


For more details about our sustainability initiatives, visit:
<https://www.otsuka.com/en/csr/>




In addition to information included in this integrated report, the Otsuka group discloses the following ESG-related information on its website. Please visit the website for more details.

Item	Policies, commitments and systems	Initiatives
Overall	<ul style="list-style-type: none"> Signatory to the United Nations Global Compact Sustainability Mission →Page 18 Materialities →Pages 20-21 Goals and progress →Pages 20-21 Stakeholder engagement Sustainability management structure →Pages 57 External recognition Data(people, the environment, and governance) 	
Society		
Health	Basic policy	
Pharmaceutical Business	<ul style="list-style-type: none"> Basic policy Goals and progress →Pages 20-21 "FY 2023 Goals (Quantification)" and "FY 2020 Progress" 	<ul style="list-style-type: none"> Contribution to unmet medical needs →Pages 30-35 Initiatives for access to medicine Initiatives for infectious diseases including tuberculosis →Page 31
Nutraceutical Business	<ul style="list-style-type: none"> Basic policy Goals and progress →Pages 20-21 	<ul style="list-style-type: none"> Catering to yet-to-be-imagined needs Initiatives for Access to Nutrition →Pages 36-41
People	Basic policy	
Human resource development	Basic policy	<ul style="list-style-type: none"> Human resource development programs (including management human resource development programs) Internship programs Systems for leveraging abilities (open recruiting system, self-assessment system, etc.)
Diversity & Inclusion	<ul style="list-style-type: none"> "Otsuka Group Global Code of Business Ethics" ("Diversity and Inclusion") Basic policy Signatory to the Women's Empowerment Principles (WEPs) Iku Boss (managers supportive of work-life balance) declaration by group companies 	<ul style="list-style-type: none"> Diversity Systems for diversity promotion (including mindset and establishing structure to help diverse human resources play active roles regardless of nationality, race, age, gender, disability, sexual orientation, etc.) Examples of external recognition
Health and Safety	<ul style="list-style-type: none"> Otsuka Group Global Code of Business Ethics ("Human Rights and Labor Standards" and "Employee Health") Basic policy Declaration on health by group companies "Health and Safety Committee" and other promotion structures 	<ul style="list-style-type: none"> Initiatives for employee health maintenance and promotion →Page 43 Initiatives for workplace health and safety Initiatives for reduction overtime and encouraging employees to take paid leave Examples of external recognition
Fair employment and working condition	<ul style="list-style-type: none"> Otsuka Group Global Code of Business Ethics ("Human Rights and Labor Standards," "Discrimination and Harassment," and "Reporting Concerns") Basic policy 	<ul style="list-style-type: none"> Internal training on bullying, harassment and other issues Employee survey, and improvement activities based on survey results
Human rights initiatives	<ul style="list-style-type: none"> Otsuka Group Global Code of Business Ethics ("Human Rights and Labor Standards," "Discrimination and Harassment," and "Reporting Concerns") Basic policy Otsuka Group Human Rights Policy Promotional structure 	<ul style="list-style-type: none"> Implementing human right risk assessment to identify salient human right risks Identifying salient human right issues and implementing corrective measures Whistleblowing hotline Employee training on Otsuka Group Human Rights Policy External collaboration
Quality in All We Do	<ul style="list-style-type: none"> Basic policy Otsuka Group Global Code of Business Ethics ("Business Integrity," "Maintaining Books and Records," etc.) Certification status of ISO 9001 (quality), ISO 22000, FSSC 22000 (food safety), etc. 	
Research and development	<ul style="list-style-type: none"> Commitments in R&D (compliance with laws and guidelines, ethical considerations, etc.) →Pages 44-45 	<ul style="list-style-type: none"> Ethical considerations in research involving animals Ethical considerations in research involving human-derived specimens Ethical considerations in research involving pathogenic microorganisms (pathogens) and genetically modified organisms Ethics in clinical trials Compliance in R&D by Otsuka group companies Management of public research funds
Procurement	<ul style="list-style-type: none"> Basic policy →Pages 44-45 Otsuka Group Procurement Policy →Page 46 Otsuka Group Sustainable Procurement Guidelines Sustainable procurement Promotional structure (establishment of the Otsuka Sustainable Procurement Task Force) →Pages 44-46 Goals and progress →Pages 20-21 	<ul style="list-style-type: none"> Promotion of sustainable procurement with consideration for the environment, human rights other matters. (including due diligence investigation on new suppliers, and the common SAQ and briefing sessions for business collaborators) →Pages 44-46 Joint business collaborator audit by pharmaceutical companies Global initiatives for streamlining production and supply of products
Production, quality control and patient/customer safety	<ul style="list-style-type: none"> Basic policy →Pages 44-45 Measures including global product quality policies for the pharmaceutical products of Otsuka Pharmaceutical Promotion structure including Global Production Meeting and Global Product Quality Meetings. →Page 47 	<ul style="list-style-type: none"> Production, quality control and patient/customer safety in compliance with and regulatory requirements, and governmental and industry standards Acquisition of ISO 9001 (quality), ISO 22000, FSSC 22000 (food safety), etc. Quality control based on GQP and GVP, and post-marketing safety management Global implementation of pharmacovigilance activities Measures against falsified medicines Employee training
Logistics	<ul style="list-style-type: none"> Basic policy →Pages 44-45 Establishment of the GDP Promotion Office and other promotion structures for control and maintenance of product quality and stable supply in logistics 	<ul style="list-style-type: none"> Initiatives for quality control and maintenance (promotion of logistics in compliance with the Good Distribution Practice (GDP) guidelines, employee training, etc.) Initiatives for streamlined cooperation among shippers and distributors (standardization of IT-based data systems, digitization of forms, etc.) Initiatives for stable supply (distribution storage of inventory, registration of vehicles for authorized access to restricted areas, etc.) Environmentally friendly measures (the promotion of modal shift to reduce CO₂ emissions)

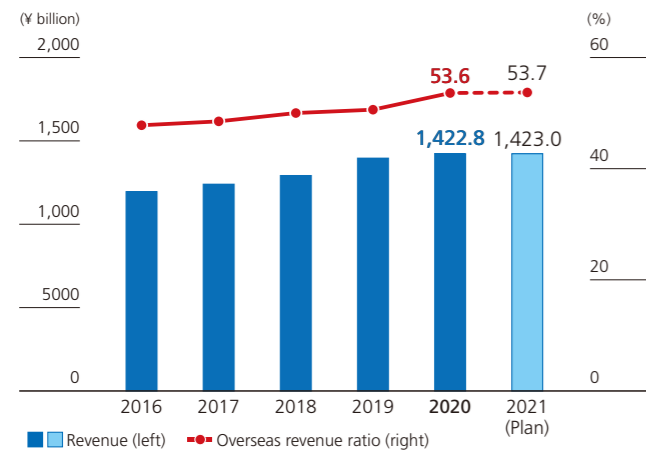
Item	Policies, commitments and systems	Initiatives
	Sales and Marketing	<ul style="list-style-type: none"> Basic policy →Pages 44-45 Establishing internal code of practice that expand on the JPMA Promotion Code for Prescription Drugs, for activities targeted at healthcare professionals Structural measures such as establishing the Scientific Affairs Department for gathering and disseminating information about products, related knowledge, and the latest academic information, and dedicated review unit to ensure appropriate marketing and promotion activities
	Customer Service	<ul style="list-style-type: none"> Basic policy →Pages 44-45 Declaration of Customer-centric Commitment →Page 45 Group-wide Customer Service Liaison Meeting, cross-department "Listen to Customer Feedback Meeting," and other promotion structures for consumer-centric management
		<ul style="list-style-type: none"> Conducting appropriate marketing and promotion activities in compliance with laws and regulations Gathering and disseminating information about products, related knowledge, latest academic information, etc. Employee training Reducing food loss (extending shelf life, switching to month-based expiration dates, etc.)
		<ul style="list-style-type: none"> Promoting customer-centric management Ensuring appropriate communication with customers Improved products based on customer feedback →Page 47 Establishing dedicated contact points for patients, healthcare professionals and customers respectively
Environment	Environmental management	<ul style="list-style-type: none"> Otsuka Group Global Code of Business Ethics ("Environmental Protection") Otsuka Group Environmental Policy Otsuka Group Environmental Activity Guidelines Group promotional structures centering on the Otsuka Group Global Environmental Council Disclosure of ISO 14001 certification status
	Climate Change	<ul style="list-style-type: none"> Basic policy Goals and progress →Pages 20-21
		<ul style="list-style-type: none"> Initiatives for efficient energy use and CO₂ reduction (expanded use of renewable energy sources, such as by introduction of CO₂-free electricity, including solar power generation for in-house consumption, and purchase of Green Power Certificates, etc.) →Pages 48-49 Validation of goals under the Science Based Targets (SBT) initiative Disclosure of CO₂ emissions and other data →Page 48 and 73
	Resource Recycling and Conservation	<ul style="list-style-type: none"> Basic policy Goals and progress →Pages 20-21
		<ul style="list-style-type: none"> Initiatives to achieve zero waste Initiatives for plastic resource and marine plastic pollution Disclosure of waste volume (effective use volume and final disposal volume) and other data →Page 73
	Water Conservation	<ul style="list-style-type: none"> Basic policy Goals and progress →Pages 20-21
		<ul style="list-style-type: none"> Water risk evaluation at manufacturing sites →Pages 48-49 Disclosure of water usage, water use efficiency and other data. →Page 48 and 73
Governance	Corporate Governance	<ul style="list-style-type: none"> Basic policy Corporate Governance Guidelines
	Governance Structure	<ul style="list-style-type: none"> Basic policy →Page 52 Overview of governance structure →Page 52
		<ul style="list-style-type: none"> Disclosure of Corporate Governance Report Initiatives to Strengthen Corporate Governance →Page 52 Board of Directors, Audit & Supervisory Board and Corporate Governance Committee →Page 53 Rationale for selection of directors and evaluation of board effectiveness →Page 55 Skill matrix for directors and Audit & Supervisory Board members →Page 54 Succession plan
	Remuneration for Directors and Audit & Supervisory Board Members	<ul style="list-style-type: none"> Basic policy →Page 54
		<ul style="list-style-type: none"> Disclosure of Corporate Governance Report Remuneration standards, system and method of determination →Page 55
	Compliance Overall	<ul style="list-style-type: none"> Basic policy Compliance promotion structure →Page 66
	Tax Compliance	<ul style="list-style-type: none"> Basic policy →Page 67 Tax policy →Page 67 Transfer pricing policy →Page 67
		<ul style="list-style-type: none"> Correspondence with tax authorities
	Anti-Corruption	<ul style="list-style-type: none"> Otsuka Group Global Code of Business Ethics ("Bribery and Corruption," etc.) Otsuka Group Global Anti-Corruption Policy →Page 66
		<ul style="list-style-type: none"> Due diligence Training for employees →Page 66 Monitoring →Page 66
	Conflicts of Interest	<ul style="list-style-type: none"> Otsuka Group Global Code of Business Ethics ("Conflicts of Interest," etc.) Otsuka Group Global Policy for Conflict of Interest →Page 66
		<ul style="list-style-type: none"> Training for employees →Page 66 Monitoring →Page 66
	Protecting Privacy	<ul style="list-style-type: none"> Otsuka Group Global Code of Business Ethics ("Privacy and Confidentiality," etc.) Otsuka Group Global Privacy Policy →Page 66
		<ul style="list-style-type: none"> Training for employees →Page 66 Monitoring →Page 66
	Whistleblowing Hotline	<ul style="list-style-type: none"> Provision of internal and external whistleblowing hotlines
	Risk Management Overall	<ul style="list-style-type: none"> Basic policy →Page 68 Risk Management Policy Enterprise risk management →Page 68 Risk management system operated through the Risk Management Committee →Page 68
		<ul style="list-style-type: none"> Identifying principal risks via risk assessments and mitigating risks →Pages 68-69 Business continuity planning and management Risk management training Initiatives to mitigate information security risk
	Contribution to Communities	<ul style="list-style-type: none"> Policy
		<ul style="list-style-type: none"> Activities to Contribute to communities

Financial and Non-Financial Highlights

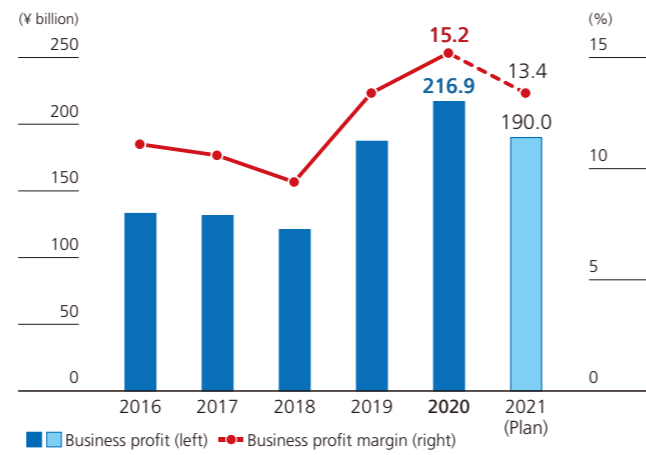
Visit the Otsuka Holdings website for key sustainability data at:
https://www.otsuka.com/en/csr/data/pdf/MajorCSRData_en.pdf



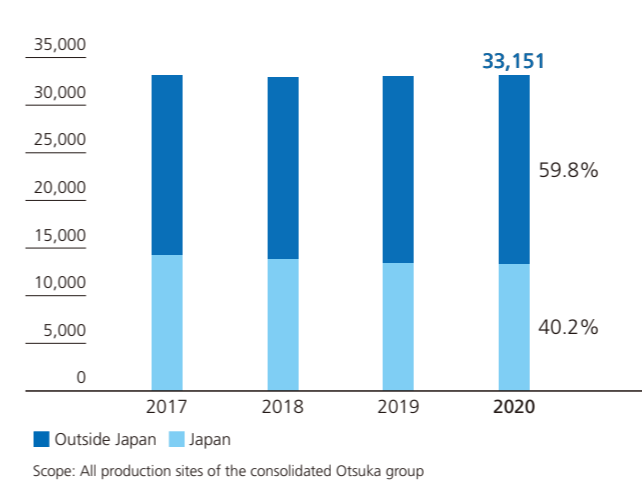
Revenue, Overseas Revenue Ratio



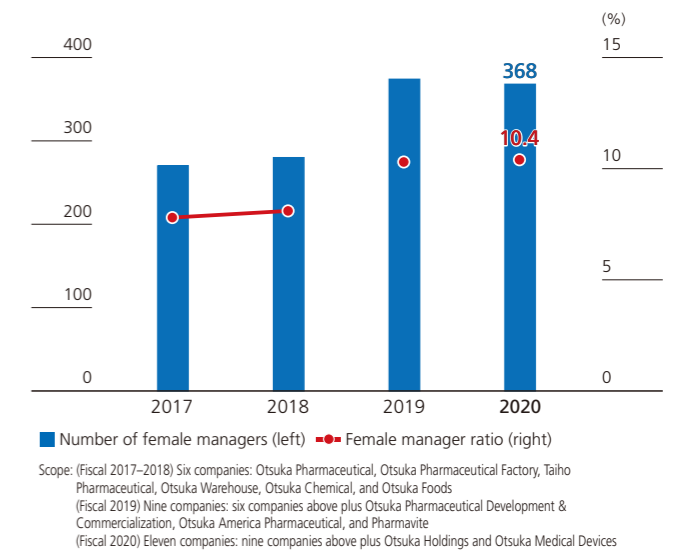
Business Profit, Business Profit Margin (Ratio to Revenue)



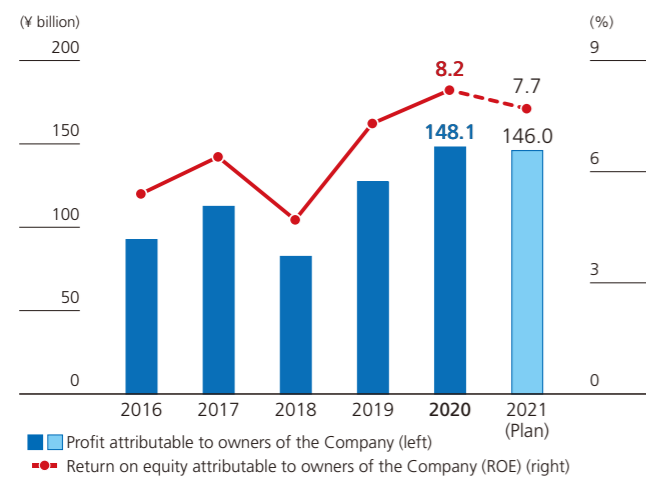
Number of Employees



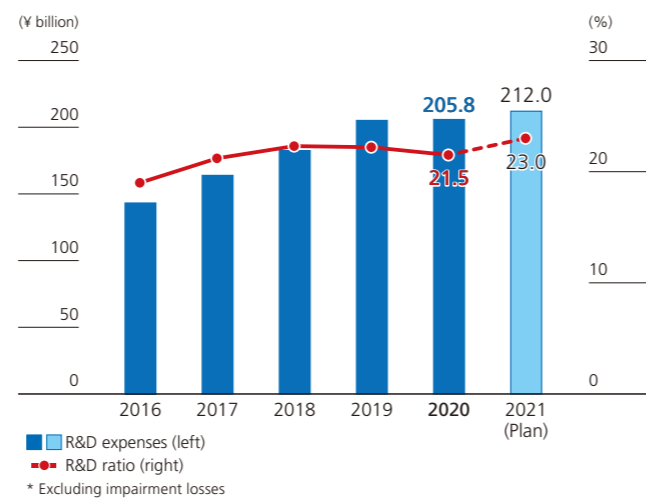
Number of Female Managers, Female Manager Ratio



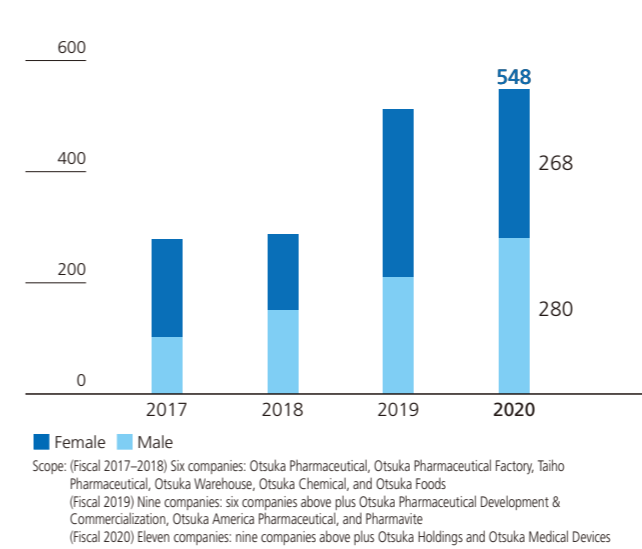
Profit Attributable to Owners of the Company, Return on Equity Attributable to Owners of the Company (ROE)



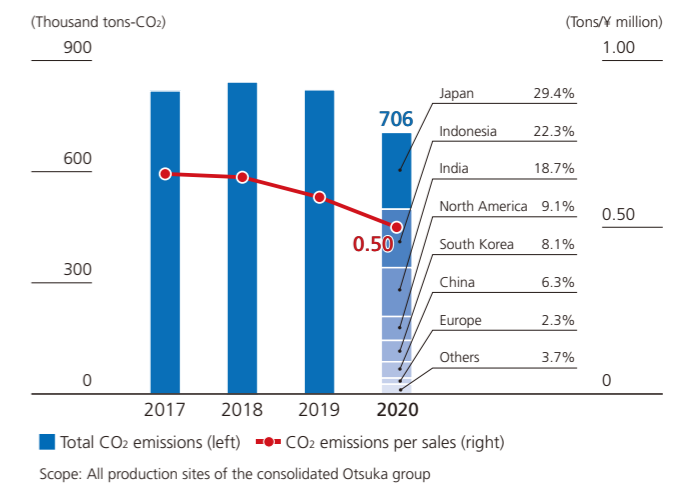
Pharmaceutical Business R&D Expenses*, R&D Ratio (Ratio to Revenue)



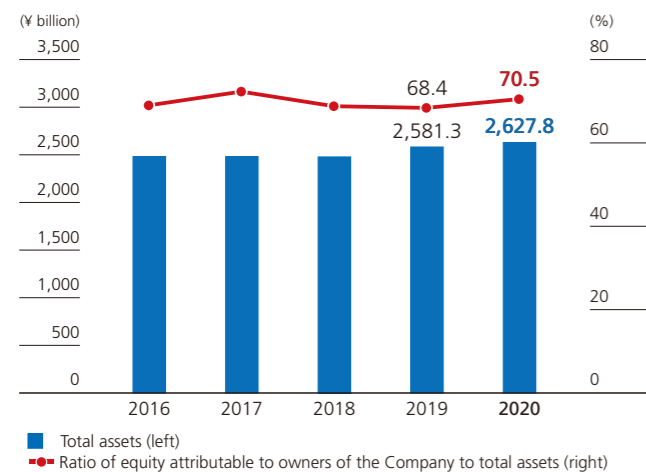
Number of Employees Taking Parental Leave



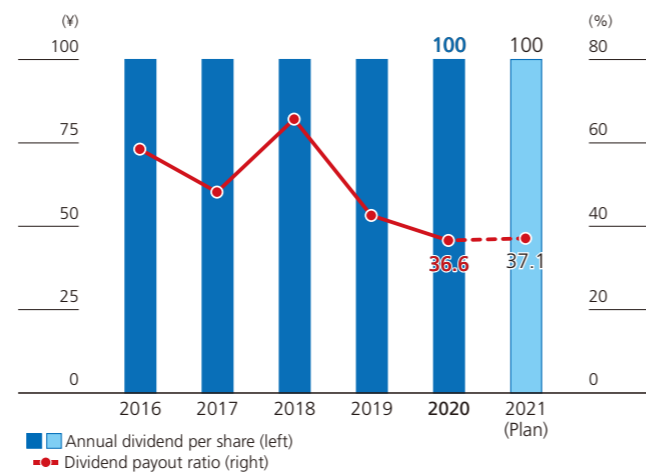
CO2 emissions, CO2 emissions per sales



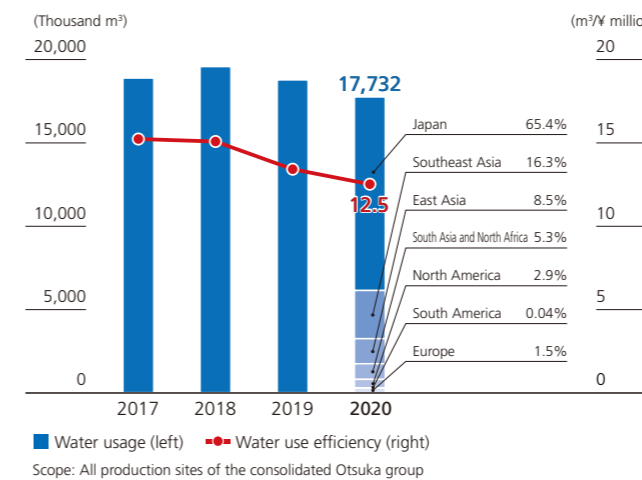
Total Assets, Ratio of Equity Attributable to Owners of the Company to Total Assets



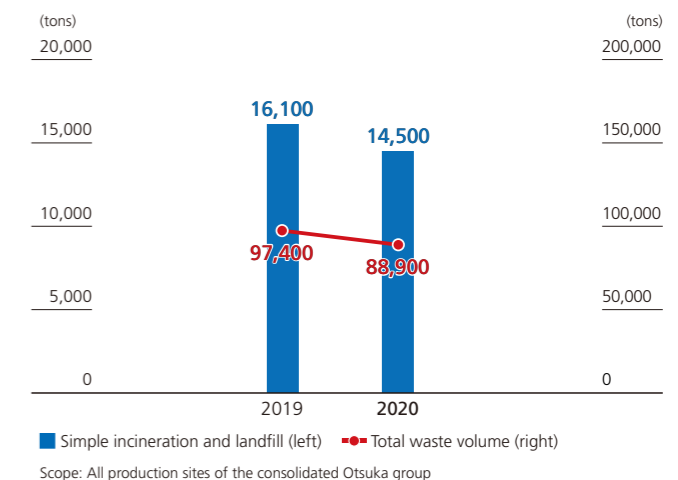
Annual Dividend per Share, Dividend Payout Ratio



Water Usage, Water Use Efficiency



Simple Incineration and Landfill Volume, Total Waste Volume



Main Data

With effect from fiscal 2016 (ended December 31, 2016), Otsuka adopted International Financial Reporting Standards (IFRS). Information for fiscal 2015 (ended December 31, 2015) is also presented in line with IFRS.

Item ¹	(Unit)	J-GAAP				IFRS						(Unit)	IFRS
		2012.3	2013.3	2014.3	2014.12 ⁵	2015.12	2016.12	2017.12	2018.12 ⁶	2019.12	2020.12		2020.12 ⁷
Results of Operations													
Revenue	(¥ billion)	¥1,154.6	¥1,218.1	¥1,452.8	¥1,224.3	¥1,427.4	¥1,195.5	¥1,240.0	¥1,292.0	¥1,396.2	¥1,422.8	(US\$ million)	\$13,744
Selling, general and administrative expenses ^{2,3}	(¥ billion)	457.4	462.2	563.4	508.6	617.5	519.5	531.4	552.8	557.6	562.4	(US\$ million)	5,433
Business profit before R&D expenses	(¥ billion)					369.8	285.7	305.4	313.8	403.0	433.7	(US\$ million)	4,190
Ratio of business profit before R&D expenses to revenue	(%)					25.9	23.9	24.6	24.3	28.9	30.5	(%)	30.5
R&D expenses ³	(¥ billion)	159.2	192.4	249.0	172.9	199.6	152.6	174.0	192.9	215.8	216.8	(US\$ million)	2,095
R&D ratio	(%)	13.8	15.8	17.1	14.1	14.0	12.8	14.0	14.9	15.5	15.2	(%)	15.2
Business profit ⁴	(¥ billion)					170.2	133.1	131.4	120.9	187.2	216.9	(US\$ million)	2,095
Business profit margin	(%)					11.9	11.1	10.6	9.4	13.4	15.2	(%)	15.2
Operating profit	(¥ billion)	148.7	169.7	198.7	196.5	148.9	101.1	104.2	108.3	176.6	198.6	(US\$ million)	1,918
Operating profit margin	(%)	12.9	13.9	13.7	16.1	10.4	8.5	8.4	8.4	12.6	14.0	(%)	14.0
Profit attributable to owners of the Company	(¥ billion)	92.2	122.4	151.0	143.1	102.0	92.6	112.5	82.5	127.2	148.1	(US\$ million)	1,431
Financial Position													
Total assets	(¥ billion)	¥1,666.8	¥1,779.2	¥2,028.4	¥2,178.2	¥2,575.3	¥2,478.3	¥2,480.3	¥2,477.4	¥2,581.3	¥2,627.8	(US\$ million)	\$25,385
Total equity	(¥ billion)	1,222.8	1,325.1	1,510.8	1,658.6	1,727.4	1,738.4	1,822.0	1,732.3	1,795.4	1,883.4	(US\$ million)	18,194
Ratio of equity attributable to owners of the Company to total assets	(%)	72.5	73.7	73.2	74.7	66.0	69.0	72.3	68.8	68.4	70.5	(%)	70.5
ROE	(%)	7.8	9.7	10.8	9.2	6.1	5.4	6.4	4.7	7.3	8.2	(%)	8.2
Cash Flows													
Net cash flows from operating activities	(¥ billion)	¥ 147.6	¥ 119.3	¥ 226.5	¥ 88.5	¥ 257.9	¥ 142.0	¥ 102.8	¥ 135.8	¥ 192.6	¥ 232.8	(US\$ million)	\$ 2,249
Net cash flows from (used in) investing activities	(¥ billion)	(107.6)	(91.2)	(108.5)	(28.7)	(422.6)	(135.1)	(40.1)	(93.3)	(52.3)	(99.9)	(US\$ million)	(965)
Free cash flows	(¥ billion)	40.0	28.1	117.9	59.9	(164.7)	6.9	62.8	42.5	140.4	133.0	(US\$ million)	1,285
Dividends													
Annual dividend per share	(Yen) ¥	45	58	65	75	¥ 100	¥ 100	¥ 100	¥ 100	¥ 100	¥ 100	(US\$)	\$ 0.97
Dividend payout ratio	(%)	27.2	26.1	23.4	28.4	53.1	58.5	48.2	65.7	42.6	36.6	(%)	36.6
Common Stock, Stock Price													
Number of shares outstanding at year-end	(Thousand shares)	557,836	557,836	557,836	557,836	557,836	557,836	557,836	557,836	557,836	557,836	(Thousand shares)	557,836
Stock price at year-end	(Yen) ¥	2,450	3,300	3,087	3,617	¥ 4,317	¥ 5,093	¥ 4,948	¥ 4,493	¥ 4,883	¥ 4,418	(US\$)	\$ 42.68
Number of Employees⁸													
Total	(Persons)	24,595	25,330	28,288	29,482	31,940	31,787	32,817	32,935	32,992	33,151	(Persons)	33,151
Japan	(Persons)	13,808	13,732	14,116	14,285	14,082	13,909	13,880	13,757	13,356	13,319	(Persons)	13,319
Outside Japan	(Persons)	10,787	11,598	14,172	15,197	17,858	17,878	18,937	19,178	19,636	19,832	(Persons)	19,832

1. Line items are based on IFRS.

2. SG&A expenses under J-GAAP are presented as total expenses less R&D expenses. The Company believes that this information is useful to investors in comparing the Company's financial results under J-GAAP with those under IFRS.

3. Excluding impairment losses

4. Business profit = Revenue - Cost of sales - Selling, general and administrative expenses + Share of profit of associates - R&D expenses

5. Due to a change in the consolidated fiscal year, fiscal 2014 (ended December 31, 2014) was a transitional period covering the nine months from April 1 to December 31, 2014.

6. As of December 31, 2019, the Company finalized provisional accounting treatments for business combinations. This is reflected in the presentation of figures for the year ended December 31, 2018.

7. Calculated at ¥103.52 = US\$1.

8. Number of employees including Otsuka Holdings Co., Ltd. and its subsidiaries

Corporate Information and Global Network

Corporate Profile

(As of December 31, 2020)

Company Name	Otsuka Holdings Co., Ltd.
Established	July 8, 2008
Capital	¥81.69 billion
Head Office	2-9 Kanda-Tsukasamachi, Chiyoda-ku, Tokyo 101-0048, Japan
Tokyo Headquarters	Shinagawa Grand Central Tower, 2-16-4 Konan, Minato-ku, Tokyo 108-8241, Japan
Telephone	+81-3-6717-1410
Number of Employees	111 (Consolidated: 33,151)
Business Description	Control, management and related activities with respect to the Company's subsidiaries and affiliates operating in pharmaceutical, nutraceutical, consumer product, and other businesses

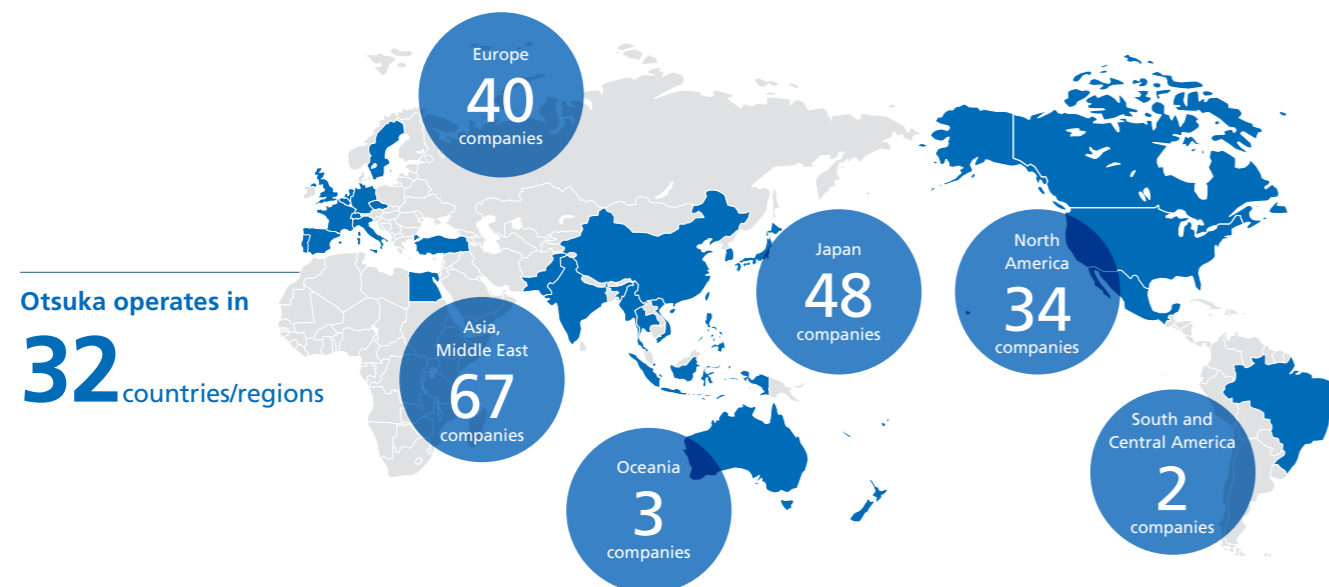
Company Organization

(As of April 1, 2021)



Global Network

(As of December 31, 2020)



Group Structure and Overview of Main Operating Companies



Otsuka Group Corporate Philosophy

Otsuka-people creating new products for better health worldwide

Overview

The Otsuka group of companies, whose origins date back to 1921, aims to contribute to the health of people around the world. It aims to do so through two main pillars: the pharmaceutical business for the diagnosis and treatment of diseases and the nutraceutical*¹ business to support the maintenance and promotion of everyday health.

The company's culture, summarized in a few words as, "Ryukan-godo" (by sweat we recognize the way), "Jissho" (actualization) and "Sozosei" (creativity), have been fostered by successive Otsuka leaders. These are emphasized by our 47,000*² employees across 194 group companies in 32 countries and regions who strive to create and market unique products and services.

*1. Nutraceuticals: nutrition + pharmaceuticals *2. As of end of December, 2020. Otsuka Holdings and subsidiaries and affiliates.

Organizational Structure



Otsuka Pharmaceutical Co., Ltd.

A total healthcare company supporting well-being for the whole body, from the treatment of diseases to the promotion of everyday health

Under the corporate philosophy "Otsuka-people creating new products for better health worldwide," the Otsuka Pharmaceutical operates with two core businesses: the Pharmaceutical Business, which supports from diagnosis to treatment of diseases, and the Nutraceutical Business, which helps people maintain and improve day-to-day health.

Otsuka Pharmaceutical Factory, Inc.

Original company of the Otsuka group, and a leader in IV solutions in Japan with more than 70 years of experience in the field

Based on its management vision of being "The Best Partner in Clinical Nutrition," Otsuka Pharmaceutical Factory creates innovative products that meet a variety of needs, including pharmaceuticals, medical devices, oral rehydration solutions and other medical foods, and OTC pharmaceuticals. The company operates globally, with a focus on Japan and the rest of Asia.

Taiho Pharmaceutical Co., Ltd.

A pioneer of oral anticancer agents in Japan for half a century

Taiho Pharmaceutical is an R&D-driven specialty pharma focusing on the fields of oncology, allergy and immunology, and urology. Its corporate philosophy is "We strive to improve human health and contribute to a society enriched by smiles." In the oncology field in particular, Taiho Pharmaceutical is known as one of the leading companies in Japan, actively promoting globalization as well. In its consumer healthcare business, Taiho Pharmaceutical strives to research and develop novel and unique products by continuing to identify people's real needs and meeting them precisely.

Otsuka Warehouse Co., Ltd.

Contributing to people's health worldwide in the field of logistics

Since its founding, Otsuka Warehouse has developed businesses with an emphasis on pharmaceutical and food product logistics. This includes constructing a common distribution platform for the Otsuka group's three core categories: pharmaceuticals, foods and beverages, and daily necessities. In recent years, Otsuka Warehouse has been working to extend its logistics solutions to outside the group.

Otsuka Chemical Co., Ltd.

Otsuka Chemical creatively gives shape to the power of materials together with its customers.

With materials at the core of its operations, Otsuka Chemical aims for continuous technological innovation that leads to the creation of products that enable higher standards of living. Otsuka Chemical provides products to global markets in automotive, electrical and electronic equipment, housing, and healthcare areas through its main segments of the hydrazine business, the Advanced Polymer Materials business, the inorganic and composite materials business, and the pharmaceutical intermediates and active pharmaceutical ingredient (API) business.

Otsuka Foods Co., Ltd.

Creating high-value-added products that offer new dietary lifestyles since 1955

At Otsuka Foods, our motto is "the company begins with people and food begins with spirit." With this in mind, all of our employees bring a spirit of food focused on deliciousness, safety, peace of mind and better health to our businesses. Today, the social landscape is changing dramatically, with super-aging societies; health, environmental, and population issues; and many other issues. Leveraging its brand, Otsuka Foods will continue to pursue solutions that address this kind of social change by creating and providing products that customers need, seeking to contribute to the people of the world.

Otsuka Medical Devices Co., Ltd.

Developing innovative treatment methods and creating new value

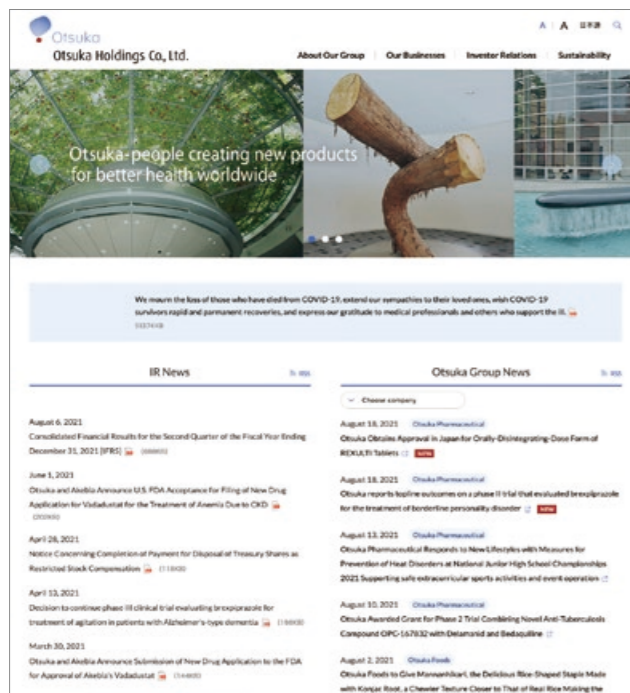
Since its establishment in February 2011, Otsuka Medical Devices Co., Ltd. has focused on developing unique solutions that improve the health and well-being of patients whose medical needs and conditions cannot yet be fulfilled by existing treatment methods. To achieve our aspiration of becoming a pioneer in the medical device industry, we combine global R&D efforts with the technology and drug discovery know-how inherent within the Otsuka group's heritage.

Disclosure by the Otsuka Group

The Otsuka group provides an overview of financial and non-financial information through this integrated report. Visit the Otsuka Holdings website for additional information, including consolidated financial statements, financial results presentations and supplementary documents, and information about research and development.

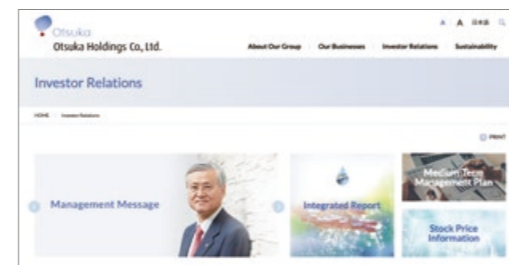
Website

<https://www.otsuka.com/en/>



Investor Relations

<https://www.otsuka.com/en/ir/>



The Otsuka group's Sustainability

<https://www.otsuka.com/en/csr/>



About the Integrated Report

Beginning with the fiscal 2017 edition, Otsuka Holdings has combined its Annual Report and CSR Report into a single integrated report that brings together financial information and non-financial information. We hope it deepens stakeholders' understanding of the group in its aim to become an indispensable contributor to people's health worldwide.

Reporting Period

Fiscal 2020 (January 1, 2020 to December 31, 2020);

Note that certain information from January 2021 onward is also included.

Scope of Reporting

In principle, this report covers Otsuka Holdings Co., Ltd. and its subsidiaries. Where the scope of activities or data is narrower, details are noted.

Guidelines Referenced

- International Integrated Reporting Framework, International Integrated Reporting Council (IIRC)
- GRI Sustainability Reporting Standards, Global Reporting Initiative (GRI)
- ISO 26000
- Environmental Reporting Guidelines 2018, Ministry of the Environment
- Guidance for Collaborative Value Creation, Ministry of Economy, Trade and Industry,
- Other guidelines



Precautions Regarding Forward-Looking Statements

This integrated report summarizes the operating and financial results of the Otsuka group (Otsuka Holdings Co., Ltd. and its subsidiaries) for fiscal 2020 (January 1, 2020 to December 31, 2020). The report contains forward-looking statements and forecast pertaining to plans, projections, strategies, and performance for the Otsuka group of companies. These statements are based upon current analysis and beliefs in light of the information available on the issuing date of the report. Actual results may therefore differ due to the risks and uncertainties that may affect Otsuka group operations.

Medical information

In this integrated report, for the sake of readability a unified brand name is used when a product has different brand names in different countries or regions. Therefore, these products may not be available in all countries, or may be available under different brand names, for different indications, in different dosages and strengths.

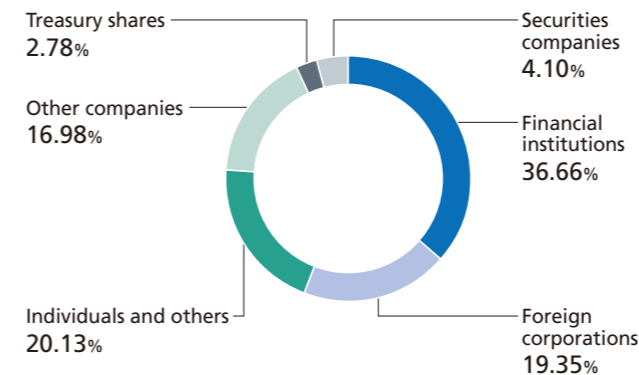
Please note that the information regarding pharmaceutical products (including products under development) is not intended for advertising or promotional purposes, or as medical advice.

Stock Information

(As of December 31, 2020)

Number of shares authorized	1,600,000,000 shares
Number of shares issued	557,835,617 shares
Number of shareholders	72,774

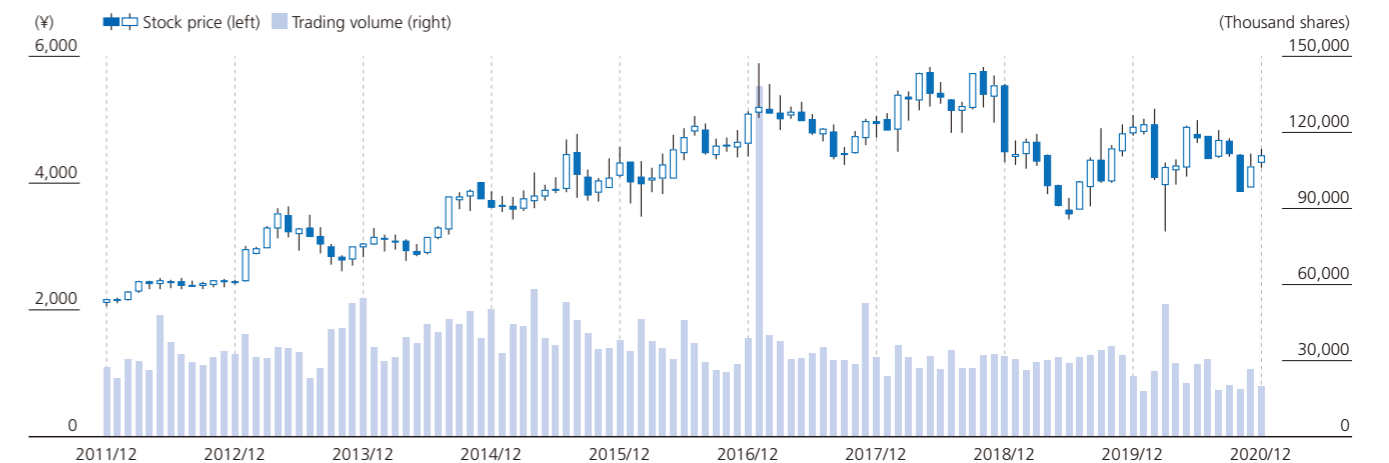
Stock Distribution



Maximum/Minimum Stock Price and Volatility by Year

Fiscal	Maximum stock price (¥)	Minimum stock price (¥)	Volatility (%) (standard deviation)
2020	5,158	3,224	32.51
2019	5,072	3,434	27.61
2018	5,832	4,331	29.07
2017	5,895	4,290	14.20
2016	5,139	3,467	17.69
2015	4,774	3,433	20.22
2014	4,019	2,773	19.24
2013	3,630	2,454	27.09
2012	2,512	2,100	9.89
2011	2,252	1,737	13.77

Stock Performance



Principal Shareholders (Top 10)

Name of Shareholders	Number of shares held (thousand)	Shareholding ratio (%)
The Nomura Trust and Banking Co., Ltd.	57,827	10.66
Otsuka Founders Shareholding Fund Trust Account		
The Master Trust Bank of Japan, Ltd. (trust account)	49,826	9.18
Custody Bank of Japan, Ltd. (trust account)	23,823	4.39
Otsuka Estate Co., Ltd.	23,296	4.29
Otsuka Group Employee Shareholding Fund	13,116	2.41
The Awa Bank, Ltd.	10,970	2.02
JP MORGAN CHASE BANK 385632	7,850	1.44
Otsuka Asset Co., Ltd.	7,380	1.36
JPMorgan Securities Japan Co., Ltd.	6,965	1.28
Custody Bank of Japan, Ltd. (trust account 5)	6,595	1.21

(Notes) 1. Number of shares held is rounded down to the nearest thousand.
 2. Although the Company holds 15,499,157 of its own shares, treasury shares are excluded from the above list.
 3. Shareholding ratio is calculated after treasury shares are deducted.
 4. Japan Trustee Services Bank, Ltd. merged with Trust & Custody Services Bank, Ltd. and JTC Holdings, Ltd. on July 27, 2020 and changed its trade name to Custody Bank of Japan, Ltd.

Total Shareholders' Return

Fiscal	2016	2017	2018	2019	2020
Otsuka Holdings	120.3%	119.2%	111.0%	122.4%	113.9%
Comparison: TOPIX Total Return Index	100.3	122.6	103.0	121.7	130.7