

This is not an ADB material. The views expressed in this document are the views of the author/s and/or their organizations and do not necessarily reflect the views or policies of the Asian Development Bank, or its Board of Governors, or the governments they represent. ADB does not guarantee the accuracy and/or completeness of the material's contents, and accepts no responsibility for any direct or indirect consequence of their use or reliance, whether wholly or partially. Please feel free to contact the authors directly should you have queries.



Integrated Healthcare Infrastructure

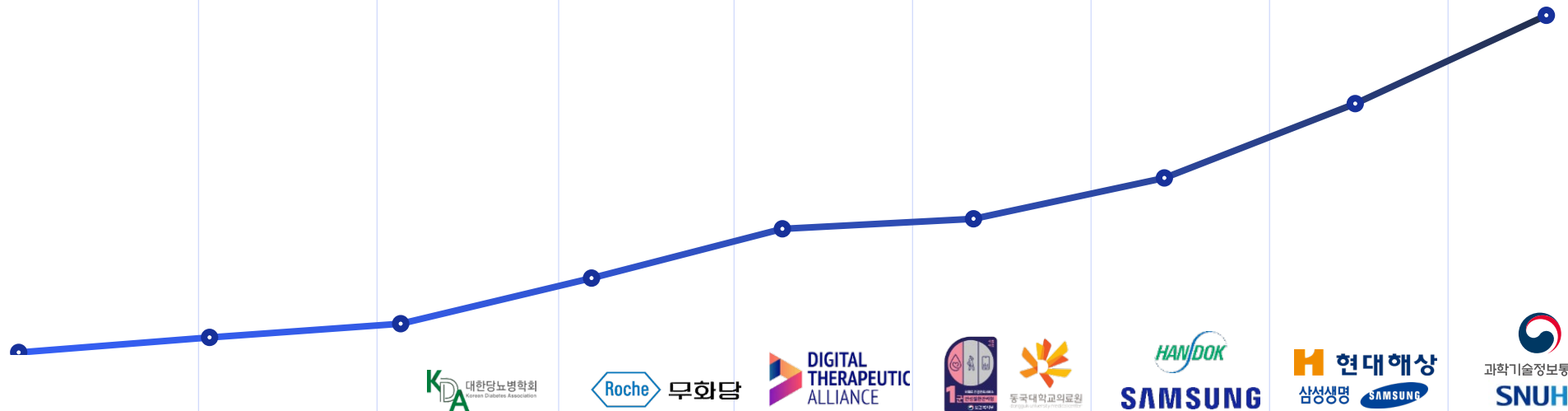
Connecting Prevention • Diagnosis • Treatment • Management

Business Performance & Key Milestones

Dr.Diary is Korea's #1 chronic disease management platform.

It has achieved continuous growth since founding, entering a high-growth phase with a 36% CAGR over the past 3 years.

2017	2018	2019	2020	2021	2022	2023	2024	2025
Revenue KRW 110M	Revenue KRW 1.0B	Revenue KRW 1.8B	Revenue KRW 4.5B	Revenue KRW 7.4B	Revenue KRW 8.0B	Revenue KRW 10.4B	Revenue KRW 14.8B	Revenue KRW 20.0B



≈ Dr.Diary founded
≈ Dr.Diary app launched
≈ Dr.Diary Mall ● distribution ○ launched

≈ Diabetes camp conducted
≈ Entrusted operation of Seoul City diabetes education

≈ 200K app downloads reached
≈ Selected as diabetes society camp app

≈ Roche partnership signed
- [Muhwadang, store opened]

≈ Joined Global Digital Therapeutics Alliance
≈ 500K app downloads
≈ Dr.Diary blood glucose monitor launched
≈ Blood glucose subscription service launched

≈ Ministry of Health Welfare non medical health management service certified ● class 1 chronic disease management ○
≈ Dongguk University Hospital MOU
≈ 800K app downloads / Samsung Electronics healthcare service partnership

≈ Samsung Electronics healthcare service partnership
≈ Selected as APAC High Growth Company, by Financial Times
- [Glue] service launched
- 1.5M app download

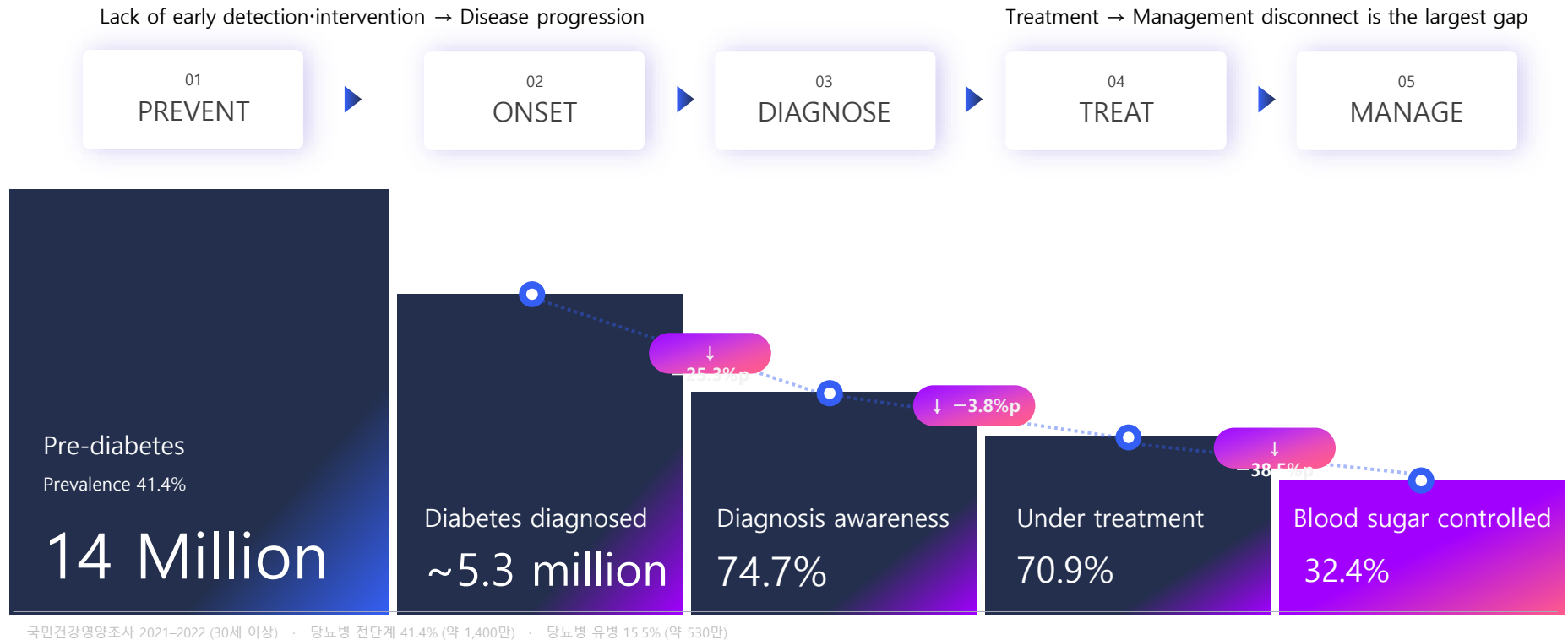
≈ Samsung Health HbA1c algorithm applied
≈ Glue F B launched
≈ Insurance partnerships ● yundai Marine Fire / Samsung Life ○

≈ MyDataComprehensive Infrastructure Minister's Award
≈ Glue clinical research with SNUH Best Paper Award at Korean Obesity Society Spring Conference
- Selected as Top 40 Promising Korean Healthcare Innovation Companies, by Fortune Korea



Market Problem — Chronic Disease Management Gap

Korea has 22 million chronic disease patients, yet a fragmented healthcare system is causing a critical management gap.



14 million pre-diabetics nearly unmanaged; blood sugar control achieved **by only 32.4% even among those diagnosed and treated**

Market Opportunity

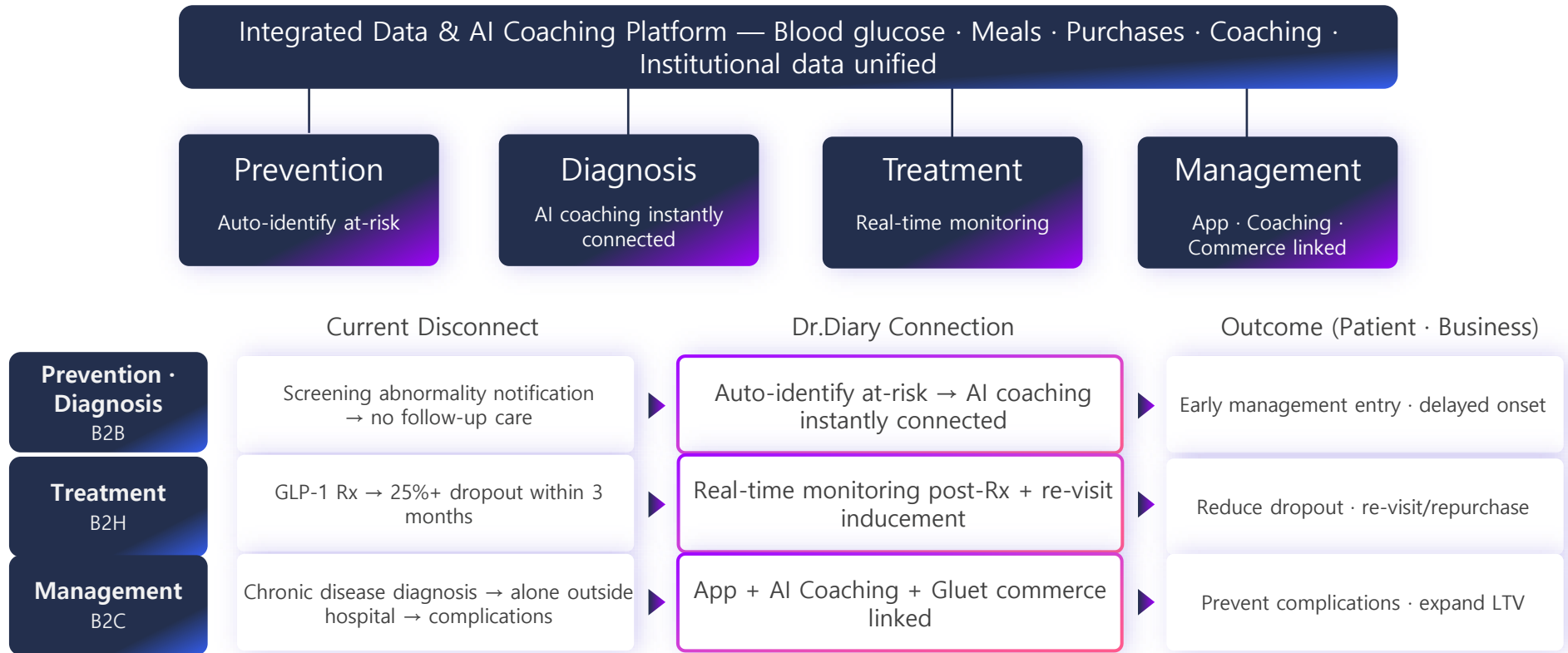
Demand, regulation, and technology are moving simultaneously, structurally transforming fragmented healthcare.



Demand surge · regulatory strengthening · technology maturation happening simultaneously
—Now is the right time to **transform fragmented healthcare into 'connection.'**

Solution — Reconnecting Broken Care

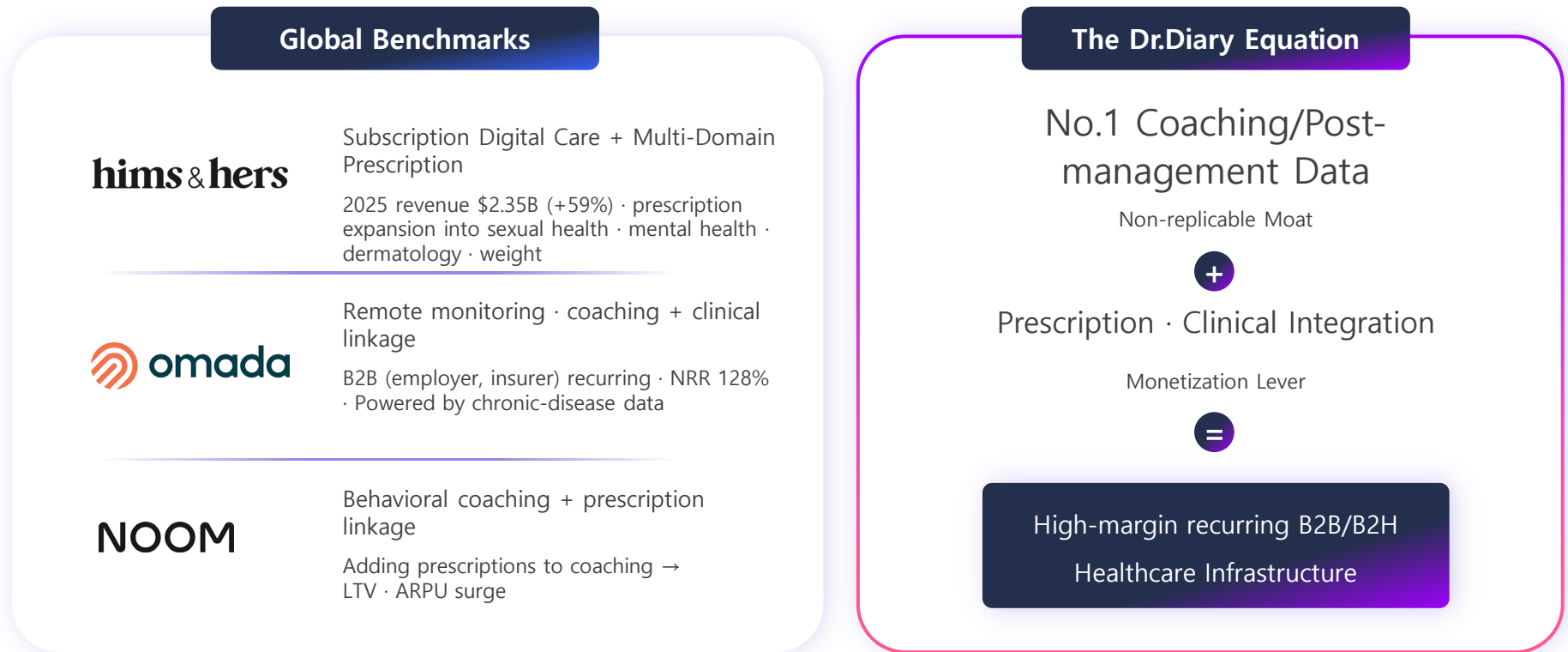
Dr.Diary reconnects Prevention · Diagnosis → Treatment → Management through Data · AI Coaching.



Integrated Data & AI Coaching Platform — Blood glucose · Meals · Purchases · Coaching · Institutional data integrated to connect Prevention · Diagnosis · Treatment · Management 4 stages in one

Global Benchmarks — The Multi-Monetization Equation

The monetization structure of 'connecting clinical · prescription demand through data' in a fragmented market is the scale-up equation validated by global healthcare unicorns.



Same structure as global unicorns — Dr.Diary implements through regulation-compliant 'Integration' approach
(Data · SaaS revenue, not prescription · drug margins)

Competitive Differentiation — vs. Hims & Hers

Hims & Hers connected prescriptions with post-care, while Dr.Diary can occupy the patient’s “Daily life.”

	Hims & Hers	Dr.diary
Starting Point	Prescription · Treatment Needs	Daily Habits
Target Conditions	Treatment-dependent conditions (Hair loss · ED · Weight)	Chronic diseases requiring lifelong management
Core Data	Prescription · Transaction Data	Daily biometric data (CGM · Blood glucose)
Revenue Layer	B2C subscription commerce-centered	Commerce + AI Coaching + Multi-layered B2B/B2H
Lock-in Structure	Dependent on drugs · supply · regulation	Structural permanent lock-in embedded in disease itself

Hims’ lock-in depends on drugs, supply, and regulation,
while Dr.Diary’s lock-in is embedded in disease and daily life, sustaining itself regardless of regulation or supply constraints.

Daily-Life Occupation ① — Engagement Proof

Not a 'prescription event' but a 'daily habit' — MAU 400K · 16 active days/month · 8-week retention 1st in industry, occupying users' daily lives.

400K

MAU (Monthly Active Users)
Chronic disease
management daily base

16 Days

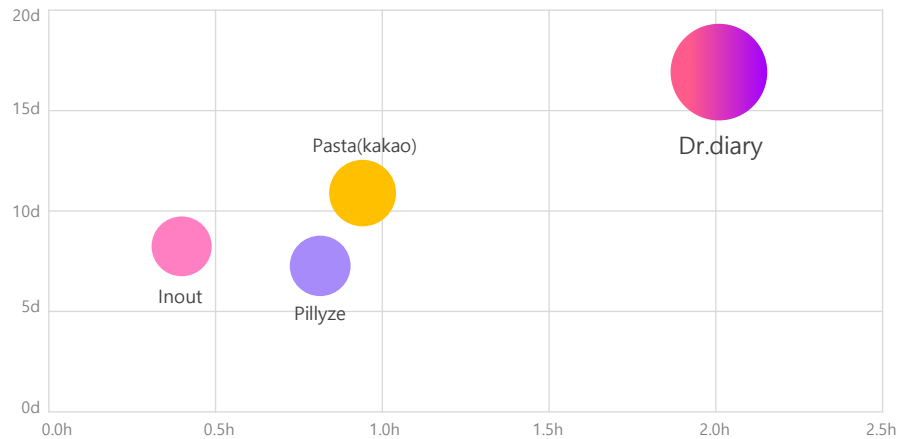
Monthly avg
usage days
Access almost every other day

4.4×

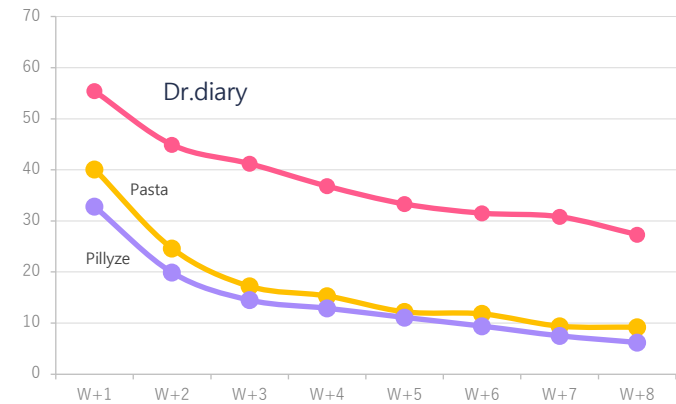
8-week re-visit rate gap
New install retention #1 in industry

Usage Immersion
Comparison

Monthly avg. usage hours per
use



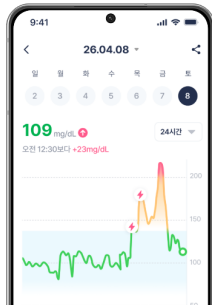
New Install Re-visit Rate
Comparison



'Daily life occupation' equals permanent lock-in — structural LTV advantage vs. prescription · event-based global models.

Daily-Life Occupation ② — Three Layers: Screen · Vitals · Routine

Daily-life occupation expands beyond the “screen (app)” into “vitals (devices)” and “routine (products),” and these repeated touchpoints are converted into revenue.



Screen

App · Daily Logging

**400K MAU · 16 Days of
Monthly Use**

Engagement Occupation



Vitals

Device · CGM

Worn on the Body 24/7

Consumable Repurchase



Routine

Product · Gluet

Consumed Across the Full Daily
Cycle, from Fasting to Bedtime

Recurring Commerce

**Screen · daily · body repeat touchpoints convert to
90% of revenue (medical devices · care food, etc.)**

Daily-Life Occupation ④ — Vitals Occupation (CGM)

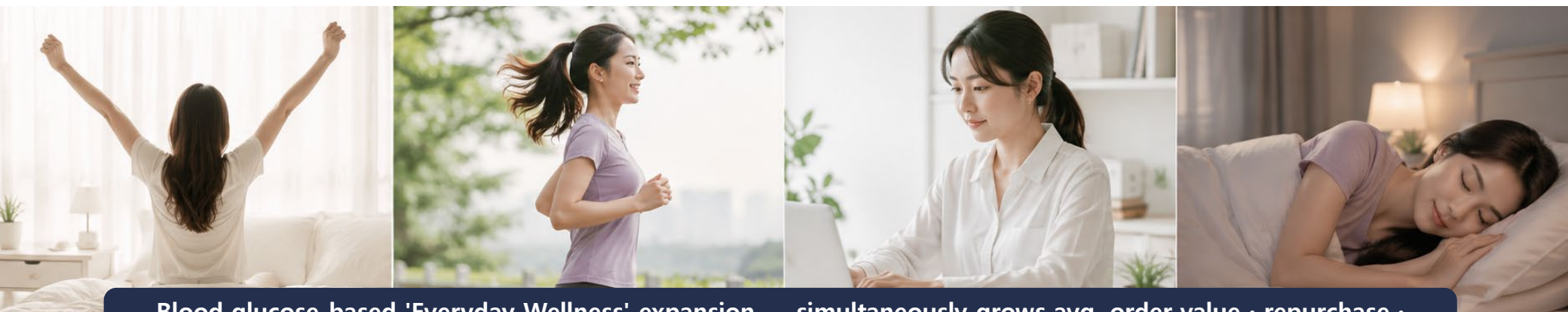
Devices occupy the body 24/7 — CGM creates structural recurring revenue through regular sensor repurchase.



CGM = Strongest daily occupation hardware + Regular sensor repurchase = Structural recurring revenue

Daily-Life Occupation ③ — Routine Occupation (Gluet)

Products occupy the daily routine — Gluet 'Everyday Wellness' converts daily habits into daily product consumption.



Blood glucose-based 'Everyday Wellness' expansion — simultaneously grows avg. order value · repurchase · target

CORE Blood Glucose Management

Overall Wellness · Inner Beauty, Lifestyle Expansion

Target Expansion · High-Value Product Lineup

All-day repeat consumption = Structural recurring commerce revenue
(core pillar of 90% product revenue)

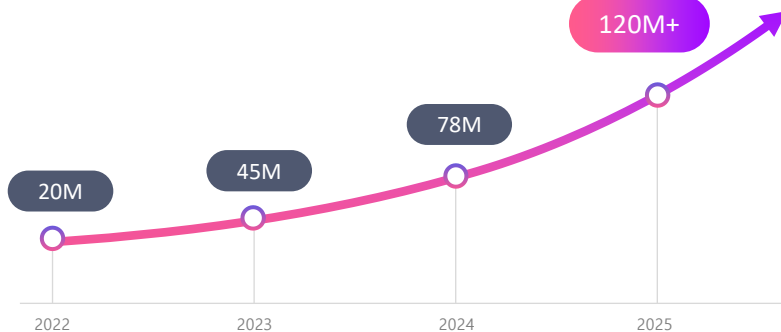
Daily-Life Occupation ⑤ — Virtuous Cycle of Repeat Touchpoints

The 'repeat touchpoints' created by daily occupation circulate into product · service revenue, making product revenue not one-time commerce but 'structural recurring.'

2.5M+ Cumulative Downloads

120M+ Cumulative Health Management Touchpoints

Cumulative Health Management Touchpoints



Touchpoint Breakdown

Blood glucose data 80M · Health data 15M · Sales transactions 5M · App sessions 20M

1



Product/Service Acquisition
Glucet, CGM, Community

2



App Usage Activation
Blood glucose / Meals / Exercise / Weight logging

3



Data Accumulation
Biometric / Purchase / Coaching / CGM data

▲ **Data → AI Coaching → Care → Revenue** ▼

6



Recurring Revenue Expansion
Repurchase, membership, B2H/B2B contracts

5



Continuous Care Conversion
Hypercare, Connect, Hospital/Corporate management

4



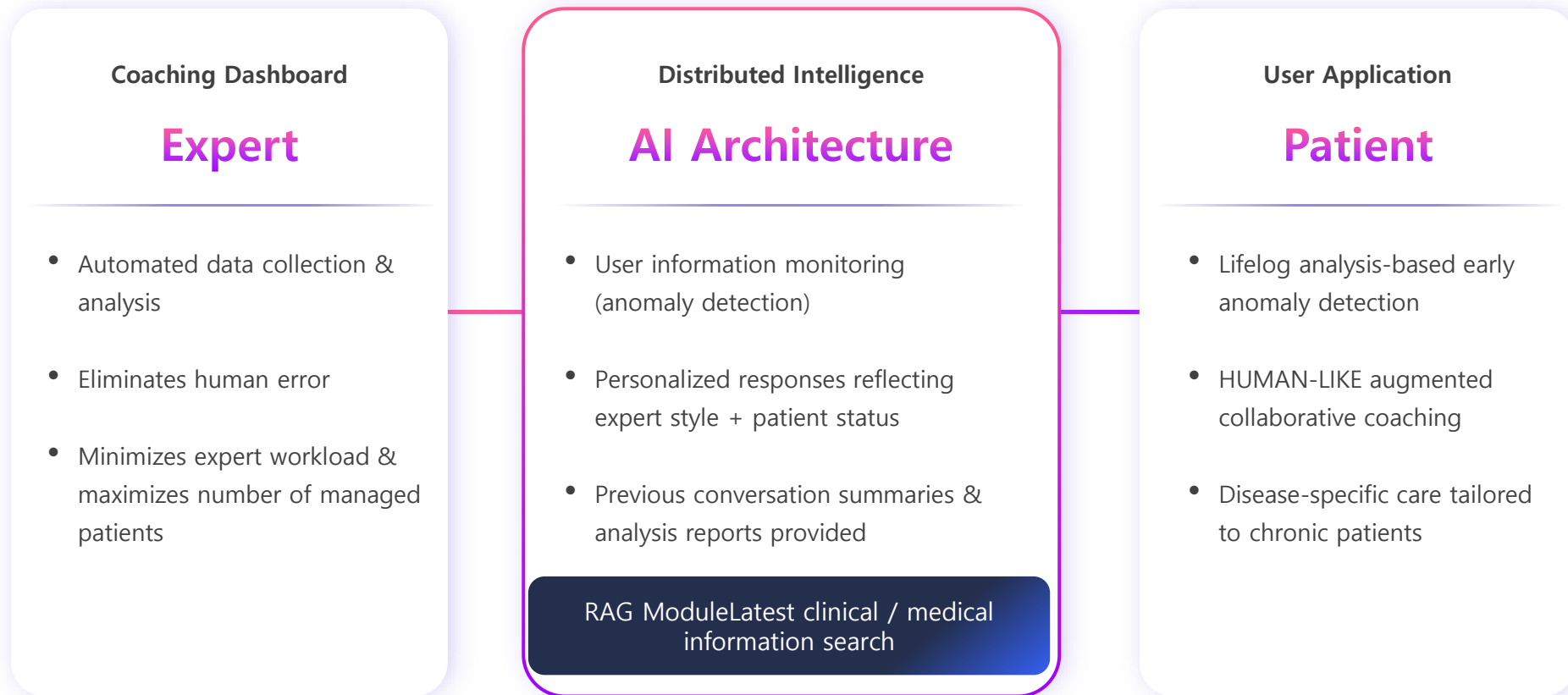
AI Coaching Enhancement
Goal setting, proactive intervention

Daily occupation = Repeat purchase engine → Product revenue is not one-time commerce but 'structural recurring'

AI Coaching Architecture — RAG · Multi-Agent

Introducing a hyper-personalized AI coaching platform based on RAG · multi-agent architecture to maximize care coverage and expertise.

Augmented Collaborative AI Architecture



Self-Growing AI Coaching Platform

Healthcare AI agent · persona coaching · predictive · self-growing loop — an AI coaching platform that grows stronger the more it operates.



1. Healthcare AI Agent

Natural language commands for automatic blood glucose · meals · report execution

Target: 75%+ automation rate

2. Persona Coaching

Reproduces each coach's speech style · expertise

3–5× increase in patients per coach

3. Predictive AI Model

Early detection of disease risk & anomaly signs

Target: AUC 0.85

4. Self-Growing Platform

Closed-loop based

+1.5pp self-growth rate per cycle

4 Non-Replicable Moats

Combining 50M health records and 7 years of operational know-how, we have built 4 moats impossible to replicate in the short term.

Healthcare Data Asset

50M records

Lifelogs

20M records

Blood glucose data

2.2M records

Medical prescription data accumulated

Chronic Patient Population

640K records

Chronic disease user pool

410K

Diabetic patients pool

When acquiring new B2B/B2H customers, instant cohort formation → structural reduction of CAC

Care Operation Experience

7 years

1:1 human coaching operation
→ accumulated care protocols

+20,000

Cumulative coaching cases

Healthcare Platform

**B2C →
B2B → B2H**

platform expansion structure

Evolving into a comprehensive healthcare OS covering all metabolic syndrome

Reverse Integration Strategy

Building on post-management leadership, executing a 'Reverse Integration' strategy to move upstream into treatment · diagnosis/prevention.



The surest strategy for Dr.Diary which already owns the patients to pull hospitals up onto the platform

Integrated Ecosystem Matrix

B2C · B2H · B2B individual businesses connected as one on a unified patient journey and integrated data platform.

	Prevention	Diagnose	Treatment	Management
Individual B2C	Health management app community	CGM, blood glucose / weight logging	Hospital Rx linkage	AI coaching
Hospital B2H		Medical information linkage (screening, Rx, hospital visits, etc.)	Dropout · side-effect monitoring / re-visit inducement	AI Care Program
Corporate B2B	Corporate screening data integration	Auto-identify at-risk individuals	Auto-target high-risk group	High-risk employee consultation, coaching

[Integrated Data & AI Platform (Data Foundation)] Blood glucose / Meals / Purchases / Coaching / Institutional data integrated → Recurring revenue generation

B2H — Clinic OS Infrastructure HyperCare

A Clinic OS that perfectly controls the journey after prescription — post-management SaaS for metabolic disease clinics.

In-App Dedicated Marketing Channel

Marketing to acquire new patients from platform users

AI Voice Reception

24/7 automated consultation & appointment booking

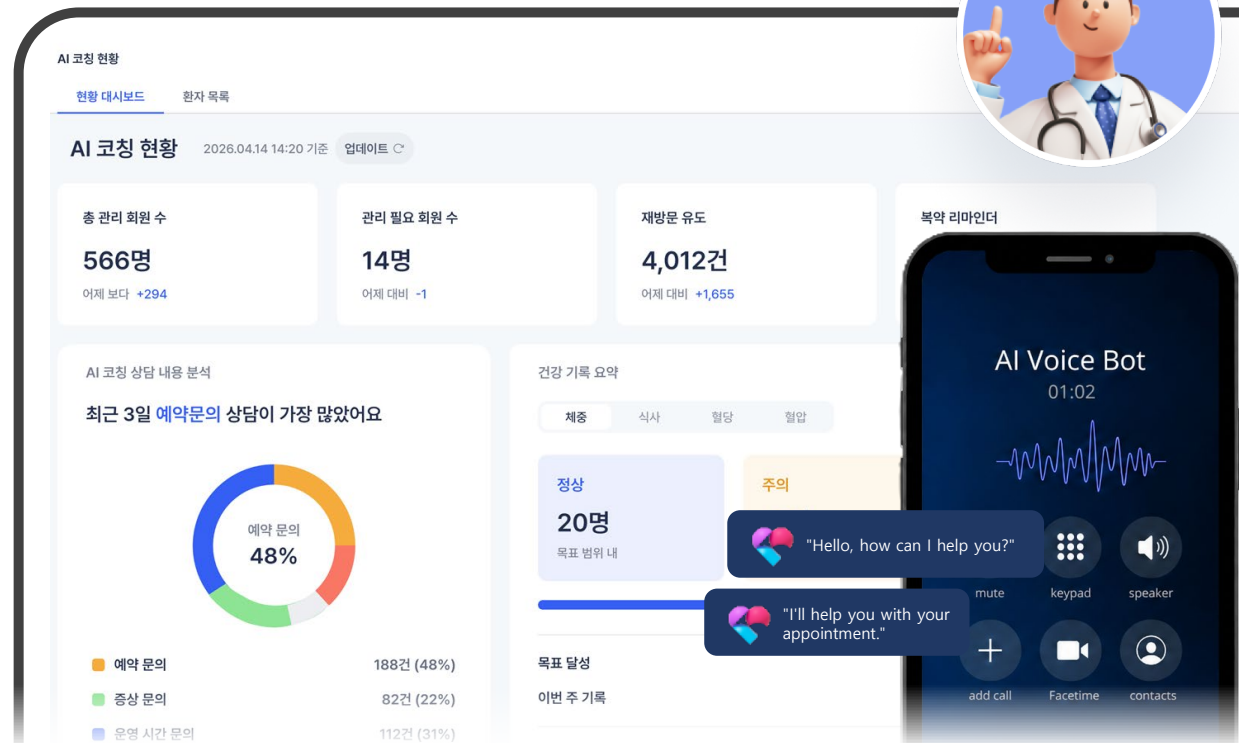
PHR Data Real-Time Monitoring

Instant detection of weight, medication, side effects

Re-visit Inducement CRM Timeline Automation

5-Disease AI Clinical Coaching Curriculum

GLP-1, Diabetes, Hypertension, etc.



This is a proactive AI intervention solution based on patients' 'clinical data,' not simple marketing messages.

B2H — Handok Partnership & Hypercare

Through strategic partnership with major pharmaceutical companies, targeting KRW 4B Hypercare revenue by 2027 to fully expand the B2H network.

Korea's #1 Chronic Disease Platform

Dr.diary

App user touchpoints,
AI coaching, data platform



Major Pharmaceutical Company

H*****

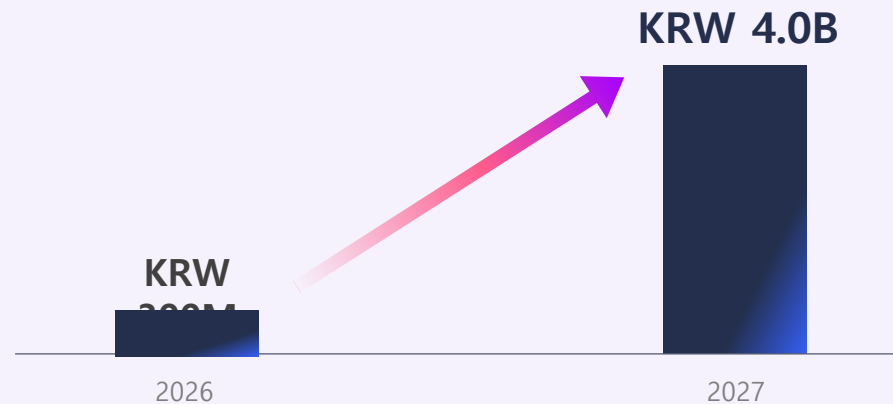
Hospital / pharmacy distribution
capabilities, medical channel secured



Integrated Management Model

Solution distribution: H * * * * *
Solution supply & operation: Dr.Diary

Hypercare B2H Business Target Revenue



H*****
medical channel



Hypercare
adoption



Dr.Diary app
integration



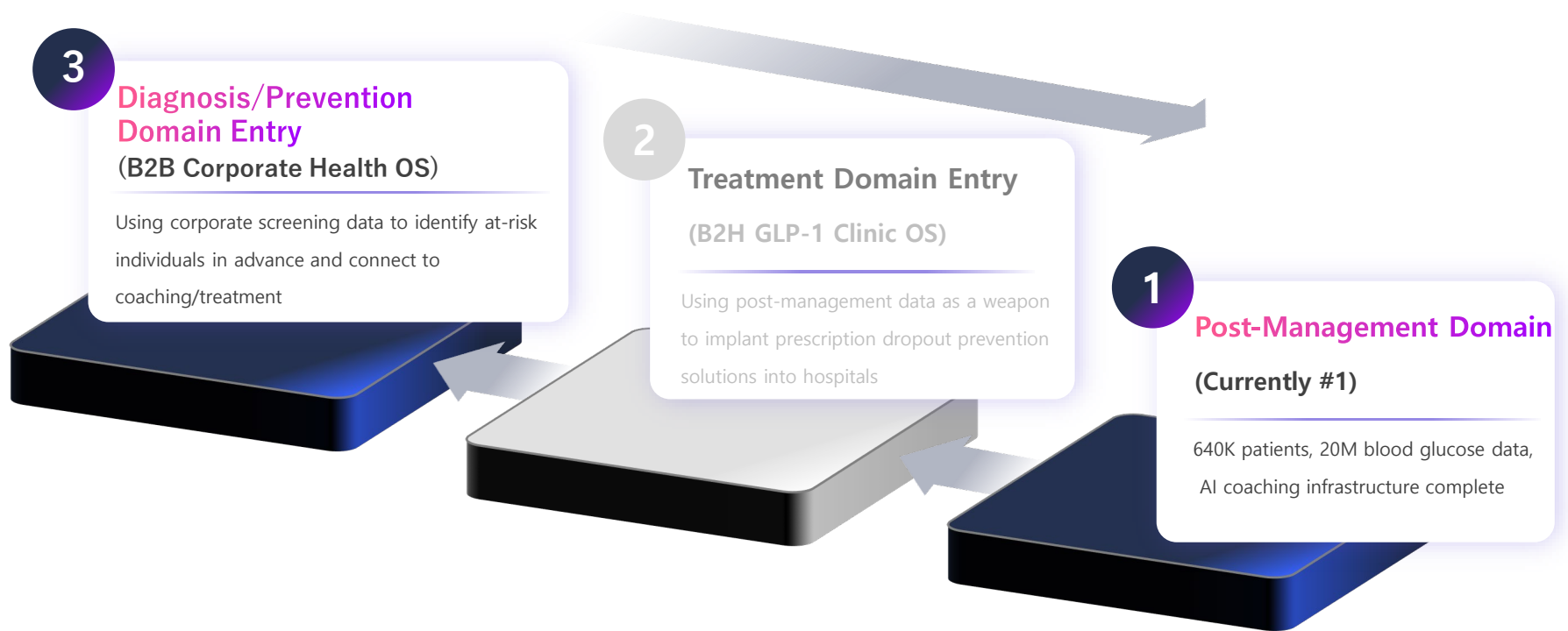
AI coaching



Repurchase,
membership
lock-in

Reverse Integration Strategy

Following post-management and treatment, preempting healthy employees in the prevention · diagnosis stage before disease onset.



Reverse Integration — Moving upstream from post-management to prevention · diagnosis, preempting employees not yet patients at corporate screening touchpoints

B2B — Corporate Health OS: Problem & Reframe

Corporations already have two health assets — screening and EAP. The moment we connect the disconnected two, the 'Employee Health Performance' market opens.

Screening and EAP— Two health assets corporations already have, but operating separately, disconnected from each other

Metabolic Syndrome Diagnosis-Management (Physical Care)

Health screening conducted → ends at results notification

✗ **Post-management gap — high-risk group neglected**

Mental Health Diagnosis-Management (Mental Care)

Employees must apply themselves to begin

✗ **Low utilization — effectively inactive**

Missing dual high-risk group (normal screening · high mental health risk)
→ **Presenteeism (invisible productivity loss)**

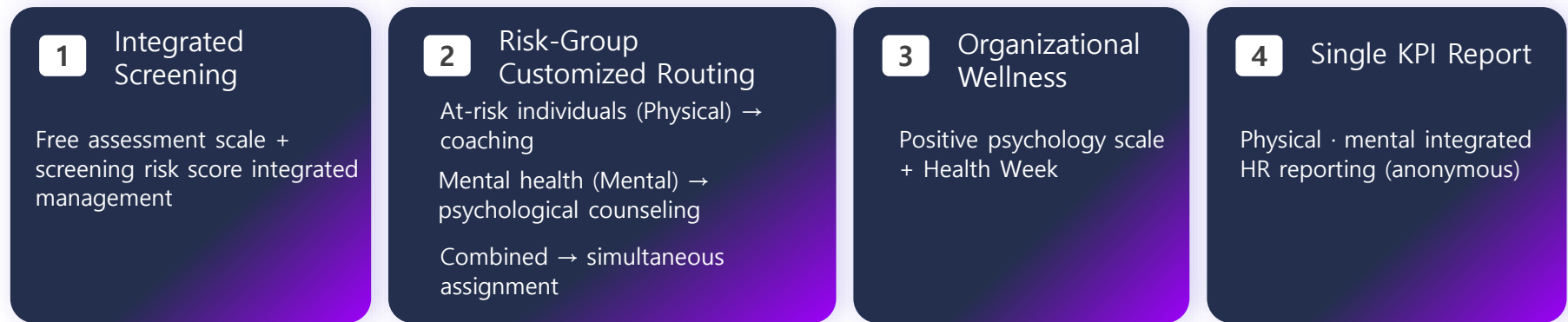
Selective welfare / selective disease management (health budget · at-risk individuals)
→ **Employee Health Performance (HR · welfare · ESG budget · company-wide)**

Without new budget — filling the blind spots of existing screening · EAP → company-wide employee health performance

B2B — Corporate Health OS: Solution & Product: Connect SaaS

Realizing the integrated management model connecting the two blind spots of screening and EAP as 'Connect SaaS'

Does not replace EAP — only connects the entry (integrated screening) and exit (integrated report) to increase utilization of existing assets



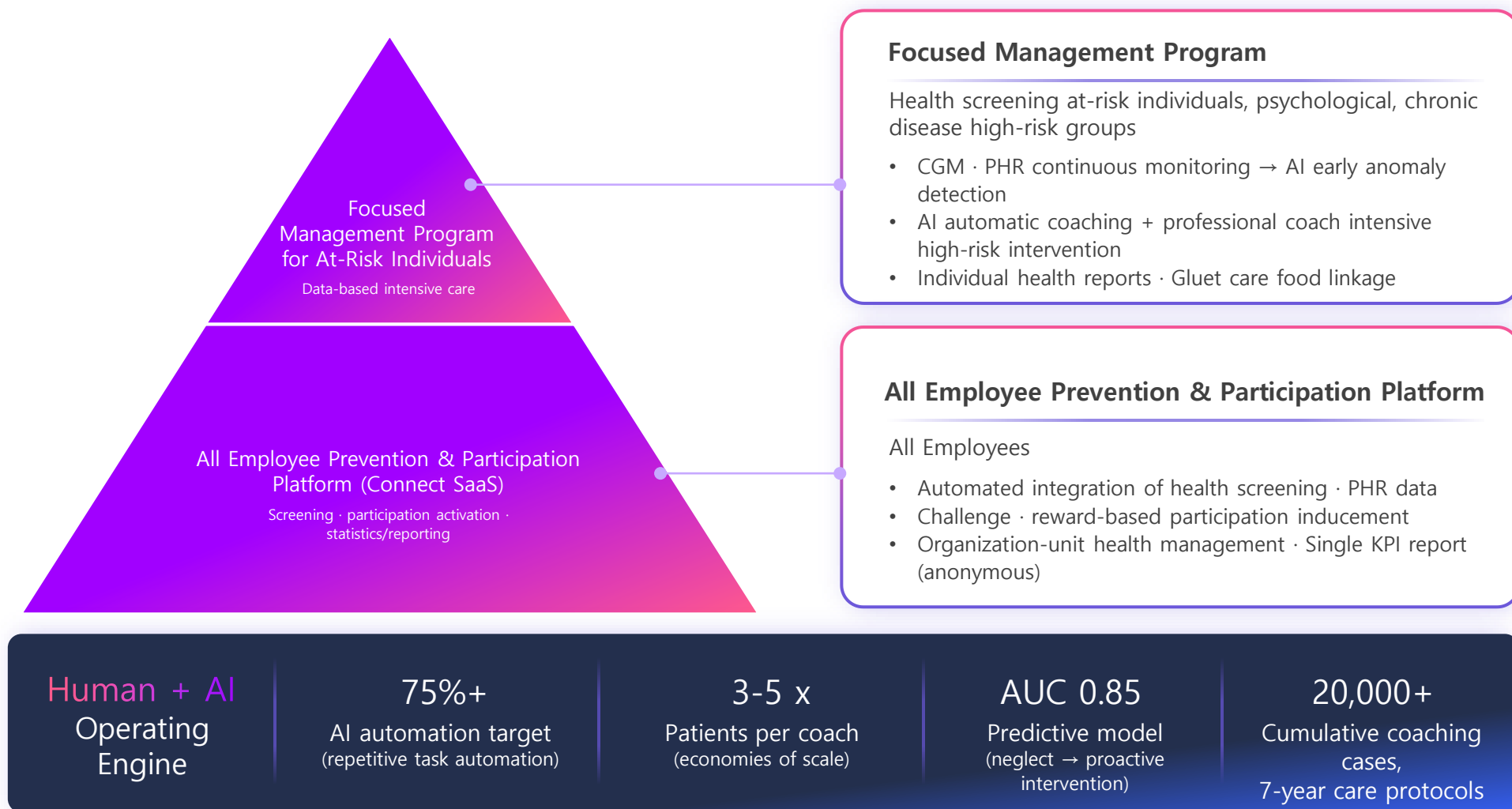
Product implementing these 4 stages = **Connect SaaS 7 Core Features**

- ① NHIS API ② PHR(CGM) ③ CRM KakaoTalk ④ Dashboard ⑤ Challenge ⑥ Community ⑦ Content

※ Customized routing = Automatic assignment to appropriate management pathway based on risk type from screening results
(Physical → coaching · Mental → existing EAP · Combined → simultaneous assignment)

B2B — Corporate Health OS: Solution & Product: Connect SaaS & Focused Management for At-Risk Individuals

Dr.Diary Corporate OS realizes an End-to-End solution operating without gaps from prevention · participation for all employees to intensive care for high-risk at-risk individuals — Human + AI.



B2B — Corporate Health OS: Early Traction

Already 24+ large corporations · public institutions have entered review · contract stages for Connect SaaS adoption (as of Feb 2026).

Connect SaaS Q1 Conversion Scheduled



Lam Research Korea



Korea Hydro & Nuclear Power



JW Jaewon



Lotte Chemical Yeosu Plant



Lotte Innovate



Korea Research Foundation



CosmaxNEO



Simmons



LG Innotek



Gyeongin Regional Employment and Labor Agency



JW Bioscience



Korea Institute of Toxicology



Korea Institute of Fusion Energy



Hi-Tech Solution



F&D Networks



Hwaseong Urban Corporation

Coaching Service Confirmed & Final Stage

Confirmed

- Lam Research KoreaChungbuk
- Jincheon County Public Health Center
- Chungnam Yesan County Public HealthCenter
- Ilsan Seo-gu Public Health Center
- Korea Hydro & Nuclear Power

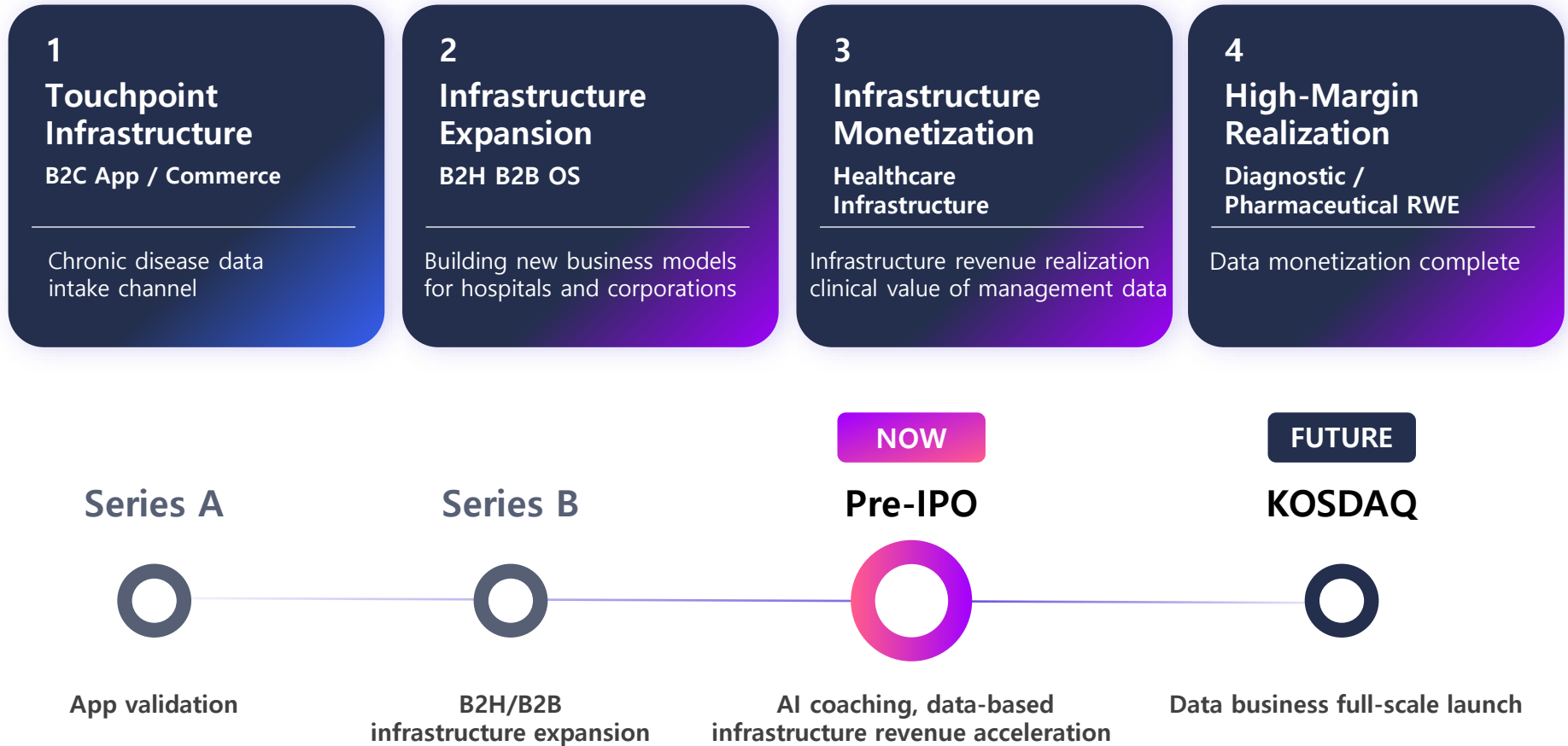
Final Report / Discussion:

- Celltrion
- JW Jaewon
- Korea Research Foundation
- Lotte Innovate
- LX Hausys
- LG Household & Health Care
- Samyang Foods
- Aramark
- Lotte Chemical
- Gyeonggi Regional Employment and Labor Agency
- JW Bioscience

Current pipeline: 100+ large institutions imminent Q2 contract conversion

Vision — High-Margin RWE Data Business

B2C touchpoint · B2H operational efficiency · clinical foundation expansion → completing a high-margin RWE (pharmaceutical · diagnostic data) business model.



E.O.D