



**Briefing on Execution of Amendment to the Capital/Business
Tie-up Agreement with JMDC Inc. and Commencement of
Tender Offer for the Shares of the said Company**

(For media, investors and analysts)

September 8, 2023

Overview

Strengthening strategic partnership by changing capital and business alliance agreement and conducting TOB

Change to capital and business alliance agreement

- Scope of data solution business development and implementation undertaken through the business alliance to be expanded beyond Healthcare Solution field to encompass the Industrial Automation and Social Solution fields
- Agreement provides for mutual secondment of employees of both companies to expand opportunities for human talent development

TOB overview and schedule

- OMRON to launch TOB for JMDC shares
 - TOB price: ¥5,700/share (22.4% premium on September 8th closing price)
 - Expected number of shares to be purchased:
 - Maximum 15,000,000 shares (post-TOB stake 54.6%)
 - Minimum 12,036,700 shares (post-TOB stake 50.1%)
- Planned schedule
 - September 11th, 2023: TOB commences
 - October 10th, 2023: TOB ends

Objectives of the initial capital and business alliance

1. Creation of new values in Healthcare Solution area

Create solutions to promote health and prevent progression to severe disease in various disease areas by building a unique Health Data Platform in Japan that combines medical data with vital data from individuals' daily lives

2. Acceleration of OMRON Group's DX

Incorporate the OMRON Group's learnings from JMDC's know-how in converting data into value and relevant business management capabilities to create service businesses leveraging the data generated by OMRON devices

Review of capital and business alliance over the last 18 months

Discover new growth potential for OMRON through exploration of collaboration. Simultaneously also impressed by JMDC's brilliance

Themes to be considered

New "growth potential"

JMDC's amazing capability and assets

Healthcare Solution "Creation of new value"

Zero Events

Evolution of Pep Up Work

Evolution of OMRON Connect

Evolution of Pep Up

Expansion of Doctor-NET in China

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- **One-of-a-kind Health Data Platform**

Completed development of Japan's one-and-only health data platform that combines personal medical data and vital data

- **New health promotion and aggravation prevention services**

Completed health promotion and prevention service concept targeting new diseases such as gynecological diseases and mental health

- **Created corporate healthcare market**

Established the Health Management Alliance to promote health management

- **Expanded Management & Service business**

Completed DX concept for retail store operations and maintenance

- Overwhelming No.1 **Health Data Assets** in Japan in terms of both quality and quantity

- **Data Management ability** to structure non-standard data into a data platform to elevate data utility

- **Ability to attract superior talent** with data and sophisticated human resources

- **Solution development capabilities** to convert data into value

Acceleration of OMRON Group's DX

DX in the Social Solution area

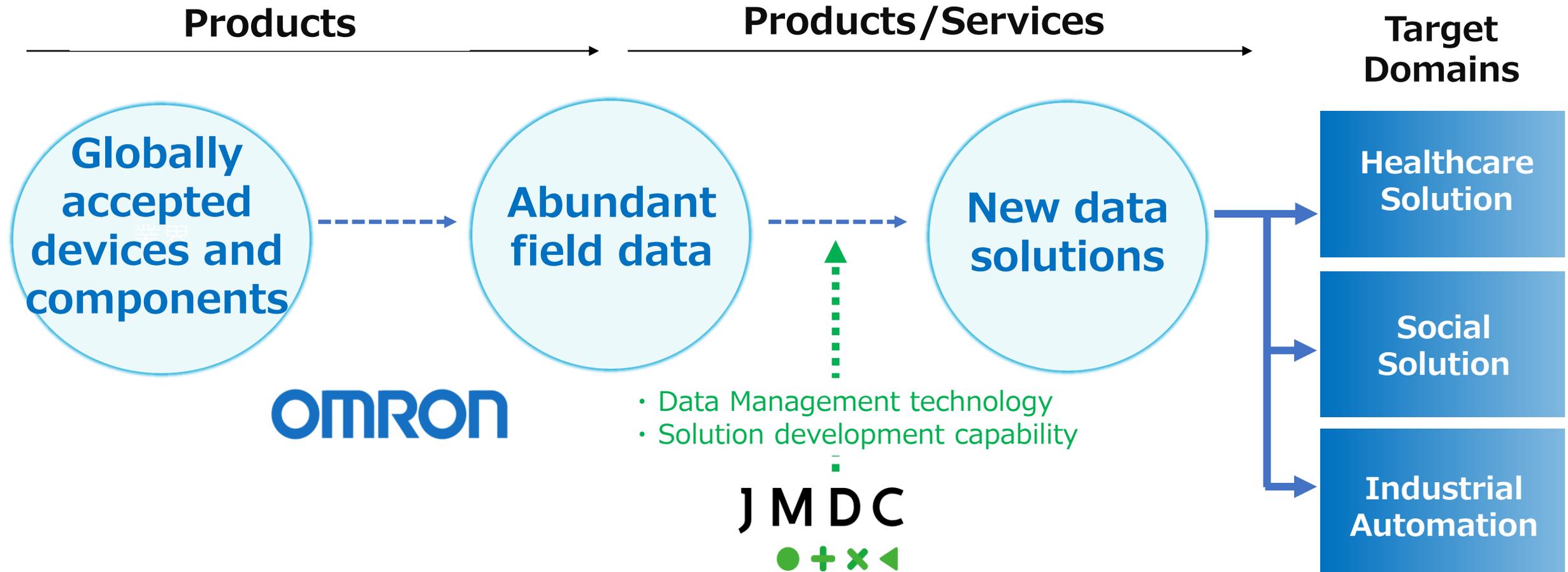
DX in the Industrial Automation area

Aims in making JMDC a consolidated subsidiary

- 1. Creation of health promotion and prevention services to prevent progression to severe disease in Healthcare Solution business**
- 2. Accelerating DX throughout the OMRON Group by leveraging JMDC capabilities. Accelerating the creation of data solution businesses, particularly in the areas of Industrial Automation and Social Solutions**
- 3. Promote JMDC's value expansion and incorporate its financial performance into the OMRON Group**

Accelerating OMRON's business transformation

Create new data solutions by leveraging JMDC's capabilities.
Increase growth potential in each domain

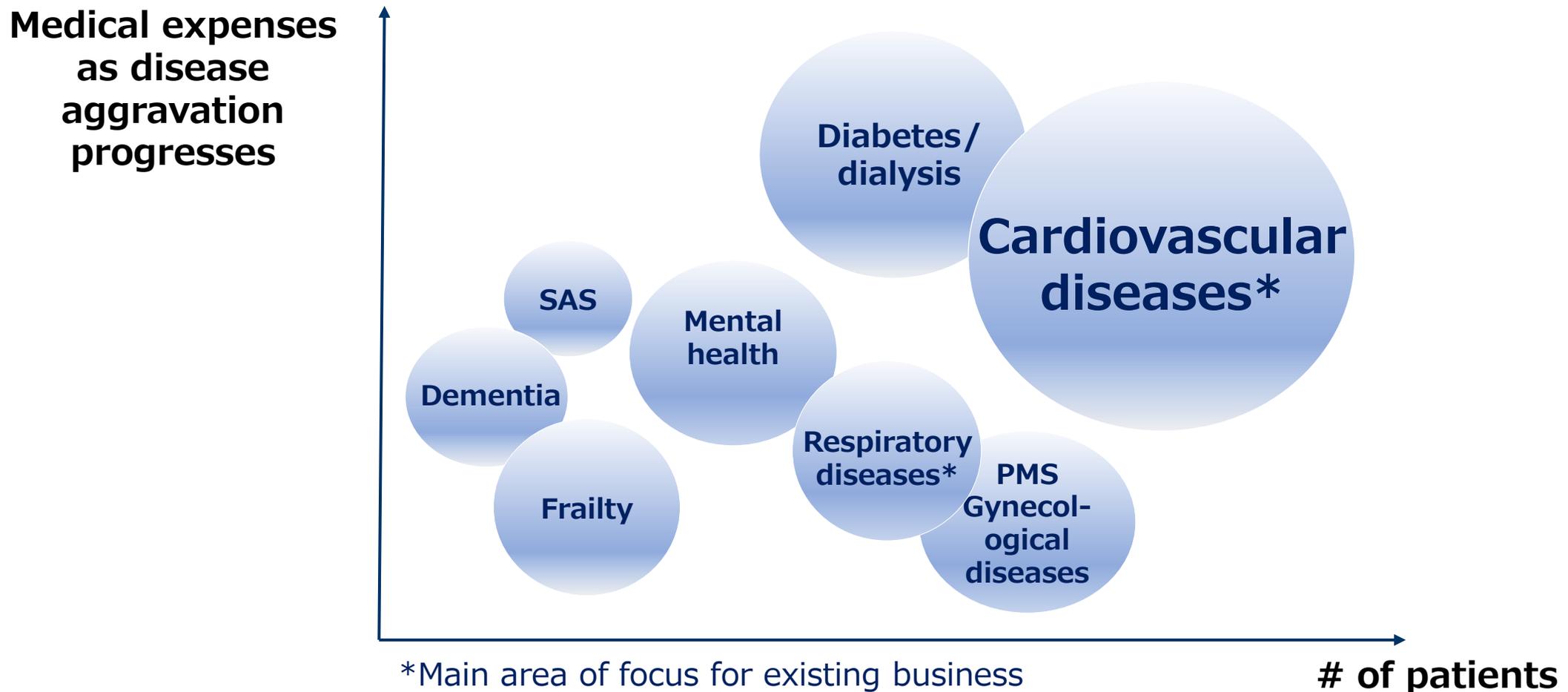


A woman with short, curly hair is shown in profile, facing right. She is wearing a grey, textured hoodie and white earbuds. She is holding a white smartphone in her left hand. The background is a soft, out-of-focus landscape, possibly a beach or a field, with a light sky. The text "Healthcare Solution" is overlaid in the center of the image in a large, white, sans-serif font.

Healthcare Solution

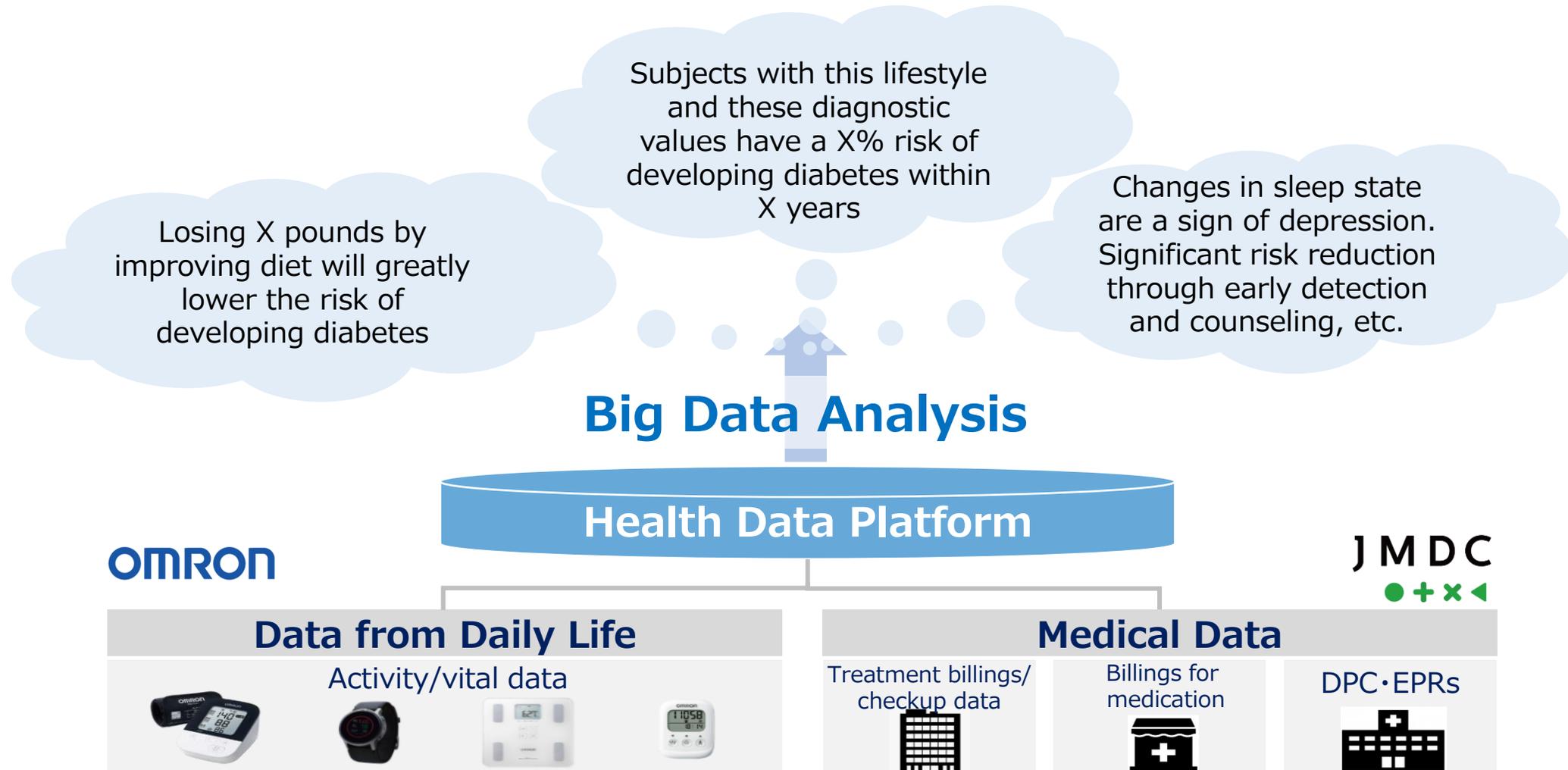
Many diseases impede a healthy life expectancy

There are many diseases that impede a healthy life expectancy.
The need to prevent disease aggravation is growing



Developing preventative solutions using Health Big Data platform

Create preventative solutions that capture preventive factors that are revealed through Health Big Data analysis



Preventative disease aggravation solutions for corporates

Contribute to the Health & Productivity Management Alliance by developing preventative solutions to improve employees' QOL for diseases that result in major losses for management

Needs from employees and Management

Business Summary

Prevent severe hypertension

Prevention of severe cerebral and cardiovascular diseases caused by hypertension

Screening for high-risk individuals + RPM

Providing risk screening and RPM services for high-risk individuals using medical examination/billing data and, in future, vital data such as blood pressure

Support women's health (Femtech)

Improvement of presenteeism and absenteeism caused by women's health issues

Women's health support services

Supporting women's success by providing one-stop services ranging from awareness-raising through seminars, basal body temperature management apps, and self-care/RPM services

Mental health: Prevention and improvement support

Improvement of presenteeism and absenteeism caused by mental disorders

Mental health support service

Early detection of at-risk individuals through stress checks, pulse surveys, etc., and provision of mental risk intervention solutions using sleep data



An aerial view of a city with a digital network overlay. The network consists of glowing blue lines connecting various circular icons. The icons include a Bitcoin symbol (B), a shopping cart, a lightbulb, a location pin, a cloud with an upload arrow, a mail envelope, and a smartphone. The city below is densely packed with buildings and a highway.

Social Solution

Overview of the Management & Service Business and issues faced by the retail and food industries

Overview of the Management & Service Business

Target industry

Retail : Convenience store/Pharmacies/Supermarkets, etc.
Food : Coffee shop/Restaurant/Fast-food restaurant, etc.

Business overview

IT Equipment Maintenance and Management

- Inquiries received by call center
- On-site repair and maintenance by maintenance engineers
- Remote maintenance service

Management and reporting support

- Reporting to the head office regarding store operations

OMRON's strengths

Providing standard services nationwide

- 140 service bases, 1,200 maintenance engineers
- 24/7 support service

Issues faced by the retail and food industries

Labor shortages

Labor shortages due to declining birthrate and aging population
Burden per person is increasing
Unable to concentrate on core tasks

Increased burden of managing IT equipment

Increased digitalization driving proliferation of IT equipment in a wide range of businesses
Increased need for on-site equipment

Increased costs due to soaring prices

Soaring purchase costs, electricity, and gas charges, etc.
Increase in store operating costs

Evolution of value proposition and creation of new data solutions

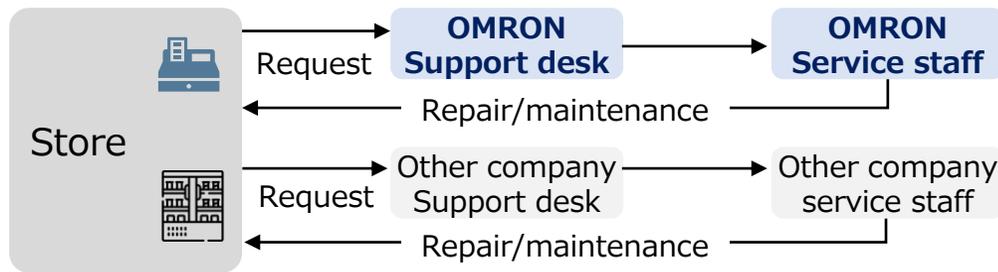
Optimize store operations through one-stop services and provide customers with new data solutions that leverage on-site data

Providing one-stop maintenance services

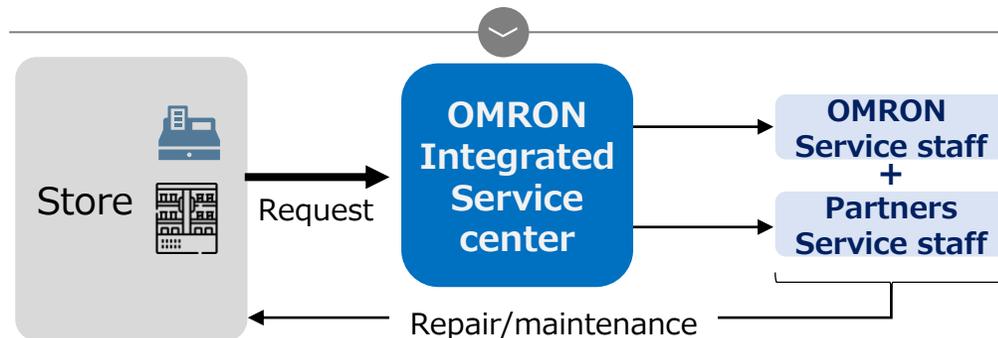
Value proposition

- Optimization of business operations and reduction of work burden
- Creation of new data solutions using on-site data

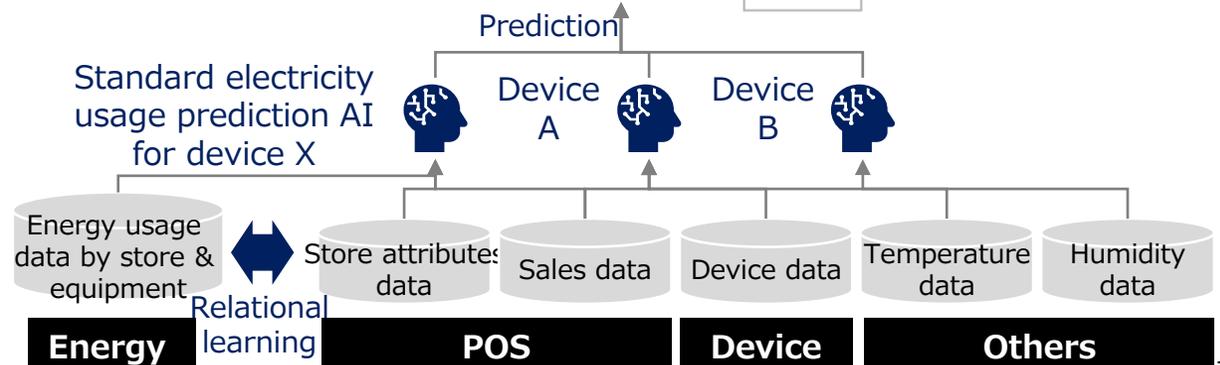
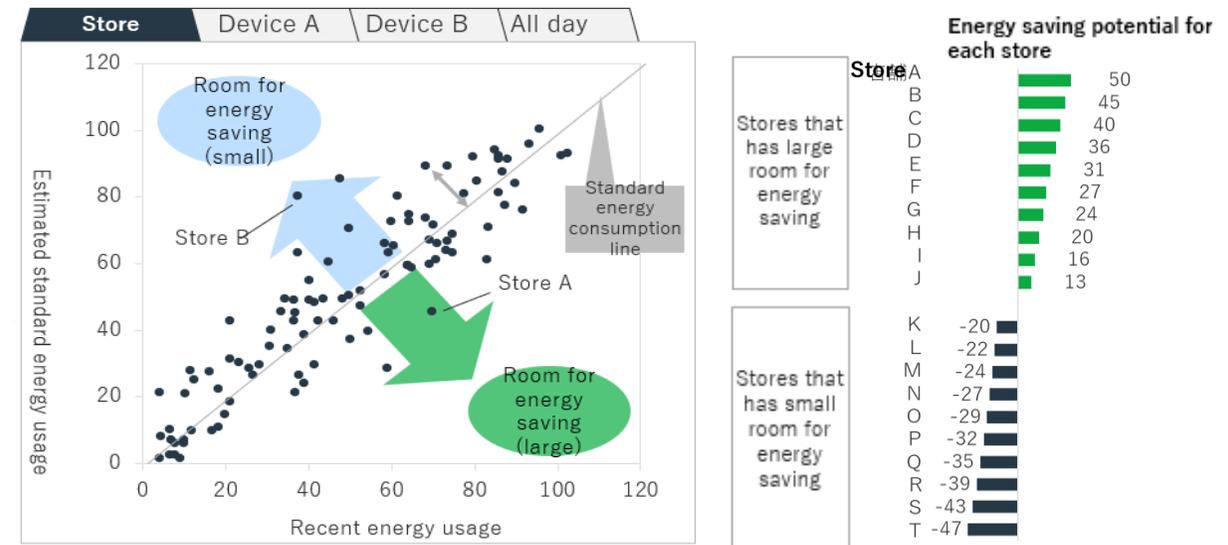
To Date



Our Aim



Example of data solution: Multi-store energy-saving solution



Industrial Automation

57 OPERATION 2.236 3.228

Z: -22.856°

Y: 3.406°

X: 0.000°

DOMAIN
H.22

S1

A6.2 PROG

61.7

TIME
299

POSITION
146.58 45.51

LEVEL
25
TARGET



49%

Current status of manufacturing sites

Issues at manufacturing sites are increasingly acute. Key is manufacturing DX but it remains a work in progress due to various obstacles

Manufacturing site

Current status /
issues

- Need to strengthen market competitiveness and response to environmental issues
- Shortage of human resources in manufacturing
- Heavily reliant on highly-skilled, experienced operators



Our aim

- Data-driven manufacturing
- Digitization of skills to accelerate transmission of expertise
- Maximize energy productivity

Obstacles to DX manufacturing

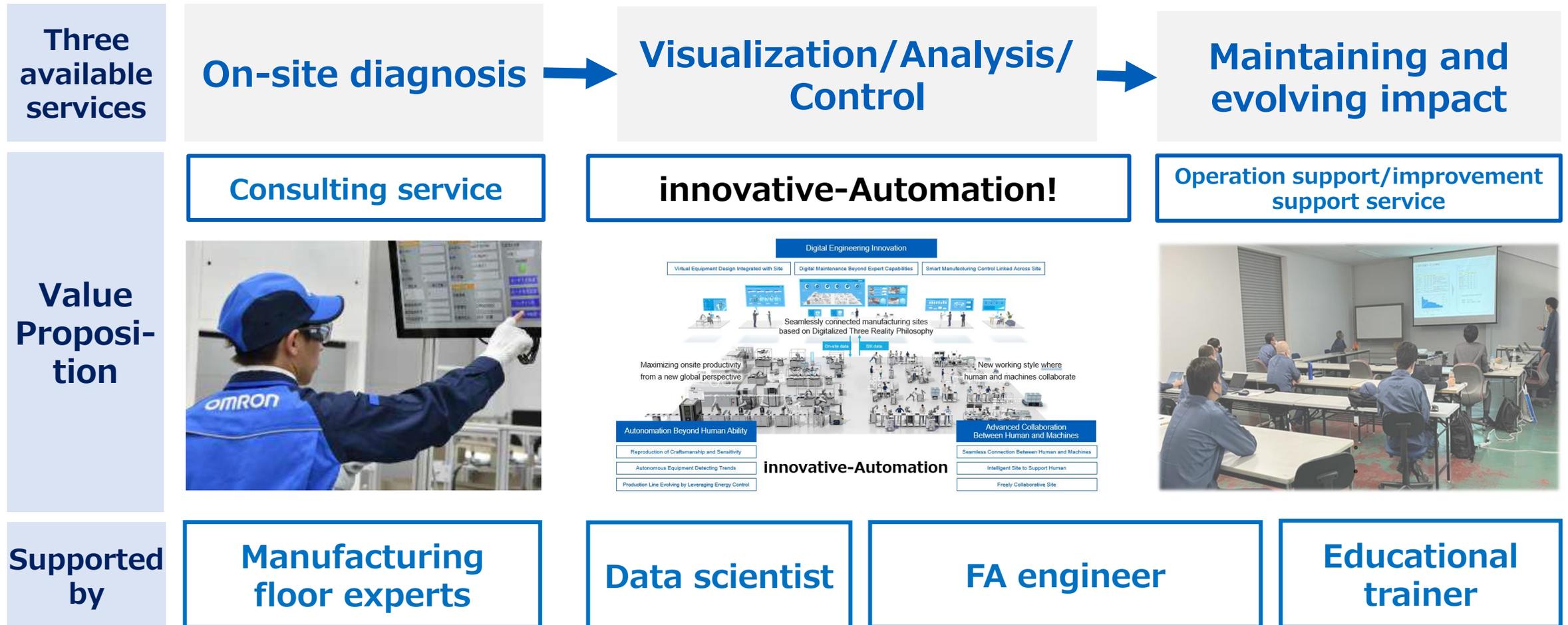


- Lack of DX human resources
- Lack of manufacturing experts
- Organizing and analyzing big data
- Digitization of experienced operators' know-how
- Differing equipment information depending on equipment/process
- Aging facilities (infrastructure development)
- High confidentiality of field data

i-BELT initiatives and future enhancement points

i-BELT is a service business that easily collects, analyzes, and utilizes data at the manufacturing floor level.

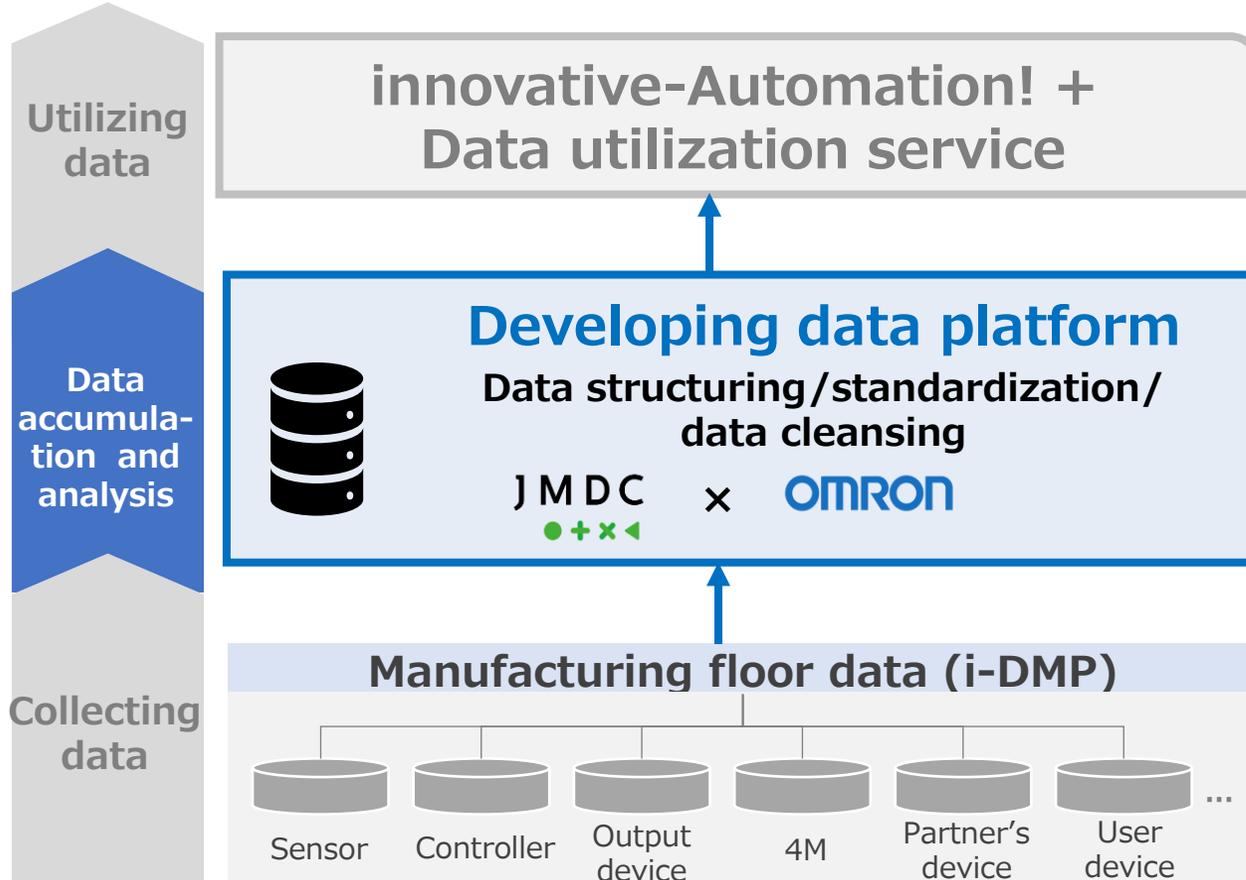
Point to be strengthened: Scalability to deploy solutions with a sense of speed



What OMRON will achieve by consolidating JMDC

Develop a data platform through combination with JMDC's capabilities.
Accelerate resolution of common management issues for customers

Developing data platform



Creating cross-industry solutions

Semiconductor industry

Clean room energy productivity solutions

- Achieve both reduction of energy costs and enhancement of productivity

For board mounting line

Predictive maintenance and quality solutions

- Contribute to reduction of defective products by utilizing fluctuation data

Food industry

Manufacturing management solutions

- Contribute to analysis of room for improvement and shortening of lead time

Growth potential strengthened by evolution of data platform

innovative-Automation! growth potential greatly expanded by evolution of data platform

Evolution of value proposition

1) Improving speed in resolving customer issues

Improved development efficiency for each theme,
Significantly shortened delivery lead time to customers



2) Creating innovative solutions

Creating new solutions that could not be built in the past
by identifying new causal relationships for manufacturing
issues

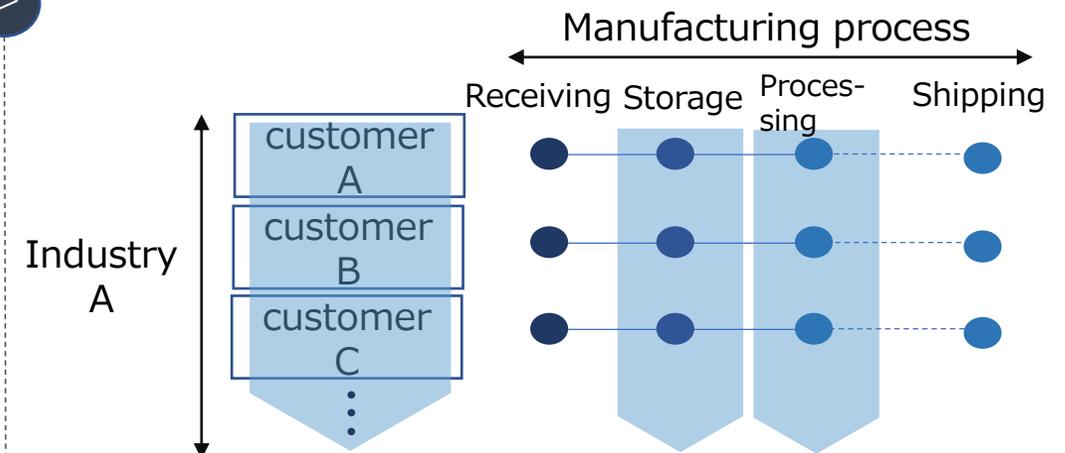
Innovation case study
AI quality control detection
(previously overlooked) and
improvement solution

-----> Evolution of automated
process toward zero
defective products

Acceleration of leverage in business development

3) Scaling up the scope of application from individual companies to industries/ processes

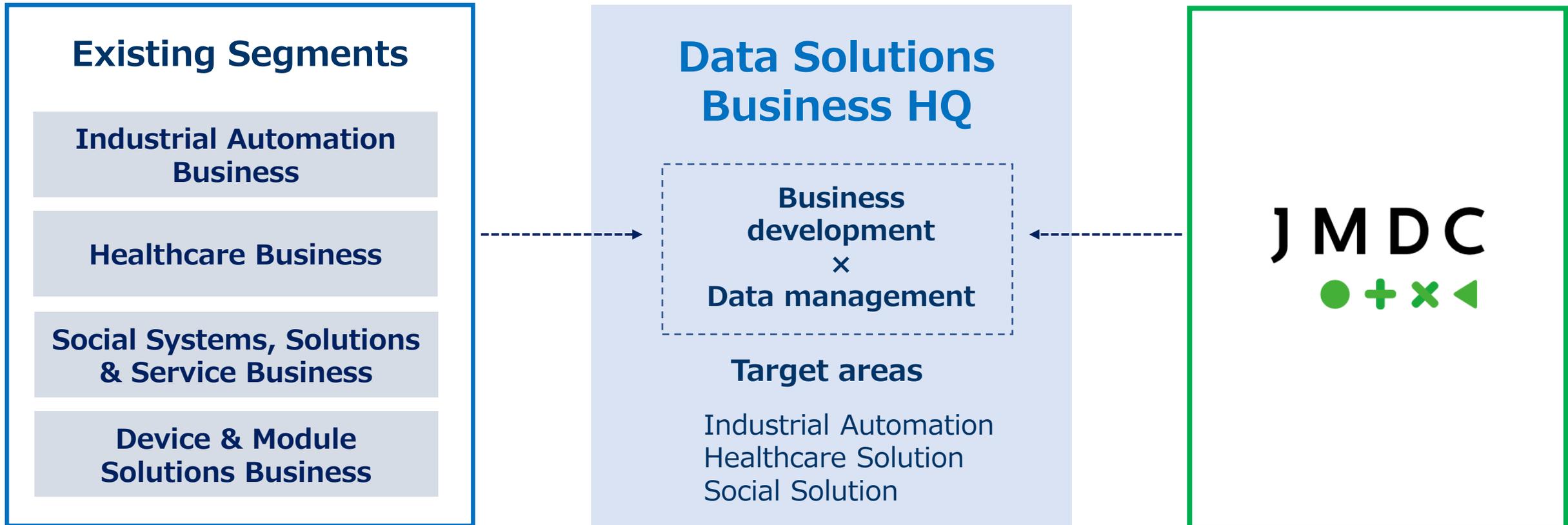
Develop standardized solutions based on one-to-one consulting business
Expansion of development possibilities for each industry and each process
Improved versatility of data utilization



Horizontal development of solutions based on industry characteristics and process characteristics 18

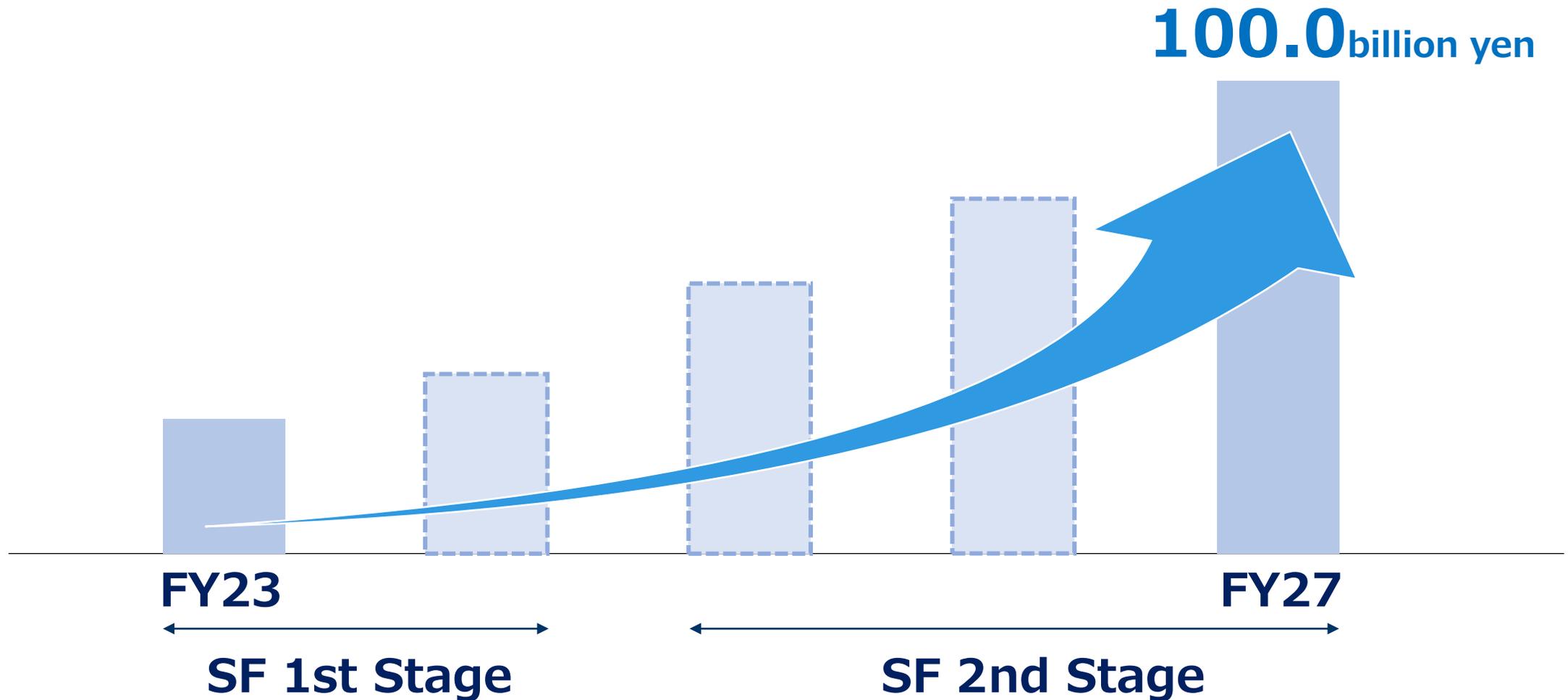
New group organizational structure to promote data solutions

Establish organizational structure to elevate capability to promote the creation of new data solutions



Expected Financial Impact to be Created

Targeting 100 billion yen in revenue in FY2027 from the JMDC consolidation impact and the creation of synergies at both companies



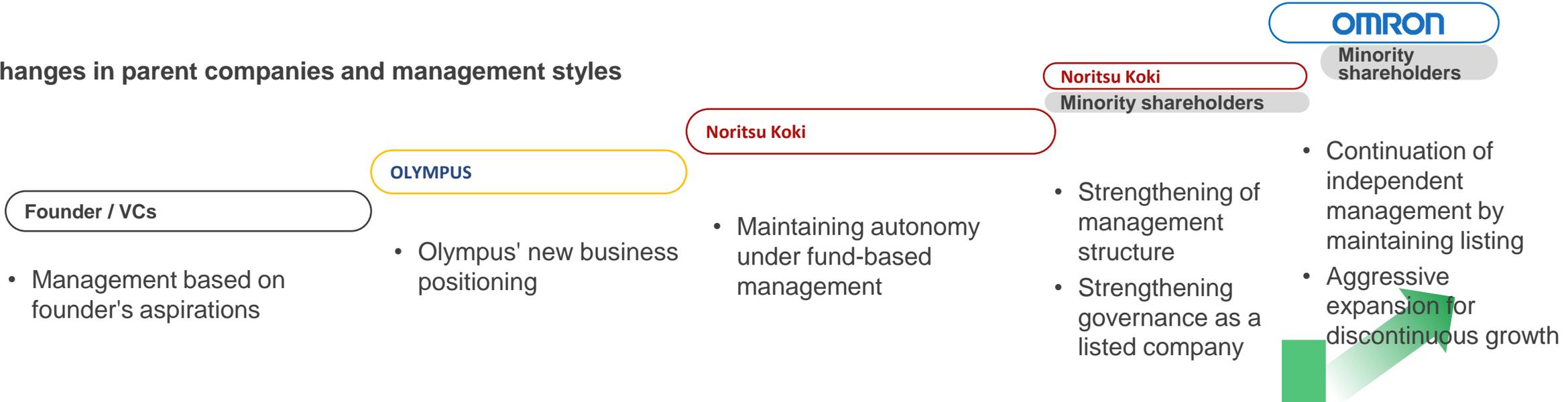
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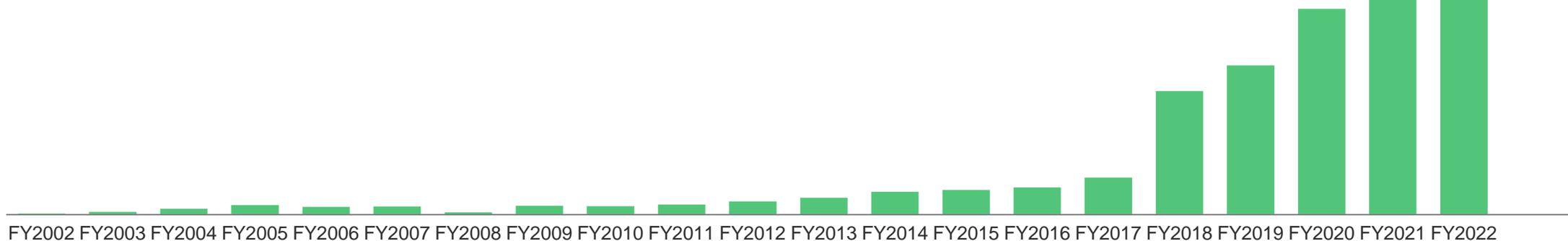
Changes in Capital Structure and Management Style to Date

OMRON will become the parent company as a result of the exit of Noritsu Koki. We are confident that our entry into the OMRON Group will provide an opportunity for JMDC to further accelerate its growth while maintaining its management autonomy.

Changes in parent companies and management styles

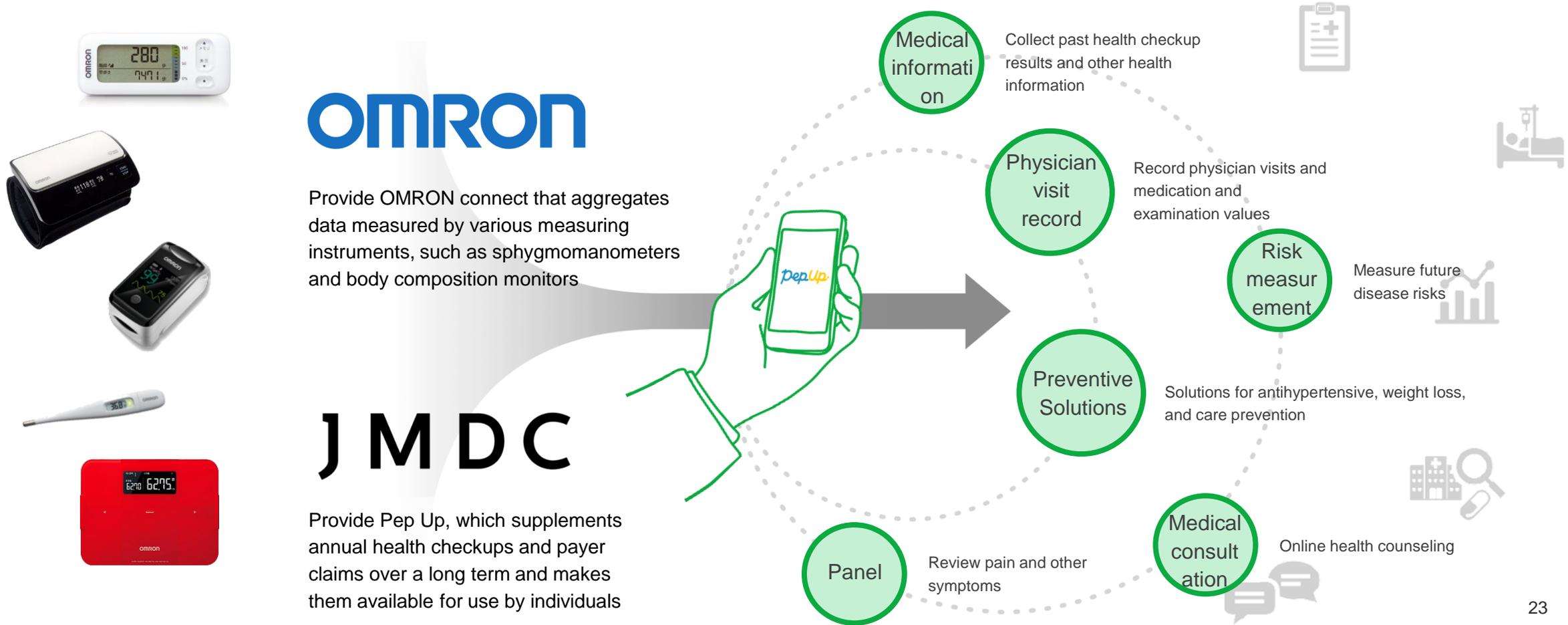


Revenue



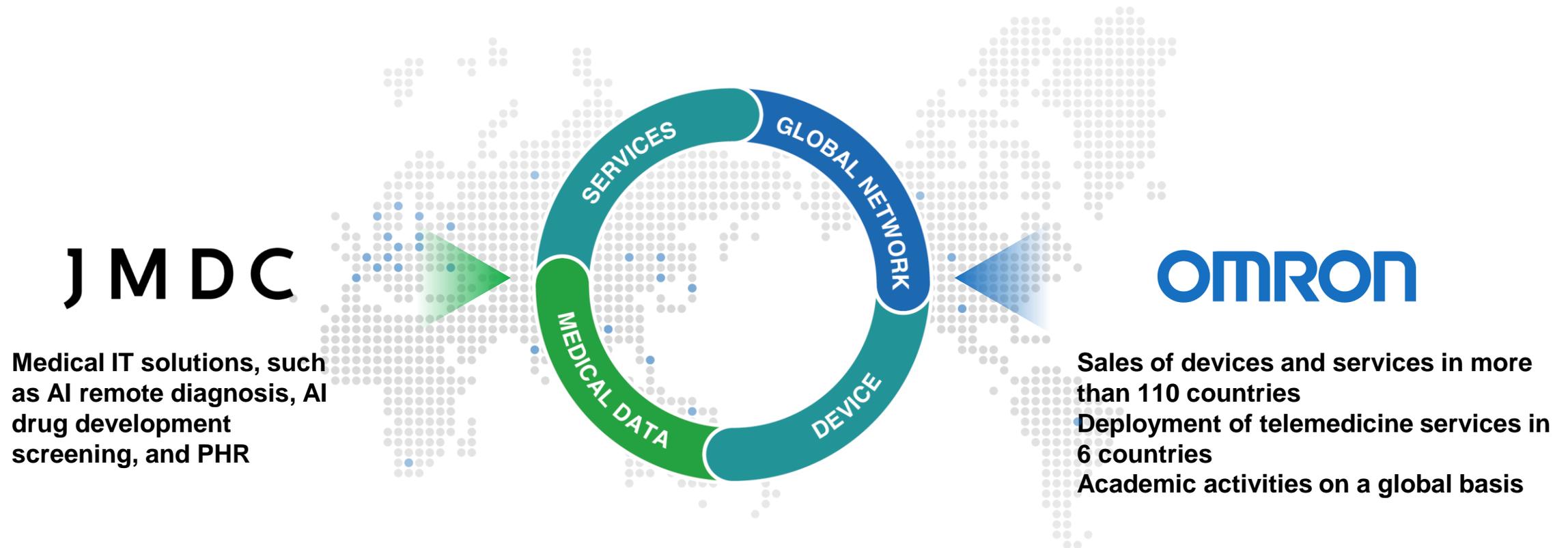
Developing New Preventive Solutions with Device Power x Data Power

By linking the vital data acquired by OMRON's measurement devices with JMDC's PHR, data science will be conducted on how daily activities and vitals affect the results of annual medical checkups and cause diseases, and preventive solutions will be developed to achieve Zero-Event.



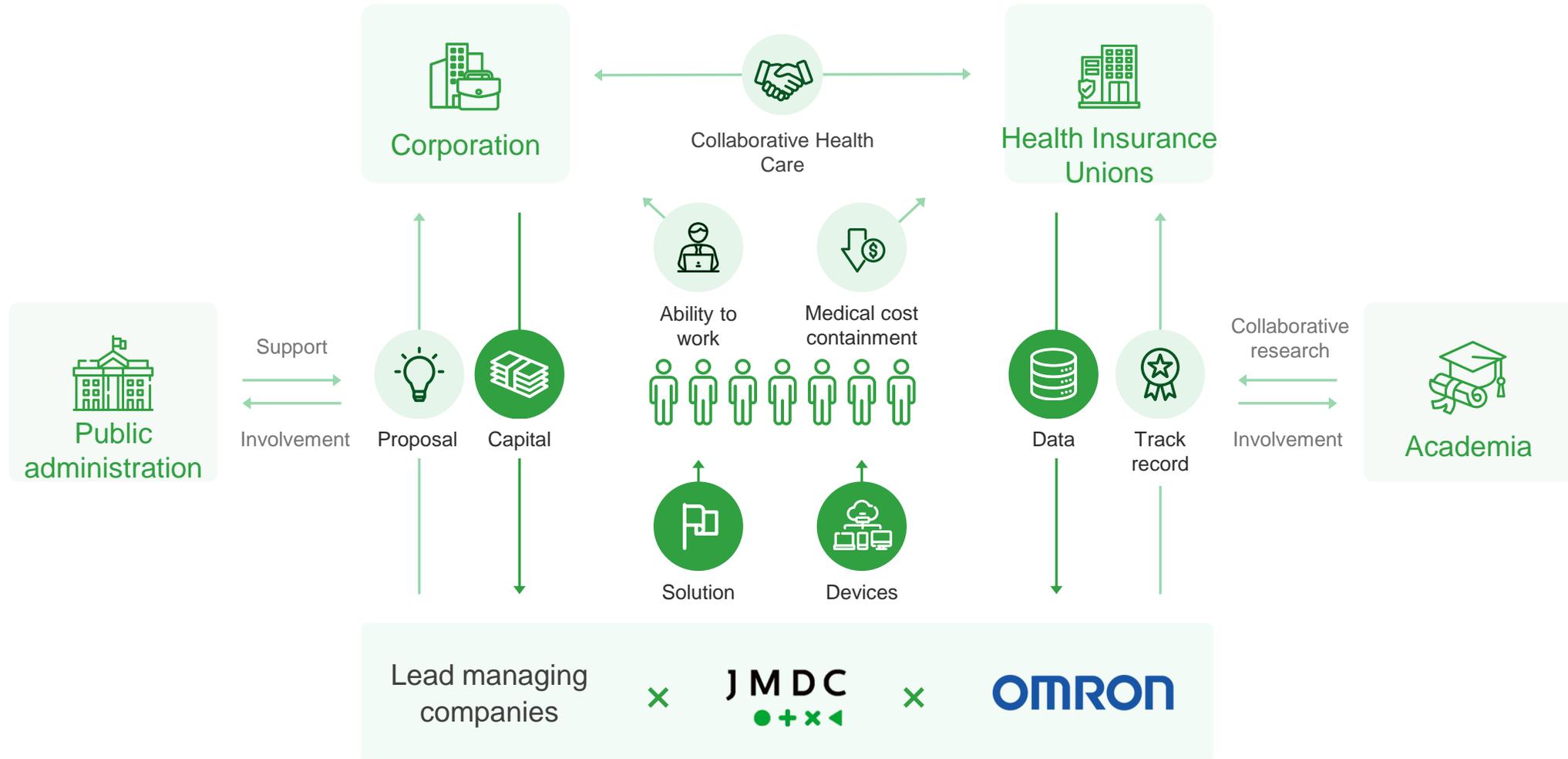
Acceleration of JMDC Group's Global Expansion

Through effective use of OMRON's global network, JMDC will accelerate the deployment of its business assets in the global market.



Business Expansion in the Corporate Health Area (Health & Productivity Management Alliance)

The Health & Productivity Management Alliance was launched with Omron and JMDC as initiators. Companies share their know-how with each other by utilizing data and implementing specific initiatives to improve the health of their employees. More than 200 companies and organizations have already pledged to participate, and it is becoming a big swell of interest.



Toward an Excellence Company

Since listing in 2019, we have been steadily growing, but considering the enormous potential of the healthcare industry, we are only at the beginning of our journey. We will consolidate our growth over the next five years and accelerate our efforts to become an excellence company through collaborative creation with OMRON.

