



Consolidated Financial Results
for the Second Quarter (First Half) of the Fiscal Year Ending March 31, 2026 (U.S. GAAP)

November 7, 2025

OMRON Corporation (6645)

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Filing of Interim Securities Report (<i>Hanki hokokusho</i>) (scheduled):	November 14, 2025
Start of Distribution of Dividends (scheduled):	December 2, 2025
Preparation of Supplementary Materials for the Interim Financial Results:	Yes
Holding of Presentation of Interim Financial Results:	Yes (for investors)

Note: This document has been translated from the Japanese original as a guide to non-Japanese investors and contains forward-looking statements that are based on managements' estimates, assumptions and projections at the time of publication. A number of factors could cause actual results to differ materially from expectations.

Note: Figures are rounded to the nearest million yen.

1. Consolidated Financial Results for the Second Quarter (First Half) of the Fiscal Year Ending March 31, 2026

(April 1, 2025 – September 30, 2025)

(1) Sales and Income (cumulative)

(Percentages represent changes compared with the same period of the previous fiscal year.)

	Net sales		Operating income		Income (loss) before income taxes		Net income (loss) attributable to shareholders	
Six months ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
September 30, 2025	393,448	5.0	17,719	(7.8)	17,035	—	9,047	—
September 30, 2024	374,638	(6.5)	19,226	(6.9)	(336)	—	(3,318)	—

Notes: Comprehensive income: Six months ended September 30, 2025: JPY18,273 million (—% change);
Six months ended September 30, 2024: JPY(12,542) million (—% change)

	Net income (loss) per share attributable to OMRON shareholders, basic	Net income per share attributable to OMRON shareholders, diluted
Six months ended	Yen	Yen
September 30, 2025	45.96	—
September 30, 2024	(16.86)	—

(2) Consolidated Financial Position

	Total assets	Net assets	Shareholders' equity	Shareholders' equity ratio
	Million yen	Million yen	Million yen	%
September 30, 2025	1,399,661	940,292	777,807	55.6
March 31, 2025	1,361,790	934,432	771,885	56.7

2. Dividends

	Dividends per share				
	First quarter-end	First half-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	52.00	—	52.00	104.00
Fiscal year ending March 31, 2026	—	52.00			
Fiscal year ending March 31, 2026 (projected)			—	52.00	104.00

Note: Revisions since the most recently announced dividend forecast: Yes

The Company has decided to pay an interim dividend of 52.00 yen per share for the fiscal year ending March 31, 2026. In addition, the Company has not changed the annual dividend forecast, including the year-end dividend. For more, see 1.

Qualitative Information on Interim Financial Results (4) Determination of Dividends (Interim Dividend) and Revision of Year-End Dividend Forecast on P.9 in the attached materials.

3. Projected Results for the Year Ending March 31, 2026 (April 1, 2025 – March 31, 2026)

(Percentages represent changes compared with the same period of the previous fiscal year.)

	Net sales		Operating income		Income before income taxes		Net income attributable to shareholders		Net income per share attributable to shareholders, basic
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full-year	845,000	5.4	60,000	11.0	54,500	87.9	29,000	78.2	147.40

Note: Revisions since the most recently announced performance forecast: Yes

For more, see 1. *Qualitative Information on Interim Financial Results (3) Description of Information on Outlook, Including Consolidated Performance Forecast on P.6 of the attached materials.*

*Notes

(1) Significant changes in the scope of consolidation during the period: No

New: - company (company name) Excluded: - company (company name)

(2) Application of simplified accounting methods and/or special accounting methods: No

(3) Changes in accounting policy

(a) Changes in accounting policy accompanying revision of accounting standards, etc.: No

(b) Changes in accounting policy other than (a) above: No

(4) Number of shares issued and outstanding

[1] Number of shares outstanding at period-end (including treasury stock)

[2] Treasury stock at period-end

[3] Average number of shares during the period (quarterly cumulative)

September 30, 2025	206,244,872	March 31, 2025	206,244,872
September 30, 2025	9,614,502	March 31, 2025	9,350,366
Six months ended September 30, 2025	196,831,311	Six months ended September 30, 2024	196,905,908

*The consolidated financial results for the second quarter (First Half) are not subject to review by certified public accountants or audit corporations.

*Commentary Regarding Appropriate Use of Projections of Results and Other Matters

1. Projections of results and future developments 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, uncertainties and other factors could cause actual results to differ materially from these projections.

For the assumptions that form the basis of the projected results and appropriate use, see *1. Analysis of Results of Operations and Financial Condition (3) Description of Information on Outlook, Including Consolidated Performance Forecast* on P.6.

2. The Company applies the single step method for presentation of its Consolidated Financial Statements based on U.S. GAAP. However, to facilitate comparison with other companies, *operating income* on the Consolidated Statements of Operations is presented by subtracting *selling, general and administrative expenses* and *research and development expenses* from *gross profit*. We do not deduct *restructuring expenses, other income, net, income taxes, and share of loss (profit) of entities accounted for using equity method*.

3. The Company scheduled an investor meeting for Friday, November 7, 2025.

The following abbreviations of business segment names are used in the attached materials.

IAB: Industrial Automation Business

HCB: Healthcare Business

SSB: Social Systems, Solutions and Service Business

DMB: Devices & Module Solutions Business

DSB: Data Solution Business

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1. Qualitative Information on Interim Financial Results

(1) Description of Results of Operations

General Overview

OMRON Group financial performance for the interim period of the current consolidated fiscal year (April to September, 2025) showed an increase in net sales and a decrease in operating income year on year; however, net sales and operating income outperformed our initial projections.

Net sales in the Healthcare Business were lower year on year; however, net sales rose overall due to our steady capture of the recovery semiconductor- and other-related demand in the Industrial Automation Business and Devices & Module Solutions Business.

Operating income decreased year on year, even with higher net sales and the positive impact of fixed cost improvements under Structural Reform Program NEXT 2025. Soaring raw materials costs, increased logistics costs, and U.S. tariff policy had a negative impact on gross profit margin, while we investment in development for the future also had a negative impact on operating income.

Further, income before income taxes and net income attributable to OMRON shareholders increased significantly compared to the same period in the previous fiscal year, when we posted one-time expenses related to headcount and capacity optimization.

Consolidated results for the current consolidated interim period were as follows.

(Billions of yen, except exchange rate data and percentages)

	Six months ended September 30, 2024	Six months ended September 30, 2025	Change
Net sales	374.6	393.4	+5.0%
Gross profit [% of net sales]	170.0 [45.4%]	172.5 [43.9%]	+1.5% [-1.5%pt]
Operating income [% of net sales]	19.2 [5.1%]	17.7 [4.5%]	-7.8% [-0.6%pt]
Income (loss) before income taxes	(0.3)	17.0	—
Net income (loss) attributable to OMRON shareholders	(3.3)	9.0	—
Average USD exchange rate (Yen)	153.7	146.4	(7.3)
Average EUR exchange rate (Yen)	166.3	166.8	+0.5
Average CNY exchange rate (Yen)	21.2	20.3	(0.9)

Results by Business Segment

IAB (Industrial Automation Business)

(Billions of yen, %)

	Six months ended September 30, 2024	Six months ended September 30, 2025	Change
Sales to external customers	174.5	188.8	+8.2%
Operating income	17.4	18.8	+8.5%

Sales

While we did not see a substantial recovery in capital investment demand in the manufacturing sector, the OMRON Group steadily captured investment demand in China for semiconductor AI-related investment and rechargeable battery-related investment through our efforts to strengthen partnerships with distributors by restructuring supply chains and stepping up new product development, resulting in higher sales year on year.

Operating Income

Operating income increased year on year, despite the impact of U.S. tariff policy and rising logistics costs, as net sales increased and we improved fixed costs.

HCB (Healthcare Business)

(Billions of yen, %)

	Six months ended September 30, 2024	Six months ended September 30, 2025	Change
Sales to external customers	72.5	66.7	-8.0%
Operating income	8.6	5.7	-33.8%

Sales

Sales of mainstay blood pressure monitors increased year on year in Asia, North America, Europe, and other regions. However, sales overall decreased due to continued sluggish consumption in China. The increase in the second quarter (July-September 2025) compared to the year-ago period was mainly due to efforts to strengthen competitiveness in China.

Operating Income

Despite the ongoing impact of the U.S. tariff policy during the second quarter, operating income improved as a result of higher sales compared to the year-ago period and the impact of a review of our fixed cost structure. However, operating income decreased significantly for the interim period of the current consolidated fiscal year due to the impact of a decrease in sales compared to the first quarter in the previous fiscal year (April to June 2025).

SSB (Social Systems, Solutions and Service Business)

(Billions of yen, %)

	Six months ended September 30, 2024	Six months ended September 30, 2025	Change
Sales to external customers	56.9	57.7	+1.4%
Operating income	2.0	2.8	+41.9%

Sales

The Energy Solutions Business continued to experience firm results in response to soaring energy prices pushing needs for captive consumption of renewable energy in the housing field. The impact of the use of subsidies in advance also contributed to solid performance. Customer demand for capital investment remained stable in the Public Transportation System Business. As a result of these factors, sales increased year on year.

Operating Income

Operating income increased significantly year on year, mainly due to the increase in sales, as well as the impact of efforts to reduce variable costs.

DMB (Devices & Module Solutions Business)

(Billions of yen, %)

	Six months ended September 30, 2024	Six months ended September 30, 2025	Change
Sales to external customers	51.1	56.6	+10.8%
Operating income	0.1	1.3	—

Sales

Sales to the consumer industry increased globally due to continued demand growth in the semiconductor-related and energy sectors, mainly driven by AI demand. At the same time, despite firm demand for motorcycles in Asia, sales remained nearly flat, owing in part to revisions to preferential treatment for electric vehicles in Europe. As a result of the preceding, sales increased significantly year on year.

Operating Income

Operating income increased significantly year on year, despite the impact of higher raw materials prices and rising logistics costs, as net sales increased and we improved manufacturing fixed cost ratio.

DSB (Data Solution Business)

(Billions of yen, %)

	Six months ended September 30, 2024	Six months ended September 30, 2025	Change
Sales to external customers	19.1	22.9	+20.0%
Operating Income	0.3	0.8	+125.1%

Note: The Data Solution Business includes financial figures related to the OMRON Data Solution Business and financial results of JMDC, Inc. ("JMDC"), as well as the amortization of intangible assets other than goodwill identified when making JMDC a consolidated subsidiary.

Sales

The number of contracted health insurance associations and the number of IDs issued for the JMDC health information platform *Pep Up* increased during the period. Transactions with pharmaceutical companies and insurance companies that utilize anonymously processed data from health insurance associations and medical institutions also increased. As a result of the preceding, sales increased significantly year on year.

Operating Income

Despite steady investments for establishing the Data Solution Business, JMDC reported solid operating income, resulting in significant year-on-year growth in segment operating income.

(2) Analysis of Financial Condition

Total assets as of the end of the consolidated second quarter amounted to JPY1,399.7 billion, an increase of JPY37.9 billion compared to the end of the previous consolidated fiscal year. This result was mainly due to an increase in inventories, cash and cash equivalents, and investment securities. Total liabilities amounted to JPY459.4 billion, an increase of JPY32.0 billion compared to the end of the previous fiscal year. This result was mainly due to an increase in Short-term debt. Total net assets amounted to JPY940.3 billion, an increase of JPY5.9 billion compared to the end of the previous consolidated fiscal year. This result was mainly due to an increase in foreign currency translation adjustments. Shareholders' equity ratio was 55.6%, demonstrating an ongoing strong financial foundation.

In terms of liquidity, cash on hand amounted to JPY160.6 billion. Further, we have signed commitment line agreements with financial institutions in the amount of JPY70.0 billion. We intend to maintain high credit ratings from ratings agencies as a long-term issuer, and we secure liquidity and funding capacity while maintaining our ability to raise funds and good relationships with financial institutions on a global basis.

(3) Description of Information on Outlook, Including Consolidated Performance Forecast

Our full-year performance forecast announced May 8, 2025 ("initial forecast") disclosed net sales and profit measurements as a range of results in response to uncertainty in the direction of U.S. tariff policy trend and the difficulty in foreseeing the impact on earnings. However, the impact of this policy has become sufficiently clear to allow us to present forecasts as specific numbers.

We expect the business environment of the third quarter and beyond to be generally in line with our assumptions at the beginning of the fiscal year. We expect full-year net sales to be JPY845 billion (+5.4% year on year), which exceeds the upper end of the range of our initial forecast. This forecast reflects factors including the fact that interim consolidated performance exceeded forecasts. We expect operating income to be JPY60 billion (+11.0% year on year), which is within the range of the initial forecast. This forecast assumes that we will minimize the impact of the U.S. tariff policy through higher selling prices and other measures. At the same time, we expect raw material prices and logistics costs to continue to rise, while we intend to make investments in development for growth as planned at the beginning of the period.

We have changed our exchange rate assumptions for the third quarter and beyond to USD1 = JPY145, EUR1 = JPY165, and CNY1 = JPY20.

The following describes our main expectations for the business environment in connection with each business segment for the third quarter and beyond.

Industrial Automation Business	AI-related demand in the semiconductor industry will remain strong, as we assumed in our initial forecast. At the same time, we expect sales for electric vehicles to remain sluggish.
Healthcare Business	As expected generally at the beginning of the period, the blood pressure meter market remained firm globally; however, we expect results in China to be level with the previous fiscal year.
Social Systems, Solutions and Service Business	We expect performance in the business to be in line with our initial forecast.
Devices & Module Solutions Business	We expect the business environment to remain solid, in line with initial forecast.
Data Solution Business	Firm business environment will continue in line with our initial forecast, particularly in the health big data business.

Projected Consolidated Performance

(Billions of yen, except percentages)

	Initial forecast	Revised forecast (A)	Change vs. initial forecast [% change]	(Reference) Actual results for the prior fiscal yearended March 31 ,2025 (B)	(Reference) Percentage change from the prior fiscal year [] indicates change from the prior fiscal year
Net sales	835.0~ 820.0	845.0	+10.0~+25.0 [+1.2~+3.0%]	801.8	+5.4%
Operating income	65.0~ 56.0	60.0	(5.0)~+4.0 [-7.7~+7.1%]	54.0	+11.0%
Income before income taxes	58.0~ 49.0	54.5	(3.5)~+5.5 [-6.0~+11.2%]	29.0	+87.9%
Net income attributable to OMRON shareholders	35.5~ 29.0	29.0	(6.5)~— [+29.4%]	16.3	+78.2%
Net income per share attributable to OMRON shareholders (Yen)	180.30~ 147.29	147.40	(32.89)~+0.12	82.63	[+64.77]
Average USD exchange rate (Yen)	140.0	145.7	+5.7	152.6	[-7.0]
Average EUR exchange rate (Yen)	160.0	165.9	+5.9	163.7	[+2.2]
Average CNY exchange rate (Yen)	20.0	20.2	+0.2	21.1	[-1.0]

Note: Projected average rate for the full year based on historical rates for the first half and assumed exchange rates for the third quarter and later.

Forecasts by Business Segment

(Billions of yen, except percentages)

		Initial forecast (Reclassified) (A)	Revised forecast (B)	Change in forecast (B-A) [%]	(Reference) Actual results for the prior fiscal year ended March 31, 2025 (Reclassified) (C)	(Reference) Percentage change from the prior fiscal year (B/C-1)
IAB	Sales to external customers	371.0	386.0	+15.0 [+4.0%]	360.8	+7.0%
	Operating income	40.0	40.0	— [—]	36.3	+10.3%
HCB	Sales to external customers	150.0	140.0	(10.0) [-6.7%]	145.9	-4.0%
	Operating income	18.5	14.5	(4.0) [-21.6%]	17.5	-17.1%
SSB	Sales to external customers	150.0	150.0	— [—]	143.4	+4.6%
	Operating income	18.5	20.0	+1.5 [+8.1%]	15.3	+30.3%
DMB	Sales to external customers	110.0	115.0	+5.0 [+4.5%]	105.4	+9.1%
	Operating income	4.0	4.0	— (—)	0.3	—
DSB	Sales to external customers	50.5	51.0	+0.5 [+1.0%]	42.7	+19.3%
	Operating income	5.0	5.0	— [—]	2.8	+76.7%
Eliminations & Corporate	Sales to external customers	3.5	3.0	(0.5) [—]	3.5	—
	Operating income (loss)	(21.0)	(23.5)	(2.5) [—]	(18.2)	—
Risk of fluctuations in company-wide earnings	Sales to external customers	0.0~(15.0)	—	—	—	—
	Operating income (loss)	0.0~(9.0)	—	—	—	—
Consolidated	Sales to external customers	835.0~820.0	845.0	+10.0~+25.0 [+1.2~+3.0%]	801.8	+5.4%
	Operating income	65.0~56.0	60.0	(5.0)~+4.0 [-7.7~+7.1%]	54.0	+11.0%

Note: Effective the third quarter of this fiscal year, the results of OMRON DIGITAL Co., Ltd., previously recorded under SSB, will be recorded under Eliminations and Others in accordance with changes in management structure within the OMRON Group. Accordingly, beginning with the third quarter of the current consolidated fiscal year, we plan to present the results of the interim period of the current consolidated fiscal year and the previous fiscal year using the classifications after said change, which we have reflected in this revised forecast. We have reclassified our initial forecast and results for the previous period.

(4) Determination of Dividends (Interim Dividend) and Revision of Year-End Dividend

Forecast

At a meeting held today (November 7, 2025) the OMRON Corporation (TOKYO: 6645; ADR: OMRNY) board of directors resolved to approve a dividend from surplus (interim dividend) with a record date of September 30, 2025. The board also resolved to revise the year-end dividend forecast for the fiscal year ending March 31, 2026.

Determination of Dividends (Interim Dividend)

	Amount	Previous forecast (announced May 8, 2025)	Actual results for the prior fiscal year ended March 31, 2025
Dividend record date	September 30, 2025	September 30, 2025	September 30, 2024
Dividends per share	52.00 yen	—	52.00 yen
Total dividends	10,263 million yen	—	10,266 million yen
Effective date	December 2, 2025	—	December 3, 2024
Source of dividends	Retained earnings	—	Retained earnings

Revision of Year-End Dividend Forecast

	Dividends per share		
Dividend record date	Interim	Year-end	Full-year
Previous forecast (announced May 8, 2025)	—	—	104.00 yen
Revised forecast	—	52.00 yen	104.00 yen
Fiscal 2025 actual (ending March 31, 2026)	52.00 yen	—	—
Fiscal 2024 actual (ended March 31, 2025)	52.00 yen	52.00 yen	104.00 yen

Reasons for Revision

As the interim dividend and the annual dividend are determined based on our cash allocation policy and shareholder return policy during the restructuring period, the annual dividend forecast will remain unchanged from the initial forecast of 104.00 yen. Our forecast of interim dividends and year-end dividends are 52.00 yen per share, respectively, each representing half of our full-year dividend forecast. These amounts are same year on year.

Cash Allocation Policy During the Restructuring Period

- (1) Aiming to maximize corporate value through the realization of the long-term vision, OMRON prioritizes the necessary investment to create new value from a medium- and long-term perspective. During our restructuring period (April 1, 2024 through September 30, 2025), we intend to concentrate group resources on Structural Reform Program NEXT2025, giving top priority to the investments necessary to restore business performance and restructure our foundation for earnings and growth. On this basis, OMRON will return profits to shareholders in a stable and sustainable manner.
- (2) In principle, we will source the funds for these value-creating investments and shareholder returns through retained earnings and the sustained creation of operating cash flows. We will raise funds as needed, maintaining a degree of financial soundness to facilitate fund-raising regardless of financial market conditions.

Shareholder Return Policy During the Restructuring Period

- (1) We will prioritize investments necessary for value creation from a medium- to long-term perspective, establishing a dividend on equity (DOE) target of approximately 3% as a standard for annual dividends. Taking past dividend payments also into account, we intend to ensure stable and continuing shareholder returns.
- (2) Having engaged in the investments and allocation of profits described above, we will distribute retained earnings accumulated over the long term to shareholders through opportunistic share buybacks and other measures.

Beginning with the next fiscal year, we plan to determine profit distribution to shareholders based on the shareholder return policy under Medium-Term Roadmap SF 2nd Stage.

2. Interim Consolidated Financial Statements and Notes

(1) Interim Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025		As of September 30, 2025		Increase (decrease)
		%		%	
ASSETS					
Current assets:	539,336	39.6	560,136	40.0	20,800
Cash and cash equivalents	149,023		160,595		11,572
Notes and accounts receivable-trade	172,967		146,206		(26,761)
Allowance for doubtful receivables	(1,263)		(1,315)		(52)
Inventories	172,953		192,860		19,907
Assets held for sale	—		4,534		4,534
Other current assets	45,656		57,256		11,600
Property, plant and equipment, net:	135,077	9.9	137,220	9.8	2,143
Investments and other assets:	687,377	50.5	702,305	50.2	14,928
Right-of-use assets under operating leases	47,023		46,543		(480)
Goodwill	361,181		364,850		3,669
Other intangible assets	115,236		122,810		7,574
Investments in and advances to affiliates	15,799		13,677		(2,122)
Investment securities	41,114		50,322		9,208
Leasehold deposits	7,472		7,681		209
Prepaid pension costs	63,578		64,139		561
Deferred income taxes	27,503		25,550		(1,953)
Other assets	8,471		6,733		(1,738)
Total assets	1,361,790	100.0	1,399,661	100.0	37,871

(Millions of yen)

	As of March 31, 2025		As of September 30, 2025		Increase (decrease)
		%		%	
LIABILITIES					
Current liabilities	233,283	17.1	261,530	18.7	28,247
Notes and accounts payable-trade	91,620		97,182		5,562
Short-term debt	20,372		42,778		22,406
Accrued expenses	45,270		43,489		(1,781)
Income taxes payable	6,705		5,852		(853)
Short-term operating lease liabilities	12,807		13,206		399
Liabilities held for sale	—		3,981		3,981
Other current liabilities	56,509		55,042		(1,467)
Deferred income taxes	16,273	1.2	16,797	1.2	524
Termination and retirement benefits	8,279	0.6	8,167	0.6	(112)
Long-term debt	119,088	8.7	123,277	8.8	4,189
Long-term operating lease liabilities	31,936	2.4	31,008	2.2	(928)
Other long-term liabilities	18,499	1.4	18,590	1.3	91
Total liabilities	427,358	31.4	459,369	32.8	32,011
NET ASSETS					
Shareholders' equity	771,885	56.7	777,807	55.6	5,922
Common stock	64,100	4.7	64,100	4.6	—
Capital surplus	100,161	7.4	99,550	7.1	(611)
Legal reserve	29,471	2.2	32,055	2.3	2,584
Retained earnings	550,485	40.4	546,723	39.1	(3,762)
Accumulated other comprehensive income	97,632	7.2	105,873	7.5	8,241
Foreign currency translation adjustments	88,186		96,314		8,128
Pension liability adjustments	9,446		9,559		113
Treasury stock	(69,964)	(5.2)	(70,494)	(5.0)	(530)
Non controlling interests	162,547	11.9	162,485	11.6	(62)
Total net assets	934,432	68.6	940,292	67.2	5,860
Total liabilities and net assets	1,361,790	100.0	1,399,661	100.0	37,871

(2) Interim Consolidated Statements of Income and Interim Consolidated Statements of Comprehensive Income
(Interim Consolidated Statements of Income)
(Six months ended September 30, 2025)

(Millions of yen)

	Six months ended September 30, 2024		Six months ended September 30, 2025		Increase (decrease)
		%		%	
Net sales	374,638	100.0	393,448	100.0	18,810
Cost of sales	204,625	54.6	220,912	56.1	16,287
Gross profit	170,013	45.4	172,536	43.9	2,523
Selling, general and administrative expenses	129,188	34.5	129,174	32.9	(14)
Research and development expenses	21,599	5.8	25,643	6.5	4,044
Operating income	19,226	5.1	17,719	4.5	(1,507)
Restructuring expenses	21,366	5.7	5,827	1.5	(15,539)
Other income, net	(1,804)	(0.5)	(5,143)	(1.3)	(3,339)
Income (loss) before income taxes	(336)	(0.1)	17,035	4.3	17,371
Income taxes	2,329	0.6	5,852	1.5	3,523
Share of loss (profit) of entities accounted for using equity method	(328)	(0.1)	1,226	0.3	1,554
Net income (loss)	(2,337)	(0.6)	9,957	2.5	12,294
Net income attributable to noncontrolling interests	981	0.3	910	0.2	(71)
Net income (loss) attributable to OMRON shareholders	(3,318)	(0.9)	9,047	2.3	12,365

(Interim Consolidated Statements of Comprehensive Income)
(Six months ended September 30, 2025)

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025	Increase (decrease)
Net income (loss)	(2,337)	9,957	12,294
Other comprehensive income, net of tax			
Foreign currency translation adjustments	(14,334)	8,203	22,537
Pension liability adjustments	4,135	113	(4,022)
Net losses on derivative instruments	(6)	—	6
Other comprehensive income (loss)	(10,205)	8,316	18,521
Comprehensive income (loss)	(12,542)	18,273	30,815
(Breakdown)			
Comprehensive income attributable to noncontrolling interests	900	985	85
Comprehensive income (loss) attributable to OMRON shareholders	(13,442)	17,288	30,730

(3) Interim Consolidated Statements of Cash Flows

(Millions of yen)

	Six months ended September 30, 2024		Six months ended September 30, 2025	
I Operating Activities:				
1. Net income (loss)		(2,337)		9,957
2. Adjustments to reconcile net income (loss) to net cash provided by operating activities:				
(1) Depreciation and amortization	16,826		16,499	
(2) Share of loss (profit) of entities accounted for using equity method	(328)		1,226	
(3) Gain on valuation of investment securities	(83)		(7,633)	
(4) Decrease in notes and accounts receivable — trade	33,881		28,855	
(5) Increase in inventories	(10,732)		(18,398)	
(6) Increase (decrease) in notes and accounts payable — trade	(6,179)		5,869	
(7) Other, net	(7,203)	26,182	(8,389)	18,029
Net cash provided by operating activities		23,845		27,986
II Investing Activities:				
1. Purchases of investment securities		(1,552)		(370)
2. Capital expenditures		(22,180)		(23,036)
3. Business and company acquisitions (net of cash acquired)		(4,540)		(4,715)
4. Other, net		(1,479)		639
Net cash used in investing activities		(29,751)		(27,482)
(Reference) Free cash flow		(5,906)		504
III Financing Activities:				
1. Increase in short-term debt with maturities of three months or less, net		26,313		21,139
2. Proceeds from short-term debt with maturities longer than three months		1,500		1,160
3. Repayments of short-term debt with maturities longer than three months		(2,883)		(1,200)
4. Proceeds from long-term debt		12,708		5,745
5. Repayments of long-term debt		(2,917)		(2,304)
6. Purchase of treasury shares		(4)		(1,318)
7. Dividends paid by OMRON Corporation		(10,236)		(10,237)
8. Dividends paid to noncontrolling interests		(1,466)		(1,267)
9. Other, net		(114)		348
Net cash provided by financing activities		22,901		12,066
IV Effect of Exchange Rate Changes on Cash and Cash Equivalents		1,257		1,253
Cash and cash equivalents included in assets held for sale		—		(2,251)
Net increase in cash and cash equivalents		18,252		11,572
Cash and cash equivalents at beginning of the period		143,086		149,023
Cash and cash equivalents at end of the period		161,338		160,595

Note: *Free cash flow* is cash flow from operating activities plus cash flow from investing activities.

(4) Notes Regarding Consolidated Financial Statements

(Notes Regarding Assumptions of Going Concern)

None applicable

(Notes in the Event of Significant Changes in Shareholders' Equity)

None applicable

(Segment Information)

Operating Segment Information

ASC 280, “Segment Reporting,” establishes the disclosure of information about operating segments in financial statements. Operating segments are defined as components of an enterprise about which separate financial information is available that is evaluated regularly by the president and CEO, the Company’s chief operating decision maker (CODM), in deciding how to allocate resources and in assessing performance. The CODM use segment income or loss to allocate resources to each segment and to assess comparison between plans and actual results in evaluating business performance of segments.

The Company discloses operating segment information in five operating segments: “IAB,” “HCB,” “SSB,” “DMB,” and “DSB”. These segments are mainly separated based on the Companies’ consideration of their nature of the products and the business standing in the group.

The primary products included in each segment are as follows:

- (1) IAB: Industrial Automation Business
.....Programmable controllers, motion controllers, sensing devices, industrial camera/code reader devices, inspection systems, safety devices and industrial robots
- (2) HCB: Healthcare Business
.....Digital blood pressure monitors, nebulizers, low-frequency therapy equipment, ECGs, oxygen concentrators, digital thermometers, body composition monitors, pedometers and activity meters, electric toothbrushes, massagers, blood glucose monitors, vascular screening devices, visceral fat monitors, remote patient monitoring systems and telemedicine service
- (3) SSB: Social Systems, Solutions and Service Business
.....Energy business (solar power generation, storage battery systems), railway station service systems, traffic and road management systems, card payment services, IoT (power protection, data protection) solutions, software development and comprehensive maintenance service business
- (4) DMB: Devices & Module Solutions Business
.....Relays, switches, connectors, IoT communication modules, general sensors, amusement components and units, face recognition software, image sensing component and MEMS^(Note) sensors
Note: MEMS: Micro Electro Mechanical Systems
- (5) DSB: Data Solution Business
.....Data healthcare business, corporate health business, smart M&S (management service solutions) business, carbon neutral solutions business, data-based solutions business, and self-reliance support business

The segment information is presented in accordance with accounting principles generally accepted in the United States of America.

Revenues and expenses directly associated with specific segments are disclosed in the figures of each segment’s operating results. Based on the Company’s allocation method used by management to evaluate results of each segment, revenues and expenses not directly associated with specific segments are allocated to each segment or included in “Eliminations and Others.”

Segment income is presented as gross profit less *selling, general and administrative expenses* and *research and development expenses*. *Restructuring expenses, other income, net, income taxes, share of loss (profit) of entities accounted for using equity method* are not deducted.

Business Segment Information

Six months ended September 30, 2024 (April 1, 2024 - September 30, 2024)

(Millions of yen)

	IAB	HCB	SSB	DMB	DSB	Total	Eliminations and Others	Consolidated
Sales								
1. Sales to external customers	174,465	72,503	56,885	51,098	19,088	374,039	599	374,638
2. Intersegment sales	2,278	201	5,426	17,560	158	25,623	(25,623)	—
Total	176,743	72,704	62,311	68,658	19,246	399,662	(25,024)	374,638
Materials costs	21,704	30,623	16,927	28,194	403	97,851	1,118	98,969
Labor costs	49,840	13,155	16,983	18,425	8,111	106,514	9,802	116,316
Other operating expenses	87,822	20,321	26,446	21,943	10,395	166,927	(26,800)	140,127
Segment income	17,377	8,605	1,955	96	337	28,370	(9,144)	19,226

- Notes:
1. The value of intersegment transactions is in accordance with the value of transactions with external customers.
 2. The DSB includes financial figures related to the OMRON Data Solution Business and JMDC financial figures, as well as the amortization of intangible assets other than goodwill identified as a result of the consolidation of JMDC as a subsidiary.
 3. “Eliminations and Others” include not allocated expenses and eliminations of intersegment transactions and the head office divisions and others.
 4. *Other operating expenses* include expenses included in *selling, general and administrative expenses and research and development expenses*. The account also includes expenses other than materials costs and labor costs, which are a constituent of cost of sales.

Six months ended September 30, 2025 (April 1, 2025 - September 30, 2025)

(Millions of yen)

	IAB	HCB	SSB	DMB	DSB	Total	Eliminations and Others	Consolidated
Sales								
1. Sales to external customers	188,798	66,732	57,697	56,625	22,906	392,758	690	393,448
2. Intersegment sales	2,826	56	6,333	20,851	110	30,176	(30,176)	—
Total	191,624	66,788	64,030	77,476	23,016	422,934	(29,486)	393,448
Materials costs	27,001	29,496	15,112	30,781	558	102,948	154	103,102
Labor costs	49,110	12,279	17,285	18,236	9,349	106,259	9,461	115,720
Other operating expenses	96,666	19,315	28,860	27,180	12,350	184,371	(27,464)	156,907
Segment income	18,847	5,698	2,773	1,279	759	29,356	(11,637)	17,719

- Notes:
1. The value of intersegment transactions is in accordance with the value of transactions with external customers.
 2. The DSB includes financial figures related to the OMRON Data Solution Business and JMDC financial figures, as well as the amortization of intangible assets other than goodwill identified as a result of the consolidation of JMDC as a subsidiary.
 3. “Eliminations and Others” include not allocated expenses and eliminations of intersegment transactions and the head office divisions and others.
 4. *Other operating expenses* include expenses included in *selling, general and administrative expenses and research and development expenses*. The account also includes expenses other than materials costs and labor costs, which are a constituent of cost of sales.

The reconciliations of total segment income to income (loss) before income taxes for the six months ended September 30, 2024 and 2025 are as follows.

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Segment income	28,370	29,356
Restructuring expenses	21,366	5,827
Other income, net	(1,804)	(5,143)
Eliminations and Others	(9,144)	(11,637)
Income (loss) before income taxes	(336)	17,035