

CONTENTS

Consolidated Financial Highlights	1
To Our Shareholders and Investors	2
Overview of Consolidated Operations	3
Focusing Efforts on the Accumulated Business	7
OTSUKA CORPORATION —A Partner to Our Customers	10
OTSUKA CORPORATION —Backed by a Diverse Range of Customers	11
Overview of Key Strategic Businesses (Non-consolidated)	12
OTSUKA CORPORATION's Web Services (ASP)	13
Outlook for Fiscal 2020	14
Social Contribution and Environmental Protection Activities	16
Corporate Governance	18
Directors and Audit & Supervisory Board Members	32
Business Risks	33
Financial Section	34
Corporate Data	70
Principal Group Companies	70
Stock Information	71

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

Forward-looking Statements

The forecasts, plans and outlooks concerning future operating results that are described in this Annual Report are judgments believed to be reasonable by the Company's management, based upon the information available to OTSUKA CORPORATION and member companies of the OTSUKA Group at the time such future projections were created. Various factors that form the basis of these forward-looking statements may differ from the OTSUKA Group's assumptions, and actual results may differ significantly from those presented here. Such factors include changes in the economic situation in principal markets and in product demand, and changes in various domestic and international regulations, accounting standards and customary business practices.