

 Otsuka
Otsuka Pharmaceutical Factory, Inc.

Company Profile 2026

The Best Partner in Clinical Nutrition Worldwide



 Otsuka

Otsuka Pharmaceutical Factory, Inc.



The Best Partner in Clinical Nutrition Worldwide

We contribute to the health of people worldwide through clinical nutrition products, including intravenous (IV) solutions.

As the founding company of the Otsuka Group, Otsuka Pharmaceutical Factory has, since its establishment in 1921, contributed to people's health as Japan's leading company in IV solutions for more than 100 years. Guided by our management vision, "The Best Partner in Clinical Nutrition Worldwide," we are expanding our business globally with the aim of becoming the best partner for patients and healthcare professionals all over the world.

We focus on delivering solutions that contribute across the entire continuum of care — from prevention to hospital care, rehabilitation, and home healthcare/nursing care. To achieve this, we are promoting the development of pharmaceuticals and medical devices, as well as medical foods such as oral rehydration solutions and concentrated liquid diets, to meet diverse medical needs, with clinical nutrition as a primary area of focus. We remain committed to creating innovative products that are not constrained by conventional concepts and that are always developed from the patient's perspective.

Going forward, we will continue to leverage the advanced technologies and expertise we have cultivated in Japan and bring them to the world. Through our products — beginning with IV solutions — we will contribute to the health of people globally and continue taking on challenges to help cultivate a society that truly supports well-being.

**Ryukan-godo
(by sweat we
recognize the way)**

The process of discovering the core substance of something through hard work and practice.

**Jissho
(actualization)**

Self-actualization through achievement, completion and the discovery of truth.

**Sozosei
(creativity)**

Pursuing that which only Otsuka is capable of delivering.

Otsuka Group corporate culture

The Otsuka Group has three core approaches for creating new value that it is aiming for: Ryukan-godo (by sweat we recognize the way), Jissho (actualization), and Sozosei (creativity). These are shared by the whole Group, helping to cultivate its corporate culture.

Shuichi Takagi

President and
Representative Director

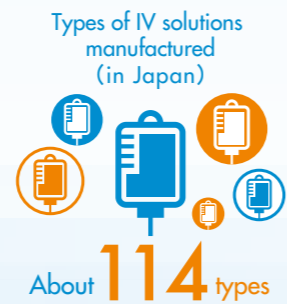
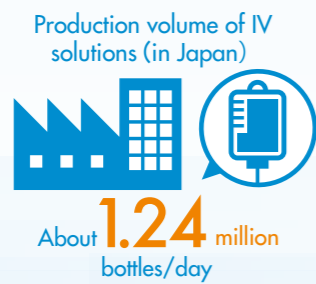


As a leading company in IV solutions that are “basic drugs”

IV solutions, the main products of Otsuka Pharmaceutical Factory, are solutions for drip infusion, which are vital, life-supporting pharmaceutical preparations and play an essential role in medical care. Otsuka Pharmaceutical Factory, with a majority share* in the Japanese IV solution market, has been developing IV solutions for 80 years, and as a leading IV solution company, we have steered

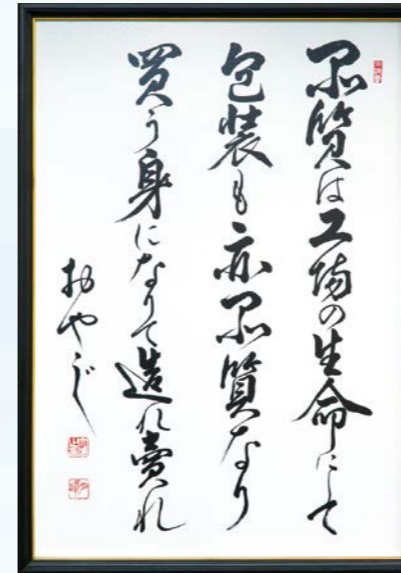
their development in Japan. IV solutions are one of the “basic drugs” (a drug with high clinical needs whose manufacturing and sale will continue to be required without interruption). Accordingly, we need to maintain high quality and stable supply as a manufacturer of basic drugs.

* Source: Copyright ©2026 IQVIA; Calculated based on JPM December 2025 MAT; Market as defined by Otsuka. Reprinted with permission.



Thorough pursuit of safety and quality

Quality first spirit inherited from the founding



“Good product quality is the key to the operation of the factory, and packaging is part of product quality as well. We must produce and sell our products from the point of view of the buyers.” This guiding principle was written by the founder Busaburo Otsuka (1891–1970), known as a superior calligrapher with a pen name of Otsuka Geppō, and familiarly known as “Oyaji-san” (meaning old man) by employees. In 1946, when he started manufacturing and selling injection drugs, Busaburo showed what persons engaged in manufacturing, transportation, and sales should do. Even today, the principles are displayed at the company’s front entrance and at each factory. This quality-first commitment described here has been handed down to our employees over generations and has become the foundation that has supported Otsuka’s manufacturing until now.

For the stable supply of high-quality products

At Otsuka Pharmaceutical Factory, everyone in our Manufacturing Division maintains a strong awareness of the part they play in providing medical treatment, and follows GMP* documentation and other formalized, rigorous procedures. We recognize that a major factor in determining quality output is how well we can handle increasingly complex, advanced pharmaceutical manufacturing equipment, and software that controls manufacturing equipment, led by computer system validation. Such systems require those involved in manufacturing to have a high degree of knowledge and skills. Under such conditions, the Manufacturing Division carries out training programs for employees to pass on and acquire correct manufacturing techniques and new skills that we have established over the years. We also provide specialist education to managers, encourage employees to obtain trade skill qualifications, and carry out proposal activities that generate a wide range of creative proposals for improving production. Such efforts contribute to the stable supply of high-quality products.

* Good Manufacturing Practice: The standards for manufacturing control and quality control of medicinal products.



Aiming to create innovative products that contribute to medical care

Providing patients with products developed and improved to meet medical needs fast



In the medical field, medical representatives (MRs) with expertise provide information such as about appropriate infusion/nutrition therapy to healthcare professionals. Through such activities, they build trusted relationships with healthcare professionals and can quickly communicate feedback from them and their patients to our Research and Development and

Manufacturing Divisions in order to develop new products and improve upon existing ones. We will continue listening to various perspectives seriously and working to create innovative products that can contribute not only to the field of clinical nutrition but also to medical and nursing care settings.

High-quality products and solutions spreading worldwide

Utilizing our advanced technological capabilities that we have accumulated as a leading IV solution company in Japan, the Otsuka Group is currently involved in the IV business at 18 group companies including Otsuka Pharmaceutical Factory. We will contribute to local healthcare by developing higher value-added solutions overseas based on their market needs.



Aiming to provide solutions (problem solving) that combine products and services



In addition, we are expanding our business areas to cover the entire healthcare process, such as prevention, diagnosis, treatment, and monitoring. For example, we are developing services that contribute not only to product development but also to prevention and

treatment using digital technologies. We hope to be a company that can provide solutions that can contribute to healthcare, ranging from prevention to recovery by creating new value that combines products and services.

Challenge to unmet medical needs

To address unmet medical needs, we listen to the opinions of patients and healthcare professionals in the exploratory stage, and develop innovative medical products by firmly grasping the problems that could arise in the future. With flexible ideas that are not bound by existing frameworks, we strive to create truly needed products.



Our Challenge in Shaping the Future of Medicine

Koshi Iwata
Executive Director, Research and Development Center

As the “leading company in IV solutions,” we are engaged in research and development with the mission of creating better products and delivering them quickly to actual medical practice around the world.

The Research and Development Center oversees the entire research and development process—from creating new pharmaceuticals and medical devices through postmarketing—with three divisions: the Naruto Research Institute, the Clinical Development Department, and the Medical Affairs Department, working in close collaboration.

To pioneer next-generation healthcare, some R&D pipeline programs with innovative concepts have already begun clinical studies overseas. To deliver these to actual medical practice worldwide, we must overcome diverse barriers such as national regulations, cultures, and medical practices. In response to these product-specific barriers, we are tackling global expansion by building new platforms in collaboration not only within



Scenes from Our Research

the Research and Development Center but also with various departments across the company.

One specific initiative is “bioengineered pancreatic islet.” This unique therapy encapsulates pancreatic islets from pigs raised in environments free of infectious pathogens and transplants them into patients with diabetes to supplement insulin. It is expected to offer a new option for severe, difficult-to-treat type 1 diabetes.

Furthermore, regarding obesity, which is a global issue, Otsuka Pharmaceutical Factory, whose long-standing focus has been nutrition, has created a compound with an entirely new mechanism and has initiated development in the United States.

To create innovative products that help patients

Creating new values and solving social issues in the clinical nutrition area

We develop products to improve or cure conditions such as water-electrolyte imbalance and nutritional disorders, for which our main products, IV solutions, are indicated. Abnormalities in hydration and nutrition, which are essential for the maintenance of life, significantly affect various diseases and injuries, as well as surgeries and other treatments, and its prognosis. In recent years, we have been particularly focusing on pathological conditions such as cancer, renal failure (dialysis), and sepsis. While new therapies for these conditions are constantly being developed worldwide, we approach them from the perspective of abnormal metabolism of various nutrients. We believe that by providing the nutrients suitable or necessary for each of the condition, we can control disease progression and improve the outcomes of medical and surgical treatments. Therefore, we promote research to develop new IV solutions and therapies using nutrients.



Research and development of products contributing to the prevention of infections and postoperative complications

We have been engaged in the development of drugs and medical devices to reduce invasion and complications/accidental symptoms associated with medical procedures. In 2015, we developed Olanedine, a new external-use antiseptic as a preventive measure for postoperative infections and also offered colored preparations to enable identification of the area of application. We also developed an antiseptic applicator, which integrated a disinfectant with an applicator. In 2020, we developed VISCOCLEAR gel to secure the visual field in endoscopy. This gel improves the poor visual field during gastrointestinal endoscopy and treatment, which has also become available as an ultrasonic transmission medium. We always listen to healthcare professionals to promote product development and innovative approaches to meet diversifying medical needs.



Research and development close to the frontline medical treatment

We conduct various studies at our Research Institute, from basic research to nonclinical studies, focusing on patient-centered product development to respond to unmet medical needs. Our Research Institute values opinions of patients and healthcare professionals, and develop new products in collaboration with the Development Division based on the feedback from the actual medical practice. We also collaborate with the Sales and Business Development divisions to incorporate new technologies into the formulation and the design of their containers, enhancing medical efficacy and safety.



Product development supported by scientific evidence

The mission is to develop creative foods supported by medical evidence, which is born from our origin as a pharmaceutical company with strength in clinical nutrition. We call these foods that are useful in clinical and nursing care settings “medical foods.” Considering Japan has entered a super-aging society, we are accelerating product development with the keywords “dehydration,” “low nutrition,” and “swallowing difficulty” in view of the mission imposed on pharmaceutical companies. In addition, we are engaged in business expansion and product development not only in Japan but also overseas, mainly in Asia.



From developing drugs to developing medical foods

Oral rehydration solution OS-1 Serie developed by a leading company in IV solutions



(Approved by the Consumer Affairs Agency)
Individually Evaluated Food for Persons with Medical Conditions

OS-1 500/300 mL OS-1 Jelly 200 g OS-1 Apple Flavor 500/300 mL OS-1 Jelly Apple Flavor 200 g OS-1 Powder 30 g for 1-L solution/ 15 g for 500-mL solution

The oral rehydration solution OS-1 was the first oral rehydration solution in Japan to receive approval for labeling as a food for persons with medical conditions (individually evaluated type), categorized as a food for special dietary use. It is widely utilized in dietary therapy (oral rehydration therapy) for mild to moderate

dehydration. As a food for persons with medical conditions, OS-1 is designed for broad use by patients, the elderly, and children. We have focused on making the product easy to use by improving packaging and launching a new Apple flavor.

The Role the Medical Foods Research Institute Should Fulfill in Today’s Society

Ippei Yamaoka
Director, Medical Foods Research Institute

We aim to help build a society where no one who seeks better health is held back by disadvantages in their nutritional intake. Despite significant advances in modern medicine, nutrition—though widely recognized as essential—still remains underutilized in clinical practice due to gaps in evidence-based application. At the same time, aging and illness can make appropriate nutritional choices increasingly difficult, leading to disparities in nutritional opportunities. In this environment, our role is to deliver trusted, evidence-based options for nutritional intake that can be used with confidence across medical, caregiving, and everyday settings. We believe that returning the expertise and trust we have cultivated to society is the best way to enhance the value of our existing businesses, while expanding our activities into new medical and healthcare domains. From the earliest stages of research, we prioritize designing products that can be used intuitively—whether by healthcare professionals, older adults, or family members. In oral rehydration therapy, for example, our focus is not simply on “whether the patient can drink,” but on “whether we can help save



Scenes from Our Research

the patient,” working to eliminate harm caused by incorrect choices. In tube feeding, even seemingly small issues, such as diarrhea or aspiration, can undermine a patient’s will to live. Our mission is to enable nutrition management that minimizes the burden on patients, families, and healthcare professionals—and that can be continued safely and sustainably without unnecessary strain. Looking ahead, through the research and development of foods grounded in medical and nutritional science, we will continue working to create an environment where everyone can approach both treatment and daily life with greater confidence. By providing trusted, reliable opportunities and options for nutritional intake across medical, caregiving, and everyday settings, we strive to support a society where nutrition empowers people rather than limits them.

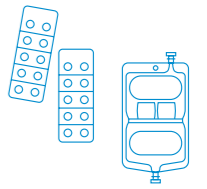
HINEX, a series of concentrated liquid food that contains well-balanced nutrients to be taken as a diet food



HINEX E-Gel 375/500-mL bags HINEX E-Gel LC 250/375/500-mL bags HINEX RENUTE 250/400-mL bags HINEX Jelly 300 g HINEX Jelly AQUA 375 g

Since the 1970s, the Otsuka Group has worked to develop products, focusing on nutritional foods that are taken orally by patients, making use of its ability to develop clinical nutritional products, mainly IV products. The “HINEX” brand of concentrated liquid diet foods launched in 1979 has been rolled out not only domestically but also overseas. HINEX E-Gel, HINEX E-Gel LC, HINEX RENUTE, and HINEX Jelly are on the Japanese market. HINEX E-Gel and

HINEX E-Gel LC are concentrated liquid diet foods that change physical property from a liquid to a jelly in the stomach. HINEX RENUTE is a concentrated liquid diet food that effectively supplies protein and energy in the initial stage of nutrition resumption, and HINEX Jelly, HINEX Jelly Aqua is a semi-solid (jelly-type) concentrated liquid diet food. We continue to expanding the line-up and contribute to improving the nutritional condition of patients.



Otsuka's IV solutions spreading worldwide

Utilizing our advanced technologies related to IV solutions that we have accumulated as a leading company in IV solutions in Japan, the Otsuka Group began selling IV products outside of Japan in the 1970s. Currently, we are involved in the IV business at 18 group companies including Otsuka Pharmaceutical Factory, contributing to healthcare in other countries. Most group companies manufacture IV solutions locally, which leads to contributions to their local communities, such as supply of our products at fair prices and employment creation. Furthermore, our export of IV solutions has deepened our involvement in the healthcare of neighboring countries. We are developing business globally. We aim to provide higher value-added products to other countries based on their market needs for ethical pharmaceuticals (primarily IV solutions) and medical foods, thereby contributing to healthcare advancement in those countries.



- 📍 Overseas IV Solution Companies - Subsidiaries and Affiliates
- 🟦 Overseas IV Solution Companies Other Than 📍 Mark in the Otsuka Group

Egypt Otsuka Pharmaceutical Co., S.A.E.

Established in 1977. The company manufactures and distributes mainly IV products with a large share of the Egyptian IV market. The IV solutions manufactured by Egypt Otsuka Pharmaceutical are exported to nearby countries across Africa and the Middle East as well.

Otsuka ICU Medical LLC

In 2025, Otsuka Pharmaceutical Factory established a joint venture with ICU Medical, a leading comprehensive IV solution manufacturer in North America, and made it a subsidiary. Otsuka ICU Medical LLC seeks to contribute to the stable supply of IV solutions, enhance its IV solution business in North America, and promote technological innovation in its IV solution products.

Otsuka Gypto Pharmaceutical Egypt S.A.E.

In 2021, Egypt Otsuka Pharmaceutical Co., S.A.E. jointly invested with a local pharmaceutical company to establish Otsuka Gypto Pharmaceutical Egypt S.A.E. as a new company that sells IV solutions and other ethical drugs. Otsuka Gypto provides information on ethical drugs and sells the drugs not only in Egypt but also in neighboring countries.

Otsuka Al-Obour Pharmaceutical Egypt S.A.E.

In 2014, Egypt Otsuka Pharmaceutical made a local pharmaceutical company a subsidiary, and in later years it was renamed "Otsuka Al-Obour Pharmaceutical Egypt S.A.E." This acquisition has strengthened the manufacturing capacity of IV solutions in Egypt and sufficiently met the increasing demand in the IV market.

Otsuka Pharmaceutical India Private Limited

In 2013, Otsuka Pharmaceutical Factory acquired equity in a local IV company with the aim of entering the promising Indian pharmaceutical market. The company name was changed to Otsuka Pharmaceutical India Private Limited in 2017, and it now exports products to over 60 countries.

Thai Otsuka Pharmaceutical Co., Ltd.

Established in 1973 as Otsuka Group's first overseas base. The company has the top share of Thailand's market for basic IV solutions, and exports IV solutions and enteral nutrition products to Asian countries including Japan.

PT Widatra Bhakti

The company manufactures and distributes basic IV solutions in Indonesia. It joined the Otsuka Group in 1995, and the construction of a new factory was completed in 2013. Currently, it has the top share of Indonesian market for basic IV solutions.

PT Otsuka Indonesia

Established in 1974. The company has a high market share in the Indonesian IV market and it not only manufactures and sells IV solutions and clinical nutrition products but also sells ethical drugs and medical devices. It also exports IV solutions to Asian countries.

Otsuka Pharmaceutical Vietnam JSC

Established in 2003, the company sells manufactured IV solutions both domestically and internationally, while also importing and selling nutritional infusions and medical foods within Vietnam. The company works to contribute to the health and medical development of people not only in Vietnam but across Southeast Asia.

China Otsuka Pharmaceutical Co., Ltd.

Established as a Sino-Japanese joint venture in 1981, a first in the pharmaceutical industry in China. The company manufactures and sells IV solutions and other medicines, together with other Otsuka Group's IV business subsidiaries in China, Guangdong Otsuka Pharmaceutical and Dalian Otsuka Pharmaceutical, and imports and sells enteral nutrition products.

Evolving product lines

Ethical Pharmaceuticals

TPN Solutions



ELNEOPA-NF
No. 1/ No. 2 Injection
1000/1500/2000-mL bags

NEOPAREN
No. 1/ No. 2 Injection
1000/1500-mL bags

TPN Solutions for patients with chronic kidney disease



KIDPAREN Injection
1050-mL bag

Amino Acid, Carbohydrate, Electrolyte, Fat, and Water-soluble Vitamin Solutions



ENEFLUID Injection
550/1100-mL bags

Amino Acid and Carbohydrate Injection with Electrolytes and Vitamin B₁



BFLUID Injection
500/1000-mL bags

Amino Acid Solutions



AMIPAREN
Injection
200/300/400-mL bags

AMINOLEBAN
Injection
200/500-mL bags

KIDMIN
Injection
200/300-mL bags

Intravenous Fat Emulsions



Intralipos Injection 10%
250-mL bag

Intralipos Injection 20%
50/100/250-mL bags

Glucose Injection



OTSUKA GLUCOSE
INJECTION 5%
250/500-mL bags
50/100-mL plastic bottles
20-mL ampule

OTSUKA GLUCOSE
INJECTION 10%
500-mL bag
20-mL ampule



OTSUKA GLUCOSE
INJECTION 50%
200/500-mL bags
20-mL ampule

OTSUKA GLUCOSE
INJECTION 70%
350-mL bag

OTSUKA GLUCOSE
INJECTION 20%
20-mL ampule

OTSUKA GLUCOSE
INJECTION 40%
20-mL ampule

Electrolyte Solutions



OTSUKA NORMAL SALINE
50/250/500/1000-mL bags
50/100/500/1000-mL plastic bottles
20-mL ampule

Lactec Injection
250/500/1000-mL bags

POTACOL R Injection
250/500-mL bags



BICANATE Injection
500/1000-mL bags

Physio 140 Injection
250/500-mL bags

KN No. 3 Injection
200/500-mL bags

Sodium Bicarbonate Injection



MEYLON Injection 7%
250-mL bag
20-mL ampule

MEYLON Injection 8.4%
250-mL bag
20-mL ampule

Corrective Electrolyte Solutions



Sodium Chloride
Corrective Injection
1 mEq/mL
20-mL ampule

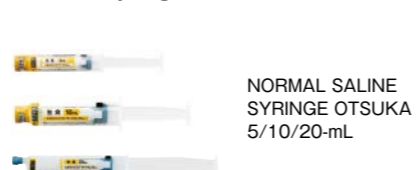
KCL Corrective
Injection
1 mEq/mL
20-mL ampule



Sodium Phosphate
Corrective Injection
0.5 mmol/mL
20-mL ampule

Magnesium Sulfate
Corrective Injection
1 mEq/mL
20-mL ampule

Prefilled Syringes



NORMAL SALINE
SYRINGE OTSUKA
5/10/20-mL

Enteral Nutrition Products



ENORAS Liquid for
Enteral Use
125/187.5-mL pouch

RACOL-NF
Liquid for
Enteral Use
200-mL pouch
400-mL bag

ENOSOLID
Semi Solid for
Enteral Use
300-g bag

Solution A 200 mL
Solution B 200 mL
Twinline-NF Liquid for
Enteral Use

External-use Antiseptics



Olanedine Solution 1.5% Antiseptic
Applicator 10/25 mL
Olanedine Antiseptic Solution 1.5% 200 mL
Olanedine Solution 1.5% OR Antiseptic
Applicator 10/25 mL
Olanedine Antiseptic Solution 1.5%
OR 200 mL

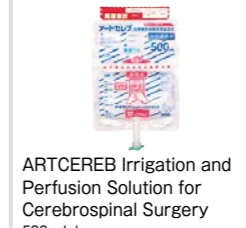
Povidone Iodine
Solution 10%
Antiseptic Applicator
Otsuka 10/25 mL

Cephem Antibiotic for Intravenous Administration



Cefazolin Sodium
Injection 1g Bag
Otsuka

Irrigation and Perfusion Solutions for Cerebrospinal Surgery



ARTCEREB Irrigation and
Perfusion Solution for
Cerebrospinal Surgery
500-mL bag

Anti-gastritis and Anti-gastric Ulcer Drugs



Rebamipide tablets
100 mg Otsuka
100/500/1050 tablets in PTP
500 tablets in plastic bottle

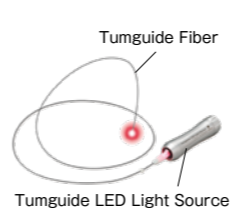
Vasopressin V₂-receptor Antagonist Tolvaptan OD Tablets



Tolvaptan OD tablets
7.5/15 mg Otsuka
20/100 tablets in PTP

Medical Devices

Tumguide, a device for checking the position of the nasogastric tube tip



Tumguide LED Light Source

Gel to Secure the Visual Field Used for the Endoscope for Natural Opening



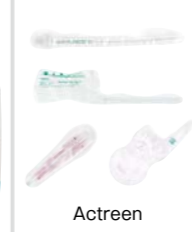
VISCOCLEAR
200 g

Ultrasound Bladder Imaging Diagnostic Device



Lilium IP200
Lilium one

Intermittent Urological Catheter



Actreen

Oral Care Products

Oral Care Gel (Medicated Toothpaste)



Flavor-free Sudachi flavor
HINORA
30 g
Quasi-drug

Oral Moisture Gel



Flavor-free Sudachi flavor
HINORA
Moisture Gel
40/80 g
Oral cosmetic

Medical Foods

Oral Rehydration Solutions



OS-1 Series

Concentrated Liquid Diet Products



Chew and Swallow Managing Foods



PROCESS LEAD 50 g

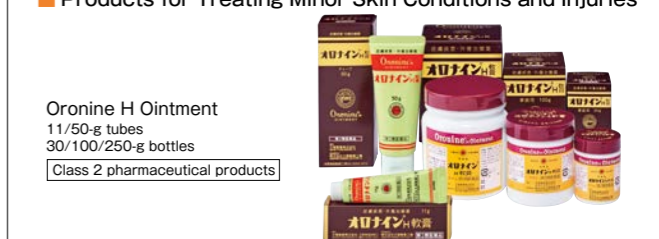
Foods for Persons Who Have Difficulty Swallowing



ENGELEAD
Apple Jelly
29/78 g
ENGELEAD
Grape Jelly
29/78 g

Over-the-Counter Products

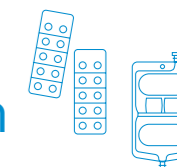
Products for Treating Minor Skin Conditions and Injuries



Oronine H Ointment
11/50-g tubes
30/100/250-g bottles
Class 2 pharmaceutical products

Otsuka Pharmaceutical Factory contract manufacturing services

Factories to support IV solutions of Japan



Contract business utilizing IV solution technologies

Full support, ranging from pharmaceutical development and formulation design to actual production

The strength of Otsuka Pharmaceutical Factory's contract business is our ability to propose products that make full use of the IV solution technology we have cultivated in our regular IV solution business, and our ability to provide high-quality, efficient production systems. To meet the multifaceted needs of client

companies, we coordinate with our Technical Division, Quality Division, and Manufacturing Division to provide full support, ranging from pharmaceutical development and formulation design to actual production.

Our contract product line-up, suitable for a wide range of needs

We are currently contracted with many different drug manufacturers to provide a variety of pharmaceutical formulations. In the area of injectable drugs, we manufacture antibiotic kit products that employ our Otsuka multi-chamber bag system (which allows antibiotics and solvents to be administered in a sterile environment with a single press), as well as plastic ampoules suitable for small volumes, and a variety of soft bag formulations, while in the area of external preparations, we deal in a variety of

ointments and creams. We also perform contract manufacturing in coordination with the various companies of the Otsuka Group, and we manufacture prefilled syringe formulations at our subsidiary, J.O. Pharma Co., Ltd. We will continue to provide contract products that can contribute to a wide range of medical needs, with the aim of establishing the best partnerships in the contract business area.

Stable supply of high-quality products while living in harmony with the natural environment

An abundance of clean water is necessary for the steady production of IV solutions. Our four factories in Japan all manufacture products while living in harmony with a rich natural environment—the two factories in Tokushima Prefecture, one in Naruto where the company was founded and the other in Itano-gun (Matsushige); one in Kushiro, Hokkaido; and one in Imizu, Toyama Prefecture.



Naruto Factory

Our Head Office and Research Institutes are located in the Naruto region, where the Otsuka Group was founded, and the region serves as our home base as a leading manufacturer of IV solutions. Nearby are the famous whirlpools of the Naruto Strait, beneath the Naruto Bridge. The natural environment is also a rich resource for tourism. The factory manufactures injection kit products with transfer needle and plastic bottle products. It also manufactures a brand item with a long history — Oronine H Ointment — and other products.

- Address: 115 Kuguhara, Tateiwa, Muya-cho, Naruto, Tokushima 772-8601, Japan
- Began operations: 1921
- Site area: 102,644 m²
- Major manufactured items: Injection kit products with transfer needle, plastic bottle products, over-the-counter products, etc. Received ISO 14001 certification (May 2003)



Matsushige Factory

The Matsushige Factory is located in an industrial park on the Tokushima coast of the Kii Channel, facing Awaji Island and Wakayama Prefecture. It is adjacent to Tokushima Airport and thus has excellent access from outside the prefecture. It is a rationalized and high-efficiency infusion factory. The factory manufactures 50-mL to 1000-mL single-bag products, double-bag products, 20-mL plastic injection ampoules, and prefilled syringes. It also manufactures double-bag antibiotic kit solutions, which Otsuka was the first in the world to develop.

- Address: 139-1 Toyohisakaitaku, Toyohisa, Matsushige-cho, Itano, Tokushima 771-0296, Japan
- Began operations: 1990
- Site area: 165,611 m²
- Major manufactured items: Single-bag formulations, double-bag formulations, plastic ampule formulations, prefilled syringes, antibiotic kit solutions, etc. Received ISO 14001 certification (Aug. 2003)



Kushiro Factory

The Kushiro Factory is located not far from Kushiro Shitsugen National Park, a marshland known as a habitat for the Japanese crane. The factory utilizes the features of this broad geographical area with its high-quality water. As Otsuka's production base in northern Japan, the factory manufactures many types of IV products. The factory manufactures 200-mL to 500-mL single-bag products, 20-mL plastic injection ampoules, and four-chamber infusion bags, which Otsuka was the first in the world to develop.

- Address: 1-13 Asahi, Onbetsu-cho, Kushiro, Hokkaido 088-0193, Japan
- Began operations: 1976
- Site area: 244,475 m²
- Major manufactured items: Single-bag formulations, triple-bag formulations, quad-bag formulations, plastic ampule formulations. Received ISO 14001 certification (Sep. 2002)



Toyama Factory

The Toyama Factory is situated in a rich natural environment with abundant water. To the north is Toyama Bay and to the southeast is the Tateyama Mountain Range. It is the only factory in Japan to manufacture intravenous fat emulsions. The factory manufactures 50-mL to 250-mL single-bag products, double-bag products triple-bag formulations, and four-chamber infusion products.

- Address: 2-27-1 Ariso, Imizu, Toyama 933-0251, Japan
- Began operations: 2001
- Site area: 75,300 m²
- Major manufactured items: Single-bag formulations, double-bag formulations, triple-bag formulations, quad-bag formulations. Received ISO 14001 certification (Apr. 1999)

J.O. Pharma Co., Ltd.

Supporting frontline medical treatment with safe and trustworthy cutting-edge technology

As a specialist manufacturer of prefilled syringes, the company aims to constantly produce top-quality products with cutting-edge manufacturing equipment, stringent quality control, and continuous product improvements based on medical practice needs



27-1 Shimokoshi-cho, Izumo-shi, Shimane, Japan
 TEL: +81 (0) 853-24-8760
 Business Description: Manufacture of pharmaceutical products in prefilled syringes

Approach to Enterprise Risk Management (ERM) and Business Continuity Planning (BCP)



We define uncertainties that significantly impact the realization of our corporate philosophy and the achievement of business strategy objectives as “risks.” We are committed to spreading effective risk management activities throughout the organization and aim to become a strong organization capable of responding to changes by engaging in ERM activities and striving to reduce risks. To achieve this, we have established risk management regulations and set up a Risk Management Committee.

We are working to build a more robust risk management system from three perspectives: prevention of risks affecting business continuity and stable development (risk management); prevention of damage spread in the event of an incident (crisis management); and business continuity planning (BCP) within risks that have a major impact on business continuity, such as natural disasters and pandemics.

Risk Management Committee

Recognition and Evaluation of Risks
Recognition and evaluation of important risks across the organization

Develop management policies
Development of management policies and action plans for important risks

Monitoring and Reviewing Risk Management Status
Quarterly monitoring of each risk management status, and taking measures if thresholds are exceeded, along with reviewing management policies and action plans

ISO 22301 certification acquisition

Otsuka Holdings Co., Ltd. has acquired the ISO 22301 International Standard for Business Continuity Management Systems, and its scope of application includes the stable supply of IV solutions, which are our main products. The Otsuka Group is

striving to create a system and measures that allow us to continue business activities to the fullest possible and provide stable supply of products in the event of a disaster.

Efforts to prepare for natural disasters

Based on the assumption of the tsunami inundation in Tokushima Prefecture, we have taken measures to prevent flooding in the factory, such as building a seawall at the production base in Tokushima Prefecture, where there is concern about the inundation damage caused by the Nankai Trough earthquake. At the Naruto Factory, the seawalls have been built at each production building to reinforce and renovate drainage functions

to early eliminate flood damage caused by backflow of river water. The Matsushige Factory has built a seawall around the factory site. The circumferential seawall has drain gates to protect the factory from flooding due to backflow. In addition, as a utility measure, both factories have replaced the industrial water supply pipes with earthquake-resistant NS ductile cast iron pipes.

Installation of a circumferential seawall at the Matsushige Factory



Circumferential seawall ● Total length: 1,620 m ● Height: 2.0 m (T.P. + 3.9 m) on east, west, and south sides; 2.70–3.35 m on north side
● Installation date: June 2014 ● Steel pipe pile: 300–400 mm (diameter); 17–20 m (length); 678 used in total

For stable product supply

IV solutions, Otsuka Pharmaceutical Factory’s core products, are essential first aid drugs used in emergencies. As a leading company in IV solutions, we are required to have BCPs in place which will function even when dealing with a major disaster. We are committed to BCP from four different directions: to guarantee the safety of life, to protect corporate assets, to ensure product

inventories and raw materials, and to secure distribution channels. Even if some risk becomes apparent, by taking appropriate measures, we minimize damage and loss, continue our business activities, and establish a management system to ensure stable product supply.

Ensuring safety of life

Ensuring the safety of our employees takes top priority. In addition to ensuring the earthquake-resistant buildings and equipment, installing a device for receiving emergency earthquake warning, and diversifying and multiplexing means of communications, we have in place a safety confirmation system for employees and distribute pocket-sized manuals of useful information for disasters for employees. Additionally all business locations maintain stockpiles of emergency supplies, food, and other goods for survival. We are engaged in disaster drills not only with employees but also with the surrounding residents.



In the event of a power outage, emergency LED lights will automatically light evacuation routes and evacuation centers for more than 20 hours

Protection of corporate assets

In order to reduce damage from tsunami inundation and liquefaction caused by large earthquakes, we have conducted aseismic reinforcement of buildings and built a seawall. In addition, we have reinforced the supports for pipe racks to supply energy (electricity, steam, cooling water, etc.) to our manufacturing factories, and have taken measures to reduce damage of inclination of buildings caused by liquefaction. Also, we have built a backup system with multiple data centers so that we can promptly restore data in case important data system is damaged.



Building a circumferential seawall around the Matsushige Factory

Ensuring inventories of products and raw materials

Considering the situation in which production facilities are subject to a great amount of damage, we ensure sufficient inventories of products that are essential for medical treatment and that have a high market share, among others, to prevent shortages. In case of emergency, it is difficult to obtain raw materials; therefore, we are working even in ordinary times to ensure an appropriate inventory of raw materials and purchase from multiple companies in order to detect signs of risks and respond promptly before risks become apparent, so that our products can be supplied stably.



Storage warehouse for inventory control of IV solutions

Ensuring means of distribution

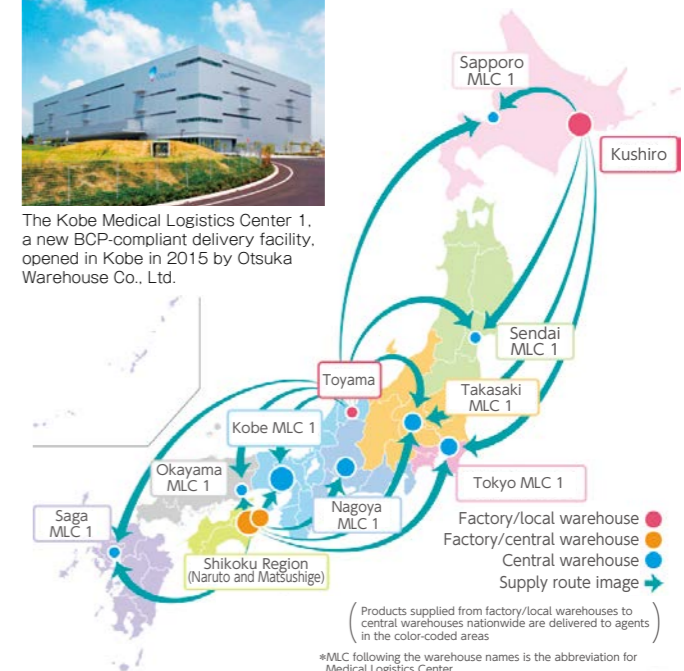
Otsuka Warehouse Co., Ltd. which manages the Otsuka Group’s logistics, has a distribution system considering disaster preparedness, which includes decentralizing its distribution bases and product inventories and building a network, securing new warehousing bases, diversifying its order reception center, and diversifying delivery routes. Utilizing our nationwide network of bases, we have established a system that can promptly provide logistics services in the unlikely event of an emergency.



The Kobe Medical Logistics Center 1, a new BCP-compliant delivery facility, opened in Kobe in 2015 by Otsuka Warehouse Co., Ltd.

TOPICS | BCP exercises in Otsuka Group

The Otsuka Group regularly conducts joint exercises with Group’s major companies assuming situations in which threats actually occur, in order to strengthen our ability to respond, apply, and imagine in the event of an unexpected situation. Also, in cooperation with related departments involved in the stable supply of the main products, or IV solutions, we reviewed the procedures for initial measures and conducted desktop exercise in line with the BCP in 2025. We are engaged in strengthening the risk management function by organizing the current issues and discussing countermeasures group-wide.



Sustainability

Creating the Future: Powering the progress of the Otsuka group.

Solving social issues for a better future is the essence of our business activity itself. Our efforts extend beyond providing well-being to people; we also aim to make a positive impact on the global environment. We are united as an entire group and continue a path of sustainable growth as a total healthcare company for corporate growth and society.



For more details, please visit the "Sustainability" page on our corporate website.

To protect the global environment

Environmental Policy

Environmental protection is a corporate activity that requires the participation of all employees.

Otsuka Pharmaceutical Factory's company-wide environmental activities include activities for maintaining the health of people (the internal environment) and the ecosystem (the external environment). Otsuka works diligently to help bring sustainability to society through recycling and to promote environmental harmony.

Activity Guidelines

Environmental Compliance

We will increase the effectiveness of compliance and reduce risks.

Environmental Management

We will continue to improve our environmental management system, and promote activities related to environmental materiality.

Environmentally friendly technology

By actively developing and introducing environmentally friendly technologies, we will provide products and services that contribute to the formation of a sustainable society.

Human Resource Development

We will nurture human resources and create a corporate culture, and each employee will engage in environmental activities through their daily activities.

Communication

To promote communication with stakeholders, we will disclose environment-related information in a transparent manner.

Carbon Neutrality

We are committed to mitigating climate change and contributing to the construction of a sustainable society by reducing greenhouse gas emissions and energy consumption from our business activities, improving energy use efficiency, transitioning to low-impact energy sources, and promoting the use of renewable energy.



Solar panels placed on Kushiro Factory

Water Neutrality

In our business activities, water is an indispensable and important resource. Therefore, we aim for water neutrality by continuously working on water conservation from intake to drainage (creating forests that nurture water → using water carefully → returning clean water to nature).

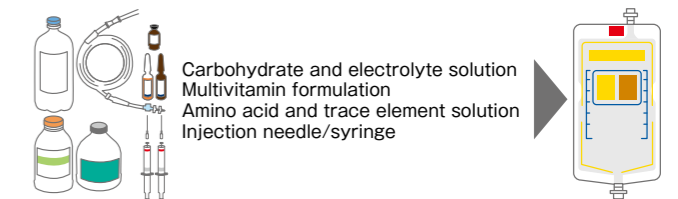


Employees and their families participating in tree planting activities

Circular Economy

To preserve limited resources, we are committed to contributing to the construction of a sustainable society by reducing waste generation, improving resource utilization efficiency, and promoting resource circulation. We also focus on lightweight packaging and transitioning to environmentally friendly materials.

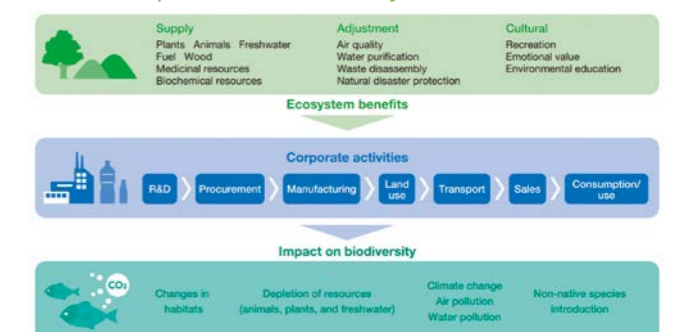
Development of eco-friendly products with high safety and convenience



Biodiversity

We recognize that biodiversity is an indispensable natural capital for all business activities. As a member of a society that benefits from nature, we will take into consideration the impact of our business activities on biodiversity and work to conserve and restore biodiversity towards realizing a sustainable society that passes rich nature to future generations.

Relationship between Biodiversity and Business Activities



What we can do as a pharmaceutical company

The Otsuka group contributes to regional development by working together with local residents on social and cultural projects. Guided by our philosophy of community contribution, as a leading company in IV solutions in Japan, we work with local governments to promote health initiatives and disaster preparedness. Additionally, we actively engage in disaster recovery support and assistance for disaster victims.

Support activities in disaster-stricken areas

IV solutions are considered to be particularly indispensable in initial treatment during emergencies. In the event of a disaster, we will provide medical supplies such as IV solutions and oral rehydration solutions to the affected areas at the request of the government and other public offices. In addition, overseas infusion companies (subsidiaries) are also actively engaged in local disaster recovery support activities.



Employees who load oral rehydration solutions into cars to support affected areas

Collaboration with Local Communities and Governments

To prepare for disasters, our headquarters and all production sites have concluded disaster prevention agreements with local governments. We conduct briefings on our Business Continuity Plan (BCP) initiatives, facility tours, and joint tsunami evacuation drills for local residents and stakeholders. Additionally, we have entered into comprehensive collaborative agreements with Naruto City in Tokushima Prefecture, Kushiro City in Hokkaido, Ono City in Hyogo Prefecture, Imizu City in Toyama Prefecture, and Kawara Town in Tagawa District, Fukuoka Prefecture. The

purpose of these agreements is to establish mutual cooperation between the cities/town and our company to promote activities on nutrition, eating support (frailty, malnutrition, ingesting/swallowing, oral healthcare, etc.), urination care, and education on heatstroke and dehydration. Through these efforts, we aim to contribute to promoting the health and wellness of citizens, maintaining and enhancing regional medical care, and building a community-based integrated care system, ultimately realizing a society where local residents live in harmony.



Signing ceremony for disaster prevention agreement with Kushiro City, Hokkaido

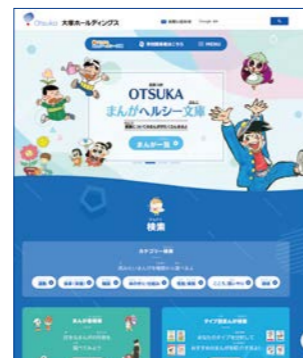


Emergency drills in collaboration with local residents

Activities of "Otsuka Health Comic Library" in hope of children's health

"Otsuka Health Comic Library" is published with one volume every year to wish for children's health and deepen their interest in and understanding of how their bodies work and their health. The comic is donated to elementary and junior high schools,

special support education schools, national and public libraries nationwide, and Japanese schools overseas, which is a social and cultural activity of the Otsuka Group. The Group has continued the activity for more than 35 years since its first issue in 1989.



Otsuka Health Comic Library (available only on the Japanese site)
<https://www.otsuka.com/jp/comiclibrary/>



Aiming for a better working environment

Diversity

The diversity we strive for means employing a diverse range of human resources, respecting their individuality, nurturing them and using them strategically, thereby allowing their personalities to shine through. We aim to become a company overflowing with creativity and trusted by society by promoting a "rewarding" organization where diverse employees can make the best use of their individuality and work comfortably as they are, irrespective of nationality, race, age, gender, disability, or sexual orientation, and fostering an inclusive corporate culture where they can have healthy and open discussions, and take on challenges while respecting each other.



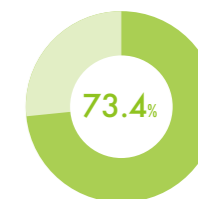
Work-life balance

We respect our employees' lifestyles, and we are committed to establishing a flexible working environment that takes both work life and home life into account. To that end, we have cut the amount of overtime hours worked and introduced work from home structures, offered childcare leave and nursing care leave, and have put in place systems for working while raising children.



We have obtained the "Platinum Kurumin Certification" from the Minister of Health, Labour and Welfare as an excellent "childcare-supporting company."

Acquisition Rate of Parental Leave for Men 2025: 73.4%



Beanstalk Kids Center Tokushima

Beanstalk Kids Center Tokushima is a well-received in-house daycare center for Otsuka group employees that provides an environment for young children that fosters creativity. In 2018, the number of children doubled to 210 from 100 of the opening year, and the daycare center has grown into among the largest in Japan. The facility is capable of responding to emergency needs such as extended childcare, providing extensive childcare support. We have in place an environment where employees who raise children can continue their work without worry.



Factory tours for family members

We offer our employees the opportunity to bring their family members to tour our factory, to further our objective of cultivating the sense that children need to be warmly looked after by everyone in the company. Families enjoy tours of the workplace, and employees and their families can eat lunch together in the employee cafeteria. We are actively engaged in coming up with new ideas that will further communication between employees and their families.



Excellent Health and Productivity Management initiatives

We strive to provide a workplace environment where all employees can be lively in their work, while we promote sound business through the cultivation of awareness about health issues and tackle initiatives that help maintain and increase the health of our employees and their families.

Implementation of a Seminar to Promote Accurate Cancer Awareness Among Employees



100% Health Examination Participation Rate



Full Coverage of Influenza Vaccination Costs (Including Temporary Employees)



Introduction of Fitness Apps to Address Lack of Exercise and Sleep





Contribution to culture and sports

Otsuka Pharmaceutical Track & Field Team

Our Otsuka Pharmaceutical Track & Field Team, which was established in 1990, has continued to send both male and female athletes to events such as the Olympics and World Athletics Championships. When the athletes are not involved in practice or training camps, they engage in a variety of social contribution activities through company-sponsored sports, to help build a team that is loved by the local community.

Members

16 male athletes, 9 female athletes (as of February 2026)

Recent Main Results

| | |
|----------------|--|
| Yuta Koga | 8th place in the 20 km Race Walk at the 2024 Paris Olympics |
| Hibiki Tsuha | Competed in the Long Jump at the 2025 World Athletics Championships in Tokyo |
| Kana Kobayashi | 2nd place at the 2025 Osaka Women's Marathon (Top Japanese) 7th place in the Marathon at the 2025 World Athletics Championships in Tokyo (Top Japanese) |

Successive Members Who Participated in the Olympics and World Athletics Championships

| | |
|--------------------|---|
| Takayuki Inubushi | 2000 Olympics (Marathon) |
| Michitaka Hosokawa | 2005 World Athletics Championships (Marathon) |
| Masumi Fuchise* | 2012 Olympics, 2009/2011/2013 World Athletics Championships (20 km Race Walk) |
| Mai Ito | 2016 Olympics, 2011/2015 World Athletics Championships (Marathon) |
| Yuzo Kanemaru* | 2012/2016 Olympics, 2011/2013/2015/2017 World Athletics Championships (400m and other events) |
| Hideki Omuro | 2017 World Athletics Championships (110 m Hurdles) |
| Hibiki Tsuha | 2021 Olympics, 2025 World Athletics Championships (Long Jump) |
| Yuta Koga | 2024 Olympics, 2023 World Athletics Championships (20 km Race Walk) |
| Kana Kobayashi | 2025 World Athletics Championships (Marathon) |

* Currently not belonging to our team

For more details, please visit the "Otsuka Pharmaceutical Track & Field Team" website (In Japanese only).



Kana Kobayashi finished 2nd (Top Japanese) at the January 2025 Osaka International Women's Marathon.



10th Tokushima Athlete Meeting in November 2025 (Training session aimed at strengthening junior track and field athletes).



Dance by Otsuka Uzumaki Ren

The Otsuka Museum of Art

In 1998, the Otsuka Group established the Otsuka Museum of Art to commemorate 75 years since the Group's founding, and it is through this Museum that we are active in promoting regional art and culture. Along the Museum's approximately 4 km art appreciation route, visitors

can wander through the artwork of 26 countries, including more than 1,000 full-scale ceramic board faithful reproductions of masterpieces of Western art ranging from ancient murals to modern paintings, all while never having to leave Japan.

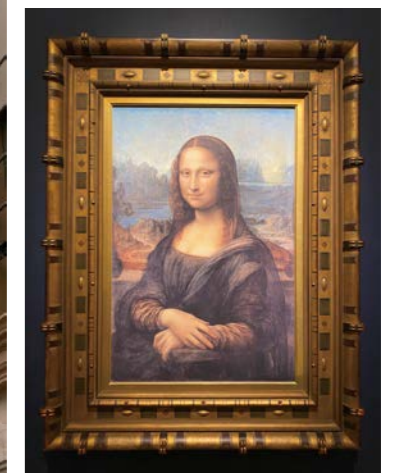
* Photos taken of artwork displayed at The Otsuka Museum of Art



Sistine Hall*



Van Gogh: "Sunflowers"*



Leonardo da Vinci: "Mona Lisa"*



Otsuka Museum of Art (Main Entrance)

For more details, please visit the "Otsuka Museum of Art" website.





Name of Company: Otsuka Pharmaceutical Factory, Inc.
 Head Office: 115 Kuguhara, Tateiwa, Muya-cho, Naruto,
 Tokushima 772-8601, Japan
 Tel: +81- (0)88-685-1151
 Tokyo Office: 2-9 Kandatsukasa-machi, Chiyoda-ku,
 Tokyo 101-0048, Japan
 Incorporated: October 7, 1969 (established September 1, 1921)

President and Representative Director: Shuichi Takagi
 Capital: 15.08 billion yen
 Amount of sales: 149.5 billion yen (2025)
 No. of Employees: 2,432 (as of December 31, 2025)
 Business Description: Manufacture, sale, and import
 and export of clinical nutrition products and other
 pharmaceutical products, medical devices, functional
 foods, etc.



Head Office



Tokyo Office (Head office building of Otsuka Pharmaceutical Co., Ltd.)

Business locations

● **Head Office**

115 Kuguhara, Tateiwa,
 Muya-cho, Naruto, Tokushima
 772-8601, Japan
 Tel: +81- (0)88-685-1151

● **Tokyo Office**

2-9 Kandatsukasa-machi, Chiyoda-ku, Tokyo
 101-0048, Japan
 Tel: +81- (0)3-5217-5976

● **Research Institutes**

- Research and Development Center
- Technical Center
- Medical Foods Research Institute

● **Factories**

- Naruto Factory
- Matsushige Factory
- Kushiro Factory
- Toyama Factory

● **Branch Offices**

- Hokkaido Branch
- Tohoku Branch
- Takasaki Branch
- Omiya Branch
- Tokyo Branch
- Yokohama Branch
- Tokai Branch
- Keiji Hokuriku Branch
- Kansai Branch
- Chugoku Branch
- Kyushu Branch
- Tokushima Branch

Significance of the corporate symbol



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

Principal subsidiaries and affiliates outside Japan

- | | | |
|---|---|---|
| Suzhou Otsuka Pharmaceutical Co., Ltd. | Otsuka Pharmaceutical India Private Limited | PT Widatra Bhakti |
| Otsuka Pharmaceutical Vietnam Joint Stock Company | Egypt Otsuka Pharmaceutical Co., S.A.E. | Otsuka Al-Obour Pharmaceutical Egypt S.A.E. |
| Otsuka Gypto Pharmaceutical Egypt S.A.E. | PT Otsuka Indonesia | Diatranz Otsuka Limited |
| Otsuka ICU Medical LLC | | |

Principal subsidiaries in Japan

We develop our business activities in collaboration with nine domestic and sixteen global subsidiaries/affiliates. The synergy effect created by these relationships between the companies

helps us provide patients and healthcare professionals with even better, innovative products. The following are five domestic companies involved in the medical business in Japan.

Otsuka Techno Corporation

Technology to contribute to people's safety and security

Under the banners of "advanced technology," "clean environment," and "superior quality," Otsuka Techno molds and processes various types of resin, from commodity plastics to super engineering plastics.



120-1 Itayashima, Seto-cho Akinokami, Naruto, Tokushima 771-0360, Japan
 Tel: +81- (0)88-683-7111
 Business Description: Manufacture and sale of medical plastic container components and precision-molded products

J.O. Pharma Co., Ltd.

Supporting frontline medical treatment with safe and trustworthy cutting-edge technology

As a specialist manufacturer of prefilled syringes, the company aims to constantly produce top-quality products with cutting-edge manufacturing equipment, stringent quality control, and continuous product improvements based on medical practice needs.



127-1 Shimokoshi-cho, Izumo, Shimane 693-0032, Japan
 Tel: +81- (0)853-24-8760
 Business Description: Manufacture of pharmaceutical products in prefilled syringes

EN Otsuka Pharmaceutical Co., Ltd.

The company will contribute to the health and longevity of people around the world, by researching nutrition and providing superior products and insightful information

We will strive to contribute to the health of people around the world through a wide range of innovative and creative products, such as ENORAS, enteral nutrition formulas (prescription drugs), and iEat, a diet for people who have difficulty chewing, and aim to be a "nutrition care supporter" who can promptly provide more meaningful products and information.



4-3-5 Nimaibashi, Hanamaki, Iwate 025-0312, Japan
 Tel: +81- (0)198-26-5261
 Business Description: Research & development, manufacturing, sales, and the export/import of enteral nutrients, foods for medical use, foods for the elderly, and disease-specific foods

Lilium Otsuka Co., Ltd.

Creation of innovative urinary care products and creation of new markets

The company contributes to urinary care in the super-aging society by developing devices which can visually indicate the urinary output in the bladder using ultrasound technology and by providing unique solutions.

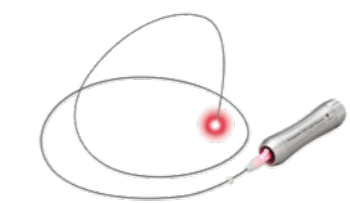


1-1-1, Chuo, Chuo-ku, Sagamiara, Kanagawa 252-0239, Japan
 Tel: +81- (0)42-707-4258
 Business Description: Research and development, manufacturing, and marketing of medical devices and related products

Otsuka Clinical Solutions, Inc.

We contribute to improving the quality of healthcare by delivering innovative and practical solutions to healthcare settings

As a marketing authorization holder of medical devices, we will work on the production and development of advanced medical devices utilizing innovative technologies such as the "Tumguide," a device for checking the position of the nasogastric tube tip.



5194-63 Katsurenhaebaru, Uruma City, Okinawa, 904-2311, Japan
 Tel: +81- (0)98-923-0407
 Business Description: Manufacturing and marketing of medical devices and related products

Otsuka Group Corporate Philosophy

Otsuka-people creating new products for better health worldwide

Overview

The Otsuka group operates a diverse portfolio of businesses globally, including our Pharmaceutical Business, which covers the wide spectrum from diagnosis to treatment of diseases, and our Nutraceutical*1 Business, which supports maintenance and promotion of everyday health through products and services based on scientific evidence.

Since the founding of Otsuka in 1921, we have carried forward our company DNA, cultivated by generations of leaders: *Ryukan-godo* (by sweat we recognize the way), *Jissbo* (actualization), and *Sozosei* (creativity). Guided by these principles, approximately 38,000 employees*2 across 32 countries and regions drive our businesses forward to contribute to the health of people worldwide.

As a total healthcare company that takes a comprehensive approach to the diverse social issues related to health, we will continue to deliver unique value that supports each individual's health and way of life.

*1. Nutraceuticals: nutrition + pharmaceuticals *2. As of end of December 2025, Otsuka Holdings and consolidated subsidiaries: 182 companies

Organizational Structure



| | |
|--|---|
| Company Name | Otsuka Holdings Co., Ltd. |
| Established | July 8, 2008 |
| President and Representative Director, CEO | Makoto Inoue |
| 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

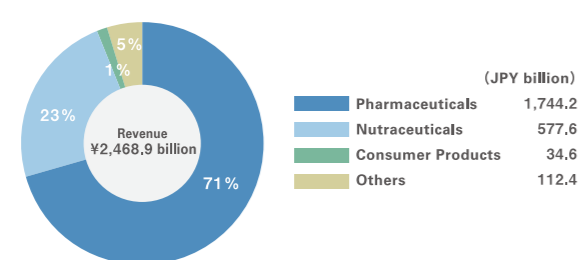
- 1921 Founded as a chemical raw material manufacturer in Naruto City, Tokushima Prefecture
- 1946 Started infusion (intravenous solutions) production, entering the pharmaceuticals field
- 1965 Launched nutritional drink (ORONAMIN C DRINK), entering the nutraceuticals field
- 1971 Otsuka Pharmaceutical 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

*Transitioned to the Prime Market in April 2022

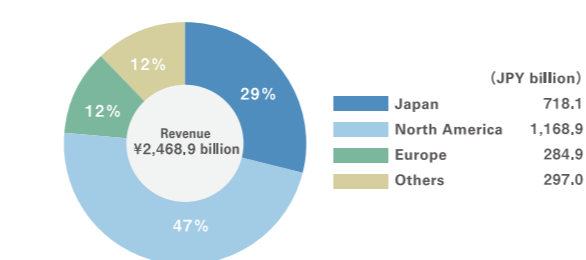
Financial Highlights

(FY2025)

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/>

Otsuka's Sustainability

Solving social issues for a better future is the essence of our business activity itself. Our efforts extend beyond providing well-being to people; we also aim to make a positive impact on the global environment. We are united as an entire group and continue a path of sustainable growth as a total healthcare company for corporate growth and society.

Corporate Philosophy

Otsuka-people creating new products for better health worldwide

Goal

To become an indispensable contributor to people's health worldwide

Sustainability Mission

Guided by its corporate philosophy, the Otsuka group works to solve social issues through its businesses and contribute to the creation of a healthy and sustainable society, while achieving growth.



Materiality

- 4 key areas (materiality) to fulfill our sustainability mission
- Establishing strategies, policies, and goals to drive forward



Contribute to the Health and Well-being of People Around the World

From Better Health Through Beyond Health to Well-being

Maximizing product value by leveraging diverse assets within and outside the group

Strengthening research and development capabilities to address unmet medical needs

Adapting to changes in the world and providing people with complex health solutions



Develop Human Capital to Fulfill Our Corporate Philosophy at Good Working Environment

Empowerment of the Diverse and Motivated Individuals

Enhance human resources, a source of innovation, to realize our corporate philosophy

Creating an environment to maximize human resources



Create More Sustainable Future With Business Partners

Sustainable Supply Chain

Building a strong and stable procurement system to respond to risks

Promotion of responsible procurement



Promote Positive Impact on Global Environment

Achievement of 2050 Environmental Vision "Net Zero"

- Carbon neutrality
- Circular economy
- Water neutrality
- Biodiversity



For more information about Otsuka group's sustainability : <https://otsuka.com/en/sustainability/>



The Otsuka Memorial House (first office and laboratory)

- 1921 Busaburo Otsuka founds Otsuka Seiyaku Kogyobu (Otsuka Pharmaceutical)
- 1940 Otsuka Pharmaceutical renamed Otsuka Pharmaceutical Factory
- 1947 Masahito Otsuka succeeds Busaburo Otsuka as company owner
- 1969 Otsuka Pharmaceutical Factory becomes Otsuka Pharmaceutical Factory, Inc.
Masahito Otsuka appointed President
- 1973 PT Widatra Bhakti established in Indonesia
- 1975 Yoshimitsu Otsuka appointed President
- 1976 Kushiro Factory established
- 1977 Arab Otsuka Pharmaceutical established in Egypt (currently Egypt Otsuka Pharmaceutical Co., S.A.E.)
- 1985 Otsuka Techno Corporation established
- 1986 Akihiko Otsuka appointed President
- 1990 Matsushige Factory established

- 1994 Yoshimitsu Otsuka appointed President
- 1998 Kyoichi Komatsu appointed President
- 2001 Toyama Factory established
- 2002 EN Otsuka Pharmaceutical Co., Ltd. established
- 2003 Otsuka OPV established (currently Otsuka Pharmaceutical Vietnam Joint Stock Company)
J.O. Pharma Co., Ltd. established
- 2004 Ichiro Otsuka appointed President
- 2007 Suzhou Otsuka Pharmaceutical Co., Ltd. established
- 2008 Otsuka Holdings Co., Ltd. established
- 2010 Otsuka Holdings Co., Ltd. listed on the First Section of the Tokyo Stock Exchange
- 2011 Diatrans Otsuka Limited established in New Zealand
- 2013 Capital participation in a company of IV solutions in India (currently Otsuka Pharmaceutical India Private Limited)
- 2014 Shinichi Ogasawara appointed President
Acquired a company of IV solutions in Egypt (currently Otsuka Al-Obour Pharmaceutical Egypt S.A.E.) as a subsidiary
- 2015 Liliun Otsuka Co., Ltd. established
- 2021 Otsuka Gypto Pharmaceutical Egypt S.A.E. established in Egypt
- 2024 Shuichi Takagi appointed President
Otsuka Clinical Solutions, Inc. established
- 2025 Otsuka ICU Medical LLC established in the United States



For more details, please visit our corporate website.

For an overview of our history since founding, organized by topic, please visit the "History" page.



For detailed historical information presented in chronological order, please visit the "Company Timeline" page.



We do not want any more people to die of dehydration.



Dehydration, or lack of water, makes us fall ill. That is because our body contains water with ions, including Na⁺ and K⁺, which play an important role in the cells and blood.

We have long focused on body water and developed the OS-1 series to treat dehydration.

While becoming familiar with the words such as dehydration and oral rehydration solution, people still suffer from severe dehydration and may die of it. We will give more support to those involved in medical and nursing care.

We are on a mission to deliver accurate information about dehydration and to keep providing appropriate IV solutions and products for oral rehydration therapy.

Maintaining body water content Otsuka Pharmaceutical Factory, Inc.