

# Overview of Long-Term Vision and Strategy

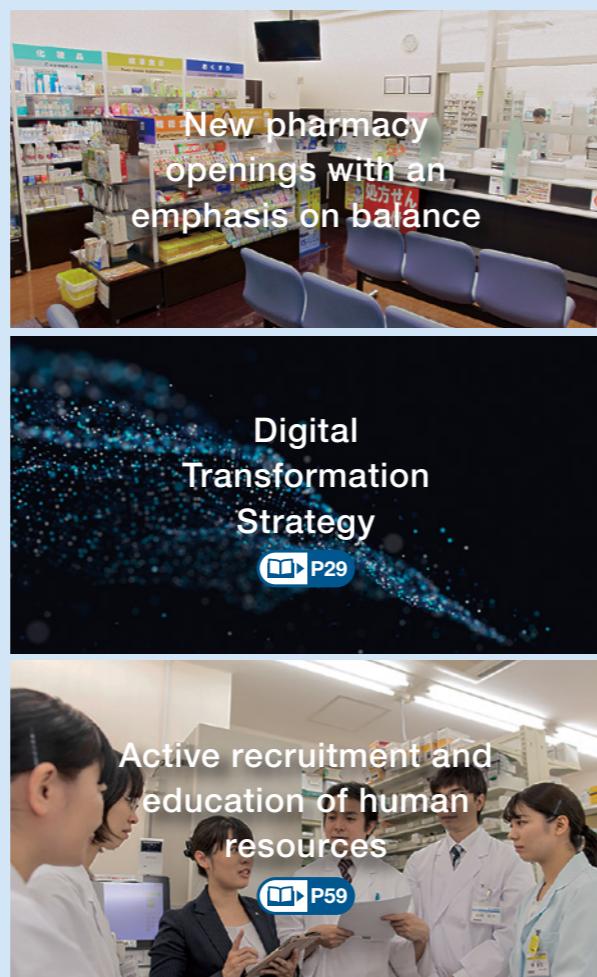
In April 2018, Nihon Chouzai announced a long-term vision describing the kind of company we want to be in 2030. The business environment for the Group is undergoing dramatic changes, including the super-aging society in Japan and the global spread of COVID-19.

Embracing these dramatic changes as opportunities, we summarize on this page the strategies and results we are targeting to achieve substantial growth.

## Strategies for Making the Long-Term Vision a Reality



### Strategies

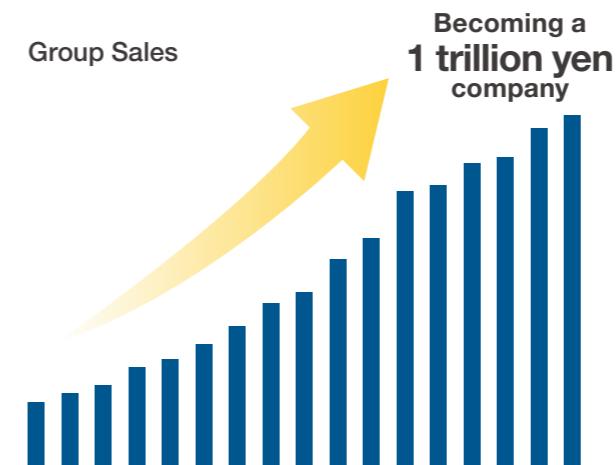


## Long-Term Vision

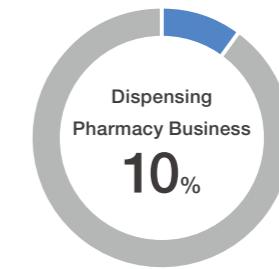
The company we want to be in 2030

**A comprehensive healthcare company**

Group Sales



Market Share



We set Group sales of 1 trillion yen as the scale of business we are aiming for in 2030. To achieve this target, we project capturing a 10% share of the pharmacy market and a 15% share of the generic drug market.

### Strategic Outcomes

#### 1 More robust profitability

- Synergies from substantial expansion in the Dispensing Pharmacy Business
- Growth of the pharmaceutical manufacturing business (expansion of internal sales)  P45
- Expansion into new areas in staffing and placement businesses (stronger tie-ups with medical institutions)

#### 2 Greater efficiency

- Larger, more centralized pharmacies
- Containing rising healthcare costs
- Greater productivity
- Growth of online healthcare  P36

#### 3 Pursuit of quality and safety

- Ensuring safe healthcare
- Stable supply and quality improvement  P49