

# OMRON CORPORATION FINANCIAL FACT BOOK 2017

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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

**Greater China:** China, Taiwan, Hong Kong

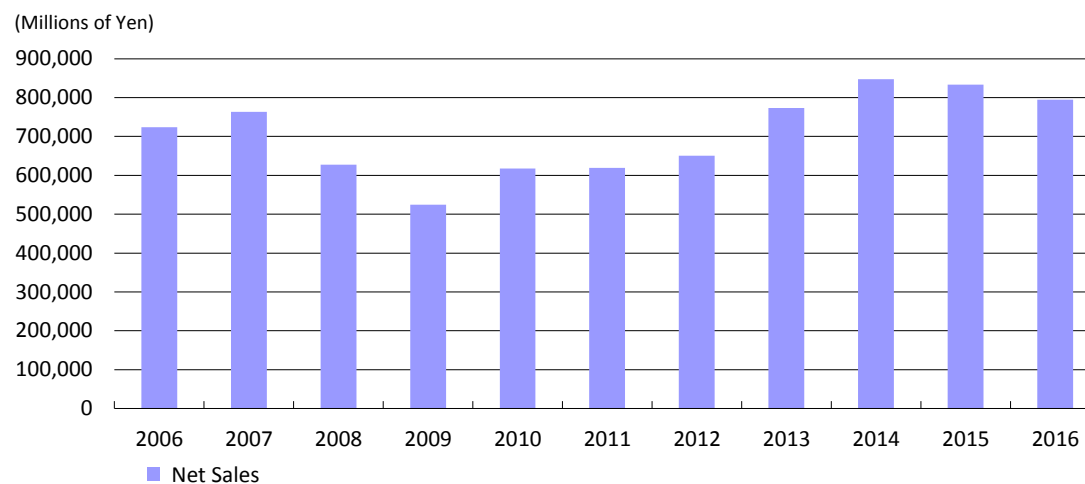
**Asia Pacific:** Southeast Asia, South Korea, India, Oceania

#### 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. Please 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

### Foreign Exchange Rates



#### <Net Sales>

(Millions of Yen)

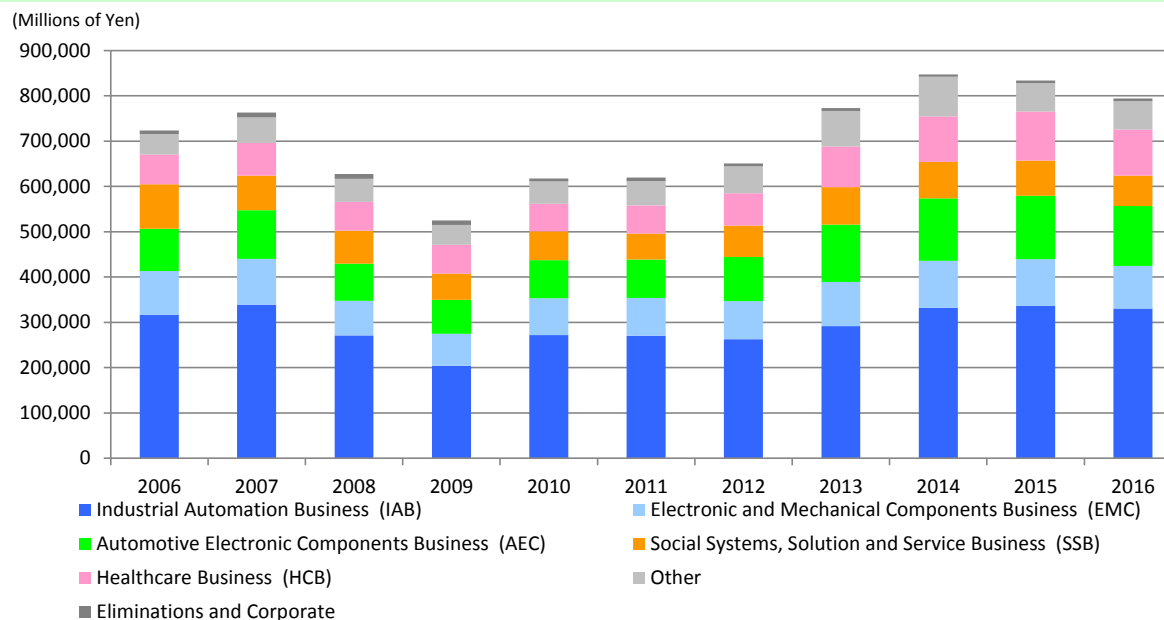
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201
Change (Y/Y)	+17.5%	+5.4%	-17.8%	-16.3%	+17.7%	+0.3%	+5.0%	+18.8%	+9.6%	-1.6%	-4.7%

#### <Foreign Exchange Rates>

(Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
USD	117.0	114.1	100.7	92.9	85.8	79.3	83.2	100.1	110.0	120.2	108.9
EUR	150.3	161.9	144.5	130.3	113.5	110.3	107.6	134.0	138.7	132.2	119.4

## Sales by Business Segment



### <Sales by Business Segment>

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Industrial Automation Business (IAB)	316,812	339,161	271,204	203,917	271,894	270,835	262,983	291,739	331,840	335,959	330,959
	43.8%	44.5%	43.2%	38.9%	44.0%	43.7%	40.4%	37.7%	39.2%	40.3%	41.7%
Electronic and Mechanical Components Business (EMC)	96,240	100,668	76,494	70,717	81,216	83,002	84,107	97,699	103,946	103,681	93,938
	13.3%	13.2%	12.2%	13.5%	13.1%	13.4%	12.9%	12.6%	12.3%	12.4%	11.8%
Automotive Electronic Components Business (AEC)	93,321	107,521	82,109	75,163	84,259	85,027	97,643	126,620	137,883	139,966	132,060
	12.9%	14.1%	13.1%	14.3%	13.6%	13.7%	15.0%	16.4%	16.3%	16.8%	16.6%
Social Systems, Solution and Service Business (SSB)	98,707	76,876	72,336	57,981	63,846	57,200	68,754	82,695	80,410	77,538	67,129
	13.6%	10.1%	11.5%	11.1%	10.3%	9.2%	10.6%	10.7%	9.5%	9.3%	8.5%
Healthcare Business (HCB)	65,731	71,706	63,592	63,359	60,629	62,446	71,520	89,275	100,615	108,121	101,295
	9.1%	9.4%	10.1%	12.1%	9.8%	10.1%	11.0%	11.5%	11.9%	13.0%	12.8%
Other	44,604	56,841	50,989	43,592	49,672	53,535	59,240	78,949	87,382	63,028	63,264
	6.2%	7.4%	8.1%	8.3%	8.0%	8.6%	9.1%	10.2%	10.3%	7.6%	8.0%
Eliminations and Corporate	8,451	10,212	10,466	9,965	6,309	7,416	6,214	5,989	5,176	5,311	5,556
	1.2%	1.3%	1.7%	1.9%	1.0%	1.2%	1.0%	0.8%	0.6%	0.6%	0.7%
<b>Total</b>	<b>723,866</b>	<b>762,985</b>	<b>627,190</b>	<b>524,694</b>	<b>617,825</b>	<b>619,461</b>	<b>650,461</b>	<b>772,966</b>	<b>847,252</b>	<b>833,604</b>	<b>794,201</b>

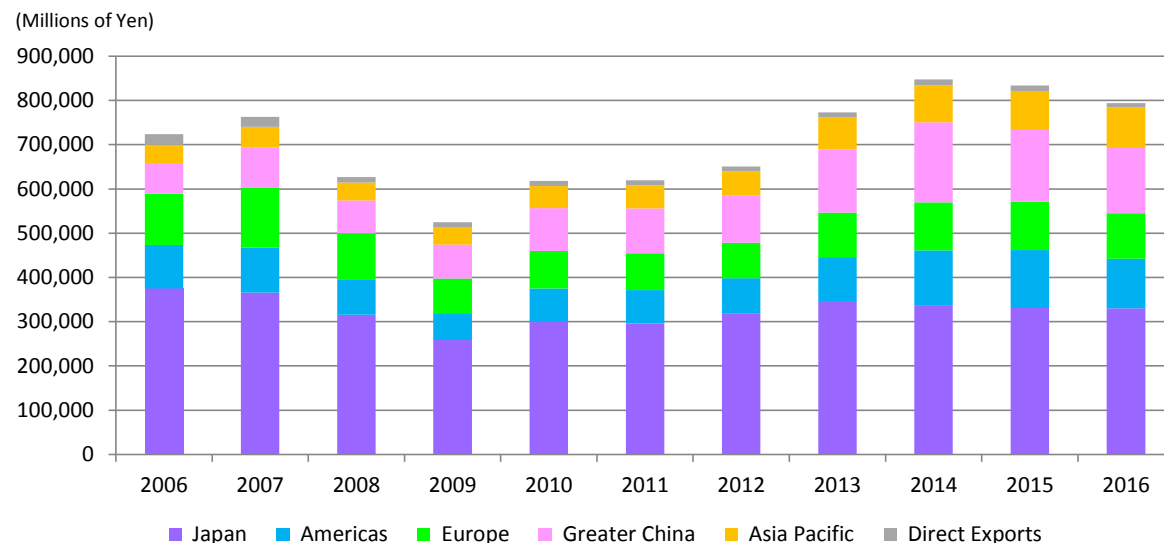
Notes: 1. From fiscal 2009, the Companies adopted ASC No. 280, "Segment Reporting." The figures for fiscal 2006 through 2008 have been restated to conform with the current year presentation.

2. Starting with fiscal 2010, the PV inverter business in IAB 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

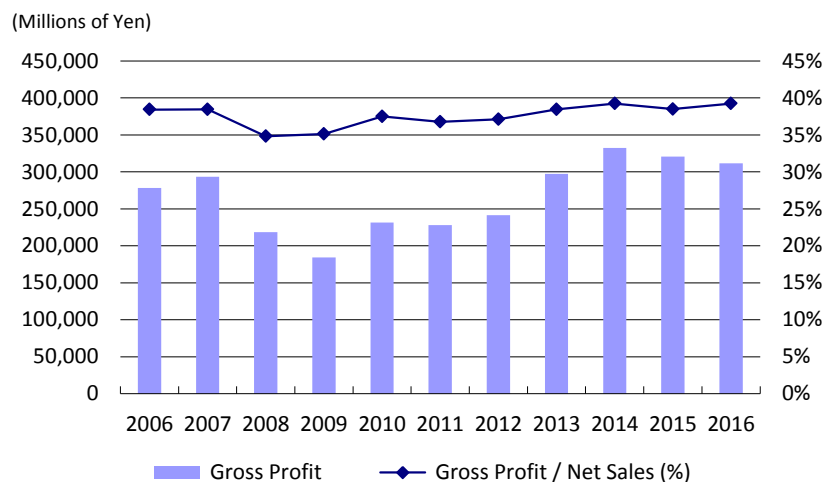


### <Sales by Region>

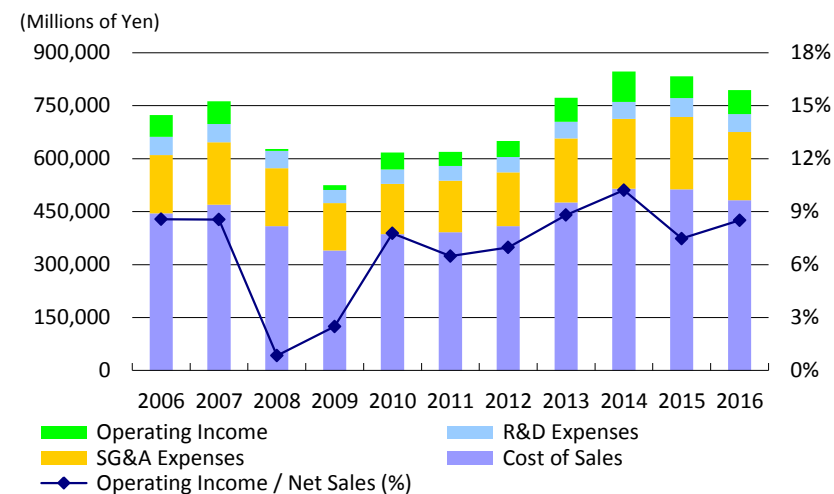
(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Japan	375,147	365,898	315,596	258,413	300,494	296,345	317,919	344,754	337,643	330,804	330,390
	51.8%	48.0%	50.3%	49.3%	48.6%	47.8%	48.9%	44.6%	39.9%	39.7%	41.6%
Americas	97,989	101,884	80,397	61,154	74,397	74,820	80,427	100,992	123,496	130,968	112,191
	13.5%	13.4%	12.8%	11.7%	12.0%	12.1%	12.4%	13.1%	14.6%	15.7%	14.1%
Europe	116,352	134,389	103,128	77,607	84,511	83,561	80,453	100,929	108,427	109,147	102,633
	16.1%	17.6%	16.4%	14.8%	13.7%	13.5%	12.4%	13.1%	12.8%	13.1%	12.9%
Greater China	69,435	91,467	75,242	77,136	97,012	101,074	106,283	142,444	180,954	162,508	147,751
	9.6%	12.0%	12.0%	14.7%	15.7%	16.3%	16.3%	18.4%	21.4%	19.5%	18.6%
Asia Pacific	40,733	46,659	40,360	39,654	49,999	52,357	54,828	72,259	83,054	88,157	91,785
	5.6%	6.1%	6.4%	7.6%	8.1%	8.5%	8.4%	9.3%	9.8%	10.6%	11.6%
Direct Exports	24,210	22,688	12,467	10,730	11,412	11,304	10,551	11,588	13,678	12,020	9,451
	3.3%	3.0%	2.0%	2.0%	1.8%	1.8%	1.6%	1.5%	1.6%	1.4%	1.2%
<b>Total</b>	<b>723,866</b>	<b>762,985</b>	<b>627,190</b>	<b>524,694</b>	<b>617,825</b>	<b>619,461</b>	<b>650,461</b>	<b>772,966</b>	<b>847,252</b>	<b>833,604</b>	<b>794,201</b>

## Gross Profit, Gross Profit / Net Sales



## Cost Composition, Operating Income / Net Sales



### <Gross Profit, Gross Profit / Net Sales>

(Millions of Yen)

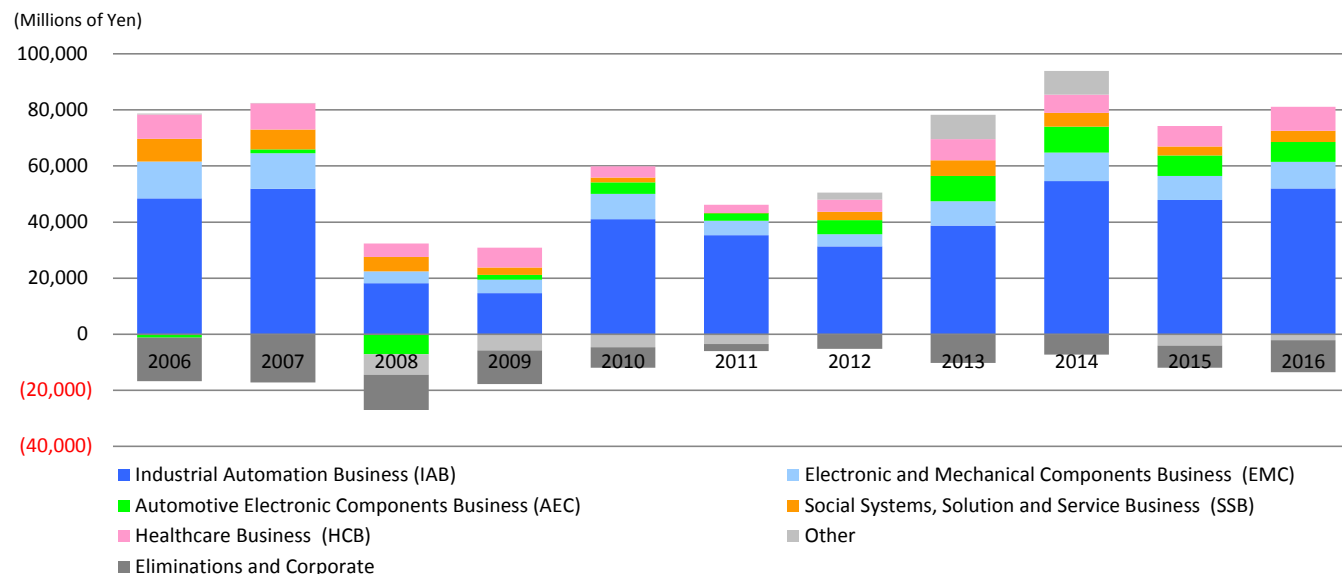
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Gross Profit	278,241	293,342	218,522	184,342	231,702	227,887	241,507	297,208	332,607	320,812	311,802
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201
Gross Profit / Net Sales	38.4%	38.4%	34.8%	35.1%	37.5%	36.8%	37.1%	38.5%	39.3%	38.5%	39.3%

### <Cost Composition, Operating Income / Net Sales>

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201
Cost of Sales	445,625	469,643	408,668	340,352	386,123	391,574	408,954	475,758	514,645	512,792	482,399
SG&A Expenses	164,167	176,569	164,284	133,426	142,365	145,662	152,676	181,225	198,103	205,735	193,539
R&D Expenses	52,028	51,520	48,899	37,842	41,300	42,089	43,488	47,928	47,913	52,790	50,697
Operating Income	62,046	65,253	5,339	13,074	48,037	40,136	45,343	68,055	86,591	62,287	67,566
Operating Income / Net Sales	8.6%	8.6%	0.9%	2.5%	7.8%	6.5%	7.0%	8.8%	10.2%	7.5%	8.5%

## Operating Income by Business Segment



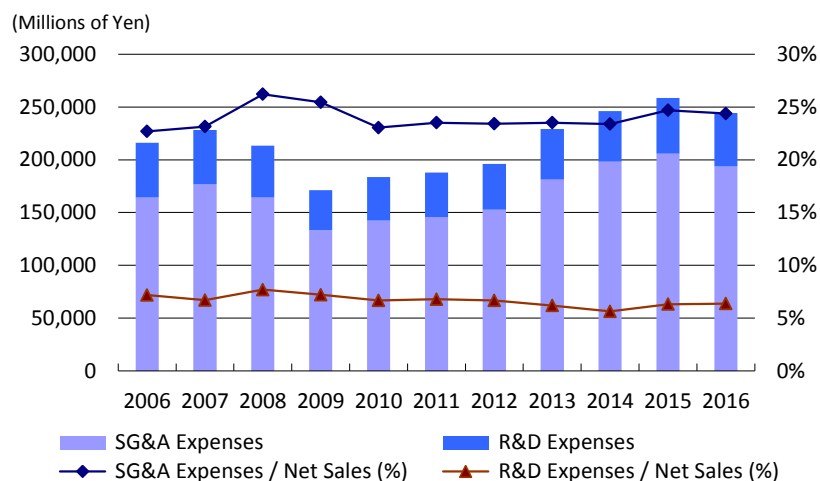
### <Operating Income by Business Segment>

(Millions of Yen)

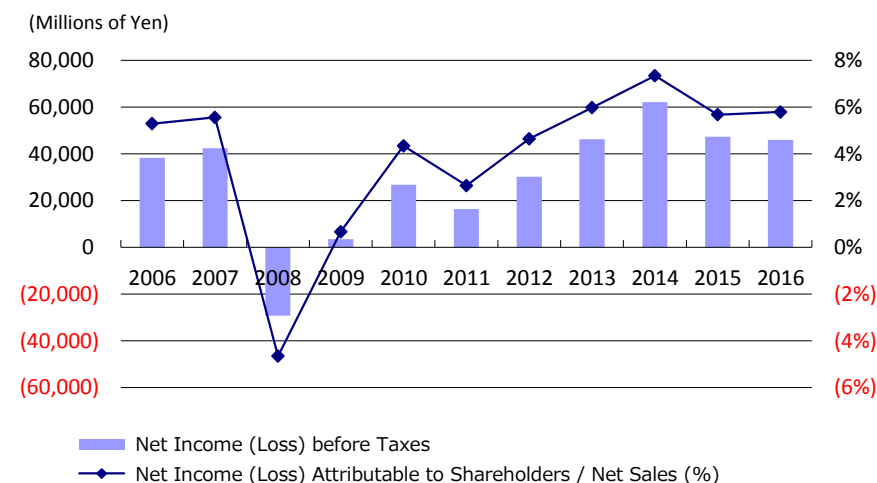
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Industrial Automation Business (IAB)	48,502	51,928	18,175	14,644	41,083	35,354	31,349	38,755	54,617	47,929	52,005
Electronic and Mechanical Components Business (EMC)	13,083	12,642	4,223	4,788	8,959	5,114	4,351	8,655	10,168	8,494	9,428
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	7,127
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	4,008
Healthcare Business (HCB)	8,690	9,405	4,767	7,055	4,078	2,918	4,407	7,545	6,511	7,285	8,535
Other	431	87	(7,318)	(5,822)	(4,659)	(3,553)	2,526	8,676	8,366	(4,119)	(2,175)
Eliminations and Corporate	(15,501)	(17,259)	(12,587)	(11,976)	(7,239)	(2,486)	(5,214)	(10,212)	(7,294)	(7,842)	(11,362)
<b>Total</b>	<b>62,046</b>	<b>65,253</b>	<b>5,339</b>	<b>13,074</b>	<b>48,037</b>	<b>40,136</b>	<b>45,343</b>	<b>68,055</b>	<b>86,591</b>	<b>62,287</b>	<b>67,566</b>

- 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 IAB 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



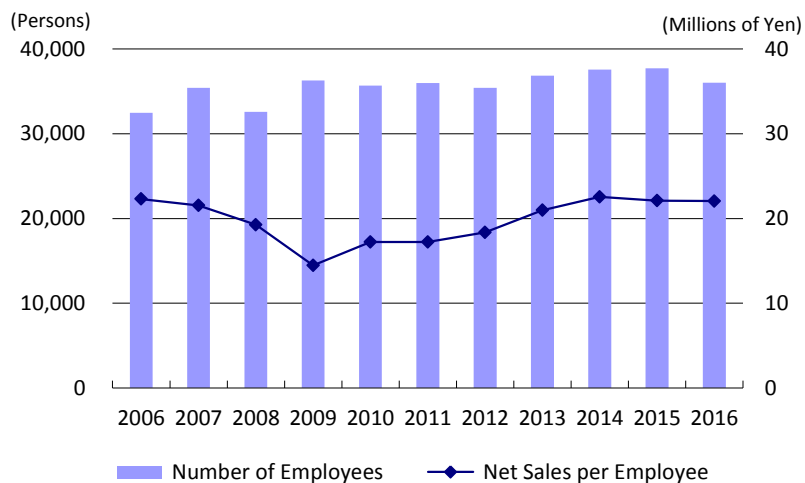
### <SG&A Expenses / Net Sales, R&D Expenses / Net Sales>

	(Millions of Yen)										
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
SG&A Expenses	164,167	176,569	164,284	133,426	142,365	145,662	152,676	181,225	198,103	205,735	193,539
R&D Expenses	52,028	51,520	48,899	37,842	41,300	42,089	43,488	47,928	47,913	52,790	50,697
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201
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%	24.4%
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%	6.4%

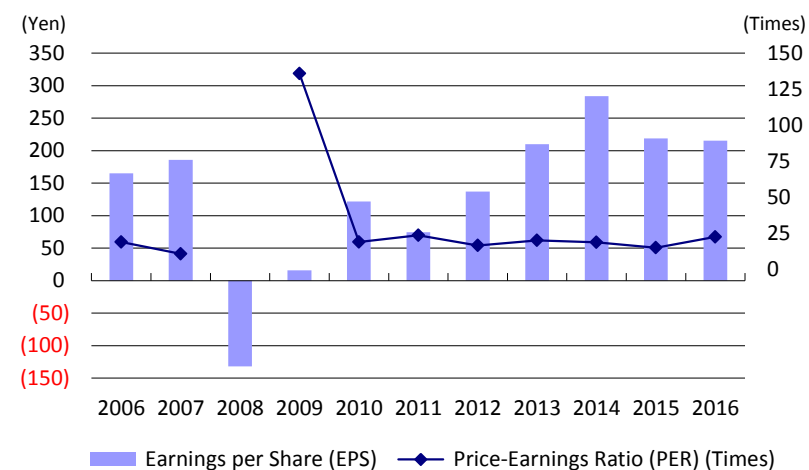
### <Net Income (Loss) Attributable to Shareholders / Net Sales>

	(Millions of Yen)										
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
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	45,987
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201
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%	5.8%

## 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	2016
Number of Employees	32,456	35,426	32,583	36,299	35,684	35,992	35,411	36,842	37,572	37,709	36,008
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201
Net Sales per Employee	22.3	21.5	19.2	14.5	17.2	17.2	18.4	21.0	22.6	22.1	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)>

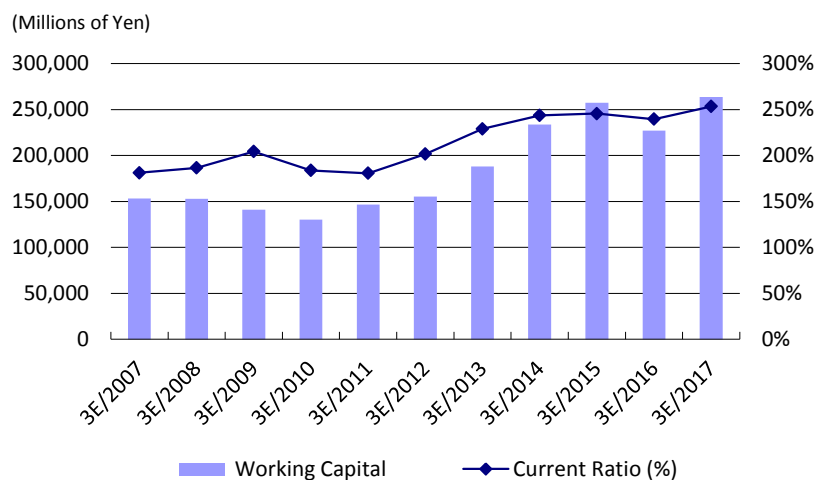
(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Earnings per Share (EPS)	165.0	185.9	(132.2)	16.0	121.7	74.5	137.2	209.8	283.9	219.0	215.1
Stock Price	3,170	2,045	1,157	2,170	2,338	1,780	2,320	4,260	5,420	3,350	4,885
Price-Earnings Ratio (PER) (Times)	19.2	11.0	-	135.8	19.2	23.9	16.9	20.3	19.1	15.3	22.7

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

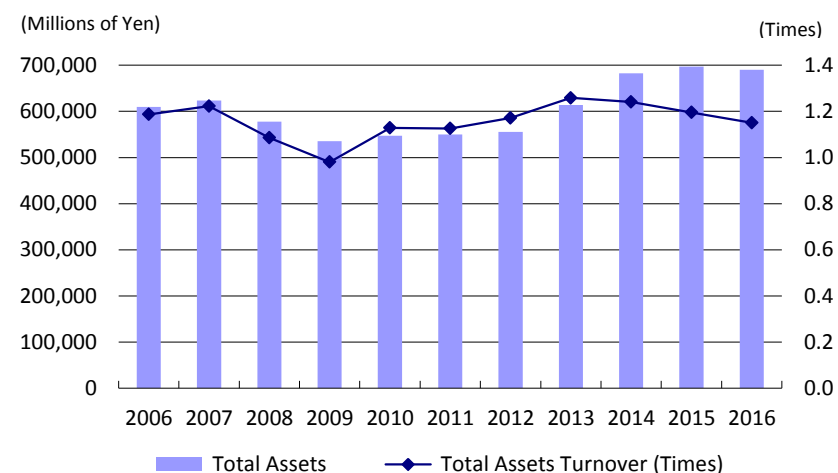
2. PER = Fiscal Year-End Stock Price / Earnings per Share



## Working Capital, Current Ratio



## Total Assets, Total Assets Turnover



### <Working Capital, Current Ratio>

(Millions of Yen)

	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017
Current Assets	342,059	330,054	275,991	285,758	327,890	308,097	333,694	396,493	434,096	389,609	435,904
Current Liabilities	188,860	177,069	135,038	155,562	181,432	152,896	145,701	162,707	176,762	162,663	172,081
Working Capital	153,199	152,985	140,953	130,196	146,458	155,201	187,993	233,786	257,334	226,946	263,823
Current Ratio	181.1%	186.4%	204.4%	183.7%	180.7%	201.5%	229.0%	243.7%	245.6%	239.5%	253.3%

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

2. Current Ratio = Current Assets / Current Liabilities

### <Total Assets, Total Assets Turnover>

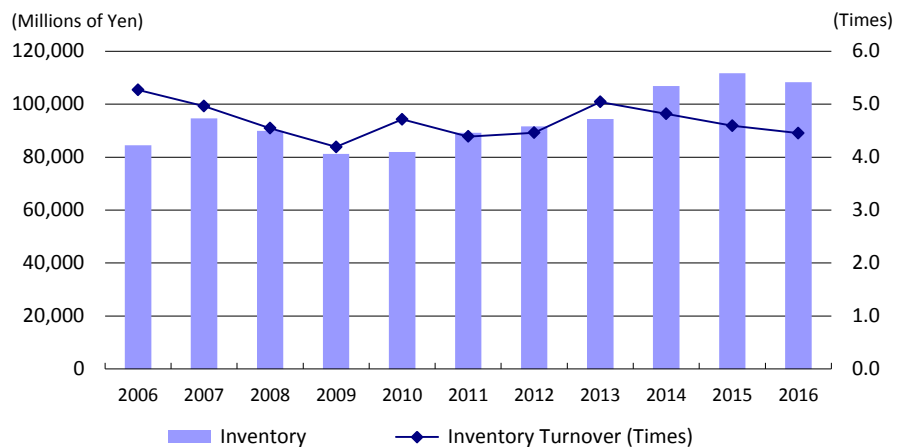
(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total Assets	609,699	623,852	577,824	535,267	547,522	550,057	555,480	614,171	682,858	697,168	690,513
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201
Total Assets Turnover (Times)	1.2	1.2	1.1	1.0	1.1	1.1	1.2	1.3	1.2	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



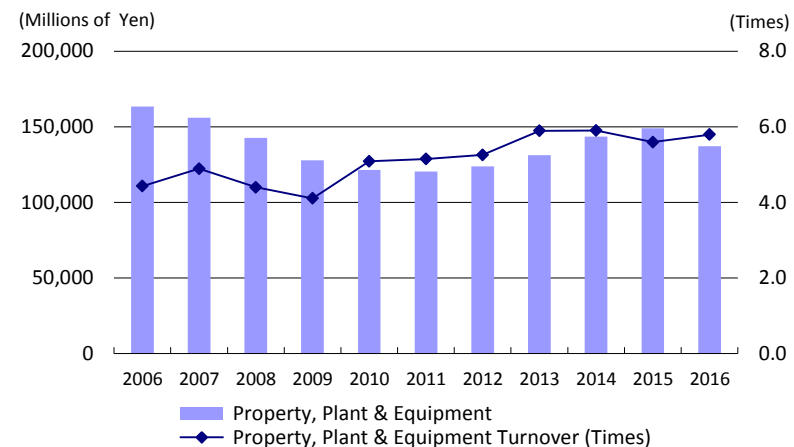
### <Inventory, Inventory Turnover>

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Inventory	84,534	94,617	89,917	81,182	81,903	89,202	91,633	94,345	106,849	111,644	108,336
Cost of Sales	445,625	469,643	408,668	340,352	386,123	391,574	408,954	475,758	514,645	512,792	482,399
Inventory Turnover (Times)	5.3	5.0	4.5	4.2	4.7	4.4	4.5	5.0	4.8	4.6	4.5

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

2. Inventory Turnover = Cost of Sales / Inventory

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



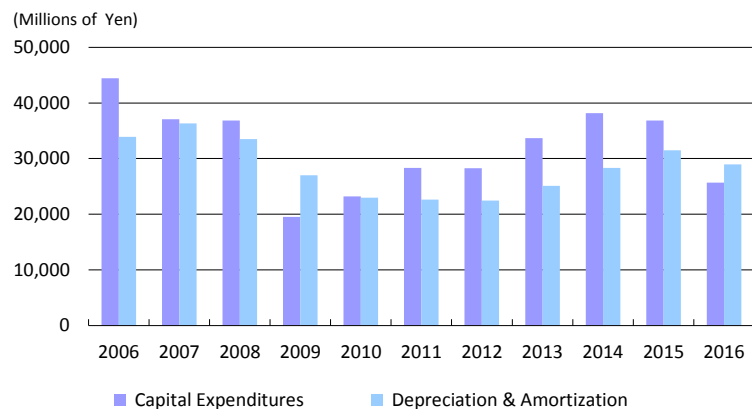
### <Property, Plant & Equipment, Property, Plant & Equipment Turnover>

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Property, Plant & Equipment	163,466	155,996	142,606	127,765	121,496	120,352	123,771	131,201	143,509	149,009	137,090
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201
Property, Plant & Equipment Turnover (Times)	4.4	4.9	4.4	4.1	5.1	5.1	5.3	5.9	5.9	5.6	5.8

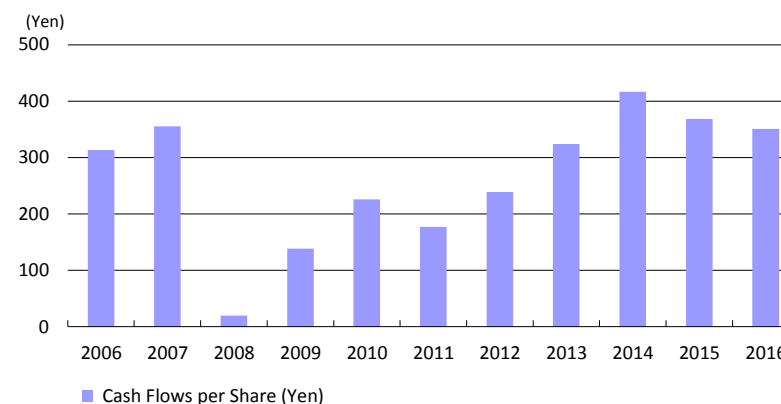
Notes: 1. Property, Plant & Equipment is based on the average of the beginning and end of each fiscal year.

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	2016
Capital Expenditures	44,447	37,072	36,844	19,524	23,192	28,341	28,285	33,653	38,143	36,859	25,692
Depreciation & Amortization	33,922	36,343	33,496	27,014	22,984	22,617	22,452	25,089	28,339	31,460	28,966

### <Cash Flows per Share>

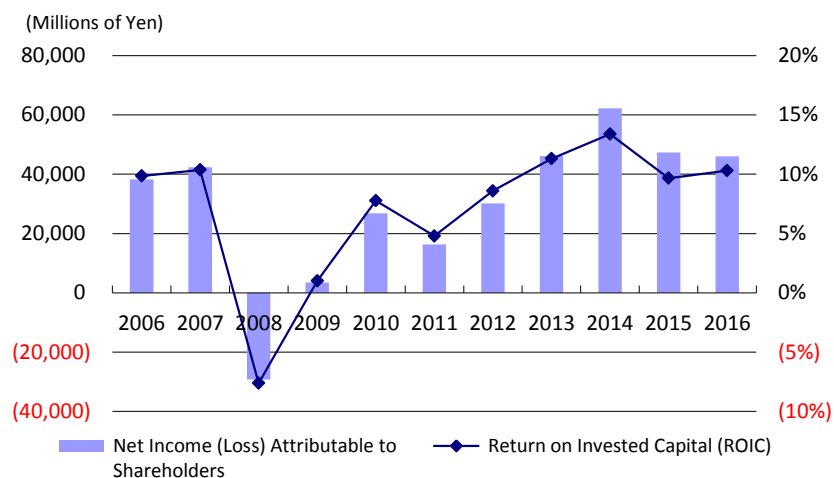
(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Cash Flows	72,202	78,726	4,324	30,532	49,766	39,006	52,655	71,274	90,509	78,750	74,953
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	213,805,336
Cash Flows per Share (Yen)	313	355	20	139	226	177	239	324	417	368	351

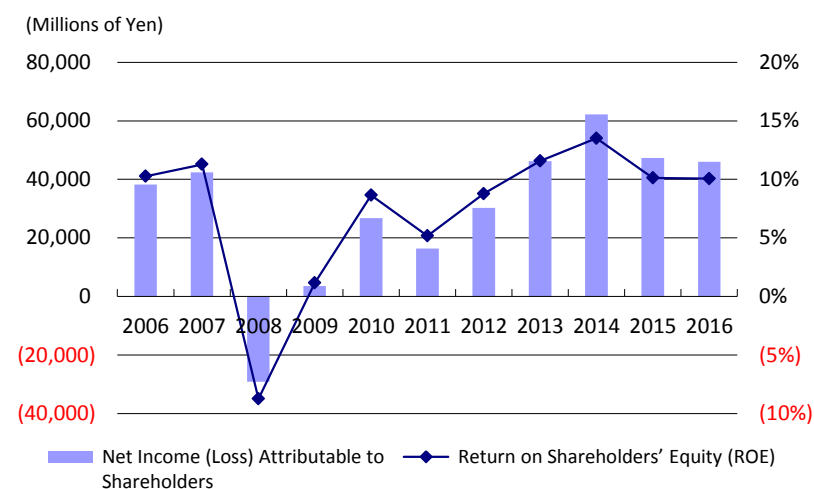
Notes: 1. Cash Flows = Net Income (Loss) Attributable to Shareholders + Depreciation & Amortization

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	2016
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	45,987
Invested Capital	388,603	409,043	383,342	349,921	344,866	341,919	351,449	408,310	465,004	489,136	446,628
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%	10.3%

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)>

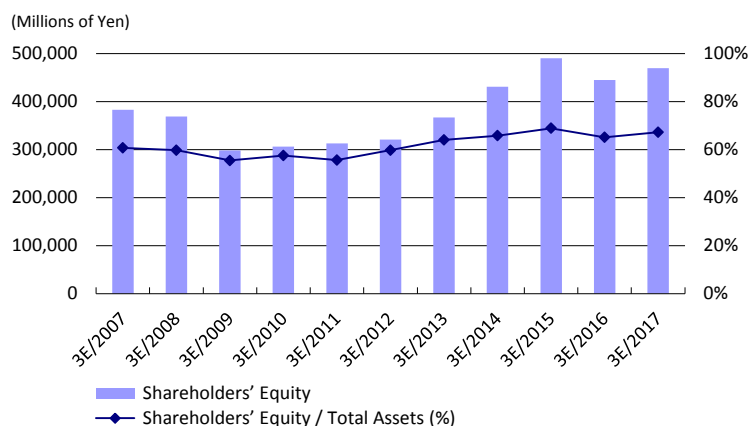
(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
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	45,987
Shareholders' Equity	372,880	375,662	333,457	302,369	309,540	316,797	343,901	398,736	460,139	467,244	456,874
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%	10.1%

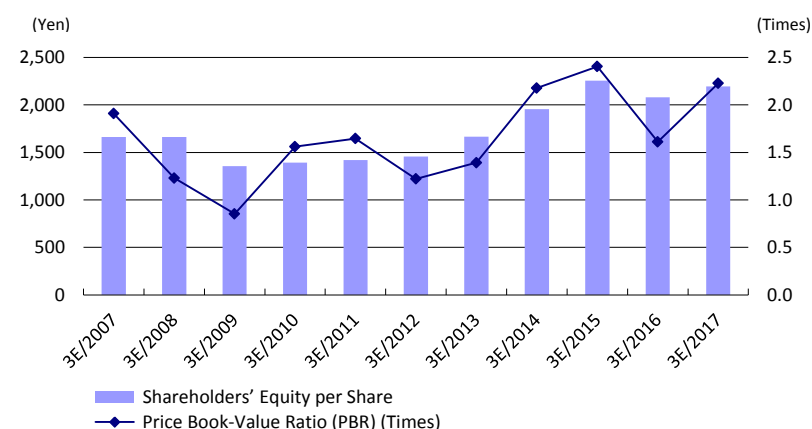
Notes: 1. Shareholders' Equity is based on the average of the beginning and end of each fiscal year.

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	3E/2017
Debt	247,515	248,865	238,299	225,119	249,138	215,643	204,874	221,926	218,917	236,291	226,944
Debt / Shareholders' Equity Ratio	0.65	0.68	0.80	0.73	0.80	0.67	0.56	0.52	0.45	0.53	0.48
Shareholders' Equity	382,822	368,502	298,411	306,327	312,753	320,840	366,962	430,509	489,769	444,718	469,029
Total Assets	630,337	617,367	538,280	532,254	562,790	537,323	573,637	654,704	711,011	683,325	697,701
Shareholders' Equity / Total Assets	60.7%	59.7%	55.4%	57.6%	55.6%	59.7%	64.0%	65.8%	68.9%	65.1%	67.2%

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

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

(Yen)

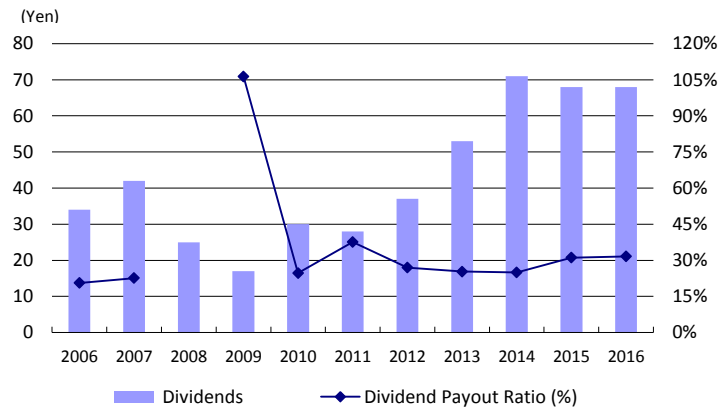
	3E/2007	3E/2008	3E/2009	3E/2010	3E/2011	3E/2012	3E/2013	3E/2014	3E/2015	3E/2016	3E/2017
Number of Shares (Shares)	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828	220,129,633	220,128,465	220,089,329	217,253,405	213,808,774	213,805,336
Shareholders' Equity per Share	1,661	1,662	1,355	1,391	1,421	1,458	1,667	1,956	2,254	2,080	2,194
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	4,885
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	2.2

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

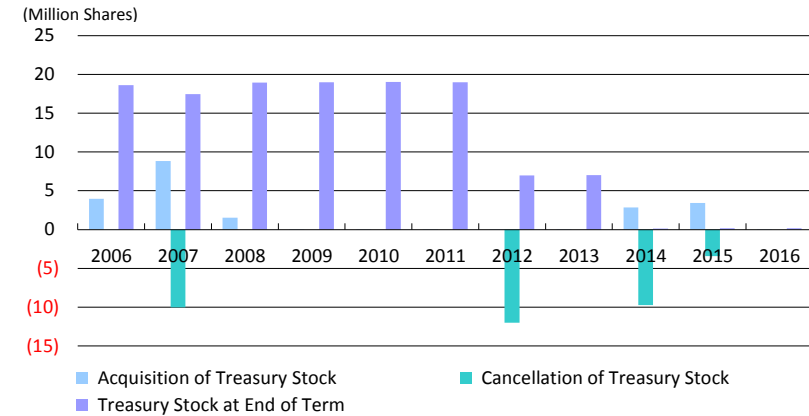
2. Shareholders' Equity per Share is based on the number of shares outstanding at the end of term.

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	2016
Dividends	34	42	25	17	30	28	37	53	71	68	68
Dividend Payout Ratio	20.6%	22.6%	-	106.4%	24.7%	37.6%	27.0%	25.3%	25.0%	31.1%	31.6%

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	2016
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	3,438
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	152,836
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	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%	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	2016
Net Sales	723,866	762,985	627,190	524,694	617,825	619,461	650,461	772,966	847,252	833,604	794,201
Costs and Expenses	445,625	469,643	408,668	340,352	386,123	391,574	408,954	475,758	514,645	512,792	482,399
Gross Profit	278,241	293,342	218,522	184,342	231,702	227,887	241,507	297,208	332,607	320,812	311,802
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	193,539
Research and Development Expenses	52,028	51,520	48,899	37,842	41,300	42,089	43,488	47,928	47,913	52,790	50,697
Operating Income	62,046	65,253	5,339	13,074	48,037	40,136	45,343	68,055	86,591	62,287	67,566
Other Expenses (Income), net	(2,233)	1,087	44,472	2,879	6,344	6,589	4,106	6,048	(797)	(3,399)	2,074
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	65,492
Income Taxes	25,595	24,272	(10,495)	3,782	14,487	17,826	14,096	19,475	28,893	20,043	19,882
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)	(712)
Net income	37,094	39,329	(29,172)	3,621	27,016	16,352	30,117	46,314	62,432	47,682	46,322
Net Income (Loss) Attributable to Noncontrolling Interests	-	-	-	103	234	(37)	(86)	129	262	392	335
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	45,987

### <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	215.1
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	215.1
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	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	3E/2017
<b>(Assets)</b>											
<b>Current Assets</b>	<b>342,059</b>	<b>330,054</b>	<b>275,991</b>	<b>285,758</b>	<b>327,890</b>	<b>308,097</b>	<b>333,694</b>	<b>396,493</b>	<b>434,096</b>	<b>389,609</b>	<b>435,904</b>
Cash and Cash Equivalents	42,995	40,624	46,631	51,726	74,735	45,257	55,708	90,251	102,622	82,910	126,026
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	169,210
Allowance for Doubtful Receivables	(2,297)	(2,211)	(2,562)	(2,531)	(2,230)	(2,205)	(1,988)	(1,812)	(1,624)	(1,654)	(1,320)
Inventory	94,109	95,125	84,708	77,655	86,151	92,253	91,013	97,677	116,020	107,267	109,404
Deferred Income Taxes	19,985	19,690	16,522	19,988	20,183	17,975	17,611	22,688	19,941	18,469	19,123
Other Current Assets	11,567	9,948	17,141	12,670	11,520	11,513	12,439	13,473	18,362	17,524	13,461
<b>Property, Plant and Equipment</b>	<b>159,315</b>	<b>152,676</b>	<b>132,535</b>	<b>122,994</b>	<b>119,998</b>	<b>120,706</b>	<b>126,835</b>	<b>135,566</b>	<b>151,452</b>	<b>146,565</b>	<b>127,615</b>
Land	28,271	27,126	26,753	26,376	27,875	26,950	26,591	26,344	26,721	26,376	25,550
Buildings	125,227	128,183	120,244	127,344	125,686	128,870	137,821	140,495	147,120	146,412	141,527
Machinery and Equipment	175,398	167,036	143,801	140,200	136,792	142,148	156,186	171,192	202,149	204,499	189,286
Construction in Progress	6,389	6,277	9,061	2,733	6,836	7,417	6,729	7,126	6,619	6,142	6,104
Accumulated Depreciation	(175,970)	(175,946)	(167,324)	(173,659)	(177,191)	(184,679)	(200,492)	(209,591)	(231,157)	(236,864)	(234,852)
<b>Investments and Other Assets</b>	<b>128,963</b>	<b>134,637</b>	<b>129,754</b>	<b>123,502</b>	<b>114,902</b>	<b>108,520</b>	<b>113,108</b>	<b>122,645</b>	<b>125,463</b>	<b>147,151</b>	<b>134,182</b>
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	25,303
Investment Securities	46,770	39,139	31,682	38,556	35,694	36,161	38,193	51,117	57,106	37,055	27,006
Leasehold Deposits	8,650	8,087	7,784	7,452	7,126	7,219	6,914	6,950	6,971	6,758	6,907
Deferred Income Taxes	17,293	28,151	53,783	45,737	42,190	34,516	30,612	20,918	6,366	22,080	21,101
Other Assets	39,573	42,615	20,867	18,120	16,371	16,181	19,450	22,311	30,702	56,210	53,865
<b>Total</b>	<b>630,337</b>	<b>617,367</b>	<b>538,280</b>	<b>532,254</b>	<b>562,790</b>	<b>537,323</b>	<b>573,637</b>	<b>654,704</b>	<b>711,011</b>	<b>683,325</b>	<b>697,701</b>



## 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	3E/2017
<b>(Liabilities)</b>											
<b>Current Liabilities</b>	<b>188,860</b>	<b>177,069</b>	<b>135,038</b>	<b>155,562</b>	<b>181,432</b>	<b>152,896</b>	<b>145,701</b>	<b>162,707</b>	<b>176,762</b>	<b>162,663</b>	<b>172,081</b>
Short-Term Debt	19,868	17,795	32,970	16,612	45,519	18,774	5,570	488	-	-	156
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	89,362
Accrued Expenses	32,548	30,622	24,791	25,891	29,414	29,179	32,818	39,897	41,942	37,975	39,354
Income Taxes Payable	11,467	8,959	711	2,710	2,188	623	3,907	6,340	3,680	6,890	6,994
Other Current Liabilities	33,170	24,517	17,899	21,160	26,244	24,989	27,814	30,764	38,438	35,192	36,215
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	763
Termination and Retirement Benefits	52,700	63,536	80,443	66,964	65,485	60,432	56,944	50,683	30,393	62,289	43,708
Other Long-Term Liabilities	830	863	476	417	675	1,577	1,634	6,369	11,065	10,679	10,392
Minority Interests	1,438	2,018	-	-	-	-	-	-	-	-	-
<b>Total Liabilities</b>	<b>247,515</b>	<b>248,865</b>	<b>238,299</b>	<b>225,119</b>	<b>249,138</b>	<b>215,643</b>	<b>204,874</b>	<b>221,926</b>	<b>218,917</b>	<b>236,291</b>	<b>226,944</b>
Minority Interests	-	-	1,570	-	-	-	-	-	-	-	-
<b>(Net Assets)</b>											
<b>Shareholders' Equity</b>	<b>382,822</b>	<b>368,502</b>	<b>298,411</b>	<b>306,327</b>	<b>312,753</b>	<b>320,840</b>	<b>366,962</b>	<b>430,509</b>	<b>489,769</b>	<b>444,718</b>	<b>469,029</b>
Common Stock	64,100	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	99,138
Legal Reserve	8,256	8,673	9,059	9,363	9,574	10,034	10,876	11,196	13,403	15,194	17,813
Retained Earnings	258,057	266,451	231,388	230,859	250,824	260,557	253,654	287,853	301,174	317,171	346,000
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)	(57,363)
Foreign Currency Translation Adjustments	6,560	(5,782)	(22,319)	(23,678)	(34,046)	(36,544)	(14,224)	4,536	26,313	2,541	(6,327)
Minimum Pension Liability Adjustments	(22,169)	(29,245)	(40,570)	(36,553)	(38,736)	(38,815)	(39,730)	(38,029)	(36,486)	(64,525)	(56,571)
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	5,765
Net Gains (Losses) on Derivative Instruments	(142)	309	(618)	(67)	(15)	(69)	25	(135)	184	(104)	(230)
Treasury Stock	(43,406)	(41,466)	(44,451)	(44,462)	(44,599)	(44,496)	(16,385)	(16,545)	(467)	(644)	(659)
Noncontrolling Interests	-	-	-	808	899	840	1,801	2,269	2,325	2,316	1,728
<b>Total Net Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>307,135</b>	<b>313,652</b>	<b>321,680</b>	<b>368,763</b>	<b>432,778</b>	<b>492,094</b>	<b>447,034</b>	<b>470,757</b>
<b>Total</b>	<b>630,337</b>	<b>617,367</b>	<b>538,280</b>	<b>532,254</b>	<b>562,790</b>	<b>537,323</b>	<b>573,637</b>	<b>654,704</b>	<b>711,011</b>	<b>683,325</b>	<b>697,701</b>

## Consolidated Statements of Cash Flows

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
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	46,322
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	28,966
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)	705
Loss on Impairment of Property, Plant and Equipment	1,441	168	21,203	217	413	671	3,265	804	137	463	12,998
Net Gain on Sale of Investment Securities	(954)	(1,571)	(64)	(636)	(7)	(307)	(677)	(1,714)	(4,337)	(1,499)	(3,764)
Loss on Impairment of Investment Securities	682	2,297	5,401	632	805	391	1,086	501	166	68	558
Loss on Impairment of Goodwill	-	-	16,813	-	-	2,009	153	-	-	-	-
Gain on Establishment of Retirement Benefit Trust	(10,141)	-	-	-	-	-	-	-	-	(4,140)	(7,004)
Termination and Retirement Benefits	(1,403)	(1,722)	(1,390)	(5,110)	(4,785)	(5,669)	(4,433)	(4,417)	(17,427)	698	2,863
Deferred Income Taxes	3,887	(131)	(13,895)	(1,031)	5,374	9,981	3,762	2,170	11,938	2,283	11
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)	(712)
Net Gain on Sales of Business Entities	-	(5,177)	-	-	-	-	-	-	-	-	(3,686)
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	(8,923)
Decrease (Increase) in Inventories	(13,955)	(3,002)	5,776	4,977	(12,174)	(6,538)	8,641	(325)	(10,671)	6,061	(7,112)
Decrease (Increase) in other Assets	2,248	644	(7,689)	4,457	1,048	(483)	21	(32)	(2,828)	1,003	2,604
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)	8,384
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	852
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)	5,097
Other, net	(293)	463	1,266	(139)	(518)	22	(1,817)	919	1,580	1,586	(284)
<b>Net Cash Provided by Operating Activities</b>	<b>40,539</b>	<b>68,996</b>	<b>31,408</b>	<b>42,759</b>	<b>41,956</b>	<b>31,946</b>	<b>53,058</b>	<b>79,044</b>	<b>77,057</b>	<b>84,207</b>	<b>77,875</b>

## Consolidated Statements of Cash Flows

(Millions of Yen)

(Fiscal Year)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>II. Investing Activities</b>											
Proceeds from Sales of Maturities of Investment Securities	-	-	-	1,004	109	693	1,658	2,840	5,274	2,214	4,606
Purchase of Investment Securities	-	-	-	(15)	-	(911)	-	(2,179)	(603)	(330)	(3,274)
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)	(25,816)
Decrease (Increase) in Leasehold Deposits	(9)	417	228	335	276	(101)	457	75	118	115	(145)
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	2,278
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)	30
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	-	-	7,187
Other, net	-	-	-	-	-	520	624	-	82	17	93
<b>Net Cash Used in Investing Activities</b>	<b>(47,075)</b>	<b>(36,681)</b>	<b>(40,628)</b>	<b>(18,584)</b>	<b>(20,210)</b>	<b>(26,486)</b>	<b>(28,471)</b>	<b>(31,125)</b>	<b>(39,517)</b>	<b>(67,116)</b>	<b>(15,041)</b>
<b>III. Financing Activities</b>											
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	155
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)	(14,539)
Dividends Paid to Noncontrolling Interests	-	-	-	(762)	-	(15)	(2)	-	(277)	(256)	(297)
Acquisition of Treasury Stock	(11,204)	(22,348)	(2,995)	(13)	(140)	(10)	-	(161)	(15,054)	(15,023)	(16)
Sales of Treasury Stock	3	7	7	1	3	2	-	-	-	-	-
Exercise of Stock Options	594	386	-	-	-	-	-	-	-	-	-
Proceeds from Equity Transactions with Noncontrolling Interests	-	-	-	-	-	-	819	22	-	-	-
Payments from Equity Transactions with Noncontrolling Interests	-	-	-	-	-	-	-	-	-	-	(470)
Other, net	-	-	-	-	-	(121)	70	(458)	(134)	(196)	155
<b>Net Cash Provided by (used in) Financing Activities</b>	<b>(4,697)</b>	<b>(34,481)</b>	<b>21,867</b>	<b>(20,358)</b>	<b>3,333</b>	<b>(33,492)</b>	<b>(18,550)</b>	<b>(16,298)</b>	<b>(29,303)</b>	<b>(31,550)</b>	<b>(15,012)</b>
<b>IV. Effect of Exchange Rate Change on Cash and Cash Equivalents</b>											
Net Increase (Decrease) in Cash and Cash Equivalents	1,943	(205)	(6,640)	1,278	(2,070)	(1,446)	4,414	2,922	4,134	(5,253)	(4,706)
Cash and Cash Equivalents at Beginning of the Year	(9,290)	(2,371)	6,007	5,095	23,009	(29,478)	10,451	34,543	12,371	(19,712)	43,116
Cash and Cash Equivalents at End of the Year	52,285	42,995	40,624	46,631	51,726	74,735	45,257	55,708	90,251	102,622	82,910
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	126,026



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