

## Development of Human Capital

In conducting its business worldwide, the Otsuka group is committed to developing creative human resources that can break out of the mold and lead our corporate activities for continued growth and innovation.



Otsuka Holdings: Otsuka Global Academy

### Human Resources Development Program: Otsuka Global Academy

A key component of enhancing corporate value for the Otsuka group is nurturing the next generation of executives. Creative growth depends on executive managers and overall organizational business management that can respond to evolving needs. Executive management must be adept at responding to the ever-increasing complexities of business operations as the group expands into new fields. These complexities arise due to accelerating global expansion, and from increased social concerns and responsibilities induced by stakeholders.

Otsuka Holdings launched a mid- to long-term executive human resource development

program in 2016 called the Otsuka Global Academy. Its aim is to readily identify and cultivate human resources that will support vital next-generation development. The academy launched a Senior Leadership Program and a Middle Leadership Program the first year, and expects that the contents of these two programs will progressively expand going forward. These two programs will also work in conjunction with other individual human resource development programs that comprise each Otsuka group company.



Otsuka Pharmaceutical Factory: Training based on job rank

### Personal Development

The Otsuka group offers a wide variety of personal development opportunities aimed at energizing the organization through employee growth. Personal development opportunities include: new employee on-the-job training; training based on job rank and job content; voluntary study groups to cultivate problem solving skills; and language training. Notably, there is a focus on personal development in the area of the environment to develop employees who can effectively contribute to environmental and social activities.



Otsuka Chemical: Hands-on training for rotary valve accident prevention

### Safety Training Center

Otsuka Chemical has established the *Anzen Dojo* (Safety Training Center) to improve the safety awareness of employees, including those at affiliates outside Japan and their suppliers. Through classroom instruction and simulations of past accidents, the *Anzen Dojo* heightens awareness of safety hazards and sensitivity to danger, boosts safety knowledge, and cultivates the ability to anticipate one step ahead. In recognition of its activities for improvement of safety and health education and creation of a culture of safety, Otsuka Chemical received the Responsible Care Excellence Award from the Japan Chemical Industry Association in 2014, and the Tokushima Labor Bureau Director Encouragement Award for Safety Assurance Measures in 2015.

Otsuka Chemical



Taiho Pharmaceutical: Personal Career Counseling Office

### Career Planning

Otsuka group companies provide support for individual career planning, so that all employees can enjoy active and rewarding careers.

Taiho Pharmaceutical has set up a Personal Career Counseling Office that provides consultation on a wide range of topics from career planning, transfers, and promotions, to job descriptions, workplace stress, and personal development. Consultations are provided by accredited industrial counselors and career consultants. The activities of the Personal Career Counseling Office were covered in the journal of the Japan Industrial Counselors Association in 2016, which was widely read and received by the larger business community.

In cooperation with an outside employee assistance program provider, EN Otsuka Pharmaceutical has created a system where counselors with specialized training provide career planning assistance. The company is supporting and encouraging its employees to take on new challenges and plan their careers from a long-term perspective.

Otsuka Electronics has introduced an online self-assessment system where employees can provide information concerning their career plans and desired work locations. The company uses this online assessment to try and understand the goals and health conditions of individual employees to better provide support for career planning and the futures of employees.