

The background features a large, stylized graphic of a red circle with a white center, partially obscured by a thick red curved line. The Marubeni logo is positioned on the left side of the slide.

# **Marubeni**

Marubeni IR Day 2025

## **Growth Strategy of Strategic Platform Business: Pharmaceutical Sales Business**

Representative Director, Member of the Board,  
Senior Executive Vice President, CDIO

**Kenichiro Oikawa**

# Pharmaceutical Strategic Platform: Track Record & Outlook

**Marubeni**

**Focused on universal demand and growth potential**  
**Began with low-risk model while expanding capabilities & operating areas**

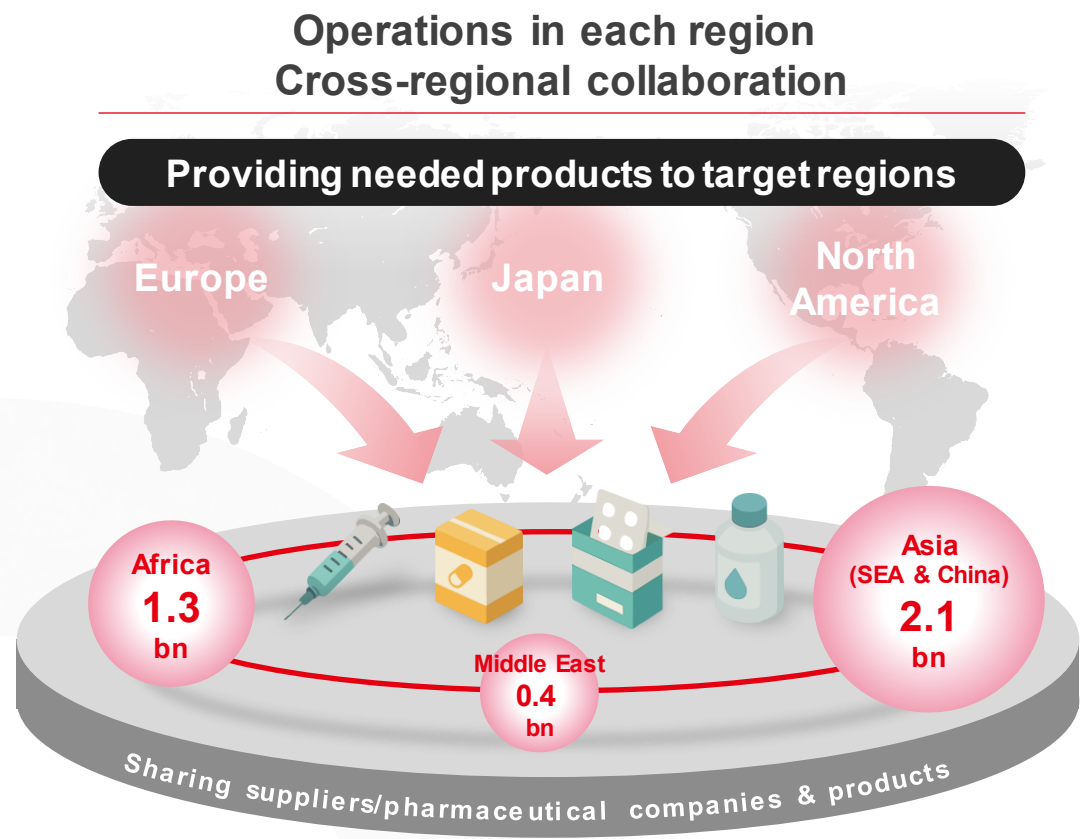
- A fast-growing field driven by the aging global population, the expansion of middle-income demographics, and a growing health consciousness
- Step-by-step business expansion with limited risk, accumulating know-how in an area that requires a high level of expertise



\*1 Contract Sales Organization. Provides sales and promotion services on behalf of pharmaceutical companies.

\*2 Business of acquiring and managing pharmaceutical licenses from pharmaceutical companies and others. Please refer to P. 41.

Bringing proven products from countries with more advanced pharmaceutical sectors to emerging countries, thus closing gaps in healthcare infrastructure between regions



Our business in Asia, the Middle East, and Africa

Marubeni  
Pharmaceuticals

Lunatus

Phillips Pharma Group

Incorporated	2025	2003	1991
Number of employees	700	160	1,300
Countries and regions of operation	China/Hong Kong/Taiwan/Singapore/Thailand/Malaysia/Vietnam/Philippines/Indonesia	UAE/Saudi Arabia/Qatar/Oman/Bahrain/Kuwait/Jordan/Lebanon	Kenya/Uganda/Tanzania/Rwanda/Zambia/Nigeria/Ghana/Namibia/Mauritius
Revenue FY2025 (plan)	40bn yen	20bn yen	14bn yen

Establishing and expanding our platform business

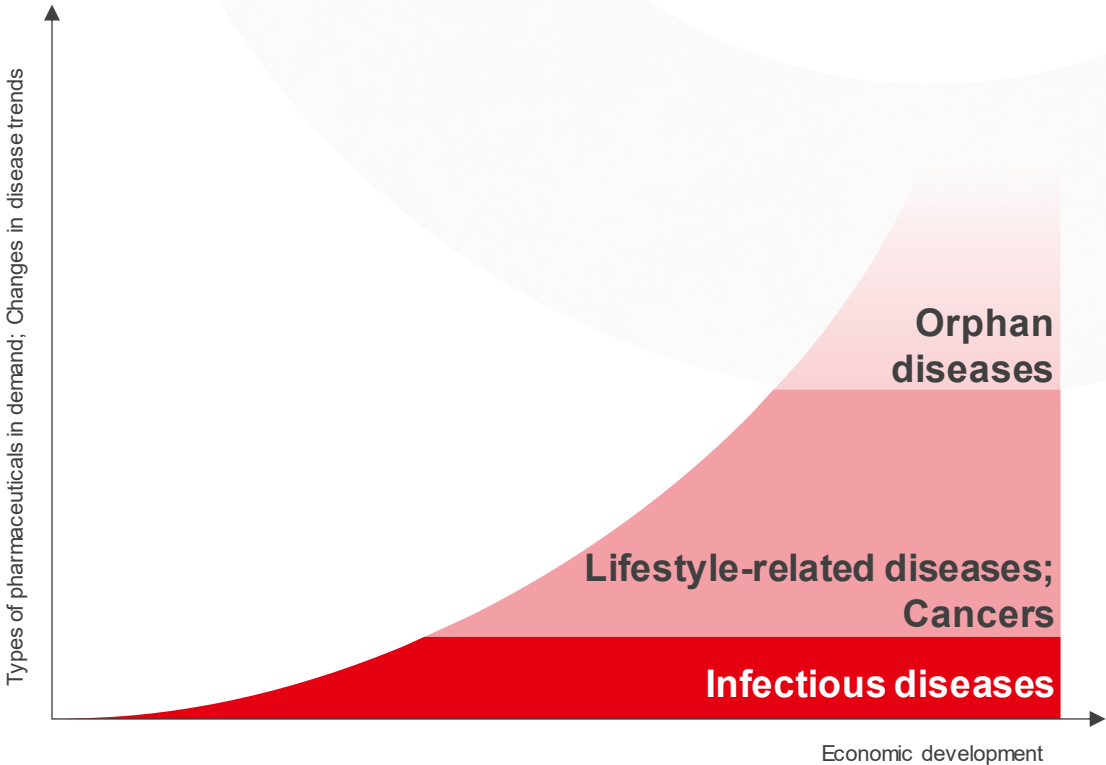
Operations in high-growth markets and a focus on gaps  
in healthcare infrastructure between regions

Global pharmaceutical market:  
USD 2,916bn (2032), CAGR: 6.7% (22–32)

(Bn USD)	2022	2032	CAGR (22-32)
North America	730	1,223	5.2%
West Europe	235	414	5.8%
China	156	398	9.8%
APAC	135	289	7.9%
Japan	83	146	5.8%
Central and South America	71	194	10.6%
East Europe	45	89	7.1%
Middle East	42	103	9.4%
Africa	23	60	10.1%

Global  
CAGR  
6.7%

Geographical and temporal gaps  
in accessibility to pharmaceuticals

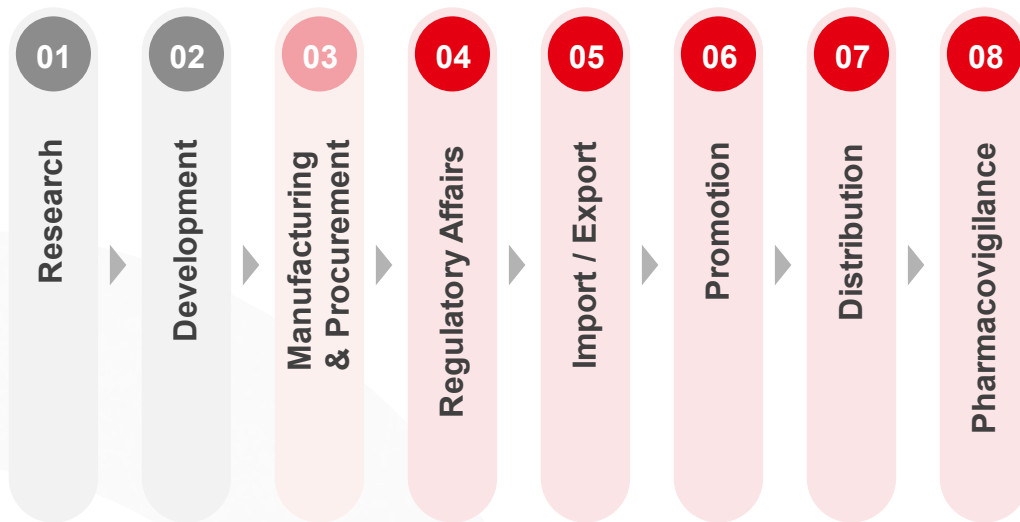


Source: The Pharmaceutical Drugs Global Market Research Report 2023



## Sales of pharmaceuticals in each region and acquisition of reliable pharmaceuticals with a proven track record

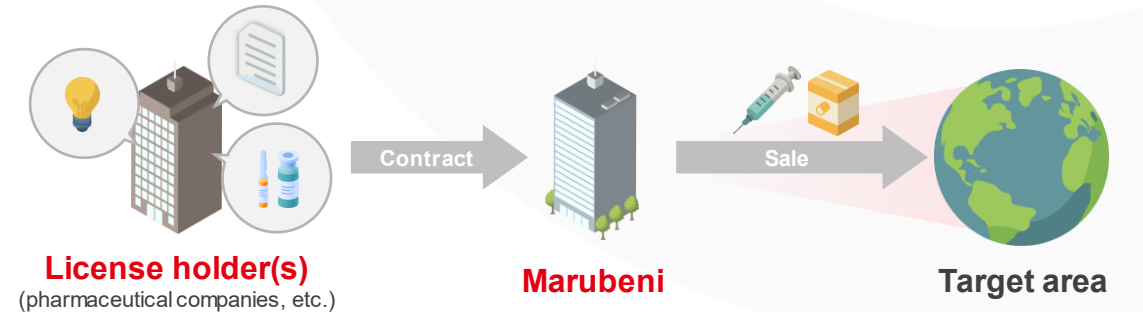
Handle all processes from market analysis to  
pharmacovigilance, according to need



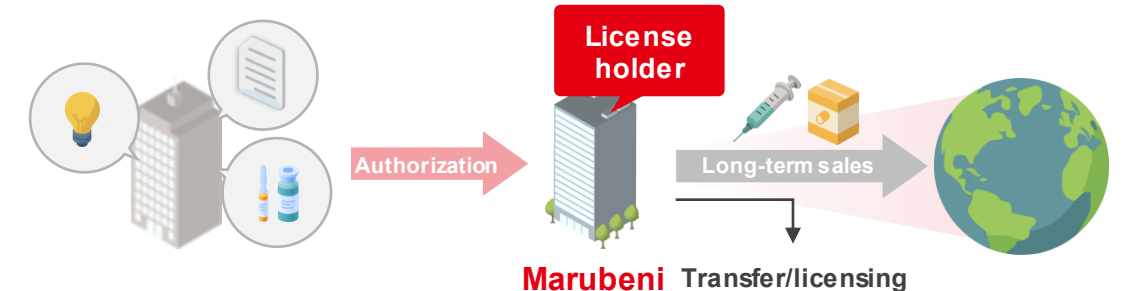
One-stop service to introduce proven products  
from countries around the world to regions  
and patients in need

Acquiring licenses\* from pharmaceutical companies  
and expanding our pharmaceutical portfolio

■ Sales and promotion on a contractual basis (CSO business)



■ License acquisition and management with long-term exclusivity
























\*Patent rights, trademark rights, manufacturing rights, sales rights, etc.

# Introduction of new products and expansion into new markets

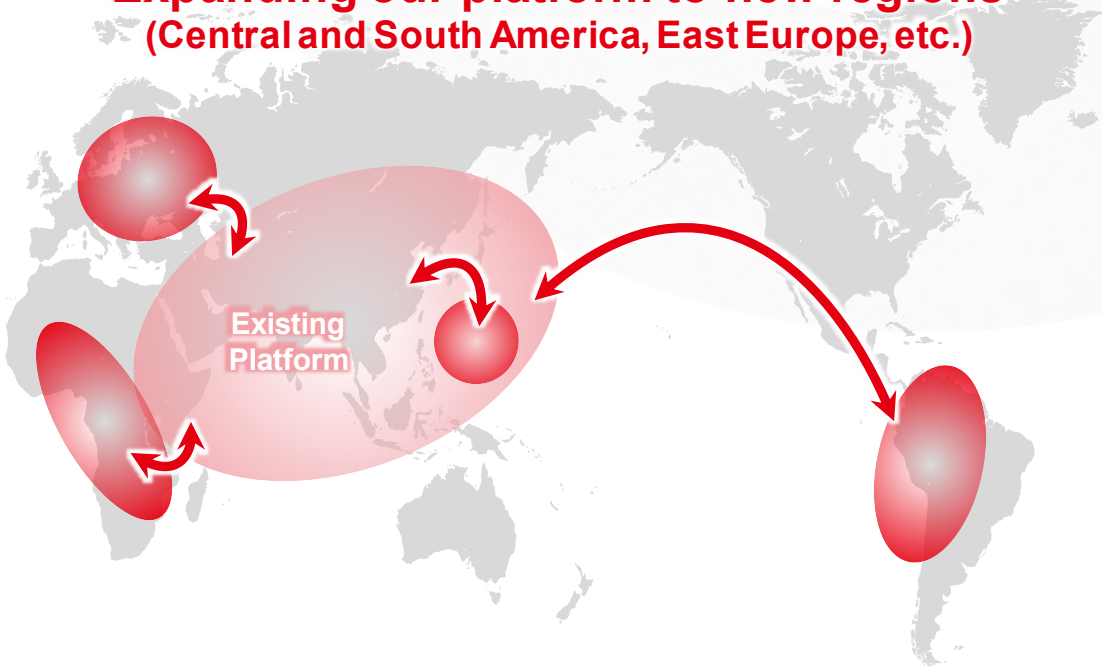
Existing platform

Introducing new products that meet local needs (regardless of the target therapeutic area)

	Target therapeutic area for expansion		
	Asia	Middle East	Africa
Infectious diseases			
Gastroenterology			
Cardiology			
Urology			
Ophthalmology			
Otolaryngology			
Orthopedics			
Central nervous system diseases			
Obstetrics and gynecology			
Other			

Expanding our global network

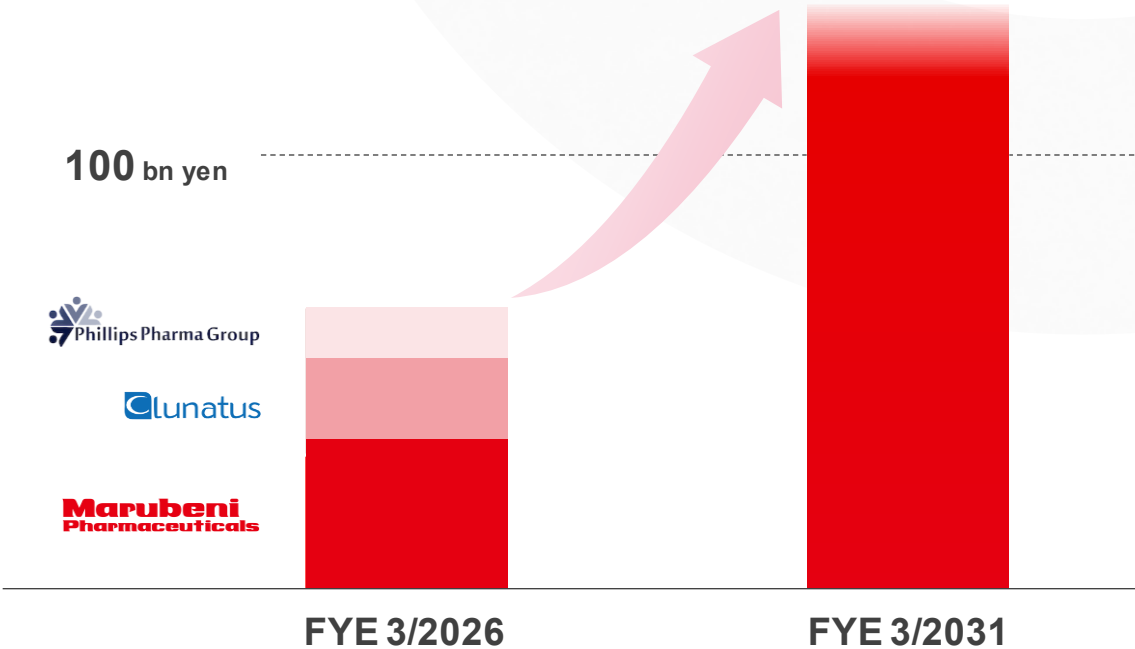
In addition to expansion in existing regions, **Expanding our platform to new regions** (Central and South America, East Europe, etc.)



Pursuing value as a strategic platform for the benefit of even more patients

Expanding our business to meet the pharmaceutical  
needs of more patients while achieving our goals by **FYE 3/2031**

Target population	4+ bn
Products	10,000+
Revenue*	100+ bn yen
Profit	20+ bn yen
ROIC	10+ %



\*The revenues figures presented on this page represent the aggregated total (100%) sales of Marubeni's subsidiaries and affiliates for pharmaceutical businesses, irrespective of Marubeni's share of such subsidiaries and affiliates, and therefore differ from the revenue figures reported in Marubeni's consolidated financial statements.