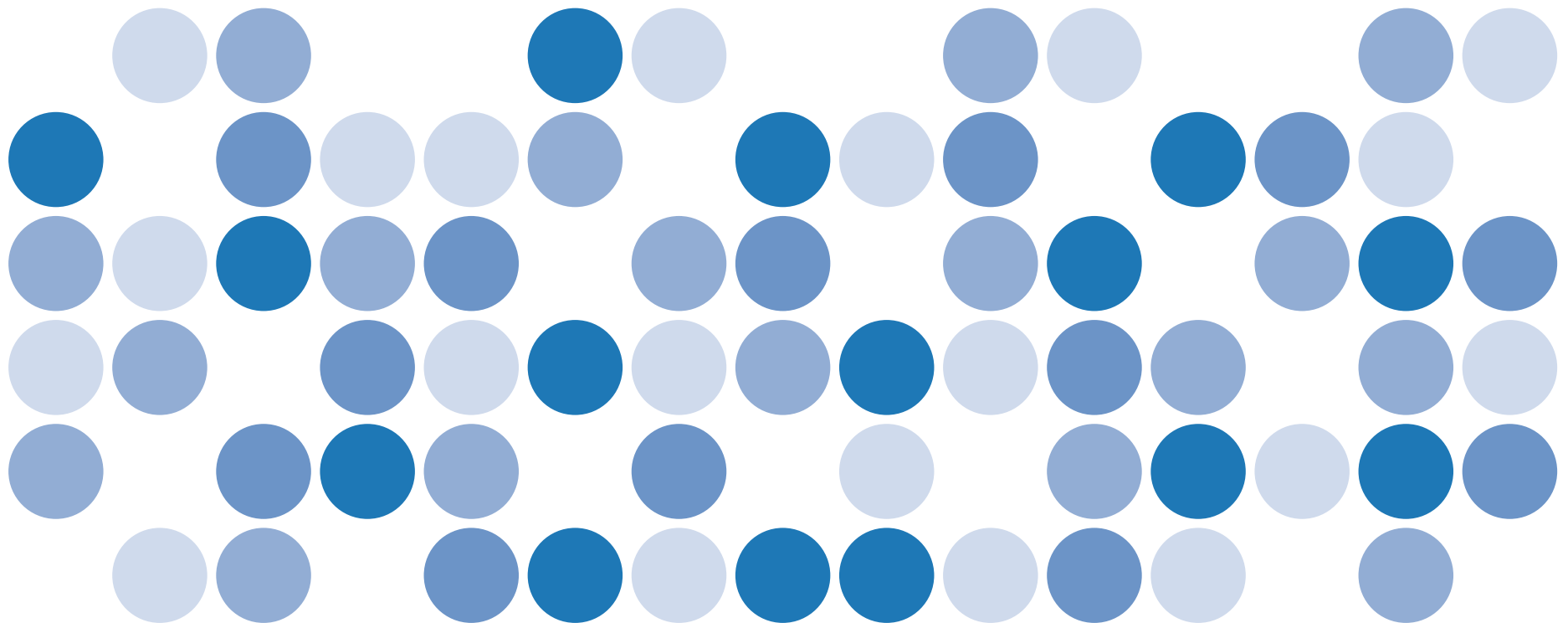


FINANCIAL FACT BOOK 2013

フィナンシャルファクトブック 2013

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Sales Data		売上
Net Sales	1	売上高
Sales Composition	2	事業セグメント別売上高推移
Sales by Region	3	地域別売上高推移
Profit Data		利益
Gross Profit, Gross Profit / Net Sales	4	売上総利益、売上総利益率
Cost Composition, Operating Income / Net Sales		費用構成、売上高営業利益率
SG & A Expenses / Net Sales, R & D Expenses / Net Sales	5	売上高販売費及び一般管理費比率、 売上高試験研究開発費比率
Net Income (Loss) before Taxes / Net Sales, Net Income (Loss) Attributable to Shareholders / Net Sales		売上高税引前当期純利益率、売上高当社株主に 帰属する当期純利益率
Number of Employees, Net Sales per Employee Earnings per Share (EPS), Price-Earnings Ratio (PER)	6	従業員数、従業員 1 人当たり売上高 1 株当たり利益、株価収益率
Financial Statement Related Ratios		財務諸表に関する指標
Current Ratio, Working Capital	7	流動比率、運転資本
Total Assets, Total Assets Turnover Inventory, Inventory Turnover	8	総資産、総資産回転率 たな卸資産、たな卸資産回転率
Property, Plant & Equipment, Property, Plant & Equipment Turnover		有形固定資産、有形固定資産回転率
Capital Expenditures, Depreciation & Amortization	9	設備投資額、減価償却費
Cash Flows per Share		1 株当たりキャッシュ・フロー
Net Income (Loss) Attributable to Shareholders, Return on Shareholders' Equity (ROE)	10	当社株主に帰属する当期純利益、株主資本当社株主に 帰属する当期純利益率
Net Income (Loss) before Taxes, Return on Assets (ROA)		税引前当期純利益、総資産税引前当期純利益率
Shareholders' Equity, Shareholders' Equity / Total Assets	11	株主資本、株主資本比率
Shareholders' Equity per Share, Price Book-Value Ratio (PBR)		1 株当たり株主資本、株価純資産倍率
Financial Statements		財務諸表
Consolidated Statements of Income (Loss)	12	連結損益計算書
Consolidated Balance Sheets	13, 14	連結貸借対照表
Consolidated Statements of Cash Flows	15, 16	連結キャッシュ・フロー計算書
Basic Information		概要
Stock Price	17	株価推移
Dividends, Dividend Payout Ratio	18	配当、配当性向
Treasury Stock at End of Term, Acquisition and Cancellation		期末自己株式数、取得、消却
Corporate Information	19	会社情報

Notes:

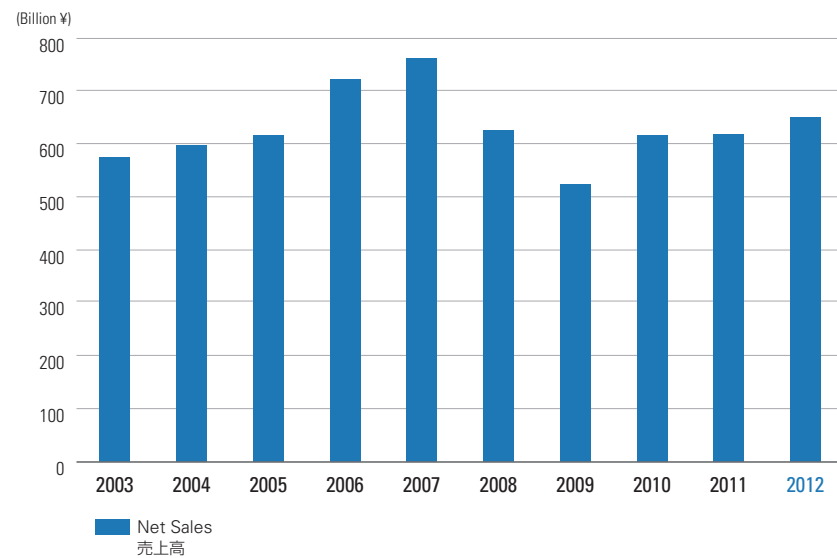
- Figures have been calculated on a consolidated basis for the years ended March 31.
- Refer to respective Integrated Reports (website) for audited figures.
- Data might be revised according to alterations to accounting standards.
- The profit or loss (excluding the balance of obligation settled) recognized on the transfer of employee pension fund liabilities in fiscal 2005 is not included in any of "cost of sales," "selling, general and 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:

- 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。
- 監査された数値に関しては、統合レポート(ウェブ版)をご参照下さい。
- 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。
- 2005年度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

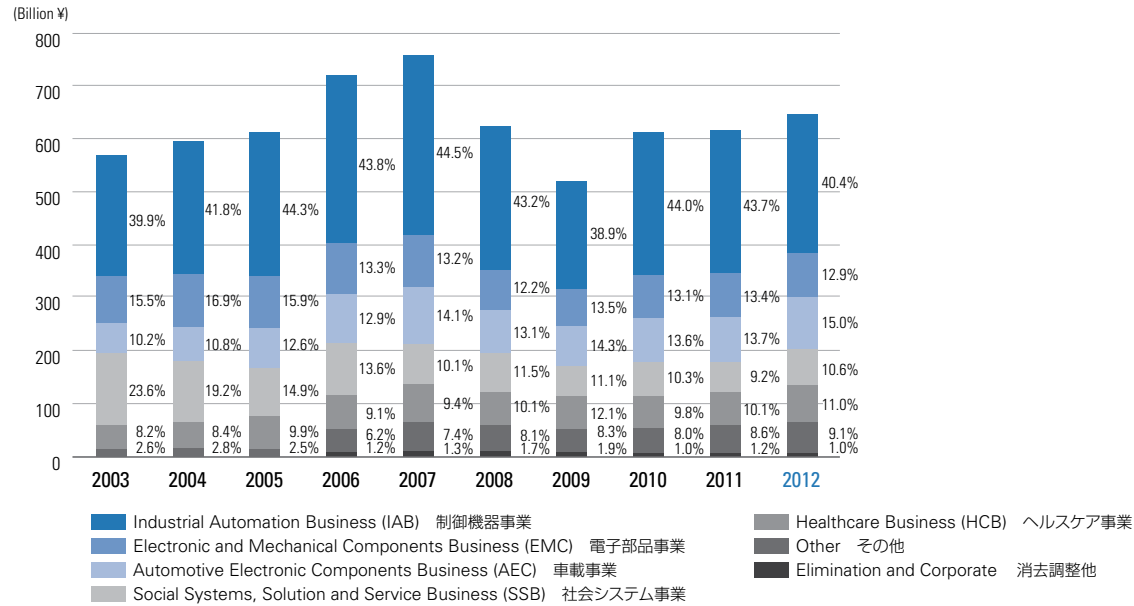


Net Sales 売上高

Fiscal Year 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net Sales 売上高	(Million ¥)	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461
Change 前年比	(%)	+10.1	+4.1	+2.9	+17.5	+5.4	-17.8	-16.3	+17.7	+0.3	+5.0

Sales Composition

事業セグメント別売上高推移



Sales Composition 事業セグメント別売上高推移

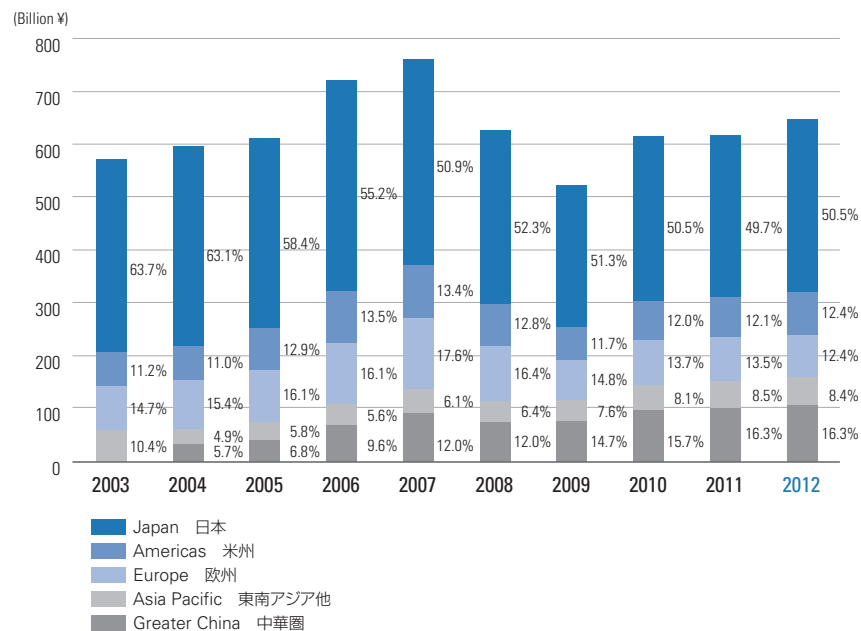
Fiscal Year / 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Industrial Automation Business (IAB) 制御機器事業	(Million ¥) (%)	229,638 (39.9)	250,329 (41.8)	272,657 (44.3)	316,812 (43.8)	339,161 (44.5)	271,204 (43.2)	203,917 (38.9)	271,894 (44.0)	270,835 (43.7)	262,983 (40.4)
Electronic and Mechanical Components Business (EMC) 電子部品事業	(Million ¥) (%)	88,988 (15.5)	101,127 (16.9)	97,699 (15.9)	96,240 (13.3)	100,668 (13.2)	76,494 (12.2)	70,717 (13.5)	81,216 (13.1)	83,002 (13.4)	84,107 (12.9)
Automotive Electronic Components Business (AEC) 車載事業	(Million ¥) (%)	58,824 (10.2)	64,558 (10.8)	77,593 (12.6)	93,321 (12.9)	107,521 (14.1)	82,109 (13.1)	75,163 (14.3)	84,259 (13.6)	85,027 (13.7)	97,643 (15.0)
Social Systems, Solution and Service Business (SSB) 社会システム事業	(Million ¥) (%)	135,997 (23.6)	115,205 (19.2)	91,804 (14.9)	98,707 (13.6)	76,876 (10.1)	72,336 (11.5)	57,981 (11.1)	63,846 (10.3)	57,200 (9.2)	68,754 (10.6)
Healthcare Business (HCB) ヘルスケア事業	(Million ¥) (%)	46,962 (8.2)	50,583 (8.4)	61,090 (9.9)	65,731 (9.1)	71,706 (9.4)	63,592 (10.1)	63,359 (12.1)	60,629 (9.8)	62,446 (10.1)	71,520 (11.0)
Other その他	(Million ¥) (%)	14,748 (2.6)	16,925 (2.8)	15,159 (2.5)	44,604 (6.2)	56,841 (7.4)	50,989 (8.1)	43,592 (8.3)	49,672 (8.0)	53,535 (8.6)	59,240 (9.1)
Elimination and Corporate 消去調整他	(Million ¥) (%)	— (—)	— (—)	— (—)	8,451 (1.2)	10,212 (1.3)	10,466 (1.7)	9,965 (1.9)	6,309 (1.0)	7,416 (1.2)	6,214 (1.0)
Total 合計	(Million ¥) (%)	575,157 (100.0)	598,727 (100.0)	616,002 (100.0)	723,866 (100.0)	762,985 (100.0)	627,190 (100.0)	524,694 (100.0)	617,825 (100.0)	619,461 (100.0)	650,461 (100.0)

Notes: 1. Starting with the fiscal year ended March 31, 2010, the Companies adopted Accounting Standards Codification No. 280, "Segment Reporting" (previously Statement of Financial Accounting Standards No.131, "Disclosures about Segments of an Enterprise and Related Information"). The figures of the segment information for the prior years have been restated to conform with the current year presentation.
 2. Starting with the fiscal year ended March 31, 2011, the solar power conditioner business in the "Industrial Automation Business" was transferred to "Other." The figures of the segment information for the prior years have been restated to conform with the current year presentation.
 3. From fiscal 2003 to fiscal 2005, "Other" includes "Elimination and Corporate."

注: 1. 2010年3月31日終了事業年度より、米国財務会計審議会基準書第280号「セグメント報告」を適用しています。過年度の金額についても組替表示しています。
 2. 2011年3月31日終了事業年度において、「制御機器事業」傘下のソーラーパワーコンディショナ事業を「その他」の事業セグメントに移管しています。過年度の金額についても組替表示しています。
 3. 2003年度～2005年度の「その他」には「消去調整他」を含みます。

Sales by Region

地域別売上高推移



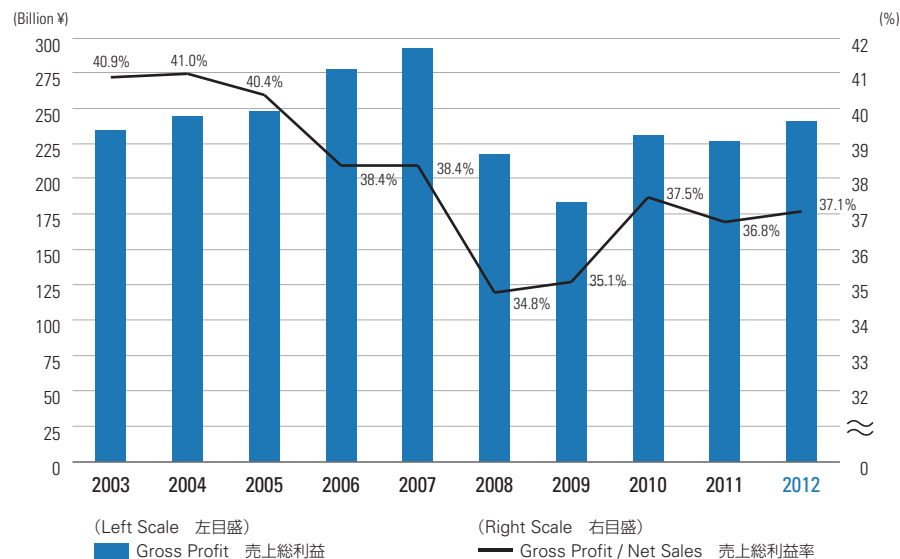
Sales by Region 地域別売上高推移

Fiscal Year / 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Japan / 日本	(Million ¥) (%)	366,617 (63.7)	377,766 (63.1)	359,886 (58.4)	399,357 (55.2)	388,586 (50.9)	328,063 (52.3)	269,143 (51.3)	311,906 (50.5)	307,649 (49.7)	328,470 (50.5)
Americas / 米州	(Million ¥) (%)	64,613 (11.2)	65,612 (11.0)	79,686 (12.9)	97,989 (13.5)	101,884 (13.4)	80,397 (12.8)	61,154 (11.7)	74,397 (12.0)	74,820 (12.1)	80,427 (12.4)
Europe / 欧州	(Million ¥) (%)	84,286 (14.7)	92,239 (15.4)	98,957 (16.1)	116,352 (16.1)	134,389 (17.6)	103,128 (16.4)	77,607 (14.8)	84,511 (13.7)	83,561 (13.5)	80,453 (12.4)
Asia Pacific / 東南アジア他	(Million ¥) (%)	59,641 (10.4)	29,242 (4.9)	35,745 (5.8)	40,733 (5.6)	46,659 (6.1)	40,360 (6.4)	39,654 (7.6)	49,999 (8.1)	52,357 (8.5)	54,828 (8.4)
Greater China / 中華圏	(Million ¥) (%)	—	33,868 (5.7)	41,728 (6.8)	69,435 (9.6)	91,467 (12.0)	75,242 (12.0)	77,136 (14.7)	97,012 (15.7)	101,074 (16.3)	106,283 (16.3)
Total / 合計	(Million ¥) (%)	575,157 (100.0)	598,727 (100.0)	616,002 (100.0)	723,866 (100.0)	762,985 (100.0)	627,190 (100.0)	524,694 (100.0)	617,825 (100.0)	619,461 (100.0)	650,461 (100.0)

Note: Export sales from Japan directly to overseas customers are included in the sales figures for Japan. 注：日本からの直接輸出は上の「日本」の中に含まれます。

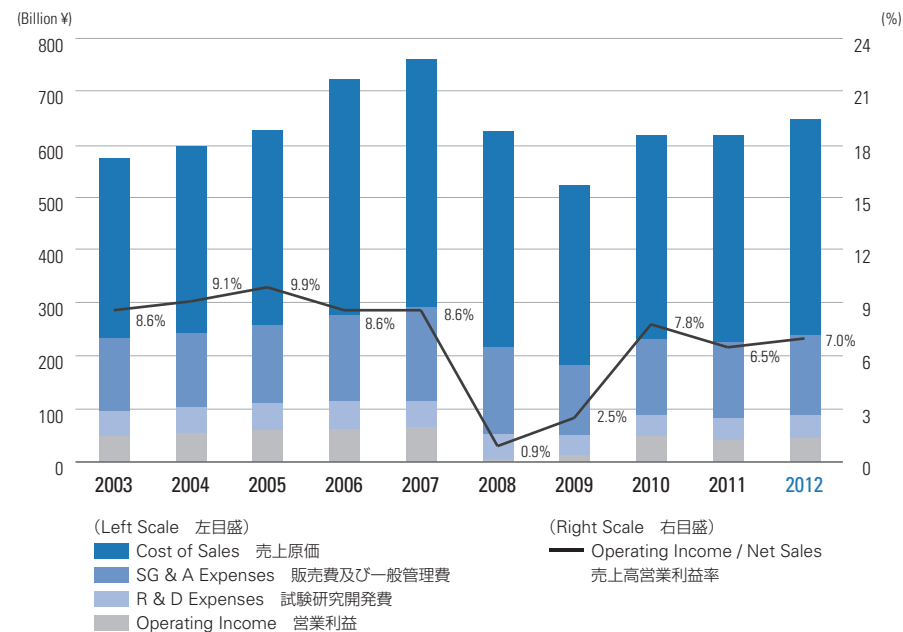
Gross Profit, Gross Profit / Net Sales

売上総利益、売上総利益率



Cost Composition, Operating Income / Net Sales

費用構成、売上高営業利益率



Profit Data 利益

Gross Profit, Gross Profit / Net Sales 売上総利益、売上総利益率

Fiscal Year / 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Gross Profit / 売上総利益	(Million ¥)	235,460	245,298	248,642	278,241	293,342	218,522	184,342	231,702	227,887	241,507
Net Sales / 売上高	(Million ¥)	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461
Gross Profit / Net Sales / 売上総利益率	(%)	40.9	41.0	40.4	38.4	38.4	34.8	35.1	37.5	36.8	37.1

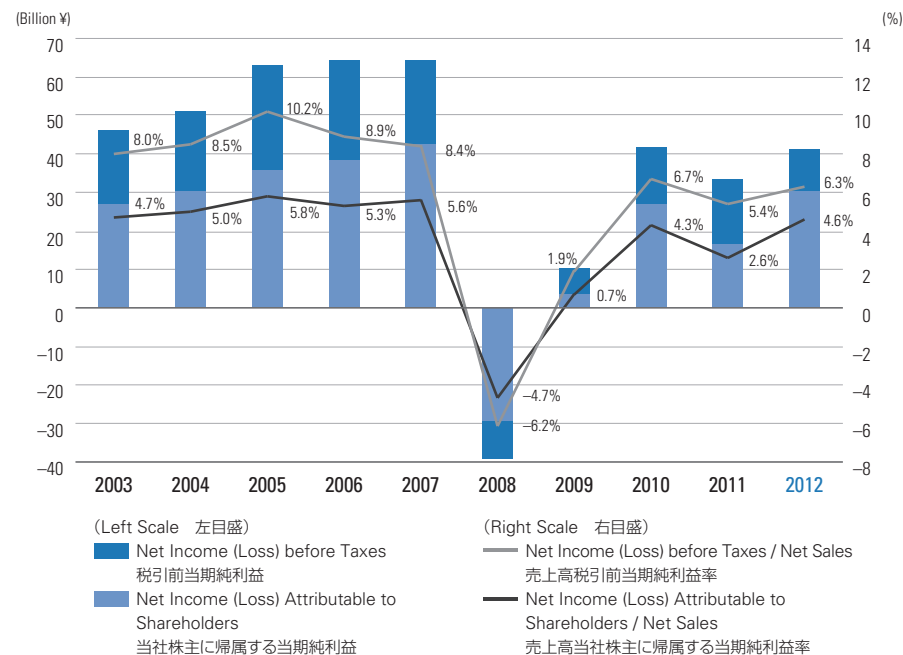
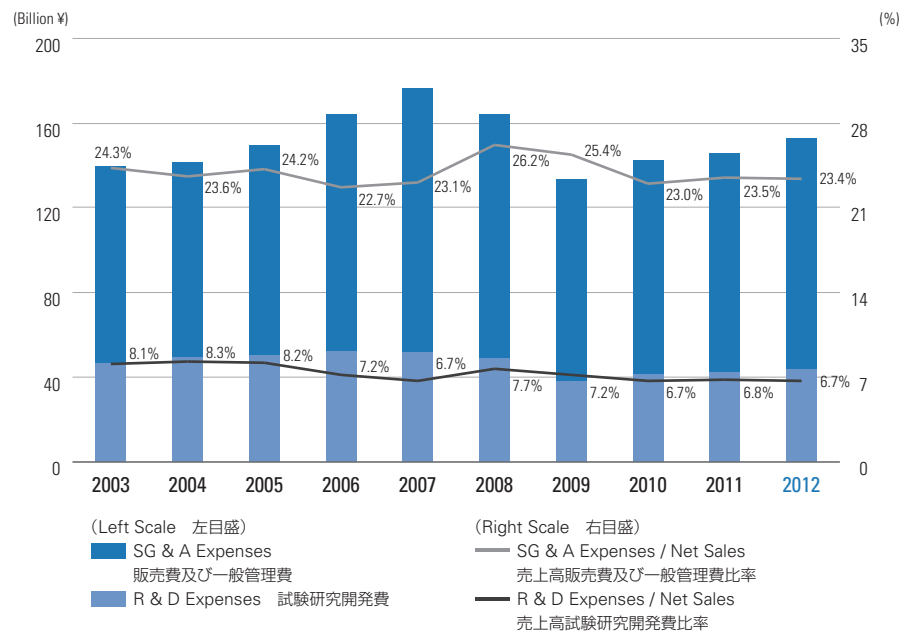
Note: Gross Profit Margin = Gross Profit / Net Sales 注: 売上総利益率 = 売上総利益 / 売上高

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

Fiscal Year / 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net Sales / 売上高	(Million ¥)	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461
Cost of Sales / 売上原価	(Million ¥)	339,697	353,429	367,360	445,625	469,643	408,668	340,352	386,123	391,574	408,954
SG & A Expenses / 販売費及び一般管理費	(Million ¥)	139,569	141,185	149,274	164,167	176,569	164,284	133,426	142,365	145,662	152,676
R & D Expenses / 試験研究開発費	(Million ¥)	46,494	49,441	50,501	52,028	51,520	48,899	37,842	41,300	42,089	43,488
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 ¥)	49,397	54,672	60,782	62,046	65,253	5,339	13,074	48,037	40,136	45,343
Operating Income / Net Sales / 売上高営業利益率	(%)	8.6	9.1	9.9	8.6	8.6	0.9	2.5	7.8	6.5	7.0

SG & A Expenses / Net Sales, R & D Expenses / Net Sales
売上高販売費及び一般管理費比率、売上高試験研究開発費比率

Net Income (Loss) before Taxes / Net Sales, Net Income (Loss) Attributable to Shareholders / Net Sales
売上高税引前当期純利益率、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 売上高販売費及び一般管理費比率、売上高試験研究開発費比率

Fiscal Year 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
SG & A Expenses 販売費及び一般管理費	(Million ¥)	139,569	141,185	149,274	164,167	176,569	164,284	133,426	142,365	145,662	152,676
R & D Expenses 試験研究開発費	(Million ¥)	46,494	49,441	50,501	52,028	51,520	48,899	37,842	41,300	42,089	43,488
Net Sales 売上高	(Million ¥)	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461
SG & A Expenses / Net Sales 売上高販売費及び一般管理費比率	(%)	24.3	23.6	24.2	22.7	23.1	26.2	25.4	23.0	23.5	23.4
R & D Expenses / Net Sales 売上高試験研究開発費比率	(%)	8.1	8.3	8.2	7.2	6.7	7.7	7.2	6.7	6.8	6.7

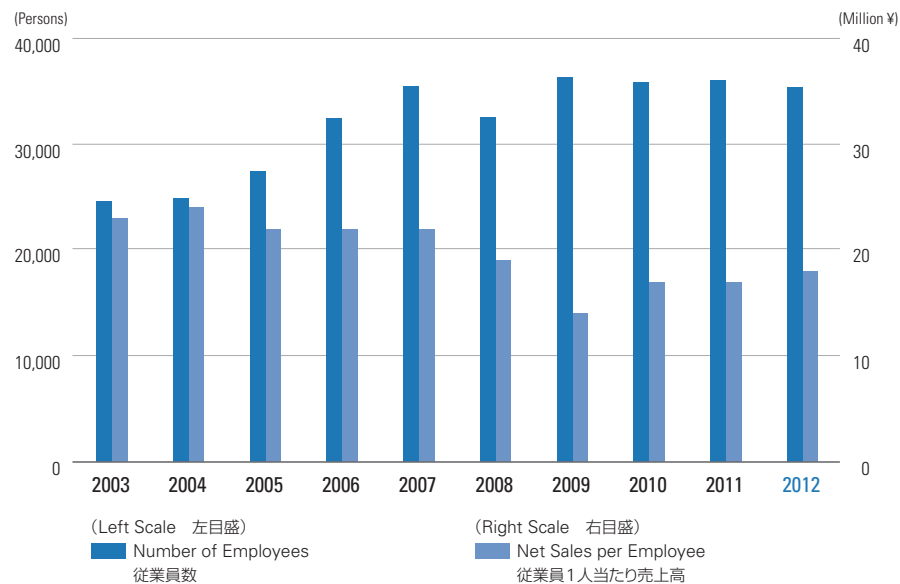
Net Income (Loss) before Taxes / Net Sales, Net Income (Loss) Attributable to Shareholders / Net Sales 売上高税引前当期純利益率、売上高当社株主に帰属する当期純利益率

Fiscal Year 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net Income (Loss) before Taxes 税引前当期純利益	(Million ¥)	45,998	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693	33,547	41,237
Net Income (Loss) Attributable to Shareholders 当社株主に帰属する当期純利益	(Million ¥)	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203
Net Sales 売上高	(Million ¥)	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461
Net Income (Loss) before Taxes / Net Sales 売上高税引前当期純利益率	(%)	8.0	8.5	10.2	8.9	8.4	(6.2)	1.9	6.7	5.4	6.3
Net Income (Loss) Attributable to Shareholders / Net Sales 売上高当社株主に帰属する当期純利益率	(%)	4.7	5.0	5.8	5.3	5.6	(4.7)	0.7	4.3	2.6	4.6

Note: Net Income (Loss) before Taxes is income (loss) from continuing operations before income taxes and equity in loss (gain) of affiliates. 注: 税引前当期純利益は継続事業法人税等、持分法投資損益控除前当期純利益です。

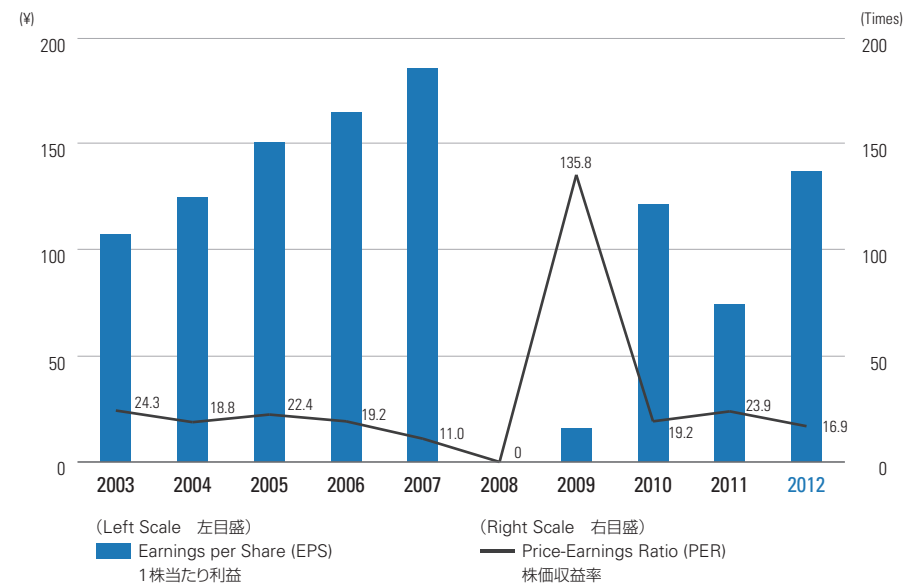
Number of Employees, Net Sales per Employee

従業員数、従業員1人当たり売上高



Earnings per Share (EPS), Price-Earnings Ratio (PER)

1株当たり利益、株価収益率



Number of Employees, Net Sales per Employee 従業員数、従業員1人当たり売上高

Fiscal Year 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Number of Employees 従業員数	(Persons)	24,576	24,904	27,408	32,456	35,426	32,583	36,299	35,684	35,992	35,411
Net Sales 売上高	(Million ¥)	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461
Net Sales per Employee 従業員1人当たり売上高	(Million ¥)	23	24	22	22	22	19	14	17	17	18

Earnings per Share (EPS), Price-Earnings Ratio (PER) 1株当たり利益、株価収益率

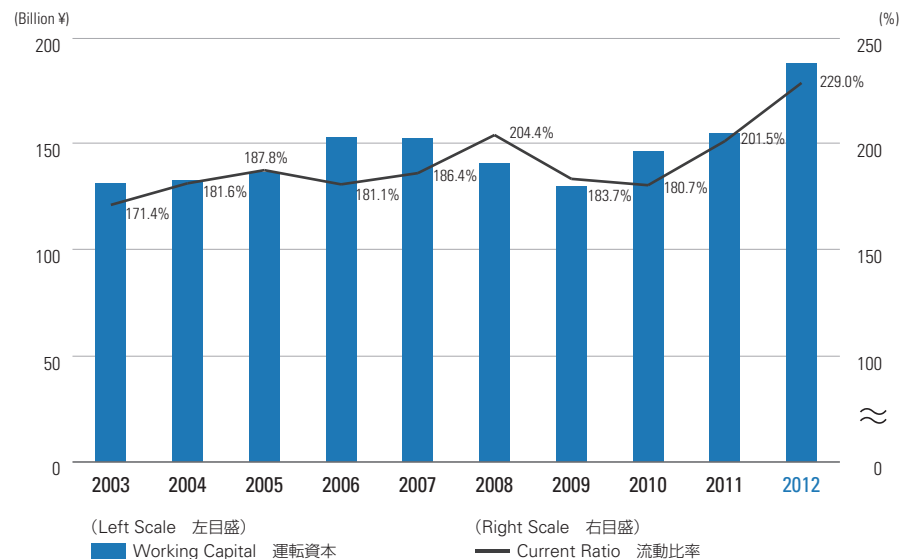
Fiscal Year 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Earnings per Share 1株当たり利益	(¥)	107.5	124.8	151.1	164.9	185.8	—	16.0	121.7	74.5	137.2
Stock Price 株価	(¥)	2,615	2,340	3,380	3,170	2,045	1,157	2,170	2,338	1,780	2,320
Price-Earnings Ratio 株価収益率	(Times)	24.3	18.8	22.4	19.2	11.0	—	135.8	19.2	23.9	16.9

Notes: 1. Earnings per Share is based on the number of share equivalents with a dilutive effect.
2. PER = Fiscal Year-End Stock Price / Earnings per Share

注: 1. 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。
2. 株価収益率 = 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

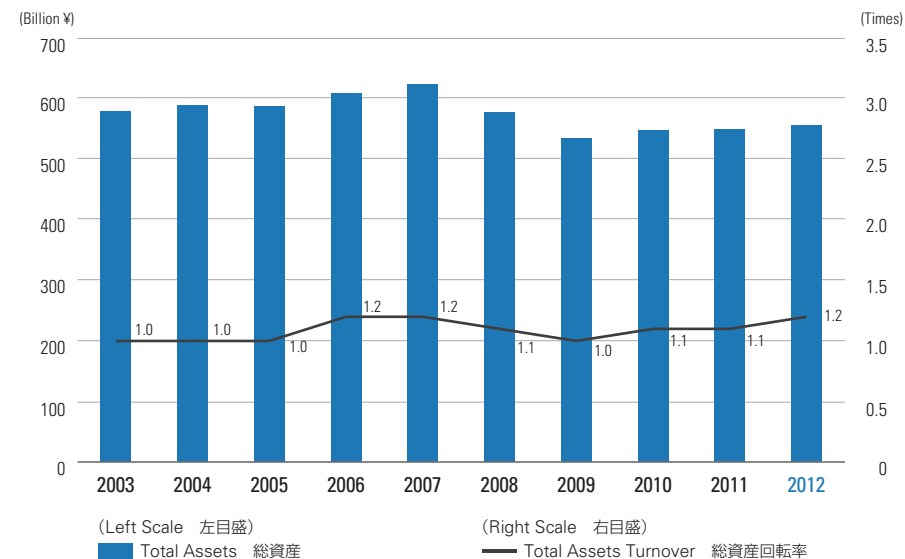
Current Ratio, Working Capital

流動比率、運転資本



Total Assets, Total Assets Turnover

総資産、総資産回転率



Current Ratio, Working Capital 流動比率、運転資本

As of March 31 / 3月31日現在		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Current Assets / 流動資産	(Million ¥)	316,226	295,940	292,313	342,059	330,054	275,991	285,758	327,890	308,097	333,694
Current Liabilities / 流動負債	(Million ¥)	184,548	162,988	155,660	188,860	177,069	135,038	155,562	181,432	152,896	145,701
Current Ratio / 流動比率	(%)	171.4	181.6	187.8	181.1	186.4	204.4	183.7	180.7	201.5	229.0
Working Capital / 運転資本	(Million ¥)	131,678	132,952	136,653	153,199	152,985	140,953	130,196	146,458	155,201	187,993

Notes: 1. Current Ratio = Current Assets / Current Liabilities 注: 1. 流動比率 = 流動資産 / 流動負債
 2. Working Capital = Current Assets - Current Liabilities 2. 運転資本 = 流動資産 - 流動負債

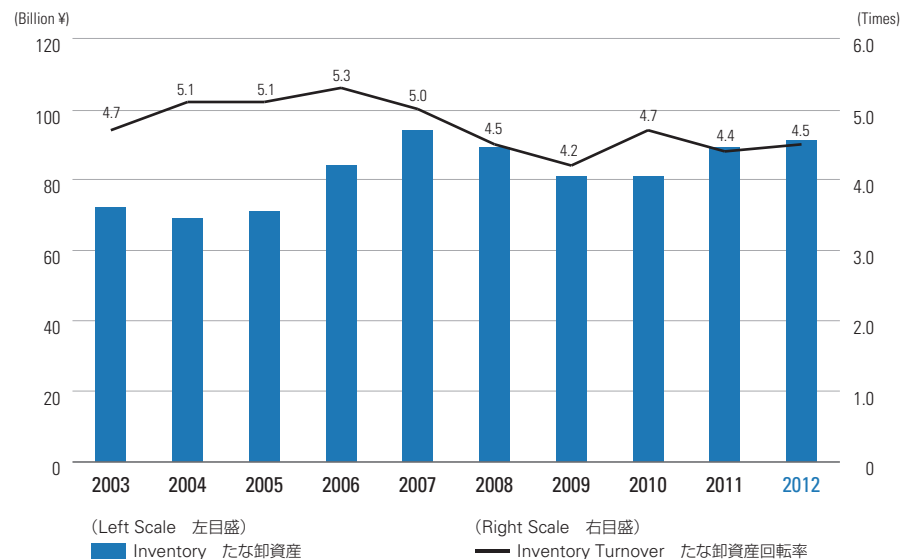
Total Assets, Total Assets Turnover 総資産、総資産回転率

Fiscal Year / 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Total Assets / 総資産	(Million ¥)	579,836	588,851	587,245	609,699	623,852	577,824	535,267	547,522	550,057	555,480
Net Sales / 売上高	(Million ¥)	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461
Total Assets Turnover / 総資産回転率	(Times)	1.0	1.0	1.0	1.2	1.2	1.1	1.0	1.1	1.1	1.2

Notes: 1. Total Assets is based on the average of the beginning and end of each fiscal year. 注: 1. 総資産は期中平均
 2. Total Assets Turnover = Net Sales / Total Assets 2. 総資産回転率 = 売上高 / 総資産

Inventory, Inventory Turnover

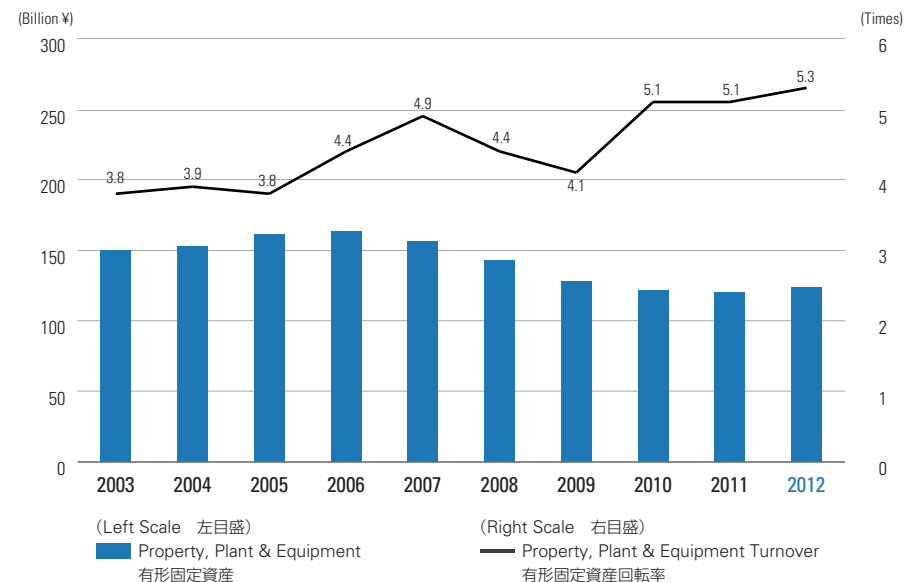
たな卸資産、たな卸資産回転率



Property, Plant & Equipment,

Property, Plant & Equipment Turnover

有形固定資産、有形固定資産回転率



Inventory, Inventory Turnover たな卸資産、たな卸資産回転率

Fiscal Year 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Inventory たな卸資産	(Million ¥)	72,894	69,463	71,772	84,534	94,617	89,917	81,182	81,903	89,202	91,633
Cost of Sales 売上原価	(Million ¥)	339,697	353,429	367,360	445,625	469,643	408,668	340,352	386,123	391,574	408,954
Inventory Turnover たな卸資産回転率	(Times)	4.7	5.1	5.1	5.3	5.0	4.5	4.2	4.7	4.4	4.5

Notes: 1. Inventory is based on the average of the beginning and end of each fiscal year.
 2. Inventory Turnover = Cost of Sales / Inventory

注: 1. たな卸資産は期中平均
 2. たな卸資産回転率 = 売上原価 / たな卸資産

Property, Plant & Equipment, Property, Plant & Equipment Turnover 有形固定資産、有形固定資産回転率

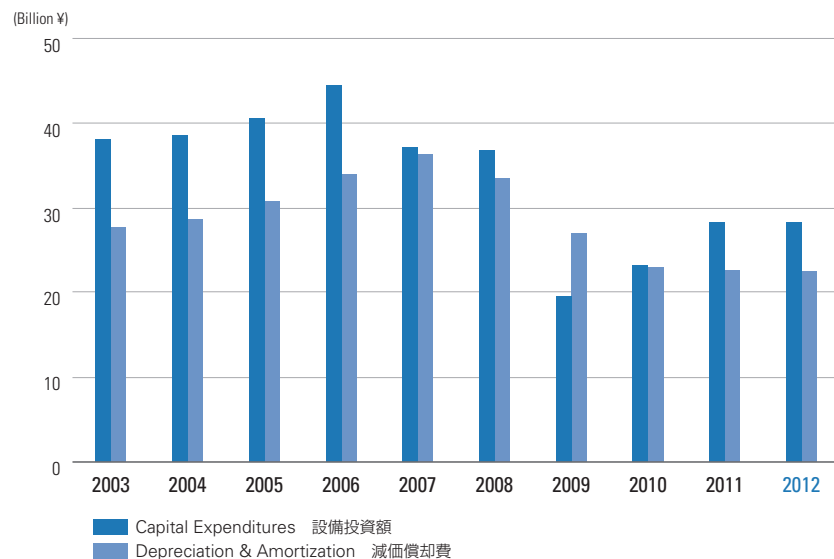
Fiscal Year 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Property, Plant & Equipment 有形固定資産	(Million ¥)	149,884	152,706	161,153	163,466	155,996	142,606	127,765	121,496	120,352	123,771
Net Sales 売上高	(Million ¥)	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461
Property, Plant & Equipment Turnover 有形固定資産回転率	(Times)	3.8	3.9	3.8	4.4	4.9	4.4	4.1	5.1	5.1	5.3

Notes: 1. Property, Plant & Equipment is based on the average of the beginning and end of each fiscal year.
 2. Property, Plant & Equipment = Net Sales / Property, Plant & Equipment

注: 1. 有形固定資産は期中平均
 2. 有形固定資産回転率 = 売上高 / 有形固定資産

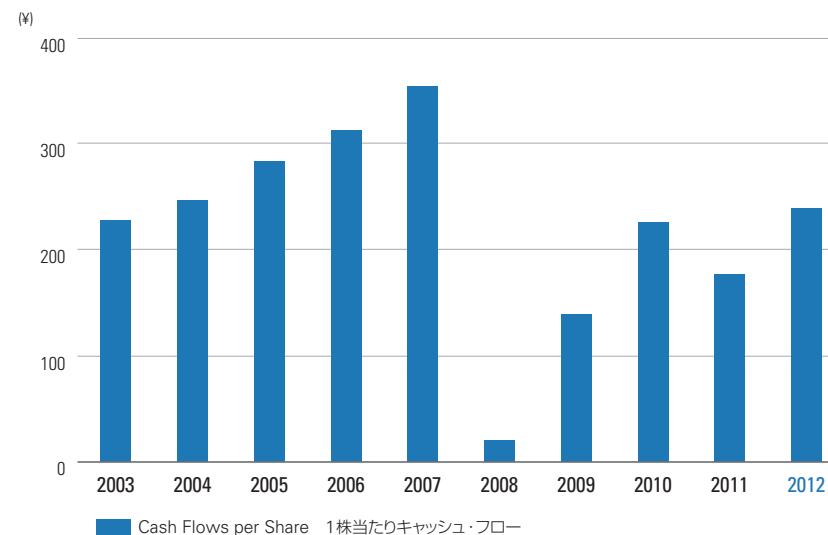
Capital Expenditures, Depreciation & Amortization

設備投資額、減価償却費



Cash Flows per Share

1株当たりキャッシュ・フロー



Capital Expenditures, Depreciation & Amortization 設備投資額、減価償却費

Fiscal Year	年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Capital Expenditures	設備投資額	(Million ¥)	38,115	38,579	40,560	44,447	37,072	36,844	19,524	23,192	28,341	28,285
Depreciation & Amortization	減価償却費	(Million ¥)	27,662	28,642	30,825	33,922	36,343	33,496	27,014	22,984	22,617	22,452

Cash Flows per Share 1株当たりキャッシュ・フロー

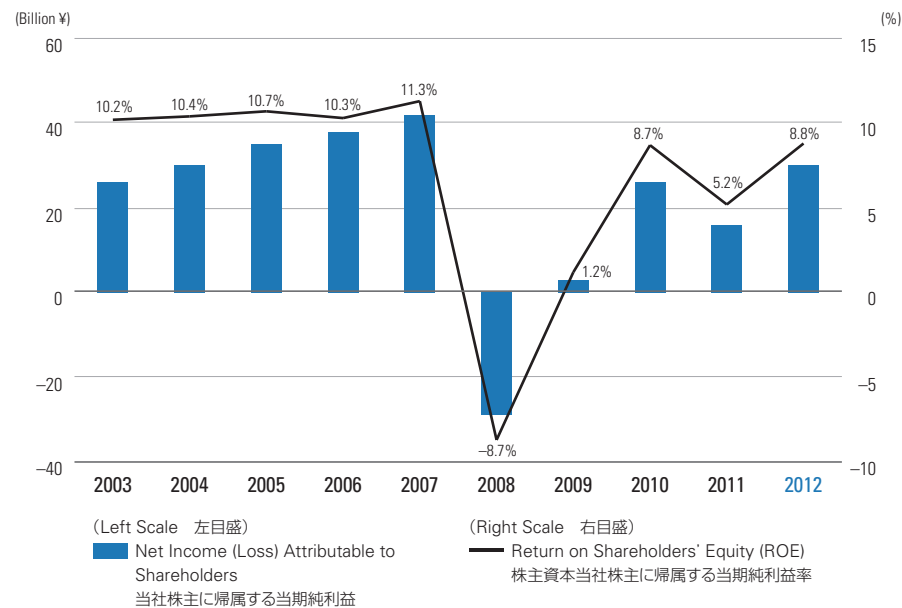
Fiscal Year	年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Cash Flows	キャッシュ・フロー	(Million ¥)	54,473	58,818	66,588	72,202	78,726	4,324	30,532	49,766	39,006	52,655
Number of Shares	株数	(Shares)	239,224,823	238,019,781	234,444,765	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828	220,129,633	220,128,465
Cash Flows per Share	1株当たりキャッシュ・フロー	(¥)	228	247	284	313	355	20	139	226	177	239

Notes: 1. Cash Flows = Net Income (Loss) Attributable to Shareholders + Depreciation & Amortization
 2. Number of Shares = Stock Outstanding at End of Term - Treasury Stock at End of Term
 3. Cash Flows per Share is based on common shares.

注: 1. 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
 2. 株数 = 期末発行済株式数 - 期末自己株式数
 3. 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。

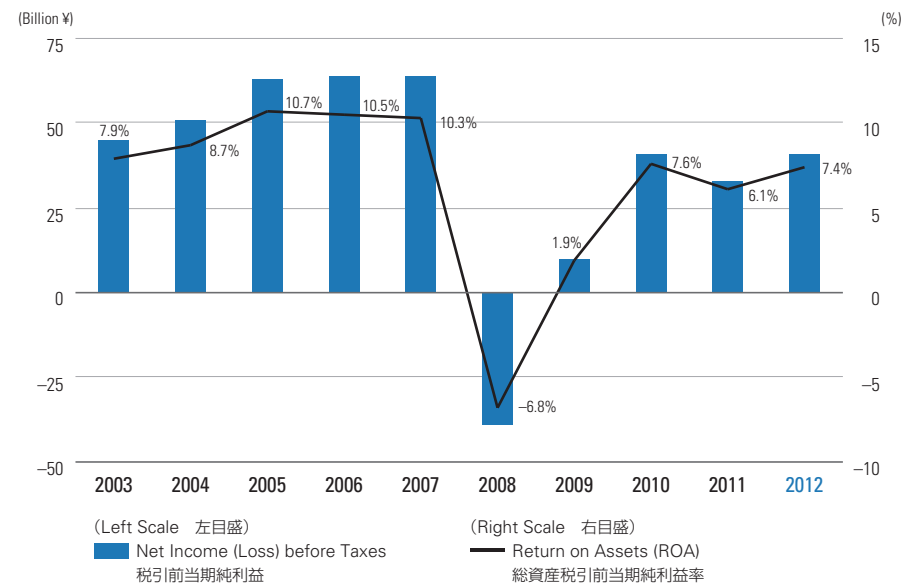
Net Income (Loss) Attributable to Shareholders, Return on Shareholders' Equity (ROE)

当社株主に帰属する当期純利益、株主資本当社株主に帰属する当期純利益率



Net Income (Loss) before Taxes, Return on Assets (ROA)

税引前当期純利益、総資産税引前当期純利益率



Net Income (Loss) Attributable to Shareholders, Return on Shareholders' Equity (ROE) 当社株主に帰属する当期純利益、株主資本当社株主に帰属する当期純利益率

Fiscal Year	年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net Income (Loss) Attributable to Shareholders	当社株主に帰属する当期純利益	(Million ¥)	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203
Shareholders' Equity	株主資本	(Million ¥)	263,160	290,260	334,374	372,880	375,662	333,457	302,369	309,540	316,797	343,901
Return on Shareholders' Equity	株主資本当社株主に帰属する当期純利益率	(%)	10.2	10.4	10.7	10.3	11.3	(8.7)	1.2	8.7	5.2	8.8

Notes: 1. Shareholders' Equity is based on the average of the beginning and end of each fiscal year.

2. Return on Shareholders' Equity = Net Income (Loss) Attributable to Shareholders / Shareholders' Equity

注: 1. 株主資本は期中平均

2. 株主資本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 / 株主資本

Net Income (Loss) before Taxes, Return on Assets (ROA) 税引前当期純利益、総資産税引前当期純利益率

Fiscal Year	年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net Income (Loss) before Taxes	税引前当期純利益	(Million ¥)	45,998	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693	33,547	41,237
Total Assets	総資産	(Million ¥)	579,836	588,851	587,245	609,699	623,852	577,824	535,267	547,522	550,057	555,480
Return on Assets	総資産税引前当期純利益率	(%)	7.9	8.7	10.7	10.5	10.3	(6.8)	1.9	7.6	6.1	7.4

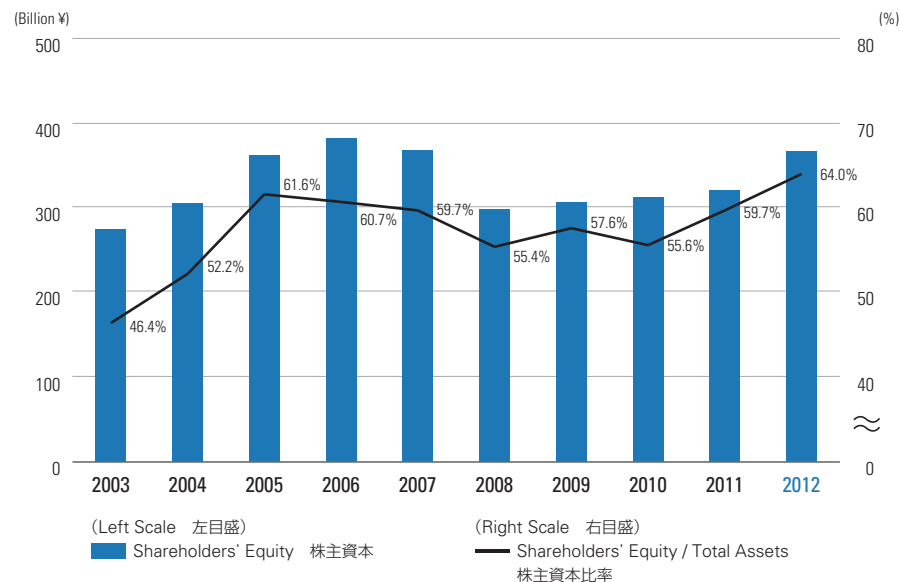
Notes: 1. Net Income (Loss) before Taxes is income (loss) from continuing operations before income taxes and equity in loss (gain) of affiliates.

2. Total Assets is based on the average of the beginning and end of each fiscal year.

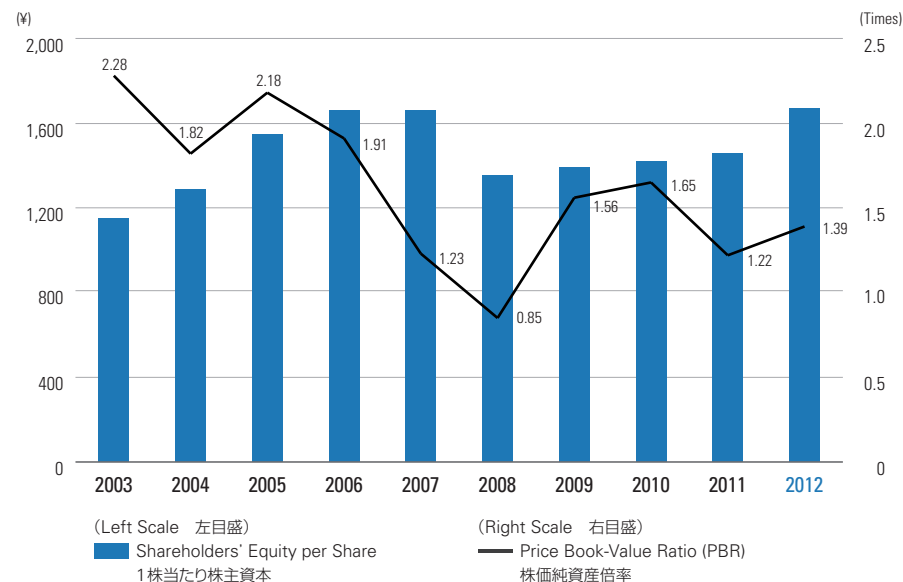
注: 1. 税引前当期純利益は継続事業法人税等、持分法投資損益控除前当期純利益です。

2. 総資産は期中平均

Shareholders' Equity, Shareholders' Equity / Total Assets 株主資本、株主資本比率



Shareholders' Equity per Share, Price Book-Value Ratio (PBR) 1株当たり株主資本、株価純資産倍率



Shareholders' Equity, Shareholders' Equity / Total Assets 株主資本、株主資本比率

As of March 31 3月31日現在		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Debt 負債	(Million ¥)	317,563	279,619	226,124	247,515	248,865	238,299	225,119	249,138	215,643	204,874
Debt / Shareholders' Equity Ratio デットエクイティレシオ	(Times)	1.16	0.91	0.62	0.65	0.68	0.80	0.73	0.80	0.67	0.56
Shareholders' Equity 株主資本	(Million ¥)	274,710	305,810	362,937	382,822	368,502	298,411	306,327	312,753	320,840	366,962
Total Assets 総資産	(Million ¥)	592,273	585,429	589,061	630,337	617,367	538,280	532,254	562,790	537,323	573,637
Shareholders' Equity / Total Assets 株主資本比率	(%)	46.4	52.2	61.6	60.7	59.7	55.4	57.6	55.6	59.7	64.0

Note: Debt / Shareholders' Equity Ratio = Debt / Shareholders' Equity 注: デットエクイティレシオ = 負債 / 株主資本

Shareholders' Equity per Share, Price Book-Value Ratio (PBR) 1株当たり株主資本、株価純資産倍率

Fiscal Year 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Number of Shares 株数	(Shares)	239,224,823	238,019,781	234,444,765	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828	220,129,633	220,128,465
Shareholders' Equity per Share 1株当たり株主資本	(¥)	1,148	1,285	1,548	1,661	1,662	1,355	1,391	1,421	1,458	1,667
Stock Price 株価	(¥)	2,615	2,340	3,380	3,170	2,045	1,157	2,170	2,338	1,780	2,320
Price Book-Value Ratio (PBR) 株価純資産倍率	(Times)	2.28	1.82	2.18	1.91	1.23	0.85	1.56	1.65	1.22	1.39

Notes: 1. Shareholders' Equity per Share is based on the number of shares outstanding at the end of period (consolidated).

2. Number of Shares = Stock Outstanding at End of Term - Treasury Stock at End of Term

3. PBR = Fiscal Year-End Stock Price / Shareholders' Equity per Share

注: 1. 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。

2. 株数 = 期末発行済株式数 - 期末自己株式数

3. 株価純資産倍率 = 株価(各年度末) / 1株当たり株主資本

Consolidated Statements of Income (Loss)

(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)

Fiscal Year 年度	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Net Sales 売上高	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461
Costs and Expenses 売上原価及び費用										
Cost of Sales 売上原価	339,697	353,429	367,360	445,625	469,643	408,668	340,352	386,123	391,574	408,954
Gross Profit 売上総利益	235,460	245,298	248,642	278,241	293,342	218,522	184,342	231,702	227,887	241,507
Selling, General and Administrative Expenses 販売費及び一般管理費	139,569	141,185	149,274	164,167	176,569	164,284	133,426	142,365	145,662	152,676
Research and Development Expenses 試験研究開発費	46,494	49,441	50,501	52,028	51,520	48,899	37,842	41,300	42,089	43,488
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	49,397	54,672	60,782	62,046	65,253	5,339	13,074	48,037	40,136	45,343
Other Expenses (Income), net その他費用 - 純額 -	2,145	3,708	(2,231)	(2,233)	1,087	44,472	2,879	6,344	6,589	4,106
Income (Loss) from Continuing Operations before Income Taxes 継続事業税引前純利益	45,998	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693	33,547	41,237
Income Taxes 法人税等	19,930	21,482	26,701	25,595	24,272	(10,495)	3,782	14,487	17,826	14,096
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	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	(631)	(2,976)
Net Income 当期純利益	—	—	—	—	—	—	3,621	27,016	16,352	30,117
Net Income (Loss) Attributable to Noncontrolling Interests 非支配持分帰属損益	—	—	—	—	—	—	103	234	(37)	(86)
Net Income (Loss) from Continuing Operations 継続事業当期純利益	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	1,154	958	802	1,186	3,054	—	—	—	—	—
Net Income (Loss) Attributable to Shareholders 当社株主に帰属する当期純利益	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203
Per Share Data (1株当たりデータ)										
Net Income (Loss) 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	110.7	126.5	151.1	165.0	185.9	(132.2)	16.0	121.7	74.5	137.2
Net Income Attributable to Shareholders per Share (Diluted) 1株当たり当社株主に帰属する当期純利益 (希薄化後)	107.5	124.8	151.1	164.9	185.8	—	16.0	121.7	74.5	137.2
Cash Dividends per Share Applicable to Period 現金配当金	20.0	24.0	30.0	34.0	42.0	25.0	17.0	30.0	28.0	37.0

Consolidated Balance Sheets

連結貸借対照表

(Million ¥)

As of March 31	3月31日現在	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Assets 資産											
Current Assets 流動資産											
Cash and Cash Equivalents	現金及び現金等価物	95,059	80,619	52,285	42,995	40,624	46,631	51,726	74,735	45,257	55,708
Notes and Accounts Receivable—Trade	受取手形及び売掛金	124,891	124,409	139,001	175,700	166,878	113,551	126,250	137,531	143,304	158,911
Allowance for Doubtful Receivables	貸倒引当金	(2,823)	(2,757)	(2,653)	(2,297)	(2,211)	(2,562)	(2,531)	(2,230)	(2,205)	(1,988)
Inventory	たな卸資産	70,341	68,585	74,958	94,109	95,125	84,708	77,655	86,151	92,253	91,013
Deferred Income Taxes	繰延税金	18,458	17,240	18,571	19,985	19,690	16,522	19,988	20,183	17,975	17,611
Other Current Assets	その他の流動資産	10,300	7,844	10,151	11,567	9,948	17,141	12,670	11,520	11,513	12,439
Total Current Assets	流動資産合計	316,226	295,940	292,313	342,059	330,054	275,991	285,758	327,890	308,097	333,694
Property, Plant and Equipment 有形固定資産											
Land	土地	45,583	43,794	46,571	28,271	27,126	26,753	26,376	27,875	26,950	26,591
Buildings	建物及び構築物	107,852	110,367	117,414	125,227	128,183	120,244	127,344	125,686	128,870	137,821
Machinery and Equipment	機械その他	141,932	143,111	159,254	175,398	167,036	143,801	140,200	136,792	142,148	156,186
Construction in Progress	建設仮勘定	3,760	5,946	8,180	6,389	6,277	9,061	2,733	6,836	7,417	6,729
Total	小計	299,127	303,218	331,419	335,285	328,622	299,859	296,653	297,189	305,385	327,327
Accumulated Depreciation	減価償却累計額	(148,404)	(148,529)	(163,802)	(175,970)	(175,946)	(167,324)	(173,659)	(177,191)	(184,679)	(200,492)
Net Property, Plant and Equipment	有形固定資産合計	150,723	154,689	167,617	159,315	152,676	132,535	122,994	119,998	120,706	126,835
Investments and 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	1,245	17,343	16,135	16,677	16,645	15,638	13,637	13,521	14,443	17,939
Investment Securities	投資有価証券	50,331	49,764	62,477	46,770	39,139	31,682	38,556	35,694	36,161	38,193
Leasehold Deposits	施設借用保証金	8,777	8,595	8,553	8,650	8,087	7,784	7,452	7,126	7,219	6,914
Deferred Income Taxes	繰延税金	47,301	41,499	15,892	17,293	28,151	53,783	45,737	42,190	34,516	30,612
Other Assets	その他の資産	17,670	17,599	26,074	39,573	42,615	20,867	18,120	16,371	16,181	19,450
Total Investments and Other Assets	投資その他の資産合計	125,324	134,800	129,131	128,963	134,637	129,754	123,502	114,902	108,520	113,108
Total Assets	資産合計	592,273	585,429	589,061	630,337	617,367	538,280	532,254	562,790	537,323	573,637

Consolidated Balance Sheets

連結貸借対照表

(Million ¥)

As of March 31	3月31日現在	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Liabilities and Shareholders' Equity 負債及び資本											
Current Liabilities 流動負債											
Short-Term Debt	短期債務	15,444	12,424	2,468	19,868	17,795	32,970	16,612	45,519	18,774	5,570
Notes and Accounts Payable—Trade	支払手形及び買掛金・未払金	79,345	75,866	85,224	91,543	94,654	58,179	68,874	77,836	79,331	75,592
Accrued Expenses	未払費用	26,146	26,701	28,683	32,548	30,622	24,791	25,891	29,414	29,179	32,818
Income Taxes Payable	未払税金	10,114	12,724	12,288	11,467	8,959	711	2,710	2,188	623	3,907
Other Current Liabilities	その他流動負債	23,463	24,770	26,701	33,170	24,517	17,899	21,160	26,244	24,989	27,814
Current Portion of Long-Term Debt	1年以内に返済予定の長期債務	30,036	10,503	296	264	522	488	20,315	231	—	—
Total Current Liabilities	流動負債合計	184,548	162,988	155,660	188,860	177,069	135,038	155,562	181,432	152,896	145,701
Long-Term Debt 長期借入金											
Deferred Income Taxes	繰延税金	483	1,199	673	2,006	3,887	941	886	697	738	595
Termination and Retirement Benefits	退職給与引当金	119,738	111,988	67,046	52,700	63,536	80,443	66,964	65,485	60,432	56,944
Other Long-Term Liabilities	その他の固定負債	140	63	571	830	863	476	417	675	1,577	1,634
Minority Interests	少数株主持分	1,447	1,549	1,125	1,438	2,018	—	—	—	—	—
Total Liabilities	負債合計	317,563	279,619	226,124	247,515	248,865	238,299	225,119	249,138	215,643	204,874
Minority Interests 少数株主持分											
—	—	—	—	—	—	—	1,570	—	—	—	—
Shareholders' Equity 株主資本											
Common Stock	資本金	64,082	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100
Capital Surplus	資本剰余金	98,705	98,726	98,724	98,828	98,961	99,059	99,081	99,081	99,078	99,066
Legal Reserve	利益準備金	7,450	7,649	8,082	8,256	8,673	9,059	9,363	9,574	10,034	10,876
Retained Earnings	その他の剰余金	175,296	199,551	227,791	258,057	266,451	231,388	230,859	250,824	260,557	253,654
Accumulated Other Comprehensive Income (Loss)	その他の包括利益(損失)累計額	(50,559)	(41,009)	(2,971)	(3,013)	(28,217)	(60,744)	(52,614)	(66,227)	(68,433)	(44,349)
Foreign Currency Translation Adjustments	為替換算調整額	(15,625)	(10,554)	(1,353)	6,560	(5,782)	(22,319)	(23,678)	(34,046)	(36,544)	(14,224)
Minimum Pension Liability Adjustments	退職年金負債調整額	(45,238)	(41,123)	(21,183)	(22,169)	(29,245)	(40,570)	(36,553)	(38,736)	(38,815)	(39,730)
Net Unrealized Gains on Available-for-Sale Securities	売却可能価値証券未実現利益	10,087	10,909	19,671	12,738	6,501	2,763	7,684	6,570	6,995	9,580
Net Gains (Losses) on Derivative Instruments	デリバティブ純利益(純損失)	217	(241)	(106)	(142)	309	(618)	(67)	(15)	(69)	25
Treasury Stock	自己株式	(20,264)	(23,207)	(32,789)	(43,406)	(41,466)	(44,451)	(44,462)	(44,599)	(44,496)	(16,385)
Total Shareholders' Equity	資本合計	274,710	305,810	362,937	382,822	368,502	298,411	306,327	312,753	320,840	366,962
Noncontrolling Interests 非支配持分											
—	—	—	—	—	—	—	—	808	899	840	1,801
Total Net Assets 純資産の部合計											
—	—	—	—	—	—	—	—	307,135	313,652	321,680	368,763
Total Liabilities and Shareholders' Equity	負債・純資産合計	592,273	585,429	589,061	630,337	617,367	538,280	532,254	562,790	537,323	573,637

Consolidated Statements of Cash Flows

連結キャッシュ・フロー計算書

Fiscal Year 年度	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
(Million ¥)										
Operating Activities 営業活動によるキャッシュ・フロー										
Net Income 当期純利益	—	—	—	—	—	—	3,621	27,016	16,352	30,117
Net Income (Loss) Attributable to Shareholders 当社株主に帰属する当期純利益	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities 営業活動によるキャッシュ・フローと当期純利益の調整										
Depreciation and Amortization 減価償却費	27,662	28,642	30,825	33,923	36,343	33,496	27,014	22,984	22,617	22,452
Net Loss on Sales and Disposals of Property, Plant and Equipment 固定資産除売却損(純額)	479	918	42	6,445	963	1,983	558	606	861	578
Loss on Impairment of Property, Plant and Equipment 長期性資産の減損	41	614	—	1,441	168	21,203	217	413	671	3,265
Net Gain on Sale of Investment Securities 投資有価証券売却益(純額)	(1,039)	(987)	(4,302)	(954)	(1,571)	(64)	(636)	(7)	(307)	(677)
Loss on Impairment of Investment Securities 投資有価証券の減損	2,413	366	757	682	2,297	5,401	632	805	391	1,086
Loss on Impairment of Goodwill のれんの減損	—	—	—	—	—	16,813	—	—	2,009	153
Bad Debt Expense 貸倒損失	—	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	5,016	1,956	29,254	(1,403)	(1,722)	(1,390)	(5,110)	(4,785)	(5,669)	(4,433)
Deferred Income Taxes 繰延税金	7,235	1,715	3,962	3,887	(131)	(13,895)	(1,031)	5,374	9,981	3,762
Minority Interests 少数株主利益	411	264	150	238	217	(277)	—	—	—	—
Equity in Loss (Earnings) of Affiliates 持分法投資損益	—	1,483	493	1,352	348	811	2,792	190	(631)	(2,976)
Loss on Sale of Business Entities 子会社売却損	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積影響額	—	—	1,201	—	—	—	—	—	—	—
Change in Assets and Liabilities 資産・負債の増減										
Notes and Accounts Receivable—Trade, Net Inventory 受取手形及び売掛金(純額)	(10,853)	(2,762)	(9,629)	(19,773)	4,977	47,526	(14,440)	(16,227)	(6,838)	(5,827)
Inventory たな卸資産	4,105	(1,964)	(2,098)	(13,955)	(3,002)	5,776	4,977	(12,174)	(6,538)	8,641
Other Assets その他の資産	891	934	(560)	2,248	644	(7,689)	4,457	1,048	(483)	21
Notes and Accounts Payable—Trade 支払手形及び買掛金・未払金	10,976	(4,908)	7,079	(5,674)	5,305	(34,046)	13,298	9,301	682	(5,927)
Income Taxes Payable 未払税金	6,015	2,423	(685)	(2,244)	(2,663)	(8,044)	1,995	(453)	(1,562)	3,121
Accrued Expenses and Other Current Liabilities 未払費用及びその他の流動負債	(52)	2,114	1,411	6,480	(10,846)	(8,290)	4,554	8,383	388	1,519
Other, net その他(純額)	82	(48)	(431)	(293)	463	1,266	(139)	(518)	22	(1,817)
Total Adjustments 調整計	53,876	30,900	15,936	2,259	26,613	60,580	39,138	14,940	15,594	22,941
Net Cash Provided by Operating Activities 営業活動によるキャッシュ・フロー	80,687	61,076	51,699	40,539	68,996	31,408	42,759	41,956	31,946	53,058

Consolidated Statements of Cash Flows

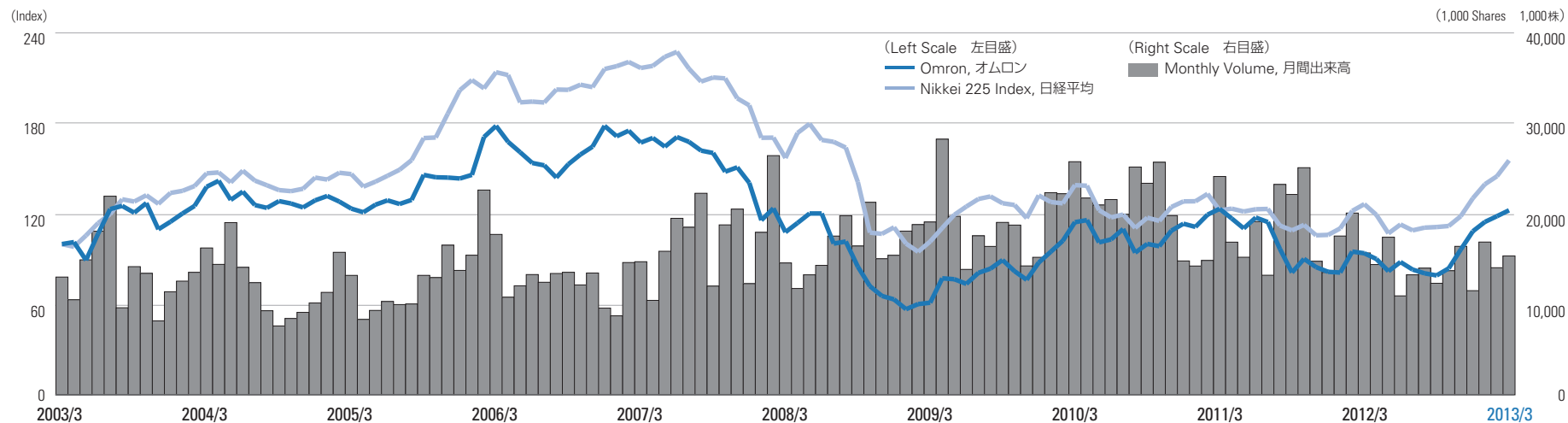
連結キャッシュ・フロー計算書

(Million ¥)

Fiscal Year 年度	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Investing Activities 投資活動によるキャッシュ・フロー										
Proceeds from Sales of 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	693	1,658
Purchase of Investment Securities 投資有価証券の取得	—	—	—	—	—	—	(15)	—	(911)	—
Net Proceeds (Purchase) of Short-Term Investments and Investment Securities 短期投資の増減および投資有価証券の増減	277	1,600	5,536	(465)	(3,501)	(4,409)	—	—	—	—
Capital Expenditures 資本的支出	(38,115)	(38,579)	(40,560)	(44,689)	(37,848)	(37,477)	(20,792)	(21,647)	(27,502)	(30,383)
Decrease (Increase) in Leasehold Deposits 施設借用保証金の減少(増加)	312	221	161	(9)	417	228	335	276	(101)	457
Proceeds from Sales of Property, Plant and Equipment 有形固定資産の売却による収入	4,808	4,343	1,981	17,930	5,038	1,046	1,490	1,066	2,307	836
Equity Transaction with Noncontrolling Interests 非支配持分の買取	(1,738)	(515)	(200)	(15)	—	—	(106)	—	—	(10)
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	(1,189)	(850)	(16)	(931)	20	(480)	(1,884)
Payment for Acquisition of Business, Net 事業の買収(現金取得額との純額)	337	(776)	(9,645)	(18,638)	(8,026)	—	—	—	(1,012)	141
Proceeds from Sale of Business, Net 事業の売却(現金流出額との純額)	(365)	(1,111)	(544)	—	8,089	—	431	(34)	—	90
Other, net その他(純額)	—	—	—	—	—	—	—	—	520	624
Net Cash Used in Investing Activities 投資活動によるキャッシュ・フロー	(34,484)	(36,050)	(43,020)	(47,075)	(36,681)	(40,628)	(18,584)	(20,210)	(26,486)	(28,471)
Financing Activities 財務活動によるキャッシュ・フロー										
Net Borrowings (Repayments) of Short-Term Debt 短期債務の増加(減少)(純額)	(4,842)	(3,860)	(11,813)	13,812	(3,523)	15,291	(16,282)	29,052	(26,744)	(13,273)
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	1,011	1,924	318	242	28	20,000	305	2	—	—
Repayments of Long-Term Debt 長期債務の返済	(13,093)	(30,238)	(11,012)	(455)	(772)	(916)	(524)	(20,299)	—	—
Dividends Paid 支払配当金	(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)	(6,604)	(6,164)
Dividends Paid to Noncontrolling Interests 非支配株主への支払配当金	—	—	—	—	—	—	(762)	—	(15)	(2)
Acquisition of Treasury Stock 自己株式の取得	(8,411)	(2,954)	(10,075)	(11,204)	(22,348)	(2,995)	(13)	(140)	(10)	—
Sales of Treasury Stock 自己株式の売却	—	19	3	3	7	7	1	3	2	—
Exercise of Stock Options ストックオプションの行使	158	95	477	594	386	—	—	—	—	—
Proceeds from Capital Transactions with Noncontrolling Interests 非支配株主からの資本取引による入金額	—	—	—	—	—	—	—	—	—	819
Other, net その他(純額)	—	—	—	—	—	—	—	—	(121)	70
Net Cash Provided by (Used in) Financing Activities 財務活動によるキャッシュ・フロー	(28,119)	(40,684)	(38,320)	(4,697)	(34,481)	21,867	(20,358)	3,333	(33,492)	(18,550)
Effect of Exchange Rate Change on Cash and Cash Equivalents 換算レート変動の現金及び現金同等物に与える影響	(2,944)	1,218	1,307	1,943	(205)	(6,640)	1,278	(2,070)	(1,446)	4,414
Net Increase (Decrease) in Cash and Cash Equivalents 現金及び現金同等物の増減額	15,140	(14,440)	(28,334)	(9,290)	(2,371)	6,007	5,095	23,009	(29,478)	10,451
Cash and Cash Equivalents at Beginning of the Year 期首現金及び現金等価物残高	79,919	95,059	80,619	52,285	42,995	40,624	46,631	51,726	74,735	45,257
Cash and Cash Equivalents at End of the Year 期末現金及び現金等価物残高	95,059	80,619	52,285	42,995	40,624	46,631	51,726	74,735	45,257	55,708

Stock Price (Osaka Securities Exchange)

株価推移 (大阪証券取引所)



Note: Share Index for Omron and Nikkei 225 Index: 2003/3E = 100 注: オムロンと日経平均の値は、2003年3月末日の終値データを100としています。

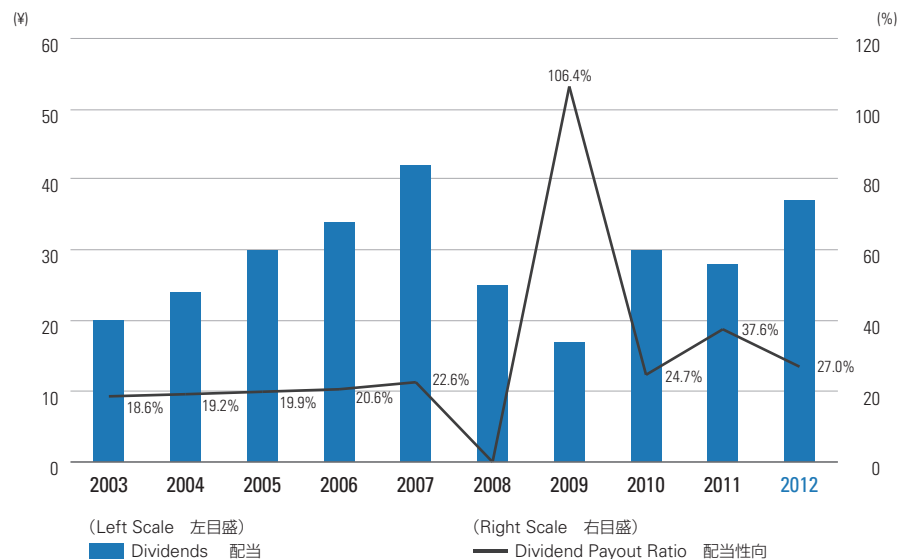
Yearly High and Low Prices 年間株価最高値・最安値

Fiscal Year 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
High 最高値	(¥)	2,740	2,885	3,620	3,590	3,510	2,385	2,215	2,418	2,357	2,478
Low 最安値	(¥)	1,648	2,150	2,210	2,615	1,950	940	1,132	1,749	1,381	1,436

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。

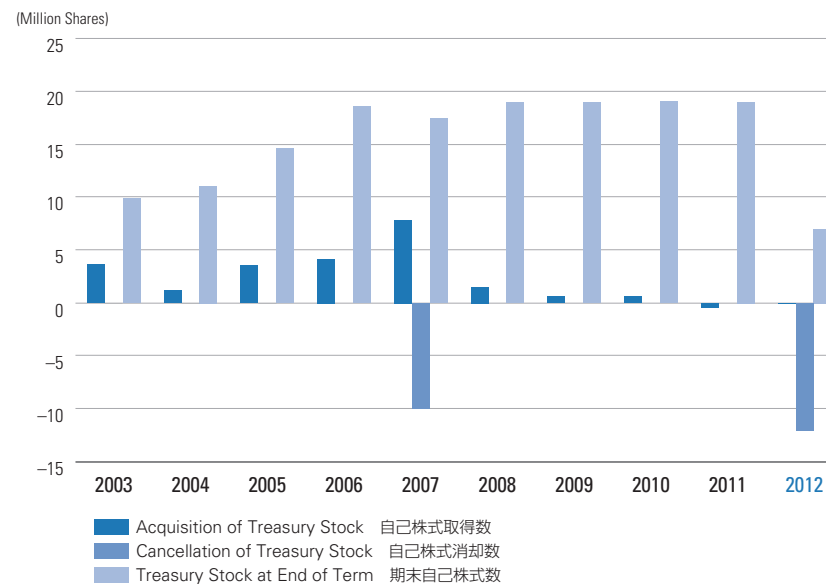
Dividends, Dividend Payout Ratio

配当、配当性向



Treasury Stock at End of Term, Acquisition and Cancellation

期末自己株式数、取得、消却



Dividends, Dividend Payout Ratio 配当、配当性向

Fiscal Year / 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Dividends / 配当	(¥)	20	24	30	34	42	25	17	30	28	37
Dividend Payout Ratio / 配当性向	(%)	18.6	19.2	19.9	20.6	22.6	—	106.4	24.7	37.6	27.0

Notes: 1. Dividends for fiscal 2007 include a commemorative dividend of ¥5.0. 注: 1. 2007年度の配当金には、5円の記念配当を含みます。
 2. Dividends for fiscal 2012 include a commemorative dividend of ¥5.0. 注: 2. 2012年度の配当金には、5円の記念配当を含みます。

Treasury Stock at End of Term, Acquisition and Cancellation 期末自己株式数、取得、消却

Fiscal Year / 年度		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Acquisition of Treasury Stock / 自己株式取得数	(Shares)	3,639,360	1,172,178	3,575,016	4,158,500	8,841,722	1,517,380	7,350	66,250	(40,805)	1,168
Cancellation of Treasury Stock / 自己株式消却数	(Shares)	—	—	—	—	(10,000,000)	—	—	—	—	(12,000,000)
Treasury Stock at End of Term / 期末自己株式数	(Shares)	9,884,413	11,056,591	14,631,607	18,599,842	17,441,564	18,958,944	18,966,294	19,032,544	18,991,739	6,992,907
Stock Outstanding at End of Term / 期末発行済株式数	(Shares)	249,109,236	249,121,372	249,121,372	249,121,372	239,121,372	239,121,372	239,121,372	239,121,372	239,121,372	227,121,372
Treasury Stock Ratio / 自己株比率	(%)	4.0	4.4	5.9	7.5	7.3	7.9	7.9	8.0	7.9	3.1

Note: Treasury Stock Ratio = Treasury Stock at End of Term / Stock Outstanding at End of Term 注: 自己株比率 = 期末自己株式数 / 期末発行済株式数

Corporate Information (As of March 31, 2013)

会社情報 (2013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 Website: 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
Number of Employees	35,411
Paid-in Capital	¥64,100 million
Common Stock	Authorized: 487,000,000 shares Issued: 227,121,372 shares Number of Shareholders: 30,794
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 ウェブサイト 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
創業年月日	1933年5月10日
従業員数	35,411名
払込資本金	641億円
株式の状況	授權株式数 487,000,000株 発行済株式数 227,121,372株 株主数 30,794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 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
URL:<http://www.omron.com/ir/>

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/ir/>