

# Ping An Group Investor Day Healthcare Ecosystem

平安集团投资者开放日  
医疗生态圈

2020.9.22



09:00 – 12:00

- 1 09:00 - 09:40 Ping An Healthcare Ecosystem 平安医疗生态圈
- 2 09:40 - 10:20 Ping An Good Doctor 平安好医生  
Tea break 茶歇
- 3 10:40 - 11:20 Ping An Smart Healthcare 平安智慧医疗  
11:25 - 12:00 Q&A 问答

# 01

## Ping An Group Healthcare Ecosystem 平安集团医疗生态圈





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陈心颖

Group Co-CEO

平安集团联席首席执行官

# Huge Market Potential

## 市场潜力巨大

### Significant healthcare market potential

- Huge market size: Expected to grow from RMB 6trn in 2019 to RMB 16trn in 2030
- Significant demands from key stakeholders
- Supportive regulatory environment

### 医疗健康市场潜力巨大

- 市场规模巨大：预计2019年到2030年将从6万亿增至16万亿人民币
- 医疗生态圈各方需求显著
- 有利的政策监管环境

### Ping An Group Healthcare ecosystem has significant synergies

- Patient + Provider + Payor synergies
- Government Access + Technology synergies
- Insurance + Healthcare synergies

### 平安集团医疗生态圈战略协同显著

- 用户+医疗服务提供方+支付方
- 政府+科技
- 保险+医疗健康

### PAG is a leading healthcare player in China, with unique advantages compared with insurance and internet companies

- Largest online healthcare user portal
- One of largest offline network of medical providers
- Leading healthcare technology capabilities

### 平安是中国领先的医疗健康企业，与保险公司和互联网公司相比竞争优势巨大

- 最大的互联网医疗流量入口
- 领先的线下医疗服务提供方网络
- 领先的医疗科技水平

# Market: Driven by ageing population, consumer affluence & policy support

受人口老龄化、居民收入增长和政策鼓励驱动的庞大市场



**Ageing Population**  
人口老龄化

**12.6%**

People of >65 years old<sup>1</sup>  
65岁以上人口占比



**Consumer Affluence**  
居民收入的增长

**9%**

Expected YoY growth of  
disposable income  
未来5年人均可支配收入年  
增长

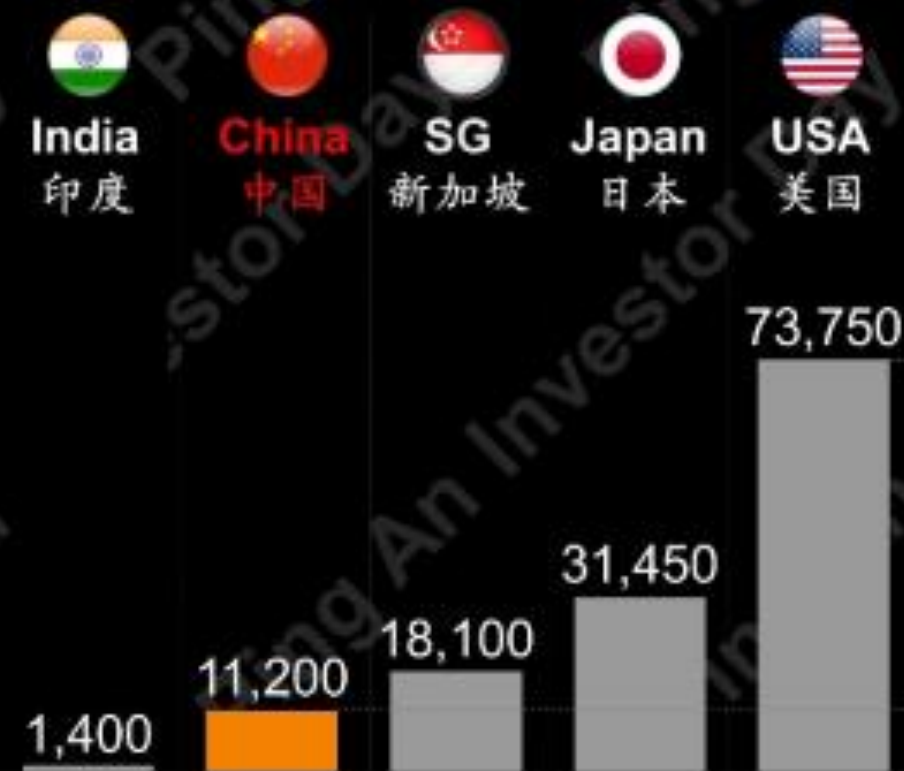


**Policy Support**  
政策鼓励

**"Healthy  
China 2030"**

As national strategy  
“健康中国2030”已上升为国  
家战略

Healthcare spending per capita  
(RMB, 2018)  
人均医疗健康支出(人民币, 2018)



China total healthcare expenditure  
(RMB)  
中国医疗健康总支出(人民币)



1. Global standard of ageing problem: >7% of the population is above 65 years old 人口老龄化国际标准: 65岁以上人口超过人口总数7%

# Healthcare ecosystem stakeholders face significant pain points

医疗生态中各方的痛点凸显



**Government**  
政府



**Patients**  
居民



**Providers**  
机构



**Physicians**  
医生



**Payors**  
支付方

# Government: Significant task to achieve China 2030 Health aspiration

政府需要协助来实现健康中国2030的愿景

Market potential 潜在目标市场

## Goals and Aspiration

目标及愿景

- Life expectancy reaching 79 by 2030  
2030年人均预期寿命达到79岁
- Healthcare sector to be economic pillar  
健康产业成为国民经济支柱性产业
- Improve healthcare service mechanism  
促进健康的制度体系更加完善



**Providers 机构** (hospitals / clinics 医院及诊所)  
~1mn ~100万



**Physicians 医生**  
3.8mn doctors 380万医生  
4.4mn nurses 440万护士



**Pharma 医药**  
180k medicine SKU 18万种药品



**Diseases 疾病**  
88% deaths from chronic diseases  
88%死亡由于慢性病

Lack of systematic and efficient supervision  
缺乏系统化、高效监管

Large shortage of general practitioners  
全科医生缺口大

Severe over-prescriptions / unnecessary medications  
过度治疗问题严重

Low awareness of diseases  
疾病知晓率低



# Providers: Under significant stress to provide quality services

机构：服务压力大

# of Providers (2019)  
机构数 (2019)

# of Total Visits (Mn, 2019)  
机构诊疗总人次 (百万人次, 2019)

Tier III hospitals 三级医院

2,582  
(0.3%)

1,937  
(23%)

Tier II hospitals 二级医院

9,061  
(0.9%)

1,269  
(15%)

Tier I hospitals and below  
一级及未定级医院

21,482  
(2.2%)

430  
(5%)

Primary institutions 基层机构  
Clinic, community health  
centers 诊所、社康中心

945,171  
(96.6%)

4,726  
(57%)

## Resources mismatch 资源配置错

23% of total patients are hospitalized at Tier III (0.3% of all) hospitals  
小病大治，大病远治，23%病人集中在0.3%三级医院

## Lack of primary care capabilities 基层能力弱

Aged equipment, lack of accessibility to quality services  
设备老化、缺医少药、医护资质差，群众信任感不足

## Lack of integrated data infrastructure 数据孤岛多

Social Health Insurance policies vary across 300+ different cities, leaving  
city level data disconnected  
300+不同城市的医保政策差异大，数据未贯通

# Patients: Inconvenient and expensive medical services

居民：看病难、看病贵



**~1Bn** sub-health<sup>1</sup> population

**~10亿** 亚健康<sup>1</sup>人群

**400Mn+** patients with chronic diseases

**4亿+** 慢病患者

**4Mn** patients with critical illnesses<sup>2</sup>

**400万** 重疾患者<sup>2</sup>

**~250Mn** people >60 years old

**~2.5亿** 60岁以上老人

**Long waiting time**

非诊时间长

**3hours**

**3小时**

**Waiting time**

就医等待

**5min**

**5分钟**

**Actual consultation**

实际就诊

**Expensive treatment**

医院看病贵

**2-3x**

**2-3倍**

**Retail prices higher than ex-factory price (medicine)**

药品终端价格高于出厂价

**60%**

**Non-necessary medications rate**

非必要用药比例高达

**Inconvenience in Social Health Insurance**

医保便利差

**Online**

**线上**

**Difficult to settle Social Health Insurance payment online**

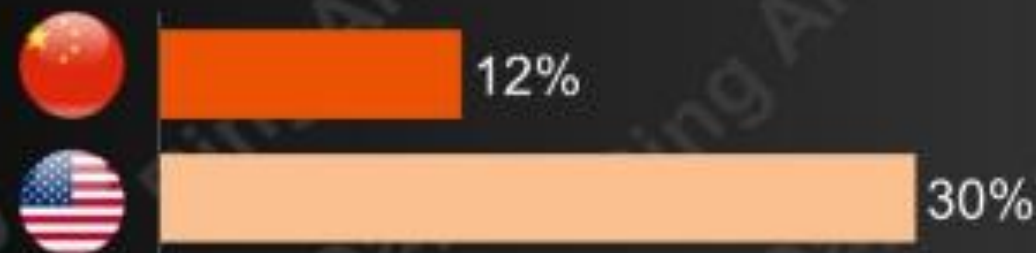
医保线上支付难

# Physicians: Insufficient medical staff support & sub-standard medical care quality

医生：医护人员不足，且基层医疗水平专业性欠佳



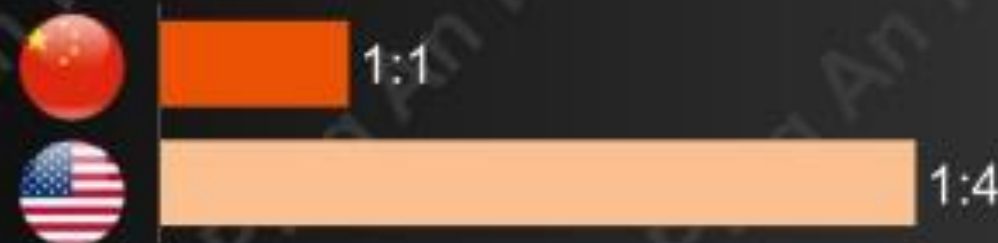
Number of General Practitioners as % total doctors  
全科医生占医生总数



Shortage of 700K  
缺口70万<sup>1</sup>



Doctor to nurse ratio  
医生与护士人数比例



Shortage of 10Mn  
缺口1000万<sup>2</sup>

Work Pressure  
工作压力大

>50hrs

70% doctors working  
hours per week  
70%医生每周工作小时

Medical Quality  
医疗水平欠佳

<50%

Standardized treatment rate  
of primary healthcare  
institutions  
基层医疗机构规范治疗率

1. The total number of Chinese doctors is 3.8 million, with general practitioners accounting for 12%. According to the proportion of general practitioners in the US, the shortage of general practitioners is 700K 中国医生总数380万，全科医生占比12%，按照美国全科医生占比30%，当前全科医生缺口70万； 2. The total number of Chinese doctors is 3.8 million, and the ratio of doctors to nurses is 1:1. According to the ratio of doctors to nurses in the US, there is a shortage of 10 million nursing staff 中国医生人数380万、护士410万（医护比1:1），按照美国医护比例1:4，当前护理人员缺口1000万

# Payors: Social health insurance under pressure and low commercial insurance proportion

支付方：医保支付承压，商保覆盖较低

Medical expenditure structure<sup>1</sup> (trn)  
医疗支出结构 (万亿)



## Mismatch between income and payment growth

医保收支增速不匹配

10%

2019 Social Health Insurance  
income increased 10%  
2019年医保收入增长10%

12%

2019 Social Health Insurance  
payment increased 12%  
2019年医保支出增长12%

## Commercial Insurance covered

商保支出

6% medical costs in China  
占中国医疗费用支出仅6%

VS.

33% medical costs in USA  
占美国医疗费用支出33%

## Regulation: Supportive regulatory environment, especially post COVID-19

监管：国家出台很多有利的政策支持，特别是在新冠疫情爆发之后

### Online

Internet + Healthcare  
促进互联网+医疗

- Allow internet healthcare to be eligible for reimbursement from Social Health Insurance (SHI) and as an important component of tiered diagnosis and treatment 允许互联网医疗接入医保并作为分级诊疗制度的一大重要组成
- Promote online services including telemedicine and online appointment 推动远程医疗、预约诊疗等服务
- Encourage data connection between internet hospitals and offline institutions 推进互联网医院与各级医疗机构的数据对接

### Provider

Hierarchical diagnosis  
and treatment  
促进分级诊疗

- Encourage non-governmental capital to participate the development of providers 鼓励社会资本积极参与医疗机构发展
- Continue system reform towards tiered diagnosis and treatment 持续深化医疗制度改革，进一步促进分级诊疗  
(Divert patients to corresponding types of medical institutions based on the severity level of illness to avoid overloading best quality hospitals 根据病情轻重缓急进行分级，避免三级医院超负荷)

### Insurance

Healthcare  
Management  
促进健康管理

- Uplift the cap of health management cost of net premium income from 10% to 20% 将健康管理服务成本占净保费上限从10%提高至20%



## Synergies

### 战略协同

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- 政府+科技
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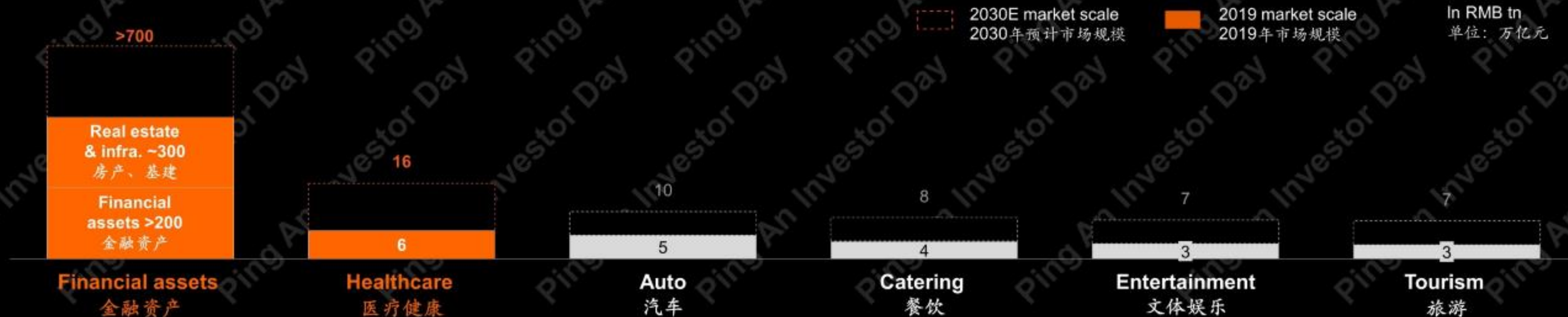
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# Healthcare Ecosystem is one of long-held strategic focus of PAG

医疗健康生态圈是平安集团的长期战略核心之一

Financial + Healthcare “dual drivers” 金融+医疗“双轮驱动”



# We have a long history of 20+ years in healthcare sector

平安在医疗健康领域已有20+年经验

## Phase 3 阶段3

Healthcare ecosystem

医疗生态

## Phase 2 阶段2

Healthcare services

医疗服务

## Phase 1 阶段1

Insurance

保险

2018

平安医疗科技

Healthcare Technology

2018

平安智慧医疗

Smart Healthcare

2019

平安医院管理团队

Ping An Hospital Mgmt.

2019

户田研究院<sup>1</sup>

Toda Bio Research<sup>1</sup>

2012

平安创投

Ping An Ventures

2017

平安领航基金

Voyager Global Fund

2014

平安好医生

Ping An Good Doctor

2016

平安医保科技

Health Konnect

1996

平安海外控股

Overseas Holdings

2002

中国平安人寿保险

Life Insurance

2004

平安养老保险

Annuity Insurance

2005

平安健康保险

Health Insurance



# Ping An Healthcare Ecosystem across 12 entities

平安集团医疗生态圈包括12个子成员单位



## 3 synergies within Ping An Group Healthcare Ecosystem

平安医疗生态圈与平安集团有巨大的战略协同效应



### 横向打通 Horizontal

- **Patient:** Grasp patient flow and influence their behaviours  
用户端: 抓住用户流量, 决策医疗健康行为
- **Payor:** Manage medical institutions and influence users  
支付端: 长臂管理机构, 并影响用户
- **Providers:** Empower providers, generate product & service profit  
服务方: 赋能服务方, 获取产品服务利润



### 纵向打通 Vertical

- **Serve government.:** Leveraging core resources of hospitals, doctors, and medicine  
服务政府: 撬动医院、医生、医药核心资源
- **Technology:** Empowers ecosystem and establishes a competitive moat  
科技赋能: 赋能生态圈各成员, 建立竞争壁垒



### 主业协同 Insurance+Health

- **Customer Acquisition:** 15-20% new retail financial services customer from healthcare ecosystem  
助力获客: 15-20%新增金融客户来自医疗生态圈
- **Improve Quality:** Higher # of contracts and AUM per customer  
提高粘性: 医疗生态圈金融客户客均合同数更高
- **Customer value:** Higher value from financial services + health customers  
提高客均价值: 金融+医疗客户价值更高

# Ecosystem: Serve Patients, Providers, and Payors to maximize value

医疗生态圈协同：通过服务用户、服务提供方、支付方深挖价值

Government 政府

Synergy 协同



- **Patient:** Grasp patient flow and influence behaviours  
用户端：抓住用户，决策医疗行为
- **Provider:** Empower providers, get product & service profit  
服务方：赋能各服务方获取利润
- **Payor:** Manage medical institutions and influence users  
支付端：长臂管理机构，并影响用户

# Ecosystem: Empower key stakeholders through government access and technology

医疗生态圈协同：服务政府撬动核心资源，建立科技壁垒



## Synergy 协同

- **Government**: Leverage government access to influence hospitals, doctors, and medicine  
政府端：服务政府，来撬动医院、医生、医药核心资源
- **Technology**: Empower ecosystem and establishes competition barriers  
科技端：科技赋能生态圈各成员，建立竞争壁垒

# Insurance + Healthcare: Combination of personalized service and protection

保险+健康: 有场景、有温度、有服务的保险

## Propel financial customer acquisition

助力金融主业获客

### Number of financial customers 金融客户数 (百万 mn)

■ 使用医疗服务的客户  
Customers with PA healthcare service
 ■ 不使用医疗服务的客户  
Customers w/o PA healthcare service



**126mn**  
Customers 客户

**15%-20%**

New customers acquired from healthcare ecosystem each year  
每年新增金融客户来自医疗生态圈

## Increase value of financial customers

来自医疗生态圈的金融客户带来更高价值

■ 使用医疗服务的客户  
Customers with PA healthcare service
 ■ 不使用医疗服务的客户  
Customers w/o PA healthcare service

**3.1 Vs. 2.0**

No. of financial contracts per customer  
客均金融合同数

**10k Vs. 5.6k**

AUM per customer (RMB)  
客均AUM (人民币)



## Significant Achievements

### 成绩斐然

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# PAG is a leading healthcare player in China with unique competitive advantage

平安是中国领先的医疗健康企业，具备独特的竞争优势



# Government: Provide best-in-class solutions for government

政府：为政府提供一流的解决方案



**Enable Providers**  
管机构

**5%**

**Potential Hospital Cost Saving**  
潜在医院成本节约

**30**

**Provinces Covered**  
省份覆盖



**Enable Doctors**  
管医生

**60%+**

**Clinical Service Quality Improvement**  
临床医疗质量提升

**90**

**Cities Covered**  
城市落地



**Enable Disease Control**  
管疾病

**95%+**

**Prediction Accuracy of 42 Diseases**  
42种疾病预测准确率



**Enable Pharmaceuticals**  
管药品

**130**

**Traditional Chinese Medicine Production Standard**  
中药生产标准



# Patients: China largest internet healthcare entry portal

用户：中国最大互联网医疗流量入口

**Health Management**  
健康管理

**Medical Care Management**  
医疗管理

**Chronic Disease Management**  
慢病管理

**Critical Illness Management**  
重疾管理

**Smart Elderly Care**  
智慧养老体系

**346mn**  
**3.46亿**

**Users Covered<sup>1</sup>**  
用户数

**830k**  
**83万**

**Daily Queries<sup>2</sup>**  
日咨询量

**67mn**  
**6700万**

**Monthly Active Users<sup>3</sup>**  
月活用户数

**#1 internet healthcare user base in China**  
中国最大的互联网医疗用户数

**# 1 in China**  
中国最多

**> Combined MAU of top 2-10 peers<sup>4</sup>**  
超过互联网医疗行业前2-10家公司<sup>4</sup>的合计总量

## Providers: One of largest offline network in China

服务提供方：中国领先的线下网络



**平安好医生**  
PAGD

**平安智慧医疗**  
Smart Healthcare

**110k**  
11万

Partnered  
Pharmacies  
合作药店数

**1,800**

In-house  
Medical Team  
自建医疗团队

#1 in China 全国第一

**~10k**  
近万名

Contractual  
Experts  
签约专家

**~20k**  
近2万

Institutions  
Covered  
机构覆盖数

**450k**  
45万

Doctors Served  
服务医生数

**1,000+**

Global Hospital  
Network  
全球合作  
医院网络

# Payors: Leading in both commercial insurance and social health insurance

支付方：领先的商保公司及医保服务商

## Commercial Insurance 商保

## Social Health Insurance 医保

### Life Insurance 寿险

**~65mn**  
**~6.5千万**

Life Insurance Customers<sup>1</sup>  
人寿保险客户<sup>1</sup>

### Health Insurance 健康险

**No.1**  
**第一**

Rank of Health Insurance  
Premium in China  
健康险保费规模国内排名

### Service covered 服务覆盖

**~200**

Cities Covered  
服务医保城市

### Subsystem covered 子系统覆盖

**~20**

**No.1**  
**第一**

Wins out of 73 bidding  
subsystems

开标的73个子系统中  
中标数量

Ranking among subsystem  
providers  
中标子系统数量在  
供应商中排名

# Technology: We developed one of the largest medical databases in the world



科技：全球最大的医疗数据库之一

**World 2<sup>nd</sup>**  
全球第二

Largest Health-tech Patents Application  
医疗科技专利申请数

**6**

World Champions of Medical Imaging<sup>1</sup>  
6项医疗影像国际竞赛第一

**33mn**  
**3.3千万**

Medical Literatures  
医学文献

**36mn**  
**3.6千万**

Medical Relationships  
医学关系

**30,000+**

Disease Covered  
疾病覆盖数

**1bn**  
**10亿条**

Medical Records  
就诊数据

**300mn**  
**3亿次**

Service Usage  
医疗科技调用次数

**180K**  
**18万**

Drug Instructions  
药品说明书

## Recap: Key message

回顾：关键点

### Significant healthcare market potential

- Huge market size: Expected to grow from RMB 6trn in 2019 to RMB 16trn in 2030
- Significant demands from key stakeholders
- Supportive regulatory environment

### 医疗健康市场潜力巨大

- 市场规模巨大：预计2019年到2030年将从6万亿增至16万亿人民币
- 医疗生态圈各方需求显著
- 有利的政策监管环境

### Ping An Group Healthcare ecosystem has significant synergies

- Patient + Provider + Payor synergies
- Government Access + Technology synergies
- Insurance + Healthcare synergies

### 平安集团医疗生态圈战略协同显著

- 用户+医疗服务提供方+支付方
- 政府+科技
- 保险+医疗健康

### PAG is a leading healthcare player in China, with unique advantages compared with insurance and internet companies

- Largest online healthcare user portal
- One of largest offline network of medical providers
- Leading healthcare technology capabilities

### 平安是中国领先的医疗健康企业，与保险公司和互联网公司相比竞争优势巨大

- 最大的互联网医疗流量入口
- 领先的线下医疗服务提供方网络
- 领先的医疗科技水平

# 02

## Ping An Good Doctor 平安好医生





**Weihao Fang**

方蔚豪

Ping An Healthcare and Technology Company Limited  
Acting Chairman and CEO

平安健康医疗科技有限公司 临时董事会主席、首席执行官



## Introduction

### 介绍

**PAGD is largest internet healthcare entry portal in China:** 346mn registered users, 830k daily queries, 67mn MAU

**平安好医生是中国最大的互联网医疗流量入口:** 3.46亿注册用户, 83万日咨询量, 6,700万月活

**PAGD enjoys a synergistic role within Ping An Groups' broader Healthcare Ecosystem:** customer resources (210mn financial service customers), channel resources (4mn+ corporate clients), and healthcare technology

**平安好医生具有与平安集团医疗生态圈强大的协同效应:** 平安集团生态圈为平安好医生提供客户资源 (2.1亿金融用户)、渠道资源 (超400万企业客户)、医疗科技支持

**We continue to deepen bridge between patients and doctors with strategic upgrade launched in mid 2020:** More diversified channels, more innovative services, and more enhanced capabilities in doctor and offline network

**我们于2020年中开始全面战略升级, 进一步打造专业的医患沟通桥梁:** 更多元化的渠道, 更创新的服务, 更深入的医生网络、线下服务网络



# PAGD is the leading internet healthcare service provider in China

平安好医生是中国领先的互联网医疗服务平台

Complete user scenarios  
完善用户场景

Accumulate traffic and data  
流量及数据积累

Sustainable revenue growth model  
可持续收入增长模式

7 x 24

Access to quality  
online healthcare  
高质量在线医疗服务



Establishment  
成立

2014.08

100mn+  
registered  
users 注册用户  
突破1亿

2016.12

Listed in Hong  
Kong Stock  
Exchange 港交  
所上市

2018.05

Launched  
"Private  
Doctor"  
发布产品  
"私家医生"

2019.08

300mn+  
registered  
users 注册用户  
突破3亿

2019.09

HK\$100bn+  
market cap  
市值突破  
千亿港元

2020.04

Launched  
strategic  
upgrade  
进行战略升级

Mid 2020



# We aspire to be China's largest internet vertical entry portal

我们致力打造中国互联网垂直领域最大的流量入口

Among internet vertical areas, healthcare<sup>2</sup> is expected to be the No.1 traffic portal in the future 在所有互联网垂类领域中，医疗健康<sup>2</sup>将会是未来流量最大的领域

**No.2**  
Today 今天

**No.1**  
in 5 years 五年后

Total market MAU rank of Internet healthcare among all internet vertical areas 互联网医疗行业月活在互联网各垂直领域中的排名

PAGD is largest internet healthcare entry portal in China 平安好医生是中国最大的互联网医疗流量入口

MAU 月度活跃用户



Top  
2-10

PAGD's MAU exceeds combined MAU of top 2-10 peers<sup>1</sup>  
平安好医生的月活超过互联网医疗行业前2-10家公司<sup>1</sup>月活的合计总量

# PAGD is a synergistic entity within PAG Healthcare Ecosystem

平安好医生是平安集团医疗生态圈的重要战略组成



# We are building a bridge between patients and doctors

我们为用户搭建专业的医患沟通桥梁

## E A Bridge between Patients and Doctors

医患沟通桥梁



**A**  
Patient 患者

**C**

Health 健康

Health management  
健康管理

Sub-health<sup>1</sup> management  
亚健康<sup>1</sup>管理



**D**

Medical 医疗

General practice  
全科医疗

Specialized healthcare  
专科医疗

**B**



**B**  
Doctor 医生

**F**

Ping An Healthcare Ecosystem Resources 平安医疗生态圈资源

Quality brand  
品质品牌支撑

Channel resources  
渠道资源支撑

Client resources  
客户资源支撑

Healthcare technology  
医疗科技支撑

1. Sub-healthy states refer to non-disease physical or mental disorders such as mild cervical pain and insomnia 亚健康指代非疾病的身体活心理不适，例如轻微颈椎疼痛和失眠

# A 4 Channels: Individuals, insurers, corporates, internet hospitals

四大流量渠道：个人用户、保险服务、企业服务、互联网医院

Provide **346mn** users<sup>1</sup> with 7 x 24 access to quality online healthcare  
为**3.46亿**用户<sup>1</sup>提供7x24小时的高质量在线医疗服务

C-end

Individual customers  
个人用户

+ B-end

Corporate services  
企业服务

Innovative health solutions for **4mn** PAG corporate clients  
为平安集团**400万**企业用户打造创新健康方案

平安好医生

I-end

Insurance services  
保险服务

Combined healthcare services and insurance for **210mn** PAG financial service customers<sup>2</sup>  
为平安集团**2.1亿**金融客户<sup>2</sup>创造保险与健康服务的深度结合

+ H-end

Internet hospitals  
互联网医院

**14** internet hospitals launched<sup>3</sup>  
上线**14**家互联网医院<sup>3</sup>

1. Registered users as of 2020.6.30 截至2020年6月30日的注册用户； 2. As of 2020.6.30 截至2020年6月30日； 3. Internet hospitals are virtual hospitals attached to physical hospitals, offering online diagnosis, prescription and treatment services. They can be connected to Social Health Insurance (SHI) once approved 互联网医院是基于实体医院在线上提供诊断、处方和治疗服务的虚拟医院，如获得批准可接入社会医保系统获得报销； Number of internet hospitals launched as of 2020.6.30, and is still growing 截至2020年6月底的上线互联网医院数量，仍在增长中

# Case example (B-end): Professional, convenient, and reliable corporate clinics

B端案例：为企业用户打造专业、便捷、安心的企业医务室

## Dedicated medical team

专属医护团队



1

Dedicated in-house  
general doctor  
专属驻司全科医生

+



N

Rotated in-house  
specialized doctors  
定期驻司专科医生

## One-stop smart healthcare terminal

一站式智能医疗终端



7 X 24 availability  
7 X 24小时

Zero-waiting  
0等待

Video consultations  
远程视频问诊

## Corporate health dashboard

企业健康指标全视通



Visualized health data of employees  
员工健康数据可视化

Already covered **500+** corporates for healthcare and medical  
check services 已覆盖**500+**家企业医疗健康及体检服务

Potential 未来潜力

Innovative health solutions for **4mn** PAG corporate clients  
为平安集团**400万**家企业用户打造创新健康方案

## Case-example (H-end): Leading internet hospital builder and operator

H端案例：领先的互联网医院解决方案提供商

Launched 14 internet hospitals  
已上线14家互联网医院

Illustrative  
图标仅作参考

● Co-build I-Hospital 共建模式所在地

● Self-owned I-Hospital 自建模式所在地/开发地

● Connected to Social Health Insurance self-owned I-Hospital 接通医保的自建医院



- 14 Internet Hospital in operation  
14家已上线互联网医院
- 3 connected to Social Health Insurance  
3家已打通医保



- Online diagnosis and prescription  
在线问诊处方
- 1h drug delivery  
1小时药品配送



- Online appointment  
线上挂号
- digital medical record  
电子病历

## B Doctor network: Personalized virtual offices to empower doctor ecosystem

医生体系：定制化专属工作台赋能医生

### Doctor virtual office 医生工作台



Doctor virtual office addressing 5 needs of doctors: research, income, branding, capability, and efficiency  
专属医生工作台赋能医生，满足医生学术、收入、品牌、能力、效率五大需求



**Renowned doctors**  
大咖医生

**National experts**  
全国顶尖专家



**External doctors**  
外部签约专家

**~10,000 contractual specialists<sup>1</sup>**  
~1万名签约专家<sup>1</sup>



**In-house doctors**  
驻司医生

**Medical team<sup>2</sup> 1.8k+**  
医疗团队<sup>2</sup> 1,800人+



**AI doctor assistant**  
AI医生助手

**3k+ common diseases**  
3千+常见病覆盖

**Brand**  
创品牌

**Professionalism**  
保专业

**Convenience**  
增便捷

**Efficiency**  
提效率





# C Health: Management system covering healthy and sub-healthy stages

1 file per person

一人一档

Online health records

电子健康档案

Massive health data accumulated throughout entire management process

积淀海量数据，贯穿健康管理全周期

健康：打造全周期健康管理体系

Care from private doctors

以私家医生为核心的全面管理

Multi-pronged management

多管齐下

Online: professional coaches

线上：专业指导



Private fitness coach  
私人教练



Private nutritionist  
私人营养师



Psychological counselor  
心理咨询师

O2O<sup>2</sup>

Dental care  
口腔  
Pharmacies  
药店

Fitness  
健身  
Beauty care  
美容

Health checkup  
体检  
Rehabilitation  
康养

Offline: 160k+ partnered institutions

线下：16万+合作机构

1. Sub-healthy states refer to non-disease physical or mental disorders such as mild cervical pain and insomnia 亚健康指代非疾病的身体活心理不适，例如轻微颈椎疼痛和失眠；2. O2O: Online to offline 从线上到线下

## D Medical: Specialty-driven medical services

医疗：专科引领的医疗服务

Specialty-driven 专科引领

Seamless O2O<sup>4</sup> 线上线下全打通

820mn+ cumulative queries<sup>1</sup>  
8.2亿+次累计咨询量<sup>1</sup>

23 hospital departments covered  
23个医院科室覆盖



Smart phone and other intelligent terminals  
手机及智能终端

Photo and text  
图文

Phone  
电话

Audio  
语音

Video  
视频

Vital signs  
测量体征

Online to offline testing services  
检测O2O<sup>4</sup>闭环

Follow-up management  
随访管家

Referral and group consultation  
转诊会诊

Private doctor  
私家医生

# E Ping An Doctor Home: A bridge connecting needs of patients and doctors



平安医家：匹配医患需求，搭建医患桥梁

平安 医家

Doctor Home: one-stop service platform

医生之家：一站式的医生服务平台



~10,000 external doctors using our online office  
为平安好医生平台上~1万的外部医生打造专属服务平台

Private Doctors: personalized services

私家医生：每个人的专属医生



Lifelong health services for 210mn financial service customers and 50mn families of Ping An Group  
为平安2.1亿金融客户、5000万个家庭提供伴随一生的健康呵护

Family Doctors: health gatekeeper

家庭医生：每个家庭的健康守护



## F Incubated by Ping An Group with strong synergies

孵化于平安集团，具有强大的协同效应

- **Brand reputation of Ping An** can evoke user's immediate trust 平安的品牌声誉可以即刻唤起用户信任
- **Ping An Smart Healthcare** provides **smart technology solutions** covering supervision platform, disease prediction, AskBob clinical support (450k doctors), etc. 平安智慧医疗提供包括一体化监管平台、智能疾病预测、辅助诊疗工具AskBob（45万医生）等全方位服务

**Quality Brand**  
品质品牌

**Healthcare Technology**  
医疗科技



**Client Resources**  
客户资源

**Channel Resources**  
渠道资源

- Cross-sell to the **large financial service customer base** of Ping An Group 面向平安集团的大量金融客户进行交叉销售
- Well positioned to benefit from the **close relationship with corporate clients** for new business expansion 和企业客户的紧密合作可助力新业务拓展

# Strategic upgrade: Channel, service and capability upgrade since mid 2020

战略升级：自2020年中开始聚焦渠道、服务、能力三大方向



## Channel upgrade 渠道升级

C-end  
个人用户

I-end  
保险服务

C-end  
个人用户

I-end  
保险服务

B-end  
企业服务

H-end  
互联网医院



## Service upgrade 服务升级

Medical 医疗

Private doctors  
私家医生

Medical + Health  
医疗 + 健康

Private doctors +  
Family doctors  
私家医生 + 家庭医生



## Capability upgrade 能力升级

In-house  
medical team  
自建医疗团队

Online-focused  
专注线上

In-house + External  
doctor network  
自建 + 外部医生网络

Online + Offline  
线上 + 线下

# Summary: PAGD enjoys a dominant market position in internet healthcare

总结：平安好医生持续领跑互联网医疗市场



**Largest internet healthcare entry portal**  
最大的互联网医疗流量入口



**Largest in-house doctor group**  
最大的自建医生团队



**Largest offline network**  
最大的线下服务网络

Registered users  
注册用户

**346mn**  
**3.46亿**

MAU  
月活用户

**67mn**  
**6,700万**

Daily queries  
日咨询量

**830k**  
**83万**

In-house medical team  
驻司医护团队

**1,800+**

Common diseases covered  
常见病诊疗覆盖

**3,000+**

External experts nationally  
医生生态聚集全国专家

**~10,000**

Partnered pharmacies<sup>1</sup>  
合作药店<sup>1</sup>

**110k+**  
**11万+**

Partnered clinics<sup>2</sup>  
合作诊所<sup>2</sup>

**49k+**  
**4.9万+**

Health check-up centers<sup>3</sup>  
体检中心<sup>3</sup>

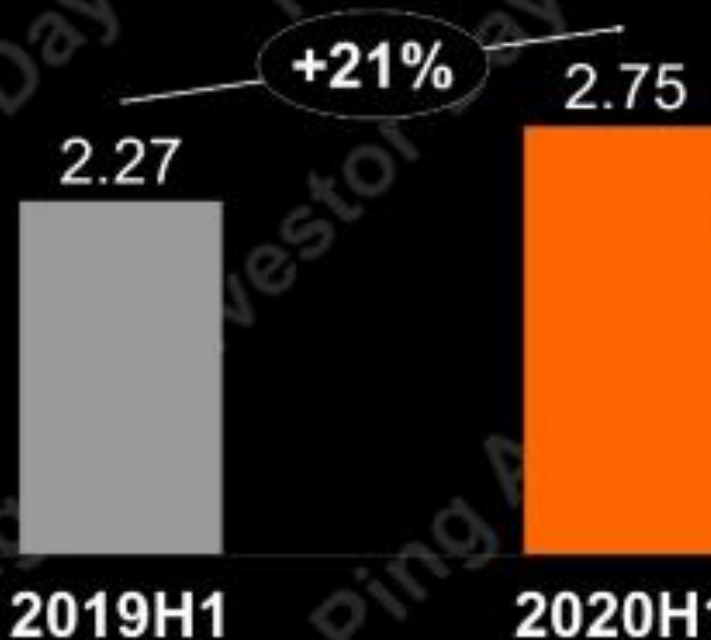
**2,000+**

# Exceptional financial performances in 2020H1

## 2020年上半年财务表现亮点

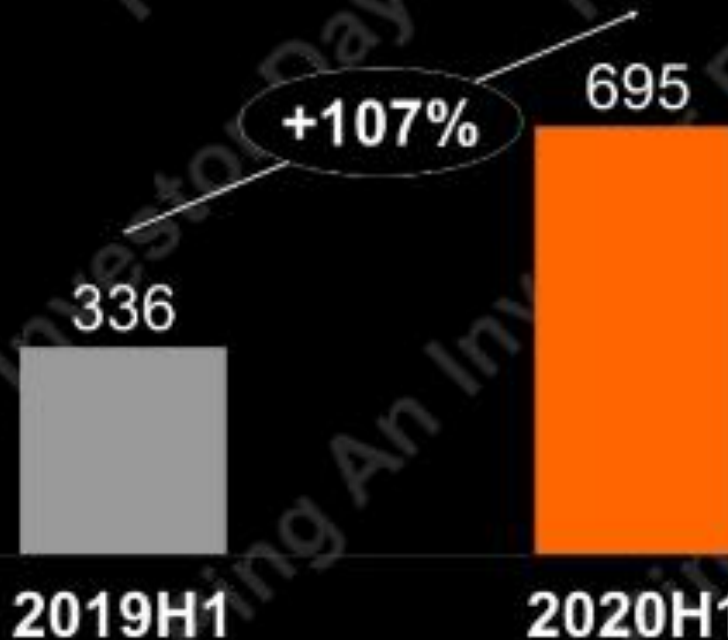
### Total revenue 营业收入

(RMB in billion, 十亿人民币)



### Online medical services revenue 在线医疗收入

(RMB in million, 百万人民币)



### Membership products<sup>1</sup> revenue 会员产品<sup>1</sup>收入

(RMB in million, 百万人民币)



1. Membership products such as Health 360 for critical illness insurance customers, Private Doctor for corporate clients, etc. 会员产品包括为重疾险客户提供的就医360服务包、为企业客户提供的私家医生服务包等

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**We continue to deepen bridge between patients and doctors with strategic upgrade launched in mid 2020:** More diversified channels, more innovative services, and more enhanced capabilities in doctor and offline network

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# 03

## Smart Healthcare 智慧医疗





**Geoff Kau**

高孟轩

Co-President, Ping An Smart City  
CEO, Ping An Smart Healthcare

平安智慧城市联席总经理  
平安智慧医疗首席执行官



**Guotong Xie**

谢国彤

Chief Healthtech Scientist  
Ping An Group

平安集团首席医疗科技科学家

# Smart Healthcare: Empower key stakeholders through gov't access and tech

智慧医疗：纵向打通，服务政府撬动核心资源，建立科技壁垒



## Synergy 协同

- **Government:** Leveraging core resources of hospitals, doctors, and medicine  
政府端：服务政府，来撬动医院、医生、医药核心资源
- **Technology:** Empowers ecosystem and establishes barriers of competition  
科技端：科技赋能生态圈各成员，建立竞争壁垒



## Introduction

### 介绍

**Market attractiveness:** Significant market potential for smart healthcare solutions across ecosystem, with diversified revenue model

**市场吸引力:** 跨生态圈的智能医疗解决方案具有巨大的市场潜力，收入模式多元化

**Ping An Smart Healthcare:** Provides best-in-class solutions to 90 cities, 20k providers, 450k doctors and 2.5mn patients

**平安智慧医疗:** 为约90座城市、2万家医疗服务提供者、45万名医生以及250万名患者提供一流的解决方案

**Global leading technology capabilities:** World's largest smart clinical support platform, chronic disease management platform and medical database, second highest number of patent application in the world

**全球顶尖科技实力:** 全球最大智能诊断辅助平台、全球最大慢病管理平台、全球最大的医疗数据库、全球第二医疗科技专利申请数

# Smart Healthcare targets the four key pillars in healthcare system

智慧医疗致力于医疗系统的四大核心领域

Ping An Smart Healthcare Solution  
平安智慧医疗解决方案



# China healthcare market has great potential with diversified business models

## Market 市场

中国医疗市场有着巨大潜力，变现模式多元

Four addressable markets as example: 以四大潜在市场为例

### Providers 机构

Total Hospital Spending<sup>1</sup>  
医院总费用<sup>1</sup>



### Doctors 医生

Total Doctor Spending  
医生总费用



RMB 人民币

### Disease 疾病

Public Health Gov. Spending  
公卫总费用



### Pharma & device 药械

Pharmaceutical & device market<sup>2</sup>  
药械市场规模<sup>2</sup>



RMB 人民币

System & software Revenue  
软件系统收入



Payors  
主要付费方



Government  
政府



Provider  
机构



Doctor  
医生



Corporation  
企业



Pharma  
药企

Software Operation Service Revenue  
软件运营服务收入



Transaction-based Revenue  
增值服务收入



# We are leading our competitors by coverage and technology

平安智慧医疗以落地覆盖和技术成果领先于竞争对手

## Traditional IT Co.s 传统信息化厂商

- Strong stickiness with government & providers  
与政府、机构客户粘性强
- Difficult to scale up, limited business model  
规模化难、商业模式受限

Offline Software Focused  
专注软件交付

## 平安智慧医疗 Smart Healthcare

- Technology driven "IT + Platform" integrated solution provider  
科技驱动的“信息化+平台”综合解决方案提供商
- Diversified business models, synergy with Ping An health eco-system  
多元商业模式、平安医疗生态圈协同效应

## Internet Companies 互联网企业

- Online traffic / transaction driven  
线上流量和交易驱动
- Limited access to core HC resources and applications  
核心医疗资源和应用触及有限

Online Traffic Focused  
专注流量入口

## 平安智慧医疗 Smart Healthcare vs. Key Competitors<sup>1</sup> 主要竞争对手



## Our smart solutions have been rolled-out in ~90 cities with global footprints

智慧医疗解决方案已落地~90地市，并在海外拓展



- Being deployed in **90** cities  
**90**地市合作推进中
- Covering **~20,000** providers  
**~2**万家医疗机构覆盖
- Serving **450,000+** doctors  
服务**45**万+医生
- Service used **300mn** times  
服务调用**~3**亿次



# Enable government: creating a gateway to offline stakeholders

赋能政府：作为服务线下医疗相关方的入口

**Size 规模**

**~300 city-level and above Health Commission Bureau**

~300家市级以上卫健委

**1mn+ providers**  
100万+家医疗机构

**Solution 解决方案**

**Supervision + Service**  
监管+服务

**Value 价值**

**20+ cities in Gansu, Chongqing etc. covering 100mn population**  
服务甘肃、重庆的20+座城市  
**1亿人口**

**~20,000 providers covered**  
覆盖接近2万家医疗机构

**Rapid access to providers, physicians and patients**  
快速覆盖机构、医生和患者



# B Enable hospitals : "5 smart" solution improves hospital operation holistically



赋能医院：“五智”助力医院全面提升运营

Size 规模

Solution 解决方案

Value 价值

33,000+

hospitals  
nationwide

全国超过3.3万家医院

~1.4trn RMB

Hospital Spending

医院总费用

~230bn RMB

government  
subsidies for  
public hospitals

~2300亿元政府对公立医  
院的补贴

1. Expected results 预期效果

Save 50%<sup>1</sup> waiting time  
节省50%等待时间

Smart Service  
智慧服务

Improve 30%<sup>1</sup> diagnosis efficiency  
增加30%诊断效率

Smart Diagnosis  
智慧诊断

Smart Management  
智慧管理

Save cost and lean management  
降低成本并且精益管理

Smart Recovery  
智慧康复

Improve 20%<sup>1</sup> recovery  
treatment efficiency  
提升20%康复治疗效率

Smart Treatment  
智慧治疗

Increase 50%<sup>1</sup> bed productivity  
增加50%床位产能

100+

hospitals covered  
覆盖100+医院

In-depth integration with  
offline patient journey  
深耕线下患者旅程

Smart Hospital Core System (including hospital information system, electronic medical record, etc.)  
智慧医院核心系统 (包括医院信息系统, 电子病历等)

# Enable doctors: AskBob aims to be the “Bloomberg” for doctors

赋能医生：AskBob致力于成为医生的“Bloomberg”智库

## Size 规模

~3.8mn Total  
number of doctors<sup>1</sup>  
~380万医生<sup>1</sup>

~4.4mn Total  
number of nurses<sup>1</sup>  
~440万护士<sup>1</sup>

~1trn  
Doctor spending  
1万亿医生总费用

**AskBob** The brand of AI driven database tools in  
Ping An Group 平安集团AI数据库工具品牌

## Solution 解决方案

### Clinical Support 临床辅助

**AskBob**



Diagnosis Recommendation  
诊断推荐

Treatment Plan  
治疗方案

~3000 diseases  
covered  
~3000 AI辅助诊  
疗病种覆盖

86% vs. 51%  
Wins in AI vs.  
Doctor  
人机比赛胜出

### Medical Imaging AI影像辅助诊疗



Retina Test  
视网膜检查



Cervical  
Pathology  
宫颈细胞病理



Lung CT  
肺部CT

90+ diseases  
covered with  
90%+ accuracy  
90+ 病种覆盖,精  
度90%+

### Research and Communication Support 科研及交流辅助



30mn English and Chinese  
literatures  
3000万中英文文献覆盖

50+ disease management  
covered  
50+ 疾病管理覆盖

Online forums, conferences &  
KOL-generated content  
线上论坛、会议和专家原创内容

## Value 价值

~450k (12%)  
Doctor users  
医生用户数

15min to 15s  
Image diagnosis time  
影像诊断时间从15分钟  
降至15秒

Strong synergy with PAGD  
to build doctor network  
助力平安好医生建设医生网络

# Enable disease control: to combat pandemic events

管病：赋能公卫系统以应对流行病突发事件

Size 规模

**~10mn infectious disease cases p.a.**  
每年传染病例约1千万

**200bn RMB public health gov. spending**  
**+ 45bn RMB one time investment**

人民币2千亿政府公卫支出加人民币450亿一次性公卫卫生防控救治能力建设投入

Solution 解决方案



**Smart Alert 智能预警**



- Real-time reporting  
实时上报



- AI-driven data scanning and monitoring  
人工智能辅助数据扫描和监测

**Smart Prediction 智能预测**



- 40+dimension data analysis  
40+个维度数据分析
- 7-days advance epidemic prediction  
提早7天预测疫情
- Accurate prediction of infection & death  
精准预测死亡与感染

**Smart Prevention 智能预防**



- Smart clinical assistance  
全流程智能辅医
- Grid-based containment and tracing  
网格化防控和追踪
- Smart decision support and coordination  
智能决策支持和调度

Value 价值

**5+**  
**Provinces & cities being deployed**  
省份和城市落地推广

**95+%**  
**Prediction accuracy rate**  
预测准确率

**Integration with public health systems**  
与公共卫生系统整合

## 赋能慢病：抗击全民健康的重大威胁

### Size 规模

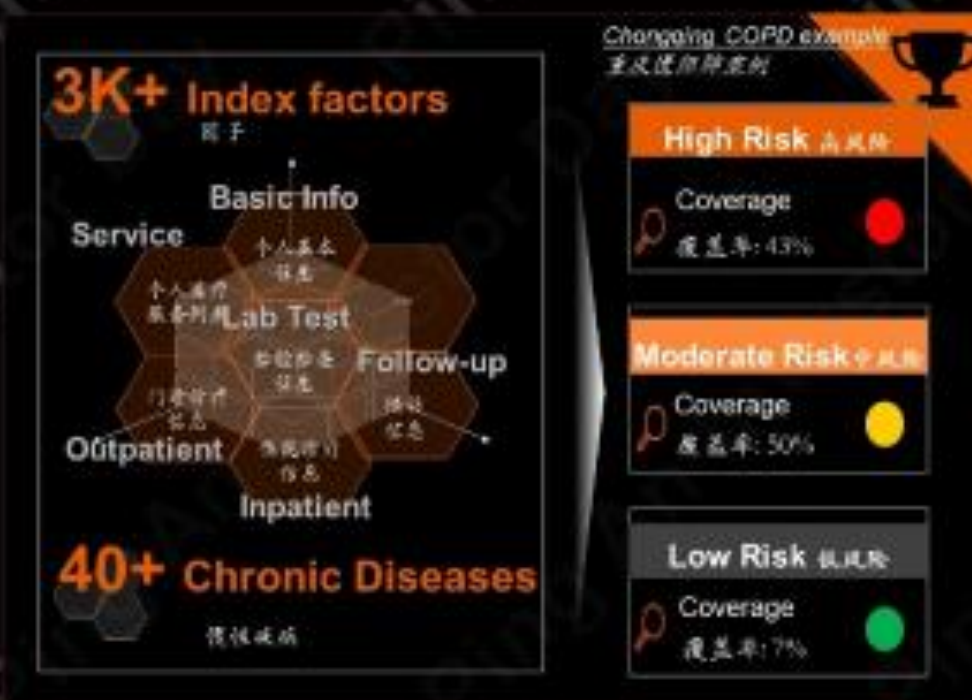
**~400mn** chronic disease patients nationwide  
全国近4亿慢病人群

**70%** of total healthcare expenditure  
占70%整体医疗卫生开支

### Solution 解决方案

#### Smart screening and prediction 诊前-智能筛查和预测

诊前-智能筛查和预测



#### Smart treatment 诊中-智能治疗

诊中-智能治疗



#### Smart management 诊后-智能管理

诊后-智能管理



### Value 价值

**~2.5mn** patients served nationwide  
服务~250万患者遍布全国

**11.3% to 59.6%** HbA1c<sup>1</sup> achieve rate increases from pre- to post-management  
管理后vs管理前的糖化血红蛋白达标率

**Broaden coverage to providers and patients**  
扩大机构和患者的覆盖

1. HbA1c: key indicator of blood glucose in diabetic patients; 糖化血红蛋白: 衡量糖尿病患者血糖总体控制情况的关键指标

# Enable pharmaceuticals: Enable research, control quality and facilitate access



管药：助研究，管质量，控流通

Size 规模

~58bn RMB

R&D value

~人民币580亿药物研发价值

~400bn RMB

TCM market value

~人民币4千亿中药市场价值

~800bn RMB

Health insurance  
payment on  
medicines

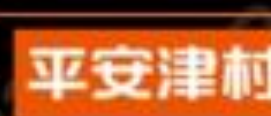
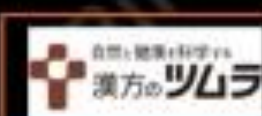
~人民币8千亿医保药品支出



**Top** New Drug R&D Capabilities  
新药研发能力

AI, Nano Biotech  
and New material  
Technology in R&D  
AI、纳米和新材料技  
术应用于药物研发

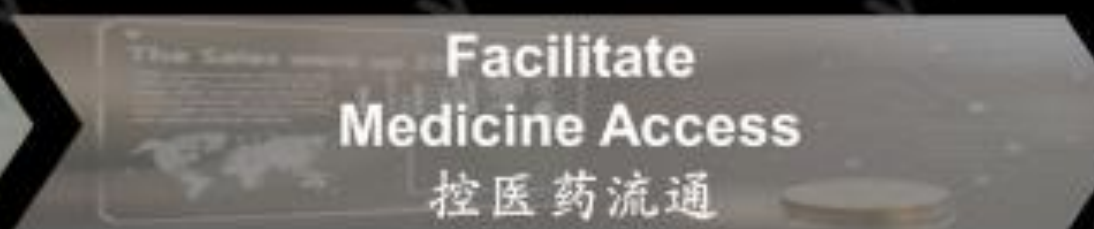
Medical data in  
Real-World-  
Evidence Research  
医疗大数据应用于真  
实世界研究



**No.1** TCM<sup>1</sup> Granule Producer  
汉方颗粒制剂厂商

Build TCM<sup>1</sup> Quality  
Research Center  
建中药质量研究中心

AI driven TCM<sup>1</sup>  
ingredient origin  
tracing  
AI驱动的中药材  
智慧溯源



**No.1** Pharma Retailer in China  
全国医药分销零售龙头

Pharmacy  
Benefit  
Management  
(PBM)  
药品福利管理

Group  
Purchasing  
Organization  
(GPO)  
集中采购平台

Value 价值

6

Drugs in the pipeline  
待上市药物

120+

TCM production  
standards  
中药生产标准

400+

Retail pharmacies  
covered  
零售药店覆盖

# Leading knowledge and data resources as a core advantage

我们的核心优势是领先的数据和知识



# F We have built one of world's largest smart "medical brain" to support AI decisions

我们建立了强大的“医疗大脑”以支持人工智能决策

## Data Processing

数据处理

### Smart Data Cleansing

智能化数据清洗

### Medical Data Structuring

结构化医学数据

### Standardizing Clinical Terms

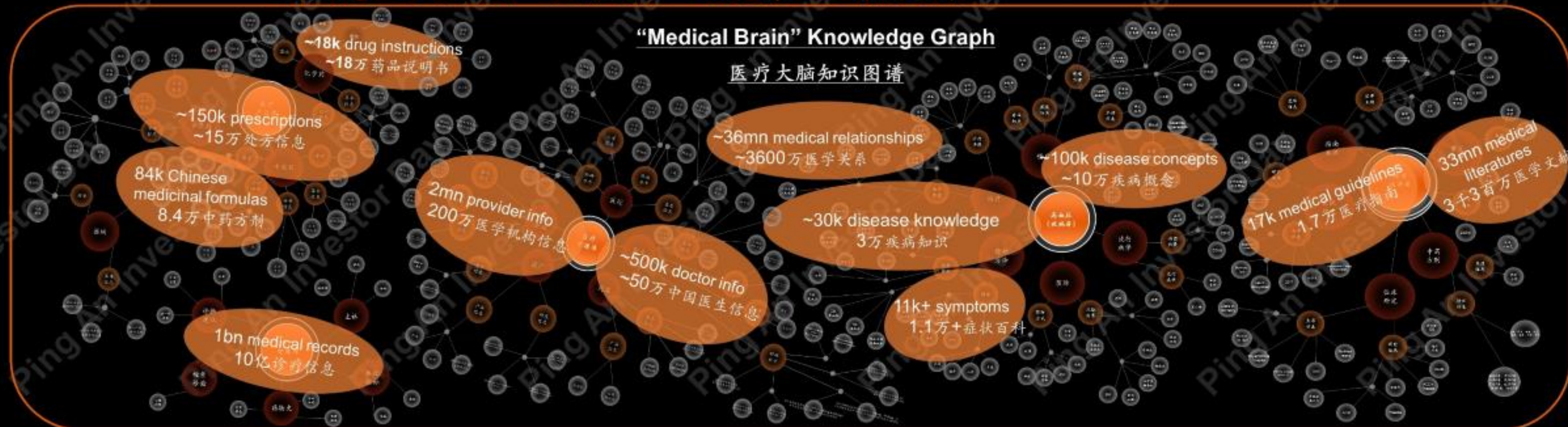
标注化临床术语

### Comprehensive Data Analysis

全面化数据洞察

## "Medical Brain" Knowledge Graph

医疗大脑知识图谱





# F Leading AI training platform enables differentiation



领先的算法训练平台体现差异化优势

## Pain Points 痛点

**Long processing time**  
to train large amount of data  
训练大量数据  
耗时久

**High cost**  
to maintain multiple  
operating environment  
维护多个运行环境  
成本高

**Support large-scale parallel testing**  
支持大规模并行试验

**Intelligent scheduling and  
allocation of computing resources**  
智能调度和分配计算资源

**30%~50%**  
Reduced workload  
工作量降低

**3-6X**  
Faster Prediction  
预测速度提升

**Up to 100X**  
Higher computing  
speed  
计算加速

**23%**  
Reduced RAM<sup>1</sup>  
内存消耗减少



## Value 价值

**100%**  
Support medical model  
development  
支持医疗算法模型开发

**5-8X**  
R&D efficiency<sup>2</sup> improved  
提升研发效率

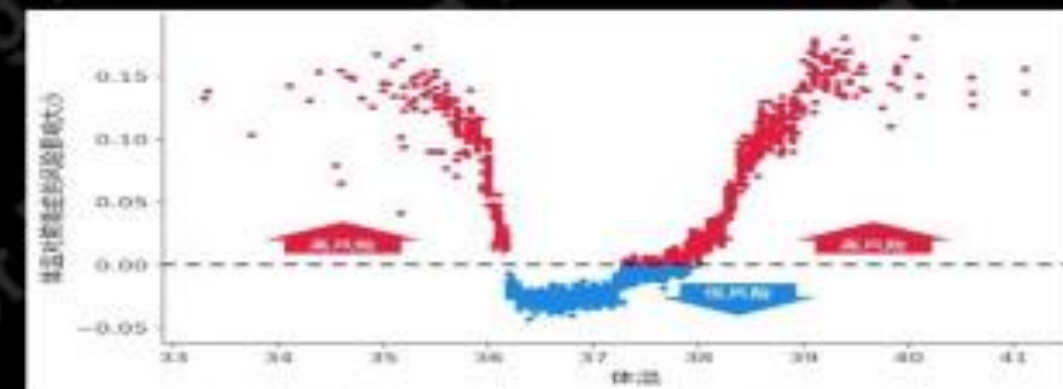
SFE (赛飞) 平台

1. RAM: Random Access Memory. 2. Average execution time for an algorithm to complete work on a set of data. 算法处理数据的平均执行时间。

# F AI greatly transforms 4 medical areas

人工智能技术使四大医疗领域出现巨大转变

## Prediction on multi-dimension data 基于多维数据的预测



Sepsis Prediction in Intensive Care Unit (ICU)  
重症监护室 (ICU) 内脓毒症风险预测

Built **312** time-based sets of features  
构建了**312**种时间相关的特征集合  
**23%** more accurate vs. state-of-art method  
比现有最好的方法精度提升**23%**

## Image identification and analysis 影像识别与分析



Kidney Pathology Diagnosis  
肾脏组织病理分析

**95%** accuracy of fine-grained lesion classification in IgAN  
精度达**95%**的肾小球病变的细粒度分类  
**92%** accuracy of intrinsic cells' recognition  
精度达**92%**的肾小球三种固有细胞识别

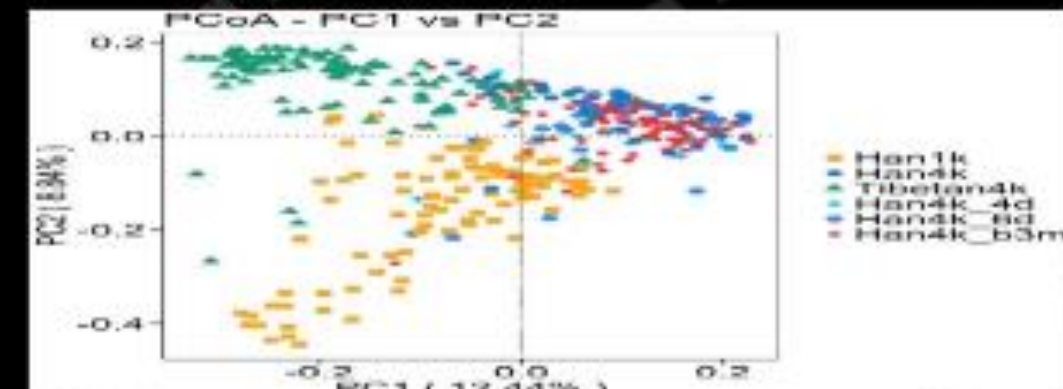
## Recommendation with reinforcement learning 基于强化学习的推荐



Diabetic Nephropathy Clinical Decision Support  
糖肾的强化学习治疗推荐

**Intelligent recommendation** for comprehensive and long-term disease treatment  
智能推荐综合且长期的疾病治疗方案  
The risk of kidney failure reduced by **25%**  
降低**25%**的肾衰竭风险

## Precision medicine for disease management 精准医学用于疾病管理



Analysis of Intestinal Microflora at high altitude  
高原环境对肠道微生物影响分析

**New method for diabetes management** through Roseburia supplement  
研发糖尿病管理新方式: 通过补充Roseburia菌或可缓解糖尿病症状

## Recap: Key message

回顾：关键点

**Market attractiveness:** Significant market potential for smart healthcare solutions across ecosystem, with diversified revenue model

**市场吸引力：**跨生态圈的智能医疗解决方案具有巨大的市场潜力，收入模式多元化

**Ping An Smart Healthcare:** Provides best-in-class solutions to 90 cities, 20k providers, 450k doctors and 2.5mn patients

**平安智慧医疗：**为约90座城市、2万家医疗服务提供者、45万名医生以及250万名患者提供一流的解决方案

**Global leading technology capabilities:** World's largest smart clinical support platform, chronic disease management platform and medical database, second highest number of patent application in the world

**全球顶尖科技实力：**全球最大智能诊断辅助平台、全球最大慢病管理平台、全球最大的医疗数据库、全球第二医疗科技专利申请数

Thank you  
感谢聆听



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2020 HEALTHCARE INVESTOR DAY