Q1 FY2026 Earnings

August 5, 2026

OMRON Corporation

Summary

● FY2026 Q1 Results

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

● FY2026 Full-year Forecasts

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

Contents

1．Q1 FY2026 Results

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

Q1 Consolidated Results

Achieved significant Y/Y growth in both revenue and profit

(¥bn)

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

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

Q1 Results by Segment

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

(¥bn)

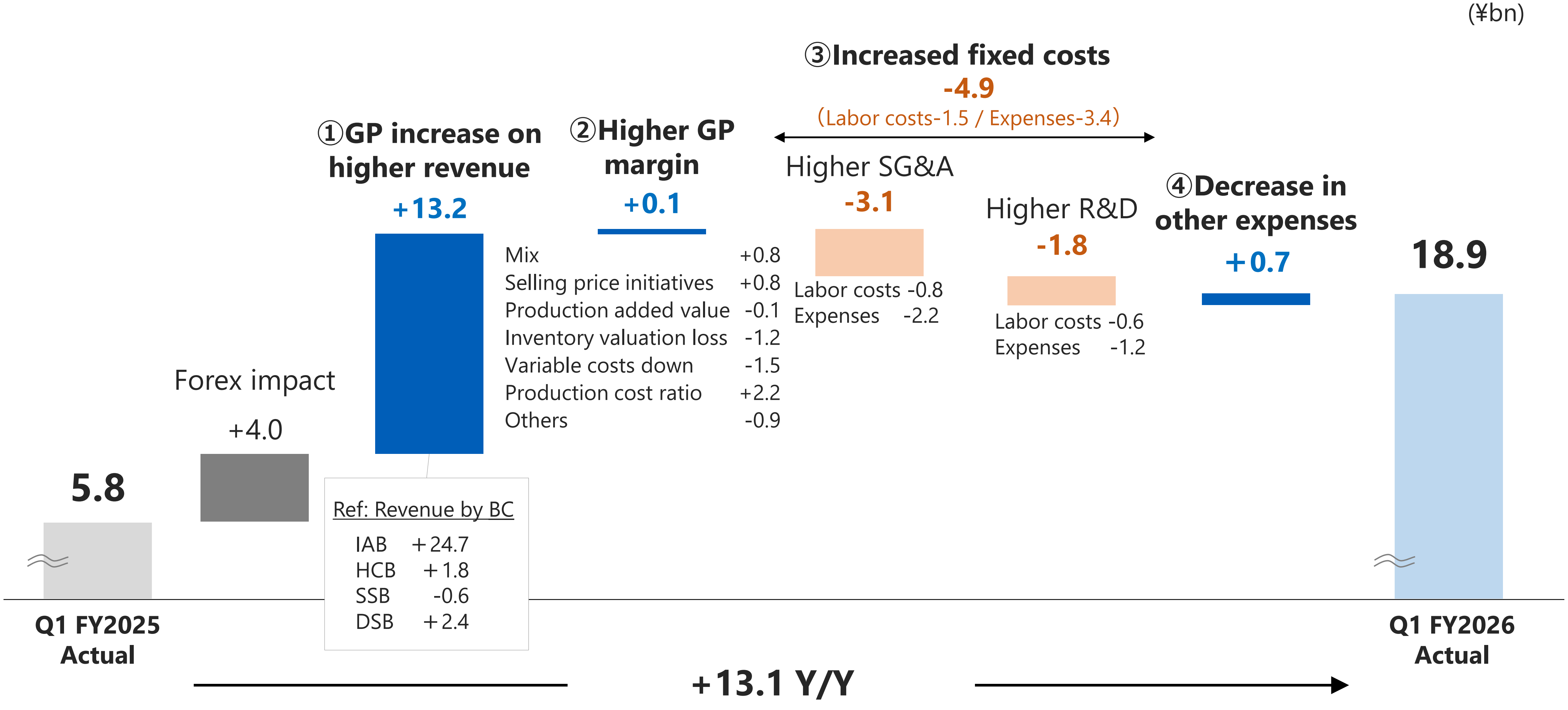
	Revenue			OP		
	FY2025 Q1 Actual	FY2026 Q1 Actual	Y/Y	FY2025 Q1 Actual	FY2026 Q1 Actual	Y/Y
IAB Industrial Automation	95.6	**131.2**	+37.2%	10.6 (11.1%) *1	**21.3 (16.2%)**	+100.8% (+5.1%pt)
HCB Healthcare	31.2	**36.4**	+16.7%	1.2 (3.8%)	**2.4 (6.6%)**	+101.7% (+2.8%pt)
SSB Social Systems, Solutions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

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

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

Q1 Results: Analysis of Change in Operating Profit (Y/Y)

Significant gross profit growth driven by revenue growth in IAB. Operating profit increased by ¥13.1 bn despite continued growth investments



2． FY2026 Full-year Forecasts

Operating Environment Outlook: Q2 and beyond

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

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

Forecast: Consolidated Earnings

Upward revision to Revenue, Operating profit and Net profit

(¥bn)

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

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

Forecast: Earnings by Segment

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

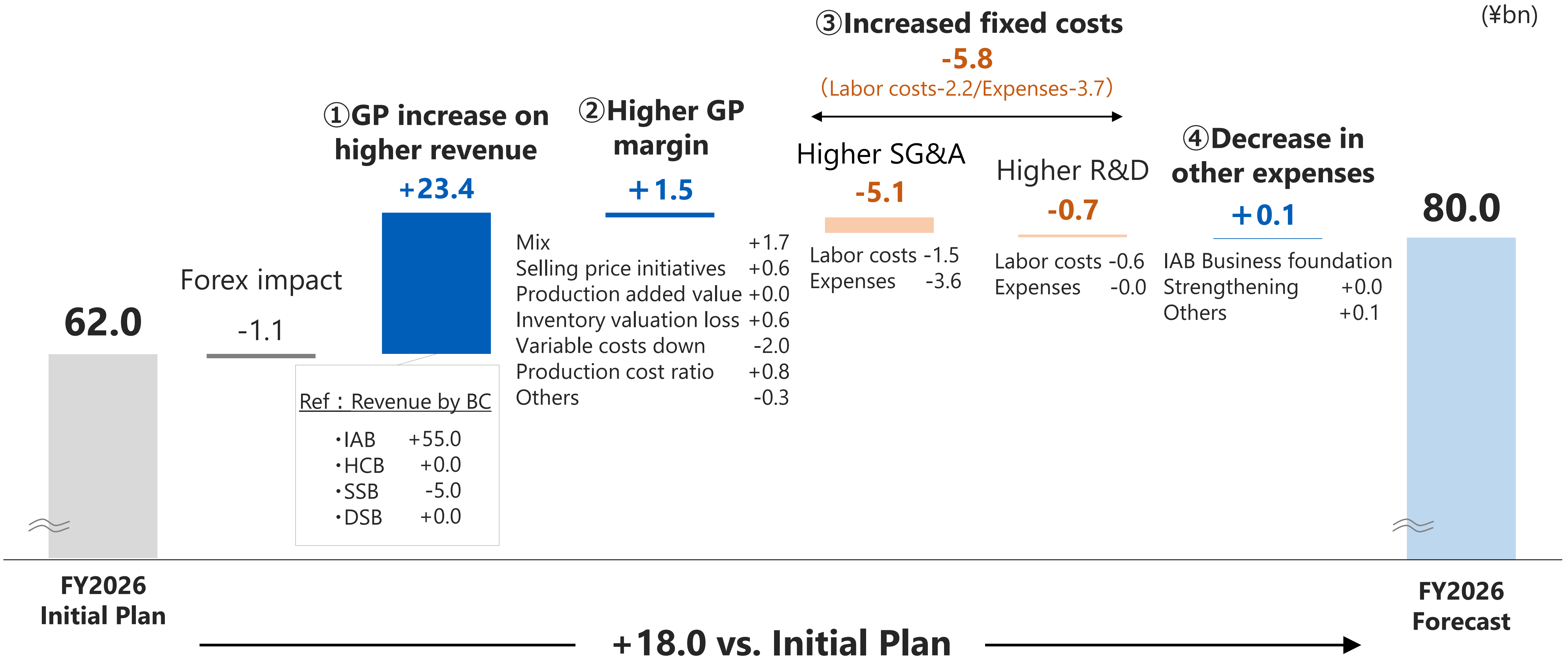
(¥bn)

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

*1. Y/Y comparisons by segment are based on FY2025 results for which IFRS closing procedures have not yet been completed.
*2. Figures shown in brackets under OP are OPMs.
*3. DSB includes the financial results of JMDC, consolidation adjustments (the amortization of intangible assets other than goodwill associated with the consolidation, etc.) and other financial figures related to data business.

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

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



IAB: Operating Environment Outlook for Q2 and beyond

AI-driven capital investment in the semiconductor and secondary battery industries exceeds initial expectations and remains strong

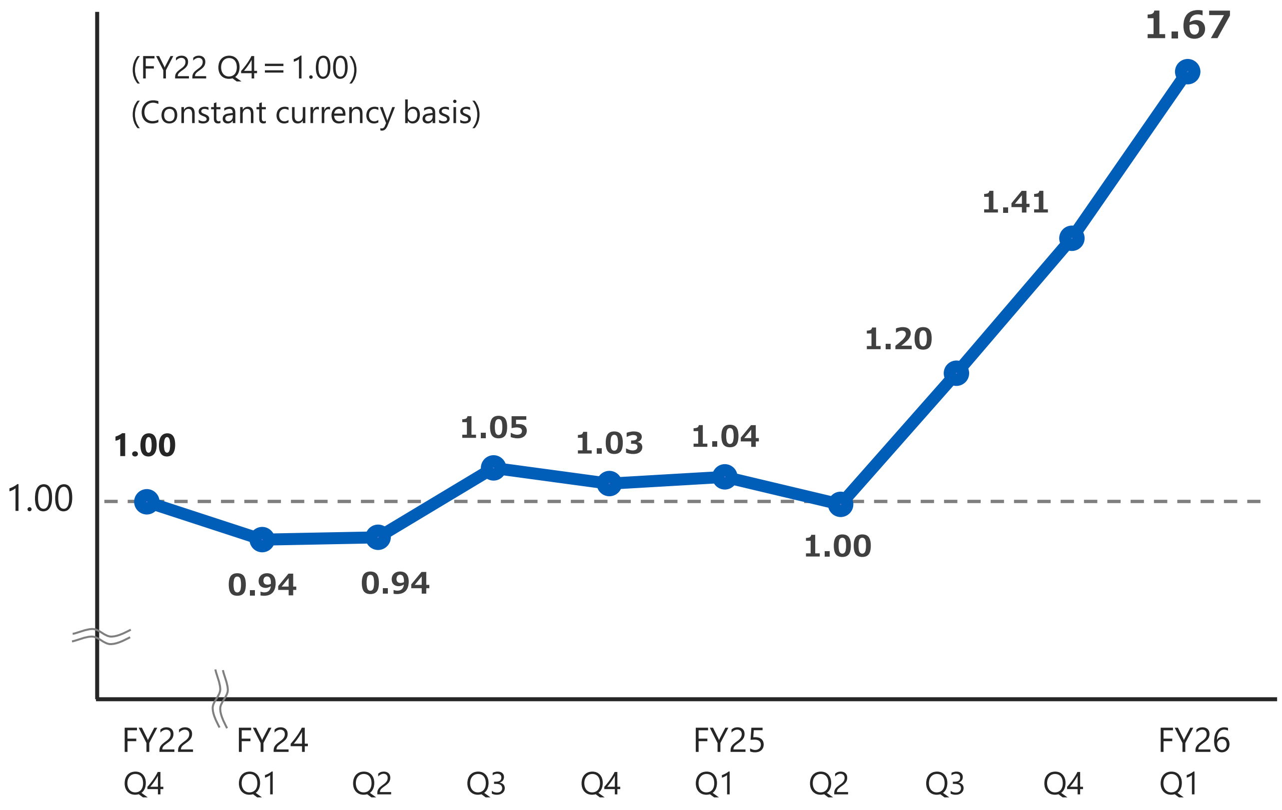
Industries	Operating Environment Outlook
Semi-conductor	・Continued expansion of global investment in advanced semiconductors, driven by AI demand. In China, investment by equipment manufacturers continues to expand, backed by localization efforts
AXI	・Capital investment by related manufacturers remains solid, driven by data center demand
EV/ Secondary Battery	・EV: Overall EV-related capital investment remains flat, despite strategic investments in selected areas amid weak demand ・Secondary battery: ESS-related capital investment remains at a high level, backed by data center demand
Other*	・Capital investment demand is expected to recover gradually on a global basis

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

IAB: Trend of Order Levels

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

Order levels



Background of order trends of 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

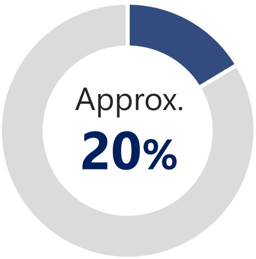
IAB: Growth-Driving Industries and products (Q1 Revenue, Y/Y)

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

Industries

Focus Industries

[Revenue Mix]



Semiconductor

+46%

Increased investment by semiconductor equipment manufacturers

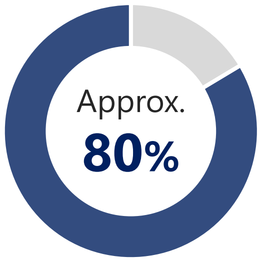
Secondary Battery

+46%

Increased investment in data center ESS

Other Industries*1

[Revenue Mix]



+14%

Visualization of customer transaction status and enhanced proposal capabilities

Products

AXI

+257%

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

New Product*2

+312%

Continuous new product launches (35 models in total)

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

IAB：OMRON's Competitiveness（Semiconductor Industry）

OMRON's unique capability to develop control applications delivers a strong competitive advantage

OMRON's Competitive Strength

Capability to develop high-speed and high-precision control applications through co-creation with customers

Integrated control technology combining control devices and software

Unique software development capability for solving complex technical challenges

Dedicated semiconductor application engineers co-creating next-generation technologies with customers

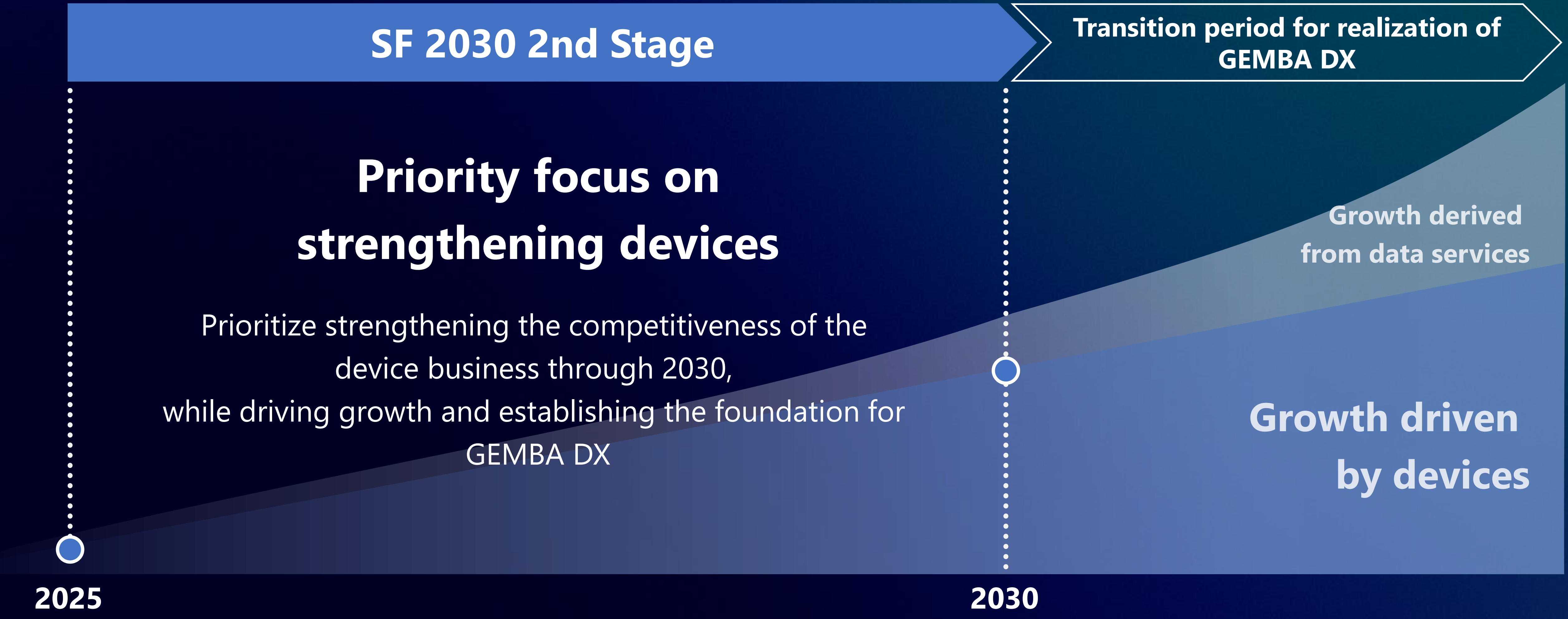
Examples of Control applications by Manufacturing process

Front-end process	Surface oxidation	Workpiece temperature uniformity control
Front-end process	Thin film forming	Workpiece temperature uniformity control
Front-end process	Resist coating	High precision coating amount management/GAP control
Front-end process	Exposure and development	Ultra-precise stage control
Front-end process	Etching	Constant monitoring of foreign matter and cleanliness management
Front-end process	Cleaning and peeling	Constant monitoring of foreign matter and cleanliness management
Back-end process	Grinding	High-precision wear thickness measurement
Back-end process	Dicing	High-precision cutting position detection
Back-end process	Bonding	Nanometer-precision motion control
Back-end process	Final inspection	High-speed transport with vibration suppression
Back-end process / Automation	Finished product inspection	3D X-ray inspection
Back-end process / Automation	Inter-process transport	Full automation of FOUP transport

3． CFO Message

Timeline for Realizing GEMBA DX

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



Initiatives to expand Customer Base

Expanded customer base through strengthened “VALUE” and “FRONT”

VALUE

Market-tailored & AI-powered high-value products

IAB

Data Flow Controller
(Released in Sep. 2025)

AI **Machine Vision System**
(Oct. 2025)

Laser Displacement Sensor
(Dec. 2024)

35 Models in Total

HCB

AI **Pulse Wave BPM**
(Global rollout since 2024)

Cuff-integrated BPM (China)
(Aug. 2025)

Rechargeable large-display BPM (China)
(Aug. 2025)

SSB

AI *1 **Japan’s smallest-class battery storage unit** *2
(Released in May 2025)

AI *1 **Triple Energy Storage System**
(Oct. 2025)

PV monitor and Power conditioner for PPA providers
(Aug. 2026)

×

FRONT

Enhanced sales and marketing through stronger sales channels and data utilization

IAB	HCB	SSB
Global rollout of a customer-data-driven sales and marketing model	Global rollout of a successful digital marketing model	Expanded sales network through stronger sales efforts across both existing and new home channels

Expansion of Customer Base

*1 Enables automatic charging control using cloud-based AI
*2 Among the storage units of the same capacity class in Japan (As of Apr. 2025, Company research)

Reference

External Evaluation Related to Sustainability (As of August 2026)

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

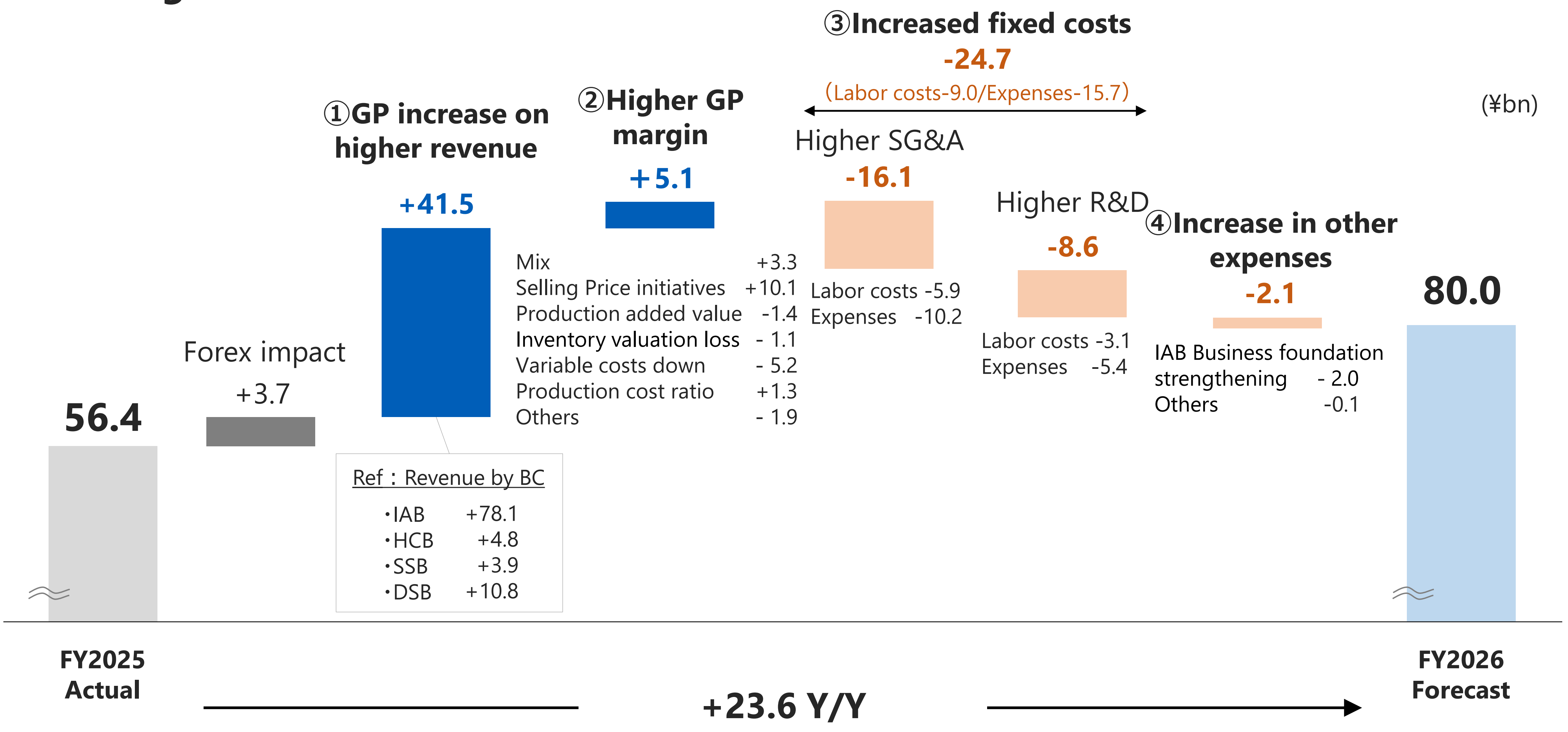
Selected for the FTSE4Good Index Series for the 11th consecutive year

Awarded “Prime” in ISS ESG Corporate Rating

Rated “Low Risk” in the Sustainalytics ESG Risk Ratings

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

Operating profit expected to increase by ¥23.6 bn, mainly driven by strong revenue growth in IAB



Consolidated Balance Sheet

(¥bn)

	End-Mar. 2026	End-Jun. 2026	Change (vs. FY2025 year-end)
Current assets	671.7	716.7	+45.0
(Cash and cash equivalents)	(166.6)	(217.9)	(+51.3)
(Inventory)	(154.2)	(161.1)	(+6.9)
Property, plant and equipment	102.5	104.5	+2.1
Investments and other assets	589.2	562.9	-26.2
Total assets	1,363.4	1,384.1	+20.8
Current liabilities	361.3	372.2	+10.9
Long-term liabilities	147.2	147.5	+0.4
Total Liabilities	508.5	519.8	+11.3
Shareholders' equity	821.8	832.1	+10.3
Noncontrolling interests	33.1	32.3	-0.8
Total net assets	854.9	864.4	+9.5
Total Liabilities and net assets	1,363.4	1,384.1	+20.8
Equity ratio	60.3%	60.1%	-0.2%pt

Consolidated Cash Flow Statement

OMRON

(¥ bn)

	FY2025 Q1 Actual	FY2026 Q1 Actual	Change (Y/Y)
Operating cash flow	16.4	64.0	+47.5
Investment cash flow	-16.1	-30.3	-14.1
Free cash flow (FCF)	0.3	33.7	+33.4
Financing cash flow	9.3	14.0	+4.7
Cash and cash equivalents as of end of period	156.9	217.9	+61.0
Capital expenditure	11.1	12.6	+1.5
Depreciation	11.5	11.0	-0.5

FY2026 Forex Sensitivities and Assumptions

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

	Sensitivities		Assumptions
	Revenue	OP	FY2026 Q2 onward 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

ROIC Definition

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

＊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

＜<u>Notes</u>＞

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

Contact:
Investor Relations Department
Global Strategy Headquarters
OMRON Corporation
E-mail : omron-ir@omron.com
Website : https://www.omron.com/global/en/