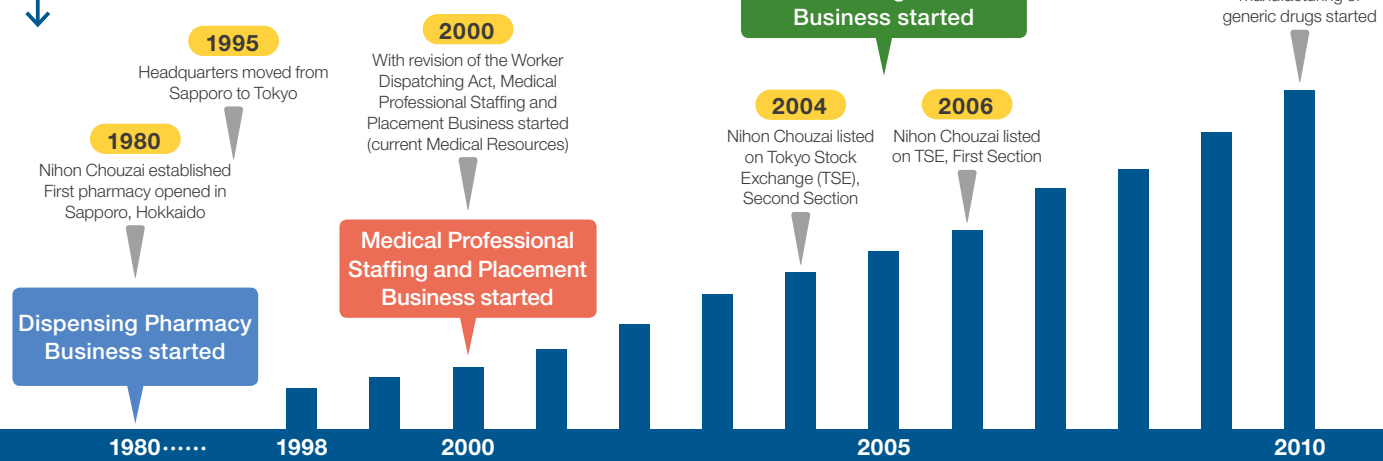


# Evolving the business portfolio by being first to grasp changing social needs. Growing into a comprehensive healthcare company making widespread contributions to healthcare in Japan

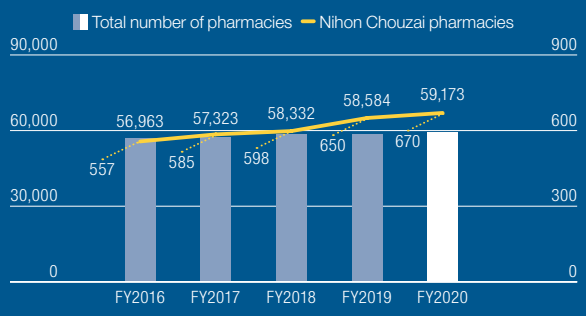
## Evolution of the Nihon Chouzai Group

Evolution of the Business Portfolio	Social Issues Addressed
<b>Dispensing Pharmacy Business</b> 1980 Nihon Chouzai established First pharmacy opened	Building sustainable community healthcare frameworks Supporting advanced medical care
<b>Medical Professional Staffing and Placement Business</b> 2000 Medical Resources (current name) established	Shortage of medical personnel
<b>Pharmaceutical Manufacturing and Sales Business</b> 2005 Nihon Generic established	Spread of generic drugs
<b>Information Provision and Consulting Business</b> 2012 Japan Medical Research Institute established 2021	Using big data to lower medical costs

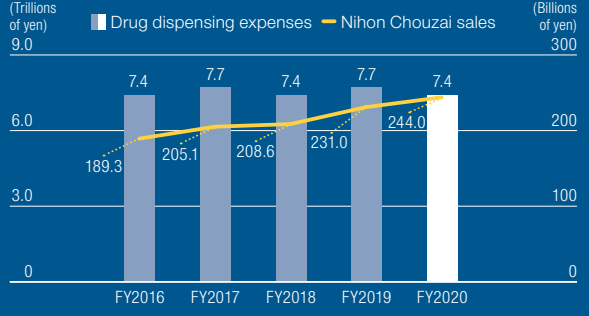
## Consolidated Sales

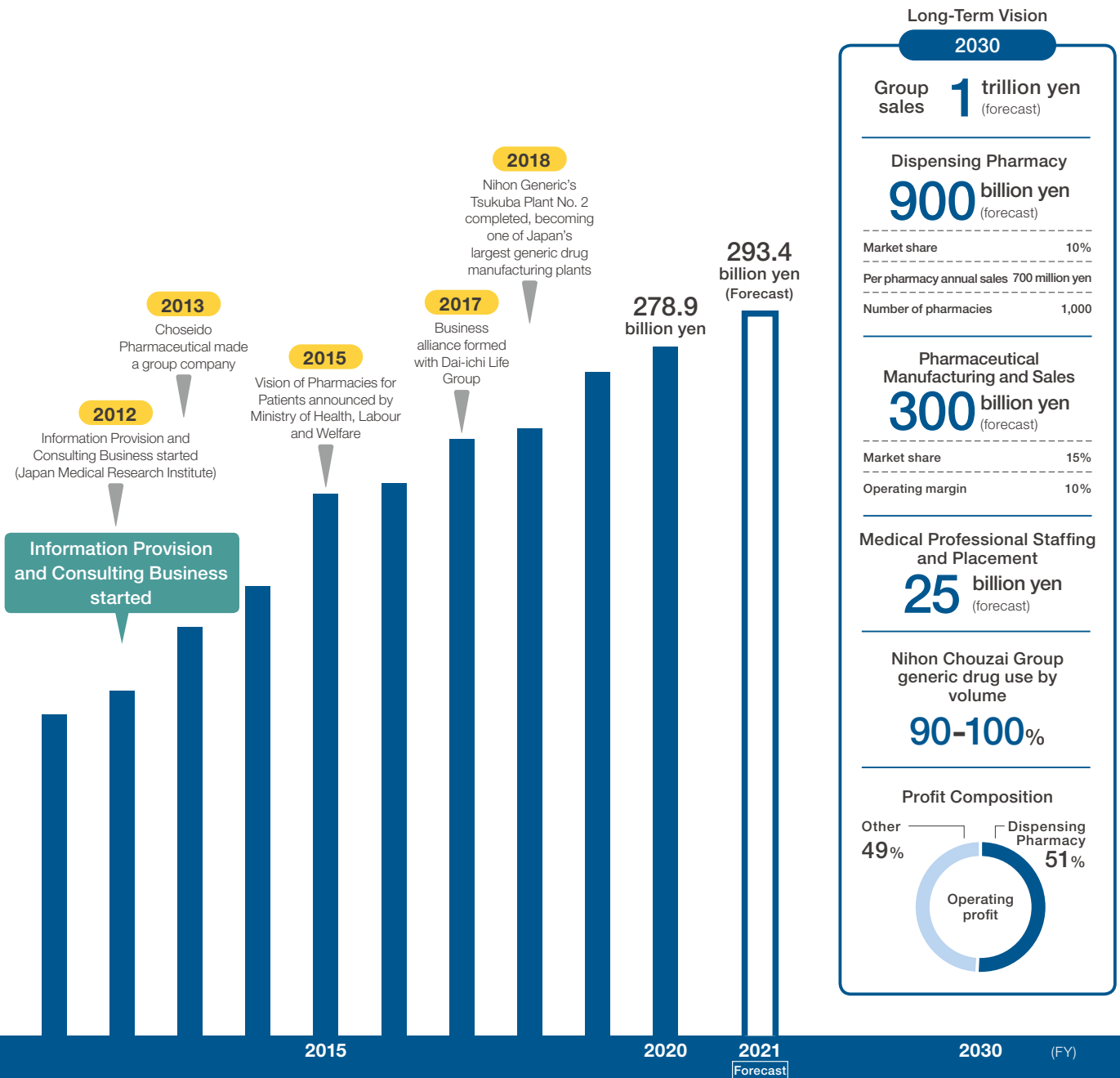


## Number of pharmacies

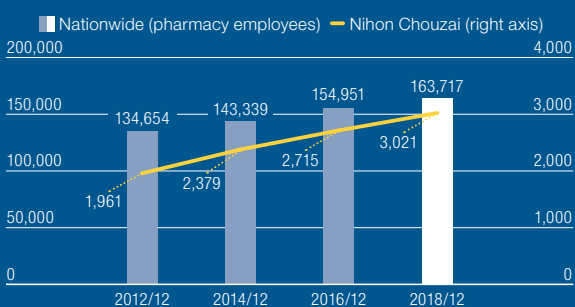


## Drug dispensing expenses





**Number of full-time pharmacists**



**Generic drug use (by volume)**

