



Fiscal year ending December 2026

First three months

(January – March)

Business Results

April 30, 2026

OTSUKA CORPORATION

Key Points for 1Q 2026

1 Sales and each profit category reached **new record highs for the fourth consecutive year.**

Both consolidated and non-consolidated results set new record highs for the fourth consecutive year.

Results surpassed the previous year when favorable performance was supported by special demand accompanying Windows 10 EOS.

2 OSM (security) sales increased **by approximately 1.5 times.**

OSM sales increased sharply reflecting rising demand for security from various companies and a boost from security measure evaluation systems.

3 The Accumulated Business is steadily growing.

Supply and maintenance services also trending firmly. Aiming for stable growth and increased productivity and ensuring this leads to further expansion.

Summary of Business Results, January - March, 2026

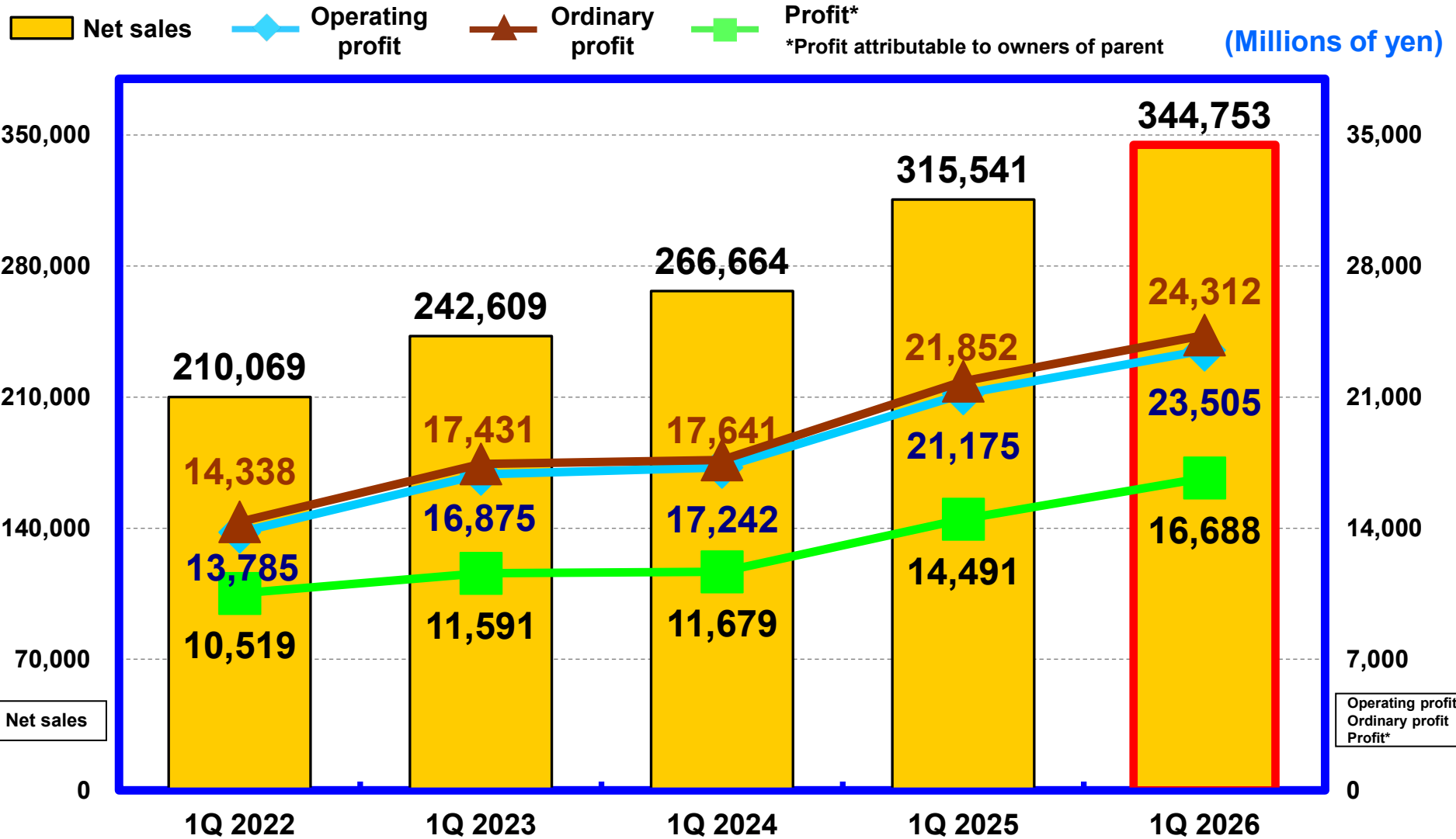
(Millions of yen)

	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	344,753	+9.3%	300,161	+7.3%
Operating profit	23,505	+11.0%	21,221	+11.8%
Ordinary profit	24,312	+11.3%	23,114	+8.3%
Profit*	16,688	+15.2%	16,743	+12.0%

*Profit attributable to owners of parent

Consolidated

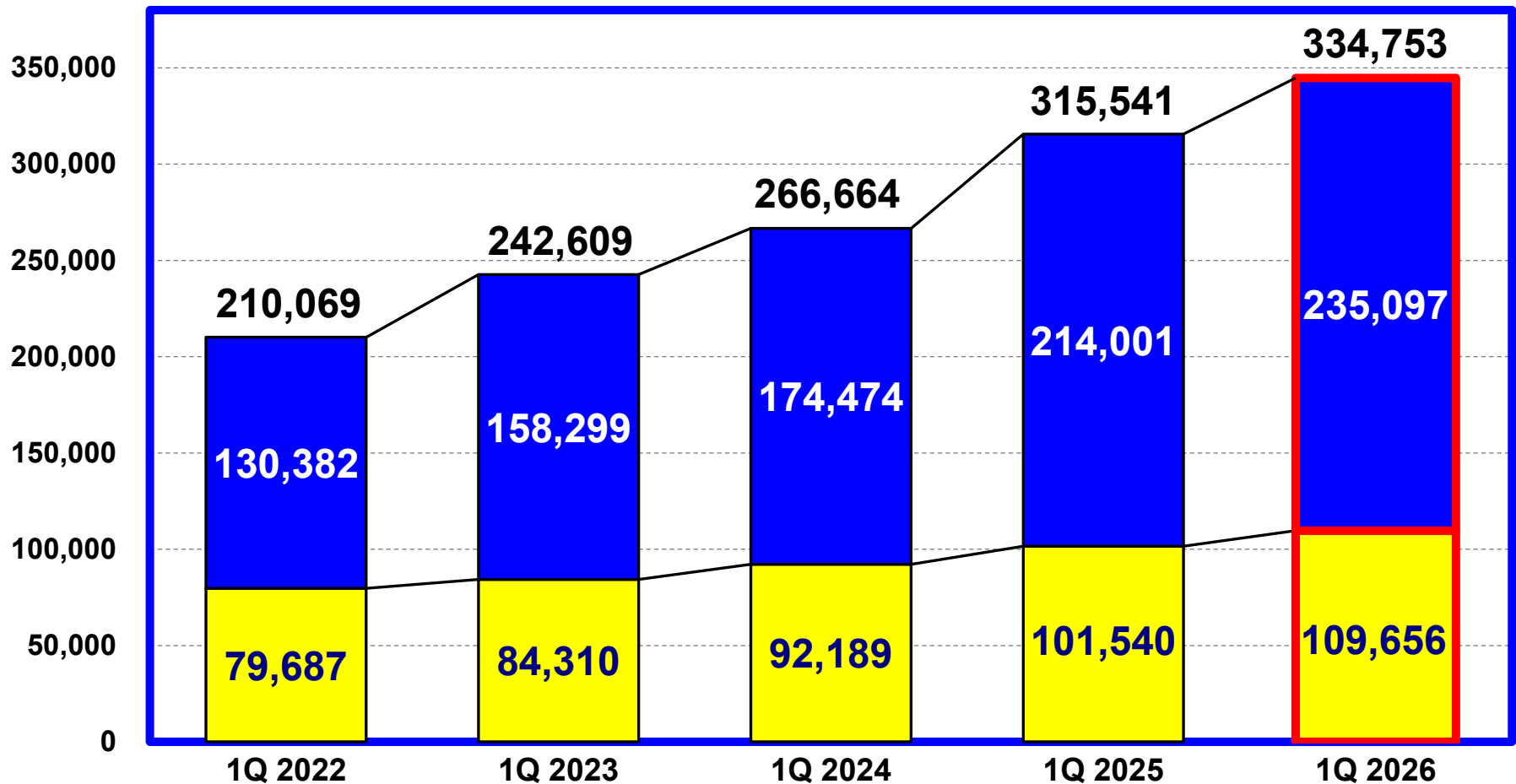
Net sales and Profits



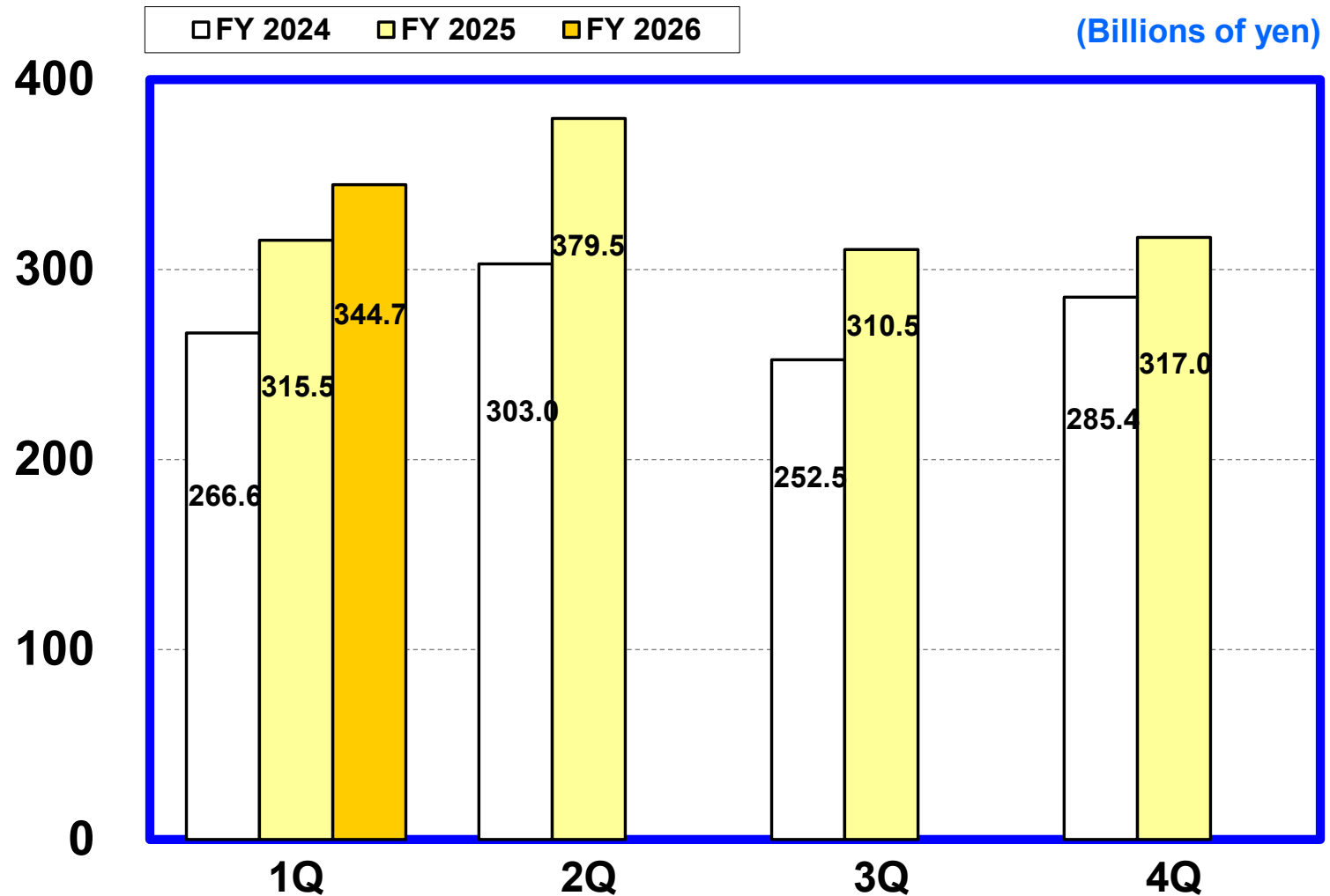
Net sales by segments

■ SI business ■ S&S business

(Millions of yen)

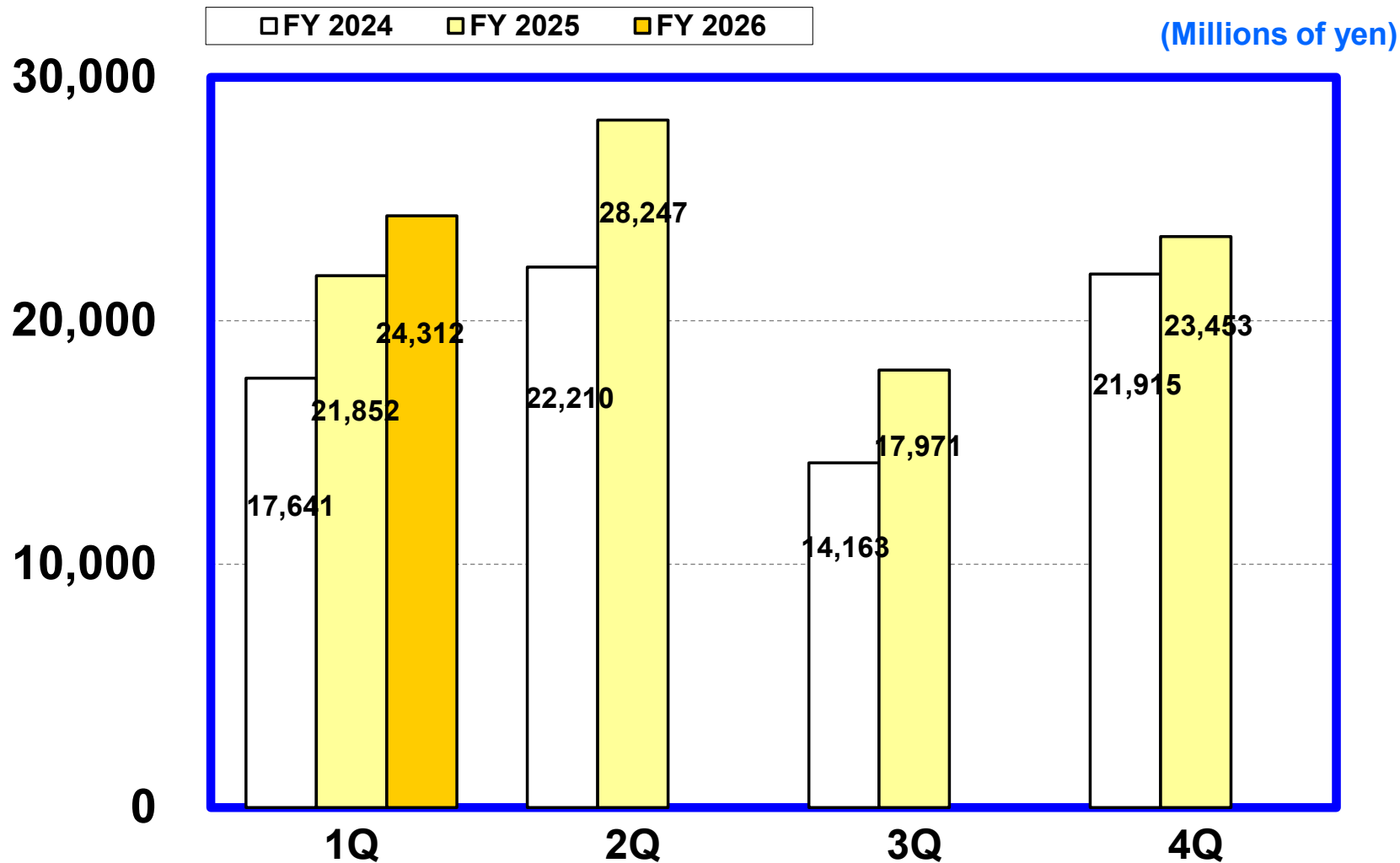


Quarterly change of Net sales



Consolidated

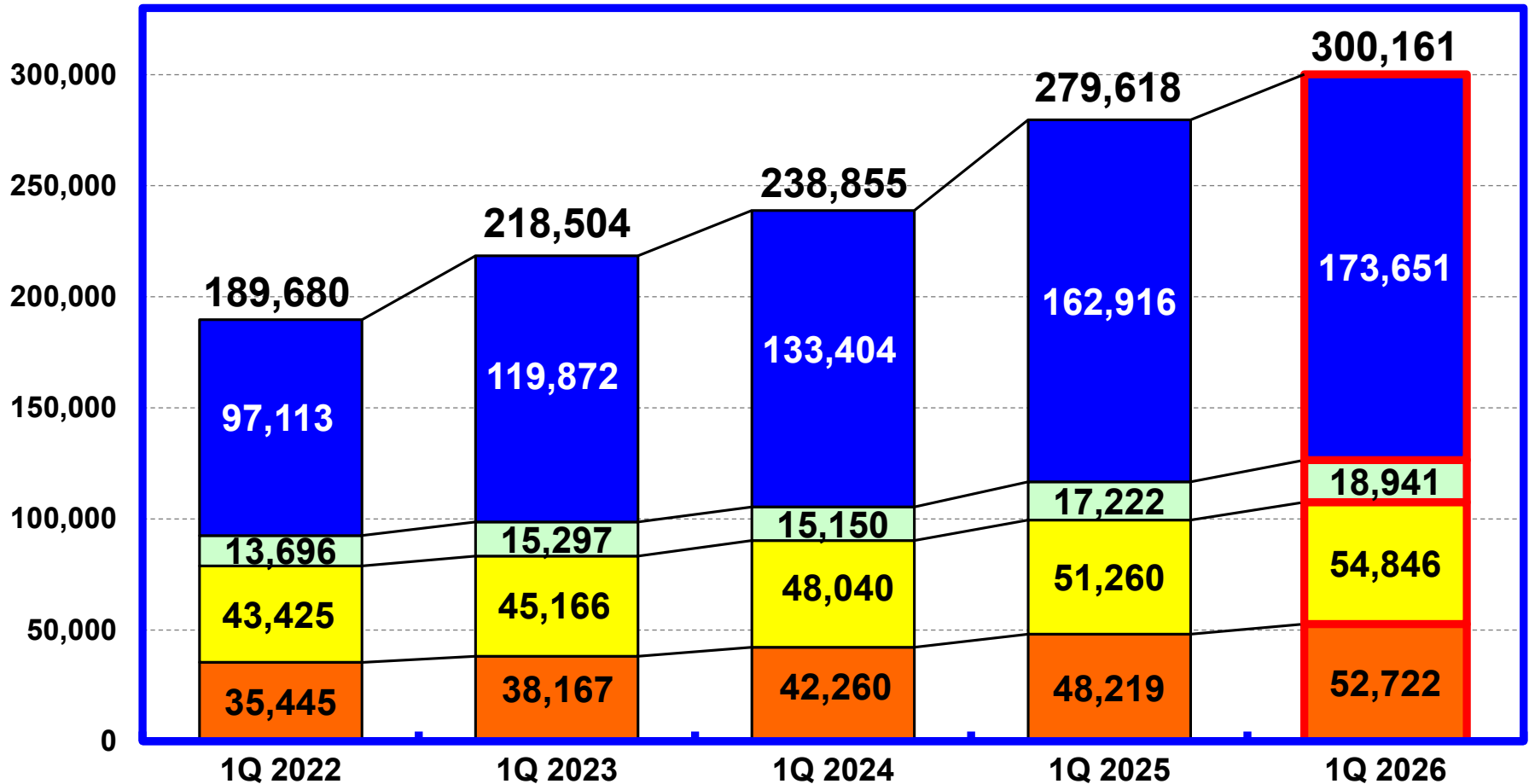
Quarterly change of Ordinary profit



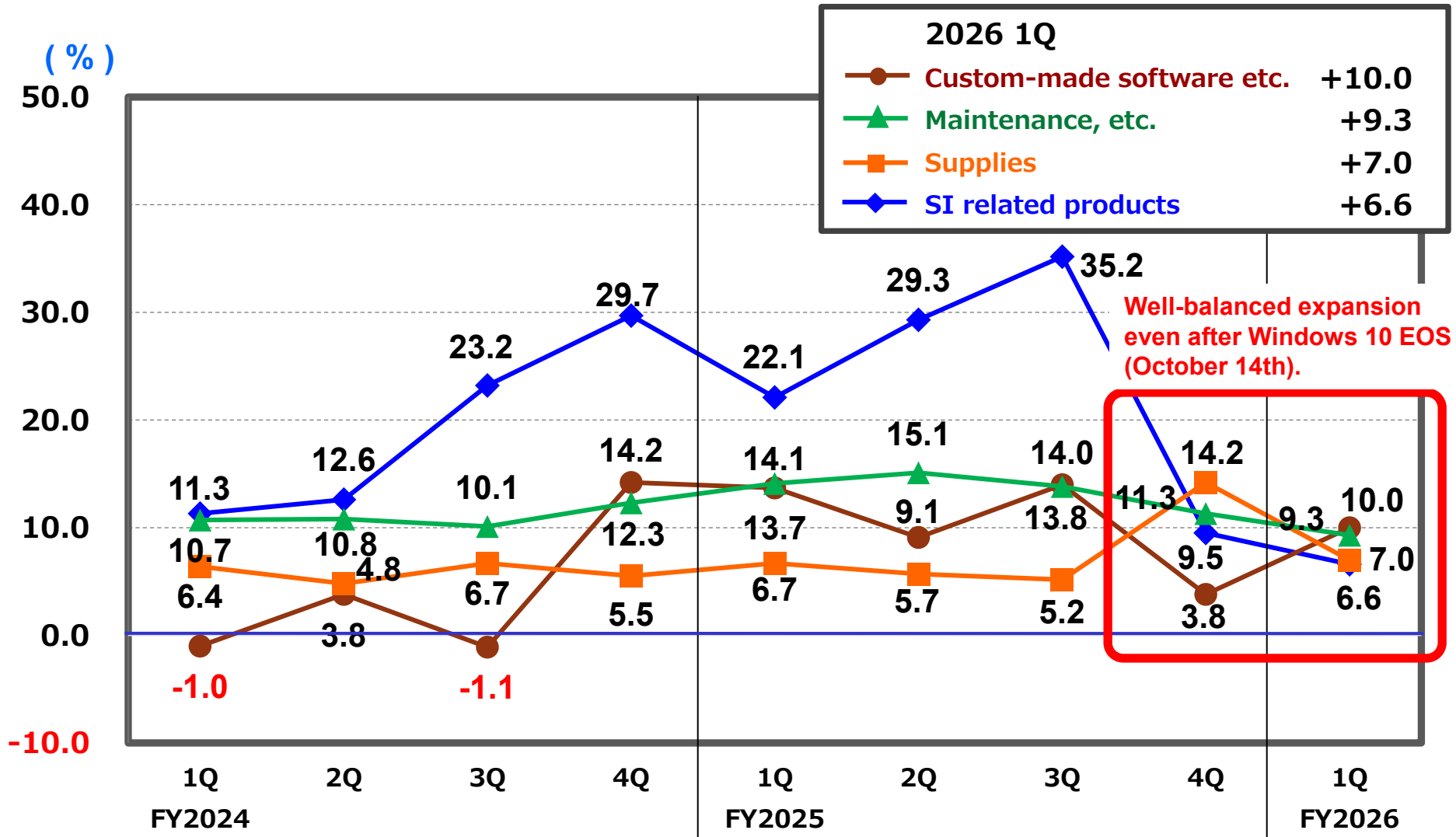
Net sales by 4 segments



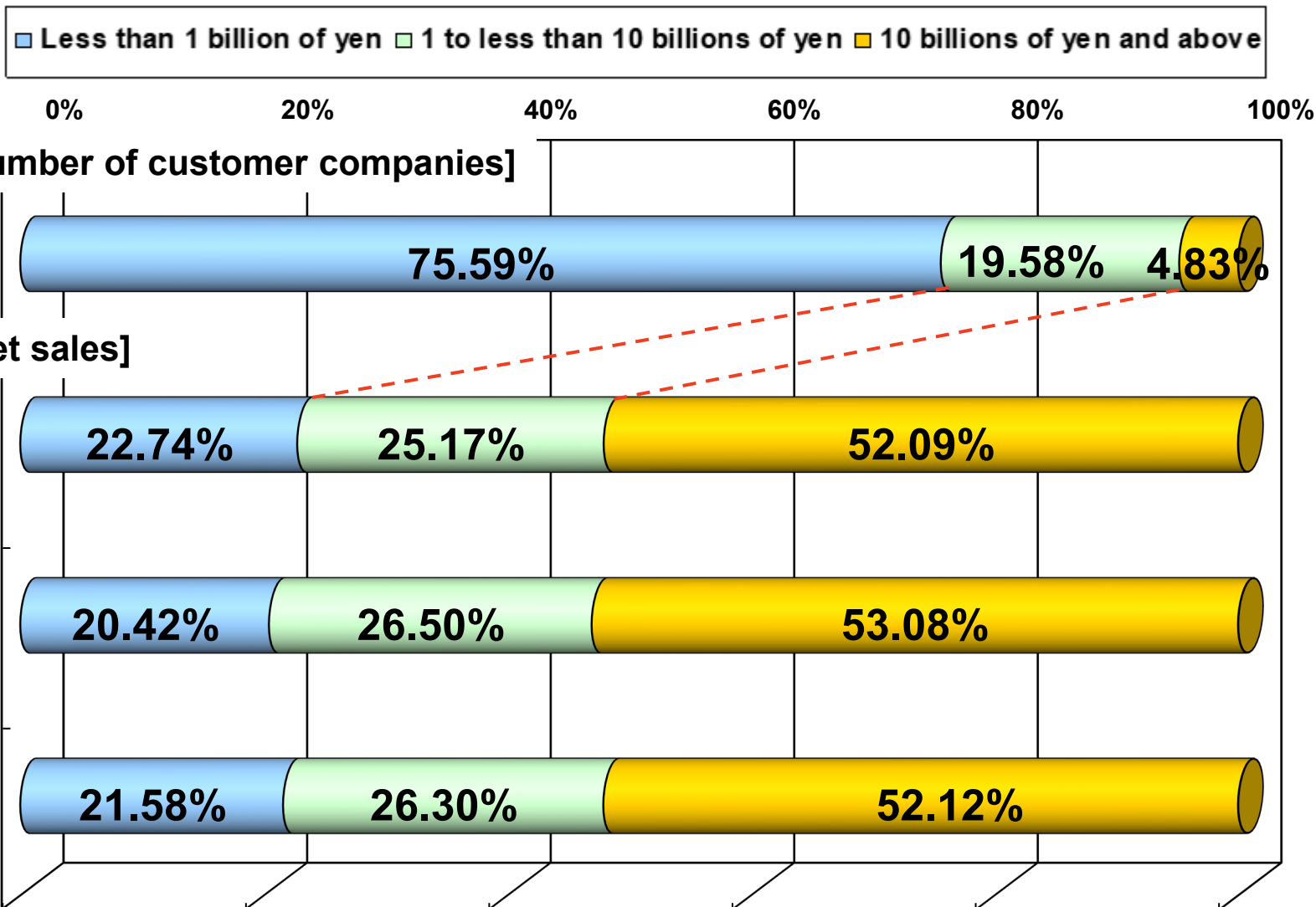
(Millions of yen)



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

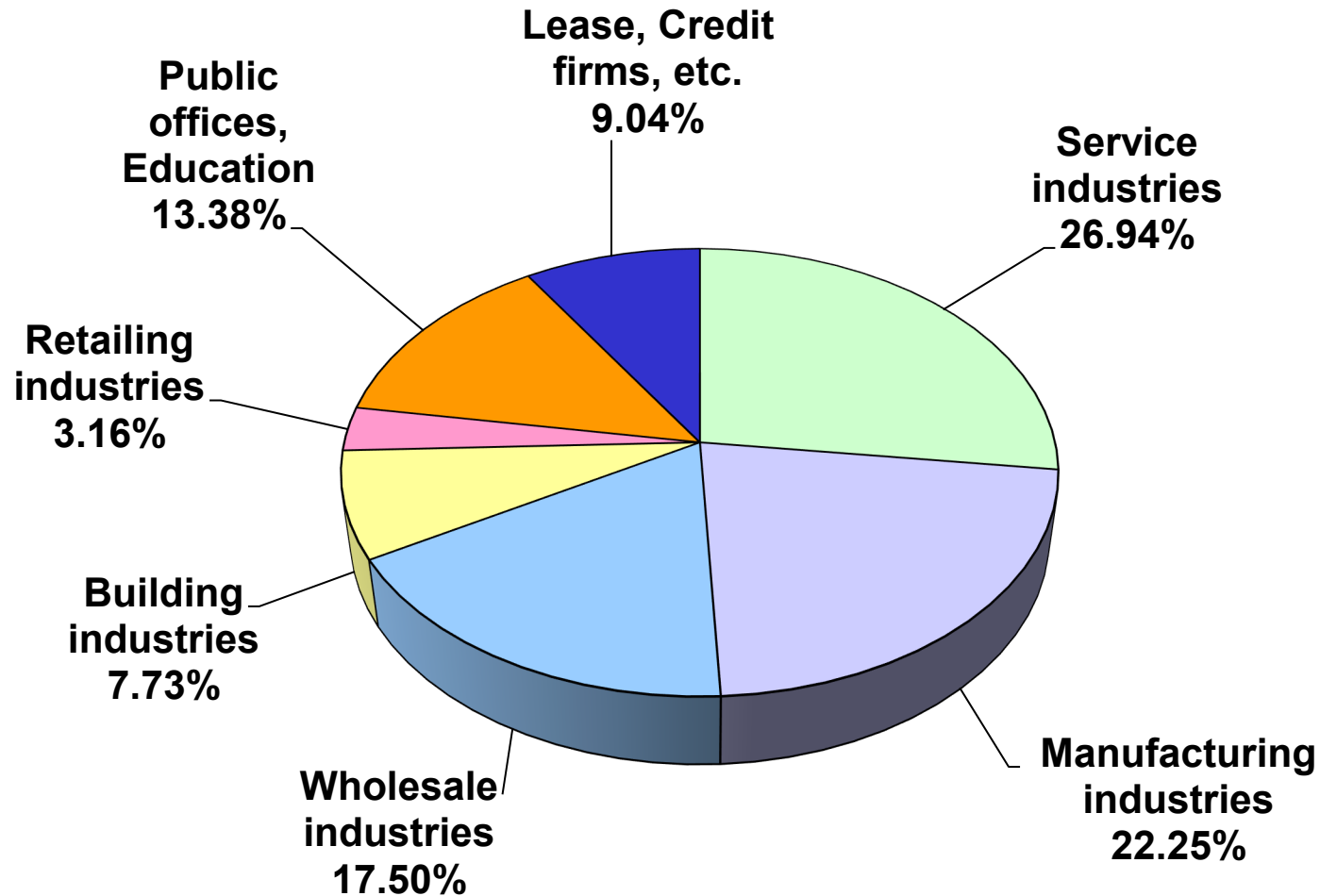


Net sales structure on customers' total annual business scale



Sales breakdown by customers' type of industry

1Q 2026

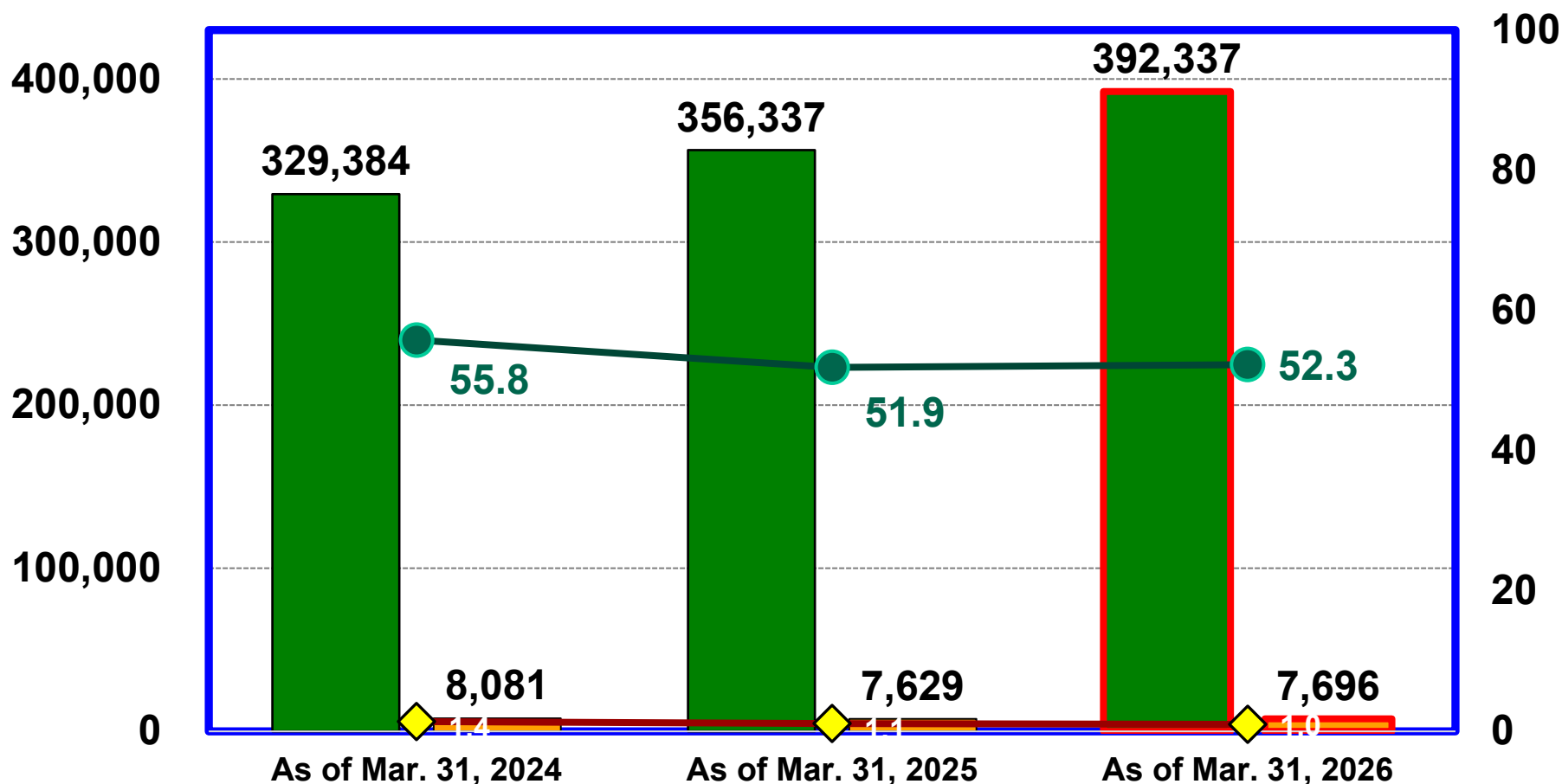
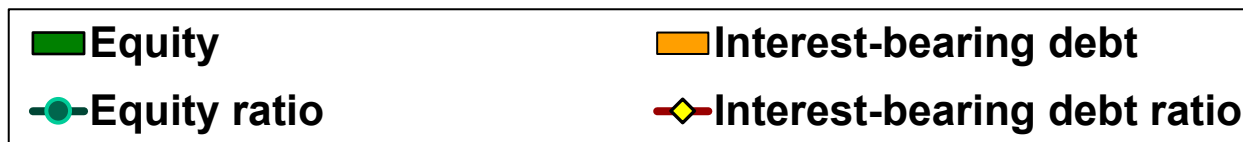


Consolidated

Equity and Interest-bearing debt

(Millions of yen)

(%)



Key strategic business

<Amount of Sales>

(Millions of yen)

	1Q 2024	1Q 2025		1Q 2026		
	Amount	Amount	Change to Last year	Amount	Difference to Last year	Change to Last year
“tanomail”	51,654	55,527	+7.5%	59,200	+3,673	+6.6%
SMILE	3,283	3,753	+14.3%	3,602	-150	-4.0%
ODS	15,362	15,076	-1.9%	16,005	+929	+6.2%
OSM	31,366	34,995	+11.6%	52,175	+17,180	+49.1%

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

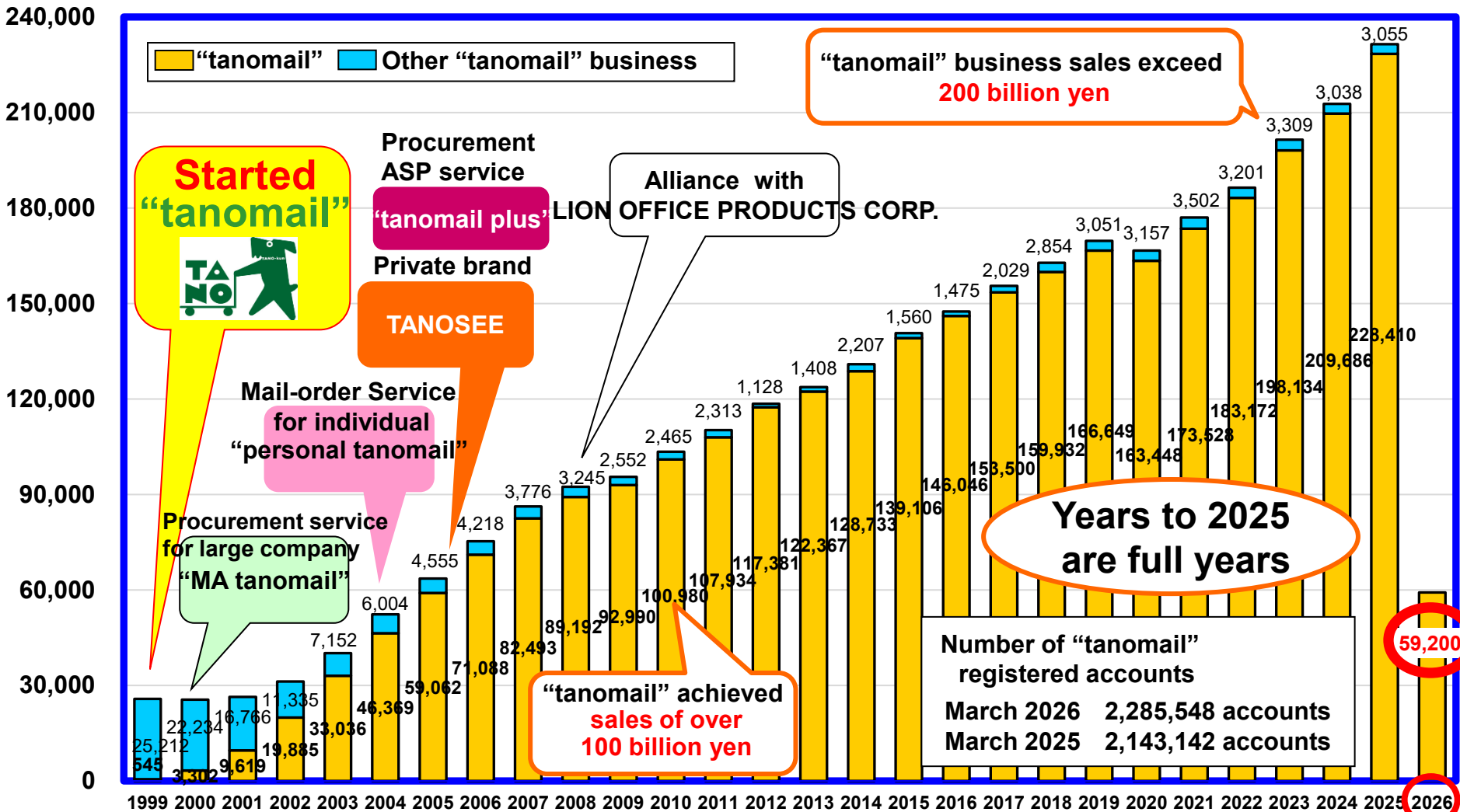
<As reference: Number of Sales>

(Units)

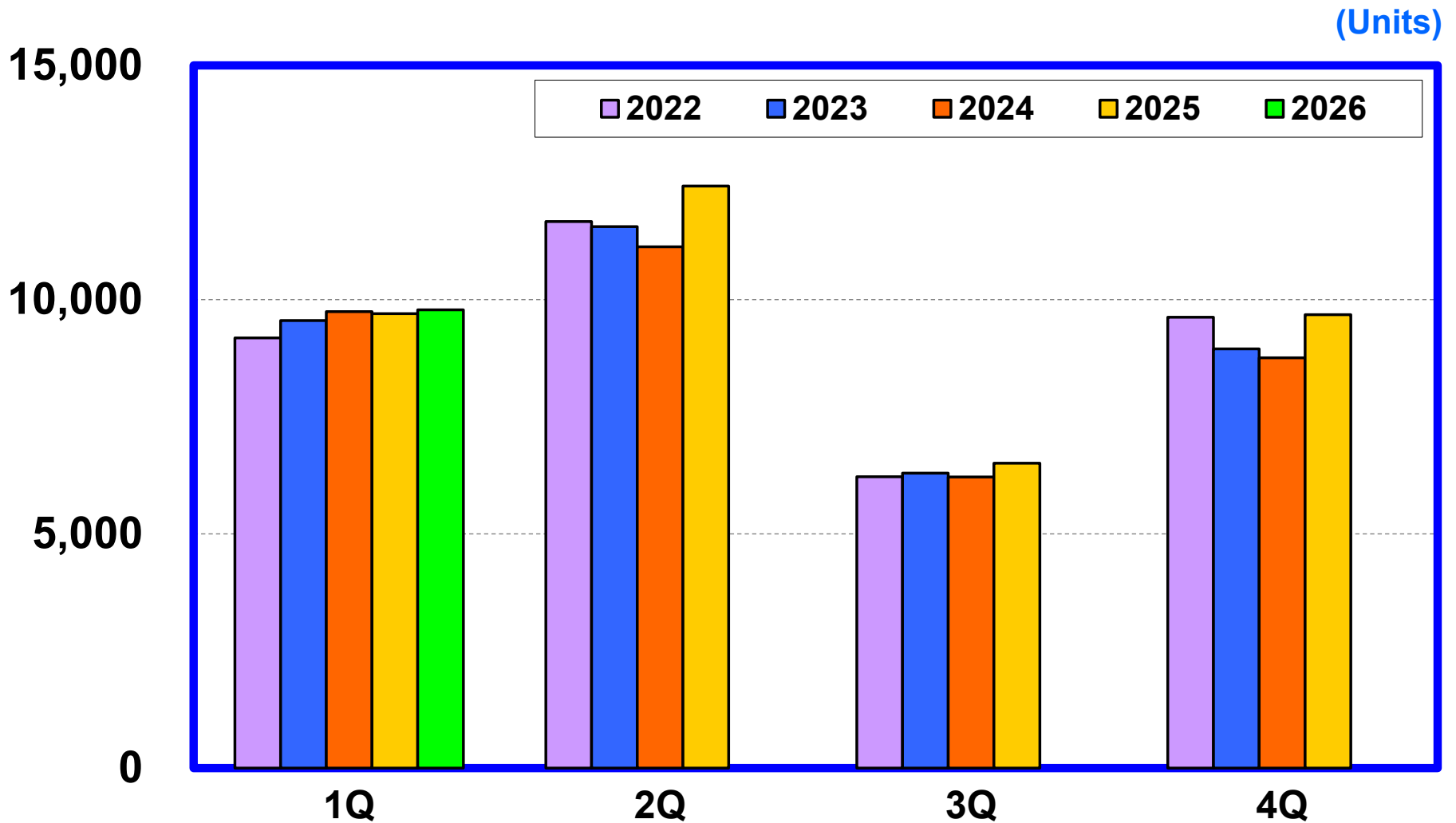
Copier	9,745	9,701	-0.5%	9,782	+81	+0.8%
(of which Color copier)	9,553	9,557	+0.0%	9,630	+73	+0.8%
Server	4,804	4,869	+1.4%	5,971	+1,102	+22.6%
PC	361,130	546,055	+51.2%	624,437	+78,382	+14.4%
Client Total	379,265	557,684	+47.0%	676,526	+118,842	+21.3%

Annual sales transition of "tanomail"

(Millions of yen)

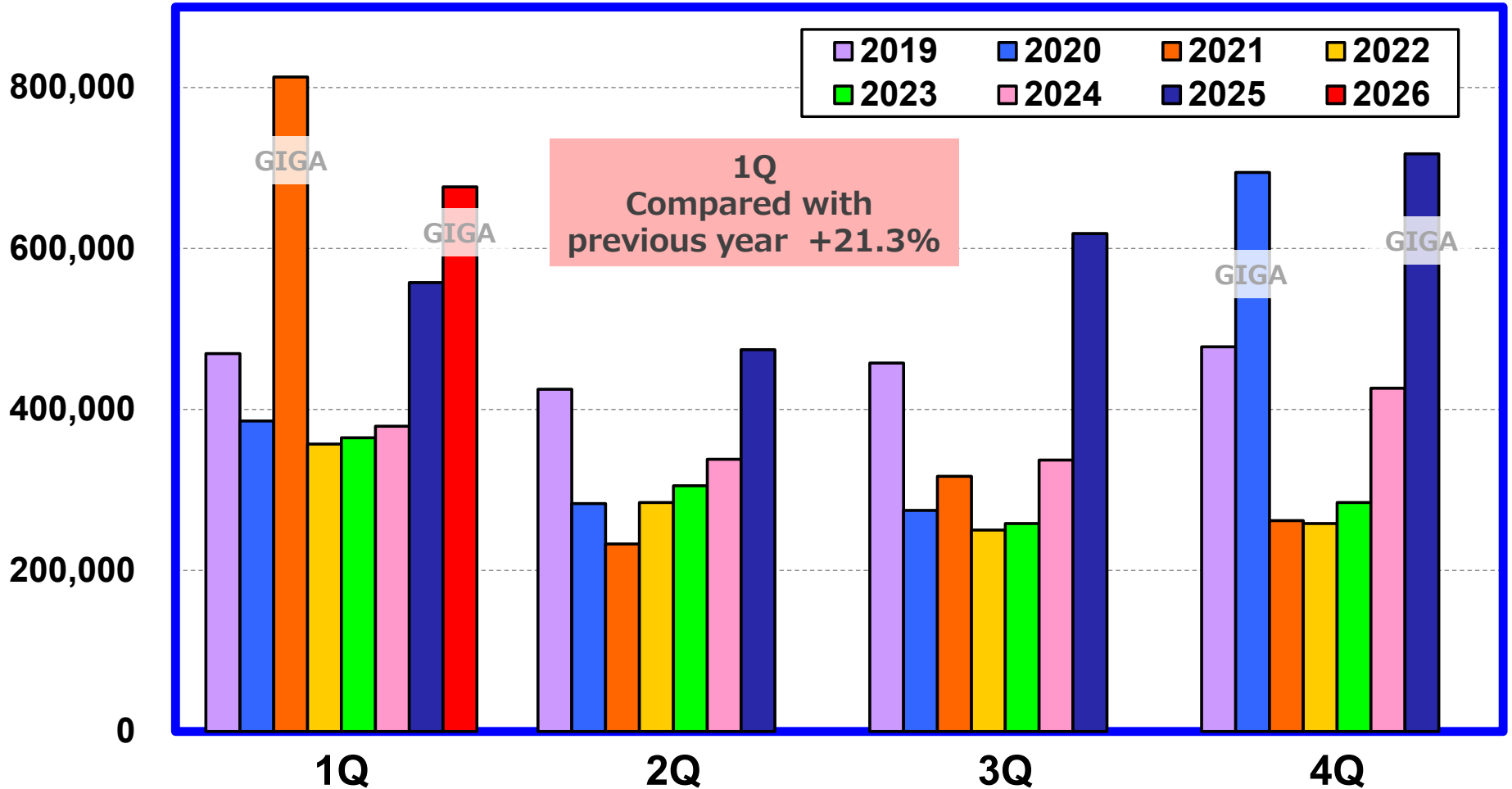


Quarterly Number of Copiers Sold



Quarterly Number of Client Machines Sold

(Units)



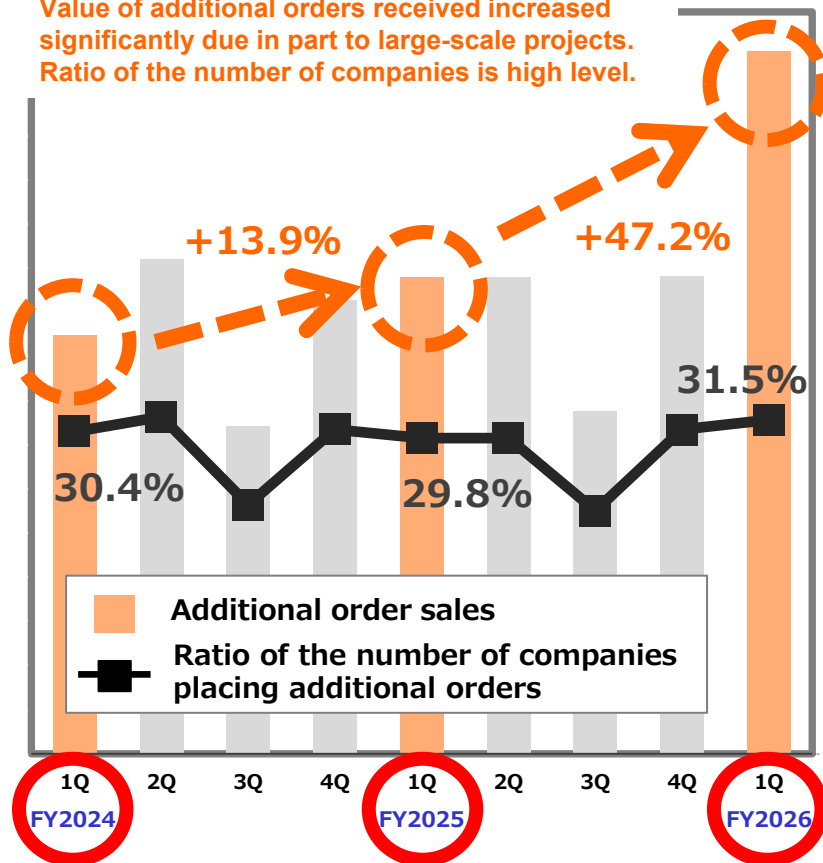
Status of Orders

[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

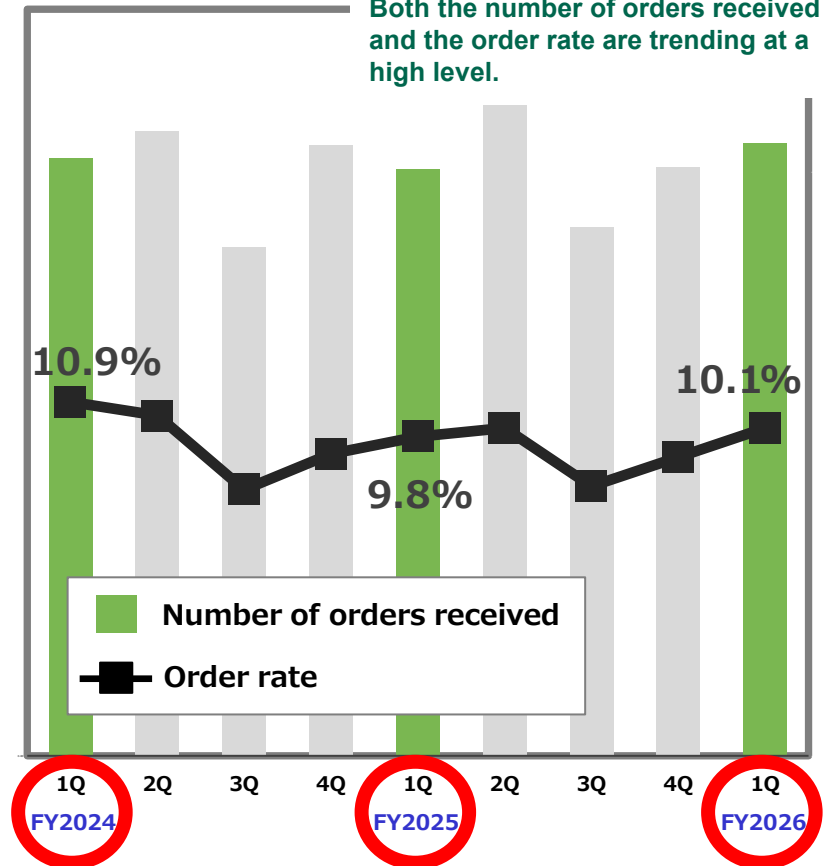
Value of additional orders received increased significantly due in part to large-scale projects. Ratio of the number of companies is high level.



[Overall number of orders and order rate]

$$\text{Order rate} = \frac{\text{Number of orders received}}{\text{Number of negotiations}}$$

Both the number of orders received and the order rate are trending at a high level.



Support Sales Activities through AI

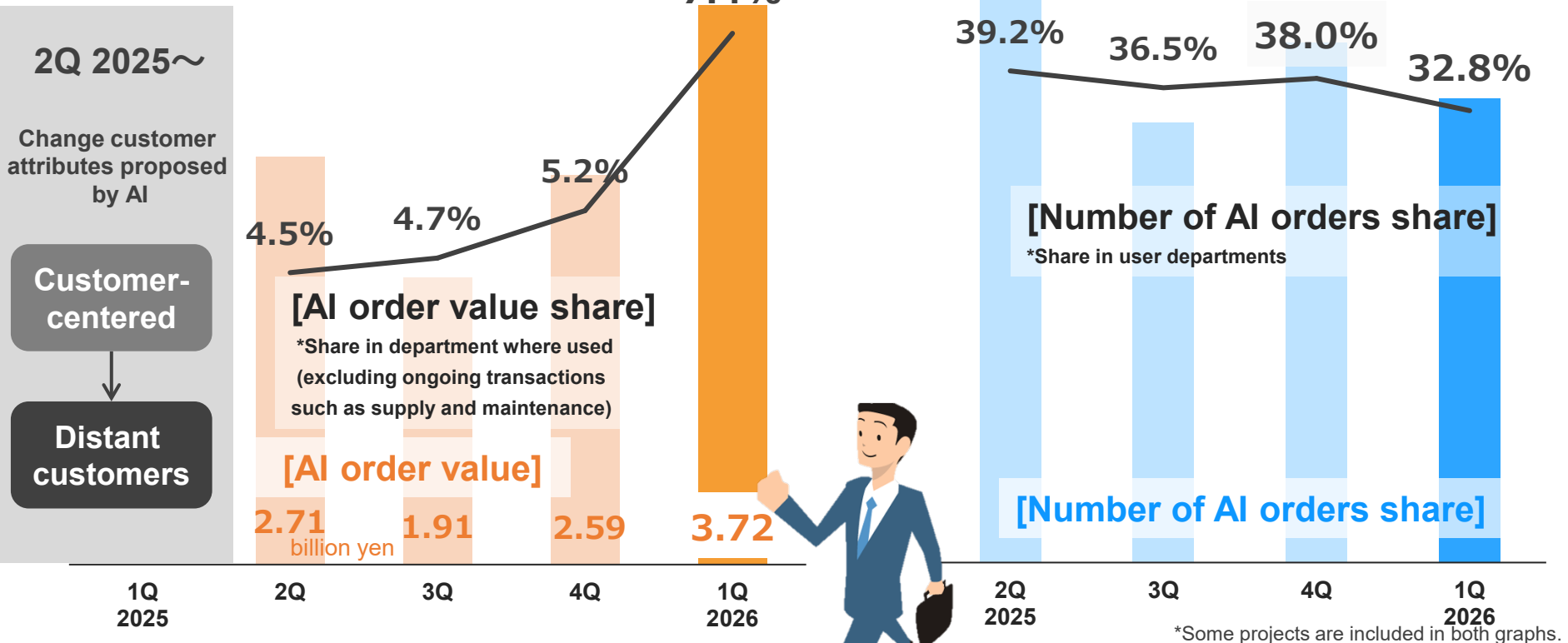


2016

Start of AI usage

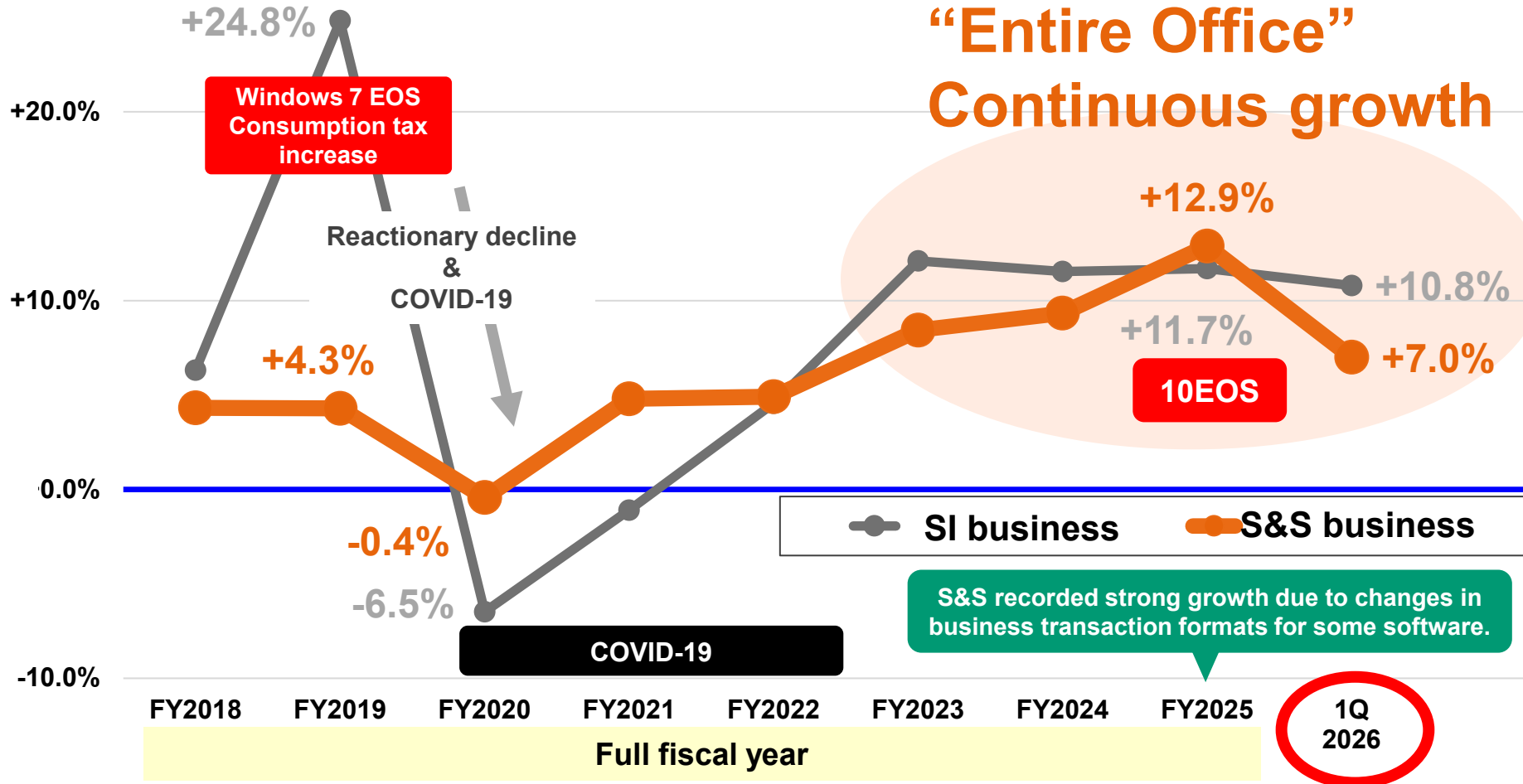
“Movements based on AI suggestions”

& “Master the use of AI”



Year-on-year Change in Gross Profit

Evolution toward
“Entire Office”
Continuous growth



OTSUKA Corporation's Growth Engine

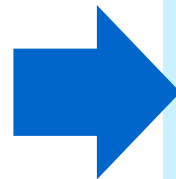
Solving customer problems through transactions involving client machine.

January 2024 ~ March 2026 (27 months)*



Client machine sales
(PCs + tablets)

set at **100**



**Sales other than client
machine to the same
customer**

273

*Period: 21 months prior to Windows 10 EOS~5 months after EOS

More than **1 trillion yen**
in 27 months

Continuously Accompanying Customers Through Add-Ons

Security for PC sales customers
Cloud, AI, LED, etc.

Fluorescent lamp manufacturing to be ceased in 2027.

Sustainable growth of customers

Strengthen "Entire Office" & Accumulated Business

Add-on one by one

Support DX promotion

310,000 corporate customers

Security Measures Evaluation System

Solving customer problems

Labor shortage

Workstyle Reforms

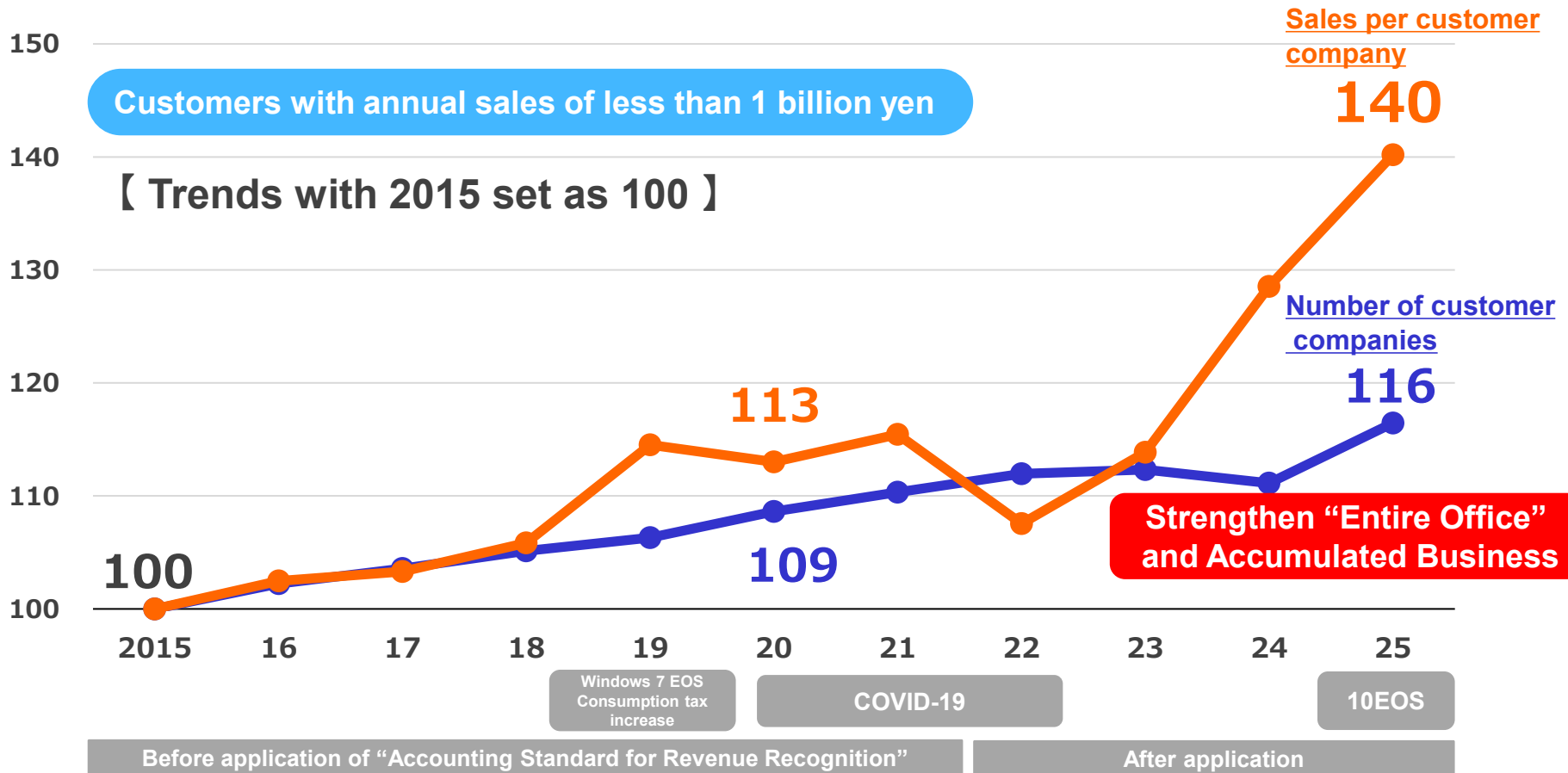
Telework

**Electronic Bookkeeping Act/
Invoice system**



Supporting the Growth of Small and Medium-Sized Enterprises

Increase the number of customer companies and get closer to each of these companies to expand sales per company



OTSUKA CORPORATION for the Entire Office

Office equipment

FAX



COPIER



LINE

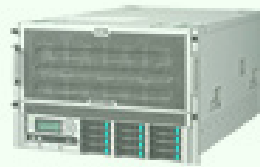
GATEWAY

Communication lines and Internet related products

internet
(ASP / Web Services)



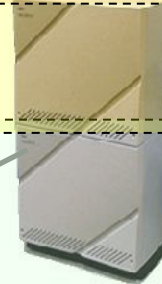
SERVER



VC



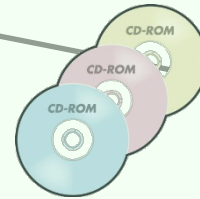
PBX



KT
Voice communication system



SOFTWARE



PC



TABLET



Supplies



MRO

Electric power



LED

BEMS

Plans for FY 2026

(Millions of yen)

	Consolidated		
	1Q 2026 (Result)	1H 2026 (Plan)	FY 2026 (Plan)
Net sales	344,753	689,300	1,311,000
Operating profit	23,505	48,700	90,000
Ordinary profit	24,312	48,800	90,100
Profit* (*Profit attributable to owners of parent)	16,688	33,250	61,130

Community

Customers

**We live up to our
Stakeholders' confidence**

**Shareholders
Business Partners**

Employees

Cautionary statement

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