



IHH's Strategy and Mitsui's Healthcare Business

Takeshi Akutsu
Mitsui & Co., Ltd.
Wellness Business Unit

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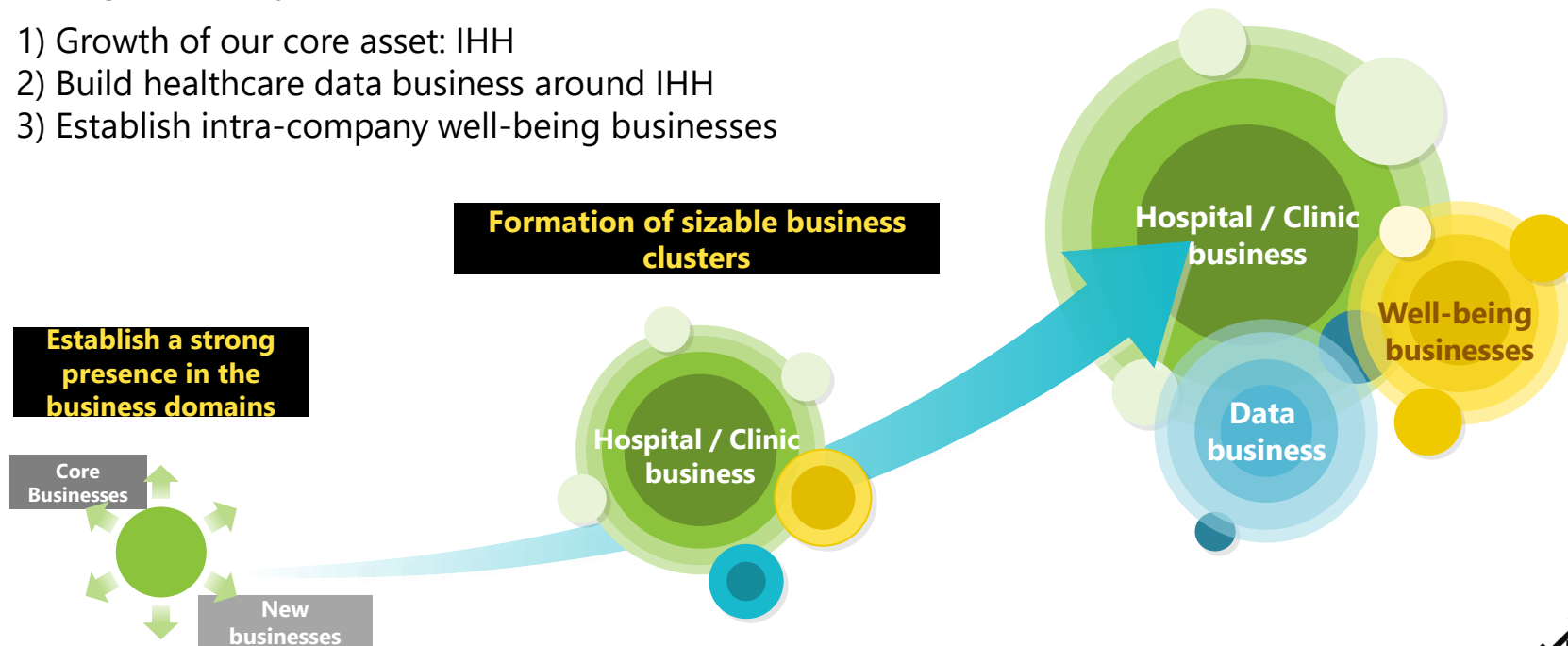
Wellness, the new wealth.

Vision for the Future of the Wellness Business Domain

◆ We will build Mitsui's Business Cluster through three key initiatives:

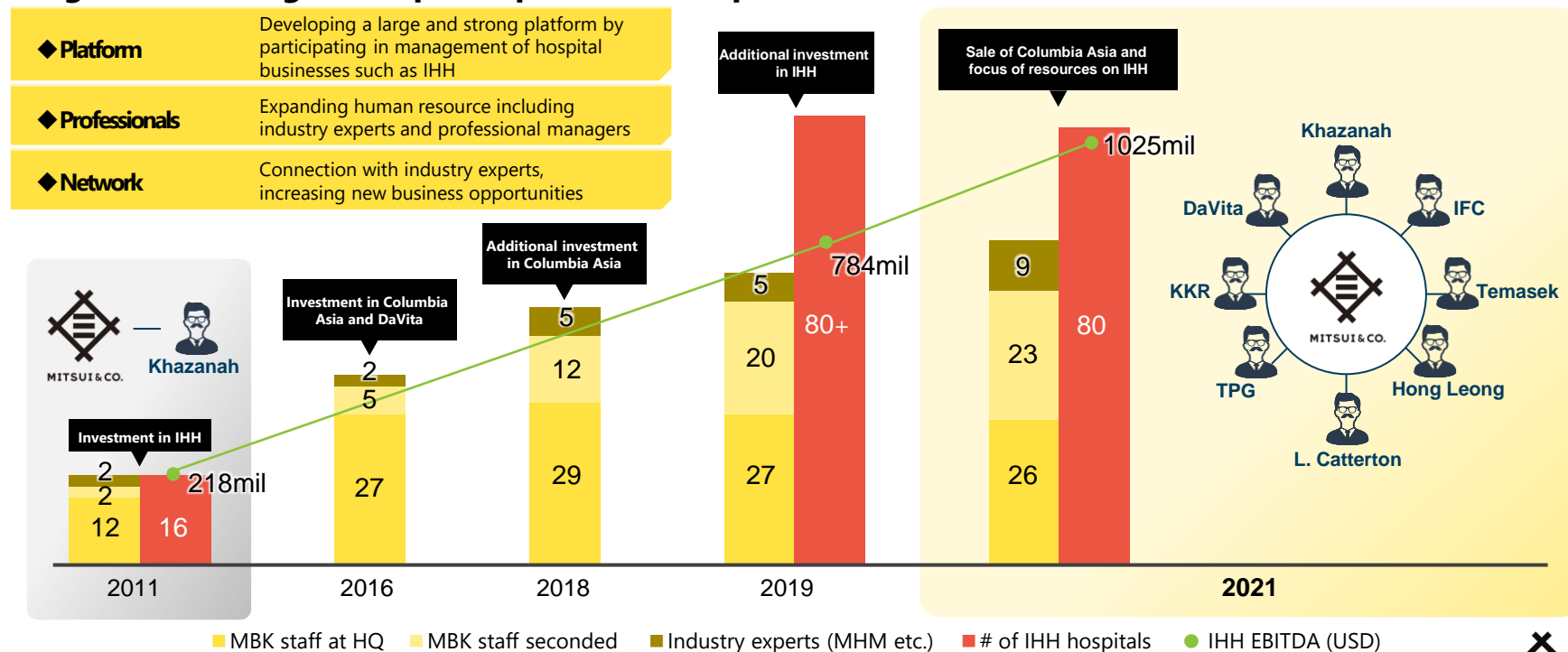
- 1) Growth of our core asset: IHH
- 2) Build healthcare data business around IHH
- 3) Establish intra-company well-being businesses

Mitsui's Wellness Business Cluster



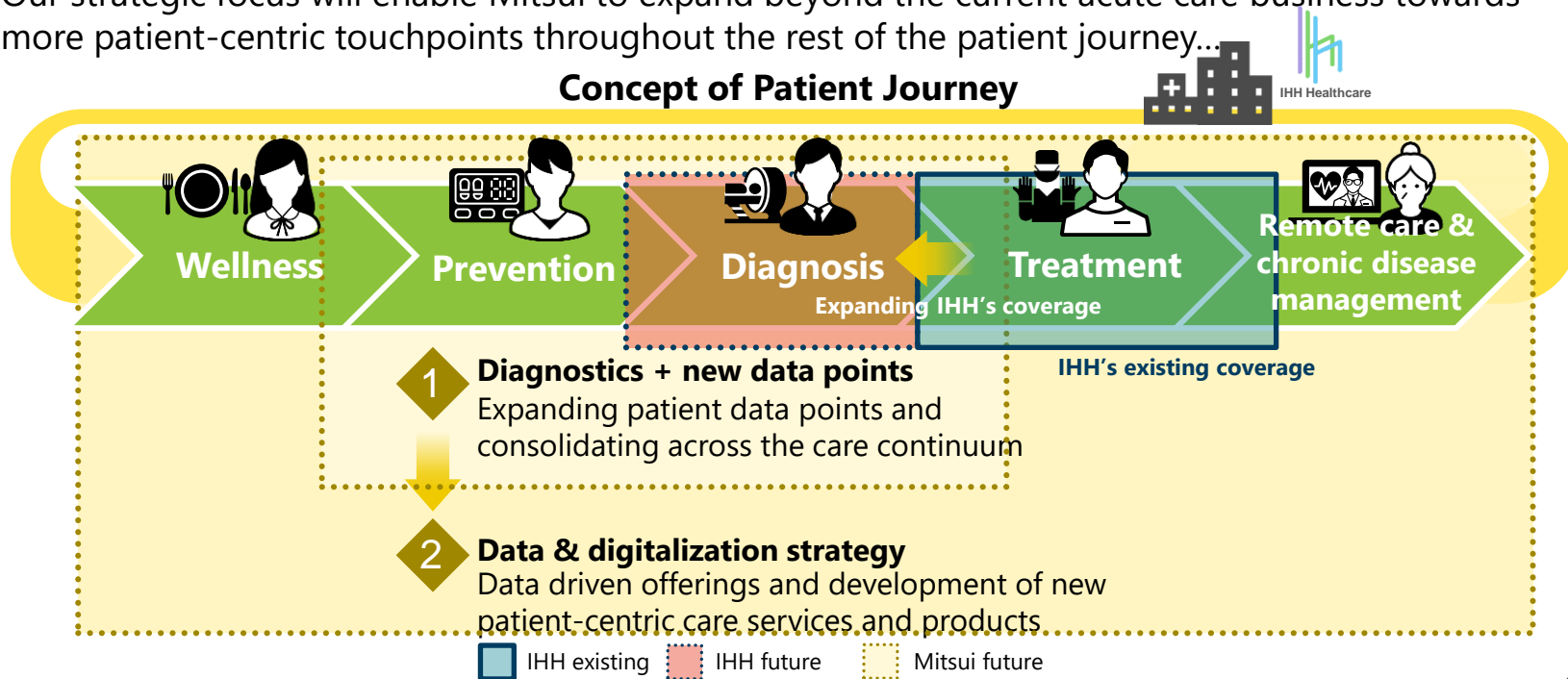
Expansion of Mitsui's Resources and Network in Hospital /Clinic Business

Progress in management participation and expansion of human resources



Mitsui's Healthcare Data Strategy (1): Where We Are and Where We Plan to Be in the Ecosystem

- ◆ Our strategic focus will enable Mitsui to expand beyond the current acute care business towards more patient-centric touchpoints throughout the rest of the patient journey...



Mitsui's Healthcare Data Strategy (2) : Strategic partnership with IHH and Beyond

- ◆ ...whereby we will aim for creating patient centric “value-based healthcare (a framework that reshapes healthcare by maximizing health outcome per unit of costs)” ecosystem.

Data platforms partnerships:

New strategic area for collaboration



Diagnostics + new data points

New strategic area for M&A/investments and collaboration. Larger number of touchpoints and closer solutions for the patients



IHH + Mitsui Solutions:

Increase engagement with patients/doctors to enhance data and insights



360° business innovation.



MITSUI & CO.