

10-Year Financial Highlights Omron Corporation and Subsidiaries

| | FY1999 | FY2000 | FY2001 | FY2002 | FY2003 | FY2004 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| Operating Results (for the year): <small>(note 2)</small> | | | | | | |
| Net sales | ¥ 555,358 | ¥ 594,259 | ¥ 533,964 | ¥ 522,535 | ¥ 575,157 | ¥ 598,727 |
| Gross profit | 196,447 | 218,065 | 180,535 | 201,816 | 235,460 | 245,298 |
| Selling, general and administrative expenses (excluding research and development expenses) | 133,662 | 131,203 | 134,907 | 133,406 | 139,569 | 141,185 |
| Research and development expenses | 36,605 | 42,513 | 41,407 | 40,235 | 46,494 | 49,441 |
| Operating income | 26,180 | 44,349 | 4,221 | 28,175 | 49,397 | 54,672 |
| EBITDA <small>(note 3)</small> | 57,625 | 76,566 | 37,790 | 57,851 | 77,059 | 83,314 |
| Net income (loss) | 11,561 | 22,297 | (15,773) | 511 | 26,811 | 30,176 |

Cash Flows (for the year):

| | | | | | | |
|---|----------|----------|----------|----------|----------|----------|
| Net cash provided by operating activities | 59,926 | 50,796 | 33,687 | 41,854 | 80,687 | 61,076 |
| Net cash used in investing activities | (34,180) | (32,365) | (40,121) | (30,633) | (34,484) | (36,050) |
| Free cash flow <small>(note 4)</small> | 25,746 | 18,431 | (6,434) | 11,221 | 46,203 | 25,026 |
| Net cash provided by (used in) financing activities | (23,785) | (24,582) | (12,056) | (1,996) | (28,119) | (40,684) |

Financial Position (at year end):

| | | | | | | |
|------------------------------------|---------|---------|---------|---------|---------|---------|
| Total assets | 579,489 | 593,144 | 549,366 | 567,399 | 592,273 | 585,429 |
| Total interest-bearing liabilities | 69,472 | 67,213 | 58,711 | 71,260 | 56,687 | 24,759 |
| Total shareholders' equity | 336,062 | 325,958 | 298,234 | 251,610 | 274,710 | 305,810 |

Per Share Data:

| | | | | | | |
|--|---------|---------|---------|---------|---------|---------|
| Net income (loss) <small>(basic)</small> | 45.0 | 87.4 | (63.5) | 2.1 | 110.7 | 126.5 |
| Shareholders' equity | 1,308.6 | 1,311.1 | 1,201.2 | 1,036.0 | 1,148.3 | 1,284.8 |
| Cash dividends <small>(note 5)</small> | 13.0 | 13.0 | 13.0 | 10.0 | 20.0 | 24.0 |

Ratios:

| | | | | | | |
|---|-------|-------|--------|-------|-------|-------|
| Gross profit margin | 35.4% | 36.7% | 33.8% | 38.6% | 40.9% | 41.0% |
| Operating income margin | 4.7% | 7.5% | 0.8% | 5.4% | 8.6% | 9.1% |
| EBITDA margin | 10.4% | 12.9% | 7.1% | 11.1% | 13.4% | 13.9% |
| Return on shareholders' equity (ROE) | 3.5% | 6.7% | (5.1%) | 0.2% | 10.2% | 10.4% |
| Ratio of shareholders' equity to total assets | 58.0% | 55.0% | 54.3% | 44.3% | 46.4% | 52.2% |

Grand Design 2010 (GD2010)
Long-term corporate vision
(FY2001 ~ FY2010)

FY2001 ~ FY2003

1st Stage Establishing a Profit Structure
Concentrating on cost structure reform and restructuring the Company as a profit-generating business.

Achievements

- ROE 10%
- Withdrawal from unprofitable business, spin off of Healthcare business.
- Raising the level of corporate governance to the global standard.

- Notes: 1. U.S. dollar amounts represent translations of Japanese yen at the approximate exchange rate on March 31, 2009, of ¥98=\$1.
2. Profit or loss (excluding the balance of obligation settled) recognized on the transfer of employee pension fund liabilities in March 31, 2006 is not included in "cost of sales," "selling, general & administrative expenses," or "research and development expenses," to enable easy comparison with previous fiscal years. It is assumed that this profit or loss is allocated in one lump sum.
3. EBITDA = Operating income + depreciation and amortization.
4. Free cash flow = Net cash provided by operating activities + net cash used in investing activities.
5. Cash dividends per share represent the amounts applicable to the respective year, including dividends to be paid after the end of the year.

Operating Income

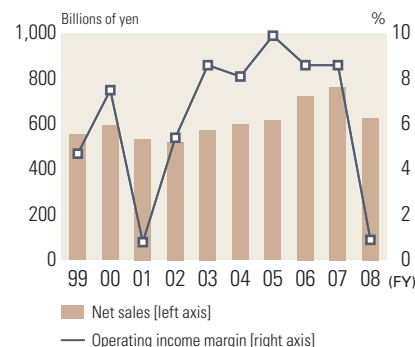
Omron applies "single step" presentation of income under US GAAP (i.e., the various levels of income are not presented) in its consolidated statements of income. For easier comparison to other companies, operating income is presented as gross profit less selling, general and administrative expenses and research and development expenses.

Discontinued Operations

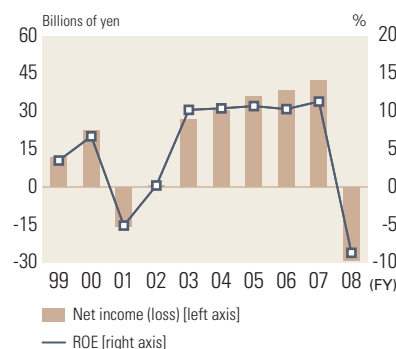
Figures for FY2002 onward have been restated to account for businesses discontinued in FY2007.

| | | | | Millions of yen | Thousands of U.S. dollars (note 1) |
|--|-----------|-----------|-----------|-----------------|------------------------------------|
| | FY2005 | FY2006 | FY2007 | FY2008 | FY2008 |
| | ¥ 616,002 | ¥ 723,866 | ¥ 762,985 | ¥ 627,190 | \$ 6,399,898 |
| | 248,642 | 278,241 | 293,342 | 218,522 | 2,229,816 |
| | 149,274 | 164,167 | 176,569 | 164,284 | 1,676,367 |
| | 50,501 | 52,028 | 51,520 | 48,899 | 498,969 |
| | 60,782 | 62,046 | 65,253 | 5,339 | 54,480 |
| | 91,607 | 95,969 | 101,596 | 38,835 | 396,276 |
| | 35,763 | 38,280 | 42,383 | (29,172) | (297,673) |
| | 51,699 | 40,539 | 68,996 | 31,408 | 320,490 |
| | (43,020) | (47,075) | (36,681) | (40,628) | (414,571) |
| | 8,679 | (6,536) | 32,315 | (9,220) | (94,081) |
| | (38,320) | (4,697) | (34,481) | 21,867 | 223,133 |
| | 589,061 | 630,337 | 617,367 | 538,280 | 5,492,653 |
| | 3,813 | 21,813 | 19,809 | 54,859 | 559,787 |
| | 362,937 | 382,822 | 368,502 | 298,411 | 3,045,010 |
| | | | | Yen | U.S. dollars (note 1) |
| | 151.1 | 165.0 | 185.9 | (132.2) | (1.35) |
| | 1,548.1 | 1,660.7 | 1,662.3 | 1,355.4 | 13.83 |
| | 30.0 | 34.0 | 42.0 | 25.0 | 0.26 |
| | 40.4% | 38.4% | 38.4% | 34.8% | |
| | 9.9% | 8.6% | 8.6% | 0.9% | |
| | 14.9% | 13.3% | 13.3% | 6.2% | |
| | 10.7% | 10.3% | 11.3% | (8.7%) | |
| | 61.6% | 60.7% | 59.7% | 55.4% | |

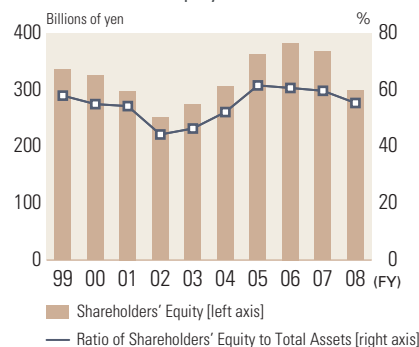
Net Sales and Operating Income Margin



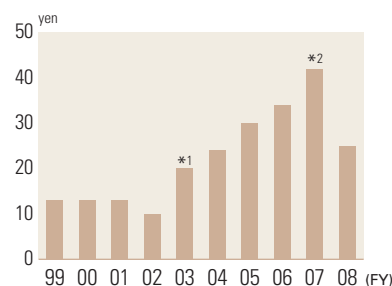
Net Income (Loss) and ROE



Shareholders' Equity and Ratio of Shareholders' Equity to Total Assets



Cash dividends



*1. Commemorative dividend amounting to ¥7.0 is included in the dividends for fiscal 2003.

*2. Commemorative dividend amounting to ¥5.0 is included in the dividends for fiscal 2007.

FY2004~FY2007

FY2008~FY2010

2nd Stage Balancing Growth & Earnings

Reinforcing business foundations through aggressive investment in growth areas, such as M&A, and cost cutting.

Achievements

- Increased EPS (earnings per share) from ¥110.7 (FY2003) to ¥185.9 (FY2007).

3rd Stage

Achieving a Growth Structure

Fortification of growth business (high profitability)

Revision of 3rd stage due to abrupt change in business environment

Revival Stage

(from February 2009 to March 2011)

- Emergency Measures (In fiscal 2009, reduce costs by ¥60 billion) 14 months

- Structural Reform (Strengthening of profit base over the medium term) 26 months

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