



# OMRON Basic

July 2025

**OMRON Corporation**  
**Investor Relations**



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## About OMRON

Medium-Term Management Plan  
and Structural Reform

OMRON's Business

ESG and Shareholder Returns Policy

# Corporate Profile

<b>Established</b>	<b>May 10, 1933</b>
<b>Head Office</b>	<b>Shiokoji Horikawa, Shimogyo-ku, Kyoto, Japan</b>
<b>Capital</b>	<b>¥64.1bn</b>
<b>Net Sales</b>	<b>¥801.8bn ( Year ended Mar 31, 2025)</b>
<b>Number of Employees</b>	<b>26,614* (Domestic : 11,073 Overseas : 15,541)</b>
<b>Stock Listing</b>	<b>Tokyo Prime Market (6645)</b>
<b>Market Cap</b>	<b>803.1 Billion Yen (As of June 30, 2025)</b>

**\*As of May 31, 2025**

# The OMRON Principles

**OMRON employees have inherited the spirit of the corporate constitution  
as a corporate philosophy**

## OMRON Principles

### Our Mission

**To improve lives and contribute to a better society**

### Our Values

- **Innovation Driven by Social Needs**  
Be a pioneer in creating inspired solutions for the future.
- **Challenging Ourselves**  
Pursue new challenges with passion and courage.
- **Respect for All**  
Act with integrity and encourage everyone's potential.

## Management Philosophy

**We believe a business should create value for society through its key practices.  
We are committed to sustainably increasing our long-term value by putting Our  
Mission and Values into practice.**

- We uphold a long-term vision and solve social issues through our business.
- We operate as a truly global company through our fair and transparent management practices.
- We cultivate strong relationships with all of our stakeholders through responsible engagement.

## Articles of Incorporation

### Article 2

In the spirit of Our Mission, which is “to improve lives and contribute to a better society,” the Company will put our corporate principles into practice, contribute to the development of society through its business, and strive to increase its value.

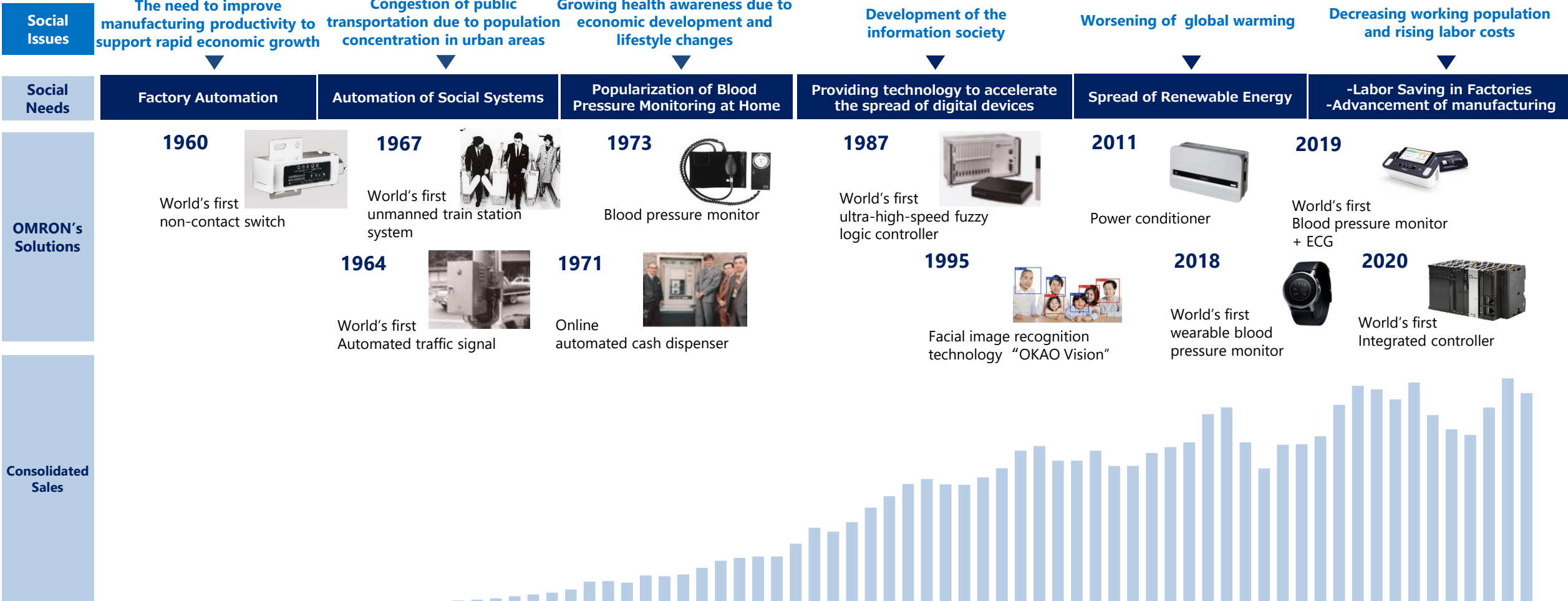


# OMRON's History of World's First Innovations

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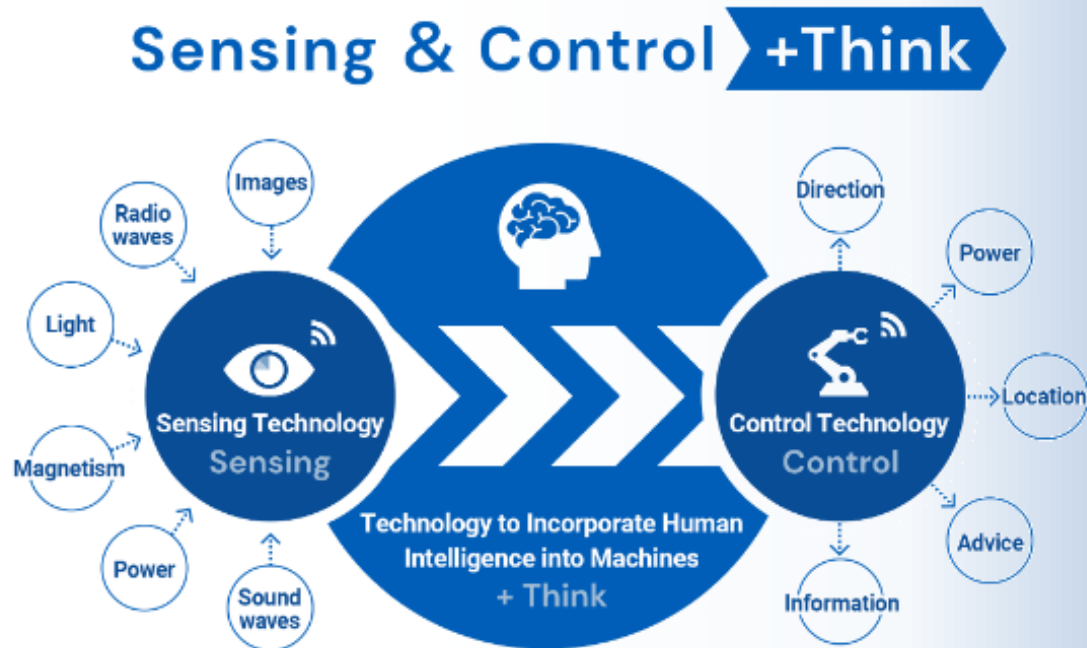
**We take on the challenge of "creating social needs" to solve social issues arising from the changing times, and expand our business through various pioneering innovations**

1948                      1960                      1970                      1980                      1990                      2000                      2010                      2020



Based on our core technology “Sensing & Control + Think”, we will solve social issues through 5 businesses

## OMRON's Core Technology



## 5 Businesses

Industrial Automation  
(IAB)

Healthcare  
(HCB)

Social Systems, Solutions  
and Services (SSB)

Device & Module  
Solutions (DMB)

Data Solution  
(DSB)

Solving  
social  
issues



# OMRON's Business Segment and Sales Composition

## Data Solution (DSB)

Leading the development and expansion of new businesses using data and the evolution of the OMRON's solutions business

## Device & Module Solutions (DMB)

Providing high-frequency, energy-saving devices, etc. for the introduction of new energy and the realization of a digitalized society



## Social Systems, Solutions and Service (SSB)

Providing social infrastructure bases such as PV power conditioners / energy storage systems and railway toward the realization of a carbon-neutral and digital society



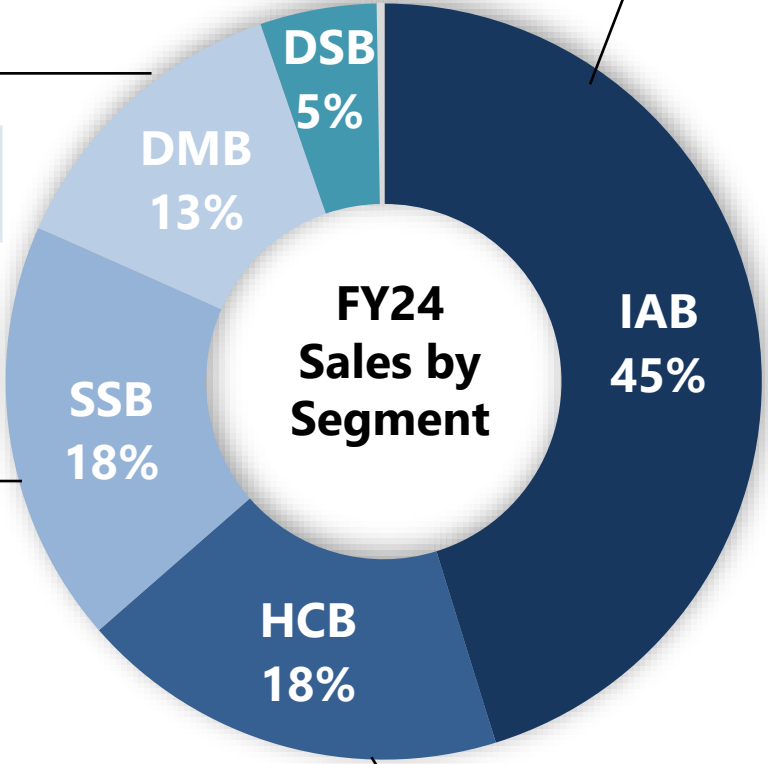
## Industrial Automation (IAB)

Providing a wide range of FA equipment and innovative solutions for factory production line automation



## Healthcare (HCB)

Providing innovative devices and services to prevent the aggravation of cardiovascular and respiratory diseases and achieve "Zero events"





About OMRON

## **Medium-Term Management Plan and Structural Reform**

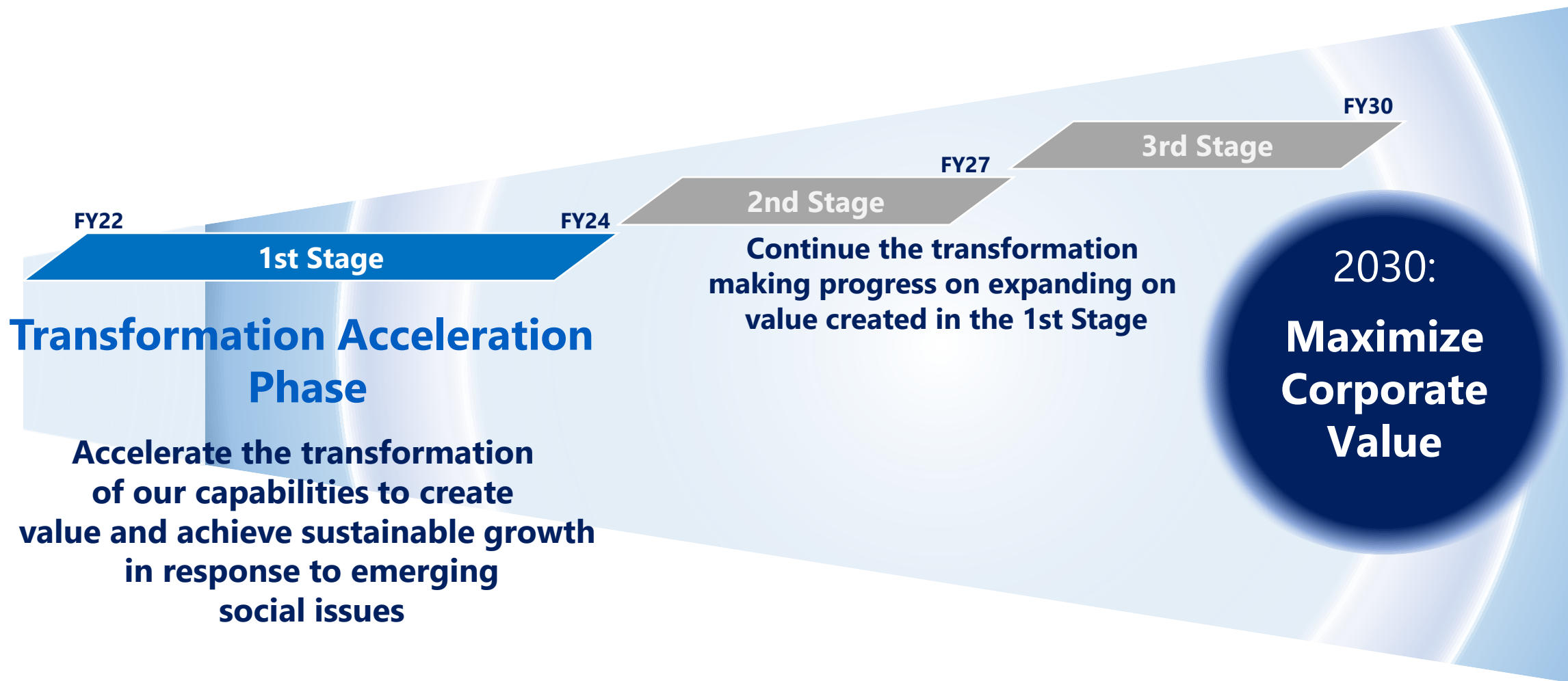
OMRON's Business

ESG and Shareholder Returns Policy



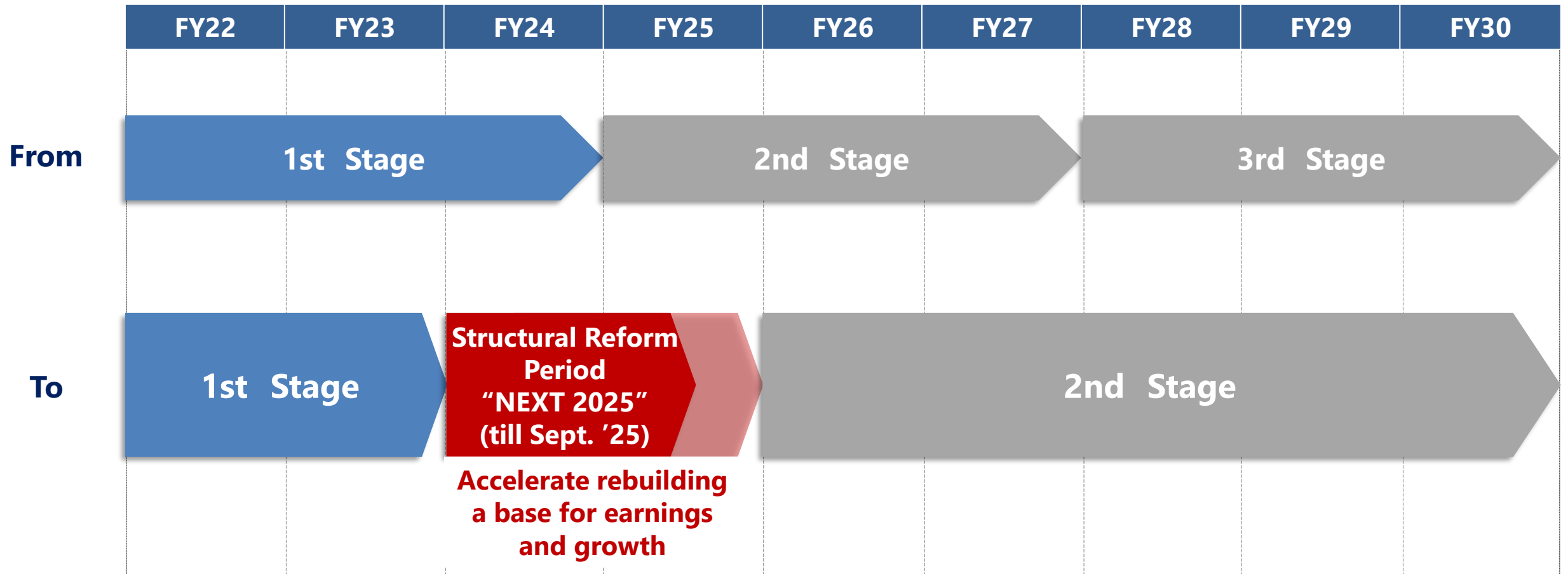
## Medium-Term Management Plan SF 1st Stage

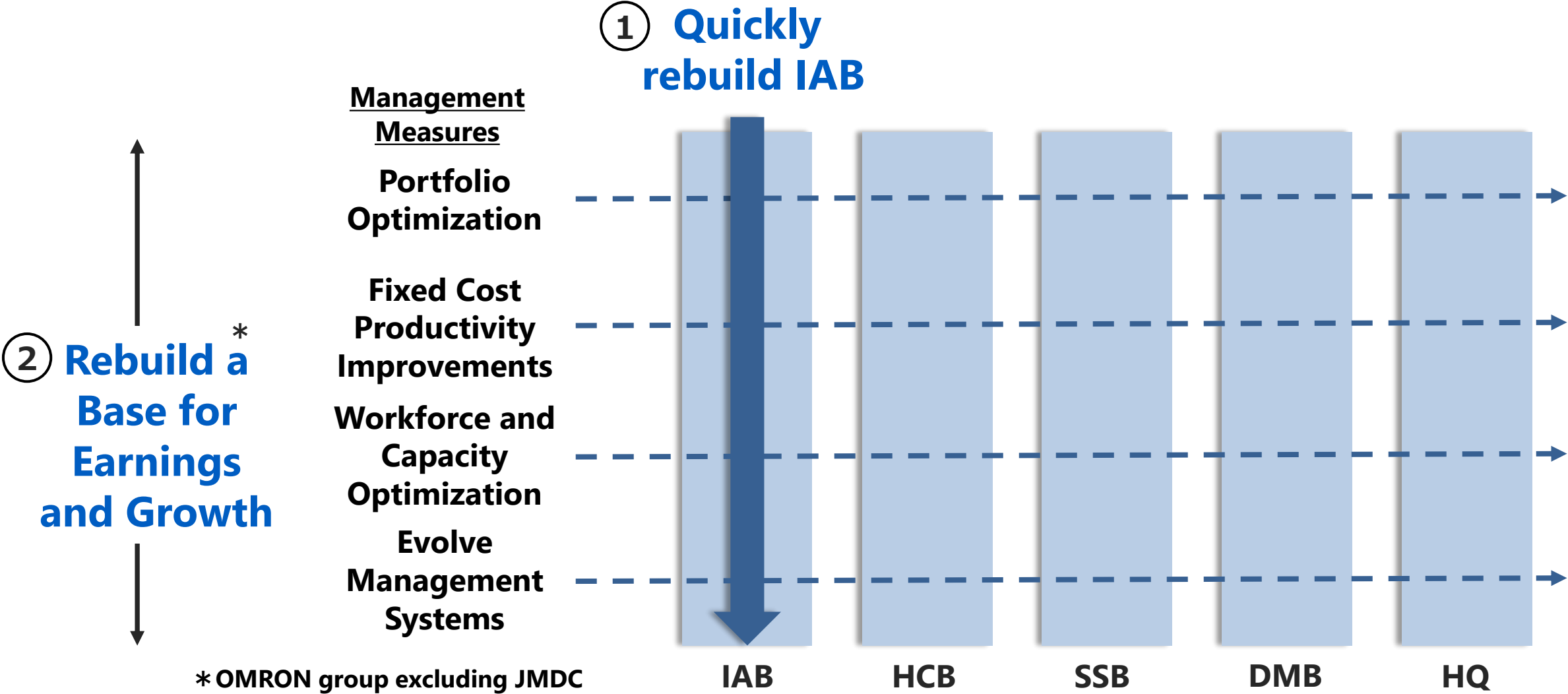
**OMRON positions Medium-Term Management Plan SF 1st Stage that was launched in FY22 as a period of accelerating the transformation of its capabilities to create value in response to social issues and to grow sustainably**



# Implementing Structural Reform

**FY24-FY25 is positioned as structural reform period to implement fundamental reforms for company-wide management in response to major changes in the business environment**



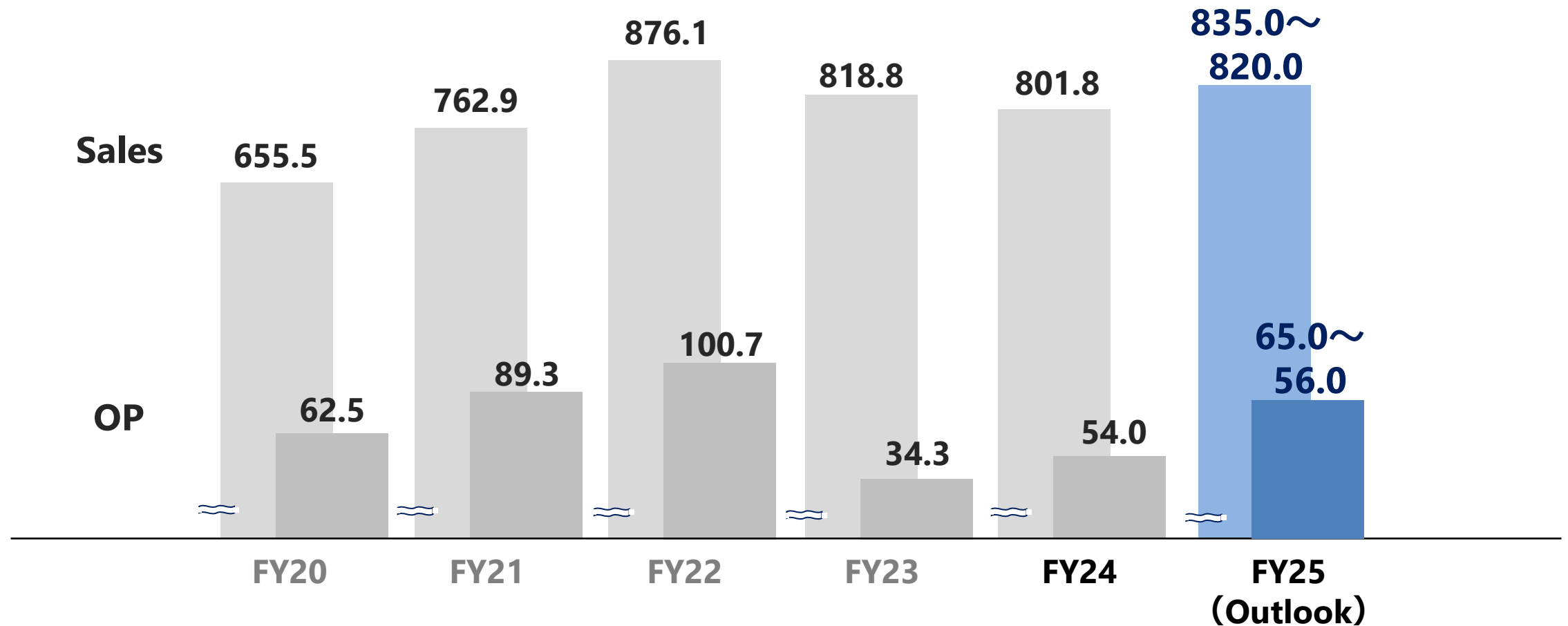


# Performance Outlook After Structural Reform

Aim for rising OP after FY23 by addressing the structural reform

Structural Reform  
Period

(bn JPY)





About OMRON

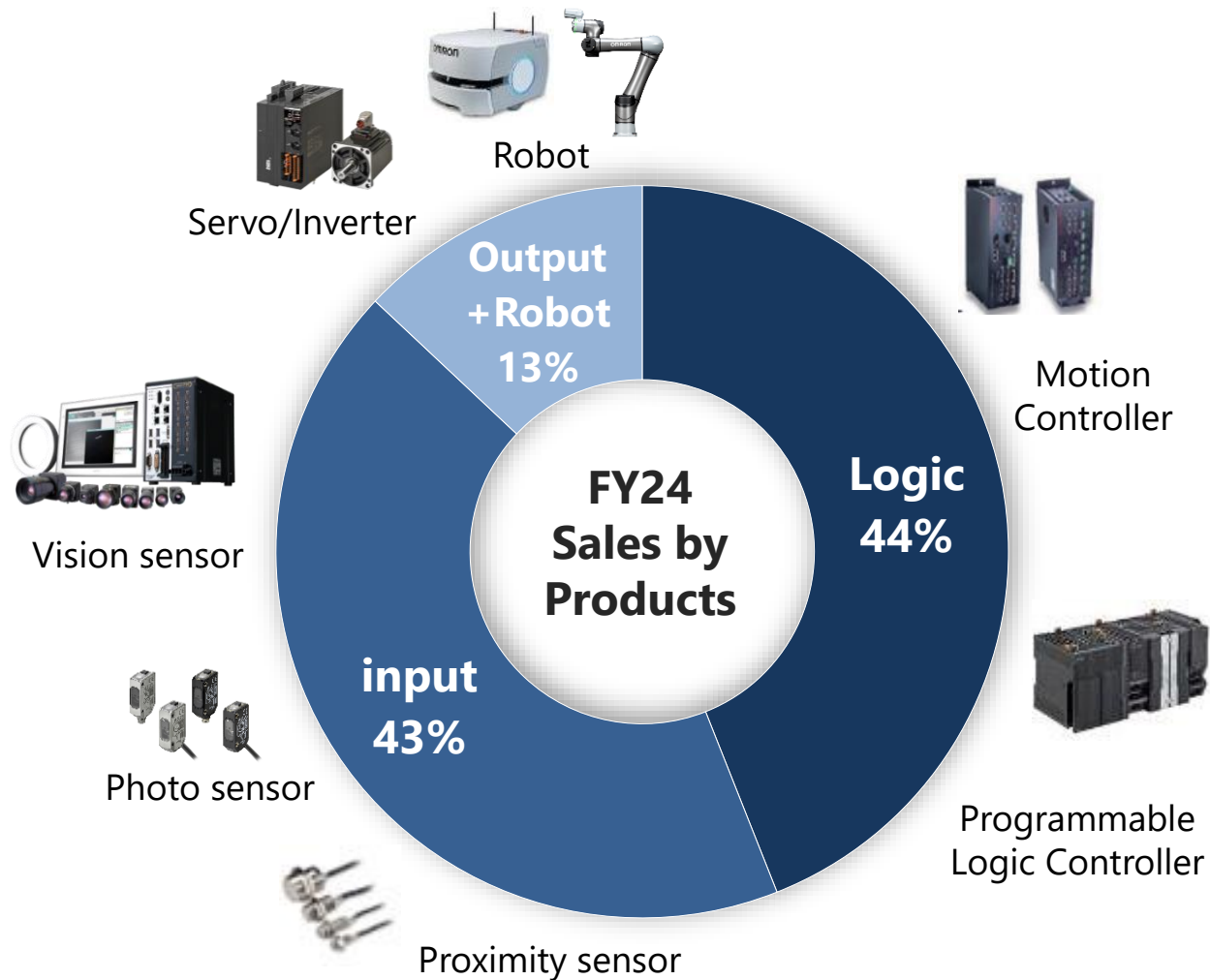
Medium-Term Management Plan  
and Structural Reform

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## **OMRON's Business**

ESG and Shareholder Returns Policy

Providing a wide range of FA equipment and innovative solutions for factory production line automation



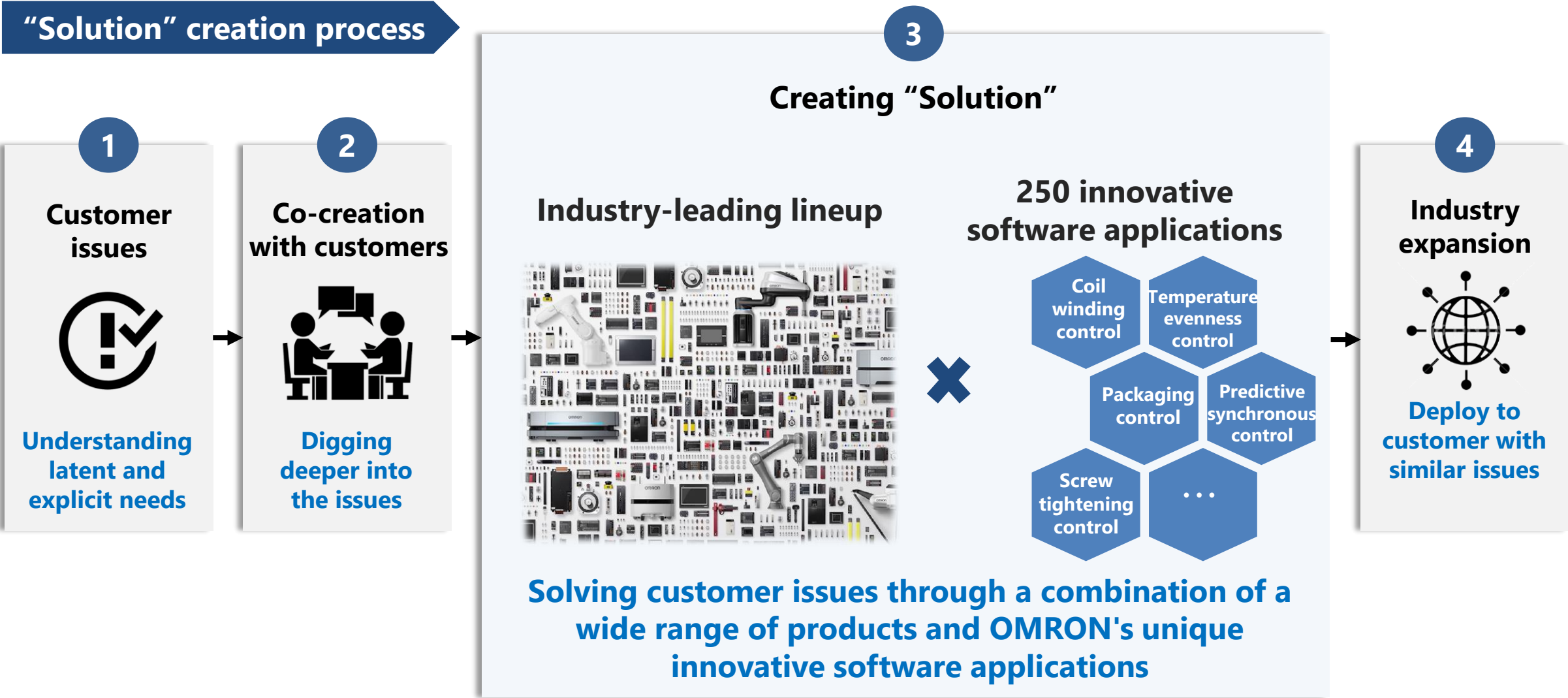
End user/market





OMRON’s unique solutions from co-creation with customers are the strength

“Solution” creation process



# IAB: Mechanism for Business Expansion

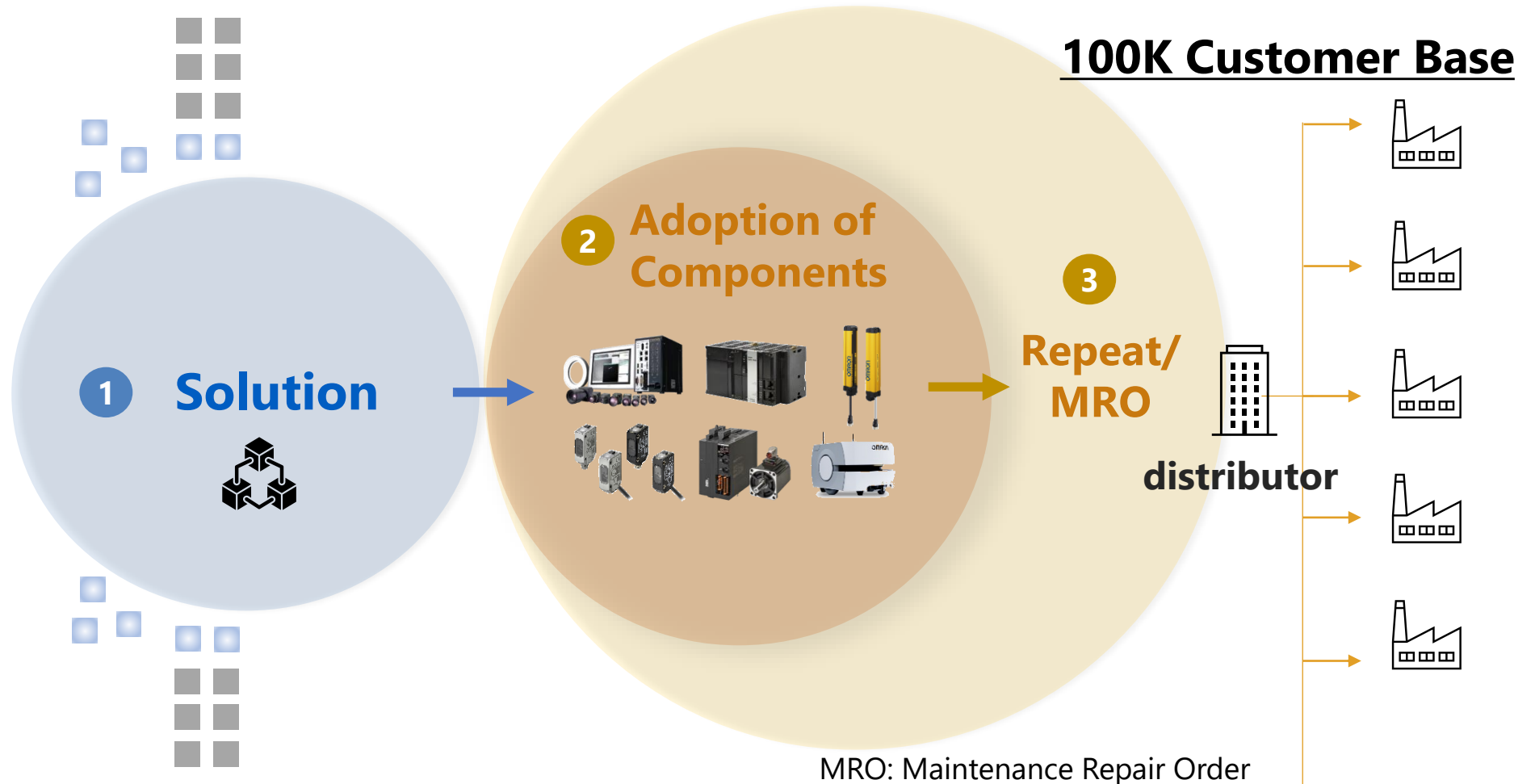
16

Armed with solutions, we will develop customers and expand  
to component services and MRO

**Focus Industry**  
**Semiconductor,**  
**EVs**



Barriers to Entry



MRO: Maintenance Repair Order

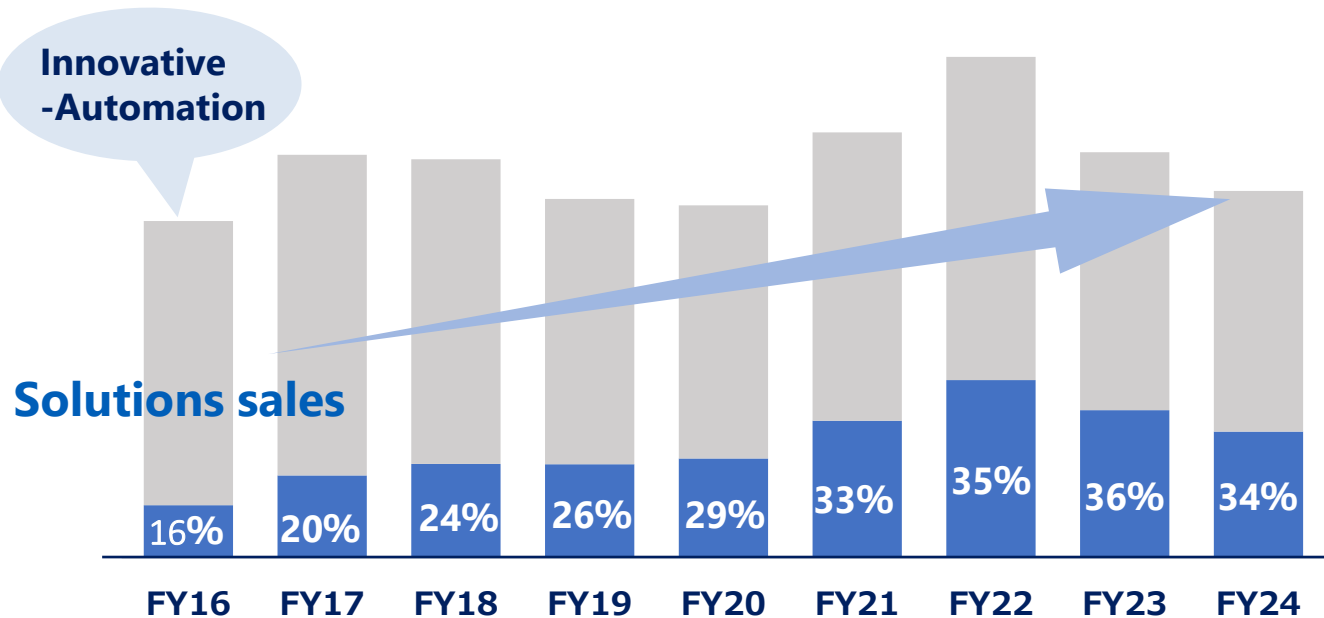
# IAB: Expansion of the Solutions Business

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Solid growth for the Solutions Business from FY2016.  
Customer adoption of innovative-Automation accelerating

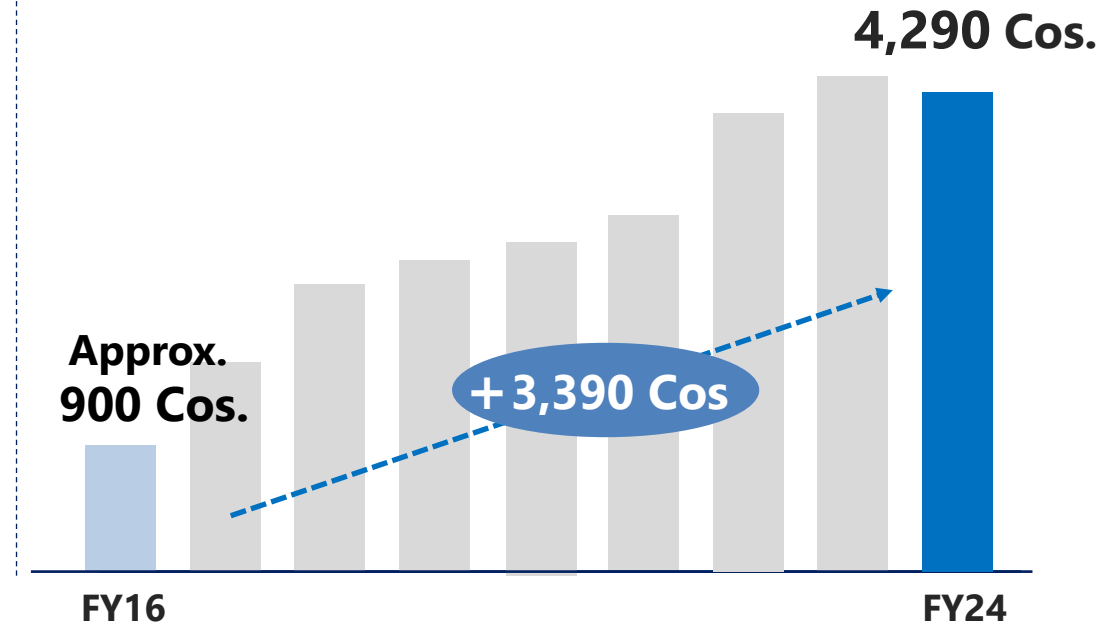
## Share of sales from Solutions

**CAGR +12%**  
(FY16→24)

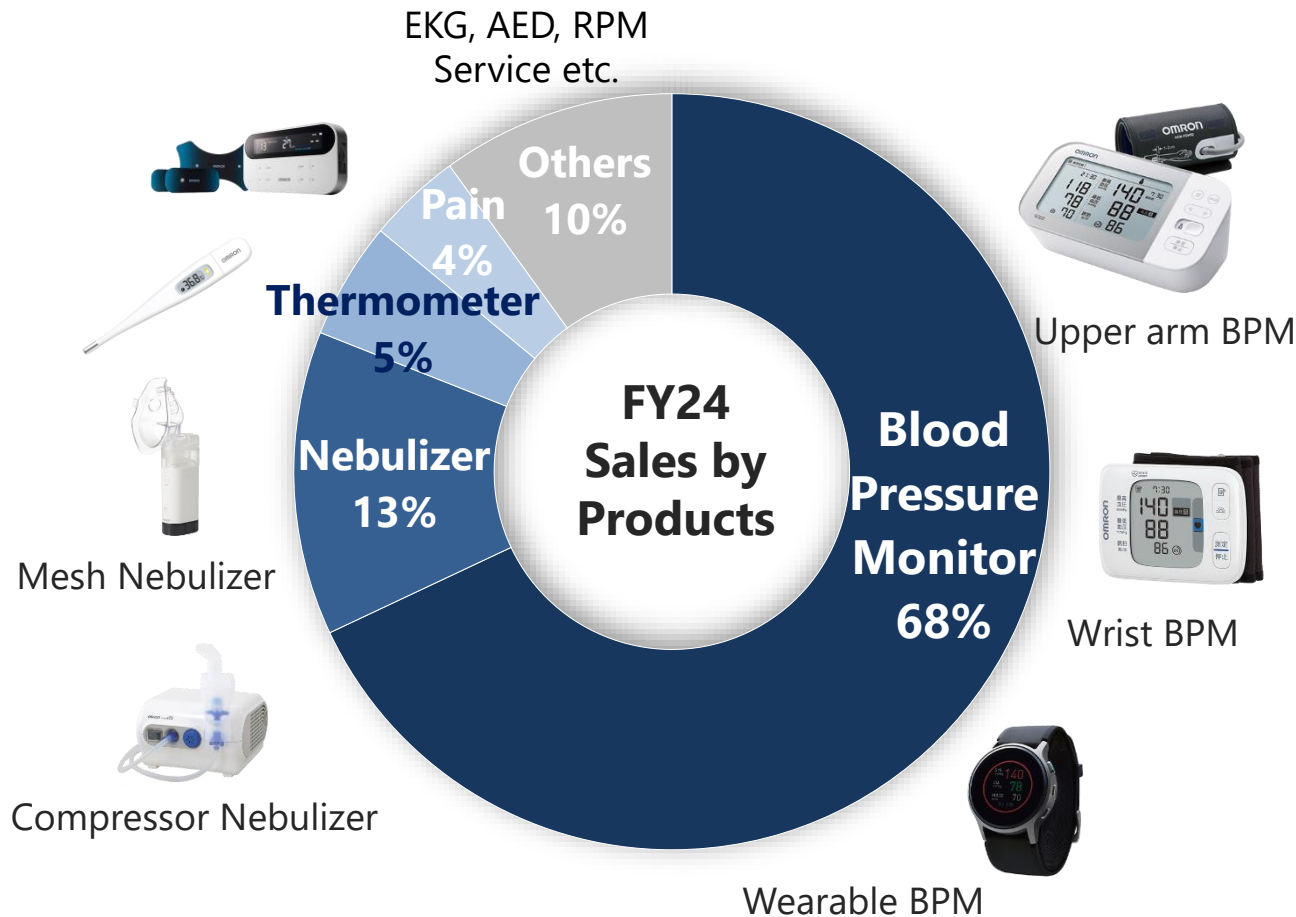


## # of customers adopting solutions

**FY23 4,290 Cos.**  
(vs. FY16: >4.8X)



Providing innovative devices and services to prevent the aggravation of cardiovascular and respiratory diseases and achieve “Zero events”



## End User/market



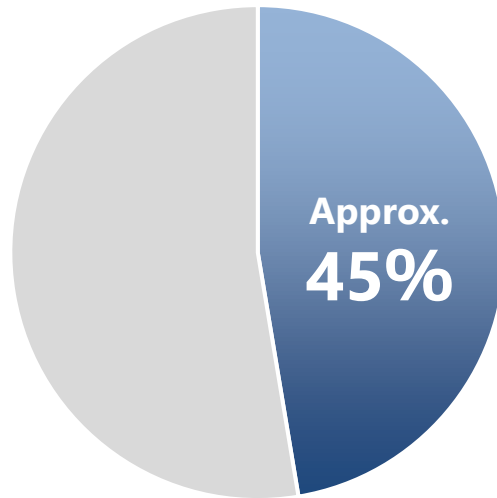
# HCB: Source of Strength

Global share No.1 on the 3 core categories

FY2023 Market share

▷ Cardiovascular

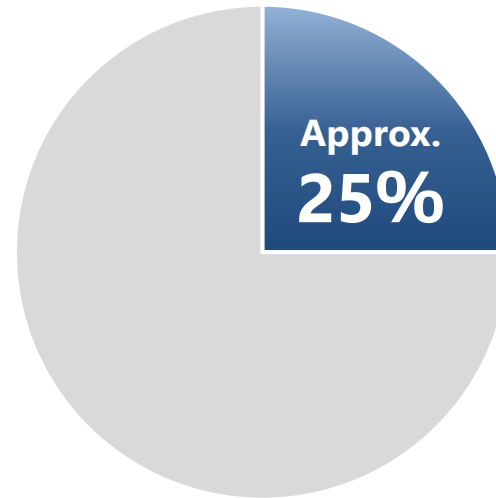
Home-use Blood Pressure Monitor



Global No.1

▷ Respiratory

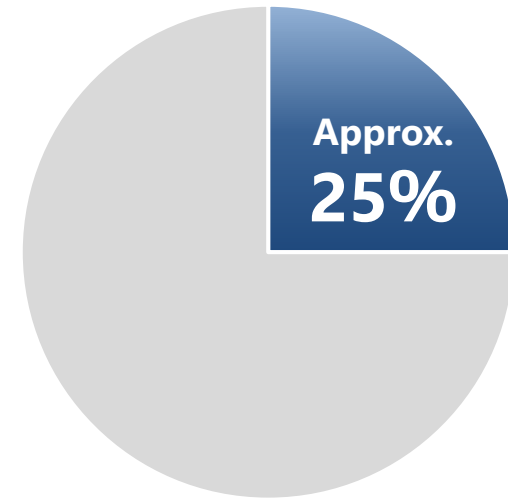
Nebulizer



Global No.1

▷ Pain Management

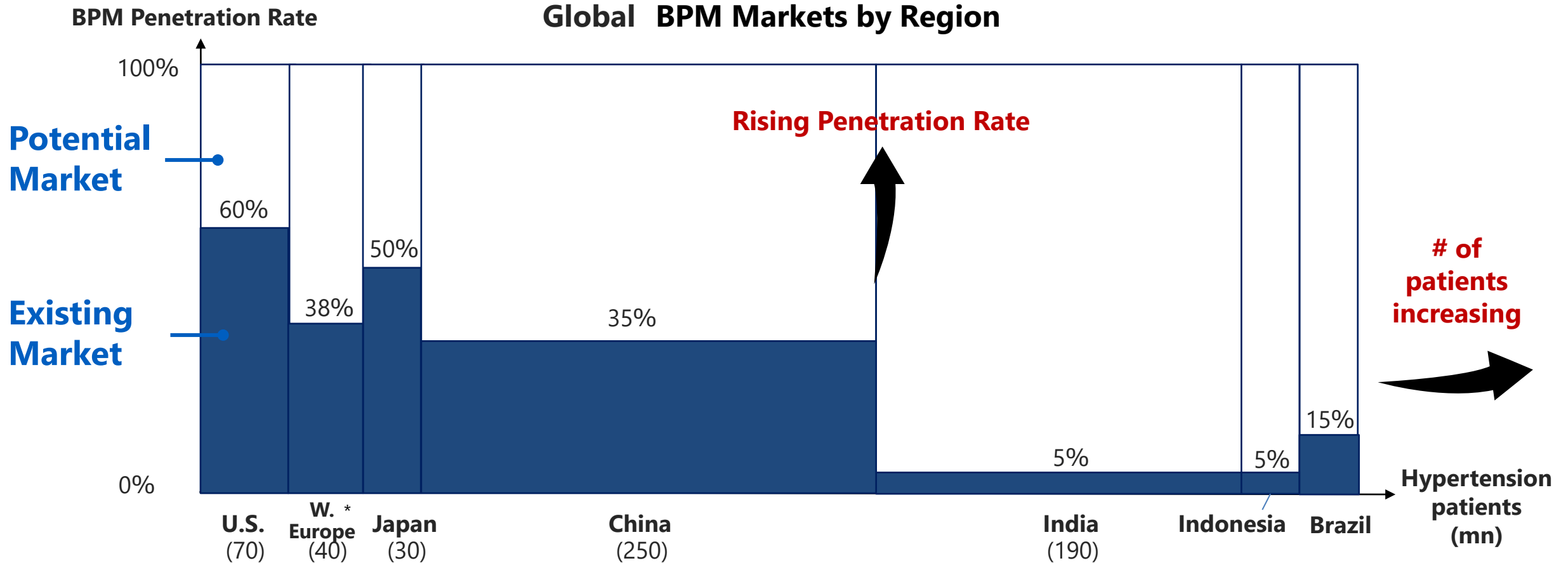
Low-frequency Therapy Equipment



Global No.1

# HCB: BPM Market Potential

Potential markets in emerging countries are huge. Markets in developed countries are also expanding due to an increase in the no. of hypertension patients accompanying aging population



\* Western Europe only Germany, France, UK, Italy

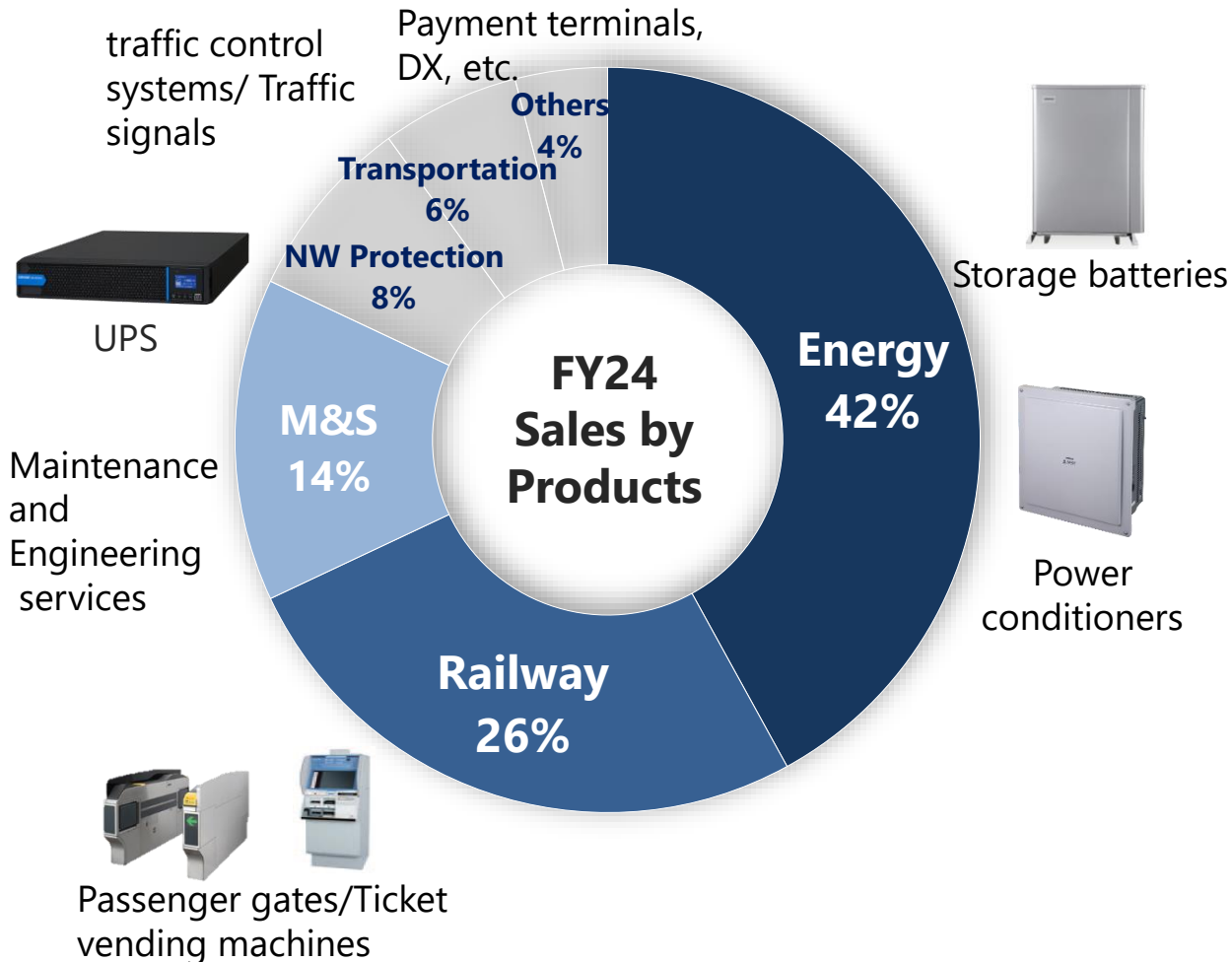
Hypertension patients: Based on WHO data for incidence of adult hypertension and adult population figures for each country

BPM penetration: Based on estimates of total installed base (all brands) using estimated number of hypertension patients and assuming a replacement cycle of 5 years



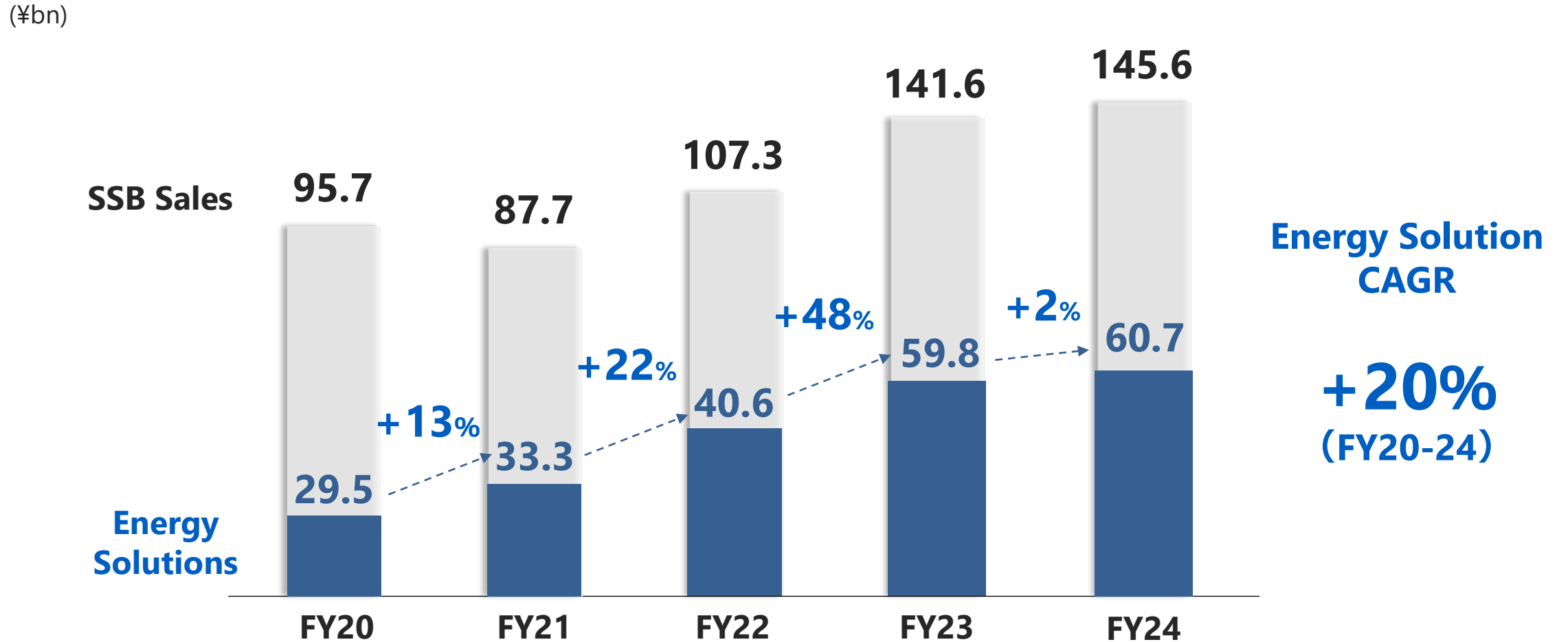
**Providing social infrastructure bases such as PV power conditioners/energy storage systems and Railway toward the realization of a carbon-neutral and digital society**

## Main End Users/Markets



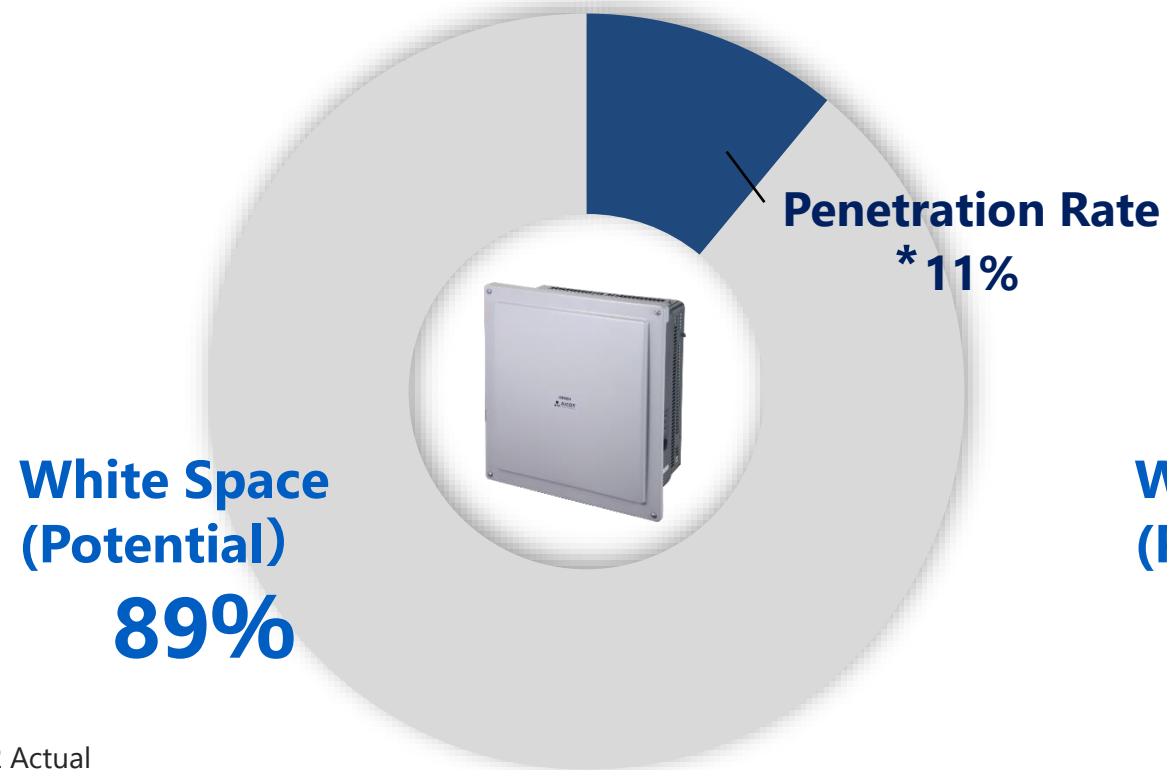
## Energy Solutions drive growth in SSB Overall

### 【Sales Trend】



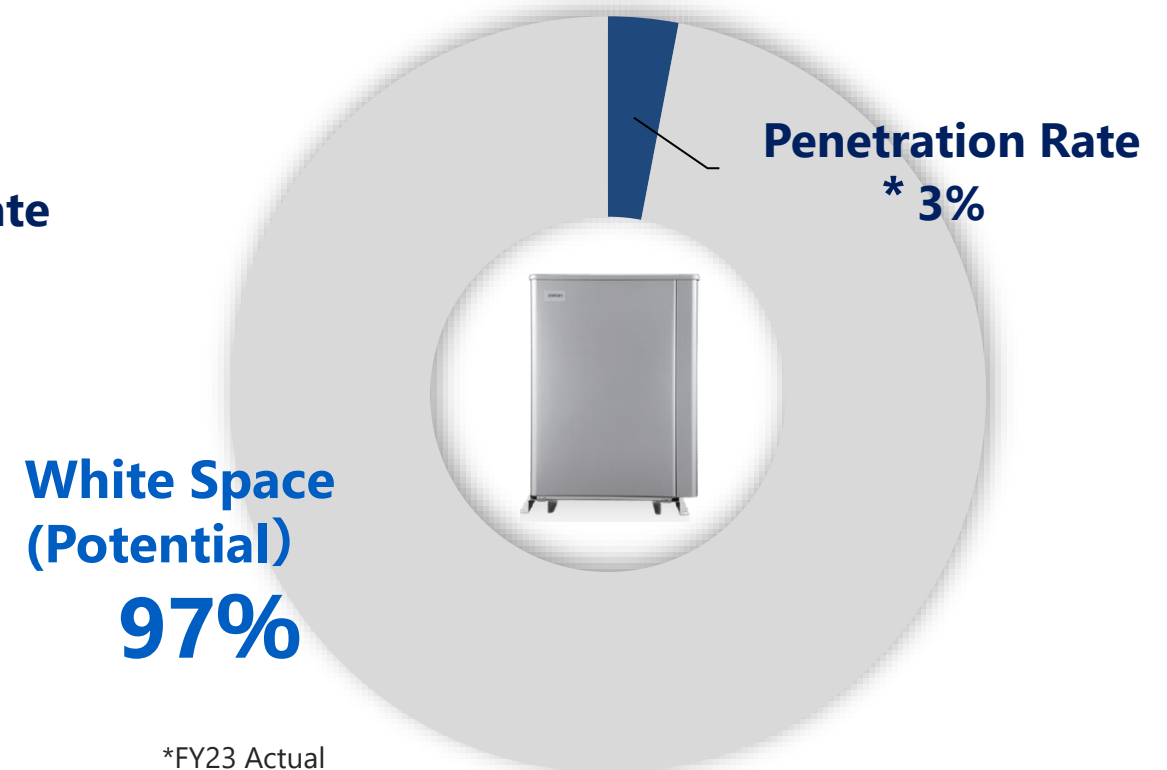
Market penetration rates for both PV power conditioners and energy storage systems are still low, leaving a large white space

## Residential PV Power Conditioners Penetration Rate



\*FY22 Actual  
# of PV installations/total number of detached houses 28.7 million houses

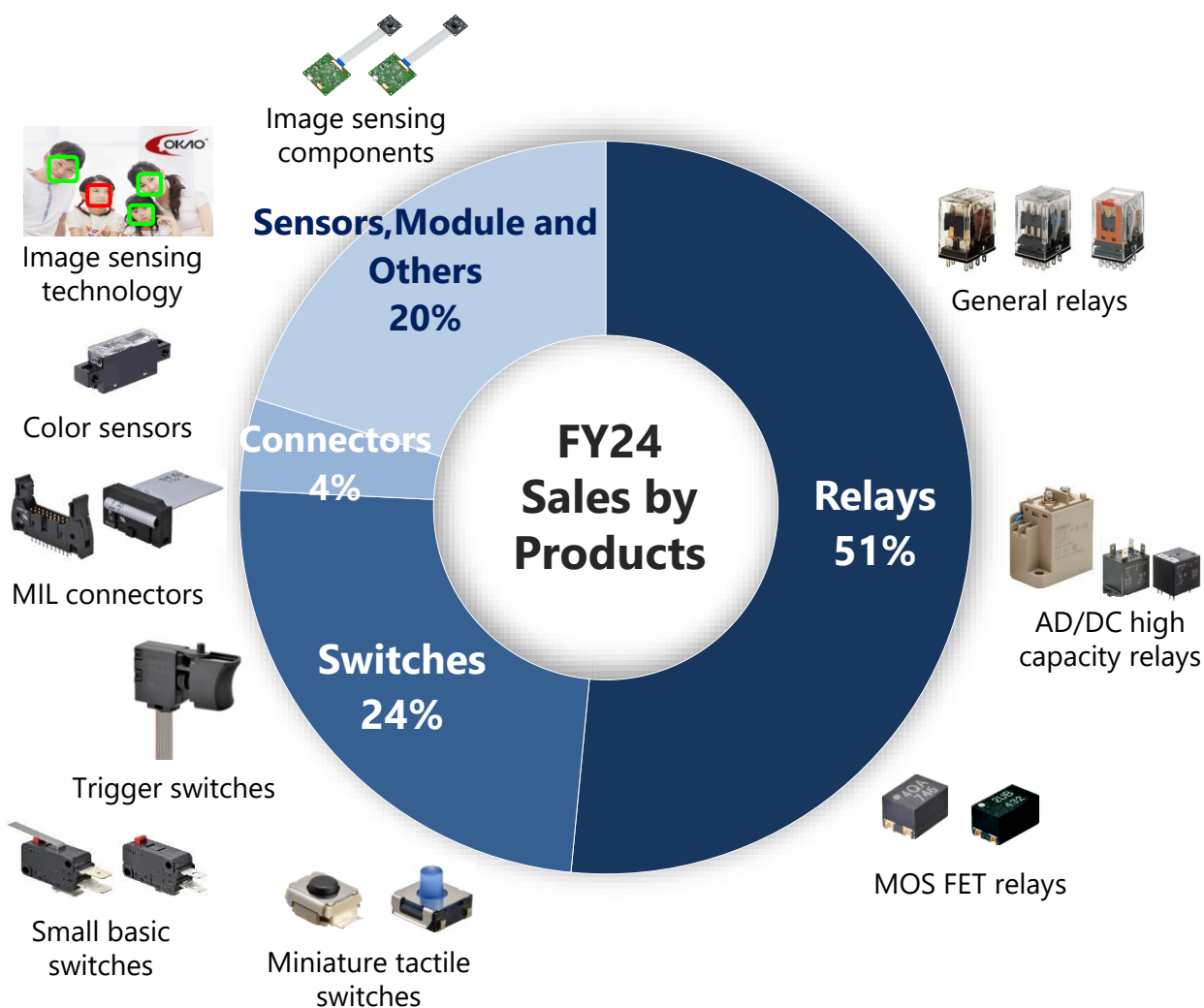
## Energy Storage Systems Penetration Rate



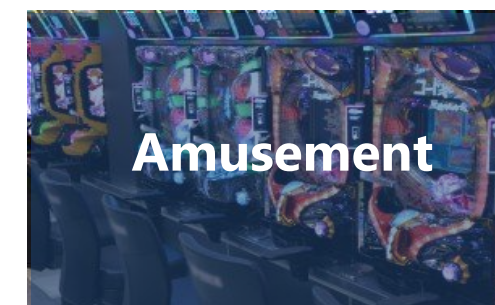
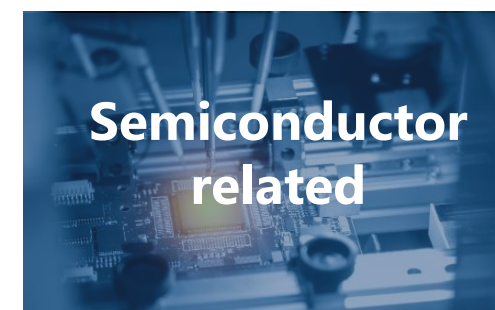
\*FY23 Actual  
# of Energy Storage System installations /total number of detached houses

Total number of detached houses : Ministry of Internal Affairs and Communications  
[https://www.renewable-ei.org/pdfdownload/activities/S1-JPEA\\_TMasukawa\\_20240314.pdf](https://www.renewable-ei.org/pdfdownload/activities/S1-JPEA_TMasukawa_20240314.pdf)  
[https://www.jema-net.or.jp/jema/data/S7216\(20220427\).pdf](https://www.jema-net.or.jp/jema/data/S7216(20220427).pdf)

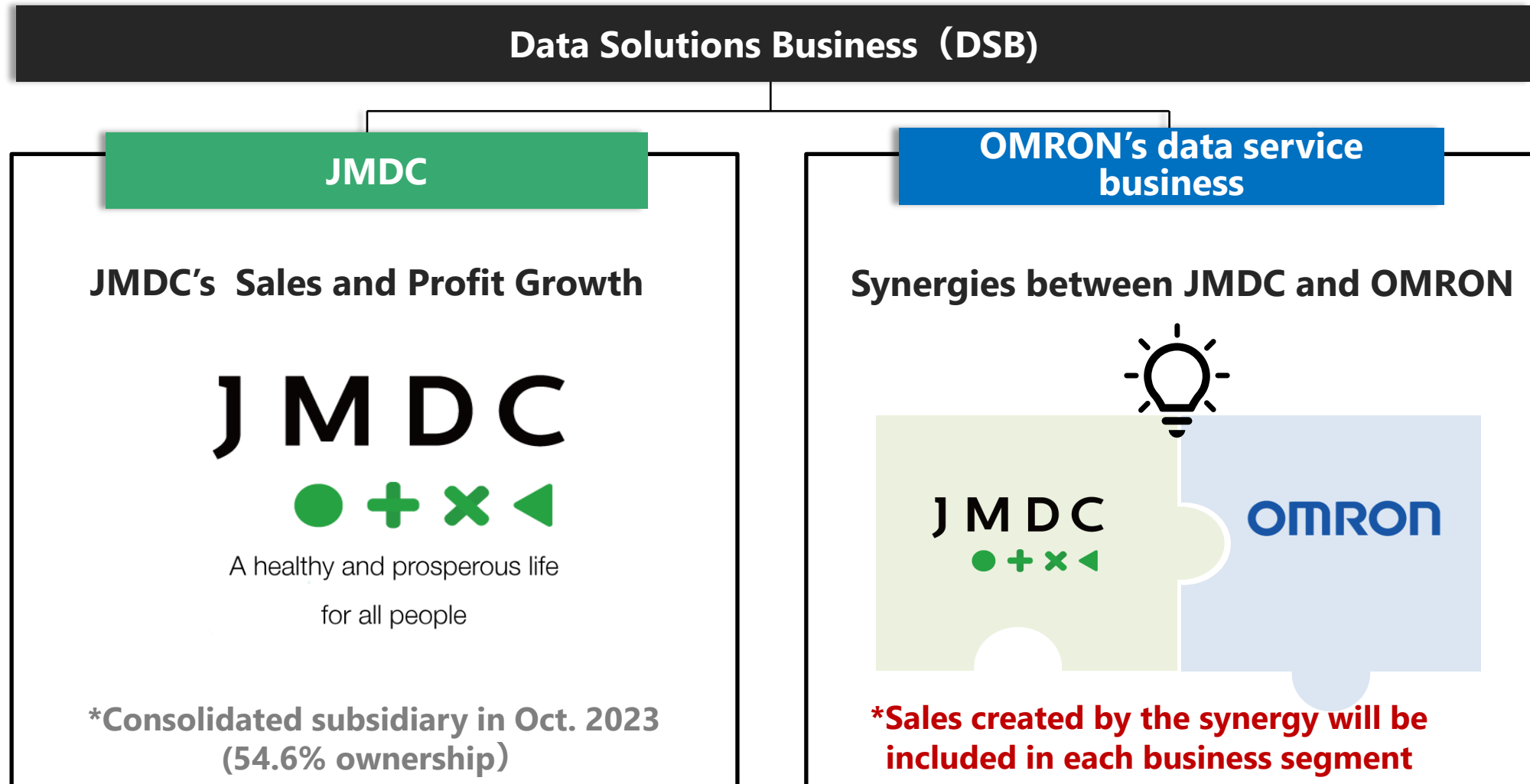
Providing high-frequency, energy-saving devices, etc. for the introduction of new energy and the realization of a digitalized society



## End User/Market

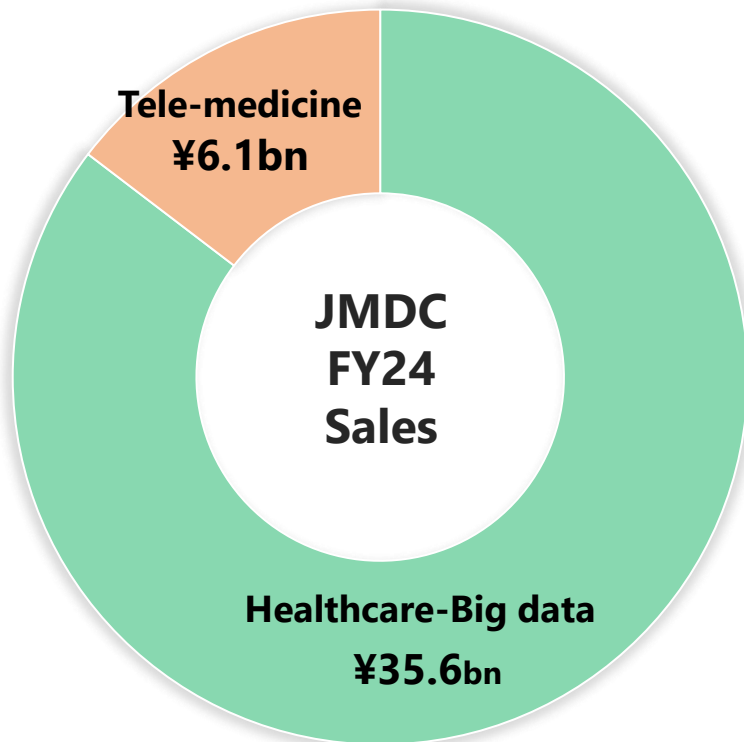


**Leading the development and expansion of new businesses using data  
and the evolution of the OMRON's solutions business**

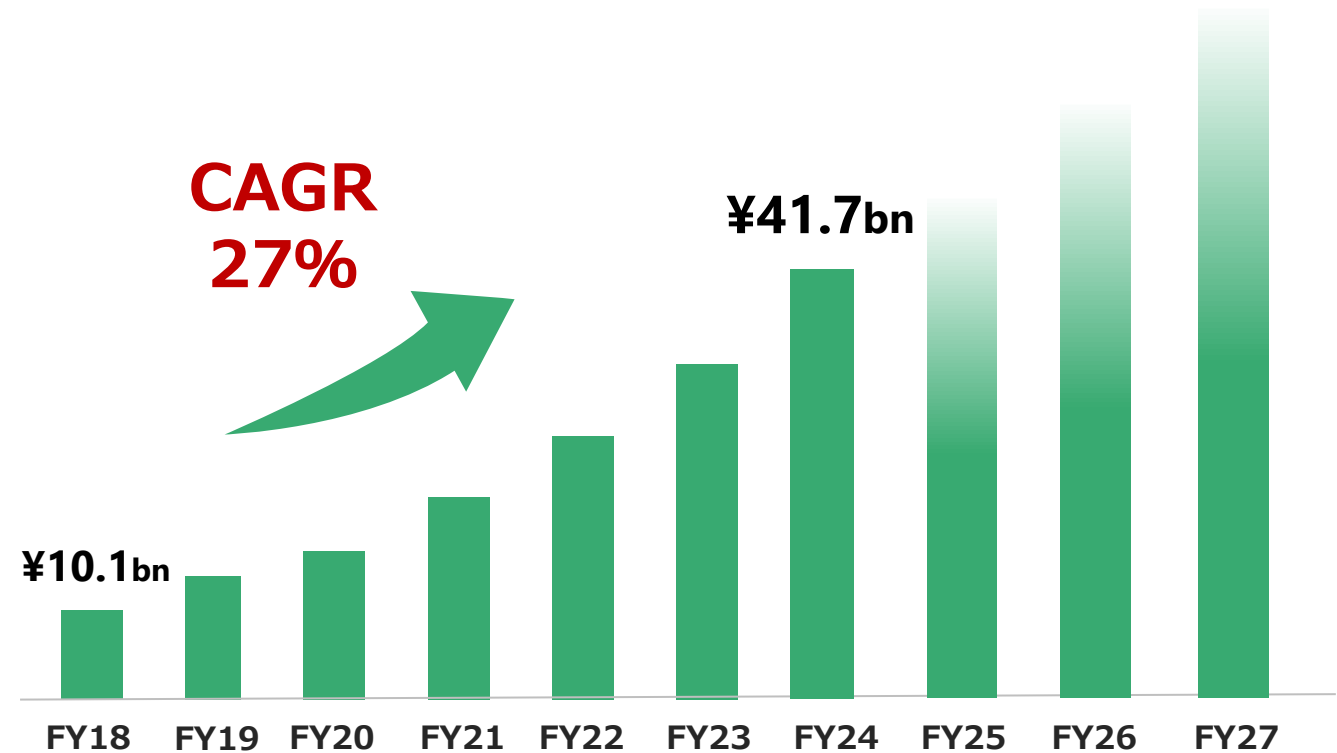


**JMDC leads the data healthcare market with overwhelming health big data and analytical capabilities, boasting a high growth rate**

**Sales exposure**

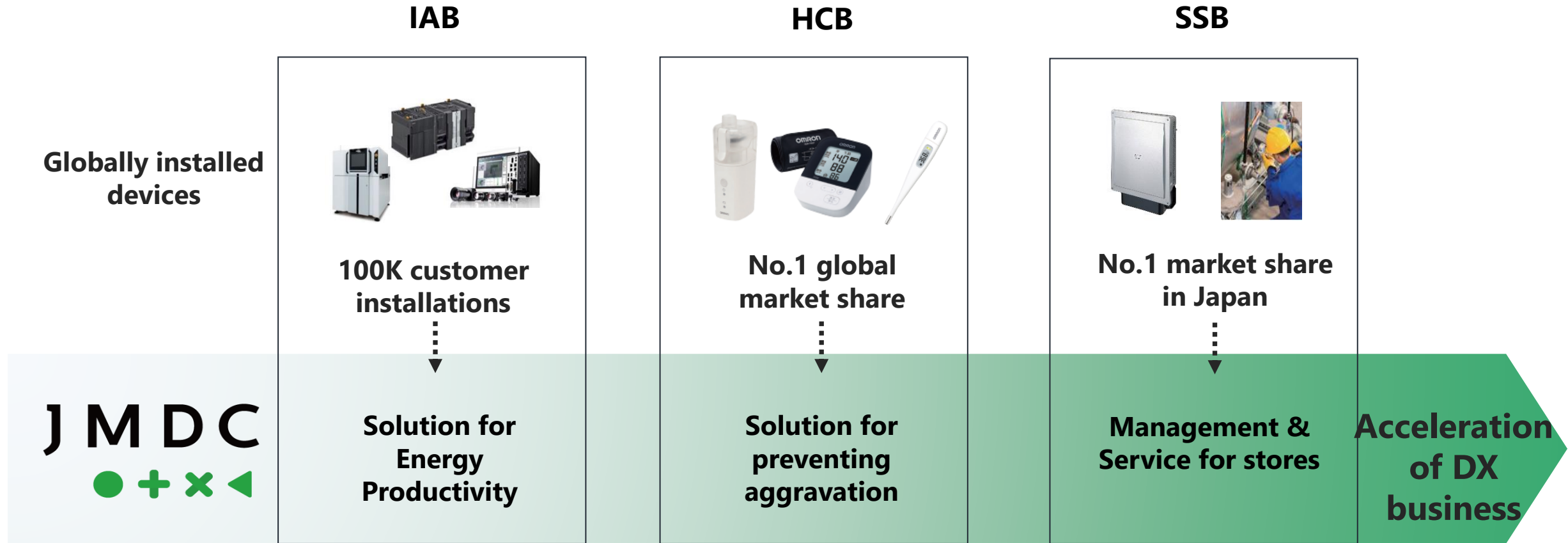


**Sales trend of JMDC**





**Accelerate DX of 3 businesses with JMDC's consolidation into the Group.  
Expanding data solution business**





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**ESG and Shareholder Returns Policy**



**Rated “A-” for “Climate Change” and “B” for “Water Security” by CDP**



**Awarded EcoVadis Rating (Gold)**



**Selected for the Member of S&P Global Sustainability Yearbook for Twelve Years in a Row**

**Selected for the DJSI World (Dow Jones Best-in-Class World Index) for Eight Years in a Row**



**Selected for the MSCI ESG Leaders Indexes for Ten Years in a Row**



**Selected for the FTSE4Good Index Series for Nine Years in a Row**



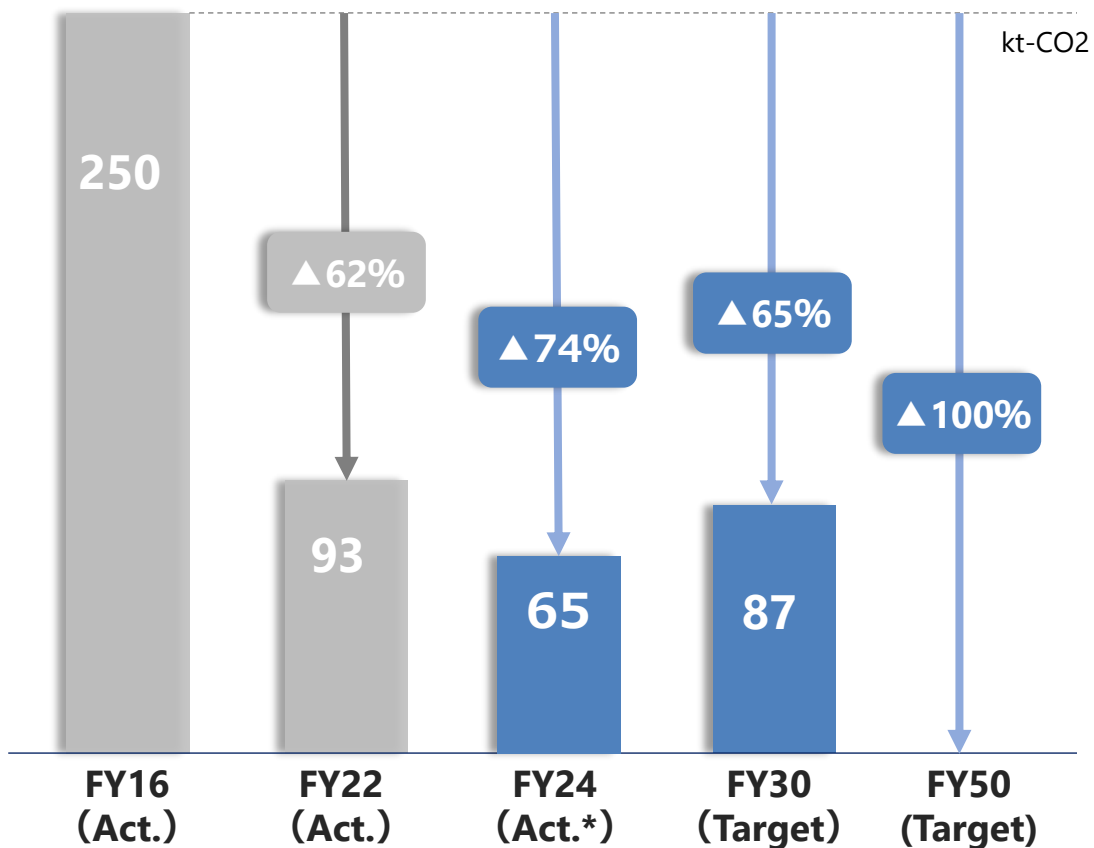
**Awarded “Prime” in ISS ESG Corporate Rating for the First Time**

# Carbon Neutrality Initiatives At Own Sites (Scope 1 and 2)

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In the SF 1st Stage, we will work to achieve carbon zero at all sites in Japan

## GHG Emissions' Reduction Targets (Scope1・2)



\*Projected figures as of the end of FY24

## SF 1<sup>st</sup> Stage Target Locations and Goals

### Domestic

**Achieve zero carbon\* for all 76 domestic locations**

- Expand power generation/savings
- Leverage J credits acquired by SSB energy solutions business

### Global

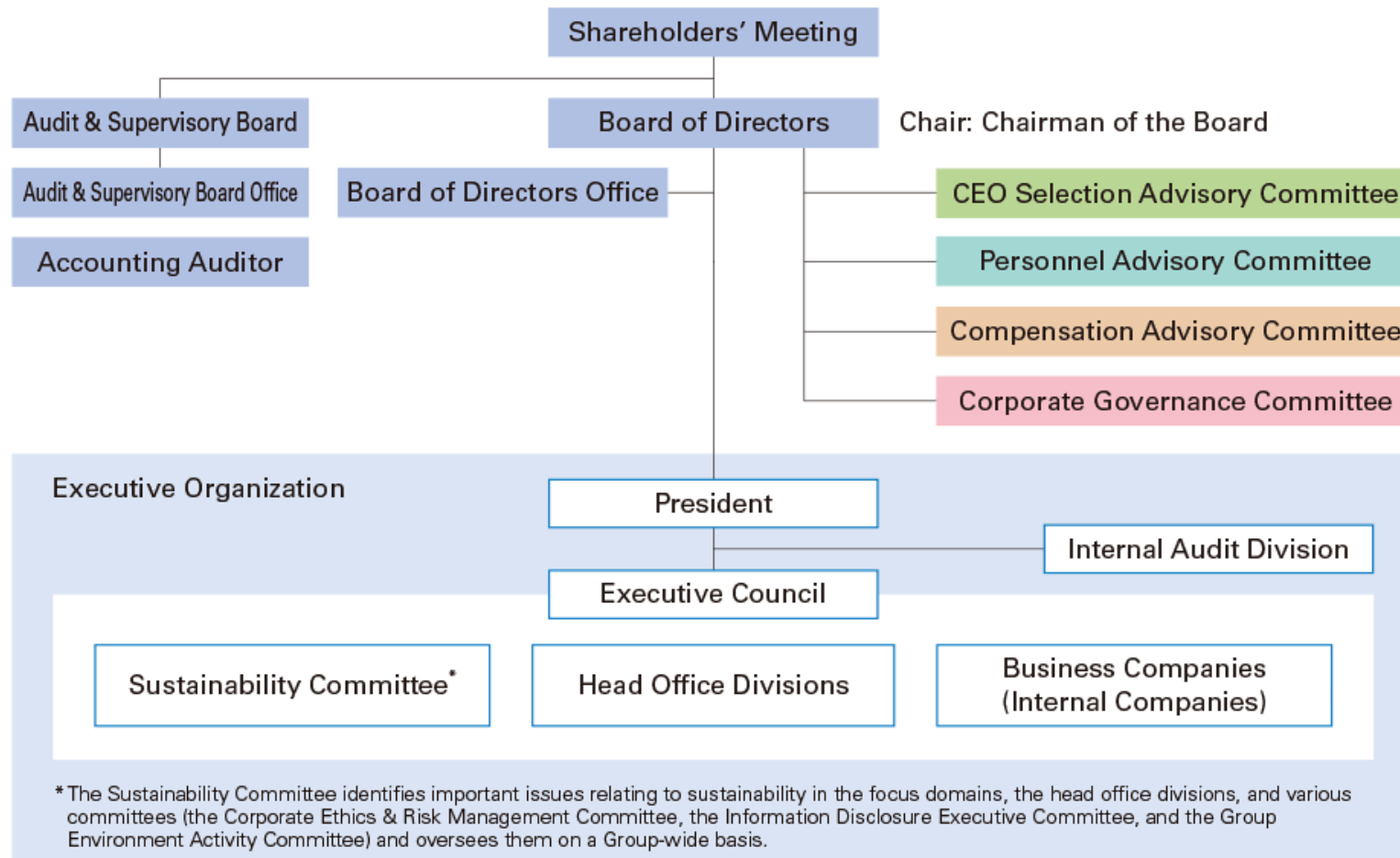
**Expand power generation/savings at all locations**

- Upgrade power-saving facilities at production sites
- Add more in-house solar power generation facilities, etc.

\* Target Scope 2 emissions resulting from in-house use of power at 13 production sites and 63 non-production sites (HQ, R&D, Sales)

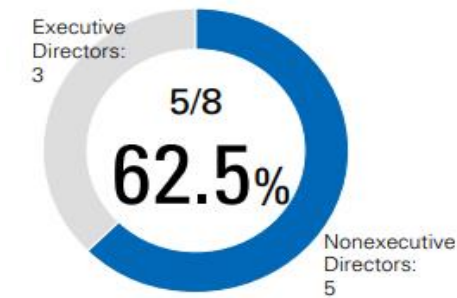
Designed highly transparent and effective organizations  
to ensure enhancing sustainable value

## Corporate Governance Framework

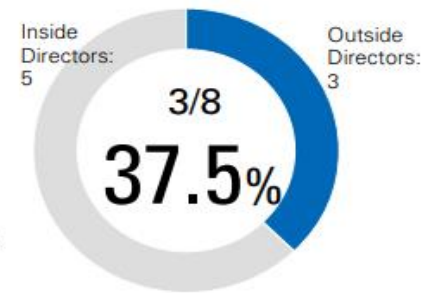


## Composition of Board of Directors

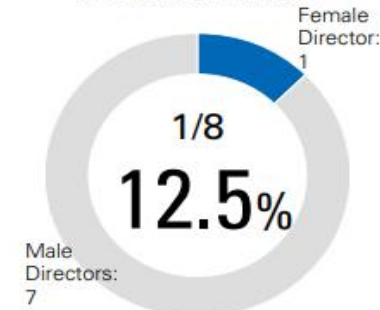
Ratio of  
Non-executive Directors



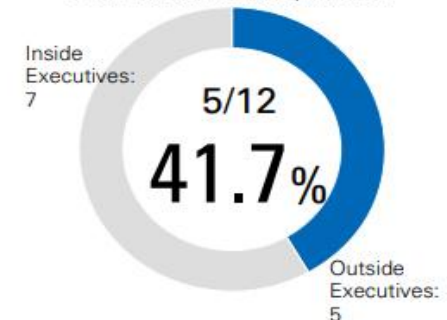
Ratio of  
Outside Directors



Ratio of  
Female Directors



Ratio of Outside Executives  
(Outside Directors / Audit & Supervisory  
Board Members (Independent))



## Cash Allocation Policy

- Aiming to maximize corporate value, prioritize investment to create new value from a medium- to long-term perspective.
- During the restructuring period, we will give top priority to the investments necessary to "rebuild business performance" and "rebuild the foundation for earnings and growth." On top of that, we will implement stable and continuous shareholder returns.
- Investments and shareholder returns are funded based on internal reserves and operating cash flow and are appropriated by taking appropriate financing measures as necessary.

## Shareholder Return Policy

- Basic Policy to target DOE of around 3%.
- Surplus cash retained over long periods of time may be used from time to time to buy back shares.

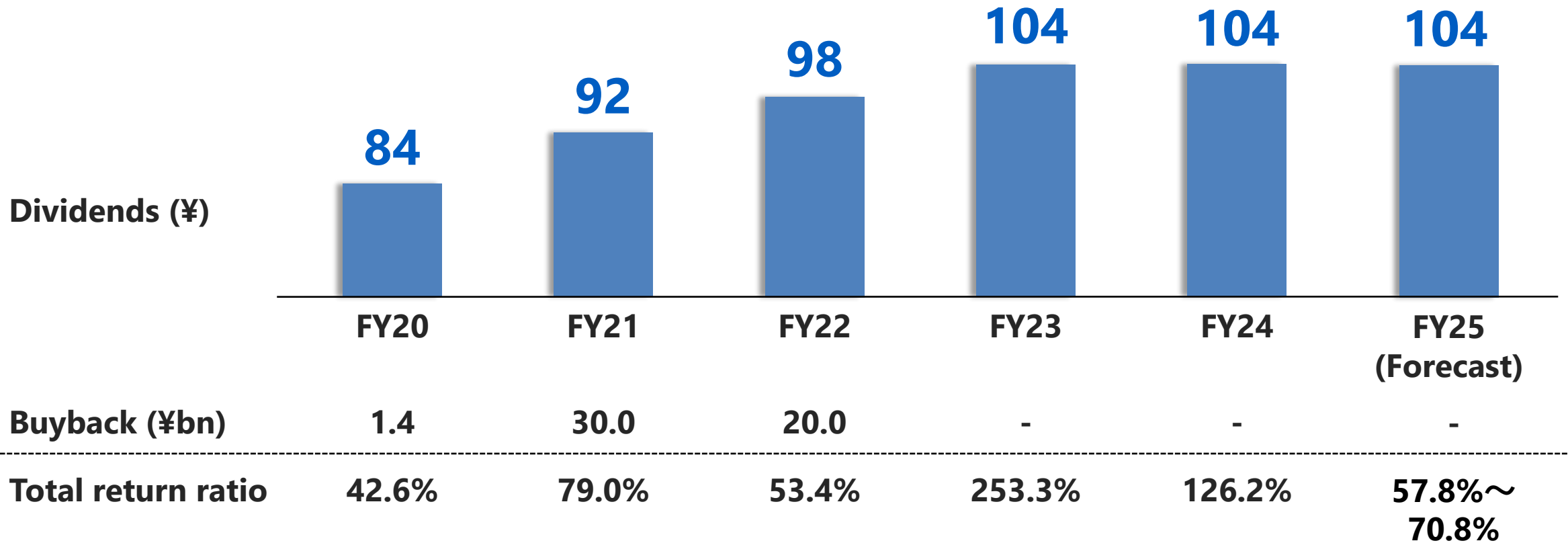


# Shareholder Returns

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Enhance shareholder returns by increasing corporate value and paying stable dividends

Trends in Dividends



**OMRON**