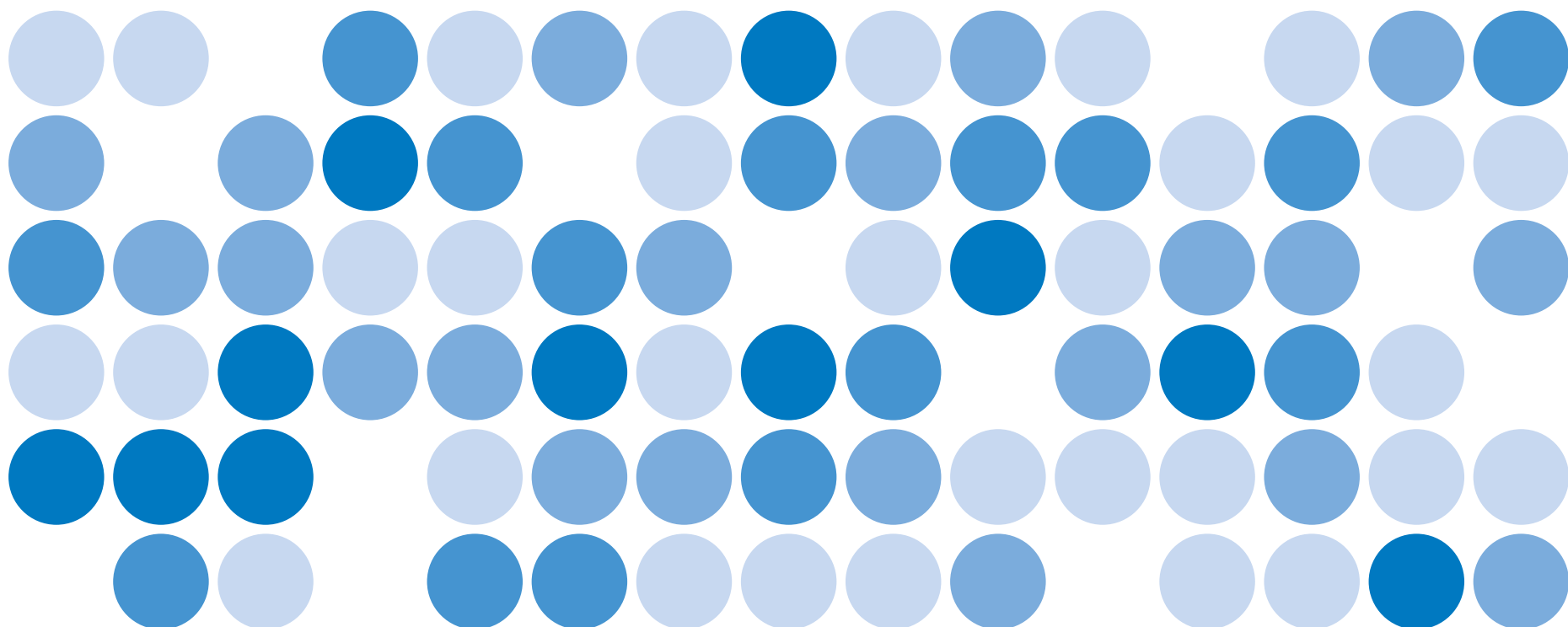


FINANCIAL FACT BOOK 2008

フィナンシャル ファクトブック 2008

OMRON

Sensing tomorrow™



Sales Data		売上
Net Sales	1	売上高
Sales Composition	2	部門別売上高構成
Sales by Region	3	地域別売上高構成
Profit Data		利益
Cost Composition & Operating Income / Net Sales	4	費用構成, 売上高営業利益率
Gross Profit Margin		売上総利益率
SG & A Expenses / Net Sales, R & D Expenses / Net Sales	5	売上高販売管理費比率, 売上高研究開発費比率
Income Before Tax / Net Sales, Net Income / Net Sales		売上高税引前純利益率, 売上高当期純利益率
Net Sales & Net Income per Employee	6	従業員1人当たり売上高, 当期純利益
Interest Expenses & Interest Coverage		支払利息, インタレスト カバレッジ
Earnings per Share & Price-Earnings Ratio	7	1株当たり利益, 株価収益率
Financial Statement Related Ratio		財務諸表に関する指標
Current Ratio & Working Capital	8	流動比率, 運転資本
Total Assets Turnover		総資産回転率
Inventory Turnover	9	たな卸資産回転率
Tangible Fixed Assets Turnover		有形固定資産回転率
Return on Tangible Fixed Assets	10	有形固定資産当期純利益率
Capital Expenditures & Cash Flows		設備投資額, キャッシュ・フロー
Return on Shareholders' Equity	11	株主資本当期純利益率 (ROE)
Return on Assets		総資産税引前純利益率 (ROA)
Shareholders' Equity / Total Assets	12	株主資本比率
Aggregate Market Value & Price Book-Value Ratio		時価総額, 株価純資産倍率 (PBR)
Cash Flows per Share	13	1株当たりキャッシュ・フロー
Financial Statement		財務諸表
Consolidated Statements of Operations	14,15	連結損益計算書
Consolidated Balance Sheets	16,17	連結貸借対照表
Consolidated Statements of Cash Flows	18	連結キャッシュ・フロー計算書
Basic Information		概要
Common Stock Price Range	19	株価推移
Profit Distribution	20	株主還元
Corporate Data	21	会社概要

Notes:

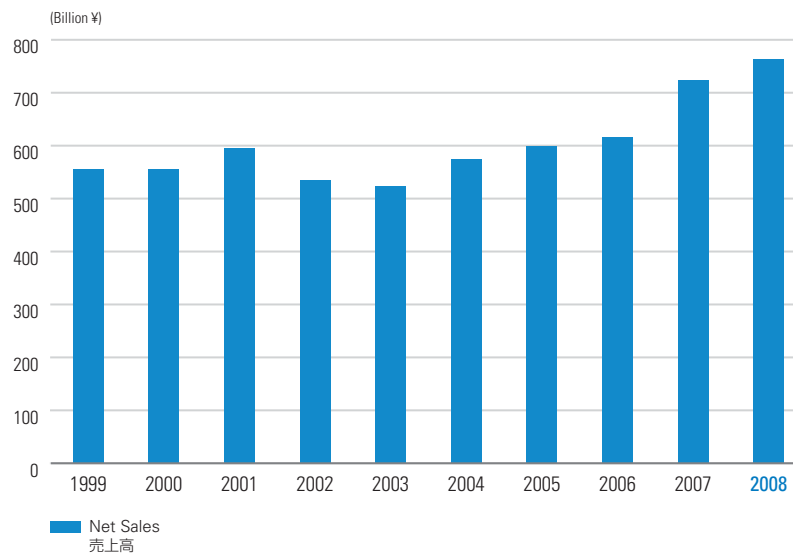
- Figures have been calculated on a consolidated basis for the years ended March 31.
- Not all data have been audited. Refer to respective annual reports for audited figures.
- Data might be revised according to alterations to accounting standards.
- The profit or loss (excluding the balance of obligation settled) recognized on the transfer of employee pension fund liabilities in March 31, 2006 is not included in any of "cost of sales", "selling, general & 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.

注:

- 記載されている数値は連結ベース。会計年度は4月1日～3月31日です。
- 監査されていないデータもあります。監査された数値に関しては、アニュアル・レポートをご参照下さい。
- 会計制度の変更等により過去に遡って数値の修正を行うことがあります。
- 2006年3月期の厚生年金基金の代行返上に伴い認識した損益(債務返還差額を除く)は、過年度との比較を容易にするため、「売上原価」、「販売費及び一般管理費」、「研究開発費」に含めず、一括独立項目として取扱っています。

Net Sales

売上高



Net Sales 売上高

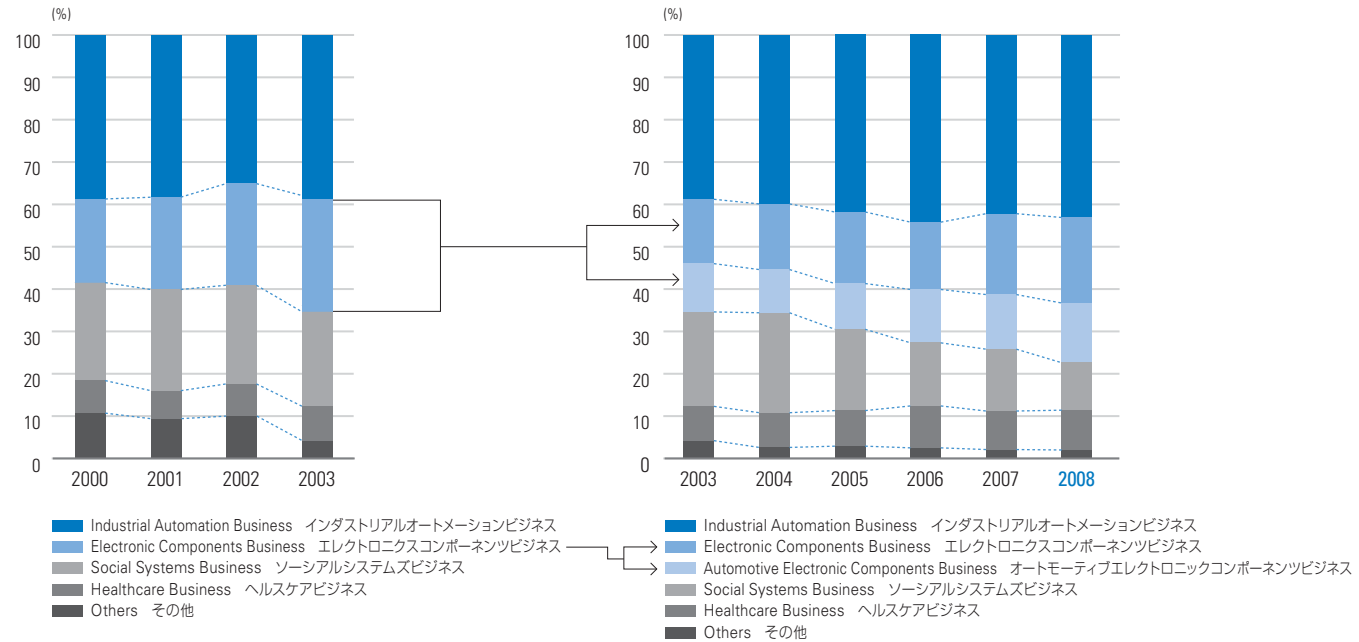
Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Net Sales 売上高	(Million ¥)	555,280	555,358	594,259	533,964	522,535	575,157	598,727	616,002	723,866	762,985
Annual Change 前年比	(%)	-9.2	±0.0	+7.0	-10.1	-2.1	+10.1	+4.1	+2.9	+17.5	+5.4

Notes : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

Sales Composition

部門別売上高構成



Sales Composition 部門別売上高構成

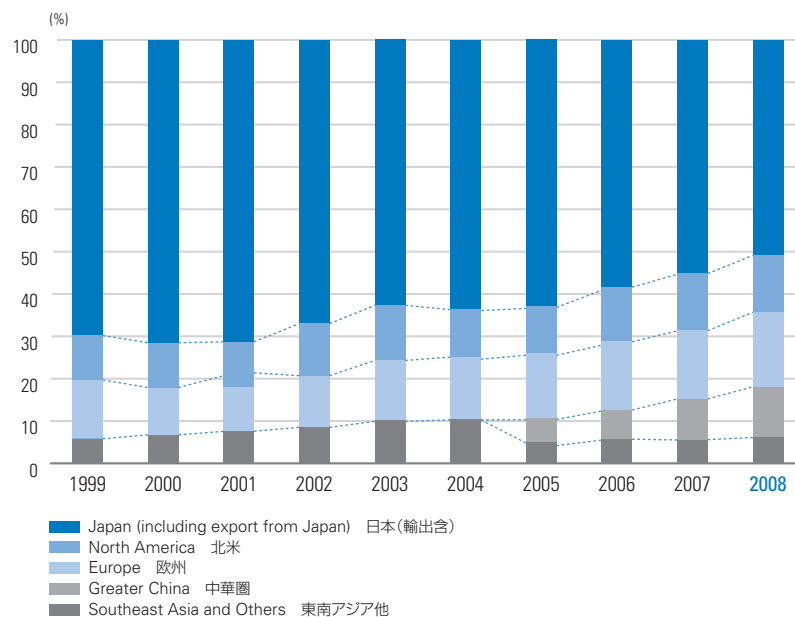
Fiscal Year ended March 31	~年3月期	2000	2001	2002	2003		2003	2004	2005	2006	2007	2008		
Industrial Automation Business	(Million ¥)	215,087	227,691	186,984	202,518	→	Industrial Automation Business	(Million ¥)	202,518	229,638	250,329	272,657	305,568	328,811
インダストリアルオートメーションビジネス	(%)	(38.7)	(38.3)	(35.0)	(38.8)		インダストリアルオートメーションビジネス	(%)	(38.8)	(39.9)	(41.8)	(44.3)	(42.2)	(43.1)
Electronic Components Business	(Million ¥)	109,661	129,444	128,193	138,845	→	Electronic Components Business	(Million ¥)	79,365	88,988	101,127	97,699	138,352	154,233
エレクトロニクスコンポーネンツビジネス	(%)	(19.7)	(21.8)	(24.0)	(26.6)		エレクトロニクスコンポーネンツビジネス	(%)	(15.2)	(15.5)	(16.9)	(15.9)	(19.1)	(20.2)
Social Systems Business	(Million ¥)	128,534	141,928	124,627	116,652	→	Automotive Electronic Components Business	(Million ¥)	59,480	58,824	64,558	77,593	93,321	107,521
ソーシャルシステムズビジネス	(%)	(23.1)	(23.9)	(23.3)	(22.3)		オートモーティブエレクトロニックコンポーネンツビジネス	(%)	(11.4)	(10.2)	(10.8)	(12.6)	(12.9)	(14.1)
Healthcare Business	(Million ¥)	42,640	39,327	40,617	42,331	→	Social Systems Business	(Million ¥)	116,652	135,997	115,205	91,804	105,944	85,223
ヘルスケアビジネス	(%)	(7.7)	(6.6)	(7.6)	(8.1)		ソーシャルシステムズビジネス	(%)	(22.3)	(23.6)	(19.2)	(14.9)	(14.6)	(11.2)
Others	(Million ¥)	59,436	55,869	53,543	22,189	→	Healthcare Business	(Million ¥)	42,331	46,962	50,583	61,090	65,726	71,562
その他	(%)	(10.7)	(9.4)	(10.0)	(4.2)		ヘルスケアビジネス	(%)	(8.1)	(8.2)	(8.4)	(9.9)	(9.1)	(9.4)
Total	(Million ¥)	555,358	594,259	533,964	522,535		Others	(Million ¥)	22,189	14,748	16,925	15,159	14,955	15,635
合計	(%)	(100.0)	(100.0)	(100.0)	(100.0)		その他	(%)	(4.2)	(2.6)	(2.9)	(2.5)	(2.1)	(2.0)
							Total	(Million ¥)	522,535	575,157	598,727	616,002	723,866	762,985
							合計	(%)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)

Notes : OMRON introduced the internal company system in April 1999.
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 99/4から社内カンパニー制を導入しています。
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

Sales by Region

地域別売上高構成



Sales by Region 地域別売上高構成

Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Japan ※	(Million ¥)	387,734	397,236	423,825	357,868	328,037	366,617	377,766	359,886	399,357	388,586
日本	(%)	(69.8)	(71.5)	(71.3)	(67.0)	(62.8)	(63.7)	(63.1)	(58.4)	(55.2)	(50.9)
North America	(Million ¥)	58,233	59,474	64,373	65,559	67,886	64,613	65,612	79,686	97,989	101,884
北米	(%)	(10.5)	(10.7)	(10.8)	(12.3)	(13.0)	(11.2)	(11.0)	(12.9)	(13.5)	(13.4)
Europe	(Million ¥)	77,218	61,297	61,038	65,305	73,513	84,286	92,239	98,957	116,352	134,389
欧州	(%)	(13.9)	(11.0)	(10.3)	(12.2)	(14.1)	(14.7)	(15.4)	(16.1)	(16.1)	(17.6)
Greater China	(Million ¥)	—	—	—	—	—	—	33,868	41,728	69,435	91,467
中華圏	(%)	—	—	—	—	—	—	(5.7)	(6.8)	(9.6)	(12.0)
Southeast Asia and Others	(Million ¥)	32,095	37,351	45,023	45,232	53,099	59,641	29,242	35,745	40,733	46,659
東南アジア他	(%)	(5.8)	(6.7)	(7.6)	(8.5)	(10.2)	(10.4)	(4.9)	(5.8)	(5.6)	(6.1)
Total	(Million ¥)	555,280	555,358	594,259	533,964	522,535	575,157	598,727	616,002	723,866	762,985
合計	(%)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)

※ : Export sales from Japan directly to overseas customers are included in the sales figures for Japan.

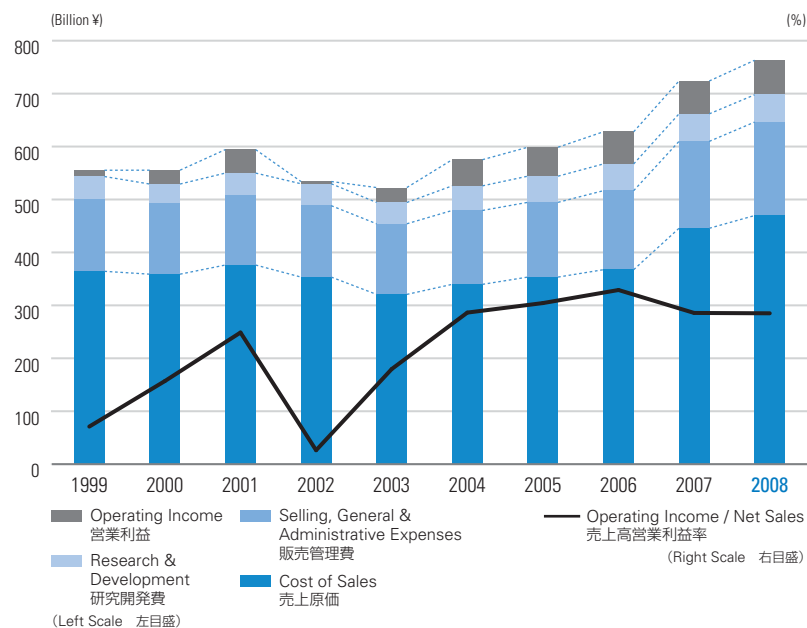
Notes : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

※ : 海外売上高のうち、日本からの輸出は上の「日本」の中に含まれます。

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

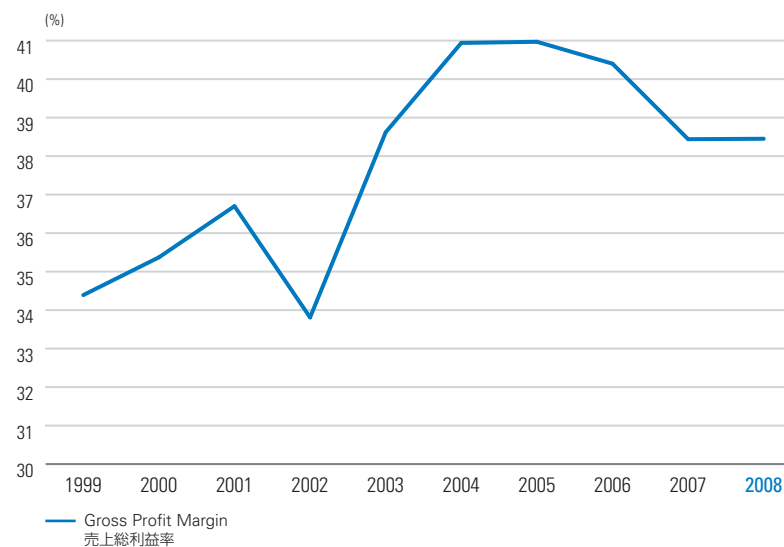
Cost Composition & Operating Income / Net Sales

費用構成, 売上高営業利益率



Gross Profit Margin

売上総利益率



Cost Composition & Operating Income / Net Sales 費用構成, 売上高営業利益率

Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Net Sales 売上高	(Million ¥)	555,280	555,358	594,259	533,964	522,535	575,157	598,727	616,002	723,866	762,985
Cost of Sales 売上原価	(Million ¥)	364,314	358,911	376,194	353,429	320,719	339,697	353,429	367,360	445,625	469,643
SG & A Expenses 販売管理費	(Million ¥)	136,734	133,662	131,203	134,907	133,406	139,569	141,185	149,274	164,167	176,569
Research & Development 研究開発費	(Million ¥)	42,383	36,605	42,513	41,407	40,235	46,494	49,441	50,501	52,028	51,520
Transfer of substitutional portion of employees' pension fund 厚生年金基金代行返上益	(Million ¥)	—	—	—	—	—	—	—	(11,915)	—	—
Operating Income 営業利益	(Million ¥)	11,849	26,180	44,349	4,221	28,175	49,397	54,672	60,782	62,046	65,253
Operating Income / Net Sales 売上高営業利益率	(%)	2.1	4.7	7.5	0.8	5.4	8.6	9.1	9.9	8.6	8.6

Notes : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

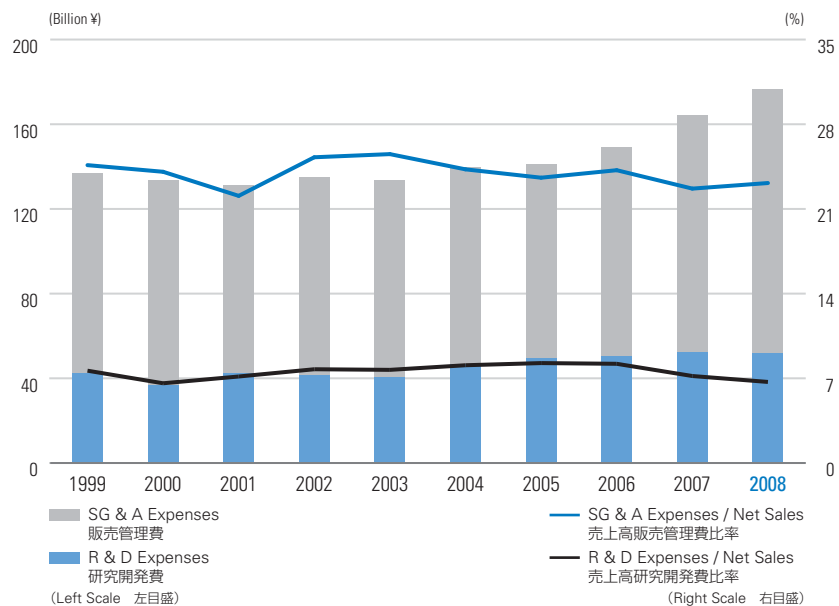
Gross Profit Margin 売上総利益率

Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Gross Profit 売上総利益	(Million ¥)	190,966	196,447	218,065	180,535	201,816	235,460	245,298	248,642	278,241	293,342
Net Sales 売上高	(Million ¥)	555,280	555,358	594,259	533,964	522,535	575,157	598,727	616,002	723,866	762,985
Gross Profit Margin 売上総利益率	(%)	34.4	35.4	36.7	33.8	38.6	40.9	41.0	40.4	38.4	38.4

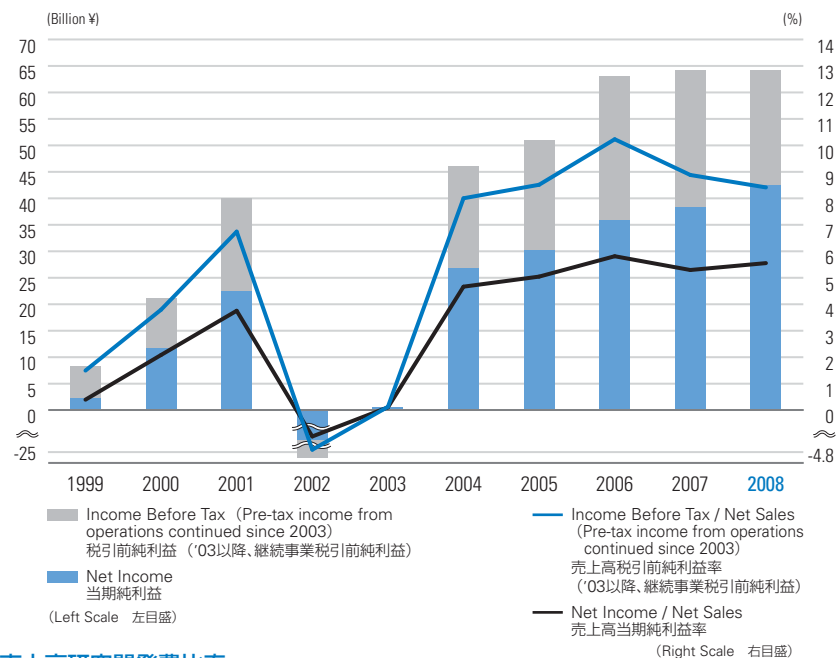
Notes : Gross Profit Margin = Gross Profit / Net Sales
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 売上総利益率=売上総利益/売上高
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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



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



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

Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
SG & A Expenses 販売管理費 (Million ¥)	136,734	133,662	131,203	134,907	133,406	139,569	141,185	149,274	164,167	176,569
R & D Expenses 研究開発費 (Million ¥)	42,383	36,605	42,513	41,407	40,235	46,494	49,441	50,501	52,028	51,520
Net Sales 売上高 (Million ¥)	555,280	555,358	594,259	533,964	522,535	575,157	598,727	616,002	723,866	762,985
SG & A Expenses / Net Sales 売上高販売管理費比率 (%)	24.6	24.1	22.1	25.3	25.5	24.3	23.6	24.2	22.7	23.1
R & D Expenses / Net Sales 売上高研究開発費比率 (%)	7.6	6.6	7.2	7.8	7.7	8.1	8.3	8.2	7.2	6.7

Notes : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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

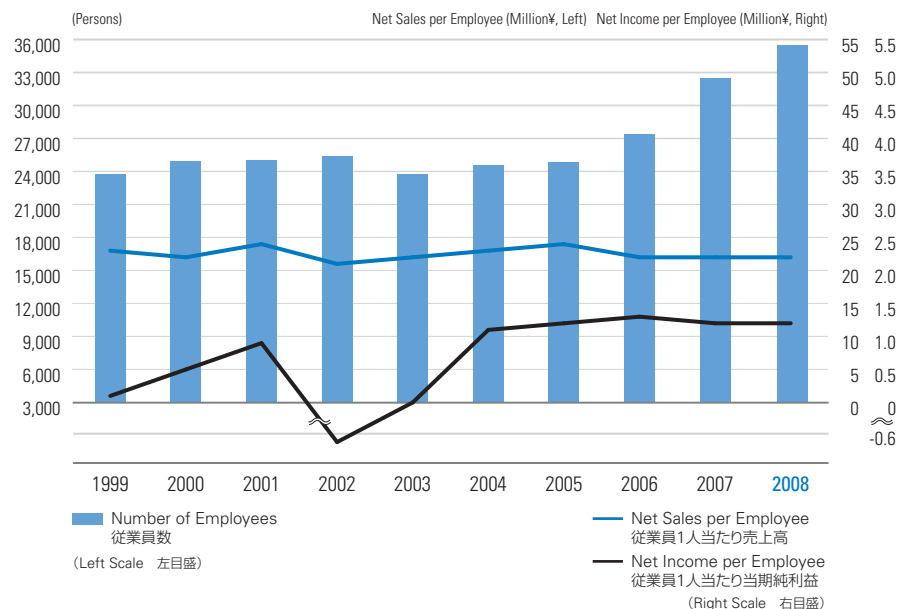
Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Income Before Tax (Pre-tax income from operations continued since 2003) 税引前純利益 ('03以降、継続事業税引前純利益) (Million ¥)	8,249	21,036	40,037	(25,373)	620	45,998	50,964	63,013	64,279	64,166
Net Income from continuing operations 継続事業当期純利益 (Million ¥)	—	—	—	—	(1,915)	25,657	29,218	34,961	37,094	39,329
Net Income from discontinued operations 非継続事業当期純利益 (Million ¥)	—	—	—	—	2,426	1,154	958	802	1,186	3,054
Net Income 当期純利益 (Million ¥)	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763	38,280	42,383
Net Sales 売上高 (Million ¥)	555,280	555,358	594,259	533,964	522,535	575,157	598,727	616,002	723,866	762,985
Income Before Tax / Net Sales (Pre-tax income from operations continued since 2003) 売上高税引前純利益率 ('03以降、継続事業税引前純利益率) (%)	1.5	3.8	6.7	(4.8)	0.1	8.0	8.5	10.2	8.9	8.4
Net Income / Net Sales 売上高当期純利益率 (%)	0.4	2.1	3.8	(3.0)	0.1	4.7	5.0	5.8	5.3	5.6

Notes : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

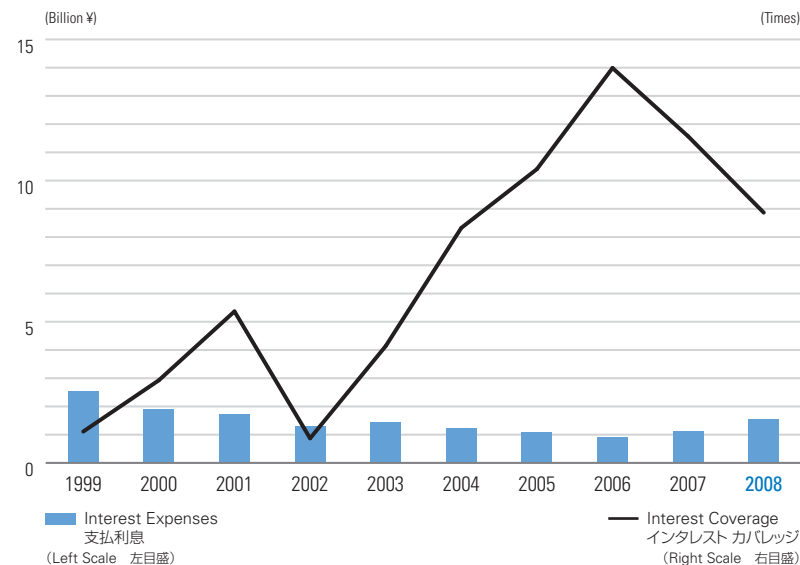
Net Sales & Net Income per Employee

従業員1人当たり売上高, 当期純利益



Interest Expenses & Interest Coverage

支払利息, インタレスト カバレッジ



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

Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Number of Employees 従業員数 (Persons)	23,742	24,915	25,067	25,395	23,751	24,576	24,904	27,408	32,456	35,426
Net Sales 売上高 (Million ¥)	555,280	555,358	594,259	533,964	522,535	575,157	598,727	616,002	723,866	762,985
Net Sales per Employee 従業員1人当たり売上高 (Million ¥)	23	22	24	21	22	23	24	22	22	22
Net Income 当期純利益 (Million ¥)	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763	38,280	42,383
Net Income per Employee 従業員1人当たり当期純利益 (Million ¥)	0.1	0.5	0.9	(0.6)	0.0	1.1	1.2	1.3	1.2	1.2

Notes : Number of Employees at the end of each fiscal year.

Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 従業員数は各年度末数値

2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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

Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Operating Income 営業利益 (Million ¥)	11,849	26,180	44,349	4,221	28,175	49,397	54,672	60,782	62,046	65,253
Interest Income 受取利息 (Million ¥)	1,656	1,147	1,620	1,069	1,082	900	1,300	1,507	1,846	2,364
Dividends Received 受取配当金 (Million ¥)	496	441	477	339	334	351	429	514	654	525
Interest Expenses 支払利息 (Million ¥)	2,518	1,897	1,731	1,291	1,430	1,217	1,084	898	1,116	1,537
Interest Coverage インタレスト カバレッジ (Times)	5.56	14.64	26.83	4.36	20.69	41.62	52.03	69.94	57.84	44.33

Notes : Interest Coverage = (Operating Income + Interest Income & Dividends Received) / (Interest Expenses)

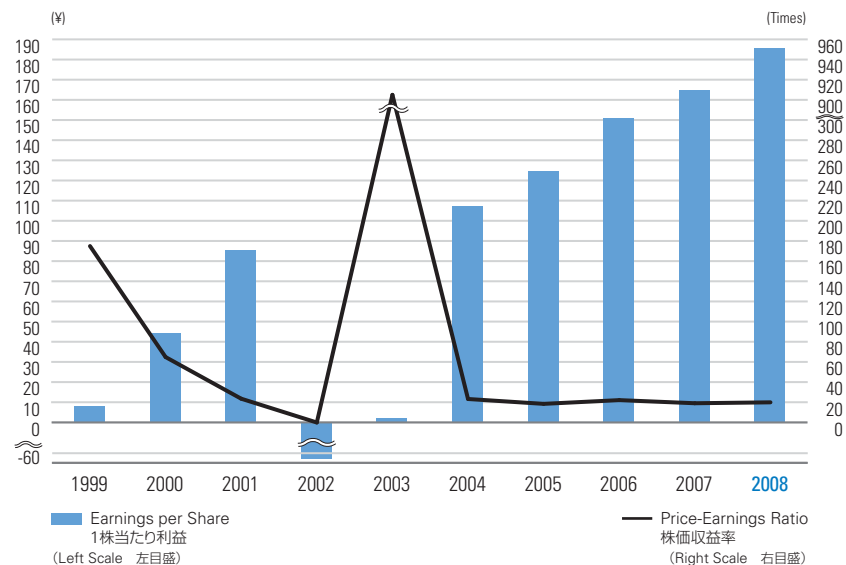
Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : インタレスト カバレッジ = (営業利益 + 受取利息及び受取配当金) / (支払利息)

2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

Earnings per Share & Price-Earnings Ratio

1株当たり利益, 株価収益率



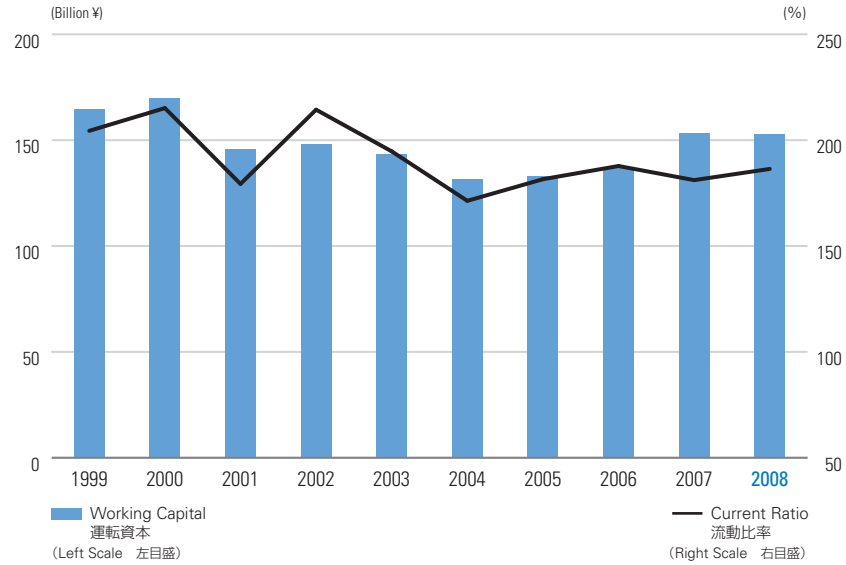
Earnings per Share & Price-Earnings Ratio 1株当たり利益, 株価収益率

Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Earnings per Share 1株当たり利益 (¥)	8.3	44.5	85.3	(63.5)	2.1	107.5	124.8	151.1	164.9	185.8
Price-Earnings Ratio 株価収益率 (Times)	175.0	64.9	23.6	—	900.6	23.3	18.5	22.2	19.1	10.7

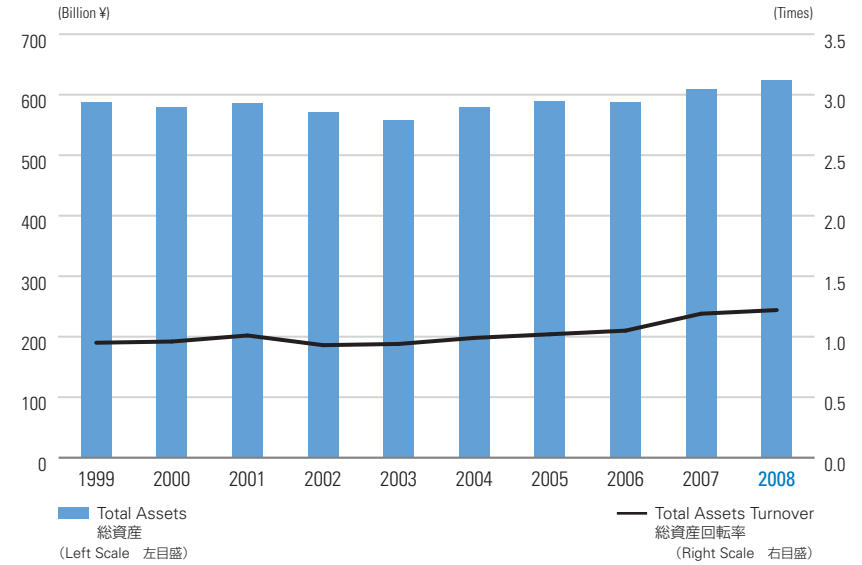
Notes : Earnings per Share are based on the number of shares equivalents with a dilutive effect.
 PER = Fiscal-year-end Adjusted Stock Price / (Net Income / Number of Shares)
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 1株当たり利益は、希薄化効果を考慮した株式数に基づいています。
 株価収益率 = 修正株価 (各年度末) / (当期純利益 / 株数)
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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



Total Assets Turnover 総資産回転率



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

Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Current Assets 流動資産	(Million ¥)	322,263	317,273	328,879	277,498	295,113	316,226	295,940	292,313	342,059	330,054
Current Liabilities 流動負債	(Million ¥)	157,653	147,476	183,390	129,445	151,577	184,548	162,988	155,660	188,860	177,069
Current Ratio 流動比率	(%)	204	215	179	214	195	171	182	188	181	186
Working Capital 運転資本	(Million ¥)	164,610	169,797	145,489	148,053	143,536	131,678	132,952	136,653	153,199	152,985

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

注：流動比率=流動資産/流動負債
運転資本=流動資産-流動負債

Total Assets Turnover 総資産回転率

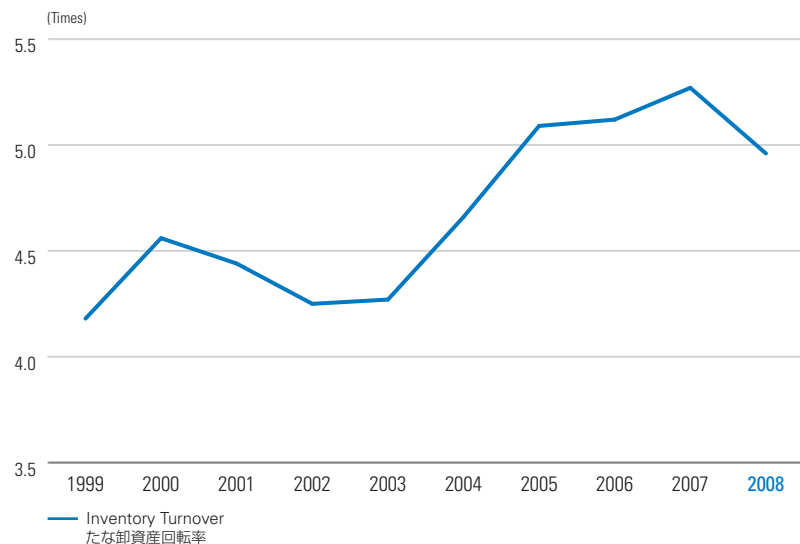
Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Net Sales 売上高	(Million ¥)	555,280	555,358	594,259	533,964	522,535	575,157	598,727	616,002	723,866	762,985
Total Assets 総資産	(Million ¥)	586,858	580,038	586,317	571,255	558,383	579,836	588,851	587,245	609,699	623,852
Total Assets Turnover 総資産回転率	(Times)	0.95	0.96	1.01	0.93	0.94	0.99	1.02	1.05	1.19	1.22

Notes : Total Assets are based on the average of the beginning and end of each fiscal year.
Total Assets Turnover = Net Sales / Total Assets
Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注：総資産は期中平均
総資産回転率=売上高/総資産
2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

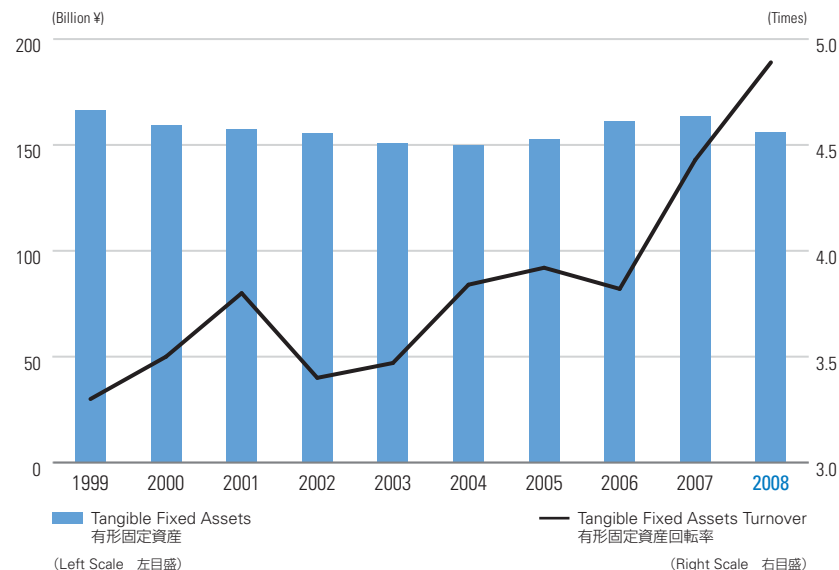
Inventory Turnover

たな卸資産回転率



Tangible Fixed Assets Turnover

有形固定資産回転率



Inventory Turnover たな卸資産回転率

Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Cost of Sales 売上原価	(Million ¥)	364,314	358,911	376,194	353,429	320,719	339,697	353,429	367,360	445,625	469,643
Inventory たな卸資産	(Million ¥)	87,258	78,671	84,700	83,105	75,032	72,894	69,463	71,772	84,534	94,617
Inventory Turnover たな卸資産回転率	(Times)	4.18	4.56	4.44	4.25	4.27	4.66	5.09	5.12	5.27	4.96

Notes : Inventory is based on the average of the beginning and end of each fiscal year.
 Inventory Turnover = Cost of Sales / Inventory
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : たな卸資産は期中平均
 たな卸資産回転率 = 売上原価 / たな卸資産
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

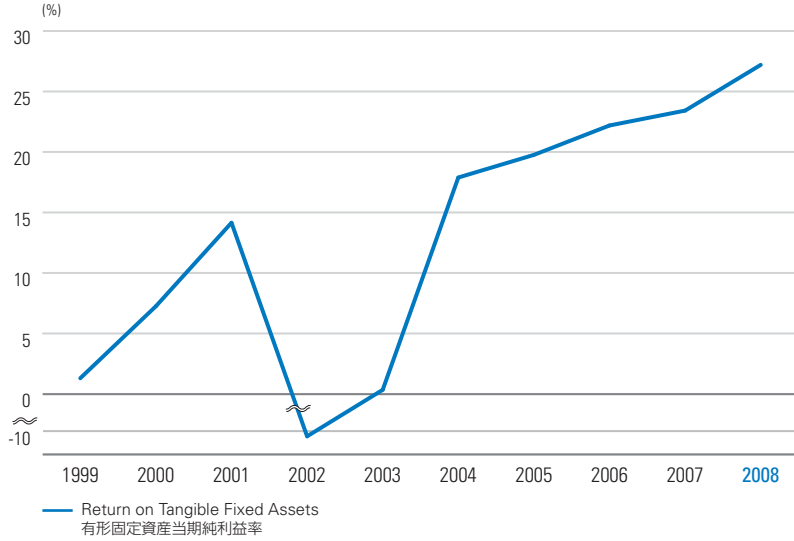
Tangible Fixed Assets Turnover 有形固定資産回転率

Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Net Sales 売上高	(Million ¥)	555,280	555,358	594,259	533,964	522,535	575,157	598,727	616,002	723,866	762,985
Tangible Fixed Assets 有形固定資産	(Million ¥)	166,689	159,465	157,577	155,707	150,670	149,884	152,706	161,153	163,466	155,996
Tangible Fixed Assets Turnover 有形固定資産回転率	(Times)	3.3	3.5	3.8	3.4	3.5	3.8	3.9	3.8	4.4	4.9

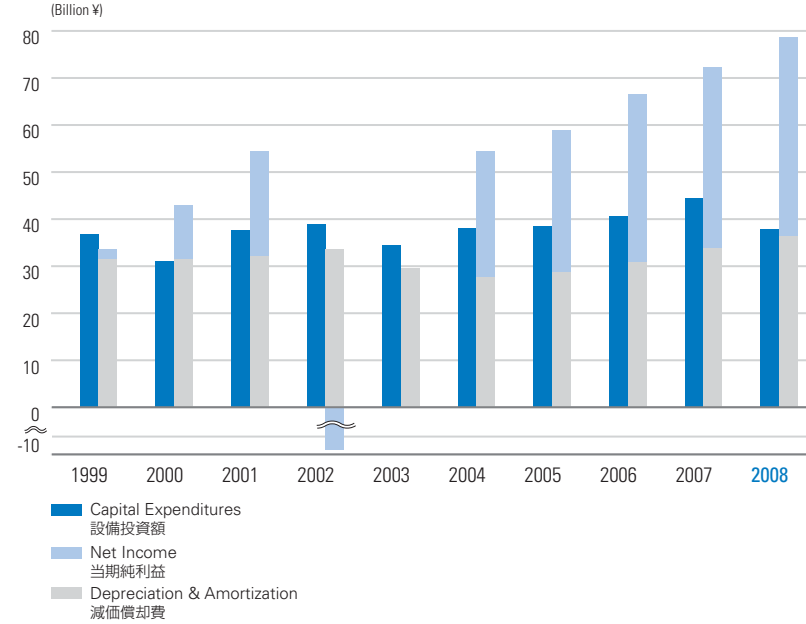
Notes : Tangible Fixed Assets are based on the average of the beginning and end of each fiscal year.
 Tangible Fixed Assets Turnover = Net Sales / Tangible Fixed Assets
 Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 有形固定資産は、期中平均
 有形固定資産回転率 = 売上高 / 有形固定資産
 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

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



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



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

Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Net Income 当期純利益	(Million ¥)	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763	38,280	42,383
Tangible Fixed Assets 有形固定資産	(Million ¥)	166,689	159,465	157,577	155,707	150,670	149,884	152,706	161,153	163,466	155,996
Return on Tangible Fixed Assets 有形固定資産当期純利益率	(%)	1.3	7.2	14.1	(10.1)	0.3	17.9	19.8	22.2	23.4	27.2

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

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

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

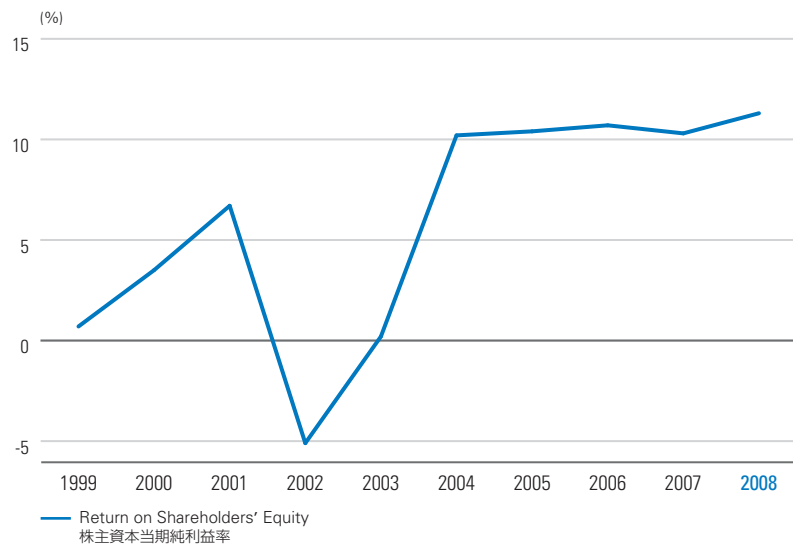
Fiscal Year ended March 31 ~年3月期		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Capital Expenditures 設備投資額	(Million ¥)	36,696	31,146	37,583	38,896	34,454	38,115	38,579	40,560	44,447	37,848
Net Income 当期純利益	(Million ¥)	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763	38,280	42,383
Depreciation & Amortization 減価償却費	(Million ¥)	31,396	31,445	32,217	33,569	29,676	27,662	28,642	30,825	33,922	36,343
Cash Flows キャッシュ・フロー	(Million ¥)	33,570	43,006	54,514	17,796	30,187	54,473	58,818	66,588	72,202	78,726

Notes : Cash Flows = Net Income + (Depreciation & Amortization)

注 : キャッシュ・フロー = 当期純利益 + 減価償却費

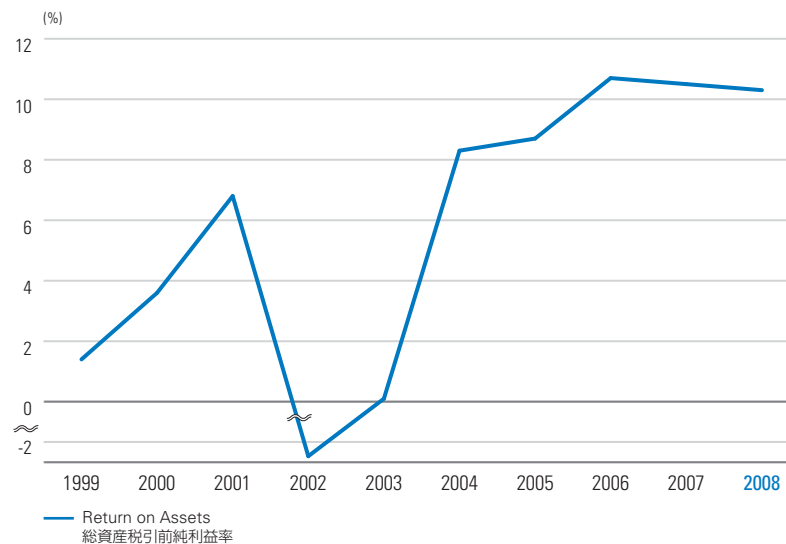
Return on Shareholders' Equity

株主資本当期純利益率 (ROE)



Return on Assets

総資産税引前純利益率 (ROA)



Return on Shareholders' Equity 株主資本当期純利益率 (ROE)

Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Net Income 当期純利益 (Million ¥)	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763	38,280	42,383
Shareholders' Equity 株主資本 (Million ¥)	332,162	328,660	331,010	312,096	274,922	263,160	290,260	334,374	372,880	375,662
Return on Shareholders' Equity 株主資本当期純利益率 (%)	0.7	3.5	6.7	(5.1)	0.2	10.2	10.4	10.7	10.3	11.3

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

注 : 株主資本は期中平均
株主資本当期純利益率 = 当期純利益 / 株主資本

Return on Assets 総資産税引前純利益率 (ROA)

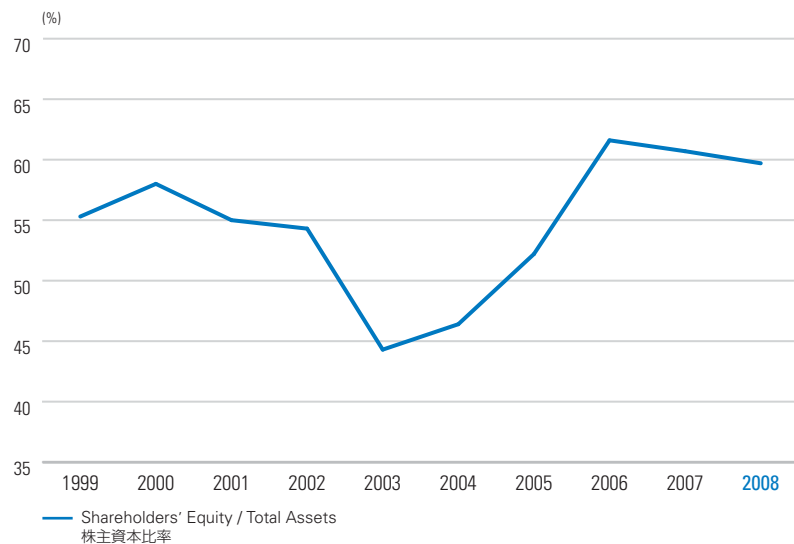
Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Income Before Tax (Pre-tax income from operations continued since 2003) 税引前純利益 ('03以降 継続事業税引前純利益) (Million ¥)	8,249	21,036	40,037	(25,373)	620	45,998	50,964	63,013	64,279	64,166
Total Assets 総資産 (Million ¥)	586,858	580,038	586,317	571,255	558,383	579,836	588,851	587,245	609,699	623,852
Return on Assets 総資産税引前純利益率 (%)	1.4	3.6	6.8	(4.4)	0.1	7.9	8.7	10.7	10.5	10.3

Notes : Total Assets are based on the average of the beginning and end of each fiscal year.
Return on Assets = Income Before Tax / Total Assets
Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 総資産は期中平均
総資産税引前純利益率 = 税引前純利益 / 総資産
2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

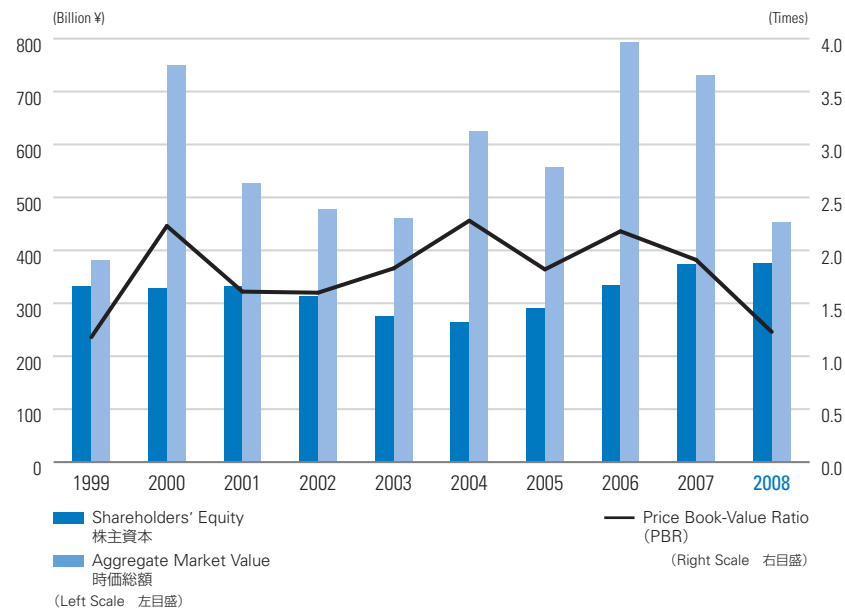
Shareholders' Equity / Total Assets

株主資本比率



Aggregate Market Value & Price Book-Value Ratio

時価総額, 株価純資産倍率 (PBR)



Shareholders' Equity / Total Assets 株主資本比率

Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Debt 負債 (Million ¥)	259,328	243,427	267,186	251,132	315,789	317,563	279,619	226,124	247,515	248,865
Debt / Equity Ratio デットエクイティレシオ (Times)	0.807	0.724	0.820	0.842	1.255	1.156	0.914	0.623	0.647	0.675
Shareholders' Equity 株主資本 (Million ¥)	321,258	336,062	325,958	298,234	251,610	274,710	305,810	362,937	382,822	368,502
Total Assets 総資産 (Million ¥)	580,586	579,489	593,144	549,366	567,399	592,273	585,429	589,061	630,337	617,367
Shareholders' Equity / Total Assets 株主資本比率 (%)	55.3	58.0	55.0	54.3	44.3	46.4	52.2	61.6	60.7	59.7

Notes : Debt, Shareholders' Equity at the end of each fiscal year. Debt / Equity Ratio = Debt / Shareholders' Equity 注 : 負債・株主資本は各年度末数値 デットエクイティレシオ=負債/株主資本

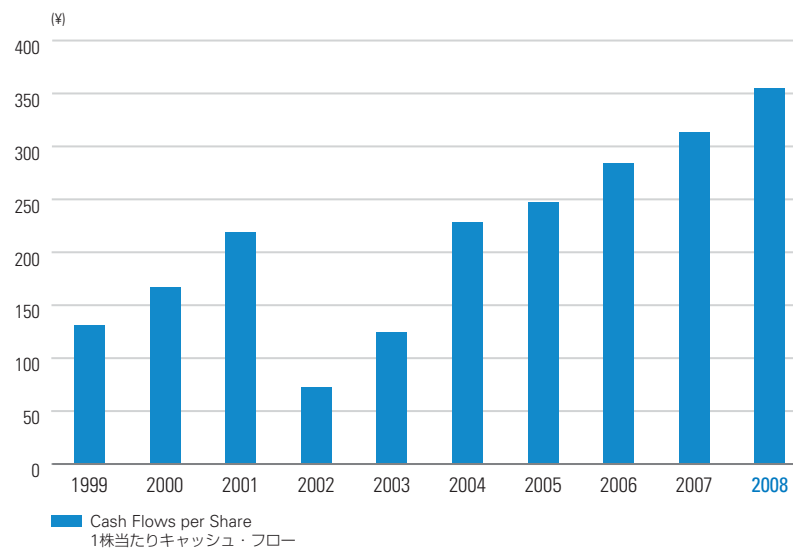
Aggregate Market Value & Price Book-Value Ratio 時価総額, 株価純資産倍率 (PBR)

Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Shareholders' Equity 株主資本 (Million ¥)	321,258	336,062	325,958	298,234	251,610	274,710	305,810	362,937	382,822	368,502
Aggregate Market Value 時価総額 (Million ¥)	380,519	749,863	525,813	476,932	460,228	625,573	556,966	792,423	730,753	453,335
Number of Shares 株数	257,107,214	256,802,236	248,611,236	248,272,947	242,864,183	239,224,823	238,019,781	234,444,765	230,521,530	221,679,808
Shareholders' Equity per Share 1株当たり株主資本 (¥)	1,250	1,309	1,311	1,201	1,036	1,148	1,285	1,548	1,661	1,662
Adjusted Stock Price 修正株価 (¥)	1,480	2,920	2,115	1,921	1,895	2,615	2,340	3,380	3,170	2,045
Price Book-Value Ratio (PBR) 株価純資産倍率 (Times)	1.18	2.23	1.61	1.60	1.83	2.28	1.82	2.18	1.91	1.23

Notes : Number of Shares Outstanding at end of period (consolidated).
Number of Shares, Shareholders' Equity and Adjusted Stock Price at the end of each fiscal year.注 : 株主資本は期末発行済株式数 (連結) に基づいています。
株数、株主資本、修正株価は各年度末数値

Cash Flows per Share

1株当たりキャッシュ・フロー



Cash Flows per Share 1株当たりキャッシュ・フロー

Fiscal Year ended March 31 ~年3月期	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Cash Flows キャッシュ・フロー (Million ¥)	33,570	43,006	54,514	17,796	30,187	54,473	58,818	66,588	72,202	78,726
Number of Shares 株数	257,107,214	256,802,236	248,611,236	248,272,947	242,864,183	239,224,823	238,019,781	234,444,765	230,521,530	221,679,808
Cash Flows per Share 1株当たりキャッシュ・フロー (¥)	131	167	219	72	124	228	247	284	313	355

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

注 : 1株当たりキャッシュ・フローは、発行済普通株式に基づいています。
 株数は各年度末数値
 キャッシュ・フロー＝当期純利益＋減価償却費

Consolidated Statements of Operations
 (with transfer of substitutional portion of employees' pension fund stated separately)
 連結損益計算書（厚生年金基金代行返上益一括独立表示）

		(Million ¥)			
Years ended March 31		1999	2000	2001	2002
NET SALES	売上高	555,280	555,358	594,259	533,964
COSTS AND EXPENSES	売上原価及び費用				
	Cost of sales 売上原価	364,314	358,911	376,194	353,429
	Gross profit 売上総利益	190,966	196,447	218,065	180,535
	Selling, general and administrative 販売費及び一般管理費	136,734	133,662	131,203	134,907
	Research and development 試験研究開発費	42,383	36,605	42,513	41,407
	Operating income 営業利益	11,849	26,180	44,349	4,221
	Foreign exchange loss (gain), net 為替差損益－純額－	2,766	2,841	1,389	1,506
	Interest expense (income), net 支払利息及び受取利息－純額－	862	750	111	223
	Other, net その他費用（収益）－純額－	(28)	1,553	2,812	27,865
	Total 合計	547,031	534,322	554,222	559,337
INCOME BEFORE INCOME TAXES, MINORITY INTERESTS AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE	法人税等・少数株主損益及び会計原則変更による累積影響額調整前純利益	8,249	21,036	40,037	(25,373)
INCOME TAXES	法人税等				
	Current 当期税額	12,426	14,857	22,720	6,783
	Deferred 繰延税額	(8,591)	(5,809)	(5,402)	(16,131)
	Tax effects of subsidiaries' operating loss carryforwards 子会社での繰越欠損金の期間調整税額	(142)	—	—	—
	Adjustment of Deferred Tax Assets and Liabilities for Enacted Changes in Tax Rate 標準税率の変更影響額	2,351	—	—	—
	Total 合計	6,044	9,048	17,318	(9,348)
INCOME BEFORE MINORITY INTERESTS, EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE	少数株主損益、特別項目及び会計原則変更による累積影響額調整前純利益	2,205	11,988	22,719	(16,025)
MINORITY INTERESTS	少数株主損益	31	427	422	132
INCOME BEFORE EXTRAORDINARY ITEM AND CUMULATIVE EFFECT OF ACCOUNTING CHANGE	特別項目及び会計原則変更による累積影響額調整前純利益	2,174	11,561	22,297	(16,157)
CUMULATIVE EFFECT OF ACCOUNTING CHANGES	会計原則変更による累積影響額	—	—	—	384
NET INCOME	当期純利益	2,174	11,561	22,297	(15,773)
		(¥)			
NET INCOME PER SHARE (Basic)	1株当たり当期純利益	8.3	45.0	87.4	(63.5)
	(Diluted) 1株当たり当期純利益（希薄化後）	8.3	44.5	85.3	—
CASH DIVIDENDS PER SHARE APPLICABLE TO PERIOD	現金配当金	13.0	13.0	13.0	13.0

Consolidated Statements of Operations
(with transfer of substitutional portion of employees' pension fund stated separately)
連結損益計算書（厚生年金基金代行返上益一括独立表示）

	(Million ¥)					
Years ended March 31	2003	2004	2005	2006	2007	2008
NET SALES 売上高	522,535	575,157	598,727	616,002	723,866	762,985
COSTS AND EXPENSES : 売上原価及び費用						
Cost of sales 売上原価	320,719	339,697	353,429	367,360	445,625	469,643
Gross profit 売上総利益	201,816	235,460	245,298	248,642	278,241	293,342
Selling, general and administrative 販売費及び一般管理費	133,406	139,569	141,185	149,274	164,167	176,569
Research and development 試験研究開発費	40,235	46,494	49,441	50,501	52,028	51,520
Transfer of substitutional portion of employees' pension fund 厚生年金基金代行返上益	—	—	—	(11,915)	—	—
Operating income 営業利益	28,175	49,397	54,672	60,782	62,046	65,253
Foreign exchange loss (gain), net 為替差損益 -純額-	575	1,254	75	1,306	1,086	1,251
Interest expense (income), net 支払利息及び受取利息 -純額-	—	—	—	—	(710)	(828)
Other, net その他費用 (収益) -純額-	26,980	2,145	3,633	(3,537)	(2,609)	664
Total 合計	521,915	529,159	547,763	552,989	659,587	698,819
INCOME FROM CONTINUING OPERATIONS BEFORE INCOME TAXES 継続事業税引前純利益	620	45,998	50,964	63,013	64,279	64,166
INCOME TAXES : 法人税等	2,250	19,930	21,482	26,701	25,595	24,272
Total 合計	2,250	19,930	21,482	26,701	25,595	24,272
CUMULATIVE EFFECT OF ACCOUNTING CHANGES 会計原則変更による累積影響額	—	—	—	1,201	—	—
MINORITY INTERESTS 少数株主損益	285	411	264	150	238	217
EQUITY IN LOSS (GAIN) OF AFFILIATES 持分法投資損益	—	—	—	—	1,352	348
NET INCOME FROM CONTINUING OPERATIONS 継続事業当期純利益	(1,915)	25,657	29,218	34,961	37,094	39,329
NET INCOME FROM DISCONTINUED OPERATIONS 非継続事業当期純利益	2,426	1,154	958	802	1,186	3,054
NET INCOME 当期純利益	511	26,811	30,176	35,763	38,280	42,383
						(¥)
NET INCOME PER SHARE (Basic) 1株当たり当期純利益	2.1	110.7	126.5	151.1	165.0	185.9
(Diluted) 1株当たり当期純利益 (希薄化後)	2.1	107.5	124.8	151.1	164.9	185.8
CASH DIVIDENDS PER SHARE APPLICABLE TO PERIOD 現金配当金	10.0	20.0	24.0	30.0	34.0	42.0

Notes : Figures for fiscal year ended March 31 2003 onward have been restated to account for businesses discontinued in the fiscal year ended March 31 2008.

注 : 2008年3月期に非継続となった事業に関して2003年3月期以降の数値を組み替えて表示しています。

Consolidated Balance Sheets

連結貸借対照表

(Million ¥)

Years ended March 31	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
ASSETS 資産の部										
CURRENT ASSETS : 流動資産										
Cash and cash equivalents 現金及び現金等価物	88,900	88,670	85,621	70,779	79,919	95,059	80,619	52,285	42,995	40,624
Short-term investments 短期投資	1,054	6,300	—	—	—	—	—	—	—	—
Notes and accounts receivable, trade 受取手形及び売掛金	134,183	130,355	133,798	114,906	113,595	124,891	124,409	139,001	175,700	166,878
Allowance for doubtful receivables 貸倒引当金	(2,450)	(2,001)	(2,194)	(2,755)	(3,484)	(2,823)	(2,757)	(2,653)	(2,297)	(2,211)
Inventories たな卸資産	79,535	77,807	91,593	74,617	75,446	70,341	68,585	74,958	94,109	95,125
Deferred income taxes 繰延税金	11,336	9,026	12,186	13,001	20,139	18,458	17,240	18,571	19,985	19,690
Other current assets その他流動資産	9,705	7,116	7,875	6,950	9,498	10,300	7,844	10,151	11,567	9,948
Total current assets 流動資産合計	322,263	317,273	328,879	277,498	295,113	316,226	295,940	292,313	342,059	330,054
PROPERTY, PLANT AND EQUIPMENT : 有形固定資産										
Land 土地	50,598	51,082	50,479	46,979	46,094	45,583	43,794	46,571	28,271	27,126
Buildings 建物及び構築物	111,263	110,330	113,414	108,547	99,455	107,852	110,367	117,414	125,227	128,183
Machinery and equipment 機械その他	135,197	129,639	132,945	133,672	137,710	141,932	143,111	159,254	175,398	167,036
Construction in progress 建設仮勘定	4,326	3,933	5,680	8,642	11,313	3,760	5,946	8,180	6,389	6,277
Total 小計	301,384	294,984	302,518	297,840	294,572	299,127	303,218	331,419	335,285	328,622
Accumulated depreciation 減価償却累計額	(138,489)	(138,950)	(143,399)	(145,546)	(145,527)	(148,404)	(148,529)	(163,802)	(175,970)	(175,946)
Net property, plant and equipment 有形固定資産合計	162,895	156,034	159,119	152,294	149,045	150,723	154,689	167,617	159,315	152,676
OTHER ASSETS : 投資その他の資産										
Investments in and advances to affiliates 関連会社に対する投資及び貸付金	1,770	2,013	853	785	1,187	1,245	17,343	16,135	16,677	16,645
Investment securities 投資有価証券	54,114	69,397	57,500	43,431	30,861	50,331	49,764	62,477	46,770	39,139
Leasehold deposits 施設借用保証金	12,035	10,608	11,159	10,653	9,173	8,777	8,595	8,553	8,650	8,087
Deferred income taxes 繰延税金	8,834	6,415	17,986	43,901	64,305	47,301	41,499	15,892	17,293	28,151
Other その他の資産	18,675	17,749	17,648	20,804	17,715	17,670	17,599	26,074	39,573	42,615
Total other assets 投資その他の資産合計	95,428	106,182	105,146	119,574	123,241	125,324	134,800	129,131	128,963	134,637
TOTAL 資産合計	580,586	579,489	593,144	549,366	567,399	592,273	585,429	589,061	630,337	617,367

Consolidated Balance Sheets

連結貸借対照表

(Million ¥)

Years ended March 31	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
LIABILITIES AND SHAREHOLDERS' EQUITY 負債・資本の部										
CURRENT LIABILITIES : 流動負債										
Bank loans 短期借入金	27,946	10,242	8,916	14,723	18,948	15,444	12,424	2,468	19,868	17,795
Notes and accounts payable, trade 支払手形・買掛金・未払金	70,971	78,467	82,225	60,000	67,773	79,345	75,866	85,224	91,543	94,654
Accrued expenses 未払費用	20,924	21,430	24,484	22,748	24,394	26,146	26,701	28,683	32,548	30,622
Income taxes 未払税金	9,020	11,334	14,797	3,832	4,095	10,114	12,724	12,288	11,467	8,959
Other current liabilities その他流動負債計	26,625	24,741	26,628	26,950	24,370	23,463	24,770	26,701	33,170	24,517
Current portion of long-term debt 一年以内に返済予定の長期債務	2,167	1,262	26,340	1,192	11,997	30,036	10,503	296	264	522
Total current liabilities 流動負債合計	157,653	147,476	183,390	129,445	151,577	184,548	162,988	155,660	188,860	177,069
LONG-TERM DEBT : 長期借入金	56,610	57,968	31,957	42,796	40,315	11,207	1,832	1,049	1,681	1,492
DEFERRED INCOME TAXES : 繰延税金	908	3,725	23	436	643	483	1,199	673	2,006	3,887
TERMINATION AND RETIREMENT BENEFITS : 退職給与引当金	40,076	30,629	48,929	75,367	120,730	119,738	111,988	67,046	52,700	63,536
OTHER LONG-TERM LIABILITIES : その他固定負債	1,525	1,114	370	291	52	140	63	571	830	863
MINORITY INTERESTS : 少数株主持分	2,556	2,515	2,517	2,797	2,472	1,447	1,549	1,125	1,438	2,018
INTEREST-BEARING LIABILITIES : 有利子負債	86,723	69,472	67,213	58,711	71,260	56,687	24,759	3,813	21,813	19,809
Total liabilities 負債合計	259,328	243,427	267,186	251,132	315,789	317,563	279,619	226,124	247,515	248,865
SHAREHOLDERS' EQUITY : 資本										
Common stock 資本金	64,079	64,082	64,082	64,082	64,082	64,082	64,100	64,100	64,100	64,100
Additional paid-in capital 資本剰余金	98,702	98,705	98,705	98,705	98,705	98,705	98,726	98,724	98,828	98,961
Legal reserve 利益準備金	6,811	7,250	7,652	7,660	7,619	7,450	7,649	8,082	8,256	8,673
Retained earnings その他剰余金	166,020	173,804	174,077	155,069	153,134	175,296	199,551	227,791	258,057	266,451
Accumulated other comprehensive income (loss) その他の包括利益 (損失) 累計額	(14,012)	(7,168)	(17,346)	(25,363)	(59,909)	(50,559)	(41,009)	(2,971)	(3,013)	(28,217)
Foreign currency translation adjustments 為替換算調整額	(11,954)	(20,998)	(13,712)	(7,402)	(9,407)	(15,625)	(10,554)	(1,353)	6,560	(5,782)
Pension liability adjustments 退職年金負債調整額	(7,138)	—	(7,251)	(21,224)	(48,708)	(45,238)	(41,123)	(21,183)	(22,169)	(29,245)
Net unrealized gains on available for sale securities 売却可能有価証券未実現利益	5,080	13,830	3,617	3,331	(1,716)	10,087	10,909	19,671	12,738	6,501
Net gains (losses) on derivative instruments デリバティブ損益	—	—	—	(68)	(78)	217	(241)	(106)	(142)	309
Treasury stock 自己株式	(342)	(611)	(1,212)	(1,919)	(12,021)	(20,264)	(23,207)	(32,789)	(43,406)	(41,466)
Total shareholders' equity 資本合計	321,258	336,062	325,958	298,234	251,610	274,710	305,810	362,937	382,822	368,502
TOTAL 負債・資本合計	580,586	579,489	593,144	549,366	567,399	592,273	585,429	589,061	630,337	617,367

Consolidated Statements of Cash Flows

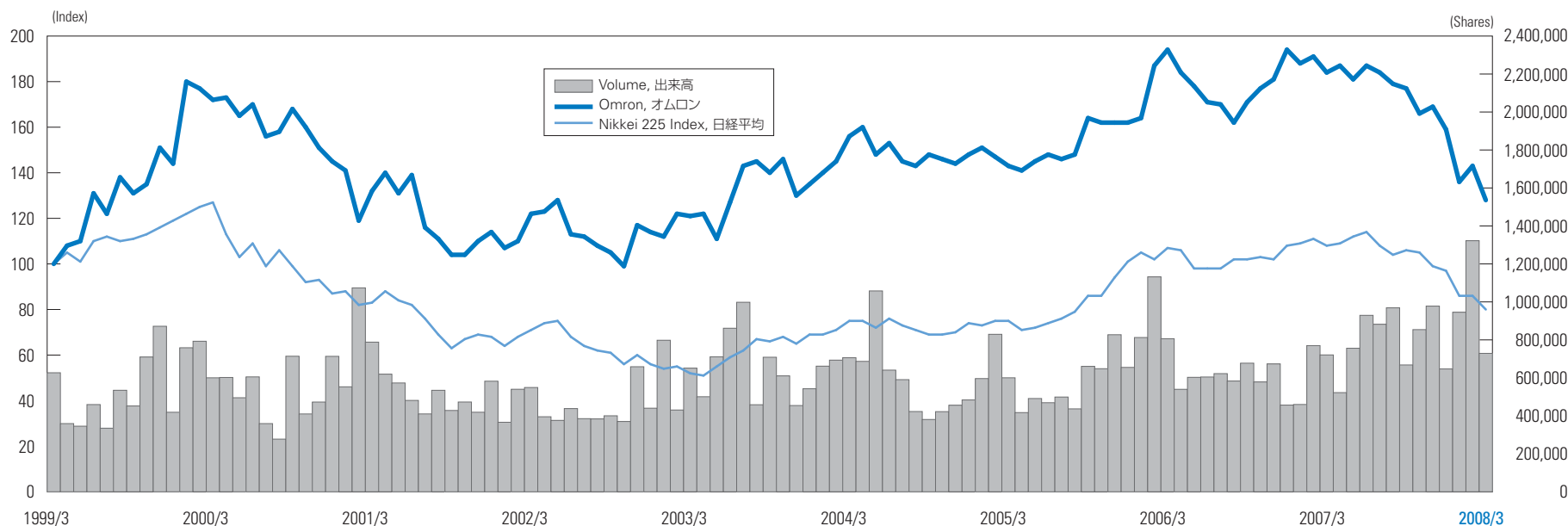
連結キャッシュ・フロー計算書

(Million ¥)

Years ended March 31	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
OPERATING ACTIVITIES : 営業活動における資金収支										
Net Income 当期純利益	2,174	11,561	22,297	(15,773)	511	26,811	30,176	35,763	38,280	42,383
Adjustments to reconcile net income to net cash provided by operating activities : 営業活動における資金収支と当期純利益の調整										
Depreciation and amortization 減価償却費	31,396	31,445	32,217	33,569	29,676	27,662	28,642	30,825	33,923	36,343
Net loss on sales and disposals of property, plant and equipment 固定資産除売却損 (純額)	458	412	760	1,314	11	479	918	42	6,445	963
Loss on impairment of property, plant and equipment 固定資産の減損	—	—	—	6,815	4,231	41	614	—	1,441	168
Net gain on sales of short-term investments and investment securities 投資有価証券売却益 (純額)	(1,725)	(2,783)	(3,703)	(1,008)	1,221	(1,039)	(987)	(4,302)	(954)	(1,571)
Loss on impairment of investment securities and other assets 投資有価証券及びその他資産の減損	—	2,072	2,460	17,199	2,269	2,413	366	757	682	2,297
Bad debt expense 貸倒損失	—	5,638	3,810	520	465	—	140	—	—	—
Loss from transfer of obligation with transfer of substitutional portion of employees' pension fund 厚生年金基金代行返上に伴う債務返還差額	—	—	—	—	—	—	—	(41,339)	—	—
Gain on establishment of retirement benefit trust 退職給付信託設定益	—	—	—	—	—	—	—	—	(10,141)	—
Termination and retirement benefits 退職給付引当金の増減	4,178	5,778	4,990	2,616	(1,087)	5,016	1,956	29,254	(1,403)	(1,722)
Deferred income taxes 繰延税金	(6,358)	(5,809)	(5,402)	(16,131)	(3,915)	7,235	1,715	3,962	3,887	(131)
Minority interests 少数株主利益	31	427	422	132	285	411	264	150	238	217
Equity in loss of affiliates 持分法投資損益	—	—	—	—	—	—	1,483	493	1,352	348
Loss on sale of business entities 子会社売却損	286	—	—	—	(1,550)	494	—	—	—	—
Net gain on sales of business entities 事業売却益	—	—	—	—	—	—	—	(194)	—	(5,177)
Cumulative effect of accounting change 会計方針変更による累計影響額	—	—	—	(384)	—	—	—	1,201	—	—
Change in assets and liabilities, net of effects of acquisitions and divestitures : 資産・負債の増減(会社買収及び売却による影響を除く)										
Notes and accounts receivable — trade 受取手形及び売掛金	2,025	2,507	(5,593)	19,402	1,363	(10,853)	(2,762)	(9,629)	(19,773)	4,977
Inventories たな卸資産	10,529	(534)	(13,320)	17,403	(1,918)	4,105	(1,964)	(2,098)	(13,955)	(3,002)
Other assets その他の資産	5,306	(3,030)	875	2,279	214	891	934	(560)	2,248	644
Notes and accounts payable — trade 支払手形及び買掛金	(11,969)	10,062	3,620	(22,291)	9,770	10,976	(4,908)	7,079	(5,674)	5,305
Income taxes payable 未払税金	(5,967)	2,633	3,438	(10,992)	232	6,015	2,423	(685)	(2,244)	(2,663)
Accrued expenses and other 未払費用及びその他流動負債	(970)	(585)	4,140	(1,082)	130	(52)	2,114	1,411	6,480	(10,846)
Other — net その他	189	132	(215)	99	(54)	82	(48)	(431)	(293)	463
Total adjustments 調整計	27,409	48,365	28,499	49,460	41,343	53,876	30,900	15,936	2,259	26,613
Net cash provided by operating activities 営業活動における資金収支合計	29,583	59,926	50,796	33,687	41,854	80,687	61,076	51,699	40,539	68,996
INVESTING ACTIVITIES : 投資活動における資金収支										
Net proceeds (purchase) of short-term investments and investment securities 短期投資の増減及び投資有価証券の増減	4,505	(5,124)	3,985	(3,070)	649	277	1,600	5,536	(465)	(3,501)
Capital expenditures 有形固定資産の取得	(36,696)	(31,146)	(37,583)	(38,896)	(34,454)	(38,115)	(38,579)	(40,560)	(44,689)	(37,848)
Acquisition of businesses, net of cash acquired 会社買収及び売却	1,998	—	—	—	—	—	—	—	—	—
Increase (decrease) in leasehold deposits 施設借用保証金の増減	(527)	1,456	(538)	506	592	312	221	161	(9)	417
Proceeds from sales of property, plant and equipment 有形固定資産の売却による収入	1,895	1,081	1,953	1,450	1,641	4,808	4,343	1,981	17,930	5,038
Acquisition of minority interests 少数株主持分の買取	(186)	(447)	(182)	(111)	(101)	(1,738)	(515)	(200)	(15)	—
Decrease (increase) in investment in and loans to affiliates 関連会社に対する投資及び貸付金の減少 (増加)	—	—	—	—	—	—	(1,233)	251	(1,189)	(850)
Proceeds from sale of business entities, net 事業の売却 (現金流出額との純額)	—	—	—	—	1,450	(365)	(1,111)	(544)	—	8,089
Payment for acquisition of business entities, net 事業の買収 (現金取得額との純額)	—	—	—	—	(410)	337	(776)	(9,645)	(18,638)	(8,026)
Net cash used in investing activities 投資活動における資金収支合計	(29,011)	(34,180)	(32,365)	(40,121)	(30,633)	(34,484)	(36,050)	(43,020)	(47,075)	(36,681)
Free cash Flow 純現金収支	572	25,746	18,431	(6,434)	11,221	46,203	25,026	8,679	(6,536)	32,315
FINANCING ACTIVITIES : 財務活動における資金収支										
Net borrowings (repayments) of short-term bank loans 短期借入金の増減	15,515	(18,087)	(1,371)	5,786	2,909	(4,842)	(3,860)	(11,813)	13,812	(3,523)
Proceeds from issuance of long-term debt and warrants 長期債務の増加及び新株引受権の発行	25,413	775	715	13,102	10,358	1,011	1,924	318	242	28
Repayments of long-term debt 長期債務の返済	(8,956)	(3,102)	(1,650)	(26,970)	(1,960)	(13,093)	(30,238)	(11,012)	(455)	(772)
Dividends paid 支払配当金	(3,372)	(3,371)	(3,337)	(3,267)	(3,085)	(2,942)	(5,670)	(6,218)	(7,689)	(8,259)
Share buyback 消却のための自己株式の取得	(6,971)	—	(18,338)	—	—	—	—	—	—	—
Treasury stock 自己株式の取得	—	—	(749)	(725)	(10,218)	(8,411)	(2,954)	(10,075)	(11,204)	(22,348)
Disposal of treasury stock 自己株式の処分	—	—	—	—	—	—	19	3	3	7
Exercise of stock options ストックオプションの行使	—	—	148	18	—	158	95	477	594	386
Net cash provided by (used in) financing activities 財務活動における資金収支合計	21,629	(23,785)	(24,582)	(12,056)	(1,996)	(28,119)	(40,684)	(38,320)	(4,697)	(34,481)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS 換算レート変動の影響	(1,666)	(2,191)	3,102	3,648	(85)	(2,944)	1,218	1,307	1,943	(205)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS 資金収支合計	20,535	(230)	(3,049)	(14,842)	9,140	15,140	(14,440)	(28,334)	(9,290)	(2,371)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR 期首現金及び現金等価物残高	68,365	88,900	88,670	85,621	70,779	79,919	95,059	80,619	52,285	42,995
CASH AND CASH EQUIVALENTS AT END OF THE YEAR 期末現金及び現金等価物残高	88,900	88,670	85,621	70,779	79,919	95,059	80,619	52,285	42,995	40,624

Common Stock Price Range (Osaka Securities Exchange)

株価推移 (大阪証券取引所)



Note1 : Share Index (1999/3E=100)
 Note2 : The volume is average of 1 month

注 1 : オムロンと日経平均の値は、1999年3月末日のデータを100とする。
 注 2 : 出来高は1ヵ月間の平均出来高

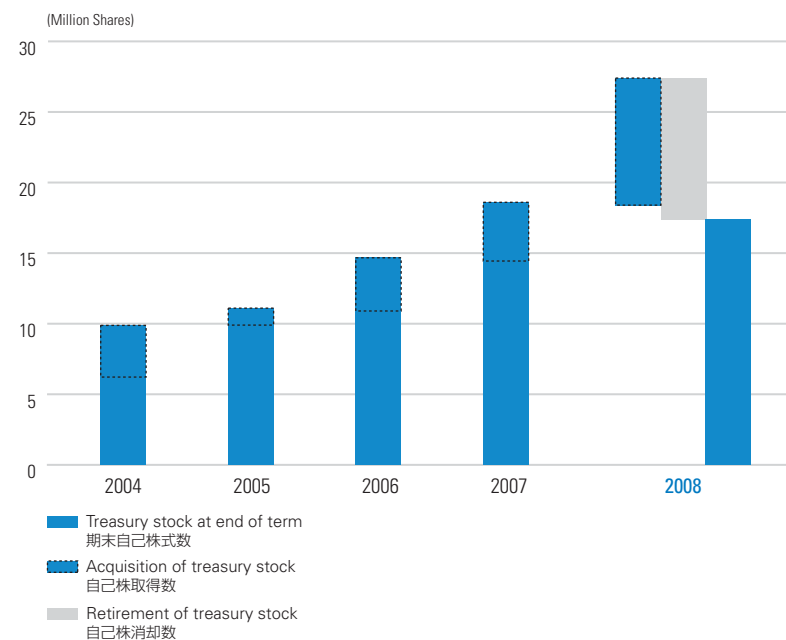
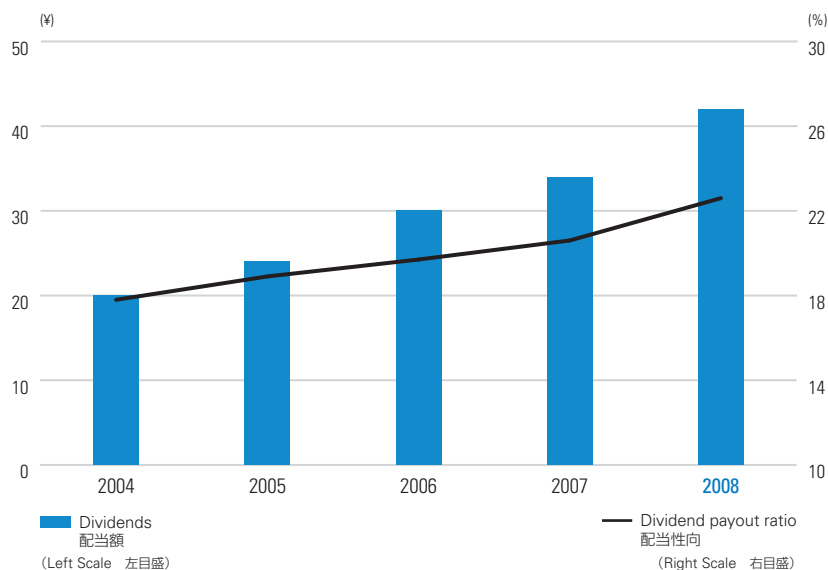
Yearly High and Low Prices 年間株価高値・安値

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
高値 (High)	(¥) 2,220	3,360	3,180	2,515	2,080	2,740	2,880	3,520	3,570	3,500
安値 (Low)	(¥) 1,070	1,501	1,745	1,395	1,341	1,658	2,220	2,230	2,625	1,991

*大阪証券取引所 終値ベース (Closing price of Osaka Securities Exchange)

Profit Distribution

株主還元



Dividends and Dividend payout ratio 配当および配当性向

Fiscal Year ended March 31	～年3月期	2004	2005	2006	2007	2008
Dividends 配当	(¥)	20	24	30	34	42
Dividend payout ratio 配当性向	(%)	17.8	18.9	19.7	20.6	22.6

Note : Dividends for fiscal year ended March 31 2008 include a commemorative dividend of JPY5.00. 注 : 2008年3月期の配当金には、5円の記念配当を含む

Treasury stock at end of term, acquisition and retirement 期末自己株式数、取得、消却

Fiscal Year ended March 31	～年3月期	2004	2005	2006	2007	2008
Acquisition of treasury stock 自己株取得数	(Shares)	3,664,200	1,200,000	3,773,000	4,158,500	9,000,000
Retirement of treasury stock 自己株消却数	(Shares)	—	—	—	—	(10,000,000)
Treasury stock at end of term 期末自己株式数	(Shares)	9,884,413	11,101,591	14,676,607	18,599,842	17,441,564
Stock outstanding at end of term 期末発行済株式数	(Shares)	249,109,236	249,121,372	249,121,372	249,121,372	239,121,372
Treasury stock ratio 自己株比率	(%)	4.0	4.5	5.9	7.5	7.3

Corporate Data (As of March 31, 2008)

会社概要 (2008年3月31日現在)

Company Name	OMRON Corporation
Head Office	Shiokoji Horikawa, Simogyo-ku Kyoto 600-8530, Japan Phone: +81-75-344-7000 Fax: +81-75-344-7001
Tokyo Head Office	3-4-10, Toranomom, Minato-ku Tokyo 105-0001, Japan Phone: +81-3-3436-7170 Fax: +81-3-3436-7180 Home Page Address http://www.omron.co.jp (Japanese) http://www.omron.com (English)
Date of Establishment	May 10, 1933
Industrial Property Rights	Number of patents: 2,943 (Japan) 2,774 (Overseas) Number of patents pending: 3,597 (Japan) 2,366 (Overseas)
Number of Employees	35,426
Paid-in Capital	¥ 64,100 million
Common Stock	Authorized : 487,000,000 shares Issued : 239,121,372 shares Number of shareholders: 33,166
Stock Listings	Osaka Securities Exchange Tokyo Stock Exchange Nagoya Stock Exchange Frankfurt Stock Exchange

社名	オムロン株式会社
本社	〒600-8530 京都市下京区塩小路通堀川東入ル 電話番号 (075) 344-7000 FAX番号 (075) 344-7001
東京本社	〒105-0001 東京都港区虎ノ門3-4-10 電話番号 (03) 3436-7170 FAX番号 (03) 3436-7180 ホームページアドレス http://www.omron.co.jp (日本語) http://www.omron.com (英語)
創業日	1933年5月10日
工業所有権	特許保有権利数 2,943件 (日本) 2,774件 (海外) 出願中特許数 3,597件 (日本) 2,366件 (海外)
従業員数	35,426名
払込資本金	641億円
普通株式	授權株式数 487,000,000 株 発行済株式数 239,121,372 株 株主数 33,166 名
上場証券取引所	大阪証券取引所 東京証券取引所 名古屋証券取引所 フランクフルト証券取引所

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