



## Consolidated Financial Results for the Year Ended March 31, 2026 (U.S. GAAP)

May 13, 2026

### OMRON Corporation (6645)

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 Annual General Shareholders' Meeting (Scheduled): June 23, 2026  
 Start of Distribution of Dividends (scheduled): June 24, 2026  
 Filing of Securities Report (Yuka shoken hokokusho) (Scheduled): June 22, 2026  
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 Holding of Presentation of 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 management's 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 Year Ended March 31, 2026 (April 1, 2025 – March 31, 2026)

##### (1) Sales and Income (cumulative)

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

	Net sales		Operating income		Income from continuing operations before income taxes		Net income attributable to OMRON shareholders	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Year ended								
March 31, 2026	767,351	7.3	59,935	12.1	52,571	58.7	28,487	75.1
March 31, 2025	715,379	—	53,446	—	33,131	—	16,271	100.7

Note: Comprehensive income: Year ended March 31, 2026: JPY88,302 million (—);  
 Year ended March 31, 2025: JPY3,069 million (-96.2% change)

	Net income per share attributable to OMRON shareholders, basic	Net income per share attributable to OMRON shareholders, diluted	Return on equity	Income from continuing operations before income taxes / total assets ratio	Operating income / net sales ratio
	Yen	Yen	%	%	%
Year ended					
March 31, 2026	144.80	—	3.5	3.7	7.8
March 31, 2025	82.63	—	2.1	—	7.5

Note: Due to the classification of DMB (Devices & Module Solutions Business) as a discontinued operation during the current fiscal year, the Company has reclassified the related figures for the previous fiscal year and does not present year-on-year change or income from continuing operations before income taxes for the previous fiscal year.

##### (2) Consolidated Financial Position

	Total assets	Net assets	Shareholders' equity	Shareholders' equity ratio	Shareholders' equity per share
	Million yen	Million yen	Million yen	%	Yen
March 31, 2026	1,516,263	1,000,562	835,885	55.1	4,251.07
March 31, 2025	1,362,459	934,432	771,885	56.7	3,920.30

Note: Due to the classification of DMB (Devices & Module Solutions Business) as a discontinued operation during the current fiscal year, the Company has reclassified the related figures for the previous fiscal year.

(3) Consolidated Cash Flows

	Net cash provided by operating activities	Net cash used in investing activities	Net cash used in financing activities	Cash and cash equivalents from continuing operations at end of period
Year ended	Million yen	Million yen	Million yen	Million yen
March 31, 2026	60,919	(70,071)	32,362	166,541
March 31, 2025	55,784	(47,889)	(4,608)	131,951

2. Dividends

	Dividends per share					Total cash dividends paid	Payout ratio (consolidated)	Dividends / Shareholders' equity ratio (consolidated)
	First quarter-end	First half-end	Third quarter-end	Fiscal year-end	Total			
Year ended	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
March 31, 2025	—	52.00	—	52.00	104.00	20,531	126.2	2.6
March 31, 2026	—	52.00	—	52.00	104.00	20,526	72.1	2.6
Year ending March 31, 2027 (projected)	—	—	—	—	110.00		78.9	

Note: Interim and year-end dividends for the fiscal year ending March 31, 2027 have not been determined yet.

3. Projected Results for the Year Ending March 31, 2027 (April 1, 2026 – March 31, 2027)

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

	Net sales		Operating income		Income from continuing operations before income taxes		Net income attributable to OMRON shareholders		Net income per share attributable to OMRON shareholders, basic
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full-year	820,000	—	62,000	—	61,000	—	27,500	—	139.86

Notes: 1. The Company plans to adopt International Financial Reporting Standards (IFRS) on a voluntary basis beginning with the fiscal year ending March 31, 2027. We have prepared and presented the consolidated performance forecast for the fiscal year ending March 31, 2027, in accordance with IFRS. Accordingly, we do not present percentage changes from the results for the fiscal year ended March 31, 2026, which were prepared under U.S. GAAP.

2. Calculations for net income attributable to OMRON shareholders and diluted income per share attributable to OMRON shareholders include the discontinued operation. Net income per share attributable to OMRON shareholders amounted to 228.86 yen when using net income from continuing operations (45.0 billion yen) as the numerator.

\*Notes

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

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

(2) 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

(3) Number of shares issued and outstanding (common stock)

[1] Number of shares outstanding at period-end (including treasury stock)	Year ended March 31, 2026	206,244,872	Year ended March 31, 2025	206,244,872
[2] Treasury stock at period-end	Year ended March 31, 2026	9,615,476	Year ended March 31, 2025	9,350,366
[3] Average number of shares during the period	Year ended March 31, 2026	196,738,303	Year ended March 31, 2025	196,900,793

(Reference) Summary of Non-consolidated Results

1. Non-consolidated Financial Results for the Year Ended March 31, 2026 (April 1, 2025 – March 31, 2026)

(1) Non-consolidated Sales and Income

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

Year ended	Net sales		Operating income		Ordinary income		Net income	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2026	293,308	15.5	(18,404)	—	19,571	(73.2)	27,242	—
March 31, 2025	254,027	(2.0)	(24,176)	—	72,918	—	(37,109)	—

Year ended	Net income per share	Net income per share, diluted
	Yen	Yen
March 31, 2026	138.47	—
March 31, 2025	(188.47)	—

(2) Non-consolidated Financial Position

	Total assets	Net assets	Net worth ratio	Net assets per share
	Million yen	Million yen	%	Yen
March 31, 2026	680,412	264,678	38.9	1,346.08
March 31, 2025	589,968	258,136	43.8	1,311.04

(Reference) Net worth: Year ended March 31, 2026: JPY264,678 million; Year ended March 31, 2025: JPY258,136 million

\*Summaries of consolidated financial results are not subject to audit by certified public accountants or audit corporations

\*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. See *1. Analysis of Results of Operations and Financial Condition (5) Outlook for the Year Ending March 31, 2027* on P.10 for more regarding assumptions used in earnings forecasts.
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 expenses, net, income taxes, and share of loss (profit) of entities accounted for using equity method.
3. As we become able to provide earnings forecasts with greater reliability, we will determine and announce interim and year-end dividends for the fiscal year ending March 2027. We plan to disclose interim dividends for the next fiscal year in November 2026, at the latest, and year-end dividends in May 2027.
4. The figure for shareholders' equity used to calculate dividends on equity (consolidated) is the average of shareholders' equity at the beginning of the period and of each of the four quarters during the period in question.
5. The Company scheduled an investor meeting for Wednesday, May 13, 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

DSB: Data Solution Business

Discontinued Operation

DMB: Devices & Module Solutions Business

Note: The Company classified the DMB (Devices & Module Solutions Business) as a discontinued operation during the current consolidated fiscal year. For more details on the discontinued operation in question, see *Discontinued Operations* on P.22.

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# 1. Analysis of Results of Operations and Financial Condition

## (1) Analysis of Results of Operations

### 1) General Overview

In accordance with the resolution of the Company's Board of Directors on March 30, 2026, to conduct an absorption-type company for the DMB (Devices & Module Solutions Business) and transfer shares of the succeeding company (change in subsidiary, etc.), the Company has classified this business as a discontinued operation. For this reason, the OMRON Group figures for net sales, gross profit margin, operating income, and income from continuing operations before income taxes have been presented excluding said discontinued operation.

OMRON Group financial performance for the fiscal year ended March 31, 2026, saw an increase in sales and profits year on year. Net sales in the Industrial Automation Business were solid due steady capture of firm demand related to generative AI, etc., while other businesses performed well, leading to the year-on-year growth.

Operating income increased year on year, despite a decline in gross profit margin stemming from soaring raw materials prices, rising logistics costs, and the impact of the U.S. tariff policy. However, in addition to sales growth, we made investments for growth in line with our medium-term roadmap through fiscal 2030 (SF 2nd Stage), as announced on November 7, 2025. At the same time, we controlled fixed costs in line with performance conditions, resulting in the year-on-year increase.

Income from continuing operations 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.

Net sales and operating income, including the discontinued operation, were higher than our previous announcement (published on February 5, 2026). However, income before income taxes, including discontinued operations, and net income attributable to OMRON shareholders, fell short of forecasts due to the recognition of valuation loss on listed shares held by the Group. For more details, see 3) *Variances Between Consolidated Performance Forecasts and Actual Results*.

Consolidated results for the fiscal year ended 2025 were as follows.

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

	Year ended March 31, 2025	Year ended March 31, 2026	Change
Net sales	715.4	767.4	+7.3%
Gross profit [% of net sales]	330.3 [46.2%]	351.0 [45.7%]	+6.3% [-0.4%pt]
Operating income [% of net sales]	53.4 [7.5%]	59.9 [7.8%]	+12.1% [+0.3%pt]
Income from continuing operations before income taxes	33.1	52.6	+58.7%
Income from continuing operations	17.1	37.0	+116.3%
Net income attributable to OMRON shareholders	16.3	28.5	+75.1%
ROIC	1.8%	3.0%	+1.2%pt
ROE	2.1%	3.5%	+1.4%pt
Average USD exchange rate (Yen)	152.6	150.3	-2.3
Average EUR exchange rate (Yen)	163.7	173.9	+10.2
Average CNY exchange rate (Yen)	21.1	21.1	+0.0

Notes: 1. The Company classified the DMB (Devices & Module Solutions Business) as a discontinued operation.

Accordingly, we have reclassified the previous year's results for net sales, gross profit margin, operating income, and income from continuing operations before income taxes, and income from continuing operations to reflect results from continuing operations, excluding the discontinued operation.

2. ROIC and ROE presented above have been calculated using net income attributable to OMRON shareholders as the numerator. ROIC and ROE calculated using income from continuing operations would be as follows:

ROIC: FY2024: 1.9%, FY2025: 3.9% ROE: FY2024 2.2%, FY2025: 4.7%

## 2) Results by Business Segment

### IAB (Industrial Automation Business)

(Billions of yen, %)

	Year ended March 31, 2025	Year ended March 31, 2026	Change
Sales to external customers	364.7	409.5	+12.3%
Operating income	36.3	42.8	+18.0%

#### Sales

While global demand for capital investment remained stagnant in EV-related fields, demand related to generative AI continued to be solid. In addition to steadily capturing this investment demand, we continued in line with plan from the previous fiscal year to develop and release new products to meet customer needs, leading to a significant year-on-year increase.

#### Operating Income

Operating income improved significantly year on year due to a substantial increase in net sales, despite upfront investments to support future growth and the impact of rising materials and logistics costs.

### HCB (Healthcare Business)

(Billions of yen, %)

	Year ended March 31, 2025	Year ended March 31, 2026	Change
Sales to external customers	145.9	145.3	-0.4%
Operating income	17.5	15.4	-11.8%

#### Sales

Sales in the market for blood pressure monitors, our core product, remained steady in all areas with the exception of China. In the second quarter (July to September 2025) and beyond, sales continued to rise 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, leading to full-year sales coming in at level with the previous fiscal year.

#### Operating Income

Amid the impact of the U.S. tariff policy and intensified competition in the major price ranges of blood pressure monitors globally, we endeavored to reduce costs and revise our fixed cost structure. However, operating income was significantly lower year on year.

## SSB (Social Systems, Solutions and Service Business)

(Billions of yen, %)

	Year ended March 31, 2025	Year ended March 31, 2026	Change
Sales to external customers	143.6	144.3	+0.5%
Operating income	15.3	19.7	+28.6%

Note: Effective as of the current consolidated fiscal year, the financial results of Omron Digital Co., Ltd., which had been included under SSB, are 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 fiscal year and the previous consolidated fiscal year to reflect this new management classification.

### Sales

The storage battery systems and other businesses within the Energy Solutions Business performed solidly as a result of an increase in needs for captive consumption of renewable energy and subsidy programs, as well as ongoing investments in the industrial and commercial domains as part of accelerated efforts toward carbon neutrality. Demand for capital investment in the Public Transportation System Business remained stable amid recovery in the number of travelers, etc. As a result, net sales increased year on year.

### Operating Income

In addition to continued steady net sales, operating income increased significantly year on year as a result of cost reductions in manufacturing costs and price optimization efforts.

## DSB (Data Solution Business)

(Billions of yen, %)

	Year ended March 31, 2025	Year ended March 31, 2026	Change
Sales to external customers	42.7	51.2	+19.7%
Operating income	2.8	3.6	+27.6%

### Sales

JMDC continued to see 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, net 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.

### 3) Variances Between Consolidated Performance Forecasts and Actual Results

The following describes the variances between the Company's full-year performance forecasts for the fiscal year ended March 31, 2026, announced on February 5, 2026, and the actual results announced today.

- Variances Between Consolidated Performance Forecasts and Actual Results for the Fiscal Year Ended March 31, 2026

(Billions of yen, except percentages)

	Previous forecast	Actual results for the fiscal year ended March 31, 2026	Variance from the previous forecast [Change vs. the previous forecast (%)]	(Reference) Actual results including discontinued operations for the year ended March 31, 2026	(Reference) Actual results including discontinued operation [Change vs. the previous forecast (%)]
Net sales	855.0	767.4	-87.6 [-10.3%]	868.2	+13.2 [+1.5%]
Operating income	60.0	59.9	-0.1 [-0.1%]	63.6	+3.6 [+6.0%]
Income before income taxes	52.5	52.6	+0.1 [+0.1%]	47.8	-4.7 [-9.0%]
Net income attributable to OMRON shareholders	29.0	28.5	-0.5 [-1.8%]	28.5	-0.5 [-1.8%]
Net income per share attributable to OMRON shareholders (Yen)	147.40	144.80	-2.60	144.80	-2.60

- Reasons for Variances

The Company attributes variances from the previous forecast due to the classification of the DMB (Devices & Module Solutions Business) as a discontinued operation.

The difference between the previous forecast and actual results, including the discontinued operation, is immaterial.

- (Reference) Analysis of factors causing variances between the previous forecast and actual results (including the discontinued operation)

Net sales and operating income, including the discontinued operation, were higher than our projections (published on February 5, 2026). However, income before income taxes including the discontinued operation and net income attributable to OMRON shareholders were lower than projected, mainly due to the recognition of valuation loss on listed shares held by the Group.

## (2) Analysis of Financial Condition

Total assets as of the end of the consolidated fiscal year amounted to JPY1,516.3 billion, an increase of JPY153.8 billion compared to the end of the previous consolidated fiscal year. This result was mainly due to an increase in cash and cash equivalents and prepaid pension costs stemming from an increase in pension assets due to rising share prices and other factors. Total liabilities amounted to JPY515.7 billion, an increase of JPY87.7 billion compared to the end of the previous fiscal year. This result was mainly due to an increase in short-term debt to secure funds for business operations. Total net assets amounted to JPY1,000.6 billion, an increase of JPY66.1 billion compared to the end of the previous consolidated fiscal year. This result was mainly due to increases in foreign currency translation adjustments and pension liability adjustments. Shareholders' equity ratio was 55.1%, demonstrating an ongoing strong financial foundation. Total assets and total liabilities include current assets and current liabilities related to DMB (the discontinued operation) of JPY127.2 billion and JPY40.6 billion, respectively.

In terms of liquidity, cash on hand as of the end of the consolidated fiscal year amounted to JPY166.5 billion. Further, OMRON has signed commitment line agreements with financial institutions in the amount of JPY70.0 billion, ensuring a high level of funds available. To secure funds for growth investments, we intend to maintain high credit ratings from ratings agencies as a long-term issuer, while encouraging good relationships with financial institutions on a global basis. In this way, we believe we will ensure our ability to raise funds.

(Billions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026	Change
Total assets	1,362.5	1,516.3	+153.8
Total liabilities	428.0	515.7	+87.7
Shareholders' equity	771.9	835.9	+64.0
Noncontrolling interests	162.5	164.7	+2.1
Total net assets	934.4	1,000.6	+66.1
Total liabilities and net assets	1,362.5	1,516.3	+153.8

### (3) Summary of Cash Flows for the Year Ended March 31, 2026

Net cash provided by operating activities amounted to JPY60.9 billion, an increase of JPY5.1 billion compared to the previous fiscal year. This result was mainly due to an increase in net income.

Net cash used in investing activities amounted to JPY70.1 billion, mainly due to capital expenditures. This result was an increase in net cash used of JPY22.2 billion compared to the previous fiscal year. Free cash flow, which is the sum of net cash provided by operating activities and net cash used in investing activities, amounted to net cash used of JPY9.2 billion, an increase in net cash used of JPY17.0 billion compared to the previous fiscal year.

Net cash provided by financing activities amounted to JPY32.4 billion, an increase of JPY37.0 billion compared to the previous fiscal year. This result was mainly due to an increase in short-term debt.

As a result, cash and cash equivalents from continuing operations at the end of the fiscal year amounted to JPY166.5 billion, an increase of JPY34.6 billion compared with the end of the previous fiscal year.

(Billions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026	Change
Cash flows from operating activities	55.8	60.9	+5.1
Cash flows from investing activities	(47.9)	(70.1)	(22.2)
Free cash flow	7.9	(9.2)	(17.0)
Cash flows from financing activities	(4.6)	32.4	+37.0

Depreciation and amortization	33.5	33.8	+0.3
Capital expenditures (capital investment)	(49.0)	(53.1)	(4.1)

Note: Capital expenditures represent the amount from the consolidated statement of cash flows

#### **(4) Basic Policy for Distribution of Profits and Dividends for the Year Ended March 31, 2026 and the Year Ending March 31, 2027**

OMRON submits proposals to the general meeting of Shareholders regarding decisions on dividends from retained earnings, with the exception of interim dividends, which are decided by resolution of the Board of Directors based on the provisions of the Articles of Incorporation. In addition, the Company has established the following basic policy regarding the distribution of profits to shareholders, including shareholder returns.

##### Cash Allocation Policy

- 1) Implement a resource allocation strategy centered on business investments to create new value from a medium- to long-term perspective. Our top priority is to invest in the key businesses that drive sustainable growth, with particular emphasis on Industrial Automation Business (IAB), the Company's highest strategic priority.
- 2) In addition to providing stable and sustainable dividends, we will conduct share repurchases in a flexible manner, taking into comprehensive consideration the Group's future funding requirements, business performance, share price levels, and overall financial position.
- 3) 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, particularly for M&A activities. In addition, to ensure access to funding regardless of financial market conditions, we will continue to maintain a sound financial position.

##### Shareholder Return Policy

- 1) Prioritize the investments necessary for value creation from a medium to long-term perspective, while targeting an annual dividend target based on a shareholder equity dividend ratio (DOE) of approximately 3%. Taking historical dividend payments also into account, we intend to ensure stable and continuing shareholder returns.
- 2) After executing the investments and profit described above, we will distribute retained earnings accumulated over the long term to shareholders through flexible measures, including share repurchases as appropriate.

For the current fiscal year (ended March 31, 2026), we plan to pay a year-end dividend of JPY52 per share for the purpose of stable, continuous dividends in light of DOE and historical dividend levels. Combined with an interim dividend of JPY52 per share implemented on December 2, 2025, our total annual dividend will amount to JPY104 per share. For the next fiscal year (ending March 31, 2027), we plan to pay an annual dividend of JPY110 per share, reflecting earnings growth in the previous and current fiscal years. This dividend will represent a JPY6 yen increase, marking the first dividend increase in three fiscal periods. The interim dividend (end of the second quarter) and year-end dividend for the next fiscal year have not been determined yet.

## (5) Outlook for the Year Ending March 31, 2027

### ○ General Outlook

In terms of the business environment impacting the OMRON Group in the next fiscal year (ending March 31, 2027), we expect capital investment in the semiconductor-related and secondary battery areas in connection with the Industrial Automation Business to remain strong throughout the year, supported by demand related to generative AI. The business environment for the Healthcare Business and Social Systems, Solutions and Service Business should remain firm.

At the same time, the high degree of uncertainty in the direction of the state of affairs in the Middle East could have an impact on the global economy. We will continue to monitor developments closely.

Given our assessments of the business environment as noted above, the OMRON Group has prepared the following outlook for the next fiscal year. As the OMRON Group will adopt IFRS beginning with the first quarter of the fiscal year ending March 31, 2027, we prepared the following forecasts in accordance with IFRS.

(Billions of yen)

	Year ending March 31, 2027
Net sales	820.0
Operating income	62.0
Income from continuing operations before income taxes	61.0
Income from continuing operations	45.0
Net income attributable to OMRON shareholders	27.5
Average USD exchange rate (Yen)	155.0
Average EUR exchange rate (Yen)	180.0
Average CNY exchange rate (Yen)	22.0

Note: The forecast for net income attributable to OMRON shareholders includes discontinued operations. We expect net income per share attributable to OMRON shareholders to be 228.86 yen based on income from continuing operations before income taxes and 139.86 yen per share based on net income attributable to OMRON shareholders.

### ○ Projected Consolidated Performance by Business Segment

Projected consolidated performance by business segment is as follows.

(Billions of yen)

Year ending March 31, 2027 (IFRS)	Sales to external customers	Operating income
IAB	440.0	44.0
HCB	150.0	15.0
SSB	153.0	22.5
DSB	62.0	5.0

## **2. Management Policies**

### **(1) OMRON's Basic Management Policies**

Based on the idea that a company is a public entity of society, the OMRON Group pursues a mission to improve lives and contribute to a better society by solving social issues through our businesses. The OMRON Group practices management based on the OMRON Principles to achieve this mission.

### **(2) Medium- to Long-Term Corporate Management Strategy**

#### **Overview of Long-Term Vision Shaping the Future 2030**

The OMRON Group engages in business management based on our Long-Term Vision, Shaping the Future 2030 (SF2030), which covers fiscal years 2022 to 2030. As society enters a period of change, we have written a story of our own transformation and the creation of new value in SF2030 to solve social issues and contribute to all stakeholders, including investors. Many new social issues will arise over the future. Working from the perspective of leveraging OMRON Group strengths in automation, our customer assets, and business assets, we identified three social issues for the OMRON Group to address that will have an outsized social impact in the future: (1) Achieving Carbon Neutrality; (2) Realizing a Digital Society; and (3) Extending Healthy Life Expectancy. To solve these issues, we revised the OMRON Group business domains under SF2030, defining social value within these domains. In the Industrial Automation domain, we contribute to advancing manufacturing to support a sustainable society. In the Healthcare Solutions domain, we contribute to the achievement of Zero Events of cardiovascular disease. In the Social Solutions domain, we aim to contribute to the spread and efficient use of renewable energy and the sustainability of the infrastructure supporting a digital society. Under SF2030, we intend to contribute to the creation of sustainable societies and enhance corporate value by integrating our businesses with principles of sustainability.

\* See the Long-Term Vision/Medium-Term Roadmap presentation materials on the Company's official website for more information.

[https://www.omron.com/global/en/ir/irlib/sf\\_info/](https://www.omron.com/global/en/ir/irlib/sf_info/)

#### **Summary of Structural Reform Program NEXT2025**

In response to fiscal year 2023 financial performance deterioration, the OMRON Group engaged in Structural Reform Program NEXT2025 between April 1, 2024, and September 30, 2025, focusing on the immediate restructuring of the Industrial Automation Business and rebuilding the foundation for profitability and growth. Under NEXT2025, the Company implemented management measures to ensure sustainable sales growth and profitability, as well as to achieve the sustainable enhancement of corporate value.

By promptly addressing the issues that had led to a decline in performance, we charted a course for renewed growth across all business segments, particularly in the Industrial Automation. At the same time, we reduced fixed costs approximately 35 billion yen over the two-year period spanning fiscal 2024 and 2025 compared to fiscal 2023, achieving sales and profit growth for a second consecutive year.

However, given that both sales and operating income remain below historical, as well as the fact that metrics such as ROIC and ROE remain below the cost of capital, we recognize that the process of rebuilding a foundation for earnings and growth is still a work in progress.

Going forward, we will work to quickly consolidate improvements while addressing fundamental challenges to achieve sustainable, profitable growth. These challenges include transforming our corporate culture to realize a customer-driven approach, rebuilding our foundation for earnings and growth, managing our business portfolio to drive growth, and transforming our business model.

#### **Overview of Medium-Term Roadmap SF 2nd Stage (FY2026 - FY2030)**

Based on the achievements and issues of NEXT2025, in April 2026, we began operating under a new Medium-Term Roadmap SF 2nd Stage, which covers the period from fiscal 2026 to fiscal 2030. This roadmap is intended to be a period of transition into a company that achieves new growth through data services by 2030.

Under SF 2nd Stage, we will generate strong growth under the policy Trusted Growth - Deepening relationships of trust with customers for transforming into a GEMBA DX company.

\* See the Company's Long-Term Vision/Medium-Term Roadmap presentation materials for more information.

[https://www.omron.com/global/en/ir/irlib/sf\\_info/](https://www.omron.com/global/en/ir/irlib/sf_info/)

### (3) Management Plan for the Next Fiscal Year

#### Policy and Action Plan for the Next Fiscal Year (FY2026)

We intend to implement actions during the next fiscal year to complete the plan for the growth of the 13 focus businesses under the company-wide policy of deepening relationships of trust with customers for transforming into a GEMBA DX company.

#### Financial Targets

Financial Targets	(Billions of yen, %)
	FY2026 (IFRS)
Net sales	820.0
Operating income	62.0
ROE	Approx. 5.5%
ROIC	Approx. 4.0%
EPS (yen)	229

Note: 1. The Company classified the DMB (Devices & Module Solutions Business) as a discontinued operation during the current consolidated fiscal year. Accordingly, net sales and operating income exclude the discontinued operation.

Targets for ROE, ROIC, and EPS are based on income from continuing operations.

2. As the OMRON Group intends to adopt IFRS beginning with the first quarter of the fiscal year ending March 31, 2027, the above targets have been prepared in accordance with IFRS.

### **3. Basic Stance on the Selection of Accounting Standards**

The OMRON Group will adopt International Financial Reporting Standards (IFRS) beginning with the first quarter of the fiscal year ending March 31, 2027.

## 4. Consolidated Financial Statements and Notes

### (1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025		As of March 31, 2026		Increase (decrease)
		%		%	
ASSETS					
Current assets:	539,713	39.6	676,108	44.6	136,395
Cash and cash equivalents	131,951		166,541		34,590
Notes and accounts receivable-trade	157,718		169,633		11,915
Allowance for doubtful receivables	(877)		(1,047)		(170)
Inventories	140,773		154,215		13,442
Current assets of discontinued operations	67,687		127,242		59,555
Other current assets	42,461		59,524		17,063
Property, plant and equipment, net:	97,658	7.2	103,072	6.8	5,414
Investments and other assets:	725,088	53.2	737,083	48.6	11,995
Right-of-use assets under operating leases	39,342		44,649		5,307
Goodwill	361,065		374,211		13,146
Other intangible assets	114,344		130,375		16,031
Investments in and advances to affiliates	15,799		13,034		(2,765)
Investment securities	41,107		48,665		7,558
Leasehold deposits	7,175		7,110		(65)
Prepaid benefit cost	64,247		97,218		32,971
Deferred income taxes	24,122		14,067		(10,055)
Long-term assets of discontinued operations	49,456		—		(49,456)
Other assets	8,431		7,754		(677)
Total assets	1,362,459	100.0	1,516,263	100.0	153,804

(Millions of yen)

	As of March 31, 2025		As of March 31, 2026		Increase (decrease)
		%		%	
<b>LIABILITIES</b>					
Current liabilities	233,494	17.1	370,249	24.4	136,755
Notes and accounts payable-trade	78,020		86,677		8,657
Short-term debt	20,372		121,668		101,296
Accrued expenses	39,950		44,120		4,170
Income taxes payable	5,463		10,063		4,600
Short-term operating lease liabilities	11,490		12,521		1,031
Current liabilities of discontinued operations	25,341		40,553		15,212
Other current liabilities	52,858		54,647		1,789
Deferred income taxes	13,752	1.0	14,403	0.9	651
Termination and retirement benefits	6,969	0.5	4,952	0.3	(2,017)
Long-term debt	119,088	8.7	75,910	5.0	(43,178)
Long-term operating lease liabilities	27,041	2.0	31,110	2.1	4,069
Long-term liabilities of discontinued operations	9,411	0.7	—	—	(9,411)
Other long-term liabilities	18,272	1.4	19,077	1.3	805
Total liabilities	428,027	31.4	515,701	34.0	87,674
<b>NET ASSETS</b>					
Shareholders' equity	771,885	56.7	835,885	55.1	64,000
Common stock	64,100	4.7	64,100	4.2	—
Capital surplus	100,161	7.4	99,932	6.6	(229)
Legal reserve	29,471	2.1	32,313	2.1	2,842
Retained earnings	550,485	40.4	555,680	36.6	5,195
Accumulated other comprehensive income	97,632	7.2	154,358	10.2	56,726
Foreign currency translation adjustments	88,186		121,981		33,795
Pension liability adjustments	9,446		32,377		22,931
Treasury stock	(69,964)	(5.1)	(70,498)	(4.6)	(534)
Noncontrolling interests	162,547	11.9	164,677	10.9	2,130
Total net assets	934,432	68.6	1,000,562	66.0	66,130
Total liabilities and net assets	1,362,459	100.0	1,516,263	100.0	153,804

Note: The Company classified the DMB (Devices & Module Solutions Business) as a discontinued operation. Accordingly, we have reclassified the consolidated balance sheets for the previous fiscal year. For more details on the discontinued operation in question, see *Discontinued Operations* on P.22.

**(2) Consolidated Statements of Operations and Consolidated Statements of Comprehensive Income**  
**(Consolidated Statements of Operations)**

(Millions of yen)

	Year ended March 31, 2025		Year ended March 31, 2026		Increase (decrease)
		%		%	
Net sales	715,379	100.0	767,351	100.0	51,972
Cost of sales	385,092	53.8	416,350	54.3	31,258
Gross profit	330,287	46.2	351,001	45.7	20,714
Selling, general and administrative expenses	236,881	33.1	245,398	31.9	8,517
Research and development expenses	39,960	5.6	45,668	6.0	5,708
Operating income	53,446	7.5	59,935	7.8	6,489
Restructuring expenses	23,795	3.4	2,617	0.3	(21,178)
Other income, net	(3,480)	(0.5)	4,747	0.6	8,227
Income from continuing operations before income taxes	33,131	4.6	52,571	6.9	19,440
Income taxes	15,356	2.1	13,466	1.8	(1,890)
Share of loss of entities accounted for using equity method	679	0.1	2,123	0.3	1,444
Income from continuing operations	17,096	2.4	36,982	4.8	19,886
Income from discontinued operations	(2,223)	(0.3)	(5,705)	(0.7)	(3,482)
Net income	14,873	2.1	31,277	4.1	16,404
Net income (loss) attributable to noncontrolling interests	(1,398)	(0.2)	2,790	0.4	4,188
Net income attributable to OMRON shareholders	16,271	2.3	28,487	3.7	12,216

Note: The Company classified the DMB (Devices & Module Solutions Business) as a discontinued operation. Accordingly, we have reclassified the consolidated statements of operations for the previous fiscal year. For more details on the discontinued operation in question, see *Discontinued Operations* on P.22.

**(Consolidated Statements of Comprehensive Income)**

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026	Increase (decrease)
Net income	14,873	31,277	16,404
Other comprehensive income (loss), net of tax			
Foreign currency translation adjustments	(7,621)	34,094	41,715
Pension liability adjustments	(4,162)	22,931	27,093
Net gains on derivative instruments	(21)	—	21
Other comprehensive income (loss)	(11,804)	57,025	68,829
Comprehensive income	3,069	88,302	85,233
(Breakdown)			
Comprehensive income (loss) attributable to noncontrolling interests	(1,438)	3,089	4,527
Comprehensive income attributable to OMRON shareholders	4,507	85,213	80,706

**(3) Consolidated Statements of Changes in Shareholders' Equity**

(Millions of yen)

	Common stock	Capital surplus	Legal reserve	Retained earnings	Accumulated other comprehensive income	Treasury stock	Shareholders' equity	Noncontrolling interests	Total net assets
Balance, March 31, 2024	64,100	98,997	27,457	556,705	109,396	(69,969)	786,686	164,307	950,993
Net income				16,271			16,271	(1,398)	14,873
Cash dividends paid to OMRON Corporation shareholders				(20,477)			(20,477)		(20,477)
Cash dividends paid to noncontrolling interests							—	(1,466)	(1,466)
Equity transactions with noncontrolling interests and other		(197)					(197)	162	(35)
Increase in consolidated subsidiaries - noncontrolling interests							—	982	982
Stock-based payment		1,376				13	1,389		1,389
Transfer to legal reserve			2,014	(2,014)			—		—
Foreign currency translation adjustments					(7,581)		(7,581)	(40)	(7,621)
Pension liability adjustments					(4,162)		(4,162)		(4,162)
Net gains (losses) on derivative instruments					(21)		(21)		(21)
Acquisition of treasury stock and other		(15)				(8)	(23)		(23)
Balance, March 31, 2025	64,100	100,161	29,471	550,485	97,632	(69,964)	771,885	162,547	934,432
Net income				28,487			28,487	2,790	31,277
Cash dividends paid to OMRON Corporation shareholders				(20,450)			(20,450)		(20,450)
Cash dividends paid to noncontrolling interests							—	(1,268)	(1,268)
Equity transactions with noncontrolling interests and other		(143)					(143)	175	32
Increase in consolidated subsidiaries - noncontrolling interests							—	134	134
Stock-based payment		(85)				788	703		703
Transfer to legal reserve			2,842	(2,842)			—		—
Foreign currency translation adjustments					33,795		33,795	299	34,094
Pension liability adjustments					22,931		22,931		22,931
Net gains (losses) on derivative instruments					—		—		—
Acquisition of treasury stock and other		(1)				(1,322)	(1,323)		(1,323)
Balance, March 31, 2026	64,100	99,932	32,313	555,680	154,358	(70,498)	835,885	164,677	1,000,562

#### (4) Consolidated Statements of Cash Flows

(Millions of yen)

	Year ended March 31, 2025		Year ended March 31, 2026	
<b>I Operating Activities:</b>				
1. Net income		14,873		31,277
2. Adjustments to reconcile net income to net cash provided by operating activities:				
(1) Depreciation and amortization	33,450		33,778	
(2) Share of loss of entities accounted for using equity method	679		2,123	
(3) Increase in notes and accounts receivable - trade	(1,542)		(4,076)	
(4) Increase in inventories	(449)		(6,401)	
(5) Increase in notes and accounts payable-trade	7,835		5,990	
(6) Others, net	938	40,911	(1,772)	29,642
Net cash provided by operating activities		55,784		60,919
<b>II Investing Activities:</b>				
1. Proceeds from sale of investment securities		6,258		664
2. Purchases of investment securities		(2,042)		(4,018)
3. Capital expenditures		(48,993)		(53,105)
4. Business and company acquisitions (net of cash acquired)		(6,316)		(12,377)
5. Business and company sales (net of cash outlays)		2,410		(2,264)
6. Increase in investments in and loans to affiliates, net		(2,617)		(1,008)
7. Collection of loans receivable		2,206		1,366
8. Others, net		1,205		671
Net cash used in investing activities		(47,889)		(70,071)
<b>(Reference) Free cash flow</b>		7,895		△9,152
<b>III Financing Activities:</b>				
1. Increase in short-term debt with maturities of three months or less, net		9,209		54,262
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		(17,083)		(1,210)
4. Proceeds from long-term debt		72,195		5,745
5. Repayments of long-term debt		(48,089)		(4,773)
6. Purchase of treasury shares		(9)		(1,322)
7. Dividends paid by OMRON corporation		(20,474)		(20,462)
8. Dividends paid to noncontrolling interests		(1,466)		(1,268)
9. Others, net		(391)		230
Net cash provided by (used in) financing activities		(4,608)		32,362
<b>IV Effect of Exchange Rate Changes on Cash and Cash Equivalents</b>		2,650		11,106
Net increase (decrease) in cash and cash equivalents		5,937		34,316
Cash and cash equivalents at beginning of the year		143,086		149,023
Cash and cash equivalents at end of the year		149,023		183,339
Cash and cash equivalents from discontinued operations at end of the year (deduct)		17,072		16,798
Cash and cash equivalents from continuing operations at end of the year		131,951		166,541

Notes: 1. Free cash flow is cash flow from operating activities plus cash flow from investing activities.

2. Cash flows from discontinued operations are not presented separately in the consolidated statements of cash flows, but are combined with cash flows from continuing operations. For more details on the discontinued operation in question, see *Discontinued Operations* on P.22.

## (5) Notes Regarding Consolidated Financial Statements

### (Notes Regarding Assumptions of Going Concern)

None applicable

### (Per-Share Information)

In calculating earnings per share, the Company applies FASB ASC 260, Earnings per Share.

The number of shares used to calculate net income and diluted income per share attributable to OMRON shareholders are as follows.

Number of Shares (in shares)	Year ended March 31, 2025	Year ended March 31, 2026
Basic	196,900,793	196,738,303
Diluted	—	—

Note: The number of diluted shares for the fiscal years ended March 31, 2025 and 2026 are not presented as there are no dilutive shares.

### (Main Components of Other Income, Net)

The following table presents the main components of other income, net.

Year ended March 31, 2025

Foreign exchange loss	1,459	Million yen
Net loss on sale and disposals of property, plant and equipment	1,184	
Net periodic benefit costs	995	
Gain on valuation of investment securities, net	(12,313)	
Impairment losses on long-lived assets	895	
Government grants	(1,090)	
Gain on transfer of business	(2,956)	
Compensation income	(480)	
Interest income, net	(1,949)	

Year ended March 31, 2026

Foreign exchange loss	2,365	Million yen
Net loss on sale and disposals of property, plant and equipment	884	
Net periodic benefit costs	(192)	
Loss on valuation of investment securities, net	271	
Impairment losses on long-lived assets	3,975	
Government grants	(908)	
Compensation income	(198)	
Interest income, net	(739)	

Note: Due to the classification of DMB (Devices & Module Solutions Business) as a discontinued operation during the current fiscal year, the Company has reclassified the figures for the previous fiscal year.

### (Notes Regarding Significant Subsequent Events)

#### (Partial Return of Retirement Benefit Trust)

The Company has established a retirement benefit trust for the purpose of providing for future retirement benefits. However, a portion of the retirement benefit trust was returned as the balance of pension assets, including the retirement benefit trust assets, exceeded the retirement benefit obligations and is expected to remain so in the future.

(1) Date of return

April 1, 2026

(2) Amount of return

41,600 million yen

(3) Impact of the return

The return will have no impact on the consolidated statement of operations for the year ending March 31, 2027. Cash and cash equivalents in the consolidated statement of financial position are expected to increase by 41,600 million yen and prepaid benefit costs are expected to decrease by 41,600 million yen.

## **(Notes Concerning 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 uses 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 four operating segments: "IAB," "HCB," "SSB," and "DSB". These segments are mainly separated based on the Company's consideration of the nature of the products and the business standing within the group.

In connection with the decision to transfer the DMB, the Company classified DMB as a discontinued operation and removed the business from the segment information for the consolidated fiscal years ended March 2025 and 2026.

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 (storage battery systems, PV inverters for solar power generation), mobility business (railway station service systems, traffic and road management systems), IoT business (UPS, infrastructure monitoring) solutions, M&S business (operations management, repair and maintenance), etc.

(4) DSB: Data Solution Business

.....Data healthcare business, corporate health business, M&S 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 expenses, net, income taxes, share of loss of entities accounted for using the equity method* are not deducted.

## Business Segment Information

Year ended March 31, 2025 (April 1, 2024 - March 31, 2025)

(Millions of yen)

	IAB	HCB	SSB	DSB	Total	Eliminations and Others	Consolidated
Sales							
1. Sales to external customers	364,698	145,866	143,585	42,738	696,887	18,492	715,379
2. Intersegment sales	823	333	7,733	439	9,328	(9,328)	—
Total	365,521	146,199	151,318	43,177	706,215	9,164	715,379
Materials costs	48,030	58,215	36,302	957	143,504	8,202	151,706
Labor costs	97,232	25,898	25,835	17,152	166,117	30,267	196,384
Other operating expenses	183,983	44,604	73,833	22,240	324,660	(10,817)	313,843
Segment income	36,276	17,482	15,348	2,828	71,934	(18,488)	53,446

Year ended March 31, 2026 (April 1, 2025 - March 31, 2026)

(Millions of yen)

	IAB	HCB	SSB	DSB	Total	Eliminations and Others	Consolidated
Sales							
1. Sales to external customers	409,478	145,258	144,257	51,151	750,144	17,207	767,351
2. Intersegment sales	1,422	146	8,961	250	10,779	(10,779)	—
Total	410,900	145,404	153,218	51,401	760,923	6,428	767,351
Materials costs	59,671	60,014	36,393	1,403	157,481	6,545	164,026
Labor costs	101,857	25,221	26,013	19,843	172,934	29,831	202,765
Other operating expenses	206,585	44,749	71,067	26,544	348,945	(8,320)	340,625
Segment income	42,787	15,420	19,745	3,611	81,563	(21,628)	59,935

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. Effective as of the consolidated third quarter, the financial results of Omron Digital Co., Ltd., which had been included under SSB, is 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 fiscal year to reflect this new management classification.

5. Due to the classification of DMB as a discontinued operation, we have reclassified business segment information for the current consolidated fiscal year to reflect results from continuing operations, excluding the discontinued operation. The results of certain consolidated subsidiaries that were included in DMB are now included in *Eliminations & Corporate*. As a result, we have reclassified segment information results for the previous consolidated fiscal year to reflect this new management classification. In addition, we reclassified *intersegment sales* as *sales to external customers*.

The reconciliations of total segment income to income before income taxes for the previous and current consolidated fiscal years are as follows.

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Segment income	71,934	81,563
Restructuring expenses	23,795	2,617
Other income, net	(3,480)	4,747
Eliminations and Others	(18,488)	(21,628)
Income from continuing operations before income taxes	33,131	52,571

## (Discontinued Operations)

### Overview of Discontinued Operation

As announced in Notice Regarding Commencement of Considerations to Spin Off Device & Module Solutions Business, published September 19, 2025, the Company has been considering the spin-off of the business operated by the Devices & Module Solutions Business (DMB). At a meeting held March 30, 2026, the Company's Board of Directors approved a resolution to (1) transfer the DMB business to subsidiary OMRON Devices Co., Ltd., (Succeeding Company) via absorption-type company split, (2) transfer the shares, equity interests, and assets related to DMB currently held by Group companies in various countries and regions worldwide, and (3) transfer all shares of the Succeeding Company to TCG2602 Co., Ltd. ("SPC"), a wholly owned subsidiary of TCG2601 Co., Ltd., which has been established by The Carlyle Group. On March 30, 2026, the Company entered into an absorption-type split agreement with the Succeeding Company and a share transfer agreement with the SPC.

The execution date of this share transfer is scheduled for October 1, 2026.

One of the management measures under Structural Reform Program NEXT2025 is portfolio optimization. To this end, on July 4, 2025, the Company entered into an agreement to transfer all shares of consolidated subsidiary OMRON AUTOMOTIVE ELECTRONICS ITALY S.R.L. to the FairCap Group. The share transfer was completed on November 28, 2025. Until said transfer, OMRON AUTOMOTIVE ELECTRONICS ITALY S.R.L. was included in the DMB.

These transactions constitute a change in strategy that will have a material effect on the business operations, financial position, and results of operations of DMB. In accordance with FASB Codification Topic No. 205-20, the results of operations of the DMB, the gain or loss on the sale of the business associated with this transaction, and the costs related to the transfer have been presented separately as discontinued operations in the consolidated statement of operations for the current consolidated fiscal year and reclassified for the previous consolidated fiscal year.

In addition, the consolidated balance sheet for the previous consolidated fiscal year has been reclassified, with assets and liabilities presented separately as *current assets of discontinued operations*, *long-term assets of discontinued operations*, *current liabilities of discontinued operations*, and *long-term liabilities of discontinued operations*.

The consolidated statements of cash flows do not present cash flows from discontinued operations separately, but are rather combined with cash flows from continuing operations.

The operating results of DMB, presented under reclassification, are as follows.

### Operating Results of Discontinued Operation

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Net sales	86,374	100,811
Cost of sales	59,519	69,407
Gross profit	26,855	31,404
Selling, general and administrative expenses	21,884	22,422
Research and development expenses	4,379	5,327
Operating income	592	3,655
Restructuring expenses	3,986	6,976
Other income, net	736	1,497
Loss from discontinued operations before income taxes	(4,130)	(4,818)
Income taxes	(1,907)	887
Loss from discontinued operations	(2,223)	(5,705)