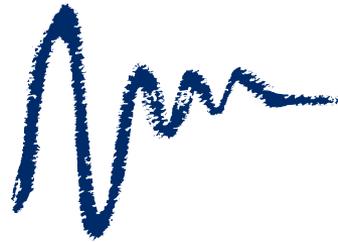

M3, Inc.

Presentation Material

April 2022



The following presentation contains forecasts, future plans, management targets and other forward-looking projections relating to M3, Inc. and/or its group. These statements are drawn from assumptions of future events based on data currently available to us, and there exist possibilities that such assumptions are objectively incorrect and/or may produce differing actual results from those mentioned in the statements.

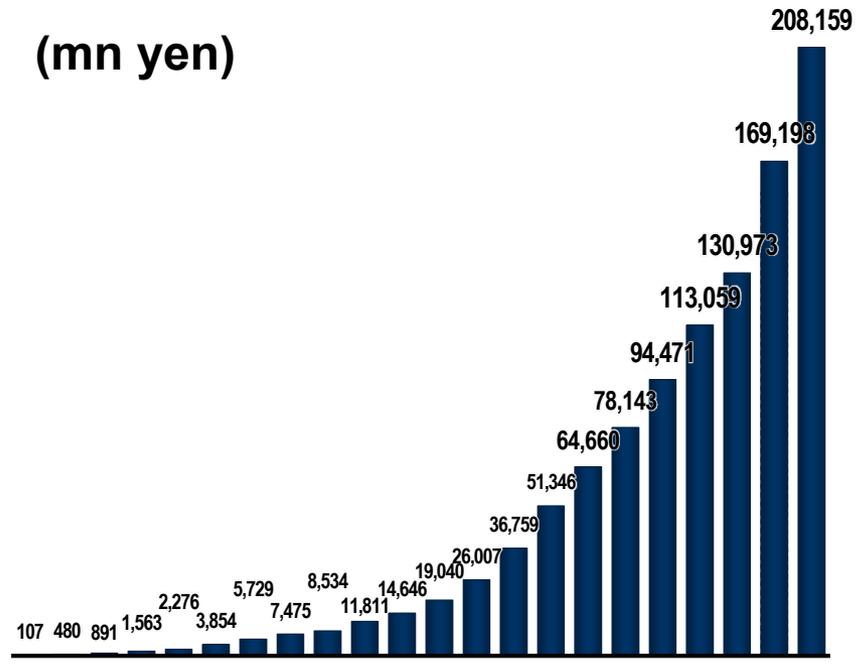
Furthermore, information and data other than those concerning the Company and its subsidiaries/affiliates are quoted from public information, and the Company has not verified and will not warrant its accuracy or dependency.

M3, Inc.

Annual Results

Sales

(mn yen)

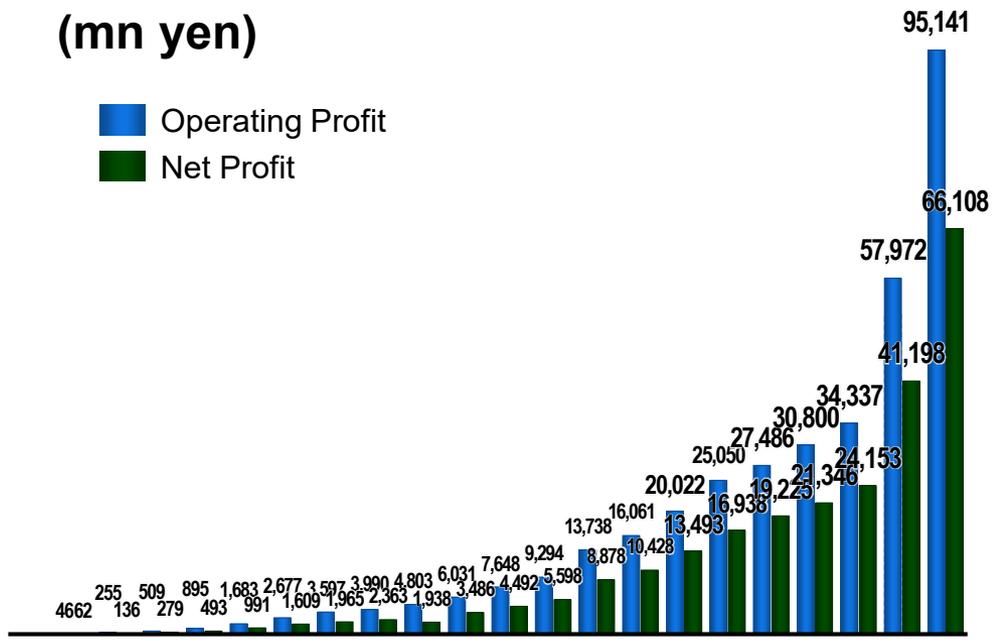


FY 00 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21

(6m)

Operating Profit & Net Profit

(mn yen)



FY -93 -93 00 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21

(6m)



Continued growth irrespective of Medlive related profits

FY2021 Consolidated Results

(mn yen)	FY2020	FY2021	YoY
Sales	169,198	208,159	+23%
Operating Profit	57,972	95,141	+64%
Pre-tax Profit	58,264	96,187	+65%
Net Profit	41,198	66,108	+60%

+20%
excluding
stock
valuation
impact
such as
the
Medlive
IPO

 5.2 billion yen for Q4 in temporary impairments on items such as overseas intangible assets and affiliate Visionary Holdings

FY2021 Consolidated Results by Segment

(mn yen)

		FY2020	FY2021	YoY	
Domestic	Medical Platform	Sales	77,076	85,928	+11%
		Profit	37,903	39,553	+4%
	Evidence Solution	Sales	19,473	22,756	+17%
		Profit	3,618	5,654	+56%
	Career Solution	Sales	13,537	14,094	+4%
		Profit	3,753	4,646	+24%
	Site Solution	Sales	16,555	35,184	+113%
		Profit	1,537	3,399	+121%
	Emerging Businesses	Sales	3,328	3,360	+1%
		Profit	950	-601	-
Overseas	Sales	42,147	51,831	+23%	
	Profit	12,599	44,837	+256%	

- Marketing support sales +11%
- Continued upfront investment in staff reinforcement

- Acceleration in clinical trials

- Contribution partly from vaccine support services for corporates and municipalities

- Q4 intangible asset impairment

- Q4 affiliate impairment (Visionary Holdings)

- 10% profit growth excluding 30.9 bn yen profit from Medlive IPO

FY2021 Overview

Medical Platform

- DX rapid acceleration seen during COVID (such as in Webinars) is normalizing
- DX continues to progress, with 25% YoY growth in orders backlog at the onset of FY22

Evidence Solution

- COVID related projects (vaccine and treatments) remain steady with backlog at 33.7 billion yen
- Digitalization and decentralization (DCT) of trials continue to progress

Career Solution

- Business expanded with contribution partly from vaccine administration support services
- Core businesses overall remain on recovery path with alleviation from negative COVID impact

Site Solution

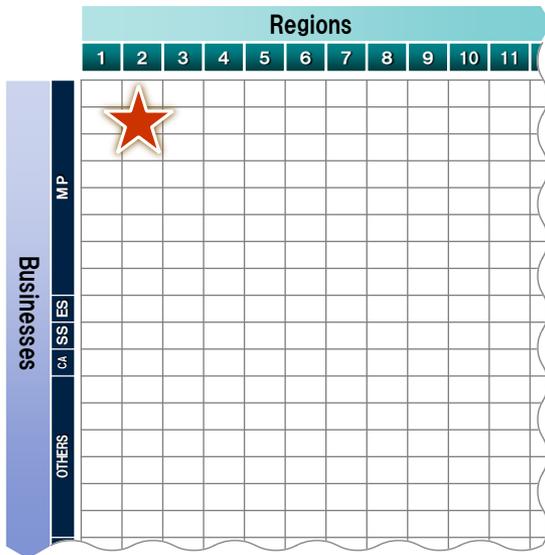
- COVID vaccine administration support services and clinical trial businesses remain steady
- Growth seen in core businesses such as home nursing care services

Overseas

- All regions doing strongly with +23% profit growth excluding the China contribution

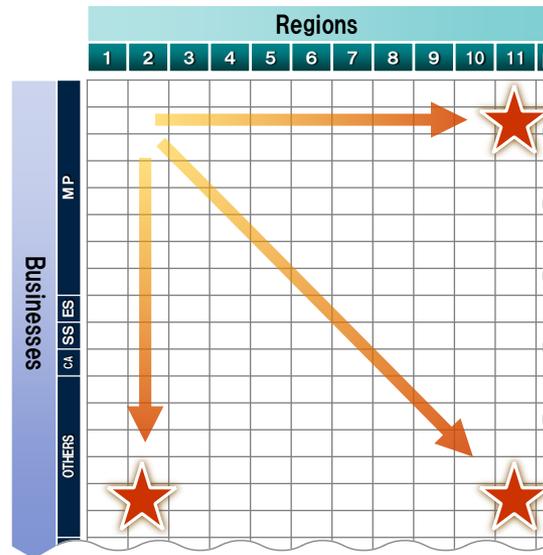
M3's Triple Growth Engine + CSV

1. Individual Business Development



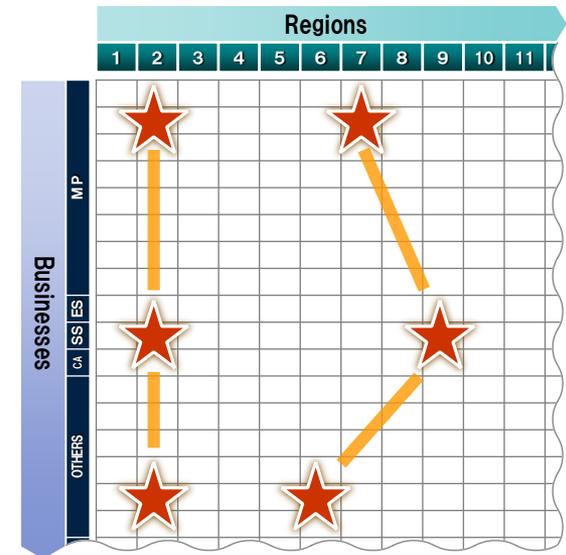
- Pharma marketing / Clinical Scene DX

2. Ecosystem Expansion (Sagrada Familia)



- Continuous new business entries

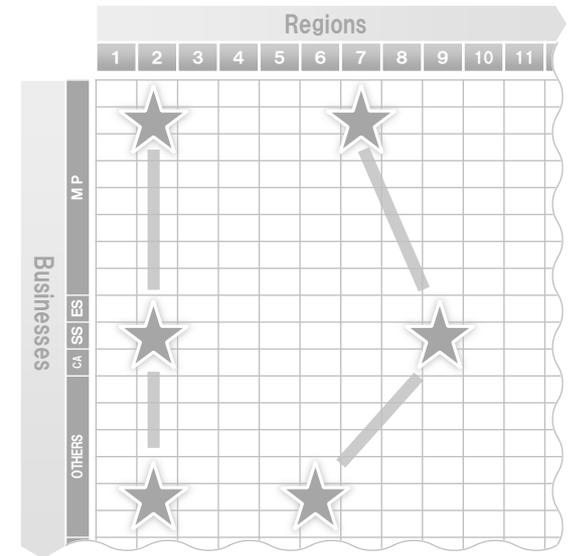
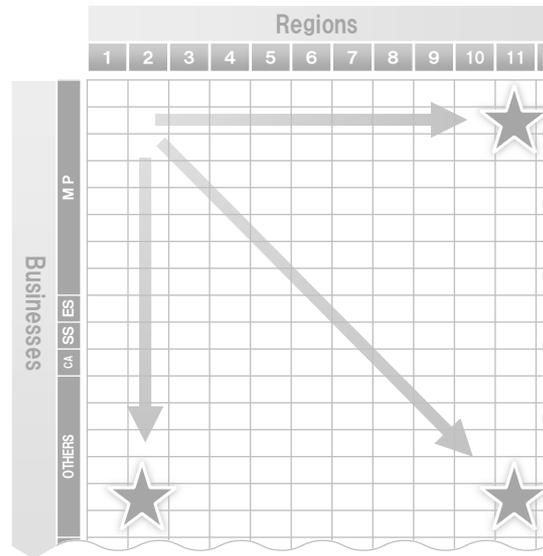
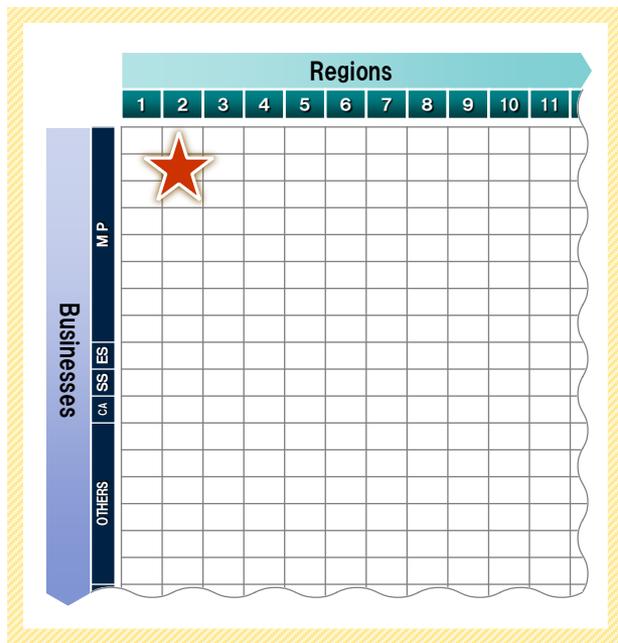
3. Ecosystem Synergy Creation



- Cross-cell synergy maximization

4. Social Impact Creation → CSV

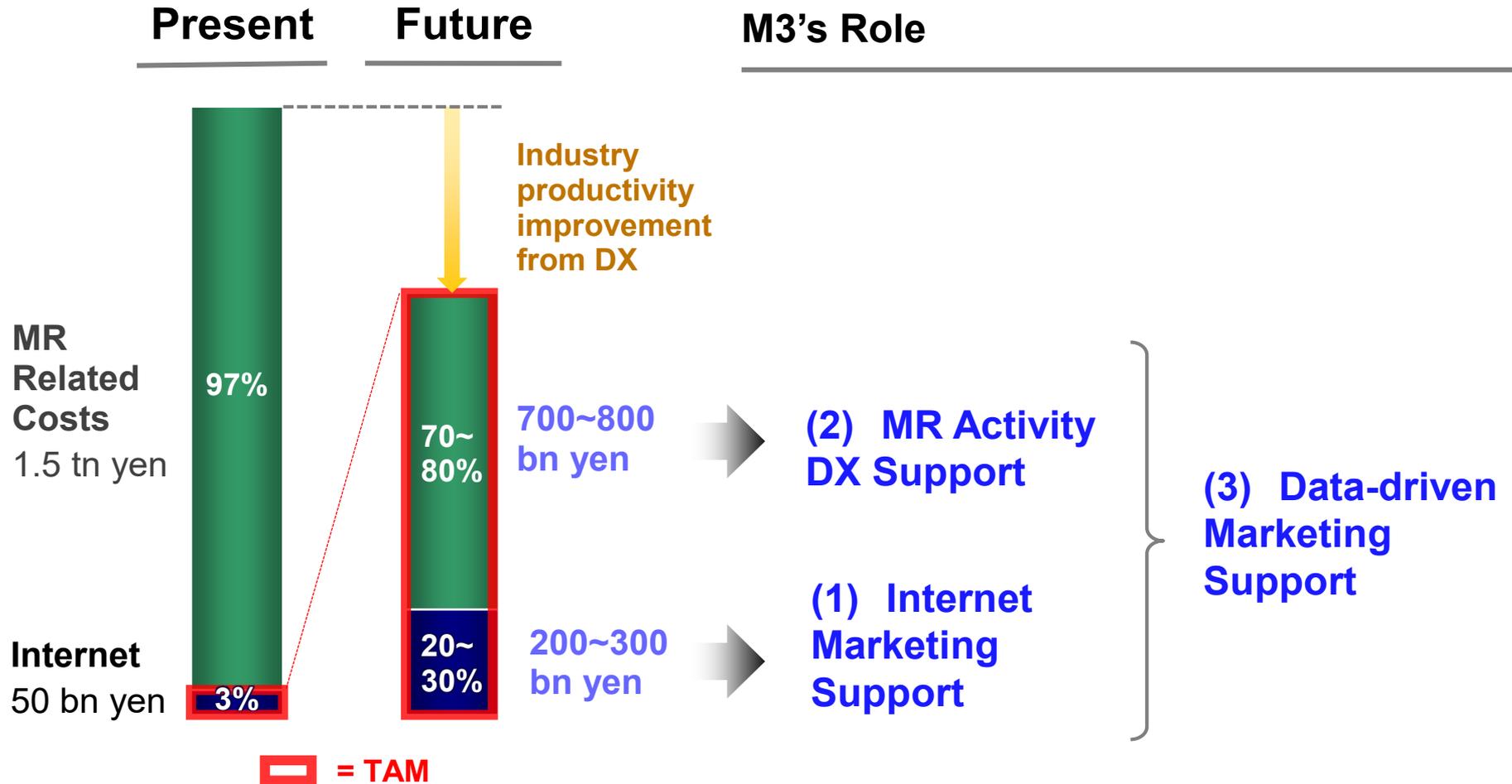
Growth Engine 1: Individual Business Development



4. Social Impact Creation → CSV

Pharmaceutical Sales & Marketing DX

Pharma Marketing Cost and TAM for M3



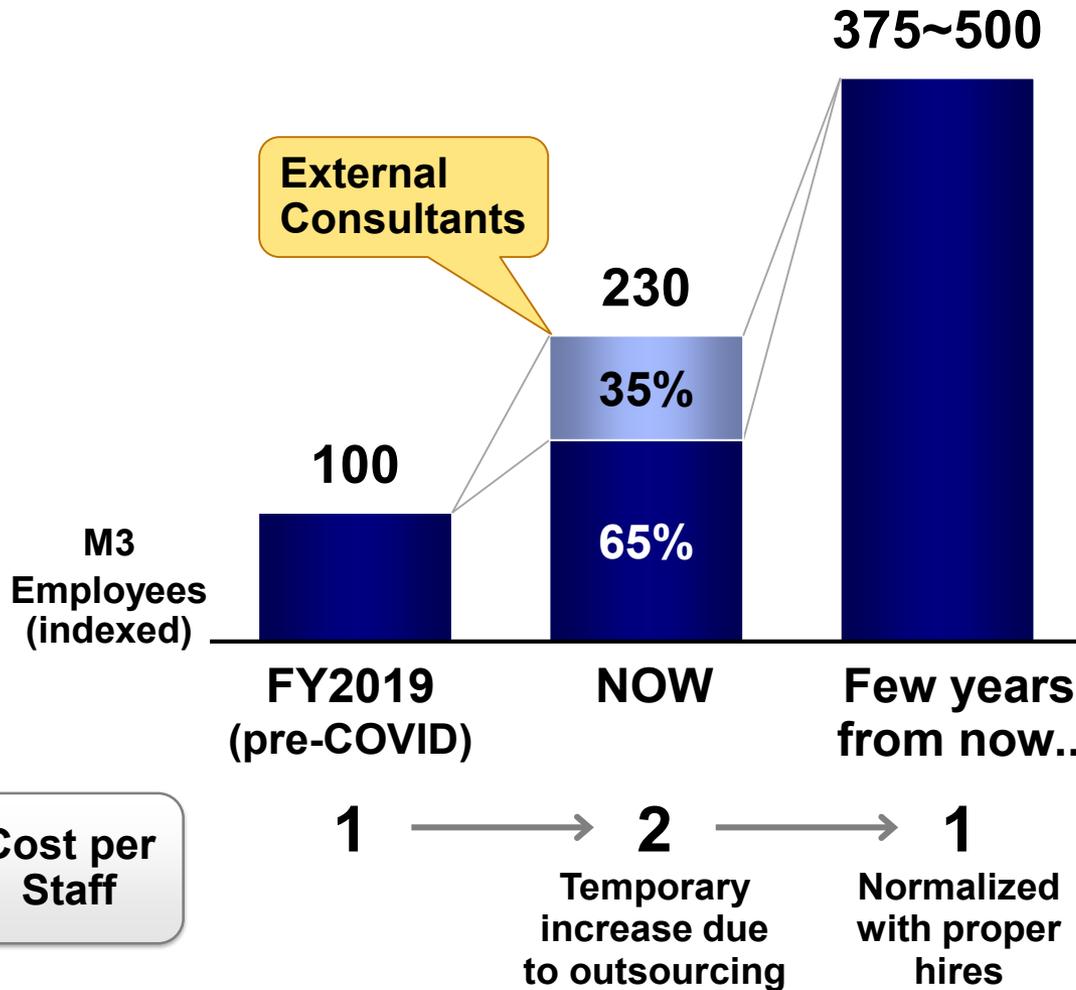
M3 involvement to go beyond the bounds on the internet to improve productivity across the entire industry

Service Scope Expansion

	Per Product Support		Firm-Wide DX Support
Theme	Efficient promotion	➔	Fundamental productivity improvement of the marketing and sales processes
Client	Product manager	➔	Top management
Service Coverage	Marketing per individual drug	➔	Optimization of marketing and sales of entire drug portfolio
Service Strategy	MR-kun, Web Conference, etc.	➔	Complete solution provision such as marketing strategy planning and resource allocation data
Contract Format	Contracts per product	➔	Comprehensive strategic alliances

 **Drastic structural reinforcement implemented to support pharmaceutical DX support... a new paradigm shift in collaboration with pharma companies**

Professional Staff Fortification Plan



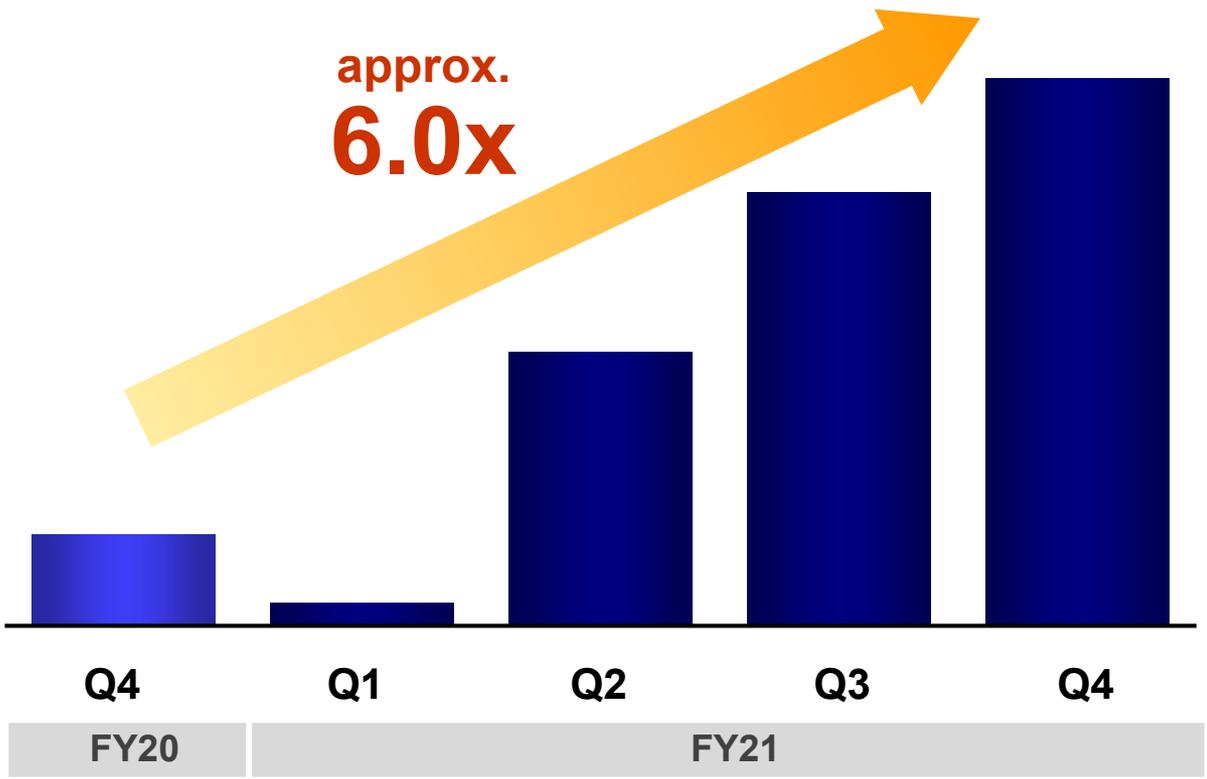
Staff Fortification Initiatives

- HR capacity increase
- Recruiter reinforcement (fee scale)
- New grad recruitment fortification
- Appeal potential M3 career paths and merit (skill acquirement, compensation, etc.)

 **Costs to remain flat as outsourced consultants are reduced.**

Hiring Progress of M3 Professionals

Number of Hires



Significant growth in hires as a result of internal and external fortification initiatives. Expecting further increase in and contribution from new hires next fiscal year.

Digital Marketing Business Review and Outlook

- Stabilization of FY20 year-end influx seen during COVID saw **FY21Q4 sales flat YoY**
- Steady **progress in structural DX** confirm **continued market expansion**
- As a key growth driver, **staff reinforcement initiatives** progressed favorably
- Full-scale contribution to business performance from staff fortification expected to **accelerate growth in FY22** (FY22 orders backlog **+25%** YoY so far)
- **Margins expected to recover** going forward as outsourced consultants are reduced in line with proper staff fortification

DX of the Clinical Scene

Potential in DX of Clinics

		<u>Current</u>		<u>Post DX</u>
Access		Long waiting time in lobbies	➔	Online reservations
Diagnosis		Offline	➔	Online/Offline Hybrid
Payment		Wait to pay at service desk	➔	Head straight home (digital payments)
Rx		Local pharmacy	➔	Delivered to home or office
Medical Records		Difficult access	➔	Review own health records online
Midnight Emergencies		Wait until next morning	➔	24/7 Online Service

 Advancement in DX of the clinical scene offers a complete renewal of the patient experience

Further DX through M3 Solutions

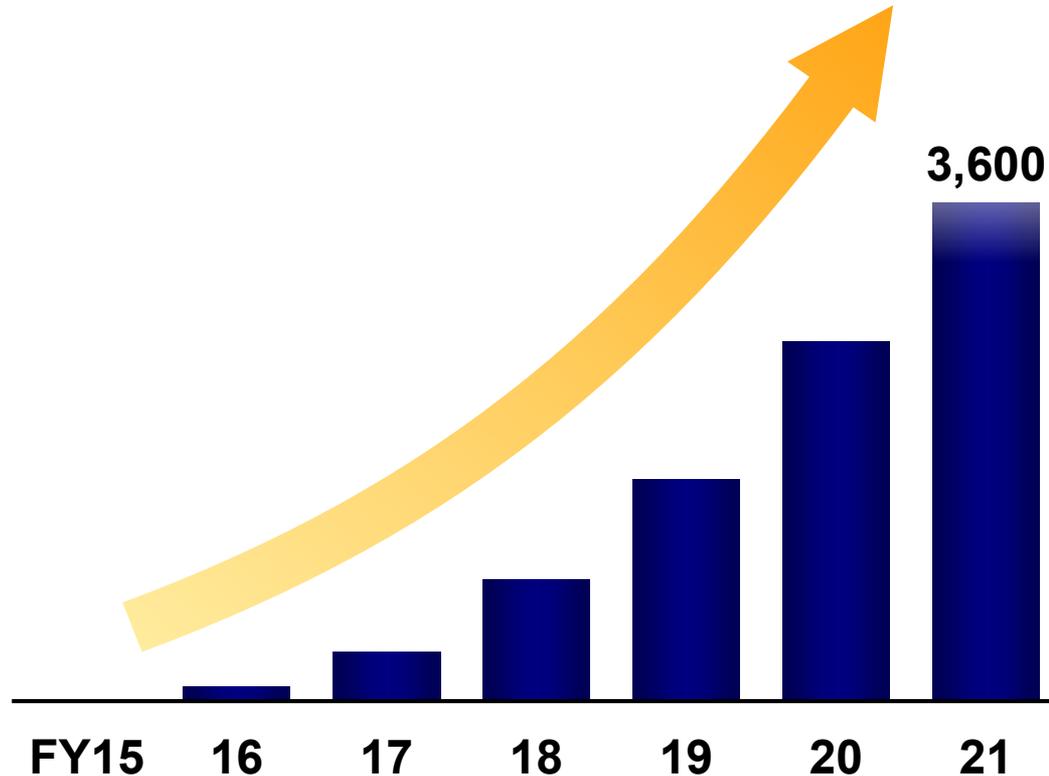


- Renamed as “M3 Solutions” (from “C.M.S”) as of April 2022 with newly appointed CEO, Rie Nakamura
- Expansion of DigiKar Smart launched in Oct. 2021, along with M3 DigiKar
- Fortification of sales structure to deliver extensive DX services to the clinical scene

 **Evolving from an EHR provider, to a company providing DX support for the clinical scene**

M3 DigiKar EHR Growth

Number of Sites Using M3 DigiKar

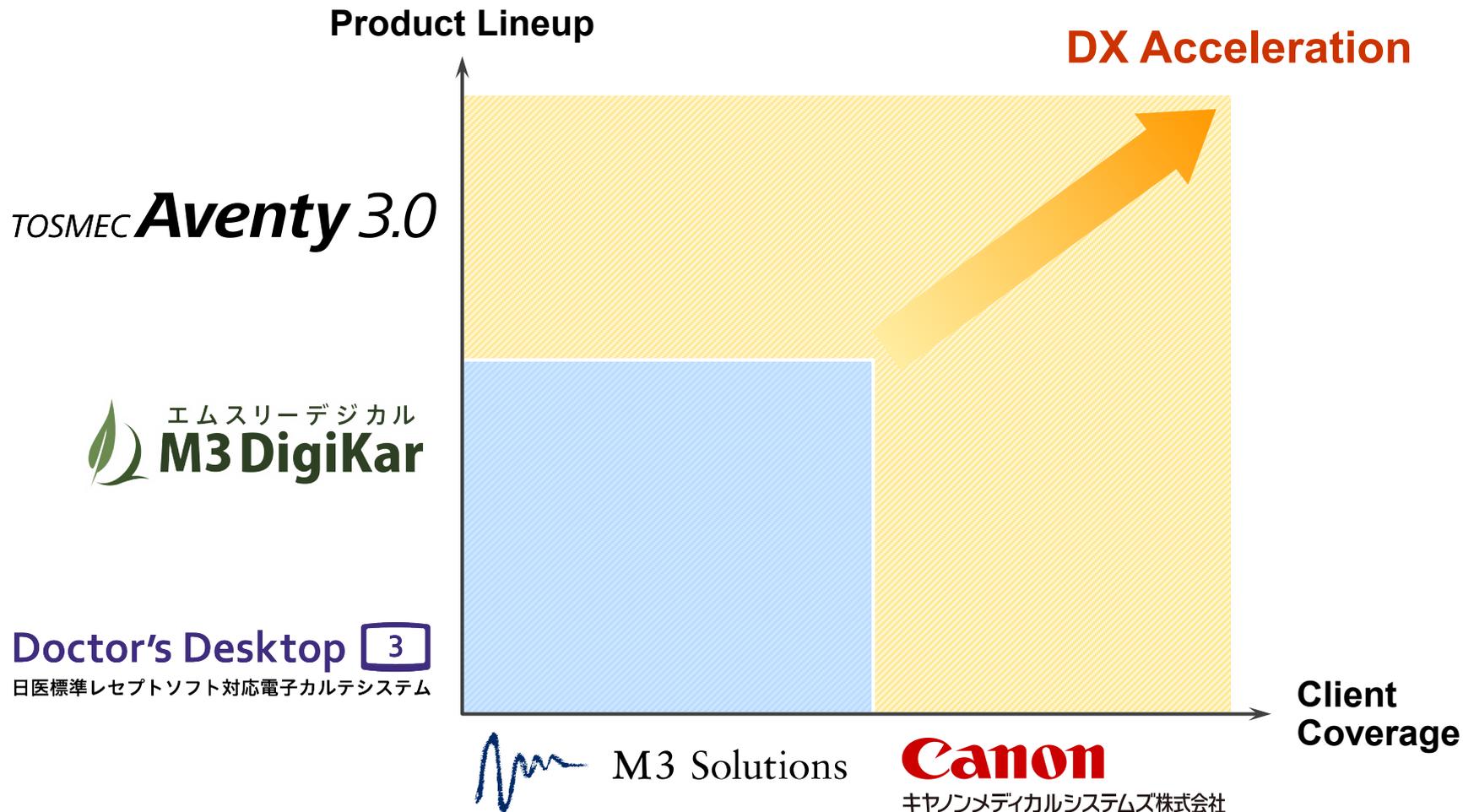


- Over 3,600 medical sites have adopted DigiKar
- No.1 in annual adoptions across both cloud and on-premise electronic health record systems

 **Incontestable #1 market share within cloud based digital health records, with over 90 million charts on record**

Acquisition of Clinic EHR Business

EHR Business Platform Fortification



 **Over 10,000 medical sites utilizing M3 and Canon's EHR and medical accounting services, further accelerating DX of clinics.**

DX of Medical Field: M3 DigiKar Smart

Medical Institutions: Managing System

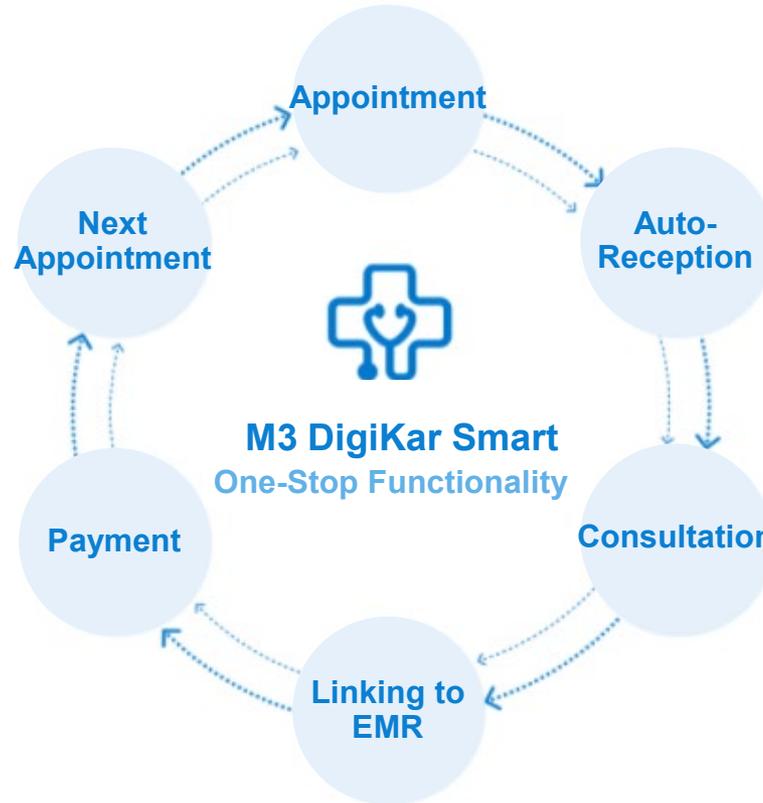


- Less reception work
- Less system costs
- Infectious disease control
- Facilitation of return visits and continuity of Care

Patients: Mobile App

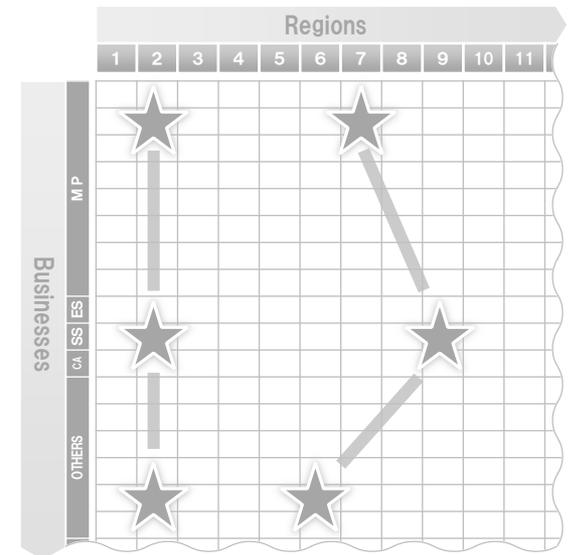
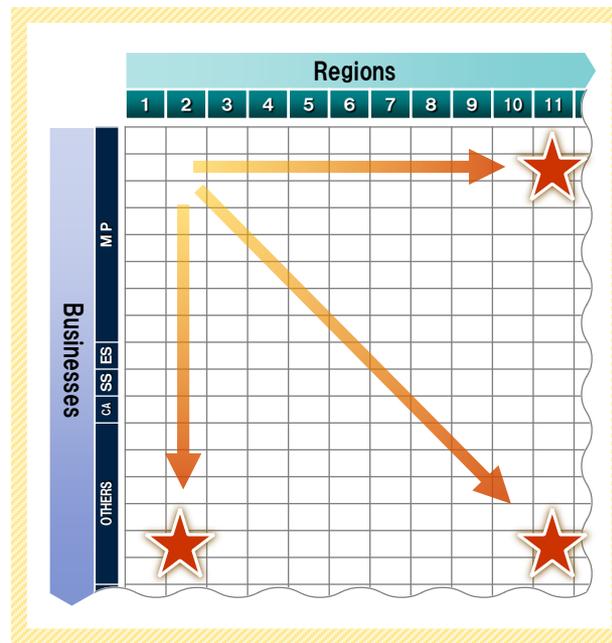
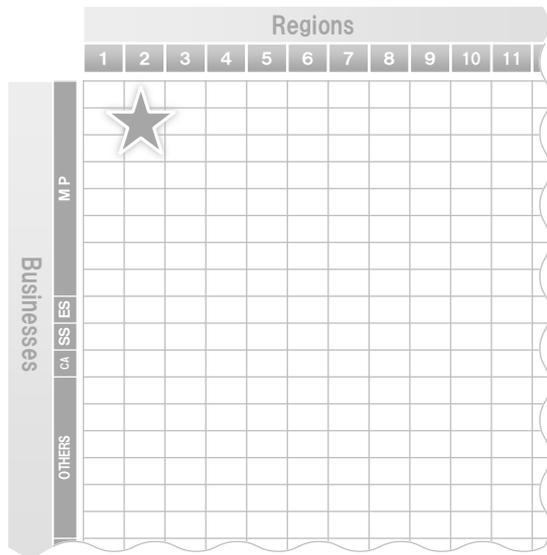


- No bulky patient cards
- Cashless payments
- Less wait time
- Treatment continuation with appointment reminders



 Full-scale launch via M3 Solutions, aiming for further sales expansion

Growth Engine 2: Ecosystem Expansion (Sagrada Familia)



4. Social Impact Creation → CSV

Establishment of JV with SONY: SapplyM

SONY

- Various technologies
 - ...PS5, AI, VR, sensing
- Entertainment expertise



M3, Inc.

- 310k doctor members(90+% coverage)
- Network, expertise, and business development strength within the healthcare industry

49%

51%



- Provide “solutions to increase the number of people who can live healthy and joyful lives through the creative use of advanced technology”
- Solutions business expansion through integration of medical expertise and technology
- First service launch: An at-home rehabilitation support system, “Reha-Katsu”

 **Creating new experiences and enhancing the well-being of patients through merging of assets across both firms.**

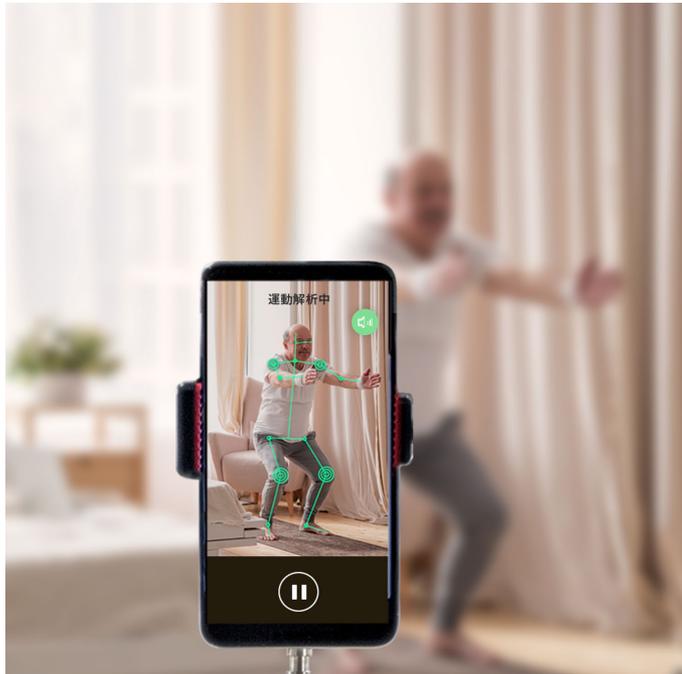
Home Rehabilitation Support Service “Reha-Katsu”

＼ ひとりできる！ ／

在宅リハビリ支援サービス



リハカツ



- Integrate M3's stroke rehabilitation center expertise with Sony's posture estimation and motion analysis technologies
- With on-line support from specialists, patients can enjoy rehabilitation at homes with no need to frequent a facility
- Targeted for stroke patients requiring nursing care and rehabilitation (1.23 million estimated patients)

Market Launch of Burn Treatment Device "RECELL"

RECELL Device



Spraying RECELL



- Feb 2022: gained Japanese regulatory approval
- FY22 H2: expected insurance reimbursement approval
- Radically improved prognosis compared to traditional skin grafting procedures for severe acute burns
 - Required donor skin reduced to 1/80 of burn area, vs. 1/2~1/4 with traditional methods
 - Minimized pain and scarring post-procedure
 - Significant reduction in time to treatment; the autologous cell suspension can be prepared in roughly 60 min. to be sprayed onto burn area

👉 Expected to provide an effective option for physicians in times of accidents, natural disasters or acts of terrorism.

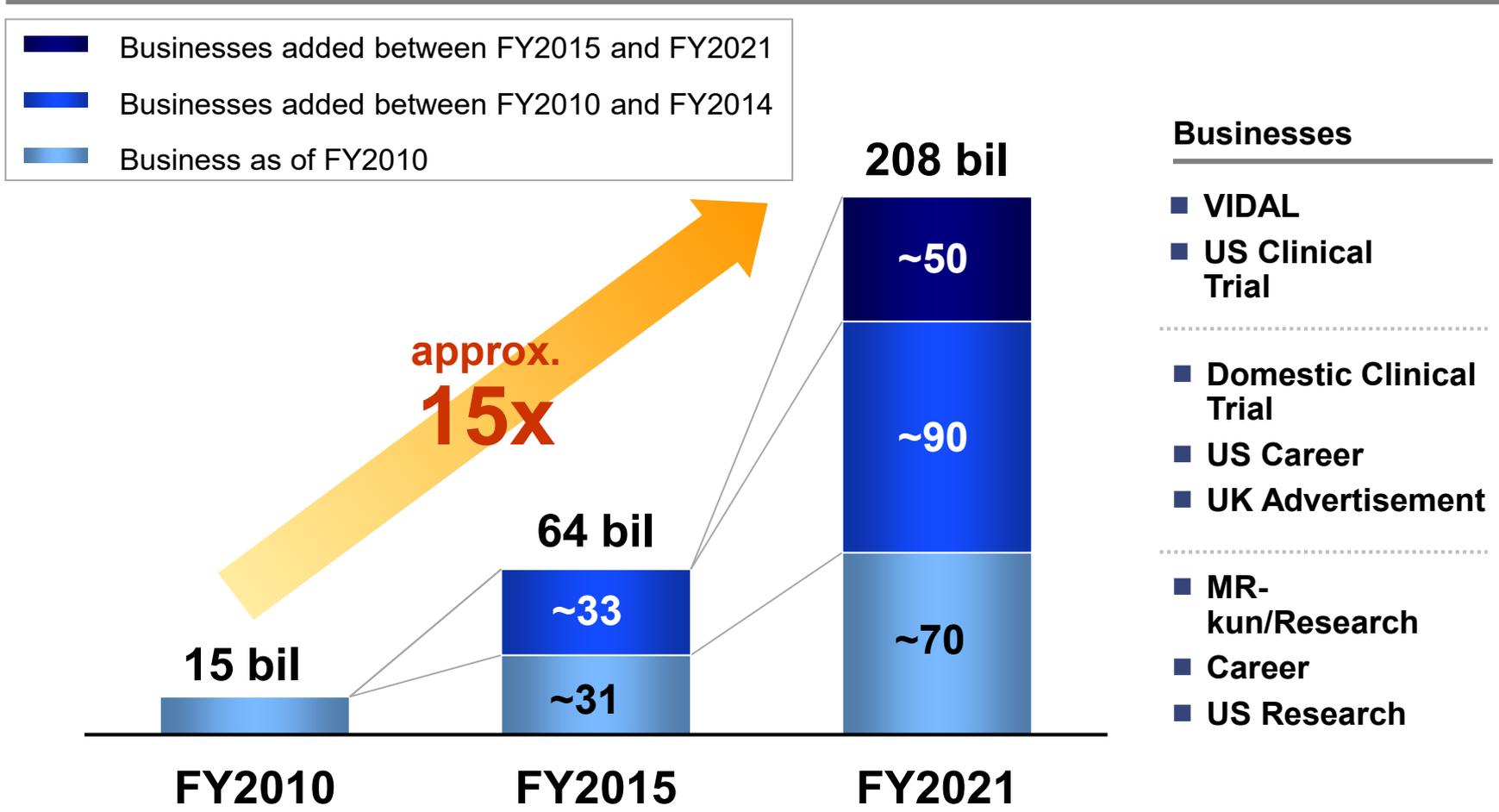
Business Scope Expansion and Growth Potential

	2010	2015	2020	2021
Country	: 3 →	8 (2.5x) →	11 (3.5x) →	15 (5.0x)
Business Types	: 6 →	15 (2.5x) →	35 (6.0x) →	36 (6.0x)
Business Units (Type x Country)	: 10 →	24 (2.5x) →	56 (5.5x) →	64 (6.5x)
Sales (bn)	: 14.6 →	64.7 (4.5x) →	169.1 (12x) →	208.1 (15.0x)

 **Aggressive M&A to ensue in reaching growth potentials exceeding 10~20x current levels...**

Growth Trend per Business Expansion Phases

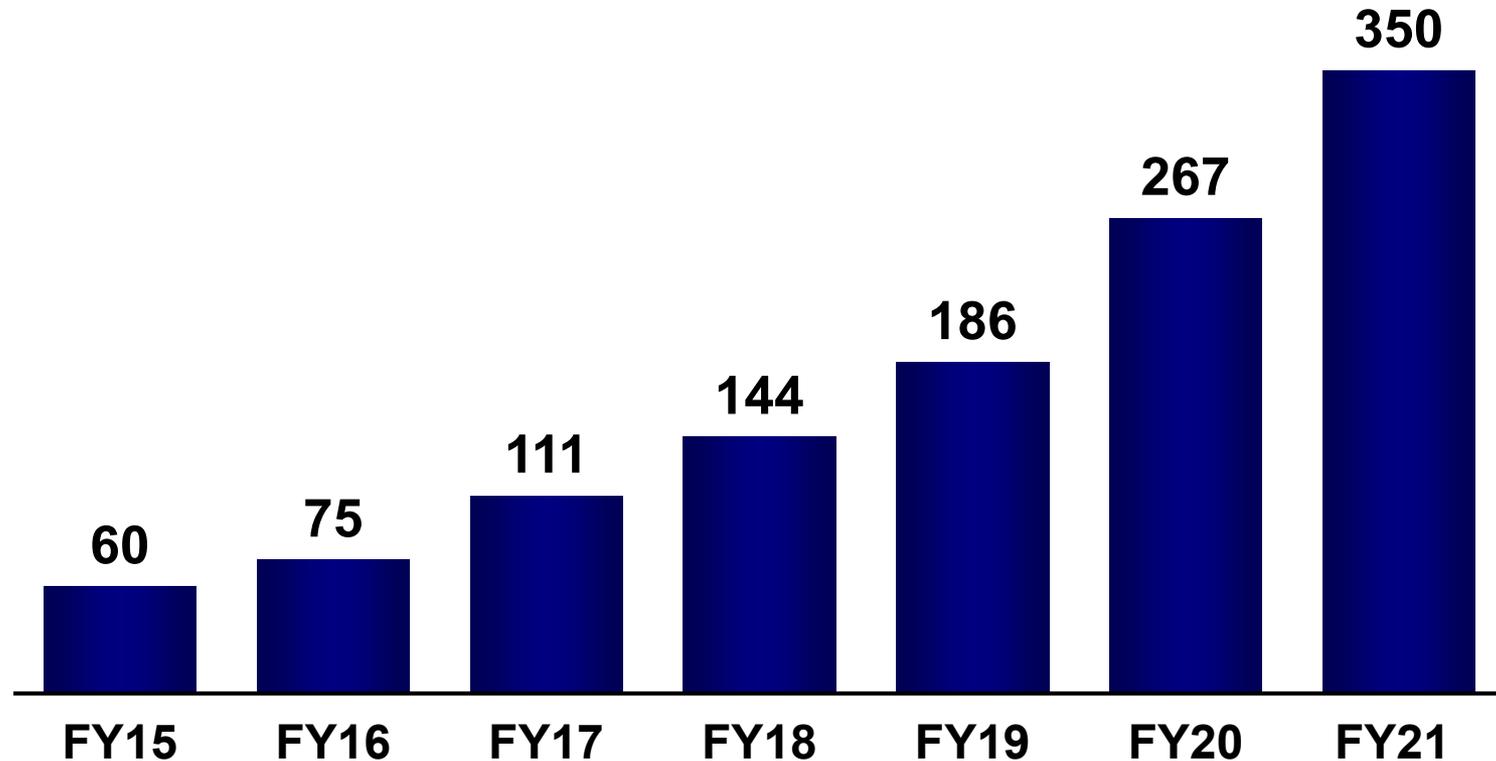
Sales Trend (JPY)



👉 2/3 of FY2021 sales were created from new businesses added after 2010, with further growth expected

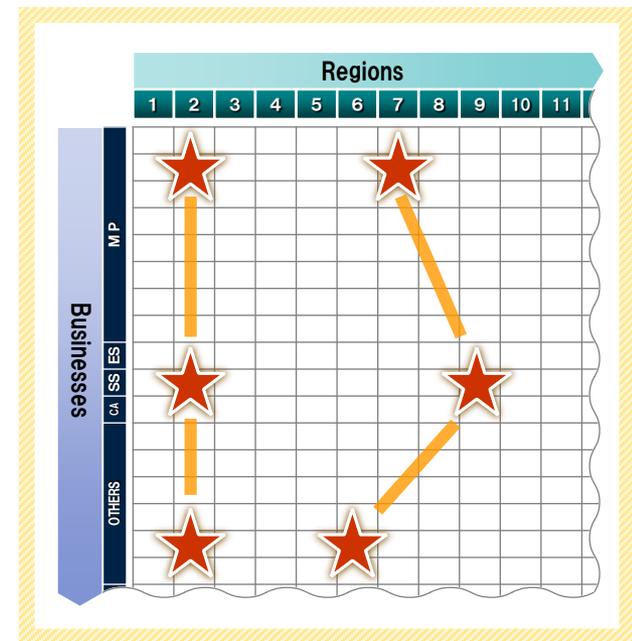
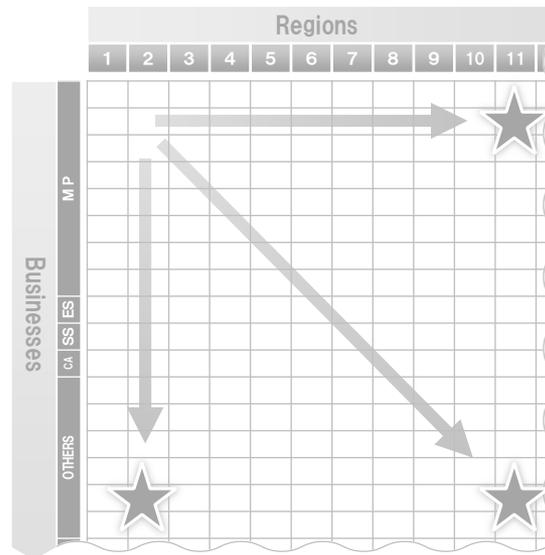
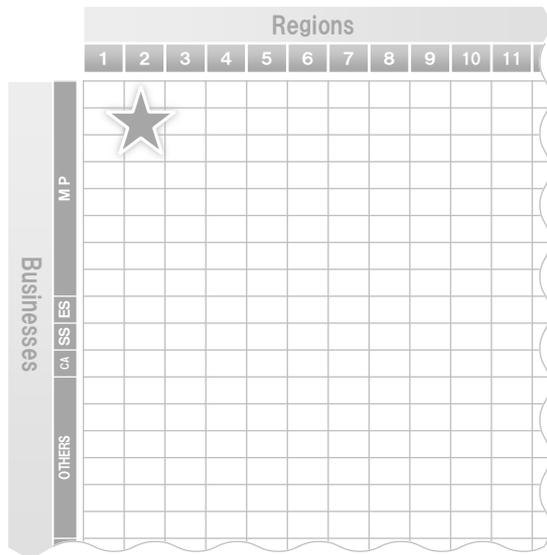
Increase in M&A

Number of Deals That Were Evaluated



M&A activity and pipeline continue rapid acceleration in line with business expansion. Number of executions and size are also increasing.

Growth Engine 3: Ecosystem Synergy Creation

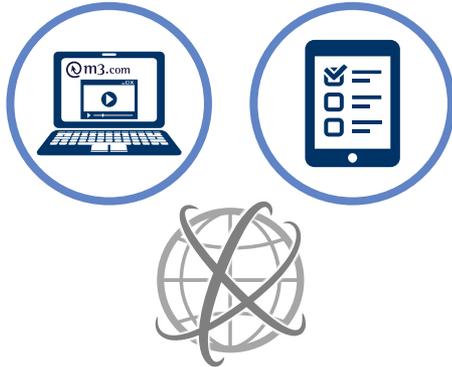


4. Social Impact Creation → CSV

M3's Paradigm Shift

Movement 1: 2000-2009

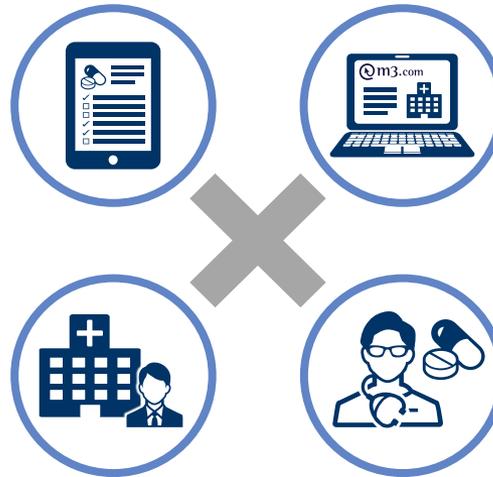
Internet Service



- **MR-kun Family**
- **Market Research**

Movement 2: 2010-2019

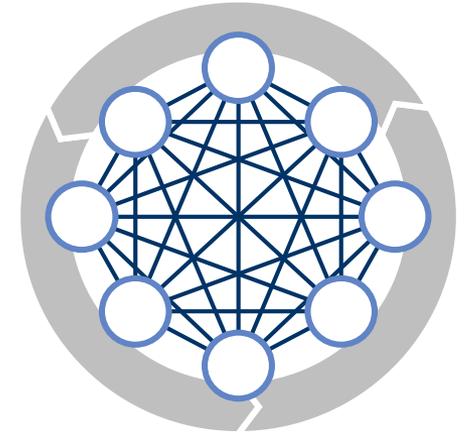
e x Real Operations



- **e-Clinical Trials**
- **M3 Career**
(Job placement for physicians)

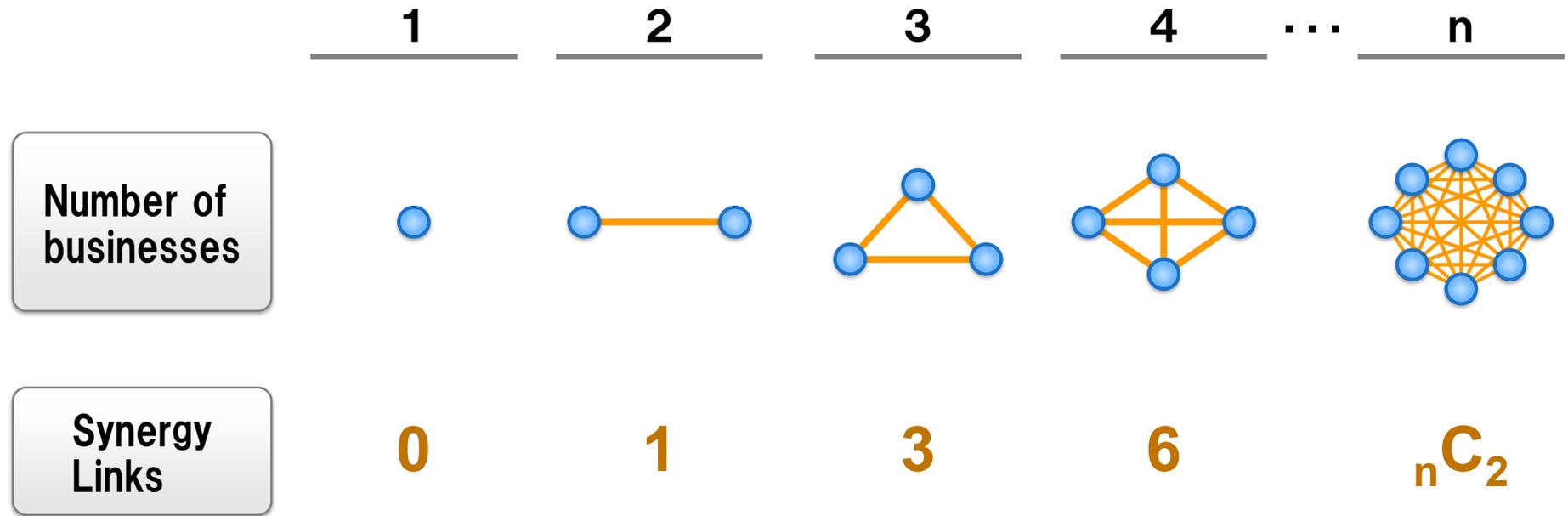
Movement 3: 2020-

Ecosystem Synergies



- **7P Projects**
- **Monetization through projects with autogenic synergy-generation**

Cross-Business Synergy Creation Potential

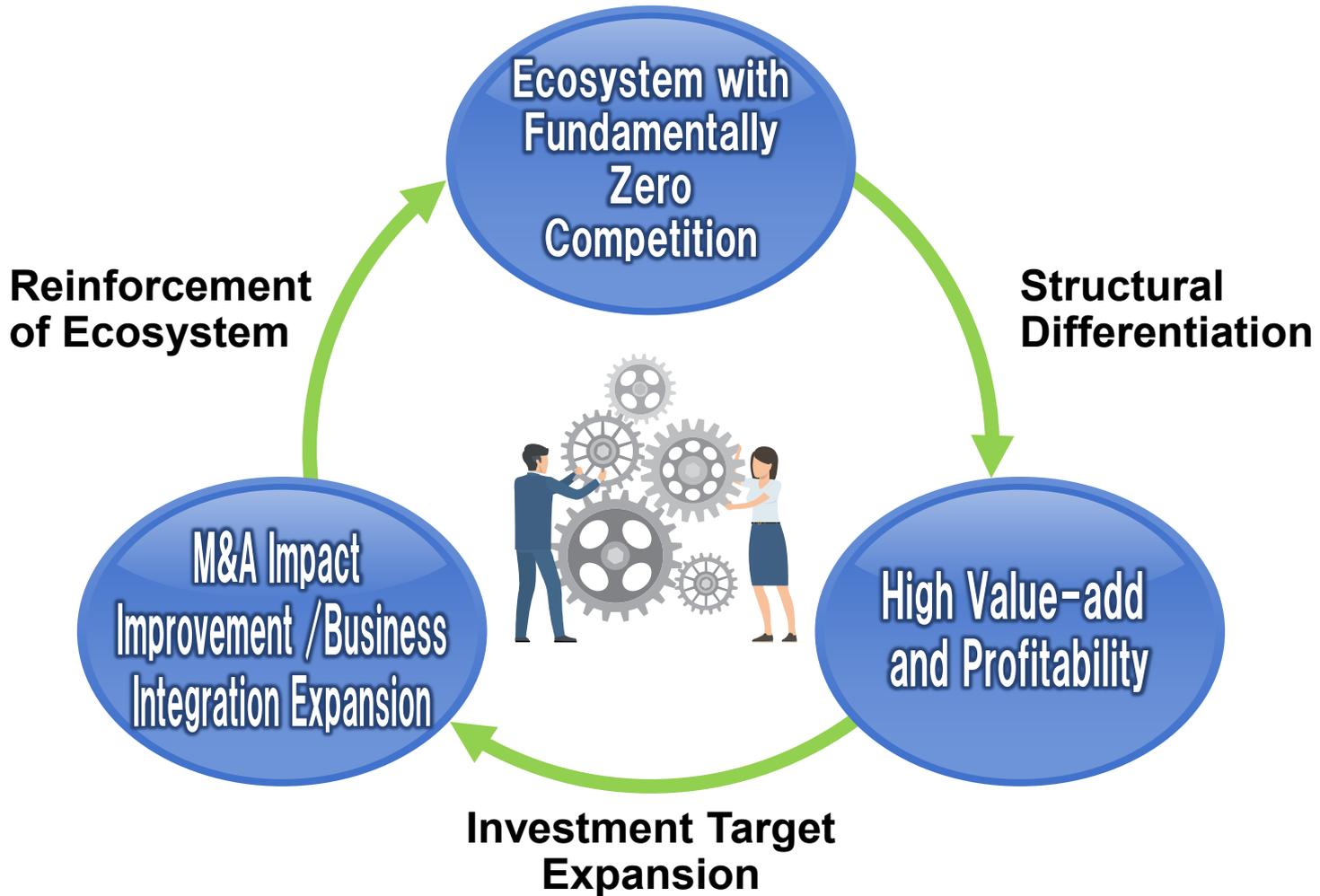


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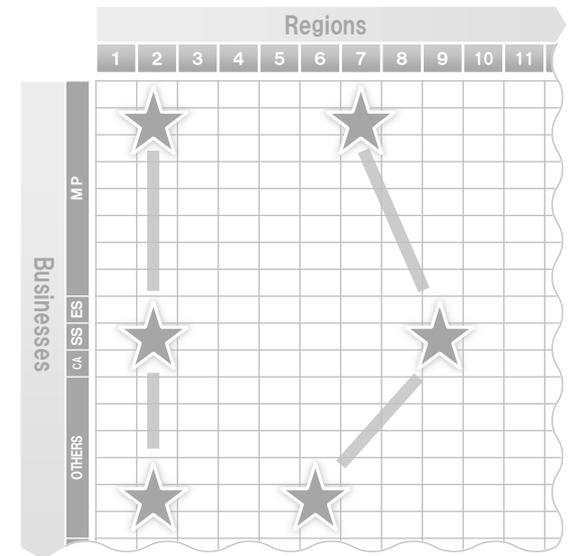
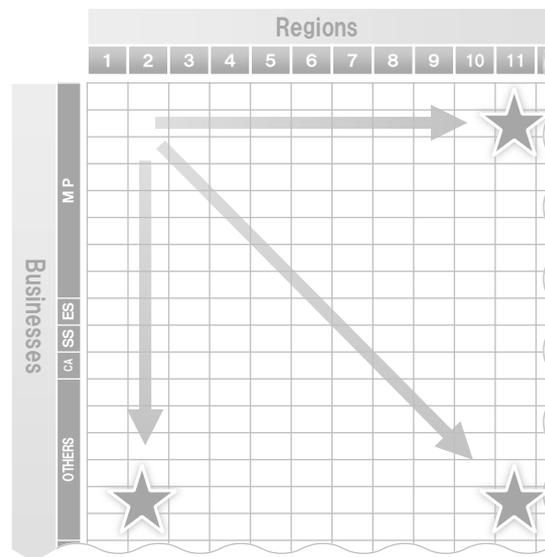
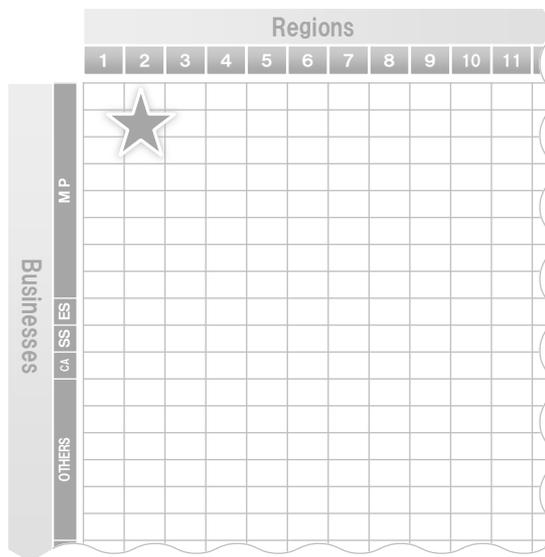
 Synergy potential between businesses: ${}_{64}C_2 = 2,016$

Ecosystem Synergy Creation Flow



👉 Self-reinforcing expansion cycle powered by superbly capable staff. Talent fortification structure development to further bolster cycle sustainability

4. Social Impact Creation → CSV



4. Social Impact Creation → CSV

COVID Vaccine and Treatment Related Initiatives

	Vaccine Administration		Clinical Trials
	Corporates 	Municipalities 	Medical Sites 
Japan	○ (168 corporates)	○ (201 municipalities)	○ (vaccines, treatments)
Overseas	×	×	○ (vaccines, treatments, boosters)

 Vaccine services to support 9.96 million administrations, along with support for development of drugs vaccines domestically and abroad. High probability of service demand for 4th round, boosters, and administration for children.

M3's CSV Impact for Patients



Online Visitation Support During COVID

“Menkai-kun” utilized at 105 sites, by over 250,000 patients and families

As of April 2022, since service launch

Professional Advice Provision for Health Concerns

Offering physician answers to daily health concerns; 300,000+ posted questions gathering over 75 million UU views annually

FY2021



Granting Wishes for Severely Ill Patients

26 wishes granted through the CaNoW program; over 1.5 million PVs of videos and articles documenting the grants

As of April 2022, since service launch in 2019

In-Office Time Reduction

Reduced approx. 23.7 million hours of in-office lobby wait-time for patients

FY2021; based on 24 million receptions



* CSV = Creating Shared Value

M3's CSV Impact for Medical Professionals

Information Provision for Medical Professional Members

9.2 million views via information delivery such as Webinars

FY2021



Medical Examination Support

Supporting medical examinations through management of information across 120 million electronic health records, domestically and abroad

As of FY2021

Productivity Improvement for Pharma Companies

Distribution of 110 million e-details = workload of 55,000 MRs (more than total number of MRs in Japan)

FY2021



 **Actualizing M3's mission across various areas, to reduce unnecessary medical costs and to support healthier lives using digital technologies... social contribution through business creation**

* CSV = Creating Shared Value

FY2022 Outlook

FY2022 Qualitative Outlook

Outlook

Driver 1: Individual Business Development

Medical Platform

- Expected growth from continued structural DX and staff fortification contributions to business performance
- Margins to improve with reduction of external consultants

+

Evidence Solution

- COVID and mRNA related studies to continue, with advancement in digitalization of clinical trials

+

Career Solution

- Core business expected to grow despite uncertainty surrounding vaccine related business

±

Site Solution

- Core business to further accelerate upfront investments for growth, profit may remain flat
- Lack of transparency surrounding vaccine related businesses with profits expected to decrease

-

Overseas

- Steady growth expected in all regions

+

(excluding China impact)

Driver 2: Ecosystem Expansion

- Healthy expansion expected (with EHR business acquisition already executed)
- Number and size of M&A evaluations to increase

+

Driver 3: Ecosystem Synergy Creation

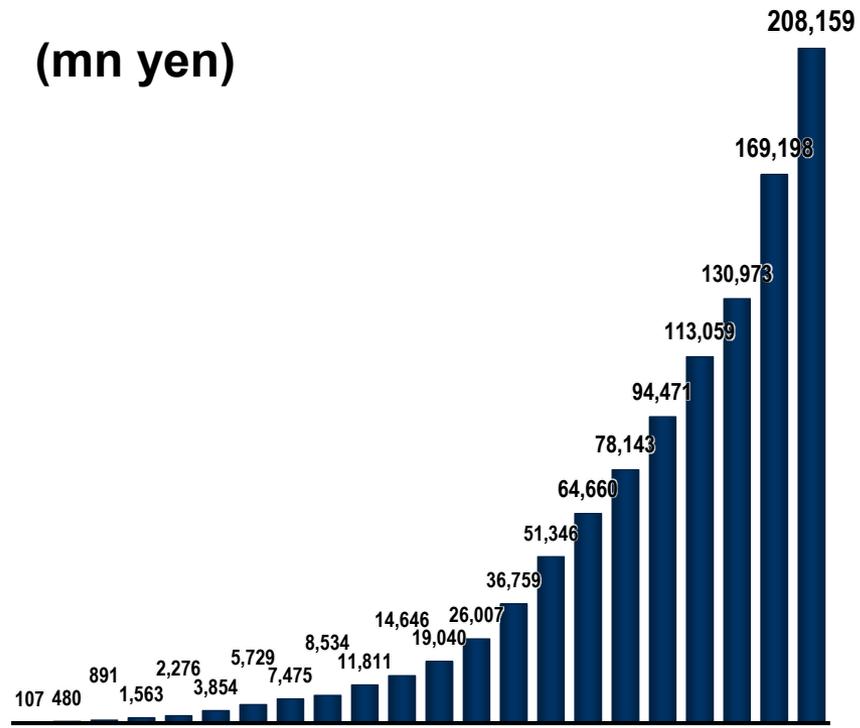
- Continued acceleration expected

+

Annual Results

Sales

(mn yen)

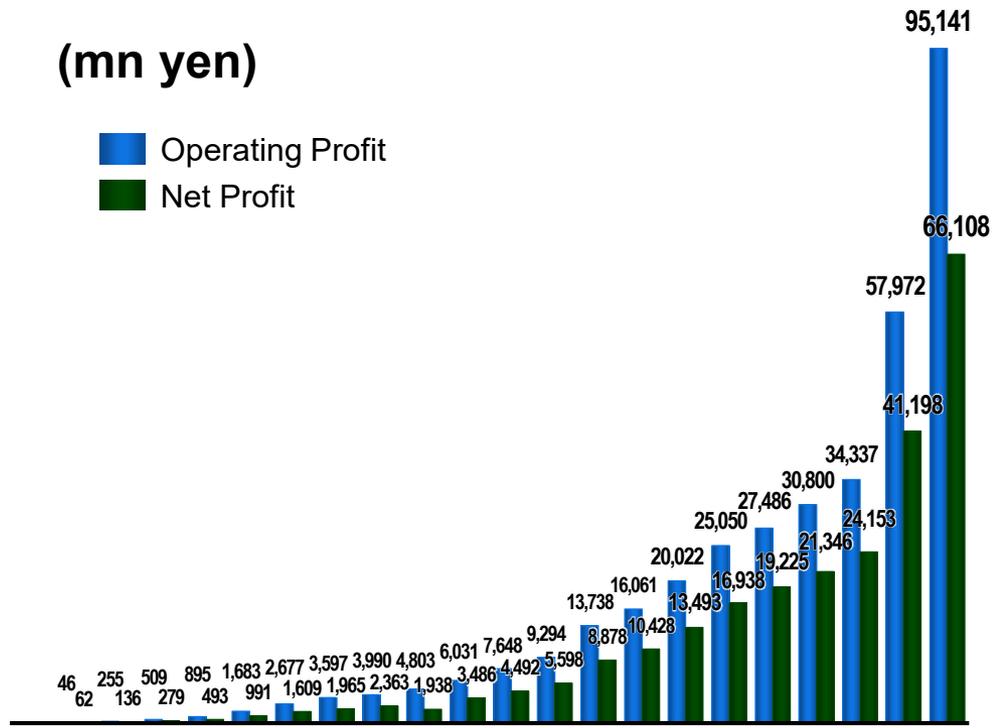


FY 00 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 (6m)

Operating Profit & Net Profit

(mn yen)

Operating Profit
Net Profit



-93 -93
FY 00 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 (6m)

👉 Forecasts were not given due to unpredictable variables. Will continue with a medium and long-term perspective and work towards the growth potential exceeding 10x the current level