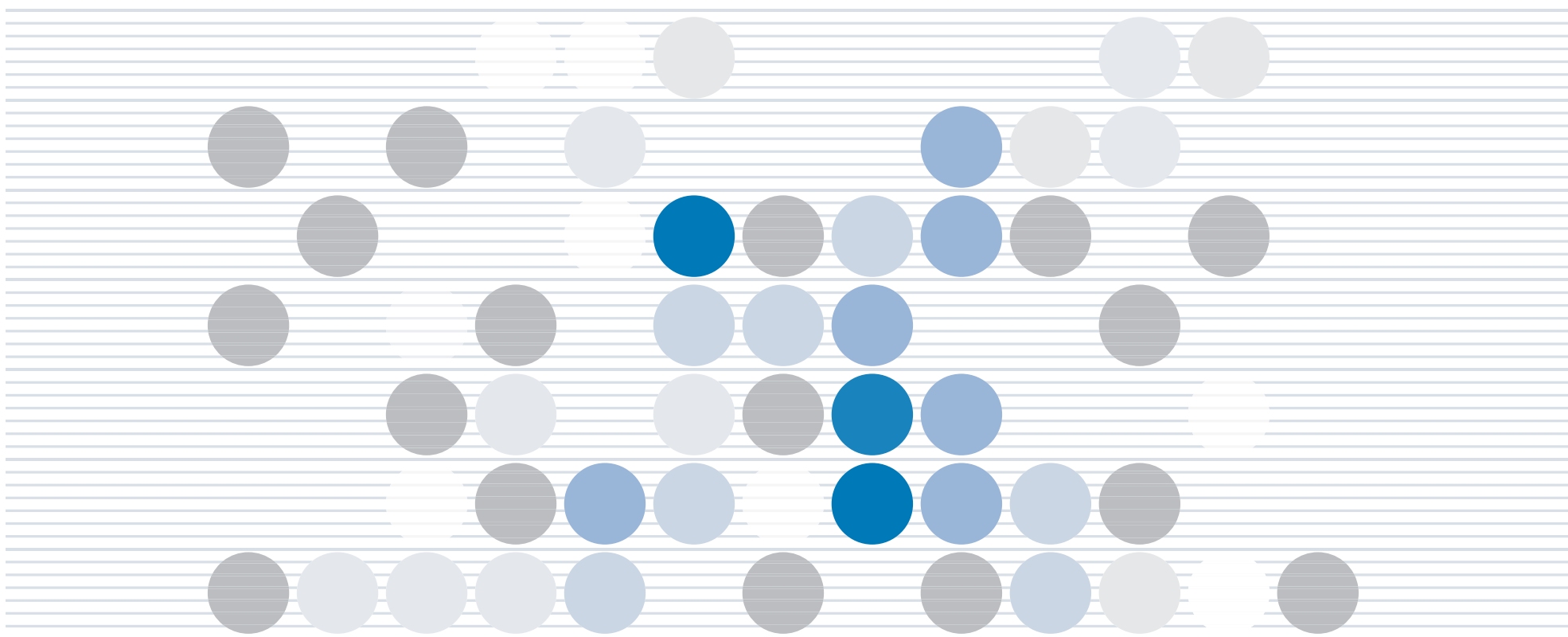


FINANCIAL FACT BOOK 2003

OMRON

Sensing tomorrow™



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Notes:

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

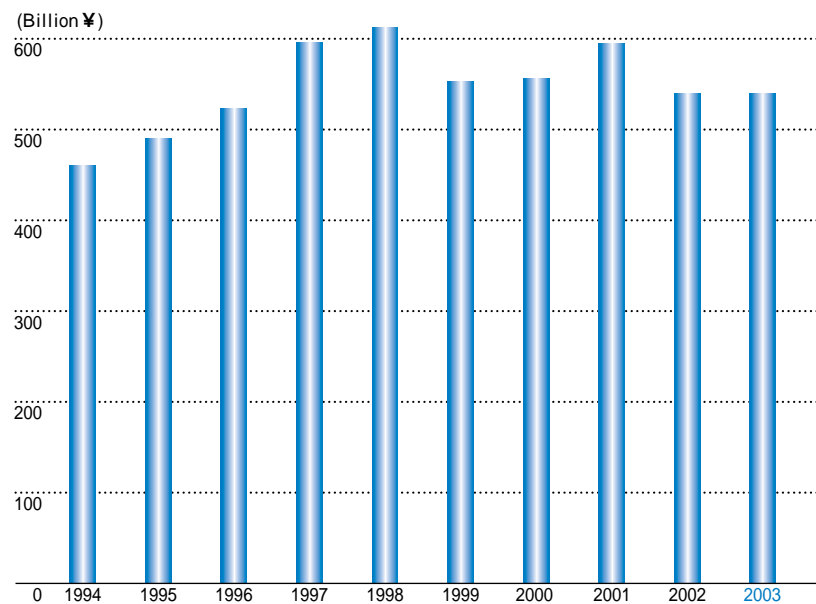
注:

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

Net Sales

売上高

Net Sales
売上高

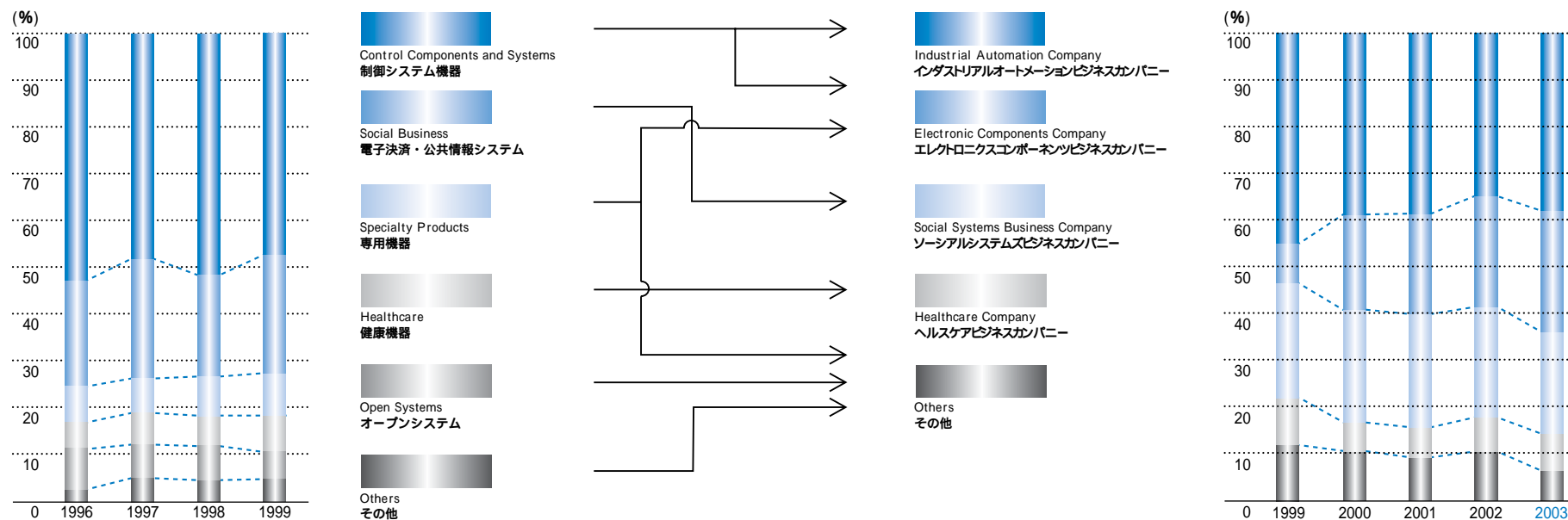


Net Sales 売上高

Fiscal Year ended March 31 ~ 年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Net Sales 売上高	(Million ¥)	460,869	489,700	525,289	594,261	611,795	555,280	555,358	594,259	533,964	535,073
Annual Change 前年比	(%)	- 0.4	+ 6.3	+ 7.3	+13.1	+ 3.0	- 9.2	± 0.0	+ 7.0	- 10.1	+ 0.2

Sales Composition

部門別売上高構成



Sales Composition 部門別売上高構成

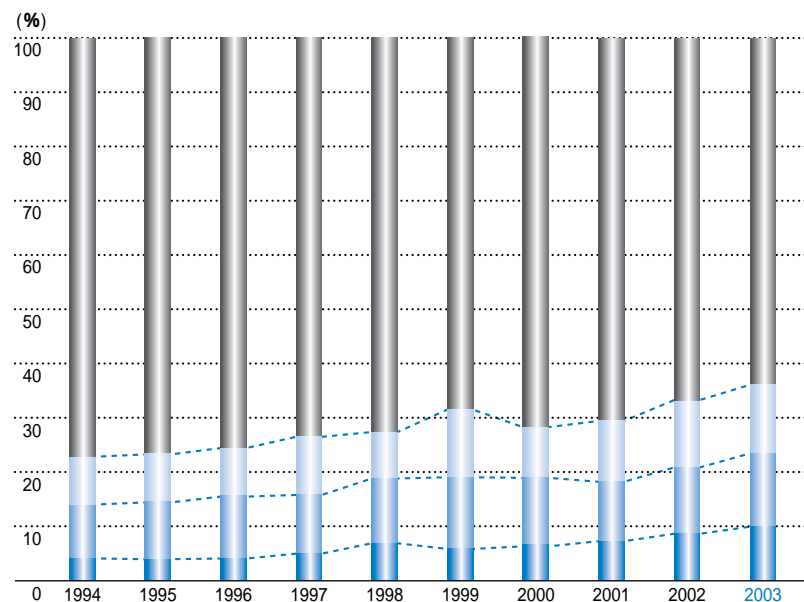
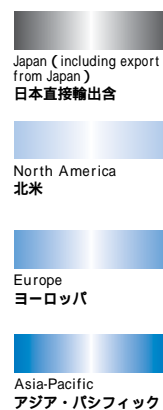
Fiscal Year ended March 31	~年3月期	1996	1997	1998	1999	1999	2000	2001	2002	2003		
Control Components and Systems 制御システム機器	(Million ¥) (%)	275,149 (52.3)	291,277 (49.0)	313,642 (51.3)	267,503 (48.2)	Industrial Automation Company インダストリアルオートメーションビジネスカンパニー	(Million ¥) (%)	245,785 (44.2)	215,087 (38.7)	227,691 (38.3)	186,984 (35.0)	202,518 (37.8)
Social Business 電子決済・公共情報システム	(Million ¥) (%)	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ーネントビジネスカンパニー	(Million ¥) (%)	56,673 (10.2)	109,661 (19.8)	129,444 (21.8)	128,193 (24.0)	138,845 (25.9)
Specialty Products 専用機器	(Million ¥) (%)	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)	141,928 (23.9)	124,627 (23.4)	116,652 (21.8)
Healthcare 健康機器	(Million ¥) (%)	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)	39,327 (6.6)	40,617 (7.6)	42,331 (7.9)
Open Systems オープンシステム	(Million ¥) (%)	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)	55,869 (9.4)	53,543 (10.0)	34,727 (6.5)
Others その他	(Million ¥) (%)	15,591 (3.0)	24,704 (4.2)	21,763 (3.5)	24,930 (4.5)	Total 合計	(Million ¥) (%)	555,280 (100.0)	555,358 (100.0)	594,259 (100.0)	533,964 (100.0)	535,073 (100.0)
Total 合計	(Million ¥) (%)	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



Sales by Region 地域別売上高構成

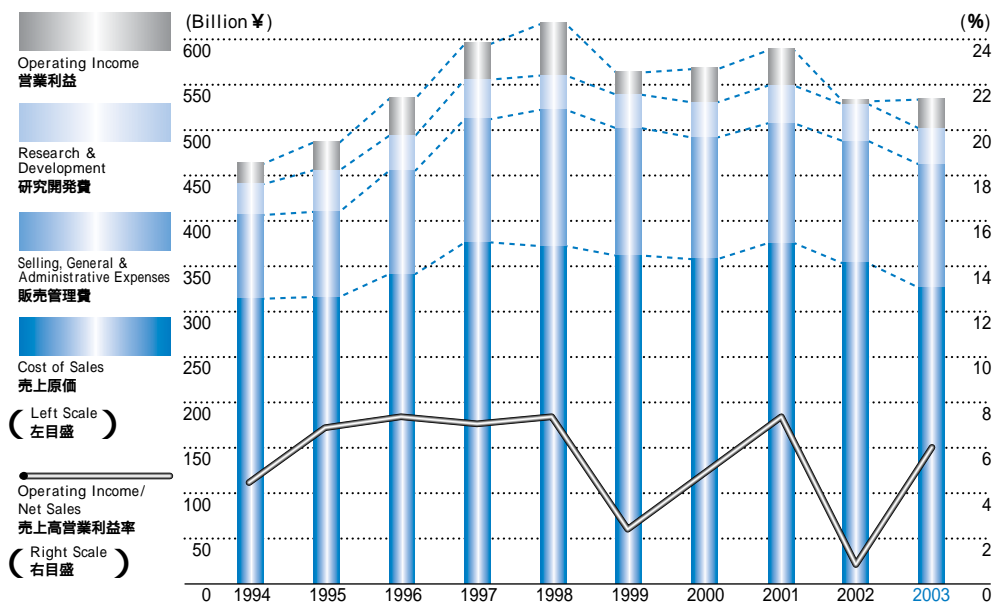
Fiscal Year ended March 31 ~ 年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Japan 日本	(Million ¥) (%)	364,696 (79.1)	383,286 (78.3)	402,573 (76.6)	442,269 (74.4)	440,614 (72.0)	387,734 (69.8)	397,236 (71.5)	423,825 (71.3)	357,868 (67.0)	340,575 (63.7)
North America 北米	(Million ¥) (%)	33,094 (7.2)	35,337 (7.2)	38,284 (7.3)	52,503 (8.8)	61,169 (10.0)	58,233 (10.5)	59,474 (10.7)	64,373 (10.8)	65,559 (12.3)	67,886 (12.7)
Europe ヨーロッパ	(Million ¥) (%)	44,785 (9.7)	51,510 (10.5)	58,802 (11.2)	67,134 (11.3)	73,901 (12.1)	77,218 (13.9)	61,297 (11.0)	61,038 (10.3)	65,305 (12.2)	73,513 (13.7)
Asia-Pacific アジア・パシフィック	(Million ¥) (%)	18,294 (4.0)	19,567 (4.0)	25,630 (4.9)	32,355 (5.5)	36,111 (5.9)	32,095 (5.8)	37,351 (6.7)	45,023 (7.6)	45,232 (8.5)	53,099 (9.9)
Total 合計	(Million ¥) (%)	460,869 (100.0)	489,700 (100.0)	525,289 (100.0)	594,261 (100.0)	611,795 (100.0)	555,280 (100.0)	555,358 (100.0)	594,259 (100.0)	533,964 (100.0)	535,073 (100.0)

: Export sales from Japan directly to overseas customers are included in the sales figures for Japan. Overseas sales ratio amounts to 39.2% as of March, 2003.

: 海外売上高のうち、日本からの直接輸出は上の「日本」の中に含まれます。03年3月期の海外売上高比率は39.2%です。

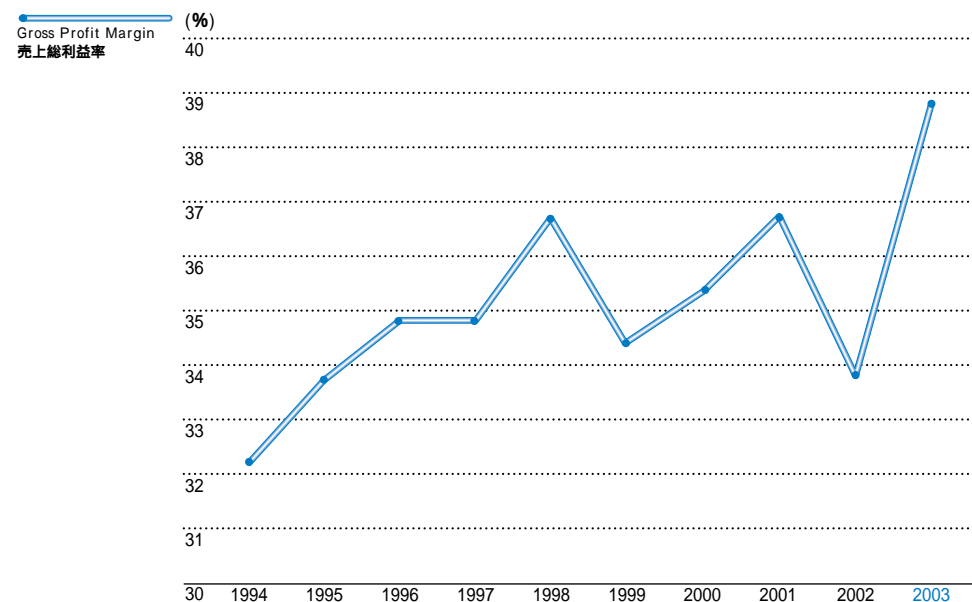
Cost Composition & Operating Income / Net Sales

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		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Net Sales 売上高	(Million ¥)	460,869	489,700	525,289	594,261	611,795	555,280	555,358	594,259	533,964	535,073
Cost of Sales 売上原価	(Million ¥)	312,248	324,666	342,500	388,005	387,445	364,314	358,911	376,194	353,429	327,413
SG & A Expenses 販売管理費	(Million ¥)	100,193	100,333	109,117	130,163	138,404	136,734	133,662	131,203	134,907	135,112
Research & Development 研究開発費	(Million ¥)	28,698	31,223	34,433	35,188	39,914	42,383	36,605	42,513	41,407	40,235
Operating Income 営業利益	(Million ¥)	19,730	33,478	39,239	40,905	46,032	11,849	26,180	44,349	4,221	32,313
Operating Income / Net Sales 売上高営業利益率	(%)	4.3	6.8	7.5	6.9	7.5	2.1	4.7	7.5	0.8	6.0

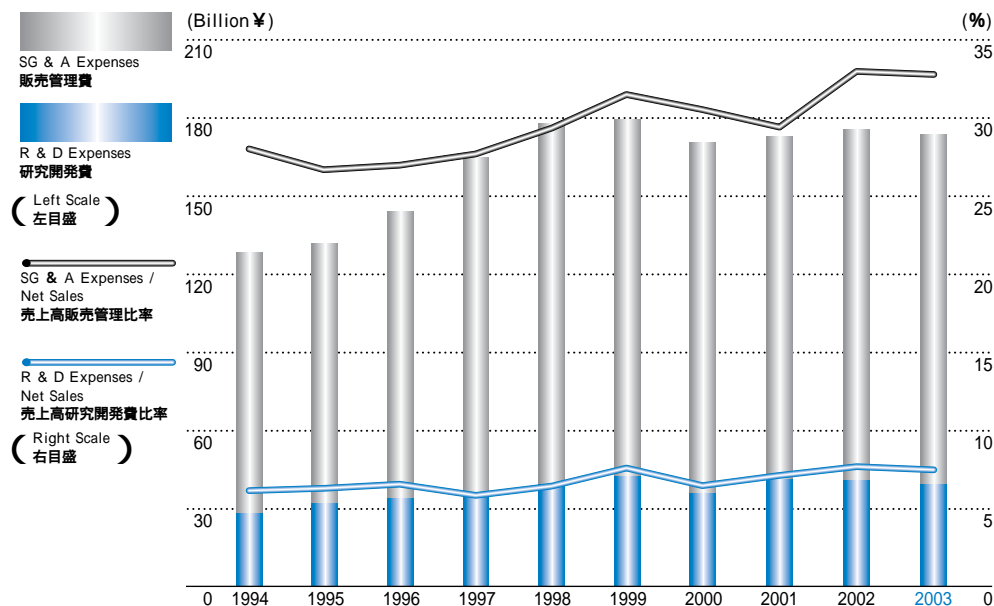
Gross Profit Margin 売上総利益率

Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Gross Profit 売上総利益	(Million ¥)	148,621	165,034	182,789	206,256	224,350	190,966	196,447	218,065	180,535	207,660
Net Sales 売上高	(Million ¥)	460,869	489,700	525,289	594,261	611,795	555,280	555,358	594,259	533,964	535,073
Gross Profit Margin 売上総利益率	(%)	32.2	33.7	34.8	34.7	36.7	34.4	35.4	36.7	33.8	38.8

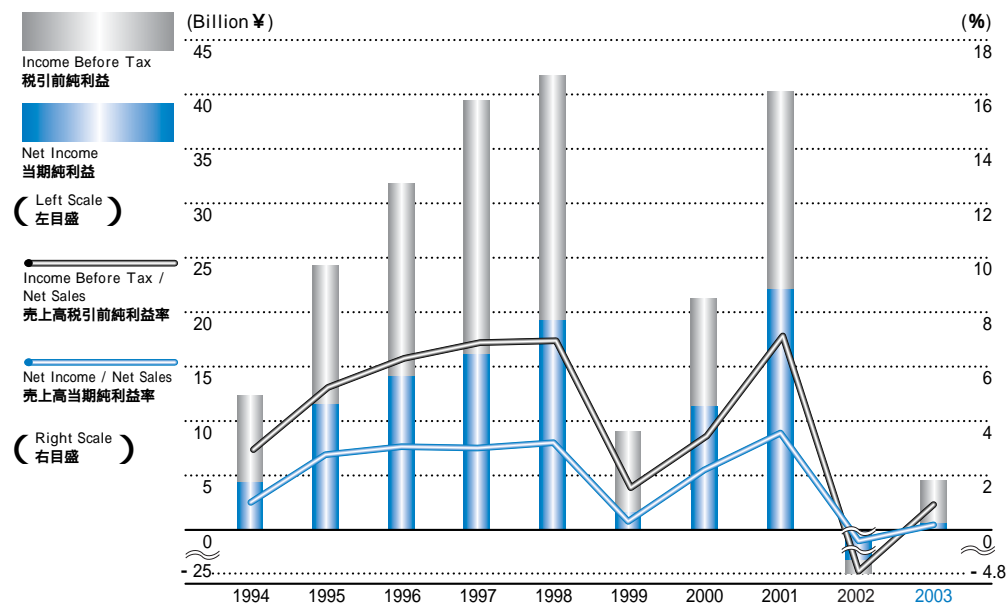
Note : Gross Profit Margin = Gross Profit / Net Sales

注 : 売上総利益率 = 売上総利益 / 売上高

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



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



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

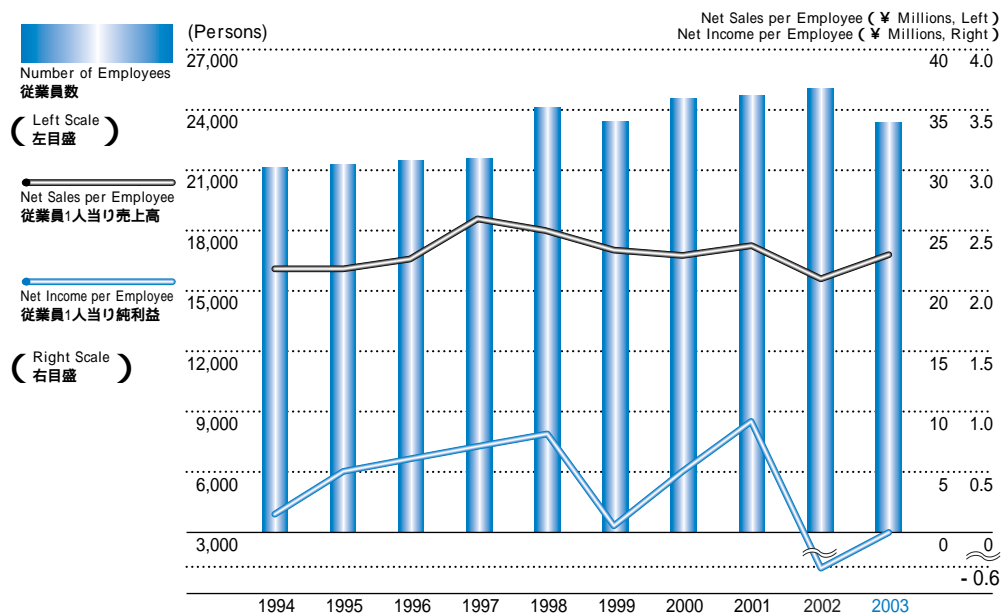
Fiscal Year ended March 31 ~ 年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
SG & A Expenses (include R & D) 販売管理費 (研究開発費含む)	(Million ¥)	128,891	131,556	143,550	165,351	178,318	179,117	170,267	173,716	176,314	175,347
R & D Expenses 研究開発費	(Million ¥)	28,698	31,223	34,433	35,188	39,914	42,383	36,605	42,513	41,407	40,235
Net Sales 売上高	(Million ¥)	460,869	489,700	525,289	594,261	611,795	555,280	555,358	594,259	533,964	535,073
SG & A Expenses / Net Sales 売上高販売管理費比率	(%)	28.0	26.9	27.3	27.8	29.1	32.3	30.7	29.2	33.0	32.8
R & D Expenses / Net Sales 売上高研究開発費比率	(%)	6.2	6.4	6.6	5.9	6.5	7.6	6.6	7.2	7.8	7.5

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

Fiscal Year ended March 31 ~ 年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Income Before Tax 税引前純利益	(Million ¥)	13,062	24,948	32,252	39,248	42,243	8,249	21,036	40,037	(25,373)	4,732
Net Income 当期純利益	(Million ¥)	4,690	12,152	14,587	15,739	18,704	2,174	11,561	22,297	(15,773)	511
Net Sales 売上高	(Million ¥)	460,869	489,700	525,289	594,261	611,795	555,280	555,358	594,259	533,964	535,073
Income Before Tax / Net Sales 売上高税引前純利益率	(%)	2.8	5.1	6.1	6.6	6.9	1.5	3.8	6.7	(4.8)	0.9
Net Income / Net Sales 売上高当期純利益率	(%)	1.0	2.5	2.8	2.6	3.1	0.4	2.1	3.8	(3.0)	0.1

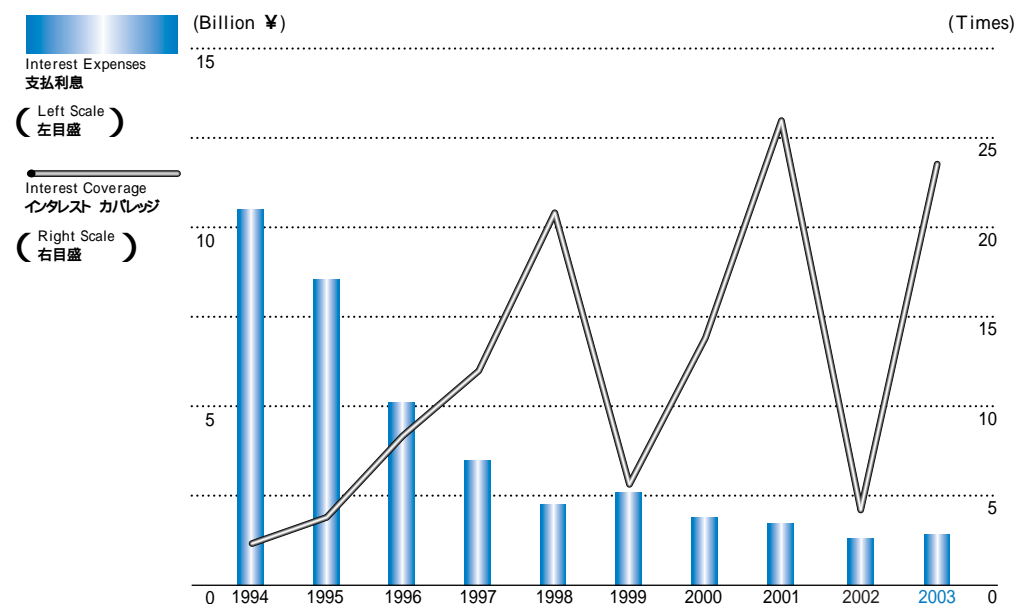
Net Sales & Net Income per Employee

従業員1人当り売上高, 当期純利益



Interest Expenses & Interest Coverage

支払利息, インタレスト カバレッジ



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

Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Number of Employees 従業員数	(Persons)	21,346	22,428	22,748	23,244	24,048	23,742	24,915	25,067	25,395	23,751
Net Sales 売上高	(Million ¥)	460,869	489,700	525,289	594,261	611,795	555,280	555,358	594,259	533,964	535,073
Net Sales per Employee 従業員1人当り売上高	(Million ¥)	22	22	23	26	25	23	22	24	21	23
Net Income 当期純利益	(Million ¥)	4,690	12,152	14,587	15,739	18,704	2,174	11,561	22,297	(15,773)	511
Net Income per Employee 従業員1人当り当期純利益	(Million ¥)	0.2	0.5	0.6	0.7	0.8	0.1	0.5	0.9	(0.6)	0.0

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

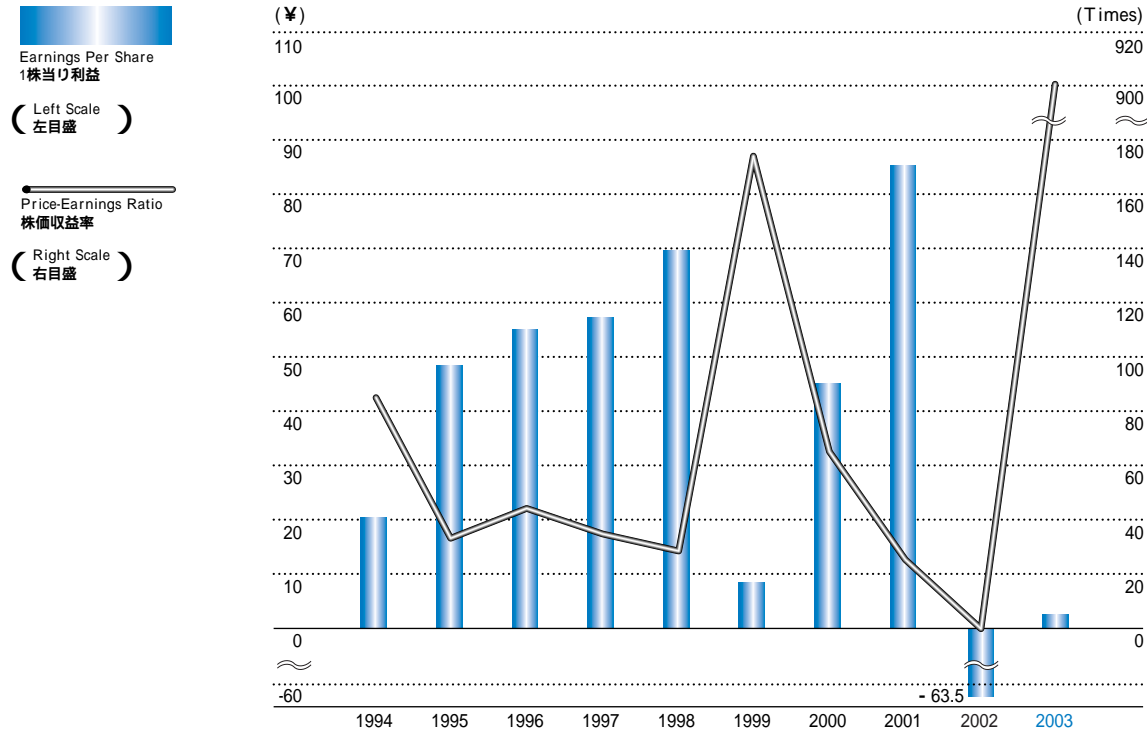
Interest Expenses & Interest Coverage 支払利息, インタレスト カバレッジ

Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Operating Income 営業利益	(Million ¥)	19,730	33,478	39,239	40,905	46,032	11,849	26,180	44,349	4,221	32,313
Interest Income 受取利息	(Million ¥)	4,214	3,592	3,031	1,967	1,730	1,656	1,147	1,620	1,069	1,082
Dividends Received 受取配当金	(Million ¥)	1,212	932	706	786	600	496	441	477	339	334
Interest Expenses 支払利息	(Million ¥)	10,642	8,694	5,075	3,557	2,412	2,518	1,897	1,731	1,291	1,430
Interest Coverage インタレスト カバレッジ	(Times)	2.36	4.37	8.47	12.27	20.05	5.56	14.64	26.83	4.36	23.59

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

Earnings per Share & Price-Earnings Ratio

1株当り利益, 株価収益率



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

Fiscal Year ended March 31 ~年3月期	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Earnings per Share 1株当り利益 (¥)	20.1	49.4	54.5	58.8	69.8	8.3	44.5	85.3	(63.5)	2.1
Price-Earnings Ratio 株価収益率 (Times)	83.2	35.4	42.2	36.6	28.3	175.0	64.9	23.6	-	900.8

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.

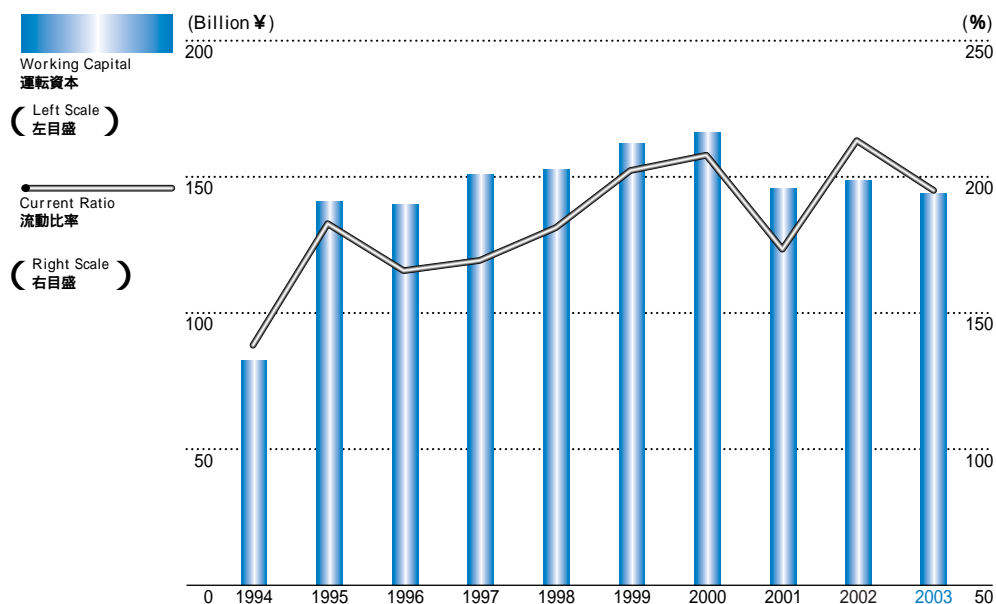
PER = Fiscal-year-end Adjusted Stock Price / (Net Income / Number of Shares)

注 : 1株当り利益は、希薄化効果を考慮し、各年度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)

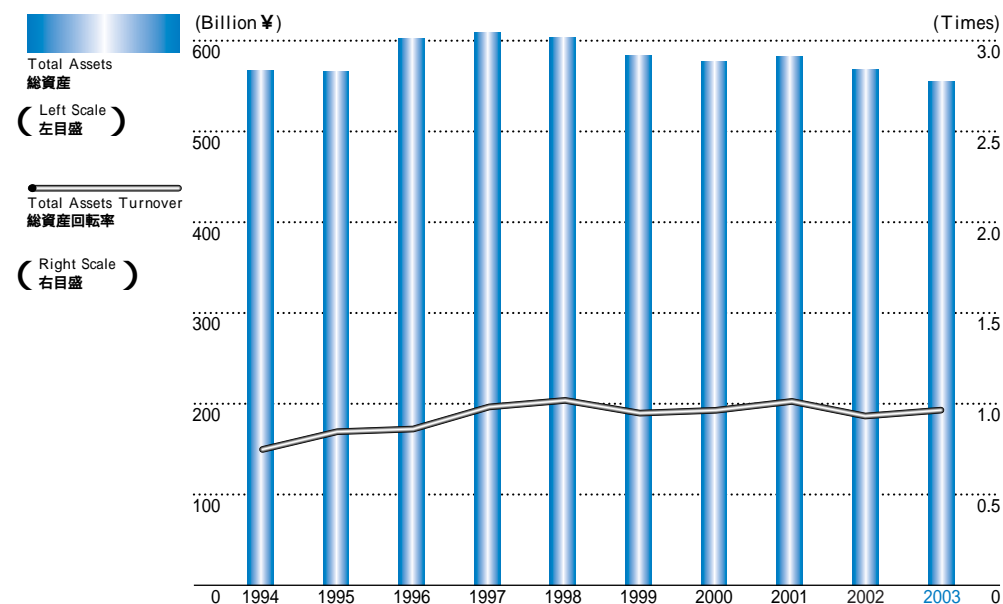
Current Ratio & Working Capital

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		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Current Assets 流動資産	(Million ¥)	282,467	298,560	330,207	343,486	328,747	322,263	317,273	328,879	277,498	295,113
Current Liabilities 流動負債	(Million ¥)	200,033	158,219	190,613	193,195	176,948	157,653	147,476	183,390	129,445	151,577
Current Ratio 流動比率	(%)	141	189	173	178	186	204	215	179	214	195
Working Capital 運転資本	(Million ¥)	82,434	140,341	139,594	150,291	152,799	164,610	169,797	145,489	148,053	143,536

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

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

Total Assets Turnover 総資産回転率

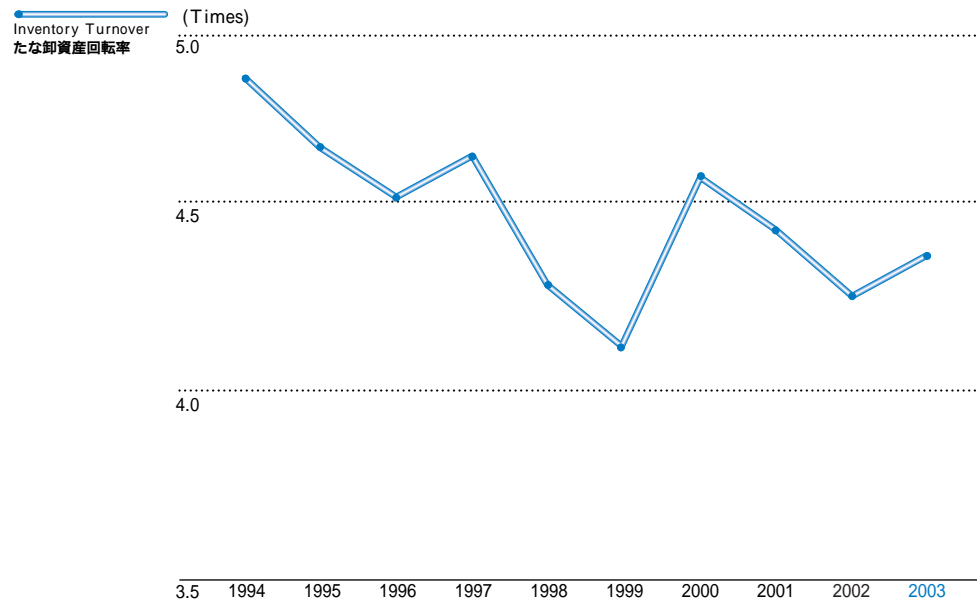
Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Net Sales 売上高	(Million ¥)	460,869	489,700	525,289	594,261	611,795	555,280	555,358	594,259	533,964	535,073
Total Assets 総資産	(Million ¥)	570,991	569,794	600,172	611,930	602,030	586,858	580,038	586,317	571,255	558,383
Total Assets Turnover 総資産回転率	(Times)	0.81	0.86	0.88	0.97	1.02	0.95	0.96	1.01	0.93	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

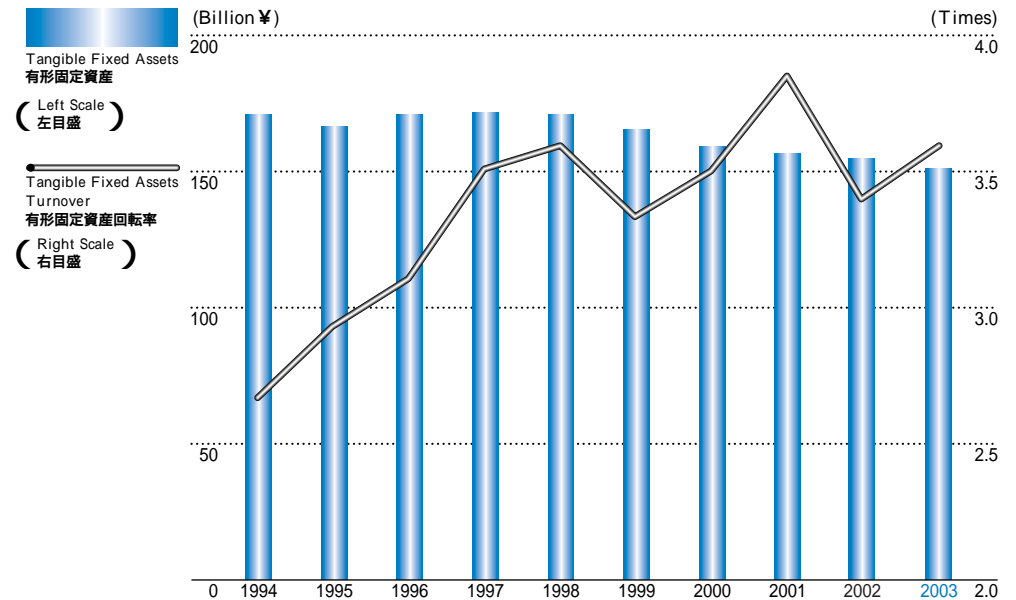
Inventory Turnover

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		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Cost of Sales 売上原価	(Million ¥)	312,248	324,666	342,500	388,005	387,445	364,314	358,911	376,194	353,429	327,413
Inventory たな卸資産	(Million ¥)	64,275	69,272	75,892	83,237	90,474	87,258	78,671	84,700	83,105	75,032
Inventory Turnover たな卸資産回転率	(Times)	4.86	4.69	4.51	4.66	4.28	4.18	4.56	4.44	4.25	4.36

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

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

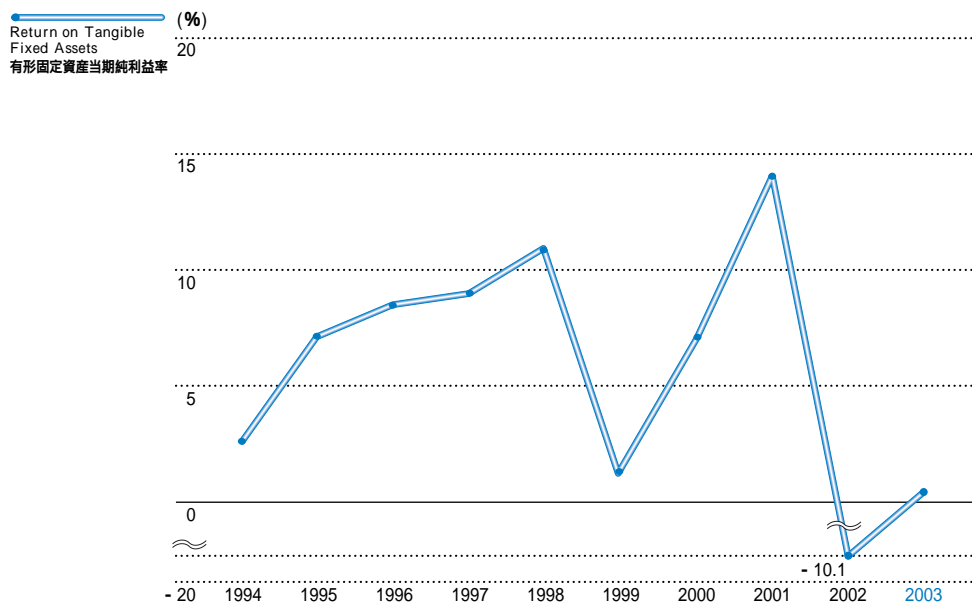
Tangible Fixed Assets Turnover 有形固定資産回転率

Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Net Sales 売上高	(Million ¥)	460,869	489,700	525,289	594,261	611,795	555,280	555,358	594,259	533,964	535,073
Tangible Fixed Assets 有形固定資産	(Million ¥)	171,622	167,830	170,453	171,553	170,446	166,689	159,465	157,577	155,707	150,670
Tangible Fixed Assets Turnover 有形固定資産回転率	(Times)	2.7	2.9	3.1	3.5	3.6	3.3	3.5	3.8	3.4	3.6

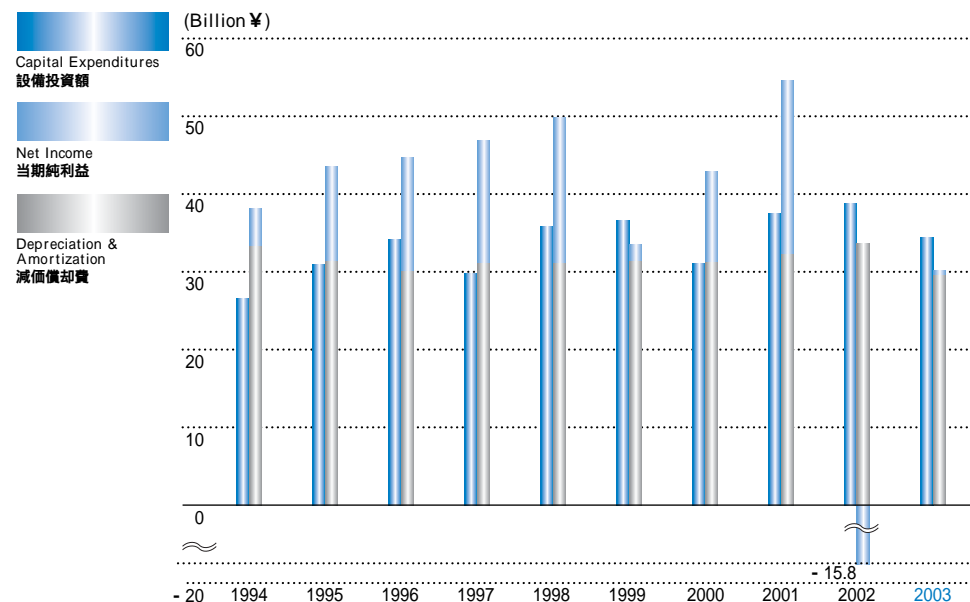
Notes : Tangible Fixed Assets are based on the average of the beginning and end of each fiscal year.
Tangible Fixed Assets Turnover = Net Sales / Tangible Fixed Assets

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

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



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



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

Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Net Income 当期純利益	(Million ¥)	4,690	12,152	14,587	15,739	18,704	2,174	11,561	22,297	(15,773)	511
Tangible Fixed Assets 有形固定資産	(Million ¥)	171,622	167,830	170,453	171,553	170,446	166,689	159,465	157,577	155,707	150,670
Return on Tangible Fixed Assets 有形固定資産当期純利益率	(%)	2.7	7.2	8.6	9.2	11.0	1.3	7.2	14.1	(10.1)	0.3

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

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

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

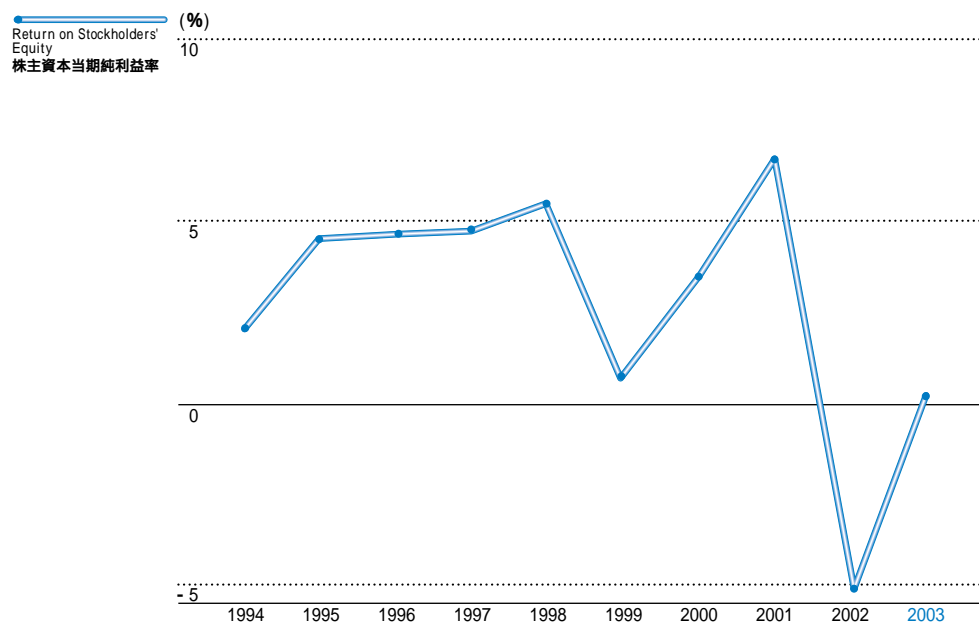
Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Capital Expenditures 設備投資額	(Million ¥)	26,875	30,954	34,079	29,956	35,896	36,696	31,146	37,583	38,896	34,454
Net Income 当期純利益	(Million ¥)	4,690	12,152	14,587	15,739	18,704	2,174	11,561	22,297	(15,773)	511
Depreciation & Amortization 減価償却費	(Million ¥)	33,502	31,438	30,196	31,234	31,129	31,396	31,445	32,217	33,569	29,676
Cash Flows キャッシュ・フロー	(Million ¥)	38,192	43,590	44,783	46,973	49,833	33,570	43,006	54,514	17,796	30,187

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

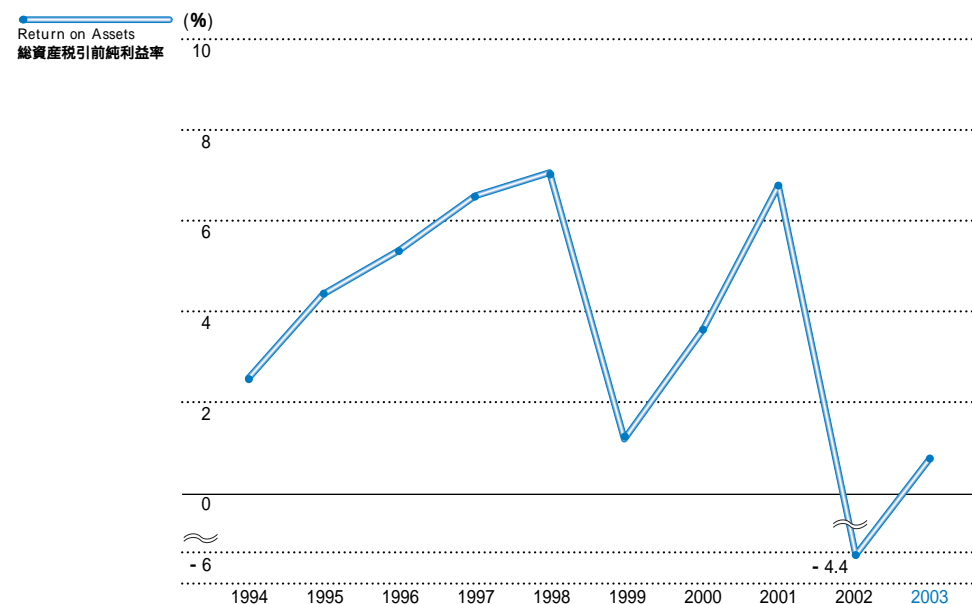
Return on Stockholders' Equity

株主資本当期純利益率



Return on Assets

総資産税引前純利益率



Return on Stockholders' Equity 株主資本当期純利益率

Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Net Income 当期純利益	(Million ¥)	4,690	12,152	14,587	15,739	18,704	2,174	11,561	22,297	(15,773)	511
Stockholders' Equity 株主資本	(Million ¥)	232,329	263,871	307,615	325,648	338,084	332,162	328,660	331,010	312,096	274,922
Return on Stockholders' Equity 株主資本当期純利益率	(%)	2.0	4.6	4.7	4.8	5.5	0.7	3.5	6.7	(5.1)	0.2

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

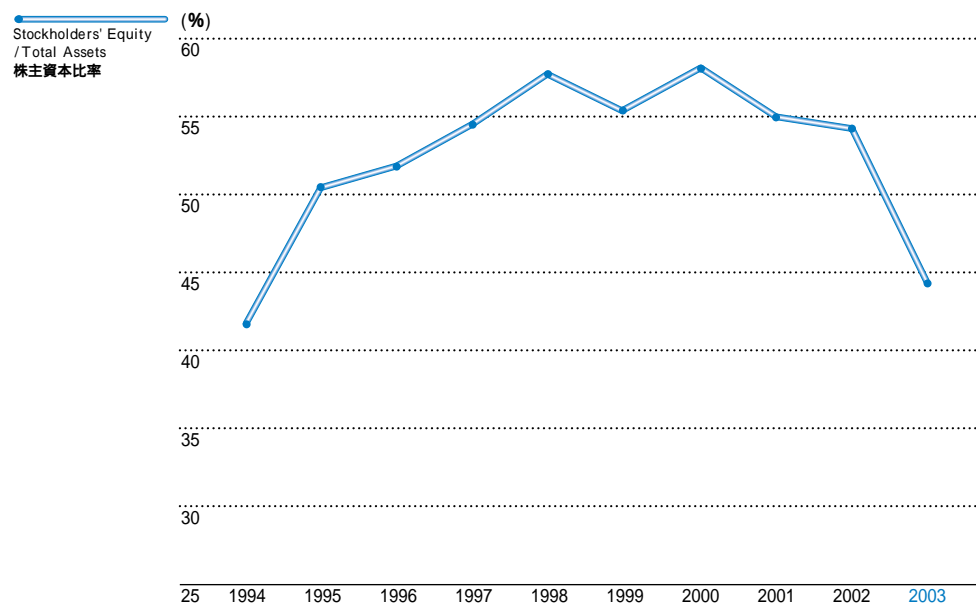
Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Income Before Tax 税引前純利益	(Million ¥)	13,062	24,948	32,252	39,248	42,243	8,249	21,036	40,037	(25,373)	4,732
Total Assets 総資産	(Million ¥)	570,991	569,794	600,172	611,930	602,030	586,858	580,038	586,317	571,255	558,383
Return on Assets 総資産税引前純利益率	(%)	2.3	4.4	5.4	6.4	7.0	1.4	3.6	6.8	(4.4)	0.8

Notes : Total Assets are based on the average of the beginning and end of each fiscal year.
Return on Assets = Income Before Tax / Total Assets

注：総資産は期中平均
総資産税引前純利益率 = 税引前純利益 / 総資産

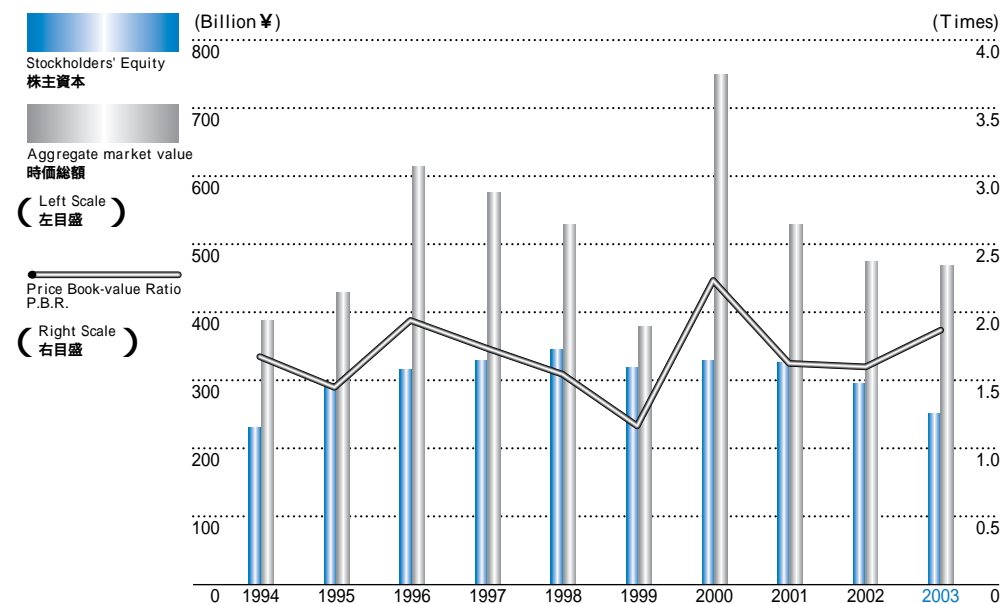
Stockholders' Equity / Total Assets

株主資本比率



Aggregate market value & Price Book-value Ratio

時価総額, 株価純資産倍率(P. B. R.)



Stockholders' Equity / Total Assets 株主資本比率

Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Debt 負債	(Million ¥)	321,468	290,379	294,735	277,828	250,063	259,328	243,427	267,186	251,132	315,789
Debt / Equity Ratio デットエクイティレシオ	(Times)	1.393	0.978	0.926	0.834	0.729	0.807	0.724	0.820	0.842	1.255
Stockholders' Equity 株主資本	(Million ¥)	230,706	297,035	318,194	333,102	343,066	321,258	336,062	325,958	298,234	251,610
Total Assets 総資産	(Million ¥)	552,174	587,414	612,929	610,930	593,129	580,586	579,489	593,144	549,366	567,399
Stockholders' Equity / Total Assets 株主資本比率	(%)	41.8	50.6	51.9	54.5	57.8	55.3	58.0	55.0	54.3	44.3

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, 株価純資産倍率(P. B. R.)

Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Stockholders' Equity 株主資本	(Million ¥)	230,706	297,035	318,194	333,102	343,066	321,258	336,062	325,958	298,234	251,610
Aggregate market value 時価総額	(Million ¥)	390,357	429,846	615,952	576,636	529,457	380,519	750,759	526,866	478,539	472,062
Number of Shares 株数		230,980,180	262,100,942	262,107,214	262,107,214	262,107,214	257,107,214	257,109,236	249,109,236	249,109,236	249,109,236
Stockholders' Equity per Share 1株当り株主資本	(¥)	999	1,133	1,214	1,271	1,309	1,250	1,307	1,308	1,197	1,010
Adjusted Stock Price 修正株価	(¥)	1,690	1,640	2,350	2,200	2,020	1,480	2,920	2,115	1,921	1,895
Price Book-value Ratio P.B.R. 株価純資産倍率	(Times)	1.69	1.45	1.94	1.73	1.54	1.18	2.23	1.62	1.60	1.88

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.

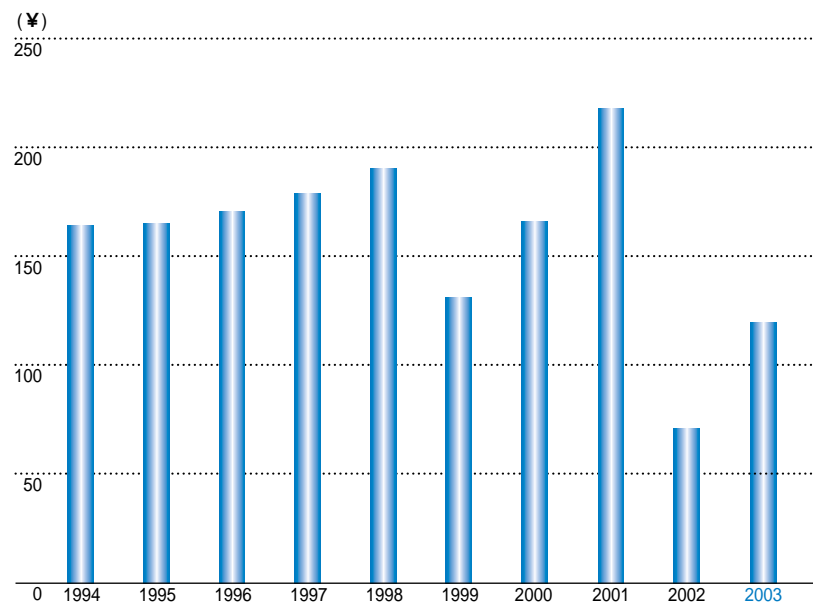
注 : 株主資本は発行済普通株式に基づいています。

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

1株当りキャッシュ・フロー -

Cash Flows per Share
1株当りキャッシュ・フロー



Cash Flows per Share 1株当りキャッシュ・フロー -

Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Cash Flows キャッシュ・フロー	(Million ¥)	38,192	43,590	44,783	46,973	49,833	33,570	43,006	54,514	17,796	30,187
Number of Shares 株数		230,980,180	262,100,942	262,107,214	262,107,214	262,107,214	257,107,214	257,109,236	249,109,236	249,109,236	249,109,236
Cash Flows per Share 1株当りキャッシュ・フロー	(¥)	165	166	171	179	190	131	167	219	71	121

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：1株当りキャッシュ・フローは、発行済普通株式に基づいています。
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 Operations 連結損益計算書

(Million ¥)

Years ended March 31	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
NET SALES 売上高	460,869	489,700	525,289	594,261	611,795	555,280	555,358	594,259	533,964	535,073
COSTS AND EXPENSES : 売上原価及び費用										
Cost of sales 売上原価	312,248	324,666	342,500	388,005	387,445	364,314	358,911	376,194	353,429	327,413
Selling general and administrative 販売費及び一般管理費	100,193	100,333	109,117	130,163	138,404	136,734	133,662	131,203	134,907	135,112
Research and development 試験研究開発費	28,698	31,223	34,433	35,188	39,914	42,383	36,605	42,513	41,407	40,235
Interest expense (income), net 支払利息及び受取利息 純額	6,428	5,102	2,044	1,591	682	862	750	111	223	348
Foreign exchange loss (gain) 為替差損益	1,272	3,657	5,027	860	4,419	2,766	2,841	1,389	1,506	575
Other, net その他費用(収益) 純額	(1,032)	(229)	(84)	(794)	(1,312)	(28)	1,553	2,812	27,865	26,658
Total 合計	447,807	464,752	493,037	555,013	569,552	547,031	534,322	554,222	559,337	530,341
INCOME BEFORE INCOME TAXES, MINORITY INTERESTS, EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE	13,062	24,948	32,252	39,248	42,243	8,249	21,036	40,037	(25,373)	4,732
法人税等・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										
INCOME TAXES : 法人税等										
Current 当期税額	12,302	13,150	18,107	22,915	24,579	12,426	14,857	22,720	6,783	7,851
Deferred 繰延税額	(2,863)	705	(337)	342	(1,305)	(8,591)	(5,809)	(5,402)	(16,131)	(3,915)
Tax effects of subsidiaries' operating loss carryforwards 子会社での繰越欠損金の期間調整税額	(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	8,822	12,358	17,039	22,952	23,371	6,044	9,048	17,318	(9,348)	3,936
INCOME BEFORE MINORITY INTERESTS, EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE	4,240	12,590	15,213	16,296	18,872	2,205	11,988	22,719	(16,025)	796
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										
MINORITY INTERESTS 少数株主損益	134	438	626	557	168	31	427	422	132	285
INCOME BEFORE EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE	4,106	12,152	14,587	15,739	18,704	2,174	11,561	22,297	(16,157)	511
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										
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	584	-	-	-	-	-	-	-	-	-
INCOME BEFORE CUMULATIVE EFFECT OF ACCOUNTING CHANGE	4,690	12,152	14,587	15,739	18,704	2,174	11,561	22,297	(16,157)	511
会計原則変更による累積影響額調整前純利益										
CUMULATIVE EFFECT OF ACCOUNTING CHANGE	-	-	-	-	-	-	-	-	*1 384	0
会計原則変更による累積影響額										
NET INCOME 当期純利益	4,690	12,152	14,587	15,739	18,704	2,174	11,561	22,297	(15,773)	511
										(¥)
NET INCOME PER SHARE (Basic) 1株当り当期純利益	20.3	50.8	55.7	60.1	71.4	8.3	45.0	87.4	(63.5)	2.1
(Diluted) 希薄化後1株当り当期純利益	20.1	49.4	54.5	58.8	69.8	8.3	44.5	85.3	-	-
CASH DIVIDENDS PER SHARE APPLICABLE TO PERIOD 現金配当金	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	10.0

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

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

Consolidated Balance Sheets 連結貸借対照表

(Million ¥)

Years ended March 31	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
ASSETS 資産の部										
CURRENT ASSETS : 流動資産										
Cash and cash equivalents 現金及び現金同等物	92,731	90,056	87,864	79,288	68,365	88,900	88,670	85,621	70,779	79,919
Short-term investments 短期投資	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	105,295	106,389	124,977	133,771	138,149	134,183	130,355	133,798	114,906	113,595
Allowance for doubtful receivables 貸倒引当金	(3,883)	(2,782)	(2,853)	(3,023)	(3,301)	(2,450)	(2,001)	(2,194)	(2,755)	(3,484)
Inventories たな卸資産	67,268	71,276	80,508	85,966	94,981	79,535	77,807	91,593	74,617	75,446
Deferred income taxes 繰延税金	7,750	9,590	10,707	10,139	11,798	11,336	9,026	12,186	13,001	20,139
Other current assets その他流動資産	4,643	4,022	4,939	8,310	12,613	9,705	7,116	7,875	6,950	9,498
Total current assets 流動資産合計	282,467	298,560	330,207	343,486	328,747	322,263	317,273	328,879	277,498	295,113
PROPERTY, PLANT AND EQUIPMENT : 有形固定資産										
Land 土地	44,647	54,097	53,734	51,169	50,166	50,598	51,082	50,479	46,979	46,094
Buildings 建物及び構築物	97,966	98,486	103,702	107,036	107,974	111,263	110,330	113,414	108,547	99,455
Machinery and equipment 機械その他	138,388	133,984	139,307	143,736	143,809	135,197	129,639	132,945	133,672	137,710
Construction in progress 建設仮勘定	4,941	1,813	2,198	2,746	4,124	4,326	3,933	5,680	8,642	11,313
Total 小計	285,942	288,380	298,941	304,687	306,073	301,384	294,984	302,518	297,840	294,572
Accumulated depreciation 減価償却累計額	(118,494)	(120,169)	(126,246)	(134,277)	(135,591)	(138,489)	(138,950)	(143,399)	(145,546)	(145,527)
Net property, plant and equipment 有形固定資産合計	167,448	168,211	172,695	170,410	170,482	162,895	156,034	159,119	152,294	149,045
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	2,047	1,646	1,924	2,098	1,843	1,770	2,013	853	785	1,187
Investment securities 投資有価証券	65,953	86,144	71,170	59,710	55,336	54,114	69,397	57,500	43,431	30,861
Leasehold deposits 施設借用保証金	14,496	12,149	12,116	11,809	11,730	12,035	10,608	11,159	10,653	9,173
Deferred income taxes 繰延税金	3,621	3,825	7,410	6,945	7,507	8,834	6,415	17,986	43,901	64,305
Other その他の資産	16,142	16,879	17,407	16,472	17,484	18,675	17,749	17,648	20,804	17,715
Total other assets 投資その他の資産合計	102,259	120,643	110,027	97,034	93,900	95,428	106,182	105,146	119,574	123,241
TOTAL 資産合計	552,174	587,414	612,929	610,930	593,129	580,586	579,489	593,144	549,366	567,399

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	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
LIABILITIES AND STOCKHOLDERS' EQUITY 負債・資本の部										
CURRENT LIABILITIES : 流動負債										
Bank loans 短期借入金	8,864	6,109	11,564	15,302	12,578	27,946	10,242	8,916	14,723	18,948
Notes and accounts payable, trade 支払手形・買掛金・未払金	68,455	73,062	80,307	95,552	88,756	70,971	78,467	82,225	60,000	67,773
Accrued expenses 未払費用	18,105	19,112	20,865	22,478	23,117	20,924	21,430	24,484	22,748	24,394
Income taxes 未払税金	8,126	9,864	11,472	16,236	15,011	9,020	11,334	14,797	3,832	4,095
Other current liabilities その他流動負債	19,267	25,814	24,203	25,603	29,020	26,625	24,741	26,628	26,950	24,370
Current portion of long-term debt 一年以内に返済予定の長期債務	77,216	24,258	42,202	18,024	8,466	2,167	1,262	26,340	1,192	11,997
Total current liabilities 流動負債合計	200,033	158,219	190,613	193,195	176,948	157,653	147,476	183,390	129,445	151,577
LONG-TERM DEBT : 長期借入金	100,363	97,375	55,349	41,821	33,500	56,610	57,968	31,957	42,796	40,315
DEFERRED INCOME TAXES : 繰延税金	3,249	11,912	17,195	13,145	11,335	908	3,725	23	436	643
TERMINATION AND RETIREMENT BENEFITS : 退職給付引当金	11,778	12,222	23,693	22,909	24,913	40,076	30,629	48,929	75,367	120,730
OTHER LONG-TERM LIABILITIES : その他固定負債	-	3,759	1,974	108	367	1,525	1,114	370	291	52
MINORITY INTERESTS IN SUBSIDIARIES : 少数株主持分	6,045	6,892	5,911	6,650	3,000	2,556	2,515	2,517	2,797	2,472
Total liabilities 負債合計	321,468	290,379	294,735	277,828	250,063	259,328	243,427	267,186	251,132	315,789
STOCKHOLDERS' EQUITY : 資本										
Common stock 資本金	38,688	64,075	64,079	64,079	64,079	64,079	64,082	64,082	64,082	64,082
Additional paid-in capital 資本剰余金	73,626	98,696	98,702	98,702	98,702	98,702	98,705	98,705	98,705	98,705
Legal reserve 利益準備金	4,725	5,087	5,473	5,963	6,314	6,811	7,250	7,652	7,660	7,619
Retained earnings その他剰余金	128,522	137,107	147,900	159,741	174,686	166,020	173,804	174,077	155,069	153,134
Accumulated other comprehensive income その他の包括利益累計額	(14,855)	(7,930)	2,040	4,617	(715)	(14,012)	(7,168)	(17,346)	(25,363)	(59,909)
Cumulative translation adjustments 為替換算調整額	(14,855)	(16,879)	(9,057)	(3,320)	(5,912)	(11,954)	(20,998)	(13,712)	(7,402)	(9,407)
Minimum pension liability adjustments 退職年金負債調整額	-	-	(4,639)	(2,146)	(1,401)	(7,138)	-	(7,251)	(21,224)	(48,708)
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	3,617	3,331	(1,716)
Unrealized gains (losses) on derivative instruments デリバティブ純利益	-	-	-	-	-	-	-	-	(68)	(78)
Treasury stock 自己株式	-	-	-	-	-	(342)	(611)	(1,212)	(1,919)	(12,021)
Total stockholders' equity 資本合計	230,706	297,035	318,194	333,102	343,066	321,258	336,062	325,958	298,234	251,610
TOTAL 負債・資本合計	552,174	587,414	612,929	610,930	593,129	580,586	579,489	593,144	549,366	567,399

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

(Million ¥)

Years ended March 31	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
OPERATING ACTIVITIES : 営業活動における資金収支										
Net Income 当期純利益	4,690	12,152	14,587	15,739	18,300	2,174	11,561	22,297	(15,773)	511
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 cash provided by operating activities : 当期純利益の調整										
Depreciation and amortization 減価償却費	33,502	31,438	30,196	31,234	31,129	31,396	31,445	32,217	33,569	29,676
Loss on impairment of property, plant and equipment 固定資産の減損	-	-	-	-	-	-	-	-	6,815	4,231
Loss on impairment of investment securities and other assets 投資有価証券及びその他の資産の減損	-	-	-	-	-	-	2,072	2,460	17,199	2,269
Termination and retirement benefits 退職給付引当金の増減	717	444	(154)	4,574	2,004	4,178	5,778	4,990	2,616	(1,087)
Deferred income taxes 繰延税金	(3,802)	(792)	(1,242)	(62)	(230)	(6,358)	(5,809)	(5,402)	(16,131)	(3,915)
Noncash interest expense, net 資金収支を伴わない支払利息	1,514	1,100	-	-	-	-	-	-	-	-
Minority interests 少数株主利益	134	438	626	557	168	31	427	422	132	285
Loss on sale of business entities 子会社・事業の売却による損	-	-	-	-	-	286	-	-	-	(1,550)
Change in assets and liabilities, net of effects of acquisitions : 資産・負債の増減(会社買収による影響を除く)										
Notes and accounts receivable — trade 受取手形及び売掛金	(2,199)	(2,195)	(16,936)	(7,927)	(3,537)	2,025	2,507	(5,593)	19,402	1,363
Inventories たな卸資産	(5,987)	(4,008)	(7,289)	(4,163)	(8,412)	10,529	(534)	(13,320)	17,403	(1,918)
Other assets その他の資産	2,077	(2,578)	494	(2,080)	(7,004)	5,306	(3,030)	875	2,279	214
Notes and accounts payable — trade 支払手形及び買掛金	(97)	4,626	5,841	12,000	(4,315)	(11,969)	10,062	3,620	(22,291)	9,770
Income taxes payable 未払税金	3,762	1,738	1,455	4,711	(1,998)	(5,967)	2,633	3,438	(10,992)	232
Accrued expenses and other 未払費用及びその他流動負債	(1,058)	3,748	(706)	3,232	4,425	(970)	(585)	4,140	(1,082)	130
Other — net その他	(3,674)	(688)	(1,155)	(958)	1,556	(1,078)	3,399	652	541	1,643
Total adjustments 調整計	24,889	33,271	11,130	41,118	13,786	27,409	48,365	28,499	49,460	41,343
Net cash provided by operating activities 営業活動における資金収支合計	29,579	45,423	25,717	56,857	32,086	29,583	59,926	50,796	33,687	41,854
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	26,752	(12,600)	24,757	(2,233)	19,858	4,505	(5,124)	3,985	(3,070)	649
Capital expenditures 有形固定資産の取得	(26,875)	(30,954)	(34,079)	(29,956)	(35,896)	(36,696)	(31,146)	(37,583)	(38,896)	(34,454)
Acquisition of businesses, net of cash acquired 会社買収および売却	-	-	-	-	-	1,998	-	-	-	-
Increase in leasehold deposits 施設借借保証金の増加	(275)	2,338	57	285	5	(527)	1,456	(538)	506	592
Proceeds from sales of property, plant and equipment 有形固定資産の売却による収入	1,411	5,368	3,427	2,818	1,335	1,895	1,081	1,953	1,450	1,641
Other — net その他	44	-	-	-	(2,933)	(186)	(447)	(182)	(111)	939
Net cash used in investing activities 投資活動における資金収支合計	1,057	(35,848)	(5,838)	(29,086)	(17,631)	(29,011)	(34,180)	(32,365)	(40,121)	(30,633)
Free cash Flow 純現金収支	30,636	9,575	19,879	27,771	14,455	572	25,746	18,431	(6,434)	11,221
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	(237)	(2,754)	5,141	3,738	(2,864)	15,515	(18,087)	(1,371)	5,786	2,909
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	38,518	22,287	1,050	5,446	648	25,413	775	715	13,102	10,358
Repayments of long-term debt 長期債務の返済	(76,778)	(77,733)	(26,525)	(43,634)	(18,013)	(8,956)	(3,102)	(1,650)	(26,970)	(1,960)
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	-	49,918	-	-	-	-	-	-	-	-
Dividends paid 支払配当金	(3,003)	(3,003)	(3,355)	(3,407)	(3,408)	(3,372)	(3,371)	(3,337)	(3,267)	(3,085)
Share buyback 消却のための自己株式の取得	-	-	-	-	-	(6,971)	-	(18,338)	-	-
Treasury stock 自己株式の取得	-	-	-	-	-	-	-	(749)	(725)	(10,218)
Exercise of stock options ストックオプションの行使	-	-	-	-	-	-	-	148	18	-
Net cash provided by(used in) financing activities 財務活動における資金収支合計	(41,500)	(11,285)	(23,689)	(37,857)	(23,637)	21,629	(23,785)	(24,582)	(12,056)	(1,996)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS 換算レート変動の影響	(1,476)	(965)	1,618	1,510	(1,741)	(1,666)	(2,191)	3,102	3,648	(85)
NET INCREASE(DECREASE) IN CASH AND CASH EQUIVALENTS 資金収支合計	(12,340)	(2,675)	(2,192)	(8,576)	(10,923)	20,535	(230)	(3,049)	(14,842)	9,140
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR 期首現金及び現金同等物残高	105,071	92,731	90,056	87,864	79,288	68,365	88,900	88,670	85,621	70,779
CASH AND CASH EQUIVALENTS AT END OF THE YEAR 期末現金及び現金同等物残高	92,731	90,056	87,864	79,288	68,365	88,900	88,670	85,621	70,779	79,919

Main Products 主要製品

Industrial Automation Company

Control Relays(Relays, Timers, Counters), Control Switches(Limit Switches, Micro Switches, Manipulate Switches), Control Devices(Temperature Controllers, Power Supplies, Level Controllers, Protective Devices, Digital Panel Meters, Transmission Units, Wireless Units, Energy-saving Devices, etc.), Sequence Control Equipment(PLCs, Industrial Networking Equipment, Programmable Terminals, Application software, etc.), Motion Controllers(Inverters, Servo Motors, etc.), Sensors(Photoelectric Sensors, Proximity Sensors, Displacement Sensors, Pressure Sensors, Ultrasound Sensors, Measurement Sensors, Vision Sensors, Visual Components, Information Sensing Equipment, etc.), Inspection Systems(Solder Paste Printing, Sheet Inspection Systems, PCB Inspection Systems, etc.), Safety-related Devices(Safety Relays, Door Switches, Area sensors, Safety Mats, etc.).

Electronic Components Company

Switches(Micro Switches, Tactile Switches, Trigger Switches, DIP Switches, etc.), Relays(General-purpose Relays, PCB Relays), Amusement Components, Units and Systems(Sensors, Keys, IC's, IC Coin Systems, Game Controllers, etc.), Connectors, Sensors, Micro Lens Alleys, Components for printer and photocopier(Toner Sensors, Counterfeit Detectors, etc.), Components for Mobile Equipments(Flash Lights for Mobile Phone with Digital Camera, etc.).

Automotive Electronic Components Company

Automotive Devices(Keyless Entry Systems, Power Window Switches, Various Automotive Relays, Electric Power Steering Controllers, Detection Switches, Multiplex Controllers, Power Seat Switches, Buckle Switches, Laser Radar Devices, etc.).

Social Systems Solution & Business Company

Electronic Fund Transfer Systems(Automated Teller Machines, Cash Dispensers, Automated Bill Changers, Automated loan application machines, POS Systems, Credit / Debit Card Transaction Terminals, etc.), Public Transportation Systems(Automated Ticket Venders, Automated Passenger Gates, Automated Fare Adjustment Systems, Commuter Ticket Issuing Machines, Ticket Window Machines, etc.), Traffic and Road Management Systems(Traffic Management Systems, Vehicle Information and Communication Systems, Travel Time Measurement Systems, Public Transportation Priority Systems, etc.), Room Access Control Systems, Face Recognition Systems.

Advance Module Business Company

Bank Notes Processing Systems(Bill Processing Modules, Coin Processing Modules), Tickets Processing Systems(Ticket Conveying Modules, Ticket Issuing Modules), Video Vehicle Detector (Silhouette Vision Sensor, Laser Sensors), Card Reader/Writer.

Healthcare Company

Healthcare Equipment(Digital Blood Pressure Monitors, Digital Thermometers, Electronic Pulse Massagers, Chair Massagers, Pedometers, Body-fat Analyzers, etc.), Medical Equipment(Nebulizers, Professional Digital Blood Pressure Monitors, etc.), Health Management Services(Consultations, Health Promotion Programs, etc.).

Others

Personal Computer Peripherals(ADSL Modems, Terminal Adapters, Backup Power Supplies, Mobile Phone Modems, Finger print authentication units), RF-ID Tags, Speech Recognition and Voice Authentication Systems, Remote Supervisory System, Anti-theft System for Automobiles, Vehicle Disturbance Surveillance Device, Photo-sticker Vending Machines, Contents Distribution Services for Mobile Phone.

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

制御用リレー(リレー、タイマ、カウンタ等)
制御用スイッチ(リミットスイッチ、マイクロスイッチ、操作用スイッチ等)
制御専用機器(電子温度調節器、電源機器、レベル機器、保護機器、デジタルパネルメータ、無線機器、通報機器、省エネ機器等)
シーケンス制御用システム機器(プログラマブルコントローラ、フィールドネットワーク機器、プログラマブルターミナル、各種ソフトウェア等)
モーションコントロール機器(インバータ、サーボシステム等)
センサ機器(光電センサ、近接センサ、変位センサ、測長センサ、圧力センサ、超音波センサ、計測センサ、視覚センサ、映像コンポ、情報センシング機器等)
検査装置(ハンダ検査装置、シート検査装置、印刷検査装置等)
セーフティ用機器(セーフティリレー、ドアスイッチ、エリアセンサ、セーフティマット等)

エレクトロニクス コンポーネンツ ビジネスカンパニー

スイッチ(マイクロスイッチ、タクトイルスイッチ、トリガスイッチ、ディップスイッチ等)
リレー(一般用電磁リレー、プリント基板搭載型リレー等)
アミューズメント機器用部品・ユニット(専用センサ、専用鍵、専用IC、ICコインシステム、ゲームコントローラ等)
コネクタ、業務民生用センサ、マイクロレンズアレイ
複写機・プリンタ向け部品(トナーセンサ、紙幣鑑別装置等)
モバイル機器搭載部品(携帯電話搭載カメラ用フラッシュ等)

オートモーティブエレクトロニクス コンポーネンツカンパニー

車載電装部品(キーレスエントリーシステム、パワーウインドウスイッチ、各種車載用リレー、電動パワーステアリングコントローラー、検出スイッチ、多重通信コントローラ、パワーシートスイッチ、バックルスイッチ、レーザレーダ等)

ソーシャルシステムズ・ ソリューション&サービス・ ビジネスカンパニー

電子決済システム(現金自動預金支払機、現金自動支払機、紙幣自動両替機、無人契約機、POSシステム、クレジット・デビット決済端末等)
駅務システム(自動券売機、自動改札機、自動精算機、定期券発行機、窓口処理機等)
交通管理・道路管理システム(交通管制システム、道路情報提供システム、旅行時間計測システム、交通流監視支援システム等)
入退出管理システム、顔認証システム

アドバンスト・モジュール・ ビジネスカンパニー

貨幣識別・処理装置(紙幣処理モジュール、硬貨処理モジュール)
チケット処理装置(券搬送モジュール、券発行モジュール)
車両検出装置(シルエットビジョンセンサ、レーザーセンサ)
カードリーダライタ

ヘルスケアビジネスカンパニー

健康機器(電子血圧計、電子体温計、低周波治療機、マッサージャ、歩数計、体脂肪計等)
医用機器(ネプライザ、医家向け電子血圧計等)
健康サービス(健康指導、生活習慣改善プログラム等)

その他

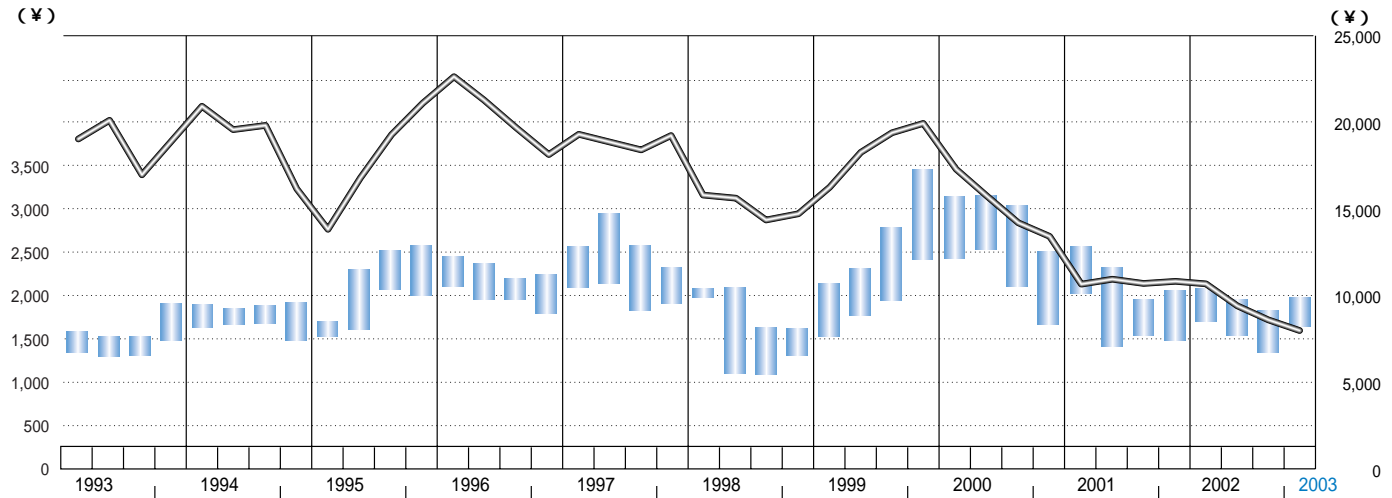
パソコン用周辺機器(ADSLモデム、ターミナルアダプタ、バックアップ電源、携帯モデム、指紋照合ユニット等)
RFタグ、音声自動応答システム
容器残量遠隔監視システム、自動車盗難防止装置、車両異常監視警報器
プリントシール機、携帯電話用コンテンツ

Common Stock Price Range(Osaka Securities Exchange)

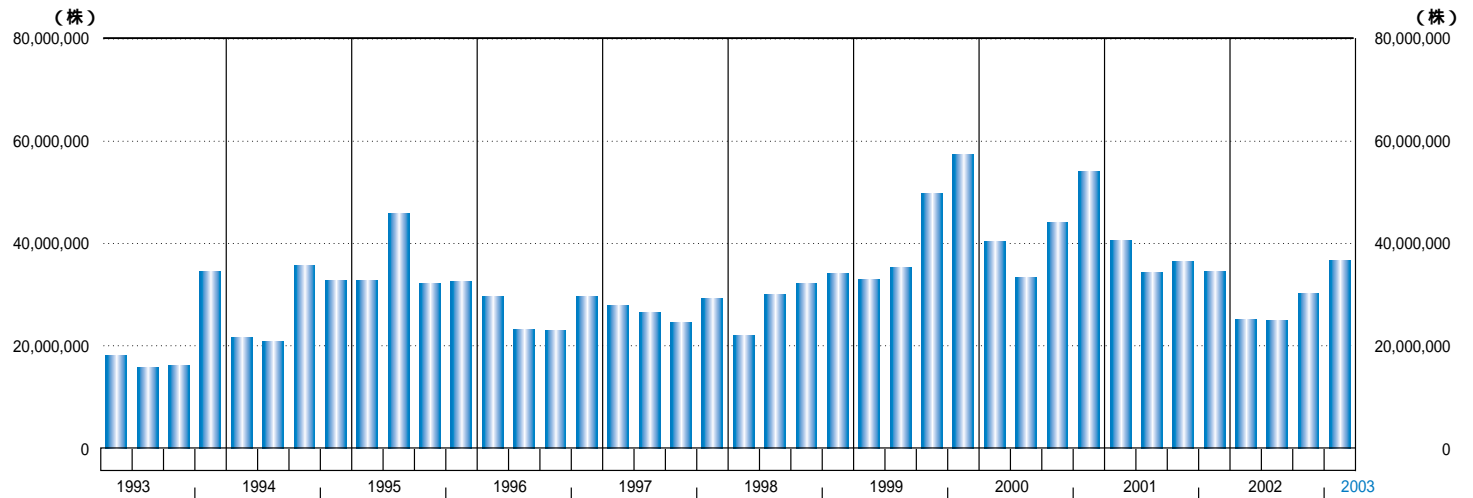
株価推移 (大阪証券取引所)

Price Range of Common Stock of OMRON
 株価
 (Left Scale)
 (左目盛)

Adjusted Average for 225 Stocks
 日経平均株価
 (Right Scale)
 (右目盛)



Volume : OMRON
 出来高



Fiscal Year ended March 31 ~年3月期		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Price Range 株価 (¥)	High 高値	1,820	1,910	2,710	2,400	2,900	2,230	3,450	3,200	2,560	2,080
	Low 安値	1,230	1,450	1,500	1,690	1,760	1,059	1,500	1,702	1,390	1,341

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 組織図



From March 21, 2003



2003年3月21日より

Head Office	Shiokoji Horikawa, Simogyo-ku kyoto 600-8530, Japan Phone: (075)344-7000 Fax : (075)344-7001	本社	京都市下京区塩小路通堀川東入 〒600-8530 電話番号 (075)344-7000 FAX番号 (075)344-7001
Tokyo Head Office	3-4-10, Toranomom, Minato-ku Tokyo 105-0001, Japan Phone: (03)3436-7170 Fax : (03)3436-7180 Home Page Address http://www.omron.co.jp (Japanese) http://www.omron.com (English)	東京本社	東京都港区虎ノ門3-4-10 〒105-0001 電話番号 (03)3436-7170 FAX番号 (03)3436-7180 ホームページアドレス http://www.omron.co.jp (日本語) http://www.omron.com (英語)
Date of Establishment	May 10, 1933	創業日	1933年5月10日
Industrial Property Rights	Number of patents: 2,495 (Japan) 1,573 (Overseas) Number of patents pending: 5,451 (Japan) 1,198 (Overseas)	工業所有権	特許保有権利数 2,495 (日本) 1,573 (海外) 出願中特許数 5,451 (日本) 1,198 (海外)
Number of Employees	23,751	従業員数	23,751
Paid-in Capital	¥ 64,082 million	払込資本金	640億8千2百万円
Common Stock	Authorized: 487,000,000 shares Issued : 249,109,236 shares Number of shareholders: 23,574	普通株式	授權株式数 487,000,000 株 発行済株式数 249,109,236 株 株主数 23,574
Stock Listings	Osaka Securities Exchange Tokyo Stock Exchange Nagoya Stock Exchange Frankfurt Stock Exchange	上場証券取引所	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

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