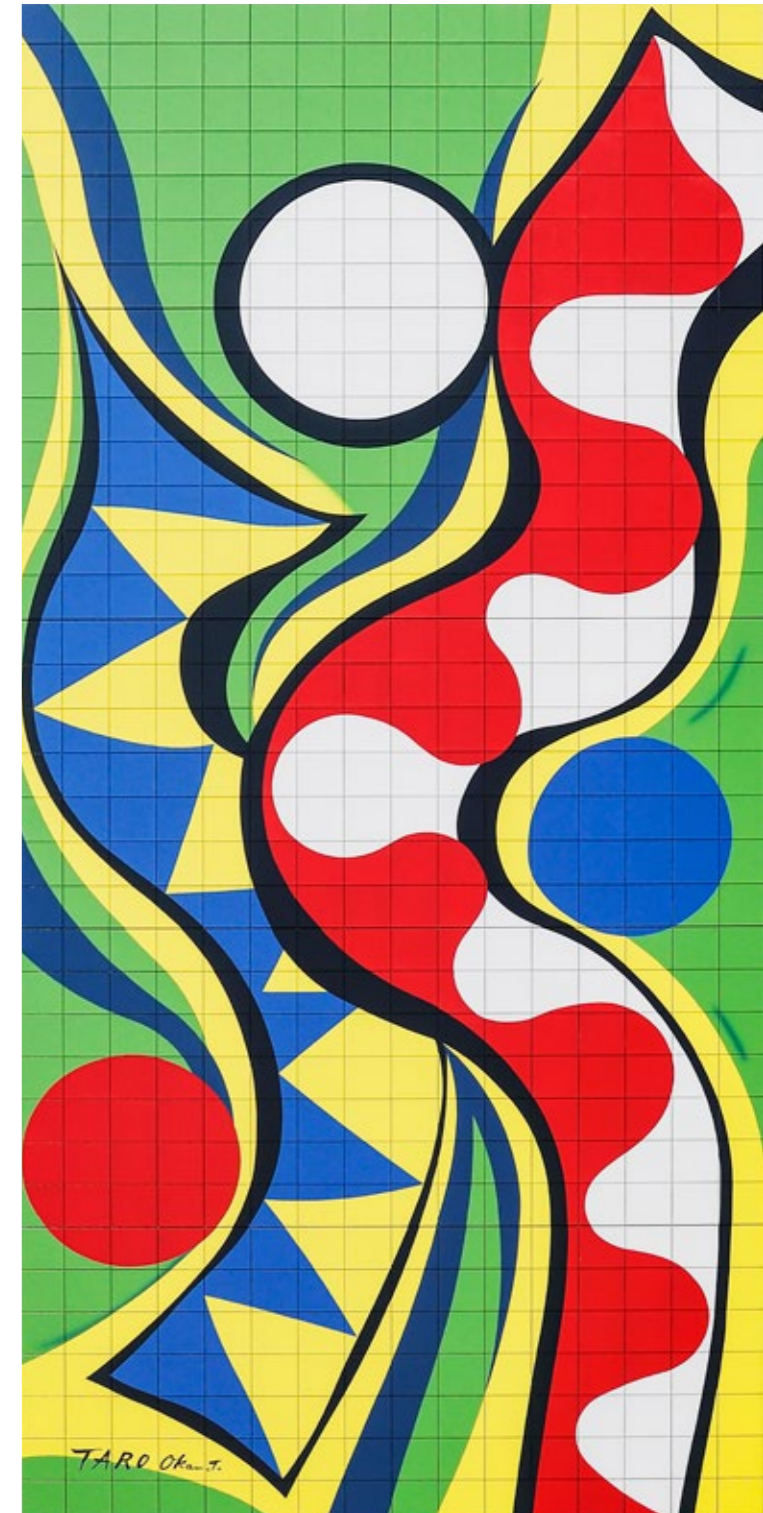
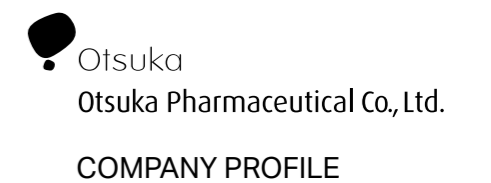




**Otsuka -
people
creating
new
products
for
better
health
worldwide**



"Inochi Odoru (Dancing Life)"



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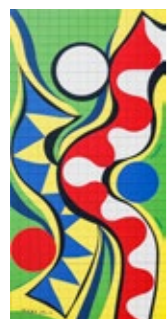
We Never Stop Asking Questions. To Find Solutions That Unlock a Healthy Life for All.

We continue to ask ourselves questions.
What does it mean to live a happy and healthy life?
And what is required to support it?

We are creators.
We observe issues in society and listen to the voices of people in their communities.
Otsuka Pharmaceutical can thereby provide unique products, services, and new
value — from daily health maintenance to prevention, diagnosis, treatment, and
prognosis assessment of illnesses.

We remain consistent in our response.
Why do we create these products and services?
How do they support people's lives and health?

Otsuka Pharmaceutical strives to be a total healthcare company,
providing support to maintain the healthy lives of people worldwide.



COVER

Cover art is by Japanese avant-garde artist Taro Okamoto (1911–1996).
The piece was burned onto ceramic panels by Otsuka Ohmi Ceramics and is
displayed on the wall at our Tokushima Research Institute. The work is titled
Inochi Odoru (Dancing Life), a reference to the arteries and veins that appear and
the movements resembling the Awa Odori — a traditional dance of Tokushima.
Jakucho Setouchi (1922–2021) — a distinguished Japanese Buddhist nun and
Tokushima native — gave the piece its name.

Otsuka-people creating new products
for better health worldwide

Strength in Experience — Utilizing our Two Core Businesses to Deliver a Unique Healthcare Offering.

We are experiencing significant changes in many areas of our lives, including healthcare, with advances in medical care, including digital technologies, that are contributing in part to extended healthy-life expectancies.

Healthcare that has historically emphasized diagnosis and treatment at medical institutions is slowly shifting focus toward prevention and post-treatment care. And as health issues become more central to our daily lives, we can expect a sharp increase in both interest and need in these areas. This movement has progressed gradually, but the coronavirus pandemic has sparked more rapid progress.

Since our establishment, Otsuka Pharmaceutical has had a holistic view of healthcare. We have been committed to the health of people worldwide through a multifaceted approach; our pharmaceutical business has focused on diagnosing and treating diseases, and our nutraceutical business has supported the maintenance and promotion of day-to-day health. Medical care will become more diversified, and people across the globe will expect seamless support for their health ranging from daily-life issues to diagnosis and treatment. To adapt to the changing times, we will leverage the experience we have accumulated in our two businesses and develop collaborations in relevant fields to provide unique healthcare services.

Good health remains a universal wish that spans generations. In September 2021, the Otsuka group celebrated its 100th anniversary. We have now begun our journey toward the next 100 years, guided by our corporate philosophy, Otsuka-people creating new products for better health worldwide. We will continue to evolve as a total healthcare company, working through our colleagues worldwide to address the health challenges people face and help them improve their mental and physical wellbeing.



Makoto Inoue

Otsuka Pharmaceutical Co., Ltd.
President and Representative Director

井上 真

History

Otsuka Pharmaceutical's journey began in 1964 when the sales and overseas divisions of the Otsuka Pharmaceutical Factory — the originator of the Otsuka group — were separated. At first, the new company focused on producing and marketing intravenous solutions and ORONAMIN C DRINK, alongside other products. Then in 1970, Otsuka Pharmaceutical began operating its first in-house plant in Tokushima. The establishment of a pharmaceutical research institute swiftly followed in 1971, and it was here the company began on its path toward in-house drug discovery.

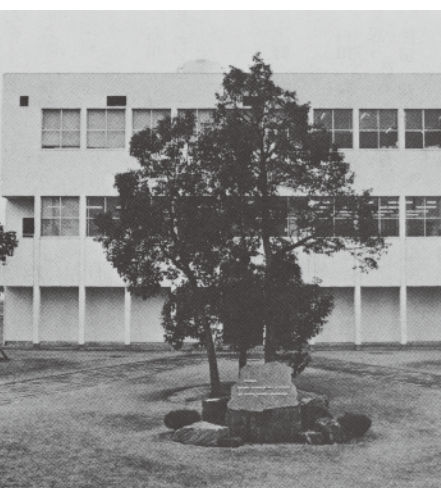
Otsuka Corporate Culture

Our corporate philosophy — Otsuka-people creating new products for better health worldwide — was conceived in 1973 as the philosophy for the research institute of Otsuka Pharmaceutical before later coming to represent the vision and values of the whole Otsuka group. From the very beginning, Otsuka Pharmaceutical's researchers have been motivated by their ambitious goal of contributing

to the health of people around the world. They have boldly taken up the challenge, guided by three main principles. Creativity grounded in a careful assessment of real circumstance and formulation a bold hypotheses, Ryukan Godo — meaning to discover the core substance of something through hard work and practice — and actualization, all factors that bore fruit in 1980 with the in-house creation of a drug for the treatment of hypertension. These three guiding principles remain deep-rooted in Otsuka's culture.

Global Expansion

One trigger for our international expansion was the 1973 oil crisis, with import restrictions in Asian countries. We began in Thailand in 1973, then established further production and sales structures in Indonesia, China, Korea, and Pakistan. In the 1980s we started operations in Germany and then the U.S., creating an international R&D network. Today, Otsuka has operations around the world that align with local cultures and environments.



Stone monument inscribed with corporate philosophy

Philosophy

Three monuments highlighting our guiding principles of actualization and creativity embedded in Otsuka Pharmaceutical's DNA are on display at the Human Resource Development Institute in Tokushima, Japan. These monuments serve to remind us to set aside preconceived notions, keep a flexible mindset as we approach new challenges, and be creative in all that we do.



Giant Tomato Tree

Otsuka planted this tomato tree to remind us that we can unlock our unlimited potential if we free ourselves from norms. Tomato trees usually produce only 50 to 60 tomatoes, but removing the soil and releasing the roots through hydroponics produces thousands of fruit per year, highlighting the power of potential if we think a little differently.



Bent Giant Cedar

Located inside the Vega Hall auditorium entrance is a large, bent cedar that maintains balance despite the illusion of instability. The sight of this curiously-bending giant cedar tree with another trunk lying across it, resting on a single point, challenges our conceptions. Despite appearing precariously unsteady, the pair maintain a perfect balance, serving to break down stereotypes a constant reminder of the importance of thinking differently.



Floating Stones

This aquatic garden has large polished stones that seem to defy the laws of physics by floating on water. These gently curved granite stones represent Otsuka Pharmaceutical's spirit and compassion in improving the lives of people through better health. This garden provides a relaxing space that stimulates creativity and helps foster the generation of new ideas.

Company Profile

As of December 31, 2022



Company Profile

Company name	Otsuka Pharmaceutical Co., Ltd.
Date established	August 10, 1964
Capital	20 billion yen
Business description	Manufacture, distribution, exportation and importation of pharmaceuticals, clinical testing equipment, medical devices and equipment, food products, cosmetics, and other health-supportive products
Business offices	15 branch offices, 49 district offices (in Japan)
Research facilities	4 locations (in Japan)
Factories	8 production sites (in Japan)
Financial Results	Netsales 597.0 billion yen
Business composition	Pharmaceutical Business 76.6% Neutraceutical Business 23.4% (FY2022 Non-consolidated)
Operating profit	139.4 billion yen
Head office	2-9, Kanda-Tsukasamachi, Chiyoda-ku, Tokyo 101-8535, Japan
President and Representative Director	Makoto Inoue
Employees	5,761 (as of December 31, 2022)

Board members and statutory auditors

(As of March 8, 2023)

Chairman and Representative Director	Tatsuo Higuchi
President and Representative Director	Makoto Inoue
Executive Deputy President and Representative Director	Yoshiro Matsuo
Vice Chairman	Susumu Tamai
Managing Director (Emerging Countries and OIAA Division*)	Mikio Bando
Managing Director (Business Strategy)	Shuichi Takagi
Executive Director (Research, Intellectual Property and Head of the Osaka Research Center for Drug Discovery)	Toshiki Sudo
Executive Director (OIAA Division*, Production)	Shinichi Taira
Executive Director (Quality Control and Quality Assurance)	Akemi Kaneko
Executive Director (Production, Supply Chain and CMC)	Kiyoshi Taniguchi
Executive Director (Finance)	Yuko Makino
Executive Director	Ichiro Otsuka
Standing Audit & Supervisory Board Member	Nobuo Kouno
Standing Audit & Supervisory Board Member	Kazuya Inagaki
Standing Audit & Supervisory Board Member	Takeo Suzuki
Audit & Supervisory Board Member	Hiroshi Sugawara

* Otsuka International Asia Arab Division

Global Expansion

Good Health Is a Universal Wish.

Working Together as a Global Team, for the Benefit of

People around the World.

Otsuka Pharmaceutical

Principal Research & Production Sites

Research Institutes

- Tokushima Research Center for Drug Discovery
- Osaka Research Center for Drug Discovery
- CMC Headquarters
- Diagnostic Division, Research Department

Clinical Institutes

- Diagnostic Division, Clinical Development Department
- Headquarters of Clinical Development

Nutraceutical Business

- Otsu Nutraceuticals Research Institute
- Otsu Skin Care Research Institute
- Saga Nutraceuticals Research Institute

Production sites

- Tokushima Factory
- Second Tokushima Factory
- Tokushima Wajiki Factory
- Tokushima Itano Factory
- Saga Factory
- Takasaki Factory
- Fukuroi Factory
- Tokushima Mima Factory

Japan

- Earth Corporation
- Earth Environmental Service Co., Ltd.
- Heartful Kawauchi Co., Ltd.
- Kitasato-Otsuka Biomedical Assay Laboratories Co., Ltd.
- NEOS Corporation
- Nippon Pharmaceutical Chemicals Co., Ltd.
- Otsuka Digital Health Co., Ltd.
- Otsuka Electronics Co., Ltd.
- Otsuka Mechatronics Co., Ltd.
- Otsuka Wellness Vending Co., Ltd.
- Tokushima Vortis Co., Ltd.

Asia, Arab, Oceania

- Otsuka Australia Pharmaceutical Pty Ltd.
- China Otsuka Pharmaceutical Co., Ltd.
- Guangdong Otsuka Pharmaceutical Co., Ltd.
- Otsuka Beijing Research Institute
- Otsuka (China) Investment Co., Ltd.
- Otsuka Shanghai Research Institute
- Otsuka Sims (Guangdong) Beverage Co., Ltd.
- Pharmavite (Shanghai) Nutrition Technology Co., Ltd.
- Sichuan Otsuka Pharmaceutical Co., Ltd.
- Tianjin Otsuka Beverage Co., Ltd.
- Zhejiang Otsuka Pharmaceutical Co., Ltd.
- Otsuka Pharmaceutical (H.K.) Ltd.
- King Car Otsuka Co., Ltd.
- Taiwan Otsuka Pharmaceutical Co., Ltd.
- PT Amerta Indah Otsuka
- PT Otsuka Distribution Indonesia
- PT Otsuka Indonesia
- Otsuka Pharmaceuticals (Malaysia) Sdn. Bhd.
- Otsuka Myanmar Company Ltd.
- Otsuka Pakistan Ltd.
- Otsuka (Philippines) Pharmaceutical, Inc.
- OTSUKA-SOLAR Philippines Incorporated
- Otsuka Pharmaceuticals (Singapore) Pte. Ltd.
- Dong-A Otsuka Co., Ltd.
- Korea Otsuka Pharmaceutical Co., Ltd.
- Otsuka Electronics Korea Co., Ltd.
- Otsuka Nutraceutical (Thailand) Ltd.
- Thai Otsuka Pharmaceutical Co., Ltd.
- Abdi Ibrahim Otsuka Pharmaceutical Company
- Otsuka Thang Nutrition Co., Ltd.

North America

- Daiya Foods Inc.
- Otsuka Canada Pharmaceutical, Inc.
- A&P Inphatec
- Astex Pharmaceuticals, Inc.
- Avanir Pharmaceuticals, Inc.
- Cambridge Isotope Laboratories, Inc.
- CG Roxane, LLC
- Crystal Geyser Brand Holdings, LLC
- Crystal Geyser Water Company
- FoodState, Inc.
- McQuade Center for Strategic Research and Development LLC
- Otsuka America, Inc.
- Otsuka America Pharmaceutical, Inc.
- Otsuka Nutraceutical Emerging Ventures LLC
- Otsuka Pharmaceutical Development & Commercialization, Inc.
- Pharmavite, LLC
- Ridge Vineyards, Inc.
- Uqora, Inc.
- Visterra, Inc.

Central and South America

- Otsuka Nutraceutical Mexico S.A. de C.V.

Europe

- Interpharma Praha, a.s.
- ALMA S.A.
- Nardobel SAS
- Nutrition & Sante SAS
- Otsuka Pharmaceutical France SAS
- Otsuka Novel Products GmbH
- Otsuka Pharmaceutical Development & Commercialisation Europe GmbH
- Otsuka Pharma GmbH
- Otsuka Pharmaceutical Italy S.r.l.
- Otsuka Pharmaceutical Netherlands BV
- Otsuka Pharmaceutical, S.A.
- Otsuka Pharma Scandinavia AB
- Otsuka Pharmaceutical (Switzerland) GmbH
- Astex Therapeutics, Ltd.
- Otsuka Pharmaceutical Europe Ltd.
- Otsuka Pharmaceuticals (U.K.) Ltd.

Curing Diseases. Safeguarding Everyday Health.

We Are a Holistic Healthcare Company — Venturing Beyond Business Boundaries in Our Dedication to the Mind and Body.

Pharmaceuticals

Since the establishment of our research institute in 1971, our approach has hinged on a consistent policy: To create world-class products without imitation. To develop new drugs that benefit a diverse range of patients worldwide, we focus on the central nervous system (CNS), cardiovascular and renal disease, oncology, infectious diseases, ophthalmology, and dermatology. We strive to meet unaddressed medical needs and create breakthrough products based on our unique approach. We contribute to people's health worldwide by developing new therapeutic approaches and unprecedented drugs.

Nutraceuticals

The term nutraceuticals was created by combining the words nutrition and pharmaceuticals. By utilizing the know-how accumulated through our research in the pharmaceutical field, we develop original products with a solid scientific base that support everyday health maintenance and improvement. We have created entirely new markets by understanding current health issues and the underlying needs of consumers.



Pharmaceuticals and Nutraceuticals in Alliance — Working with Society and Communities to Address Health Challenges

Synergy.1

Mental health and sports — supporting high school students in cooperation with the local government.

Otsuka has collaborated with Funabashi City, Japan to foster awareness campaigns in six areas: citizens' health, dietary education, sports, health and medical care in times of disaster, city employees' health, and mental health.

For example, concern about the mental health of sports students has grown due to pandemic-caused cancellations and restrictions on practice and tournaments. In response, Otsuka connected Funabashi Municipal High School with a sports mental health psychiatrist, triggering the school and psychiatrist to hold a student seminar on stress management in sports. Heat disorder during sports practice was pinpointed as another cause of mental health stress. At the physician's request, Otsuka provided information on measures against heat disorder, including deep body temperature cooling.



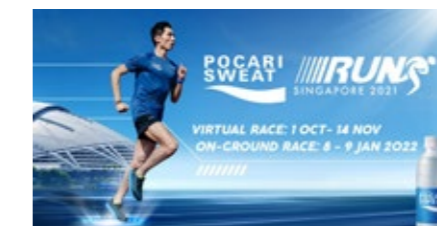
Students listening to an explanation of mental health support.

Synergy.2

Boosting mental and physical health on a virtual run.

In conjunction with World Mental Health Day, the POCARI SWEAT RUN charity event took place between October 1 and November 14, 2021, in collaboration with Silver Ribbon — a mental health awareness NPO based in Singapore. The event is a virtual running race utilizing a smartphone app. Participants choose their distance and donate to the NPO based on how far they manage to run. Around 4,000 runners including Otsuka group employees from Japan and Indonesia laced up their running shoes and took part in the event.

Before the race, participants could join online seminars to hear psychiatrists and athletes talk about mental health, focusing on mental wellbeing, exercise, and hydration. Events of this kind highlight how Otsuka can work closely with and support consumers' mental and physical health by utilizing the synergy of its two core businesses.



Synergy.3

Utilizing the media to highlight the importance of understanding women's health.

In conjunction with Women's Health Week — an annual awareness campaign run in March by Japan's Ministry of Health, Labor and Welfare — Otsuka Pharmaceutical conducts media seminars, and spreads awareness through newspapers, TV, and the web, to educate and improve society's literacy on women's health.

In 2021, a medical specialist gave a lecture on how the soy-derived metabolite equol can support those with hair problems and provided information and advice on how women should consider their relationship with alcohol.

In 2022, we organized a lecture on the connection between premenstrual syndrome (PMS) and migraines — a common issue among women. Otsuka is engaged in various information-sharing activities related to women's health from the perspectives of its two core businesses, pharmaceuticals and nutraceuticals.



Women's health press seminar.

A Healthy Mind and Body Day-To-Day —
Bringing Drug Discovery to a Wider
Range of People around the World.

Pharmaceuticals

Central Nervous System Disorders

Supporting the daily lives of patients suffering from psychiatric and neurological diseases.

Psychiatric disorders such as schizophrenia, bipolar disorder, depression, and autism develop during both childhood and adulthood and can interfere with all aspects of life. And with an aging population, dementia has become a significant issue for society. The causes of diseases of the central nervous system (CNS) are not yet fully understood, complicating drug discovery and development. Otsuka is committed to tackling these challenges and has long been a top global player in this field through efforts that include in-house drug discovery, combinatorial innovations through external collaborations, and the development of apps and other digital technologies.



From our research labs to the world — ABILIFY, ABILIFY MAINTENA, and REXULTI.

Otsuka discovered the antipsychotic ABILIFY and first launched it in the U.S. in 2002. Availability was expanded to more than 60 countries and regions. The issue of relapse due to patients discontinuing medication then led us to develop ABILIFY MAINTENA, a once-monthly injection. We launched the product in the U.S. in 2013 to treat schizophrenia and in Japan in 2015 for the same indication; it was also approved in both countries for bipolar I-related disorders.

REXULTI, an antipsychotic with a novel mechanism, was approved in the U.S. in 2015 to treat schizophrenia and for adjunctive treatment for depression. It was subsequently approved in Japan in 2018 for schizophrenia. We are conducting trials for its use in agitation associated with Alzheimer's disease and in post-traumatic stress disorder.

AJOVY — providing relief for sufferers of migraines.

Migraines have been singled out as one of the most oppressive neurological disorders with regard to their effect on daily life. The annual prevalence was estimated at 8.4 percent in Japan, with the highest percentage, of approximately 20 percent, among women in their 30s.

In an attempt to relieve those suffering from migraines, Otsuka launched AJOVY — a drug that suppresses the onset of migraine attacks — in Japan in August 2021. AJOVY is an asset of Teva Pharmaceutical Industries Ltd, and Otsuka entered into an exclusive license agreement for development and commercialization in Japan.



Innovation in the Pharmaceutical Industry — Utilizing Proprietary Drug Discovery Technologies and Digital Solutions.

Cardiovascular and Renal Areas

Tackling intractable diseases with unique drug discovery technology — Striving to create first-in-class products.

SAMSCA is the first-ever oral aquaretic. Development was triggered by a physician who highlighted the need for a drug that induces excretion of water but not electrolytes. This compound, tolvaptan, was also developed as the first-ever treatment for autosomal dominant polycystic kidney disease (ADPKD), an intractable disease, as well as a treatment patients for cardiovascular disorders.

In the renal area, in Japan we are also co-promoting Novartis's Entresto — a treatment for chronic heart failure and hypertension — and have licensed rights in Japan and other countries to voclosporin, a drug candidate for lupus nephritis.

SAMSCA/JYNARQUE/JINARC — Supporting patients in more than 40 countries.

SAMSCA was launched as a first-in-class drug in Europe and the U.S. in 2009 and Japan in 2010. It is currently being used in over 40 countries to treat hyponatremia and edema caused by heart failure or liver cirrhosis. It was also approved in Japan in 2014 as the first-ever therapeutic treatment for ADPKD, as the vasopressin V₂ receptor antagonist was found to be involved in the formation of renal cysts in the disease. The drug was also approved in the U.S. and Europe and is marketed under the names JYNARQUE/JINARC, allowing us to bring a new treatment option to patients suffering from this intractable disease.



Drug discovery utilizing proprietary antibody platform technology.

In 2018, we acquired Visterra, a U.S. biotech with proprietary antibody platform technology to design and engineer precision antibody-based therapies. We have joined forces to develop antibody drugs that may prove effective in blocking biological processes previously thought to be deeply challenging. VIS649 is a potential new therapeutic option created from this antibody technology and is being developed to target IgA nephropathy.



Patient support services with VR.

A comprehensive approach to mental health care through digital solutions.

Otsuka is driving digital-solution initiatives to treat psychiatric and neurological disorders — one of our therapeutic focus areas. For example, we collaborate agreement with Click Therapeutics, Inc. (U.S.), a company building a digital app to support people with major depressive disorder.

We have also entered an agreement with Jolly Good Inc. — a Japanese company that develops medical and welfare services using advanced virtually reality technology — for example, to help schizophrenic patients.



New research center in Osaka prefecture.

Opportunities to create new treatment methods.

In collaborations in Japan and elsewhere, we seek to discover new therapies based on newer modalities in molecular biology, immunology and other areas. For example, we acquired Astex Pharmaceuticals, recognized for its fragment-based drug discovery technology and cryo-electron microscopy, and are engaged in R&D with Osaka University and other academic institutions on gene-modified T-cell therapy (CAR-T) for cancer. We also established a joint research program with RIKEN on organoid production technology using iPS cells. Through these and other collaborations, we are strengthening our drug discovery platforms.

We opened a new research center in Osaka prefecture, Japan in 2022. The facility is pursuing research rooted in biologics such as gene and cell therapies, antibodies, and regenerative medicine. In addition, researchers are pursuing other cutting-edge areas in immunology, digital technologies, and small-molecule drugs.

For a Brighter Tomorrow —
Contributing to Health
in a Shifting Social Environment.

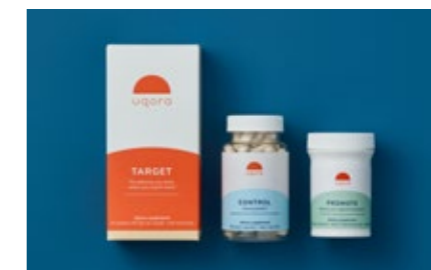


Nutraceuticals

Women's Health

Addressing the specific health challenges of women.

Otsuka offers new ways to support women's health and beauty during around the midlife transitional period with EQUELLE. This supplement contains the soybean-derived ingredient equol, which is beneficial to women. In 2021, Otsuka followed up with tocoelle, which offers gentle support for premenstrual fluctuations. This addition to the Elle series supports a broader range of age groups. As a total healthcare company, we provide information and other educational activities on women's health in collaboration with Pharmaceutical Business. We thereby support health literacy, ultimately empowering women.



Leveraging synergies with Uqora, Inc. Expanding the field of women's health support.

Urinary tract issues disproportionately impact women. To address this, Otsuka joined forces with Uqora — a U.S. company with strengths in products and platforms specializing in that field. Uqora approach uniquely offers proactive urinary tract products (supplements to actively maintain urinary tract health) and reactive solutions for relief from urinary tract infections (UTIs). The company was founded in 2017 and has grown rapidly since.

By mutually leveraging our strengths, Otsuka and Pharmavite, LLC — a U.S. subsidiary of Otsuka Pharmaceutical, which acquired Uqora in 2021 — support women's health from a broader perspective.

Utilizing seminars and programs to share reliable information.

Otsuka hosts information-sharing seminars on women's health, aimed at non-expert and professional audiences. We also co-sponsor the Otsuka Advanced Training for Health Aging Supporters with the nonprofit Health Aging Projects to support the health of local communities. The support helps those who want to deepen their knowledge and expertise on specific women's health issues, discover skills and techniques for health counseling, and provide diet and nutrition information in local communities.



Responding to a Range of Daily-Life Health Issues with Science-Based Products and Information.

Maintaining a healthy physical condition

With products and information backed by scientific evidence we make health management a part of your daily routine.

As our social environment changes, consciousness about personal health management rises. There is a renewed awareness of exposure to infectious diseases and the importance of exercise. Otsuka offers unique solutions to health issues. For example, based on research on plant-derived lactic acid bacteria ONRICb0240, we share information on mucosal immunity and physical conditioning.

We also use findings from beverage research to explain the relationship between water and electrolyte supplementation and the maintenance of the fibrillary transport function, which expels viruses and other foreign substances. We also share knowledge about risks during summer months following self-isolation indoors. Lifestyles changes are highlighting the importance of nutritional balance and the value of healthy snacking products. The Nature Made brand has traditionally supplied nutritional elements that tend to be lacking in daily lives. Still, demand has skyrocketed for the brand's products such as vitamin D and C supplements, as consumers take proactive measures. Nature Made, with the No. 1 over-the-counter share*1 in the U.S. dietary supplement market, and selected as the No. 1 supplement recommended by U.S. pharmacists for more than 20 consecutive years*2, has long been a trusted brand.

*1 Based in part on data reported by IRI through its Advantage Service for the Total Vitamins Category for the 52-week period ending 1/1/2023 in US MULO using Pharmavite's custom definitions. © 2023, Information Resources Inc.

*2 2022 U.S. NEWS & World Report (in collaboration with Pharmacy Times) Survey: Targeted Product: Vitamins (A, B, C, D, E, K), Coenzyme Q10, Omega 3/Fish Oil, Flaxseed Oil, Herbs, Mood Health (Calm & Relax), Diabetic Multivitamin, Cholesterol Management - Fish Oil, SleepAid (Melatonin/Melatonin Blend)



Plant-based food products

Plant-based food and ethical consumption — a growing trend.

Consumer choices are shifting toward ethical consumption and healthy eating, and Otsuka offers various plant-based food products that align with these demands. Daiya Foods Inc. develops, manufactures, and markets plant-based foods, including cheese alternatives, dressings, and desserts. Daiya products are popular among vegetarians, flexitarians, people with food allergies, as well as the millennial generation and others, who share the company's values of healthy living and respect for the planet.

Céréal bio, Nutrition & Sante SAS that markets nutritional products in Europe, is a historic brand of organic food products in France. It offers several products centered on ready-to-eat and ready-to-cook foods.

In Japan, the range of SOYJOY soy bars has expanded with the launch of the Plant Based series, which has acquired the highly recognized vegan certification.*3

*3 Vegan certification by NPO Vege Project Japan.



Launched in 1980.

POCARI SWEAT

A health drink born from our knowledge of intravenous solutions.

Otsuka was founded in 1921 as a manufacturer of chemical raw materials and began its infusion (intravenous solutions) business in 1946. POCARI SWEAT, launched in 1980, was developed using expertise accumulated in the IV business. It replenishes water and electrolytes, important factors for maintaining and improving health. After launch, Otsuka began a campaign to raise awareness of heat disorders and how to prevent it. Based on scientific evidence, POCARI SWEAT has continued to raise awareness in Japan and abroad of the importance of replenishing fluids and electrolytes, which are essential for sustaining life. POCARI SWEAT is available in forms including a liquid drink, jelly, powder, and POCARI SWEAT ICE SLURRY, a drinkable ice that focuses on core body temperature. Otsuka continues to propose solutions, through a variety of products, for new health issues arising from changes in the social environment.



Launched in 1965.

ORONAMIN C DRINK

A carbonated nutritional beverage — An energy boost for all ages.

ORONAMIN C DRINK was launched during a period that saw an establishment of a big market for medicinal drinks. The drink was a delicious, carbonated nutritional drink suitable for all ages and was born from the innovative idea of adding carbonation to a nutritional drink, focusing on taste. The design and ingredients have remained unchanged since its initial launch, while the container and packaging have been updated to align with modern safety and environmental considerations. With the slogan Full of Vitality! (Genki Haturatsu in Japanese) Oronamin C has become a much-loved favorite that brings vitality to people of all ages worldwide.



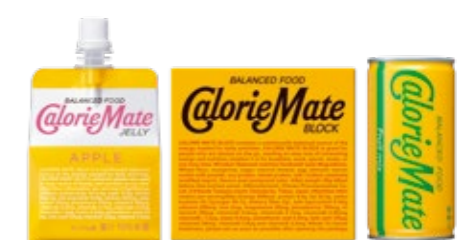
Launched in 1983.

Calorie Mate

Providing a balanced blend of five major nutrients.

Calorie Mate Liquid was created as a nutritional supplement for healthy people. It was based on HINEX-R, a concentrated liquid food developed in the medical field as an alternative to intravenous drips. Patients unable to eat could not be discharged from the hospital, and HINEX-R offered a solution to this issue.

The subsequent development of Calorie Mate Block responded to the social issue of breakfast deprivation. It offered a breakfast available to anyone, anywhere, anytime. It is no longer only for breakfast and is now a nutritional supplement to support those exercising, studying, or for use in an emergency. It is available in block, liquid, and jelly form.



Otsuka's Health and Illness Awareness Initiatives —
Communicating Accurate, Science-Based Information.



Sustainability

Health & Illness Awareness

Providing accurate information about health and illnesses.

Otsuka is committed to sharing accurate information about health and illnesses by utilizing the know-how and resources acquired through our R&D activities and communication with patients and consumers. For example, we launched a Health & Illness website to enable consumers to learn more about health issues. We share useful information simply and clearly for each topic, such as preventive measures.



Otsuka Pharmaceutical website: Health & Illness



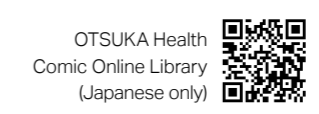
Health & Illness



OTSUKA Health Comic Online Library

Encouraging interest in health through comics.

The Otsuka Health Comic Library is a collection of comics about health. It was launched in 1989 to encourage interest and deepen knowledge about the workings of the human body and wellbeing. It is published annually and donated to elementary and middle schools around Japan and Japanese schools overseas. Users can browse in e-book format and online. We have also sought submissions for children's works to be published and are developing study guides that align with school curriculums.



OTSUKA Health Comic Online Library (Japanese only)

Communicating the importance of nutrition.

We use the knowledge acquired through the development of our nutritional supplements to teach people of all ages about nutrition. These initiatives include an app that teaches children about appropriate dietary habits and nutritional balance and a service that provides nutritional analysis. The app is being used as a teaching tool in elementary school classrooms, and we are cooperating with local governments to encourage more widespread use.



Supplement Check

Efforts to Raise Awareness about Health Issues and How to Cope with Them



Supporting women's health and wellbeing

We are committed to supporting women's health and wellbeing. By utilizing the strengths of our core pharmaceutical and nutraceutical businesses, we are working to address various health issues that affect women in different stages of their lives, such as pre-menstrual syndrome (PMS), menopausal syndrome, and migraines. Our initiatives to support women also include promoting health literacy, conveying the importance of using knowledge to cope with symptoms, rather than enduring them in silence.



Communicating the importance of hydration and electrolytes to prevent heat disorders.

Since launching POCARI SWEAT[®] over 40 years ago, we have been driving awareness about the importance of hydration. Since its founding in 1992, we began to cooperate with the Research Group on Heat disorders Prevention During Sports (now called the Japan Sport Association) to raise awareness on how to prevent heat disorders. Since then, we have expanded to a wide range of themes, such as safety and hygiene in the workplace, bathing tips, and hydration measures for older people. All the information we share is backed by scientific evidence.

Helping patients with alcohol addiction seek appropriate medical care.

Alcohol addiction is a disorder characterized by strong cravings and dependent behavior. It can disrupt health, work, and family life, leaving significant social and financial impacts. However, many people battling with alcohol addiction are unable to get appropriate medical treatment. With the cooperation of medical specialists and academic societies, Otsuka Pharmaceutical conducts workshops on the diagnosis and treatment of alcoholism. We educate and inform patients about the latest treatments and connect them with medical institutions so that they can receive appropriate medical care for their condition.



Fostering understanding about ADPKD through comics.

Autosomal dominant polycystic kidney disease (ADPKD) is an intractable disease. As a part of our educational initiatives, we are using comics created by Japan's Ministry of Health, Labour and Welfare's Polycystic Kidney Disease Working Group to provide useful tips to patients and help them learn about the disease in an easy-to-understand manner. To date, we have published and distributed approximately 300,000 copies to help deepen understanding about this disease.

Contributing to public health through the eradication of tuberculosis.

The UN's Sustainable Development Goals were set up in 2016, with the aim of achieving them by 2030. One target is to end the tuberculosis epidemic — one of the big three infectious diseases. Otsuka created DELTYBA, one of only two new drug in 40 years for multidrug-resistant tuberculosis. DELTYBA is available in more than 120 countries, a result of our collaboration with international organizations, governments, foundations, and companies to enable availability in developing countries where many patients need treatment. We are also developing an additional treatment (OPC-167832), part of our aim to contribute to the eradication of tuberculosis.



Otsuka's Initiatives toward
a Sustainable, Carbon-
Free Society.

Sustainability

Environment

Medium- and long-term goals for a sustainable society.

The Otsuka group aims to reduce the total environmental impact of our business activities to zero. Based on this newly-adopted Net-Zero 2050 Environmental Vision, we have identified three key environmental materialities and set medium-term targets to achieve them. The materialities are carbon neutrality, a circular economy, and water neutrality. In addition, as part of our business strategy, we are engaging in group-wide collaboration in accordance with our environmental policy (details p.38). We established the Otsuka Group Plastic Policy (details p.38) in 2020, with a focus on using PET bottles made from plant-derived bioplastics and recycled material. We are collaborating as a group to shift towards sustainable packaging for all consumer products by 2050.

Nurturing sustainable farming practices.

MegaFood (Food State, Inc., U.S.) co-founded the Soil Carbon Initiative*1, which partners with farmers to restore soil health. This serves to mitigate climate change while improving farmers' economic potential. In 2019, Europe-based Nutrition & Santé launched the Objective Earth program to help farmers transition to soil conservation agriculture. The initiative collaborates with 25 CRC®*2 wheat farmers, promoting practices such as no-till farming, greater crop rotation, and plant cover.

Eco-friendly packaging in the U.S. and Japan.

In 2019, Otsuka Pharmaceutical's U.S. affiliate CG Roxane became the first American beverage manufacturer to operate its own recycled plastic plant. At this California-based plant, PET resin is recycled into new PET bottles. In Japan, we began selling label-free POCARI SWEAT bottles in 2021. In 2022, we started introducing bottles made from recycled PET.



Label-less PET bottles.



Otsuka Eco-Village / Making a composting pit

Recycling resources at Otsuka Eco-Village.

Improper waste disposal is an issue in Indonesia with inadequate waste treatment and management systems leading to social and environmental problems such as marine pollution. In response, Amerta Indah Otsuka (which makes POCARI SWEAT in Indonesia) has cooperated with local residents to launch the Otsuka Eco-Village. Based in a village next to our production plant, this program focuses on proper waste disposal and recycling practices by promoting awareness and encouraging the community to manage waste voluntarily.

*1 The Soil Carbon Initiative is a commitment and verification program that empowers and incentivizes farmers and the food supply chain to scale the transition of acres under regenerative agriculture management in order to maximize regenerative outcomes, including soil health, biodiversity, carbon drawdown, water quality, climate resiliency and improved rural community economics.

<https://www.soilcarboninitiative.org/about>

*2 Culture Raisonnée Contrôlée is an institution that guarantees that 100% of the grain was grown in France using sustainable methods.

A Diverse Workforce Is Key
to New Value Creation
and Company Growth.



Sustainability

Otsuka People

Helping our employees stay healthy.

In accordance with our Declaration on Health, Otsuka Pharmaceutical strives to maintain and promote the wellbeing of our employees and their families. We provide online exercise videos and carry out walks and virtual runs using a smartphone app. The app also encourages employees to keep exercising in their daily lives and fosters communication between employees. Other health-related measures include subsidized medical examinations, free health consultations, and seminars based on the know-how we have accumulated through our businesses.

Employee Health



- "White 500" Health & Productivity Management Outstanding Organization (certified for seven consecutive years)
- Tokyo Metropolitan Government Sports Promotion Company (certified for eight consecutive years)
- Sports Yell Company (certified bronze level for six consecutive years)



Fostering a vibrant and diverse workplace.

A diverse workforce fosters innovative products and ideas that drive our corporate growth and we have ongoing initiatives to promote diversity. For example: In 2021, we began holding IkuBoss (work-life balance) seminars for all employees — a program previously directed at managerial positions.

Our special subsidiary Heartful Kawauchi was the first company to receive the Monisu Certification — a certification for businesses that employ people with disabilities. One of the Otsuka group's on-site nurseries, Beanstalk Kids Center TOKUSHIMA, has been well received by employees for its original approach to childcare. With a capacity of 210, it is currently one of the largest in Japan. In 2022, our U.S. subsidiaries Otsuka America Pharmaceutical and Otsuka Pharmaceutical D&C were Great Place to Work®-certified companies for third consecutive year.



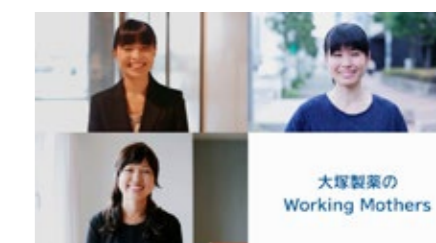
U.S. Otsuka employees.

Unconscious bias training for young employees.

We conduct bias training as part of our efforts to increase the number of female staff in managerial positions. After training, employees demonstrated a deeper understanding of bias, more confidence in their work and skill development, and a heightened sense of responsibility and motivation.

Creating a workplace where women can thrive.

Otsuka Holdings holds a Women's Health Seminar geared towards group employees. In 2022, we held a seminar for Otsuka Pharmaceutical employees focusing on women's health and presenteeism. Among the participants, 97 percent answered that they were very satisfied or satisfied with the seminar, and 79 percent stated that they have a better understanding of presenteeism and will be more aware of it when they work. In addition, we provide lectures on women's health in training programs for newly-appointed section managers and evaluators (for managers). Through these initiatives, we hope to create an environment in which everyone can play an active role.



Otsuka People Talk

Otsuka employees, irrespective of gender, age, and nationality, reveal their own unique strengths and share thoughts on their work.



The Otsuka group is committed to contributing to the achievement of the UN SDGs through its business activities.



The Sustainable Development Goals (SDGs) are a set of universal goals to achieve a sustainable and better society where "no one is left behind". It consists of 17 goals and 169 targets, with a target achievement date of 2030.

Corporate Philosophy

Otsuka-people creating new products for better health worldwide

Goal

To become an indispensable contributor to people's health worldwide

Sustainability Mission

Address social issues such as the evolution toward a healthier and more sustainable society, while simultaneously achieving growth. These activities are all supported by a comprehensive governance system.

Contribution to a More Sustainable Society



Otsuka Group's Materiality and Related SDGs

Materiality	Social Issues	Our Goals	Our Activities	Related SDGs	
Society	Health	<ul style="list-style-type: none"> - Unmet medical and health needs - Spread of infectious diseases - Nutritional needs - Increasing aging issues 	<ul style="list-style-type: none"> - Contribution to unmet needs solution - Eradication of tuberculosis - Creation of a system for the realization of a healthful life - Healthy life extension 	<ul style="list-style-type: none"> - Promotion of R&D for unmet needs - R&D of antituberculosis drugs and improvement of drug access - Support for people's health maintenance / improvement mainly on exercise and nutrition etc., enlightenment activities - Promotion of problem solving by strengthening partnerships 	
	People	<ul style="list-style-type: none"> - Presenteeism^{*1} - Unprepared for diversification 	<ul style="list-style-type: none"> - Creation of a corporate culture that stimulates creativity - Enhance employee engagement 	<ul style="list-style-type: none"> - Human resource development - Diversity promotion - Health management 	
	Quality in all we do	<ul style="list-style-type: none"> - Consumption and production that impairs sustainability 	<ul style="list-style-type: none"> - Gaining stakeholder trust - Pursuing sustainability at all levels of the value chain - Establishing a quality assurance system for safety and security 	<ul style="list-style-type: none"> - Sustainable procurement and product design - Thorough quality control and stable supply - Responsible promotional activities and information provision - Deepening communication with stakeholders - Promotion of "customer-centric management" 	
Environment	Carbon neutrality ^{*2}	<ul style="list-style-type: none"> - Global warming 	<ul style="list-style-type: none"> - 2028 targets : Reduce 50% in CO₂ emissions compared to 2017 	<ul style="list-style-type: none"> - Reduce CO₂ emissions throughout the value chain 	
	Circular economy ^{*3}	<ul style="list-style-type: none"> - Environmental load increase 	<ul style="list-style-type: none"> - 2028 targets : Reduce 50% in simple incineration and landfill disposal compared to 2019 - 2030 targets : 100% content of recycled and plant-based materials in our PET bottles 	<ul style="list-style-type: none"> - Reduce environmental impact by improving resource efficiency - Promotion of business activities aimed at a sustainable state in both society and the earth 	
	Water neutrality ^{*4}	<ul style="list-style-type: none"> - Reducing freshwater availability 	<ul style="list-style-type: none"> - 2028 targets : Expand the plant water management program to all locations globally - 2028 targets : Develop a water use strategy for business locations in water-stressed areas 	<ul style="list-style-type: none"> - Understanding water resources risk - Management and effective use of water resources 	
Governance	<ul style="list-style-type: none"> - Fragile governance system - Social change risk 	<ul style="list-style-type: none"> - Long-term improvement of corporate value 	<ul style="list-style-type: none"> - Strengthen corporate governance - Thorough compliance - Risk identification, evaluation and management 		

^{*1} The situation where productivity does not go up from the badness of the mind and body condition despite coming to work ^{*2} Sustainable energy use ^{*3} Sustainable use of raw materials ^{*4} Sustainable use of water resources



Pharmaceuticals

Central Nervous System

Antipsychotic
REXULTI

Antipsychotic
ABILFY prolonged-release aqueous suspension for intramuscular injection / ABILFY MAINTENA*

*Product name outside Japan

Antipsychotic
ABILFY

Dopaminergic antiparkinsonian agent
Restless legs syndrome agent
Neupro Patches

A therapeutic drug treatment to reduce alcohol consumption
Selincro

Anti-CGRP monoclonal antibody
AJOVY

Pseudobulbar Affect (PBA) agent
NUDEXTA
(Sold in the U.S.)

Cardiovascular and Renal Gastroenterology

V₂-receptor antagonist
Samsca / JINARC* / JYNARQUE**

*Brand name for ADPKD treatment in multiple regions outside Japan
**Brand name for ADPKD treatment in U.S.

V₂-receptor antagonist
SAMTASU

Angiotensin receptor neprilysin inhibitor (ARNI)
Entresto*¹

Antiplatelet agent
Pletaal

Long-acting, beta-blocker drug for antihypertension
Mikelan LA

Beta-blocker
Mikelan

Antihyperlipidemic agent
Lorelco

Antihyperlipidemic agent, climacteric disturbance, and irritable bowel syndrome
Hi-z

Anti-gastritis and anti-gastric ulcer agent
Mucosta

Potassium-competitive acid blocker -protein pump inhibitor-
Takecab*²
Cabpirin*²

Helicobacter pylori eradication pack
VONOSAP pack*²
VONOPION pack*²

Oral nutrient for liver failure
Aminoleban EN

Levocarnitine-replenishing drug
L-Cartin FF

Dermatologic

Treatment for Atopic Dermatitis
Moizerto

Topical new quinolone antibacterial agent
Acuatim

Agent for the treatment of keratosis
Urepearl

Oncologic

Anticancer agent (tyrosine kinase inhibitor)
ICLUSIG

Conditioning drug for hematopoietic stem cell transplantation
Busulfex

Respiratory and Infectious Diseases

Bronchodilator
Meptin

Bronchodilator
UNIPHYL LA

Antituberculosis drug
DELTYBA

Ophthalmologic

Therapeutic agent for dry eye
Mucosta ophthalmic suspension

Antiglaucoma and intraocular antihypertensive drug
Mikeluna combination ophthalmic solution*³

Antiglaucoma and intraocular antihypertensive drug
Mikelan LA ophthalmic solution*³

Antiglaucoma and intraocular antihypertensive drug
AIBETA combination ophthalmic solution*³

AILAMIDE combination ophthalmic suspension*³

Broad-spectrum antibacterial ophthalmic solution
OZEX ophthalmic solution*⁴

Diagnostics, Medical Equipment, Other

[Digestive]

¹³C-Urea breath agent for diagnosis of *H.pylori* infection
UBIT tablet

Rapid test for the detection of *H.pylori* antibody in urine
RAPIRUN *H.pylori* Antibody STICK

H.pylori Quick Detection Kit
URINELISA *H.pylori* Antibody

Rapid urease test for the detection of *H.pylori*
HELICOCHECK

Rapid test for the detection of *H.pylori*
QuickNavi-*H.pylori**⁵

[Respiratory and infectious diseases]

Rapid test for the detection of *Streptococcus pneumoniae*
RAPIRUN *S. pneumoniae* HS
(for otitis media and rhinosinusitis)

Rapid test for the detection of influenza A and B viruses
Quick Navi-Flu2*⁵

Rapid test for the detection of adenovirus
Quick Navi-Adeno*⁵

Rapid test for the detection of respiratory syncytial virus
Quick Navi-RSV2*⁵

Rapid test for the detection of influenza A and B viruses and respiratory syncytial virus
Quick Navi-Flu+RSV*⁵

Rapid test for the detection of norovirus
Quick Navi-Noro3*⁵

Rapid test for the detection of group A beta-hemolytic streptococcus
Quick Navi-StrepA2*⁵

Rapid test for the detection of Mycoplasma antigens
Quick Navi-Mycoplasma*⁵

Rapid test for the detection of SARS coronavirus antigens
Quick Navi-COVID19 Ag*⁵

Rapid test for the detection of influenza A and B viruses and SARS coronavirus antigens
Quick Navi-Flu+COVID19 Ag*⁵

[Oncology]

Test kit for the measurement of WT1 mRNA
WT1 mRNA Assay Kit II "OTSUKA"

Test kit for the measurement of major BCR-ABL mRNA
Major BCR-ABL mRNA Assay Kit "OTSUKA"

Test kit for the measurement of minor BCR-ABL mRNA
Minor BCR-ABL mRNA Assay Kit "OTSUKA"

[Medical equipment, etc]

Equipment for the measurement of ¹³CO₂ level in the breath for detection of *H.pylori*
POConePlus

Densitometry analyzer
Quick Navi-Reader2*⁵

Series of urinalysis test strips for compounds / metabolites
Uropaper III "Eiken"*⁶



Endnotes that specify collaboration counterparts in Japan
*1 Co-promotion with Novartis Pharma Co., Ltd. *2 Co-promotion with Takeda Pharmaceutical Company Limited. *3 Co-promotion with Senju Pharmaceutical Co., Ltd.
*4 Co-marketing with Toyama Chemical Co., Ltd. *5 Co-marketing with Denka Seiken Co., Ltd. *6 Co-marketing with Eiken Chemical Co., Ltd.

Nutraceuticals

Nutraceutical Business Products

POCARI SWEAT
POCARI SWEAT ION WATER
ORONAMIN C DRINK
ORONAMIN C ROYALPOLIS

Calorie Mate
Nature Made
(Some granted Food with Function Claims)
Fibe-Mini
(One form approved as Food for Specified Health Use)

energen
Jog Mate Protein Jelly
BODYMAINTÉ
B240 Tablets
Amino-Value
(Some granted Food with Function Claims)

Kenja-no-shokutaku
Double Support
(Food for Specified Health Use)
Kenja-no-kaimin
Sleep Rythm Support
(Food with Function Claims)
theCALCIUM



Soylution*

SOYJOY
SOYSH
SoyCarat
*Soy+solution

For Women's Health

EQUELLE
tocoelle

OTC Drugs

Oronine H Ointment
NEW SARALIN

Cosmetics*

InnerSignal
(Some approved as Quasi Drug)
sakuraé
Quasi Drug
UL·OS
(Some approved as Quasi Drug)
*cosmetics + medicine

For Infants

BeanStalk*
*Products sold by Bean Stalk Snow Co., Ltd.



Timeline of Otsuka Pharmaceutical's History

Corporate

1964

Otsuka Pharmaceutical Co., Ltd. established

1970

Tokushima Factory began operations
Otsuka Pharmaceutical's first plant

1973

Philosophy for the research institute of Otsuka Pharmaceutical (later Otsuka's corporate-wide philosophy) conceived.
Otsuka-people creating new products for better health worldwide

1982

Otsuka Pharmaceutical declared two main business areas
Pharmaceutical business and nutraceutical business

1988

Human Resource Development Institute established in Tokushima

1998

Otsuka Museum of Art established in Tokushima. The world's first museum featuring art replicas on ceramic panels

2001

Otsuka International Asia Arab (OIAA) Division established

2004

Tokushima Vortis, a professional soccer team, launched

2007

Otsuka Group's new corporate symbol created

2008

Otsuka Holding's Co., Ltd. established

2010

Otsuka Holdings listed on the First Section of the Tokyo Stock Exchange

2011

BeanStalk Kids Center TOKUSHIMA opened
Heartful Kawauchi Co., Ltd. established as a special subsidiary of Otsuka Pharmaceutical

2014

Otsuka Pharmaceutical was awarded "Diversity Management Selection 100" (the Ministry of Economy, Trade and Industry)

2016

Otsuka Joins UN Global Compact (UNGC)
Otsuka Holdings Co., Ltd became a signatory to the United Nations Global Compact (UNGC) in order to express its commitment to corporate social responsibility (CSR) and sustainability

2017

Otsuka certified as Health & Productivity Management Outstanding Organization (The Ministry of Economy, Trade and Industry) (seven consecutive years until 2023)
Otsuka receives "Sports Yell Company" Certification (The Japan Sports Agency) (six consecutive years until 2022)

2020

Otsuka Holdings was selected for "Nadeshiko brand" designation. (The Ministry of Economy, Trade and Industry)
Also selected in 2023

2021

Otsuka group 100th Anniversary

Pharmaceuticals

1971

First Drug Discovery Research Institute established in Tokushima, Japan
Beginning of discovery of own therapeutic drugs

1973

Thai Otsuka Pharmaceutical Co., Ltd. established Then continued to establish additional companies in Asia
First U.S. office opened in Palo Alto, California

1974

PT Otsuka Indonesia established
Taiwan Otsuka Pharmaceutical Co., Ltd. established
First office in Europe opened in Italy

1979

HINEX-R launched

1980

Mikelan and Meptin launched

1981

China Otsuka Pharmaceutical Co., Ltd. established
Otsuka was the first Japanese Pharmaceutical company to enter China through a joint venture after economic reforms began in 1978.

1982

Frankfurt Research Institute opened in Germany
Frankfurt Research Institute was established as an R&D base in Europe

1983

Hi-Z Tower opened in Tokushima
Expansion of pharmaceutical R&D division

1985

Maryland Research Laboratories established in the U.S.

1988

Pletaal launched

1989

Otsuka America, Inc. (OAI), and Otsuka America Pharmaceutical, Inc. (OAPI) established

1990

Mucosta launched

1998

Otsuka Pharmaceutical Europe Ltd. (OPEL) established in U.K. The beginning of the growth era in Otsuka's European business.

1999

Global alliance on ABILFY with Bristol-Myers Squibb Company
A co-development and co-marketing contract was signed with Bristol-Myers Squibb Company for the antipsychotic ABILFY (airpiprazole) globally

2002

ABILFY launched in U.S.

2006

ABILFY launched in JAPAN

2007

Otsuka Pharmaceutical Development & Commercialization Inc. (OPDC) established in U.S. OPDC oversees the clinical development strategy and planning, as well as marketing planning, of Otsuka's pharmaceutical business in many Western countries.

2009

Samsca launched in the U.S. & Europe

2010

Samsca launched in Japan

2011

Global alliance with H. Lundbeck A/S in Central Nervous System (CNS) diseases

2013

Abilify Maintena launched in the U.S.
Neupro Patches introduced
Astex Pharmaceuticals joined group

2014

Samsca introduced in Japan for Autosomal Dominant Polycystic Kidney Disease (ADPKD)
Delytba launched in Europe and Japan
NUEDEXTA launched in U.S.

2015

REXULTI launched in the U.S.
Abilify Maintena launched in Japan
U.S.-based Avanir Pharmaceuticals, Inc. joined group

2016

ICLUSIG Tablets 15 mg launched in Japan

2018

REXULTI Tablets launched in Japan
JYNARQUE approved by U.S. FDA as the first treatment to slow kidney function decline in adults at risk of rapidly progressing autosomal dominant polycystic kidney disease (ADPKD)

2019

Selincro Tablets launched in Japan

2021

AJOVY launched in Japan

2022

Moizerto launched in Japan
SAMTASU launched in Japan

Nutraceuticals

1965

ORONAMIN C DRINK launched

1980

POCARI SWEAT launched

1982

POCARI SWEAT launched in Hong Kong and Taiwan

1983

Calorie Mate launched

1984

Saga Research Institute (now Saga Nutraceuticals Research Institute) established
Established as a research center for Otsuka's nutraceutical business

1987

South Korea-based Dong-A Foods (now Dong-A Otsuka Co., Ltd.) stake acquired

1988

FIBE-MINI launched

1989

US-based Pharmative Corporation (now Pharmative LLC) joined group

1990

Otsu Research Laboratories (now Otsu SkinCare Research Institute) established

1993

Nature Made launched

2000

Otsu Nutraceuticals Research Institute established

2003

Amino-Value launched

2005

Kenja-no-shokutaku launched
InnerSignal launched

2006

SOYJOY launched

2008

UL-OS launched

2009

France-based Nutrition & Santé joined group
Leading company in the functional and nutritional food markets of Europe

2010

Gerblé launched

2013

POCARI SWEAT ION WATER launched

2014

EQUELLE launched

2017

BODYMAINTÉ launched
Otsuka acquired Daiya, a rapidly growing plant-based food company in North America

2018

Kenja-no-Kaimin Sleep Rhythm Support launched

2021

tocoelle launched

2022

sakuraé launched

P27

Otsuka Group Environmental Policy



The Otsuka group strives to advance as an essential company that contributes to the health of people and global environment. We will help to realize a society in which people and the earth can coexist in the future by continuing to work on the issues with creativity.

[Guidelines]

1. Carbon Neutrality

We are committed to carbon neutrality throughout our business activities, aiming to create a decarbonized society.

2. Circular Economy

We are committed to the elimination of fossil resources-derived materials and the achievement of zero waste, aiming to create a circular economy society.

3. Water Neutrality

Promote sustainable use of water through conservation, recycling and clean return.

4. Environmental Compliance

Continue to improve our environmental management system, increase effectiveness of compliance, and reduce risks.

5. Communication

We will proactively disclose environment-related information in a transparent manner, and promote communication with stakeholders.

P27

Introduced CO₂-Free Electricity* and Green Power Certificates

The Otsuka Group is pursuing the introduction and expansion of renewable energy sources, such as CO₂-free power, to its production sites. We have adopted CO₂-free electricity at all domestic plants and purchased Green Power Certificates, and switched to green electricity for all sales offices — including the head office and offices. Going forward, the group will work together toward realizing a decarbonized society and ultimately a sustainable society by optimizing and maximizing energy use by introducing renewable energy and fuel conversion while exercising synergistic effects among group companies.

*Including carbon-neutral electricity utilizing certificates equal to renewable energy that does not emit CO₂.

P27

Otsuka Group Plastic Policy



Fundamental Concept

PET bottles comprise the majority of plastic containers and packaging used for consumer products by our group

companies. For this reason, we believe that by promoting PET bottle recycling, we can reduce our reliance on fossil fuel and thereby contribute to environmental conservation. Our plan is to use PET bottles manufactured from recycled and plant-based materials and increase the percentage of such sustainable resource use in our production processes globally to 100 percent by 2030 and use 100% recycled and plant-derived raw materials by 2050. Moreover, to advance PET material recycling, it is essential to recycle PET bottles for use as raw material. Together with our various stakeholders, we will advance our global efforts on proper collection and recycling of used PET bottles.

[Our Vision for 2050]

For our entire line of consumer products, we will endeavor to use packaging that supports a sustainable society:

- No use of plastics made from petroleum-based materials
- Promote use of recycled, plant-based, and biodegradable materials
- Promote use of reusable packaging

[Our Goal for 2030]

- Achieve a 100 percent or higher content of recycled and plant-based materials in our PET bottles.
- Introduce alternative packaging (e.g., paper) and increase use of cans for our drink products.
- Step up promotion of drink bottle recycling by introducing reusable packaging through a zero-waste sales and circular distribution model, which also includes the use of sports bottles for our powder products.

We will promote the use of alternative packaging and concurrently pursue using more recyclable materials for drink containers.

Revised Feb. 2022

P29

The Otsuka Pharmaceutical Declaration on Health



Otsuka-people creating new products for better health worldwide

Part of the fulfillment of our corporate philosophy for better health worldwide starts right at home — by ensuring health of each and every one of our employees. As a company dedicated to a holistic approach to health, Otsuka Pharmaceutical strives to maintain and promote the physical and mental wellbeing of our employees and their families because we firmly believe that this is the vital core for people to lead happy, productive and fulfilling lives. We will continue to introduce innovative workplace policies and practices for the maintenance and promotion of everyday health.

Makoto Inoue

President and Representative Director

Otsuka Pharmaceutical Co., Ltd.

P29

Otsuka Pharmaceutical Recognized as "White 500"

Health & Productivity Management Outstanding Organization

Guided by our corporate philosophy of "Otsuka-people creating new products for better health worldwide," we aim to be an organization that builds value on a global scale by creating innovative products that contribute to the health of people around the world. To this end, we believe it is important to create a workplace environment where every employee can work to the best of their abilities in good mental and physical health. Specifically, we support the maintenance and promotion of employee health by holding online seminars for employees and their families based on our own knowledge and providing opportunities for exercise in remote work environments. We are also proactively supporting health management by providing subsidies for physical examinations, reducing and shortening long working hours, and creating a comfortable work environment.

P29

Otsuka Pharmaceutical Certified as Sports Yell Company for 6th Consecutive Year

Otsuka Pharmaceutical Co., Ltd. (Otsuka) has been named a 2023 Sports Yell Company, a certification granted by the Japan Sports Agency to corporations that actively encourage participation in sports to promote employee fitness and health. Recognized for six consecutive years since the establishment of the program in 2017, Otsuka has earned "Bronze" level certification. Beginning in 2020, the company has provided online distribution of workplace "refresh exercise" sessions to encourage participation by employees engaged in remote work and sponsored walking rallies using smartphone apps to track participants' progress. In 2022, Otsuka employees participated in POCARI SWEAT Run virtual running events organized by overseas Otsuka group companies, creating opportunities for inter-group communication and supporting employees and their families in maintaining exercise regimens. These and other initiatives to support employee health and wellbeing have been recognized with the 2023 Sports Yell Company certification.

P29

Otsuka Signs Statement of Support for Women's Empowerment Principles



Otsuka Holdings Co., Ltd. signed the Statement of Support for the Women's Empowerment Principles (WEPs), a set of Principles focusing on corporate action to promote gender equality and women's empowerment in the workplace, marketplace, and community. The WEPs are the result of collaboration between the United Nations Global Compact (UNGC) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

By signing the Statement of Support for the WEPs, a company demonstrates its dedication to contributing to workplace, marketplace and community environments that encourage the advancement and empowerment of women.

The seven Women's Empowerment Principles are listed below.

1. Establish high-level corporate leadership for gender equality
2. Treat all women and men fairly at work — respect and support human rights and nondiscrimination
3. Ensure the health, safety and well-being of all women and men workers
4. Promote education, training, and professional development for women
5. Implement enterprise development, supply chain, and marketing practices that empower women
6. Promote equality through community initiatives and advocacy
7. Measure and publicly report on progress to achieve gender equality

P30

Otsuka Adds its Signature to the UN Global Compact



The Otsuka Group has established the Otsuka Group Global Code of Conduct and other standards to which all employees of the worldwide Otsuka Group must adhere in the conduct of business operations. In 2016, the Otsuka Group endorsed and signed the UNGC's ten principles in response to increasing demands from the international community for companies to work toward the realization of a sustainable society.

- Principle 1 : Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2 : make sure that they are not complicit in human rights abuses.
- Principle 3 : Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4 : the elimination of all forms of forced and compulsory labour;

Principle 5 : the effective abolition of child labour; and
Principle 6 : the elimination of discrimination in respect of employment and occupation.

Principle 7 : Businesses should support a precautionary approach to environmental challenges;

Principle 8 : undertake initiatives to promote greater environmental responsibility; and

Principle 9 : encourage the development and diffusion of environmentally friendly technologies.

Principle 10 : Businesses should work against corruption in all its forms, including extortion and bribery.

Other

Declaration of Customer-centric Commitment



In the spirit of our corporate philosophy, "Otsuka — people creating new products for better health worldwide", the Otsuka group of companies provides innovative products and services that contribute to more rewarding, healthier lives for people everywhere, aiming to maintain the trust of our customers and society.

Policies

1. Commitment from our Leaders

We conduct our daily business with constant attentiveness to what patients and customers truly desire. We continue to uphold Otsuka's culture of actualization and creativity as a company involved in all aspects of health, from the treatment of illnesses to the maintenance and promotion of healthy lifestyles. We are dedicated to becoming an indispensable company, contributing to better health and quality of life for people around the globe.

2. Corporate Governance

Our basic policies dictate that we fulfill our social responsibilities through honest and trustworthy dialogue with customers, business collaborators, employees, local communities, and shareholders; and that we do so through transparent, fair, and timely decision-making.

3. Inculcate Values in Employees

We have grown as a business by drawing upon the power of our highly diverse workforce. We remain committed to fostering the social and business mindfulness of employees so that we may stay abreast of prevailing values and true customer needs in order to create new categories of products and services.

4. Interactive Communication with Customers

Applying knowledge and know-how accumulated through years of research and business, we conduct mutual communication activities including seminars, factory tours, and online communications to encourage people to become more aware and informed about their health. We have also established points of contact for inquiries, consultations, and feedback to enhance our products and services.

5. Coordination and Cooperation for Rapid Problem-Solving

As a health-related company, we always put patients and consumers first, prioritizing the safety of our products. If any issues come to light, we marshal all resources so that we may quickly and efficiently provide solutions and develop ever-better products and services.

October 2018

Other

Reflecting Customer Concerns

Introduction of ORONAMIN C DRINK in Label-free Bottles

Aiming to build and maintain the trust of customers and society, the group unveiled its "Declaration of Customer-centric Commitment" in October 2018.

The Declaration focuses on "Interactive Communication with Customers," and Otsuka has established points of contact for inquiries, consultations, and feedback to facilitate the provision of accurate and useful information and seeks to reflect customer comments and concerns in product development. In the case of glass bottles, labels can be recycled without removing them. However, after receiving many queries and requests, such as, "I wish the ORONAMIN C DRINK label could be easier to remove," we developed the label-free bottle.

ORONAMIN C DRINK is the first small bottled drink to launch a label-free version in Japan.

Otsuka Holdings'



Key Initiatives

- Signatory to the United Nations Global Compact
- Signatory to the Women's Empowerment Principles
- Supports Recommendations of the Task Force on Climate-related Financial Disclosure (TCFD)
- Join the RE100
- Supports Recommendations on Japan Climate Initiative

Commitments

- Declaration on Health
- Declaration of Customer-centric Commitment
- Otsuka Group Procurement Policy
- Otsuka Group Intellectual Property Statement
- Otsuka Group Environmental Policy
- Otsuka Group Plastic Policy
- Support Recommendations of the Task Force on Climate-related Financial Disclosure (TCFD)
- Otsuka Group Global Anti-Corruption Policy
- Otsuka Group Global Conflict of Interest Policy
- Otsuka Group Global Privacy Policy
- Otsuka Group Global Speak-Up Policy
- Transparency Guidelines

Otsuka Group Corporate Philosophy

Otsuka-people creating new products for better health worldwide

Overview

The Otsuka group of companies, whose origins date back to 1921, aims to contribute to the health of people around the world. It aims to do so through two main pillars: the pharmaceutical business for the diagnosis and treatment of diseases and the nutraceutical*1 business to support the maintenance and promotion of everyday health.

The company's culture, summarized in a few words as, "Ryukan-godo" (by sweat we recognize the way), "Jissho" (actualization) and "Sozosei" (creativity), have been fostered by successive Otsuka leaders. These are emphasized by our 47,000*2 employees across 196 group companies in 32 countries and regions who strive to create and market unique products and services.

*1. Nutraceuticals: nutrition + pharmaceuticals *2. As of end of December, 2022. Otsuka Holdings and subsidiaries and affiliates.

Organizational Structure



Company Name	Otsuka Holdings Co., Ltd.
Established	July 8, 2008
President and Representative Director, CEO	Tatsuo Higuchi
Capital	81.69 billion yen
Head Office	2-9 Kanda-Tsukasamachi, Chiyoda-ku, Tokyo
Business Description	Strategic management and oversight of the group companies, and provision of specialized business services as a holding company of the group

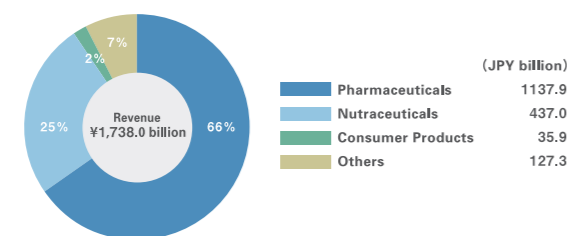


Milestones

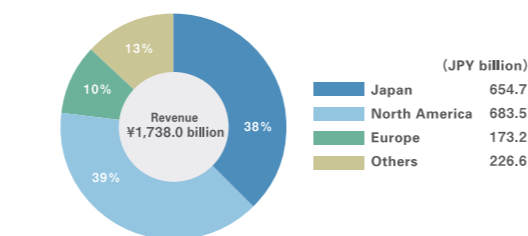
- 1921 Founded as a chemical raw material manufacturer in Naruto City, Tokushima Prefecture
- 1946 Started infusion (intravenous solutions) production, entering the pharmaceuticals field
- 1965 Launched nutritional drink (ORONAMIN C DRINK), entering the nutraceuticals field
- 1971 Otsuka Pharmaceutical established the group's first pharmaceutical research laboratory
- 1973 First expansion outside Japan, in Thailand and the US
- 2008 Established Otsuka Holdings as a group holding company
- 2010 Otsuka Holdings listed on the Tokyo Stock Exchange
- 2021 100th anniversary of the Otsuka group

Financial Highlights (FY2022)

Revenue by Business Segment
Revenue to external customers



Revenue by Geographical Segment
Revenue to external customers



For more information about Otsuka Holdings : <https://www.otsuka.com/en/>

Significance of our corporate symbol

A symbolic representation of Otsuka Pharmaceutical's corporate philosophy, our corporate symbol adopts the initial `O` of our corporate name as a motif. Representing the sky above, the large `O` is rendered in gradations of Otsuka BLUE intended to signify "openness", "freedom", "intelligence", and "future". The small `O` in Otsuka RED represents the focused energy of Otsuka Pharmaceutical, the wellspring of these tenets. Offsetting the two forms poised in balance, the Otsuka name is spelled out in an open and friendly typeface. Our corporate symbol conveys Otsuka Pharmaceutical's energetic commitment to human happiness through good health.