

Q1 FY2026 Earnings

August 5, 2026
OMRON Corporation

Hello, everyone. I'm Takeda, CFO and Senior General Manager of Global Strategy Headquarters. Thank you very much for taking the time out of your busy schedule today to attend our Financial Results Briefing for Q1 of the Fiscal Year Ending March 31, 2027.

First, I would like to express my deepest condolences to the families of those who lost their lives in the 2026 Kumamoto Earthquake. I would also like to express our heartfelt sympathy to all those affected by the disaster.

Although there has been some impact on parts of our supply chain, we have not identified any significant impact on our business operations. We will continue to prioritize the safety of our employees and strive to ensure a steady supply of products. Furthermore, we will do everything in our power to support the swiftest possible recovery and reconstruction of the disaster-affected areas.

Now, I will explain the details of the financial results based on the presentation material.

Please see the next page.

● FY2026 Q1 Results

- Consolidated revenue and profit increased significantly Y/Y, driven by IAB
- IAB achieved significant Y/Y growth in both revenue and profit, by capturing AI-related demand and expanding the customer base
- HCB and DSB achieved Y/Y growth in both revenue and profit, driven by strengthened sales and marketing initiatives. SSB recorded revenue and profit largely in line with the previous year, with performance varying across businesses

● FY2026 Full-year Forecasts

- Full-year revenue, operating profit, and net profit guidance raised from the initial plan
- IAB is expected to deliver significant growth in both revenue and profit, supported by a business environment that exceeded our initial assumptions

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There are two announcements today.

The first point is the results for Q1. Company-wide results achieved significant revenue and profit growth, driven by strong performance in IAB. IAB captured AI-related demand and expanded its customer base, contributing to substantial revenue and profit growth.

In addition, HCB and DSB saw increased revenue and profits, driven by strengthened sales and marketing efforts. In SSB, although results varied by business, both revenue and operating profit were on par with the previous year.

The second point is our full-year earnings forecast. We have revised our forecasts for revenue, operating profit, and net profit upward from our initial plans. In particular, in IAB, we expect a significant increase in both revenue and profit, driven by a business environment that has been stronger than initially anticipated at the start of the fiscal year.

Now, let's move on to the main explanation. See page five.

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2. FY2026 Full-year Forecasts	 P.8 ~ P.16
3. CFO Message	 P.17 ~ P.19

1 . Q1 FY2026 Results

*The Company has voluntarily adopted International Financial Reporting Standards (IFRS) beginning in FY2026. Accordingly, the FY2025 and FY2026 financial figures presented in the material have been prepared in accordance with IFRS.

Achieved significant Y/Y growth in both revenue and profit

(¥bn)

	FY2025 Q1 Actual	FY2026 Q1 Actual	Y/Y
Revenue	166.5	209.9	+26.1%
Gross Profit	75.7	97.5	+28.8%
(%)	(45.5%)	(46.5%)	(+1.0%pt)
Operating Profit	5.8	18.9	+226.0%
(%)	(3.5%)	(9.0%)	(+5.5%pt)
Profit from Continuing Operations	5.1	14.4	+182.7%
Profit from Discontinued Operations	-0.1	-3.4	-
Profit attributable to OMRON shareholders	4.6	10.6	+131.1%
Average USD rate (JPY)	145.7	159.6	+13.9
Average EUR rate (JPY)	162.9	185.3	+22.4
Average CNY rate (JPY)	20.1	23.3	+3.2

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

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First, here are the results for Q1 of FY2026. Please look at the shaded area in the center of the table.

Revenue totaled JPY209.9 billion, up 26.1% YoY, driven by IAB. Operating profit rose 226% to JPY18.9 billion, driven primarily by an increase in gross profit resulting from higher revenue. In addition, the operating profit margin improved significantly to 9%, up 5.5 percentage points.

Net Profit was JPY10.6 billion, up 131% YoY, driven primarily by an increase in operating profit.

Next, I will explain the results by segment.

Revenue and profit up Y/Y in IAB, HCB and DSB, down Y/Y in SSB

	Revenue			OP (¥bn)		
	FY2025 Q1 Actual	FY2026 Q1 Actual	Y/Y	FY2025 Q1 Actual	FY2026 Q1 Actual	Y/Y
IAB Industrial Automation	95.6	131.2	+37.2%	10.6 (11.1%)*1	21.3 (16.2%)	+100.8% (+5.1%pt)
HCB Healthcare	31.2	36.4	+16.7%	1.2 (3.8%)	2.4 (6.6%)	+101.7% (+2.8%pt)
SSB Social Systems, Solutions & Service	24.8	24.2	-2.0%	0.2 (0.7%)	0.1 (0.3%)	-62.5% (-0.4%pt)
DSB *2 Data Solutions	10.6	13.1	+22.8%	-0.1 -	0.3 (1.9%)	- -
Include JMDC	10.7	12.6	+17.5%	1.6 (14.5%)	1.8 (14.5%)	+17.5% (-0.0%pt)
Eliminations & Corporate	4.2	4.9	+16.5%	-6.1	-5.1	-
Total	166.5	209.9	+26.1%	5.8 (3.5%)	18.9 (9.0%)	+226.0% (+5.5%pt)

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

*2. DSB includes the financial results of JMDC, consolidation adjustments (the amortization of intangible assets other than goodwill associated with the consolidation, etc.) and other financial figures related to data business.

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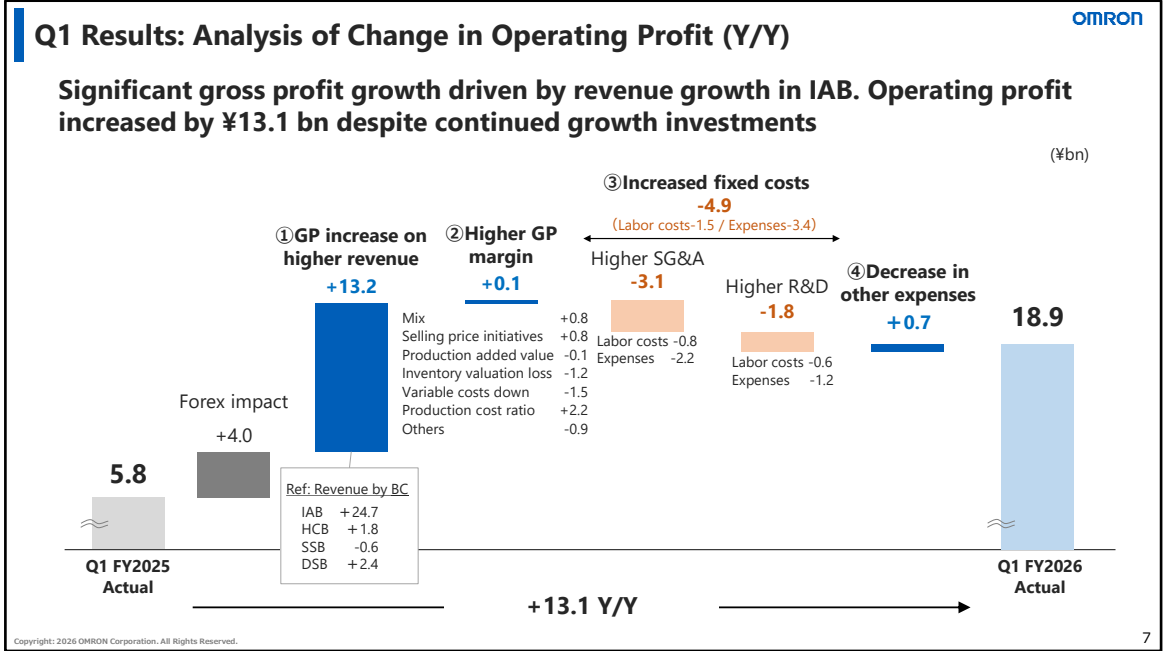
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First, IAB. In addition to capturing demand for investments in semiconductors and secondary batteries driven by demand for AI, the expansion of our customer base contributed to revenue of JPY131.2 billion, a 37.2% increase from the previous year. As a result, operating profit rose significantly by 101% to JPY21.3 billion.

Next, HCB. In the blood pressure monitor business, sales initiatives through online channels—primarily in Japan, China, and Asia—proved successful, resulting in revenue of JPY36.4 billion, a 16.7% increase from the previous year. Operating profit rose 102% to JPY2.4 billion, driven by increased revenue.

Next, SSB. Although the energy storage systems business performed sluggishly, the railway business and management services business remained strong, resulting in both revenue and operating profit remaining at the previous year's levels.

Finally, DSB. JMDC expanded its revenue, primarily in the pharmaceutical industry, by strengthening its sales capabilities and expanding its medical data resources. DSB as a whole posted revenue of JPY13.1 billion and operating profit of JPY300 million, achieving growth in both revenue and profit. See the next page.



This is a step chart comparing operating profit to the previous year. I will explain this from the left.

The first item is the GP increase on higher revenue. Driven by a significant increase in revenue, primarily in IAB, the Company’s overall profit rose by JPY13.2 billion.

Next is the higher GP margin. Although the Company was affected by rising material prices, improvements in its business mix and manufacturing fixed-cost ratio led to an overall increase in profit of JPY100 million.

Next is the increased fixed costs. As planned, we made growth investments focused on our core businesses, resulting in a company-wide decrease in profit of JPY4.9 billion.

Finally, other expenses. Due to the elimination of one-time expenses related to the previous year’s structural reforms, company-wide profits increased by JPY700 million.

That concludes our report on our performance.
Next, I will explain our full-year outlook. See page nine.

2. FY2026 Full-year Forecasts

IAB is expected to see a stronger-than-expected operating environment, while the other businesses are expected to remain in line with initial expectations

IAB Industrial Automation	Operating environment exceeding initial expectations, supported by robust capital investment in the semiconductor and secondary battery industries driven by AI demand *Details to be covered later
HCB Healthcare	In line with the initial expectations, BPM market is expected to remain solid, while demand in China remains flat Y/Y BPM: Solid globally, while weak consumer spending in China continues to drive a shift toward lower-priced products Nebulizers: Weak, mainly in the offline market, due to a fewer infectious disease cases and a mild winter in Latin America
SSB Social Systems, Solutions & Service	In line with the initial expectations, overall operating environment remains solid, while competition intensifies in the residential renewable energy market ESS: Solid demand for residential renewables, backed by subsidies, while competition intensifies due to aggressive pricing Railway: Firm capex by railway operators
DSB Data Solutions	In line with the initial expectations, overall operating environment remains solid, led by health big data business JMDC: While usage of medical data by pharma and life/non-life insurers is firm, competition is intensifying Growing demand for diverse healthcare services, driven by rising healthcare and wellness awareness

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First, here is our assessment of the business environment starting in Q2.

Please see IAB. We expect a business environment that will be stronger than initially projected. I will explain the details later.

Next, HCB. As initially anticipated, we expect the global blood pressure monitor market to remain robust. On the other hand, the Chinese market is expected to remain flat compared to the previous year, as consumer spending continues to be sluggish.

Next, SSB. We expect the business environment to remain generally strong. On the other hand, in the residential renewable energy market, we expect the competitive environment to become more challenging than initially anticipated due to aggressive pricing by competitors.

Finally, DSB. As anticipated at the beginning of the fiscal year, we expect the business environment to remain robust, particularly in our health big data business.

Next, I would like to share the company-wide earnings outlook.

Upward revision to Revenue, Operating profit and Net profit

(¥bn)

	FY2026 Initial Plan	FY2026 Forecast	Chg. Vs. Plan	FY2025 Actual	Y/Y
Revenue	820.0	880.0	+7.3%	768.1	+14.6%
Gross Profit	382.0	410.0	+7.3%	351.8	+16.5%
(%)	(46.6%)	(46.6%)	(+0.0%pt)	(45.8%)	(+0.8%pt)
Operating Profit	62.0	80.0	+29.0%	56.4	+41.7%
(%)	(7.6%)	(9.1%)	(+1.5%pt)	(7.3%)	(+1.7%pt)
Profit from Continuing Operations	45.0	58.0	+28.9%	38.5	+50.5%
Profit from Discontinued Operations	-14.5	-14.5	-	-13.5	-
Profit attributable to OMRON shareholders	27.5	40.5	+47.3%	22.2	+82.1%
Continuing Operations Basis					
ROE	Approx. 5.5%	Approx. 7.0%	-	4.8%	-
ROIC	Approx. 4.0%	Approx. 5.5%	-	3.8%	-
EPS (JPY)	228.86	294.97	+66.1	195.92	+99.0
Average USD rate (JPY)	155.0	156.2	+1.2	150.3	+5.8
Average EUR rate (JPY)	180.0	181.3	+1.3	173.9	+7.4
Average CNY rate (JPY)	22.0	23.1	+1.1	21.1	+1.9

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

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Please look at the shaded area in the center of the table.

We expect revenue of JPY880 billion, gross profit of JPY410 billion, a gross profit margin of 46.6%, operating profit of JPY80 billion, and net profit of JPY40.5 billion. We have revised our forecasts for revenue, operating profit, and net profit upward. Based on our Q1 results and the favorable business environment expected for Q2 and beyond, we have revised our business plan. I will explain this in detail in the slide for each segment.

Revenue and profit revised upward for IAB and HCB, downward for SSB

	Revenue				OP			
	FY2026 Initial Plan	FY2026 Forecast	Chg. Vs. Plan	Y/Y *1	FY2025 Initial Plan	FY2026 Forecast	Chg. Vs. Plan	Y/Y *1
IAB								
Industrial Automation	440.0	500.0	+13.6%	+21.9%	44.0 (10.0%)*2	65.0 (13.0%)	+47.7% (+3.0%pt)	+64.9% (+3.4%pt)
HCB								
Healthcare	150.0	155.0	+3.3%	+6.7%	15.0 (10.0%)	15.5 (10.0%)	+3.3% -	+32.3% (+1.8%pt)
SSB								
Social Systems, Solutions & Service	153.0	148.0	-3.3%	+2.7%	22.5 (14.7%)	19.5 (13.2%)	-13.3% (-1.5%pt)	+0.5% (-0.3%pt)
DSB *3								
Data Solutions	62.0	62.0	-	+21.2%	5.0 (8.1%)	5.0 (8.1%)	-	+20.1% (-0.1%pt)
Include JMDC	60.5	60.5	-	+19.9%	11.5 (19.0%)	11.5 (19.0%)	-	+9.3% (-1.8%pt)
Eliminations & Corporate	15.0	15.0	-	-14.1%	-24.5	-25.0	-	-
Total	820.0	880.0	+7.3%	+14.6%	62.0 (7.6%)	80.0 (9.1%)	+29.0% (+1.5%pt)	+41.7% (+1.7%pt)

*1. Y/Y comparisons by segment are based on FY2025 results for which IFRS closing procedures have not yet been completed.

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

*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.

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First, IAB. We have revised our forecasts upward for both revenue and operating profit. We expect to see significant growth in both revenue and profit as we continue to attract investment demand that exceeds our initial projections and steadily expand our customer base.

Please note that the outlook for this business is based on the assumption that the materials for which procurement has been secured at this point. We will continue to strengthen our procurement of materials and steadily capture the strong demand.

Next, HCB. Reflecting the impact of foreign exchange impact, we have revised our forecasts for both revenue and operating profit upward. We anticipate increased revenue and profit, factoring in the effects of strengthened sales promotions through online channels and the launch of new products.

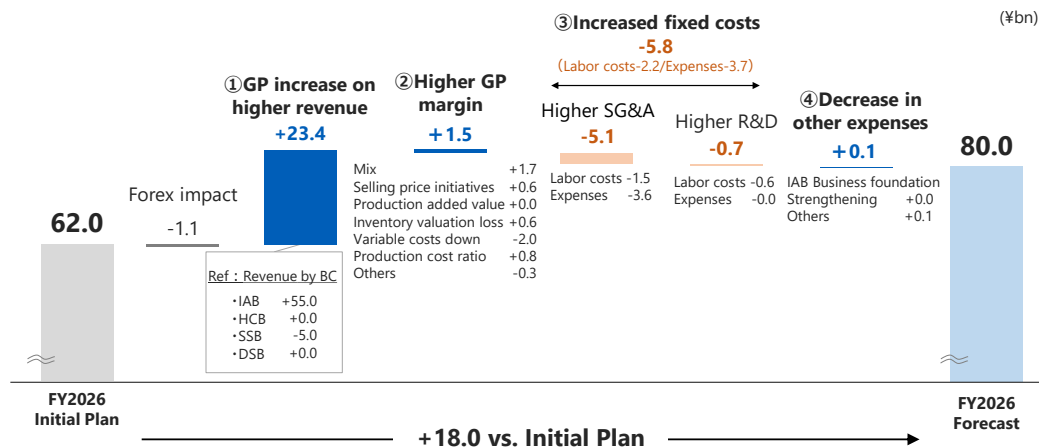
Next, SSB. In light of changes in the competitive landscape of the energy storage system market, we have revised our initial forecasts for both revenue and operating profit. Amid continued aggressive pricing by competitors, we will steadily implement measures to expand our market share.

Finally, DSB. There have been no changes to either revenue or operating profit from the initial plan.
See the next page.

Full-year Forecast: Analysis of Change in Operating Profit (vs. Initial Plan)

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Operating profit expected to increase by ¥18.0 bn from the initial plan, mainly driven by strong revenue growth in IAB



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This is a step chart comparing the revised operating profit with the initial plan. In this slide, I will explain the factors behind the upward revision of operating profit.

First, GP increase on higher revenue. Due to revenue growth in IAB, we expect a company-wide increase in operating profit of JPY23.4 billion.

Next, higher GP margin. We expect a JPY1.5 billion increase in operating profit company-wide. We expect to offset the rise in material prices and logistics costs—which have exceeded our initial projections—through improvements in our business mix and the effects of our pricing strategies.

Next, increased fixed costs. The main factor is an increase in revenue-based expenses. By implementing growth investments in accordance with our initial plan, we will lay the groundwork for growth in the next fiscal year and beyond.

There have been no significant changes to other expenses from the initial plan.

Starting with the next slide, I will explain about IAB in detail.

IAB: Operating Environment Outlook for Q2 and beyond	
OMRON AI-driven capital investment in the semiconductor and secondary battery industries exceeds initial expectations and remains strong	
Industries	Operating Environment Outlook
 Semi-conductor AXI	- Continued expansion of global investment in advanced semiconductors, driven by AI demand. In China, investment by equipment manufacturers continues to expand, backed by localization efforts - Capital investment by related manufacturers remains solid, driven by data center demand
 EV/Secondary Battery	- EV: Overall EV-related capital investment remains flat, despite strategic investments in selected areas amid weak demand - Secondary battery: ESS-related capital investment remains at a high level, backed by data center demand
 Other*	Capital investment demand is expected to recover gradually on a global basis
* All industries excluding Semiconductor, AXI and EV/Secondary Battery Copyright: 2026 OMRON Corporation. All Rights Reserved.	

First, here is our assessment of the business environment for IAB.

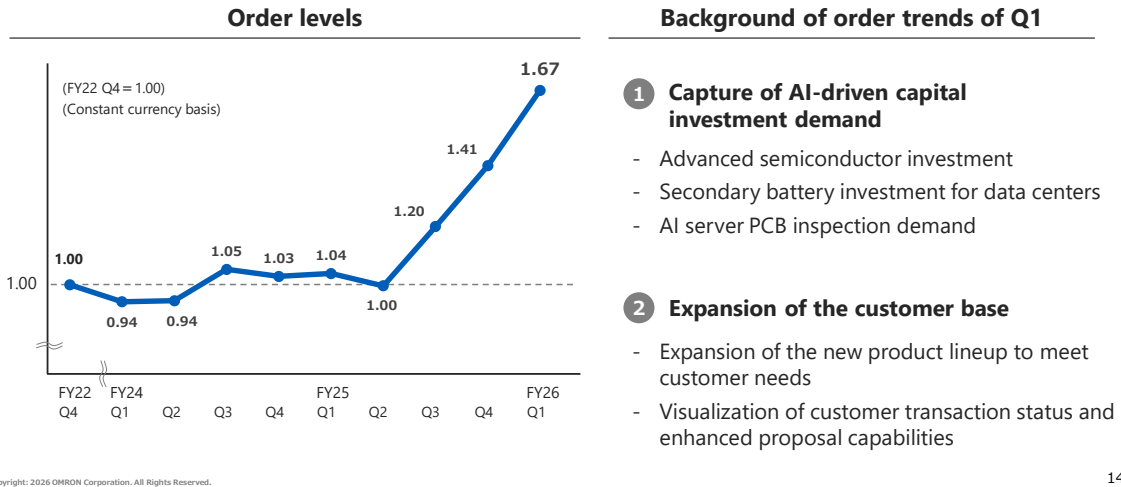
Take a look at the semiconductor industry. We expect global capital investment in advanced semiconductors to continue expanding, driven by demand for generative AI. In China as well, equipment manufacturers are expected to continue expanding their investments.

We also expect capital expenditures for AXI to remain robust, driven by demand from data centers.

Next is the EV and secondary battery industry. We expect capital expenditures for EVs to remain largely flat overall, although strategic investments are anticipated in certain regions and by certain manufacturers.

On the other hand, capital investment in secondary batteries is expected to remain at a high level for data centers.

See the next page.

Q1 order levels continued the upward trend from the second half of FY25, driven by AI-related demand

I will now explain the trends in order levels.

As you can see, the level of orders received during Q1 continued to rise significantly, following the trend from Q4 of last fiscal year. There are two main reasons for this.

The first point is capturing demand for capital investment driven by the demand for AI. In addition to investments in advanced semiconductors and secondary batteries for data centers, the Company is successfully capturing demand for PCB inspection for AI servers.

The second point is expanding our customer base. While expanding our lineup of new products, we are also visualizing our business relationships with 110,000 global customers and using that data to strengthen our proposal activities with our distributors.

These efforts have led to orders from a wide range of industries. See the next page.

Industries

Products



*2 Cumulative revenue of products released after FY24

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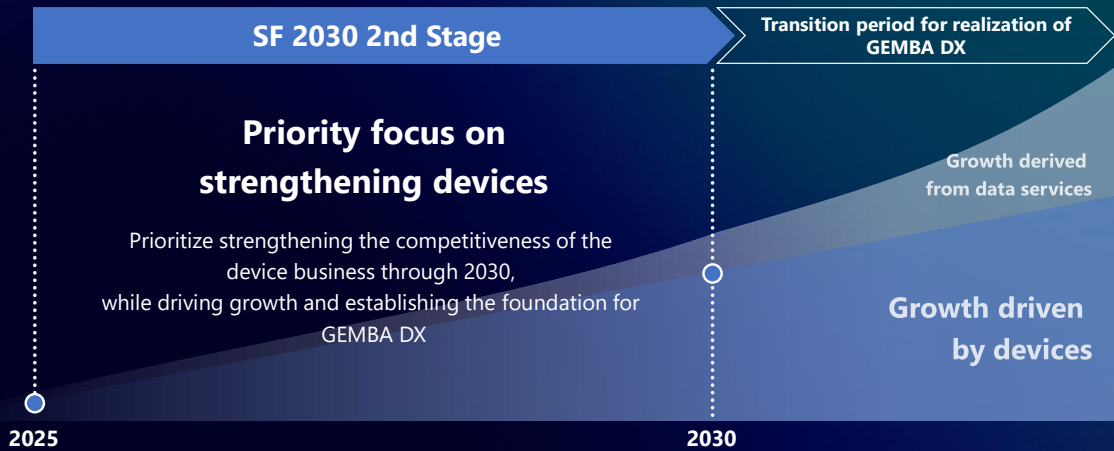
3 . CFO Message

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As explained earlier, in Q1, we posted strong results in both revenue and profits, particularly in IAB.
Next, I'd like to talk about the Group's efforts that have led to these results. See the next page.

Devices positioned as growth driver up to 2030. Restore competitive advantage by growing device sales to boost probability of achieving GEMBA DX

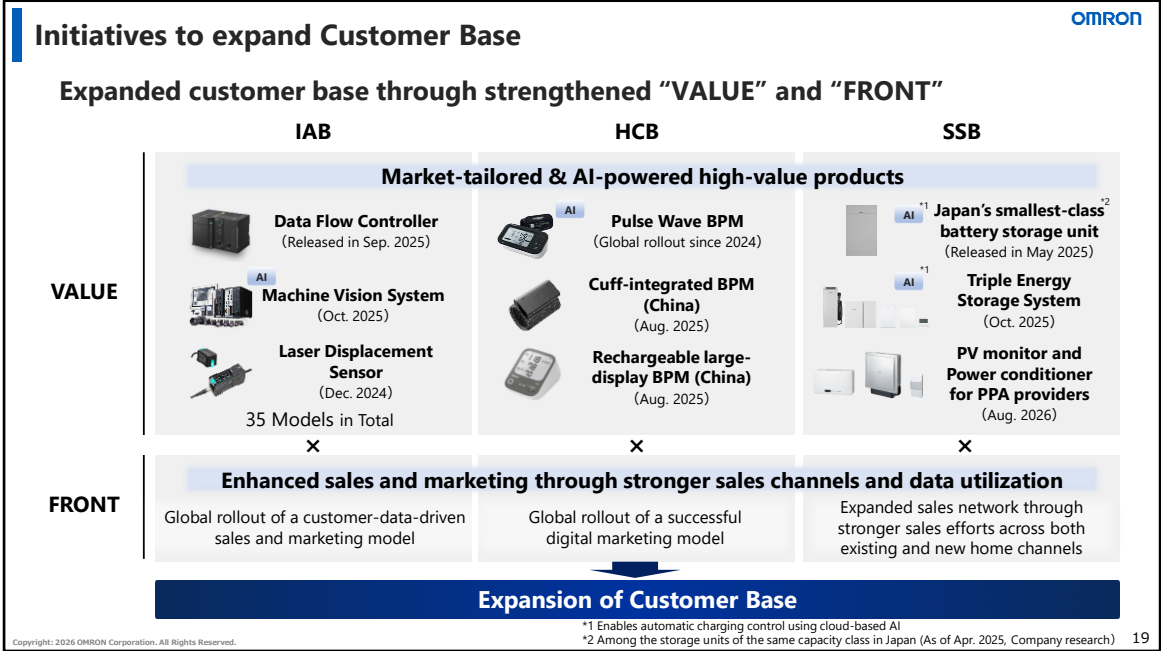


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In the mid-term roadmap for 2030 that we announced last November, we outlined our policy to return to our roots and make strengthening the competitiveness of our device business—which supports our data services—our top priority. We view our Q1 results as a sign that the initiatives we have been pursuing since the structural reforms have begun to yield tangible results.

Strengthening the competitiveness of the device business is leading to the expansion of our customer base not only in IAB but across all of our business segments. See the next page.



First, enhancing VALUE. Since the structural reforms, we have launched numerous new products across our various business segments that are tailored to regional and market needs. We are also gradually releasing high-value-added products that incorporate AI technology.

Next, FRONT: We are also working to strengthen our sales and marketing efforts. In addition to strengthening our sales channels, we will build a system that leverages data to deliver optimal value to each customer more efficiently.

These initiatives have strengthened relationships with existing customers, helped attract new customers, and led to the expansion of our customer base.

Our customer base is the foundation that supports OMRON's sustained growth. We will continue to enhance our competitiveness from both the VALUE and FRONT perspectives and further expand our customer base.



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Finally, I would like to share a few closing remarks. As explained today, “SF 2nd Stage”, launched this fiscal year, got off to a strong start. Although we have revised our full-year earnings forecast upward this time, we are by no means satisfied with this level.

First, we will work to strengthen our supply capabilities, starting with procurement, to ensure we can fully meet the strong demand from our customers.

Furthermore, while we are working to expand our customer base—though I did not go into detail about this today—we aim to achieve further growth in our business performance this fiscal year by rigorously implementing disciplined investment.

We have already identified the measures we need to take and are putting them into action. We hope you’ll look forward to our future performance.

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