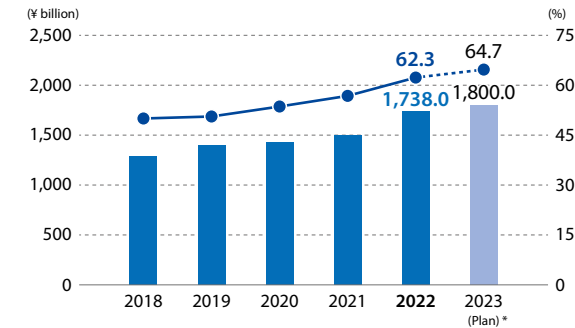


Financial and Non-Financial Highlights

Revenue and Percentage of Overseas Revenue

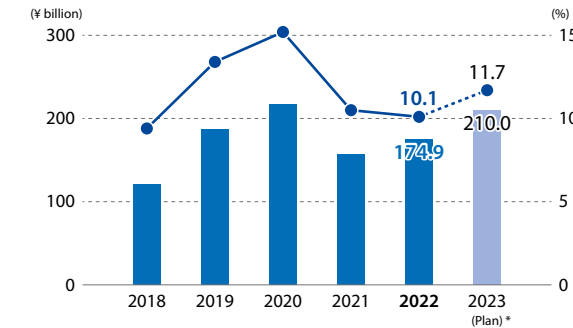


■ Revenue (left) ● Percentage of Overseas revenue (right)

Revenue continues to grow in all segments, especially in the four Global Products of the Pharmaceutical Business and the three Major Brands and three Nurture Brands of the Nutraceutical Business.

The percentage of overseas revenue has been increasing yearly, especially with the growth in North America.

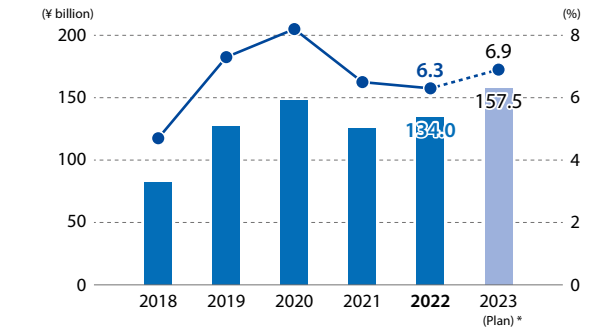
Business Profit, Business Profit Margin (Percentage of Revenue)



■ Business profit (left) ● Business profit margin (right)

Business profit was affected by higher raw material and energy costs, as well as by the COVID-19 pandemic, but increased due to sales growth, as well as stronger sales efforts and control of SG&A expenses.

Profit Attributable to Owners of the Company, Return on Equity Attributable to Owners of the Company (ROE)

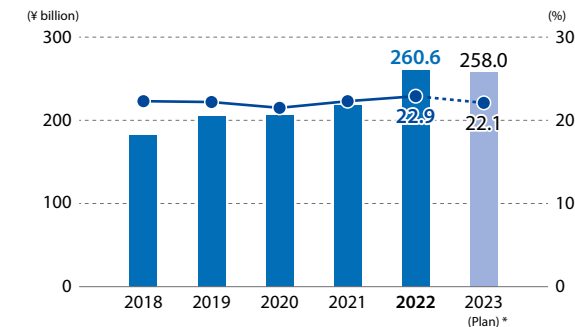


■ Profit attributable to owners of the Company (left) ● Return on equity attributable to owners of the Company (ROE) (right)

ROE for the 2023 plan is expected to be 6.9%, an increase of 0.6% over the previous year. By conducting business management with a corporate-wide awareness of capital cost, we aim to improve capital efficiency and achieve more than the plan.

Pharmaceutical Business

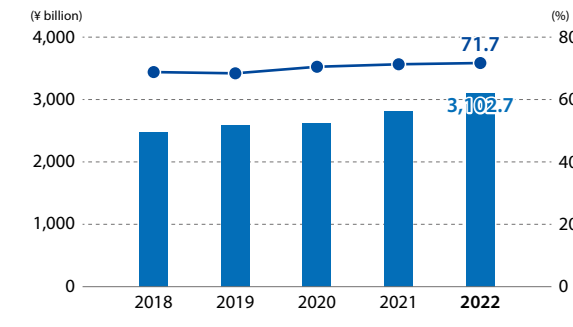
R&D Expenses, R&D Ratio (Percentage of Revenue)



■ R&D expenses (left) ● R&D ratio (right)

In anticipation of growth from the 4th Medium-Term Management Plan, we are continuing to invest in R&D at a high level, focusing on next-generation growth drivers to strengthen our products and pipeline in our priority areas of psychiatry and neurology, oncology, and cardiovascular and renal disease.

Total Assets, Ratio of Equity Attributable to Owners of the Company to Total Assets

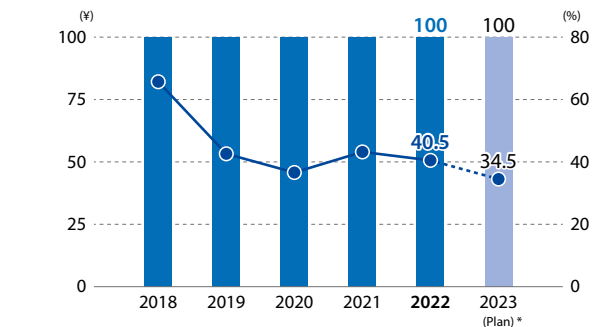


■ Total assets (left) ● Ratio of equity attributable to owners of the Company to total assets (right)

Assets have increased due to aggressive overseas business development as well as the impact of the yen's depreciation.

The ratio of equity attributable to owners of the parent company has remained stable, financially.

Annual Dividend per Share, Dividend Payout Ratio



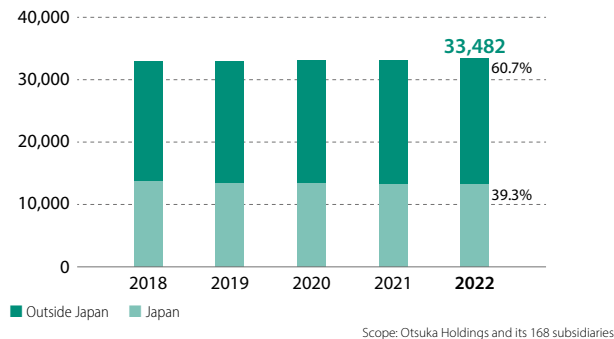
■ Annual dividend per share (left) ● Dividend payout ratio (right)

Our basic policy for shareholder returns is to pay stable dividends in line with profit growth. We will consider further shareholder returns taking into account the results of the 3rd Medium-Term Management Plan, as well as growth investments and financial conditions from the 4th Medium-Term Management Plan.

* Announced February 2023

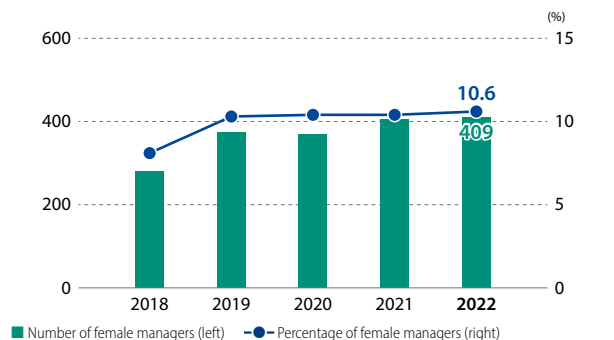
Financial and Non-Financial Highlights

Number of Employees



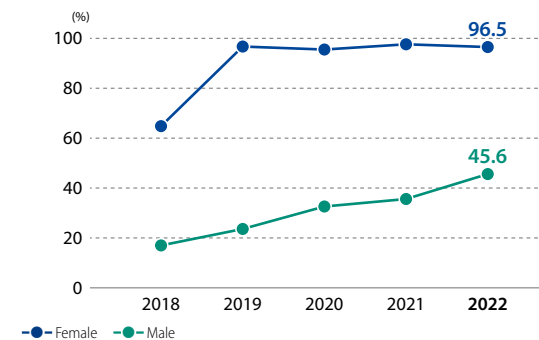
Sixty percent of our employees are active overseas and we are promoting global expansion.

Number of Female Managers, Percentage of Female Managers¹



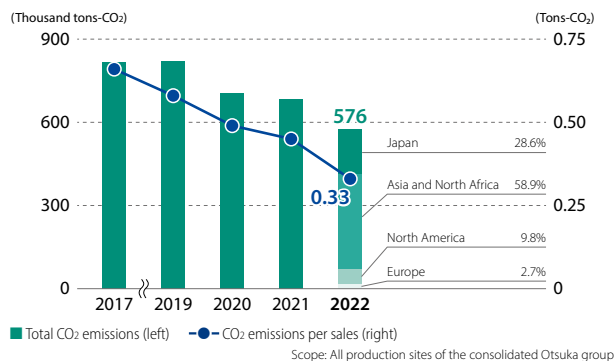
The percentage of female managers is increasing due to measures to promote the activity of women.

Number of Employees Taking Parental Leave²



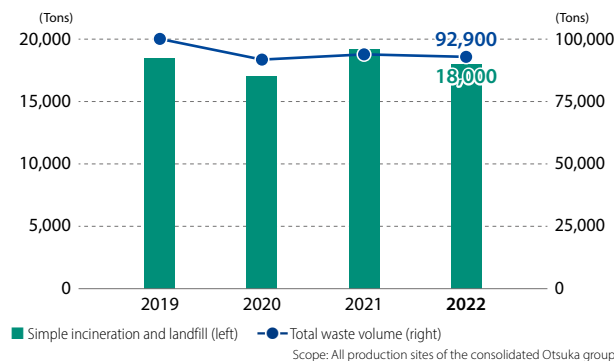
Seminars to encourage employees to change their attitudes, and the implementation of a new system to encourage male employees to take parental leave, have led to an increase in the take-up rate.

CO₂ Emissions, CO₂ Emissions per Sales



CO₂ emissions were reduced by 15.5% from the previous year by installing CO₂-free electricity and solar power generation equipment so we use renewable energy, and by maximizing energy use efficiency with the installation of a cogeneration system and fuel conversion.

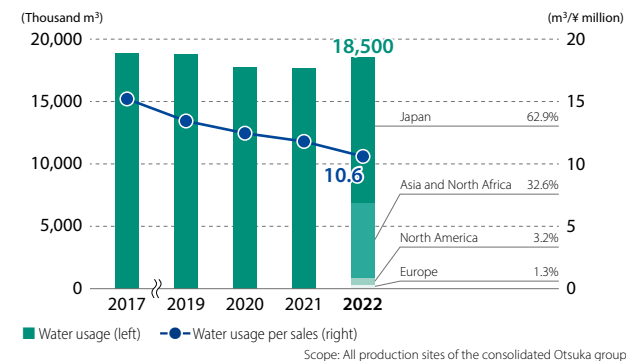
Simple Incineration and Landfill Volume, Total Waste Volume



Total global emissions were down 1.1% from the previous year, while simple incineration and landfill emissions were down 2.7% from 2019.

* Figures have been revised due to a review of waste data.

Water Usage, Water Usage per Sales



Global water consumption increased 4.2% from the previous year due to factors such as restarts of plants in Japan, while unit water sales decreased 30.3% from 2017.

1,2. Scope: (Fiscal 2017–2018) Six companies: Otsuka Pharmaceutical, Otsuka Pharmaceutical Factory, Taiho Pharmaceutical, Otsuka Warehouse, Otsuka Chemical, and Otsuka Foods
 (Fiscal 2019) Nine companies: the six companies above plus Otsuka Pharmaceutical Development & Commercialization, Otsuka America Pharmaceutical, and Pharmavite
 (Fiscal 2020) Eleven companies: the nine companies above plus Otsuka Holdings and Otsuka Medical Devices
 (Fiscal 2021) Nineteen companies: the eleven companies above plus Otsuka Electronics, Otsuka Techno, Okayama Taiho Pharmaceutical, Otsuka Packaging Industries, Otsuka Ohmi Ceramics, Higashiyama Film, Otsuka Wellness Vending, and JIMRO
 (Fiscal 2022) Twenty companies: the 19 companies above and Otsuka Pharmaceutical Europe (applies only to parental leave)
 2. Scope: only the Japanese companies among those aforementioned