Hello everyone. I am Tsujinaga, President and CEO. Thank you very much for taking time out of your busy schedule today to participate in our financial results briefing for the fiscal year ended March 31, 2026.

Today, as in the past, we will begin with an explanation of the financial results, followed by a Q&A session. We would like to take as many questions as time permits. Thank you.
I will follow the presentation material.
Please see the next page.

Summary

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- **FY2025 Q4 Results**
  - Consolidated revenue and profit increased, driven by IAB
  - In IAB, recovery in the customer base and continued expansion of AI-related demand resulted in significant increases in both revenue and profit

- **FY2026 Full-year Forecast**
  - Overall, solid demand is expected. Given the situation in the Middle East, uncertainty in the business environment is recognized, and a certain level of cost impact is factored into the plan
  - Revenue and profit are expected to increase at both the consolidated and segment levels. In particular, IAB is expected to achieve significant revenue and profit growth capturing expanding investment demand through initiatives such as our solutions and new product launches
  - FY2026 full-year dividend forecast to be 110 yen, up 6 yen from the previous year

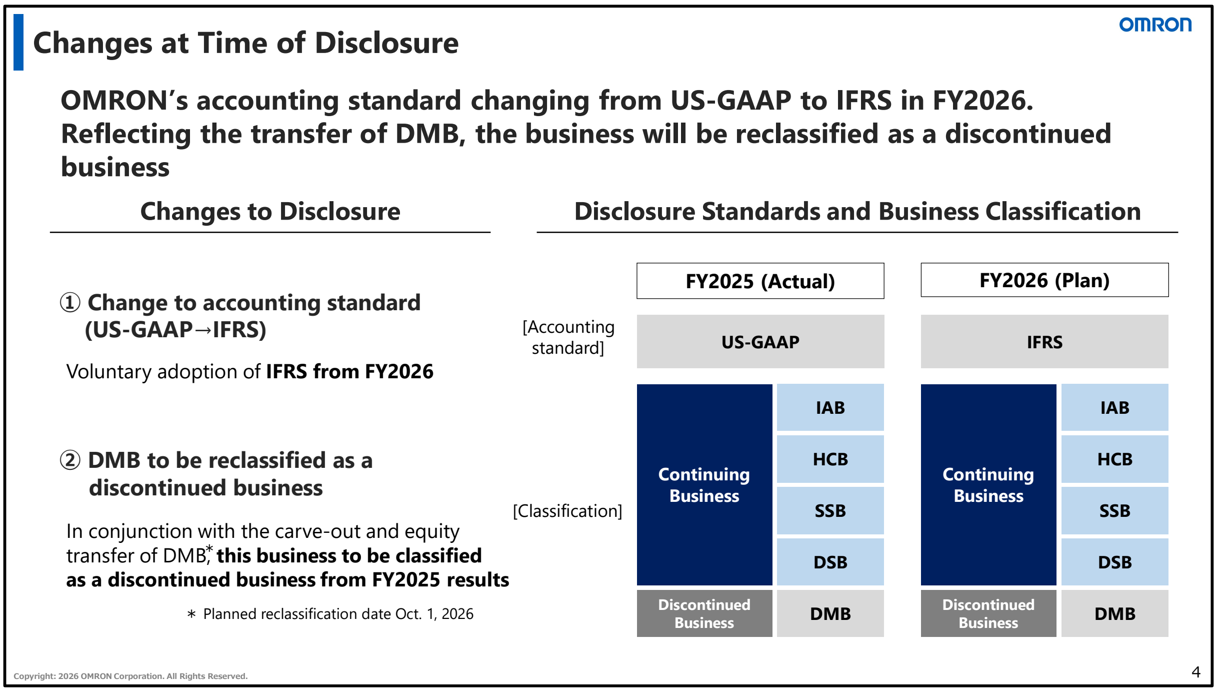
- **Beginning of the Mid-Term Roadmap**

Today's presentation will cover three points.
The first point is the full-year results for FY2025. Companywide results showed an increase in both revenue and profit, with IAB driving the Group as a whole. In IAB, revenue and profit increased significantly due to the recovery of the customer base as well as continued expansion of AI-related demand.

The second point is the full-year plan for FY2026. In general, we expect solid demand. On the other hand, recognizing the uncertainty in the business environment due to the situation in the Middle East, a certain cost impact is factored into the plan. For the full year, we plan to increase both revenue and profit company-wide and across all segments. In IAB, in particular, we expect to capture growing investment demand through solutions, new product releases, and other measures, resulting in a significant increase in revenue and profit. The annual dividend forecast is 110 yen, an increase of 6 yen from the previous year.

Finally, as this is the first year of our mid-term roadmap, I would like to explain our initiatives for this fiscal year. See page four.

Contents



Before moving to the main presentation, we will explain the changes to our disclosures. See the left side of the slide.

The first is a change in accounting standards. In FY2026, we will change our accounting standards from US-GAAP to International Financial Reporting Standards, IFRS.

The second point is the transition of DMB to discontinued business. Due to the transfer of shares in this business, it will be disclosed as a discontinued business from the consolidated results for FY2025.

Taking these two changes into account, I will now begin today's presentation. See page six.

1. FY2025 Results

FY2025: Consolidated Results (After Reclassification)

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Revenue and profit increased for the full year

(¥bn)

	FY2024 Actual US-GAAP	FY2025 Actual US-GAAP	Y/Y US-GAAP
Net Revenue	715.4	767.4	+7.3%
Gross Profit	330.3	351.0	+6.3%
(%)	(46.2%)	(45.7%)	(-0.4%pt)
Operating Income	53.4	59.9	+12.1%
(%)	(7.5%)	(7.8%)	(+0.3%pt)
Net Income from Continuing Operations	17.1	37.0	+116.3%
Net Income from Discontinued Operations	-2.2	-5.7	-
Net Income attributable to OMRON shareholders	16.3	28.5	+75.1%
Continuing Operations Basis			
ROE	2.2%	4.7%	+2.5pt
ROIC	1.9%	3.9%	+2.0pt
EPS (JPY)	86.83	187.98	+101.1
Average USD rate (JPY)	152.6	150.3	-2.3
Average EUR rate (JPY)	163.7	173.9	+10.2
Average CNY rate (JPY)	21.1	21.1	+0.0

* Consolidated results excluding DMB (after reclassification of discontinued operations)

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First, the full-year results for FY2025. This table shows the results based on US-GAAP after reclassification of discontinued operations. See the shaded area at the center of the table.

Net revenue increased 7.3% to JPY767.4 billion, led by IAB. Operating income was JPY59.9 billion, up 12.1%, mainly due to an increase in gross profit from revenue expansion.
Net income from continuing operations was JPY37 billion, up 116.3%, due to the increase in operating income and the elimination of one-time expenses related to the structural reform in the previous year.
Finally, net income. Net income from discontinued operations was minus JPY5.7 billion, resulting in JPY28.5 billion of net income.
See the next page.

[Ref] FY2025: Consolidated Results including DMB (Before Reclassification)

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(¥bn)

	FY2025 Forecast US-GAAP	FY2025 Actual (Ref) * US-GAAP	Y/Y (Ref) US-GAAP
Net Revenue	855.0	868.2	+1.5%
Gross Profit	375.5	382.4	+1.8%
(%)	(43.9%)	(44.0%)	(+0.1%pt)
Operating Income	60.0	63.6	+6.0%
(%)	(7.0%)	(7.3%)	(+0.3%pt)
Net Income attributable to OMRON shareholders	29.0	28.5	-1.8%
Net Income attributable to OMRON shareholders Basis			
ROE	Approx.3%	3.5%	-
ROIC	Approx.3%	3.0%	-
EPS (JPY)	147.40	144.80	-2.6
Average USD rate (JPY)	149.0	150.3	+1.3
Average EUR rate (JPY)	171.7	173.9	+2.2
Average CNY rate (JPY)	20.9	21.1	+0.2

* Not disclosed under US-GAAP; provided for reference for comparison and analysis with FY2025 forecast

This slide shows a comparison with the forecast reported in the previous financial results. The figures represent the results before the reclassification of DMB.

Net revenue was JPY868.2 billion, up 1.5% from the previous forecast.

Operating income was JPY63.6 billion, an increase of 6%, well above the forecast. Next are the results by business segment.

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FY2025: Results by Segment (After Reclassification)

Revenue and profit increased at IAB, SSB and DSB, and decreased at HCB

(¥bn)

	Revenue			OP		
	FY2024 Actual US-GAAP	FY2025 Actual US-GAAP	Y/Y US-GAAP	FY2024 Actual US-GAAP	FY2025 Actual US-GAAP	Y/Y US-GAAP
IAB Industrial Automation	364.7	**409.5**	+12.3%	36.3 (9.9%)*1	**42.8 (10.4%)**	+18.0% (+0.5%pt)
HCB Healthcare	145.9	**145.3**	-0.4%	17.5 (12.0%)	**15.4 (10.6%)**	-11.8% (-1.4%pt)
SSB *2 Social Systems, Solutions & Service	143.6	**144.3**	+0.5%	15.3 (10.7%)	**19.7 (13.7%)**	+28.6% (+3.0%pt)
DSB *3 Data Solutions	42.7	**51.2**	+19.7%	2.8 (6.6%)	**3.6 (7.1%)**	+27.6% (+0.4%pt)
Include JMDC	42.9	**50.5**	+17.6%	8.4 (19.6%)	**10.0 (19.8%)**	+18.7% (+0.2%pt)
Eliminations & Corporate *4	18.5	**17.2**	-7.0%	-18.5	**-21.6**	-
Total	715.4	**767.4**	+7.3%	53.4 (7.5%)	**59.9 (7.8%)**	+12.1% (+0.3%pt)

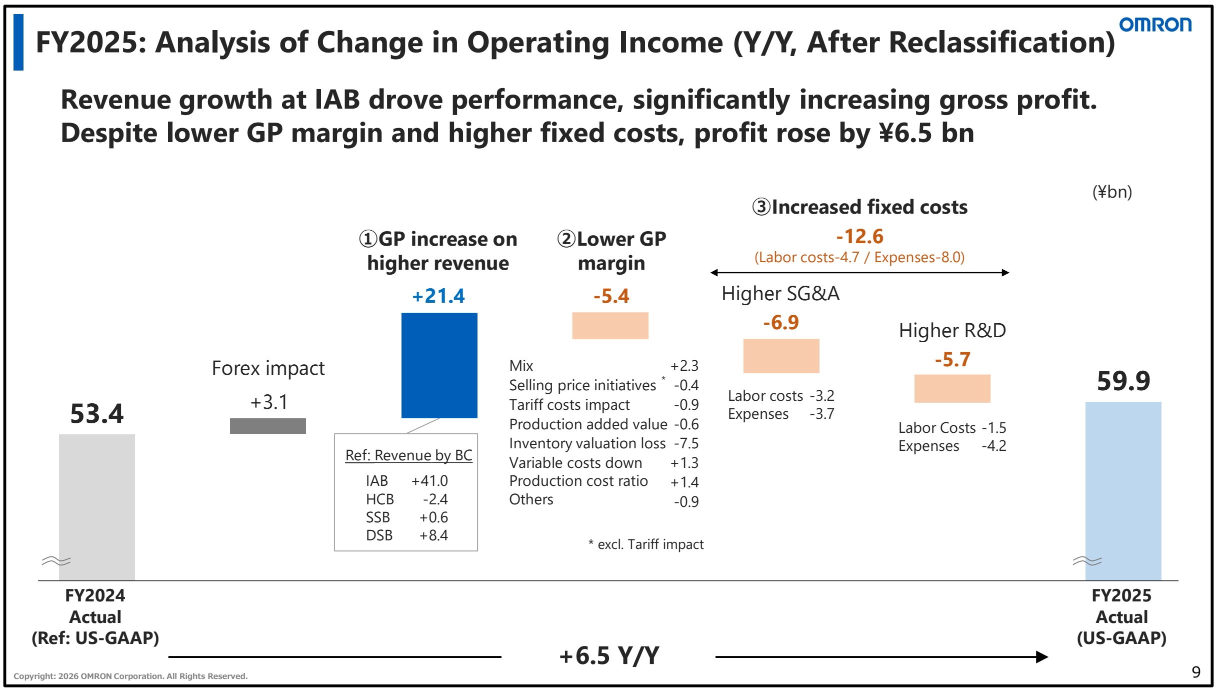
*1. Figures shown in brackets under OP are OPMs.
*2. From Q3 FY2025, OMRON DIGITAL Co., Ltd.'s results are recorded under "Eliminations & Corporate". Recalculated results for the prior and current years are shown.
*3. DSB includes the financial results of JMDC, consolidation adjustments (the amortization of intangible assets other than goodwill associated with the consolidation, etc.) and other financial figures related to data business.
*4. In conjunction with the carve-out and equity transfer of DMB, "Eliminations & Corporate" includes reclassification adjustments for discontinued operations. Recalculated results for the prior and current years are shown.

First, IAB. In addition to the recovery of the customer base, the Company steadily captured semiconductor investments and secondary battery investments for data centers backed by AI demand, resulting in net revenue of JPY409.5 billion, up 12.3% from the previous year. Operating income was up a substantial 18%, to JPY42.8 billion, driven by revenue expansion.

Next, HCB. Although the blood pressure monitor market in China remained stagnant, the introduction of new products and strengthened sales promotion were successful, resulting in revenue of JPY145.3 billion, in line with the previous year. On the other hand, operating income was JPY15.4 billion, down 11.8%, mainly due to the impact of the US tariff policy.

Next, SSB. Demand for storage batteries for residential use remained flat from the previous year, and revenue was JPY144.3 billion, in line with the previous year. Operating income increased 28.6% to JPY19.7 billion due to progress in cost reduction and price optimization. Operating margin also improved significantly to 13.7%.

Finally, DSB. JMDC's health big data business performed well. Overall, DSB achieved double-digit YoY growth in both revenue and operating income, with net revenue of JPY51.2 billion and operating income of JPY3.6 billion.
See the next page.



Here is a step chart comparing operating income with the previous year. Let me start from the left.

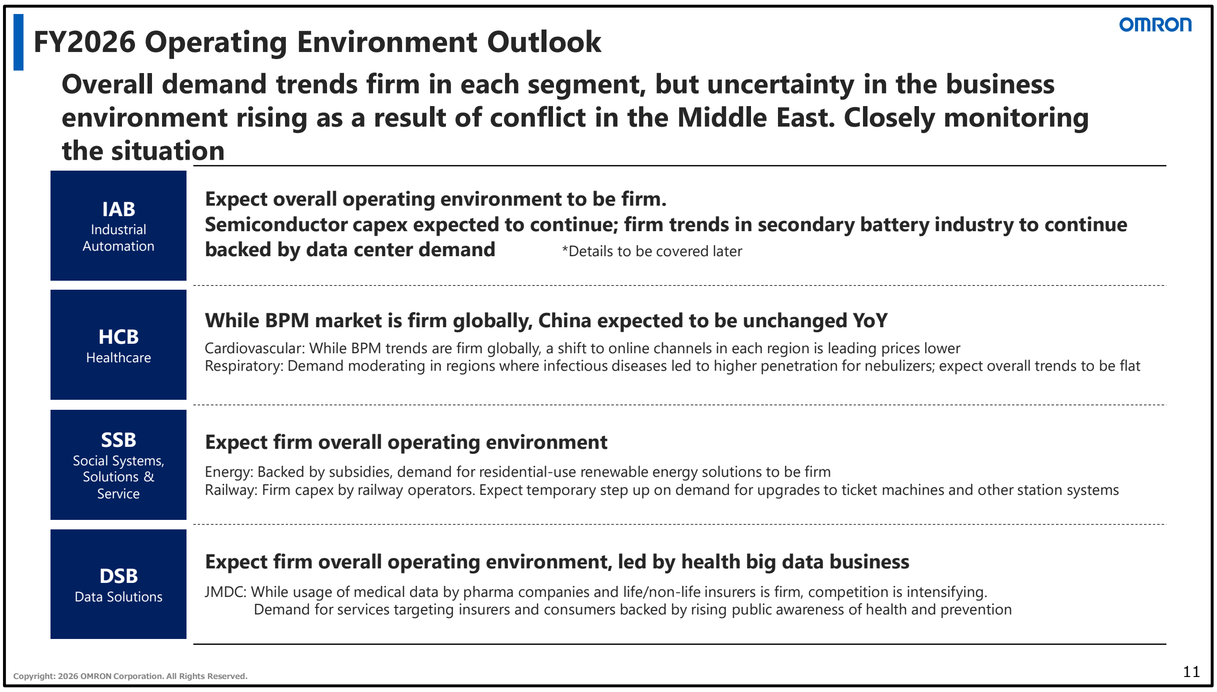
First is the increase in gross profit due to higher revenue. The increase in revenue, mainly in IAB, led to a JPY21.4 billion increase in profit for the entire company.

Next is the decline in gross profit margin. Despite efforts to improve mix and reduce costs, overall profit decreased by JPY5.4 billion due to the impact of inventory write-downs.

Finally, there is an increase in fixed costs. The growth investment was implemented mainly in IAB as planned, which led to a JPY12.6 billion decrease in profits for the entire company.

That's all for the report on performance.
We will then explain our plans for FY2026. Please see page 11.

2. FY2026 Forecast



First, operating environment outlook for FY2026.
See IAB. In general, we expect firm operating environment. We will explain the details later.

Next, HCB. The blood pressure monitor market is expected to see solid demand globally, while China is expected to remain flat from the previous year.

Next, SSB. We expect a solid business environment for both ESS and Railway.

Finally, DSB is also expected to remain strong.

As mentioned above, we expect firm demand in each segment, but at the same time, we continue to closely monitor the situation due to the growing uncertainty caused by the situation in the Middle East.

Forecast: Consolidated Earnings

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Revenue and profit growth planned

(¥bn)

	FY2025 Actual (Ref) *2 IFRS adjusted	FY2026 Plan IFRS	Y/Y (Ref) IFRS adjusted
Net Revenue *1	767.4	**820.0**	+6.9%
Gross Profit *1	350.9	**382.0**	+8.9%
(%) *1	(45.7%)	**(46.6%)**	(+0.9%pt)
Operating Profit *1	54.4	**62.0**	+13.9%
(%) *1	(7.1%)	**(7.6%)**	(+0.5%pt)
Net Income from Continuing Operations	39.1	**45.0**	+15.2%
Net Income from Discontinued Operations	-9.8	**-14.5**	-
Net Income attributable to OMRON shareholders	26.5	**27.5**	+3.8%
Continuing Operations Basis			
ROE	4.7%	**Approx. 5.5%**	-
ROIC	3.4%	**Approx. 4%**	-
EPS (JPY)	198.75	**228.86**	+30.1
Average USD rate (JPY)	150.3	**155.0**	+4.7
Average EUR rate (JPY)	173.9	**180.0**	+6.1
Average CNY rate (JPY)	21.1	**22.0**	+0.9

*1. Consolidated forecast excluding DMB (after reclassification of discontinued operations)
*2. IFRS FY2025 results are unaudited and are a simplified conversion from US-GAAP; therefore, they differ from figures to be disclosed from FY2026 Q1 onward

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Next, I would like to share our business plan for the current fiscal year.
This is a plan based on IFRS standards, and as a reference, a comparison with FY2025 results converted on the same basis is shown. See the shaded area at the center of the table.

Net revenue is projected to be JPY820 billion, gross profit JPY382 billion, gross margin 46.6%, operating profit JPY62 billion, and net income JPY27.5 billion.
Revenue is expected to continue to grow at a high rate, especially in IAB, and is projected to increase by 6.9% YoY.
Operating profit is planned to increase significantly by 13.9% due to revenue growth as well as improved gross margin.
Net income from continuing operations is projected to be JPY45 billion, an increase of 15.2%.
Finally, net income. One-time costs associated with the carve-out and equity transfer of DMB are factored into net income from discontinued operations. As a result, net income is projected to be JPY27.5 billion, an increase of 3.8%.
Next are the results by business segment.

Forecast : Earnings by Segment

OMRON

Revenue and profit planned across all businesses

(¥bn)

	Revenue			OP		
	FY2025 Actual (Ref)*1 IFRS adjusted	FY2026 Plan IFRS	Y/Y (Ref) IFRS adjusted	FY2025 Actual (Ref)*1 IFRS adjusted	FY2026 Plan IFRS	Y/Y (Ref) IFRS adjusted
IAB Industrial Automation	409.5	**440.0**	+7.5%	36.7 (9.0%)*2	**44.0 (10.0%)**	+19.8% (+1.0%pt)
HCB Healthcare	145.3	**150.0**	+3.3%	11.9 (8.2%)	**15.0 (10.0%)**	+26.0% (+1.8%pt)
SSB *3 Social Systems, Solutions & Service	144.3	**153.0**	+6.1%	19.0 (13.1%)	**22.5 (14.7%)**	+18.7% (+1.6%pt)
DSB *4 Data Solutions	51.2	**62.0**	+21.2%	4.2 (8.1%)	**5.0 (8.1%)**	+20.4% (-0.1%pt)
Include JMDC	50.5	**60.5**	+19.9%	10.5 (20.9%)	**11.5 (19.0%)**	+9.3% (-1.8%pt)
Eliminations & Corporate *5	17.2	**15.0**	-12.8%	-17.3	**-24.5**	-
Total	767.4	**820.0**	+6.9%	54.4 (7.1%)	**62.0 (7.6%)**	+13.9% (+0.5%pt)

*1. IFRS FY2025 results are unaudited and are a simplified conversion from US-GAAP; therefore, they differ from figures to be disclosed from FY2026 Q1 onward
*2. Figures shown in brackets under OP are OPMs.
*3. From Q3 FY2025, OMRON DIGITAL Co., Ltd.'s results are recorded under "Eliminations & Corporate". Recalculated results for the prior and current years are shown.
*4. 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.
*5. In conjunction with the carve-out and equity transfer of DMB, "Eliminations & Corporate" includes reclassification adjustments for discontinued operations. Recalculated results for the prior and current years are shown.

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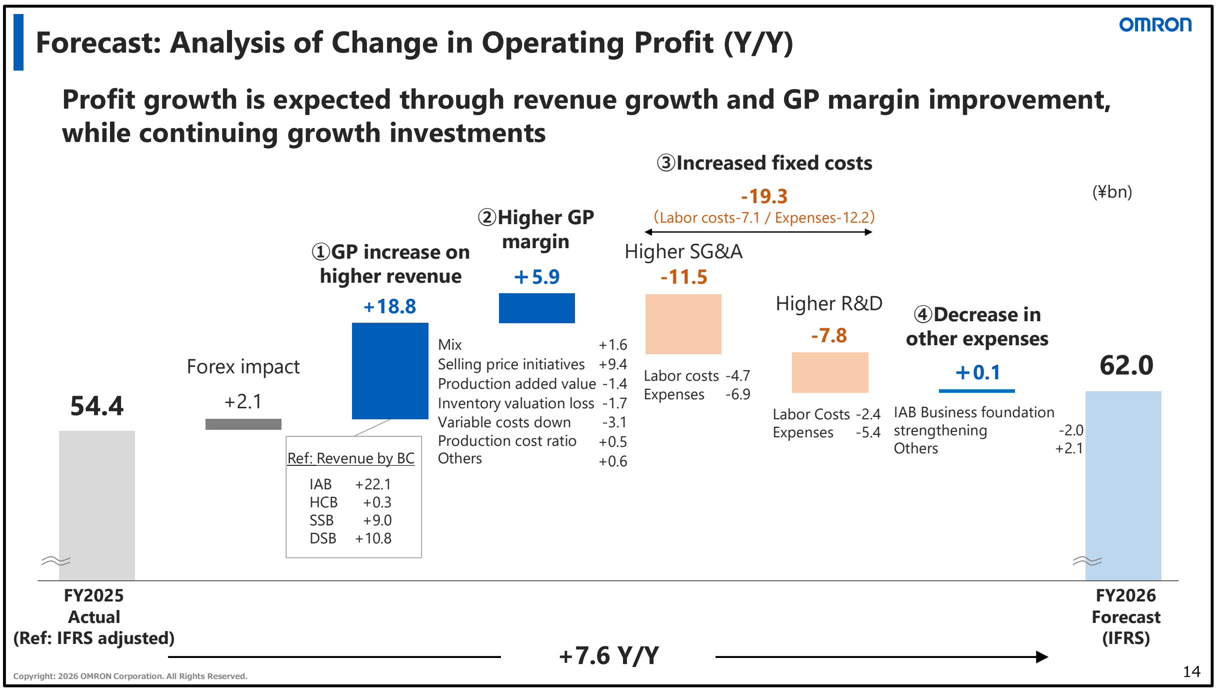
First, IAB. We plan to increase both revenue and profit as in the previous year. I will explain it in detail later.

Next, HCB. By strengthening sales promotion of blood pressure monitors for the online market and expanding new products, we plan to increase revenue by 3.3% and operating income by 26% over the previous year.

Next, SSB. In addition to the expansion of SOM for energy storage systems, we plan a positive 6.1% revenue growth by capturing the demand for equipment renewal in the railroad industry. Operating profit is expected to increase significantly by an additional 18.7% due to revenue growth and further cost reductions.

Finally, DSB. Against the backdrop of JMDC's solid business environment, the Company plans double-digit YoY growth in both revenue and operating profit. See the next page.



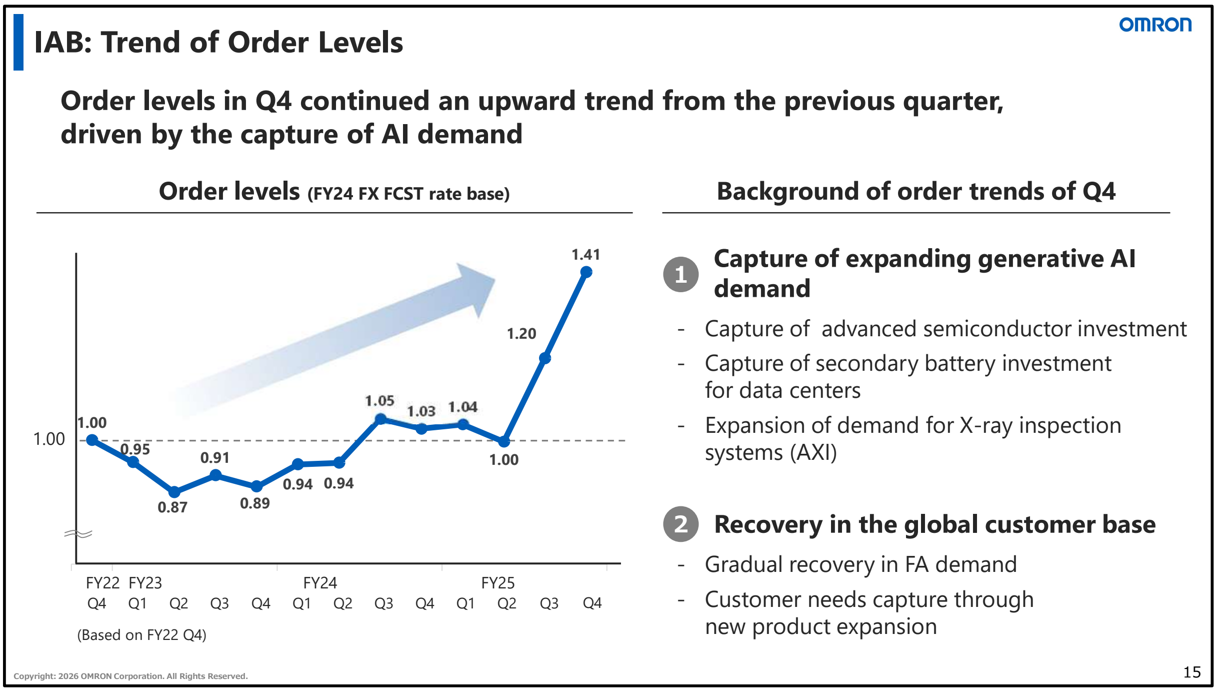
Here is a step chart comparing operating profit for FY2026 with the previous year.

First is the increase in gross profit due to higher revenue. By achieving strong revenue growth, especially in IAB, we plan to increase profits by JPY18.8 billion.

Next, the improvement in gross profit margin. We plan to absorb inflation and rising material prices through price optimization and improve the mix by expanding sales of high value-added products, resulting in an overall profit increase of JPY5.9 billion.

Next, there is an increase in fixed cost. In addition to investments in focused businesses that will drive company-wide growth, we plan to increase fixed costs by JPY19.3 billion, factoring in amortization expenses associated with the introduction of a company-wide IT system.

Finally, a decrease in other expenses. One-time expenses are planned for this fiscal year to accelerate growth in IAB. Starting from the next slide, I will explain in detail about IAB.



First, the trend of order levels.
The order levels during the previous year's Q4 period continued to increase significantly from the Q3 period. The strong uptrend continues. There are two major points behind this.

The first is to capture the growing demand for generative AI. We have been able to steadily capture demand with our solutions, especially for X-ray inspection systems, which have been growing at a high rate since Q3.

The second is the recovery of our global customer base. Amid a gradual recovery in demand for FA, we have made steady progress in continuously introducing new products and strengthening cooperation with distributors. As a result, our global customer base continued to expand from Q3.

IAB: FY2026 Operating Environment Outlook

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Backed by AI-related demand, expect capex for semiconductors and secondary batteries to remain strong throughout the year

Industry	Operating Environment Outlook
Semi-conductors	・Backed by generative AI-related demand, leading-edge semiconductor capex to expand globally. In China, SPE capex to support development of local semiconductor industry to continue to grow.
AXI	・Backed by data center demand, expect continued growth in related EMS capex
EVs/ Secondary Batteries	・EVs: Gradual recovery in capex expected, particularly in China and Japan where capex demand had been stagnant ・Secondary batteries: Backed by data center demand, ESS investments to continue to expand
Other*	・Expect gradual recovery in capex demand, although there will be regional variance

* All industries excluding Semiconductors (AXI) and EV/Secondary Batteries

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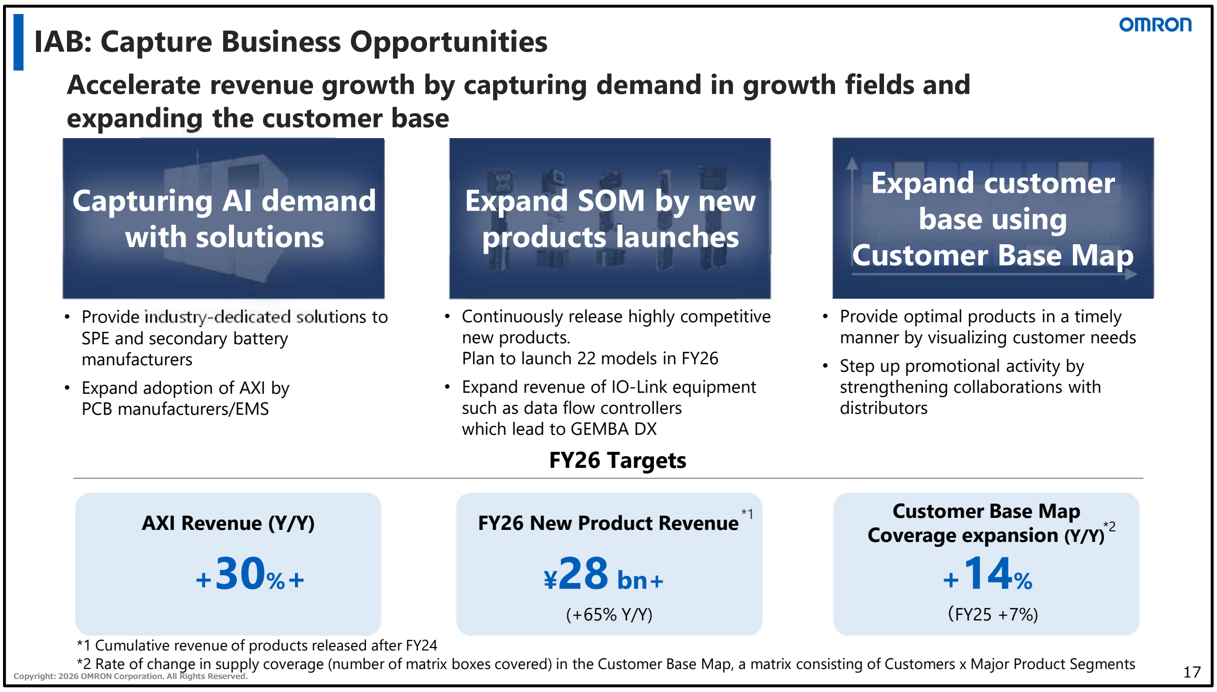
Next, operating environment outlook for FY2026.
First, semiconductor industry. Capital investment in advanced semiconductors is expected to remain strong globally, backed by demand for generated AI. In China, we expect investment expansion toward domestic production to continue. In addition, we expect strong demand for X-ray inspection systems to continue, mainly in the Asian region, backed by demand for data centers.

Next is the EV and secondary battery industry. EVs are expected to see a gradual recovery in capital investment, which had been stagnant, especially in China and Japan. Investment in secondary batteries is also expected to increase on the back of demand for data centers.



We will also promote three major initiatives to link these demands to revenue growth.
The first is to capture AI demand through solutions. Second, expand SOM by new product launches. The third is to expand the customer base using Customer Base Map.
The priority measures to support growth have not changed since last year. Rather, we will further strengthen these initiatives, which are beginning to show results, with a sense of speed.

First, let's talk about capturing AI demand. The advanced control required by the semiconductor and secondary battery industries is precisely the area in which OMRON has strengths, and we will continue to develop industry-specific solutions for more customers.
Next, We plan to introduce 22 new products this fiscal year. We will expand our market share by developing competitive products globally that meet the demands of each region.
Finally, customer base expansion using Customer Base Map. We will ensure to capture a broad base of demand by improving sales productivity, building optimal inventory levels, and strengthening collaboration with distributors.
Next, I will explain the enhancement of profitability.

IAB: Strengthen Profitability

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Improve OPM through continuous measures to enhance profitability while also investing for future growth

FY25→FY26 OPM Improvement			
+1.0%pt *1	**Measures to continuously enhance profitability +2.9%pt**	Revenue Growth +0.6%pt	- Capture expanding generative AI growth - Recapture global customer base by launching new products
		GP Margin Improvement +1.1%pt	- Implement appropriate pricing to reflect rising materials and logistics costs - Improve mix by shifting to high value-added products
		SG&A ratio Improvement +1.2%pt *2	- Continue efforts to improve fixed cost efficiency and elevate sales productivity
	Growth investments for the future -1.9%pt	Strengthen R&D / Frontline Resources -1.5%pt	- Bolster R&D investments, primarily targeting focus devices - Invest in DX aimed at strengthening the front line
		Strengthen Business Foundation -0.4%pt	- (To be covered in Section 3)

*1. IFRS adjusted
*2. Includes impact of the absence of Other expenses

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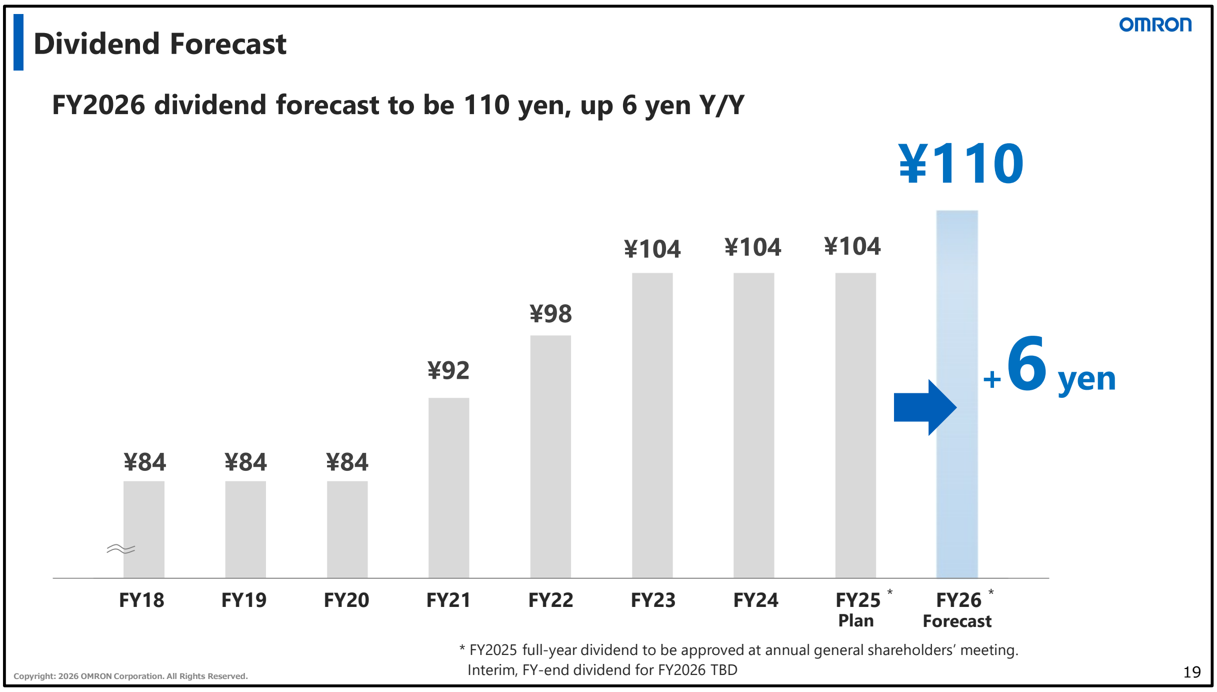
In the current fiscal year, we expect the operating margin to improve by one percentage point over the previous year by strengthening profit improvement measures while executing growth investments.

The drivers are strong revenue growth as well as an improved GP ratio and SG&A ratio. We will increase profitability through appropriate price pass-through measures in response to rising material and logistics costs, as well as through expanded sales of high value-added products, while steadily improving the efficiency of fixed costs.
At the same time, with a view to further growth in FY2027 and beyond, we will strengthen development, particularly in the focused device business, and execute investments to strengthen our business foundation.



At the end of this chapter, we will explain the dividend forecast. In FY2026, we plan to increase dividends in light of continued earnings growth from the previous fiscal year. The annual dividend forecast is JPY110 per share, an increase of JPY6 from the previous year.

We will continue to provide stable and continuous returns to shareholders, aiming for a dividend on equity ratio of approximately 3%.
This is the end of the explanation regarding the FY2026 plan.
Please see page 21.

3. Beginning of the Mid-Term Roadmap

Today' Key Messages

OMRON

1. Accelerating Revenue and Profit Growth in IAB

2. Progress in DSB (Data Health Segment)

3. Share Transfer of DMB and Capital Allocation

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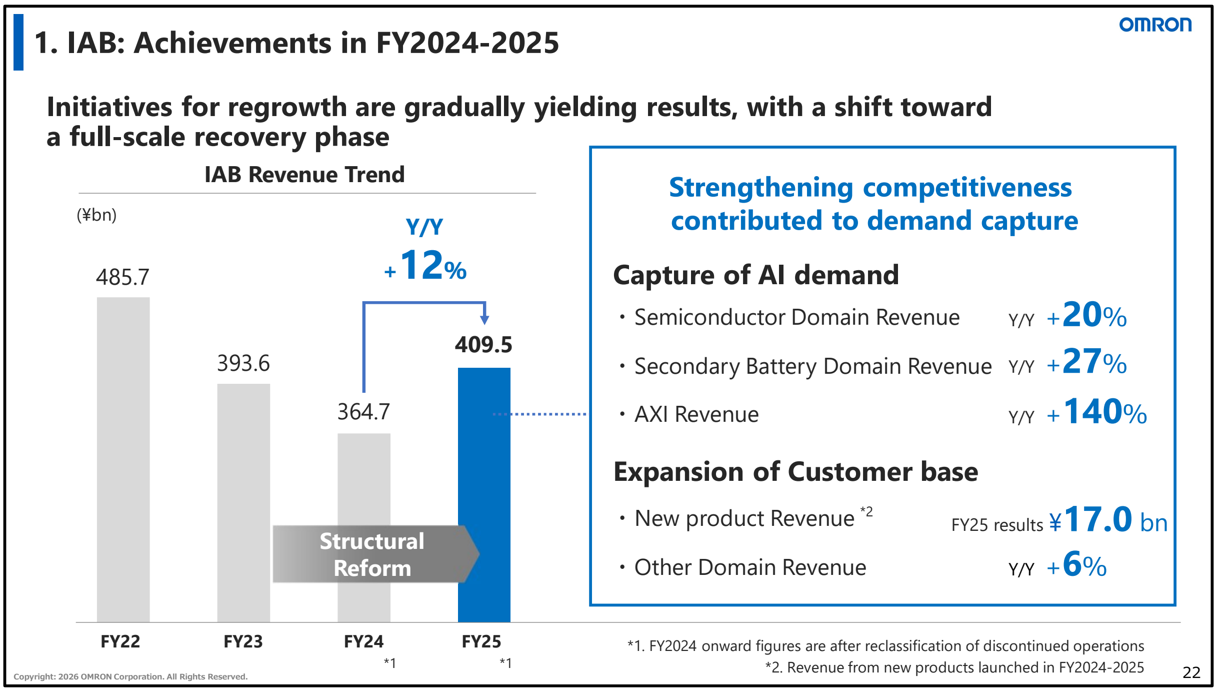
This April, the roadmap toward 2030 was launched. Building on the results of the structural reform, specific initiatives are already underway.

Today, I would like to share the following three points with you.

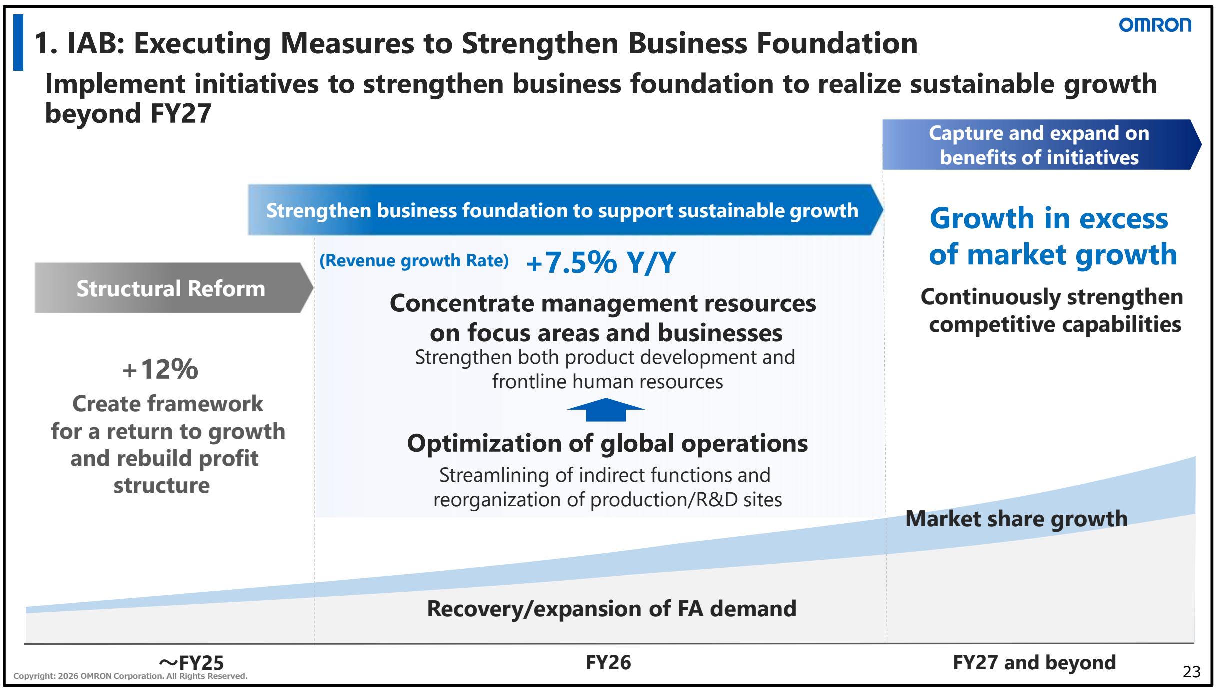


First is IAB.
As reported in the financial result part of the presentation, we achieved a return to sales growth in FY2025. Based on this track record, we see two major responses.

The first is the competitive advantage of the solutions business. As evidenced by capturing the demand for AI, the innovative applications we create with our customers provide the value and competitiveness that only OMRON can deliver in terms of advanced control. We have received many business inquiries, mainly from the semiconductor industry, and we are confident that we will be able to respond adequately to the growing needs of the industry in the future.

The second is to expand the customer base. Strengthened cooperation with our distributors and the introduction of new products have steadily expanded our customer contacts and have provided solid support for this growth. This expansion is creating a foundation for stable growth that is less susceptible to changes in the environment.

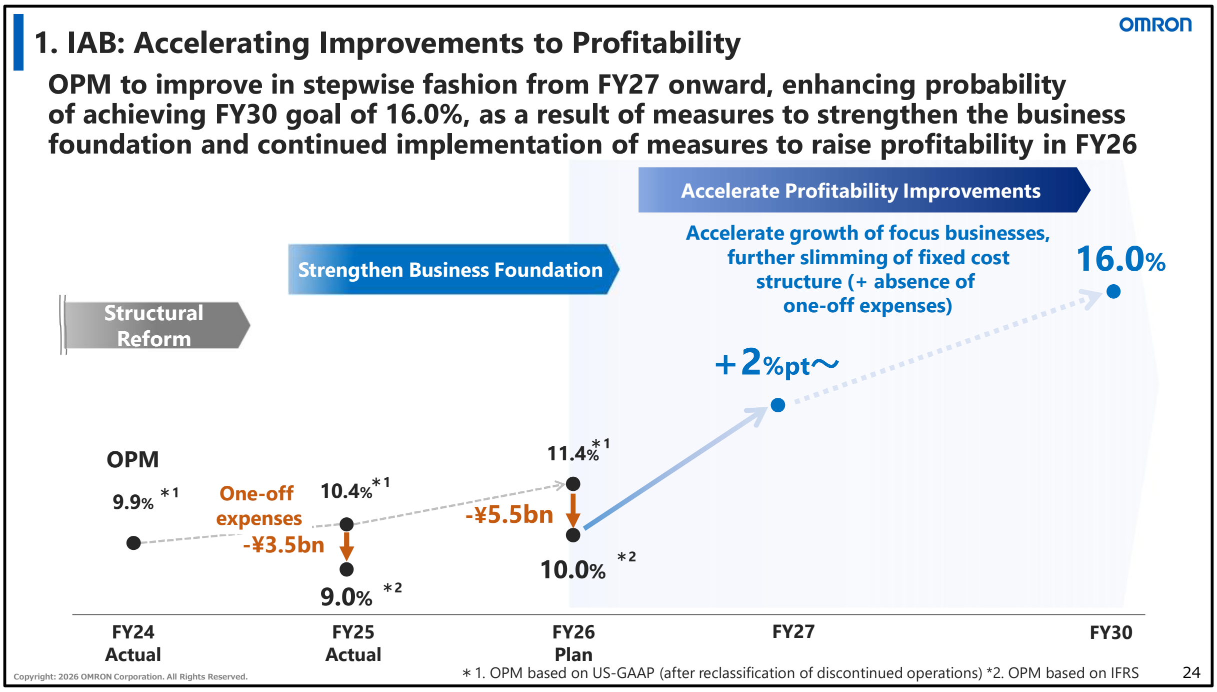
Over the past two years, we have tackled structural reform head-on. As a result, we feel that the model for growth in IAB is steadily being set. However, we are still at the starting line toward achieving our 2030 goal, and we need to further increase the speed of growth in IAB.



FY2026 is an important year as we have completed the structural reform and will move into a phase of accelerated growth. As we have already shared, our initiatives in solutions and new products are already beginning to show results. That is why what is important now is to expand this achievement faster and to a greater extent. Accordingly, we will shift management resources to areas with high-growth potential areas, strengthen our development system with a focus on our six priority businesses, and carefully select and augment front-line personnel who will directly contribute to revenue growth.

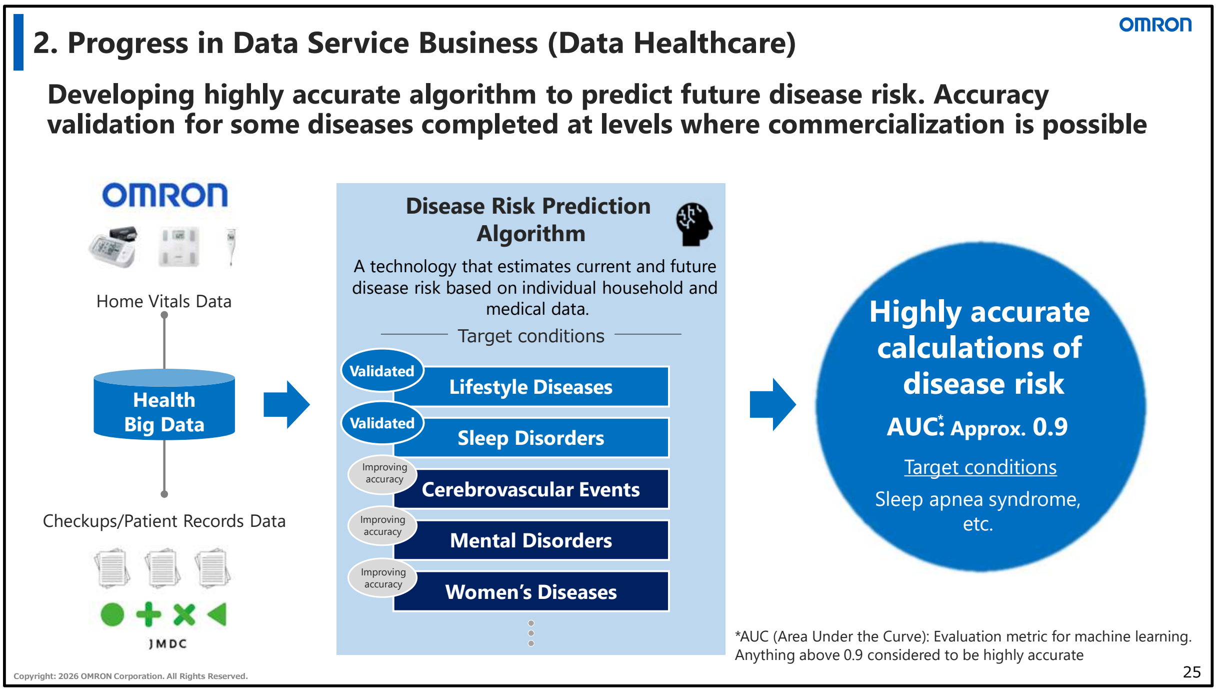
On the other hand, in order to make this growth sustainable, we need to further strengthen the business foundation that supports it. At its core is the optimization of global operations. We will create investment capacity by streamlining indirect functions and reorganizing production/development bases to capture further growth opportunities and strengthen our structure to cope with change.

The costs associated with these series of initiatives are recorded from FY2025 to FY2026. Although some measures have already been initiated, we will steadily implement them one by one and link them to solid growth.



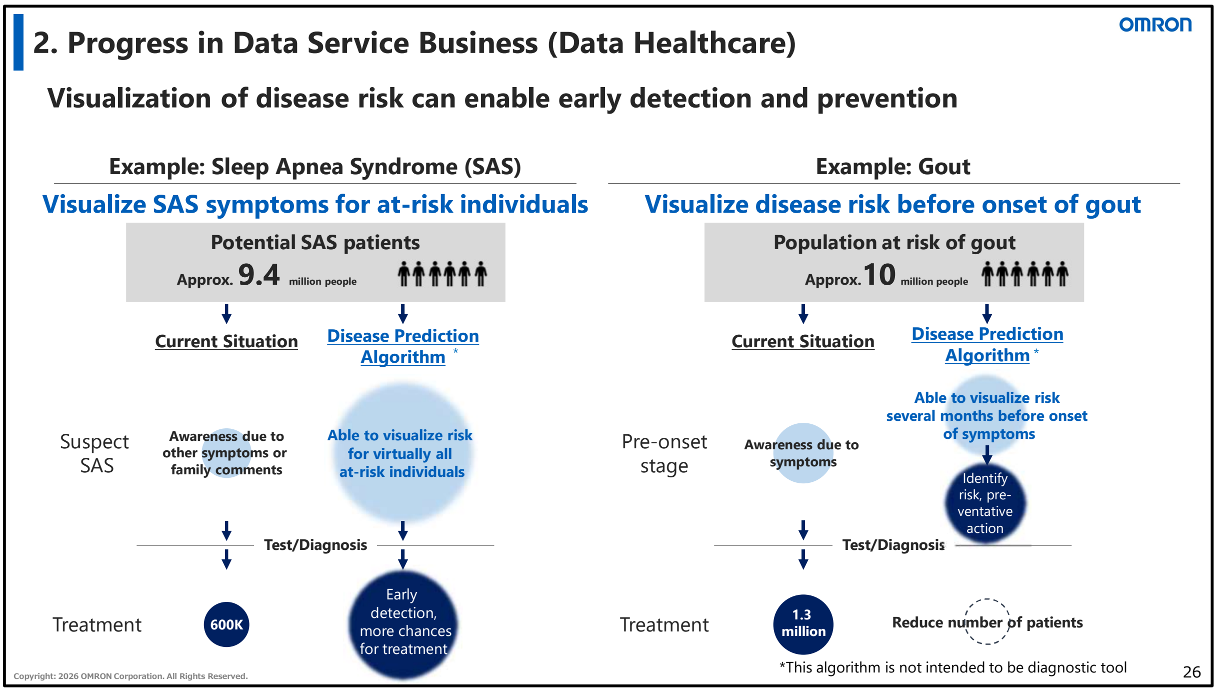
Finally, I will explain the outlook for operating margin in IAB. From FY2025 to FY2026, one-time expenses to strengthen the business foundation will be incurred upfront. On the other hand, we expect an improvement of more than two percentage points by FY2027 and believe we can accelerate the pace of improvement. The investments we are currently making to strengthen our business foundation are directly linked to future profit growth and streamlining of our fixed cost structure. These effects, together with the elimination of one-time costs, will steadily pull up the profitability.

The path to profitability improvement is already clear. By speedily completing the measures we have set forth, we will ensure that we will achieve an operating margin of 16% by 2030.



Next, I will explain the progress of DSB, and today I will explain the data health segment.
In this area, we are working on the practical application of solutions that utilize health big data to identify risks before the onset or seriousness of diseases, leading to prevention and behavioral change.

The disease risk prediction algorithm that utilizes data from both OMRON and JMDC is now steadily moving into the practical application stage. Development is underway in a variety of disease areas, with accuracy verification already completed for lifestyle diseases and sleep disorders. For some diseases, such as sleep disorders, it is now possible to calculate risk with a high degree of accuracy. See the next slide.



Here are some specific images of utilization.
First, look at the left side. Sleep Apnea Syndrome, or SAS, is undiagnosed and untreated in more than 90% of potential patients. This algorithm can visualize the risk of SAS based on medical checkup data and daily vital data without the use of special testing equipment. This enables even those who are unaware of their condition to see a doctor and receive treatment at an early stage, which, in addition to improving sleep quality, can reduce serious health risks such as high blood pressure and cerebrovascular disease caused by neglected SAS.

Moving on, please see the right side. Gout, a lifestyle disease, is said to have a reserve population of approximately 10 million people in Japan. The unique feature of this algorithm is that it can capture risk in the pre-onset stage. By visualizing the risk of developing gout in advance, the individual can take preventive action at an early stage, such as improving lifestyle, and it is expected that the onset of gout itself can be prevented.

We plan to provide more specific details about these new data service businesses at a presentation later this fall. Please look forward to it.

3. DMB Carve-out and Equity Transfer

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Undertaking business portfolio restructuring; OMRON aims to maximize group growth by concentrating on 13 focus businesses

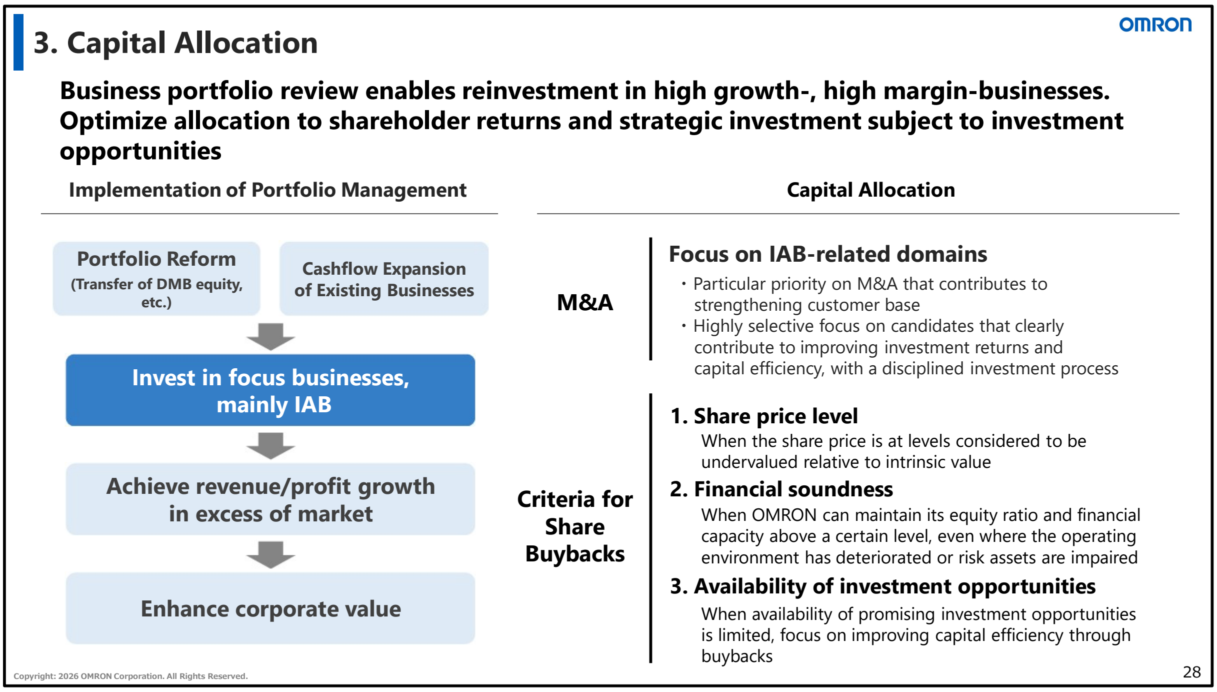
Overview

Target Business	**Device & Module Solutions Business (DMB) and related domestic and overseas subsidiaries** FY2025 Revenue: ¥100.8 bn, OP: ¥3.7 bn* FY2024 Revenue: ¥86.4 bn, OP: ¥ 0.6 bn*
Schedule	**Absorption-type company split contract date : March 30, 2026** **Equity transfer contract date : March 30, 2026** **Effective date for absorption-type split : July 1, 2026 (Plan)** **Effective date for transfer of equity : October 1, 2026 (Plan)**
Transfer Price	**To be finalized at time of closing**

*Revenue and operating profit (Discontinued operations)

At the end of this chapter, we would like to report on the carve-out and equity transfer of DMB that we reported at the end of March.
This decision is part of the business portfolio restructuring set forth in the mid-term roadmap and is intended to accelerate the growth of the entire group. For sustainable growth of DMB, it is essential to make more in-depth investments and quicker decision making than ever before.
On the other hand, the Group has a clear policy of concentrating its investments in focused businesses, and it is not easy for the group to continue to make investments of the necessary scale in DMB. Since assuming the position of president, I have been considering whether we should continue to grow this business within the Group or pursue growth opportunities in other ways. As a result, although it was a very difficult decision, we decided that pursuing autonomous growth under a new partner was the most value-adding choice for DMB.

This decision was made with an eye toward sustainable growth for both the Group and DMB. After the transfer, we will maintain the cooperative relationship with DMB to gain further trust and expectations from customers.
Closing is scheduled for October 1, and the transfer price will be announced as soon as it is finalized.
Next, we will explain the capital allocation based on this case.



OMRON has placed portfolio management at the core of its business strategy in its roadmap to 2030.
Our main theme for 2030 is to gain the strength to win market competition and evolve into a strong company that can achieve growth again, centered on IAB.
This transfer of shares in DMB is part of this effort. The funds generated by portfolio reforms and existing businesses will be allocated to focused businesses, which will lead to higher revenue growth and increased profits.

Therefore, in capital allocation, we will place the highest priority on M&A in IAB. Particularly in the device area, we will carefully select projects that directly strengthen our customer base and execute them with discipline.
At the same time, improving capital efficiency is another important management challenge. We will make decisions on share buybacks on a case-by-case basis based on share price levels, financial soundness, and investment opportunities in IAB.

In closing, I would like to leave you with a message.
As I explained today, OMRON has undergone structural reforms and is now moving into a phase of renewed growth. In particular, IAB has entered a stage where we can show the results of the measures we have been taking.

However, we are by no means satisfied with this situation. What OMRON is aiming for is, above all, the achievement of our 2030 goals. To realize our goals, we will implement measures that are not an extension of conventional measures, so that the growth trend from the previous fiscal year will lead to even greater results.

The roadmap for our turnaround is already clear. By enhancing execution capabilities across the Group and steadily delivering concrete results through the successful implementation of each initiative, we will achieve strong growth.

This concludes today's presentation.
Thank you for your attention.

Reference

Forecast: Consolidated Earnings (US-GAAP basis)

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(¥bn)

	FY2025 Actual US-GAAP	FY2026 Plan (Ref) US-GAAP adjusted	Y/Y (Ref) US-GAAP adjusted
Net Revenue	767.4	820.0	+6.9%
Gross Profit	351.0	382.0	+8.8%
(%)	(45.7%)	(46.6%)	(+0.8%pt)
Operating Profit	59.9	68.0	+13.5%
(%)	(7.8%)	(8.3%)	(+0.5%pt)
Net Income from Continuing Operations	37.0	-	-
Net Income from Discontinued Operations	-5.7	-	-
Net Income attributable to OMRON shareholders	28.5	-	-
Continuing Operations Basis			
ROE	4.7%	-	-
ROIC	3.9%	-	-
EPS (JPY)	187.98	-	-
Average USD rate (JPY)	150.3	155.0	+4.7
Average EUR rate (JPY)	173.9	180.0	+6.1
Average CNY rate (JPY)	21.1	22.0	+0.9

* Not disclosed under US-GAAP; provided for reference for comparison and analysis with FY2025 forecast

Forecast : Earnings by Segment (US-GAAP basis)

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(¥bn)

	Revenue			OP		
	FY2025 Actual	FY2026 Plan (Ref) *1	Y/Y (Ref)	FY2025 Actual	FY2026 Plan (Ref) *1	Y/Y (Ref)
	US-GAAP	US-GAAP adjusted	US GAAP adjusted	US-GAAP	US-GAAP adjusted	US GAAP adjusted
IAB Industrial Automation	409.5	440.0	+7.5%	42.8 (10.4%)*2	50.0 (11.4%)	+16.9% (+0.9%pt)
HCB Healthcare	145.3	150.0	+3.3%	15.4 (10.6%)	15.5 (10.3%)	+0.5% (-0.3%pt)
SSB *3 Social Systems, Solutions & Service	144.3	153.0	+6.1%	19.7 (13.7%)	22.5 (14.7%)	+13.9% (+1.0%pt)
DSB *4 Data Solutions	51.2	62.0	+21.2%	3.6 (7.1%)	5.0 (8.1%)	+38.5% (+1.0%pt)
Include JMDC	50.5	60.5	+19.9%	10.0 (19.8%)	11.5 (19.0%)	+15.3% (-0.8%pt)
Eliminations & Corporate *5	17.2	15.0	-12.8%	-21.6	-25.0	-
Total	767.4	820.0	+6.9%	59.9 (7.8%)	68.0 (8.3%)	+13.4% (+0.5%pt)

*1. Not disclosed under US-GAAP; provided for reference for comparison and analysis with FY2025 forecast
*2. Figures shown in brackets under OP are OPMs.
*3. From Q3 FY2025, OMRON DIGITAL Co., Ltd.'s results are recorded under "Eliminations & Corporate". Recalculated results for the prior and current years are shown.
*4. 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.
*5. In conjunction with the carve-out and equity transfer of DMB, "Eliminations & Corporate" includes reclassification adjustments for discontinued operations. Recalculated results for the prior and current years are shown.

Consolidated Balance Sheet

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(¥bn)

	End-Mar. 2025	End-Mar. 2026	Change (Y/Y)
Current assets	539.7	676.1	+136.4
(Cash and cash equivalents)	(132.0)	(166.5)	(+34.6)
(Inventory)	(140.8)	(154.2)	(+13.4)
Property, plant and equipment	97.7	103.1	+5.4
Investments and other assets	725.1	737.1	+12.0
Total assets	1,362.5	1,516.3	+153.8
Current liabilities	233.5	370.2	+136.8
Long-term liabilities	194.5	145.5	-49.1
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
Equity ratio	56.7%	55.1%	-1.5%pt

Consolidated Cash Flow Statement

(¥bn)

	FY2024 Actual	FY2025 Actual	Change (Y/Y)
Operating cash flow	55.8	60.9	+5.1
Investment cash flow	-47.9	-70.1	-22.2
Free cash flow (FCF)	7.9	-9.2	-17.0
Financing cash flow	-4.6	32.4	+37.0
Cash and cash equivalents as of end of period	149.0	183.3	+34.3
Capital expenditure*	49.0	53.1	+4.1
Depreciation	33.5	33.8	+0.3

* 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.

FY2026 Forex Sensitivities and Assumptions

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

	Sensitivities		Assumptions
	Revenue	OP	FY2026 Assumptions
USD	Approx. ¥1.1 bn	Approx. ¥0.0 bn	¥155.0
EUR	Approx. ¥0.6 bn	Approx. ¥0.3 bn	¥180.0
CNY	Approx. ¥0.6 bn	Approx. ¥0.1 bn	¥22.0

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

ROIC Definition

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The ROIC calculation formula has been revised as follows

From	To
$$\text{ROIC} = \frac{\text{Net income attributable to OMRON shareholders}}{\text{Invested capital}^{*}}$$	$$\text{ROIC} = \frac{\text{After-tax operating profit + Equity method investment income}}{\text{Invested capital}^{*}}$$
*Invested capital = Borrowings + Shareholders' equity	*Invested capital = Borrowings + Shareholders' equity + non-controlling interests
Invested capital: The average of previous fiscal year-end result and quarterly results (or forecasts) of current fiscal year	Invested capital: The average of previous fiscal year-end result and quarterly results (or forecasts) of current fiscal year

Non-financial Targets

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Materiality	Non-financial Targets	FY30 Goals
1. Addressing social issues through business	① Customer Base Map coverage expansion ② BPM revenue volume ③ # of OMRON connect/Pep Up connected IDs ④ Storage System shipment volume	① vs. FY24 160% ② 31.72 mn units（vs. FY25 124%） ③ Versus FY24 3,000% ④ 125,000 units（vs. FY25 252%）
2. Maximizing social needs creation capability	• Data solutions' business revenue including 4 businesses in incubation phase as a proportion of total overall revenue	15% (+5%pt+)
3. Unlocking human potential and accelerating growth	• Employee engagement (VOICE Engagement Survey Score)	Global 70（vs. FY25 +3%pt）
4. Establishing a resilient supply chain	• Procurement of major products • Promoting production of products at multiple sites	IAB: Reorganize global production footprint HCB: Achieve meaningful cost structure in India SSB: Achieve Storage System production capacity of 125,000 units
5. Reduction of environmental impact through decarbonization and a circular economy	Decarbon-ization: • Scope1 & 2 reduction vol. (1.5℃ level) • Scope3 (Cat. 1&11) reduction vol. (well below 2℃ level) Circular economy: • Expand/enhance resource recycling model	Decarbon-ization: • GHG reduction *1,2 - Scope1 & 2: -68% (vs. FY16) - Scope3 (Cat. 1&11): -35% (vs. FY16) Circular economy: • Circular model expansion completed • Zero emissions at all global production sites
6. Respect for human rights across the value chain	• Implement human rights due diligence aligned with UNGPs for each significant human rights issue at OMRON • Develop remedy mechanism	・Complete implementation of human rights due diligence for each human rights issue ・Continue to appropriately operate a human rights remedy mechanism

*1. Scope revised following changes in the business portfolio *2. To be finalized after certification by the Science Based Targets initiative (SBTi)

Notes

1. From FY2026, OMRON Corporation (the Company) has adopted IFRS in place of US-GAAP. Accordingly, FY2025 and prior consolidated results are prepared under US-GAAP, while FY2026 Forecast are prepared under IFRS
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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