

Key Sustainability Data

Employees

Classification	Items	Scope	Unit	FY2019	FY2020	FY2021	FY2022	FY2023		
Employees	by region	168 consolidated companies	global	persons	32,992	33,151	33,226	33,482	34,388	
			Japan	%	40.5%	40.2%	39.7%	39.3%	61.1%	
			Outside Japan	%	59.6%	59.8%	60.3%	60.7%	38.9%	
	by gender *1	19 companies *3	Men	%	72.0%	71.5%	71.8%	71.0%	76.5%	
			Women	%	28.1%	28.5%	28.2%	29.0%	23.5%	
	Percentage of employees by age group	19 companies *3	Under 30	%	15.8%	15.9%	16.2%	16.6%	21.9%	
			30-49	%	53.9%	53.0%	53.8%	53.0%	51.1%	
			50 and over	%	30.3%	31.1%	30.0%	30.4%	26.9%	
	Newly hired ratio by gender *2	23 companies *4	Men	%	60.1%	63.7%	59.4%	56.6%	67.3%	
			Women	%	39.9%	36.3%	40.6%	43.4%	32.7%	
	Turnover ratio (personal reasons)	23 companies *4	global	%	4.5%	4.0%	5.1%	5.3%	4.6%	
	Number of managers	23 companies *5	global	persons	3,622	3,554	3,887	3,874	5,437	
	Number of female managers	23 companies *5	global	persons	374	368	404	409	1,186	
	Female manager ratio	23 companies *5	Women	%	10.3%	10.4%	10.4%	10.6%	21.8%	
	Employees taking parental leave	19 companies *5	Men	persons	210	280	341	354	398	
			Women	persons	303	268	296	277	328	
	Percentage of employees taking parental leave	19 companies *5	Men	%	23.6%	29.8%	35.6%	45.6%	52.4%	
			Women	%	96.7%	95.5%	97.6%	96.5%	98.8%	
	Gender pay gap	19 companies *5	global	%	-	-	-	77.6%	80.3%	
			Regular salaried employee	%	-	-	-	-	81.7%	83.2%
			Non-regular salaried employee	%	-	-	-	-	51.9%	60.8%
	Employees with disabilities	16 companies *6	Japan	%	2.3%	2.1%	2.3%	2.0%	2.5%	
	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)	23 companies *8	global	number	-	0	0	0	0	
	Work-related fatalities (contractors)	23 companies *8	global	number	-	0	0	0	0	
	Lost time injury/illness frequency rate	23 companies *8	global	%	-	1.11	0.70	0.56	1.20	
	Lost time injury/illness severity rate	23 companies *8	global	%	-	0.00	0.02	0.00	0.01	
	Average age	Otsuka Holdings	Japan	years old	43.8	44.1	43.8	43.6	44.1	
	Average length of service	Otsuka Holdings	Japan	years	2.9	3.6	3.7	4.1	4.5	
	Average annual pay	Otsuka Holdings	Japan	yen	10,323,328	9,916,447	10,445,476	10,409,220	10,456,264	
	Total training hours *9	23 companies *8	global	hour	-	-	-	103,586	150,754	
	Training costs	23 companies *8	global	yen					about 700 million	

*1 Regular employees including operating officers

*2 Newly hired regular employees including mid-career recruitment

*3 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) ; FY 2023 ; The data of 19 major companies(only domestic)

*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) ; FY 2023 ; The data of 23 major companies(19 major companies+Otsuka Business Support, EN Otsuka Pharmaceutical, J.O.Pharma, Otsuka Pharmaceutical Europe)

*5 FY2022 ;The data of 20 major companies(the above*4 19 major companies + Otsuka Pharmaceutical Europe Ltd.) ; FY2023 ; The data of 23 major companies(*4) companies(*4)

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

*7 The data is collected each year in June. FY2019 ; the consolidated data includes 15 companies (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 JIMR), FY2020-2023 ; the consolidated data includes 16 companies (15 major companies + Otsuka Medical Devices)

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

*9 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: program to develop management human resources, rank specific training, selective training, etc.

Corporate Governance

Organization Company with an Audit & Supervisory Board

Term of Directors One year

Classification	Items	Scope	Unit	2020MAR	2021MAR	2022MAR	2023MAR	2024MAR
Structure	Board of Directors	Directors	persons	13	13	13	13	13
		Outside directors	persons	4	4	5	5	5
		Female directors	persons	3	3	3	3	3
	Audit & Supervisory Board	Audit & Supervisory Board Members	persons	4	4	4	4	4
		Outside Audit & Supervisory Board Member	persons	3	3	3	3	3
	Corporate Governance Committee	Members	persons	6	6	7	7	7
Outside directors		persons	4	4	5	5	5	
Chair		-	CEO	CEO	CEO	CEO	CEO	

Classification	Items	Scope	Unit	FY2019	FY2020	FY2021	FY2022	FY2024
Remuneration	Directors (excluding outside directors)	Officers who receive basic remuneration	persons	9	10	9	9	8
		Total remuneration	¥ mil	544	868	724	722	450
		Basic remuneration	¥ mil	296	302	302	299	300
		Amount charged as cost of stock options	¥ mil	-	-	-	-	-
		Remuneration provided through restricted stock remuneration plan	¥ mil	104	421	292	273	-
		Bonus	¥ mil	144	144	129	150	150
	Audit & Supervisory Board (excluding outside Audit & Supervisory Board members)	Officers who receive basic remuneration	persons	1	1	1	1	1
		Total remuneration	¥ mil	24	24	24	24	24
Outside directors	Officers who receive basic remuneration	persons	7	7	7	10	8	
	Total remuneration	¥ mil	54	59	72	83	86	

Principal Shareholders (Top 10)	Name of shareholders	Number of shares held (thousand)	Shareholding ratio (%)
FY2023 (As of December 31, 2023)	The Master Trust Bank of Japan, Ltd. (trust account)	72,660	13.38
	The Nomura Trust and Banking Co., Ltd.		
	Otsuka Founders Shareholding Fund Trust Account	55,457	10.21
	Custody Bank of Japan, Ltd. (trust account)	26,409	4.86
	Otsuka Group Employee Shareholding Fund	13,438	2.47
	The Awa Bank, Ltd.	10,970	2.02
	STATE STREET BANK WEST CLIENT - TREATY 505234	10,646	1.96
	STATE STREET BANK AND TRUST COMPANY 505001	10,112	1.86
	SMBN Nikko Securities Inc.	9,581	1.76
	Otsuka Asset Co., Ltd.	7,380	1.35
JPMorgan Securities Japan Co., Ltd.	6,998	1.28	

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

2. Although the Company holds 15,149,580 of its own shares, treasury shares are excluded from the above list.

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