



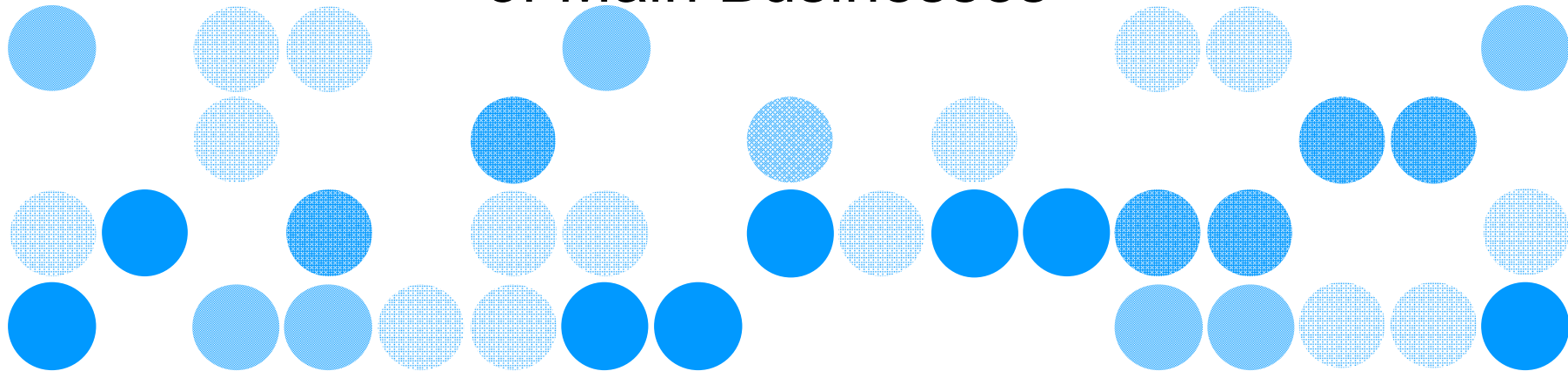
Sensing tomorrow™

Nomura Investment Forum 2011

Omron's Strengths

—Medium and Long Term Strategy

of Main Businesses—



November 29, 2011

OMRON Corporation

Current strengths

– to be strengthened further

- (1) Industrial Automation Business
- (2) Electronic & Mechanical Components Business
- (3) Healthcare Business

Strengthen Our Strengths

Omron will Change

- Encourage corporate culture in which we keep challenging ourselves toward higher goals
- Strengthen management dynamism



Omron is

- Innovative
- Intrepid, energetic and robust
- a flourishing and thriving global group

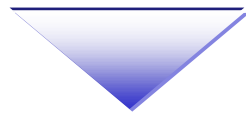
VG2020 Overview

➤ Omron will strengthen its mainstay businesses, aiming for growth in expanding emerging markets.



- Determined to achieve 42% gross profit
- To achieve the target, profit structure reform is being accelerated.

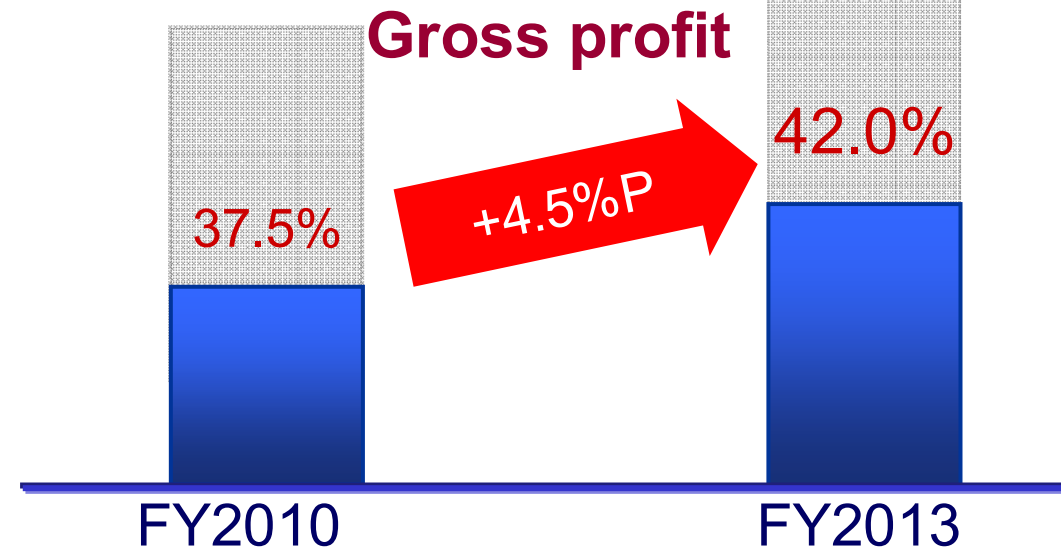
Further Profit Structure Reform



Securing Underlying Assets for Growth



Increase Resilience to Change



Current strengths

– to be strengthened further

(1) Industrial Automation Business

Wide product range and global sales & marketing network

(2) Electronic & Mechanical Components Business

Monozukuri (manufacturing) technologies improvement and relay business expansion

(3) Healthcare Business

Global business expansion based on blood pressure monitor business

➤ Boasting a broad FA product lineup and global sales & marketing network.

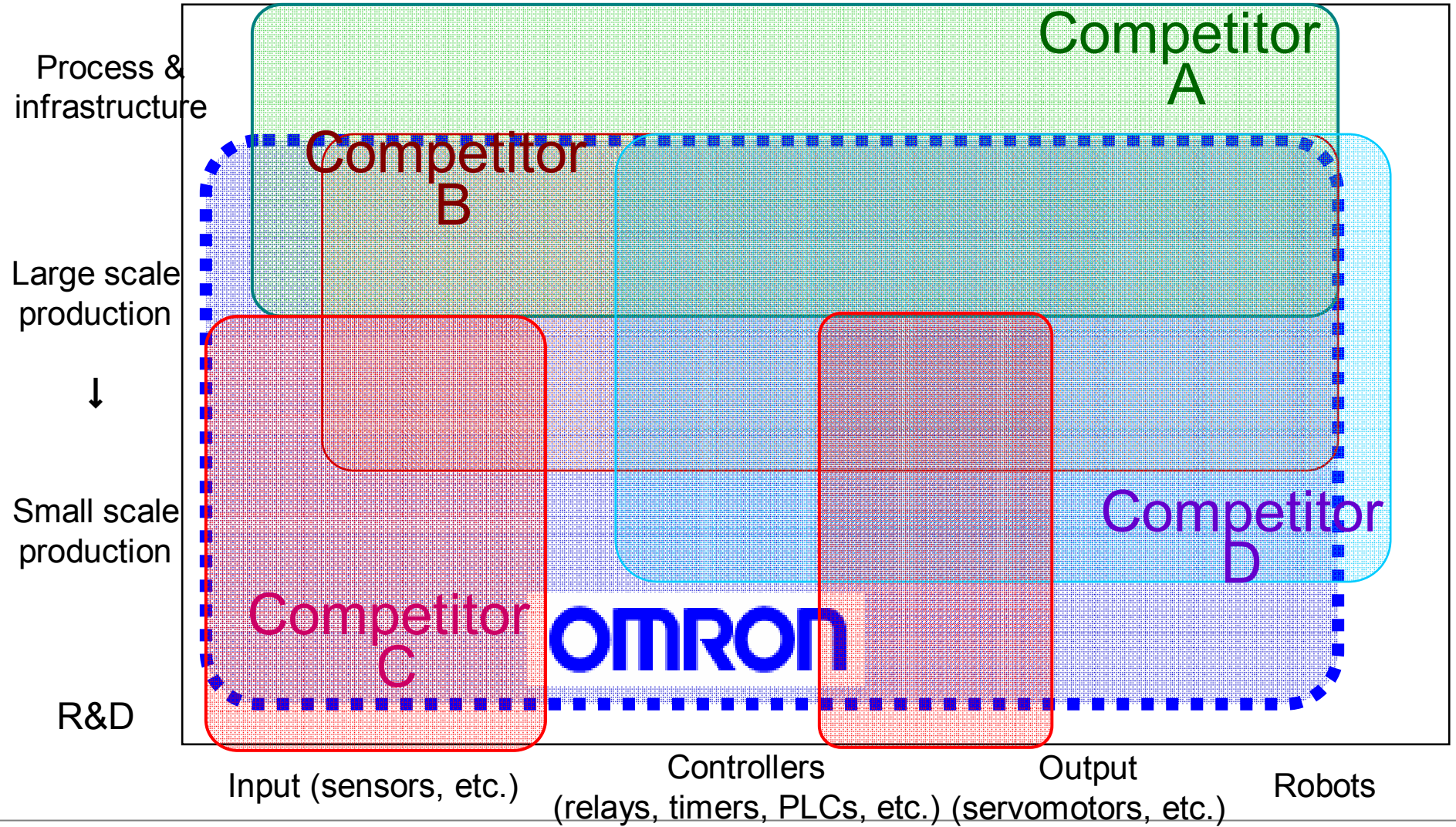
**Wide
Product Range**



**Global
Sales & Marketing**

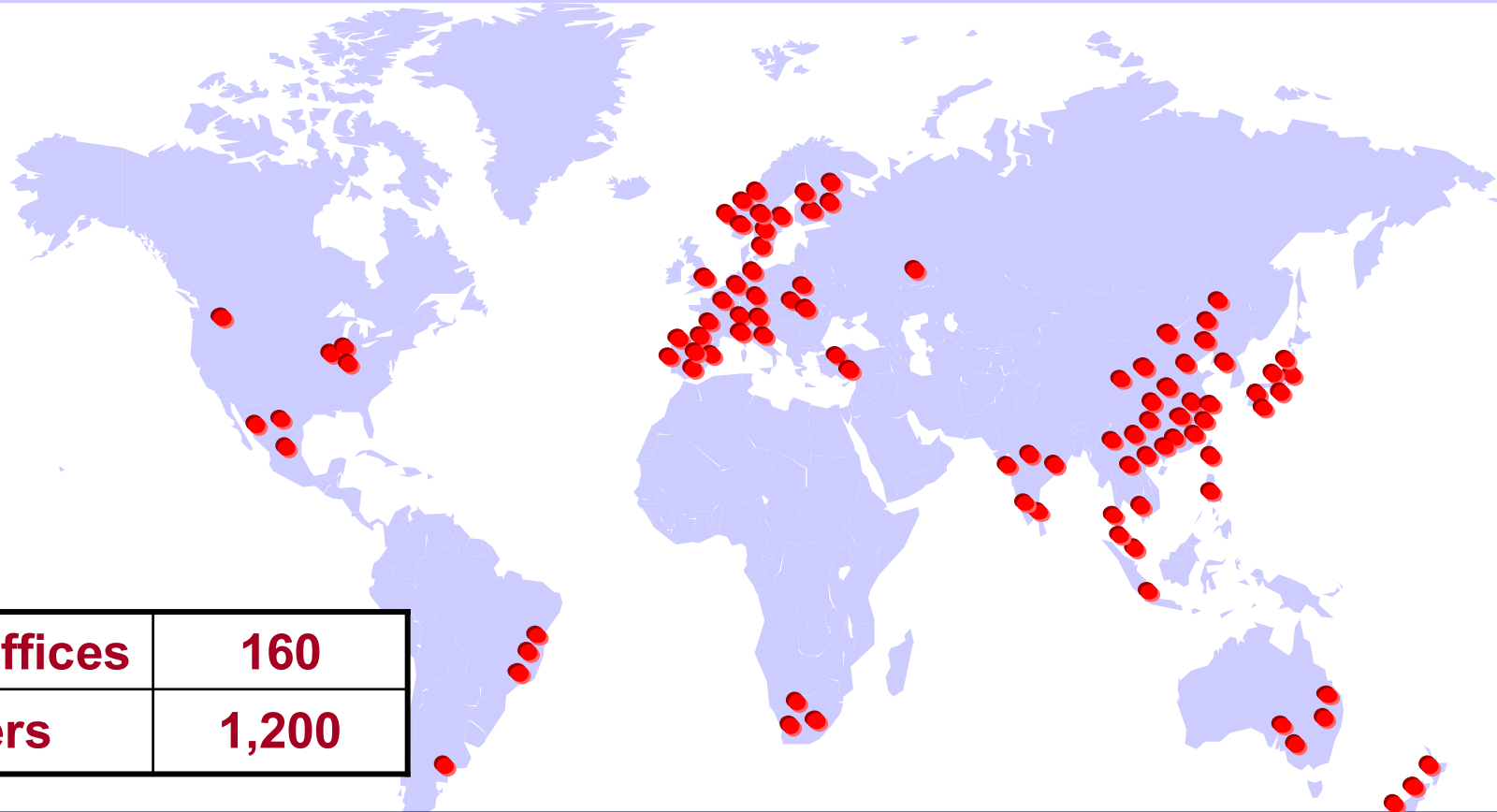
IAB's Current Strengths (1) Wide Product Range

➤ IAB has an overwhelmingly wide product range in the FA field globally.



IAB: Current Strengths (2) Sales and Marketing Network **OMRON** *Sensing tomorrow™*

- Wide spread of sales and marketing network in the world
- Uniform quality and service support is available globally.

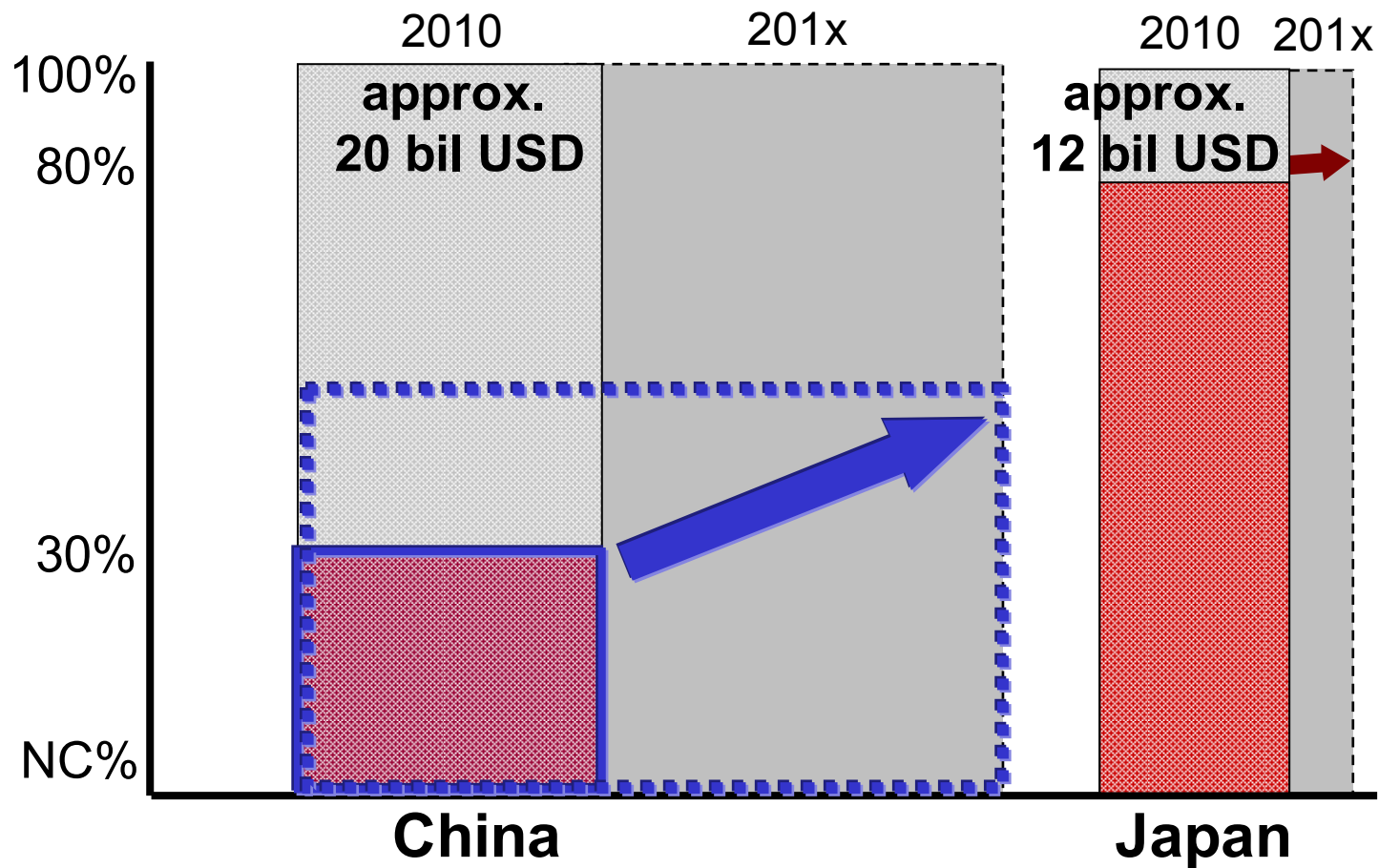


Omron offices	160
Dealers	1,200

**Network that can not only deal with new orders from customers,
but also maintenance and replacement (Maintenance & Repair & Order (MRO))**

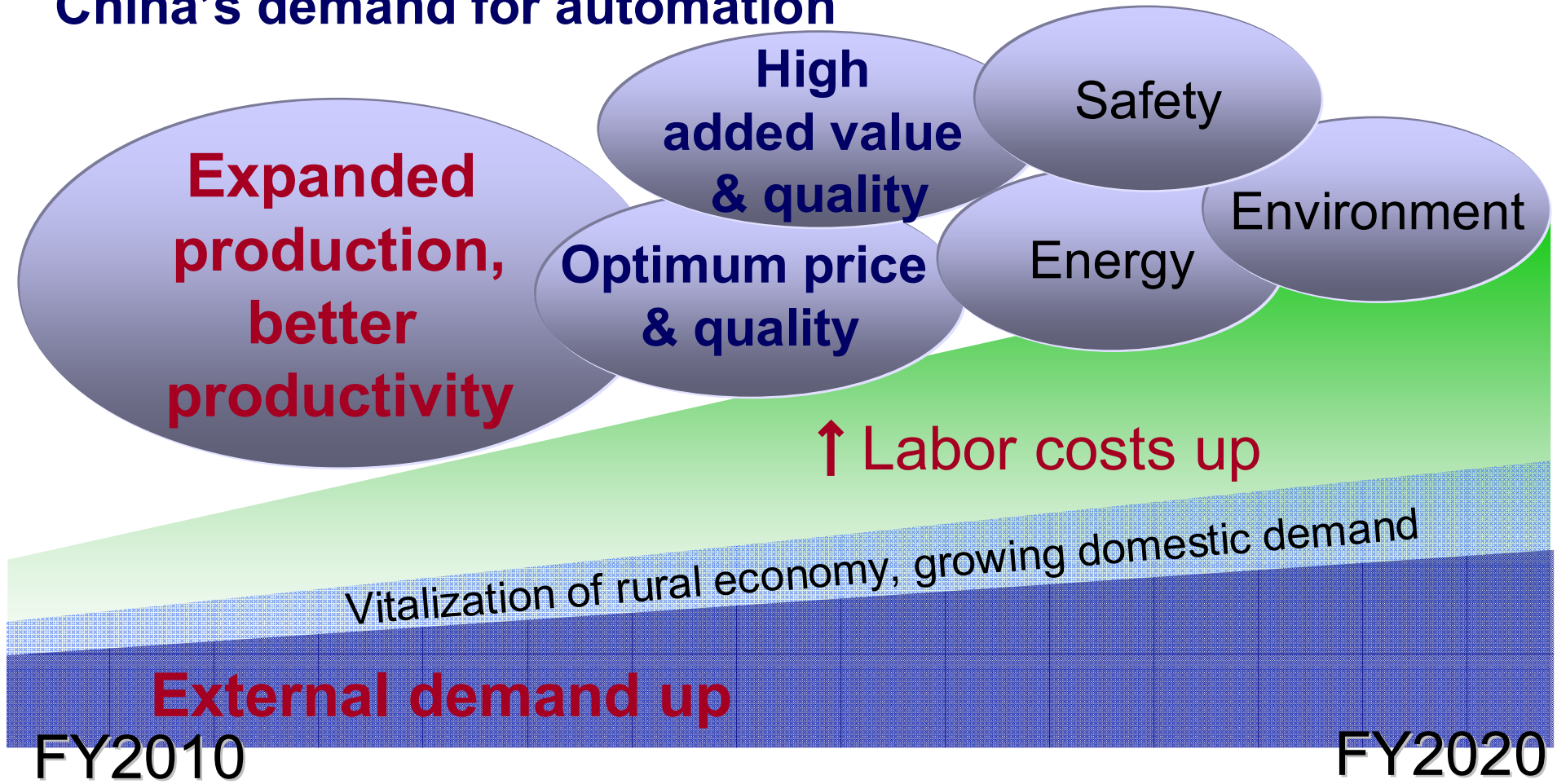
IAB Market: Growth in China

➤ China's manufacturing output volume is growing and level of automation (sophistication) are increasing.



➤ Changes in the Chinese market is triggering higher demand for factory automation.

China's demand for automation



IAB: Further Hardening its Strength

➤ Omron will work even harder on IAB's current strengths, improving product lineup and service.

**Wide
Product Range**



**Global
Sales & Marketing**

Expansion

Products that meet:

-Advanced specs

-Emerging markets' demand



Better service



Emerging Markets

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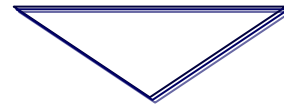
Global business expansion based on blood pressure monitor business

- Strength: Advanced Monozukuri (manufacturing) technologies
× global production network

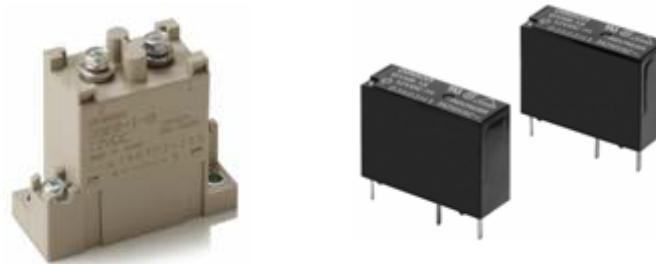
Global production
network



Advanced Monozukuri
technologies



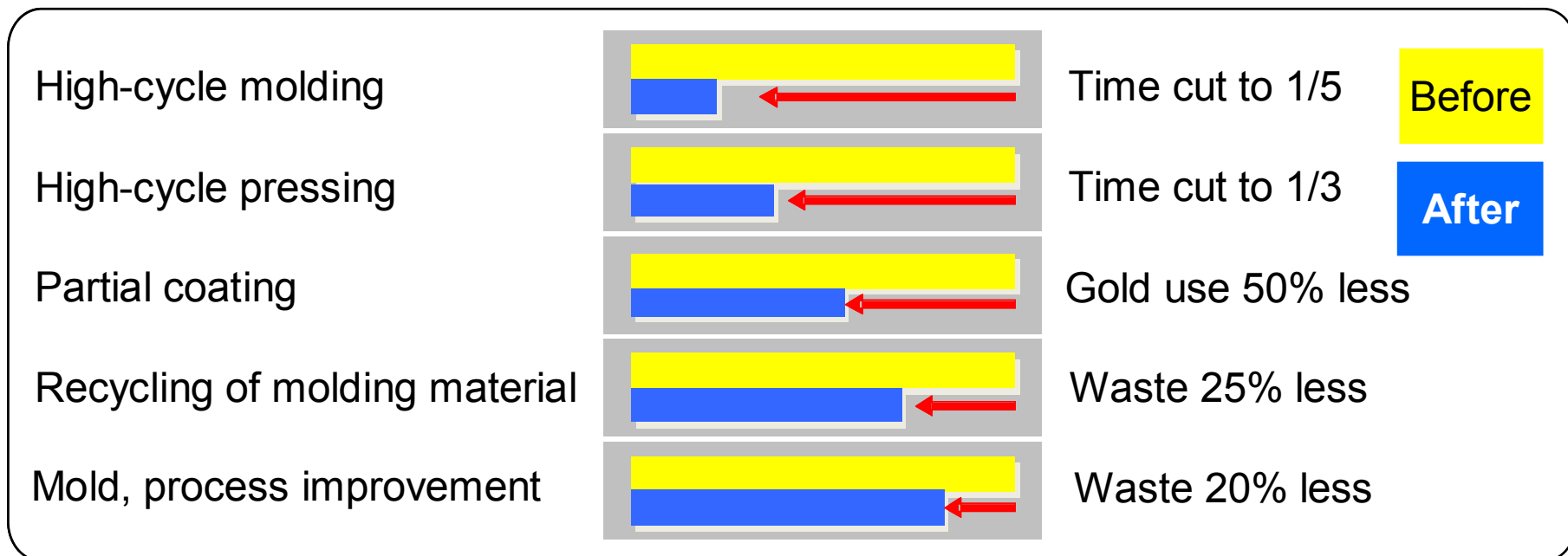
Relays
Global share No.1



➤ Strengthen competitiveness by strengthening manufacturing technologies

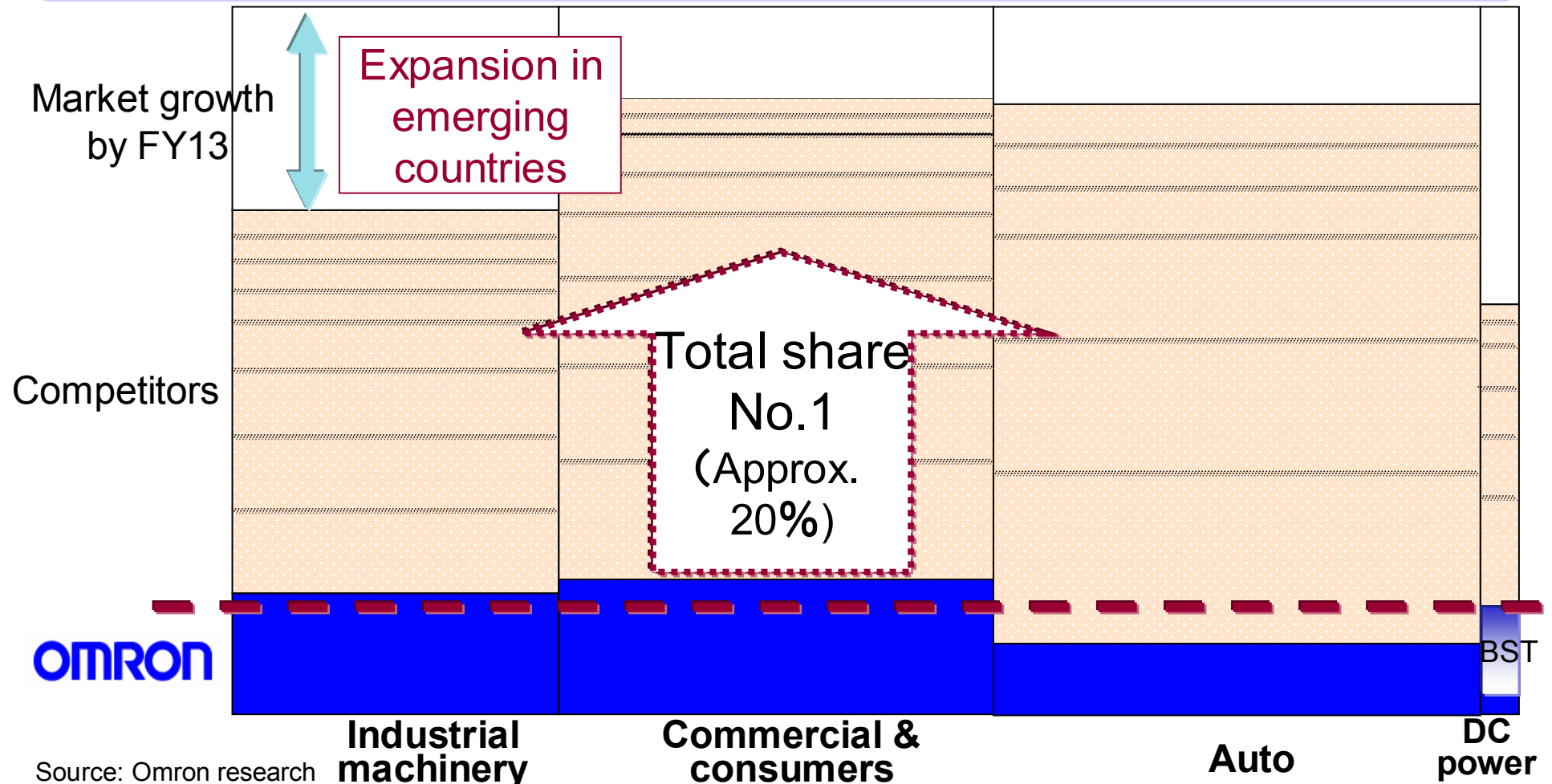
Strengthen Advanced Monozukuri Technologies

**High quality, cost competitiveness,
less environmental impact**



EMC: Market Situation and Strategies for Relay Business

- High market growth is expected in industrial machinery and DC power relay business.
- Commercial & consumer markets, and the auto relay market will grow.



Source: Omron research
Market growth : for 3 years ahead

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➤ Next highest priority business after IA (Industrial Automation) Business

◆ Blood pressure monitors :
Global share No.1



◆ Global sales and marketing network

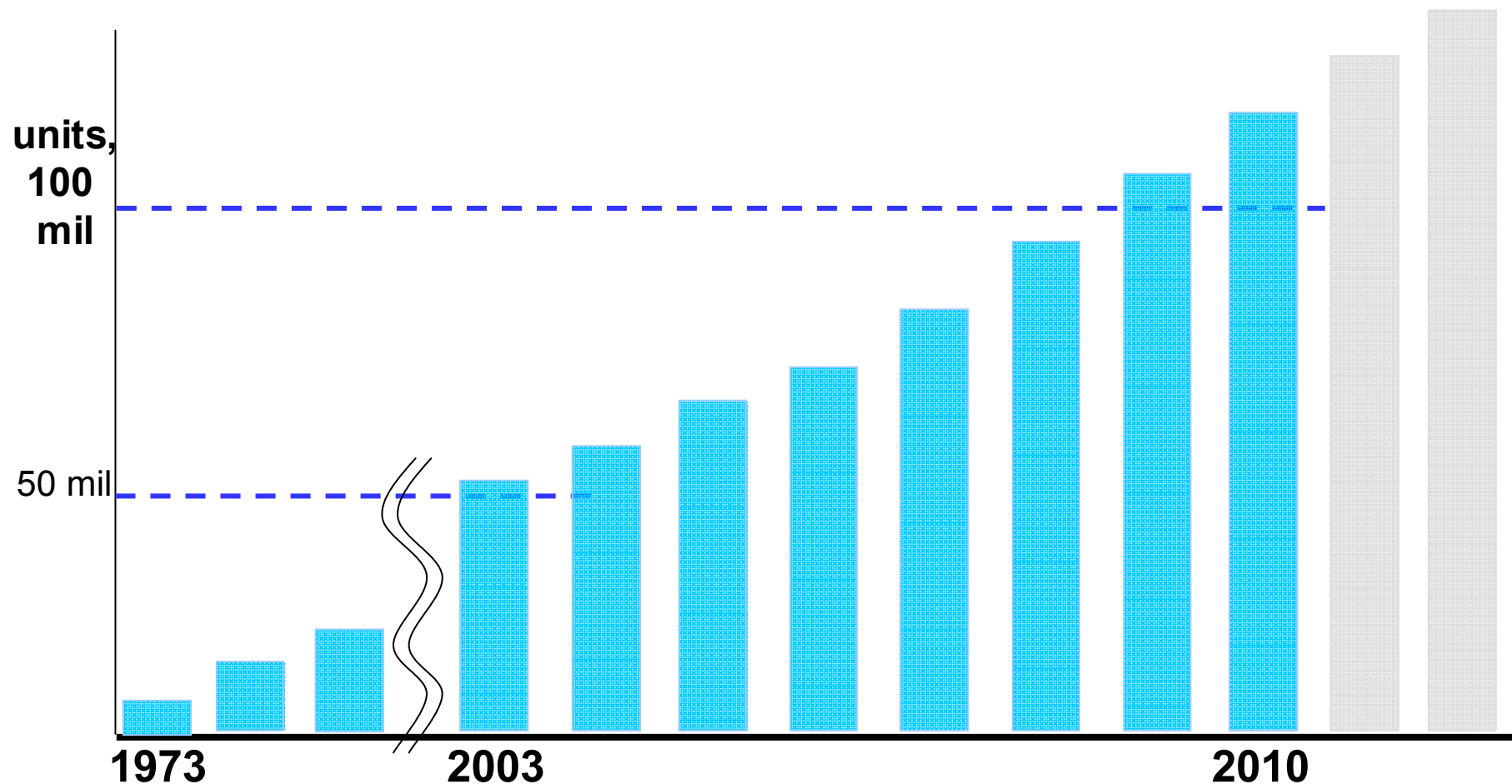
◆ Brand awareness
in medical fields



◆ Cost structure
competitive in emerging countries

HCB: Blood Pressure Monitor Sales

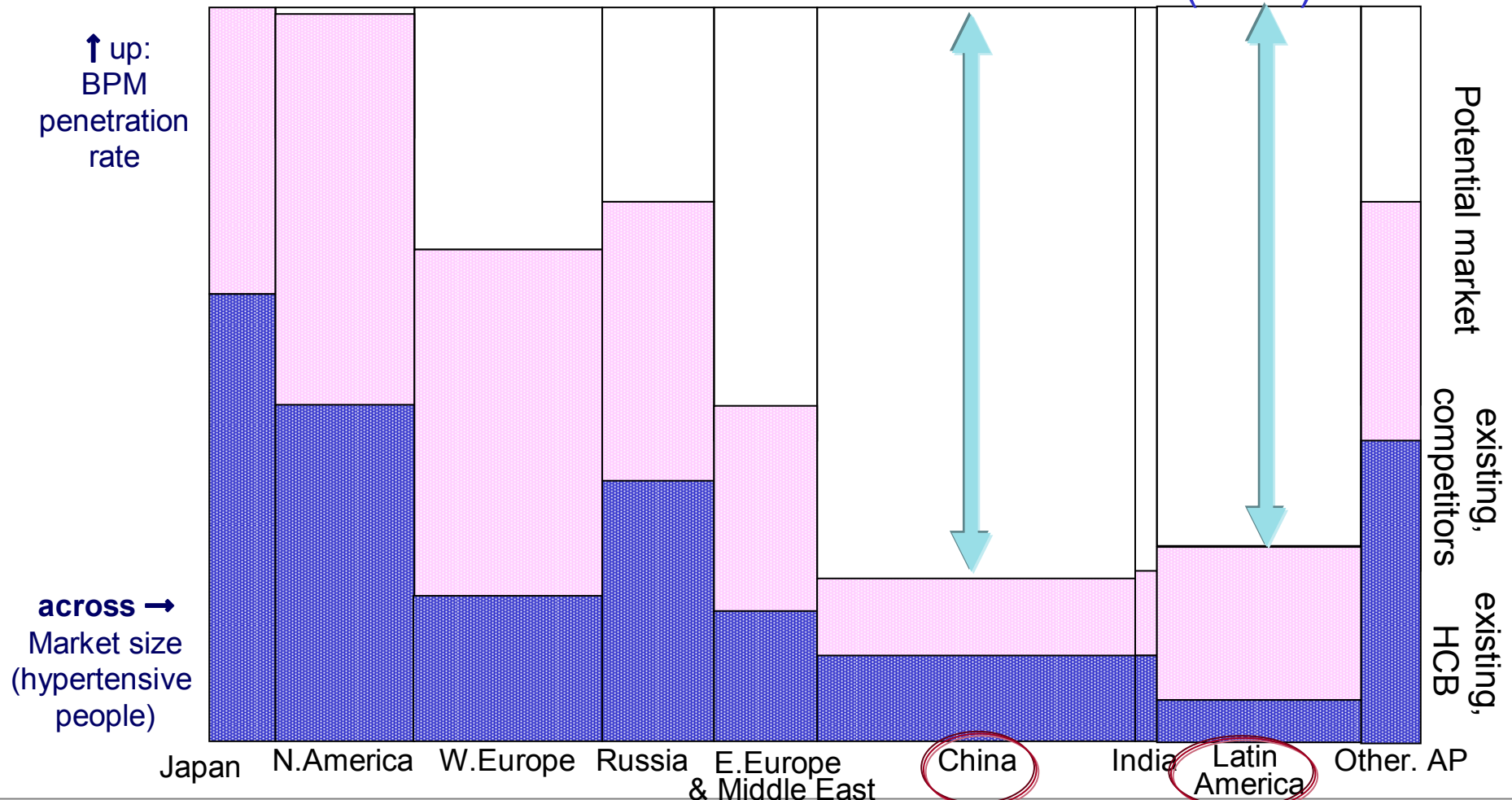
- The total number of Omron blood pressure monitors sold reached 100 million units in September, 2009.
- Global share No.1 (approx. 50%)



HCB: Market for Blood Pressure Monitors

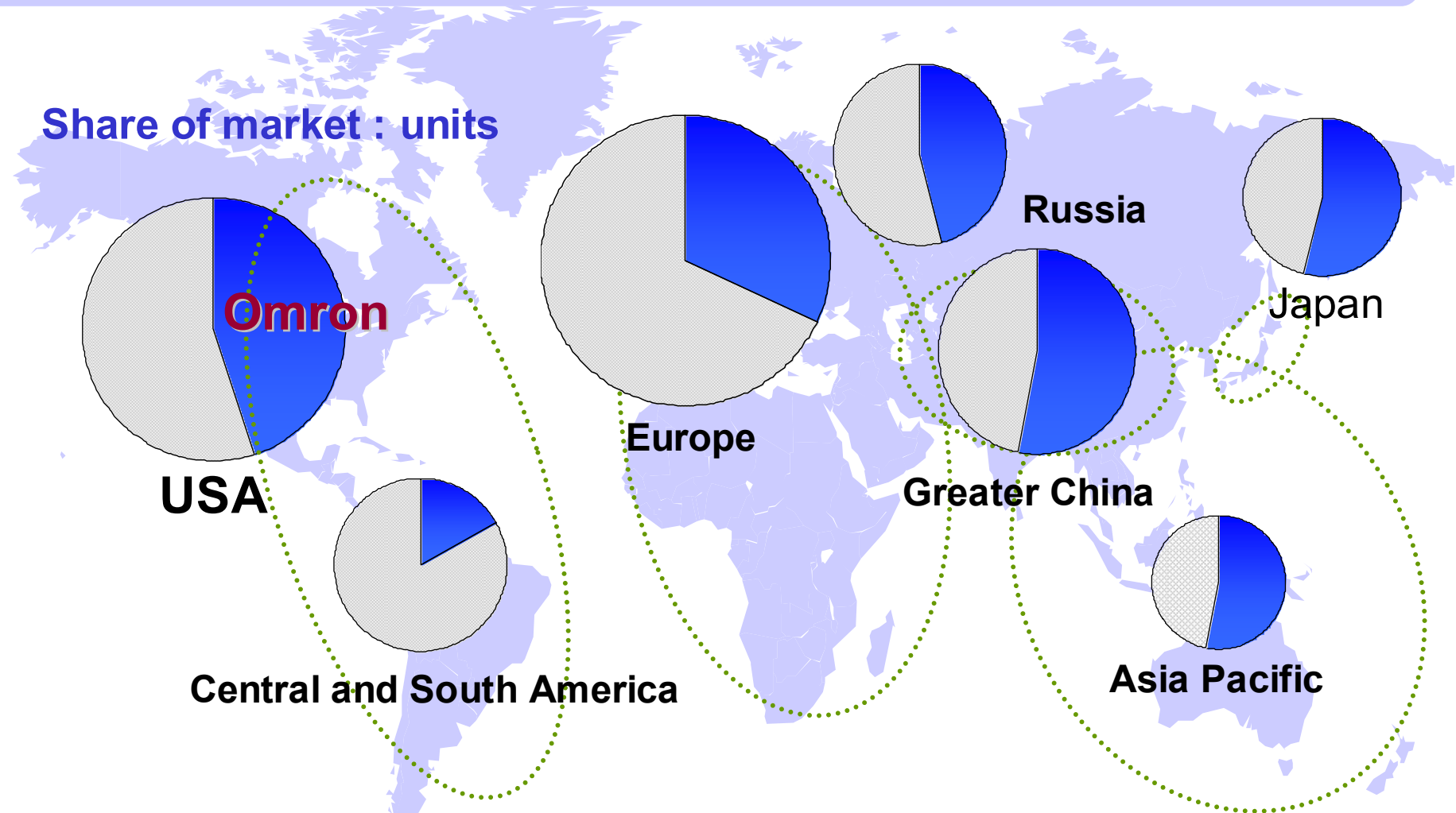
➤ The number of people with hypertension will keep rising. BPM market will expand especially in emerging markets due to economic growth.

Global Market Size for Blood Pressure Monitors (Units)



HCB: Global Sales and Marketing Network

- High share in all areas
- Approx 260,000 stores selling Omron's products world wide

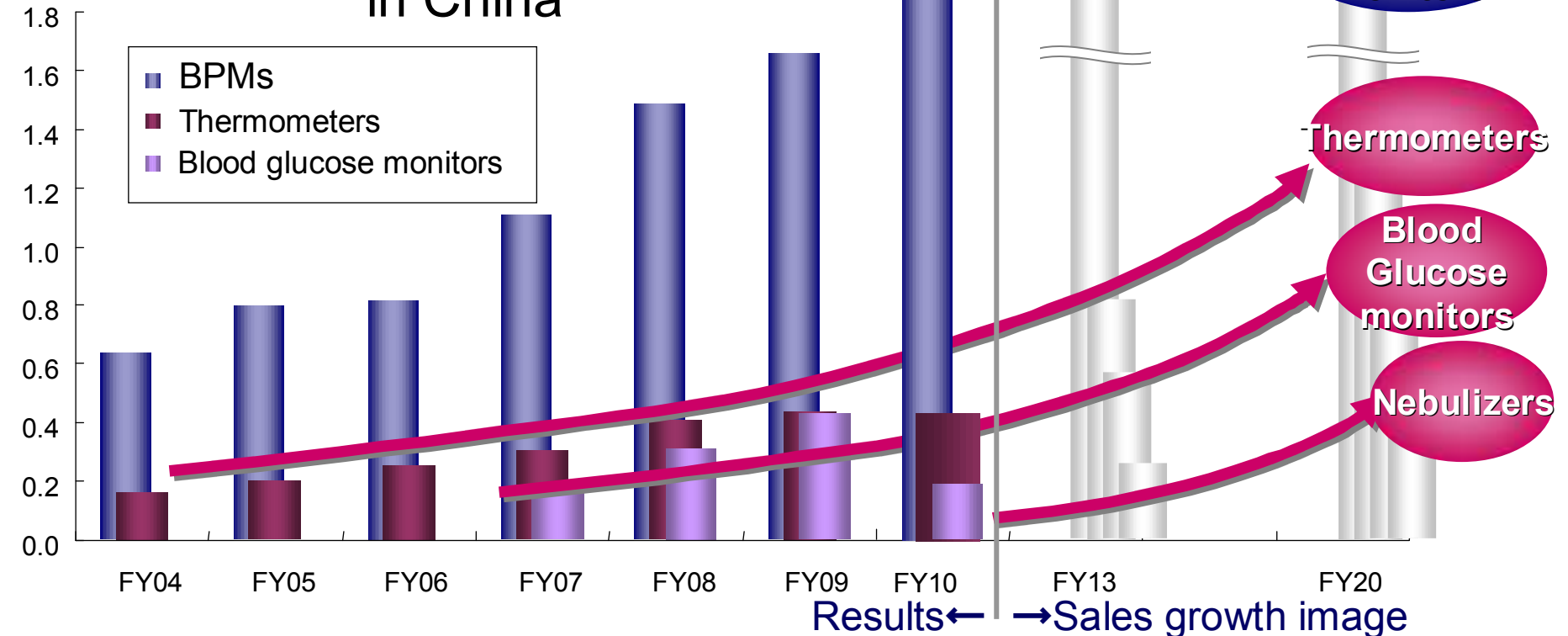


HCB: Success Model in Emerging Markets

➤ Expanding sales of other products using the channels cultivated with blood pressure monitors

Success in China ▶ Apply lessons learned in India, Asia, Central & South America, and other emerging countries

Millions of units
Sales Results in China



HCB: Target Products & Areas

➤ Selectively marketing competitive products, mainly 4 core category items.

Price Competitiveness

×

Brand Awareness

Blood pressure monitors



Blood glucose monitors



Nebulizers



Thermometers and more



Strategic Investments in Main Businesses

- Omron will continue and boost strategic investment for growth in IA (IAB and EMC) and Healthcare businesses.
- Enhance brand awareness to expand other businesses using Healthcare as a drive

Industrial Automation
Business

IAB

- R&D of products to meet global needs
- Strengthen sales & marketing channels
- Improve customer support

Electronic and Mechanical
Components Business

EMC

- Promote automation in manufacturing
- Strengthen manufacturing expertise

Healthcare Business

HCB

- Fortify sales & marketing in emerging markets
- Enhance brand awareness



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Notes

1. The consolidated statements of Omron Corporation (the Company) are prepared in accordance with U.S. GAAP.
2. Projected results and future developments are based on information available to the Company at the current 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) economic conditions affecting the Company's businesses in Japan and overseas, (ii) demand trends for the Company's products and services, (iii) the ability of the Company to develop new technologies and products, (iv) major changes in the fundraising environment, (v) tie-ups or cooperative relationships with other companies, (vi) movements in currency exchange rates and stock markets, and (vii) accidents and natural disasters.