

Environmental, Social and Governance Data Book 2026

Otsuka Group ESG Data Book 2026



Otsuka

Otsuka Holdings Co., Ltd.

Publication Date: September 10, 2026



Editorial Policy

Editorial Policy

Purpose of This Data Book

The Otsuka Group ESG Data Book (the “Data Book”) aims to provide stakeholders—including employees, customers, business partners, local communities, and shareholders—with quantitative information regarding the sustainability performance of the Otsuka group.

Reporting Boundary

Unless otherwise specified, this Data Book presents data collected from Otsuka Holdings Co., Ltd. and its consolidated subsidiaries (collectively, the “Otsuka group”). Where reporting boundaries differ for specific indicators, the applicable boundary is indicated in the relevant tables, footnotes, or notes.

Reporting Period

Fiscal Year 2025 (January 1, 2025 to December 31, 2025; “FY2025” hereafter). Some data may relate to periods outside the reporting period.

Disclaimer

Information in this Data Book is subject to revision after publication to correct errors or reflect improvements.

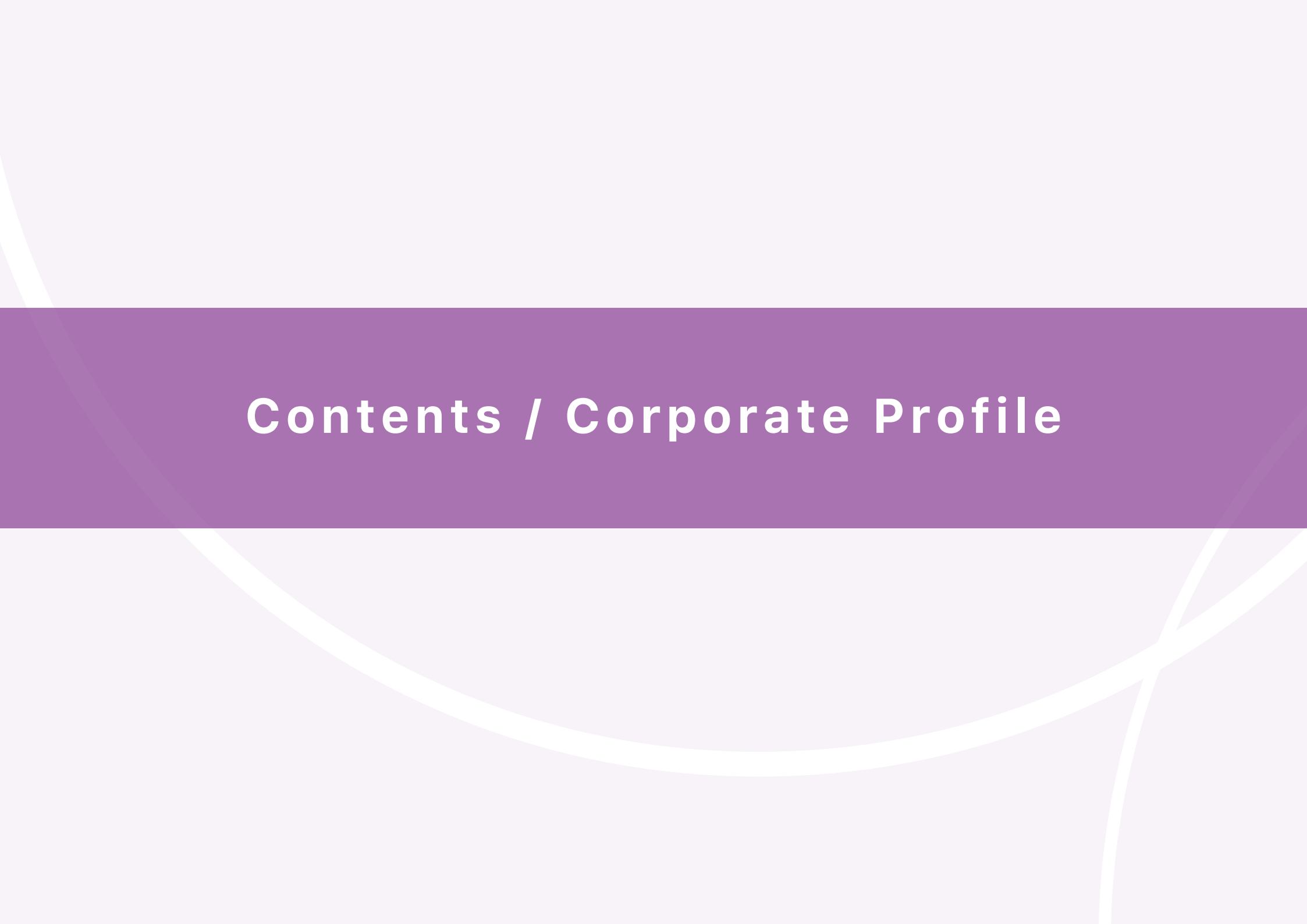
Standards and Guidelines Referenced

This Data Book has been prepared with reference to the following standards and guidelines:

- GRI Standards
- IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2)
- GHG Protocol

Independent Assurance

Selected environmental data disclosed in this Data Book have been independently assured by KPMG AZSA Sustainability Co., Ltd. The assured data include, among others: Greenhouse gas (GHG) emissions – Scope 1, 2 (including energy consumption and energy-related CO₂ emissions) – Scope 3 (Category 1). The Otsuka group utilizes these assured data to monitor emissions trends and drive continuous improvement. The independent assurance statement is available [here](#).



Contents / Corporate Profile

Contents

Environment

- Detailed Reporting Boundary p.10
- Carbon Neutrality p.11
- Circular Economy p.13
- Water Neutrality p.16
- Pollution Control p.17
- Material Balance over the Life Cycle of the Business p.18

Social (People)

- Detailed Reporting Boundary p.20
- Workforce Profile p.21
- Building an Inclusive Workplace p.23
- Occupational Health and Safety p.24
- Health and Productivity Management p.24
- Specialized Talent p.25
- Learning and Development p.25

Governance

- Corporate Governance p.27

International Certification

- International Certifications
(Environment, Quality and Food Safety) p.31

Corporate Profile

Corporate Philosophy

Otsuka-people creating new products
for better health worldwide

Otsuka Holdings Corporate Profile (As of December 31, 2025)

Company Name	Otsuka Holdings Co., Ltd.
Established	July 8, 2008
Representative	Makoto Inoue President and Representative Director, CEO
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	224 (Consolidated : 37,758)
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

Overview of Main Operating Companies



Overview of Main Operating Companies

Otsuka Pharmaceutical Co., Ltd.	A total healthcare company that focuses on each individual's potential to enhance their Well-being Our medical-related business provides treatments and diagnostics for both physical and mental health. Our nutraceutical business supports daily health maintenance and improvement. Otsuka's unique products and services are based on scientific evidence, under the guidance of our corporate philosophy: Otsuka-people creating new products for better health worldwide.
Otsuka Pharmaceutical Factory, Inc.	The company from which the Otsuka group originated and a leader in Japan's IV solutions business with more than 80 years of experience in the field Based on the management vision, "The Best Partner in Clinical Nutrition Worldwide," Otsuka Pharmaceutical Factory develops various innovative products to meet a wide range of needs, including Ethical Drugs, medical devices, medical foods such as oral rehydration solutions, and OTC drugs. At present, we are expanding our business operations and product development from Japan to the international market with a focus on Asia.
Taiho Pharmaceutical Co., Ltd.	Half a century of experience working for patients and people worldwide in the field of oncology Taiho Pharmaceutical is an R&D-driven specialty pharma focusing on the fields of oncology and immune-related diseases. Its corporate philosophy takes the form of a pledge: "We strive to improve human health and contribute to a society enriched by smiles". In the field of oncology, in particular, Taiho Pharmaceutical is known as a leading company in Japan for developing innovative medicines for the treatment of cancer, a reputation that is rapidly expanding through its extensive global R&D efforts. In its consumer healthcare business, Taiho Pharmaceutical strives to research, develop and deliver 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 establishment, the company has consistently focused on logistics services for the pharmaceutical and food industries. Leveraging a shared logistics platform specialized in three key sectors of the Otsuka group—pharmaceuticals, beverages & food products, and consumer goods—the company promotes optimized logistics solutions through collaborative distribution networks with external manufacturers. In recent years, the company has further advanced its operations by utilizing cutting-edge IT technologies to realize "Connected Logistics," enabling seamless data integration across the supply chain. Through these initiatives, the company continues to drive innovation and transformation in the logistics industry.
Otsuka Chemical Co., Ltd.	Collaborating with customers to find creative new uses of advanced materials We have adopted KATACHI Business as our key strategic theme. Moving forward with the focus on overseas growth in mind, we aim to deepen our support to our customers by providing multifaceted solutions. One approach is to complement our material solution business with KATACHI Business. KATACHI Business offers downstream tangible products, such as injection molded parts. Through this synergy, we aim to develop innovative products that promptly meet customer needs.
Otsuka Foods Co., Ltd.	Food begins with spirit, creating deliciousness, safety, peace of mind and better health Otsuka Foods manufactures, markets, and imports foods and beverages. Our corporate philosophy is "Food begins with spirit, creating deliciousness, safety, peace of mind and better health." Based on this, we propose "new foods" that contribute to enriching people's diets by delivering delicious taste and innovative ideas and technology and reliable quality, including Bon Curry, the world's first commercial retort-pouch food product.
Otsuka Medical Devices Co., Ltd.	Contributing to the medical care of the future with new treatment options Otsuka Medical Devices was founded in February 2011 with a bold vision: to establish our medical device business as one of the Otsuka group's core pillars supporting the total healthcare mission of the group. By leveraging the insights and technologies accumulated across the Otsuka group through pharmaceutical development, we develop, manufacture, and commercialize innovative medical devices worldwide.

Editorial Policy

Contents
Corporate Profile

Environment

Social (People)

Governance

International Certification

Business Foundation of the Otsuka Group



Number of Employees

37,758

Japan
14,024
Outside Japan
23,734



Total group companies

182

Japan
37
Outside Japan
145



R&D sites

37sites

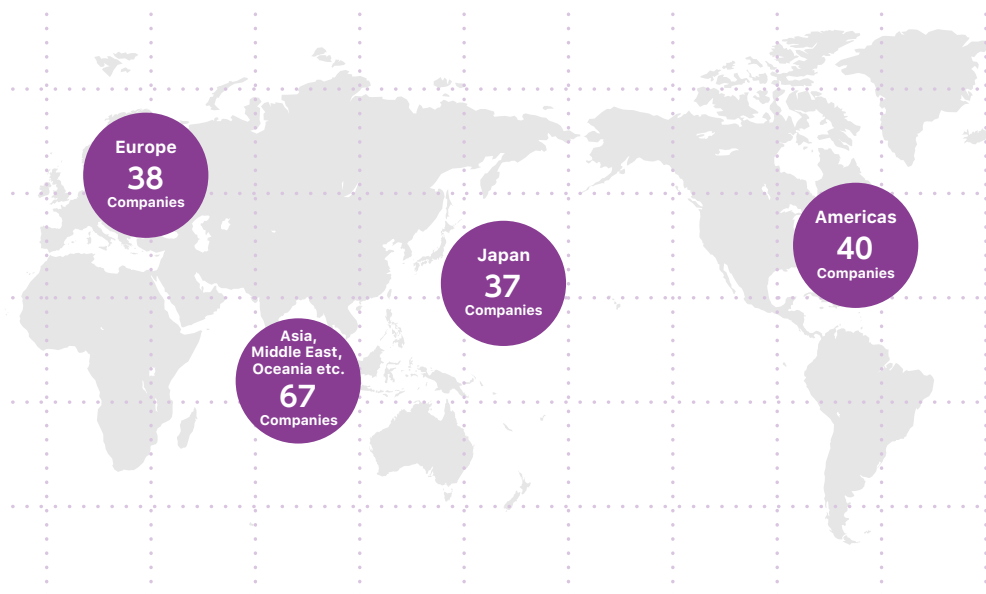
Japan
18 sites
Outside Japan
19 sites



Manufacturing sites

111sites

Japan
46 sites
Outside Japan
65 sites



Revenue

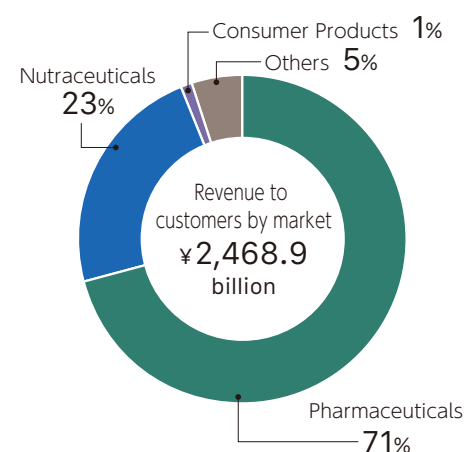
FY2025 consolidated revenue

¥2,468.9 billion

FY2025 business profit*

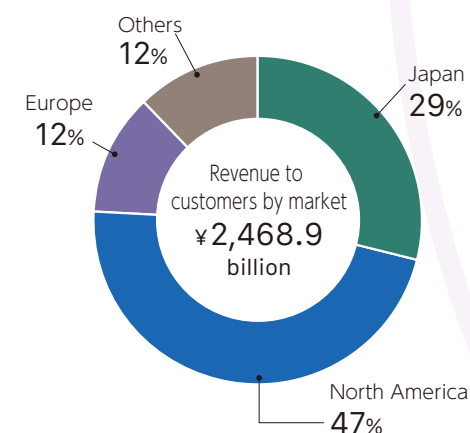
¥446.1 billion

Revenue by Business Segment



Pharmaceuticals	¥1,744.2 billion
Nutraceuticals	¥577.6 billion
Consumer Products	¥34.6 billion
Others	¥112.4 billion

Revenue by Geographical Segment



Japan	¥718.1 billion
North America	¥1,168.9 billion
Europe	¥284.9 billion
Others	¥297.0 billion

(As of December 31, 2025)
Otsuka Holdings and consolidated subsidiaries

*Business profit = Revenue – Cost of sales – Selling, general and administrative expenses + Share of profit of associates R&D expenses

Environment

Environment

2050 Environmental Vision of “Net Zero” – Zero environmental impact of all our business activities –

Environmental Material Issues

Environmental Material Issues	Carbon Neutrality	Circular Economy	Water Neutrality	Biodiversity
Vision	Climate change mitigation	Resource efficiency and circularity	Maintenance and conservation of water resources	Sustainable and stable procurement of natural resources
Our Goals	[FY2028 targets] - Reduction of CO₂ emissions Scopes 1 and 2: 50% reduction (compared to FY2017) Scope 3: Promoting initiatives to achieve carbon neutrality by 2050 20% self-generated renewable energy	[FY2028 targets] 50% reduction in simple incineration and landfill disposal (compared to FY2019) - Formulation and implementation of food loss reduction plans [FY2030 targets] 100% of recycled materials in our PET bottles and use of plant-based materials	[FY2028 targets] - Planning water use strategies at business sites in water-stressed areas - Implement the guidelines for water resources management across all sites 10% reduction in water usage (compared to FY2023)	[FY2028 targets] - Uses 100% of RSPO certified palm oil 100% use of sustainable paper

Environmental Data Detailed Reporting Boundary

Region	Location	Number of Subsidiaries	Name
Global		58	1~58 as below
Japan		17	1. Otsuka Pharmaceutical 2. Otsuka Pharmaceutical Factory 3. Taiho Pharmaceutical 4. Otsuka Warehouse 5. Otsuka Chemical 6. Otsuka Foods 7. Higashiyama Film 8. Otsuka Techno 9. J.O. Pharma 10. EN Otsuka Pharmaceutical 11. Otsuka Packaging Industries 12. Otsuka Electronics 13. JIMRO 14. Otsuka Ohmi Ceramics 15. Nihon Rikagaku Industry 16. Okayama Taiho Pharmaceutical 17. SynCrest
Outside Japan		41	
Asia	China	11	18. Sichuan Otsuka Pharmaceutical 19. Zhejiang Otsuka Pharmaceutical 20. Tianjin Otsuka Beverage 21. Otsuka Sims (Guangdong) Beverage 22. Suzhou Otsuka Pharmaceutical 23. Nanjing Otsuka Techbond Techno 24. Leshan Otsuka Techno 25. Zhangjiagang Otsuka Chemical 26. Otsuka South China Precision Instruments (ShenZhen) 27. Shanghai Otsuka Foods 28. Shandong Otsuka Foods
	Taiwan	1	29. Taiwan Otsuka Pharmaceutical
	Korea	2	30. Korea Otsuka Pharmaceutical 31. KOC
	Indonesia	4	32. Amerta Indah Otsuka 33. Otsuka Indonesia 34. Widatra Bhakti 35. Lautan Otsuka Chemical
	India	2	36. Otsuka Pharmaceutical India 37. Otsuka Chemical (India)
	Vietnam	2	38. Otsuka Pharmaceutical Vietnam 39. Otsuka Techno Vietnam
Middle East	Egypt	2	40. Egypt Otsuka Pharmaceutical 41. Otsuka Al-Obour Pharmaceutical Egypt
	Pakistan	1	42. Otsuka Pakistan
North America	United States	7	43. Pharmavite 44. Ridge Vineyards 45. Cambridge Isotope Laboratories 46. Crystal Geyser Water Company 47. FoodState 48. CIL Isotope Separations 49. Otsuka Chemical America
	Canada	2	50. 2768691Canada 51. Daiya Foods
Europe	France	2	52. Nutrition & Sante 53. Euriso-Top
	Germany	1	54. Advanced Biochemical Compounds
	Czech Republic	1	55. Interpharma Praha
	Spain	3	56. Nutrition & Sante Iberia 57. Hebron 58. Trocellen Iberica

Environmental Data

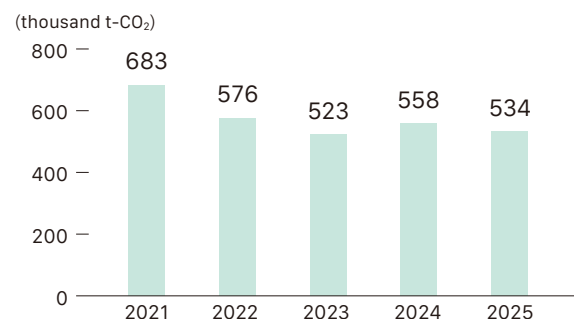
Carbon Neutrality

Category	Sources	Boundary	Unit	FY2017 (Base Year)	FY2021	FY2022	FY2023	FY2024	FY2025
Energy	Electricity	Global total	thousand kWh	792,850	503,399	405,636	377,064	378,943	335,056
		Japan		379,647	93,177	80,972	64,306	56,694	37,721
		Outside Japan		413,203	410,221	324,664	312,758	322,249	297,335
	CO ₂ -Free Electricity	Global total	thousand kWh	0	265,242	424,719	442,208	407,698	437,918
		Japan		0	226,690	289,010	310,430	262,043	280,512
		Outside Japan		0	38,552	135,709	131,778	145,655	157,406
	Natural gas & City gas	Global total	thousand m ³	82,634	68,084	59,718	63,004	73,551	73,223
		Japan		31,900	31,153	22,696	22,339	30,957	32,204
		Outside Japan		50,734	36,930	37,022	40,666	42,594	41,019
	Coal	Global total	t	28,201	60,203	55,502	53,492	61,532	60,802
		Japan		0	0	0	0	0	0
		Outside Japan		28,201	60,203	55,502	53,492	61,532	60,802
	Steam	Global total	t	366,448	355,317	345,182	314,789	291,124	289,816
		Japan		158,398	152,010	139,282	129,757	124,323	123,082
		Outside Japan		208,050	203,307	205,900	185,032	166,801	166,734
	LNG	Global total	t	12,316	16,142	18,735	18,371	18,992	18,036
		Japan		12,201	15,729	18,735	18,371	18,992	18,036
		Outside Japan		115	413	0	0	0	0
	Fuel Oil A	Global total	KL	11,762	5,025	2,762	2,183	1,880	395
		Japan		11,326	5,025	2,762	2,183	1,880	395
		Outside Japan		436	0	0	0	0	0
	LPG	Global total	t	5,075	5,990	5,523	5,323	5,069	4,987
		Japan		4,745	5,664	5,473	5,278	5,023	4,942
		Outside Japan		330	327	50	45	46	45
	Diesel	Global total	KL	767	452	554	964	1,371	1,212
		Japan		44	20	18	17	16	17
		Outside Japan		723	432	536	948	1,355	1,195
	Kerosene	Global total	KL	143	133	139	133	127	129
		Japan		143	133	139	133	0	0
		Outside Japan		0	0	0	0	127	129
	Gasoline	Global total	KL	52	48	52	35	43	28
		Japan		52	48	52	35	43	28
		Outside Japan		0	0	0	0	0	0
	Steam (non industrial)	Global total	GJ	1,253	1,198	1,397	1,025	985	1,066
		Japan		1,253	1,198	1,397	1,025	985	1,066
		Outside Japan		0	0	0	0	0	0
	Hot water	Global total	GJ	538	1,371	1,461	1,579	1,428	1,404
		Japan		267	138	162	139	190	180
		Outside Japan		271	1,233	1,299	1,440	1,238	1,224
	Cold water	Global total	GJ	11,556	3,897	4,087	4,910	4,942	4,837
		Japan		11,556	3,897	4,087	4,910	4,942	4,837
		Outside Japan		0	0	0	0	0	0
Renewable Energy	Solar power	Global total	thousand kWh	307	6,727	15,152	20,492	24,595	32,644
		Japan		185	4,069	4,417	5,628	6,809	7,599
		Outside Japan		122	2,658	10,735	14,864	17,786	25,045
	Biomass power	Global total	thousand t	22	13	17	14	12	11
		Japan		22	0	0	0	0	0
		Outside Japan		0	13	17	14	12	11

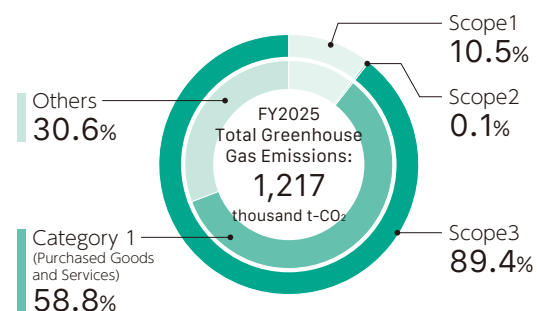
Environmental Data

Carbon Neutrality

CO₂ Emissions (Scope 1 and 2)



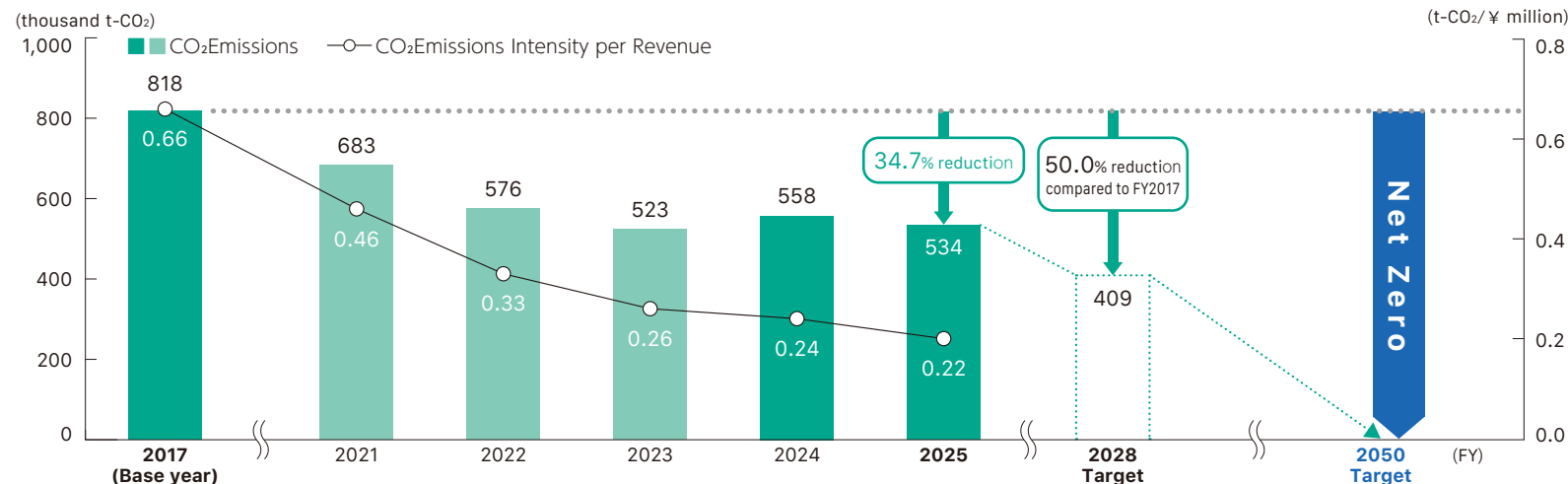
Greenhouse Gas Emissions (Scope 1, 2 and 3)*



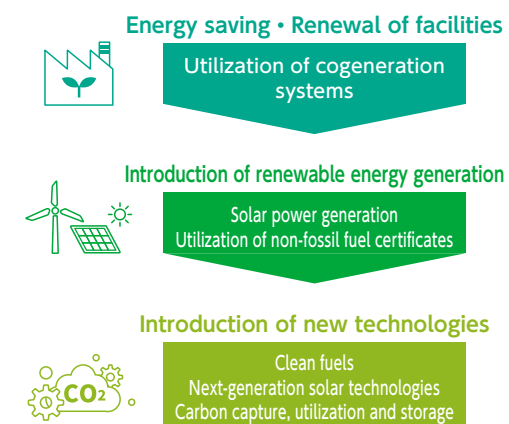
* Scope of reporting:
Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical,
Otsuka Chemical, and Otsuka Foods

Category	Sources	Boundary	Unit	FY2017 (Base Year)	FY2021	FY2022	FY2023	FY2024	FY2025	Reduction Rate
CO ₂	Emissions	Global total	t-CO ₂	817,948	683,702	575,816	522,671	557,567	533,739	35%
		Japan		325,175	188,999	164,784	153,727	168,565	157,543	52%
		Outside Japan		492,773	494,704	411,032	368,944	389,002	376,196	24%
		Scope 1		384,370	362,336	333,153	327,309	368,733	360,079	6%
		Scope 2		433,578	321,366	242,662	195,362	188,833	173,660	60%
	Emissions intensity per revenue	Global total	t-CO ₂ /¥million	0.66	0.46	0.33	0.26	0.24	0.22	

Roadmap to Net Zero



Reduction Roadmap: Implementation of Specific Initiatives



Environmental Data Carbon Neutrality

Category	Sources	Boundary	Unit	FY2017(Base Year)	FY2021	FY2022	FY2023	FY2024	FY2025
CO ₂	CO ₂ emissions (Scope1,2,3)	Japan ^{※1}	Thousand t-CO ₂	1,344	1,030	1,110	1,107	1,185	1,217
	Category 1 (Purchased goods and services)		t-CO ₂	714,306	592,537	648,624	664,646	698,157	715,739
	Category 2 (Capital goods)			66,448	38,763	85,592	62,083	82,447	92,328
	Category 3 (Fuel- and energy-related activities not Included in Scope 1 and 2)			31,100	34,167	30,272	35,423	35,448	33,624
	Category 4 (Transportation and distribution) (Upstream)			74,016	70,519	72,548	73,671	72,476	70,446
	Category 5 (Waste generated in operations)			12,040	13,535	10,966	10,254	12,233	12,328
	Category 6 (Business travel)			11,918	5,413	8,285	13,576	13,354	16,501
	Category 7 (Employee commuting)			6,407	5,917	5,679	6,126	6,105	6,156
	Category 8 (Leased assets) (Upstream)			12,137	7,258	7,294	6,940	6,350	5,984
	Category 9 (Transportation and distribution) (Downstream)			21,938	20,736	22,480	21,608	21,373	21,364
	Category 10 (Processing of used products)					N/A ^{※2}			
	Category 11 (Use of sold products)			85,262	79,452	80,051	79,728	85,894	92,616
	Category 12 (End-of-life treatment of sold products)			33,350	21,163	22,879	21,542	21,797	21,038
	Category 13 (Leased assets) (Downstream)					N/A ^{※2}			
	Category 14 (Franchise)					N/A ^{※2}			
	Category 15 (Investment)					N/A ^{※2}			
	Total			1,068,921	889,462	994,670	995,597	1,055,635	1,088,125

Environmental Data Circular Economy

Category	Sources	Boundary	Unit	FY2019(Base Year)	FY2021	FY2022	FY2023	FY2024	FY2025
Material	Material	Japan ^{※1}	t	125,289	114,771	119,541	124,353	123,962	117,423
Packaging material	Plastics			14,376	12,028	14,416	15,593	15,022	14,421
	PET			17,783	14,998	15,675	15,833	16,093	15,772
	Others			36,388	32,481	36,173	35,446	35,266	33,232
	Paper and cardboard			95,658	88,949	92,812	81,073	84,133	75,955
	Others								

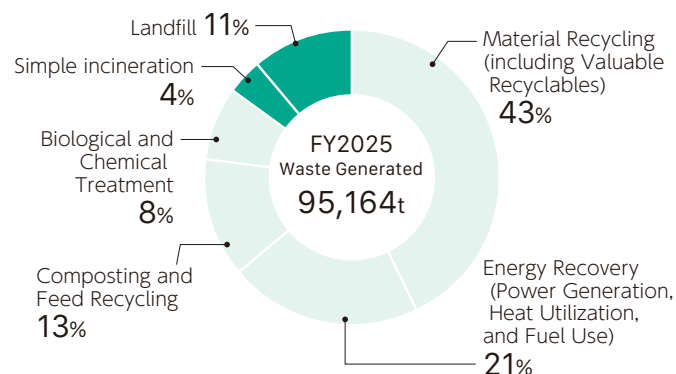
※1 Five group companies: Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Chemical, and Otsuka Foods

※2 Not applicable to Otsuka group's business sectors or have extremely low impact

Environmental Data

Circular Economy

Breakdown of Waste Generated

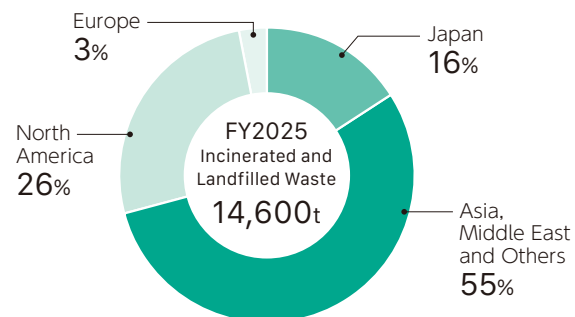


Category	Sources	Boundary	Unit	FY2019(Base Year)	FY2021	FY2022	FY2023	FY2024	FY2025	Reduction Rate
Waste	Volume of Simple Incineration and Landfill Disposal	Global total	t	18,463	—	18,031	15,234	16,433	14,579	21%
		Japan		3,933	—	2,737	1,943	2,286	2,345	40%
		Outside Japan		14,530	—	15,294	13,291	14,147	12,234	16%
	Total amount of waste	Global total		100,126	93,895	92,943	85,036	90,559	95,164	5%
		Japan		43,083	35,246	30,820	33,576	35,068	32,844	24%
		Outside Japan		57,043	58,649	62,123	51,460	55,491	62,320	-9%
	Non-hazardous waste	Global total		90,418	83,064	82,400	74,951	78,813	85,107	6%
	Hazardous waste	Global total		9,708	10,831	10,543	10,085	11,746	10,057	-4%
	Recycled materials	Global total		66,637	59,864	58,526	59,857	62,748	67,230	
		Japan		36,487	28,178	25,347	29,073	26,258	26,397	
		Outside Japan		30,151	31,686	33,179	30,784	36,490	40,832	
	Material Recycling	Global total		39,976	35,466	34,332	13,963	35,020	39,052	
	Thermal Recycle	Global total		9,504	8,718	9,429	11,364	14,817	15,803	
	Composting and feed	Global total		17,158	15,680	14,765	34,531	12,910	12,375	
	Non-hazardous waste	Global total		2,314	2,838	1,709	1,487	1,781	2,104	
		Japan		1,694	1,748	1,328	1,182	928	1,129	
		Outside Japan		620	1,090	381	305	853	974	
	Landfill disposal	Global total		12,241	11,430	12,657	10,725	11,093	8,847	
		Japan		107	111	205	81	98	105	
		Outside Japan		12,134	11,319	12,452	10,643	10,995	8,742	
	Bio-processing and chemical processing	Global total		9,226	8,934	9,508	2,881	3,192	6,926	
		Japan		1,025	697	660	715	821	1,466	
		Outside Japan		8,201	8,237	8,848	2,168	2,371	5,460	

Environmental Data

Circular Economy

Breakdown of Incinerated and Landfilled Waste by Region

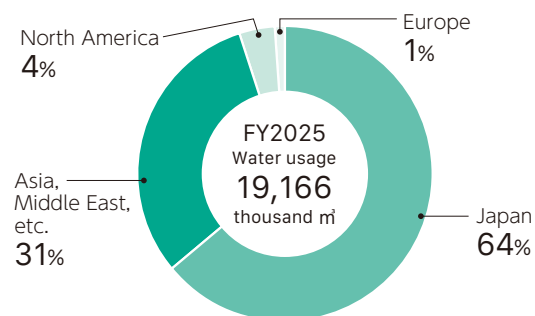


Category	Sources	Boundary	Unit	FY2019 (Base Year)	FY2021	FY2022	FY2023	FY2024	FY2025
Waste	Hazardous Waste*	Global total	t	5,074	5,450	6,365	6,585	7,852	6,137
		Japan		1,516	2,174	1,932	1,784	2,316	2,586
		Outside Japan		3,558	3,276	4,433	4,801	5,535	3,551
		Material Recycling		2,633	2,257	3,155	3,446	4,183	2,013
		Thermal Recycle		2,441	3,193	3,210	3,139	3,669	4,124
		Composting and feed		0	0	0	0	0	0
		Global total		2,389	2,694	1,661	1,090	1,440	1,438
		Japan		2,124	2,235	1,201	678	1,244	1,101
		Outside Japan		265	459	460	412	197	337
		Global total		1,520	2,265	2,003	1,932	2,119	2,191
		Japan		9	1	2	2	17	9
		Outside Japan		1,511	2,264	2,001	1,931	2,102	2,182
		Global total		726	421	514	478	334	291
		Japan		122	102	144	61	167	49
		Outside Japan		604	319	370	416	167	242

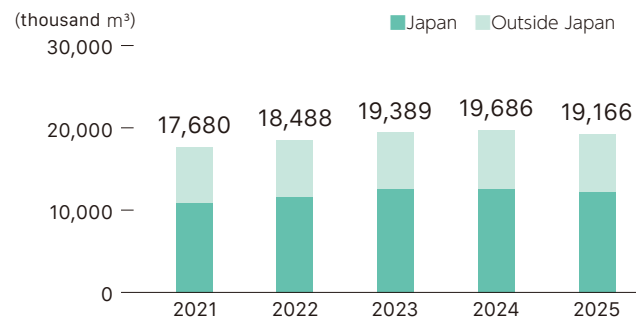
*Specially controlled industrial waste by Japanese regulations; in other countries, the classification is based on the respective national standards

Environmental Data Water Neutrality

Water Usage by Region



Water Usage Trend



Category	Sources		Boundary	Unit	FY2023(Base Year)	FY2021	FY2022	FY2024	FY2025	Reduction Rate
Water	Water usage		Global total	thousand m³	19,389	17,680	18,488	19,686	19,166	1%
			Japan		12,553	10,909	11,629	12,533	12,206	3%
			Outside Japan		6,836	6,772	6,859	7,153	6,960	-2%
	Water use efficiency		Global total	m³/¥million	9.60	11.80	10.64	8.45	7.76	
	Water withdrawal by water source	Municipal and industrial water	Japan	thousand m³	11,316	9,654	10,399	11,310	11,053	
			Asia, Middle East, etc.		3,325	3,275	3,264	3,463	3,177	
			North America		445	407	390	560	643	
			Europe		195	212	220	167	167	
		River water	Japan		85	123	96	80	77	
			Asia, Middle East, etc.		0	0	0	0	0	
			North America		0	0	0	0	0	
			Europe		1	2	2	2	4	
		Ground water	Japan		1,152	1,131	1,134	1,143	1,076	
			Asia, Middle East, etc.		2,698	2,708	2,755	2,815	2,825	
			North America		148	137	201	121	121	
			Europe		24	32	26	25	24	
	Water discharge by destination*	Total Amount of Wastewater	Global total	14,404	15,122	14,407	14,555	14,154		
		Rivers, lakes and marshes		10,275	11,194	10,560	10,251	9,905		
		Underground seepage		1	4	1	2	1		
		Area of ocean		1,246	1,051	1,118	1,052	1,123		
		Third-party processing(municipal sewage, etc.)		2,883	2,873	2,729	3,250	3,125		

Editorial Policy

Contents
Corporate Profile

Environment

Social (People)

Governance

International Certification

Environmental Data

Pollution Control

Category	Sources	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Air pollutants	NOx (Nitrogen Oxides)	Japan**	t	75	67	73	232	217
	SOx (Sulfur Oxide)			2	1	0.5	0.4	0.4
	Dust and Soot			3	7	5	3	3
Water pollutants	COD (chemical oxygen demand)			52	46	40	45	35
	SS (Suspended Solids)			41	33	32	31	30

Material Balance over the Life Cycle of the Business^{※1}

INPUT			
			unit
			total
Material (Pharmaceuticals, glucose, etc.)			117,423
Packing materials	Plastics	PET	139,380
		Others	14,421
	Paper and cardboard		15,772
	Others		33,232
			75,955

Fuel	Oils	Gasoline	GJ	2,425,483
		Kerosene		443
		Diesel		4,351
		Fuel Oil A		445
				7,408
	Gas	LPG		174,909
		LNG		813,065
		City Gas		1,424,861
Purchased power	General power			1,259,329
	CO ₂ free power			749
	Other power※2		834,627	
Purchase energy			423,953	
	Steam, Hot water, Cold water		337,309	
	Industrial steam including cold water		12,761	
By-product energy			324,548	
			743,042	
Water			thousand m ³	11,485
	River water			77
	Industrial water			7,593
	Clean water			3,098
	Well water			718
	Others (rainwater,etc.)			0

Transportation amount			thousand t-km
			943,879

Material



Production



Transportation



Disposal



OUTPUT

		unit	total
Scope3	Category 1 (Purchased goods and services)	t-CO ₂	715,739

Scope1 ^{※3}		t-CO ₂	125,748
Scope3	Category 3 (Fuel and energy-related activities not included in Scopes 1 and 2)		33,624
Scope2	Market-based		419
	Location-based		101,512

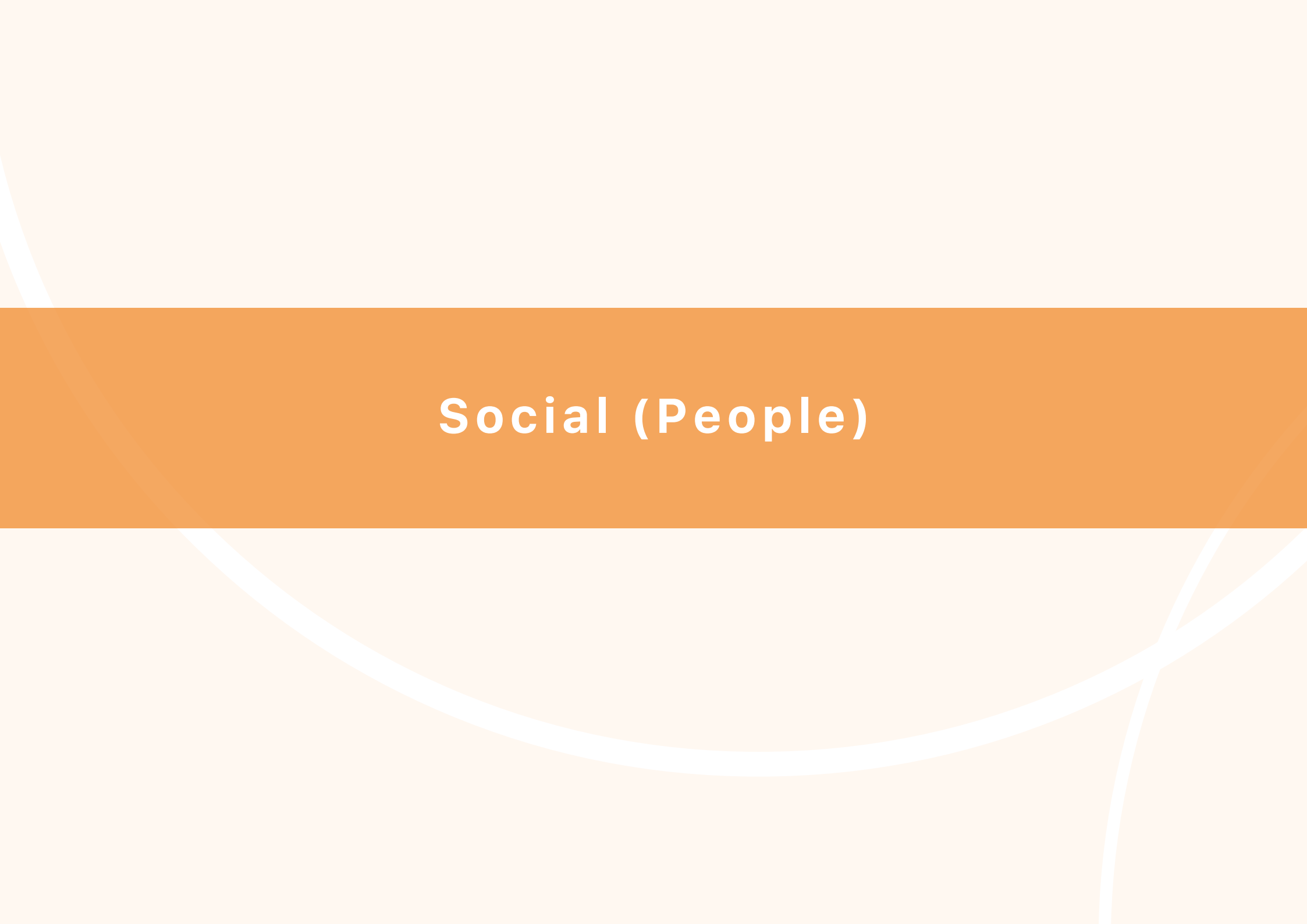
Scope3 ^{※4}	Category 2 (Capital goods)	t-CO ₂	92,328
	Category 4 (Transportation and distribution)(Upstream)		70,446
	Category 5 (Waste generated in operations)		12,328
	Category 6 (Business travel)		16,501
	Category 7 (Employee commuting)		6,156
	Category 8 (Leased assets) (Upstream)		5,984
	Category 9 (Transportation and distribution) (Downstream)		21,364
	Category 11 (Use of sold products)		92,616
	Category 12 (End-of-life treatment of sold products)		21,038

※1 Five group companies: Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Chemical, and Otsuka Foods

※2 Power generation by co-generation systems

※3 Direct emissions from energy sources and Direct emissions from freon leak volume and during the production of carbonated beverages, etc.

※4 Categories 10 and 13 to 15 are not applicable

The background features a light beige color with several thick, white, curved lines that sweep across the frame. A solid orange horizontal band is positioned in the middle of the image.

Social (People)

Editorial Policy

Contents
Corporate Profile

Environment

Social (People)

Governance

International Certification

People Data Detailed Reporting Boundary

Region	Number of Subsidiaries	Percentage of Consolidated Revenue	Name
Global total	30	78.1%	Companies 1-30 below
Japan	19	31.3%	1. Otsuka Holdings 2. Otsuka Pharmaceutical 3. Otsuka Pharmaceutical Factory 4. Taiho Pharmaceutical 5. Otsuka Warehouse 6. Otsuka Chemical 7. Otsuka Food 8. Otsuka Medical Devices 9. Otsuka Electronics 10. Otsuka Techno 11. Okayama Taiho Pharmaceutical 12. Otsuka Packaging Industries 13. Otsuka Ohmi Ceramics 14. Higashiyama Film 15. Otsuka Wellness Vending 16. JIMRO 17. Otsuka Business Support 18. EN Otsuka Pharmaceutical 19. J.O.Pharma
Outside Japan	11	46.8%	20. Otsuka Pharmaceutical D&C 21. Otsuka America Pharmaceutical 22. Pharmavite 23. Otsuka Pharmaceutical Europe 24. Nutrition & Sante 25. Amerta Indah Otsuka 26. Otsuka Sims (Guangdong) Beverage 27. Tianjin Otsuka Beverage 28. Zhejiang Otsuka Pharmaceutical 29. Otsuka Indonesia 30. Taiho Oncology

Editorial Policy

Contents
Corporate Profile

Environment

Social (People)

Governance

International Certification

People Data Workforce Profile

Indicators	Subsidiaries Covered	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
People at Otsuka by Region	182 ^{*3}	Global total	persons	33,226	33,282	34,388	35,338	37,758
	37 ^{*3}	Japan	%	39.7	39.3	38.9	38.5	37.1
	145 ^{*3}	Outside Japan		60.3	60.7	61.1	61.5	62.9

Indicators	Subsidiaries Covered	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees ^{※1}	30 ^{※4}	Global	persons	15,923	16,274	13,240	23,612	23,852
	19 ^{※5}	Japan		12,520	12,571	13,240	13,440	13,752
Gender Composition (male)	30 ^{※4}	Global	%	71.8	71.0	76.5	68.0	67.4
Gender Composition (female)				28.2	29.0	23.5	32.0	32.6
Number of managers	30 ^{※6}	Japan	persons	3,887	3,874	5,437	6,614	6,425
	19 ^{※5}			3,797	3,830	3,868	3,796	3,914
Percentage of employees by age group	30 ^{※4}	Global	%	16.2	16.6	21.9	16.2	16.8
Under30				53.8	53.0	51.1	56.4	55.1
30-49				30.0	30.4	26.9	27.4	28.1
50 and over								
Average age	1	Otsuka Holdings	years old	43.8	43.6	44.1	44.4	46.9
Average length of service			years	3.7	4.1	4.5	3.2	3.3
Average annual pay			yen	10,445,476	10,409,220	10,456,264	10,634,077	10,004,876
Number of new hires ^{※2}	30 ^{※7}	Global	persons	1,435	1,618	930	2,532	3,029
	19 ^{※5}	Japan		599	752	682	786	1,019
New hire rate (male)	30 ^{※7}	Global	%	59.4	56.6	67.3	58.6	56.3
(female)				40.6	43.4	32.7	41.4	43.7
(male)	19 ^{※5}	Japan		72.0	66.5	71.3	68.8	68.0
(female)				28.0	33.5	28.7	31.2	32.0
Turnover rate (Overall)	30 ^{※7}	Global		5.1	5.3	4.6	6.0	8.0
Voluntary Turnover rate	30 ^{※8}			—	—	—	—	4.9

^{*1} Data cover permanent employees under lifetime employment arrangements and Executive Officers. Rehired retirees after mandatory retirement, fixed-term contract employees, and part-time employees are excluded. ^{*2} Data cover permanent employees, including mid-career hires, and Executive Officers. ^{*3} For details, please refer to "Status of Affiliates" on pages 11-19 of the Annual Securities Report of Otsuka Holdings Co., Ltd. ^{*4} Reporting entities: 19 companies in FY2021-FY2022 (Appendix Nos. 1-16, 20-22); 19 companies in FY2023 (Appendix Nos. 1-19); and 30 companies in FY2024-FY2025 (Appendix Nos. 1-30). ^{*5} Reporting entities: 16 companies in FY2021-FY2022 (Appendix Nos. 1-16); and 19 companies in FY2023-FY2025 (Appendix Nos. 1-19). ^{*6} Reporting entities: 19 companies in FY2021-FY2022 (Appendix Nos. 1-16, 20-22); 22 companies in FY2023 (Appendix Nos. 1-19, 21-23); and 30 companies in FY2024-FY2025 (Appendix Nos. 1-30). ^{*7} Reporting entities: 19 companies in FY2021 (Appendix Nos. 1-16, 20-22); 20 companies in FY2022 (Appendix Nos. 1-16, 20-23); 19 companies in FY2023 (Appendix Nos. 1-16, 21-23); and 30 companies in FY2024-FY2025 (Appendix Nos. 1-30). ^{*8} Reporting entities: 30 companies in FY2025 (Appendix Nos. 1-30).

Editorial Policy

Contents
Corporate Profile

Environment

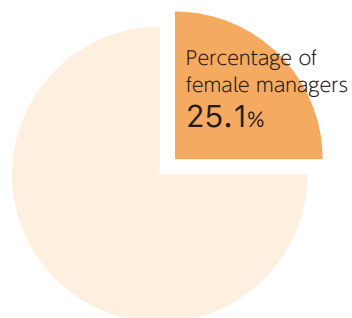
Social (People)

Governance

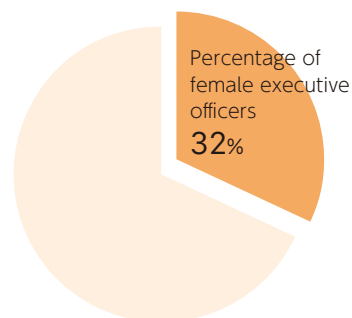
International Certification

People Data

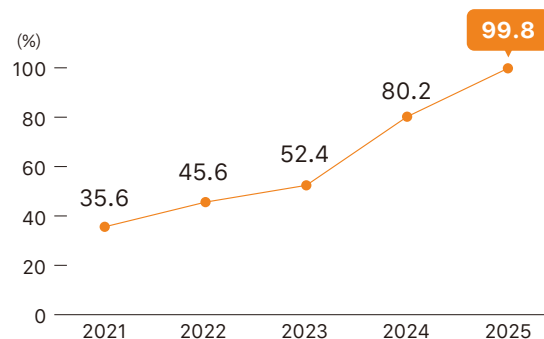
Percentage of Female Managers (Global)



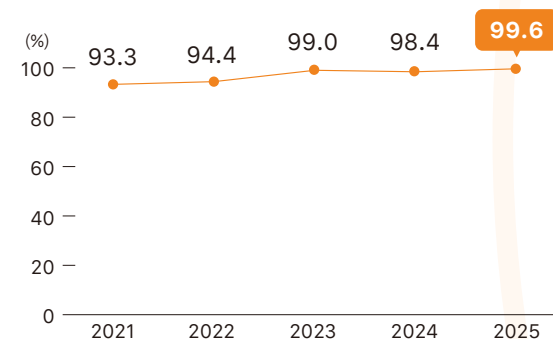
Percentage of Female Executive Officers (Global)



Percentage of Male Employees Taking Parental Leave (Global)



Return-To-Work Rate after Parental Leave (Global)



Indicators	Subsidiaries Covered	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of female employees	30 ^{※4}	Global	persons	4,484	4,726	3,106	7,598	7,798
Percentage of female employees	19 ^{※5}	Japan	persons	2,805	2,871	3,106	3,241	3,389
Percentage of female executive officers	30 ^{※4}	Global	%	28.2	29.0	23.5	32.0	32.7
	19 ^{※5}	Japan	%	19.4	20.8	—	32.6	32.0
Number of female managers	30 ^{※6}	Global	persons	9.9	11.1	11.0	13.6	12.0
	19 ^{※5}	Japan	persons	404	409	1,186	1,628	1,613
Percentage of female managers	30 ^{※6}	Global	%	386	392	408	446	482
	19 ^{※5}	Japan	%	10.4	10.6	21.8	24.6	25.1
	1	Otsuka Holdings	%	10.2	10.2	10.5	11.7	12.3
Employees taking parental leave				30.3	29.7	29.5	29.9	23.6
Male	30 ^{※9}	Global	persons	341	354	398	421	454
Female			persons	296	277	328	273	255
Percentage of employees taking parental leave			%	35.6	45.6	52.4	80.2	99.8
			%	97.6	96.5	98.8	96.8	99.3
	1	Otsuka Holdings	%	33.3	100.0	100.0	50.0	100.0
Return-to-work rate after parental leave	30 ^{※9}	Global	%	93.3	94.4	99.0	98.4	99.6

※9 Reporting entities: 18 companies in FY2021 (Appendix Nos. 1-7, 9-22); 19 companies in FY2022 (Appendix Nos. 1-16, 20-22); 23 companies in FY2023 (Appendix Nos. 1-23); and 30 companies in FY2024-FY2025 (Appendix Nos. 1-30)

Editorial Policy

Contents
Corporate Profile

Environment

Social (People)

Governance

International Certification

People Data Building an Inclusive Workplace

Indicators	(Employment Type)	Subsidiaries Covered	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Gender pay gap (average)	overall	30 ^{※11}	Global	%	—	77.6	80.3	81.5	80.6
	Regular	30 ^{※6}			83.6	81.7	83.2	84.2	84.1
	Fixed-term	30 ^{※11}			—	51.9	60.8	65.1	58.1
	overall	1	Otsuka Holdings		—	94.7	92.3	91.3	67.8
	Regular				95.7	91.4	90.9	91.7	82.5
	Fixed-term				—	108.3	96.6	87.6	56.7
Gender pay gap (median ^{※10})	Regular	30 ^{※12}	Global		—	—	—	—	85.3
Employees with disabilities		19 ^{※13}	Japan		2.1	2.0	2.5	2.6	2.5

※10 The median gender pay gap for each company is averaged to calculate the reported figure

※11 Reporting entities: 20 companies in FY2021-FY2022 (Appendix Nos. 1-16, 20-22); 22 companies in FY2023 (Appendix Nos. 1-22); and 30 companies in FY2024-FY2025 (Appendix Nos. 1-30)

※12 Data were unavailable for FY2021-FY2024. Reporting entities for FY2025: 30 companies (Appendix Nos. 1-30)

※13 Reporting entities: Aggregated data for 16 companies in FY2021-FY2023 (Appendix Nos. 1-16) and 19 companies in FY2024-FY2025 (Appendix Nos. 1-19)

People Data

Occupational Health and Safety

Indicators	Subsidiaries Covered	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Work-related fatalities (employees)	30 ^{※14}	Global	number	0	0	0	0	1
Work-related fatalities (contractors)				0	0	0	0	0
Lost time injury/ illness frequency rate			%	0.70	0.56	1.20	1.37	1.88
Lost time injury/ illness severity rate				0.02	0.00	0.01	0.00	0.04

Health and Productivity Management

Indicators	Subsidiaries Covered	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Health checkup rate	40 ^{※15}	Japan	%	80.0	82.6	84.7	85.5	to be updated
Implementation of specified healthcare guidance				72.8	73.5	74.0	68.1	to be updated

※14 Reporting entities: 16 companies in FY2021 (Appendix Nos. 1-16); 20 companies in FY2022 (Appendix Nos. 1-16, 20-23); 23 companies in FY2023 (Appendix Nos. 1-23); and 30 companies in FY2024-FY2025 (Appendix Nos. 1-30)

※15 Eligible individuals are employees aged 40 and over, and their family members, of the following 40 companies enrolled in the Otsuka Health Insurance Society

(Appendices 1-19: Earth Corporation, Earth Environmental Service, Otsuka Pharmaceutical Health Insurance Association, Otsuka Estate, Earth Pet, Otsuka Museum of Art Foundation, Kitasato-Otsuka Biomedical Assay Laboratories, Otsuka Ridge, Agribest, Otsuka Pharmaceutical Group Pension Fund, Naruto Cruise Service, Heartful Kawauchi, Nihon Rikagaku Industry, Liliam Otsuka, Hakugen Earth, Biomedical Solutions, Otsuka Harumi-development, PETFOOD KITCHEN, a.trax, Otsuka Mechatronics, and Otsuka Clinical Solutions.)

People Data

Specialized Talent

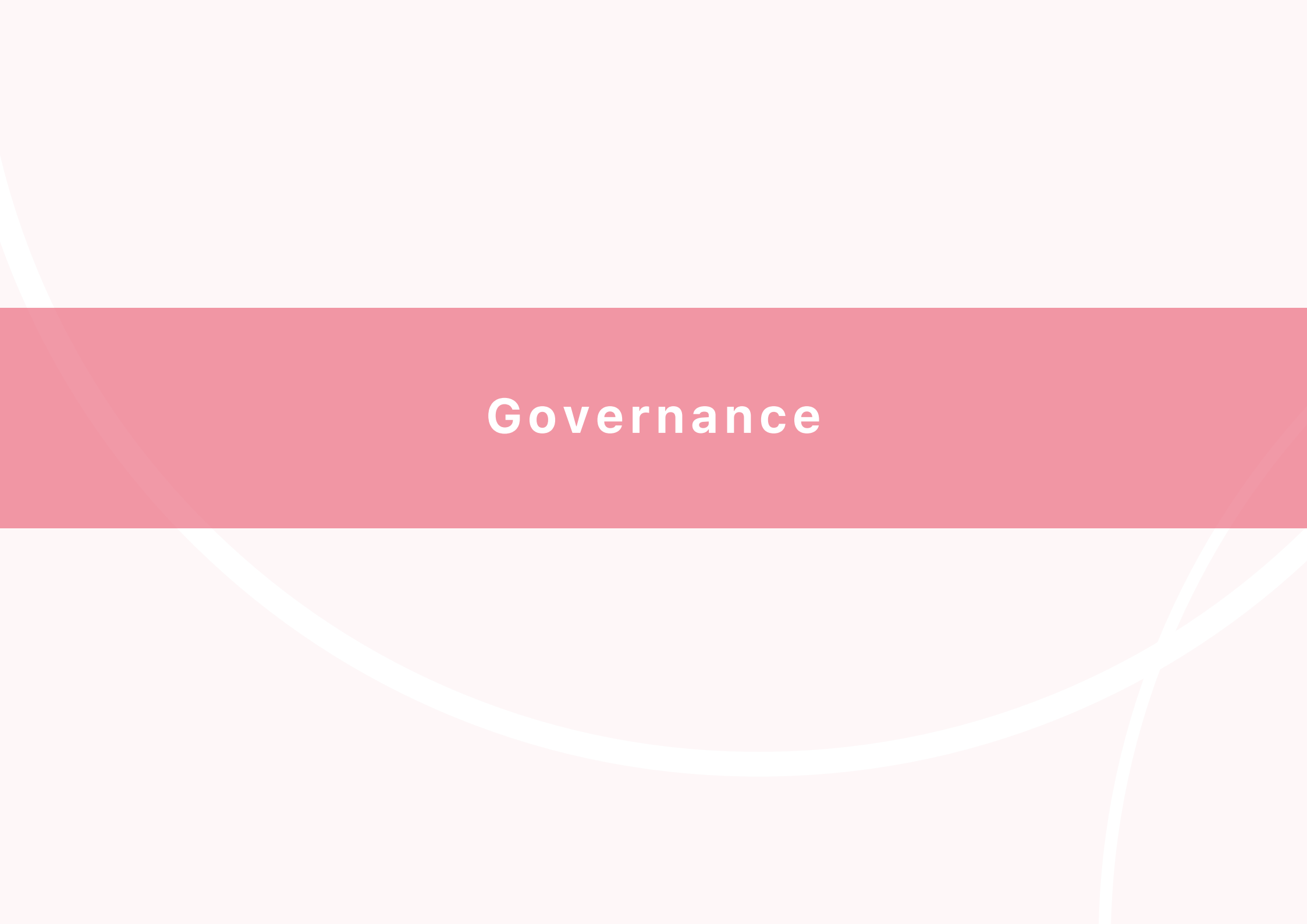
Indicators	Subsidiaries Covered	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees holding doctoral degree	19 ^{※16}	Japan	persons	—	—	—	—	570
Number of research personnel				—	—	—	—	1,738

Learning and Development

Indicators	Subsidiaries Covered	Boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of participants in digital skills training	30 ^{※16}	Global	persons	—	—	—	—	6,631
Number of participants in hierarchical training programs				—	—	—	—	9,604
Number of participants in global training programs				—	—	—	—	11,709
Number of participants in DE&I training programs				—	—	—	—	8,181
Total training hours	30 ^{※17}	Global	hours	—	—	—	—	Approx. 280,000
Training cost			yen	—	—	Approx. ¥ 700 million	Approx. ¥ 800 million	Approx. ¥ 1.3 billion
Training participants			persons	—	—	29,041	50,261	112,549

※16 Data were unavailable for FY2021-FY2024. Reporting entities for FY2025: 19 companies (Appendix Nos. 1-19)

※17 Data were unavailable for FY2021-FY2022. Reporting entities: 18 companies in FY2023 (Appendix Nos. 2-6, 8-11, 13-15, 18-19, and 20-23); and 30 companies in FY2024-FY2025 (Appendix Nos. 1-30)



Governance

Editorial Policy

Contents
Corporate Profile

Environment

Social (People)

Governance

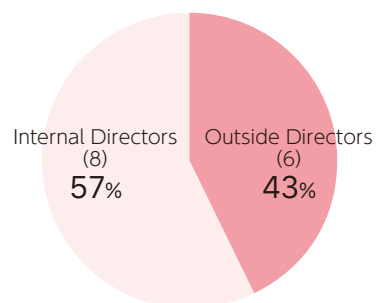
International Certification

Boundary : Otsuka Holdings

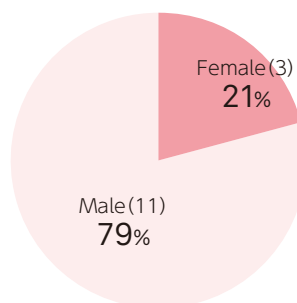
Corporate Governance (Governance Structure)

Organizational structure: Company with an Audit & Supervisory Board Term of directors: One year

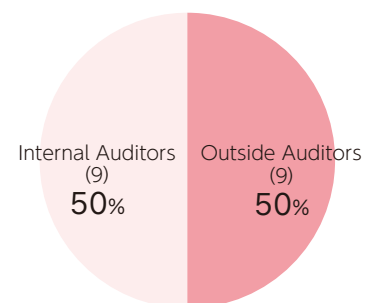
Composition of the Board of Directors



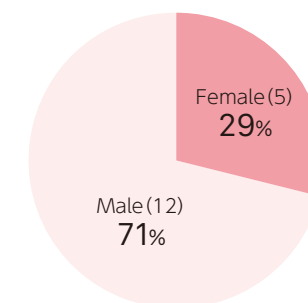
Ratio of female on the board



Ratio of outside auditors



Ratio of female directors & auditors



Category	Attribute	Unit	As of March 31, 2021	As of March 31, 2022	As of March 31, 2023	As of March 31, 2024	As of March 31, 2025	As of March 31, 2026
Board of Directors	Directors	persons	13	13	13	13	13	13
	Outside directors		4	5	5	5	5	5
	Female directors		3	3	3	3	3	3
	Chair	—	CEO	CEO	CEO	CEO	CEO	CEO
Audit & Supervisory Board	Audit & Supervisory Board Members	persons	4	4	4	4	4	4
	Outside Audit & Supervisory Board Members		3	3	3	3	3	3
Corporate Governance Committee	Members	persons	6	7	7	7	7	6
	Outside directors		4	5	5	5	5	5
	Chair	—	CEO	CEO	CEO	CEO	CEO	Outside director*
Nomination and Compensation Committee	Members	persons	—	—	6	6	6	5
	Outside directors		—	—	5	5	5	5
	Chair	—	—	—	Outside director	Outside director	Outside director	Outside director

※The Corporate Governance Committee was restructured in January 2026 to comprise the President and five independent Outside Directors. The Chairperson was also changed from the President to an Outside Director elected by mutual vote among the Outside Directors to enhance transparency and independence

Editorial Policy

Contents
Corporate Profile

Environment

Social (People)

Governance

International Certification

Boundary : Otsuka Holdings

Corporate Governance(Executive Remuneration)

Organizational structure: Company with an Audit & Supervisory Board Term of directors: One year

Category	Boundary	Components	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Directors (excluding outside directors)	Otsuka Holdings	Officers who receive basic remuneration	persons	9	9	8	8	8
		Total remuneration	¥ million	724	722	450	914	1,092
		Basic remuneration		302	302	299	300	333
		Amount charged as cost of stock option		292	273	—	449	567
		Bonus		129	150	150	165	191
Audit & Supervisory Board (excluding outside Audit & Supervisory Board members)		Officers who receive basic remuneration	persons	1	1	1	1	1
		Total remuneration	¥ million	24	24	24	24	24
Outside directors		Officers who receive basic remuneration	persons	7	10	8	8	9
		Total remuneration	¥ million	72	83	86	86	96

Corporate Governance(Principal Shareholders)

	Name of Shareholder	Number of shares held (thousand)	Shareholding ratio (%)
FY2025 (As of December 31, 2025)	The Master Trust Bank of Japan, Ltd. (trust account)	77,620	14.69
	The Nomura Trust and Banking Co., Ltd. Otsuka Founders Shareholding Fund Trust Account	52,353	9.91
	Custody Bank of Japan, Ltd. (trust account)	29,804	5.64
	State Street Bank And Trust Company 505001	15,756	2.98
	Otsuka Group Employee Shareholding Fund	12,568	2.37
	The Awa Bank, Ltd.	10,970	2.07
	JP Morgan Chase Bank 385781	7,839	1.48
	Resona Bank, Limited	5,568	1.05
	MEDIPAL HOLDINGS CORPORATION	5,316	1.00
	Nichia Corporation	4,793	0.90
Total		222,591	42.14

Percentage of shares held relative to the total number of issued shares (excluding treasury shares)

- Number of shares held is rounded down to the nearest thousand
- Although the Company holds 14,857,548 of its own shares, treasury shares are excluded from the above list
- Shareholding ratio is calculated after treasury shares are deducted

International Certification

International Certifications (Environment, Quality and Food Safety)

- Boundary: Environmental management: Manufacturing sites of 66 consolidated subsidiaries (94 sites)
Quality and Food Safety Management: Manufacturing sites of 66 consolidated subsidiaries (108 sites)
- The group has established quality management systems based on Good Manufacturing Practice (GMP) requirements in each country for pharmaceutical and quasi-drug manufacturing sites and continuously works to maintain and improve these systems.

Japan

※Figures in parentheses indicate the number of certified sites / total number of sites.

Company	Environmental Management Certifications	Quality Management Certifications	Food Safety Certifications
	Certification	Certification	Certification
Otsuka Pharmaceutical	ISO14001 (8/8)		FSSC22000 (6/8)
Otsuka Pharmaceutical Factory	ISO14001 (4/4)		
Taiho Pharmaceutical	ISO14001 (4/5)		
Otsuka Chemical	ISO14001 (3/3)	ISO9001 (3/3)	
Otsuka Foods	ISO14001 (4/4)	ISO9001 (4/4)	JFS-C (4/4)
Higashiyama Film	ISO14001 (2/2)	ISO9001 (2/2)	
Otsuka Techno	ISO14001 (2/2)	ISO9001 (2/2)	
J.O. Pharma	ISO14001 (1/1)		
EN Otsuka Pharmaceutical	ISO14001 (1/2)		
Otsuka Packaging Industries	ISO14001 (4/4)	ISO9001 (4/4)	
Otsuka Electronics	ISO14001 (1/1)	ISO13485 (1/1)	
JIMRO		ISO13485 (1/1)	
Lilium Otsuka		ISO13485 (1/1)	
Otsuka-MGC chemical Company		ISO9001 (1/1)	
Hakkai	ISO14001 (1/1)	ISO9001 (1/1)	

International Certifications (Environment, Quality and Food Safety)

Outside Japan

※Figures in parentheses indicate the number of certified sites / total number of sites.

Company	Environmental Management Certifications	Quality Management Certifications	Food Safety Certifications
	Certification	Certification	Certification
Zhejiang Otsuka Pharmaceutical	ISO14001 (1/1)		
Tianjin Otsuka Beverage	ISO14001 (1/1)	ISO9001 (1/1)	HACCP (1/1)
Otsuka Sims (Guangdong) Beverage		ISO9001 (2/2)	
Nanjing Otsuka Techbond Technology		ISO9001 (1/1)	
Shanghai Otsuka Foods			ISO22000 (1/1)、HACCP (1/1)
Zhangjiagang Otsuka Chemical	ISO14001 (1/1)	ISO9001 (1/1)	
Otsuka Precision Instruments (Shenzhen)	ISO14001 (1/1)	ISO9001 (1/1)、ISO13485 (1/1)	
Hakkai Precision Molding (Suzhou)	ISO14001 (1/1)	ISO9001 (1/1)	
Shandong Otsuka Foods			ISO22000 (1/1)
Taiwan Otsuka Pharmaceutical	ISO14001 (1/1)		ISO22000 (1/1)
Korea Otsuka Pharmaceutical	ISO14001 (1/1)		
KOC		ISO9001 (1/1)	
Amerta Indah Otsuka	ISO14001 (2/2)	ISO9001 (2/2)	
Otsuka Indonesia	ISO14001 (1/1)	ISO9001 (1/1)	ISO22000 (1/1)
Widatra Bhakti	ISO14001 (1/1)	ISO9001 (1/1)	
Lautan Otsuka Chemical	ISO14001 (1/1)	ISO9001 (1/1)	
Otsuka Pharmaceutical India		ISO9001 (1/1)	
Otsuka Chemical India		ISO9001 (1/1)	

International Certifications (Environment, Quality and Food Safety)

Outside Japan

※Figures in parentheses indicate the number of certified sites / total number of sites.

Company	Environmental Management Certifications	Quality Management Certifications	Food Safety Certifications
	Certification	Certification	Certification
Otsuka Pharmaceutical Vietnam	ISO14001 (1/1)		
Otsuka Techno Vietnam	ISO14001 (1/1)	ISO9001 (1/1)、ISO15378 (1/1)	
Otsuka Nutraceutical Vietnam			
Egypt Otsuka Pharmaceutical	ISO14001 (1/1)	ISO9001 (1/1)	
HAKKAI PRECISION	ISO14001 (1/1)	ISO9001 (1/1)	
Otsuka Al Obour Pharmaceutical	ISO14001 (1/1)	ISO9001 (1/1)	
Otsuka Pakistan	ISO14001 (1/1)	ISO9001 (1/1)	
Cambridge Isotope Laboratories		ISO9001 (1/1)、ISO13485 (1/1)	
Crystal Geyser Water Company			FSSC22000 (1/1)
CIL Isotope Separations		ISO9001 (1/1)	
Otsuka Chemical America		ISO9001 (1/1)	
Recor Medical		ISO13485 (1/1)	
Daiya Foods			SQF (1/1)
2768691 Canada		ISO9001 (1/1)	
Nutrition & Sante	ISO14001 (4/6)		IFS (7/8)
Euriso-top		ISO9001 (1/1)	

ISO15378 : An international standard for primary packaging materials for medicinal products

SQF : A food safety and quality management standard which is owned and managed by the Food Industry Association (FMI) in the U.S. and covers all sectors of the food supply chain from primary product to processing, transportation, and distribution

IFS : An international standard for product safety and quality management, primarily used in the food industry, and recognized by the Global Food Safety Initiative (GFSI)

[Editorial Policy](#)[Contents
Corporate Profile](#)[Environment](#)[Social \(People\)](#)[Governance](#)[International Certification](#)

International Certifications (Environment, Quality and Food Safety)

Outside Japan

※Figures in parentheses indicate the number of certified sites / total number of sites.

Company	Environmental Management Certifications	Quality Management Certifications	Food Safety Certifications
	Certification	Certification	Certification
Advanced Biochemical Compounds		ISO13485 (1/1)	
Interpharma Praha			HACCP (1/1)
Nutrition & Sante Iberia	ISO14001 (2/2)		IFS (2/2)、BRC (1/2)、HACCP (2/2)
Hebron	ISO14001 (1/1)	ISO9001 (1/1)	
Trocellen Iberica		ISO9001 (1/1)	