

Company name : OMRON Corporation
Representative : Junta Tsujinaga, President & CEO
Stock code : 6645
Stock exchange : Tokyo (Prime Market)
Contact : Takuro Okada, General Manager,
Investor Relations Dept.
Phone : +81 -3-6718-3421

Notice Concerning “Medium-Term Roadmap SF 2nd Stage”

OMRON Corporation hereby announces that the Board of Directors, as its meeting held on November 7th, 2025, approved the “Medium-Term Roadmap SF 2nd Stage” as outlined below.

1. About “Medium-Term Roadmap SF 2nd Stage”

Since April 2024, OMRON has been implementing a Structural Reform Program “NEXT 2025” aimed at rebuilding our foundation for profitability and growth. With the completion of this Program in September 2025, we have formulated a new five-year roadmap “Medium-Term Roadmap SF 2nd Stage”, covering from FY2026 to FY2030.

Under this Roadmap, we will transition to a Business Portfolio that drives growth and aim to further increase corporate value through sustainable, profit-driven growth.

2. Related Information

Please refer to the attached document for further details on the “Medium-Term Roadmap SF 2nd Stage.”

End



Medium-Term Roadmap

SF 2nd Stage

OMRON Corporation

November 7, 2025

Agenda

- 01 CEO Message
- 02 Medium-Term Roadmap - SF 2nd Stage
 - 02.1 Policy and Vision
 - 02.2 Corporate Strategy
 - 02.3 Financial Guidance
 - 02.4 Business Strategy

01

CEO Message

SF 2030

Shaping the Future 2030

Continue to create innovation
driven by social needs with automation
which empowers people



Return to growth through combination of offensive and defensive management initiatives

Offense

Concentrate investments in
IAB / 13 focus businesses

Transformation into a
GEMBA DX company

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Defense

No sacred cows in rebuilding
portfolio

Continue structural reforms
to generate capability to
invest in the future

Rigorously strengthen execution capability to become an organization that continuously delivers results

Governance

Executive governance framework for the 13 focus businesses and key corporate initiatives under the leadership of the CEO

Management
Speed

Dynamic delegation of authority, acceleration of DX for each operational function

Human resources

Nurture 100 individuals capable of disciplined results-oriented focus and execution for management leadership

Corporate culture

Combine meticulous attention to detail x venture spirit in taking on challenges

02.1

Medium-Term Roadmap - SF 2nd Stage Policy and Vision

Policy for 2nd Stage

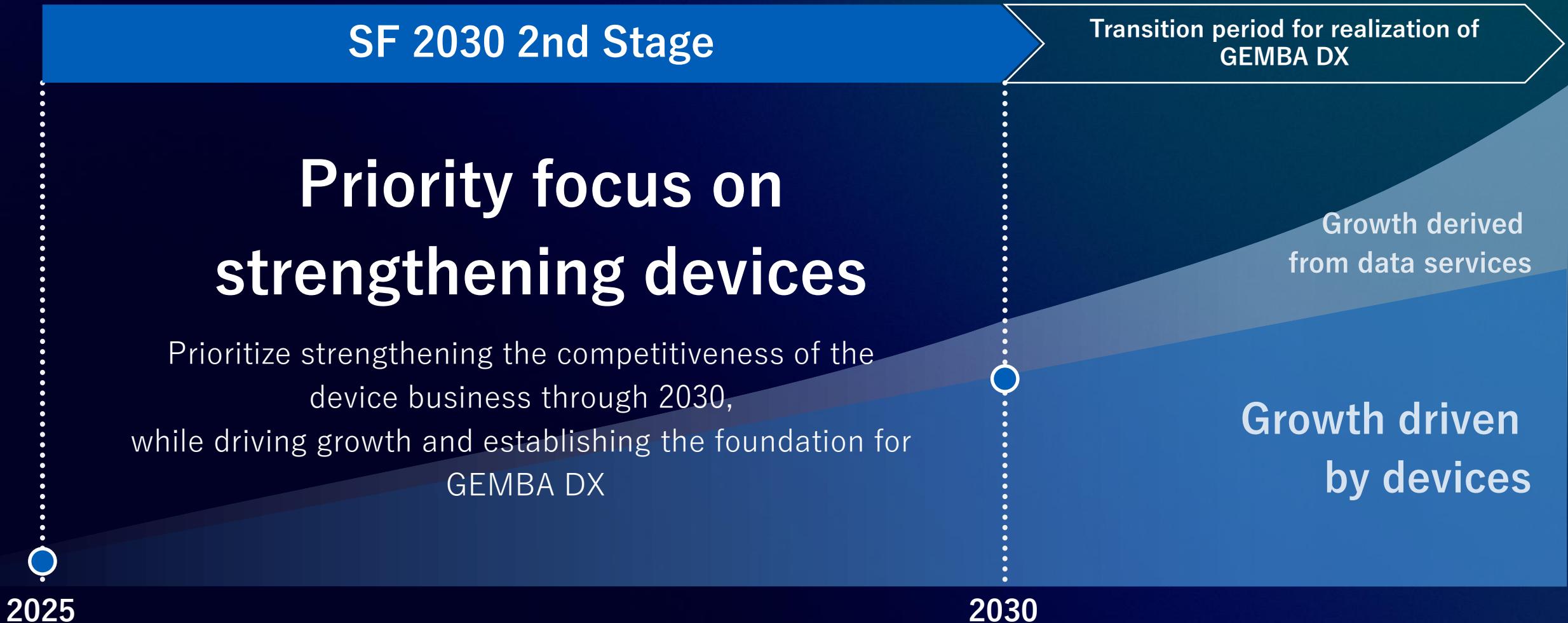
Trusted Growth

Deepening relationship of trust with customers
for transforming into a GEMBA DX company

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



GEMBA DX

In fields such as manufacturing, medical/healthcare and social infrastructure, social issues are driving increasingly higher demand from customers for added value and enhanced efficiency, limiting the what can be done by simply providing devices. GEMBA DX is a data service concept. We take high quality data generated from devices, an area of strength for OMRON, and harmonize it with other GEMBA data, leveraging the extensive GEMBA knowhow that we have accumulated over time to convert data into high value-added information which is used to solve GEMBA issues.

OMRON's strength in elements of GEMBA DX

1 Devices

Device categories that are widely dispersed throughout global GEMBA where OMRON has high market share

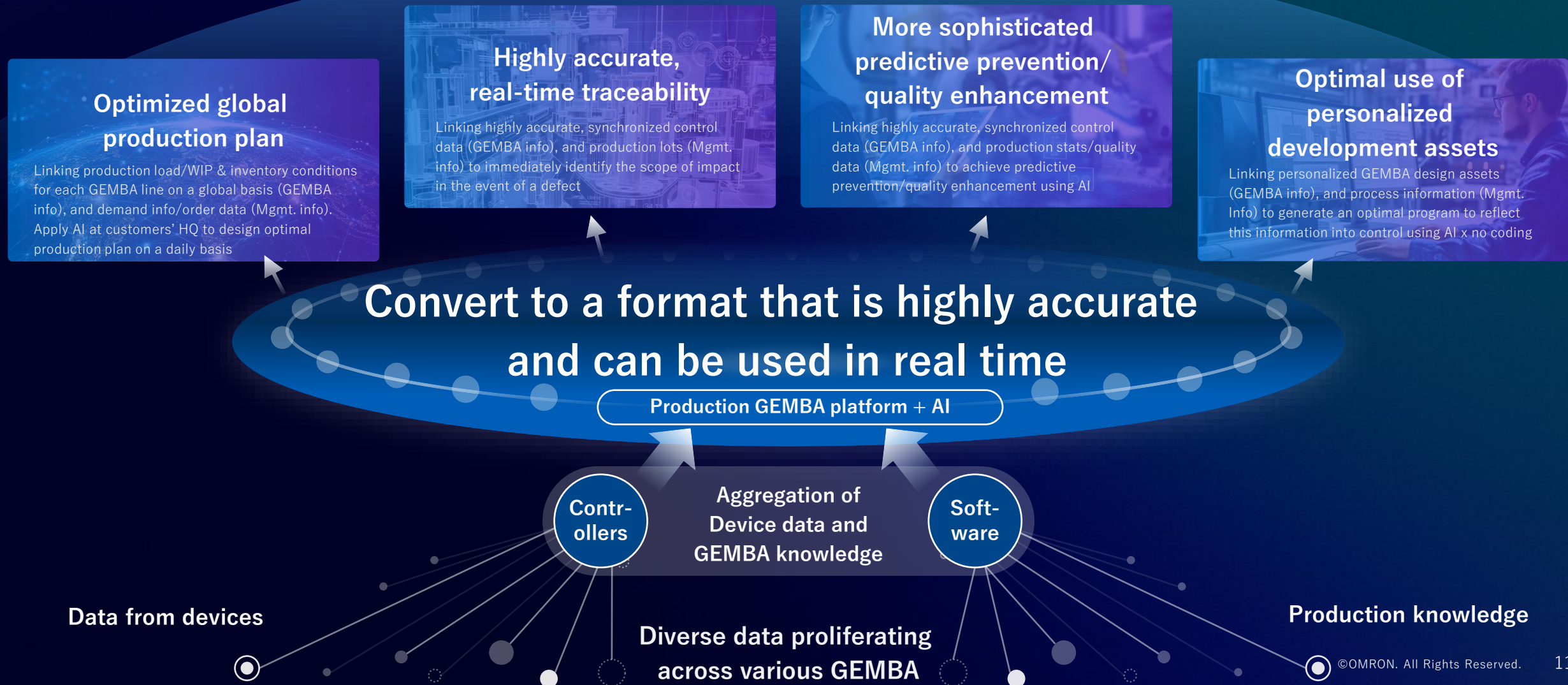
2 Data

Significant accumulation of diverse customer GEMBA data and knowhow owing to strong customer intimacy

3 Technology

Technology to harmonize GEMBA data and knowhow, converting it into valuable information

After implementation of GEMBA DX



Enterprise System

Flexible and rapid decision-making using data from the platform

Actual working hours



Provide the optimal plan

cognizant

Production GEMBA Platform

Database

Application

SaaS Product

Case 1

Centralized management of time-series data across processes and lines, combined with AI Agents replacing skilled workers

Case 2

Data-driven operational efficiency through software-oriented flexibility in setup changes and production fluctuations

Virtual Control Platform

Integrate various data and convert it into a usable form for deployment in solutions

Metadata Collection



Stable Operation

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GEMBA

Factory

Line A

Machine

Machine

Line B

Machine

Machine

Various Data linked with time synchronization and product traceability



Extensive IoT Device Lineup

Manufacturing data

Daily Report Data

Quality Data

Maintenance Data

02.2

Medium-Term Roadmap - SF 2nd Stage

Corporate Strategy

SF 2nd Stage Core Strategy

Rebuilding the business portfolio

Designate 13 focus businesses which will drive the Group's future growth.
Accelerate process of selection and concentration to maximize growth of overall Group
Build an innovative business portfolio which will maximize the growth of the Group as a whole

A VALUE

Elevate value of products / services by strengthening core technologies to continuously enhance competitiveness



B FRONT

Build sales organization that can efficiently address diverse customer issues broadly and deeply through partner collaborations and sales DX



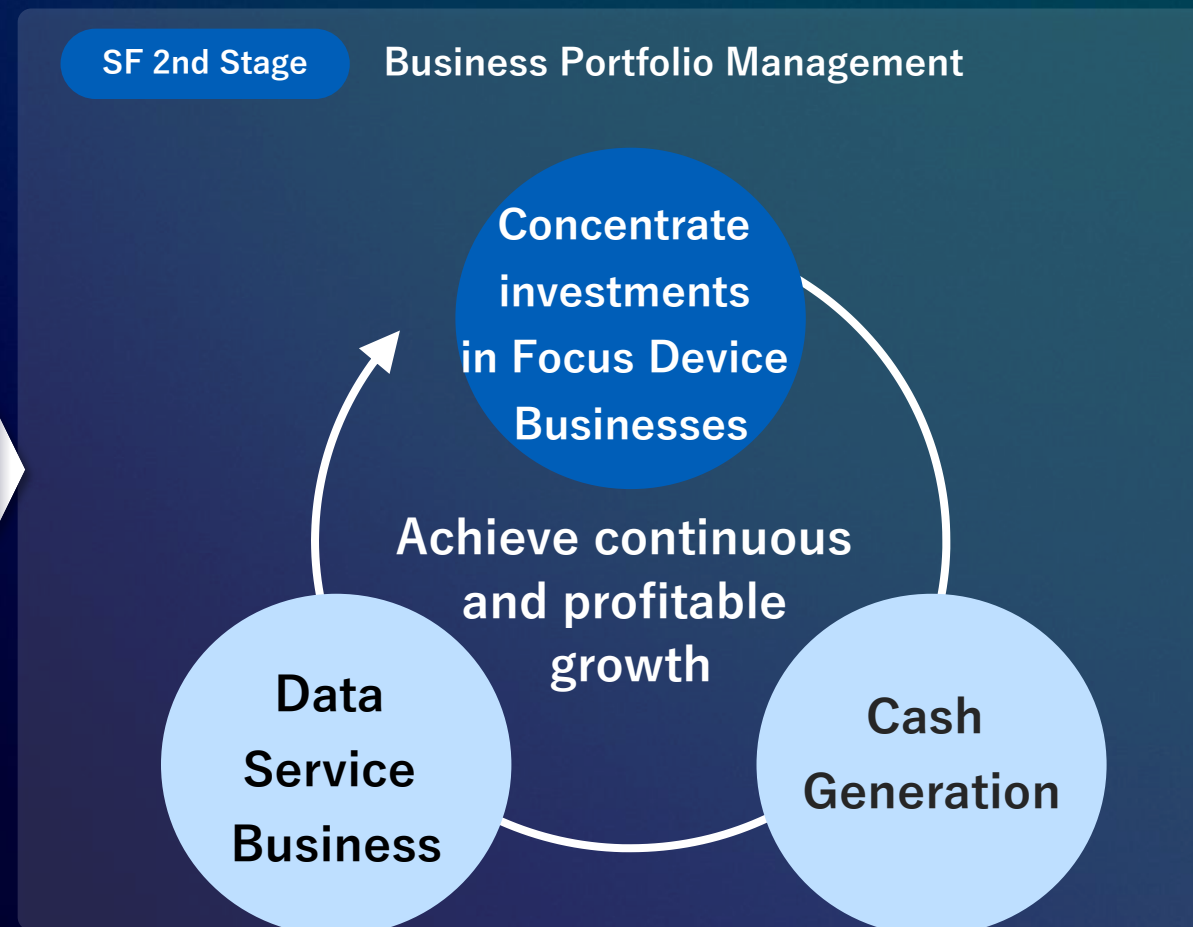
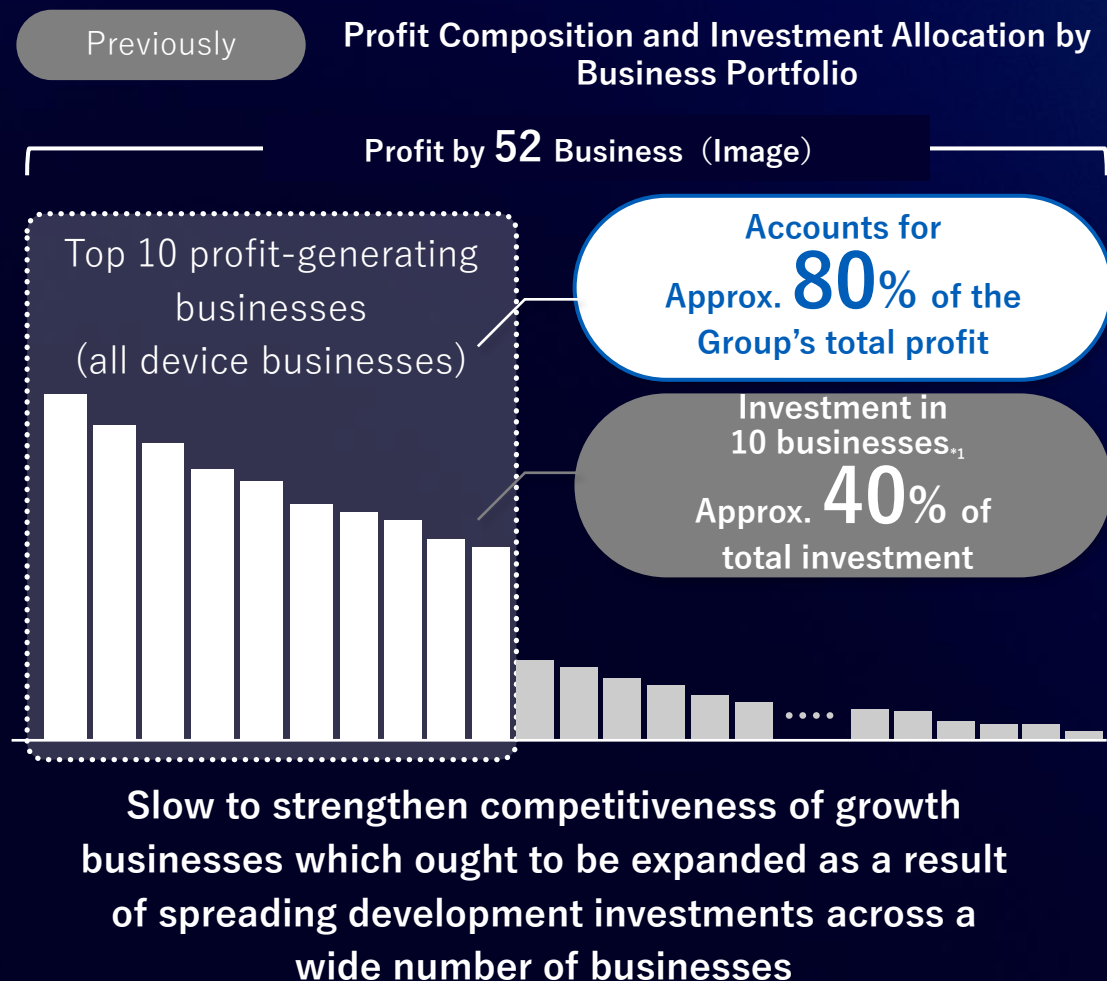
C Resource allocation

Allocate management resources to maximize growth potential of focus businesses



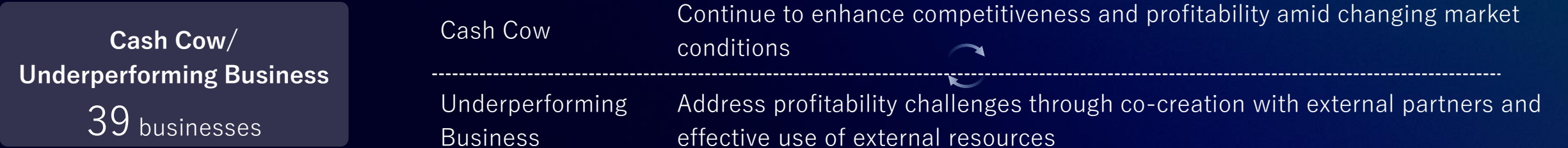
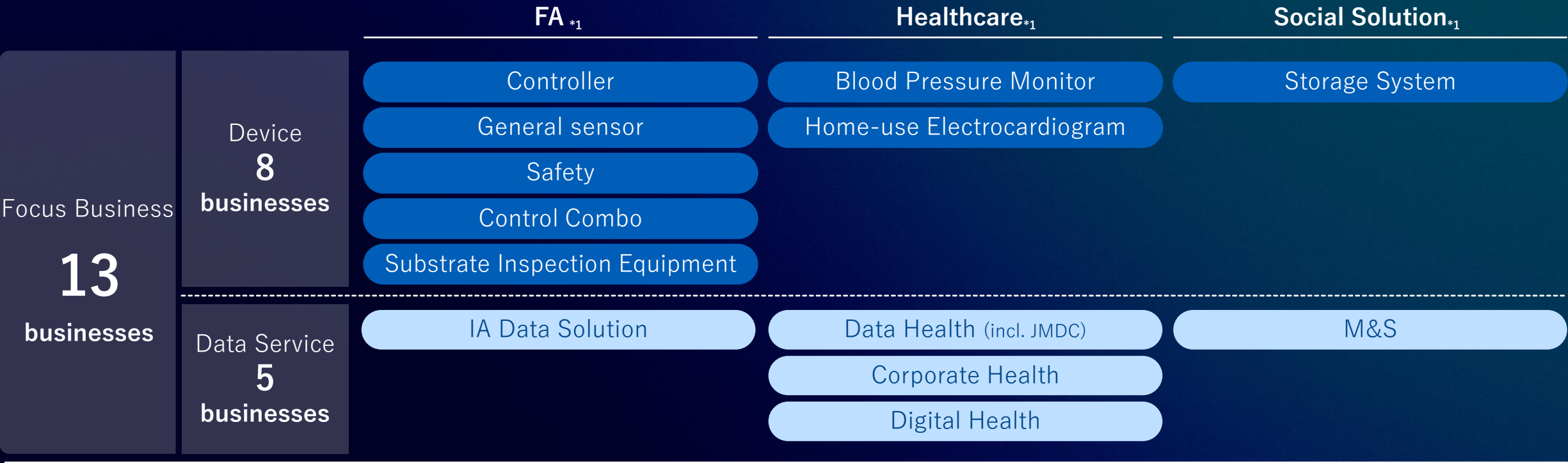
How We Think About Business Portfolio Management

To date, we were disciplined about preventing damage to value, but the allocation of investment to growth businesses was insufficient. By deploying cash generated from focus device businesses to the data service business we will create a virtuous cycle of growth




Business Portfolio Strategy: Definition of Focus Businesses

13 businesses have been designated as Focus businesses based on Profitability, Market growth potential, and Affinity with data service business



Business Portfolio Strategy: Growth Potential of 13 Focus Businesses

Each of the 13 focus businesses will capture expanding market opportunities, with the Device business aiming to grow faster than the market, and the Data Service business targeting an increased share of total sales

		Business Segment	13 Focus Businesses	Market Opportunity	Market Growth Rate *1	Company Growth Rate *2
Device 8 businesses	IAB		Controller	• Growing demand for control and sensing driven by automation and digitalization in manufacturing sites	5%	 9%
			General sensor	• Increasing demand for safety control driven by increased human-machine collaboration		
			Safety			
			Control Combo	• Growing demand for high-precision inspection driven by the miniaturization of semiconductors and electronic components		
			Substrate Inspection			
	HCB		Blood Pressure Monitor	• Growing adoption of home blood pressure and electrocardiogram monitoring driven by the increase in the hypertensive population	3%	 6%
			Home-use ECG			
	SSB		Storage system	• Growing demand for energy storage systems driven by the expansion of renewable energy and rising power costs	13%	 18%
Data Service 5 businesses	Each BC × DSB		IA Data Solution	• Accelerated adoption of smart factories to improve productivity amid worsening labor shortages	Data Service Revenue Ratio 8% → 15%	
			Data health (incl. JMDC)	• Growing need for the utilization of medical and health data driven by the rise in chronic disease patients and medical expenses		
			Corporate Health			
			Digital Health			
			M&S	• Increasing demand for business operation optimization amid rising store operation costs and labor shortages		

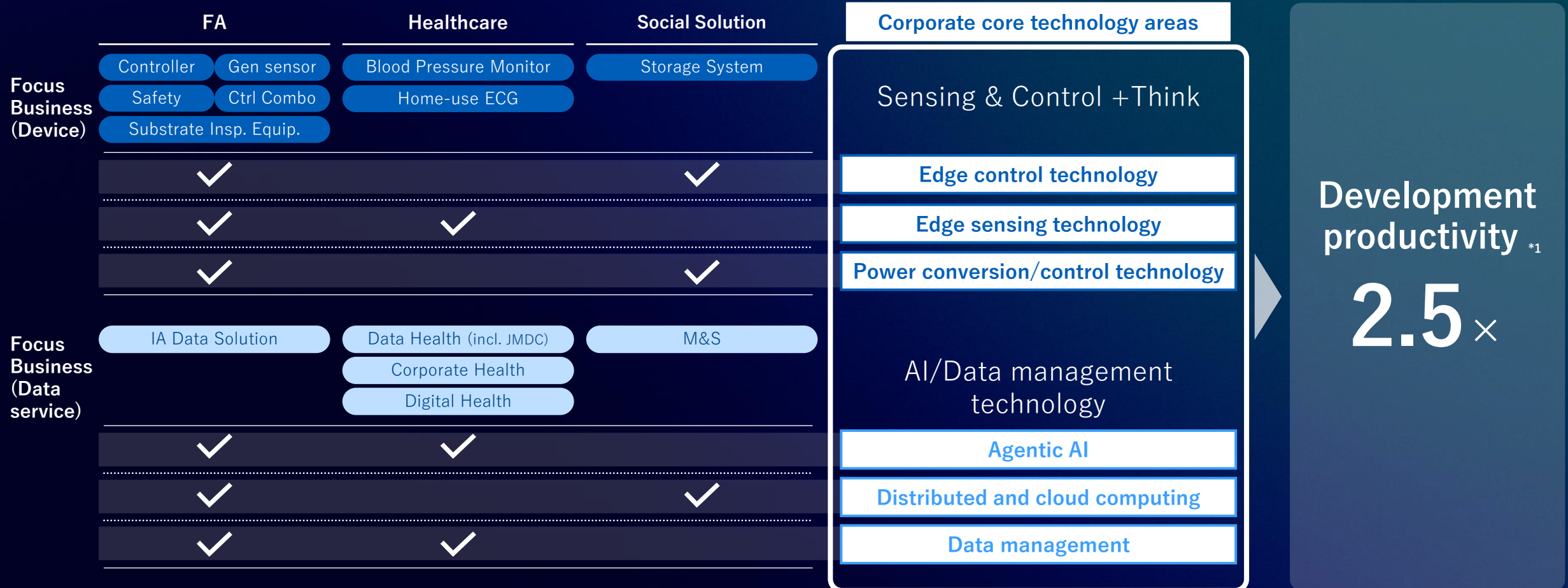
* 1 : IAB: Overall FA market; HCB: Blood pressure monitor market; SSB: Energy storage system market (company estimates for market growth rates)

* 2 : CAGR : FY24~FY30

A Strengthening VALUE①: Accelerating Growth through Core Technologies omron

Focus enhancement of six core technologies tied to the Focus businesses.

Enhance R&D investment efficiency to achieve more sustainable and reliable growth



*1: Development productivity = OP / R&D expenses. The calculation takes into account the lead time between investment execution and profit contribution.

A Strengthening VALUE② : Elevating Cost Competitiveness

Improve cost competitiveness through optimization of the supply chain to enhance GP margin, which is the core of our profit-generating capability

Create complete supply chain within China

Promote design/development which assumes the use of local Chinese materials: substantially reduce product CoGS and optimize procurement and logistics costs

Shift to platform approach for product development

Transition from designing products on a standalone basis to a platform approach using common hardware and software. Improve design/procurement efficiency

Optimize SKUs

Optimize SKUs by consolidating to standardized global products
Rigorously manage profitability down to the fine details, reduce supply chain expense burden

GP margin
+ 2.5Pt
(vs. FY24)

B Strengthening FRONT

Elevating customer intimacy through Partner X DX to build a new FRONT.

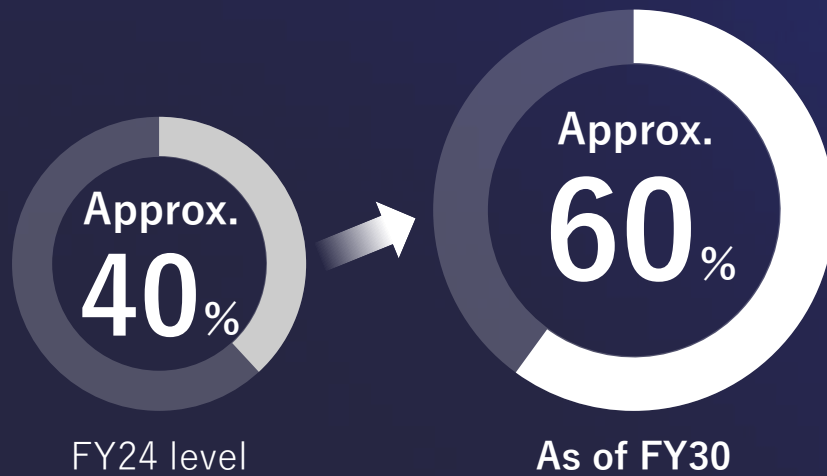
Promote growth by expanding customer touch points and anticipating growth opportunities



Shift to substantially allocating management resources to focus businesses.

Elevate business promotion capability by strengthening frontline and development resources

Allocation of investments to Focus Businesses



Increase allocation of development investments to devices as focus business.

Remaining development expenses to be reinvested in other businesses for the purpose of maintaining competitiveness.

Strengthen allocation of human resources to Focus Businesses

Frontline / development resources

More than **1,000** persons

Accelerate allocation of internal human resources to frontline and development areas.

Also actively seek external hires, primarily individuals that can be immediately effective

02.3

Medium-Term Roadmap - SF 2nd Stage

Financial Guidance

Basic Policy for Capital Allocation During the Term of this Roadmap

Top priority on growth investments, including the use of debt. Basic shareholder return policy set at a DOE of around 3%. Open to using excess cash for share repurchases after establishing a good balance between growth investments and capital structure

Enhance cash flow-generating capabilities

Improve cash flow-generating capability through the achievement of profitable growth, cost efficiency, asset liquidity, improved working capital and others

Growth investments

Concentrate investments in 13 focus businesses, with top priority given to IAB

Debt financing

**While remaining conscious of financial discipline, open to using financial leverage as necessary in the event of a promising M&A opportunity
Aim to both invest for growth and maintain financial soundness**

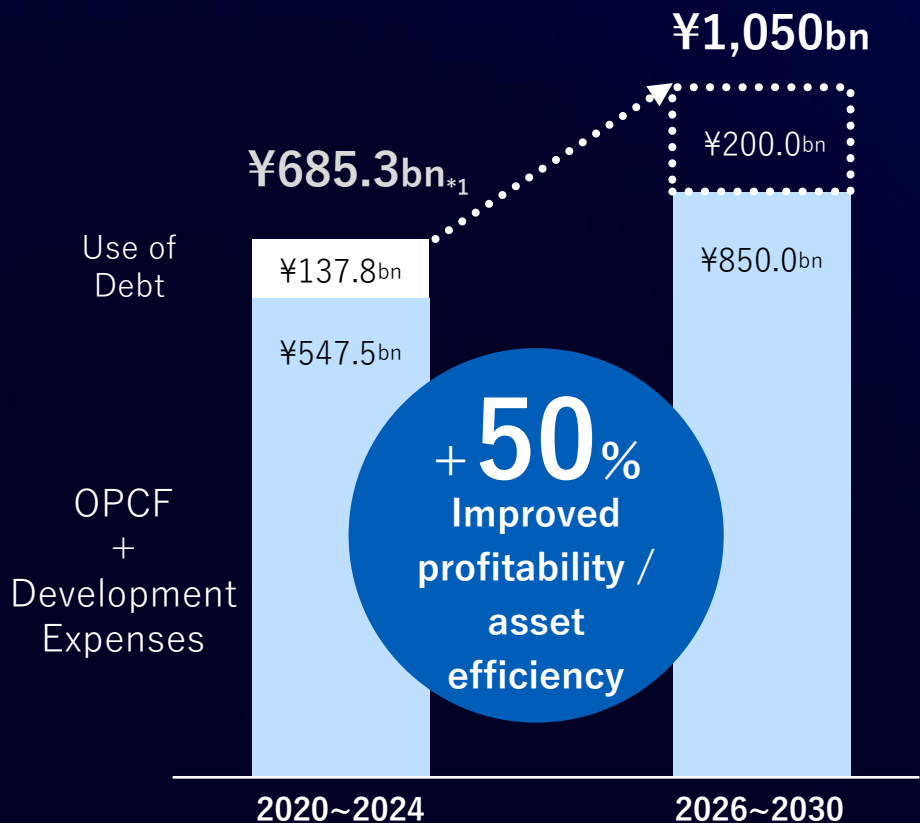
Shareholder returns

Commitment to continuously enhancing TSR
- Basic policy of a DOE of around 3%; if there is excess cash, open to flexibly considering share repurchases

Strengthening Cash-generating Capability

Continue to expand profits through growth of focus businesses and continued reforms to profit structure. Simultaneously making progress on shortening CCC, improving asset liquidity to lock in funds for growth investment

2nd Stage Investment Funding Sources



Boost Profitability

- **Grow high margin businesses**

Improve GP margin and boost profits by growing high margin focus device business

- **Further reduce Group's indirect costs**

Reduction of indirect costs through business process streamlining via BPR*₂ and IT utilization

- **Improve development productivity**

Shorten lead times, implement governance to enable higher probability of profit contributions

Improve Asset Efficiency

- **Shorten CCC**

Streamline supply chain to reduce inventory, implement regional management of trade receivables

- **Improve liquidity of assets**

Enhance asset efficiency through business portfolio management and disposal of non-business assets

*1: Investment Funding Sources is OPCF + Development Expenses + Use of Debt

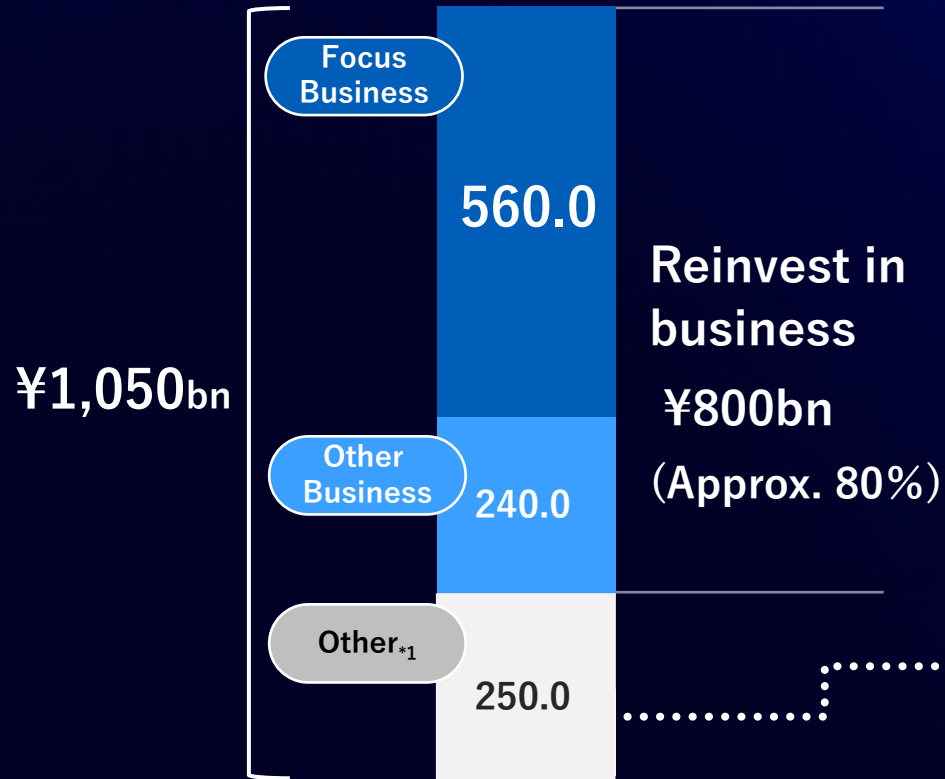
*2: Business Process Re-engineering (BPR) is the fundamental review and reconstruction of business processes, organizations, rules and systems.

Capital Allocation and Shareholder Returns (5-year cumulative)

Growth is the priority. Cashflow generated through this roadmap to be directed to the most important businesses, the focus businesses, and in particular, to concentrate investments in IAB.

Simultaneously emphasize shareholder returns: aim for continuous improvement in TSR

Capital Allocation



Reinvest in Business

- **Invest 70% in focus businesses which drive growth**
In particular, increase allocation to device business development
- **Prioritize investment in IAB**
Allocate roughly 50% of business reinvestment to IAB
- **M&A**
Priority on areas related to IAB, also open to pursuing inorganic growth

Shareholder Returns

- **Commitment to continuously improving TSR**
 - Aim to continuously improve returns with DOE 3% as a base
 - May also flexibly undertake share buybacks in the event of excess cash

*1: Capex etc. for Headquarters, topping up of cash on hand, redemption/repayment of corporate bonds and borrowings, shareholder returns, etc

Financial Targets - Consolidated Basis

Achieve EPS growth through outpacing market growth and enhance corporate value

	FY2024 Actual	FY2030 Stretch Target
Net Sales CAGR	+2%	7% ^{*2} (incl. M&A effects)
Operating Profit Margin	6.7% (OP ¥54.0bn)	12% (OP at the ¥140.0 bn level)
ROE	2.1%	10~12%
ROIC	3.2%	8~10%
EPS growth rate	-17% ^{*1}	+ ~20%
Data and Service Revenue Ratio	8%	15%

*1: Recorded one-time costs of ¥22 billion in 2024 related to workforce and capability optimization.

*2: CAGR : FY24~FY30

Financial Targets – Business Segment Breakdown

	FY2024 Actual			FY2030 Stretch Target	
	Net Sales	Operating Profit	OPM	Net Sales CAGR ^{*2}	OPM
IAB	¥360.8 bn	¥36.3 bn	10.1%	+6.0%	16.0%
HCB	¥145.9 bn	¥17.5 bn	12.0%	+4.0%	14.0%
SSB ^{*1}	¥143.4 bn	¥15.3 bn	10.7%	+9.0%	14.0%
DMB	¥150.4 bn	¥0.3 bn	0.3%	+4.0%	7.0%
DSB	¥42.7 bn	¥2.8 bn	6.6%	+23.0%	18.0%

*1 : Excluding OMRON DIGITAL Co., Ltd

*2 : CAGR : FY24~FY30

Materiality		Non-financial Metrics (KPIs for creation of economic value)	
Growth Materiality	Solve social issues through our business	<div>IA</div> Rate of growth for coverage ratio of Customer Base Map	<div>DM</div> Unit sales of products for DC/high frequency equipment
	Maximize capability to create social needs	<div>HC</div> BPM unit sales, OMRON connect + Pep-Up AUs*1	<div>SS</div> Storage system shipment vols
Growth & Base	Cultivate the potential of human resources to accelerate growth	Establish monetization model for the 4 businesses in the incubation phase	
	Build a resilient supply chain	Employee engagement (VOICE Engagement Score)	
Base Materiality	Reduce environmental burden through realization of decarbonized, circular economy	<div>Decarbonization</div> Scope 1 & 2 reduction volume (1.5°C level) / Scope 3 (Categories 1/11) reduction volume (well below 2°C level)	<div>Circular Economy</div> Expand and increase resource recycling models
	Respect for human rights throughout the value chain	<ul style="list-style-type: none">• Implement human rights due diligence in line with UNGPs framework for each significant human rights issue at OMRON• Develop a grievance mechanism*2	

*1 : AU= Active User
*2 : No quantitative target to be set. Objective is implementation of initiatives

02.4

Medium-Term Roadmap - SF 2nd Stage Business Strategy

What to Achieve

Revival of the IAB



Expanding from visualization of 20K customers in specific focus industries to 110K companies globally through digital integration with distributors



Customer Base Map

Content enabled by visualization

Factual Data

Transaction status by Customers

Recurring(MRO)

New/Repeat purchases/
Transition to in-house

Insight Data

Visualization of 110K global customers

Visualization of 20K customers

Customer needs and how we are assessed by customers

Source of value creation

Customer investment plans

Starting point of SCM

In-house share by customer

White Space

Industry/Region/
Individual Product SOM

Competitiveness of in-house products

MRO timing and procurement trend

Early shoots of demand

Strengthen Value aligned with customer category.

Strengthening of devices ties into further evolution of solutions/ data services

Building Value aligned with customer category

Realize transition to smart factories

Data Services

Global Mega

Virtual
Controller PF

Management
Application for
manufacturing

i-BELT
Service

Shift to mass production in leading-edge technology fields

Industry Solutions

Semi/EV Industries

Sophisticated
industry-
specific applic.

Digital
twinning

Next-gen X-ray
substrate
inspection eq.

Further elevate QCD

Devices

All customers

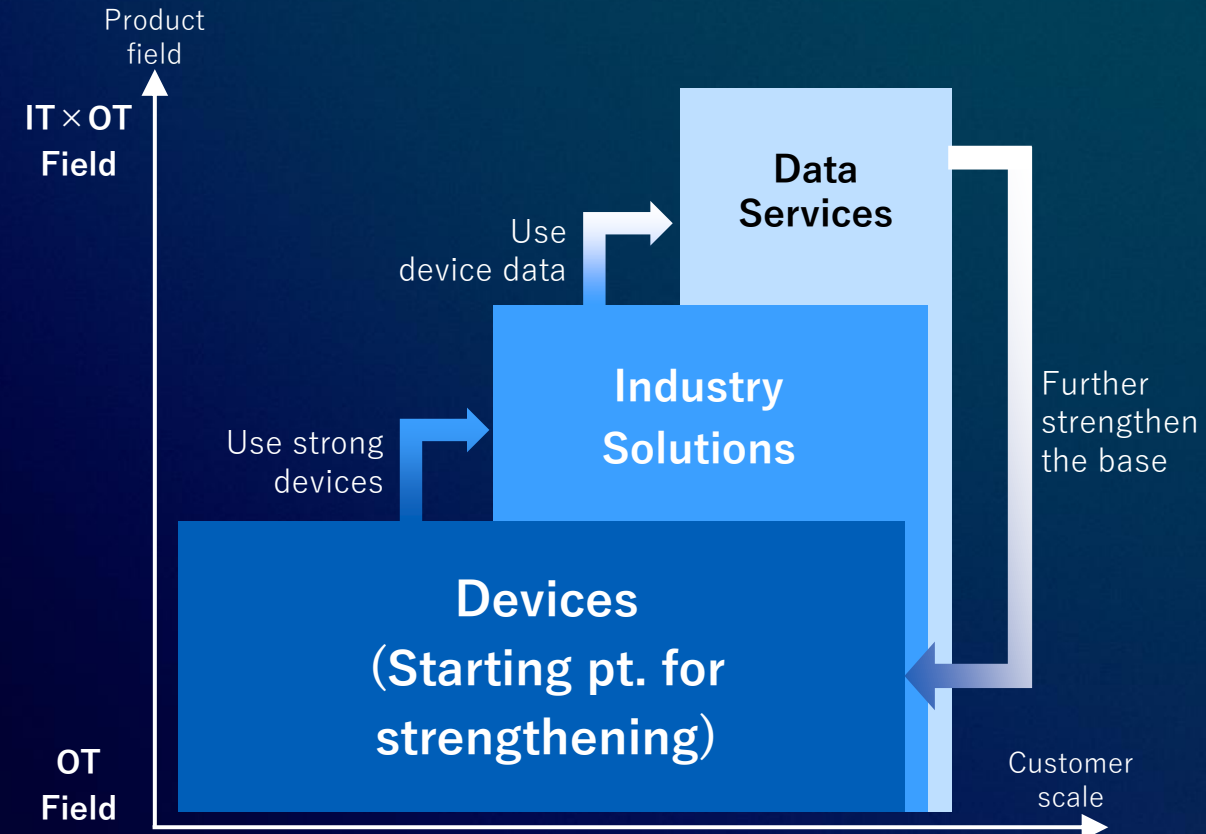
Long-seller
devices

Data
collection
devices

Low-End
Devices

Speedily deploy before- and after- services

Growth model driven by evolution of Value



Leveraging global customer data to effectively and efficiently capture growth potential through partner collaboration and sales digital transformation

Frontline Evolution through Partner Collaboration and Sales DX

Expand in-house share

Integrated sales strategy with distributors

Sharing customer needs and order information in real time with global distributors. Deploying dedicated sales support to accelerate market penetration

Optimize talent allocation based on growth opportunities

Align talent deployment with regional demand structures, while strengthening capabilities in IT × OT and solution areas by hiring external specialists

Utilization of the Customer Base Map

Enhance proposal capability and speed

Align our competitive product portfolio with visible customer needs and investment plans to propose the right products and value at the optimal timing

Improve sales productivity and transform compensation system

Standardize global sales processes and shift to a new compensation system that enhances execution, driving both productivity and performance

Expand customer item adoption

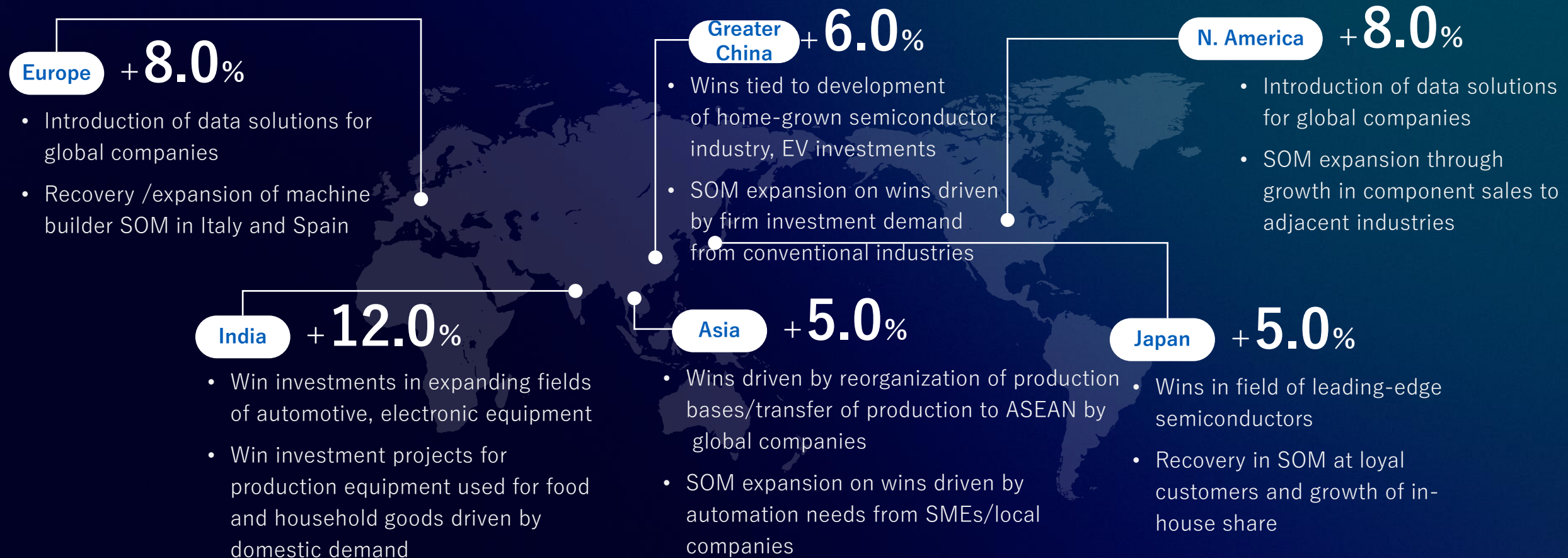
- Expand upselling and cross-selling
- Strengthen entry barriers



IAB : Sales Growth by Region (FY24→FY30)

Capture demand in each region to achieve sustainable and stable growth on a global basis that does not rely on China

Customer Base Map × Strengthening of VALUE / FRONT



The Omron logo is displayed in a bold, white, sans-serif font. The letters are closely spaced, with the 'm' and 'R' being particularly prominent. The background is a dark blue gradient with a subtle network pattern of dots and lines at the bottom.

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Appendix

Stretch Target

Sales CAGR₁ +4% OPM 14%

Focus Businesses

BPMs
CAGR + 4%

ECGs
CAGR + 40%

Digital Health
CAGR + 20%

Growth Scenario (BPMs)

- Strengths: Recommended by medical institutions, high accuracy, high product quality, strong branding
- Leverage strengths to firmly solidify position in the high-end category in mature markets
- Win share in growth markets by launching price competitive products in the expanding low-end category. Achieve growth with solid profitability

Strengthening Competitiveness

VALUE

Mature markets (Japan/US/ Europe)

- Increasing sophistication of devices
- Expansion of data services

Growth market SOM ^{*3}

42%

(vs. FY24 + 7%)

Growth markets (China/Asia/India)

- Strengthen cost competitiveness
- Shorten EM product development lead time
- Deploy products from China into Asia/India

FRONT

Strengthening digital marketing

- Strengthen advertising on EC sites
- Strengthen social commerce

Growth Rates for Market and OMRON (BPMs)_{*2}

Japan
Europe
US

Market

1%

OMRON

2%

China

Market

3%

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5%

India
SE Asia

Market

8%

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10%

Stretch
Target

Sales CAGR_{*1} +9% OPM 14%

Focus
business

Storage Systems
CAGR +18%

Growth Scenario (Storage Systems)

- Supported by tailwind of central government / municipal initiatives, project market CAGR of +13% for home-use storage systems to FY30
- Current penetration rate for existing storage system equipment market is only several percentage points
- Leverage brand recognition based on No.1 domestic share and product development capability backed by next-gen power electronics technology to grow market share and achieve growth in excess of the market

Growth Rates for Market and OMRON_{*2}
(Storage Systems)



Strengthen Competitiveness

VALUE

Launch competitive new products

- Launch high quality components that meet market needs such as triple power conditioners
- Strengthen price competitiveness by lowering CoGS(Cost of Goods Sold)

Expand service business

- Roll out PPA for new build market

FRONT

Expand sales network

- Strengthen collaboration with large-scale retailers through direct marketing promotion
- Initiatives to expand strategic sales network

KPI (FY30)

Domestic SOM

40%
(vs. FY24 +14%)

*1 : CAGR FY24-FY30 *2 : OMRON estimates

Stretch
Target

Sales CAGR₁ +4% OPM 7%

Growth Scenario (High capacity / DC relays)

• Target Markets

Energy infrastructure, xEV, semiconductor markets

- Rising penetration of EVs, semiconductors, renewable energy to drive demand for high capacity/DC relays. Expect market to grow 8-11% by FY30
- Build strong competitive position in areas where barriers to entry are high, leveraging strengths of high reliability and technological capability
- Grow share by building out products that have functionality/specs to support the evolution of customer equipment, to achieve growth in excess of the market

Growth Rates for Market and OMRON^{*1} (Focus devices)



Strengthen Competitiveness

VALUE

High capacity/DC relays

Release new products that meet increasingly sophisticated customer needs, such as higher capacity or low heat generation. Significantly increase development resources to do so

High frequency area (EFC)

Speedy response to top customer needs by leveraging alliances with others, to solidify leading position

FRONT

Strengthen seamless development/ production collaboration by unearthing customer themes and quantitative and qualitative improvements

Focus on being the first to both make and realize proposals for target customers. Significantly expand activity volume through integration of sales, development and production

KPI (FY30)

Growth Business Share of Sales^{*3}

30%-plus

Stretch
Target

Sales CAGR_{*1} + **23%** OPM **18%**

Focus
Businesses

(HC) Healthcare Domain: Data Health, Corporate Health
(SS) Social Solution Domain: M&S

Domain	Focus businesses	Progress	FY30 Market Potential	Stretch Target _{*3}
HC Domain	Data Healthcare_{*2} <ul style="list-style-type: none"> Healthcare service for Corporate and Individual 	Corporate: PoC Deployment with multiple companies Individual: Developing a Disease Prediction Model	¥260.0 bn	Sales CAGR + 58% OPM : 33%
	Corporate Healthcare <ul style="list-style-type: none"> Health management and organizational support services for Corporate 	Subsidiarization of iCARE Collaboration and Expansion of Health management system business	¥440.0 bn	Sales CAGR + 34% OPM : 17%
SS Domain	M&S <ul style="list-style-type: none"> BPO and DX support services for Retail stores 	Expansion and Enhancement of Service offerings for the Retail & Distribution Industry	¥250.0 bn	Sales CAGR + 15% OPM : 10%