



# **OMRON Basic**

**December 2025**

**OMRON Corporation  
Investor Relations**



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## About OMRON

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>824.7 Billion Yen (As of November 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.**

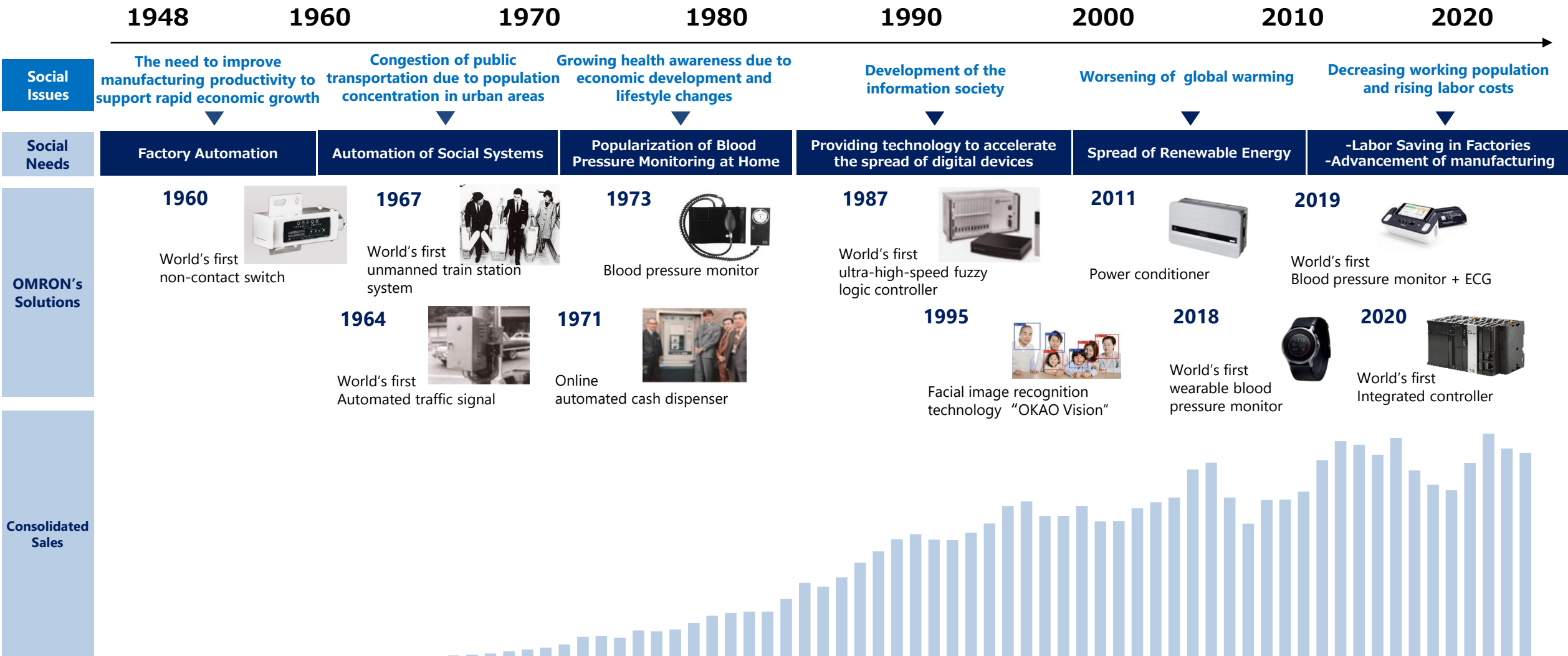
- We uphold a long-term vision and solve social issues through our business.
- We operate as a truly global company through our fair and transparent management practices.
- We cultivate strong relationships with all of our stakeholders through responsible engagement.

## 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.

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





# Social Value to be created by OMRON

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Three issues are selected in view of their huge impact on society and from the perspective of leveraging OMRON's strengths in automation, our customer assets, and business assets.

## Achievement of carbon neutrality



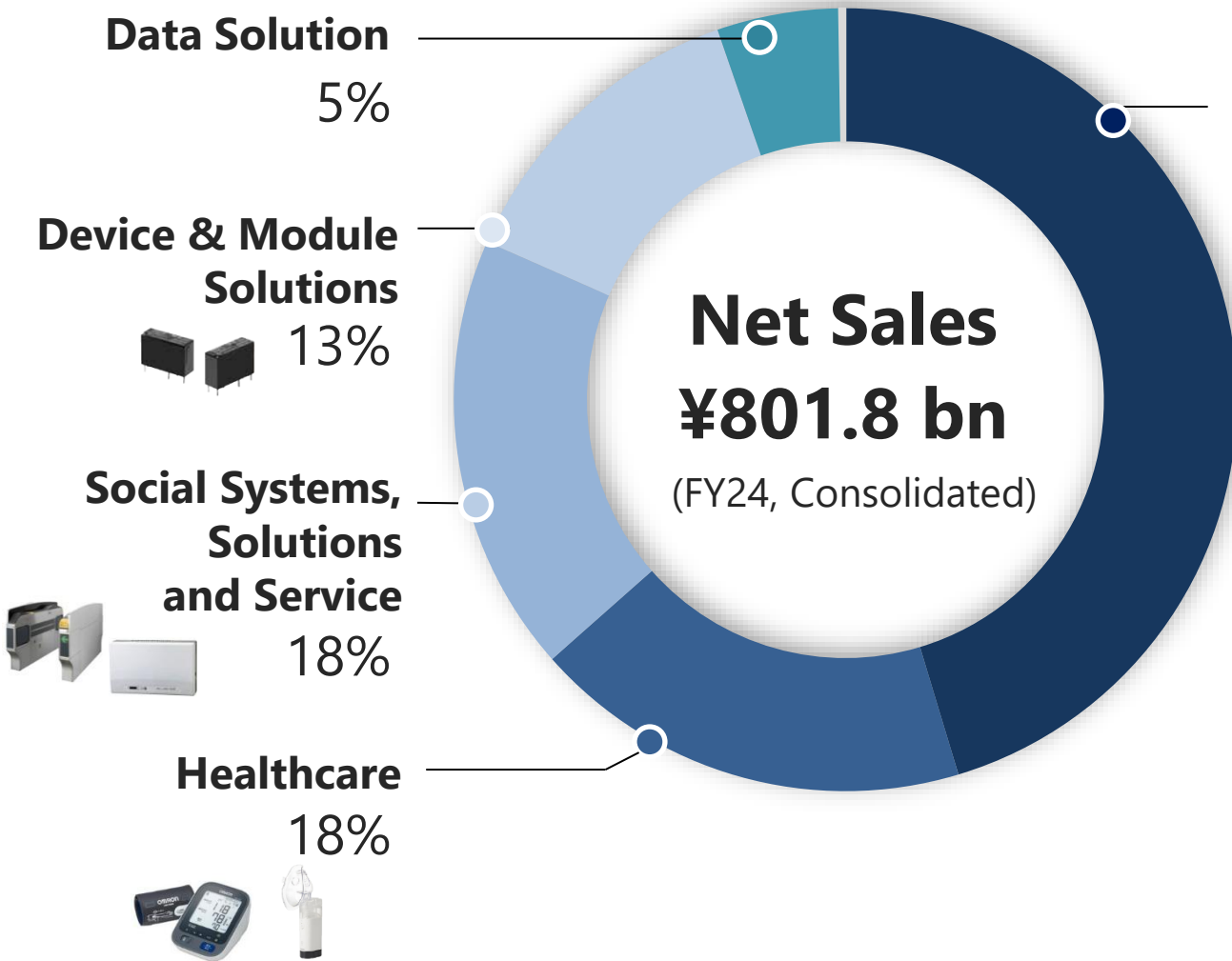
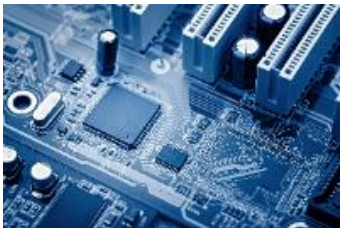
## Realization of digital society



## Extension of health life expectancies



# Business Segment and Sales Composition








**Industrial Automation**  
**45%**



# Five Business Segments

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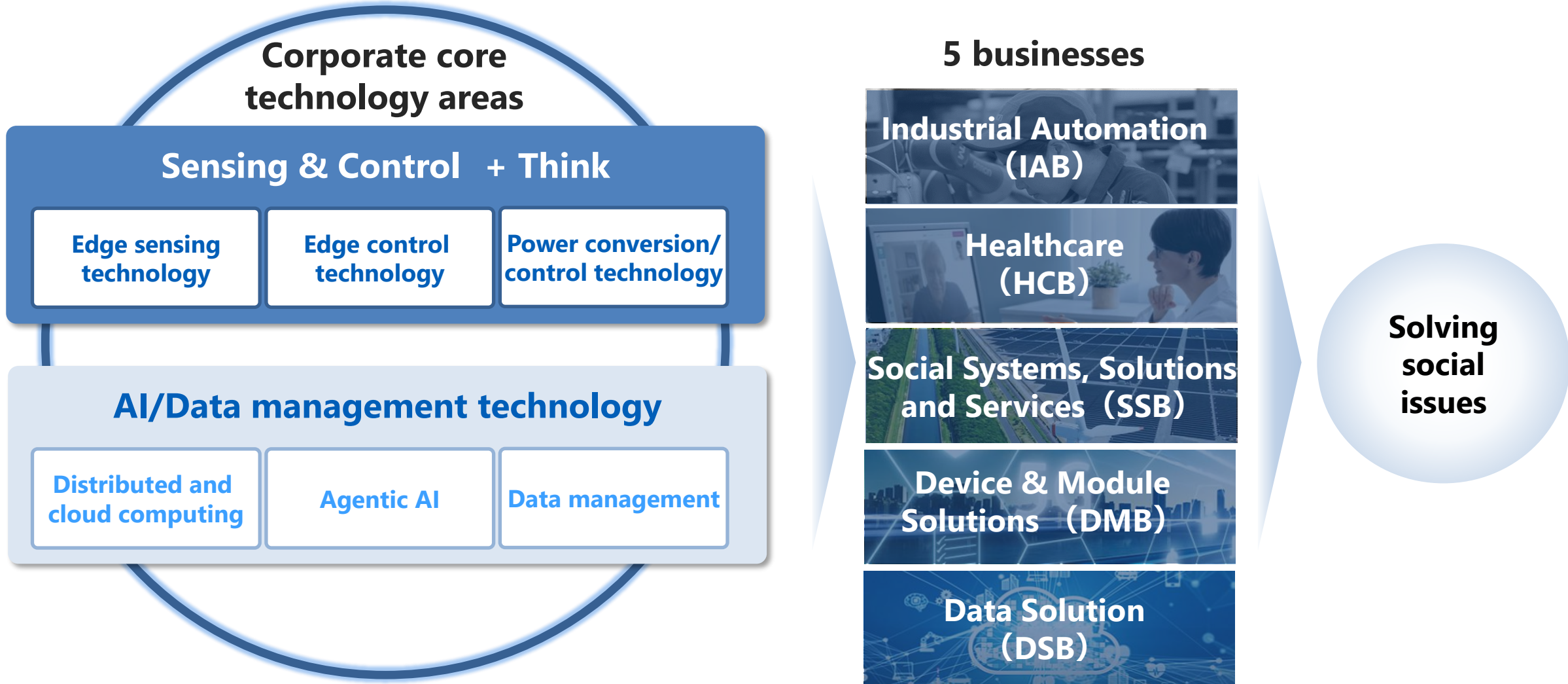
	Industrial Automation (IAB)	Healthcare (HCB)	Social Systems, Solutions and Service (SSB)	Device & Module Solutions (DMB)	Data Solution (DSB)
	Providing a wide range of FA equipment and innovative solutions for factory production line automation	Providing innovative devices and services to prevent the aggravation of cardiovascular and respiratory diseases and achieve "Zero events"	Providing social infrastructure bases such as PV power conditioners / energy storage systems and railway toward the realization of a carbon-neutral and digital society	Providing high-frequency, energy-saving devices, etc. for the introduction of new energy and the realization of a digitalized society	Leading the development and expansion of new businesses using data and the evolution of the OMRON's solutions business
					
<b>FY24</b>					
<b>Net Sales</b>	<b>¥360.8 bn</b>	<b>¥145.9 bn</b>	<b>¥143.4 bn</b>	<b>¥105.4 bn</b>	<b>¥42.7 bn</b>
<b>Operating Income</b>	<b>¥36.3 bn</b>	<b>¥17.5 bn</b>	<b>¥15.3 bn</b>	<b>¥0.3 bn</b>	<b>¥2.8 bn</b>
<b>Operating Income Margin</b>	<b>10.1%</b>	<b>12.0%</b>	<b>10.7%</b>	<b>0.3%</b>	<b>6.6%</b>



# OMRON's Core technology

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**Based on our core technology that drive the creation of social needs,  
we will solve social issues through 5 businesses**





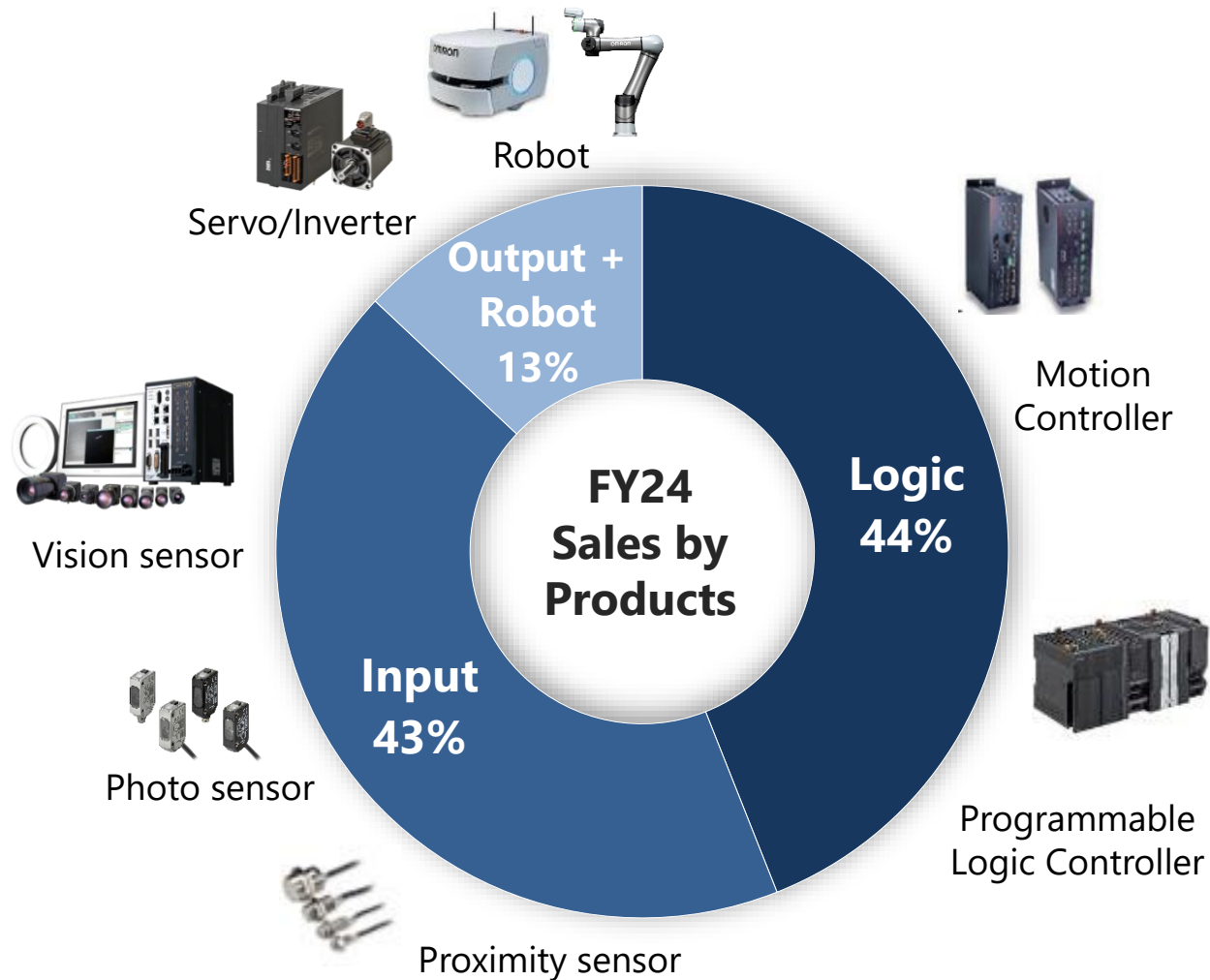
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About OMRON

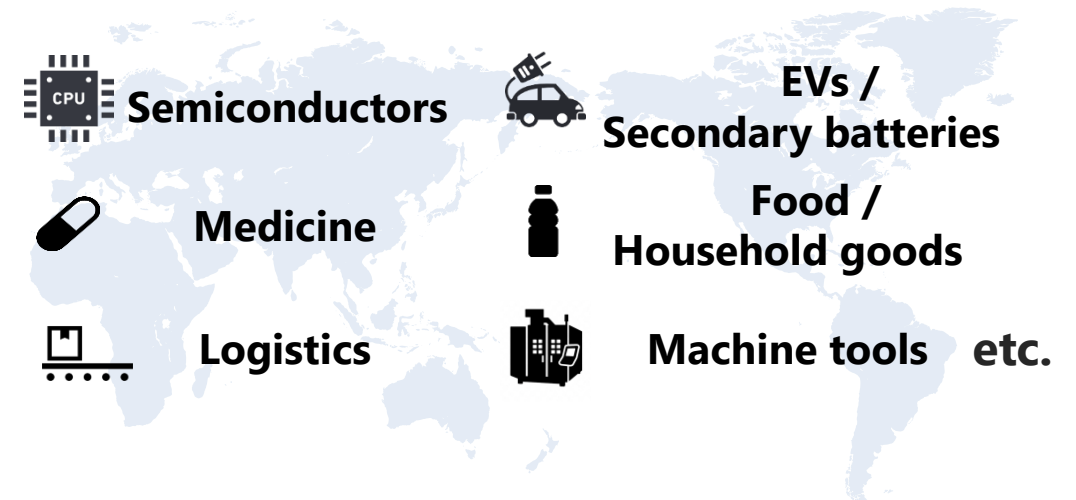
## **OMRON's Business**

ESG and Shareholder  
Returns Policy

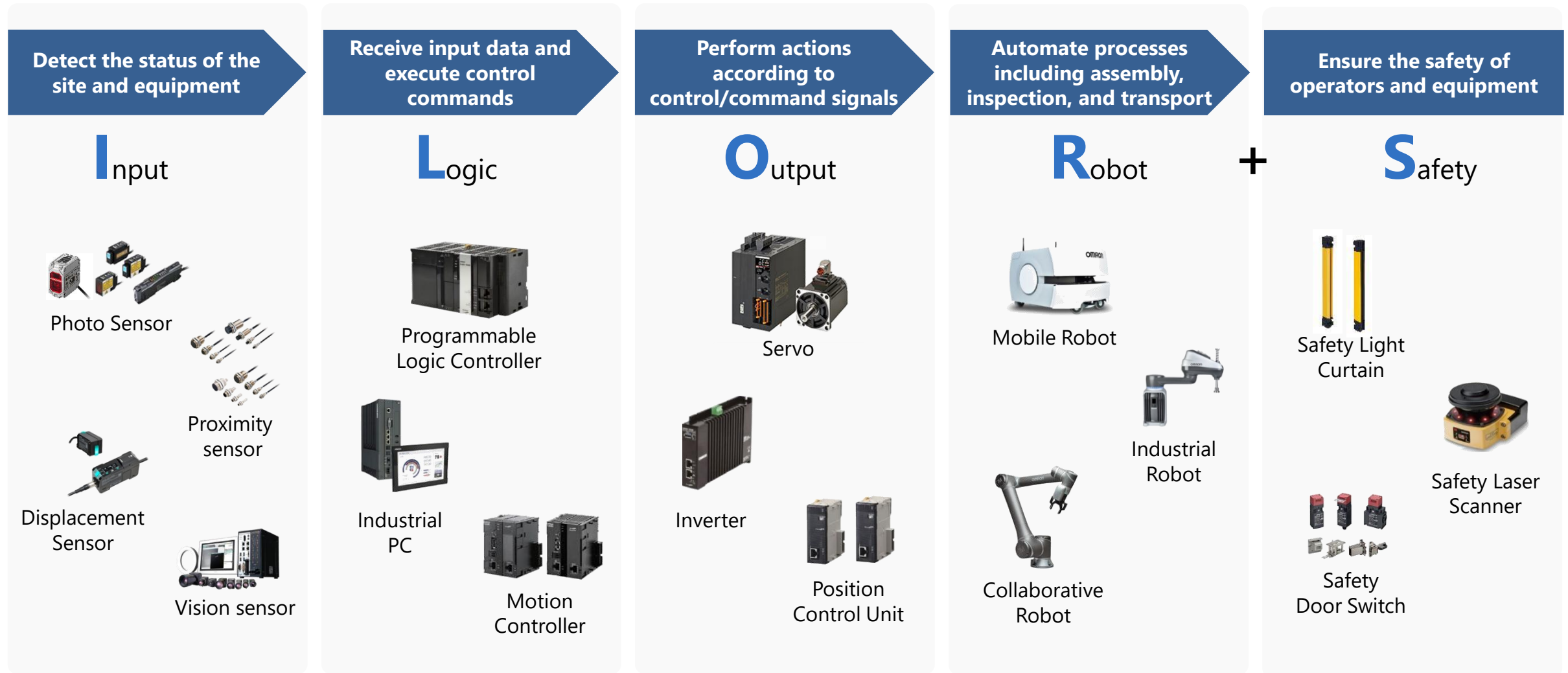
Providing a wide range of FA equipment and innovative solutions for factory production line automation



End user/market



## A broad lineup of ILOR+S devices powering the core of factory automation





## Solving customer issues through three value propositions: Devices, Solutions and Data Services

### Devices

Providing high-quality, high-performance devices through one of the industry's widest product lineups

Global  
Customer Base

Approx. **110K**

Number of  
Sales Offices

**177** locations

Number of Global  
Distributors

Approx. **2,500**

### Solutions

Solving advanced manufacturing challenges through a wide range of devices and software combinations

Innovative  
Applications

**140** apps.

Customer Co-Creation  
Centers(ATC)

**44** locations

Number of SE w/ Deep  
Industry Knowledge

Approx. **1,540**

### Data Services

Realizing next-generation smart factories through the utilization of diverse on-site data.

Global Partner

Product Engineering Partner

**Cognizant**

Data know-how /  
Technology

Consolidated Subsidiary

**JMDC**

On-site Data  
Utilization Service

**i-BELT**



Providing manufacturing-site solutions by combining a wide product lineup (ILOR+S)  
with innovative application software

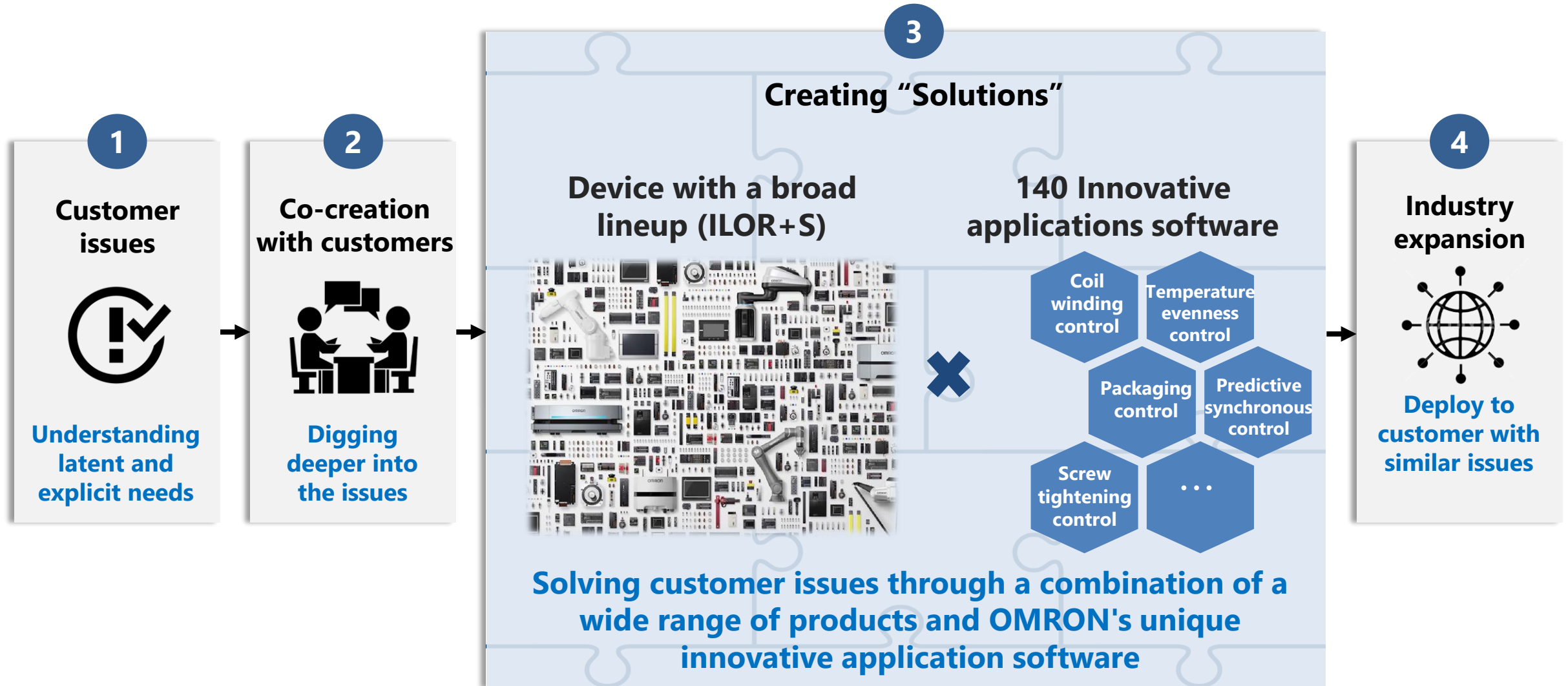


Developing  
solutions for  
customer  
issues

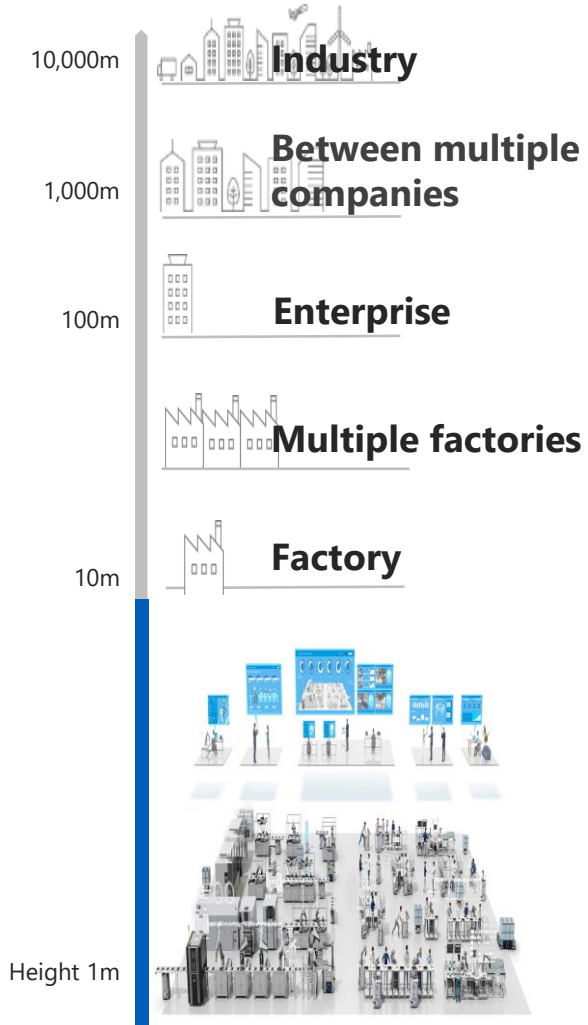
\* Advanced control application and software developed and provided in-house by OMRON

# IAB: Solution creation process

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



**Creating data services that solve customers' fundamental issues  
by integrating and leveraging high-quality data obtained from devices**



## IT×OT



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**Leverage on-site data with IT to enable real-time  
optimized manufacturing operations and decision-making**

## OT

**Solve manufacturing on-site  
issues with device and solution**



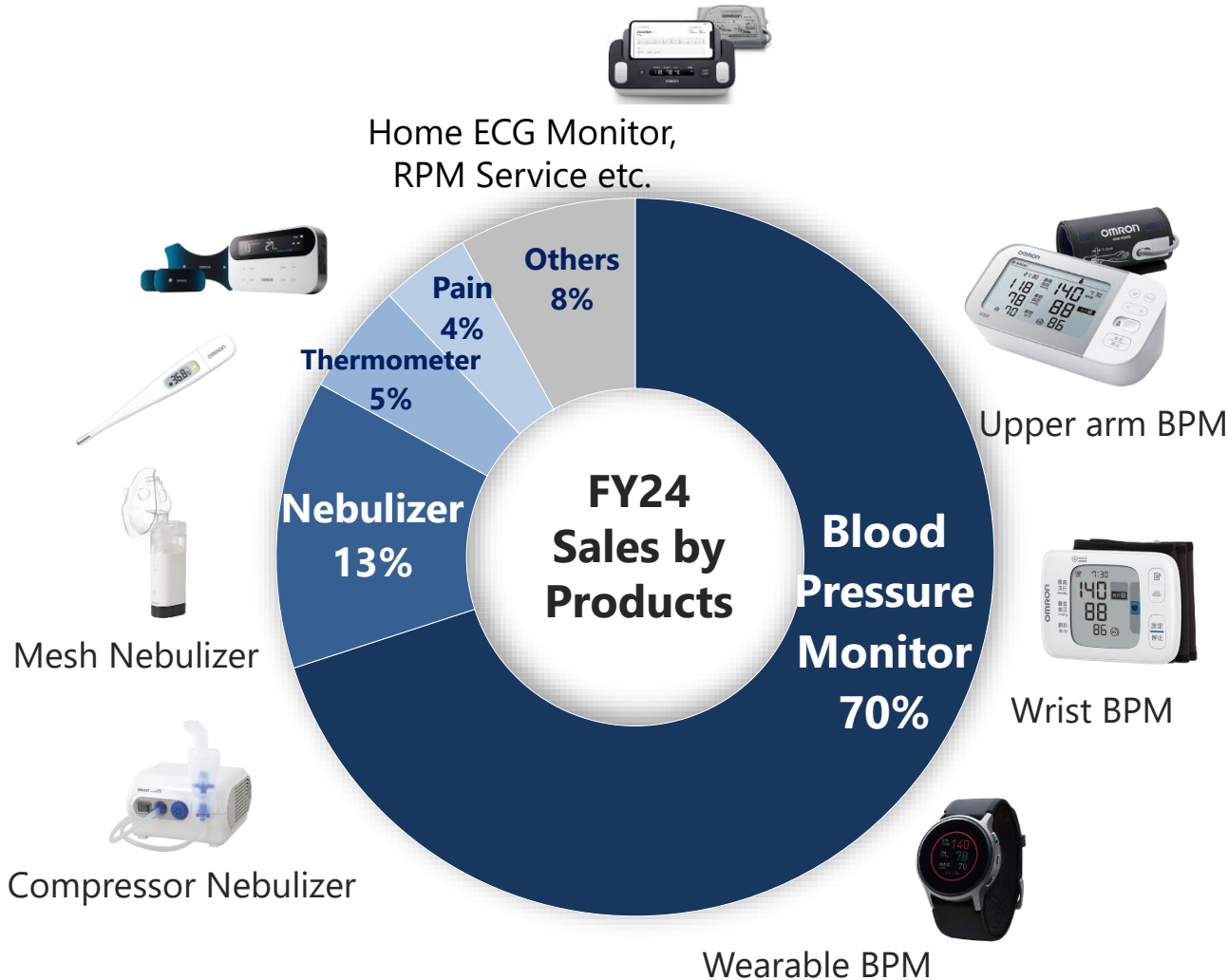
**ex :**

**Predictive  
maintenance**

**Energy productivity  
improvement**

**Yield  
improvement**

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



## End User/market



# HCB: Main Products

Global share No.1 on the three core categories

## Home-use Blood Pressure Monitor

Global Share

**No.1**  
(Approx. **45%**)

Total Units Sold

Over **40M**



## Other Products



Nebulizer

Global Share

**No.1**  
(Approx. **25%**)



Low-frequency  
Therapy Equipment

Global Share

**No.1**  
(Approx. **25%**)

\*FY2023 market share on a value basis, based on GfK, Nielsen, and third-party research (Omron analysis)



### Leveraging strong global reputation in medical devices, supporting the extension of health life expectancies



**High quality and technology trusted by medical institutions**

**Trusted by healthcare professionals, OMRON blood pressure monitors have been utilized in more than 235 clinical studies around the world.\***



**Medical device certifications in 97 countries**

**Obtained medical device certification in 97 countries worldwide, including the Ministry of Health, Labour and Welfare (Japan), NMPA (China), and FDA (USA).**

The OMRON logo, consisting of the word "OMRON" in white capital letters on a black rectangular background. The logo is centered within a light blue circular background.

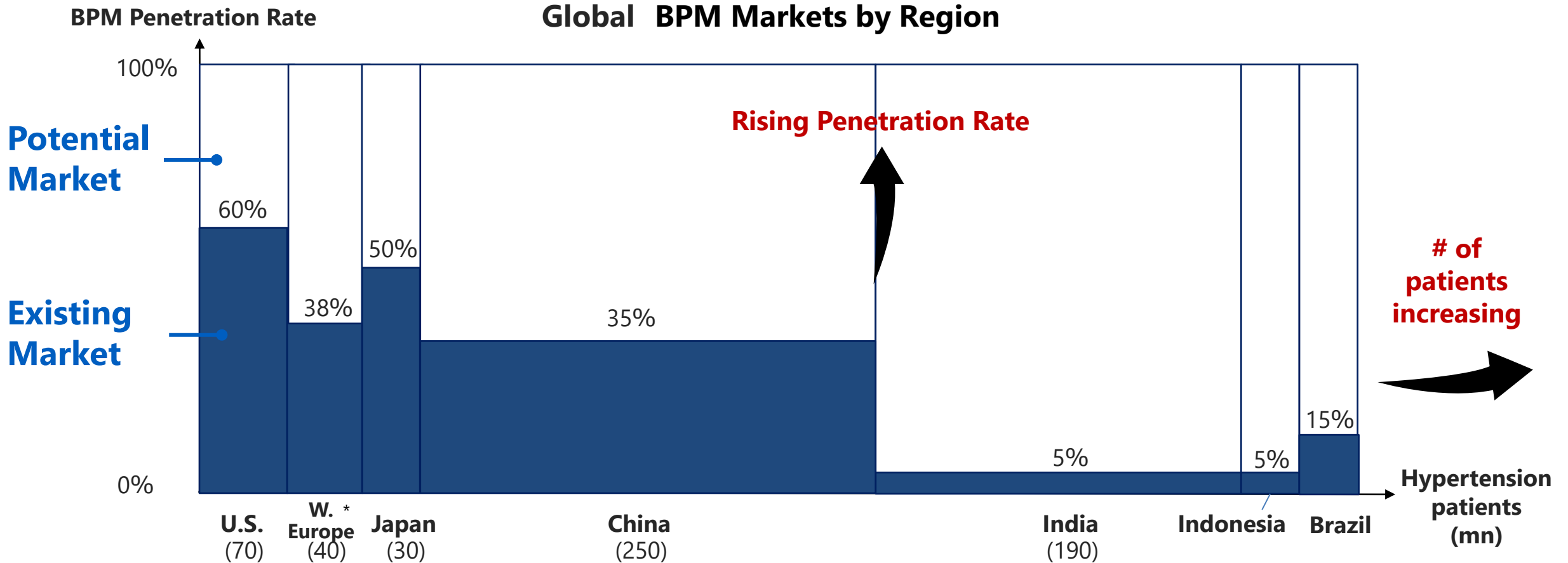
**Global brand presence**

**Established a globally trusted brand through over 50 years of worldwide adoption and presence in approximately 130 countries and regions.**

\* Source: Omron Healthcare, January 2000–January 2023

# 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



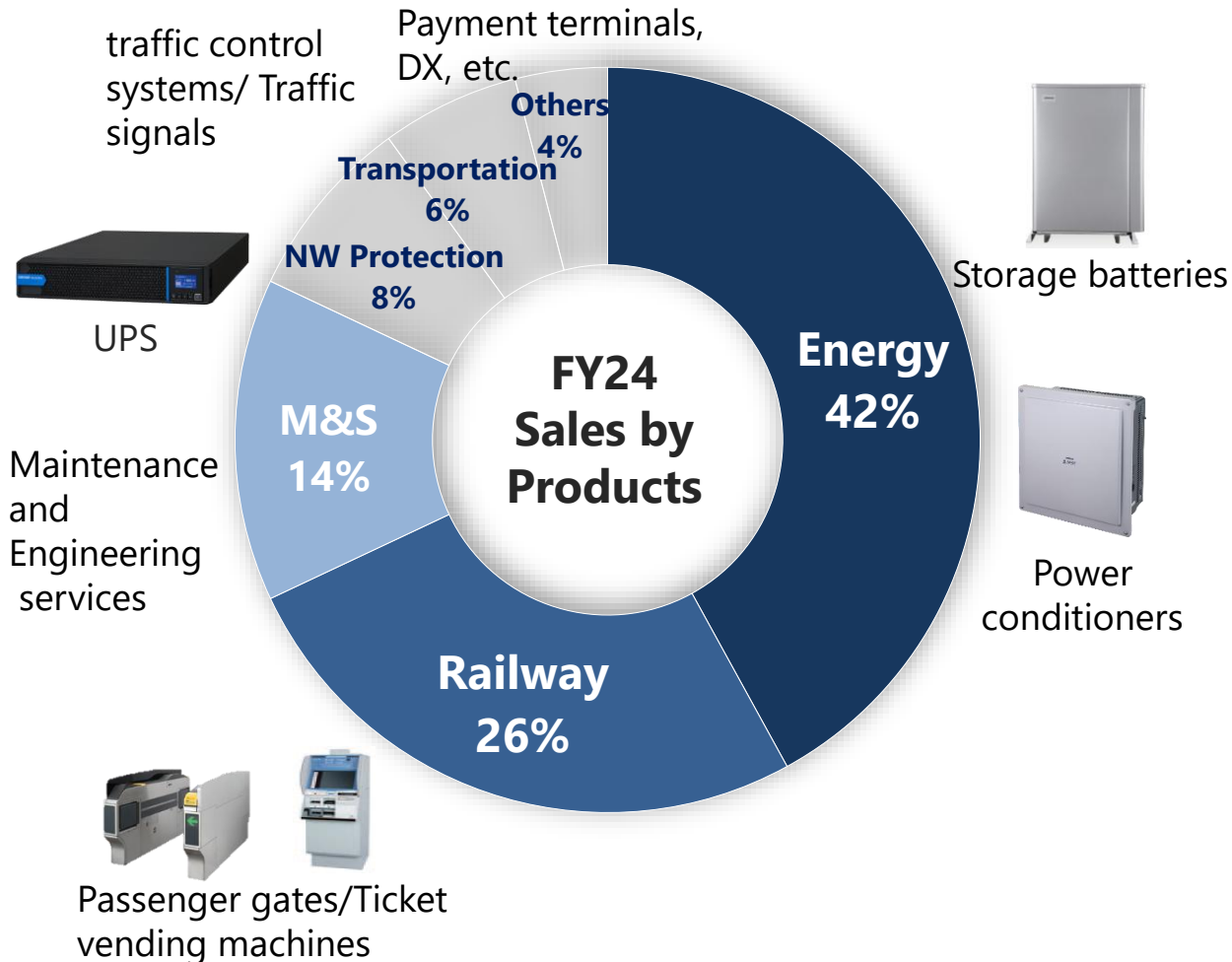
\* Western Europe only Germany, France, UK, Italy

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

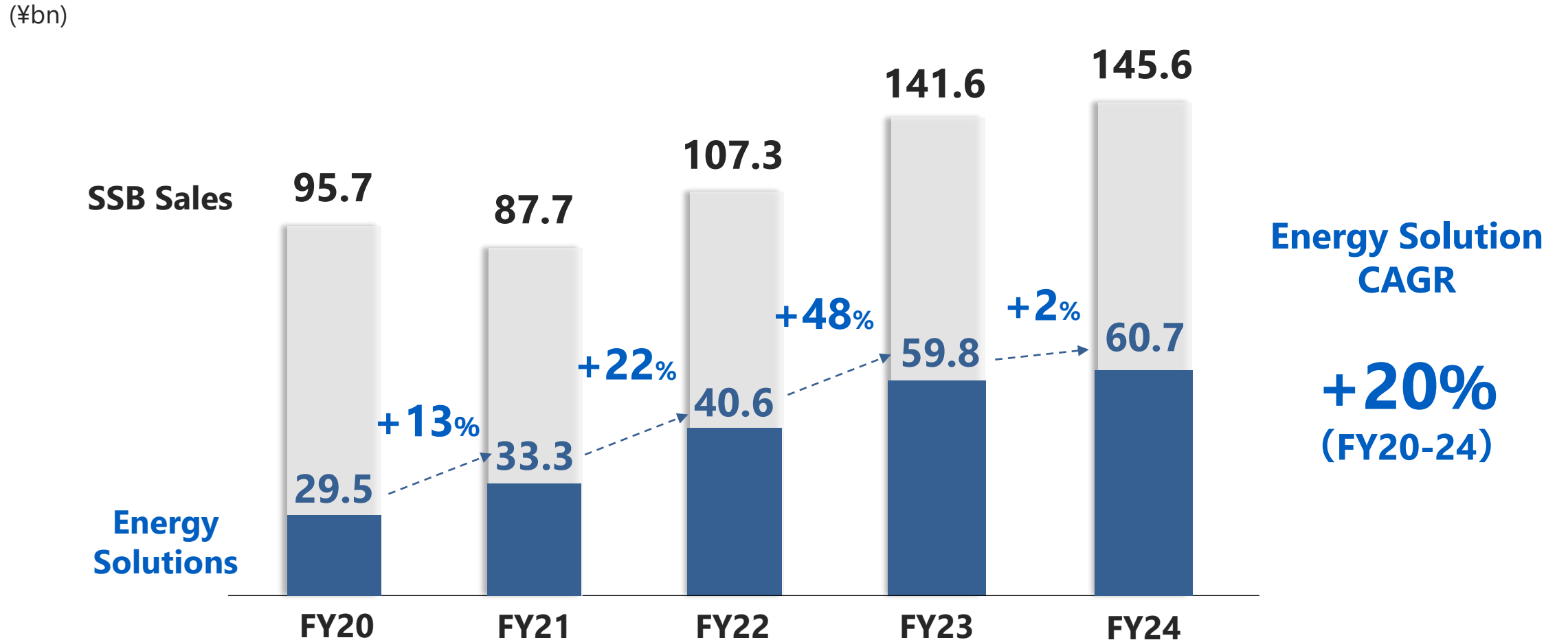
Providing social infrastructure bases such as PV power conditioners/energy storage systems and Railway toward the realization of a carbon-neutral and digital society

## Main End Users/Markets



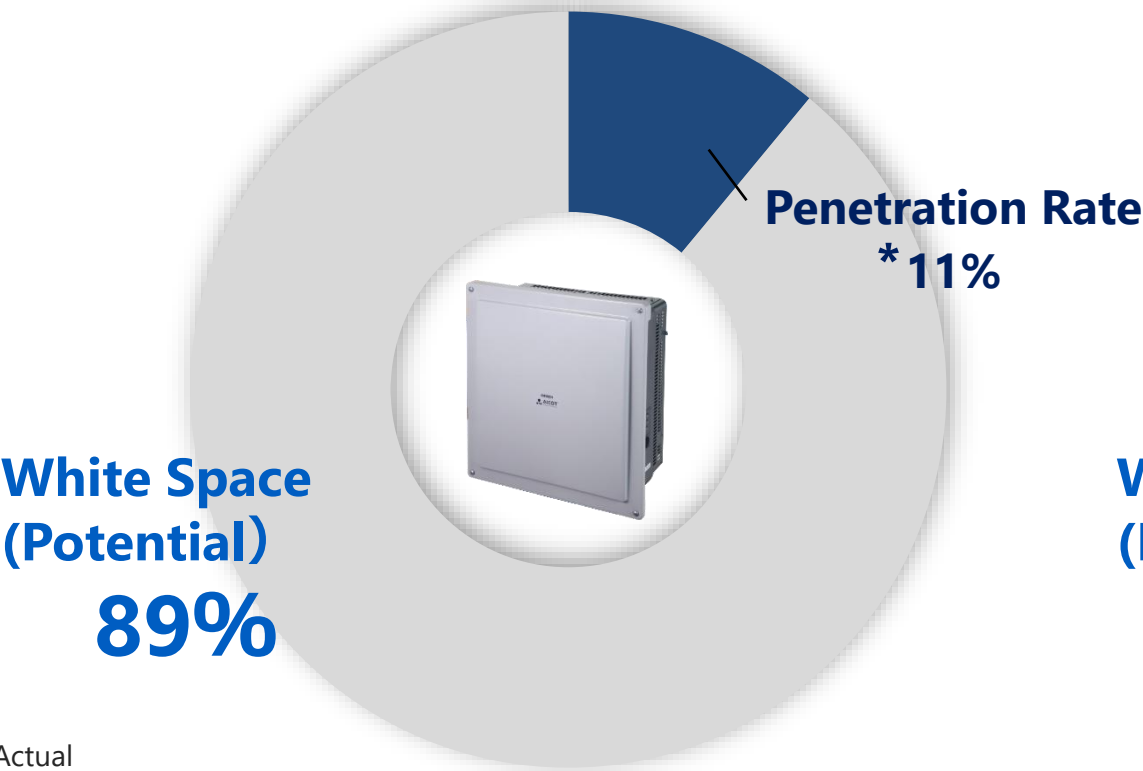
## Energy Solutions drive growth in SSB Overall

### 【Sales Trend】



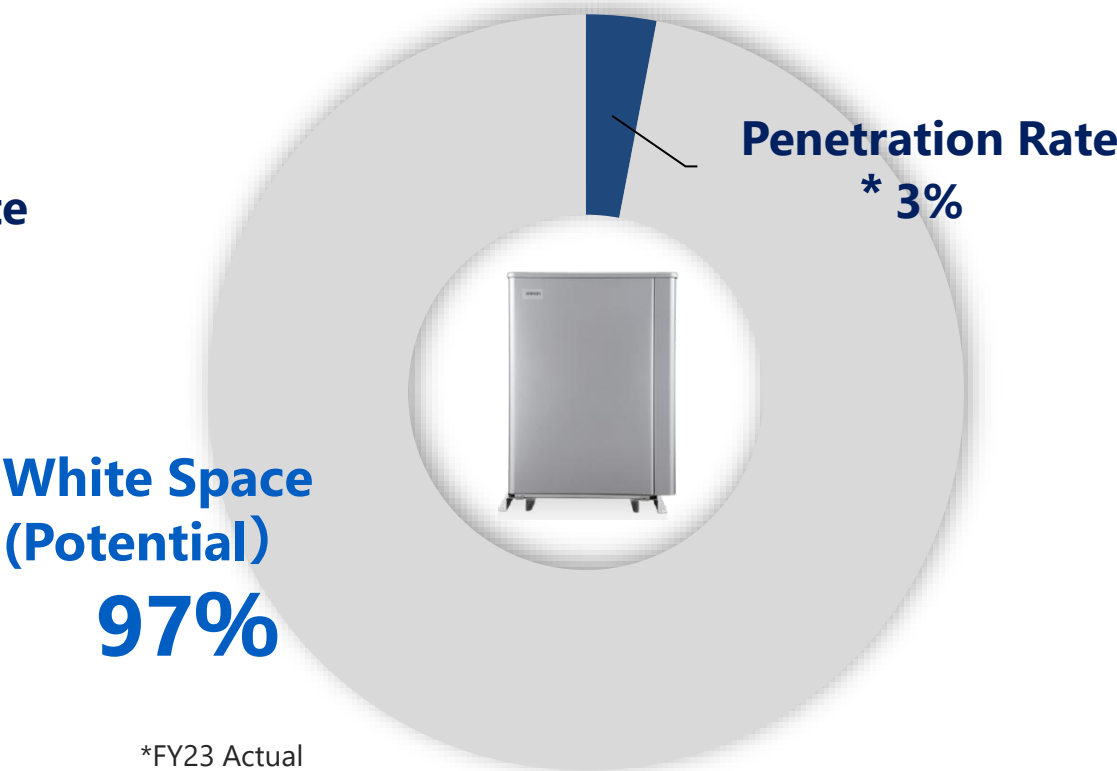
Market penetration rates for both PV power conditioners and energy storage systems are still low, leaving a large white space

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

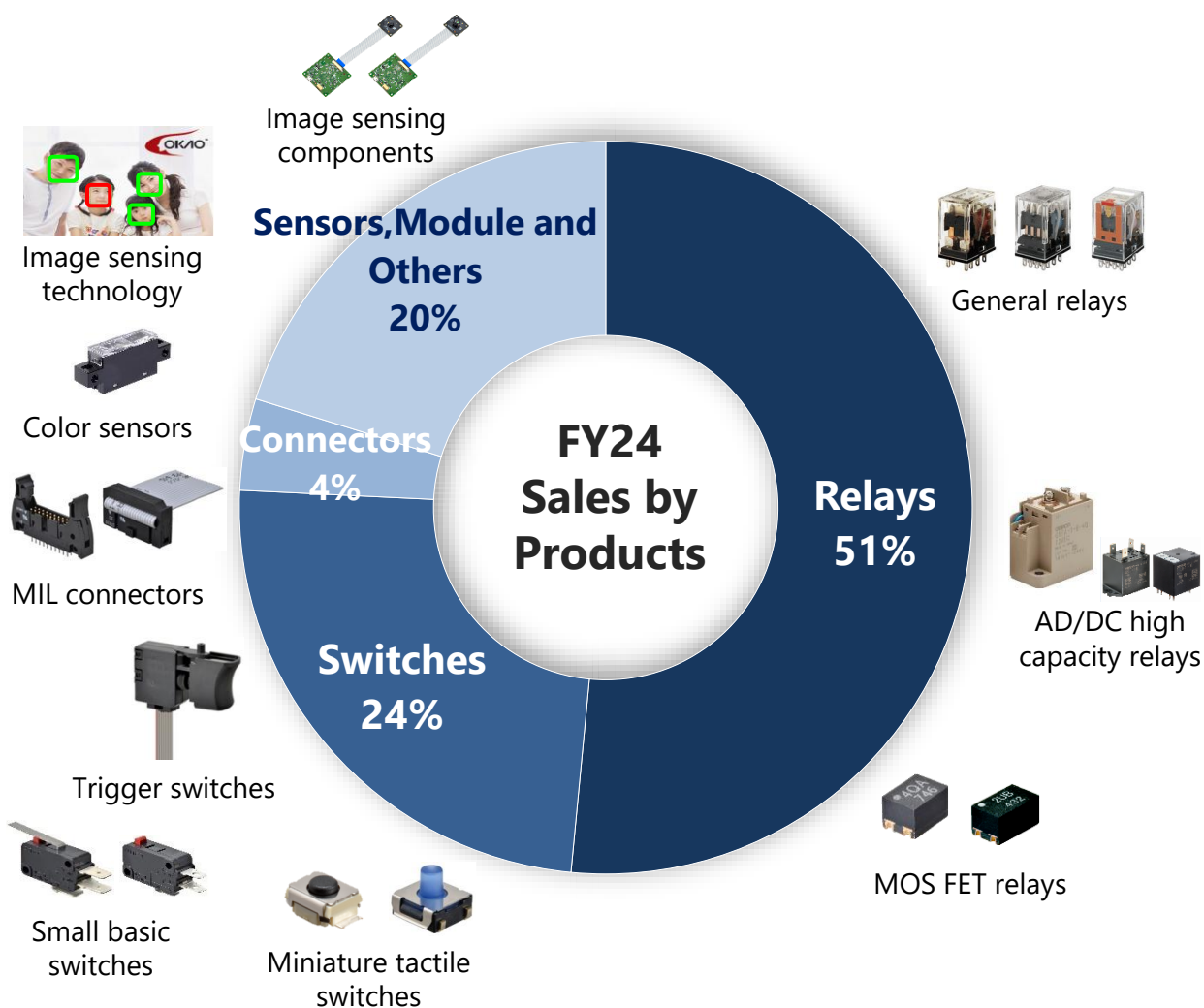


\*FY23 Actual  
# of Energy Storage System installations  
/total number of detached houses

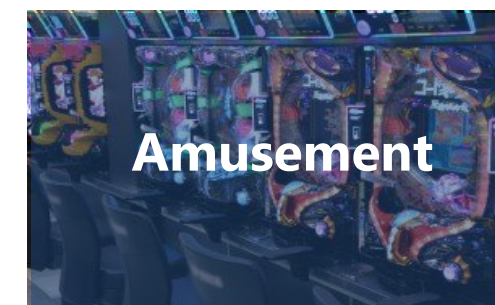
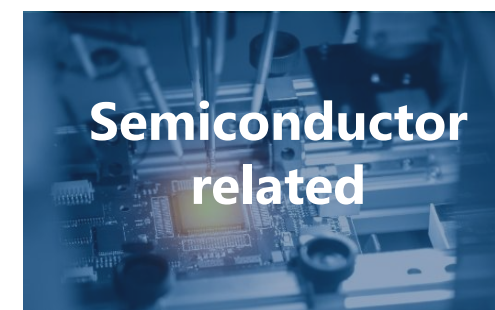
Total number of detached houses : Ministry of Internal Affairs and Communications  
[https://www.renewable-ei.org/pdfdownload/activities/S1-JPEA\\_TMasukawa\\_20240314.pdf](https://www.renewable-ei.org/pdfdownload/activities/S1-JPEA_TMasukawa_20240314.pdf)  
[https://www.jema-net.or.jp/jema/data/S7216\(20220427\).pdf](https://www.jema-net.or.jp/jema/data/S7216(2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



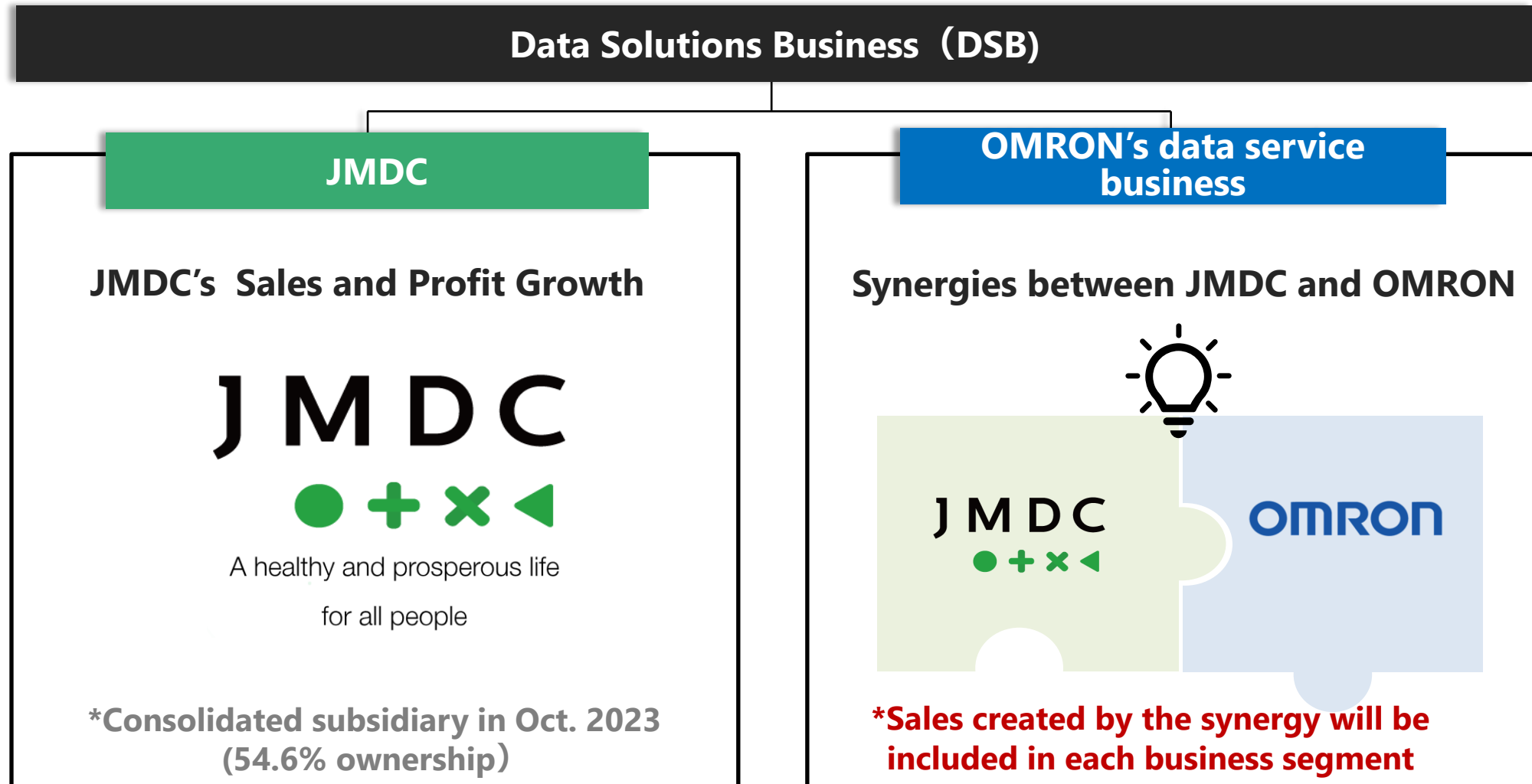
Providing high-frequency, energy-saving devices, etc. for the introduction of new energy and the realization of a digitalized society



## End User/Market

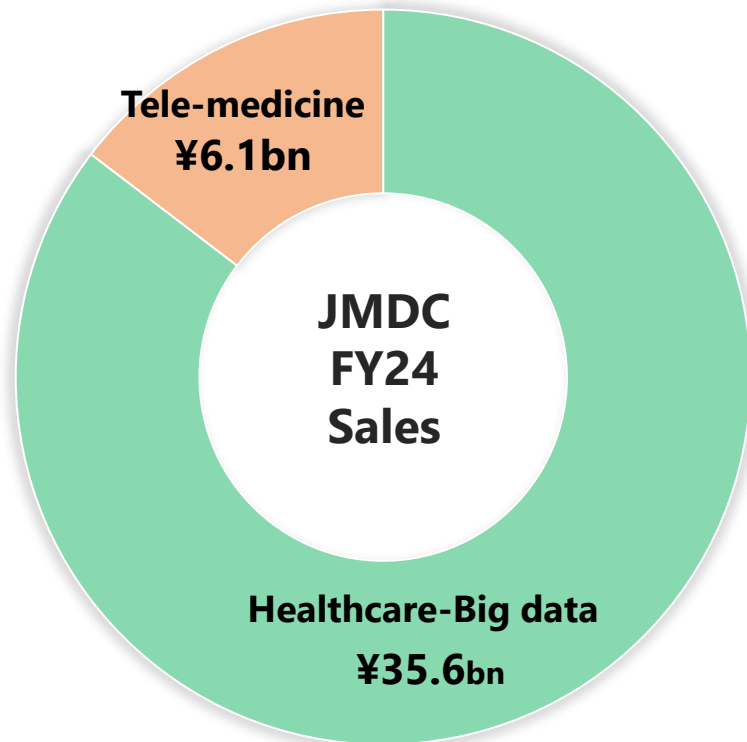


**Leading the development and expansion of new businesses using data  
and the evolution of the OMRON's solutions business**

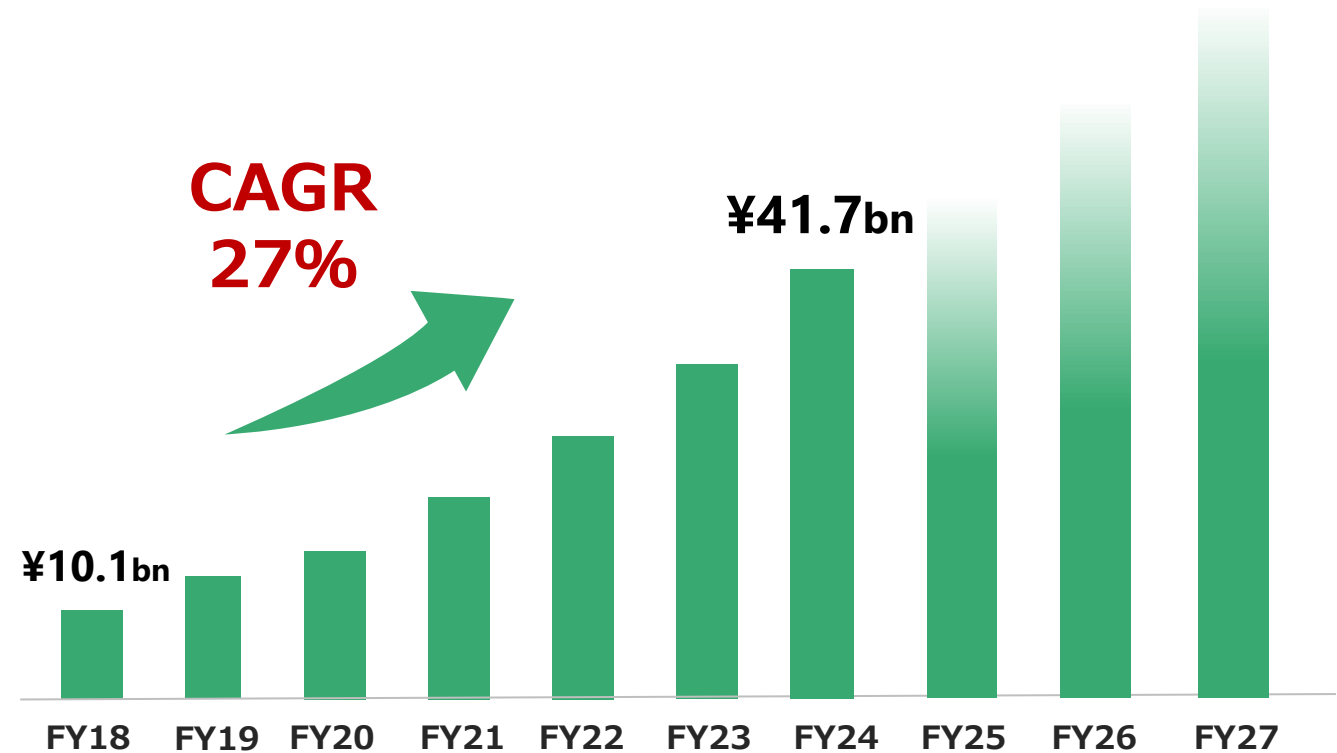


**JMDC leads the data healthcare market with overwhelming health big data and analytical capabilities, boasting a high growth rate**

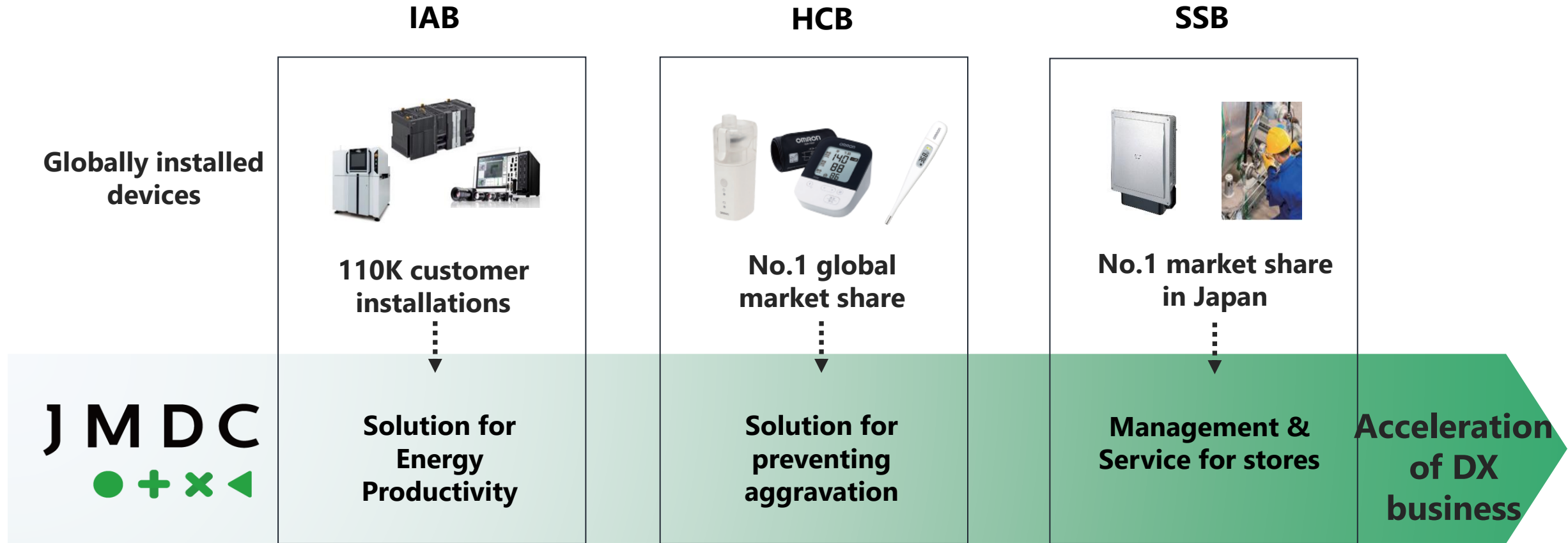
**Sales exposure**



**Sales trend of JMDC**



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





About OMRON

OMRON's Business

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**ESG and Shareholder  
Returns Policy**



	Materiality	Non-financial Metrics (KPIs for creation of economic value)
Growth Materiality	Solve social issues through our business	<div>IAB</div> Rate of growth for coverage ratio of Customer Base Map <div>HCB</div> BPM unit sales, OMRON connect + Pep-Up AUs* <sup>1</sup> <div>SSB</div> Storage system shipment vols <div>DMB</div> Unit sales of products for DC/high frequency equipment
	Maximize capability to create social needs	Establish monetization model for the 4 businesses in the incubation phase
Growth & Base	Cultivate the potential of human resources to accelerate growth	Employee engagement (VOICE Engagement Score)
	Build a resilient supply chain	Promote the development of procurement and production backups/alternatives for key products * <sup>2</sup>
Base Materiality	Reduce environmental burden through realization of decarbonized, circular economy	<div>Decarbonization</div> Scope 1 & 2 reduction volume (1.5°C level) Scope 3 (Categories 1/11) reduction volume (well below 2°C level) <div>Circular Economy</div> Expand and increase resource recycling models
	Respect for human rights throughout the value chain	<ul style="list-style-type: none"> <li>• Implement human rights due diligence in line with UNGPs framework for each significant human rights issue at OMRON</li> <li>• Develop a grievance mechanism*<sup>2</sup></li> </ul>

\*1 : AU=Active User

\*2: No quantitative target to be set. Metrics are set for implementation of initiatives



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



**Awarded EcoVadis Gold Rating (TOP 5%)**



**Selected for the Member of S&P Global Sustainability Yearbook for Five 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 Selection Indexes\* for Eleven Years in a Row**

\*Name changed from “MSCI ESG Leaders Indexes” in February 2025



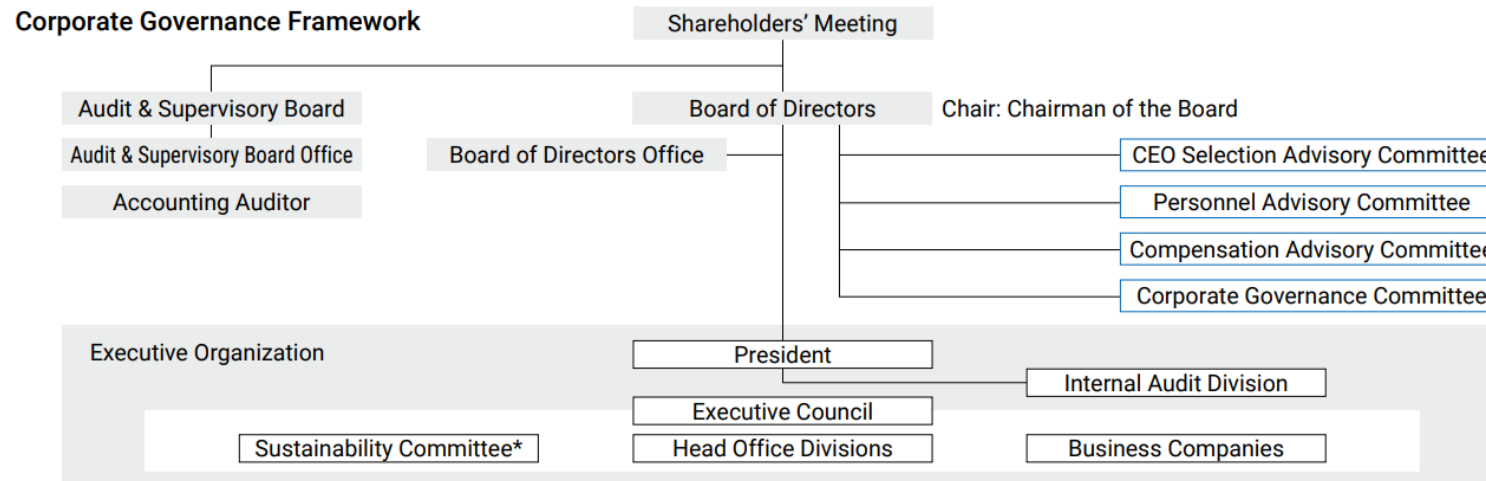
**Selected for the FTSE4Good Index Series for Ten Years in a Row**



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

## Designed highly transparent and effective organizations to ensure enhancing sustainable value

### Corporate Governance Framework

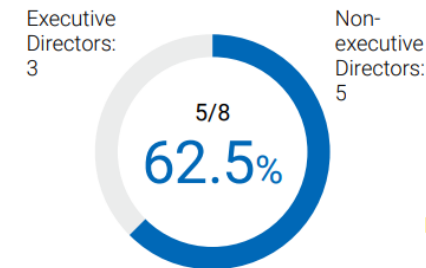


\*The Sustainability Committee identifies important issues relating to sustainability in the focus domains, the head office divisions, and various committees (the Corporate Ethics & Risk Management Committee, the Information Disclosure Executive Committee, and the Group Environment Activity Committee) and oversees them on a Group-wide basis.

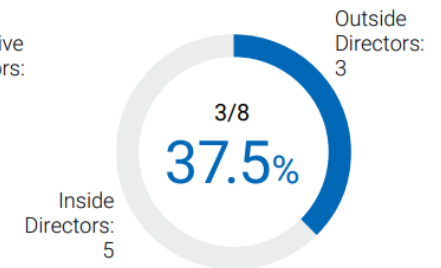
### Composition of Board of Directors

(As of June 24, 2025)

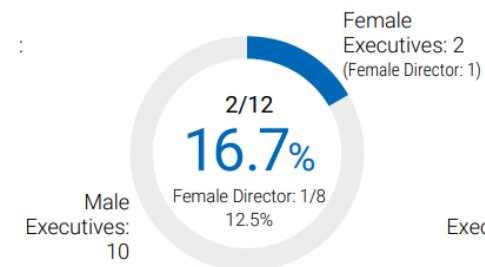
#### Ratio of Non-executive Directors



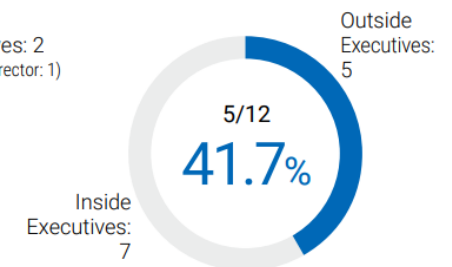
#### Ratio of Outside Directors



#### Ratio of Female Executives (Directors / Audit & Supervisory Board Members)



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



## Cash Allocation Policy

- We will implement a resource allocation strategy centered on business investment to create new value from a medium to long-term perspective. **Our top priority is to invest in the focus businesses that drive sustainable growth, with a heightened focus on IAB, our highest-priority area.**
- In addition to providing stable and sustainable dividends, **we will flexibly conduct share buybacks**, taking into comprehensive consideration the Group's future funding needs, business performance, share price levels, and financial position.
- While the primary sources of funds for investments and shareholder returns will be retained earnings and sustainably generated operating cash flow, we will also **actively utilize external financing when executing M&A**. In addition, to ensure access to funding regardless of financial market conditions, we will continue to **maintain a sound financial position**.

## Shareholder Return Policy

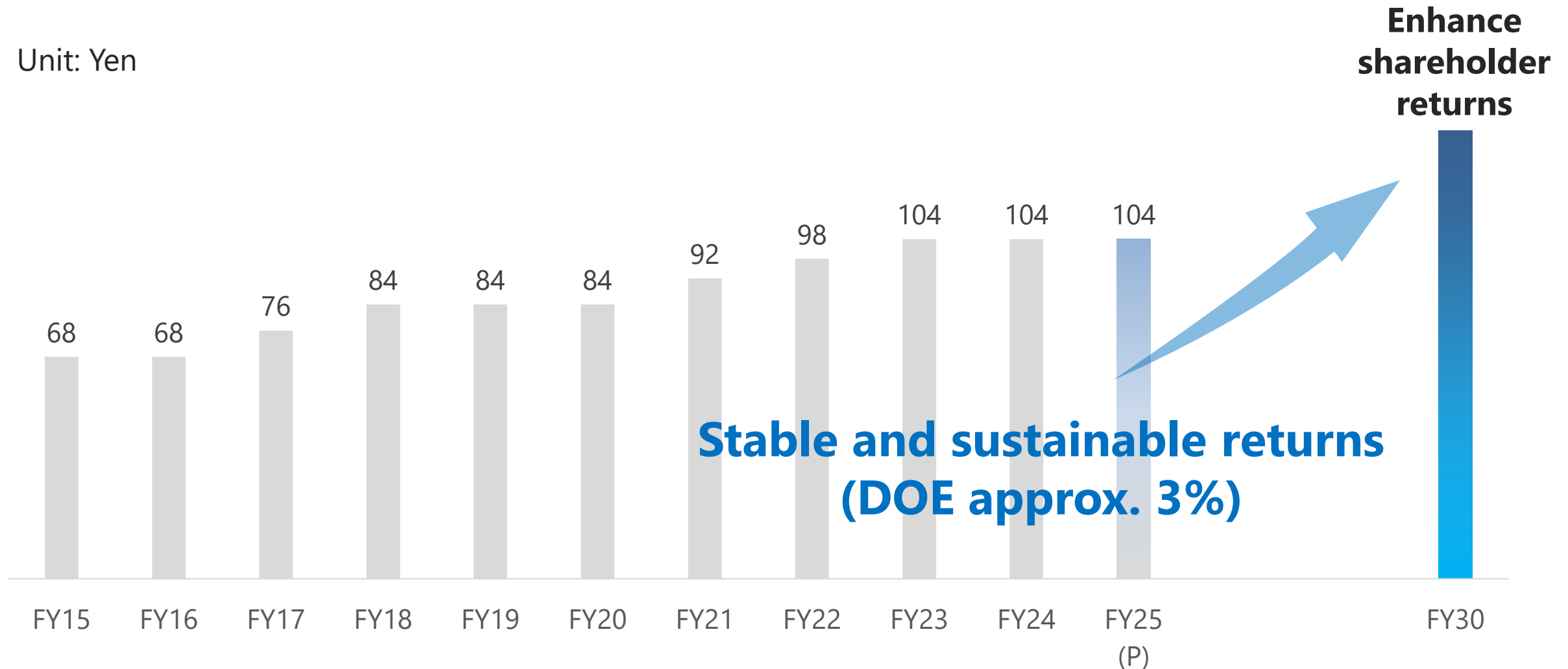
- While prioritizing the investments necessary for value creation from a medium to long-term perspective, we set an annual dividend target based on a **shareholder equity dividend rate (DOE) of approximately 3%**. In addition, **taking past dividend performance into consideration**, we remain committed to **providing stable and continuous shareholder returns**.
- **Surplus cash retained over long periods of time** will be returned to shareholders through measures such as agile share buybacks.

# Shareholder Return Performance and Future Policy

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**Maintain stable and sustainable dividends,  
while enhancing shareholder returns in line with profit growth**

Unit: Yen



**OMRON**