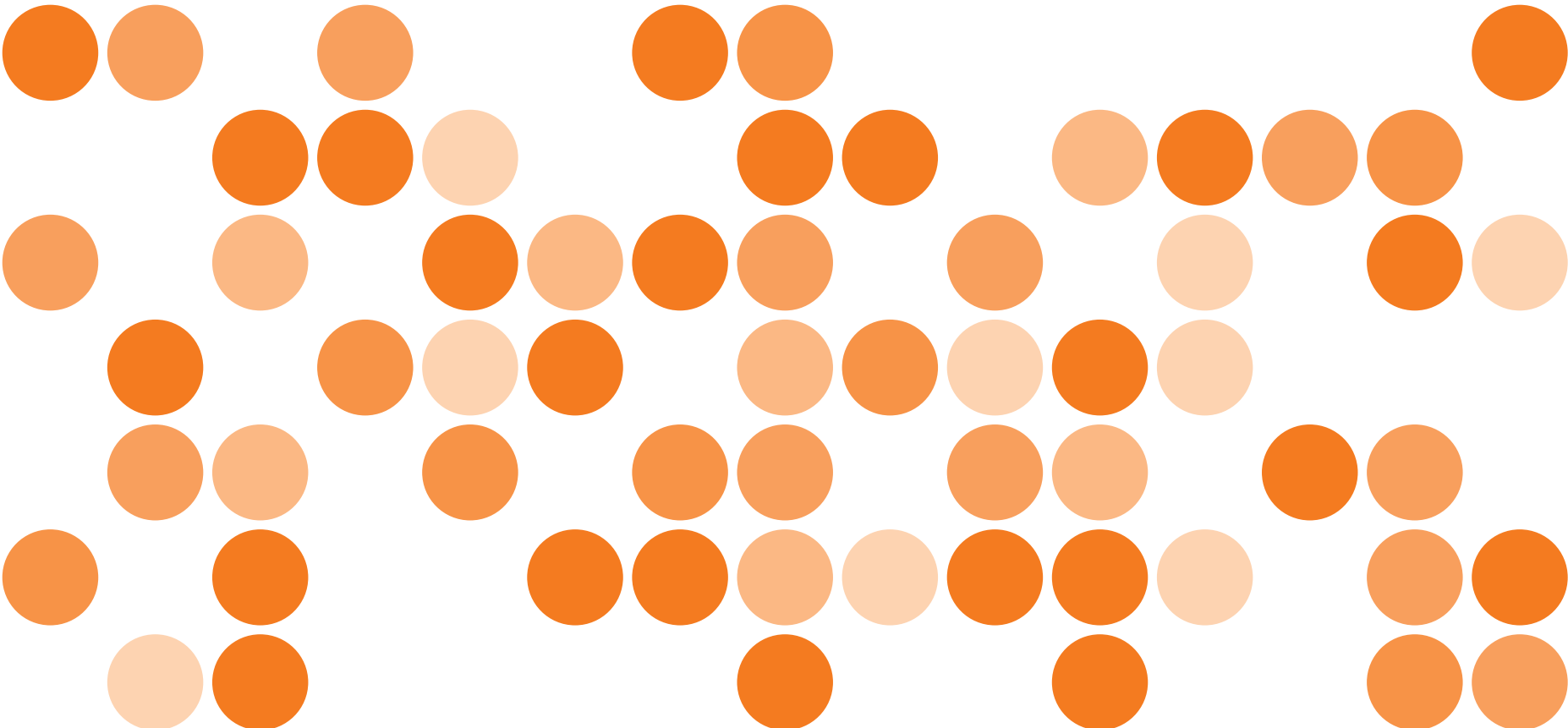


# FINANCIAL FACT BOOK 2006

**OMRON**

*Sensing tomorrow™*



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## Notes:

- Figures have been calculated on a consolidated basis for the years ended March 31.
- Not all data have been audited. Refer to respective annual reports for audited figures.
- Data might be revised according to alterations to accounting standards.

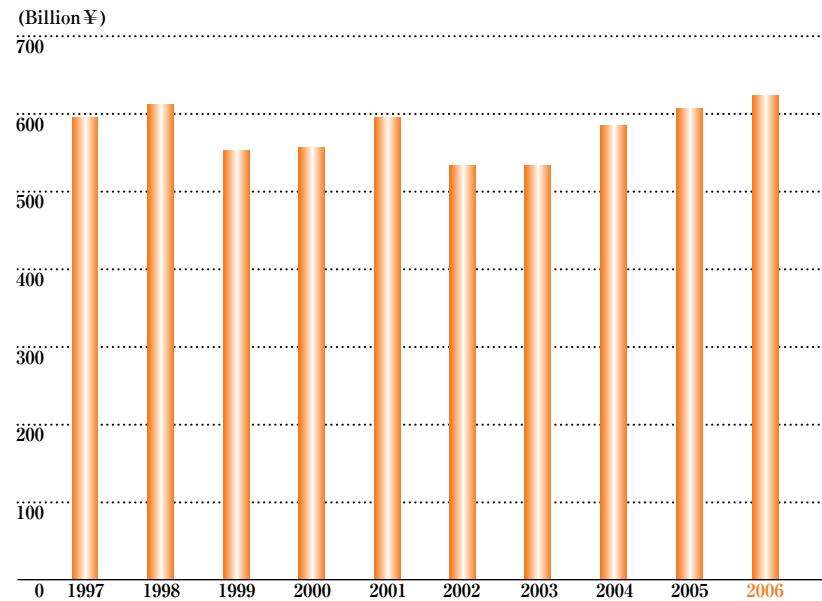
## 注:

- 記載されている数値は連結ベース。会計年度は4月1日～3月31日です。
- 監査されていないデータもあります。監査された数値に関しては、アニュアル・レポートを参照下さい。
- 会計制度の変更等により過去に遡って数値の修正を行うことがあります。

# Net Sales

## 売上高

Net Sales  
売上高

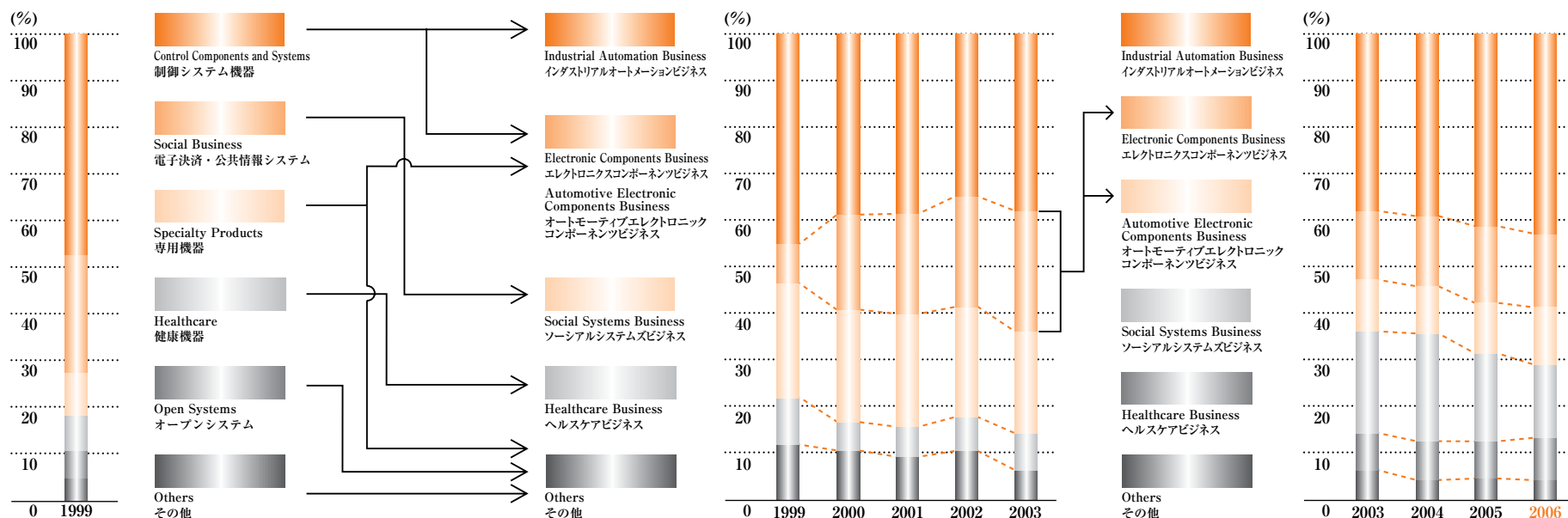


### Net Sales 売上高

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Net Sales 売上高	(Million ¥)	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
Annual Change 前年比	(%)	+13.1	+3.0	-9.2	±0.0	+7.0	-10.1	+0.2	+9.3	+4.1	+3.0

# Sales Composition

## 部門別売上高構成



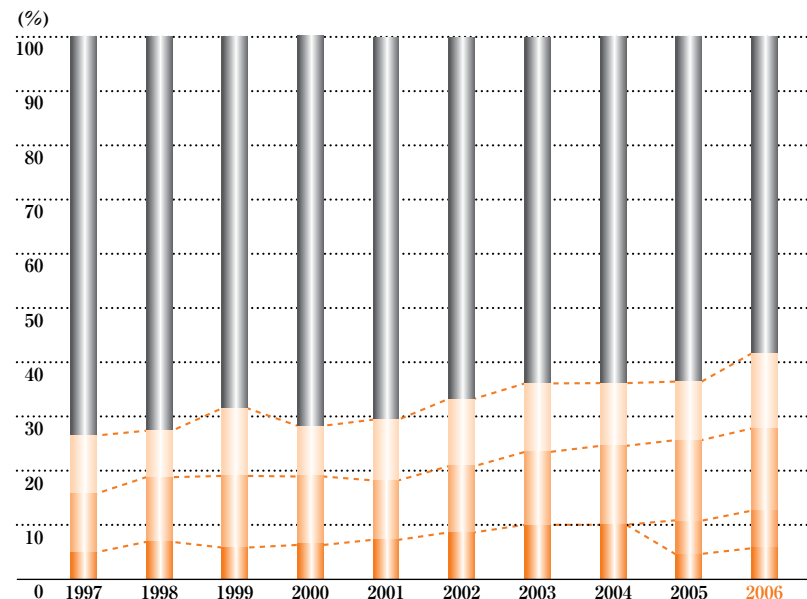
### Sales Composition 部門別売上高構成

Fiscal Year ended March 31	~年3月期	1999	1999	2000	2001	2002	2003	2003	2004	2005	2006				
Control Components and Systems 制御システム機器	(Million ¥)	267,503	Industrial Automation Business インダストリアルオートメーションビジネス	(Million ¥)	245,785	215,087	227,691	186,984	202,518	Industrial Automation Business インダストリアルオートメーションビジネス	(Million ¥)	202,518	229,638	250,329	272,657
	(%)	(48.2)		(%)	(44.3)	(38.7)	(38.3)	(35.0)	(37.8)		(%)	(37.8)	(39.3)	(41.1)	(43.5)
Social Business 電子決済・公共情報システム	(Million ¥)	135,872	Electronic Components Business エレクトロニクスコンポーネツビジネス	(Million ¥)	56,673	109,661	129,444	128,193	138,845	Electronic Components Business エレクトロニクスコンポーネツビジネス	(Million ¥)	79,365	88,988	101,127	97,699
	(%)	(24.5)		(%)	(10.2)	(19.7)	(21.8)	(24.0)	(25.9)		(%)	(14.8)	(15.2)	(16.6)	(15.6)
Specialty Products 専用機器	(Million ¥)	51,338	Social Systems Business ソーシャルシステムズビジネス	(Million ¥)	135,872	128,534	141,928	124,627	116,652	Automotive Electronic Components Business オートモーティブエレクトロニクスコンポーネツビジネス	(Million ¥)	59,480	58,824	64,558	77,593
	(%)	(9.2)		(%)	(24.5)	(23.1)	(23.9)	(23.3)	(21.8)		(%)	(11.1)	(10.1)	(10.6)	(12.4)
Healthcare 健康機器	(Million ¥)	43,729	Healthcare Business ヘルスケアビジネス	(Million ¥)	43,729	42,640	39,327	40,617	42,331	Social Systems Business ソーシャルシステムズビジネス	(Million ¥)	116,652	135,997	115,205	91,804
	(%)	(7.9)		(%)	(7.9)	(7.7)	(6.6)	(7.6)	(7.9)		(%)	(21.8)	(23.3)	(18.9)	(14.6)
Open Systems オープンシステム	(Million ¥)	31,908	Others	(Million ¥)	73,221	59,436	55,869	53,543	34,727	Healthcare Business ヘルスケアビジネス	(Million ¥)	42,331	46,962	50,583	61,090
	(%)	(5.7)		(%)	(13.2)	(10.7)	(9.4)	(10.0)	(6.5)		(%)	(7.9)	(8.0)	(8.3)	(9.7)
Others その他	(Million ¥)	24,930	Total 合計	(Million ¥)	555,280	555,358	594,259	533,964	535,073	Others その他	(Million ¥)	34,727	24,480	26,786	25,939
	(%)	(4.5)		(%)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)		(%)	(6.5)	(4.2)	(4.5)	(4.2)
Total 合計	(Million ¥)	555,280								Total 合計	(Million ¥)	535,073	584,889	608,588	626,782
	(%)	(100.0)									(%)	(100.0)	(100.0)	(100.0)	(100.0)

※：OMRON Introduced the internal company system in April 1999.

※：99/4から社内カンパニー制を導入しています。

## Sales by Region 地域別売上高構成



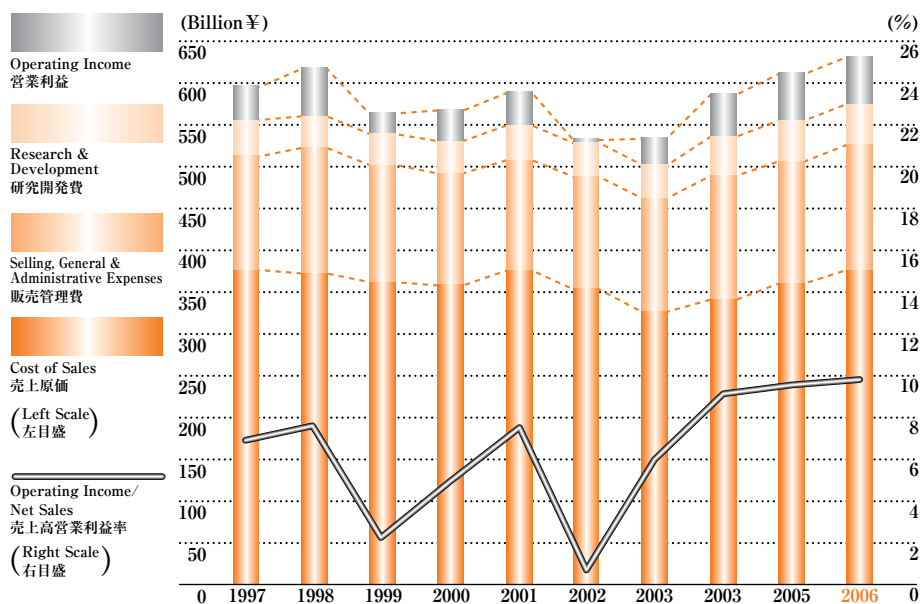
## Sales by Region 地域別売上高構成

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Japan ※	(Million ¥)	442,269	440,614	387,734	397,236	423,825	357,868	340,575	376,349	387,627	370,666
日本	(%)	(74.4)	(72.0)	(69.8)	(71.5)	(71.3)	(67.0)	(63.7)	(64.3)	(63.7)	(59.1)
North America	(Million ¥)	52,503	61,169	58,233	59,474	64,373	65,559	67,886	64,613	65,612	79,686
北米	(%)	(8.8)	(10.0)	(10.5)	(10.7)	(10.8)	(12.3)	(12.7)	(11.0)	(10.8)	(12.7)
Europe	(Million ¥)	67,134	73,901	77,218	61,297	61,038	65,305	73,513	84,286	92,239	98,957
ヨーロッパ	(%)	(11.3)	(12.1)	(13.9)	(11.0)	(10.3)	(12.2)	(13.7)	(14.4)	(15.2)	(15.8)
Greater China	(Million ¥)	—	—	—	—	—	—	—	—	33,868	41,728
中華圏	(%)	—	—	—	—	—	—	—	—	(5.6)	(6.7)
Southeast Asia and Others	(Million ¥)	32,355	36,111	32,095	37,351	45,023	45,232	53,099	59,641	29,242	35,745
東南アジア他	(%)	(5.5)	(5.9)	(5.8)	(6.7)	(7.6)	(8.5)	(9.9)	(10.2)	(4.8)	(5.7)
Total	(Million ¥)	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
合計	(%)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)

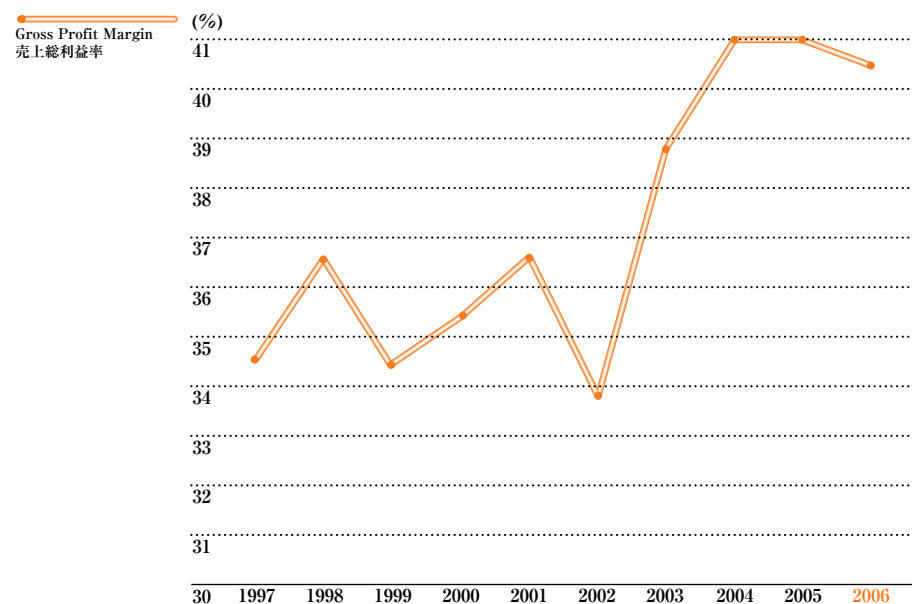
※ : Export sales from Japan directly to overseas customers are included in the sales figures for Japan.

※ : 海外売上高のうち、日本からの輸出は上の「日本」の中に含まれます。

## Cost Composition & Operating Income / Net Sales 費用構成, 売上高営業利益率



## Gross Profit Margin 売上総利益率



## Cost Composition & Operating Income / Net Sales 費用構成, 売上高営業利益率

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Net Sales 売上高	(Million ¥)	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
Cost of Sales 売上原価	(Million ¥)	388,005	387,445	364,314	358,911	376,194	353,429	327,413	344,835	358,817	373,393
SG & A Expenses 販売管理費	(Million ¥)	130,163	138,404	136,734	133,662	131,203	134,907	135,112	142,157	144,219	152,675
Research & Development 研究開発費	(Million ¥)	35,188	39,914	42,383	36,605	42,513	41,407	40,235	46,494	49,441	50,501
Transfer of substitutional portion of employees' pension fund 厚生年金基金代行返上益	(Million ¥)	—	—	—	—	—	—	—	—	—	(11,915)
Operating Income 営業利益	(Million ¥)	40,905	46,032	11,849	26,180	44,349	4,221	32,313	51,403	56,111	62,128
Operating Income / Net Sales 売上高営業利益率	(%)	6.9	7.5	2.1	4.7	7.5	0.8	6.0	8.8	9.2	9.9

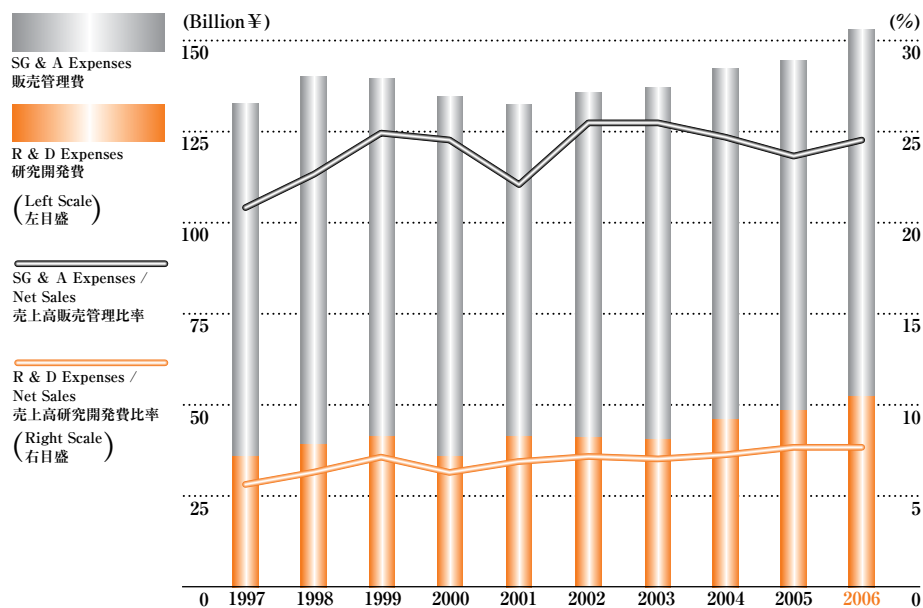
## Gross Profit Margin 売上総利益率

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Gross Profit 売上総利益	(Million ¥)	206,256	224,350	190,966	196,447	218,065	180,535	207,660	240,054	249,771	253,389
Net Sales 売上高	(Million ¥)	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
Gross Profit Margin 売上総利益率	(%)	34.7	36.7	34.4	35.4	36.7	33.8	38.8	41.0	41.0	40.4

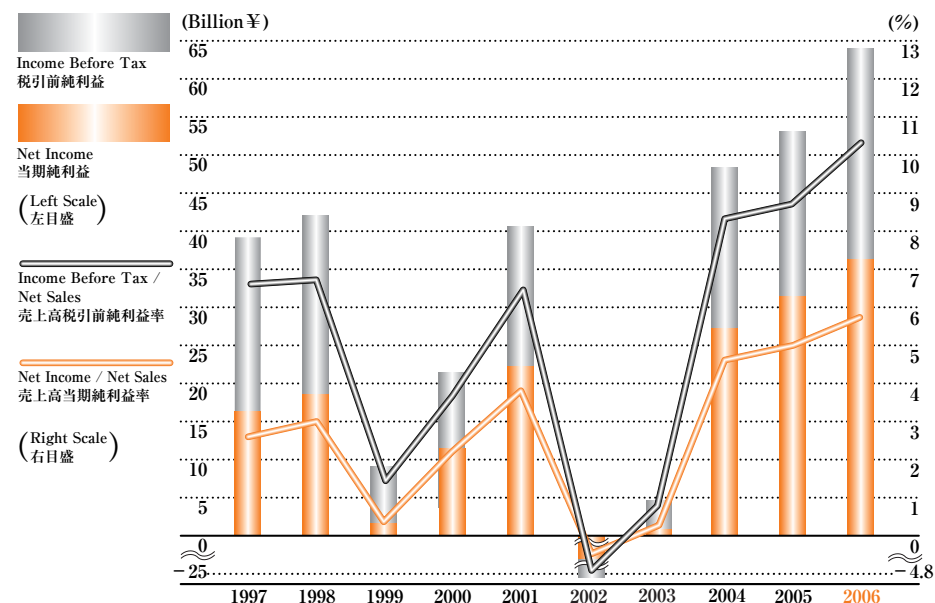
Note : Gross Profit Margin = Gross Profit / Net Sales

注 : 売上総利益率 = 売上総利益 / 売上高

## SG & A Expenses / Net Sales, R & D Expenses / Net Sales 売上高販売管理費比率, 売上高研究開発費比率



## Income Before Tax / Net Sales, Net Income / Net Sales 売上高税引前純利益率, 売上高当期純利益率



## SG & A Expenses / Net Sales, R & D Expenses / Net Sales 売上高販売管理費比率, 売上高研究開発費比率

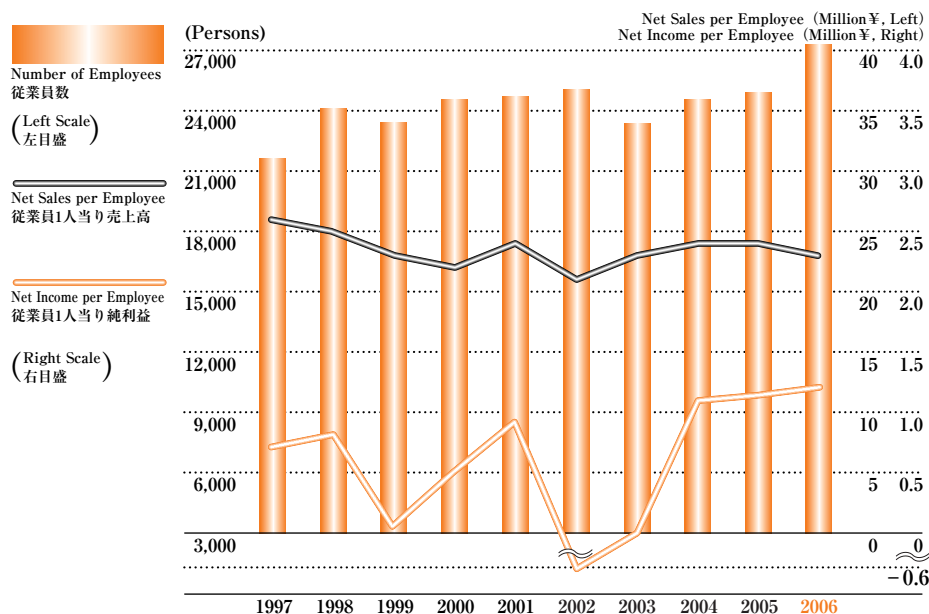
Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
SG & A Expenses 販売管理費	(Million ¥)	130,163	138,404	136,734	133,662	131,203	134,907	135,112	142,157	144,219	152,675
R & D Expenses 研究開発費	(Million ¥)	35,188	39,914	42,383	36,605	42,513	41,407	40,235	46,494	49,441	50,501
Net Sales 売上高	(Million ¥)	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
SG & A Expenses / Net Sales 売上高販売管理費比率	(%)	21.9	22.6	24.6	24.1	22.1	25.3	25.3	24.3	23.7	24.3
R & D Expenses / Net Sales 売上高研究開発費比率	(%)	5.9	6.5	7.6	6.6	7.2	7.8	7.5	7.9	8.1	8.1

## Income Before Tax / Net Sales, Net Income / Net Sales 売上高税引前純利益率, 売上高当期純利益率

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Income Before Tax 税引前純利益	(Million ¥)	39,248	42,243	8,249	21,036	40,037	(25,373)	4,732	47,984	52,548	64,352
Net Income 当期純利益	(Million ¥)	15,739	18,300	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763
Net Sales 売上高	(Million ¥)	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
Income Before Tax / Net Sales 売上高税引前純利益率	(%)	6.6	6.9	1.5	3.8	6.7	(4.8)	0.9	8.2	8.6	10.3
Net Income / Net Sales 売上高当期純利益率	(%)	2.6	3.0	0.4	2.1	3.8	(3.0)	0.1	4.6	5.0	5.7

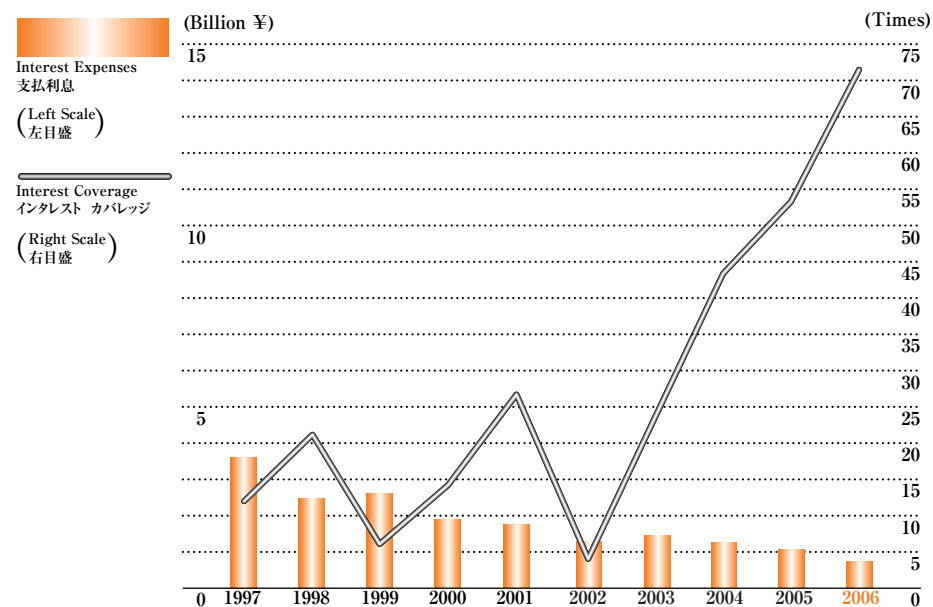
## Net Sales & Net Income per Employee

従業員1人当り売上高, 当期純利益



## Interest Expenses & Interest Coverage

支払利息, インタレスト カバレッジ



### Net Sales & Net Income per Employee 従業員1人当り売上高, 当期純利益

Fiscal Year ended March 31 ~年3月期	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Number of Employees 従業員数 (Persons)	23,244	24,048	23,742	24,915	25,067	25,395	23,751	24,576	24,904	27,408
Net Sales 売上高 (Million ¥)	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
Net Sales per Employee 従業員1人当り売上高 (Million ¥)	26	25	23	22	24	21	23	24	24	23
Net Income 当期純利益 (Million ¥)	15,739	18,300	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763
Net Income per Employee 従業員1人当り当期純利益 (Million ¥)	0.7	0.8	0.1	0.5	0.9	(0.6)	0.0	1.1	1.2	1.3

Note : Number of Employees at the end of each fiscal year. 注 : 従業員数は各年度末数値

### Interest Expenses & Interest Coverage 支払利息, インタレスト カバレッジ

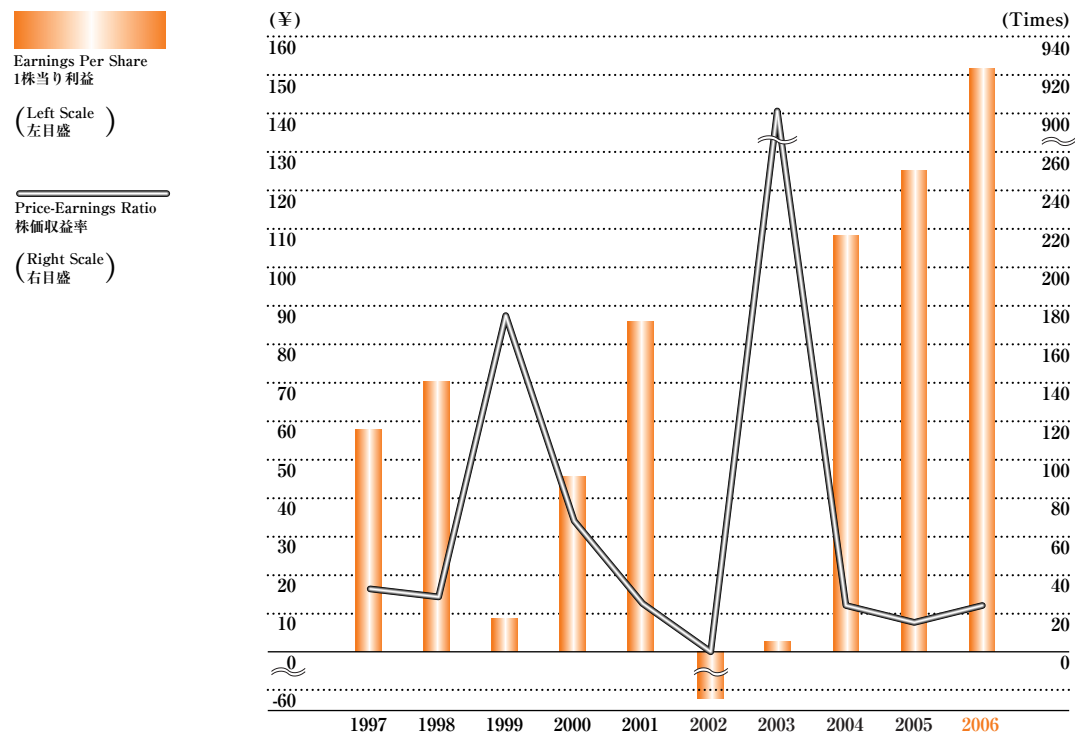
Fiscal Year ended March 31 ~年3月期	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Operating Income 営業利益 (Million ¥)	40,905	46,032	11,849	26,180	44,349	4,221	32,313	51,403	56,111	62,128
Interest Income 受取利息 (Million ¥)	1,967	1,730	1,656	1,147	1,620	1,069	1,082	900	1,300	1,507
Dividends Received 受取配当金 (Million ¥)	786	600	496	441	477	339	334	351	429	514
Interest Expenses 支払利息 (Million ¥)	3,557	2,412	2,518	1,897	1,731	1,291	1,430	1,217	1,084	898
Interest Coverage インタレスト カバレッジ (Times)	12.27	20.05	5.56	14.64	26.83	4.36	23.59	43.27	53.36	71.44

Note : Interest Coverage = (Operating Income + Interest Income & Dividends Received) / (Interest Expenses) 注 : インタレスト カバレッジ = (営業利益 + 受取利息及び受取配当金) / (支払利息)



# Earnings per Share & Price-Earnings Ratio

1株当り利益, 株価収益率



## Earnings per Share & Price-Earnings Ratio 1株当り利益, 株価収益率

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Earnings per Share 1株当り利益	(¥)	58.8	69.8	8.3	44.5	85.3	(63.5)	2.1	107.5	124.8	151.05
Price-Earnings Ratio 株価収益率	(Times)	36.6	28.9	175.0	64.9	23.6	-	900.6	23.3	18.5	22.2

Notes : Earnings per Share are based on the number of shares equivalents with a dilutive effect.

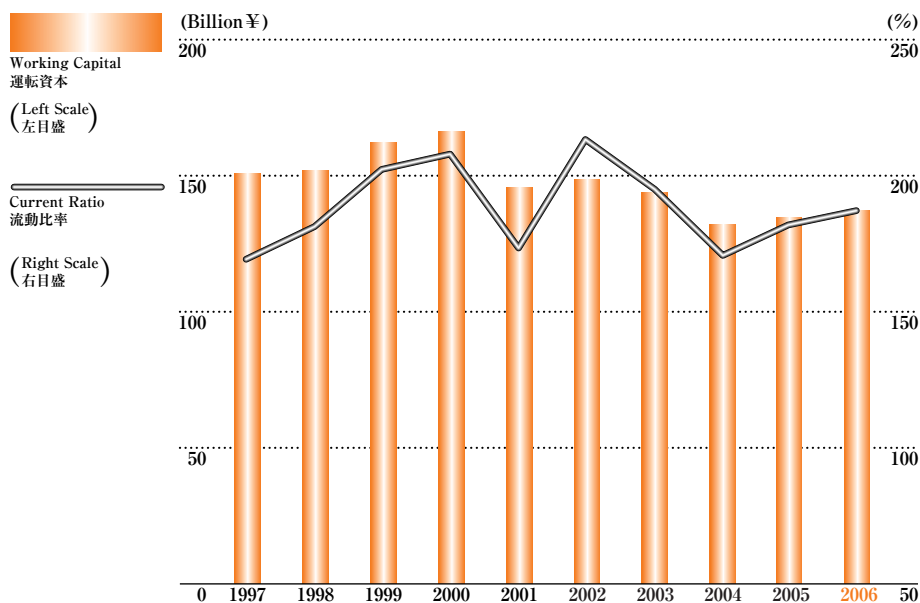
$$PER = \text{Fiscal-year-end Adjusted Stock Price} / (\text{Net Income} / \text{Number of Shares})$$

注：1株当り利益は、希薄化効果を考慮した株式数に基づいています。

$$\text{株価収益率} = \text{修正株価 (各年度末)} / (\text{当期純利益} / \text{株数})$$

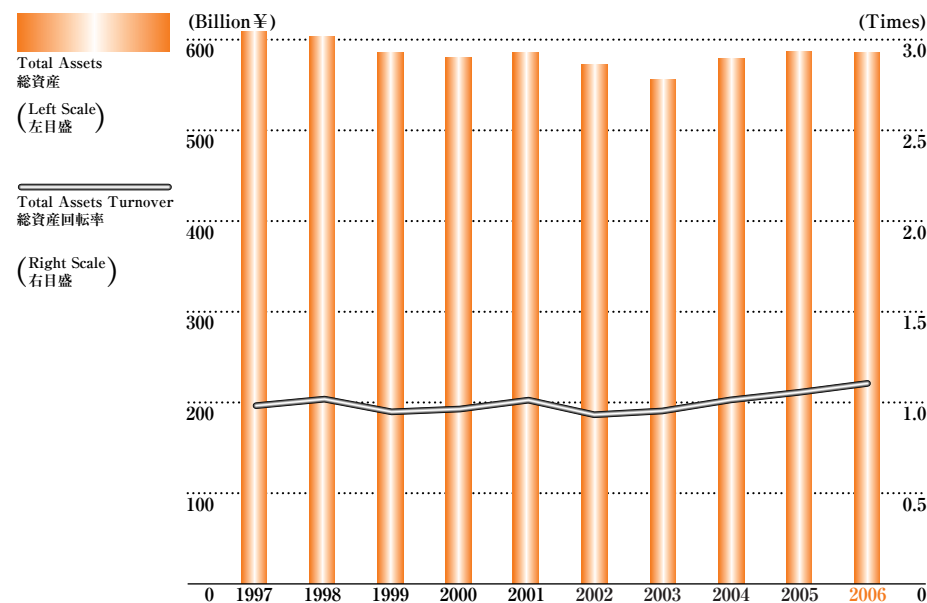
## Current Ratio & Working Capital

流動比率, 運転資本



## Total Assets Turnover

総資産回転率



### Current Ratio & Working Capital 流動比率, 運転資本

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Current Assets 流動資産	(Million ¥)	343,486	328,747	322,263	317,273	328,879	277,498	295,113	316,226	295,940	292,313
Current Liabilities 流動負債	(Million ¥)	193,195	176,948	157,653	147,476	183,390	129,445	151,577	184,548	162,988	155,660
Current Ratio 流動比率	(%)	178	186	204	215	179	214	195	171	182	188
Working Capital 運転資本	(Million ¥)	150,291	151,799	164,610	169,797	145,489	148,053	143,536	131,678	132,952	136,653

Note : Current Ratio = Current Assets / Current Liabilities  
Working Capital = Current Assets - Current Liabilities

注：流動比率 = 流動資産 / 流動負債  
運転資本 = 流動資産 - 流動負債

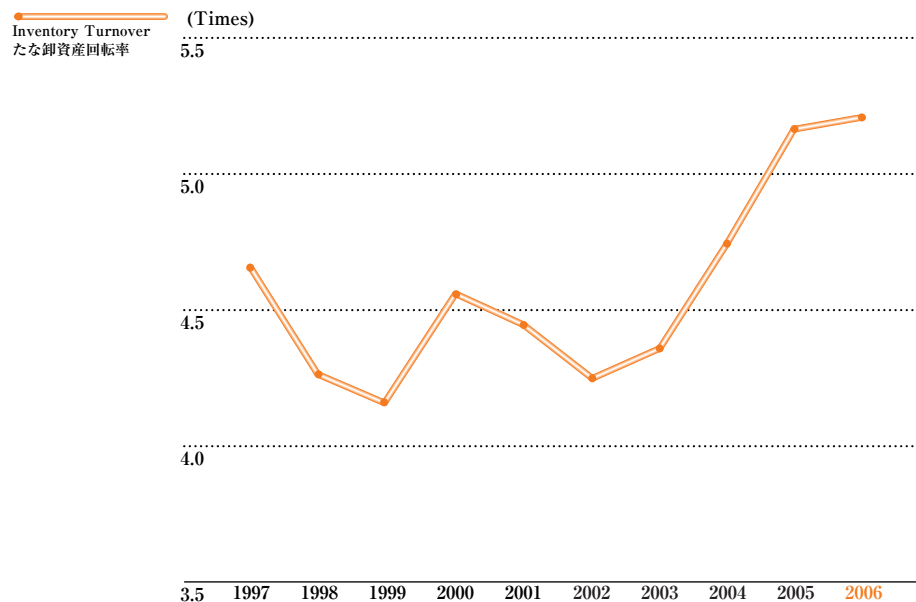
### Total Assets Turnover 総資産回転率

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Net Sales 売上高	(Million ¥)	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
Total Assets 総資産	(Million ¥)	611,930	602,030	586,858	580,038	586,317	571,255	558,383	579,836	588,851	587,245
Total Assets Turnover 総資産回転率	(Times)	0.97	1.02	0.95	0.96	1.01	0.93	0.96	1.01	1.03	1.07

Notes : Total Assets are based on the average of the beginning and end of each fiscal year.  
Total Assets Turnover = Net Sales / Total Assets

注：総資産は期中平均  
総資産回転率 = 売上高 / 総資産

## Inventory Turnover たな卸資産回転率



### Inventory Turnover たな卸資産回転率

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Cost of Sales 売上原価	(Million ¥)	388,005	387,445	364,314	358,911	376,194	353,429	327,413	344,835	358,817	373,393
Inventory たな卸資産	(Million ¥)	83,237	90,474	87,258	78,671	84,700	83,105	75,032	72,894	69,463	71,772
Inventory Turnover たな卸資産回転率	(Times)	4.66	4.28	4.18	4.56	4.44	4.25	4.36	4.73	5.17	5.20

Notes : Inventory is based on the average of the beginning and end of each fiscal year.  
Inventory Turnover = Cost of Sales / Inventory

注 : たな卸資産は期中平均  
たな卸資産回転率 = 売上原価 / たな卸資産

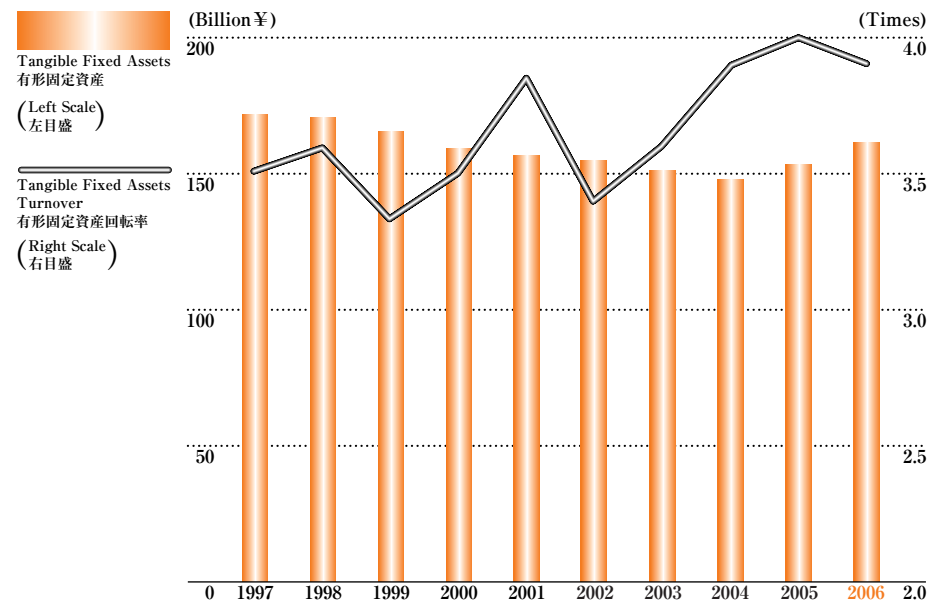
### Tangible Fixed Assets Turnover 有形固定資産回転率

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Net Sales 売上高	(Million ¥)	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
Tangible Fixed Assets 有形固定資産	(Million ¥)	171,553	170,446	166,689	159,465	157,577	155,707	150,670	149,884	152,706	161,153
Tangible Fixed Assets Turnover 有形固定資産回転率	(Times)	3.5	3.6	3.3	3.5	3.8	3.4	3.6	3.9	4.0	3.89

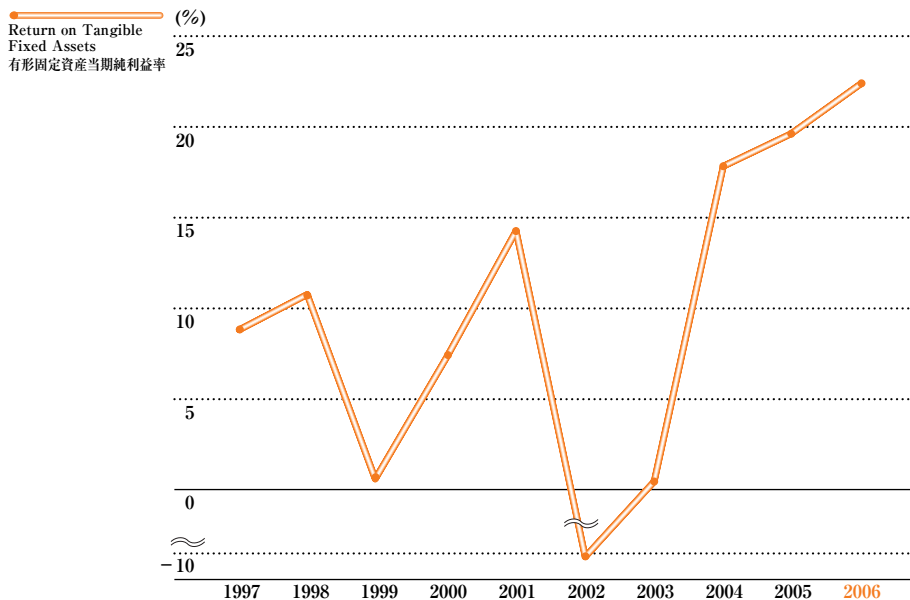
Notes : Tangible Fixed Assets are based on the average of the beginning and end of each fiscal year.  
Tangible Fixed Assets Turnover = Net Sales / Tangible Fixed Assets

注 : 有形固定資産は、期中平均  
有形固定資産回転率 = 売上高 / 有形固定資産

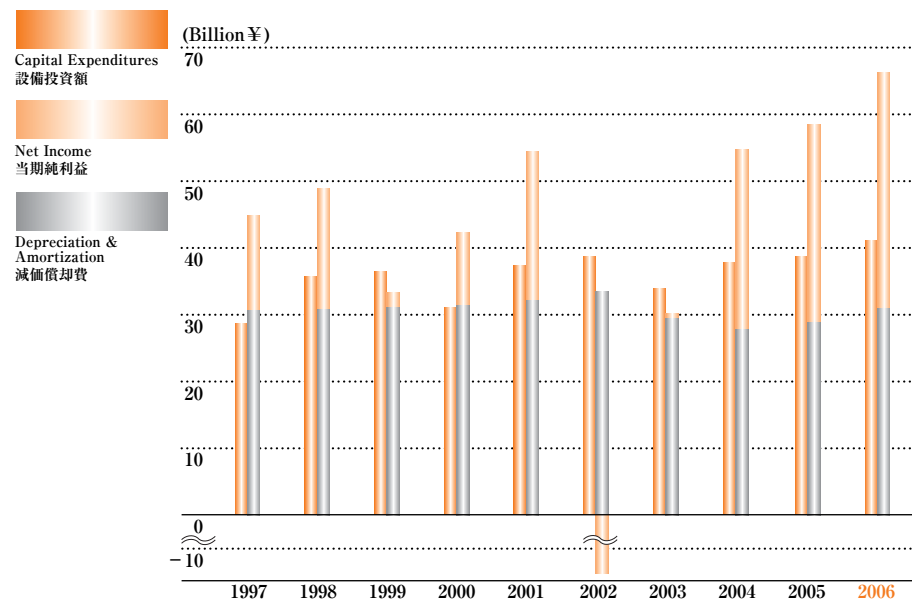
## Tangible Fixed Assets Turnover 有形固定資産回転率



## Return on Tangible Fixed Assets 有形固定資産当期純利益率



## Capital Expenditures & Cash Flows 設備投資額, キャッシュ・フロー



### Return on Tangible Fixed Assets 有形固定資産当期純利益率

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Net Income 当期純利益	(Million ¥)	15,739	18,300	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763
Tangible Fixed Assets 有形固定資産	(Million ¥)	171,553	170,446	166,689	159,465	157,577	155,707	150,670	149,884	152,706	161,153
Return on Tangible Fixed Assets 有形固定資産当期純利益率	(%)	9.2	10.7	1.3	7.2	14.1	(10.1)	0.3	17.9	19.8	22.2

Notes : Tangible Fixed Assets are based on the average of the beginning and end of each fiscal year.  
Return on Tangible Fixed Assets = Net Income / Tangible Fixed Assets

注：有形固定資産は期中平均  
有形固定資産当期純利益率 = 当期純利益 / 有形固定資産

### Capital Expenditures & Cash Flows 設備投資額, キャッシュ・フロー

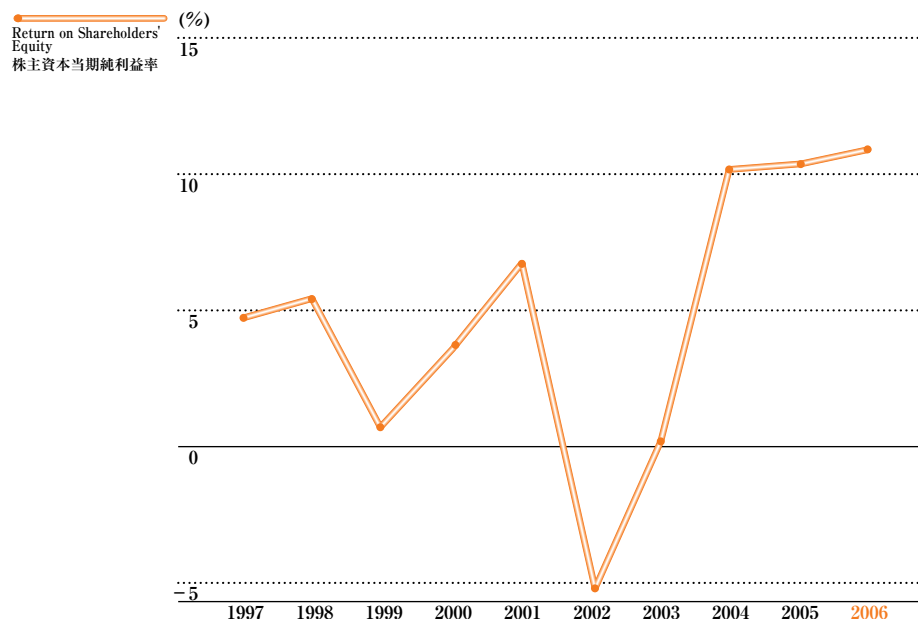
Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Capital Expenditures 設備投資額	(Million ¥)	29,956	35,896	36,696	31,146	37,583	38,896	34,454	38,115	38,579	40,560
Net Income 当期純利益	(Million ¥)	15,739	18,300	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763
Depreciation & Amortization 減価償却費	(Million ¥)	31,234	31,129	31,396	31,445	32,217	33,569	29,676	27,662	28,642	30,825
Cash Flows キャッシュ・フロー	(Million ¥)	46,973	49,429	33,570	43,006	54,514	17,796	30,187	54,473	58,818	66,588

Note : Cash Flows = Net Income + (Depreciation & Amortization)

注：キャッシュ・フロー = 当期純利益 + 減価償却費

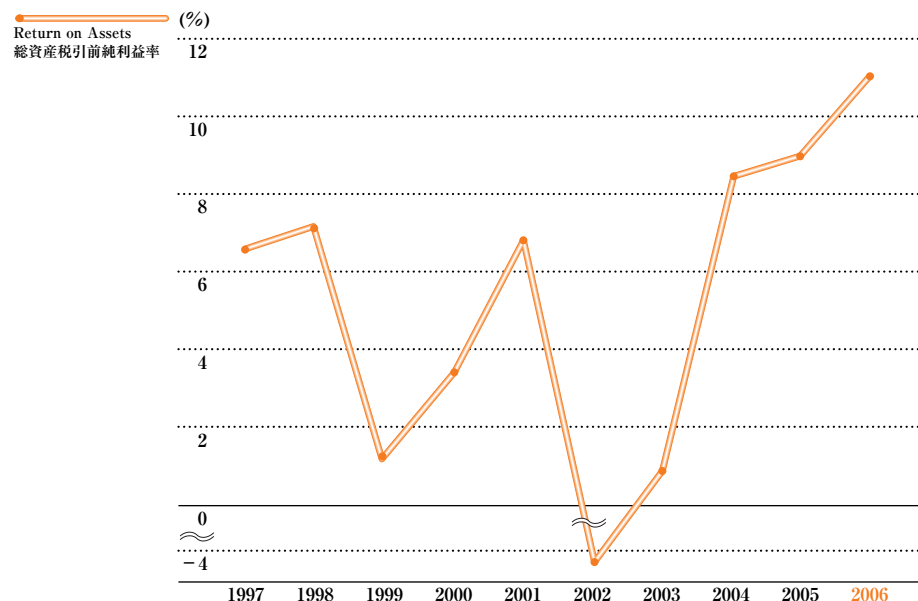
## Return on Shareholders' Equity

株主資本当期純利益率 (ROE)



## Return on Assets

総資産税引前純利益率 (ROA)



### Return on Shareholders' Equity 株主資本当期純利益率 (ROE)

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Net Income 当期純利益	(Million ¥)	15,739	18,300	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763
Shareholders' Equity 株主資本	(Million ¥)	325,648	338,084	332,162	328,660	331,010	312,096	274,922	263,160	290,260	334,374
Return on Shareholders' Equity 株主資本当期純利益率	(%)	4.8	5.4	0.7	3.5	6.7	(5.1)	0.2	10.2	10.4	10.7

Notes : Shareholders' Equity is based on the average of the beginning and end of each fiscal year.

Return on Shareholders' Equity = Net Income / Shareholders' Equity

注：株主資本は期中平均

株主資本当期純利益率 = 当期純利益 / 株主資本

### Return on Assets 総資産税引前純利益率 (ROA)

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Income Before Tax 税引前純利益	(Million ¥)	39,248	42,243	8,249	21,036	40,037	(25,373)	4,732	47,984	52,548	64,352
Total Assets 総資産	(Million ¥)	611,930	602,030	586,858	580,038	586,317	571,255	558,383	579,836	588,851	587,245
Return on Assets 総資産税引前純利益率	(%)	6.4	7.0	1.4	3.6	6.8	(4.4)	0.8	8.3	8.9	11.0

Notes : Total Assets are based on the average of the beginning and end of each fiscal year.

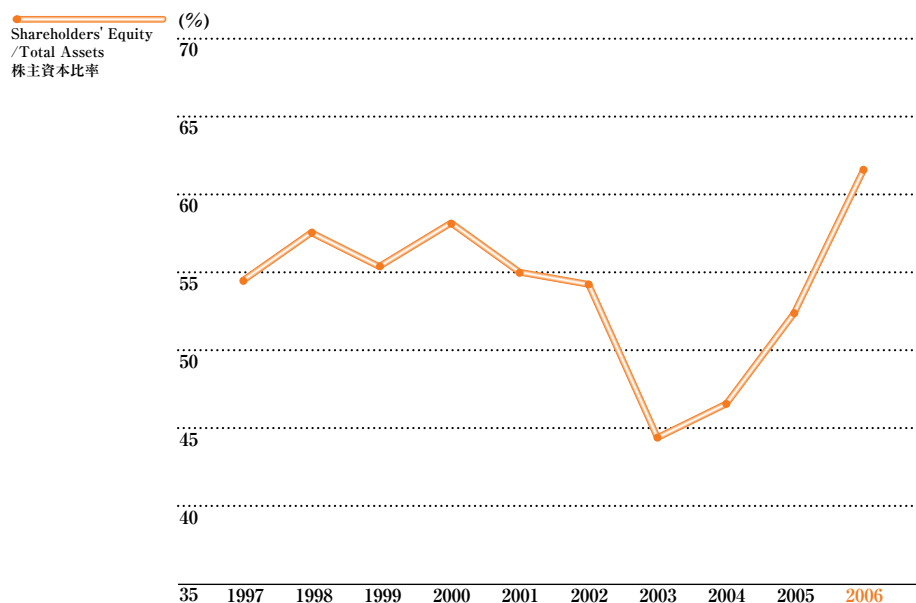
Return on Assets = Income Before Tax / Total Assets

注：総資産は期中平均

総資産税引前純利益率 = 税引前純利益 / 総資産

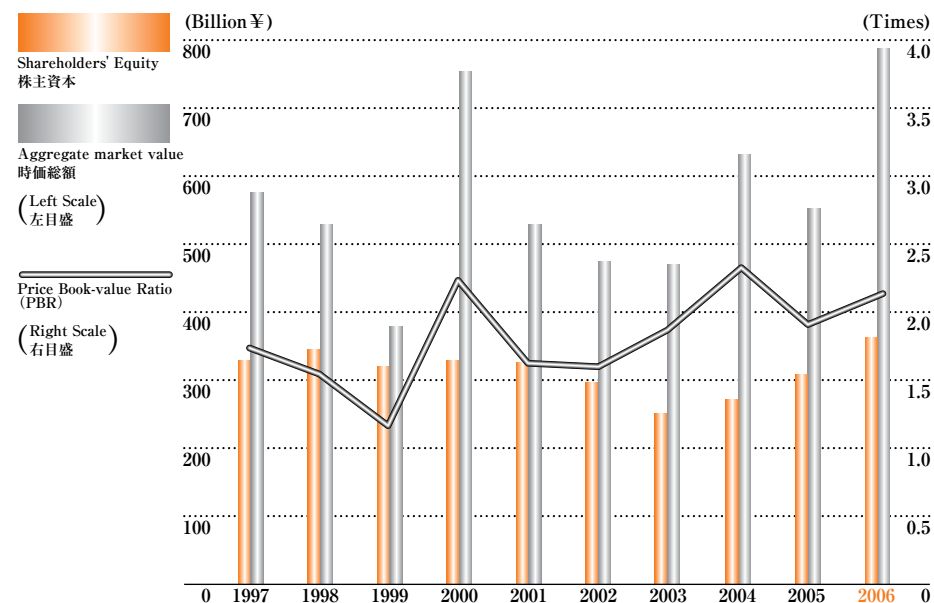
## Shareholders' Equity / Total Assets

株主資本比率



## Aggregate market value & Price Book-value Ratio

時価総額, 株価純資産倍率 (PBR)



### Shareholders' Equity / Total Assets 株主資本比率

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Debt 負債	(Million ¥)	277,828	250,063	259,328	243,427	267,186	251,132	315,789	317,563	279,619	226,124
Debt / Equity Ratio デットエクイティレシオ	(Times)	0.834	0.729	0.807	0.724	0.820	0.842	1.255	1.156	0.914	0.623
Shareholders' Equity 株主資本	(Million ¥)	333,102	343,066	321,258	336,062	325,958	298,234	251,610	274,710	305,810	362,937
Total Assets 総資産	(Million ¥)	610,930	593,129	580,586	579,489	593,144	549,366	567,399	592,273	585,429	589,061
Shareholders' Equity / Total Assets 株主資本比率	(%)	54.5	57.8	55.3	58.0	55.0	54.3	44.3	46.4	52.2	61.6

Notes : Debt, Shareholders' Equity at the end of each fiscal year. Debt / Equity Ratio = Debt / Shareholders' Equity 注：負債・株主資本は各年度末数値 デットエクイティレシオ = 負債 / 株主資本

### Aggregate market value & Price Book-value Ratio 時価総額, 株価純資産倍率 (PBR)

Fiscal Year ended March 31 ~年3月期		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Shareholders' Equity 株主資本	(Million ¥)	333,102	343,066	321,258	336,062	325,958	298,234	251,610	274,710	305,810	362,937
Aggregate market value 時価総額	(Million ¥)	576,636	529,457	380,519	749,863	525,813	476,932	460,228	625,573	556,966	792,423
Number of Shares 株数		262,107,214	262,107,214	257,107,214	256,802,236	248,611,236	248,272,947	242,864,183	239,224,823	238,019,781	234,444,765
Shareholders' Equity per Share 1株当り株主資本	(¥)	1,271	1,309	1,250	1,309	1,311	1,201	1,036	1,148	1,285	1,548
Adjusted Stock Price 修正株価	(¥)	2,200	2,020	1,480	2,920	2,115	1,921	1,895	2,615	2,340	3,380
Price Book-value Ratio(PBR) 株価純資産倍率	(Times)	1.73	1.54	1.18	2.23	1.61	1.60	1.83	2.28	1.82	2.18

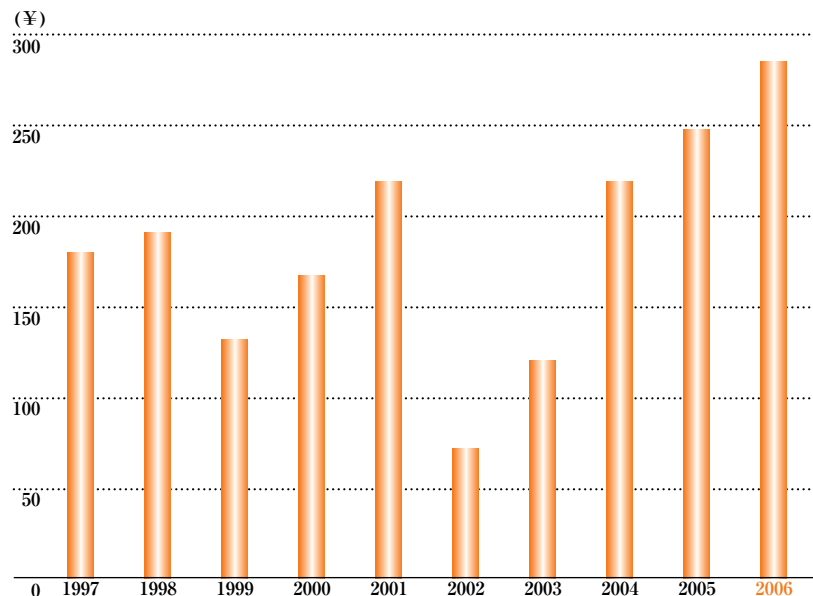
Notes : Number of shares outstanding at end of period (consolidated).

Number of Shares, Shareholders' Equity and Adjusted Stock Price at the end of each fiscal year.

注：株主資本は期末発行済株式数(連結)に基づいています。株数、株主資本、修正株価は各年度末数値

## Cash Flows per Share 1株当りキャッシュ・フロー

Cash Flows per Share  
1株当りキャッシュ・フロー



### Cash Flows per Share 1株当りキャッシュ・フロー

Fiscal Year ended March 31 ~年3月期	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Cash Flows キャッシュ・フロー (Million ¥)	46,973	49,429	33,570	43,006	54,514	17,796	30,187	54,473	58,818	66,588
Number of Shares 株数	262,107,214	262,107,214	257,107,214	256,802,236	248,611,236	248,272,947	242,864,183	239,224,823	238,019,781	234,444,765
Cash Flows per Share 1株当りキャッシュ・フロー (¥)	179	189	131	167	219	72	124	228	247	284

Notes : Cash Flows per Share are based on Common Shares.  
Number of Shares at the end of each fiscal year.  
Cash Flows = Net Income + (Depreciation & Amortization)

注：1株当りキャッシュ・フローは、発行済普通株式に基づいています。  
株数は各年度末数値  
キャッシュ・フロー = 当期純利益 + 減価償却費

# Consolidated Statements of Operations (with transfer of substitutional portion of employees' pension fund stated separately)

連結損益計算書 (厚生年金基金代行返上益一括独立表示)

( Million ¥ )

Years ended March 31	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
<b>NET SALES 売上高</b>	594,261	611,795	555,280	555,358	594,259	533,964	535,073	584,889	608,588	626,782
<b>COSTS AND EXPENSES : 売上原価及び費用</b>										
Cost of sales 売上原価	388,005	387,445	364,314	358,911	376,194	353,429	327,413	344,835	358,817	373,393
Selling, general and administrative 販売費及び一般管理費	130,163	138,404	136,734	133,662	131,203	134,907	135,112	142,157	144,219	152,675
Research and development 試験研究開発費	35,188	39,914	42,383	36,605	42,513	41,407	40,235	46,494	49,441	50,501
Transfer of substitutional portion of employees' pension fund 厚生年金基金代行返上益	—	—	—	—	—	—	—	—	—	(11,915)
Interest expense (income), net 支払利息及び受取利息-純額-	1,591	682	862	750	111	223	348	317	(216)	(609)
Foreign exchange loss (gain), net 為替差損益-純額-	860	4,419	2,766	2,841	1,389	1,506	575	1,254	75	1,306
Other, net その他費用(収益) -純額-	(794)	(1,312)	(28)	1,553	2,812	27,865	26,658	1,848	3,704	(2,921)
<b>Total 合計</b>	<b>555,013</b>	<b>569,552</b>	<b>547,031</b>	<b>534,322</b>	<b>554,222</b>	<b>559,337</b>	<b>530,341</b>	<b>536,905</b>	<b>556,040</b>	<b>562,430</b>
<b>INCOME BEFORE INCOME TAXES, MINORITY INTERESTS, EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE</b>	<b>39,248</b>	<b>42,243</b>	<b>8,249</b>	<b>21,036</b>	<b>40,037</b>	<b>(25,373)</b>	<b>4,732</b>	<b>47,984</b>	<b>52,548</b>	<b>64,352</b>
<b>INCOME TAXES : 法人税等</b>										
Current 当期税額	22,915	24,579	12,426	14,857	22,720	6,783	7,851	13,527	20,393	23,276
Deferred 繰延税額	342	(1,305)	(8,591)	(5,809)	(5,402)	(16,131)	(3,915)	7,235	1,715	3,962
Tax effects of subsidiaries' operating loss carryforwards 子会社での繰越欠損金の期間調整税額	(305)	(176)	(142)	—	—	—	—	—	—	—
Adjustment of Deferred Tax Assets and Liabilities for Enacted Changes in Tax Rate 標準税率の変更影響額	—	273	2,351	—	—	—	—	—	—	—
<b>Total 合計</b>	<b>22,952</b>	<b>23,371</b>	<b>6,044</b>	<b>9,048</b>	<b>17,318</b>	<b>(9,348)</b>	<b>3,936</b>	<b>20,762</b>	<b>22,108</b>	<b>27,238</b>
<b>INCOME BEFORE MINORITY INTERESTS, EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE</b>	<b>16,296</b>	<b>18,468</b>	<b>2,205</b>	<b>11,988</b>	<b>22,719</b>	<b>(16,025)</b>	<b>796</b>	<b>27,222</b>	<b>30,440</b>	<b>37,114</b>
<b>MINORITY INTERESTS 少数株主損益</b>	<b>557</b>	<b>168</b>	<b>31</b>	<b>427</b>	<b>422</b>	<b>132</b>	<b>285</b>	<b>411</b>	<b>264</b>	<b>150</b>
<b>INCOME BEFORE EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE</b>	<b>15,739</b>	<b>18,300</b>	<b>2,174</b>	<b>11,561</b>	<b>22,297</b>	<b>(16,157)</b>	<b>511</b>	<b>26,811</b>	<b>30,176</b>	<b>36,964</b>
<b>EXTRAORDINARY ITEM : 特別項目</b>										
Reduction of income taxes arising from utilization of subsidiaries' operating loss carryforwards 子会社での繰越欠損金の利用により生じた法人税等の軽減額	—	—	—	—	—	—	—	—	—	—
<b>INCOME BEFORE CUMULATIVE EFFECT OF ACCOUNTING CHANGE</b>	<b>15,739</b>	<b>18,300</b>	<b>2,174</b>	<b>11,561</b>	<b>22,297</b>	<b>(16,157)</b>	<b>511</b>	<b>26,811</b>	<b>30,176</b>	<b>36,964</b>
<b>CUMULATIVE EFFECT OF ACCOUNTING CHANGE</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>384</b>	<b>*1 0</b>	<b>0</b>	<b>0</b>	<b>1,201</b>
<b>NET INCOME 当期純利益</b>	<b>15,739</b>	<b>18,300</b>	<b>2,174</b>	<b>11,561</b>	<b>22,297</b>	<b>(15,773)</b>	<b>511</b>	<b>26,811</b>	<b>30,176</b>	<b>35,763</b>
										( ¥ )
<b>NET INCOME PER SHARE (Basic) 1株当り当期純利益</b>	<b>60.1</b>	<b>71.4</b>	<b>8.3</b>	<b>45.0</b>	<b>87.4</b>	<b>(63.5)</b>	<b>2.1</b>	<b>110.7</b>	<b>126.5</b>	<b>151.1</b>
<b>(Diluted) 希薄化後1株当り当期純利益</b>	<b>58.8</b>	<b>69.8</b>	<b>8.3</b>	<b>44.5</b>	<b>85.3</b>	<b>—</b>	<b>—</b>	<b>107.5</b>	<b>124.8</b>	<b>151.1</b>
<b>CASH DIVIDENDS PER SHARE APPLICABLE TO PERIOD 現金配当金</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>10.0</b>	<b>20</b>	<b>24</b>	<b>30</b>

\*1 Cumulative effect on the adoption of SFAS No.133 and 138, accounting for derivative instruments and hedging activities.

\*1 デリバティブ及びヘッジに関する新会計基準 (SFAS No.133及び138) 適用による期首累積影響額



# Consolidated Balance Sheets 連結貸借対照表

( Million ¥ )

Years ended March 31	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
<b>ASSETS 資産の部</b>										
<b>CURRENT ASSETS : 流動資産</b>										
Cash and cash equivalents 現金及び現金同等物	79,288	68,365	88,900	88,670	85,621	70,779	79,919	95,059	80,619	52,285
Short-term investments 短期投資	29,035	6,142	1,054	6,300	—	—	—	—	—	—
Notes and accounts receivable, trade 受取手形及び売掛金	133,771	138,149	134,183	130,355	133,798	114,906	113,595	124,891	124,409	139,001
Allowance for doubtful receivables 貸倒引当金	(3,023)	(3,301)	(2,450)	(2,001)	(2,194)	(2,755)	(3,484)	(2,823)	(2,757)	(2,653)
Inventories たな卸資産	85,966	94,981	79,535	77,807	91,593	74,617	75,446	70,341	68,585	74,958
Deferred income taxes 繰延税金	10,139	11,798	11,336	9,026	12,186	13,001	20,139	18,458	17,240	18,571
Other current assets その他流動資産	8,310	12,613	9,705	7,116	7,875	6,950	9,498	10,300	7,844	10,151
<b>Total current assets 流動資産合計</b>	<b>343,486</b>	<b>328,747</b>	<b>322,263</b>	<b>317,273</b>	<b>328,879</b>	<b>277,498</b>	<b>295,113</b>	<b>316,226</b>	<b>295,940</b>	<b>292,313</b>
<b>PROPERTY, PLANT AND EQUIPMENT : 有形固定資産</b>										
Land 土地	51,169	50,166	50,598	51,082	50,479	46,979	46,094	45,583	43,794	46,571
Buildings 建物及び構築物	107,036	107,974	111,263	110,330	113,414	108,547	99,455	107,852	110,367	117,414
Machinery and equipment 機械その他	143,736	143,809	135,197	129,639	132,945	133,672	137,710	141,932	143,111	159,254
Construction in progress 建設仮勘定	2,746	4,124	4,326	3,933	5,680	8,642	11,313	3,760	5,946	8,180
<b>Total 小計</b>	<b>304,687</b>	<b>306,073</b>	<b>301,384</b>	<b>294,984</b>	<b>302,518</b>	<b>297,840</b>	<b>294,572</b>	<b>299,127</b>	<b>303,218</b>	<b>331,419</b>
Accumulated depreciation 減価償却累計額	(134,277)	(135,591)	(138,489)	(138,950)	(143,399)	(145,546)	(145,527)	(148,404)	(148,529)	(163,802)
<b>Net property, plant and equipment 有形固定資産合計</b>	<b>170,410</b>	<b>170,482</b>	<b>162,895</b>	<b>156,034</b>	<b>159,119</b>	<b>152,294</b>	<b>149,045</b>	<b>150,723</b>	<b>154,689</b>	<b>167,617</b>
<b>OTHER ASSETS : 投資その他の資産</b>										
Investments in and advances to affiliates 関連会社に対する投資及び貸付金	2,098	1,843	1,770	2,013	853	785	1,187	1,245	17,343	16,135
Investment securities 投資有価証券	59,710	55,336	54,114	69,397	57,500	43,431	30,861	50,331	49,764	62,477
Leasehold deposits 施設借用保証金	11,809	11,730	12,035	10,608	11,159	10,653	9,173	8,777	8,595	8,553
Deferred income taxes 繰延税金	6,945	7,507	8,834	6,415	17,986	43,901	64,305	47,301	41,499	15,892
Other その他の資産	16,472	17,484	18,675	17,749	17,648	20,804	17,715	17,670	17,599	26,074
<b>Total other assets 投資その他の資産合計</b>	<b>97,034</b>	<b>93,900</b>	<b>95,428</b>	<b>106,182</b>	<b>105,146</b>	<b>119,574</b>	<b>123,241</b>	<b>125,324</b>	<b>134,800</b>	<b>129,131</b>
<b>TOTAL 資産合計</b>	<b>610,930</b>	<b>593,129</b>	<b>580,586</b>	<b>579,489</b>	<b>593,144</b>	<b>549,366</b>	<b>567,399</b>	<b>592,273</b>	<b>585,429</b>	<b>589,061</b>

# Consolidated Balance Sheets 連結貸借対照表

( Million ¥ )

Years ended March 31	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
<b>LIABILITIES AND SHAREHOLDERS' EQUITY 負債・資本の部</b>										
<b>CURRENT LIABILITIES : 流動負債</b>										
Bank loans 短期借入金	15,302	12,578	27,946	10,242	8,916	14,723	18,948	15,444	12,424	2,468
Notes and accounts payable, trade 支払手形・買掛金・未払金	95,552	88,756	70,971	78,467	82,225	60,000	67,773	79,345	75,866	85,224
Accrued expenses 未払費用	22,478	23,117	20,924	21,430	24,484	22,748	24,394	26,146	26,701	28,683
Income taxes 未払税金	16,236	15,011	9,020	11,334	14,797	3,832	4,095	10,114	12,724	12,288
Other current liabilities その他流動負債	25,603	29,020	26,625	24,741	26,628	26,950	24,370	23,463	24,770	26,701
Current portion of long-term debt 一年以内に返済予定の長期債務	18,024	8,466	2,167	1,262	26,340	1,192	11,997	30,036	10,503	296
<b>Total current liabilities 流動負債合計</b>	<b>193,195</b>	<b>176,948</b>	<b>157,653</b>	<b>147,476</b>	<b>183,390</b>	<b>129,445</b>	<b>151,577</b>	<b>184,548</b>	<b>162,988</b>	<b>155,660</b>
<b>LONG-TERM DEBT : 長期借入金</b>	<b>41,821</b>	<b>33,500</b>	<b>56,610</b>	<b>57,968</b>	<b>31,957</b>	<b>42,796</b>	<b>40,315</b>	<b>11,207</b>	<b>1,832</b>	<b>1,049</b>
<b>DEFERRED INCOME TAXES : 繰延税金</b>	<b>13,145</b>	<b>11,335</b>	<b>908</b>	<b>3,725</b>	<b>23</b>	<b>436</b>	<b>643</b>	<b>483</b>	<b>1,199</b>	<b>673</b>
<b>TERMINATION AND RETIREMENT BENEFITS : 退職給付引当金</b>	<b>22,909</b>	<b>24,913</b>	<b>40,076</b>	<b>30,629</b>	<b>48,929</b>	<b>75,367</b>	<b>120,730</b>	<b>119,738</b>	<b>111,988</b>	<b>67,046</b>
<b>OTHER LONG-TERM LIABILITIES : その他固定負債</b>	<b>108</b>	<b>367</b>	<b>1,525</b>	<b>1,114</b>	<b>370</b>	<b>291</b>	<b>52</b>	<b>140</b>	<b>63</b>	<b>571</b>
<b>MINORITY INTERESTS IN SUBSIDIARIES : 少数株主持分</b>	<b>6,650</b>	<b>3,000</b>	<b>2,556</b>	<b>2,515</b>	<b>2,517</b>	<b>2,797</b>	<b>2,472</b>	<b>1,447</b>	<b>1,549</b>	<b>1,125</b>
<b>Total liabilities 負債合計</b>	<b>277,828</b>	<b>250,063</b>	<b>259,328</b>	<b>243,427</b>	<b>267,186</b>	<b>251,132</b>	<b>315,789</b>	<b>317,563</b>	<b>279,619</b>	<b>226,124</b>
<b>SHAREHOLDERS' EQUITY : 資本</b>										
Common stock 資本金	64,079	64,079	64,079	64,082	64,082	64,082	64,082	64,082	64,100	64,100
Additional paid-in capital 資本剰余金	98,702	98,702	98,702	98,705	98,705	98,705	98,705	98,705	98,726	98,724
Legal reserve 利益準備金	5,963	6,314	6,811	7,250	7,652	7,660	7,619	7,450	7,649	8,082
Retained earnings その他剰余金	159,741	174,686	166,020	173,804	174,077	155,069	153,134	175,296	199,551	227,791
Accumulated other comprehensive income (loss) その他の包括利益(損失)累計額	4,617	(715)	(14,012)	(7,168)	(17,346)	(25,363)	(59,909)	(50,559)	(41,009)	(2,971)
Foreign currency translation adjustments 為替換算調整額	(3,320)	(5,912)	(11,954)	(20,998)	(13,712)	(7,402)	(9,407)	(15,625)	(10,554)	(1,353)
Minimum pension liability adjustments 最小退職年金債務調整額	(2,146)	(1,401)	(7,138)	—	(7,251)	(21,224)	(48,708)	(45,238)	(41,123)	(21,183)
Net unrealized gains on available for sale securities 売却可能有価証券未実現利益	10,083	6,598	5,080	13,830	3,617	3,331	(1,716)	10,087	10,909	19,671
Net gains (losses) on derivative instruments デリバティブ純利益(損失)	—	—	—	—	—	(68)	(78)	217	(241)	(106)
Treasury stock 自己株式	—	—	(342)	(611)	(1,212)	(1,919)	(12,021)	(20,264)	(23,207)	(32,789)
<b>Total shareholders' equity 資本合計</b>	<b>333,102</b>	<b>343,066</b>	<b>321,258</b>	<b>336,062</b>	<b>325,958</b>	<b>298,234</b>	<b>251,610</b>	<b>274,710</b>	<b>305,810</b>	<b>362,937</b>
<b>TOTAL 負債・資本合計</b>	<b>610,930</b>	<b>593,129</b>	<b>580,586</b>	<b>579,489</b>	<b>593,144</b>	<b>549,366</b>	<b>567,399</b>	<b>592,273</b>	<b>585,429</b>	<b>589,061</b>

# Consolidated Statements of Cash Flows 連結キャッシュ・フロー計算書

( Million ¥ )

Years ended March 31	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
<b>OPERATING ACTIVITIES : 営業活動における資金収支</b>										
Net Income 当期純利益	15,739	18,300	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763
Adjustments to reconcile net income to net cash provided by operating activities : 営業活動における資金収支と当期純利益の調整										
Depreciation and amortization 減価償却費	31,234	31,129	31,396	31,445	32,217	33,569	29,676	27,662	28,642	30,825
Net loss on sales and disposals of property, plant and equipment 固定資産除売却損(純額)	—	—	458	412	760	1,314	11	479	918	42
Loss on impairment of property, plant and equipment 固定資産の減損	771	268	—	—	—	6,815	4,231	41	614	—
Net gain on sales of short-term investments and investment securities 投資有価証券売却益(純額)	—	—	(1,725)	(2,783)	(3,703)	(1,008)	1,221	(1,039)	(987)	(4,302)
Loss on impairment of investment securities and other assets 投資有価証券及びその他の資産の減損	—	—	—	2,072	2,460	17,199	2,269	2,413	366	757
Bad debt expense 貸倒損失	—	—	—	5,638	3,810	520	465	—	140	—
Loss from transfer of obligation with transfer of substitutional portion of employees' pension fund 厚生年金基金代行返上に伴う債務返還差額	—	—	—	—	—	—	—	—	—	(41,339)
Termination and retirement benefits 退職給付引当金の増減	4,574	2,004	4,178	5,778	4,990	2,616	(1,087)	5,016	1,956	29,254
Deferred income taxes 繰延税金	(62)	(230)	(6,358)	(5,809)	(5,402)	(16,131)	(3,915)	7,235	1,715	3,962
Noncash interest expense, net 資金収支を伴わない支払利息	—	—	—	—	—	—	—	—	—	—
Minority interests 少数株主利益	557	168	31	427	422	132	285	411	264	150
Equity in loss of affiliates 持分法投資損益	—	—	—	—	—	—	—	—	1,483	493
Loss on sale of business entities 子会社・事業の売却による損	—	—	286	—	—	—	(1,550)	494	—	—
Net gain on sales of business entities 事業売却益	—	—	—	—	—	—	—	—	—	(194)
Cumulative effect of accounting change 会計方針変更による累計影響額	—	—	—	—	—	(384)	—	—	—	1,201
Change in assets and liabilities, net of effects of acquisitions : 資産・負債の増減(会社買収による影響を除く)										
Notes and accounts receivable — trade 受取手形及び売掛金	(7,927)	(3,537)	2,025	2,507	(5,593)	19,402	1,363	(10,853)	(2,762)	(9,629)
Inventories たな卸資産	(4,163)	(8,412)	10,529	(534)	(13,320)	17,403	(1,918)	4,105	(1,964)	(2,098)
Other assets その他の資産	(2,080)	(7,004)	5,306	(3,030)	875	2,279	214	891	934	(560)
Notes and accounts payable — trade 支払手形及び買掛金	12,000	(4,315)	(11,969)	10,062	3,620	(22,291)	9,770	10,976	(4,908)	7,079
Income taxes payable 未払税金	4,711	(1,998)	(5,967)	2,633	3,438	(10,992)	232	6,015	2,423	(685)
Accrued expenses and other 未払費用及びその他流動負債	3,232	4,425	(970)	(585)	4,140	(1,082)	130	(52)	2,114	1,411
Other — net その他	(1,417)	1,288	(189)	132	(215)	99	(54)	82	(48)	(431)
Total adjustments 調整計	41,430	13,786	27,409	48,365	28,499	49,460	41,343	53,876	30,900	15,936
Net cash provided by operating activities 営業活動における資金収支合計	57,169	32,086	29,583	59,926	50,796	33,687	41,854	80,687	61,076	51,699
<b>INVESTING ACTIVITIES : 投資活動における資金収支</b>										
Net proceeds (purchase) of short-term investments and investment securities 短期投資および投資有価証券の増減	(2,233)	19,858	4,505	(5,124)	3,985	(3,070)	649	277	1,600	5,536
Capital expenditures 有形固定資産の取得	(29,956)	(35,896)	(36,696)	(31,146)	(37,583)	(38,896)	(34,454)	(38,115)	(38,579)	(40,560)
Acquisition of businesses, net of cash acquired 会社買収および売却	—	—	1,998	—	—	—	—	—	—	—
Increase in leasehold deposits 施設借用保証金の増加	285	5	(527)	1,456	(538)	506	592	312	221	161
Proceeds from sales of property, plant and equipment 有形固定資産の売却による収入	2,818	1,335	1,895	1,081	1,953	1,450	1,641	4,808	4,343	1,981
Acquisition of minority interests 少数株主持分の買取	—	—	(186)	(447)	(182)	(111)	(101)	(1,738)	(515)	(200)
Decrease (increase) in investment in and loans to affiliates 関連会社に対する投資および貸付金の減少(増加)	—	—	—	—	—	—	—	—	(1,233)	251
Proceeds from sale of business entities, net 事業の売却(現金流出額との純額)	—	—	—	—	—	—	1,450	(365)	(1,111)	(544)
Payment for acquisition of business entities, net 事業の買収(現金取得額との純額)	—	—	—	—	—	—	(410)	337	(776)	(9,645)
Other — net その他	(312)	(2,933)	—	—	—	—	—	—	—	—
Net cash used in investing activities 投資活動における資金収支合計	(29,398)	(17,631)	(29,011)	(34,180)	(32,365)	(40,121)	(30,633)	(34,484)	(36,050)	(43,020)
Free cash Flow 純現金収支	27,771	14,455	572	25,746	18,431	(6,434)	11,221	46,203	25,026	8,679
<b>FINANCING ACTIVITIES : 財務活動における資金収支</b>										
Net borrowings (repayments) of short-term bank loans 短期借入金の増減	3,738	(2,864)	15,515	(18,087)	(1,371)	5,786	2,909	(4,842)	(3,860)	(11,813)
Proceeds from issuance of long-term debt and warrants 長期債務の増加及び新株引受権の発行	5,446	648	25,413	775	715	13,102	10,358	1,011	1,924	318
Repayments of long-term debt 長期債務の返済	(43,634)	(18,013)	(8,956)	(3,102)	(1,650)	(26,970)	(1,960)	(13,093)	(30,238)	(11,012)
Proceeds from issuance of common stock pursuant to exercise of warrants 新株引受権の行使による株式の発行	—	—	—	—	—	—	—	—	—	—
Dividends paid 支払配当金	(3,407)	(3,408)	(3,372)	(3,371)	(3,337)	(3,267)	(3,085)	(2,942)	(5,670)	(6,218)
Share buyback 消却のための自己株式の取得	—	—	(6,971)	—	(18,338)	—	—	—	—	—
Treasury stock 自己株式の取得	—	—	—	—	(749)	(725)	(10,218)	(8,411)	(2,954)	(10,075)
Disposal of treasury stock 自己株式の処分	—	—	—	—	—	—	—	—	19	3
Exercise of stock options ストックオプションの行使	—	—	—	—	148	18	—	158	95	477
Net cash provided by (used in) financing activities 財務活動における資金収支合計	(37,857)	(23,637)	21,629	(23,785)	(24,582)	(12,056)	(1,996)	(28,119)	(40,684)	(38,320)
<b>EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS 換算レート変動の影響</b>	1,510	(1,741)	(1,666)	(2,191)	3,102	3,648	(85)	(2,944)	1,218	1,307
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS 資金収支合計</b>	(8,576)	(10,923)	20,535	(230)	(3,049)	(14,842)	9,140	15,140	(14,440)	(28,334)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR 期首現金及び現金同等物残高</b>	87,864	79,288	68,365	88,900	88,670	85,621	70,779	79,919	95,059	80,619
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR 期末現金及び現金同等物残高</b>	79,288	68,365	88,900	88,670	85,621	70,779	79,919	95,059	80,619	52,285

## Main Products 主要製品

### Industrial Automation Business

**Manufacturing and sales of control systems and equipment for factory automation and production machinery**  
Sensing Devices (Photoelectric/Proximity Sensors, AOI, etc.), Control Devices (Programmable Logic Controllers, Relays, Timers, etc.)  
Safety Devices (Safety sensors, Safety switches, etc.)

### Electronic Components Business

**Manufacturing and sales of electronic components for home appliances, communications, mobile phones, amusement components, OA**  
Relays, Switches, Connectors, Sensors, Micro Lens Arrays, Customized ICs, IC Coins, Optical Communications Devices, etc.

### Automotive Electronic Components Business

**Manufacturing and sales of automotive electronic components**  
Automotive Relays, Sensors, Laser Radars, Power Window Switches, Keyless Entry Systems, ECU, etc.

### Social Systems Business

**Manufacturing and sales of equipment/modules, and provision of solutions and services in the fields of public transportation and traffic/road management**  
Public Transportation : Passenger Gates, Ticket Vending machines, etc. Traffic/Road Management, Signal Controllers, Road Management Systems, etc.

### Healthcare Business

**Manufacturing and sales of home and professional healthcare equipment**  
Digital Blood Pressure Monitors, Digital Thermometers, Pedometers, Body Composition Analyzers (Body-fat Analyzers), Electronic Pulse Massagers, Massage Chairs, Vital signs monitors, Inpatient blood pressure monitoring devices, Exhaled gas monitors, Central monitors, Vascular screening devices, etc.

### Others

**Business Development Group Develops new businesses for achieving the Group growth strategy.**  
Entertainment Business(Commercial Game Machines (Photo Sticker Machines), Cellular Phone Content Distribution, Prizes for Commercial Game Machines (Prize Business), etc.), Personal Computer Peripherals(ADSL Modems, Broadband Routers, Uninterruptible Power Supplies, etc.), Wireless Sensing Business(Simple Anti-theft Devices for Automobiles(Carmoni), Remote Monitoring Equipment, RFID Business(IC tag, Reader/Writer, Antennae, etc.)

Note: As of October 1, 2004, the ATM and other information equipment business that had been included in the Social Systems Business was transferred to a new company, Hitachi-Omron Terminal Solutions Corp., under a joint venture between Omron and Hitachi Ltd.

### インダストリアル オートメーションビジネス

**工場自動化用、産業機器用の制御システム・機器の製造・販売**  
センシング機器（光電・近接センサ、基板検査装置など）、コントロール機器（PLC、温度調節器、リレー、タイマなど）、セーフティ機器（セーフティセンサ、セーフティスイッチなど）

### エレクトロニクス コンポーネンツビジネス

**家電、通信機器、携帯電話、アミューズメント機器、OA機器向けの電子部品の製造・販売**  
リレー、スイッチ、コネクタ、センサー、マイクロレンズ・アレイ、カスタムIC、ICコイン、光通信デバイスなど

### オートモーティブエレクトロニクス コンポーネンツビジネス

**自動車搭載用電子部品の製造・販売**  
車載用リレー、センサー、レーザーレーダー、パワーウィンドースイッチ、キーレスリモートスイッチ、ECUなど

### ソーシャルシステムズ ビジネス

**駅務・交通分野への機器/モジュールの製造・販売およびソリューション/サービスの提供**  
自動改札機、券売機、精算機などの駅務機器、信号制御、道路管制機器などの交通機器など

### ヘルスケアビジネス

**家庭用および医療用健康機器の製造・販売**  
電子血圧計、電子体温計、ネブライザー、歩数計、体組成計（体脂肪計）、低周波治療機、マッサージ機器、生体情報モニター、血圧監視装置、呼気ガスモニター、セントラルモニター、動脈硬化検査装置など

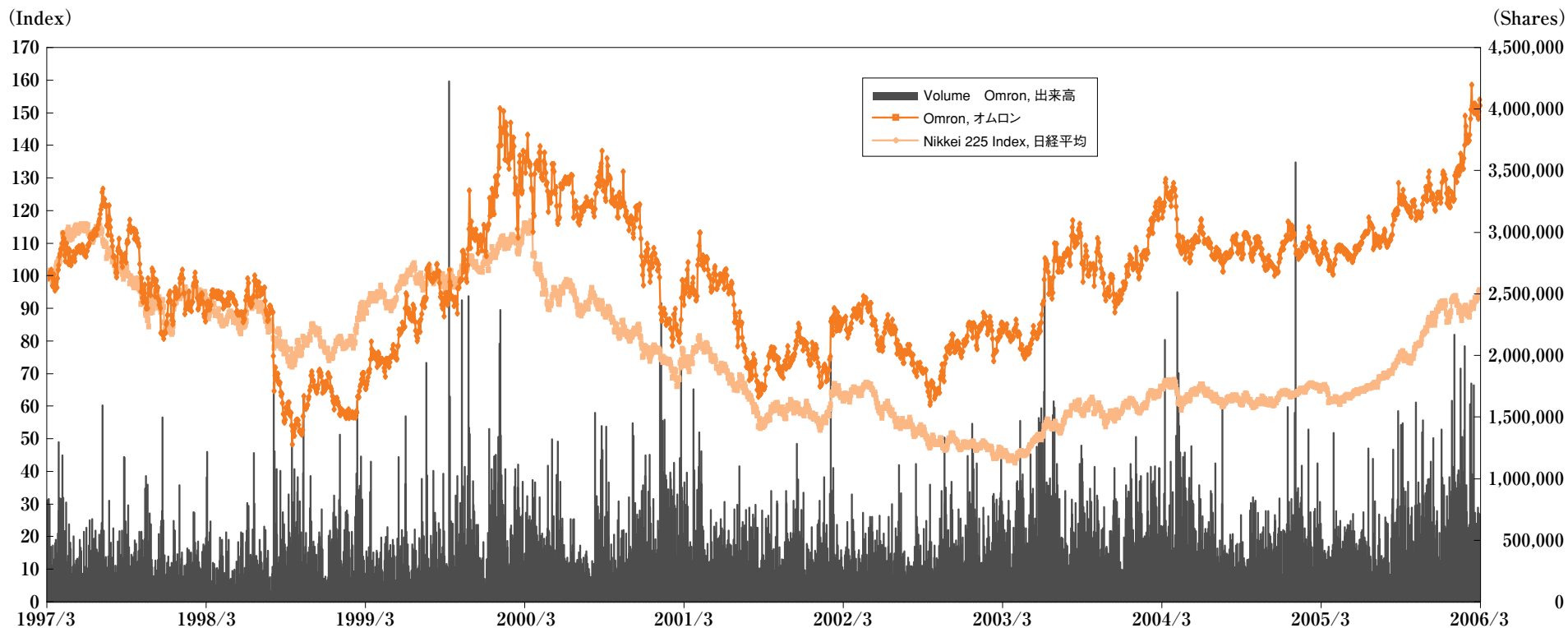
### その他

**事業開発本部 グループ成長戦略の実現に向けた新規事業の育成・推進**  
エンタテインメント事業（業務用ゲーム機（プリントシール機）、モバイルコンテンツ、業務ゲーム機用景品（プライズ事業）など）、パソコン用周辺機器事業（モデム、ブロードバンドルータ、バックアップ電源など）、ワイヤレスセンシング事業（簡易型車両盗難防止機器（カーモニ）、絶縁監視機器など）、RFID事業（ICタグ、リーダライタ、アンテナなど）

(注) 当社は、ソーシャルシステムズビジネスに属するATMなどの情報機器事業を2004年10月1日に株式会社日立製作所との共同会社分割により独立した新会社（日立オムロンターミナルソリューションズ株式会社）に承継しました。

# Common Stock Price Range (Osaka Securities Exchange)

株価推移 (大阪証券取引所)



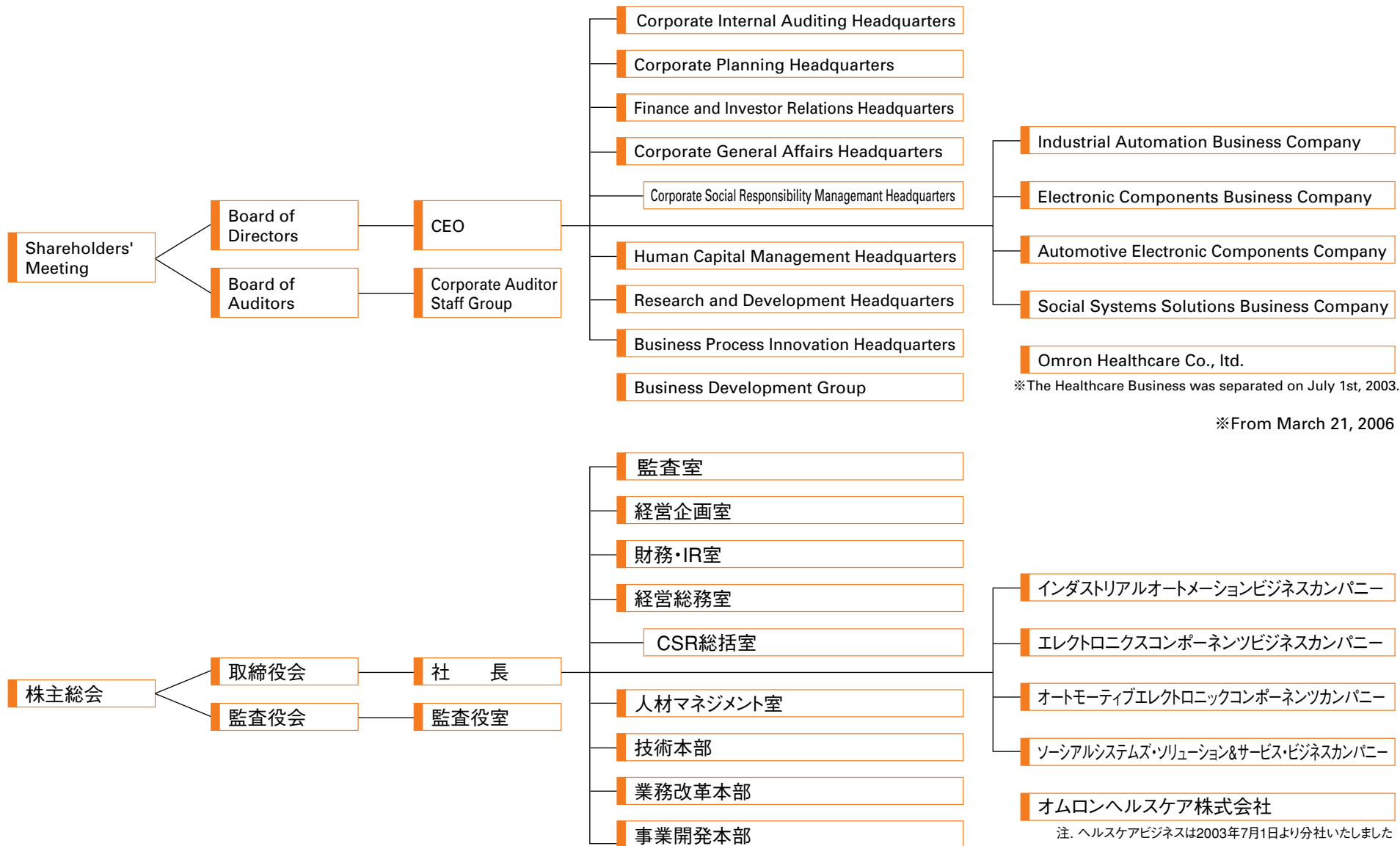
Note : Share Index (1997/3=100)

注 : オムロンと日経平均の値は、1997年3月のデータを100とする。

## Reference ご参考

		1997/3	1998/3	1999/3	2000/3	2001/3	2002/3	2003/3	2004/3	2005/3	2006/3
Omron (Share Price)	オムロン株価 (¥)	2,200	2,020	1,480	2,920	2,115	1,921	1,895	2,615	2,340	3,380
Nikkei 225 Index	日経平均 (¥)	18,003.40	16,527.17	15,836.59	20,337.32	12,999.70	11,024.94	7,972.71	11,715.39	11,668.95	17,059.66
Volume Omron	出来高 (Shares)	306,000	1,010,000	412,000	215,000	969,000	257,000	816,000	469,400	633,900	701,100

# OMRON Corporate Organization Chart 組織図



※The Healthcare Business was separated on July 1st, 2003.

※From March 21, 2006

注. ヘルスケアビジネスは2003年7月1日より分社いたしました

※2006年3月21日付



## Corporate Data (As of March 31, 2006) 会社概要 (2006年3月31日現在)

<b>Head Office</b>	Shiokoji Horikawa, Simogyo-ku Kyoto 600-8530, Japan Phone: (075) 344-7000 Fax : (075) 344-7001	<b>本社</b>	京都市下京区塩小路通堀川東入 〒600-8530 電話番号 (075) 344-7000 FAX番号 (075) 344-7001
<b>Tokyo Head Office</b>	3-4-10, Toranomom, Minato-ku Tokyo 105-0001, Japan Phone: (03) 3436-7170 Fax : (03) 3436-7180 Home Page Address <a href="http://www.omron.co.jp">http://www.omron.co.jp</a> (Japanese) <a href="http://www.omron.com">http://www.omron.com</a> (English)	<b>東京本社</b>	東京都港区虎ノ門3-4-10 〒105-0001 電話番号 (03) 3436-7170 FAX番号 (03) 3436-7180 ホームページアドレス <a href="http://www.omron.co.jp">http://www.omron.co.jp</a> (日本語) <a href="http://www.omron.com">http://www.omron.com</a> (英語)
<b>Date of Establishment</b>	May 10, 1933	<b>創業日</b>	1933年5月10日
<b>Industrial Property Rights</b>	Number of patents: 2,455 (Japan) 2,083 (Overseas) Number of patents pending: 4,150 (Japan) 2,125 (Overseas)	<b>工業所有権</b>	特許保有権利数 2,455 件 (日本) 2,083 件 (海外) 出願中特許数 4,150 件 (日本) 2,125 件 (海外)
<b>Number of Employees</b>	27,408	<b>従業員数</b>	27,408 名
<b>Paid-in Capital</b>	¥ 64,082 million	<b>払込資本金</b>	640億8千2百万円
<b>Common Stock</b>	Authorized: 487,000,000 shares Issued : 249,121,372 shares Number of shareholders: 28,111	<b>普通株式</b>	授權株式数 487,000,000 株 発行済株式数 249,121,372 株 株主数 28,111 名
<b>Stock Listings</b>	Osaka Securities Exchange Tokyo Stock Exchange Nagoya Stock Exchange Frankfurt Stock Exchange	<b>上場証券取引所</b>	大阪証券取引所 東京証券取引所 名古屋証券取引所 フランクフルト証券取引所

**OMRON Corporation**

Shiokoji Horikawa, Shimogyo-ku, Kyoto 600-8530, Japan