

## Key Sustainability Data

### Employees

| Classification | Items   | Target (Consolidated Sales Revenue Ratio) | Scope                         | Unit      | FY2020    | FY2021     | FY2022     | FY2023            | FY2024            |
|----------------|---|---|-------------------------------|-----------|-----------|------------|------------|-------------------|-------------------|
| Employees      |   |   | global                        | persons   | 33,151    | 33,226     | 33,482     | 34,388            | 35,338            |
|                | by region   | 168 consolidated companies                | Japan                         | %         | 40.2%     | 39.7%      | 39.3%      | 38.9%             | 38.5%             |
|                |   |   | Outside Japan                 | %         | 59.8%     | 60.3%      | 60.7%      | 61.1%             | 61.5%             |
|                | by gender*1   | 30 companies*3 (81.1%)                    | Male                          | %         | 71.5%     | 71.8%      | 71.0%      | 76.5%             | 68.0%             |
|                |   |   | Female                        | %         | 28.5%     | 28.2%      | 29.0%      | 23.5%             | 32.0%             |
|                | Number of employees (Japan)                           | 19 companies*10 (32.7%)                   | Japan                         | persons   | 11,034    | 12,520     | 12,571     | 13,240            | 13,440            |
|                | Number of female employees (Japan)                    | 19 companies*10 (32.7%)                   | Japan                         | persons   | 2,485     | 2,805      | 2,871      | 3,106             | 3,241             |
|                | Percentage of female employees (Japan)                | 19 companies*10 (32.7%)                   | Japan                         | %         | 22.5%     | 22.4%      | 22.8%      | 23.5%             | 24.1%             |
|                | Percentage of employees by age group                  | 30 companies*3 (81.1%)                    | Under 30                      | %         | 15.9%     | 16.2%      | 16.6%      | 21.9%             | 16.2%             |
|                |   |   | 30-49                         | %         | 53.0%     | 53.8%      | 53.0%      | 51.1%             | 56.4%             |
|                |   |   | 50 and over                   | %         | 31.1%     | 30.0%      | 30.4%      | 26.9%             | 27.4%             |
|                | Number of new hires (Japan)                           | 19 companies*10 (32.7%)                   | Japan                         | persons   | 534       | 599        | 752        | 682               | 786               |
|                | Number of new female hires (Japan)                    | 19 companies*10 (32.7%)                   | Japan                         | persons   | 144       | 168        | 252        | 196               | 245               |
|                | Newly hired ratio by gender*2                         | 30 companies*(4) (81.1%)                  | Male                          | %         | 63.7%     | 59.4%      | 56.6%      | 67.3%             | 58.6%             |
|                |   |   | Female                        | %         | 36.3%     | 40.6%      | 43.4%      | 32.7%             | 41.4%             |
|                | Turnover ratio (personal reasons)*3                   | 30 companies*4 (81.1%)                    | global                        | %         | 4.0%      | 5.1%       | 5.3%       | 4.6%              | 6.0%              |
|                | Number of managers by region                          | 30 companies*5 (81.1%)                    | global                        | persons   | 3,554     | 3,887      | 3,874      | 5,437             | 6,614             |
|                |   | 19 companies*10 (32.7%)                   | Japan                         | persons   | 3,500     | 3,797      | 3,830      | 3,868             | 3,796             |
|                | Number of female managers by region                   | 30 companies*5 (81.1%)                    | global                        | persons   | 368       | 404        | 409        | 1,186             | 1,628             |
|                |   | 19 companies*10 (32.7%)                   | Japan                         | persons   | 349       | 386        | 392        | 408               | 446               |
|                | Percentage of female manager by region                | 30 companies*5 (81.1%)                    | global                        | %         | 10.4%     | 10.4%      | 10.6%      | 21.8%             | 24.6%             |
|                |   | 19 companies*10 (32.7%)                   | Japan                         | %         | 10.0%     | 10.2%      | 10.2%      | 10.5%             | 11.7%             |
|                |   | Otsuka Holdings                           | Japan                         | %         |           |            |            | 29.5%             | 29.9%             |
|                | Employees taking parental leave                       | 30 companies*(5) (81.1%)                  | Male                          | persons   | 280       | 341        | 354        | 398               | 421               |
|                |   |   | Female                        | persons   | 268       | 296        | 277        | 328               | 273               |
|                | Percentage of employees taking parental leave         | 30 companies*(5) (81.1%)                  | Male                          | %         | 29.8%     | 35.6%      | 45.6%      | 52.4%             | 80.2%             |
|                |   |   | Female                        | %         | 95.5%     | 97.6%      | 96.5%      | 98.8%             | 96.8%             |
|                |   | Otsuka Holdings                           | Male                          | %         |           |            |            | 100.0%            | 50.0%             |
|                | Gender pay gap  | 30 companies*(5) (81.1%)                  | global                        | %         |           |            | 77.6%      | 80.3%             | 81.5%             |
|                |   |   | Regular salaried employee     | %         |           |            | 81.7%      | 83.2%             | 84.2%             |
|                |   |   | Non-regular salaried employee | %         |           |            | 51.9%      | 60.8%             | 65.1%             |
|                |   |   | Overall                       | %         |           |            |            | 92.3%             | 91.3%             |
|                |   | Otsuka Holdings                           | Regular salaried employee     | %         |           |            |            | 90.9%             | 91.7%             |
|                |   |   | Non-regular salaried employee | %         |           |            |            | 96.6%             | 87.6%             |
|                | Employees with disabilities                           | 19 companies*6 (32.7%)                    | Japan                         | %         | 2.1%      | 2.1%       | 2.0%       | 2.5%              | 2.6%              |
|                | Health checkup rate*7                                 |   | Japan                         | %         | 76.5%     | 80.0%      | 82.6%      | 84.7%             | 85.5%             |
|                | Implementation of specified healthcare guidance*7     |   | Japan                         | %         | 47.5%     | 72.8%      | 73.5%      | 74.0%             | 68.1%             |
|                | Work-related fatalities (employees)                   | 30 companies*8 (81.1%)                    | global                        | number    | 0         | 0          | 0          | 0                 | 0                 |
|                | Work-related fatalities (contractors)                 | 30 companies*8 (81.1%)                    | global                        | number    | 0         | 0          | 0          | 0                 | 0                 |
|                | Lost time injury/illness frequency rate (contractors) | 30 companies*8 (81.1%)                    | global                        | %         | 1.11      | 0.70       | 0.56       | 1.20              | 1.37              |
|                | Lost time injury/illness severity rate                | 21 companies*(8) (32.8%)                  | global                        | %         | 0.00      | 0.02       | 0.00       | 0.01              | 0.00              |
|                | Average age   | Otsuka Holdings                           | Japan                         | years old | 44.1      | 43.8       | 43.6       | 44.1              | 44.4              |
|                | Average length of service                             | Otsuka Holdings                           | Japan                         | years     | 3.6       | 3.7        | 4.1        | 4.5               | 3.2               |
|                | Average annual pay                                    | Otsuka Holdings                           | Japan                         | yen       | 9,916,447 | 10,445,476 | 10,409,220 | 10,456,264        | 10,634,077        |
|                | Total training hours*9                                | 30 companies*9 (81.1%)                    | global                        | hours     |           |            | 103,586    | 150,754           | 323,347           |
|                | Training cost*9                                       | 30 companies*9 (81.1%)                    | global                        | yen       |           |            |            | about 700 million | about 1.7 billion |
|                | Training participants*9                               | 30 companies*9 (81.1%)                    | global                        | persons   |           |            |            |                   | 50,141            |

\*1 Regular employees including operating officers

\*2 Newly hired regular employees including mid-career recruitment

\*3 FY2020: The data of 11 companies (Otsuka Holdings, Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Warehouse, Otsuka Chemical, Otsuka Foods, Otsuka Medical Devices, Otsuka Pharmaceutical Development & Commercialization, Otsuka America Pharmaceutical, Pharmavite), FY2021: The data of 19 major companies (11 companies + Otsuka Electronics, Otsuka Techno, Okayama Taiho Pharmaceutical, Otsuka Packaging Industries, Otsuka Ohmi Ceramics, Higashiyama Film, Otsuka Wellness Vending, JIMRO), FY2022: The data of 19 major companies (only domestic) (16 domestic companies + Otsuka Business Support, EN Otsuka Pharmaceutical, J.O. Pharma), FY2023: The data of 30 companies (22 companies + Otsuka Pharmaceutical Europe, Nutrition & Sante, PT Amerta Indah Otsuka, Otsuka Sims(Guangdong) Beverage, Tianjin Otsuka Beverage, Zhejiang Otsuka Pharmaceutical, PT Otsuka Indonesia, Taiho Oncology)

\*4 FY2020: The data of 11 companies (Otsuka Holdings, Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Warehouse, Otsuka Chemical, Otsuka Food, Otsuka Pharmaceutical Development & Commercialization, Otsuka America Pharmaceutical, Pharmavite, Otsuka Medical Devices), FY2021: The data of 19 companies (11 companies + Otsuka Electronics, Otsuka Techno, Okayama Taiho Pharmaceutical, Otsuka Packaging Industries, Otsuka Ohmi Ceramics, Higashiyama Film, Otsuka Wellness Vending, JIMRO), FY2022: The data of 23 companies (19 companies + Otsuka Business Support, EN Otsuka Pharmaceutical, J.O. Pharma, Otsuka Pharmaceutical Europe), FY2023: The data of 30 companies (23 companies + Nutrition & Sante, PT Amerta Indah Otsuka, Otsuka Sims(Guangdong) Beverage, Tianjin Otsuka Beverage, Zhejiang Otsuka Pharmaceutical, PT Otsuka Indonesia, Taiho Oncology)

\*5 FY2020: The data of 20 companies (the above\*4 19 companies + Otsuka Pharmaceutical Europe), FY2021: The data of 23 companies (\*4), FY2022: The data of 23 companies (\*4), FY2023: The data of 23 companies (\*4), FY2024: The data of 30 companies (\*4)

\*6 FY2020-2023: The data of 19 domestic companies (\*5), FY2024: The data of 30 companies (\*5)

\*7 The data is collected each year in June. FY2020-2023: The consolidated data of 16 companies (Otsuka Holdings, Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Warehouse, Otsuka Chemical, Otsuka Food, Otsuka Electronics, Otsuka Techno, Okayama Taiho Pharmaceutical, Otsuka Packaging Industries, Otsuka Ohmi Ceramics, Higashiyama Film, Otsuka Wellness Vending, JIMRO, 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 20 companies (the above 19 companies + Otsuka Pharmaceutical Europe), FY2023: The data of 23 companies (the above\*4), FY2024: The data of 30 companies (\*4)

\*10 FY2020-FY2021: The data of 19 companies is the same as the data of FY2021(\*4), FY2022: The data of 20 companies (the above\*4 19 companies + Otsuka Pharmaceutical Europe), FY2023: The data of 23 companies (the above\*4), FY2024: The data of 21 companies listed below\*10 (19 companies) + Otsuka Pharmaceutical Development & Commercialization + Otsuka Pharmaceutical America

\*11 Note: program to develop management human resources, rank specific training, selective training, etc. FY2022-2023: The data of 20 companies (19 companies (\*4) + Otsuka Pharmaceutical Europe), FY2024: The data of 30 companies (\*4)

\*12 FY2020: The data of 8 companies (Otsuka Holdings, Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Warehouse, Otsuka Chemical, Otsuka Food, Otsuka Medical Devices), FY2021-2022: The data of 16 companies (the above 8 companies + Otsuka Electronics, Otsuka Techno, Okayama Taiho Pharmaceutical, Otsuka Packaging Industries, Otsuka Ohmi Ceramics, Higashiyama Film, Otsuka Wellness Vending, JIMRO), FY2023-2024: The data of 19 companies (the above 16 companies + Otsuka Business Support, EN Otsuka Pharmaceutical, J.O. Pharma)

### Corporate Governance

Organization Company with an Audit & Board

Term of Directors One year

| Classification | Items                                 | Scope                                 | Unit    | FY2020 | FY2021 | FY2022            | FY2023            | FY2024 |
|----------------|---------------------------------------|---------------------------------------|---------|--------|--------|-------------------|-------------------|--------|
| 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 Men | persons | 3      | 3      | 3                 | 4                 | 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    |
|                | Nominating and Compensation Committee | Members                               | persons |        |        |                   | 6                 | 6      |
|                |                                       | Outside directors                     | persons |        |        |                   | 5                 | 5      |
| Chair          |                                       |                                       |         |        |        | Outside directors | Outside directors |        |

| Classification | Items   | Scope  | Unit                                    | FY2020  | FY2021 | FY2022 | FY2023 | FY2024 |    |
|----------------|---|--|---|---------|--------|--------|--------|--------|----|
| Remuneration   | Directors(excluding outside directors)                      | Officers who receive basic remuneration                          | persons                                 | 10      | 9      | 9      | 8      | 8      |    |
|                |   | Total remuneration   | ¥ mil                                   | 868     | 724    | 722    | 450    | 450    |    |
|                |   | Basic remuneration   | ¥ mil                                   | 302     | 302    | 299    | 300    | 300    |    |
|                |   | Amount charged as cost of stock option                           | ¥ mil                                   |         |        |        |        |        |    |
|                |   | Remuneration provided through restricted stock remuneration plan | ¥ mil                                   | 421     | 292    | 273    |        |        |    |
|                |   | Bonus  | ¥ mil                                   | 144     | 129    | 150    | 150    | 150    |    |
|                | Audit & Supervisory Board (excluding outside 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      | 10     | 8      | 8  |
|                |   |  | Total remuneration                      | ¥ mil   | 59     | 72     | 83     | 86     | 86 |

| Principal Shareholders (Top 10)     | Name of shareholders                                 | Number of shares held (thousand) | Shareholding ratio (%) |
|-------------------------------------|--|----------------------------------|------------------------|
| FY2024<br>(As of December 31, 2024) | The Master Trust Bank of Japan, Ltd. (trust account) | 87,403                           | 16.27                  |
|                                     | The Nomura Trust and Banking Co., Ltd.               |                                  |                        |
|                                     | Otsuka Founders Shareholding Fund Trust Account      | 52,952                           | 9.85                   |
|                                     | Custody Bank of Japan, Ltd. (trust account)          | 28,451                           | 5.29                   |
|                                     | State Street Bank And Trust Company 505001           | 14,301                           | 2.66                   |
|                                     | Otsuka Group Employee Shareholding Fund              | 12,930                           | 2.40                   |
|                                     | The Awa Bank, Ltd.                                   | 10,970                           | 2.04                   |
|                                     | State Street Bank West Client - Treaty 505234        | 10,571                           | 1.96                   |
|                                     | Otsuka Asset Co., Ltd.                               | 7,380                            | 1.37                   |
|                                     | JP Morgan Chase Bank 385781                          | 6,865                            | 1.27                   |
| MEDIPAL HOLDINGS CORPORATION        | 5,732  | 1.06                             |                        |

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.