FY2025 Earnings Results Briefing

May 13, 2026
OMRON Corporation

Summary

● 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

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Changes at Time of Disclosure

OMRON's accounting standard changing from US-GAAP to IFRS in FY2026.
Reflecting the transfer of DMB, the business will be reclassified as a discontinued business

Changes to Disclosure

① Change to accounting standard (US-GAAP→IFRS)

Voluntary adoption of **IFRS from FY2026**

② DMB to be reclassified as a discontinued business

In conjunction with the carve-out and equity transfer of DMB,* **this business to be classified as a discontinued business from FY2025 results**

＊ Planned reclassification date Oct. 1, 2026

Disclosure Standards and Business Classification

	FY2025 (Actual)		FY2026 (Plan)	
[Accounting standard]	US-GAAP		IFRS	
[Classification]	Continuing Business	IAB	Continuing Business	IAB
	Continuing Business	HCB	Continuing Business	HCB
	Continuing Business	SSB	Continuing Business	SSB
	Continuing Business	DSB	Continuing Business	DSB
	Discontinued Business	DMB	Discontinued Business	DMB

1. FY2025 Results

FY2025: Consolidated Results (After Reclassification)

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	188.02	+101.2
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)

[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

FY2025: Results by Segment (After Reclassification)

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

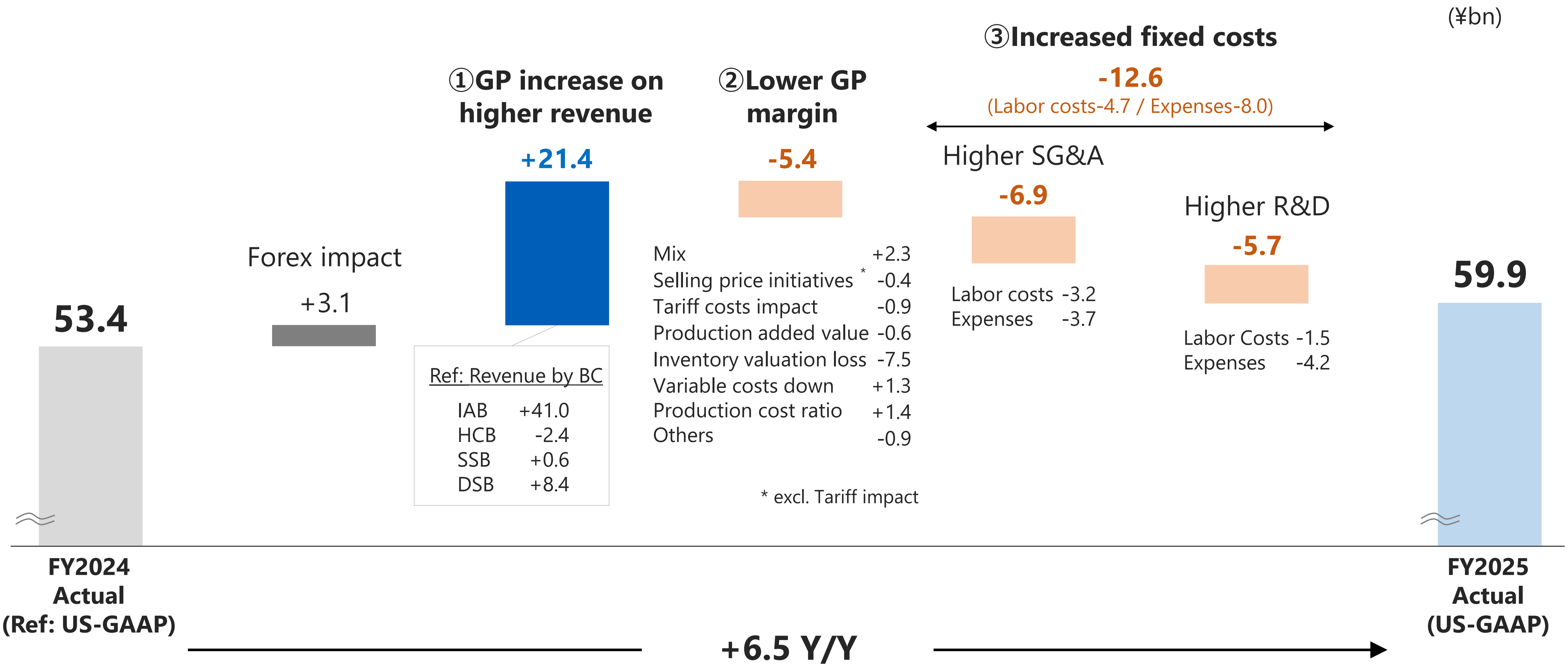
(¥bn)

	Revenue FY2024 Actual US-GAAP	Revenue FY2025 Actual US-GAAP	Revenue Y/Y US-GAAP	OP FY2024 Actual US-GAAP	OP FY2025 Actual US-GAAP	OP 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.

FY2025: Analysis of Change in Operating Income (Y/Y, After Reclassification)

Revenue growth at IAB drove performance, significantly increasing gross profit.
Despite lower GP margin and higher fixed costs, profit rose by ¥6.5 bn



2. FY2026 Forecast

FY2026 Operating Environment Outlook

Overall demand trends firm in each segment, but uncertainty in the business environment rising as a result of conflict in the Middle East. Closely monitoring the situation

IAB Industrial Automation	**Expect overall operating environment to be firm.** **Semiconductor capex expected to continue; firm trends in secondary battery industry to continue backed by data center demand** *Details to be covered later
HCB Healthcare	**While BPM market is firm globally, China expected to be unchanged YoY** Cardiovascular: While BPM trends are firm globally, a shift to online channels in each region is leading prices lower Respiratory: Demand moderating in regions where infectious diseases led to higher penetration for nebulizers; expect overall trends to be flat
SSB Social Systems, Solutions & Service	**Expect firm overall operating environment** Energy: Backed by subsidies, demand for residential-use renewable energy solutions to be firm ESS: Firm capex by railway operators. Expect temporary step up on demand for upgrades to ticket machines and other station systems
DSB Data Solutions	**Expect firm overall operating environment, led by health big data business** JMDC: While usage of medical data by pharma companies and life/non-life insurers is firm, competition is intensifying. Demand for services targeting insurers and consumers backed by rising public awareness of health and prevention

Forecast: Consolidated Earnings

Revenue and profit growth planned

(¥bn)

	FY2025 Actual (Ref) *2 IFRS adjusted	FY2026 Plan IFRS	Y/Y (Ref) IFRS adjusted
*1 Net Revenue	767.4	**820.0**	+6.9%
Gross Profit	350.9	**382.0**	+8.9%
(%)	(45.7%)	**(46.6%)**	(+0.9%pt)
Operating Profit	54.4	**62.0**	+13.9%
(%)	(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

Forecast : Earnings by Segment

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.
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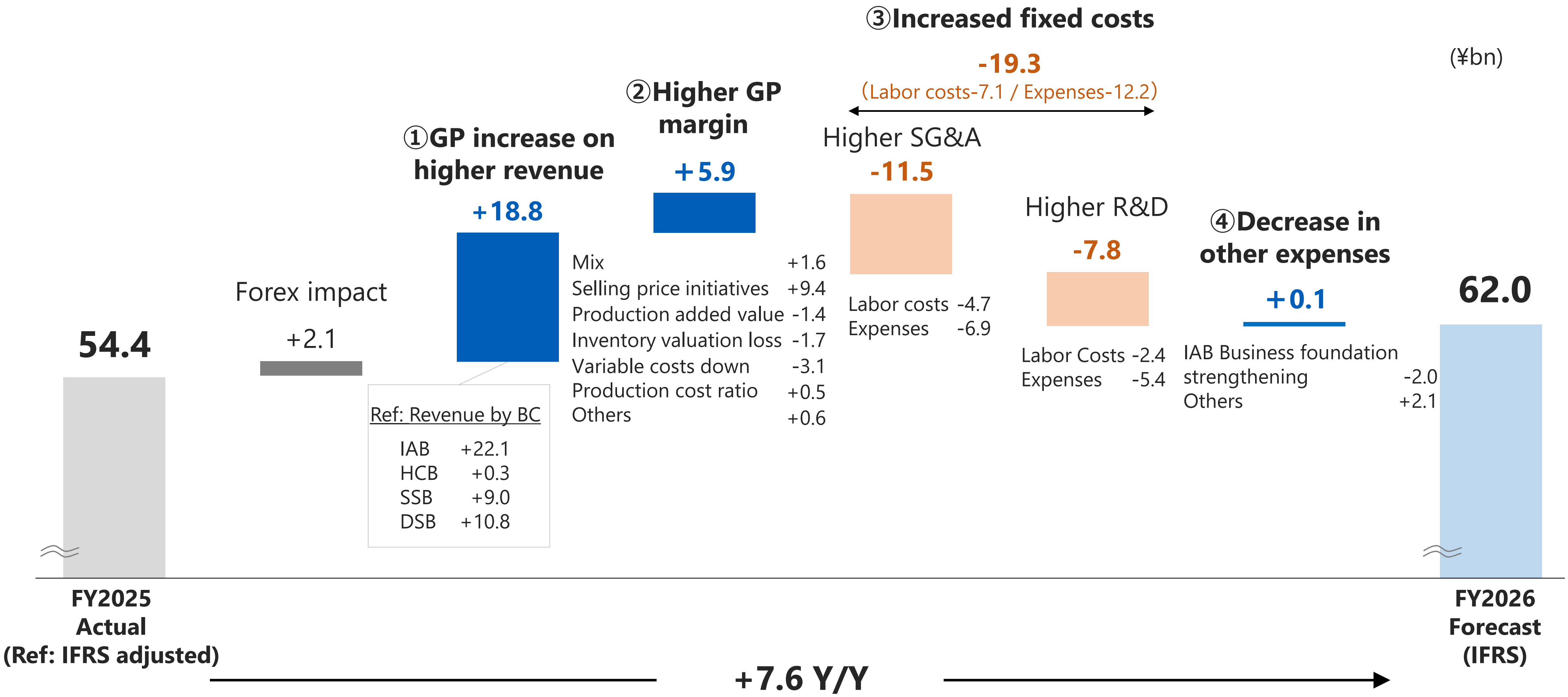
*5. In conjunction with the carve-out and equity transfer of DMB, "Eliminations & Corporate" includes reclassification adjustments for discontinued operations. Recalculated results for the prior and current years are shown.

Forecast: Analysis of Change in Operating Profit (Y/Y)

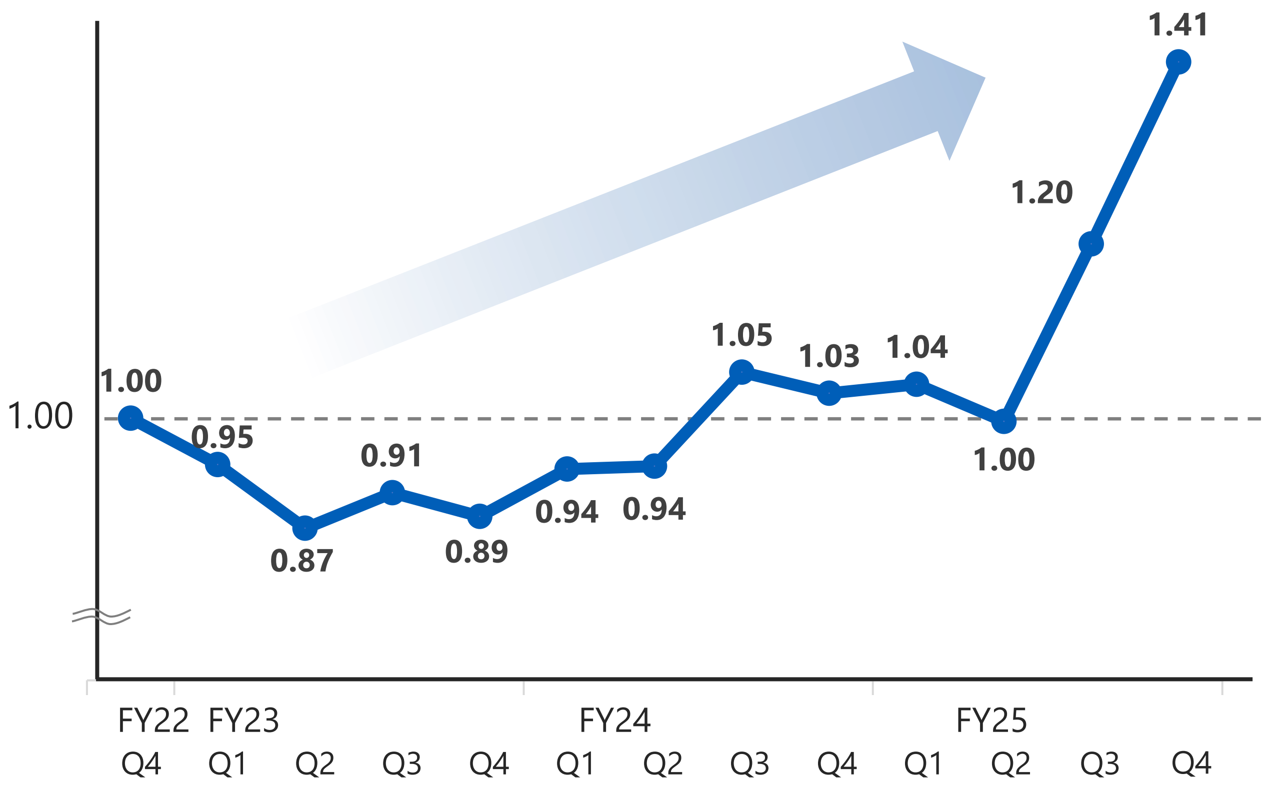
Profit growth is expected through revenue growth and GP margin improvement, while continuing growth investments



IAB: Trend of Order Levels

Order levels in Q4 continued an upward trend from the previous quarter, driven by the capture of AI demand

Order levels (FY24 FX FCST rate base)



(Based on FY22 Q4)

Background of order trends of Q4

1 Capture of expanding generative AI demand

- Capture of advanced semiconductor investment
- Capture of secondary battery investment for data centers
- Expansion of demand for X-ray inspection systems (AXI)

2 Recovery in the global customer base

- Gradual recovery in FA demand
- Customer needs capture through new product expansion

IAB: FY2026 Operating Environment Outlook

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

IAB: Capture Business Opportunities

Accelerate revenue growth by capturing demand in growth fields and expanding the customer base

Capturing AI demand with solutions

- Provide industry-dedicated solutions to SPE and secondary battery manufacturers
- Expand adoption of AXI by PCB manufacturers/EMS

Expand SOM by new products launches

- Continuously release highly competitive new products.
  Plan to launch 22 models in FY26
- Expand revenue of IO-Link equipment such as data flow controllers which lead to GEMBA DX

Expand customer base using Customer Base Map

- Provide optimal products in a timely manner by visualizing customer needs
- Step up promotional activity by strengthening collaborations with distributors

FY26 Targets

AXI Revenue (Y/Y)	FY26 New Product Revenue *1	Customer Base Map Coverage expansion (Y/Y) *2
+30%+	¥28 bn+	+14%
	(+65% Y/Y)	(FY25 +7%)

*1 Cumulative revenue of products released after FY24

*2 Rate of change in supply coverage (number of matrix boxes covered) in the Customer Base Map, a matrix consisting of Customers x Major Product Segments

IAB: Strengthen Profitability

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

FY25→FY26 OPM Improvement

+1.0%pt *1

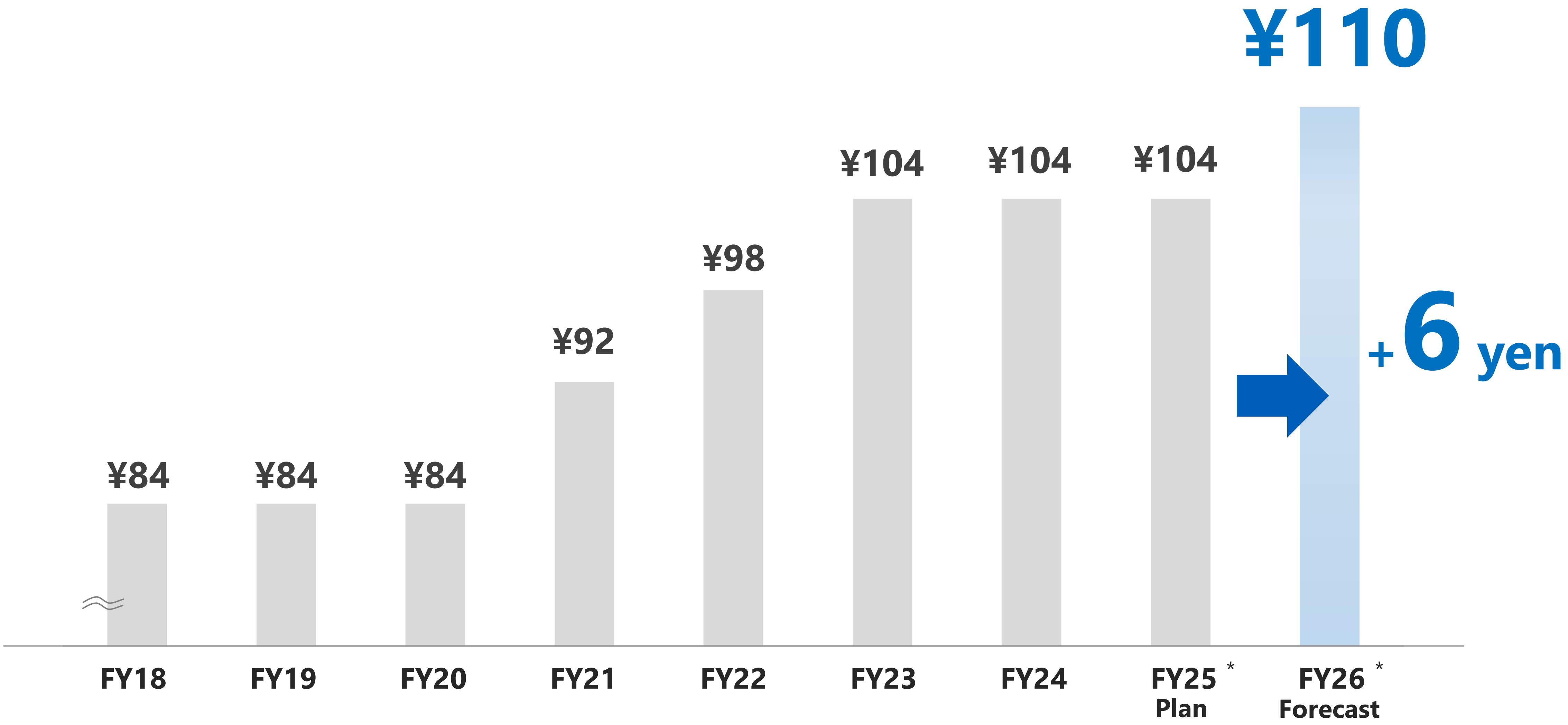
Measures to continuously enhance profitability **+2.9%pt**	Revenue Growth +0.6%pt	- Capture expanding generative AI growth - Recapture global customer base by launching new products
	GP Margin Improvement +1.1%pt	- Implement appropriate pricing to reflect rising materials and logistics costs - Improve 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

Dividend Forecast

FY2026 dividend forecast to be 110 yen, up 6 yen Y/Y



* FY2025 full-year dividend to be approved at annual general shareholders' meeting.
Interim, FY-end dividend for FY2026 TBD

3． Beginning of the Mid-Term Roadmap

Today’ Key Messages

1. Accelerating Revenue and Profit Growth in IAB

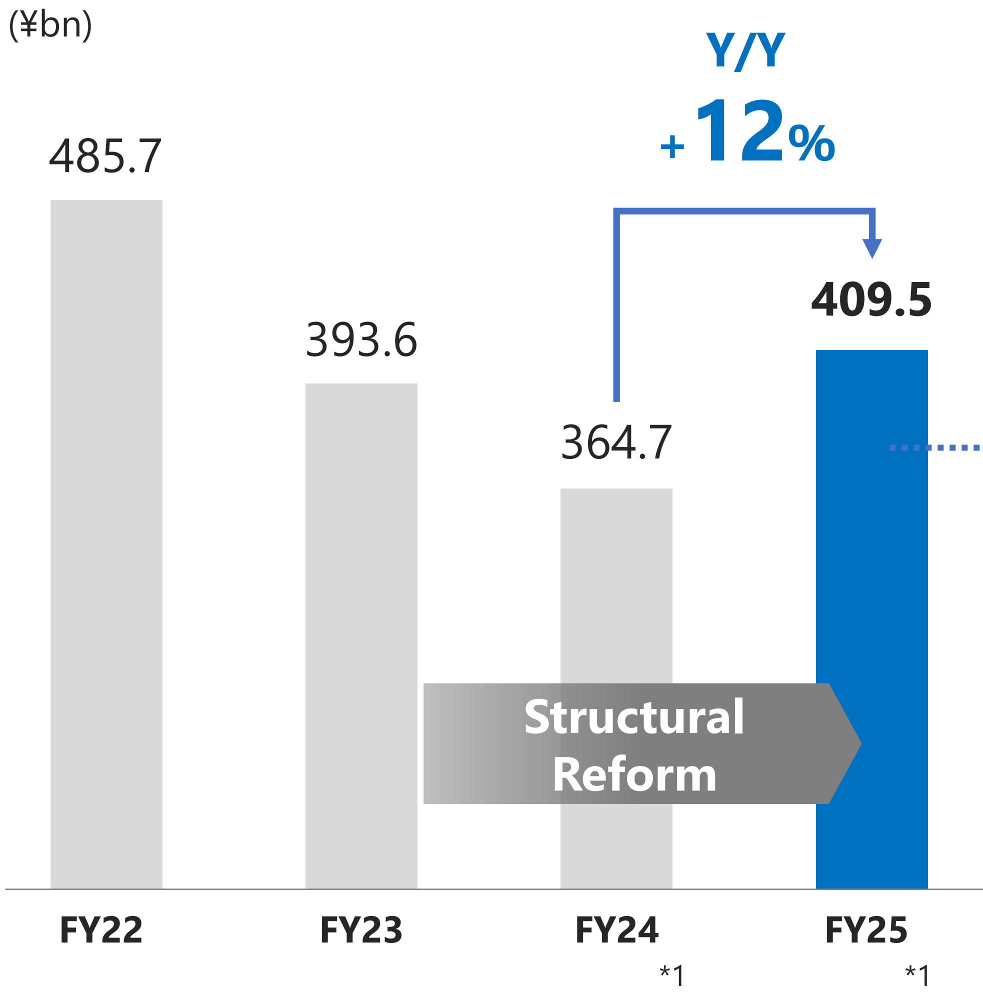
2. Progress in DSB (Data Health Segment)

3. Share Transfer of DMB and Capital Allocation

1. IAB: Achievements in FY2024-2025

Initiatives for regrowth are gradually yielding results, with a shift toward a full-scale recovery phase

IAB Revenue Trend



Strengthening competitiveness contributed to demand capture

Capture of AI demand

- Semiconductor Domain Revenue Y/Y +20%
- Secondary Battery Domain Revenue Y/Y +27%
- AXI Revenue Y/Y +140%

Expansion of Customer base

- New product Revenue *2 FY25 results ¥17.0 bn
- Other Domain Revenue Y/Y +6%

*1. FY2024 onward figures are after reclassification of discontinued operations

*2. Revenue from new products launched in FY2024-2025

1. IAB: Executing Measures to Strengthen Business Foundation

Implement initiatives to strengthen business foundation to realize sustainable growth beyond FY27

Capture and expand on benefits of initiatives

Strengthen business foundation to support sustainable growth

Structural Reform

+12%

Create framework for a return to growth and rebuild profit structure

(Revenue growth Rate) **+7.5% Y/Y**

Concentrate management resources on focus areas and businesses

Strengthen both product development and frontline human resources

Optimization of global operations

Streamlining of indirect functions and reorganization of production/R&D sites

Growth in excess of market growth

Continuously strengthen competitive capabilities

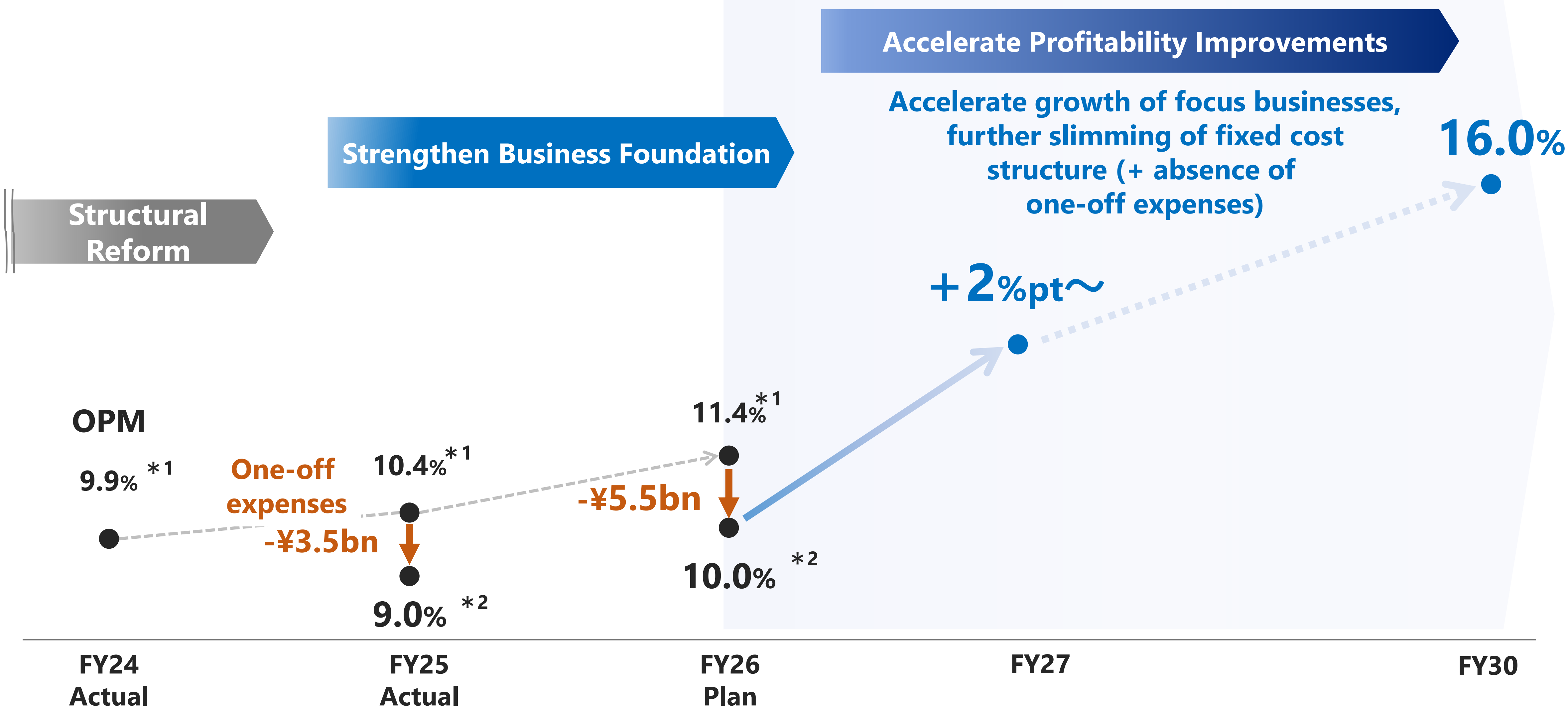
Market share growth

Recovery/expansion of FA demand

～FY25 | FY26 | FY27 and beyond

1. IAB: Accelerating Improvements to Profitability

OPM to improve in stepwise fashion from FY27 onward, enhancing probability of achieving FY30 goal of 16.0%, as a result of measures to strengthen the business foundation and continued implementation of measures to raise profitability in FY26



＊1. OPM based on US-GAAP (after reclassification of discontinued operations) *2. OPM based on IFRS

2. Progress in Data Service Business (Data Healthcare)

Developing highly accurate algorithm to predict future disease risk. Accuracy validation for some diseases completed at levels where commercialization is possible

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Home Vitals Data

Health Big Data

Checkups/Patient Records Data

JMDC

Disease Risk Prediction Algorithm

A technology that estimates current and future disease risk based on individual household and medical data.

Target conditions

- Validated — **Lifestyle Diseases**
- Validated — **Sleep Disorders**
- Improving accuracy — **Cerebrovascular Events**
- Improving accuracy — **Mental Disorders**
- Improving accuracy — **Women's Diseases**

…

Highly accurate calculations of disease risk

AUC*: Approx. 0.9

Target conditions

Sleep apnea syndrome, etc.

*AUC (Area Under the Curve): Evaluation metric for machine learning. Anything above 0.9 considered to be highly accurate

2. Progress in Data Service Business (Data Healthcare)

Visualization of disease risk can enable early detection and prevention

Example: Sleep Apnea Syndrome (SAS)

Visualize SAS symptoms for at-risk individuals

Potential SAS patients
Approx. 9.4 million people

	Current Situation	Disease Prediction Algorithm *
Suspect SAS	Awareness due to other symptoms or family comments	Able to visualize risk for virtually all at-risk individuals
Test/Diagnosis		
Treatment	600K	Early detection, more chances for treatment

Example: Gout

Visualize disease risk before onset of gout

Population at risk of gout
Approx. 10 million people

	Current Situation	Disease Prediction Algorithm *
Pre-onset stage	Awareness due to symptoms	Able to visualize risk several months before onset of symptoms → Identify risk, pre-ventative action
Test/Diagnosis		
Treatment	1.3 million	Reduce number of patients

*This algorithm is not intended to be diagnostic tool

3. DMB Carve-out and Equity Transfer

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)

3. Capital Allocation

Business portfolio review enables reinvestment in high growth-, high margin-businesses. Optimize allocation to shareholder returns and strategic investment subject to investment opportunities

Implementation of Portfolio Management

Portfolio Reform
(Transfer of DMB equity, etc.)

Cashflow Expansion of Existing Businesses

↓

Invest in focus businesses, mainly IAB

↓

Achieve revenue/profit growth in excess of market

↓

Enhance corporate value

Capital Allocation

M&A

Focus on IAB-related domains

- Particular priority on M&A that contributes to strengthening customer base
- Highly selective focus on candidates that clearly contribute to improving investment returns and capital efficiency, with a disciplined investment process

Criteria for Share Buybacks

1. Share price level

When the share price is at levels considered to be undervalued relative to intrinsic value

2. Financial soundness

When OMRON can maintain its equity ratio and financial capacity above a certain level, even where the operating environment has deteriorated or risk assets are impaired

3. Availability of investment opportunities

When availability of promising investment opportunities is limited, focus on improving capital efficiency through buybacks

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Reference

Forecast: Consolidated Earnings (US-GAAP basis)

(¥bn)

	FY2025 Actual US-GAAP	FY2026 Plan (Ref) US-GAAP adjusted*	Y/Y (Ref) US-GAAP adjusted
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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)	188.02	-	-
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)

(¥bn)

	Revenue			OP		
	FY2025 Actual US-GAAP	FY2026 Plan (Ref) *1 US-GAAP adjusted	Y/Y (Ref) US GAAP adjusted	FY2025 Actual US-GAAP	FY2026 Plan (Ref) *1 US-GAAP adjusted	Y/Y (Ref) US GAAP adjusted
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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)

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*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

(¥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

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(¥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

OMRON

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

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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