



Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2026 (U.S. GAAP)

February 5, 2026

OMRON Corporation (6645)

Exchanges Listed:	Tokyo
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Start of Distribution of Dividends (scheduled):	—
Preparation of Supplementary Materials for the Quarterly Financial Results:	Yes
Holding of Presentation of Quarterly Financial Results:	Yes (for investors)

Note: This document has been translated from the Japanese original as a guide to non-Japanese investors and contains forward-looking statements that are based on managements' estimates, assumptions and projections at the time of publication. A number of factors could cause actual results to differ materially from expectations.

Note: Figures are rounded to the nearest million yen.

1. Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2026

(April 1, 2025 – December 31, 2025)

(1) Sales and Income (cumulative)

(Percentages represent changes compared with the same period of the previous fiscal year.)

	Net sales		Operating income		Income before income taxes		Net income attributable to shareholders	
Nine months ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
December 31, 2025	614,288	6.0	33,855	(5.7)	26,450	65.5	14,338	99.6
December 31, 2024	579,698	(4.7)	35,904	35.1	15,985	(49.2)	7,183	(8.5)

Notes: Comprehensive income: Nine months ended December 31, 2025: JPY49,935 million (113.9% change);
 Nine months ended December 31, 2024: JPY23,343 million (-33.5% change)

	Net income per share attributable to OMRON shareholders, basic	Net income per share attributable to OMRON shareholders, diluted
Nine months ended	Yen	Yen
December 31, 2025	72.87	—
December 31, 2024	36.47	—

(2) Consolidated Financial Position

	Total assets	Net assets	Shareholders' equity	Shareholders' equity ratio
	Million yen	Million yen	Million yen	%
December 31, 2025	1,448,009	972,332	808,254	55.8
March 31, 2025	1,361,790	934,432	771,885	56.7

2. Dividends

	Dividends per share				
	First quarter-end	First half-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	52.00	—	52.00	104.00
Fiscal year ending March 31, 2026	—	52.00	—		
Fiscal year ending March 31, 2026 (projected)				52.00	104.00

Note: Revisions since the most recently announced dividend forecast: No

3. Projected Results for the Year Ending March 31, 2026 (April 1, 2025 – March 31, 2026)

(Percentages represent changes compared with the same period of the previous fiscal year.)

	Net sales		Operating income		Income before income taxes		Net income attributable to shareholders		Net income per share attributable to shareholders, basic
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full-year	855,000	6.6	60,000	11.0	52,500	81.0	29,000	78.2	147.40

Notes: Revisions since the most recently announced performance forecast: Yes

For more, see 1. *Qualitative Information on Quarterly Financial Results* (3) *Description of Information on Outlook, Including Consolidated Performance Forecast* on P.6 of the attached materials.

*Notes

(1) Significant changes in the scope of consolidation during the period: No

New: - company (company name) Excluded: - company (company name)

(2) Application of simplified accounting methods and/or special accounting methods: No

(3) Changes in accounting policy

(a) Changes in accounting policy accompanying revision of accounting standards, etc.: No

(b) Changes in accounting policy other than (a) above: No

(4) Number of shares issued and outstanding

[1] Number of shares outstanding at period-end (including treasury stock)

[2] Treasury stock at period-end

[3] Average number of shares during the period (quarterly cumulative)

December 31, 2025	206,244,872	March 31, 2025	206,244,872
December 31, 2025	9,615,064	March 31, 2025	9,350,366
Nine months ended December 31, 2025	196,770,940	Nine months ended December 31, 2024	196,902,562

*Review by certified public accountants or an audit firm of the attached quarterly consolidated financial statements: No

*Commentary Regarding Appropriate Use of Projections of Results and Other Matters

1. Projections of results and future developments 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, uncertainties and other factors could cause actual results to differ materially from these projections.

For the assumptions that form the basis of the projected results and appropriate use, see *1. Qualitative Information on Quarterly Financial Results (3) Description of Information on Outlook, Including Consolidated Performance Forecast* on P.6.

2. The Company applies the single step method for presentation of its Consolidated Financial Statements based on U.S. GAAP. However, to facilitate comparison with other companies, *operating income* on the Consolidated Statements of Operations is presented by subtracting *selling, general and administrative expenses* and *research and development expenses* from *gross profit*. We do not deduct *restructuring expenses, other income, net, income taxes, and share of loss (profit) of entities accounted for using equity method*.

3. The Company scheduled an investor meeting for Thursday, February 5, 2026.

The following abbreviations of business segment names are used in the attached materials.

IAB: Industrial Automation Business

HCB: Healthcare Business

SSB: Social Systems, Solutions and Service Business

DMB: Devices & Module Solutions Business

DSB: Data Solution Business

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1. Qualitative Information on Quarterly Financial Results

(1) Overview of Results of Operations

General Overview

OMRON Group financial performance for the cumulative consolidated third quarter (April to December 2025) saw an increase in net sales year on year and a decrease in operating income. At the same time, both net sales and operating income results outperformed initial projections.

Net sales in the Healthcare Business were lower year on year. However, net sales rose overall due to our steady capture of the firm demand related to generative AI, etc., in the Industrial Automation Business and Devices & Module Solutions Business.

While net sales rose, operating income fell year on year due to lower gross profit margin, stemming from soaring raw materials prices, rising logistics costs, and the impact of the U.S. tariff policy, as well as investments for growth along our medium-term roadmap through fiscal 2030 (SF 2nd Stage), as announced on November 7, 2025.

Income before income taxes and net income attributable to OMRON shareholders increased significantly compared to the same period in the previous fiscal year, when we posted one-time expenses related to headcount and capacity optimization.

Financial results for the cumulative consolidated third quarter of fiscal 2025 were as follows.

(Billions of yen, except exchange rate data and percentages)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change
Net sales	579.7	614.3	+6.0%
Gross profit	261.7	269.5	+3.0%
[% of net sales]	[45.1%]	[43.9%]	[-1.3pt]
Operating income	35.9	33.9	-5.7%
[% of net sales]	[6.2%]	[5.5%]	[-0.7pt]
Income before income taxes	16.0	26.5	+65.5%
Net income attributable to OMRON shareholders	7.2	14.3	+99.6%
Average USD exchange rate (Yen)	152.1	148.6	(3.5)
Average EUR exchange rate (Yen)	164.8	170.6	+5.8
Average CNY exchange rate (Yen)	21.1	20.7	(0.4)

Results by Business Segment

IAB (Industrial Automation Business)

(Billions of yen, %)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change
Sales to external customers	266.0	289.9	+9.0%
Operating income	28.6	28.5	-0.2%

Sales

While global demand for capital investment in EV-related fields remained stagnant, demand related to generative AI continued to be solid, and we successfully captured the results of these investment trends. New products, released consistently since the previous fiscal year in each area to meet customer needs, also contributed to the increase.

Operating Income

While sales increased, operating income was flat year-on-year due to up-front investments for future growth, as well as the impact of rising costs for components and logistics, etc.

HCB (Healthcare Business)

(Billions of yen, %)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change
Sales to external customers	111.2	108.1	-2.8%
Operating income	14.1	11.2	-20.5%

Sales

Sales of mainstay blood pressure monitors in the third quarter (October to December 2025) were firm in Asia, Central and South America, and North America. As in the second quarter (July to September, 2025), sales rose in China year on year with the introduction of new products, despite the impact of sluggish consumption in that country.

However, the decline in the first quarter (April to June, 2025) had a significant impact on sales for the cumulative consolidated third quarter of the current fiscal year, leading to a year-on-year decrease in sales for the segment.

Operating Income

Third quarter sales (October to December, 2025) rose year on year, helping operating income remain on par with the same period in the previous fiscal year amid the ongoing negative impact of U.S. tariff policy. As was the case with sales, operating income for the cumulative consolidated third quarter was significantly lower year on year, mainly due to the residual effects of weaker performance in the first quarter (April to June, 2025).

SSB (Social Systems, Solutions and Service Business)

(Billions of yen, %)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change
Sales to external customers	91.3	90.3	-1.2%
Operating income	5.6	5.8	+3.8%

Note: Effective as of the consolidated third quarter, the financial results of Omron Digital Co., Ltd., which had been included under SSB, will be included under Eliminations & Corporate. This change reflects changes within the OMRON Group management structure. As a result, we have reclassified segment information results for the previous and current cumulative consolidated third quarters of the previous and current fiscal years to reflect this new management classification.

Sales

Demand for capital investment in the Public Transportation System Business remained stable. In the third quarter (October to December, 2025), the Energy Solutions Business sales experienced the impact of a temporary lull in demand in conjunction with the end of government subsidies, even while demand continued for captive consumption of renewable energy in the housing domain amid soaring energy prices. Due to these factors, sales were lower year on year.

Operating Income

Despite the decrease in net sales, operating income increased year on year as a result of cost reductions in manufacturing costs and price optimization efforts.

DMB (Devices & Module Solutions Business)

(Billions of yen, %)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change
Sales to external customers	78.2	86.9	+11.2%
Operating income	0.2	2.1	—

Sales

Sales to the consumer industry increased globally due to continued firm demand in the semiconductor-related industry (mainly related to generative AI) and the energy-related industry. Sales to the automobile industry remained flat year-on-year due to firm demand for motorcycles in Asia, in contrast to a decline in Europe stemming from revised preferential measures related to electric vehicles (EVs). As a result, sales increased significantly year on year.

Operating Income

Operating income increased year on year, despite the impact of higher raw materials prices, as net sales increased and we improved manufacturing fixed cost ratio significantly.

DSB (Data Solution Business)

(Billions of yen, %)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change
Sales to external customers	30.4	36.7	+20.7%
Operating Income	1.7	2.7	+58.2%

Note: The Data Solution Business includes amortization of intangible assets (excluding goodwill) stemming from the consolidation of JMDC.

Sales

JMDC saw an increase in the number of IDs issued for the Pep Up health information platform.

Transactions also continued to increase with pharmaceutical companies and insurance companies that use anonymous data originating from health insurance associations and medical institutions. As a result, sales increased significantly year on year.

Operating Income

Despite making steady investments for establishing the Data Solution Business, solid operating income reported by JMDC led to significant year-on-year growth in operating income.

(2) Analysis of Financial Condition

Total assets as of the end of the consolidated third quarter amounted to JPY1,448.0 billion, an increase of JPY86.2 billion compared to the end of the previous consolidated fiscal year. This result was mainly due to an increase in inventories. Total liabilities amounted to JPY475.7 billion, an increase of JPY48.3 billion compared to the end of the previous fiscal year. This result was mainly due to an increase in short-term borrowings. Total net assets amounted to JPY972.3 billion, an increase of JPY37.9 billion compared to the end of the previous consolidated fiscal year. This result was mainly due to an increase in foreign currency translation adjustments. Shareholders' equity ratio was 55.8%, demonstrating an ongoing strong financial foundation.

In terms of liquidity, cash on hand amounted to JPY155.2 billion. Further, we have signed commitment line agreements with financial institutions in the amount of JPY70.0 billion. We intend to maintain high credit ratings from ratings agencies as a long-term issuer, and we secure liquidity and funding capacity while maintaining our ability to raise funds and good relationships with financial institutions on a global basis.

(3) Description of Information on Outlook, Including Consolidated Performance Forecast

Considering our outlook on the business environment for the fourth quarter, we anticipate that some businesses, such as the Industrial Automation Business, will perform better than expected, while the OMRON Group as a whole should experience performance firmly in line with the full-year performance forecast announced on November 7, 2025.

We expect capital investment demand to continue to be sluggish in the Industrial Automation Business for electric vehicles; however, we project capital investment demand for generative AI-related will be firmer than anticipated originally. We expect demand to weaken for our Healthcare Business amid stagnant personal consumption in China, while the market environment in other areas should remain firm. We expect the Social Systems, Solutions and Service Business to see a temporary lull in demand in the renewable energy market and investments in the railroad industry. We expect the Devices & Module Solutions Business and Data Solution Business to continue to enjoy solid business environments.

Even as we increase prices to minimize the impact of U.S. tariff policy on operating income, we expect raw materials costs and logistics costs to continue to rise. In addition, we intend to conduct investments for future growth as planned at the beginning of the fiscal year.

In light of these circumstances, we revised the OMRON Group full-year consolidated performance forecast upward for net sales, leaving our forecast for operating income unchanged from the previous forecast.

We expect income before income taxes to be lower than our previous forecast due to the revaluation of publicly listed shares held. At the same time, we have left net income attributable to OMRON shareholders unchanged from the previous forecast.

We have set exchange rate assumptions for the fourth quarter and beyond to USD1 = JPY150, EUR1 = JPY175, and CNY1 = JPY21.5.

The following describes our main expectations for the business environment in connection with each business segment for the fourth quarter.

Industrial Automation Business	In general, the market has recovered moderately compared with the previous year. We expect demand to continue to be sluggish for electric vehicles; however, we project capital investment demand for generative AI-related will be firmer than anticipated originally.
Healthcare Business	We expect the blood pressure monitor market to remain firm globally, but remain flat in China year on year.
Social Systems, Solutions and Service Business	We expect to see a temporary lull in demand in the renewable energy market and investments in the railroad industry.
Devices & Module Solutions Business	We expect the business environment to remain firm in general, in line with previous projections.
Data Solution Business	As projected, the business environment should continue to be firm, particularly in health big data business.

Projected Consolidated Performance

(Billions of yen, except percentages)

	Initial forecast	Revised forecast (A)	Change vs. initial forecast [% change]	(Reference) Actual results for the prior fiscal year ended March 31, 2025 (B)	(Reference) Percentage change from the prior fiscal year (A/B-1) [] indicates change from the prior fiscal year
Net sales	845.0	855.0	+10.0 [+1.2%]	801.8	+6.6%
Operating income	60.0	60.0	— [—]	54.0	+11.0%
Income before income taxes	54.5	52.5	(2.0) [-3.7%]	29.0	+81.0%
Net income attributable to OMRON shareholders	29.0	29.0	— [—]	16.3	+78.2%
Net income per share attributable to OMRON shareholders (Yen)	147.40	147.40	—	82.63	[+64.77]
Average USD exchange rate (Yen)	145.7	149.0	+3.3	152.6	[-3.7]
Average EUR exchange rate (Yen)	165.9	171.7	+5.8	163.7	[+8.0]
Average CNY exchange rate (Yen)	20.2	20.9	+0.8	21.1	[-0.2]

Note: Projected average rate for the full year based on historical rates for the cumulative consolidated third quarter and assumed exchange rates for the fourth quarter.

Forecasts by Business Segment

(Billions of yen, except percentages)

		Initial forecast (Reclass ified) (A)	Revised forecast (B)	Change in forecast (B-A) [%]	(Reference) Actual results for the prior fiscal year ended March 31, 2025 (Reclassified) (C)	(Reference) Percentage change from the prior fiscal year (B/C-1)
IAB	Sales to external customers	386.0	396.0	+10.0 [+2.6%]	360.8	+9.8%
	Operating income	40.0	41.5	+1.5 [+3.8%]	36.3	+14.4%
HCB	Sales to external customers	140.0	145.0	+5.0 [+3.6%]	145.9	-0.6%
	Operating income	14.5	15.0	+0.5 [+3.4%]	17.5	-14.2%
SSB	Sales to external customers	150.0	145.0	(5.0) [-3.3%]	143.4	+1.1%
	Operating income	20.0	19.5	(0.5) [-2.5%]	15.3	+27.1%
DMB	Sales to external customers	115.0	115.0	— [—]	105.4	+9.1%
	Operating income	4.0	2.5	(1.5) [-37.5%]	0.3	+717.0%
DSB	Sales to external customers	51.0	51.0	— [—]	42.7	+19.3%
	Operating income	5.0	5.0	— [—]	2.8	+76.7%
Eliminations & Corporate	Sales to external customers	3.0	3.0	— [—]	3.5	—
	Operating income (loss)	(23.5)	(23.5)	— [—]	(18.2)	—
Consolidated	Sales to external customers	845.0	855.0	+10.0 [+1.2%]	801.8	+6.6%
	Operating income	60.0	60.0	— [—]	54.0	+11.0%

Note: Effective as of the cumulative consolidated third quarter, the financial results of Omron Digital Co., Ltd., which had been included under SSB, will be included under Eliminations & Corporate. This change reflects changes within the OMRON Group management structure. In accordance with this change, results for the cumulative consolidated third quarter of the current fiscal year and the same period in the previous fiscal year have been presented using the classification method after the change, and have been incorporated into our revised forecast. The previous forecast and results for the previous period have also been reclassified.

2. Quarterly Consolidated Financial Statements and Notes

(1) Quarterly Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025		As of December 31, 2025		Increase (decrease)
		%		%	
ASSETS					
Current assets:	539,336	39.6	585,227	40.4	45,891
Cash and cash equivalents	149,023		155,201		6,178
Notes and accounts receivable-trade	172,967		160,605		(12,362)
Allowance for doubtful receivables	(1,263)		(1,414)		(151)
Inventories	172,953		204,821		31,868
Other current assets	45,656		66,014		20,358
Property, plant and equipment, net:	135,077	9.9	140,922	9.7	5,845
Investments and other assets:	687,377	50.5	721,860	49.9	34,483
Right-of-use assets under operating leases	47,023		51,625		4,602
Goodwill	361,181		374,004		12,823
Other intangible assets	115,236		126,134		10,898
Investments in and advances to affiliates	15,799		13,107		(2,692)
Investment securities	41,114		49,057		7,943
Leasehold deposits	7,472		7,741		269
Prepaid pension costs	63,578		64,469		891
Deferred income taxes	27,503		29,789		2,286
Other assets	8,471		5,934		(2,537)
Total assets	1,361,790	100.0	1,448,009	100.0	86,219

(Millions of yen)

	As of March 31, 2025		As of December 31, 2025		Increase (decrease)
		%		%	
LIABILITIES					
Current liabilities	233,283	17.1	277,316	19.2	44,033
Notes and accounts payable-trade	91,620		107,054		15,434
Short-term debt	20,372		57,420		37,048
Accrued expenses	45,270		40,355		(4,915)
Income taxes payable	6,705		6,022		(683)
Short-term operating lease liabilities	12,807		13,877		1,070
Other current liabilities	56,509		52,588		(3,921)
Deferred income taxes	16,273	1.2	15,147	1.1	(1,126)
Termination and retirement benefits	8,279	0.6	6,381	0.4	(1,898)
Long-term debt	119,088	8.7	122,349	8.5	3,261
Long-term operating lease liabilities	31,936	2.4	35,300	2.4	3,364
Other long-term liabilities	18,499	1.4	19,184	1.3	685
Total liabilities	427,358	31.4	475,677	32.9	48,319
NET ASSETS					
Shareholders' equity	771,885	56.7	808,254	55.8	36,369
Common stock	64,100	4.7	64,100	4.4	—
Capital surplus	100,161	7.4	99,720	6.9	(441)
Legal reserve	29,471	2.2	32,288	2.2	2,817
Retained earnings	550,485	40.4	551,781	38.1	1,296
Accumulated other comprehensive income	97,632	7.2	130,861	9.1	33,229
Foreign currency translation adjustments	88,186		119,983		31,797
Pension liability adjustments	9,446		10,878		1,432
Treasury stock	(69,964)	(5.2)	(70,496)	(4.9)	(532)
Non controlling interests	162,547	11.9	164,078	11.3	1,531
Total net assets	934,432	68.6	972,332	67.1	37,900
Total liabilities and net assets	1,361,790	100.0	1,448,009	100.0	86,219

(2) Quarterly Consolidated Statements of Income and Quarterly Consolidated Statements of Comprehensive Income
(Quarterly Consolidated Statements of Income)

(Millions of yen)

	Nine months ended December 31, 2024		Nine months ended December 31, 2025		Increase (decrease)
		%		%	
Net sales	579,698	100.0	614,288	100.0	34,590
Cost of sales	317,974	54.9	344,786	56.1	26,812
Gross profit	261,724	45.1	269,502	43.9	7,778
Selling, general and administrative expenses	193,296	33.3	197,098	32.1	3,802
Research and development expenses	32,524	5.6	38,549	6.3	6,025
Operating income	35,904	6.2	33,855	5.5	(2,049)
Restructuring expenses	22,330	3.8	7,420	1.2	(14,910)
Other income, net	(2,411)	(0.4)	(15)	(0.0)	2,396
Income before income taxes	15,985	2.8	26,450	4.3	10,465
Income taxes	6,892	1.2	8,522	1.4	1,630
Share of loss (profit) of entities accounted for using equity method	(153)	(0.0)	1,475	0.2	1,628
Net income	9,246	1.6	16,453	2.7	7,207
Net income attributable to noncontrolling interests	2,063	0.4	2,115	0.4	52
Net income attributable to OMRON shareholders	7,183	1.2	14,338	2.3	7,155

(Quarterly Consolidated Statements of Comprehensive Income)

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Increase (decrease)
Net income	9,246	16,453	7,207
Other comprehensive income, net of tax			
Foreign currency translation adjustments	9,878	32,050	22,172
Pension liability adjustments	4,226	1,432	(2,794)
Net losses on derivative instruments	(7)	—	7
Other comprehensive income	14,097	33,482	19,385
Comprehensive income	23,343	49,935	26,592
(Breakdown)			
Comprehensive income attributable to noncontrolling interests	2,164	2,368	204
Comprehensive income attributable to OMRON shareholders	21,179	47,567	26,388

(3) Consolidated Statements of Cash Flows

(Millions of yen)

	Nine months ended December 31, 2024		Nine months ended December 31, 2025	
I Operating Activities:				
1. Net income		9,246		16,453
2. Adjustments to reconcile net income to net cash provided by operating activities:				
(1) Depreciation and amortization	24,961		25,044	
(2) Share of loss (profit) of entities accounted for using equity method	(153)		1,475	
(3) Gain on valuation of investment securities, net	(719)		(2,458)	
(4) Decrease in notes and accounts receivable — trade	22,378		20,496	
(5) Increase in inventories	(17,205)		(23,510)	
(6) Increase in notes and accounts payable — trade	5,858		12,297	
(7) Other, net	(11,478)	23,642	(16,568)	16,776
Net cash provided by operating activities		32,888		33,229
II Investing Activities:				
1. Purchases of investment securities		(1,761)		(3,894)
2. Capital expenditures		(34,202)		(35,399)
3. Business and company acquisitions (net of cash acquired)		(6,221)		(8,950)
4. Business and company sales (net of cash outlays)		—		(2,264)
5. Increase in investments in and loans to affiliates, net		(2,592)		(1,008)
6. Collection of loans receivable		79		1,337
7. Other, net		1,474		336
Net cash used in investing activities		(43,223)		(49,842)
(Reference) Free cash flow		(10,335)		(16,613)
III Financing Activities:				
1. Increase in short-term debt with maturities of three months or less, net		12,200		35,250
2. Proceeds from short-term debt with maturities longer than three months		1,500		1,160
3. Repayments of short-term debt with maturities longer than three months		(2,883)		(1,210)
4. Proceeds from long-term debt		12,708		5,745
5. Repayments of long-term debt		(3,958)		(3,611)
6. Purchase of treasury shares		(8)		(1,320)
7. Dividends paid by OMRON Corporation		(20,051)		(20,051)
8. Dividends paid to noncontrolling interests		(1,466)		(1,267)
9. Other, net		(243)		313
Net cash provided by (used in) financing activities		(2,201)		15,009
IV Effect of Exchange Rate Changes on Cash and Cash Equivalents		6,359		7,782
Net increase (decrease) in cash and cash equivalents		(6,177)		6,178
Cash and cash equivalents at beginning of the period		143,086		149,023
Cash and cash equivalents at end of the period		136,909		155,201

Note: Free cash flow is cash flow from operating activities plus cash flow from investing activities.

(4) Notes Regarding Consolidated Financial Statements

(Notes Regarding Assumptions of Going Concern)

None applicable

(Notes in the Event of Significant Changes in Shareholders' Equity)

None applicable

(Segment Information)

Operating Segment Information

ASC 280, “Segment Reporting,” establishes the disclosure of information about operating segments in financial statements. Operating segments are defined as components of an enterprise about which separate financial information is available that is evaluated regularly by the president and CEO, the Company’s chief operating decision maker (CODM), in deciding how to allocate resources and in assessing performance. The CODM use segment income or loss to allocate resources to each segment and to assess comparison between plans and actual results in evaluating business performance of segments.

The Company discloses operating segment information in five operating segments: “IAB,” “HCB,” “SSB,” “DMB,” and “DSB”. These segments are mainly separated based on the Companies’ consideration of their nature of the products and the business standing in the group.

The primary products included in each segment are as follows:

- (1) IAB: Industrial Automation Business
.....Programmable controllers, motion controllers, sensing devices, industrial camera/code reader devices, inspection systems, safety devices and industrial robots
- (2) HCB: Healthcare Business
.....Digital blood pressure monitors, nebulizers, low-frequency therapy equipment, ECGs, oxygen concentrators, digital thermometers, body composition monitors, pedometers and activity meters, electric toothbrushes, massagers, blood glucose monitors, vascular screening devices, visceral fat monitors, remote patient monitoring systems and telemedicine service
- (3) SSB: Social Systems, Solutions and Service Business
.....Energy business (solar power generation, storage battery systems), railway station service systems, traffic and road management systems, card payment services, IoT (power protection, data protection) solutions and comprehensive maintenance service business
- (4) DMB: Devices & Module Solutions Business
.....Relays, switches, connectors, IoT communication modules, general sensors, amusement components and units, face recognition software, image sensing component and MEMS^(Note) sensors
Note: MEMS: Micro Electro Mechanical Systems
- (5) DSB: Data Solution Business
.....Data healthcare business, corporate health business, smart M&S (management service solutions) business, carbon neutral solutions business, data-based solutions business, and self-reliance support business

The segment information is presented in accordance with accounting principles generally accepted in the United States of America.

Revenues and expenses directly associated with specific segments are disclosed in the figures of each segment’s operating results. Based on the Company’s allocation method used by management to evaluate results of each segment, revenues and expenses not directly associated with specific segments are allocated to each segment or included in “Eliminations and Others.”

Segment income is presented as gross profit less *selling, general and administrative expenses* and *research and development expenses*. *Restructuring expenses, other income, net, income taxes, share of loss (profit) of entities accounted for using equity method* are not deducted.

Business Segment Information

Nine months ended December 31, 2024 (April 1, 2024 - December 31, 2024)

(Millions of yen)

	IAB	HCB	SSB	DMB	DSB	Total	Eliminations and Others	Consolidated
Sales								
1. Sales to external customers	266,012	111,210	91,344	78,153	30,436	577,155	2,543	579,698
2. Intersegment sales	3,469	247	5,502	27,556	271	37,045	(37,045)	—
Total	269,481	111,457	96,846	105,709	30,707	614,200	(34,502)	579,698
Materials costs	34,538	45,344	26,818	43,210	624	150,534	1,416	151,950
Labor costs	73,339	19,809	19,848	27,450	12,536	152,982	20,330	173,312
Other operating expenses	133,002	32,223	44,574	34,880	15,869	260,548	(42,016)	218,532
Segment income	28,602	14,081	5,606	169	1,678	50,136	(14,232)	35,904

Notes: 1. The value of intersegment transactions is in accordance with the value of transactions with external customers.

2. The DSB includes amortization of intangible assets (excluding goodwill) stemming from the consolidation of JMDC.

3. “Eliminations and Others” include not allocated expenses and eliminations of intersegment transactions and the head office divisions and others.

4. *Other operating expenses* includes expenses included in *selling, general and administrative expenses* and *research and development expenses* and expenses other than *materials costs* and *personnel expenses* included in *cost of sales*.

5. Effective as of the consolidated third quarter, the financial results of Omron Digital Co., Ltd., which had been included under SSB, will be included under Eliminations & Corporate. This change reflects changes within the OMRON Group management structure. As a result, we have reclassified segment information results for the previous consolidated cumulative consolidated third quarter to reflect this new management classification.

Nine months ended December 31, 2025 (April 1, 2025 - December 31, 2025)

(Millions of yen)

	IAB	HCB	SSB	DMB	DSB	Total	Eliminations and Others	Consolidated
Sales								
1. Sales to external customers	289,882	108,050	90,275	86,898	36,730	611,835	2,453	614,288
2. Intersegment sales	4,330	78	6,380	30,745	270	41,803	(41,803)	—
Total	294,212	108,128	96,655	117,643	37,000	653,638	(39,350)	614,288
Materials costs	43,188	45,648	24,961	46,479	1,044	161,320	267	161,587
Labor costs	74,671	18,570	20,134	27,321	14,277	154,973	19,954	174,927
Other operating expenses	147,815	32,718	45,742	41,770	19,025	287,070	(43,151)	243,919
Segment income	28,538	11,192	5,818	2,073	2,654	50,275	(16,420)	33,855

Notes: 1. The value of intersegment transactions is in accordance with the value of transactions with external customers.

2. The DSB includes amortization of intangible assets (excluding goodwill) stemming from the consolidation of JMDC.

3. “Eliminations and Others” include not allocated expenses and eliminations of intersegment transactions and the head office divisions and others.

4. *Other operating expenses* includes expenses included in *selling, general and administrative expenses* and *research and development expenses* and expenses other than *materials costs* and *personnel expenses* included in *cost of sales*.

5. Effective as of the consolidated third quarter, the financial results of Omron Digital Co., Ltd., which had been included under SSB, will be included under Eliminations & Corporate. This change reflects changes within the OMRON Group management structure. As a result, we have reclassified segment information results for the current consolidated cumulative consolidated third quarter to reflect this new management classification.

The reconciliations of total segment income to income before income taxes for the nine months ended December 31, 2024 and 2025 are as follows.

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Segment income	50,136	50,275
Restructuring expenses	22,330	7,420
Other income, net	(2,411)	(15)
Eliminations and Others	(14,232)	(16,420)
Income before income taxes	15,985	26,450