

Business Results

for the fiscal year ended December 31, 2025

February 2, 2026

OTSUKA CORPORATION

Yuji Otsuka, President

Summary of Business Results, January – December, 2025

(Millions of yen)

	Consolidated			Non-Consolidated		
	Amount	Ratio to Plan (Note)	Change to Last Year	Amount	Ratio to Plan (Note)	Change to Last Year
Net sales	1,322,791	104.9%	+19.4%	1,163,138	104.4%	+18.1%
Operating profit	89,943	104.3%	+21.0%	81,196	104.5%	+22.1%
Ordinary profit	91,525	105.7%	+20.5%	83,971	105.2%	+22.9%
Profit*	64,303	109.5%	+20.2%	60,534	108.9%	+23.6%

*Profit attributable to owners of parent

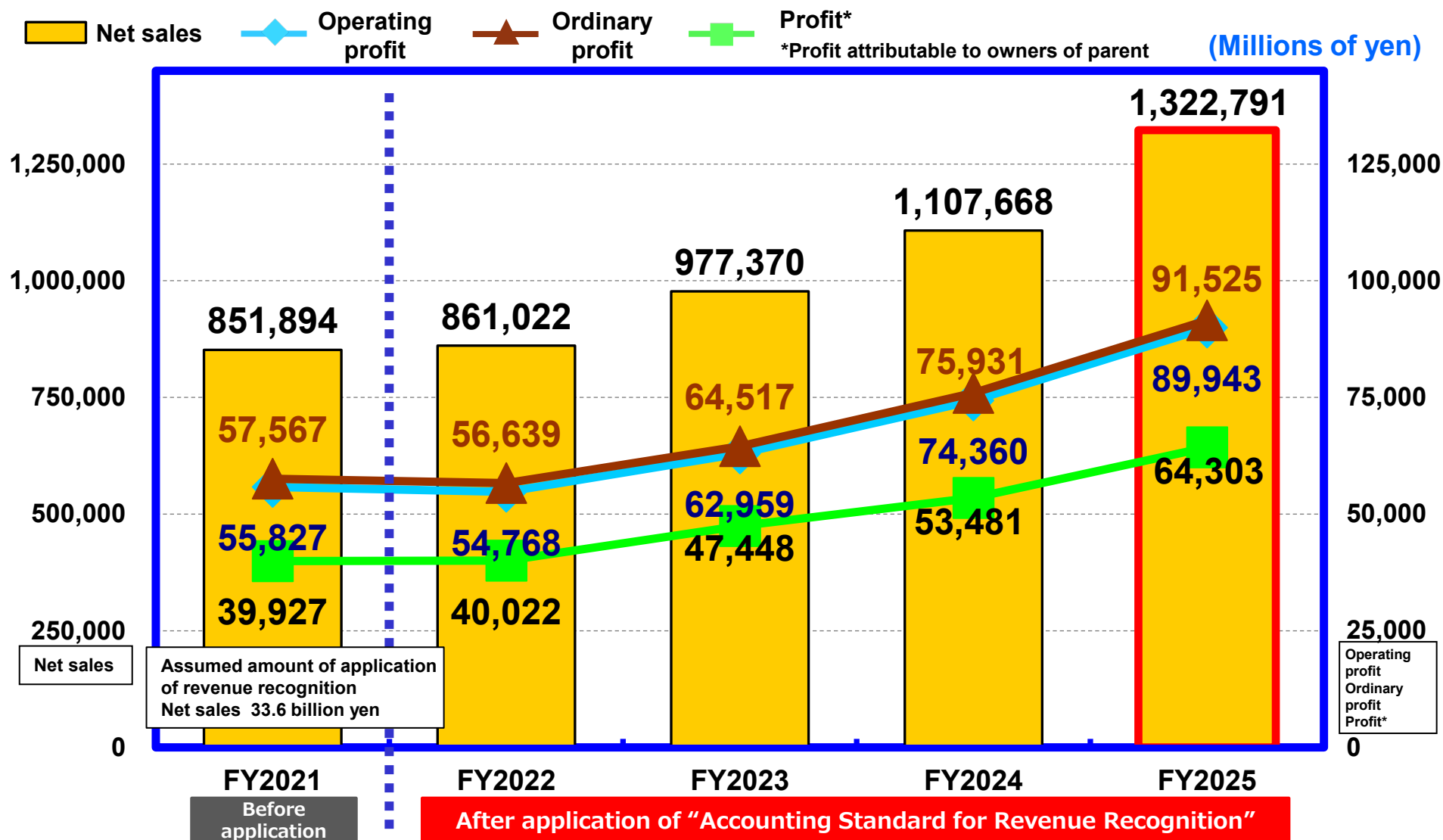
(Note) Compared with the revised plan of August 1, 2025

Consolidated subsidiaries

Company name	Business domain	Number of employees	FY 2025 Net sales (Millions of yen)
OSK Co., LTD.	Development and sale of packaged software, IT consulting, and Consigned software development	430	9,967
Net World Corporation	Sales and technology support for network-related equipment	540	180,323
Alpha Techno Co., Ltd	Emergency repair of PC and peripheral equipment and data recovery service	322	7,065
Alpha Net Co., Ltd	Comprehensive service and support for network systems	500	10,228

Consolidated

Net sales and Profits

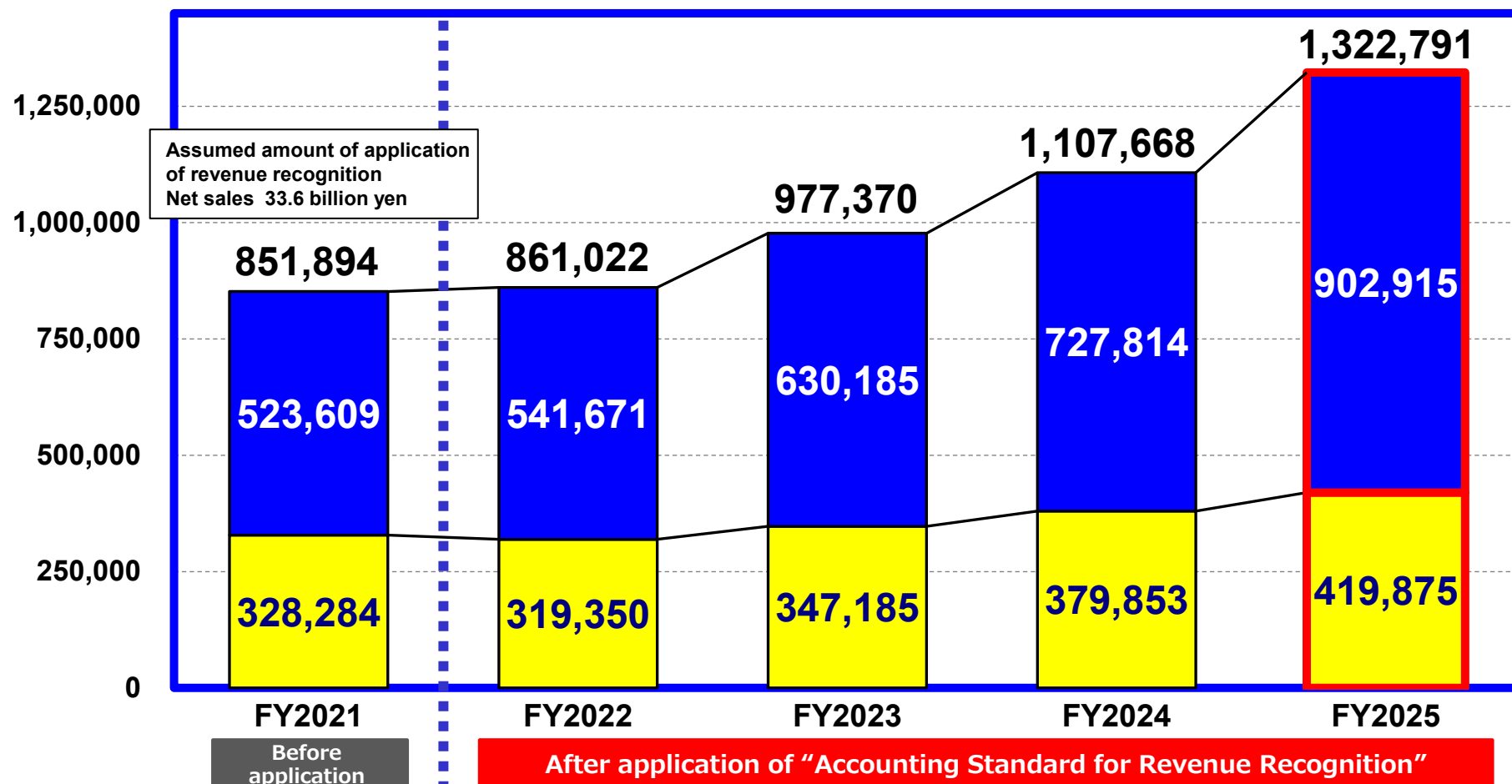


Consolidated

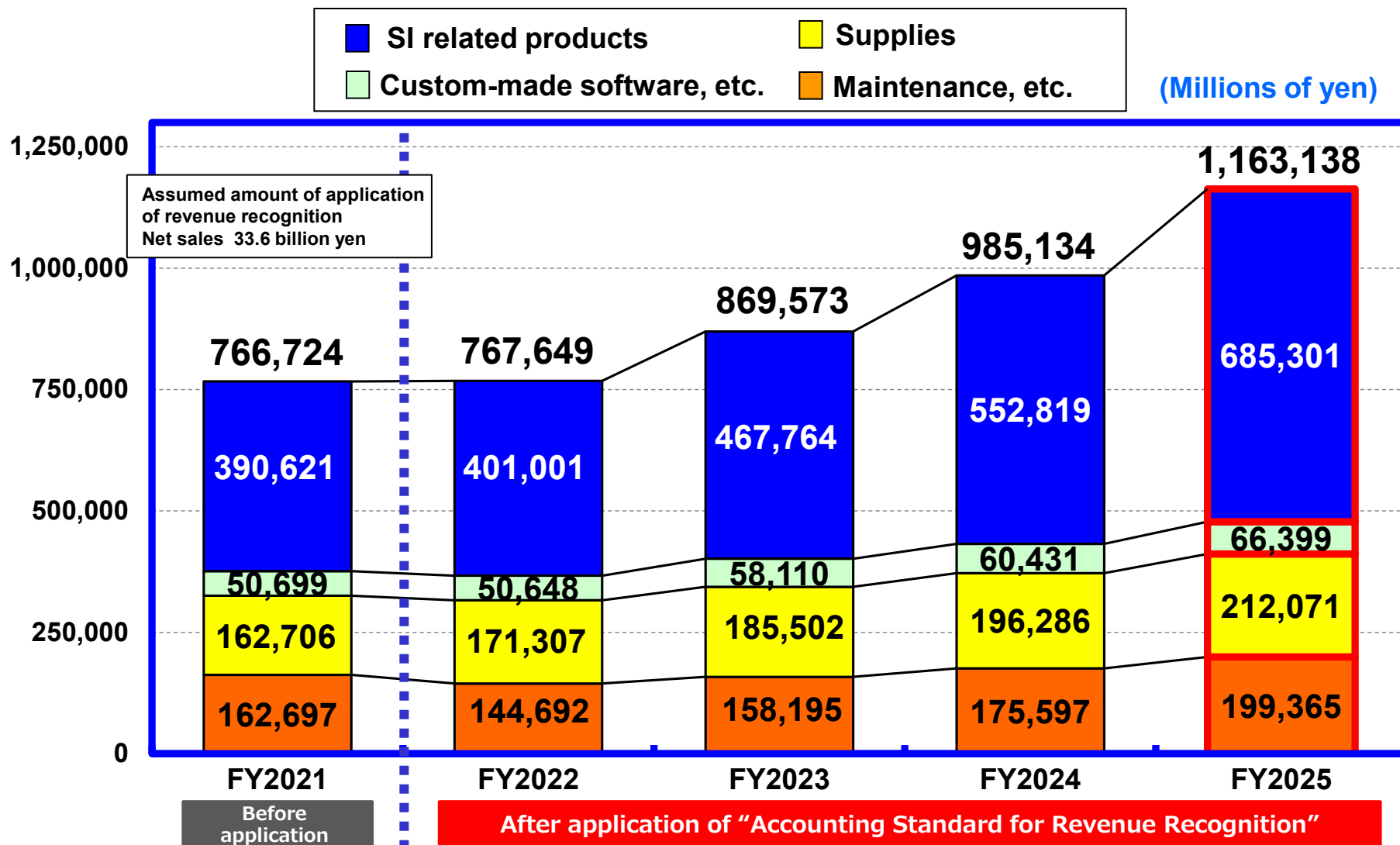
Net sales by segments

■ SI business ■ S&S business

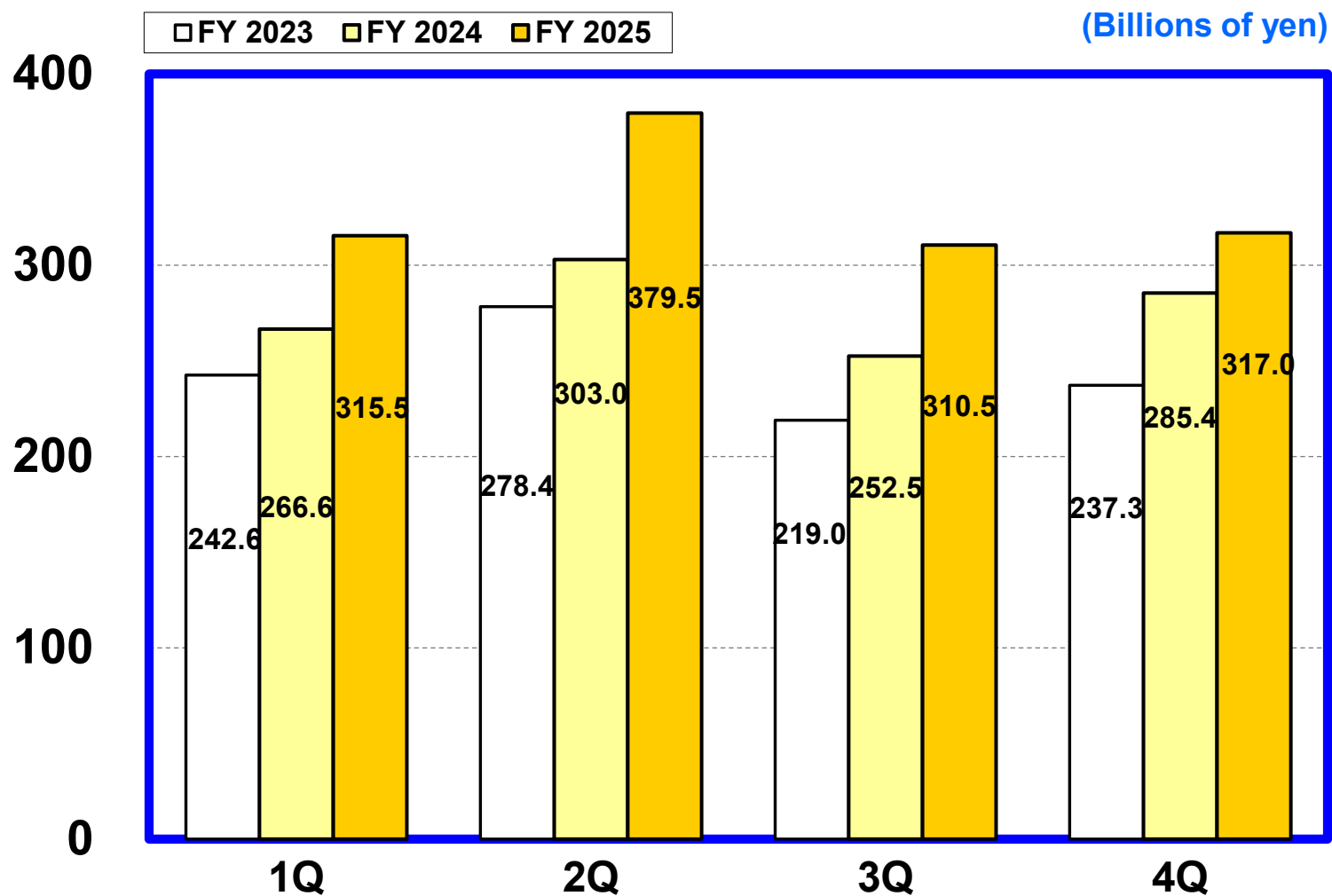
(Millions of yen)



Net sales by 4 segments

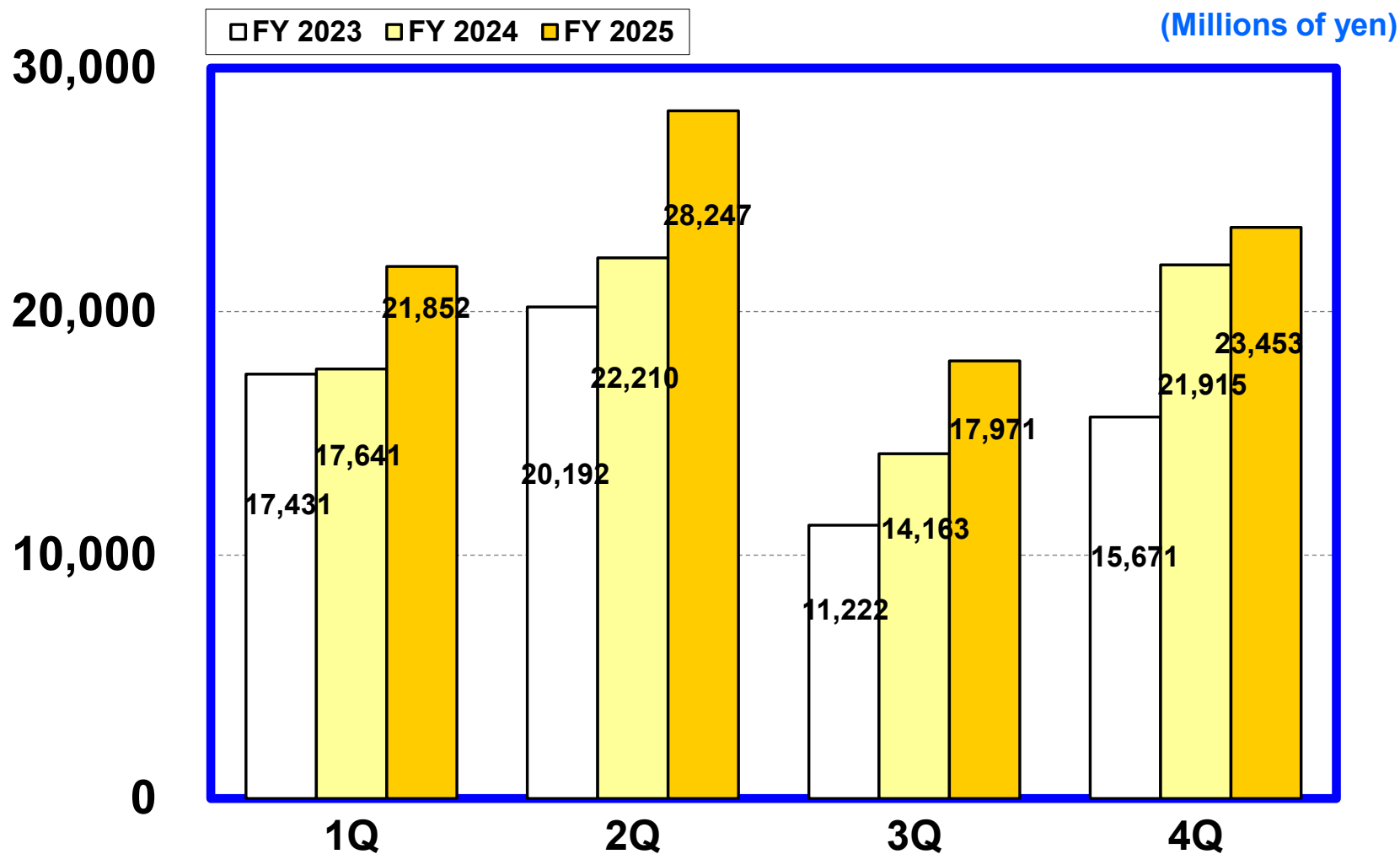


Quarterly change of Net sales



Consolidated

Quarterly change of Ordinary profit



Summary of Business Results, October – December, 2025

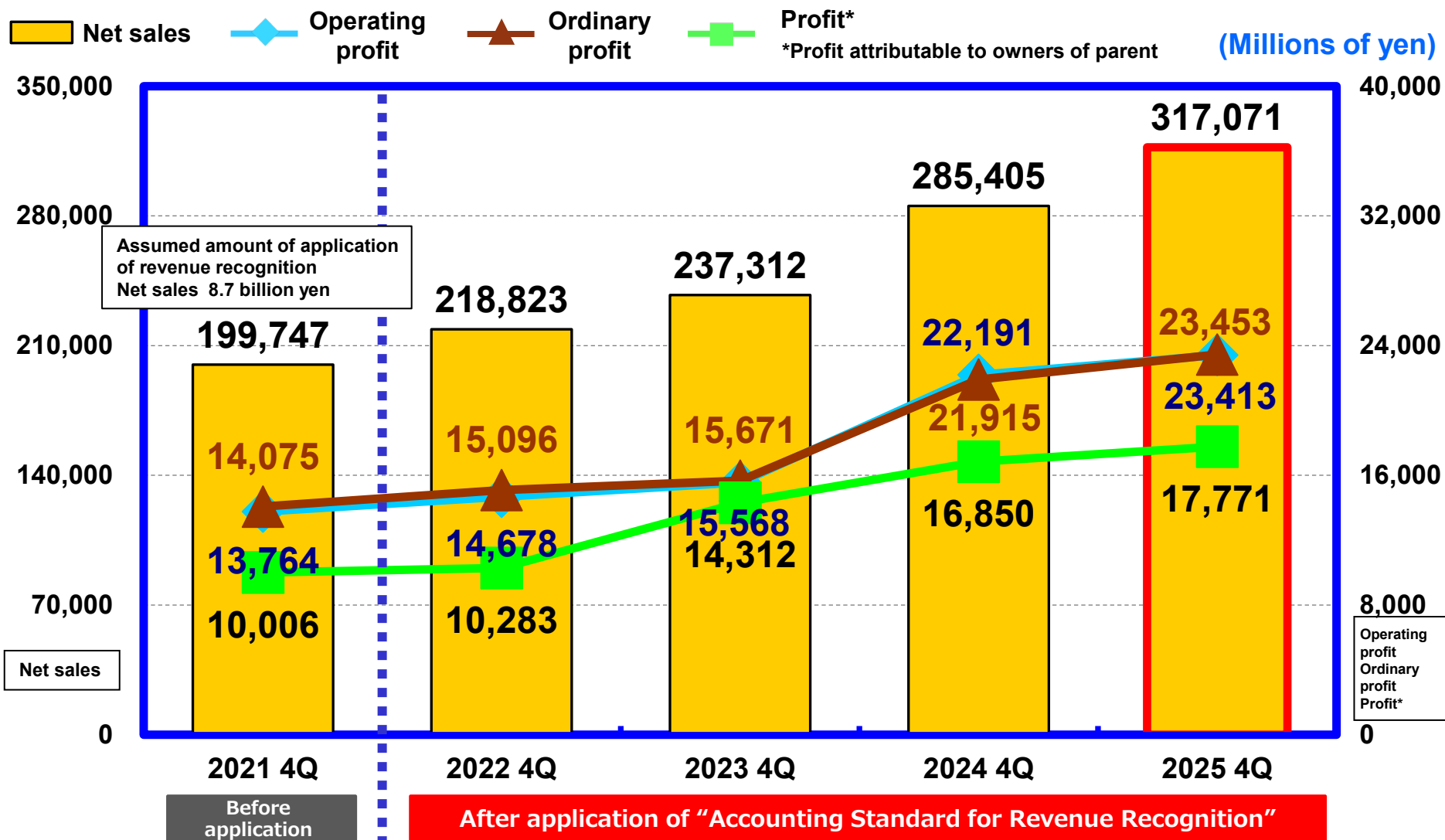
(Millions of yen)

	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	317,071	+11.1%	274,132	+10.4%
Operating profit	23,413	+5.5%	21,311	+7.8%
Ordinary profit	23,453	+7.0%	21,014	+8.9%
Profit*	17,771	+5.5%	16,313	+9.2%

*Profit attributable to owners of parent

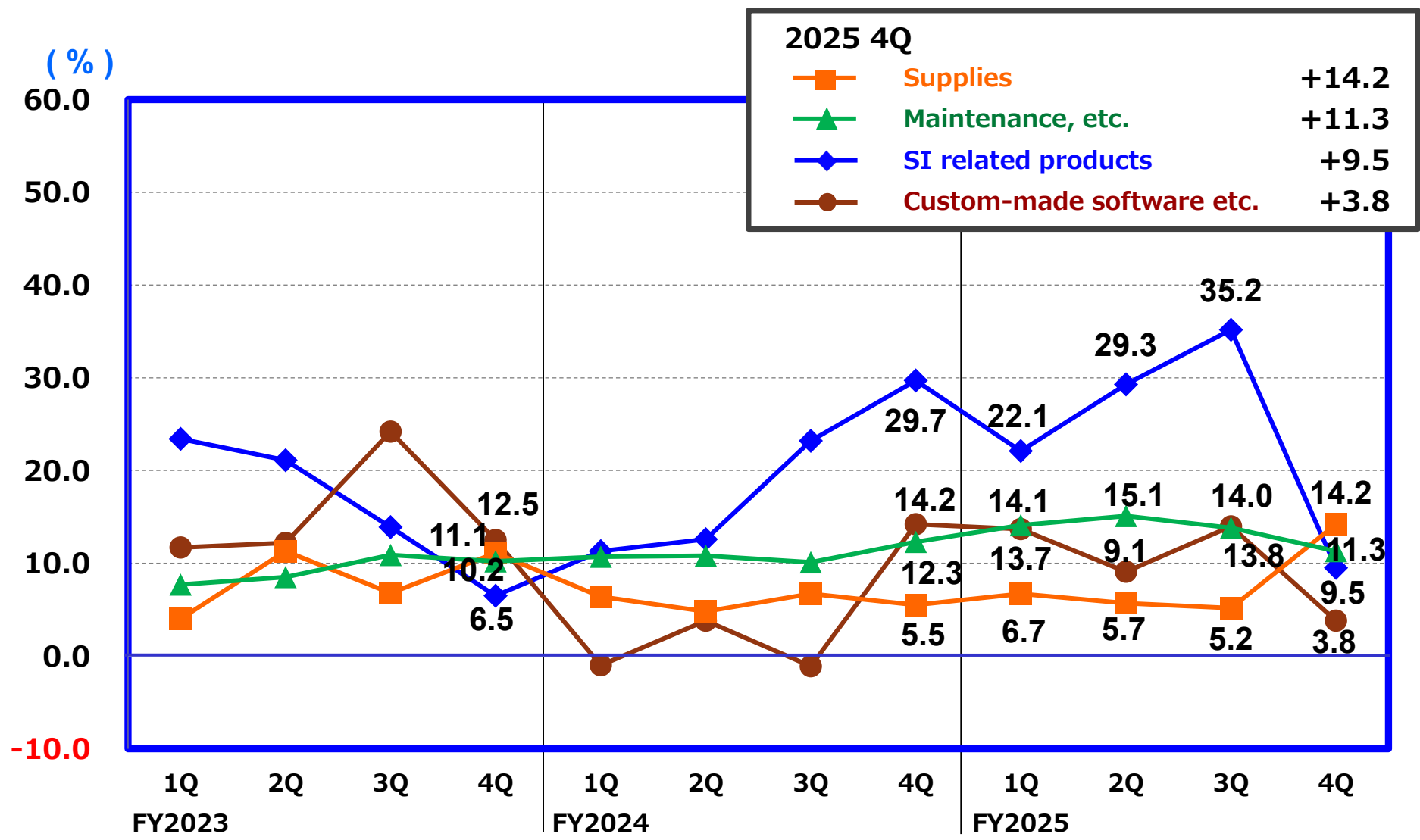
Net sales and Profits, October – December

Consolidated



Non-Consolidated

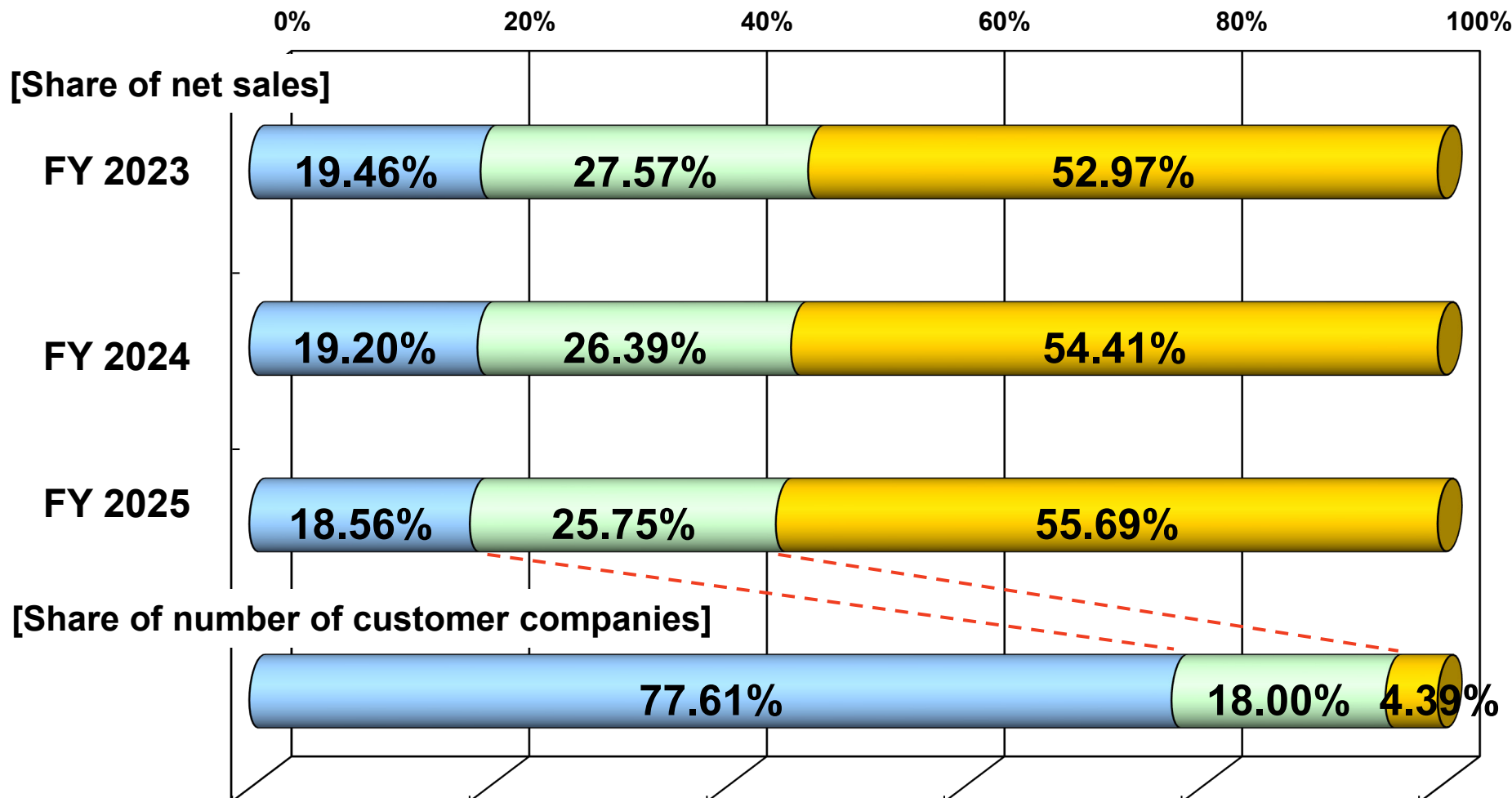
Quarterly Net Sales by 4 segments (% change year-on-year)



Composition of customers by annual sales

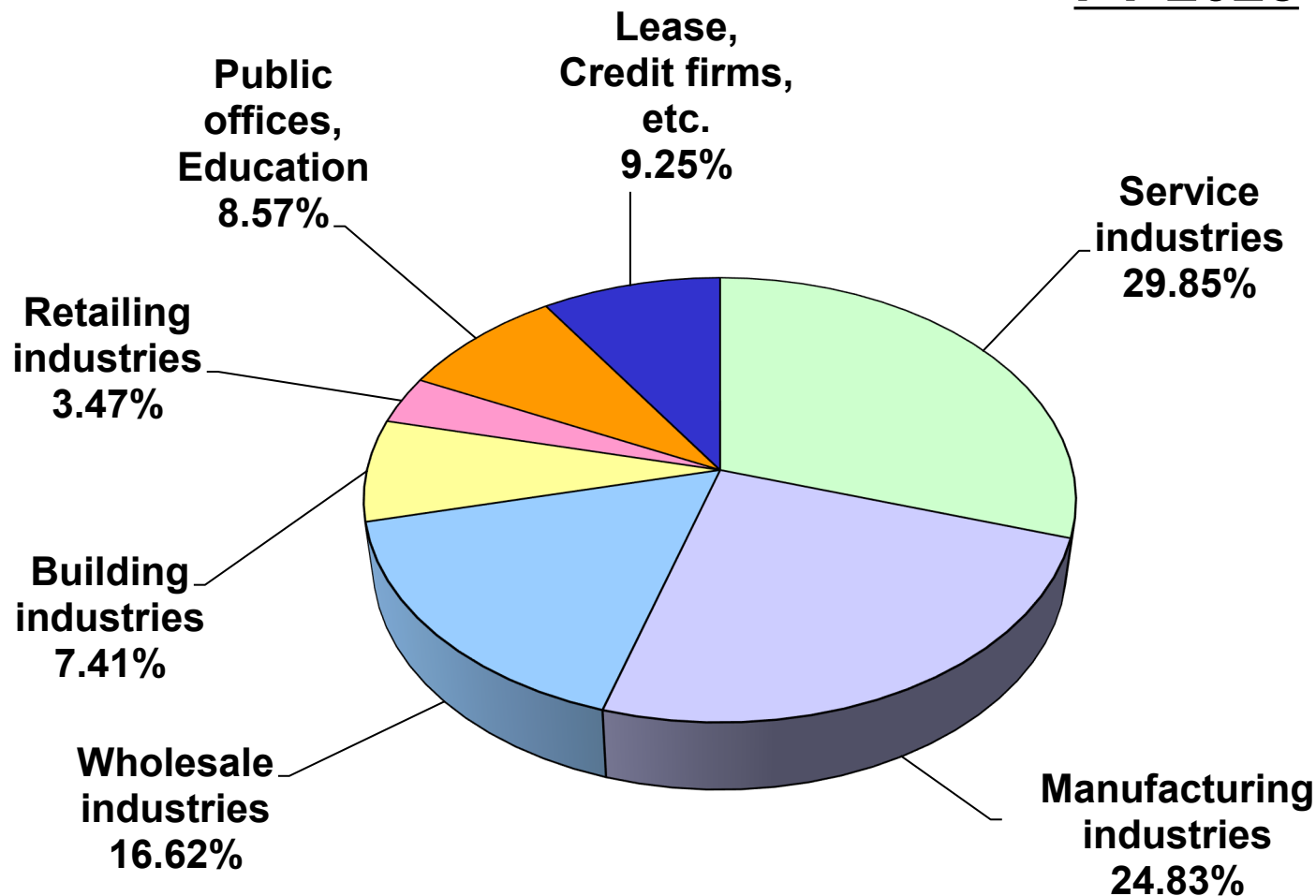
Non-Consolidated

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

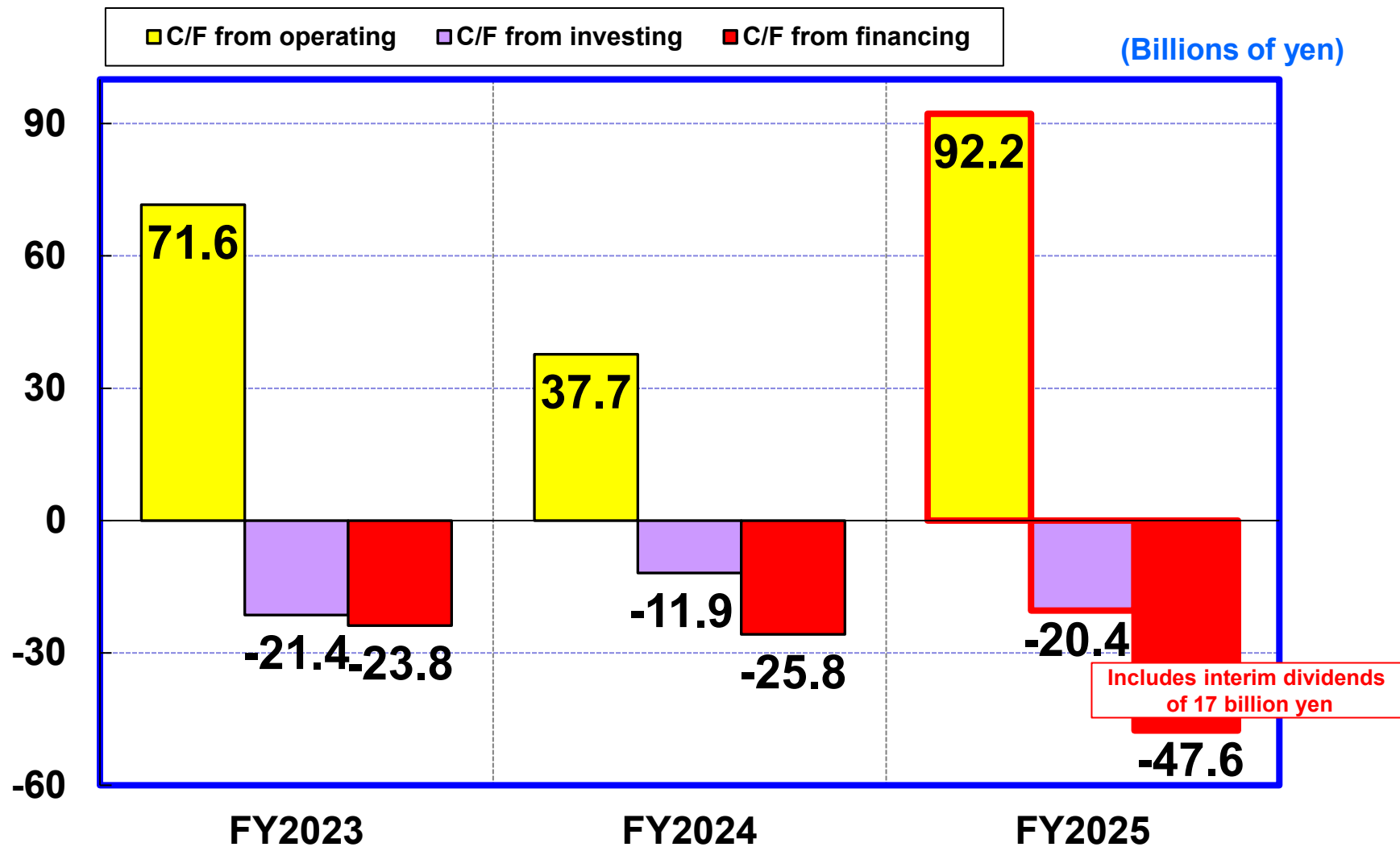


Sales breakdown by customers' type of industry

FY 2025

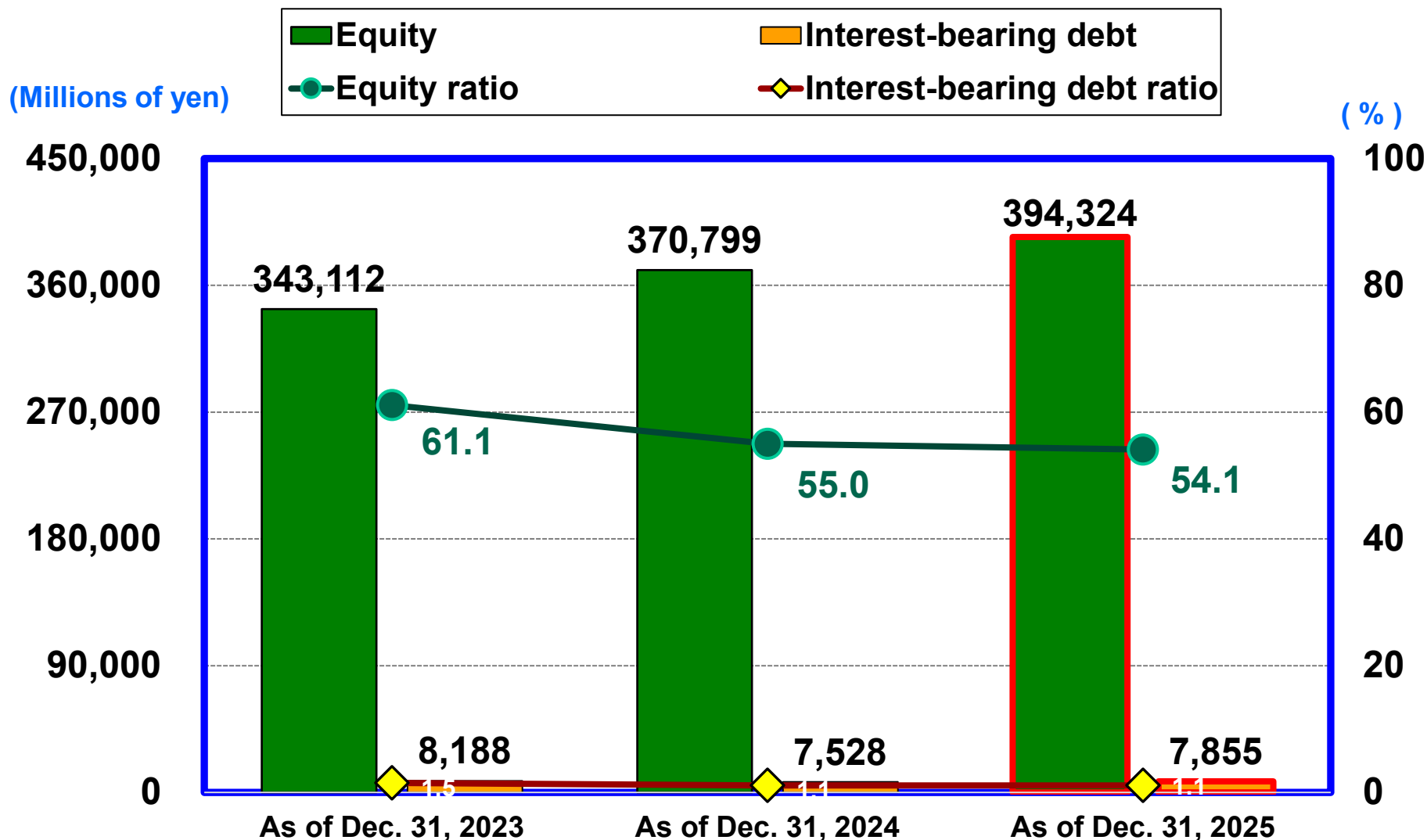


Cash flows



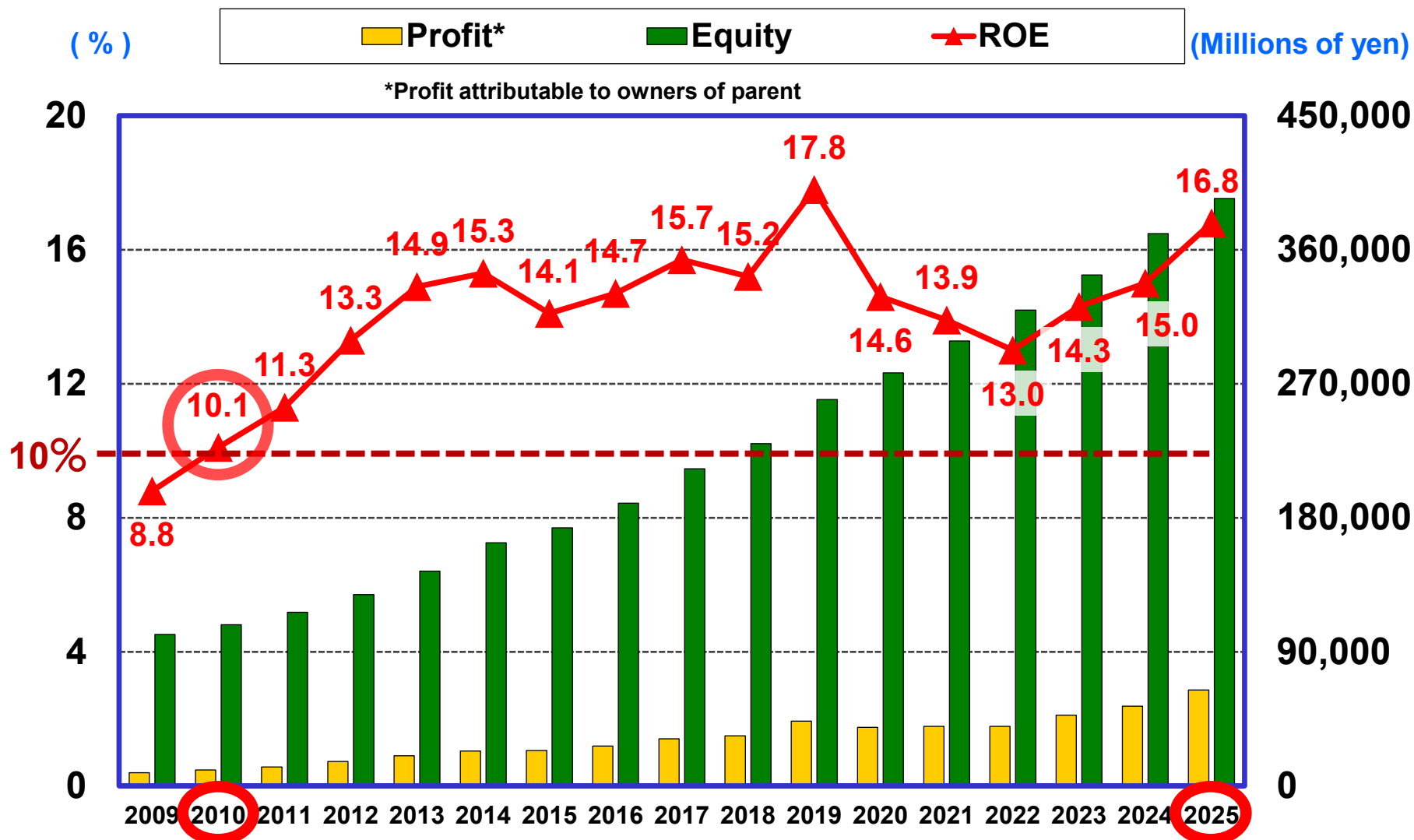
Consolidated

Equity and Interest-bearing debt

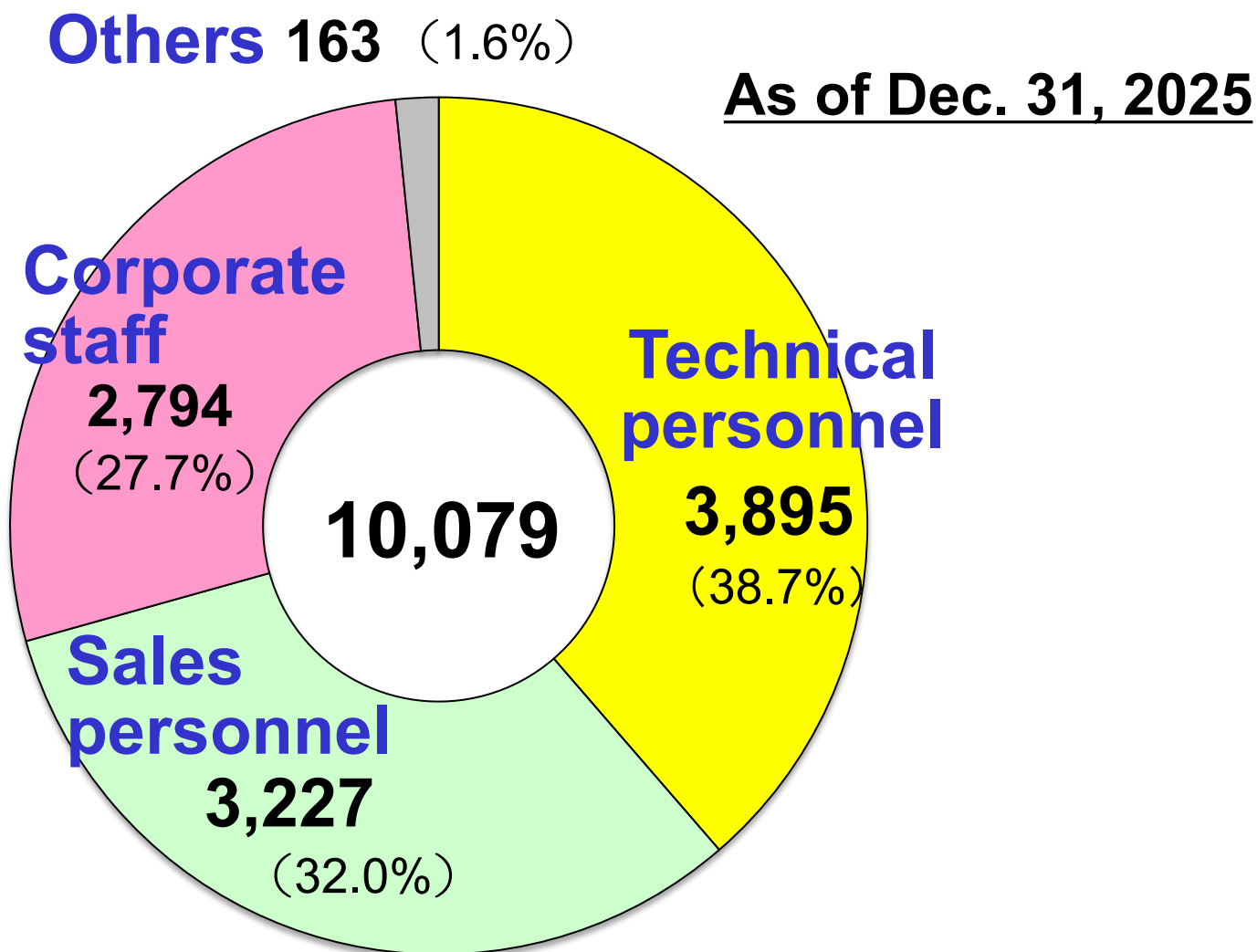


Consolidated

ROE



Personnel organization (regular employees)



Key strategic business

<Amount of Sales>

(Millions of yen)

	2023 Jan. – Dec.	2024 Jan. – Dec.		2025 Jan. – Dec.			2025 Oct. – Dec.		
	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”	198,134	209,686	+5.8%	228,410	+18,723	+8.9%	62,450	+7,737	+14.1%
SMILE	15,952	16,029	+0.5%	14,750	-1,279	-8.0%	3,734	-786	-17.4%
ODS	56,896	57,560	+1.2%	61,839	+4,278	+7.4%	14,879	+1,254	+9.2%
OSM	108,025	127,331	+17.9%	160,606	+33,274	+26.1%	36,236	+6,263	+20.9%

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

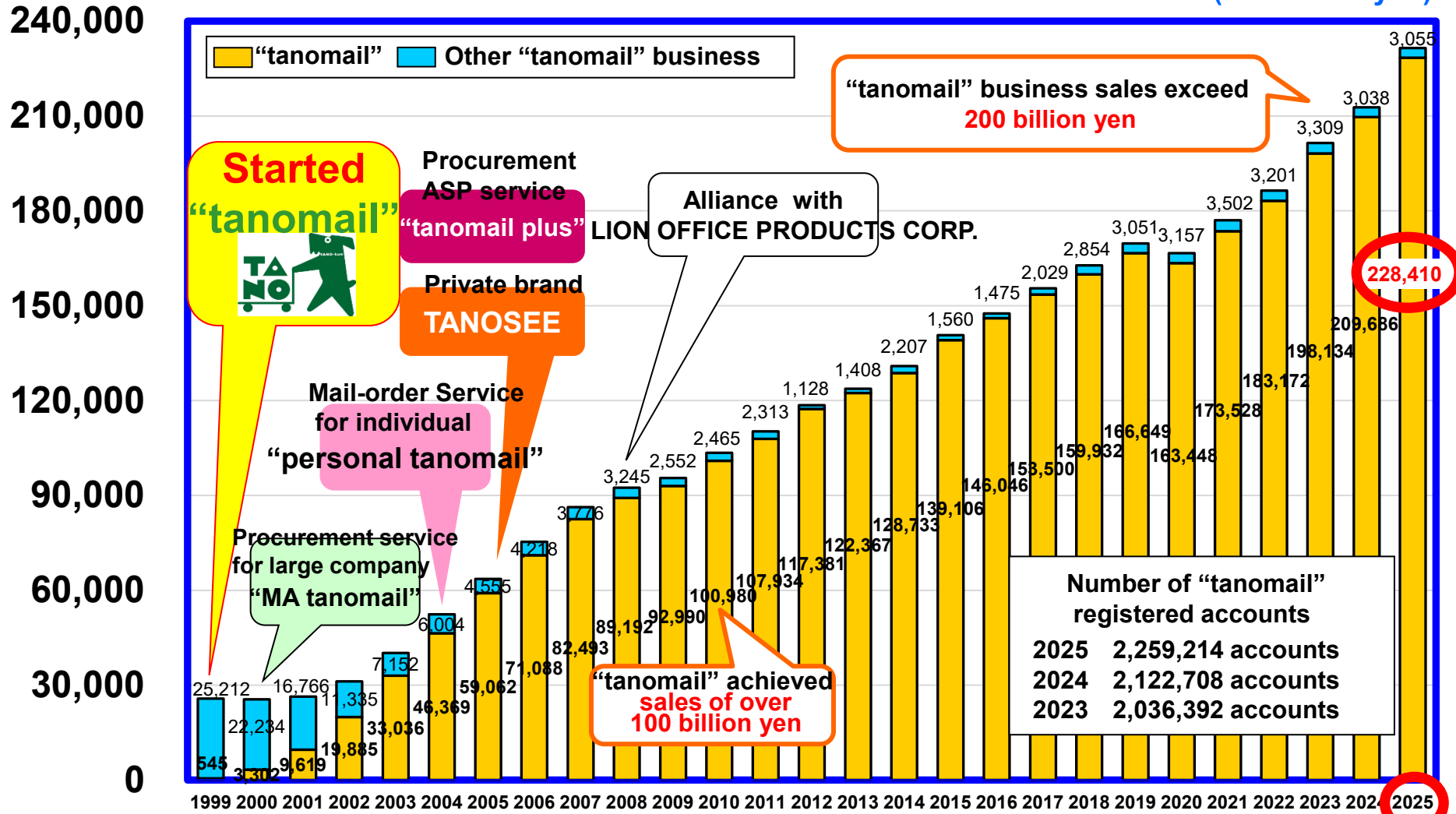
<As reference: Number of Sales>

(Units)

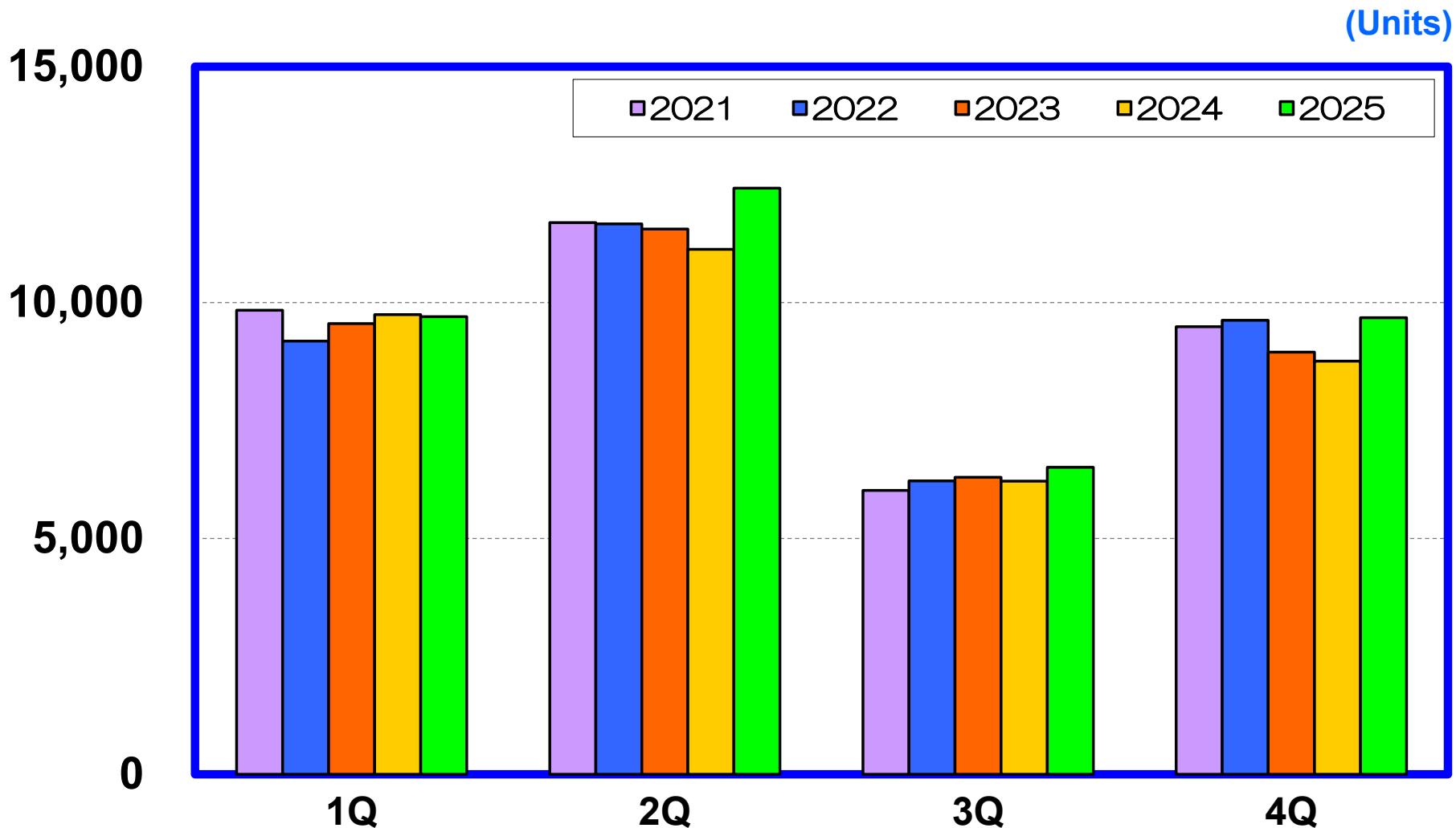
Copier	36,356	35,847	-1.4%	38,315	+2,468	+6.9%	9,681	+923	+10.5%
(of which Color copier)	35,543	35,119	-1.2%	37,716	+2,597	+7.4%	9,569	+971	+11.3%
Server	21,537	18,637	-13.5%	17,738	-899	-4.8%	4,209	-353	-7.7%
PC	1,161,417	1,424,555	+22.7%	2,152,397	+727,842	+51.1%	623,009	+208,622	+50.3%
Client Total	1,213,089	1,480,883	+22.1%	2,368,548	+887,665	+59.9%	717,755	+291,387	+68.3%

Annual sales transition of “tanomail”

(Millions of yen)

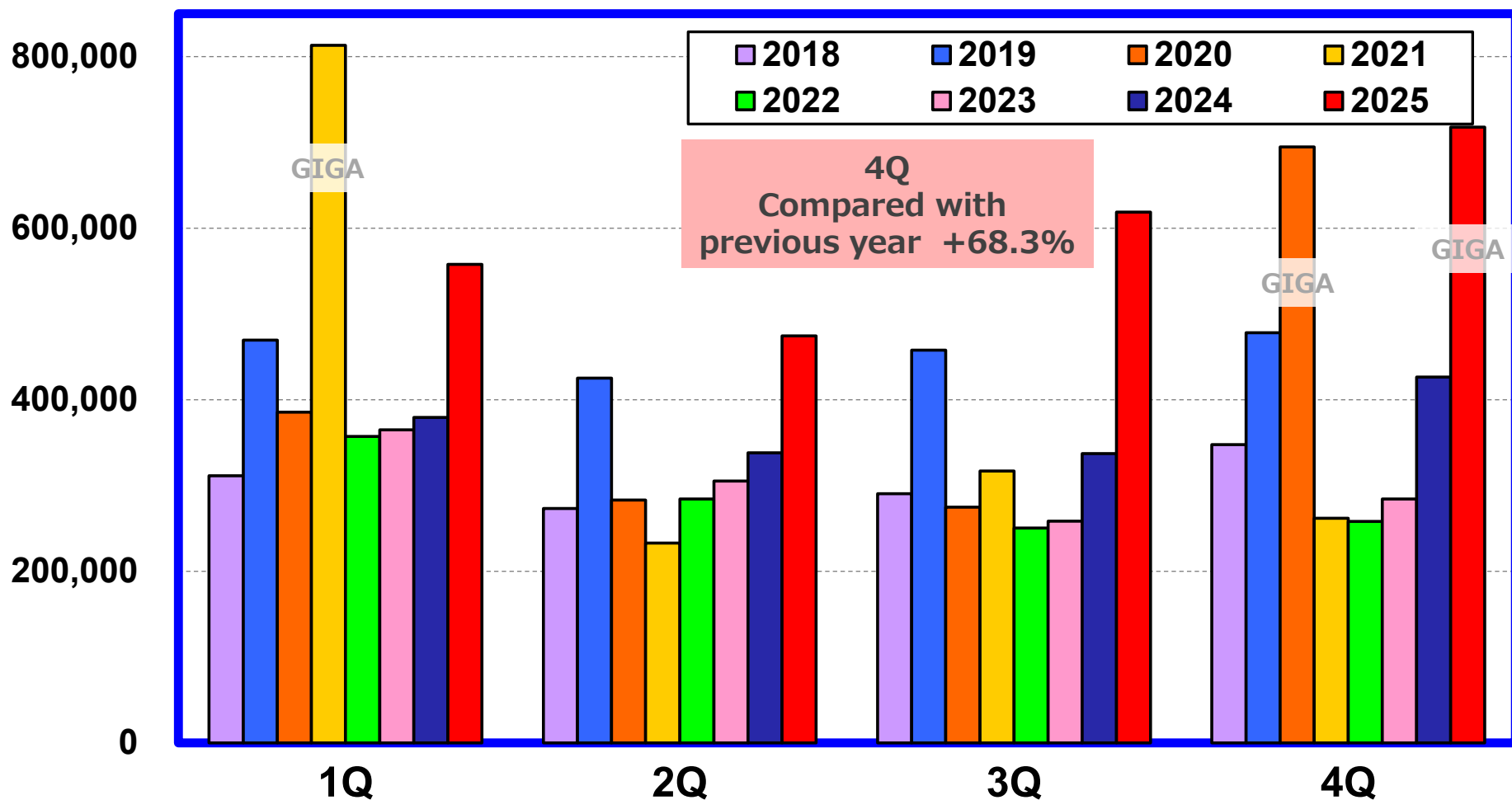


Quarterly Number of Copiers Sold

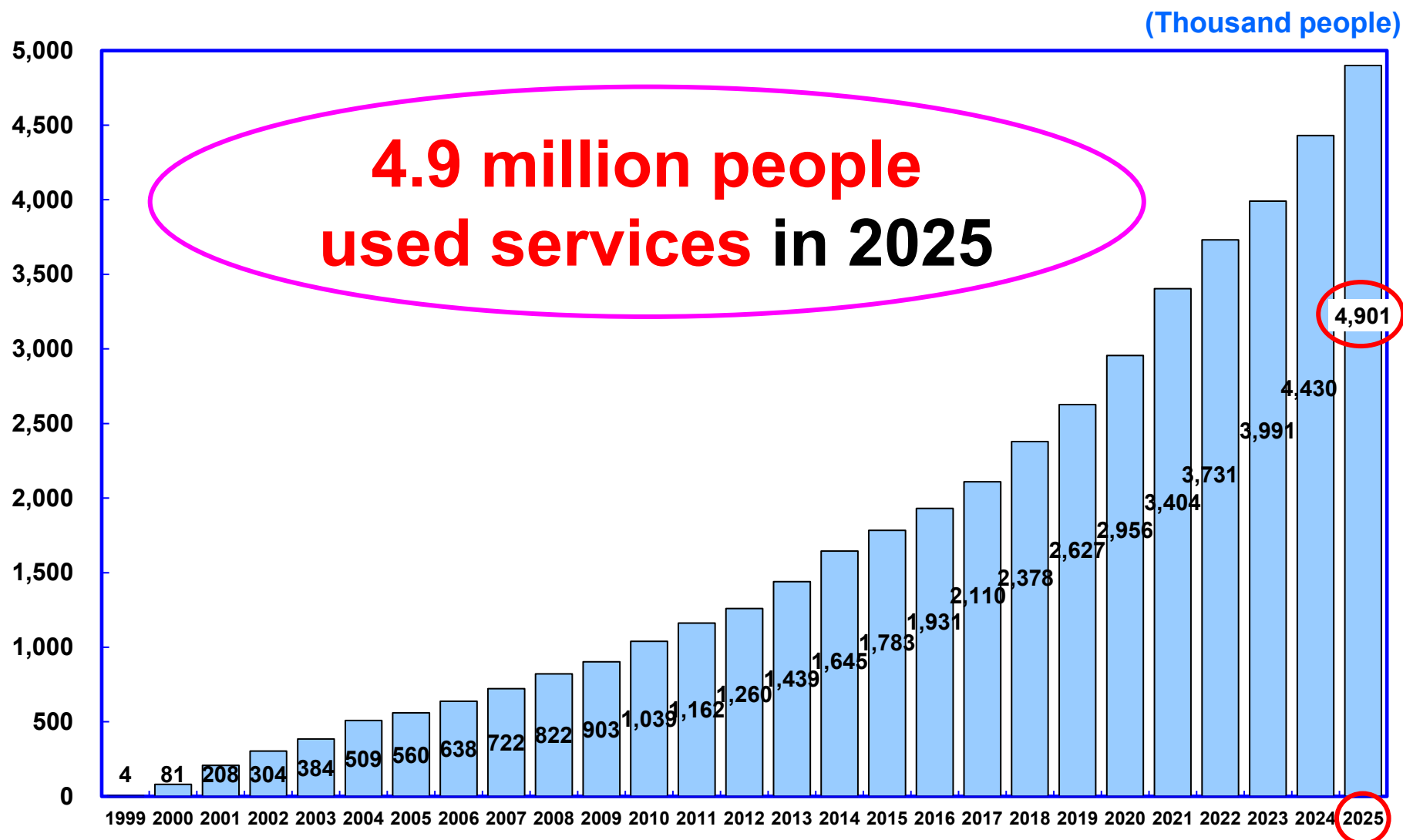


Quarterly Number of Client Machines Sold

(Units)



Number of Users of Main Web Services (ASP)



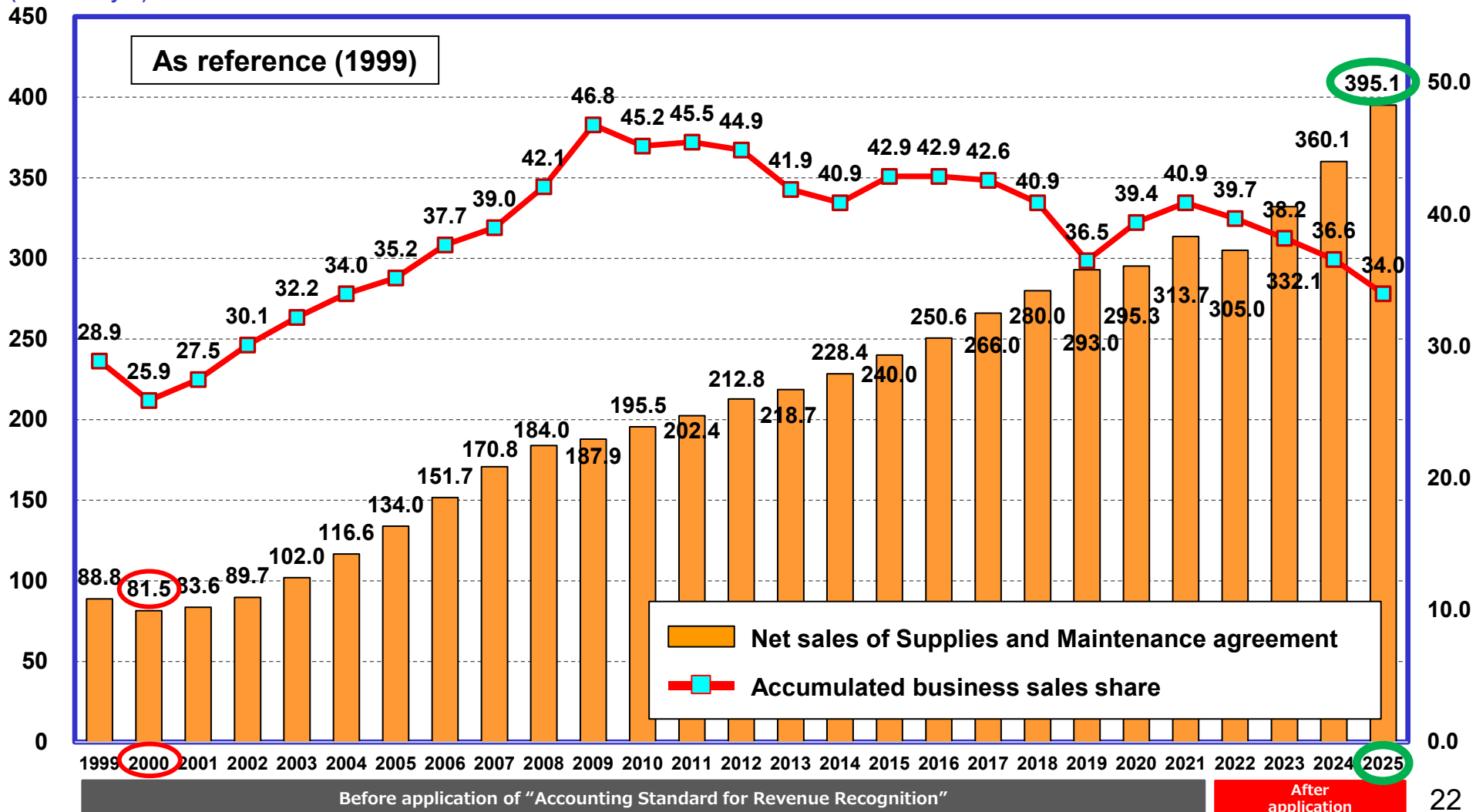
Growth of accumulated business

Net sales of Supplies and Maintenance agreement

Accumulated business sales share

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

Accumulated business sales share (%)



Future Plans

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

Number of Customer Companies /Sales per Company

[Medium- to Long-term Management Policy]

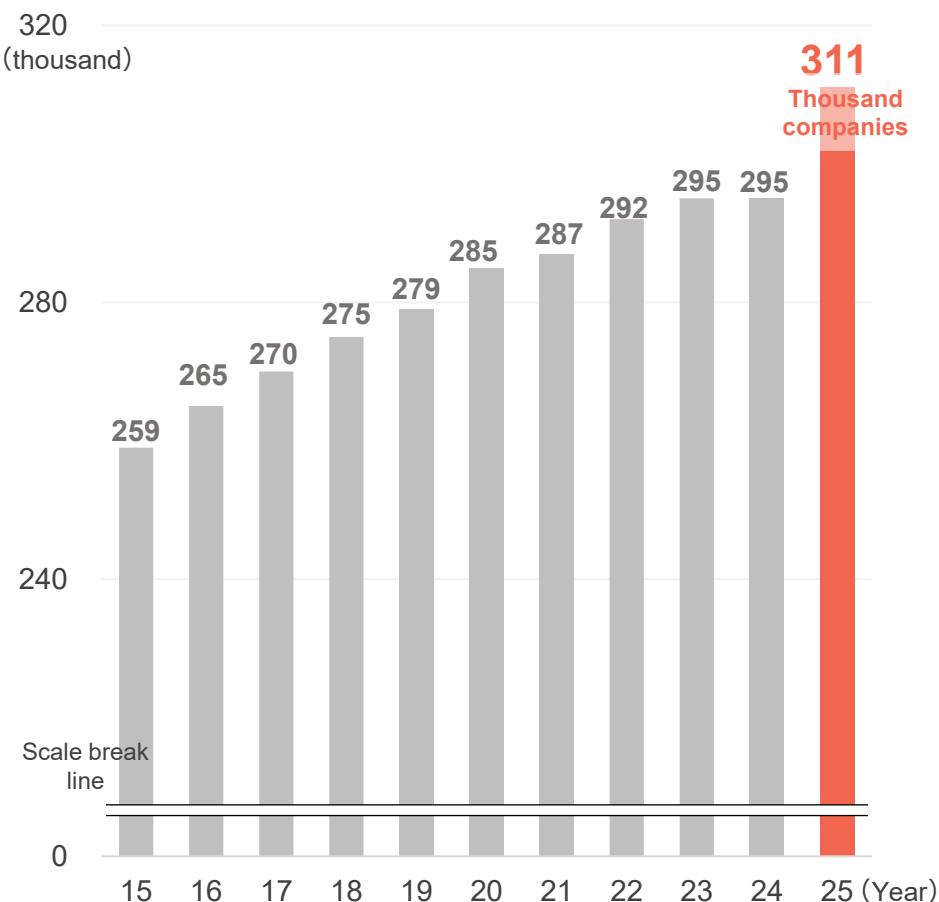
KPI related to “relationships with customers”

KPI	Target	January-December 2025	
		Results	Compared with previous year
Number of customer companies	+ 2.0%	311,000 companies	+5.4%
(Reference) Number of trading accounts	—	1,012,000 accounts	+6.9%
Sales per company	+3.0%	3.73 million yen	+12.0%

Number of Customer Companies Per Year and Sales Per Company (Annual Cumulative Total)

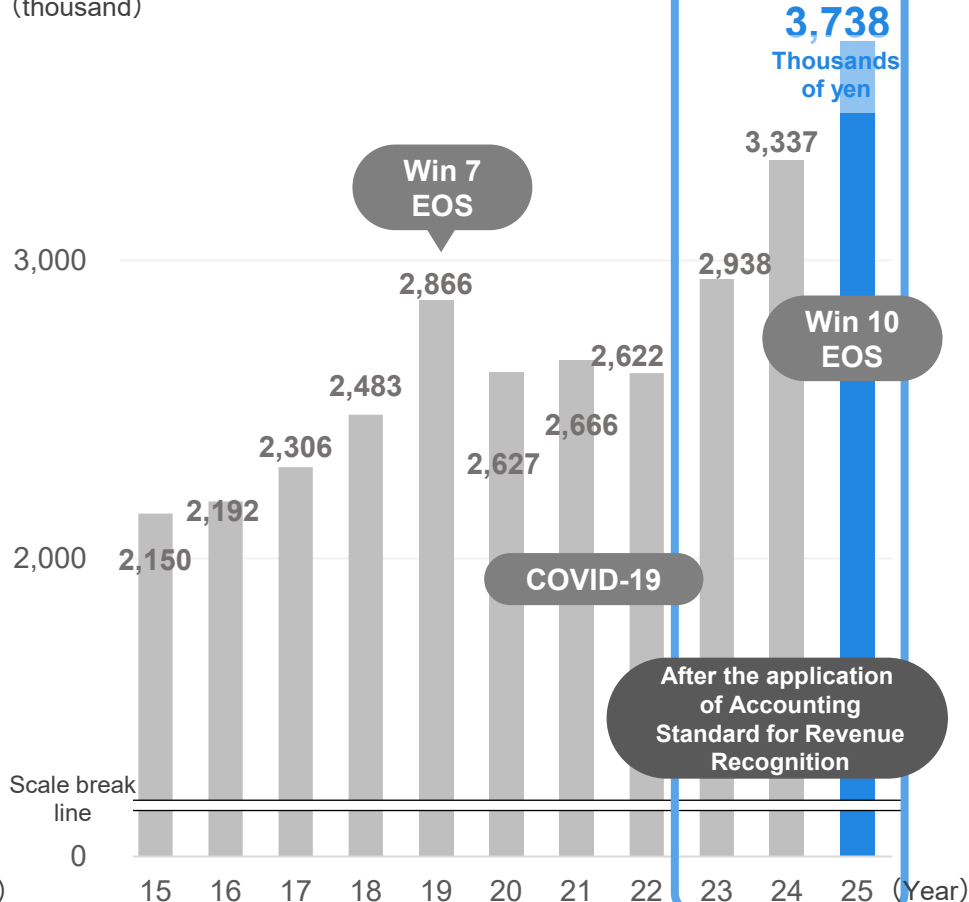
The number of customer companies exceeds 300,000 companies.

[Number of customer companies per year]



Sales per company increased by double digits for three consecutive years.

[Sales per company]
(thousand)

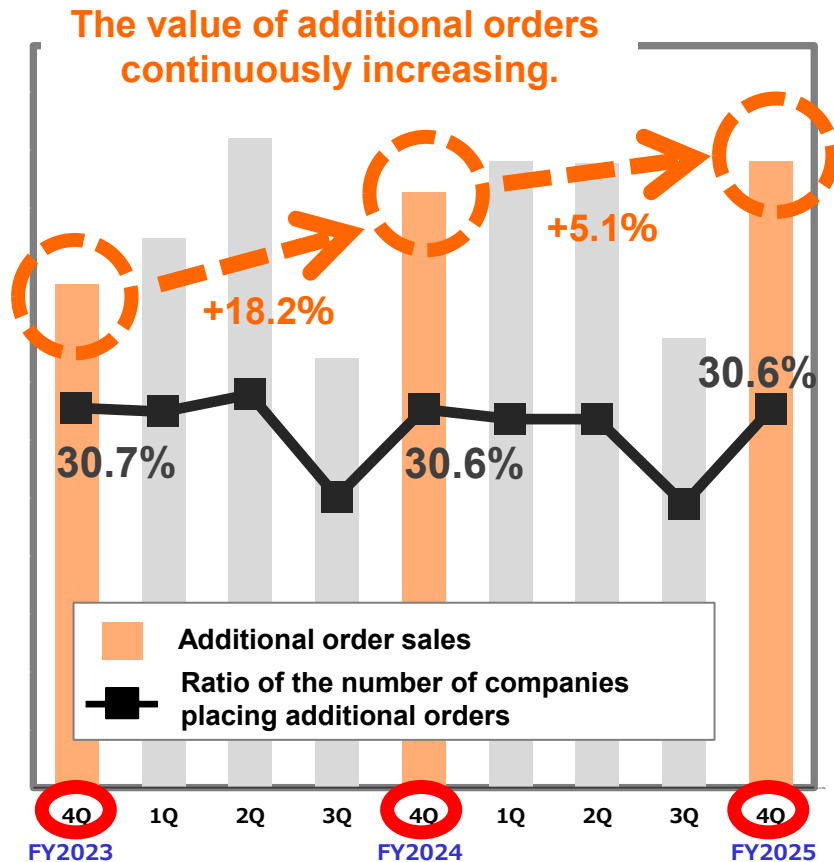


Status of Orders

【State of Additional Orders】

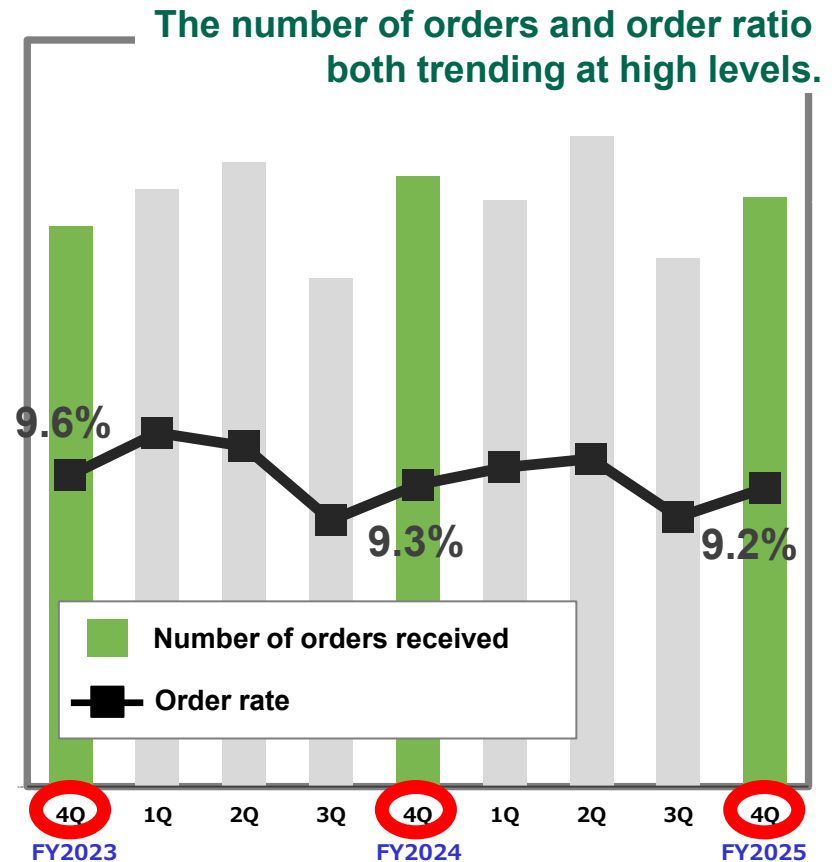
Value of orders received and number of corporate customers in the current quarter as a percentage of customers who conducted transactions with Otsuka in the previous quarter

* Calculated excluding ongoing transactions such as supply and maintenance



【Overall number of orders and order rate】

Order rate = Number of orders received ÷ Number of negotiations



Comparison with 2019 EOS

Well-balanced expansion of both SI business and S&S business in 2025.

(Billions of yen)	Fiscal year ended December 2019 (Windows 7 EOS)		
	Total	SI business	S&S business
Gross profit	165.5	91.6	73.8
Difference to Last year	+21.2	+18.2	+3.0
Change to Last year	+14.7%	+24.8%	+4.3%

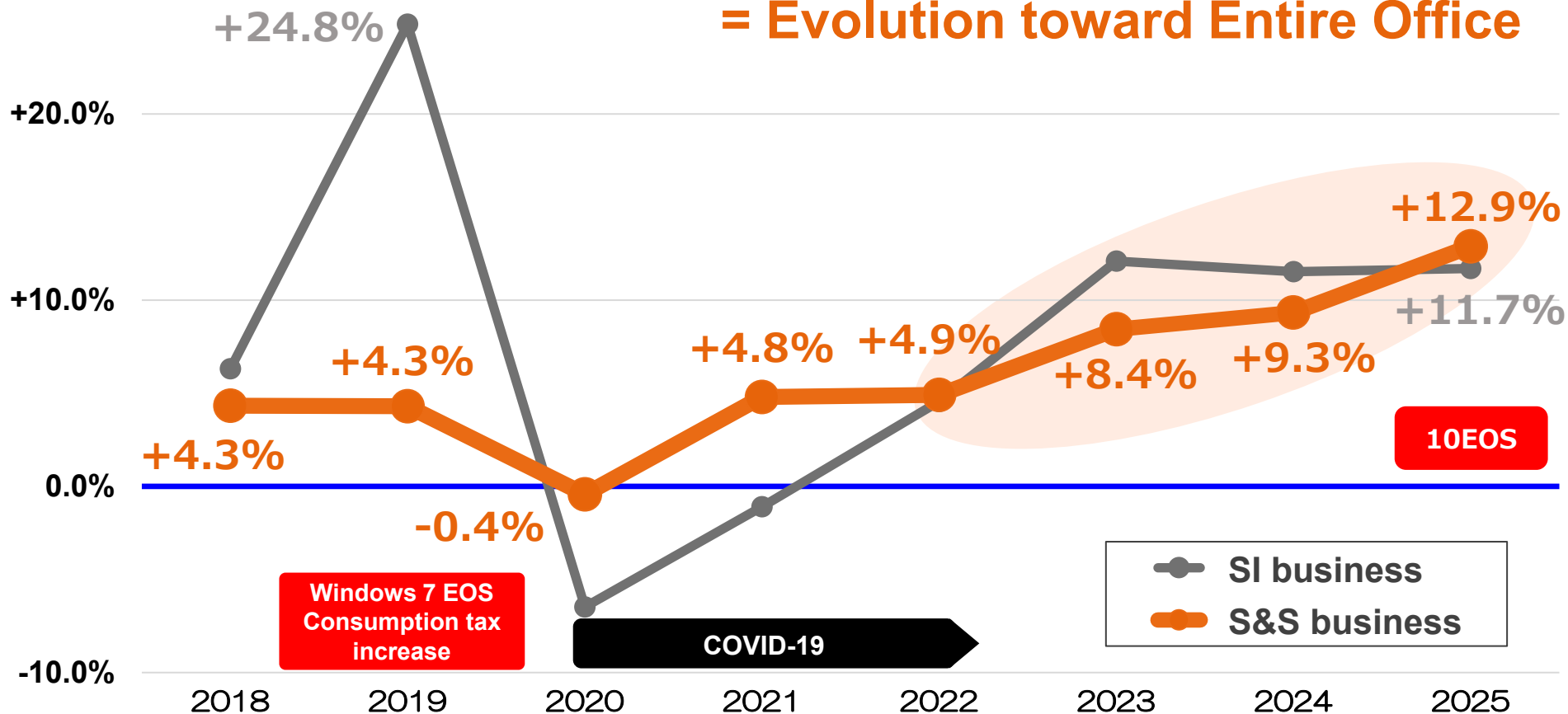
	Fiscal year ended December 2025 (Windows 10 EOS)		
	Total	SI business	S&S business
	232.0	123.7	108.2
	+25.3	+12.9	+12.3
	+12.3%	+11.7%	+12.9%

Expansion and Stable Growth of the S&S Business

Change in value of gross profit from previous year

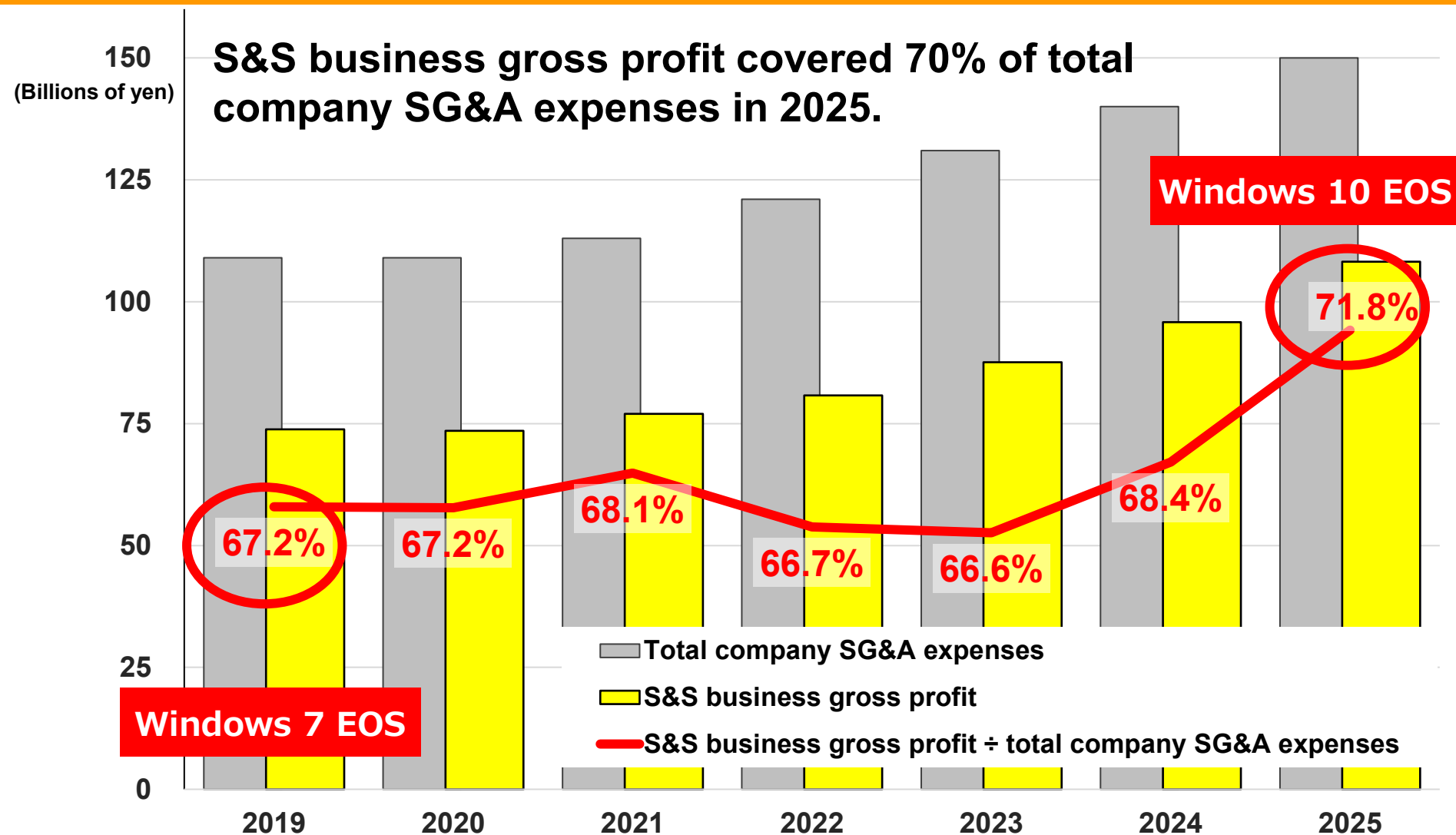
S&S expansion

= Further strengthening of stock
= Evolution toward Entire Office



Non-Consolidated

S&S business gross profit covers 70% of total company SG&A expenses.



Cloud-related Business

2025 Net sales (annual)

¥72.0 billion

(Change from same period of the previous year **+26.4%**)

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

1999 Alpha Mail

1996 Yahoo! Japan established

1995 Started internet business

Alpha Web (Internet connection service)



1994 Yahoo! USA established

Basic Policy for 2026

Slogan

**Getting close to customers and
growing together with customers
through **AI** and **Security****

Multi-Vendor AI

Solving customer issues through OTSUKA Corporation's diverse AI solutions

Adobe
Acrobat AI Assistant

たよれ-る neoAI
Chat

dotData

dotData
Insight Lite

Business decision support

Data analysis

Utilize generative AI
Enhance efficiency of
business operations

Copilot

Sales forecast
Customer analysis
Management strategy

美琴 Eye

cotomi

美琴
powered by cotomi



ChaChat Assist

Usage support

AVILEN

Image analysis

AI education



Translation・transcription



Robot

JAPAN AI
AGENT

Copilot Studio

Engagement improvement

AI×HR

Business reform

AI agent

Acrobat Studio



Happiness Planet

AI Happiness

A Hitachi Group Company

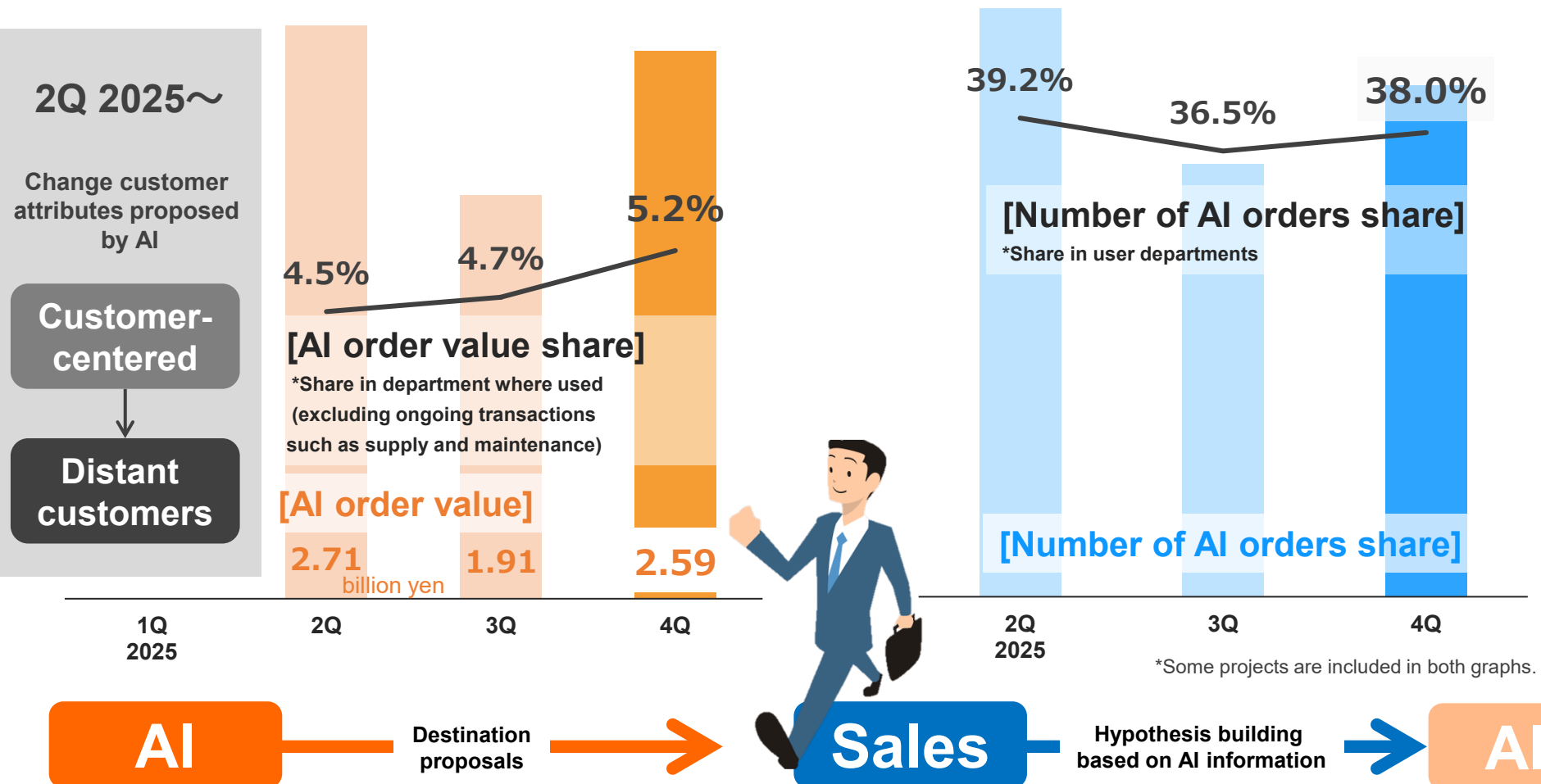
Support Sales Activities through AI



2016

Start of AI usage

“Instructions by AI” & “Master the use of AI”



Security



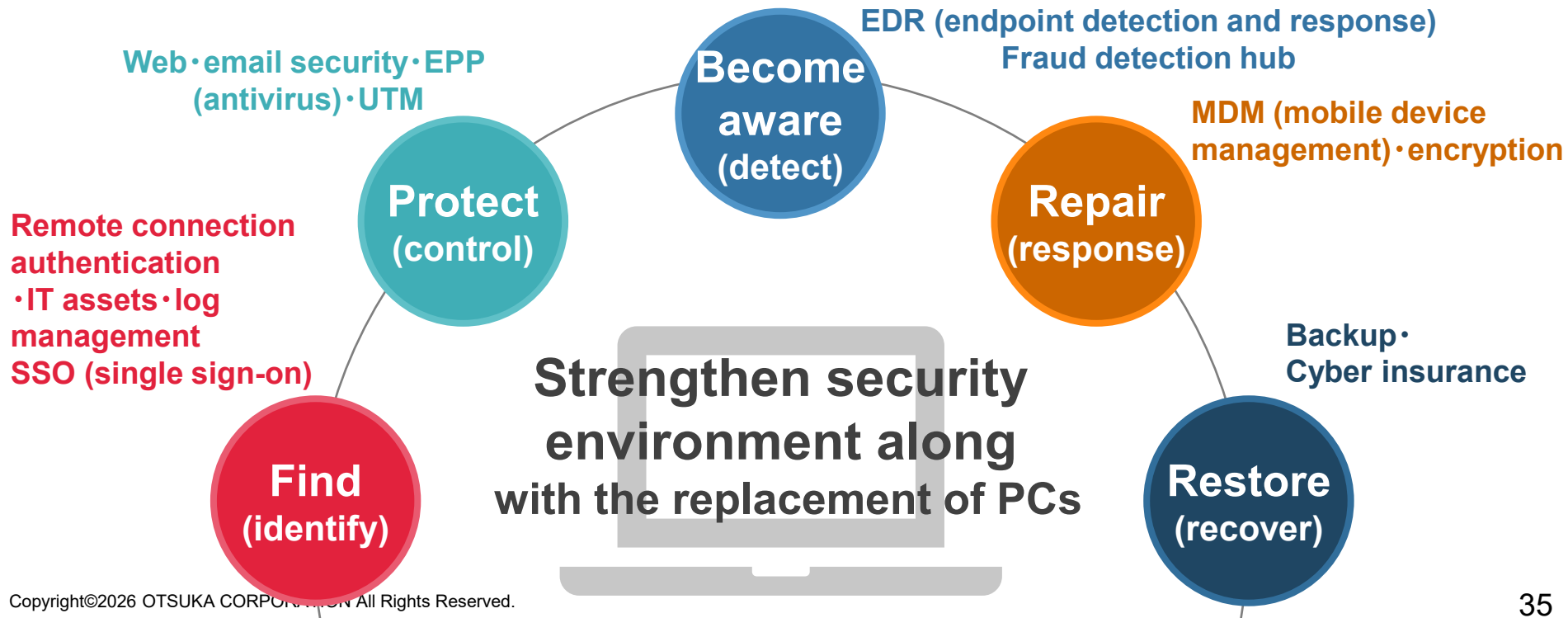
1996

Security business
started

Supporting security measures throughout the entire supply chain
from large companies to mid-sized companies and
small- and medium-sized enterprises.

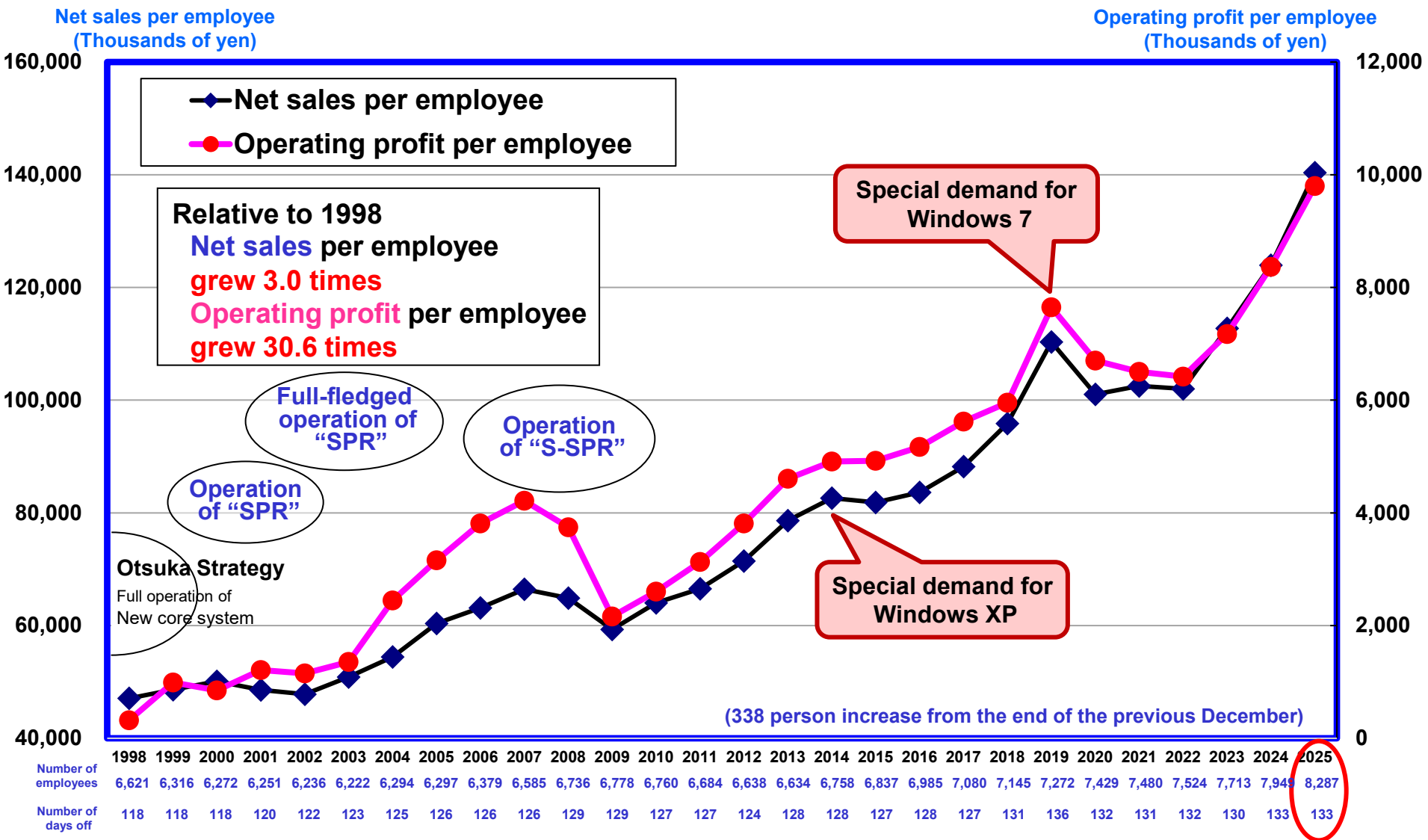
Around the end of 2026

Plan to start **security measures evaluation system**



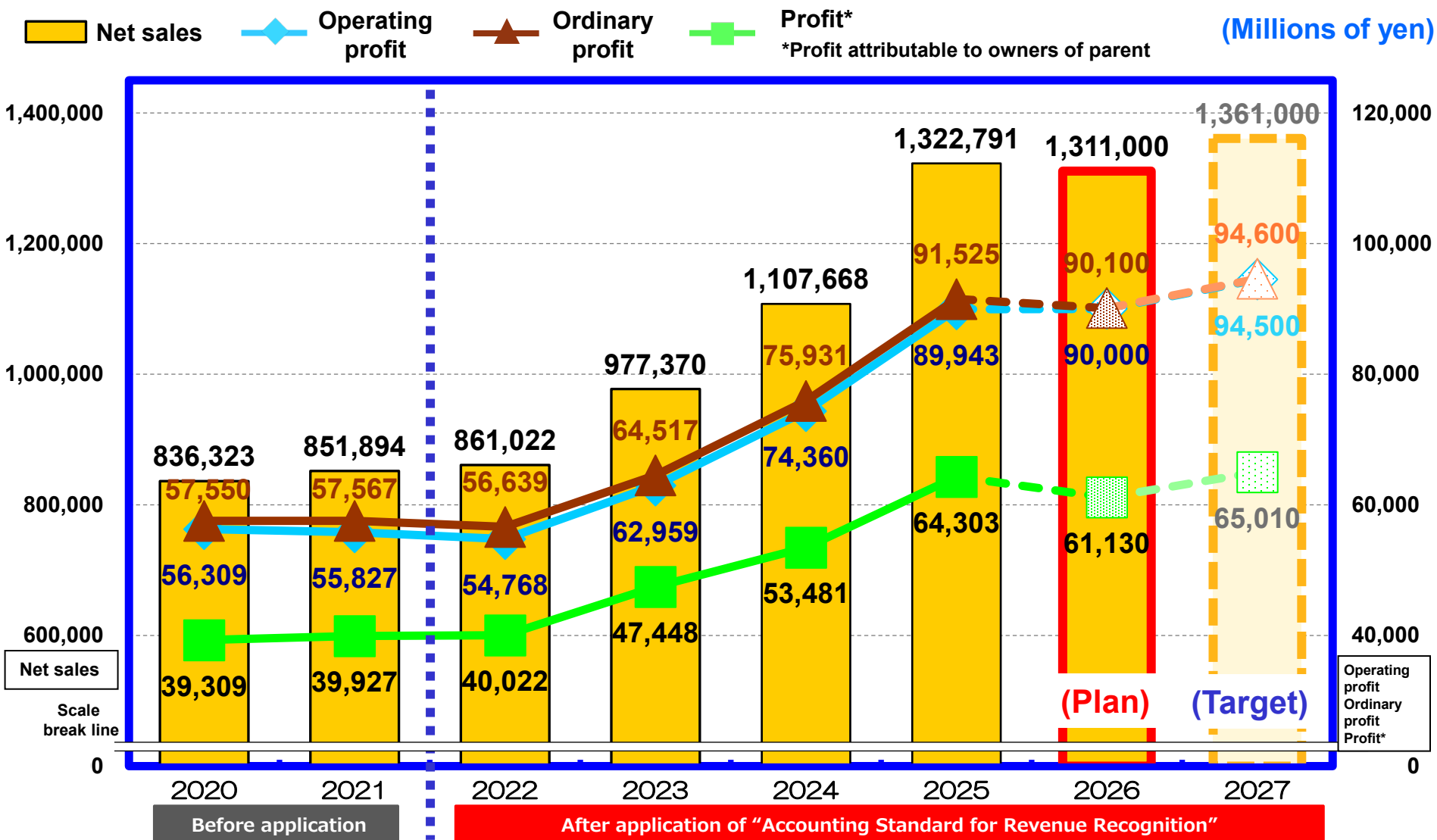
Non-Consolidated

Change of Net sales per employee and Operating profit per employee



2026 plans

Plans of Net sales and profit



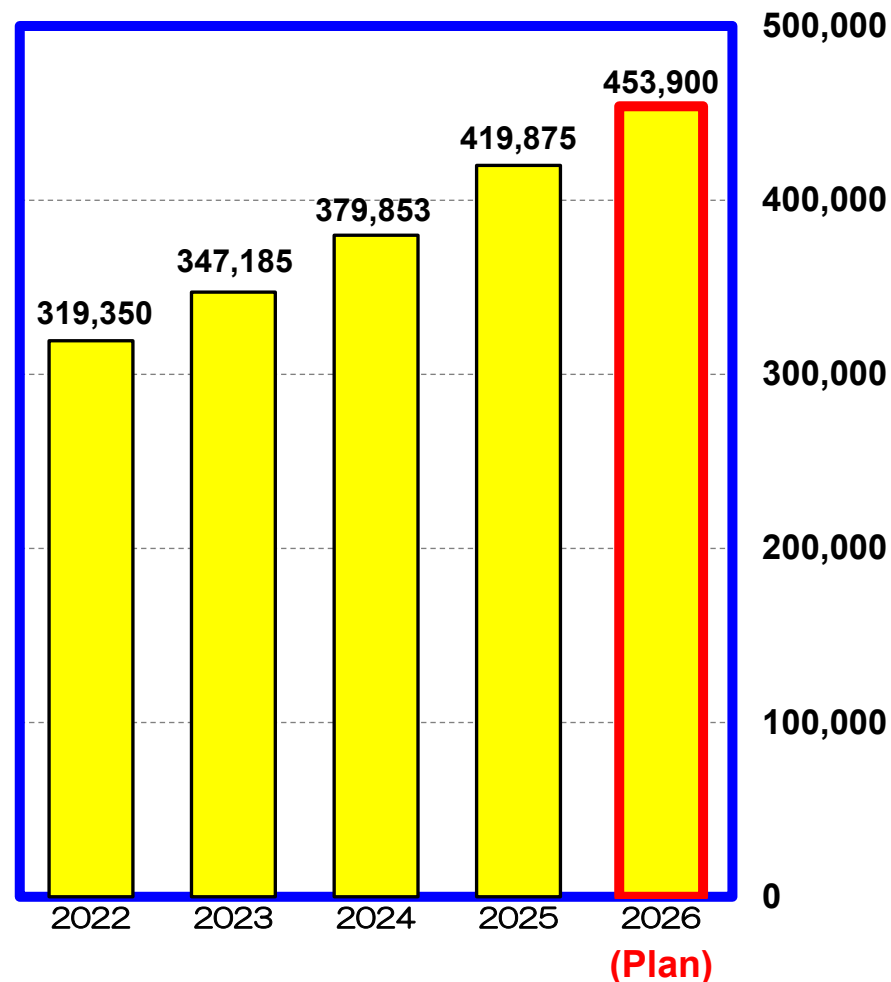
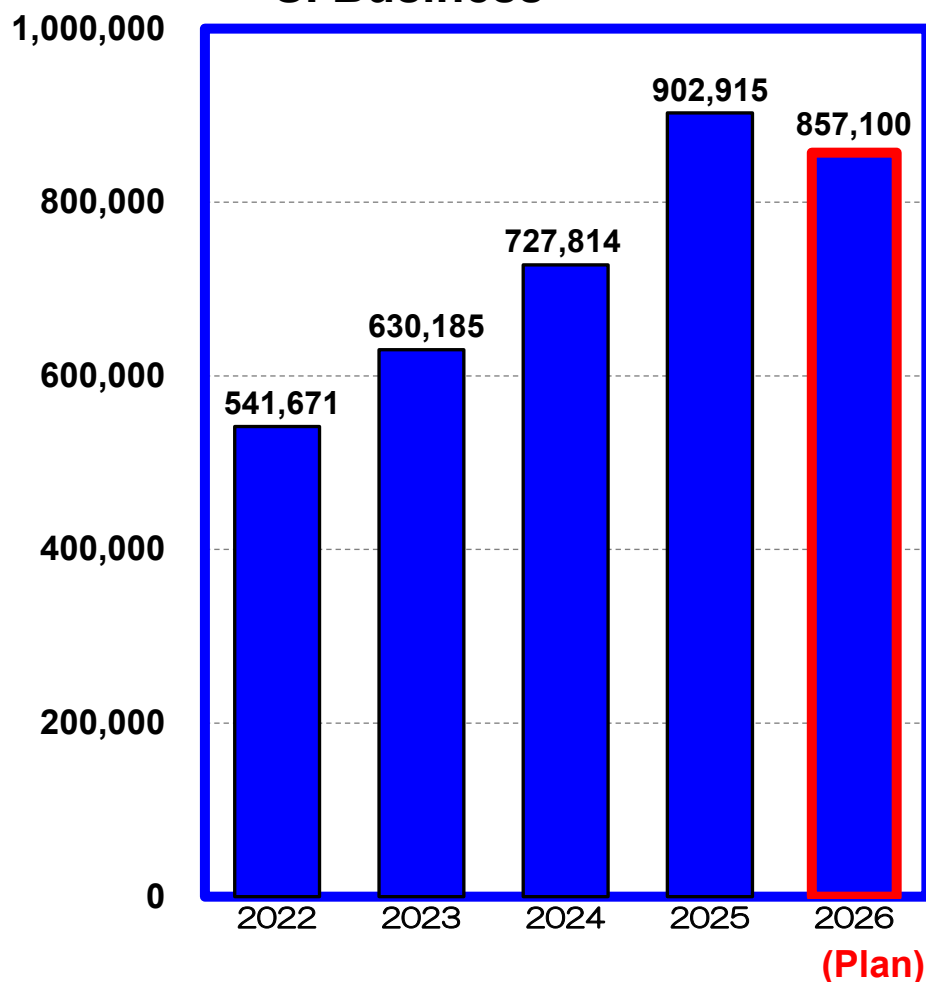
Consolidated

Plans of Net sales by segments

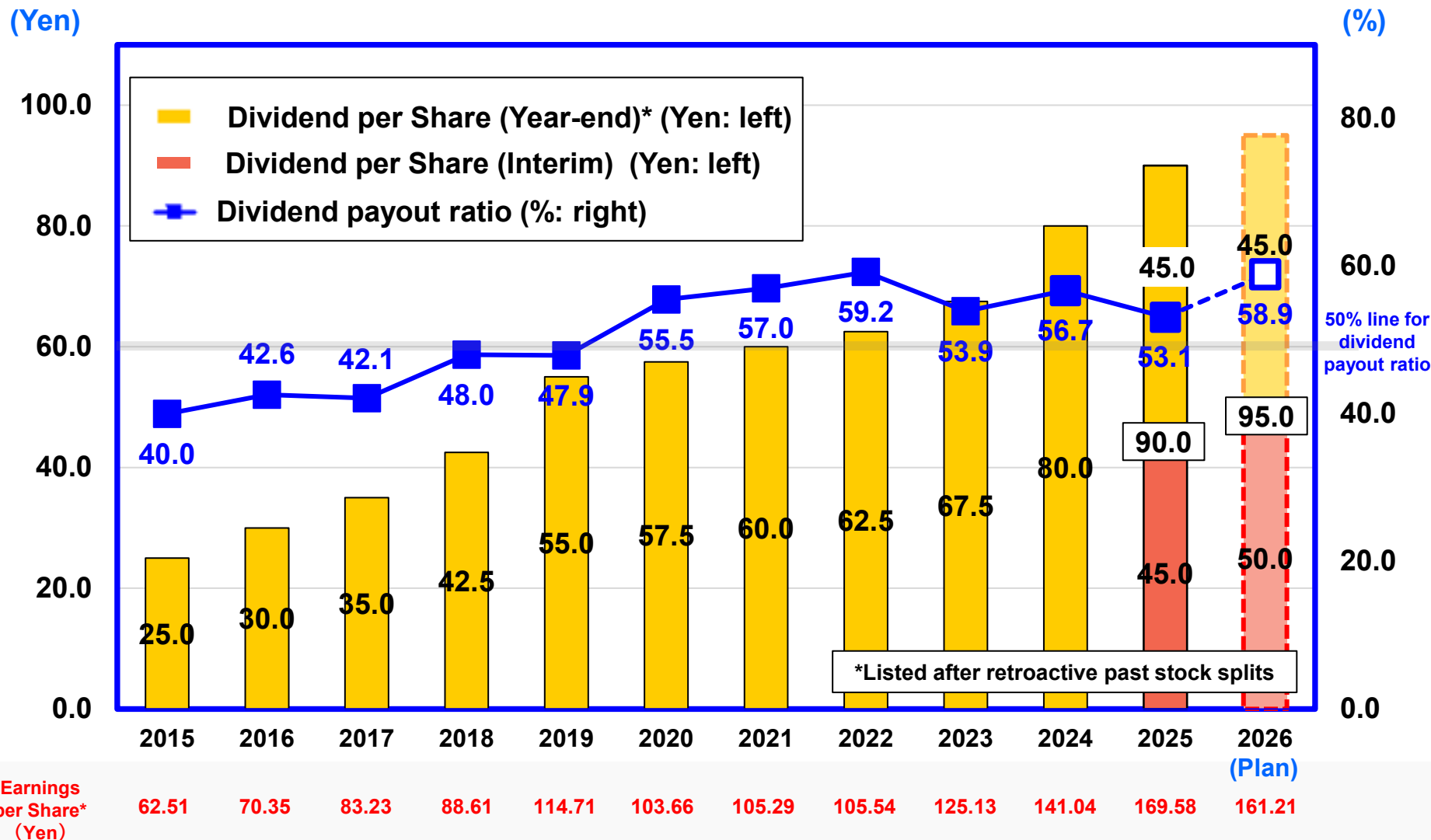
(Millions of yen)

■ SI Business

■ S&S Business



Dividends



Earnings
per Share*
(Yen)

Jissen (Practical) Solution Fair 2026



Tokyo

February 4, 2026 (Wednesday)
To February 6 (Friday)

Osaka

February 18, 2026 (Wednesday)
To February 19 (Thursday)

Expanding through AI!

Entire DX

OTSUKA CORPORATION for the Entire Office

Office equipment

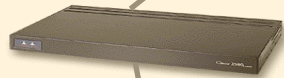
FAX



COPIER



LINE



GATEWAY

internet
(ASP / Web Services)

Supplies



MRO

Electric power



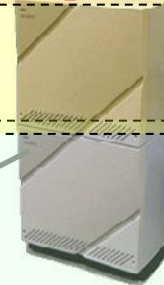
LED
BEMS

VC



Communication lines and
Internet related products

PBX

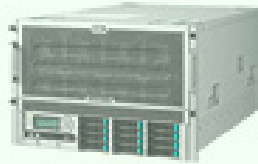


KT

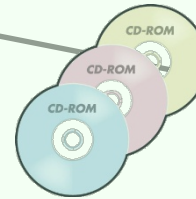
Voice communication
system



SERVER



SOFTWARE



PC

TABLET



Computer system

Market Size is Large

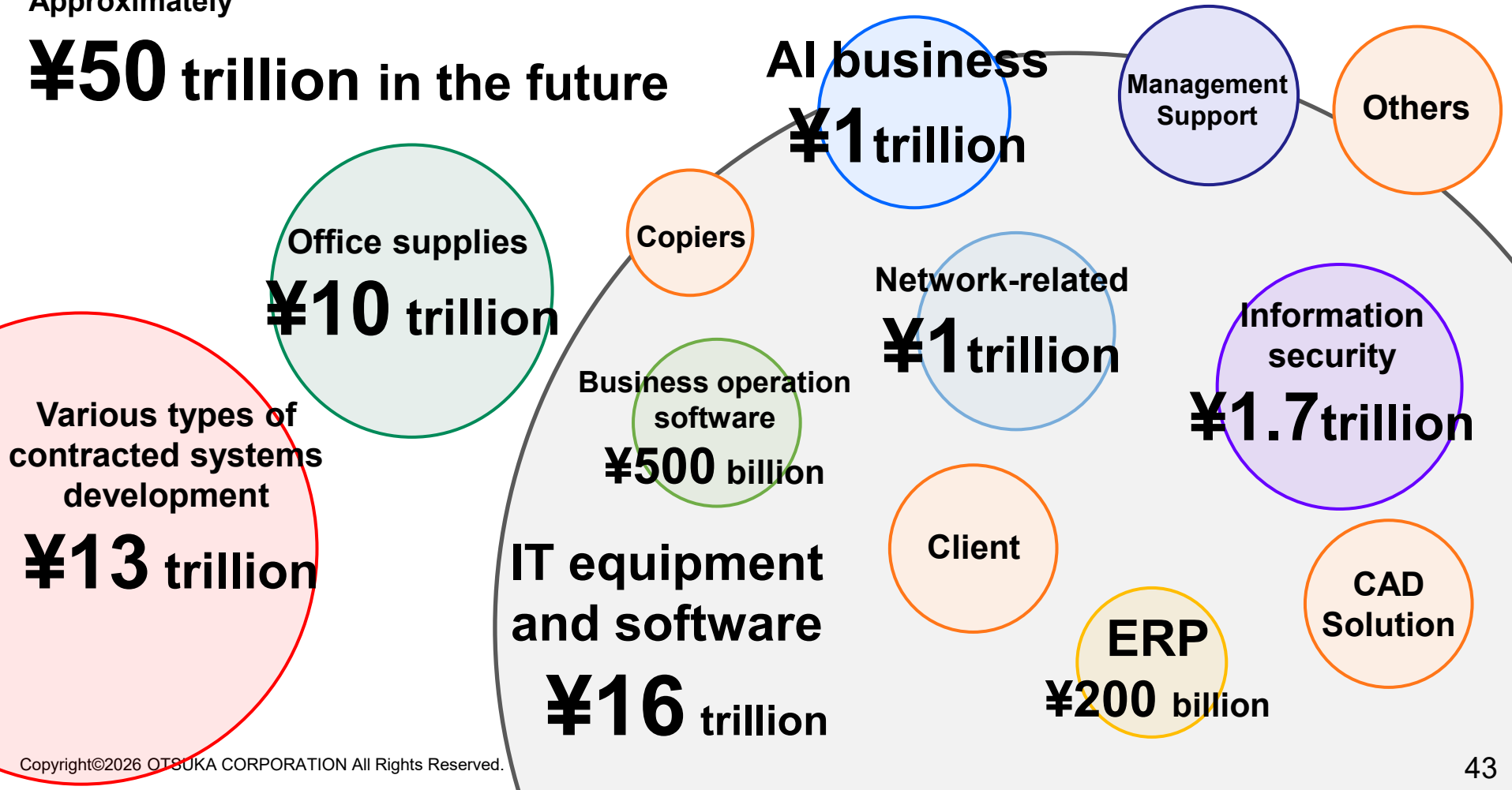
Estimated market size of Otsuka's business domain

*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





Cautionary statement

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