CORPORATE PROFILE 2026



Otsuka Corporation



Mission Statement

Mission

OTSUKA CORPORATION serves a wide range of companies, providing comprehensive support for their business activities by presenting, within a concrete framework, new business opportunities and management improvement strategies brought about by innovations in information and telecommunication technology. By so doing, we continue to facilitate the growth of our client companies and contribute to the development of our country and the creation of a spiritually enriching society.

Goals

- To become a corporate group that is recognized and trusted as a valuable corporate citizen.
- To encourage employee growth and self-realization through the attainment of personal goals and professional achievement.
- To demonstrate harmonious coexistence and growth with nature and society.
- To create business models that consistently keep pace with the changing times.

Principles

- Always thinking from the customer's perspective and acting through harmonious team work.
- Maintaining the spirit of challenge inherited from our predecessors, exercising our own critical judgment, and acting on our own initiative.
- Fully complying with all prevailing laws and regulations, and maintaining high ethical standards.

Otsuka Corporation

Energize Your Office with IT

Since its foundation in 1961, OTSUKA CORPORATION has gained expertise by pioneering in the introduction of IT equipment and cutting-edge technologies such as AI that companies need to raise productivity and reduce costs. We are leveraging this experience to deliver optimal, one-stop solutions, together with one-stop support, to solve the problems our customers face.

The OTSUKA CORPORATION Group will energize your office with IT by putting our Mission Statement into practice while always adopting the customer's perspective in response to the trust placed in us. We are committed to contributing to the sustainable growth of society as an IT platformer that connects its partners and customers .

We also embrace harmony with nature and society as a vital management concern and remain a progressive enterprise integral to the creation of a spiritually affluent society.

Our major goal is to earn public recognition and respect for the OTSUKA CORPORATION Group by maintaining the spirit of challenge inherited from our predecessors and the commitment to customer satisfaction that has been our consistent focus since our founding. As we respond to future changes in society, we will always stand at the side of our customers, striving to live up to their trust and achieve growth together with them.

Throughout these commitments and initiatives, we are grateful for our customers' strengths, visions, and encouragement.

Yuji Otsuka
President & Chief Executive Officer

History

1961	Start of business in Akihabara and registration as a joint-stock company
1965	Opening of the Osaka Branch
1968	Completion of a head office building in Suidobashi
1978	Start of the COF (Copier, Office computer and Facsimile) strategy / Launch of the first Business System Fair (now the Practical Solutions Fair)
1979	Sales launch of SMILE, a proprietary packaged business software
1981	Commencement of the PC business (start of the new COF strategy)
1982	Commencement of the education business
1984	Establishment of OTSUKA System Engineering (now OSK Co., Ltd.) / Commencement of the CAD business
1985	Commencement of the hotel business
1987	Commencement of the network business
1989	Completion of the Ichikawa Distribution Center (now the Ichikawa Building)
1990	Commencement of the Total α Service (now the “tayoreru” maintenance service) membership-based support service / Establishment of Networld Corporation
1996	Establishment of Alpha Techno Co., Ltd.
1997	Opening of the Tokyo CTO Center
1998	Opening of the “α Plaza” training facility / Commencement of the security business
1999	Commencement of “tanomail” / Commencement of “α-mail” / Commencement of ODS
2000	Listing on the First Section of the Tokyo Stock Exchange / Opening of the Data Center / Attainment of ISO 14001 certification
2001	Appointment of a new president
2002	Establishment of the Social Contribution Committee / Establishment of the Mission Statement / JIIT Overall IT Award
2003	Completion of a new head office building in Iidabashi and relocation of the Head Office
2004	Commencement of “Personal tanomail”
2005	Attainment of Privacy Mark certification / Commencement of the private brand TANOSEE
2006	Establishment of the ODT Center / Establishment of Otsuka Information System Corporation in Shanghai, China / Concentration of service and support businesses under the twin brands “tanomail” and “tayoreru”
2007	Centralized management of the SMILE series brand by OSK Co., Ltd.
2008	Business and capital alliance with Lion Office Products Corporation / Commencement of LED lighting operations
2011	Acquisition of the Tokyo metropolitan government’s Top-Level Office certification by the head office building / Completion of the Yokohama building
2012	Japan Investor Relations Association’s IR Special Award
2014	Commendation from the IPv6 Promotion Council
2015	Merger of OSK Co., Ltd. and Alpha System Co., Ltd.
2020	Establishment of the DX Promotion Committee to reinforce the internal structure
2021	Selected as a DX-Certified Operator by the Ministry of Economy, Trade and Industry / Establishment of the Sustainability Committee
2022	Transferred listing to the Prime Market of the Tokyo Stock Exchange
2024	FY2024 Minister’s Commendation for Regional Development Support Taxation (Corporate Version of Furusato Taxation) / Selected as a Noteworthy DX Company of 2024
2025	Selected as a Noteworthy DX Company of 2025









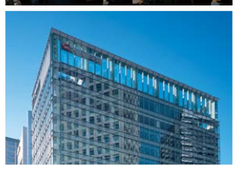











Corporate Outline

Company Name	OTSUKA CORPORATION https://www.otsuka-shokai.co.jp/
Capital Stock	10,374 million yen
Net Sales	Consolidated: 1,322,791 million yen Non-consolidated: 1,163,138 million yen (FY2025 actual)
Number of Employees	Consolidated: 10,079 Non-consolidated: 8,287 (As of December 31, 2025)
Establishment	July 17, 1961 (Registered as a joint-stock company on December 13, 1961)
Head Office Location	2-18-4 Iidabashi, Chiyoda-ku, Tokyo 102-8573
Business	• **System Integration Business:** Sales of computers, copiers, communication equipment and software, consigned software development and other activities • **Service & Support Business:** Supplies, maintenance, educational support and other activities

Board of Directors and Corporate Auditors

President & Chief Executive Officer	Yuji Otsuka
Directors	Kazuyuki Katakura, Hironobu Tsurumi, Hironobu Saito, Minoru Sakurai, Koichiro Yamada, Kazuo Uneno, Jiro Makino, Tetsuo Saito, Fuminori Suzumura, Yoko Nakai, Emi Wakatsuki
Standing Audit & Supervisory Board Member	Tatsumi Murata
Audit & Supervisory Board Members	Kazuhiko Nakai, Etsuo Hada, Katsumasa Minagawa

Major Operational Sites and Consolidated Subsidiaries

Business Divisions	LA Division, BP Division, tanomail Division, Hotel Division, MM Strategy Promotion Business Department
Local Area Sales Departments	Chuo Sales Dept. 1, Chuo Sales Dept. 2, Kanagawa Sales Dept., Josai Sales Dept., Tama Sales Dept., Johoku Sales Dept., Northern Kanto Sales Dept., Keiyo Sales Dept., Osaka Northern Sales Dept., Osaka Southern Sales Dept.
Regional Offices	Sapporo Branch, Sendai Branch, Utsunomiya Branch, Northern Kanto Branch (Takasaki), Tsukuba Branch, Chubu Branch, Kyoto Branch, Kobe Branch, Hiroshima Branch, Kyushu Branch
Consolidated Subsidiaries	OSK Co., Ltd., Networld Corporation, Alpha Techno Co., Ltd., Alpha Net Co., Ltd.

DX promotion platform empowers customers' operations to maximize productivity and reduce costs

Closely monitoring IT trends makes it possible for us to consistently identify the potential advantages of using IT equipment and services at the business sites of our customers. By developing our accumulated expertise into solutions and services that fully leverage cutting-edge IT, we present customers with a variety of proposals for solving their problems.

System Integration

OTSUKA CORPORATION's DX solutions support the entire office

DX is essential for all businesses. Offensive DX, which analyzes vast volumes of data accumulated on an ongoing basis to inform sales strategies and streamline processes to reduce workload, can drive significant corporate growth. Defensive DX is also required to comply with Japan's Security Measures Evaluation System for Strengthening the Supply Chain by establishing a robust security and network environment using proven solutions.

Since before the idea of DX took shape, OTSUKA CORPORATION has been utilizing IT to provide diverse work style options for its employees as a means of boosting productivity. We also support companies in their DX promotion with solutions based on the IT-related knowhow we have accumulated over the years, including hardware, software, communication lines, networks, security, AI, IoT, and RPA. We listen carefully to requests and issues related to office IT, work closely with our customers, and deliver IT solutions and support for the entire office as a comprehensive package, tailored to achieve the most effective outcomes.

Offensive DX

AI

The key to successful AI adoption is putting the right AI infrastructure in place to address specific operational challenges. We provide end-to-end support tailored to each customer's needs, from organizing data and setting up the necessary environment to implementing solutions.

- **Work Efficiency Improvements**
  - Document creation support
  - Creative work support
  - Meeting minutes preparation support
  - Audio translation
  - Contract review
- **AI Agents**
  - SaaS integration
  - Sales support
  - Marketing support
  - Development support
- **Management Strategy**
  - AI data analysis
  - Business analytics (BA) tools
  - Business intelligence (BI) tools
- **AI Adoption Support**
  - AI literacy training
  - AI governance
  - Data preparation
  - PoC support
  - Hands-on support

Integrated DX Package

We support company-wide DX by providing core business systems and groupware on a single platform, enabling cross-functional digitization and connecting and expanding data and business operations.

- **Streamlined Operations**
  - RPA
  - Electronic invoicing
  - Compliance with the Electronic Bookkeeping Act
  - Payslip distribution
  - API integration with various services
- **Reinforced Sales**
  - Sales support tools and customer contact management
  - Business card management
  - Knowledge sharing
  - Sales management integration
- **Speedy Management Decisions**
  - BI dashboards
  - AI data analysis tools
  - Budget-to-actual management
- **App Creation and Development Tools**
  - No-code development tools
  - Low-code development tools
- **Integration with Generative AI**
  - AI-based form summarization
  - AI-powered search
  - AI-powered sales conversation summarization

Main Solutions

Microsoft 365 Copilot, Adobe Acrobat Studio, Notta, tayoreru neoAI Chat, tayoreru Business AI Agent, dotData Insight Lite, tayoreru AI Total Support Service

Main Solutions

Integrated DX package (SMILE & eValue), Sales Management, KMD Connect for SMILE, tayoreru payroll operation support system, Dashboard for Integrated DX package

Defensive DX

Security

We offer solutions that concretely defend against cyberattacks targeting businesses, including safeguarding confidential information from viruses and other threats, recovery measures to support business continuity, and secure, flexible cloud service operations.

- **Endpoint Security**
  - Antivirus software
  - EDR
- **Device Management**
  - IT asset management
  - MDM
- **Data Protection**
  - File encryption
- **Network Security**
  - Firewalls
  - UTM
  - Email security
- **Recovery and Risk Measures**
  - Backup
  - Cloud servers
  - Cyber insurance

Main Products and Services

One-Coin Business Security Service 2, Rakuraku EDR Premium, EasySOC V for FortiGate, SubGate, Cloud Edge, tayoreru SKYSEA Cloud, tayoreru LANSCOPE Cloud, W Backup Pack, Rakuraku Cloud Backup 2

Network

Amid changes in work locations and business processes, we provide comprehensive services, from tailored solutions to ongoing support, for building secure and convenient network environments as a solid foundation for business operations.

- **Internal Network Equipment**
  - Wireless access points
  - Routers
  - Switches
  - Authentication servers
- **High-Speed Internet Connection**
  - 10 Gbps connection
  - v6 Plus
- **Secure Network Access**
  - Remote access
  - SASE

Main Products and Services

Rakuraku Network, NetAttest, tayoreru Hikari Cross, NURO Access, Dokodemo Connect, tayoreru Cato Limited

DX for Disaster Preparedness and Response

DX to Transform Disaster Preparedness and Response

Sustainability is becoming increasingly important for public agencies and private companies as they prepare for potential natural disasters to ensure the safety and security of residents and employees as well as business continuity. The "MIERU Platform" DX solution for disaster countermeasures uses IoT technology to maintain evacuation shelters by visualizing the status of damage and emergency supplies at business sites in the event of a disaster to enable centralized monitoring.

Main Solutions

- Handling the maintenance and management of evacuation shelters with DX
  "mieru Platform" DX solution for disaster prevention
- Linking a reception system with ChatGPT
  "temi" reception and visitor guidance robot
- Recycling 98% of wastewater for reuse
  "WOTA BOX" and "WOSH" portable water reuse systems
- Safeguarding dignity in times of disaster
  "Wrappon" emergency portable toilet

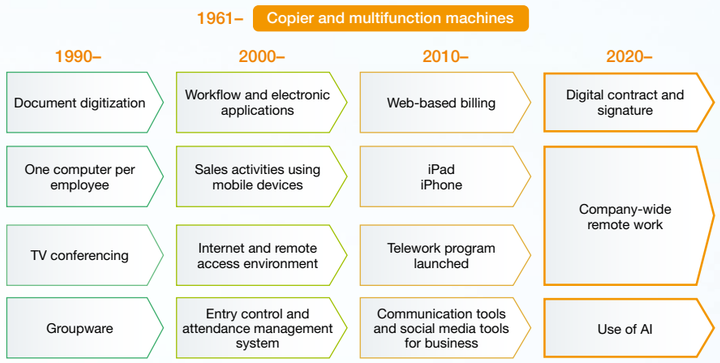


- Offering easy procurement and long-term storage
  "RAYPOWER 3kVA" liquefied petroleum gas-powered emergency generator
- Delivering essential power during emergencies
  "ASAGAO" solar-compatible power supply
- Enabling remote locking and unlocking
  "Akerun" cloud-based access control system
- Suppressing lightning strikes to prevent damage
  PDCE lightning rod

OTSUKA CORPORATION's Own DX Initiatives

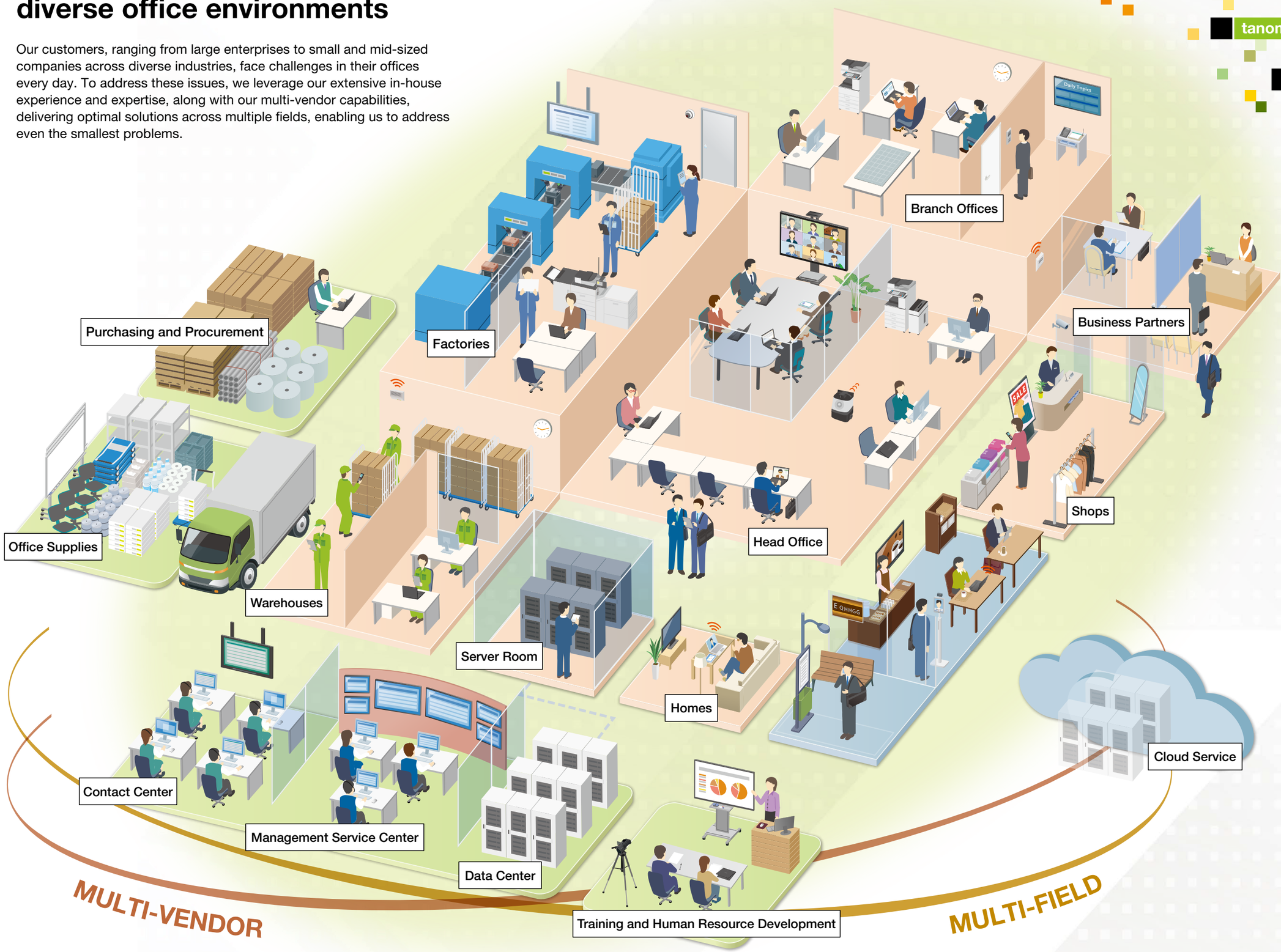
In our "Otsuka Strategy," launched in 1993 and fully operational in 1998, we integrated the databases for our ERP and information systems to lay the platform for our current DX operations. This platform remains the backbone for ongoing improvement of our financial constitution and enhancing productivity. We are also continuing our efforts to use AI to support sales activities, including AI recommendations on optimal choice from a range of solutions for specific customers to strengthen and promote our concept of addressing the needs of the entire office.

We were recognized as a DX-Certified Operator in 2021 and as a Noteworthy DX Company for two consecutive years, 2024 and 2025. Leveraging the experience and expertise gained through our initiatives, we provide essential DX solutions for today's business environments.



Optimal customer-focused solutions for diverse office environments

Our customers, ranging from large enterprises to small and mid-sized companies across diverse industries, face challenges in their offices every day. To address these issues, we leverage our extensive in-house experience and expertise, along with our multi-vendor capabilities, delivering optimal solutions across multiple fields, enabling us to address even the smallest problems.



System Integration

tanomail

tayoreru

Owned Media

Main Solutions and Services

Document Solutions
Digitization and centralized management of documents, including invoices and business cards

Communications and Networks
Solutions for office ICT environments and telework

ERP and Information Systems Applications
Integrated DX package that unifies core and information system databases

AI
Analytic, predictive, and generative AI solutions

Electric Power Solutions
Environmental solutions, including LED lighting and lighting control systems

Security
Solutions for establishing secure office environments

Office Supplies (tanomail)
Mail order office supplies service for corporations

Customer Support (tayoreru)
One-stop support for a wide range of corporate operations

Disaster Preparedness and Response
LPG-fueled power supply vehicles and other solutions for disaster preparedness and response.

Offering optimal solutions through collaboration with our customers to address business challenges

Businesses need to establish systems for visualizing the current status of management and customer businesses while remaining flexible and responsive to the changing external environment. The scope of system integration is expanding to encompass collaboration between existing IT and AI functions as well as the hybrid operation of cloud services. We provide a one-stop solution that consistently supports and strengthens corporate growth and the success of customer businesses.

- Multi-vendor, multi-field response
- Single contact point for multiple solutions
- Comprehensive solutions from the customer's perspective



Optimal solutions for every line of business

- Manufacturing
- Apparel / Jewelry
- Raw materials
- Public institutions / Industry associations
- Publishing / Printing
- Food products
- Service
- Local government / Extra-governmental organizations / Schools
- Construction
- Retailing / Merchandising
- Distribution
- Medical, welfare and nursing care institutions

Consulting

We help maximize returns on your IT investments. We support the design and implementation of optimal systems, from developing a medium- to long-term vision to balancing top-down management objectives with frontline operational efficiency.

- System planning support services
- RFP development services
- Management support services (AI adoption and AI implementation subsidies)

Security

We provide protection against invisible threats by delivering solutions tailored to your operational environment, creating a secure office environment where customers can confidently focus on their business.

- Protection against unauthorized access
- Device security measures
- AD management and authentication
- Prevention of information leakage
- Backup measures
- Consulting and education

Network

We review the entire network, including connectivity, and support the selection of most suitable communication lines as well as network design and deployment. We also offer the Rakuraku Network series, an outsourcing service for network operation and maintenance.

- Lines
- UTM
- Wi-Fi
- Routers
- Switches

Cutting-Edge AI Solutions

We provide a wide range of cutting-edge AI solutions, including generative AI, AI agents, and machine learning. From implementation to ongoing use, we work alongside our customers to help drive business transformation.

- Microsoft 365 Copilot
- tayoreru neoAI Chat
- tayoreru Business AI Agent
- Adobe Acrobat Studio
- dotData Insight Lite

Software and Systems

Our industry-standard packages, centered on strategic ERP and enhanced by AI and no-code technologies, support both operational and information systems and allow for quick and simple implementation.

- Integrated DX package (SMILE & eValue)
- Industry-specific modules (UDS)
- Paperless processes
- Electronic contracts
- CAD

Hardware

We provide office hardware, including PCs, servers, and network equipment, optimally configured for specific purposes, scale, and industry, to improve operational efficiency and ensure stable performance.

- Servers
- PCs
- Multifunction machines, printers
- Network equipment
- Peripheral devices
- Smart devices

LED Lighting

Since 2008, we have provided lighting solutions for a wide range of facilities, including offices, factories, warehouses, retail stores, hospitals, and schools. We have recently added LED lighting with sterilization features to our lineup, helping to create a more comfortable workplace environment.

- Linear and compact types
- Base lights and downlights
- Floodlight (mercury lamp) type
- Bulb type
- Disinfection LED lighting
- Plugwise lighting control

Cutting-Edge IoT Solutions

Our solutions leverage IoT technology to address social challenges such as labor shortages and disaster preparedness. We also meet customer needs for physical AI by integrating AI with devices.

- Autonomous mobile robots
- Cleaning robots
- Smart glasses
- Delivery robots
- LPG-fueled power supply vehicles
- Drones

Service & Support

tanomail

“tanomail” reliably meets all of your office needs and offers very quick delivery

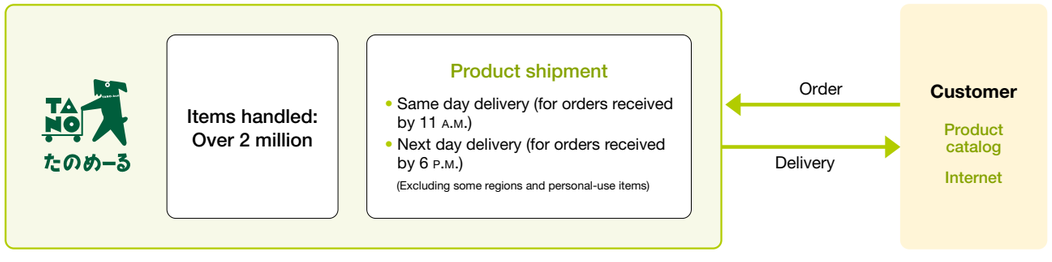
A broad range of products from office supplies and everyday items to nursing care products is available through the “tanomail” mail order service. A variety of service lines is also on offer to quickly meet the various needs of both corporate and individual customers.

- Reduced customer procurement costs
- Fast delivery through an efficient distribution network









tanomail

Mail order service for office supplies

This mail order service for corporate customers provides office supplies and related services. It offers a wide range of products, including stationery, PCs, tools, daily necessities, and office equipment, as well as environmentally friendly products and TANOSEE private-brand items. We also address a number of customer needs through additional services such as seal and business card production, custom envelope printing, and bulk purchase discounts like Tano-Wari Mix and Tano-Wari.





As of October 2026

MA tanomail

Procurement support service

This service supports purchasing operations at mid-sized and large companies, including department-level order management and approval workflows. Purchasing settings can be set according to company-specific purchasing rules. By managing company-wide procurement within a single system, we capture purchasing data and provide analysis from multiple perspectives, including departmental performance and green product purchase ratios. We provide comprehensive support, from building environments that improve efficiency and reduce costs to ongoing operations.

Personal tanomail

Mail order service for individual customers

This service enables individual customers to use the “tanomail” office supplies mail order service for personal and office use. In addition to stationery and household essentials, we offer a wide range of products, from groceries, alcoholic beverages, and pet supplies to gift items and golf supplies. Orders and payments can be easily made from a smartphone, making it convenient for home shopping and stocking up on daily essentials. Some items are also available for recurring delivery.

tanomail Advance

Online sales of IT solutions for corporations

This service enables customers to complete contracts for various enterprise cloud services, such as Microsoft 365, Dokodemo Cabinet, and Dropbox, entirely online. Available 24/7, the service requires no sales contact or seal and can be activated as soon as the next day. A dedicated support desk ensures smooth, worry-free adoption of the latest IT services. Customers can also centrally manage contract details, including reviewing and making changes, through My Page.

Care tanomail

Mail order service for nursing care products

Guided by our commitment to supporting everyone involved in nursing care, we provide products for a wide array of uses in care settings and daily life, including incontinence care supplies, hygiene products, and daily necessities.



Logistics

We have established a distribution network centered on six logistics and distribution centers located across Japan to realize our goal of delivering what our customers want, when they want it. We deliver our customers’ products with care and make a daily effort to improve the quality of our service.





Service & Support

tayoreru

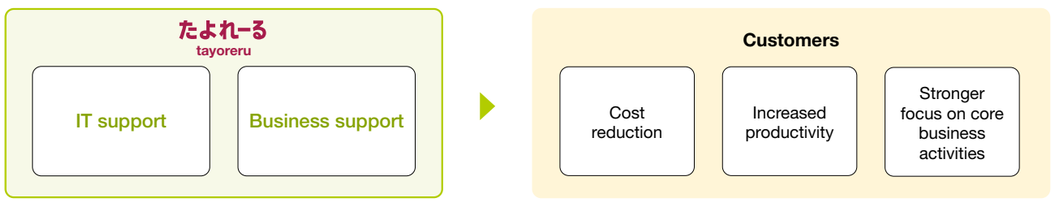
たよれーる

“tayoreru” provides reliable one-stop support with solutions for quickly meeting customer needs

We provide one-stop support for information system operations and management as well as corporate activities in general with hardware and software maintenance, managed network services and outsourcing services.

- Entire support menu covered by our in-house system
- Reliable IT operations and management
- Labor savings based on a review of business operations





tayoreru: A collective term for the service and support programs that comprehensively assist customers’ information systems and overall business operations.

IT Support

We offer comprehensive support for IT operations and management, including system maintenance, managed services for installed equipment, and Internet services. We respond flexibly to customer needs and deliver prompt, accurate service. Our expert engineers provide technical support to resolve issues quickly.

Business Support

We provide a variety of services to reduce customer workload. Our expert staff offers attentive support to optimize operations, creating an environment where customers can focus on their core business.

Support System

We are fully prepared to assist our customers, responding with flexibility and care through our skilled staff and robust, highly functional facilities. Our team applies specialized knowledge to create an environment where customers can use our services with confidence.

tayoreru Contact Center

Specialized engineers handle issues related to hardware, software, and communication lines by phone and via remote support. We respond quickly and effectively to minimize the impact on customer business operations.

• Support calls per month	approx. **150,000**
• Support staff	approx. **700**
• Support sites	**280** across the country
• Number of engineers	approx. **3,000**

Online Support

This page provides contracted customers with important notices and comprehensive support related to products and services, including repair requests, inquiries, and FAQs, along with information based on actual usage.



Onsite Support

When onsite support is required, we dispatch a specialized engineer from the nearest location to ensure swift recovery with minimal impact on business operations. We assess each situation to provide the most appropriate solution.



tayoreru Management Service Center

Our data centers are certified to ISO/IEC 27001 for information security management systems and ISO/IEC 27017 for cloud security management systems. We have established, maintain, and continuously improve management systems based on these standards to ensure the confidentiality, integrity, and availability of all information, including personal data. We protect entrusted information assets and provide secure services.

International certification for information security management

IS 662180 / ISO 27001

CLOUD 738468 / ISO 27017

Data Centers

We protect our customers’ valuable systems in data centers with advanced facilities and robust security. We help ensure business continuity through environments designed to withstand disasters and system failures.



Owned Media

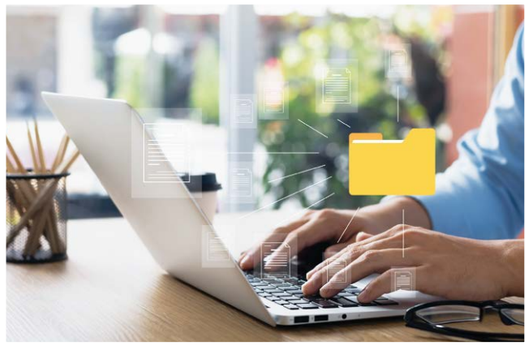
Owned Media

Our websites provide access to support and service procedures, as well as business-related information

We strengthen customer relationships by offering comprehensive support to help resolve issues through our websites. These platforms include My Page for one-stop procedures and support, along with various owned media that deliver business insights.

- Serve as a consistent point of contact between customers and us
- Provide access to useful information and services for business operations
- Continuously evolve based on customer feedback









My Page

This customer portal serves as a centralized hub for product support, contract information, invoices, and other useful business resources, helping enhance customer convenience and deliver ongoing value. Users without an existing contract can access services by registering for a free OTSUKA ID.

https://mypage.otsuka-shokai.co.jp/



Oshigoto Idea Lab

Full of useful tips for working professionals

We share engaging and useful content on our website and social media platforms, including YouTube. Even for those who find IT a little intimidating, our site helps identify issues and solutions through relatable examples from everyday work. Articles and videos offer tips for making work more comfortable and enjoyable.

Oshigoto: a Japanese word meaning “daily business activities”



https://www.otsuka-shokai.co.jp/ilab/

ERP NAVI

Comprehensive information site for selecting business systems

The site helps users compare and select business systems for specific challenges and objectives by providing information on over 200 ERP systems, along with case studies, expert columns, explanations of regulatory changes and industry trends, and seminar information. We also offer product listings by industry and guidance based on specific challenges. The site supports the entire process, from initial research and comparison to making inquiries.



https://www.otsuka-shokai.co.jp/erpnavi/

CAD Japan

CAD information site for design professionals

This CAD-focused site for customers in the construction and manufacturing industries explains the latest trends in easy-to-understand terms and offers practical tips. Design professionals will find information on a range of topics, from initial adoption to advanced use.



https://www.cadjapan.com/

tanomail

Mail order service for office supplies



https://www.tanomail.com/

tanomail Advance

Online sales of IT solutions for corporations



https://store.otsuka-shokai.co.jp/

Note: The websites shown are as of October 2026.

Sustainability

Sustainability

We steadfastly strive for a sustainable global environment and society and to enhance corporate value

We are committed to creating a sustainable global environment and society while enhancing corporate value. To achieve this, we put the mission, goals, and principles of our Mission Statement into practice, actively addressing environmental and social issues, and optimize our governance system.

- Demonstrating harmonious coexistence and growth with nature and society
- Setting ambitious goals for sustainability initiatives



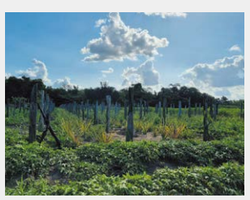






Reforestation Project in the Amazon

Since 2022, we have been working with Conservation International Japan to reforest 9 hectares of land in the Brazilian Amazon by cultivating a variety of trees. We have introduced agroforestry, which combines agriculture with forestry, on local farmland owned by families who operate small-scale farms and support the project, and we provide them with the necessary supplies and technology. The participating farmers prepare the soil, plant trees, and undertake post-afforestation management. Our social monitoring shows a shift from annual crops toward a greater share of perennial crops and crops grown for sale, as well as significantly more crop varieties than last year, suggesting that agroforestry is taking hold.

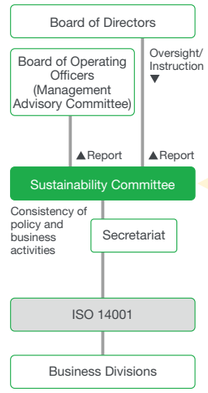


Sustainability Committee

The Sustainability Committee was set up in November 2021 to promote management from the perspective of sustainability. To guide the Company in contributing to the achievement of the SDGs and responding to ESG issues, the committee formulates company-wide sustainability policies and goals, builds and maintains a promotion structure, and appropriately monitors sustainability activities using an ISO 14001 management system.

In September 2025, we received the Bronze Medal for sustainability as rated by EcoVadis, a distinction given only to companies in the top 35%. EcoVadis is a global platform that assesses corporate sustainability initiatives across four themes, and we achieved a strong score in the Environment category.

Sustainability Committee System Chart



Sustainability Committee

Chairperson	General Manager of Business Administration Headquarters, Managing Director and Executive Operating Officer
Vice-Chairperson	Head of Office of President, Executive Officer
Committee Members	Selected from designated business divisions
Secretariat	Office of President

Main content to be discussed

- Identification of important medium- to long-term sustainability issues (materiality)
- Response to environmental risks (climate change issues, resource protection, environmental destruction, etc.)
- Response to social risks (human rights, human capital, health and safety, supply chain management, etc.)
- Support for building a governance system (sustainable corporate value improvement, information disclosure, transparency, etc.)

Materiality

In February 2025, OTSUKA CORPORATION announced its nine material issues in light of changes in the external environment, including growing international interest in environmental and human rights issues.

Process of Identifying and Reviewing Material Issues

01 Recognize the external environment → 02 Organize the expected timeframe and impacts → 03 Assess risks and opportunities → 04 Review materiality issues

Nine Material Issues

Value creation through business activities	Support for employee growth and self-fulfillment	Implementation of responsible corporate activities (revised)
Maintenance and expansion of the customer base	Improvement of employee engagement	Contribution to global environmental conservation
Coexistence and co-prosperity with partners	Promotion of DE&I	Realization of a safe, secure, and comfortable society
Coexistence with the community	Human resource development	Strengthening corporate governance

Environmental Protection

Realizing a Decarbonized Society

In June 2023, we received certification from the Science Based Targets initiative (SBTi) for our greenhouse gas reduction targets through 2030. We also conducted scenario analyses through 2050, updated our disclosures in line with TCFD recommendations, and published a climate transition plan in May 2025, to achieve net-zero by 2050. In addition, we leverage virtual power purchase agreements (PPAs) in our emissions reduction efforts.

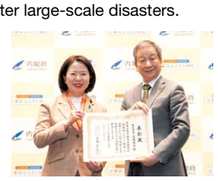
Disclosures in Line with TNFD Recommendations

We support the principles of the Taskforce on Nature-related Financial Disclosures (TNFD) for assessing risks and opportunities related to natural capital and biodiversity from a financial perspective. In June 2026, we published on our website the results of our nature-related assessment using the TNFD-recommended LEAP approach, covering our interfaces with nature, dependencies, impacts, risks, and opportunities.

Social Activities

Cooperation Agreement on Disaster Management

In 2023, OTSUKA CORPORATION concluded disaster management agreements with 15 municipalities in Ehime, Kochi, and Hyogo Prefectures to ensure prompt and efficient implementation of emergency measures in the event of a disaster. We make donations through the corporate version of Furusato Taxation for strengthening their regional disaster preparedness, and provide daily necessities after large-scale disasters. For these initiatives, we received the FY2023 Minister's Commendation for Regional Development Support Taxation (Corporate Version of Furusato Taxation) from the Cabinet Office.



Well-Being

We are committed to advancing the Group's well-being management and promoting a better work-life balance for our employees. This includes measures to boost their physical and mental health, address women's health issues, and increase the rate of male employees taking childcare leave. Consequently, we have received the following recognitions: L-boshi (3-star) certification in December 2019, Kurumin certification in June 2023 and September 2025, and selection for the 2026 Certified KENKO Investment for Health Outstanding Organizations Recognition Program (Large Enterprise Category). In addition, the AI Happiness smartphone app, developed by Happiness Planet, Ltd., has been adopted across the Group, enabling regular assessments of organizational well-being by visualizing each employee's happiness level and integrating these results into organizational management.

Otsuka Corporation

https://www.otsuka-shokai.co.jp/english/

Digital Transformation Certification

ISO 14001 BUREAU VERITAS Certification

OTSUKA CORPORATION is fully committed to environmental improvement.
ISO 14001 certification has been acquired by 25 domestic offices.

VEGETABLE OIL INK

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