



Fiscal year ending December 2012
Nine months (January – September)
Business Results

October 30, 2012

OTSUKA CORPORATION

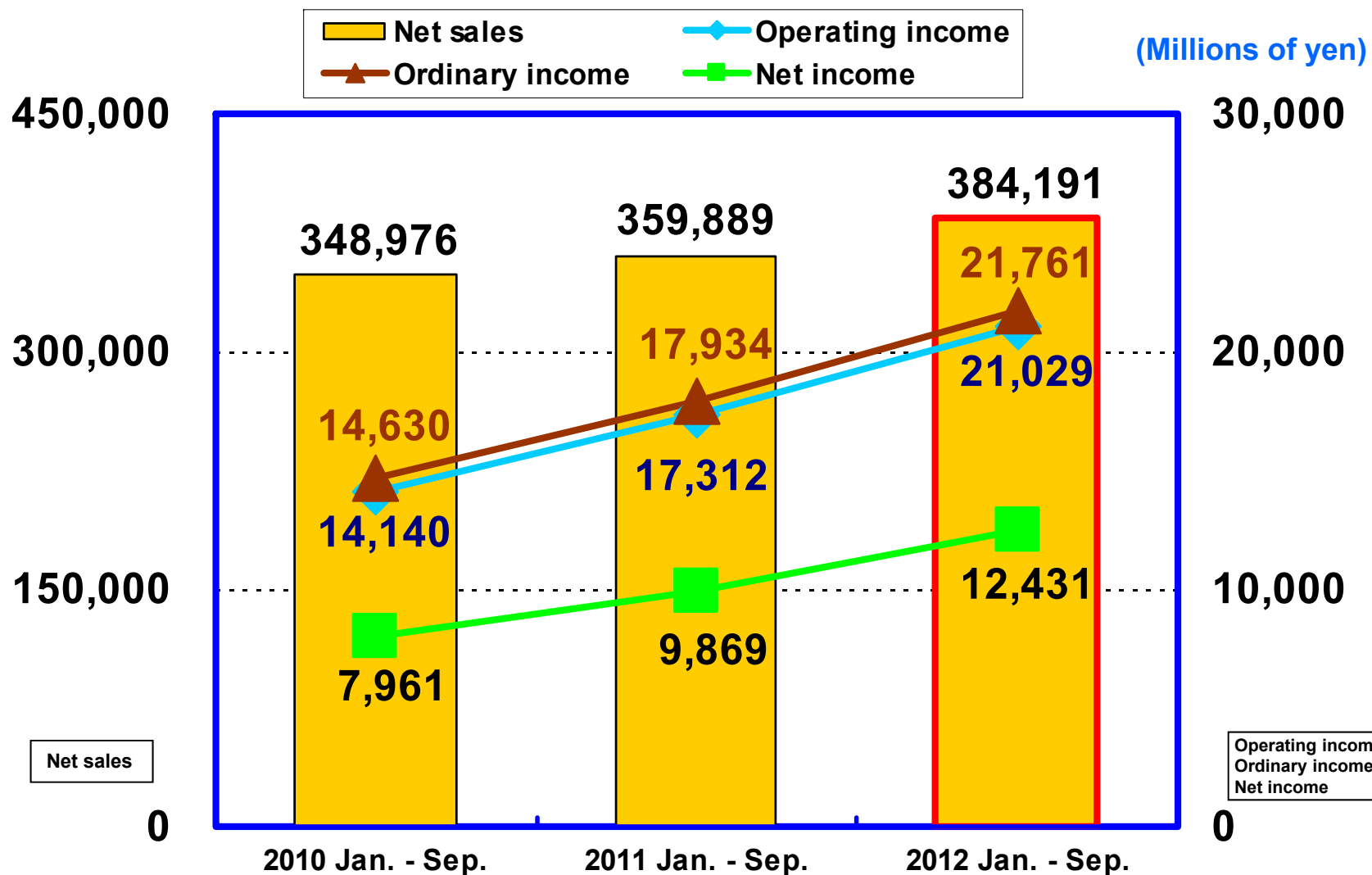
Summary of Business Results, January – September, 2012

(Millions of yen)

	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	384,191	+6.8%	353,735	+6.0%
Operating income	21,029	+21.5%	18,908	+21.0%
Ordinary income	21,761	+21.3%	19,532	+20.5%
Net income	12,431	+26.0%	11,044	+21.9%

Consolidated

Net sales and Profits



External Environment

Movement in the domestic economy was relatively weak and remained at the same level.

The environment was characterized by a slowdown in the global economy, the European debt problem continued, and the economy was sluggish.

The economy in emerging countries slowed down and the U.S. economy recovered mildly.

Exports weakened, production declined and power supply constraints continued.

Reconstruction-related demand continued and the number of corporate bankruptcies was on a downward trend.

Investment in facilities and equipment picked up slowly.

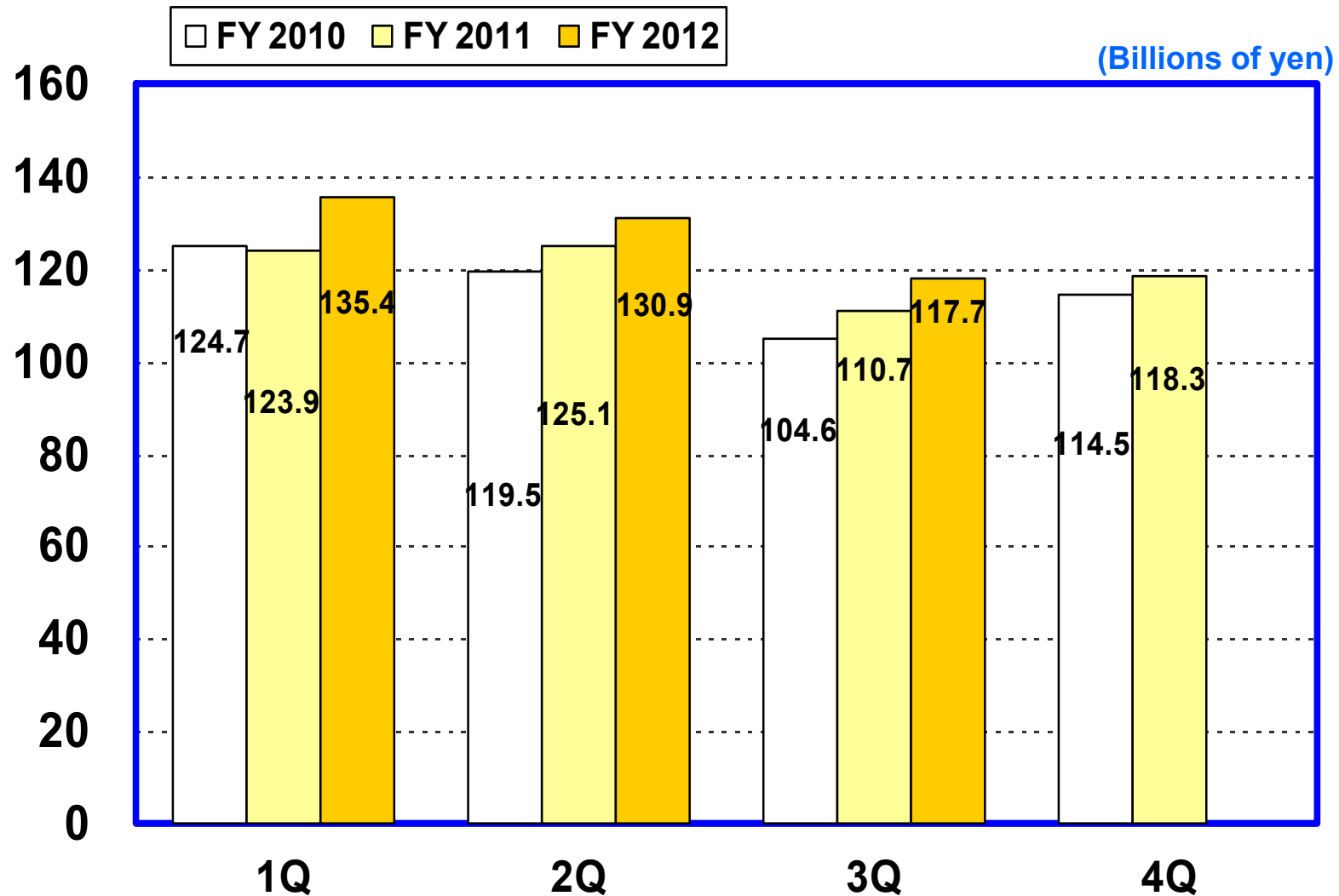
IT investments achieved steady growth.

OTSUKA Group's Activities

- **System proposals that lead to cost reductions, improvement of productivity and strengthening of competitiveness**
- **Strengthening of customer contact and frontline**
- **Activities “participated in by all employees”**
- **Strengthening of accumulated business: “tanomail” and “tayoreru”**
- **BCP measures and proposals for reducing power consumption**

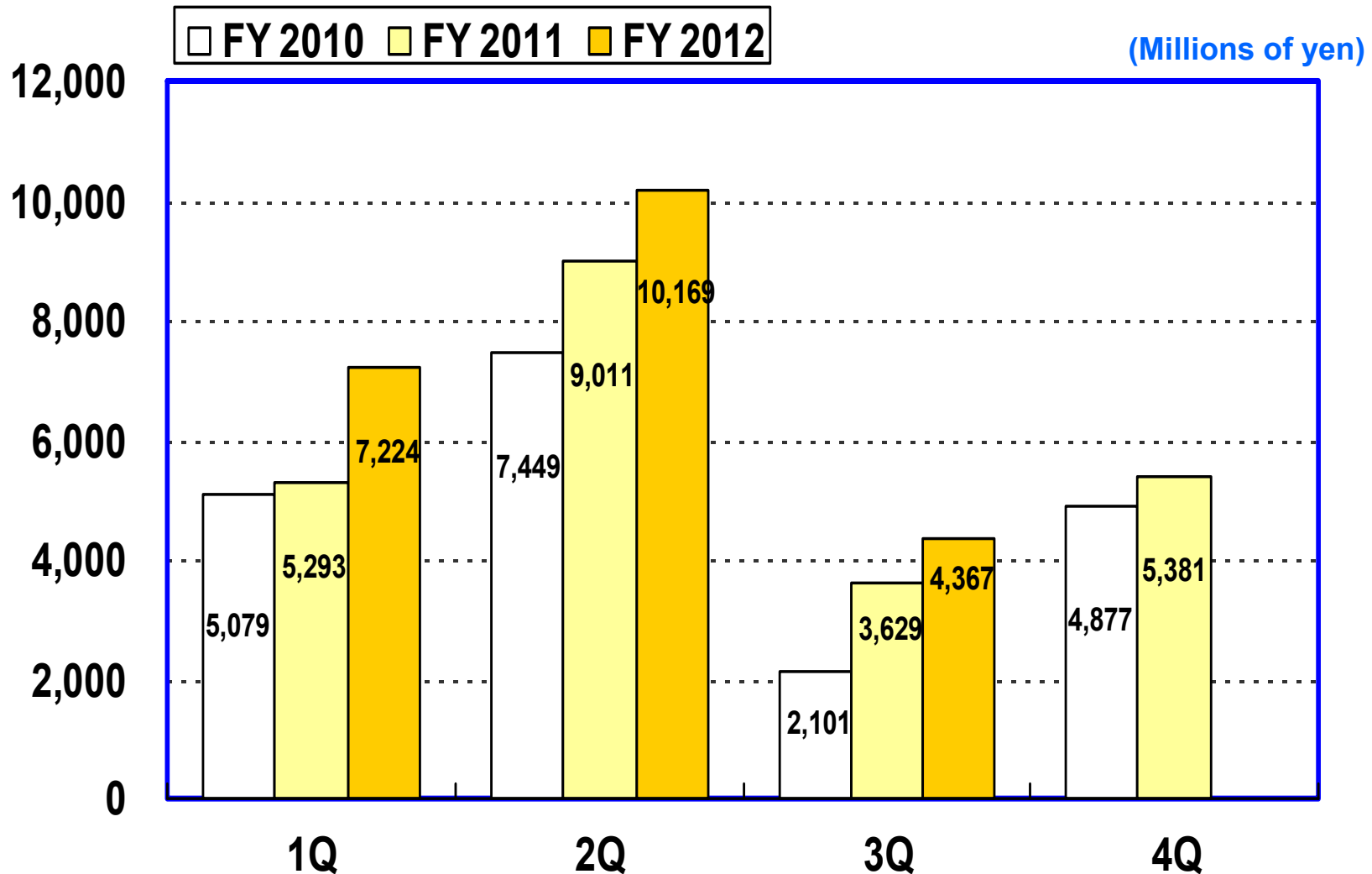
Consolidated

Quarterly change of Net sales



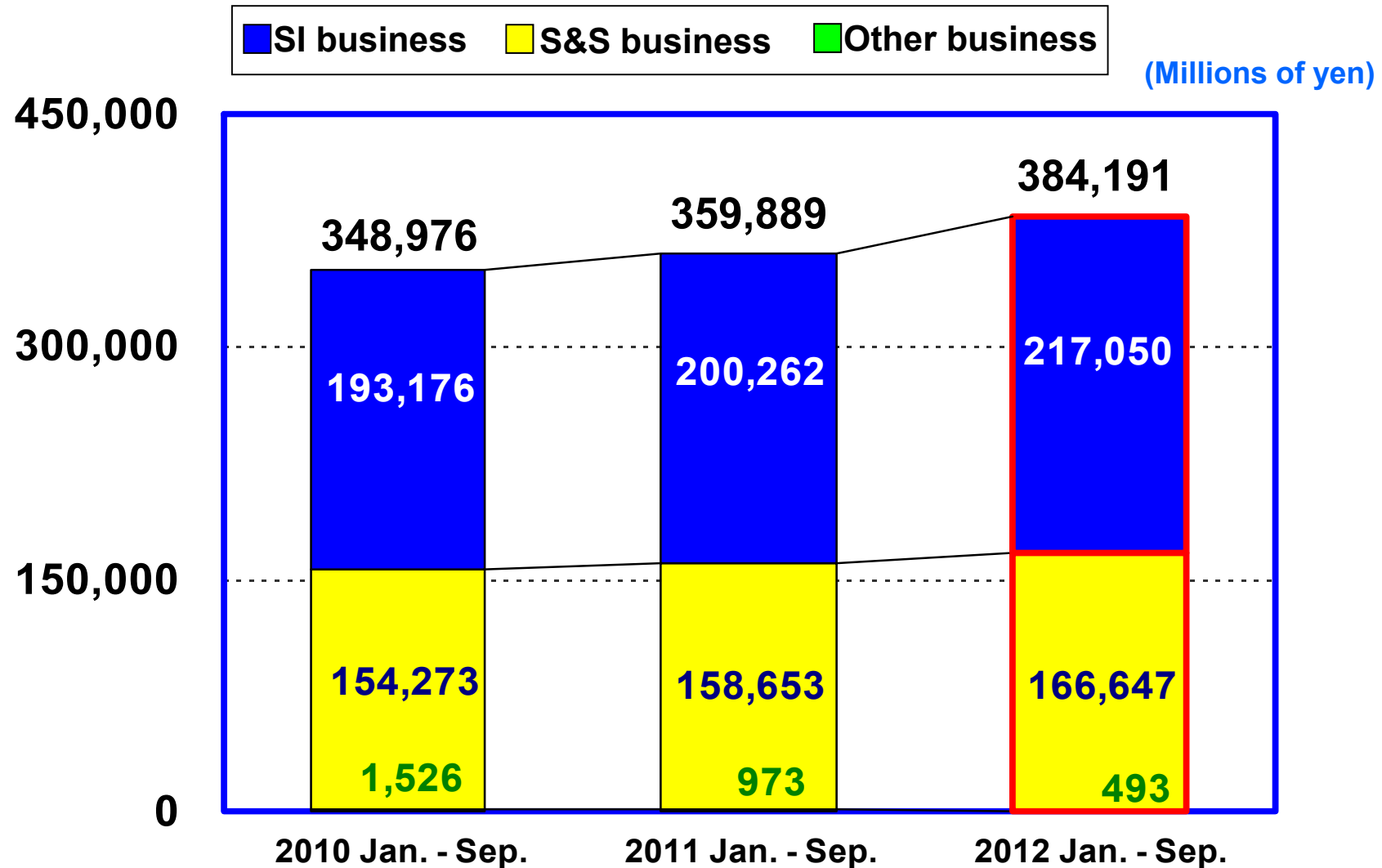
Consolidated

Quarterly change of Ordinary income

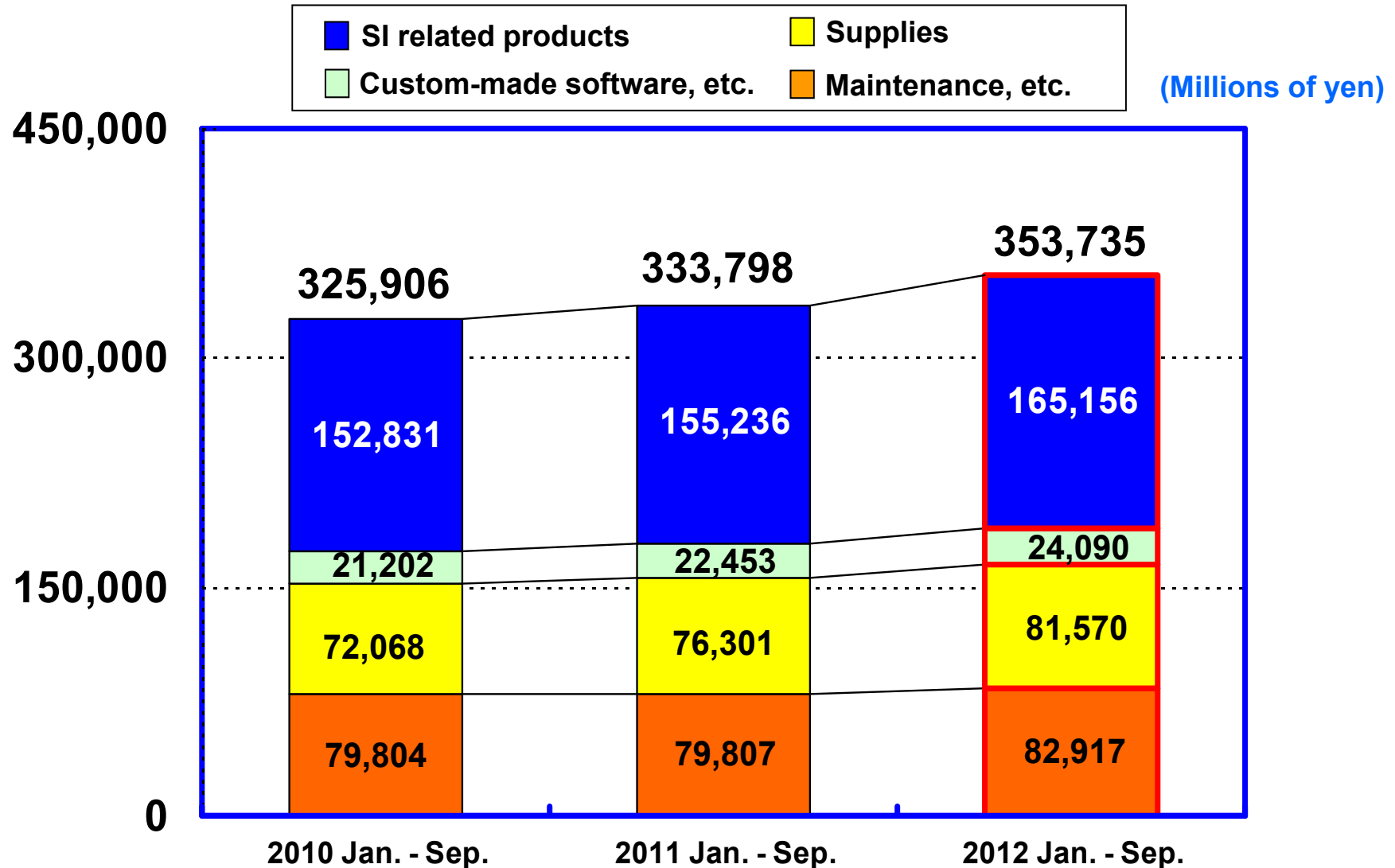


Consolidated

Net sales by segments

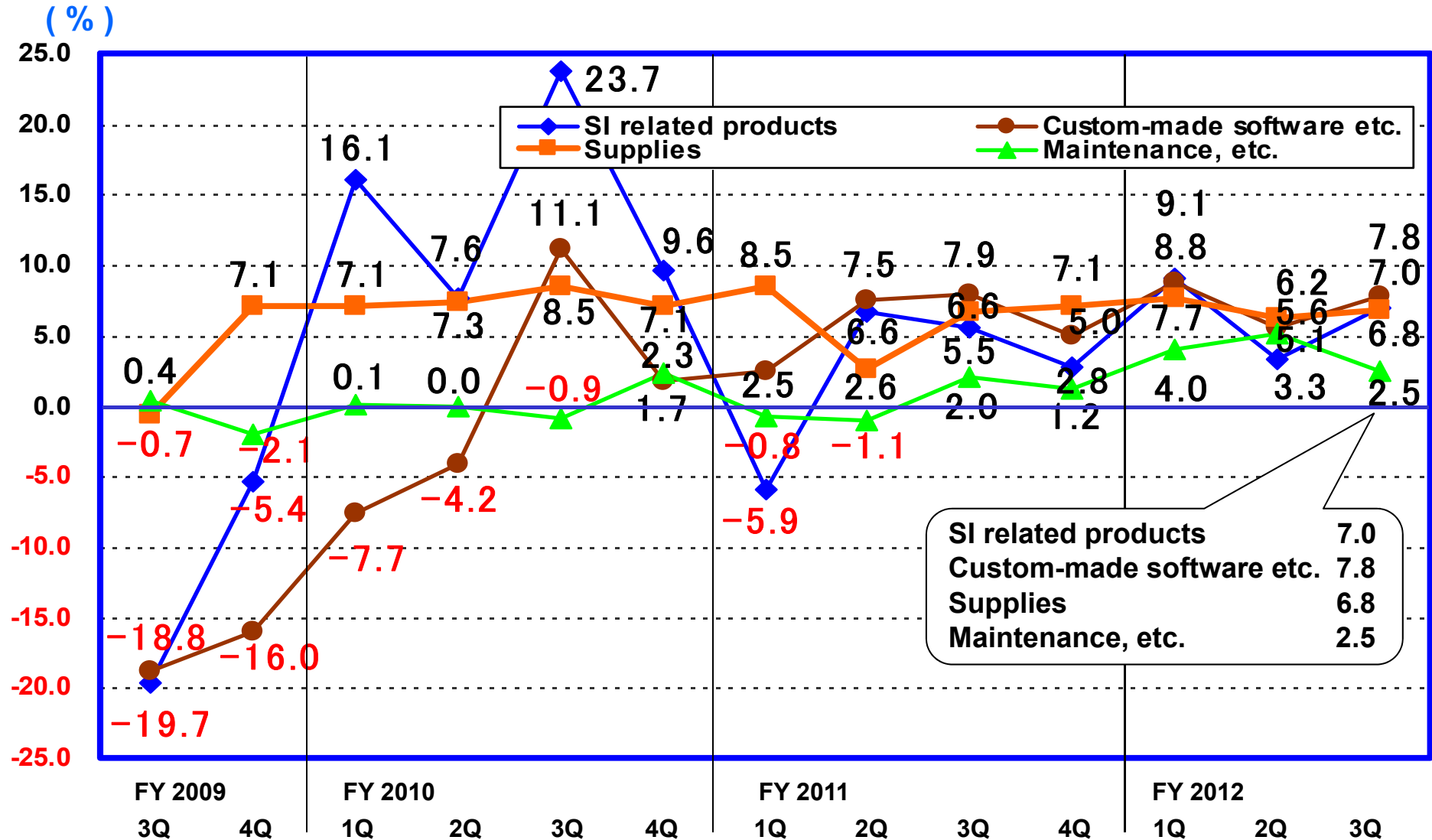


Net sales by 4 segments



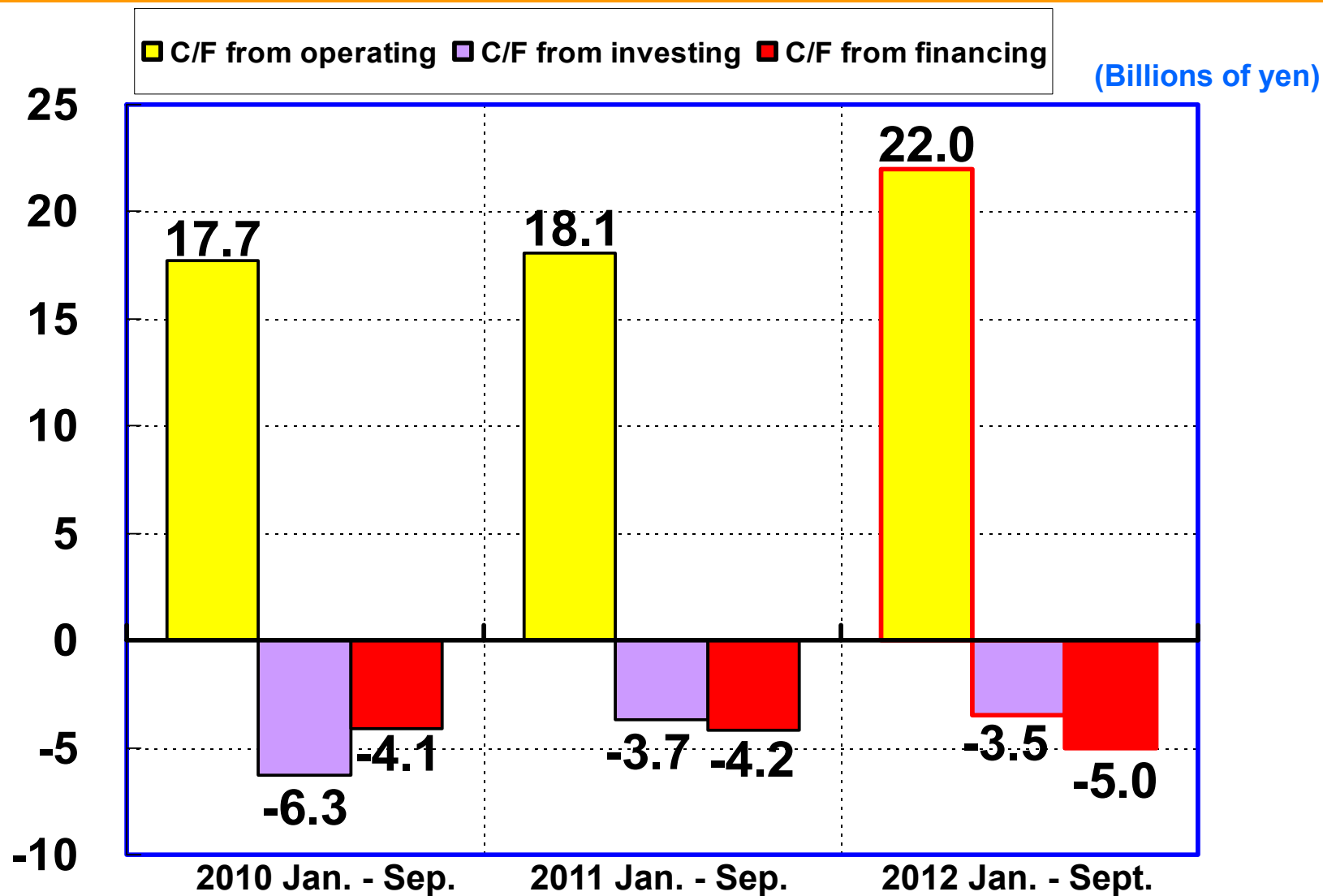
Non-Consolidated

Quarterly Net Sales by 4 segments (% change year-on-year)



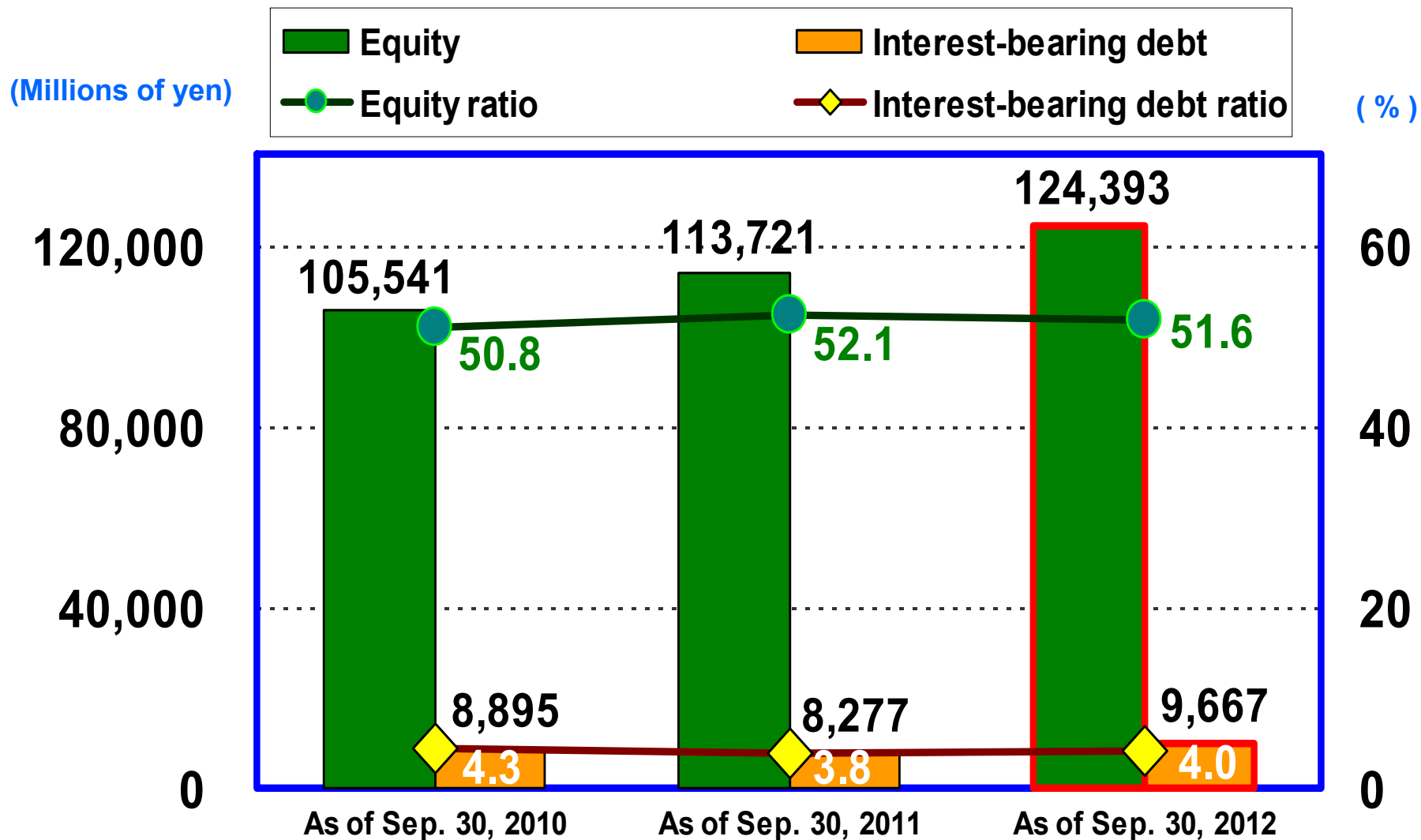
Consolidated

Cash flows



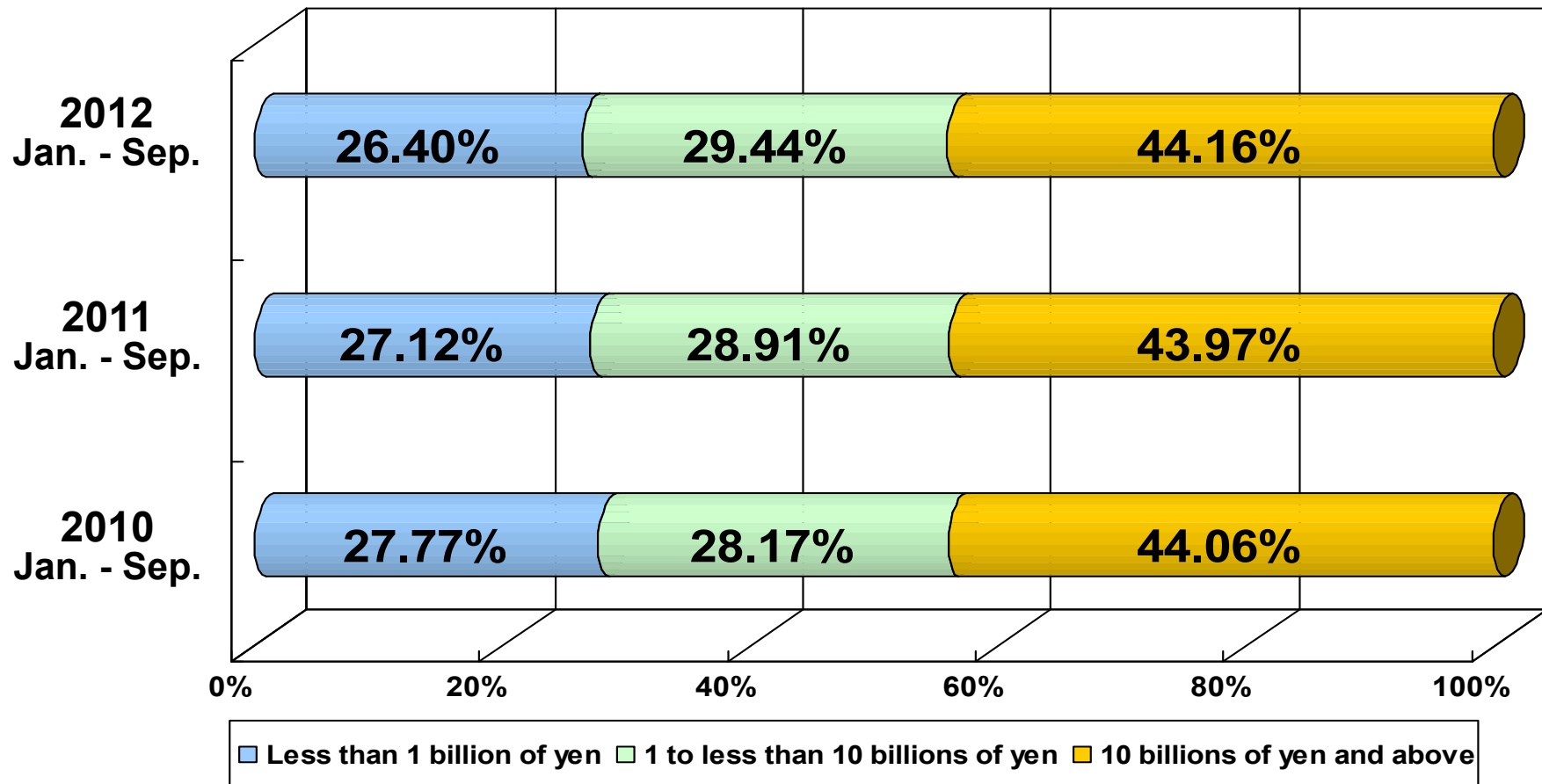
Consolidated

Equity and Interest-bearing debt



Non-Consolidated

Net sales structure on customers' total annual business scale

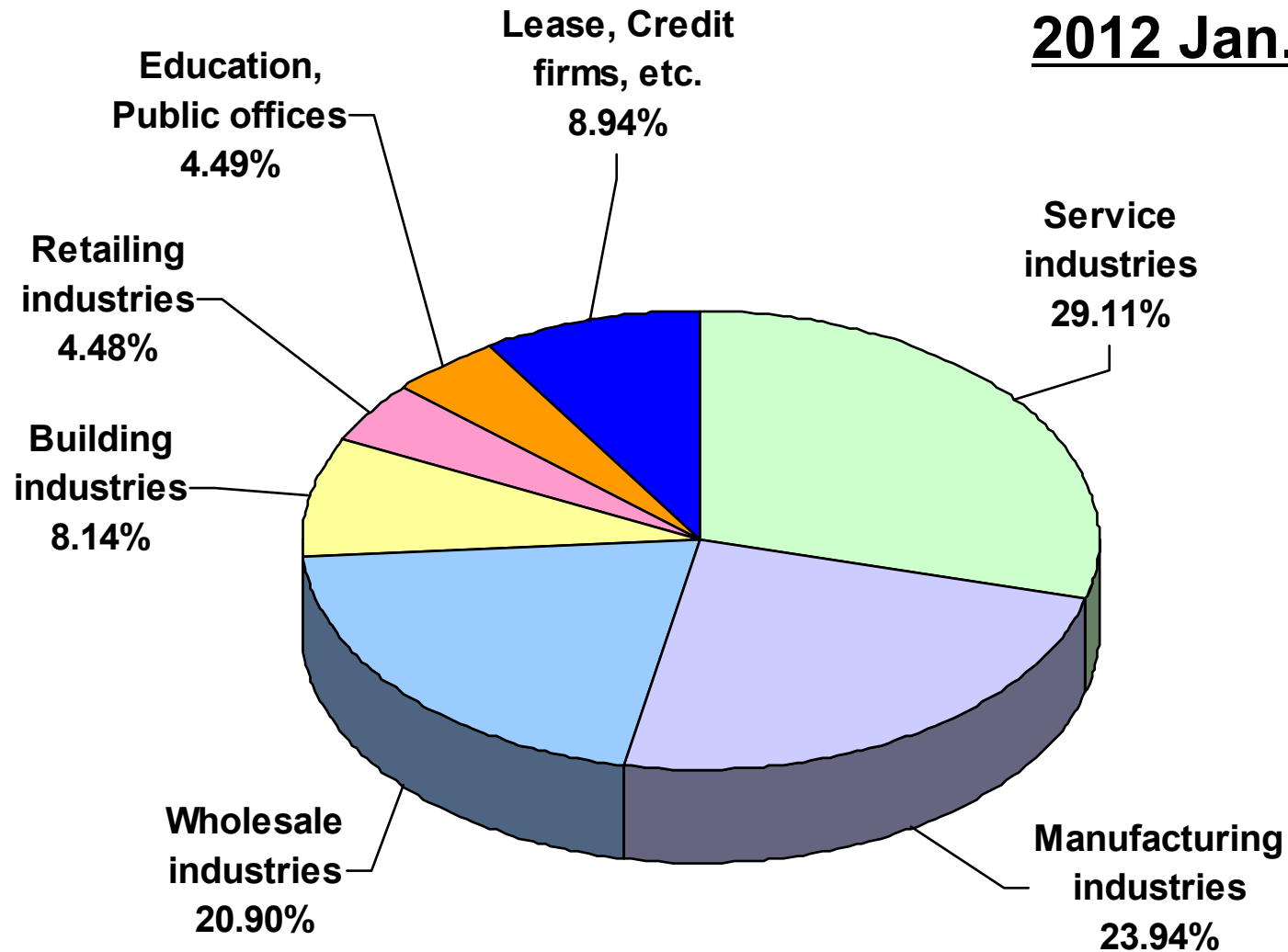


* "Less than 1 billion yen" includes public offices.

Non-Consolidated

Sales breakdown by customers' type of industry

2012 Jan. – Sep.





Key strategic business

<Amount of Sales>

(Millions of yen)

	2010 Jan. - Sep.	2011 Jan. - Sep.		2012 Jan. - Sep.		
	Amount	Amount	Change to Last year	Amount	Difference to Last year	Change to Last year
“tanomail”	74,313	79,089	+6.4%	85,752	+6,663	+8.4%
SMILE	5,046	5,677	+12.5%	6,542	+864	+15.2%
ODS21	28,953	30,190	+4.3%	31,246	+1,056	+3.5%
OSM	33,422	35,227	+5.4%	36,357	+1,129	+3.2%

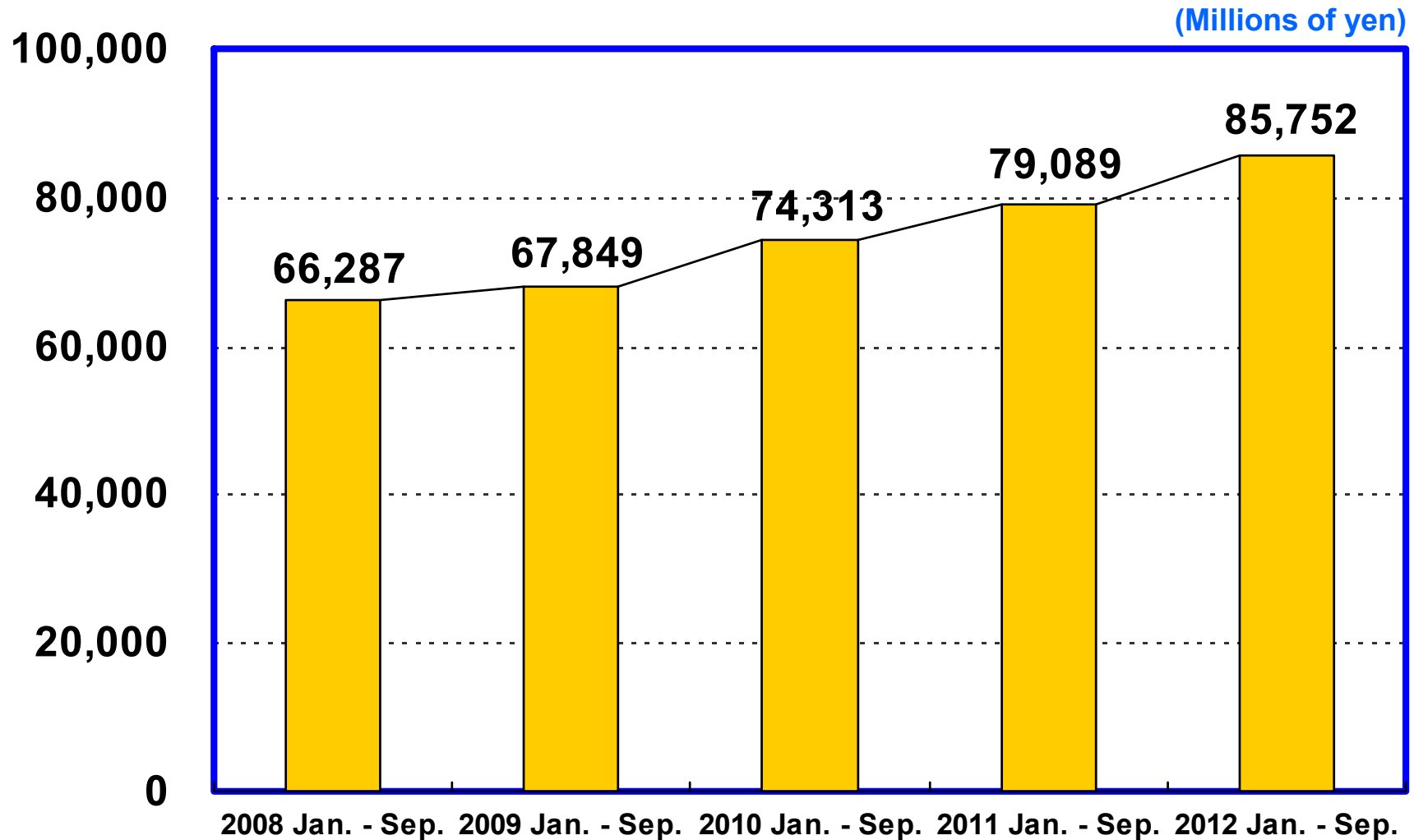
<As reference: Number of Sales>

(Units)

Copier	20,186	21,774	+7.9%	23,845	+2,071	+9.5%
(of which Color copier)	15,995	18,038	+12.8%	20,056	+2,018	+11.2%
Server	27,061	28,250	+4.4%	28,305	+55	+0.2%
PC	499,059	527,276	+5.7%	542,772	+15,496	+2.9%

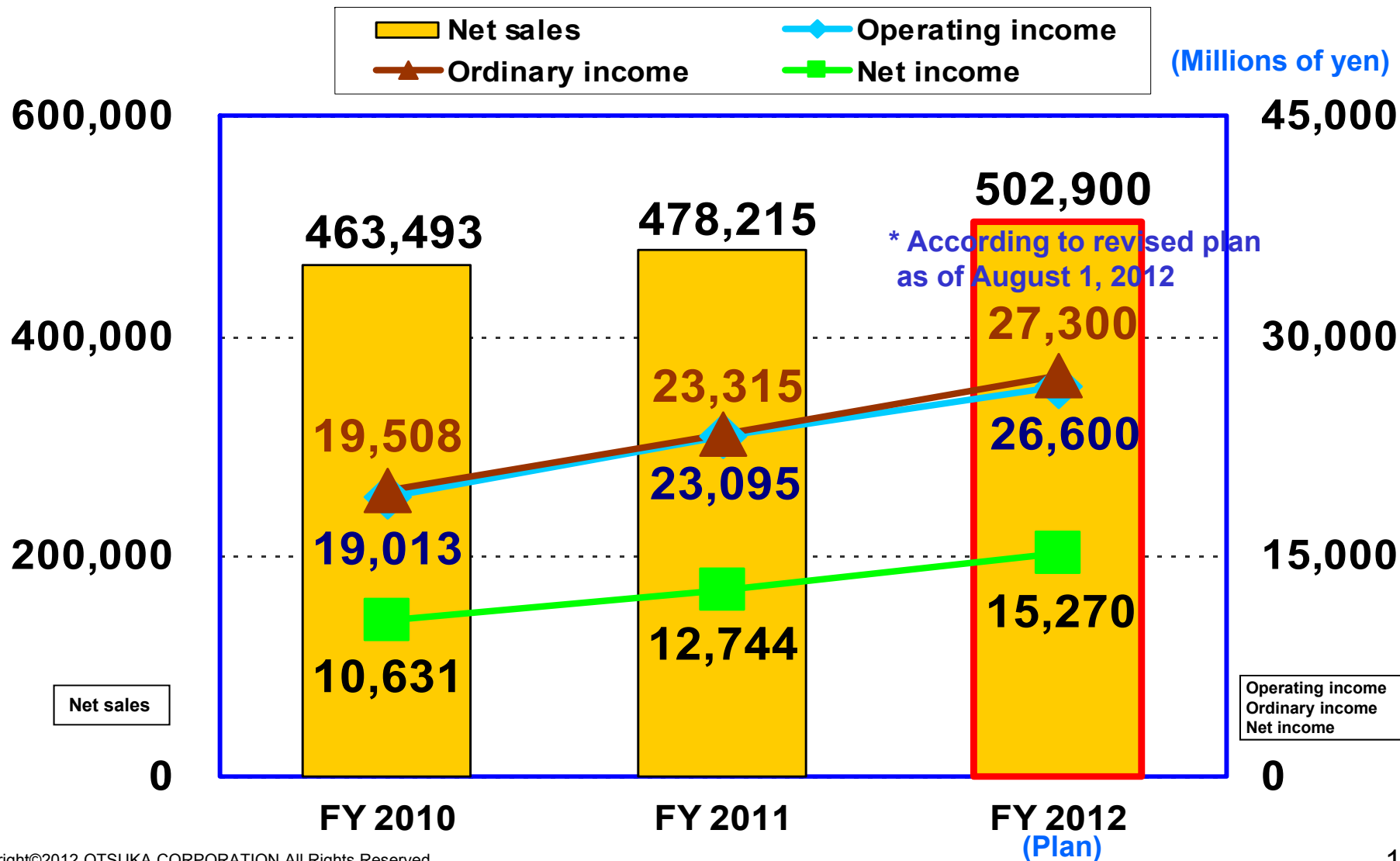
Non-Consolidated

“tanomail” Sales



Consolidated

Plans of Net sales and profit





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