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Notice Regarding Commencement of Considerations to Spin Off Device & Module Solutions Business

At a meeting held September 19, 2025, the OMRON Corporation ("Company") Board of Directors resolved to commence discussions regarding the spin-off of Device & Module Solutions Business ("DMB"), targeting an effective date of April 1, 2026.

1. Background and Objectives of Consideration

In the past, the Company has spun off businesses related to healthcare (2003), automotive electronics components (2010), and social systems, solutions, and service (2011) to respond more quickly to changes in the market environment and improve the speed of decision-making. Through these efforts, the Company strengthened competitiveness in each business and increased the corporate value of the OMRON Group.

DMB, which is the subject of spin-off considerations, has been responsible for relays, switches, connectors, and other core electronic components since its establishment, earning the trust of customers on the strength of high quality and supporting Company growth over many years. More recently, the market is expected to grow amid rising demand for high-capacity relays for EVs. At the same time, the competitive environment is only becoming more severe due to the entry of new companies bringing business speed and cost competitiveness.

To establish sustainable and profitable growth in this business environment, DMB must become more agile and cost-competitive, establishing optimized work and decision-making processes as a specialized components supplier, while maintaining the quality that has always been the strength of the business. In addition, DMB must expand investments to a greater degree to strengthen new product development, as well as to bolster production and global sales. To this end, DMB will explore collaborating with other companies and utilize external resources.

The Company has determined that establishing an independent management structure will be most effective for implementing these initiatives and establishing a foundation for earnings and growth of the business. Accordingly, the Company has initiated considerations to spin off DMB.

2. Future Outlook

The Company aims to spin off DMB ("Spin-Off") by April 1, 2026. The Company will proceed to examine the issues and options for implementing the Spin-Off in accordance with the laws and regulations in the countries involved. Specific methods and details will be announced as soon as such are determined.

(Reference) DMB Financial Performance

(Millions of yen)

	Fiscal year ended March 31, 2022 Results	Fiscal year ended March 31, 2023 Results	Fiscal year ended March 31, 2024 Results	Fiscal year ended March 31, 2025 Results	Fiscal year ending March 31, 2026 Forecast
Net sales	120,972	138,854	114,357	105,441	110,000
Operating income	10,086	15,501	3,148	306	4,000
Operating income margin	8.3%	11.2%	2.8%	0.3%	3.6%

End