Q2 FY2026 Earnings

November 10, 2026
OMRON Corporation

Summary

● H1 FY2026 Results

- Consolidated revenue and profit increased significantly Y/Y. In addition to strong revenue growth, improved GP margin contributed to higher profits
- Revenue, gross profit, and gross profit margin hit record highs

● Q2 FY2026 Results

- Continuing strong trend in Q1, Q2 revenue and profit also up substantially
- 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, as well as a solid business environment.
- SSB posted a large decline in revenue and profit on intensifying competition in the ESS market

● FY2026 Full-year Forecasts

- Revenue, operating profit and net profit guidance revised up from previous forecast. Revenue, gross profit and gross profit margin expected to reach record highs
- IAB is expected to achieve significant Y/Y revenue and profit growth by capturing strong capital investment demand and promoting its own initiatives, including the expansion of new product sales
- Interim dividend fixed at ¥55. Initial Full-year dividend guidance of ¥110 maintained

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1. H1 / Q2 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.

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H1 Consolidated Results

Achieved significant Y/Y growth in both revenue and profit

(¥bn)

	FY2025 H1 Actual	FY2026 H1 Actual	Y/Y
Revenue *	345.9	**425.3**	+22.9%
Gross Profit *	157.8	**203.0**	+28.7%
(%) *	(45.6%)	**(47.7%)**	(+2.1pts)
Operating Profit *	15.5	**40.6**	+161.5%
(%) *	(4.5%)	**(9.5%)**	(+5.1pts)
Profit from Continuing Operations *	8.9	**30.5**	+242.5%
Profit from Discontinued Operations *	-3.4	**-2.0**	-
Profit attributable to OMRON shareholders *	4.6	**27.4**	+491.2%
Average USD rate (JPY)	146.4	**160.3**	+14.0
Average EUR rate (JPY)	166.8	**185.3**	+18.6
Average CNY rate (JPY)	20.3	**23.6**	+3.3

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

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Q2 Consolidated Results

Achieved significant Y/Y growth in both revenue and profit

(¥bn)

	FY2025 Q2 Actual	FY2026 Q2 Actual	Y/Y
Revenue *	179.4	**215.4**	+20.0%
Gross Profit *	82.1	**105.5**	+28.6%
(%) *	(45.7%)	**(49.0%)**	(+3.3pts)
Operating Profit *	9.7	**21.7**	+123.1%
(%) *	(5.4%)	**(10.1%)**	(+4.7pts)
Profit from Continuing Operations *	3.8	**16.2**	+321.5%
Profit from Discontinued Operations	-3.3	**1.4**	-
Profit attributable to OMRON shareholders	0.0	**16.8**	-
Average USD rate (JPY)	147.0	**161.0**	+14.0
Average EUR rate (JPY)	170.6	**185.3**	+14.7
Average CNY rate (JPY)	20.5	**23.8**	+3.3

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

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Q2 Results by Segment

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

(¥bn)

	Revenue			OP		
	FY2025 Q2 Actual	FY2026 Q2 Actual	Y/Y	FY2025 Q2 Actual	FY2026 Q2 Actual	Y/Y
IAB Industrial Automation	95.4	**129.0**	+35.2%	7.3 (7.7%)*3	**19.5 (15.1%)**	+165.6% (+7.4pts)
HCB Healthcare	35.5	**41.0**	+15.5%	2.7 (7.5%)	**6.4 (15.5%)**	+139.9% (+8.0pts)
SSB[*1] Social Systems, Solutions & Service	32.4	**24.6**	-24.1%	2.1 (6.4%)	**0.7 (3.0%)**	-65.1% (-3.4pts)
DSB[*2] Data Solutions	12.3	**15.4**	+25.9%	0.8 (6.8%)	**1.2 (7.5%)**	+38.3% (+0.7pts)
Include JMDC	12.4	**15.0**	+21.1%	2.5 (20.0%)	**2.8 (18.6%)**	+12.4% (-1.4pts)
Eliminations & Corporate	3.9	**5.4**	+38.2%	-3.2	**-6.0**	-
Total	179.4	**215.4**	+20.0%	9.7 (5.4%)	**21.7 (10.1%)**	+123.1% (+4.7pts)

*1. Reclassified part of the Eliminations & Corporate to SSB from Q2. Actual figures for Q2 FY2025 and Q2 FY2026 in this table have been retroactively recalculated

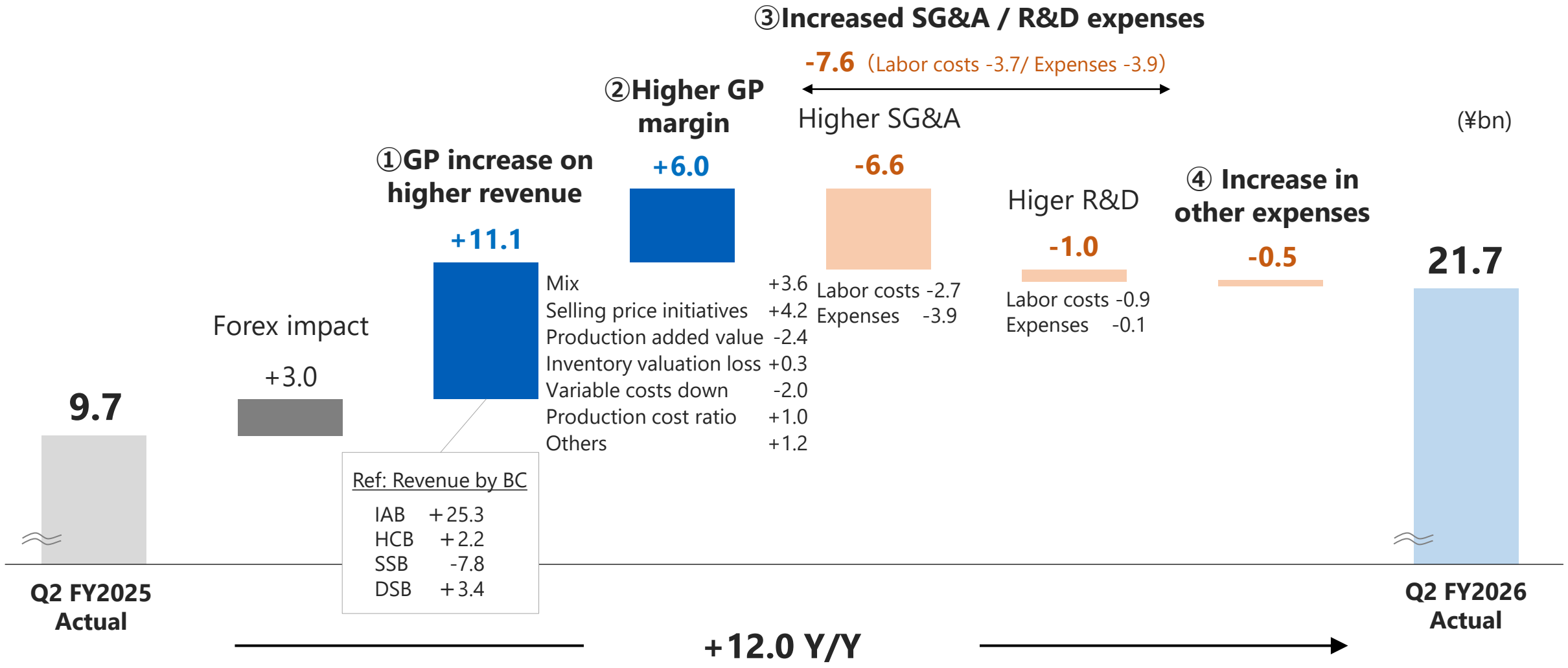
*2. DSB includes the financial results of JMDC and consolidation adjustments (amortization of intangible assets other than goodwill) and other financial figures related to the data business

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

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Q2 Results: Analysis of Change in Operating Profit (Y/Y)

Significant gross profit growth driven by revenue growth and improvement in gross profit margin. Operating profit increased by ¥12.0 bn, absorbing higher fixed costs.



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2. FY2026 Full-year Forecasts

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IAB: Operating Environment Outlook for H2

Overall operating environment projected to be in line with previous assumptions. IAB operating environment to remain strong, supported by robust AI demand

IAB
Industrial Automation

In line with previous assumptions, capital investment is expected to remain strong, particularly in the semiconductor industry, driven by AI demand

*Details to be covered later

HCB
Healthcare

Firm global trends in BPM market. Expect a gradual recovery in China, exceeding previous assumptions

BPM: Global market continues to grow. Gradual recovery expected in previously weak China market

Nebulizers: Weak on decline in number of infectious disease patients and warm winter in Latin America

SSB
Social Systems, Solutions & Service

In line with previous assumptions, while overall operating environment expected to remain solid, tough competitive conditions to persist in residential renewable energy market

ESS: Firm demand for residential renewables on subsidies, while competition continues to intensify due to aggressive pricing

Railway: Firm capex by railway operators

DSB
Data Solutions

In line with previous assumptions, overall operating environment remains solid, backed mainly by the 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 wellnesses awareness

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Forecast: Consolidated Earnings

Upward revision to Revenue, Operating profit and Net profit

(¥bn)

	FY2026 Prev. FCST	FY2026 Forecast	Chg. Vs. Prev. FCST	FY2025 Actual	Y/Y
Revenue	880.0	**920.0**	+4.5%	768.1	+19.8%
Gross Profit	410.0	**430.0**	+4.9%	351.8	+22.2%
(%)	(46.6%)	**(46.7%)**	(+0.1pts)	(45.8%)	(+0.9pts)
Operating Profit	80.0	**88.0**	+10.0%	56.4	+55.9%
(%)	(9.1%)	**(9.6%)**	(+0.5pts)	(7.3%)	(+2.2pts)
Profit from Continuing Operations	58.0	**60.5**	+4.3%	38.5	+57.0%
Profit from Discontinued Operations	-14.5	**-14.5**	-	-13.5	-
Profit attributable to OMRON shareholders	40.5	**43.0**	+6.2%	22.2	+93.4%
Continuing Operations Basis					
ROE	Approx. 7.0%	**Approx. 7.5%**	–	4.8%	–
ROIC	Approx. 5.5%	**Approx. 5.5%**	–	3.8%	–
EPS (JPY)	294.97	**307.68**	+12.7	195.92	+111.8
Average USD rate (JPY)	156.2	**157.7**	+1.5	150.3	+7.3
Average EUR rate (JPY)	181.3	**182.7**	+1.3	173.9	+8.8
Average CNY rate (JPY)	23.1	**23.3**	+0.2	21.1	+2.1

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

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Forecast: Earnings by Segment

Revenue and profit revised upward for IAB and HCB

(¥bn)

	Revenue				OP			
	FY2026 Prev. FCST	FY2026 Forecast	Vs. Prev. FCST	Y/Y	FY2025 Prev. FCST	FY2026 Forecast	Vs. Prev. FCST	Y/Y
IAB *1 **Industrial Automation**	510.0	**540.0**	+5.9%	+29.0%	65.0 (12.7%) *3	**72.0 (13.3%)**	+10.8% (+0.6pts)	+81.3% (+3.8pts)
HCB **Healthcare**	155.0	**165.0**	+6.5%	+13.6%	15.5 (10.0%)	**18.0 (10.9%)**	+16.1% (+0.9pts)	+53.6% (+2.8pts)
SSB *1 **Social Systems, Solutions & Service**	148.0	**148.0**	-	+1.4%	19.5 (13.2%)	**19.5 (13.2%)**	- -	+0.1% (-0.2pts)
DSB *2 **Data Solutions**	62.0	**62.0**	-	+21.2%	5.0 (8.1%)	**5.0 (8.1%)**	- -	+20.1% (-0.1pts)
Include JMDC	60.5	**60.5**	-	+21.0%	11.5 (19.0%)	**11.5 (19.0%)**	- -	+9.3% (-2.0pts)
Eliminations & Corporate	5.0	**5.0**	-	-30.9%	-25.0	**-26.5**	-	-
Total	880.0	**920.0**	+4.5%	+19.8%	80.0 (9.1%)	**88.0 (9.6%)**	+10.0% (+0.5pts)	+55.9% (+2.2pts)

*1. Reclassified part of the Eliminations & Corporate to IAB during FY2026. Previous forecast, forecast and Y/Y figures in this table have been retroactively recalculated (see P. 23 in the Appendix section).

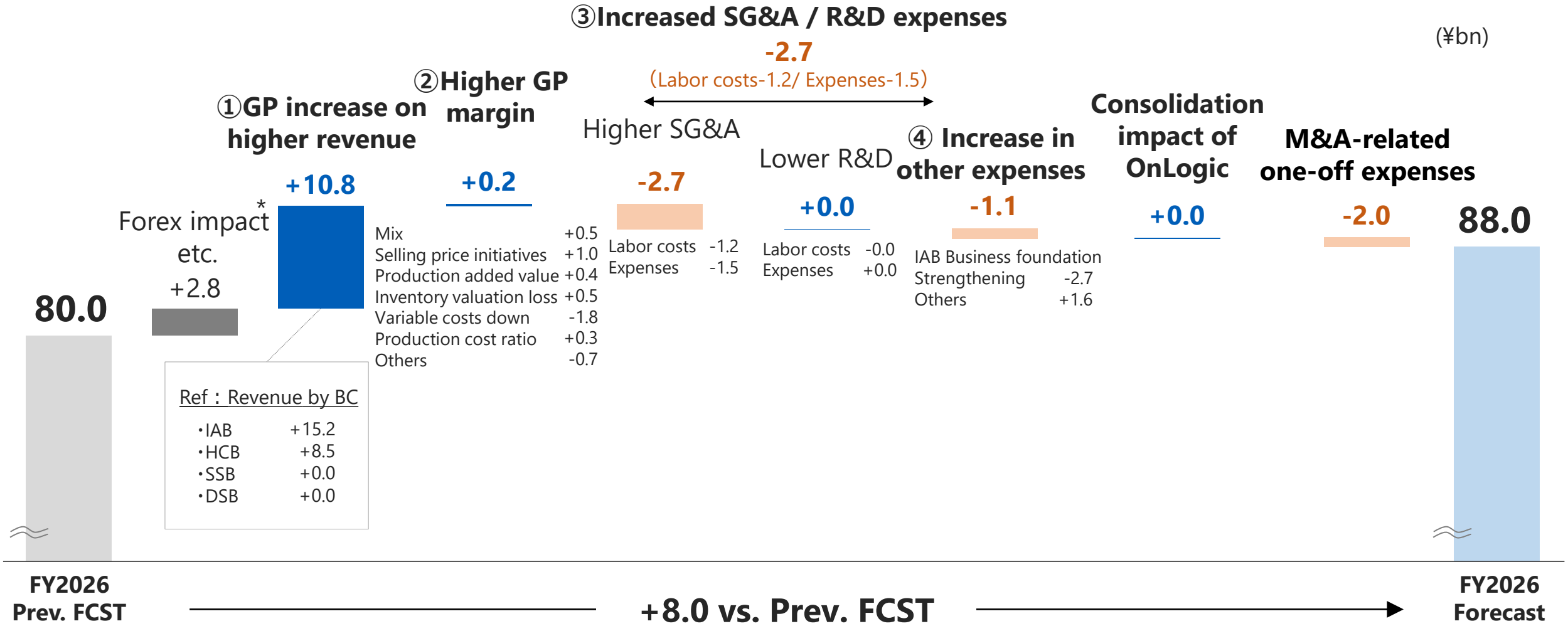
*2. DSB includes the financial results of JMDC and consolidation adjustments (amortization of intangible assets other than goodwill) and other financial figures related to the data business.

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

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Full-year Forecast: Analysis of Change in Operating Profit（vs. Prev. FCST）

Profit is expected to increase by ¥8 bn from the previous forecast, mainly driven by revenue growth in IAB and HCB

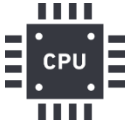


*Including the impact of the reclassification of certain revenues on SG&A and other expenses

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IAB: H2 Operating Environment Outlook

In line with previous assumptions, growth in semiconductor capital investment to continue, driven by AI-related demand.
Expect secondary battery capital investment to pause in H2

Industry	Operating Environment Outlook
 **Semi-conductor**	・Continued expansion of global investment in advanced semiconductors, driven by AI demand. In China, investment continues to expand, backed by localization efforts
AXI (automated x-ray inspection system)	・Capital investment by related manufacturers remains firm, driven by data center demand
 **EV/ Secondary Battery**	・EV-related capital investments remain generally sluggish on weak global demand ・Capital investment in secondary batteries for data center ESS (energy storage systems) remains solid in Japan and South Korea, while China sees a temporary pause
 **Other** *	・Capital investment demand is expected to recover gradually globally, excluding Europe

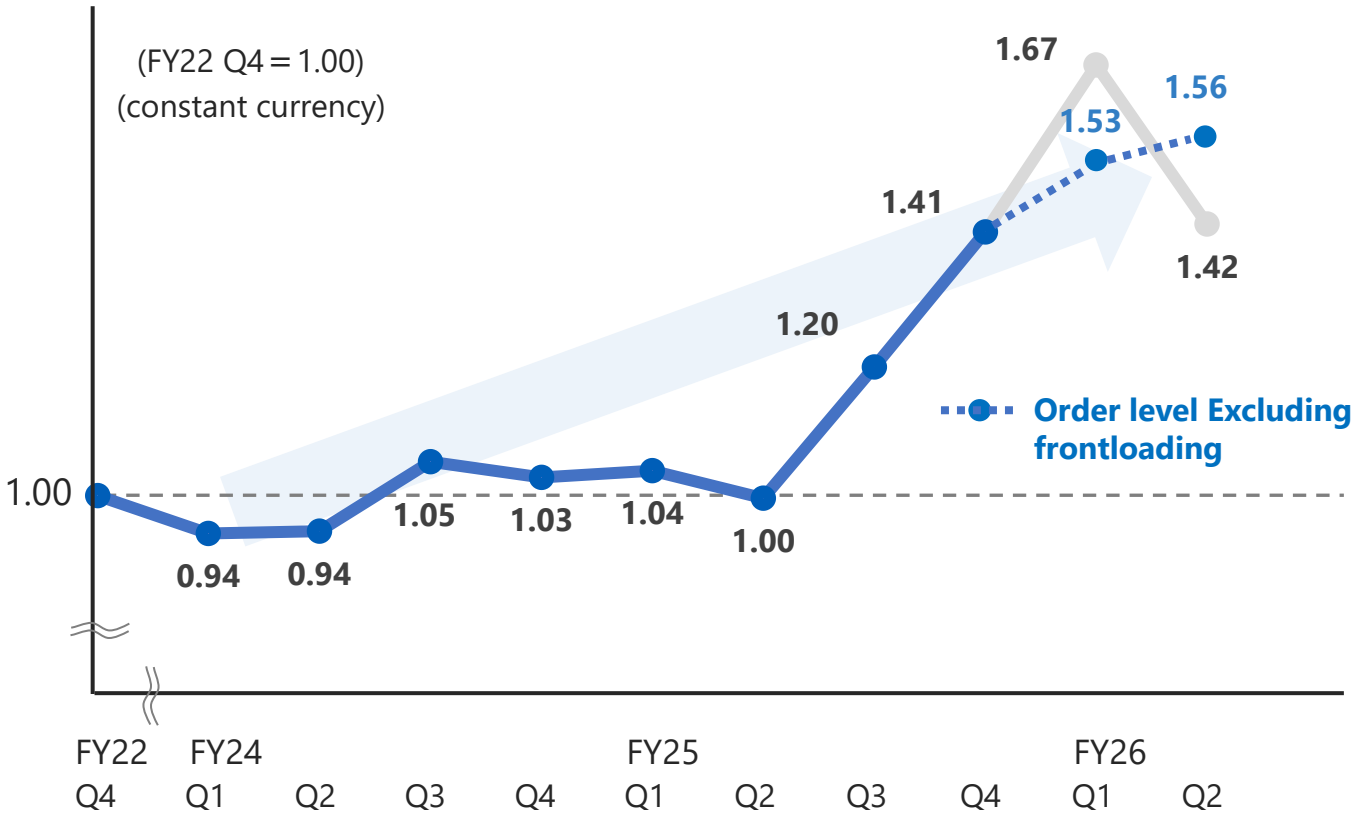
* All industries excluding Semiconductor, AXI and EV/Secondary Battery

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IAB: Trend of Order Levels

Q2 orders maintained the high levels of Q1, driven by capturing AI-related demand and expanding the customer base

Order levels



Q2 Order Levels: Key Points

Continued high order levels from Q1

1 Capture of AI-driven capital investment demand

- Advanced semiconductor investment
- Secondary battery investment for data centers
- AI server PCB inspection demand

2 Expansion of the customer base

- Expansion of the new product lineup to meet customer needs
- Visualization of customer transaction status and enhanced proposal capabilities

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IAB: Growth-Driving Industries and products (H1 Revenue, Y/Y)

Revenue growth achieved across a broad range of industries and products, in addition to Focus Industries

Industries

Focus Industries

[Revenue Mix]



Semiconductor

+63%

Increased investment by semiconductor equipment manufacturers

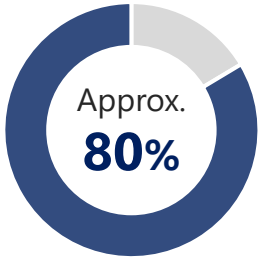
Secondary Battery

+63%

Increased investment in data center ESS

Other Industries*1

[Revenue Mix]



+12%

Visualization of customer transaction status and enhanced proposal capabilities

Products

AXI

+185%

Growing demand for X-ray inspection of AI servers and PCBs

New Product*2

+168%

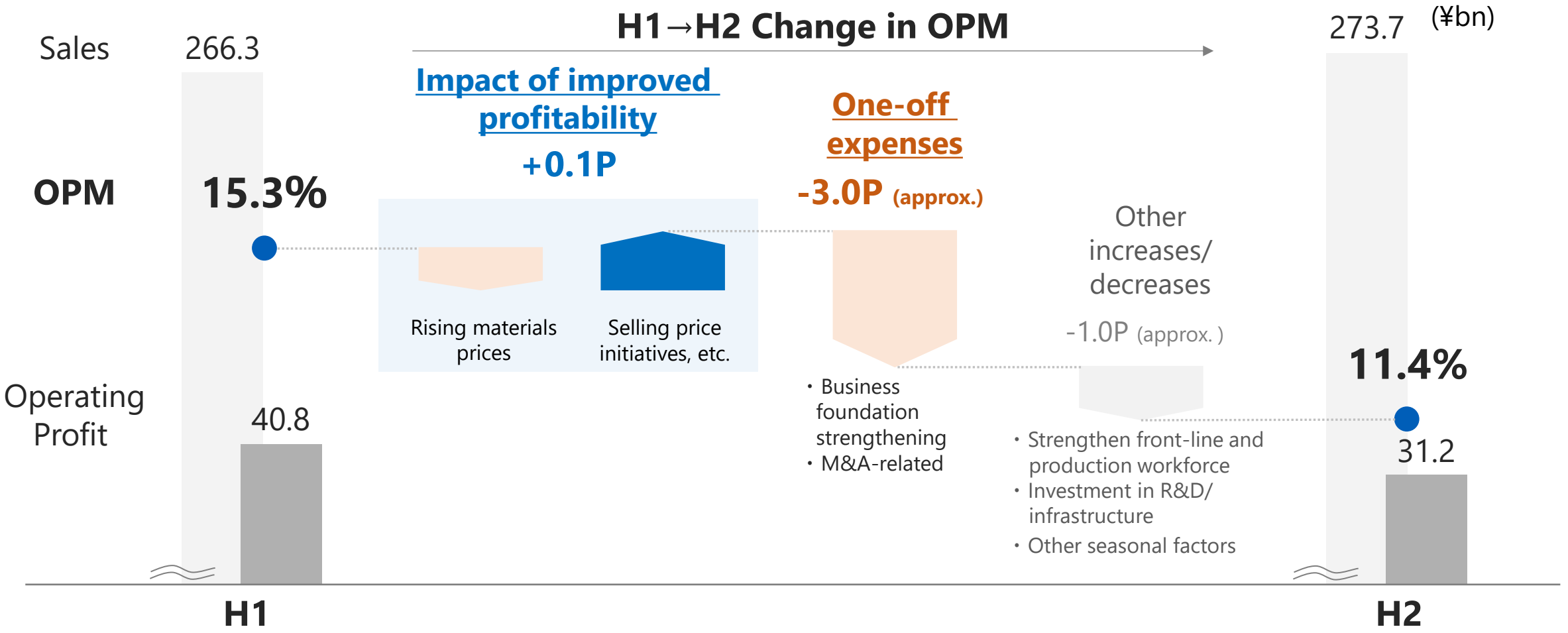
Continuous new product launches (37 models in total)

*1. Revenue excluding Semiconductor and EV/Secondary Battery Industry, and AXI
*2. Cumulative revenue of products released after FY24

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IAB: Background to H2 Earnings Forecasts

H2 decline in OPM due to mainly to increase in one-off expenses. If excluded, profitability to be generally maintained



*Figures for The H1 actual results and H2 forecasts in this slide reflect the reclassification of part of the Eliminations & Corporate to IAB during FY2026 (see P. 23 in the Appendix section).
The H1 figures reflecting the organizational change are preliminary and may differ from those to be disclosed at the Q3 results announcement, as the closing process has not yet been completed.

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Shareholder Returns

Interim dividend fixed at ¥55.
Initial full-year dividend guidance of ¥110 maintained

Interim Dividend (Fixed)	Full-year (Forecast)
¥55	¥110

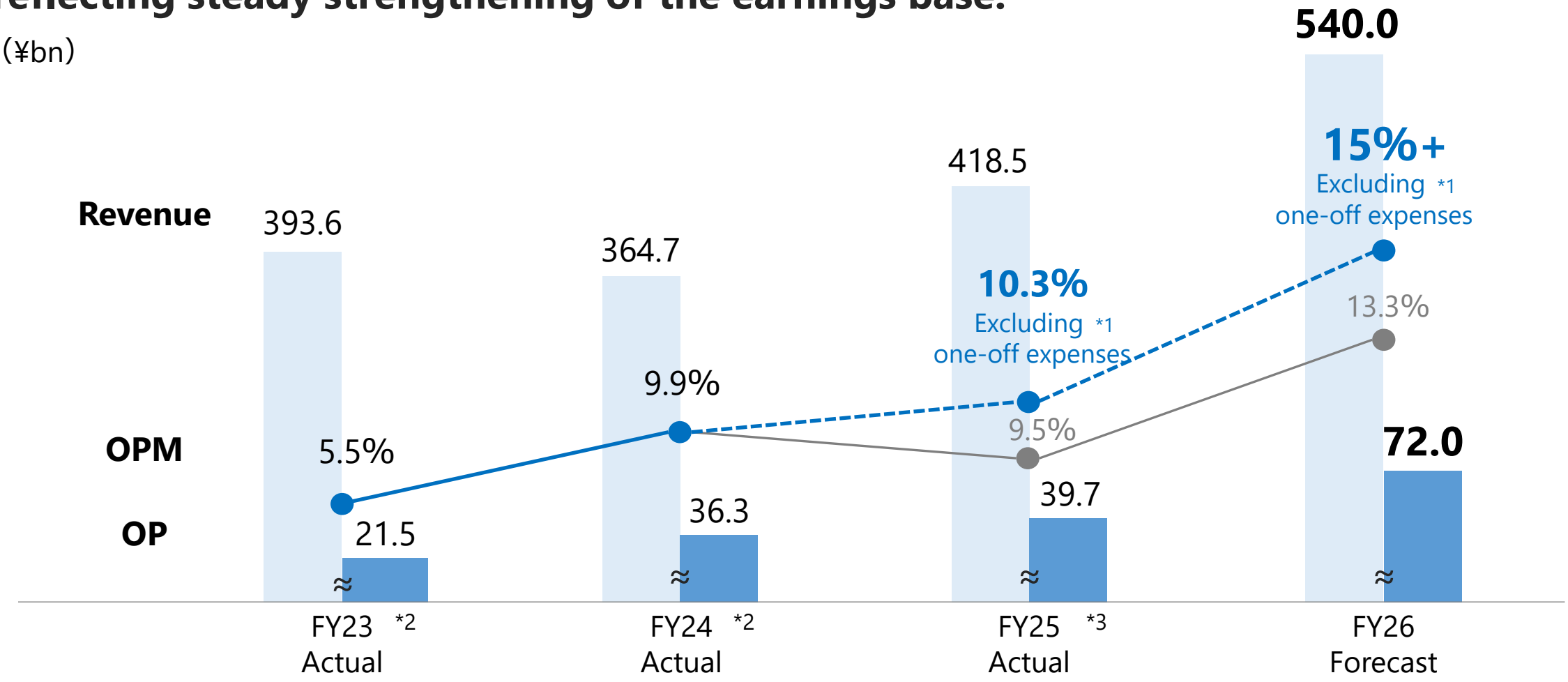
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CEO Message

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IAB：Progress in Strengthening the Earnings Base

Excluding one-off expenses, operating profit margin recovered to over 15%, reflecting steady strengthening of the earnings base.



*1. One-off expenses represent the total of expenses related to strengthening the business foundation and the acquisition of OnLogic
*2. US GAAP-based Revenue and Operating Profit
*3. Figures reflect the reclassification of certain organizational units within the Eliminations & Corporate to IAB during FY2026. These figures are preliminary and may differ from those to be disclosed at the Q3 results announcement, as the closing process has not yet been completed.

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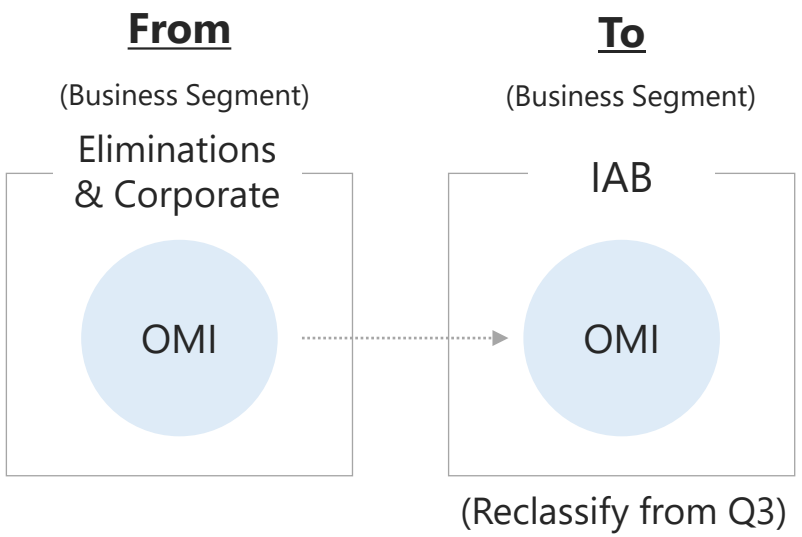
Reference

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Segment Reclassification: IAB and Eliminations & Corporate

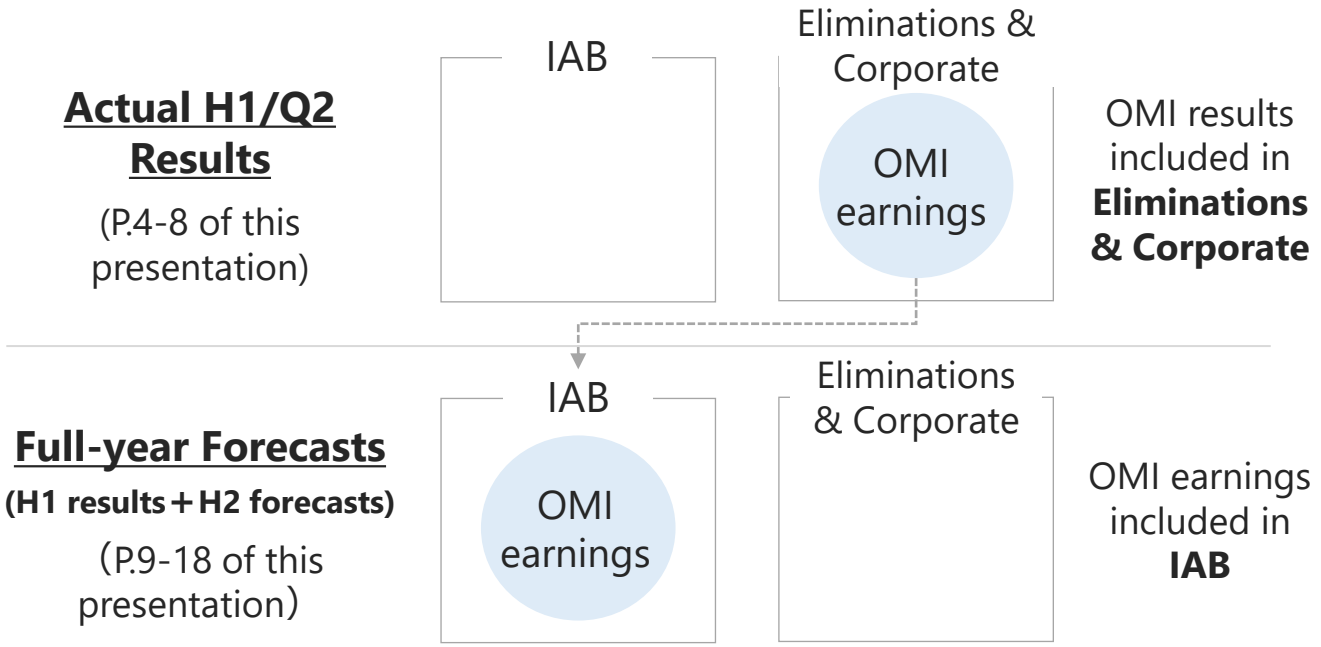
Overview of Reclassification

Reclassifying part of OMI* earnings from Eliminations & Corporate to IAB from Q3 FY2026, following changes in the Group's management structure



Impact of Reclassification on Segment Results

Results of OMI are included in Eliminations & Corporate in Q2 and H1 (P.4-8) , while they are included in IAB in full-year forecasts(P.9-18) , with H1 actuals retroactively reclassified



H1 segment results, H2/full-year segment forecasts reflecting the above reclassification (OMI included in IAB) are shown in the table on following page

*OMI : P.T. OMRON MANUFACTURING OF INDONESIA

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【Ref】H1 Results / H2・Full-Year Forecast by Segment（After reclassification of IAB）

(¥bn)

Revenue

	FY25			FY26			YoY		
	H1	H2	Full	H1 Actual	H2 FCST	Full FCST	H1	H2	Full
IAB *1 **Industrial Automation**	195.0	223.5	418.5	266.3	273.7	540.0	+36.5%	+22.5%	+29.0%
HCB **Healthcare**	66.7	78.5	145.2	77.4	87.6	165.0	+16.0%	+11.5%	+13.6%
SSB *2 **Social Systems, Solutions & Service**	57.7	88.3	146.0	49.3	98.7	148.0	-14.4%	+11.7%	+1.4%
DSB *3 **Data Solutions**	22.9	28.2	51.2	28.5	33.5	62.0	+24.5%	+18.6%	+21.2%
Include JMDC	23.1	27.4	50.5	27.6	32.9	60.5	+19.5%	+20.3%	+19.9%
Eliminations & Corporate	3.6	3.6	7.2	3.7	1.3	5.0	+3.2%	-64.4%	-30.9%
Total	345.9	422.2	768.1	425.3	494.7	920.0	+22.9%	+17.2%	+19.8%

OP

	FY25			FY26			YoY		
	H1	H2	Full	H1 Actual	H2 FCST	Full FCST	H1	H2	Full
IAB *1 **Industrial Automation**	18.2 (9.3%) *4	21.5 (9.6%)	39.7 (9.5%)	40.8 (15.3%)	31.2 (11.4%)	72.0 (13.3%)	+124.3% (+6.0pts)	+45.0% (+1.8pts)	+81.3% (+3.8pts)
HCB **Healthcare**	3.8 (5.8%)	7.9 (10.0%)	11.7 (8.1%)	8.8 (11.3%)	9.2 (10.5%)	18.0 (10.9%)	+128.1% (+5.6pts)	+17.3% (+0.5pts)	+53.6% (+2.8pts)
SSB *2 **Social Systems, Solutions & Service**	2.3 (3.9%)	17.2 (19.5%)	19.5 (13.3%)	0.8 (1.6%)	18.7 (19.0%)	19.5 (13.2%)	-65.1% (-2.3pts)	+8.7% (-0.5pts)	+0.1% (-0.2pts)
DSB *3 **Data Solutions**	0.8 (3.4%)	3.4 (12.0%)	4.2 (8.1%)	1.4 (4.9%)	3.6 (10.7%)	5.0 (8.1%)	+79.4% (+1.5pts)	+6.3% (-1.2pts)	+20.1% (-0.1pts)
Include JMDC	4.0 (17.4%)	6.5 (23.7%)	10.5 (20.9%)	4.6 (16.7%)	6.9 (20.9%)	11.5 (19.0%)	+14.4% (-0.7pts)	+6.1% (-2.8pts)	+9.3% (-1.8pts)
Eliminations & Corporate	-9.6	-9.0	-18.6	-11.2	-15.3	-26.5	-	-	-
Total	15.5 (4.5%)	40.9 (9.7%)	56.4 (7.3%)	40.6 (9.5%)	47.4 (9.6%)	88.0 (9.6%)	+161.5% (+5.1pts)	+15.9% (-0.1pts)	+55.9% (+2.2pts)

*1.Reclassified earnings of P.T. OMRON MANUFACTURING OF INDONESIA (hereafter OMI) from Eliminations & Corporate to IAB from Q3 FY2026. Figures for FY2026 H1 and FY2025 H1 are presented based on the above segment classification. These figures are preliminary and may differ from those to be disclosed at the Q3 results announcement, as the closing process has not yet been completed.

*2. Reclassified earnings of OMRON Taiyo Co., Ltd from Eliminations & Corporate to SSB from Q2. Year-on-year figures are calculated based on the above segment classification.

*3. Including the financial results of JMDC and consolidation adjustments (amortization of intangible assets other than goodwill) and other financial figures related to the data business

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

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Q2 Results by Segment (Before reclassification of IAB)

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

(¥bn)

	Revenue			OP		
	FY2025 H1 Actual	FY2026 H1 Actual	Y/Y	FY2025 H1 Actual	FY2026 H1 Actual	Y/Y
IAB Industrial Automation	191.0	**260.2**	+36.2%	17.9 (9.4%)*3	**40.7 (15.6%)**	+127.3% (+6.3pts)
HCB Healthcare	66.7	**77.4**	+16.0%	3.8 (5.8%)	**8.8 (11.3%)**	+128.1% (+5.6pts)
SSB *1 Social Systems, Solutions & Service	57.7	**49.3**	-14.4%	2.3 (3.9%)	**0.8 (1.6%)**	-65.1% (-2.3pts)
DSB *2 Data Solutions	22.9	**28.5**	+24.5%	0.8 (3.4%)	**1.4 (4.9%)**	+79.4% (+1.5pts)
Include JMDC	23.1	**27.6**	+19.5%	4.0 (17.4%)	**4.6 (16.7%)**	+14.4% (-0.7pts)
Eliminations & Corporate	7.6	**9.8**	+28.8%	-9.3	**-11.1**	-
Total	345.9	**425.3**	+22.9%	15.5 (4.5%)	**40.6 (9.5%)**	+161.5% (+5.1pts)

*1. Reclassified earnings of OMRON Taiyo Co., Ltd from Eliminations & Corporate to SSB from Q2. Figures forFY2026 H1 and FY2025 H1 are presented based on the above segment classification.

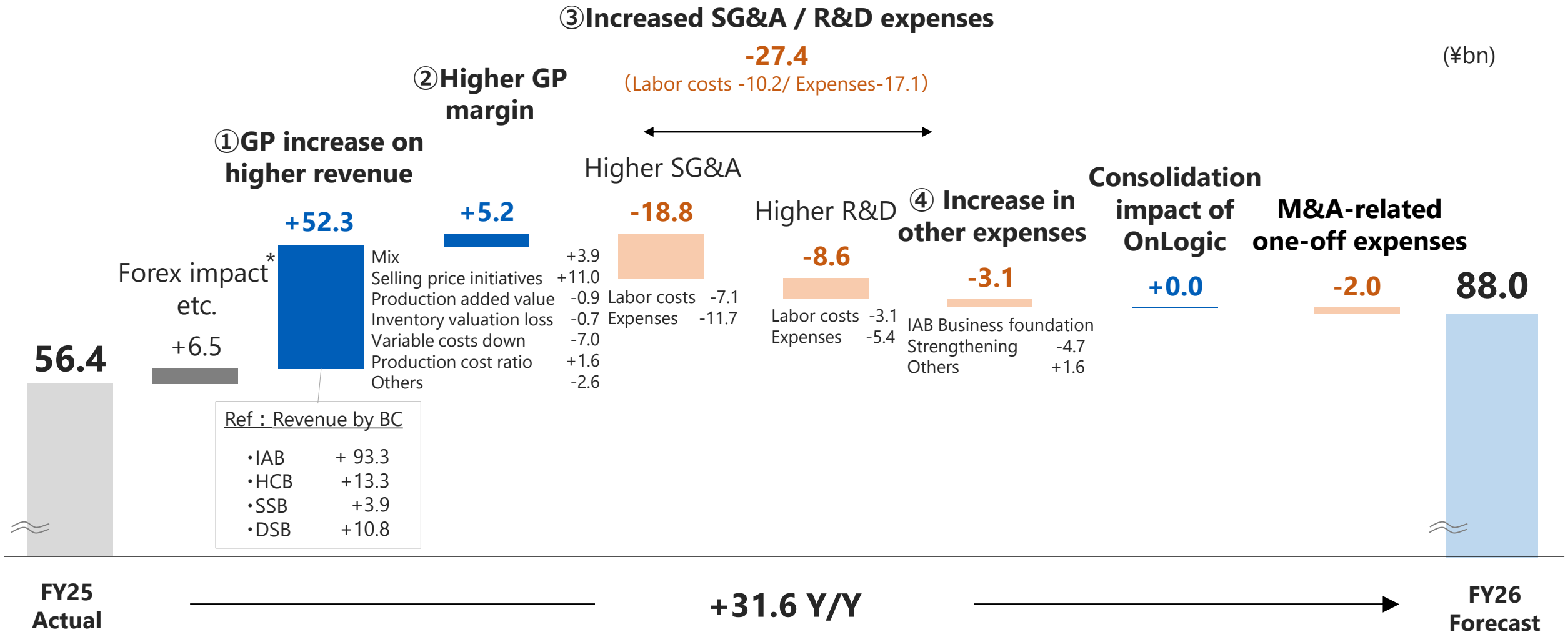
*2. Including the financial results of JMDC and consolidation adjustments (amortization of intangible assets other than goodwill) and other financial figures related to the data business

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

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

Profit is expected to increase by ¥31.6 bn mainly driven by revenue growth in IAB



*Including the impact of the reclassification of certain revenues on SG&A and other expenses

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Consolidated Balance Sheet

(¥bn)

	End-Mar. 2026	End-Sep. 2026	Change (vs. FY2025 year-end)
Current assets	671.7	690.3	+18.6
(Cash and cash equivalents)	(166.6)	(171.7)	(+5.1)
(Inventory)	(154.2)	(172.2)	(+6.9)
Property, plant and equipment	102.5	105.8	+3.4
Investments and other assets	589.2	580.6	-8.5
Total assets	1,363.4	1,376.8	+13.4
Current liabilities	361.3	365.6	+4.3
Long-term liabilities	147.2	142.2	-5.0
Total Liabilities	508.5	507.8	-0.7
Shareholders' equity	821.8	836.6	+14.8
Noncontrolling interests	33.1	32.4	-0.7
Total net assets	854.9	869.0	+14.1
Total Liabilities and net assets	1,363.4	1,376.8	+13.4
Equity ratio	60.3%	60.8%	(+0.5pts)

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Consolidated Cash Flow Statement

(¥bn)

	FY2025 H1 Actual	FY2026 H1 Actual	Change (Y/Y)
Operating cash flow	35.7	94.6	+59.0
Investment cash flow	-27.5	-43.2	-15.7
Free cash flow (FCF)	8.2	51.5	+43.3
Financing cash flow	5.2	-24.2	-29.5
Cash and cash equivalents as of end of period	160.6	171.2	+10.6
Capital expenditure	23.0	22.4	-0.6
Depreciation	23.5	23.5	+0.0

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FY2026 Forex Sensitivities and Assumptions

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

	Sensitivities		Assumptions
	Sales	OP	FY2026 H2 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	¥23.0

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

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ROIC Definition

$$\text{ROIC} = \frac{\text{After-tax operating profit} + \text{Equity method investment income}}{\text{Invested capital}^{*}}$$

＊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

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＜**Notes**＞

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