Fiscal year ending December 2025
Nine months (January – September)
Business Results

October 31, 2025

OTSUKA CORPORATION

Summary of Business Results, January – September, 2025

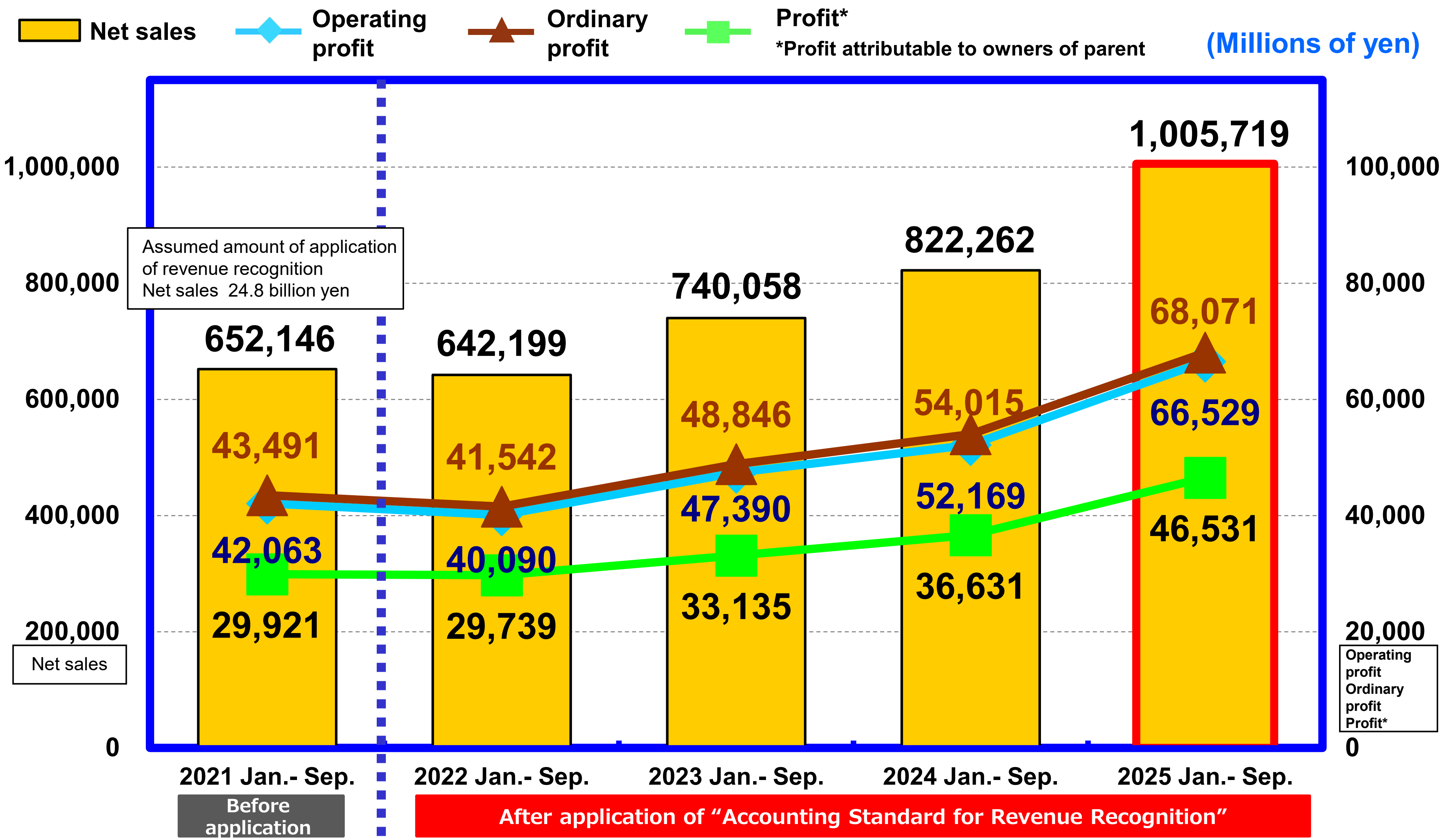
(Millions of yen)

	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	1,005,719	+22.3%	889,005	+20.7%
Operating profit	66,529	+27.5%	59,884	+28.2%
Ordinary profit	68,071	+26.0%	62,956	+28.5%
Profit*	46,531	+27.0%	44,220	+29.8%

*Profit attributable to owners of parent

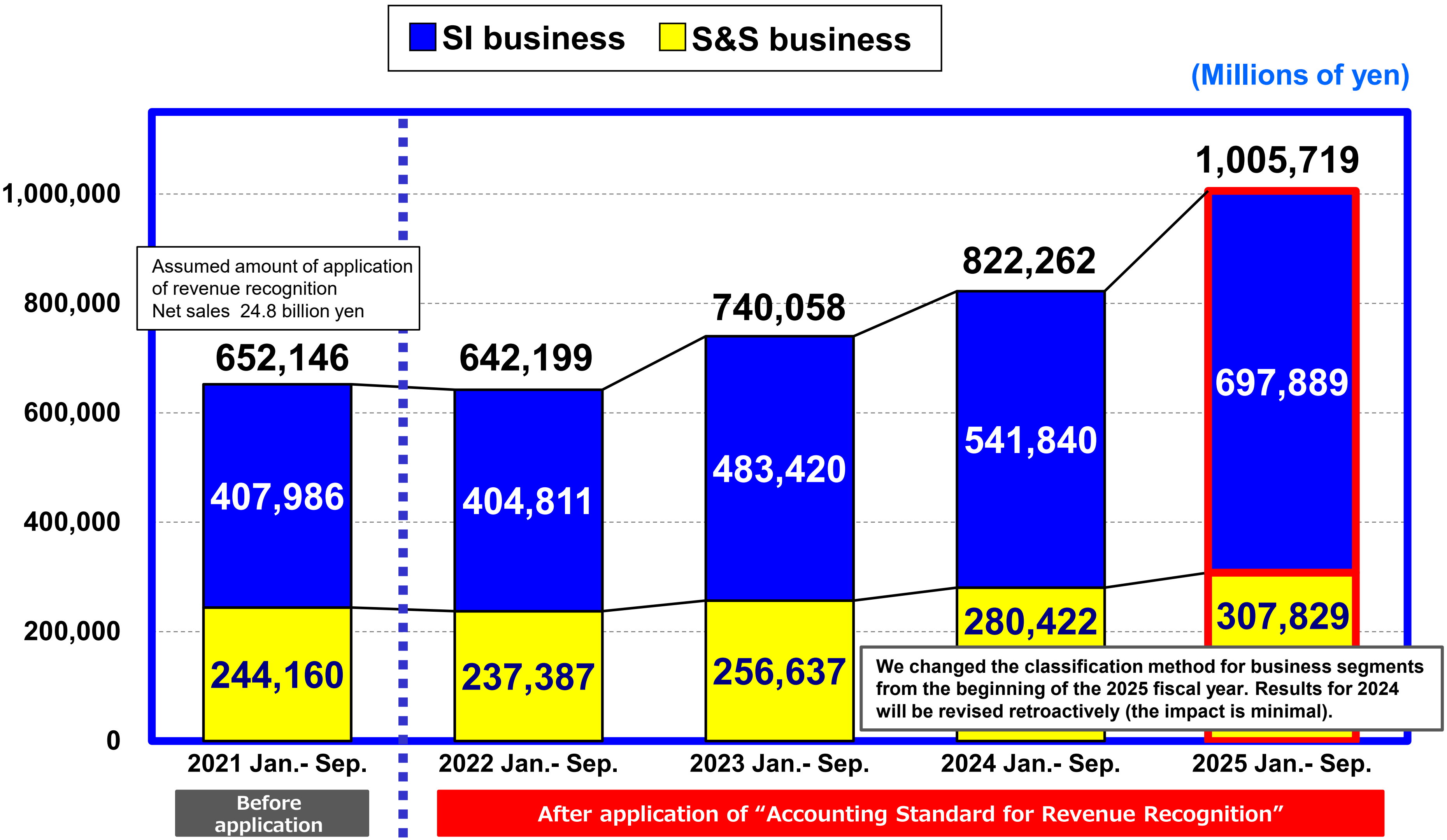
Consolidated

Net sales and Profits



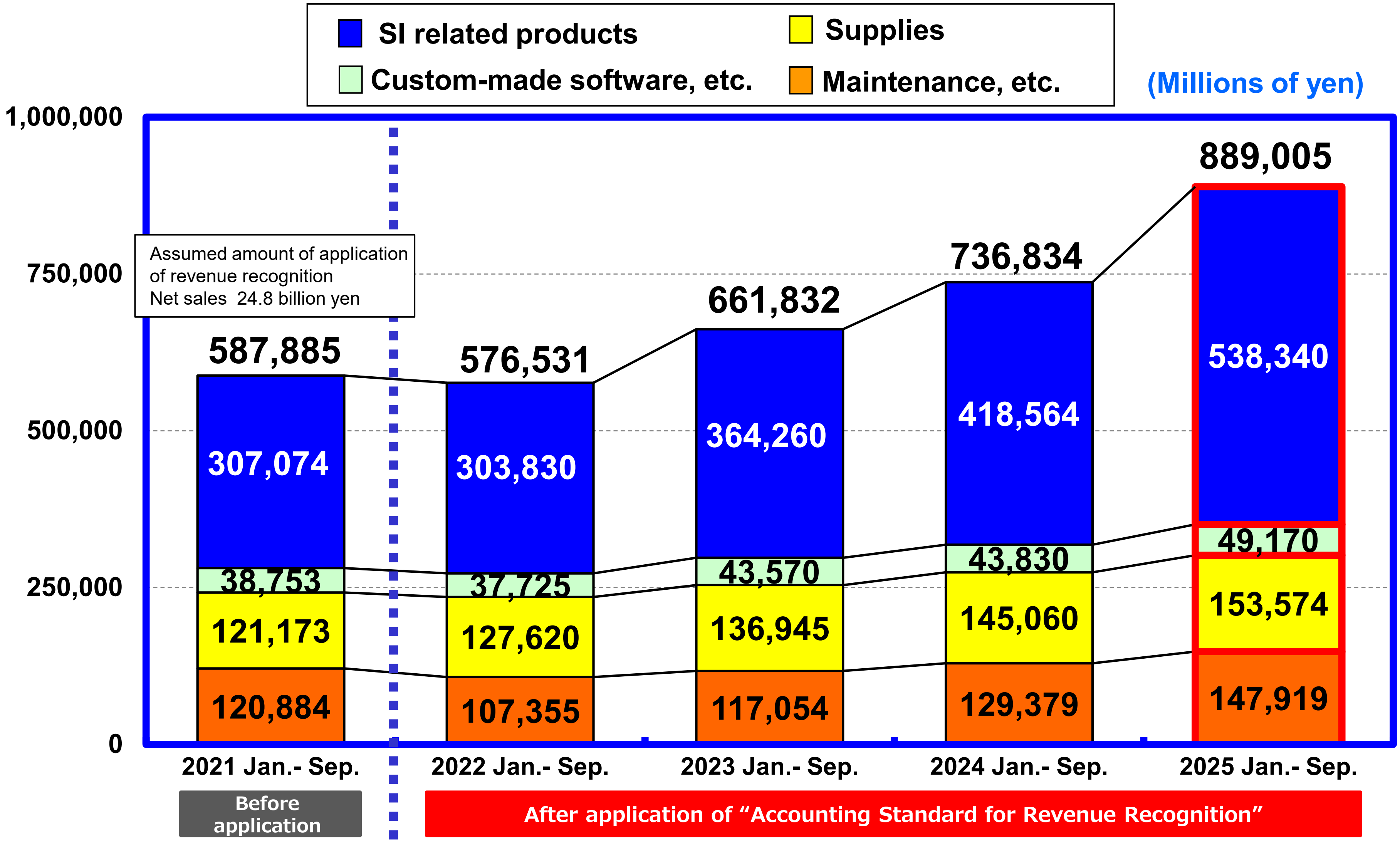
Consolidated

Net sales by segments



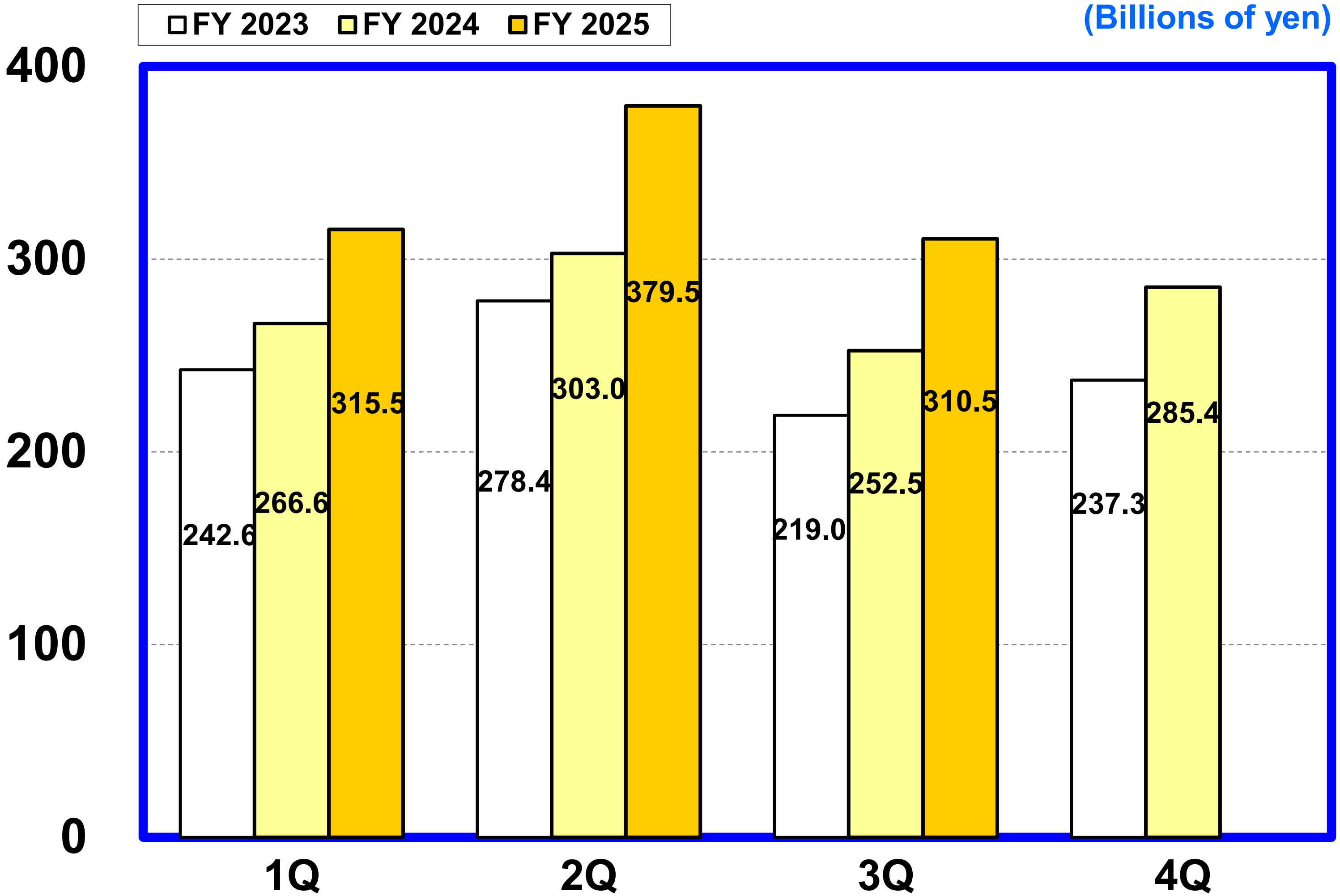
Non-Consolidated

Net sales by 4 segments



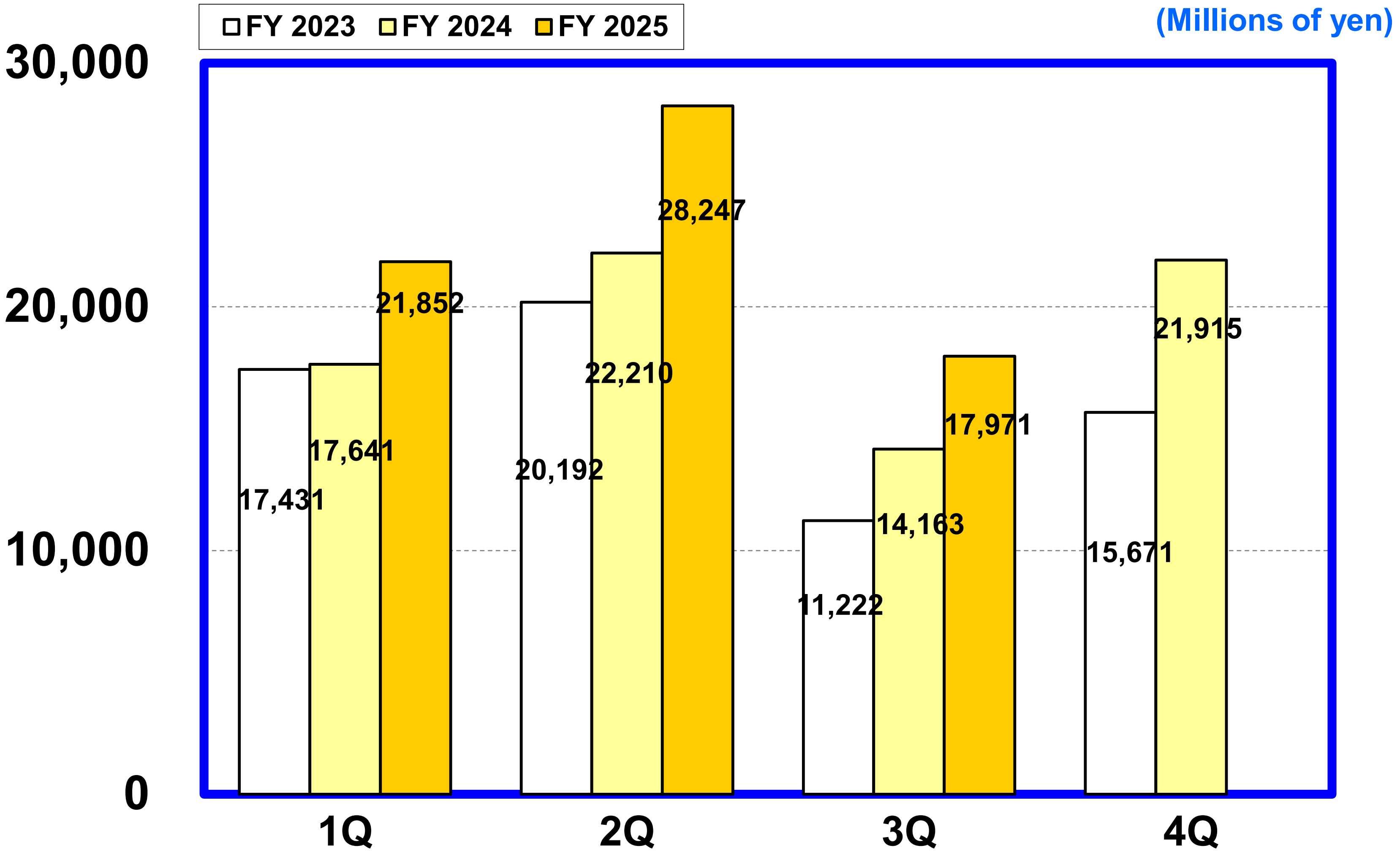
Consolidated

Quarterly change of Net sales



Consolidated

Quarterly change of Ordinary profit



Summary of Business Results, July – September, 2025

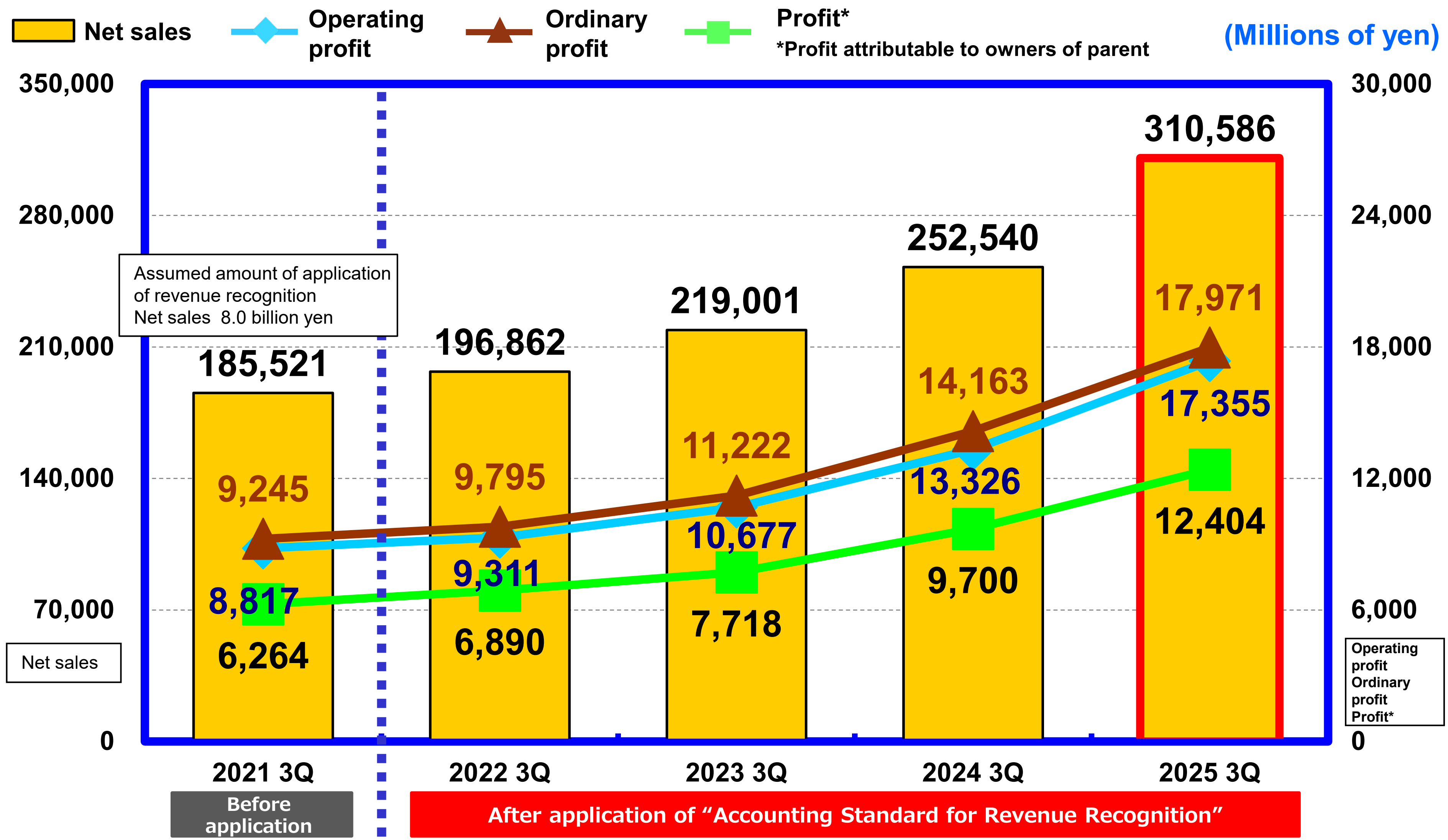
(Millions of yen)

	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	310,586	+23.0%	271,915	+23.1%
Operating profit	17,355	+30.2%	15,362	+33.3%
Ordinary profit	17,971	+26.9%	15,887	+33.3%
Profit*	12,404	+27.9%	11,171	+34.5%

*Profit attributable to owners of parent

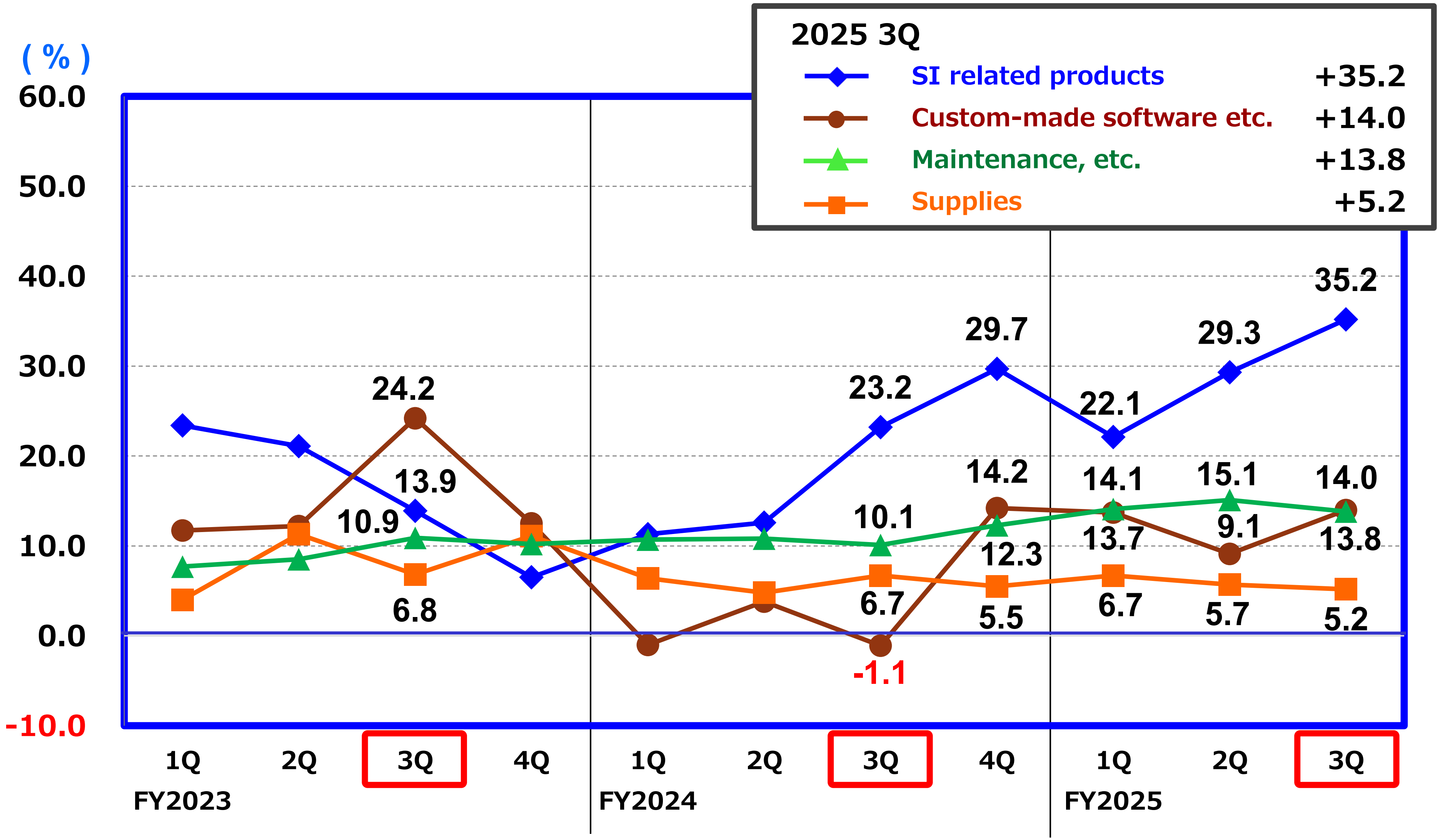
Consolidated

Net sales and Profits, July – September



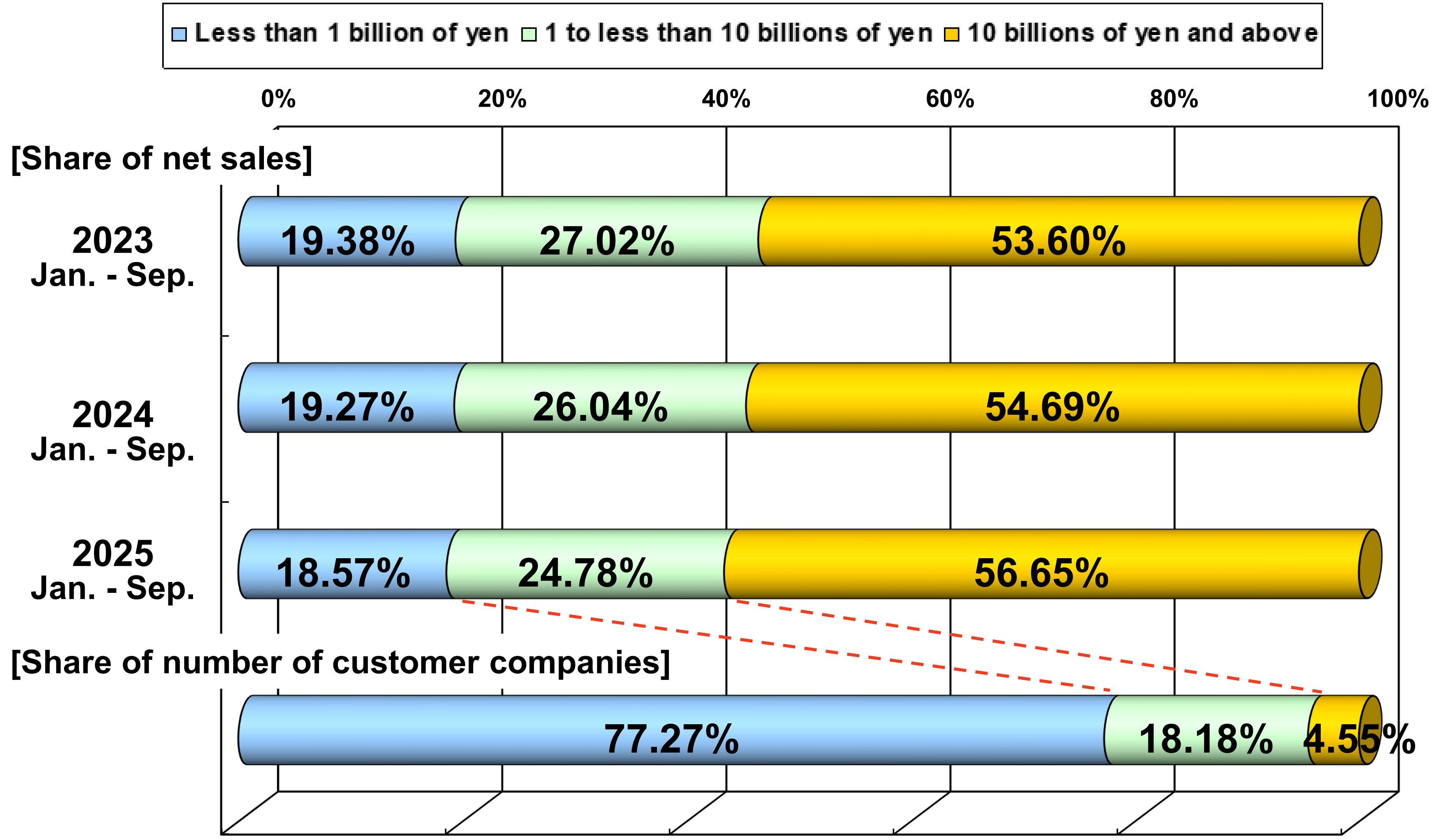
Non-Consolidated

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



Non-Consolidated

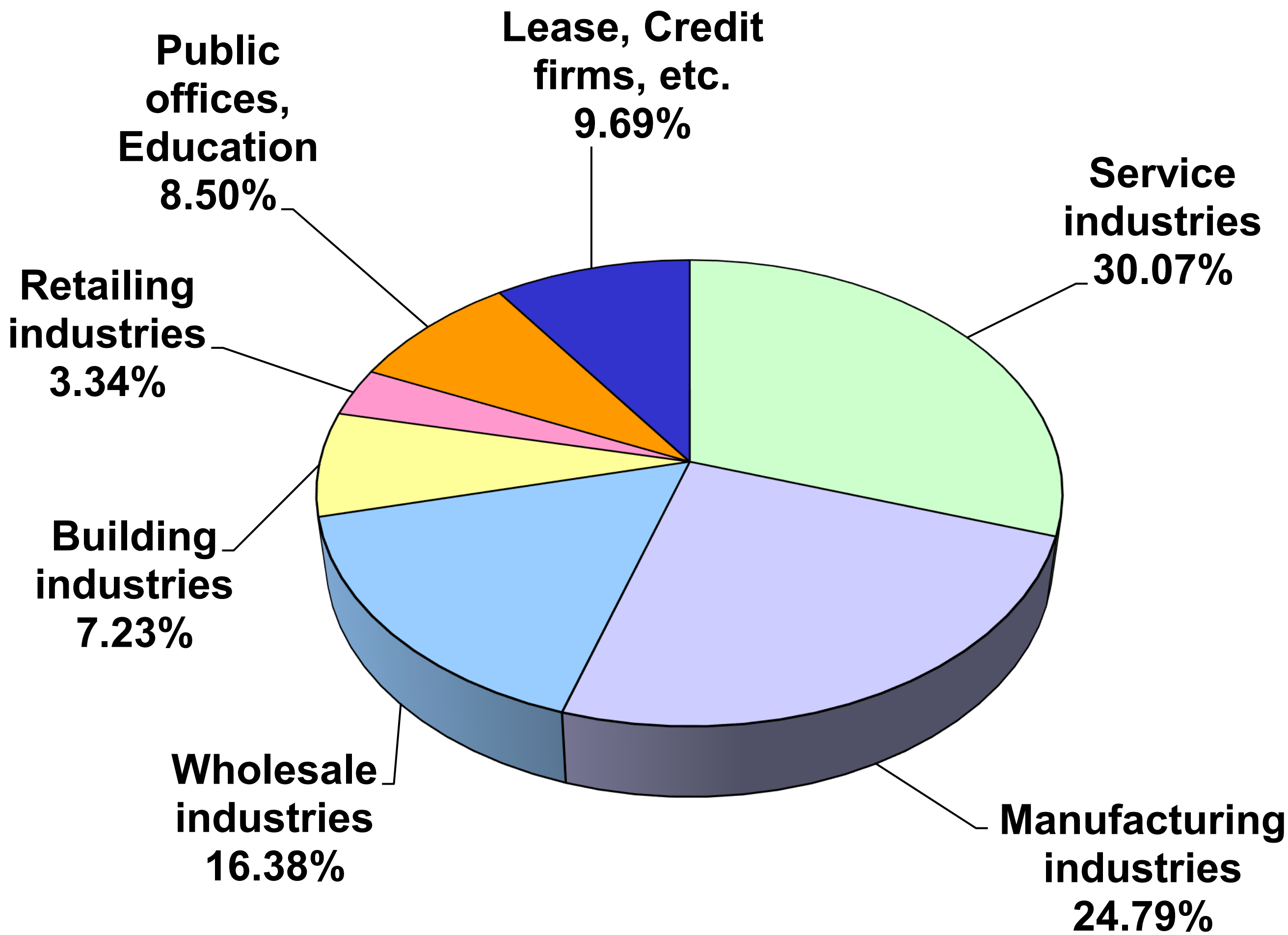
Composition of customers by annual sales



Non-Consolidated

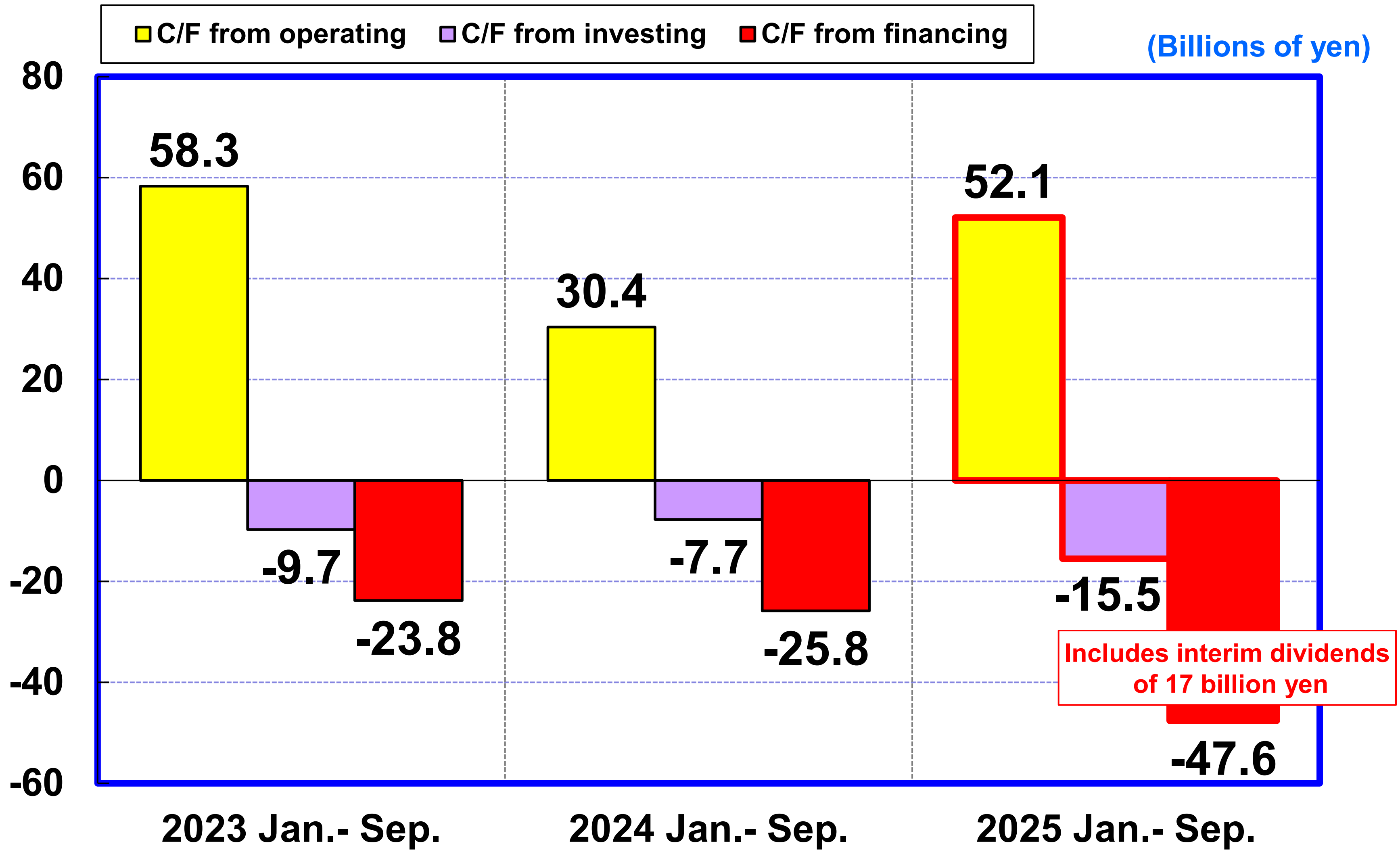
Sales breakdown by customers' type of industry

2025 Jan. – Sep.



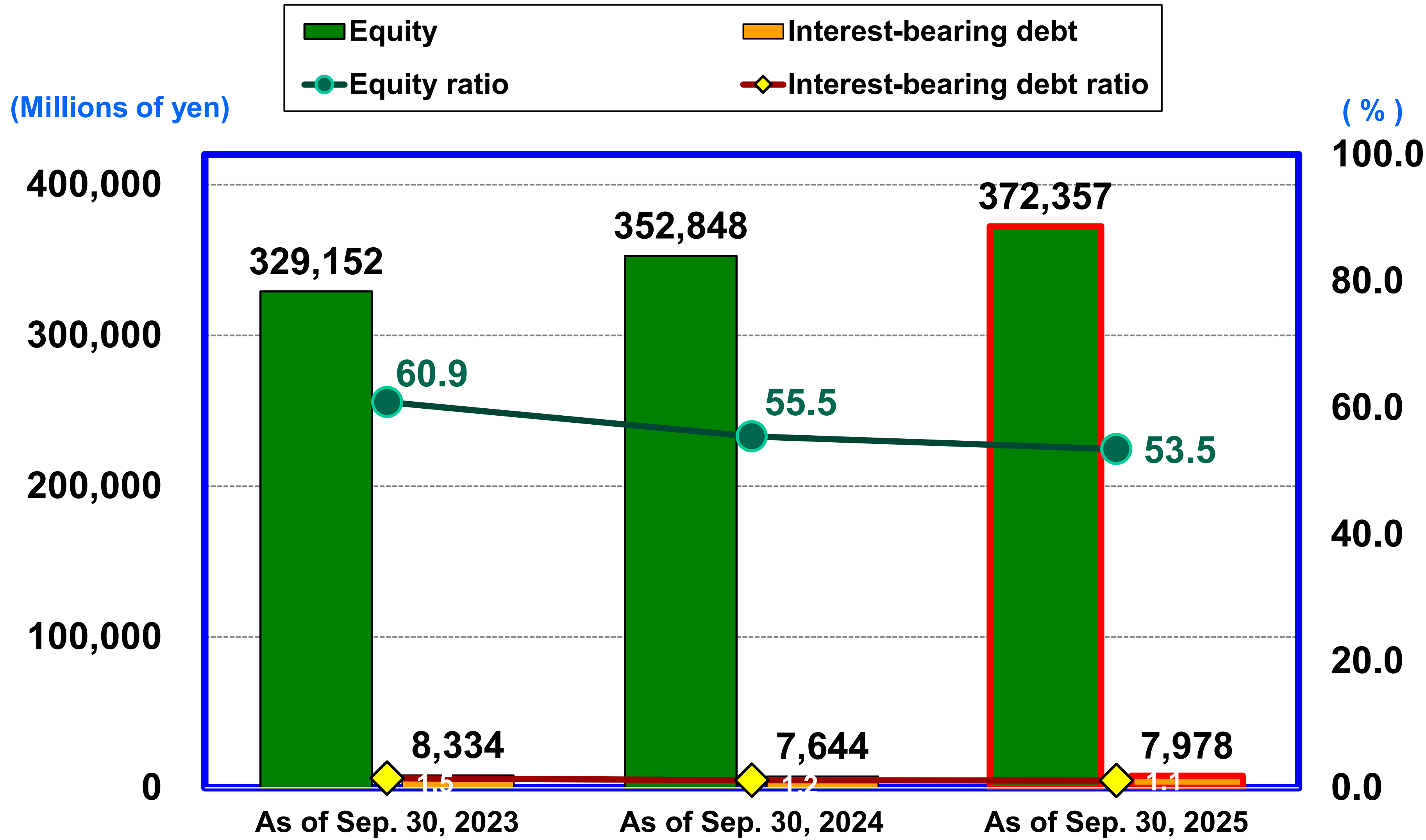
Consolidated

Cash flows



Consolidated

Equity and Interest-bearing debt



Non-Consolidated

Key strategic business

<Amount of Sales> (Millions of yen)

	2023 Jan. – Sep.	2024 Jan. – Sep.		2025 Jan. – Sep.			2025 Jul. – Sep.		
	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"	146,517	154,973	+5.8%	165,959	+10,986	+7.1%	54,228	+3,103	+6.1%
SMILE	12,373	11,508	-7.0%	11,015	-493	-4.3%	2,717	-484	-15.1%
ODS	43,202	43,936	+1.7%	46,960	+3,024	+6.9%	11,570	+739	+6.8%
OSM	81,076	97,359	+20.1%	124,370	+27,010	+27.7%	43,042	+11,463	+36.3%

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

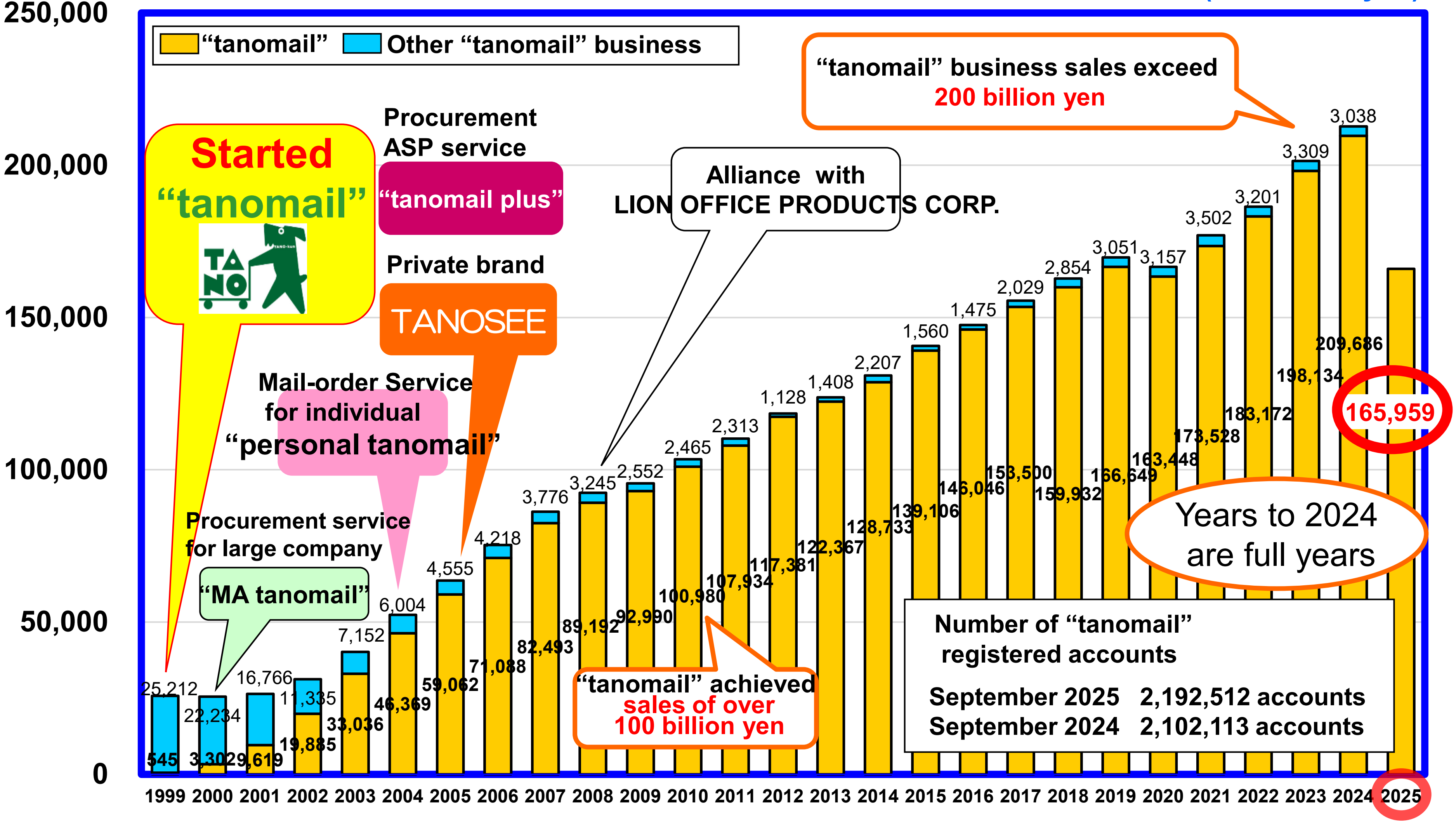
<As reference: Number of Sales> (Units)

	2023 Jan. – Sep.	2024 Jan. – Sep.		2025 Jan. – Sep.			2025 Jul. – Sep.		
Copier	27,406	27,089	-1.2%	28,634	+1,545	+5.7%	6,510	+294	+4.7%
(of which Color copier)	26,743	26,521	-0.8%	28,147	+1,626	+6.1%	6,404	+318	+5.2%
Server	16,446	14,075	-14.4%	13,529	-546	-3.9%	3,681	-185	-4.8%
PC	889,903	1,010,168	+13.5%	1,529,388	+519,220	+51.4%	542,345	+210,558	+63.5%
Client Total	928,701	1,054,515	+13.5%	1,650,793	+596,278	+56.5%	618,700	+281,597	+83.5%

Non-Consolidated

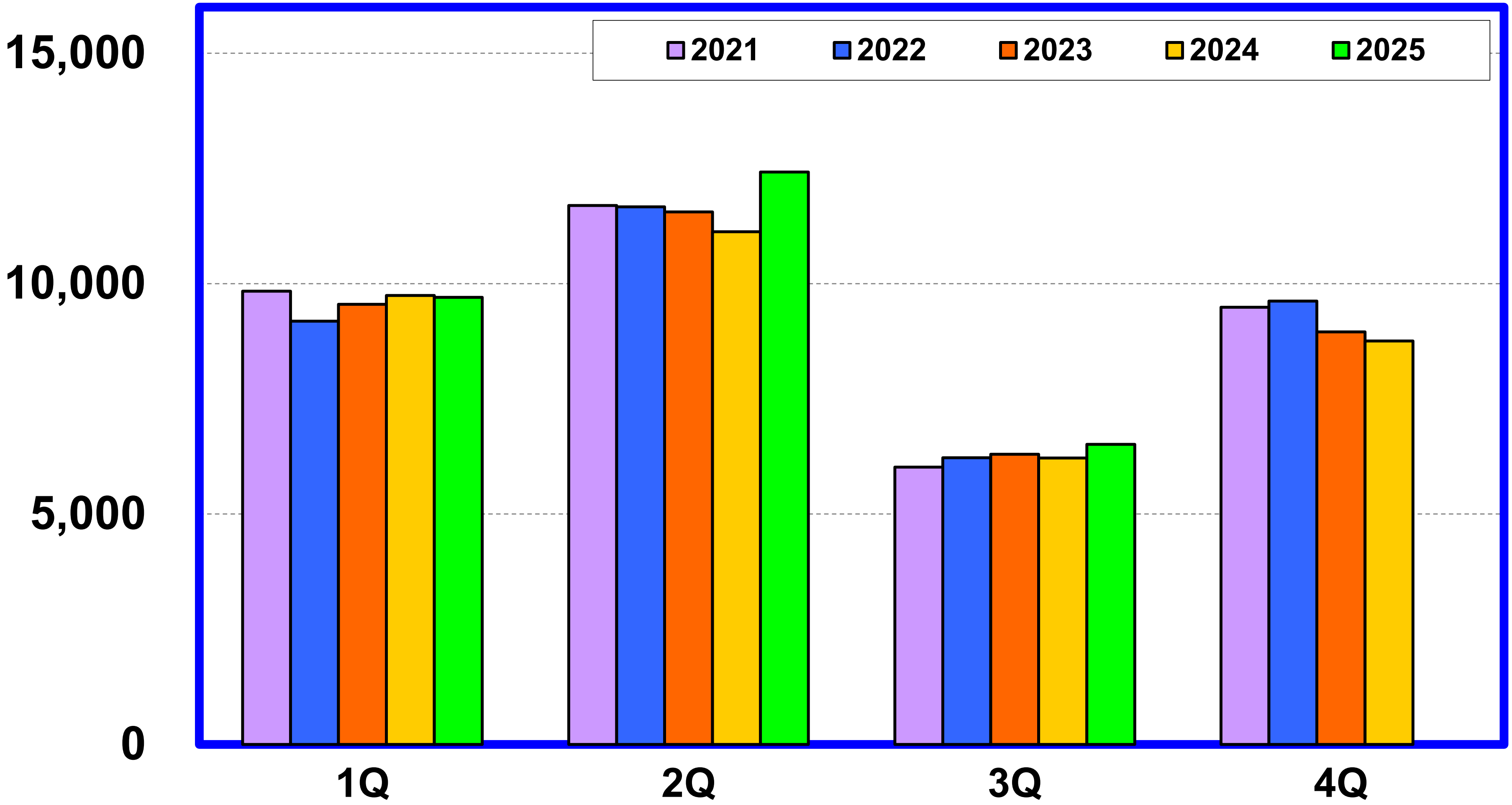
Annual sales transition of “tanomail”

(Millions of yen)



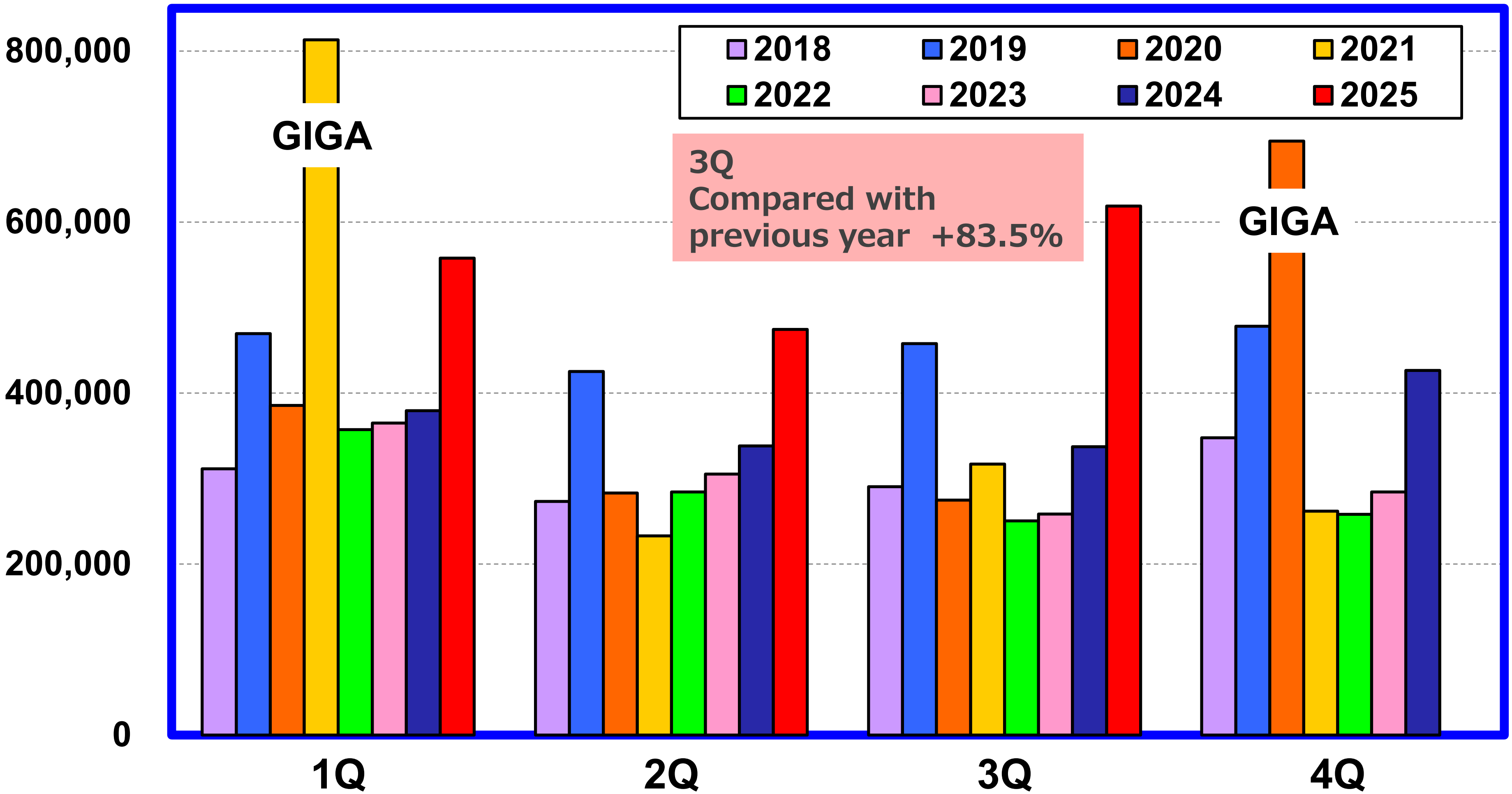
Quarterly Number of Copiers Sold

(Units)



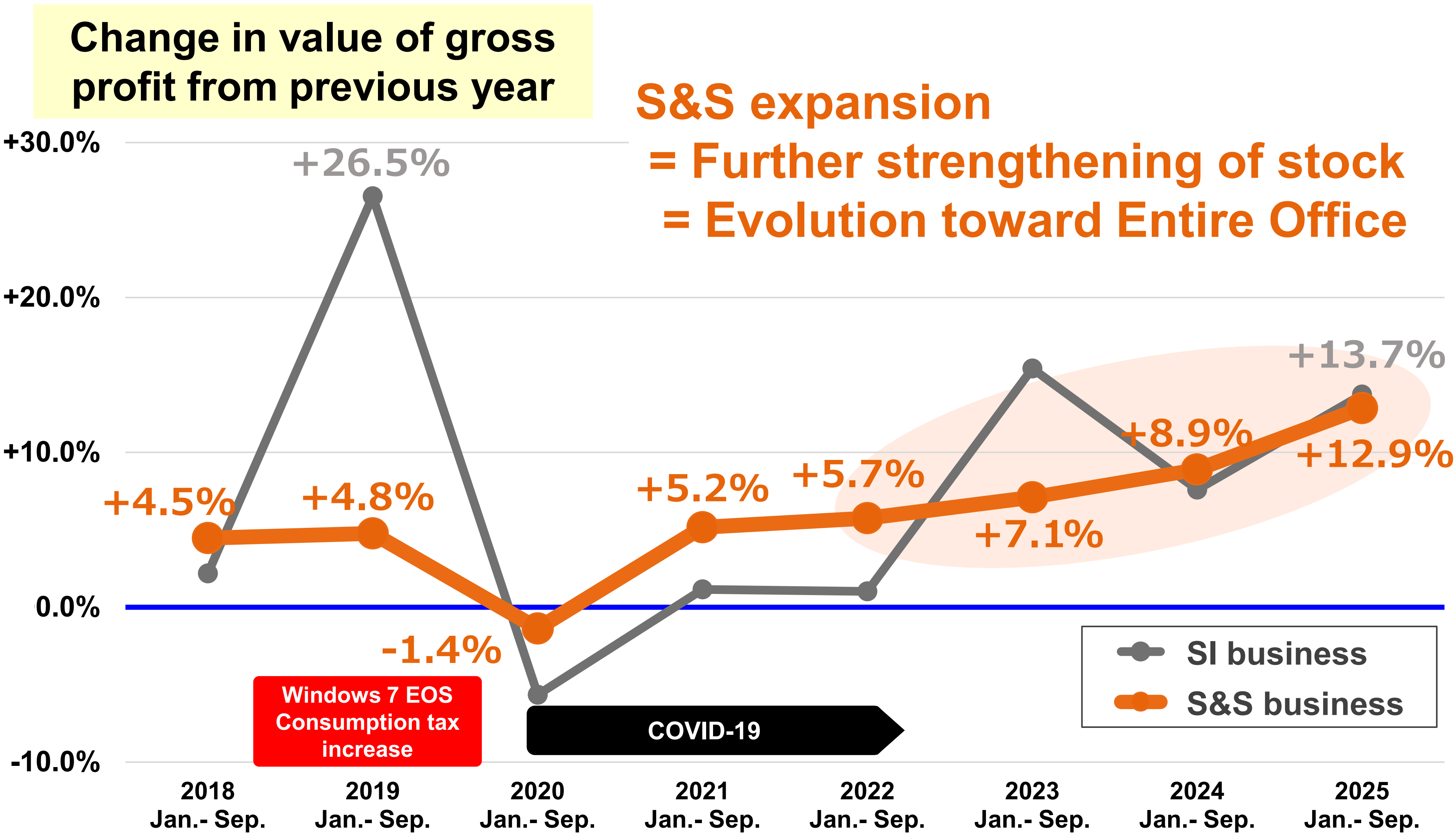
Quarterly Number of Client Machines Sold

(Units)



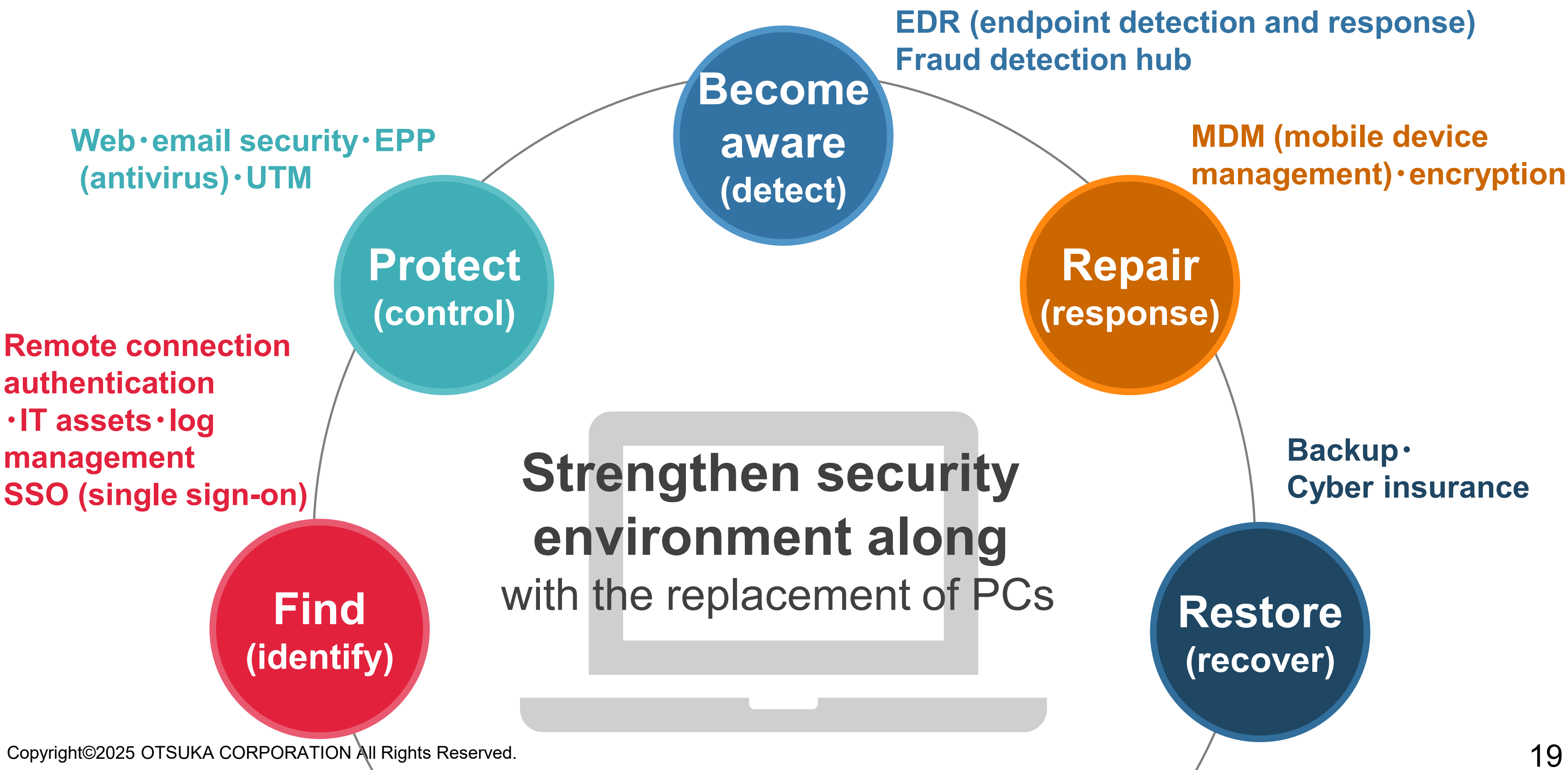
Non-Consolidated

Expansion and Stable Growth of the S&S Business



Security

Abundant solutions
that can respond to a variety of risks



“tanomail” Advance

Released on September 26, 2025

Undertake new member registration･IT solution applications･Contract management

Complete everything on a website [usable as soon as the next day]

Quickly resolve business problems!

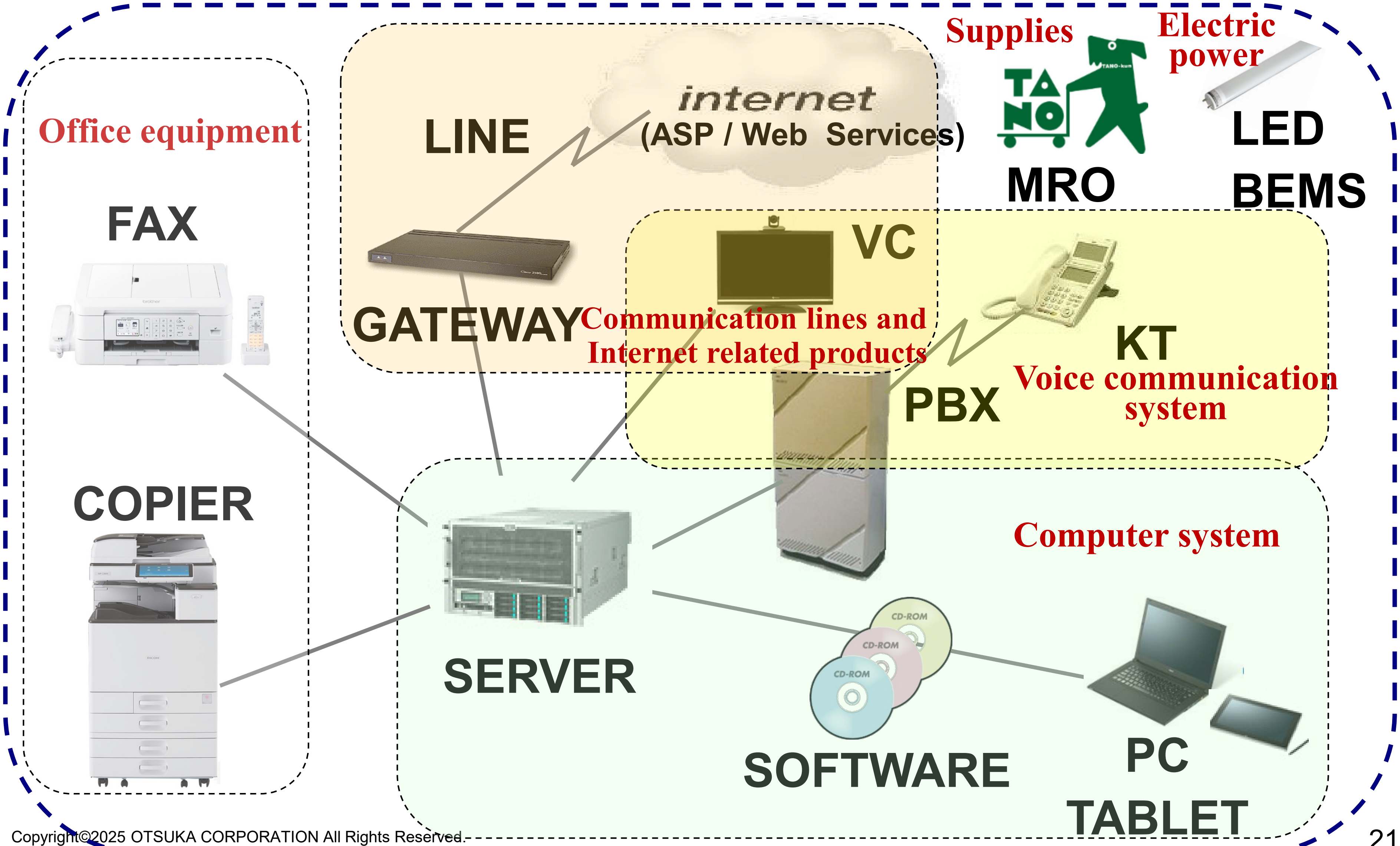
Easy to purchase with “tanomail” Advance!

- Smooth contract • purchase
- Choose plan suited to your company
- Entire management of multiple contracts

Provide solutions

Groupware	Online meeting	Cloud service ･software	Security service
Single sign-on	Communication	BCP measures	Business support

OTSUKA CORPORATION for the Entire Office



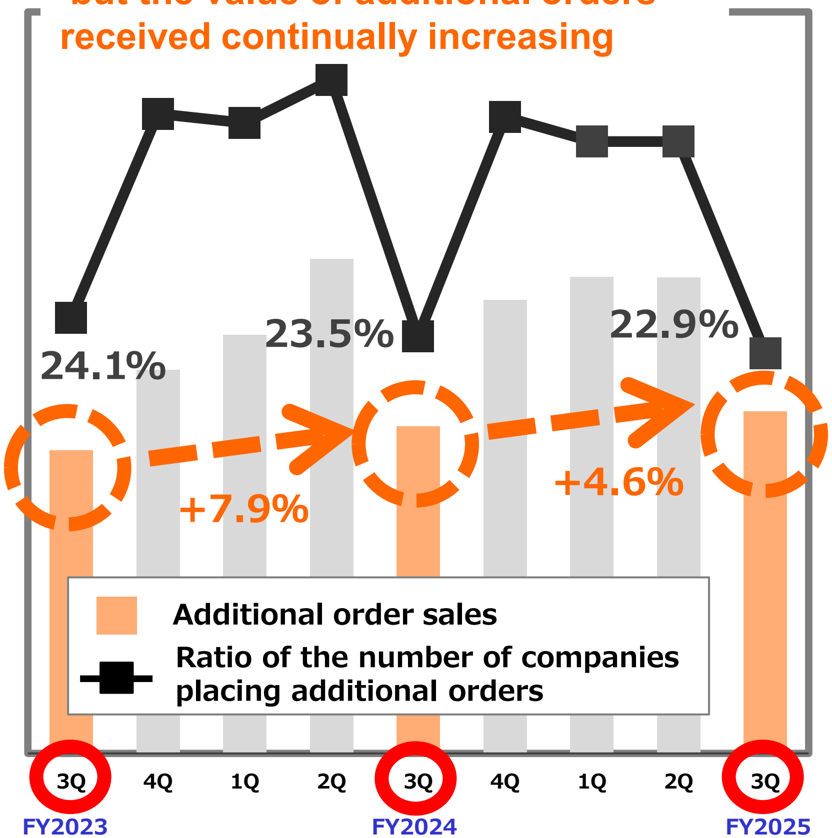
Status of Orders

【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

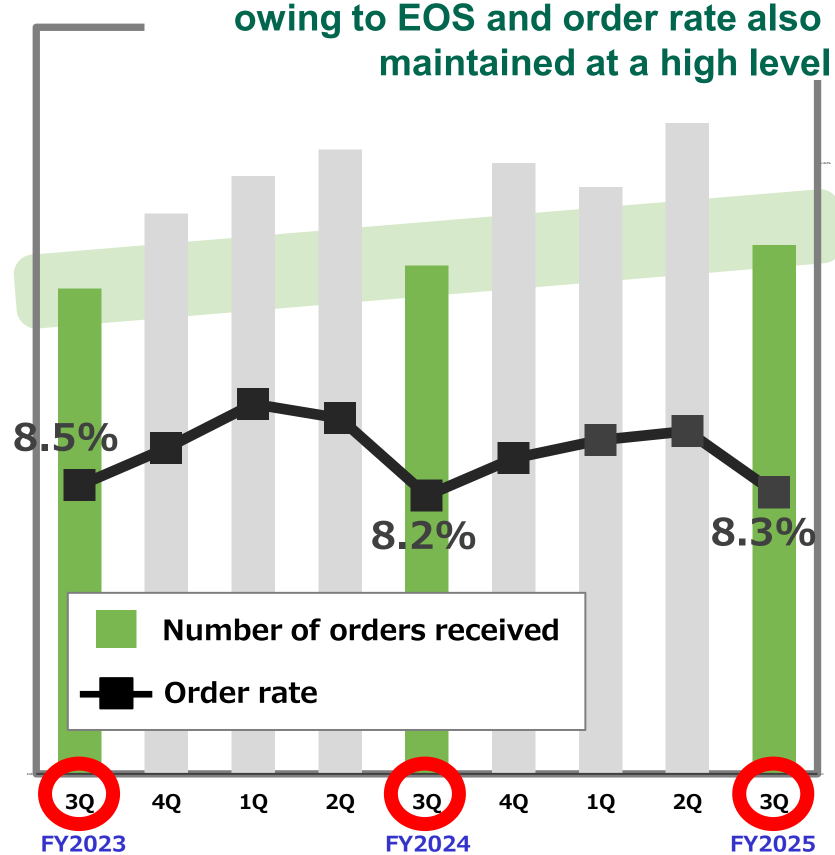
The composition ratio remained flat but the value of additional orders received continually increasing



【Overall number of orders and order rate】

Order rate = Number of orders received ÷ Number of negotiations

The number of orders received increasing owing to EOS and order rate also maintained at a high level



Sales Support by Utilizing AI

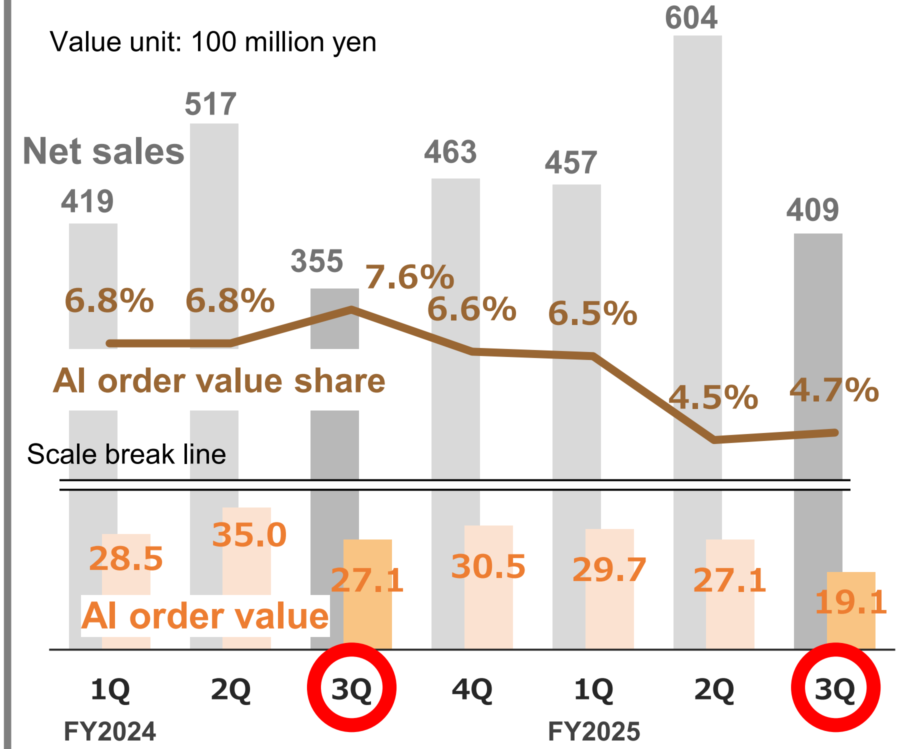
【Results support through AI】

*AI order value share: Share of sales in user departments (excluding continuous transactions such as for supplies and maintenance)

*Sales: Sales of user department (excluding continuous transactions such as for supplies and maintenance)

AI order value: YoY decline in 2Q and 3Q

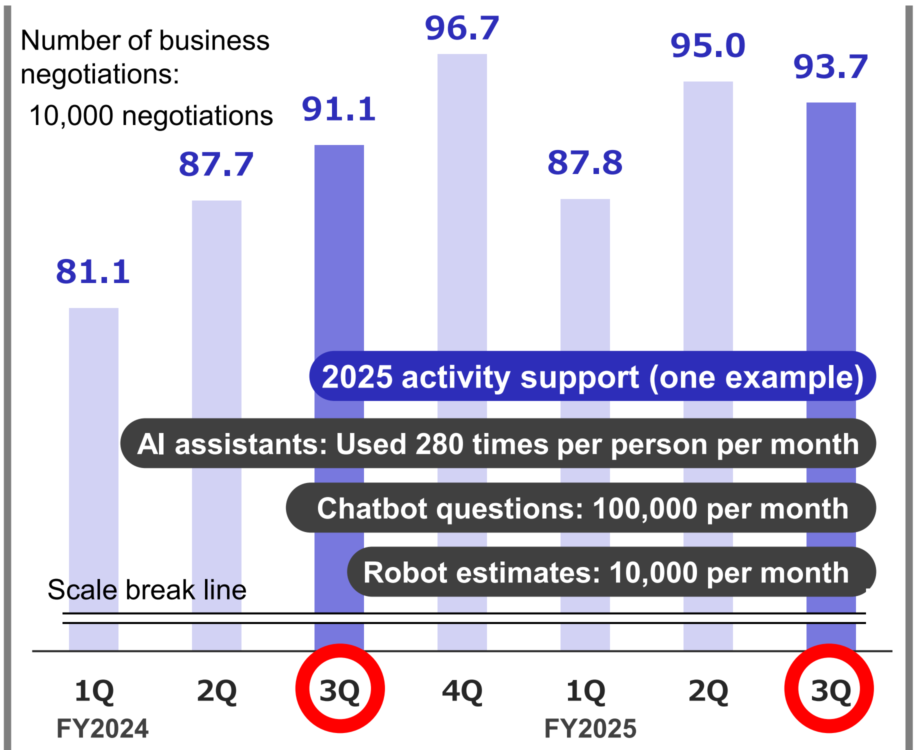
From 3Q 2024 onwards prioritize support for customers facing problems as they approach EOS



【Activity support utilizing AI】

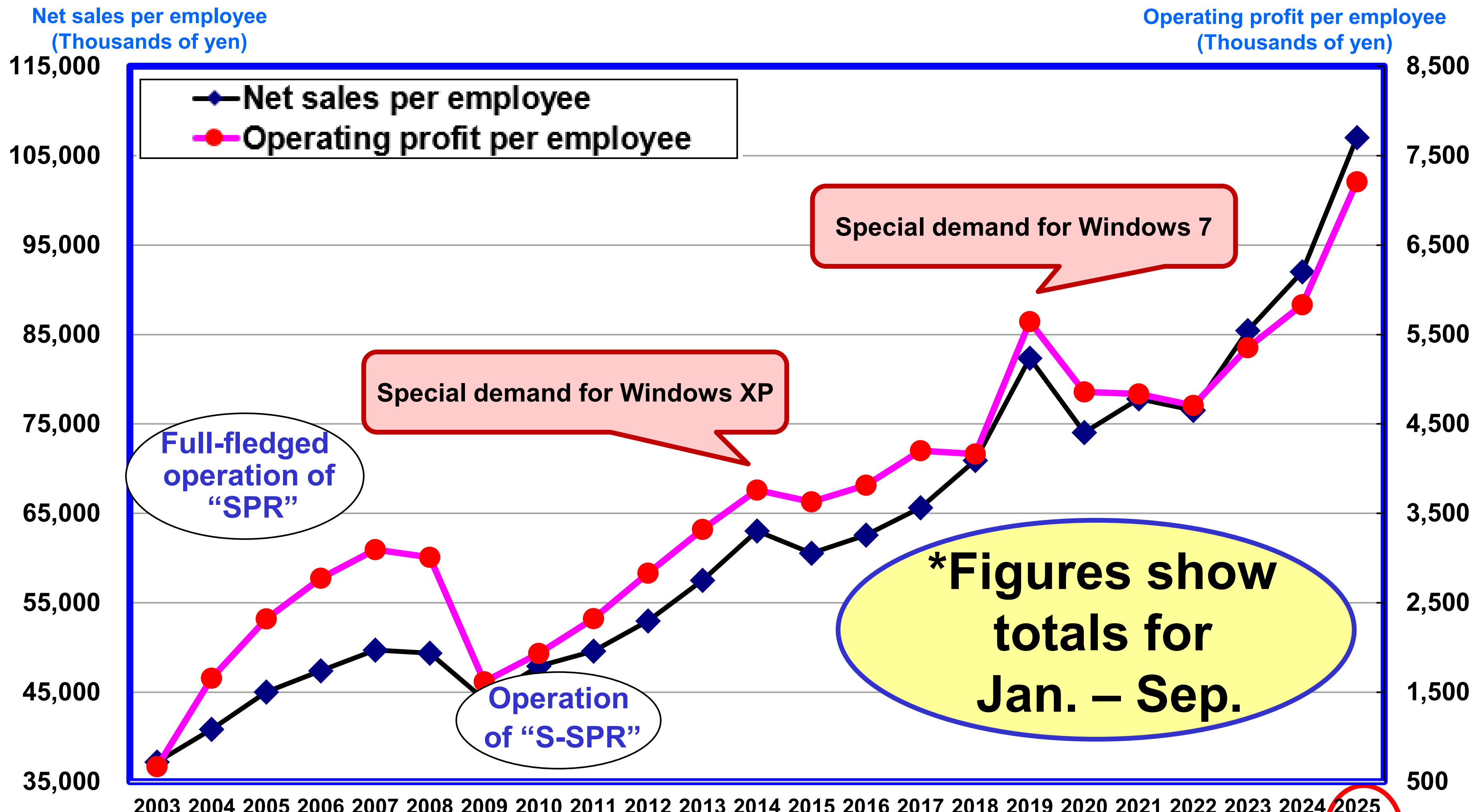
Company-wide sales negotiations: Large year-on-year increases in all quarters

Utilize AI to create time for customer contact



Non-Consolidated

Change of Net sales per employee and Operating profit per employee



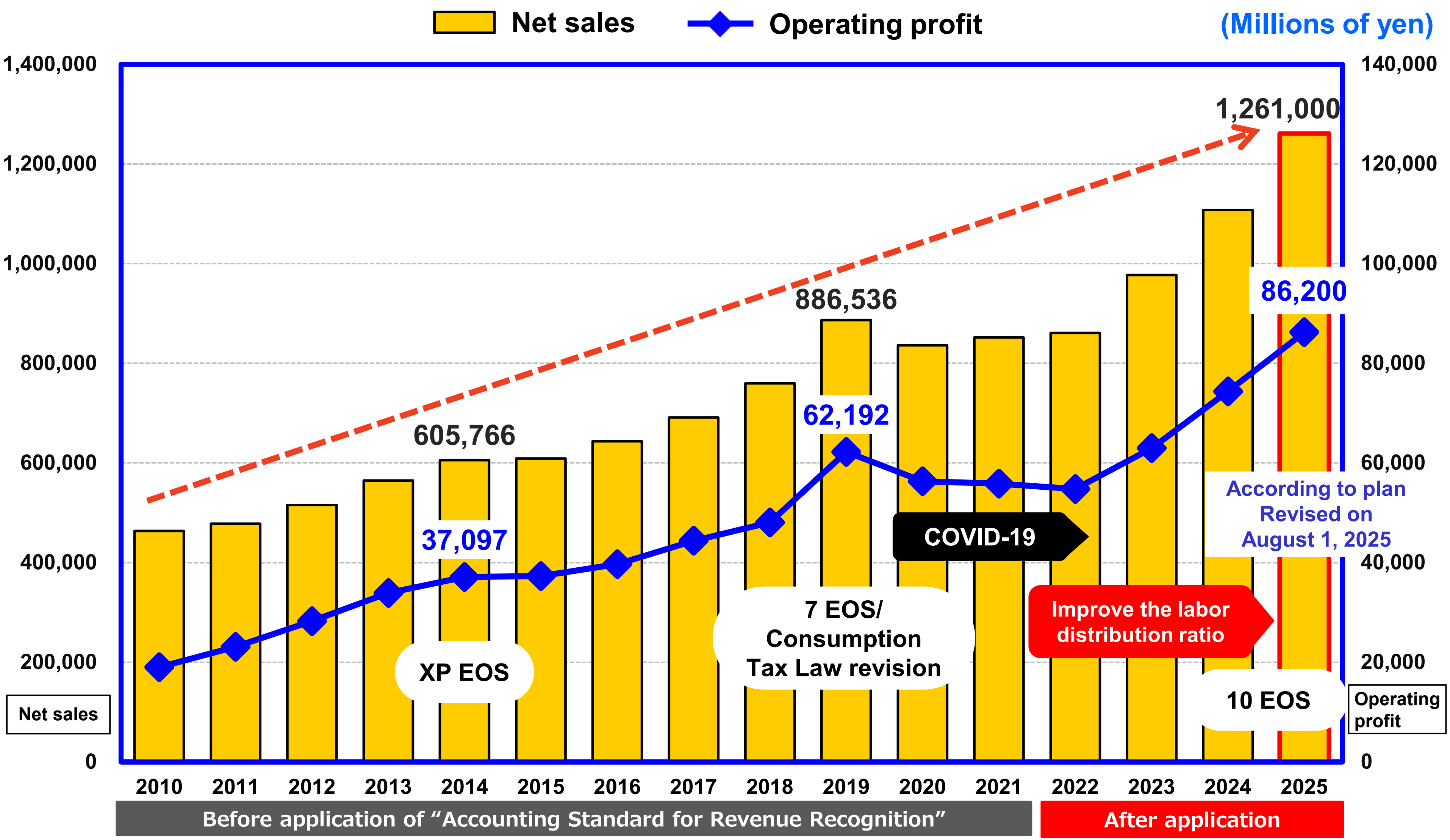
Number of employees at the end of September

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
6,303	6,326	6,309	6,377	6,589	6,763	6,823	6,802	6,729	6,678	6,656	6,789	6,882	7,036	7,129	7,200	7,312	7,489	7,554	7,535	7,745	8,008	8,307

(299 person increase from the end of the previous September)

Consolidated

Plans of Net sales and Operating profit




Community
Customers
We live up to our Stakeholders' confidence
Shareholders
Business Partners
Employees

Cautionary statement

1. This material is intended to provide information about the business performance of the 3rd 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.

2. Forward-looking statements in this material with respect to OTSUKA CORPORATION's strategies, plans, beliefs, and other statements related to future trends and performance are not historical facts, and as such involve risks and uncertainties. Such statements are not guarantees of future performance. Actual results may differ considerably from projections due to unpredictable changes to the economic situation, and a number of factors. Key factors that could affect actual results are general economic conditions, social trends, change of relative competitiveness in demand action for products and services provided by OTSUKA CORPORATION. Key factors that may affect business performance are not limited to these items described here.

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