

Message to Shareholders

Winter 2009

Omron Corporation

OMRON

Omron Corporation

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I am pleased to present Omron's Message to Shareholders for the first half of fiscal 2009 (April 1 to September 30), ending March 2010.

The global economy is finally showing signs of a mild recovery in the wake of an economic slowdown both in Japan and overseas stemming from the global financial crisis in the previous fiscal year. However, sluggish plant and equipment investment among Japanese manufacturers, Omron's main customers, indicates that a full-scale recovery has not yet been achieved in Japan. Against this backdrop, the members of the Omron Group are working together to implement emergency measures aimed at recovering profitability. Thanks to these efforts, we have succeeded in curbing our losses in the reporting six-month period, substantially reducing them from initial forecasts.

Amid a lack of clarity regarding the future direction of the economy, we will continue implementing measures to recover profitability in the short term, with the aim of eliminating our operating losses in the fiscal 2009 full-term period. Meanwhile, we will work steadily to implement structural reforms, which will enable us to secure a sufficient level of earnings in the future.

I hope you will continue to favor Omron with your support and encouragement.

December 2009

Hisao Sakuta,
President and CEO

Review of Fiscal 2009 First Half

(April 1 to September 30, 2009)

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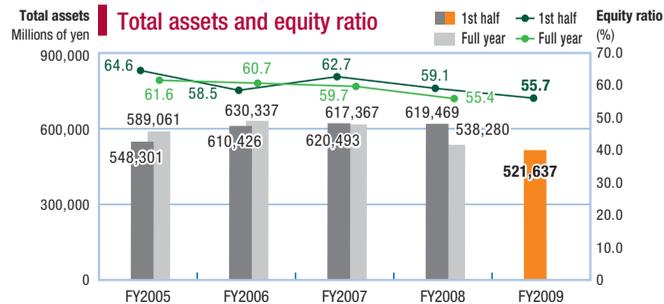
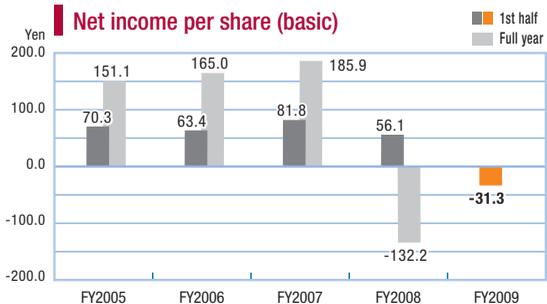
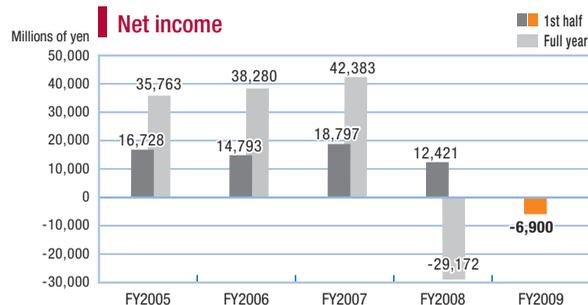
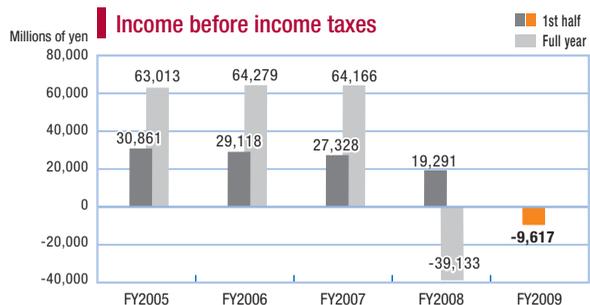
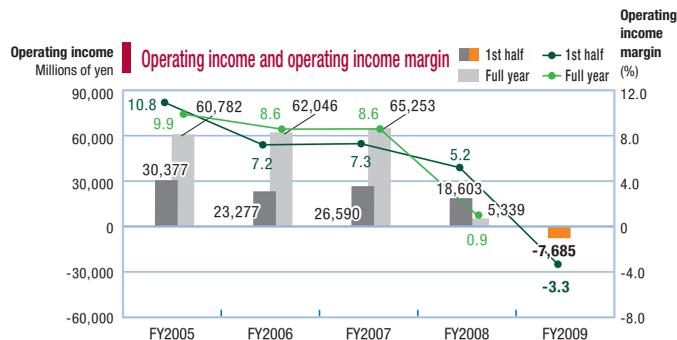
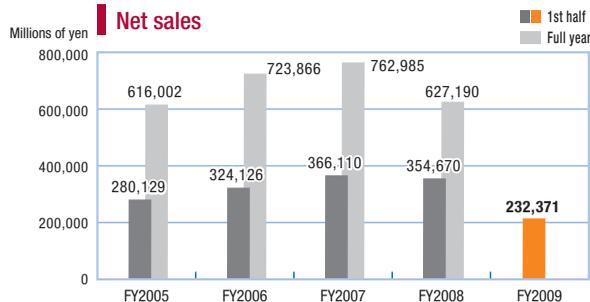
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Note: Pursuant to U.S. Financial Accounting Standards Board (FASB) Statement No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets," figures in the consolidated statements of previous years have been restated to account for operations that were discontinued in FY2007.

Caution with respect to forward-looking statements: This report contains forward-looking statements about the performance of Omron and its subsidiaries, which are based on management's judgment taking into account information available at the time of writing. The Company's actual results could differ materially from those described in these forward-looking statements as a result of numerous factors.



President Hisao Sakuta presents a general overview of consolidated operating results for the first half of fiscal 2009 with full-term forecasts, and explains the Company's current initiatives.

General overview of first-half results for fiscal 2009 (April to September)

Reviewing economic conditions during the reporting six-month period ended September 30, 2009, the global economic downturn from the second half of the previous fiscal year appears to have bottomed out in many sectors, and a modest but steady recovery trend has begun. The economies of Japan and Southeast Asia are gradually regaining their luster, while the Chinese economy is showing continuous strong growth on the back of domestic demand stimulated by the government's fiscal policies. On the other hand, economic conditions remain weak in the United States and Europe.

In the market segments in which we participate, positive developments include an increase in demand centered on consumer and environment-related products, supported by government initiatives in various countries aimed at encouraging consumption and preserving the environment. However, a full-scale recovery in equipment investment is unlikely to occur for the time being given the prevailing situation of overcapacity among manufacturers, Omron's main customer segment.

In these circumstances, the Omron Group is undertaking a radical reform of its earnings structure in fiscal 2009, through group-wide collaboration and by focusing on its strengths. Amid a slow recovery in sales due to the stagnant economic environment, the Group is working together to reduce costs with the aim of improving profitability in the short term, while promoting structural reform in the medium term to build a corporate structure that is resilient to changes in the external environment.

On a consolidated basis, sales for the six-month period ended September 30, 2009 decreased 34.5% compared with the same period of the previous fiscal year to ¥232,371 million, reflecting the global economic slowdown and weak capital investment among manufacturers. In addition, although the Group implemented thorough reforms to improve profitability in line with its fiscal 2009 policy, the significant decrease in sales led to an operating loss of ¥7,685 million. Loss before income taxes was ¥9,617 million, and net loss attributable to shareholders was ¥6,900 million.



Overview of Business Segments

IAB: Industrial Automation Business

In Japan, production cutbacks among manufacturers finally bottomed out in the first quarter. Production began to recover at the start of the second quarter, primarily in the automotive and electronic component and semiconductor industries, fueling an upturn in demand for Omron's sensors and other products.

Overseas, results were mixed. In China, demand is showing a recovery trend as production capacity utilization and capital investment have increased, reflecting an expansion in domestic demand. In Europe, although worsening economic conditions and sluggish exports have continued, there are indications of a gradual improvement as inventory adjustments have run their course. In North America, demand for Omron's products has remained weak due to factors including a significant slump in petroleum-related industries and worsening conditions in the automotive industry.

ECB: Electronic Components Business

In Japan, the recovery trend for many consumer and commercial products is becoming clear with the end of a cycle of inventory adjustments that began in the second half of the previous fiscal year. In contrast, demand for electronic components for industrial equipment was weak compared to the same period of the previous fiscal year, though the steep decline in demand from the second half of the previous year has finally leveled off.

Overseas, demand for Omron's products in North America and Europe was extremely weak amid an unprecedentedly severe operating environment, particularly in Europe. However, in China and Southeast Asia, economic conditions began recovering in the second quarter and demand turned upward for small-size backlights for consumer devices, relays for home electronics, flexible printed circuit (FPC) connectors, mobile phone input devices and other components.

AEC: Automotive Electronic Components Business

Global automotive demand, which had fallen sharply since the second half of the previous fiscal year, finally bottomed out and recovered slightly in response to economic stimulus measures to promote automobile purchases in various countries. In Japan, demand picked up due to preferential tax treatment for eco-friendly cars. Demand has also been recovering in China and other emerging economies with the effect of the aforementioned stimulus measures. In North America, demand substantially decreased overall, with the exception of a few automakers.

SSB: Social Systems Business

In the railway infrastructure business, demand for Omron's products decreased significantly compared with the same period of the previous fiscal year. New railway construction and investment by railway companies related to the adoption of IC cards continued to decline, and railway companies also cut back capital investment due to the effects of the recession and reduced expressway tolls on holidays. The social sensor solutions business is seeing expansion of new applications in the road management systems business, but overall demand decreased, adversely affected by cutbacks in investment in the manufacturing, wholesaling and retailing industries.

In the related maintenance business, demand declined due to cutbacks in capital investment by manufacturers and a decrease in orders for railway infrastructure systems. In the software business, demand also declined due to cutbacks in capital investment by manufacturers.

HCB: Healthcare Business

In Japan, demand for home-use medical equipment was solid, driven by digital blood pressure monitors and digital thermometers. However, demand for hospital-use medical equipment was essentially flat compared with the same period of the previous fiscal year due in part to curtailment or postponement of investment by hospitals. Overseas, demand in China remained strong, reflecting rising health management awareness in provincial cities. However, sales declined substantially in North America and Europe due to continued poor economic conditions as well as the impact of the yen's appreciation against the dollar and the euro.



Steps to recover profitability and achieve growth

The Company's performance on a consolidated basis in the first-half period of the current term exceeded our initial forecasts thanks to a bottoming out of the economy and companywide efforts to improve the profitability of operations. However, a full-scale recovery in demand from manufacturers for equipment investment has yet to be seen. From the third quarter

onward, the economic outlook remains uncertain. Taking this factor into account, the initial forecasts announced on April 27, 2009 will remain our official targets for the full-year term. Meanwhile, we will continue cutting costs, curbing personnel expenses and implementing emergency measures to recover profitability and fully eliminate operating losses for the full-term period.

In particular, in the Industrial Automation Business (IAB), our main business, although a recovery was seen in the Industrial Production Index and semiconductor manufacturing equipment sales in the reporting first-half period, from the third quarter onward it will be difficult to predict future trends in capital investment, which fluctuate greatly from month to month. At Omron, we are focusing on strengthening domestic sales capabilities for general-purpose products. At the same time, we are working to make our products more competitive by integrating every stage of product development (planning, development, production, and sales) into a continuous process. In addition, we are enhancing customer support services to increase our market share in Japan by 5 percentage points, rolling back the downward trend seen in recent years. (Data source: The Nippon Electric Control Equipment Industries Association).

In the Automotive Electronic Components Business (AEC), ahead of the spin-off of this business scheduled in the spring of 2010, we will continue efforts to substantially reduce fixed costs and return this business to the black. We intend to focus on Auto body ECUs (such as Push-Start Switches and Smart Entry Systems), which are our strengths, while simultaneously working to build strong relationships with our customers.

In the Healthcare Business (HCB), which was the only business segment to record an operating profit in the reporting first-half period, we aim to accelerate growth of this segment by launching new products and expanding marketing activities, focusing particularly on China and the other emerging economies. Nonetheless, we remain concerned about the Christmas season sales, given the sluggish consumer spending in Japan and North America.

Fiscal 2009 full-year term forecasts

P/L (consolidated)	Billions of yen	
	FY09 Forecast	FY08 Actual
Net sales	510.0	627.2
Gross profit	175.0	218.5
SG&A	135.0	164.3
R&D	40.0	48.9
Operating income (loss)	0.0	5.3
Non-operating income (loss), net	3.5	44.4
NIBT	(3.5)	(39.1)
Net income (loss) attributable to shareholders	(2.0)	(29.2)
EPS (yen)	(9.08)	(132.15)

Forecast for sales and operating income/loss (consolidated) (By segment)

Business	Billions of yen		
	FY09 Forecast	FY08 Actual	
IAB	Net sales	188.5	262.9
	Operating income	5.0	20.1
ECB	Net sales	114.0	124.0
	Operating income	0.5	(2.9)
AEC	Net sales	70.0	82.1
	Operating income	0.9	(7.1)
SSB	Net sales	59.0	72.3
	Operating income	2.4	5.2
HCB	Net sales	63.0	63.8
	Operating income	7.1	4.8
Elimination & corporate	Net sales	15.5	22.1
	Operating income	(15.9)	(14.7)
Total	Net sales	510.0	627.2
	Operating income	0.0	5.3

Environmental Solutions Business Headquarters newly created

Environmental data visualization to increase effectiveness of companywide energy-saving initiatives

With the heightened interest in environmental protection in Japan and overseas and accompanying revisions in laws and regulations relating to energy conservation, companies are facing strong pressure to further reduce CO₂ emissions. We must anticipate social needs with regard to priority issues, and provide effective solutions. Junko Suzuki explains the initiatives currently being implemented by the Omron Environmental Solutions Business Headquarters.

A unified approach to CO₂ emissions reduction

Q. Please explain the role of the Environmental Solutions Business Headquarters.



Suzuki: The Environmental Solutions Business Headquarters is a new organization set up in fiscal 2009. Prior to that, our energy management business was handled by the Business Development Group. Devising responses to global warming and reducing CO₂ emissions have become priority management issues for every company. At Omron, it is

necessary to firmly establish an environmental preservation business so as to help our customers reduce CO₂ emissions, and thereby respond to the needs of society at the corporate level.

Q. What specific measures are being implemented?

Suzuki: Our business centers primarily on the provision of solutions for reducing CO₂ emissions. Companies have been implementing environment-related initiatives primarily on an individual basis, and measurements were taken for calculating reductions in CO₂ emissions at the office, plant and on-site levels. Accordingly, data management differs between front-line

operations and the management level.

At Omron, we have established a system for the “visualization” of CO₂ emission data. “Visualizing” CO₂ emissions facilitates companywide environmental management by processing and providing data relevant to the measures being activated on each level, thereby enabling a unified approach that can be shared by each division and by anyone in any position. The distinctive feature of Omron’s solutions for reducing CO₂ emissions are their effectiveness in getting all employees to work together to reduce emissions.

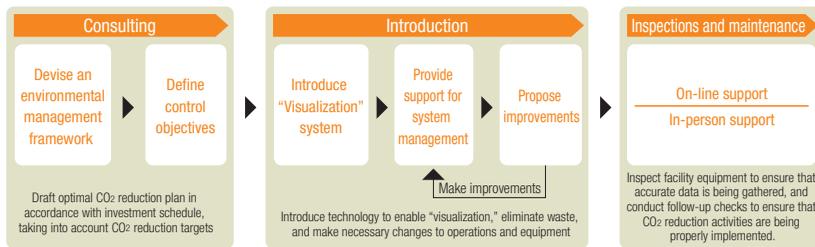
“Visualization” enables substantial reductions in energy consumption

Q. What is “visualization?”

Suzuki: Normally, it is difficult to acknowledge the amount of electricity and gas being used. The “visualization” process involves taking accurate measurements, and preparing unified data. We use this data in real time to create graphs and charts, which improves efficiency, minimizes waste and oversights, and makes possible further reductions in CO₂ emissions. The key point is that this approach is immediately recognizable. This is what we mean by “visualization.”

Q. How effective is this “visualization” process?

Suzuki: In the case of our Group member company Omron Relay & Devices Corporation, there are 250 points at which measurements are being taken to show the amount of energy being used for each production process, enabling us to determine the details of energy consumption by the plant as a whole. By identifying places where energy is being wasted and places where improvements can be made, we have been able to reduce electricity usage by 5% in no time. Ultimately, we envision an 11.1% reduction in electricity usage. At the Omron Kurayoshi Corporation, improvements were made in operational processes, and the result was a 35% reduction in the

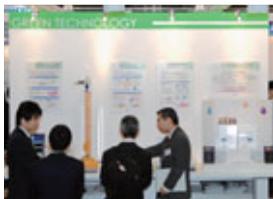


time required for product molding. This unified approach to reducing CO₂ emissions is not only being used in-house. It has also been adopted in the offices and plants of other companies that have made substantial efforts with regard to environmental preservation.

In Kyoto City, schools are reducing electricity costs by ¥40 million

Q. What will be the impact of the amended Energy Conservation Law?

Suzuki: In May 2009 we sponsored a booth at the New Environment Exposition 2009 Tokyo (N-EXPO '09 TOKYO). The amendments to the Energy Conservation Law will go into full force in the beginning of fiscal 2010. We can feel very strongly the pressure companies are under to reduce energy usage. Until now, energy management was undertaken by each plant and building on an individual basis. Next spring, however, companies will be held accountable. We have noticed that our approach to environmental management is drawing more attention at the business unit level. The strength of our system is its ability to unify the data gathered from the various operating bases of a company, and we think customers will find this feature very appealing.



Q. Is this new technology intended only for corporate clients?

Suzuki: In 2006, this system was simultaneously introduced at 283 public schools in Kyoto City (including kindergartens, elementary and middle schools, and high schools). In the first year, electricity was cut by 5%, for savings of ¥40 million. This is primarily due to the fact that the system could visualize the

amount of electricity being used and warnings were issued when electricity was being wasted. Improvements were made to ensure that electricity was not being used unnecessarily, and electricity expenses were reduced. This is one example. I have heard that our system helped to raise awareness among children about the importance of conserving energy. We hope to contribute to the development of next-generation human resources by taking part in programs to raise awareness of the need for environmental protection.

Bolstering capabilities to cut CO₂ emissions by 50% by 2020

Q. Please explain the Company's plans for future business expansion.

Suzuki: In 2009, we have begun providing "Visualization Solutions" as a means of contributing to CO₂ emissions reductions. In most cases, utility costs are considered part of fixed costs. By making energy costs a component of variable costs, we aim to reduce waste, and thereby provide customers with added value. In addition to maximizing the ROC* (Return On Carbon) by reducing CO₂ emissions, we intend to maintain a sufficient level of profit.

In the future, not only will we minimize the amount of energy wasted, but also provide solutions for the more efficient utilization of equipment. We will develop a system to convert the kinetic energy from production line equipment into electricity, and to effectively reuse the heat generated. In this way, we aim to make progress in optimizing overall energy use. Ultimately, we intend to generate electricity for several of our buildings using solar panels, which would enable the transmission of electricity to others. It will be necessary to store the electricity, and establish the appropriate control technologies for electricity transmission. Through such moves, we are ultimately targeting a 50% reduction in CO₂ emissions.

*Return on Carbon (calculated as operating income divided by CO₂ emissions) is a new indicator showing the maximum benefit realized through the minimum emission of CO₂.

Precision level enhanced by 10 times compared to previous models
Launched software for malfunction detections in solar cells

Business Topics

In the high-growth market of solar batteries, a new eco-friendly source of renewable energy, there is a growing need for highly efficient, high-quality manufacturing processes. In the current manufacturing process for crystalline silicon solar cells, the thinness of the cells could cause them to crack and split. The use of cracked cells in solar panels substantially lowers the efficiency of electricity conversion in those solar cells. For this reason it is necessary to inspect the solar cells for cracks at the cell stage. On July 1, 2009, we launched our new product "FZ3-UPVD/UPVDH," software specially designed for detecting damaged solar cells. This product, developed through consultations with customers, enables a minimum number of procedures for conducting adequate inspections during the solar cell manufacturing process. The software incorporates Omron's proprietary technology that allows for "profile tracking," meaning that equipment can be automatically repositioned to accommodate cells of different shapes and sizes. Thus, the software can identify defects with a high degree of precision. We will carry out new product development taking into account the conditions under which our customers manufacture solar cells, and do our best to meet customer requirements.



Product details (Japanese)

http://www.fa.omron.co.jp/solar_cell

100 million blood pressure monitor units sold

Business Topics

In September 2009, sales of blood pressure monitors by Omron Healthcare Co, Ltd. exceeded 100 million units worldwide on an aggregate basis. Omron blood pressure monitors are currently being used in more than 100 countries, and we hold a 50% share of the world market (according to Company estimates). With the heightened health consciousness worldwide and the increasing number of patients with lifestyle-related diseases, there is a growing need to monitor blood pressures at home, as evidenced by a growth in aggregate sales from 50 million units to 100 million units in just six years. In recent years, China, Russia and the other emerging economies have also been seeing an increase in demand. Thus, in fiscal 2008 alone, the size of the market for blood pressure monitors was approximately 24 million units.

Since Omron launched its first electronic blood pressure monitor in 1973, the Company has been pioneering the development of proprietary bio-information sensing technology. We have been able to develop blood pressure monitors for home-use that can easily be used by anyone. We have taken steps to ensure that our monitors offer a high degree of precision and usability, with the aim of promoting the widespread adoption of blood pressure monitoring at home. We will continue working to create products that contribute to healthy lifestyles.



Our website commemorating sales of 100 million units
<http://www.healthcare.omron.co.jp/bpm/english/index.html>

Omron Handball Team regains championship

The Omron Handball Team, representing Kumamoto Prefecture, took part in the handball event at the 64th Annual National Sports Festival (*"Tokimeki Niigata Kokutai"*), hosted by Niigata Prefecture on October 2-6, 2009. The Omron team played against the Sony Semiconductor Kyushu Co., Ltd. team, representing Kagoshima Prefecture, in the adult women's finals. The match went into overtime, and Omron won with a final score of 28-27. This was the Omron team's 12th time to win the tournament, and its first victory in two years.

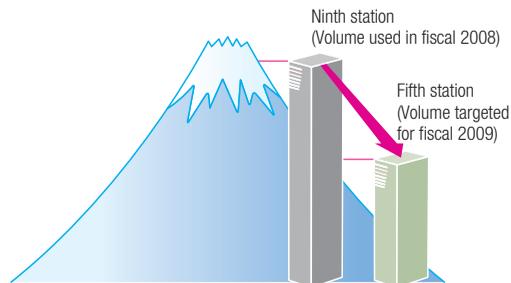
The Omron Handball Team is a strong team, having won numerous tournaments and championships, including the Japan Handball League and the All-Japan Handball Championship Tournament. This recent victory at the national level follows an earlier victory at the All-Japan Corporate League Association Tournament during the current fiscal year. Thus, the team has won two of the four handball champions conducted in Japan at the national level. The Omron Handball Team will make its best efforts to win the remaining two championships.



Sharing cost-cutting ideas New campaign intended to strengthen cost-cutting measures

These days, it is more important than ever to use only that which is necessary, make efficient use of available resources, and ensure that business activities are environmentally friendly. Companies are being required to make active efforts irrespective of their business performance results. At Omron, we have launched a new campaign in addition to the ongoing "eco-volun" activities. As part of this campaign, we have invited employees to submit suggestions about ways to cut costs, and aim to achieve a substantial reduction in costs through the sharing of their ideas. Specific initiatives include the collection and redistribution of unused office supplies, reductions in both the amount of photocopy paper used on an annual basis and the number of color copies made, and the active use of teleconferencing in place of business trips to reduce travel expenses. We will continue to implement this program companywide with the ultimate goal of strengthening our earnings structure.

The volume of photocopy paper used in comparison to the height of Mt. Fuji (3,776m)

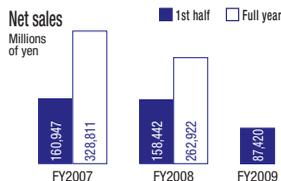


Note: Percentages of total sales are for the first half of fiscal 2009, ended September 30, 2009, on a consolidated basis.

IAB: Industrial Automation Business



Manufacture and sales of control systems for factory automation



In Japan, production cutbacks among manufacturers have finally bottomed out, and production has begun to recover, primarily in the automotive and electronic component and semiconductor industries, fueling an upturn in demand for Omron's sensors and other products. Overseas, although demand has shown a recovery trend in China as production capacity utilization and capital investment increase, reflecting an expansion in domestic demand, economic conditions have continued to worsen in Europe and North America, and demand for Omron's products remains weak. Segment sales for the six-month period decreased 44.8% year-on-year, to ¥87,420 million.

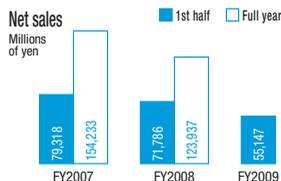
Outlook

In Japan, we are strengthening our marketing capabilities for general-purpose products and enhancing customer support with the aim of increasing our market share. Overseas, we intend to expand production and development activities in China, and are planning to launch products tailored to local-market needs in the BRICs and other emerging markets.

ECB: Electronic Components Business



Manufacture and sales of electronic components for consumer electronics, mobile phones, telecommunications and industrial equipment, and amusement devices



In Japan, a recovery trend is being seen for many consumer and commercial products with the end of a cycle of inventory adjustments. However, demand for electronic components for industrial equipment remains weak since bottoming out following a steep decline from the second half of the previous year. Overseas, demand for Omron's products in Europe remains extremely weak amid an increasingly severe operating environment. However, in China and Southeast Asia, economic conditions have improved, and demand has turned upward for small-size backlights for consumer devices, relays for home electronics, flexible printed circuit (FPC) connectors, mobile phone input devices and other components. Segment sales for the six-month period decreased 23.2% year-on-year, to ¥55,147 million.

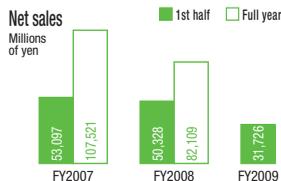
Outlook

We have already streamlined operations from September 21, 2009, and are now focusing on the production of electronic and mechanical components — specifically relays, switches and connectors (which are our three areas of strength) for the control device business. In the future, we plan to rebuild our global production network and further strengthen our production ("monozukuri") technologies.

AEC: Automotive Electronic Components Business



Manufacture and sales of electronic components for automobiles



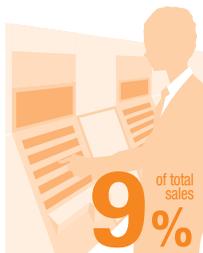
Global automotive demand has recovered slightly in response to economic stimulus programs to promote automobile purchases in various countries. In Japan, demand has picked up due to preferential tax treatment for eco-friendly cars. Demand has also been recovering in China and other emerging economies as a result of stimulus measures. In North America, demand has substantially decreased, with the exception of a few automakers. Segment sales for the six-month period decreased 37% year-on-year, to ¥31,726 million.

Outlook

We have decided to spin off this business in April 2010. The move is aimed at cutting losses and recovering profitability. In preparation for the spin-off, we will continue to reform our earnings structure through the implementation of a "selection and focus" streamlining process with regard to customers and products.

Note: Percentages of total sales are for the first half of fiscal 2009, ended September 30, 2009, on a consolidated basis.

SSB: Social Systems Business



Providing solutions and services for realizing a secure, safe, and comfortable society



In the railway infrastructure business, demand for Omron's products has decreased significantly compared with the same period of the previous fiscal year. New railway construction and investment by railway companies related to the adoption of IC cards has continued to decline, and railway companies are also cutting back capital investment. The social sensor solutions business is seeing expansion of new applications in the road management systems business, but overall demand has decreased, adversely affected by cutbacks in investment in the manufacturing, wholesaling and retailing industries. In both the related maintenance and software businesses, demand has declined due to cutbacks in capital investment by manufacturers. Segment sales for the six-month period decreased 30.1% year-on-year, to ¥20,655 million.

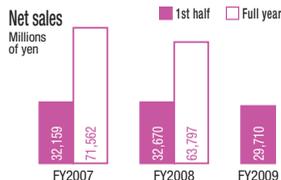
Outlook

We intend to expand sales in the sensing business to the social sector, targeting the transportation business, manufacturing and commercial facilities in the medium and long terms. We plan to expand sensor applications to new fields which would enable the monitoring of changes in circumstances on a daily basis. Specifically, we are envisioning new applications in train stations, on roads, and in retail outlets. We aim to pursue new business opportunities through the development of sensors and sensor systems that will enhance security and personal safety in daily life.

HCB: Healthcare Business



Health and medical devices and services for home and medical institutions

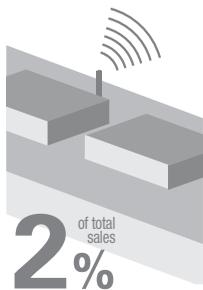


In Japan, demand for home-use medical equipment is solid, driven by digital blood pressure monitors and digital thermometers. Overseas, demand in China remains strong, reflecting rising health management awareness. However, sales have declined substantially in North America and Europe due to continued poor economic conditions as well as the impact of the yen's appreciation against the dollar and the euro. Segment sales for the six-month period decreased 9.1% year-on-year, to ¥29,710 million.

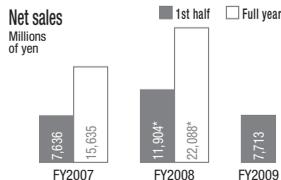
Outlook

Sluggish consumer demand in Japan and the world's other leading economies will make business conditions increasingly harsh. Therefore, we expect sales to remain weak overall. Nonetheless, we will work to expand sales through the steady introduction of new products, targeting the rising interest in health management in China and the other emerging economies, and the further growth in demand predicted for health-related appliances.

Environmental Solutions Business HQ, Electronic Systems & Equipments Division HQ, and Other Businesses



Fostering and developing new business opportunities as part of the Omron Group's growth strategy



In the Environmental Business, we have developed a business model for reducing CO₂ emissions at customers' companies which incorporates an electricity usage monitoring service. At the Electronic Systems & Equipments Division HQ, we are making utmost efforts to increase sales of computer peripheral equipment and embedded PC boards. Segment sales for the six-month period decreased 35.2% year-on-year, to ¥7,713 million.

Outlook

In the Environmental Business, we will continue working to enhance our new business model to help customers reduce CO₂ emissions as well as our electricity usage monitoring service. At the Electronic Systems & Equipments Division HQ, we will expand sales capabilities with the aim of increasing the number of new customers.

* For the six-month reporting period, we have applied the Financial Accounting Standards Board (FASB) Statement No. 280 ("Segment Reporting") for the Social Systems Business and Others segments. Consequently, the relevant figures for the corresponding period of the previous term have been restated.

Interim Consolidated Balance Sheet (Summary)

Millions of yen

	FY2008 1H (as of September 30, 2008)	FY2009 1H (as of September 30, 2009)	FY2008 (as of March 31, 2009)
Assets			
Total current assets	330,321	252,204	275,991
Cash and cash equivalents	41,457	49,745	46,631
Notes and accounts receivable — trade	152,700	106,396	113,551
Allowance for doubtful receivables	(2,730)	(2,362)	(2,562)
Inventories	106,509	75,584	84,708
Other current assets	32,385	22,841	33,663
Net property, plant and equipment	157,100	128,675	132,535
Buildings	129,781	126,751	120,244
Machinery and equipment	173,230	144,462	143,801
Accumulated depreciation	(183,996)	(175,013)	(167,324)
Other	38,085	32,475	35,814
Total investments and other assets	132,048	140,758	129,754
Investments in and advances to associates	16,813	15,962	15,638
Investment securities	33,958	35,865	31,682
Other	81,277	88,931	82,434
Total assets	619,469	521,637	538,280

Millions of yen

	FY2008 1H (as of September 30, 2008)	FY2009 1H (as of September 30, 2009)	FY2008 (as of March 31, 2009)
Liabilities			
Total current liabilities	179,374	129,937	135,038
Long-term debt	1,172	21,156	21,401
Deferred income taxes	2,835	1,173	941
Termination and retirement benefits	66,909	76,664	80,443
Other long-term liabilities	1,072	463	476
Total liabilities	251,362	229,393	238,299
Net Assets			
Shareholders' equity	366,086	290,745	298,411
Common stock	64,100	64,100	64,100
Capital surplus	99,019	99,082	99,059
Legal reserve	9,082	9,317	9,059
Retained earnings	274,500	222,688	231,388
Accumulated other comprehensive income (loss)	(36,170)	(59,985)	(60,744)
Treasury stock	(44,445)	(44,457)	(44,451)
Noncontrolling interests	2,021	1,499	1,570
Total net assets	368,107	292,244	299,981
Total liabilities and net assets	619,469	521,637	538,280

Notes: 1. Amounts less than one million yen have been rounded.

2. Omron's consolidated financial statements have been prepared in conformity with U.S. generally accepted accounting principles (U.S. GAAP).

1st Half Consolidated Statement of Operations

Millions of yen

	FY2008 1H (April 1 – September 30, 2008)	FY2009 1H (April 1 – September 30, 2009)
Net sales	354,670	232,371
Cost of sales	224,208	156,760
Gross profit	130,462	75,611
Selling, general and administrative expenses	86,770	65,730
Research and development expenses	25,089	17,566
Operating income (loss)	18,603	(7,685)
Other expenses (income), net	(688)	1,932
Income (loss) before income taxes	19,291	(9,617)
Income taxes	7,157	(3,298)
Equity in net losses (gains) of affiliates	(338)	604
Net income (loss)	12,472	(6,923)
Net loss (income) attributable to noncontrolling interests	51	(23)
Net income (loss) attributable to shareholders	12,421	(6,900)

Notes: 1. Amounts less than one million yen have been rounded.

2. Omron's consolidated financial statements have been prepared in conformity with U.S. generally accepted accounting principles (U.S. GAAP).

3. Comprehensive income (loss) plus other comprehensive income in net income (loss) attributable to shareholders is as follows:

Six months ended September 30, 2009: (¥6,141 million)

Six months ended September 30, 2008: ¥4,468 million

Other comprehensive income includes foreign currency translation adjustments, minimum pension liability adjustments, unrealized gains (losses) on available-for-sale securities and net gains (losses) on derivative instruments.

1st Half Consolidated Statement of Cash Flows (Summary)

Millions of yen

	FY2008 1H (April 1 – September 30, 2008)	FY2009 1H (April 1 – September 30, 2009)	FY2008 (April 1 – March 31, 2009)
Net cash provided by operating activities	28,040	21,252	31,408
Net cash used in investing activities	(20,762)	(13,162)	(40,628)
Net cash provided by (used in) financing activities	(3,829)	(5,454)	21,867
Effect of exchange rate changes on cash and cash equivalents	(2,616)	478	(6,640)
Net increase in cash and cash equivalents	833	3,114	6,007
Cash and cash equivalents at beginning of the year	40,624	46,631	40,624
Cash and cash equivalents at end of the period (year)	41,457	49,745	46,631

Notes: 1. Amounts less than one million yen have been rounded.

2. Omron's consolidated financial statements have been prepared in conformity with U.S. generally accepted accounting principles (U.S. GAAP).

IR Information

For detailed IR information, please refer to our website's Investor Relations section. Various IR materials, such as required filings and stock-related information, are available.

<http://www.omron.com/ir/>

Annual Report and Sustainability Report

To learn more about Omron's activities, please read our Annual Report and Sustainability Report. Please visit our website and download the reports. These reports are now only available in electronic format.



Annual Report



Sustainability Report

http://www.omron.com/ir/ir_annual.html

http://www.omron.com/corporate/csr/pdf_inquiry/

Investor Relations Mobile Site (Japanese)

Omron's IR information can now be accessed via mobile phone. Register your e-mail address to receive IR announcements, including closing stock prices. (Japanese models only.)



QR code

<http://m-ir.jp/c/6645/>

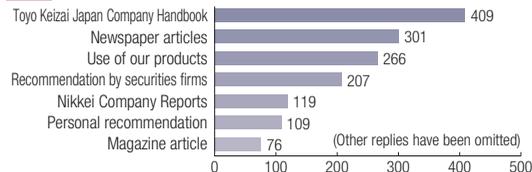
Contact

Investor Relations Department, IR and M&A Planning Headquarters, Omron Corporation
Phone: 81-3-3436-7170 Website: <http://www.omron.com/>

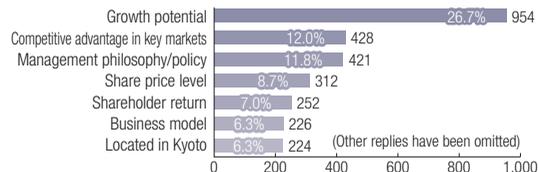
Analysis of Survey Results

We sincerely appreciate your response to our questionnaire this past summer. We hereby disclose the results of that survey. We will make further efforts to reflect your views in our management and IR activities.

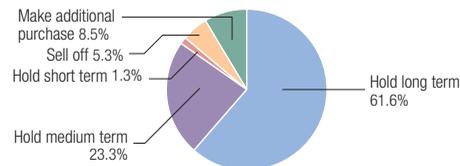
Q1 What motivated you to purchase Omron's shares?



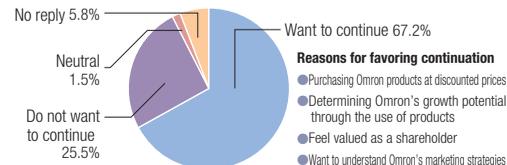
Q2 Please indicate the main criteria for selecting Omron's shares as an investment target (Please give no more than three)



Q3 What are your plans with regard to the Omron shares you hold?



Q4 How do you feel about special product discounts for shareholders?



Stock and Ownership Breakdown

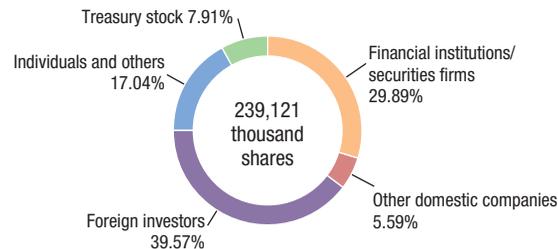
Number of shares authorized	487,000,000 shares
Total number of shares issued	239,121,372 shares
Number of shareholders	34,978

Principal Shareholders

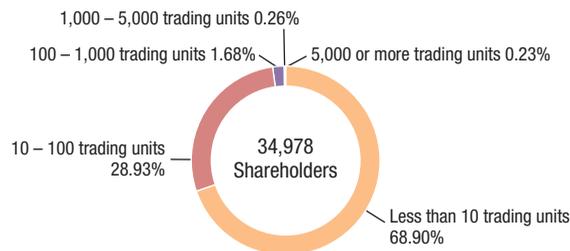
Name	Investment in Omron	
	Number of shares held (thousands)	Equity stake (%)
State Street Bank and Trust Company 505223	11,461	5.20
The Chase Manhattan Bank 385036	8,836	4.01
Japan Trustee Services Bank, Ltd. (Trust Account)	7,985	3.62
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	7,713	3.50
The Bank of Kyoto, Ltd.	7,069	3.21
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,948	3.15
Nippon Life Insurance Company	6,066	2.75
Mellon Bank N.A. as agent for its client Mellon Omnibus US Pension	4,527	2.05
Omron Employee Stock Ownership Plan	3,566	1.61
NORTHERN TRUST CO. AVFC RE FIDELITY FUNDS	3,366	1.52

Notes: 1. Equity stake is calculated after subtracting treasury stock.
 2. The Company holds 18,915 thousand own shares in treasury (7.91% of the total number of shares issued). However, it is excluded from the above list of principal shareholders.

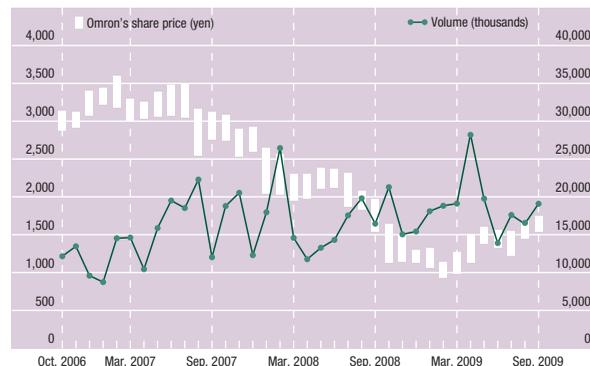
Composition of Shareholders



Shareholder Distribution by Number of Shares Held (Trading unit: 100 shares)



Stock Price and Trading Volume



Notes: 1. Shares are traded on the 1st Section of the Osaka Securities Exchange.
 2. The stock price represents the "common trades," and the volume is the sum of all trades.

Fiscal Year-end:	March 31
General Meeting of Shareholders:	June
Record Dates for Dividends:	March 31 (year-end), September 30 (interim)
Share Transfer Agent and Account Management Institution for Shareholders' Register and Special Accounts:	Mitsubishi UFJ Trust and Banking Corporation
Contact Address:	Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation 7-10-11 Higashisuna, Koto-ku, Tokyo 137-8081 Japan Phone: 0120-232-711 (within Japan)
Securities Code:	6645
Method for Public Notice:	Electronic notice posted on http://www.omron.co.jp/ir/koukoku/index.html (Japanese)

Notice to Omron Shareholders

1. Interim dividend payment

The Company has declared its intention to pay an interim dividend of ¥7 per share for the reporting term (ending March 31, 2010). Shareholders are requested to submit their coupons for interim dividend payment at any branch of the Japan Post Bank during the period between December 3, 2009 and January 8, 2010. Shareholders who have designated bank accounts for the automatic deposit of dividend payments shall have the payment made directly into their accounts. (On December 3, 2009, the Company made payments to the designated bank accounts.)

2. Regarding additional purchase of shares for less than one trading unit (100 shares) and sell-offs

Shareholders who own less than the minimum trading unit (100 shares) have the right to request the Company to sell them the number of shares required to make up the minimum trading unit. The shareholders also have the right to request the Company to purchase shares of less than one trading unit.

In line with the abolishment of paper stock certificates, external organizations have been appointed as administrators of the shareholder registries (primarily securities firms), which are, in principle, responsible for the handling of procedures for additional share purchases and sell-offs. Please make inquiries directly to the securities firm at which you maintain an account. However, with regard to shares recorded in the special account, requests for the purchase of additional shares to make up the minimum trading unit or sell-offs must be made to the Mitsubishi UFJ Trust and Banking Corporation, Omron's designated administrator for the special account registry, in which shares held in the special account are recorded.

3. To holders of shares recorded in the special account

Prior to the dematerialization of stock certificates, paper certificates issued by the Company were usually deposited at the Japan Securities Depository Center (JASDEC) upon the request of shareholders. Shares not under management by JASDEC, however, were recorded in the special account registry maintained by the Mitsubishi UFJ Trust and Banking Corporation on behalf of the Company. In mid-February of 2009, the Mitsubishi UFJ Trust and Banking Corporation sent shareholders a notice by mail informing them that the Omron shares in question had been recorded in the special account registry.

Shares held in the special account cannot be sold, and the transfer of shares held in this account to a third party would entail extremely complicated procedures. We strongly urge you to transfer the said shares to an ordinary account to be opened in your securities firm.

For further details, please make inquiries to the head office or branches of the Mitsubishi UFJ Trust and Banking Corporation nationwide.

● Contact

Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation

0120-232-711 (within Japan)

● Methods for requesting forms

- Pre-recorded message telephone service (in Japanese)

0120-244-479 (within Japan)

- Online download (Japanese)

<http://www.tr.mufg.jp/daikou/>

■ Corporate Overview

Company Name	Omron Corporation
Date of Establishment	May 10, 1933
Date of Incorporation	May 19, 1948
Paid-in Capital	¥64,100 million
Number of Employees	5,188 (Consolidated: 36,256)
Number of Subsidiaries	158 (Domestic: 46, Overseas: 112)
Number of Affiliates	18 (Domestic: 13, Overseas: 5)
Corporate Core Value	“Working for the benefit of society”
Corporate Motto	“At work for a better life, a better world for all”

■ Headquarters

Japan

Kyoto Head Office

Phone: 81-75-344-7000 Fax: 81-75-344-7001

Tokyo Head Office

Phone: 81-3-3436-7011 Fax: 81-3-3436-7035

Europe

OMRON Europe B.V. (The Netherlands)

Phone: 31-23-568-1300 Fax: 31-23-568-1391

Americas

OMRON Management Center of America, Inc. (Illinois)

Phone: 1-224-520-7650 Fax: 1-224-520-7680

Asia Pacific

OMRON Asia Pacific Pte. Ltd. (Singapore)

Phone: 65-6835-3011 Fax: 65-6835-2711

Greater China

OMRON (China) Co., Ltd. (Shanghai)

Phone: 86-21-5888-1666 Fax: 86-21-5888-7933

■ Directors, Corporate Auditors, Executive Advisor, and Executive Officers

Chairman of the BOD	Yoshio Tateisi	Executive Officer	Akio Sakumiya
Director and Executive Vice Chairman	Fumio Tateisi	Executive Officer	Tatsunosuke Goto
President and CEO	Hisao Sakuta	Executive Officer	Yoshisaburo Mogi
Director and Executive Vice President	Keiichiro Akahoshi	Executive Officer	Hiroshi Miyagawa
Director and Executive Vice President	Yutaka Takigawa	Executive Officer	Koichi Tada
Director (outside)	Kazuhiko Toyama	Executive Officer	Kiichiro Kondo
Director (outside)	Masamitsu Sakurai	Executive Officer	Shigeki Fujimoto
Corporate Auditor	Soichi Yukawa	Executive Officer	Masahiro Ijiri
Corporate Auditor (external)	Satoshi Ando	Executive Officer	Masaki Arai
Corporate Auditor (external)	Hidero Chimori	Executive Officer	Masayuki Tsuda
Corporate Auditor (external)	Eisuke Nagatomo	Executive Officer	Hideji Ejima
Executive Advisor	Nobuo Tateisi	Executive Officer	Masaki Teshigahara
Senior Managing Officer	Yoshinobu Morishita	Executive Officer	Tajji Sogo
Managing Officer	Koichi Imanaka	Executive Officer	Yoshihito Yamada
Managing Officer	Takuji Yamamoto	Executive Officer	Masaki Haruta
Managing Officer	Yoshinori Suzuki	Executive Officer	Koji Doi
Managing Officer	Hideo Higuchi	Executive Officer	Hisato Takano
Managing Officer	Hiroshi Fujiwara	Executive Officer	Takashi Ikezoe
Managing Officer	Kazunobu Amemiya		
Managing Officer	Yutaka Fujiwara		
Managing Officer	Kojiro Tobita		