



# **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
<b>Net sales</b>	<b>1,322,791</b>	<b>104.9%</b>	<b>+19.4%</b>	<b>1,163,138</b>	<b>104.4%</b>	<b>+18.1%</b>
<b>Operating profit</b>	<b>89,943</b>	<b>104.3%</b>	<b>+21.0%</b>	<b>81,196</b>	<b>104.5%</b>	<b>+22.1%</b>
<b>Ordinary profit</b>	<b>91,525</b>	<b>105.7%</b>	<b>+20.5%</b>	<b>83,971</b>	<b>105.2%</b>	<b>+22.9%</b>
<b>Profit*</b>	<b>64,303</b>	<b>109.5%</b>	<b>+20.2%</b>	<b>60,534</b>	<b>108.9%</b>	<b>+23.6%</b>

\*Profit attributable to owners of parent

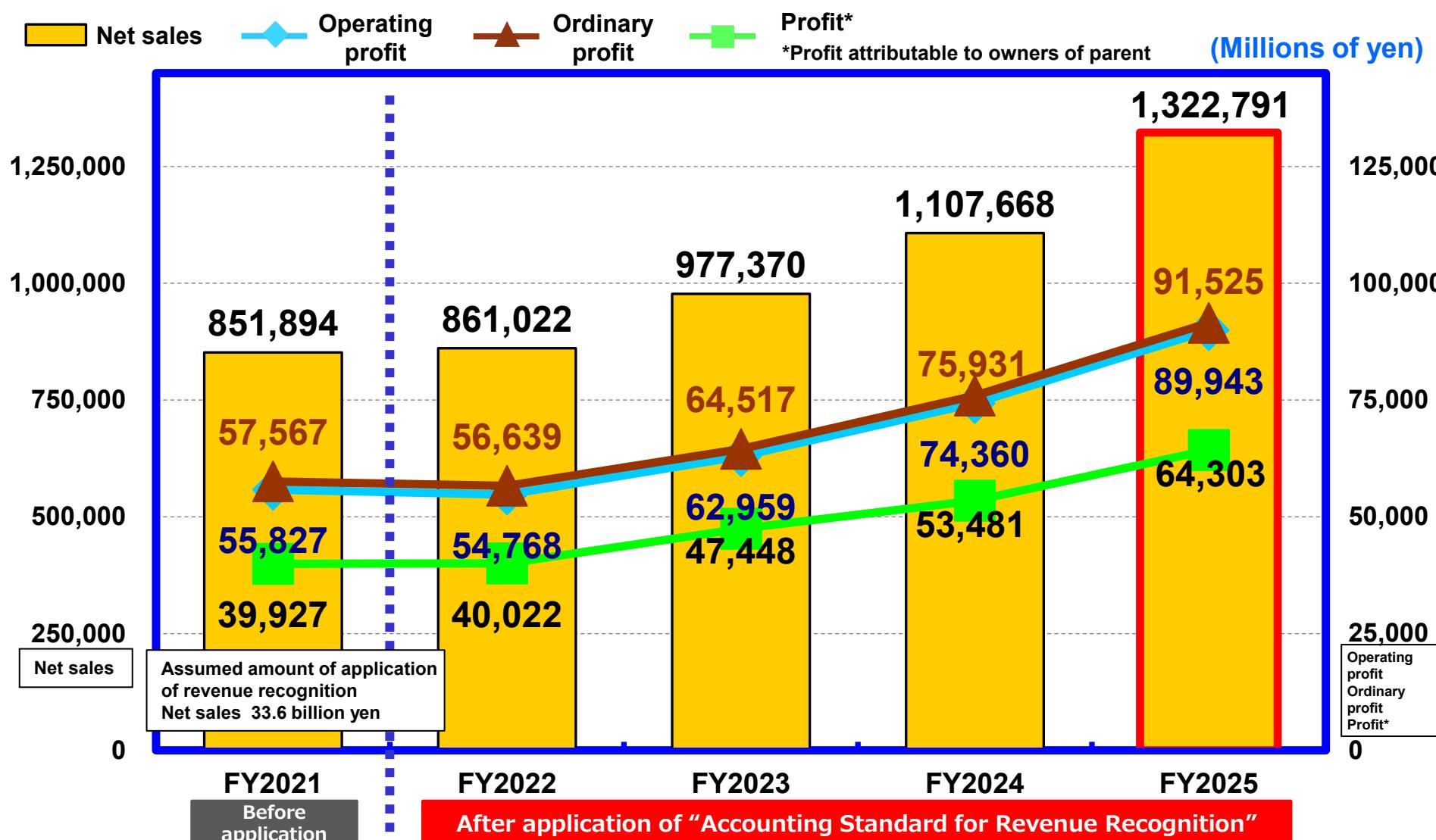
(Note) Compared with the revised plan of August 1, 2025

# 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

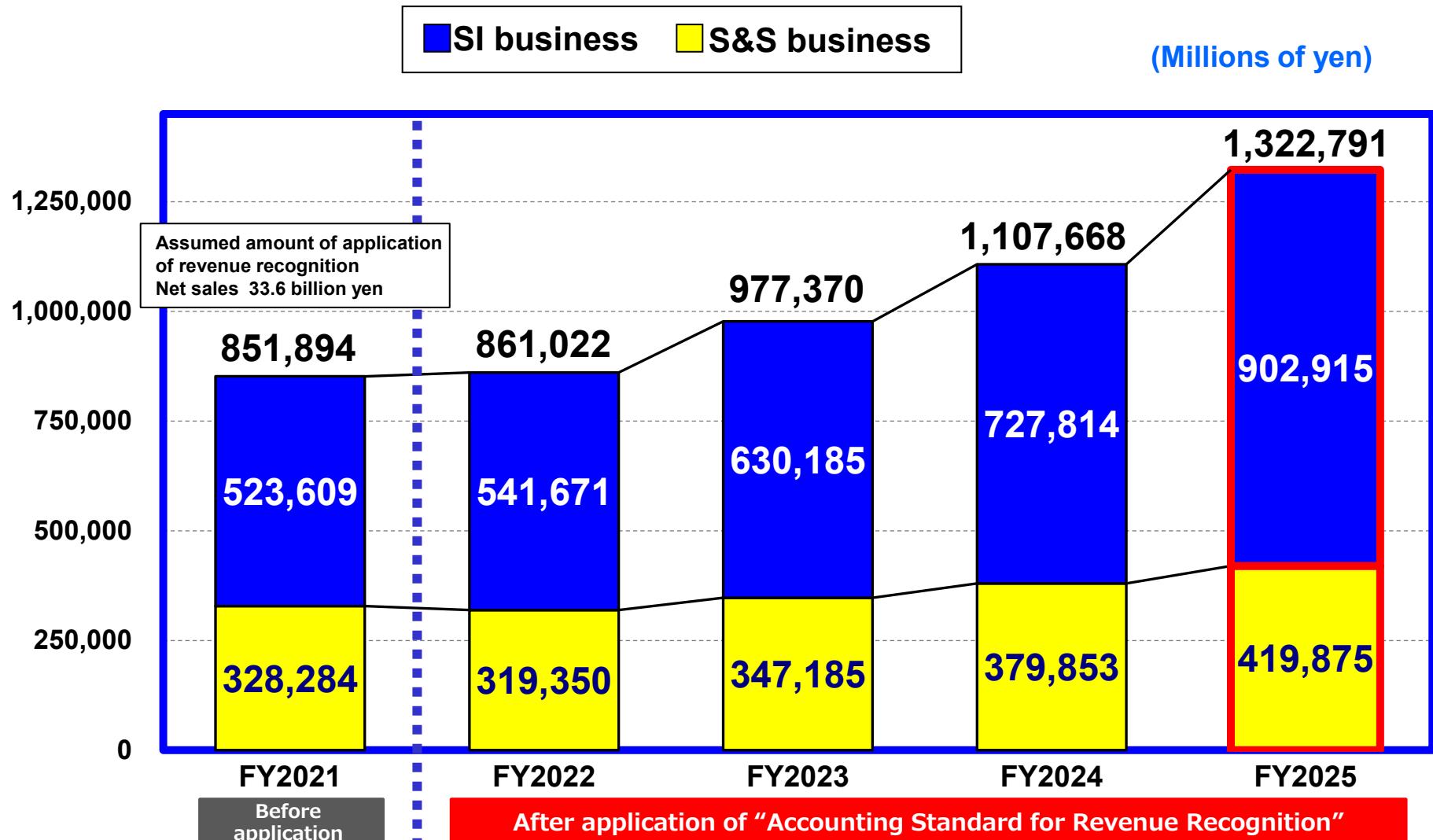
Consolidated

# Net sales and Profits

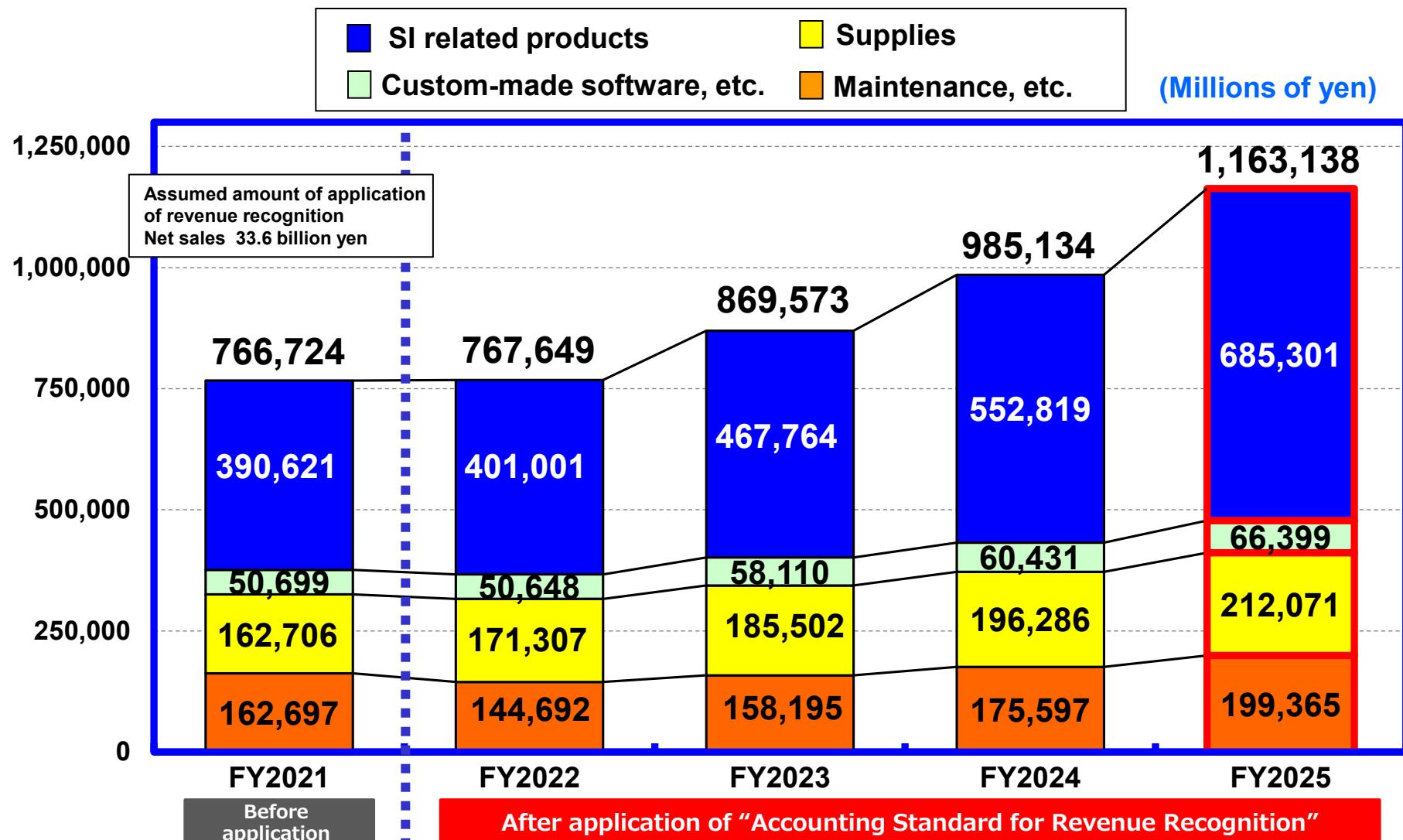


Consolidated

# Net sales by segments

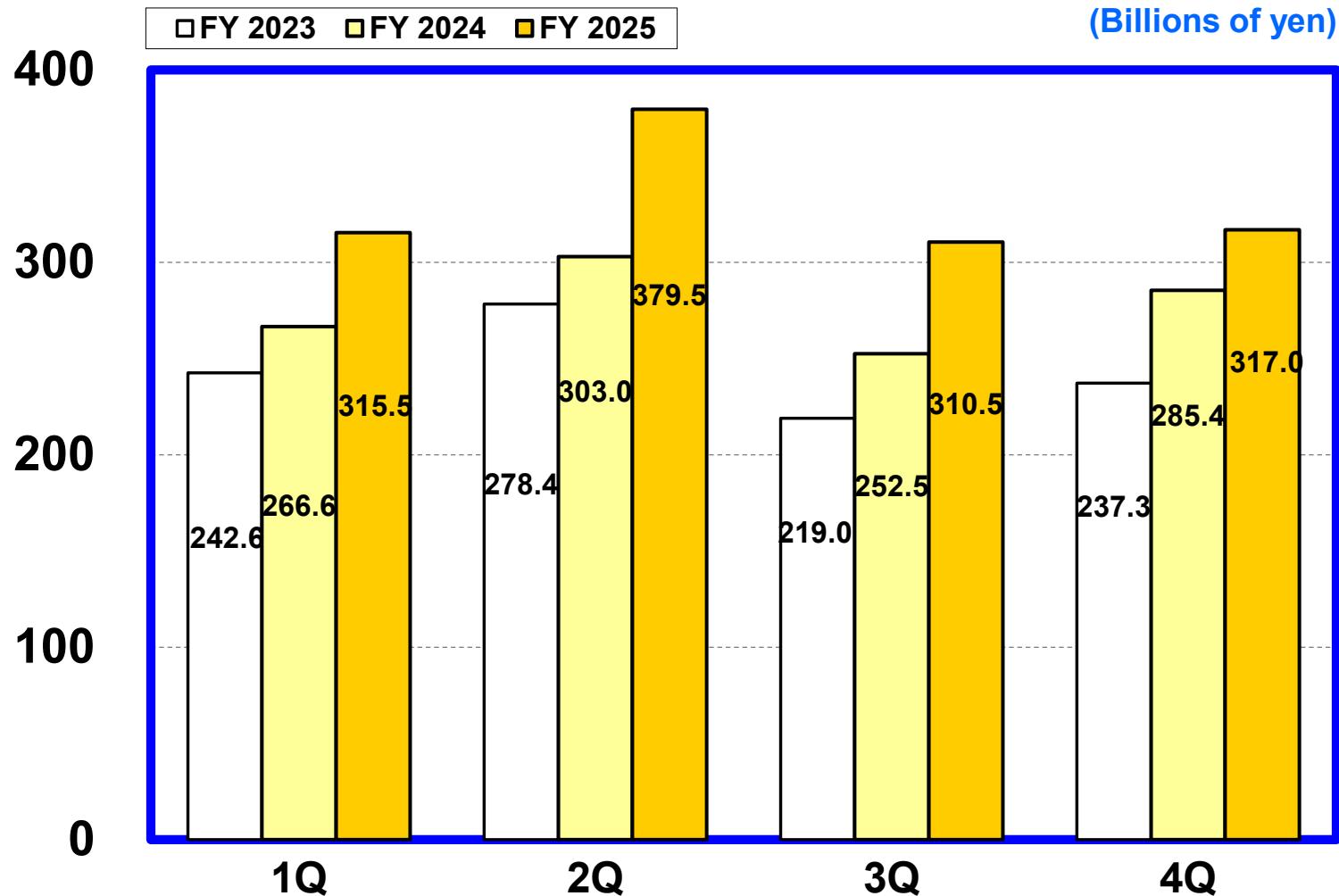


# Net sales by 4 segments



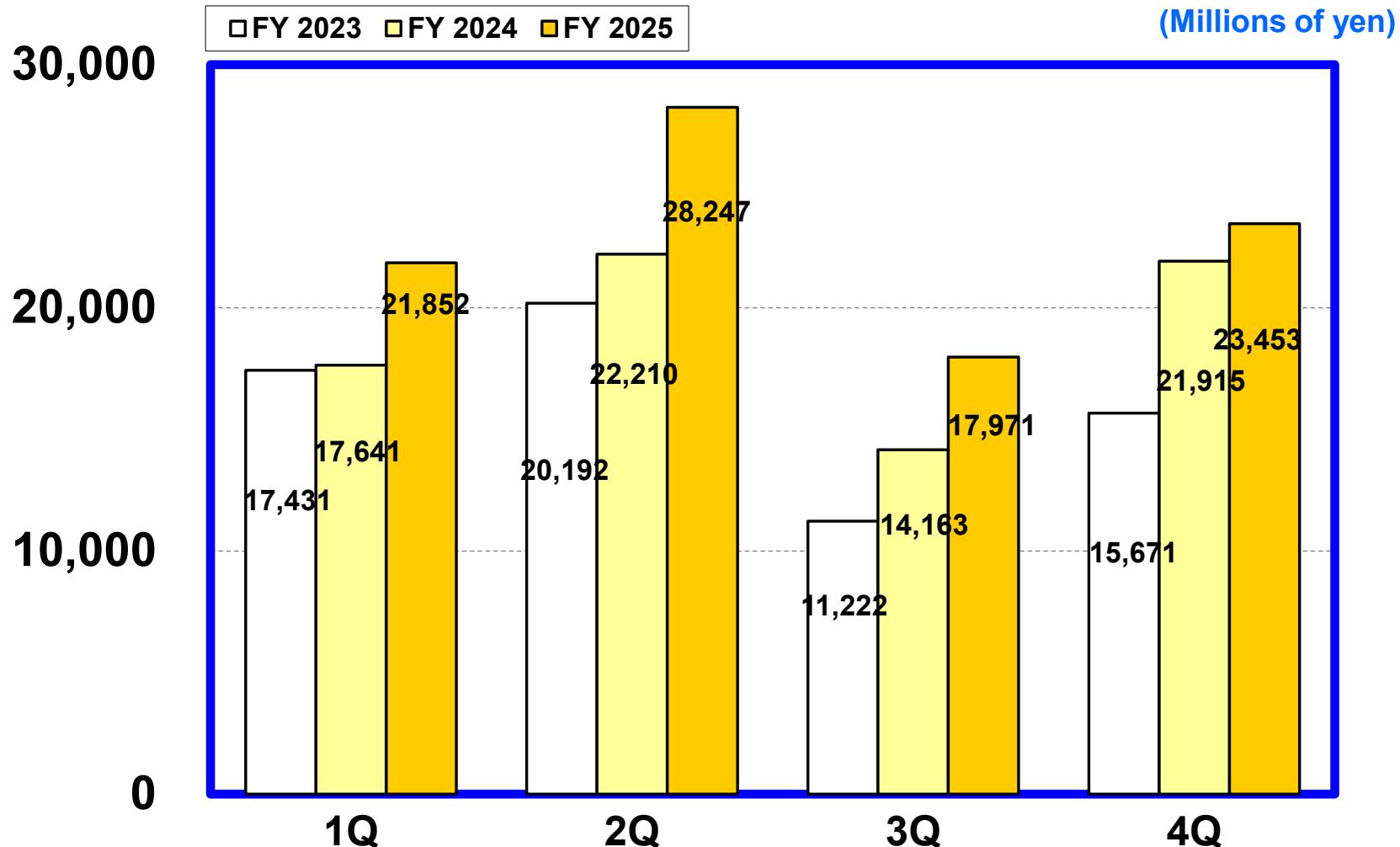
Consolidated

# Quarterly change of Net sales



Consolidated

# Quarterly change of Ordinary profit



# Summary of Business Results, October – December, 2025

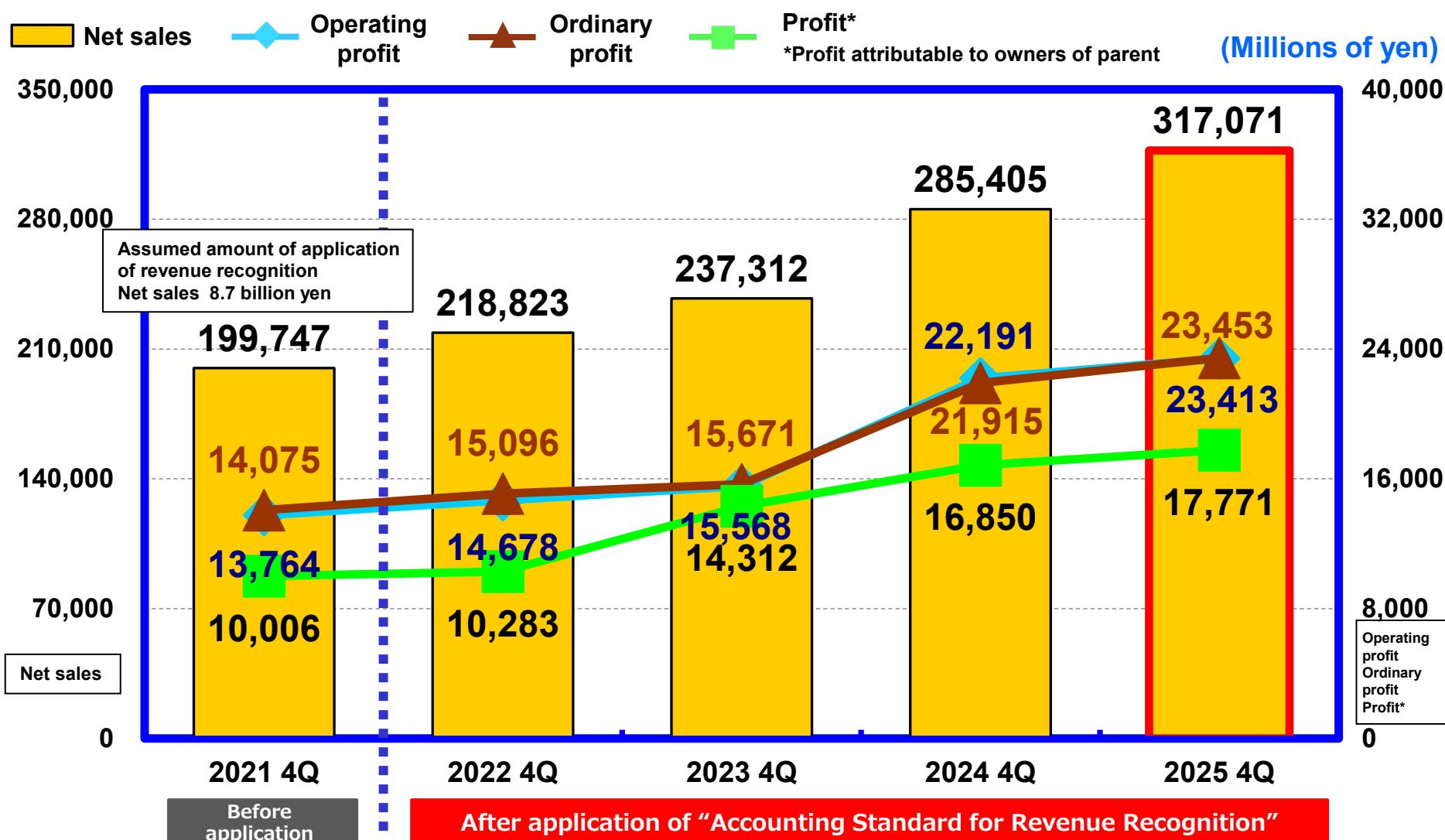
(Millions of yen)

	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

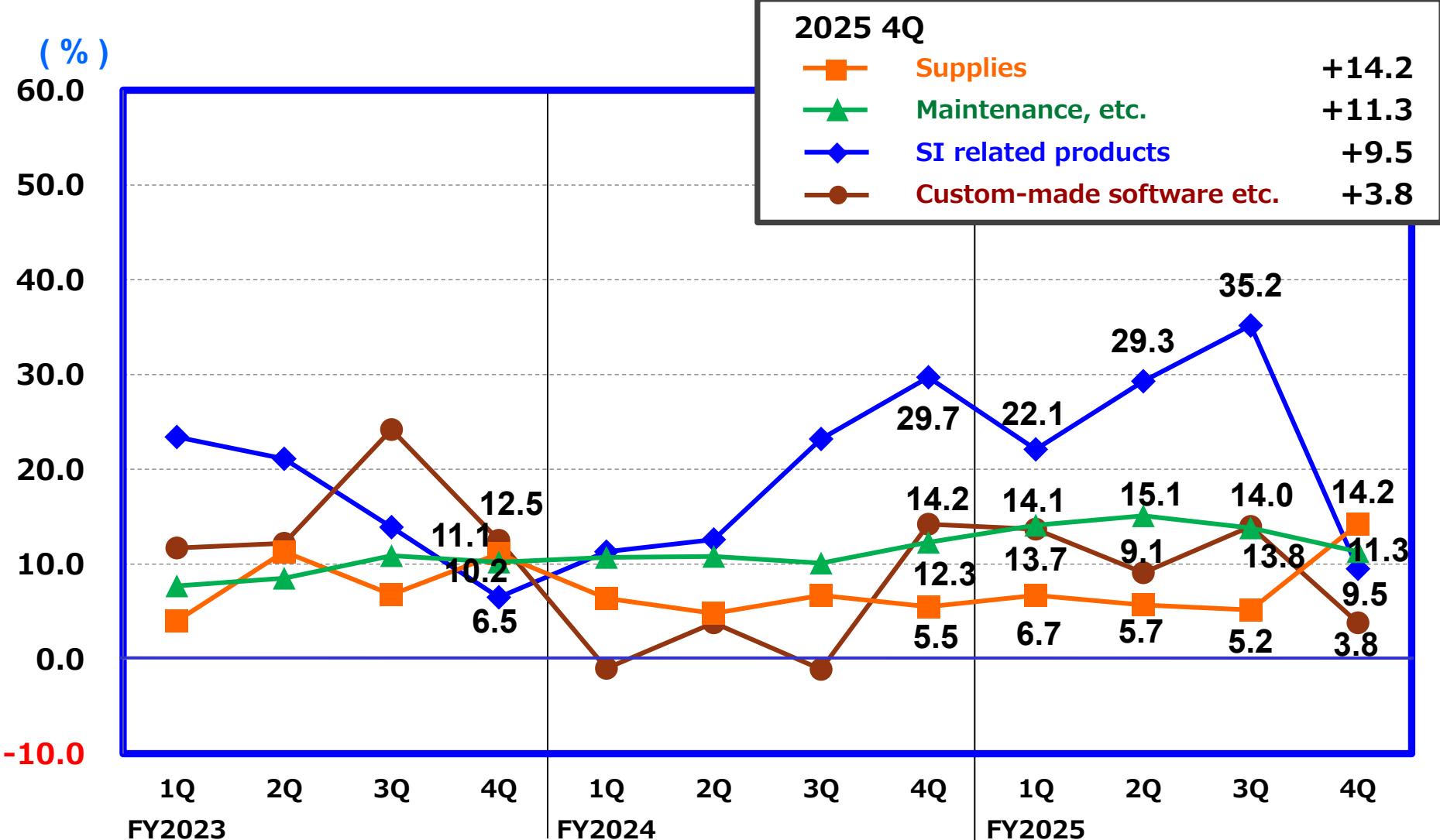
# Net sales and Profits, October – December

Consolidated



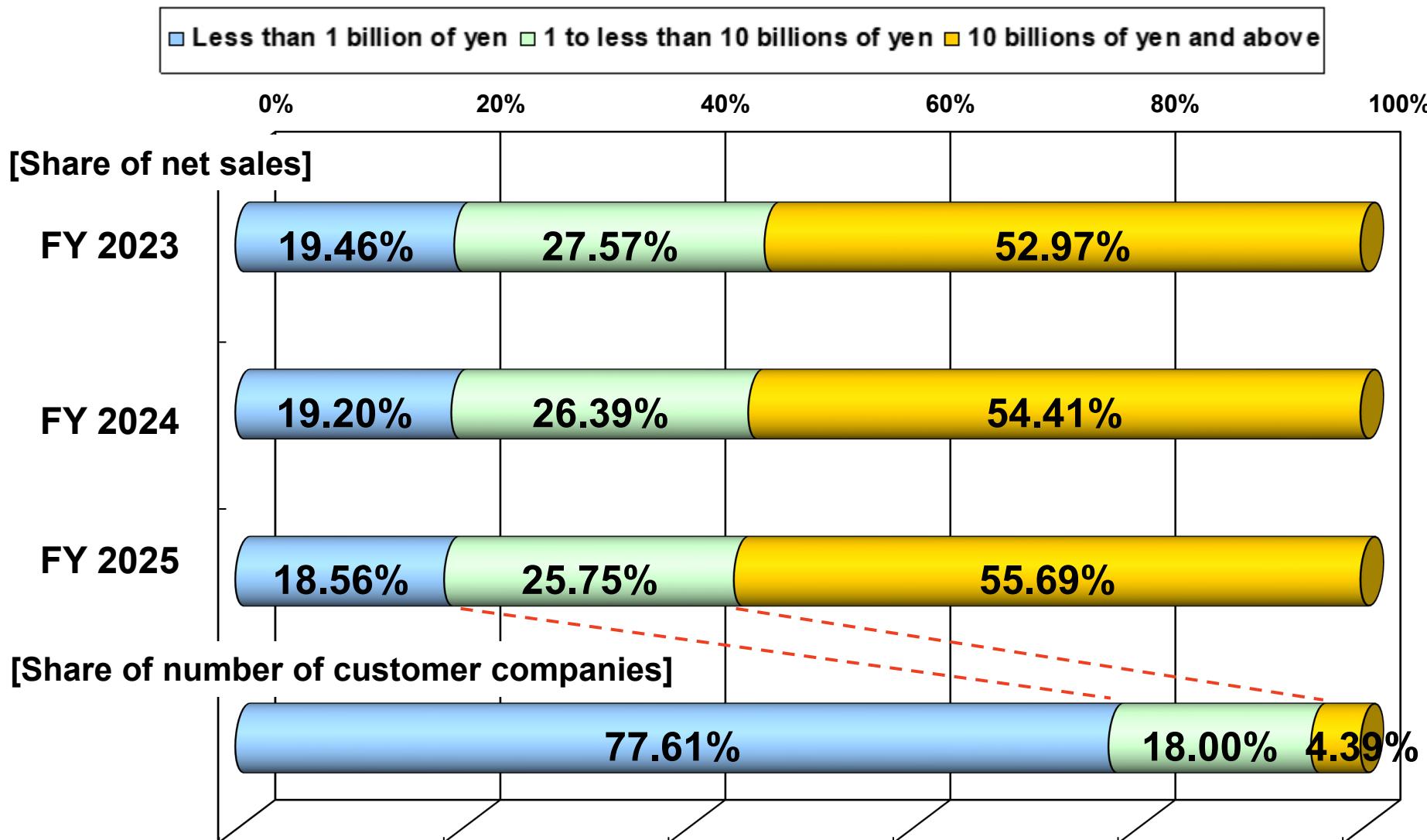
# Quarterly Net Sales by 4 segments

( % change year-on-year )

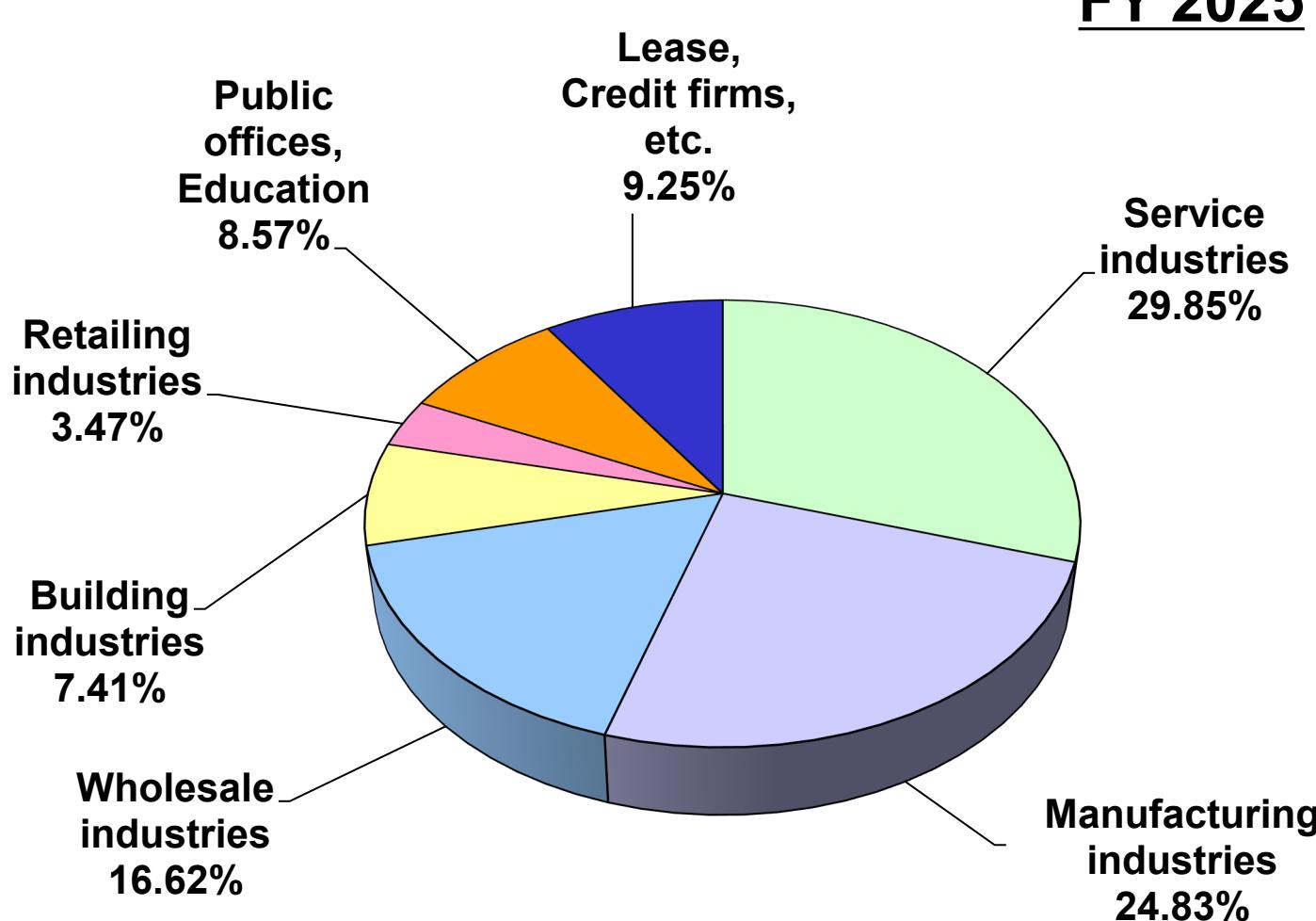


# Composition of customers by annual sales

Non-  
Consolidated

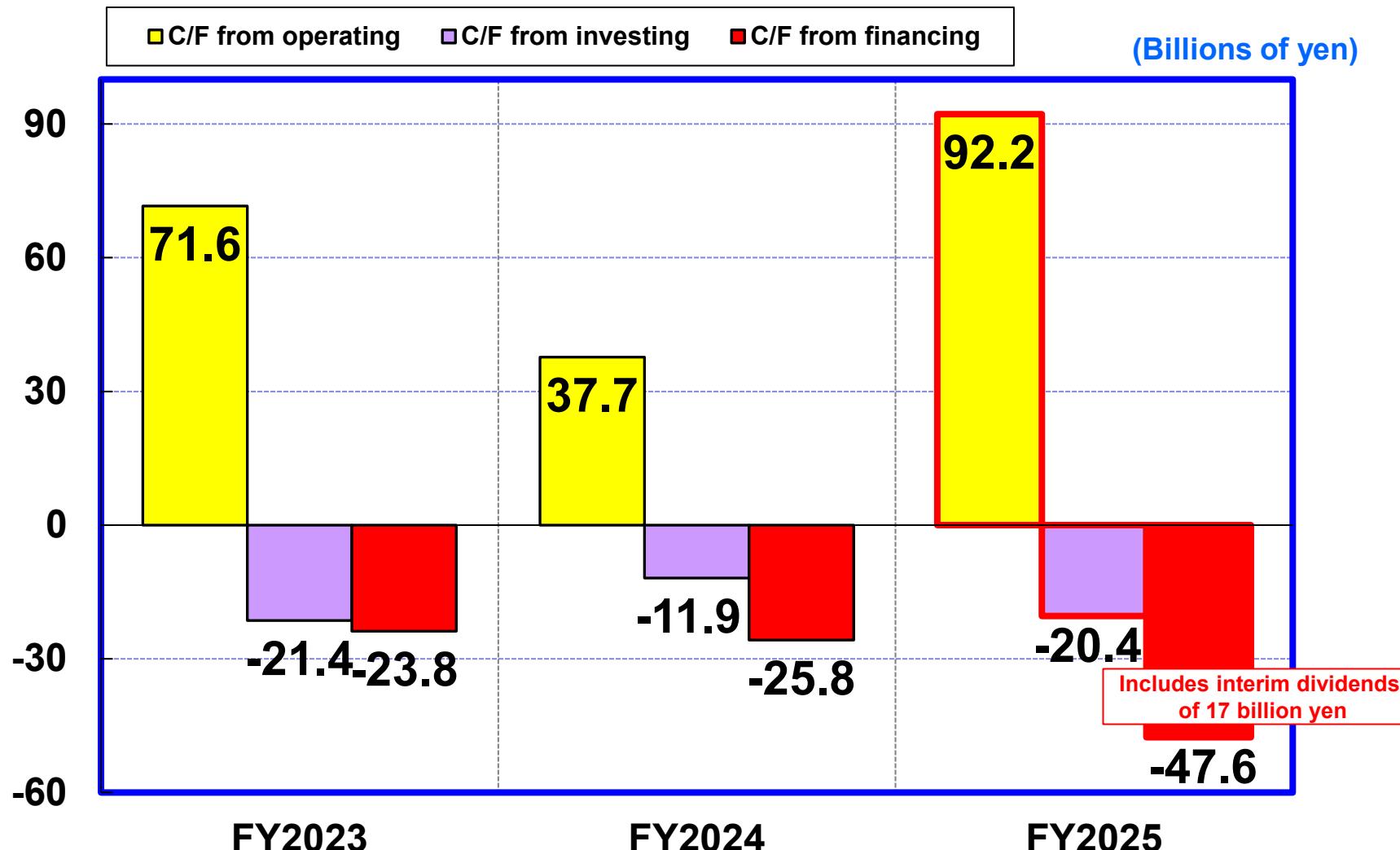


# Sales breakdown by customers' type of industry



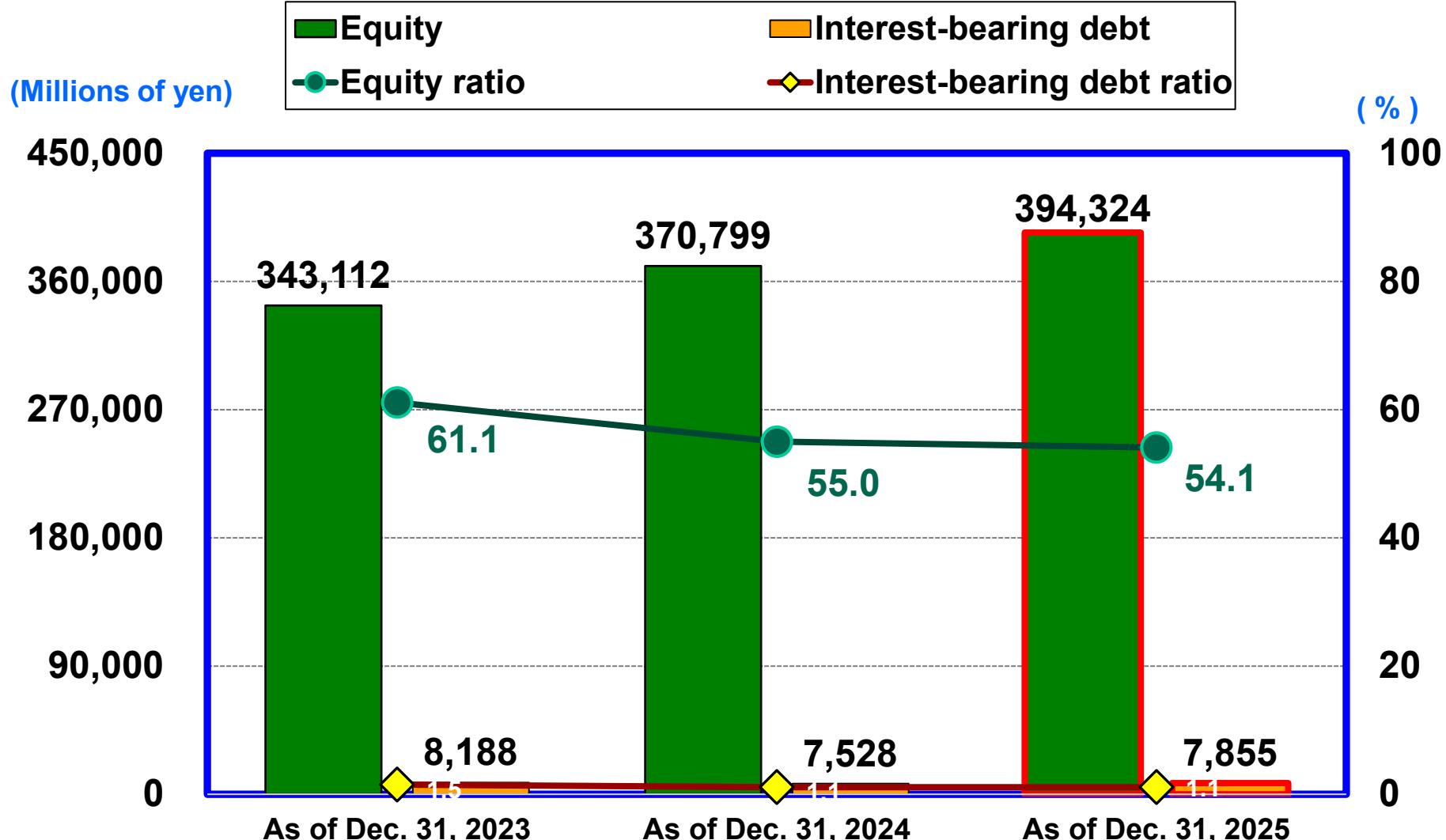
Consolidated

# Cash flows



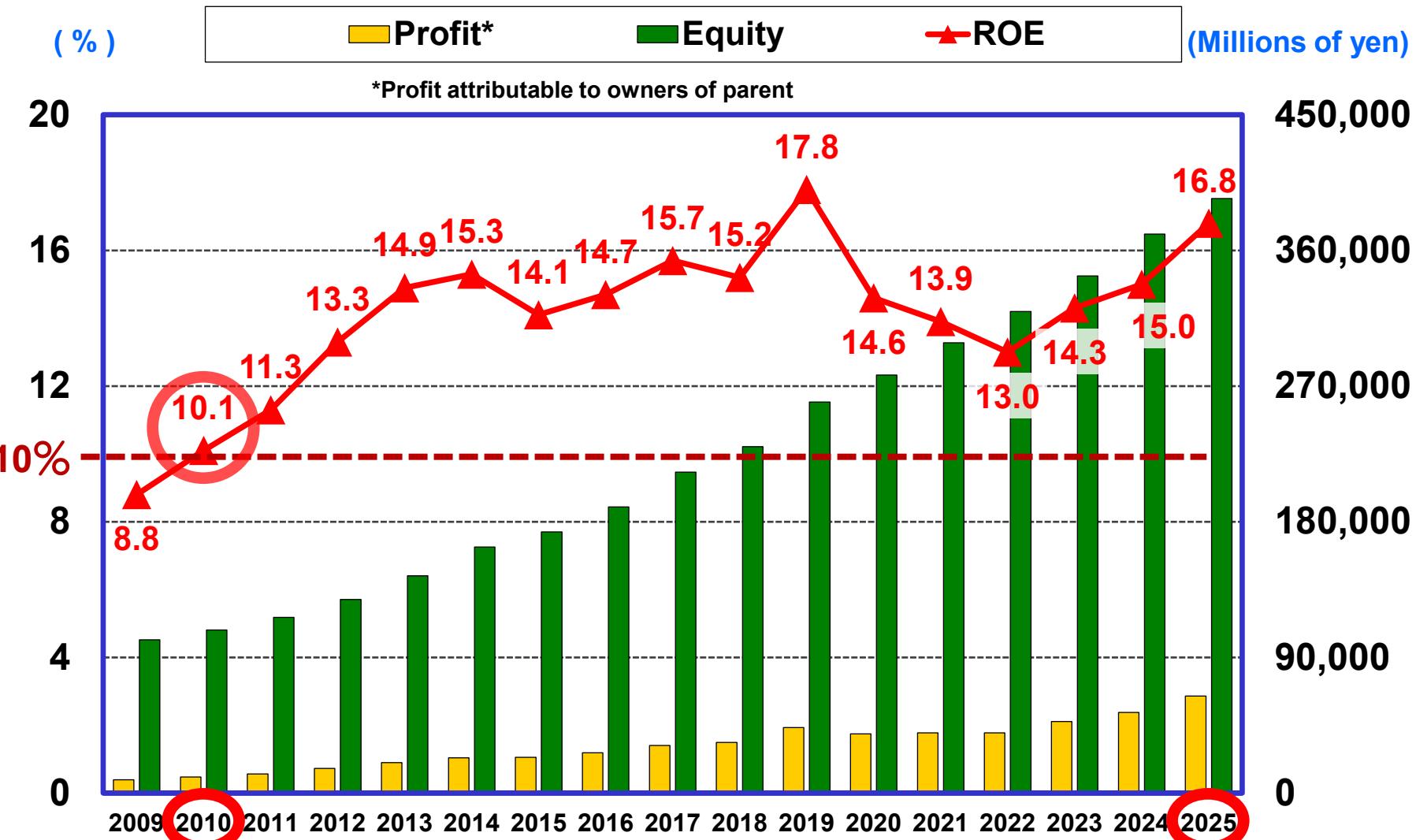
Consolidated

# Equity and Interest-bearing debt



Consolidated

# ROE

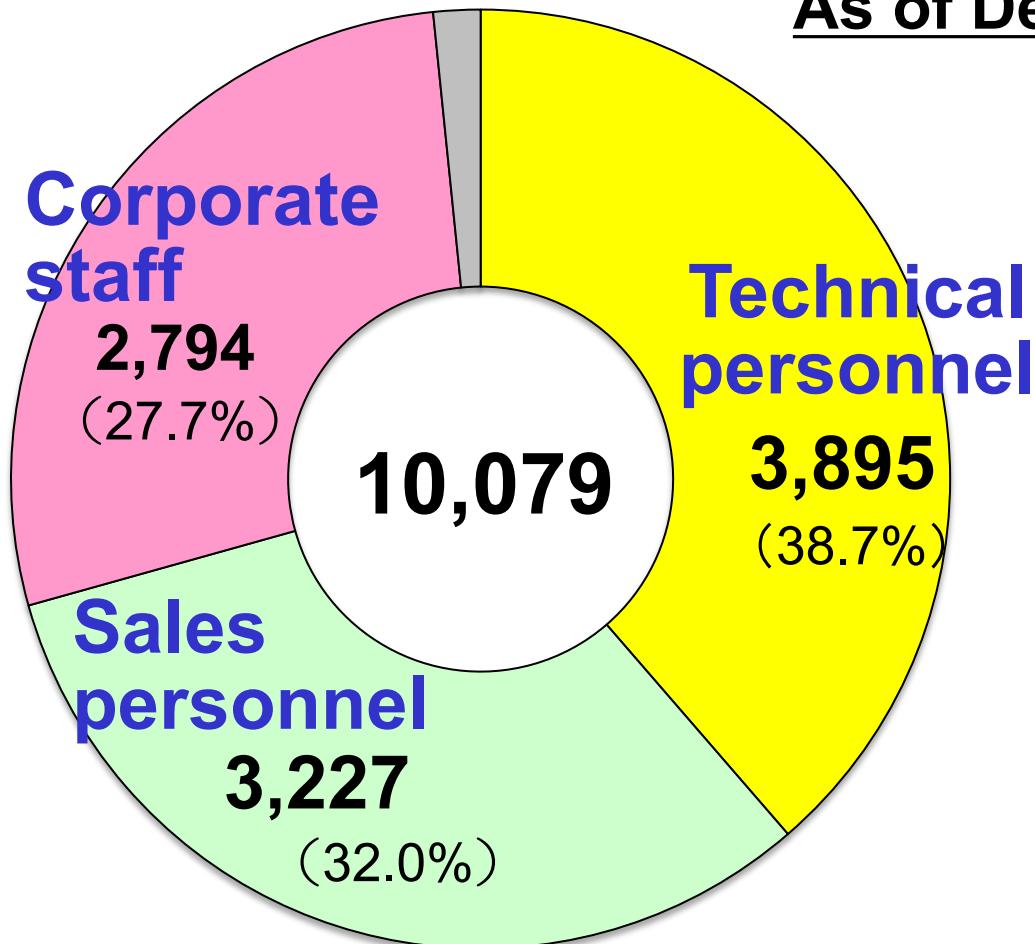


Consolidated

# Personnel organization (regular employees)

**Others 163 (1.6%)**

As of Dec. 31, 2025



# 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%

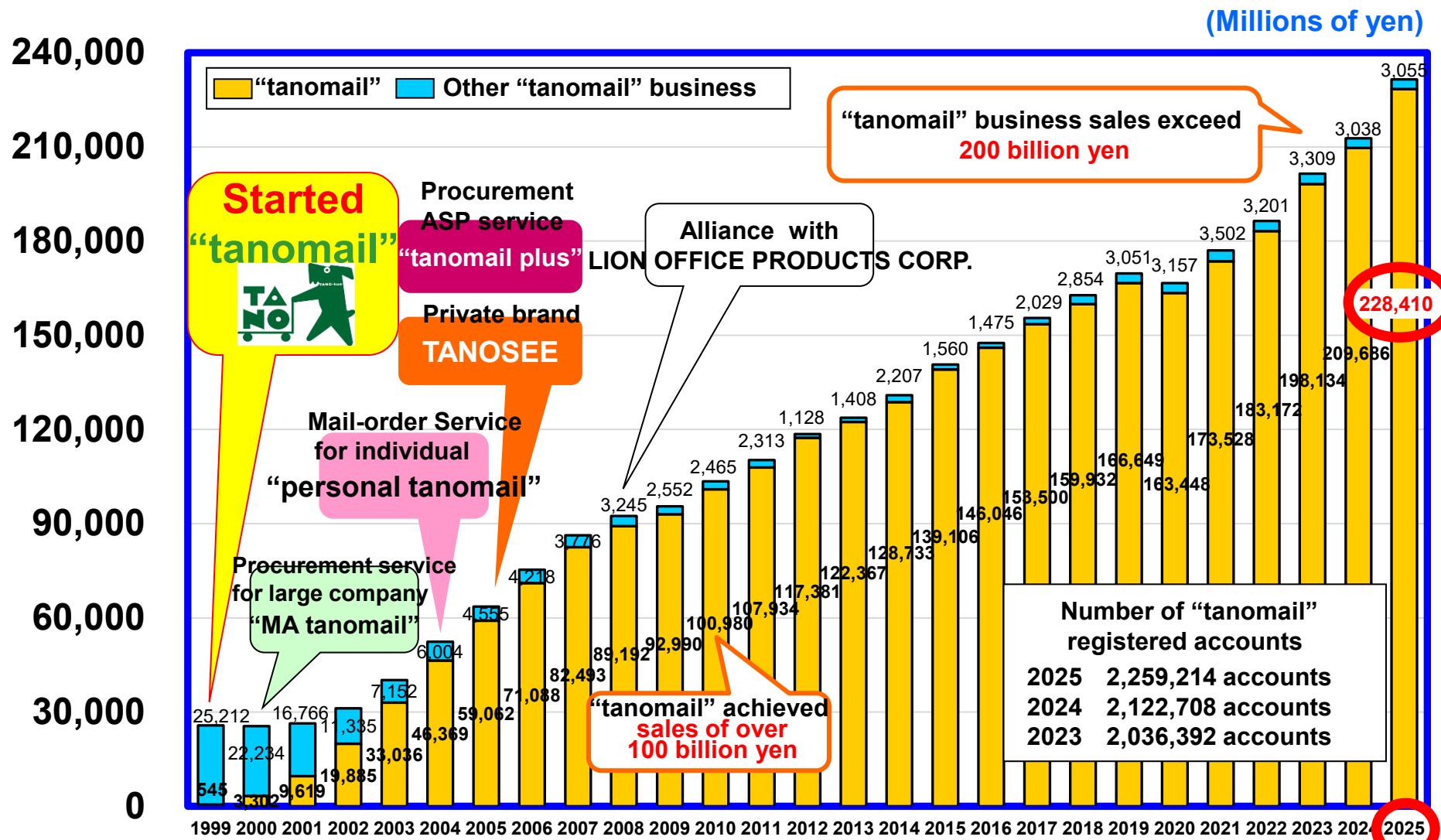
(ODS: Otsuka Document Solutions OSM: Otsuka Security Management)

<As reference: Number of Sales>

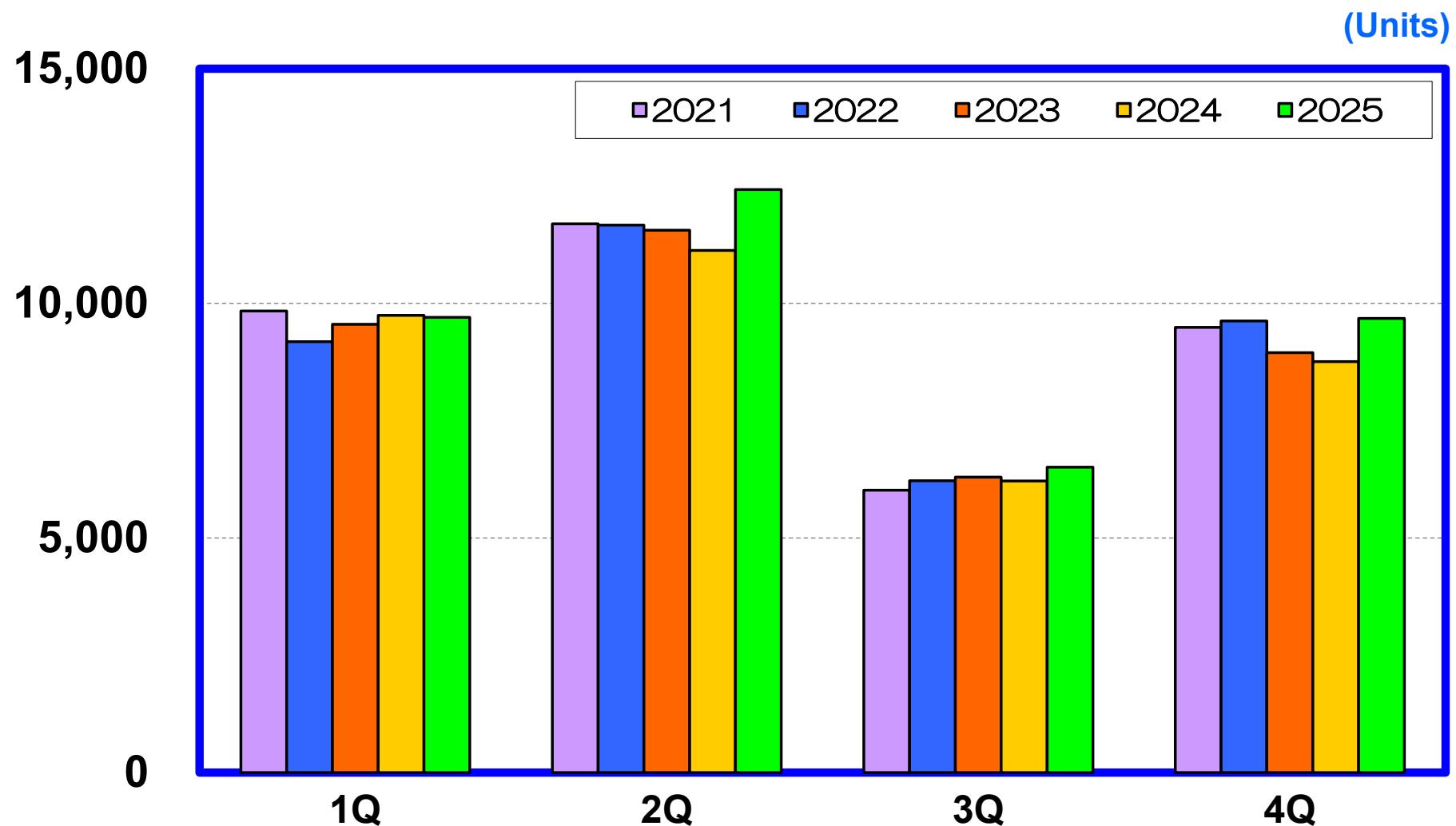
(Units)

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%

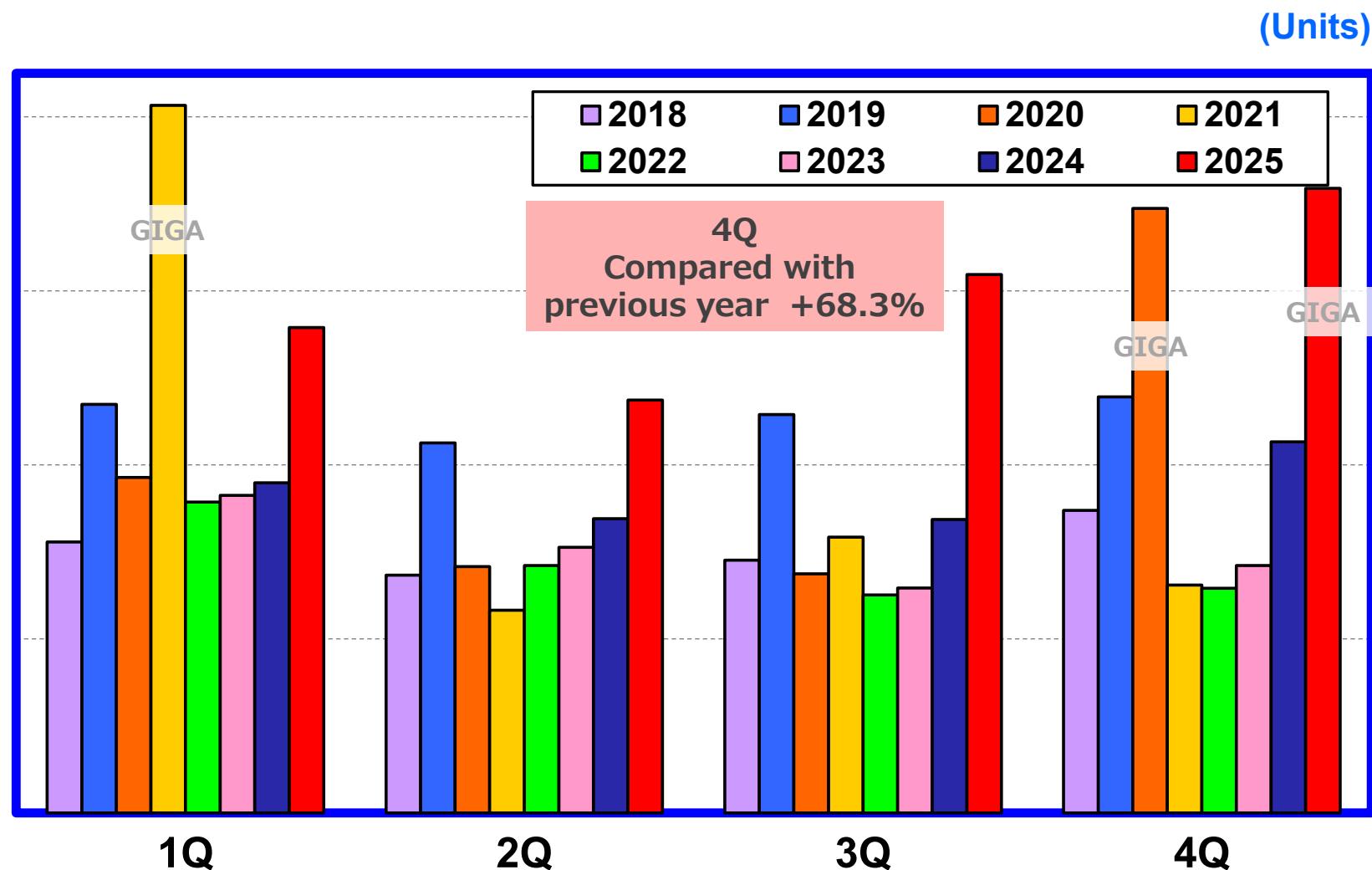
# Annual sales transition of “tanomail”



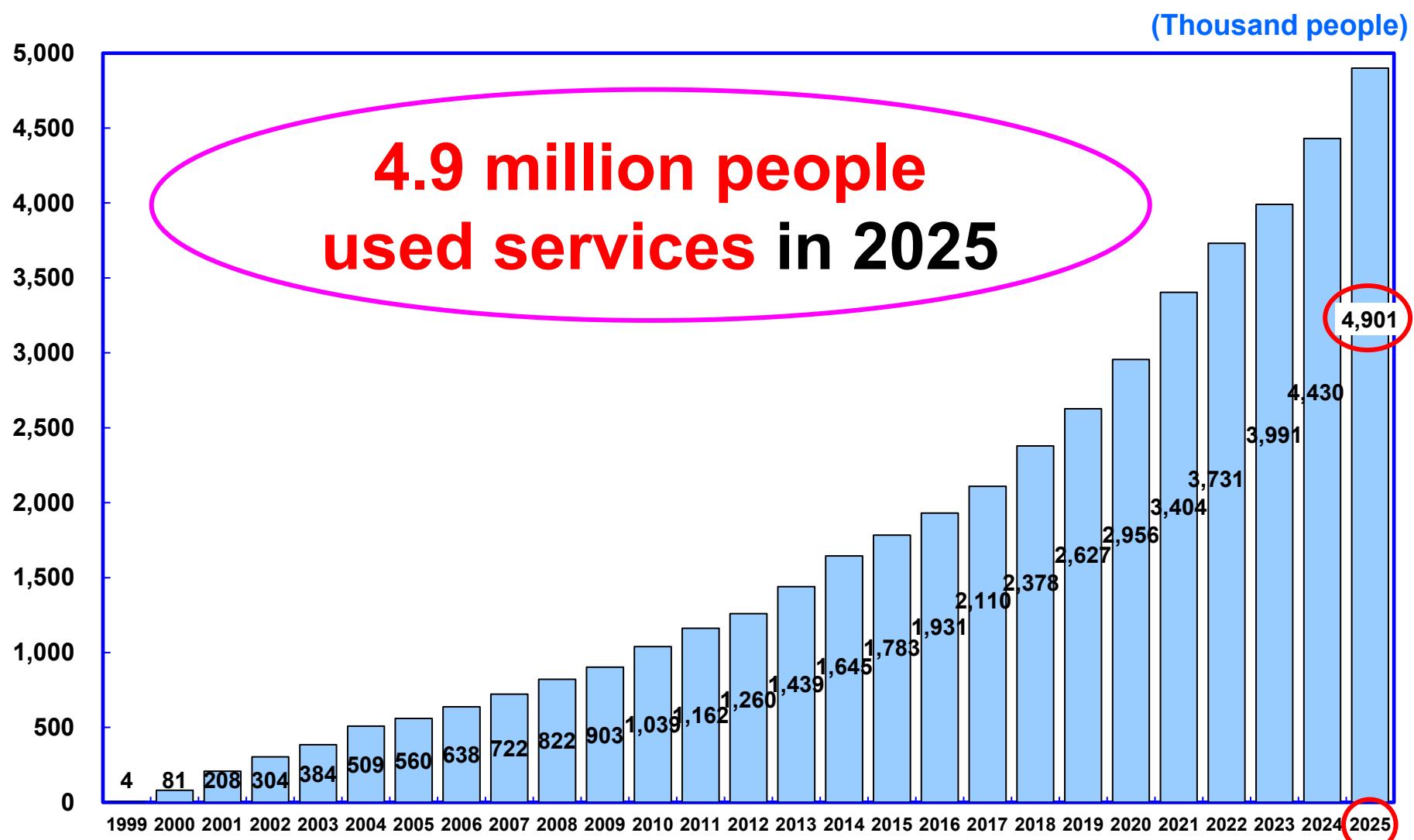
# Quarterly Number of Copiers Sold



# Quarterly Number of Client Machines Sold

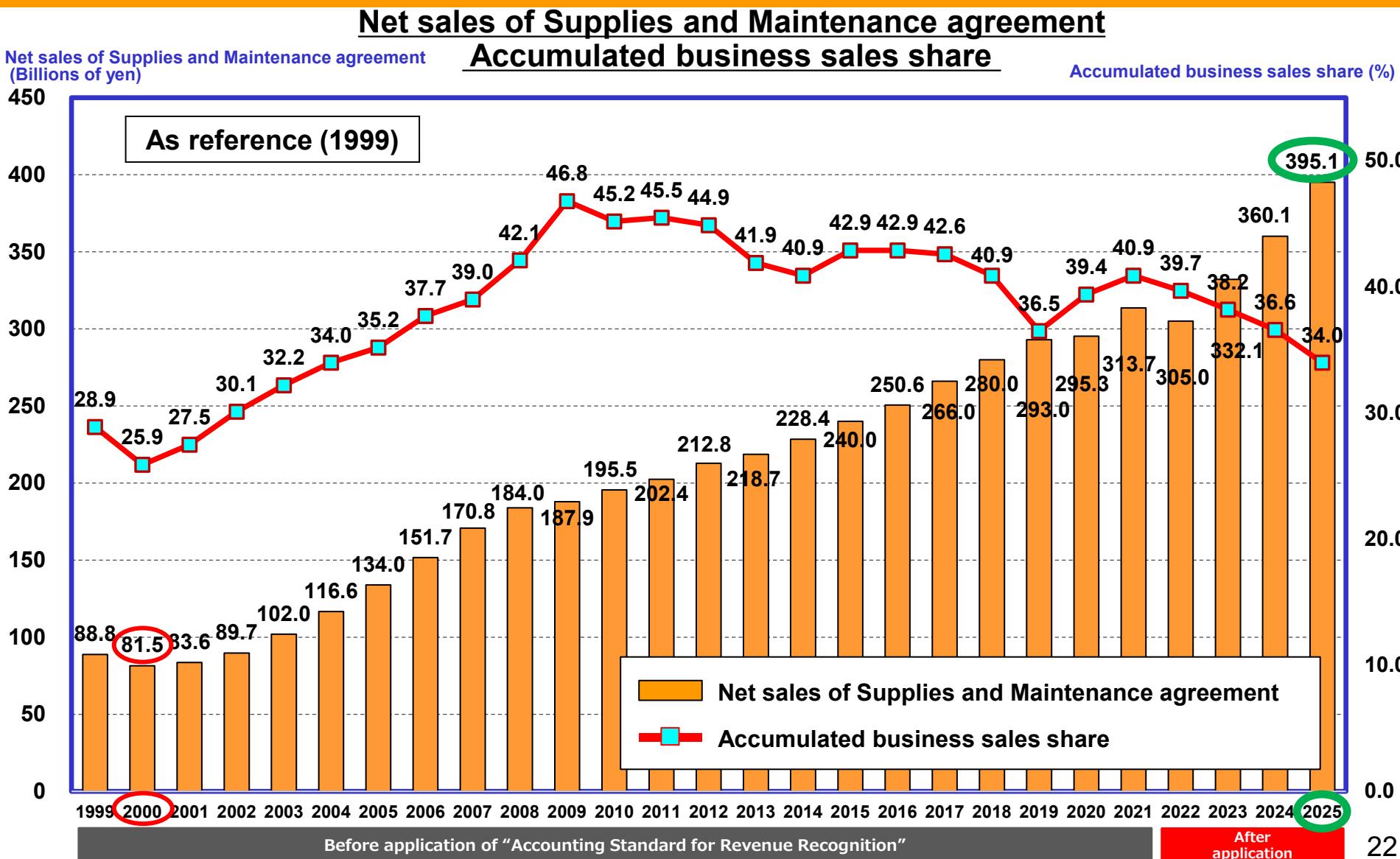


# Number of Users of Main Web Services (ASP)



Non-  
Consolidated

# Growth of accumulated business



# 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”

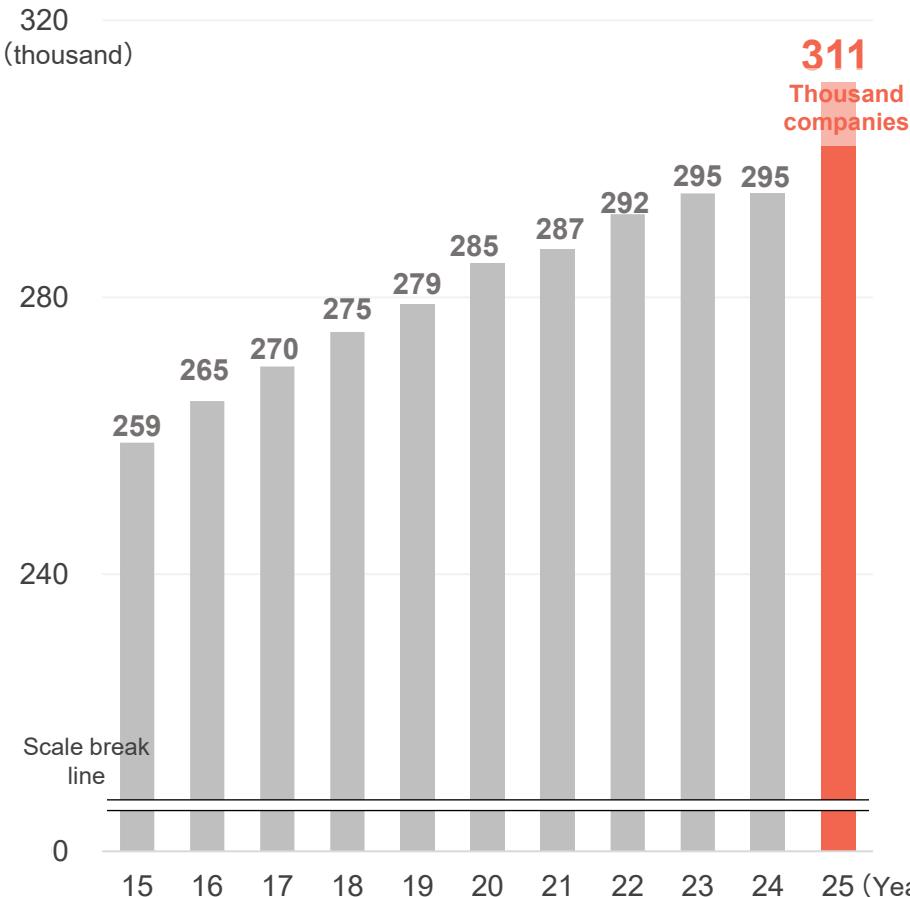
KPI	Target	January-December 2025	
		Results	Compared with previous year
Number of customer companies	+2.0%	311,000 companies	+5.4%
(Reference) Number of trading accounts	—	1,012,000 accounts	+6.9%
Sales per company	+3.0%	3.73 million yen	+12.0%

Non-  
Consolidated

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

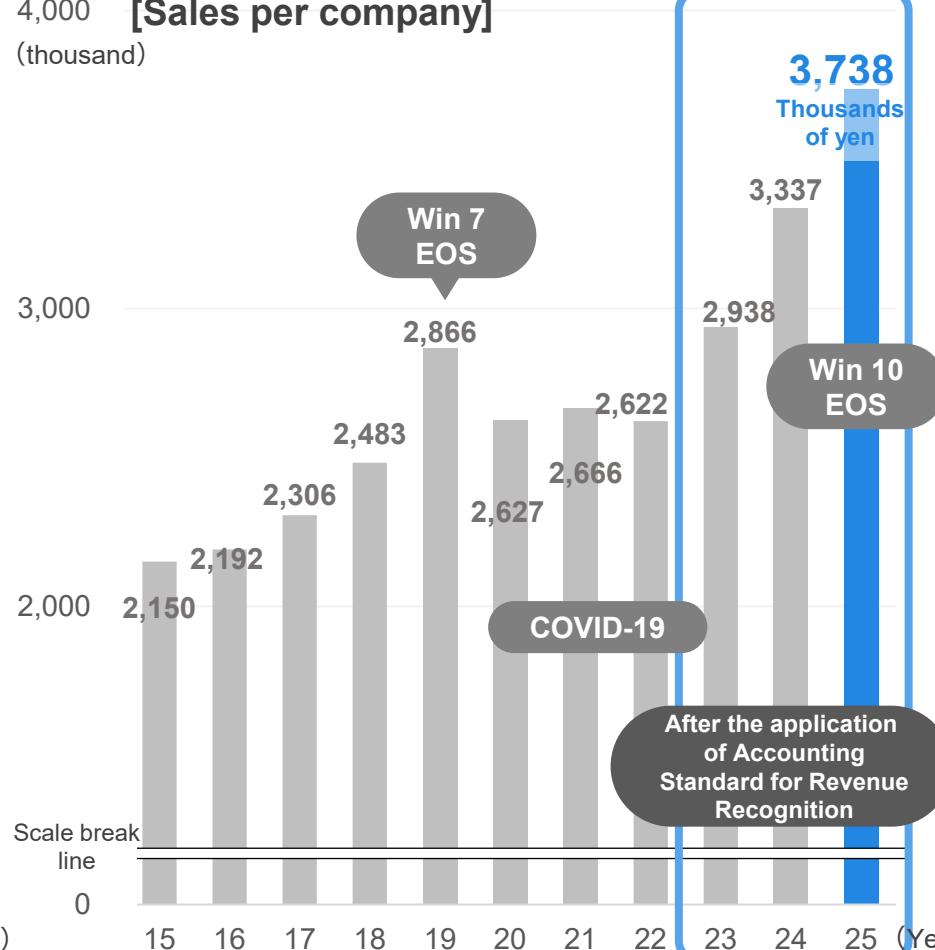
The number of customer companies exceeds 300,000 companies.

[Number of customer companies per year]



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

[Sales per company]  
(thousand)

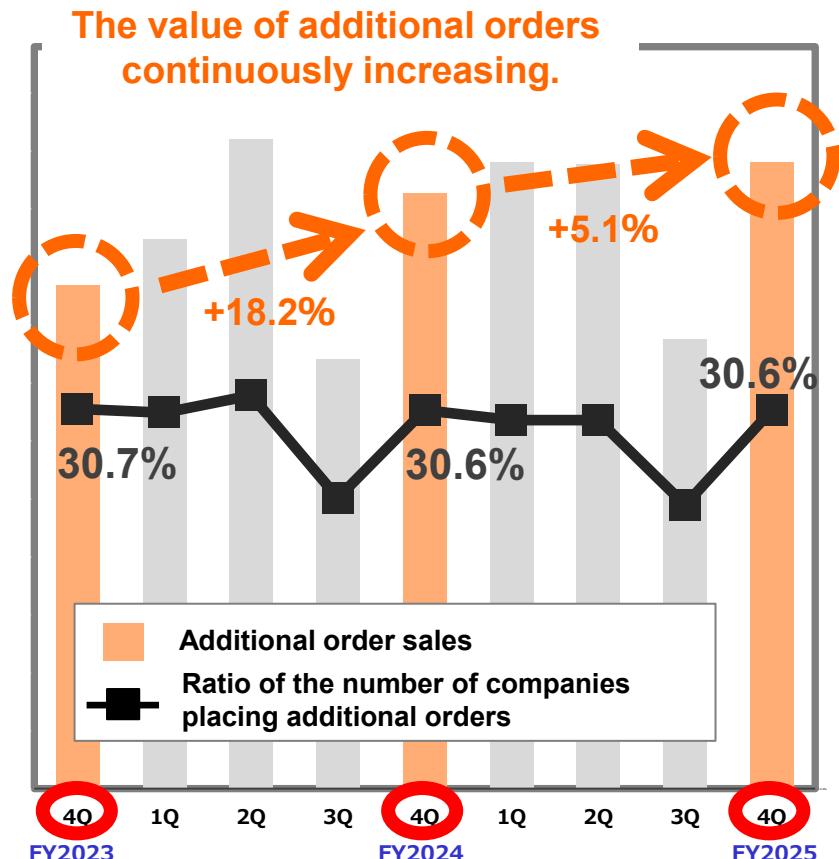


# Status of Orders

## 【State of Additional Orders】

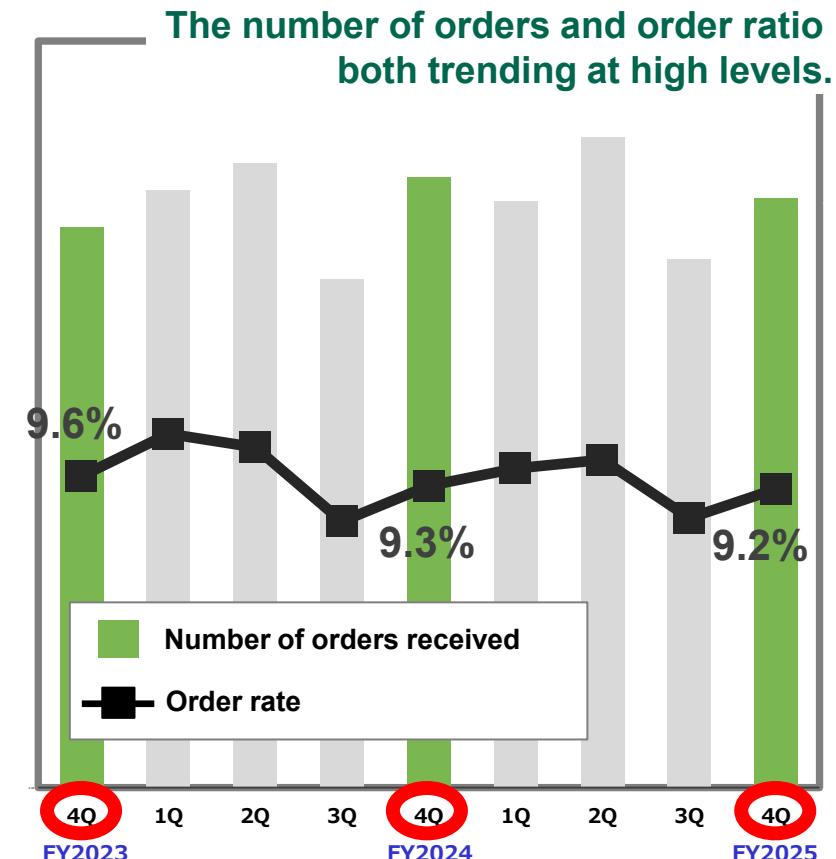
Value of orders received and number of corporate customers in the current quarter as a percentage of customers who conducted transactions with Otsuka in the previous quarter

\* 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.**

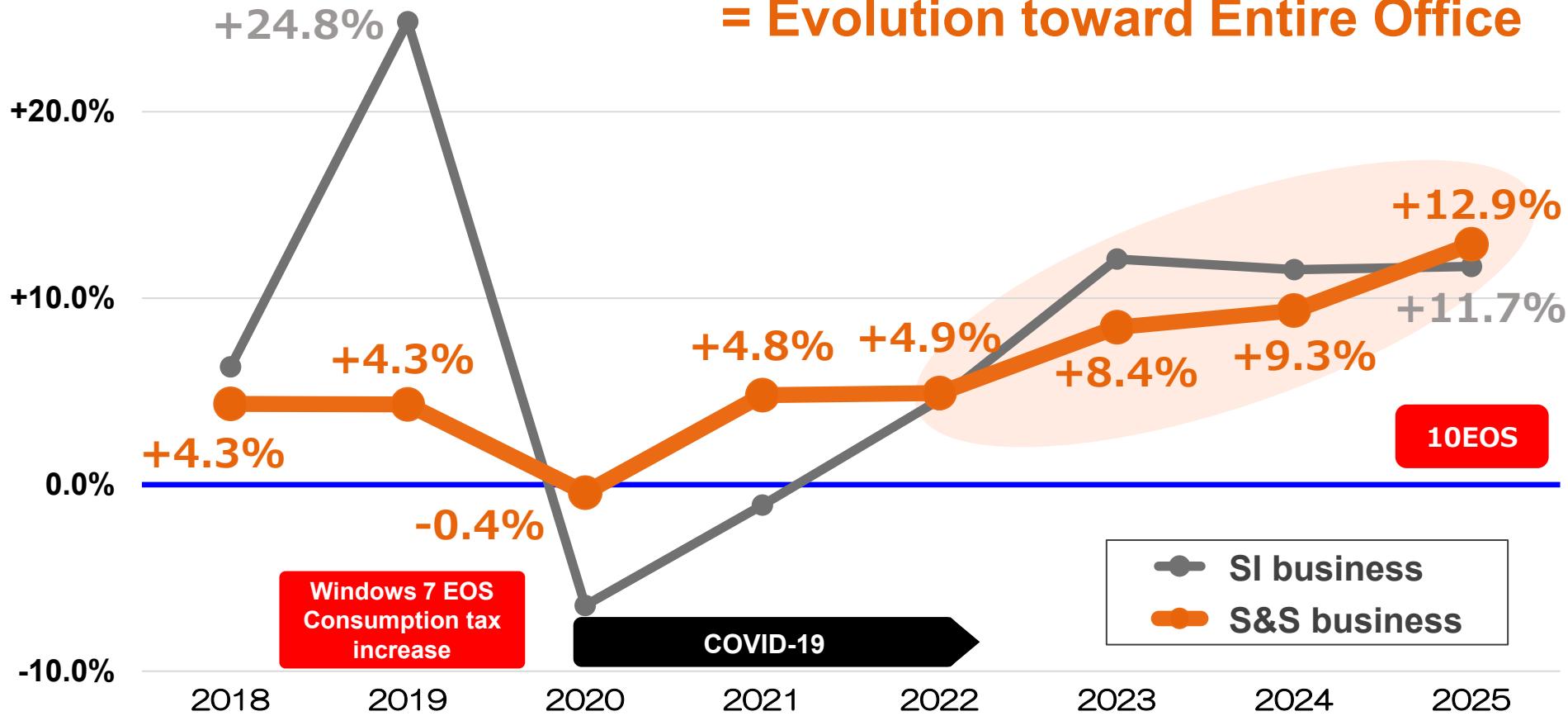
(Billions of yen)	Fiscal year ended December 2019 (Windows 7 EOS)		
	Total	SI business	S&S business
<b>Gross profit</b>	165.5	91.6	73.8
Difference to Last year	+21.2	+18.2	+3.0
Change to Last year	+14.7%	+24.8%	+4.3%

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

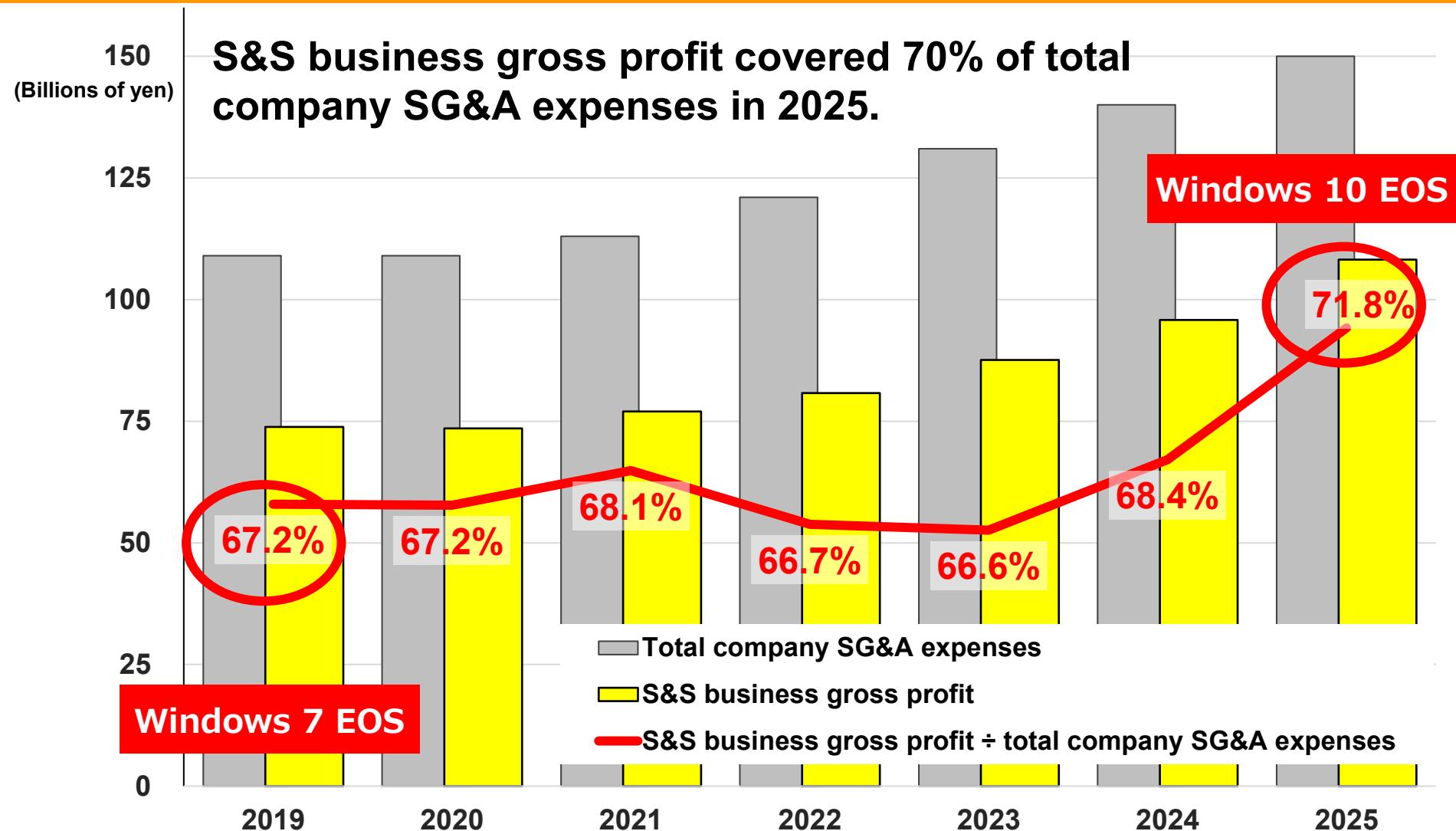
Change in value of gross profit from previous year

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 “tayloreru” Adobe CC      Numerous cloud services released each time

2011 “tayloreru” Microsoft 365    2012 Anywhere Cabinet

2005 Alpha Office    2006 “tayloreru” 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



たよれーる neoAI  
chat

Utilize generative AI  
Enhance efficiency of  
business operations



美琴  
powered by cotomi



Translation·  
transcription



Robot

JAPAN AI  
AGENT

Business reform  
AI agent



Acrobat Studio

.d dotData

Sales forecast

Customer  
analysis



Management  
strategy

dotData  
Insight Lite

Business decision support

Data analysis

美琴 Eye

Usage support

AI education

AVILEN



Image analysis



Copilot Studio



Engagement improvement

AIxHR



Happiness Planet  
A Hitachi Group Company

AI Happiness

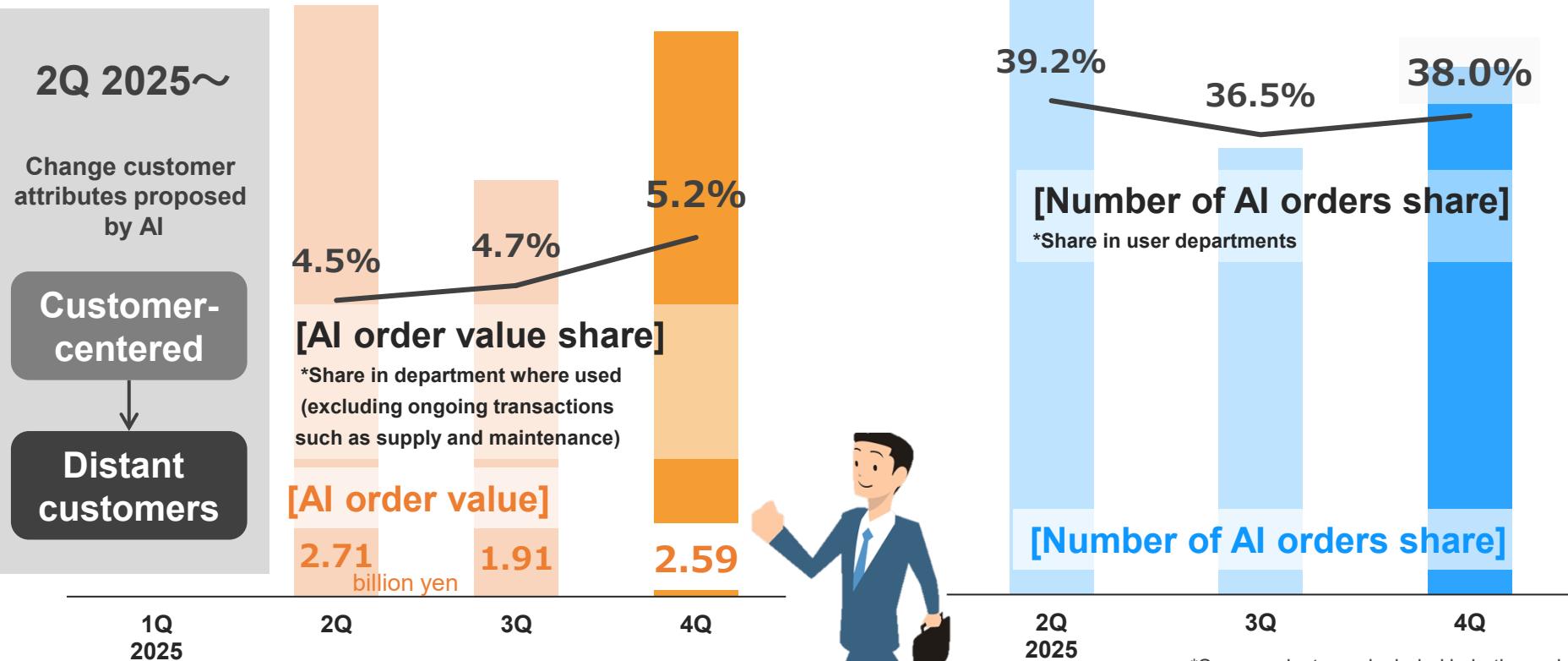
# Support Sales Activities through AI



2016

Start of AI usage

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





1996

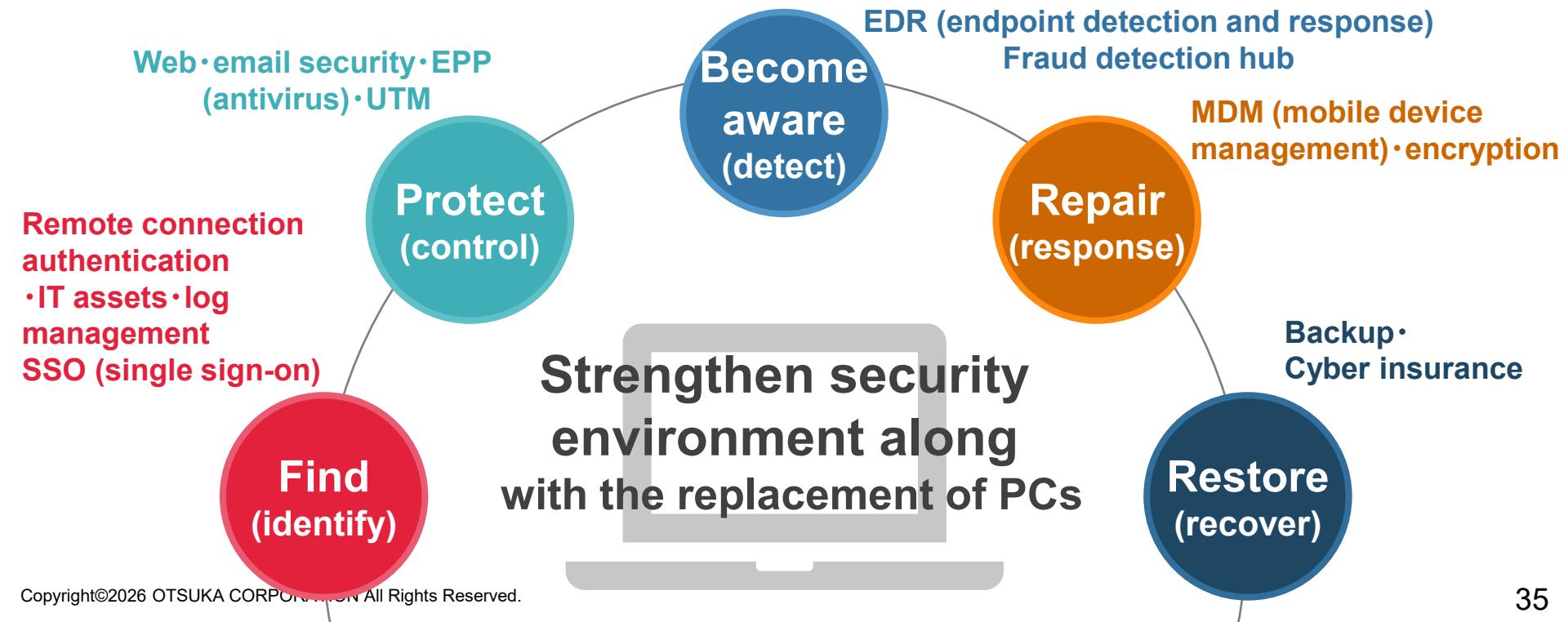
Security business  
started

# Security

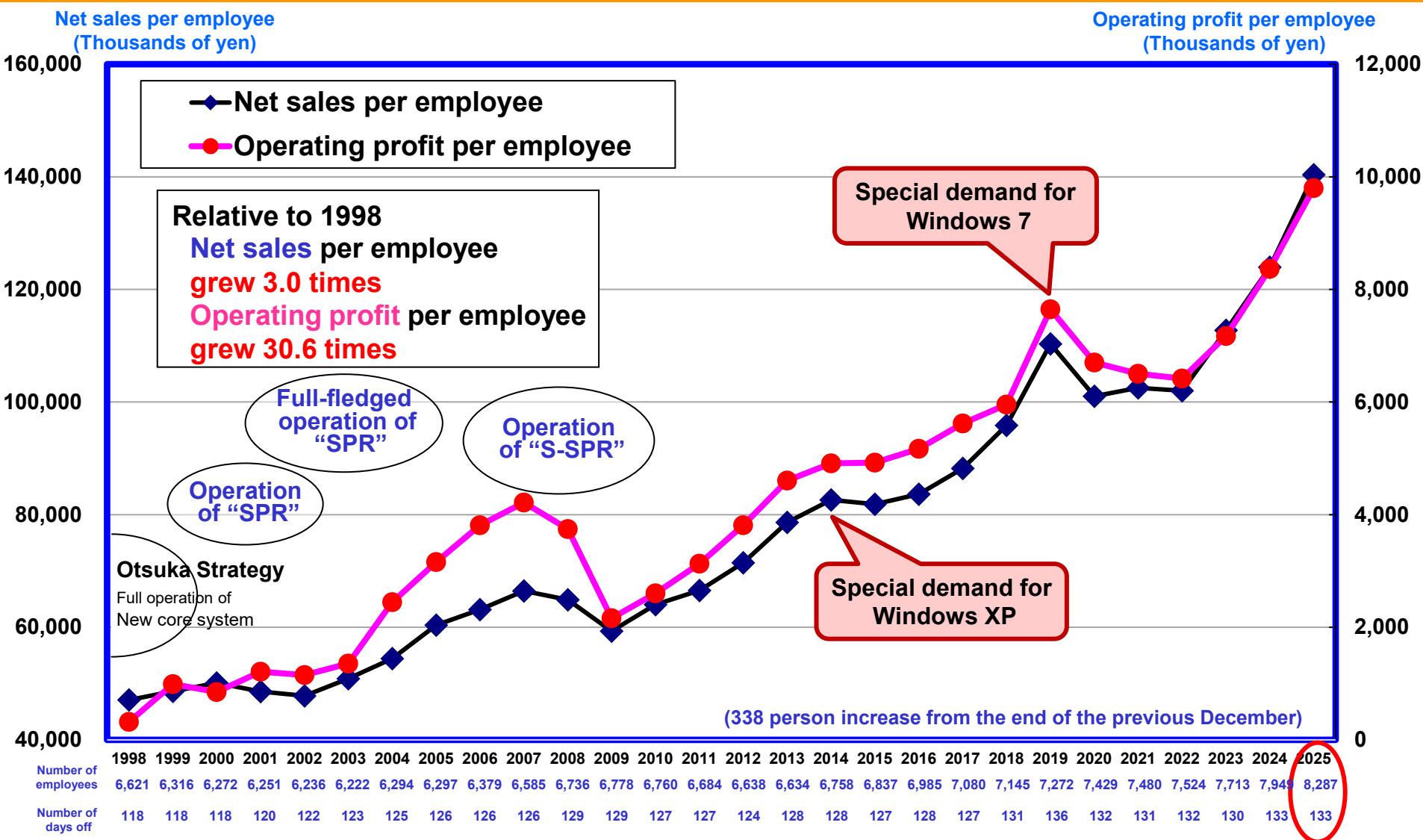
Supporting security measures throughout the entire supply chain  
from large companies to mid-sized companies and  
small- and medium-sized enterprises.

Around the end of 2026

Plan to start **Security measures evaluation system**



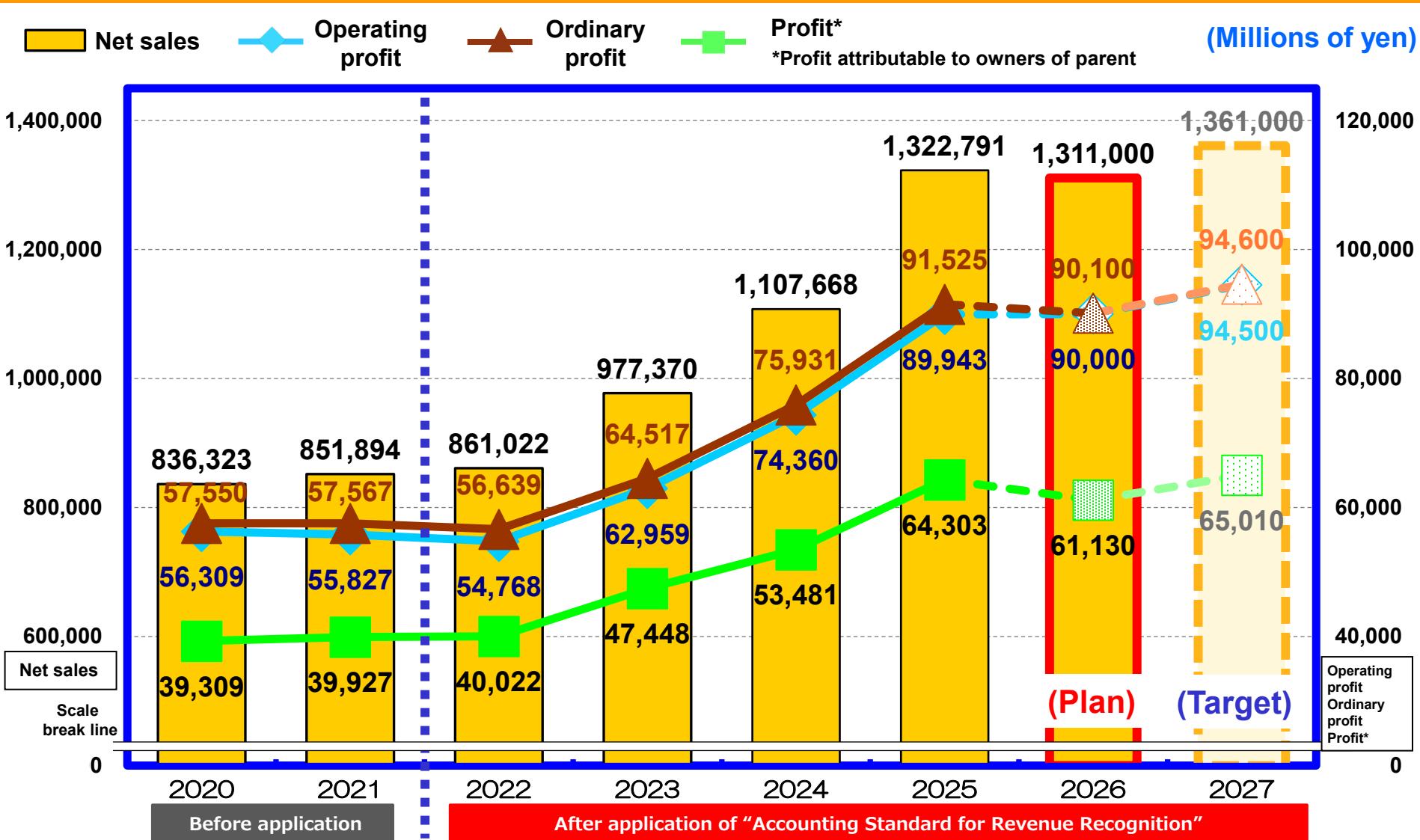
# Change of Net sales per employee and Operating profit per employee



# 2026 plans

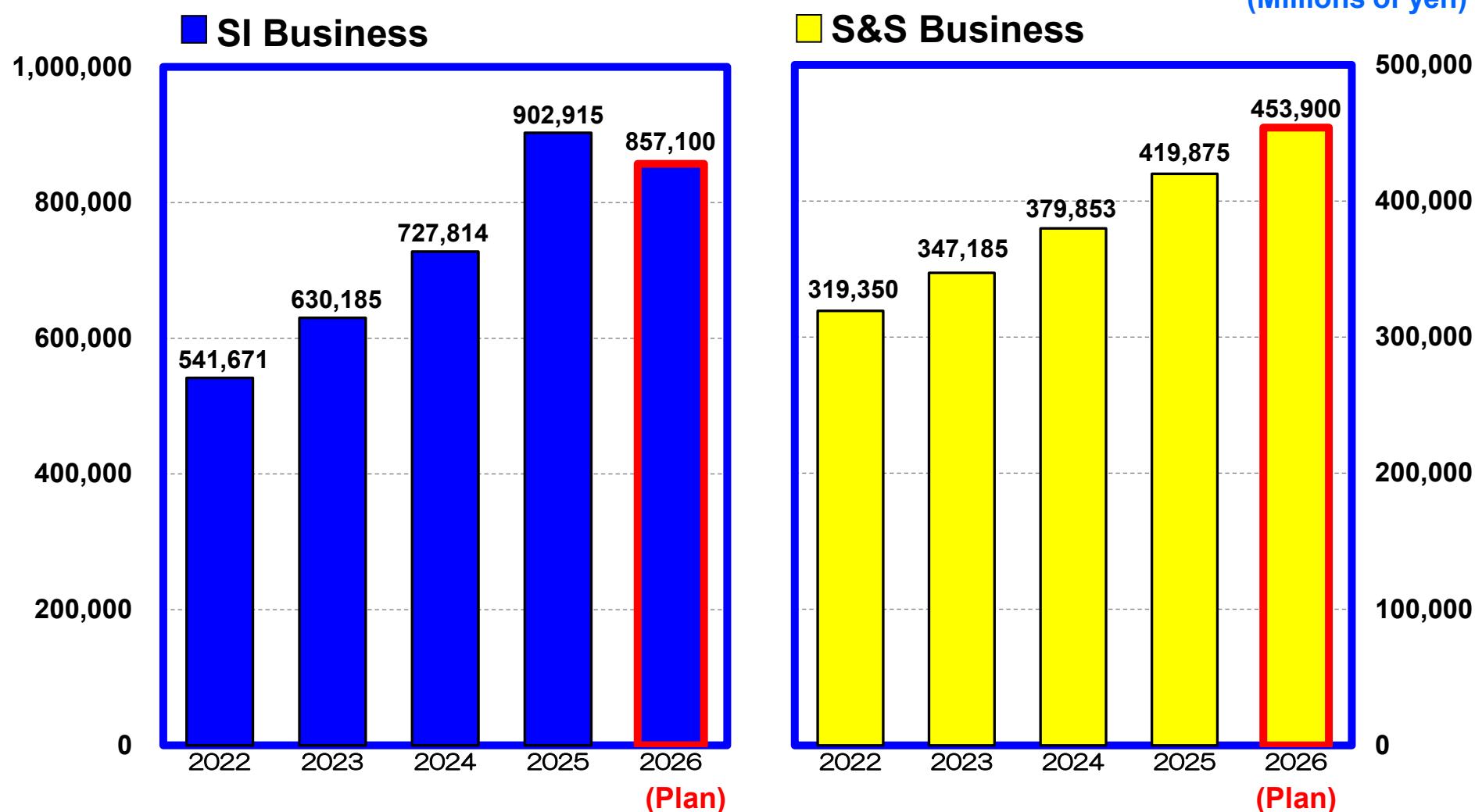
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# Plans of Net sales and profit



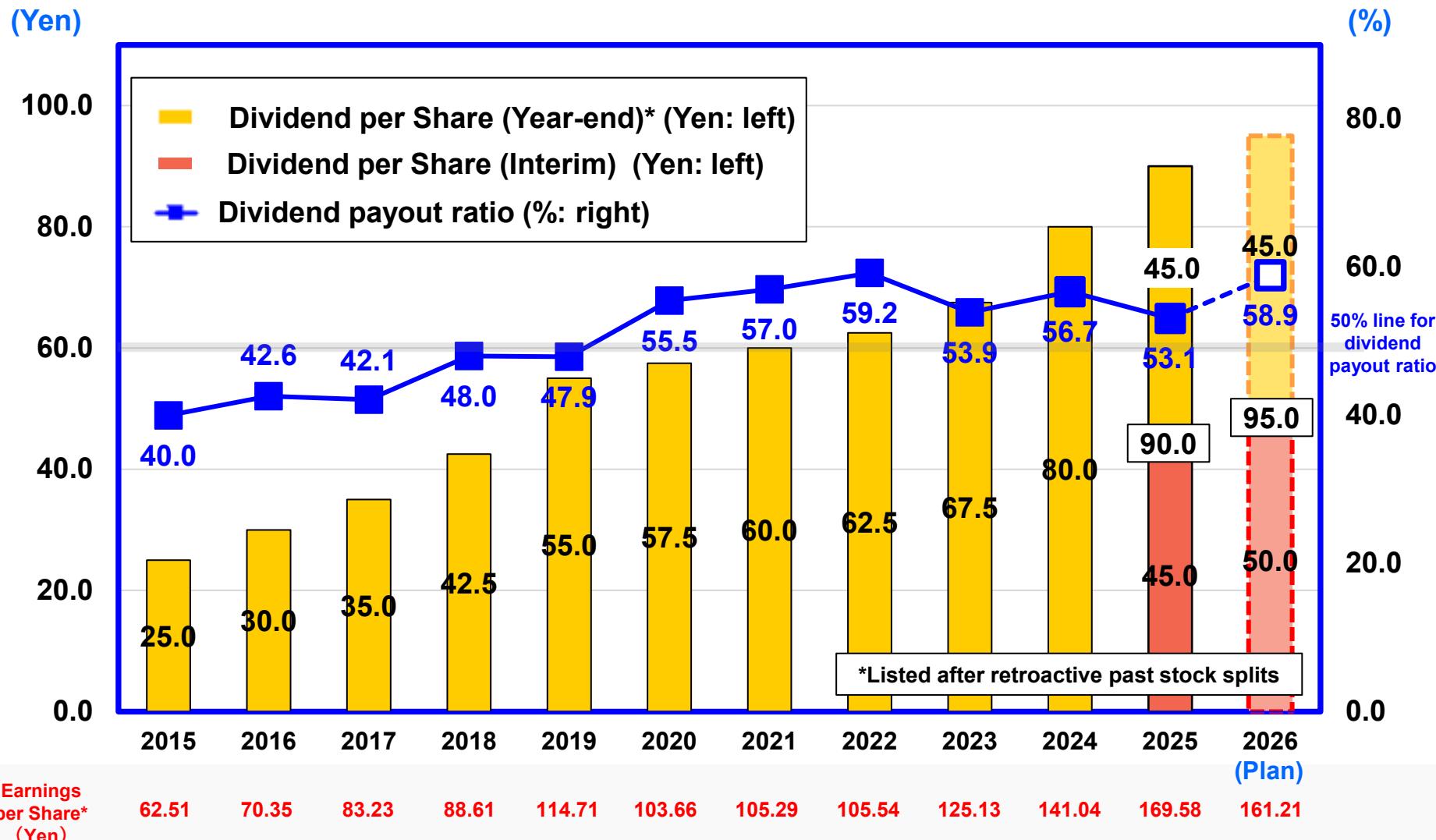
Consolidated

# Plans of Net sales by segments



連結

# Dividends



# Jissen (Practical) Solution Fair 2026



Tokyo

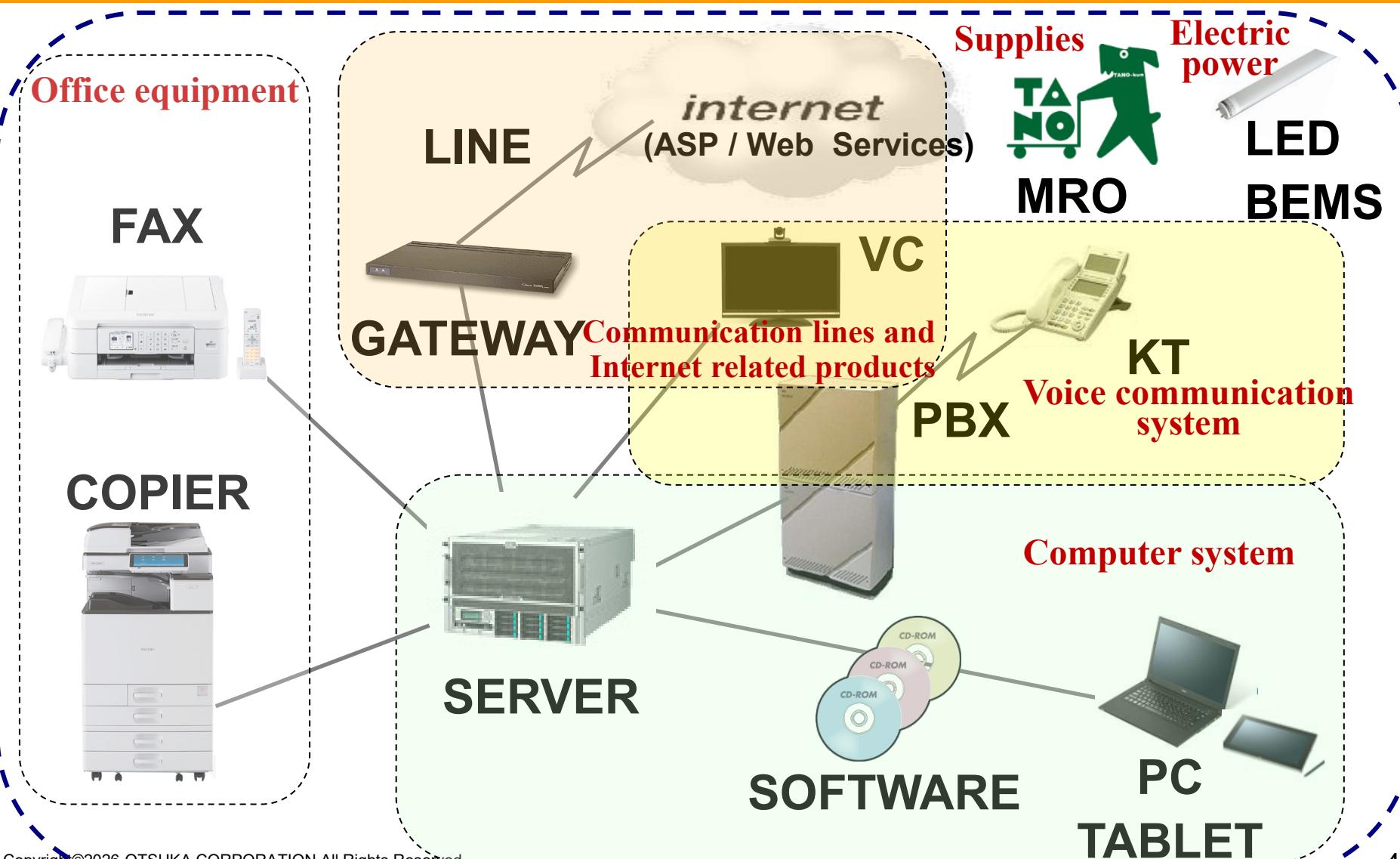
February 4, 2026 (Wednesday)  
To February 6 (Friday)

Osaka

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

Expanding through AI!  
Entire DX

# OTSUKA CORPORATION for the Entire Office



# Market Size is Large

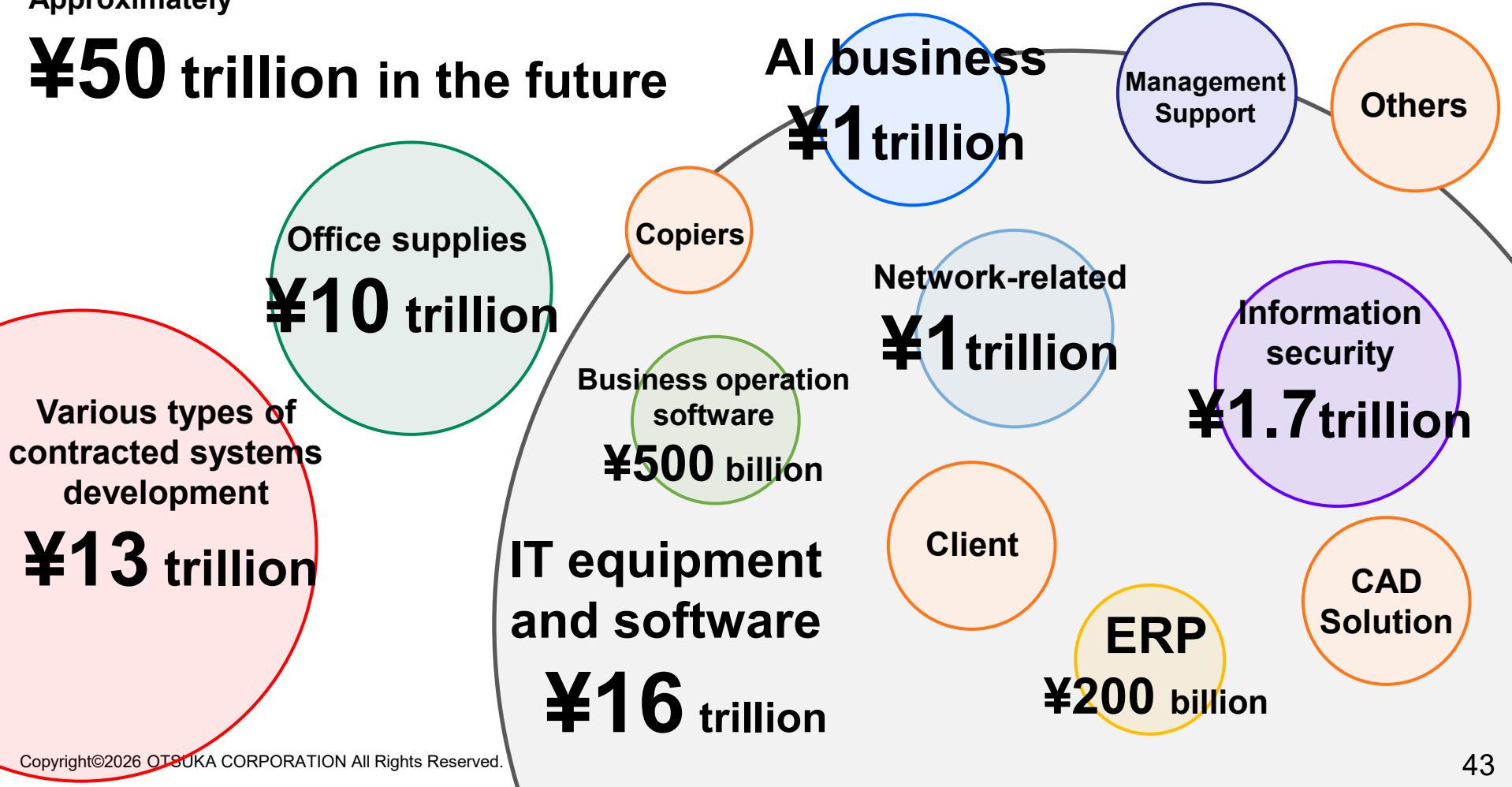
## Estimated market size of Otsuka's business domain

\*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

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