Fiscal year ending December 2026
Six months (January – June)
Business Results

August 3, 2026

OTSUKA CORPORATION
Yuji Otsuka, President

Summary of Business Results, January - June, 2026

(Millions of yen)

	Consolidated			Non-Consolidated		
	Amount	Ratio to Plan	Change to Last Year	Amount	Ratio to Plan	Change to Last Year
Net sales	757,498	109.9%	+9.0%	663,956	107.9%	+7.6%
Operating profit	53,088	109.0%	+8.0%	48,547	109.1%	+9.0%
Ordinary profit	54,824	112.3%	+9.4%	51,024	110.4%	+8.4%
Profit*	36,982	111.2%	+8.4%	35,441	108.9%	+7.2%

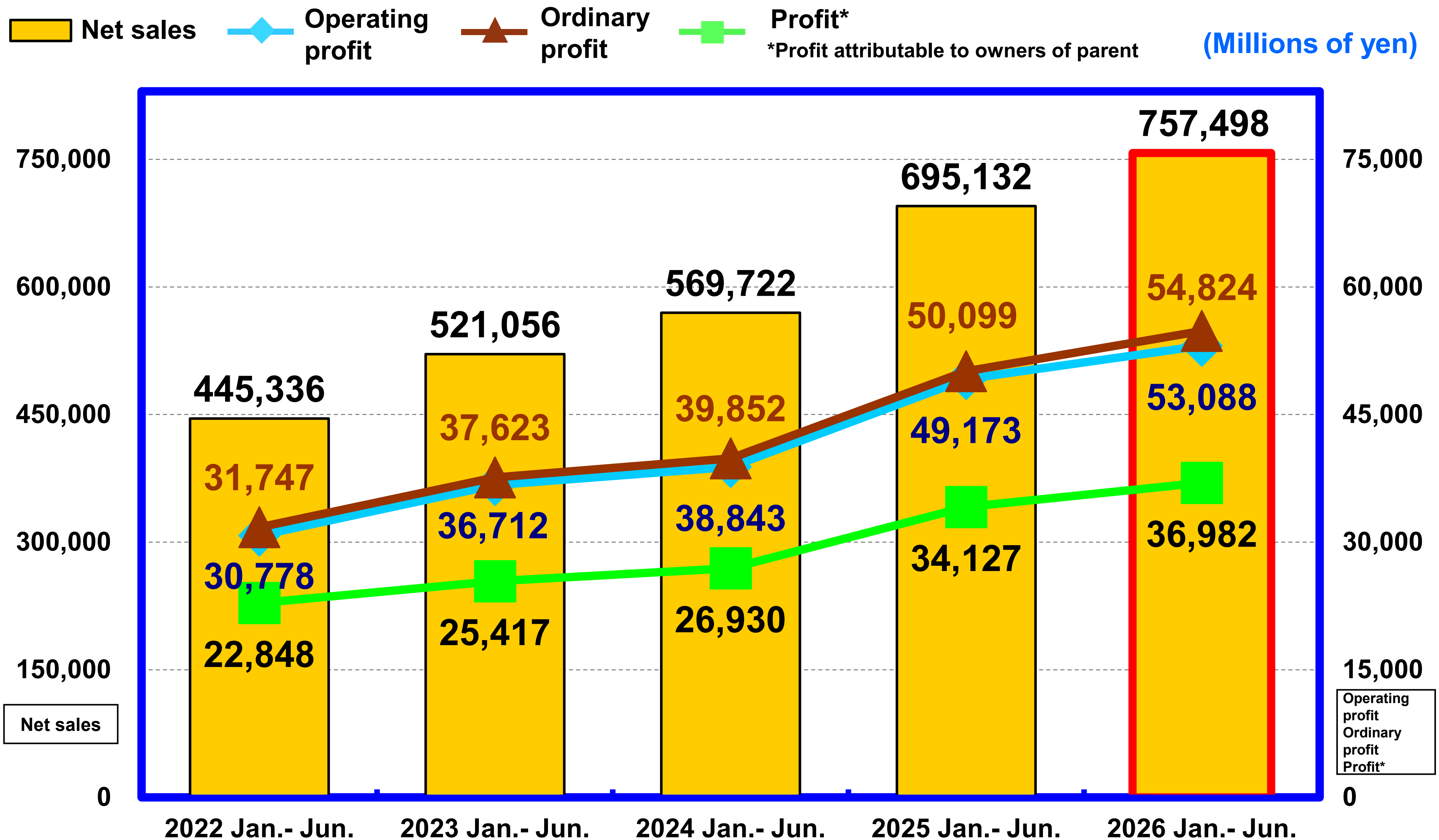
*Profit attributable to owners of parent

Consolidated subsidiaries

Company name	Business domain	Number of employees	2026 Jan.- Jun. Net sales (Millions of yen)
OSK Co., LTD.	Development and sale of packaged software, IT consulting, and Consigned software development	439	5,836
Net World Corporation	Sales and technology support for network-related equipment	565	105,045
Alpha Techno Co., Ltd	Emergency repair of PC and peripheral equipment and data recovery service	324	3,702
Alpha Net Co., Ltd	Comprehensive service and support for network systems	514	5,415

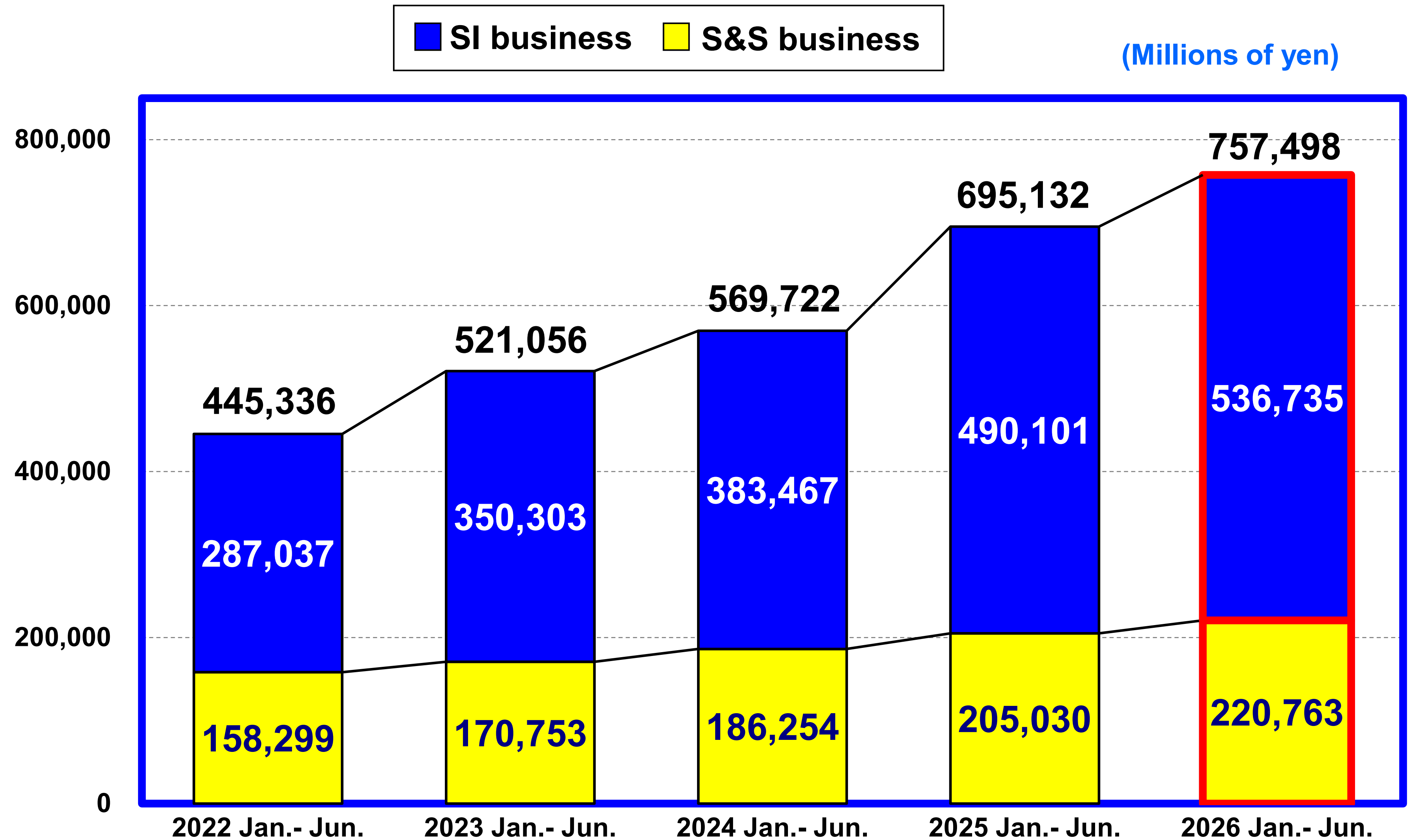
Consolidated

Net sales and Profits



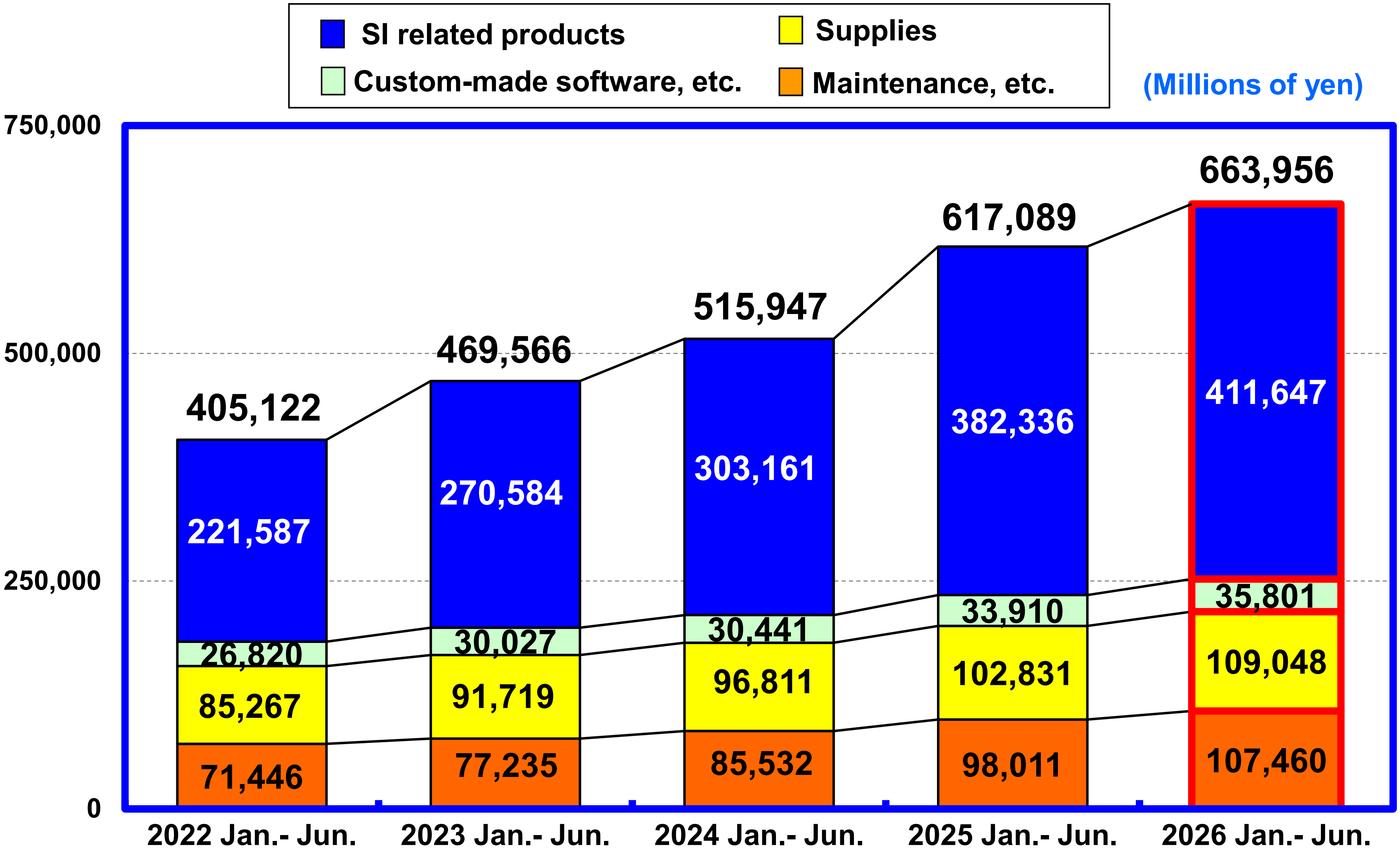
Consolidated

Net sales by segments



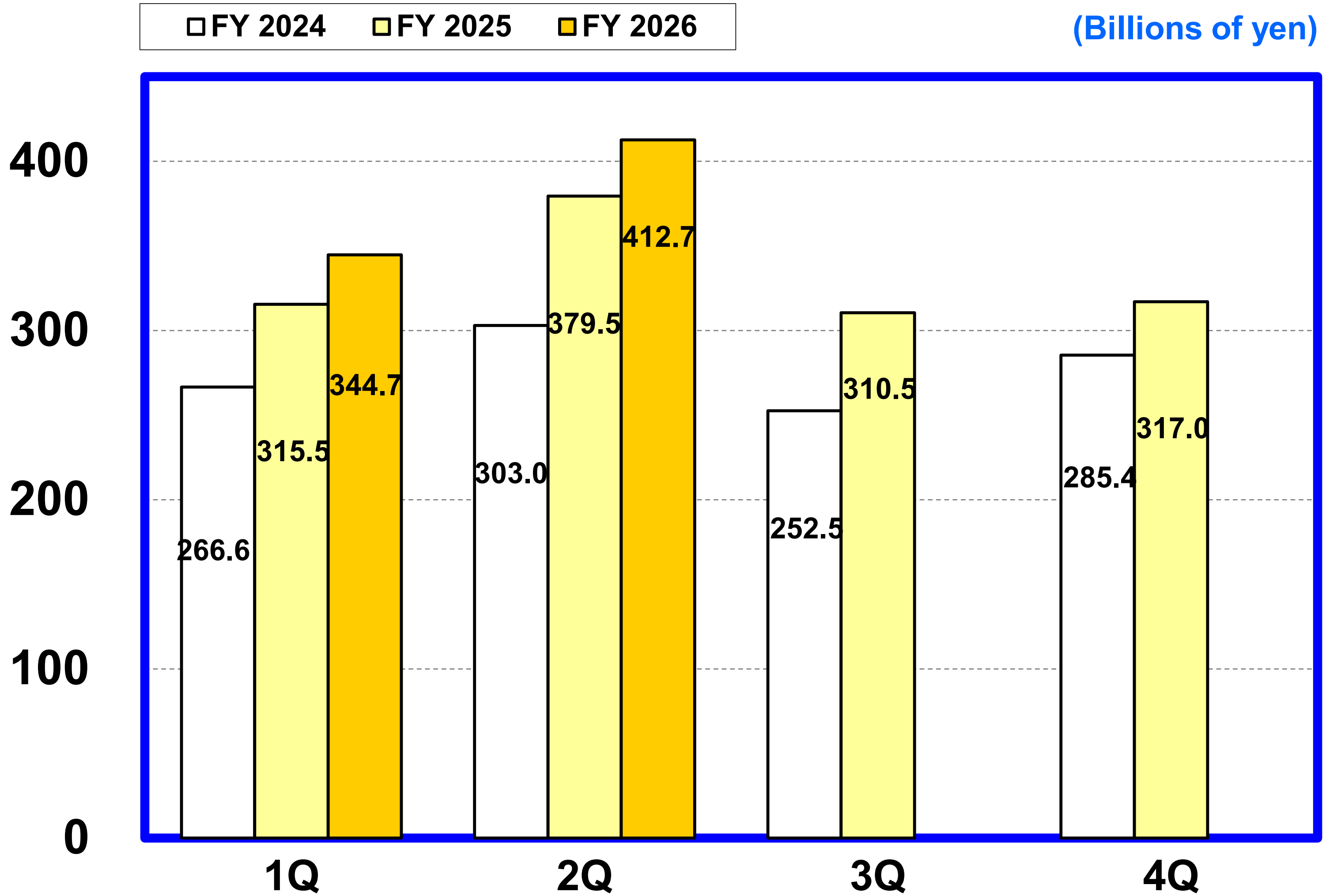
Non-Consolidated

Net sales by 4 segments



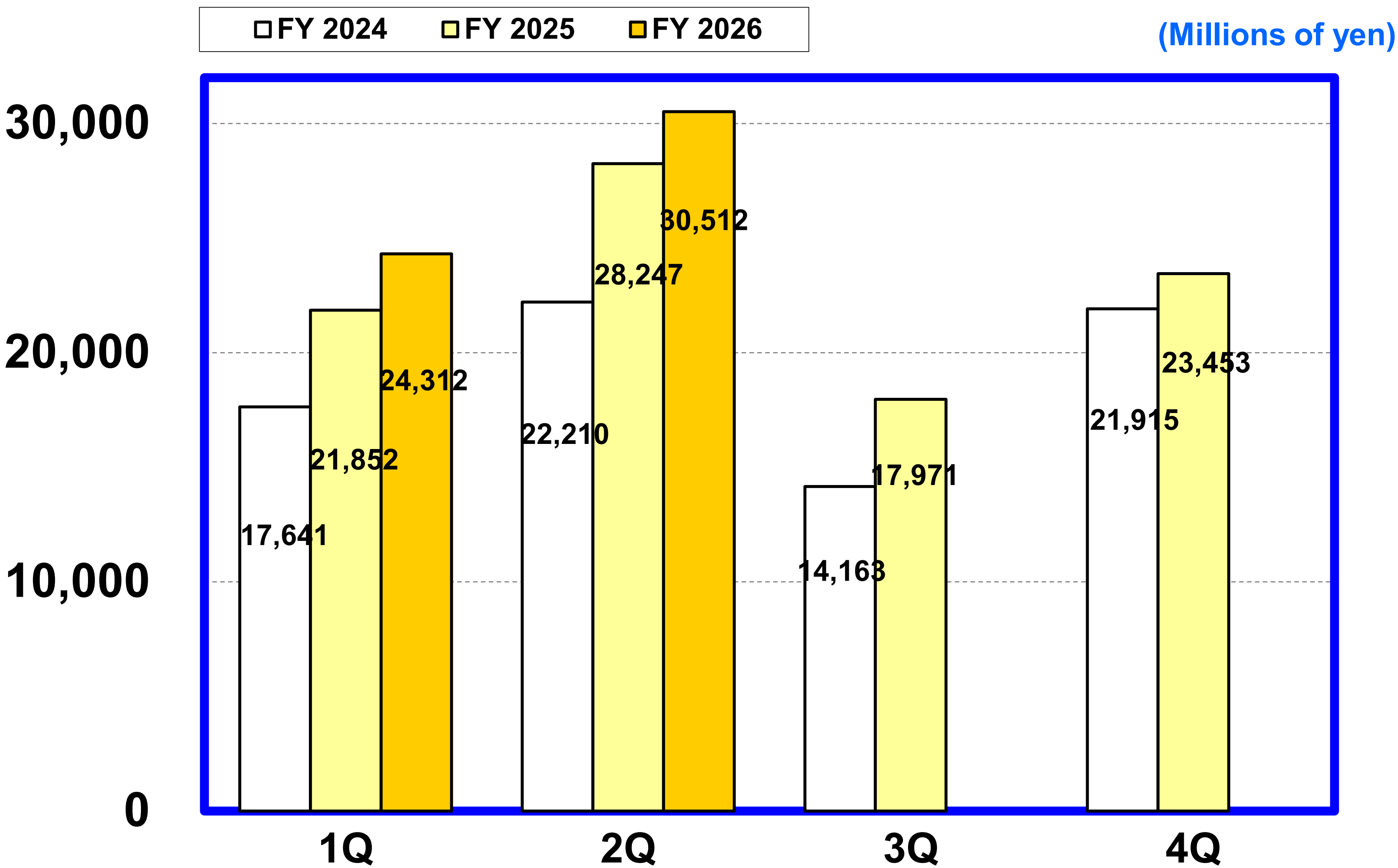
Consolidated

Quarterly change of Net sales



Consolidated

Quarterly change of Ordinary profit



Summary of Business Results, April – June, 2026

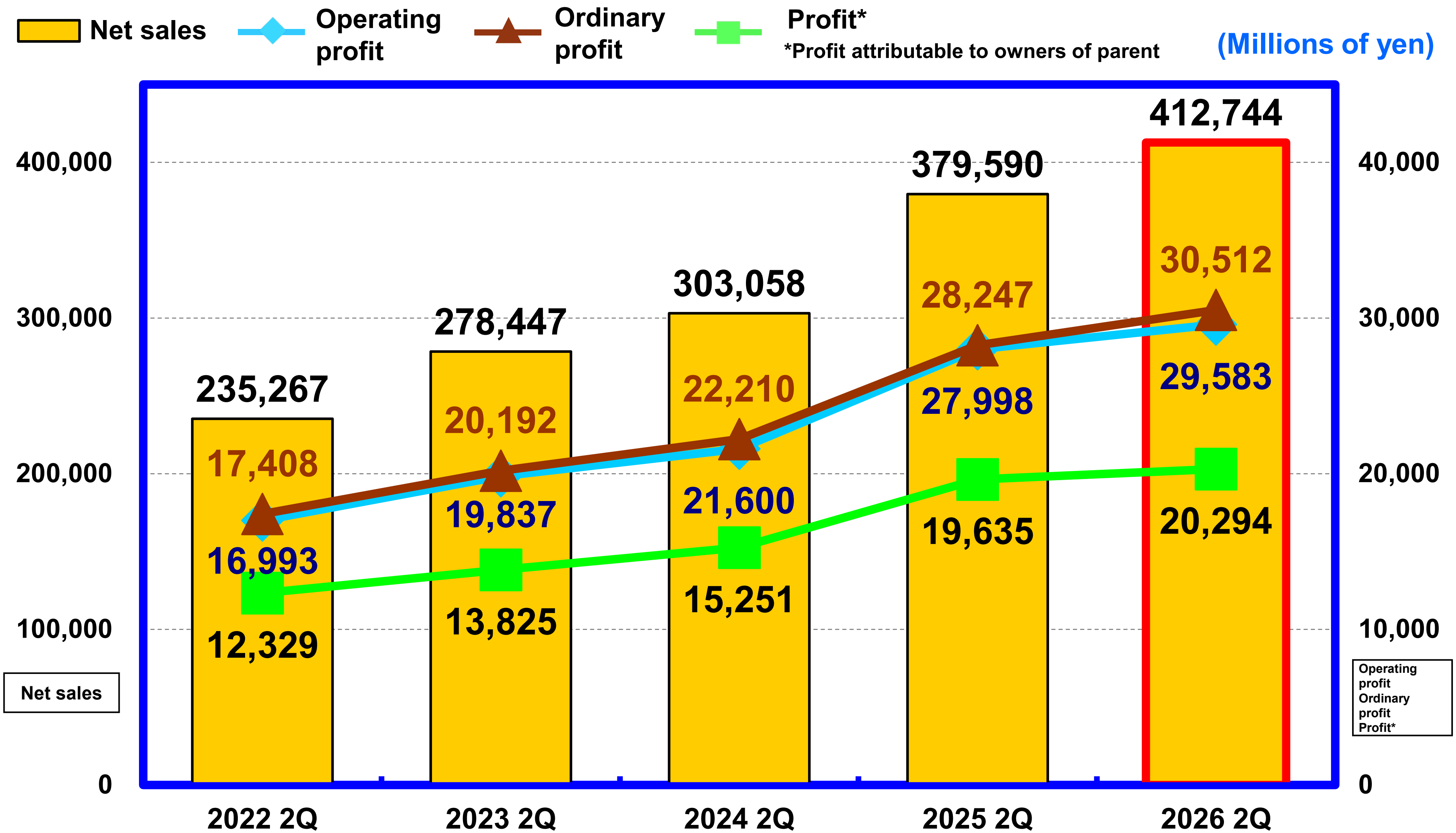
(Millions of yen)

	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	412,744	+8.7%	363,795	+7.8%
Operating profit	29,583	+5.7%	27,326	+7.0%
Ordinary profit	30,512	+8.0%	27,909	+8.5%
Profit*	20,294	+3.4%	18,698	+3.3%

*Profit attributable to owners of parent

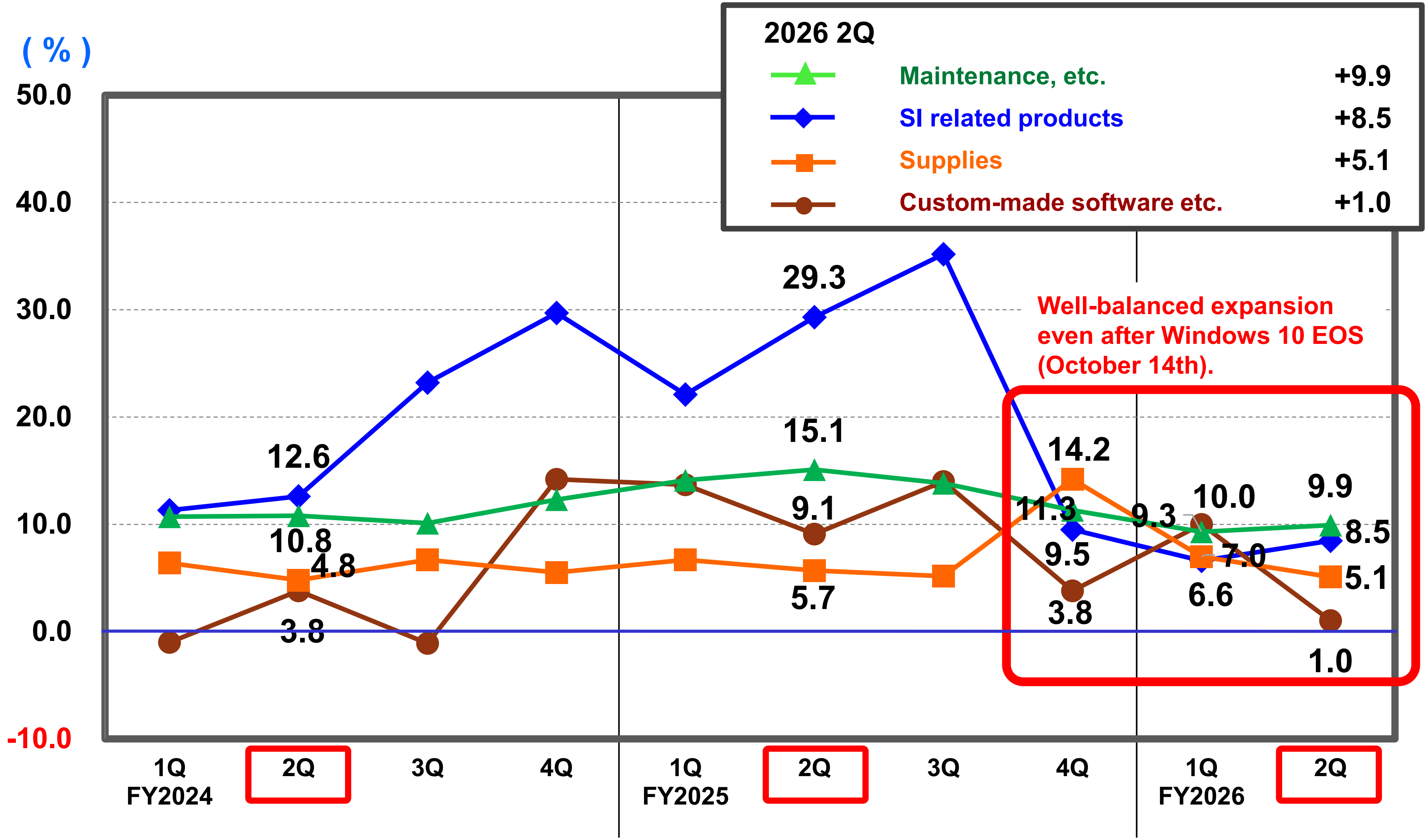
Consolidated

Net sales and Profits, April – June



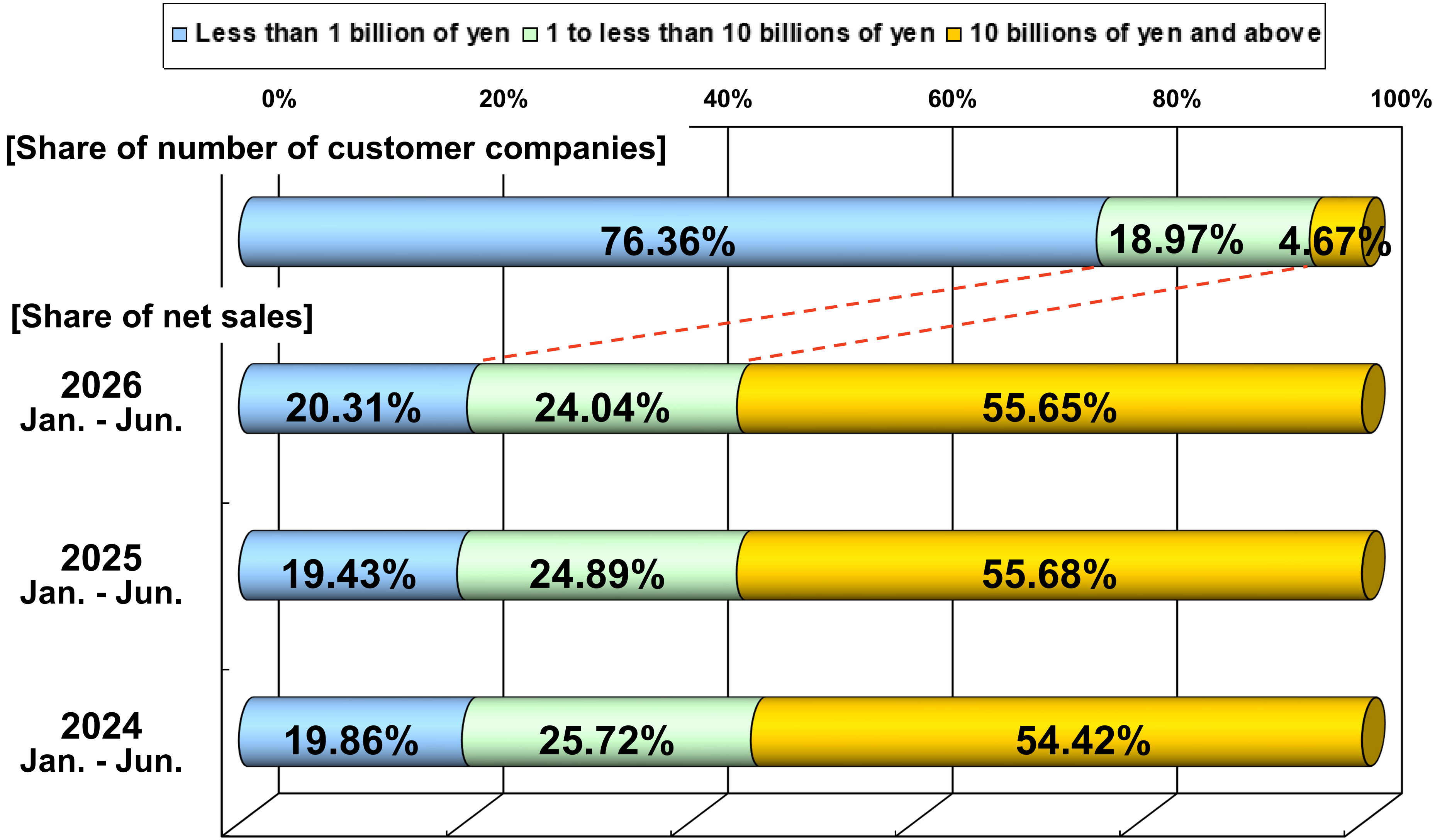
Non-Consolidated

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



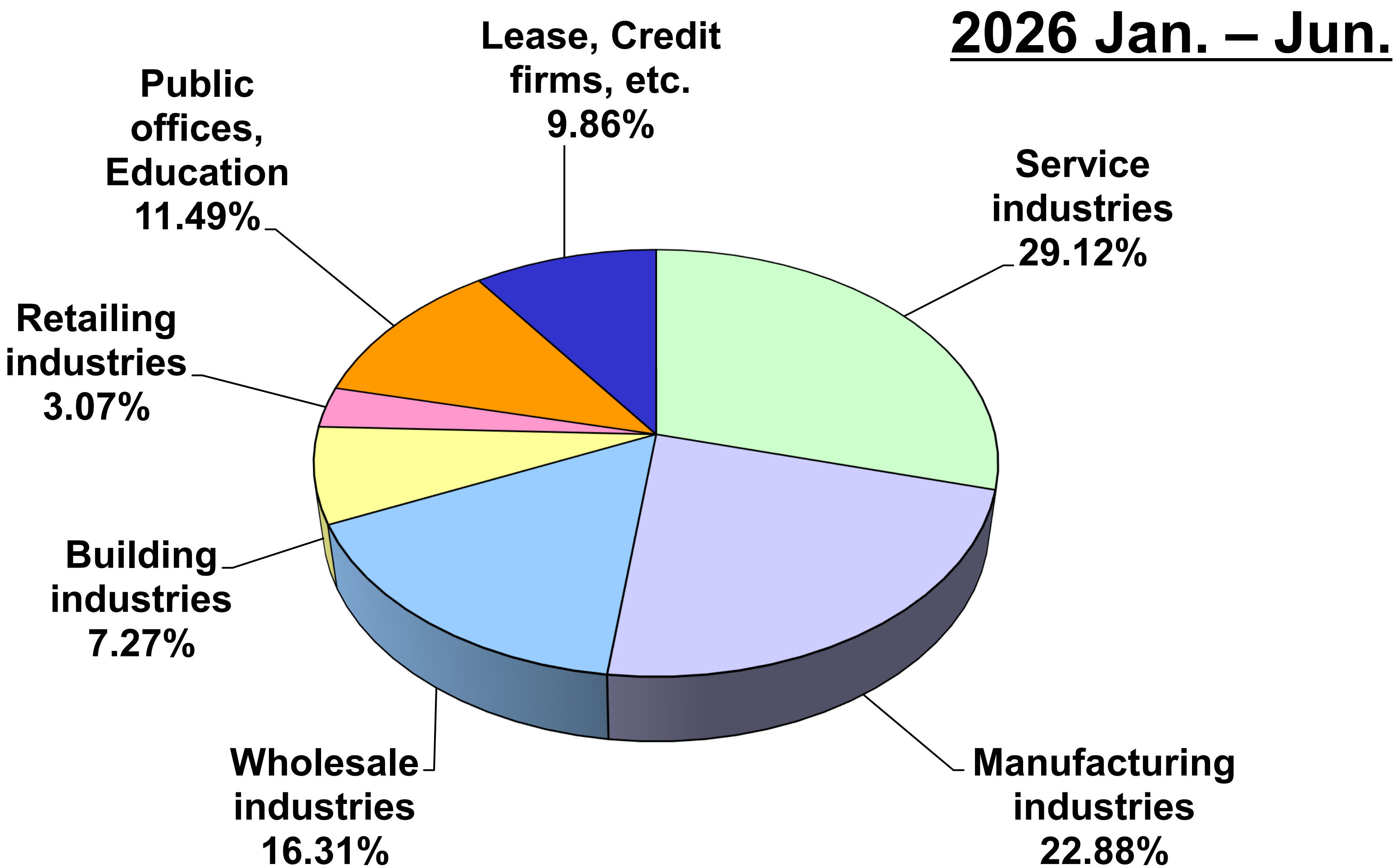
Non-Consolidated

Composition of customers by annual sales



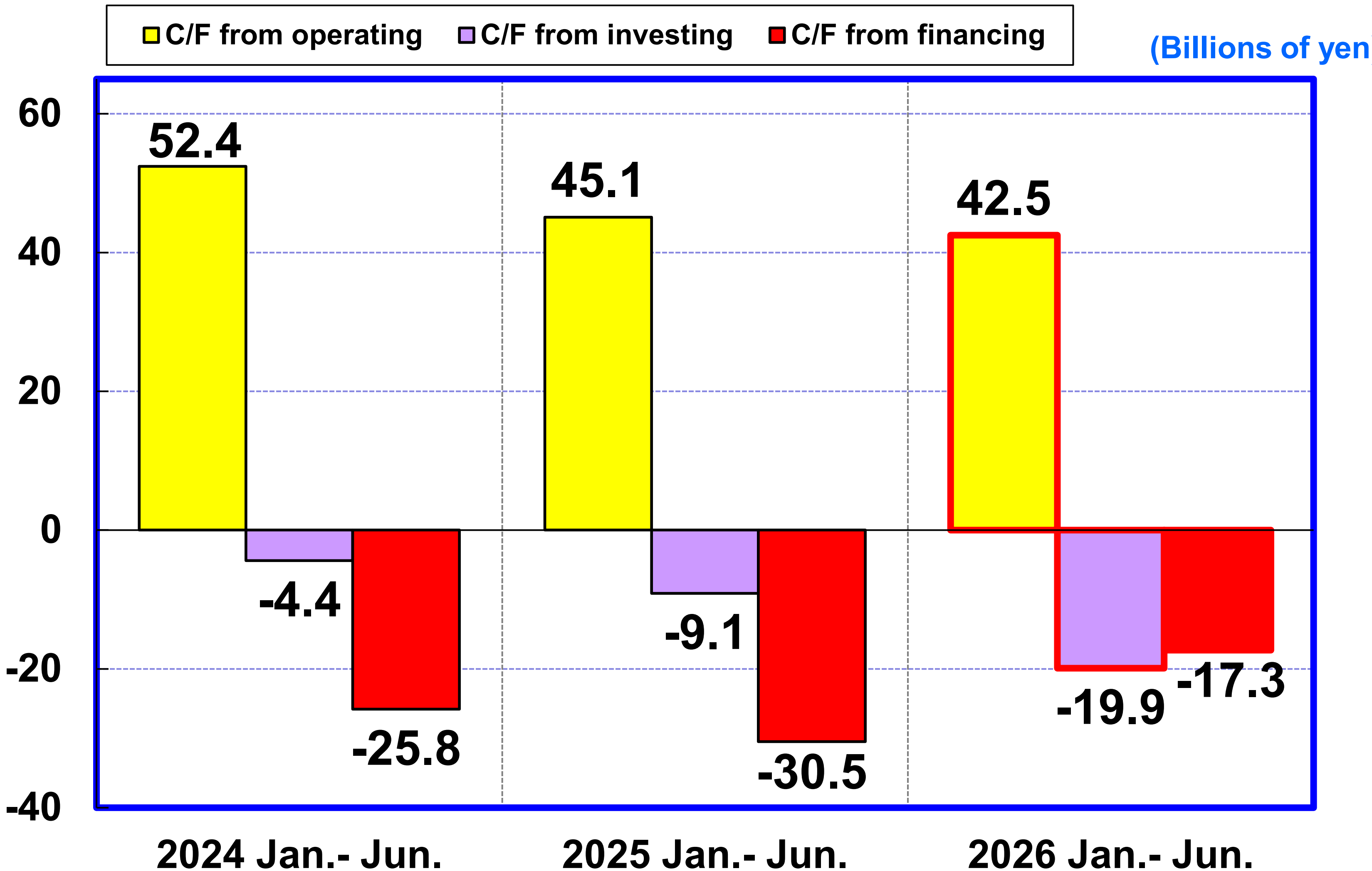
Non-Consolidated

Sales breakdown by customers' type of industry



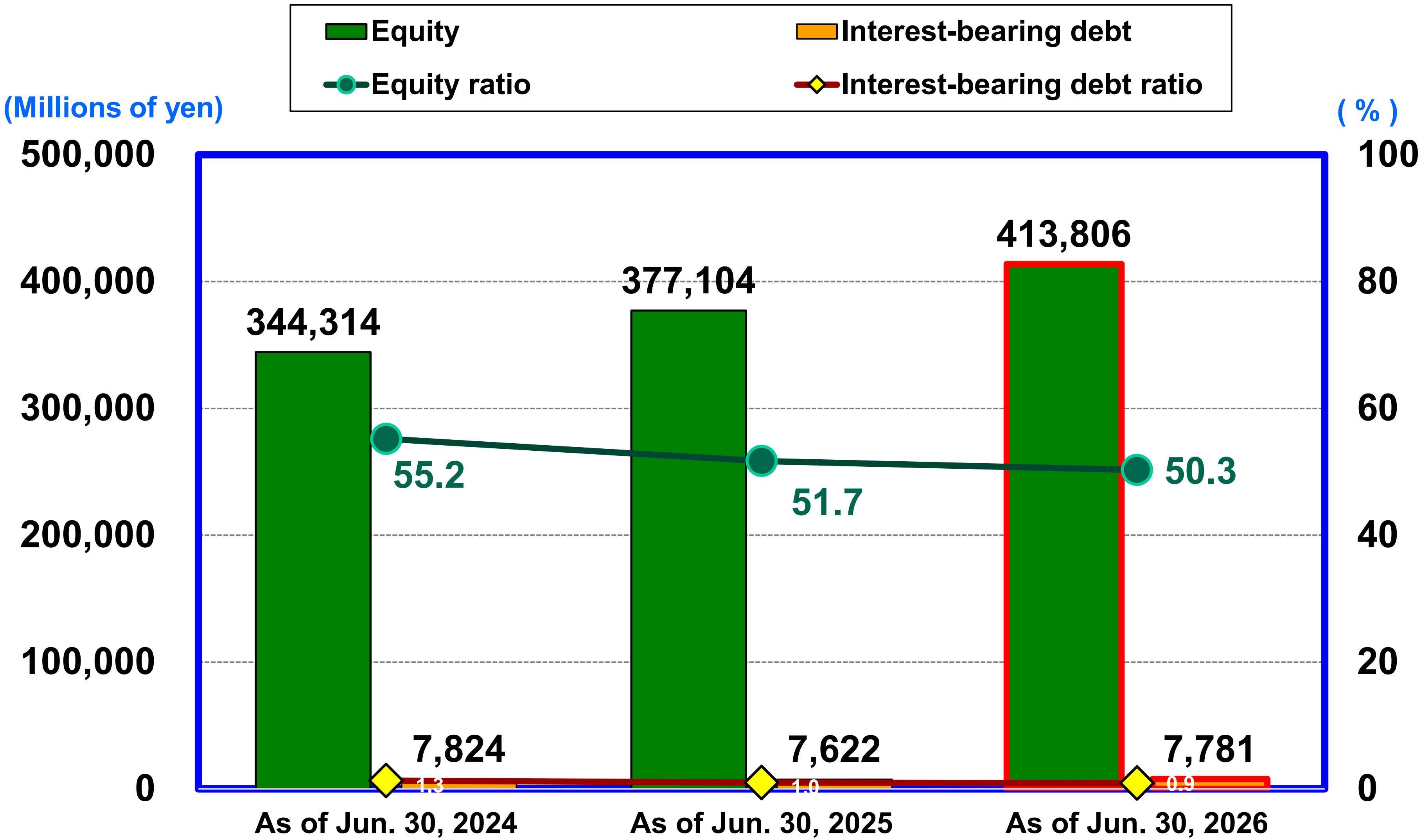
Consolidated

Cash flows



Consolidated

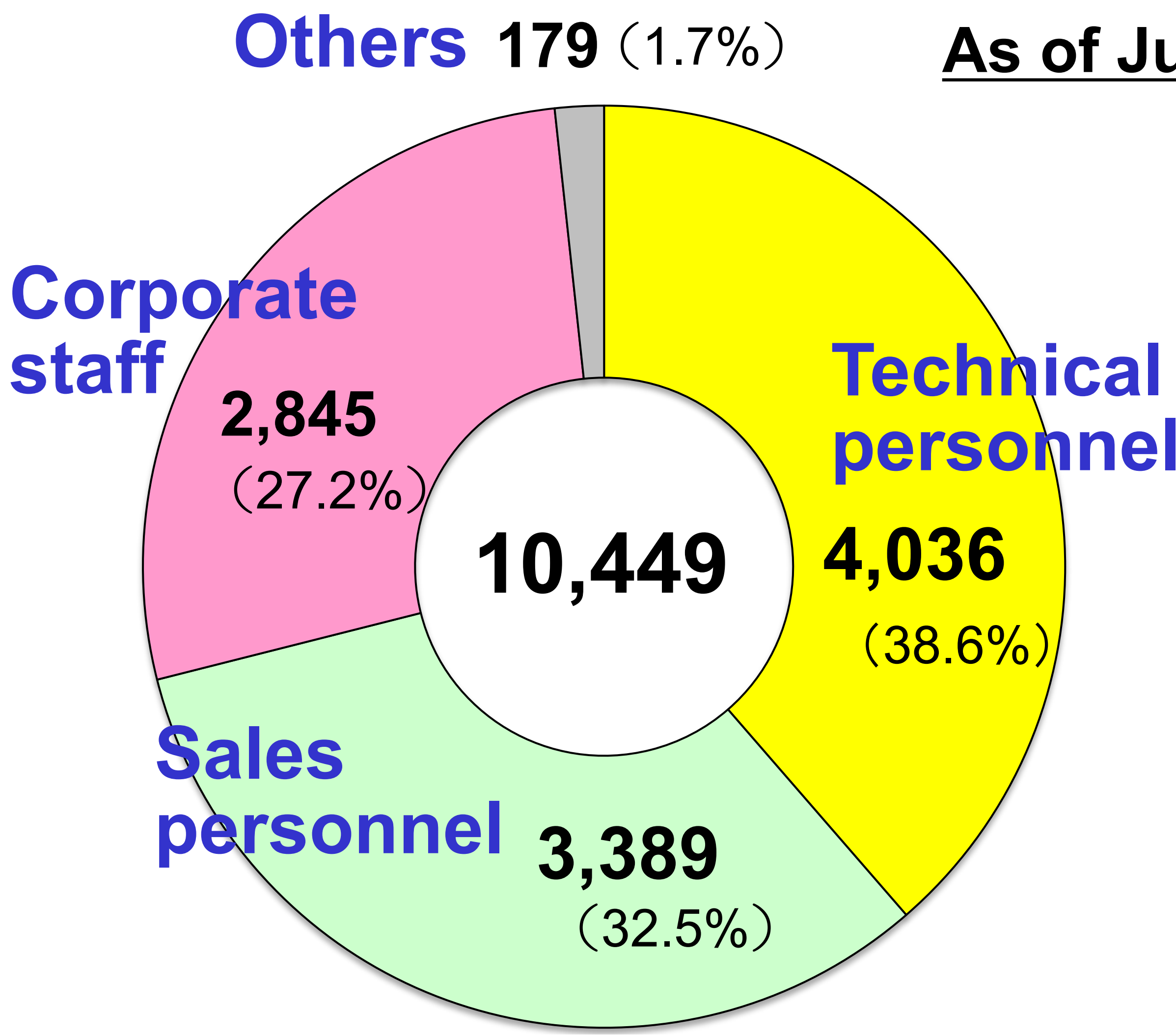
Equity and Interest-bearing debt



Personnel organization (regular employees)

Consolidated

As of Jun. 30, 2026



Non-Consolidated

Key strategic business

<Amount of Sales> (Millions of yen)

	2024 Jan. – Jun.	2025 Jan. – Jun.		2026 Jan. – Jun.			2026 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"	103,848	111,731	+7.6%	118,259	+6,527	+5.8%	59,059	+2,854	+5.1%
SMILE	8,306	8,297	-0.1%	9,414	+1,116	+13.5%	5,811	+1,267	+27.9%
ODS	33,105	35,390	+6.9%	38,263	+2,872	+8.1%	22,257	+1,943	+9.6%
OSM	65,780	81,327	+23.6%	111,424	+30,096	+37.0%	59,248	+12,916	+27.9%

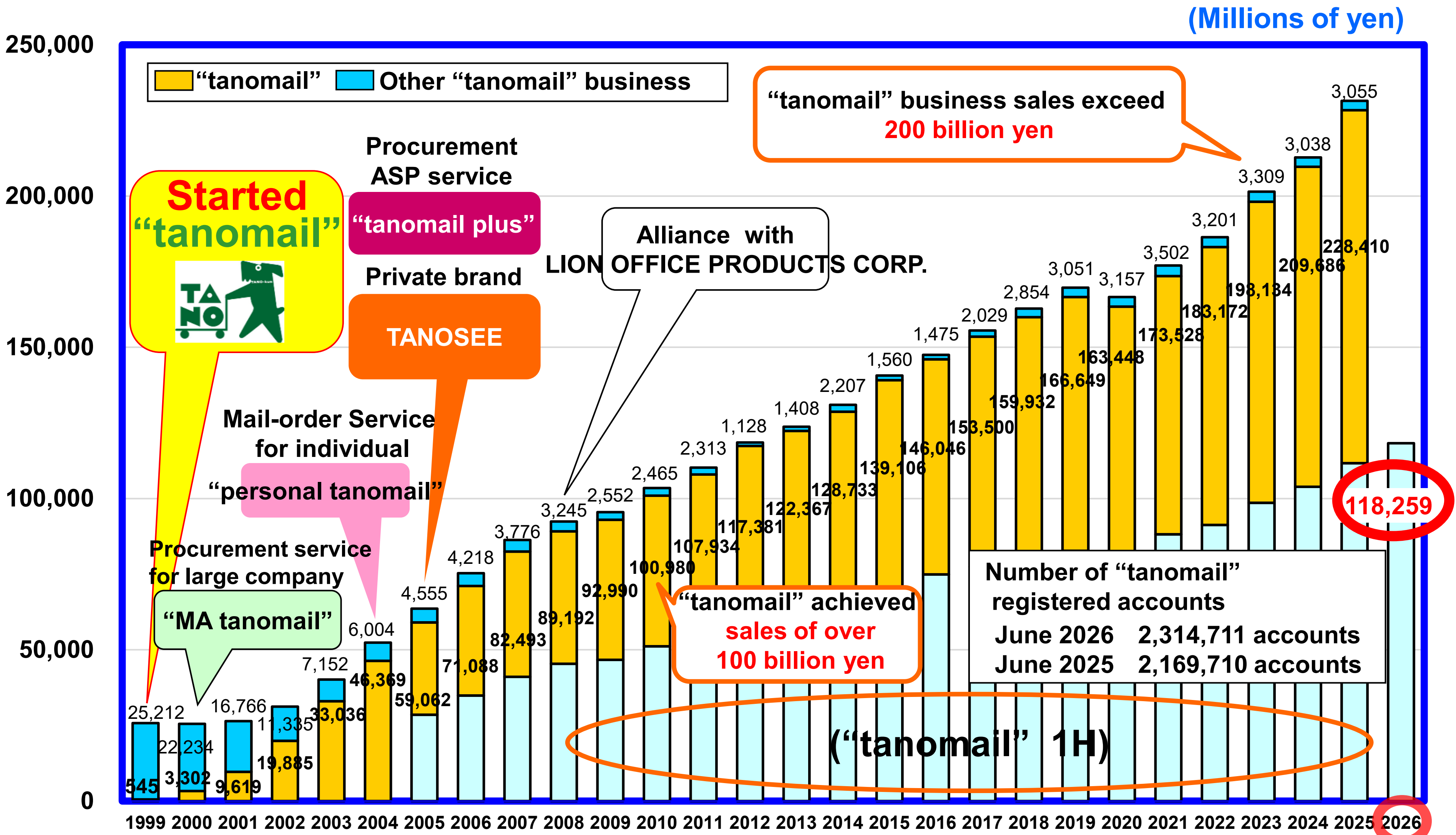
(ODS: Otsuka Document Solutions OSM: Otsuka Security Management)

<As reference: Number of Sales> (Units)

Copier	20,873	22,124	+6.0%	22,475	+351	+1.6%	12,693	+270	+2.2%
(of which Color copier)	20,435	21,743	+6.4%	22,157	+414	+1.9%	12,527	+341	+2.8%
Server	10,209	9,848	-3.5%	10,935	+1,087	+11.0%	4,964	-15	-0.3%
PC	678,381	987,043	+45.5%	955,737	-31,306	-3.2%	331,300	-109,688	-24.9%
Client Total	717,412	1,032,093	+43.9%	1,040,073	+7,980	+0.8%	363,547	-110,862	-23.4%

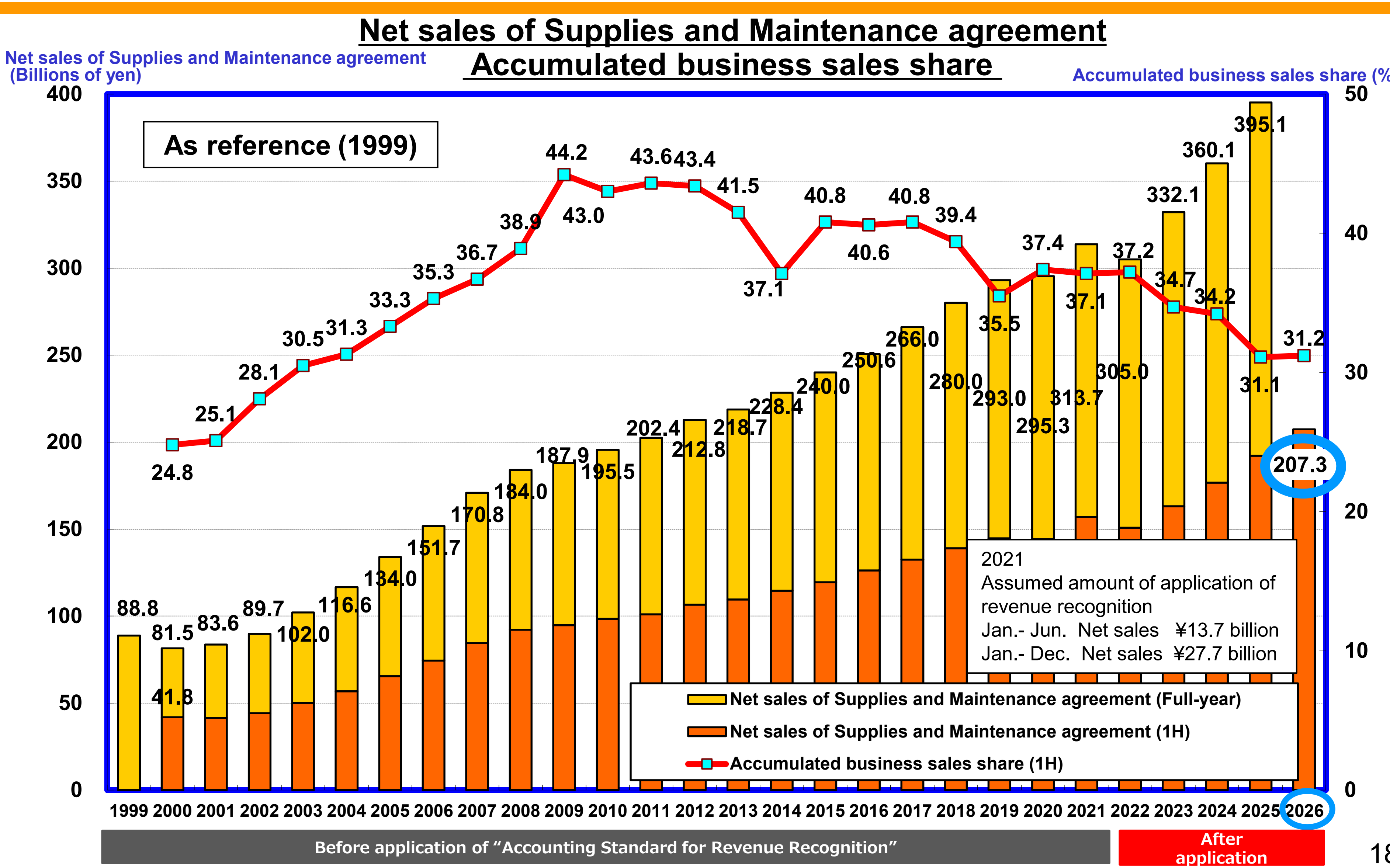
Non-Consolidated

Annual sales transition of “tanomail”

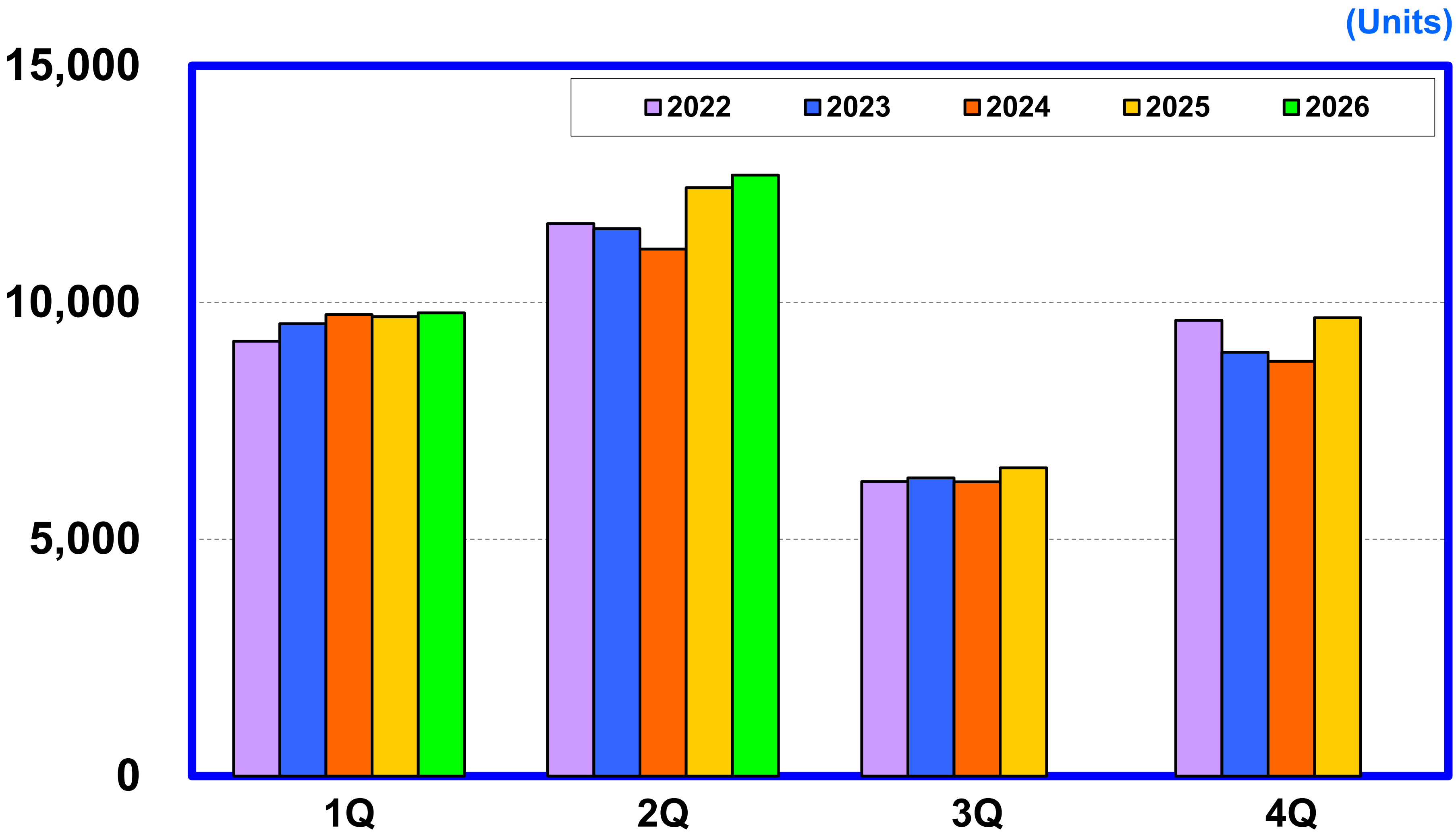


Non-Consolidated

Growth of accumulated business

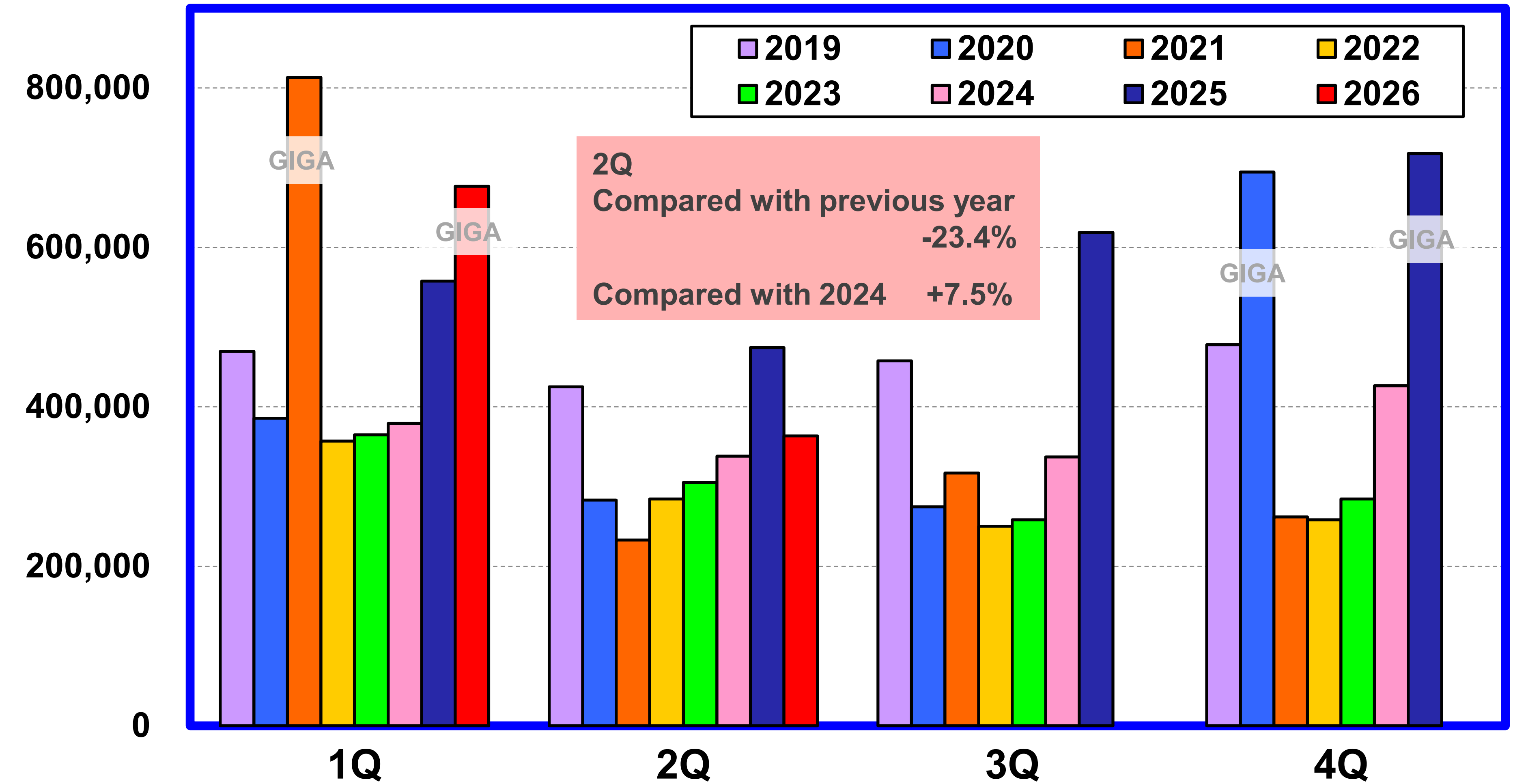


Quarterly Number of Copiers Sold



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

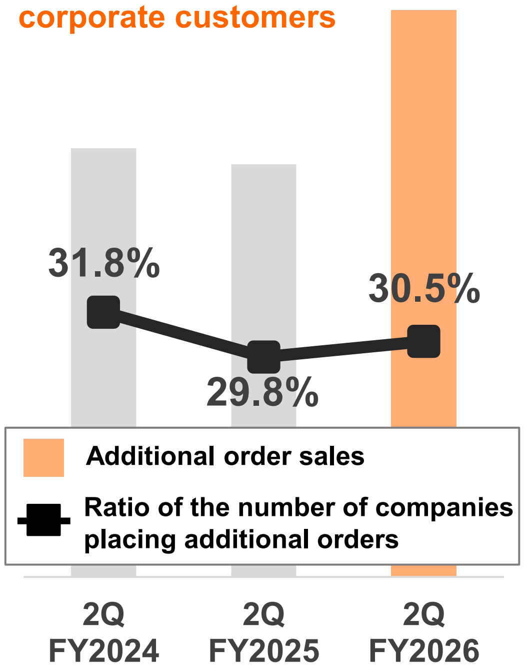
Status of Orders & Support Sales Activities through AI

【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

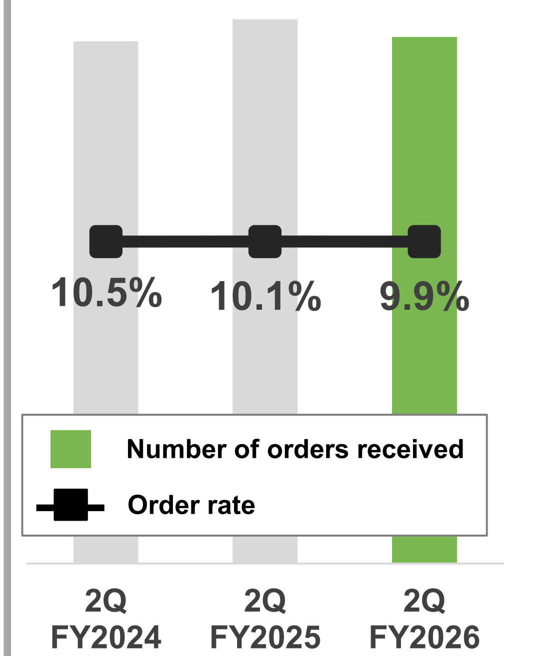
Year-on-year increases in both the value of additional orders and the composition ratio of corporate customers



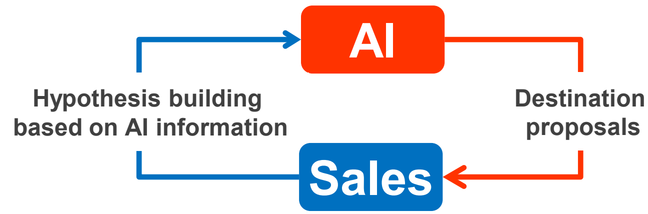
【Overall number of orders and order rate】

Order rate = Number of orders received ÷ Number of negotiations

Number of orders received and order rate both remain flat



【Support Sales Activities through AI】



Movements based on AI suggestions

FY2026 2Q

*Selection criteria are re-evaluated in accordance market conditions

[AI order value share] 13.6%

*Share in department where used (excluding ongoing transactions such as supply and maintenance)

[AI order value] 8.64 billion yen

Master the use of AI

FY2026 2Q

[Number of AI orders share] 36.2%

*Share in user departments

Usage rate exceeds 30%

Copilot

Copilot July 2025 ～ June 2026

No.1 in Domestic Sales Volume

*according to OTSUKA's internal research

Know-how

April 2026～ Introduced to all employees.
Toward business operational reform and increased productivity

Promoting internal use

Sounding out sales hypotheses

Summarization of meetings

Proposal creation

email creation

AI business 大塚商会

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

Copilot

cotomi

美琴 powered by cotomi

ChaChat Assist

Translation・transcription

Robot

JAPAN AI AGENT

Acrobat Studio

Business reform

AI agent

たよれーる ビジネスAIエージェント

dotData

dotData Insight Lite

Sales forecast

Customer analysis

Management strategy

Business decision support

Data analysis

美琴Eye

Usage support

AI education

AVILEN

Image analysis

Copilot Studio

Engagement improvement

AI×HR

Happiness Planet
A Hitachi Group Company

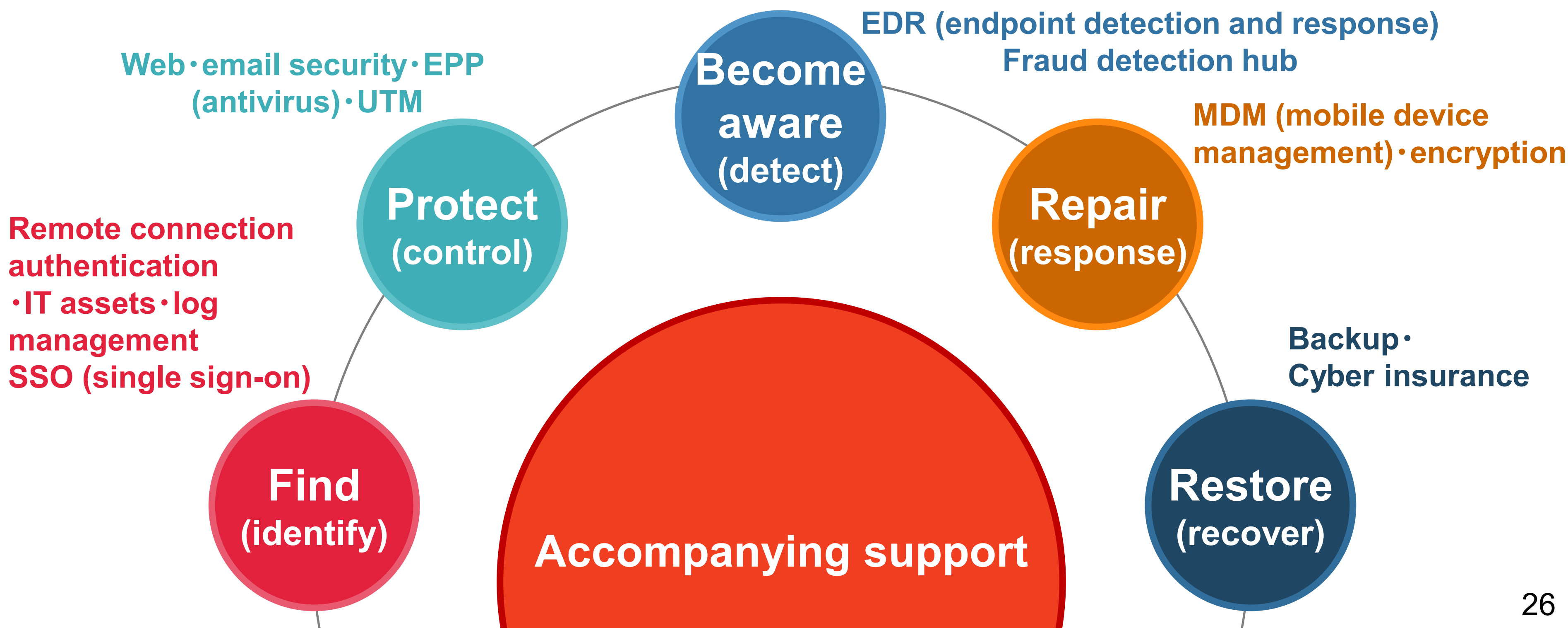
AI Happiness

Security

1996
Security business started

Continuous Support for Security Measures Across the Entire Supply Chain from Large Companies to Small and Medium-Sized Enterprises

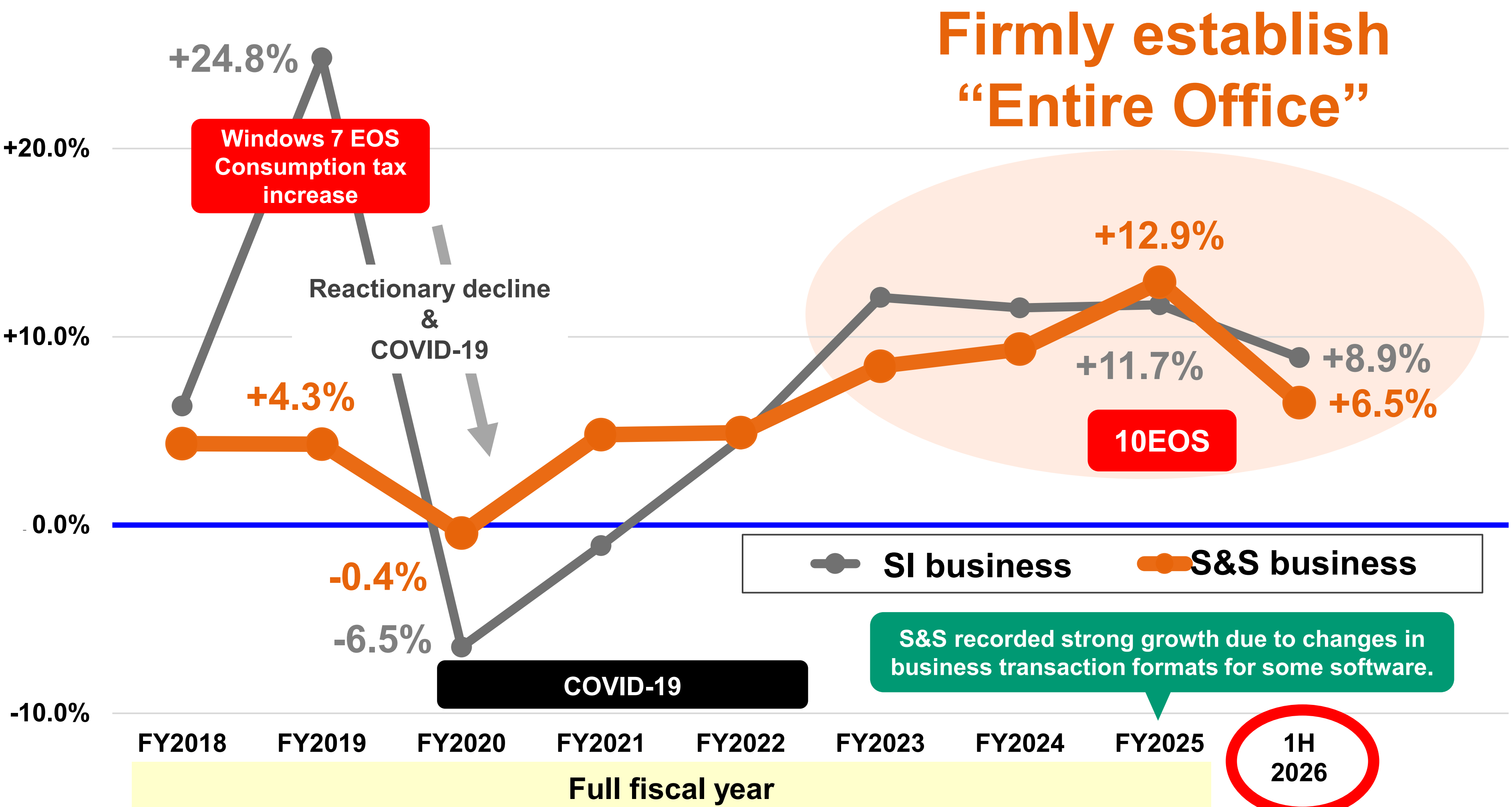
security measures evaluation system — Scheduled to commence around the end of FY2026



Non-Consolidated

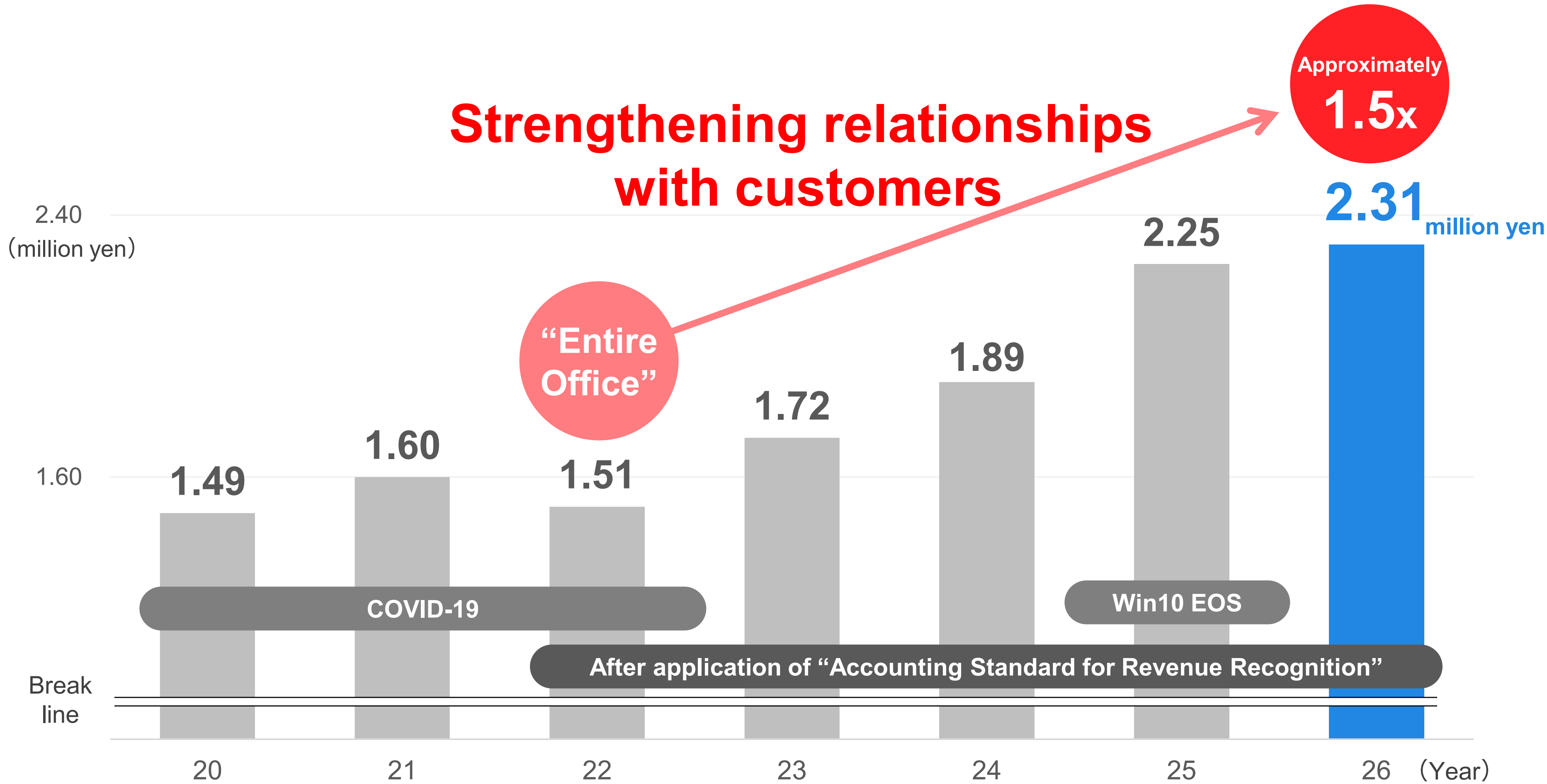
Stepping Toward “Entire Office” -1

Year-on-year change in gross Profit



Stepping Toward “Entire Office” -2

Sales per company (January～June)



Stepping Toward “Entire Office” -3

Promoting “Entire Office” with client machine transactions

*Period: 21 months prior to EOS～8 months after EOS

7EOS	10EOS
April 2018～September 2020 (30 months)*	January 2024 ～June 2026 (30 months)*

Sales other than client machines (PCs + tablets) to the same customer [Per company]

With 100 as a base

Evolution & Deepening

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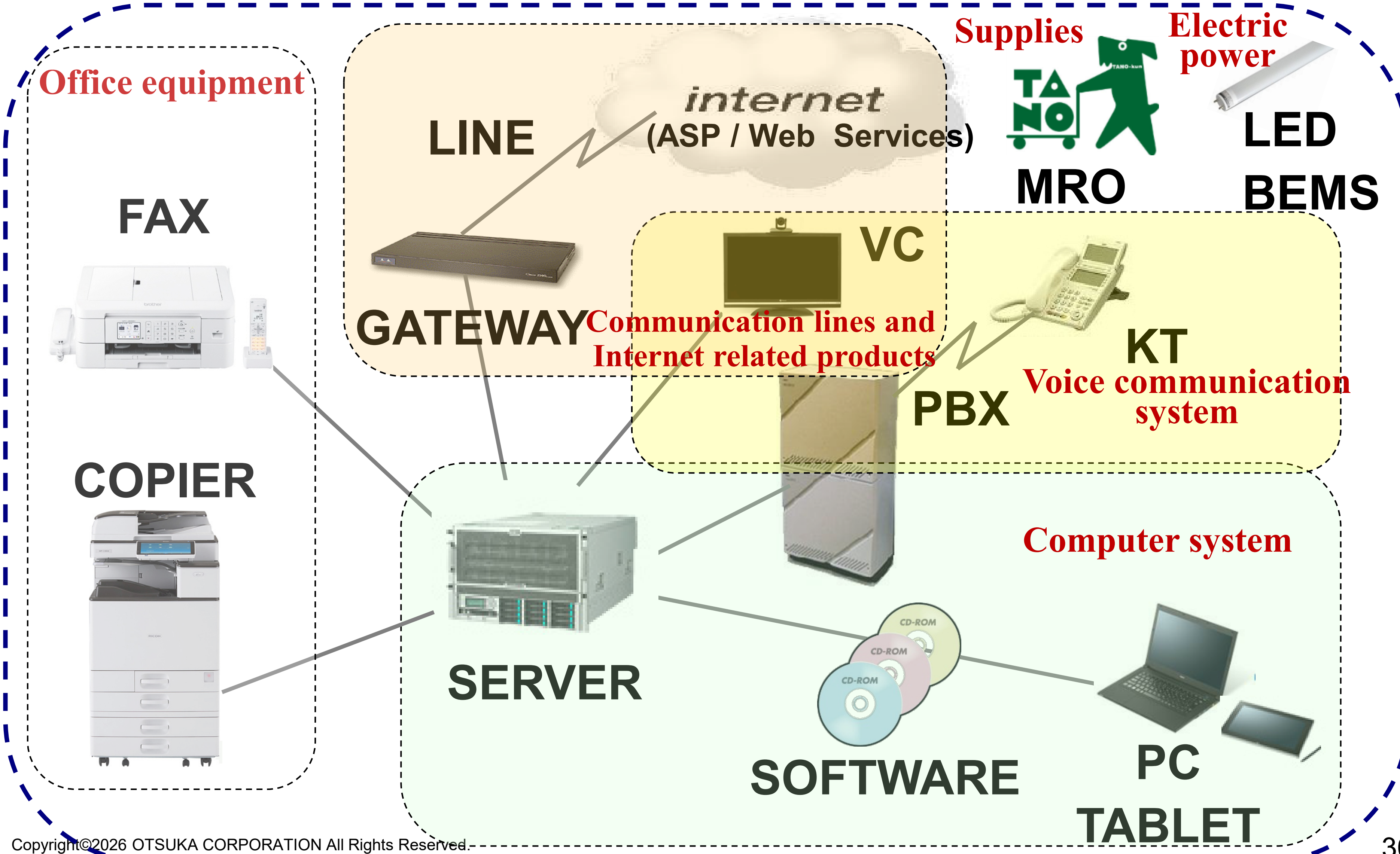
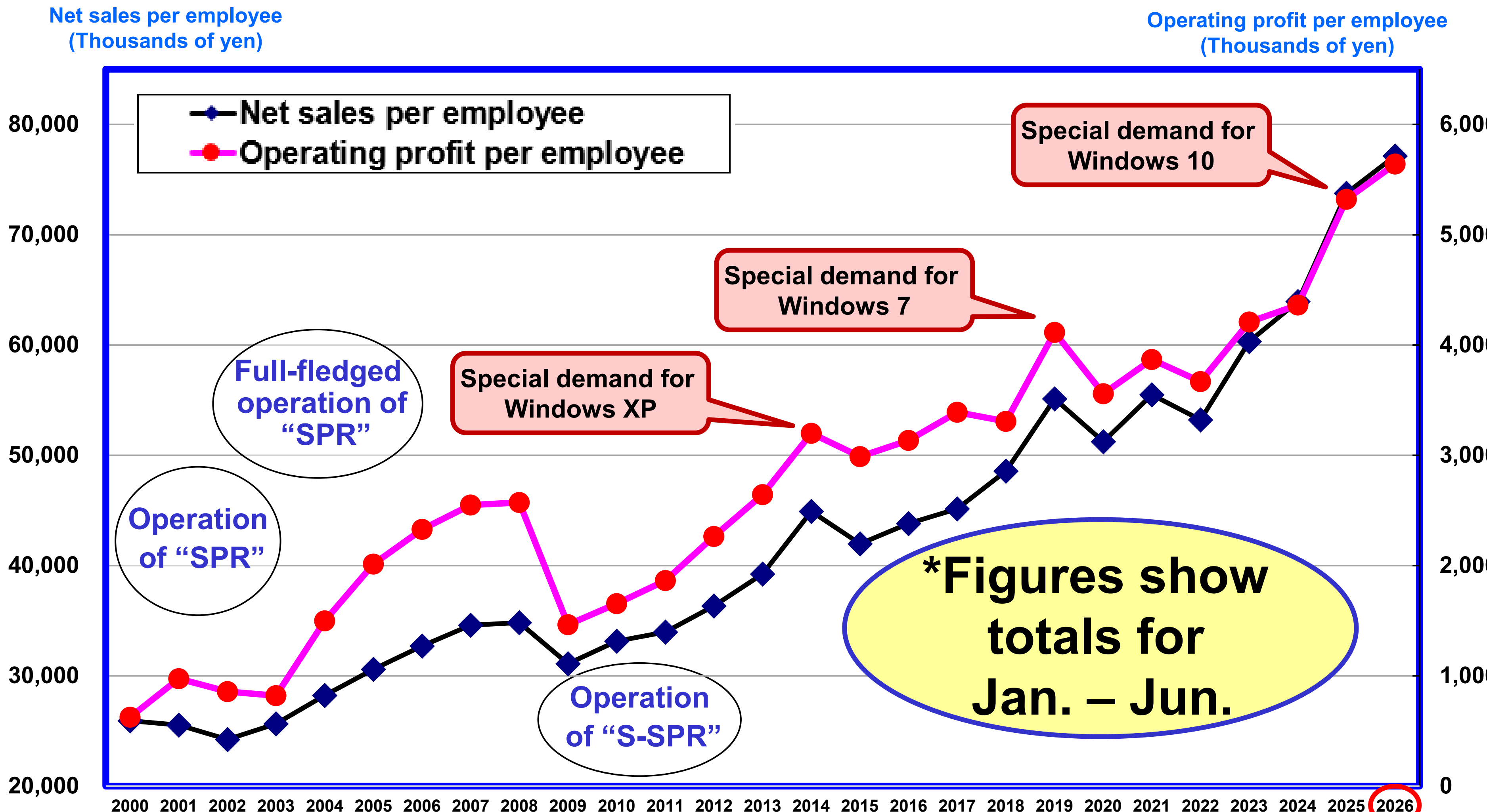
OTSUKA CORPORATION for the Entire Office



Non-Consolidated

Change of Net sales per employee and Operating profit per employee

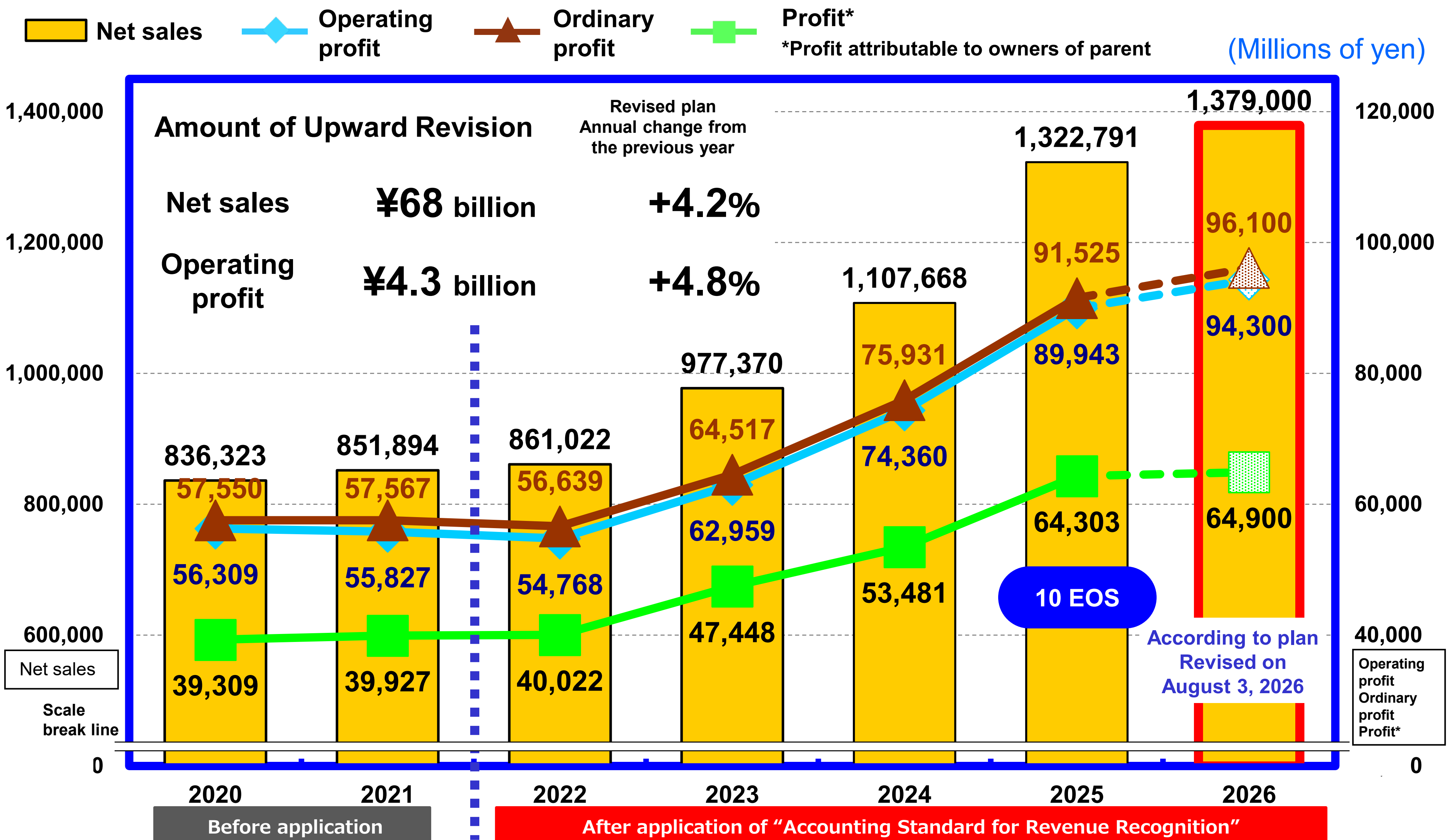


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Number of employees at the end of June	6,507	6,493	6,490	6,405	6,443	6,433	6,443	6,659	6,809	6,897	6,897	6,821	6,762	6,733	6,878	6,965	7,089	7,193	7,273	7,390	7,529	7,638	7,615	7,785	8,069	8,366	8,607

(241 person increase from the end of the previous June)

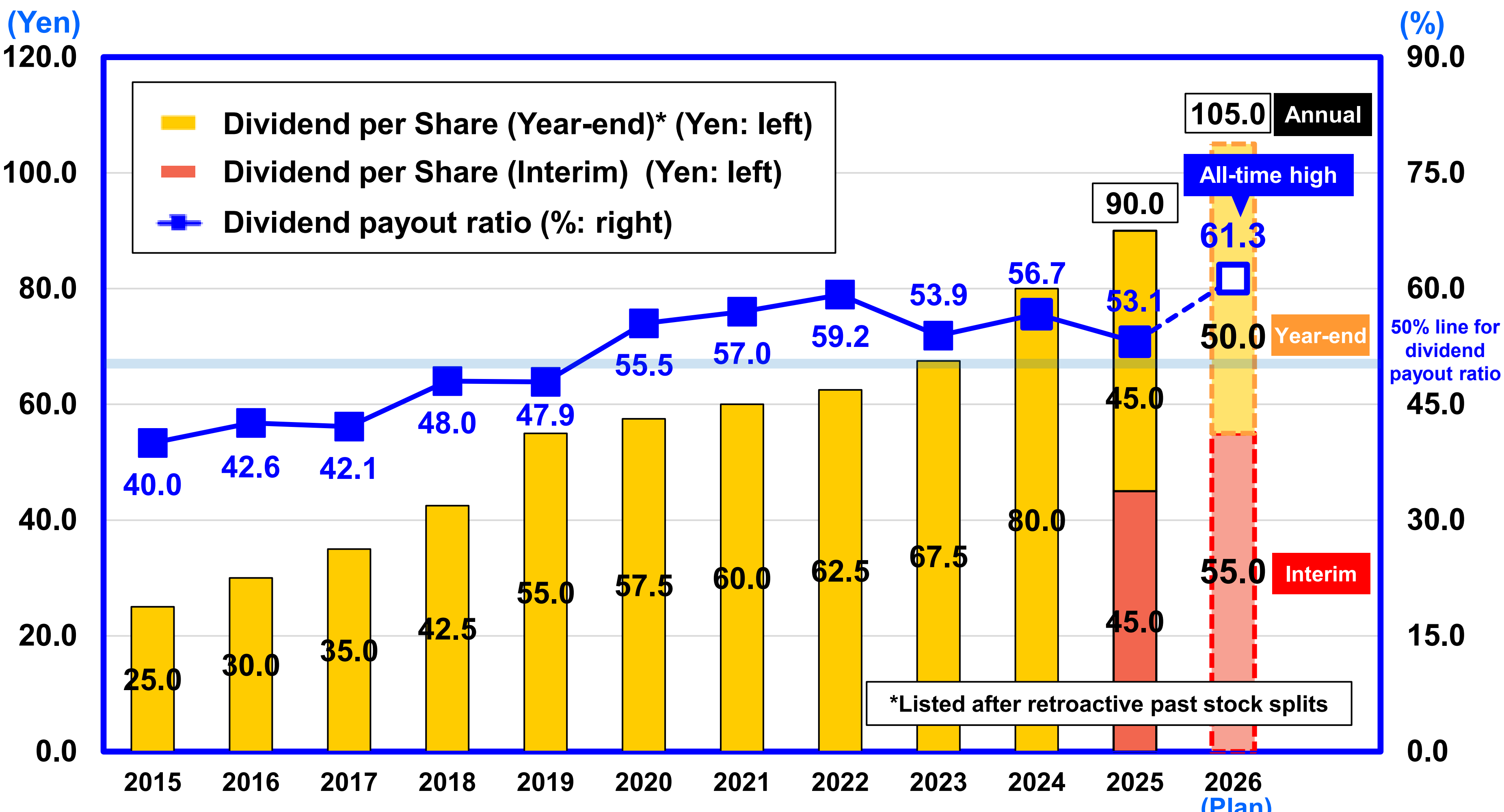
Consolidated

Plans of Net sales and profit



Consolidated

Dividends



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026 (Plan)
Earnings per Share* (Yen)	62.51	70.35	83.23	88.61	114.71	103.66	105.29	105.54	125.13	141.04	169.58	171.15


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

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   It is not intended and should not be construed as an inducement to purchase or sell stocks of OTSUKA CORPORATION.

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