

## Annual Report 2009

Cover  
at Communication plaza



### X-ray timer

**1933:**  
**The Origins of Innovation**  
A friend of Omron founder Kazuma Tateisi said to him, who worked as an X-ray machine salesman "If there were a high-precision timer for an X-ray photography capable of operating accurately at a speed of 1/20 of a second, it would be a huge success." Inspired by this, Mr. Tateisi began the work process ranging from sketching to production of the timer. In 1933, he delivered a hand-made prototype to Nissei Hospital in Osaka, where it was tested and proved effective in operating at the required speed. After this, he soon began to receive large orders.

### Caution Concerning Forward-Looking Statements

Statements in this annual report with respect to Omron's plans, strategies, and benefits, as well as other statements that are not historical facts, are forward-looking statements involving risks and uncertainties. Important factors that could cause actual results to differ materially from such statements include, but are not limited to, general economic conditions in Omron's markets, which are primarily Japan, North America, Europe, Asia-Pacific, and Greater China; demand for and competitive pricing pressure on Omron's products and services in the marketplace; Omron's ability to continue to win acceptance for its products and services in these highly competitive markets; and movements of currency exchange rates.

### Definition of Terms

All references to "Omron" and "the Company" herein are to Omron Corporation and consolidated subsidiaries and affiliates.

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We are advancing a future-oriented management approach focused on medium- and long-term growth and have designated fiscal 2009 as the "year to solidify our footing and prepare for the future."

#### 12 Message from the President



We are confronting the challenges of the current conditions with the confidence that we will achieve profit levels exemplifying complete recovery.

#### 14 Interview with the President

President Sakuta Discusses Omron's Future "Downsizing for Success" and our Motto, "Change! Challenge! Create!"

### Feature 1

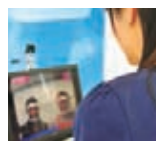
#### 20 Dialogue between Omron President and CEO Hisao Sakuta and Outside Director Kazuhiko Toyama



Outside Director Kazuhiko Toyama brings a unique perspective as an investor and business leader with management experience at a consulting company and as the former COO of the Industrial Revitalization Corporation of Japan. Mr. Toyama and Omron President Hisao Sakuta conducted an insightful dialogue on the current economic recession, the role of an outside director, the importance of a company's on-site capabilities, and the governance needed to overcome an economic crisis.

### Feature 2

#### 25 Omron Makes It Possible



In February 2009, Omron released an innovative sensor technology that immediately generated media buzz for its innovativeness and surprising applicability. Smile Scan, which measures the degree of a person's smile, was an instant hit, but in fact it was the result of intense development that was launched by an insightful comment from the front line.

### Feature 3

#### 29 Environmental Solutions Made Possible by Omron

#### Investment to Reduce CO<sub>2</sub> Strengthens Companies

Highlighting a CO<sub>2</sub> reduction solution based on sensing and control technology.



### Sustainability Report 2009

For information on Omron's sustainability initiatives, please refer to our Sustainability Report 2009, a report on social and environmental activities for our stakeholders, including employees, clients and customers, shareholders, and local communities.  
<http://www.omron.com/corporate/csr/>

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