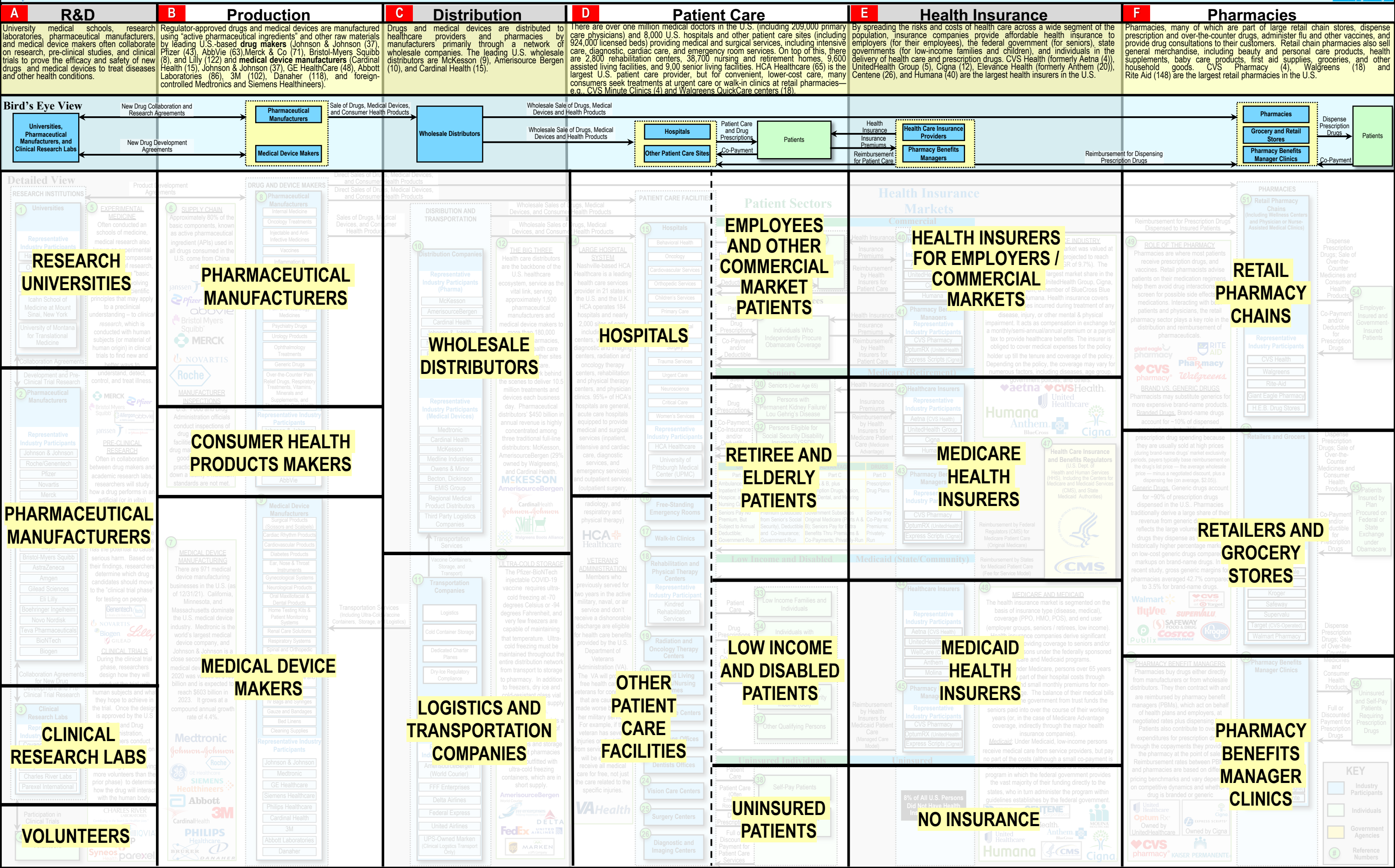
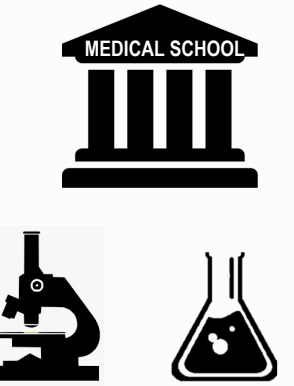
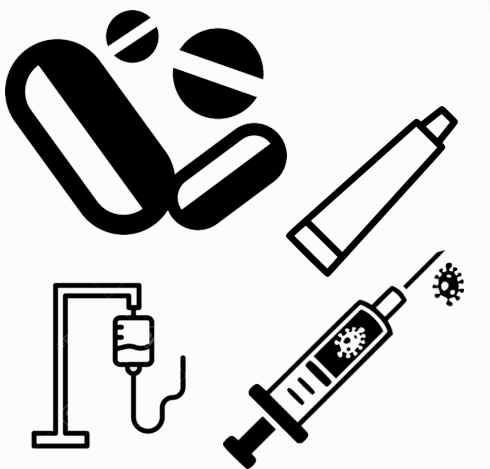
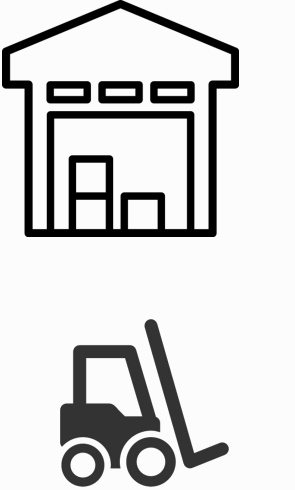
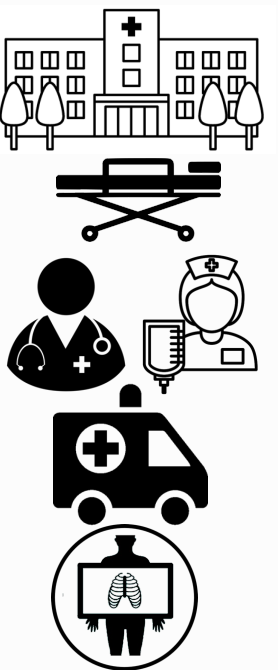


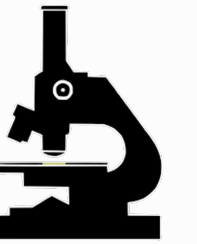


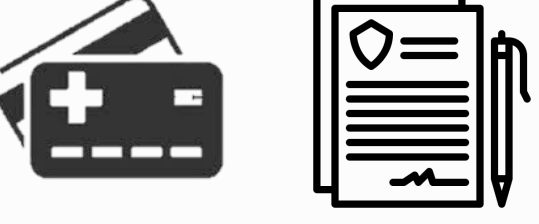
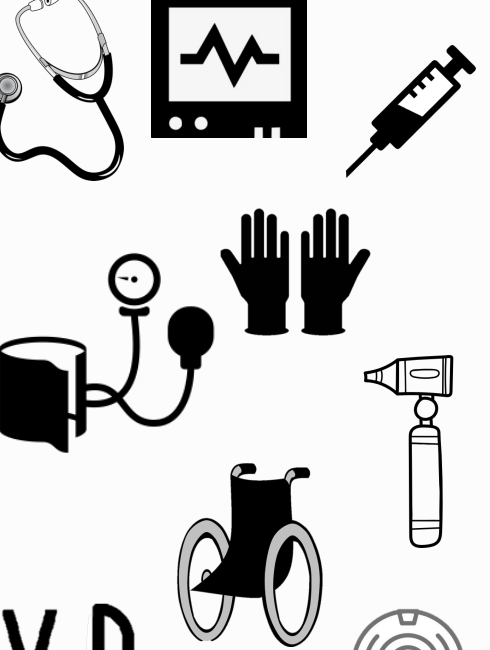




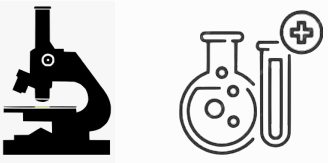


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A	R&D	B	Production	C	Distribution	E	Patient Care	F	Health Insurance	G	Pharmacies
University medical schools, research laboratories, pharmaceutical manufacturers, and medical device makers often collaborate on research, pre-clinical studies, and clinical trials to prove the efficacy and safety of new drugs, and medical devices to treat diseases and other health conditions.		Regulator-approved drugs and medical devices are manufactured using "active pharmaceutical ingredients" and other raw materials by leading U.S.-based drug makers (Johnson & Johnson (37), Pfizer (43), AbbVie (63), Merck & Co (71), Bristol-Myers Squibb (8), and Lilly (122) and medical device manufacturers (Cardinal Health (15), Johnson & Johnson (37), GE Healthcare (48), Abbott Laboratories (86), 3M (102), Danaher (118), and foreign-controlled Medtronic and Siemens Healthineers).		Drugs and medical devices are distributed to healthcare providers and pharmacies by manufacturers primarily through a network of wholesale companies. The leading U.S. wholesale distributors are McKesson (9), Amerisource Bergen (10), and Cardinal Health (15).		There are over one million medical doctors in the U.S. (including 209,000 primary care physicians) and 8,000 U.S. hospitals and other patient care sites (including 924,000 licensed beds) providing medical and surgical services, including intensive care, diagnostic, cardiac care, and emergency room services. On top of this, there are 2,800 rehabilitation centers, 38,700 nursing and retirement homes, 9,600 assisted living facilities, and 9,00 senior living facilities. HCA Healthcare (65) is the largest U.S. patient care provider, but for convenient, lower-cost care, many consumers seek treatments at urgent care or walk-in clinics at retail pharmacies—e.g., CVS Minute Clinics (4) and Walgreens QuickCare centers (18).		By spreading the risks and costs of health care across a wide segment of the population, insurance companies provide affordable health insurance to employers (for their employees), the federal government (for seniors), state governments (for low-income families and children), and individuals in the delivery of health care and prescription drugs. CVS Health (formerly Aetna (4)), UnitedHealth Group (5), Cigna (12), Elevance Health (formerly Anthem (20)), Centene (26), and Humana (40) are the largest health insurers in the U.S.		Pharmacies, many of which are part of large retail chain stores, dispense prescription and over-the-counter drugs, administer flu and other vaccines, and provide drug consultations to their customers. Retail chain pharmacies also sell general merchandise, including beauty and personal care products, health supplements, baby care products, first aid supplies, groceries, and other household goods. CVS Pharmacy (4), Walgreens (18) and Rite Aid (148) are the largest retail pharmacies in the U.S.	
Bird's Eye View											
Universities, Pharmaceutical Manufacturers, and Clinical Research Labs		Pharmaceutical Manufacturers Medical Device Makers		Wholesale Distributors		Hospitals Other Patient Care Sites		Patients		Pharmacies Grocery and Retail Stores Pharmacy Benefits Manager Clinics	
New Drug Collaboration and Research Agreements		Sale of Drugs, Medical Devices, and Consumer Health Products		Wholesale Sale of Drugs, Medical Devices and Health Products		Patient Care and Drug Prescriptions		Health Insurance Insurance Premiums		Dispense Prescription Drugs	
New Drug Development Agreements						Co-Payment		Reimbursement for Patient Care		Reimbursement for Dispensing Prescription Drugs	
RESEARCH UNIVERSITIES		PHARMACEUTICAL MANUFACTURERS		WHOLESALE DISTRIBUTORS		HOSPITALS		EMPLOYEES AND OTHER COMMERCIAL MARKET PATIENTS		HEALTH INSURERS FOR EMPLOYERS / COMMERCIAL MARKETS	
											
PHARMACEUTICAL MANUFACTURERS		CONSUMER HEALTH PRODUCTS MAKERS						RETIREE AND ELDERLY PATIENTS		MEDICARE HEALTH INSURERS	
											
		MEDICAL DEVICE MAKERS		LOGISTICS AND TRANSPORTATION COMPANIES		OTHER PATIENT CARE FACILITIES		LOW INCOME AND DISABLED PATIENTS		MEDICAID HEALTH INSURERS	
											
CLINICAL RESEARCH LABS								UNINSURED PATIENTS		UNINSURED	
								25+ MILLION INDIVIDUALS		PHARMACY BENEFITS MANAGER CLINICS	
VOLUNTEERS										