

Key Sustainability Data

Employees

Classification	Items	Scope	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	
Employees	by region	167 consolidated companies	global	persons	32,935	32,992	33,151	33,226	33,482
			Japan	%	41.8%	40.5%	40.2%	39.7%	39.3%
			Outside Japan	%	58.2%	59.6%	59.8%	60.3%	60.7%
	by gender *1	19 companies **4	Men	%	72.7%	72.0%	71.5%	71.8%	71.0%
			Women	%	27.3%	28.1%	28.5%	28.2%	29.0%
	Percentage of employees by age group	19 companies **4	Under 30	%	15.6%	15.8%	15.9%	16.2%	16.6%
			30-49	%	54.1%	53.9%	53.0%	53.8%	53.0%
			50 and over	%	30.3%	30.3%	31.1%	30.0%	30.4%
	Newly hired ratio by gender *2	20 companies ** (4)	Men	%	62.9%	60.1%	63.7%	59.4%	56.6%
			Women	%	37.1%	39.9%	36.3%	40.6%	43.4%
	Turnover ratio *3	19 companies **4	global	%	4.1%	4.5%	4.0%	5.1%	5.3%
	Number of managers	19 companies **5	global	persons	3,470	3,622	3,554	3,887	3,874
	Number of female managers	19 companies **5	global	persons	280	374	368	404	409
	Female manager ratio	19 companies **5	Women	%	8.1%	10.3%	10.4%	10.4%	10.6%
	Employees taking parental leave	16 companies ** (5)	Men	persons	136	210	280	341	354
			Women	persons	151	303	268	296	277
	Percentage of employees taking parental leave	16 companies ** (5)	Men	%	17.0%	23.6%	29.8%	35.6%	45.6%
			Women	%	64.8%	96.7%	95.5%	97.6%	96.5%
	Gender pay gap	16 companies ** (5)	global	%	-	-	-	-	77.6%
			Regular salaried employee	%	-	-	-	-	81.7%
			Non-regular salaried employee	%	-	-	-	-	51.9%
	Employees with disabilities	16 companies **6	Japan	%	2.2%	2.3%	2.1%	2.3%	2.0%
	Health checkup rate *7		Japan	%	-	-	76.5%	80.0%	82.6%
	Implementation of specified healthcare guidance *7		Japan	%	-	-	47.5%	72.8%	73.5%
	Work-related fatalities (employees)	20 companies **8	global	number	-	-	0	0	0
	Work-related fatalities (contractors)	20 companies **8	global	number	-	-	0	0	0
	Lost time injury/illness frequency rate	20 companies **8	global	%	-	-	1.11	0.70	0.56
	Lost time injury/illness severity rate	20 companies **8	global	%	-	-	0.00	0.02	0.00
	Average age	Otsuka Holdings	Japan	years old	44.0	43.8	44.1	43.8	43.6
	Average length of service	Otsuka Holdings	Japan	years	3.3	2.9	3.6	3.7	4.1
Average annual pay	Otsuka Holdings	Japan	yen	10,549,652	10,323,328	9,916,447	10,445,476	10,409,220	
Total training hours *9	20 companies **8	global	hour	-	-	-	-	103,586	

*1 Regular employees including operating officers

*2 Newly hired regular employees including mid-career recruitment

*3 Ratio of employees retiring for personal reasons

*4 FY2019 ; The data of 9 major companies(Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Warehouse, Otsuka Chemical, Otsuka Foods, Otsuka Pharmaceutical Development & Commercialization, Otsuka America Pharmaceutical, Pharmavite), FY2020 ; The data of 11 major companies (9 major companies + Otsuka Holdings and Otsuka Medical Devices) . FY 2021 ; The data of 19 major companies (11 major companies + Otsuka Electronics, Otsuka Techno, Okayama Taiho Pharmaceutical, Otsuka Packaging Industries, Otsuka Ohmi Ceramics, Higashiyama Film, Otsuka Wellness Vending, and JIMRO)

* (4) FY2022 ; The data of 9 major companies(the above*4 19 major companies + Otsuka Pharmaceutical Europe Ltd.)

*5 2018 ; The data of 6 major companies (Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Warehouse, Otsuka Chemical, Otsuka Foods) FY2019 ; The data of 9 major companies (*4), FY2020 ; The data of 11 major companies (*4), FY 2021 ; The data of 19 major companies (*4)

* (5) Of the above *5, only domestic companies are applicable.

*6 Otsuka Holdings, Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Warehouse, Otsuka Chemical, Otsuka Foods, Otsuka Medical Devices, Otsuka Electronics, Otsuka Techno, Okayama Taiho Pharmaceutical, Otsuka Packaging Industries, Otsuka Ohmi Ceramics, Higashiyama Film, Otsuka Wellness Vending, and JIMRO

*7 Insured persons and their dependents who are members of the Otsuka Pharmaceutical Health Insurance Association (for Otsuka group companies in Japan)

*8 FY2020- FY2021 ; The data of 19 companies is the same as the data of FY2021(*4), FY2022 ; The data of 9 major companies(the above*4 19 major companies + Otsuka Pharmaceutical Europe Ltd.)

*9 Note: Time spent on developing the next generation of leaders, management training, rank-specific training, evaluator training, new hire training, etc. (excluding training related to practical work) Employees of 16 companies in Japan + 4 companies overseas

Corporate Governance

Organization Company with an Audit & Supervisory Board
Term of Directors One year

Classification	Items	Scope	Unit	2019MAR	2020MAR	2021MAR	2022MAR	2023MAR
Structure	Board of Directors	Directors	persons	12	13	13	13	13
		Outside directors	persons	3	4	4	5	5
		Female directors	persons	2	3	3	3	3
	Audit & Supervisory Board	Audit & Supervisory Board Members	persons	4	4	4	4	4
		Outside Audit & Supervisory Board Members	persons	3	3	3	3	3
	Corporate Governance Committee	Members	persons	5	6	6	7	7
		Outside directors	persons	3	4	4	5	5
		Chair	-	CEO	CEO	CEO	CEO	CEO

Classification	Items	Scope	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Remuneration	Directors (excluding outside directors)	Officers who receive basic remuneration	persons	8	9	10	9	9
		Total remuneration	¥ mil	350	544	868	724	722
		Basic remuneration	¥ mil	273	296	302	302	299
		Amount charged as cost of stock options	¥ mil	-45	-	-	-	-
		Remuneration provided through restricted stock remuneration plan	¥ mil	-	104	421	292	273
		Bonus	¥ mil	123	144	144	129	150
	Audit & Supervisory Board (excluding outside Audit & Supervisory Board members)	Officers who receive basic remuneration	persons	2	1	1	1	1
		Total remuneration	¥ mil	25	24	24	24	24
		Officers who receive basic remuneration	persons	8	7	7	7	10
		Total remuneration	¥ mil	54	54	59	72	83

Principal Shareholders (Top 10)	Name of shareholders	Number of shares held (thousand)	Shareholding ratio (%)
FY2022 (As of December 31, 2022)	The Master Trust Bank of Japan, Ltd. (trust account)	73,121	13.47
	The Nomura Trust and Banking Co., Ltd.		
	Otsuka Founders Shareholding Fund Trust Account	55,799	10.28
	Custody Bank of Japan, Ltd. (trust account)	27,984	5.15
	Otsuka Estate Co., Ltd.	23,316	4.29
	Otsuka Group Employee Shareholding Fund	13,954	2.57
	The Awa Bank, Ltd.	10,970	2.02
	STATE STREET BANK WEST CLIENT - TREATY 505234	9,874	1.81
	SMBN Nikko Securities Inc.	8,350	1.53
	Otsuka Asset Co., Ltd.	7,380	1.36
JPMorgan Securities Japan Co., Ltd.	7,092	1.30	

1. Number of shares held is rounded down to the nearest thousand.

2. Although the Company holds 15,201,916 of its own shares, treasury shares are excluded from the above list.

3. Shareholding ratio is calculated after treasury shares are deducted.