

Shoring up the Sustainable Management Foundation

We believe shoring up the management foundation is critical to achieving our long-term vision.

We aim to further expand the five assets held by the Nihon Chouzai Group and enhance the Group's long-term corporate value.



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Long-Term Vision 2035

Five Assets

Reinforcing Human Capital

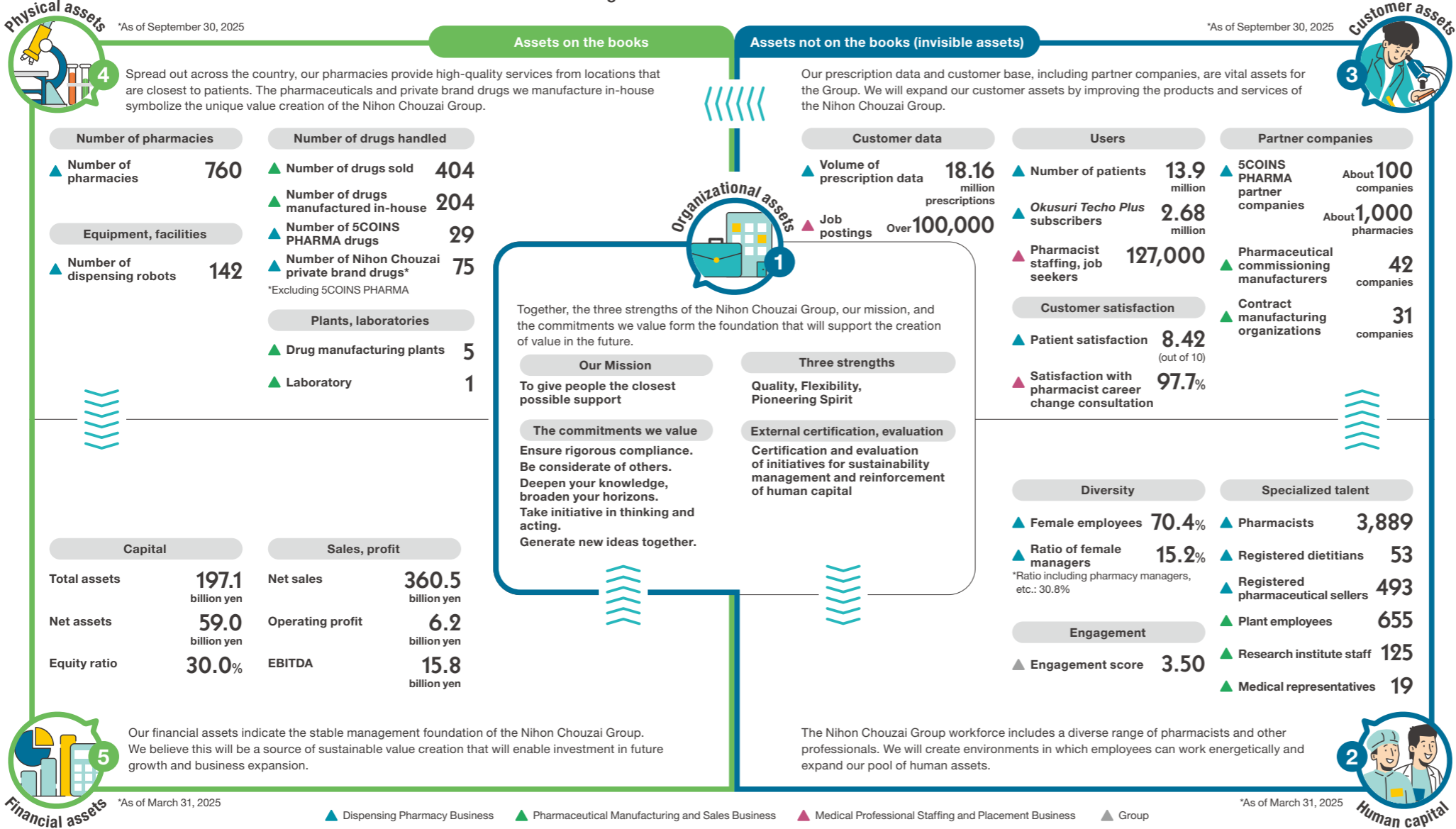
Addressing All Kinds of Needs

Digital Transformation Strategy

Business Portfolio

Management Assets of the Nihon Chouzai Group

The Nihon Chouzai Group has cultivated an array of assets over more than four decades. The type of assets varies widely, including physical, financial, and other tangible assets, and organizational assets, human capital, customer assets, and other intangible assets. The five types of assets are interconnected. Exerting a mutual influence on one another, the various assets will continue to contribute to the overall growth of our asset base.



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 Reinforcing Human Capital

► Basic approach and the three pillars for strengthening human capital

The Nihon Chouzai Group thinks of employees as human capital, a critical management resource. Our aim in reinforcing human capital is to contribute to society while enhancing our corporate value over the longer term by deepening employee understanding of the Group philosophy and gaining employee buy-in for it, as well as creating a vibrant workplace where employees can pour themselves into their work.

We have identified three pillars for enhancing the value of our human capital: ensuring diversity and building a sustainable organization, boosting employee fulfillment and satisfaction, and cultivating an environment that facilitates work.

By taking action along these lines, we believe we can enhance human capital and the value of the organization, which will feed into providing greater, more robust value for customers and patients. Over the longer term, we will translate this value into financial value, including net sales and profitability.

Enhancing human capital and organizational value through measures linked to the three pillars





1 Ensuring diversity and building a sustainable organization

Recognizing that supporting the active contribution of diverse personnel and securing and cultivating the human capital needed to take the reins of future management are indispensable to enhancing longer-term corporate value, we are planning and pursuing measures to create a working environment where employees can thrive regardless of race, nationality, age, gender, disability, or other characteristics.

We believe there are two ideal areas to strive for over the longer term: basing the development and placement of human resources on our business strategies and consistently ensuring the sufficient quality and quantity of personnel; and pursuing growth by understanding and bringing together diverse personnel in different positions.

To achieve this, we will foster an environment in which diverse personnel can flourish, including increasing the ratio of female managers. In addition, we will work to build a human capital portfolio that contributes to sustainable growth, including formulating succession plans and cultivating leadership talent.

Building a talent portfolio

Cultivating management talent to lead sustainable growth

It is vital for the longer-term growth of the Group to continuously formulate and update succession plans for the key positions that will shoulder the next generation of management. We are currently considering formulating such plans for general manager positions in all departments and setting targets for monitoring the plans.

We also offer outside training for newly appointed executive officers to teach the various skills and high-level perspectives needed for management. In FY2024, a total of four executive officers took part in three training courses. In FY2025, we also began training programs targeting the executive level, providing broad support for the next generation of leaders to acquire necessary knowledge.

Details of initiatives
<https://www.nicho.co.jp/en/sustainability/esg/human/>

Recruitment strategy

Securing pharmacists and other talent is vitally important to our ability to offer high-quality pharmacy services and enhance the competitive strategies needed to expand the organization. We face the need to address major changes in the operating environment stemming in part from deregulation, regulatory reform, advances in digital transformation, and industry restructuring. We are thus focusing on reinforcing our framework for recruiting new graduates and mid-career professionals to be pharmacists, medical office workers, and career-track employees.

For career-track employees, we are developing plans that will enable us to craft solid growth strategies for the future, including the creation of new businesses and frameworks. With the aim of securing outstanding talent in various fields, including human resources, finance and accounting, and system engineer, we are pursuing activities drawing on a wide range of channels for recruiting both new graduates and mid-career professionals.

In the Dispensing Pharmacy Business, the vital importance of the patient-centered work of pharmacists— whether in the family pharmacist system, at-home healthcare, or consultations about drug therapies in various specialized fields—is gaining attention. Securing excellent talent is the most critical issue in realizing the growth strategies needed to survive ongoing restructuring of the pharmacy industry in Japan. To this end, we are taking steps to recruit talented pharmacists and medial office workers.

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Ensuring diversity

Empowerment of women in the workplace

P.69 Outside Evaluations

The percentage of female pharmacists has traditionally been high in Japan. About 70% of Nihon Chouzai pharmacists are female. For this reason, we are pursuing Group-wide initiatives to promote the active participation of women, including supporting the careers of female employees and raising awareness among managers.

Action plan

- 1

Increase the ratio of women in managerial positions to over 13%
(April 2022–March 2025)

Female manager ratio
As of March 2025

15.2%
- 2

Increase the ratio of full-time male employees who take childcare leave or take advantage of the Group paid leave system for the purpose of childcare to over 40%.

Male employees taking childcare leave
As of March 2025

86.4%

Female employees

70.4%

Number of people using the childcare reduced working hours system

642

Retention rate of employees returning to work after childcare leave

98.0%

Initiatives to promote the active participation of women

Promoting women to managerial positions has been a focus of the Group in recent years, but starting in FY2025, to further promote diversity and support the career development of women, we are launching an executive mentoring program in which executives act as mentors for female employees in managerial positions. We also nominate candidates to participate in outside training programs in an effort to help female employees gain a broader perspective. We also held a seminar promoting the active participation of women in FY2024, inviting a female manager from another company to speak about her experiences in career development. We plan to hold this seminar every year going forward.

P.24, 25 Employee Interviews



A seminar on promoting the active participation of women held in 2025



Fumi Fujie was the lecturer at the seminar

Diversity and Inclusion (DE&I)

To hone employee expertise and create new value, we are focusing on recruiting not only new graduates but also mid-career professionals. By acquiring highly specialized talent from outside the company, we not only fill open positions but also introduce new perspectives and experience, which brings renewed vitality to the organization as a whole. As of March 2025, the proportion of mid-career hires among all management positions was 58.6%.

We are also promoting various initiatives to enable diverse human resources to play an active role in business operations, and Nihon Chouzai employs 152 employees with disabilities. The proportion of such employees to the total workforce was 2.79% as of the end of June 2025, exceeding the statutory employment rate, and we continue to actively promote the hiring of such employees while expanding the range of job opportunities available to them.

Initiatives

<https://www.nicho.co.jp/en/sustainability/esg/human/>

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2 Boosting Employee Fulfillment and Satisfaction

Having long regarded human capital as the most important source of our value creation, the Group has focused on cultivating human capital and honing the expertise of our pharmacists in particular. Our aim as we work to achieve our long-term vision is to maximize the capabilities of our employees by encouraging self-learning, empowering them to grow and chart new career paths. We are in the process of expanding our framework to better support career autonomy.

Furthermore, to boost employee engagement, we regularly conduct surveys to identify their level of engagement. Going forward, as a PDCA cycle based on the survey results gets underway, we will seek to instill actions across the Group to further enhance employee engagement.

Career autonomy, heightening expertise

Cultivating pharmacists and other highly specialized healthcare professionals

In the mainstay Dispensing Pharmacy Business, to fulfill its mission to be healthcare professionals, Nihon Chouzai is working to develop personnel who have a patient-centered perspective and a high degree of expertise. We have expanded the organization by opening multiple pharmacies across Japan. We therefore see it as a key management issue to seek to strengthen the human capital needed to manage the organization and continue to cultivate the next generation of leaders who can guide this process.

We are working to recruit pharmacists of a high caliber for the Dispensing Pharmacy Business while further reinforcing our high-level educational programs. We have put in place a Pharmacist Stage evaluation system to encourage employees to acquire in-house certification, and offer full support to this end, preparing them for the next step of acquiring more advanced outside certification. Acquiring certain outside certification requires not only pharmacy experience but also hospital-based training. More than 40 of our pharmacists undergo such clinical training every year.

Initiatives to support career autonomy

Nihon Chouzai's personnel system spells out the qualities and abilities required for each job qualification and grade, and offers training to support employees in bringing these qualities and abilities to bear on their work. In our new middle-class training, which is common to all job positions, and in our new high-class training for career-track employees, we have designed a series of processes that include a practical implementation period for testing and embedding learning in the workplace, in addition to classroom sessions in which participants consider specific actions they can take to properly understand and fulfill the roles expected of them at each job level. We also support the establishment of a cycle where employees embody their roles and continue to grow through ongoing feedback from supervisors and end-of-program reflections.

With the aim of allowing all employees to take initiative in shaping their own careers, we also support further learning by providing interested personnel with an account on a learning management system, such as the Schoo and Udemy platforms.

In addition, in FY2025, as part of the Group's self-directed career check-up program, we have started to offer interested employees the chance to hold interviews with employees qualified as career consultants, in an effort to help employees gain a deeper self-understanding and hone their skills. Going forward, we will move forward with visualizing human capital information by means of a talent management system, while also encouraging employees to take more ownership of their career development through the strategic roll-out of an in-house recruitment system.

Initiatives to support career autonomy

- **Expanded learning support**
Self-development e-learning: Total of 592 participants*1
We give selected applicants Schoo for Business and Udemy Business accounts, providing an opportunity for motivated employees to take advantage of IT for their independent learning, to gain a wide range of business knowledge and boost their work efficiency.
- **Providing career counseling opportunities**
A total of 25 people*2 took part in interviews
With the aim of encouraging and supporting the independent career development of employees, we offer opportunities to interview with in-house career consultants, and support employees in several areas.
 - **Gaining a deeper self-understanding:**
Reflecting on past events and areas of interest to deepen employees' self-understanding
 - **Encouraging job understanding:**
Helping employees understand and adapt to the roles expected of them in their jobs
 - **Designing career plans:**
Supporting the planning of future goals and actions need to reach them
 - **Supporting decision-making:**
Supporting the ability of employees to make the most satisfactory choices from among a number of options
 - **Supporting skill development:**
Supporting the learning and training necessary for skill development

*1 October 2024–November 2025 *2 June 2025–September 2025

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Improving Employee Engagement

Capitalizing on Group engagement surveys

With the aim of building a more robust organization and fostering employee growth over the longer term, we regularly take stock of employee engagement levels. Various measures carried out to date have borne fruit, including taking steps to instill the Group philosophy, increasing opportunities for communication from management, and revamping the personnel system. The engagement survey conducted in FY2024 showed positive results in terms of both the management leadership and employee buy-in for and practical application of the Group philosophy.

The various Group companies are also currently putting measures in place tailored to their own context based on issues identified in the survey, moving ahead with initiatives to further improve engagement across the Group. Specifically, the various companies are working to leverage AI and automation to systematize their operations, fostering environments that enable employees to focus on higher-value-added work. At the same time, we are targeting ongoing improvement in the working environment by taking action to facilitate flexible working styles, described below.

Instilling the Group philosophy and vision

We are pursuing efforts across the organization to instill the Group philosophy, which defines the Group’s purpose in society and defines the actions needed to lead to future growth, as well as the long-term vision we announced in September 2024.

The process of instilling the long-term vision is divided into four stages: awareness, understanding, buy-in, and action. We are currently exploring and implementing measures for each stage. In FY2025, we began by seeking to take stock of where the Group currently stands through a survey to ascertain the level of awareness of the philosophy and vision among employees. In light of these results, we are taking measures to gain more in-depth employee awareness and understanding, including running an e-learning program for all employees and broadcasting messages from management.

Going forward, we plan to expand the information input targeting employees through in-house newsletters and the corporate intranet, while also creating opportunities for employee output through training programs and specific measures in each department. We will continue to take steps to enable all employees to take personal ownership of the long-term vision, helping them to adjust how they go about their day-to-day work.



E-learning program for all employees on the long-term vision

3 Cultivating an environment that facilitates work

Creating an environment in which all employees can embrace their work with enthusiasm is essential to building the vibrant and energetic organization we aim to be. Going forward, we will continue to consider various measures to improve labor productivity by lowering restrictions on where and when employees can work and enabling flexible working styles, which will also feed into a better balance between work and private life. We believe that maintaining sound individuals and organizations contributes to the realization of the Group philosophy and, by boosting productivity across the entire organization, to the realization of our long-term vision. For this reason, we are investing in health and productivity management in a strategic and systematic manner.

Flexible working styles

Initiatives to support flexible working styles

We are exploring ways to offer employees more flexibility, recognizing that cultivating an environment that facilitates work leads to greater employee engagement and labor productivity, which in turn contributes to the longer-term growth of the business.

We started a flexible working hours system at some pharmacies in FY2024, and will extend this to all pharmacies in FY2025. We are also currently considering the introduction of a system for working flexible hours for back-office departments and a system for all employees that offers hourly annual paid leave.

We are also extending the period for which employees can apply for the childcare reduced working hours system by one year in FY2025, until completion of the child’s first year of elementary school, in an effort to alleviate the burden on household situations that accompanies the shift from kindergarten to elementary school. We have also lifted the prohibition on secondary employment, aiming to support employees in honing their skills and building their careers by means of diverse working styles.

Health and Productivity Management

Promotion of health and productivity management

We believe that employee health and safety are crucial, fundamental prerequisites for raising individual and organizational productivity. An organization where every employee works energetically is able to provide healthcare services that are grounded in regional communities and offer medical services adapted to the changing times. In FY2024, after administering stress tests for employees, we conducted group analysis at all branches and held meetings to report the results and hear feedback. Looking into the way superiors and subordinates relate to one another and identifying issues, and taking steps to address these issues, is helping us to improve organizational and individual engagement and productivity.



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Drawing on the strengths that arise from mutual support, I will pursue a career and family life that match my personal values while continuing to take on the challenge of creating vibrant pharmacies

Nobuko Akimoto

Chubu Promotion Department Manager,
Pharmaceutical Headquarters

continue to be difficult. For example, my sense is that there are issues, such as employees returning from childcare leave who find it hard to go back to the position they previously held because of the constraints on their time, as well as more limited opportunities for career advancement. There are also challenges unique to pharmacies, such as the nature of the work involved and a working style that fundamentally centers around patients. My hope, however, is that if we can foster flexible working environments and if employees making use of childcare support systems are willing to cooperate with their colleagues, we can further establish a culture of mutual respect and support for one another's working styles. For the Group to become an organization where women can play an even more active role, I would also like to expand programs to support the smooth return to work after childcare leave, as well as opportunities to build a network of employees who are balancing work and childcare.

Having been named as a department manager fairly recently, I do feel a sense of unease about the weight of my responsibility, but I'm also very pleased to be able to draw on the experience I've gained over the years to contribute to the future of the Group. Fostering an organizational culture that can bring members with diverse personalities together to work toward the same goal is challenging, to be sure, and for me, every day is a process of trial and error. But the sense of accomplishment I get when I hear that our measures have been helpful to patients, and when I get a glimpse into how our services have improved—I wouldn't trade that sense of fulfillment for anything. My goal as a department manager is not only to maximize the results of my department and contribute to the growth of the Group, but also to create vibrant pharmacies that make patients truly want to use our services and make employees glad that they work for Nihon Chouzai. Building a career while balancing work and family life has also been a challenge for me personally. In the future, I want to be someone that younger female employees who are concerned about their careers find it easy to come to. And, by sharing my own experiences, I'd like to support each of them in envisioning their own careers.

Since joining the Group right out of college, my focus has been on building trust with patients as someone in charge of a pharmacy. I subsequently worked in pharmacy management before assuming my current position. Currently, as the Promotion Department Manager for the Chubu region in central Japan, I'm responsible for formulating strategies for the department and working to improve performance. I've always looked at pharmacy work from a broad perspective, and have valued the attitude of continuing to take on new challenges and learn. There were few female role models when I first started, and I found it hard to envision a specific career path. Now, though, systems for childcare leave and reduced working hours have become commonplace, and there is a deeper understanding among employees around these things. I think a major change in particular is that there are more women working in managerial positions, which is broadening the career paths available to female employees.

While the Group has taken steps to promote the active participation of women, my awareness about my own career has also changed. What motivated me to aim for a job in management was my desire to improve our pharmacies even more, along with my sense that the systems now in place would allow me to balance work and family life. The support I received from my superiors and colleagues, as well as the chance to talk with staff who had gone through the experience of childcare, were great sources of mental support. In aiming to become a manager, my strong desire to value both work and my family led me to think more intentionally about how I could perform at my best even with constraints on my time. In balancing work and home, I've had to let go of my tendency to be a perfectionist. At home, I share household chores with my husband and make use of outside services while, at work, I ask for help from my colleagues. The balance between work and family life is constantly shifting, so I think it's really important to respond flexibly with mutual understanding and cooperation.

Although various systems have been put in place, I believe balancing work with childcare will

Human Capital Management with a Focus on Promoting the Active Participation of Women and Supporting Each Employee in Growing and Embracing Challenges

Shun Sakai
General Manager,
Human Resources Department



As the general manager of the Human Resources Department, I'm responsible for planning various personnel policies. The aim of our department is to improve engagement and add value through initiatives based on three pillars of human capital management: ensuring diversity and building a sustainable organization, boosting employee fulfillment and satisfaction, and cultivating an environment that facilitates work. Our engagement surveys have revealed a wide array of expectations from employees, and I feel I have an important role in verifying and implementing a variety of systems to create a better working environment.

Especially in our Group, where about 70% of employees are female, promoting the active participation of women is one of our most critical issues. I believe that incorporating female perspectives into all aspects of our work and decision-making benefits all stakeholders, as it leads to better performance, not only in terms of providing services to patients and customers but in terms of implementing in-house policies as well. One focus in recent years has been on increasing the ratio of female managers. To this end, we have been working to foster an environment that encourage female employees across the organization to be ambitious about developing their careers, such as through lectures and e-learning to raise awareness among managers, as well as roundtable discussions and training for employees raising children. We are also taking steps with a view to promoting female executives, including offering outside training for potential next-generation leaders and running an executive mentoring system. Furthermore, seeking to transcend the inward-looking perspective of the Group, in FY2024 we began a lecture series inviting women playing an active role in other companies. Our hope for this ongoing series is to provide numerous opportunities to learn and be inspired by people from outside the Group as well.

These efforts have yielded greater understanding and awareness in the Group, and we are seeing

an environment that actively promotes the active participation of women steadily unfolding. My sense is that positive changes are taking place in many directions. I've heard from employees balancing work and childcare who say that they want to build their careers with the support of their families and the local community. Participants in the executive mentoring program have shown a strong desire to take stock of their own challenges and take initiative in building their careers. Still, I think there's more we can do to support the creation of an environment where employees can embrace challenges without feeling like they're being held back. Recently, given that health issues specific to women can be an obstacle to career development, we are also exploring initiatives to improve health literacy, for male employees as well. Going forward, I would like to continue planning and implementing a variety of measures to help employees balance their career development with life events.

As the roles our department is called upon to play continue to expand dramatically, our aim is to bring about an organization where every employee knows and acts on the long-term vision of becoming the most trusted partner in healthcare. I encourage all employees to apply one of the Group's core principles—"think and act independently"—to their own careers as well. My desire is for our employees to contribute to society, driven by the knowledge that their own growth and the challenges they take on will shape the future of the Group and contribute to the health of all people.

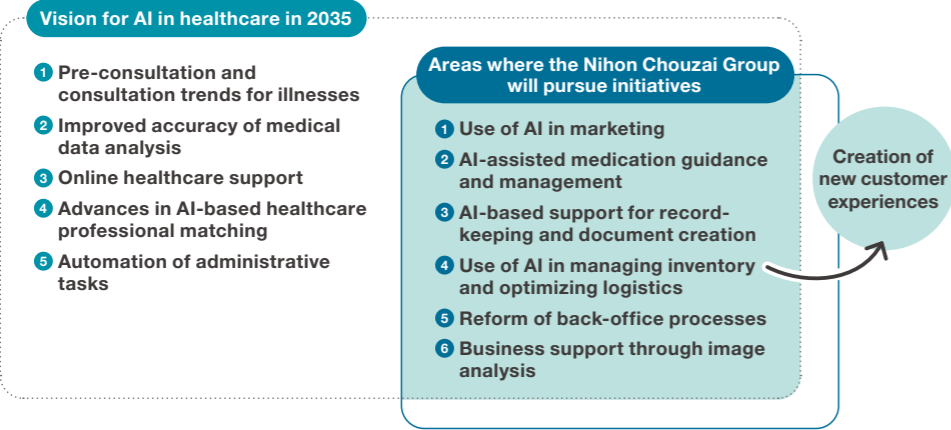
To do this, it is vital to cultivate an environment that even more effectively facilitates work, including fostering a positive culture and stimulating active communication. The Human Resources Department will actively put measures in place to make this happen.

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Addressing All Kinds of Needs

Creating new customer experiences

The Nihon Chouzai Group believes in the potential of harnessing AI in medical and healthcare fields. Positioning the proactive use of AI as a key to strengthening our corporate competitiveness and boosting profitability, we aim to capitalize on AI in delivering optimal experiences to every customer and providing higher-quality services. The Nihon Chouzai Group has identified six areas to focus on in particular in the use of AI. We will create new customer experiences by moving ahead with initiatives in these areas.



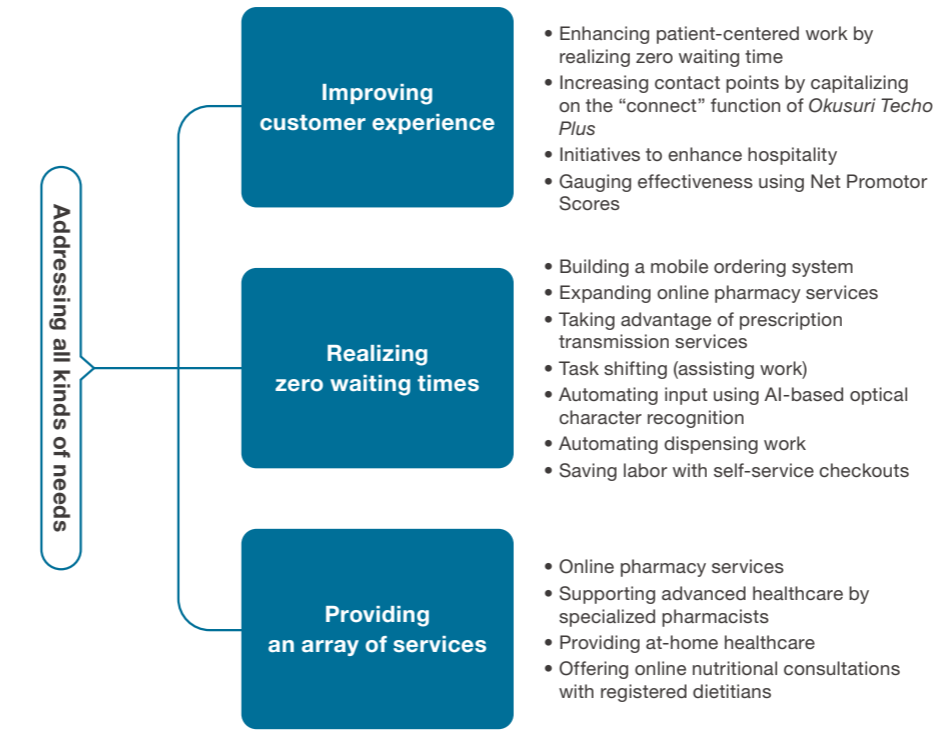
Verification of AI-based unmanned reception terminals and remote medication guidance systems

In September 2025, we commenced introducing and testing the Yakkyubin Remote Customer Service AI Assistant and Yakkyubin Mobile Order at Nihon Chouzai's Minamikojiwa Pharmacy. The AI-based systems enable patients to carry out unmanned reception at pharmacies and allow pharmacists at other locations to provide online medication guidance, and also support the centralized management of patient information already registered with our pharmacy. Our aim is to reduce waiting times at pharmacies and create an environment in which pharmacists can more fully take advantage of their expertise, offering greater convenience for patients and striving to improve healthcare services.

TOPIC

Customer strategy in the Dispensing Pharmacy Business

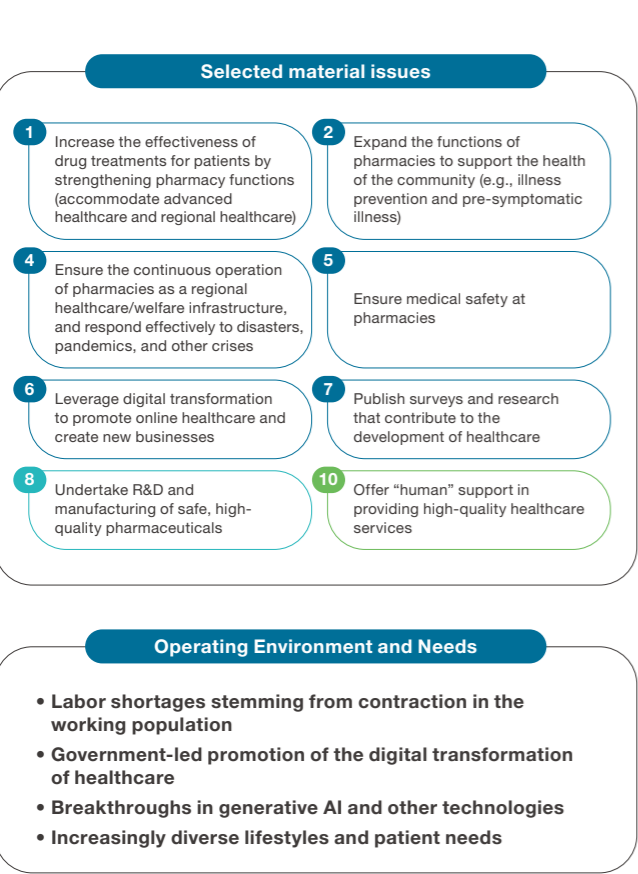
We aim to become a Group that can address all kinds of needs—this is one of the three pillars that encapsulate our approach to achieving our long-term vision. We will address all kinds of needs in the Dispensing Pharmacy Business through the three-pronged approach shown below. Also, by harnessing digital transformation to improve customer satisfaction, we aim to become a company with a top-class Net Promotor Score in the service industry.



Digital Transformation Strategy

The Nihon Chouzai Group has formulated Five Guidelines for the Digital Transformation Strategy. We have determined the value we provide to each stakeholder by analyzing the operating environment and the needs expressed by stakeholders in line with our business portfolio strategy, and comparing this with the material issues the Group is called on to address as well as the operating environment and needs.

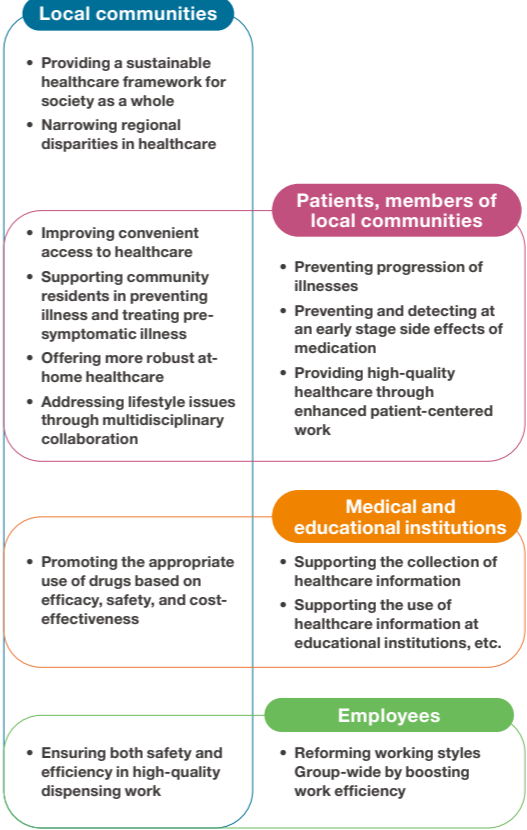
Material Issues, Operating Environment and Needs



Five Guidelines for the Digital Transformation Strategy



The Value We Provide to Stakeholders



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The Nihon Chouzai Group is built on a foundation of three business segments. By taking steps to address the particular challenges each business is facing, we will strive to improve growth and profitability across all the businesses. Through a variety of initiatives aimed at further expanding the value the Group provides, we aim to build a balanced business structure that is not dependent on our current mainstay Dispensing Pharmacy Business.



- Take the lead in addressing rising demand for efficiency in pharmacy management against a backdrop of mounting social security costs and other factors, including through the roll-out of AI technology
- Aggressively invest capital in online and at-home healthcare fields with high market growth potential
- Strive to carve out greater market share through a pharmacy opening strategy, including through acquisitions

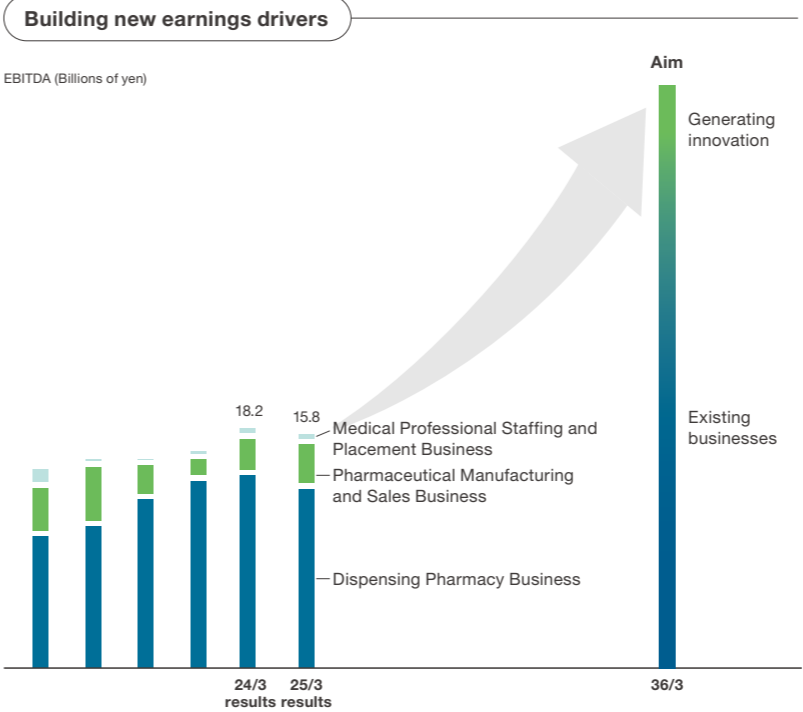


- Restructure the drug portfolio in the process of dealing with the industry-wide challenge of producing a wide range of drugs in small quantities
- Further reinforce the framework for stable drug supply by concentrating management resources on competitive drugs
- Explore the possibility of overseas expansion with new partners



- Strive to expand our share in the doctor and healthcare businesses while focusing on the pharmacist staffing business, where we enjoy stable market share
- Actively invest in marketing, digital fields, and human capital, including boosting efficiency through digital matching
- Accelerate overall business growth while ensuring a certain level of profitability

In addition to growing existing businesses, we are actively exploring investments in new businesses and in innovation emerging from existing businesses to create a business portfolio that can address all kinds of needs in the healthcare field. We will create services that are essential to the society of the future and achieve sustainable enhancement in our value as a company.



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