



FINANCIAL FACT BOOK

2000

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FINANCIAL FACT BOOK

2000

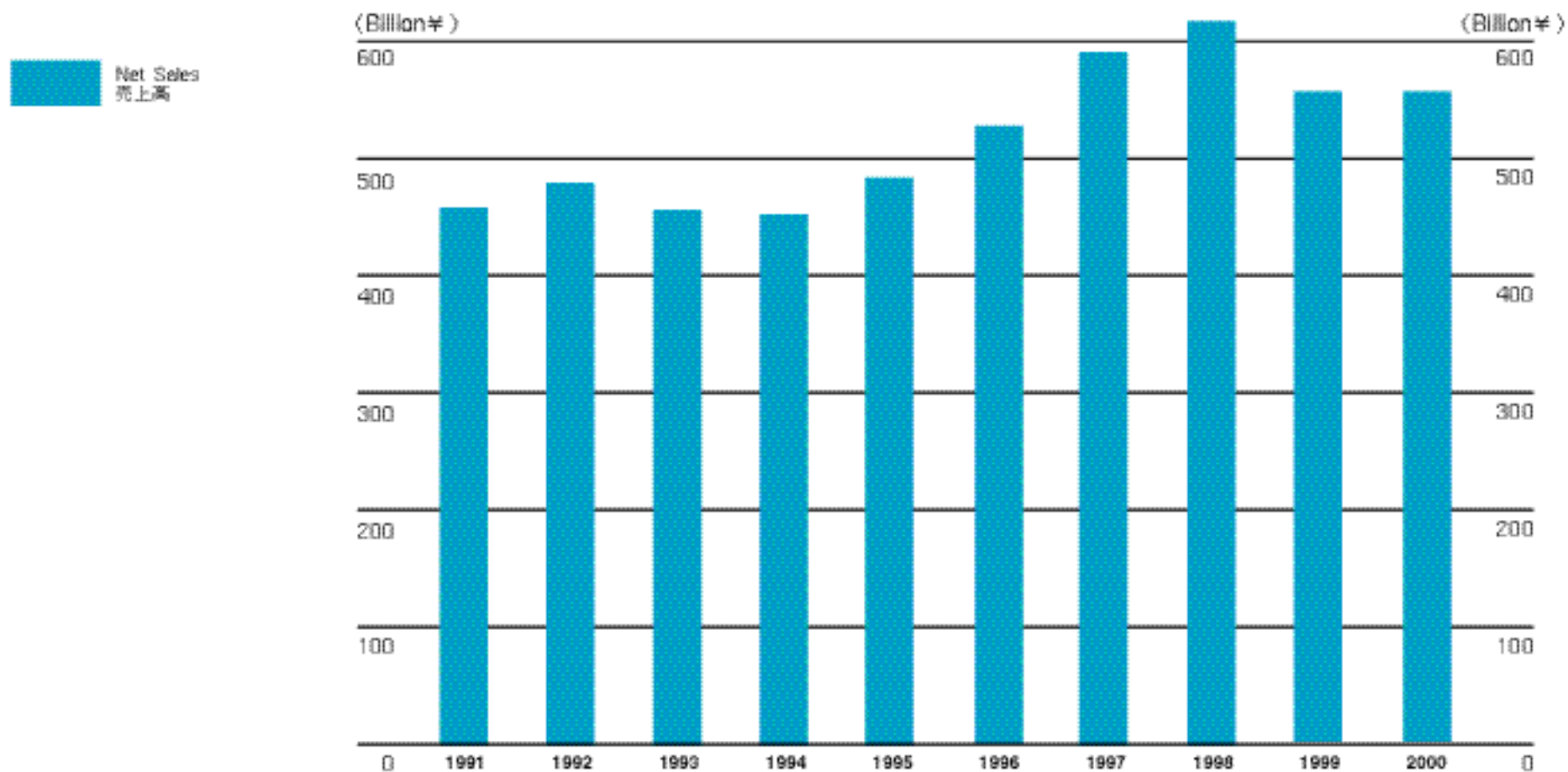
Notes :

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.

注 :

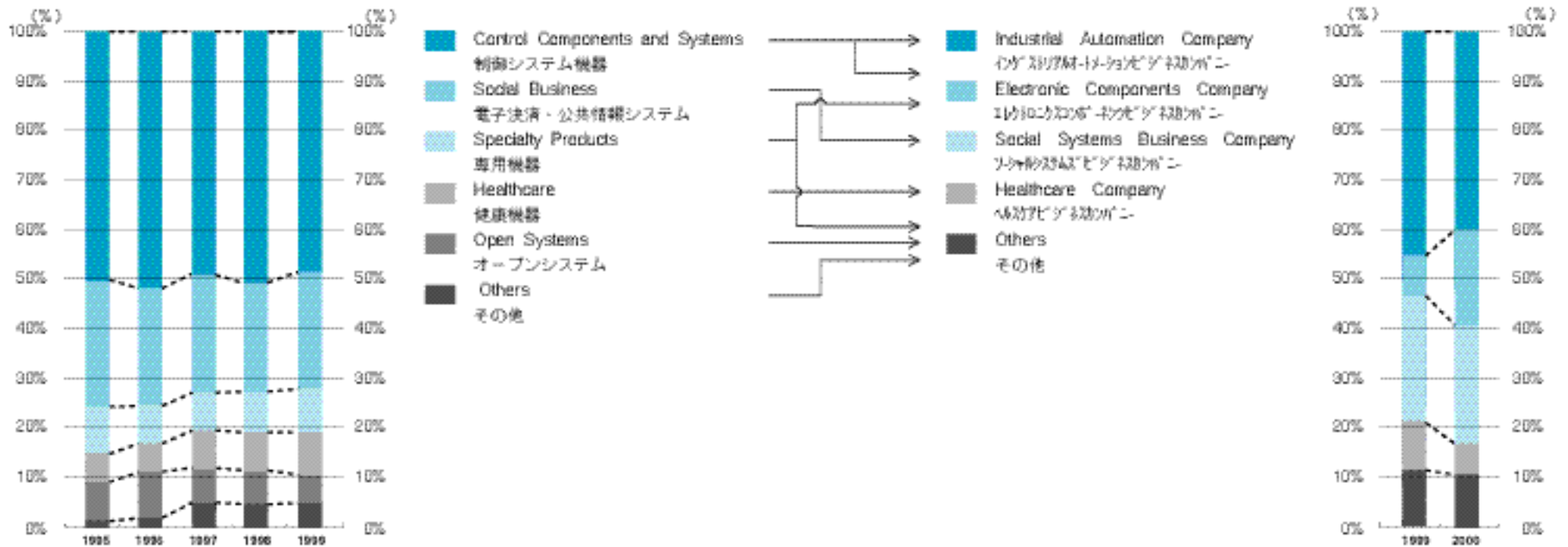
1. 記載されている数値は連結ベース。会計年度は4月1日～3月31日です。
2. 監査されていないデータもあります。監査された数値に関しては、アニュアル・レポートを参照下さい。
3. 会計制度の変更等により過去に遡って数値の修正を行うことがあります。

Net Sales 売上高



Fiscal Year ~ 年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Net Sales 売上高	(Million ¥)	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280	555,358
Annual Change 前年比	(%)	+ 11.6	+ 4.1	- 4.3	- 0.4	+ 6.3	+ 7.3	+ 13.1	+ 3.0	- 9.2	± 0.0

Sales Composition 部門別売上高構成

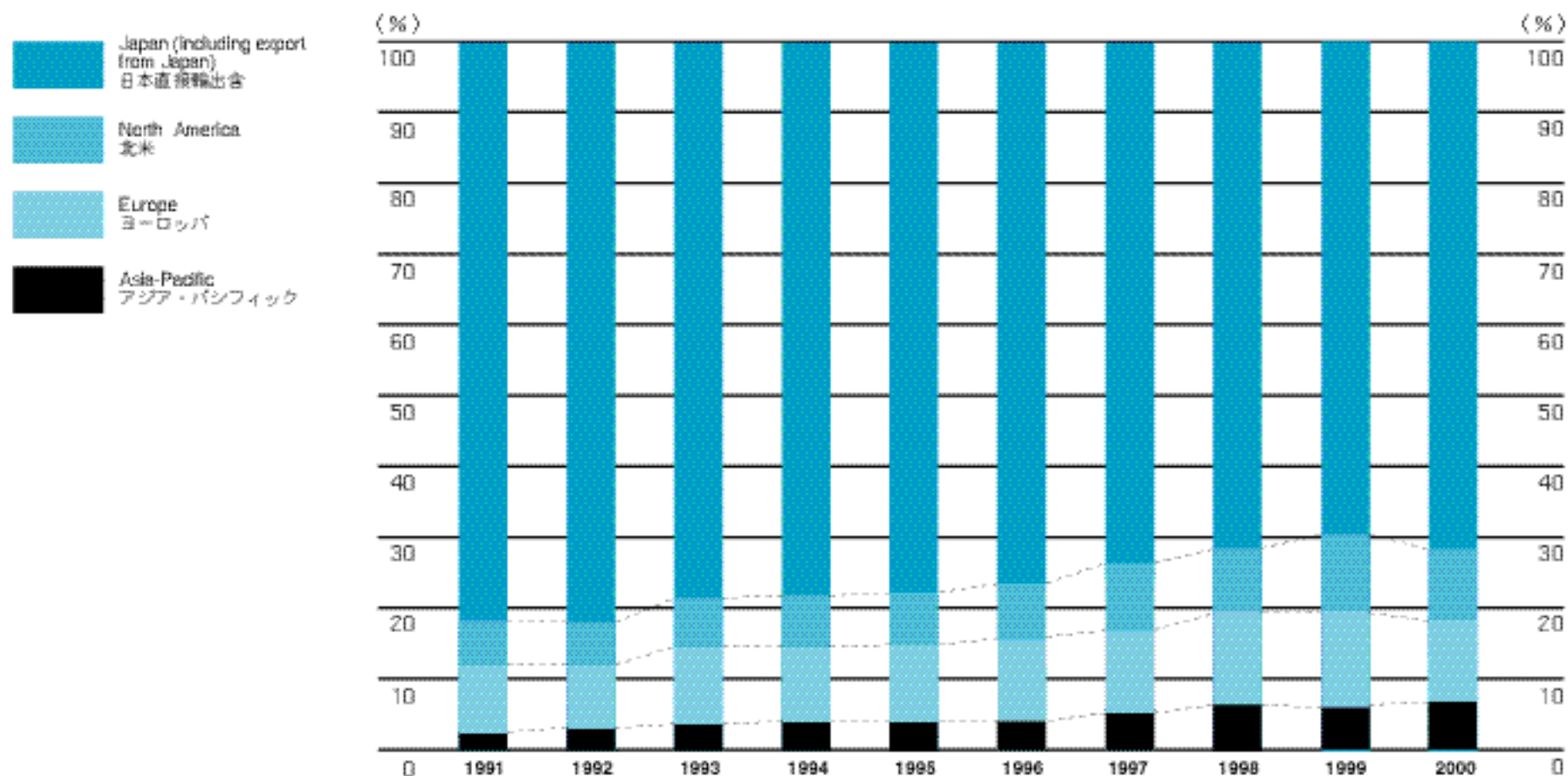


Fiscal Year ~年3月期		1995	1996	1997	1998	1999		1999	2000	
Control Components and Systems 制御システム機器	(Million ¥) (%)	248,023 (50.6)	275,149 (52.3)	291,277 (49.0)	313,642 (51.3)	267,503 (48.2)	Industrial Automation Company インダストリアルオートメーションビジネスカンパニー	(Million ¥) (%)	245,785 (44.2)	216,990 (39.1)
Social Business 電子決済・公共情報システム	(Million ¥) (%)	127,382 (26.0)	125,623 (23.9)	145,172 (24.5)	138,203 (22.6)	135,872 (24.5)	Electronic Components Company エレクトロニクスコンポ-ネンツビジネスカンパニー	(Million ¥) (%)	56,673 (10.2)	107,758 (19.4)
Specialty Products 専用機器	(Million ¥) (%)	42,465 (8.7)	38,687 (7.4)	46,533 (7.8)	47,263 (7.7)	51,338 (9.2)	Social Systems Business Company ソーシャルシステムズビジネスカンパニー	(Million ¥) (%)	135,872 (24.5)	128,534 (23.1)
Healthcare 健康機器	(Million ¥) (%)	28,790 (5.9)	31,618 (6.0)	36,388 (6.1)	40,793 (6.7)	43,729 (7.9)	Healthcare Company ヘルスケアビジネスカンパニー	(Million ¥) (%)	43,729 (7.9)	42,640 (7.7)
Open Systems オープンシステム	(Million ¥) (%)	34,672 (7.1)	38,621 (7.4)	50,187 (8.4)	50,131 (8.2)	31,908 (5.7)	Others その他	(Million ¥) (%)	73,221 (13.2)	59,436 (10.7)
Others その他	(Million ¥) (%)	8,368 (1.7)	15,591 (3.0)	24,704 (4.2)	21,763 (3.5)	24,930 (4.5)	Total	(Million ¥) (%)	555,280 (100.0)	555,358 (100.0)
Total	(Million ¥) (%)	489,700 (100.0)	525,289 (100.0)	594,261 (100.0)	611,795 (100.0)	555,280 (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



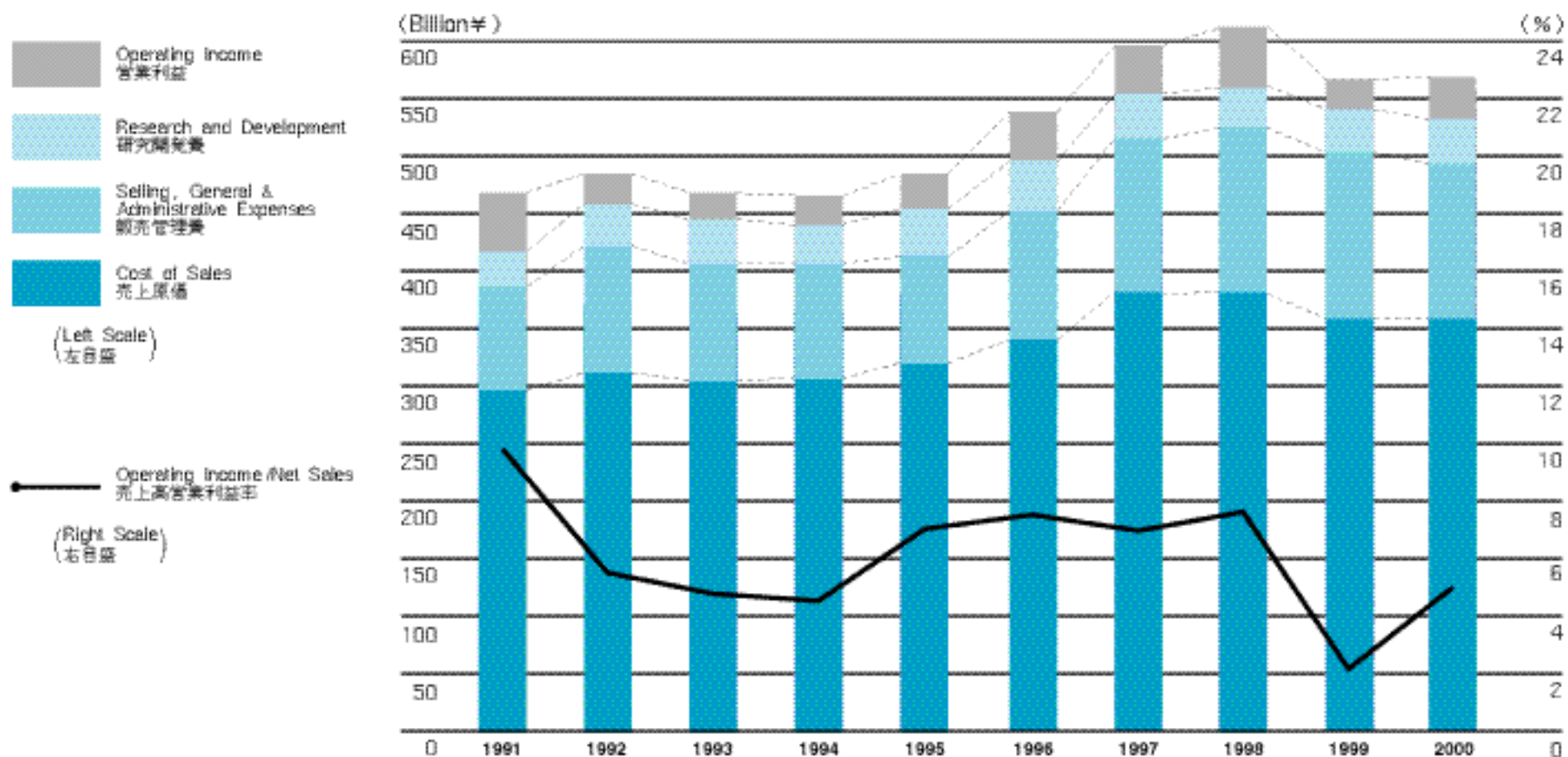
Fiscal Year ~年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Japan	(Million ¥)	379,753	396,515	367,703	364,696	383,286	402,573	442,269	440,614	387,734	397,236
日本	(%)	(81.8)	(82.0)	(79.4)	(79.1)	(78.3)	(76.6)	(74.4)	(72.0)	(69.8)	(71.5)
North America	(Million ¥)	26,717	28,119	31,349	33,094	35,337	38,284	52,503	61,169	58,233	59,474
北米	(%)	(5.8)	(5.8)	(6.8)	(7.2)	(7.2)	(7.3)	(8.8)	(10.0)	(10.5)	(10.7)
Europe	(Million ¥)	47,642	43,331	46,218	44,785	51,510	58,802	67,134	73,901	77,218	61,297
ヨーロッパ	(%)	(10.2)	(9.0)	(10.0)	(9.7)	(10.5)	(11.2)	(11.3)	(12.1)	(13.9)	(11.0)
Asia-Pacific	(Million ¥)	10,264	15,282	17,432	18,294	19,567	25,630	32,355	36,111	32,095	37,351
アジア・パシフィック	(%)	(2.2)	(3.2)	(3.8)	(4.0)	(4.0)	(4.9)	(5.5)	(5.9)	(5.8)	(6.7)
Total	(Million ¥)	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280	555,358
	(%)	(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.
Overseas sales ratio amounts to 30.8% as of March, 2000.

: 海外売上高のうち、日本からの直接輸出は上の「日本」の中
含まれます。00年3月期の海外売上高比率は30.8%です。

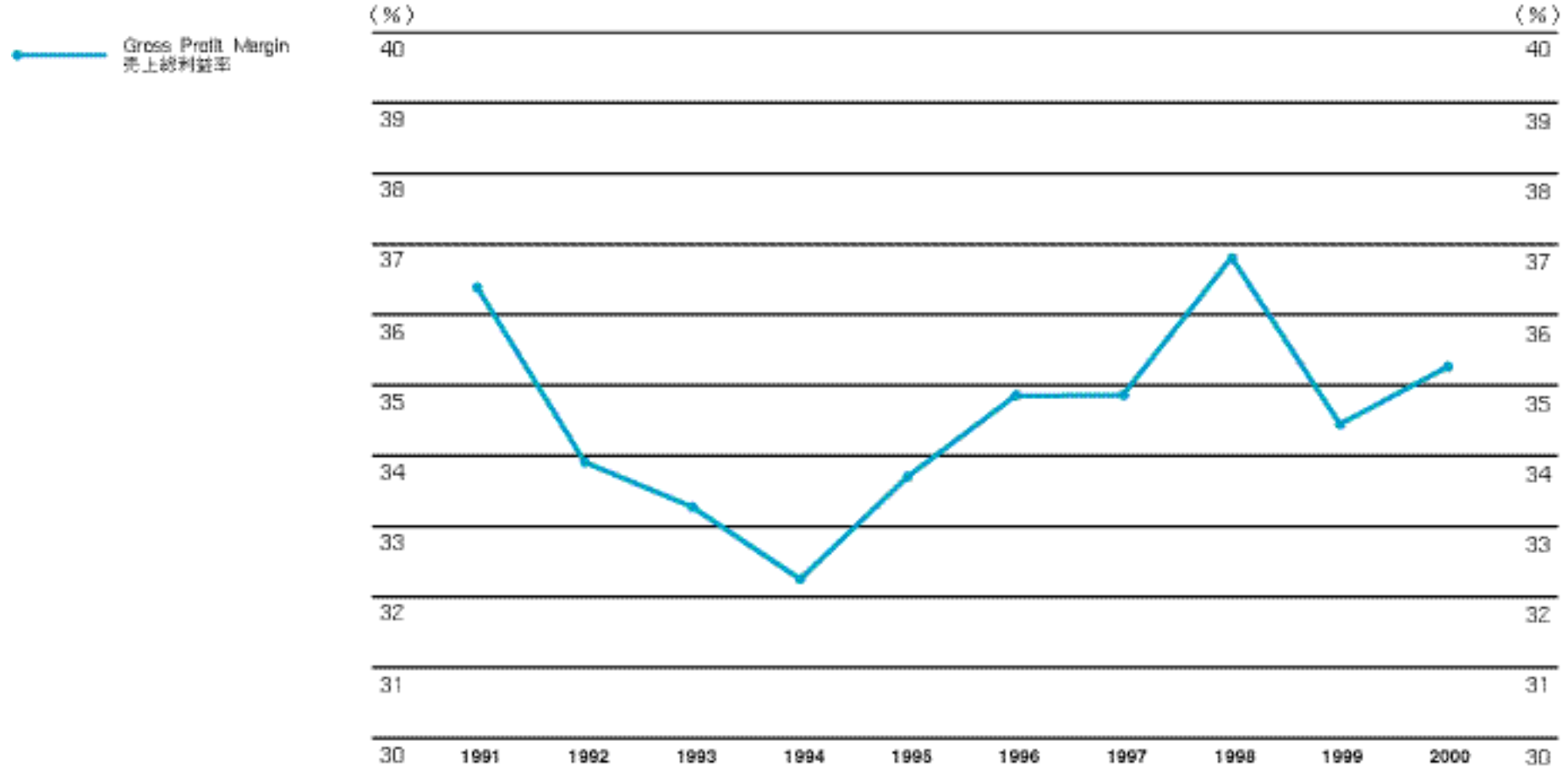
Cost Composition & Operating Income / Net Sales

費用構成・売上高営業利益率



Fiscal Year ~年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Net Sales 売上高	(Million ¥)	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280	555,358
Cost of Sales 売上原価	(Million ¥)	295,124	319,589	308,579	312,248	324,666	342,500	388,005	387,445	364,314	358,911
SG & A Expenses 販売管理費	(Million ¥)	93,622	103,463	102,430	100,193	100,333	109,117	130,163	138,404	136,734	133,662
Research and Development 研究開発費	(Million ¥)	29,952	33,587	31,004	28,698	31,223	34,433	35,188	39,914	42,383	36,605
Operating Income 営業利益	(Million ¥)	45,678	26,608	20,689	19,730	33,478	39,239	40,905	46,032	11,849	26,180
Operating Income / Net Sales 売上高営業利益率	(%)	9.8	5.5	4.5	4.3	6.8	7.5	6.9	7.5	2.1	4.7

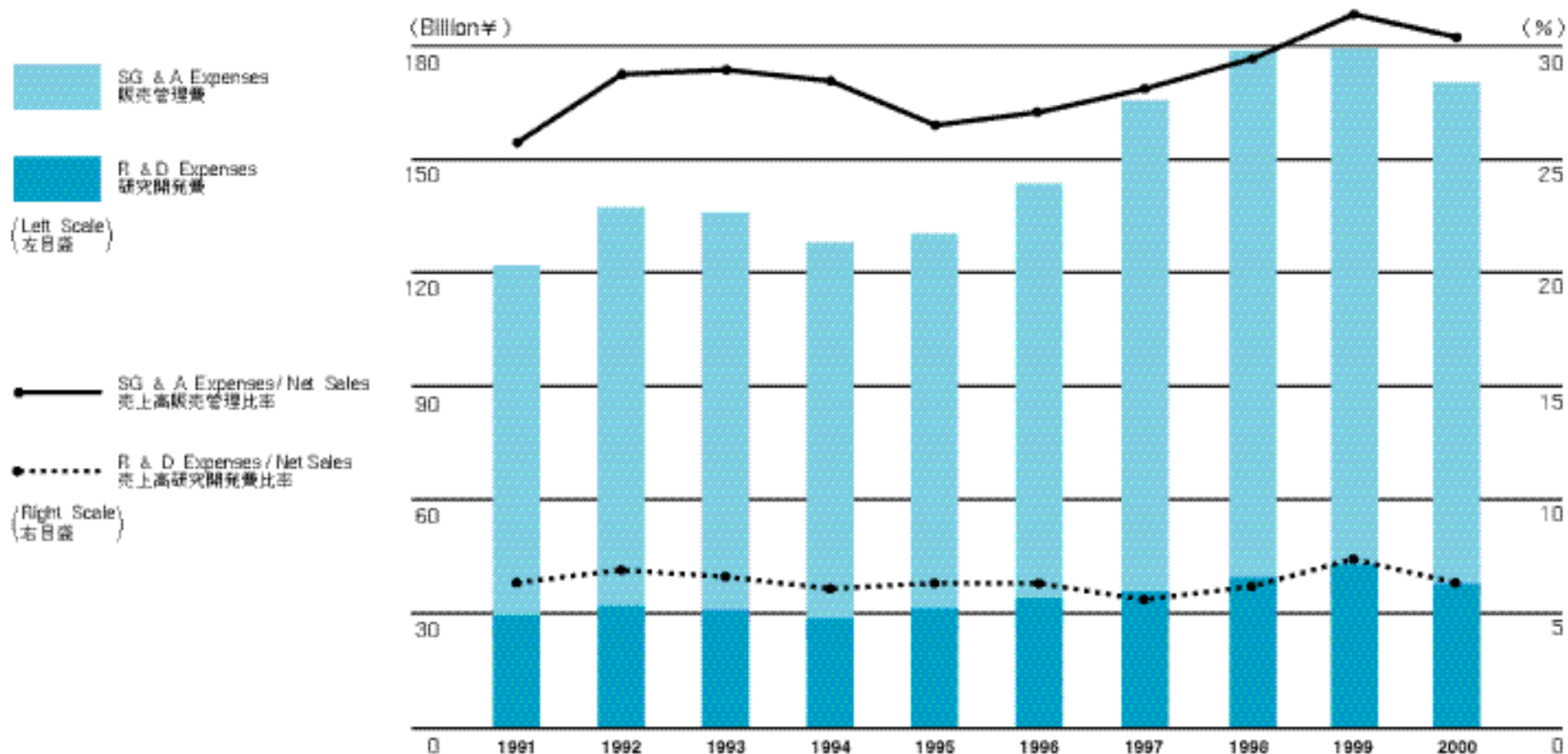
Gross Profit Margin 売上総利益率



Fiscal Year ~ 年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Gross Profit 売上総利益	(Million ¥)	169,252	163,658	154,123	148,621	165,034	182,789	206,256	224,350	190,966	196,447
Net Sales 売上高	(Million ¥)	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280	555,358
Gross Profit Margin 売上総利益率	(%)	36.4	33.9	33.3	32.2	33.7	34.8	34.7	36.7	34.4	35.4

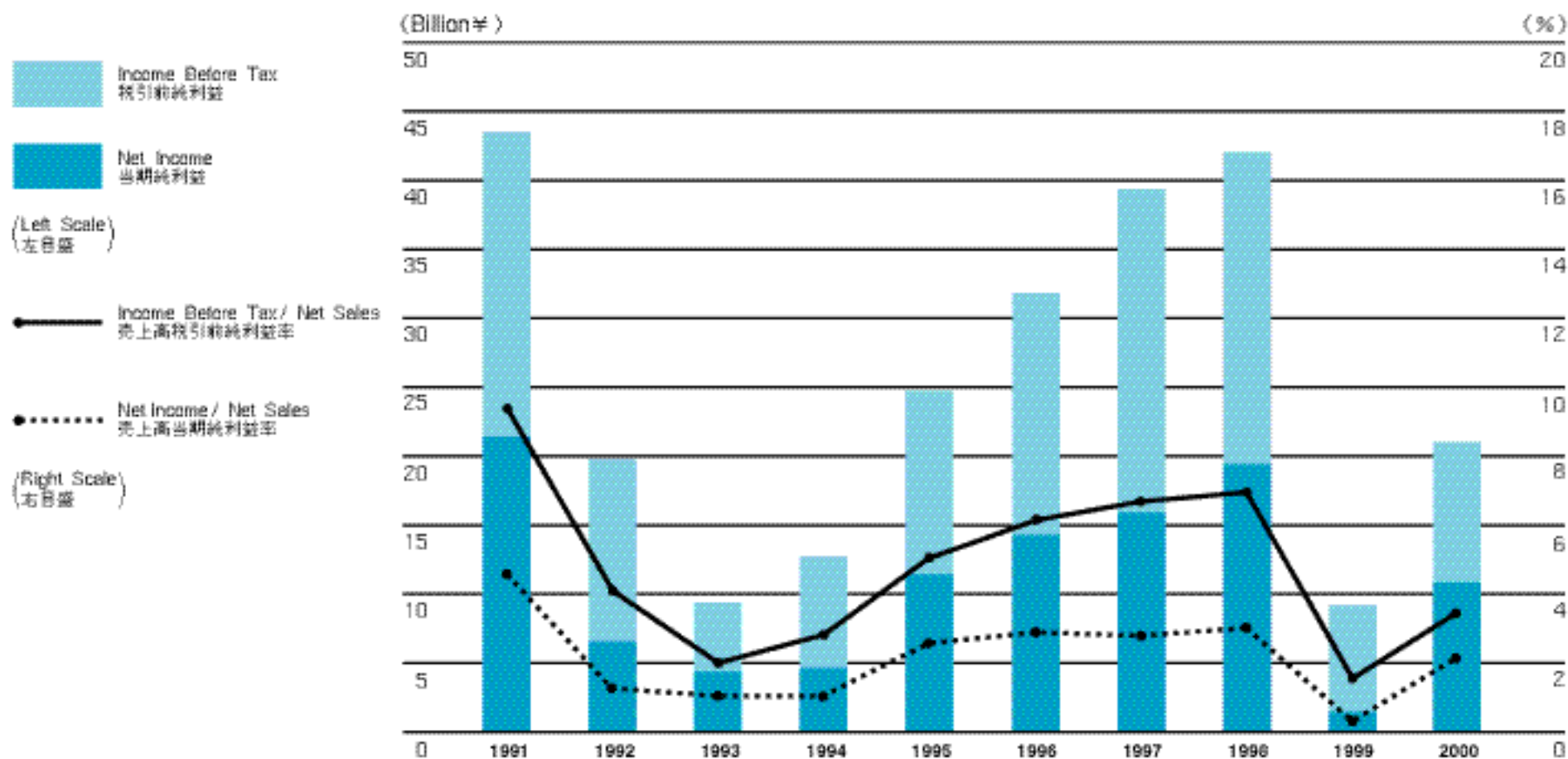
Note : Gross Profit Margin = Gross Profit / Net Sales

注 : 売上総利益率 = 売上総利益 / 売上高



Fiscal Year ~年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
SG & A Expenses (include R & D) 販売管理費 (研究開発費含む) (Million ¥)	123,574	137,050	133,434	128,891	131,556	143,550	165,351	178,318	179,117	170,267
R & D Expenses 研究開発費 (Million ¥)	29,952	33,587	31,004	28,698	31,223	34,433	35,188	39,914	42,383	36,605
Net Sales 売上高 (Million ¥)	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280	555,358
SG & A Expenses / Net Sales 売上高販売管理費比率 (%)	26.6	28.4	28.8	28.0	26.9	27.3	27.8	29.1	32.3	30.7
R & D Expenses / Net Sales 売上高研究開発費比率 (%)	6.4	7.0	6.7	6.2	6.4	6.6	5.9	6.5	7.6	6.6

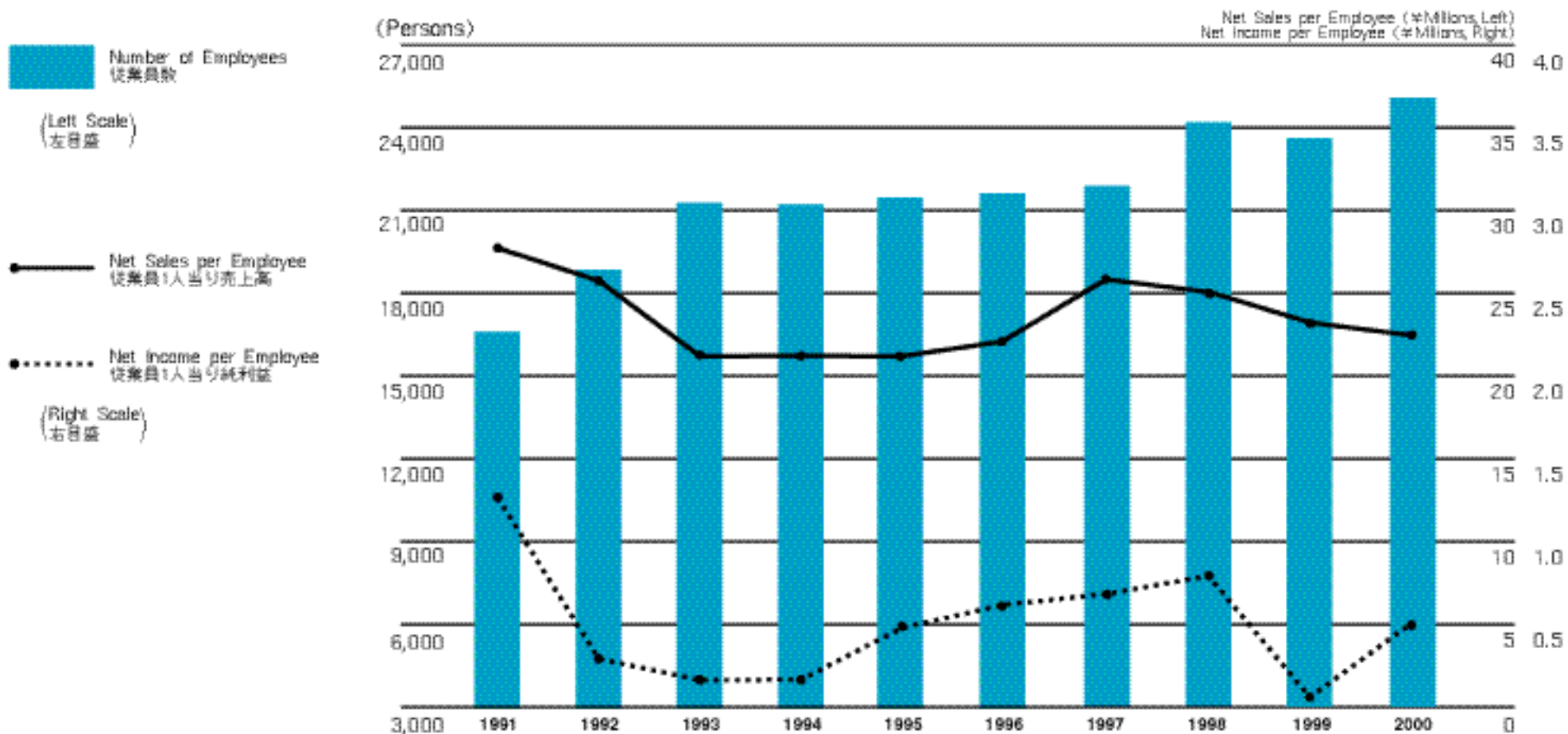
Income Before Tax / Net Sales, Net Income / Net Sales 売上高税引前純利益率・売上高当期純利益率



Fiscal Year ~ 年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Income Before Tax 税引前純利益	(Million ¥)	43,549	19,803	9,375	13,062	24,948	32,252	39,248	42,243	8,249	21,036
Net Income 当期純利益	(Million ¥)	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174	11,561
Net Sales 売上高	(Million ¥)	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280	555,358
Income Before Tax / Net Sales 売上高税引前純利益率	(%)	9.4	4.1	2.0	2.8	5.1	6.1	6.6	6.9	1.5	3.8
Net Income / Net Sales 売上高当期純利益率	(%)	4.6	1.3	1.0	1.0	2.5	2.8	2.6	3.1	0.4	2.1

Net Sales & Net Income per Employee

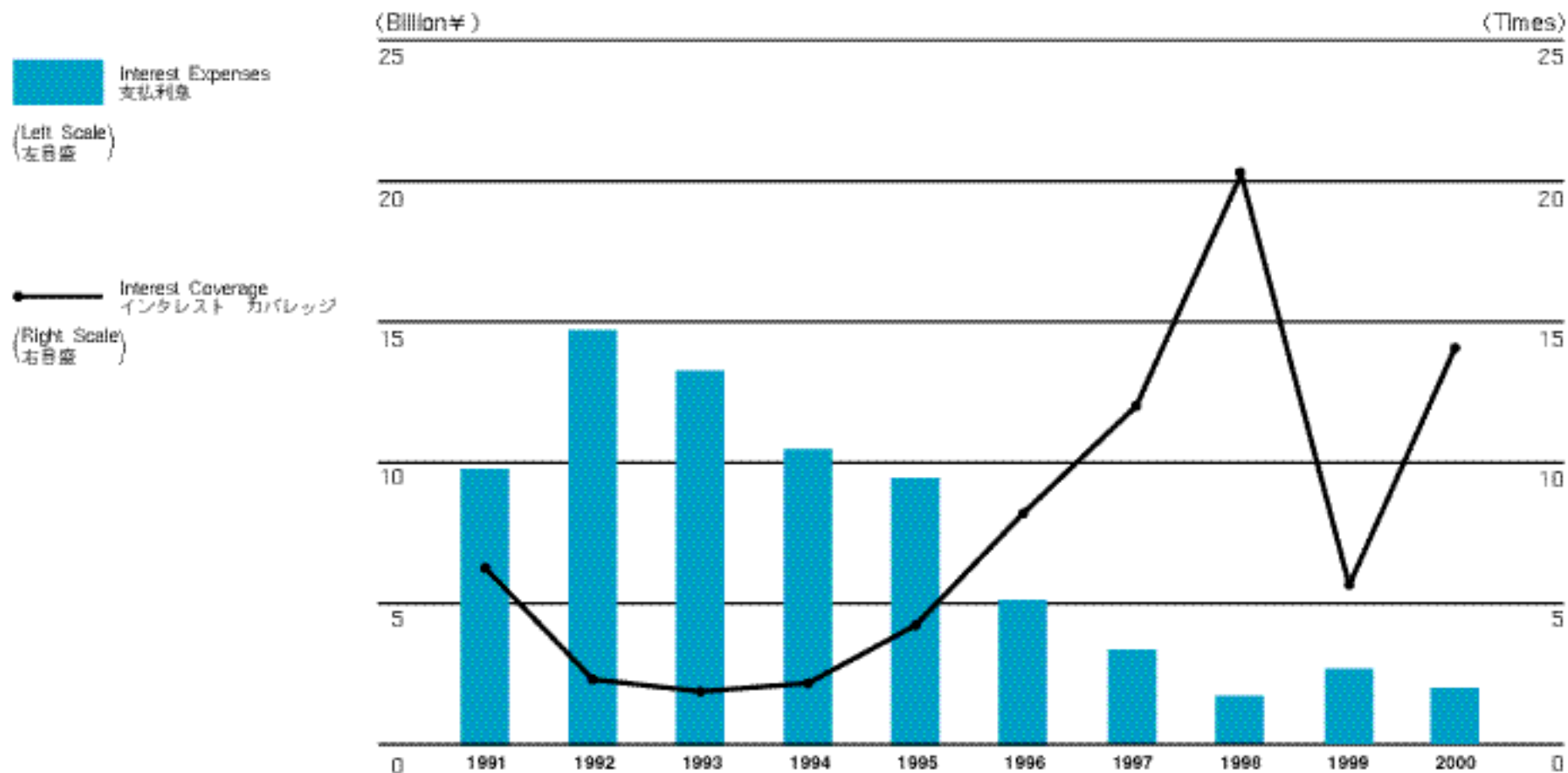
従業員一人当り売上高・当期純利益



Fiscal Year ~年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Number of Employees 従業員数 (Persons)	16,835	18,681	21,494	21,346	22,428	22,748	23,244	24,048	23,742	24,915
Net Sales 売上高 (Million ¥)	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280	555,358
Net Sales per Employee 従業員一人当り売上高 (Million ¥)	28	26	22	22	22	23	26	25	23	22
Net Income 当期純利益 (Million ¥)	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174	11,561
Net Income per Employee 従業員一人当り当期純利益 (Million ¥)	1.3	0.3	0.2	0.2	0.5	0.6	0.7	0.8	0.1	0.5

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

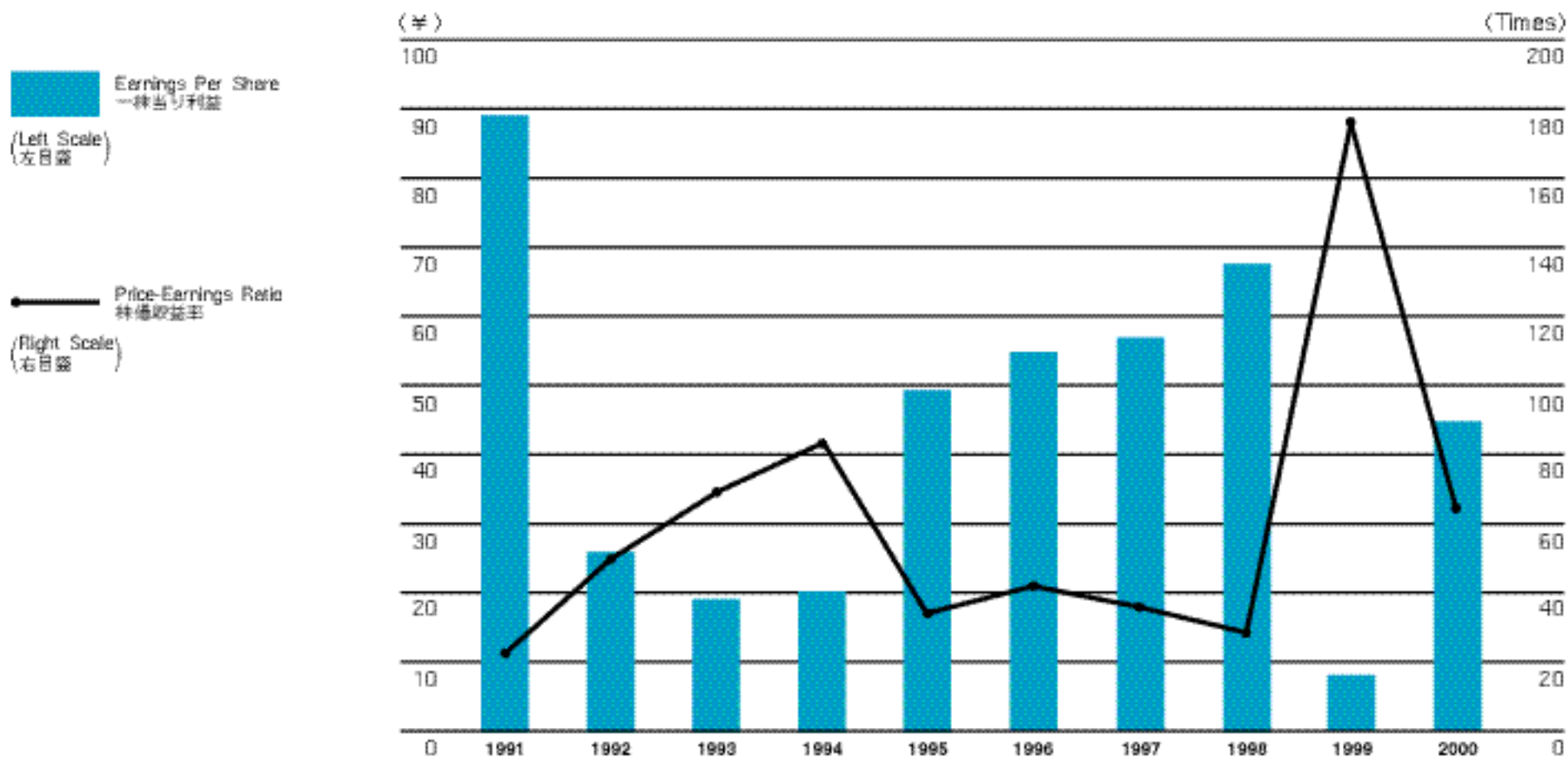
Interest Expenses & Interest Coverage 支払利息・インタレスト カバレッジ



Fiscal Year ~年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Operating Income 営業利益	(Million ¥)	45,678	26,608	20,689	19,730	33,478	39,239	40,905	46,032	11,849	26,180
Interest Income 受取利息	(Million ¥)	11,695	10,196	7,853	4,214	3,592	3,031	1,967	1,730	1,656	1,147
Dividends Received 受取配当金	(Million ¥)	1,287	943	920	1,212	932	706	786	600	496	441
Interest Expenses 支払利息	(Million ¥)	9,596	14,191	13,454	10,642	8,694	5,075	3,557	2,412	2,518	1,897
Interest Coverage インタレスト カバレッジ	(Times)	6.11	2.66	2.19	2.36	4.37	8.47	12.27	20.05	5.56	14.64

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 一株当り利益・株価収益率



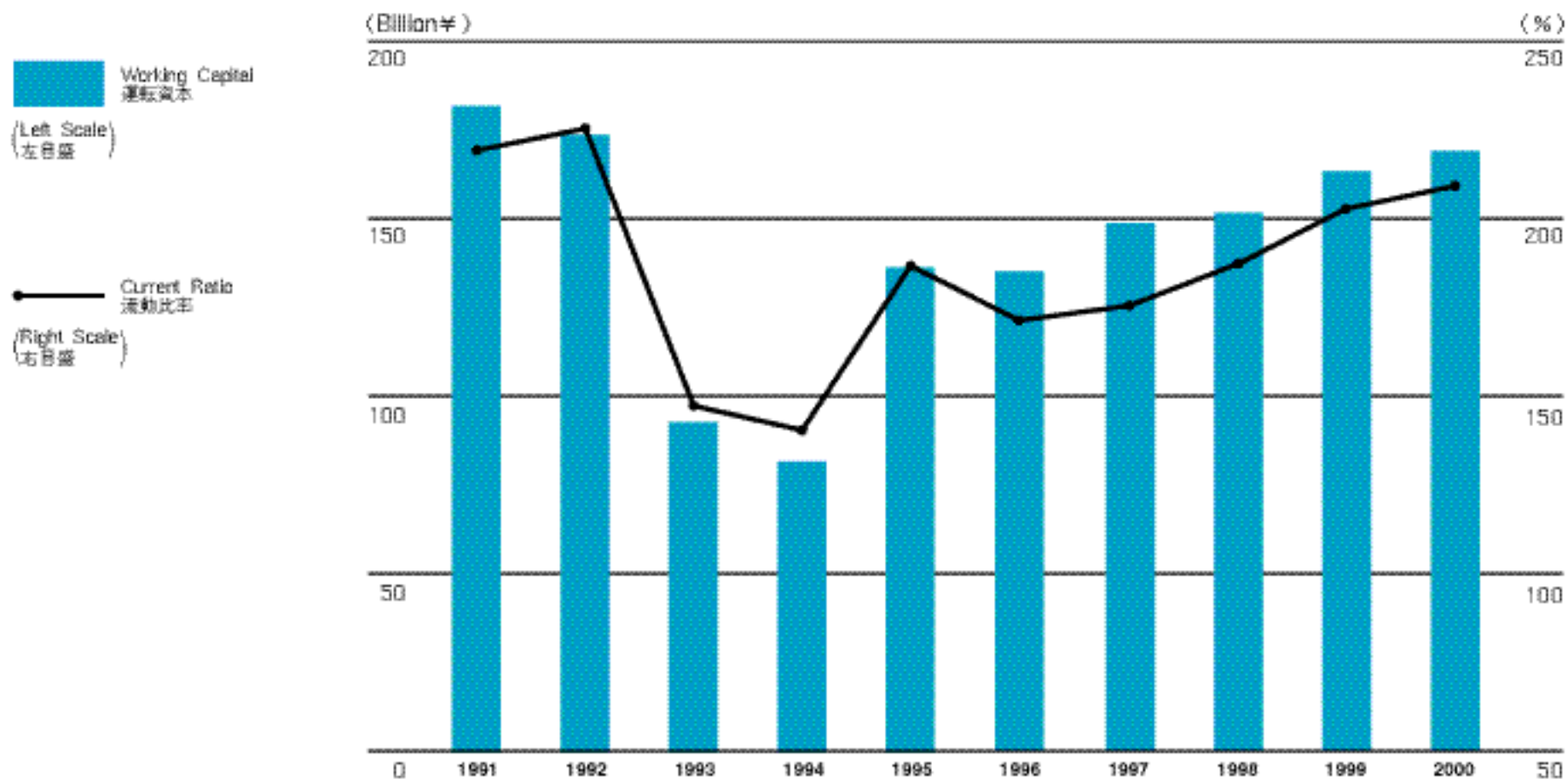
Fiscal Year ～年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Earnings per Share 一株当り利益 (¥)	89.4	26.1	19.6	20.1	49.4	54.5	58.8	68.8	8.3	44.53
Price-Earnings Ratio 株価収益率 (Times)	23.5	51.6	69.7	83.2	35.4	42.2	36.6	28.3	175.0	64.9

Notes : Earnings per Share are based on the weighted average number of Shares of Common Stock and Common Stock equivalents with a dilutive effect outstanding during each year, adjusted for the free share distributions.
 PER = Fiscal - year - end Adjusted Stock Price / (Net Income / Fiscal - year - end Number of Shares)

注：一株当り利益は、株式分割を考慮、修正し、各年度末の加重平均株式数に基づいて計算されています。

株価収益率 = 修正株価（各年度末） / （当期純利益 / 株数（各年度末））

Current Ratio & Working Capital 流動比率・運転資本

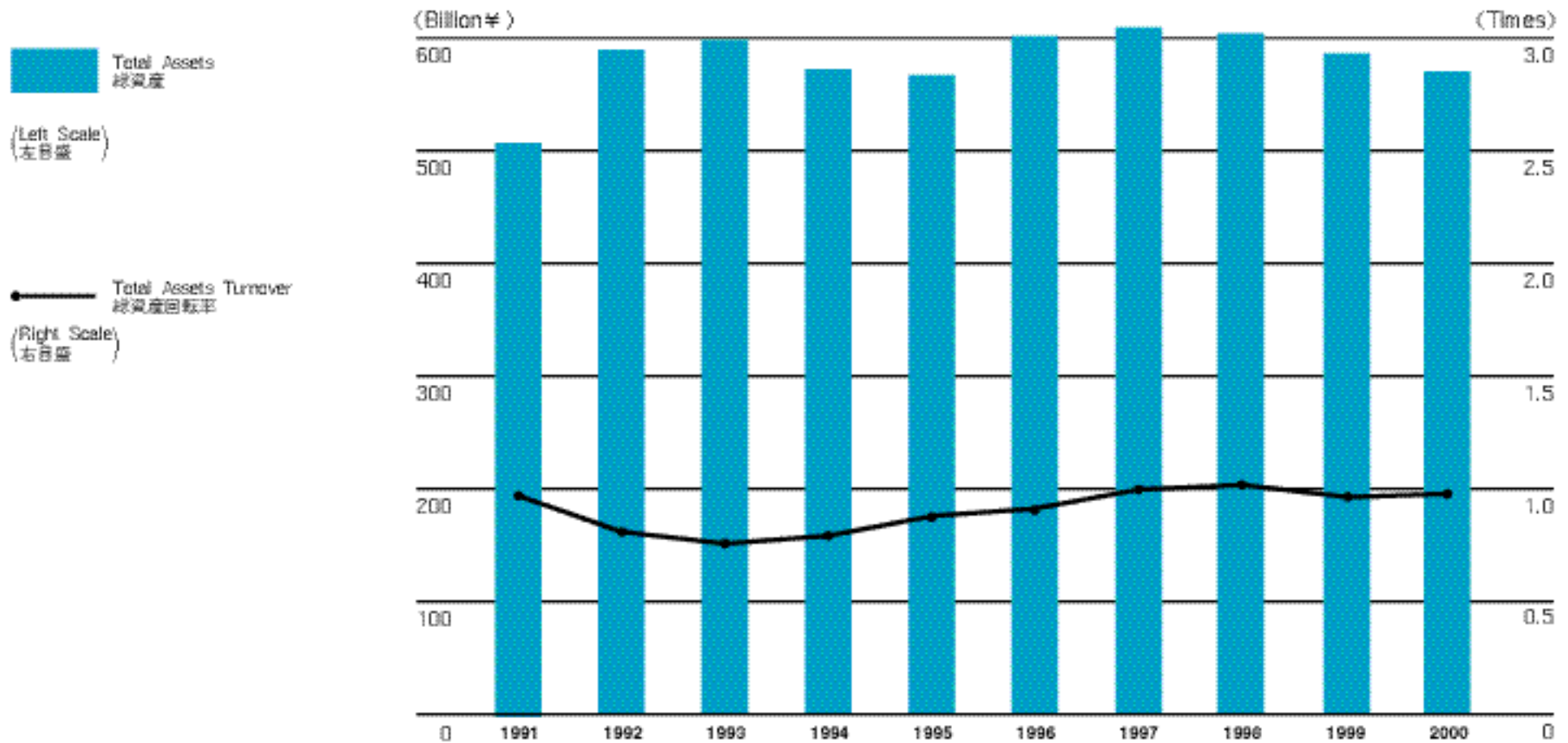


Fiscal Year ~年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Current Assets 流動資産	(Million ¥)	334,993	312,769	288,345	282,467	294,775	325,738	340,421	328,747	322,263	317,273
Current Liabilities 流動負債	(Million ¥)	153,159	139,297	194,990	200,033	156,289	188,334	191,632	176,948	157,653	147,476
Current Ratio 流動比率	(%)	219	225	148	141	189	173	178	186	204	215
Working Capital 運転資本	(Million ¥)	181,834	173,472	93,355	82,434	138,486	137,404	148,789	152,799	164,610	169,797

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

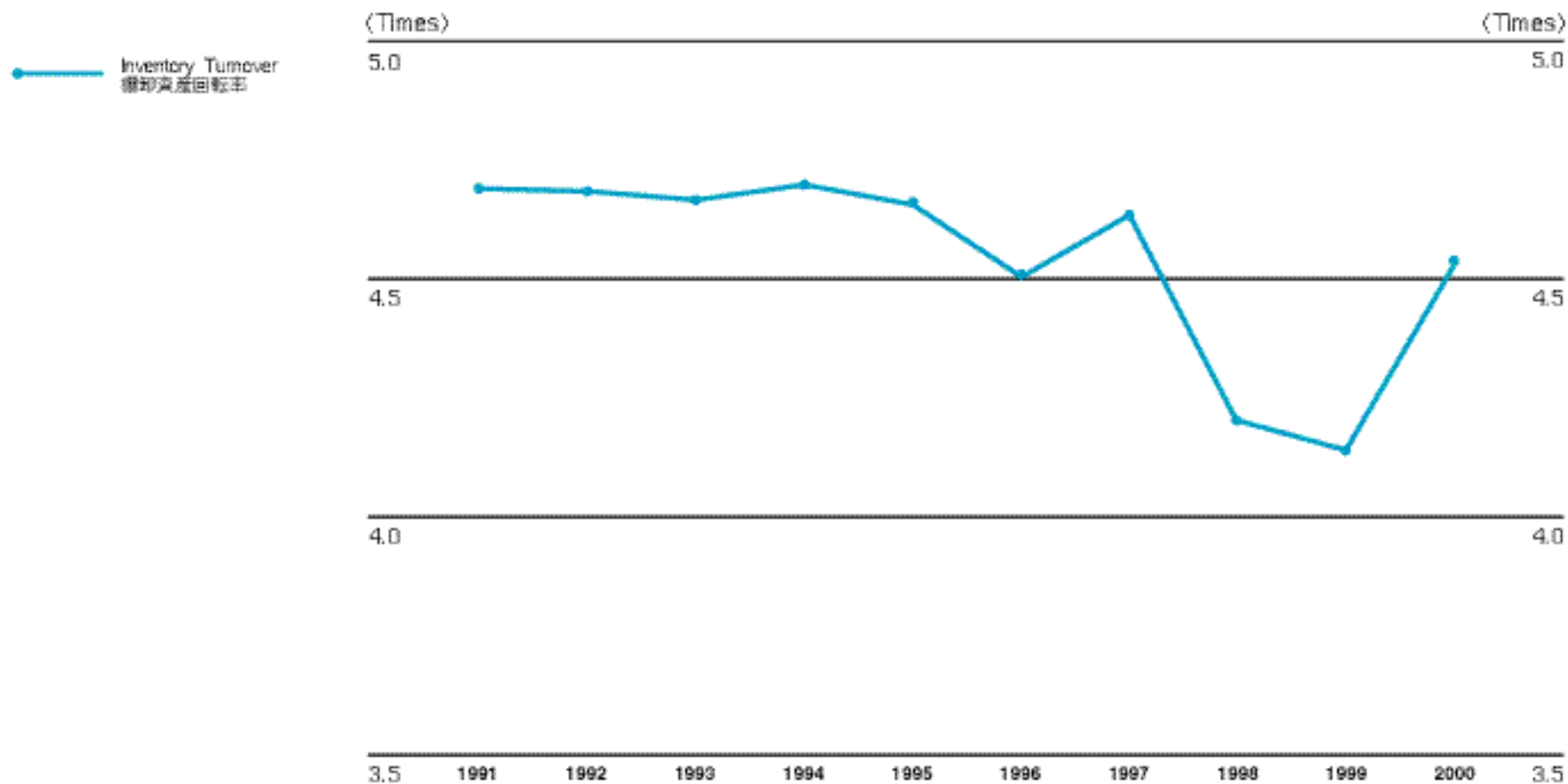


Fiscal Year ~ 年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Net Sales 売上高	(Million ¥)	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280	555,358
Total Assets 総資産	(Million ¥)	514,392	588,802	599,831	570,991	569,794	600,172	611,930	602,030	586,858	580,038
Total Assets Turnover 総資産回転率	(Times)	0.90	0.82	0.77	0.81	0.86	0.88	0.97	1.02	0.95	0.96

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 棚卸資産回転率

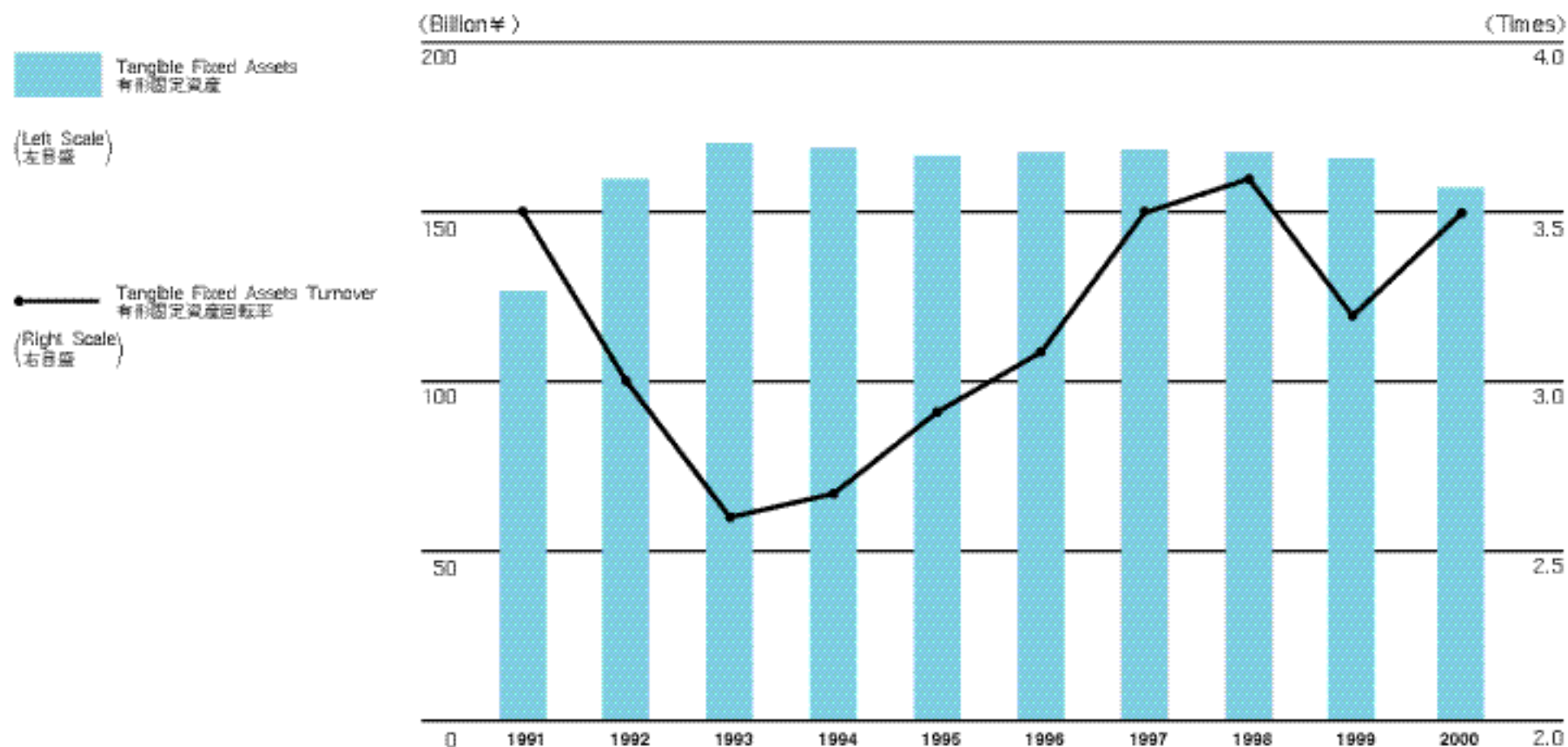


Fiscal Year ~ 年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Cost of Sales 売上原価 (Million ¥)	295,124	319,589	308,579	312,248	324,666	342,500	388,005	387,445	364,314	358,911
Inventory 棚卸資産 (Million ¥)	61,966	67,274	65,642	64,275	69,272	75,892	83,237	90,474	87,258	78,671
Inventory Turnover 棚卸資産回転率 (Times)	4.76	4.75	4.70	4.86	4.69	4.51	4.66	4.28	4.18	4.56

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

注 : 棚卸資産は期中平均
棚卸資産回転率 = 売上原価 / 棚卸資産

Tangible Fixed Assets Turnover 有形固定資産回轉率

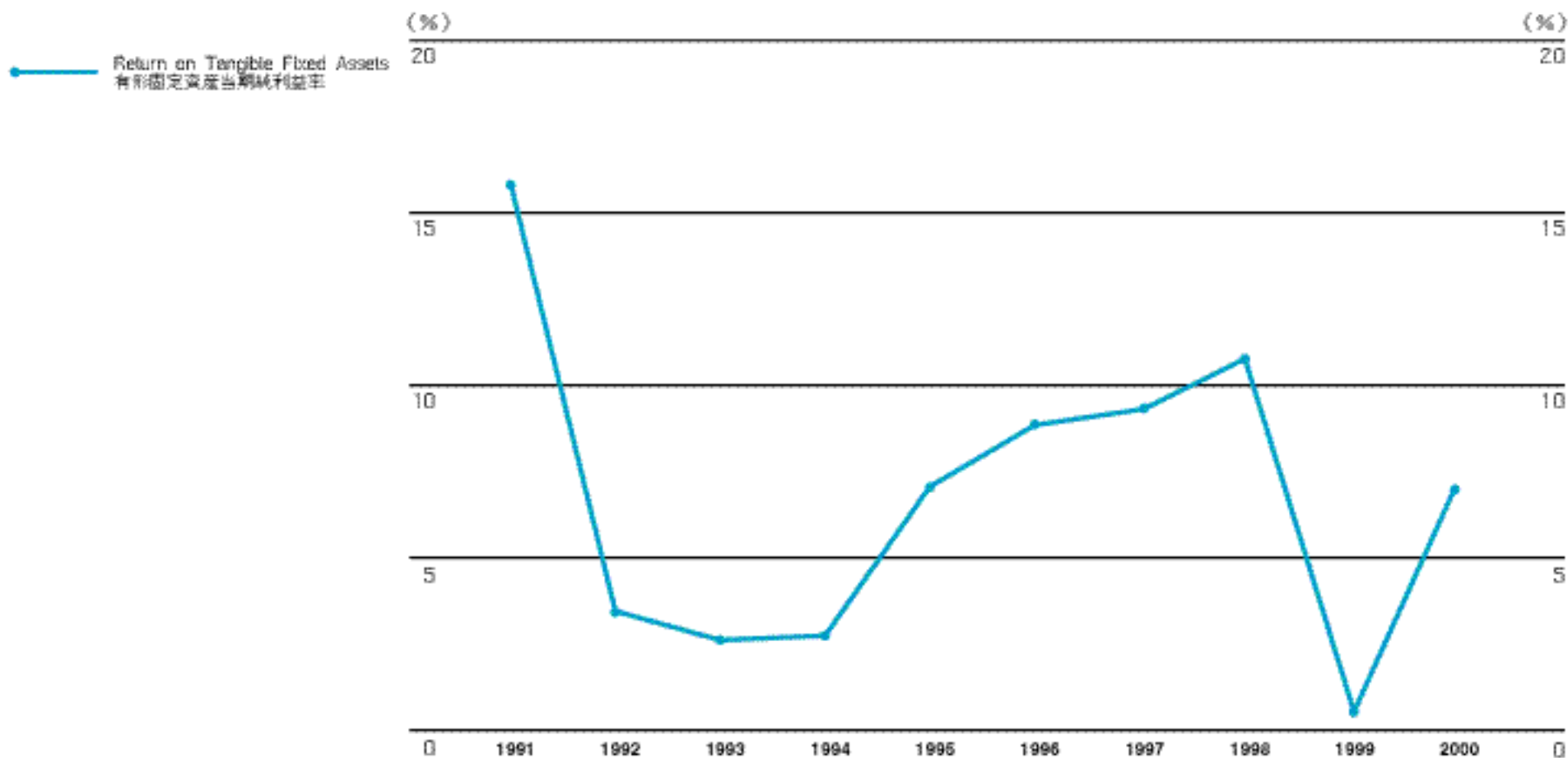


Fiscal Year ~ 年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Net Sales 売上高 (Million ¥)	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280	555,358
Tangible Fixed Assets 有形固定資産 (Million ¥)	133,663	162,326	175,308	171,622	167,830	170,453	171,553	170,446	166,689	159,465
Tangible Fixed Assets Turnover 有形固定資産回轉率 (Times)	3.5	3.0	2.6	2.7	2.9	3.1	3.5	3.6	3.3	3.5

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
 有形固定資産回轉率 = 売上高 / 有形固定資産

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



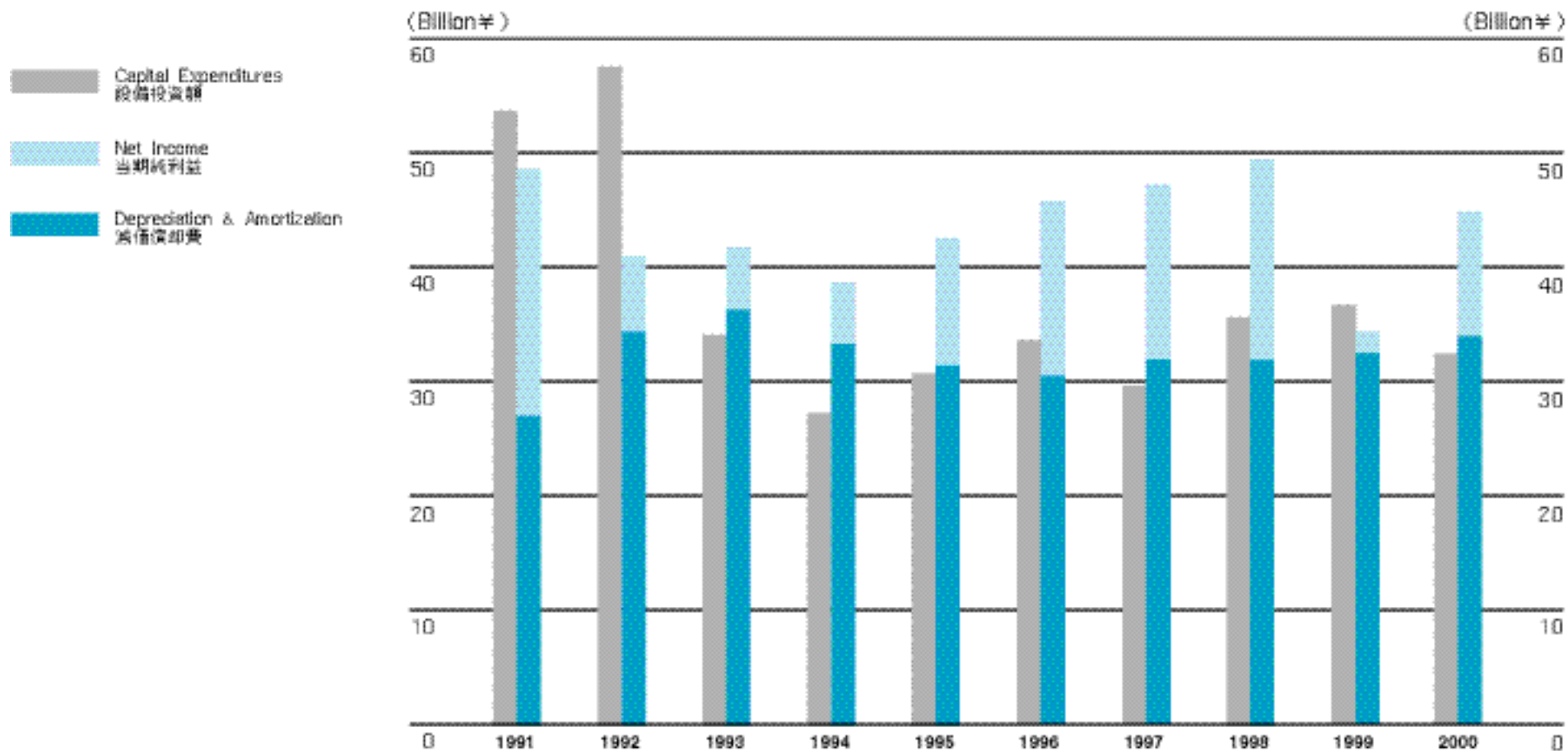
Fiscal Year ~ 年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Net Income 当期純利益 (Million ¥)	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174	11,561
Tangible Fixed assets 有形固定資産 (Million ¥)	133,663	162,326	175,308	171,622	167,830	170,453	171,553	170,446	166,689	159,465
Return on Tangible Fixed Assets 有形固定資産当期純利益率 (%)	16.1	3.8	2.6	2.7	7.2	8.6	9.2	11.0	1.3	7.2

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

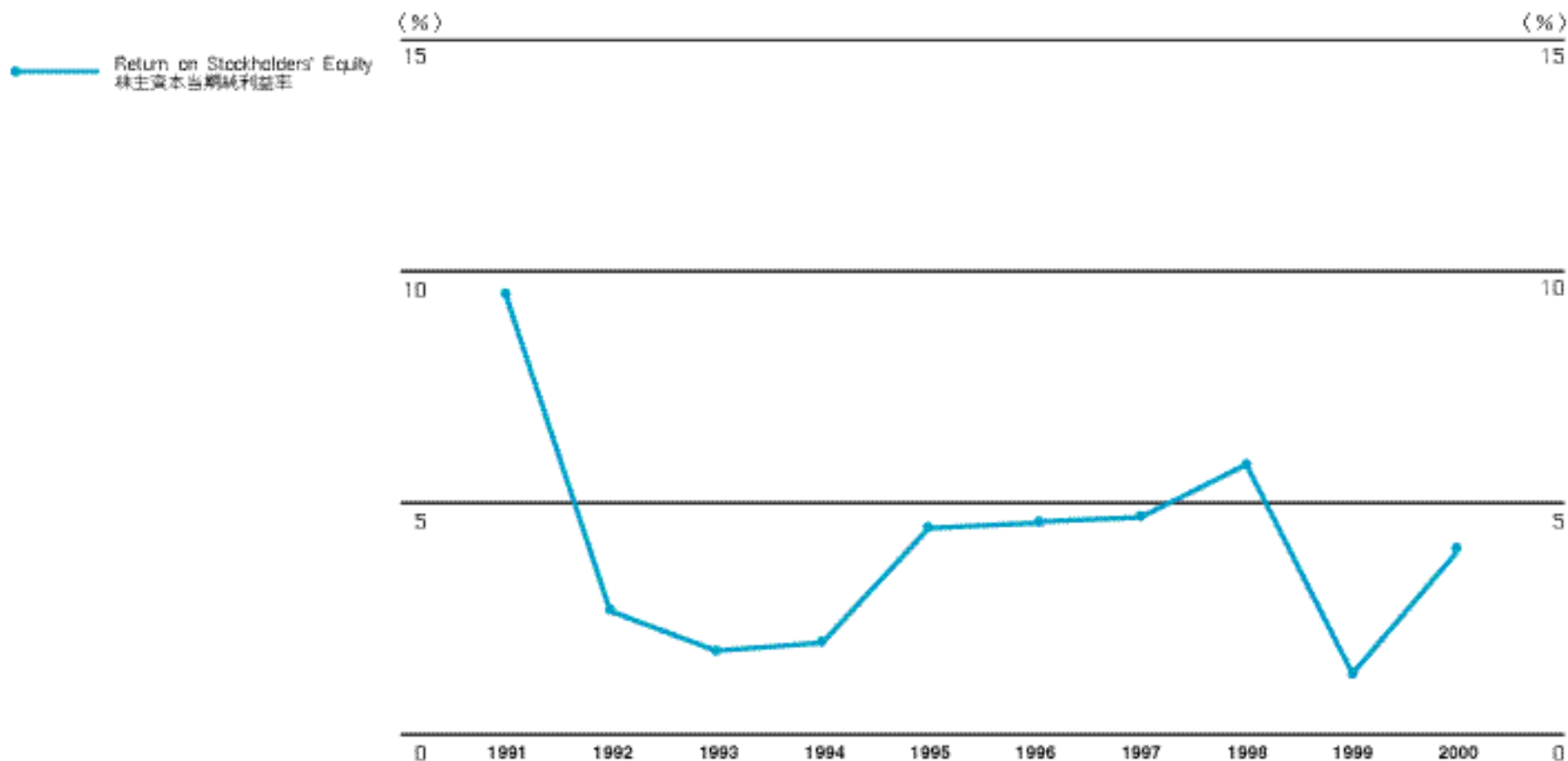


Fiscal Year ~ 年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Capital Expenditures 設備投資額	(Million ¥) 53,776	57,575	34,584	26,875	30,954	34,079	29,956	35,896	36,696	31,146
Net Income 当期純利益	(Million ¥) 21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174	11,561
Depreciation & Amortization 減価償却費	(Million ¥) 27,205	34,736	37,607	33,502	31,438	30,196	31,234	31,129	31,396	31,445
Cash Flows キャッシュフロー	(Million ¥) 48,679	40,908	42,180	38,192	43,590	44,783	46,973	49,833	33,570	43,006

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 Stockholders' Equity 株主資本当期純利益率

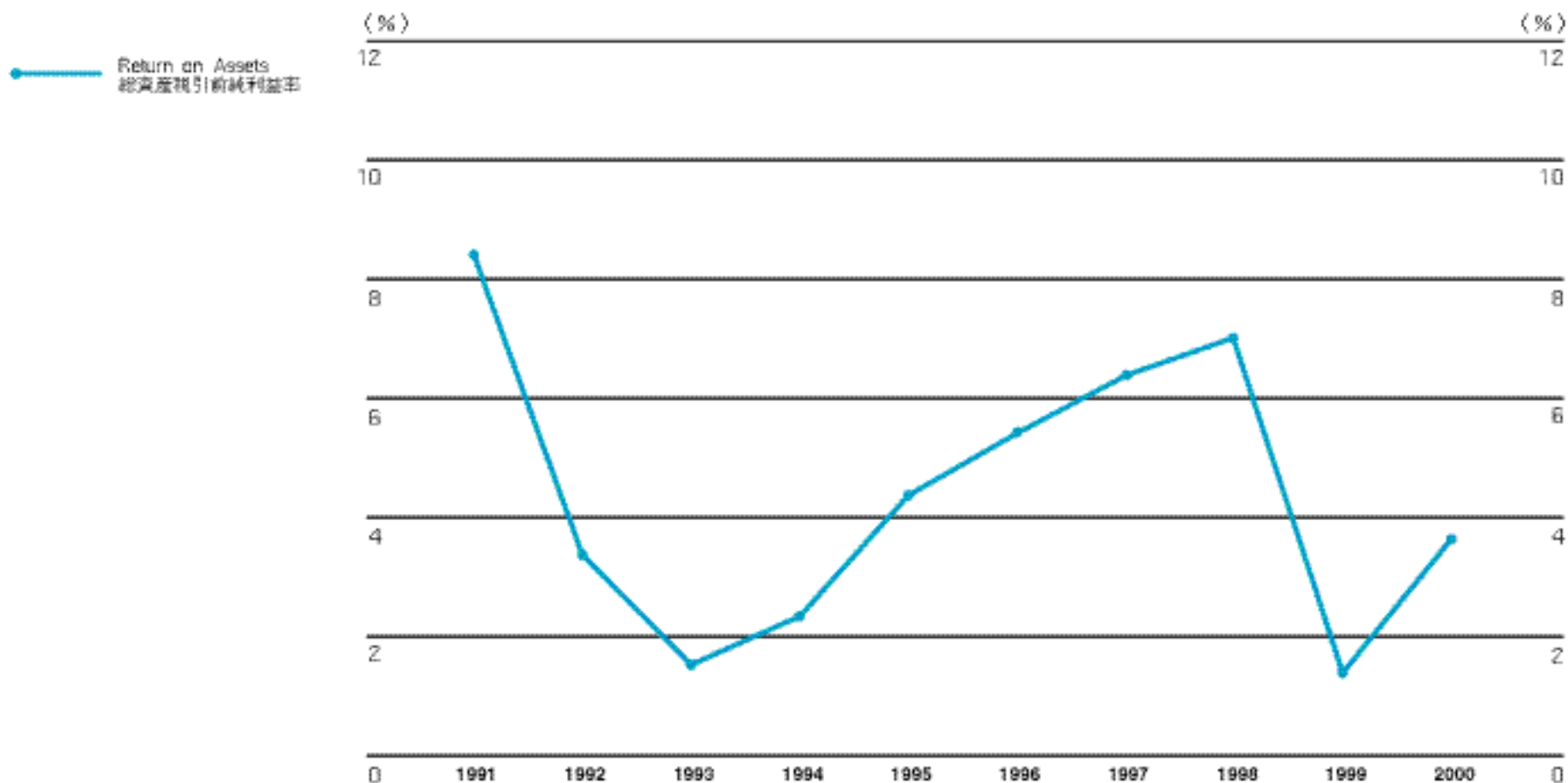


Fiscal Year ~ 年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Net Income 当期純利益	(Million ¥)	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174	11,561
Stockholders' Equity 株主資本	(Million ¥)	225,265	237,113	235,949	232,329	263,871	307,615	325,648	338,084	332,162	328,660
Return on Stockholders' Equity 株主資本当期純利益率	(%)	9.5	2.6	1.9	2.0	4.6	4.7	4.8	5.5	0.7	3.5

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

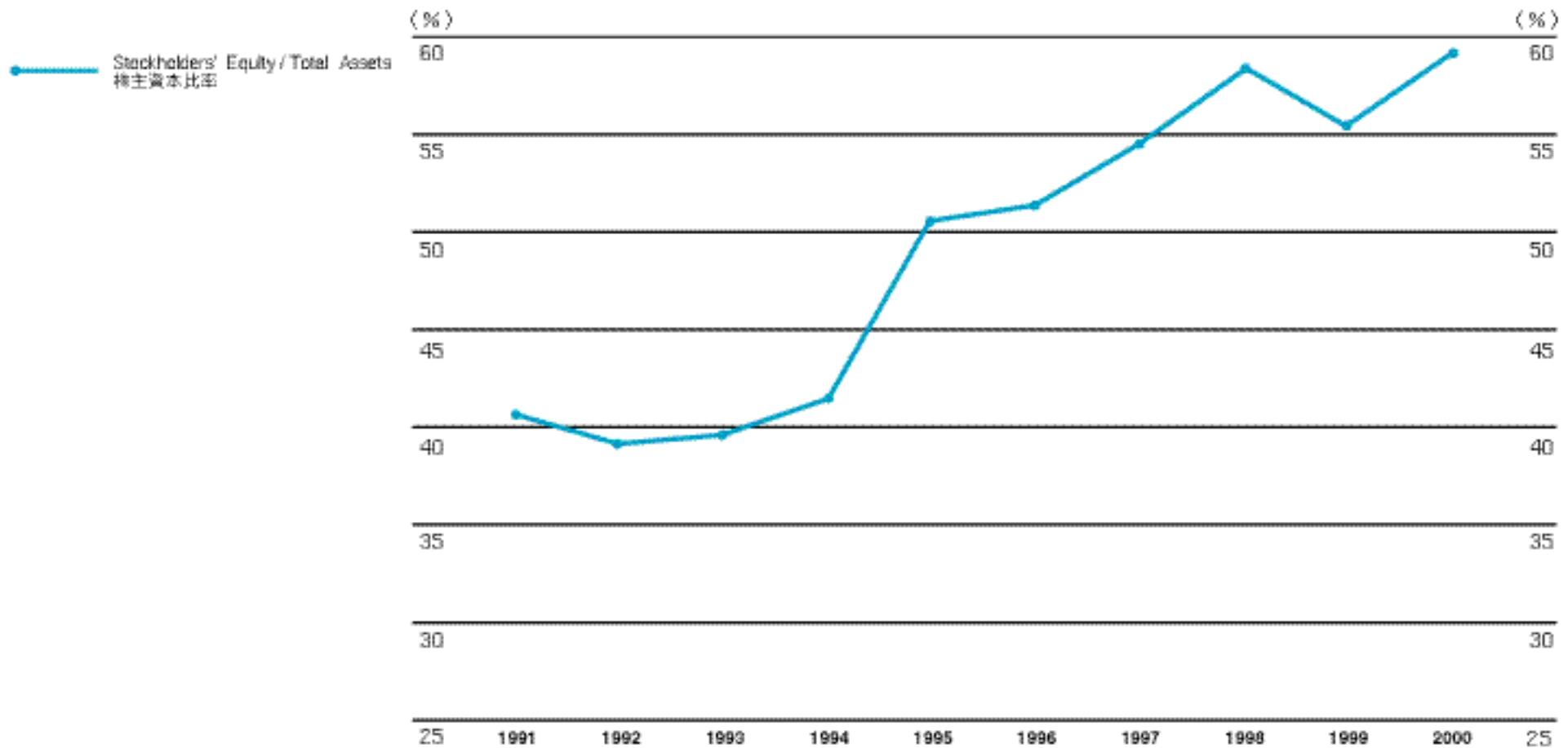


Fiscal Year ~年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Income Before Tax 税引前純利益 (Million ¥)	43,549	19,803	9,375	13,062	24,948	32,252	39,248	42,243	8,249	21,036
Total Assets 総資産 (Million ¥)	514,392	588,802	599,831	570,991	569,794	600,172	611,930	602,030	586,858	580,038
Return on Assets 総資産税引前純利益率 (%)	8.5	3.4	1.6	2.3	4.4	5.4	6.4	7.0	1.4	3.6

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

Stockholders' Equity / Total Assets 株主資本比率



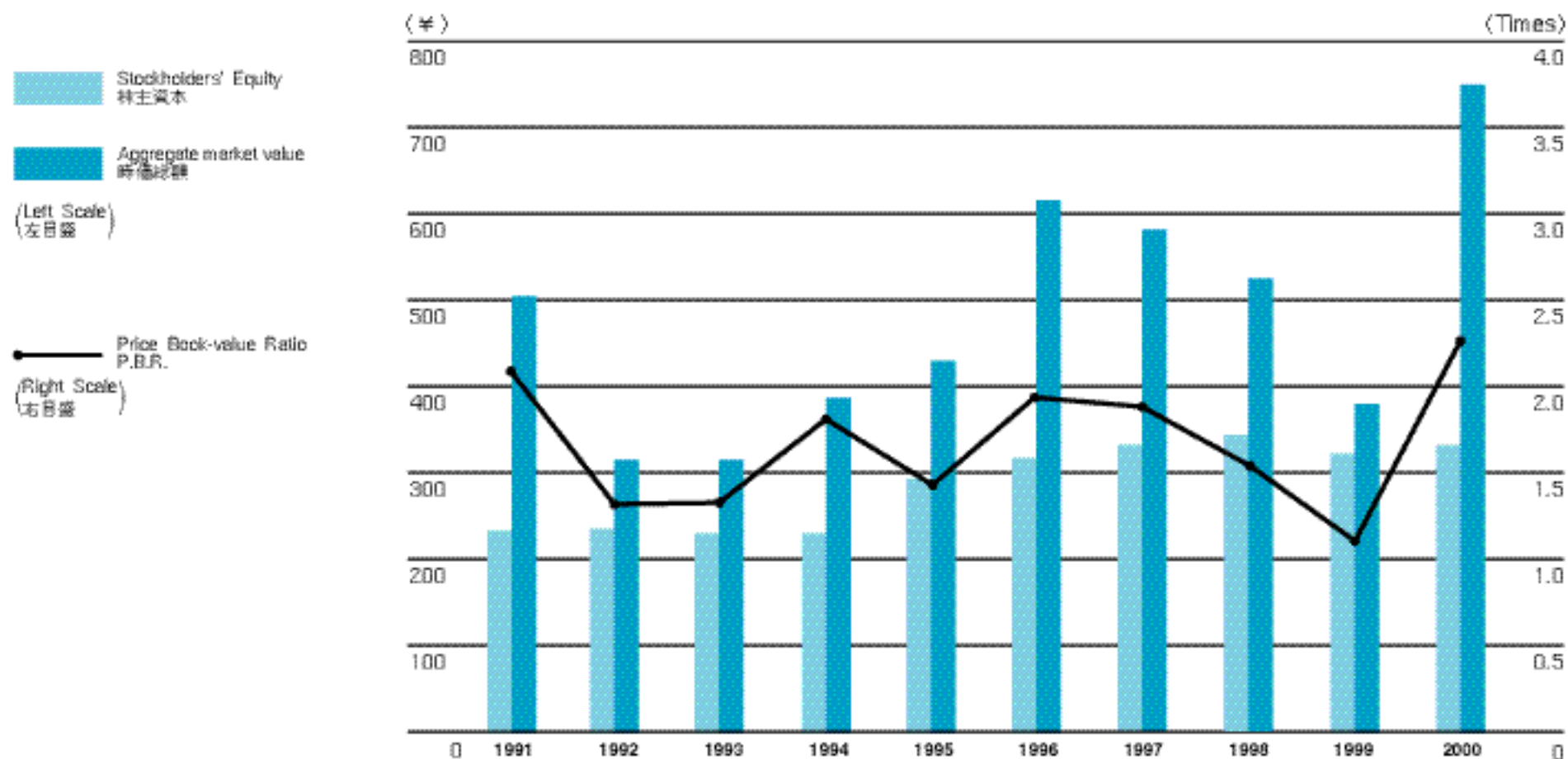
Fiscal Year ~ 年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Debt 負債	(Million ¥)	331,470	371,908	355,856	321,468	290,379	294,735	277,828	250,063	259,328	243,427
Debt / Equity Ratio デットエクイティレシオ	(Times)	1.403	1.563	1.521	1.393	0.978	0.926	0.834	0.729	0.807	0.724
Stockholders' Equity 株主資本	(Million ¥)	236,278	237,947	233,951	230,706	297,035	318,194	333,102	343,066	321,258	336,062
Total Assets 総資産	(Million ¥)	567,748	609,855	589,807	552,174	587,414	612,929	610,930	593,129	580,586	579,489
Stockholders' Equity / Total Assets 株主資本比率	(%)	41.6	39.0	39.7	41.8	50.6	51.9	54.5	57.8	55.3	58.0

Notes : Debt, Stockholders' Equity at the end of each fiscal year.
Debt / Equity Ratio = Debt / Stockholders' 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・P.B.R.

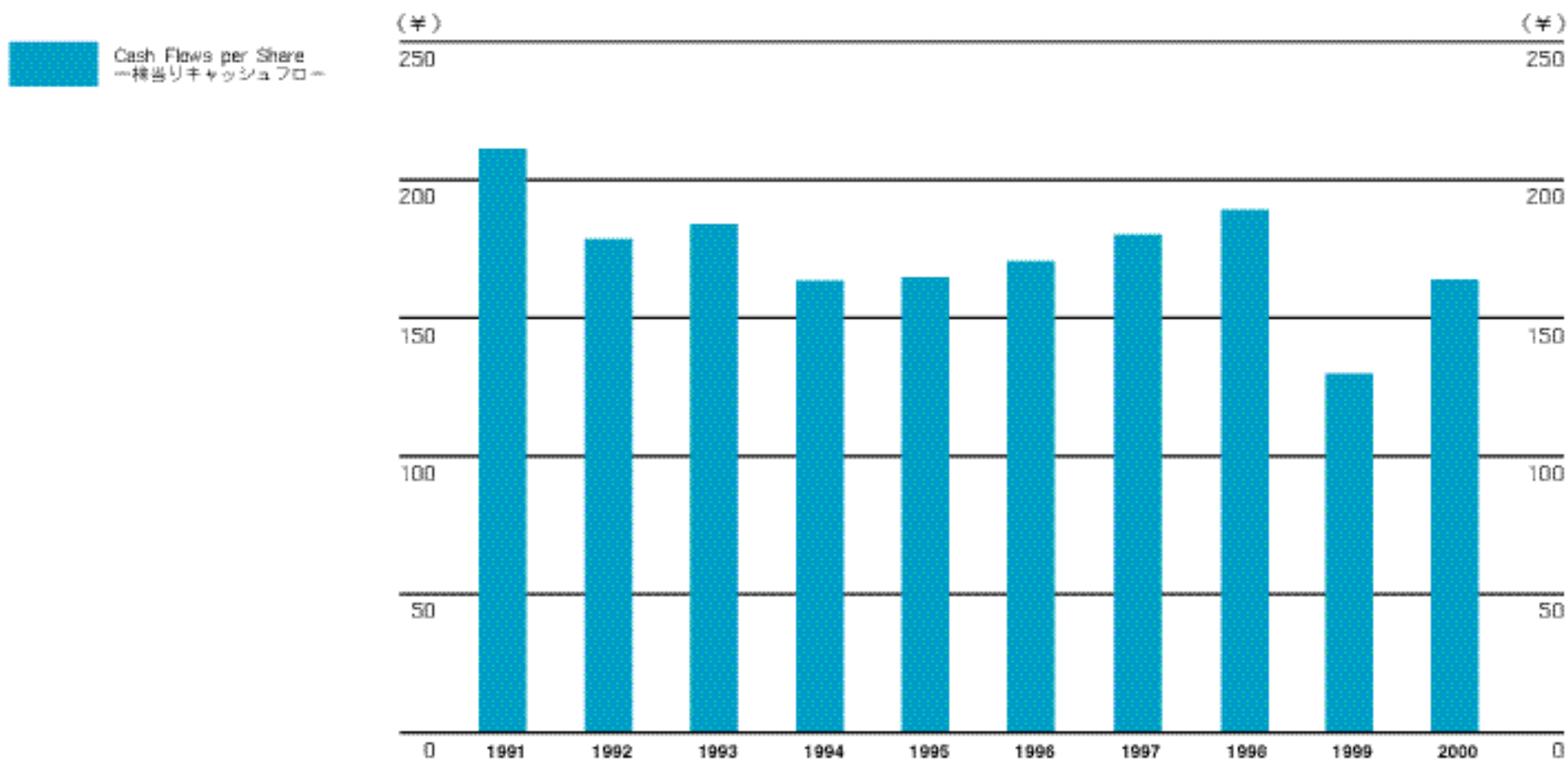


Fiscal Year ~ 年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Stockholders' Equity 株主資本 (Million ¥)	236,278	237,947	233,951	230,706	297,035	318,194	333,102	343,066	321,258	336,062
Aggregate market value 時価総額 (¥)	505,627	318,735	318,753	390,357	429,846	615,952	576,636	529,457	380,519	750,759
Number of Shares 株数	230,879,825	230,967,636	230,980,180	230,980,180	262,100,942	262,107,214	262,107,214	262,107,214	257,107,214	257,109,236
Stockholders' Equity per Share 一株当り株主資本 (¥)	1,023	1,030	1,013	999	1,133	1,214	1,271	1,309	1,250	1,307
Adjusted Stock Price 修正株価 (¥)	2,190.00	1,380.00	1,380.00	1,690.00	1,640.00	2,350.00	2,200.00	2,020.00	1,480.00	2,920.00
Price Book-value Ratio P.B.R. (Times)	2.14	1.34	1.36	1.69	1.45	1.94	1.73	1.54	1.18	2.23

Notes : Stockholders' Equity is based on Common Shares.
Number of Shares issued, Stockholders' Equity and Adjusted Stock Price at the end of each fiscal year.

注：株主資本は、発行済普通株式に基づいています。
発行済株式数、株主資本、修正株価は各年度末数値

Cash Flows per Share 一株当りキャッシュフロー



Fiscal Year ~年3月期	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Cash Flows キャッシュフロー (Million ¥)	48,679	40,908	42,180	38,192	43,590	44,783	46,973	49,833	33,570	43,006
Number of Shares 株数	230,879,825	230,967,636	230,980,180	230,980,180	262,100,942	262,107,214	262,107,214	262,107,214	257,107,214	257,109,236
Cash Flows per Share 一株当りキャッシュフロー (¥)	211	177	183	165	166	171	179	190	131	167

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

注：一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。
 発行済株式数は各年度末数値
 キャッシュフロー = 当期純利益 + 減価償却費

CONSOLIDATED STATEMENTS OF INCOME

連結損益計算書

(Million ¥)

Years ended March 31	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
NET SALES 売上高	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,820	555,358
COSTS AND EXPENSES : 売上原価及び費用										
Cost of sales 売上原価	295,124	319,589	308,579	312,248	324,666	342,500	388,005	387,445	364,314	358,911
Selling, general and administrative 販売費及び一般管理費	93,622	103,463	102,430	100,193	100,333	109,117	130,163	138,404	136,734	133,662
Research and development 試験研究開発費	29,952	33,587	31,004	28,698	31,223	34,433	35,188	39,914	42,383	36,605
Interest expense (income), net 支払利息及び受取利息-純額-	(2,099)	3,995	5,601	6,428	5,102	2,044	1,591	682	862	750
Foreign exchange loss (gain) 為替差損益	1,372	(312)	835	1,272	3,657	5,027	860	4,419	2,766	2,841
Other, net その他費用(収益) -純額-	2,856	3,122	4,878	(1,032)	(229)	(84)	(794)	(1,312)	(28)	1,553
Total 合計	<u>420,827</u>	<u>463,444</u>	<u>453,327</u>	<u>447,807</u>	<u>464,752</u>	<u>493,037</u>	<u>555,013</u>	<u>569,552</u>	<u>547,031</u>	<u>534,322</u>
INCOME BEFORE INCOME TAXES, MINORITY 法人税等・少数株主損益 INTERESTS AND EXTRAORDINARY ITEM 及び特別項目調整前純利益	43,549	19,803	9,375	13,062	24,948	32,252	39,248	42,243	8,249	21,036
INCOME TAXES : 法人税等										
Current 当期税額	22,946	13,409	8,918	12,302	13,150	18,107	22,915	24,579	12,426	14,857
Deferred 繰延税額	(1,399)	(278)	(4,444)	(2,863)	705	(337)	342	(1,305)	(8,591)	(5,809)
Tax effects of subsidiaries' operating loss carryforwards 子会社での繰越欠損金の 期間調整税額	255	333	2,047	*1(617)	(1,497)	(731)	(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	—
Total 合計	<u>21,802</u>	<u>13,464</u>	<u>6,521</u>	<u>8,822</u>	<u>12,358</u>	<u>17,039</u>	<u>22,952</u>	<u>23,371</u>	<u>6,044</u>	<u>9,048</u>
INCOME BEFORE MINORITY INTERESTS 少数株主損益 AND EXTRAORDINARY ITEM 及び特別項目調整前純利益	21,747	6,339	2,854	4,240	12,590	15,213	16,296	18,872	2,205	11,988
MINORITY INTERESTS 少数株主損益	528	500	328	134	438	626	557	168	31	427
INCOME BEFORE EXTRAORDINARY ITEM 特別項目調整前純利益	<u>21,219</u>	<u>5,839</u>	<u>2,526</u>	<u>4,106</u>	<u>12,152</u>	<u>14,587</u>	<u>15,739</u>	<u>18,704</u>	<u>2,174</u>	<u>11,561</u>
EXTRAORDINARY ITEM : 特別項目										
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	255	333	2,047	*2 584	—	—	—	—	—	—
NET INCOME 当期純利益	<u>21,474</u>	<u>6,172</u>	<u>4,573</u>	<u>4,690</u>	<u>12,152</u>	<u>14,587</u>	<u>15,739</u>	<u>18,704</u>	<u>2,174</u>	<u>11,561</u>
										(¥)
NET INCOME PER SHARE (Basic) 一株当り当期純利益	—	—	—	20.3	50.8	55.7	60.1	71.4	8.3	45.01
(Diluted) 潜在株式調整後一株当り当期純利益	<u>89.4</u>	<u>26.1</u>	<u>19.6</u>	<u>20.1</u>	<u>49.4</u>	<u>54.5</u>	<u>58.8</u>	<u>69.8</u>	<u>8.3</u>	<u>44.53</u>
CASH DIVIDENDS PER SHARE APPLICABLE TO PERIOD 現金配当金	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>

*1 Tax benefits of subsidiaries' operating loss carry forwards due to a change in accounting principle as required by SFAS No. 109.

*2 Cumulative effect on prior years due to a change in accounting principle as required by SFAS No. 109.

*1 法人税等の新会計基準 (SFAS No.109) 適用により発生した子会社での繰越欠損金にかかる税効果額

*2 法人税等の新会計基準 (SFAS No.109) 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	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
ASSETS 資産の部										
CURRENT ASSETS : 流動資産										
Cash and cash equivalents 現金及び現金等価物	132,690	123,592	105,071	92,731	90,056	87,864	79,288	68,365	88,900	88,670
Short-term investments 短期投資	13,750	3,768	11,707	8,663	20,009	24,065	29,035	6,142	1,054	6,300
Notes and accounts receivable, trade 受取手形及び売掛金	115,352	107,635	102,573	105,295	106,389	124,977	133,771	138,149	134,183	130,355
Allowance for doubtful receivables 貸倒引当金	(1,936)	(3,302)	(3,360)	(3,883)	(2,782)	(2,853)	(3,023)	(3,301)	(2,450)	(2,001)
Inventories 棚卸資産	64,545	70,003	61,281	67,268	71,276	80,508	85,966	94,981	79,535	77,807
Deferred income taxes 繰延税金	5,597	5,314	4,470	7,750	9,590	10,707	10,139	11,798	11,336	9,026
Other current assets その他流動資産	4,995	5,759	6,603	4,643	4,022	4,939	8,310	12,613	9,705	7,116
Total current assets 流動資産合計	<u>334,993</u>	<u>312,769</u>	<u>288,345</u>	<u>282,467</u>	<u>298,560</u>	<u>330,207</u>	<u>343,486</u>	<u>328,747</u>	<u>322,263</u>	<u>317,273</u>
PROPERTY, PLANT AND EQUIPMENT : 有形固定資産										
Land 土地	37,517	39,067	43,053	44,647	54,097	53,734	51,169	50,166	50,598	51,082
Buildings 建物及び構築物	64,718	77,737	87,142	97,966	98,486	103,702	107,036	107,974	111,263	110,330
Machinery and equipment 機械その他	127,231	146,499	143,901	138,388	133,984	139,307	143,736	143,809	135,197	129,639
Construction in progress 建設仮勘定	11,427	16,295	14,316	4,941	1,813	2,198	2,746	4,124	4,326	3,933
Total 小計	<u>240,893</u>	<u>279,598</u>	<u>288,412</u>	<u>285,942</u>	<u>288,380</u>	<u>298,941</u>	<u>304,687</u>	<u>306,073</u>	<u>301,384</u>	<u>294,984</u>
Accumulated depreciation 減価償却累計額	(91,061)	(104,778)	(112,617)	(118,494)	(120,169)	(126,246)	(134,277)	(135,591)	(138,489)	(138,950)
Net property, plant and equipment 有形固定資産合計	<u>149,832</u>	<u>174,820</u>	<u>175,795</u>	<u>167,448</u>	<u>168,211</u>	<u>172,695</u>	<u>170,410</u>	<u>170,482</u>	<u>162,895</u>	<u>156,034</u>
OTHER ASSETS : 投資その他の資産										
Investments in and advances to associates 関連会社に対する投資及び貸付金	1,136	1,684	1,888	2,047	1,646	1,924	2,098	1,843	1,770	2,013
Investment securities 投資有価証券	51,626	86,605	91,078	65,953	86,144	71,170	59,710	55,336	54,114	69,397
Leasehold deposits 施設借用保証金	11,675	12,951	14,152	14,496	12,149	12,116	11,809	11,730	12,035	10,608
Deferred income taxes 繰延税金	—	—	—	3,621	3,825	7,410	6,945	7,507	8,834	6,415
Other その他の資産	18,486	21,026	18,549	16,142	16,879	17,407	16,472	17,484	18,675	17,749
Total other assets 投資その他の資産合計	<u>82,923</u>	<u>122,266</u>	<u>125,667</u>	<u>102,259</u>	<u>120,643</u>	<u>110,027</u>	<u>97,034</u>	<u>93,900</u>	<u>95,428</u>	<u>106,182</u>
TOTAL 資産合計	<u>567,748</u>	<u>609,855</u>	<u>589,807</u>	<u>552,174</u>	<u>587,414</u>	<u>612,929</u>	<u>610,930</u>	<u>593,129</u>	<u>580,586</u>	<u>579,489</u>

Note : "Deferred income taxes" listed under "OTHER ASSETS" in 1994 due to a change in accounting principal as required by SFAS No. 109.

注 : 1994年度の『その他資産』における『繰延税金』は新会計基準 (SFAS No. 109) の適用による。

CONSOLIDATED BALANCE SHEETS 連結貸借対照表

(Million ¥)

Years ended March 31	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
LIABILITIES AND STOCKHOLDERS' EQUITY 負債・資本の部										
CURRENT LIABILITIES : 流動負債										
Bank loans 短期借入金	22,495	21,245	9,100	8,864	6,109	11,564	15,302	12,578	27,946	10,242
Notes and accounts payable, trade 支払手形・買掛金・未払金	75,887	70,461	68,834	68,455	73,062	80,307	95,552	88,756	70,971	78,467
Accrued expenses 未払費用	19,489	21,319	19,162	18,105	19,112	20,865	22,478	23,117	20,924	21,430
Income taxes 未払税金	12,450	6,461	4,364	8,126	9,864	11,472	16,236	15,011	9,020	11,334
Other current liabilities その他流動負債	14,768	16,120	19,176	19,267	25,814	24,203	25,603	29,020	26,625	24,741
Current portion of long-term debt 一年以内に返済予定の長期債務	8,070	3,691	74,354	77,216	24,258	42,202	18,024	8,466	2,167	1,262
Total current liabilities 流動負債合計	153,159	139,297	194,990	200,033	158,219	190,613	193,195	176,948	157,653	147,476
LONG-TERM DEBT : 長期借入金	155,216	210,766	142,828	100,363	97,375	55,349	41,821	33,500	56,610	57,968
DEFERRED INCOME TAXES : 繰延税金	6,345	5,833	646	3,249	11,912	17,195	13,145	11,335	908	3,725
TERMINATION AND RETIREMENT BENEFITS : 退職給与引当金	10,906	10,206	11,061	11,778	12,222	23,693	22,909	24,913	40,076	30,629
OTHER LONG-TERM LIABILITIES : その他固定負債	—	—	—	—	3,759	1,974	108	367	1,525	1,114
MINORITY INTERESTS IN SUBSIDIARIES : 少数株主持分	5,844	5,806	6,331	6,045	6,892	5,911	6,650	3,000	2,556	2,515
STOCKHOLDERS' EQUITY : 資本										
Common stock of ¥50 per value 資本金 (普通株式 額面50円)	38,627	38,680	38,688	38,688	64,075	64,079	64,079	64,079	64,079	64,082
Additional paid-in capital 資本剰余金	73,577	73,620	73,626	73,626	98,696	98,702	98,702	98,702	98,702	98,705
Legal reserve 利益準備金	3,633	3,997	4,362	4,725	5,087	5,473	5,963	6,314	6,811	7,250
Retained earnings その他剰余金	123,187	125,993	127,198	128,522	137,107	147,900	159,741	174,686	166,020	173,804
Accumulated other comprehensive income その他の包括利益累計額	(2,746)	(4,343)	(9,923)	(14,855)	(7,930)	2,040	4,617	(715)	(14,012)	(7,168)
Cumulative translation adjustments 為替換算調整額	(2,746)	(4,343)	(9,923)	(14,855)	(16,879)	(9,057)	(3,320)	(5,912)	(11,954)	(20,998)
Minimum pension liability adjustments 退職年金負債調整額	—	—	—	—	—	(4,639)	(2,146)	(1,401)	(7,138)	—
Net Unrealized Gain on Securities 未実現有価証券評価損益	—	—	—	—	8,949	15,736	10,083	6,598	5,080	13,830
Transury Stock 自己株式	—	—	—	—	—	—	—	—	(342)	(611)
Total stockholders' equity 資本合計	236,278	237,947	233,951	230,706	297,035	318,194	333,102	343,066	321,258	336,062
TOTAL 負債・資本合計	<u>567,748</u>	<u>609,855</u>	<u>589,807</u>	<u>552,174</u>	<u>587,414</u>	<u>612,929</u>	<u>610,930</u>	<u>593,129</u>	<u>580,586</u>	<u>579,489</u>

CONSOLIDATED STATEMENTS OF CASH FLOWS

連結資金収支計算書

(Million ¥)

Years ended March 31	1992	1993	1994	1995	1996	1997	1998	1999	2000
OPERATING ACTIVITIES : 営業活動における資金収支									
Net Income 当期純利益	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174	11,561
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	34,736	37,607	33,502	31,438	30,196	31,234	31,129	31,396	31,445
Termination and retirement benefits 退職給与引当金の増減	(700)	834	717	444	(154)	4,574	2,004	4,178	5,778
Deferred income taxes 繰延税金	(217)	(4,622)	(3,802)	(792)	(1,242)	(62)	(634)	(6,358)	(5,809)
Noncash interest expense, net 資金収支を伴わない支払利息	1,875	1,875	1,514	1,100	—	—	—	—	—
Minority interests 少数株主利益	500	328	134	438	626	557	168	31	427
Loss on sale of business entities 子会社・事業の売却による損	—	—	—	—	—	—	—	286	—
Change in assets and liabilities, net of effects of acquisitions: (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	9,083	5,601	(2,199)	(2,195)	(16,936)	(7,927)	(3,537)	2,025	2,507
Inventories 棚卸資産	(5,458)	8,792	(5,987)	(4,008)	(7,289)	(4,163)	(8,412)	10,529	(534)
Other assets その他の資産	(6,151)	(3,735)	2,077	(2,578)	494	(2,080)	(7,004)	5,306	(3,030)
Notes and accounts payable – trade 支払手形及び買掛金	(6,221)	(3,931)	(97)	4,626	5,841	12,000	(4,315)	(11,969)	10,062
Income taxes payable 未払税金	5,989	(2,097)	3,762	1,738	1,455	4,711	(1,998)	(5,967)	2,633
Accrued expenses and other 未払費用及びその他流動負債	2,939	(300)	(1,058)	3,748	(706)	3,232	4,425	(970)	(585)
Other – net その他	268	1,647	(3,674)	(688)	(1,155)	(646)	1,556	(1,078)	5,471
Total adjustments 調整計	24,665	41,999	24,889	33,271	11,130	41,430	13,382	27,409	48,365
Net cash provided by operating activities 営業活動における資金収支合計	30,837	46,572	29,579	45,423	25,717	57,169	32,086	29,583	59,926
INVESTING ACTIVITIES : 投資活動における資金収支									
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	(25,019)	(13,261)	2,344	(12,600)	24,757	(2,233)	19,858	4,505	(5,124)
Capital expenditures 有形固定資産の取得	(57,575)	(34,584)	(26,875)	(30,954)	(34,079)	(29,956)	(35,896)	(36,696)	(31,146)
Acquisition of businesses, net of cash acquired 会社買収および売却	(1,680)	(589)	0	0	0	0	0	1,998	—
Increase in leasehold deposits 施設借入金証金の増加	(831)	(851)	(275)	2,338	57	285	5	(527)	1,456
Proceeds from sales of property, plant and equipment 有形固定資産の売却による収入	963	666	1,411	5,368	3,427	2,818	1,335	1,895	1,081
Other – net その他	(288)	557	44	0	0	(312)	(2,933)	(186)	(447)
Net cash used in investing activities 投資活動における資金収支合計	84,430	(48,062)	1,057	(35,848)	(5,838)	(29,398)	(17,631)	(29,011)	(34,180)
Free cash Flow 純現金収支	(53,593)	(1,490)	30,636	9,575	19,879	27,771	14,455	572	25,746
FINANCING ACTIVITIES : 財務活動における資金収支									
Net borrowings (repayments) of short-term bank loans 短期借入金の増減	(1,250)	(12,455)	(237)	(2,754)	5,141	3,738	(2,864)	15,515	(18,087)
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	57,566	10,822	38,518	22,287	1,050	5,446	648	25,413	775
Repayments of long-term debt 長期債務の返済	(8,208)	(9,728)	(76,778)	(77,733)	(26,525)	(43,634)	(18,013)	(8,956)	(3,102)
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	0	0	0	49,918	0	0	0	0	0
Dividends paid 支払配当金	(3,002)	(3,003)	(3,003)	(3,003)	(3,355)	(3,407)	(3,408)	(3,372)	(3,371)
Share buyback 消却のための自己株式の取得	—	—	—	—	—	—	—	(6,971)	—
Net cash provided by (used in) financing activities 財務活動における資金収支合計	45,106	(14,364)	(41,500)	(11,285)	(23,689)	(37,857)	(23,637)	21,629	(23,785)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS 換算レート変動の影響	(611)	(2,667)	(1,476)	(965)	1,618	1,510	(1,741)	(1,666)	(2,191)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS 資金収支合計	(9,098)	(18,521)	(12,340)	(2,675)	(2,192)	(8,576)	(10,923)	20,535	(230)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR 期首現金及び現金等価物残高	132,690	123,592	105,071	92,731	90,056	87,864	79,288	68,365	88,900
CASH AND CASH EQUIVALENTS AT END OF THE YEAR 期末現金及び現金等価物残高	123,592	105,071	92,731	90,056	87,864	79,288	68,365	88,900	88,670

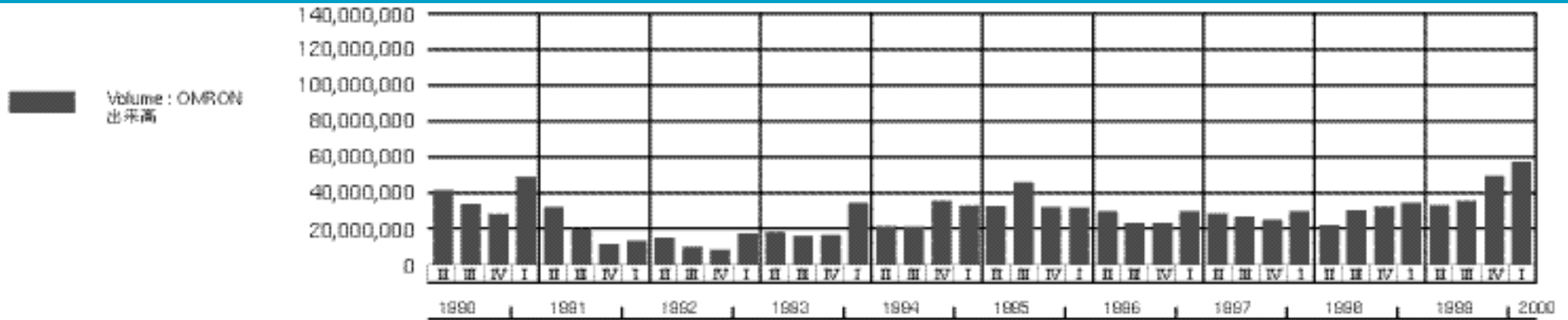
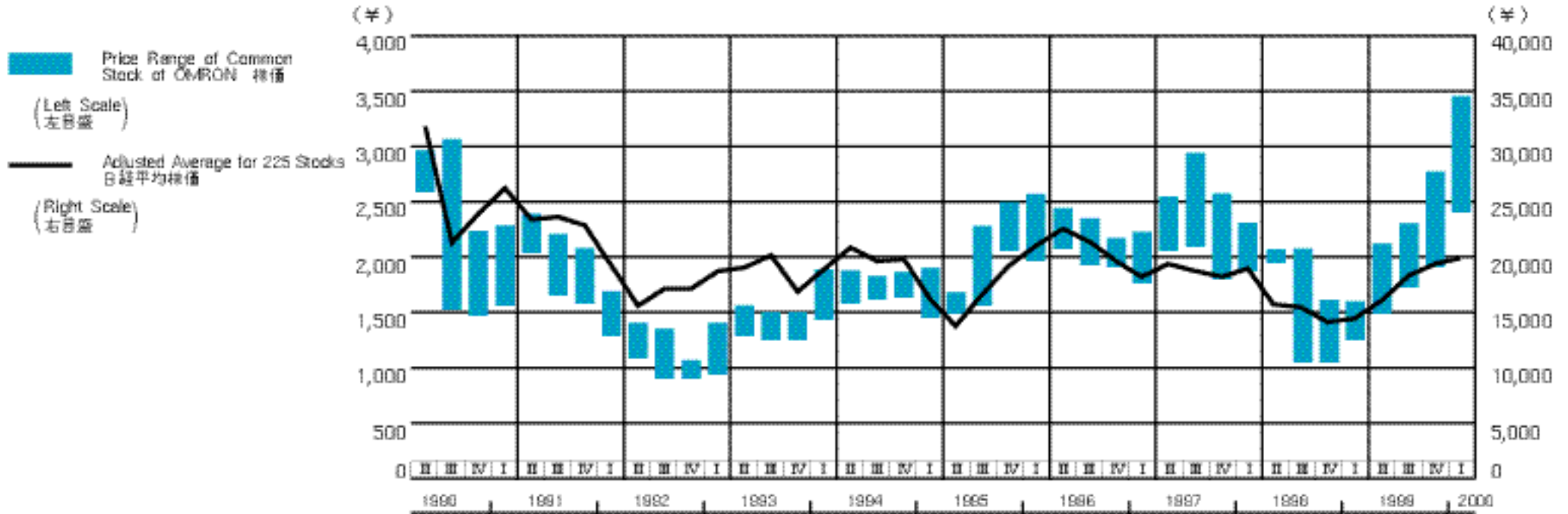
Main Products

主要製品

Industrial Automation Company :	Programmable logic controllers , Programmable terminals , Photoelectric sensors , Proximity sensors , Printer circuit board automated solder inspection systems , Switches , Relays , Timers , Counters , Temperature and process controllers , Protective relay , Power supplies
Electronic Components Compay :	Tactile switches , Dip switches , Trigger switches , General purpose relays , Multiplex Controllers , Laser Radars , Actuators , Buckle Switches , Detection Switches , The components for photocopier and printer (counterfeit detectors , tablets , paper handling machines , contoroler PCB units , sensors , relays , switches) , Amusement components (Sensors , Keys , ICs , Game controllers)
Social Systems Business Company :	Banking systems (ATMs , Cash dispensers , POS systems , FET terminal) , Automatic fare collection systems , Area traffic control systems , Parking systems , Totalizator systems
Healthcare Company :	Digital blood pressure monitor , Electronic digital thermometers , Electronic pulse massagers Body-fat monitors , Nebulizer , Chair massager, Ped meter , Healthcare services
Others	Peripheral equipment for personal computer (Terminal Adapter , Modem , Cable type Modem for mobile phone , Uninterruptable power supply , Scanner) Card readers , Room access control system , Radio Frequency ID systems , Photo-sticker vending machines , Speech recognition and voice authentication software
イグ ストリアル・オートメーション・システムズ・インコーポレイテッド	プログラマブル・コントローラ、プログラマブル・ターミナル、光電センサ、近接センサ 基盤検査装置、スイッチ、リレー、タイマ、カウンタ 電子温度調節器、保護機器、パワーサプライ
エレクトロニクスコンポーネンツ・システムズ・インコーポレイテッド	タクトイルスイッチ、ディップスイッチ、トリガスイッチ、一般用電磁リレー、多重通信コントローラ レザレダ、アクチュエータ、バックルスイッチ、検出スイッチ OA機器用周辺機器（ペーパードリフトリング機器、デジタイザ）、OA機器用内蔵機器（紙幣鑑別装置、コントロール基板、各種センサ、リレー、スイッチ） アミューズメント機器用部品・ユニット（専用センサ、鍵、IC、ゲームコントローラ）
ソリューション・システムズ・インコーポレイテッド	電子決済システム（現金自動預金支払機、現金自動支払機、POSシステム、クレジット/デビット決済端末） 駅務システム、交通管制システム、駐車場システム、トクセキシステム
ヘルスケア・システムズ・インコーポレイテッド	電子血圧計、電子体温計、低周波治療器 体脂肪計、ネブライザ、椅子式マッサージャ、歩数計、健康サピス
その他	パソコン周辺機器（ターミナルアダプタ、モデム、携帯モデム） バックアップ電源、スキャナ カードリーダー、入退出管理システム、RFタグ プリントシール機、音声自動応答システム

Common Stock Price Range (Osaka Securities Exchange)

株価推移 (大阪証券取引所)

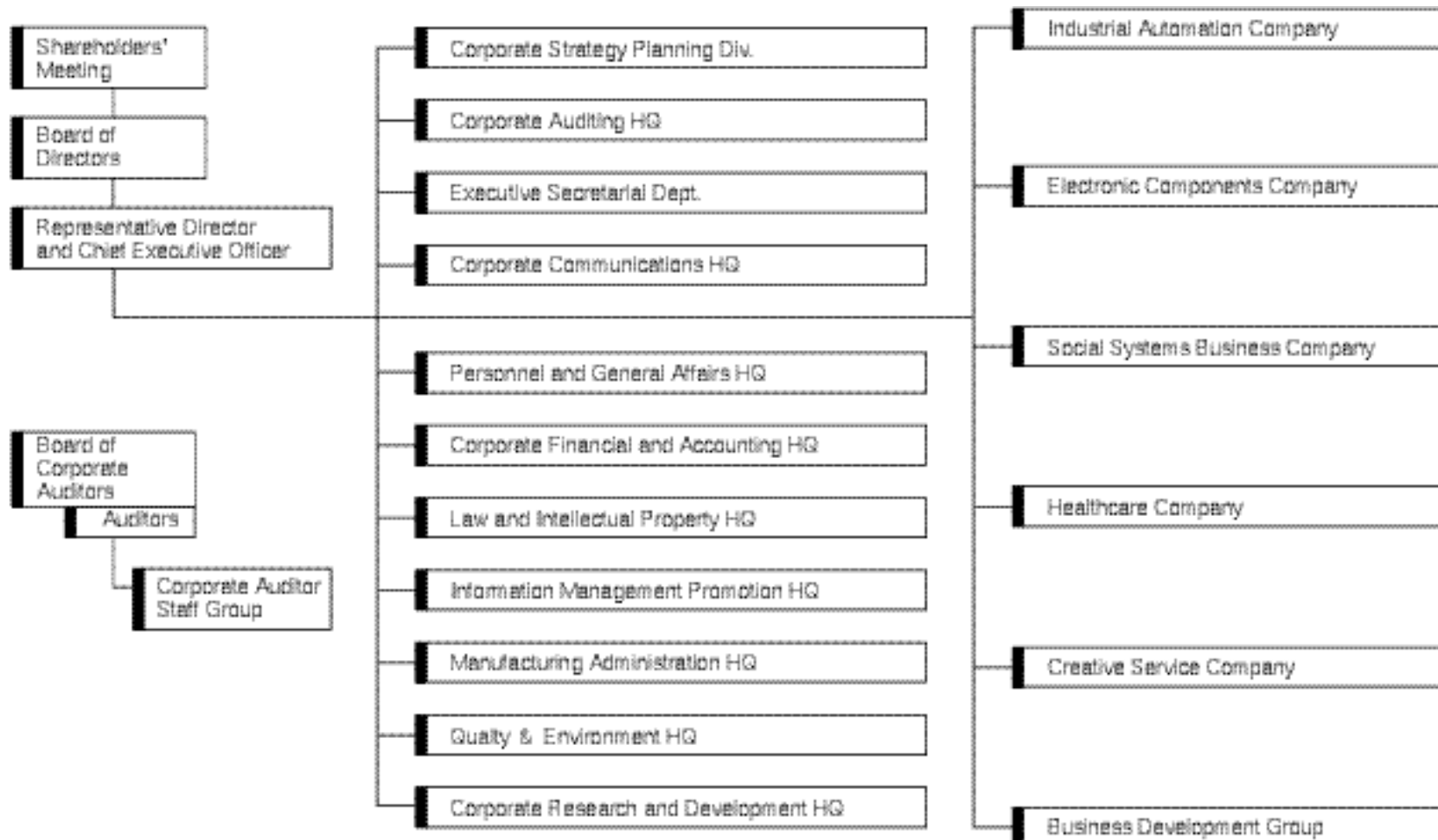


Fiscal Year ~年3月期		1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Price Range 株価 (¥)	High 高値	3,070	2,400	1,430	1,820	1,910	2,710	2,400	2,900	2,230	3,260
	Low 安値	1,420	1,300	938	1,230	1,450	1,500	1,690	1,760	1,059	1,501

Notes : Prices have been retroactively adjusted for free share distributions.
Volumes include shares traded at both the Tokyo and Osaka Stock Exchanges.

注 : 株価は株式分割を考慮し、修正したものです。
出来高は東京証券取引所と大阪証券取引所の合計です。

OMRON Corporate Organization Chart



CORPORATE DATA (As of March 31, 2000) 会社概要 (2000年3月31日現在)

Head Office

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Kyoto 600-8530, Japan
Phone: (075) 344-7000
Fax : (075) 344-7001

Tokyo Head Office

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Tokyo 105-0001, Japan
Phone: (03) 3436-7227
Fax : (03) 3436-7165
Home Page Address
<http://www.omron.co.jp> (Japanese)
<http://www.omron.com> (English)

本社

京都市下京区烏丸七条下ル 〒600-8530
電話番号 (075) 344-7000
FAX番号 (075) 344-7001

東京本社

東京都港区虎ノ門3-4-10 〒105-0001
電話番号 (03) 3436-7227
FAX番号 (03) 3436-7165
ホームページアドレス
<http://www.omron.co.jp> (日本語)
<http://www.omron.com> (英語)

Date of Establishment

May 10, 1933

Industrial Property Rights

Number of patents:
2,514 (Japan)
1,385 (Overseas)
Number of patents pending:
6,493 (Japan)
593 (Overseas)

Number of Employees

24,915

創業日

1933年5月10日

工業所有権

特許保有権利数
2,406 (日本)
1,415 (海外)
出願中特許数
5,467 (日本)
576 (海外)

従業員数

24,915

Paid-in Capital

¥64,079million

Common Stock

Authorized: 495,000,000 shares
Issued : 257,109,236 shares
Number of shareholders: 25,058

Stock Listings

Kyoto Stock Exchange
Osaka Securities Exchange
Tokyo Stock Exchange
Nagoya Stock Exchange
Frankfurt Stock Exchange

払込資本金

640億7千9百万円

普通株式

授權株式数 495,000,000 株
発行済株式数 257,109,236 株
株主数 25,058

上場証券取引所

京都証券取引所
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

Karasuma Nanajo, Shimogyo-ku, Kyoto 600-8530, Japan