



Maruho Report 2025

1. Looking to the Future | Corporate Philosophy



Corporate Philosophy



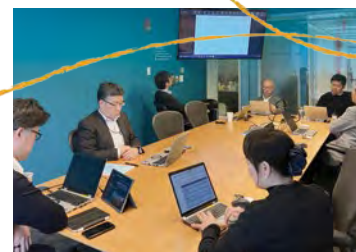
Mission

Maruho is always searching for what brings your personal happiness.

By listening to you and appreciating every moment of life, we will seek the truth that makes you smile.

Values

These five Values are the standards of behavior that each one of us should uphold in order to realize our Mission.



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Editorial policy

Publication of Maruho Report 2025

Maruho Report 2025 is published by Maruho Co., Ltd. (hereinafter, "Maruho") to report its activities. The objective of this report is to promote stakeholder understanding about the activities conducted by Maruho, as well as its value creation, financial and non-financial information, business overview, and contributions to society. This report was prepared through cross-departmental cooperation among the Corporate Planning Dept. and other departments.

Report period

From October 1, 2024 to September 30, 2025
This report includes some activities not conducted during this period.

About the Cover and Line Drawing

Through dermatology, Maruho continues to bring smiles to the everyday lives of people around the world throughout their lives. The cover and line drawing represent Maruho's 110 years of sustainable growth since its founding as well as its connection to the future alongside its stakeholders as the company delivers value globally.





Atsushi Sugita

Representative Director,
President & CEO

Building on the trust and achievements we have earned, we step toward the next transformation

Review of Long-Term Vision 2011

Using our strength in dermatology as a driving force to embark on new horizons

The Long-Term Vision announced in October 2011 will reach its culmination in the fiscal year ending September 2026. Through our commitment to “Excellence in Dermatology,” we have established ourselves as a leading company in the field. We have delivered treatments for a broad range of skin diseases, earned the highest overall evaluations from dermatologists for our medical representatives, and achieved a top market share in the prescription topical drug market (see “Strengths” on page 16). In addition, our website for patients attracts more than 10 million visitors each year.

Dermatology still contains many unexplored areas, and despite the severity of the concerns of patients, these issues are often overlooked or underestimated by society. We have focused on overlooked and unmet needs, and our work in developing, marketing, and providing information on topical treatments for acne, hyperhidrosis, and itch associated with atopic dermatitis has helped relieve symptoms and bring smiles to countless patients. In addition, we are engaged in the development and sales of products beyond topical agents, including the injectable *Cosentyx* and *Mitchga* series, *Amenalief Tablets* and *Hemangiol Syrup* oral preparations, along with trusted, science-based information for medical professionals and consumers.

In particular, our *Mitchga* series of antibody treatments, which alleviate itch and other symptoms of atopic dermatitis, has been able to provide smiles to various patients by supporting their individual desire to live the life they want to lead. The introduction of *Hemangiol Syrup*, the first infantile hemangioma treatment available in Japan, was a highlight moment for the company because it directly

embodied our corporate mission to address rare diseases and deliver solutions for overlooked and unmet needs.

Our research and development were initially focused on advancing treatments approved overseas but not in Japan or on products in the late stages of development. Our current business model emphasizes joint development with overseas venture companies and taking a leading role from the early stages of development. Our business has also expanded geographically to encompass the United States, Europe, and China. While our efforts in the mature U.S. and European markets have yet to deliver significant results, we are applying the experience gained there and our strengths cultivated in the Japanese market to expand business in Asia. As the first step in our global business development, we established the “Asia Dermatology Hub Concept” to address dermatological healthcare challenges across the region.

Our information-provision activities also reached a major turning point during our work in acne-related education. Recognizing that each region faces distinct challenges and tailoring our communications to local needs through an area-based direct-to-consumer approach (Area DTC), we have attracted the attention of healthcare professionals, patients, and consumers, revealing substantial latent market potential.

We are also active in non-prescription market and introduced the *iniks* skin care brand to help more people with common skin issues. In addition, we began developing and marketing over-the-counter and quasi-drugs through KOSÉ Maruho Pharma, a joint venture launched with KOSÉ Corporation. Our product lineup of medical devices and diagnostic agents has also grown, expanding our contribution in dermatology to encompass diagnosis, prevention and aftercare.

In this final year of the current Long-Term Vision, we are devoting our full efforts to bringing our achievements to completion, knowing that they will provide a solid foundation for taking on our next challenges.

Formulating the New Long-Term Vision

Strategies for advancing our mission over the next 10 years

I believe the integrity we bring to our business is the source of our enduring strength, enabling us to firmly establish our position in Japan's dermatology field and earn the trust of society. As we formulate our next Long-Term Vision, which will begin in October 2026, we are reflecting deeply on "what we aspire to be as a company" and "how we want to improve society." The ultimate goal of the new vision will be to realize our Mission, "More smiles, brighter life for you." driven by a strong determination to "go beyond" what we have achieved in the past. Building on the concept formulated by employees who responded to an open call for ideas in the fiscal year ended September 2024, in the fiscal year ended September 2025, executive officers have also joined the discussion to refine the concept into a more concrete and robust strategy.

Management alone cannot achieve our new ambitions. Reflecting on our journey to date, we place great importance on having every employee participate in the creation of our new Long-Term Vision.

Review of fiscal year ended September 2025 and looking ahead

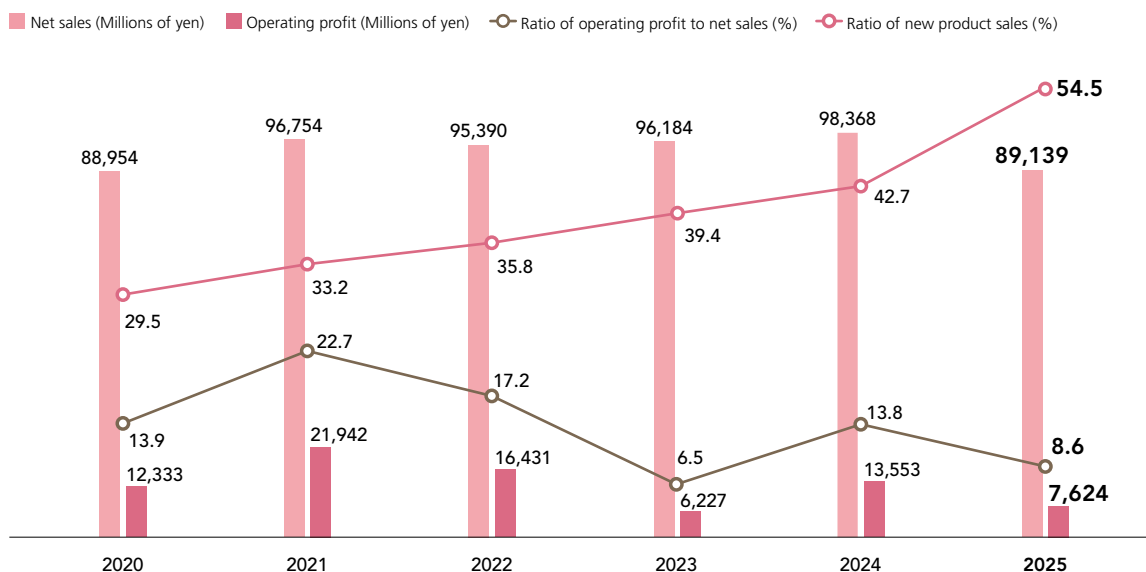
Selection and focus to create new growth trends

Consolidated net sales in the fiscal year ended September 2025 amounted to 89,139 million yen, a decline of 9.4% from the previous fiscal year. Operating profit decreased 43.7% to 7,624 million yen, ordinary profit declined 32.0% to 8,827 million yen, and profit attributable to owners of parent decreased 12.0% to 9,188 million yen.

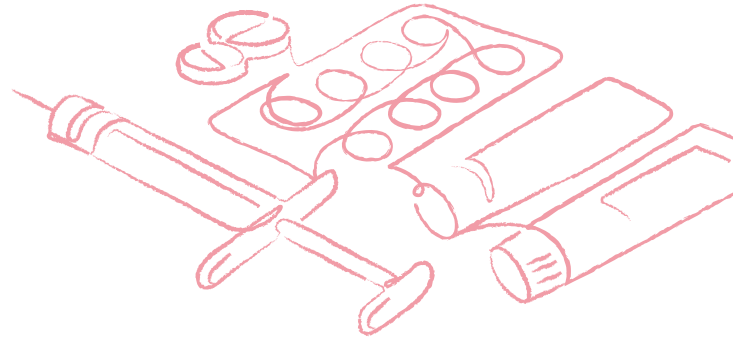
The introduction of the Elective Care Scheme for long-listed products in October 2024 had a significant impact on our business results. However, rising sales of new product lines helped drive overall growth in prescription pharmaceutical sales. This growth is supported by continued investment in development, licensing, and, most importantly, human resources. Moving beyond a business model reliant on single products is essential to future growth, and we will continue creating a structure that enables us to focus on developing new products.

In the fiscal year ending September 2026, we will enter a new phase of growth, increase growth-related investment, and strategically allocate the revenue we

Net sales / Operating profit / Ratio of operating profit to net sales / Ratio of new product sales (Consolidated)



* New products included in the ratio of new product sales:
 The following prescription drugs launched since the fiscal year ended September 2015
 BEPIO Gel, BEPIO Lotion, BEPIO Wash Gel, Epiduo Gel, Mitchga Syringes, Mitchga Vials, Renail Gel, Amenalief Tablets, Rozex Gel, Rapifort Wipes, Zebiax Lotion, Zebiax Oily Cream, Comclo Shampoo, Cosentyx for s.c. injection syringe, Cosentyx for s.c. injection pen, Hemangirol Syrup for Pediatric, Marduox Ointment


Development Pipelines (Includes late-stage development products from Phase II in Japan) As of September 2025

Product Code	Target Indication Dosage	Form	Development Phase
M6050C	Acne vulgaris	Topical	Approved
M5250E	Pruritus with atopic dermatitis (infants)	Injection	PIII
M6100	Atopic dermatitis	Topical	PIII
M6050F	Axillary osmidrosis	Topical	PII
M6120	Chronic spontaneous urticaria	Oral	PII

generate. We will strengthen our development pipeline, accelerate the Asia Dermatology Hub Concept strategy, and expand our areas of contribution. At the same time, we will continue providing medical professionals and consumers with clear, reliable information on the treatment of skin conditions, helping ensure confidence in “applying the appropriate medication in the appropriate amount.”

As part of our efforts to optimize management resources, Maruho Hatsujiyo Kogyo Co., Ltd. was deconsolidated in October 2025. After its full acquisition as a wholly-owned subsidiary in 2017, we determined that director appointments and personnel exchanges had sufficiently strengthened its governance and management foundation to allow independent operation. We also concluded that deconsolidation would enable us to concentrate our management resources more effectively on developing new business opportunities. Going forward, we will vigorously pursue further growth based on our ongoing principle of “selection and focus.”

Fifth Medium-Term Plan

Laying the groundwork for a new Long-Term Vision with growth investment and culture reform

In regard to the progress of the Fifth Medium-Term Plan, in the fiscal year ended September 2025 we began to see the results of our continued growth investments to strengthen our business portfolio.

In the fiscal year ended September 2025, we received manufacturing and marketing approval for the acne vulgaris treatment, *BEPIO Wash Gel*, project code M6050C. This new



type of topical formulation can be washed off after a short period while maintaining the stability and effectiveness of its active ingredient. By making daily use easier, this feature brings our products closer to consumers’ everyday lives.

During the year, we concentrated our research on three key areas: skin barrier, lesion site memory, and itch transmission. These themes now guide our R&D initiatives as we deepen our fundamental research in dermatology.

Under the “Asia Dermatology Hub Concept,” Maruho commenced its first drug development project in China. Furthermore, we licensed the sales rights in Southeast Asia for the anti-herpes virus agent *Amenamevir* (generic name) and a varicella-zoster virus antigen kit to Hyphens Pharma Pte. Ltd.

In the fiscal year ended September 2024, we established a Reliability Assurance Policy to reinforce the integrity and care that underpin our corporate activities.

The policy affirms our commitment to “provide a stable supply of products with reliable quality” and to “ensure objective and accurate information is available when it is needed.” The Quality Assurance Department implemented initiatives to deepen this commitment. We believe that fostering understanding and encouraging voluntary practice across the organization is essential to laying the foundation for sustainable growth and, ultimately, for continuing to earn the trust of society. We also began featuring a virtual introduction to our production facilities on our website to show “Maruho’s commitment” to quality and stable supply of our products.

To broaden our points of contact not only with medical professionals but also with consumers, we launched the service HI-FU-MO, providing always-available information on skin health care. We will continue to enhance the service by expanding its content and communications to make it a trusted go-to source of information supporting the skin concerns of each individual.

Maintaining sustainable growth is essential to achieving our new Long-Term Vision, and we have taken concrete steps to strengthen our growth foundation. Central to this effort are the Operation Transformation Project (OXPJ) and HR system reforms. OXPJ is a companywide initiative to overhaul our business processes, mindset, and practices, and will be a core driver in corporate culture change. The environment we are creating will nurture our value of “Grow your curiosity and change the world” and incorporate the streamlined

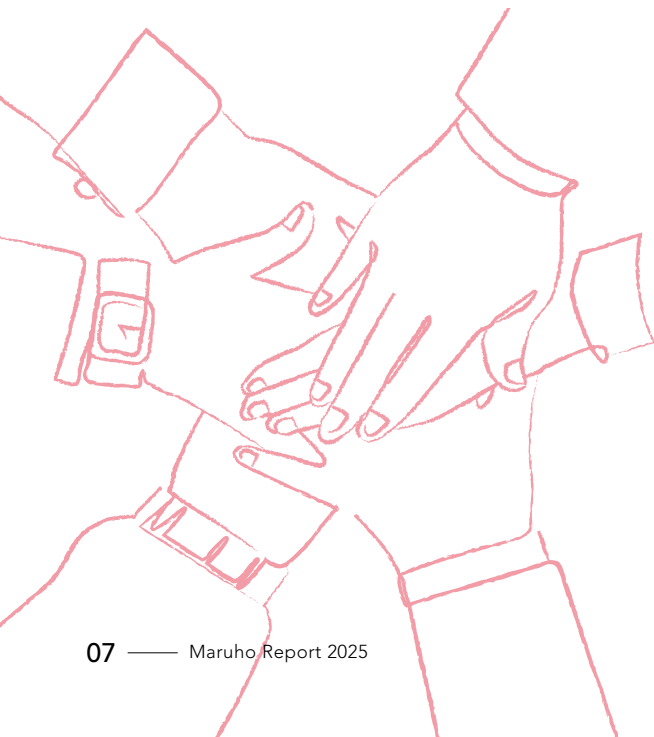
business processes and higher productivity needed to realize the new Long-Term Vision. We view our HR systems as a means for developing proactive employees and building a strong organization. The new system is being designed to have clearly defined roles to support strategy execution and will increase opportunities for each employee to share ideas and perspectives on our business activities. We will present and explain the new system during the fiscal year ending September 2026 to ensure employees are fully prepared for its adoption in the fiscal year ending September 2027.

Fostering a workplace culture of creating new value

Building an organization energized by open dialogue and proactive employees

The most important factor in realizing our transformation is the energy our employees bring to their work. I will encourage every individual, including myself, to embrace change at the company and to change ourselves, as this is essential to achieving our vision. In particular, I place strong emphasis on dialogue and proactive action.

Dialogue between the company and its employees is the first step in building one’s own career. Employees who think and act independently grow, and as they grow, so does the company. I believe employees should take initiative





with the conviction to say, “I think it should be done this way,” rather than simply completing “assigned tasks.”

One way we are increasing dialogue is by increasing the scale of our “Town Hall Meetings” where we discuss the results of the annual “More Smiles” employee survey. The survey collects employee opinions on our Mission and Values, the company’s prospects, and topics such as career autonomy, motivation, and goal setting. The Town Hall Meetings include extended time for direct dialogue between employees and management about the survey results. These discussions help build a shared understanding of the company’s current situation and challenges. The insights gained from these discussions are incorporated into our corporate activities, which strengthens organizational cohesion and further establishes our management philosophy as a shared foundation of our corporate culture.

In the fiscal year ended September 2025, we held 20 Town Hall Meetings, attended by approximately 200 employees. Feedback from employees indicated that management’s strategies and concepts had not been communicated clearly, workloads were heavy, and many employees had limited clarity regarding their career direction. These and other issues will be addressed through future Town Hall Meetings.

In the fiscal year ended September 2025, we also began quarterly live-streamed sessions to share management decisions and companywide initiatives with employees. From the fiscal year ending September 2026, we will expand the opportunities for dialogue by having directors and executive officers also take the stage in these live streams.

The new Long-Term Vision for Maruho

A new Maruho delivering value to the next generation

We have designated the fiscal year ending September 2026 as a key period for discussions within each department and across the company to deepen understanding of our corporate vision. This year, management will pass the baton to employees, encouraging each individual to take the lead in moving us toward our goals. Through this process, employees will develop the resolve to express their own visions in their own words and to connect our shared aspirations with their daily work. Together, management and employees will seek a statement that captures the essence of our new Long-Term Vision in a single phrase. By asking “why do we exist as a company?” and breaking the vision down into concrete actions, we will clarify our first steps forward. The new Long-Term Vision will express what we are passionate about and convey the sincerity of our purpose to society.

With everyone in the company working toward a shared goal, we will be able to respond to social changes in Japan and around the world, broaden the contributions Maruho makes to patients, medical professionals, and society, and look ahead to create and deliver value needed by future generations.

We sincerely appreciate the continued support and guidance of our stakeholders as we strive to meet your expectations.

Atsushi Sugita

Representative Director, President & CEO

Connections between employees and management paving the way for a new future

In October 2026, Maruho will launch a new Long-Term Vision looking ahead to 2036 based on its Corporate Philosophy. The formulation of this new Long-Term Vision is being advanced through discussions led by project members selected through an open internal recruitment process, with unique ideas and ambitions for Maruho's medium- to long-term growth. With the desire to "grow your curiosity and change the world," the entire company is working together to formulate a vision that will be embraced by employees.



Formulation process of the new Long-Term Vision

1

Employee self-nomination

We recruited project team members through an internal open call with the application requirement "Individuals who have a dream they want to realize at Maruho." This is because we wanted to select the right individuals for formulating and verifying the concept behind the new Long-Term Vision.

Rather than being drawn up by management alone, we recruited project team member candidates through a self-nomination process to ensure the Vision reflects workplace insights, cross-departmental perspectives, and diverse values.

We received applications from 74 employees from different departments and with different years of service, even though they would be formulating the Long-Term Vision while still engaging in their own work.



2

Selected project members based on papers and interviews

3

Discussed formulation of the Long-Term Vision among members

We started by coming up with ideas to make the vision exciting for employees. Furthermore, in order to formulate a vision that is both exciting and convincing, we established separate subcommittees to consider the perspectives of Maruho's strengths (internal environment) and issues that need to be addressed (external environment). Drawing upon the passionate and sincere discussions of these subcommittees deepening communication between employees and management, project team members articulated both the vision of the society that Maruho aims to realize and the company's desired state 10 years in the future.





Yuka Ota

R&D Management Dept.

As the external environment continues to change, I applied for the openly recruited position as a project team member, wanting to participate in a process that leverages the company's appeal and leads to rapid growth. Through repeated discussions with members who had a strong commitment toward the future, we gained a broader perspective and reaffirmed the importance of deep thinking and lively discussion when drawing up plans. I believe that this experience will be useful in future value creation, where flexible thinking and communication are important.

By deepening our knowledge of dermatology and exploring focus domains, we hope to quickly work on the possibilities that we have discovered and widely demonstrate Maruho's contributions.



Yasutaka Fujioka

Global Business Strategy & Development Dept.

I joined the project team with the desire to take on the task of creating the company's future as my own, by being proactively involved in formulating a Long-Term Vision that serves as an important guideline for embodying the company's Corporate Philosophy. The passionate discussions with members representing various departments were always stimulating and gave me many new insights, which became an irreplaceable asset for me as a mid-career employee. The deepened understanding of Maruho's strengths and challenges through the formulation process will be particularly useful in efforts to expand globally, which is the pillar of our growth strategy, and we have begun concrete activities.



5

Finalization among all employees

4

Reviewed the Long-Term Vision centered on corporate officers

In the fiscal year ending September 2026, we will work to ensure each and every employee takes ownership of the Long-Term Vision. To achieve our 10-year goals, we are promoting activities companywide, including cross-departmental information sharing by corporate officers, formulating a Vision Statement, and realizing our desired vision for the future.



Shuichi Nakai

Strategic Research Planning & Management Dept.

I applied to formulate the Long-Term Vision based on my desire to create a drug that can completely cure chronic inflammatory skin diseases that repeatedly flare up, using our dermatology as the driving force. I was excited to be part of the team as we thought about how Maruho can embody the society we want to see from a manufacturing perspective. In my work, I have been given the opportunity to play an active role as one of the leaders in my research focus area. I would like to use the thoughts and ideas I learned from other project team members to help deliver necessary medicines to patients as quickly as possible.

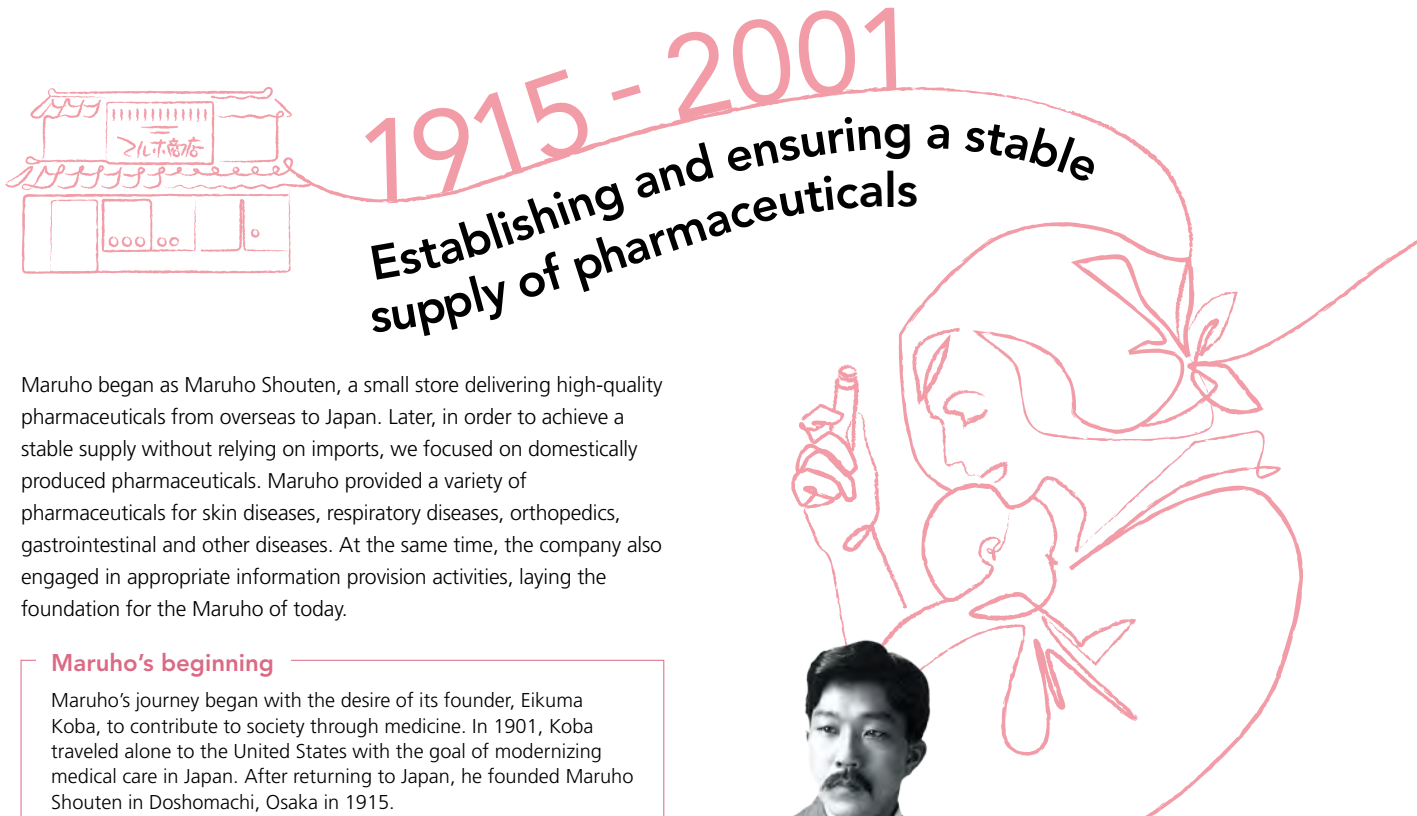
Developing a Long-Term Vision based on employee "Excitement"

The company's ultimate goal is the realization of the mission established in our Corporate Philosophy announced in 2022, "More smiles, brighter life for you." However, at the formulation kickoff meeting, I asked each of the project team members to look back at what they wanted to achieve at the company. After all, the idea behind each project is that we want excitement as a starting point; conversely, we believe that without this, nothing can be realized. We are still in the process of creating the new Long-Term Vision, and we will finalize it by incorporating the excitement of all employees.

Atsushi Sugita Representative Director, President & CEO



110 years of bringing smiles to people's lives



Maruho began as Maruho Shouten, a small store delivering high-quality pharmaceuticals from overseas to Japan. Later, in order to achieve a stable supply without relying on imports, we focused on domestically produced pharmaceuticals. Maruho provided a variety of pharmaceuticals for skin diseases, respiratory diseases, orthopedics, gastrointestinal and other diseases. At the same time, the company also engaged in appropriate information provision activities, laying the foundation for the Maruho of today.

Maruho's beginning

Maruho's journey began with the desire of its founder, Eikuma Koba, to contribute to society through medicine. In 1901, Koba traveled alone to the United States with the goal of modernizing medical care in Japan. After returning to Japan, he founded Maruho Shouten in Doshomachi, Osaka in 1915.

Fiscal year ended
September 2001 – Net Sales
(Non-consolidated)

27.7 billion yen

As of September 2001 –
Number of Employees
(Non-consolidated)

714



The company name "Maruho" came from the American pharmaceutical company H. K. Mulford Co. (now Merck & Co., Inc.), with which the company had a distributor agreement.

Diseases treated and main new products

Skin Diseases



Asteatosis

Hirudoid Cream, Hirudoid Soft Ointment, Hirudoid Lotion



Dermatitis

Voalla Ointment, Voalla Cream, Eksalb



Herpes

Casal Cream (current Vidarabine Cream Maruho)



Pressure ulcers

Bromelain Ointment



Psoriasis

Oxarol Ointment, etc.



Hirudoid Soft Ointment



Voalla Ointment



Eksalb

Respiratory, Orthopedic, Gastrointestinal and Other Diseases

- Nonspecific desensitizer *Passpart Transdermal Injection Liquid*
- Asthma treatment *Asthmolysin Injection*
- Transdermal anti-inflammatory agent *Mobilat Ointment*

- Articular cartilage protective agent *Arteparon*
- Hemorrhoids treatment agent *Posterisan Forte (Ointment)*



Asthmolysin Injection



2002 - 2010

Establishment of topical brands and specialization in dermatology

The launch of *Hirudoid Lotion*, a treatment for asteatosis and other conditions, and *Oxarol Lotion*, a treatment for psoriasis and other conditions, established the foundation for Maruho's development and manufacturing of topical drugs. By acquiring the unique strategic domain of topical drug formulations and concentrating management resources on dermatology-related pharmaceuticals, Maruho was able to establish its current business model. We also expanded our treatment options by adding new efficacy and dosage forms to existing products.

Formulated Long-Term Vision 2002

Global Boutique Company for Dermatology

Only one Small gulliver

From drug creation to drug discovery

Global niche



Fiscal year ended September 2010 – Net Sales (Non-consolidated)

53.5 billion yen

As of September 2010 – Number of Employees (Non-consolidated)

1,050

70 years of *Hirudoid*

Hirudoid was launched in Germany in 1949 and marketed in Japan by Maruho Shouten in 1954. Described as a "wonder drug" for its unique characteristics, *Hirudoid* gradually established its presence in clinical practice. In 1990, the indication for asteatosis was added, leading to its wider use. Since then, through extensive clinical research and an expansion of dosage forms, *Hirudoid* has supported treatment options tailored to individual symptoms and living environments. For over half a century since its launch, *Hirudoid* has continued to contribute to dermatological treatment in Japan by responding to the needs of patients.

Skin Diseases



Herpes
Famvir Tablets



Psoriasis
Oxarol Lotion



Bacterial infection and acne
Farom Tablets, Farom Dry Syrup for Pediatric



Tinea
Astat Cream, Astat Solution, Astat Ointment



Scabies
STROMECTOL Tablets, etc.



Oxarol Lotion



Famvir Tablets



Astat Cream



Dermapunch

Products other than prescription drugs

- Dermapunch Sterilized skin punch device

Respiratory, Orthopedic, Gastrointestinal and Other Diseases

- Local anesthetic patch *Penles Tape*
- Transdermal bronchodilator *Hokunalin Tape*, etc.

2011 - 2025

Meeting unmet needs as a pharmaceutical company specializing in dermatology

Recognizing that the symptoms of skin diseases are different for each person, we aim to provide pharmaceuticals that address each individual's needs and contribute to an improved quality of life. These include the *Mitchga* series, an antibody drug which targets the itching caused by atopic dermatitis, and the *BEPIO* series for the treatment of acne vulgaris. Furthermore, we are expanding the scope of our contributions in dermatology beyond just providing pharmaceuticals, to include "diagnosis," "prevention," and "aftercare."



Formulated Long-Term Vision 2011

Excellence in Dermatology

- Dermatological Network
- Innovative Concepts
- Universal Medications with Excellent Value
- Global Business
- Business Areas: Care Cycle



Fiscal year ended
September 2025 – Net
Sales (Non-consolidated)

78.9 billion yen

As of September 2025 –
Number of Employees
(Non-consolidated)

1,632

Diseases treated and main new products

Skin Diseases



Asteatosis
Hirudoid Foam



Hyperhidrosis
Rapifort Wipes



Rosacea
Rozex Gel



Psoriasis
Cosentyx for s.c. injection syringe, Cosentyx for s.c. injection pen, Marduox Ointment, Comclo Shampoo



Atopic dermatitis
Protopic Ointment, Protopic Ointment for Pediatric



Itch associated with atopic dermatitis
Mitchga Syringes, Mitchga Vials



Rapifort Wipes



Comclo Shampoo



Mitchga Vials



Cosentyx for s.c. injection pen

Products other than prescription drugs

- Skin care product *iniks*
- Varicella-zoster virus antigen kit *DermaQuick VZV*
- Herpes simplex virus kit *DermaQuick HSV*
- Tinea unguium antigen kit *DermaQuick tinea unguium*
- Device for pincer nails *MAKIZUME MEISTER*



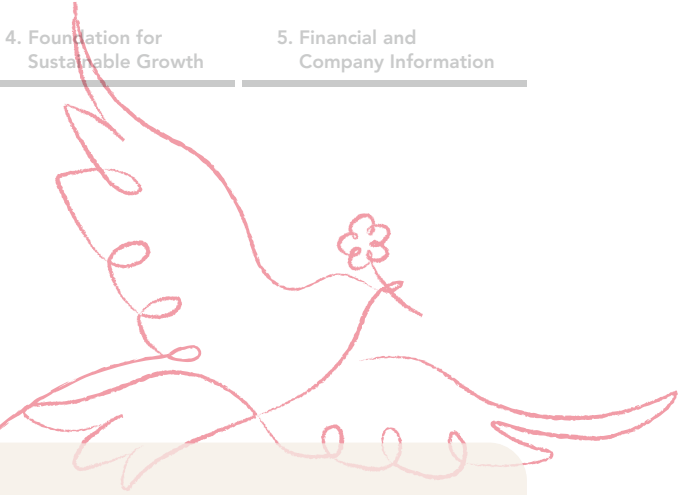
iniks



DermaQuick VZV



MAKIZUME MEISTER



HARMOWELL Washable Technology—Maruho’s pursuit of topical agents

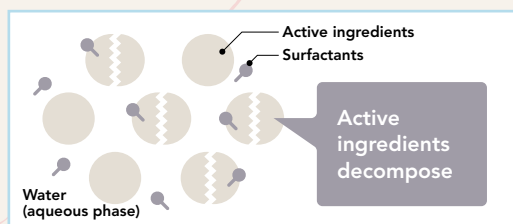
Maruho developed its proprietary formulation technology, HARMOWELL Technology, with the aim of not only providing effective treatment for diseases but also supporting patients to improve their quality of life.

One of these technologies, HARMOWELL Washable Technology, is primarily intended to enable Short Contact Therapy (SCT). SCT is a method where a topical agent is washed off after a certain application time, thereby reducing its contact time with the skin. This approach is expected to be effective while reducing side effects.

To enable SCT, it is important that the formulation is easy to wash off (washability). However, adding additives (such as surfactants) to improve this washability can cause the active ingredients to decompose, potentially preventing them from achieving the desired effect.

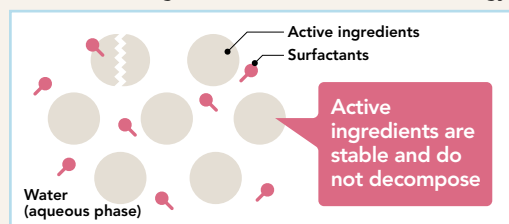
To solve this problem, we use our proprietary HARMOWELL Washable Technology, which prevents surfactants from reacting with active ingredients, thereby stabilizing the active ingredients while improving washability.

Conventional formulation




The active ingredient decomposes when it reacts with the surfactant, making it difficult to ensure product quality.


Formulation using HARMOWELL Washable Technology




A unique formulation designed to prevent the surfactant and active ingredient from reacting. The surfactant blend has been optimized to maintain stability.

 **Herpes**
Amenalief Tablets

 **Acne**
BEPIO Gel, BEPIO Lotion, BEPIO Wash Gel, Differin Gel, Epiduo Gel

 **Acne and bacterial infection**
Zebiax Lotion, Zebiax Oily Cream

 **Pincer nails**
Renail Gel

 **Infantile hemangioma**
Hemangioli Syrup for Pediatric, etc.



● Quasi-drug Carté HD*
● OTC drug (Category 2) Medical C.HD*
* Distributed by KOSÉ Maruho Pharma Co., Ltd.



Maruho is growing as a pharmaceutical company specializing in dermatology

Solid presence in dermatology

Pursuit of dermatology

Phase III clinical trial success rate*1

88% 22 out of 25 trials



Prescription drugs: New products
Fiscal year ended September 2015 to 2025

19 products

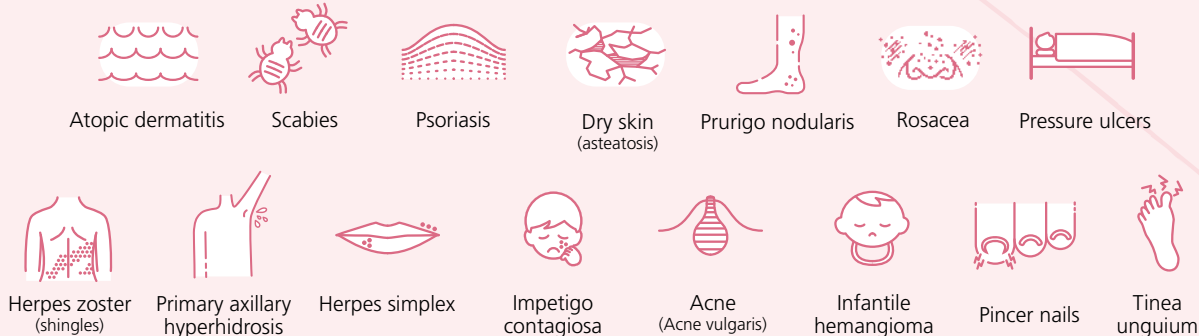


Unit sales of products other than prescription drugs*2 (diagnostic agents, medical devices, cosmetics, quasi-drugs, and over-the-counter drugs) As of September 2025

40 products



For a wide range of skin diseases



*1 The percentage of Phase III trials conducted since Long-Term Vision 2002 that progressed to application for approval *2 Includes products released by KOSÉ Maruho Pharma Co., Ltd.

Foundation underpinning sustainable growth

Number of years in business
2025

110 years

Net sales
Fiscal year ended September 2025

Consolidated
89.1 billion yen

Equity-to-asset ratio
Fiscal year ended September 2025

Consolidated
89.6%

R&I rating
As of September 2025

A-

Ratio of R&D expenses to net sales (Consolidated)
Fiscal year ended September 2025

18.3%

Delivering quality products in a stable manner

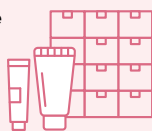
Share of prescription topical drugs*3

No.1
in Japan



Annual topical drug production volume
Fiscal year ended September 2025

Approx. **2,100 tons**



Number of qualifications related to production processes

Approx. **600**



Plants supporting production activities

4 plants



Collecting and providing information to support people with skin concerns

Maruho medical representatives ranked among dermatologists in Japan*4
22 consecutive times (11 years)

No.1^{*5,6} **59.9%**^{*6}



Annual Inquiries to the Medical Information Center
Fiscal year ended September 2025

Approx. **35,000**



Number of dermatologists in Japan receiving information from Maruho

Approx. **10,000**



Number of medical professionals registered as Maruho Web members*7
As of September 2025

Approx. **54,000**

Total visits to Maruho's websites for patients and the general public
Fiscal year ended September 2025

Over **10 million**



*3 Copyright©2026 IQVIA. In-house analysis based on IQVIA JPM April 2024 to March 2025 (drug price base) / Reprinted with permission / Topical drugs: ointments, liquids, creams, lotions, gels, sprays, and topical foam agents

*4 Rep-i web survey for dermatologists in Japan (Aug. 2025) by INTAGE Healthcare Inc. Aug. 2025 survey: 515 respondents / Reprinted with permission

*5 Percentage of dermatologists who answered Maruho as the MR (Company) they consider No.1 overall (single-choice response)

*6 Percentage of dermatologists who answered Maruho as the MR (Company) they highly rated overall (up to 10 selections allowed)

*7 Knowledge service for reading, discovering, and learning in the field of dermatology

Business alliances
Fiscal year ended September 2025

With more than **20** companies

Number of employees
As of September 2025

1,632

More Smiles (employee survey)
Response rate
Fiscal year ended September 2025

91%

Number of Town Hall Meetings held
Fiscal year ended September 2025

20

Creating value for a "life" filled with smiles

Throughout its 110-year history, Maruho has contributed to society and people's smiles. We aim to enhance corporate value by addressing often overlooked needs in dermatology, the global environment, and local communities.

Management resources
Powerful foundation underpinning activities

Corporate Philosophy
Continuing to explore what we can offer

Solid presence in dermatology

Stable foundation supporting sustainable growth



Long-Term Vision

Making outstanding contributions to dermatology

Long-Term Vision 2011

Excellence in Dermatology

Create value centered on prescription drugs as a pharmaceutical company specializing in dermatology

Fifth Medium-Term Plan

Aim to establish growth trends

Strengthen our R&D capabilities and acquire development pipeline products for future growth

Execute production strategies aptly reflecting our product characteristics and continuously enhance our product value by cultivating a culture of ensuring reliability

Develop a system for collecting and distributing information related to dermatological conditions

Reform our human resources and workplaces to facilitate our Mission

ESG activities

Value Proposition

Achieving a society where everyone can live happily

Patients

- Improve the quality of life for patients
- Ensure a stable supply of reliable products

Medical professionals

- Improve the quality of health care

Employees

- Provide a work environment where all employees can thrive

Environment

- Conserve the global environment

Local communities

- Energize communication with local communities

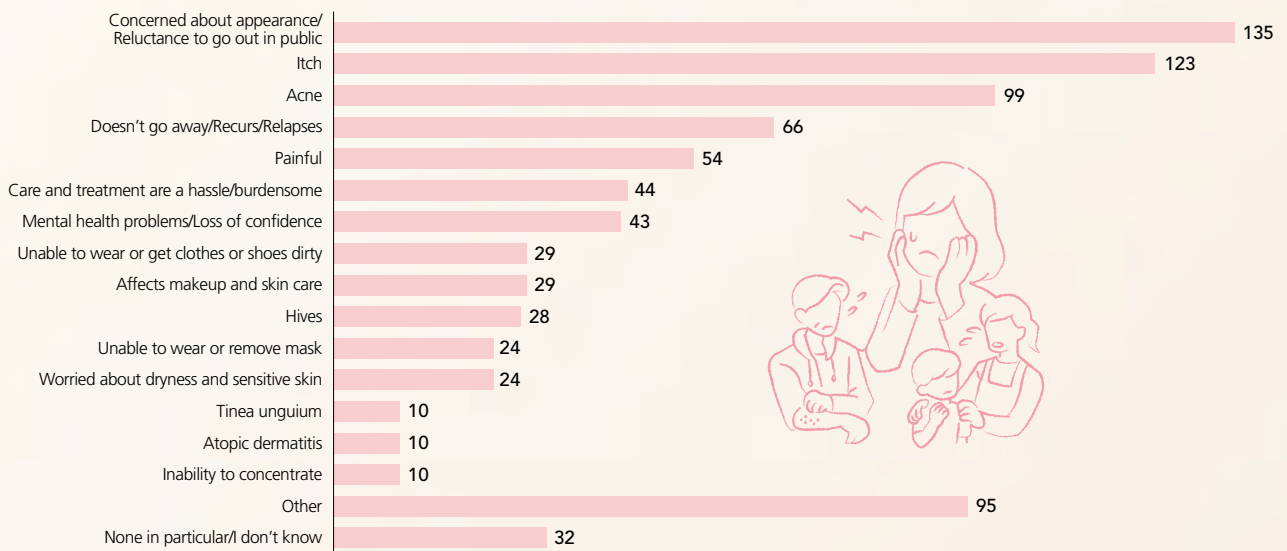


Contributing to society with connections made through skin

Although they are common conditions that affect many people, skin diseases are not sufficiently understood or recognized in society, and remain an area of high unmet needs. Maruho has been working in various ways to bridge this gap in societal awareness.

These efforts have been ongoing since before the resolution to consider “skin diseases as a global public health priority” was adopted at the 78th World Health Assembly (WHA78) of the World Health Organization (WHO) in May 2025. The direction of our efforts is consistent with international discussions. Utilizing our experience and track record, we will contribute to promoting understanding of the importance of skin health and its challenges not only in Japan but also in global medical settings, particularly in Asia, and in society as a whole.

Impact on daily life and concerns about symptoms and treatment (based on a survey of individuals with skin disease experience, multiple responses, up to three answers, n=615)



Note: Online survey of the general public regarding skin diseases, etc.
Survey developed in December 2022 by Maruho Co., Ltd. and outsourced to Macromill Carenet, Inc.

Implementing various initiatives based on societal needs (concerns)



Patient Organizations and Maruho

Creating a Learning Ground for Patient Organizations Connected through Dermatology

The purpose of the joint study sessions with patient organizations is to strengthen mutual understanding and cooperation between patient organizations who share their symptoms and troubles as well as diseases regarding the common organ of the skin, and to improve their ability to respond to shared issues. The study session held in May 2025 was attended by 10 organizations on the topic of skin diseases and mental health. The session featured a lively exchange of information and interactions.

May 2025

Skin Diseases and Mental Health

This study session included a keynote speech by a dermatologist, case studies on the efforts of various patient organizations, and a discussion among all participants.

Concerns about skin diseases are largely related to appearance, have a significant impact on social interactions, and are also related to mental health. A physical illness can worsen by affecting the mind, or conversely, a physical illness can develop due to the influence of the mind.

Skin diseases are closely related to the mind and body, and even if the disease differs, concerns about skin symptoms and lifestyle can be shared. During the session, there were opinions that we would like to continue to actively exchange information and interact with each other beyond patient organizations.



Message from a Patient Organization

This study session was started as an opportunity to exchange ideas at an academic conference in Sapporo in 2023, with the aim of sharing common challenges and success stories in dermatology, despite the different diseases.

In 2025, 10 organizations participated, listening to a lecture by a dermatologist on “skin diseases and mental health.” Learning about each other’s activities and challenges proved to be a major inspiration. By identifying common concerns, participants were able to feel the potential for collaboration, achieving meaningful results. The event provided a warm and welcoming opportunity for learning and interaction that transcended disease areas.

Maruho’s support has powerfully boosted this activity, serving as the driving force in bringing hope to patients. We are deeply grateful for the company’s generous support and will continue to work on this initiative, confident that it will undoubtedly benefit patients. We hope that by combining the experience and wisdom of each organization, we can develop new activities that will lead to solving the issues patients face.



Masayuki Soekawa
Chairperson
Japan Psoriasis Association

Progress of the Fifth Medium-Term Plan

In our Fifth Medium-Term Plan, which commenced in the fiscal year ended September 2024, Maruho continues to take on challenges with an eye toward the future under the corporate mission: “More smiles, brighter life for you.” to establish a growth trend.

Strategies and priority themes

R&D and Business Development
→p.23, 24

Strengthen our R&D capabilities and acquire development pipeline products for future growth

- 1 Enhancing research and development portfolio management
- 2 Improving development planning and management abilities
- 3 Strategic, active licensing activity
- 4 Enhance creation and acquisition of candidate phase projects
- 5 Taking a new step in global expansion

Production and Reliability Assurance
→p.25, 26

Execute production strategies aptly reflecting our product characteristics and continuously enhance our product value by cultivating a culture of ensuring reliability

- 1 Production system operation that supports the management base
- 2 Pursue versatile measures and innovative technology to meet diverse needs
- 3 Fostering a culture of reliability assurance

Sales, Marketing, and Medical
→p.27

Develop a system for collecting and distributing information related to dermatological conditions

- 1 Creating new marketing approaches unique to Maruho
- 2 Creating added values that correspond to individual patient needs and regional characteristics
- 3 Provide new values through building a dermatology platform

Management base
→p.28

Reform our human resources and workplaces to facilitate our Mission
Achieve the mission through companywide initiatives at all departments

- 1 Respecting and cultivating autonomous human resources
- 2 Cultivating a workplace culture that creates new values
- 3 Improving the corporate brand that is trusted and respected by society

Results between October 2023 and September 2025 (two years)

- Prioritized development items and managed the R&D portfolio with the aim of continuously launching new products
- Continued product creation and acquisition activities based on focus domains, and encouraged proposals and information provision from researchers
- Promoted development through high-quality project management based on priorities, achieving multiple approvals
- In-licensed multiple development products that have the potential to become core products for the business in Asia
- Actively promoted open innovation with domestic and international drug discovery ventures and academia, and promoted the creation of early R&D pipelines focused on key domains
- As the first step in our Asia Dermatology Hub Concept, established a Chinese subsidiary, Maruho Pharmaceutical Technology (Beijing) Co., Ltd., and began development of pharmaceuticals in China
- Licensed-out multiple dermatology products to China and Southeast Asia
- Established specific strategic steps based on product category classification and established a system for in-house production of existing APIs
- Further strengthened operational systems to ensure stable supply
- Established a foundation for production digitalization
- Communicated our commitment to quality and stable supply in production activities to the public
- Formulated and published a Reliability Assurance Policy
- Promoted internal adoption of the Reliability Assurance Policy through various activities
- Acquired and disseminated evidence on the treatment of itching associated with atopic dermatitis and biologics for psoriasis vulgaris
- Supported collaboration among medical professionals in response to regional skin disease treatment challenges, fostering an optimal treatment environment
- Expanded the certification system to enhance information provision expertise in “dermatology-related knowledge,” “area analysis,” and “regional and medical systems”
- Developed and launched a consumer-oriented website that serves as a portal site for the HI-FU-MO data platform bringing together consumers, medical professionals, and Maruho. This site provides information tailored to the life stage of each individual suffering from acne vulgaris.
- Implemented measures such as internal job postings and voluntary training
- Established a new direction for the HR system to foster mutual growth for employees and the company
- Promoted internal penetration of our Corporate Philosophy through Town Hall Meetings and other events
- Launched the Operational Transformation Project (OXPJ) project to generate the resources needed to take on new challenges, contributing to selection and focus, operational efficiency, and productivity improvement
- Communicated our stance and initiatives externally, including the Environmental Policy and Reliability Assurance Policy
- Reformed the operation of the Board of Directors to promote management transparency and strengthen governance

Research & Development

Continuing to transform R&D to maximize results

Kazutaka Kawashima

Director of the Board, Senior Corporate Officer,
Research & Development



Focus themes of related strategy

R&D and Business Development

- ① Enhancing research and development portfolio management
- ② Improving development planning and management abilities
- ④ Enhance creation and acquisition of candidate phase projects

Clarifying key areas to enhance development efficiency

Our R&D departments have determined our key areas (skin barrier, lesion site memory, and itch transmission) and promoted the proposal of research themes that mobilize all researchers, adherence to research activity plans, and prioritization of development items. By discontinuing unnecessary projects and focusing on necessary ones, we will speed up R&D and lower its costs. We will thoroughly and accurately review our portfolio in a timely manner, and continue to focus on late-stage development products in line with product positioning and in-licensed products.

In the fiscal year ended September 2025, *BEPIO Wash Gel* was approved. This unique new product is the first in Japan to realize Short Contact Therapy* for the treatment of acne vulgaris, as it is washed off after 5 to 10 minutes of application. In addition to reducing skin irritation symptoms, we believe that incorporating *BEPIO Wash Gel* into daily face washing will help people to sustain acne treatment.

* A method of achieving therapeutic effect while reducing side effects by shortening the time that topical medications are in contact with the affected area.

Promoting value creation toward global business expansion

The fiscal year ending September 30, 2026 is the final fiscal year of our current Long-Term Vision, and also the year in which we look ahead to a new Long-Term Vision. In addition to steadily implementing our current measures, we recognize the importance of establishing and maintaining an R&D system suitable for the expansion of our global business. Improving the productivity of R&D is vital for pharmaceutical companies. Previously, we focused on reducing the denominator of the productivity equation, "Productivity = Output / Input Resources" (i.e., focusing on efficiency). However, our true objective is to maximize the output. The problem lies in allowing low output to persist. I would like all of our employees to make an effort to

add significant "added value" to products. The key perspective is how much added value is incorporated at each stage of responsibility before being handed over to the next. Recently, drug discovery has become increasingly difficult worldwide, making it challenging for us to create new products. One possible reason for this is that fewer people have "passion" and essential dialogue is no longer taking place. Nothing comes from a yes-or-no discussion. We aim to be an organization with healthy conflict, where employees first assert their own opinions, accept opposing views, and generate new ideas to resolve contradictions.

Additionally, we have established a new Data Science Dept. to promote digitalization. We aim to be a group of experts with solid insight into data. Rather than simply collecting data, we will employ data science in R&D that can get to the essence of data and discover the laws, essence, and truth of the phenomena that are dynamic beyond the data. Furthermore, we will actively promote open innovation with domestic and international drug discovery ventures and academia, and promote the creation of early-stage R&D pipelines centered on our key areas.

Toward R&D departments that continue to evolve

Over the past year, I have asked everyone in R&D to (1) think hard, (2) reconsider how to use their time, and (3) cooperate. By putting these ideas into practice, we aim for major "evolution" going forward. While people tend to think that the opposite of "evolution" is "degeneration," biologically, "evolution" also includes "degeneration." The opposite of "degeneration" is "development," and both are phenotypes of "evolution." So, what is the opposite of "evolution"? It's "invariance." The biggest problem is doing nothing and letting nothing change. I encourage employees to measure their day by how much they have changed, how much new knowledge or skills they have acquired (development), and to not fear failure from trying various things (degeneration). What is important is change. Creating value is not a simple process. That is why, in order to deliver true value, we must "deepen" the thinking of each individual and "evolve" our R&D departments.

Business Development & Global Business

Seeking to become Asia's leading pharmaceutical company specializing in dermatology

Yutaka Tomita Director of the Board, Corporate Officer, Business Development & Global Business



Focus themes of related strategy

R&D and Business Development

- ③ Strategic, active licensing activity
- ⑤ Taking a new step in global expansion

Acquiring innovative assets to strengthen the development pipeline

As competition to acquire licenses for dermatology assets intensifies with the entry of major global pharmaceutical companies into the skin disease field, our Fifth Medium-Term Plan calls for “Strategic, active licensing activity.” We are now working to acquire assets that will become innovative new drug candidates by strengthening our network with bio-venture companies and academia not only in Japan but also in the United States (centered in Boston), Europe and Asia. Europe, and Asia. As a result, in the fiscal year ended September 2025, we acquired several products under development that are set to become core products for our business in Asia.

To win the fierce competition to acquire licenses, we need to think strategically and act proactively. To that end, we conduct licensing activities by anticipating future markets, based on information gathered from our global network. Furthermore, we are focusing resources on strategic core operations by streamlining our business processes. In addition, DX is advancing rapidly even in business development operations, including the use of AI, and we are committed to incorporating cutting-edge digital technology into our operations, ensuring we keep pace with the evolving speed of global standards.

If production, sales and marketing, medical affairs, and reliability assurance support our “present,” then business development and R&D are the jobs that will create our “future.” In other words, it is no exaggeration to say that if we cannot acquire and create innovative assets, Maruho may not have a bright future at all.

To acquire innovative assets, we must further enhance our ability to provide value so that licensors and partner companies will want to collaborate with Maruho. We will continue to evolve and take on the challenge of business development activities that will have a global impact.

Accelerating our business in Asia and contributing to solving medical issues

Access to high-quality dermatological care is limited in certain countries and regions in Asia compared to Japan, resulting in numerous overlooked and unmet medical needs. Driven by the desire to help resolve medical issues and bring smiles to patients with skin diseases in Asia, and by leveraging the strengths we have cultivated in the dermatology field in Japan, we established the “Asia Dermatology Hub Concept” in our Fifth Medium-Term Plan.

As a first step, we formulated a business strategy for China, which is the top priority for our business in Asia. In February 2024, we established a subsidiary, Maruho Pharmaceutical Technology (Beijing) Co., Ltd., in Beijing, and in September 2025, we began Phase 1 clinical trials for M6120, Maruho's first drug developed in China. We are also working to expand our business in Southeast Asia by out-licensing the marketing rights for the anti-herpes virus agent *Amenamevir* (generic name) and the varicella-zoster virus antigen kit in Southeast Asia to Hyphens Pharma Pte. Ltd. (Singapore).

Our new global business strategy, the “Asia Dermatology Hub Concept,” is progressing steadily and is becoming more widely adopted within the company. To achieve our goal of becoming a leading dermatology company in Asia within the next decade, we need to work as a single team to achieve results that exceed both internal and external expectations. All employees must take ownership of our global business strategy, and we will strengthen the functions and human resources required of a global head office.

Launching an overseas business involves many challenges. Yet it also offers the unique excitement of creating something new. We believe that if we approach the launch of our business in Asia with excitement, we can achieve even greater results.

Over the past two years, our global strategy has undergone significant changes. Based on the concept of “From Asia to the World,” we are further accelerating our business in Asia, and I look forward to working together to create a new world in the near future where our colleagues in Asia can work with energy and enthusiasm.

Supply Chain & Production

Our mission is to ensure reliable quality and stable supply, supporting production and distribution in Asia

Katsunori Hiratsuka Director of the Board, Corporate Officer,
Supply Chain & Production



Focus themes of related strategy

Production and Reliability Assurance

- 1 Production system operation that supports the management base
- 2 Pursue versatile measures and innovative technology to meet diverse needs

Diligently balancing reliable quality and stable supply

Recently, Japan has faced a shortage of many pharmaceuticals, and the inability to obtain the products patients need has become a social issue, with dispensing pharmacies and other facilities struggling to switch to products that are available. Maruho has ensured a reliable supply by checking from various perspectives whether there are any supply side concerns or possibilities of concerns for all the raw materials for all the drugs we offer, and by anticipating these as much as possible in advance.

Ensuring a stable supply of our products can be extremely difficult, especially with the changing global situation and unexpected natural disasters. It is the responsibility of our production team to ensure that our products are delivered to patients who need them. We will continue to strive to ensure a stable supply of high-quality products.

Our production team has many years of experience and a wealth of knowledge. It excels particularly in the manufacture of topical drugs. We strive to ensure the quality of our products, not only for those we produce in-house but also for those we contract out manufacturing, so that they can be used with the same confidence as our own products. We are deeply committed to our mission to deliver these to patients who need them.

Additionally, we are constantly aware of environmental considerations when carrying out production activities. We will contribute to society by actively monitoring the energy we use and updating our equipment to energy-saving models.

Focusing resources on challenges, with our new production system a driving force

By establishing a production system with four plants, including those in the Group, we are managing risk so that if a plant is temporarily unable to operate due to a natural disaster, or other contingency, another plant can essentially take its place. However, as there is overlapping work at each plant, we are

promoting such measures as swapping manufactured items between plants and consolidating product volumes in order to improve efficiency while maintaining stable supply. We are also taking on the challenge of improving packaging to further increase the added value of our products and expanding into new items that are difficult for other companies to manufacture.

We are also preparing to expand our in-house production capacity for APIs. Once this system is in place, we aim to achieve long-term cost reductions and a stable supply by further expanding the range of products we produce in-house, thereby ensuring long-term business viability.

Based on our new production system that will be operational from the fiscal year ending September 2027, we will shift to digital technology throughout the plant by dividing tasks into those that can be mechanized and automated and those that can only be performed by people. We will create a pool of highly creative talent who can give shape to new discoveries through manufacturing work as well as a highly ambitious pool of personnel who enjoy and proactively take on new challenges.

Responding precisely to the needs of various Asian regions

The realization of our global business strategy, the “Asia Dermatology Hub Concept” requires the indispensable supply of high-quality products. While we have successfully managed product supply in Japan to date, building a system for a stable and widespread supply of products to the Asia market will be an important task going forward. In particular, due to differences in regulations, business practices, and regional characteristics across Asia, it is difficult to distribute the same products as in the Japan market. For this reason we must adapt our specifications to suit each region. The normal in Japan does not necessarily apply elsewhere, so I feel that it is necessary to work with a deep understanding of the local situation.

Recognizing the significance of distributing our products in Asia, as the production team, we must never forget our mission of delivering reliable, high-quality pharmaceutical products that patients need and can use with confidence.

Dermatological Healthcare Business, Reliability Assurance & Medical Affairs

Taking on the challenge of building a global quality foundation and expanding the Dermatological Healthcare Business

Yasuhiko Kito

Director of the Board, Senior Corporate Officer, Dermatological Healthcare Business, Reliability Assurance & Medical Affairs



Focus themes of related strategy

Production and Reliability Assurance

③ Fostering a culture of reliability assurance

Building a foundation for quality globally centered on reliability assurance

In recent years, various corporate activities have come under scrutiny from society. With one of the strategic themes of our Fifth Medium-Term Plan “Fostering a culture of reliability assurance—reliability in our blood,” in the fiscal year ended September 2024, we formulated a Reliability Assurance Policy linked to our Corporate Philosophy. In addition to promoting this policy within the reliability assurance departments, in the fiscal year ended September 2025, we also actively worked to spread it throughout the company, including via discussions in the workplace, displaying posters, and introducing specific examples on our internal website.

With an eye toward business expansion in Asia—a pillar of our future growth—we are conducting cross-functional discussions on the establishment of a global head office function that will cover reliability assurance from the development stage through to post-marketing. We have also begun preparing a Global Quality Manual and Global Standard Operating Procedures that will serve as the basis for reliability assurance. Furthermore, we are checking the regulations of each country and considering requirements for the introduction of a new system for a multilingual safety database.

In the fiscal year ending September 2026, we will fully utilize the knowledge, experience, and information from our domestic business, and promote global expansion under the slogan “Utilize the resources freed up by Operational Transformation (OX) in other more challenging areas.” Efforts to cultivate a culture of reliability assurance never really end. We must understand firsthand the expectations and demands placed on us by society, never be satisfied with the status quo, and constantly pursue improvements.

To fully meet the expectations of society, we will foster a culture in which every employee can establish their professionalism and demonstrate their skills as a team.

Making the Dermatological Healthcare Business a new pillar of growth

In order to meet a wide range of needs in dermatology, in the fiscal year ended September 2025 we have restructured our business operations to promote each of our respective segments, integrating our diagnostic and medical devices departments and consolidating our consumer products, such as cosmetics and over-the-counter medicines, into the self-care business. As we work to improve our organizational structure and procedures in line with this restructuring, we are utilizing resources more efficiently and have seen steady growth in combined sales of diagnostic agents such as the *DermaQuick* series, medical devices such as *MAKIZUME MEISTER*, and cosmetics such as *iniks*.

By adding new knowledge to past business experience, we have formulated a medium- to long-term strategy to cultivate and build relationships with KOL*¹, academia, and partner companies in an effort to improve existing products and strengthen our development pipeline and business model. One notable step forward is the development of an over-the-counter drug (Category 2 OTC drug, *Medical C.HD*) containing heparinoid as its active ingredient, which was released in September 2025 through KOSÉ Maruho Pharma Co., Ltd. Furthermore, in September 2025, we made a minority investment in the American medical device venture Sibel Health, Inc., strengthening the SaMD*² business pipeline in the field of dermatology.

In the fiscal year ending September 2026, we will move forward with product planning and development that addresses the needs of dermatology care along with patients and consumers with skin concerns, with the goal of achieving sales that exceed those of the fiscal year ended September 2025. We also intend to use this year to establish a value chain tailored to the characteristics of each product and business, deliver high-quality products along with the necessary information, and pave the way for our Dermatological Healthcare Business to become a pillar of growth.

*1 Key Opinion Leader; a leading specialist in disease diagnosis, treatment and research
*2 Software as a Medical Device

Japan Prescription Drug Business

Acting as a bridge between patients and medical professionals, helping to resolve each patient's concerns

Kazuhiko Aita Director of the Board, Corporate Officer,
Japan Prescription Drug Business



Focus themes of related strategy

Sales, Marketing, and Medical

- 1 Creating new marketing approaches unique to Maruho
- 2 Creating added value that correspond to individual patient needs and regional characteristics
- 3 Provide new value through building a dermatology platform

Providing information in the field of dermatology to ease the concerns of patients and consumers

BEPIO Wash Gel, launched in June 2025, is Japan's first acne vulgaris treatment that offers Short Contact Therapy*¹. In addition to reducing the risk of skin irritation and clothing discoloration, incorporating *BEPIO Wash Gel* into daily face-washing habits can help promote sustained treatment. While low consultation and treatment continuation rates are considered challenges in the treatment of acne, many medical professionals have commented that the introduction of *BEPIO Wash Gel* has made it easier to provide patient guidance and recommend it to patients who previously could not use acne treatments. We will continue to provide appropriate information to contribute to better acne treatment and to helping patients live lives free from acne and acne scars.

We actively promote the use of digital technologies to provide information and disseminate a variety of dermatology information. Our website for medical professionals was ranked second in ease of information access among pharmaceutical company websites*², and our website for patients has been visited by more than 10 million people as of the fiscal year ended September 2025. We will continue to provide new value by leveraging our strengths in digital marketing specialized in the field of dermatology. In February 2025, we launched the HI-FU-MO portal site with the aim of building a new communication platform (dermatology platform) that connects us with consumers with skin concerns and medical professionals.

*1 A method of achieving therapeutic effect while reducing side effects by shortening the time that topical medications are in contact with the affected area.

*2 Source: Doctor's Digital Marketing White Paper Summer 2025 (MCI DIGITAL)

Providing the optimal medical environment beyond existing ties

As a pharmaceutical company specializing in dermatology, we are able to support collaboration among medical professionals

beyond medical areas and existing ties. We will contribute to improving treatment and access to medical care tailored to each individual patient, and foster an optimal medical environment.

We have established a certification system to elevate the expertise of our information provision activities. In the fiscal year ended September 2025, we created the new distinction of "certified expert," a person who has earned certification in the three fields of "dermatology-related knowledge," "area strategy," and "regional and medical systems." We will continue to expand our systems and revise our training offerings to enhance individual expertise. Furthermore, by deepening collaboration between medical representatives (MRs) and specialist fields such as medical marketing, digital technology, and regional medical care, we will improve the quality of information provided to resolve medical treatment issues tailored to each region and contribute to optimal treatment for skin diseases.

Through the HI-FU-MO platform, we will expand our services to continuously support skin health by providing information on disease prevention, self-care, and medical consultations. Furthermore, we aim to contribute to patient-centered healthcare by utilizing the individual feedback we receive from the platform to support the medical professionals providing treatment and develop new solutions.

Continuing to confront the concerns of each individual

Our *Mitchga* series of antibody drugs target the previously overlooked issue of itchiness. Through medical professionals, we have received feedback from patients who say that their life has changed because their itching has disappeared. We feel a sense of pride in our work every day, realizing the magnitude of our contribution to addressing the concerns of each individual.

We will address the concerns of patients and consumers, foster an optimal medical environment using our unique methods that no one else has achieved, and build a world where Maruho contributes to solving each person's skin concerns throughout their lifetime. Maruho believes that people need to be strong to live and that kindness brings meaning to life. The strength to produce results and continue to contribute as a company is meaningless without kindness toward each and every person who suffers from skin problems. Based on this belief, we will contribute to bringing smiles to the faces of everyone connected to Maruho.

Business Operations/Finance

Supporting the execution of the management strategy as a true partner to business departments

Masahiro Takeda

Director of the Board, Senior Corporate Officer,
Business Operations, Finance & Corporate Strategy



Focus themes of related strategy

Management base

- ① Respecting and cultivating autonomous human resources
- ② Cultivating a workplace culture that creates new values
- ③ Improving the corporate brand that is trusted and respected by society

Seeking out a new winning pattern

The maturation of Japan's prescription drug market and tightening of the medical insurance system due to worsening financial conditions are seriously straining the revenue base of Japanese pharmaceutical companies, including Maruho. The introduction of Japan's Elective Care Scheme in October 2024 will rapidly accelerate the shift from long-listed products to generic drugs, including topical medications, where the pace of substitution was previously relatively slow. This shift is already greatly affecting sales of some of our products. Under these conditions, we cannot expect sufficient business growth in the future by simply pursuing our conventional business model, or the "winning pattern" that has supported our growth to date.

To overcome this adversity, we must immediately shift course toward "acquiring a new winning pattern" and "building a leaner organization." As for new winning pattern, we aim to further deepen our focus in the field of dermatology as our "entry point," while expanding our "exit points" beyond just treating skin diseases. This involves providing skin-related solutions to complement our prescription drugs, and developing our global business, beginning with Asia. Furthermore, building a leaner organization is a natural prerequisite for pursuing these new business ventures. To solidify this foundation, we are actively promoting Operational Transformation (OX) and human resources system reforms.

Building a management foundation for growth

The purpose of OX is not to simply reduce costs as ex-post measures. It aims to visualize and optimize business processes, create a rational organizational design based on efficient and standardized processes, and establish a cycle of continuous review of processes and organizations. This transformation not only improves productivity and generates financial benefits, but also establishes a management foundation that continuously generates resources for future growth.

In reforming our human resources system, we will clarify the requirements for each position, which will be optimized through OX, based on the fundamental idea that the company and employees have an equal relationship. We will also establish a system that allows employees to proactively shape their own careers. We will value employees who can help shape Maruho's future together more highly than employees who simply follow instructions, and will provide them with appropriate benefits and career development opportunities. We will proceed with reforming our human resources system with the goal of creating a vibrant organizational culture.

Transformation leveraging Maruho's strengths

The world is currently in the midst of an AI-driven industrial revolution. Rapid advances in technologies such as AI agents are dramatically streamlining clerical back-office operations, and Maruho cannot afford to fall behind. Corporate departments, which handle a relatively large proportion of back-office tasks, are leading the way in proactively improving operating efficiencies. Meanwhile, tasks that are less likely to be replaced by AI—i.e., planning tasks centered on finding and solving problems and business partnering tasks centered on understanding the needs of each business unit and empathizing with others—are becoming increasingly important within corporate departments. The challenge is to go beyond the common sense and generalities presented by AI to deeply understand the circumstances and thoughts of others, and support and accelerate the establishment of a "new winning pattern" in addition to our existing businesses. I strongly believe that remaining one strong team through co-creation that values emotional connections is Maruho's unwavering strength and the key to maintaining our competitiveness during this period of change.

In order for employees in all departments to be on the same page, it is essential that our Corporate Philosophy be put into practice as a unifying force. Through dialogue with employees on the theme of our Corporate Philosophy, we can clearly sense that each employee is now becoming aware of change. Even small innovations and improvements in work are sure to evolve the organization. Feeling excited by the daily accumulation of these improvements, we will work together as a company to drive this transformation forward.

Expanding the possibilities in dermatology to bring smiles to people's daily lives



BEPIO Wash Gel

Incorporating treatment into the daily routine of "washing one's face" contributes to treatment "adherence"

BEPIO Wash Gel, a treatment for acne that is applied and then washed off, originated from Maruho's patient-oriented approach and desire for patients to maintain their acne treatment easily.

Since its launch, we have received positive feedback regarding its "washable" characteristic. Patients expressed delight, stating that "I can use it in the morning without having to worry about discoloring my uniform," "I can enjoy skin care without worrying about compatibility with other cosmetics," and "I can be physically close to my children without having to worry about the medicine residue on my skin."

Because acne is a chronic condition prone to recurrence, adherence to treatment is of the utmost importance. If treatment can be tailored to suit a patient's lifestyle, making it easier for them to maintain, it will also help reduce the risk of acne scarring. Maruho will always be there for patients hoping to bring smiles to their faces.

Sayaka Iwamoto and Dai Kakuta

Product Marketing Dept.

BEPIO Wash Gel has the potential to solve the long-standing problem of "adherence" in acne treatment and become a source of hope to patients. Understanding its appropriate use is important for its safe and effective application.

We are committed to providing medical professionals with information on efficacy, safety, and appropriate use so that patients can be freed from acne worries and live positive, confident lives. We will continue to work hard to bring hope to more and more people living with acne.



Discovering new treatments with digital technology and dermatological knowledge

In recent years, the use of digital technology in medicine has been attracting significant attention. However, there are still few examples of this technology being employed in the field of dermatology. The emergence of digital medical devices in the future has the potential to bring about major changes in conventional diagnosis and treatment.

Maruho concluded a strategic minority investment agreement with Sibel Health, Inc. (Sibel Health) as a strategic partner to accelerate the development of digital medical devices for diagnosis and treatment in dermatology. By combining Maruho's expertise in dermatology with Sibel Health's extensive know-how in sensing, AI, and software development, together we will promote the development of innovative medical devices.

We will provide new value that resolves unmet needs in diagnosis, treatment, and self-care that cannot be addressed by pharmaceuticals alone, thereby creating the future of dermatological medicine.

Kazuaki Okamoto

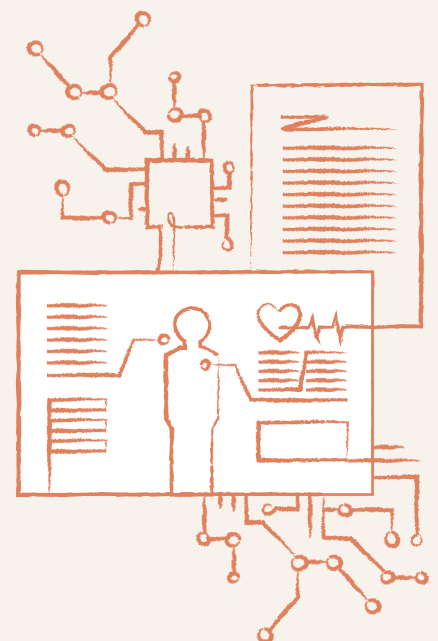
Diagnostics & Medical Devices Dept.

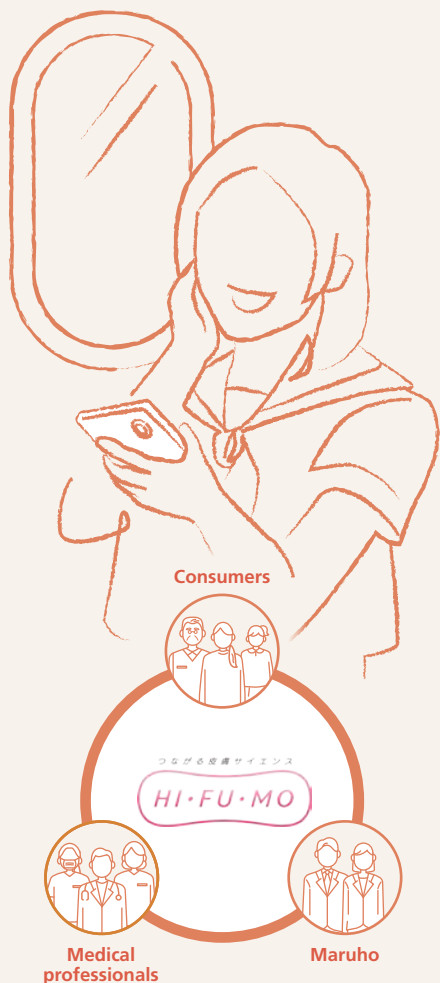
Taking on the unknown challenge of digital medical devices is extremely difficult. However, driven by the challenging spirit of the dermatological healthcare division, we are working closely together as a team to tackle challenges every day.

Our collaboration with Sibel Health and the Rogers Research Group at Northwestern University, a leader in bio-integrated electronics, from which Sibel Health originated, has only just begun. By embodying our Values: "Exceed your limits" and "Grow your curiosity and change the world," we aim to create and deliver unprecedented, innovative value.



Members of the Diagnostics & Medical Devices Dept. and the Senior Medical Director photographed with Sibel Health and the Rogers Research Group





Connecting consumers, medical professionals, and Maruho to create novel approaches to supporting skin health

There are a number of issues when it comes to treating skin diseases, such as lack of access to medical care, treating with incorrect knowledge, delaying consultation and self-care, and not being able to communicate the symptoms and concerns when visiting a doctor. This means that people are unable to obtain the necessary information and receive appropriate treatment. To resolve this issue, Maruho has launched HI-FU-MO, a service that connects consumers, medical professionals, and Maruho in real life and digitally. By collecting and analyzing digital behavioral data, we aim to create a platform where we can propose more appropriate solutions to skin concerns.

In February 2025, we launched “HI-FU-MO,” a website designed to continuously support skin health. In order to promote skin care and health enhancement and achieve well-being, this website timely provides information and continuously supports people’s skin health.

Yohei Iwahashi

Marketing & Digital Strategy Dept.

We launched “HI-FU-MO” as a platform that connects daily life with medical care, focusing not just on diseases and treatments, but also supporting a broad range of skin concerns.

Starting with patients’ voices, we aim to make “HI-FU-MO” a foundation that supports better living and more smiles. We are also using data from this website to contribute to new drug development and support medical professionals, working toward a future that sustainably supports skin health.



HI-FU-MO project members

Addressing individual skin concerns with a wide range of solutions

Maruho is leveraging its knowledge gained from its prescription pharmaceuticals to expand its value offerings to over-the-counter (OTC) products and build a wider range of solutions.

Maruho has long provided prescription drugs containing the active ingredient heparinoid to patients with asteatosis and other conditions. However, there are cases where patients with dry or rough skin do not seek medical consultation and their symptoms do not improve. To address these previously overlooked needs, KOSÉ Maruho Pharma Co., Ltd., a joint venture between KOSÉ Corporation and Maruho, launched the over-the-counter drug *Medical C.HD* in September 2025.

From daily care and prevention using cosmetics and quasi-drugs to self-medication using OTC products and treatment with prescription drugs, we aim to contribute to the realization of optimal total care tailored to everyone’s different skin symptoms and concerns and to their constantly evolving skin condition.

Hiromi Aki

Selfcare Business Dept.

This marked our first development of an over-the-counter product. During the project, we revised the project plan several times in response to a number of critical issues before bringing the product to launch.

As a leading company in dermatology, we will take this first step into the self-care field and continue to provide accurate information and products that bring smiles to people’s everyday lives. We believe that these efforts will further increase the number of Maruho fans.



Members of the Selfcare Business Dept.



Medical C.HD

Solidifying the foundations that support our sustainable growth by building on the trust and achievements we have cultivated

Establishing our Reliability Assurance Policy and maintaining quality

In September 2024 we formalized our approach to reliability assurance, which stands at the core of our corporate activities, by establishing the “Reliability Assurance Policy.” Since then, we have promoted a variety of initiatives to deepen understanding throughout the company. These include departmental discussions, internal posters to raise awareness, and posting explanations and examples of promotional activities on our intranet.

As each employee has had opportunities to reflect on what reliability assurance means and how it relates to their own responsibilities, overall understanding has steadily increased. Now, all departments are demonstrating greater policy awareness in both their actions and communication, integrating the policy into their daily work.

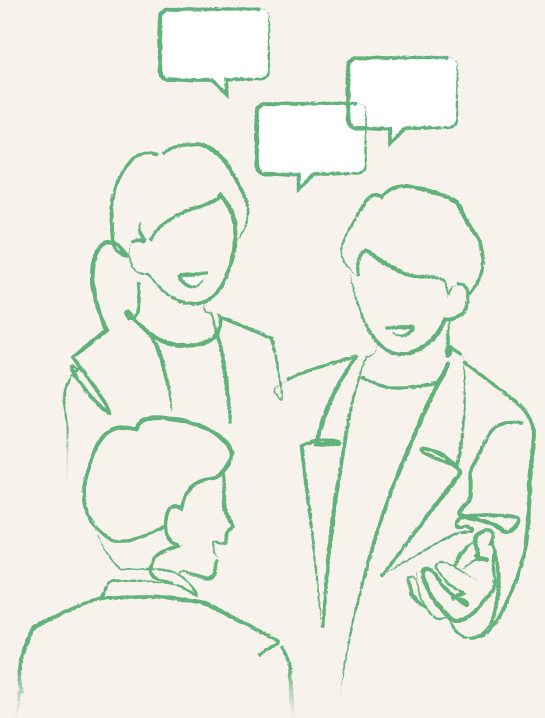
One of Maruho’s strengths is the ability of all its employees to act independently, with integrity, responsibility and pride, based on the Reliability Assurance Policy. We will continue our companywide commitment to reliability assurance to bring smiles to the faces of as many people as possible.

Kaori Kinugawa

Product Quality Assurance Dept.

In addition to communicating the intent behind the policy, senior management has also conveyed the importance of reliability assurance in ways tailored to each department. I feel that this has raised awareness about the importance of instilling the policy in each department and that employees are increasingly and proactively taking ownership of reliability assurance.

We will continue to develop the policy in ways that reflect the characteristics of each department, foster a culture of reliability assurance, and strengthen Maruho’s brand value.



Expanding communication about our “production processes,” which ensures reliable quality and stable supply

Maruho continues to actively improve its production sites and systems to ensure reliable quality and a stable supply of products. This commitment approach is a key strength of the production departments in ensuring quality and stable supply, and reflects their dedication. However, until now, communication about our production activities has been limited.

In recent years, there has been a growing need from healthcare professionals and patients for access to information on quality and stable supply. To meet these expectations, we have begun sharing details about our production initiatives, including those related to Maruho’s topical medications, through our website and other channels. Attention to detail is the foundation of both product quality and stable supply. By broadly communicating this commitment, we aim to build trust and further enhance Maruho’s brand value.

Tomoki Sakaguchi

CMC Research Laboratories

Yuri Satake

Hikone Plant

The quality and stable supply of pharmaceuticals are essential for ensuring that people can use the medicines they need when they need them, with peace of mind. Our production division is deeply committed to quality and stable supply, and takes great pride in this commitment.

With the desire to communicate this dedication to patients and healthcare professionals, we began sharing more information about our efforts. We will continue to pursue a level of commitment that goes beyond what is “expected.”



Establishing a global medical system where everyone can access appropriate treatment

As part of our efforts to realize the Asia Dermatology Hub Concept, we are advancing clinical development in China as an important step. Maruho's various departments are taking the lead in preparations for the ongoing first clinical trial in China, engaging with Chinese regulatory authorities, and managing local partners and subcontractors.

Members of our subsidiary Maruho Pharmaceutical Technology (Beijing) Co., Ltd. utilize information that can only be obtained on-site and networks with medical institutions to provide operational support and address challenges. Furthermore, based on the knowledge they have accumulated in China, they are also exploring development plans that incorporate China into international joint clinical trials, thereby expanding the potential for clinical development across Asia.

Looking ahead, we aim to maximize the value we provide through co-creation initiatives between Japan and China, focusing on all aspects of the value chain, including the supply chain, medical affairs, and marketing.

Satoshi Kishida

Maruho Pharmaceutical Technology (Beijing) Co., Ltd.

After relocating to Beijing with my family for my role in development, I have had the opportunity to interact with many people, experiencing firsthand the lifestyles and values of those living in China. These experiences have been both a great source of learning and encouragement for me as I advance our clinical development activities.

I hope to continue working steadily to deliver new value to patients in China and to contribute as much as I can to the creation of a medical system that meets global standards.



China development kick-off meeting of Maruho Pharmaceutical Technology (Beijing) Co., Ltd.

Realizing “grow your curiosity and change the world” by creating an environment empowering employees to take on new challenges

We launched the Operation Transformation Project (OXPJ) in the fiscal year ended September 2025.

To shift from a work environment where employees are constantly pressed by immediate tasks to one where they can manage their own time and focus more effectively on their work, we are driving efficiency improvements in existing operations. This includes reviewing not only work processes, but also underlying mindsets and behavioral patterns. Through work assessment surveys and interviews with senior management, we identified significant opportunities to streamline “meetings” and “meeting-related tasks” such as document preparation, which are common across the organization. Based on these findings, we have begun implementing improvement initiatives.

By steadily accumulating incremental improvements, we will continue to advance organizational transformation. Our goal is to create an environment in which all employees feel a sense of excitement every day and are able to fully demonstrate their abilities.

Corporate Planning Dept.

OXPJ Secretariat

The implementation phase of initiatives planned for each division and department will begin in the fiscal year ending September 2026.

Creating space for each individual to concentrate and updating the way we work are small steps that can lead to major transformation for the company. Maruho's OX initiative has just begun as a foundation for future growth. By joining forces across the entire company, we will move forward to the next stage.





Social

Connections with our Corporate Philosophy

Maruho: A company where employees can maximize and realize social contributions

Our goal is to achieve social well-being through “individual fulfillment” and “connections.” We believe that going beyond simply being alive or having well-being to social well-being,

where we live better together with everyone, is what is needed for a society where smiles continue to be born.

Dialogue with employees focused on our Corporate Philosophy

Maruho’s Corporate Philosophy is both a unifying and driving force. To align our thoughts with our employees around the Corporate Philosophy, we continue to conduct “More Smiles,” an employee survey to gauge the extent to which our Corporate Philosophy has been adopted and put into practice, and hold ongoing dialogue with employees based on the Corporate Philosophy.

Town Hall Meetings

Employees and executives management engage in repeated dialogue while reviewing the results obtained through More Smiles. A total of 20 Town Hall Meetings were held nationwide in the fiscal year ended September 2025.

Through these surveys and the dialogue based on them, we are aligning the targeted direction of our business with the growth of our employees.

More Smiles employee engagement survey

In the fiscal year ended September 2025, the employee response rate was 91%, with over 1,300 free-form comments received. These insights were shared with all members of the executive management team and are being integrated into Town Hall Meetings.

Overview of More Smiles

Purpose	(1) Understand the extent to which the Corporate Philosophy has been adopted and put into practice (2) Identify issues employees face on a daily basis and use them to make improvements
Targets	Directly employed employees as of December 1, 2024 (full-time employees, second-career employees, contract employees, part-time employees)
Response period	December 16 to December 27, 2024



Message from the Town Hall Meeting coordinator

In order to make our Corporate Philosophy Maruho's unifying and new driving force, we are continuing and expanding the cycle of identifying issues through More Smiles, followed by digging deeper through Town Hall Meetings and considering and implementing countermeasures. As the first step in our transformation towards our new Long-Term Vision and HR system reforms, the fiscal year ended September 2025 was chosen as a time to test hypotheses regarding infrastructure development and foster empathy and commitment. Town hall meetings are held to dig deeper through dialogue with employees to hear their opinions and thoughts, which cannot be gleaned from the More Smiles score alone, and to deepen mutual understanding.



Yusuke Nagano
Corporate Planning Dept.

Culture

Individual fulfillment

Health management

At Maruho, health management is about creating a company where employees, the “you” and “the important people around you,” can live and work vibrantly and with smiles, in line with our Mission of “More smiles, brighter life for you.”

We are continuously working to ensure the health and well-being of employees at work and in their personal life. Maruho was certified as a 2025 Outstanding Organization of KENKO Investment for Health (Large Enterprise Category).

Ratio of employees with findings in the health checkup results

We encourage all employees to undergo health checkups. For employees who are found to have issues beyond the standards set by industrial physicians and public health nurses, we provide recommendations for follow-up consultations and conduct questionnaires. If there are any test items that require further examinations or treatment, or if specific health guidance is required, we also make arrangements to ensure that employees can attend these appointments (initial visit) during working hours.



Breakdown of health checkup results

Fiscal year ended September 2025



^{*1} Percentage of employees with normal results in the fiscal year ended September 2024: 63.0%

^{*2} Percentage of employees with findings in any of the three categories: blood pressure, lipids, or blood glucose

Stress check

We are working to ensure all employees take stress checks by communicating their significance on our internal portal site. While the percentage of Maruho employees with high stress levels is favorable compared to other companies, there is a slight upward trend. For this reason, we are sharing the results of our organizational analysis with the corporate officers and general managers of each department and endeavoring to create a better work environment.



* Average for companies using the outsourced provider for stress checks

Improving lifestyle and exercise habits

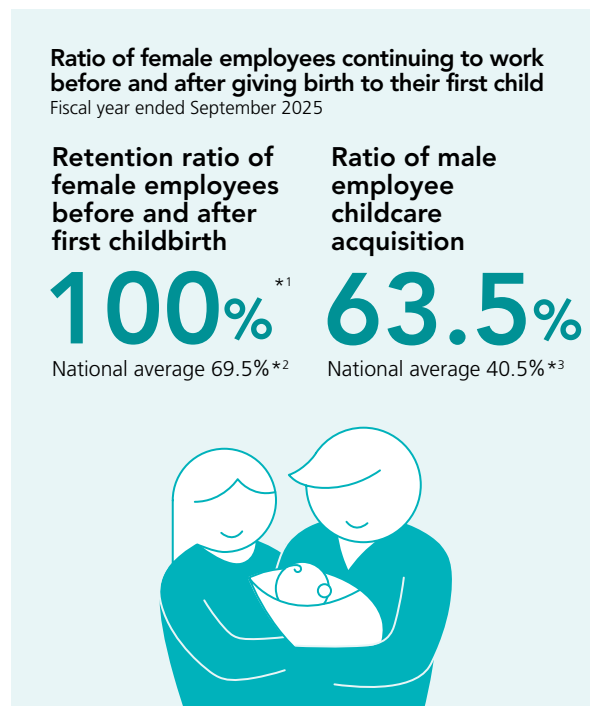
With the goal of improving daily life and increasing physical activity, we plan and implement walking events three times a year, a year-round smoking cessation program, and sleep improvement measures every year.

Support for work-life balance

Balancing childcare and work

In addition to the systems stipulated by law, Maruho is committed to creating an environment in which employees can balance work and childcare. For example, we offer maternity support leave (five days of paid leave) that employees or their spouses can take in cases of morning sickness or attending prenatal/parenting classes. We also offer a subsidy system for childcare costs and allow child care leave for sickness/injury to be used for school events such as school visits and parent-teacher meetings.

The ratio of Maruho's male employees taking childcare leave is around 60%, but as many take it for short periods, increasing the number of male employees taking it for at least a few months is a challenge we intend to address in the future.



*1 Excluding employees who left their jobs for reasons other than childbirth
 *2 National Institute of Population and Social Security Research, 16th Japanese National Fertility Survey (Married Couples Survey) (2021)
 *3 FY2024 Basic Survey of Gender Equality in Employment Management

Balancing medical treatment and work

We have a system that allows employees to take leave of absence for up to two years if they require long-term treatment. If an employee is diagnosed with cancer, we also allow accumulated leave to be used not only for surgery and anti-cancer drug treatment, but also for illness caused by side effects of treatment. In addition, industrial physicians and public health nurses provide follow up as needed during the leave period and support employees returning to work. In this way, we have created an environment that supports the balancing of medical treatment and work through both systems and human support.



Career development support

We are expanding systems and opportunities for each employee to think for themselves about how they want to play an active role at work and choose for themselves. In addition to regular one-on-one interviews, we have revised the curriculum of the career training that we have been conducting since the fiscal year ended September 2024. We provide individual career

counseling and create opportunities for employees to think more deeply about their careers.

Internal job postings have also become an established system and an increasing number of employees are seizing these opportunities.

Career development support system for employees

Name	Details
Career vision sheet and career interviews	This initiative encourages employees to take stock of their work experience, strengths and areas for improvement, along with current duties, think about how they want to play an active role in the future. In turn, they meet with their superiors to help decide how they want to play an active role at work.
One-on-one interviews	Initiative to raise self-reliance through one-on-one dialogue with supervisors, leading to improved performance
Career training	This training program incorporates the perspectives of external experts, helps employees reflect on themselves through consultation, and helps them decide how they want to contribute. ▶ Participants in the fiscal year ended September 2025: 20
Internal job postings	This system allows employees to apply for internal job postings and projects, and then transfer after a document screening and interview process. ▶ Results in the fiscal year ended September 2025: 29 employees applied for 33 internal job postings, and 13 employees were transferred.

Message from an employee who participated in career training

I participated in career training because I was concerned about my future. Through surveys and general training sessions within the program, I was able to organize what I value and my strengths. In particular, during career counseling, I had a third party listen to my way of thinking and how I approach my work. This enabled me to look at tasks I had previously assumed were not suitable for me or had no potential from a fresh perspective. Now I feel like I'm actively exploring my potential and am more open to taking on a variety of challenges.



Risa Akizuki

CMC Research Laboratories

Message from an employee who transferred using the internal job posting system

After working as a MR for over 10 years, I took advantage of the internal job posting system and transferred to the Business Development Dept. During my time as a MR, I saw doctors working on new drug development, and this sparked my desire to contribute to medical care by introducing medicines that were not available in Japan. This was what motivated me to apply for this program. I have now been transferred to the Global Business Strategy & Development Dept., where I aim to contribute in a broader field with a global perspective. I truly feel this system, which encourages the will to challenge oneself, is a mechanism that supports employees' proactive career development.



Yuki Nakajima

Global Business Strategy & Development Dept.

Connections

At Maruho, we believe that the workplace is where employees grow through their work and give back to society in ways they see fit. We are implementing a variety of initiatives to ensure that our people can work enthusiastically, grow through their work, and create smiles through connections both inside and outside the company.

Internal activities

Cross-departmental collaboration workshops

Based on our value of “Inspire each other,” workshops are held with the aim of deepening understanding of the roles and connections between departments, leading to collaboration based on mutual respect and expanding the contributions that result from this. Participants deepen their understanding through these workshops where they put together puzzles and share stories about the roles and collaborations each department plays in the value chain of prescription drugs.



Connections with stakeholders

Maruho Research Award supporting up-and-coming researchers

The Maruho Research Award is given to outstanding research papers to help foster young researchers. The award is granted to research papers selected through a strict screening process by the selection committee comprised of university professors from among basic and clinical research papers on dermatology.

Award honoring dermatologists, Master of Dermatology (Maruho)

Maruho and the Japanese Dermatological Association jointly administer Master of Dermatology (Maruho). This award recognizes dermatologists who have contributed to the development of the field of clinical dermatology in Japan.

Maruho Family Day

Maruho Family Day was held at the head office (in Osaka) to provide an opportunity for employees' families to learn about the workplace and activities promoted by the company, with approximately 300 people participating, including employees and their families. Unique events such as an educational corner about topical medicine and the CEO's Café created smile-filled interactions.



Message from the coordinator of cross-departmental collaboration workshops

I was involved in planning the workshop, in which participants created a value chain diagram for Maruho's pharmaceuticals. I also helped run the workshop on the day itself. Through the workshop, I realized that there are many employees who are highly interested in the connections between departments. Many participants also said that their perspectives and horizons had broadened, and that the workshop gave them a sense of awareness and connection.



Yoshihiko Uchizaki
Hikone Plant

Social contribution activities

We continue to engage in activities closely related to the nature of our business, in order to recognize Maruho's social value through external interactions and to make our daily work more rewarding. We also promote activities in which employees can voluntarily participate.

Participation in adolescent health education promotion project

Maruho supports the Kagayaki School, an adolescent health education promotion project for junior high and high school students. In the Maruho-sponsored "Dermatology Class," there is a program of outreach classes by dermatologists for junior high and high school students who are troubled with adolescent skin issues. By the FY2024 (April 2024 to March 2025), its second year, the program had been implemented in 17 schools nationwide, reaching 2,052 participants.

The Dermatology Class aims to provide junior high and high school students who face various skin concerns, such as acne and sunburn, with accurate knowledge and appropriate ways to deal with skin care and skin functions. In an age where a wide range of information is accessible through social media, accurate information provided by a dermatologist is highly valued not only by students but also by teachers. To provide

even more fulfilling classes, we will continue to consider best practices for the Dermatology Class while utilizing post-class surveys, and will support junior high and high school students so that they can maintain healthy skin for the future and live everyday with a smile.

"Maru-hotto Gift" matching gift program

Maruho's matching gift program "Maru-hotto Gift," a system for employees to donate money, has been running since 2015. The total number of participants since the start of the program reached 4,480 in the fiscal year ended September 2025. In the fiscal year ended September 2025, the company and 449 employees (participation rate of 20.5%) contributed a total of approximately 3.8 million yen to four organizations: the Guide Dog & Service Dog & Hearing Dog Association of Japan, Special Olympics Nippon Osaka, NPO CliniClowns Japan, and Children's Cancer Association of Japan.



Kagayaki School Dermatology Class held

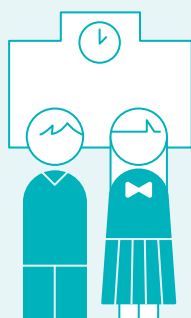
Cumulative figures up to FY2024

Participating Classes schools

17 17

Participants

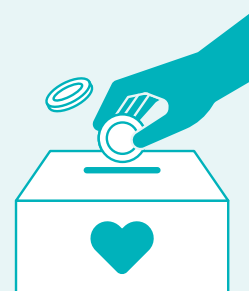
2,052



Maru-hotto Gift participants

Cumulative figures up to the fiscal year ended September 2025

4,480



Message from the Kagayaki School coordinators

We were surprised at the students' keen interest in skin, as they eagerly took notes and proactively asked questions. Today, in an age of too much information, we realize the importance of conveying accurate information to a generation that is highly interested. This program, which will also lead to smiles on students' faces in the future, is something that only possible by Maruho. We are excited to think that by continuing to improve the program while taking students' feedback into consideration, we will be able to see even more smiles.



Yuko Sakashita
Corporate Planning Dept.



Tomoko Yama
Corporate Planning Dept.



Environment

Environmental Policy Catchphrase



**Healthy Earth,
Smiling Future.**

Basic Approach to the environment

Maruho has established an Environmental Policy and Environmental Action Guidelines, and as a member of society, actively promotes activities to protect the regional and global environments, such as reducing environmental impact of its R&D, sales, and production activities. At the same time, Maruho pursues business activities in harmony with the global environment by raising the environmental awareness of its employees.

The Hikone and Nagahama plants have obtained certification under the international standard ISO 14001 for their environmental management systems, which allows for continuous improvement activities through the PDCA cycle, and are working to reduce environmental impact.

Environmental Policy

Maruho is committed to protecting, preserving, and improving the global environment through environmentally friendly business activities based on our Mission
“More smiles, brighter life for you.”

Environmental Action Guidelines

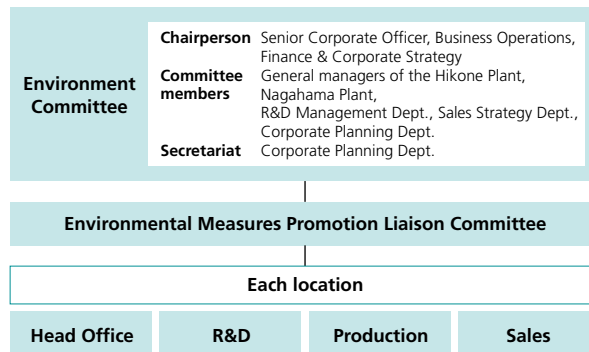
- 1 We will promote corporate activities with consideration for the protection of the global environment and continuously work to resolve environmental issues.
- 2 We will set clear goals for our environmental promotion activities and maintain and improve an effective promotion system to achieve these goals.
- 3 We will comply with the environmental laws and regulations of each country and region in which we operate.
- 4 We will conduct systematic education and awareness activities to promote environmental awareness among all employees.
- 5 We will proactively disclose information about our activities to promote environmental measures and deepen our relationship of trust with society.

Environmental promotion framework

Maruho holds meetings of the Environment Committee twice a year and confirms that the environmental management system of each business site is functioning appropriately.

We established the Environment Committee to appropriately and effectively promote initiatives related to environmental issues. Through the Environmental Measures Promotion Liaison Committee, we collect information on environmental issues and report issues in promotion activities to the chairperson as necessary, and promote understanding of promotion activities and within the company.

Environment Committee framework (as of December 2025)



Environmental materiality

Maruho identifies materialities related to the environment and formulates targets and action plans for each. In addition to companywide themes, each business site sets its own focus

themes and carries out activities based on the guidelines of the Environment Committee.

Target and plan for environmental impact reduction

Materiality	Target	
 Climate change countermeasures	CO ₂ emissions	Interim target of 46% reduction by FY2030 (compared to FY2013)
 Water resource conservation	Freshwater resource cycle	Self-management with stricter standards than emission and discharge standards* * Standard values established by the Water Pollution Prevention Act, local ordinances, and agreements with local governments.
 Recycling-oriented society and resource conservation	Amount of final disposal	Maintain a 75% or higher reduction (compared to FY2015)
	Recycling rate for all waste	Maintain at 60% or higher
	Waste plastic recycling rate	65% or higher by FY2030



Companywide themes	<ul style="list-style-type: none"> ● Reduction of paper usage ● Switching to eco-friendly products ● Thorough waste sorting
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Climate change countermeasures

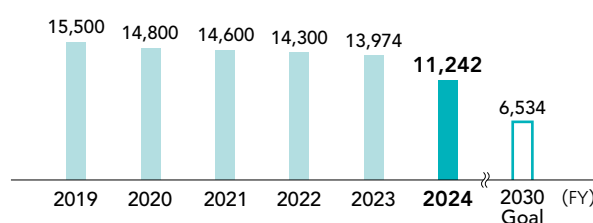
In March 2023, Maruho established the goal of achieving net-zero CO₂ emission by fiscal 2050. To achieve this, we will make efforts to bring in innovative technology and gather information. We have set an intermediate goal of reducing CO₂ emissions to 6,534 tons or less by fiscal 2030, or a 46% reduction compared to the fiscal 2013.

In FY2024 (April 2024 to March 2025), we began receiving electricity through off-site PPAs* at our Hikone and Nagahama plants and switched 35% of the electricity used at both and the Kyoto R&D Center to carbon-free. At the same time, we are continuing to promote energy-saving initiatives, such as changing the operation of freezers and heat sources at our plants and adjusting air conditioning settings. We are also gradually switching our company vehicles to hybrid cars, with the adoption rate now at 95% as of the end of FY2024.

Maruho's CO₂ emissions for fiscal 2024 totaled 11,242 tons, marking a reduction of 19.6% compared to the previous fiscal year.

* A type of power purchase agreement (PPA), in which consumers enter into a contract with a PPA operator to receive electricity from off-site solar power generation facilities.

CO₂ emissions (t-CO₂)



CO₂ emissions reduction rate FY2024

Year-on-year

19.6% reduction



Recycling-oriented society and resource conservation

At Maruho, we will toward the more effective utilization of resources and the realization of a recycling-oriented society by implementing the three R's (Reduce, Reuse, and Recycle). In fiscal 2024, we reduced the final disposal amount of industrial waste by 91.9% compared to the fiscal 2015, with a recycling rate of 88.5% for all waste and 78.5% for waste plastic. In addition to efforts at plants that generate large amounts of waste, we are promoting recycling across the entire company, including reducing paper usage at each business site, reusing office supplies, and selling laboratory equipment that would otherwise be discarded to support scientific research in Japan.

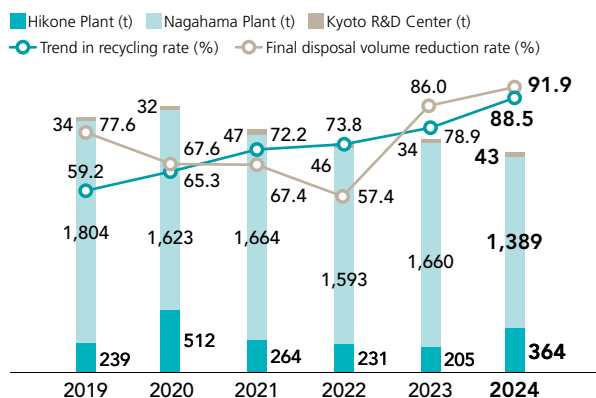
Use of biomass plastic containers for products

In consideration of the environment, for certain products we have adopted a container made from biomass plastic, which consists of 90% or more polyethylene (PE) from sugarcane. This can reduce greenhouse gas (CO₂) emissions upon disposal and incineration by approximately 70% compared to petroleum-based PE containers.

Certification mark on the back of a product bottle



Industrial waste generated



Water resource conservation

Located near Lake Biwa, our Hikone and Nagahama plants have set voluntary standards that are even stricter than legal requirements, contributing to the conservation of water resources. We also ensure appropriate operational management by reusing

steam drainage through the conversion of water-cooling equipment to air-cooling and by continuously monitoring the amount of water intake.

Campaign to promote recycling, starting with PET bottle caps

In June, which is Environment Month, in the fiscal year ended September 2025, we conducted a PET bottle cap collection campaign called “Promoting Recycling, Starting with PET bottle caps,” along with an online tour of a recycling plant. The purpose of the initiative was to provide an opportunity for each employee to take ownership of environmental issues through efforts to recycle resources in their daily lives. Although PET bottle caps are a suitable material for recycling, they are difficult to properly sort in normal plastic collection due to their small size of just 2 grams each. For this reason, the collection rate is said to be around 20% (the collection rate for PET bottles themselves is 90% or more). Not only the head office, plants, and research center, but also sales offices and Group companies across the country participated in the campaign, with 57.95 kg of plastic bottle caps collected in one month. The collected caps were recycled and a portion of the proceeds was donated to the certified non-profit organization Japan Committee, Vaccines for the World’s Children, contributing to society. We will continue to promote environmentally friendly activities under the catchphrase “Healthy Earth, Smiling Future.”



Proceeds from cap recycling go towards
**vaccines for children
around the world**



Message from a campaign participant

I have always felt that it is a waste to simply throw away resources. We have created a system within our branch that allows employees to easily sort resources. We hope that this campaign serves as an opportunity to encourage each employee to take an interest in resource recycling and recognize environmental concerns as their own personal responsibility.



Aya Ikeda
Hiroshima Branch



Corporate Governance

Basic philosophy

In order for Maruho to continue to contribute to the development of society, the company must be managed from a medium- to long-term perspective based on the long-term vision and the medium-term plan under Maruho's Corporate Philosophy. At the same time, Maruho must also further evolve its corporate governance. The key to this is the effective operation of the Board of Directors. In order to improve its effectiveness, the company will need to access external perspectives by having directors fulfill their roles and

responsibilities. In addition, the objective monitoring, supervision, and advice of outside directors on management, together with audits by the Audit & Supervisory Board Members, the Accounting Auditor, and the Internal Audit Dept., ensures the proper execution of duties by management and enables prompt and bold decision-making. Through the promotion of effective corporate governance, we aim to achieve Maruho's sustainable growth and enhance its corporate value.

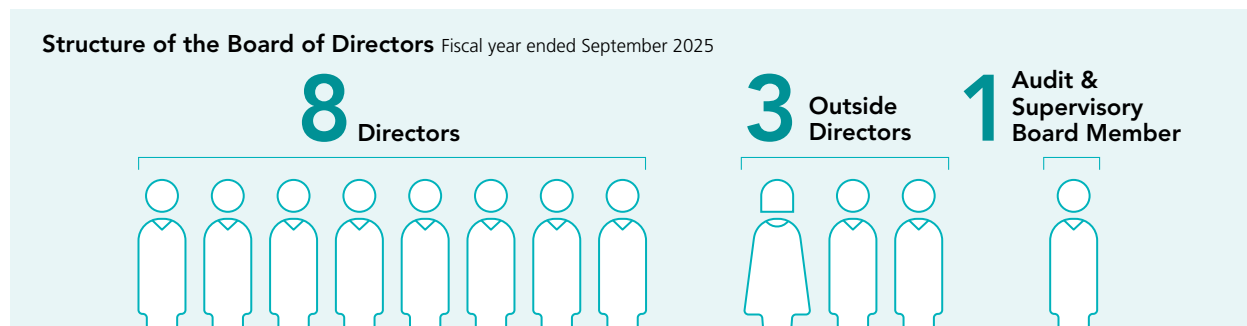
Board of Directors

The Board of Directors endeavors to increase management transparency and fairness, speed up decision making concerning important managerial issues, receive reports on the business execution of Maruho and its Group companies, and supervise the execution of duties by directors and corporate officers. In addition, outside directors equipped with diverse knowledge and specializations related to finance, accounting, and/or risk management play a role in supervising management and providing advice for enhancing corporate value over the medium- to long-term through discussions during board meetings. As a result, we seek to create a highly effective Board of Directors by ensuring directors' sharing and understanding of the Company's basic management policies and important managerial matters, and by reaching consensus and making policy decisions based on consultations and discussions from a multilateral perspective. The attendance of outside directors in the fiscal year ended September 2025 was 94%.

Overview of the Board of Directors (Fiscal year ended September 2025)

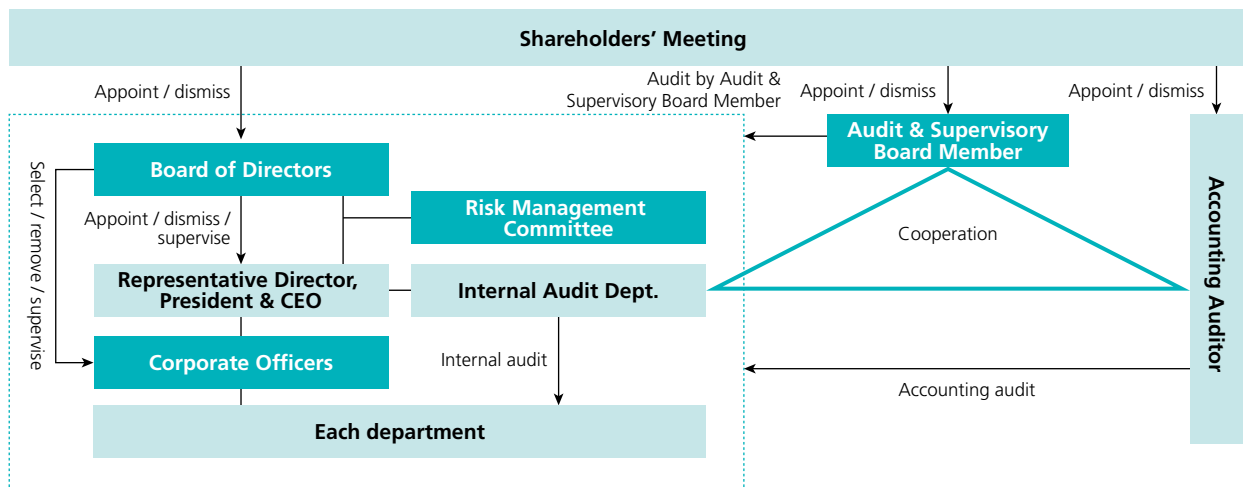
Structure	8 directors, 3 outside directors, and 1 Audit & Supervisory Board Member
Board meeting (regular)	Oct., Nov., Dec., Jan., Apr., May, Jul., Aug., and Sept.
Major agenda	<p>Business plans</p> <ul style="list-style-type: none"> Group management, business plan achievement, basic policy for the following fiscal year's business plan, a scheme for evaluation of achievements Financial summary, internal audit results, whistleblowing results, internal and external trends <p>Shareholders' Meeting</p> <ul style="list-style-type: none"> Proposals for the ordinary shareholders' meeting <p>Stock</p> <ul style="list-style-type: none"> Share transfer <p>Officers</p> <ul style="list-style-type: none"> Re-election of officers, appointment of the Representative Director, and appointment of directors with special titles

Structure of the Board of Directors Fiscal year ended September 2025



Corporate governance system (As of December 2025)

The relationships between the Company's organizations and internal control are as shown below.



Information about our internal control systems can be found on our website.
<https://www.maruhoco.jp/english/about/governance/>



Note: The Company has commissioned Deloitte Touche Tohmatsu LLC, an auditing firm, to conduct its accounting audits in accordance with the Companies Act of Japan. The auditing firm has confirmed that the financial statements present fairly, in all material respects, the financial position and the financial performance in accordance with Japanese generally accepted accounting principles.

The contents of the financial statements included in this report are completely the same as those of the consolidated financial statements disclosed under the Companies Act. Results of the previous fiscal year and the consolidated statement of cash flows are not included in the target of the accounting audit of this year but presented as reference information.

Risk management (As of December 2025)

In order to maximize its corporate value, Maruho works to avoid or reduce risks by identifying the risks that the Company is facing or is likely to face in the future, and establishing and operating an appropriate risk management cycle (PDCA cycle). The Risk Management Regulations established by the Company defines that a risk is an uncertain event that may affect the Company's profit or loss and that requires Companywide management using the PDCA cycle framework and is designated by the Risk Management Committee.

Compliance risks

Risks related to compliance with laws and social norms, corporate social responsibilities, and compliance with voluntary rules such as the JPMA Code of Practice established by the Japan Pharmaceutical Manufacturers Association (JPMA) and the Fair Competition Code concerning Restriction on Premium Offers in the Ethical Pharmaceutical Drugs Marketing Industry

Other risks

Risks that are significant for the Company or occur frequently, and that require Companywide management using the PDCA cycle approach, such as information management risk, personnel risk, reputation risk, and disaster risk

As part of the promotion system, each department in charge of risk plans, drafts, implements, and reports on risk-related awareness, education, and self-inspections, while the Internal Audit Dept. conducts monitoring according to the internal audit regulations to objectively evaluate whether the PDCA cycle concerning risk management is working effectively. In addition, we manage potential risks by categorizing them into two groups: "Companywide risk (risks requiring Companywide management)" and "business risk (risks entailed in implementing/promoting strategies and business plans)." The initiatives by the Risk Management Committee to increase directors' and employees' awareness of "potential Companywide risks" include posting awareness-raising articles by the department responsible for each type of risk on the internal portal site, and conducting e-learning tests.

List of potential Companywide risks

Labor management / Health and safety / Information security / Overseas business / Human resources

Compliance

All officers and employees shall comply with the Maruho Code of Compliance Standards in their own conduct and their business activities. In carrying out our business activities, we shall comply with general laws and regulations such as civil codes, corporate laws, and antimonopoly laws, as well as the various business-related laws and regulations such as pharmaceutical laws and will have no relationships with antisocial forces and groups and adamantly refuse and oppose their unreasonable demands. We shall act with high ethical standards, including bioethics, and good sense, and each individual shall conduct themselves with self-awareness and an understanding of one's own mission.

When we commission work to Group companies or outside vendors in regard to various processes, such as product research, development, manufacture, and sales, we shall be aware that we are the ones that bear the ultimate responsibility, and shall handle situations with a sense of unity with the Group company or outside vendor.

Promotion systems

At Maruho, the Risk Management Committee plays the central role in activities to promote compliance.

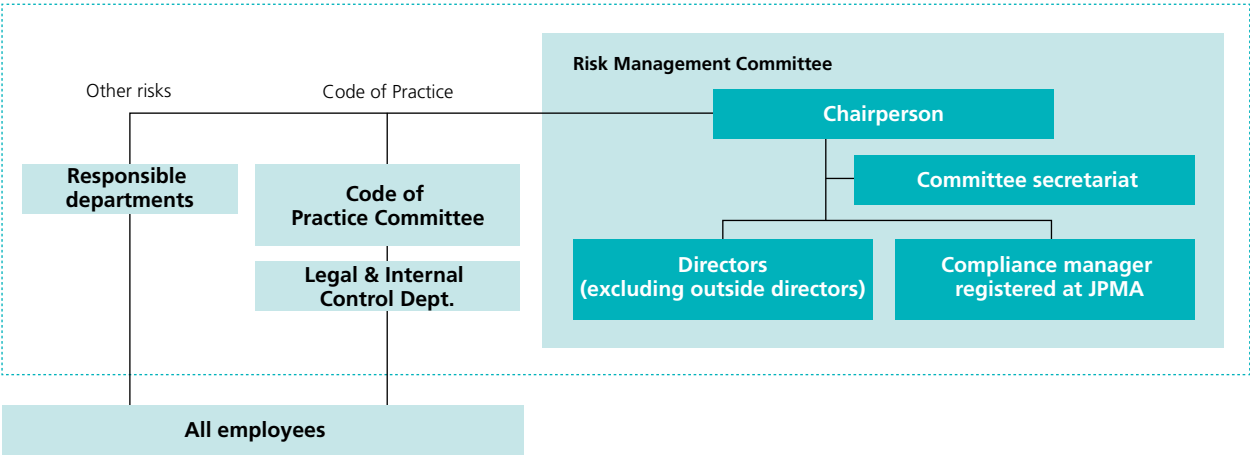
The Risk Management Committee designates risks that require Companywide control and instructs the Code of Practice

Committee and responsible departments to control such risks by the PDCA cycle approach, with the aim of promoting compliance in an integrated manner throughout the Company.

Internal reporting system (Maruho Hotline)

To ensure the implementation of compliance management, we have established the Maruho Hotline as the contact point for internal reporting to accept direct consultation and reporting both from within and outside the Company on suspicious activities concerning compliance. We disseminate information on the importance of the internal reporting system, confidentiality, and the protection of whistleblowers, provide e-learning programs to promote an understanding of the system, and continually make all employees aware of the contact point for internal reporting. In the fiscal year ended September 2025, there were a total of 17 whistleblowing reports (17 from within the Company and 0 from outside the Company).

Promotion System (As of December 2025)



Board of Directors and Audit & Supervisory Board Member

(As of December 2025)



Atsushi Sugita

Representative Director,
President & CEO



Yasuyuki Ishimaru

Director of the Board,
Executive Corporate Officer



Yasuhiko Kito

Director of the Board,
Senior Corporate Officer,
Dermatological Healthcare Business,
Reliability Assurance & Medical Affairs



Masahiro Takeda

Director of the Board,
Senior Corporate Officer,
Business Operations,
Finance & Corporate Strategy



Kazutaka Kawashima

Director of the Board,
Senior Corporate Officer,
Research & Development



Katsunori Hiratsuka

Director of the Board,
Corporate Officer,
Supply Chain & Production



Yutaka Tomita

Director of the Board,
Corporate Officer,
Business Development & Global Business



Kazuhiko Aita

Director of the Board,
Corporate Officer,
Japan Prescription Drug Business



Yutaka Tsuchiya

Director of the Board (Outside)



Kanoko Oishi

Director of the Board (Outside)



Koichi Nishioka

Audit & Supervisory Board Member

Corporate Officers (As of December 2025)

Yasuhiro Kawasaki

Corporate Officer,
Marketing

Hiroto Yoshikawa

Corporate Officer,
Sales

Kazumasa Hirata

Corporate Officer,
Research

Yutaka Ishihama

Corporate Officer,
Clinical Development

Satoko Sugawara

Corporate Officer,
Regulatory Science

Seiki Fujimoto

Corporate Officer,
Reliability Assurance &
Medical Affairs

11-year Financial Summary

	2015.9	2016.9	2017.9	2018.9
Fiscal year				
Net sales	73,538	76,722	86,902	85,209
Operating profit	7,682	7,424	14,731	10,631
Ordinary profit	7,151	7,483	14,577	10,284
Profit attributable to owners of parent	3,288	2,272	8,463	2,976
As of fiscal year-end				
Total net assets	96,592	99,984	108,985	110,478
Total assets	134,484	137,554	145,096	143,286
Amount per share (Yen)				
Net assets per share	12,117.75	12,531.01	13,675.28	14,440.31
Basic earnings per share	429.85	297.00	1,106.30	389.09
Cash flows				
Cash flows from operating activities	10,117	10,433	11,923	11,385
Cash flows from investing activities	(7,906)	(15,554)	(10,824)	(13,595)
Cash flows from financing activities	2,600	(3,024)	(583)	(681)
Financial indicators				
Equity-to-asset ratio (%)	68.9	69.7	72.1	77.1
Return on equity (%)	3.6	2.4	8.4	2.8
Number of employees	1,588	1,716	1,838	1,930

(Notes) 1. For accounting audits, please refer to the note for internal control systems in "Corporate Governance" section. (p. 44)

2. The "Partial Amendments to the Accounting Standards for Tax Effect Accounting" have been applied since the beginning of the fiscal year ended September 2019. For the fiscal year ended September 2018, the amended accounting standard has been applied retrospectively.

(Millions of yen)

	2019.9	2020.9	2021.9	2022.9	2023.9	2024.9	2025.9
	89,171	88,954	96,754	95,390	96,184	98,368	89,139
	12,347	12,333	21,942	16,431	6,227	13,553	7,624
	12,433	10,721	21,112	15,035	6,967	12,990	8,827
	12,737	6,318	14,902	7,972	3,866	10,443	9,188
	120,217	127,825	142,857	152,495	156,720	166,408	176,309
	142,908	151,394	164,257	177,219	181,451	185,515	195,703
	15,713.18	16,569.98	18,531.20	19,794.54	20,348.96	21,612.82	22,907.30
	1,664.83	825.81	1,947.92	1,042.12	505.43	1,365.00	1,200.94
	11,573	20,042	18,063	16,651	(1,732)	14,504	12,125
	(11,706)	(4,817)	(4,591)	(7,597)	(8,029)	(4,815)	(2,061)
	(10,245)	(686)	(570)	(589)	(617)	(217)	(423)
	84.1	83.7	86.3	85.5	85.8	89.1	89.6
	11.0	5.1	11.1	5.4	2.5	6.5	5.4
	2,093	2,150	2,181	2,213	2,241	2,244	2,235

Consolidated Balance Sheet

(Millions of yen)

	2024.9	2025.9
(Assets)		
Current assets	128,221	136,287
Cash and deposits	68,095	77,800
Notes and accounts receivable-trade	30,143	29,184
Merchandise and finished goods	14,146	13,689
Work in progress	5,867	6,548
Raw materials and supplies	7,801	7,921
Income taxes refund receivable	58	1
Other	2,107	1,142
Non-current assets	57,293	59,415
Property, plant and equipment	28,600	26,738
Buildings and structures	19,687	18,512
Machinery, equipment and vehicles	4,778	4,339
Tools, furniture and fixtures	1,647	1,578
Land	2,194	2,018
Construction in progress	293	288
Intangible assets	4,940	4,987
Software	1,886	1,470
Sales rights	2,377	3,077
Other	677	438
Investments and other assets	23,752	27,690
Investment securities	8,886	10,932
Retirement benefit asset	8,532	9,177
Deferred tax assets	5,141	4,880
Other	1,192	2,700
Total assets	185,515	195,703
(Liabilities)		
Current liabilities	18,310	18,589
Notes and accounts payable-trade	4,057	4,919
Short-term borrowings	200	—
Accounts payable-other	6,975	7,704
Income taxes payable	281	379
Provision for bonuses	3,646	3,717
Provision for loss on disaster	31	—
Other	3,118	1,868
Non-current liabilities	796	804
Deferred tax liabilities	61	83
Provision for retirement benefits for directors (and other officers)	270	266
Asset retirement obligations	254	258
Other	209	197
Total liabilities	19,106	19,394
(Net assets)		
Shareholders' equity	163,139	172,489
Share capital	382	382
Capital surplus	4,251	4,251
Retained earnings	158,505	167,855
Accumulated other comprehensive income	2,213	2,767
Valuation difference on available-for-sale securities	261	346
Deferred gains or losses on hedges	55	93
Foreign currency translation adjustment	1,896	2,327
Non-controlling interests	1,054	1,052
Total net assets	166,408	176,309
Total liabilities and net assets	185,515	195,703

Note: 2024.9 is not subject to audit.

Consolidated Statement of Income

(Millions of yen)

	2024.9	2025.9
Net sales	98,368	89,139
Cost of sales	38,501	36,510
Gross profit	59,867	52,629
Selling, general and administrative expenses	46,314	45,004
Operating profit	13,553	7,624
Non-operating income	346	1,433
Interest income	13	150
Dividend income	20	22
Compensation income	2	192
Rental income	28	20
Insurance claim income	41	28
Outsourcing service income	78	15
Subsidy income	20	267
Gain on valuation of investment securities	—	668
Foreign exchange gains	69	—
Other	70	67
Non-operating expenses	909	231
Interest expenses	6	7
Commission expenses	8	0
Share of loss of entities accounted for using equity method	523	94
Loss on valuation of investment securities	351	—
Foreign exchange losses	—	88
Other	18	40
Ordinary profit	12,990	8,827
Extraordinary income	394	1,716
Gain on sale of non-current assets	—	1,688
Gain on sales of investment securities	—	28
Gain on donation of investment securities	394	—
Extraordinary losses	1,441	87
Loss on sales and retirement of non-current assets	29	87
Retirement benefits for directors (and other officers)	238	—
Loss on valuation of investment securities	15	—
Loss on liquidation of subsidiaries and associates	581	—
Impairment loss	311	—
Loss on disaster	264	—
Other	0	—
Profit before income taxes	11,942	10,457
Income taxes-current	1,445	1,046
Income taxes-deferred	37	224
Total income taxes	1,483	1,270
Profit	10,459	9,186
Profit (loss) attributable to non-controlling interests	16	(1)
Profit attributable to owners of parent	10,443	9,188

Note: 2024.9 is not subject to audit.

Consolidated Statement of Changes in Equity

2024.9

(Millions of yen)

	Shareholders' equity			
	Share capital	Capital surplus	Retained earnings	Total shareholders' equity
Balance at beginning of period	382	4,251	148,196	152,830
Changes during period				
Dividends of surplus			(133)	(133)
Profit attributable to owners of parent			10,443	10,443
Net changes in items other than shareholders' equity				—
Total changes during period	—	—	10,309	10,309
Balance at end of period	382	4,251	158,505	163,139

	Accumulated other comprehensive income				Noncontrolling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	298	95	2,459	2,853	1,036	156,720
Changes during period						
Dividends of surplus				—		(133)
Profit attributable to owners of parent				—		10,443
Net changes in items other than shareholders' equity	(36)	(40)	(562)	(639)	18	(621)
Total changes during period	(36)	(40)	(562)	(639)	18	9,687
Balance at end of period	261	55	1,896	2,213	1,054	166,408

2025.9

(Millions of yen)

	Shareholders' equity			
	Share capital	Capital surplus	Retained earnings	Total shareholders' equity
Balance at beginning of period	382	4,251	158,505	163,139
Changes during period				
Dividends of surplus			(133)	(133)
Profit attributable to owners of parent			9,188	9,188
Changes due to liquidation of a consolidated subsidiary			295	295
Net changes in items other than shareholders' equity				—
Total changes during period	—	—	9,349	9,349
Balance at end of period	382	4,251	167,855	172,489

	Accumulated other comprehensive income				Noncontrolling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	261	55	1,896	2,213	1,054	166,408
Changes during period						
Dividends of surplus				—		(133)
Profit attributable to owners of parent				—		9,188
Changes due to liquidation of a consolidated subsidiary				—		295
Net changes in items other than shareholders' equity	85	38	430	553	(2)	550
Total changes during period	85	38	430	553	(2)	9,900
Balance at end of period	346	93	2,327	2,767	1,052	176,309

Note: 2024.9 is not subject to audit.

Consolidated Statement of Cash Flows

(Millions of yen)

	2024.9	2025.9
Cash flows from operating activities		
Profit before income taxes	11,942	10,457
Depreciation	5,253	4,767
Impairment loss	311	—
Amortization of goodwill	10	—
Increase (decrease) in provision for bonuses	(63)	69
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(748)	(4)
Interest and dividend income	(34)	(172)
Interest expenses	6	7
Share of loss (profit) of entities accounted for using equity method	523	94
Loss (gain) on sales of investment securities	—	(28)
Loss (gain) on valuation of investment securities	367	(668)
Loss (gain) on sales and retirement of non-current assets	24	(1,600)
Loss on liquidation of subsidiaries and associates	60	—
Gain on donation of investment securities	(394)	—
Decrease (increase) in trade receivables	1,381	993
Decrease (increase) in inventories	1,943	(345)
Increase (decrease) in trade payables	(3,119)	857
Decrease (increase) in other current assets	411	1,154
Increase (decrease) in other current liabilities	(481)	(679)
Other, net	(1,656)	(2,101)
Subtotal	15,739	12,800
Interest and dividends received	26	229
Interest paid	(5)	(7)
Income taxes (paid) refund	(1,255)	(897)
Net cash provided by (used in) operating activities	14,504	12,125
Cash flows from investing activities		
Purchase of property, plant and equipment	(4,957)	(1,783)
Proceeds from sale of property, plant and equipment	42	1,891
Purchase of intangible assets	(445)	(1,277)
Decrease (increase) in time deposits	554	—
Purchase of investment securities	(22)	(832)
Proceeds from sales of investment securities	—	34
Purchase of shares of subsidiaries and associates	(74)	—
Other, net	86	(94)
Net cash provided by (used in) investing activities	(4,815)	(2,061)
Cash flows from financing activities		
Repayments of short-term borrowings	—	(200)
Dividends paid	(133)	(133)
Other, net	(83)	(90)
Net cash provided by (used in) financing activities	(217)	(423)
Effect of exchange rate change on cash and cash equivalents	109	63
Net increase (decrease) in cash and cash equivalents	9,580	9,704
Cash and cash equivalents at beginning of period	58,414	67,995
Cash and cash equivalents at end of period	67,995	77,700

Note: Not subject to audit.

Business Performance

Results in the fiscal year ended September 2025

Japan's prescription drug market, the main business domain of the Maruho Group, was significantly impacted by the introduction of the Elective Care Scheme for long-listed products in the area of topical medications, which had previously been relatively slowly replaced by generic versions. In addition, the springs, medical devices and components, and machinery industries, which correspond to our other businesses, were affected by soaring prices of materials and parts. As a result, net sales for the consolidated fiscal year declined by 9.4% year on year to 89,139 million yen. We recorded operating profit of 7,624 million yen (down 43.7% year on year), ordinary profit of 8,827 million yen (down 32.0% year on year), and profit attributable to owners of parent of 9,188 million yen (down 12.0% year on year).

Outlook for the fiscal year ending September 2026

With atopic dermatitis, acne vulgaris, psoriasis, herpes, and hyperhidrosis as our core therapeutic areas, we aim to minimize the decline in net sales caused by drug price revisions and the Elective Care Scheme for long-listed products, and similar measures. We will build a foundation for future growth by allocating resources efficiently and sincerely addressing the unmet needs of individual patients.

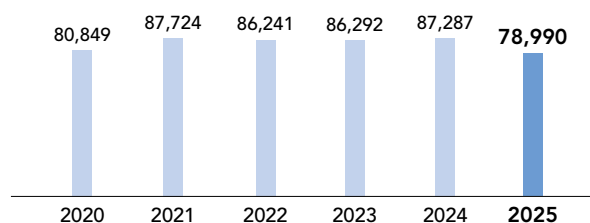
We expect net sales to total 82,848 million yen, down 7.1% from the current fiscal year, as we work to achieve further market penetration with new products, including the *Mitchga* series, an antibody drug for the treatment of itch associated with atopic dermatitis, and the *BEPIO* series, an acne vulgaris treatment agent.

Note: This forecast excludes the results of Maruho Hatsujyo Kogyo Co., Ltd. and its subsidiaries, which were separated and made independent from the Maruho Group in October 2025.

Analysis of pharmaceutical business (mainly the manufacture and marketing of prescription drugs)

Product name	Reason	Change in sales
Blood-flow accelerative/skin moisturizing agent <i>Hirudoid</i> series	Introduction of the Elective Care Scheme	Down
Human anti-human IL-31 receptor A monoclonal antibody <i>Mitchga</i> series	Provision of new treatment methods	Up
Acne vulgaris treatment agent <i>BEPIO</i> series	Growth in emulsion lotion formulation and the launch of a new wash gel formulation	Up

Net sales (Millions of yen)



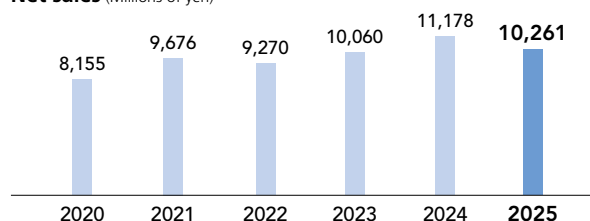
Net sales **78,990 million yen** (down 9.5% year on year)
 Segment operating profit **7,579 million yen** (down 44.0% year on year)

Analysis of other businesses

The springs, medical devices and components, and machinery businesses of Maruho Hatsujyo Kogyo Co., Ltd. and other companies caused net sales to decline by 8.2% year on year to 10,261 million yen, while operating profit was 59 million yen, marking an increase of 901.6% year on year.

Maruho Hatsujyo Kogyo Co., Ltd. was deconsolidated in October 2025.

Net sales (Millions of yen)



Net sales **10,261 million yen** (down 8.2% year on year)
 Segment operating profit **59 million yen** (up 901.6% year on year)

Financial Position

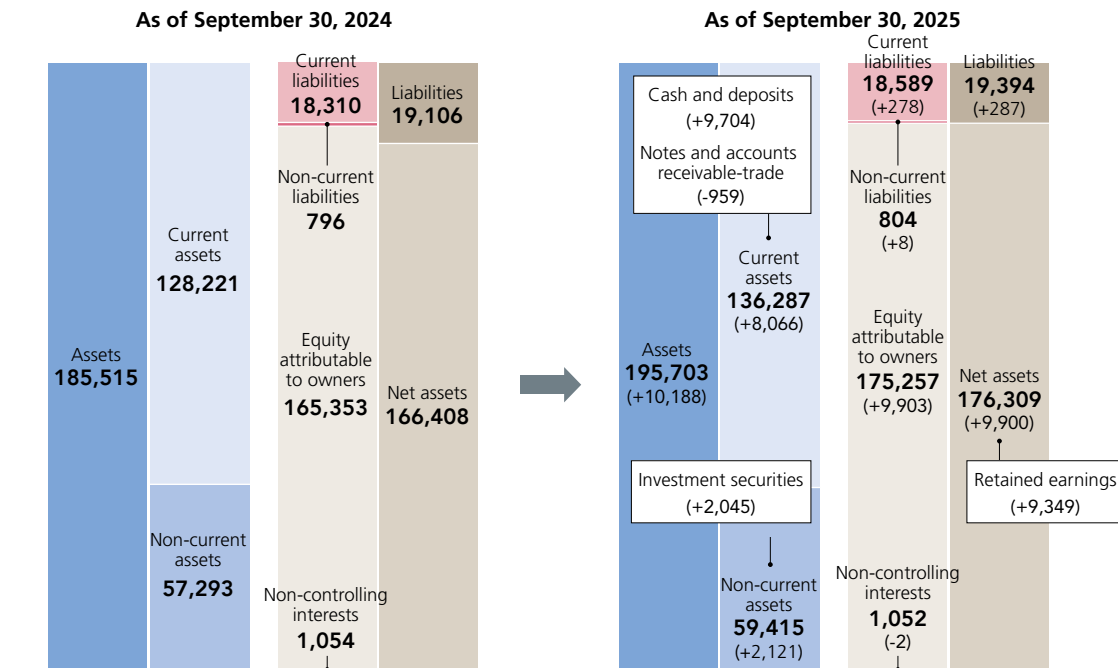
Total assets as of September 30, 2025 increased by 10,188 million yen from September 30, 2024 to 195,703 million yen. Current assets increased by 8,066 million yen, mainly due to an increase in cash and deposits of 9,704 million yen and a decrease in notes and accounts receivable-trade of 959 million yen.

Non-current assets increased by 2,121 million yen, mainly due to an increase in investment securities of 2,045 million yen. Total liabilities increased by 287 million

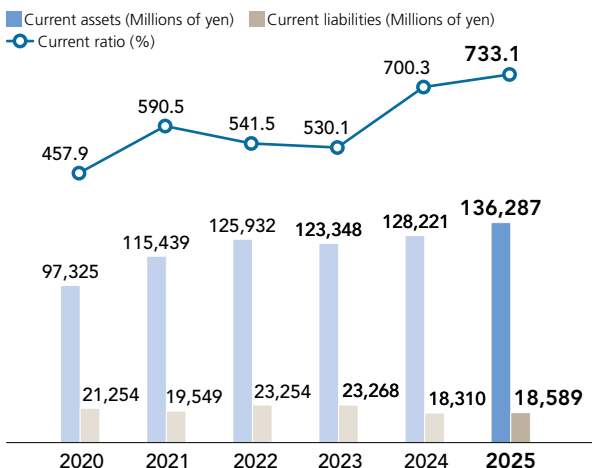
yen year on year to 19,394 million yen. Total net assets increased by 9,900 million yen compared to September 30, 2024 to 176,309 million yen, mainly due to an increase in retained earnings of 9,349 million yen.

With both the current ratio and the equity-to-asset ratio at a high level of 733.1% and 89.6%, respectively, we maintain sufficient health in terms of both short-term and long-term solvency.

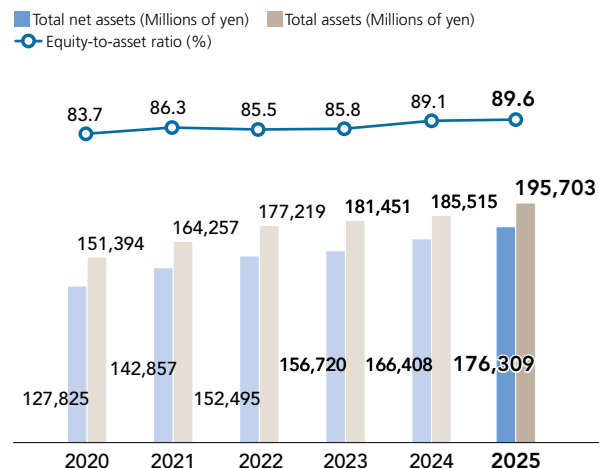
Overview of Consolidated Balance Sheet (Millions of yen)



Current assets / Current liabilities / Current ratio



Total net assets / Total assets / Equity-to-asset ratio



Cash Flows

The balance of cash and cash equivalents as of September 30, 2025 was 77,700 million yen (up 14.3% from September 30, 2024). Detailed changes in each cash flow are presented in the graph below.

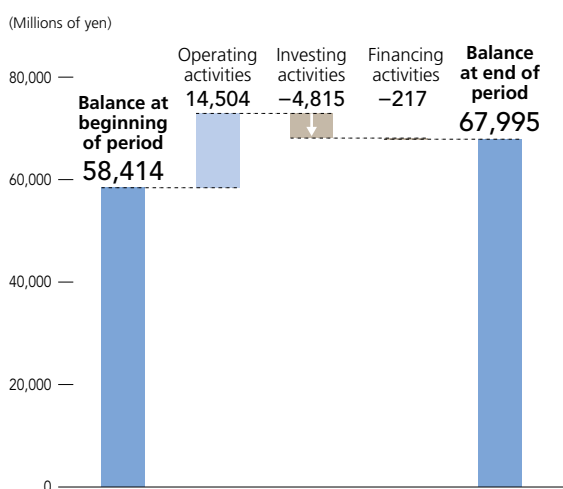
The Maruho Group's demand for funds is mainly for the purpose of investment in research and development for creating new products that address unmet medical needs, as well as investments in non-current assets, such

as construction of new manufacturing facilities, and acquisition of sales rights. In addition to these investments, the Maruho Group maintains a level of cash and deposits that can be used for certain strategic investment opportunities.

Incidentally, the Maruho Group has been rated "A-" by Rating and Investment Information, Inc. (R&I), and the Rating Outlook is "Stable."

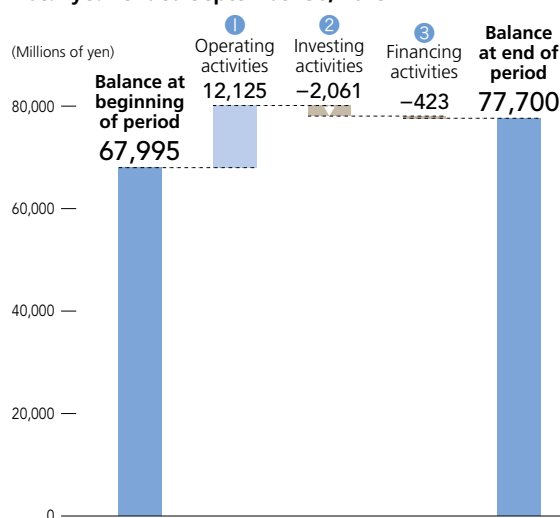
Overview of Consolidated Statement of Cash Flows

Fiscal year ended September 30, 2024



Note: Effect of exchange rate change on cash and cash equivalents (109 million yen) is included in Balance at end of period.

Fiscal year ended September 30, 2025



Note: Effect of exchange rate change on cash and cash equivalents (63 million yen) is included in Balance at end of period.

1 Cash flows from operating activities

Cash flows from operating activities decreased 16.4% year on year to 12,125 million yen. This was due to profit before income taxes of 10,457 million yen, depreciation of 4,767 million yen, and payments of income taxes.

2 Cash flows used in investing activities

Cash flows used in investing activities decreased 57.2% from the previous fiscal year to 2,061 million yen, mainly due to payment of 3,060 million yen for active capital investment to purchase non-current assets.

3 Cash flows used in financing activities

Cash flows used in financing activities increased 94.9% from the previous fiscal year to 423 million yen.

Investments

Investment decisions

We will promote a focused and selective investment strategy with the aim of maximizing net sales and sustainable growth. Through regular monitoring of financial status and streamlining of operations, we will secure future investment capital as well as engage in research and development and licensing.

By continuing to invest in academia and venture companies and pursue technological innovation, we are seeing results such as expansion of our development pipeline based on focus research domains, cost reduction and acceleration of development, and acquisition of experience in R&D. When making these investment decisions, we will consider whether the investment will stably generate cash before deciding on its feasibility. We will continue to invest, positioning the strengthening of our system for ensuring the stable supply of reliable products and the fulfillment of our social responsibilities, including sustainability initiatives, as corporate duties.

Capital expenditures

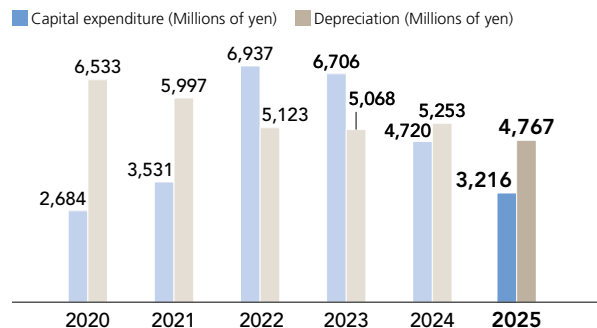
The Group is continuously carrying out capital investments, focusing on the expansion of pharmaceutical manufacturing facilities and the enhancement and strengthening of R&D functions.

Total capital expenditures for the fiscal year ended September 2025 amounted to 3,216 million yen. In the pharmaceutical business, capital expenditures totaled 2,746 million yen.

The main investments were the acquisition of manufacturing facilities at the Hikone Plant, the acquisition of laboratory equipment at the Kyoto R&D Center, and the introduction and revamping of software with the goal of streamlining in-house operations.

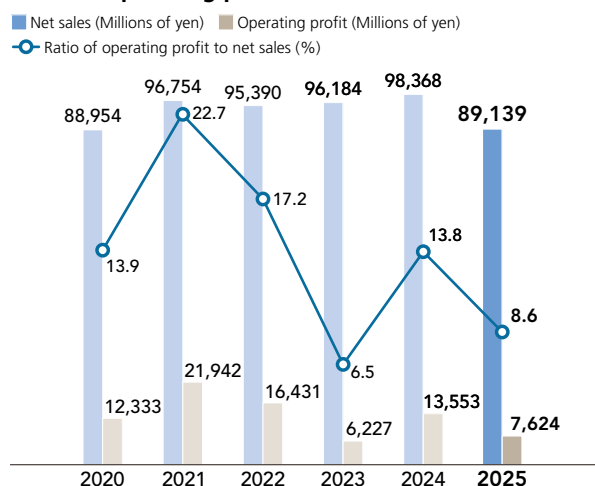
In other businesses, capital expenditures totaled 470 million yen. The main investments were the acquisition of manufacturing equipment by the Maruho Hatsujyo Kogyo Group.

Capital expenditure / Depreciation



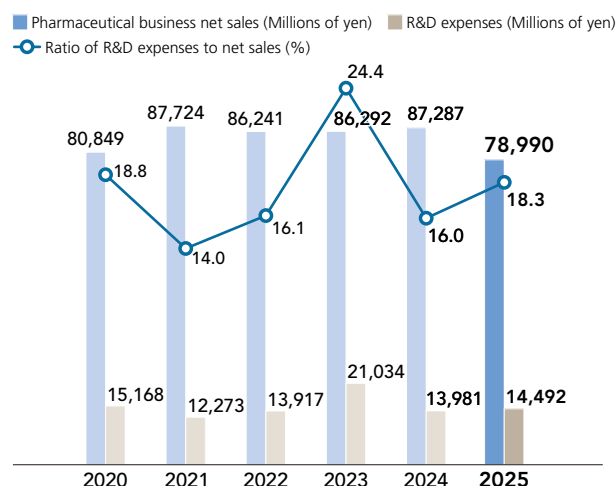
Financial Highlights (Consolidated) Fiscal year ended September 2025

Net sales / Operating profit / Ratio of operating profit to net sales



Net sales for the fiscal year ended September 2025 totaled 89,139 million yen (down 9.4% year on year), while operating profit came in at 7,624 million yen (down 43.7% year on year), as both sales and profits fell compared to the previous fiscal year. While sales of new products increased, the accelerated replacement of long-listed products such as *Hirudoid* with generic drugs due to drug price revisions and the introduction of Japan's Elective Care Scheme resulted in a decrease in net sales and profits.

Pharmaceutical business* net sales / R&D expenses / Ratio of R&D expenses to net sales

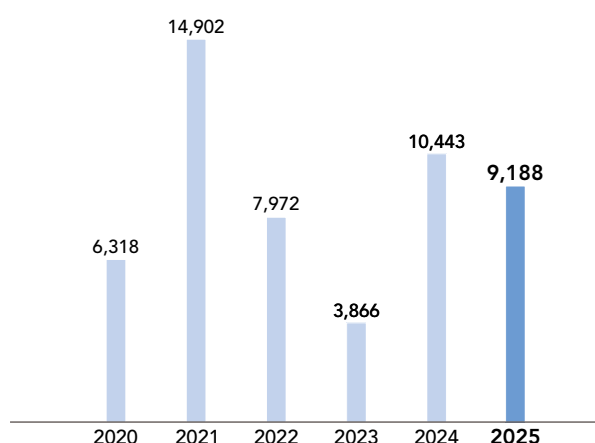


In our R&D activities, in the fiscal year ended September 2025, we launched *BEPiO Wash Gel*, a short-contact gel for acne vulgaris, and launched a 150g bottle (with pump) version of *Hirudoid Lotion*, a treatment agent for asteatosis. We will further strengthen collaboration with companies and universities both in Japan and overseas to create and in-license new products. Furthermore, we will clarify priorities and proactively allocate resources to enhance value while advancing our development plans.

* Includes Maruho's medical devices and self-care businesses, etc.

Profit attributable to owners of parent

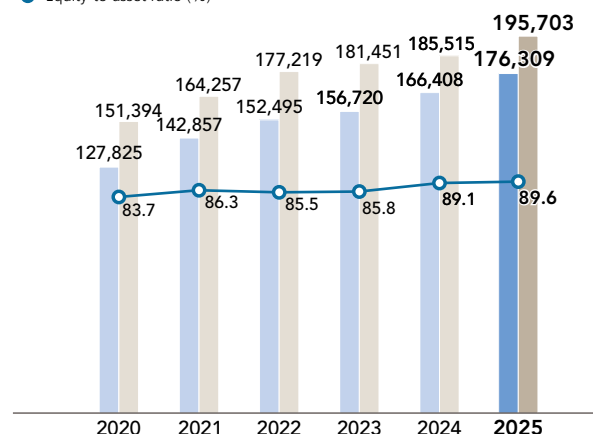
(Millions of yen)



Profit attributable to owners of parent for the fiscal year ended September 2025 amounted to 9,188 million yen (down 12.0% year on year) due to a decline in sales of long-listed products following the introduction of the Elective Care Scheme.

Total net assets / Total assets / Equity-to-asset ratio

(Millions of yen)

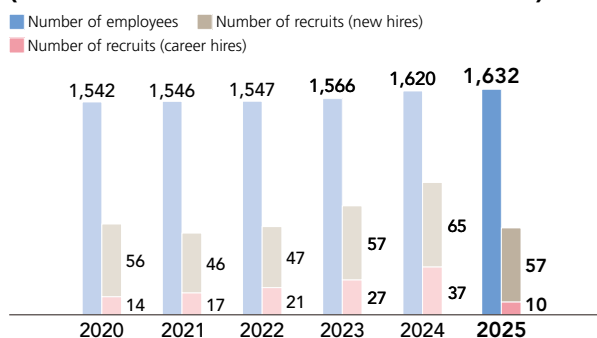


Total assets as of the end of the fiscal year ended September 2025 increased by 10,188 million yen from the end of the previous fiscal year to 195,703 million yen. Current assets increased by 8,066 million yen, mainly owing to an increase in cash and deposits of 9,704 million yen and a decrease in notes and accounts receivable-trade of 959 million yen. Non-current assets increased by 2,121 million yen, mainly due to an increase in investment securities of 2,045 million yen. Liabilities increased by 287 million yen from the end of the previous fiscal year to 19,394 million yen. This was due to an increase in current liabilities of 278 million yen and an increase in non-current liabilities of 8 million yen. Net assets increased by 9,900 million yen from the end of the previous fiscal year to 176,309 million yen, primarily due to an increase in retained earnings of 9,349 million yen.

Non-financial Highlights (Non-consolidated) Fiscal year ended September 2025

Human resources

Number of employees / Number of hires (Number of new hires / Number of career hires)



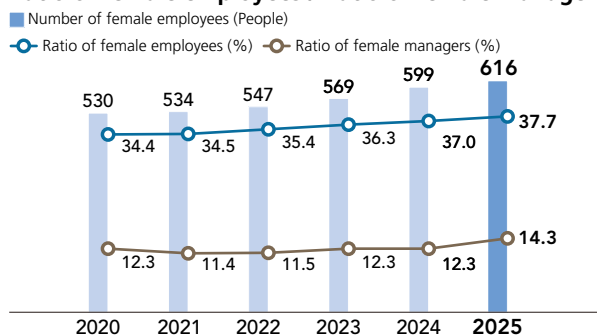
The number of employees is increasing. In terms of recruitment, we are actively seeking human resources to take on the various challenges necessary to realize our Mission.

Excessive overtime work (employees) / Number of paid leave days taken per employee



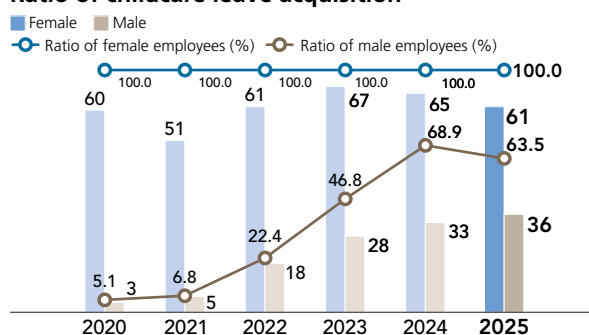
We are working to enhance the work-life balance of employees.

Number of female employees / Ratio of female employees / Ratio of female managers



The ratio of female employees has increased year by year, reaching 37.7% of the total workforce in the fiscal year ended September 2025. We have set a goal to increase the ratio of female managers to at least 15% by the fiscal year ending September 2027 and in the fiscal year ended September 2025, this figure was 14.3%.

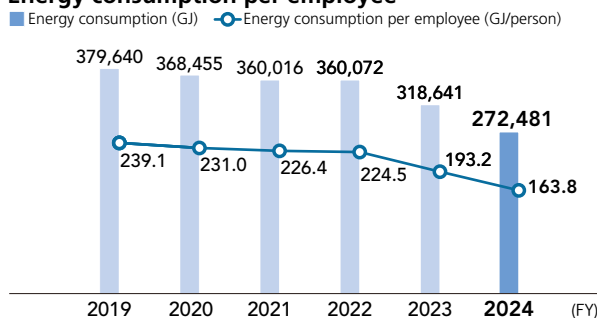
Number of employees who took childcare leave / Ratio of childcare leave acquisition



The number of male employees taking childcare leave is increasing. There is an understanding and culture within our workforce that promotes male participation in childcare.

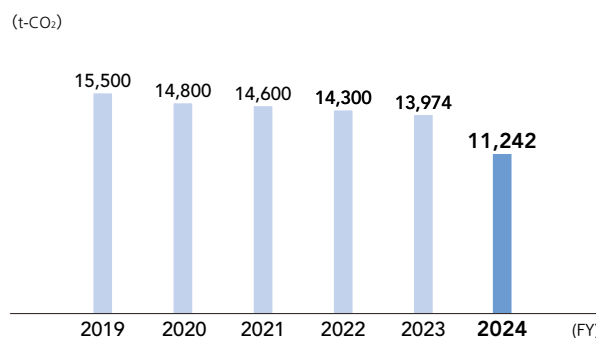
Environment

Energy consumption / Energy consumption per employee



In fiscal 2024, we significantly reduced energy consumption at each facility by improving the efficiency of air conditioning and lighting equipment and raising employee awareness of energy conservation.

CO₂ emissions



We have set a target of zero CO₂ emissions by fiscal 2050. In fiscal 2024, our CO₂ emissions totaled 11,242 tons (down 19.6% year on year), as we started receiving electricity through offsite PPAs at our Hikone and Nagahama plants.

Multifaceted activities centered around skin

Maruho is also actively engaged in research and development, business promotion, and other areas, delivering new value in the field of dermatology globally. In addition to supplying pharmaceuticals, we also provide disease information to people with skin concerns, conduct skin health awareness activities for elementary, junior high, and high school students, and work to meet the needs of local communities and society as a whole.

10 October

Social Involvement

Collaborated with Gakken Inc. to create a manga for elementary school students

Donated "The Secrets of Skin and Topical Medications" to elementary schools, public libraries, and children's centers nationwide



01 January

Social Involvement

Co-hosted with Chiba City

Public lecture for city residents: ACP (Advance Care Planning)—Preparing Now for Your and Your Family's Future

11 November

Social Involvement

Co-hosted with Osaka Prefecture

Public lecture for prefectural residents: Deepen Your Understanding of ACP (Advance Care Planning) and Skin

Social Involvement

Easily check for possible skin diseases and their causes

Revamped the website Check for Skin Symptoms of Concern, which is now available



02 February

Partnership

Concluded a sales partnership agreement in Japan with KANEKA CORPORATION

for "DermaQuick tinea unguium" tinea unguium antigen kit, which is manufactured and marketed by Maruho

Social Involvement

Launched HI-FU-MO, a service connecting consumers and medical professionals to sustainably support skin health

Released a consumer website that serves as a portal site for HI-FU-MO

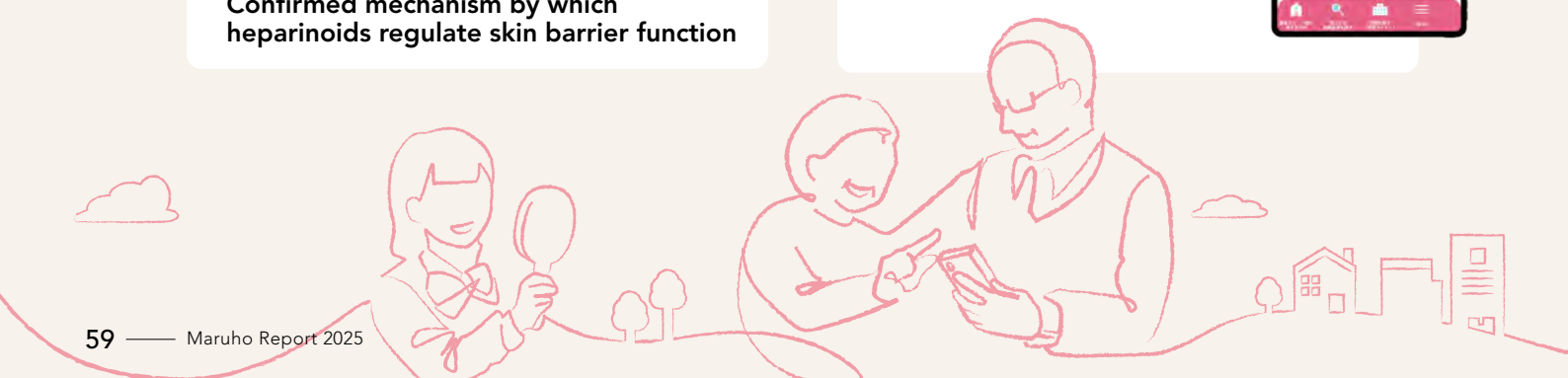


12 December

Research

Collaborative research between Maruho and the National Research and Development Agency, RIKEN

Confirmed mechanism by which heparinoids regulate skin barrier function



03 March

Social Involvement

Sponsored the Junior and Senior High School division at the 62nd Senden Kaigi Award

Called for catchphrases for emphasizing the importance of skin care and selected the Sponsorship Company Award from approximately 2,000 submissions



Sponsorship Company Award:
"Never let go of your skin, never abandon it."

Social Involvement

Selected by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi



Recognized as a 2025 Outstanding Organization of KENKO Investment for Health (Large Enterprise Category)

05 May

Social Involvement

Collaborated with 10 patient groups related to skin disease

Co-hosted the 2nd Joint Study Session →P.20

06 June

Products

Launched BEPIO Wash Gel,

Japan's first short-contact acne vulgaris treatment agent



Products

Supporting patient-driven treatment

Launched Hirudoid Lotion 150g Bottle (with pump),

which uses environmentally friendly biomass plastic



09 September

Products

Launch of over-the-counter (OTC) drugs (Category 2) containing heparinoid as the active ingredient

KOSÉ Maruho Pharma Co., Ltd. launched *Medical C.HDL* and *Medical C.HD Cream* under the dry skin treatment brand *Hifunic*



Social Involvement

Sponsored the 63rd Senden Kaigi Award - Junior and Senior High School Division
Initiatives to address each individual's skin concerns

Called for "catchphrases to convey Maruho's appeal"



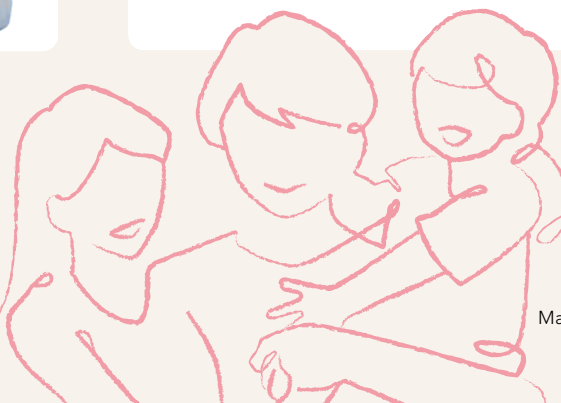
Partnership

Accelerating the development of digital medical devices for diagnosis and treatment in dermatology

Concluded an agreement to make a strategic minority investment in Sibel Health, Inc.

Partnership

Concluded a licensing agreement under which **Maruho granted marketing rights to Hyphens Pharma Pte. Ltd. for an in-vitro diagnostic (varicella-zoster virus antigen kit) in 10 ASEAN countries**



Corporate Profile (As of September 2025)

Company name	Maruho Co., Ltd.
Founded	July 1915
Incorporated	October 1949
Capital	382.53 million yen (unlisted)
Fiscal year	Ends September
Number of employees	2,235 (Consolidated* ¹) / 1,632 (Non-consolidated* ²) <small>*1 The number of employees (excluding those assigned outside of the Group, including those assigned within the Group), excluding part-time staff and temporary employees *2 The number of employees (excluding those assigned from outside the Company), excluding part-time staff and temporary employees</small>
Accounting auditor	Deloitte Touche Tohmatsu LLC

Status of shares (As of September 2025)

Number of authorized shares	20,000,000 shares
Number of outstanding shares	7,650,720 shares
Number of shareholders	17
Major shareholders	Maruho Group employee shareholding association (2,456 thousand shares / 32.11%) Maruho Takagi Dermatology Foundation (2,296 thousand shares / 30.01%) Maruho Group directors and corporate officers shareholding association (1,322 thousand shares / 17.28%)

Major Maruho Group Companies (As of December 2025)

Maruho America Inc. (U.S.)
Maruho Deutschland GmbH (Germany)
Maruho Israel Innovation Fund GmbH & Co. KG (Germany)
Maruho Israel Innovation Labs Ltd. (Israel)
Maruho Pharmaceutical Technology (Beijing) Co., Ltd. (China)
Roman Industries Co., Ltd.
Tateyama Pharmaceutical Factory Co., Ltd.
KOSÉ Maruho Pharma Co., Ltd.*

* Equity method affiliate

Our Websites

Information on Maruho's business activities and various initiatives is provided for our wide range of stakeholders.



Corporate website

<https://www.maruho.co.jp/english/>



Website for

medical professionals (Japanese)

<https://www.maruho.co.jp/medical/>



Website for patients and general customers

 (Japanese)

<https://www.maruho.co.jp/kanja/>

 **maruho**
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