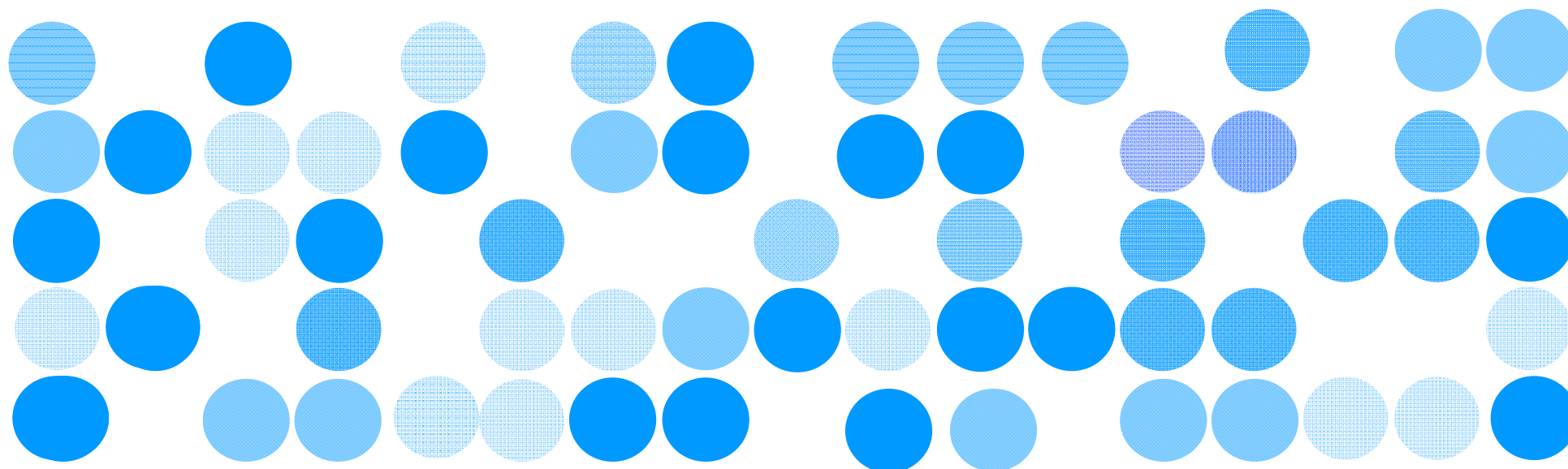


FINANCIAL FACT BOOK 2014



FINANCIAL FACT BOOK 2014

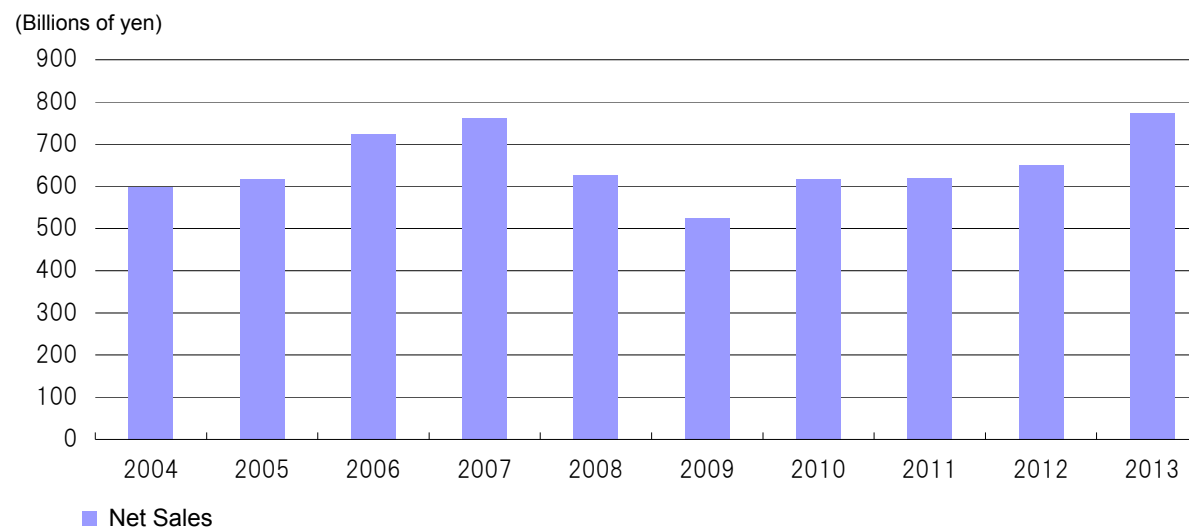
CONTENTS

	Page
Sales Data	
Net Sales	P.1
Sales Composition	P.2
Sales by Region	P.3
Profit Data	
Gross Profit, Gross Profit / Net Sales	P.4
Cost Composition, Operating Income / Net Sales	P.5
SG&A Expenses / Net Sales, R&D Expenses / Net Sales	P.5
Net Income (Loss) Attributable to Shareholders / Net Sales	P.6
Number of Employees, Net Sales per Employee	P.6
Earnings per Share (EPS), Price-Earnings Ratio (PER)	P.6
Financial Statement Related Ratios	
Current Ratio, Working Capital	P.7
Total Assets, Total Assets Turnover	P.7
Inventory, Inventory Turnover	P.8
Property, Plant & Equipment, Property, Plant & Equipment Turnover	P.8
Capital Expenditures, Depreciation & Amortization	P.9
Cash Flows per Share	P.9
Net Income (Loss) Attributable to Shareholders, Return on Shareholders' Equity (ROE)	P.10
Net Income (Loss) before Taxes, Return on Assets (ROA)	P.10
Shareholders' Equity, Shareholders' Equity / Total Assets	P.11
Shareholders' Equity per Share, Price Book-Value Ratio (PBR)	P.11
Shareholder Return	
Dividends, Dividend Payout Ratio	P.12
Treasury Stock at End of Term, Acquisition and Cancellation	P.12
Financial Statements	
Consolidated Statements of Income (Loss) (with transfer of substitutional portion of employees' pension fund stated separately)	P.13
Consolidated Balance Sheets	P.14-15
Consolidated Statements of Cash Flows	P.16-17

Notes:

1. 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.
4. The profit or loss (excluding the balance of obligation settled) recognized on the transfer of employee pension fund liabilities in fiscal 2005 is not included in any of "cost of sales," "selling, general and administrative expenses" and "research and development expenses" to enable an easy comparison with previous fiscal years. It is assumed that this profit or loss is allocated in one lump sum.

Net Sales

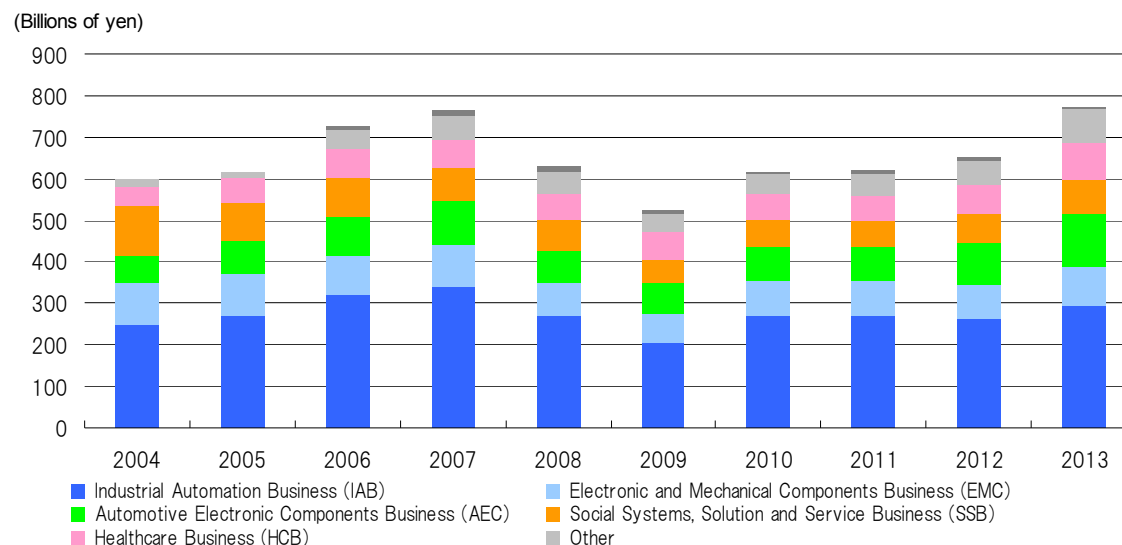


<Net Sales>

(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Net Sales	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966
Change (Y/Y)	+4.1%	+2.9%	+17.5%	+5.4%	-17.8%	-16.3%	+17.7%	+0.3%	+5.0%	+18.8%

Sales Composition



< Sales Composition >

(Millions of yen)

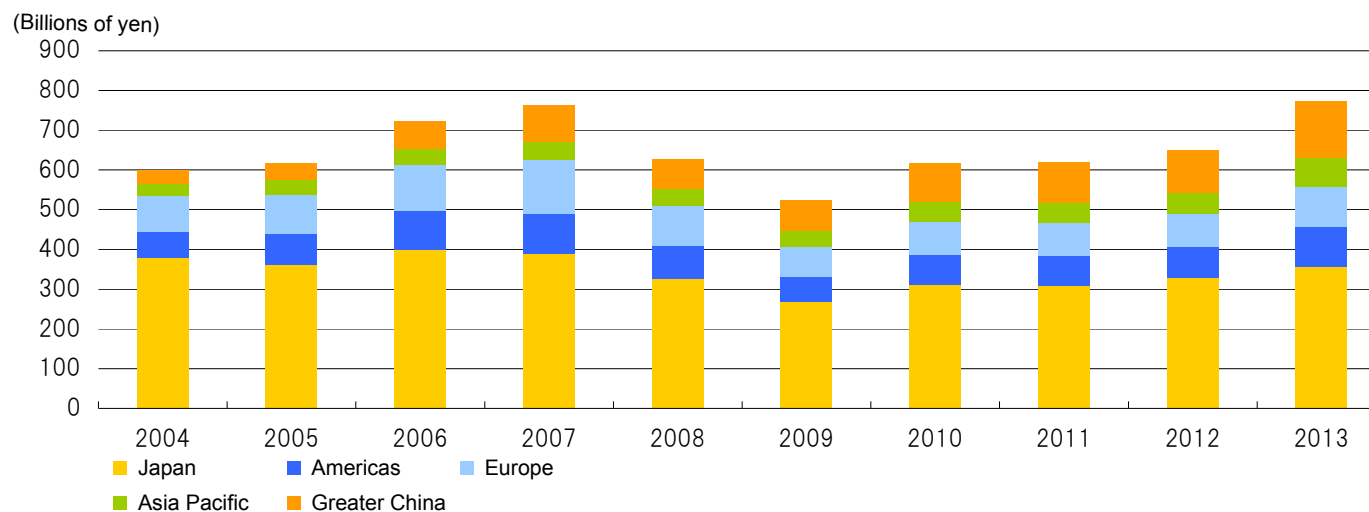
(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Industrial Automation Business (IAB)	250,329 41.8%	272,657 44.3%	316,812 43.8%	339,161 44.5%	271,204 43.2%	203,917 38.9%	271,894 44.0%	270,835 43.7%	262,983 40.4%	291,739 37.7%
Electronic and Mechanical Components Business (EMC)	101,127 16.9%	97,699 15.9%	96,240 13.3%	100,668 13.2%	76,494 12.2%	70,717 13.5%	81,216 13.1%	83,002 13.4%	84,107 12.9%	97,699 12.6%
Automotive Electronic Components Business (AEC)	64,558 10.8%	77,593 12.6%	93,321 12.9%	107,521 14.1%	82,109 13.1%	75,163 14.3%	84,259 13.6%	85,027 13.7%	97,643 15.0%	126,620 16.4%
Social Systems, Solution and Service Business (SSB)	115,205 19.2%	91,804 14.9%	98,707 13.6%	76,876 10.1%	72,336 11.5%	57,981 11.1%	63,846 10.3%	57,200 9.2%	68,754 10.6%	82,695 10.7%
Healthcare Business (HCB)	50,583 8.4%	61,090 9.9%	65,731 9.1%	71,706 9.4%	63,592 10.1%	63,359 12.1%	60,629 9.8%	62,446 10.1%	71,520 11.0%	89,275 11.5%
Other	16,925 2.8%	15,159 2.5%	44,604 6.2%	56,841 7.4%	50,989 8.1%	43,592 8.3%	49,672 8.0%	53,535 8.6%	59,240 9.1%	78,949 10.2%
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%
Total	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966

Notes: 1. From fiscal 2004 to fiscal 2005, "Other" includes "Eliminations and Corporate."

2. 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.

3. 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.

Sales by Region

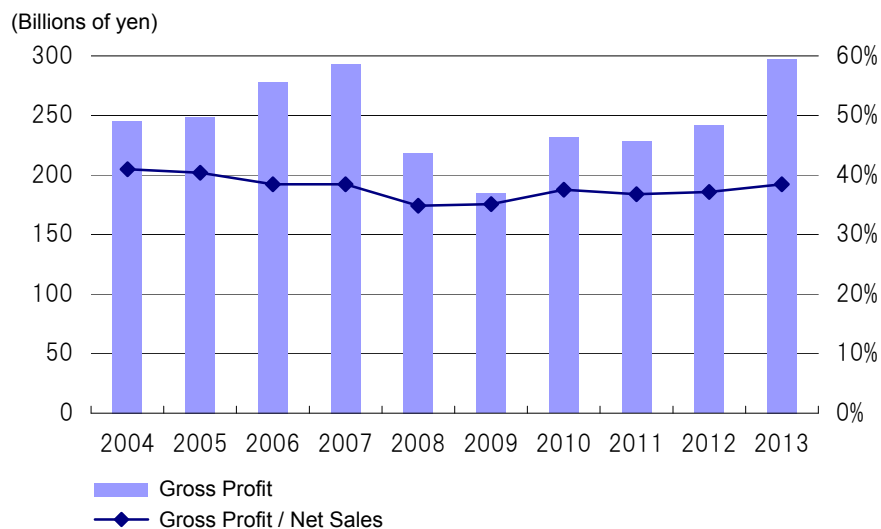


<Sales by Region>

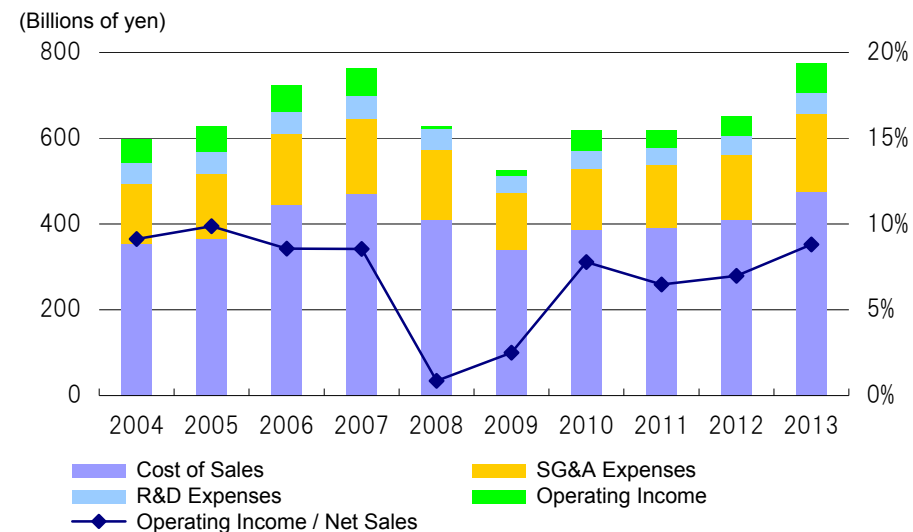
(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Japan	377,766	359,886	399,357	388,586	328,063	269,143	311,906	307,649	328,470	356,342
	63.1%	58.4%	55.2%	50.9%	52.3%	51.3%	50.5%	49.7%	50.5%	46.1%
Americas	65,612	79,686	97,989	101,884	80,397	61,154	74,397	74,820	80,427	100,992
	11.0%	12.9%	13.5%	13.4%	12.8%	11.7%	12.0%	12.1%	12.4%	13.1%
Europe	92,239	98,957	116,352	134,389	103,128	77,607	84,511	83,561	80,453	100,929
	15.4%	16.1%	16.1%	17.6%	16.4%	14.8%	13.7%	13.5%	12.4%	13.1%
Asia Pacific	29,242	35,745	40,733	46,659	40,360	39,654	49,999	52,357	54,828	72,259
	4.9%	5.8%	5.6%	6.1%	6.4%	7.6%	8.1%	8.5%	8.4%	9.3%
Greater China	33,868	41,728	69,435	91,467	75,242	77,136	97,012	101,074	106,283	142,444
	5.7%	6.8%	9.6%	12.0%	12.0%	14.7%	15.7%	16.3%	16.3%	18.4%
Total	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966

Gross Profit, Gross Profit / Net Sales



Cost Composition, Operating Income / Net Sales



<Gross Profit, Gross Profit / Net Sales>

(Millions of yen)

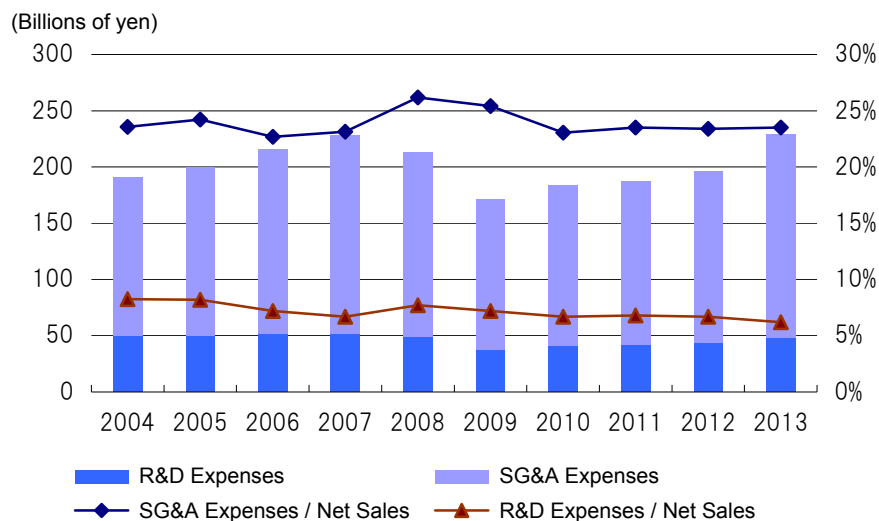
(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Gross Profit	245,298	248,642	278,241	293,342	218,522	184,342	231,702	227,887	241,507	297,208
Net Sales	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966
Gross Profit / Net Sales	41.0%	40.4%	38.4%	38.4%	34.8%	35.1%	37.5%	36.8%	37.1%	38.5%

<Cost Composition, Operating Income / Net Sales>

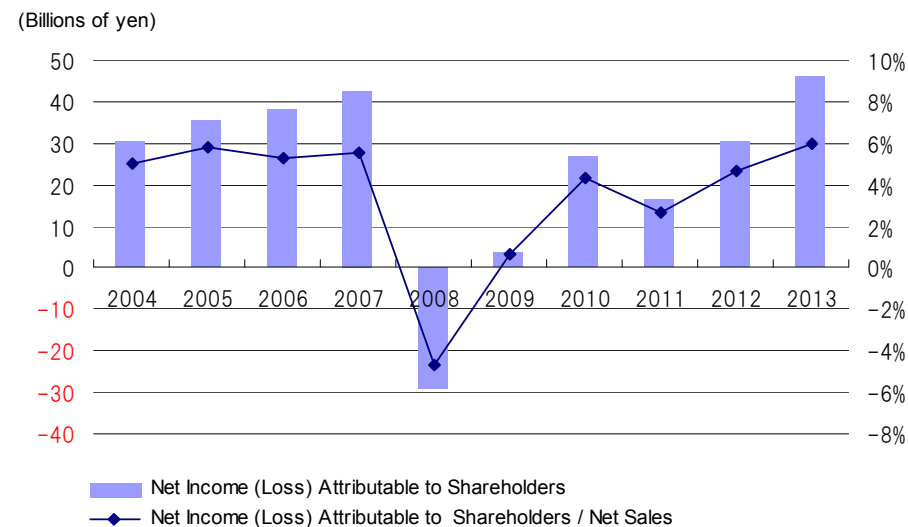
(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Net Sales	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966
Cost of Sales	353,429	367,360	445,625	469,643	408,668	340,352	386,123	391,574	408,954	475,758
SG&A Expenses	141,185	149,274	164,167	176,569	164,284	133,426	142,365	145,662	152,676	181,225
R&D Expenses	49,441	50,501	52,028	51,520	48,899	37,842	41,300	42,089	43,488	47,928
Transfer of Substitutional Portion of Employees' Pension Fund	-	(11,915)	-	-	-	-	-	-	-	-
Operating Income	54,672	60,782	62,046	65,253	5,339	13,074	48,037	40,136	45,343	68,055
Operating Income / Net Sales	9.1%	9.9%	8.6%	8.6%	0.9%	2.5%	7.8%	6.5%	7.0%	8.8%

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)

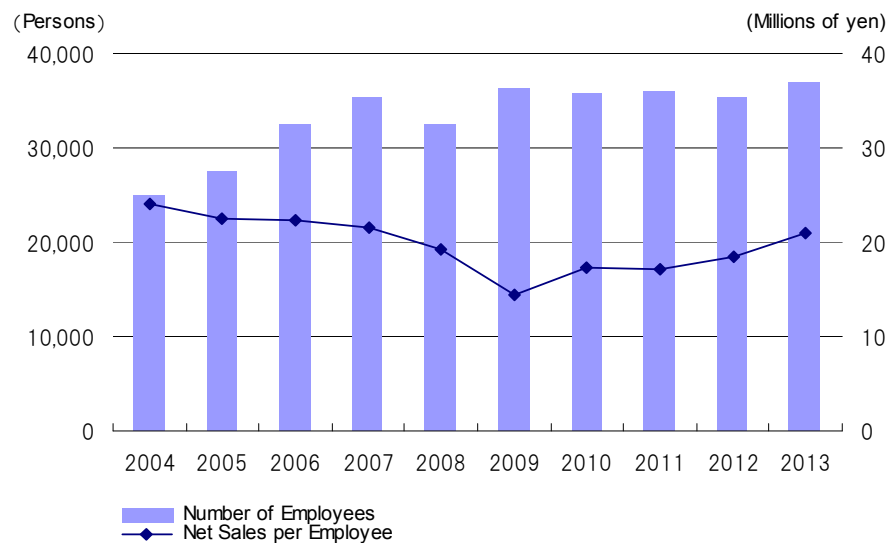
(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
SG&A Expenses	141,185	149,274	164,167	176,569	164,284	133,426	142,365	145,662	152,676	181,225
R&D Expenses	49,441	50,501	52,028	51,520	48,899	37,842	41,300	42,089	43,488	47,928
Net Sales	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966
SG&A Expenses / Net Sales	23.6%	24.2%	22.7%	23.1%	26.2%	25.4%	23.0%	23.5%	23.4%	23.5%
R&D Expenses / Net Sales	8.3%	8.2%	7.2%	6.7%	7.7%	7.2%	6.7%	6.8%	6.7%	6.2%

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

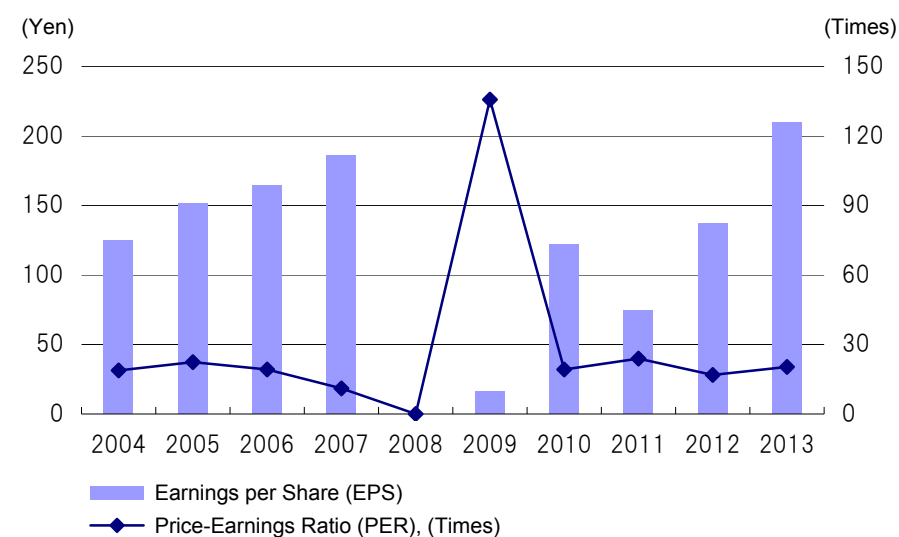
(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Net Income (Loss) Attributable to Shareholders	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203	46,185
Net Sales	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966
Net Income (Loss) Attributable to Shareholders / Net Sales	5.0%	5.8%	5.3%	5.6%	-4.7%	0.7%	4.3%	2.6%	4.6%	6.0%

Number of Employees, Net Sales per Employee



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



< Number of Employees, Net Sales per Employee >

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Number of Employees	24,904	27,408	32,456	35,426	32,583	36,299	35,684	35,992	35,411	36,842
Net Sales	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966
Net Sales per Employee	24	22	22	22	19	14	17	17	18	21

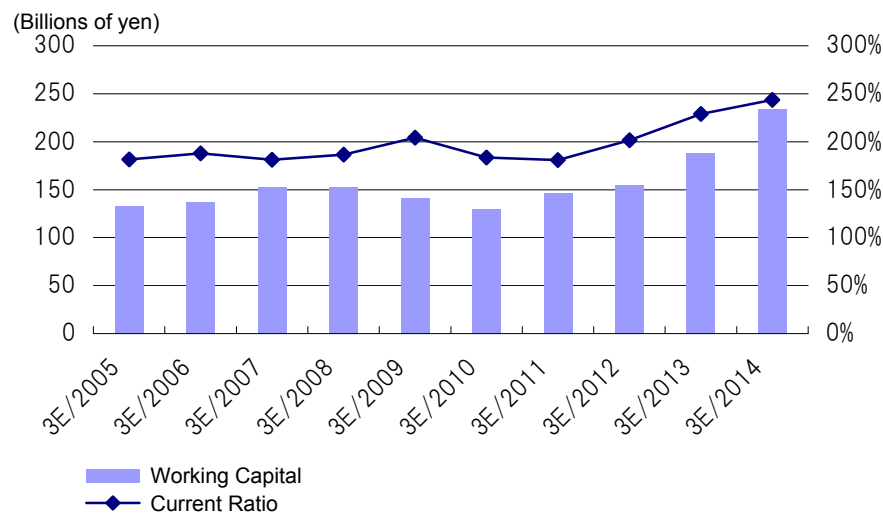
< Earnings per Share (EPS), Price-Earnings Ratio (PER) >

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Earnings per Share (EPS)	124.8	151.1	164.9	185.8	-	16.0	121.7	74.5	137.2	209.8
Stock Price	2,340	3,380	3,170	2,045	1,157	2,170	2,338	1,780	2,320	4,260
Price-Earnings Ratio (PER), (Times)	18.8	22.4	19.2	11.0	-	135.8	19.2	23.9	16.9	20.3

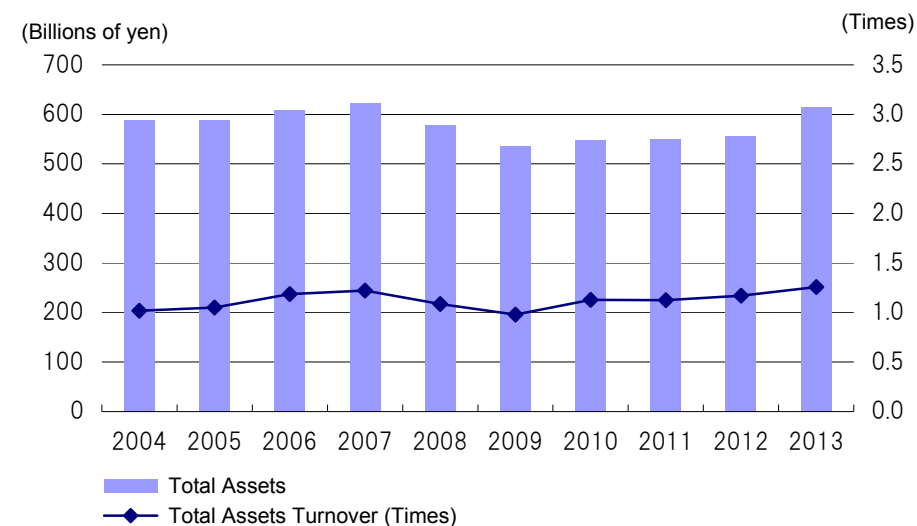
Notes: 1. Earnings per Share is based on the number of share equivalents with a dilutive effect.

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

Current Ratio, Working Capital



Total Assets, Total Assets Turnover



<Current Ratio, Working Capital>

	(Millions of yen)									
	3E/2005	3E/2006	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014
Current Assets	295,940	292,313	342,059	330,054	275,991	285,758	327,890	308,097	333,694	396,493
Current Liabilities	162,988	155,660	188,860	177,069	135,038	155,562	181,432	152,896	145,701	162,707
Working Capital	132,952	136,653	153,199	152,985	140,953	130,196	146,458	155,201	187,993	233,786
Current Ratio	181.6%	187.8%	181.1%	186.4%	204.4%	183.7%	180.7%	201.5%	229.0%	243.7%

Notes: 1. Working Capital = Current Assets - Current Liabilities

2. Current Ratio = Current Assets / Current Liabilities

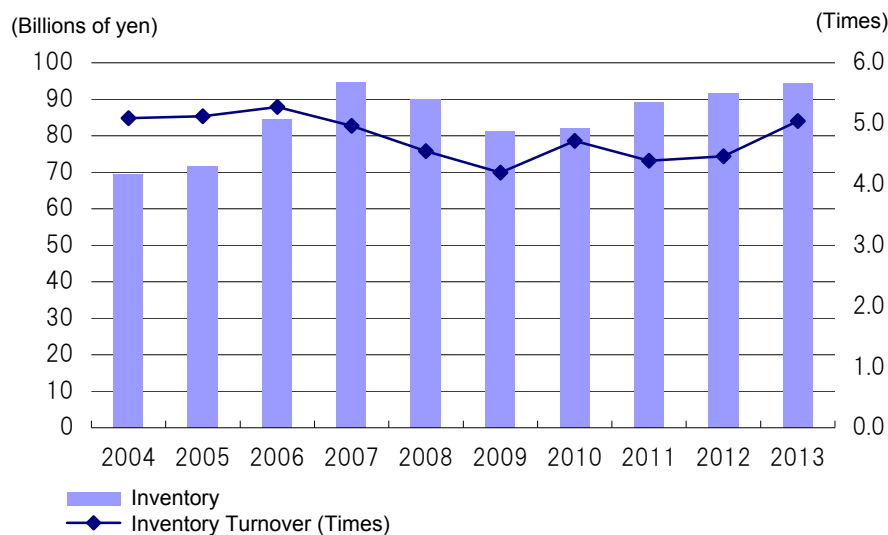
<Total Assets, Total Assets Turnover>

	(Millions of yen)									
(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Total Assets	588,851	587,245	609,699	623,852	577,824	535,267	547,522	550,057	555,480	614,171
Net Sales	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966
Total Assets Turnover (Times)	1.0	1.0	1.2	1.2	1.1	1.0	1.1	1.1	1.2	1.3

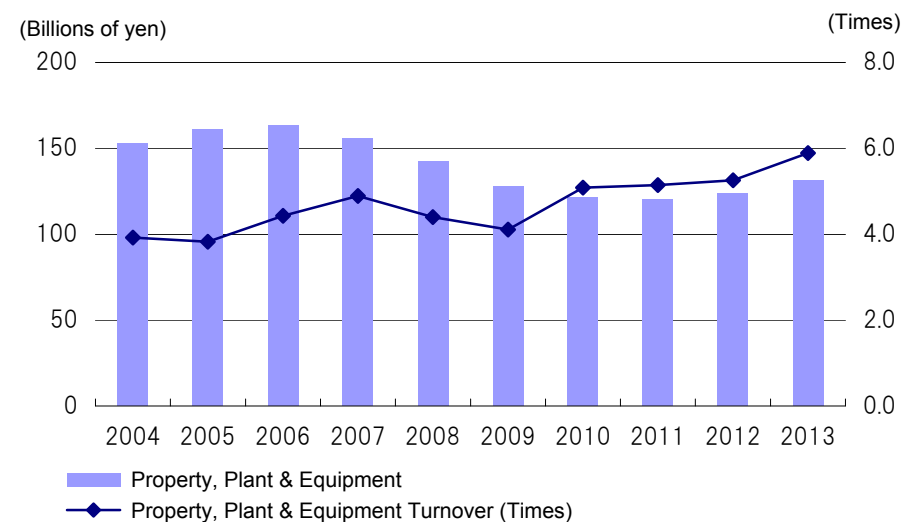
Notes: 1. Total Assets is based on the average of the beginning and end of each fiscal year.

2. Total Assets Turnover = Net Sales / Total Assets

Inventory, Inventory Turnover



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



<Inventory, Inventory Turnover>

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Inventory	69,463	71,772	84,534	94,617	89,917	81,182	81,903	89,202	91,633	94,345
Cost of Sales	353,429	367,360	445,625	469,643	408,668	340,352	386,123	391,574	408,954	475,758
Inventory Turnover (Times)	5.1	5.1	5.3	5.0	4.5	4.2	4.7	4.4	4.5	5.0

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

2. Inventory Turnover = Cost of Sales / Inventory

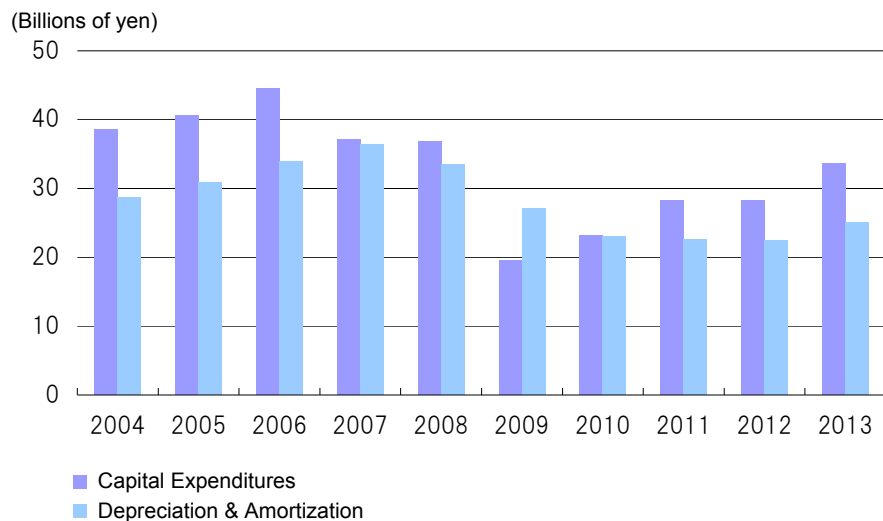
<Property, Plant & Equipment, Property, Plant & Equipment Turnover>

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Property, Plant & Equipment	152,706	161,153	163,466	155,996	142,606	127,765	121,496	120,352	123,771	131,201
Net Sales	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966
Property, Plant & Equipment Turnover (Times)	3.9	3.8	4.4	4.9	4.4	4.1	5.1	5.1	5.3	5.9

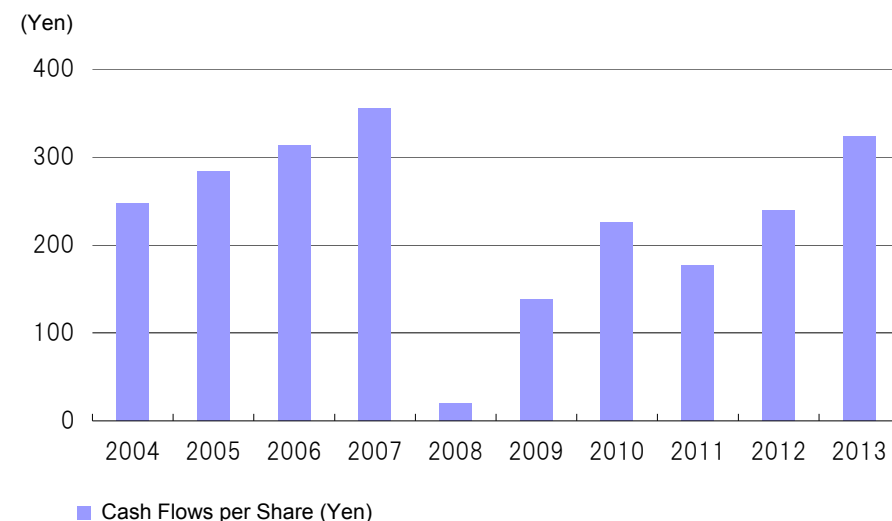
Notes: 1. Property, Plant & Equipment is based on the average of the beginning and end of each fiscal year.

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)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Capital Expenditures	38,579	40,560	44,447	37,072	36,844	19,524	23,192	28,341	28,285	33,653
Depreciation & Amortization	28,642	30,825	33,922	36,343	33,496	27,014	22,984	22,617	22,452	25,089

< Cash Flows per Share >

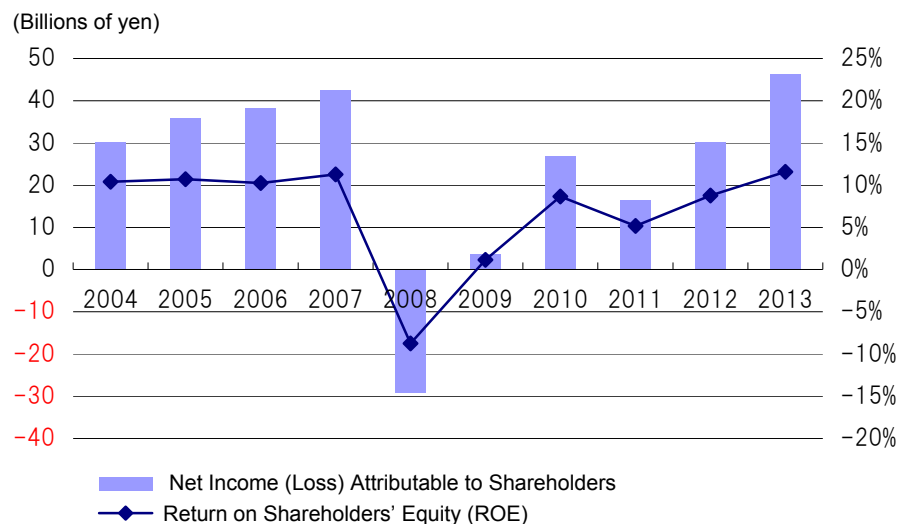
(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Cash Flows	58,818	66,588	72,202	78,726	4,324	30,532	49,766	39,006	52,655	71,274
Number of Shares (Shares)	238,019,781	234,444,765	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828	220,129,633	220,128,465	220,089,329
Cash Flows per Share (Yen)	247	284	313	355	20	139	226	177	239	324

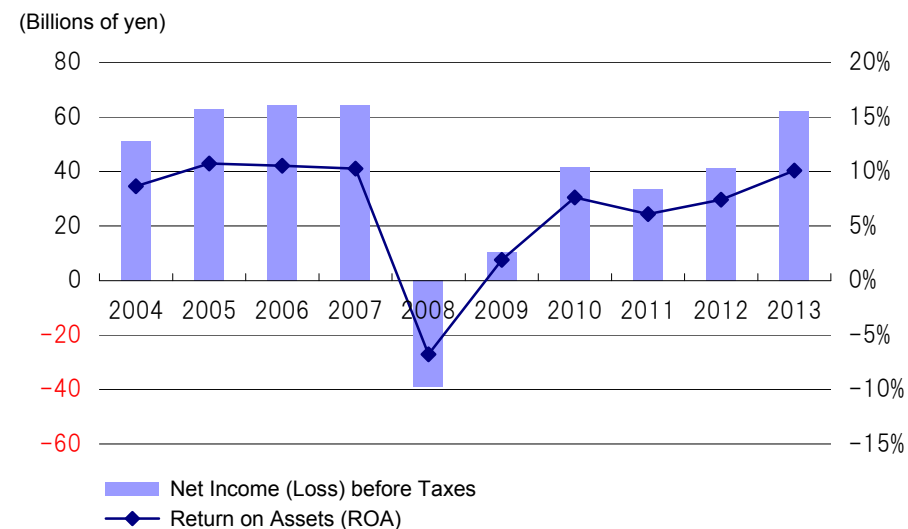
Notes: 1. Cash Flows = Net Income (Loss) Attributable to Shareholders + Depreciation & Amortization

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

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



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



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

(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Net Income (Loss) Attributable to Shareholders	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203	46,185
Shareholders' Equity	290,260	334,374	372,880	375,662	333,457	302,369	309,540	316,797	343,901	398,736
Return on Shareholders' Equity (ROE)	10.4%	10.7%	10.3%	11.3%	-8.7%	1.2%	8.7%	5.2%	8.8%	11.6%

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

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

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

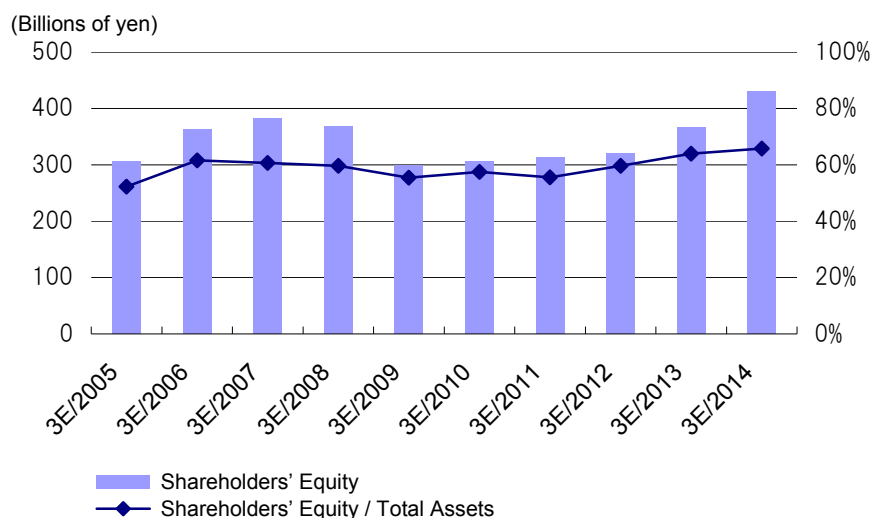
(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Net Income (Loss) before Taxes	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693	33,547	41,237	62,007
Total Assets	588,851	587,245	609,699	623,852	577,824	535,267	547,522	550,057	555,480	614,171
Return on Assets (ROA)	8.7%	10.7%	10.5%	10.3%	-6.8%	1.9%	7.6%	6.1%	7.4%	10.1%

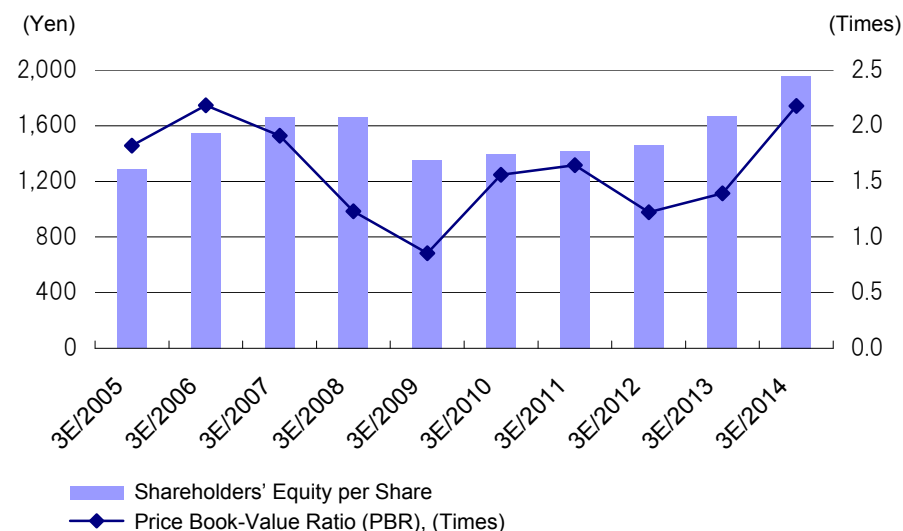
Notes: 1. Net Income (Loss) before Taxes is income (loss) from continuing operations before income taxes and equity in loss (gain) of affiliates.

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

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/2005	3E/2006	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014
Debt	279,619	226,124	247,515	248,865	238,299	225,119	249,138	215,643	204,874	221,926
Debt / Shareholders' Equity Ratio	0.91	0.62	0.65	0.68	0.80	0.73	0.80	0.67	0.56	0.52
Shareholders' Equity	305,810	362,937	382,822	368,502	298,411	306,327	312,753	320,840	366,962	430,509
Total Assets	585,429	589,061	630,337	617,367	538,280	532,254	562,790	537,323	573,637	654,704
Shareholders' Equity / Total Assets	52.2%	61.6%	60.7%	59.7%	55.4%	57.6%	55.6%	59.7%	64.0%	65.8%

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

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

(Yen)

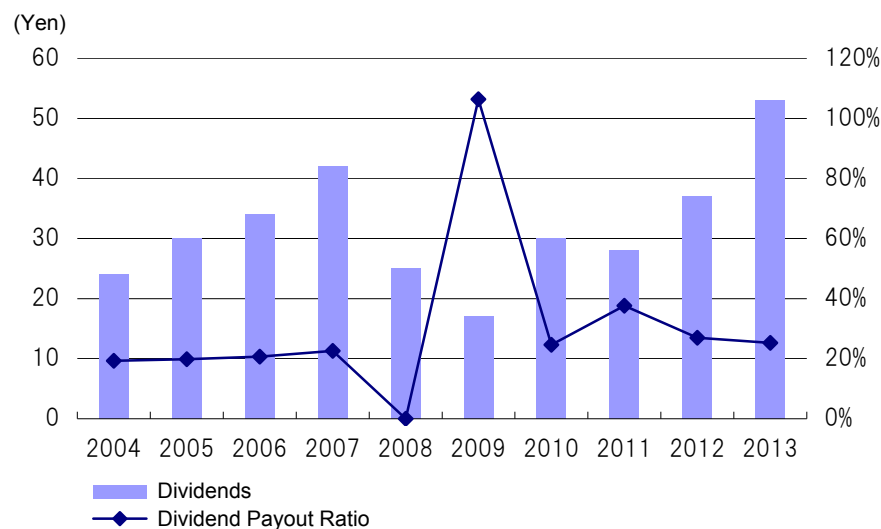
	3E/2005	3E/2006	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014
Number of Shares (Shares)	238,019,781	234,444,765	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828	220,129,633	220,128,465	220,089,329
Shareholders' Equity per Share	1,285	1,548	1,661	1,662	1,355	1,391	1,421	1,458	1,667	1,956
Stock Price	2,340	3,380	3,170	2,045	1,157	2,170	2,338	1,780	2,320	4,260
Price Book-Value Ratio (PBR), (Times)	1.8	2.2	1.9	1.2	0.9	1.6	1.6	1.2	1.4	2.2

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

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

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

Dividends, Dividend Payout Ratio



Treasury Stock at End of Term, Acquisition and Cancellation



<Dividends, Dividend Payout Ratio>

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Dividends	24	30	34	42	25	17	30	28	37	53
Dividend Payout Ratio	19.2%	19.9%	20.6%	22.6%	-	106.4%	24.7%	37.6%	27.0%	25.3%

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)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Acquisition of Treasury Stock	1,172,178	3,575,016	3,968,235	8,841,722	1,517,380	7,350	66,250	(40,805)	1,168	39,136
Cancellation of Treasury Stock	-	-	-	(10,000,000)	-	-	-	-	(12,000,000)	-
Treasury Stock at End of Term	11,056,591	14,631,607	18,599,842	17,441,564	18,958,944	18,966,294	19,032,544	18,991,739	6,992,907	7,032,043
Stock Outstanding at End of Term	249,121,372	249,121,372	249,121,372	239,121,372	239,121,372	239,121,372	239,121,372	239,121,372	227,121,372	227,121,372
Treasury Stock Ratio	4.4%	5.9%	7.5%	7.3%	7.9%	7.9%	8.0%	7.9%	3.1%	3.1%

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

Consolidated Statements of Income (Loss)

(with transfer of substitutional portion of employees' pension fund stated separately)

(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Net Sales	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966
Costs and Expenses	353,429	367,360	445,625	469,643	408,668	340,352	386,123	391,574	408,954	475,758
Gross Profit	245,298	248,642	278,241	293,342	218,522	184,342	231,702	227,887	241,507	297,208
Selling, General and Administrative Expenses	141,185	149,274	164,167	176,569	164,284	133,426	142,365	145,662	152,676	181,225
Research and Development Expenses	49,441	50,501	52,028	51,520	48,899	37,842	41,300	42,089	43,488	47,928
Transfer of Substitutional Portion of Employees' Pension Fund	-	(11,915)	-	-	-	-	-	-	-	-
Operating Income	54,672	60,782	62,046	65,253	5,339	13,074	48,037	40,136	45,343	68,055
Other Expenses (Income), net	3,708	(2,231)	(2,233)	1,087	44,472	2,879	6,344	6,589	4,106	6,048
Income (Loss) before Income Taxes	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693	33,547	41,237	62,007
Income Taxes	21,482	26,701	25,595	24,272	(10,495)	3,782	14,487	17,826	14,096	19,475
Cumulative Effect of Accounting Changes	-	1,201	-	-	-	-	-	-	-	-
Minority Interests	264	150	238	217	(277)	-	-	-	-	-
Equity in Loss (Gain) of Affiliates	-	-	1,352	348	811	2,792	190	(631)	(2,976)	(3,782)
Net income	29,218	34,961	37,094	39,329	(29,172)	3,621	27,016	16,352	30,117	46,314
Net Income (Loss) Attributable to Noncontrolling Interests	-	-	-	-	-	103	234	(37)	(86)	129
Net Income from Discontinued Operations	958	802	1,186	3,054	-	-	-	-	-	-
Net Income (Loss) Attributable to Shareholders	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389	30,203	46,185

<Per Share Data>

Net Income (Loss) Attributable to Shareholders per Share (Basic)	126.5	151.1	165.0	185.9	(132.2)	16.0	121.7	74.5	137.2	209.8
Net Income Attributable to Shareholders per Share (Diluted)	124.8	151.1	164.9	185.8	-	16.0	121.7	74.5	137.2	209.8
Cash Dividends per Share Applicable to Period	24.0	30.0	34.0	42.0	25.0	17.0	30.0	28.0	37.0	53.0

Consolidated Balance Sheets

(Millions of yen)

	3E/2005	3E/2006	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014
(Assets)										
Current Assets	295,940	292,313	342,059	330,054	275,991	285,758	327,890	308,097	333,694	396,493
Cash and Cash Equivalents	80,619	52,285	42,995	40,624	46,631	51,726	74,735	45,257	55,708	90,251
Notes and Accounts Receivable-Trade	124,409	139,001	175,700	166,878	113,551	126,250	137,531	143,304	158,911	174,216
Allowance for Doubtful Receivables	(2,757)	(2,653)	(2,297)	(2,211)	(2,562)	(2,531)	(2,230)	(2,205)	(1,988)	(1,812)
Inventory	68,585	74,958	94,109	95,125	84,708	77,655	86,151	92,253	91,013	97,677
Deferred Income Taxes	17,240	18,571	19,985	19,690	16,522	19,988	20,183	17,975	17,611	22,688
Other Current Assets	7,844	10,151	11,567	9,948	17,141	12,670	11,520	11,513	12,439	13,473
Property, Plant and Equipment	154,689	167,617	159,315	152,676	132,535	122,994	119,998	120,706	126,835	135,566
Land	43,794	46,571	28,271	27,126	26,753	26,376	27,875	26,950	26,591	26,344
Buildings	110,367	117,414	125,227	128,183	120,244	127,344	125,686	128,870	137,821	140,495
Machinery and Equipment	143,111	159,254	175,398	167,036	143,801	140,200	136,792	142,148	156,186	171,192
Construction in Progress	5,946	8,180	6,389	6,277	9,061	2,733	6,836	7,417	6,729	7,126
Accumulated Depreciation	(148,529)	(163,802)	(175,970)	(175,946)	(167,324)	(173,659)	(177,191)	(184,679)	(200,492)	(209,591)
Investments and Other Assets	134,800	129,131	128,963	134,637	129,754	123,502	114,902	108,520	113,108	122,645
Investments in and Advances to Affiliates	17,343	16,135	16,677	16,645	15,638	13,637	13,521	14,443	17,939	21,349
Investment Securities	49,764	62,477	46,770	39,139	31,682	38,556	35,694	36,161	38,193	51,117
Leasehold Deposits	8,595	8,553	8,650	8,087	7,784	7,452	7,126	7,219	6,914	6,950
Deferred Income Taxes	41,499	15,892	17,293	28,151	53,783	45,737	42,190	34,516	30,612	20,918
Other Assets	17,599	26,074	39,573	42,615	20,867	18,120	16,371	16,181	19,450	22,311
Total Assets	585,429	589,061	630,337	617,367	538,280	532,254	562,790	537,323	573,637	654,704

Consolidated Balance Sheets

(Millions of yen)

	3E/2005	3E/2006	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014
(Liabilities)										
Short-Term Debt	12,424	2,468	19,868	17,795	32,970	16,612	45,519	18,774	5,570	488
Notes and Accounts Payable-Trade	75,866	85,224	91,543	94,654	58,179	68,874	77,836	79,331	75,592	85,218
Accrued Expenses	26,701	28,683	32,548	30,622	24,791	25,891	29,414	29,179	32,818	39,897
Income Taxes Payable	12,724	12,288	11,467	8,959	711	2,710	2,188	623	3,907	6,340
Other Current Liabilities	24,770	26,701	33,170	24,517	17,899	21,160	26,244	24,989	27,814	30,764
Current Portion of Long-Term Debt	10,503	296	264	522	488	20,315	231	-	-	-
Long-Term Debt	1,832	1,049	1,681	1,492	21,401	1,290	849	-	-	-
Deferred Income Taxes	1,199	673	2,006	3,887	941	886	697	738	595	2,167
Termination and Retirement Benefits	111,988	67,046	52,700	63,536	80,443	66,964	65,485	60,432	56,944	50,683
Other Long-Term Liabilities	63	571	830	863	476	417	675	1,577	1,634	6,369
Minority Interests	1,549	1,125	1,438	2,018	-	-	-	-	-	-
Total Liabilities	279,619	226,124	247,515	248,865	238,299	225,119	249,138	215,643	204,874	221,926
Minority Interests	-	-	-	-	1,570	-	-	-	-	-
(Net Assets)										
Shareholders' Equity	305,810	362,937	382,822	368,502	298,411	306,327	312,753	320,840	366,962	430,509
Common Stock	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100
Capital Surplus	98,726	98,724	98,828	98,961	99,059	99,081	99,081	99,078	99,066	99,067
Legal Reserve	7,649	8,082	8,256	8,673	9,059	9,363	9,574	10,034	10,876	11,196
Retained Earnings	199,551	227,791	258,057	266,451	231,388	230,859	250,824	260,557	253,654	287,853
Accumulated Other Comprehensive Income (Loss)	(41,009)	(2,971)	(3,013)	(28,217)	(60,744)	(52,614)	(66,227)	(68,433)	(44,349)	(15,162)
Foreign Currency Translation Adjustments	(10,554)	(1,353)	6,560	(5,782)	(22,319)	(23,678)	(34,046)	(36,544)	(14,224)	4,536
Minimum Pension Liability Adjustments	(41,123)	(21,183)	(22,169)	(29,245)	(40,570)	(36,553)	(38,736)	(38,815)	(39,730)	(38,029)
Net Unrealized Gains on Available-for-Sale Securities	10,909	19,671	12,738	6,501	2,763	7,684	6,570	6,995	9,580	18,466
Net Gains (Losses) on Derivative Instruments	(241)	(106)	(142)	309	(618)	(67)	(15)	(69)	25	(135)
Treasury Stock	(23,207)	(32,789)	(43,406)	(41,466)	(44,451)	(44,462)	(44,599)	(44,496)	(16,385)	(16,545)
Noncontrolling Interests	-	-	-	-	-	808	899	840	1,801	2,269
Total Net Assets	-	-	-	-	-	307,135	313,652	321,680	368,763	432,778
Total Liabilities and Shareholders' Equity	585,429	589,061	630,337	617,367	538,280	532,254	562,790	537,323	573,637	654,704

Consolidated Statements of Cash Flows

(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
I. Operating Activities										
Net Income (Loss) Attributable to Shareholders	30,176	35,763	38,280	42,383	(29,172)	-	-	-	-	-
Net Income	-	-	-	-	-	3,621	27,016	16,352	30,117	46,314
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities										
Depreciation and Amortization	28,642	30,825	33,923	36,343	33,496	27,014	22,984	22,617	22,452	25,089
Net Loss on Sales and Disposals of Property, Plant and Equipment	918	42	6,445	963	1,983	558	606	861	578	1,146
Loss on Impairment of Property, Plant and Equipment	614	-	1,441	168	21,203	217	413	671	3,265	804
Net Gain on Sale of Investment Securities	(987)	(4,302)	(954)	(1,571)	(64)	(636)	(7)	(307)	(677)	(1,714)
Loss on Impairment of Investment Securities	366	757	682	2,297	5,401	632	805	391	1,086	501
Loss on Impairment of Goodwill	-	-	-	-	16,813	-	-	2,009	153	-
Bad Debt Expense	140	-	-	-	-	-	-	-	-	-
Loss from Transfer of Obligation with Transfer of Substitutional Portion of Employees' Pension Fund	-	(41,339)	-	-	-	-	-	-	-	-
Gain on Establishment of Retirement Benefit Trust	-	-	(10,141)	-	-	-	-	-	-	-
Termination and Retirement Benefits	1,956	29,254	(1,403)	(1,722)	(1,390)	(5,110)	(4,785)	(5,669)	(4,433)	(4,417)
Deferred Income Taxes	1,715	3,962	3,887	(131)	(13,895)	(1,031)	5,374	9,981	3,762	2,170
Minority Interests	264	150	238	217	(277)	-	-	-	-	-
Equity in loss (gain) of affiliates	1,483	493	1,352	348	811	2,792	190	(631)	(2,976)	(3,782)
Net Gain on Sales of Business Entities	-	(194)	-	(5,177)	-	-	-	-	-	-
Cumulative Effect of Accounting Change	-	1,201	-	-	-	-	-	-	-	-
Change in Assets and Liabilities										
Increase in Notes and Accounts Receivable-Trade	(2,762)	(9,629)	(19,773)	4,977	47,526	(14,440)	(16,227)	(6,838)	(5,827)	(6,613)
Decrease (Increase) in Inventories	(1,964)	(2,098)	(13,955)	(3,002)	5,776	4,977	(12,174)	(6,538)	8,641	(325)
Decrease (Increase) in other Assets	934	(560)	2,248	644	(7,689)	4,457	1,048	(483)	21	(32)
Increase (Decrease) in Notes and Accounts Payable-Trade	(4,908)	7,079	(5,674)	5,305	(34,046)	13,298	9,301	682	(5,927)	5,824
Increase in Income Taxes Payable	2,423	(685)	(2,244)	(2,663)	(8,044)	1,995	(453)	(1,562)	3,121	2,277
Increase in Accrued Expenses and Other Current Liabilities	2,114	1,411	6,480	(10,846)	(8,290)	4,554	8,383	388	1,519	10,883
Other, net	(48)	(431)	(293)	463	1,266	(139)	(518)	22	(1,817)	919
Net Cash Provided by Operating Activities	61,076	51,699	40,539	68,996	31,408	42,759	41,956	31,946	53,058	79,044

Consolidated Statements of Cash Flows

(Millions of yen)

(Fiscal Year)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
II. Investing Activities										
Proceeds from Sales of Maturities of Investment Securities	-	-	-	-	-	1,004	109	693	1,658	2,840
Purchase of Investment Securities	-	-	-	-	-	(15)	-	(911)	-	(2,179)
Net Proceeds (Purchase) of Short-Term Investments and Investment Securities	1,600	5,536	(465)	(3,501)	(4,409)	-	-	-	-	-
Capital Expenditures	(38,579)	(40,560)	(44,689)	(37,848)	(37,477)	(20,792)	(21,647)	(27,502)	(30,383)	(32,218)
Decrease (Increase) in Leasehold Deposits	221	161	(9)	417	228	335	276	(101)	457	75
Proceeds from Sales of Property, Plant and Equipment	4,343	1,981	17,930	5,038	1,046	1,490	1,066	2,307	836	794
Equity Transaction with Noncontrolling Interests	(515)	(200)	(15)	-	-	(106)	-	-	(10)	-
Decrease (Increase) in Investment in and Loans to Affiliates	(1,233)	251	(1,189)	(850)	(16)	(931)	20	(480)	(1,884)	209
Payment for Acquisition of Business, Net	(776)	(9,645)	(18,638)	(8,026)	-	-	-	(1,012)	141	(672)
Proceeds from Sale of Business, Net	(1,111)	(544)	-	8,089	-	431	(34)	-	90	26
Other, net	-	-	-	-	-	-	-	520	624	-
Net Cash Used in Investing Activities	(36,050)	(43,020)	(47,075)	(36,681)	(40,628)	(18,584)	(20,210)	(26,486)	(28,471)	(31,125)
III. Financing Activities										
Net Borrowings (Repayments) of Short-Term Debt	(3,860)	(11,813)	13,812	(3,523)	15,291	(16,282)	29,052	(26,744)	(13,273)	(5,135)
Proceeds from Issuance of Long-Term Debt and Warrants	1,924	318	242	28	20,000	305	2	-	-	-
Repayments of Long-Term Debt	(30,238)	(11,012)	(455)	(772)	(916)	(524)	(20,299)	-	-	-
Dividends Paid	(5,670)	(6,218)	(7,689)	(8,259)	(9,520)	-	-	-	-	-
Dividends Paid by the Company	-	-	-	-	-	(3,083)	(5,285)	(6,604)	(6,164)	(10,566)
Dividends Paid to Noncontrolling Interests	-	-	-	-	-	(762)	-	(15)	(2)	-
Acquisition of Treasury Stock	(2,954)	(10,075)	(11,204)	(22,348)	(2,995)	(13)	(140)	(10)	-	-
Sales of Treasury Stock	19	3	3	7	7	1	3	2	-	-
Exercise of Stock Options	95	477	594	386	-	-	-	-	-	-
Proceeds from Capital Transactions with Noncontrolling Interests	-	-	-	-	-	-	-	-	819	22
Other, net	-	-	-	-	-	-	-	(121)	70	(619)
Net Cash Provided by (used in) Financing Activities	(40,684)	(38,320)	(4,697)	(34,481)	21,867	(20,358)	3,333	(33,492)	(18,550)	(16,298)
IV. Effect of Exchange Rate Change on Cash and Cash Equivalents										
Net Increase (Decrease) in Cash and Cash Equivalents	(14,440)	(28,334)	(9,290)	(2,371)	6,007	5,095	23,009	(29,478)	10,451	34,543
Cash and Cash Equivalents at Beginning of the Year	95,059	80,619	52,285	42,995	40,624	46,631	51,726	74,735	45,257	55,708
Cash and Cash Equivalents at End of the Year	80,619	52,285	42,995	40,624	46,631	51,726	74,735	45,257	55,708	90,251