

OMRON CORPORATION FINANCIAL FACT BOOK 2016

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Name of Business Segments

IAB: Industrial Automation Business
EMC: Electronic & Mechanical Components Business
AEC: Automotive Electronic Components Business
SSB: Social Systems, Solutions & Service Business
HCB: Healthcare Business
Other: Environmental Solutions, Backlights, Electronic Systems & Equipments, Micro Devices

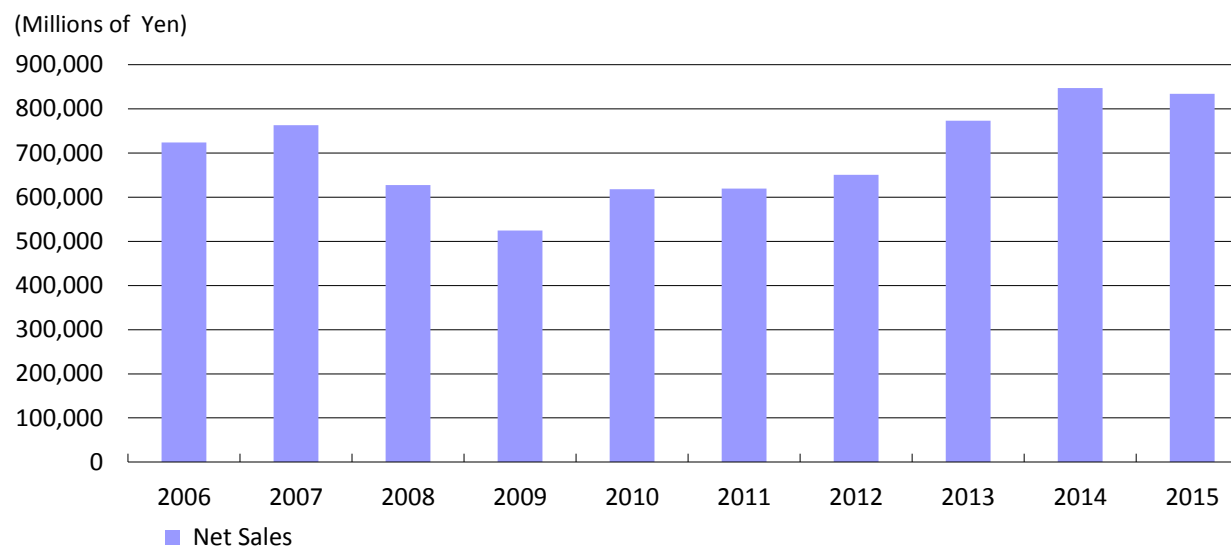
Definition of Region

Americas: North, Central, and South America
Europe: Europe, Russia, Africa, the Middle East
Asia Pacific: Southeast Asia, South Korea, India, Oceania
Greater China: China, Taiwan, Hong Kong

Notes:

1. The financial statements are prepared in accordance with U.S. GAAP standards. Figures have been calculated on a consolidated basis for the years ended March 31.
2. Refer to respective Integrated Reports (website) for audited figures. URL: <http://www.omron.com/ir/irlib/annual.html>
3. Data might be revised according to alterations to accounting standards.

Net Sales

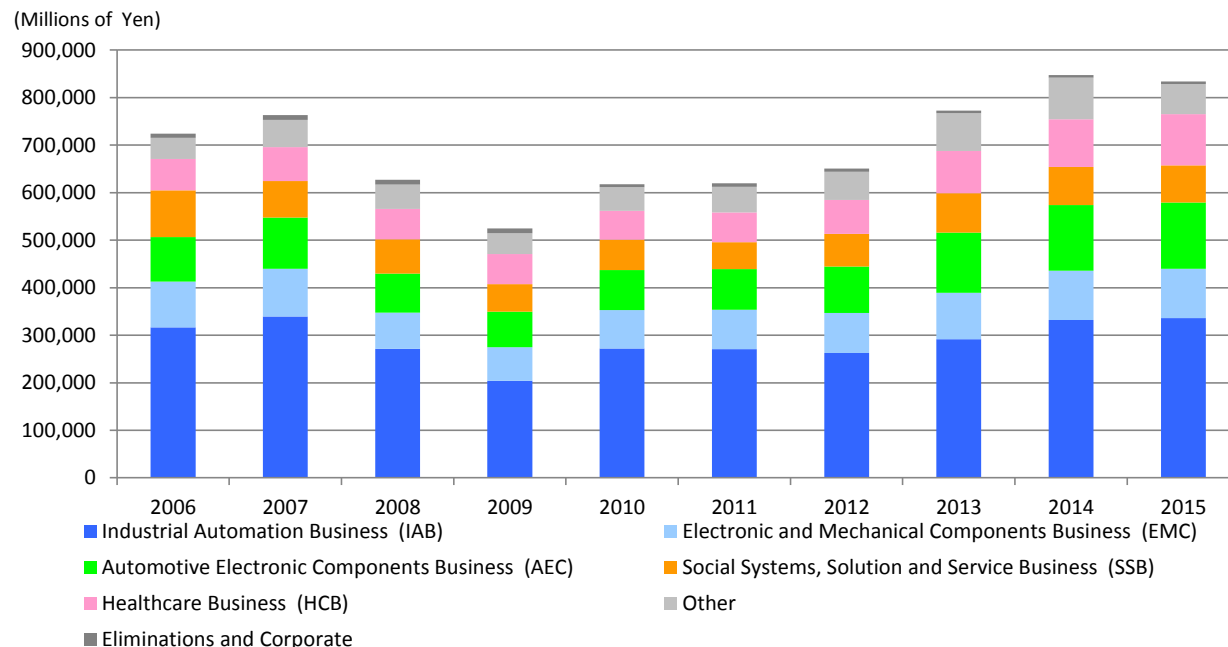


<Net Sales>

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604
Change (Y/Y)	+17.5%	+5.4%	-17.8%	-16.3%	+17.7%	+0.3%	+5.0%	+18.8%	+9.6%	-1.6%

Sales Composition



<Sales Composition>

(Millions of Yen)

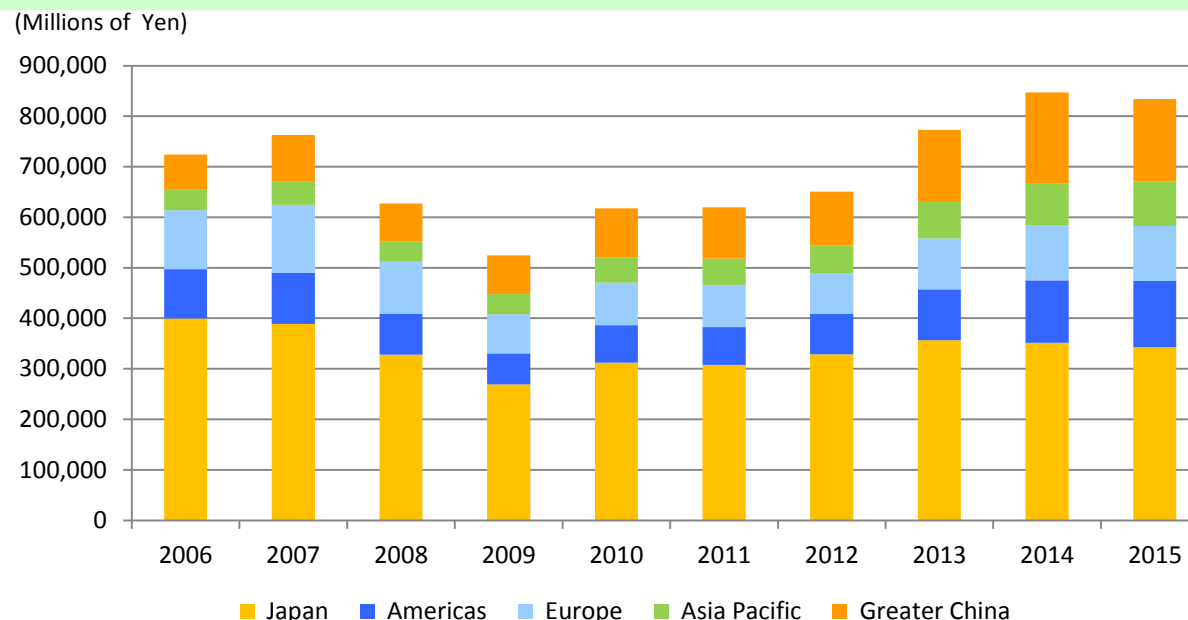
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Industrial Automation Business (IAB)	316,812 43.8%	339,161 44.5%	271,204 43.2%	203,917 38.9%	271,894 44.0%	270,835 43.7%	262,983 40.4%	291,739 37.7%	331,840 39.2%	335,959 40.3%
Electronic and Mechanical Components Business (EMC)	96,240 13.3%	100,668 13.2%	76,494 12.2%	70,717 13.5%	81,216 13.1%	83,002 13.4%	84,107 12.9%	97,699 12.6%	103,946 12.3%	103,681 12.4%
Automotive Electronic Components Business (AEC)	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%	126,620 16.4%	137,883 16.3%	139,966 16.8%
Social Systems, Solution and Service Business (SSB)	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%	82,695 10.7%	80,410 9.5%	77,538 9.3%
Healthcare Business (HCB)	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%	89,275 11.5%	100,615 11.9%	108,121 13.0%
Other	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%	78,949 10.2%	87,382 10.3%	63,028 7.6%
Eliminations and Corporate	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%	5,989 0.8%	5,176 0.6%	5,311 0.6%
Total	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604

Notes: 1. From fiscal 2009, the Companies adopted ASC No. 280, "Segment Reporting." The figures for fiscal 2006 through 2008 have been restated to conform with the current year presentation.

2. Starting with fiscal 2010, the PV inverter business in the "Industrial Automation Business" was transferred to "Other." The figures for fiscal 2006 through 2009 have been restated to conform with the current year presentation.

3. From fiscal 2013, certain operations previously included in EMC have been included in IAB following a change in management categorizations. Accordingly, information figures about IAB and EMC for fiscal year 2009 through 2012 have been restated to reflect this change.

Sales by Region

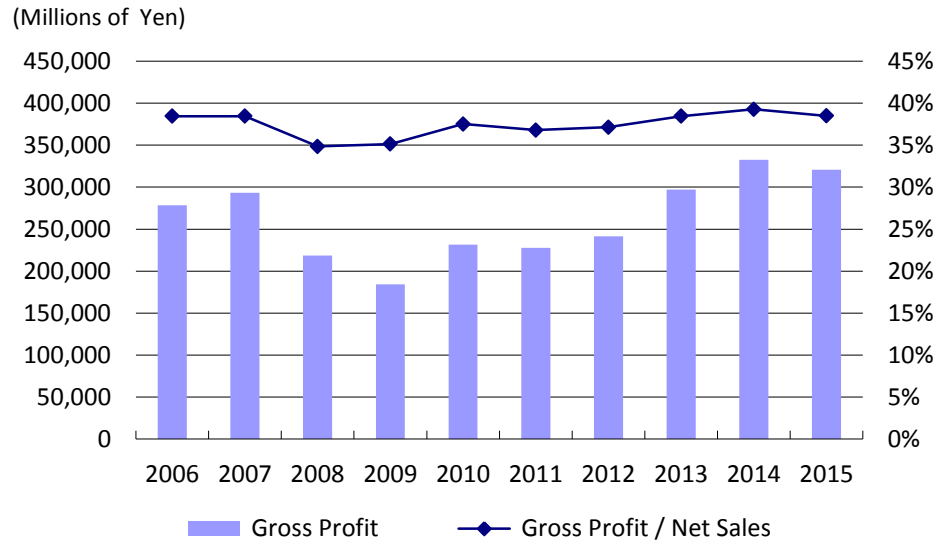


<Sales by Region>

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Japan	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%	356,342 46.1%	351,321 41.5%	342,824 41.1%
Americas	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%	100,992 13.1%	123,496 14.6%	130,968 15.7%
Europe	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%	100,929 13.1%	108,427 12.8%	109,147 13.1%
Asia Pacific	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%	72,259 9.3%	83,054 9.8%	88,157 10.6%
Greater China	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%	142,444 18.4%	180,954 21.4%	162,508 19.5%
Total	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604

Gross Profit, Gross Profit / Net Sales

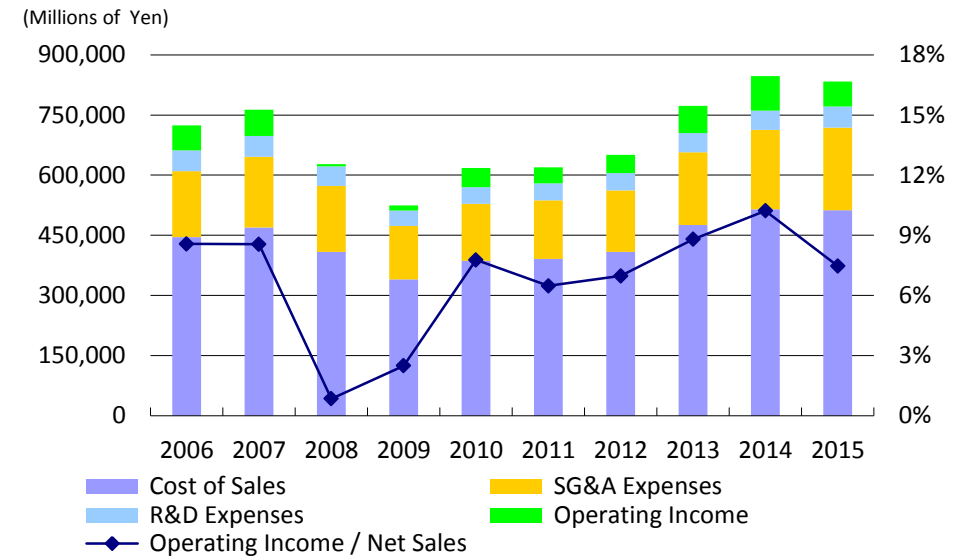


<Gross Profit, Gross Profit / Net Sales>

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Gross Profit	278,241	293,342	218,522	184,342	231,702	227,887	241,507	297,208	332,607	320,812
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604
Gross Profit / Net Sales	38.4%	38.4%	34.8%	35.1%	37.5%	36.8%	37.1%	38.5%	39.3%	38.5%

Cost Composition, Operating Income / Net Sales

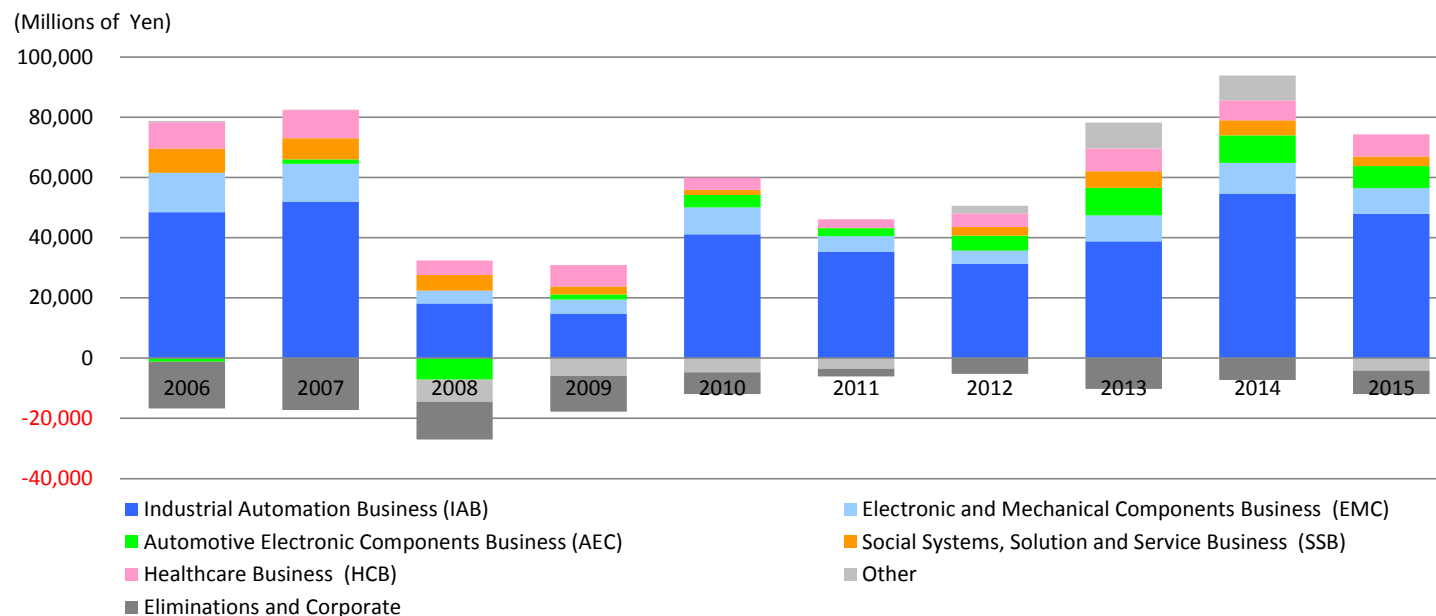


<Cost Composition, Operating Income / Net Sales>

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604
Cost of Sales	445,625	469,643	408,668	340,352	386,123	391,574	408,954	475,758	514,645	512,792
SG&A Expenses	164,167	176,569	164,284	133,426	142,365	145,662	152,676	181,225	198,103	205,735
R&D Expenses	52,028	51,520	48,899	37,842	41,300	42,089	43,488	47,928	47,913	52,790
Operating Income	62,046	65,253	5,339	13,074	48,037	40,136	45,343	68,055	86,591	62,287
Operating Income / Net Sales	8.6%	8.6%	0.9%	2.5%	7.8%	6.5%	7.0%	8.8%	10.2%	7.5%

Operating Income by Segment

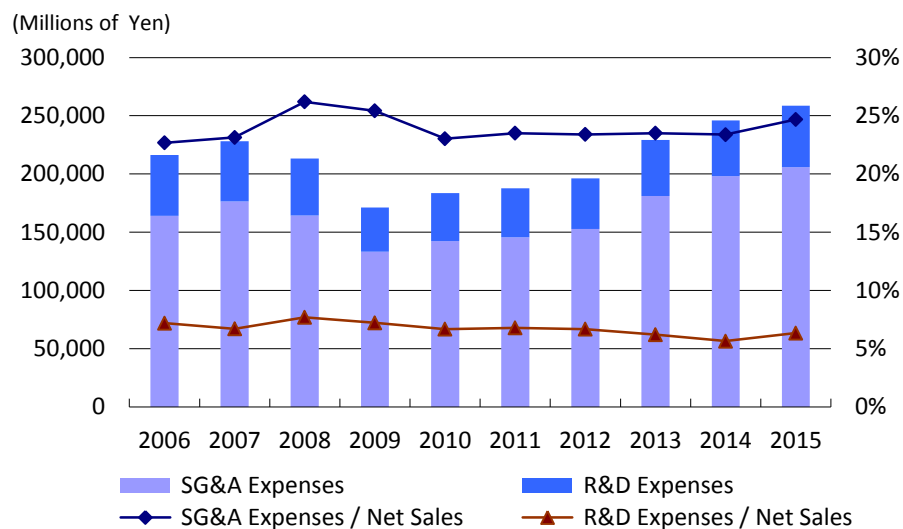


<Operating Income by Segment>

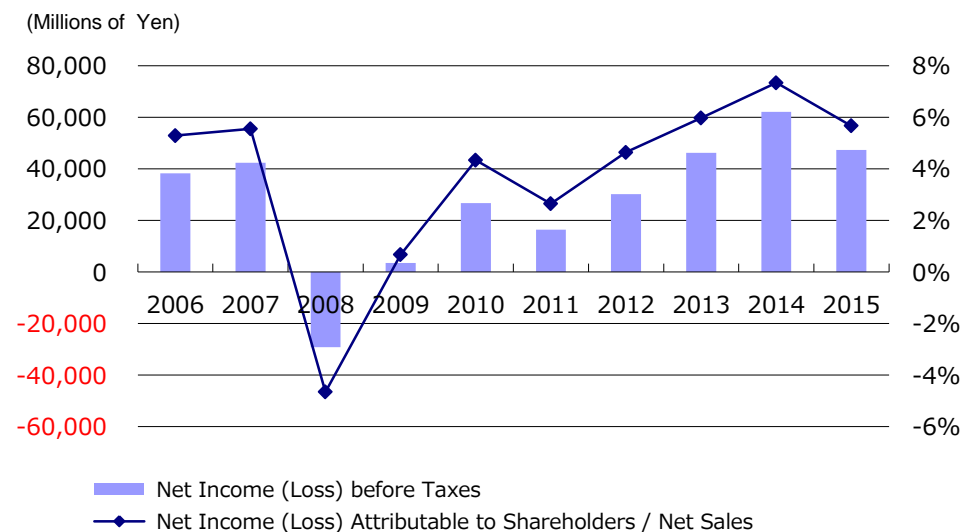
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Industrial Automation Business (IAB)	48,502	51,928	18,175	14,644	41,083	35,354	31,349	38,755	54,617	47,929
Electronic and Mechanical Components Business (EMC)	13,083	12,642	4,223	4,788	8,959	5,114	4,351	8,655	10,168	8,494
Automotive Electronic Components Business (AEC)	(1,229)	1,408	(7,115)	1,731	4,162	2,691	5,009	9,084	9,230	7,342
Social Systems, Solution and Service Business (SSB)	8,070	7,042	5,194	2,654	1,653	98	2,915	5,552	4,993	3,198
Healthcare Business (HCB)	8,690	9,405	4,767	7,055	4,078	2,918	4,407	7,545	6,511	7,285
Other	431	87	(7,318)	(5,822)	(4,659)	(3,553)	2,526	8,676	8,366	(4,119)
Eliminations and Corporate	(15,501)	(17,259)	(12,587)	(11,976)	(7,239)	(2,486)	(5,214)	(10,212)	(7,294)	(7,842)
Total	62,046	65,253	5,339	13,074	48,037	40,136	45,343	68,055	86,591	62,287

- Notes: 1. From fiscal 2009, the Companies adopted ASC No. 280, "Segment Reporting." The figures for fiscal 2006 through 2008 have been restated to conform with the current year presentation.
2. Starting with fiscal 2010, the PV inverter business in the "Industrial Automation Business" was transferred to "Other." The figures for fiscal 2006 through 2009 have been restated to conform with the current year presentation.
3. From fiscal 2013, certain operations previously included in EMC have been included in IAB following a change in management categorizations. Accordingly, information figures about IAB and EMC for fiscal year 2009 through 2012 have been restated to reflect this change.

SG&A Expenses / Net Sales, R&D Expenses / Net Sales



Net Income (Loss) Attributable to Shareholders / Net Sales



<SG&A Expenses / Net Sales, R&D Expenses / Net Sales>

(Millions of Yen)

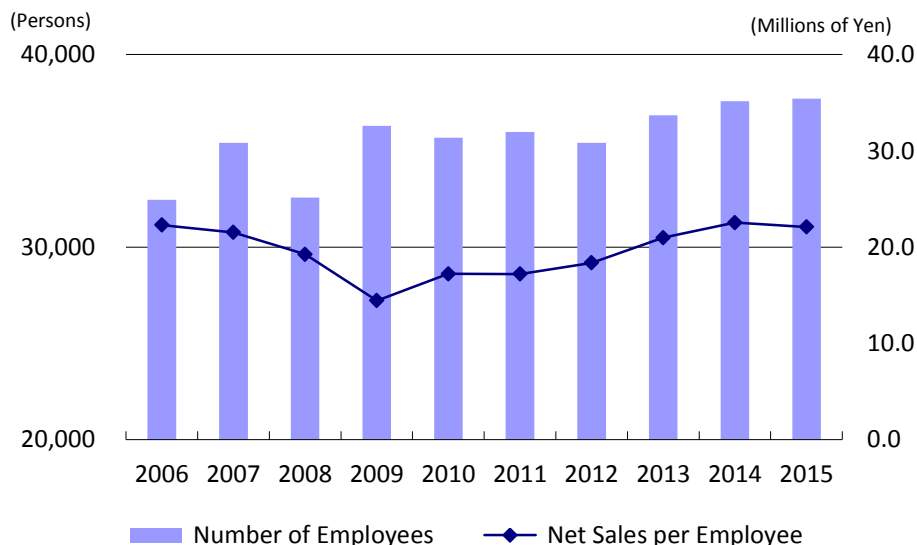
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
SG&A Expenses	164,167	176,569	164,284	133,426	142,365	145,662	152,676	181,225	198,103	205,735
R&D Expenses	52,028	51,520	48,899	37,842	41,300	42,089	43,488	47,928	47,913	52,790
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604
SG&A Expenses / Net Sales	22.7%	23.1%	26.2%	25.4%	23.0%	23.5%	23.4%	23.5%	23.4%	24.7%
R&D Expenses / Net Sales	7.2%	6.7%	7.7%	7.2%	6.7%	6.8%	6.7%	6.2%	5.7%	6.3%

<Net Income (Loss) Attributable to Shareholders / Net Sales>

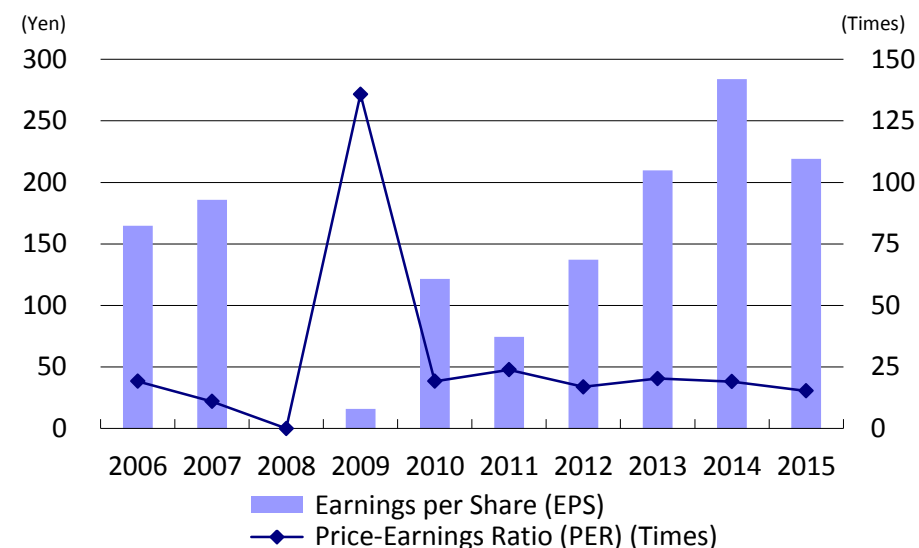
(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Net Income (Loss) Attributable to Shareholders	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203	46,185	62,170	47,290
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604
Net Income (Loss) Attributable to Shareholders / Net Sales	5.3%	5.6%	(4.7%)	0.7%	4.3%	2.6%	4.6%	6.0%	7.3%	5.7%

Number of Employees, Net Sales per Employee



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



<Number of Employees, Net Sales per Employee>

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Number of Employees	32,456	35,426	32,583	36,299	35,684	35,992	35,411	36,842	37,572	37,709
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604
Net Sales per Employee	22.3	21.5	19.2	14.5	17.2	17.2	18.4	21.0	22.6	22.1

Notes: Number of Employees is based on the figure at the end of each fiscal year.

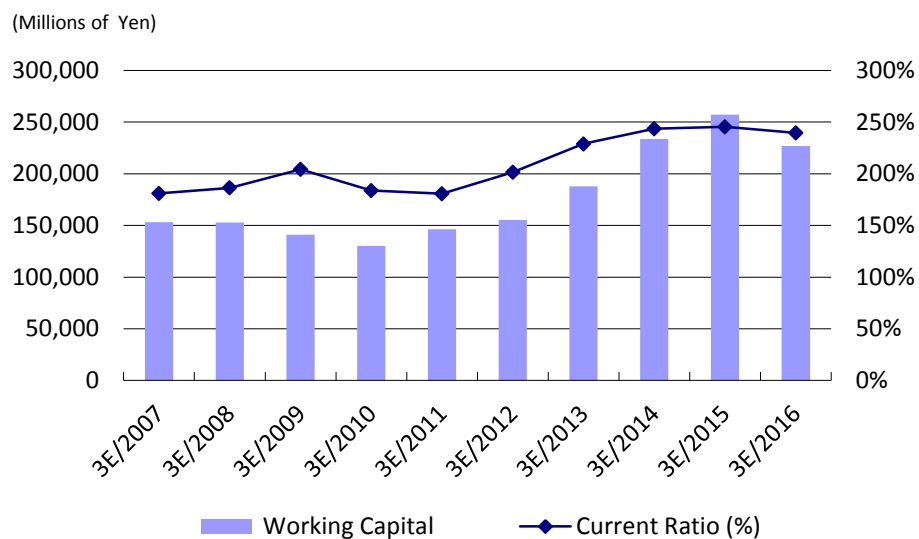
<Earnings per Share (EPS), Price-Earnings Ratio (PER)>

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Earnings per Share (EPS)	164.9	185.8	-	16.0	121.7	74.5	137.2	209.8	283.9	219.0
Stock Price	3,170	2,045	1,157	2,170	2,338	1,780	2,320	4,260	5,420	3,350
Price-Earnings Ratio (PER) (Times)	19.2	11.0	-	135.8	19.2	23.9	16.9	20.3	19.1	15.3

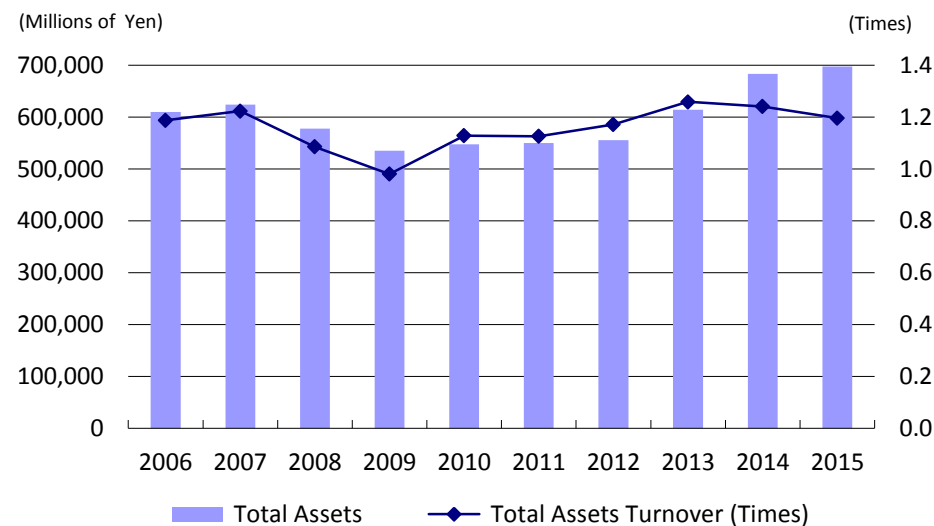
Notes: 1. Earnings per Share is based on the number of share equivalents with a dilutive effect.

2. PER = Fiscal Year-End Stock Price / Earnings per Share

Working Capital, Current Ratio



Total Assets, Total Assets Turnover



<Current Ratio, Working Capital>

(Millions of Yen)

	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016
Current Assets	342,059	330,054	275,991	285,758	327,890	308,097	333,694	396,493	434,096	389,609
Current Liabilities	188,860	177,069	135,038	155,562	181,432	152,896	145,701	162,707	176,762	162,663
Working Capital	153,199	152,985	140,953	130,196	146,458	155,201	187,993	233,786	257,334	226,946
Current Ratio	181.1%	186.4%	204.4%	183.7%	180.7%	201.5%	229.0%	243.7%	245.6%	239.5%

Notes: 1. Current Ratio = Current Assets / Current Liabilities

2. Working Capital = Current Assets - Current Liabilities

<Total Assets, Total Assets Turnover>

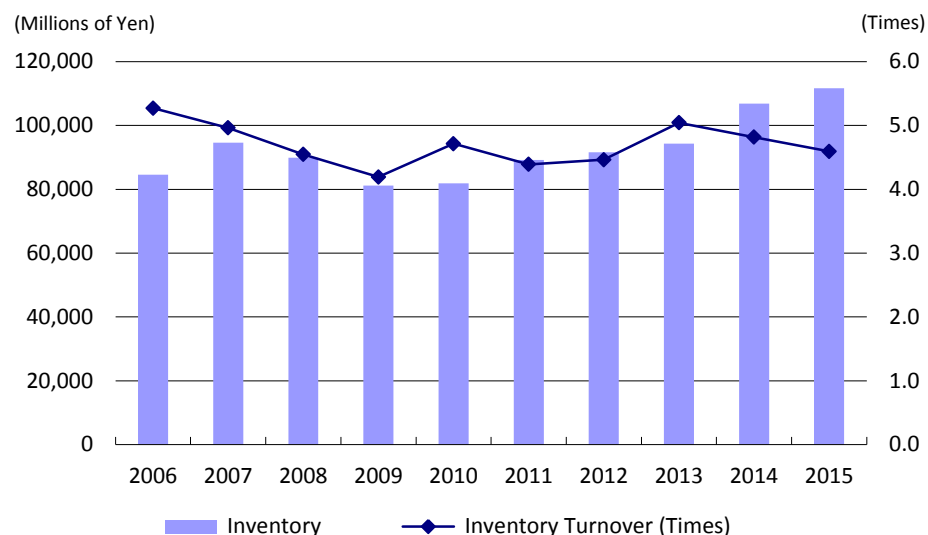
(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Assets	609,699	623,852	577,824	535,267	547,522	550,057	555,480	614,171	682,858	697,168
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604
Total Assets Turnover (Times)	1.2	1.2	1.1	1.0	1.1	1.1	1.2	1.3	1.2	1.2

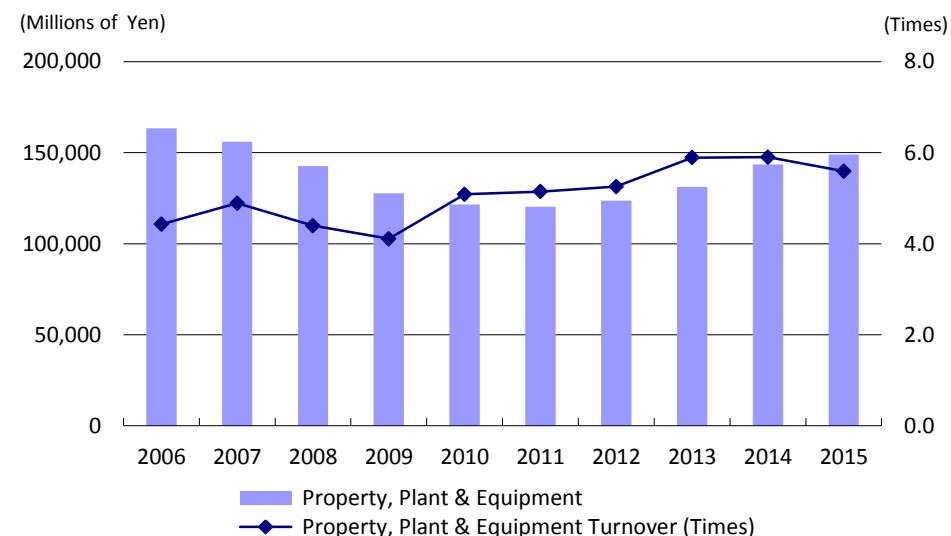
Notes: 1. Total Assets is based on the average of the beginning and end of each fiscal year.

2. Total Assets Turnover = Net Sales / Total Assets

Inventory, Inventory Turnover



Property, Plant & Equipment, Property, Plant & Equipment Turnover



<Inventory, Inventory Turnover>

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Inventory	84,534	94,617	89,917	81,182	81,903	89,202	91,633	94,345	106,849	111,644
Cost of Sales	445,625	469,643	408,668	340,352	386,123	391,574	408,954	475,758	514,645	512,792
Inventory Turnover (Times)	5.3	5.0	4.5	4.2	4.7	4.4	4.5	5.0	4.8	4.6

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

2. Inventory Turnover = Cost of Sales / Inventory

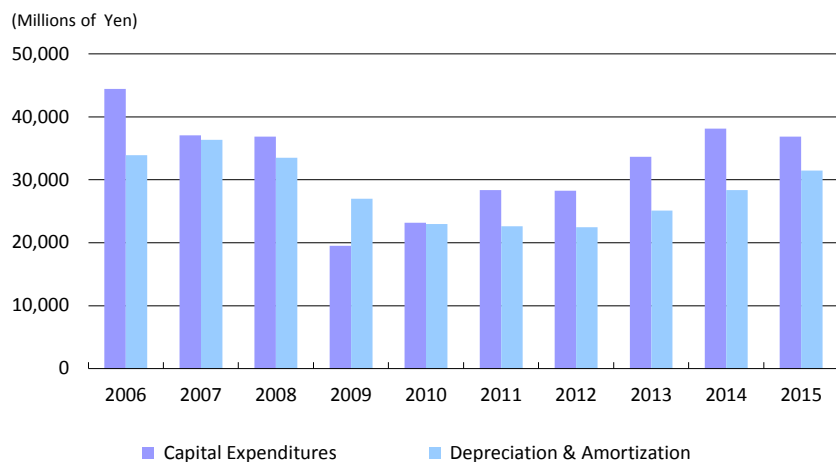
<Property, Plant & Equipment, Property, Plant & Equipment Turnover>

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Property, Plant & Equipment	163,466	155,996	142,606	127,765	121,496	120,352	123,771	131,201	143,509	149,009
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604
Property, Plant & Equipment Turnover	4.4	4.9	4.4	4.1	5.1	5.1	5.3	5.9	5.9	5.6

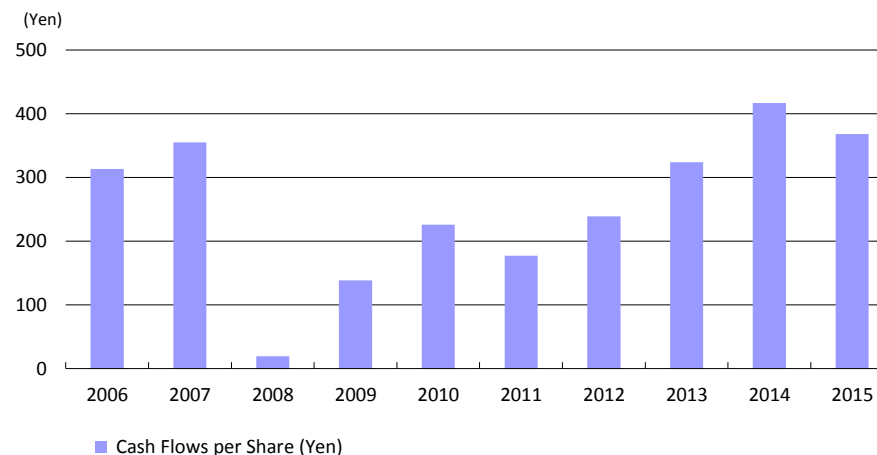
Notes: 1. Property, Plant & Equipment is based on the average of the beginning and end of each fiscal year.

2. Property, Plant & Equipment Turnover = Net Sales / Property, Plant & Equipment

Capital Expenditures, Depreciation & Amortization



Cash Flows per Share



<Capital Expenditures, Depreciation & Amortization>

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Capital Expenditures	44,447	37,072	36,844	19,524	23,192	28,341	28,285	33,653	38,143	36,859
Depreciation & Amortization	33,922	36,343	33,496	27,014	22,984	22,617	22,452	25,089	28,339	31,460

<Cash Flows per Share>

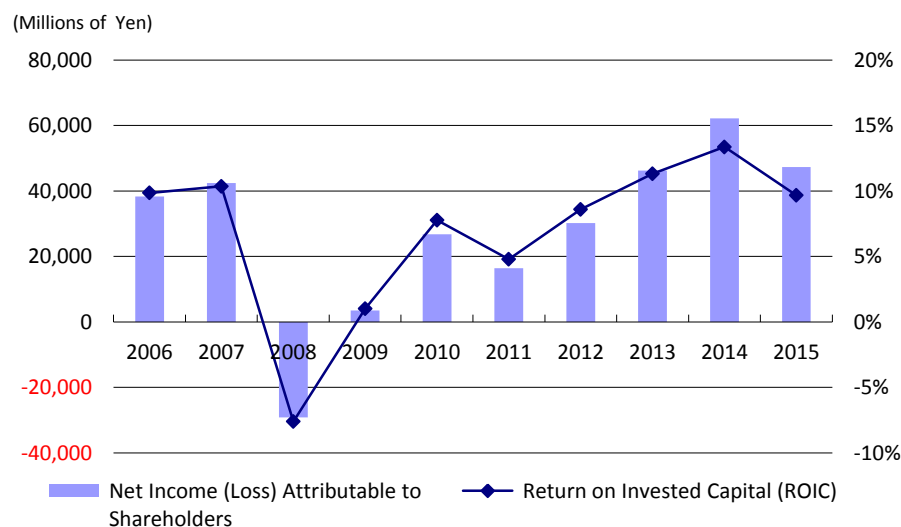
(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Cash Flows	72,202	78,726	4,324	30,532	49,766	39,006	52,655	71,274	90,509	78,750
Number of Shares	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828	220,129,633	220,128,465	220,089,329	217,253,405	213,808,774
Cash Flows per Share (Yen)	313	355	20	139	226	177	239	324	417	368

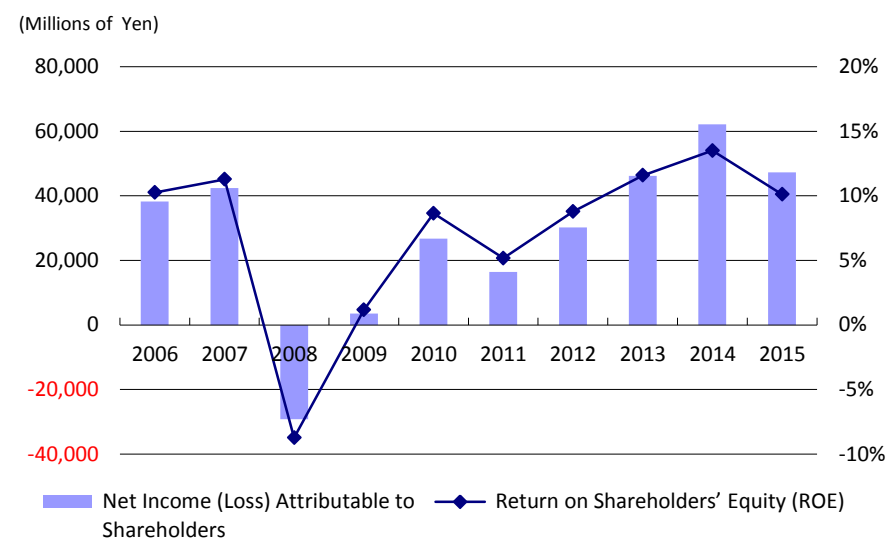
Notes: 1. Cash Flows = Net Income (Loss) Attributable to Shareholders + Depreciation & Amortization

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

Net Income (Loss) Attributable to Shareholders, Return on Invested Capital (ROIC)



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



<Net Income (Loss) Attributable to Shareholders, Return on Invested Capital (ROIC)>

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Net Income (Loss) Attributable to Shareholders	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203	46,185	62,170	47,290
Invested Capital	388,603	409,043	383,342	349,921	344,866	341,919	351,449	408,310	465,004	489,136
Return on Invested Capital (ROIC)	9.9%	10.4%	-7.6%	1.0%	7.8%	4.8%	8.6%	11.3%	13.4%	9.7%

Notes: 1. Invested Capital is based on the average of previous fiscal year-end result and quarterly results of current fiscal year.

2. Invested Capital = Net Assets + Interest-Bearing Debt

3. Return on Invested Capital = Net Income (Loss) Attributable to Shareholders / Invested Capital

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

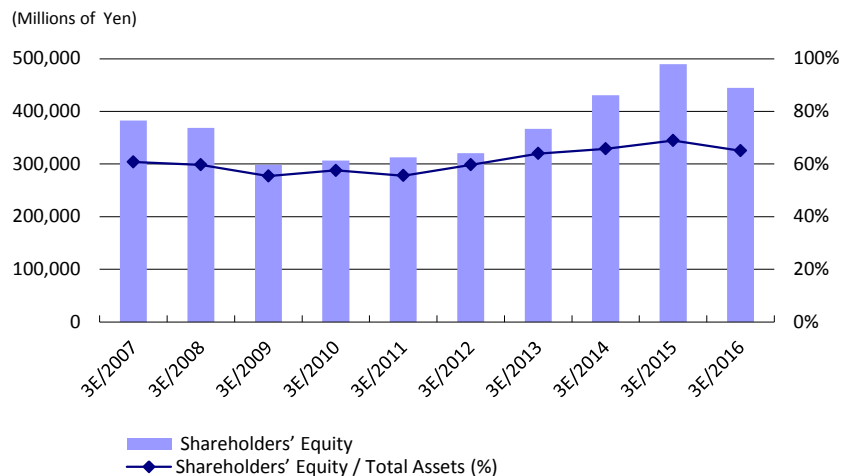
(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Net Income (Loss) Attributable to Shareholders	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203	46,185	62,170	47,290
Shareholders' Equity	372,880	375,662	333,457	302,369	309,540	316,797	343,901	398,736	460,139	467,244
Return on Shareholders' Equity (ROE)	10.3%	11.3%	-8.7%	1.2%	8.7%	5.2%	8.8%	11.6%	13.5%	10.1%

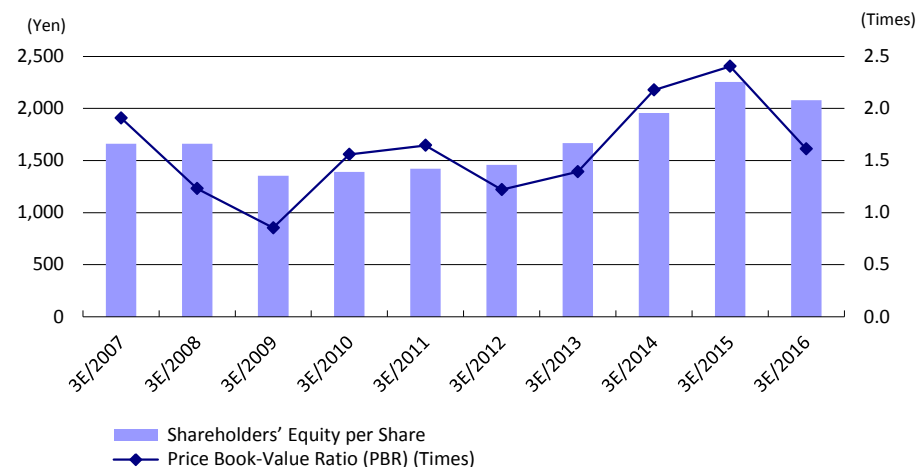
Notes: 1. Shareholders' Equity is based on the average of the beginning and end of each fiscal year.

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

Shareholders' Equity, Shareholders' Equity / Total Assets



Shareholders' Equity per Share, Price Book-Value Ratio (PBR)



<Shareholders' Equity, Shareholders' Equity / Total Assets>

(Millions of Yen)

	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016
Debt	247,515	248,865	238,299	225,119	249,138	215,643	204,874	221,926	218,917	236,291
Debt / Shareholders' Equity Ratio	0.65	0.68	0.80	0.73	0.80	0.67	0.56	0.52	0.45	0.53
Shareholders' Equity	382,822	368,502	298,411	306,327	312,753	320,840	366,962	430,509	489,769	444,718
Total Assets	630,337	617,367	538,280	532,254	562,790	537,323	573,637	654,704	711,011	683,325
Shareholders' Equity / Total Assets	60.7%	59.7%	55.4%	57.6%	55.6%	59.7%	64.0%	65.8%	68.9%	65.1%

Note: Debt / Shareholders' Equity Ratio = Debt / Shareholders' Equity

<Shareholders' Equity per Share, Price Book-Value Ratio (PBR)>

(Yen)

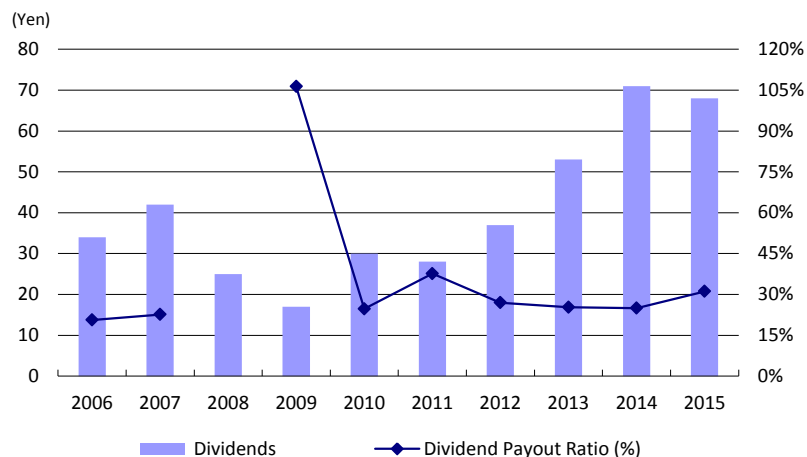
	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016
Number of Shares (Shares)	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828	220,129,633	220,128,465	220,089,329	217,253,405	213,808,774
Shareholders' Equity per Share	1,661	1,662	1,355	1,391	1,421	1,458	1,667	1,956	2,254	2,080
Stock Price (FYE Closing Price)	3,170	2,045	1,157	2,170	2,338	1,780	2,320	4,260	5,420	3,350
Price Book-Value Ratio (PBR) (Times)	1.9	1.2	0.9	1.6	1.6	1.2	1.4	2.2	2.4	1.6

Notes: 1. Number of Shares = Shares Outstanding at End of Term – Treasury Stock at End of Term

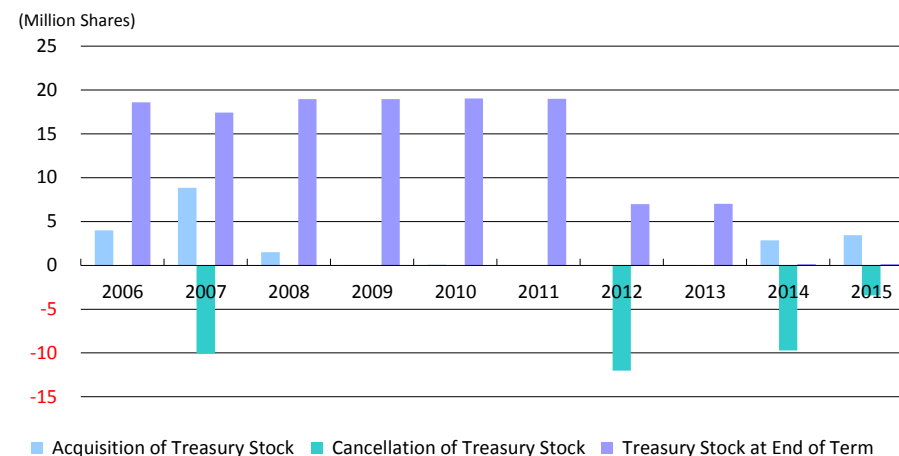
2. Shareholders' Equity per Share is based on the number of shares outstanding at the end of term.

3. Price Book-Value Ratio (PBR) = Fiscal Year-End Stock Price / Shareholders' Equity per Share

Dividends, Dividend Payout Ratio



Treasury Stock at End of Term, Acquisition and Cancellation



<Dividends, Dividend Payout Ratio>

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Dividends	34	42	25	17	30	28	37	53	71	68
Dividend Payout Ratio	20.6%	22.6%	-	106.4%	24.7%	37.6%	27.0%	25.3%	25.0%	31.1%

Notes: 1. Dividends for fiscal 2007 include a commemorative dividend of ¥5.0.

2. Dividends for fiscal 2012 include a commemorative dividend of ¥5.0.

<Treasury Stock at End of Term, Acquisition and Cancellation>

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Acquisition of Treasury Stock	3,968,235	8,841,722	1,517,380	7,350	66,250	(40,805)	1,168	39,136	2,835,924	3,444,631
Cancellation of Treasury Stock	-	(10,000,000)	-	-	-	-	(12,000,000)	-	(9,723,500)	(3,439,700)
Treasury Stock at End of Term	18,599,842	17,441,564	18,958,944	18,966,294	19,032,544	18,991,739	6,992,907	7,032,043	144,467	149,398
Stock Outstanding at End of Term	249,121,372	239,121,372	239,121,372	239,121,372	239,121,372	239,121,372	227,121,372	227,121,372	217,397,872	213,958,172
Treasury Stock Ratio	7.5%	7.3%	7.9%	7.9%	8.0%	7.9%	3.1%	3.1%	0.1%	0.1%

Note: Treasury Stock Ratio = Treasury Stock at End of Term / Stock Outstanding at End of Term

Consolidated Statements of Income (Loss)

	(Millions of Yen)									
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604
Costs and Expenses	445,625	469,643	408,668	340,352	386,123	391,574	408,954	475,758	514,645	512,792
Gross Profit	278,241	293,342	218,522	184,342	231,702	227,887	241,507	297,208	332,607	320,812
Selling, General and Administrative Expenses	164,167	176,569	164,284	133,426	142,365	145,662	152,676	181,225	198,103	205,735
Research and Development Expenses	52,028	51,520	48,899	37,842	41,300	42,089	43,488	47,928	47,913	52,790
Operating Income	62,046	65,253	5,339	13,074	48,037	40,136	45,343	68,055	86,591	62,287
Other Expenses (Income), net	(2,233)	1,087	44,472	2,879	6,344	6,589	4,106	6,048	(797)	(3,399)
Income (Loss) before Income Taxes	64,279	64,166	(39,133)	10,195	41,693	33,547	41,237	62,007	87,388	65,686
Income Taxes	25,595	24,272	(10,495)	3,782	14,487	17,826	14,096	19,475	28,893	20,043
Minority Interests	238	217	(277)	-	-	-	-	-	-	-
Equity in Loss (Gain) of Affiliates	1,352	348	811	2,792	190	(631)	(2,976)	(3,782)	(3,937)	(2,039)
Net income	37,094	39,329	(29,172)	3,621	27,016	16,352	30,117	46,314	62,432	47,682
Net Income (Loss) Attributable to Noncontrolling Interests	-	-	-	103	234	(37)	(86)	129	262	392
Net Income from Discontinued Operations	1,186	3,054	-	-	-	-	-	-	-	-
Net Income (Loss) Attributable to Shareholders	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203	46,185	62,170	47,290
<Per Share Data>										
	(Yen)									
Net Income (Loss) Attributable to Shareholders per Share (Basic)	165.0	185.9	(132.2)	16.0	121.7	74.5	137.2	209.8	283.9	219.0
Net Income Attributable to Shareholders per Share (Diluted)	164.9	185.8	-	16.0	121.7	74.5	137.2	209.8	283.9	219.0
Cash Dividends per Share Applicable to Period	34.0	42.0	25.0	17.0	30.0	28.0	37.0	53.0	71.0	68.0

Consolidated Balance Sheets

(Millions of Yen)

	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016
(Assets)										
Current Assets	342,059	330,054	275,991	285,758	327,890	308,097	333,694	396,493	434,096	389,609
Cash and Cash Equivalents	42,995	40,624	46,631	51,726	74,735	45,257	55,708	90,251	102,622	82,910
Notes and Accounts Receivable-Trade	175,700	166,878	113,551	126,250	137,531	143,304	158,911	174,216	178,775	165,093
Allowance for Doubtful Receivables	(2,297)	(2,211)	(2,562)	(2,531)	(2,230)	(2,205)	(1,988)	(1,812)	(1,624)	(1,654)
Inventory	94,109	95,125	84,708	77,655	86,151	92,253	91,013	97,677	116,020	107,267
Deferred Income Taxes	19,985	19,690	16,522	19,988	20,183	17,975	17,611	22,688	19,941	18,469
Other Current Assets	11,567	9,948	17,141	12,670	11,520	11,513	12,439	13,473	18,362	17,524
Property, Plant and Equipment	159,315	152,676	132,535	122,994	119,998	120,706	126,835	135,566	151,452	146,565
Land	28,271	27,126	26,753	26,376	27,875	26,950	26,591	26,344	26,721	26,376
Buildings	125,227	128,183	120,244	127,344	125,686	128,870	137,821	140,495	147,120	146,412
Machinery and Equipment	175,398	167,036	143,801	140,200	136,792	142,148	156,186	171,192	202,149	204,499
Construction in Progress	6,389	6,277	9,061	2,733	6,836	7,417	6,729	7,126	6,619	6,142
Accumulated Depreciation	(175,970)	(175,946)	(167,324)	(173,659)	(177,191)	(184,679)	(200,492)	(209,591)	(231,157)	(236,864)
Investments and Other Assets	128,963	134,637	129,754	123,502	114,902	108,520	113,108	122,645	125,463	147,151
Investments in and Advances to Affiliates	16,677	16,645	15,638	13,637	13,521	14,443	17,939	21,349	24,318	25,048
Investment Securities	46,770	39,139	31,682	38,556	35,694	36,161	38,193	51,117	57,106	37,055
Leasehold Deposits	8,650	8,087	7,784	7,452	7,126	7,219	6,914	6,950	6,971	6,758
Deferred Income Taxes	17,293	28,151	53,783	45,737	42,190	34,516	30,612	20,918	6,366	22,080
Other Assets	39,573	42,615	20,867	18,120	16,371	16,181	19,450	22,311	30,702	56,210
Total	630,337	617,367	538,280	532,254	562,790	537,323	573,637	654,704	711,011	683,325

Consolidated Balance Sheets

(Millions of Yen)

	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016
(Liabilities)										
Current Liabilities	188,860	177,069	135,038	155,562	181,432	152,896	145,701	162,707	176,762	162,663
Short-Term Debt	19,868	17,795	32,970	16,612	45,519	18,774	5,570	488	-	-
Notes and Accounts Payable-Trade	91,543	94,654	58,179	68,874	77,836	79,331	75,592	85,218	92,702	82,606
Accrued Expenses	32,548	30,622	24,791	25,891	29,414	29,179	32,818	39,897	41,942	37,975
Income Taxes Payable	11,467	8,959	711	2,710	2,188	623	3,907	6,340	3,680	6,890
Other Current Liabilities	33,170	24,517	17,899	21,160	26,244	24,989	27,814	30,764	38,438	35,192
Current Portion of Long-Term Debt	264	522	488	20,315	231	-	-	-	-	-
Long-Term Debt	1,681	1,492	21,401	1,290	849	-	-	-	-	-
Deferred Income Taxes	2,006	3,887	941	886	697	738	595	2,167	697	660
Termination and Retirement Benefits	52,700	63,536	80,443	66,964	65,485	60,432	56,944	50,683	30,393	62,289
Other Long-Term Liabilities	830	863	476	417	675	1,577	1,634	6,369	11,065	10,679
Minority Interests	1,438	2,018	-	-	-	-	-	-	-	-
Total Liabilities	247,515	248,865	238,299	225,119	249,138	215,643	204,874	221,926	218,917	236,291
Minority Interests	-	-	1,570	-	-	-	-	-	-	-
(Net Assets)										
Shareholders' Equity	382,822	368,502	298,411	306,327	312,753	320,840	366,962	430,509	489,769	444,718
Common Stock	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100
Capital Surplus	98,828	98,961	99,059	99,081	99,081	99,078	99,066	99,067	99,070	99,101
Legal Reserve	8,256	8,673	9,059	9,363	9,574	10,034	10,876	11,196	13,403	15,194
Retained Earnings	258,057	266,451	231,388	230,859	250,824	260,557	253,654	287,853	301,174	317,171
Accumulated Other Comprehensive Income (Loss)	(3,013)	(28,217)	(60,744)	(52,614)	(66,227)	(68,433)	(44,349)	(15,162)	12,489	(50,204)
Foreign Currency Translation Adjustments	6,560	(5,782)	(22,319)	(23,678)	(34,046)	(36,544)	(14,224)	4,536	26,313	2,541
Minimum Pension Liability Adjustments	(22,169)	(29,245)	(40,570)	(36,553)	(38,736)	(38,815)	(39,730)	(38,029)	(36,486)	(64,525)
Net Unrealized Gains on Available-for-Sale Securities	12,738	6,501	2,763	7,684	6,570	6,995	9,580	18,466	22,478	11,884
Net Gains (Losses) on Derivative Instruments	(142)	309	(618)	(67)	(15)	(69)	25	(135)	184	(104)
Treasury Stock	(43,406)	(41,466)	(44,451)	(44,462)	(44,599)	(44,496)	(16,385)	(16,545)	(467)	(644)
Noncontrolling Interests	-	-	-	808	899	840	1,801	2,269	2,325	2,316
Total Net Assets	-	-	-	307,135	313,652	321,680	368,763	432,778	492,094	447,034
Total	630,337	617,367	538,280	532,254	562,790	537,323	573,637	654,704	711,011	683,325

Consolidated Statements of Cash Flows

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
I. Operating Activities										
Net Income (Loss) Attributable to Shareholders	38,280	42,383	(29,172)	-	-	-	-	-	-	-
Net Income	-	-	-	3,621	27,016	16,352	30,117	46,314	62,432	47,682
Adjustments to Reconcile Net Income (Loss) to										
Net Cash Provided by Operating Activities										
Depreciation and Amortization	33,923	36,343	33,496	27,014	22,984	22,617	22,452	25,089	28,339	31,460
Net Loss on Sales and Disposals of Property, Plant and Equipment	6,445	963	1,983	558	606	861	578	1,146	3,432	(485)
Loss on Impairment of Property, Plant and Equipment	1,441	168	21,203	217	413	671	3,265	804	137	463
Net Gain on Sale of Investment Securities	(954)	(1,571)	(64)	(636)	(7)	(307)	(677)	(1,714)	(4,337)	(1,499)
Loss on Impairment of Investment Securities	682	2,297	5,401	632	805	391	1,086	501	166	68
Loss on Impairment of Goodwill	-	-	16,813	-	-	2,009	153	-	-	-
Gain on Establishment of Retirement Benefit Trust	(10,141)	-	-	-	-	-	-	-	-	(4,140)
Termination and Retirement Benefits	(1,403)	(1,722)	(1,390)	(5,110)	(4,785)	(5,669)	(4,433)	(4,417)	(17,427)	698
Deferred Income Taxes	3,887	(131)	(13,895)	(1,031)	5,374	9,981	3,762	2,170	11,938	2,283
Minority Interests	238	217	(277)	-	-	-	-	-	-	-
Equity in loss (gain) of affiliates	1,352	348	811	2,792	190	(631)	(2,976)	(3,782)	(3,937)	(2,039)
Net Gain on Sales of Business Entities	-	(5,177)	-	-	-	-	-	-	-	-
Change in Assets and Liabilities										
Decrease (Increase) in Notes and Accounts Receivable-Trade	(19,773)	4,977	47,526	(14,440)	(16,227)	(6,838)	(5,827)	(6,613)	3,384	9,436
Decrease (Increase) in Inventories	(13,955)	(3,002)	5,776	4,977	(12,174)	(6,538)	8,641	(325)	(10,671)	6,061
Decrease (Increase) in other Assets	2,248	644	(7,689)	4,457	1,048	(483)	21	(32)	(2,828)	1,003
Increase (Decrease) in Notes and Accounts Payable-Trade	(5,674)	5,305	(34,046)	13,298	9,301	682	(5,927)	5,824	1,658	(7,189)
Increase (Decrease) in Income Taxes Payable	(2,244)	(2,663)	(8,044)	1,995	(453)	(1,562)	3,121	2,277	(3,127)	3,433
Increase (Decrease) in Accrued Expenses and Other Current Liabilities	6,480	(10,846)	(8,290)	4,554	8,383	388	1,519	10,883	6,318	(4,614)
Other, net	(293)	463	1,266	(139)	(518)	22	(1,817)	919	1,580	1,586
Net Cash Provided by Operating Activities	40,539	68,996	31,408	42,759	41,956	31,946	53,058	79,044	77,057	84,207

Consolidated Statements of Cash Flows

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
II. Investing Activities										
Proceeds from Sales of Maturities of Investment Securities	-	-	-	1,004	109	693	1,658	2,840	5,274	2,214
Purchase of Investment Securities	-	-	-	(15)	-	(911)	-	(2,179)	(603)	(330)
Net Proceeds (Purchase) of Short-Term Investments and Investment Securities	(465)	(3,501)	(4,409)	-	-	-	-	-	-	-
Capital Expenditures	(44,689)	(37,848)	(37,477)	(20,792)	(21,647)	(27,502)	(30,383)	(32,218)	(37,123)	(37,903)
Decrease (Increase) in Leasehold Deposits	(9)	417	228	335	276	(101)	457	75	118	115
Proceeds from Sales of Property, Plant and Equipment	17,930	5,038	1,046	1,490	1,066	2,307	836	794	768	2,239
Equity Transaction with Noncontrolling Interests	(15)	-	-	(106)	-	-	(10)	-	-	-
Decrease (Increase) in Investment in and Loans to Affiliates	(1,189)	(850)	(16)	(931)	20	(480)	(1,884)	209	(30)	(20)
Payment for Acquisition of Business, Net	(18,638)	(8,026)	-	-	-	(1,012)	141	(672)	(8,003)	(33,448)
Proceeds from Sale of Business, Net	-	8,089	-	431	(34)	-	90	26	-	-
Other, net	-	-	-	-	-	520	624	-	82	17
Net Cash Used in Investing Activities	(47,075)	(36,681)	(40,628)	(18,584)	(20,210)	(26,486)	(28,471)	(31,125)	(39,517)	(67,116)
III. Financing Activities										
Net Borrowings (Repayments) of Short-Term Debt	13,812	(3,523)	15,291	(16,282)	29,052	(26,744)	(13,273)	(5,135)	(853)	2
Proceeds from Issuance of Long-Term Debt and Warrants	242	28	20,000	305	2	-	-	-	-	-
Repayments of Long-Term Debt	(455)	(772)	(916)	(524)	(20,299)	-	-	-	-	-
Dividends Paid	(7,689)	(8,259)	(9,520)	-	-	-	-	-	-	-
Dividends Paid by the Company	-	-	-	(3,083)	(5,285)	(6,604)	(6,164)	(10,566)	(12,985)	(16,077)
Dividends Paid to Noncontrolling Interests	-	-	-	(762)	-	(15)	(2)	-	(277)	(256)
Acquisition of Treasury Stock	(11,204)	(22,348)	(2,995)	(13)	(140)	(10)	-	(161)	(15,054)	(15,023)
Sales of Treasury Stock	3	7	7	1	3	2	-	-	-	-
Exercise of Stock Options	594	386	-	-	-	-	-	-	-	-
Proceeds from Capital Transactions with Noncontrolling Interests	-	-	-	-	-	-	819	22	-	-
Other, net	-	-	-	-	-	(121)	70	(458)	(134)	(196)
Net Cash Provided by (used in) Financing Activities	(4,697)	(34,481)	21,867	(20,358)	3,333	(33,492)	(18,550)	(16,298)	(29,303)	(31,550)
IV. Effect of Exchange Rate Change on Cash and Cash Equivalents										
Net Increase (Decrease) in Cash and Cash Equivalents	(9,290)	(2,371)	6,007	5,095	23,009	(29,478)	10,451	34,543	12,371	(19,712)
Cash and Cash Equivalents at Beginning of the Year	52,285	42,995	40,624	46,631	51,726	74,735	45,257	55,708	90,251	102,622
Cash and Cash Equivalents at End of the Year	42,995	40,624	46,631	51,726	74,735	45,257	55,708	90,251	102,622	82,910



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