082	64,079	64,079	605
Additional paid in capital .....	98,705	98,702	98,702	931
Legal reserve .....	7,250	6,811	6,314	68
Retained earnings .....	173,804	166,020	174,686	1,640
Accumulated other comprehensive income.....	(7,168)	(14,012)	(715)	(68)
Cumulative translation adjustments .....	(20,998)	(11,954)	(5,912)	(198)
Minimum pension liability adjustments .....	0	(7,138)	(1,401)	0
Net Unrealized Gain on Securities .....	13,830	5,080	6,598	130
Treasury Stock .....	(611)	(342)	0	(6)
<b>Total shareholders' equity</b> .....	<b>336,062</b>	<b>321,258</b>	<b>343,066</b>	<b>3,170</b>
<b>TOTAL</b> .....	<b>579,489</b>	<b>580,586</b>	<b>593,129</b>	<b>5,467</b>

Note : 1. The Japanese Yen amounts are rounded at Million Japanese Yen.

2. The U.S. dollar amounts represent translations of Japanese Yen at the approximate exchange rate at March 31, 2000 of JPY106.00 = US\$ 1.

**Consolidated Statements of Income and Retained Earnings**  
**For the years ended March 31, 2000, 1999 and 1998.**

	Millions of Yen			Millions of U.S. dollars
	2000	1999	1998	2000
<b>NET SALES</b> .....	555,358	555,280	611,795	5,239
<b>COSTS AND EXPENSES :</b>				
Cost of sales .....	358,911	364,314	387,445	3,386
Selling general and administrative .....	133,662	136,734	138,404	1,261
Research and development .....	36,605	42,383	39,914	345
Interest expense (income) net .....	750	862	682	7
Foreign exchange loss (gain) .....	2,841	2,766	4,419	27
Other, net .....	1,553	(28)	(1,312)	15
<b>Total</b> .....	534,322	547,031	569,552	5,041
<b>INCOME BEFORE INCOME TAXES AND MINORITY INTERESTS</b> .....	21,036	8,249	42,243	198
<b>INCOME TAXES :</b>				
Current .....	14,857	12,426	24,579	140
Deferred .....	(5,809)	(6,382)	(1,208)	(55)
<b>Total</b> .....	9,048	6,044	23,371	85
<b>INCOME BEFORE MINORITY INTERESTS</b> .....	11,988	2,205	18,872	113
<b>MINORITY INTERESTS</b> .....	427	31	168	4
<b>NET INCOME</b> .....	11,561	2,174	18,704	109
<b>RETAINED EARNINGS :</b>				
Balance at beginning of period .....	166,020	174,686	159,741	1,566
Cash dividends .....	(3,338)	(3,372)	(3,408)	(31)
Transfer to legal reserve .....	(439)	(497)	(351)	(4)
Other appropriation of R/E .....	0	(6,971)	0	0
Balance at end of period .....	173,804	166,020	174,686	1,640

Note : 1. The Japanese Yen amounts are rounded at Million Japanese Yen.

2. The U.S. dollar amounts represent translations of Japanese Yen at the approximate exchange rate at March 31, 2000 of JPY106.00 = US\$ 1.