



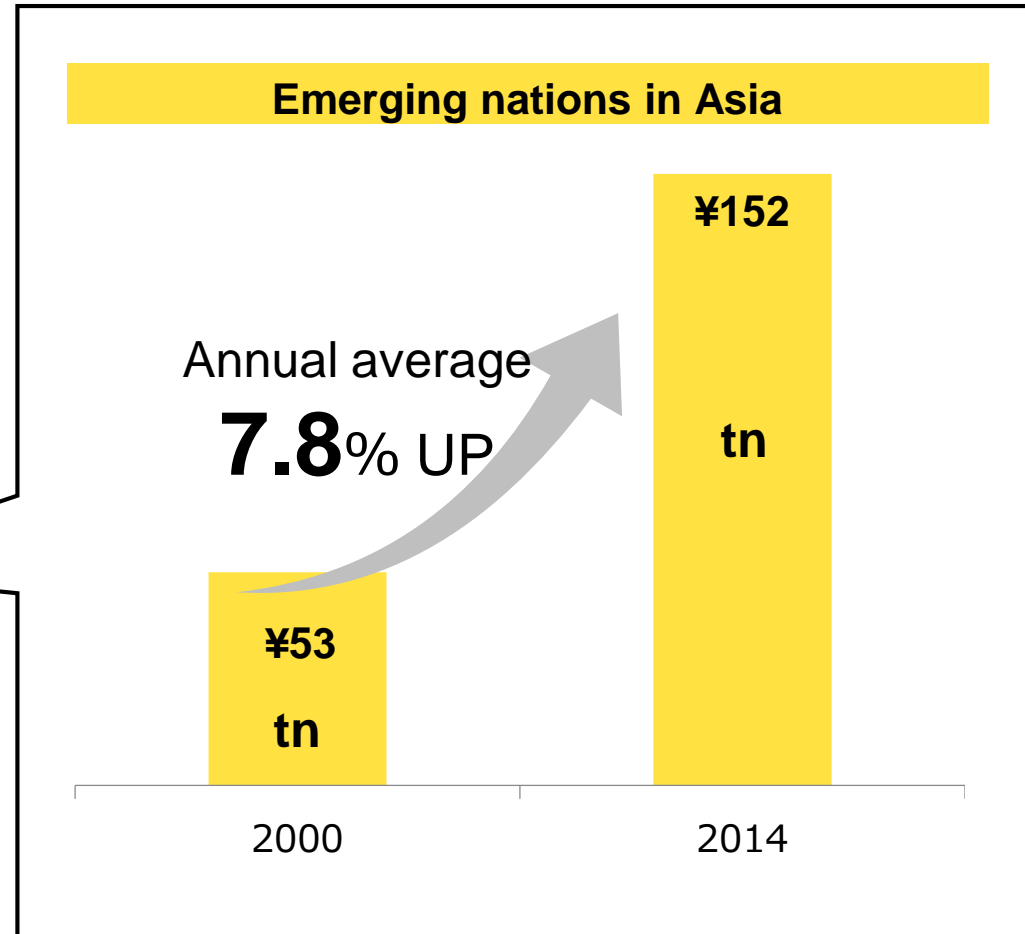
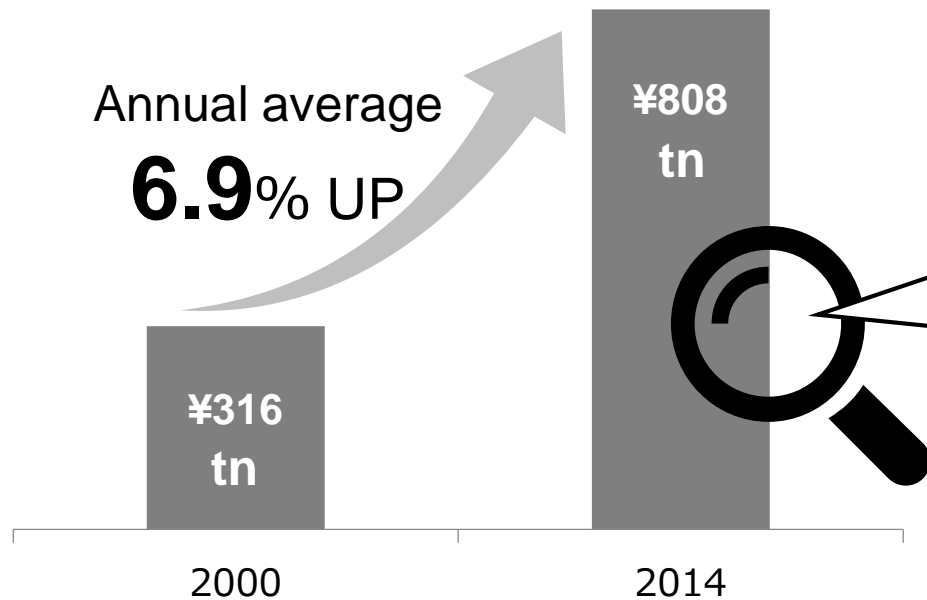
Healthcare

Koji Nagatomi

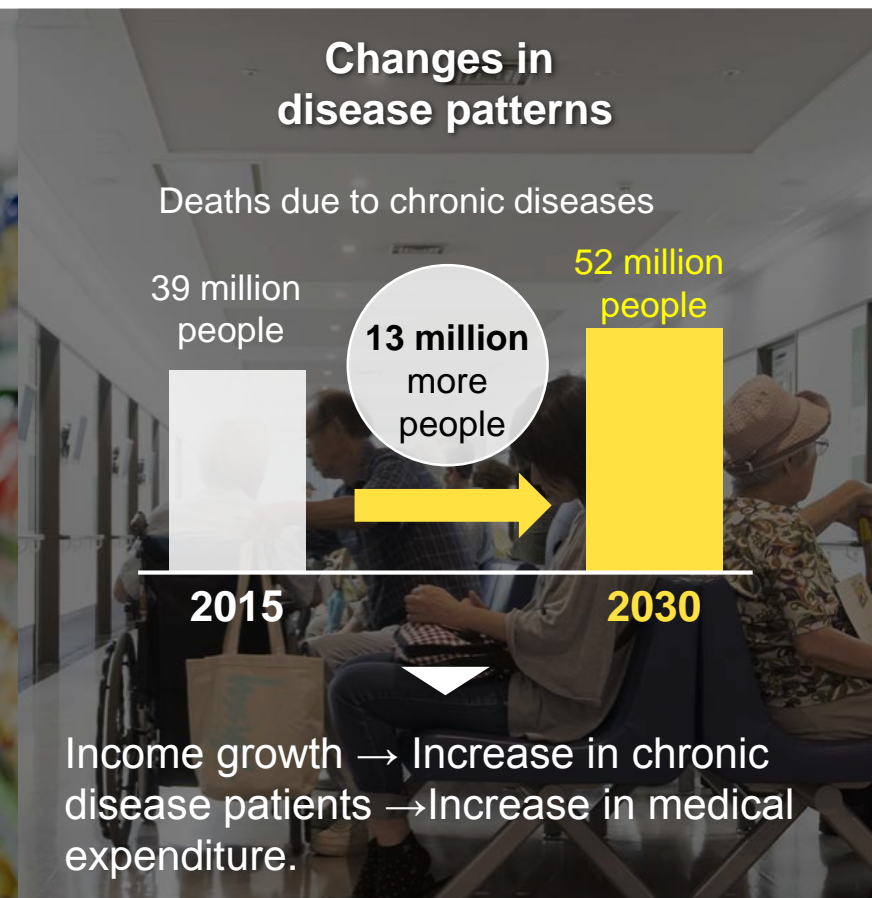
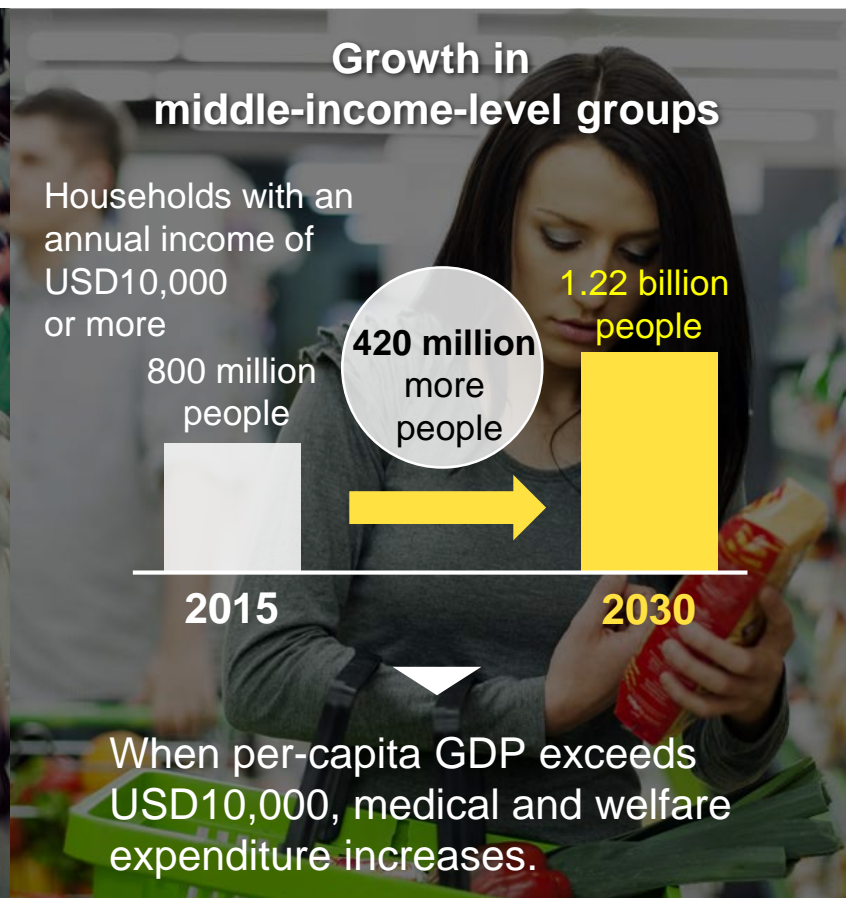
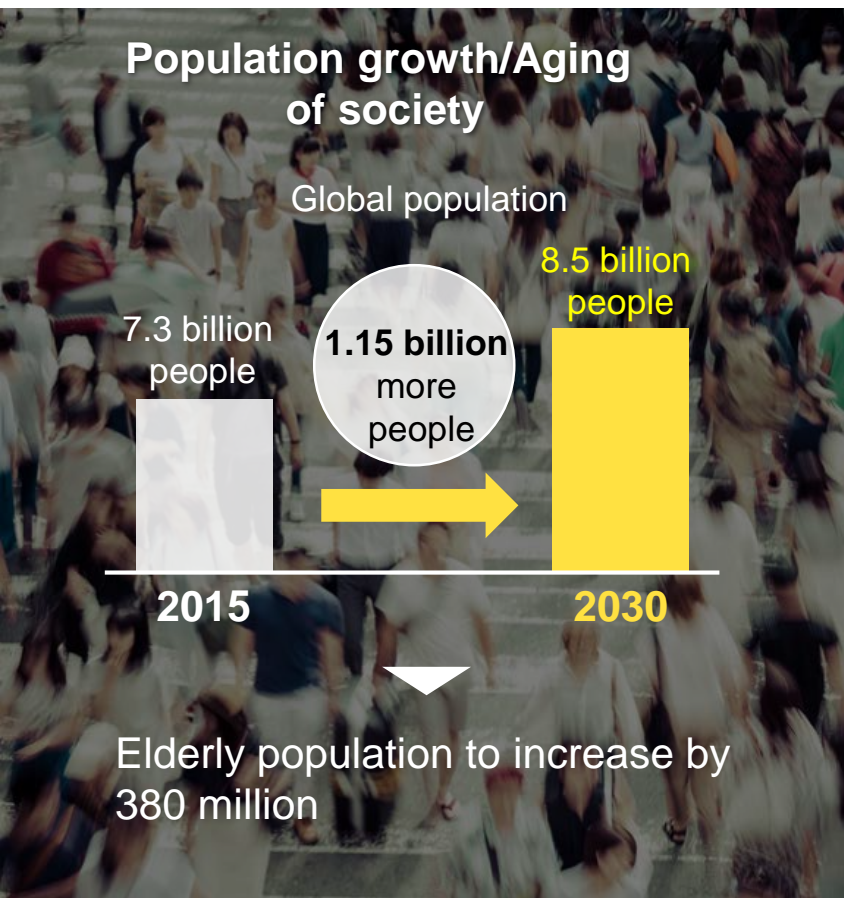
Healthcare & Service Business Unit

Business environment Growth in medical expenditure

Global



Business environment Factors



(Source: Mitsui Global Strategic Studies Institute's External Environment Outlook)

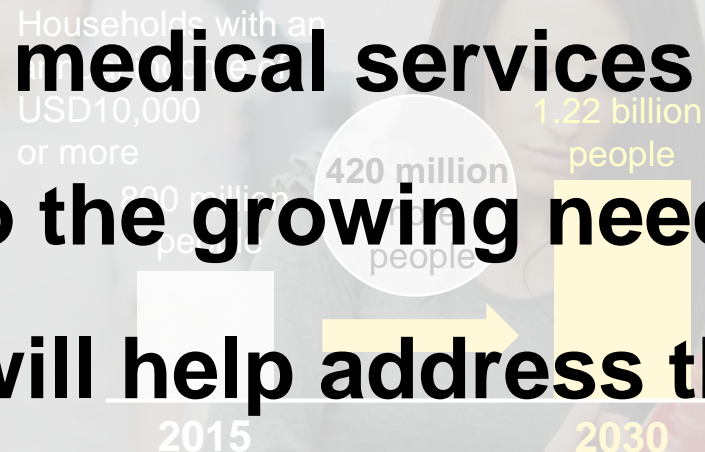
Business environment Factors

Population growth/Aging of society



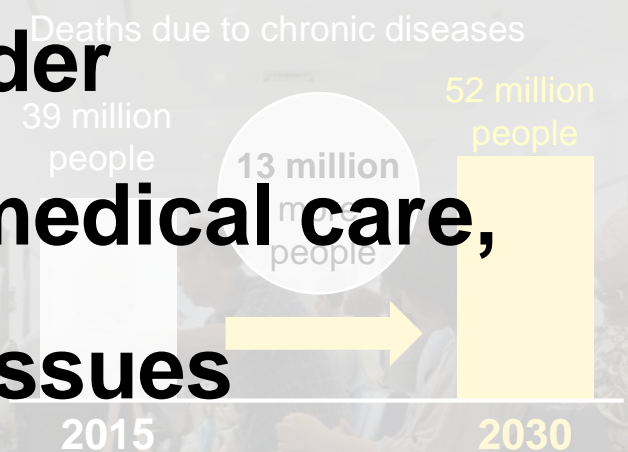
Elderly population to increase by 380 million

Growth in middle-income-level groups



When per-capita GDP exceeds USD10,000, medical and welfare expenditure increases.

Changes in disease patterns



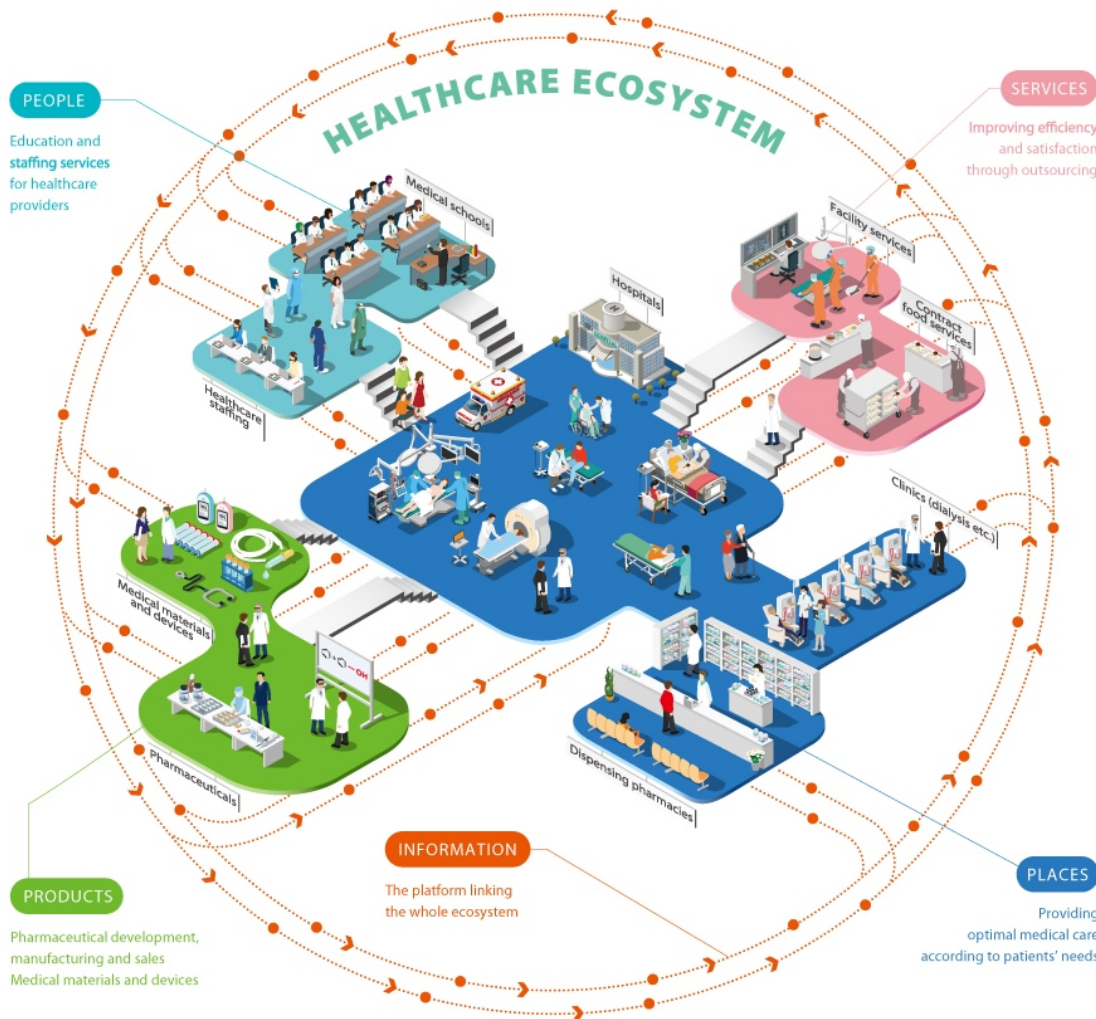
Income growth → Increase in chronic disease patients → Increase in medical expenditure.

As a medical services provider responding to the growing need for medical care,

Mitsui will help address these issues

and contribute to the curtailment of medical expenses

Our vision for healthcare



**[Place] x [People] x [Products]
x [Services] x [Information]**

This formula means a better future for patients and for the whole healthcare industry.

Our vision for healthcare



By building and expanding a healthcare ecosystem and creating new value, we can respond to the needs of patients, doctors and hospitals and do our part to solve social issues.

Our vision for healthcare



**【Hospital business】
IHH**



**【Hospital business】
Columbia Asia**



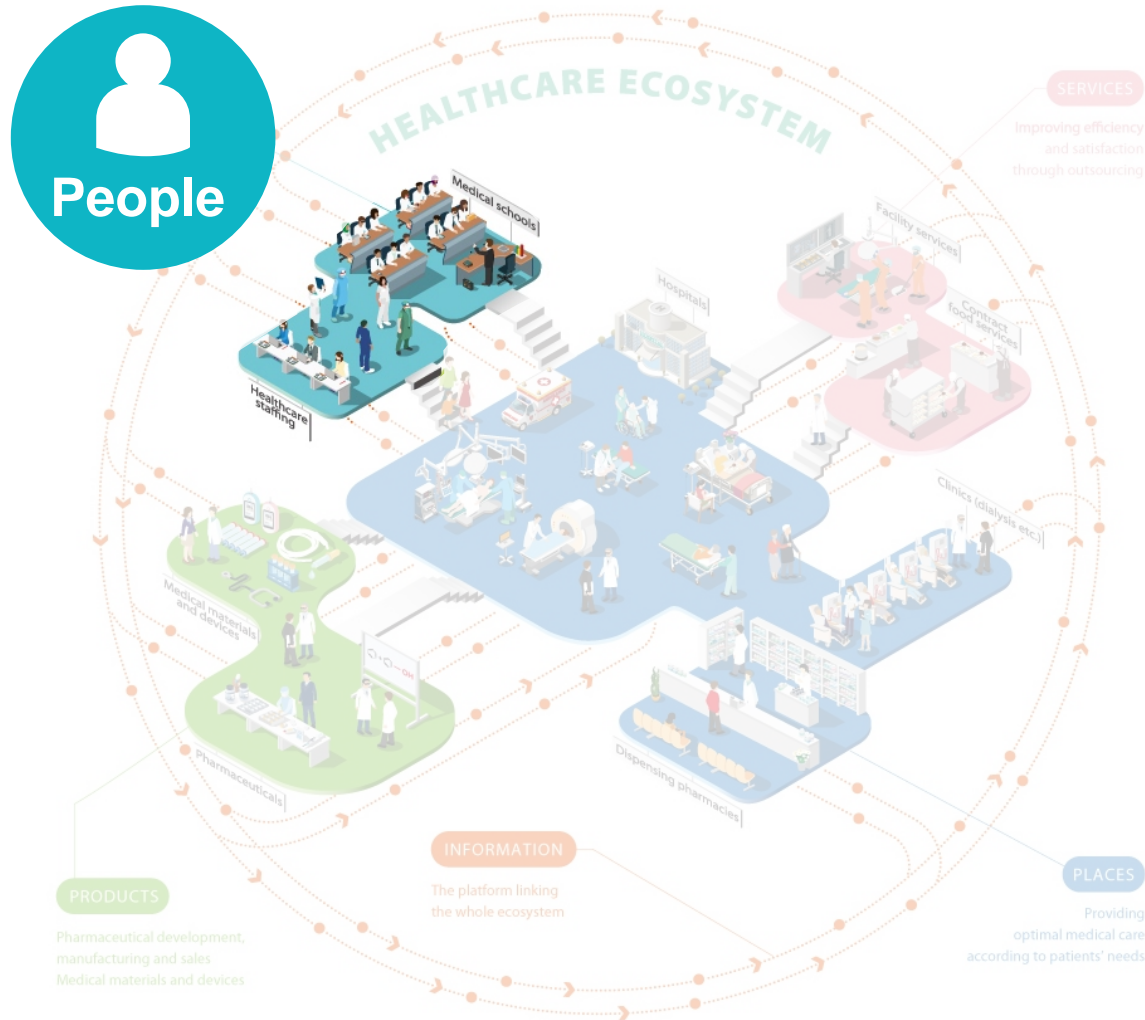
**【Dialysis clinic business】
DaVita**



**【Dispensing
Pharmacies】**



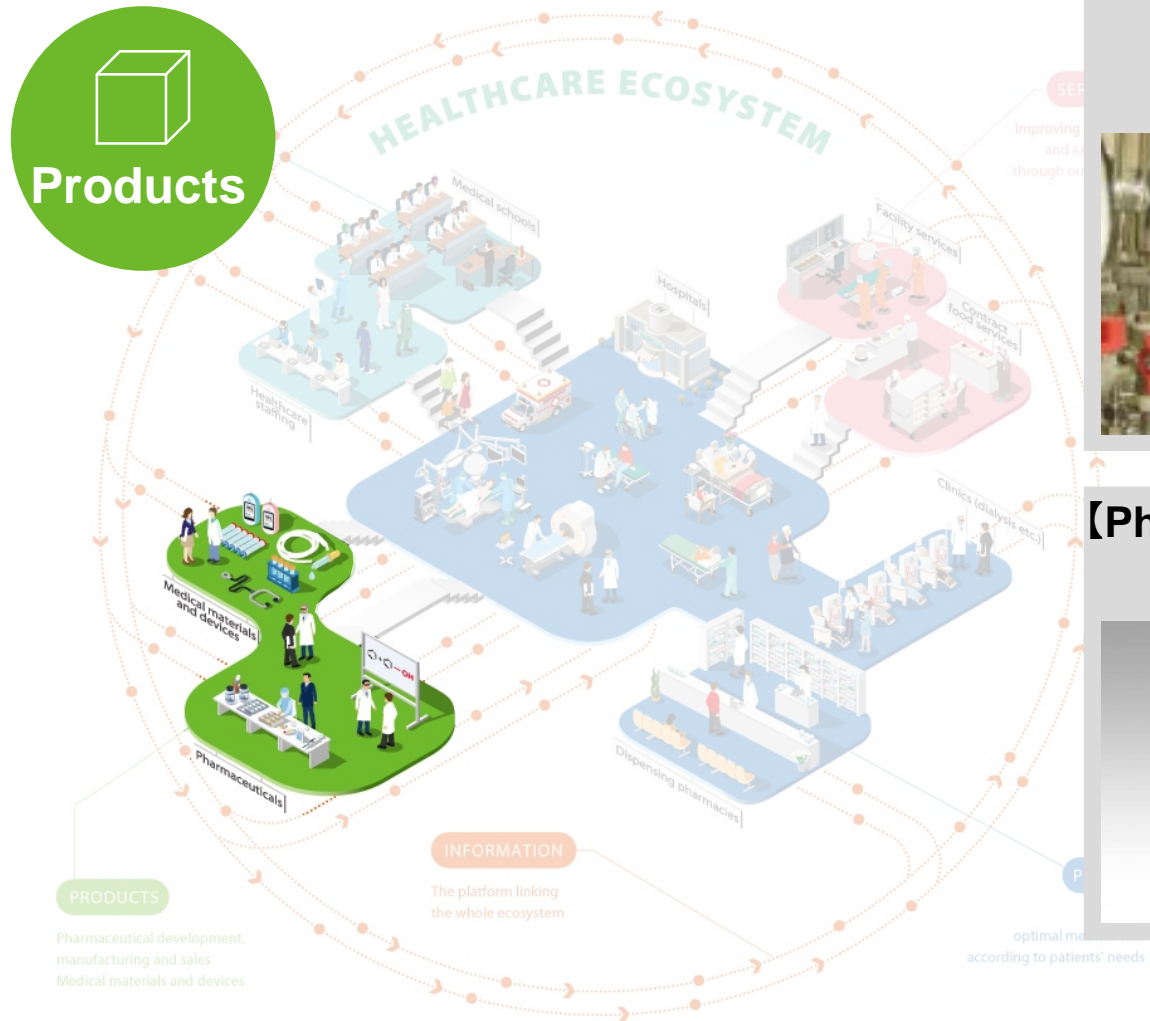
Our vision for healthcare



【Healthcare staffing business】 Delta



Our vision for healthcare



【CMO business】 MicroBiopharm Japan



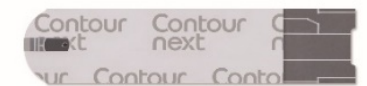
【Pharmaceuticals】 Shenzen Main Luck



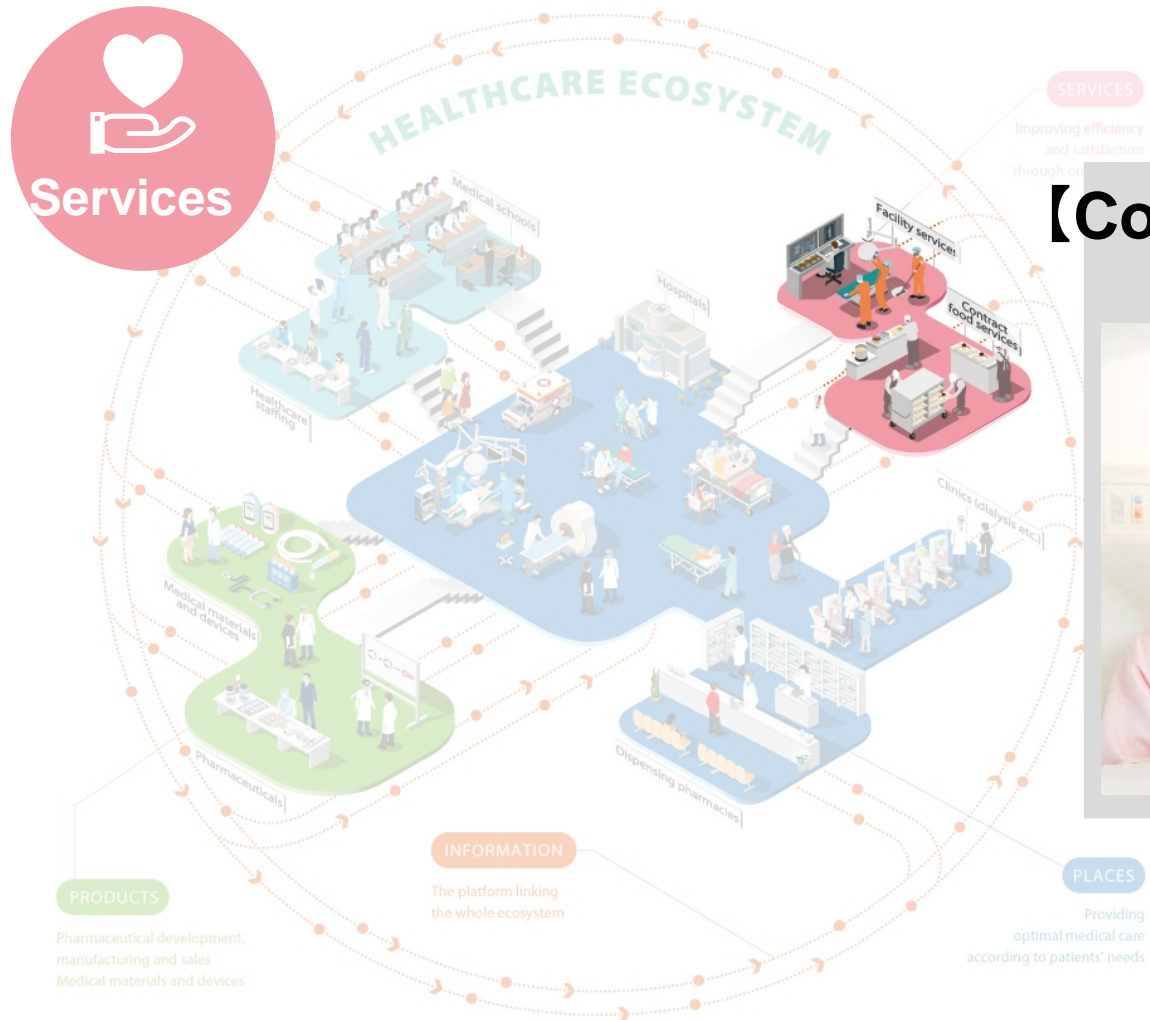
【Pharmaceutical sales business】 Fuji Pharma



Panasonic Healthcare



Our vision for healthcare

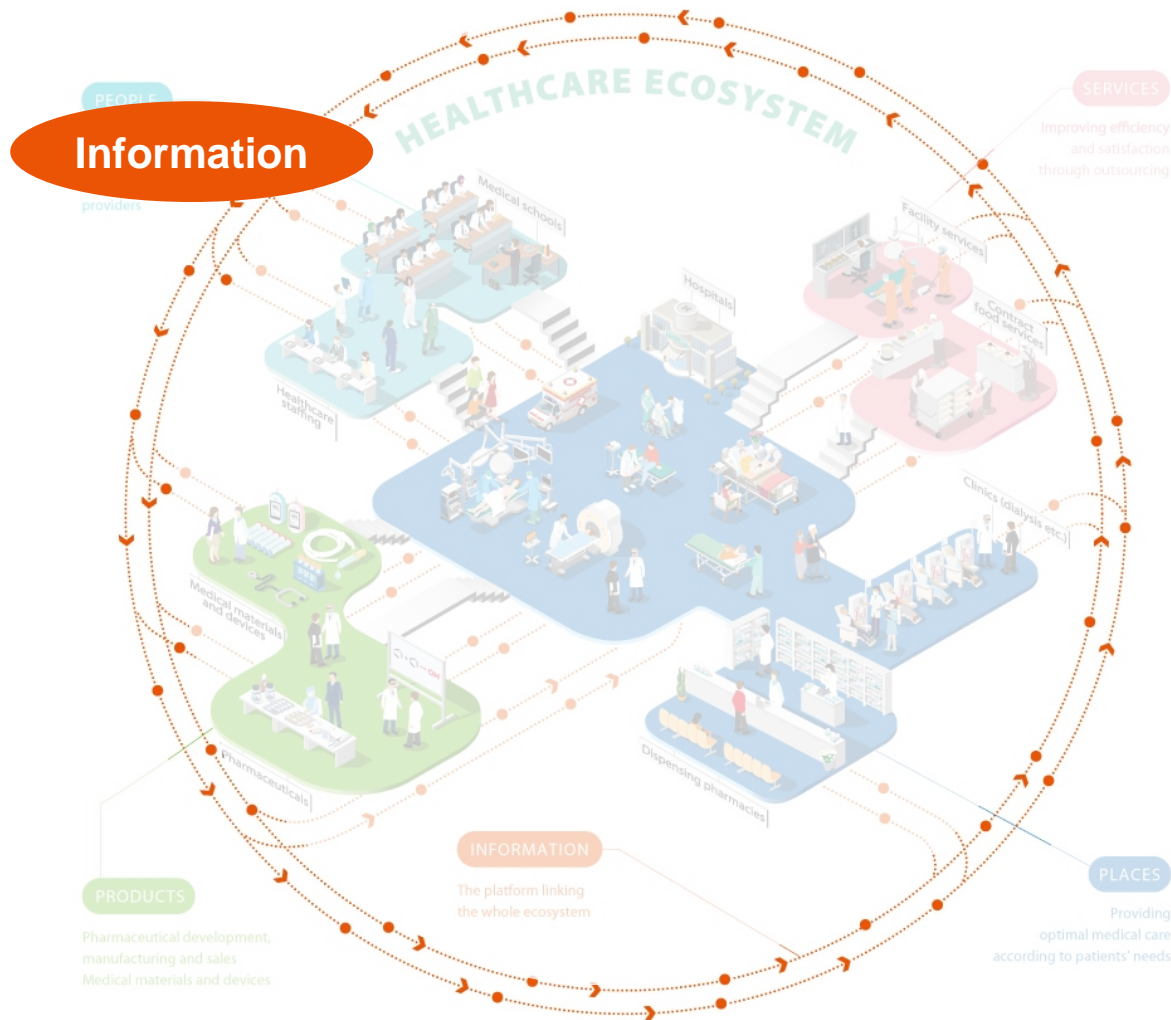


【Contract food services】
AIM SERVICES

【Facility management】
Mitsui & Co. Foresight



Our vision for healthcare



[Medical Information Business] MIMS

MIMS

MIMS DOCTOR
MIMS ONCOLOGY
MIMS PHARMACY
MIMS JPOG

HOW TO CONDUCT A 'HEARTSINK'-FREE MENOPAUSE CONSULTATION

Blackmore Pregnancy & Breast-Feeding Advances

Focus Regions in Healthcare Area

Asia Healthcare market with growing needs

- [Malaysia]
 - IHH Healthcare
 - International Medical University
 - Columbia Asia Healthcare
- [Singapore]
 - Parkway Pantai
 - MIMS Group
 - DaVita Care
- [India]
 - Otsuka Pharmaceutical India
 - Columbia Asia Hospitals
 - Continental Hospitals
 - Global Hospitals
- [China]
 - Shenzhen Main Luck

Americas World's largest healthcare and drug market. Source of leading technologies and services

- The Delta Companies
- The CSI Companies
- NovaQuest Capital Management

Japan World's 2nd largest market Need for efficiency improvements, including containment of expenses

- Panasonic Healthcare Holdings
- MicroBiopharm Japan
- SOGO MEDICAL
- Fuji Pharma
- HOKENDOHJINSHA
- AIM SERVICES

Specific initiatives

1

Strengthen existing businesses

2

**Enhance value by strengthening collaboration
between assets**

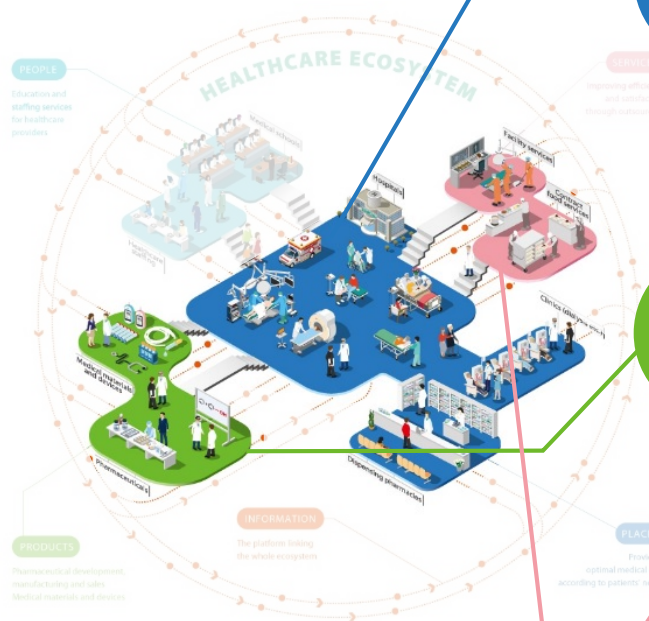
3

Gain operatorship



Healthcare

Initiative 1 Strengthen existing businesses



Places



◆ Hospitals and ancillary businesses

- IHH
- Panasonic Healthcare
- Columbia Asia
- DaVita
- Others

Products



◆ Drug manufacturing and sales business / CMO business

- MicroBiopharm Japan
- Fuji Pharma
- Others

Services



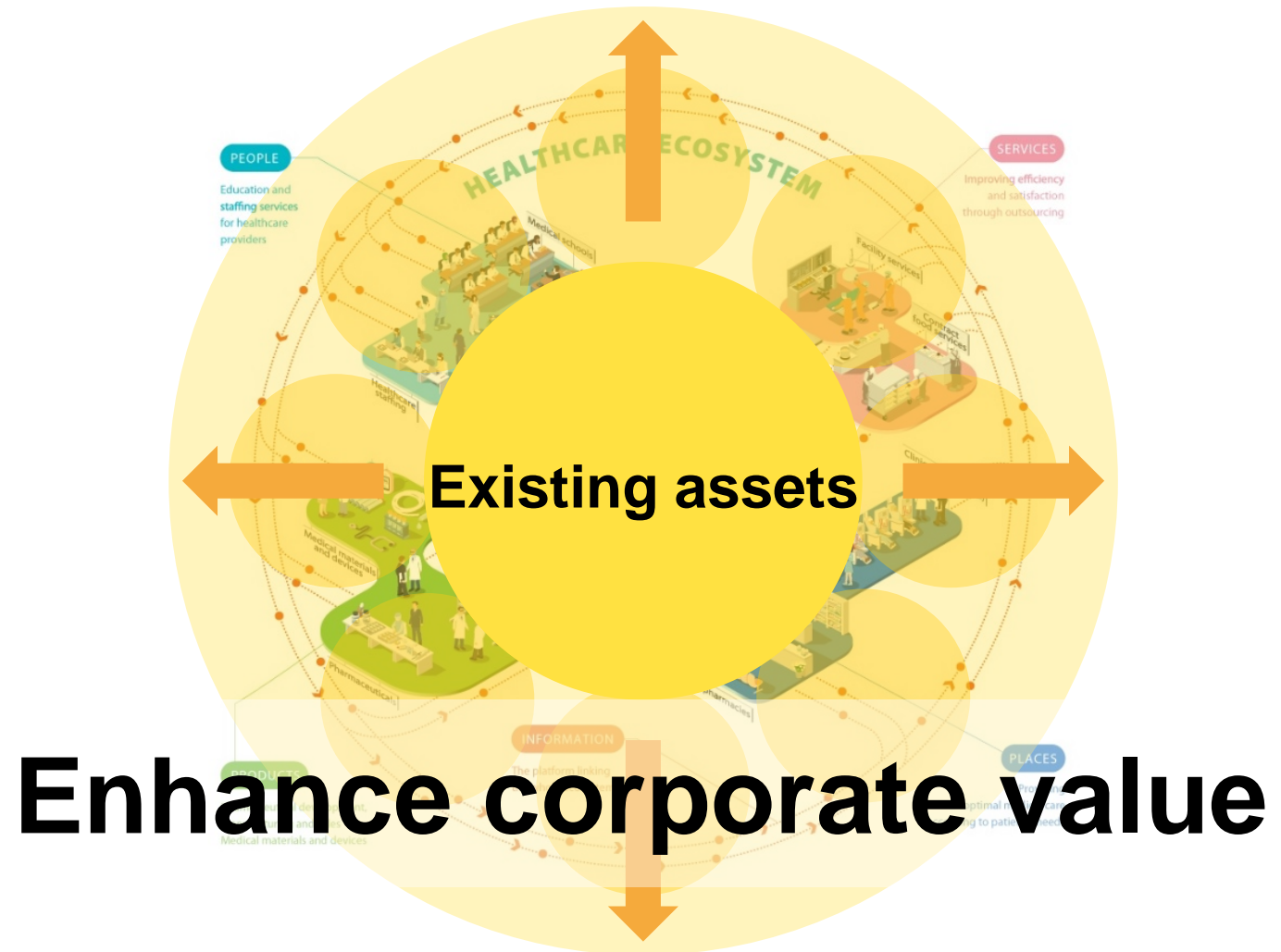
◆ Outsourcing business

- AIM SERVICES
- MEFOS
- Others



Healthcare

Initiative 2 Enhance value by strengthening collaboration between assets





Healthcare

Initiative 2 Enhance value by strengthening collaboration between assets



Hospitals

IHH Healthcare Berhad
COLUMBIA ASIA

Blood Glucose monitors

Contour next

Dialysis

Hospitals

IHH Healthcare Berhad
COLUMBIA ASIA

Portals for doctors

Pharmaceutical companies



Initiative 3 Gain operatorship

Hospitals and hospital ancillary business

**Manufacture and sale of
pharmaceuticals/CMO business**

Healthcare staffing business



Gain operatorship

In closing

1 Strengthen existing businesses

2 Enhance value by strengthening collaboration between assets

3 Gain operatorship

