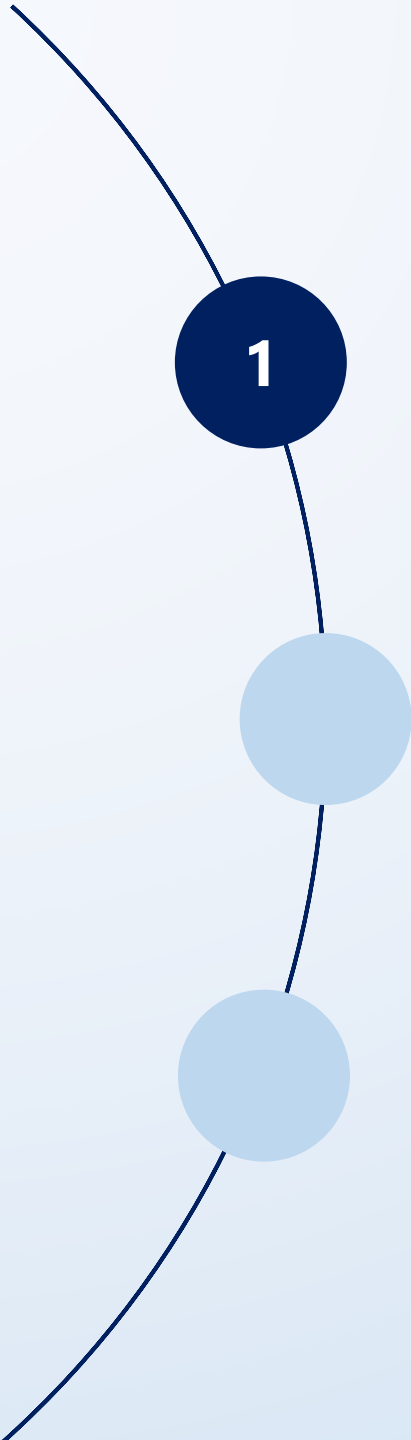


OMRON

OMRON Basic

October 2026

**OMRON Corporation
Investor Relations**



1

About OMRON

OMRON's Business

ESG and Shareholder
Returns Policy

Corporate Profile

Established	May 10, 1933
Head Office	Shiokoji Horikawa, Shimogyo-ku, Kyoto, Japan
Capital	¥64.1bn
Net Sales	¥768.1 bn (Year ended Mar 31, 2026) ^{*1}
Number of Employees	26,050 (Domestic : 11,430 Overseas : 14,620) ^{*2}
Stock Listing	Tokyo Prime Market (6645)
Market Cap	¥1,327.4 bn (As of September 30, 2026)

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

*2. As of March 31, 2026

The OMRON Principles

**OMRON employees have inherited the spirit of the corporate constitution
as a corporate philosophy**

OMRON Principles

Our Mission

To improve lives and contribute to a better society

Our Values

- **Innovation Driven by Social Needs**
Be a pioneer in creating inspired solutions for the future.
- **Challenging Ourselves**
Pursue new challenges with passion and courage.
- **Respect for All**
Act with integrity and encourage everyone's potential.

Management Philosophy

**We believe a business should create value for society through its key practices.
We are committed to sustainably increasing our long-term value by putting Our
Mission and Values into practice.**

- We uphold a long-term vision and solve social issues through our business.
- We operate as a truly global company through our fair and transparent management practices.
- We cultivate strong relationships with all of our stakeholders through responsible engagement.

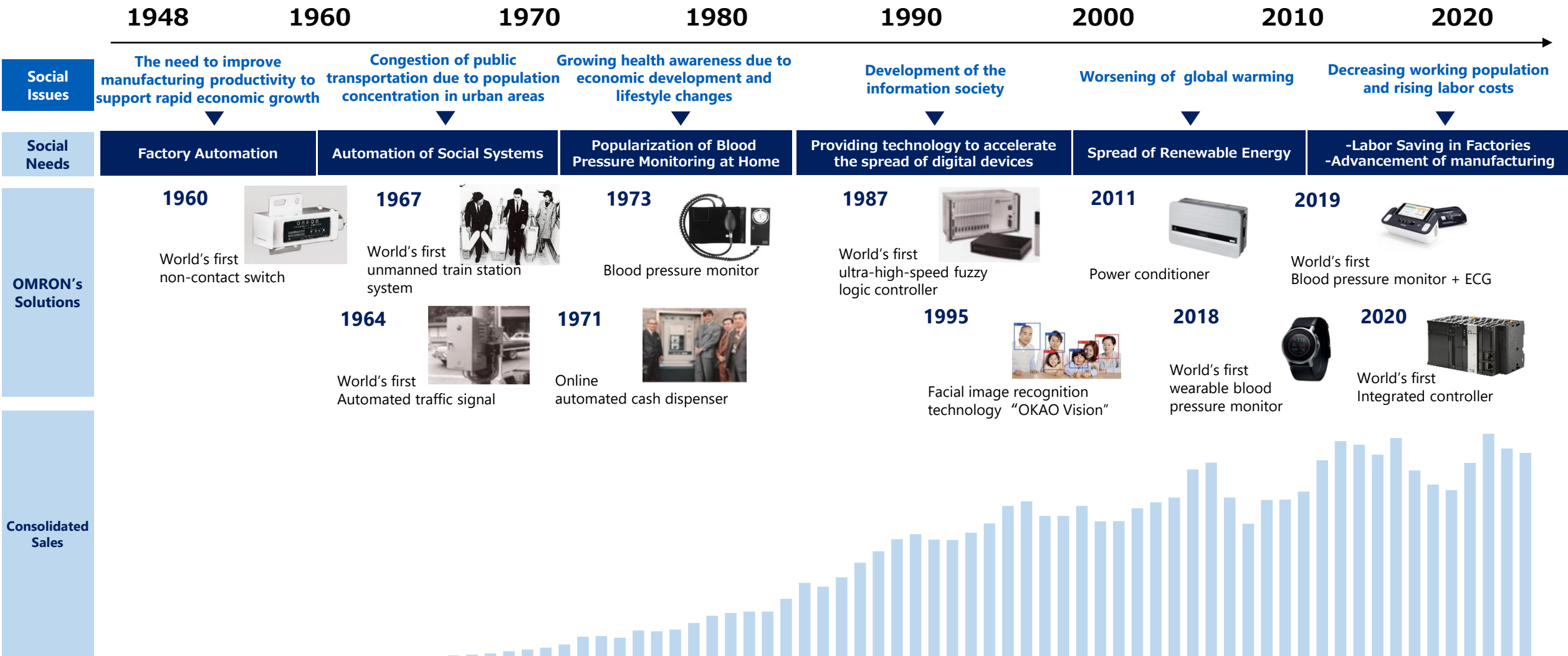
Articles of Incorporation

Article 2

In the spirit of Our Mission, which is “to improve lives and contribute to a better society,” the Company will put our corporate principles into practice, contribute to the development of society through its business, and strive to increase its value.



We take on the challenge of "creating social needs" to solve social issues arising from the changing times, and expand our business through various pioneering innovations



Social Value to be created by OMRON

6

Three issues are selected in view of their huge impact on society and from the perspective of leveraging OMRON's strengths in automation, our customer assets, and business assets.

Achievement of carbon neutrality



Realization of digital society

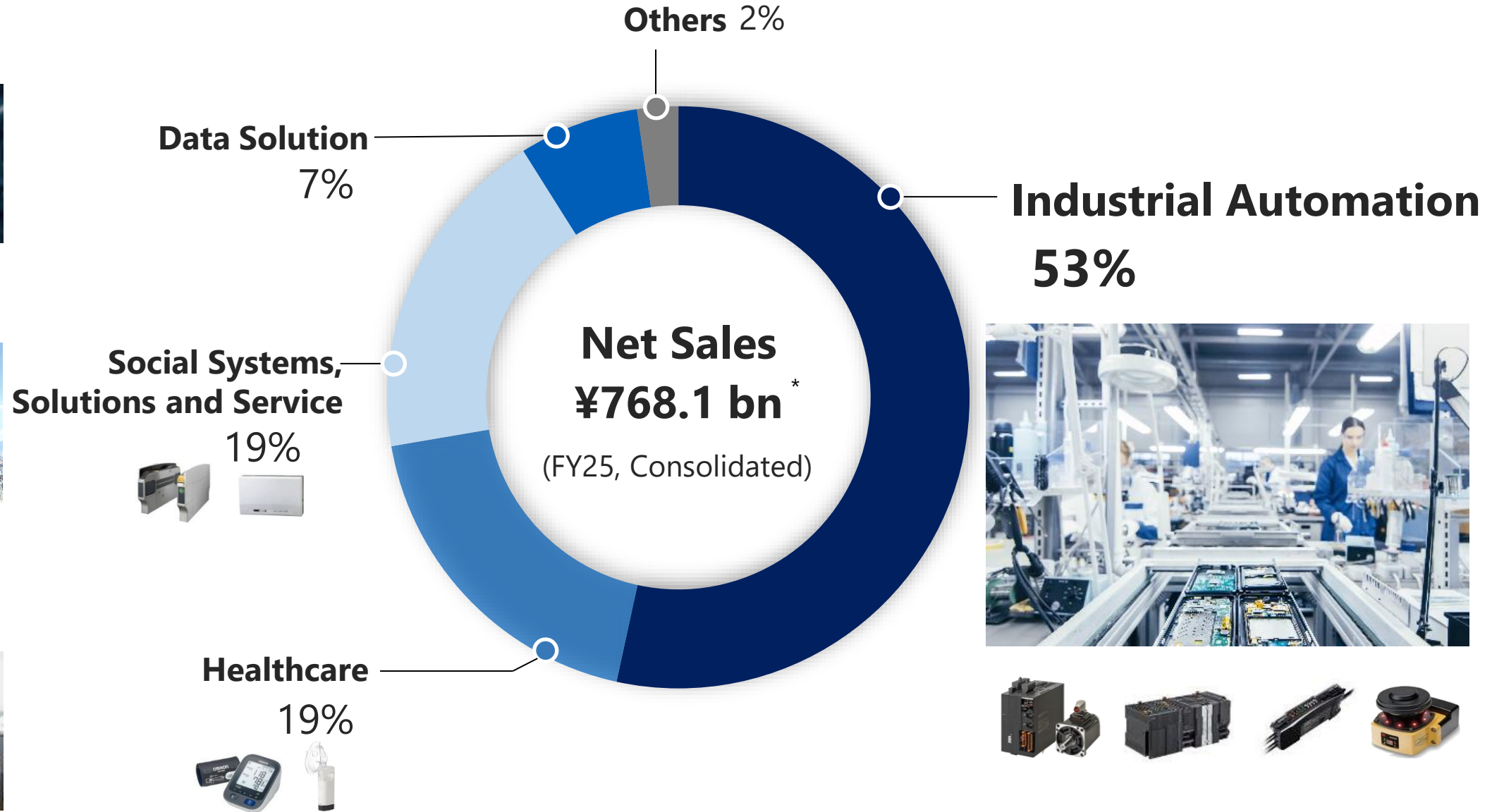


Extension of health life expectancies



Business Segment and Sales Composition

7



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

Four Business Segments

Industrial Automation (IAB)

Providing a wide range of FA equipment and innovative solutions for factory production line automation



Healthcare (HCB)

Providing innovative devices and services to prevent the aggravation of cardiovascular and respiratory diseases and achieve "Zero events"



Social Systems, Solutions and Service (SSB)

Providing social infrastructure bases such as PV power conditioners/ energy storage systems and railway toward the realization of a carbon-neutral and digital society



Data Solution (DSB)

Leading the development and expansion of new businesses using data and the evolution of the OMRON's solutions business



FY25*

Net
Revenue

¥410.2 bn

¥145.2 bn

¥144.0 bn

¥51.2 bn

Operating
Profit

¥39.4 bn

¥11.7 bn

¥19.4 bn

¥4.2 bn

OP
Margin

9.6%

8.1%

13.5%

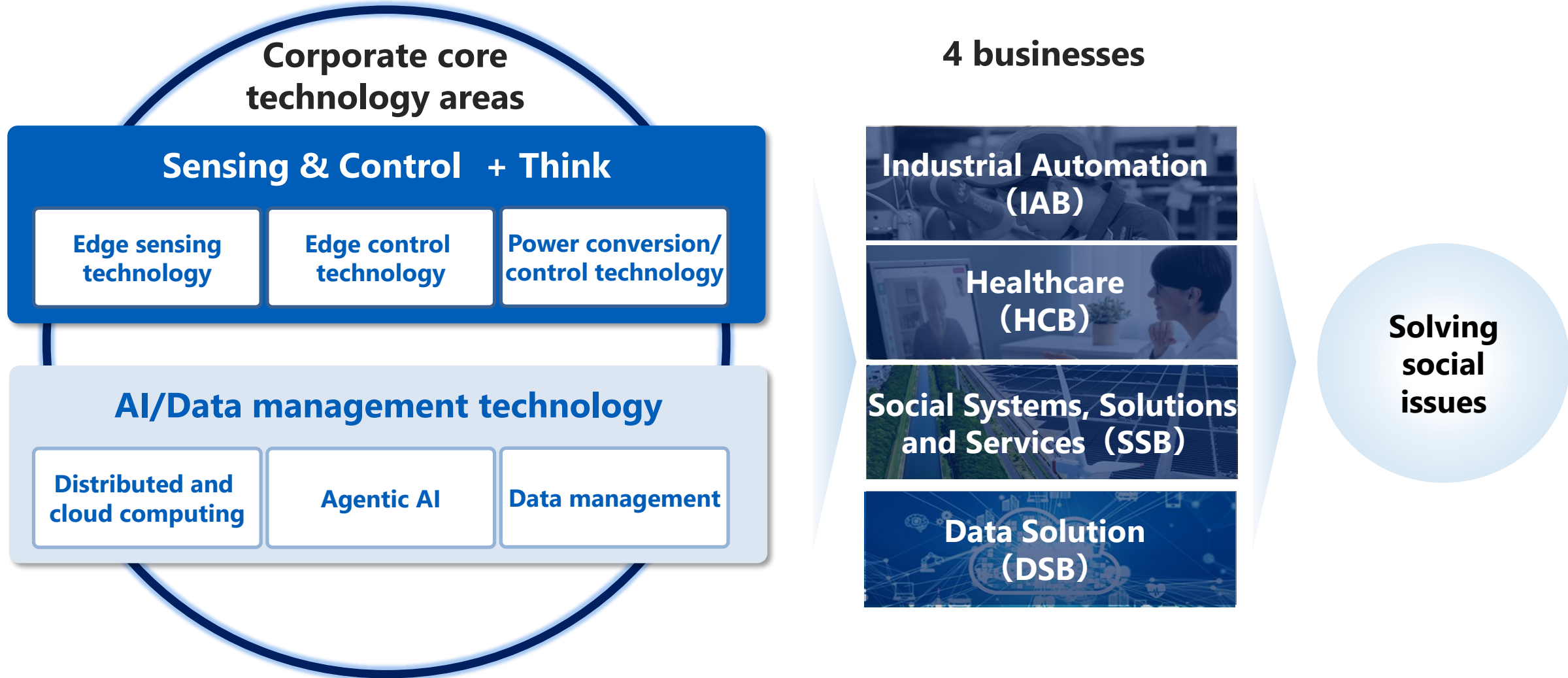
8.1%

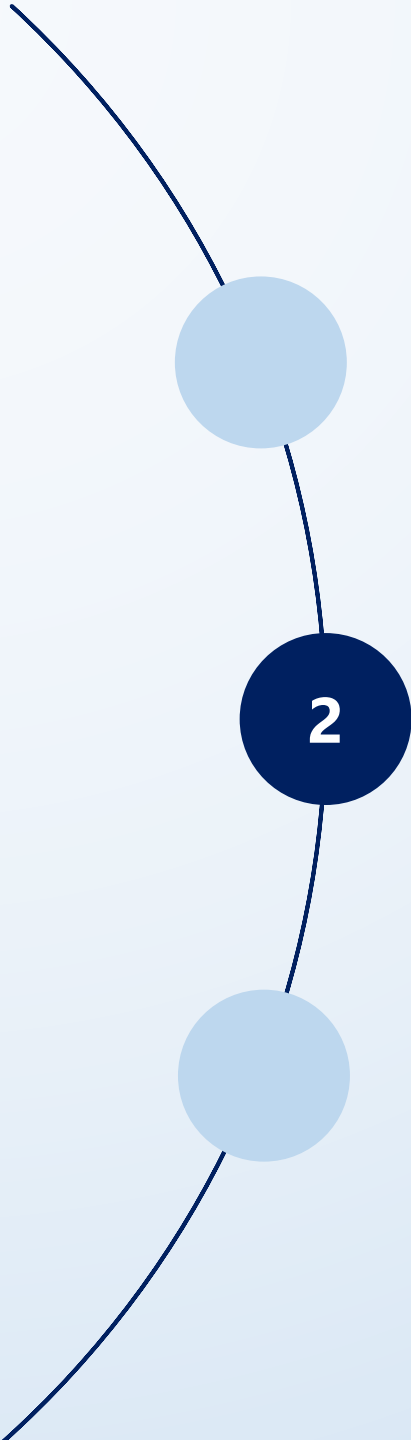
* IFRS FY2025 results are unaudited and are a simplified conversion from US-GAAP

OMRON's Core technology

9

Based on our core technology that drive the creation of social needs,
we will solve social issues through 4 businesses





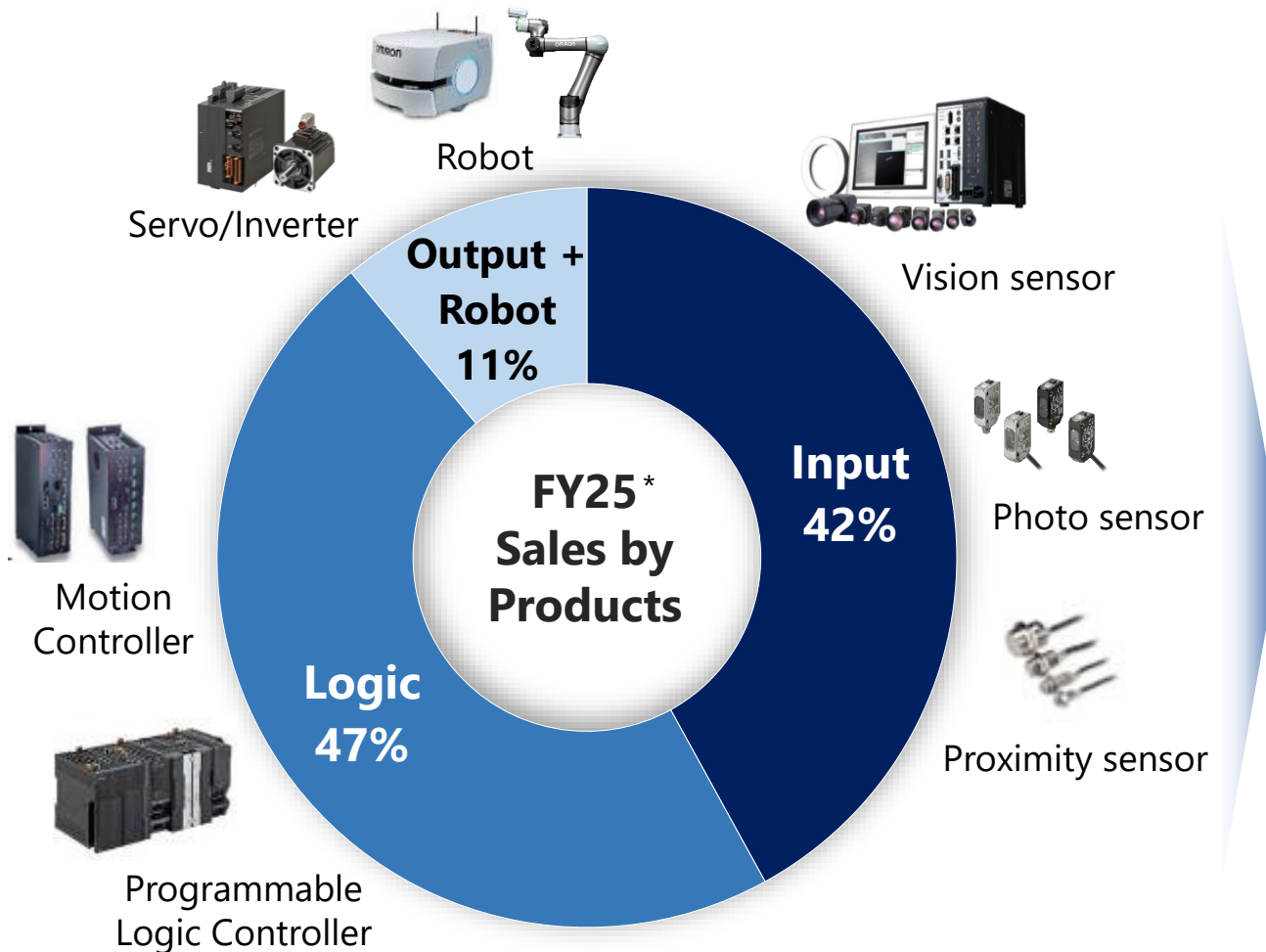
About OMRON

2

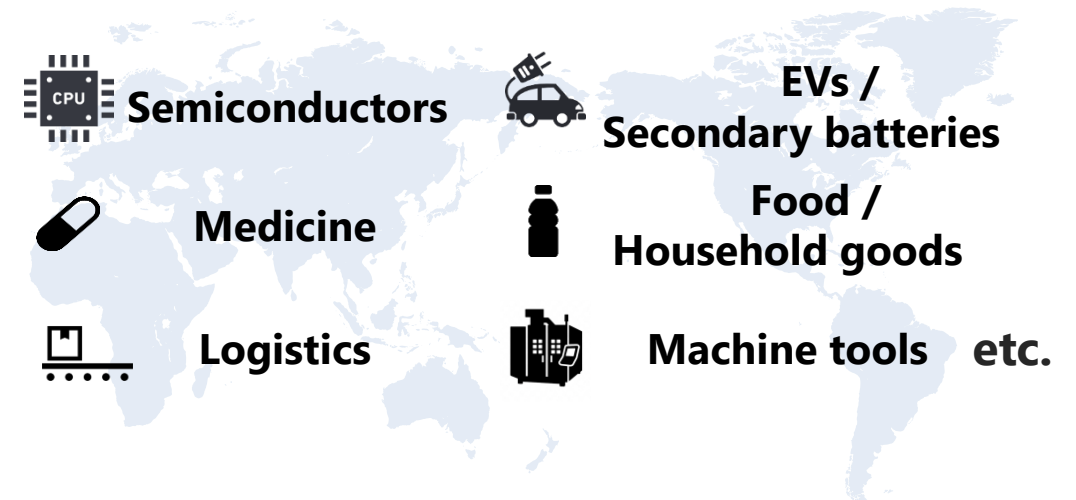
OMRON's Business

ESG and Shareholder
Returns Policy

Providing a wide range of FA equipment and innovative solutions for factory production line automation



End user/market



* U.S. GAAP-based

Solving customer issues through three value propositions: Devices, Solutions and Data Services

Devices

Providing high-quality, high-performance devices through one of the industry's widest product lineups

Global
Customer Base

Approx. **110K**

Number of
Sales Offices

177 locations

Number of Global
Distributors

Approx. **2,500**

Solutions

Solving advanced manufacturing challenges through a wide range of devices and software combinations

Customer Co-Creation
Centers(ATC)

45 locations

Number of SE w/ Deep
Industry Knowledge

Approx. **1,300**

Data Services

Realizing next-generation smart factories through the utilization of diverse on-site data.

Global Partner

Product Engineering Partner

Cognizant

Data know-how /
Technology

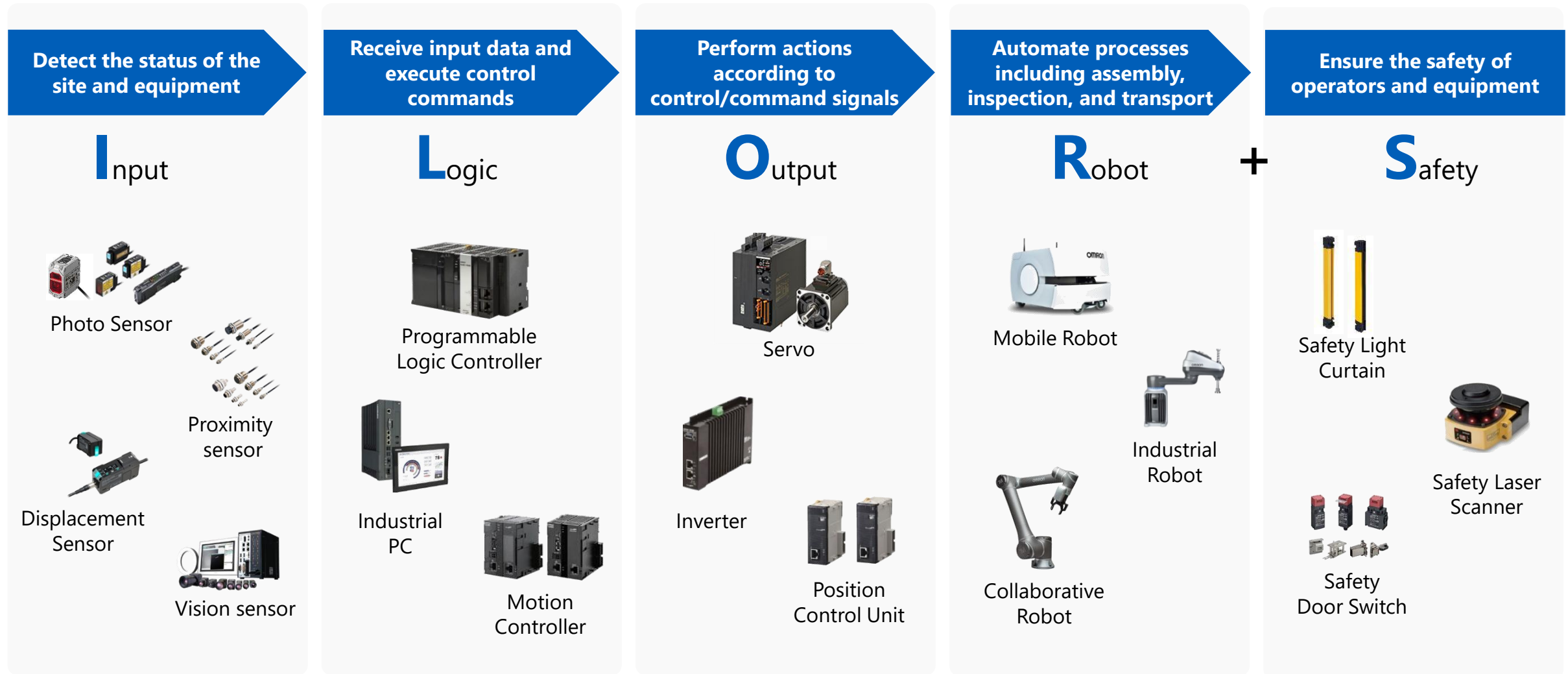
Consolidated Subsidiary

JMDC

Data Solution

i-BELT

A broad lineup of ILOR+S devices powering the core of factory automation

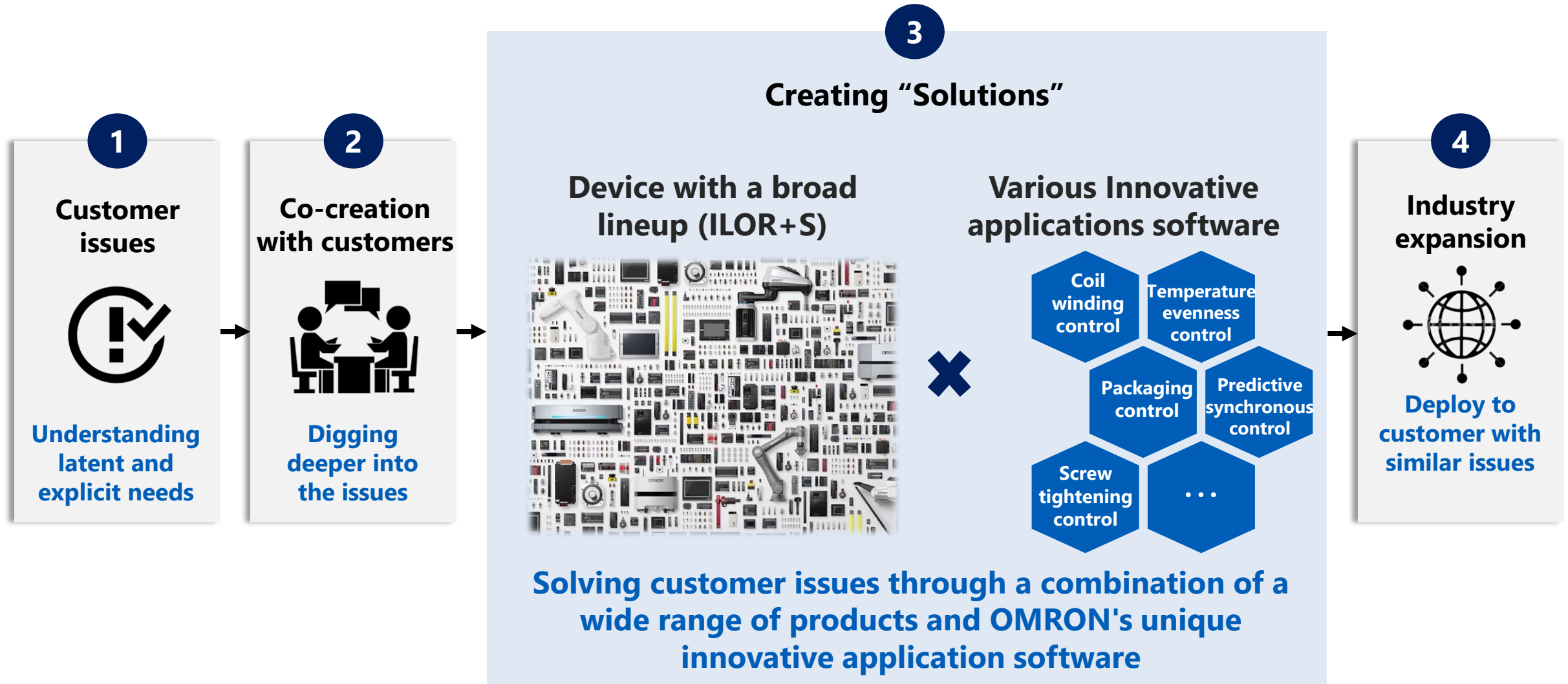


Providing manufacturing-site solutions by combining a wide product lineup (ILOR+S)
with innovative application software

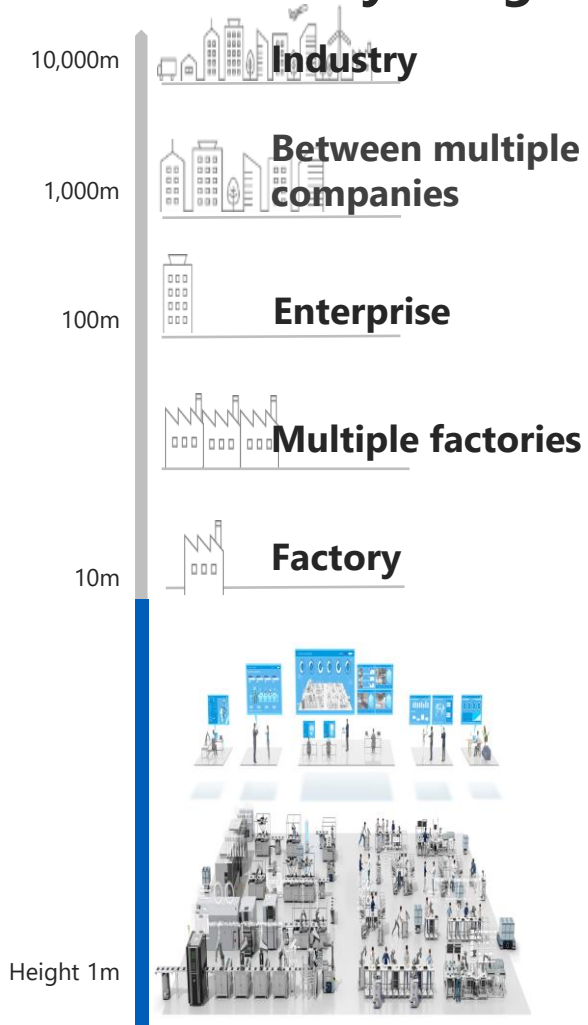


**Addressing
Complex
Challenges in
Manufacturing
Sites**

OMRON's unique solutions from co-creation with customers are the strength



**Creating data services that solve customers' fundamental issues
by integrating and leveraging high-quality data obtained from devices**



IT×OT



×

OMRON

**Leverage on-site data with IT to enable real-time
optimized manufacturing operations and decision-making**

OT

**Solve manufacturing on-site
issues with device and solution**

OMRON

ex :

**Predictive
maintenance**

**Energy productivity
improvement**

**Yield
improvement**

Providing innovative devices and services to prevent the aggravation of cardiovascular and respiratory diseases and achieve “Zero events”

Home ECG Monitor,
RPM Service etc.



Others
8%

Pain
3%

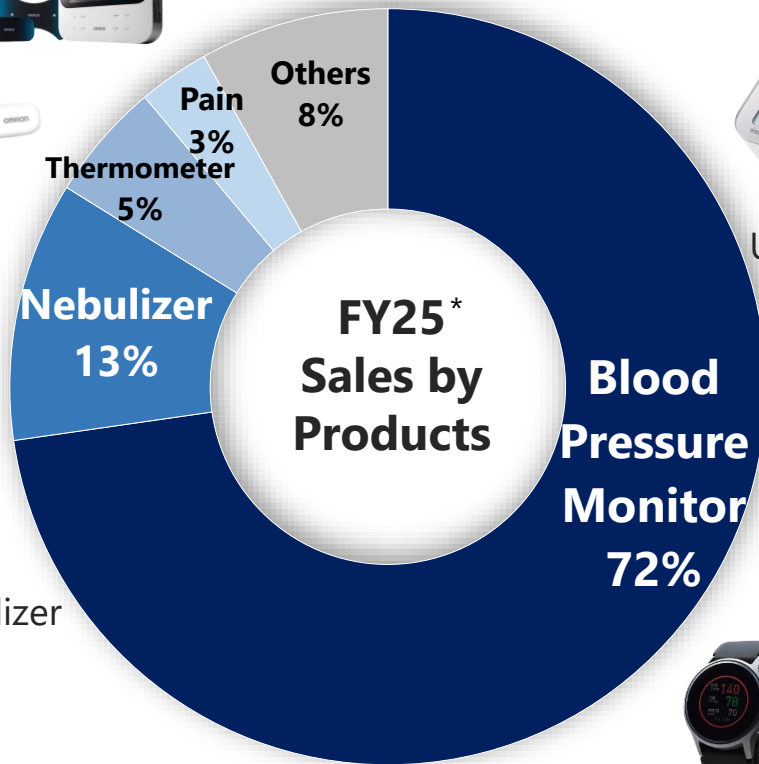
Thermometer
5%

Nebulizer
13%

Mesh Nebulizer



Compressor Nebulizer



FY25*
Sales by
Products

Blood
Pressure
Monitor
72%



Upper arm BPM



Wrist BPM



Wearable BPM

End User/market

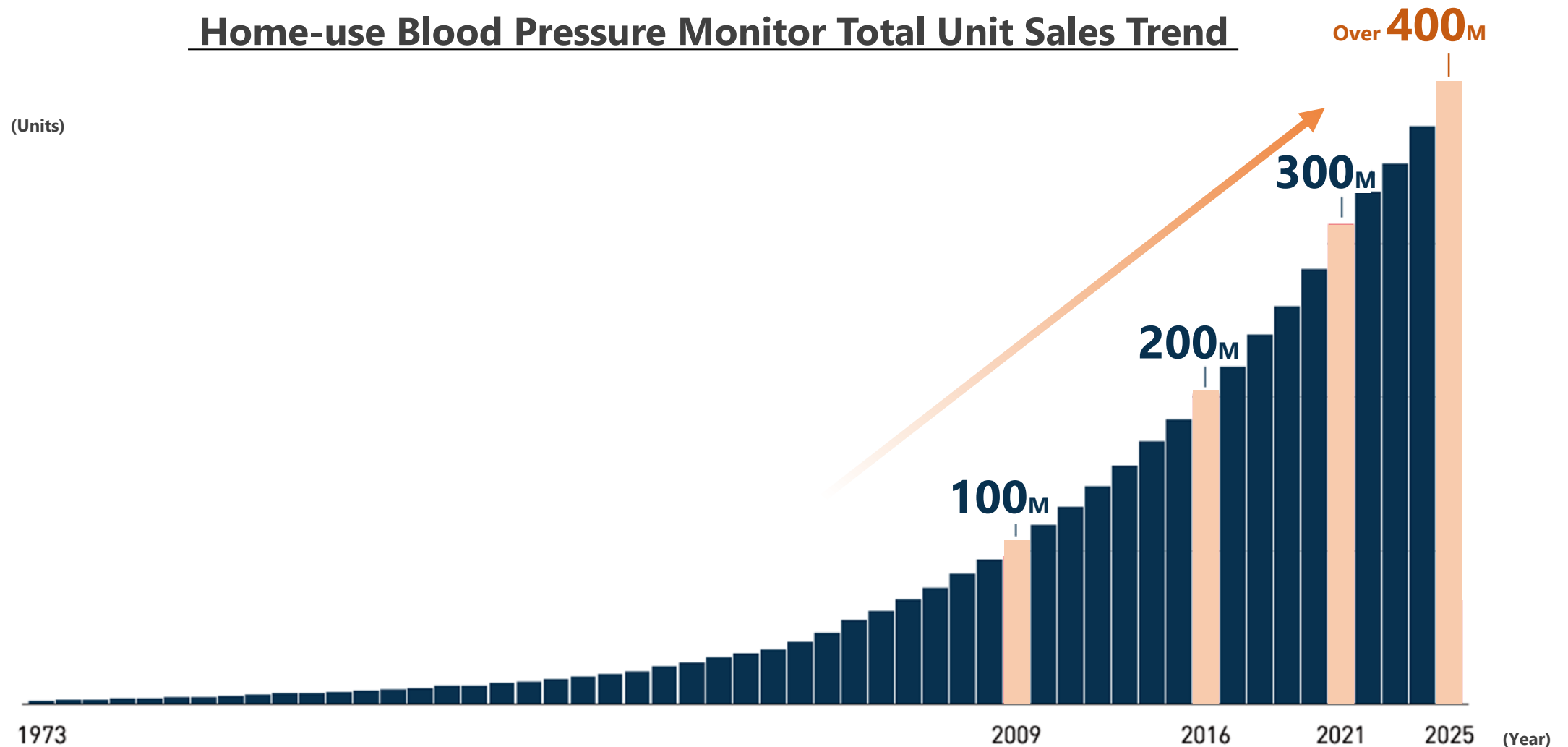


HCB: Blood Pressure Monitor Sales (Units)

18

**Global expansion of home-use Blood Pressure Monitor sales,
exceeding 400 million units sold worldwide**

Home-use Blood Pressure Monitor Total Unit Sales Trend



Leveraging strong global reputation in medical devices, supporting the extension of health life expectancies



High quality and technology trusted by medical institutions

Trusted by healthcare professionals, OMRON blood pressure monitors have been utilized in more than 249 clinical studies around the world.*



Medical device certifications in 100 countries

Obtained medical device certification in 100 countries worldwide, including the Ministry of Health, Labour and Welfare (Japan), NMPA (China), and FDA (USA).

The OMRON logo, consisting of the word "OMRON" in white capital letters on a black rectangular background.

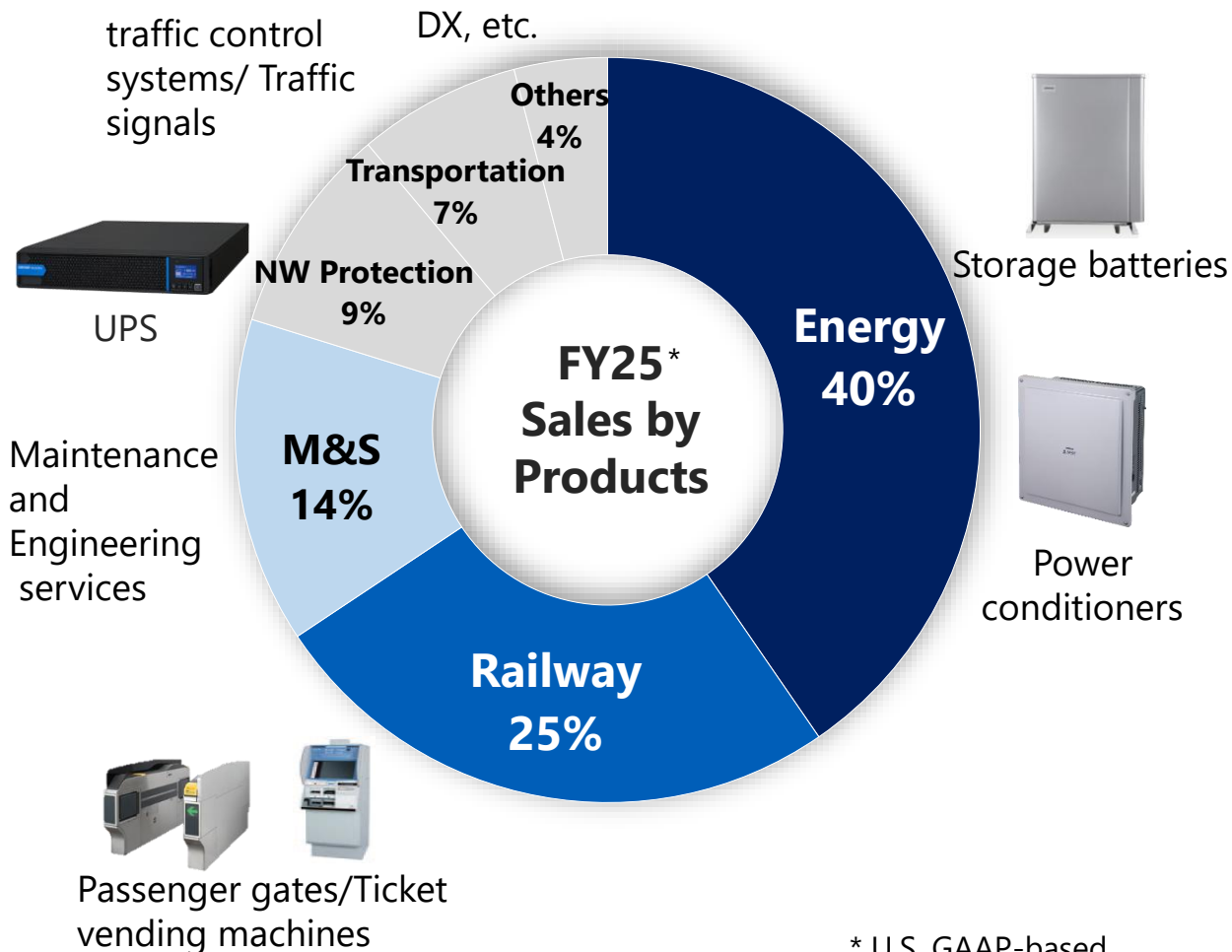
OMRON

Global brand presence

Established a globally trusted brand through over 50 years of worldwide adoption and presence in approximately 130 countries and regions.

* Source: Omron Healthcare, January 2000–May 2026

Providing social infrastructure bases such as PV power conditioners/energy storage systems and Railway toward the realization of a carbon-neutral and digital society



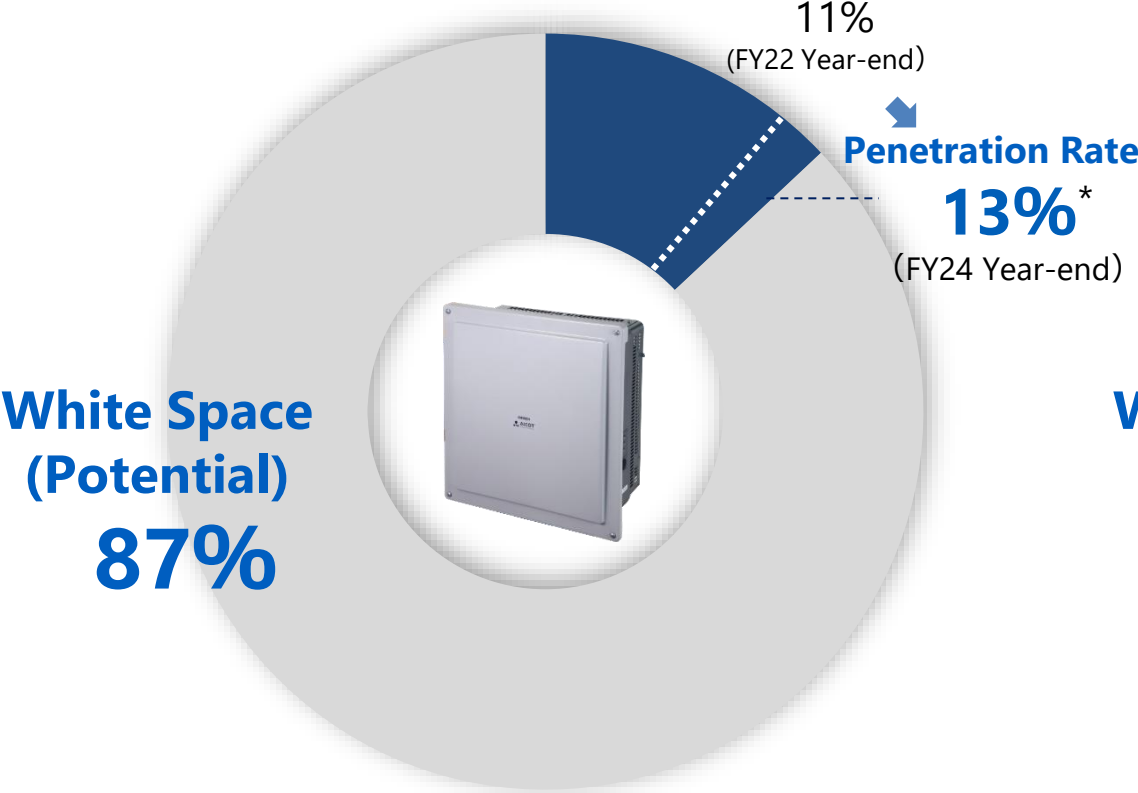
Main End Users/Markets



* U.S. GAAP-based

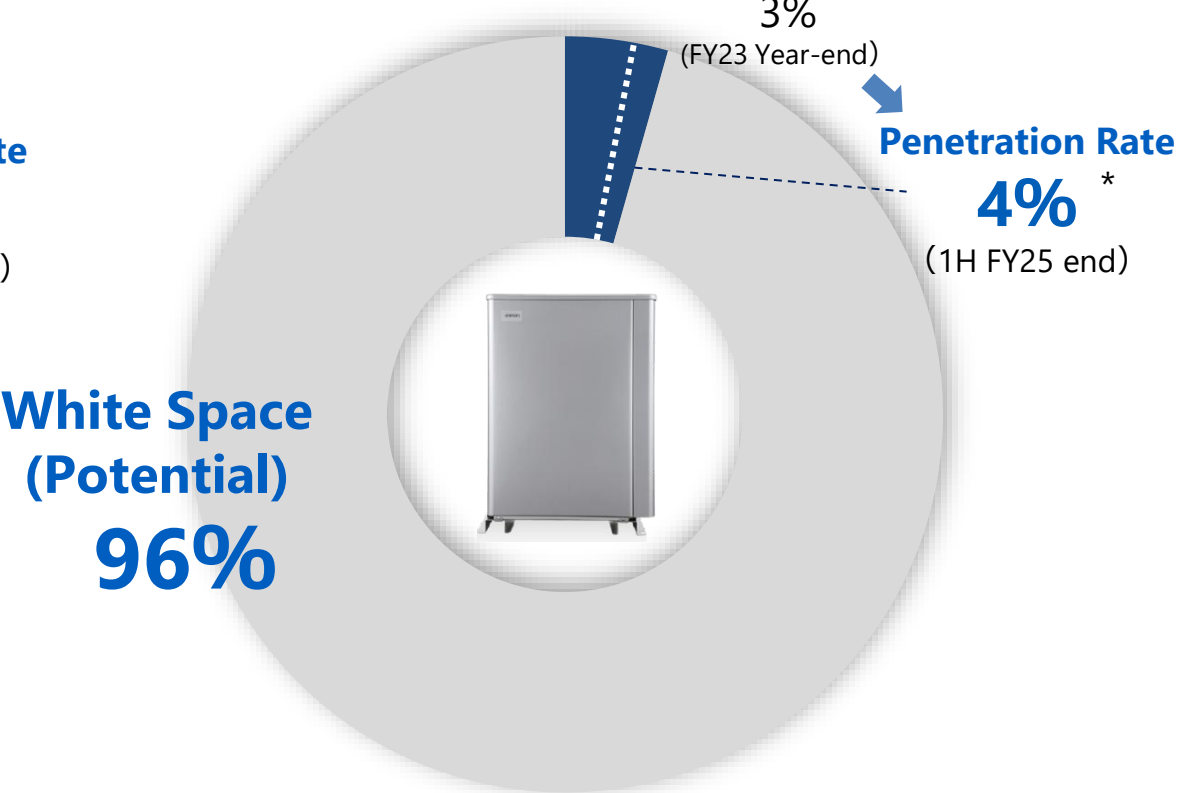
Market penetration rates for both PV power conditioners and energy storage systems are still low, leaving a large white space

Residential PV Power Conditioners Penetration Rate



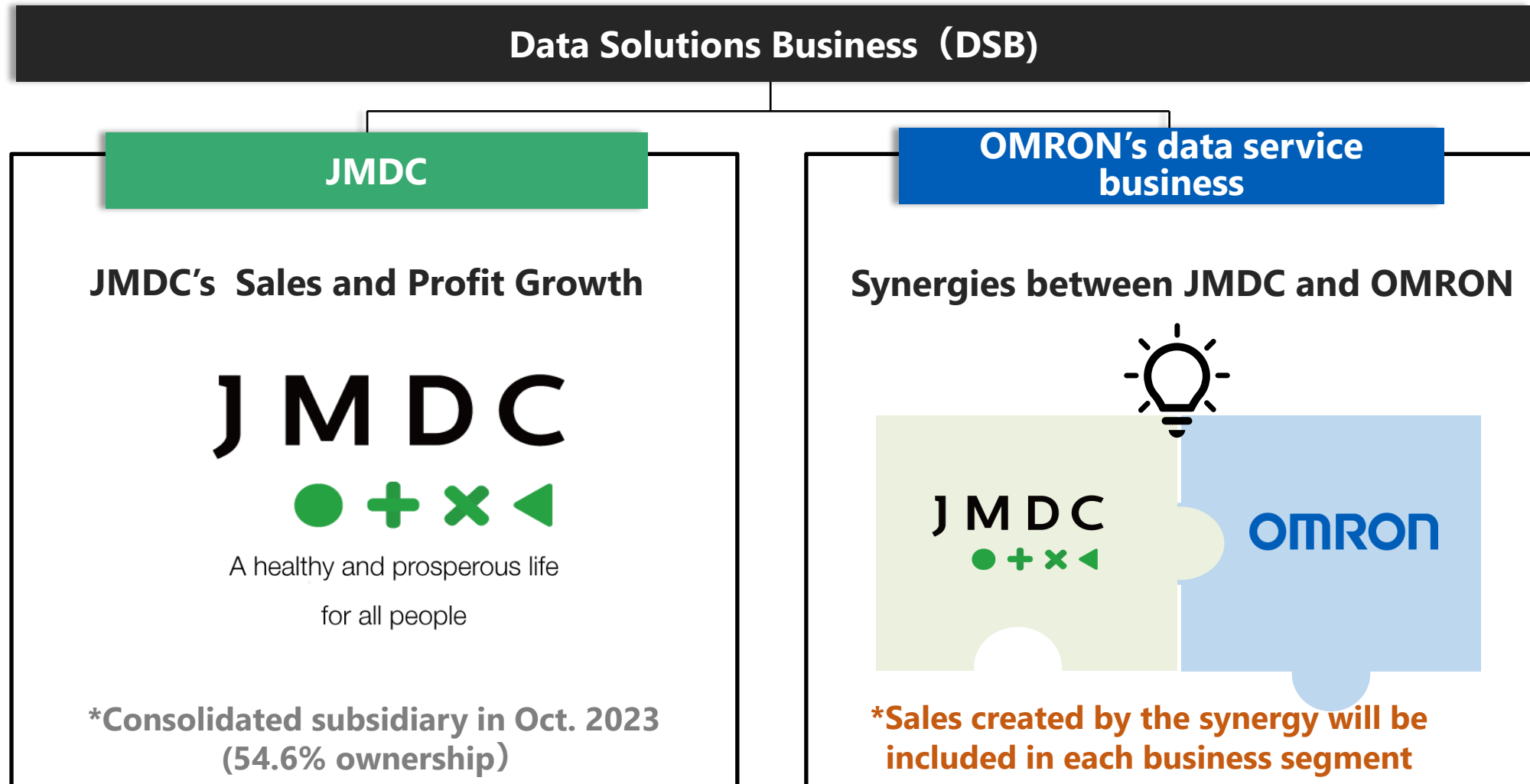
* As of FY24 year-end
* # of PV installations / Total number of detached houses: 28.76mn

Energy Storage Systems Penetration Rate



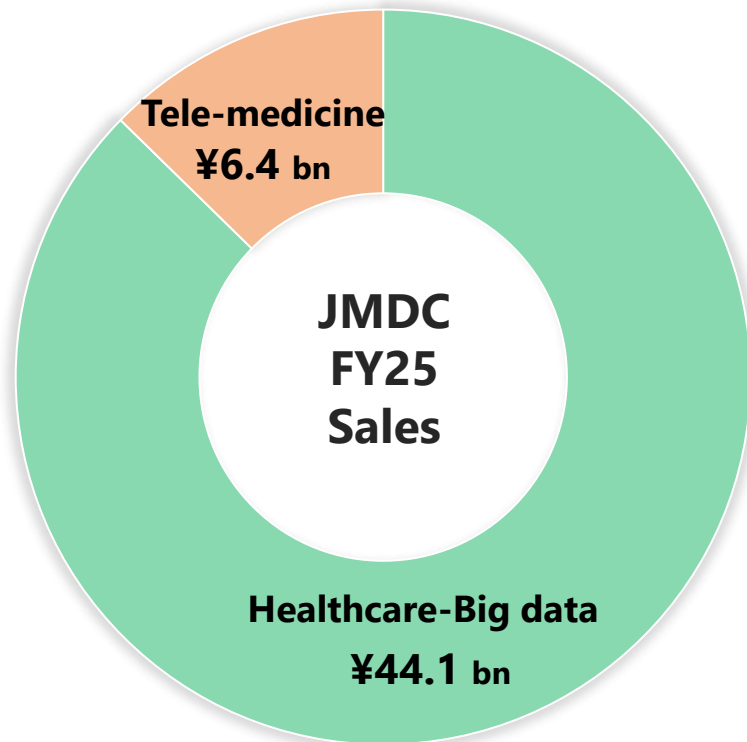
* As of 1H FY25 end
* # of Energy storage system installations / Total number of detached houses: 28.76mn

OMRON employees have inherited the spirit of the corporate constitution
as a corporate philosophy

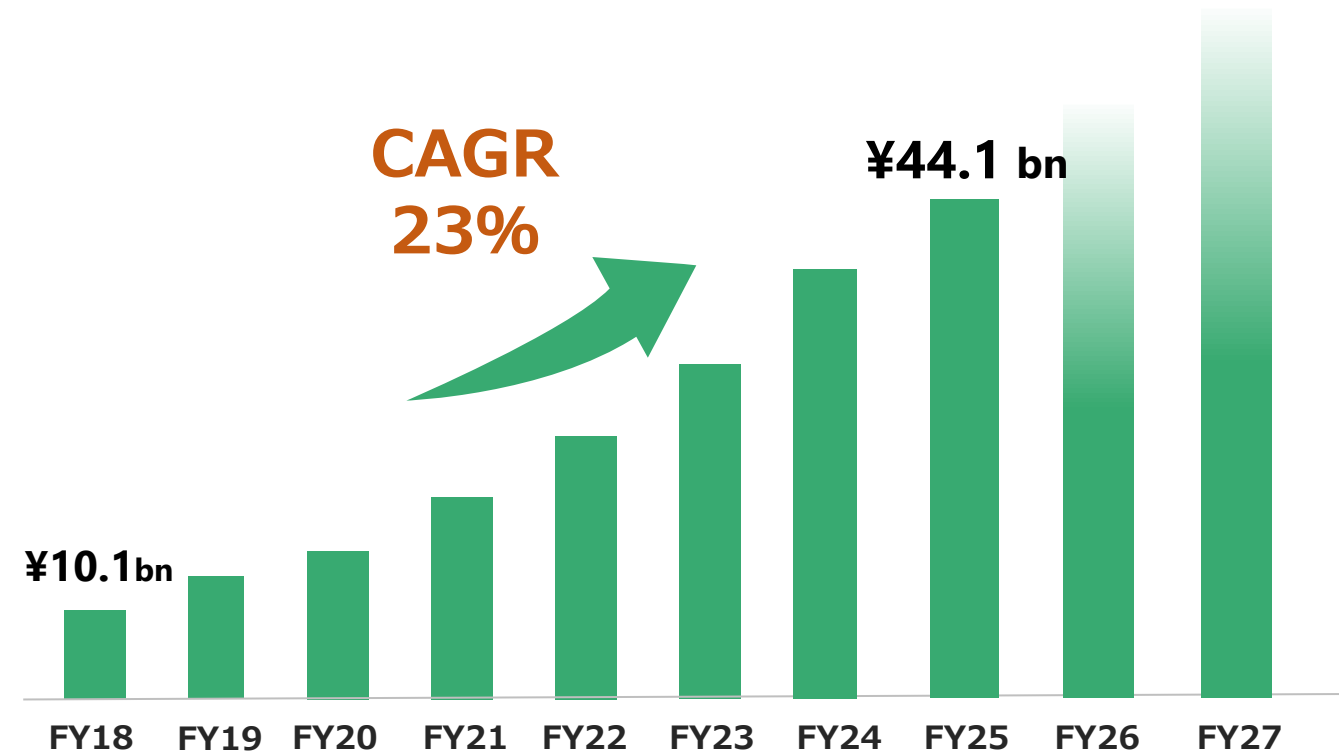


JMDC leads the data healthcare market with overwhelming health big data and analytical capabilities, boasting a high growth rate

Sales exposure



Sales trend of JMDC



**Accelerate DX of 3 businesses with JMDC's consolidation into the Group.
Expanding data solution business**

IAB



**FA Equipment provided
to 110K customers**



**Solution for
Energy
Productivity**

HCB



**Over 40M
Home-use BPM^{*1} sold**



**Solution for
preventing
aggravation**

SSB



**Service Network
covering Entire country**

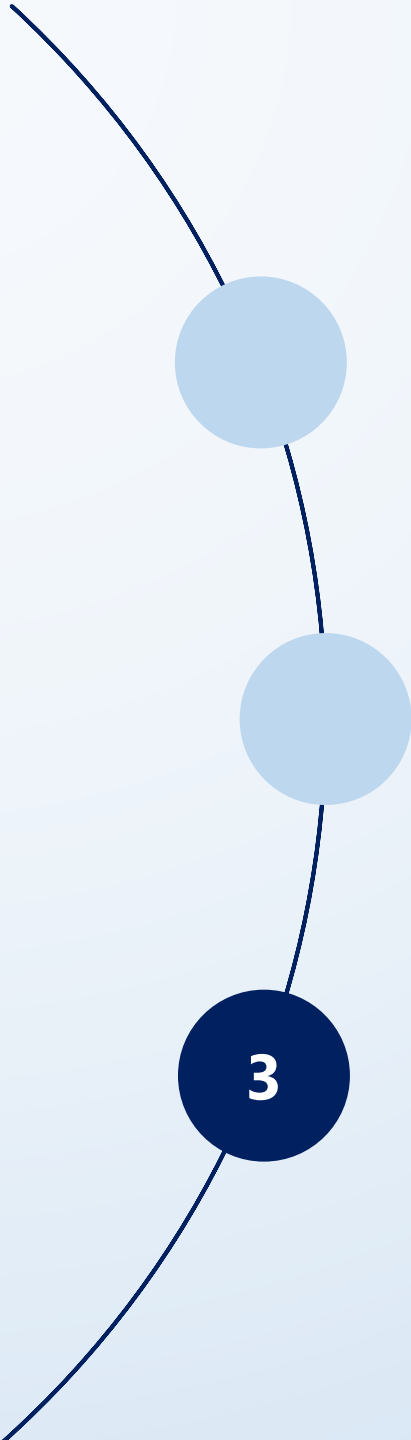


**Management &
Service for stores**

**Acceleration
of DX
business**



* BPM: Blood Pressure Monitor



About OMRON

OMRON's Business

3

**ESG and Shareholder
Returns Policy**

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°C level) - Scope3 (Cat. 1&11) reduction vol. (well below 2°C 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)



Rated “A-” for “Climate Change” and “B” for “Water Security” by CDP



Awarded EcoVadis Gold Rating (TOP 5%)



Selected for the MSCI Selection Indexes* for the 12th consecutive year

* Renamed from “MSCI ESG Leaders Indexes” in February 2025



FTSE4Good

Selected for the FTSE4Good Index Series for the 11th consecutive year



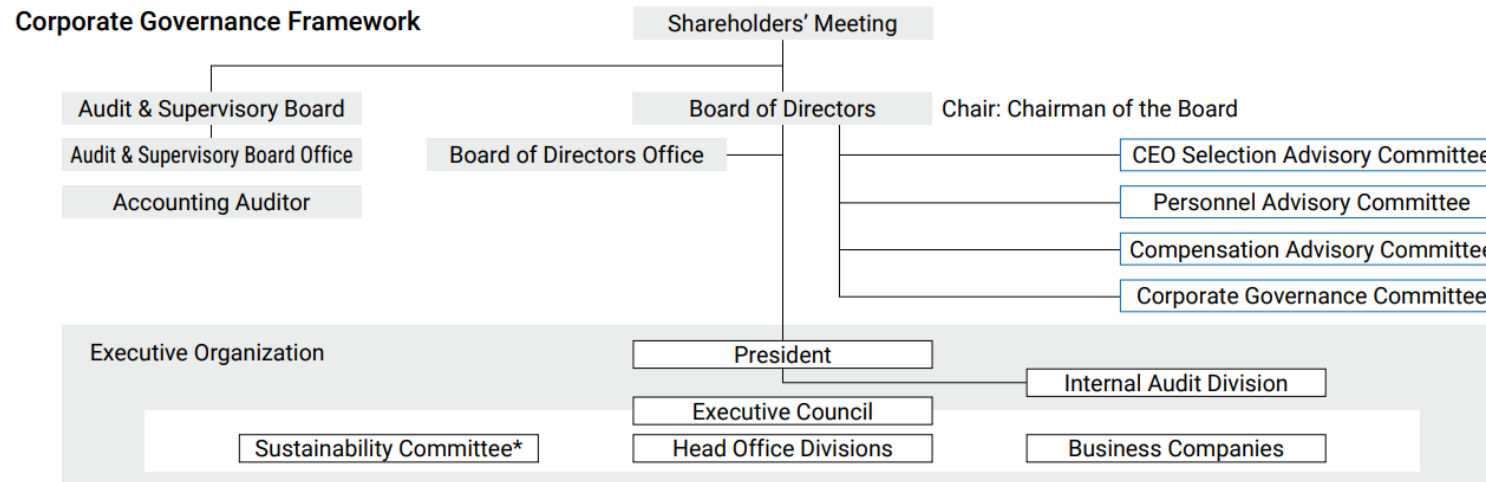
Awarded “Prime” in ISS ESG Corporate Rating



Rated “Low Risk” in the Sustainalytics ESG Risk Ratings

Designed highly transparent and effective organizations to ensure enhancing sustainable value

Corporate Governance Framework

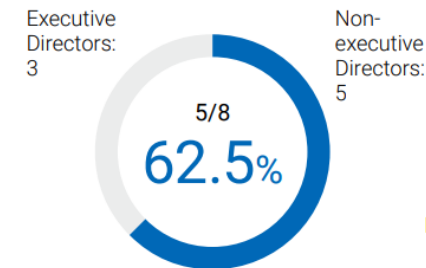


*The Sustainability Committee identifies important issues relating to sustainability in the focus domains, the head office divisions, and various committees (the Corporate Ethics & Risk Management Committee, the Information Disclosure Executive Committee, and the Group Environment Activity Committee) and oversees them on a Group-wide basis.

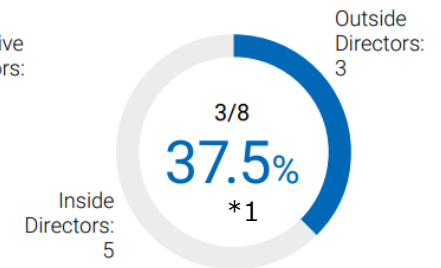
Composition of Board of Directors

(As of June 1, 2026)

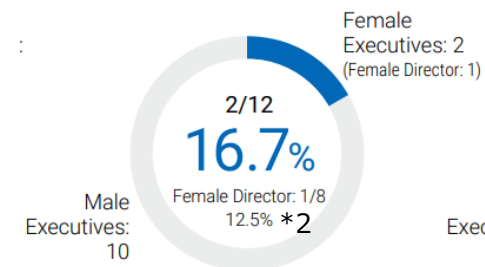
Ratio of Non-executive Directors



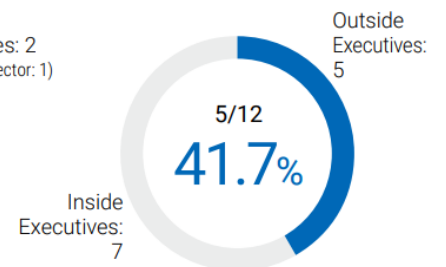
Ratio of Outside Directors



Ratio of Female Executives (Directors / Audit & Supervisory Board Members)



Ratio of Outside Executives (Outside Directors / Outside Audit & Supervisory Board Members)



*1 The Company's policy is to increase the ratio of Outside Directors to higher than 50% by 2027.

*2 The Company's policy is to increase the ratio of female Directors to 20% or higher by 2027.

Cash Allocation Policy

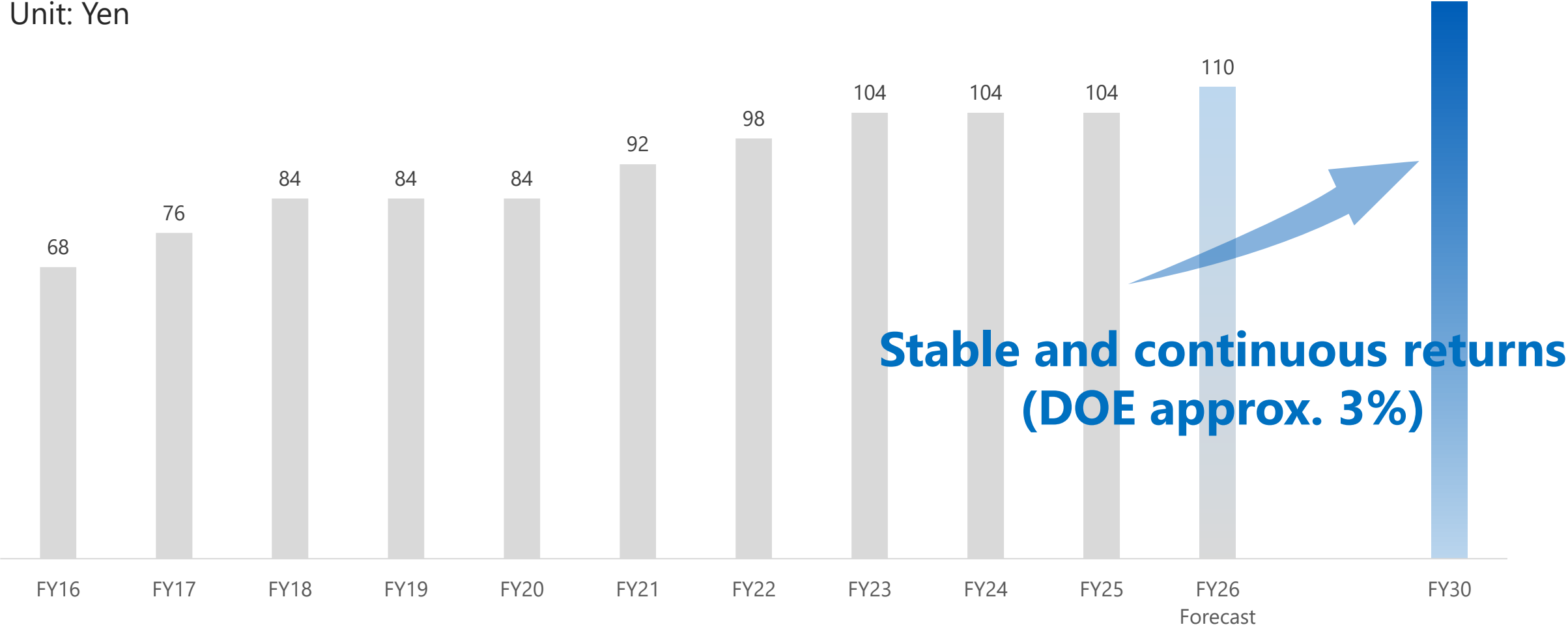
- We will implement a resource allocation strategy centered on business investment to create new value from a medium to long-term perspective. **Our top priority is to invest in the focus businesses that drive sustainable growth, with a heightened focus on IAB, our highest-priority area.**
- In addition to providing stable and sustainable dividends, **we will flexibly conduct share buybacks**, taking into comprehensive consideration the Group's future funding needs, business performance, share price levels, and financial position.
- 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 when executing M&A**. In addition, to ensure access to funding regardless of financial market conditions, we will continue to **maintain a sound financial position**.

Shareholder Return Policy

- While prioritizing the investments necessary for value creation from a medium to long-term perspective, we set an annual dividend target based on a **shareholder equity dividend rate (DOE) of approximately 3%**. In addition, **taking past dividend performance into consideration**, we remain committed to **providing stable and continuous shareholder returns**.
- **Surplus cash retained over long periods of time** will be returned to shareholders through measures such as agile share buybacks.

Maintain stable and continuous dividends,
while enhancing shareholder returns in line with profit growth

Unit: Yen



OMRON