



OMRON

FINANCIAL FACT BOOK

1999

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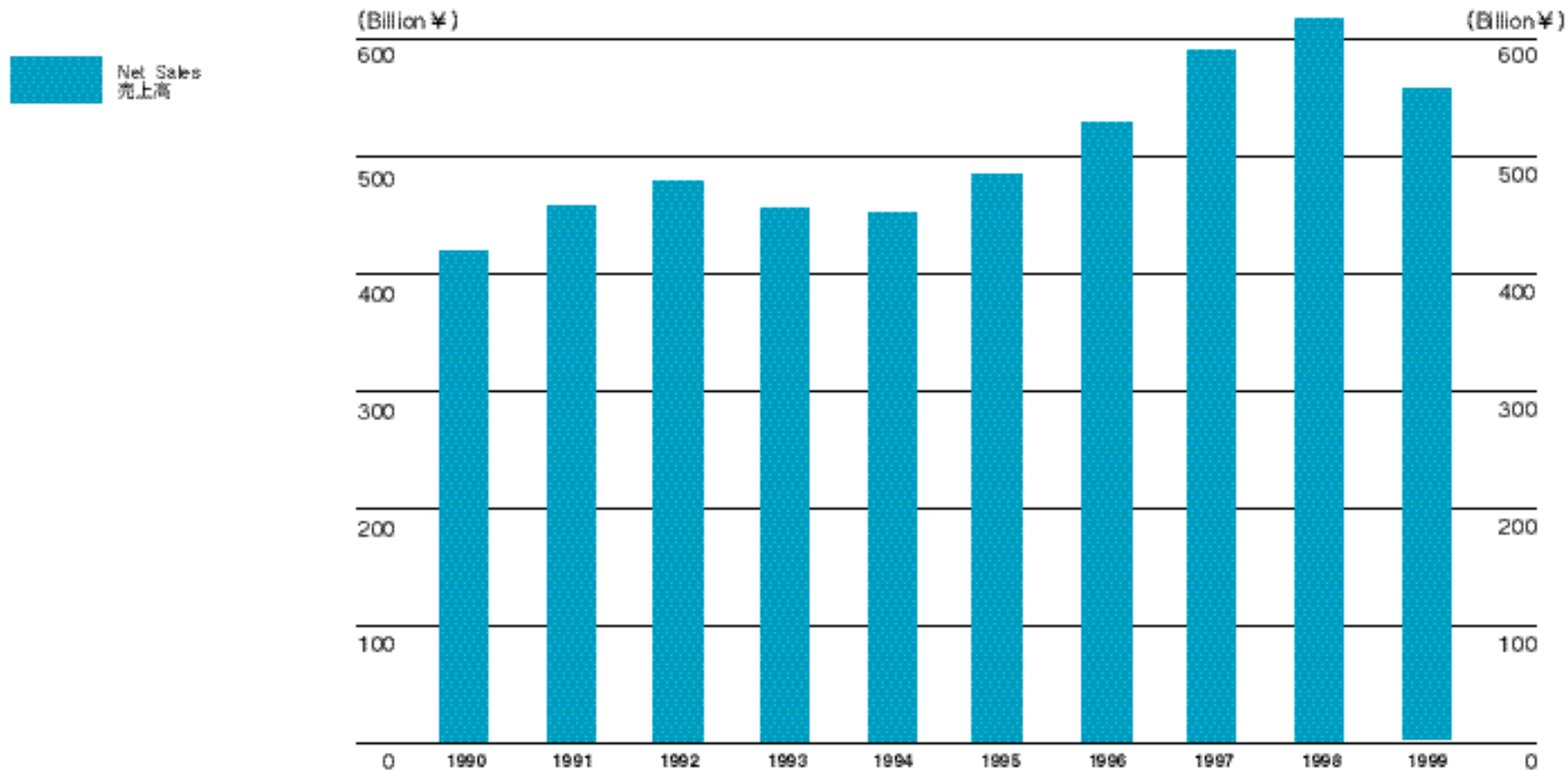
Notes :

- Figures have been calculated on a consolidated basis for the years end March 31.
- Not all data have been audited. Refer to respective annual reports for audited figures.
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注 :

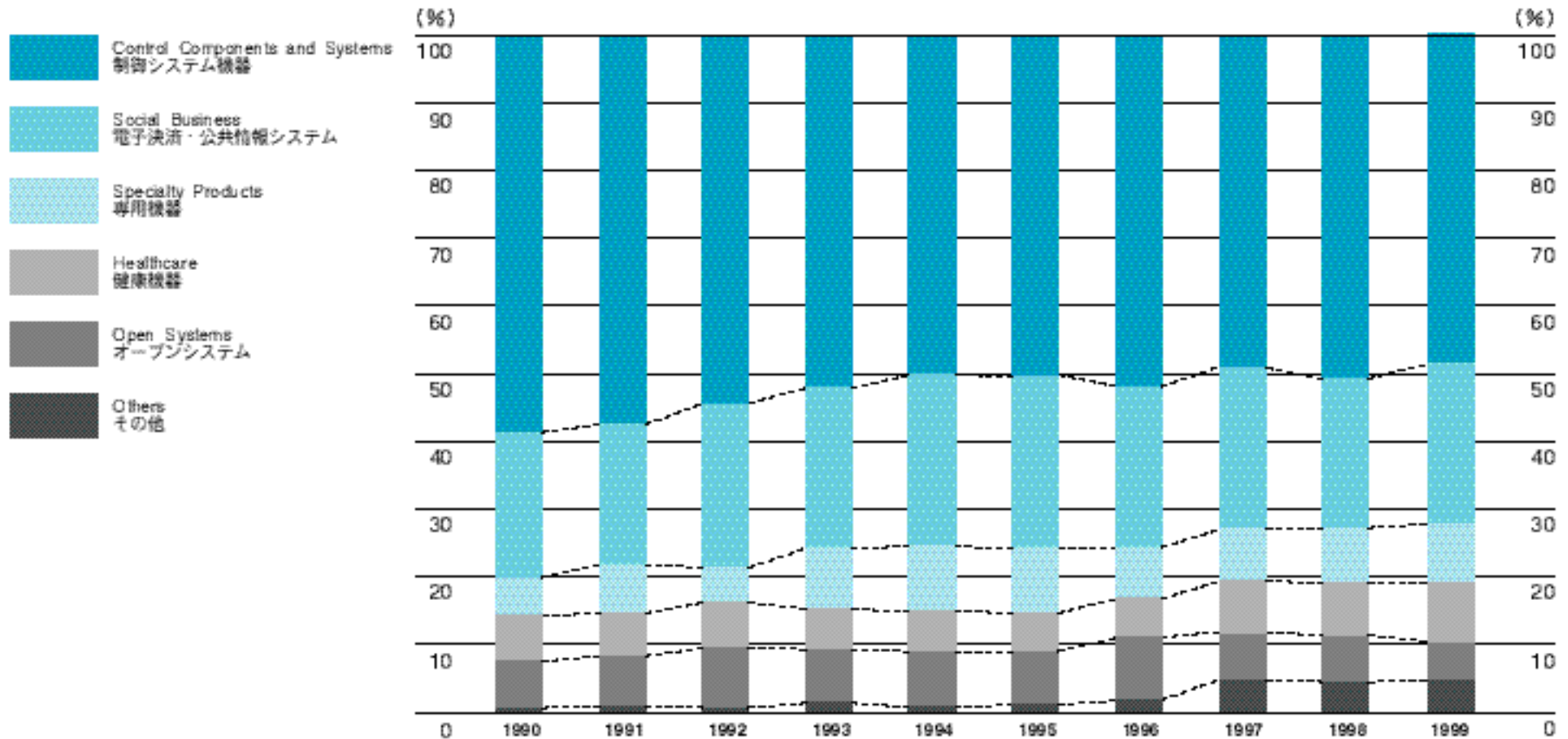
- 記載されている数値は連結ベース。会計年度は4月1日～3月31日です。
- 監査されていないデータもあります。監査された数値に関しては、アニュアル・レポートを参照下さい。
- 会計制度の変更等により過去に遡って数値の修正を行うことがあります。

Net Sales 売上高



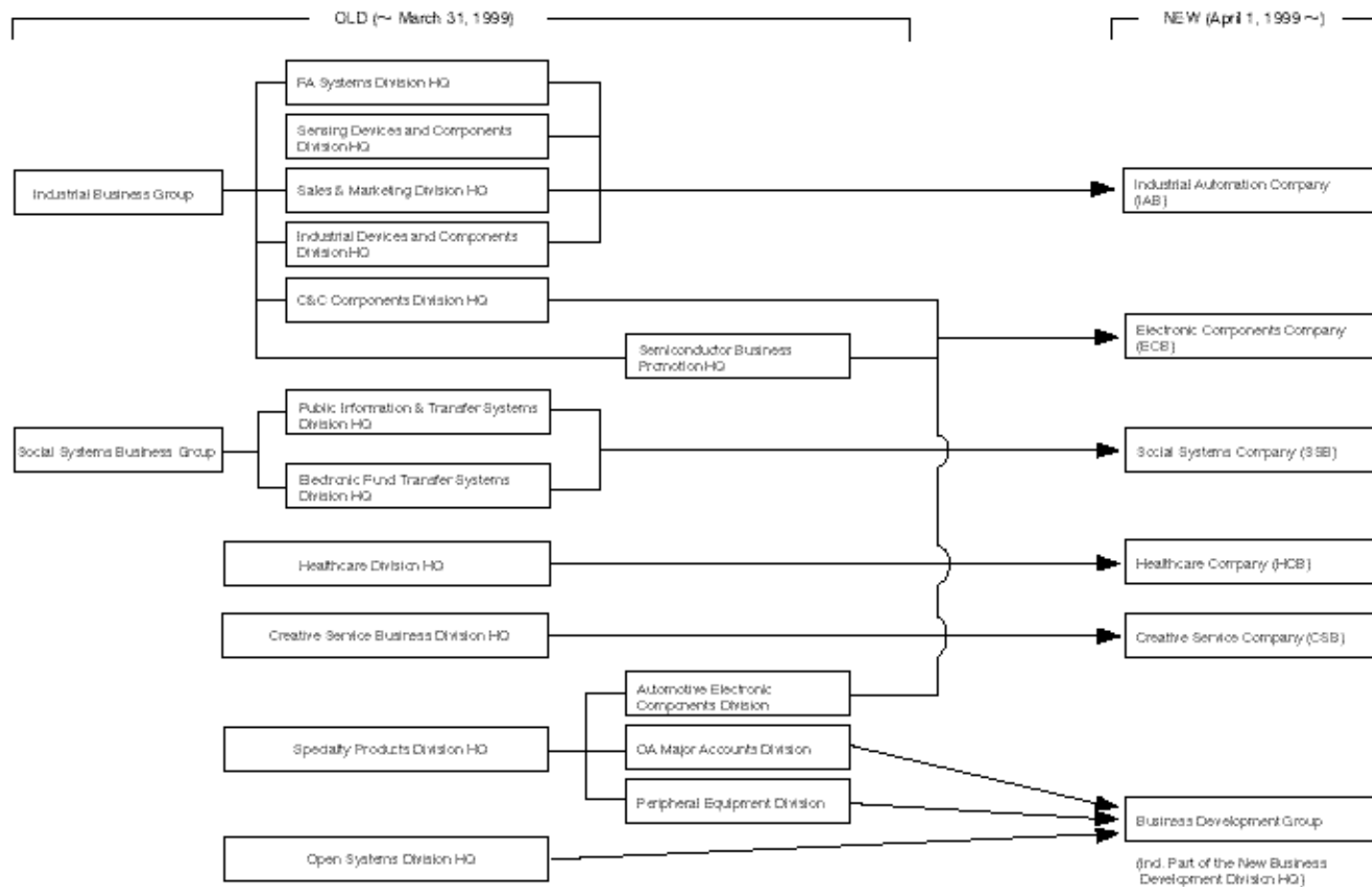
Fiscal Year ~年3月期		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Net Sales 売上高	(Million ¥)	416,231	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280
Annual Change 前年比	(%)	+ 11.8	+ 11.6	+ 4.1	- 4.3	- 0.4	+ 6.3	+ 7.3	+ 13.1	+ 3.0	- 9.2

Sales Composition 部門別売上高構成

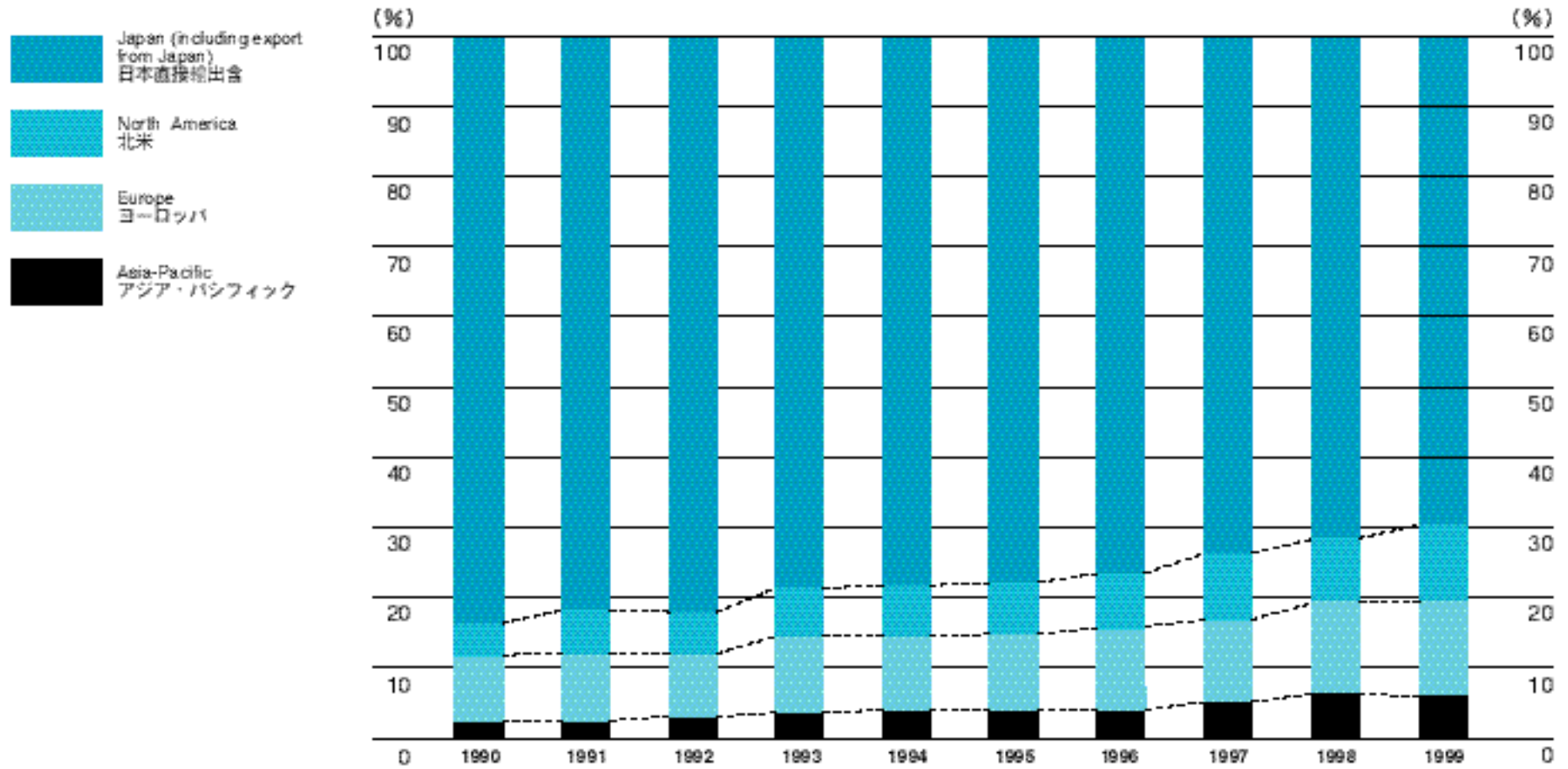


Fiscal Year ~年3月期		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Control Components and Systems 制御システム機器	(Million ¥) (%)	241,010 (57.9)	264,384 (56.9)	265,540 (54.9)	242,035 (52.3)	230,983 (50.1)	248,023 (50.6)	275,149 (52.3)	291,277 (49.0)	313,642 (51.3)	267,503 (48.2)
Social Business 電子決済・公共情報システム	(Million ¥) (%)	92,566 (22.2)	103,945 (22.4)	111,511 (23.1)	112,454 (24.3)	120,429 (26.1)	127,382 (26.0)	125,623 (23.9)	145,172 (24.5)	138,203 (22.6)	135,872 (24.5)
Specialty Products 専用機器	(Million ¥) (%)	27,055 (6.5)	32,298 (7.0)	31,730 (6.6)	38,382 (8.3)	40,323 (8.7)	42,465 (8.7)	38,687 (7.4)	46,533 (7.8)	47,263 (7.7)	51,338 (9.2)
Healthcare 健康機器	(Million ¥) (%)	25,924 (6.2)	28,943 (6.2)	30,796 (6.4)	29,585 (6.4)	28,919 (6.3)	28,790 (5.9)	31,618 (6.0)	36,388 (6.1)	40,793 (6.7)	43,729 (7.9)
Open Systems オープンシステム	(Million ¥) (%)	25,263 (6.1)	28,915 (6.2)	37,771 (7.8)	31,117 (6.7)	33,964 (7.4)	34,672 (7.1)	38,621 (7.4)	50,187 (8.4)	50,131 (8.2)	31,908 (5.7)
Others その他	(Million ¥) (%)	4,413 (1.1)	5,891 (1.3)	5,899 (1.2)	9,129 (2.0)	6,251 (1.4)	8,368 (1.7)	15,591 (3.0)	24,704 (4.2)	21,763 (3.5)	24,930 (4.5)
Total	(Million ¥) (%)	416,231 (100)	464,376 (100)	483,247 (100)	462,702 (100)	460,869 (100)	489,700 (100)	525,289 (100)	594,261 (100)	611,795 (100)	555,280 (100)

Corporation Organization Chart カンパニー制への移行に伴う組織変更



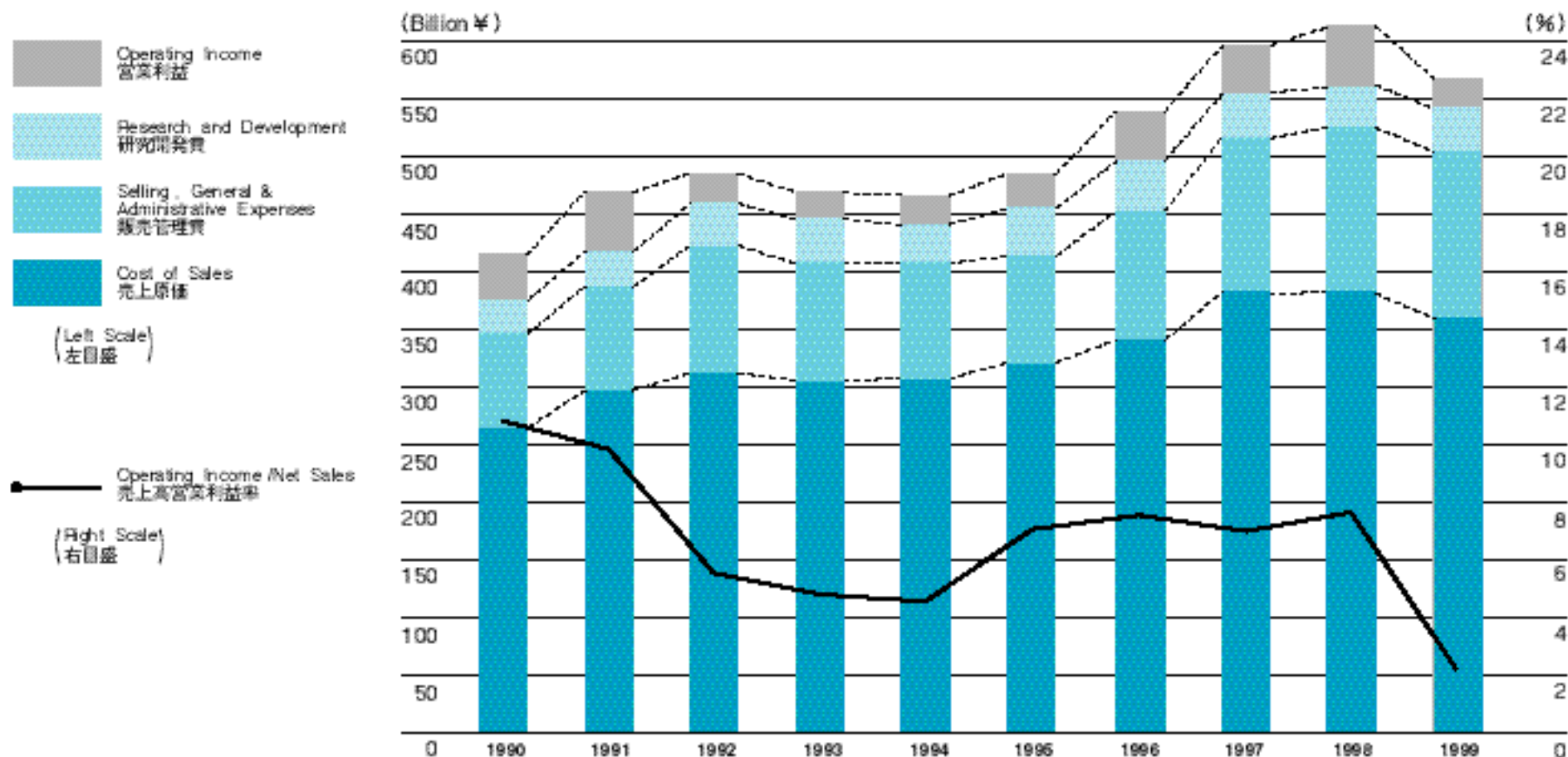
Sales by Region 地域別売上高構成



Fiscal Year ~年3月期		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Japan 日本	(Million ¥) (%)	347,644 (83.5)	379,753 (81.8)	396,515 (82.0)	367,703 (79.4)	364,696 (79.1)	383,286 (78.3)	402,573 (76.6)	442,269 (74.4)	440,614 (72.0)	387,734 (69.8)
North America 北米	(Million ¥) (%)	19,824 (4.8)	26,717 (5.8)	28,119 (5.8)	31,349 (6.8)	33,094 (7.2)	35,337 (7.2)	38,284 (7.3)	52,503 (8.8)	61,169 (10.0)	58,233 (10.5)
Europe ヨーロッパ	(Million ¥) (%)	39,274 (9.4)	47,642 (10.2)	43,331 (9.0)	46,218 (10.0)	44,785 (9.7)	51,510 (10.5)	58,802 (11.2)	67,134 (11.3)	73,901 (12.1)	77,218 (13.9)
Asia-Pacific アジア・パシフィック	(Million ¥) (%)	9,489 (2.3)	10,264 (2.2)	15,282 (3.2)	17,432 (3.8)	18,294 (4.0)	19,567 (4.0)	25,630 (4.9)	32,355 (5.5)	36,111 (5.9)	32,095 (5.8)
Total	(Million ¥) (%)	416,231 (100)	464,376 (100)	483,247 (100)	462,702 (100)	460,869 (100)	489,700 (100)	525,289 (100)	594,261 (100)	611,795 (100)	555,280 (100)

Cost Composition & Operating Income / Net Sales

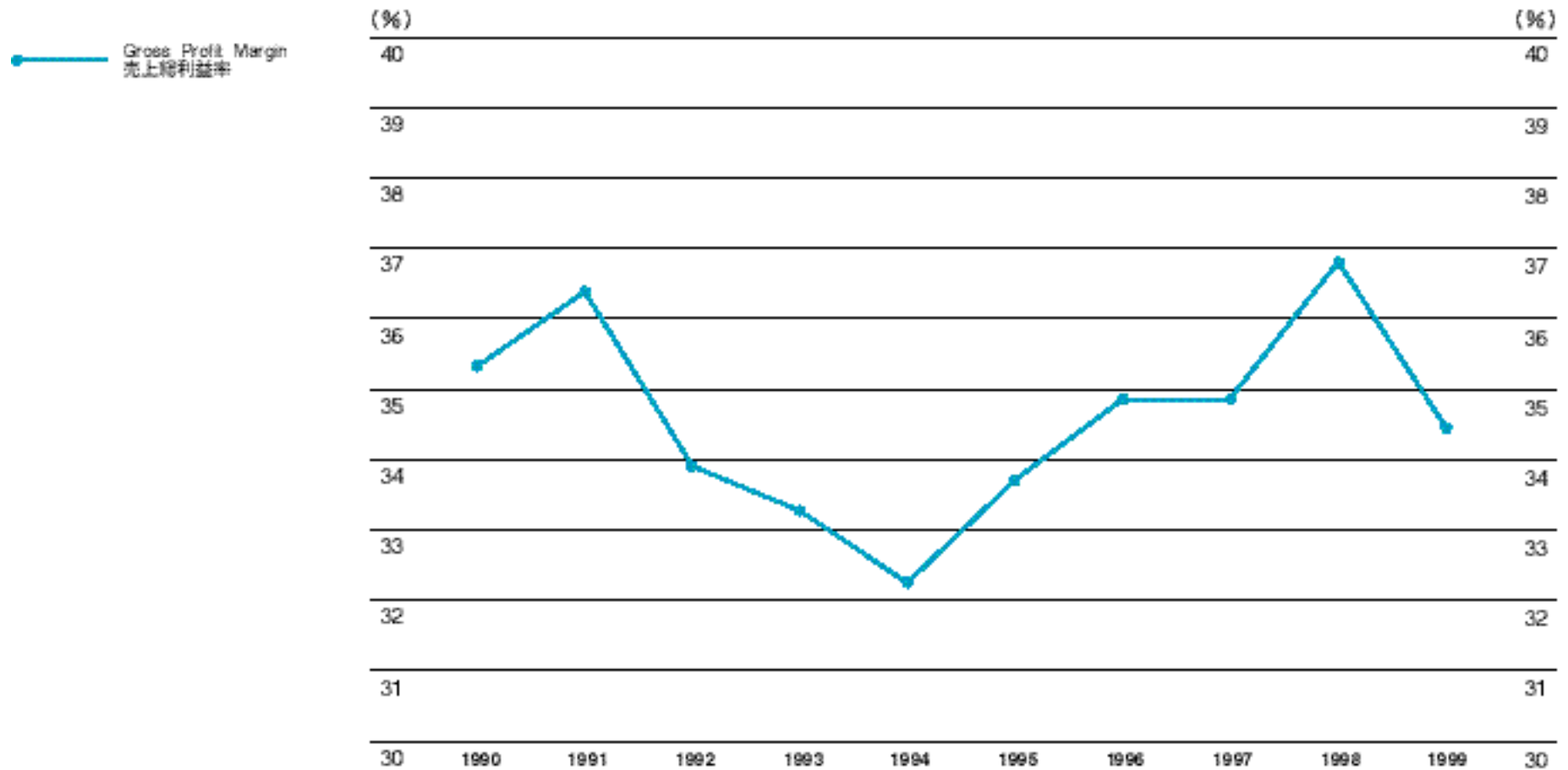
費用構成・売上高営業利益率



Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Net Sales 売上高 (Million ¥)	416,231	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280
Cost of Sales 売上原価 (Million ¥)	269,132	295,124	319,589	308,579	312,248	324,666	342,500	388,005	387,445	364,314
SG & A Expenses 販売管理費 (Million ¥)	75,841	93,622	103,463	102,430	100,193	100,333	109,117	130,163	138,404	136,734
Research and Development 研究開発費 (Million ¥)	25,911	29,952	33,587	31,004	28,698	31,223	34,433	35,188	39,914	42,383
Operating Income 営業利益 (Million ¥)	45,347	45,678	26,608	20,689	19,730	33,478	39,239	40,905	46,032	11,849

Operating Income / Net Sales

Gross Profit Margin 売上総利益率



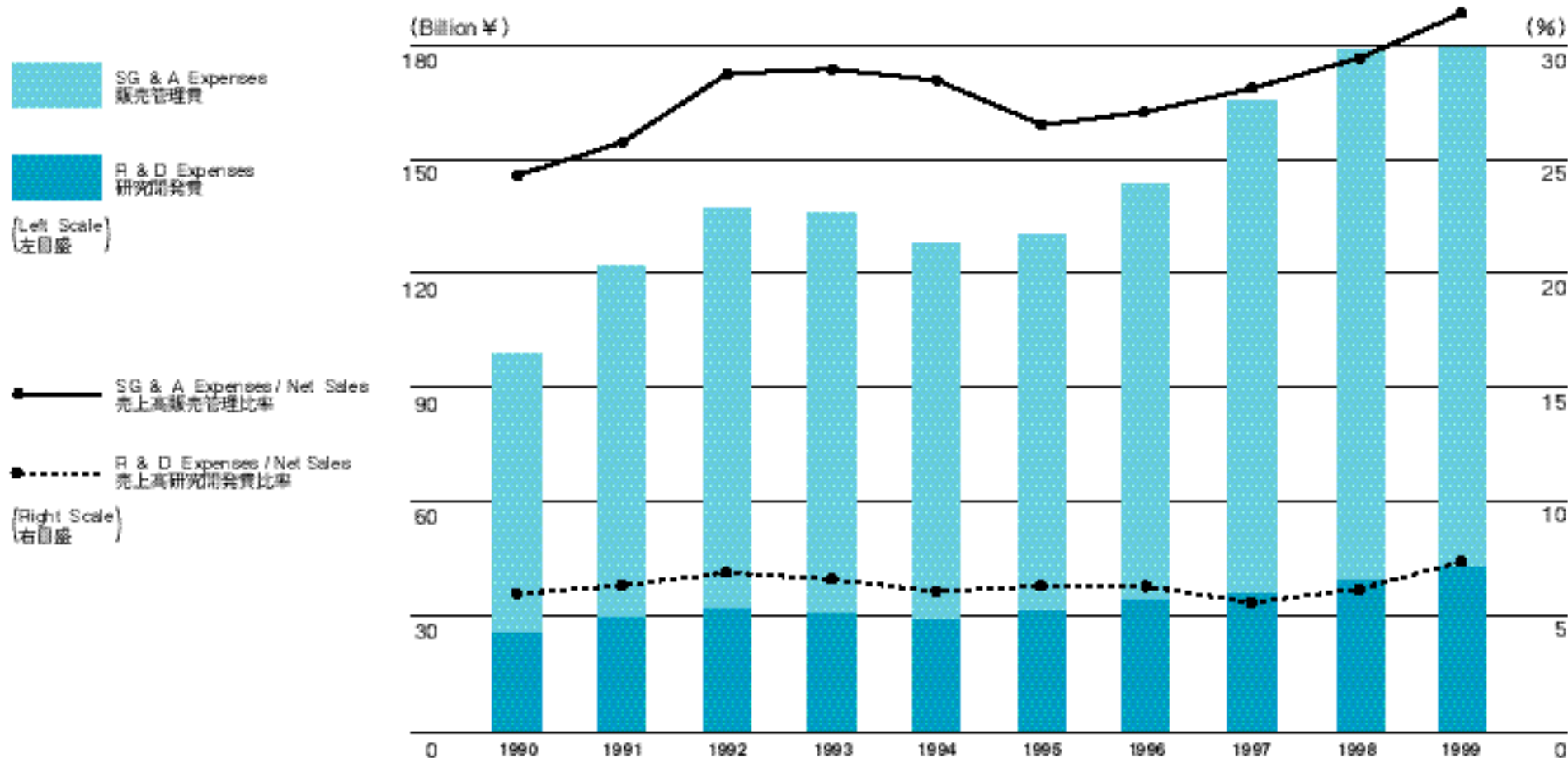
Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Gross Profit 売上総利益 (Million ¥)	147,099	169,252	163,658	154,123	148,621	165,034	182,789	206,256	224,350	190,966
Net Sales 売上高 (Million ¥)	416,231	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280
Gross Profit Margin 売上総利益率 (%)	35.3	36.4	33.9	33.3	32.2	33.7	34.8	34.7	36.7	34.4

Note : Gross Profit Margin = Gross Profit / Net Sales

注 : 売上総利益率 = 売上総利益 / 売上高

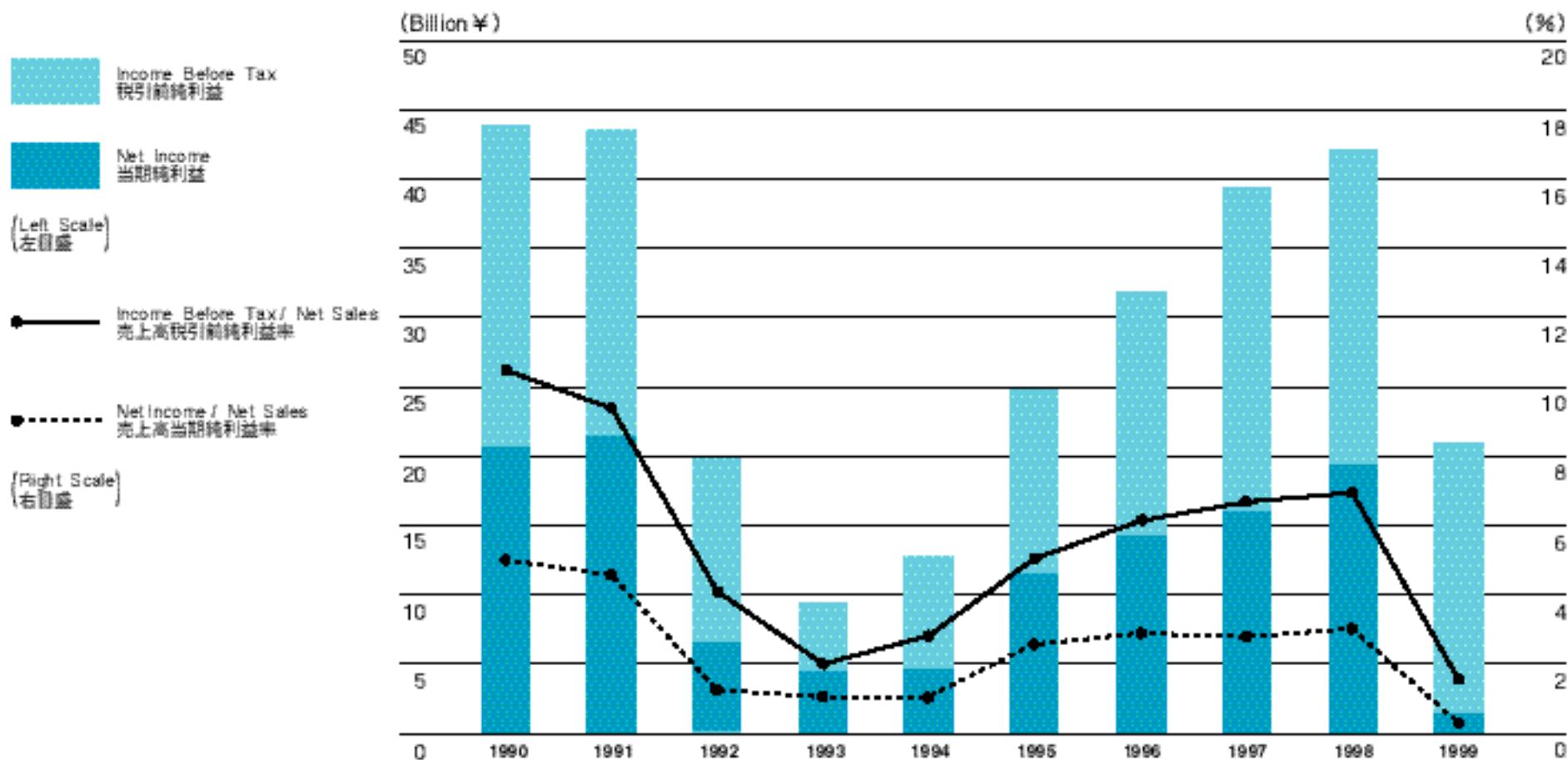
SG & A Expenses / Net Sales, R & D Expenses / Net Sales

売上高販売管理費比率・売上高研究開発費比率



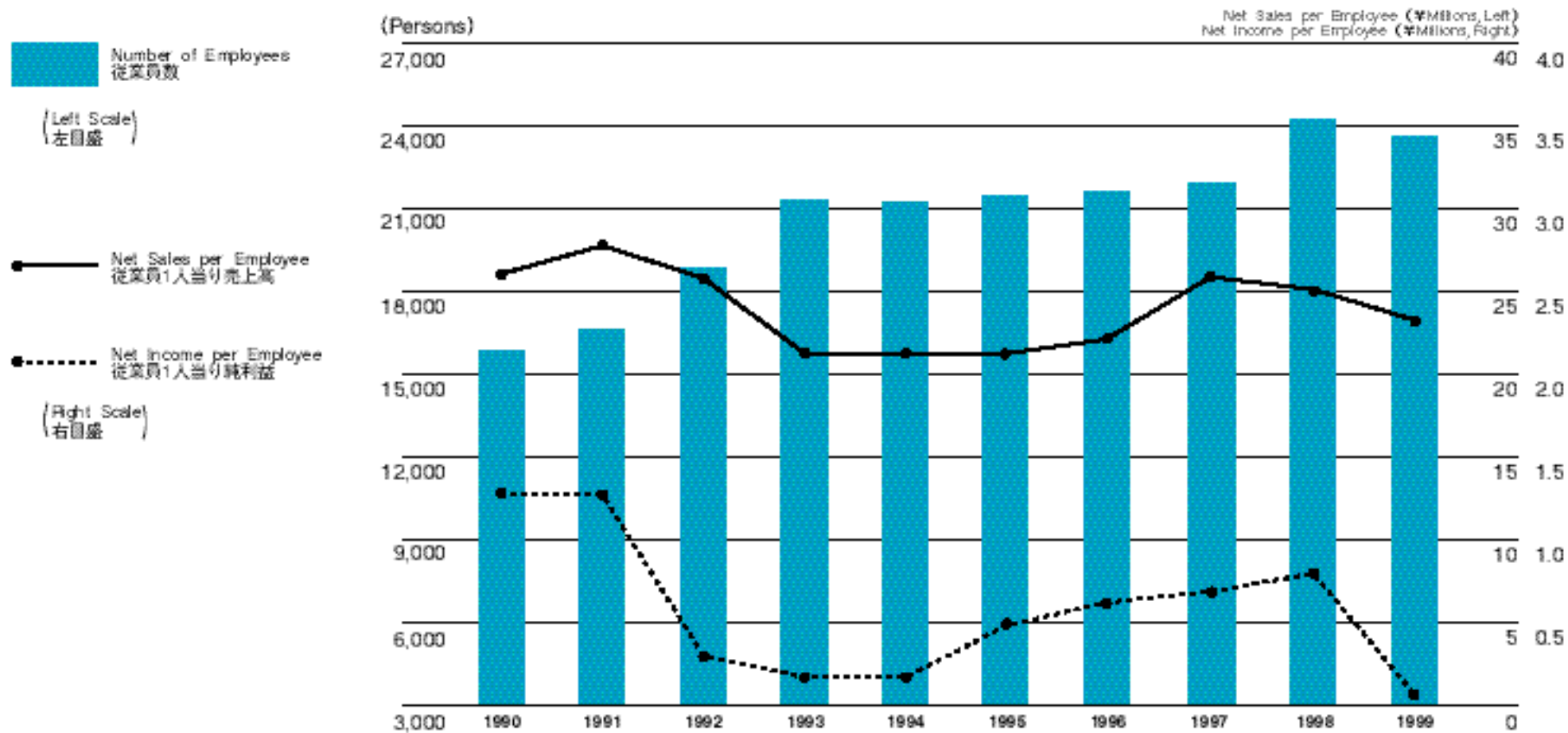
Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
SG & A Expenses (include R & D) 販売管理費 (研究開発費含む) (Million ¥)	101,752	123,574	137,050	133,434	128,891	131,556	143,550	165,351	178,318	179,117
R & D Expenses 研究開発費 (Million ¥)	25,911	29,952	33,587	31,004	28,698	31,223	34,433	35,188	39,914	42,383
Net Sales 売上高 (Million ¥)	416,231	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280
SG & A Expenses / Net Sales 売上高販売管理費比率 (%)	24.4	26.6	28.4	28.8	28.0	26.9	27.3	27.8	29.1	32.3
R & D Expenses / Net Sales 売上高研究開発費比率 (%)	6.2	6.4	7.0	6.7	6.2	6.4	6.6	5.9	6.5	7.6

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 ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Income Before Tax 税引前純利益 (Million ¥)	43,865	43,549	19,803	9,375	13,062	24,948	32,252	39,248	42,243	8,249
Net Income 当期純利益 (Million ¥)	20,795	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174
Net Sales 売上高 (Million ¥)	416,231	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280
Income Before Tax / Net Sales 売上高税引前純利益率 (%)	10.5	9.4	4.1	2.0	2.8	5.1	6.1	6.6	6.9	1.5
Net Income / Net Sales 売上高当期純利益率 (%)	5.0	4.6	1.3	1.0	1.0	2.5	2.8	2.6	3.1	0.4

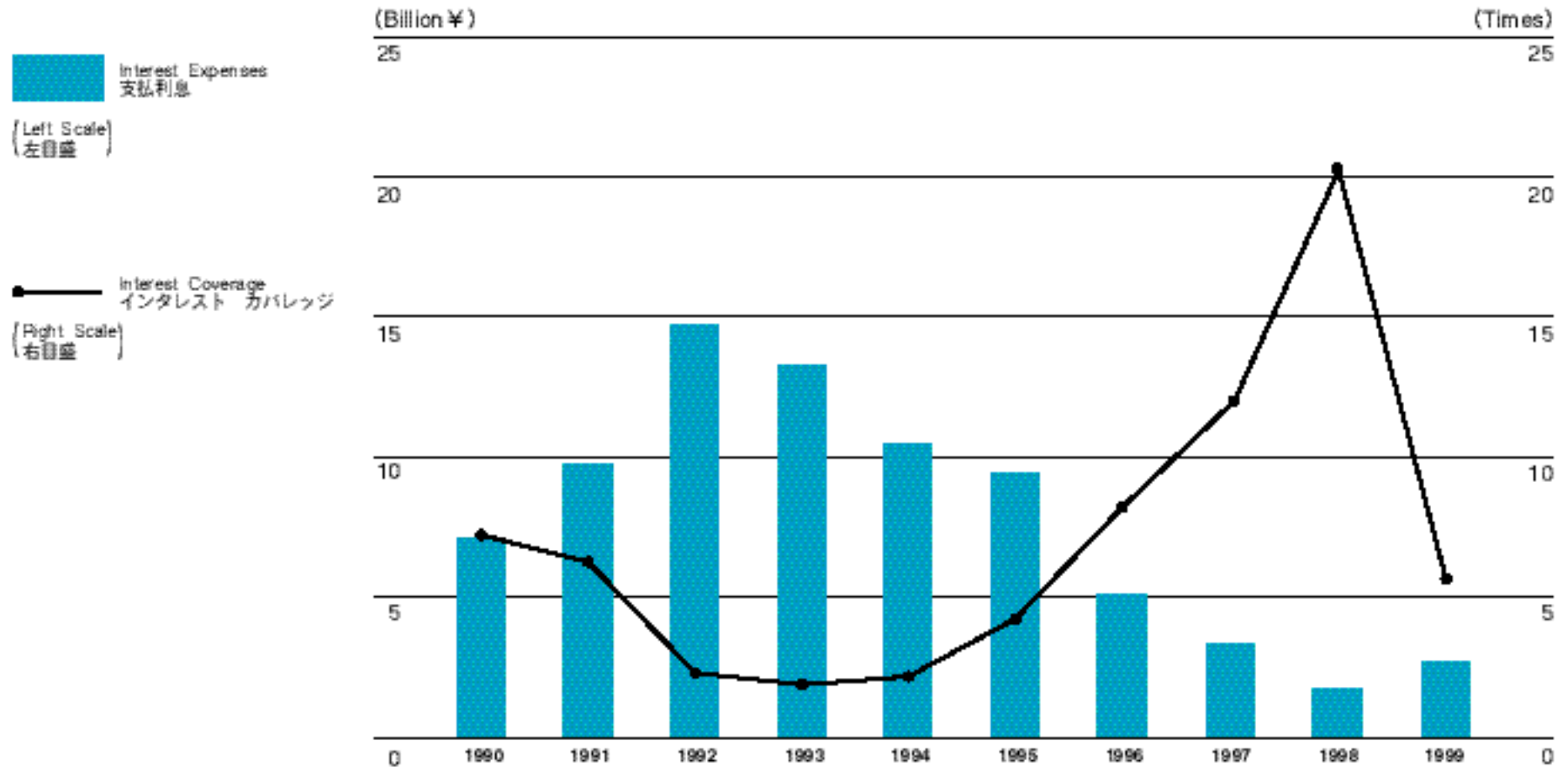
Net Sales & Net Income per Employee 従業員一人当り売上高・当期純利益



Fiscal Year ～年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Number of Employees 従業員数 (Persons)	15,823	16,835	18,681	21,494	21,346	22,428	22,748	23,244	24,048	23,742
Net Sales 売上高 (Million ¥)	416,231	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280
Net Sales per Employee 従業員一人当り売上高 (Million ¥)	26	28	26	22	22	22	23	26	25	23
Net Income 当期純利益 (Million ¥)	20,795	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174
Net Income per Employee 従業員一人当り当期純利益	1.3	1.3	0.3	0.2	0.2	0.5	0.6	0.7	0.8	0.1

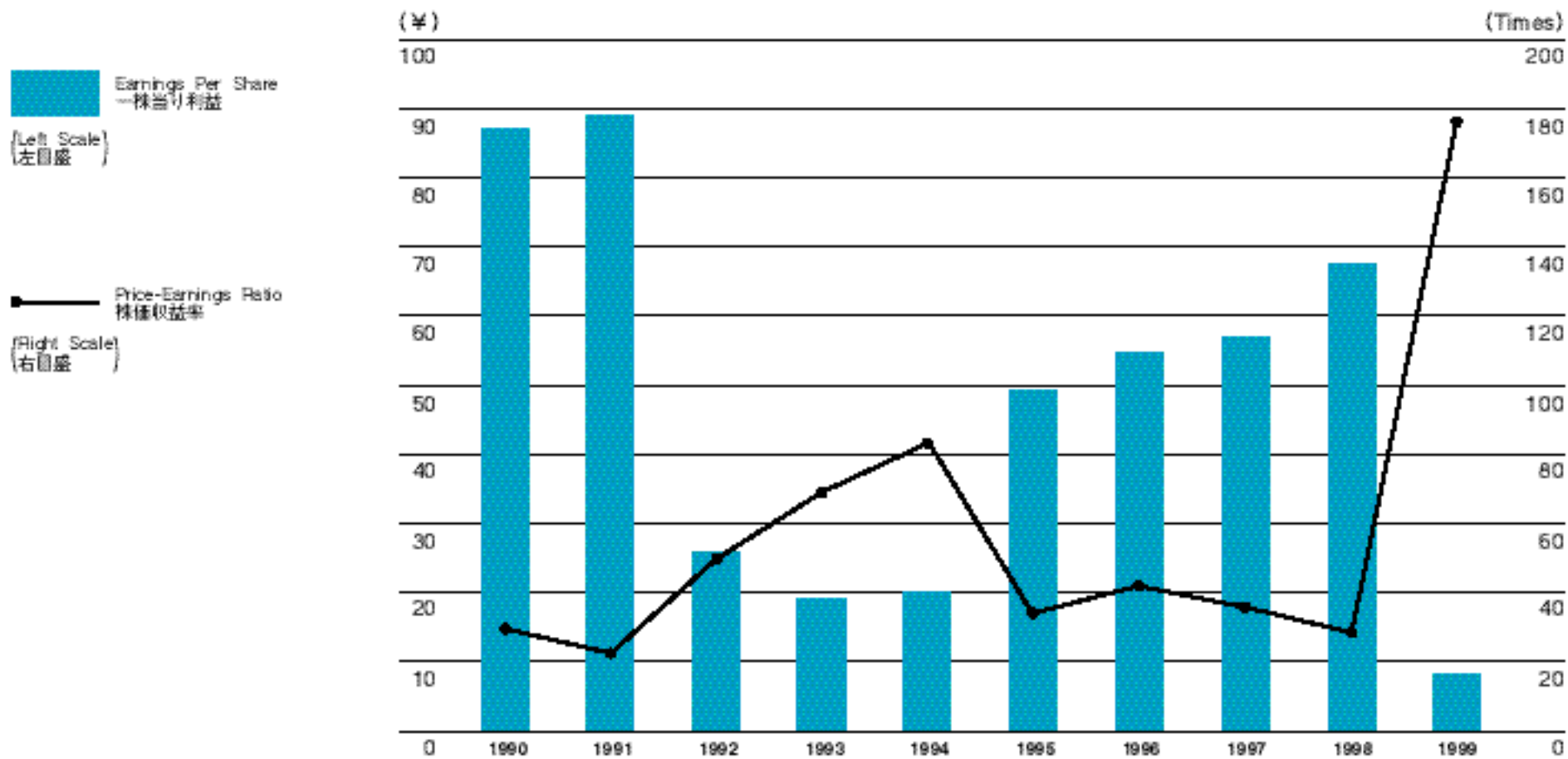
Interest Expenses & Interest Coverage

支払利息・インタレスト カバレッジ



Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Operating Income 営業利益 (Million ¥)	45,347	45,678	26,608	20,689	19,730	33,478	39,239	40,905	46,032	11,849
Interest Income 受取利息 (Million ¥)	8,063	11,695	10,196	7,853	4,214	3,592	3,031	1,967	1,730	1,656
Dividends Received 受取配当金 (Million ¥)	495	1,287	943	920	1,212	932	706	786	600	496
Interest Expenses 支払利息 (Million ¥)	7,502	9,596	14,191	13,454	10,642	8,694	5,075	3,557	2,412	2,518
Interest Coverage インタレスト カバレッジ (Times)	7.19	6.11	2.66	2.19	2.36	4.37	8.47	12.27	20.05	5.56

Earnings per Share & Price - Earnings Ratio 一株当り利益・株価収益率



Fiscal Year ～年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Earnings per Share 一株当り利益 (¥)	87.3	89.4	26.1	19.6	20.1	49.4	54.5	58.8	68.8	8.3
Price-Earnings Ratio 株価収益率 (Times)	30.4	23.5	51.6	69.7	83.2	35.4	42.2	36.6	28.3	175.0

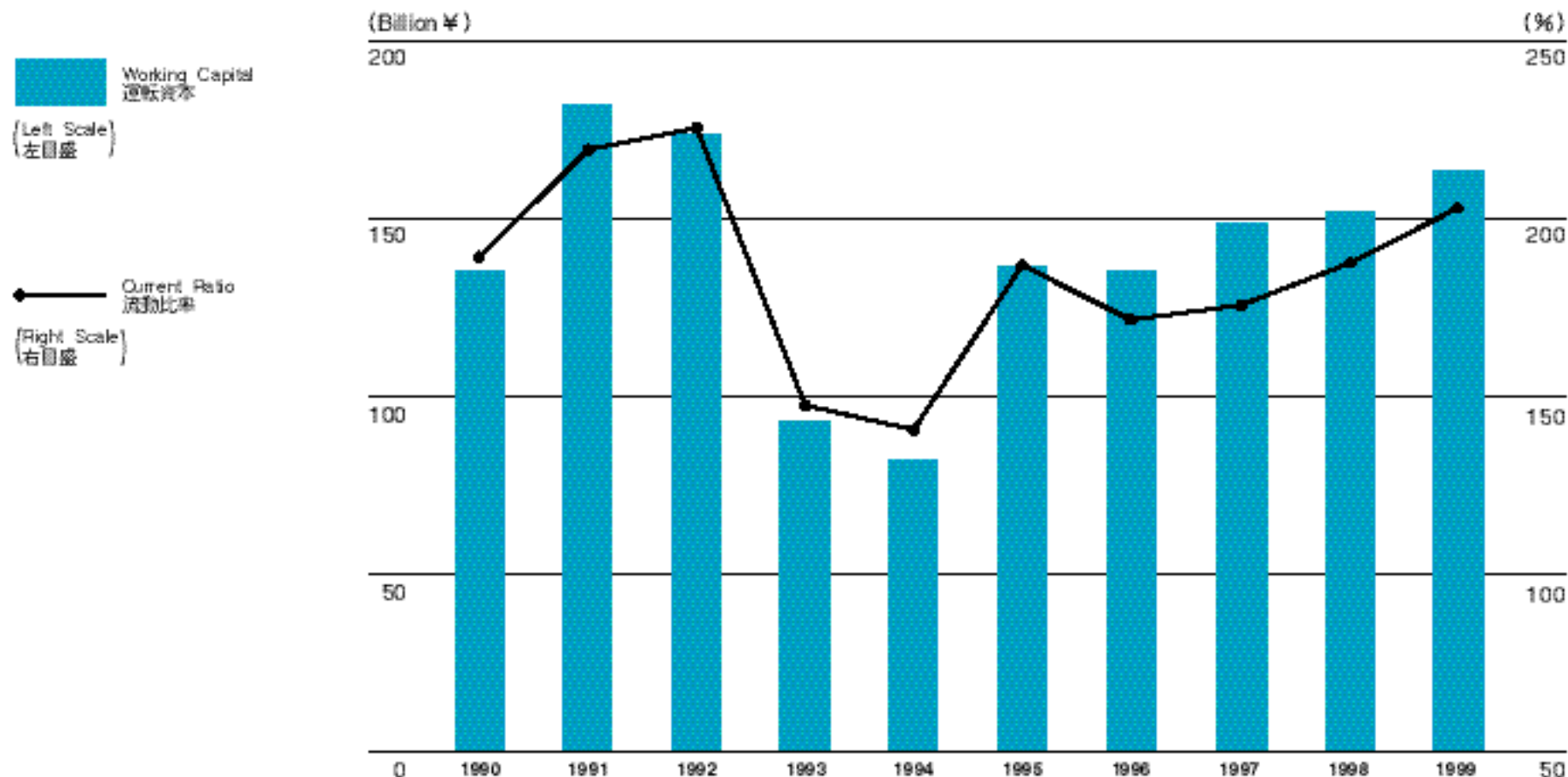
Notes : Earnings per Share are based on the weighted average number of Shares of Common Stock and Common Stock equivalents with a dilutive effect outstanding during each year, adjusted for the free share distributions.

PER = Fiscal - year - end Adjusted Stock Price / (Net Income / Fiscal - year - end Number of Shares)

注：一株当り利益は、株式分割を考慮、修正し、各年度末の加重平均株式数に基づいて計算されています。

株価収益率 = 修正株価 (各年度末) / (当期純利益 / 株数 (各年度末))

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

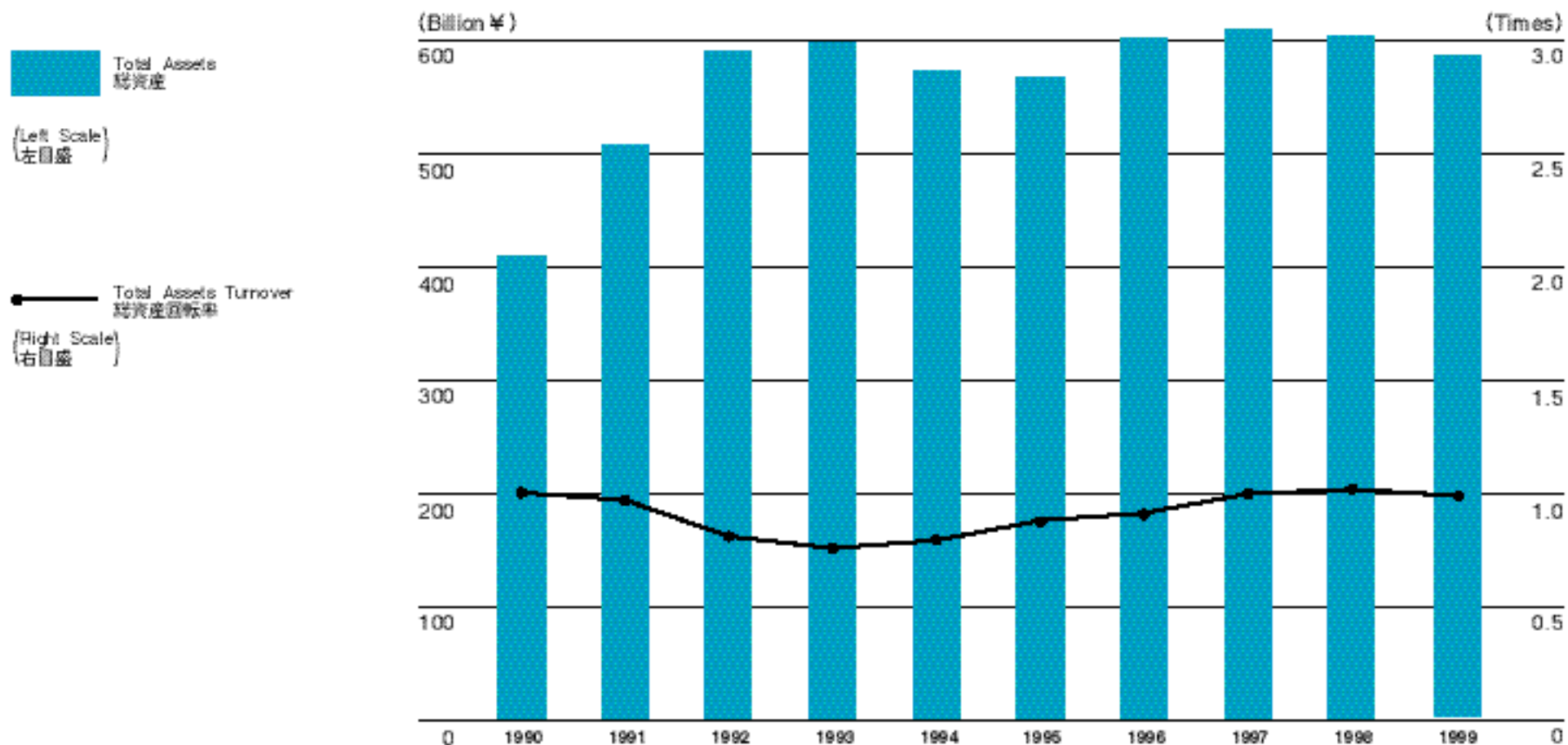


Fiscal Year ~年3月期		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Current Assets 流動資産	(Million ¥)	289,888	334,993	312,769	288,345	282,467	294,775	325,738	340,421	328,747	322,263
Current Liabilities 流動負債	(Million ¥)	153,324	153,159	139,297	194,990	200,033	156,289	188,334	191,632	176,585	157,653
Current Ratio 流動比率	(%)	189	219	225	148	141	189	173	178	186	204
Working Capital 運転資本	(Million ¥)	136,564	181,834	173,472	93,355	82,434	138,486	137,404	148,789	152,162	164,610

Notes: Current Ratio = Current Assets / Current Liabilities

注: 流動比率 = 流動資産 / 流動負債

Total Assets Turnover 総資産回転率

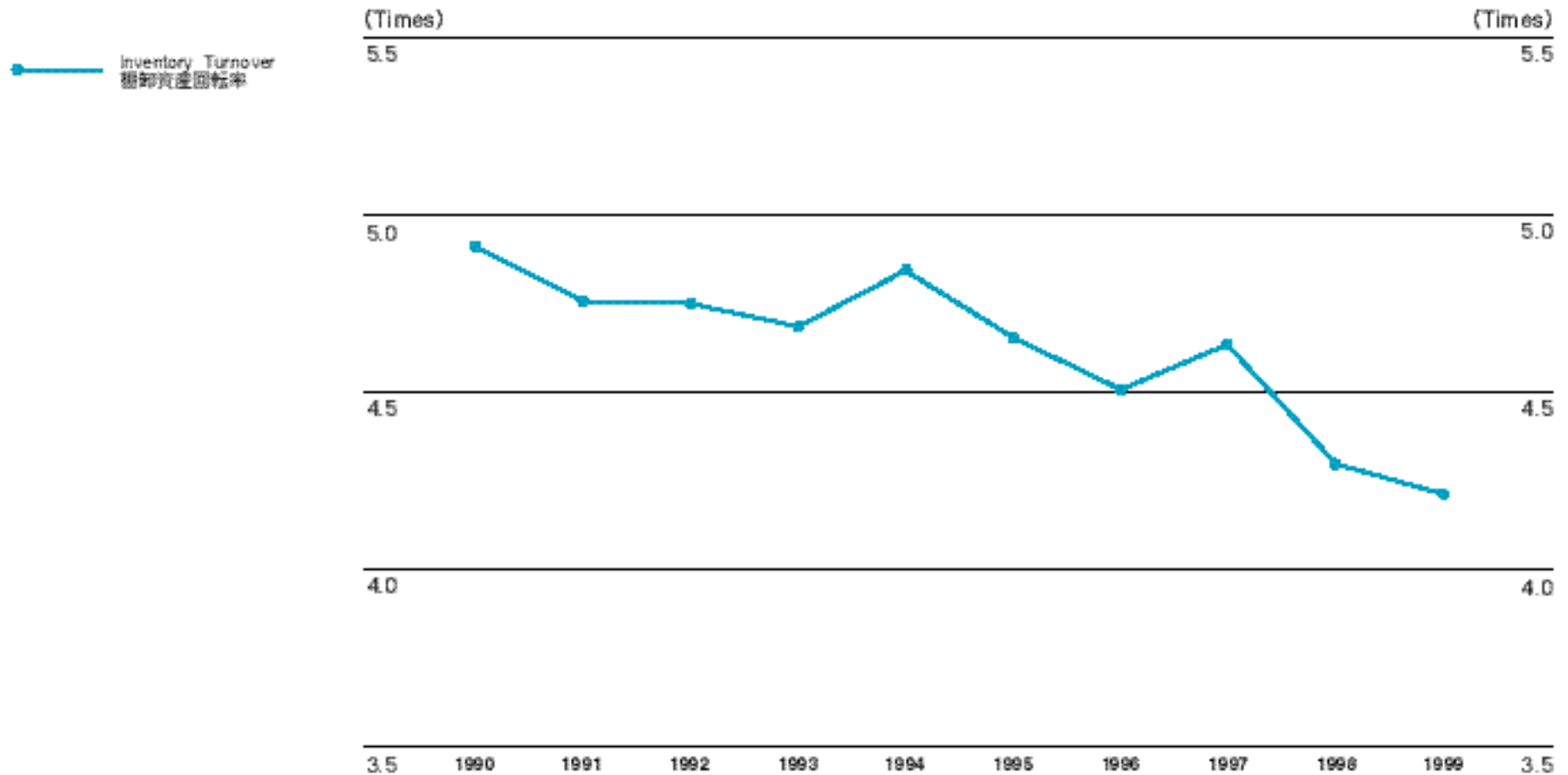


Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Net Sales 売上高 (Million ¥)	416,231	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280
Total Assets 総資産 (Million ¥)	413,211	514,392	588,802	599,831	570,991	569,794	600,172	611,930	602,030	586,858
Total Assets Turnover 総資産回転率 (Times)	1.01	0.90	0.82	0.77	0.81	0.86	0.88	0.97	1.02	0.95

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 棚卸資産回転率

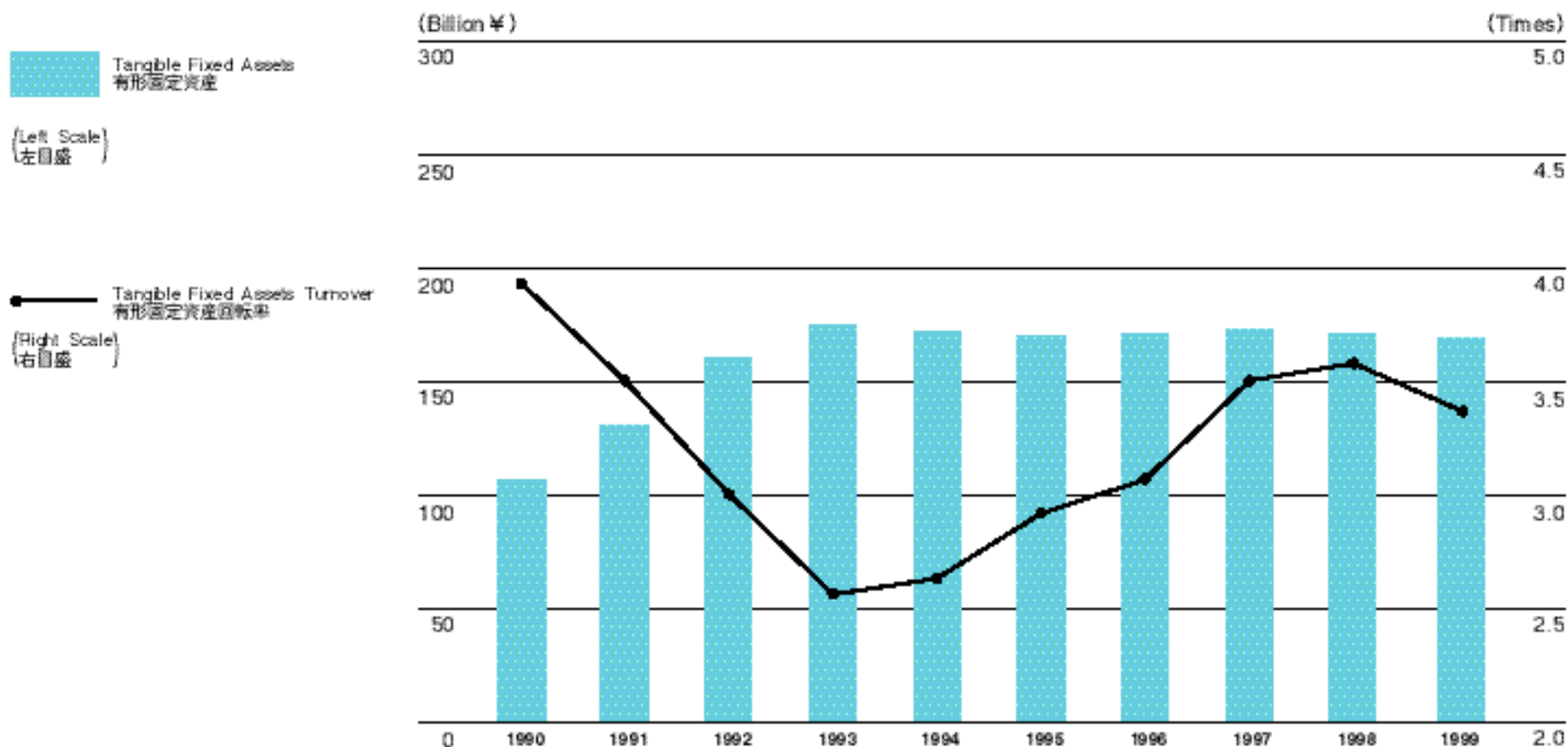


Fiscal Year ~年3月期		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Cost of Sales 売上原価 (Million ¥)		269,132	295,124	319,589	308,579	312,248	324,666	342,500	388,005	387,445	364,314
Inventory 棚卸資産 (Million ¥)		54,803	61,966	67,274	65,642	64,275	69,272	75,892	83,237	90,474	87,258
Inventory Turnover 棚卸資産回転率 (Times)		4.91	4.76	4.75	4.70	4.86	4.69	4.51	4.66	4.28	4.18

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

注：棚卸資産は期中平均
棚卸資産回転率 = 売上原価 / 棚卸資産

Tangible Fixed Assets Turnover 有形固定資産回轉率

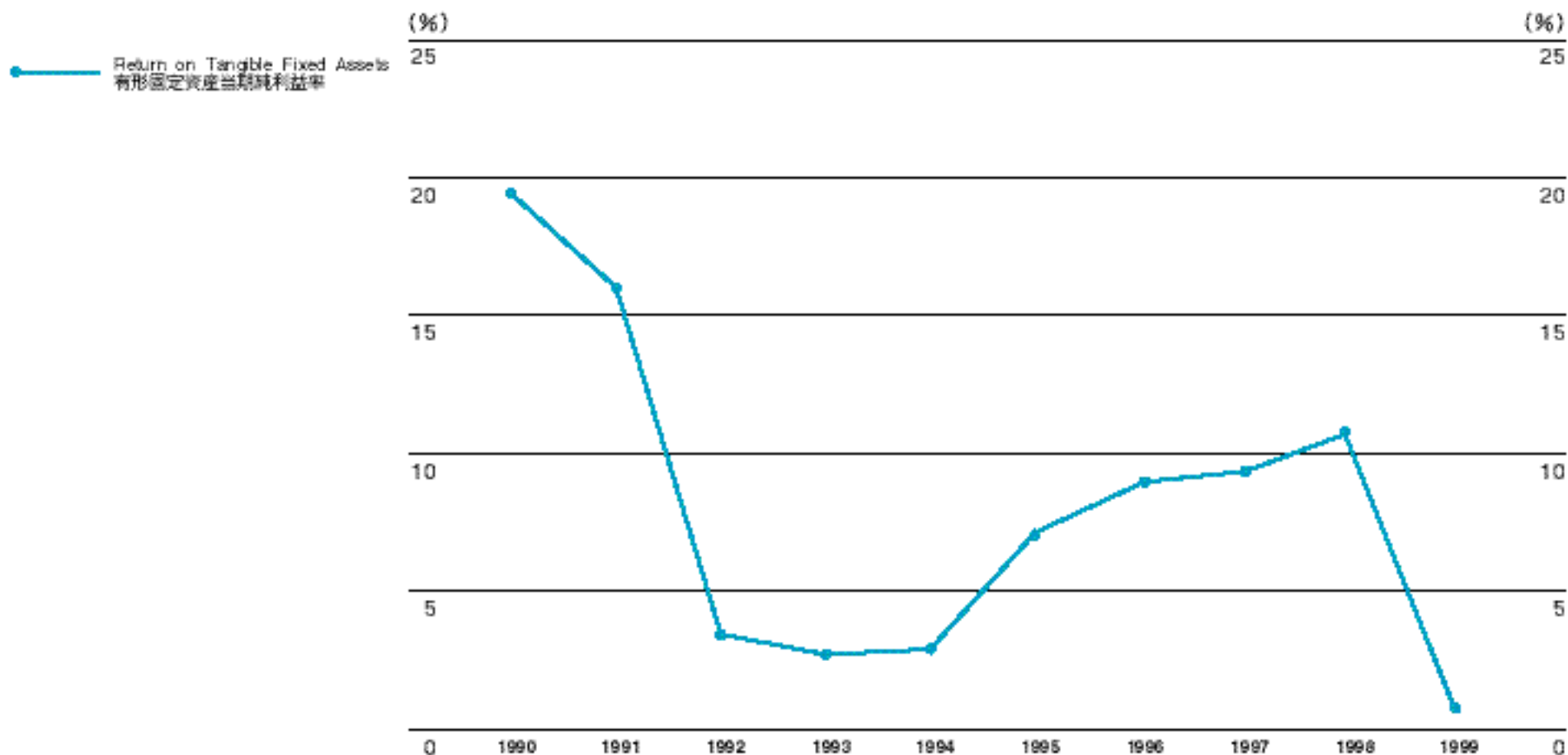


Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Net Sales 売上高 (Million ¥)	416,231	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,280
Tangible Fixed Assets 有形固定資産 (Million ¥)	106,775	133,663	162,326	175,308	171,622	167,830	170,453	171,553	170,446	166,689
Tangible Fixed Assets Turnover 有形固定資産回轉率 (Times)	3.9	3.5	3.0	2.6	2.7	2.9	3.1	3.5	3.6	3.3

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
 有形固定資産回轉率 = 売上高 / 有形固定資産

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



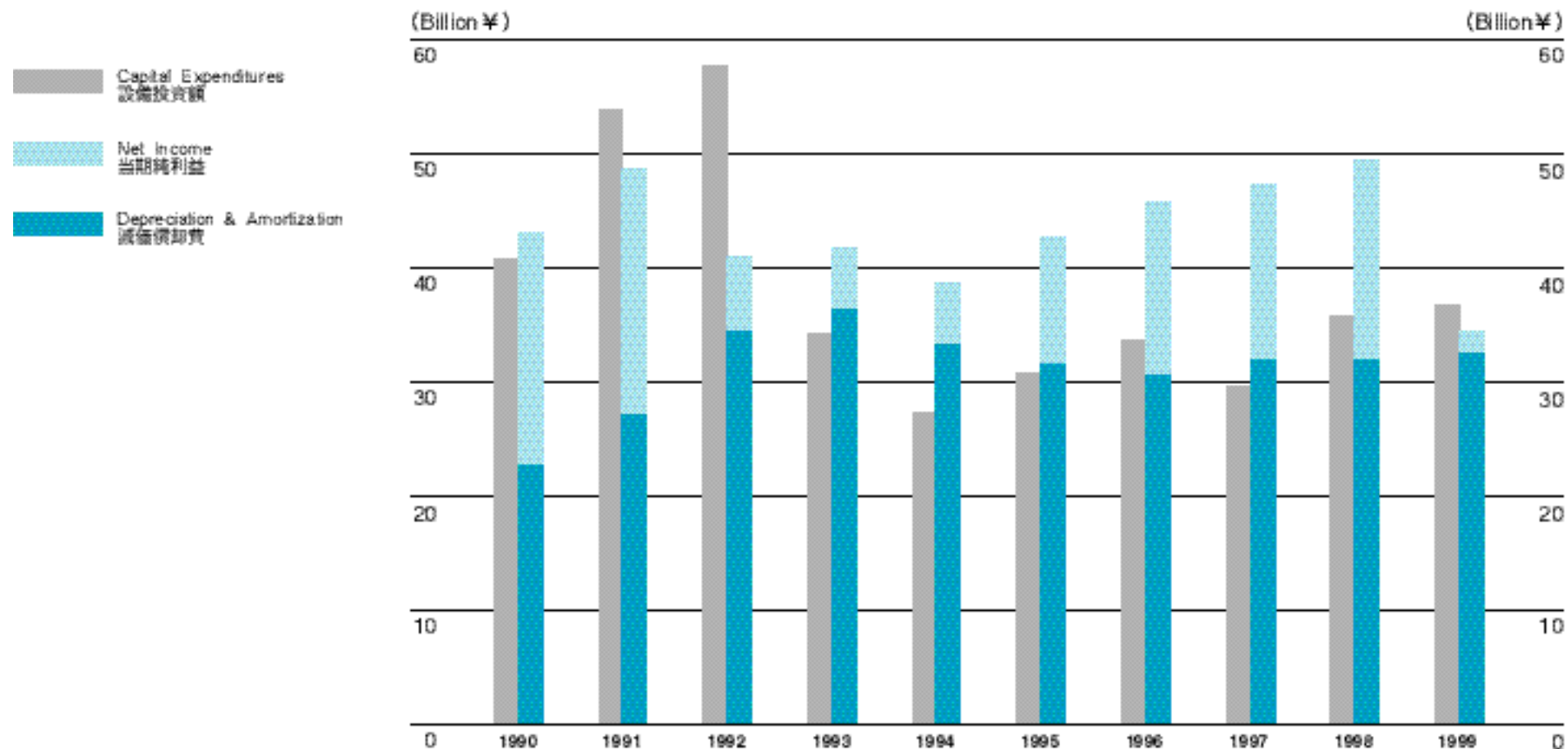
Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Net Income 当期純利益 (Million ¥)	20,795	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174
Tangible Fixed assets 有形固定資産 (Million ¥)	106,775	133,663	162,326	175,308	171,622	167,830	170,453	171,553	170,446	166,689
Return on Tangible Fixed Assets 有形固定資産当期純利益率 (%)	19.5	16.1	3.8	2.6	2.7	7.2	8.6	9.2	11.0	1.3

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

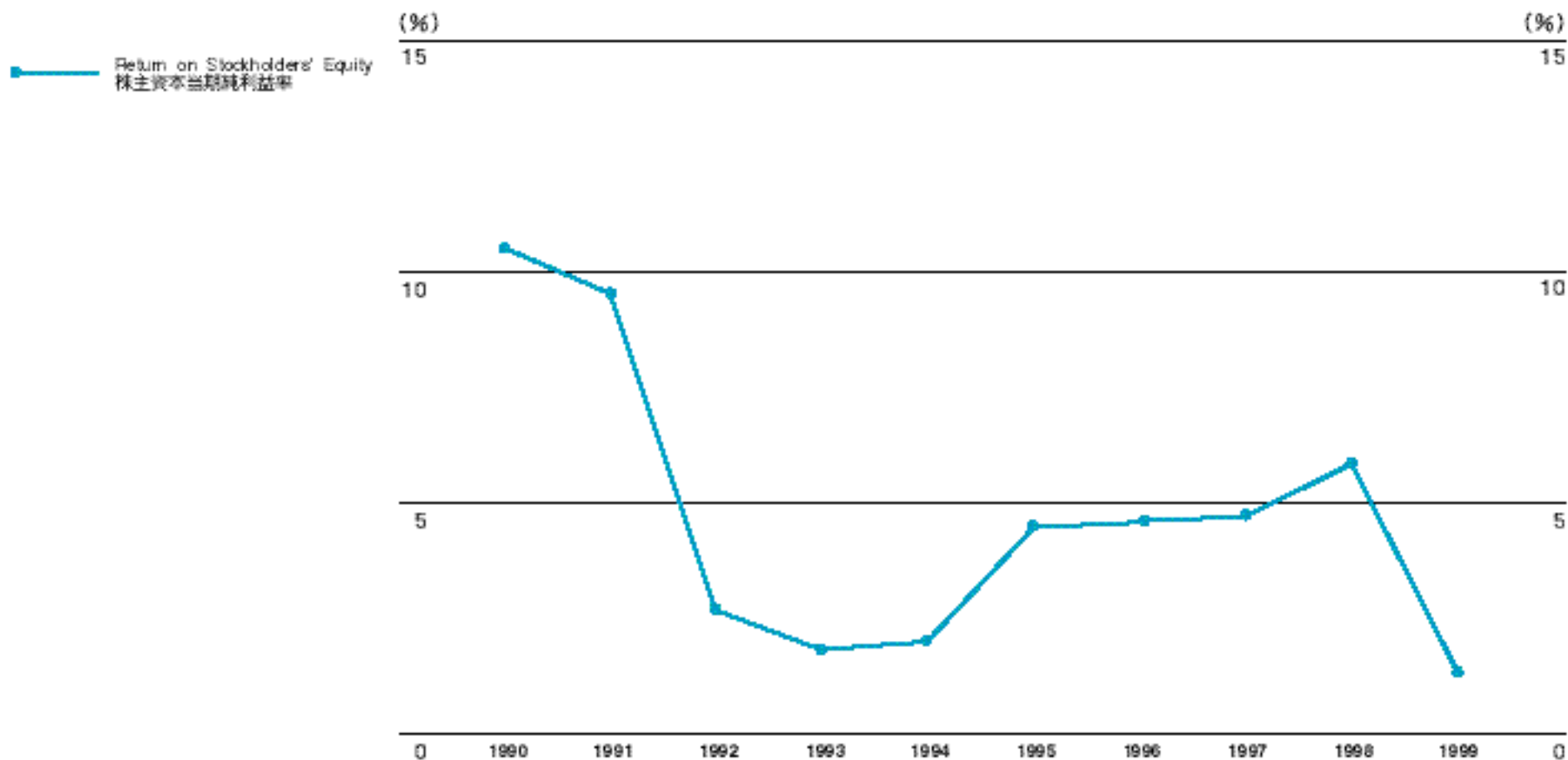


Fiscal Year ~ 年3月期		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Capital Expenditures 設備投資額	(Million ¥)	40,824	53,776	57,575	34,584	26,875	30,954	34,079	29,956	35,896	36,696
Net Income 当期純利益	(Million ¥)	20,795	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174
Depreciation & Amortization 減価償却費	(Million ¥)	22,753	27,205	34,736	37,607	33,502	31,438	30,196	31,234	31,129	31,396
Cash Flows キャッシュフロー	(Million ¥)	43,548	48,679	40,908	42,180	38,192	43,590	44,783	46,973	49,833	33,570

Note: 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 Stockholders' Equity 株主資本当期純利益率

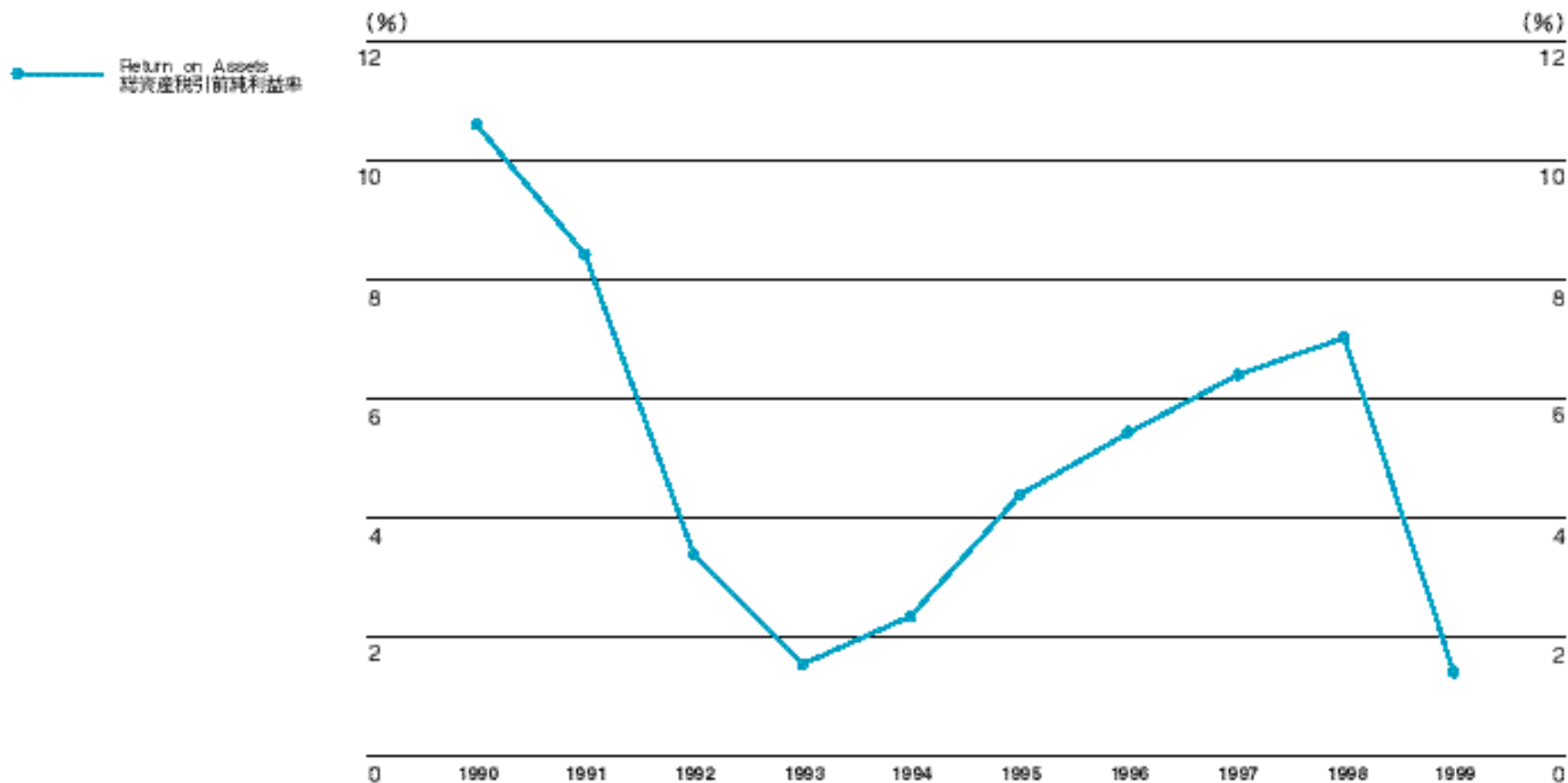


Fiscal Year ~ 年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Net Income 当期純利益 (Million ¥)	20,795	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174
Stockholders' Equity 株主資本 (Million ¥)	197,873	225,265	237,113	235,949	232,329	263,871	307,615	325,648	338,084	332,162
Return on Stockholders' Equity 株主資本当期純利益率 (%)	10.5	9.5	2.6	1.9	2.0	4.6	4.7	4.8	5.5	0.7

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

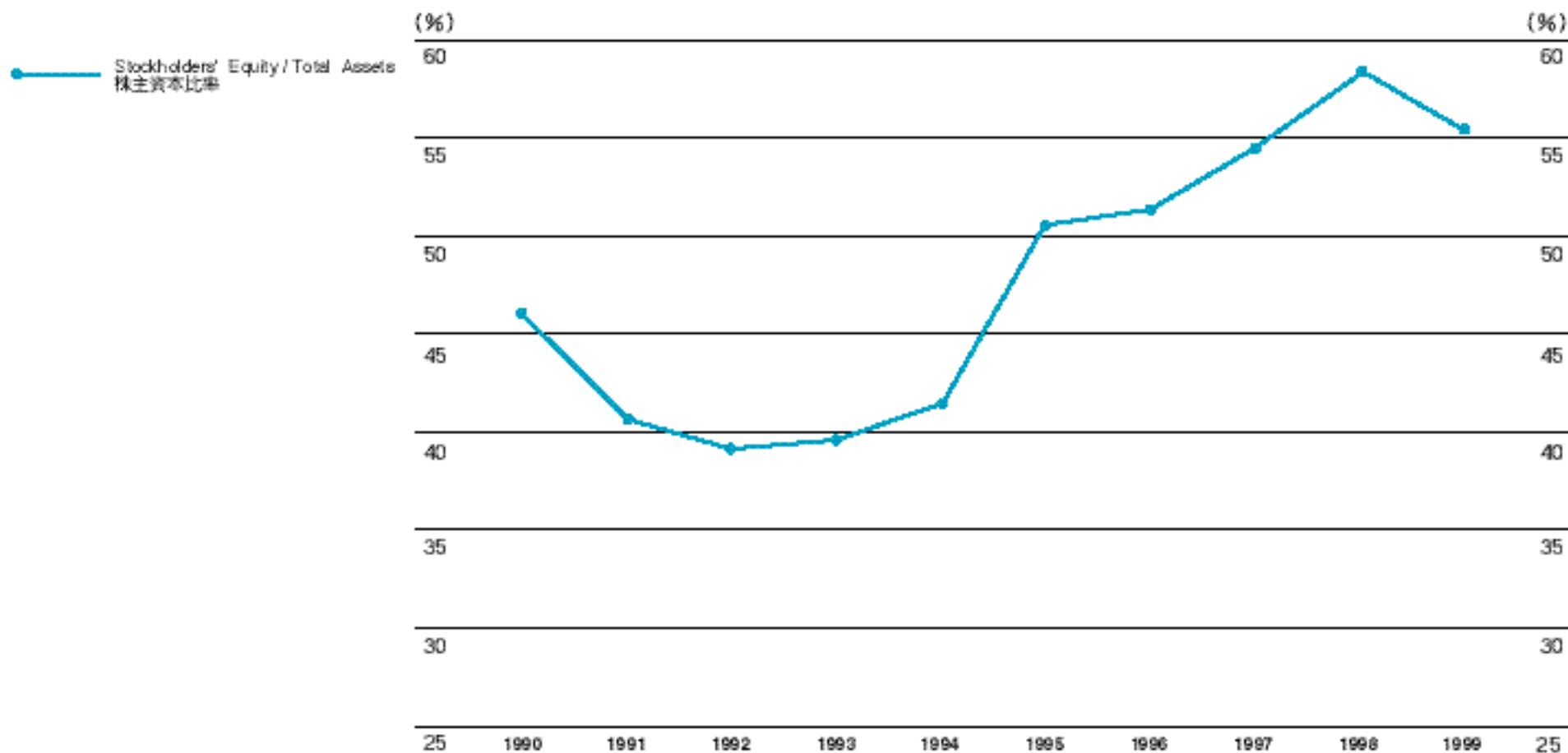


Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Income Before Tax 税引前純利益 (Million ¥)	43,865	43,549	19,803	9,375	13,062	24,948	32,252	39,248	42,243	8,249
Total Assets 総資産 (Million ¥)	413,211	514,392	588,802	599,831	570,991	569,794	600,172	611,930	602,030	586,858
Return on Assets 総資産税引前純利益率 (%)	10.6	8.5	3.4	1.6	2.3	4.4	5.4	6.4	7.0	1.4

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

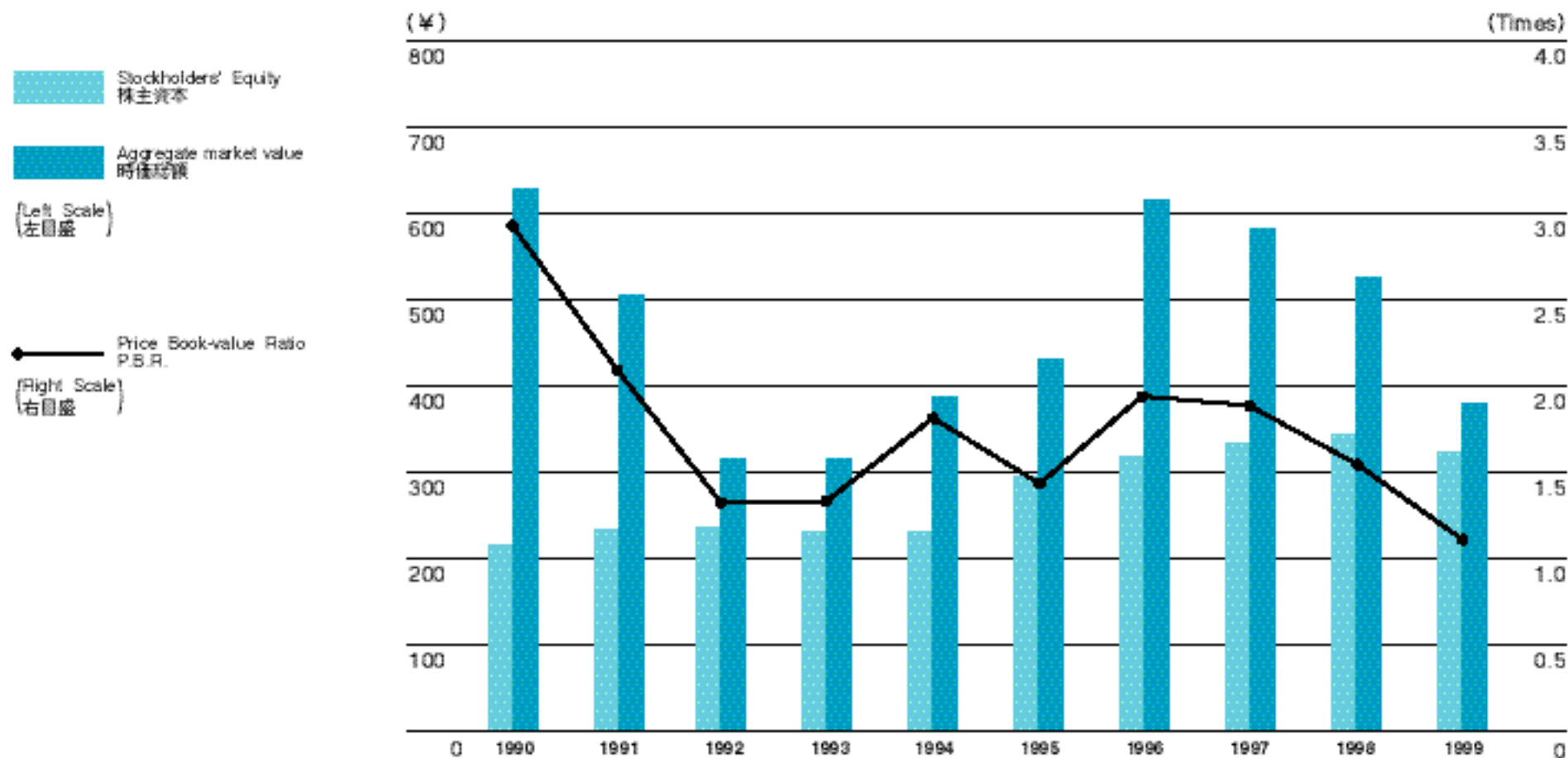
注：総資産は期中平均
総資産税引前純利益率 = 税引前純利益 / 総資産

Stockholders' Equity / Total Assets 株主資本比率



Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Debt 負債 (Million ¥)	246,784	331,470	371,908	355,856	321,468	290,379	294,735	277,828	250,063	259,328
Debt / Equity Ratio デットエクイティレシオ (Times)	1.152	1.403	1.563	1.521	1.393	0.978	0.926	0.834	0.729	0.807
Stockholders' Equity 株主資本 (Million ¥)	214,251	236,278	237,947	233,951	230,706	297,035	318,194	333,102	343,066	321,258
Total Assets 総資産 (Million ¥)	461,035	567,748	609,855	589,807	552,174	587,414	612,929	610,930	593,129	580,586
Stockholders' Equity / Total Assets 株主資本比率 (%)	46.5	41.6	39.0	39.7	41.8	50.6	51.9	54.5	57.8	55.3

Aggregate market value & Price Book-value Ratio 時価総額・P.B.R.

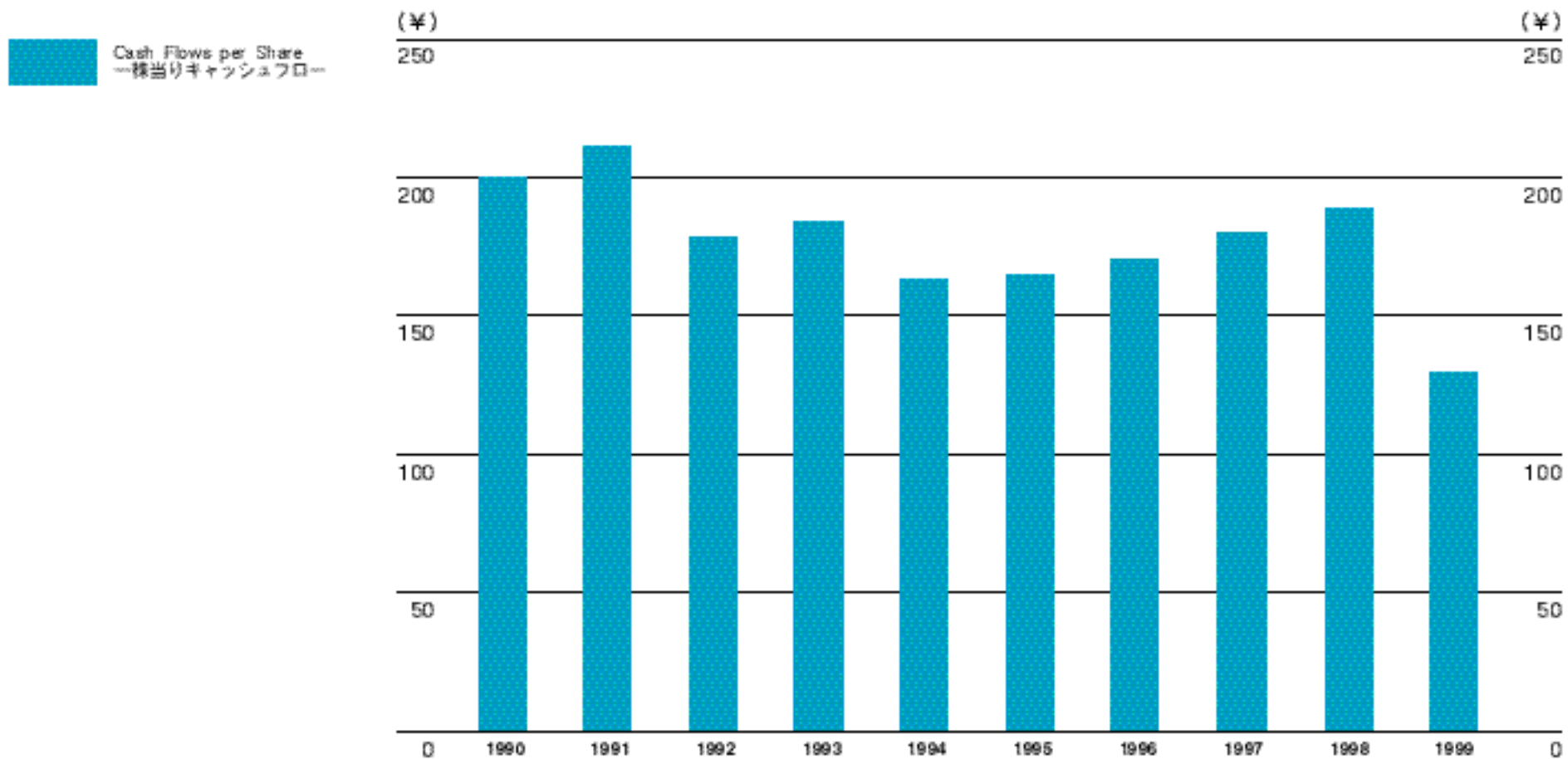


Fiscal Year ～年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Stockholders' Equity 株主資本 (Million ¥)	214,251	236,278	237,947	233,951	230,706	297,035	318,194	333,102	343,066	321,258
Aggregate market value 時価総額 (¥)	632,660	505,627	318,735	318,753	390,357	429,846	615,952	576,636	529,457	380,519
Number of Shares 株数	218,158,474	230,879,825	230,967,636	230,980,180	230,980,180	262,100,942	262,107,214	262,107,214	262,107,214	257,107,214
Stockholders' Equity per Share 一株当り株主資本 (¥)	982	1,023	1,030	1,013	999	1,133	1,214	1,271	1,309	1,250
Adjusted Stock Price 修正株価 (¥)	2,900.00	2,190.00	1,380.00	1,380.00	1,690.00	1,640.00	2,350.00	2,200.00	2,020.00	1,480.00
Price Book-value Ratio P.B.R. (Times)	2.95	2.14	1.34	1.36	1.69	1.45	1.94	1.73	1.54	1.18

Notes: Stockholders' Equity is based on Common Shares

注: 株主資本は、発行済普通株式に基づいて算出

Cash Flows per Share 一株当りキャッシュフロー



Fiscal Year ~年3月期	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Cash Flows キャッシュフロー (Million ¥)	43,548	48,679	40,908	42,180	38,192	43,590	44,783	46,973	49,833	33,570
Number of Shares 株数	218,158,474	230,879,825	230,967,636	230,980,180	230,980,180	262,100,942	262,107,214	262,107,214	262,107,214	257,107,214
Cash Flows per Share 一株当りキャッシュフロー (¥)	200	211	177	183	165	166	171	179	190	131

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

注 : 一株当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。
 発行済株式数は各年度末数値
 キャッシュフロー = 当期純利益 + 減価償却費

CONSOLIDATED STATEMENTS OF INCOME

連結損益計算書

(Million ¥)

Years ended March 31	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
NET SALES 売上高	416,231	464,376	483,247	462,702	460,869	489,700	525,289	594,261	611,795	555,820
COSTS AND EXPENSES : 売上原価及び費用										
Cost of sales 売上原価	269,132	295,124	319,589	308,579	312,248	324,666	342,500	388,005	387,445	364,314
Selling, general and administrative 販売費及び一般管理費	75,841	93,622	103,463	102,430	100,193	100,333	109,117	130,163	138,404	136,734
Research and development 試験研究開発費	25,911	29,952	33,587	31,004	28,698	31,223	34,433	35,188	39,914	42,383
Interest expense (income), net 支払利息及び受取利息-純額-	(561)	(2,099)	3,995	5,601	6,428	5,102	2,044	1,591	682	862
Foreign exchange loss (gain) 為替差損益	(924)	1,372	(312)	835	1,272	3,657	5,027	860	4,419	2,766
Other, net その他費用(収益) -純額-	2,967	2,856	3,122	4,878	(1,032)	(229)	(84)	(794)	(1,312)	(28)
Total 合計	<u>372,366</u>	<u>420,827</u>	<u>463,444</u>	<u>453,327</u>	<u>447,807</u>	<u>464,752</u>	<u>493,037</u>	<u>555,013</u>	<u>569,552</u>	
INCOME BEFORE INCOME TAXES, MINORITY 法人税等・少数株主損益	43,865	43,549	19,803	9,375	13,062	24,948	32,252	39,248	42,243	8,249
INTERESTS AND EXTRAORDINARY ITEM 及び特別項目調整前純利益										
INCOME TAXES : 法人税等										
Current 当期税額	23,057	22,946	13,409	8,918	12,302	13,150	18,107	22,915	24,579	12,426
Deferred 繰延税額	(479)	(1,399)	(278)	(4,444)	(2,863)	705	(337)	342	(1,305)	(8,591)
Tax effects of subsidiaries' operating loss carryforwards 子会社での繰越欠損金の 期間調整税額	1,341	255	333	2,047	*(617)	(1,497)	(731)	(305)	(176)	(142)
Adjustment of Deferred Tax Assets and Liabilities for Enacted Changes in Tax Rate 標準税率の変更影響額	—	—	—	—	—	—	—	—	273	2,351
Total 合計	<u>23,919</u>	<u>21,802</u>	<u>13,464</u>	<u>6,521</u>	<u>8,822</u>	<u>12,358</u>	<u>17,039</u>	<u>22,952</u>	<u>23,371</u>	6,044
INCOME BEFORE MINORITY INTERESTS 少数株主損益										
AND EXTRAORDINARY ITEM 及び特別項目調整前純利益	19,946	21,747	6,339	2,854	4,240	12,590	15,213	16,296	18,872	2,205
MINORITY INTERESTS 少数株主損益	492	528	500	328	134	438	626	557	168	31
INCOME BEFORE EXTRAORDINARY ITEM 特別項目調整前純利益	<u>19,454</u>	<u>21,219</u>	<u>5,839</u>	<u>2,526</u>	<u>4,106</u>	<u>12,152</u>	<u>14,587</u>	<u>15,739</u>	<u>18,704</u>	2,174
EXTRAORDINARY ITEM : 特別項目										
Reduction of income taxes arising from utilization of subsidiaries' operating loss carryforwards 子会社での繰越欠損金の 利用により生じた法人税等の軽減額	1,341	255	333	2,047	*2 584	—	—	—	—	—
NET INCOME 当期純利益	<u>20,795</u>	<u>21,474</u>	<u>6,172</u>	<u>4,573</u>	<u>4,690</u>	<u>12,152</u>	<u>14,587</u>	<u>15,739</u>	<u>18,704</u>	2,174
										(¥)
NET INCOME PER SHARE (Basic) 一株当り当期純利益	—	—	—	—	20.3	50.8	55.7	60.1	71.4	8.3
(Diluted) 潜在株式調整後一株当り当期純利益	<u>87.3</u>	<u>89.4</u>	<u>26.1</u>	<u>19.6</u>	<u>20.1</u>	<u>49.4</u>	<u>54.5</u>	<u>58.8</u>	<u>69.8</u>	8.3
CASH DIVIDENDS PER SHARE APPLICABLE TO PERIOD 現金配当金	<u>12.4</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>	13.0

*1 Tax benefits of subsidiaries' operating loss carry forwards due to a change in accounting principle as required by SFAS No. 109

*1 法人税等の新会計基準(SFAS No.109)適用により発生した子会社での繰越欠損金にかかると認めらるる額

CONSOLIDATED BALANCE SHEETS 連結貸借対照表

(Million ¥)

Years ended March 31	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
ASSETS 資産の部										
CURRENT ASSETS : 流動資産										
Cash and cash equivalents 現金及び現金等価物	125,376	132,690	123,592	105,071	92,731	90,056	87,864	79,288	68,365	88,900
Short-term investments 短期投資	418	13,750	3,768	11,707	8,663	20,009	24,065	29,035	6,142	1,054
Notes and accounts receivable, trade 受取手形及び売掛金	97,363	115,352	107,635	102,573	105,295	106,389	124,977	133,771	138,149	134,183
Allowance for doubtful receivables 貸倒引当金	(2,442)	(1,936)	(3,302)	(3,360)	(3,883)	(2,782)	(2,853)	(3,023)	(3,301)	(2,450)
Inventories 棚卸資産	59,387	64,545	70,003	61,281	67,268	71,276	80,508	85,966	94,981	79,535
Deferred income taxes 繰延税金	5,300	5,597	5,314	4,470	7,750	9,590	10,707	10,139	11,798	11,336
Other current assets その他流動資産	4,486	4,995	5,759	6,603	4,643	4,022	4,939	8,310	12,613	9,705
Total current assets 流動資産合計	<u>289,888</u>	<u>334,993</u>	<u>312,769</u>	<u>288,345</u>	<u>282,467</u>	<u>298,560</u>	<u>330,207</u>	<u>343,486</u>	<u>328,747</u>	<u>322,263</u>
PROPERTY, PLANT AND EQUIPMENT : 有形固定資産										
Land 土地	29,952	37,517	39,067	43,053	44,647	54,097	53,734	51,169	50,166	50,598
Buildings 建物及び構築物	46,945	64,718	77,737	87,142	97,966	98,486	103,702	107,036	107,974	111,263
Machinery and equipment 機械その他	107,964	127,231	146,499	143,901	138,388	133,984	139,307	143,736	143,809	135,197
Construction in progress 建設仮勘定	11,171	11,427	16,295	14,316	4,941	1,813	2,198	2,746	4,124	4,326
Total 小計	<u>196,032</u>	<u>240,893</u>	<u>279,598</u>	<u>288,412</u>	<u>285,942</u>	<u>288,380</u>	<u>298,941</u>	<u>304,687</u>	<u>306,073</u>	<u>301,384</u>
Accumulated depreciation 減価償却累計額	(78,538)	(91,061)	(104,778)	(112,617)	(118,494)	(120,169)	(126,246)	(134,277)	(135,591)	(138,489)
Net property, plant and equipment 有形固定資産合計	<u>117,494</u>	<u>149,832</u>	<u>174,820</u>	<u>175,795</u>	<u>167,448</u>	<u>168,211</u>	<u>172,695</u>	<u>170,410</u>	<u>170,482</u>	<u>162,895</u>
OTHER ASSETS : 投資その他の資産										
Investments in and advances to associates 関連会社に対する投資及び貸付金	1,064	1,136	1,684	1,888	2,047	1,646	1,924	2,098	1,843	1,770
Investment securities 投資有価証券	29,615	51,626	86,605	91,078	65,953	86,144	71,170	59,710	55,336	54,114
Leasehold deposits 施設借用保証金	8,053	11,675	12,951	14,152	14,496	12,149	12,116	11,809	11,730	12,035
Deferred income taxes 繰延税金	—	—	—	—	3,621	3,825	7,410	6,945	7,507	8,834
Other その他の資産	14,921	18,486	21,026	18,549	16,142	16,879	17,407	16,472	17,484	18,675
Total other assets 投資その他の資産合計	<u>53,653</u>	<u>82,923</u>	<u>122,266</u>	<u>125,667</u>	<u>102,259</u>	<u>120,643</u>	<u>110,027</u>	<u>97,034</u>	<u>93,900</u>	<u>95,428</u>
TOTAL 資産合計	<u>461,035</u>	<u>567,748</u>	<u>609,855</u>	<u>589,807</u>	<u>552,174</u>	<u>587,414</u>	<u>612,929</u>	<u>610,930</u>	<u>593,129</u>	<u>580,586</u>

Note : "Deferred income taxes" listed under "OTHER ASSETS" in 1994

注 : 1994年度の『その他資産』における『繰延税金』は

CONSOLIDATED BALANCE SHEETS 連結貸借対照表

(Million ¥)

Years ended March 31	1990	1991	1992	1993	1994	1995	1996	1997	1998	1998
LIABILITIES AND STOCKHOLDERS' EQUITY 負債・資本の部										
CURRENT LIABILITIES : 流動負債										
Bank loans 短期借入金	14,849	22,495	21,245	9,100	8,864	6,109	11,564	15,302	12,578	27,946
Notes and accounts payable, trade 支払手形・買掛金・未払金	70,141	75,887	70,461	68,834	68,455	73,062	80,307	95,552	88,756	70,971
Accrued expenses 未払費用	15,797	19,489	21,319	19,162	18,105	19,112	20,865	22,478	23,117	20,924
Income taxes 未払税金	14,068	12,450	6,461	4,364	8,126	9,864	11,472	16,236	15,011	9,020
Other current liabilities その他流動負債	17,616	14,768	16,120	19,176	19,267	25,814	24,203	25,603	29,020	26,625
Current portion of long-term debt 一年以内に返済予定の長期債務	20,853	8,070	3,691	74,354	77,216	24,258	42,202	18,024	8,466	2,167
Total current liabilities 流動負債合計	153,324	153,159	139,297	194,990	200,033	158,219	190,613	193,195	176,948	157,653
LONG-TERM DEBT : 長期借入金	73,022	155,216	210,766	142,828	100,363	97,375	55,349	41,821	33,500	56,610
DEFERRED INCOME TAXES : 繰延税金	3,677	6,345	5,833	646	3,249	11,912	17,195	13,145	11,335	908
TERMINATION AND RETIREMENT BENEFITS : 退職給与引当金	11,577	10,906	10,206	11,061	11,778	12,222	23,693	22,909	24,913	40,076
OTHER LONG-TERM LIABILITIES : その他固定負債	—	—	—	—	—	3,759	1,974	108	367	1,525
MINORITY INTERESTS IN SUBSIDIARIES : 少数株主持分	5,184	5,844	5,806	6,331	6,045	6,892	5,911	6,650	3,000	2,556
STOCKHOLDERS' EQUITY : 資本										
Common stock of ¥50 per value 資本金 (普通株式 額面50円)	36,893	38,627	38,680	38,688	38,688	64,075	64,079	64,079	64,079	64,079
Additional paid-in capital 資本剰余金	68,417	73,577	73,620	73,626	73,626	98,696	98,702	98,702	98,702	98,702
Legal reserve 利益準備金	3,295	3,633	3,997	4,362	4,725	5,087	5,473	5,963	6,314	6,811
Retained earnings その他剰余金	105,050	123,187	125,993	127,198	128,522	137,107	147,900	159,741	174,686	166,020
Accumulated other comprehensive income その他の包括利益累計額	596	(2,746)	(4,343)	(9,923)	(14,855)	(7,930)	2,040	4,617	(715)	(14,012)
Cumulative translation adjustments 為替換算調整額	596	(2,746)	(4,343)	(9,923)	(14,855)	(16,879)	(9,057)	(3,320)	(5,912)	(11,954)
Minimum pension liability adjustments 退職年金負債調整額	—	—	—	—	—	—	(4,639)	(2,146)	(1,401)	(7,138)
Net Unrealized Gain on Securities 未実現有価証券評価損益	—	—	—	—	—	8,949	15,736	10,083	6,598	5,080
Transury Stock 自己株式	—	—	—	—	—	—	—	—	—	342
Total stockholders' equity 資本合計	214,251	236,278	237,947	233,951	230,706	297,035	318,194	333,102	343,066	321,258
TOTAL 負債・資本合計	461,035	567,748	609,855	589,807	552,174	587,414	612,929	610,930	593,129	580,586

CONSOLIDATED STATEMENTS OF CASH FLOWS

連結資金収支計算書

(Million ¥)

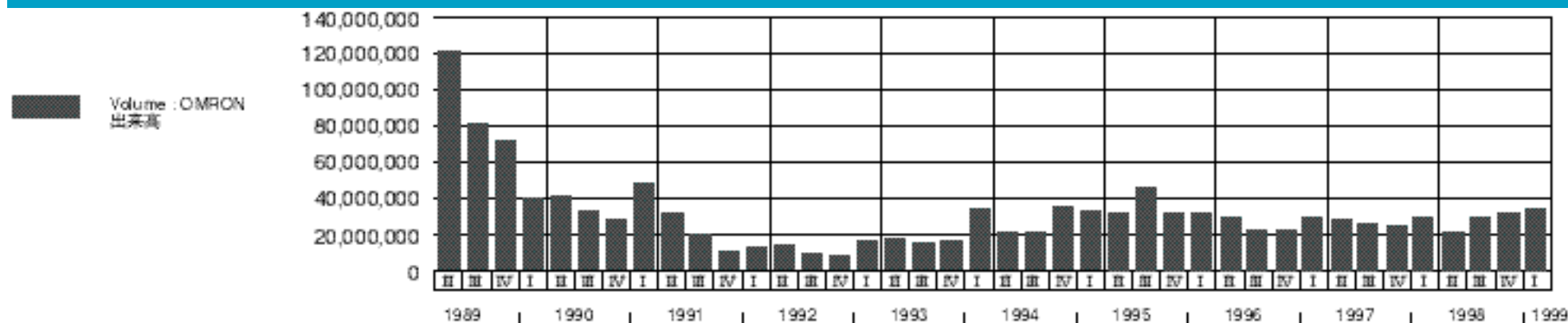
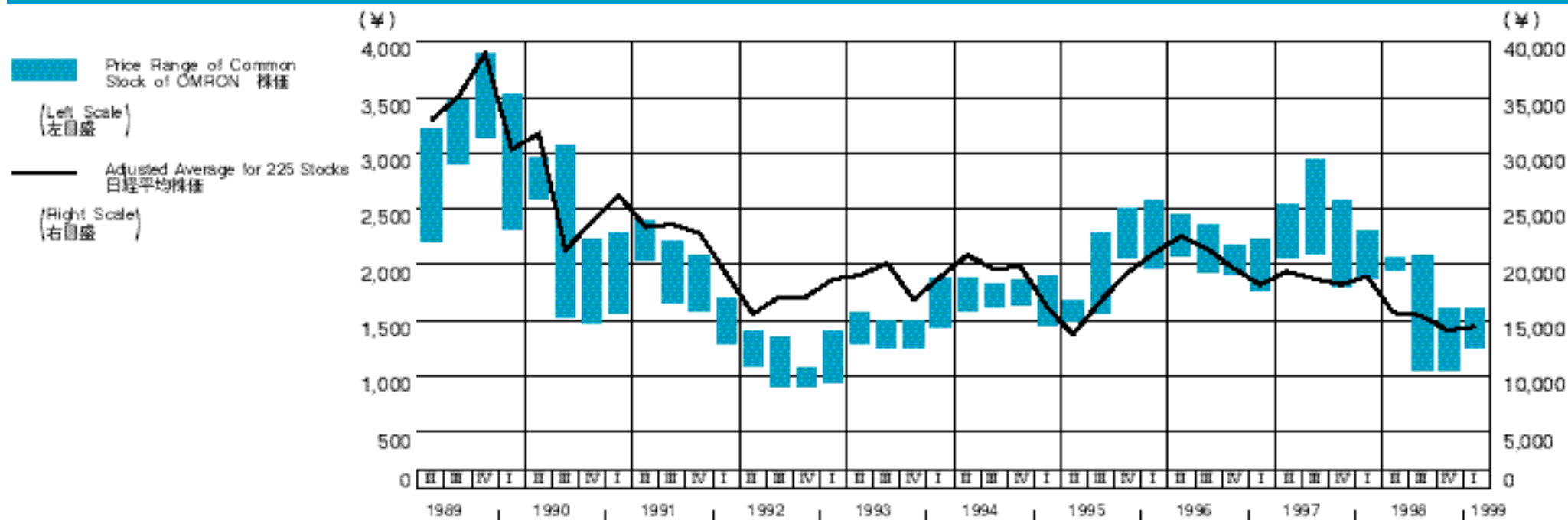
Years ended March 31	1991	1992	1993	1994	1995	1996	1997	1998	1998
OPERATING ACTIVITIES : 営業活動における資金収支									
Net Income 当期純利益	21,474	6,172	4,573	4,690	12,152	14,587	15,739	18,704	2,174
Adjustments to reconcile net income to net cash provided by operating activities: 営業活動における資金収支と当期純利益の調整									
Depreciation and amortization 減価償却費	27,205	34,736	37,607	33,502	31,438	30,196	31,234	31,129	31,396
Termination and retirement benefits 退職給与引当金の増減	(671)	(700)	834	717	444	(154)	4,574	2,004	4,178
Deferred income taxes 繰延税金	(153)	(217)	(4,622)	(3,802)	(792)	(1,242)	(62)	(634)	(6,358)
Noncash interest expense, net 資金収支を伴わない支払利息	733	1,875	1,875	1,514	1,100	—	—	—	—
Minority interests 少数株主利益	528	500	328	134	438	626	557	168	31
Loss on sale of business entities 子会社・事業の売却による損	—	—	—	—	—	—	—	—	286
Change in assets and liabilities, net of effects of acquisitions : (会社買収による影響を除く)									
Notes and accounts receivable – trade 受取手形及び売掛金	(13,166)	9,083	5,601	(2,199)	(2,195)	(16,936)	(7,927)	(3,537)	2,025
Inventories 棚卸資産	(2,914)	(5,458)	8,792	(5,987)	(4,008)	(7,289)	(4,163)	(8,412)	10,529
Other assets その他の資産	(5,702)	(6,151)	(3,735)	2,077	(2,578)	494	(2,080)	(7,004)	5,306
Notes and accounts payable – trade 支払手形及び買掛金	3,350	(6,221)	(3,931)	(97)	4,626	5,841	12,000	(4,315)	(11,969)
Income taxes payable 未払税金	(1,630)	5,989	(2,097)	3,762	1,738	1,455	4,711	(1,998)	(5,967)
Accrued expenses and other 未払費用及びその他流動負債	(487)	2,939	(300)	(1,058)	3,748	(706)	3,232	4,425	(970)
Other – net その他	320	268	1,647	(3,674)	(688)	(1,155)	(646)	1,556	(1,078)
Total adjustments 調整計	7,413	24,665	41,999	24,889	33,271	11,130	41,430	13,382	27,409
Net cash provided by operating activities 営業活動における資金収支合計	28,887	30,837	46,572	29,579	45,423	25,717	57,169	32,086	29,583
INVESTING ACTIVITIES : 投資活動における資金収支									
Net proceeds (purchase) of short-term investments and investment securities 短期投資および投資有価証券の増減	(35,414)	(25,019)	(13,261)	2,344	(12,600)	24,757	(2,233)	19,858	4,505
Capital expenditures 有形固定資産の取得	(53,776)	(57,575)	(34,584)	(26,875)	(30,954)	(34,079)	(29,956)	(35,896)	(36,696)
Acquisition of businesses, net of cash acquired 会社買収および売却	(5,440)	(1,680)	(589)	0	0	0	0	0	1,998
Increase in leasehold deposits 施設借用保証金の増加	(3,309)	(831)	(851)	(275)	2,338	57	285	5	(527)
Proceeds from sales of property, plant and equipment 有形固定資産の売却による収入	824	963	666	1,411	5,368	3,427	2,818	1,335	1,895
Other – net その他	797	(288)	557	44	0	0	(312)	(2,933)	(186)
Net cash used in investing activities 投資活動における資金収支合計	(96,318)	(84,430)	(48,062)	(1,057)	(35,848)	(5,838)	(29,398)	(17,631)	(29,011)
Free cash flow 純現金収支	(67,431)	(53,593)	(1,490)	30,636	9,575	19,879	27,771	14,455	(28,725)
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	3,583	(1,250)	(12,455)	(237)	(2,754)	5,141	3,738	(2,864)	15,515
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	93,820	57,566	10,822	38,518	22,287	1,050	5,446	648	25,413
Repayments of long-term debt 長期債務の返済	(17,990)	(8,208)	(9,728)	(76,778)	(77,733)	(26,525)	(43,634)	(18,013)	(8,956)
Proceeds from issuance of common stock pursuant to exercise of warrants 新株引受権の行使による株式の発行	216	0	0	0	49,918	0	0	0	0
Dividends paid 支払配当金	(2,916)	(3,002)	(3,003)	(3,003)	(3,003)	(3,355)	(3,407)	(3,408)	(3,372)
Share buyback 消却のための自己株式の取得	—	—	—	—	—	—	—	—	(6,971)
Net cash provided by (used in) financing activities 財務活動における資金収支合計	76,713	45,106	(14,364)	(41,500)	(11,285)	(23,689)	(37,857)	(23,637)	21,629
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS 換算レート変動の影響	(1,968)	(611)	(2,667)	(1,476)	(965)	1,618	1,510	(1,741)	(1,666)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS 資金収支合計	7,314	(9,098)	(18,521)	(12,340)	(2,675)	(2,192)	(8,576)	(10,923)	20,535
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR 期首現金及び現金等価物残高	125,376	132,690	123,592	105,071	92,731	90,056	87,864	79,288	68,365
CASH AND CASH EQUIVALENTS AT END OF THE YEAR 期末現金及び現金等価物残高	132,690	123,592	105,071	92,731	90,056	87,864	79,288	68,365	88,900

Main Products

主要製品

Control Components & Systems :	Programmable logic controllers, Programable terminals, Servo motors and drives, Sensors (Photoelectric sensors, Proximity sensors), Machine vision systems, Bar code readers, Printer circuit board automated solder inspection systems, Timers, Counters, Power supplies, Connectors, Temperature and process controllers, Digital panel meters, Switches (Limit switches, Micro-switches). Relays (Magnet relays, Solid state relays, PCB relays)
Social Business :	Banking systems (ATMs, Cash dispensers), Retail systems (ECR, POS systems, CAT) Automatic fare collection systems, Area traffic control systems, Parking systems, Totalizator systems, Security systems
Specialty Products :	Electric power steering controllers, Keyless entry systems, Relays for automobiles (Power relays, PCB relays) Sensors for automobiles, Power-window switches, Power-seat switches, PPC (Plain paper copier) components Terminal adapter, Modems, Power supply units, Scanners
Healthcare :	Digital blood pressure monitors, Electronic digital thermometers, Ultrasonic electronic pulse massagers Body-fat monitors, Automatic blood cell analyzers, Healthcare services
Open Systems :	System intergration service for computer systems (Consulting & design service, Repair & maintenance service)
Others	Card related products
制御システム機器	プログラマブル・コントローラ、プログラマブル・ターミナル、サーボモータ、サーボドライバ、センサ（光電センサ、近接センサ）、視覚認識装置、バーコードリーダー、基板検査装置、タイマ、カウンタ、パワーサプライ、コネクタ、電子温度調節器、デジタルパネルメータ、スイッチ（リミットスイッチ、マイクロスイッチ）、リレー（マグネトリレー、ソリッドステートリレー、PCB用リレー）
電子決済・公共情報システム	電子決済システム機器（現金自動預金支払機、現金自動支払機）、流通システム機器（電子式キャッシュレジスタ、POSシステム、CAT） 駅務システム、交通管制システム、駐車場システム、トータルイータシステム、警備保障関連機器
専用機器	電動パワーステアリングコントローラ、キーレスエントリーシステム、自動車用各種リレー（パワーリレー、PCBリレー） 自動車用各種センサ、パワーウインドウスイッチ、パワーシートスイッチ、PPC用付属機器）ターミナルアダプタ、モデム、電源機器、スキャナ
健康機器	電子血圧計、電子体温計、低周波治療器 体脂肪計、血液細胞自動分析装置、健康サービス
オープンシステム	コンピュータシステムのシステムインテグレーション（コンサルティングとデザインサービス、保守・メンテナンス）
その他	カード関連商品

Common Stock Price Range (Tokyo Stock Exchange) 株価推移 (東京証券取引所)



Fiscal Year ~年3月期		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Price Range 株価 (¥)	High 高値	3,895.23	3,060.00	2,390.00	1,420.00	1,820.00	1,900.00	2,650.00	2,400.00	2,900.00	2,210.00
	Low 安値	2,209.52	1,480.00	1,310.00	949.00	1,240.00	1,450.00	1,500.00	1,690.00	1,760.00	1,074.00

Notes : Prices have been retroactively adjusted for free share distributions

注 : 株価は株式分割を考慮し、修正したものです

CORPORATE DATA (As of March 31, 1999) 会社概要 (1999年3月31日現在)

Head Office

Karasuma Nanajo, Shimogyo-ku
Kyoto 600-8530, Japan
Phone: (075) 344-7000
Fax : (075) 344-7001

Tokyo Head Office

3-4-10, Toranomom, Minato-ku,
Tokyo 105-0001, Japan
Phone: (03) 3436-7227
Fax : (03) 3436-7165
Home Page Address
<http://www.omron.co.jp> (Japanese)
<http://www.omron.com> (English)

本社

京都市下京区烏丸七条下ル 〒600-8530
電話番号 (075) 344-7000
FAX番号 (075) 344-7001

東京本社

東京都港区虎ノ門3-4-10 〒105-0001
電話番号 (03) 3436-7227
FAX番号 (03) 3436-7165
ホームページアドレス
<http://www.omron.co.jp> (日本語)
<http://www.omron.com> (英語)

Date of Establishment

May 10, 1933

Industrial Property Rights

Number of patents:
2,514 (Japan)
1,385 (Overseas)
Number of patents pending:
6,493 (Japan)
593 (Overseas)

Number of Employees

23,742

創業日

1933年5月10日

工業所有権

特許保有権利数
2,514 (日本)
1,385 (海外)
出願中特許数
6,493 (日本)
593 (海外)

従業員数

23,742

Paid-in Capital

¥ 64,079million

Common Stock

Authorized: 49,500,000 shares
Issued : 257,107,214 shares
Number of shareholders: 27,733

Stock Listings

Kyoto Stock Exchange
Osaka Securities Exchange
Tokyo Stock Exchange
Nagoya Stock Exchange
Frankfurt Stock Exchange

払込資本金

640億7千9百万円

普通株式

授權株式数 49,500,000 株
発行済株式数 257,107,214 株
株主数 27,733

上場証券取引所

京都証券取引所
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

OMRON Corporation

Karasuma Nanajo, Shimogyo-ku, Kyoto 600-8530, Japan