Medium-term management plan

～Further strengthen the data acquisition base and forge open alliances～

Medical Data Vision Co., Ltd.

（**Code: 3902**）

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メディカル・データ・ビジョン株式会社

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Management philosophy and Our vision

Management philosophy

A consistent philosophy and unwavering character

Our goal

Our goal is to innovate in the medical and healthcare fields in Japan to create benefits for everyone in daily life.

Our mission

Our mission is to facilitate the effective utilization of data by promoting shifts to ICT in the medical and healthcare fields.

Our pledges

—**To everyone involved in medicine and healthcare**—

We aim to develop by solving issues always from the perspective of healthcare professionals.

—**To our colleagues**—

We are all key actors rather than bystanders. We welcome constructive dialog with colleagues regardless of position.

Our values

「**Open and honest**」

We are committed to being "open and honest" in our business activities at all times, in all situations, and with all stakeholders.

Our view on social issues and startup opportunities

We are starting up new businesses to solve social issues

Issue recognition at the time of startup is part of the solution and also a social issue that aligns with the ESG trend
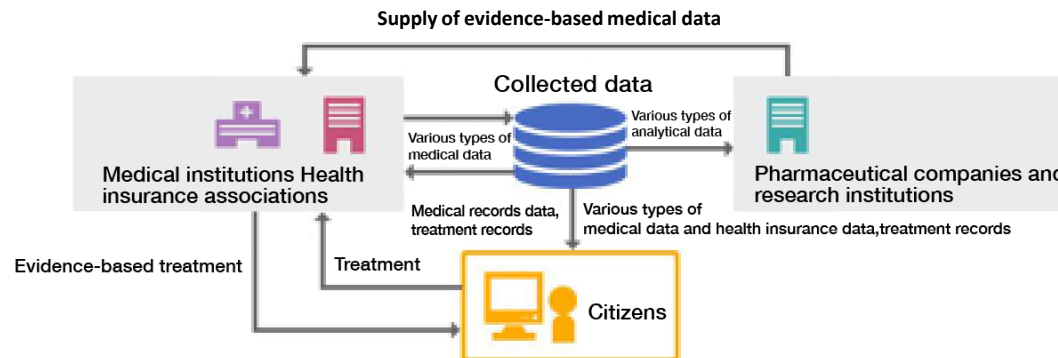
Startup motivations and our societal vision

Issue recognition that acted as motivation for startups

▶ Slow progress in the shift to ICT in medical and healthcare data and lack of ICT usage

▶ Citizens' lack of understanding of their own lifetime medical and healthcare data

Our societal vision

A society where individuals can track and understand their whole medical and healthcare data (lifetime data)

A society where one individual can select the necessary medical and healthcare services based on one's lifetime data

Supply of evidence-based medical data

Collected data

Various types of medical data

Various types of analytical data

Medical institutions Health insurance associations

Pharmaceutical companies and research institutions

Medical records data, treatment records

Various types of medical data and health insurance data, treatment records

Evidence-based treatment

Treatment

Citizens

3 GOOD HEALTH AND WELL-BEING
Creating a PHR society ✓

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
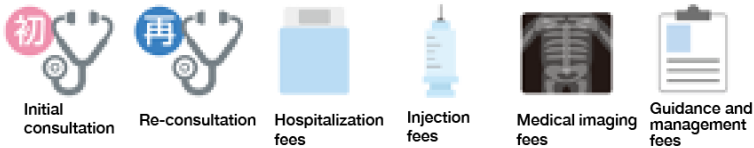A reliable database that allows citizens to ✓

Source: MDV's growth prospects at time of listing

Why did we begin by supporting hospital management?

In order to secure the "trust" of the only source of medical data

Support for hospital management under the DPC system to contribute to high-quality medicine and profitable operations

---

Medical remuneration is decided by the government, not by institutions themselves

初 Initial consultation

再 Re-consultation

Hospitalization fees

Injection fees

Medical imaging fees

Guidance and management fees

The various types of medical procedures that make up medical fees are equivalent to sales

Two methods of calculating medical remuneration

**Usage-based system**

Issues with the usage-based system

Leads to over-testing and longer hospital stays Increases medical fees, etc.

DPC system
(inclusive payment system)

Diagnosis **P**rocedure **C**ombination
Per-Diem Payment System

Promotes medical efficiency and standardization

Contribute to "high-quality medicine" and "profitable operations" under the DPC system

MHLW

Number of patients
Avg. hospital stay, etc.

Publishing of treatment data

DPC hospitals
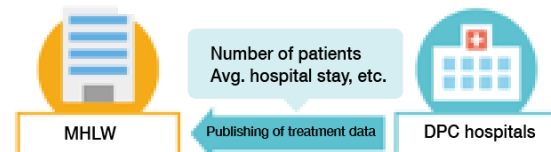
Contribute to "high-quality medicine" and "profitable operations" under the DPC system
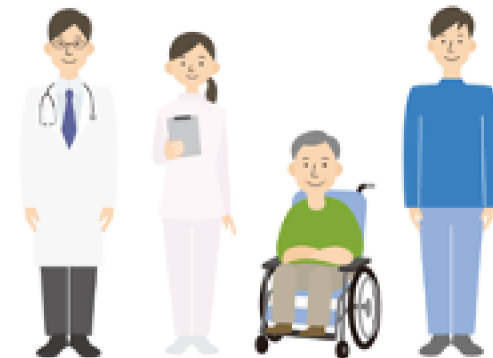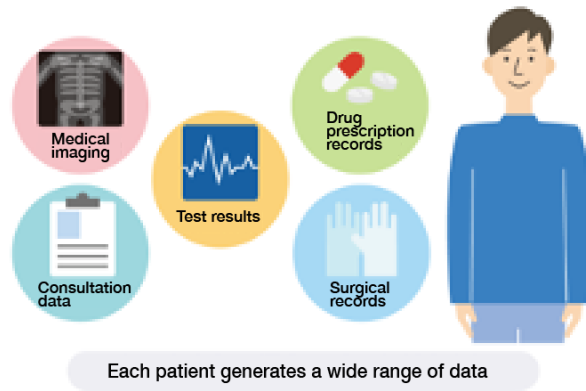
Expedite return to society, reduce hospitalization fees and stays

Returning the results of clinical data analysis to pharmaceutical companies and others

Medical big data is essential to evidence-based medicine (EBM)

DPC data collected on 41.20m patients **far exceeds that of any other company**

Medical imaging

Drug prescription records

Test results

Consultation data

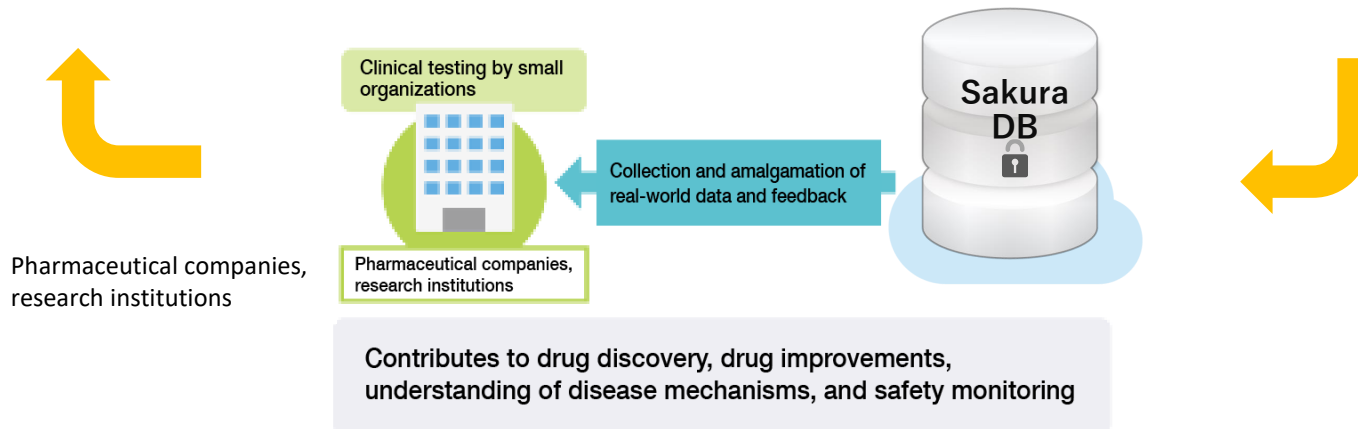Surgical records

Each patient generates a wide range of data

Receipt data

When a patient undergoes a medical procedure, the receipt contains data on the treatment start date and treatment details when payment of medical fees other than those made by the patient themselves at checkout is requested of a paying institution.
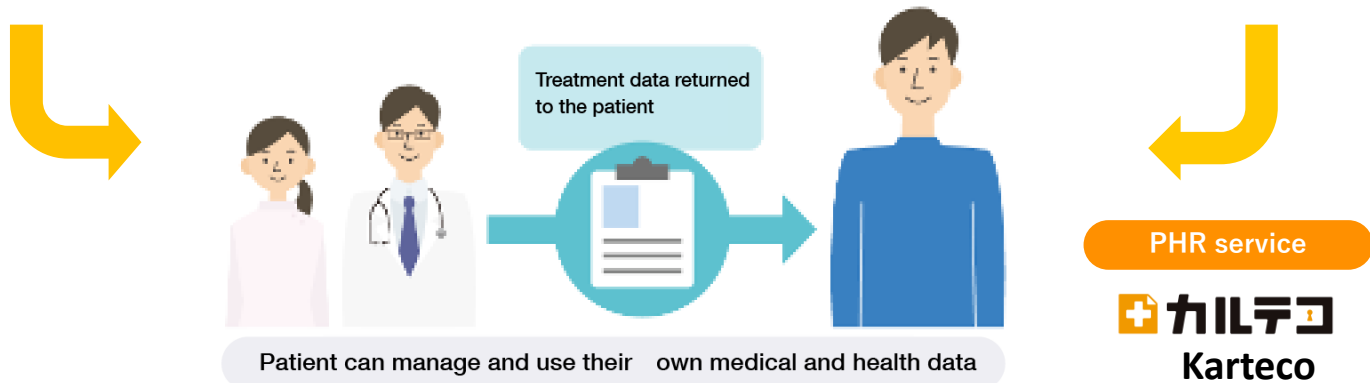
DPC data

DPC data is data compiled by DPC hospitals under the system introduced by the MHLW in 2003. As the data format conforms to a national standard, **receipt data are much more detailed.**

Clinical testing by small organizations

Collection and amalgamation of real-world data and feedback

Sakura DB

Pharmaceutical companies, research institutions

Pharmaceutical companies, research institutions

Contributes to drug discovery, drug improvements, understanding of disease mechanisms, and safety monitoring

We believe treatment data should be returned to the patient

To aid independent medical decision making and the creation of a society in which patients can select their own treatment

Toward self-management of medical and health data and a society in which this data is used

Importance of understanding your own health condition

Medical records detail a patient's treatment and conditions

Appropriately recorded patient data can be useful…

Treatment data returned to the patient

Patient can manage and use their own medical and health data

PHR service

カルテコ
Karteco
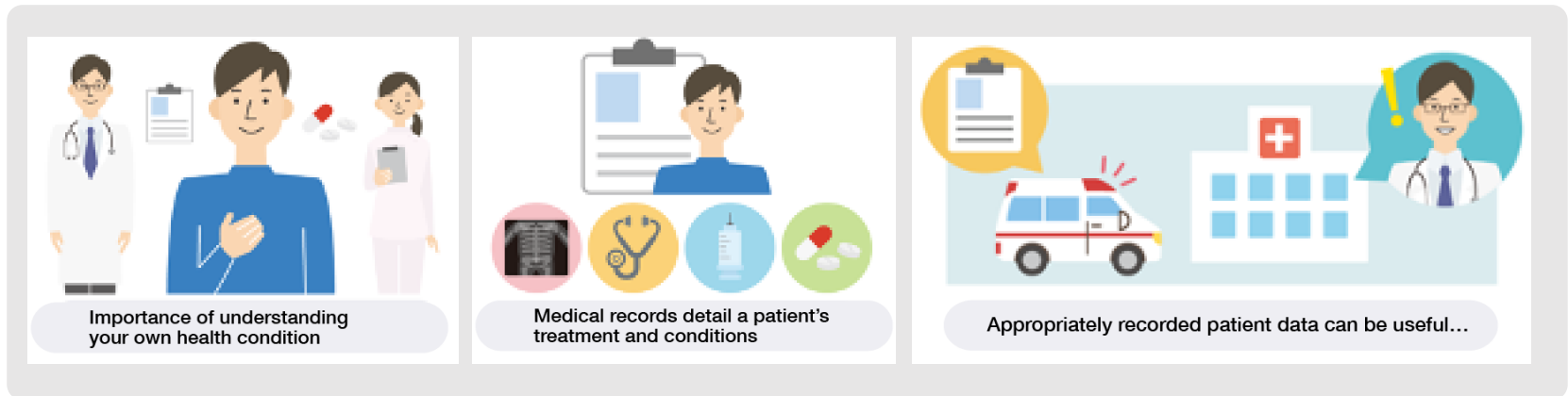
MDV Group's newly established vision

Redefining the kind of society we are aiming for
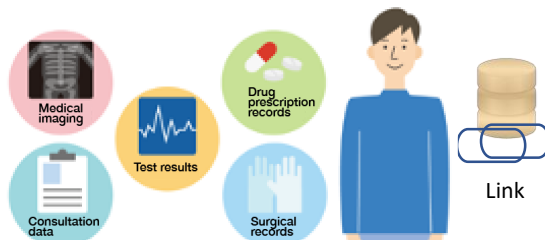
MDV Group is aiming to create the society shown below

MDV Group vision

We aim to use data to create the following kind of society:

A society where individuals can track and understand their whole medical and healthcare data (lifetime data)

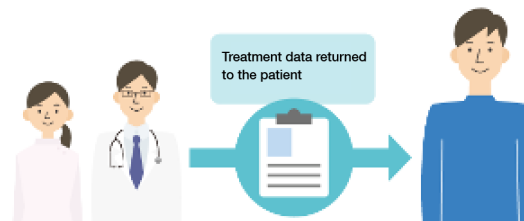**A society where one individual can select the necessary medical and healthcare services based on one's lifetime data**

Accumulation of medical big data

Returning medical data to the patient

Patient-driven treatment grounded in EBM

Medical imaging

Drug prescription records

Test results

Consultation data

Surgical records

Link

Each patient generates a wide range of data

Treatment data returned to the patient

Link

Patient can manage and use their own medical and health data

Importance of understanding your own health condition

EBM

PHR
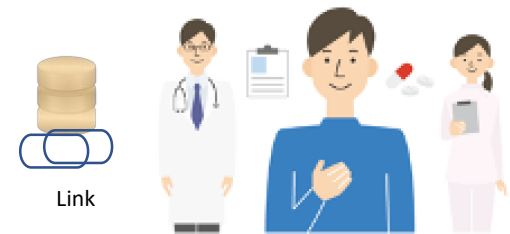
Preventative medicine

Themes of the medium-term management plan

# Two themes for MDV toward 2025

Further strengthen the data acquisition base and forge open alliances

We believe alliances are the best way to achieve speed that matches change in social conditions

We need to maintain robust foundations to make ourselves an attractive alliance partner
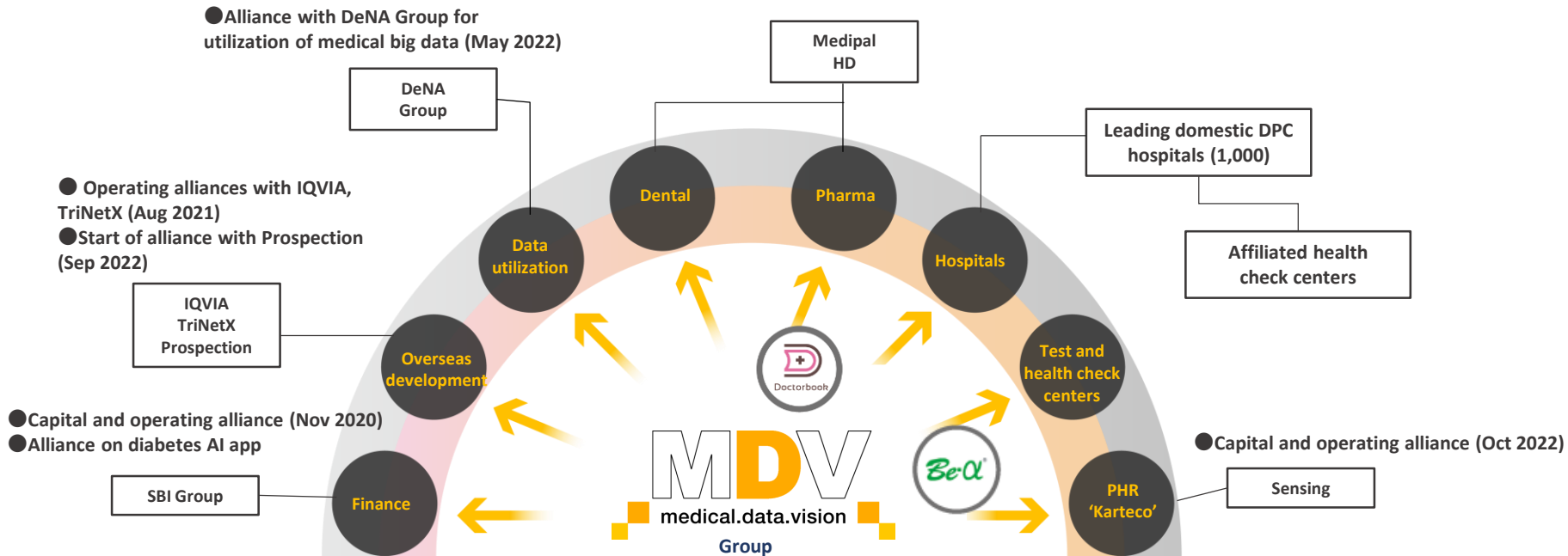
1 Overwhelming database expansion focused on medical data

2 Moving into related fields via open alliances
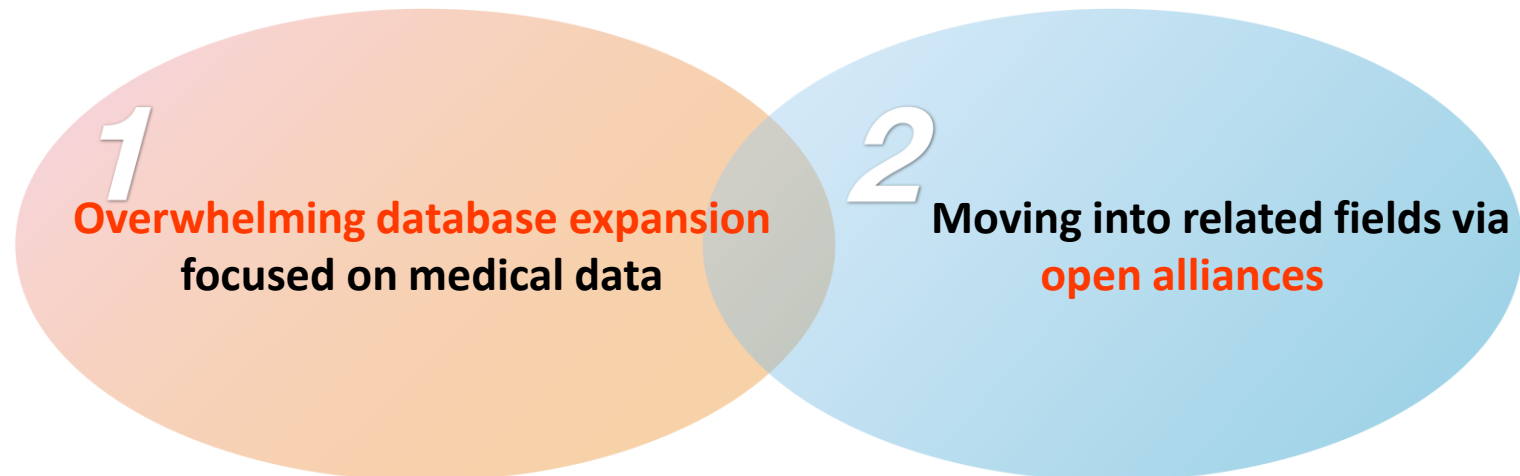
What is our open alliance strategy?

We aim to form open links rather than holding internally

Creating win-win relationships through alliances with outside groups in a variety of industries

Data alliances in the medical and healthcare fields

●Capital and operating alliance
●Investment in DoctorBook and shared business of 'Clinical Cloud' (Jan 2019)

●Alliance with DeNA Group for utilization of medical big data (May 2022)

● Operating alliances with IQVIA, TriNetX (Aug 2021)
●Start of alliance with Prospection (Sep 2022)

●Capital and operating alliance (Nov 2020)
●Alliance on diabetes AI app

●Capital and operating alliance (Oct 2022)

Medipal HD

Leading domestic DPC hospitals (1,000)

Affiliated health check centers

DeNA Group

IQVIA TriNetX Prospection

SBI Group

Sensing

Dental | Pharma | Hospitals | Test and health check centers | PHR 'Karteco' | Finance | Overseas development | Data utilization

Doctorbook

Be·α

MDV medical.data.vision Group

Our strong points
and Current business opportunities

Our strong points

We possess the largest domestic stock of high-quality medical data in the rapidly growing medical big data market

Business conditions

- Valuable big data (41.2mn patients) being collected from the Japanese medical frontline
- Aiming to raise medical care quality by building bonds of trust with major DPC hospitals
- Alliance with DeNA to create the largest DB in Japan for insurers data (about 18m patients)
- Expect further rapid market growth for the data utilization service

Business model

- A hybrid model rooted in marketing capabilities as well as IT
- A business field with barriers to entry that are not easy to overcome
- Significant growth potential from expansion into data utilization services

Earnings structure

- Main business model has strong profitability
- Data network service mostly a recurring revenue business, but a mixed recurring and non-recurring business model in data utilization service gives the earnings structure balance

Current business opportunities/challenges

Raise speed of business development by strengthening alliances

Pursue investment in B2C business to realize our future vision

	Opportunities	Challenges
Data network service	• Grow sales partners via shift to cloud • Nationwide medical check system sales • Room to expand the scope of subsidiary operations	• Sluggish on-premises services • Slow growth in new services
Data utilization service	• Market expansion, promote awareness of the benefits of data utilization • Promote use outside the pharmaceutical sector • Acquire largest insurer data stock via alliance with DeNA	• Maintaining and improving the speed of growth • Hire more data analysis staff and expediting training
New businesses	• Lack of large-scale healthcare DB for citizens • Growth prospects for BtoC healthcare business • New technologies such as BlockChain, AI	• Establish business model for BtoC services • Accelerate links with SBI Group and others

Numerical targets of medium-term management plan

〜Already-disclosed targets〜

FY2025 target sales and CAGR

Aim to accelerate growth through to FY2025 after a period of additional investment in FY2021-FY2023

Investment phase | **Expansion phase**

FY2023→FY2025
CAGR around 20.0%

FY2020→FY2023
CAGR around 15%～16%

10,000
（Target）

6,300
（Target）

5,672

4,579

4,026

3,577

3,225

Sales
(Millions of Yen)

FY2017　FY2018　FY2019　FY2020　FY2021　FY2022　FY2023　FY2024　FY2025
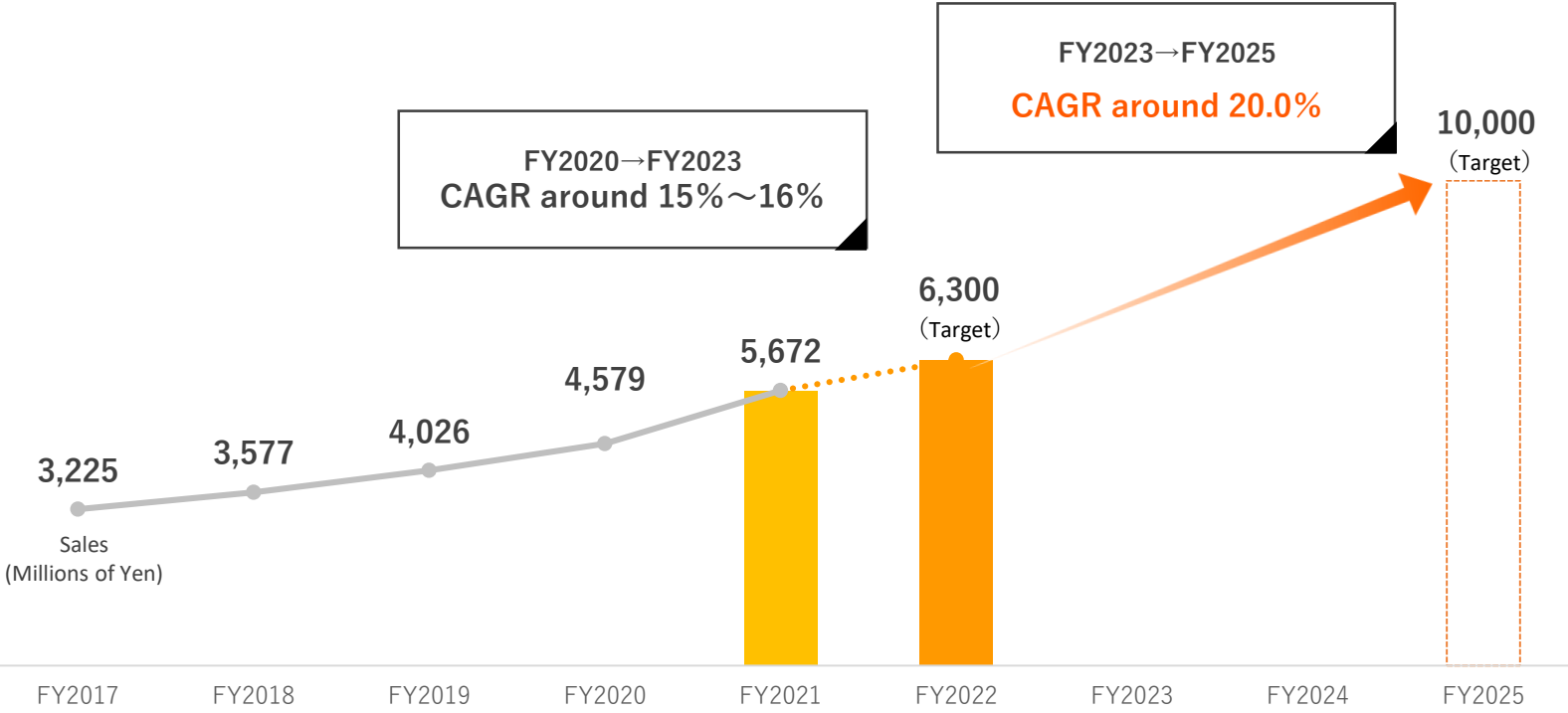
Medium-term numerical targets already disclosed

Numerical targets for 2025 are as below

Targets based on existing or already planned business, possibility of greater performance

FY2025 Sales **10** Billion yen

FY2025 Ordinary Income **2.5** Billion yen or more

Management targets that will form the base of the plan

Changes in service classification

Some businesses to move from Data network service segment to Others segment

Doctorbook and AIR BIOS subsidiaries to move to Others segment

Existing service classification

Data network service

MDV
Subsidiaries
∟SBα
∟Doctorbook
∟MDI
∟AIRBIOS

Data utilization service

MDV
MDVTR（data trials）

Service classification from FY2023

Data network service

MDV
Subsidiaries
∟SBα （sales of medical check systems）
∟MDI （sales of remuneration support systems）

Data utilization service

MDV （inc. data trials business）

Others

Doctorbook (runs medical info video and data site)
AIRBIOS （cancer screening, etc.）
B2C-related business (inc. HMV business)
Others

Target 2025 sales of 10bn yen in existing businesses

**Aim to acquire revenue base to
bolster growth business of data utilization service**

Expect temporary fall in sales in data network service during shift to cloud
Current medium-term plan does not include sales from areas such as B2C, HMV

FY2023→FY2025
CAGR around 20.0%

FY2020→FY2023
CAGR around 15%～16%

BtoC, HMV
M&A, etc.

Others （Doctorbook, etc.）

10 bn yen

（overseas, insurance field）

Data utilization service

Data network service

FY2020　　　　　　　　　FY2023　　　　　　　　　FY2025　　　　　　　　FY202X
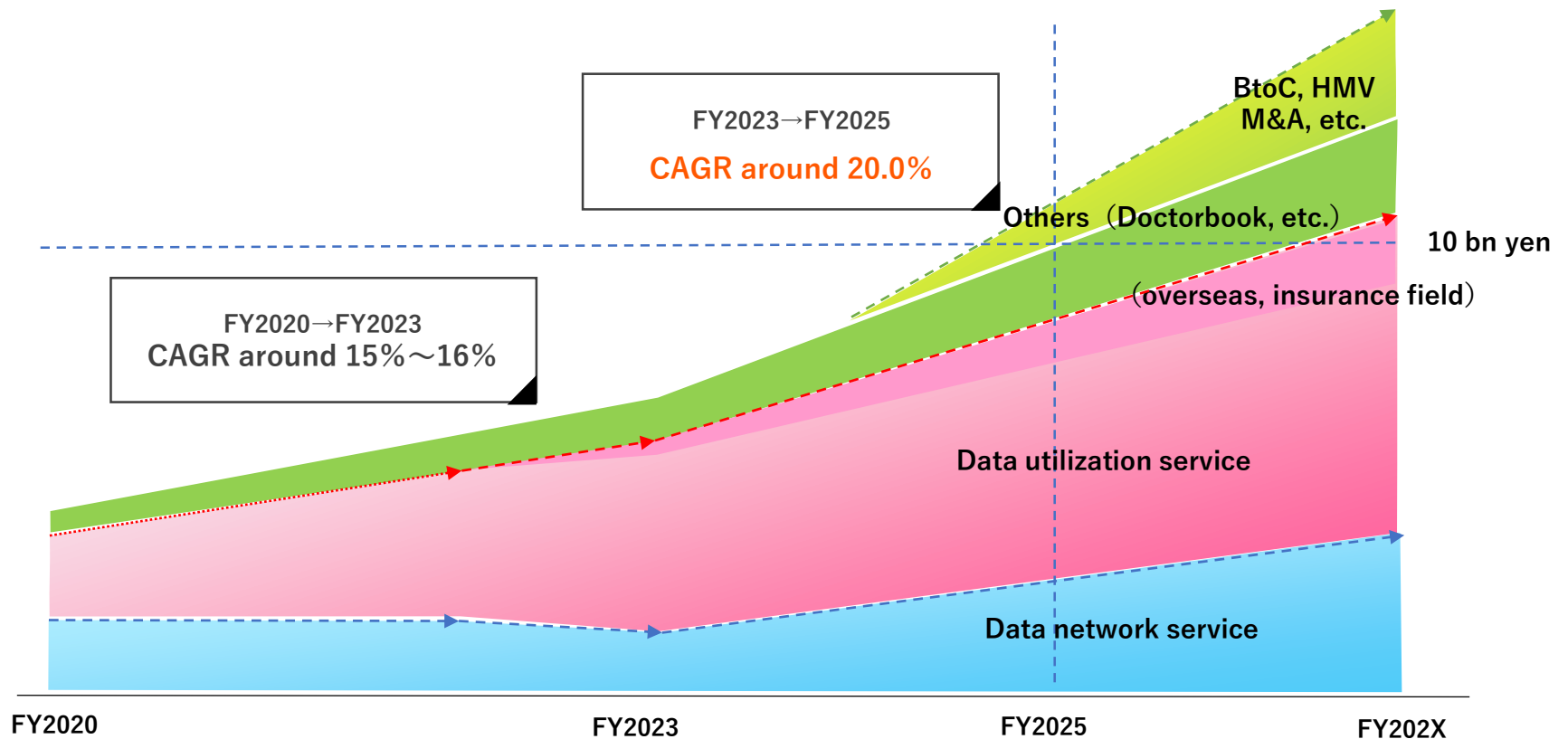
Strategies to achieve medium-term plan

Three strategies to enhance vision and plan themes

Three strategies to achieve 2025 sales of 10bn yen

Cloud shift and growth in medical check sales, maintain share of EBM market, invest in healthcare B2C

1

Customers: hospitals and affiliated health check centers, private clinics focused on health checks

Expand base of data mainly on cloud and maintain market share

✔ Promote sales of medical check systems, accelerate data links with 'Karteco'

2

Customers: pharmaceutical makers, insurers, and other companies using data

Maintain share of expanding medical big data analytic services market

✔ Strengthen sales of Japan's largest insurers DB and forge new alliances

3

Customers: alliance partners in the healthcare sector and general consumers

Upfront investment in B2C to feed into MDV growth from 2025

✔ Invest in healthcare B2C as a promising growth market

Merging of vision and strategies

Strategies through 2025 are in keeping with previous measures

10bn yen in sales from existing businesses achievable,
laying the foundations for future growth in other fields

	Data network service	Data utilization service	Others (B2C, etc.)
Strategic target	Build bonds of trust with hospitals Gain understanding on data supply	Data accumulation and usage	Return medical data to patients Use in preventative medicine
Market size	Small (≒no. of hospitals)	Medium (growing market)	Large (whole healthcare sector)
Earnings model type	【Stable】 Costs for support, etc. Secure funds for company base	【High-earning】 Few installation costs Source of high margins	【Upfront investment】 Needs upfront investment Share→rapid sales growth
Moves for 2025	Pursue shift to cloud Grow medical check system sales and maintain share	Maintain share of growing market Sales from overseas, insurance field	Upfront investment for new growth Create healthcare infrastructure

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1

Customers: hospitals and affiliated health check centers, private clinics focused on health checks

Expand base of data mainly on cloud and maintain market share

✔ Promote sales of medical check systems, accelerate data links with 'Karteco'
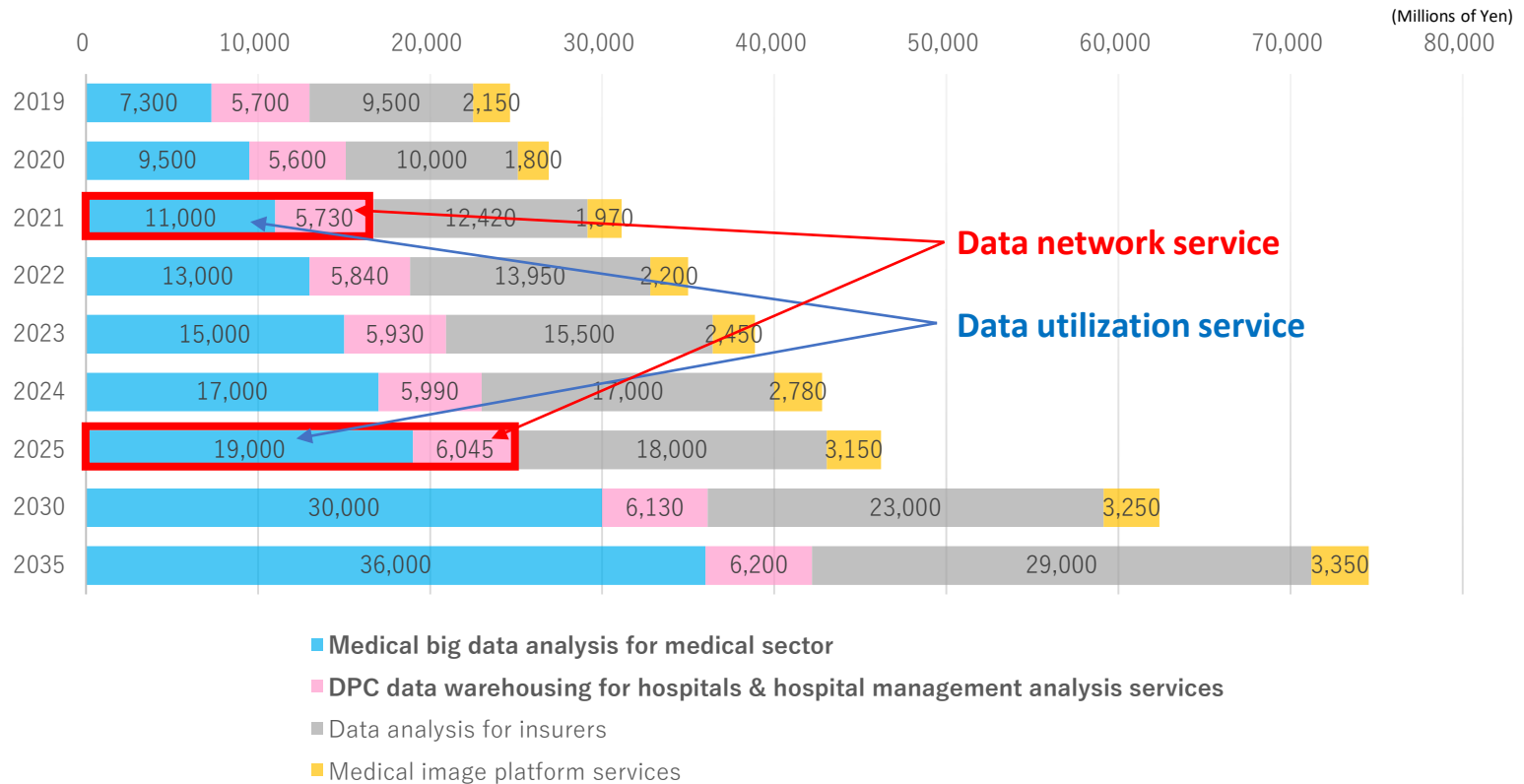
～Market trends in data network service～

Size of medical big data market_Fuji Keizai estimate

Markets for MDV's current business fields to grow to 25bn yen in 2025

MDV Group aims to secure **at least a 40% share** of these markets

MEDICAL BIG DATA ANALYTICAL SERVICES

(Millions of Yen)

Year	Medical big data analysis for medical sector	DPC data warehousing	Data analysis for insurers	Medical image platform services
2019	7,300	5,700	9,500	2,150
2020	9,500	5,600	10,000	1,800
2021	11,000	5,730	12,420	1,970
2022	13,000	5,840	13,950	2,200
2023	15,000	5,930	15,500	2,450
2024	17,000	5,990	17,000	2,780
2025	19,000	6,045	18,000	3,150
2030	30,000	6,130	23,000	3,250
2035	36,000	6,200	29,000	3,350

Data network service

Data utilization service

- ■ Medical big data analysis for medical sector
- ■ DPC data warehousing for hospitals & hospital management analysis services
- ■ Data analysis for insurers
- ■ Medical image platform services

Source: "Current state and future prospects for medical AI and medical big data markets, 2022" Fuji Keizai Group
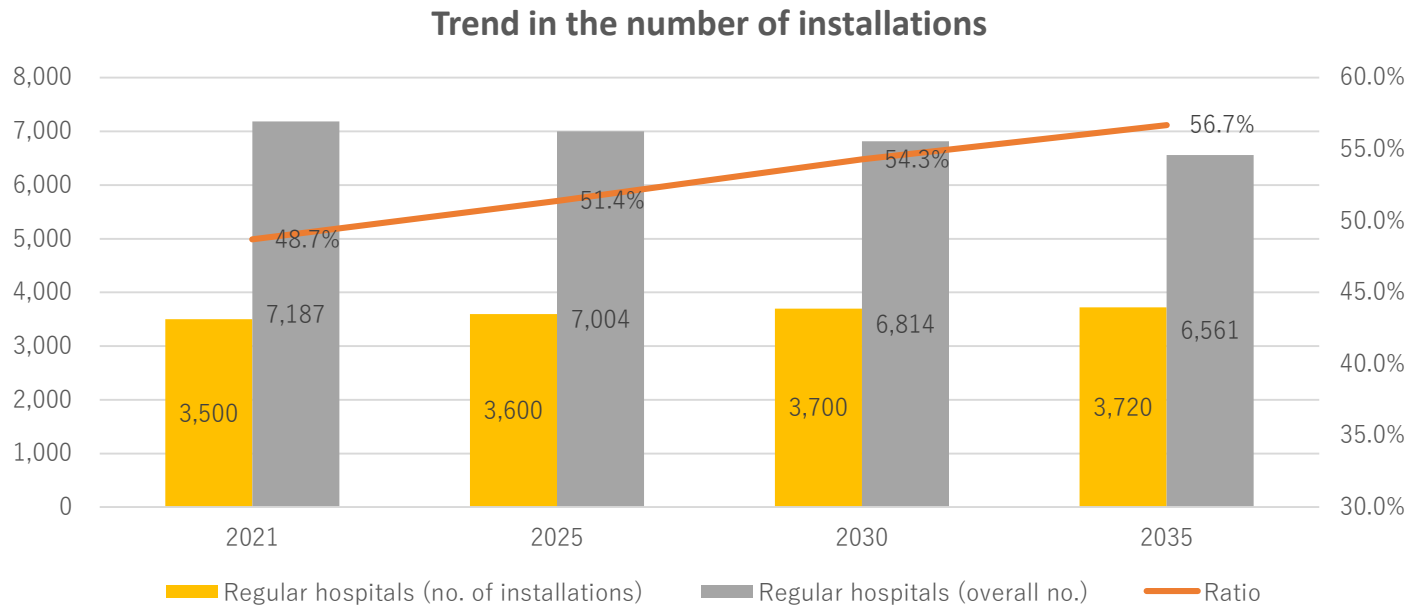
Growth prospects for data network field

Market base of number of hospitals expected to gradually contract

Rapid shift from on-premises to cloud, aim to maintain **overall 30% share**

Particularly targeting steady **40-50% share** for DPC hospitals

Trend in the number of installations

| Year	Regular hospitals (no. of installations)	Regular hospitals (overall no.)	Ratio
2021	3,500	7,187	48.7%
2025	3,600	7,004	51.4%
2030	3,700	6,814	54.3%
2035	3,720	6,561	56.7%

Source: "Current state and future prospects for medical AI and medical big data markets, 2022" Fuji Keizai Group
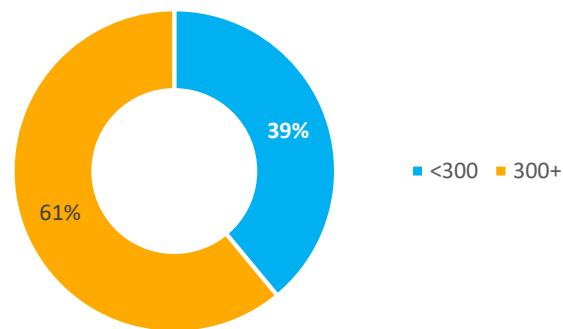
Growth prospects for 'EVE' & MC fields

> ## Maintaining share key amid limited market growth prospects
>
> **Installation headroom at hospitals with less than 300 beds**, which account for more than 60% of total

Ratio of DPC hospitals by number of beds (Apr 2022)

- ~100 — 19%
- 100-200 — 27%
- 200-300 — 18%
- 300-400 — 13%
- 400-500 — 9%
- 500~ — 14%
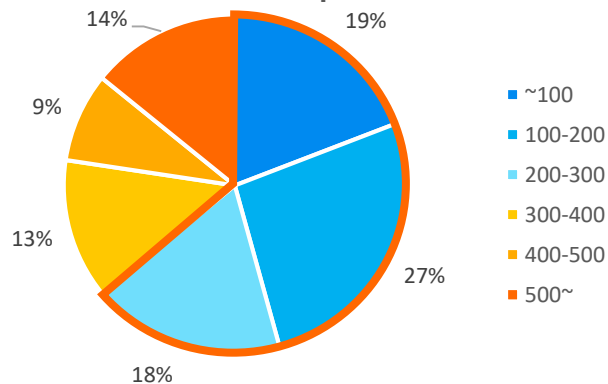
■Existing 'EVE' contracts by number of hospital beds（MDV）

- <300 — 39%
- 300+ — 61%

■Existing MC contracts by number of hospital beds（MDV）

- <300 — 31%
- 300+ — 69%
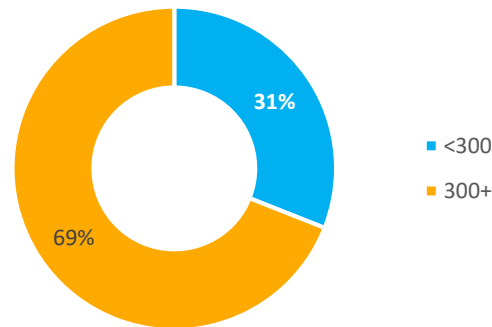
Pursue a shift to cloud operations focused around 'MDV Act'

Benefits of shift to cloud ＝ 「expanded customer base」 and 「cross-selling」

Initial widening of scope to data submission addition hospitals, target cross-selling when paid functionality is launched

On-premises services	Cloud services
EVE　Medical Code	MDV Act　カンゴッチ＋ 'Kangochi +'

Number of customers

On-premises: DPC hospitals 1,764

Cloud services: Data submission addition hospital About 2,800 — DPC hospitals

✕

Unit price

On-premises: Hospitals EVE — Hospitals Medical Code

Cloud: Hospitals

Free function ＋ Paid function ＋ Paid function ＋ Paid function — MDV Act

カンゴッチ＋ 'Kangochi +'

platform

Expand sales of cloud-based medical check systems and 'Karteco'

Merging of trends in medical checks to be another source of earnings for data network service

Organic linkage between 42.10mn-patient DCP data and health check data

Health checkup Patients

Consultations

Retesting Encourage consultation

Analysis of consultation results

Follow-up checks (interviews, records)

Retesting (2nd opinion)

Medical check centers

Medical check system
ALPHA·SALUS

PHR service
カルテコ 'Karteco'

Online consultation
Online Dr. Bank
オンラインドクターバンク

Hospitals and clinics

'Sakura DB'

Action

Medical and medical check data

Growth prospects for medical check systems

Annual installations of around 100 at the more than 600 medical check centers within MDV's business area
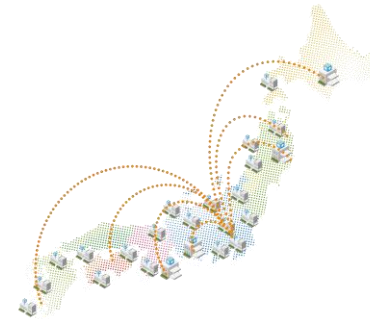
Most installations at centers affiliated to the large hospitals
that are MDV'S main customers

SBα based in Kyushu, considerable scope for nationwide expansion

■SBα's service development mainly in Kyushu
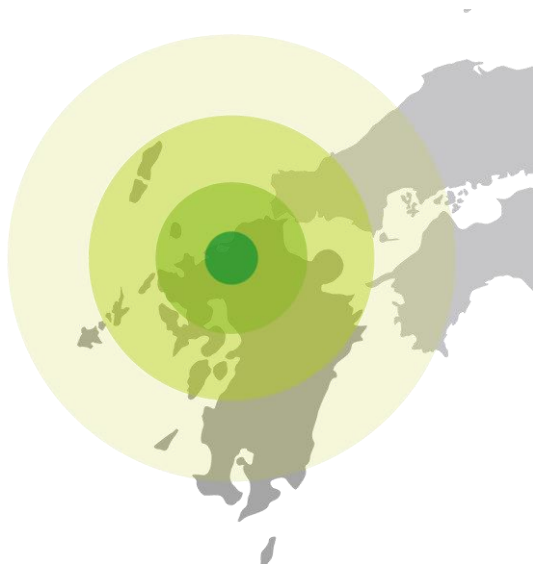
■One of MDV's strengths its strong network with medical institutions nationwide

✕

■Medical centers with scale attached to large hospitals

Hospitals

Medical check centers

KPI for data network service（2025）

> **Acquire and maintain more than「1,200」hospitals using cloud services**
>
> Target for installations of cloud medical check systems「300」

Indicators	FY2019 Results	FY2020 Results	FY2021 Results	3Q FY2022 Results	FY2022 Targets	FY2025 Targets
No. of hospitals using cloud services	–	–	–	897	1,000	**1,200 ～1,500**
No. of hospitals using 'MDV Act'		–	558	863	1,000	1,200
No. of hospitals using 'Alpha Salus ' cloud medical check system	–	–	–	–	–	300

2

Customers: pharmaceutical makers, insurers, and other companies using data

Maintain share of expanding medical big data analytic services market

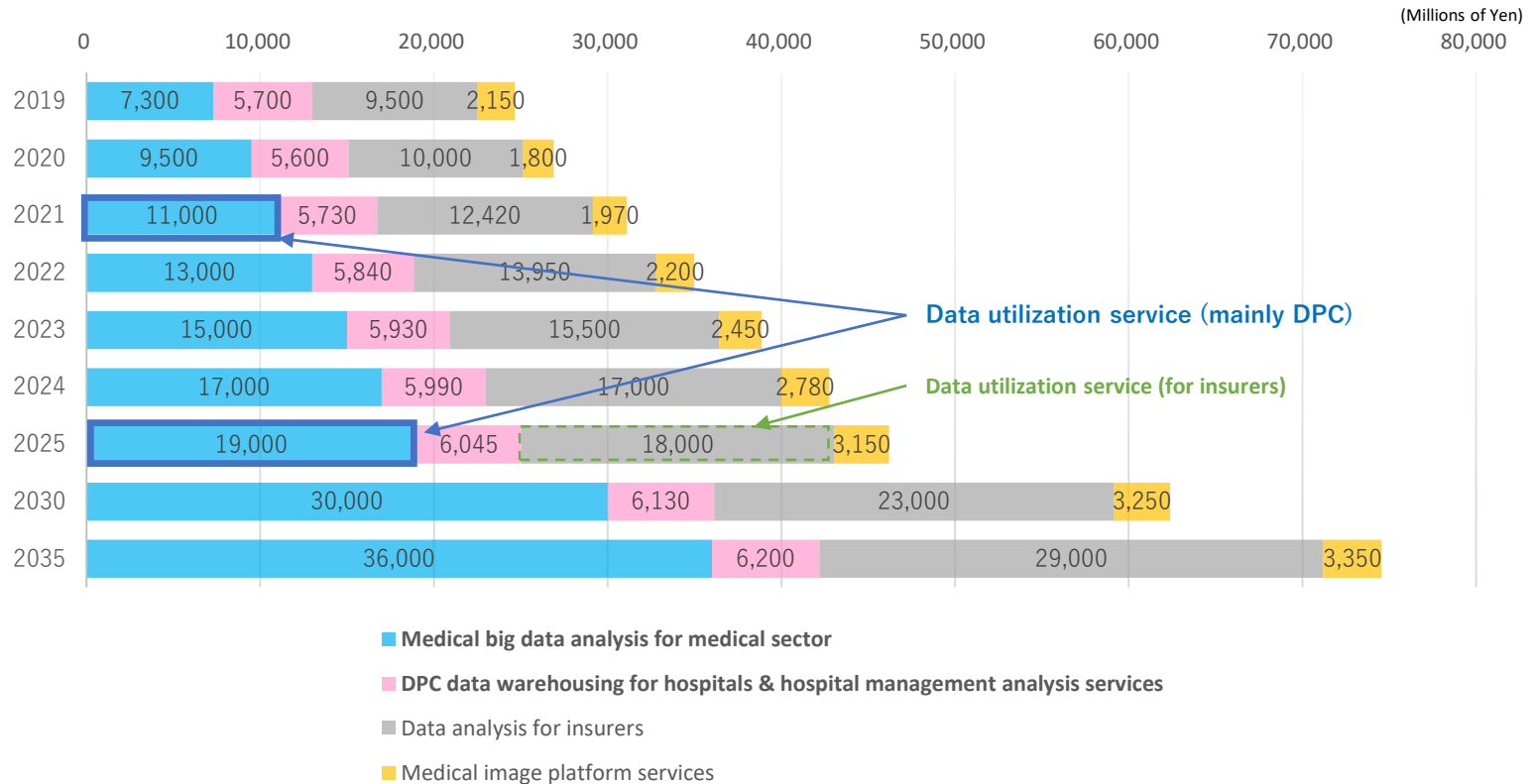✔ Strengthen sales of Japan's largest insurers DB and forge new alliances

〜Market trends in data utilization service〜

Growth prospects for data utilization service

Target **acquisition of 30-40%のshare** of
medical big data analytical services market

Challenge rivals in data analysis services market for insurers through "alliances"

MEDICAL BIG DATA ANALYTICAL SERVICES

(Millions of Yen)

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Data utilization service（mainly DPC）

Data utilization service (for insurers)

- Medical big data analysis for medical sector
- DPC data warehousing for hospitals & hospital management analysis services
- Data analysis for insurers
- Medical image platform services

Source: "Current state and future prospects for medical AI and medical big data markets, 2022" Fuji Keizai Group

# Market share and competition_EBM business field

Company A and MDV the two dominant players in the medical big data analytical services market

Pharmaceutical companies comprise 80% of the market, MDV has an opportunity to become the market No. 1

Market share in medical big data analytical services for medical sector（by value）

- Company A 41%
- MDV 32%
- Company B 7%
- Company C 6%
- Others 14%

Market by customer

- Academia 1%
- Medical device makers…
- Non-life insurance companies, financial institutions 18%
- Pharmaceutical companies 80%

Source: "Current state and future prospects for medical AI and medical big data markets, 2022" Fuji Keizai Group
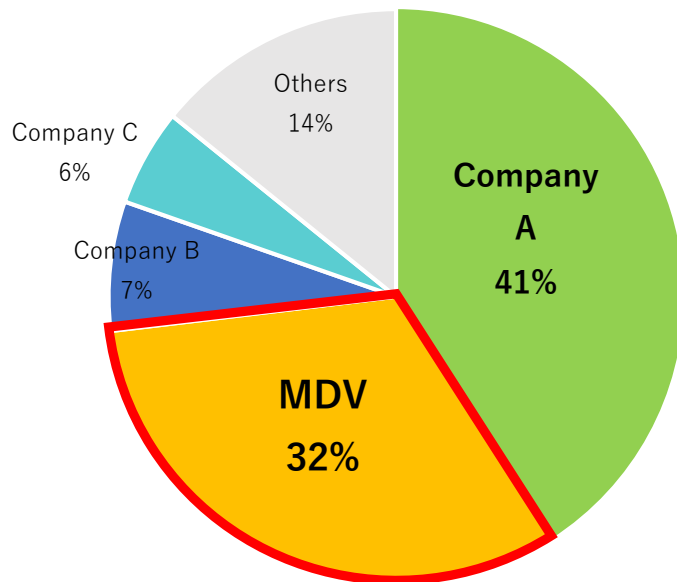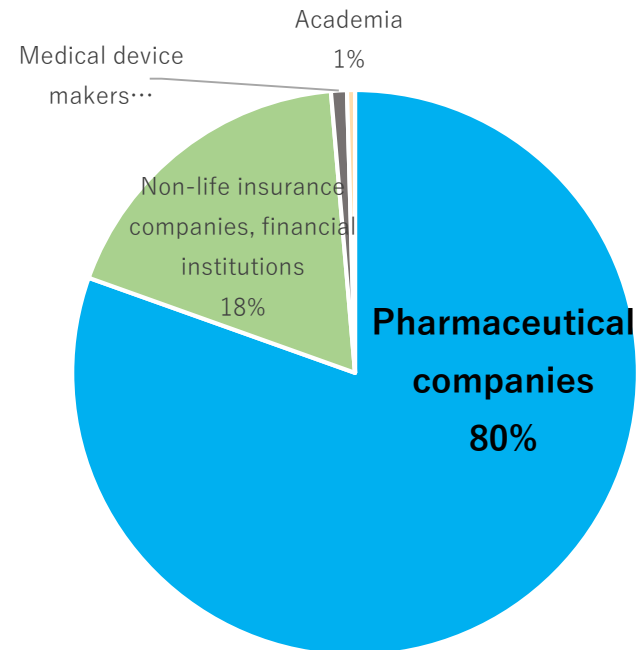
KPI for data utilization service（2025）

> ## Secure data utilization service sales **CAGR of「16%+」**
>
> Restructure 'MDV Trial', target major sales growth in the data trial field

| Indicators	FY2019 Results	FY2020 Results	FY2021 Results	3Q FY2022 Results	FY2022 Targets	FY2025 Targets
Sales growth rate in data utilization service segment	19.0%	18.5%	21.3%	15.1%	17.2%	16%+
Sales in the data trial field (mn yen)	73	69	59	30	−	300
No. of patients in MDV large-scale medical database (10,000)	2,984	3,451	3,849	4,120	−	−
No of patients in insurer database (10,000)	−	616	762	1,776	−	−

Acquire market share in the insurers' data field

Swiftly acquire market share in the insurers' data field

Acquire insurers DB containing vital signs data on elderly via alliance with DeNA Group

Pursue further alliances to consolidate data and improve convenience for customers

Previous 'MDV analyzer'
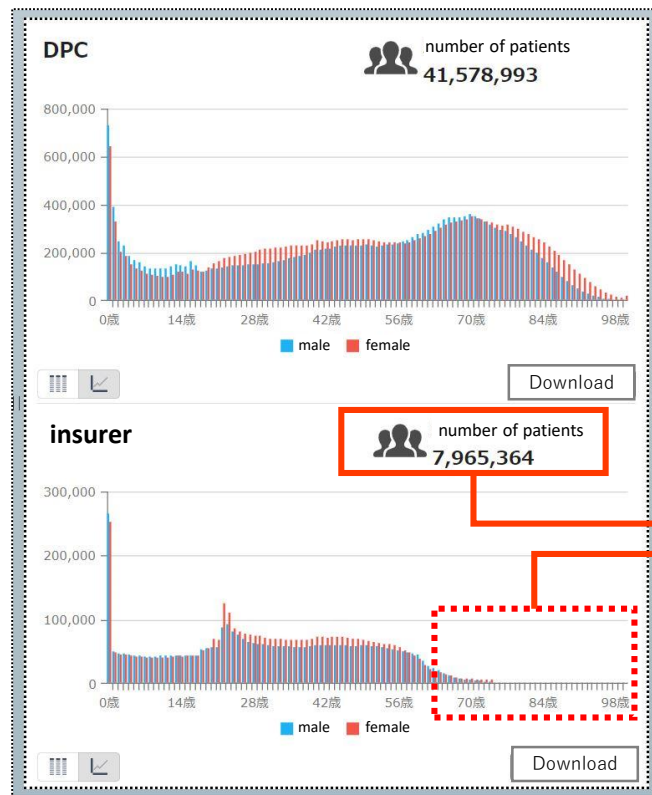
'MDV analyzer' after DeNA group alliance
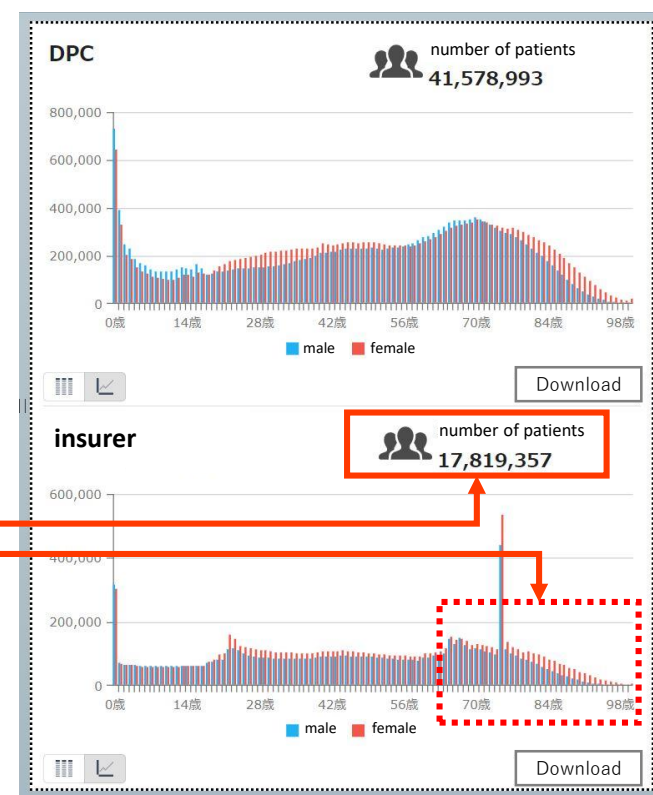
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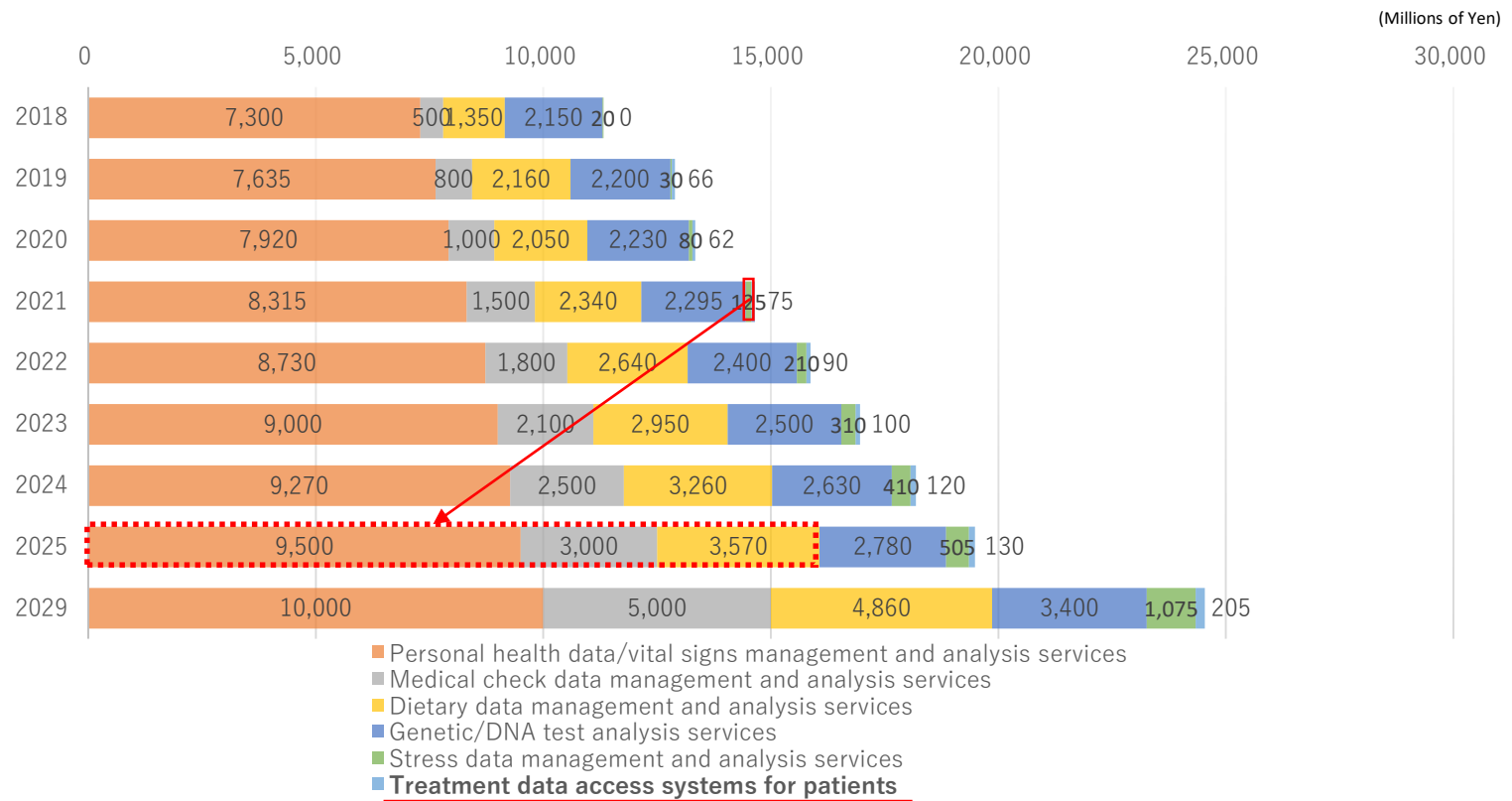**Upfront investment in B2C to feed into MDV growth from 2025**

✔️ **Invest in healthcare B2C as a promising growth market**

～**Market trends for PHR（'Karteco' field)**～

> ## Redefine 'Karteco', move into preventive medicine and healthcare fields
>
> Pivot to medical check data analysis and vital signs data analysis markets

HEALTH DATA AND PHR MARKET

(Millions of Yen)

Year	Personal health data/vital signs	Medical check data	Dietary data	Genetic/DNA test	Stress data	Treatment data access
2018	7,300	500	1,350	2,150	20	0
2019	7,635	800	2,160	2,200	30	66
2020	7,920	1,000	2,050	2,230	80	62
2021	8,315	1,500	2,340	2,295	12	575
2022	8,730	1,800	2,640	2,400	210	90
2023	9,000	2,100	2,950	2,500	310	100
2024	9,270	2,500	3,260	2,630	410	120
2025	9,500	3,000	3,570	2,780	505	130
2029	10,000	5,000	4,860	3,400	1,075	205

- Personal health data/vital signs management and analysis services
- Medical check data management and analysis services
- Dietary data management and analysis services
- Genetic/DNA test analysis services
- Stress data management and analysis services
- **Treatment data access systems for patients**

Source: "Trends in the data health planning, health management, and PHR-related market and cutting-edge health insurance, 2021" Fuji Keizai Group

Cloud-based medical check systems and 'Karteco' alliances

'Karteco' stores not only medical records, but also health check results

Spread of cloud-based health check system will support growth of 'Karteco'

Medical check system
ALPHA·SALUS

Health checkup data
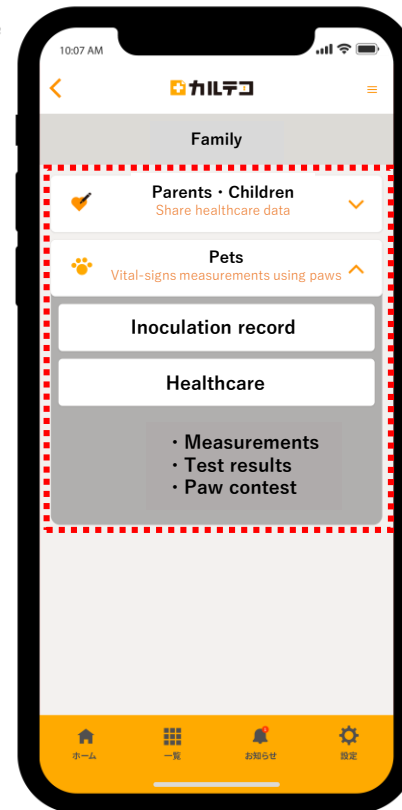
PHR service
カルテコ 'Karteco'
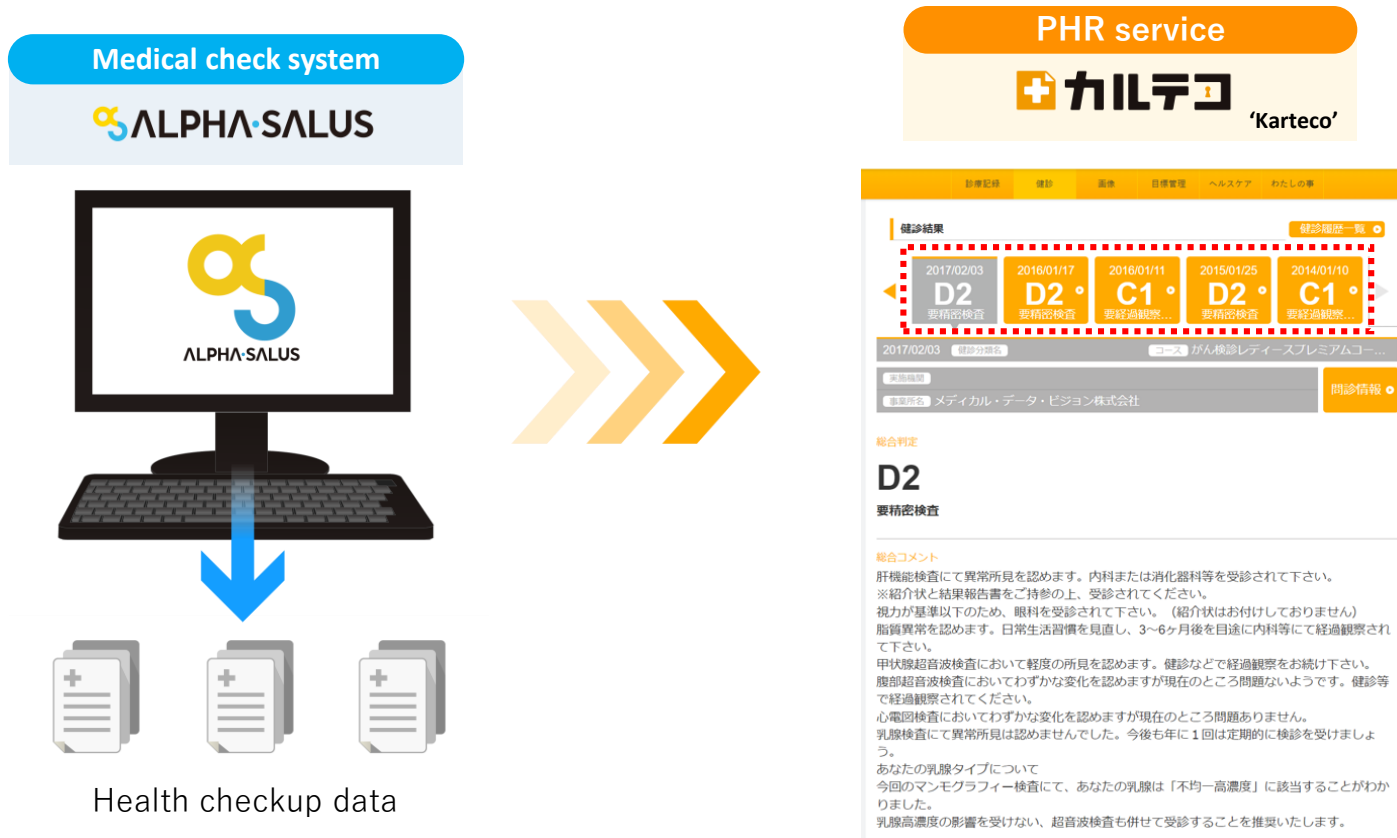
Change in our PHR ('Karteco')

Expect expansion in PHR, strengthen 'Karteco' functions

Pursue data alliances, move into preventative medicine field using AI and other tools

'Karteco' menu front page sample image

'Family' page sample image

*New sample images of under-development 'Karteco'

Businesses not factored into medium-term plan targets
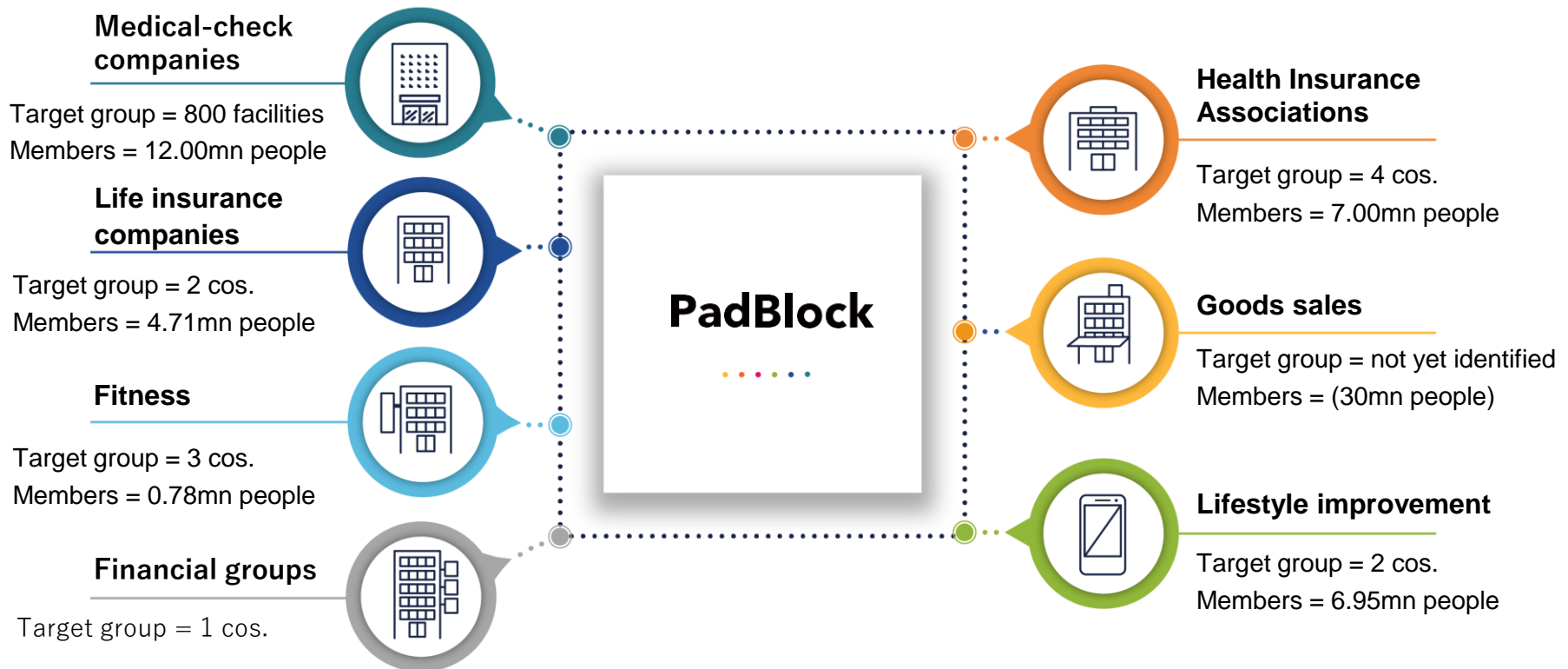
〜Possibility of greater earnings performance〜

Various B2C alliances possible through HMV concept

Creation of healthcare B2C infrastructure would open up possible major revenue stream

Challenge creation of Society5.0 in the healthcare field

Medical-check companies

Target group = 800 facilities
Members = 12.00mn people

Life insurance companies

Target group = 2 cos.
Members = 4.71mn people

Fitness

Target group = 3 cos.
Members = 0.78mn people

Financial groups

Target group = 1 cos.

PadBlock

Health Insurance Associations

Target group = 4 cos.
Members = 7.00mn people

Goods sales

Target group = not yet identified
Members = (30mn people)

Lifestyle improvement

Target group = 2 cos.
Members = 6.95mn people

②Capital and operating alliance with Sensing

Alliance with a view to applying technology to the healthcare and lifestyle fields

Applying this highly-accurate, contactless vital-signs sensing technology to 'Karteco' too

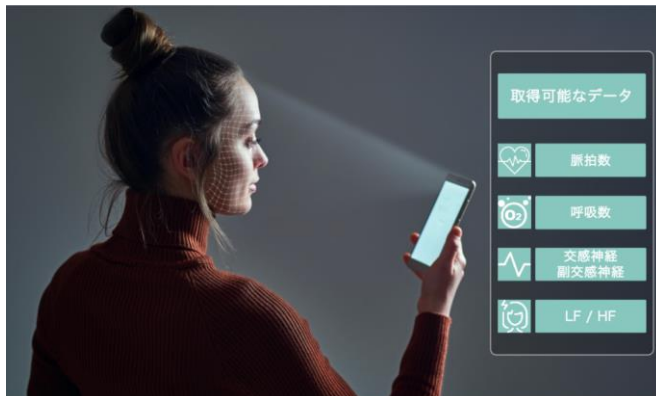Technology received an award in the Mobility segment at the PLUG＆PLAY Awards

Contactless sensing technology that boast high accuracy

High accuracy
Contactless vital-signs sensing technology that uses only a camera-equipped handset

Competitive advantage
An algorithm that removes shadows to eliminate the impact of light and pigment component separation technology that can measure the pulse very accurately

In the spotlight

Japan
Participation in the working team promoting the Cabinet Office-led Digital Garden City Nation Concept

Overseas
Received an award in the Mobility segment of the world's largest accelerator program
https://sensing-art.com/news/352/
Interest from overseas is also high, and participation in this program has led to a surge in inquiries

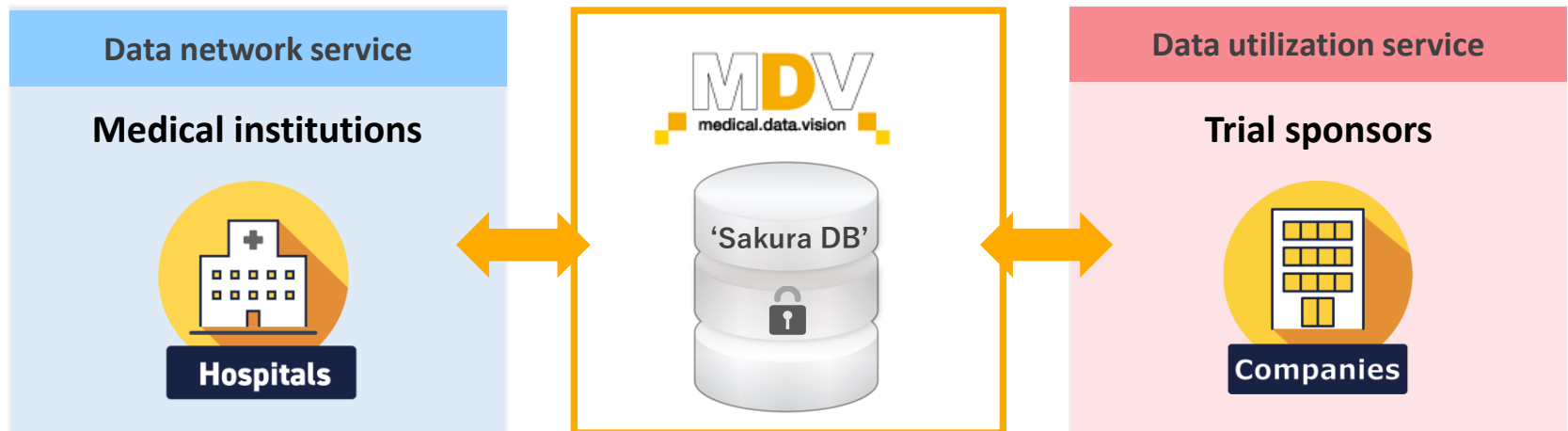# Various strategies to support achievement of medium-term plan

①Merging subsidiaries to restructure the data trial field

Absorption of MDV Trial with the aim of strengthening data trials

Progress on unifying marketing strategies and utilizing human capital

Aim to accelerate data trial business by leveraging concentrated business resources

Data network service

Medical institutions

Hospitals

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'Sakura DB'

Data utilization service

Trial sponsors

Companies

Maximizing use of MDV's customer base, trust relationships, and marketing power

②Hiring personnel and investing in human capital

Investment in human capital essential in order to grow earnings

Aim to increase headcount by 20-30 a year in 2023-2025

At the same time invest in and utilize human resources regardless of
nationality, sexuality, or age

Legend: ■ MDV ■ Subsudiaries
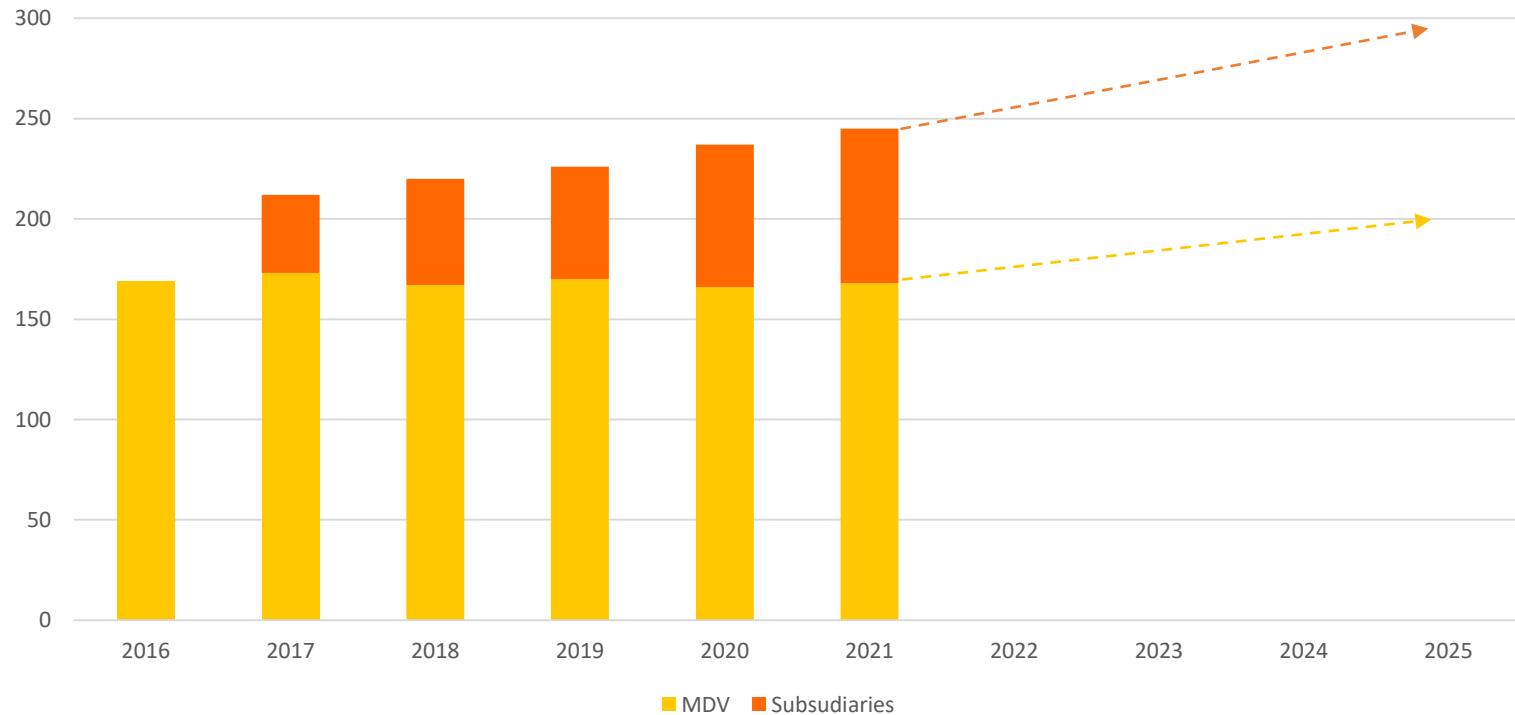
③R&D investment

Estimate Group R&D spending at 5-8% of sales

Plan investment for 'MDV Act' and medical check systems in 2023-2024
Will actively consider taking minor investment stakes with a view to alliances

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Breakdown of R&D costs	FY2021 (Result)	FY2022 (Target)	～FY2025
Existing businesses (inc. EBM function development, 'MDV Act', 'Alpha Salus')	216	125	—
HMV business (inc. AI block chain platform, diabetes AI)	99	167	—
Others (inc. new businesses, contingency funds)	0	132	—
Total	**316**	**425**	**500～800**
Sales	5,672	6,300	～10,000
R&D expenses to sales ratio（%）	5.6%	6.7%	5-8%

Summary

Summary

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Medium-term plan themes: further strengthen the data acquisition base and forge open alliances

Pursue three strategies to achieve 2025 sales of 10bn yen

	Data network service	Data utilization service	Others (B2C, etc.)
Strategic target	Build bonds of trust with hospitals Gain understanding on data supply	Data accumulation and usage	Return medical data to patients Use in preventative medicine
Market size	Small (≒no. of hospitals)	Medium (growing market)	Large (whole healthcare sector)
Earnings model type	【Stable】 Costs for support, etc. Secure funds for company base	【High-earning】 Few installation costs Source of high margins	【Upfront investment】 Needs upfront investment Share→rapid sales growth
Moves for 2025	Pursue shift to cloud Grow medical check system sales and maintain share	Maintain share of growing market Sales from overseas, insurance field	Upfront investment for new growth Create healthcare infrastructure

open alliance

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