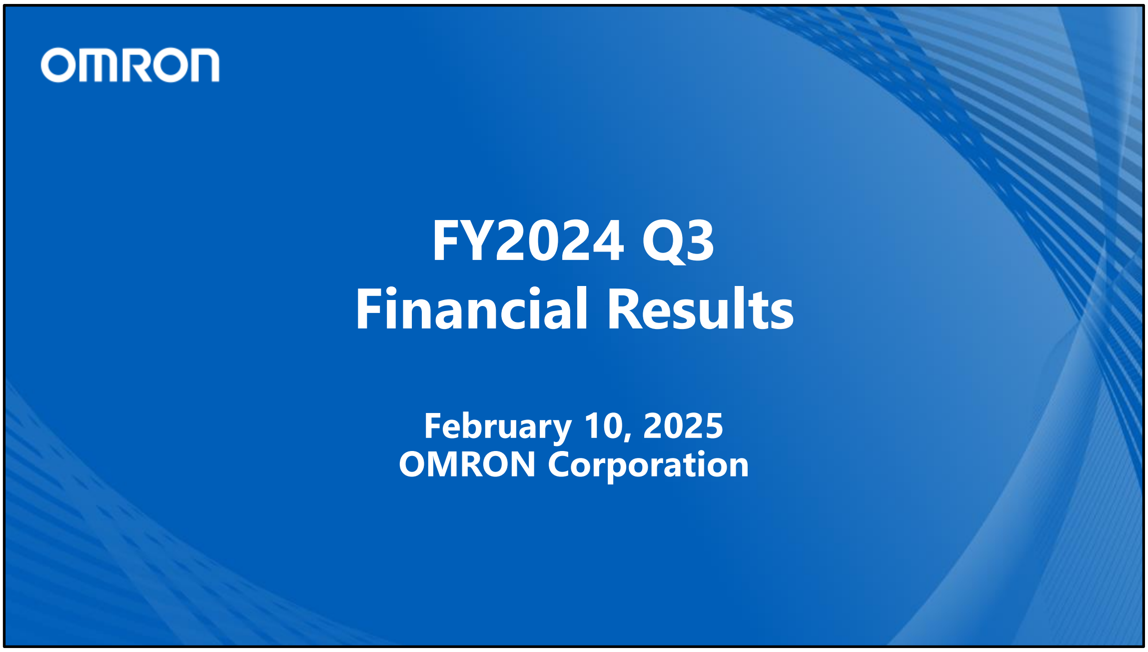

Hello, everyone. I'm Takeda, CFO and Senior General Manager of Global Strategy HQ. Thank you for taking the time to join OMRON's Q3 Financial Results Briefing for the Fiscal Year Ending March 2025.

As with our previous briefings, I will first provide an overview of our financial results. After that, we will move into the Q&A session. We will take as many questions as time allows. I look forward to your participation.

Now, let's begin the presentation. Please refer to the next slide.

Summary

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- **FY2024 Q3 Results**
  - Consolidated sales were at last year’s level for the same period, however, profits increased significantly due to improved gross profit margins and efficient fixed costs
  - IAB saw a recovery in performance, while HCB and DMB remained sluggish due to the stagnant market
  - Q3 cumulative consolidated results returned to Y/Y growth, with operating income increasing by 35% Y/Y

- **FY2024 Full-year Forecasts**
  - Full-year forecasts revised up for operating income and net income from the previous forecast
  - While the uncertain business environment for each business has been factored into the forecast, fixed cost plans have been reexamined and reflected in the forecast
  - In particular, IAB has revised up sales and operating income, leading OMRON's overall performance
  - DPS guidance for fiscal year-end of ¥52 reiterated. Initial full-year dividend guidance of ¥104 maintained

Today’s presentation covers two main points.
The first is our Q3 FY2024 results.
At the company-wide level, net sales remained flat compared to the previous year. However, thanks to improvements in the gross profit margin and better efficiency in fixed costs, we achieved a significant increase in operating income. Looking at our business segments, IAB has shown signs of recovery, while HCB and DMB have been affected by stagnant market conditions, leading to weaker performance. For the cumulative three quarters, operating income increased by 35% YoY, returning to a growth trajectory.
The second point is our full-year outlook.
We are revising our full-year forecast upward for both operating income and net income attributable to OMRON shareholders. While we have factored in the uncertain business environment across each segment, we have also reexamined our fixed cost planning and reflected these adjustments in our outlook. In particular, IAB has seen an upward revision in both net sales and operating income, and we expect it to continue driving overall company performance. We plan to maintain a year-end dividend of JPY52 per share, keeping the full-year dividend forecast at JPY104 per share.

Contents

1. FY2024 Q3 Results

Q3 Consolidated Results

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Sales at last year's level for the same period.
Operating income and net income increased significantly

(¥bn)

	FY2023 Q3 Actual	FY2024 Q3 Actual	Y/Y
Net Sales	207.3	**205.1**	-1.1%
Gross Profit	86.1	**91.7**	+6.5%
(%)	(41.5%)	**(44.7%)**	(+3.2%pt)
Operating Income	5.9	**16.7**	+181.6%
(%)	(2.9%)	**(8.1%)**	(+5.3%pt)
Net Income attributable to OMRON shareholders	1.8	**10.5**	+493.8%
Average USD rate (JPY)	148.7	**149.0**	+0.3
Average EUR rate (JPY)	159.4	**161.8**	+2.4
Average CNY rate (JPY)	20.5	**20.9**	+0.4

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Now, let's move into the main part of the presentation. Please refer to page four.
First, I will go over the company-wide results for Q3. Please look at the central shaded area of the table.
Net sales were JPY205.1 billion, gross profit was JPY91.7 billion, the gross profit margin was 44.7%, operating income was JPY16.7 billion, and net income attributable to OMRON shareholders was JPY10.5 billion.
Net sales came in at JPY205.1 billion, remaining in line with the same period last year, as strong performance in IAB and JMDC was offset by weak trends in HCB and DMB.
Operating income increased to JPY16.7 billion, up 182% YoY, driven by improvements in the gross profit margin and greater efficiency in fixed costs.
Finally, net income attributable to OMRON shareholders reached JPY10.5 billion, reflecting a substantial increase of 494% compared to the previous year, as a result of the rise in operating income.

Q3 Results by Segment

Sales and profits up Y/Y at IAB.
Sales and profits down Y/Y at HCB,SSB and DMB

(¥bn)

	Sales			Operating income		
	FY2023 Q3 Actual	FY2024 Q3 Actual	Y/Y	FY2023 Q3 Actual	FY2024 Q3 Actual	Y/Y
IAB Industrial Automation	91.5	**91.5**	+0.1%	0.9 (1.0%)*1	**11.2 (12.3%)**	+1183.0% (+11.3%pt)
HCB Healthcare	42.7	**38.7**	-9.4%	6.8 (15.9%)	**5.5 (14.1%)**	-19.6% (-1.8%pt)
SSB Social Systems, Solutions & Service	37.2	**35.9**	-3.4%	4.2 (11.3%)	**3.9 (10.7%)**	-8.3% (-0.6%pt)
DMB Device & Module Solutions	27.4	**27.1**	-1.1%	0.5 (1.7%)	**0.1 (0.3%)**	-83.7% (-1.4%pt)
DSB Data Solutions *2	7.4	**11.3**	- *3	0.6 (8.1%)	**1.3 (11.8%)**	- -
Include JMDC	7.4	**11.4**	-	2.2 (29.3%)	**2.5 (22.0%)**	- -
Eliminations & Corporate	1.3	**0.5**	-59.5%	-7.0	**-5.3**	-
Total	207.3	**205.1**	-1.1%	5.9 (2.9%)	**16.7 (8.1%)**	+181.6% (+5.3%pt)

*1. Figures shown in brackets under OP are OPMs.
*2. DSB includes the financial results of JMDC, consolidation adjustments (the amortization of intangible assets other than goodwill associated with the consolidation, etc.) and other financial figures related to data business.
*3. JMDC became a consolidated subsidiary on October 16, 2023; Y/Y comparisons are not valid and therefore not displayed.

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Next, I will go over the results by business segment.
First, for IAB, while overall market conditions in the FA industry remained sluggish, demand from the semiconductor industry was strong, resulting in net sales of JPY91.5 billion, which was in line with the previous year. Operating income, however, increased significantly to JPY11.2 billion, due to an improved gross profit margin and greater efficiency in fixed costs.
Next, for HCB, weak consumer spending in China led to sluggish demand for blood pressure monitors. In addition, there was a reactionary decline following the previous year's surge in nebulizer demand due to the outbreak of respiratory illnesses. As a result, net sales fell 9.4% YoY to JPY38.7 billion. Operating income also declined by 19.6% to JPY5.5 billion due to the drop in sales.
For SSB, the energy solutions business saw strong demand for residential photovoltaic systems and storage batteries. However, in the railway business, some large-scale projects were postponed to Q4, which resulted in net sales declining 3.4% YoY to JPY35.9 billion. Operating income also declined by 8.3% to JPY3.9 billion due to the decrease in sales.
For DMB, in China, government-driven home appliance replacement incentives led to strong demand in the consumer electronics sector. However, in other regions, sluggish market conditions continued, resulting in net sales remaining at JPY27.1 billion, in line with the previous year. Operating income, on the other hand, dropped sharply by 83.7% to JPY0.1 billion, affected by weak performance in high-value-added markets in Europe and the impact of material costs.
Lastly, for DSB, JMDC continued to perform steadily, with solid growth in the healthcare big data business. Net sales for the data solutions business reached JPY11.3 billion, and operating income came to JPY1.3 billion, reflecting investments aimed at creating new solution businesses as well as the amortization of intangible assets associated with consolidation.

Q3 Cumulative Consolidated Results

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Operating income returned to Y/Y increase

(¥bn)

	FY2023 Q1-Q3 Act.	FY2024 Q1-Q3 Act.	Y/Y
Net Sales	608.0	**579.7**	-4.7%
Gross Profit	258.2	**261.7**	+1.4%
(%)	(42.5%)	**(45.1%)**	(+2.7%pt)
Operating Income	26.6	**35.9**	+35.1%
(%)	(4.4%)	**(6.2%)**	(+1.8%pt)
Net Income attributable to OMRON shareholders	7.8	**7.2***	-8.5%
Average USD rate (JPY)	142.9	**152.1**	+9.3
Average EUR rate (JPY)	155.0	**164.8**	+9.8
Average CNY rate (JPY)	20.0	**21.1**	+1.2

*Structural reform expenses of ¥21.2 bn is recorded as one-time expenses associated with optimizing personnel numbers and capabilities.

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Please turn to the next page for the cumulative results for the three quarters.
Please look at the shaded area.
For the cumulative results of Q3, net sales were JPY579.7 billion, gross profit was JPY261.7 billion, the gross profit margin was 45.1%, operating income was JPY35.9 billion, and net income attributable to OMRON shareholders was JPY7.2 billion.
Net sales came in at JPY579.7 billion, a decline of 4.7% compared to the previous year, due to the impact of a high order backlog in H1 of the previous fiscal year.
Operating income increased to JPY35.9 billion, marking a 35% YoY increase.
Net income attributable to OMRON shareholders, however, declined by 8.5% to JPY7.2 billion, as we recorded a one-time expense of JPY21.2 billion related to workforce optimization.
That concludes my report on the results.

2． FY2024 Full-year Forecasts

Q4 Operating Environment

Degree of recovery in demand for each business is expected to remain moderate compared to the previous forecast

IAB Industrial Automation	**Overall, gradual recovery in demand is expected.** **Semiconductor industry is strong, while EV is slower than the previous forecast** *Details on later pages
HCB Healthcare	**Chinese market remains sluggish as previously forecast. Other areas remain strong.** Cardiovascular: Although moderate growth is expected globally, personal consumption in China remains sluggish, and the shift to lower-priced products continues Respiratory: Nebulizers continue to be affected by the backlash from the special demand for respiratory diseases in China, remaining weaker than previously forecast
SSB Social Systems, Solutions & Service	**As previously forecast, the business environment is generally strong.** Energy: Although measures to mitigate sudden changes in electricity rates continue, demand for renewable energy in the residential sector is growing slowly as expected thanks to subsidies Railway industry: As previously forecast, the industry is strong due to continued capital investment demand from railway companies
DMB Device & Module Solutions	**The North American market is sluggish, not recovering as much as previously forecast.** DC Equipment/Microwave Devices: performing well due to the expansion of the semiconductor market as previously forecast Commodity Devices: China is performing well, but Europe is stagnant. Demand in the Americas is sluggish, not expected to recover as much as previously forecast
DSB Data Solutions	**The business environment is generally strong, especially in the health big data business.** JMDC: The movement towards utilizing medical data is strong, especially in the pharmaceutical and life and non-life insurance industries Demand for services for insurers and consumers is growing due to growing social awareness of health and prevention

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Now, I will go over our full-year outlook. Please refer to page eight.

First, regarding the business environment for Q4, we expect the pace of demand recovery across our businesses to be slower than in our previous forecast. I will now go over the outlook by segment.

Starting with IAB, we expect demand from the semiconductor industry to remain strong throughout Q4. On the other hand, the environmental mobility sector is likely to remain sluggish. I will provide more details on this later.

For HCB, the Chinese market continues to experience weak consumer spending, and we expect overall demand to remain subdued in line with our previous outlook. In contrast, other regions are expected to see steady demand, particularly for blood pressure monitors.

For SSB, the residential solar power market and the railway infrastructure business are both expected to remain solid.

For DMB, demand recovery in the North American market, which was previously anticipated, is now unlikely to materialize, and aside from China, we expect market conditions to remain sluggish globally.

Finally, for DSB, the business environment for JMDC's healthcare big data business is expected to remain stable.

Full-year Consolidated Forecasts

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Sales forecast to remain unchanged, while operating income and net income forecasts to be revised upward

(¥bn)

	FY2024 Previous Forecast	FY2024 Forecast	Vs. Prev. Forecast	FY2023 Actual	Y/Y
Net Sales	805.0	**805.0**	-	818.8	-1.7%
Gross Profit	363.0	**363.0**	-	346.5	+4.8%
(%)	(45.1%)	**(45.1%)**	-	(42.3%)	(+2.8%pt)
Operating Income	52.0	**54.0**	+3.8%	34.3	+57.2%
(%)	(6.5%)	**(6.7%)**	(+0.2%pt)	(4.2%)	(+2.5%pt)
Net Income attributable to OMRON shareholders	11.0	**12.5***	+13.6%	8.1	+54.2%
ROE	Approx. 1%	**Approx. 1%**	-	1.1%	-
ROIC	Approx. 1%	**Approx. 1%**	-	1.0%	-
EPS (JPY)	55.87	**63.48**	+7.62	41.17	+22.31
Average USD rate (JPY)	149.4	**152.9**	+3.5	143.9	+9.0
Average EUR rate (JPY)	160.6	**163.6**	+2.9	156.3	+7.3
Average CNY rate (JPY)	20.6	**21.1**	+0.5	20.1	+1.0

*Structural reform expenses of approximately ¥22.0 bn is recorded as one-time expenses associated with optimizing personnel numbers and capabilities.

Next, I will go over the full-year company-wide earnings forecast. Please look at the central shaded area.

We forecast net sales of JPY805 billion, gross profit of JPY363 billion, a gross profit margin of 45.1%, operating income of JPY54 billion, and net income attributable to OMRON shareholders of JPY12.5 billion.

Compared to our previous forecast, we are maintaining our net sales projection but revising our forecasts for operating income and net income attributable to OMRON shareholders upward.

Operating income has been revised to reflect a reexamination of our fixed cost plan for Q4.

Full-year Forecasts by Segment

OMRON

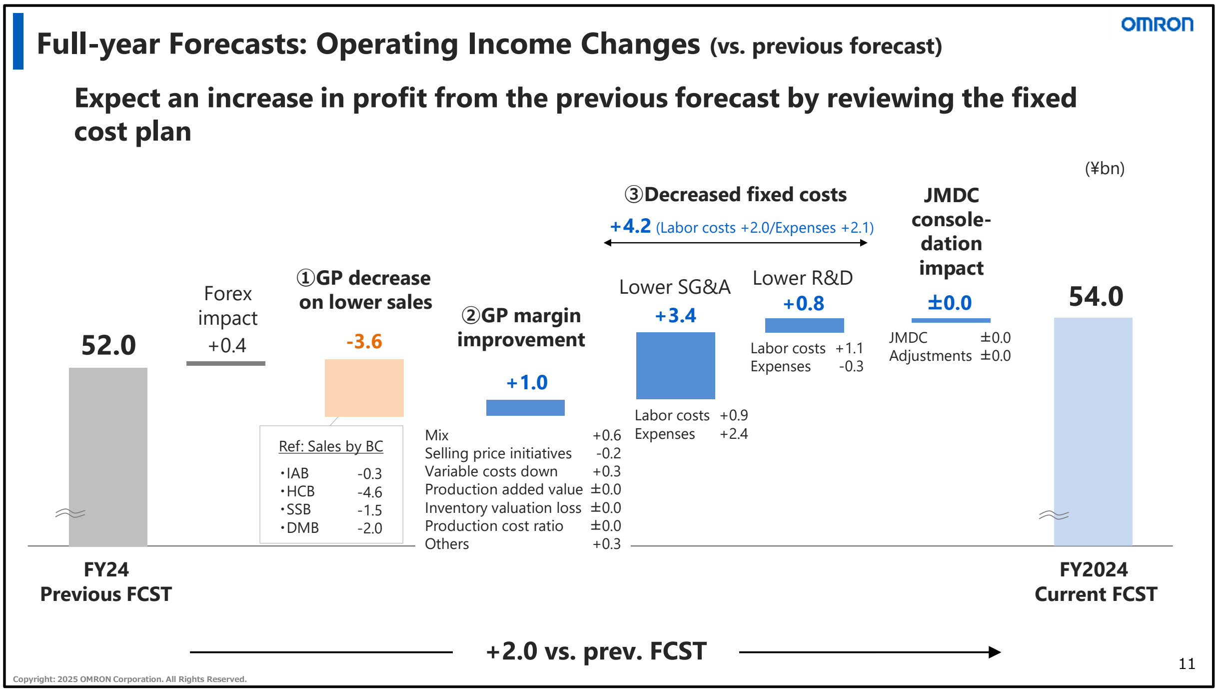
IAB revised up for sales and profits. HCB revised down for sales and profits. SSB revised down for sales. DMB revised down for profits

(¥bn)

	Sales				Operating income			
	FY2024 Prev. Forecast	FY2024 Forecast	Chg. vs. Prev. FCST	Y/Y	FY2023 Prev. Forecast	FY2024 Forecast	Chg. vs. Prev. FCST	Y/Y
IAB Industrial Automation	358.0	**362.0**	+1.1%	-8.0%	36.0 (10.1%)*1	**39.0 (10.8%)**	+8.3% (+0.7%pt)	+81.7% (+5.3%pt)
HCB Healthcare	152.0	**149.0**	-2.0%	-0.5%	18.5 (12.2%)	**17.5 (11.7%)**	-5.4% (-0.4%pt)	-5.2% (-0.6%pt)
SSB Social Systems, Solutions & Service	146.0	**144.5**	-1.0%	+2.0%	16.5 (11.3%)	**16.5 (11.4%)**	- (+0.1%pt)	+17.7% (+1.5%pt)
DMB Device & Module Solutions	105.0	**105.0**	-	-8.2%	1.5 (1.4%)	**0.5 (0.5%)**	-66.7% (-1.0%pt)	-84.1% (-2.3%pt)
DSB Data Solutions *2	43.0	**43.0**	-	- *3	3.5 (8.1%)	**3.5 (8.1%)**	- -	- -
Include JMDC	43.0	**43.0**	-	-	9.3 (21.6%)	**9.3 (21.6%)**	- -	- -
Eliminations & Corporate	1.0	**1.5**	+50.0%	-32.0%	-24.0	**-23.0**	-	-
Total	805.0	**805.0**	-	-1.7%	52.0 (6.5%)	**54.0 (6.7%)**	+3.8% (+0.2%pt)	+57.2% (+2.5%pt)

*1. Figures shown in brackets under OP are OPMs.
*2. DSB includes the financial results of JMDC, consolidation adjustments (the amortization of intangible assets other than goodwill associated with the consolidation, etc.) and other financial figures related to data business.
*3. JMDC became a consolidated subsidiary on October 16, 2023; Y/Y comparisons are not valid and therefore not displayed.

Next, I will go over the outlook by business segment.
First, for IAB, we expect net sales to remain at the same level as our previous forecast. Operating income, however, has been revised upward, and we anticipate a significant increase in profit. I will go over this in more detail later.
For HCB, we have revised both net sales and operating income downward. As mentioned in our business environment assessment, weak consumer spending in China is expected to continue into Q4, and we anticipate that demand for blood pressure monitors and nebulizers will remain sluggish.
For SSB, we have refined our outlook for the industrial segment of the energy solutions business, resulting in a slight downward revision to net sales. However, we still expect YoY sales growth. Additionally, we have factored in improvements in the gross profit margin, and while we are maintaining our previous forecast for operating income, we anticipate a significant YoY increase.
For DMB, we expect the sluggish market conditions in Europe and the US to persist into Q4. As a result, we are keeping our net sales forecast unchanged. However, for operating income, similar to Q3, we have revised our outlook downward due to the impact of the regional sales mix and rising material costs.
For DSB, there are no changes to our previous forecast for net sales or operating income.
Please turn to the next page.



This slide presents a step chart comparing our current operating income outlook with the previous forecast. Here, I will explain the factors behind the upward revision to operating income.

First, the impact of lower sales on gross profit. While IAB is generally performing in line with expectations, the decline in sales in HCB and DMB is expected to result in a JPY3.6 billion reduction in overall profit.

Next, improvements in the gross profit margin. We have factored in the impact of changes in our business portfolio mix, which we expect to contribute a JPY1 billion increase in profit.

Finally, reductions in fixed costs. After reexamining our personnel expenses and cost plans, we now anticipate a JPY4.2 billion increase in profit compared to our previous forecast.

Starting from the next page, I will go over the outlook for IAB in more detail.

IAB: Q4 Operating Environment

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Overall, gradual recovery is expected.
Semiconductors remain strong. EV/secondary batteries remain weaker than previously expected

Domains	Outlook for Q4
Digital	・Semiconductors continue to show a gradual upward trend overall In Japan and Asia, they remain strong due to continued expansion of AI-related investment ・Photovoltaic (PV) systems remain at low levels with no signs of recovery
NEV	・Investment in EVs and parts is slowing more than expected as EV demand continues to slow ・Investment demand for secondary batteries is slowing more than expected in Korea due to the sluggish demand for EVs and changes in the global situation
Food/ Household goods	・European market remains sluggish, but global market is expected to recover slowly
Medicine/Logistics	・Capital investment demand in both medical and logistics domains remains flat
Others	・Investment recovery remains gradual and remains at a low level

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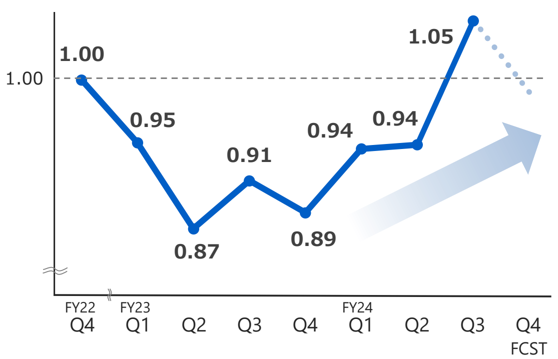
This slide outlines the business environment for IAB in Q4.
First, regarding the digital industry, semiconductor demand is expected to remain solid. With continued expansion in AI-related investments, we anticipate stable demand in Japan and Asia, leading to a gradual overall upward trend.
Next, for environmental mobility, we expect the slowdown in EV demand to continue, with conditions trending even weaker than our previous outlook. In addition to weak EV demand, global geopolitical factors are leading to lower-than-expected investment demand in South Korea for secondary batteries.
For the food and household goods industries, as well as other sectors, we expect conditions to remain in line with our previous forecast.
For industries outside of our key focus areas, we continue to expect only a modest recovery, with overall market conditions remaining at low levels.

IAB: Changes in Orders and Distributor Inventory levels

OMRON

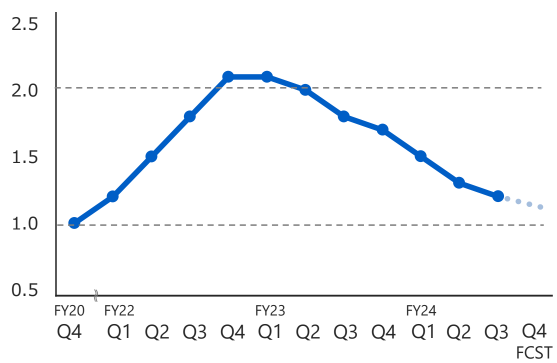
Q3 order levels improved significantly.
Inventory levels maintained at appropriate levels

Order levels (Initial FY24 FX FCST rate base)



(Based on FY22 Q4)

Distributors inventory levels (all area avg.)



(Based on FY20 4Q)

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Next, I will go over trends in orders and distributor inventory. Please look at the graph on the left. Order levels in Q3 improved significantly from the previous quarter, driven by stronger-than-expected demand in China and some projects in Europe that were moved forward. While we expect a decline in Q4 due to the impact of project pull-ins, the overall upward trend in orders is expected to continue.
Now, please look at the graph on the right. As mentioned previously, distributor inventory levels were largely normalized in H1 and remained at the same level through Q3. While inventory levels are still slightly higher than pre-pandemic levels, we view this as appropriate given the anticipated market recovery in the next fiscal year.

IAB: Operating Income Forecast

omron

Profit growth expected to increase through continued improvement in GPM and efficient fixed costs

Causes of change in OP		FY24 forecast	Change* from FY23
Sales decrease	Business environment	・The impact of the previous fiscal year's large order backlog and the sluggish market conditions continues	¥-18.5 bn
	Distributors Inventory	・Despite delays in some areas, overall normalization was completed in H1	
GPM improvements	Product/area mix	・Improvements by increasing the composition ratio of high value-added products	¥+17.4 bn
	Production value added	・Production utilization rate improved from the previous year's level	
	Inventory provision	・Inventory management continued. Inventory valuation losses reduced	
	Production fixed costs	・Decreased by optimizing the headcount	
	Others	・Effects of selling price optimization in FY2023 continued	
Fixed costs	SG&A, R&D	・Labor costs and other expenses reduced by improving fixed cost efficiency. Selective investments for growth continued	¥+16.0 bn

*Excluding Forex Impact

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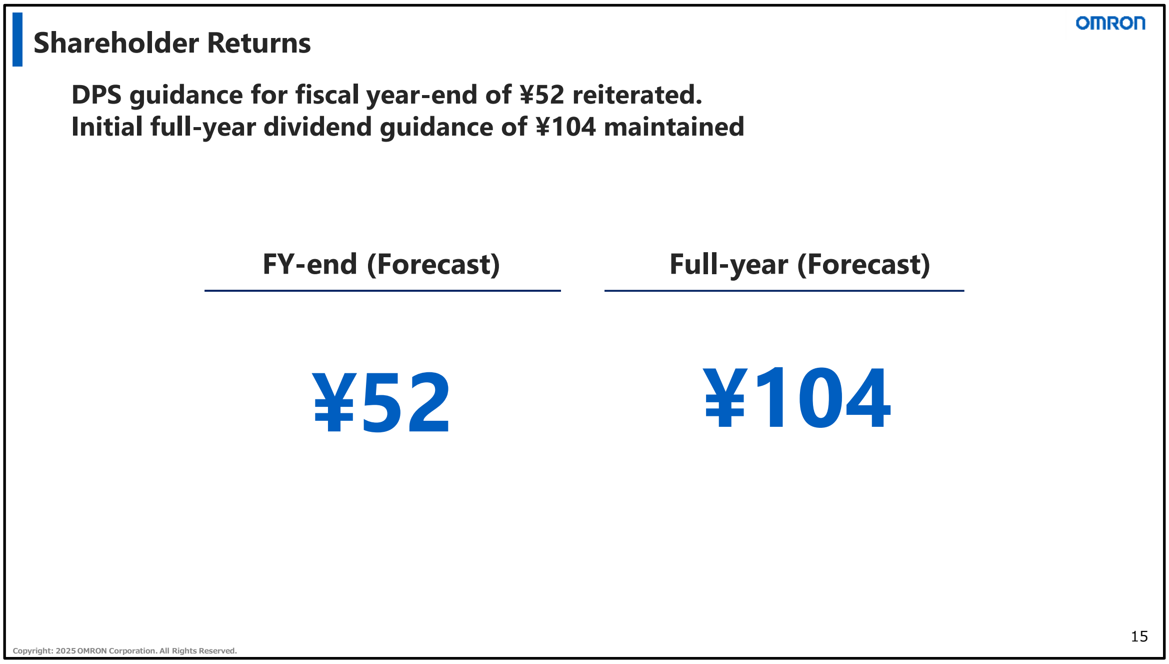
Next, I will go over the outlook for operating income.
For this fiscal year, we expect a significant increase in operating income, driven by improvements in the gross profit margin and greater efficiency in fixed costs.
The primary factor behind the improvement in the gross profit margin is the positive impact of a reduction in inventory valuation losses. Additionally, we have implemented appropriate inventory management while also improving production utilization rates in response to recovering order levels. As a result, we anticipate an increase of JPY17.4 billion in operating income compared to the previous year.
Next, regarding fixed costs, our initiatives to enhance cost efficiency are progressing as planned, and we expect an additional JPY16 billion increase in operating income. While we will continue working to improve cost efficiency, we will also ensure that we execute investments aimed at strengthening our growth potential during Q4.
As of the end of December, the number of customers adopting our innovative-Automation solutions stood at 4,250. Given the challenging business environment, this figure remained flat compared to the end of September. Moving forward, we will continue our efforts to expand our customer base.



Finally, I would like to discuss shareholder returns.
For FY2024, we plan to maintain a year-end dividend of JPY52 per share, as previously forecasted, bringing the total annual dividend forecast to JPY104 per share.
Our policy is to maintain stable and continuous shareholder returns with a target dividend on equity of approximately 3%.
That concludes the full-year outlook for FY2024.

3. CFO Message

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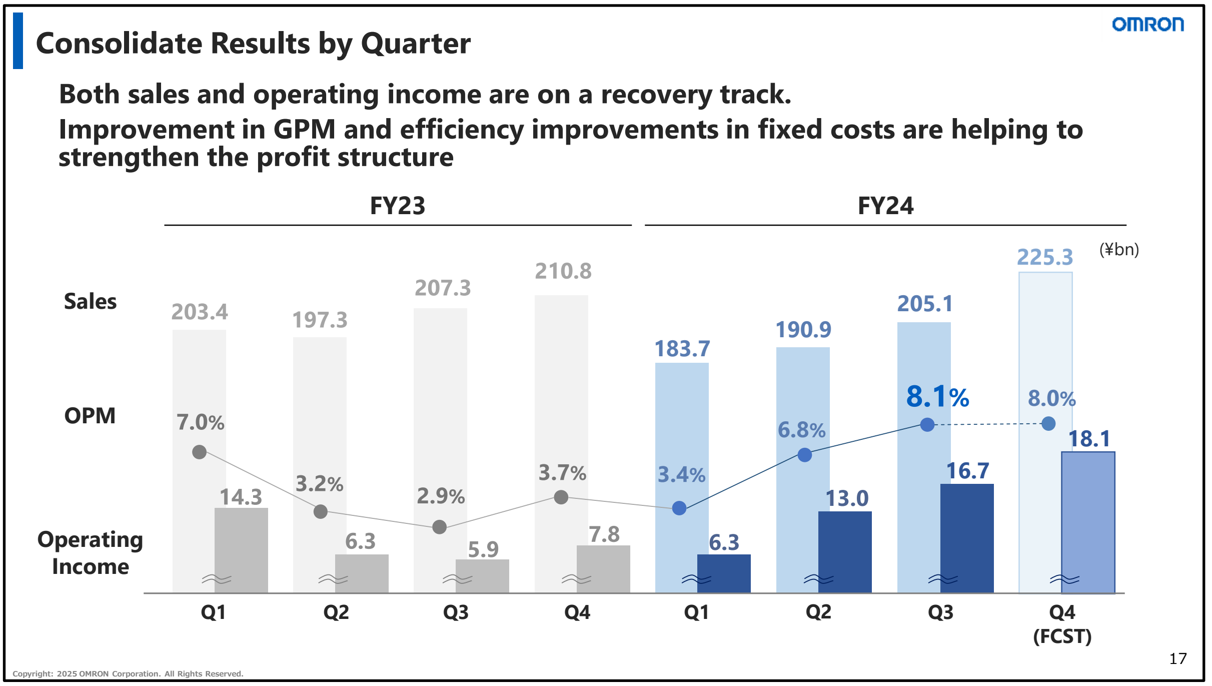
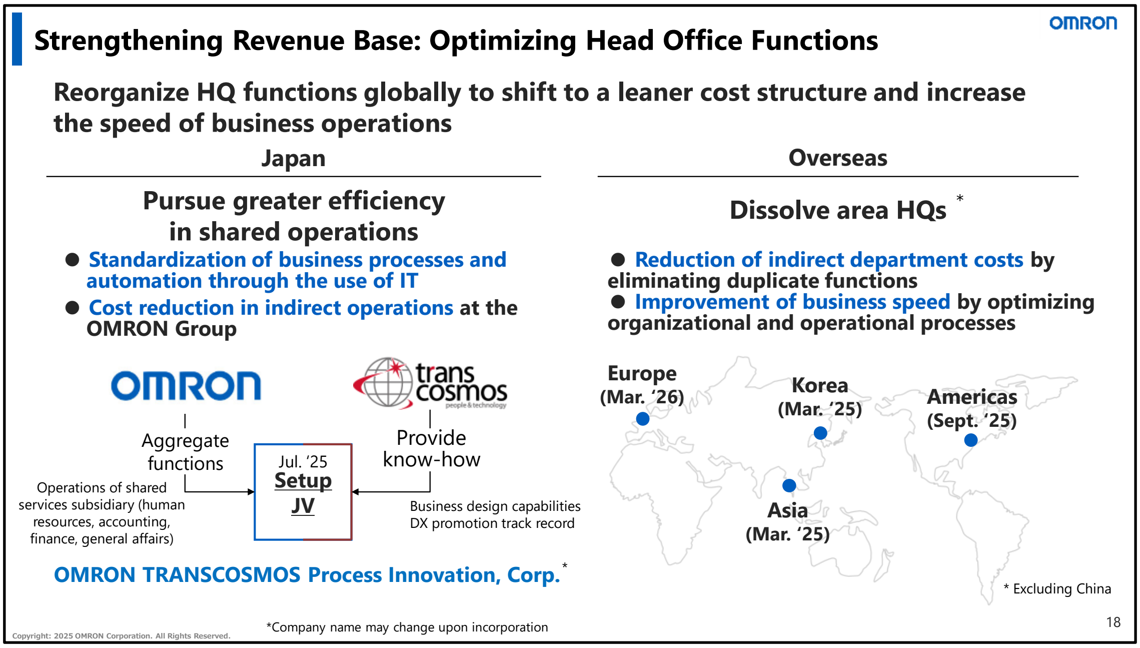
Lastly, I would like to provide an update on the progress of our structural reforms and sustainability initiatives.
As I have explained today, uncertainty in the business environment is increasing, and we expect this situation to continue into the next fiscal year. However, our initiatives to strengthen profitability are progressing without delay, and at the same time, we have been able to move forward with measures aimed at future growth.



Please take a look at this slide.
Since launching our structural reform initiatives in April, we have continued implementing measures to optimize workforce size and improve fixed cost efficiency. As you can see, these efforts are steadily translating into improved financial performance, and our operating margin has also been improving.
While we are seeing positive results, we are not fully satisfied with our current Q4 operating margin level of 8%. To build a more resilient and adaptable earnings structure, we will continue to advance our initiatives beyond Q4.



One of these initiatives is the optimization of our headquarters functions. So far, I have discussed our efforts to optimize workforce strategies and improve fixed cost efficiency at the business level, but we are also implementing measures globally to optimize headquarters operations.

Please look at the left side of the slide. As announced today, OMRON will establish a joint venture in July 2025 with transcosmos, a major BPO services provider, to consolidate indirect operations across the entire OMRON Group in Japan. Up until now, we have been working to improve the efficiency of indirect operations in Japan, but by leveraging transcosmos's expertise, we will be able to further standardize and automate these operations. As a result, we expect to enhance productivity in indirect operations and achieve further cost reductions.

Now, please look at the right side of the slide. Overseas, we will proceed with the dissolution of regional headquarters—excluding China—through this fiscal year and into the next. Previously, as our businesses expanded globally, regional headquarters served as liaison offices for governance functions and indirect operations on behalf of the Japan headquarters. However, as each business has grown and moved toward autonomous management, we have seen overlapping functions and increasingly complex operations, which have led to challenges in both cost efficiency and business speed. As part of this structural reform, we will move forward with optimizing our headquarters functions globally and transition to a structure that ensures faster decision-making and a more efficient cost base.

In addition to the initiatives introduced today, we have many other measures underway, and we will remain firmly committed to executing them without slowing down.

<No slide>
Our initiatives to drive growth are also progressing smoothly. In particular, for IAB, we are focusing on two key areas: strengthening product competitiveness and enhancing sales capabilities.
For product competitiveness, our headquarters' development teams and the business unit development teams are working as one to develop highly competitive core products, and we have already launched new products in select regions. As for sales capabilities, we are strengthening relationships with distributors and rebuilding our sales structure to deliver more value to a broader customer base.
Beyond the next fiscal year, we will continue to expand our product lineup and enhance our sales capabilities to regain market share and drive further sales growth.

<Sustainability>
Next, I would like to report on our sustainability initiatives. Please refer to the slide.
This year, OMRON was selected as a constituent of the DJSI World Index for the eighth consecutive year and received a Gold rating from EcoVadis for our sustainability performance.
While we continue advancing our structural reforms, our commitment to practicing our corporate philosophy and contributing to social progress through our business remains unchanged. Moving forward, we will continue to pursue the sustainability of both society and our company to maximize corporate value.
That concludes my report. Thank you for your attention.

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Reference

Consolidated Balance Sheet

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(¥bn)

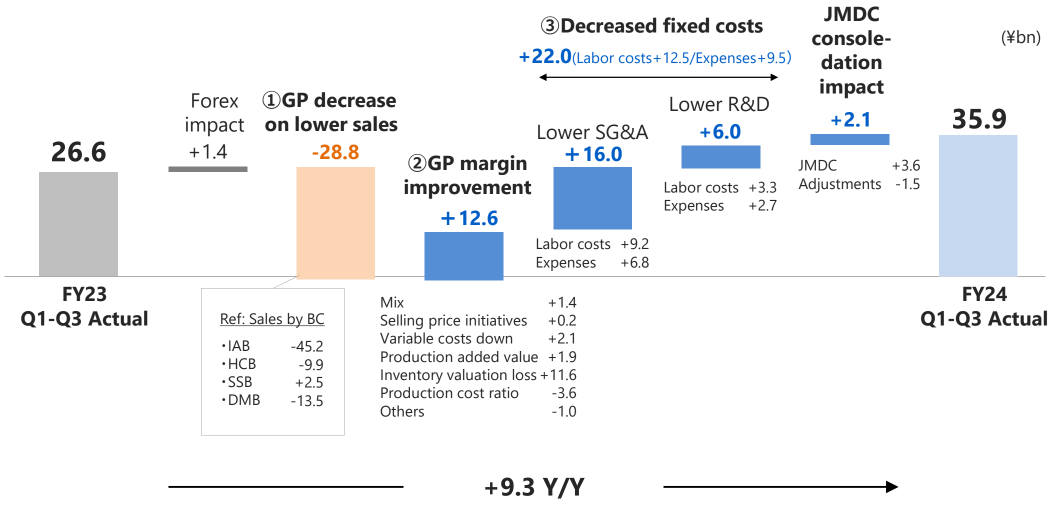
	End-March 2024	End-Dec. 2024	Chg, vs. End-FY2023
Current assets	547.6	542.2	-5.4
(Cash and cash equivalents)	(143.1)	(136.9)	(-6.2)
(Inventory)	(174.0)	(194.5)	(+20.5)
Property, plant and equipment	136.8	136.2	-0.6
Investments and other assets	670.3	694.8	+24.5
Total assets	1,354.7	1,373.2	+18.5
Current liabilities	231.2	234.1	+2.9
Long-term liabilities	172.5	174.9	+2.4
Total Liabilities	403.7	409.0	+5.3
Shareholders' equity	786.7	798.5	+11.8
Noncontrolling interests	164.3	165.7	+1.4
Total net assets	951.0	964.2	+13.2
Total Liabilities and net assets	1,354.7	1,373.2	+18.5
Equity ratio	58.1%	58.1%	+0.1%pt

Consolidated Cash Flow Statement

(¥bn)

	FY2023 Q1-Q3 Act.	FY2024 Q1-Q3 Act.	Y/Y
Operating cash flow	31.9	32.9	+1.0
Investment cash flow	-79.1	-43.2	+35.9
Free cash flow (FCF)	-47.2	-10.3	+36.9
Financing cash flow	66.8	-2.2	-69.0
Cash and cash equivalents as of end of period	129.3	136.9	+7.6
Capital expenditure	29.0	31.0	+2.0
Depreciation	22.3	25.0	+2.7

Q3 Cumulative Results: Operating Income Changes (Y/Y)



Q3 Cumulative Results: Operating Income Changes (Y/Y)

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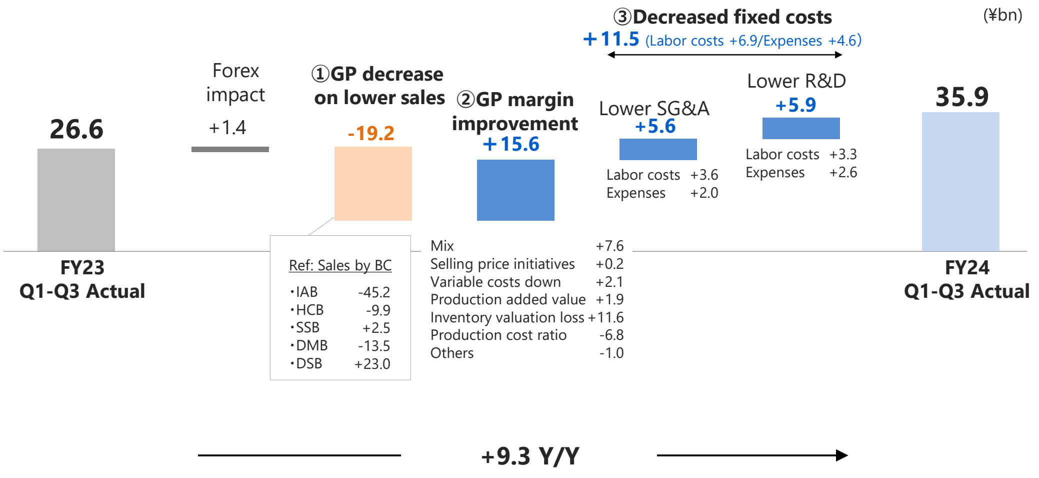
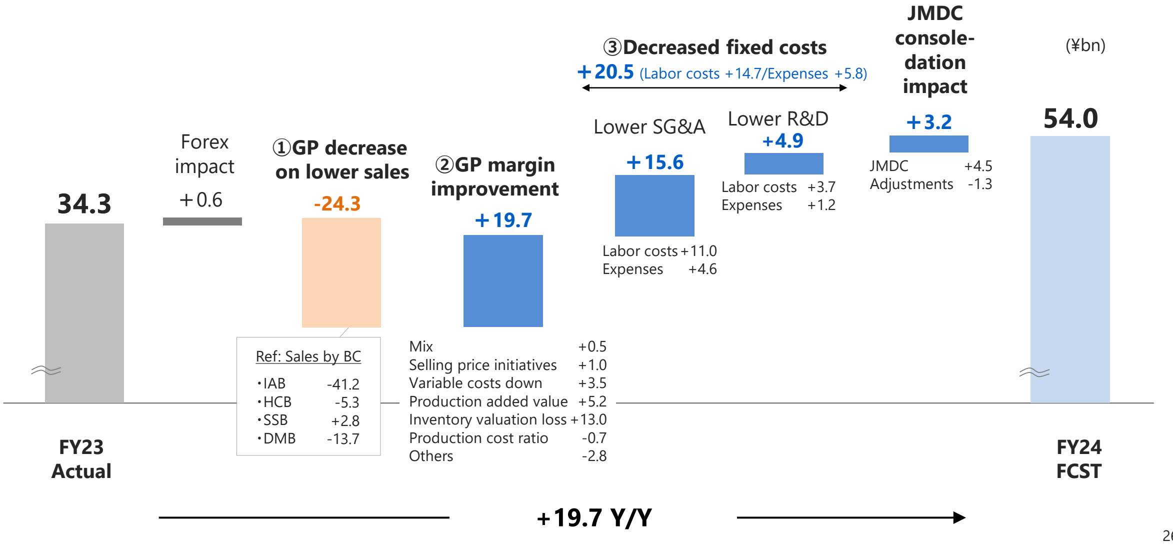
***JMDC consolidated impact included**



Full-year Forecasts: Operating Income Changes (Y/Y)



Fixed Cost Changes (Y/Y) *SG&A and R&D Only

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Theme	Factors	Initial Plan	Previous FCST	Current FCST
		Fixed Costs Changes (Y/Y)* (¥bn)		
Fixed cost efficiency through "Structural Reform Program"	Reduce workforce globally Increase fixed cost productivity	-22.0	-21.8	-22.2
Growth investment	Enhance competitiveness in growth business Build/deploy New ERP systems	+6.0	+3.6	+4.2
Other	Increase in unit costs due to inflation, etc. (Labor costs)	+12.0	+5.0	+3.4
	Other factors (Expenses)	-	-2.9	-5.9
	Fixed cost total	-4.0	-16.1	-20.5

*Excluding JMDC and Forex Impact

Overview of OMRON TRANSCOSMOS Process Innovation, Corp.

Company Name:	**OMRON TRANSCOSMOS Process Innovation, Corp. ***
Location:	**Kyoto City, Kyoto Prefecture, Japan**
Establishment Date:	**July 1, 2025 (Planned)**
Initial Capital:	**180 million yen (Capital ¥90m, Capital Reserve ¥90m)**
Shareholders:	**OMRON Corporation 51%, transcosmos inc. 49%**
Business Description:	**Entrusted with OMRON Group's HR, accounting and finance, and general affairs operations**

*Company name may change upon incorporation

FY2024 Forex Sensitivities and Assumptions

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Impact of 1 yen move (full year)
CNY impact of 0.1 yen move

	Sensitivities		Assumptions
	Sales	OP	FY2024 Q4 Assumptions
USD	Approx. ¥1.3 bn	Approx. ¥-0.1 bn	¥155.0
EUR	Approx. ¥0.8 bn	Approx. ¥0.3 bn	¥160.0
CNY	Approx. ¥0.7 bn	Approx. ¥0.1 bn	¥21.0

* If emerging market currency trends diverge from trends in major currencies contrary to our expectations, it will impact sensitivities

ROIC Definition

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$$\text{ROIC} = \frac{\textbf{Net income attributable to OMRON shareholders}}{\textbf{Invested capital}}$$

*Invested capital = Borrowings + Shareholders' equity

Invested capital: The average of previous fiscal year-end result and quarterly results (or forecasts) of current fiscal year

Notes

1.The consolidated statements of OMRON Corporation (the Company) are prepared in accordance with U.S. GAAP.

2.Projected results are based on information available to the Company at the time of writing, as well as certain assumptions judged by the Company to be reasonable. Various risks and uncertain factors could cause actual results to differ materially from these projections.

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