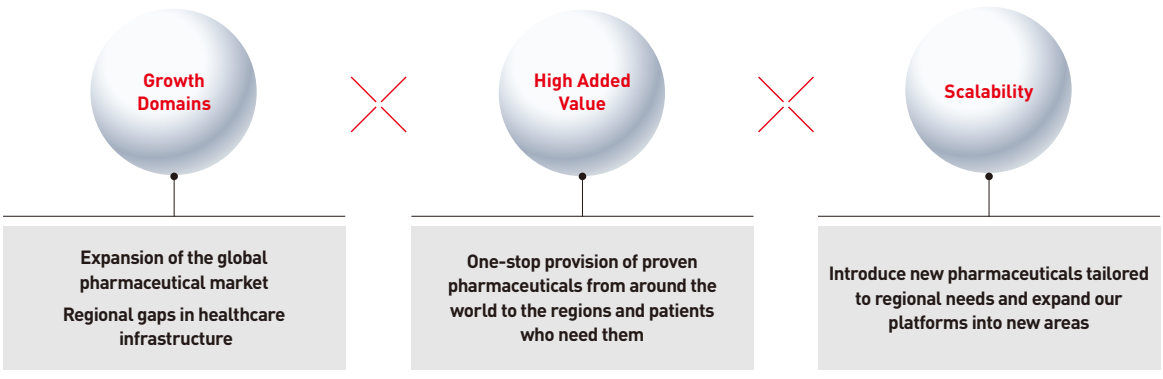


CASE | 07

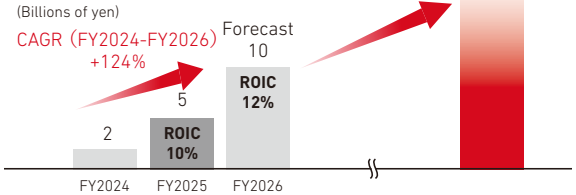
Pharmaceutical Sales Business

NEW

In FY2026, we added the pharmaceutical sales business as a new core Strategic Platform Business. Marubeni will combine its strong sales network and licensing and regulatory approval expertise to capture growing demand for pharmaceuticals in emerging markets, thereby creating high added value and driving profit growth. By building platforms around the world, we will deliver high-quality pharmaceuticals from countries with advanced pharmaceutical industries to emerging markets, thus closing gaps in healthcare infrastructure between regions. By FY2030, we aim to handle more than 10,000 products and cover regions with a total population of over 4 billion people. For the pharmaceutical business as a whole, we plan to build a business portfolio generating revenue of more than ¥100 billion and profit attributable to Marubeni of more than ¥20 billion.



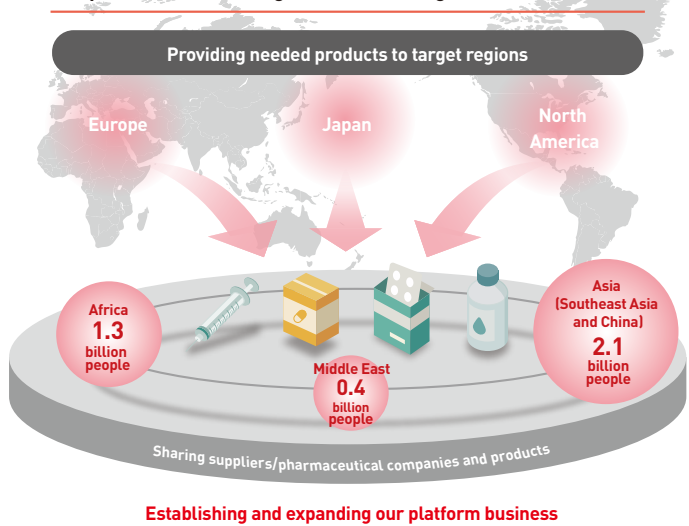
Adjusted Net Profit



Key Operating Companies

	Marubeni Pharmaceuticals	Phillips Pharma Group	Lunatus
Company name	Marubeni Pharmaceuticals	Phillips Pharma Group	Lunatus Marketing & Consulting
Investment period	Second quarter of FY2025	Second quarter of FY2025	FY2022 and FY2023
Group employees	700	1,300	160
Countries/regions of operation	Nine countries and regions in Asia (China, Hong Kong, Taiwan, Singapore, Thailand, Malaysia, Vietnam, the Philippines, and Indonesia)	Ten countries in Africa (Kenya, Uganda, Tanzania, Rwanda, Zambia, Nigeria, Ghana, Namibia, Mauritius, and Madagascar)	Nine countries in the Middle East (UAE, Saudi Arabia, Qatar, Oman, Bahrain, Kuwait, Jordan, Lebanon, and Iraq)

Operations in Each Region and Cross-regional Collaboration



Section 3: Value Creation in Practice

Mid-Term Management Strategy GC2027

Message from the CSO

Business Investment Process

Roundtable Discussion among Members of Growth Investment Management Departments

Feature: Core Strategic Platform Businesses

Message from the CAO

Risk Management

Message from the CDIO

Digital and AI Strategy

Roundtable Discussion between the CHRO and U.S. and European HR Leaders

Human Resource Strategy

Section 1: Vision and Message from the President and CEO

Section 2: Value Creation at Marubeni

Section 3: Value Creation in Practice

Section 4: Governance and Sustainability Underpinning Sustainable Growth

Section 5: Business Portfolio

Section 6: Corporate Data