

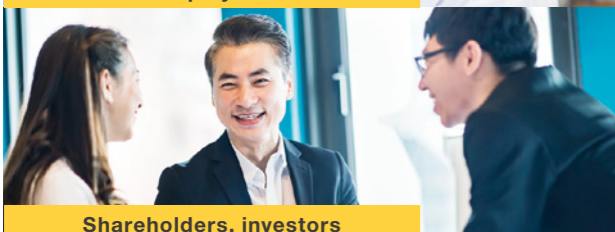
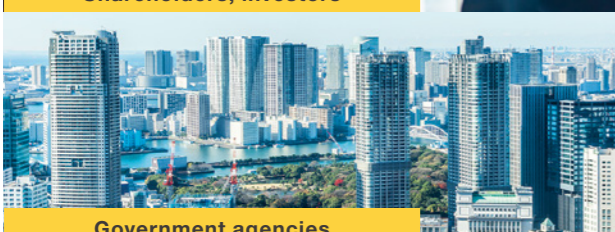




Stakeholder Engagement

The Nihon Chouzai Group seeks to hold constructive dialogues with stakeholders in each of its business areas to identify their expectations and needs, and to work together with them to help resolve the issues facing society as a whole. Going forward, we will continue to work to deepen relationships of trust with stakeholders, build relationships that enable mutual flourishing, and increase corporate value.

	Why we engage	Stakeholders' concerns	How we respond
 <p>Patients and customers</p>	<p>As a medical institution that provides quality healthcare throughout Japan, we believe pursuing the care that patients and customers demand is essential for the long-term development of our company. The Nihon Chouzai Group is constantly striving to ensure that patients and customers can receive the best possible healthcare without worry regardless of where they are in Japan.</p>	<ul style="list-style-type: none"> ■ Provision of high-quality healthcare through the safe, secure Nihon Chouzai brand ■ Ability to receive the proper pharmacy services whenever needed nationwide ■ Supply of high-quality pharmaceuticals 	<ul style="list-style-type: none"> ■ Providing high-quality healthcare at Nihon Chouzai pharmacies in all prefectures in Japan ■ Providing high-quality generic drugs under the Nihon Generic brand
 <p>Medical institutions (hospitals, pharmacies) and medical professionals</p>	<p>As a medical institution and as medical professionals responsible for regional healthcare, the Group collaborates as appropriate with other institutions and professionals to deliver healthcare to patients and members of the local community, and in this way are helping to uphold a sustainable healthcare system in Japan. In addition, for medical institutions facing a shortage of medical staff, we are helping to redress regional disparities in healthcare by supplying appropriate medical personnel through the Group's Medical Professional Staffing and Placement Business.</p>	<ul style="list-style-type: none"> ■ Collaboration with medical institutions to build sustainable community healthcare frameworks ■ Redressing regional healthcare disparities caused by a shortage of medical personnel ■ Cooperation with highly specialized pharmacies and pharmacists 	<ul style="list-style-type: none"> ■ Healthcare collaboration by highly specialized pharmacists with regional medical institutions ■ Staffing and placement businesses that connect medical institutions and medical professionals while avoiding poor fits ■ Stable supply <ul style="list-style-type: none"> • Safe, high-quality drugs • Interviews to provide personnel while avoiding poor fits
 <p>Employees</p>	<p>To achieve sustainable growth, it is vital to create workplaces where employees can take pride in their work as medical professionals who are supporting healthcare in Japan. The Nihon Chouzai Group is working not only to foster supportive, fulfilling workplaces, but also carries out employee engagement surveys to enhance employee satisfaction.</p>	<ul style="list-style-type: none"> ■ Workplaces where employees can continue to work with a sense of security ■ Fulfilling work that can contribute to healthcare in Japan ■ Maintaining stable employment 	<ul style="list-style-type: none"> ■ Offering working environments at financially sound medical institutions ■ Providing a wide range of job positions that offer fulfillment as a medical professional ■ Stable employment in the Nihon Chouzai Group (salary, benefits) ■ One of industry's best training programs ■ Providing flexible career plans that empower women in the workplace
 <p>Shareholders, investors</p>	<p>As a company listed on the First Section of the Tokyo Stock Exchange, the Group places importance on appropriate disclosure and on constructive dialogue with shareholders and investors for the sake of achieving sustainable growth and building corporate value over the longer term. Feedback and demands obtained through interactions with shareholders and investors are promptly shared within the Group and reflected in management and investor relations activities.</p>	<ul style="list-style-type: none"> ■ Sustainable growth ■ Longer-term improvement in corporate value ■ Stable shareholder returns ■ Appropriate disclosure 	<ul style="list-style-type: none"> ■ Engagement activities with shareholders and investors ■ Growth strategies to achieve a sound financial structure and sustainable growth ■ Stable shareholder returns
 <p>Government agencies</p>	<p>Effective collaboration with government agencies is indispensable to the Group's businesses. The Nihon Chouzai Group will continue to engage with government agencies to contribute to Japan's regional healthcare system.</p>	<ul style="list-style-type: none"> ■ Provision of healthcare with guaranteed safety and stability ■ Cooperative efforts with government agencies ■ Reduction of medical expenses ■ Understanding of ministry, agency policies 	<ul style="list-style-type: none"> ■ Developing high-quality generic drugs ■ Stable drug supply ■ Contributing to regional healthcare in Japan ■ Demonstrating the Group's value to society
 <p>Society</p>	<p>As we seek to contribute to regional healthcare, cooperative efforts with various stakeholders in our communities are crucial to our businesses. The Group will continue to provide the best-possible healthcare throughout Japan to ensure that patients and customers can lead their daily lives with a sense of security and safety.</p>	<ul style="list-style-type: none"> ■ Regional healthcare stations ■ Family pharmacies, pharmacists ■ Actions to contribute to society 	<ul style="list-style-type: none"> ■ Functions to support community residents in staying healthy ■ Pharmacy-based community healthcare frameworks to enable people to lead their daily lives with a sense of security
 <p>Business partners</p>	<p>As a Group that is involved in a broad range of business areas, it is critical that we maintain solid relationships with all of our business partners. By building a robust supply chain, we will seek to provide stable, quality medical services to patients and customers nationwide.</p>	<ul style="list-style-type: none"> ■ Stability ■ Growth potential ■ Products ■ Services 	<ul style="list-style-type: none"> ■ Over-the-counter (OTC) drug sales ■ Scale merits ■ Sound financial structure ■ Sales of goods and services