

Key Sustainability Data

Environment

Classification	Sources	Scope	Unit	FY2017	FY2018	FY2019	FY2020	
Energies	Electricity	Global total	thousand kWh	792,850	800,413	736,508	533,095	
		Japan		379,647	381,748	311,456	127,521	
		Outside Japan		413,203	418,665	425,052	405,573	
	CO ₂ free electricity	Global total	thousand kWh			82,549	201,858	
		Japan				74,805	194,051	
		Outside Japan				7,744	7,807	
	Natural gas & City gas	Global total	thousand m ³	82,634	75,892	72,075	71,600	
		Japan		31,900	32,812	32,014	31,498	
		Outside Japan		50,734	43,080	40,061	40,101	
	Coal	Global total	t	28,201	58,695	67,707	57,968	
		Japan		0	0	0	0	
		Outside Japan		28,201	58,695	67,707	57,968	
	Steam	Global total	t	366,448	374,805	363,460	343,067	
		Japan		158,398	163,871	158,207	152,076	
		Outside Japan		208,050	210,934	205,253	190,991	
	LNG	Global total	t	12,316	12,061	13,337	14,104	
		Japan		12,201	11,887	13,055	13,823	
		Outside Japan		115	174	282	281	
	A, B-C HFO	Global total	kL	11,762	10,350	9,516	7,945	
		Japan		11,326	10,113	9,516	7,945	
		Outside Japan		436	237	0	0	
	LPG	Global total	t	5,075	5,486	6,046	5,870	
		Japan		4,745	5,154	5,776	5,596	
		Outside Japan		330	332	270	274	
	Diesel	Global total	kL	767	968	543	436	
		Japan		44	54	69	58	
		Outside Japan		723	914	474	378	
Pet coke	Global total	t	12,882	317	0	0		
	Japan		0	0	0	0		
	Outside Japan		12,882	317	0	0		
Kerosene	Global total	kL	143	148	145	130		
	Japan		143	148	145	130		
	Outside Japan		0	0	0	0		
Gasoline	Global total	kL	52	56	50	115		
	Japan		52	56	50	115		
	Outside Japan		0	0	0	0		
Steam (non industrial)	Global total	GJ	1,253	988	1,033	1,084		
	Japan		1,253	988	1,033	1,084		
	Outside Japan		0	0	0	0		
RPF	Global total	t	29	48	0	0		
	Japan		0	0	0	0		
	Outside Japan		29	48	0	0		
Hot water	Global total	GJ	538	193	2,408	2,567		
	Japan		267	192	163	173		
	Outside Japan		271	1	2,245	2,393		
Cold water	Global total	GJ	11,556	5,842	11,400	11,774		
	Japan		11,556	5,842	11,400	11,774		
	Outside Japan		0	0	0	0		
Renewable Energies	Solar power	Global total	thousand kWh	307	420	1,674	3,869	
		Japan		185	342	356	1,409	
		Outside Japan		122	78	1,318	2,459	
Solar water heater	Global total	GJ	271	271	222	222		
	Japan		0	0	0	0		
	Outside Japan		271	271	222	222		
Biomass power	Global total	thousand tons	22	7	1	7		
	Japan		0	0	0	0		
	Outside Japan		22	7	1	7		
CO ₂	CO ₂ emissions	Global total	thousand tons-CO ₂	818	842	821	706	
		Japan		325,175	324,162	282,243	207,281	
		Outside Japan		492,773	518,329	538,525	498,754	
	CO ₂ emissions per sales	Global total	t/¥ mil	0.66	0.65	0.59	0.50	
	GHG emissions throughout the value chain	Japan*1		thousand tons-CO ₂	1,344	1,399	1,320	1,118
		Scope1			95,612	98,308	138,583	125,038
		Scope2			178,987	179,389	92,444	36,647
		Scope3	Category 1		714,306	748,933	730,219	635,542
			Category 2		66,448	84,157	85,119	52,402
			Category 3		31,100	31,518	29,633	45,579
			Category 4		74,016	82,176	79,981	70,621
			Category 5		12,040	12,143	11,851	12,836
			Category 6		11,918	11,677	10,882	6,030
			Category 7		6,407	5,801	5,888	5,773
			Category 8		12,137	9,121	8,463	6,356
			Category 9		21,938	22,936	22,484	20,407
			Category10		N/A			
		Category11	t-CO ₂		85,262	78,554	81,034	80,209
		Category12	t-CO ₂		33,350	34,766	23,681	20,751
	Category13	N/A						
Category14	N/A							
Category15	N/A							
Water resources	Water usage	Global total	thousand m ³	18,864	19,463	18,756	17,732	
		Japan		12,353	13,010	12,274	11,605	
		Outside Japan		6,511	6,453	6,482	6,127	
	Water use efficiency	Global total	m ³ /¥ mil	15.2	15.1	13.4	12.5	
	Water intake by water source	Municipal water (including industrial water)		thousand m ³	13,858	14,110	13,561	12,793
River water		1,241	1,417		1,382	1,312		
Ground water		3,766	3,936		3,813	3,627		

Waste*2	Total (Including valuables)	Total amount of waste	Global total		t			97,441	88,878
			Japan	Outside Japan					
			45,501	38,378				43,083	35,723
								54,358	53,155
		Recycled materials	Global total		t			74,618	64,027
			41,430	34,930					
		Final disposal (landfill)	Global total		t			11,075	9,632
			358	166					
								9,761	9,793
			3,628	4,250				3,771	3,836
								5,990	5,958
		Recycled materials	Global total		t			5,318	4,549
			2,236	2,480					
		Final disposal (landfill)	Global total		t			1,572	1,824
			2	2					
								1,563	1,822

*1 : Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Chemical, and Otsuka Foods

*2 : Since 2019, the scope of disclosure has expanded from Japan to Global.

*3 : Hazardous Waste is count by Japanese regulation, Outside of Japan is sorted by their country's rules.

Otsuka Group's subsidiaries' acquisition of ISO14001 certification -Acquisition rate 51% (Japan75%, Outside Japan31%) -	
Japan : 9 Companies	①Otsuka Pharmaceutical Co., Ltd.②Otsuka Pharmaceutical Factory, Inc ③Taiho Pharmaceutical Co., Ltd.④Otsuka Chemical Co., Ltd.⑤Otsuka Food Co., Ltd.⑥Otsuka Techno Corporation. ⑦EN Otsuka Pharmaceutical Co., Ltd.⑧Otsuka Packaging Industries Co., Ltd⑨Higashiyama Film Co., Ltd.
Outside Japan : 13 Companies	①Euriso-Top SAS ②Korea Otsuka Pharmaceutical Co., Ltd. ③Nutrition & Sante SAS ④Nutrition & Sante Iberia SL ⑤Otsuka Pakistan Ltd. ⑥PT Amerta Indah Otsuka ⑦PT Otsuka Indonesia ⑧Zhejiang Otsuka Pharmaceutical Co., Ltd. ⑨Egypt Otsuka Pharmaceutical Co., S.A.E. ⑩PT Widatra Bhakti ⑪ P.T.Lautan Otsuka Chemica ⑫Zhangjiagang Otsuka Chemical Co., Ltd. ⑬Hebron S.A.

As of December, 2020

Employees

Classification	Items	Scope	Unit	FY2017	FY2018	FY2019	FY2020	
Employees	by region	169 consolidated companies	total	persons	32,817	32,935	32,992	33,151
			Japan	%	42.3%	41.8%	40.5%	40.2%
			Outside Japan	%	57.7%	58.2%	59.6%	59.8%
	by gender *1	11 major companies *4	Men	%	73.4%	72.7%	72.0%	71.5%
			Women	%	26.6%	27.3%	28.1%	28.5%
	Newly hired ratio by gender *2	11 major companies *4	Men	%	61.3%	62.9%	60.1%	63.7%
			Women	%	38.7%	37.1%	39.9%	36.3%
	Turnover ratio *3	11 major companies *4	total	%	3.6%	4.1%	4.5%	4.0%
	Female manager ratio	11 major companies *5	Women	%	7.8%	8.1%	10.3%	10.4%
	Employees taking parental leave	11 major companies *5	Men	persons	101	136	210	280
			Women	persons	177	151	303	268
	Employees with disabilities	8 major companies *6	Japan	%	2.0%	2.2%	2.3%	2.1%

*1 Regular employees including operating officers

*2 Newly hired regular employees including mid-career recruitment

*3 Ratio of employees retiring for personal reasons

*4 FY2017- 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)

*5 FY2017-2018 ; 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)

*6 Otsuka Holdings, Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical,Otsuka Warehouse, Otsuka Chemical, Otsuka Foods, Otsuka Medical Devices

Corporate Governance

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

Classification	Items	Scope	Unit	2018MAR	2019MAR	2020MAR	2021MAR
Structure	Board of Directors	Directors	persons	11	12	13	13
		Outside directors	persons	3	3	4	4
		Female directors	persons	2	2	3	3
	Audit & Supervisory Board	Audit & Supervisory Board	persons	4	4	4	4
		Outside Audit & Supervisory Board	persons	3	3	3	3
	Corporate Governance Committee	Members	persons	5	5	6	6
Outside directors		persons	3	3	4	4	
Chair		-	CEO	CEO	CEO	CEO	

Classification	Items	Scope	Unit	FY2017	FY2018	FY2019	FY2020
Remuneration	Directors (excluding outside directors)	Officers who receive basic remuneration	persons	7	8	9	10
		Total remuneration	¥ mil	580	350	544	868
		Basic remuneration	¥ mil	259	273	296	302
		Amount charged as cost of stock options	¥ mil	197	-45		
		Remuneration provided through restricted stock remuneration plan	¥ mil			104	421
		Bonus	¥ mil	123	123	144	144
	Audit & Supervisory Board (excluding outside Audit & Supervisory Board members)	Officers who receive basic remuneration	persons	1	2	1	1
		Total remuneration	¥ mil	30	25	24	24
	Outside directors	Officers who receive basic remuneration	persons	6	8	7	7
		Total remuneration	¥ mil	54	54	54	59

Shareholders	Name of shareholders	Number of shares held (thousand)	Shareholding ratio (%)
FY2020 (As of December 31, 2020)	The Nomura Trust and Banking Co., Ltd.		
	Otsuka Founders Shareholding Fund Trust Account	57,827	10.66%
	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	

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.