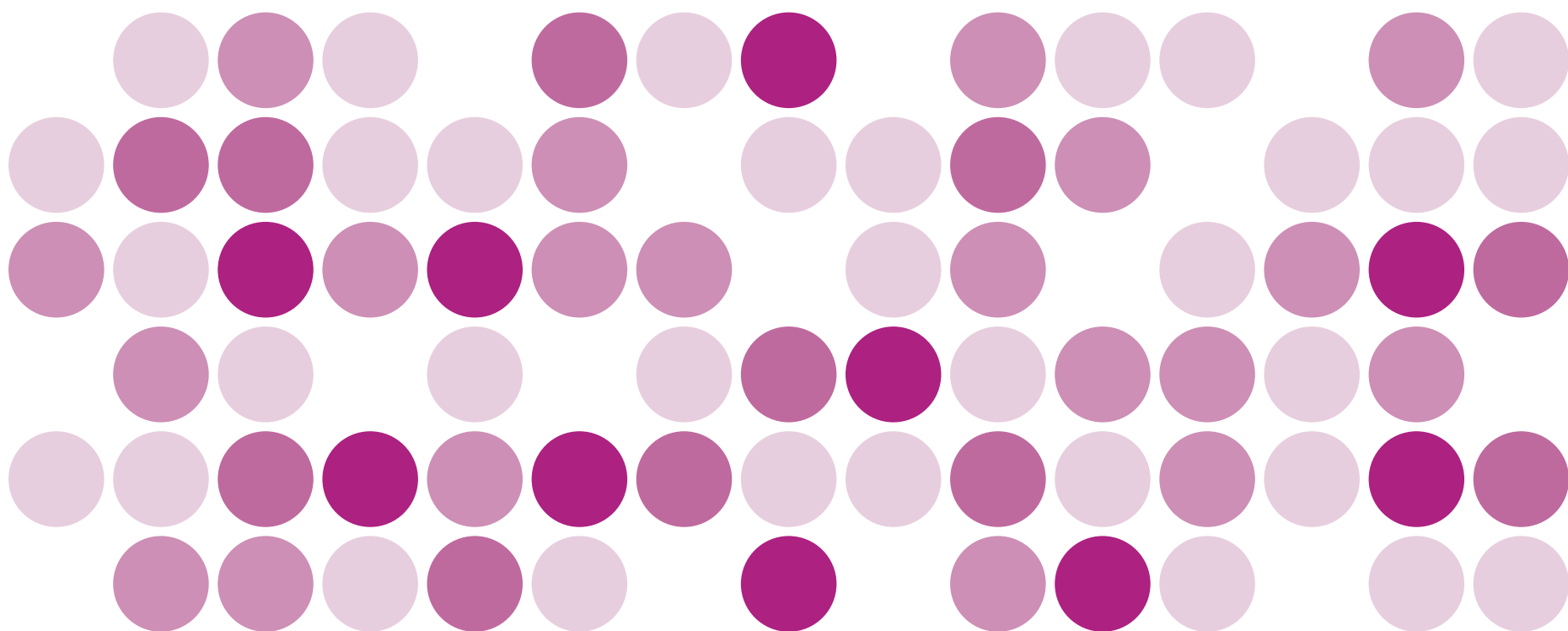


FINANCIAL FACT BOOK 2011

フィナンシャル ファクトブック 2011

OMRON

Sensing tomorrow™



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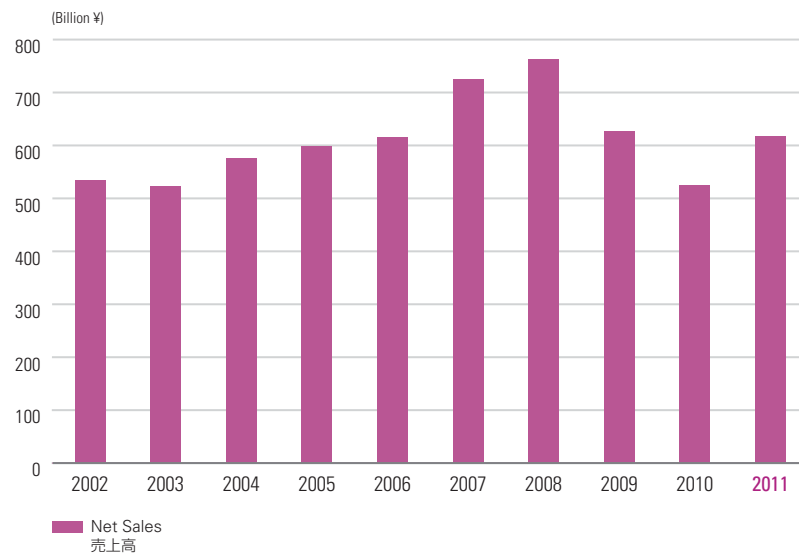
1. Figures have been calculated on a consolidated basis for the years ended March 31.
2. Not all data have been audited. Refer to respective annual reports for audited figures.
3. Data might be revised according to alterations to accounting standards.
4. The profit or loss (excluding the balance of obligation settled) recognized on the transfer of employee pension fund liabilities in March 31, 2006 is not included in any of "cost of sales," "selling, general & administrative expenses" and "research and development expenses," to enable an easy comparison with previous fiscal years. It is assumed that this profit or loss is allocated in one lump sum.

注:

1. 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。
2. 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ご参照下さい。
3. 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。
4. 2006年3月期の厚生年金基金の代行返上に伴い認識した損益(債務返還差額を除く)は、過年度との比較を容易にするため、「売上原価」、「販売費及び一般管理費」、「研究開発費」に含めず、一括独立項目として取扱っています。

Net Sales

売上高



Net Sales 売上高

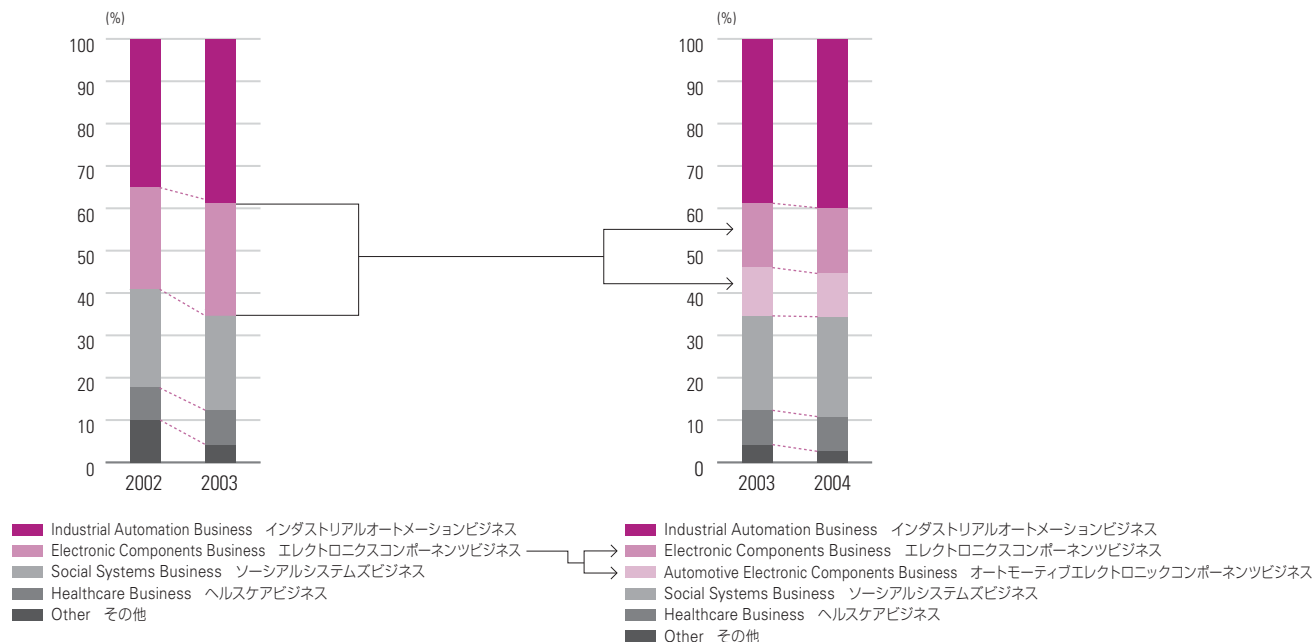
Fiscal Year ended March 31 ~年3月期		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Sales 売上高	(Million ¥)	533,964	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
Annual Change 前年比	(%)	-10.1	-2.1	+10.1	+4.1	+2.9	+17.5	+5.4	-17.8	-16.3	+17.7

Note : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

Sales Composition

部門別売上高構成



Sales Composition 部門別売上高構成

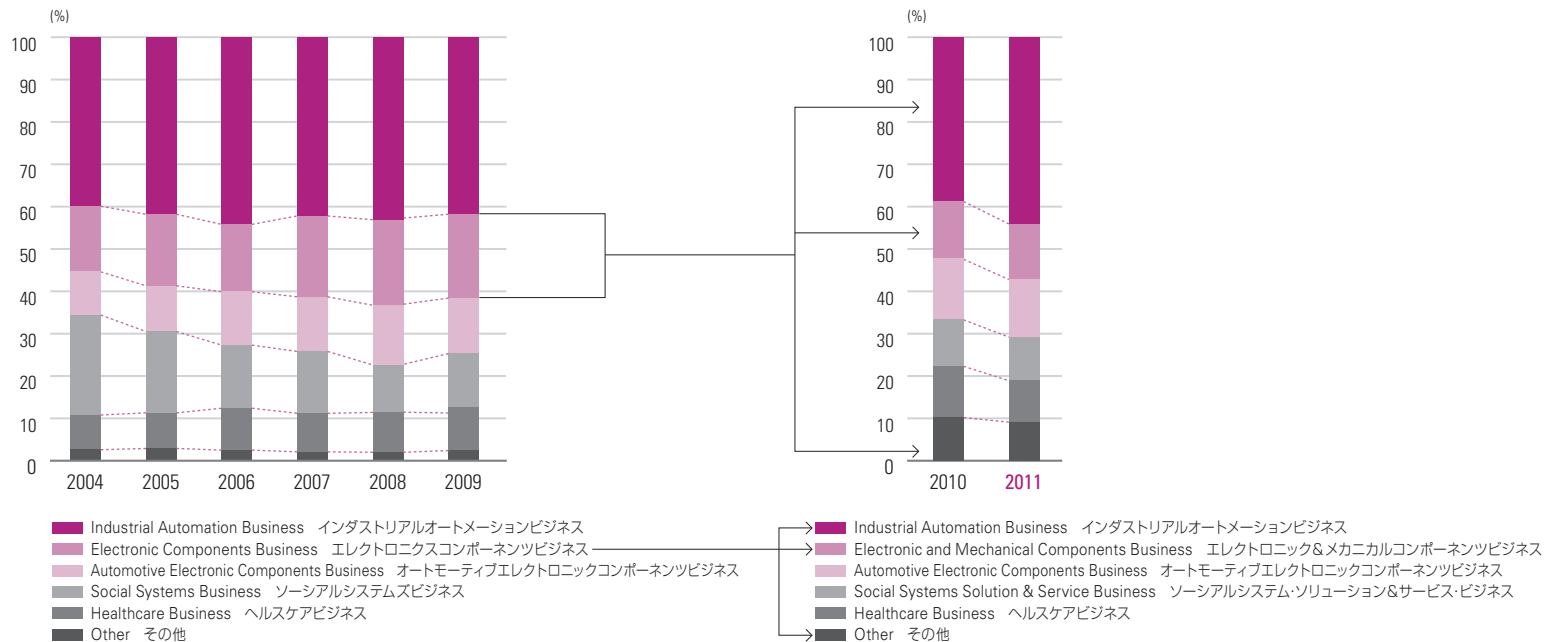
Fiscal Year ended March 31	～年3月期	2002	2003		2003	2,004		
Industrial Automation Business (IAB)	(Million ¥)	186,984	202,518	→	Industrial Automation Business (IAB)	(Million ¥)	202,518	229,638
インダストリアルオートメーションビジネス	(%)	(35.0)	(38.8)		インダストリアルオートメーションビジネス	(%)	(38.8)	(39.9)
Electronic Components Business (ECB)	(Million ¥)	128,193	138,845	→	Electronic Components Business (ECB)	(Million ¥)	79,365	88,988
エレクトロニクスコンポーネンツビジネス	(%)	(24.0)	(26.6)		エレクトロニクスコンポーネンツビジネス	(%)	(15.2)	(15.5)
Social Systems Business (SSB)	(Million ¥)	124,627	116,652	→	Automotive Electronic Components Business (AEC)	(Million ¥)	59,480	58,824
ソーシャルシステムズビジネス	(%)	(23.3)	(22.3)		オートモーティブエレクトロニックコンポーネンツビジネス	(%)	(11.4)	(10.2)
Healthcare Business (HCB)	(Million ¥)	40,617	42,331	→	Social Systems Business (SSB)	(Million ¥)	116,652	135,997
ヘルスケアビジネス	(%)	(7.6)	(8.1)		ソーシャルシステムズビジネス	(%)	(22.3)	(23.6)
Other	(Million ¥)	53,543	22,189	→	Healthcare Business (HCB)	(Million ¥)	42,331	46,962
その他	(%)	(10.0)	(4.2)		ヘルスケアビジネス	(%)	(8.1)	(8.2)
Total	(Million ¥)	533,964	522,535		Other	(Million ¥)	22,189	14,748
合計	(%)	(100.0)	(100.0)		その他	(%)	(4.2)	(2.6)
					Total	(Million ¥)	522,535	575,157
					合計	(%)	(100.0)	(100.0)

Note : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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		2004	2005	2006	2007	2008	2009		2010	2011		
Industrial Automation Business (IAB)	(Million ¥)	229,638	250,329	272,657	305,568	328,811	262,922	Industrial Automation Business (IAB) インダストリアルオートメーションビジネス	(Million ¥)	203,917	271,894	
インダストリアルオートメーションビジネス	(%)	(39.9)	(41.8)	(44.3)	(42.2)	(43.1)	(41.9)		(%)	(38.9)	(44.0)	
Electronic Components Business (ECB)	(Million ¥)	88,988	101,127	97,699	138,352	154,233	123,937		Electronic and Mechanical Components Business (EMC) エレクトロニクス&メカニカルコンポーネンツビジネス	(Million ¥)	70,717	81,216
エレクトロニクスコンポーネンツビジネス	(%)	(15.5)	(16.9)	(15.9)	(19.1)	(20.2)	(19.8)			(%)	(13.5)	(13.1)
Automotive Electronic Components Business (AEC)	(Million ¥)	58,824	64,558	77,593	93,321	107,521	82,109		Automotive Electronic Components Business (AEC) 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	(Million ¥)	75,163	84,259
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	(%)	(10.2)	(10.8)	(12.6)	(12.9)	(14.1)	(13.1)			(%)	(14.3)	(13.6)
Social Systems Business (SSB)	(Million ¥)	135,997	115,205	91,804	105,944	85,223	79,886	Social Systems Solution & Service Business (SSB) ソーシャルシステムズソリューション&サービスビジネス	(Million ¥)	57,981	63,846	
ソーシャルシステムズビジネス	(%)	(23.6)	(19.2)	(14.9)	(14.6)	(11.2)	(12.7)		(%)	(11.1)	(10.3)	
Healthcare Business (HCB)	(Million ¥)	46,962	50,583	61,090	65,726	71,562	63,797	Healthcare Business (HCB) ヘルスケアビジネス	(Million ¥)	63,359	60,629	
ヘルスケアビジネス	(%)	(8.2)	(8.4)	(9.9)	(9.1)	(9.4)	(10.2)		(%)	(12.1)	(9.8)	
Other	(Million ¥)	14,748	16,925	15,159	14,955	15,635	14,539	Other その他	(Million ¥)	53,557	55,981	
その他	(%)	(2.6)	(2.9)	(2.5)	(2.1)	(2.0)	(2.3)		(%)	(10.2)	(9.1)	
Total	(Million ¥)	575,157	598,727	616,002	723,866	762,985	627,190	Total	(Million ¥)	524,694	617,825	
合計	(%)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	合計	(%)	(100.0)	(100.0)	

Notes : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.
 From the fiscal year ended March 31 2010, business segments have been changed to IAB, EMC, AEC, SSB, HCB and Other to reflect a change in organization. Figures in segment information for the year ended March 31, 2009 have been restated to reflect the new classifications.
 From the fiscal year ended March 31 2011, the solar power conditioner business in the IAB has been transferred to Others. Figures for the fiscal year ended March 31 2010 have been restated to reflect the new classifications.
 Others include "Eliminations and Corporate."

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。
 2010年3月期より、組織変更を反映し「IAB」「EMC」「AEC」「SSB」「HCB」「その他」の事業セグメントに変更しています。これに伴い、前連結会計年度に係るセグメント情報の数値を新組織区分に組替えて表示しています。
 2011年3月期より、「IAB」傘下のソーラーパワーコンディショナ事業を「その他」セグメントへ移管しました。これに伴い2010年3月期の数値を新組織区分に組み替えて表示しています。その他には消去・調整他を含みます。

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	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Japan ※	(Million ¥)	357,868	328,037	366,617	377,766	359,886	399,357	388,586	328,063	269,143	311,906
日本 ※	(%)	(67.0)	(62.8)	(63.7)	(63.1)	(58.4)	(55.2)	(50.9)	(52.3)	(51.3)	(50.5)
Americas	(Million ¥)	65,559	67,886	64,613	65,612	79,686	97,989	101,884	80,397	61,154	74,397
米州	(%)	(12.3)	(13.0)	(11.2)	(11.0)	(12.9)	(13.5)	(13.4)	(12.8)	(11.7)	(12.0)
Europe	(Million ¥)	65,305	73,513	84,286	92,239	98,957	116,352	134,389	103,128	77,607	84,511
欧州	(%)	(12.2)	(14.1)	(14.7)	(15.4)	(16.1)	(16.1)	(17.6)	(16.4)	(14.8)	(13.7)
Greater China	(Million ¥)	—	—	—	33,868	41,728	69,435	91,467	75,242	77,136	97,012
中華圏	(%)	—	—	—	(5.7)	(6.8)	(9.6)	(12.0)	(12.0)	(14.7)	(15.7)
Asia Pacific	(Million ¥)	45,232	53,099	59,641	29,242	35,745	40,733	46,659	40,360	39,654	49,999
東南アジア他	(%)	(8.5)	(10.2)	(10.4)	(4.9)	(5.8)	(5.6)	(6.1)	(6.4)	(7.6)	(8.1)
Total	(Million ¥)	533,964	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
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.

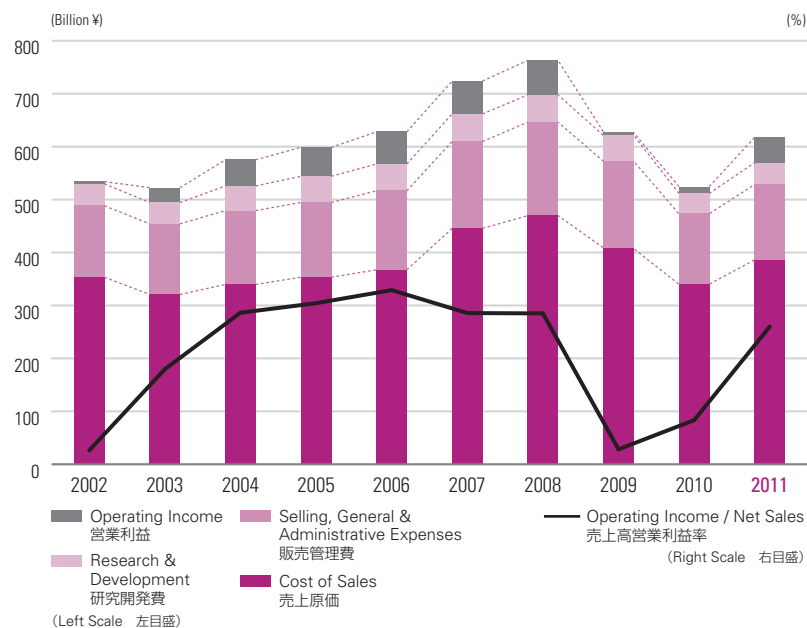
Note : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

※ : 日本からの直接輸出は上の「日本」の中に含まれます。

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Sales 売上高	(Million ¥)	533,964	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
Cost of Sales 売上原価	(Million ¥)	353,429	320,719	339,697	353,429	367,360	445,625	469,643	408,668	340,352	386,123
SG & A Expenses 販売管理費	(Million ¥)	134,907	133,406	139,569	141,185	149,274	164,167	176,569	164,284	133,426	142,365
Research & Development 研究開発費	(Million ¥)	41,407	40,235	46,494	49,441	50,501	52,028	51,520	48,899	37,842	41,300
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 ¥)	4,221	28,175	49,397	54,672	60,782	62,046	65,253	5,339	13,074	48,037
Operating Income / Net Sales 売上高営業利益率	(%)	0.8	5.4	8.6	9.1	9.9	8.6	8.6	0.9	2.5	7.8

Note : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

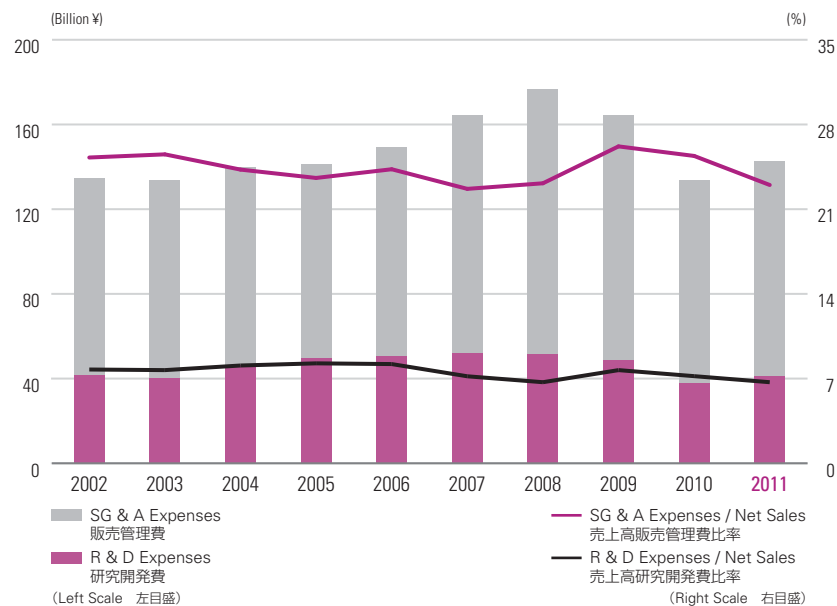
Gross Profit Margin 売上総利益率

Fiscal Year ended March 31 ~年3月期		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Gross Profit 売上総利益	(Million ¥)	180,535	201,816	235,460	245,298	248,642	278,241	293,342	218,522	184,342	231,702
Net Sales 売上高	(Million ¥)	533,964	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
Gross Profit Margin 売上総利益率	(%)	33.8	38.6	40.9	41.0	40.4	38.4	38.4	34.8	35.1	37.5

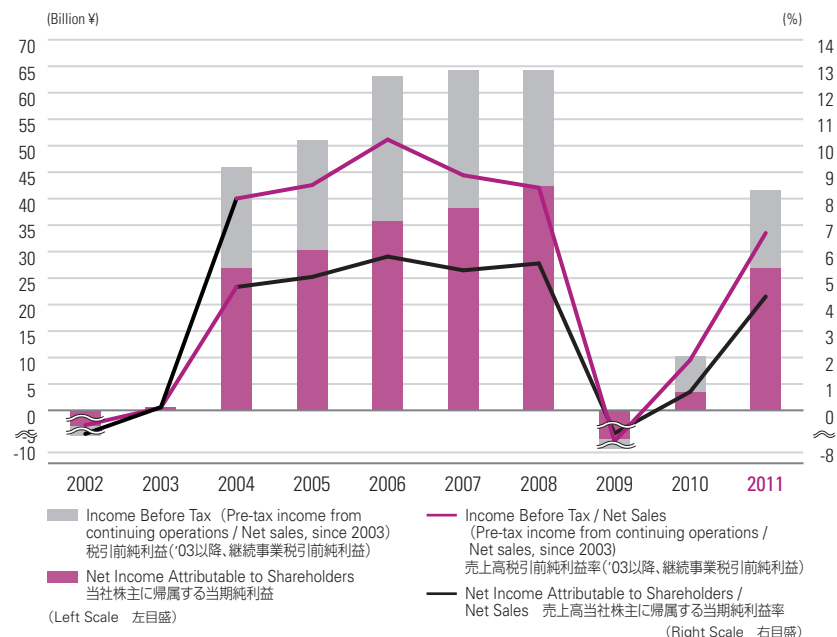
Notes : Gross Profit Margin = Gross Profit / Net Sales
Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 売上総利益率=売上総利益/売上高
2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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 Attributable to Shareholders / Net Sales
売上高税引前純利益率, 売上高当社株主に帰属する当期純利益率



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	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
SG & A Expenses 販売管理費 (Million ¥)	134,907	133,406	139,569	141,185	149,274	164,167	176,569	164,284	133,426	142,365
R & D Expenses 研究開発費 (Million ¥)	41,407	40,235	46,494	49,441	50,501	52,028	51,520	48,899	37,842	41,300
Net Sales 売上高 (Million ¥)	533,964	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
SG & A Expenses / Net Sales 売上高販売管理費比率 (%)	25.3	25.5	24.3	23.6	24.2	22.7	23.1	26.2	25.4	23.0
R & D Expenses / Net Sales 売上高研究開発費比率 (%)	7.8	7.7	8.1	8.3	8.2	7.2	6.7	7.7	7.2	6.7

Note : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

Income Before Tax / Net Sales, Net Income Attributable to Shareholders / Net Sales 売上高税引前純利益率, 売上高当社株主に帰属する当期純利益率

Fiscal Year ended March 31 ~年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Income Before Tax (Pre-tax income from continuing operations since 2003) 税引前純利益 (03以降、継続事業税引前純利益) (Million ¥)	(25,373)	620	45,998	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693
Net Income from Continuing Operations 継続事業当期純利益 (Million ¥)	—	(1,915)	25,657	29,218	34,961	37,094	39,329	(29,172)	—	—
Net Income from Discontinued Operations 非継続事業当期純利益 (Million ¥)	—	2,426	1,154	958	802	1,186	3,054	—	—	—
Net Income Attributable to Shareholders 当社株主に帰属する当期純利益 (Million ¥)	(15,773)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782
Net Sales 売上高 (Million ¥)	533,964	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
Income Before Tax / Net Sales (Pre-tax income from continuing operations / Net sales, since 2003) 売上高税引前純利益率 (03以降、継続事業税引前純利益率) (%)	(4.8)	0.1	8.0	8.5	10.2	8.9	8.4	(6.2)	1.9	6.7
Net Income Attributable to Shareholders / Net Sales 売上高当社株主に帰属する当期純利益率 (%)	(3.0)	0.1	4.7	5.0	5.8	5.3	5.6	(4.7)	0.7	4.3

Note : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

Net Sales & Net Income Attributable to Shareholders per Employee

従業員1人当たり売上高, 当社株主に帰属する当期純利益



Interest Expenses & Interest Coverage

支払利息, インタレスト カバレッジ



Net Sales & Net Income Attributable to Shareholders per Employee 従業員1人当たり売上高, 当社株主に帰属する当期純利益

Fiscal Year ended March 31 ~年3月期		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Number of Employees 従業員数	(Persons)	25,395	23,751	24,576	24,904	27,408	32,456	35,426	32,583	36,299	35,684
Net Sales 売上高	(Million ¥)	533,964	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
Net Sales per Employee 従業員1人当たり売上高	(Million ¥)	21	22	23	24	22	22	22	19	14	17
Net Income Attributable to Shareholders 当社株主に帰属する当期純利益	(Million ¥)	(15,773)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782
Net Income Attributable to Shareholders per Employee 従業員1人当たり当社株主に帰属する当期純利益	(Million ¥)	(0.6)	0.0	1.1	1.2	1.3	1.2	1.2	(0.9)	0.1	0.8

Notes : Number of Employees at the end of each fiscal year.
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 従業員数は各年度末数値。
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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

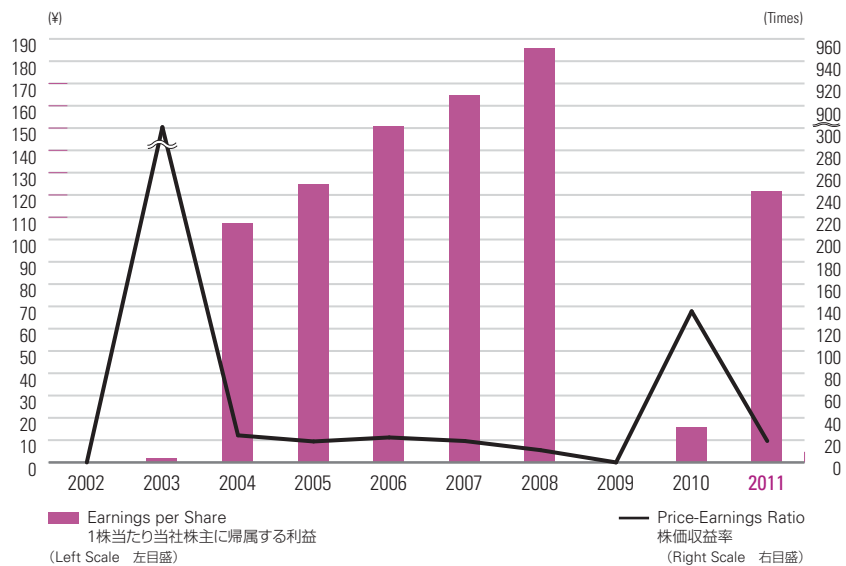
Fiscal Year ended March 31 ~年3月期		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Operating Income 営業利益	(Million ¥)	4,221	28,175	49,397	54,672	60,782	62,046	65,253	5,339	13,074	48,037
Interest Income 受取利息	(Million ¥)	1,069	1,082	900	1,300	1,507	1,846	2,364	1,430	722	433
Dividends Received 受取配当金	(Million ¥)	339	334	351	429	514	654	525	786	609	538
Interest Expenses 支払利息	(Million ¥)	1,291	1,430	1,217	1,084	898	1,116	1,537	1,257	650	481
Interest Coverage インタレスト カバレッジ	(Times)	4.36	20.69	41.62	52.03	69.94	57.84	44.33	6.01	22.16	101.98

Notes : Interest Coverage = (Operating Income+Interest Income & Dividends Received) / Interest Expenses
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

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
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

Earnings per Share & Price-Earnings Ratio

1株当たり当社株主に帰属する利益, 株価収益率



Earnings per Share & Price-Earnings Ratio 1株当たり当社株主に帰属する利益, 株価収益率

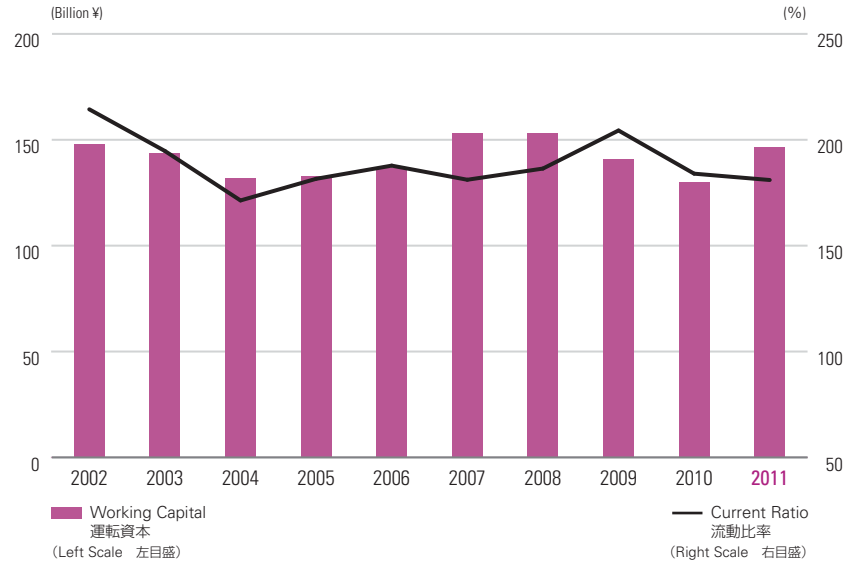
Fiscal Year ended March 31 ~年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Earnings per Share 1株当たり当社株主に帰属する利益 (¥)	—	2.1	107.5	124.8	151.1	164.9	185.8	—	16.0	121.7
Price-Earnings Ratio 株価収益率 (Times)	—	902.4	24.3	18.8	22.4	19.2	11.0	—	135.6	19.2

Notes : Earnings per Share are based on the number of shares equivalents with a dilutive effect.
 PER = Fiscal-year-end Adjusted Stock Price / Earnings per Shares
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 1株当たり利益は、希薄化効果を考慮した株式数に基づいています。
 株価収益率=修正株価(各年度末)/1株当たり当社株主に帰属する当期純利益
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

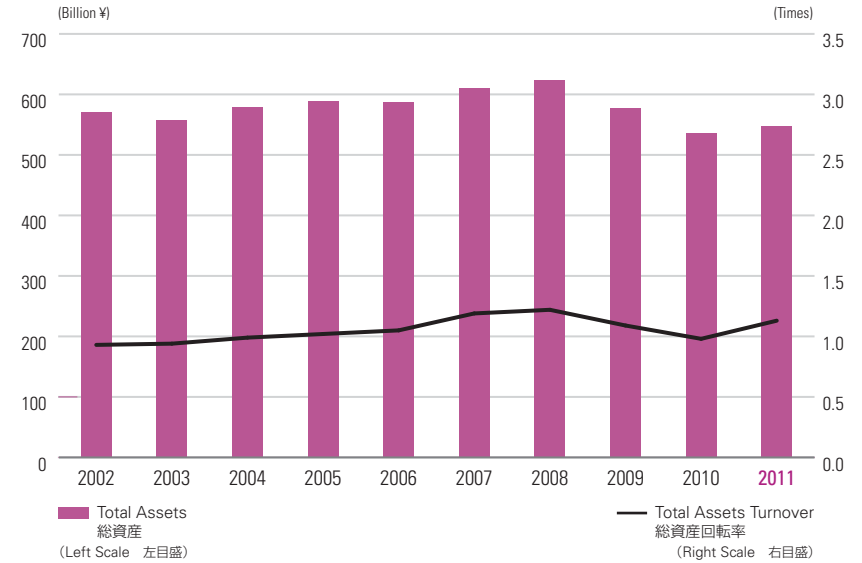
Current Ratio & Working Capital

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		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Current Assets 流動資産	(Million ¥)	277,498	295,113	316,226	295,940	292,313	342,059	330,054	275,991	285,758	327,890
Current Liabilities 流動負債	(Million ¥)	129,445	151,577	184,548	162,988	155,660	188,860	177,069	135,038	155,562	181,432
Current Ratio 流動比率	(%)	214	195	171	182	188	181	186	204	184	181
Working Capital 運転資本	(Million ¥)	148,053	143,536	131,678	132,952	136,653	153,199	152,985	140,953	130,196	146,458

Notes : 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

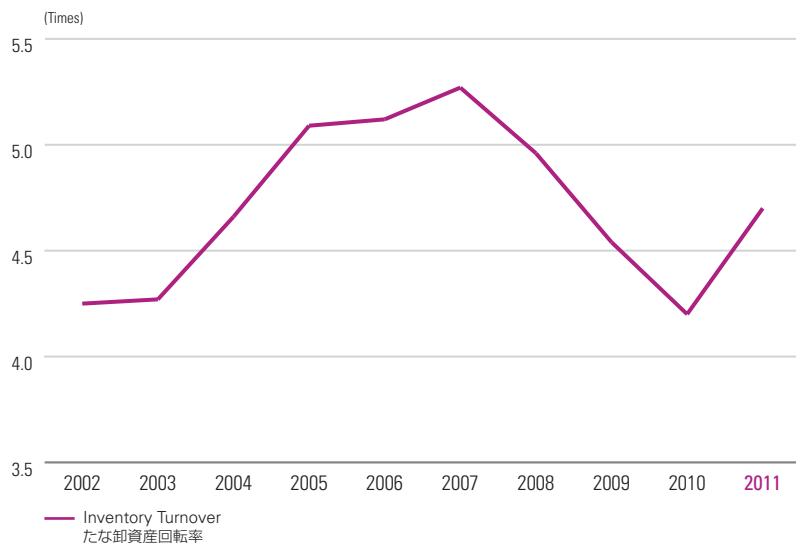
Fiscal Year ended March 31 ~年3月期		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Sales 売上高	(Million ¥)	533,964	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
Total Assets 総資産	(Million ¥)	571,255	558,383	579,836	588,851	587,245	609,699	623,852	577,824	535,267	547,522
Total Assets Turnover 総資産回転率	(Times)	0.93	0.94	0.99	1.02	1.05	1.19	1.22	1.09	0.98	1.13

Notes : Total Assets are based on the average of the beginning and end of each fiscal year.
Total Assets Turnover = Net Sales / Total Assets
Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 総資産は期中平均
総資産回転率 = 売上高 / 総資産
2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

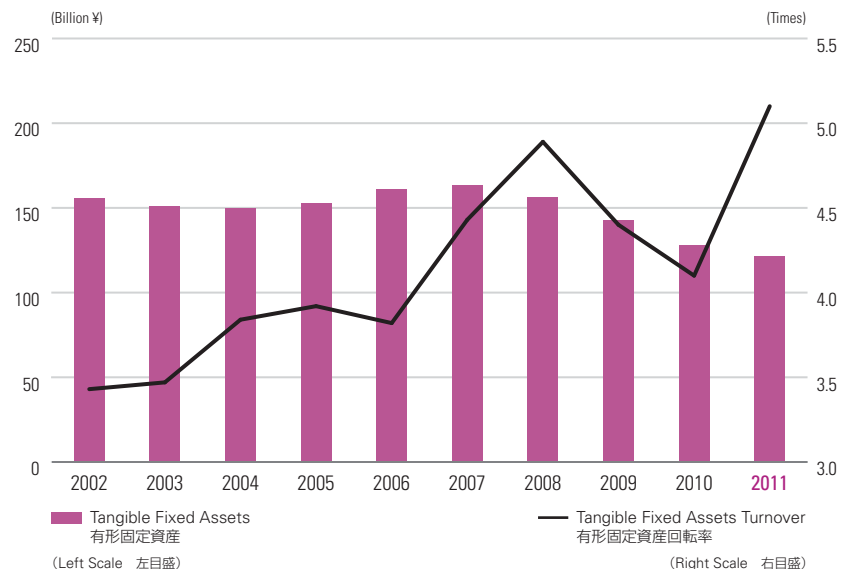
Inventory Turnover

たな卸資産回転率



Tangible Fixed Assets Turnover

有形固定資産回転率



Inventory Turnover たな卸資産回転率

Fiscal Year ended March 31	～年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Cost of Sales 売上原価	(Million ¥)	353,429	320,719	339,697	353,429	367,360	445,625	469,643	408,668	340,352	386,123
Inventory たな卸資産	(Million ¥)	83,105	75,032	72,894	69,463	71,772	84,534	94,617	89,917	81,182	81,903
Inventory Turnover たな卸資産回転率	(Times)	4.3	4.3	4.7	5.1	5.1	5.3	5.0	4.5	4.2	4.7

Notes : Inventory is based on the average of the beginning and end of each fiscal year.
 Inventory Turnover = Cost of Sales / Inventory
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

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
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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

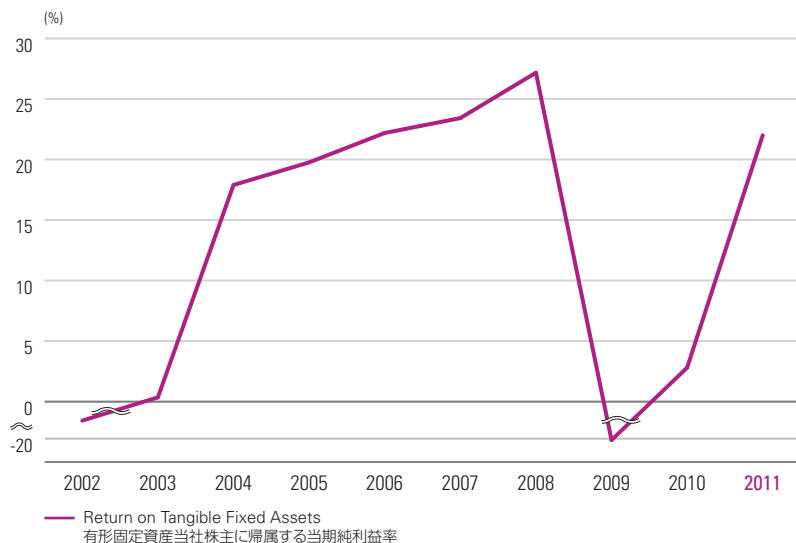
Fiscal Year ended March 31	～年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Sales 売上高	(Million ¥)	533,964	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
Tangible Fixed Assets 有形固定資産	(Million ¥)	155,707	150,670	149,884	152,706	161,153	163,466	155,996	142,606	127,765	121,496
Tangible Fixed Assets Turnover 有形固定資産回転率	(Times)	3.4	3.5	3.8	3.9	3.8	4.4	4.9	4.4	4.1	5.1

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
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

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
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

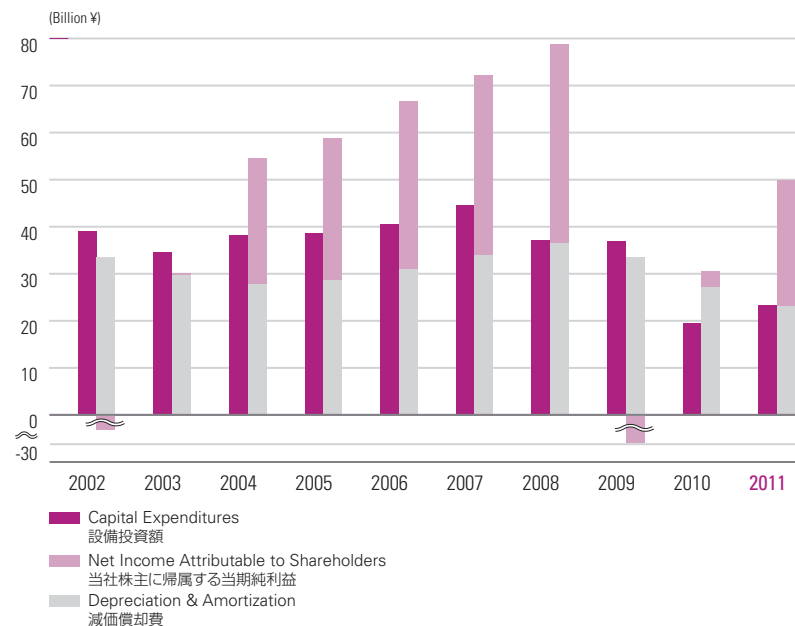
Return on Tangible Fixed Assets

有形固定資産当社株主に帰属する当期純利益率



Capital Expenditures & Cash Flows

設備投資額, キャッシュ・フロー



Return on Tangible Fixed Assets 有形固定資産当社株主に帰属する当期純利益率

Fiscal Year ended March 31 ~年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Income Attributable to Shareholders 当社株主に帰属する当期純利益 (Million ¥)	(15,773)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782
Tangible Fixed Assets 有形固定資産 (Million ¥)	155,707	150,670	149,884	152,706	161,153	163,466	155,996	142,606	127,765	121,496
Return on Tangible Fixed Assets 有形固定資産当社株主に帰属する当期純利益率 (%)	(10.1)	0.3	17.9	19.8	22.2	23.4	27.2	(20.5)	2.8	22.0

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 Attributable to Shareholders / Tangible Fixed Assets

注：有形固定資産は、期中平均
有形固定資産当社株主に帰属する当期純利益率=当社株主に帰属する当期純利益/有形固定資産

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

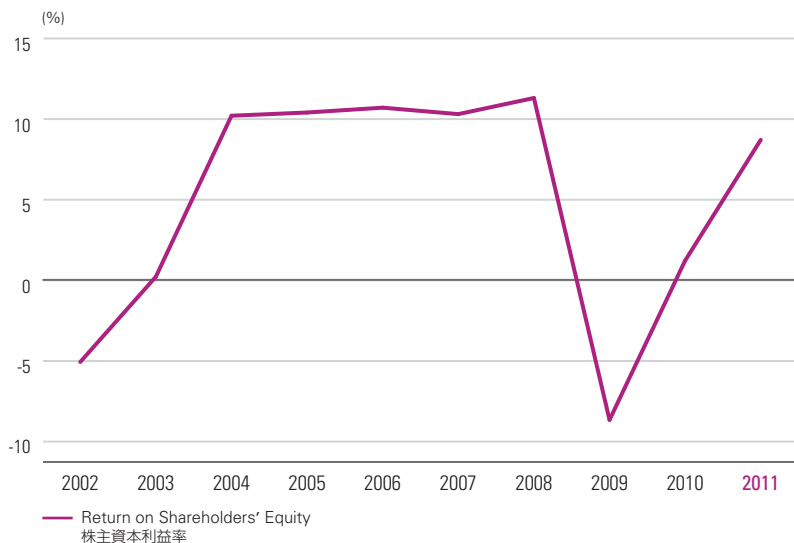
Fiscal Year ended March 31 ~年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Capital Expenditures 設備投資額 (Million ¥)	38,896	34,454	38,115	38,579	40,560	44,447	37,072	36,844	19,524	23,192
Net Income Attributable to Shareholders 当社株主に帰属する当期純利益 (Million ¥)	(15,773)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782
Depreciation & Amortization 減価償却費 (Million ¥)	33,569	29,676	27,662	28,642	30,825	33,922	36,343	33,496	27,014	22,984
Cash Flows キャッシュ・フロー (Million ¥)	17,796	30,187	54,473	58,818	66,588	72,202	78,726	4,324	30,532	49,766

Note : Cash Flows = Net Income Attributable to Shareholders + Depreciation & Amortization

注：キャッシュ・フロー=当社株主に帰属する当期純利益+減価償却費

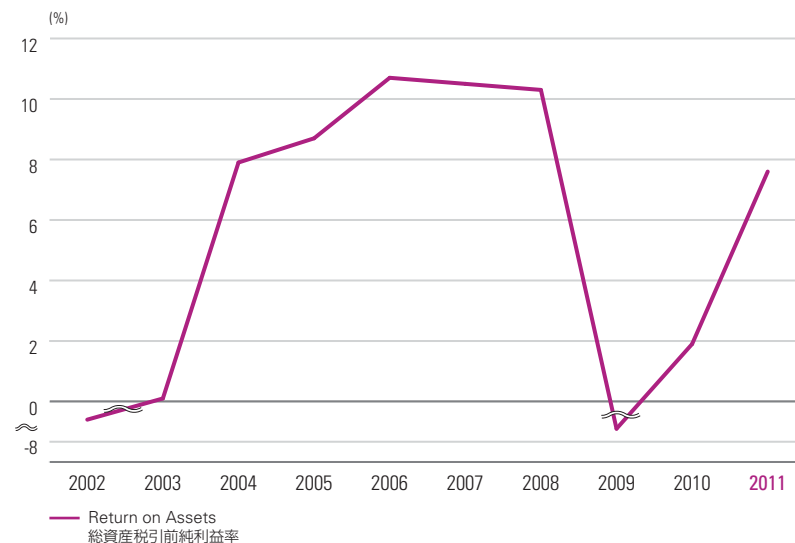
Return on Shareholders' Equity

株主資本利益率(ROE)



Return on Assets

総資産税引前純利益率(ROA)



Return on Shareholders' Equity 株主資本利益率(ROE)

Fiscal Year ended March 31	～年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	
Net Income Attributable to Shareholders	当社株主に帰属する当期純利益	(Million ¥)	(15,773)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782
Shareholders' Equity	株主資本	(Million ¥)	312,096	274,922	263,160	290,260	334,374	372,880	375,662	333,457	302,369	309,540
Return on Shareholders' Equity	株主資本利益率	(%)	(5.1)	0.2	10.2	10.4	10.7	10.3	11.3	(8.7)	1.2	8.7

Notes : Shareholders' Equity is based on the average of the beginning and end of each fiscal year.
Return on Shareholders' Equity = Net Income Attributable to Shareholders / Shareholders' Equity

注：株主資本は期中平均
株主資本利益率＝当社株主に帰属する当期純利益／株主資本

Return on Assets 総資産税引前純利益率(ROA)

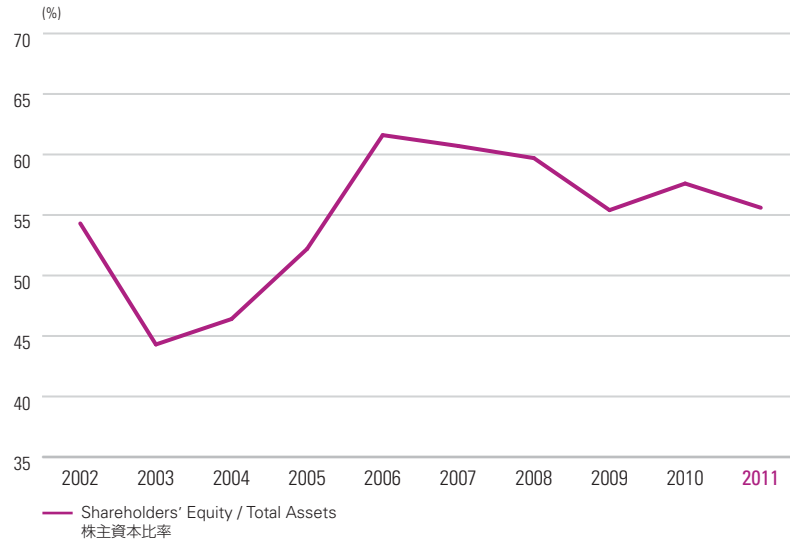
Fiscal Year ended March 31	～年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	
Income Before Tax (Pre-tax income from continuing operations since 2003)	税引前純利益 (03以降 継続事業税引前純利益)	(Million ¥)	(25,373)	620	45,998	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693
Total Assets	総資産	(Million ¥)	571,255	558,383	579,836	588,851	587,245	609,699	623,852	577,824	535,267	547,522
Return on Assets	総資産税引前純利益率	(%)	(4.4)	0.1	7.9	8.7	10.7	10.5	10.3	(6.8)	1.9	7.6

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
Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

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
2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

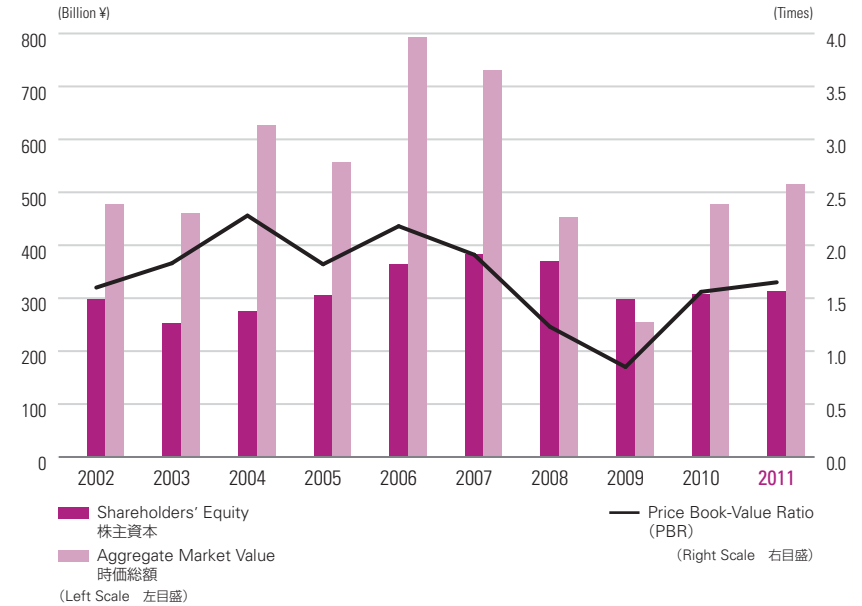
Shareholders' Equity / Total Assets

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	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Debt 負債 (Million ¥)	251,132	315,789	317,563	279,619	226,124	247,515	248,865	238,299	225,119	249,138
Debt / Equity Ratio デットエクイティレシオ (Times)	0.842	1.255	1.156	0.914	0.623	0.647	0.675	0.799	0.735	0.797
Shareholders' Equity 株主資本 (Million ¥)	298,234	251,610	274,710	305,810	362,937	382,822	368,502	298,411	306,327	312,753
Total Assets 総資産 (Million ¥)	549,366	567,399	592,273	585,429	589,061	630,337	617,367	538,280	532,254	562,790
Shareholders' Equity / Total Assets 株主資本比率 (%)	54.3	44.3	46.4	52.2	61.6	60.7	59.7	55.4	57.6	55.6

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

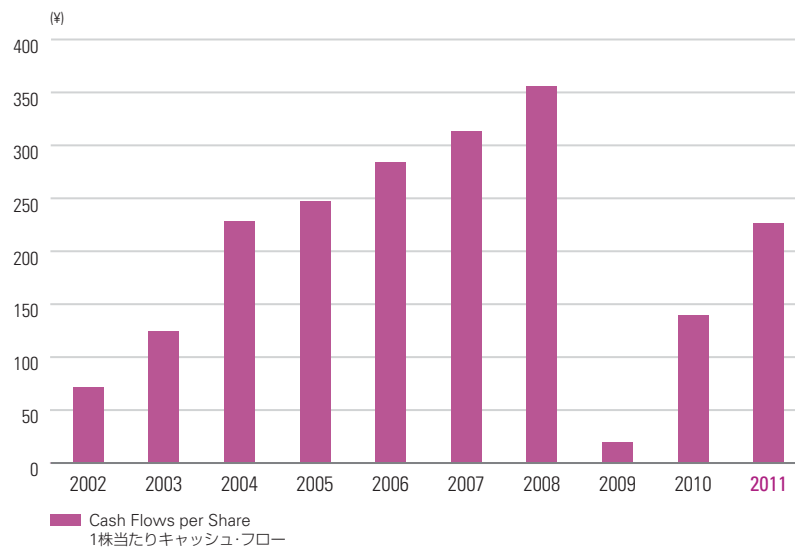
Aggregate Market Value & Price Book-Value Ratio 時価総額, 株価純資産倍率(PBR)

Fiscal Year ended March 31 ~年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Shareholders' Equity 株主資本 (Million ¥)	298,234	251,610	274,710	305,810	362,937	382,822	368,502	298,411	306,327	312,753
Aggregate Market Value 時価総額 (Million ¥)	476,932	460,228	625,573	556,966	792,423	730,753	453,335	254,728	477,737	514,568
Number of Shares 株数	248,272,947	242,864,183	239,224,823	238,019,781	234,444,765	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828
Shareholders' Equity per Share 1株当たり株主資本 (¥)	1,201	1,036	1,148	1,285	1,548	1,661	1,662	1,355	1,391	1,421
Adjusted Stock Price 修正株価 (¥)	1,921	1,895	2,615	2,340	3,380	3,170	2,045	1,157	2,170	2,338
Price Book-Value Ratio (PBR) 株価純資産倍率 (Times)	1.60	1.83	2.28	1.82	2.18	1.91	1.23	0.85	1.56	1.65

Notes : Shareholders' Equity per Share are based on the number of shares outstanding at the end of period (consolidated).
Number of Shares, Shareholders' Equity and Adjusted Stock Price at the end of each fiscal year.

注 : 1株当たり株主資本は、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株当たりキャッシュ・フロー



Cash Flows per Share 1株当たりキャッシュ・フロー

Fiscal Year ended March 31	～年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Cash Flows	キャッシュ・フロー	(Million ¥) 17,796	30,187	54,473	58,818	66,588	72,202	78,726	4,324	30,532	49,766
Number of Shares	株数	248,272,947	242,864,183	239,224,823	238,019,781	234,444,765	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828
Cash Flows per Share	1株当たりキャッシュ・フロー	(¥) 72	124	228	247	284	313	355	20	139	226

Notes : Cash Flows per Share are based on common shares.

Number of Shares at the end of each fiscal year.

Cash Flows = Net Income Attributable to Shareholders per Employee + Depreciation & Amortization

注：1株当たりキャッシュ・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＝当社株主に帰属する当期純利益＋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		2002
NET SALES 売上高		533,964
COSTS AND EXPENSES : 売上原価及び費用		
Cost of sales 売上原価		353,429
Gross profit 売上総利益		180,535
Selling, general and administrative expenses 販売費及び一般管理費		134,907
Research and development expenses 試験研究開発費		41,407
Transfer of substitutional portion of employees' pension fund 厚生年金基金代行返上益		—
Operating income 営業利益		4,221
Interest expense (income), net 支払利息及び受取利息-純額-		223
Foreign exchange loss (gain), net 為替差損益-純額-		1,506
Other, net その他費用-純額-		27,865
Total 合計		559,337
INCOME BEFORE INCOME TAXES, MINORITY INTERESTS AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE	法人税等・少数株主損益及び会計原則 変更による累積影響額調整前純利益	(25,373)
INCOME TAXES : 法人税等		
Current 当期税額		6,783
Deferred 繰延税額		(16,131)
Tax effects of subsidiaries' operating loss carryforwards 子会社での繰越欠損金の期間調整税額		—
Adjustment of deferred tax assets and liabilities for enacted changes in tax rate 標準税率の変更影響額		—
Total 合計		(9,348)
INCOME BEFORE MINORITY INTERESTS, EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE	少数株主損益、特別項目及び会計原則 変更による累積影響額調整前純利益	(16,025)
MINORITY INTERESTS 少数株主損益		132
INCOME BEFORE EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE	特別項目及び会計原則変更による 累積影響額調整前純利益	(16,157)
CUMULATIVE EFFECT OF ACCOUNTING CHANGES	会計原則変更による累積影響額	384
NET INCOME ATTRIBUTABLE TO SHAREHOLDERS	当社株主に帰属する当期純利益	(15,773)
		(¥)
NET INCOME ATTRIBUTABLE TO SHAREHOLDERS PER SHARE (Basic)	1株当たり当社株主に帰属する当期純利益	(63.5)
	(Diluted) 1株当たり当社株主に帰属する当期純利益(希薄化後)	—
CASH DIVIDENDS PER SHARE APPLICABLE TO PERIOD	現金配当金	13.0

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	2003	2004	2005	2006	2007	2008	2009	2010	2011
NET SALES 売上高	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825
COSTS AND EXPENSES : 売上原価及び費用									
Cost of sales 売上原価	320,719	339,697	353,429	367,360	445,625	469,643	408,668	340,352	386,123
Gross profit 売上総利益	201,816	235,460	245,298	248,642	278,241	293,342	218,522	184,342	231,702
Selling, general and administrative expenses 販売費及び一般管理費	133,406	139,569	141,185	149,274	164,167	176,569	164,284	133,426	142,365
Research and development expenses 試験研究開発費	40,235	46,494	49,441	50,501	52,028	51,520	48,899	37,842	41,300
Transfer of substitutional portion of employees' pension fund 厚生年金基金代行返上益	—	—	—	(11,915)	—	—	—	—	—
Operating income 営業利益	28,175	49,397	54,672	60,782	62,046	65,253	5,339	13,074	48,037
Foreign exchange loss (gain), net 為替差損益 -純額-	575	1,254	75	1,306	1,086	1,251	(1,060)	723	2,102
Interest (income), net 受取利息 -純額-	—	—	—	—	(710)	(828)	(173)	(72)	47
Other, net その他費用 (収益) -純額-	26,980	2,145	3,633	(3,537)	(2,609)	664	45,705	2,228	4,195
Total 合計	521,915	529,159	547,763	552,989	659,587	698,819	666,323	514,499	576,132
INCOME FROM CONTINUING OPERATIONS BEFORE INCOME TAXES 継続事業税引前当期純利益	620	45,998	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693
INCOME TAXES : 法人税等	2,250	19,930	21,482	26,701	25,595	24,272	(10,495)	3,782	14,487
Total 合計	2,250	19,930	21,482	26,701	25,595	24,272	(10,495)	3,782	14,487
CUMULATIVE EFFECT OF ACCOUNTING CHANGES 会計原則変更による累積影響額	—	—	—	1,201	—	—	—	—	—
MINORITY INTERESTS 少数株主損益	285	411	264	150	238	217	(277)	—	—
EQUITY IN LOSS (GAIN) OF AFFILIATES 持分法投資損益	—	—	—	—	1,352	348	811	2,792	190
NET INCOME 非支配持分控除前当期純利益	—	—	—	—	—	—	—	3,621	27,016
NET INCOME ATTRIBUTABLE TO NONCONTROLLING INTERESTS 非支配持分帰属損益	—	—	—	—	—	—	—	103	234
NET INCOME FROM CONTINUING OPERATIONS 継続事業当期純利益	(1,915)	25,657	29,218	34,961	37,094	39,329	(29,172)	—	—
NET INCOME FROM DISCONTINUED OPERATIONS 非継続事業当期純利益	2,426	1,154	958	802	1,186	3,054	—	—	—
NET INCOME ATTRIBUTABLE TO SHAREHOLDERS 当社株主に帰属する当期純利益	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782
(¥)									
NET INCOME ATTRIBUTABLE TO SHAREHOLDERS PER SHARE (Basic) 1株当たり当社株主に帰属する当期純利益	2.1	110.7	126.5	151.1	165.0	185.9	(132.2)	16.0	121.7
(Diluted) 1株当たり当社株主に帰属する当期純利益(希薄化後)	2.1	107.5	124.8	151.1	164.9	185.8	—	16.0	121.7
CASH DIVIDENDS PER SHARE APPLICABLE TO PERIOD 現金配当金	10.0	20.0	24.0	30.0	34.0	42.0	25.0	17.0	30.0

Note : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

Consolidated Balance Sheets

連結貸借対照表

(Million ¥)

Years ended March 31	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
ASSETS 資産の部										
CURRENT ASSETS : 流動資産										
Cash and cash equivalents 現金及び現金等価物	70,779	79,919	95,059	80,619	52,285	42,995	40,624	46,631	51,726	74,735
Notes and accounts receivable, trade 受取手形及び売掛金	114,906	113,595	124,891	124,409	139,001	175,700	166,878	113,551	126,250	137,531
Allowance for doubtful receivables 貸倒引当金	(2,755)	(3,484)	(2,823)	(2,757)	(2,653)	(2,297)	(2,211)	(2,562)	(2,531)	(2,230)
Inventories たな卸資産	74,617	75,446	70,341	68,585	74,958	94,109	95,125	84,708	77,655	86,151
Deferred income taxes 繰延税金	13,001	20,139	18,458	17,240	18,571	19,985	19,690	16,522	19,988	20,183
Other current assets その他流動資産	6,950	9,498	10,300	7,844	10,151	11,567	9,948	17,141	12,670	11,520
Total current assets 流動資産合計	277,498	295,113	316,226	295,940	292,313	342,059	330,054	275,991	285,758	327,890
PROPERTY, PLANT AND EQUIPMENT : 有形固定資産										
Land 土地	46,979	46,094	45,583	43,794	46,571	28,271	27,126	26,753	26,376	27,875
Buildings 建物及び構築物	108,547	99,455	107,852	110,367	117,414	125,227	128,183	120,244	127,344	125,686
Machinery and equipment 機械その他	133,672	137,710	141,932	143,111	159,254	175,398	167,036	143,801	140,200	136,792
Construction in progress 建設仮勘定	8,642	11,313	3,760	5,946	8,180	6,389	6,277	9,061	2,733	6,836
Total 小計	297,840	294,572	299,127	303,218	331,419	335,285	328,622	299,859	296,653	297,189
Accumulated depreciation 減価償却累計額	(145,546)	(145,527)	(148,404)	(148,529)	(163,802)	(175,970)	(175,946)	(167,324)	(173,659)	(177,191)
Net property, plant and equipment 有形固定資産合計	152,294	149,045	150,723	154,689	167,617	159,315	152,676	132,535	122,994	119,998
OTHER ASSETS : 投資その他の資産										
Investments in and advances to affiliates 関連会社に対する投資及び貸付金	785	1,187	1,245	17,343	16,135	16,677	16,645	15,638	13,637	13,521
Investment securities 投資有価証券	43,431	30,861	50,331	49,764	62,477	46,770	39,139	31,682	38,556	35,694
Leasehold deposits 施設借用保証金	10,653	9,173	8,777	8,595	8,553	8,650	8,087	7,784	7,452	7,126
Deferred income taxes 繰延税金	43,901	64,305	47,301	41,499	15,892	17,293	28,151	53,783	45,737	42,190
Other その他の資産	20,804	17,715	17,670	17,599	26,074	39,573	42,615	20,867	18,120	16,371
Total other assets 投資その他の資産合計	119,574	123,241	125,324	134,800	129,131	128,963	134,637	129,754	123,502	114,902
TOTAL 資産合計	549,366	567,399	592,273	585,429	589,061	630,337	617,367	538,280	532,254	562,790

Consolidated Balance Sheets

連結貸借対照表

(Million ¥)

Years ended March 31	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
LIABILITIES AND SHAREHOLDERS' EQUITY 負債・資本の部										
CURRENT LIABILITIES : 流動負債										
Bank loans 短期借入金	14,723	18,948	15,444	12,424	2,468	19,868	17,795	32,970	16,612	45,519
Notes and accounts payable, trade 支払手形・買掛金・未払金	60,000	67,773	79,345	75,866	85,224	91,543	94,654	58,179	68,874	77,836
Accrued expenses 未払費用	22,748	24,394	26,146	26,701	28,683	32,548	30,622	24,791	25,891	29,414
Income taxes 未払税金	3,832	4,095	10,114	12,724	12,288	11,467	8,959	711	2,710	2,188
Other current liabilities その他流動負債計	26,950	24,370	23,463	24,770	26,701	33,170	24,517	17,899	21,160	26,244
Current portion of long-term debt 一年以内に返済予定の長期債務	1,192	11,997	30,036	10,503	296	264	522	488	20,315	231
Total current liabilities 流動負債合計	129,445	151,577	184,548	162,988	155,660	188,860	177,069	135,038	155,562	181,432
LONG-TERM DEBT : 長期借入金	42,796	40,315	11,207	1,832	1,049	1,681	1,492	21,401	1,290	849
DEFERRED INCOME TAXES : 繰延税金	436	643	483	1,199	673	2,006	3,887	941	886	697
TERMINATION AND RETIREMENT BENEFITS : 退職給与引当金	75,367	120,730	119,738	111,988	67,046	52,700	63,536	80,443	66,964	65,485
OTHER LONG-TERM LIABILITIES : その他固定負債	291	52	140	63	571	830	863	476	417	675
MINORITY INTERESTS : 少数株主持分	2,797	2,472	1,447	1,549	1,125	1,438	2,018	—	—	—
INTEREST-BEARING LIABILITIES : 有利子負債	58,711	71,260	56,687	24,759	3,813	21,813	19,809	54,859	38,217	46,599
Total liabilities 負債合計	251,132	315,789	317,563	279,619	226,124	247,515	248,865	238,299	225,119	249,138
MINORITY INTERESTS : 少数株主持分	—	—	—	—	—	—	—	1,570	—	—
SHAREHOLDERS' EQUITY : 資本										
Common stock 資本金	64,082	64,082	64,082	64,100	64,100	64,100	64,100	64,100	64,100	64,100
Additional paid-in capital 資本剰余金	98,705	98,705	98,705	98,726	98,724	98,828	98,961	99,059	99,081	99,081
Legal reserve 利益準備金	7,660	7,619	7,450	7,649	8,082	8,256	8,673	9,059	9,363	9,574
Retained earnings その他剰余金	155,069	153,134	175,296	199,551	227,791	258,057	266,451	231,388	230,859	250,824
Accumulated other comprehensive income (loss) その他の包括利益(損失)累計額	(25,363)	(59,909)	(50,559)	(41,009)	(2,971)	(3,013)	(28,217)	(60,744)	(52,614)	(66,227)
Foreign currency translation adjustments 為替換算調整額	(7,402)	(9,407)	(15,625)	(10,554)	(1,353)	6,560	(5,782)	(22,319)	(23,678)	(34,046)
Pension liability adjustments 退職年金負債調整額	(21,224)	(48,708)	(45,238)	(41,123)	(21,183)	(22,169)	(29,245)	(40,570)	(36,553)	(38,736)
Net unrealized gain on securities 未実現有価証券評価損益	3,331	(1,716)	10,087	10,909	19,671	12,738	6,501	2,763	7,684	6,570
Unrealized gains (losses) on derivative instruments デリバティブ未実現損益	(68)	(78)	217	(241)	(106)	(142)	309	(618)	(67)	(15)
Treasury stock 自己株式	(1,919)	(12,021)	(20,264)	(23,207)	(32,789)	(43,406)	(41,466)	(44,451)	(44,462)	(44,599)
Total shareholders' equity 資本合計	298,234	251,610	274,710	305,810	362,937	382,822	368,502	298,411	306,327	312,753
NONCONTROLLING INTERESTS 非支配持分										
Total net assets 純資産の部合計	—	—	—	—	—	—	—	—	808	899
TOTAL 負債・資本合計	549,366	567,399	592,273	585,429	589,061	630,337	617,367	538,280	—	—
TOTAL 負債・純資産合計	—	—	—	—	—	—	—	—	532,254	562,790

Consolidated Statements of Cash Flows

連結キャッシュ・フロー計算書

(Million ¥)

Years ended March 31	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
OPERATING ACTIVITIES: 営業活動における資金収支										
Net Income 非支配分持分控除前当期純利益	—	—	—	—	—	—	—	—	3,621	27,016
Net Income Attributable to Shareholders 当社株主に帰属する当期純利益	(15,773)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	—	—
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	33,569	29,676	27,662	28,642	30,825	33,923	36,343	33,496	27,014	22,984
Net loss on sales and disposals of property, plant and equipment 固定資産除売却損(純額)	1,314	11	479	918	42	6,445	963	1,983	558	606
Loss on impairment of property, plant and equipment 固定資産の減損	6,815	4,231	41	614	—	1,441	168	21,203	217	413
Net gain on sales of short-term investments and investment securities 投資有価証券売却益(純額)	(1,008)	1,221	(1,039)	(987)	(4,302)	(954)	(1,571)	(64)	(636)	(7)
Loss on impairment of investment securities and other assets 投資有価証券及びその他資産の減損	17,199	2,269	2,413	366	757	682	2,297	5,401	632	805
Loss on impairment of goodwill のれんの減損	—	—	—	—	—	—	—	16,813	—	—
Bad debt expense 貸倒損失	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)	—	—	—	—	—
Gain on establishment of retirement benefit trust 退職給付信託設定益	—	—	—	—	—	(10,141)	—	—	—	—
Termination and retirement benefits 退職給付引当金の増減	2,616	(1,087)	5,016	1,956	29,254	(1,403)	(1,722)	(1,390)	(5,110)	(4,785)
Deferred income taxes 繰延税金	(16,131)	(3,915)	7,235	1,715	3,962	3,887	(131)	(13,895)	(1,031)	5,374
Minority interests 少数株主利益	132	285	411	264	150	238	217	(277)	—	—
Equity in loss of affiliates 持分法投資損益	—	—	—	1,483	493	1,352	348	811	2,792	190
Loss on sale of business entities 子会社売却損	—	(1,550)	494	—	—	—	—	—	—	—
Net gain on sales of business entities 事業売却益	—	—	—	—	(194)	—	(5,177)	—	—	—
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 and divestitures: 資産・負債の増減(会社買収及び売却による影響を除く)										
Notes and accounts receivable — trade 受取手形及び売掛金	19,402	1,363	(10,853)	(2,762)	(9,629)	(19,773)	4,977	47,526	(14,440)	(16,227)
Inventories たな卸資産	17,403	(1,918)	4,105	(1,964)	(2,098)	(13,955)	(3,002)	5,776	4,977	(12,174)
Other assets その他の資産	2,279	214	891	934	(560)	2,248	644	(7,689)	4,457	1,048
Notes and accounts payable — trade 支払手形及び買掛金	(22,291)	9,770	10,976	(4,908)	7,079	(5,674)	5,305	(34,046)	13,298	9,301
Income taxes payable 未払税金	(10,992)	232	6,015	2,423	(685)	(2,244)	(2,663)	(8,044)	1,995	(453)
Accrued expenses and other 未払費用及びその他流動負債	(1,082)	130	(52)	2,114	1,411	6,480	(10,846)	(8,290)	4,554	8,383
Other — net その他	99	(54)	82	(48)	(431)	(293)	463	1,266	(139)	(518)
Total adjustments 調整計	49,460	41,343	53,876	30,900	15,936	2,259	26,613	60,580	39,138	14,940
Net cash provided by operating activities 営業活動における資金収支合計	33,687	41,854	80,687	61,076	51,699	40,539	68,996	31,408	42,759	41,956

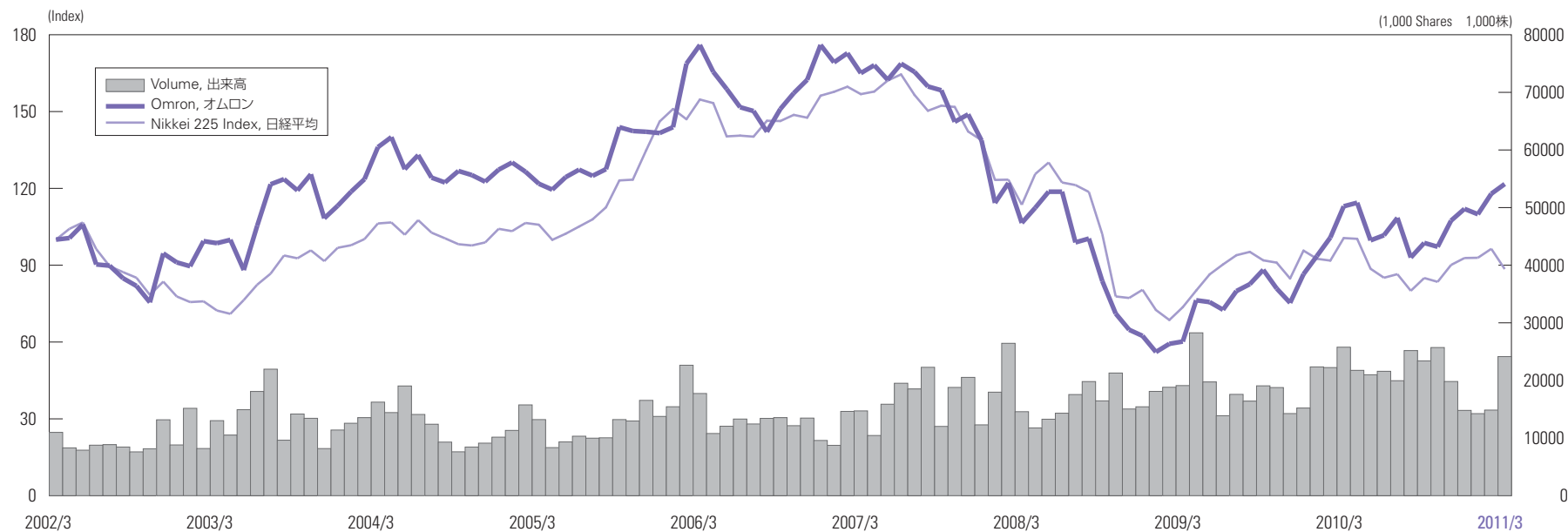
Consolidated Statements of Cash Flows

連結キャッシュ・フロー計算書

										(Million ¥)
Years ended March 31	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
INVESTING ACTIVITIES : 投資活動における資金収支										
Proceeds from sales or maturities of investment securities 投資有価証券の売却及び償還による収入	—	—	—	—	—	—	—	—	1,004	109
Purchase of investment securities 投資有価証券の取得	—	—	—	—	—	—	—	—	(15)	—
Net proceeds (purchase) of short-term investments and investment securities 短期投資の増減及び投資有価証券の増減	(3,070)	649	277	1,600	5,536	(465)	(3,501)	(4,409)	—	—
Capital expenditures 資本的支出	(38,896)	(34,454)	(38,115)	(38,579)	(40,560)	(44,689)	(37,848)	(37,477)	(20,792)	(21,647)
Increase (decrease) in leasehold deposits 施設借用保証金の増減	506	592	312	221	161	(9)	417	228	335	276
Proceeds from sales of property, plant and equipment 有形固定資産の売却による収入	1,450	1,641	4,808	4,343	1,981	17,930	5,038	1,046	1,490	1,066
Equity transaction with noncontrolling interests 非支配持分の買取	(111)	(101)	(1,738)	(515)	(200)	(15)	—	—	(106)	—
Decrease (increase) in investment in and loans to affiliates 関連会社に対する投資及び貸付金の減少(増加)	—	—	—	(1,233)	251	(1,189)	(850)	(16)	(931)	20
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)	—	8,089	—	431	(34)
Payment for acquisition of business entities, net 事業の買取(現金取得額との純額)	—	(410)	337	(776)	(9,645)	(18,638)	(8,026)	—	—	—
Net cash used in investing activities 投資活動における資金収支合計	(40,121)	(30,633)	(34,484)	(36,050)	(43,020)	(47,075)	(36,681)	(40,628)	(18,584)	(20,210)
Free cash Flow 純現金収支(フリーキャッシュフロー)	(6,434)	11,221	46,203	25,026	8,679	(6,536)	32,315	(9,220)	24,175	21,746
FINANCING ACTIVITIES : 財務活動における資金収支										
Net borrowings (repayments) of short-term debt 短期借入金の増減	5,786	2,909	(4,842)	(3,860)	(11,813)	13,812	(3,523)	15,291	(16,282)	29,052
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	13,102	10,358	1,011	1,924	318	242	28	20,000	305	2
Repayments of long-term debt 長期債務の返済	(26,970)	(1,960)	(13,093)	(30,238)	(11,012)	(455)	(772)	(916)	(524)	(20,299)
Dividends paid 支払配当金	(3,267)	(3,085)	(2,942)	(5,670)	(6,218)	(7,689)	(8,259)	(9,520)	—	—
Dividends paid by the Company 親会社の支払配当金	—	—	—	—	—	—	—	—	(3,083)	(5,285)
Dividends paid to noncontrolling interests 非支配株主への支払配当金	—	—	—	—	—	—	—	—	(762)	(0)
Treasury stock 自己株式の取得	(725)	(10,218)	(8,411)	(2,954)	(10,075)	(11,204)	(22,348)	(2,995)	(13)	(140)
Sale of treasury stock 自己株式の売却	—	—	—	19	3	3	7	7	1	3
Exercise of stock options ストックオプションの行使	18	—	158	95	477	594	386	—	—	—
Net cash provided by (used in) financing activities 財務活動における資金収支合計	(12,056)	(1,996)	(28,119)	(40,684)	(38,320)	(4,697)	(34,481)	21,867	(20,358)	3,333
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS 換算レート変動の影響	3,648	(85)	(2,944)	1,218	1,307	1,943	(205)	(6,640)	1,278	(2,070)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS 資金収支合計	(14,842)	9,140	15,140	(14,440)	(28,334)	(9,290)	(2,371)	6,007	5,095	23,009
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR 期首現金及び現金等価物残高	85,621	70,779	79,919	95,059	80,619	52,285	42,995	40,624	46,631	51,726
CASH AND CASH EQUIVALENTS AT END OF THE YEAR 期末現金及び現金等価物残高	70,779	79,919	95,059	80,619	52,285	42,995	40,624	46,631	51,726	74,735

Common Stock Price Range (Osaka Securities Exchange)

株価推移(大阪証券取引所)



Note : Share Index (2002/3E=100)

注 : オムロンと日経平均の値は、2002年3月末日のデータを100とする。

Yearly High and Low Prices 年間株価最高値・最安値

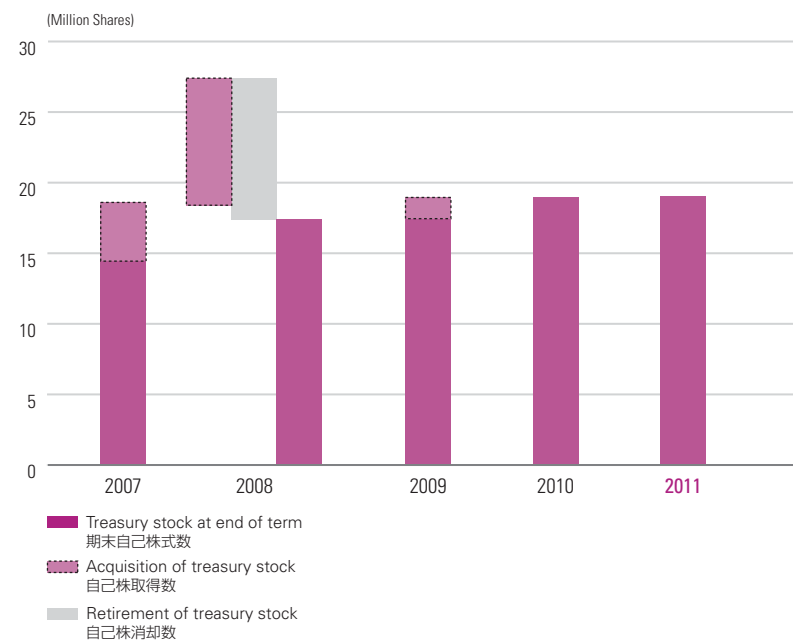
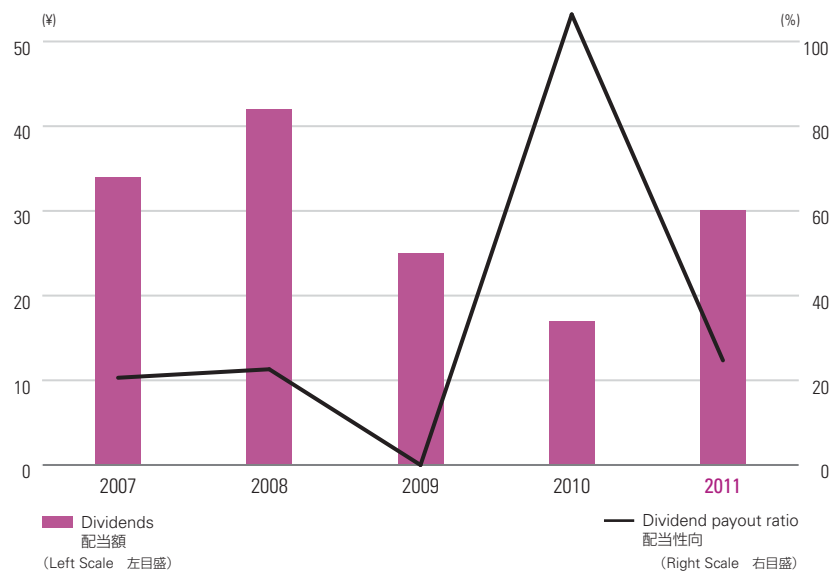
Fiscal Year ended March 31 ~年3月期	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
最高値 (High)	(¥) 2,560	2,115	2,740	2,885	3,620	3,590	3,510	2,385	2,215	2,418
最安値 (Low)	(¥) 1,390	1,320	1,648	2,150	2,210	2,615	1,950	940	1,132	1,749

Note : Stock prices listed in the First Section of Osaka Securities Exchange.

注 : 大阪証券取引所第一部におけるものです。

Profit Distribution

株主還元



Dividends and Dividend payout ratio 配当、配当性向

Fiscal Year ended March 31 ~年3月期	2007	2008	2009	2010	2011
Dividends 配当	(¥) 34	42	25	17	30
Dividend payout ratio 配当性向	(%) 20.6	22.6	—	106.4	24.7

Note : Dividends for fiscal year ended March 31 2008 include a commemorative dividend of JPY5.0.

注 : 2008年3月期の配当金には、5円の記念配当を含む。

Treasury stock at end of term, acquisition and retirement 期末自己株式数、取得、消却

Fiscal Year ended March 31 ~年3月期	2007	2008	2009	2010	2011
Acquisition of treasury stock 自己株取得数	(Shares) 4,158,500	9,000,000	1,500,000	—	—
Retirement of treasury stock 自己株消却数	(Shares) —	(10,000,000)	—	—	—
Treasury stock at end of term 期末自己株式数	(Shares) 18,599,842	17,441,564	18,958,944	18,966,294	19,032,544
Stock outstanding at end of term 期末発行済株式数	(Shares) 249,121,372	239,121,372	239,121,372	239,121,372	239,121,372
Treasury stock ratio 自己株比率	(%) 7.5	7.3	7.9	7.9	8.0

Corporate Data (As of March 31, 2011)

会社概要(2011年3月31日現在)

Company Name	OMRON Corporation
Head Office	Shiokoji Horikawa, Simogyo-ku Kyoto 600-8530, Japan Phone: +81-75-344-7000 Fax : +81-75-344-7001 Home Page Address http://www.omron.co.jp (Japanese) http://www.omron.com (English)
Tokyo Office	Shinagawa Front Building 7F 2-3-13, Konan, Minato-ku, Tokyo 108-0075 Japan Phone : +81-3-6718-3400 Fax : +81-3-6718-3408
Date of Establishment	May 10, 1933
Industrial Property Rights	Number of patents: 2,760 (Japan) 2,692 (Overseas) Number of patents pending: 2,798 (Japan) 2,344 (Overseas)
Number of Employees	35,684
Paid-in Capital	¥ 64,100 million
Common Stock	Authorized : 487,000,000 shares Issued : 239,121,372 shares Number of shareholders: 31,189
Stock Listings	Osaka Securities Exchange Tokyo Stock Exchange Frankfurt Stock Exchange

社名	オムロン株式会社
本社	〒600-8530 京都市下京区塩小路通堀川東入 電話番号 (075) 344-7000 FAX番号 (075) 344-7001 ホームページアドレス http://www.omron.co.jp (日本語) http://www.omron.com (英語)
東京事業所	〒108-0075 東京都港区港南2-3-13 品川フロントビル7F 電話番号 (03) 6718-3400 FAX番号 (03) 6718-3408
創業日	1933年5月10日
工業所有権	特許保有権利数 2,760件(日本) 2,692件(海外) 出願中特許数 2,798件(日本) 2,344件(海外)
従業員数	35,684名
払込資本金	641億円
普通株式	授權株式数 487,000,000 株 発行済株式数 239,121,372 株 株主数 31,189 名
上場証券取引所	大阪証券取引所 東京証券取引所 フランクフルト証券取引所

OMRON

OMRON Corporation

Investor Relations Headquarters
Investor Relations Department
Shinagawa Front Building 7F
2-3-13, Konan, Minato-ku, Tokyo 108-0075 Japan
Phone: +81-3-6718-3421 Fax: +81-3-6718-3429
Homepage: <http://www.omron.co.jp> (Japanese)
<http://www.omron.com> (English)

オムロン株式会社

経営IR室 経営IR部
〒108-0075 東京都港区港南2-3-13
品川フロントビル7F
TEL:03-6718-3421 FAX:03-6718-3429
URL:<http://www.omron.co.jp>