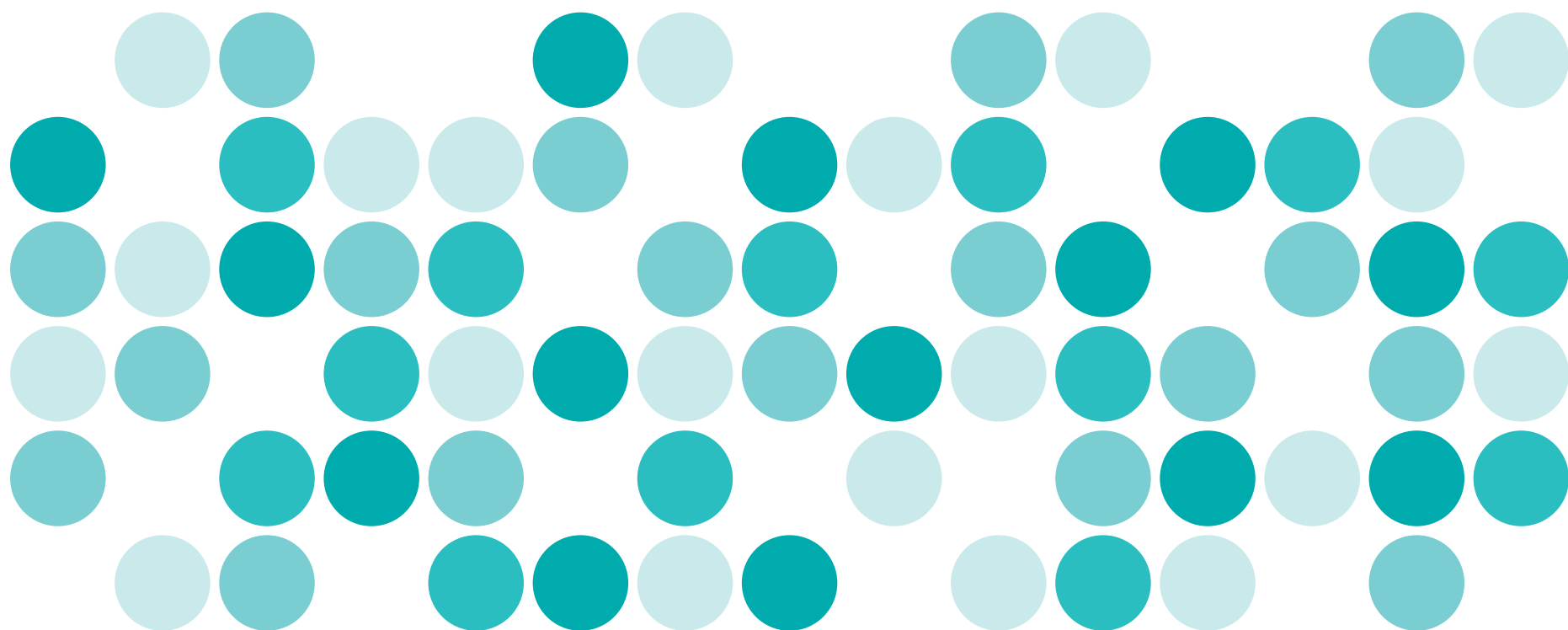


# FINANCIAL FACT BOOK 2012

フィナンシャル ファクトブック 2012

**OMRON**

*Sensing tomorrow™*



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Notes:

1. Figures have been calculated on a consolidated basis for the years ended March 31.
2. Not all data have been audited. Refer to respective annual reports for audited figures.
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 & 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.

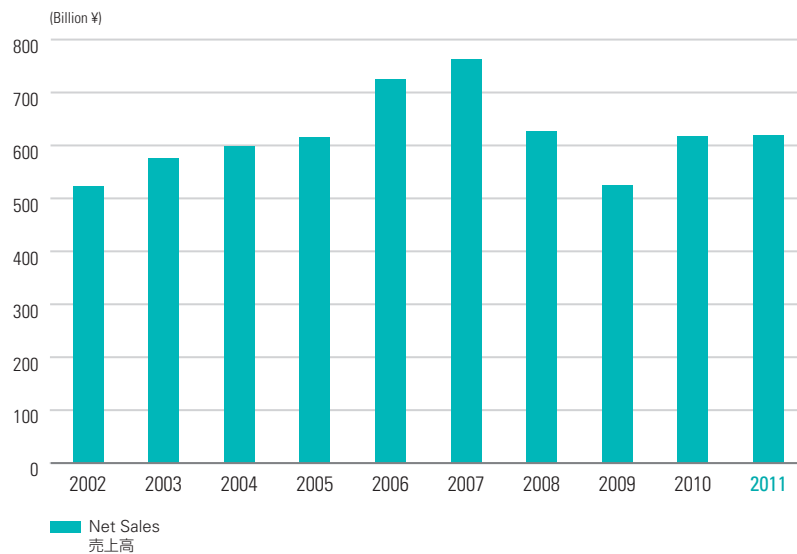
注:

1. 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。
2. 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。
3. 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。
4. 2005年度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

Sales Data  
売上

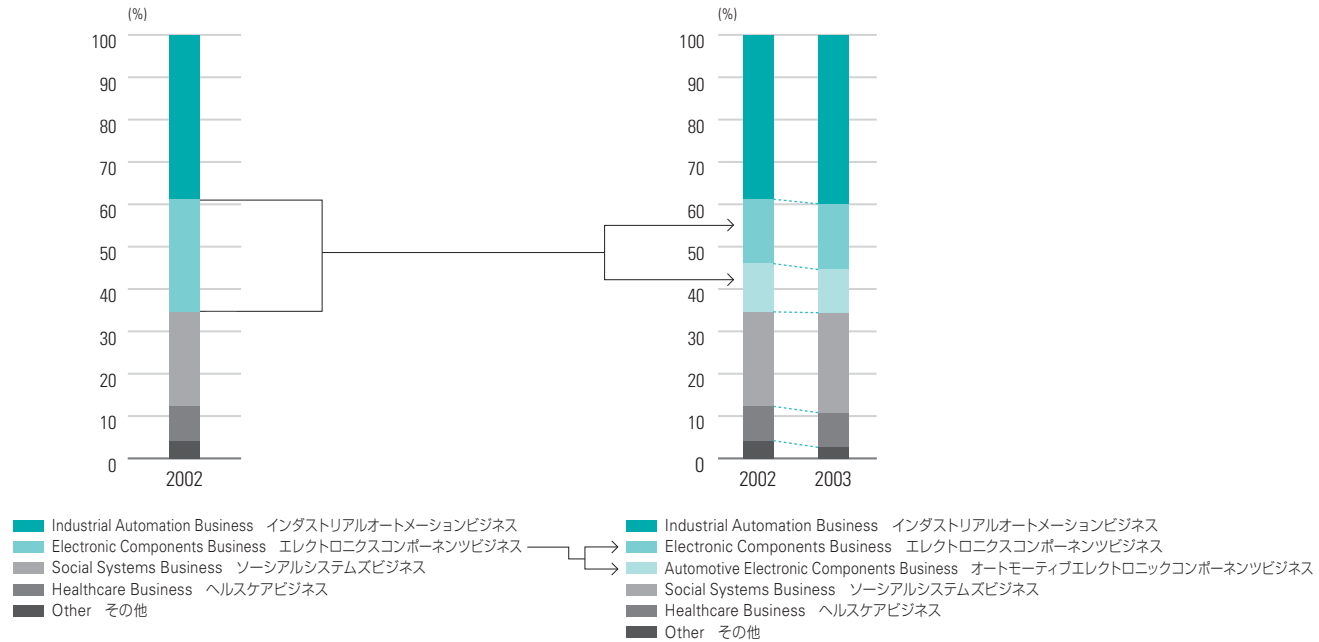


## Net Sales 売上高

Fiscal Year 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Sales 売上高	(Million ¥)	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
Annual Change 前年比	(%)	-2.1	+10.1	+4.1	+2.9	+17.5	+5.4	-17.8	-16.3	+17.7	+0.3

# Sales Composition

## 部門別売上高構成

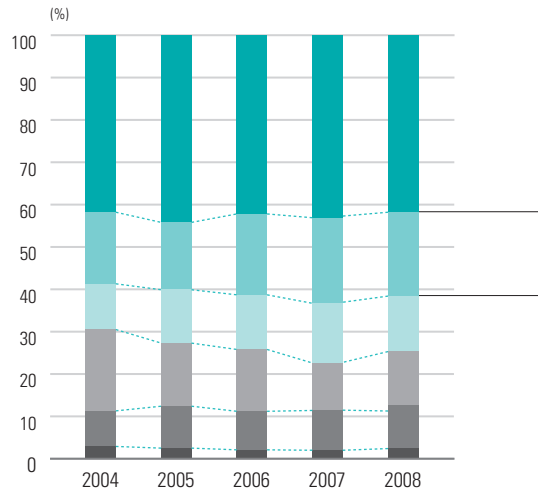


## Sales Composition 部門別売上高構成

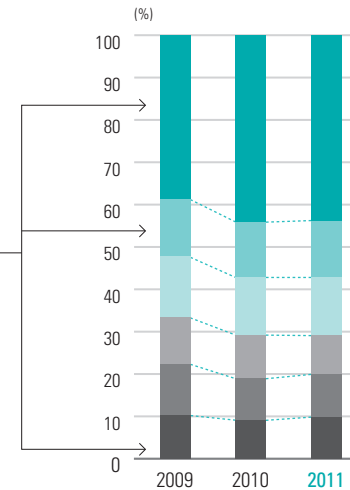
Fiscal Year / 年度		2002		2002	2003
Industrial Automation Business (IAB)	(Million ¥)	202,518	→	Industrial Automation Business (IAB)	(Million ¥) 202,518
インダストリアルオートメーションビジネス	(%)	(38.8)		インダストリアルオートメーションビジネス	(%) (38.8) (39.9)
Electronic Components Business (ECB)	(Million ¥)	138,845	→	Electronic Components Business (ECB)	(Million ¥) 79,365
エレクトロニクスコンポーネンツビジネス	(%)	(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)
Social Systems Business (SSB)	(Million ¥)	116,652	→	Automotive Electronic Components Business (AEC)	(Million ¥) 59,480
ソーシャルシステムズビジネス	(%)	(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)
Healthcare Business (HCB)	(Million ¥)	42,331	→	Social Systems Business (SSB)	(Million ¥) 116,652
ヘルスケアビジネス	(%)	(8.1)		ソーシャルシステムズビジネス	(%) (22.3) (23.6)
Other	(Million ¥)	22,189	→	Healthcare Business (HCB)	(Million ¥) 42,331
その他	(%)	(4.2)		ヘルスケアビジネス	(%) (8.1) (8.2)
Total	(Million ¥)	522,535		Other	(Million ¥) 22,189
合計	(%)	(100.0)		その他	(%) (4.2) (2.6)
				Total	(Million ¥) 522,535
				合計	(%) (100.0) (100.0)

# Sales Composition

## 部門別売上高構成



■ Industrial Automation Business インダストリアルオートメーションビジネス  
■ Electronic Components Business エレクトロニクスコンポーネンツビジネス  
■ Automotive Electronic Components Business オートモーティブエレクトロニクスコンポーネンツビジネス  
■ Social Systems Business ソーシャルシステムズビジネス  
■ Healthcare Business ヘルスケアビジネス  
■ Other その他



■ Industrial Automation Business インダストリアルオートメーションビジネス  
■ Electronic and Mechanical Components Business エレクトロニクス&メカニカルコンポーネンツビジネス  
■ Automotive Electronic Components Business オートモーティブエレクトロニクスコンポーネンツビジネス  
■ Social Systems Solution & Service Business ソーシャルシステムズ・ソリューション&サービス・ビジネス  
■ Healthcare Business ヘルスケアビジネス  
■ Other その他

## Sales Composition 部門別売上高構成

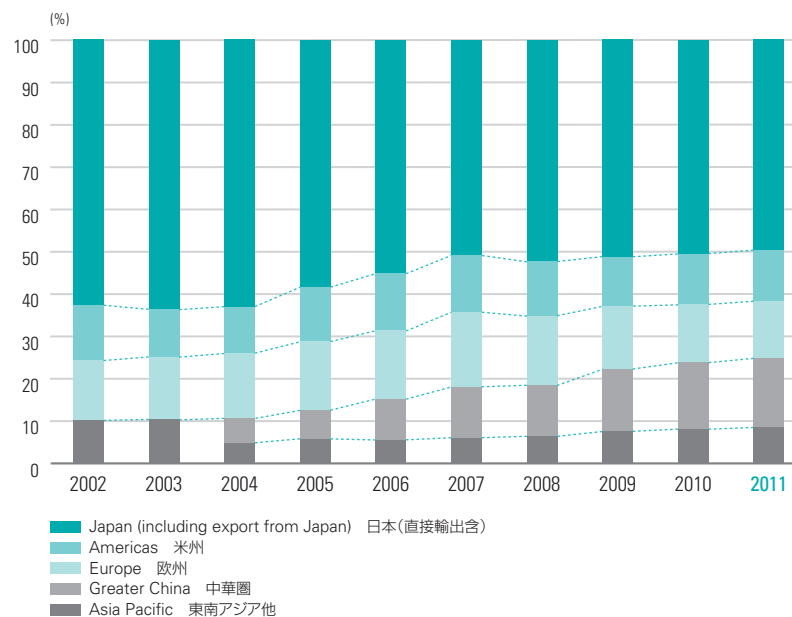
Fiscal Year 年度		2004	2005	2006	2007	2008		2009	2010	2011		
Industrial Automation Business (IAB)	(Million ¥)	250,329	272,657	305,568	328,811	262,922	→	Industrial Automation Business (IAB)	(Million ¥)	203,917	271,894	<b>270,835</b>
インダストリアルオートメーションビジネス	(%)	(41.8)	(44.3)	(42.2)	(43.1)	(41.9)		インダストリアルオートメーションビジネス	(%)	(38.9)	(44.0)	<b>(43.7)</b>
Electronic Components Business (ECB)	(Million ¥)	101,127	97,699	138,352	154,233	123,937		Electronic and Mechanical Components Business (EMC)	(Million ¥)	70,717	81,216	<b>83,002</b>
エレクトロニクスコンポーネンツビジネス	(%)	(16.9)	(15.9)	(19.1)	(20.2)	(19.8)		エレクトロニクス&メカニカルコンポーネンツビジネス	(%)	(13.5)	(13.1)	<b>(13.4)</b>
Automotive Electronic Components Business (AEC)	(Million ¥)	64,558	77,593	93,321	107,521	82,109		Automotive Electronic Components Business (AEC)	(Million ¥)	75,163	84,259	<b>85,027</b>
オートモーティブエレクトロニクスコンポーネンツビジネス	(%)	(10.8)	(12.6)	(12.9)	(14.1)	(13.1)		オートモーティブエレクトロニクスコンポーネンツビジネス	(%)	(14.3)	(13.6)	<b>(13.7)</b>
Social Systems Business (SSB)	(Million ¥)	115,205	91,804	105,944	85,223	79,886	Social Systems Solution & Service Business (SSB)	(Million ¥)	57,981	63,846	<b>57,200</b>	
ソーシャルシステムズビジネス	(%)	(19.2)	(14.9)	(14.6)	(11.2)	(12.7)	ソーシャルシステムズ・ソリューション&サービス・ビジネス	(%)	(11.1)	(10.3)	<b>(9.2)</b>	
Healthcare Business (HCB)	(Million ¥)	50,583	61,090	65,726	71,562	63,797	Healthcare Business (HCB)	(Million ¥)	63,359	60,629	<b>62,446</b>	
ヘルスケアビジネス	(%)	(8.4)	(9.9)	(9.1)	(9.4)	(10.2)	ヘルスケアビジネス	(%)	(12.1)	(9.8)	<b>(10.1)</b>	
Other	(Million ¥)	16,925	15,159	14,955	15,635	14,539	Other	(Million ¥)	53,557	55,981	<b>60,951</b>	
その他	(%)	(2.9)	(2.5)	(2.1)	(2.0)	(2.3)	その他	(%)	(10.2)	(9.1)	<b>(9.8)</b>	
Total 合計	(Million ¥)	598,727	616,002	723,866	762,985	627,190	Total 合計	(Million ¥)	524,694	617,825	<b>619,461</b>	
	(%)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)		(%)	(100.0)	(100.0)	<b>(100.0)</b>	

Notes : From fiscal 2009, business segments have been changed to IAB, EMC, AEC, SSB, HCB and Other to reflect a change in organization. Figures in segment information for fiscal 2008 have been restated to reflect the new classifications.  
 From fiscal 2010, the solar power conditioner business in the IAB has been transferred to Others. Figures for fiscal 2009 have been restated to reflect the new classifications.  
 Others include "Eliminations and Corporate."

注 : 2009年度より、組織変更を反映し「IAB」「EMC」「AEC」「SSB」「HCB」「その他」の事業セグメントに変更しています。  
 これに伴い、前連結会計年度に係るセグメント情報の数値を新組織区分に組替えて表示しています。  
 2010年度より、「IAB」傘下のソーラーパワーコンディショナ事業を「その他」セグメントへ移管しました。これに伴い2009年度の数値を新組織区分に組み替えて表示しています。  
 その他には消去・調整他を含みます。

## Sales by Region

### 地域別売上高構成



### Sales by Region 地域別売上高構成

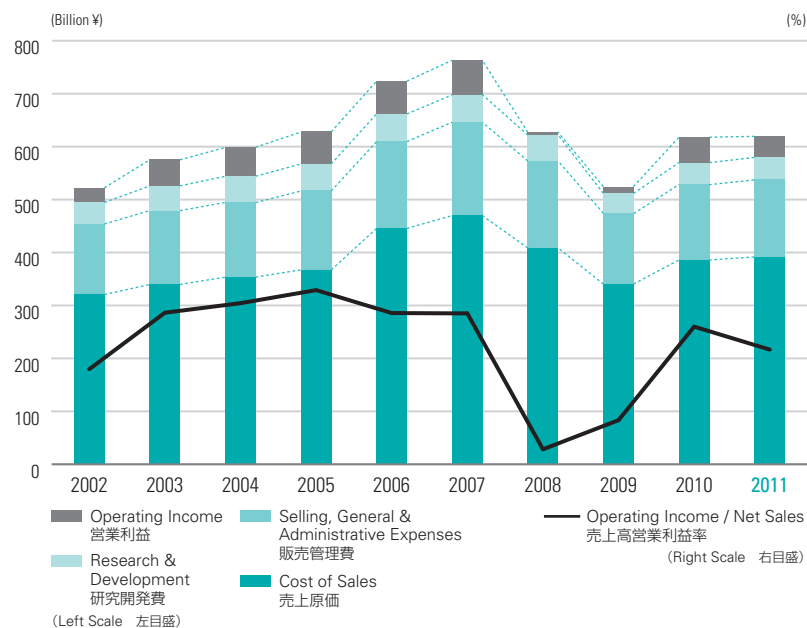
Fiscal Year	年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Japan	※	(Million ¥) 328,037	366,617	377,766	359,886	399,357	388,586	328,063	269,143	311,906	307,649
日本	※	(%) (62.8)	(63.7)	(63.1)	(58.4)	(55.2)	(50.9)	(52.3)	(51.3)	(50.5)	(49.7)
Americas		(Million ¥) 67,886	64,613	65,612	79,686	97,989	101,884	80,397	61,154	74,397	74,820
米州		(%) (13.0)	(11.2)	(11.0)	(12.9)	(13.5)	(13.4)	(12.8)	(11.7)	(12.0)	(12.1)
Europe		(Million ¥) 73,513	84,286	92,239	98,957	116,352	134,389	103,128	77,607	84,511	83,561
欧州		(%) (14.1)	(14.7)	(15.4)	(16.1)	(16.1)	(17.6)	(16.4)	(14.8)	(13.7)	(13.5)
Greater China		(Million ¥) —	—	33,868	41,728	69,435	91,467	75,242	77,136	97,012	101,074
中華圏		(%) —	—	(5.7)	(6.8)	(9.6)	(12.0)	(12.0)	(14.7)	(15.7)	(16.3)
Asia Pacific		(Million ¥) 53,099	59,641	29,242	35,745	40,733	46,659	40,360	39,654	49,999	52,357
東南アジア他		(%) (10.2)	(10.4)	(4.9)	(5.8)	(5.6)	(6.1)	(6.4)	(7.6)	(8.1)	(8.5)
Total		(Million ¥) 522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
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.

※ : 日本からの直接輸出は上の「日本」の中に含まれます。

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

Fiscal Year 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Sales 売上高	(Million ¥)	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
Cost of Sales 売上原価	(Million ¥)	320,719	339,697	353,429	367,360	445,625	469,643	408,668	340,352	386,123	391,574
SG & A Expenses 販売管理費	(Million ¥)	133,406	139,569	141,185	149,274	164,167	176,569	164,284	133,426	142,365	145,662
Research & Development 研究開発費	(Million ¥)	40,235	46,494	49,441	50,501	52,028	51,520	48,899	37,842	41,300	42,089
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 ¥)	28,175	49,397	54,672	60,782	62,046	65,253	5,339	13,074	48,037	40,136
Operating Income / Net Sales 売上高営業利益率	(%)	5.4	8.6	9.1	9.9	8.6	8.6	0.9	2.5	7.8	6.5

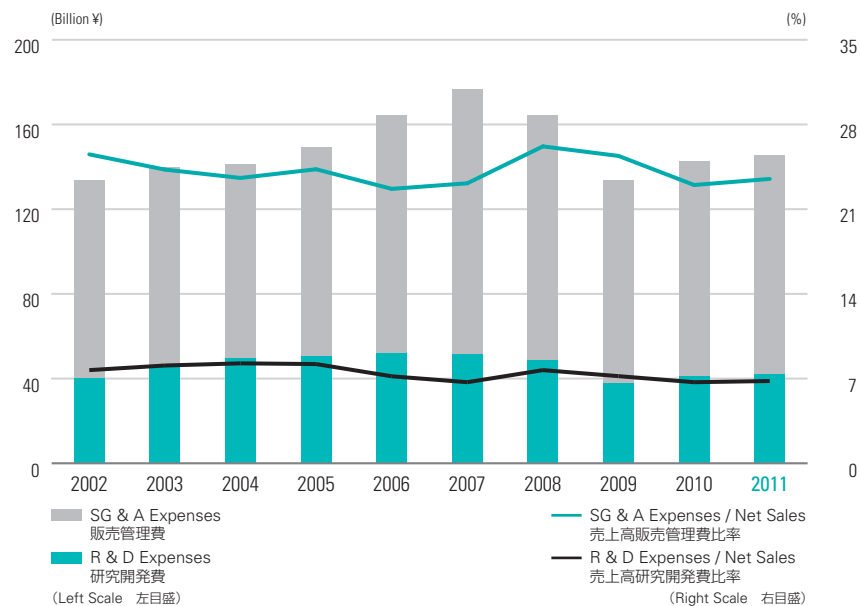
## Gross Profit Margin 売上総利益率

Fiscal Year 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Gross Profit 売上総利益	(Million ¥)	201,816	235,460	245,298	248,642	278,241	293,342	218,522	184,342	231,702	227,887
Net Sales 売上高	(Million ¥)	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
Gross Profit Margin 売上総利益率	(%)	38.6	40.9	41.0	40.4	38.4	38.4	34.8	35.1	37.5	36.8

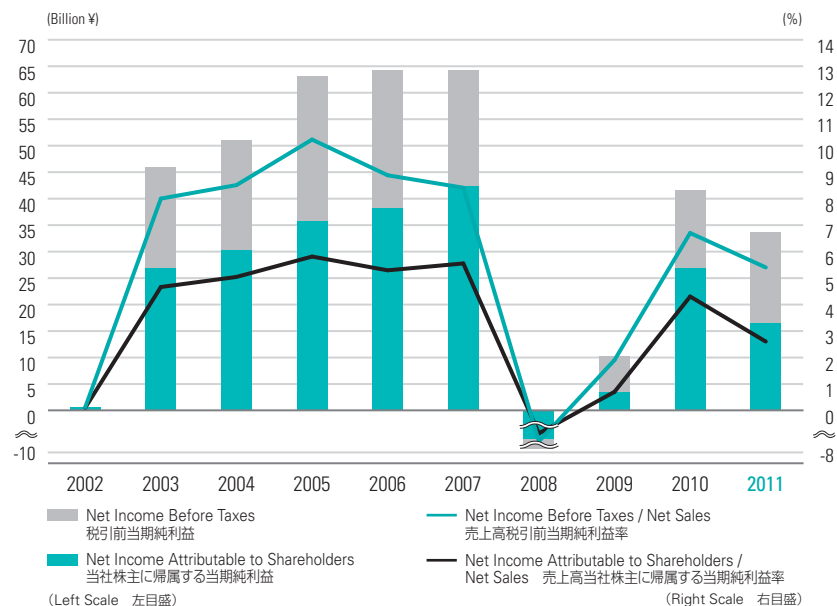
Note : Gross Profit Margin = Gross Profit / Net Sales

注 : 売上総利益率=売上総利益/売上高

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



Net Income Before Taxes / Net Sales,  
Net Income Attributable to Shareholders / Net Sales  
売上高税引前当期純利益率, 売上高当社株主に帰属する当期純利益率



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 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
SG & A Expenses 販売管理費	(Million ¥)	133,406	139,569	141,185	149,274	164,167	176,569	164,284	133,426	142,365	145,662
R & D Expenses 研究開発費	(Million ¥)	40,235	46,494	49,441	50,501	52,028	51,520	48,899	37,842	41,300	42,089
Net Sales 売上高	(Million ¥)	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
SG & A Expenses / Net Sales 売上高販売管理費比率	(%)	25.5	24.3	23.6	24.2	22.7	23.1	26.2	25.4	23.0	23.5
R & D Expenses / Net Sales 売上高研究開発費比率	(%)	7.7	8.1	8.3	8.2	7.2	6.7	7.7	7.2	6.7	6.8

Net Income Before Taxes / Net Sales, Net Income Attributable to Shareholders / Net Sales 売上高税引前当期純利益率, 売上高当社株主に帰属する当期純利益率

Fiscal Year 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Income Before Taxes 税引前当期純利益	(Million ¥)	620	45,998	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693	33,547
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	(29,172)	3,518	26,782	16,389
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 Attributable to Shareholders 当社株主に帰属する当期純利益	(Million ¥)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389
Net Sales 売上高	(Million ¥)	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
Net Income Before Taxes / Net Sales 売上高税引前当期純利益率	(%)	0.1	8.0	8.5	10.2	8.9	8.4	(6.2)	1.9	6.7	5.4
Net Income Attributable to Shareholders / Net Sales 売上高当社株主に帰属する当期純利益率	(%)	0.1	4.7	5.0	5.8	5.3	5.6	(4.7)	0.7	4.3	2.6

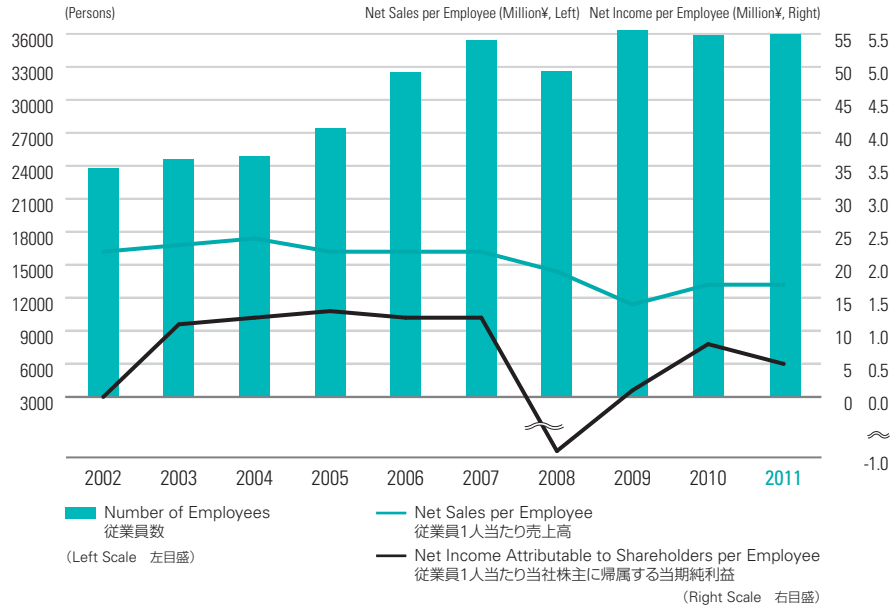
Note : Net income before taxes is net income from continuing operations before income taxes and equity in loss of affiliates.

注 : 税引前当期純利益は継続事業法人税等、持分法投資損益控除前当期純利益です。



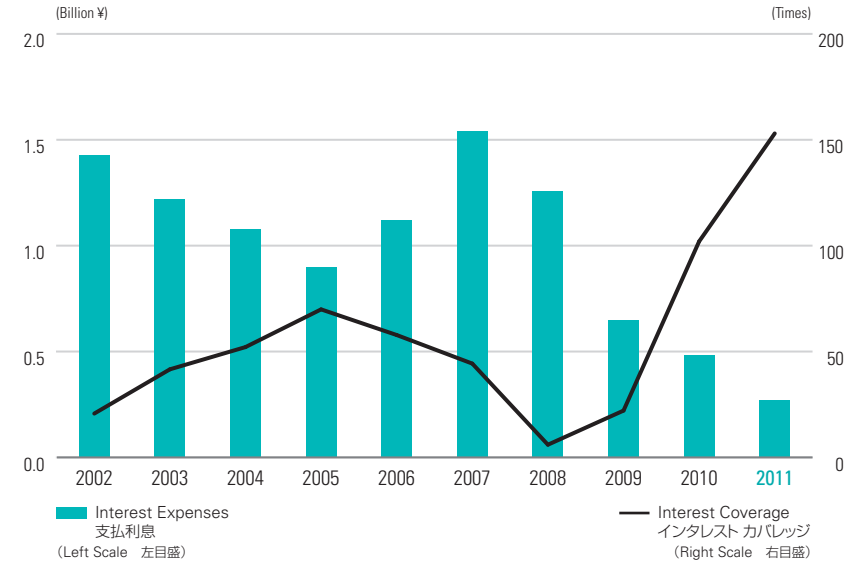
## Net Sales & Net Income Attributable to Shareholders per Employee

従業員1人当たり売上高, 当社株主に帰属する当期純利益



## Interest Expenses & Interest Coverage

支払利息, インタレスト カバレッジ



### Net Sales & Net Income Attributable to Shareholders per Employee 従業員1人当たり売上高, 当社株主に帰属する当期純利益

Fiscal Year 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Number of Employees 従業員数	(Persons)	23,751	24,576	24,904	27,408	32,456	35,426	32,583	36,299	35,684	35,992
Net Sales 売上高	(Million ¥)	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
Net Sales per Employee 従業員1人当たり売上高	(Million ¥)	22	23	24	22	22	22	19	14	17	17
Net Income Attributable to Shareholders 当社株主に帰属する当期純利益	(Million ¥)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389
Net Income Attributable to Shareholders per Employee 従業員1人当たり当社株主に帰属する当期純利益	(Million ¥)	0.0	1.1	1.2	1.3	1.2	1.2	(0.9)	0.1	0.8	0.5

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

注 : 従業員数は各年度末数値。

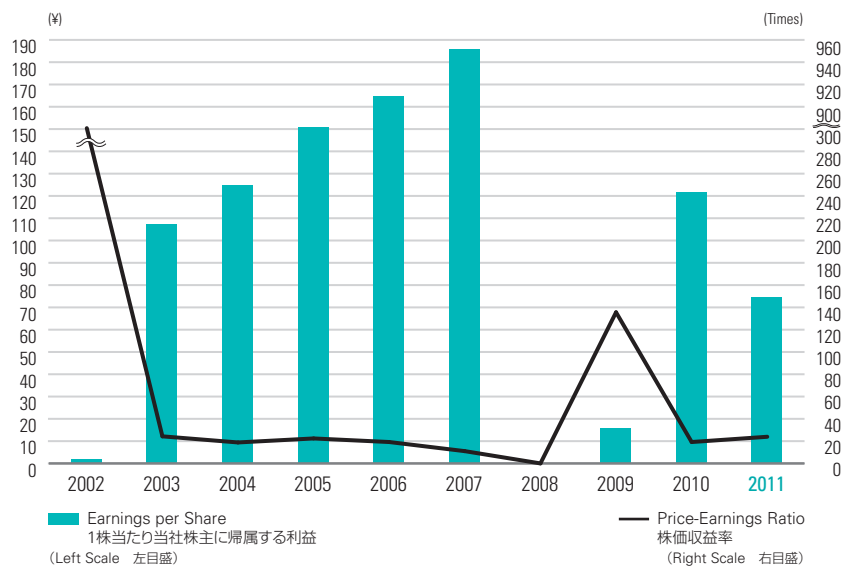
### Interest Expenses & Interest Coverage 支払利息, インタレスト カバレッジ

Fiscal Year 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Operating Income 営業利益	(Million ¥)	28,175	49,397	54,672	60,782	62,046	65,253	5,339	13,074	48,037	40,136
Interest Income 受取利息	(Million ¥)	1,082	899	1,290	1,496	1,826	2,364	1,430	722	433	473
Dividends Received 受取配当金	(Million ¥)	334	349	427	511	654	525	786	609	538	545
Interest Expenses 支払利息	(Million ¥)	1,430	1,216	1,083	898	1,116	1,537	1,257	650	481	269
Interest Coverage インタレスト カバレッジ	(Times)	20.7	41.6	52.1	69.9	57.8	44.3	6.0	22.2	102.0	153.0

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

## Earnings per Share & Price-Earnings Ratio

1株当たり当社株主に帰属する利益, 株価収益率



### Earnings per Share & Price-Earnings Ratio 1株当たり当社株主に帰属する利益, 株価収益率

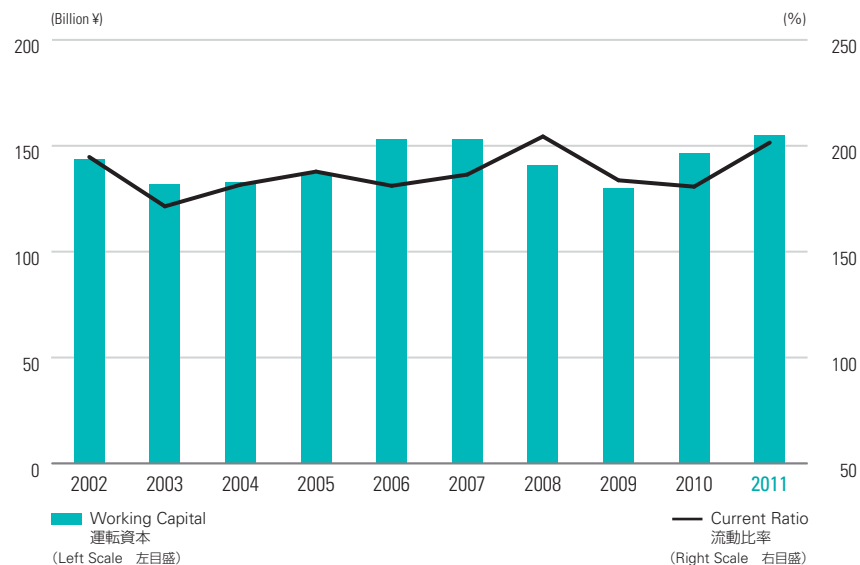
Fiscal Year	年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Earnings per Share	1株当たり当社株主に帰属する利益 (¥)	2.1	107.5	124.8	151.1	164.9	185.8	—	16.0	121.7	74.5
Price-Earnings Ratio	株価収益率 (Times)	902.4	24.3	18.8	22.4	19.2	11.0	—	135.6	19.2	23.9

Notes : Earnings per Share are based on the number of shares equivalents with a dilutive effect.  
 PER = Fiscal-year-end Adjusted Stock Price / Earnings per Shares

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)/1株当たり当社株主に帰属する当期純利益

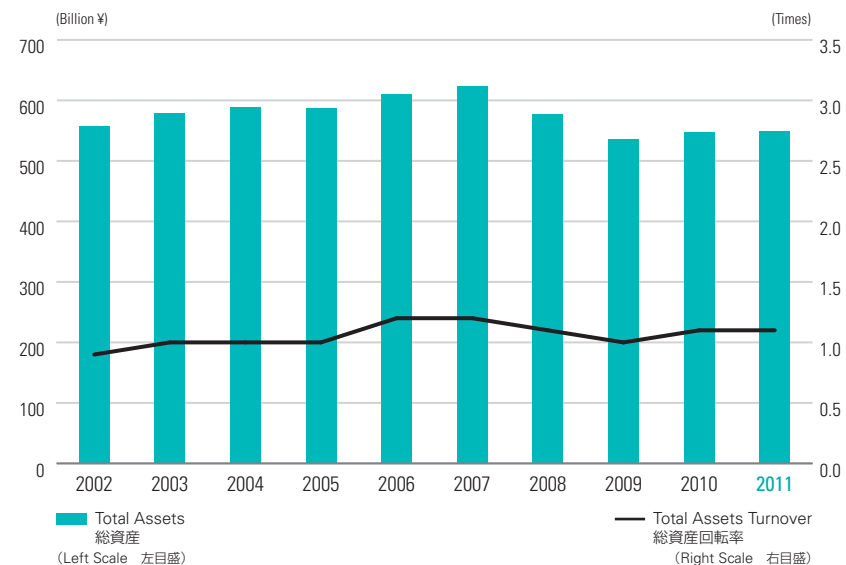
## Current Ratio &amp; Working Capital

流動比率, 運転資本



## Total Assets Turnover

総資産回転率



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

Fiscal Year / 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Current Assets / 流動資産	(Million ¥)	295,113	316,226	295,940	292,313	342,059	330,054	275,991	285,758	327,890	308,097
Current Liabilities / 流動負債	(Million ¥)	151,577	184,548	162,988	155,660	188,860	177,069	135,038	155,562	181,432	152,896
Current Ratio / 流動比率	(%)	194.7	171.4	181.6	187.8	181.1	186.4	204.4	183.7	180.7	201.5
Working Capital / 運転資本	(Million ¥)	143,536	131,678	132,952	136,653	153,199	152,985	140,953	130,196	146,458	155,201

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

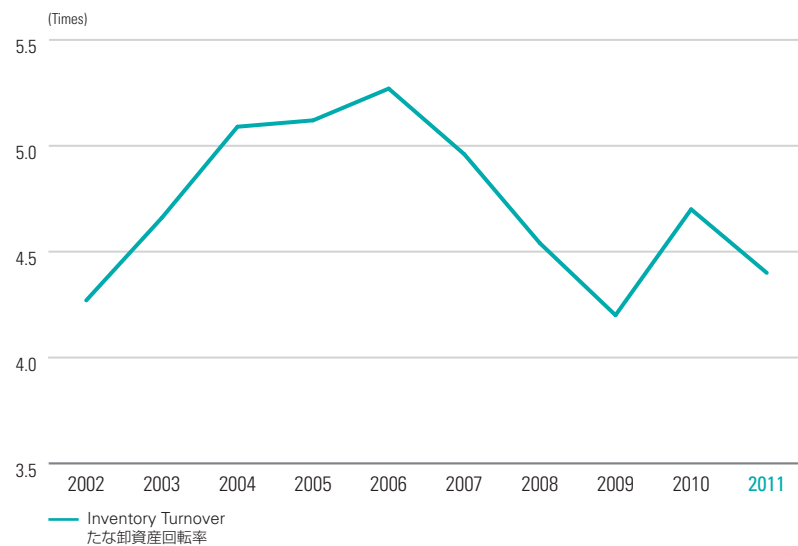
Fiscal Year / 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Sales / 売上高	(Million ¥)	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
Total Assets / 総資産	(Million ¥)	558,383	579,836	588,851	587,245	609,699	623,852	577,824	535,267	547,522	550,957
Total Assets Turnover / 総資産回転率	(Times)	0.9	1.0	1.0	1.0	1.2	1.2	1.1	1.0	1.1	1.1

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

注 : 総資産は期中平均  
 総資産回転率 = 売上高 / 総資産

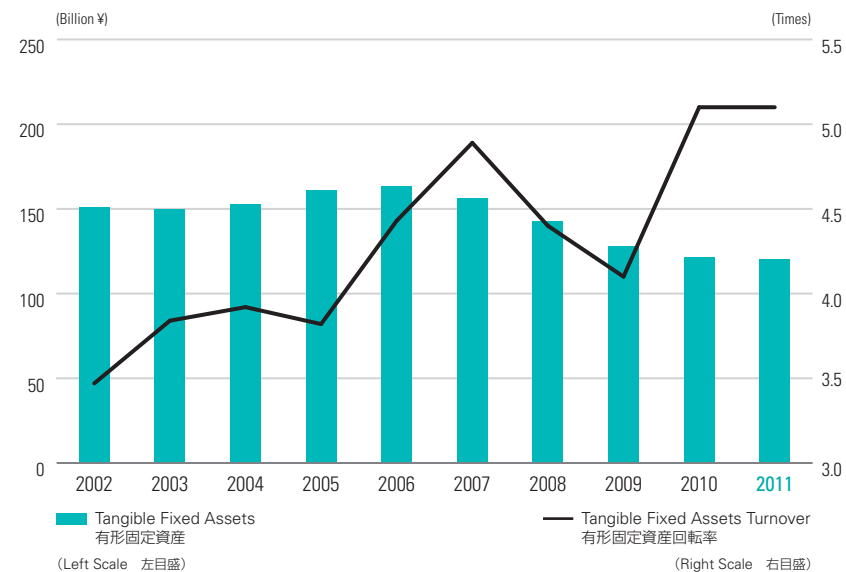
## Inventory Turnover

たな卸資産回転率



## Tangible Fixed Assets Turnover

有形固定資産回転率



## Inventory Turnover たな卸資産回転率

Fiscal Year / 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Cost of Sales / 売上原価 (Million ¥)	320,719	339,697	353,429	367,360	445,625	469,643	408,668	340,352	386,123	391,574
Inventory / たな卸資産 (Million ¥)	75,032	72,894	69,463	71,772	84,534	94,617	89,917	81,182	81,903	89,202
Inventory Turnover / たな卸資産回転率 (Times)	4.3	4.7	5.1	5.1	5.3	5.0	4.5	4.2	4.7	4.4

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

注 : たな卸資産は期中平均  
たな卸資産回転率=売上原価/たな卸資産

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

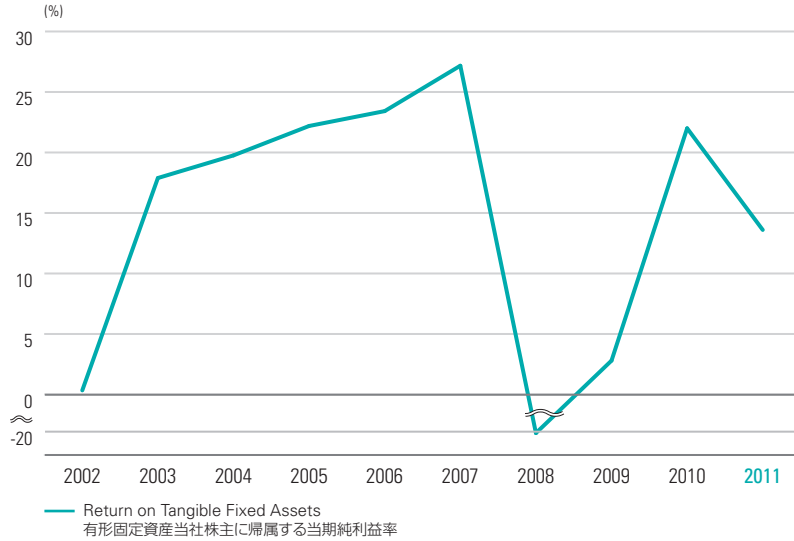
Fiscal Year / 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Sales / 売上高 (Million ¥)	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
Tangible Fixed Assets / 有形固定資産 (Million ¥)	150,670	149,884	152,706	161,153	163,466	155,996	142,606	127,765	121,496	120,352
Tangible Fixed Assets Turnover / 有形固定資産回転率 (Times)	3.5	3.8	3.9	3.8	4.4	4.9	4.4	4.1	5.1	5.1

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

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

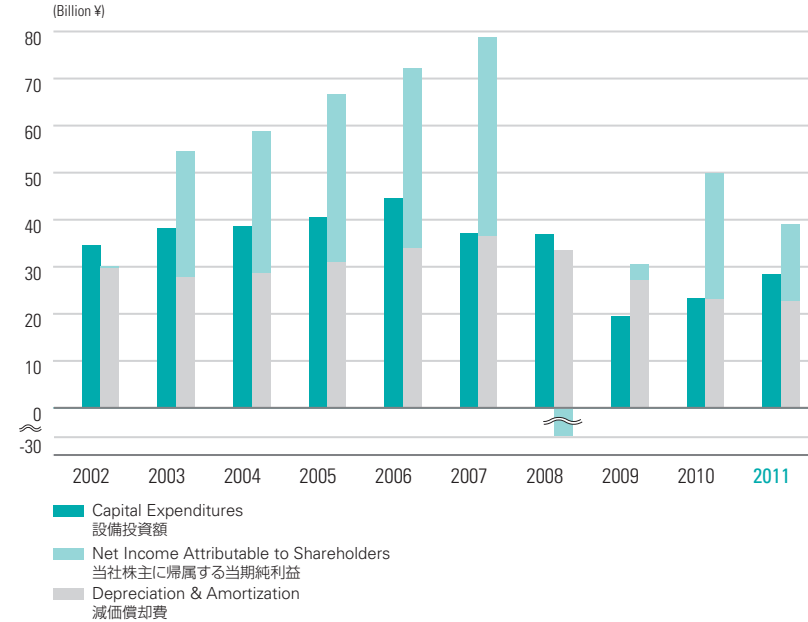
## Return on Tangible Fixed Assets

有形固定資産当社株主に帰属する当期純利益率



## Capital Expenditures &amp; Cash Flows

設備投資額, キャッシュ・フロー



## Return on Tangible Fixed Assets 有形固定資産当社株主に帰属する当期純利益率

Fiscal Year	年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Income Attributable to Shareholders	当社株主に帰属する当期純利益	(Million ¥)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389
Tangible Fixed Assets	有形固定資産	(Million ¥)	150,670	149,884	152,706	161,153	163,466	155,996	142,606	127,765	121,496	120,352
Return on Tangible Fixed Assets	有形固定資産当社株主に帰属する当期純利益率	(%)	0.3	17.9	19.8	22.2	23.4	27.2	(20.5)	2.8	22.0	13.6

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 Attributable to Shareholders / Tangible Fixed Assets

注：有形固定資産は、期中平均  
有形固定資産当社株主に帰属する当期純利益率＝当社株主に帰属する当期純利益／有形固定資産

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

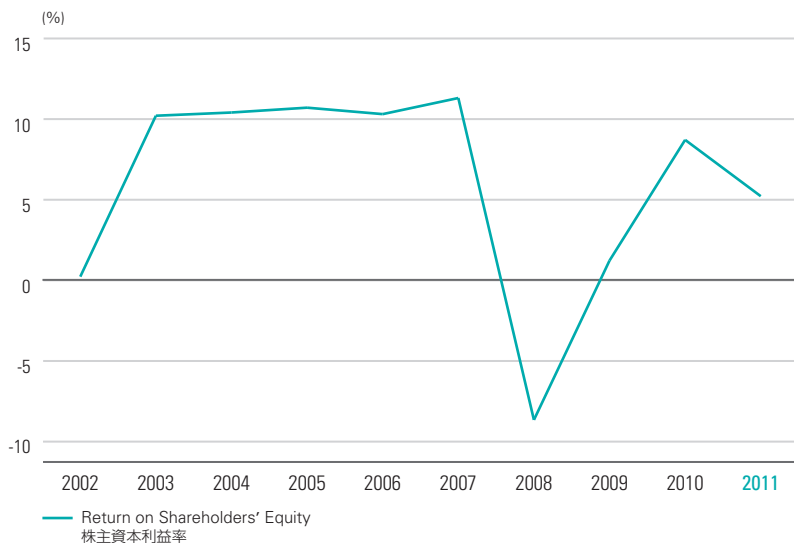
Fiscal Year	年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Capital Expenditures	設備投資額	(Million ¥)	34,454	38,115	38,579	40,560	44,447	37,072	36,844	19,524	23,192	28,341
Net Income Attributable to Shareholders	当社株主に帰属する当期純利益	(Million ¥)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389
Depreciation & Amortization	減価償却費	(Million ¥)	29,676	27,662	28,642	30,825	33,922	36,343	33,496	27,014	22,984	22,617
Cash Flows	キャッシュ・フロー	(Million ¥)	30,187	54,473	58,818	66,588	72,202	78,726	4,324	30,532	49,766	39,006

Note : Cash Flows = Net Income Attributable to Shareholders + Depreciation & Amortization

注：キャッシュ・フロー＝当社株主に帰属する当期純利益＋減価償却費

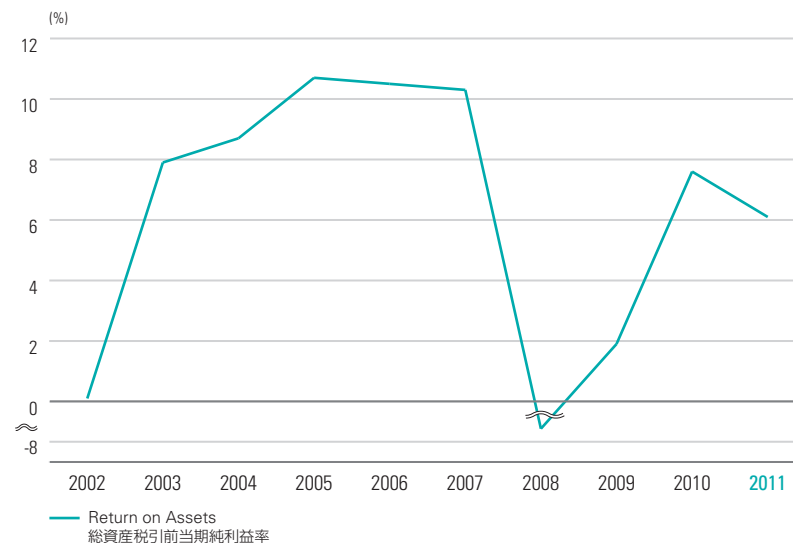
## Return on Shareholders' Equity

株主資本利益率(ROE)



## Return on Assets

総資産税引前当期純利益率(ROA)



## Return on Shareholders' Equity 株主資本利益率(ROE)

Fiscal Year / 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Income Attributable to Shareholders / 当社株主に帰属する当期純利益 (Million ¥)	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389
Shareholders' Equity / 株主資本 (Million ¥)	274,922	263,160	290,260	334,374	372,880	375,662	333,457	302,369	309,540	316,797
Return on Shareholders' Equity / 株主資本利益率 (%)	0.2	10.2	10.4	10.7	10.3	11.3	(8.7)	1.2	8.7	5.2

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

注：株主資本は期中平均  
株主資本利益率=当社株主に帰属する当期純利益/株主資本

## Return on Assets 総資産税引前純利益率(ROA)

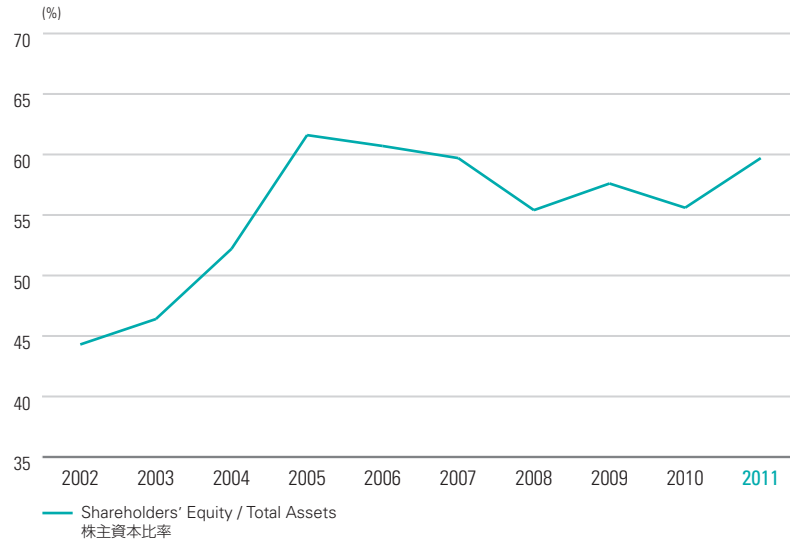
Fiscal Year / 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Net Income before Taxes / 税引前当期純利益 (Million ¥)	620	45,998	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693	33,547
Total Assets / 総資産 (Million ¥)	558,383	579,836	588,851	587,245	609,699	623,852	577,824	535,267	547,522	550,057
Return on Assets / 総資産税引前当期純利益率 (%)	0.1	7.9	8.7	10.7	10.5	10.3	(6.8)	1.9	7.6	6.1

Notes : Total Assets are based on the average of the beginning and end of each fiscal year.  
Return on Assets = Net Income Before Taxes / Total Assets  
Net income before taxes is net income from continuing operations before income taxes and equity in loss of affiliates.

注：総資産は期中平均  
総資産税引前当期純利益率=税引前当期純利益/総資産  
税引前当期純利益は継続事業法人税等、持分法投資損益控除前当期純利益です。

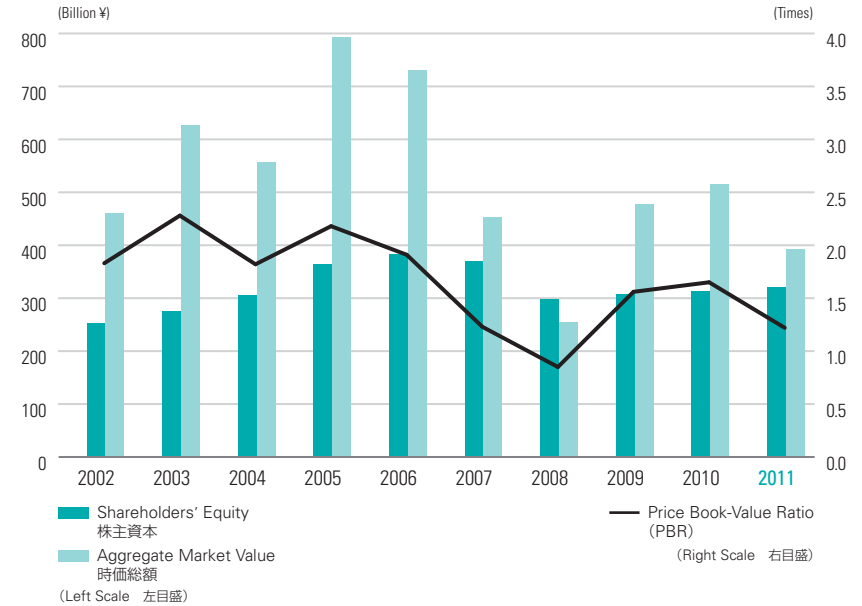
## Shareholders' Equity / Total Assets

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 / 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Debt / 負債 (Million ¥)	315,789	317,563	279,619	226,124	247,515	248,865	238,299	225,119	249,138	215,643
Debt / Equity Ratio / デットエクイティレシオ (Times)	1.26	1.16	0.91	0.62	0.65	0.68	0.80	0.73	0.80	0.67
Shareholders' Equity / 株主資本 (Million ¥)	251,610	274,710	305,810	362,937	382,822	368,502	298,411	306,327	312,753	320,840
Total Assets / 総資産 (Million ¥)	567,399	592,273	585,429	589,061	630,337	617,367	538,280	532,254	562,790	537,323
Shareholders' Equity / Total Assets / 株主資本比率 (%)	44.3	46.4	52.2	61.6	60.7	59.7	55.4	57.6	55.6	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

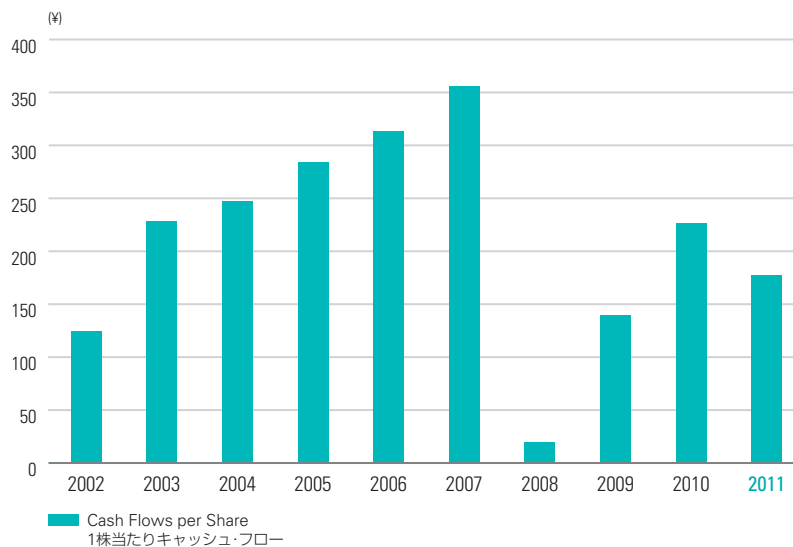
### Aggregate Market Value & Price Book-Value Ratio 時価総額, 株価純資産倍率(PBR)

Fiscal Year / 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Shareholders' Equity / 株主資本 (Million ¥)	251,610	274,710	305,810	362,937	382,822	368,502	298,411	306,327	312,753	320,840
Aggregate Market Value / 時価総額 (Million ¥)	460,228	625,573	556,966	792,423	730,753	453,335	254,728	477,737	514,568	391,831
Number of Shares / 株数 (Shares)	242,864,183	239,224,823	238,019,781	234,444,765	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828	220,129,633
Shareholders' Equity per Share / 1株当たり株主資本 (¥)	1,036	1,148	1,285	1,548	1,661	1,662	1,355	1,391	1,421	1,458
Adjusted Stock Price / 修正株価 (¥)	1,895	2,615	2,340	3,380	3,170	2,045	1,157	2,170	2,338	1,780
Price Book-Value Ratio (PBR) / 株価純資産倍率 (Times)	1.83	2.28	1.82	2.18	1.91	1.23	0.85	1.56	1.65	1.22

Notes : Shareholders' Equity per Share are based on the number of shares outstanding at the end of period (consolidated).  
Number of Shares, Shareholders' Equity and Adjusted Stock Price at the end of each fiscal year.

注 : 1株当たり株主資本は、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 / 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Cash Flows / キャッシュ・フロー (Million ¥)	30,187	54,473	58,818	66,588	72,202	78,726	4,324	30,532	49,766	39,006
Number of Shares / 株数 (Shares)	242,864,183	239,224,823	238,019,781	234,444,765	230,521,530	221,679,808	220,162,428	220,155,078	220,088,828	220,129,633
Cash Flows per Share / 1株当たりキャッシュ・フロー (¥)	124	228	247	284	313	355	20	139	226	177

Notes : Cash Flows per Share are based on common shares.

Number of Shares at the end of each fiscal year.

Cash Flows = Net Income Attributable to Shareholders per Employee + 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＝当社株主に帰属する当期純利益＋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)

Fiscal Year 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
NET SALES 売上高	522,535	575,157	598,727	616,002	723,866	762,985	627,190	524,694	617,825	619,461
<b>COSTS AND EXPENSES : 売上原価及び費用</b>										
Cost of sales 売上原価	320,719	339,697	353,429	367,360	445,625	469,643	408,668	340,352	386,123	391,574
Gross profit 売上総利益	201,816	235,460	245,298	248,642	278,241	293,342	218,522	184,342	231,702	227,887
Selling, general and administrative expenses 販売費及び一般管理費	133,406	139,569	141,185	149,274	164,167	176,569	164,284	133,426	142,365	145,662
Research and development expenses 試験研究開発費	40,235	46,494	49,441	50,501	52,028	51,520	48,899	37,842	41,300	42,089
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	5,339	13,074	48,037	40,136
Foreign exchange loss (gain), net 為替差損益 -純額-	575	1,254	75	1,306	1,086	1,251	(1,060)	723	2,102	204
Interest (income), net 受取利息 -純額-	—	—	—	—	(710)	(828)	(173)	(72)	47	1,195
Other, net その他費用 (収益) -純額-	26,980	2,145	3,633	(3,537)	(2,609)	664	45,705	2,228	4,195	5,190
Total 合計	521,915	529,159	547,763	552,989	659,587	698,819	666,323	514,499	576,132	585,914
<b>INCOME FROM CONTINUING OPERATIONS BEFORE INCOME TAXES 継続事業税引前当期純利益</b>	620	45,998	50,964	63,013	64,279	64,166	(39,133)	10,195	41,693	33,547
<b>INCOME TAXES : 法人税等</b>	2,250	19,930	21,482	26,701	25,595	24,272	(10,495)	3,782	14,487	17,826
Total 合計	2,250	19,930	21,482	26,701	25,595	24,272	(10,495)	3,782	14,487	17,826
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	(277)	—	—	—
EQUITY IN LOSS (GAIN) OF AFFILIATES 持分法投資損益	—	—	—	—	1,352	348	811	2,792	190	(631)
<b>NET INCOME 非支配持分控除前当期純利益</b>	—	—	—	—	—	—	—	3,621	27,016	16,352
NET INCOME ATTRIBUTABLE TO NONCONTROLLING INTERESTS 非支配持分帰属損益	—	—	—	—	—	—	—	103	234	(37)
<b>NET INCOME FROM CONTINUING OPERATIONS 継続事業当期純利益</b>	(1,915)	25,657	29,218	34,961	37,094	39,329	(29,172)	—	—	—
<b>NET INCOME FROM DISCONTINUED OPERATIONS 非継続事業当期純利益</b>	2,426	1,154	958	802	1,186	3,054	—	—	—	—
<b>NET INCOME ATTRIBUTABLE TO SHAREHOLDERS 当社株主に帰属する当期純利益</b>	511	26,811	30,176	35,763	38,280	42,383	(29,172)	3,518	26,782	16,389
										(¥)
NET INCOME ATTRIBUTABLE TO SHAREHOLDERS PER SHARE (Basic) 1株当たり当社株主に帰属する当期純利益	2.1	110.7	126.5	151.1	165.0	185.9	(132.2)	16.0	121.7	74.5
(Diluted) 1株当たり当社株主に帰属する当期純利益(希薄化後)	2.1	107.5	124.8	151.1	164.9	185.8	—	16.0	121.7	74.5
<b>CASH DIVIDENDS PER SHARE APPLICABLE TO PERIOD 現金配当金</b>	10.0	20.0	24.0	30.0	34.0	42.0	25.0	17.0	30.0	28.0

# Consolidated Balance Sheets

## 連結貸借対照表

(Million ¥)

Fiscal Year 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>ASSETS 資産の部</b>										
<b>CURRENT ASSETS : 流動資産</b>										
Cash and cash equivalents 現金及び現金等価物	79,919	95,059	80,619	52,285	42,995	40,624	46,631	51,726	74,735	45,257
Notes and accounts receivable, trade 受取手形及び売掛金	113,595	124,891	124,409	139,001	175,700	166,878	113,551	126,250	137,531	143,304
Allowance for doubtful receivables 貸倒引当金	(3,484)	(2,823)	(2,757)	(2,653)	(2,297)	(2,211)	(2,562)	(2,531)	(2,230)	(2,205)
Inventories たな卸資産	75,446	70,341	68,585	74,958	94,109	95,125	84,708	77,655	86,151	92,253
Deferred income taxes 繰延税金	20,139	18,458	17,240	18,571	19,985	19,690	16,522	19,988	20,183	17,975
Other current assets その他流動資産	9,498	10,300	7,844	10,151	11,567	9,948	17,141	12,670	11,520	11,513
<b>Total current assets 流動資産合計</b>	<b>295,113</b>	<b>316,226</b>	<b>295,940</b>	<b>292,313</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>PROPERTY, PLANT AND EQUIPMENT : 有形固定資産</b>										
Land 土地	46,094	45,583	43,794	46,571	28,271	27,126	26,753	26,376	27,875	26,950
Buildings 建物及び構築物	99,455	107,852	110,367	117,414	125,227	128,183	120,244	127,344	125,686	128,870
Machinery and equipment 機械その他	137,710	141,932	143,111	159,254	175,398	167,036	143,801	140,200	136,792	142,148
Construction in progress 建設仮勘定	11,313	3,760	5,946	8,180	6,389	6,277	9,061	2,733	6,836	7,417
<b>Total 小計</b>	<b>294,572</b>	<b>299,127</b>	<b>303,218</b>	<b>331,419</b>	<b>335,285</b>	<b>328,622</b>	<b>299,859</b>	<b>296,653</b>	<b>297,189</b>	<b>305,385</b>
Accumulated depreciation 減価償却累計額	(145,527)	(148,404)	(148,529)	(163,802)	(175,970)	(175,946)	(167,324)	(173,659)	(177,191)	(184,679)
<b>Net property, plant and equipment 有形固定資産合計</b>	<b>149,045</b>	<b>150,723</b>	<b>154,689</b>	<b>167,617</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>OTHER ASSETS : 投資その他の資産</b>										
Investments in and advances to affiliates 関連会社に対する投資及び貸付金	1,187	1,245	17,343	16,135	16,677	16,645	15,638	13,637	13,521	14,443
Investment securities 投資有価証券	30,861	50,331	49,764	62,477	46,770	39,139	31,682	38,556	35,694	36,161
Leasehold deposits 施設借用保証金	9,173	8,777	8,595	8,553	8,650	8,087	7,784	7,452	7,126	7,219
Deferred income taxes 繰延税金	64,305	47,301	41,499	15,892	17,293	28,151	53,783	45,737	42,190	34,516
Other その他の資産	17,715	17,670	17,599	26,074	39,573	42,615	20,867	18,120	16,371	16,181
<b>Total other assets 投資その他の資産合計</b>	<b>123,241</b>	<b>125,324</b>	<b>134,800</b>	<b>129,131</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>TOTAL 資産合計</b>	<b>567,399</b>	<b>592,273</b>	<b>585,429</b>	<b>589,061</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>

# Consolidated Balance Sheets

## 連結貸借対照表

(Million ¥)

Fiscal Year 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>LIABILITIES AND SHAREHOLDERS' EQUITY 負債・資本の部</b>										
<b>CURRENT LIABILITIES : 流動負債</b>										
Bank loans 短期借入金	18,948	15,444	12,424	2,468	19,868	17,795	32,970	16,612	45,519	18,774
Notes and accounts payable, trade 支払手形・買掛金・未払金	67,773	79,345	75,866	85,224	91,543	94,654	58,179	68,874	77,836	79,331
Accrued expenses 未払費用	24,394	26,146	26,701	28,683	32,548	30,622	24,791	25,891	29,414	29,179
Income taxes 未払税金	4,095	10,114	12,724	12,288	11,467	8,959	711	2,710	2,188	623
Other current liabilities その他流動負債計	24,370	23,463	24,770	26,701	33,170	24,517	17,899	21,160	26,244	24,989
Current portion of long-term debt 一年以内に返済予定の長期債務	11,997	30,036	10,503	296	264	522	488	20,315	231	—
<b>Total current liabilities 流動負債合計</b>	<b>151,577</b>	<b>184,548</b>	<b>162,988</b>	<b>155,660</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>LONG-TERM DEBT : 長期借入金</b>	<b>40,315</b>	<b>11,207</b>	<b>1,832</b>	<b>1,049</b>	<b>1,681</b>	<b>1,492</b>	<b>21,401</b>	<b>1,290</b>	<b>849</b>	<b>—</b>
<b>DEFERRED INCOME TAXES : 繰延税金</b>	<b>643</b>	<b>483</b>	<b>1,199</b>	<b>673</b>	<b>2,006</b>	<b>3,887</b>	<b>941</b>	<b>886</b>	<b>697</b>	<b>738</b>
<b>TERMINATION AND RETIREMENT BENEFITS : 退職給与引当金</b>	<b>120,730</b>	<b>119,738</b>	<b>111,988</b>	<b>67,046</b>	<b>52,700</b>	<b>63,536</b>	<b>80,443</b>	<b>66,964</b>	<b>65,485</b>	<b>60,432</b>
<b>OTHER LONG-TERM LIABILITIES : その他固定負債</b>	<b>52</b>	<b>140</b>	<b>63</b>	<b>571</b>	<b>830</b>	<b>863</b>	<b>476</b>	<b>417</b>	<b>675</b>	<b>1,577</b>
<b>MINORITY INTERESTS : 少数株主持分</b>	<b>2,472</b>	<b>1,447</b>	<b>1,549</b>	<b>1,125</b>	<b>1,438</b>	<b>2,018</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>INTEREST-BEARING LIABILITIES : 有利子負債</b>	<b>71,260</b>	<b>56,687</b>	<b>24,759</b>	<b>3,813</b>	<b>21,813</b>	<b>19,809</b>	<b>54,859</b>	<b>38,217</b>	<b>46,599</b>	<b>18,774</b>
<b>Total liabilities 負債合計</b>	<b>315,789</b>	<b>317,563</b>	<b>279,619</b>	<b>226,124</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>MINORITY INTERESTS : 少数株主持分</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,570</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>SHAREHOLDERS' EQUITY : 資本</b>										
Common stock 資本金	64,082	64,082	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100
Additional paid-in capital 資本剰余金	98,705	98,705	98,726	98,724	98,828	98,961	99,059	99,081	99,081	99,078
Legal reserve 利益準備金	7,619	7,450	7,649	8,082	8,256	8,673	9,059	9,363	9,574	10,034
Retained earnings その他剰余金	153,134	175,296	199,551	227,791	258,057	266,451	231,388	230,859	250,824	260,557
Accumulated other comprehensive income (loss) その他の包括利益(損失)累計額	(59,909)	(50,559)	(41,009)	(2,971)	(3,013)	(28,217)	(60,744)	(52,614)	(66,227)	(68,433)
Foreign currency translation adjustments 為替換算調整額	(9,407)	(15,625)	(10,554)	(1,353)	6,560	(5,782)	(22,319)	(23,678)	(34,046)	(36,544)
Pension liability adjustments 退職年金負債調整額	(48,708)	(45,238)	(41,123)	(21,183)	(22,169)	(29,245)	(40,570)	(36,553)	(38,736)	(38,815)
Net unrealized gain on securities 未実現有価証券評価損益	(1,716)	10,087	10,909	19,671	12,738	6,501	2,763	7,684	6,570	6,995
Unrealized gains (losses) on derivative instruments デリバティブ未実現損益	(78)	217	(241)	(106)	(142)	309	(618)	(67)	(15)	(69)
Treasury stock 自己株式	(12,021)	(20,264)	(23,207)	(32,789)	(43,406)	(41,466)	(44,451)	(44,462)	(44,599)	(44,496)
<b>Total shareholders' equity 資本合計</b>	<b>251,610</b>	<b>274,710</b>	<b>305,810</b>	<b>362,937</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>NONCONTROLLING INTERESTS 非支配持分</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>808</b>	<b>899</b>	<b>840</b>
<b>Total net assets 純資産の部合計</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>307,135</b>	<b>313,652</b>	<b>321,680</b>
<b>TOTAL 負債・資本合計</b>	<b>567,399</b>	<b>592,273</b>	<b>585,429</b>	<b>589,061</b>	<b>630,337</b>	<b>617,367</b>	<b>538,280</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>TOTAL 負債・純資産合計</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>532,254</b>	<b>562,790</b>	<b>537,323</b>

# Consolidated Statements of Cash Flows

## 連結キャッシュ・フロー計算書

		(Million ¥)									
Fiscal Year	年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>OPERATING ACTIVITIES : 営業活動における資金収支</b>											
	Net Income 非支配分持分控除前当期純利益	—	—	—	—	—	—	—	3,621	27,016	16,352
	Net Income Attributable to Shareholders 当社株主に帰属する当期純利益	511	26,811	30,176	35,763	38,280	42,383	(29,172)	—	—	—
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	29,676	27,662	28,642	30,825	33,923	36,343	33,496	27,014	22,984	22,617
	Net loss on sales and disposals of property, plant and equipment 固定資産除売却損(純額)	11	479	918	42	6,445	963	1,983	558	606	861
	Loss on impairment of property, plant and equipment 固定資産の減損	4,231	41	614	—	1,441	168	21,203	217	413	671
	Net gain on sales of short-term investments and investment securities 投資有価証券売却益(純額)	1,221	(1,039)	(987)	(4,302)	(954)	(1,571)	(64)	(636)	(7)	(307)
	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	2,269	2,413	366	757	682	2,297	5,401	632	805	391
	Loss on impairment of goodwill のれんの減損	—	—	—	—	—	—	16,813	—	—	2,009
	Bad debt expense 貸倒損失	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	(1,087)	5,016	1,956	29,254	(1,403)	(1,722)	(1,390)	(5,110)	(4,785)	(5,669)
	Deferred income taxes 繰延税金	(3,915)	7,235	1,715	3,962	3,887	(131)	(13,895)	(1,031)	5,374	9,981
	Minority interests 少数株主利益	285	411	264	150	238	217	(277)	—	—	—
	Equity in loss of affiliates 持分法投資損益	—	—	1,483	493	1,352	348	811	2,792	190	(631)
	Loss on sale of business entities 子会社売却損	(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	—	—	—	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	1,363	(10,853)	(2,762)	(9,629)	(19,773)	4,977	47,526	(14,440)	(16,227)	(6,838)
	Inventories たな卸資産	(1,918)	4,105	(1,964)	(2,098)	(13,955)	(3,002)	5,776	4,977	(12,174)	(6,538)
	Other assets その他の資産	214	891	934	(560)	2,248	644	(7,689)	4,457	1,048	(483)
	Notes and accounts payable — trade 支払手形及び買掛金	9,770	10,976	(4,908)	7,079	(5,674)	5,305	(34,046)	13,298	9,301	682
	Income taxes payable 未払税金	232	6,015	2,423	(685)	(2,244)	(2,663)	(8,044)	1,995	(453)	(1,562)
	Accrued expenses and other 未払費用及びその他流動負債	130	(52)	2,114	1,411	6,480	(10,846)	(8,290)	4,554	8,383	388
	Other — net その他	(54)	82	(48)	(431)	(293)	463	1,266	(139)	(518)	22
	Total adjustments 調整計	41,343	53,876	30,900	15,936	2,259	26,613	60,580	39,138	14,940	15,594
	Net cash provided by operating activities 営業活動における資金収支合計	41,854	80,687	61,076	51,699	40,539	68,996	31,408	42,759	41,956	31,946

# Consolidated Statements of Cash Flows

## 連結キャッシュ・フロー計算書

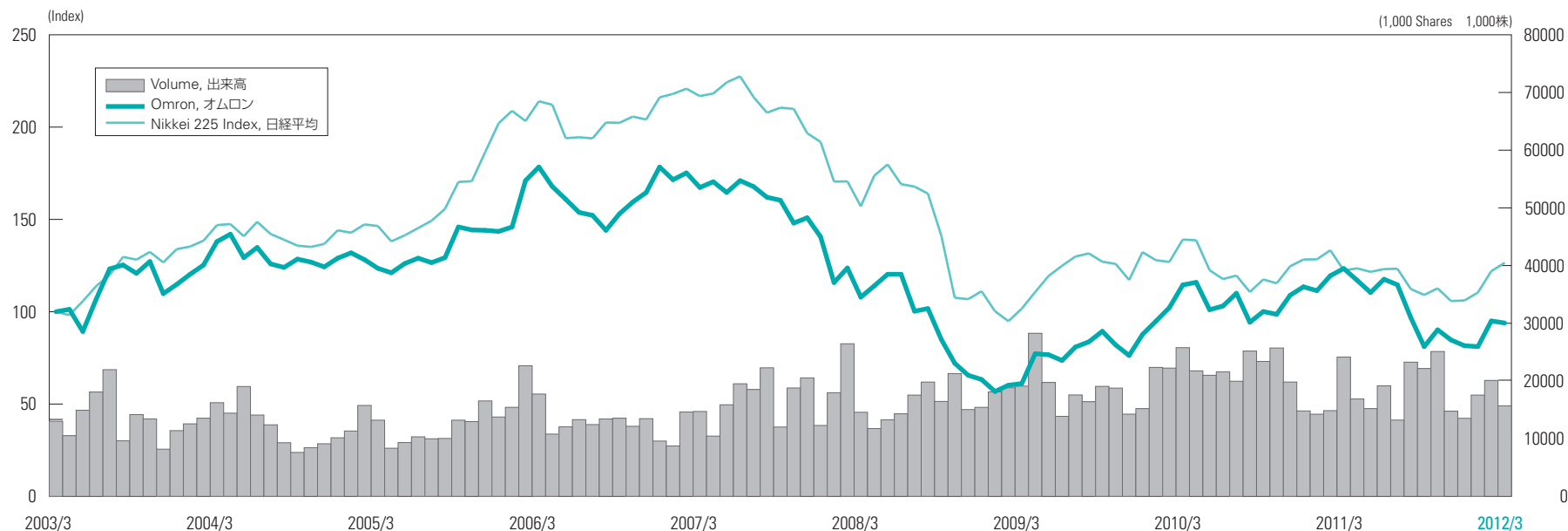
(Million ¥)

Fiscal Year 年度	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>INVESTING ACTIVITIES : 投資活動における資金収支</b>										
Proceeds from sales or maturities of investment securities 投資有価証券の売却及び償還による収入	—	—	—	—	—	—	—	1,004	109	693
Purchase of investment securities 投資有価証券の取得	—	—	—	—	—	—	—	(15)	—	(911)
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	649	277	1,600	5,536	(465)	(3,501)	(4,409)	—	—	—
Capital expenditures 資本的支出	(34,454)	(38,115)	(38,579)	(40,560)	(44,689)	(37,848)	(37,477)	(20,792)	(21,647)	(27,502)
Increase (decrease) in leasehold deposits 施設借用保証金の増減	592	312	221	161	(9)	417	228	335	276	(101)
Proceeds from sales of property, plant and equipment 有形固定資産の売却による収入	1,641	4,808	4,343	1,981	17,930	5,038	1,046	1,490	1,066	2,307
Equity transaction with noncontrolling interests 非支配持分の買取	(101)	(1,738)	(515)	(200)	(15)	—	—	(106)	—	—
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)	(16)	(931)	20	(480)
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)	—	—	—	(1,012)
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	—	431	(34)	—
Other-net その他	—	—	—	—	—	—	—	—	—	520
Net cash used in investing activities 投資活動における資金収支合計	(30,633)	(34,484)	(36,050)	(43,020)	(47,075)	(36,681)	(40,628)	(18,584)	(20,210)	(26,486)
Free cash Flow 純現金収支(フリーキャッシュフロー)	11,221	46,203	25,026	8,679	(6,536)	32,315	(9,220)	24,175	21,746	5,460
<b>FINANCING ACTIVITIES : 財務活動における資金収支</b>										
Net borrowings (repayments) of short-term debt 短期借入金の増減	2,909	(4,842)	(3,860)	(11,813)	13,812	(3,523)	15,291	(16,282)	29,052	(26,744)
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	10,358	1,011	1,924	318	242	28	20,000	305	2	—
Repayments of long-term debt 長期債務の返済	(1,960)	(13,093)	(30,238)	(11,012)	(455)	(772)	(916)	(524)	(20,299)	—
Dividends paid 支払配当金	(3,085)	(2,942)	(5,670)	(6,218)	(7,689)	(8,259)	(9,520)	—	—	—
Dividends paid by the Company 親会社の支払配当金	—	—	—	—	—	—	—	(3,083)	(5,285)	(6,604)
Dividends paid to noncontrolling interests 非支配株主への支払配当金	—	—	—	—	—	—	—	(762)	(0)	(15)
Treasury stock 自己株式の取得	(10,218)	(8,411)	(2,954)	(10,075)	(11,204)	(22,348)	(2,995)	(13)	(140)	(10)
Sale of treasury stock 自己株式の売却	—	—	19	3	3	7	7	1	3	2
Exercise of stock options ストックオプションの行使	—	158	95	477	594	386	—	—	—	—
Other-net その他(純額)	—	—	—	—	—	—	—	—	—	(121)
Net cash provided by (used in) financing activities 財務活動における資金収支合計	(1,996)	(28,119)	(40,684)	(38,320)	(4,697)	(34,481)	21,867	(20,358)	3,333	(33,492)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS 換算レート変動の影響	(85)	(2,944)	1,218	1,307	1,943	(205)	(6,640)	1,278	(2,070)	(1,446)
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS 資金収支合計</b>	<b>9,140</b>	<b>15,140</b>	<b>(14,440)</b>	<b>(28,334)</b>	<b>(9,290)</b>	<b>(2,371)</b>	<b>6,007</b>	<b>5,095</b>	<b>23,009</b>	<b>(29,478)</b>
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR 期首現金及び現金等価物残高	70,779	79,919	95,059	80,619	52,285	42,995	40,624	46,631	51,726	74,735
CASH AND CASH EQUIVALENTS AT END OF THE YEAR 期末現金及び現金等価物残高	79,919	95,059	80,619	52,285	42,995	40,624	46,631	51,726	74,735	45,257

# Common Stock Price Range (Osaka Securities Exchange)

## 株価推移(大阪証券取引所)

Basic Information  
株数



Note : Share Index (2003/3E=100)

注 : オムロンと日経平均の値は、2003年3月末日のデータを100とする。

### Yearly High and Low Prices 年間株価最高値・最安値

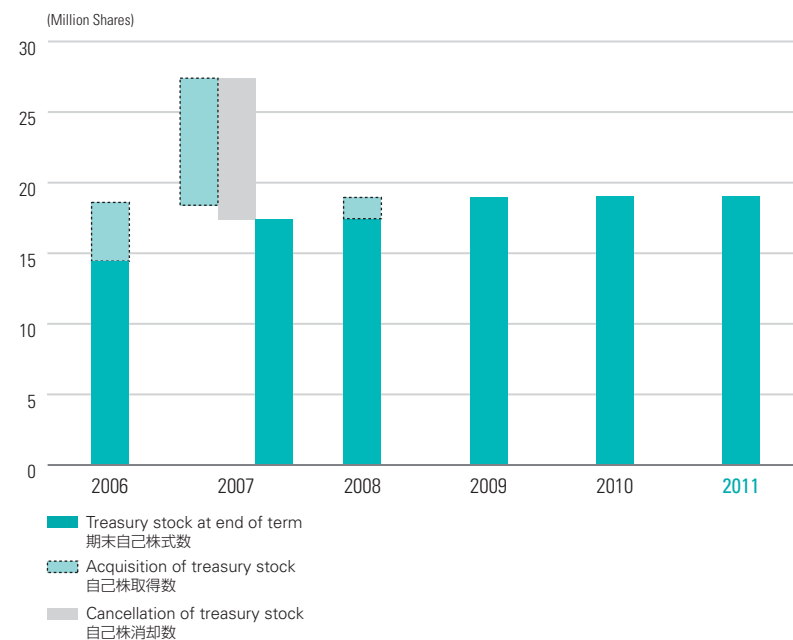
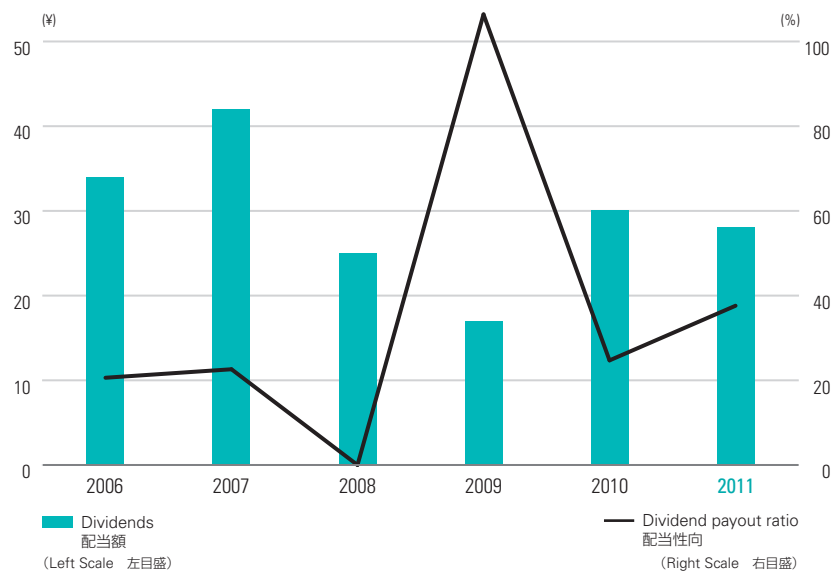
Fiscal Year 年度		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
最高値 (High)	(¥)	2,115	2,740	2,885	3,620	3,590	3,510	2,385	2,215	2,418	2,357
最安値 (Low)	(¥)	1,320	1,648	2,150	2,210	2,615	1,950	940	1,132	1,749	1,381

Note : Stock prices listed in the First Section of Osaka Securities Exchange.

注 : 大阪証券取引所第一部におけるものです。

## Profit Distribution

### 株主還元



### Dividends and Dividend payout ratio 配当、配当性向

Fiscal Year / 年度		2006	2007	2008	2009	2010	2011
Dividends / 配当	(¥)	34	42	25	17	30	28
Dividend payout ratio / 配当性向	(%)	20.6	22.6	—	106.4	24.7	37.6

Note : Dividends for fiscal 2007 include a commemorative dividend of JPY5.0.

注 : 2007年度の配当金には、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 / 年度		2006	2007	2008	2009	2010	2011
Acquisition of treasury stock / 自己株取得数	(Shares)	4,158,500	9,000,000	1,500,000	—	—	—
Cancellation 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)	18,599,842	17,441,564	18,958,944	18,966,294	19,032,544	18,991,739
Stock outstanding at end of term / 期末発行済株式数	(Shares)	249,121,372	239,121,372	239,121,372	239,121,372	239,121,372	239,121,372
Treasury stock ratio / 自己株比率	(%)	7.5	7.3	7.9	7.9	8.0	7.9

## Corporate Data (As of March 31, 2012)

### 会社概要(2012年3月31日現在)

<b>Company Name</b>	OMRON Corporation
<b>Head Office</b>	Shiokoji Horikawa, Simogyo-ku Kyoto 600-8530, Japan Phone: +81-75-344-7000 Fax : +81-75-344-7001 Home Page Address <a href="http://www.omron.co.jp">http://www.omron.co.jp</a> (Japanese) <a href="http://www.omron.com">http://www.omron.com</a> (English)
<b>Tokyo Office</b>	Shinagawa Front Building 7F 2-3-13, Konan, Minato-ku, Tokyo 108-0075 Japan Phone : +81-3-6718-3400 Fax : +81-3-6718-3408
<b>Date of Establishment</b>	May 10, 1933
<b>Industrial Property Rights</b>	Number of patents: 3,090 (Japan) 2,869 (Overseas)  Number of patents pending: 2,530 (Japan) 2,675 (Overseas)
<b>Number of Employees</b>	35,992
<b>Paid-in Capital</b>	¥ 64,100 million
<b>Common Stock</b>	Authorized : 487,000,000 shares Issued : 239,121,372 shares Number of shareholders: 33,188
<b>Stock Listings</b>	Osaka Securities Exchange Tokyo Stock Exchange Frankfurt Stock Exchange

<b>社名</b>	オムロン株式会社
<b>本社</b>	〒600-8530 京都市下京区塩小路通堀川東入 電話番号 (075) 344-7000 FAX番号 (075) 344-7001 ホームページアドレス <a href="http://www.omron.co.jp">http://www.omron.co.jp</a> (日本語) <a href="http://www.omron.com">http://www.omron.com</a> (英語)
<b>東京事業所</b>	〒108-0075 東京都港区港南2-3-13 品川フロントビル7F 電話番号 (03) 6718-3400 FAX番号 (03) 6718-3408
<b>創業日</b>	1933年5月10日
<b>工業所有権</b>	特許保有権利数 3,090件(日本) 2,869件(海外)  出願中特許数 2,530件(日本) 2,675件(海外)
<b>従業員数</b>	35,992名
<b>払込資本金</b>	641億円
<b>普通株式</b>	授權株式数 487,000,000 株 発行済株式数 239,121,372 株 株主数 33,188 名
<b>上場証券取引所</b>	大阪証券取引所 東京証券取引所 フランクフルト証券取引所



The OMRON logo is displayed in a bold, black, sans-serif font.

## **OMRON Corporation**

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Homepage: <http://www.omron.co.jp> (Japanese)  
<http://www.omron.com> (English)

## **オムロン株式会社**

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URL:<http://www.omron.co.jp>