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.
Current Business Situation and Outlook
### Overview

| Overall | Healthy consolidated Q3 cumulative results with sales at +19% and operating profit +24% yoy  
Q3 alone especially accelerated, with sales at +27%, and operating profit at +29% yoy |
| -------- | ----------------------------------------------------------------- |
| **MR-kun Family** | Q3 quarter sales were strong at +32% yoy with further penetration of various services  
Orders remain healthy for Q4 and next FY |
| **Career** | Establishing an invincible No.1 position in the industry for job placement of physicians and pharmacists  
Sales: 6.6 bn yen, +26% yoy; Op Profit: 2.2 bn yen, +19% yoy |
| **Evidence Solution** | Strength in orders received, and profitability of Neues acquired last year continues to improve  
OP grew +41% yoy, OP margins improved to 24%. |
| **Overseas** | Local ccy basis sales increased 32% yoy, and profits excluding M&A fees increased +12% yoy.  
Contribution from the completed Vidal acquisition is expected going forward |
MR-kun family will continue to grow, while profit growth contribution will be exceeded by other businesses.
Doctor Demand for On-Line Detailing

Q. What is the ideal ratio of online and offline product information (“details”) from drug companies?

A. According to 400 physicians, high demand for e-detailing from busy physicians that prefer on-demand and relevant information, without the limitations imposed by offline sales reps.

Source: M3 questionnaire to 400 physicians
Doctors spend the most time collecting information via the Internet. However, pharmaceutical firms operating in Japan spend the majority of their marketing budget on off-line sales rep related costs.

**Time Allocation of doctors collecting info**
- Internet: 39%
- Sales Reps: 17%
- Other (conferences, publications, etc.): 44%

**Marketing Budget Allocation of drug companies in Japan**
- Sales Reps: ~1.5 tril yen
- Other: ~100 bn yen
- Internet: ~ 20 bn yen

Source: M3 research, percentages are approximate
MR-kun Family’s Growth Potential in Japan

**Pharma CLIENTS**
- Currently: 30 Companies
- Full Potential: 30~35 Companies

**SALES per CLIENT**
- Currently: ¥400 mn
- Full Potential: ¥1 bn ~ ¥1.5 bn per client
  - Drivers:
    - # of products
    - # of opt-in MDs
    - Added value of contents

Growth Potential of 3~4x current levels

Broadening of usage across entire service line-up:
Average revenues from top 10 clients grew at approx. 21% YoY
### MR-kun Family Fee Structure (annual)

<table>
<thead>
<tr>
<th>Service Type</th>
<th>MR-kun Base &amp; Operation Fee</th>
<th>Detail Fee</th>
<th>Contents Production Fee</th>
<th>Other MR-kun Family Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Entry Level (one product)</strong></td>
<td>¥70 ~ 80 mn</td>
<td>¥20 ~ 40 mn</td>
<td>¥30 ~ mn</td>
<td>¥10 ~ mn</td>
</tr>
<tr>
<td><strong>Top 5 Clients (multiple products)</strong></td>
<td>¥70 ~ 80 mn</td>
<td>¥440 mn</td>
<td>¥100 mn</td>
<td>¥270 mn</td>
</tr>
</tbody>
</table>

**Contents**
- ¥100 per detail sent
- Production of customized detail contents

**Other MR-kun Family Services**
- Web Symposia, One Point eDetails, etc

**Calculations**
- **Entry Level**
  - Around ¥150 mn

- **Top 5 Clients**
  - The average of top 5 clients: around ¥900 mn
Q3 sales growth alone exceeded that of H1.
H2 on track for 2 bio yen in incremental growth yoy.
MR-kun Family

Platform Linked Business

Domestic

M3's Growth

Overseas

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Consolidated Sales Trend

(million yen)

FY03  FY04  FY05  FY06  FY07  FY08  FY09  FY10  FY11  FY12  FY13  FY14  FY15  FY16
1,563  2,276  3,854  5,729  7,475  8,534  11,811  14,646  19,040  26,007  36,887  51,346  64,660  56,310

MR-kun Family
Platform Linked Business
Overseas

FY16 FCT 75,000
## Business Segment Breakdown and Type

<table>
<thead>
<tr>
<th>Business Segments</th>
<th>Services</th>
<th>FY15 Sales</th>
<th>Business Type</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medical Portal</strong></td>
<td><strong>MR-kun Family</strong></td>
<td>13 bn yen</td>
<td><strong>MR-kun Family</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Career</strong></td>
<td>7 bn yen</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Research</strong></td>
<td>3 bn yen</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Other</strong> (Mr. Finder, AskDoctors, others)</td>
<td>3 bn yen</td>
<td></td>
</tr>
<tr>
<td><strong>Evidence Solution</strong></td>
<td></td>
<td>20 bn yen</td>
<td><strong>Platform Linked Business</strong></td>
</tr>
<tr>
<td><strong>Clinical Platform</strong></td>
<td></td>
<td>3 bn yen</td>
<td></td>
</tr>
<tr>
<td><strong>Sales Platform</strong></td>
<td></td>
<td>1 bn yen</td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong> ( iTicket, hospital support, others)</td>
<td></td>
<td>2 bn yen</td>
<td></td>
</tr>
<tr>
<td><strong>Overseas</strong></td>
<td></td>
<td>14 bn yen</td>
<td><strong>Overseas</strong></td>
</tr>
</tbody>
</table>
Total revenue of platform-linked businesses in FY2016 is expected to exceed 40 billion yen. New projects pipeline includes 10 to 20 business ideas with plans including overseas development.
“Making use of the Internet to increase, as much as possible, the number of people who can live longer and healthier lives, and to reduce as much as possible, the amount of unnecessary medical costs.”

Evolution via MR-kun for pharmaceutical e-Marketing - *Engine #1*

Evolution via Mr. Finder for pharmaceutical e-R&D - *Engine #2*
Mr. Finder dramatically outpaced competitors both by number and speed in enrolling cases for a particular Endocrinology trial.

Expedited enrollment of motivated physicians and patients compared to other SMOs.
## Shift to e-Clinical Trials

**Group-wide approach to promoting and accelerating internet based drug development**

### Theme

1. **Shift to e-SMO**
   - Site Selection
   - Feasibility Study, etc

2. **Shift to e-CRO**
   - Monitoring
   - EDC, etc

3. **Shift to e-Infrastructure**
   - Utilization of electronic medical records, etc

### Operation

<table>
<thead>
<tr>
<th>Theme</th>
<th>Operation</th>
<th>M&amp;A Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shift to e-SMO</strong></td>
<td>e-SMO</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>CLINICAL PORTER</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>NEUES</td>
<td>2015/4</td>
</tr>
<tr>
<td><strong>Shift to e-CRO</strong></td>
<td>Contract Research Organization</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>Mobix</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>MIC</td>
<td>2012</td>
</tr>
<tr>
<td><strong>Shift to e-Infrastructure</strong></td>
<td>CMS</td>
<td>2012</td>
</tr>
</tbody>
</table>

### M&A Timing

- 2011
- 2009
- 2015/4
- 2014
- 2009
- 2012
- 2012
Orders backlog increased 3 bn yen to 28bn yen since Sep-end, with corresponding increases in headcount as upfront investment.

OP margin rose to 24% with backdrop of healthy orders expansion.

Neues, an SMO acquired in April 2015, posted 400 million yen in profits.
Sales and profit grew due to successful integration and improved productivity of newly-hired staffs’

FY2016 should see continued traction from job placement for physicians.

*Excludes Anestation M&A fees
Number of Physician Members and Panelists (Global)

(thousand)

4+ million members worldwide

Other Nations
(M3 Global Research, MDLinx, Russia)

Korea (Medigate)

India (Health Impetus)

China (Medlive)

France, Germany, Spain (VidalGroup)

U.K. (Doctors.net.uk)

Japan (m3.com)

U.S.A (MDLinx + PDR)

Over 4 million physicians utilize M3’s global platforms

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Expansion of U.S. Career Services

- Operation size over doubled yoy due to expansion of existing businesses as well as contribution from M&As
- Synergies with MDLinx, the U.S. web portal designed for physicians, is expected to improve sales and profitability
- Expansion of services such as executive physician and nurse placement being considered

A new US driver with a faster initial growth rate than M3 Career in Japan, and a much larger addressable jobs market overall.
China: Membership Expansion

Number of Physician Members in China

(thousands)

- Marketing services for drug companies starting with MR-kun, and marketing research services showed steady growth
- MR-kun is now being utilized for 28 drugs across 9 pharmaceutical companies

Over 1.5 million physicians members, covering the majority of doctors in China
Sales and Profit Trend of Overseas

(million yen)

- Broader business scope in US, UK, and China
- MR-kun launched in the U.K.; contracts signed with multiple pharma companies
- Local currency basis yoy growth ex M&A fees:
  - Sales: +32%
  - Profit: +12%
M3 Group’s Business Strategy
Strategic Change in Business Development

New Service Development in the Medical Internet Sector
(2000~2010)

- Approach: Internet
- Service Coverage: Web-based eTools
- Potential Business Domains: ~10
- Profitability: High profitability (Mid absolute profit)
- M&A: Small

Internet-Powered PE Style Business Expansion in Healthcare Industry
(2011~)

- Approach: Internet + Real Operations
- Service Coverage: Entire Value-Chain
- Potential Business Domains: 30 ~ 50 (~ 200 including overseas)
- Profitability: High absolute profit (Mid profitability)
- M&A: Medium ~ Large

M3 is uniquely positioned to transform the health care industry via its
1) Platform 2) Industry Expertise and 3) Human Resources (management and engineering)
M3 is Just Getting Started
FY2016 Q3 Consolidated Cumulative Results

(million yen)

<table>
<thead>
<tr>
<th>Sales</th>
<th>Operating Profit</th>
<th>Pretax Profit*</th>
<th>Net Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>47,391</td>
<td>56,301</td>
<td>15,031</td>
<td>15,087</td>
</tr>
<tr>
<td>FY15 Q1-Q3</td>
<td>FY16 Q1-Q3</td>
<td>FY15 Q1-Q3</td>
<td>FY16 Q1-Q3</td>
</tr>
<tr>
<td>+19%</td>
<td>+24%</td>
<td>+24%</td>
<td>+23%</td>
</tr>
</tbody>
</table>

*Foreign currency denominated loans to overseas group companies caused foreign exchange losses of 281 million yen
## FY2016 Consolidated Results by Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2015 Q1-Q3 Sales (million yen)</th>
<th>FY2016 Q1-Q3 Sales (million yen)</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Portal</td>
<td>18,660</td>
<td>22,467</td>
<td>+20%</td>
</tr>
<tr>
<td></td>
<td>11,179</td>
<td>12,650*</td>
<td>+13%</td>
</tr>
<tr>
<td>Evidence Solution</td>
<td>14,737</td>
<td>16,502</td>
<td>+12%</td>
</tr>
<tr>
<td></td>
<td>2,777</td>
<td>3,912</td>
<td>+41%</td>
</tr>
<tr>
<td>Overseas</td>
<td>10,104</td>
<td>11,250</td>
<td>+11% ***</td>
</tr>
<tr>
<td></td>
<td>1,373</td>
<td>1,195**</td>
<td>-13% ***</td>
</tr>
<tr>
<td>Clinical Platform</td>
<td>1,989</td>
<td>2,053</td>
<td>+3%</td>
</tr>
<tr>
<td></td>
<td>119</td>
<td>125</td>
<td>+5%</td>
</tr>
<tr>
<td>Sales Platform</td>
<td>978</td>
<td>1,076</td>
<td>+10%</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>77</td>
<td>approx. 6 x</td>
</tr>
<tr>
<td>Others</td>
<td>1,731</td>
<td>3,933</td>
<td>+127%</td>
</tr>
<tr>
<td></td>
<td>377</td>
<td>666</td>
<td>+77%</td>
</tr>
</tbody>
</table>

* M&A fees for Anestation totaled 42 million yen
** M&A fees from India and Vidal deals totaled 161 million yen
*** Overseas segment results in local currency basis: Sales +32% yoy, Profit:+12% yoy
Upfront Investment Costs for Future Growth

(million yen)

- M&A Fees: 231
- m3.com Revitalization Investment: 261
- Recruiting & Training Fees: 650
- Productivity Time Lag of New Staff: 635

Total: 1.1 ~ 1.8 bn yen

Special costs incurred in anticipation of future growth dampened profits by 1.1 ~ 1.8 bn yen over the past three quarters. Aggressive upfront investment to continue.
Annual Results & Forecast for FY2016

Sales

(mn yen)

Operating Profit & Net Profit

(mn yen)

FCT

FY

00
01
02
03
04
05
06
07
08
09
10
11
12
13
14
15
16

IFRS

IFRS

IFRS

IFRS

* Extraordinary profit from acquisition of MPI: 1,034 mn yen

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Creating New Value in Healthcare

M3

Medicine
Media
Metamorphosis

Healthcare sector is enormous…

- Japanese national spending on medical services is approximately ¥33tn (¥50tn including peripheral businesses)
- Equivalent to 10% of Japanese GDP
- Sector controlled by only 290,000 physicians (0.2% of the national population)

Aim to create new value

- Provide solutions within the healthcare sector
- Provide new and unique business models
- Specialize in niches areas that provide opportunity for high value creation and high profits in order to boost enterprise value