



FY2025 Q3 Financial Results

February 5, 2026
OMRON Corporation

Summary

● FY2025 Q3 Results

- Consolidated revenue increased, while profits declined due to a decrease in gross profit margin and continued growth investments
- IAB achieved a significant increase in revenue, capturing AI-related demand in addition to the recovery of customer base
- On the other hand, operating profit fell below the previous year's level due to continued growth investments, while the gross profit margin only showed a modest recovery

● FY2025 Full-year Forecasts

- Revenue forecasts revised upward from the previous outlook after incorporating foreign exchange impacts and business environment for Q4
- While continuing growth investments with a medium to long-term perspective, profitability is steadily improving, and earnings are expected to increase in Q4
- IAB is continuing revenue growth exceeding previous expectations due to globally capturing FA and AI-related demand
- DPS guidance for fiscal year-end of ¥52 reiterated. Initial full-year dividend guidance of ¥104

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1 . FY2025 Q3 Results

Q3 Cumulative Consolidated Results

Revenue increased YoY, while profit declined

	FY2024 Q1-Q3 Act.	FY2025 Q1-Q3 Act.	(¥bn) Y/Y
Net Sales	579.7	614.3	+6.0%
Gross Profit (%)	261.7 (45.1%)	269.5 (43.9%)	+3.0% (-1.3%pt)
Operating Income (%)	35.9 (6.2%)	33.9 (5.5%)	-5.7% (-0.7%pt)
Net Income attributable to OMRON shareholders	7.2	14.3	+99.6%
Average USD rate (JPY)	152.1	148.6	-3.5
Average EUR rate (JPY)	164.8	170.6	+5.8
Average CNY rate (JPY)	21.1	20.7	-0.4

Q3 Consolidated Results

Revenue increased, while operating profit declined due to a decrease in the gross profit margin and continued growth investments

	FY2024 Q3 Actual	FY2025 Q3 Actual	(¥bn) Y/Y
Net Sales	205.1	220.8	+7.7%
Gross Profit (%)	91.7 (44.7%)	97.0 (43.9%)	+5.7% (-0.8%pt)
Operating Income (%)	16.7 (8.1%)	16.1 (7.3%)	-3.2% (-0.8%pt)
Net Income attributable to OMRON shareholders	10.5	5.3	-49.6%
Average USD rate (JPY)	149.0	153.2	+4.2
Average EUR rate (JPY)	161.8	178.1	+16.3
Average CNY rate (JPY)	20.9	21.6	+0.6

Q3 Results by Segment

Revenue up and profits down Y/Y at IAB.

Revenue and profits up Y/Y at HCB and DMB, down Y/Y at SSB

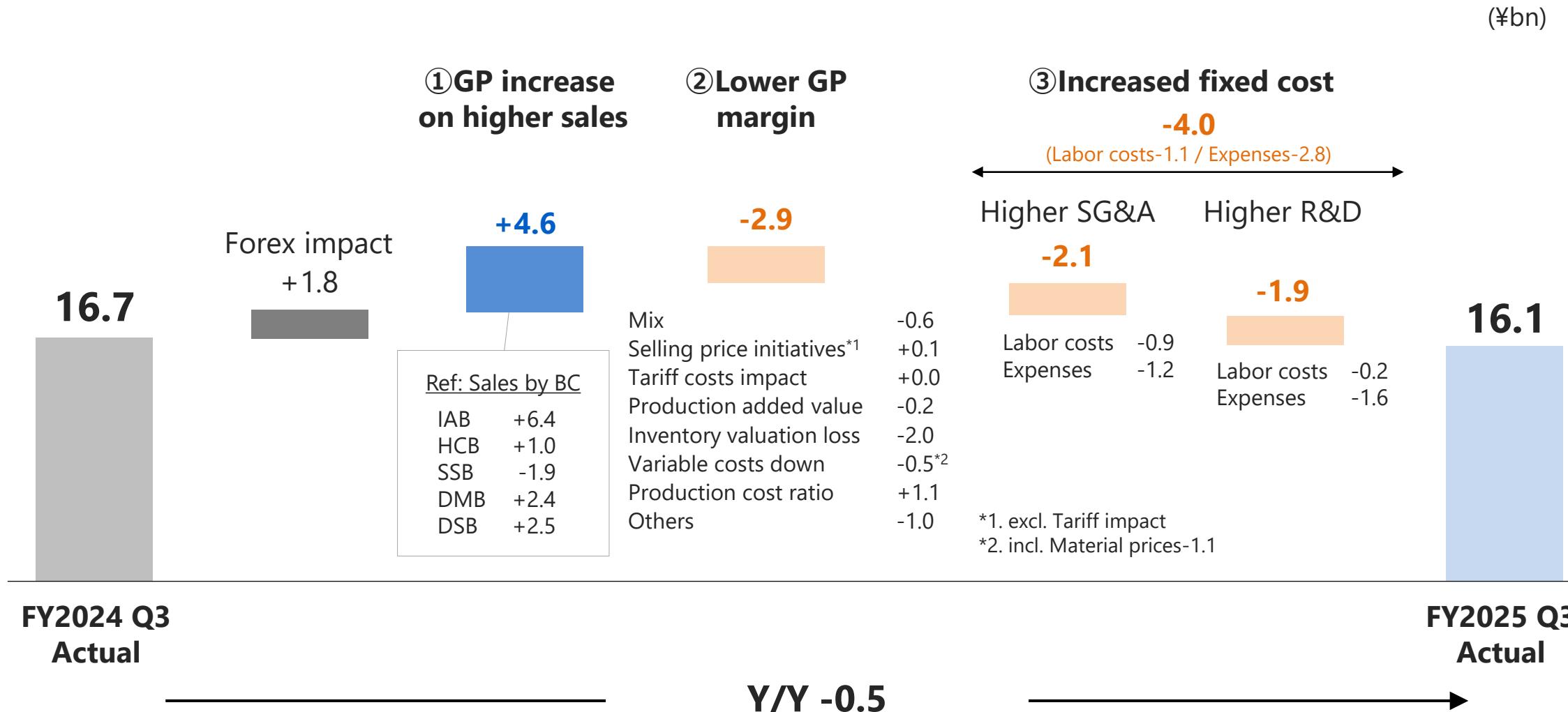
	Revenue			OP (¥bn)
	FY2024 Q3 Actual	FY2025 Q3 Actual	Y/Y	
IAB Industrial Automation	91.5	101.1	+10.4%	FY2024 Q3 Actual
HCB Healthcare	38.7	41.3	+6.7%	FY2025 Q3 Actual
SSB Social Systems, Solutions & Service	35.4	33.6	-5.1%	Y/Y
DMB Device & Module Solutions	27.1	30.3	+11.9%	11.2 (12.3%) ^{*1}
DSB Data Solutions *2	11.3	13.8	+21.8%	9.7 (9.6%)
Include JMDC	11.4	13.4	+17.5%	5.5 (14.1%)
Eliminations & Corporate	1.0	0.8	-25.3%	5.5 (13.3%)
Total	205.1	220.8	+7.7%	4.0 (11.2%)
				0.1 (0.3%)
				0.8 (2.6%)
				1.3 (11.8%)
				1.9 (13.7%)
				2.5 (22.0%)
				3.3 (24.9%)
				-5.4 -5.4
				16.7 (8.1%)
				16.1 (7.3%)

*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.

Q3 Results: Analysis of Change in Operating Income (Y/Y)

Gross profit increased due to revenue growth in IAB, while operating profit remained the same Y/Y due to a decline in gross profit margin and growth investments



2. FY2025 Full-year Forecasts

Q4 Operating Environment

Overall, business environment has remained in line with the initial expectations, while the impact varies by industry. Gradual recovery in IAB

IAB
Industrial Automation

Overall, a gradual Y/Y recovery is underway. The semiconductor industry remains stable, and the secondary battery industry is expected to outperform prior assumptions

*Details are provided in this presentation

HCB
Healthcare

BPM market continues to grow globally, while demand in China is expected to remain flat Y/Y

Cardiovascular: Although moderate growth is expected globally, uncertainty persists in North America due to the impact of tariffs.

China will remain sluggish due to stagnant consumer spending

Respiratory: Nebulizers continue to show weak performance in China due to prolonged stagnation in consumer spending

SSB
Social Systems,
Solutions &
Service

A temporary demand stagnation in Renewable energy and Railway industry

Energy: Residential demand to temporarily stagnate due to early subsidy termination; industrial demand impacted by construction delays

Railway: Temporary demand softening expected due to postponed capital investments

DMB
Device & Module
Solutions

The overall business environment remains stable

DC Equipment/Microwave Devices: Despite demand stagnation in EVs and new energy, it remains steady backed by expansion in the semiconductor market

Commodity Devices: The global market remains stable.

DSB
Data Solutions

The overall business environment is expected to remain stable, led by the health big data business

JMDC: Use of healthcare data continues to grow steadily, particularly in the pharmaceutical and insurance sectors.

Demand for services targeting insurers and consumers is increasing, driven by rising public awareness of health and prevention

Forecasts: Consolidated Earnings

Revenue revised upward.

Operating income and Net income remain in line with the previous forecast

(¥bn)

	FY2025 Previous Forecast	FY2025 Forecast	Vs. Prev. Forecast	FY2024 Actual	Y/Y
Net Sales	845.0	855.0	+1.2%	801.8	+6.6%
Gross Profit (%)	373.5 (44.2%)	375.5 (43.9%)	+0.5% (-0.3%pt)	357.1 (44.5%)	+5.1% (-0.6%pt)
Operating Income (%)	60.0 (7.1%)	60.0 (7.0%)	- (-0.1%pt)	54.0 (6.7%)	+11.0% (+0.3%pt)
Net Income attributable to OMRON shareholders	29.0	29.0	-	16.3	+78.2%
ROE	Approx. 3%	Approx. 3%	-	1.8%	-
ROIC	Approx. 3%	Approx. 3%	-	2.1%	-
EPS (JPY)	147.40	147.40	-	82.63	+64.77
Average USD rate (JPY)	145.7	149.0	+3.3	152.6	-3.7
Average EUR rate (JPY)	165.9	171.7	+5.8	163.7	+8.0
Average CNY rate (JPY)	20.2	20.9	+0.8	21.1	-0.2

Forecasts: by Segments

**Revenue and profits revised upward at IAB and HCB, and downward at SSB.
Profits revised downward at DMB.**

	Revenue				OP (¥bn)			
	FY2025 Prev. Forecast	FY2025 Forecast	Chg. vs. Prev. FCST	Y/Y	FY2024 Prev. Forecast	FY2025 Forecast	Chg. vs. Prev. FCST	Y/Y
IAB Industrial Automation	386.0	396.0	+2.6%	+9.8%	40.0 (10.4%) ^{*1}	41.5 (10.5%)	+3.8% (+0.1%pt)	+14.4% (+0.4%pt)
HCB Healthcare	140.0	145.0	+3.6%	-0.6%	14.5 (10.4%)	15.0 (10.3%)	+3.4% (-0.0%pt)	-14.2% (-1.6%pt)
SSB ^{*2} Social Systems, Solutions & Service	150.0	145.0	-3.3%	+1.1%	20.0 (13.3%)	19.5 (13.4%)	-2.5% (+0.1%pt)	+27.1% (+2.7%pt)
DMB Device & Module Solutions	115.0	115.0	-	+9.1%	4.0 (3.5%)	2.5 (2.2%)	-37.5% (-1.3%pt)	+717.0% (+1.9%pt)
DSB ^{*3} Data Solutions	51.0	51.0	-	+19.3%	5.0 (9.8%)	5.0 (9.8%)	-	+76.7% (+3.2%pt)
Include JMDC	50.5	50.5	-	+17.7%	11.5 (22.8%)	11.5 (22.8%)	-	+36.8% (+3.2%pt)
Eliminations & Corporate	3.0	3.0	-	-14.5%	-23.5	-23.5	-	-
Total	845.0	855.0	+1.2%	+6.6%	60.0 (7.1%)	60.0 (7.0%)	-	+11.0% (+0.3%pt)

*1. Figures shown in brackets under OP are OPMs.

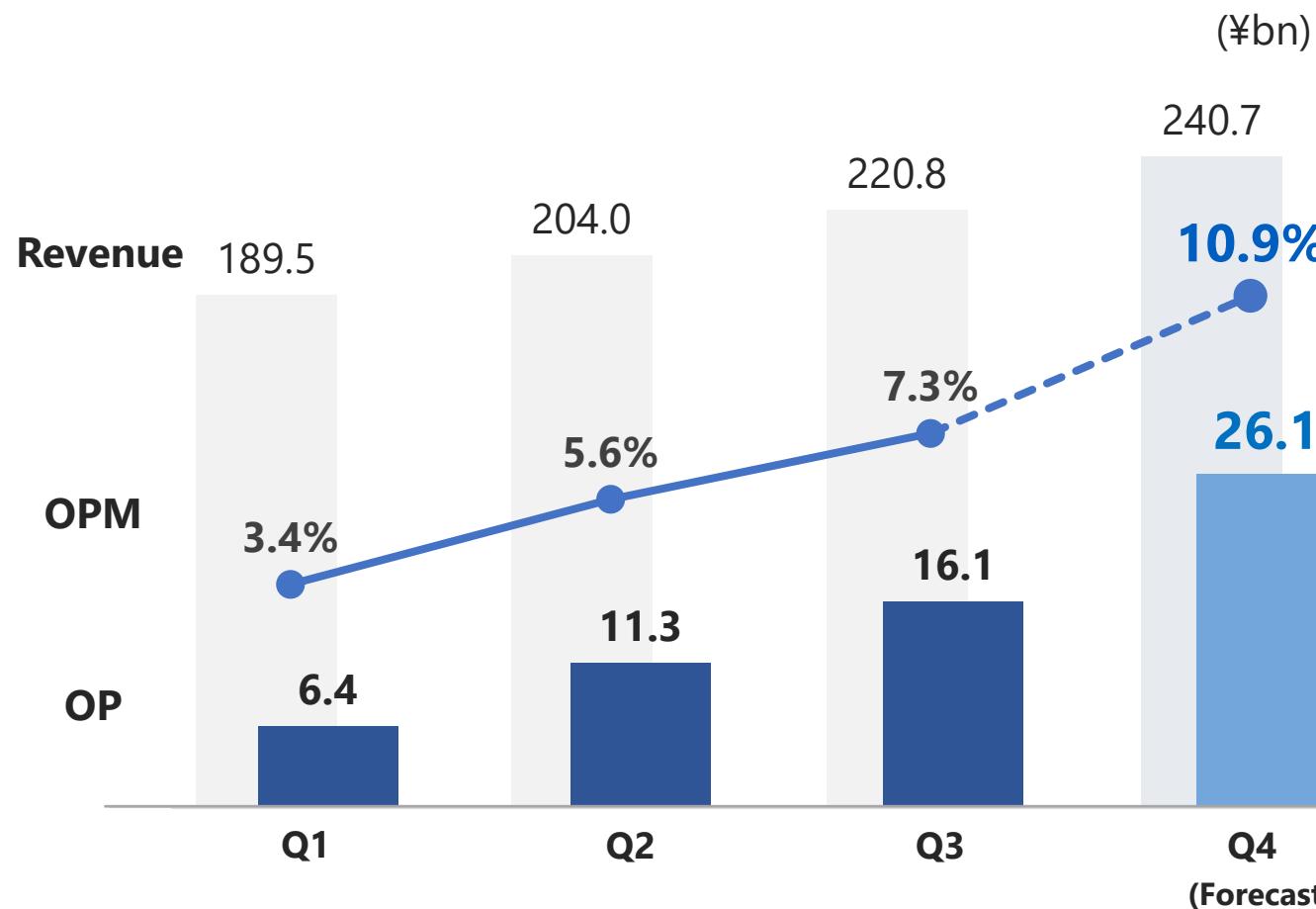
*2. From Q3 FY2025, OMRON DIGITAL Co., Ltd.'s results are recorded under "Eliminations & Corporate". The forecast is based on the initial plan and the previous year's results, both recalculated for this segment.

*3. 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.

Forecasts: Quarterly performance trends and Profit growth drivers

Operating margin has improved progressively from Q1, and is expected to rise significantly in Q4, resulting in a return to profit growth

Quarterly performance trends (Consolidated)



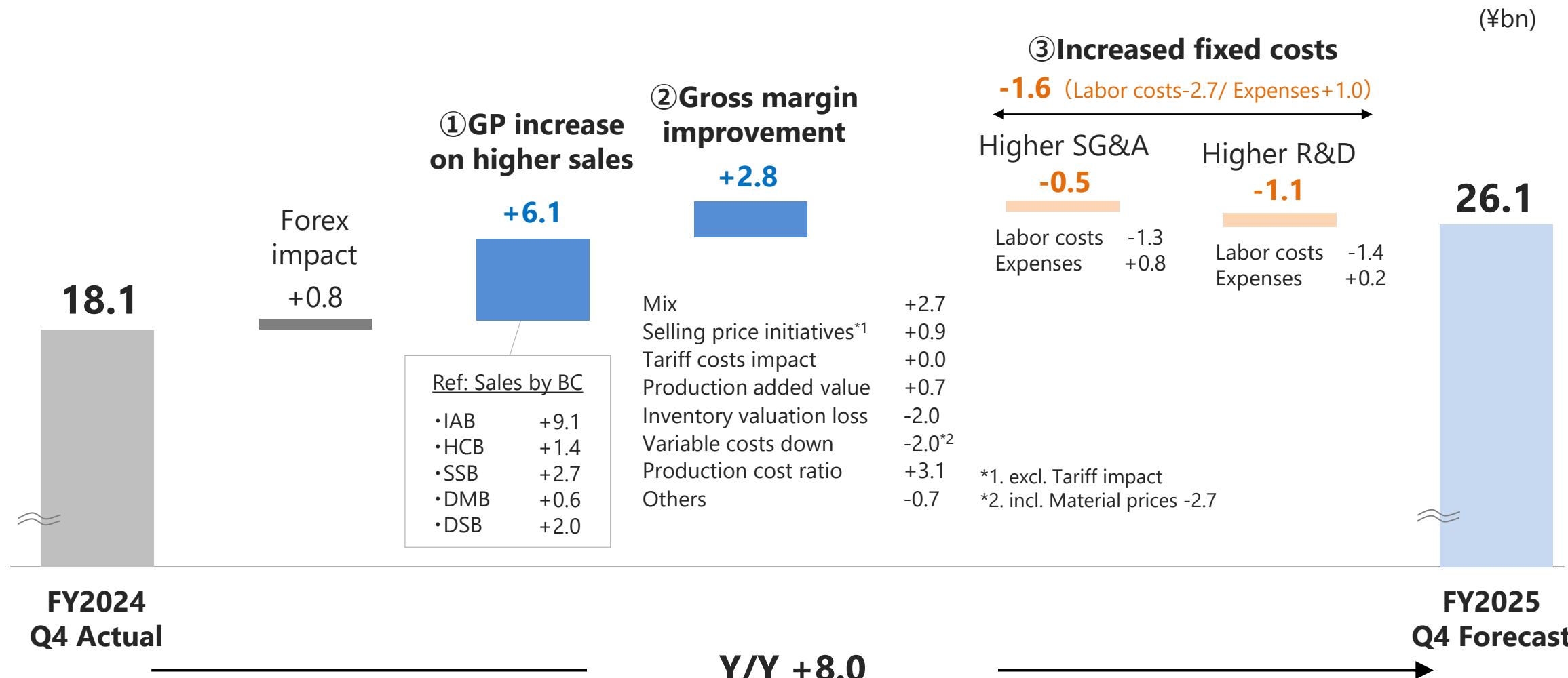
Profit growth drivers (Q4)

Profit Impact (QoQ)
+ ¥8.7bn
+ ¥0.3bn
+ ¥1.0bn

- 1 **GP increase on higher sales**
Revenue up 8% QoQ
- 2 **Gross margin improvement**
Improved by 0.1%Pt
- 3 **Fixed cost ratio improvement**
Improved by 3.4%Pt

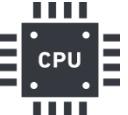
Q4 Forecasts: Analysis of Change in Operating Income (Y/Y)

Revenue growth and margin improvement led by IAB to offset growth investments; significant profit increase expected.



IAB: Q4 Operating Environment Outlook

Modest improvement from the previous outlook; semiconductor-related capex and data center battery demand remain stable amid rising generative AI demand

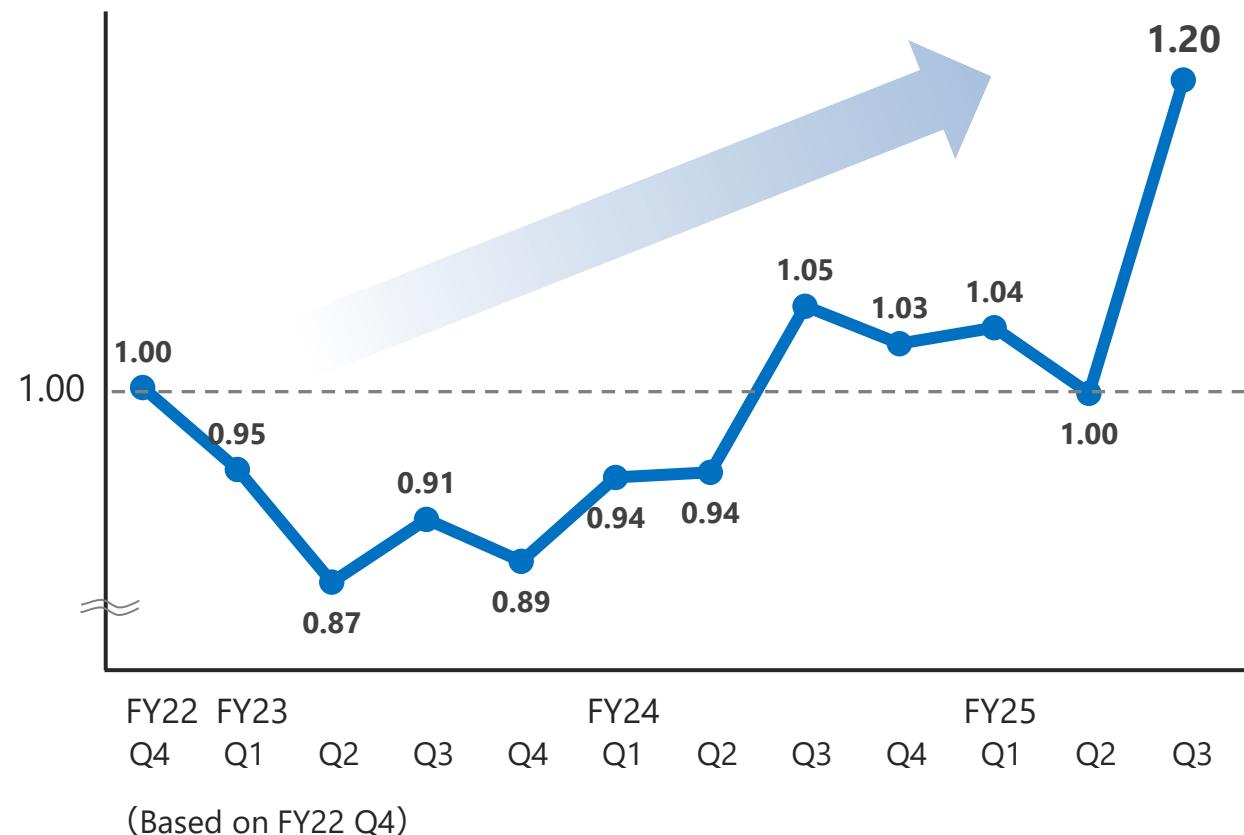
Domains	Outlook for Q4
 Digital	<ul style="list-style-type: none">• Semiconductors: Investment is continuing to expand in response to growing demand for generative AI, and the market remains firm
 NEV	<ul style="list-style-type: none">• EV: Cautious investment in Japan; demand slightly decline versus the previous outlook• Secondary batteries: EV-related investment flat; data center investment increasing
 Food/ Household goods	<ul style="list-style-type: none">• In line with the previous forecasts. There is no significant change in capital investment demand, and it is generally expected to remain flat Y/Y
 Medicine/ Logistics	<ul style="list-style-type: none">• In line with the previous forecasts. There is no significant change in capital investment demand, and it is generally expected to remain flat Y/Y
 Others*	<ul style="list-style-type: none">• Although there will be some variation depending on the area, capital investment demand is expected to recover gradually

* All domains except the four listed above

IAB: Trend of Order Levels

In Q3, order levels surged, driven by a recovery in the global customer base and the capture of AI-related demand

Order levels (FY24 FX FCST rate base)



Background of order trends of Q3

1 Recovery in the global customer base

- Progress in internal initiatives (New product expansion × Strengthened distributor collaboration)
- Gradual recovery in FA demand

2 Capturing growth opportunities from AI demand

- Capturing demand for advanced semiconductors
- Capturing demand for data center secondary batteries

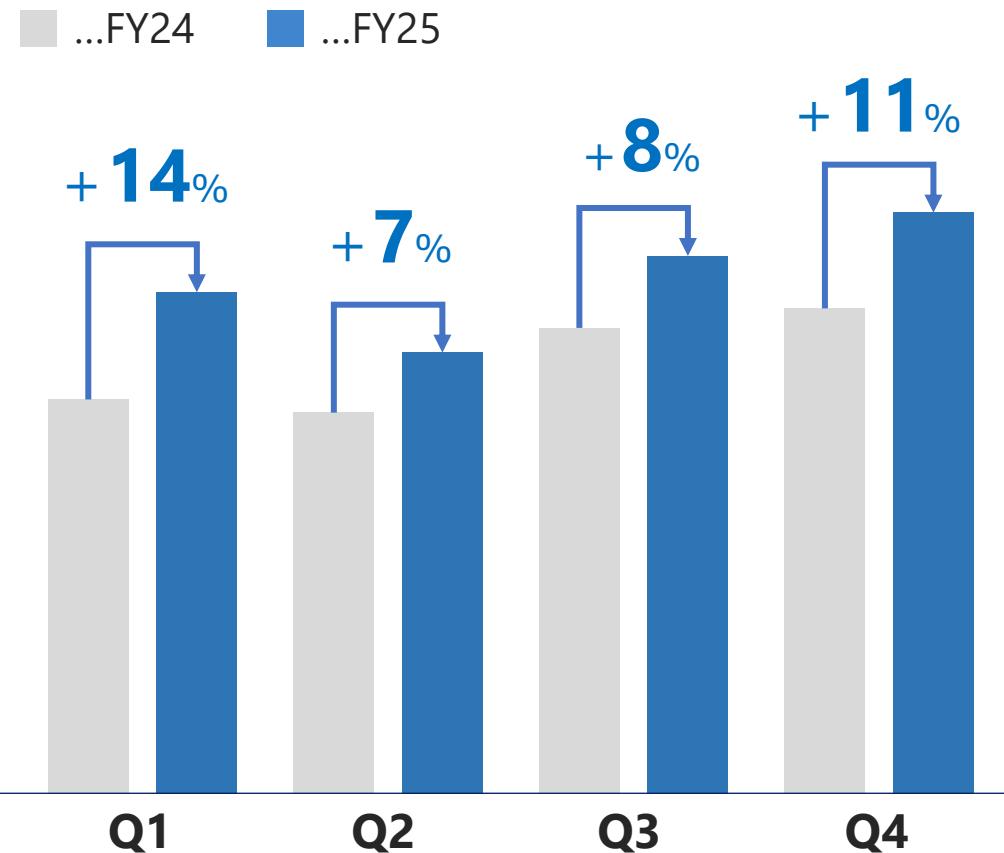
3 Capturing demand for data utilization

- Launched new controller DX1

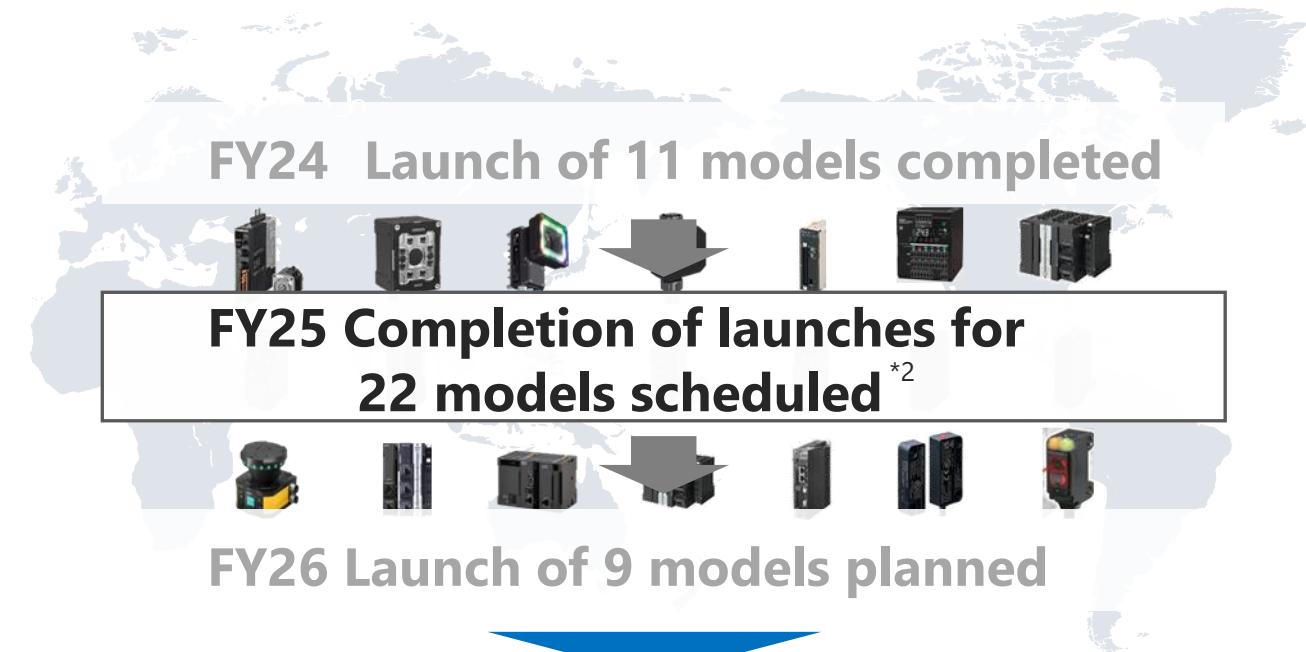
IAB : Recovery in the Global customer base

Sales recovery in Other domains continuing with growth-supporting new products sales steadily expanding. New product launches are progressing as planned

Sales Trend in Other domains

^{*1}

Progress of new product development and launches



New Product
Sales Outlook

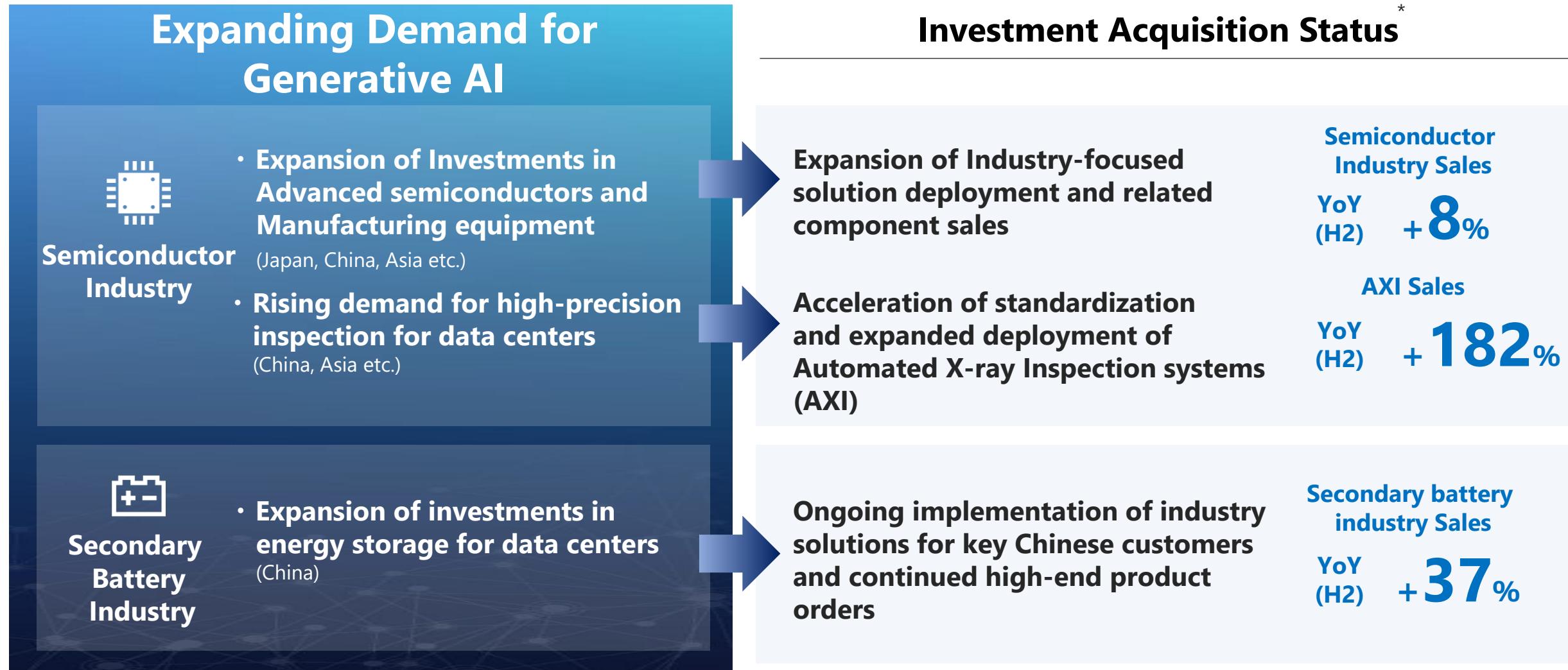
Approx. 15.0
¥bn

*1 All Domains excluding Digital, NEV, Food/Household goods, Medicine/Logistics

*2. 20 models launched as of end of Q3

IAB : Capturing growth opportunities from AI demand

Expanding sales by capturing investment in the semiconductor and secondary battery industries driven by AI demand



IAB : Capturing demand for data utilization

Launched a new controller to accelerate data utilization at manufacturing sites

Challenges in utilizing manufacturing site data

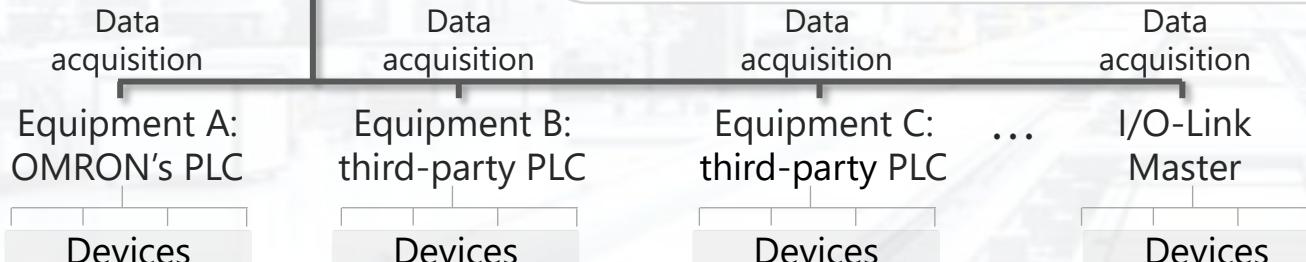
Lack of clarity on how to acquire and utilize data

Avoid downtime of existing equipment

Data formats vary by equipment manufacturer

Data Flow Controller DX1 (Launched in September 2025)

Enables easy data collection and visualization from existing production equipment



Product Features

- **Retrofit installation** on existing equipment using third-party PLCs
- **No-code deployment** independent of specialized skills
- **Analytics tools** offered as modular components

Cumulative Sales
(vs. Plan)

+ 30%

Orders
(vs. Plan)

+ 106%

Shareholder Returns

**DPS guidance for fiscal year-end of ¥52 reiterated.
Initial full-year dividend guidance of ¥104 maintained**

FY-end (Forecast)

¥52

Full-year (Forecast)

¥104

3. CFO Message

Strengthening the earning structure

Accelerating the execution of various earnings initiatives to further improve operating margins in and beyond the next fiscal year

- **Improve earning power (GP margin)**

- New product launches and enhanced pricing management
- Expanded use of locally sourced components in China and implementing local design, development and production

- **Optimize the business portfolio**

- Exit from the payment terminal business
- Divestment of the automotive relay business in Europe
- Reorganization of manufacturing sites for HCB

- **Improve SG&A efficiency**

- Japan: Indirect function efficiency through JV* establishment
- Overseas: Dissolution of regional headquarters

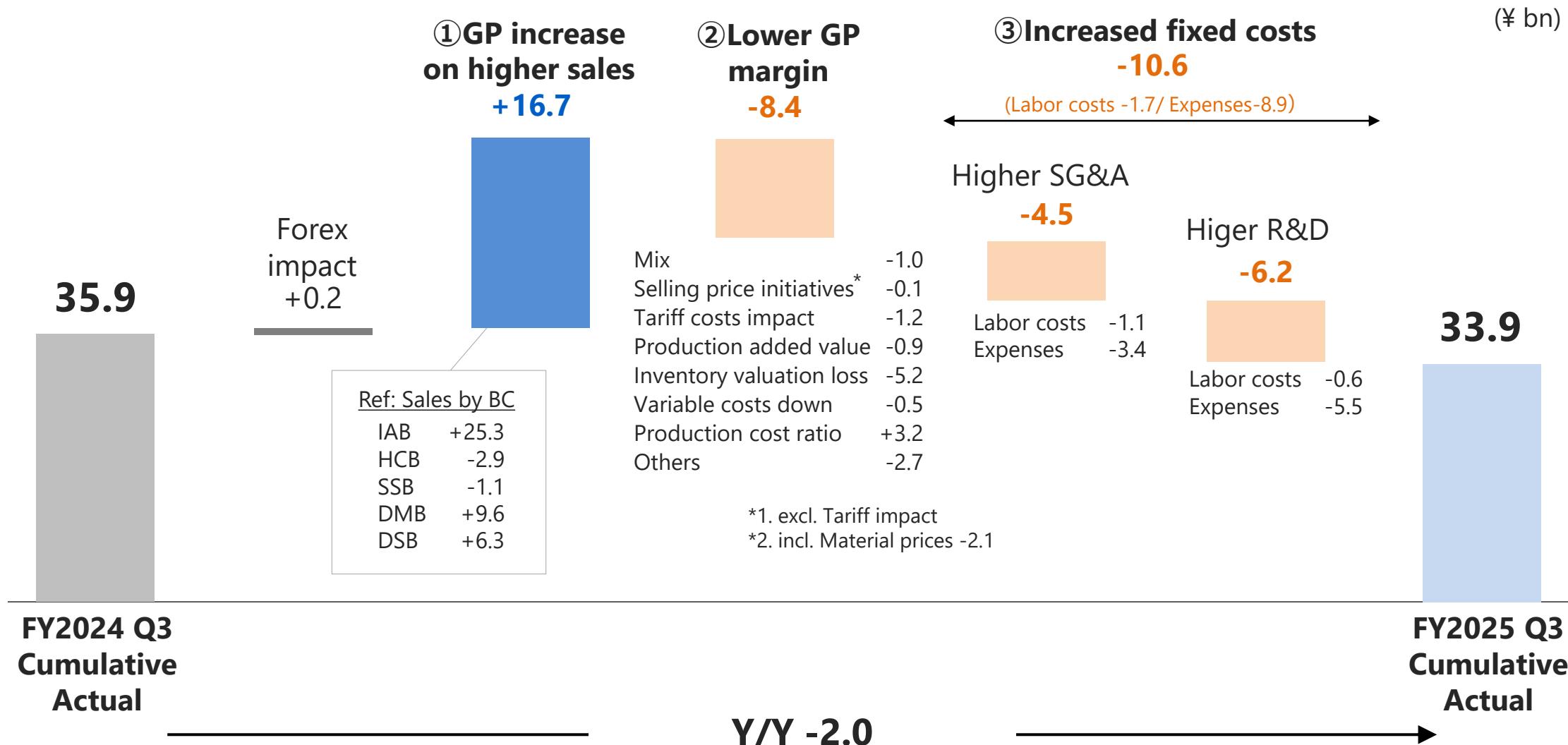
Korea and Asia (Mar. '25), Americas (Sep. '25), Europe (Mar. '26)

* OMRON Transcosmos Process Innovation Co., Ltd.

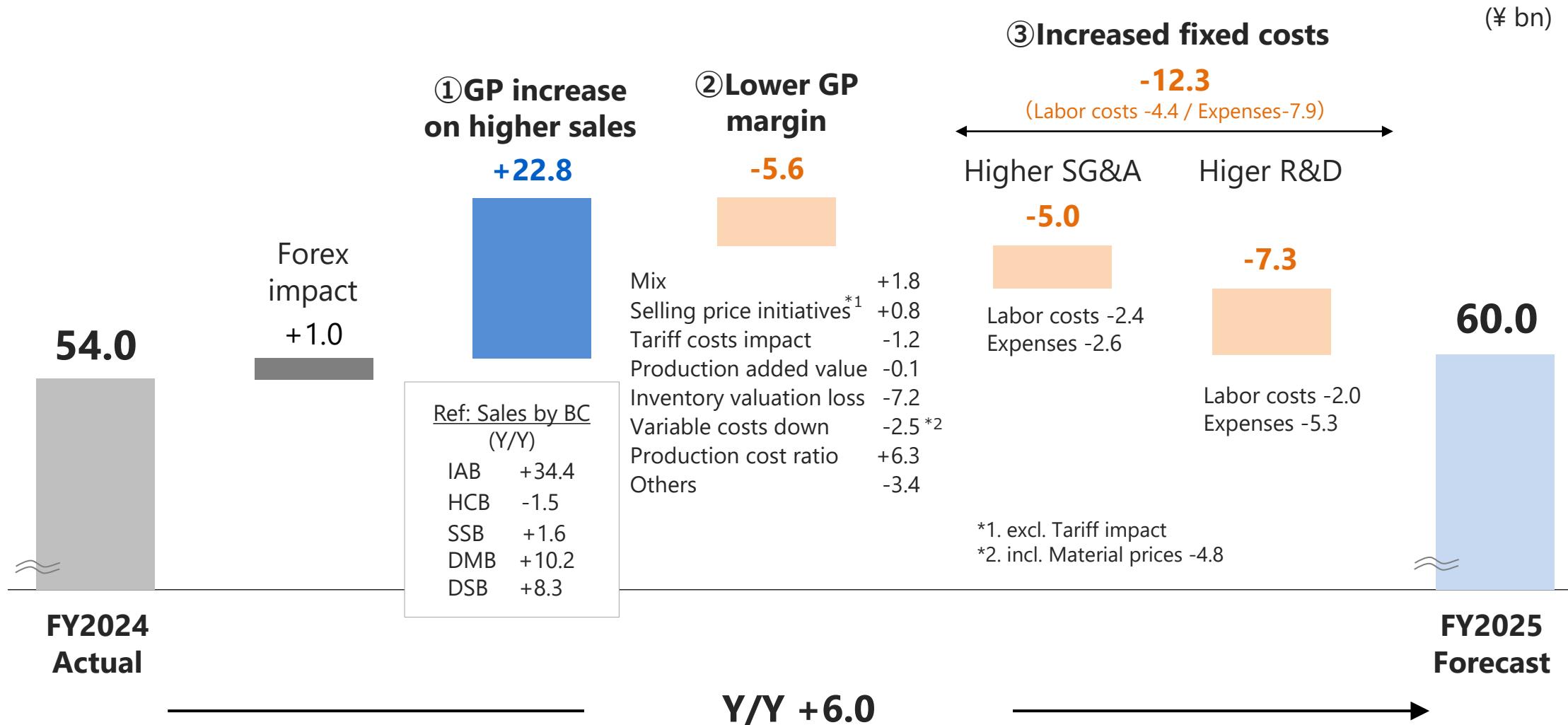
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Reference

Q3 Cumulative Results: Analysis of Change in Operating Income (Y/Y)



Full-year Forecasts: Analysis of Change in Operating Income (Y/Y)



Consolidated Balance Sheet

	End-Mar. 2025	End-Dec. 2025	(¥ bn) Change (Y/Y)
Current assets	539.3	585.2	+45.9
(Cash and cash equivalents)	(149.0)	(155.2)	(+6.2)
(Inventory)	(173.0)	(204.8)	(+31.9)
Property, plant and equipment	135.1	140.9	+5.8
Investments and other assets	687.4	721.9	+34.5
Total assets	1,361.8	1,448.0	+86.2
Current liabilities	233.3	277.3	+44.0
Long-term liabilities	194.1	198.4	+4.3
Total Liabilities	427.4	475.7	+48.3
Shareholders' equity	771.9	808.3	+36.4
Noncontrolling interests	162.5	164.1	+1.5
Total net assets	934.4	972.3	+37.9
Total Liabilities and net assets	1,361.8	1,448.0	+86.2
 Equity ratio	 56.7%	 55.8%	 -0.9%pt

Consolidated Cash Flow Statement

	(¥ bn)		
	FY2024	FY2025	Change
	Q1-Q3 Actual	Q1-Q3 Actual	(Y/Y)
Operating cash flow	32.9	33.2	+0.3
Investment cash flow	-43.2	-49.8	-6.6
Free cash flow (FCF)	-10.3	-16.6	-6.3
Financing cash flow	-2.2	15.0	+17.2
Cash and cash equivalents as of end of period	136.9	155.2	+18.3
Capital expenditure *	34.2	35.4	+1.2
Depreciation	25.0	25.0	+0.1

* From the first quarter of fiscal year 2025, capital expenditures have been revised to reflect figures based on capital spending. In line with this change, historical data prior to fiscal year 2024 has also been retroactively adjusted.

FY2025 Forex Sensitivities and Assumptions

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

		Sensitivities		Assumptions	
		Sales	OP		
	USD	Approx. ¥1.2 bn	Approx. ¥0.1 bn	FY2025 Q4 Assumptions	
	EUR	Approx. ¥0.7 bn	Approx. ¥0.3 bn	¥150.0	
	CNY	Approx. ¥0.7 bn	Approx. ¥0.1 bn	¥175.0	

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

ROIC Definition

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

*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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