

## Investor Day 2020 Q & A

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**[Date]** November 10, 2020

**[Speakers]** Masato Sugahara  
Managing Officer, Chief Operating Officer  
of Healthcare & Service Business Unit

**[Moderator]** Masaya Inamuro  
General Manager of IR Division

**<Q1>**

There are many challenges to be addressed when developing healthcare business in Japan, which is advanced in terms of healthcare issues. Which area in particular are you considering?

**< A >**

- The Japanese Medical Care Act places certain hurdles for private companies to participate in the hospital business in Japan. Nevertheless, we believe that there is a role for the private sector to play in ancillary businesses such as preventative healthcare, including preventing the worsening of chronic diseases. Hoken Dohjinsha, which became a Mitsui subsidiary in April, and is known for its long-selling book "Katei no Igaku," is pursuing initiatives in preventative healthcare using digital technology. In addition, NOBORI, which has technology for cloud-based picture archiving, has started an AI-based remote image diagnosis service in collaboration with M3 and Alibaba, which has been well received amid the COVID-19 pandemic.
- Our focus is to produce results from our efforts to apply digital technology to healthcare-related ancillary service businesses in Japan. In this way, the development of business in Japan, where healthcare and healthcare issues are in an advanced stage, will provide us with a base for expansion into emerging markets in Asia.

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