



# **Fiscal year ending December 2025**

## **Six months** (January – June)

# **Business Results**

**August 1, 2025**

**OTSUKA CORPORATION**  
**Yuji Otsuka, President**

# Summary of Business Results, January - June, 2025

(Millions of yen)

	Consolidated			Non-Consolidated		
	Amount	Ratio to Plan	Change to Last Year	Amount	Ratio to Plan	Change to Last Year
Net sales	695,132	107.4%	+22.0%	617,089	105.2%	+19.6%
Operating profit	49,173	108.6%	+26.6%	44,522	107.3%	+26.5%
Ordinary profit	50,099	109.6%	+25.7%	47,068	107.3%	+26.9%
Profit*	34,127	112.2%	+26.7%	33,048	109.2%	+28.3%

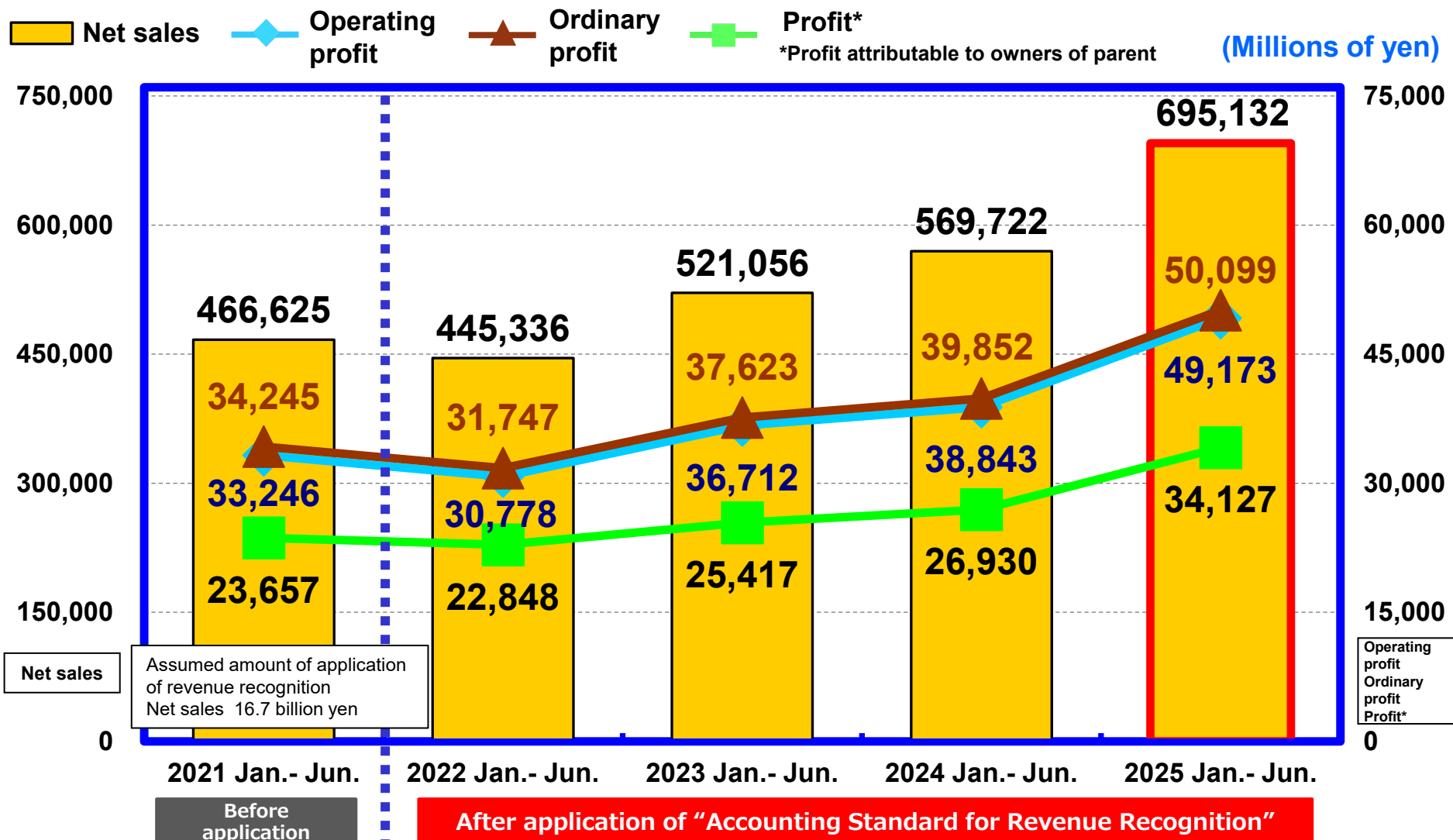
\*Profit attributable to owners of parent

# Consolidated subsidiaries

Company name	Business domain	Number of employees	2025 Jan.- Jun. Net sales (Millions of yen)
<b>OSK Co., LTD.</b>	Development and sale of packaged software, IT consulting, and Consigned software development	441	5,060
<b>Net World Corporation</b>	Sales and technology support for network-related equipment	527	88,121
<b>Alpha Techno Co., Ltd</b>	Emergency repair of PC and peripheral equipment and data recovery service	321	3,342
<b>Alpha Net Co., Ltd</b>	Comprehensive service and support for network systems	493	5,134

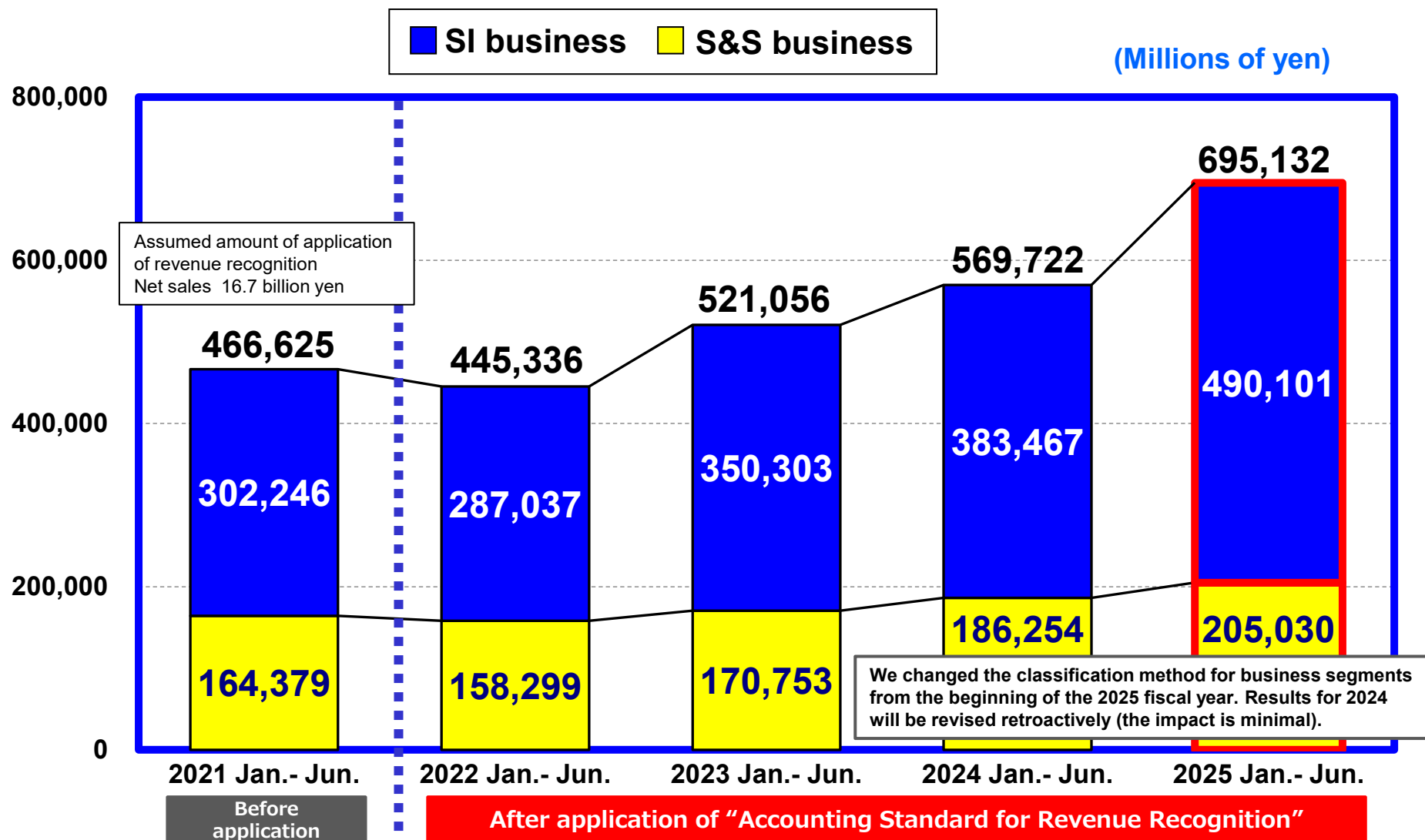
Consolidated

# Net sales and Profits

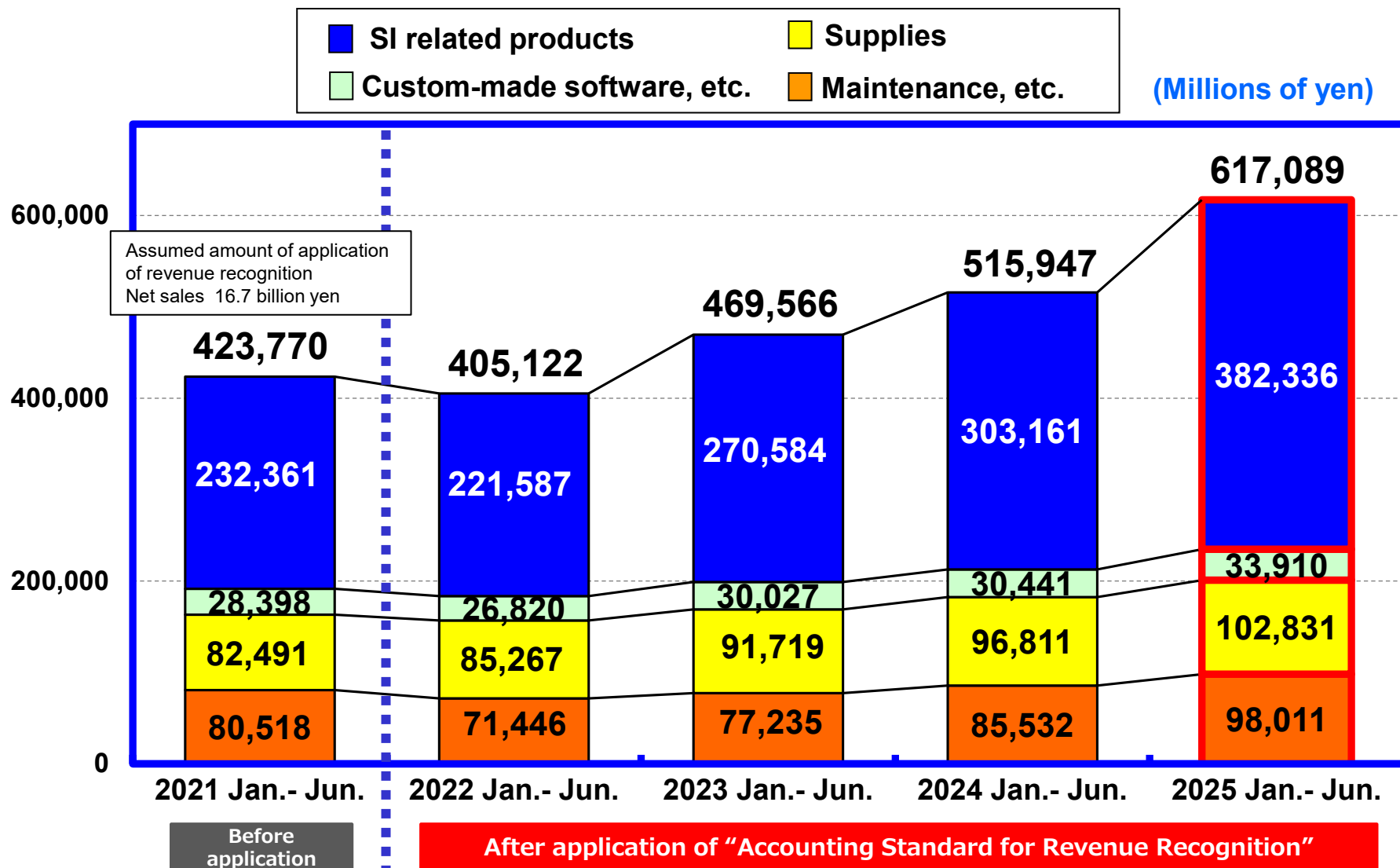


Consolidated

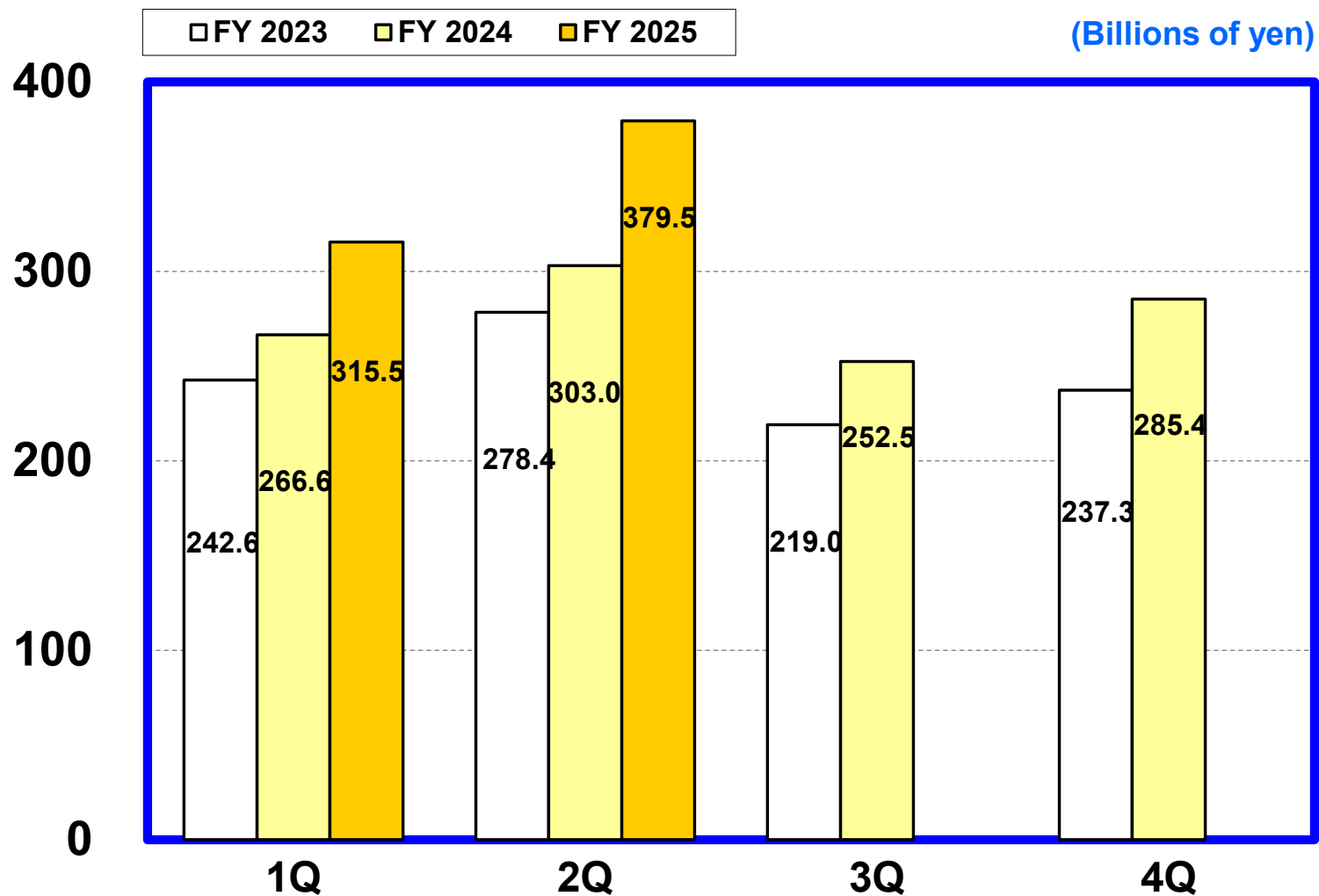
# Net sales by segments



# Net sales by 4 segments

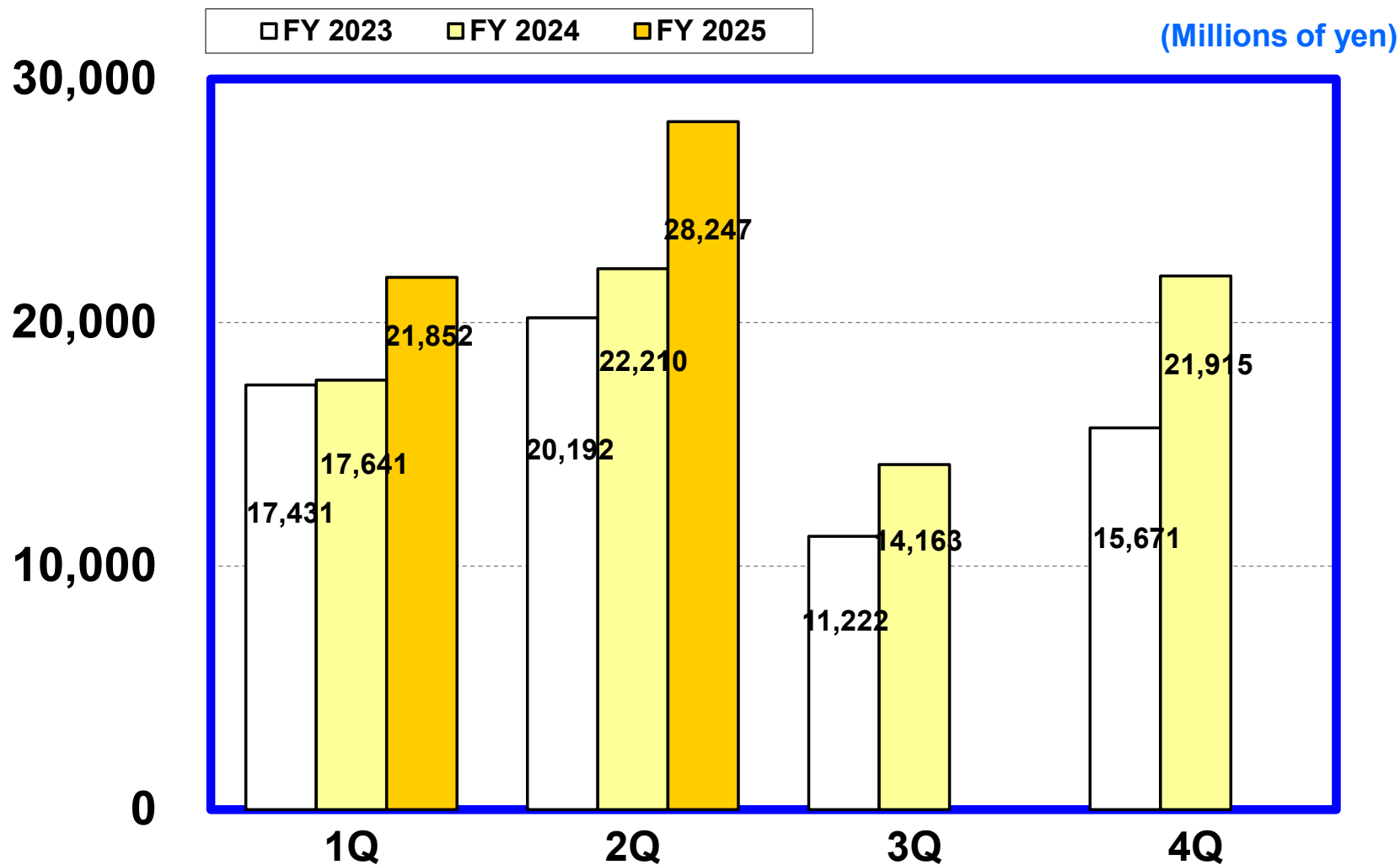


# Quarterly change of Net sales



Consolidated

# Quarterly change of Ordinary profit





# Summary of Business Results, April – June, 2025

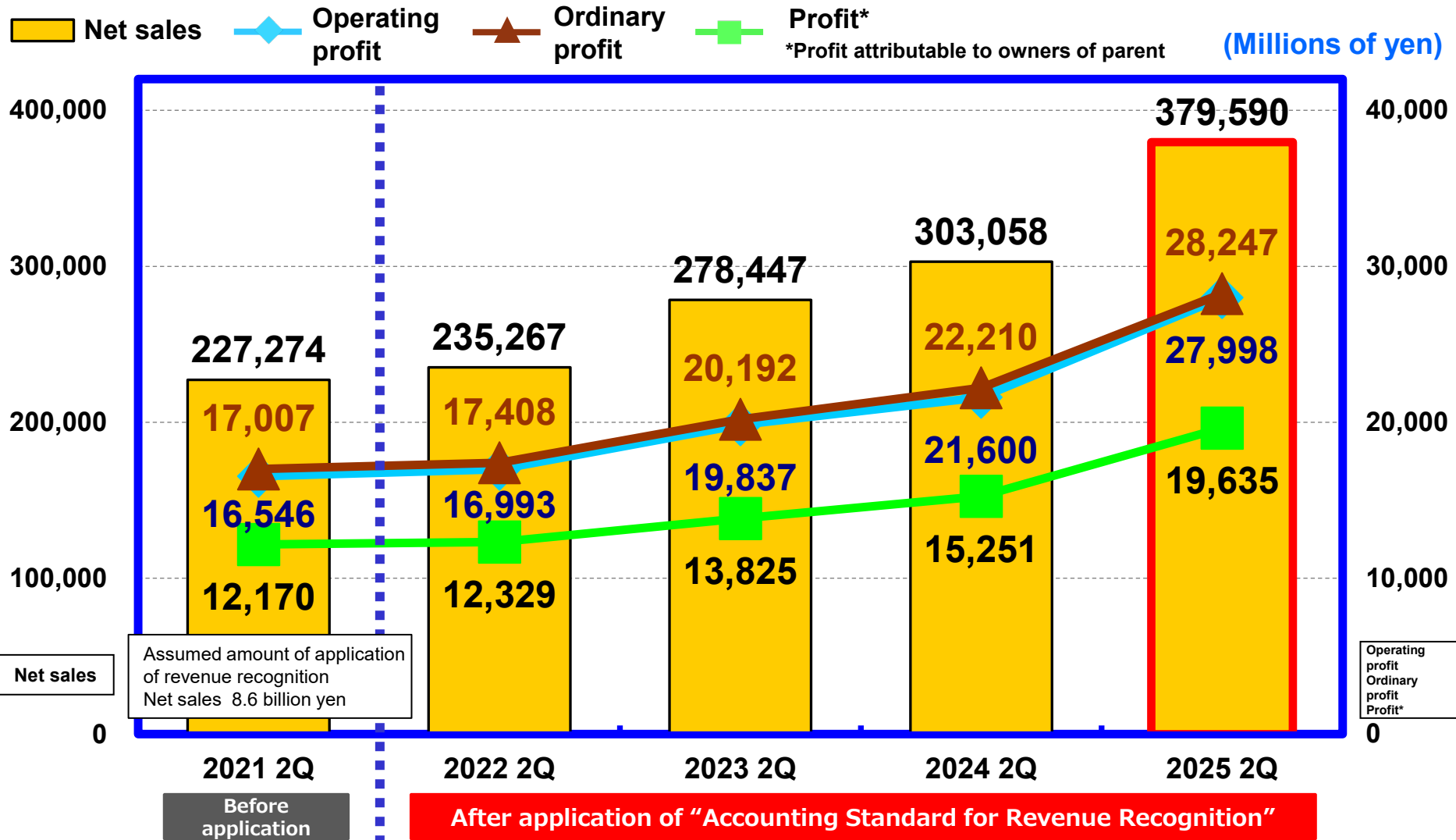
(Millions of yen)

	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	379,590	+25.3%	337,471	+21.8%
Operating profit	27,998	+29.6%	25,546	+27.7%
Ordinary profit	28,247	+27.2%	25,716	+26.5%
Profit*	19,635	+28.7%	18,105	+28.4%

\*Profit attributable to owners of parent

# Net sales and Profits, April – June

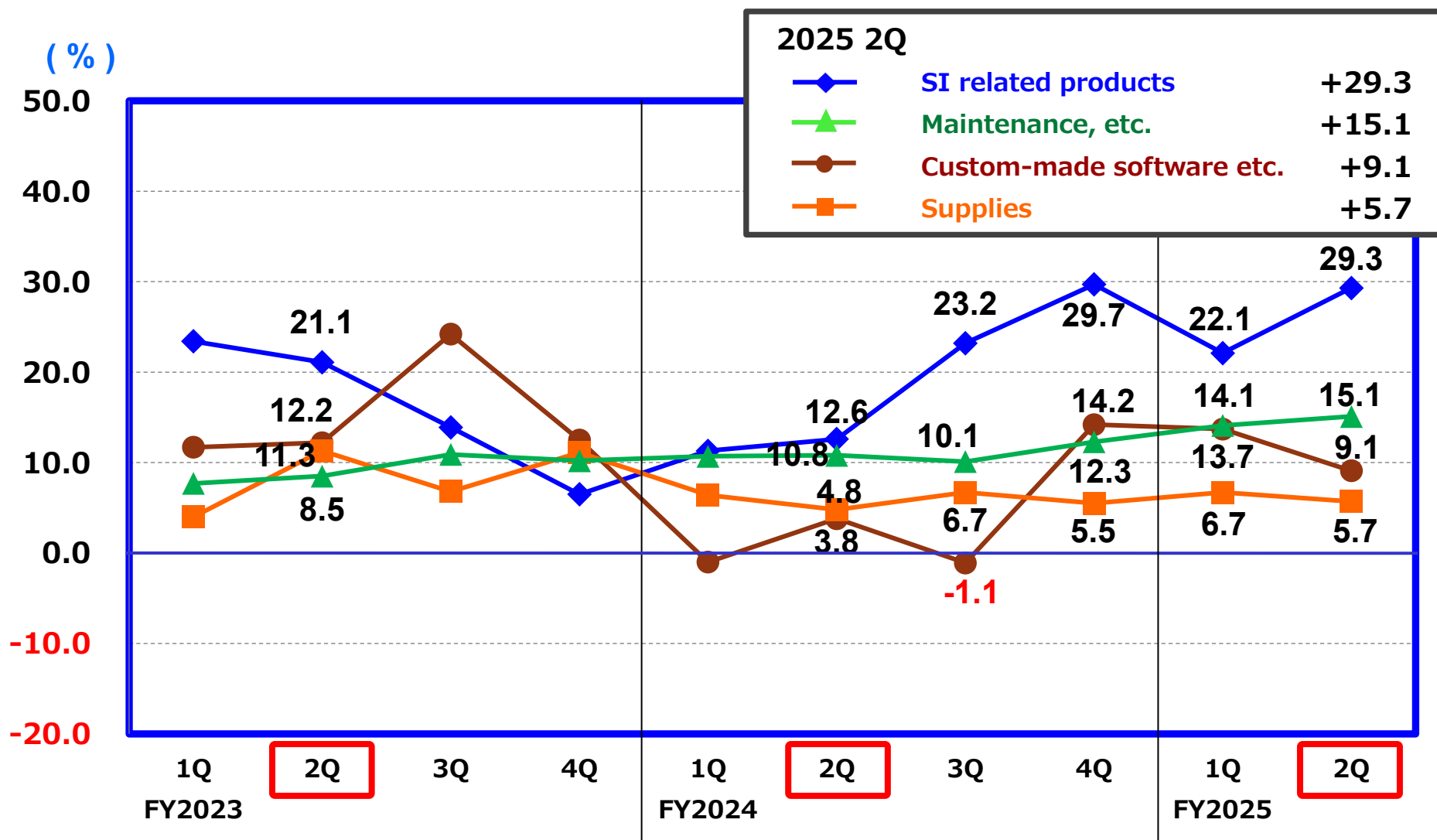
Consolidated



Non-Consolidated

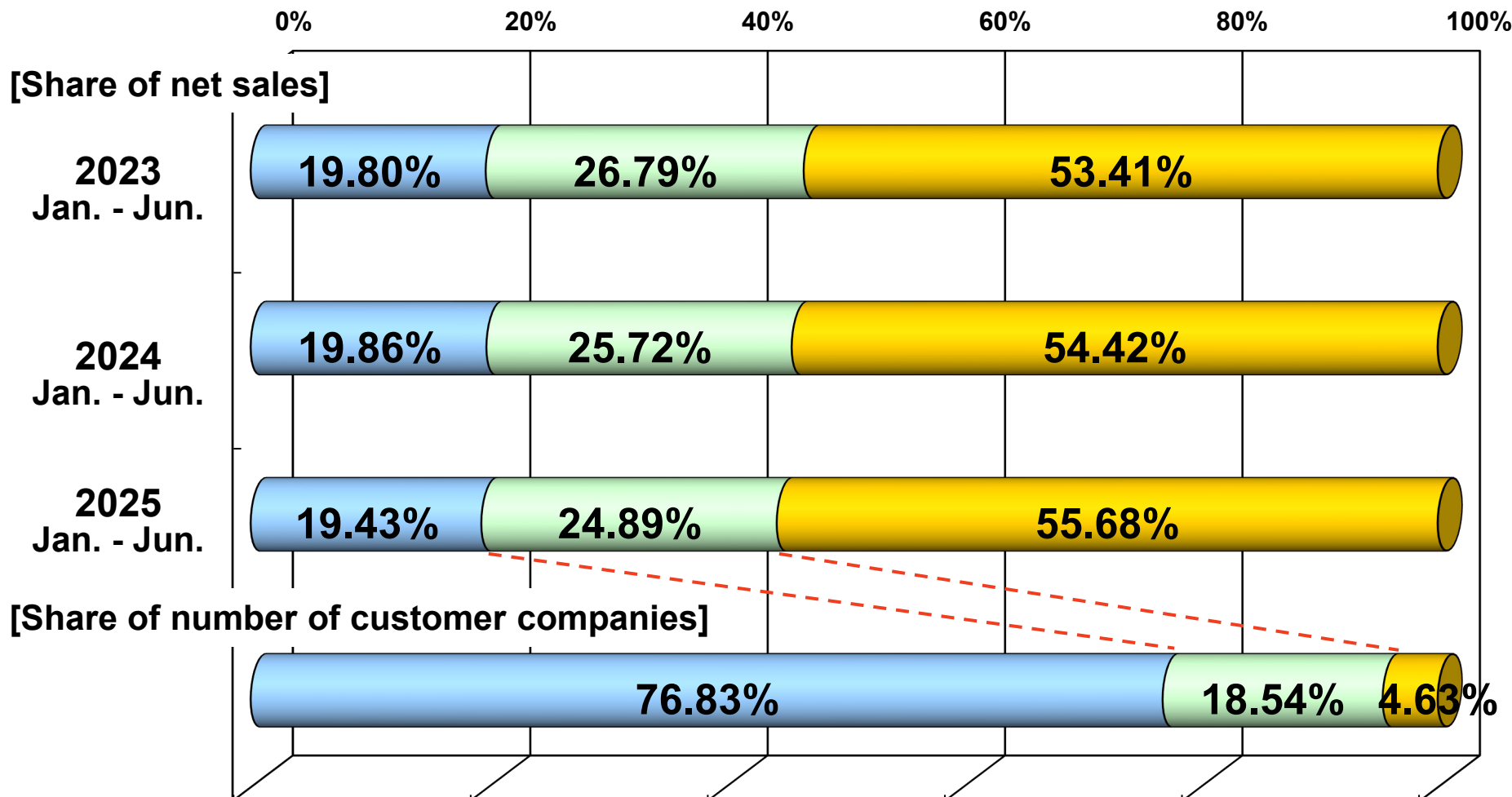
# Quarterly Net Sales by 4 segments

( % change year-on-year )



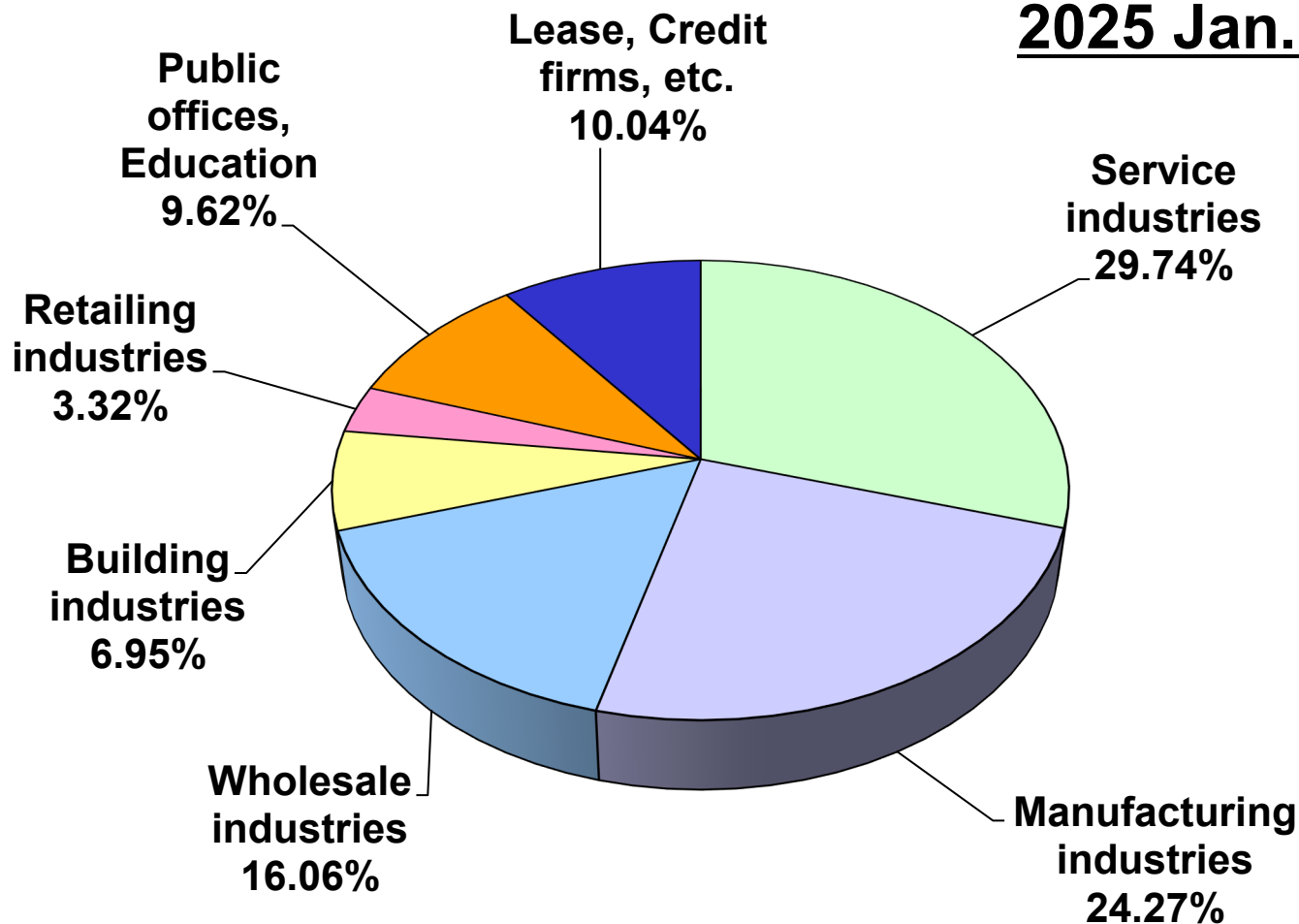
# Composition of customers by annual sales

■ Less than 1 billion of yen ■ 1 to less than 10 billions of yen ■ 10 billions of yen and above

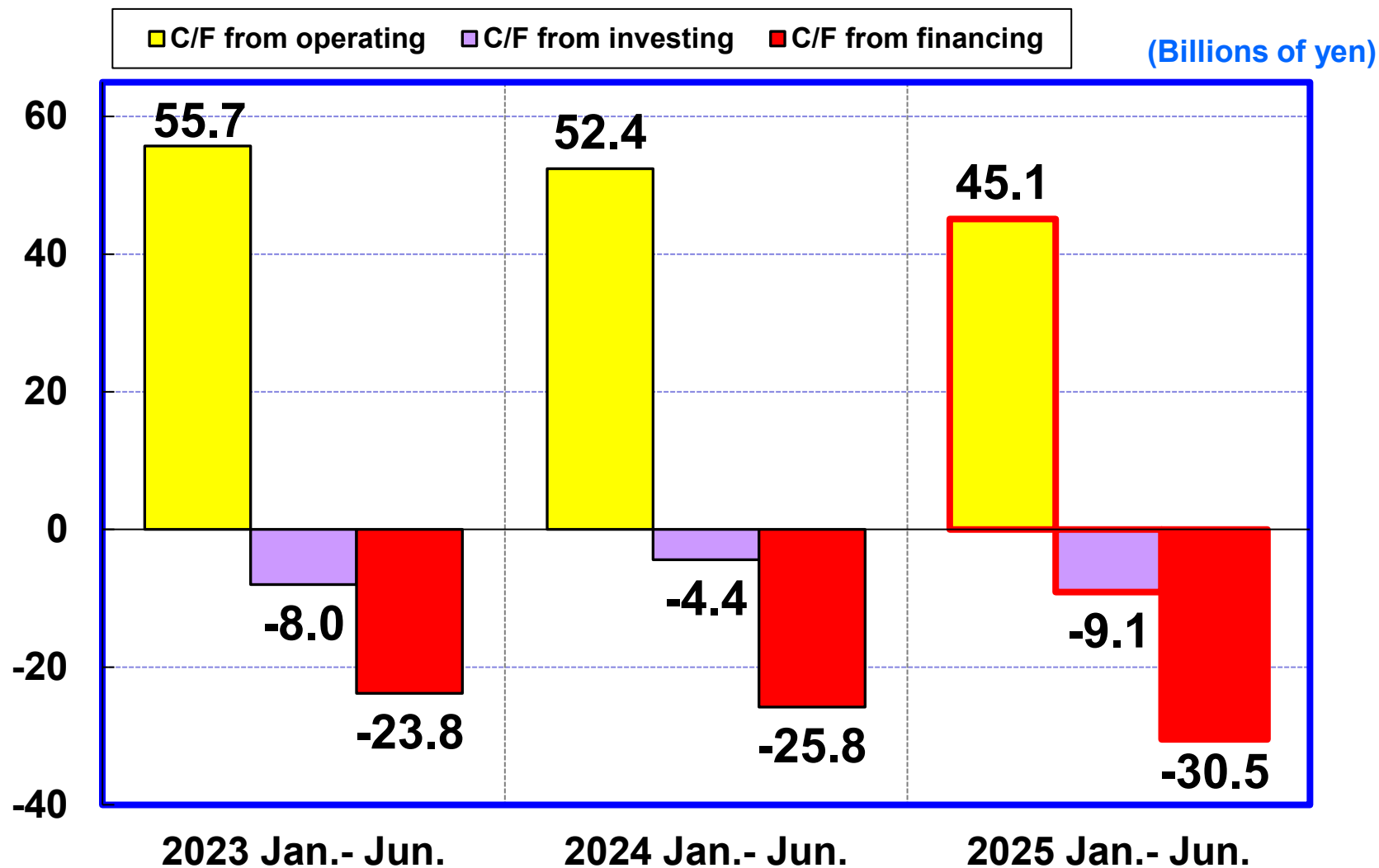


# Sales breakdown by customers' type of industry

2025 Jan. – Jun.

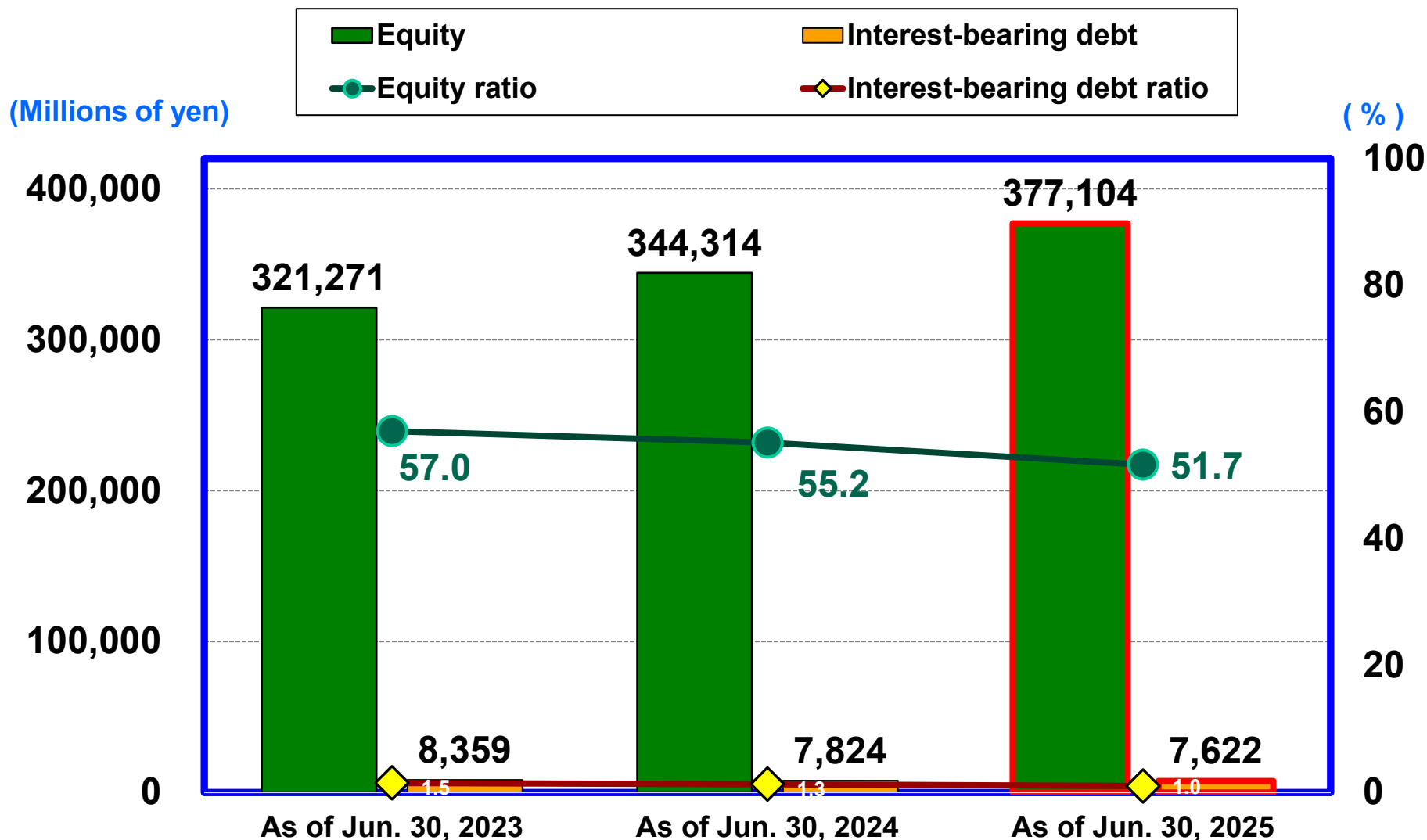


# Cash flows



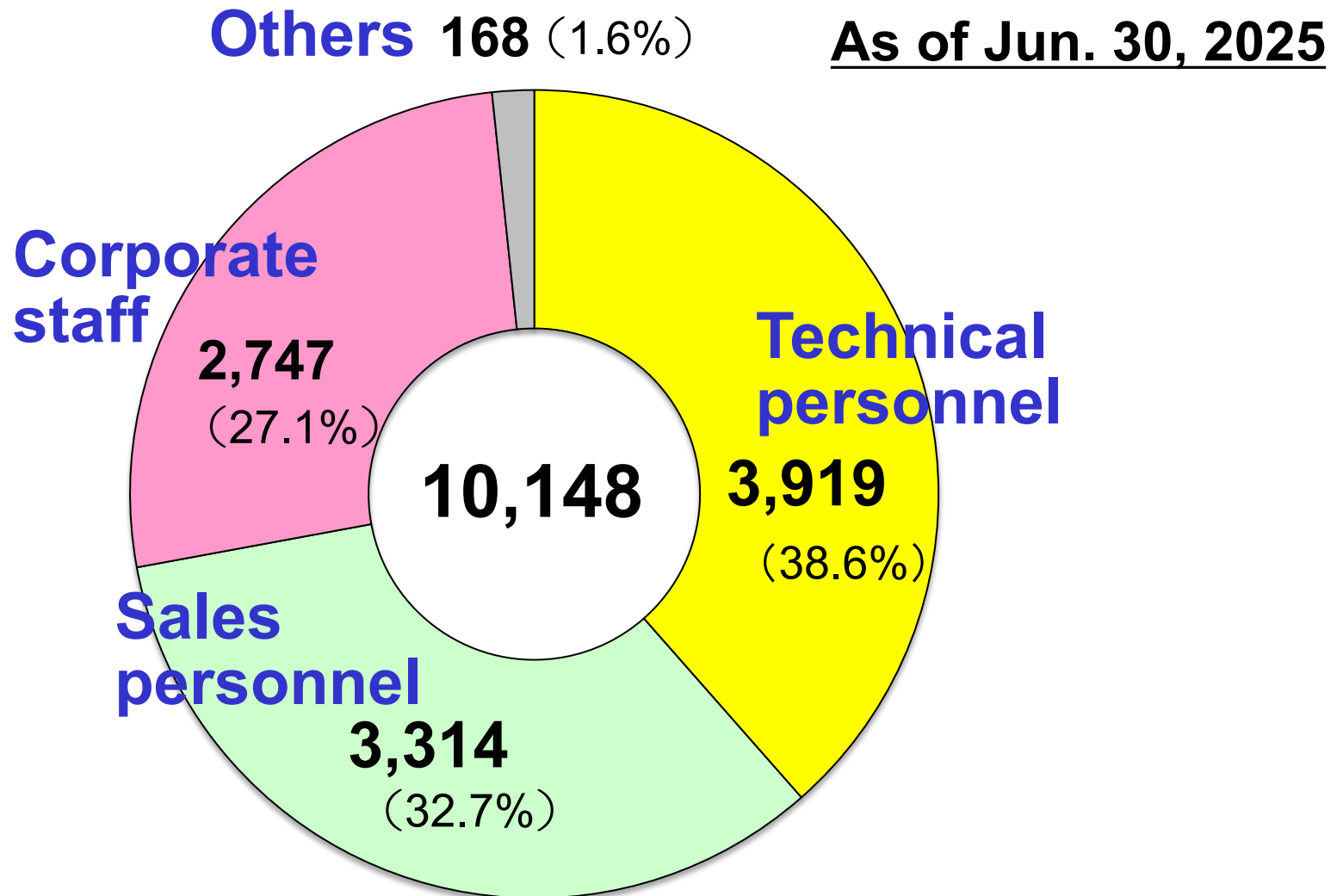
Consolidated

# Equity and Interest-bearing debt



# Personnel organization (regular employees)

Consolidated





# Key strategic business

<Amount of Sales>

(Millions of yen)

	2023 Jan. – Jun.	2024 Jan. – Jun.		2025 Jan. – Jun.			2025 Apr. – Jun.		
	Amount	Amount	Change to Last year	Amount	Difference to Last year	Change to Last year	Amount	Difference to Last year	Change to Last year
“tanomail”	98,598	103,848	+5.3%	111,731	+7,882	+7.6%	56,204	+4,010	+7.7%
SMILE	8,683	8,306	-4.3%	8,297	-8	-0.1%	4,544	-478	-9.5%
ODS	32,201	33,105	+2.8%	35,390	+2,284	+6.9%	20,314	+2,570	+14.5%
OSM	53,385	65,780	+23.2%	81,327	+15,547	+23.6%	46,332	+11,918	+34.6%

(ODS: Otsuka Document Solutions OSM: Otsuka Security Management)

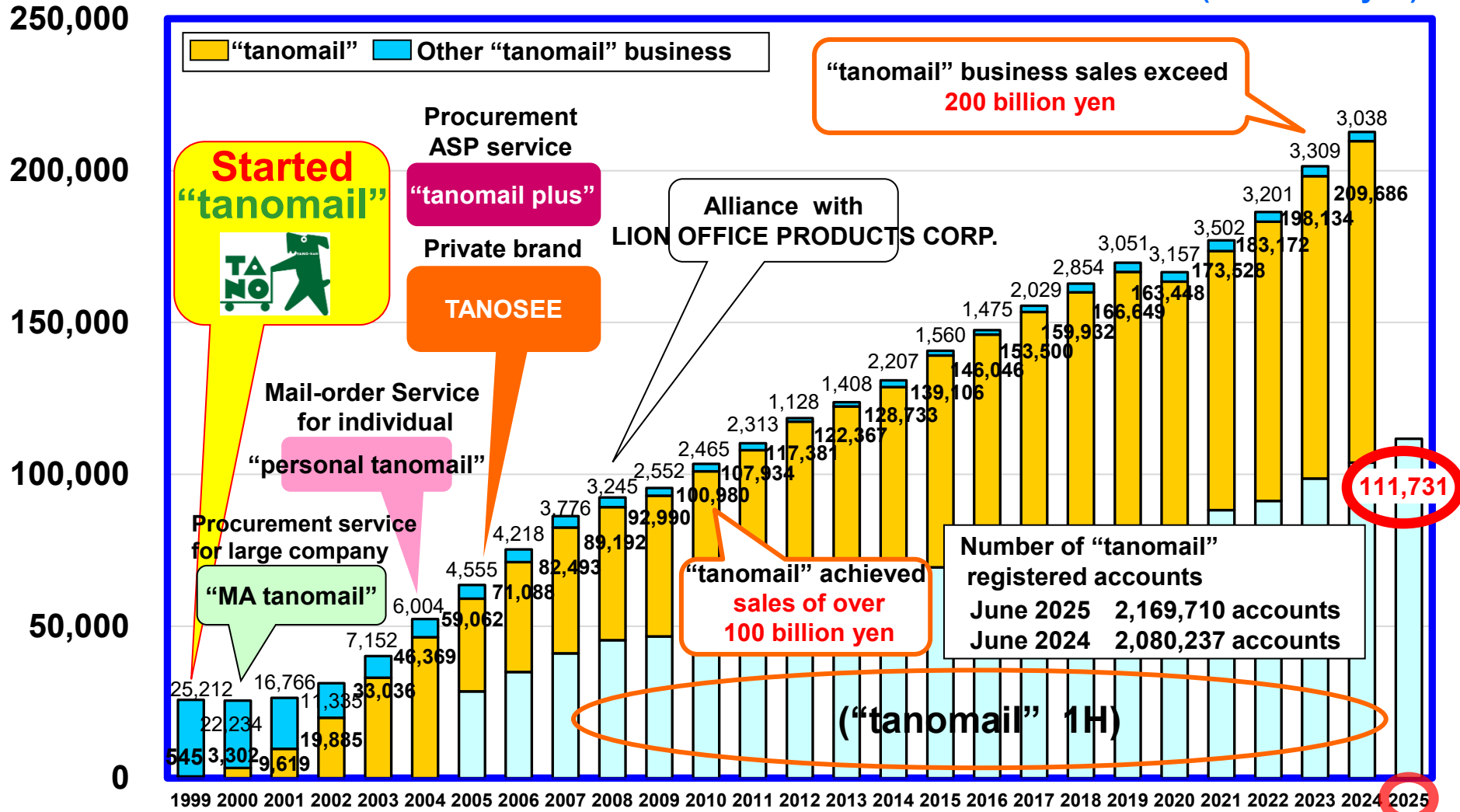
<As reference: Number of Sales>

(Units)

Copier	21,109	20,873	-1.1%	22,124	+1,251	+6.0%	12,423	+1,295	+11.6%
(of which Color copier)	20,555	20,435	-0.6%	21,743	+1,308	+6.4%	12,186	+1,304	+12.0%
Server	11,970	10,209	-14.7%	9,848	-361	-3.5%	4,979	-426	-7.9%
PC	642,107	678,381	+5.6%	987,043	+308,662	+45.5%	440,988	+123,737	+39.0%
Client Total	670,194	717,412	+7.0%	1,032,093	+314,681	+43.9%	474,409	+136,262	+40.3%

# Annual sales transition of “tanomail”

(Millions of yen)



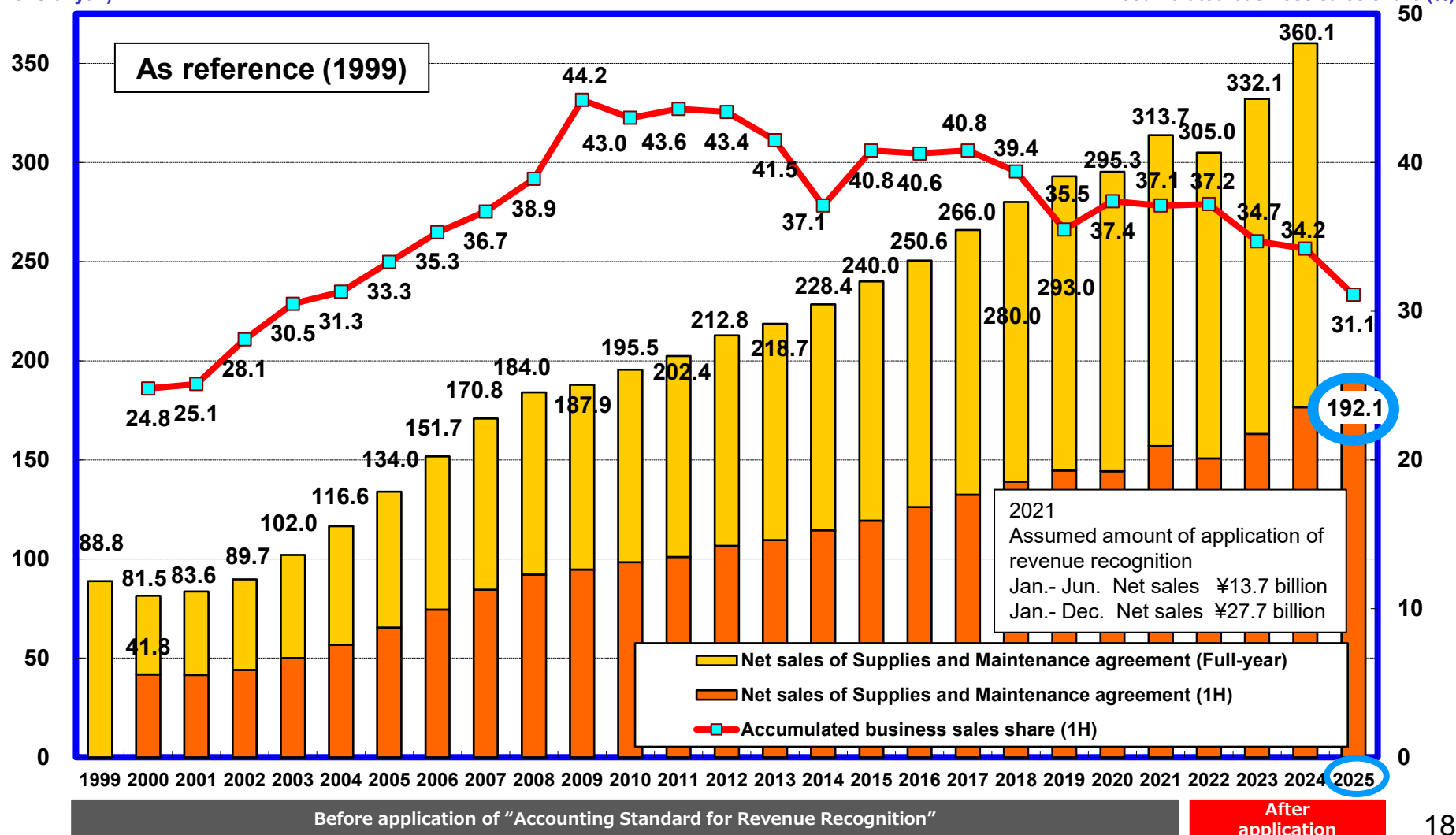
# Growth of accumulated business

## Net sales of Supplies and Maintenance agreement

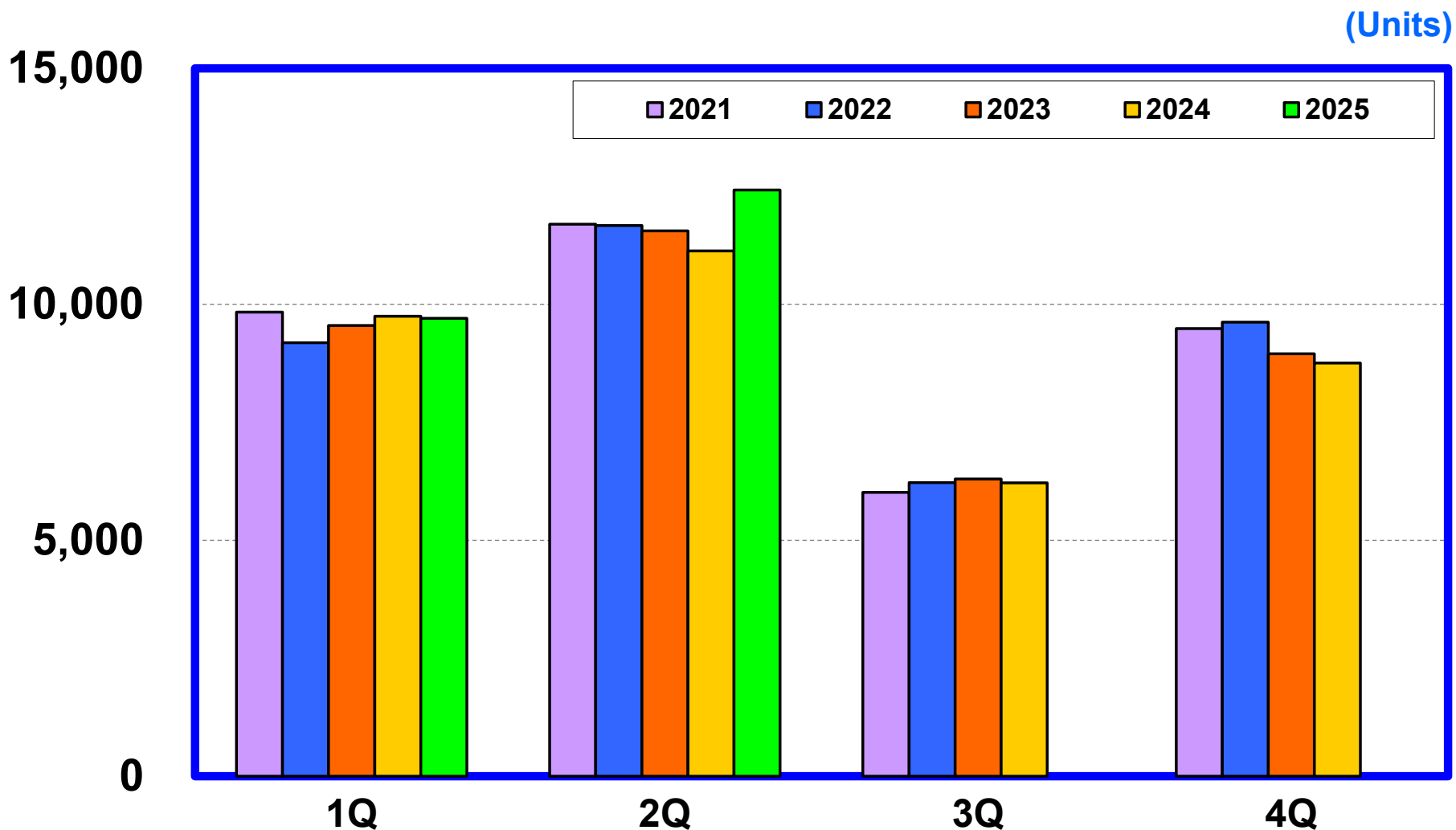
Net sales of Supplies and Maintenance agreement  
(Billions of yen)

## Accumulated business sales share

Accumulated business sales share (%)

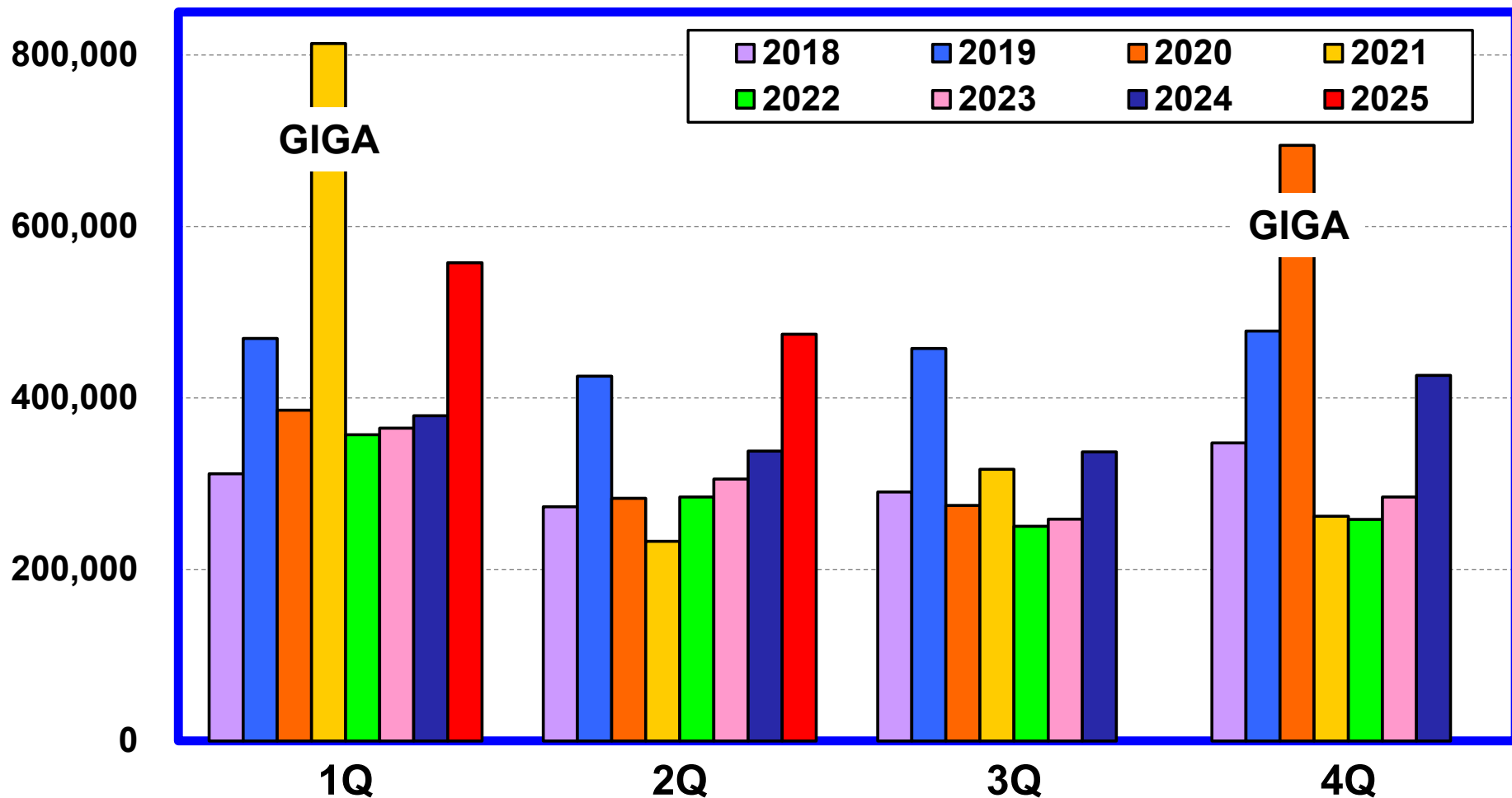


# Quarterly Number of Copiers Sold



# Quarterly Number of Client Machines Sold

(Units)



# Looking to the Future

# The Basic Principle and Medium- to Long-term Management Policy

## < Basic principle >

- Grow with customers by realizing the Mission Statement

## < Medium- to Long-term Management Policy >

- Maintain stable growth while responding to changes in the environment

**Operating profit to net sales ratio and ordinary profit to net sales ratio both firmly established at 7% or more.**

- Workforce plan calls for slight increases while focusing on productivity improvements
- Cultivate demand by utilizing information
- Raise per head productivity through efficient utilization of people, goods, money, and information

# Comparison with 2019 EOS

7EOS Jan. 14, 2020

10EOS Oct. 14, 2025

(Billions of yen)	2019 Jan.- Jun.		
	Total	SI business	S&S business
Gross profit	83.6	46.5	37.0
Difference to Last year	+8.7	+7.3	+1.3
Change to Last year	+11.7%	+18.9%	+3.9%

	2025 Jan.- Jun.		
	Total	SI business	S&S business
Gross profit	118.6	65.1	53.5
Difference to Last year	+13.7	+7.5	+6.1
Change to Last year	+13.1%	+13.2%	+13.1%

**Well-balanced expansion** of both SI business and S&S business from Jan.- Jun. 2025



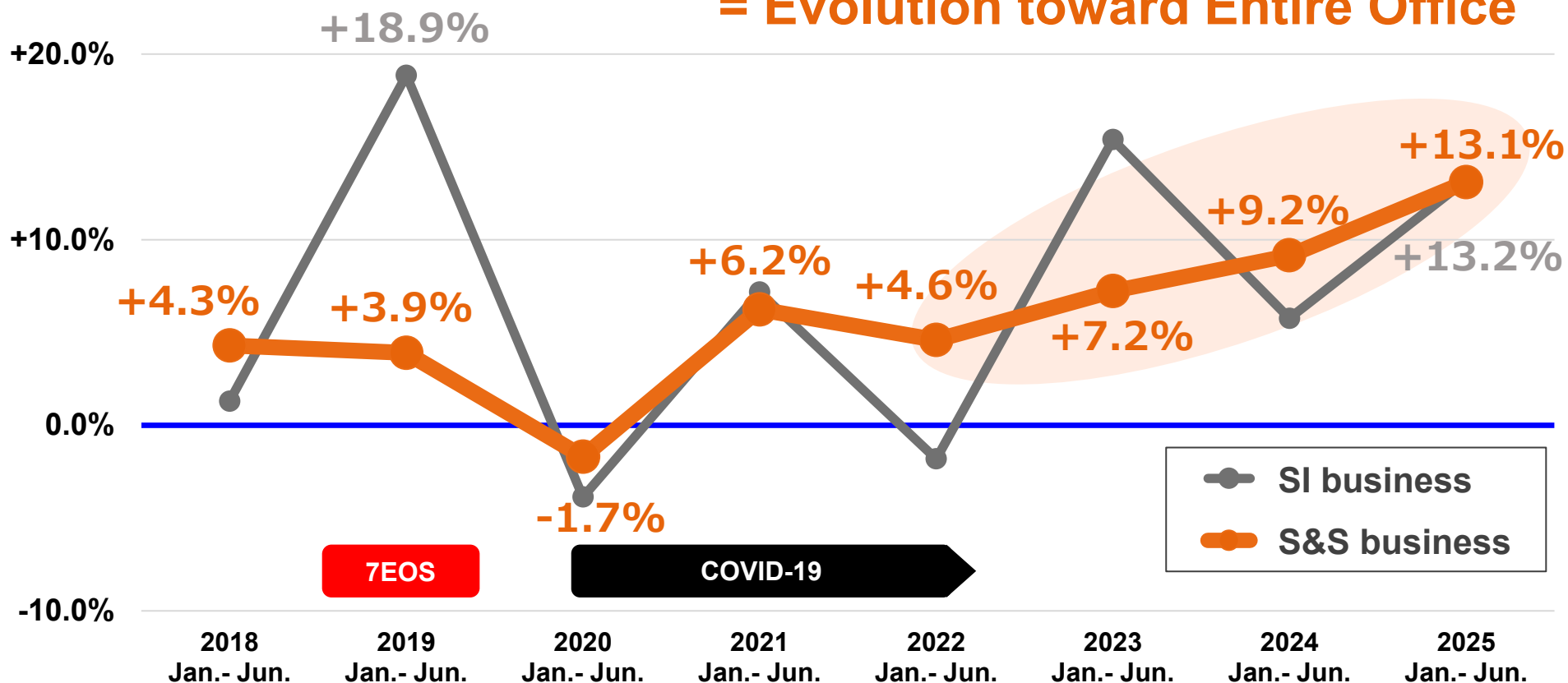
# Expansion and Stable Growth of the S&S Business

Change in value of gross profit from previous year

**S&S expansion**

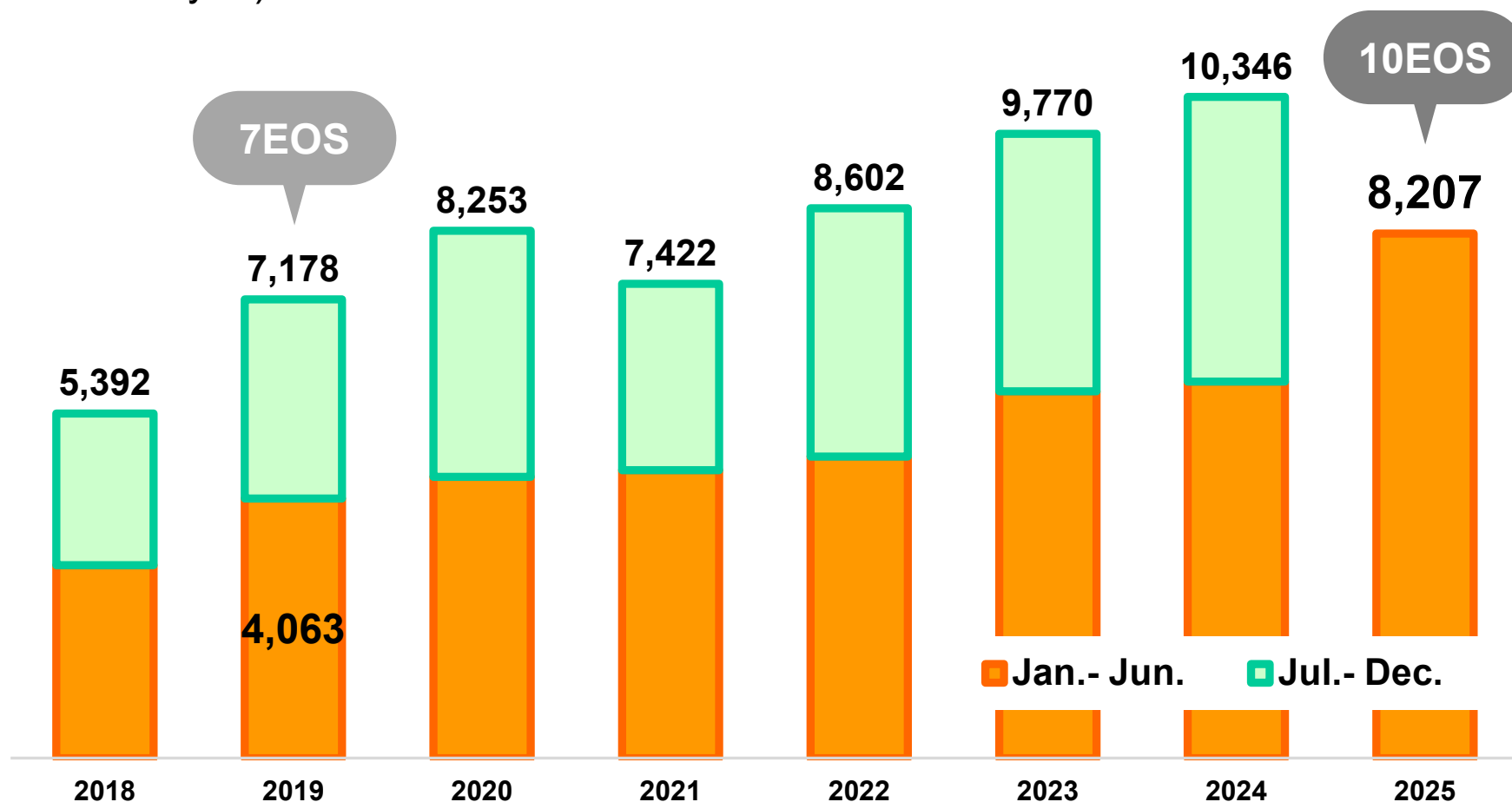
**= Further strengthening of stock**

**= Evolution toward Entire Office**



# Value of Net Increase in Maintenance Acquisition (Amount of New Applications)

Trends in value of net increase in maintenance acquisition  
(Millions of yen)



# Cloud-related Business

**2025 Net sales (Jan.- Jun.)**

**¥34.1 billion**

(Change from same period of the previous year **+25.9%**)

**2024 Net sales (annual)**

**¥57.0 billion**

(Change from same period of the previous year **+26.2%**)

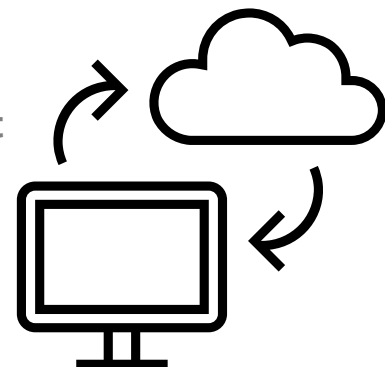
2014 “tayoreru” Adobe CC      Numerous cloud services released each time

2011 “tayoreru” Microsoft 365    2012 Anywhere Cabinet

2005 Alpha Office      2006 “tayoreru” Payroll Operations Support

1995 Alpha Web      1999 Alpha Mail

**1995 Started internet business**



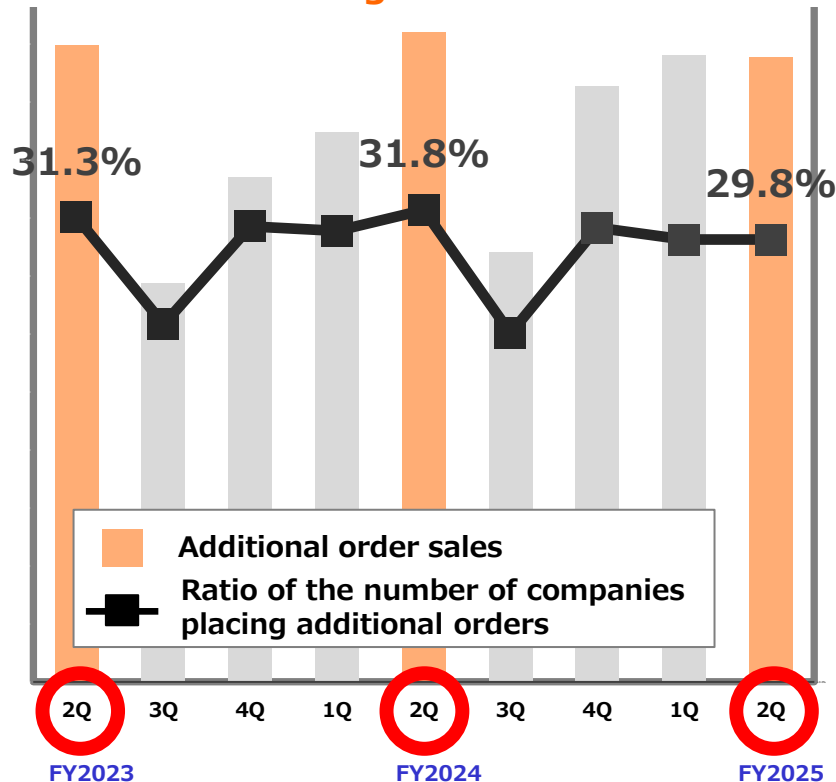
# Status of Orders

## 【State of Additional Orders】

Value of orders received and number of corporate customers in the current quarter as a percentage of customers who conducted transactions with Otsuka in the previous quarter

\* Calculated excluding ongoing transactions such as supply and maintenance

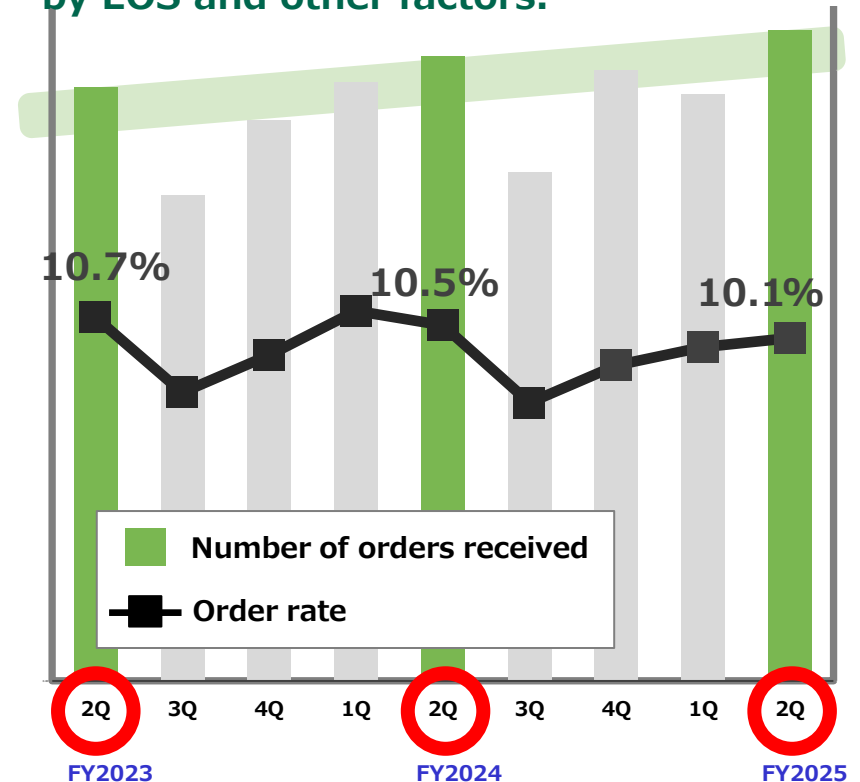
Value of additional orders and composition ratio remain at high levels.



## 【Overall number of orders and order rate】

Order rate = Number of orders received ÷ Number of negotiations

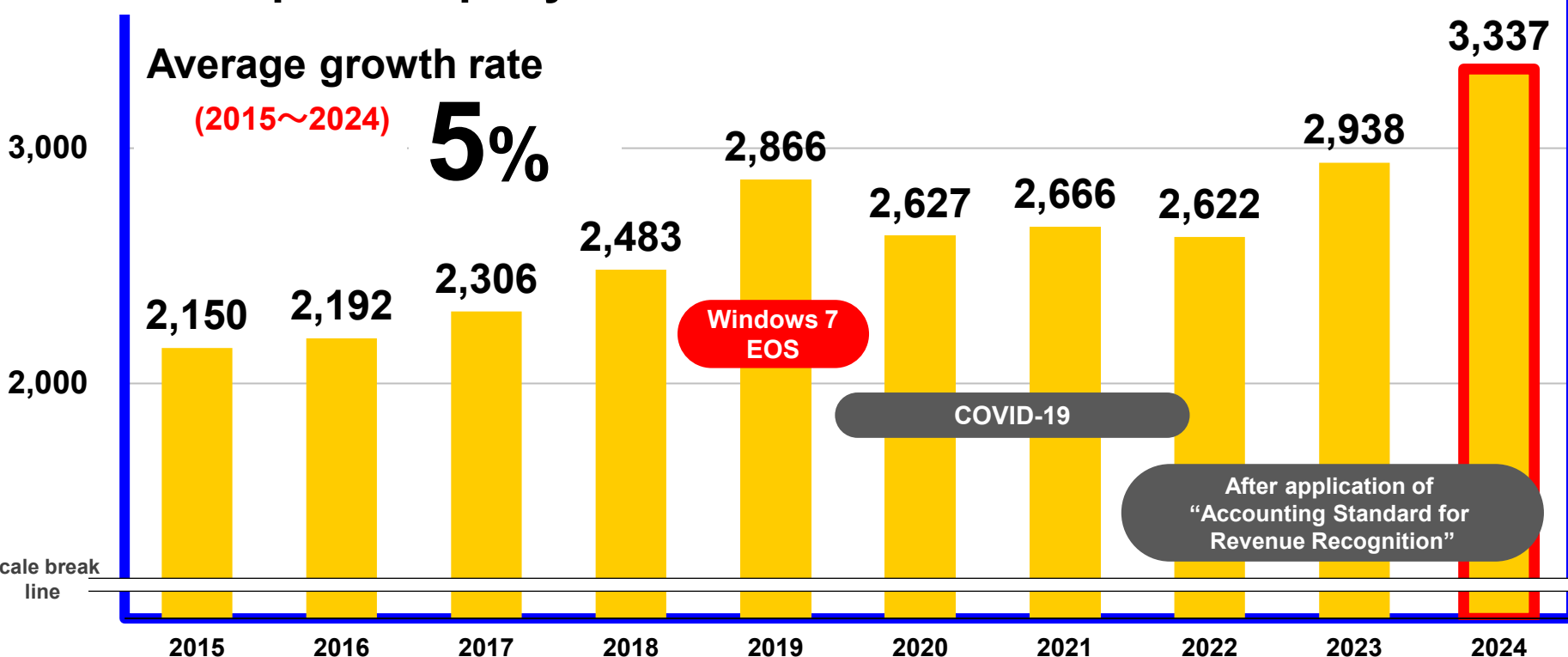
Number of orders reach an all-time high for second consecutive year driven by EOS and other factors.



# Net Sales Per Company

**Net Sales per company** **¥2.25** million  
**(2025 Jan.- Jun.)** (Change from same period of previous year **+19.1%**)

**Net Sales per company (annual)** (Thousands of yen)



# OTSUKA CORPORATION for the Entire Office

Office equipment

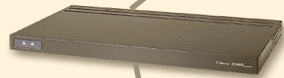
FAX



COPIER



LINE



GATEWAY

internet  
(ASP / Web Services)

Supplies



MRO

Electric power



LED  
BEMS

VC



Communication lines and  
Internet related products

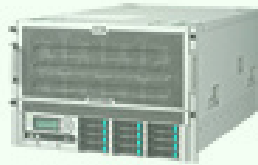
PBX

KT

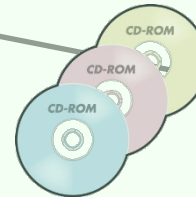
Voice communication  
system



SERVER



SOFTWARE



PC

TABLET

Computer system



# Market Size is Large

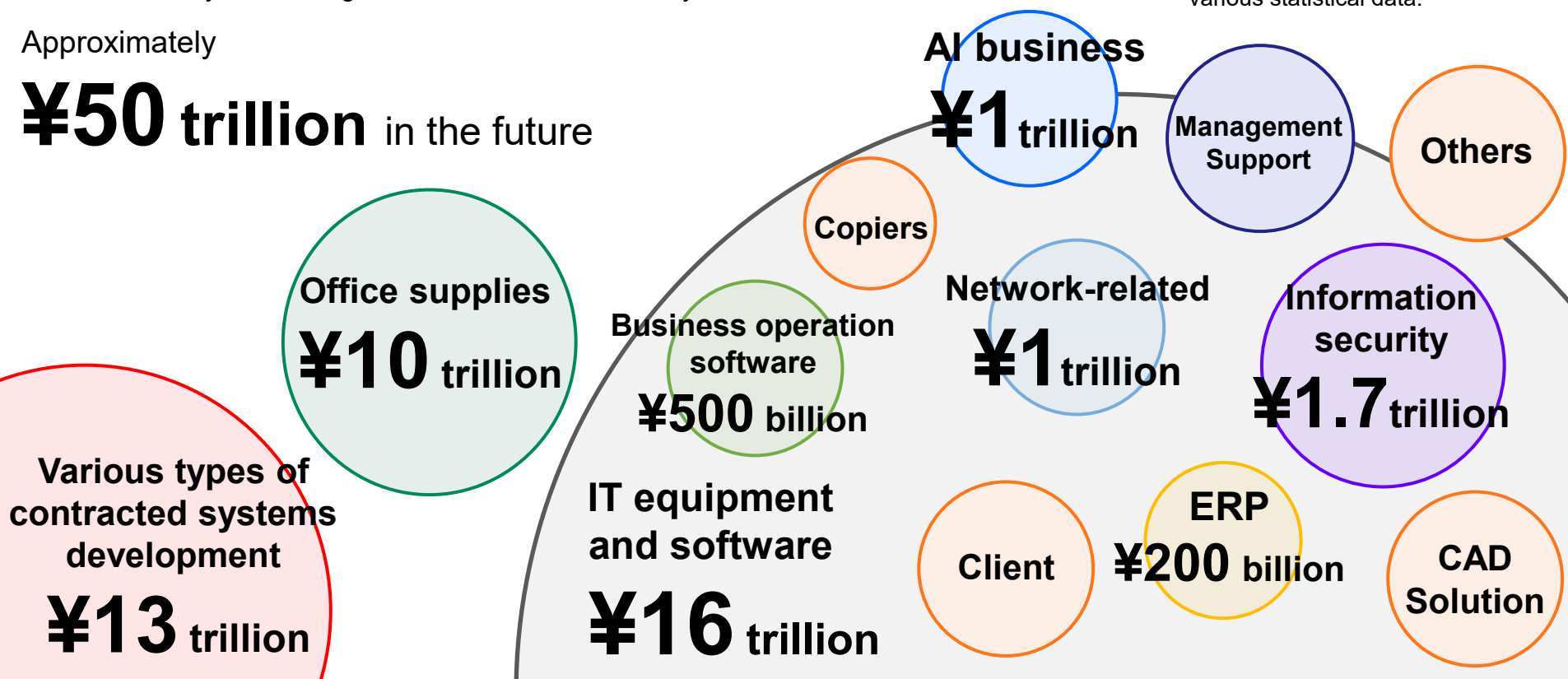
## Estimated market size of Otsuka's business domain

\*Otsuka's survey based on government statistics, industry association data, etc.

\*The amounts shown within circles are actual results based mainly on various statistical data.

Approximately

**¥50 trillion** in the future

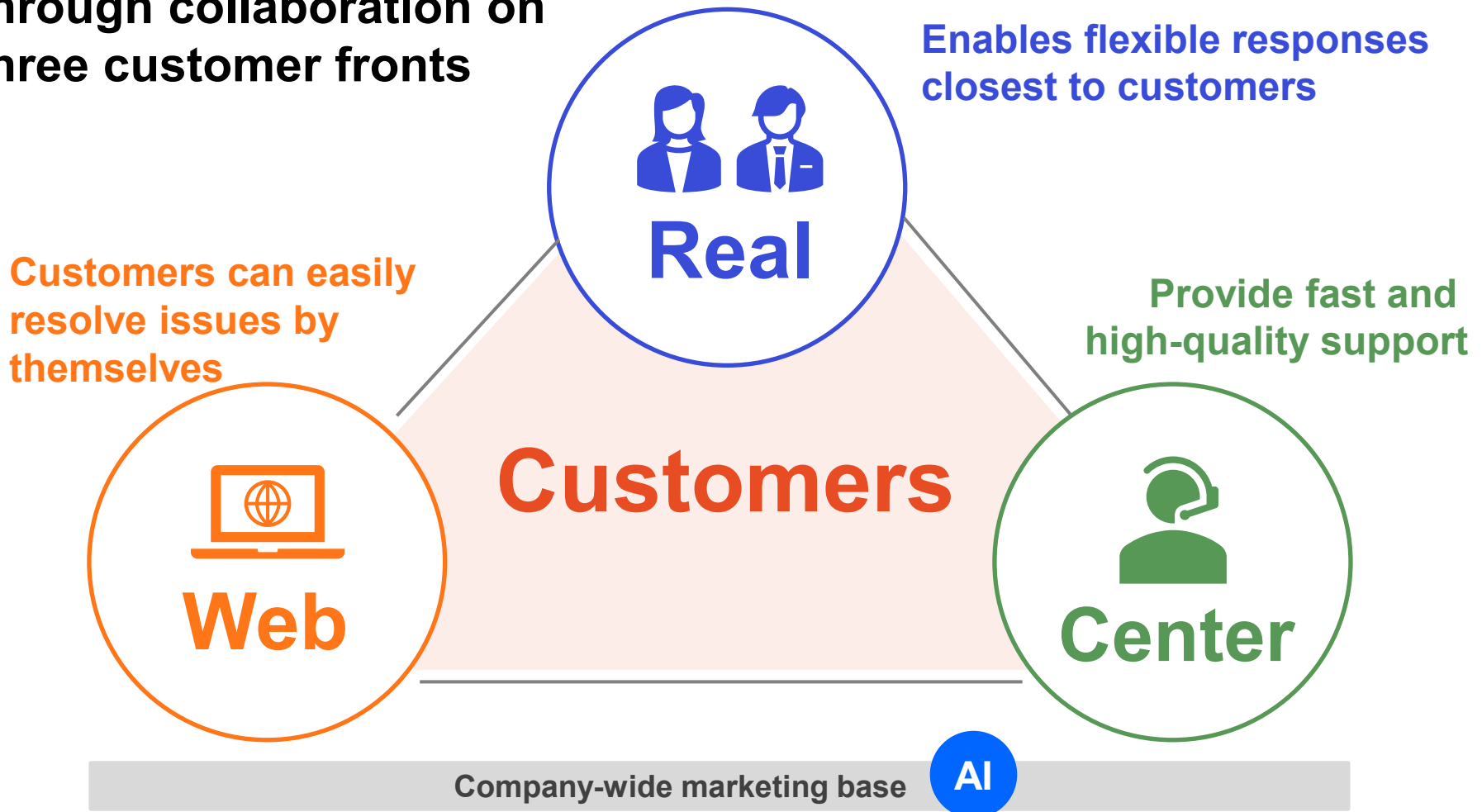


Jul. 2024 ~ Jun. 2025

**O1 ratio 68.6%**

# Otsuka Strategy II

**Getting close to customers  
through collaboration on  
three customer fronts**





# Customer Personalized Pages

**430,000** IDs

## お客様マイページ

Actual screen (as of Jul. 2025)

☰ お知らせ一覧

📖 ご利用ガイド



こんばんは！ようやく涼しくなってきましたね。集中して取り組みましょう。

Windows 10サポート終了まであと3ヶ月、どれくらいの企業が対応済みか気になりますか？ 対応状況をお伺いしたアンケートの結果をご紹介します。

🔴 [結果を確認する](#)

大塚 様マイページ

マイメニュー

## Provide necessary information for each customer

↓ 製品のサポート

↓ 契約情報

↓ Web請求書

📅 連絡ボード



## おすすめ情報



2025年10月14日  
Windows 10サポート終了  
パソコン乗り換えガイド

💡 対策と準備を  
お早めに



## 👑 大塚ID限定メニュー

企業の成長を応援します

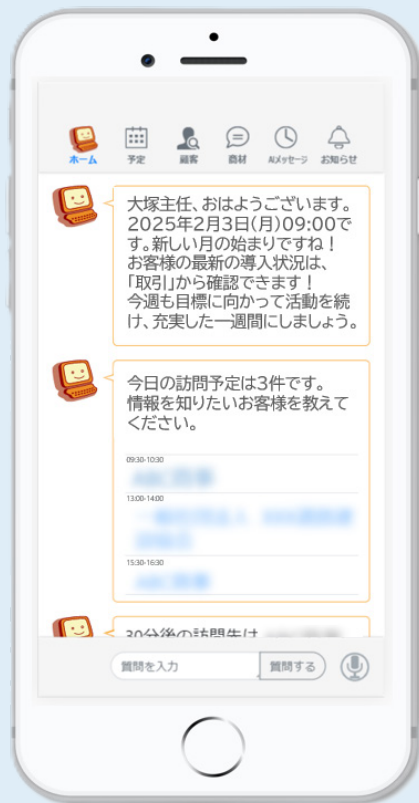
🔴 [がんばる企業応援マガジン](#)

スキルアップや社員教育に便利

🔴 [ビジネスeラーニング](#)



# Enhance Sales Efficiency (AI Assistants)



## Sales personal assistants

- Share customer visit information and schedules



## Customer information

- AI provides information that leads to conversations
- Support for creating estimates through chatbot dialogue



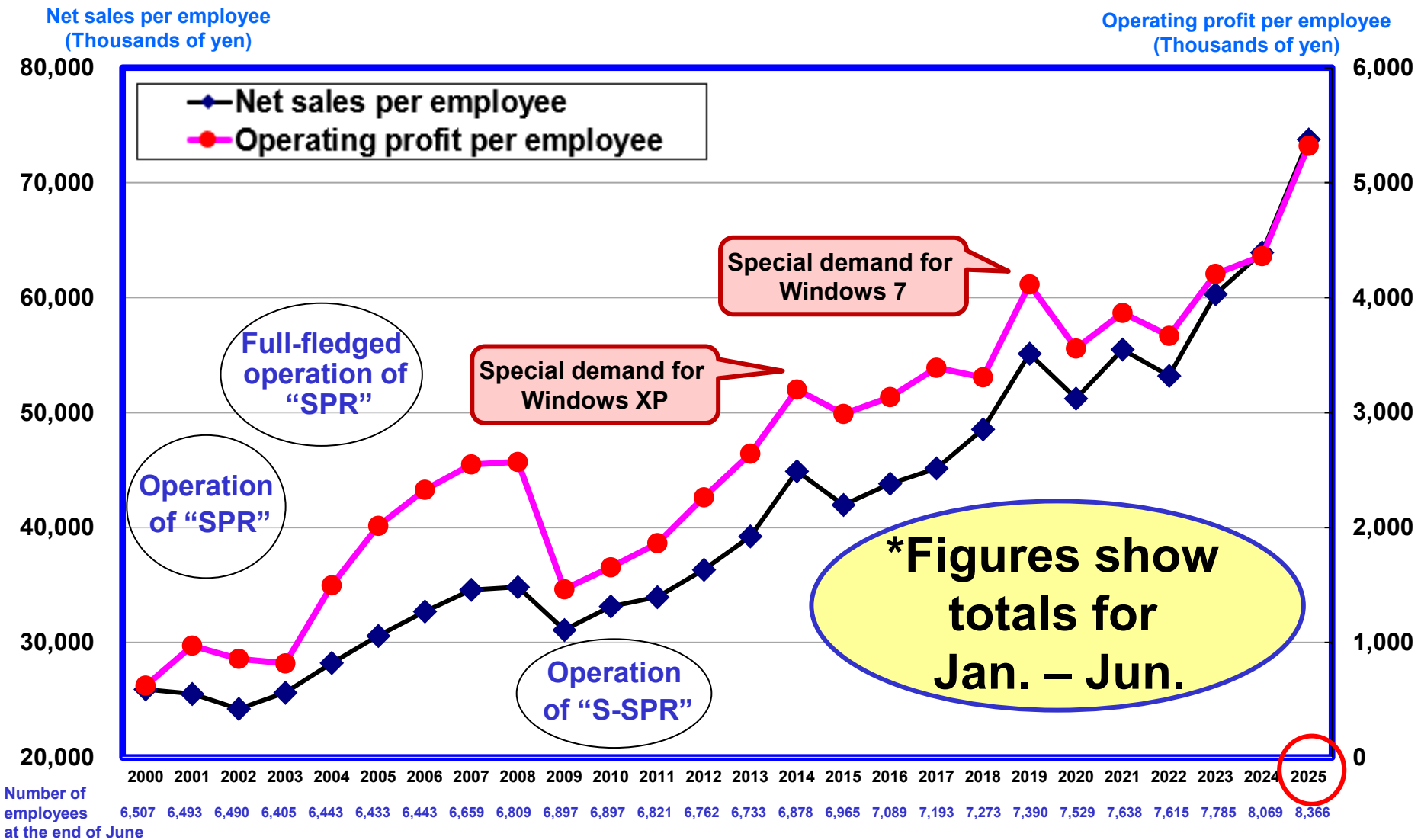
## AI messages

- AI provides notifications for SPR information



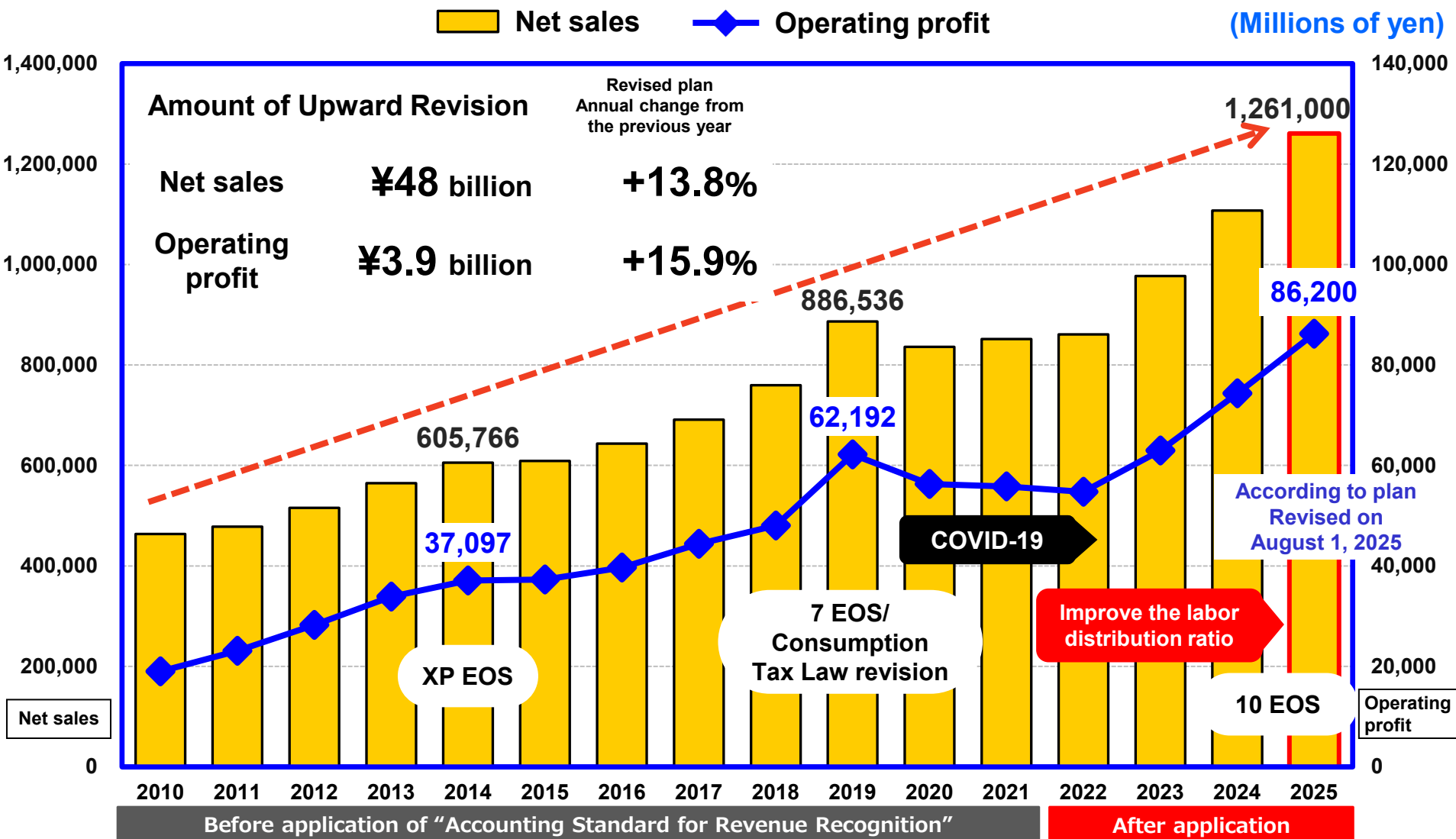
Non-Consolidated

# Change of Net sales per employee and Operating profit per employee

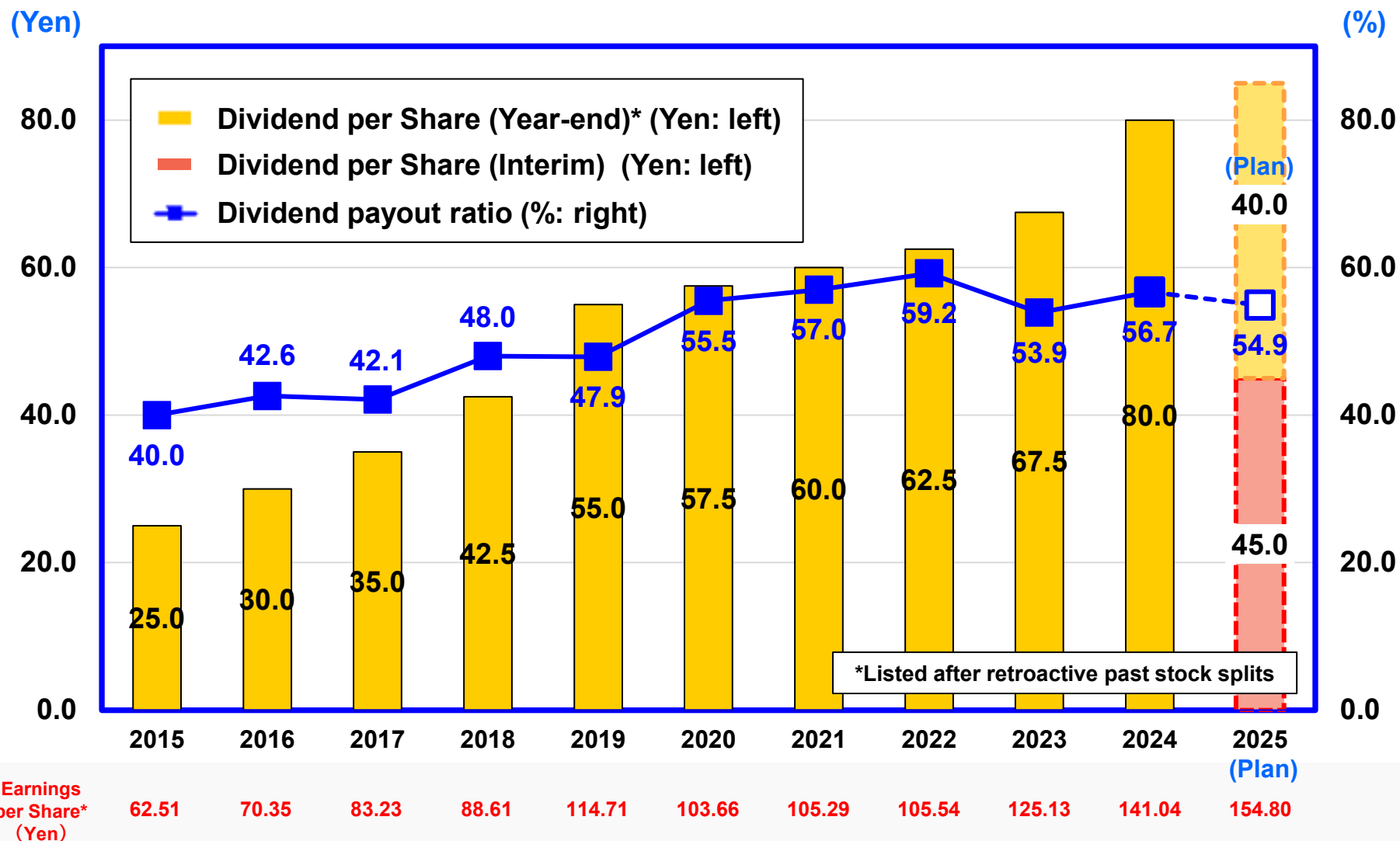


Consolidated

# Plans of Net sales and Operating profit



# Dividends



# Today's Summary

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- **The S&S business expanded compared with 2019 EOS. Otsuka continues to strengthen its stable revenue base.**
- **Net sales per company is steadily growing over the medium to long term. “Entire Office” services are gradually advancing.**
- **The estimated market size of Otsuka's business is approximately ¥50 trillion.  
There is still large room for growth.**



# Cautionary statement

1. This material is intended to provide information about the business performance of the 2nd quarter of fiscal year 2025 and strategy of the OTSUKA CORPORATION and Group companies. It is not intended and should not be construed as an inducement to purchase or sell stocks of OTSUKA CORPORATION.
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