Fiscal year ending December 2026

Nine months (January – September) Business Results

October 30, 2026

OTSUKA CORPORATION

Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Summary of Business Results, January – September, 2026

(Millions of yen)

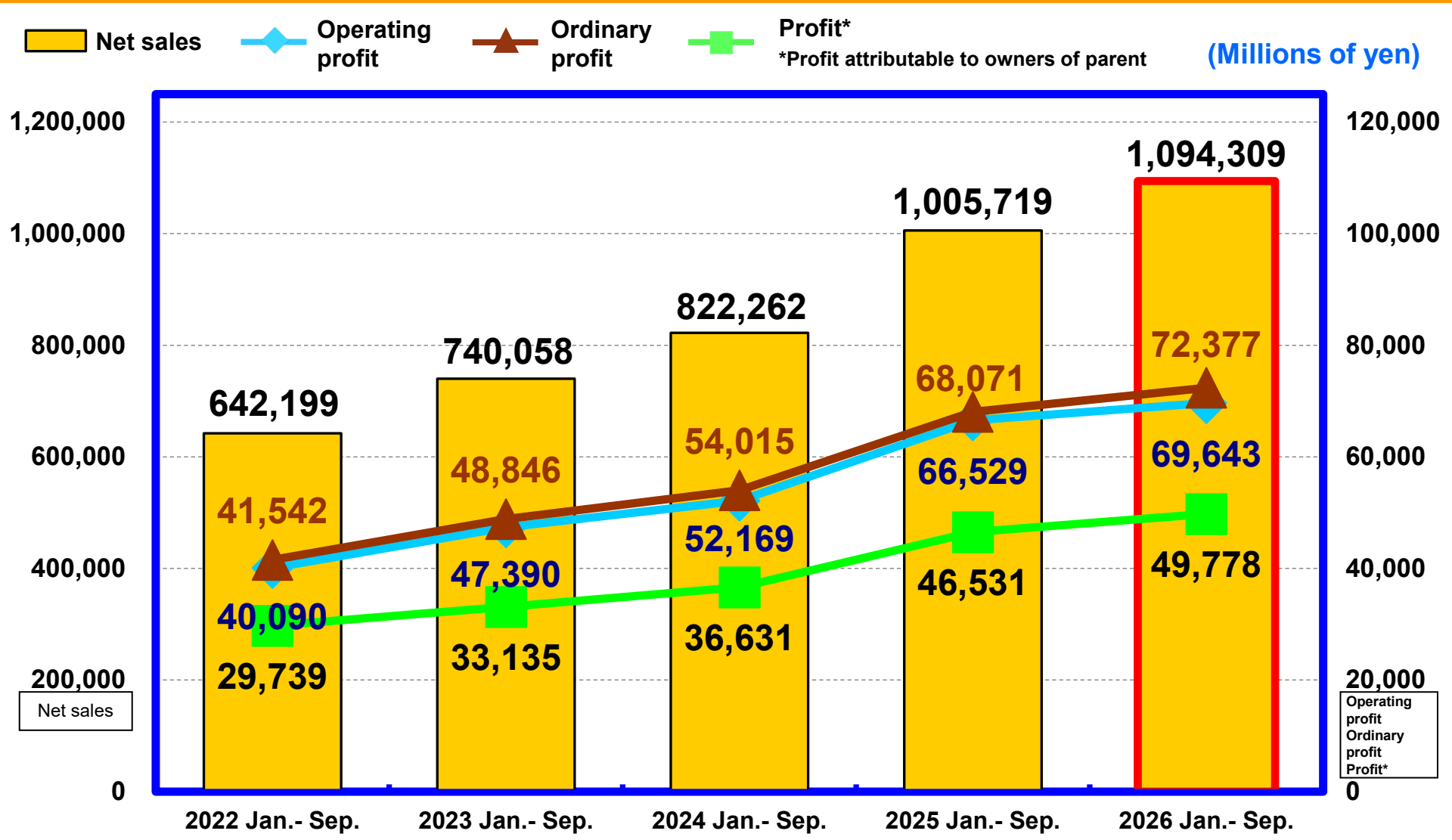
	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	1,094,309	+8.8%	937,494	+5.5%
Operating profit	69,643	+4.7%	62,229	+3.9%
Ordinary profit	72,377	+6.3%	65,404	+3.9%
Profit*	49,778	+7.0%	46,317	+4.7%

*Profit attributable to owners of parent

Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

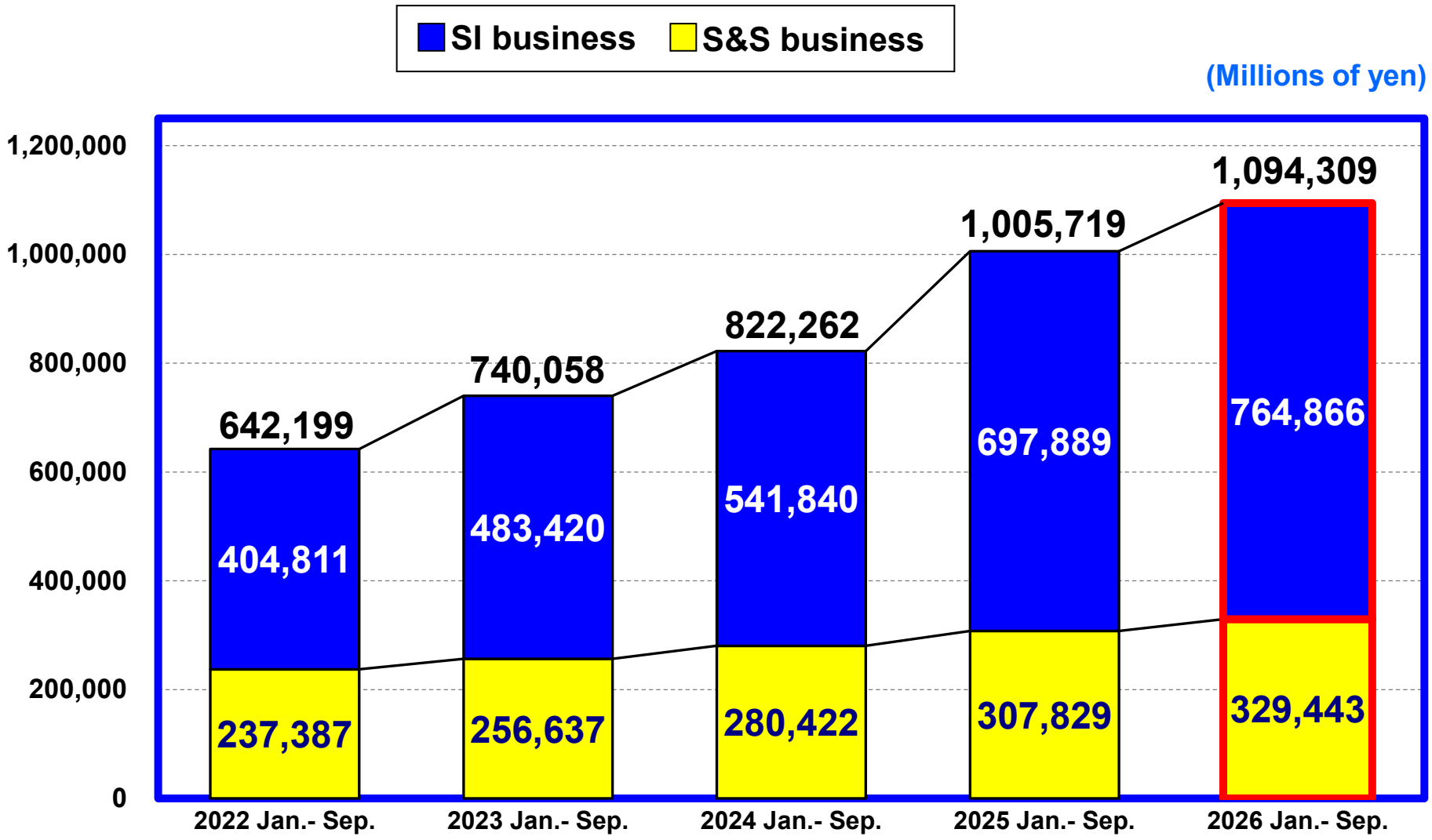
Net sales and Profits



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

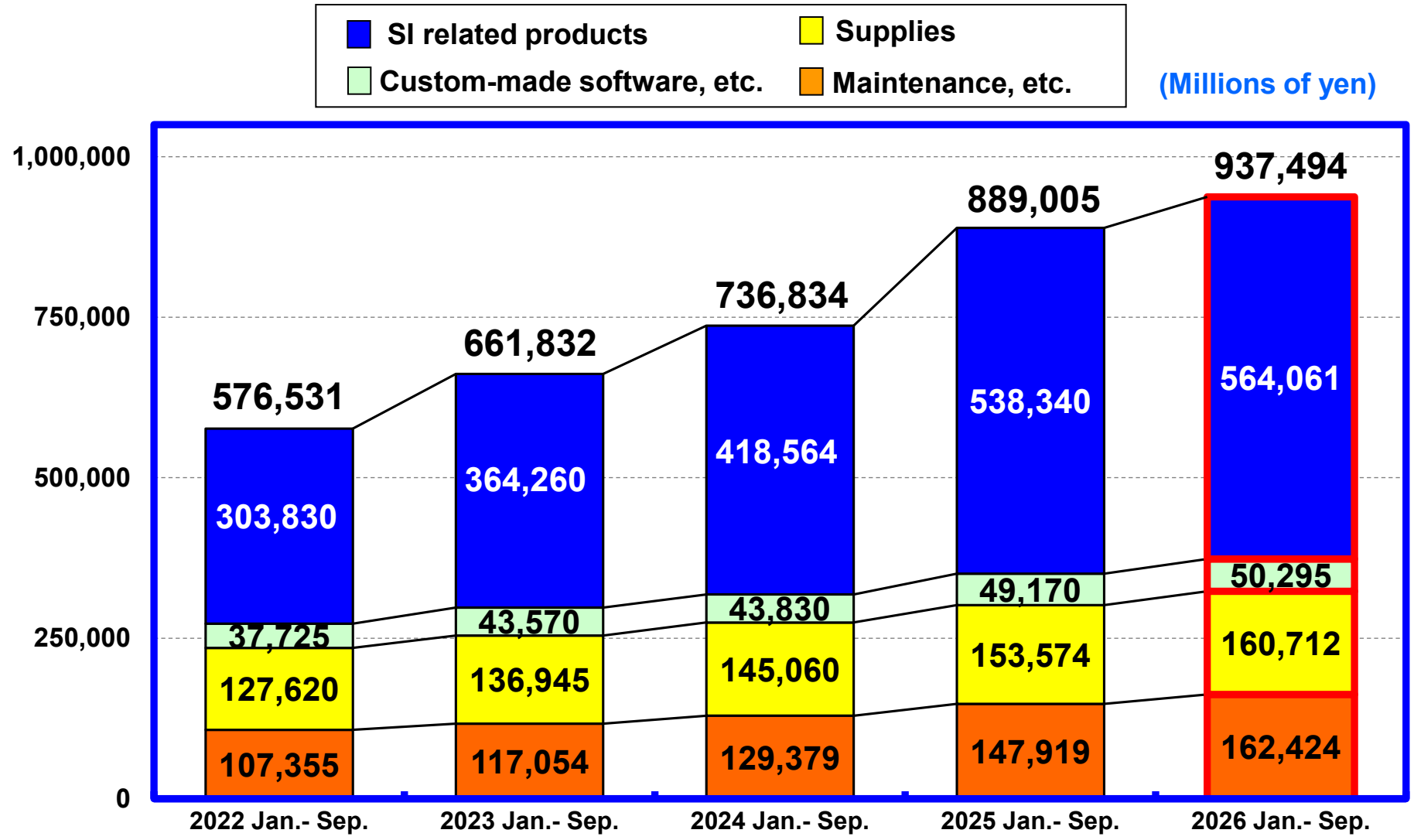
Net sales by segments



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Non-Consolidated

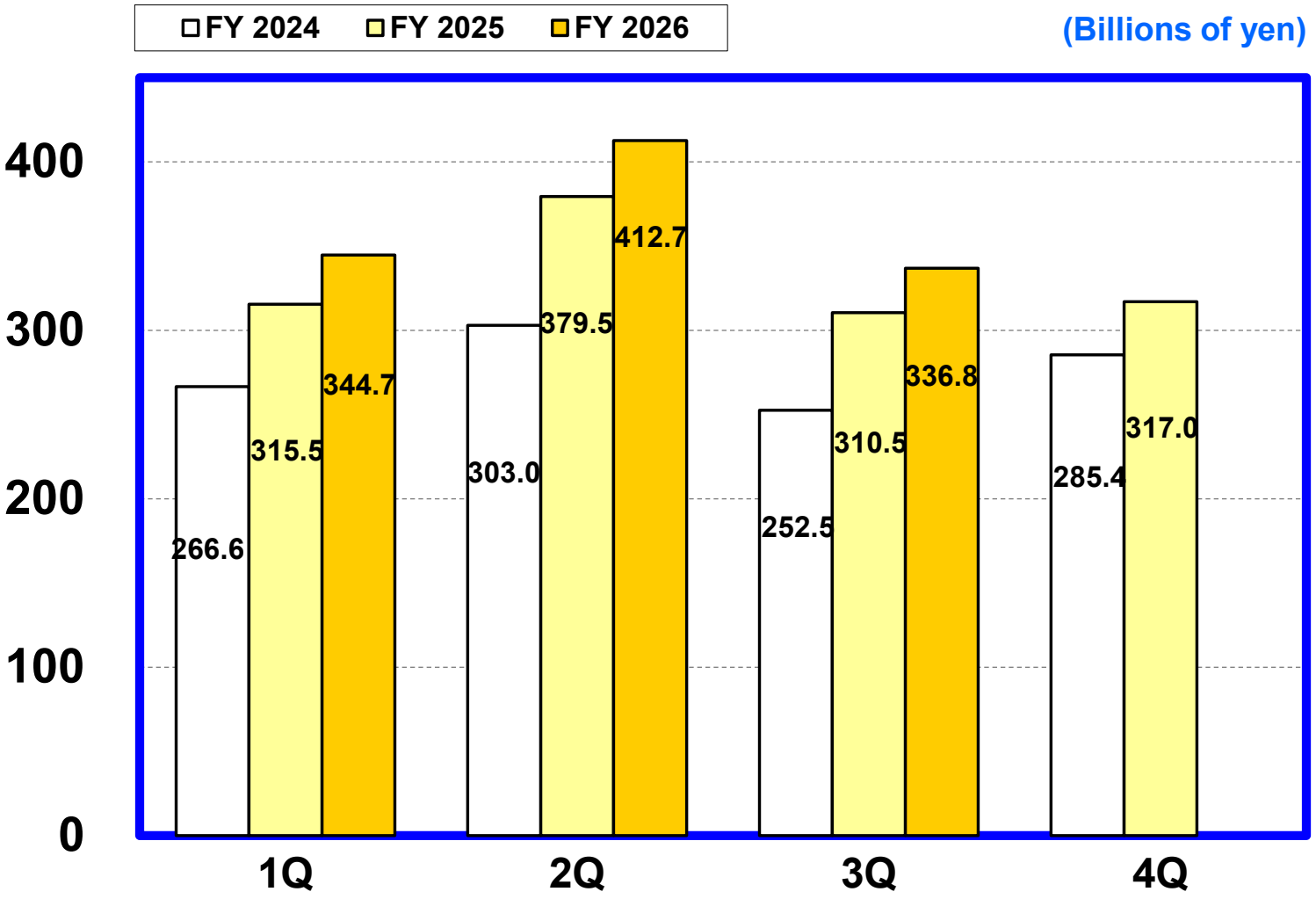
Net sales by 4 segments



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

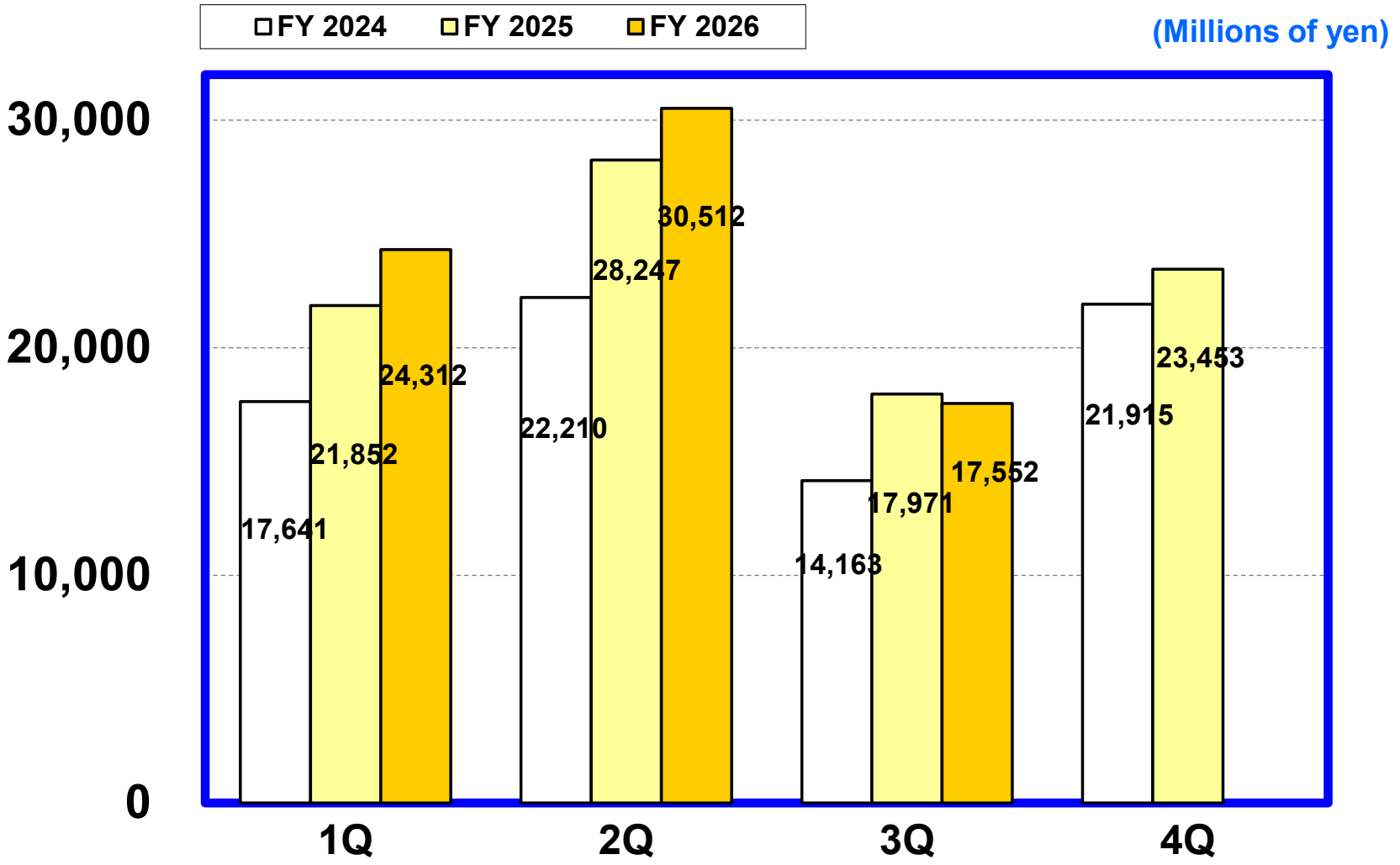
Quarterly change of Net sales



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

Quarterly change of Ordinary profit



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Summary of Business Results, July – September, 2026

(Millions of yen)

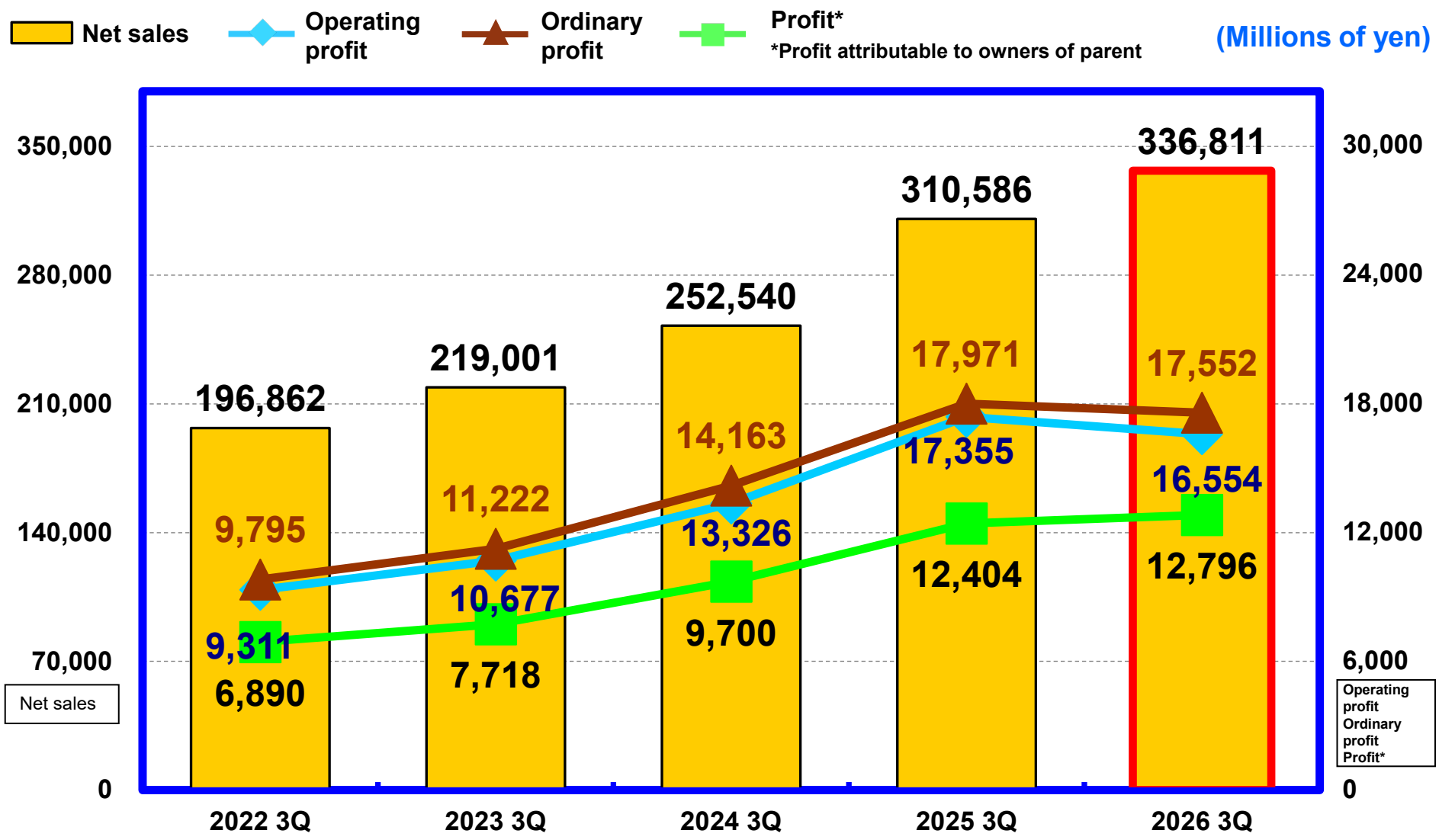
	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	336,811	+8.4%	273,537	+0.6%
Operating profit	16,554	-4.6%	13,681	-10.9%
Ordinary profit	17,552	-2.3%	14,380	-9.5%
Profit*	12,796	+3.2%	10,875	-2.7%

*Profit attributable to owners of parent

Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

Net sales and Profits, July – September

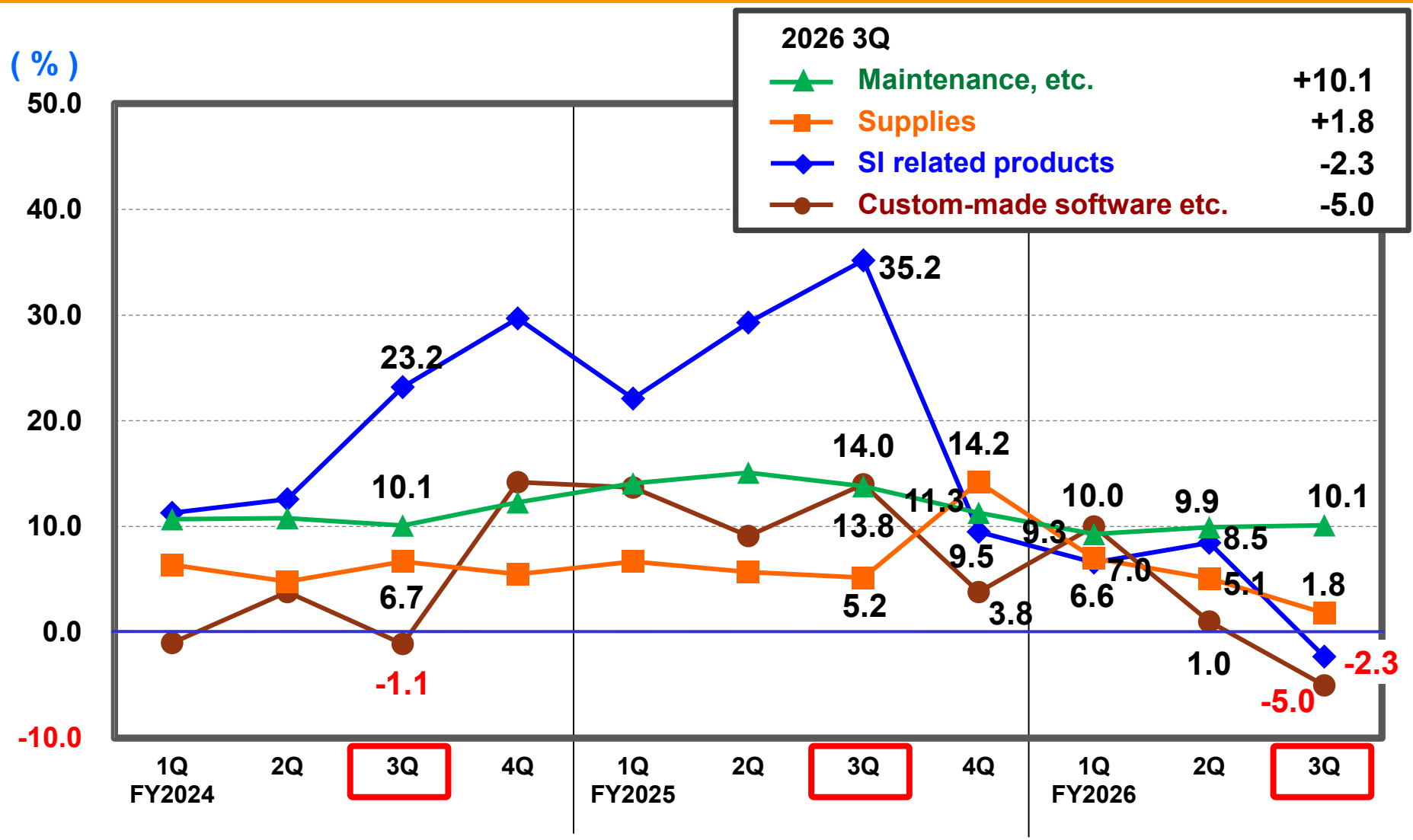


Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Non-Consolidated

Quarterly Net Sales by 4 segments

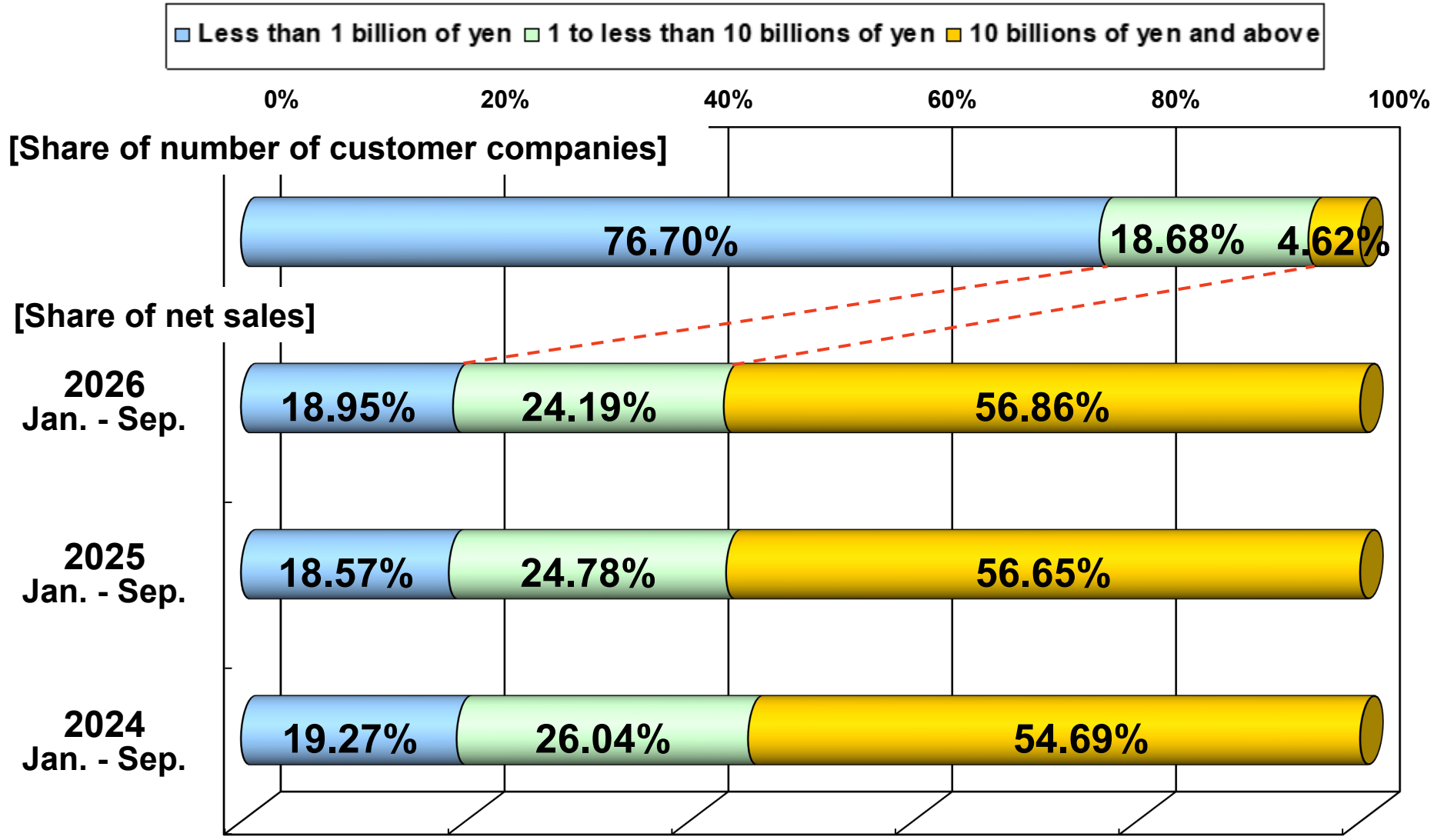
(% change year-on-year)



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Non-Consolidated

Composition of customers by annual sales

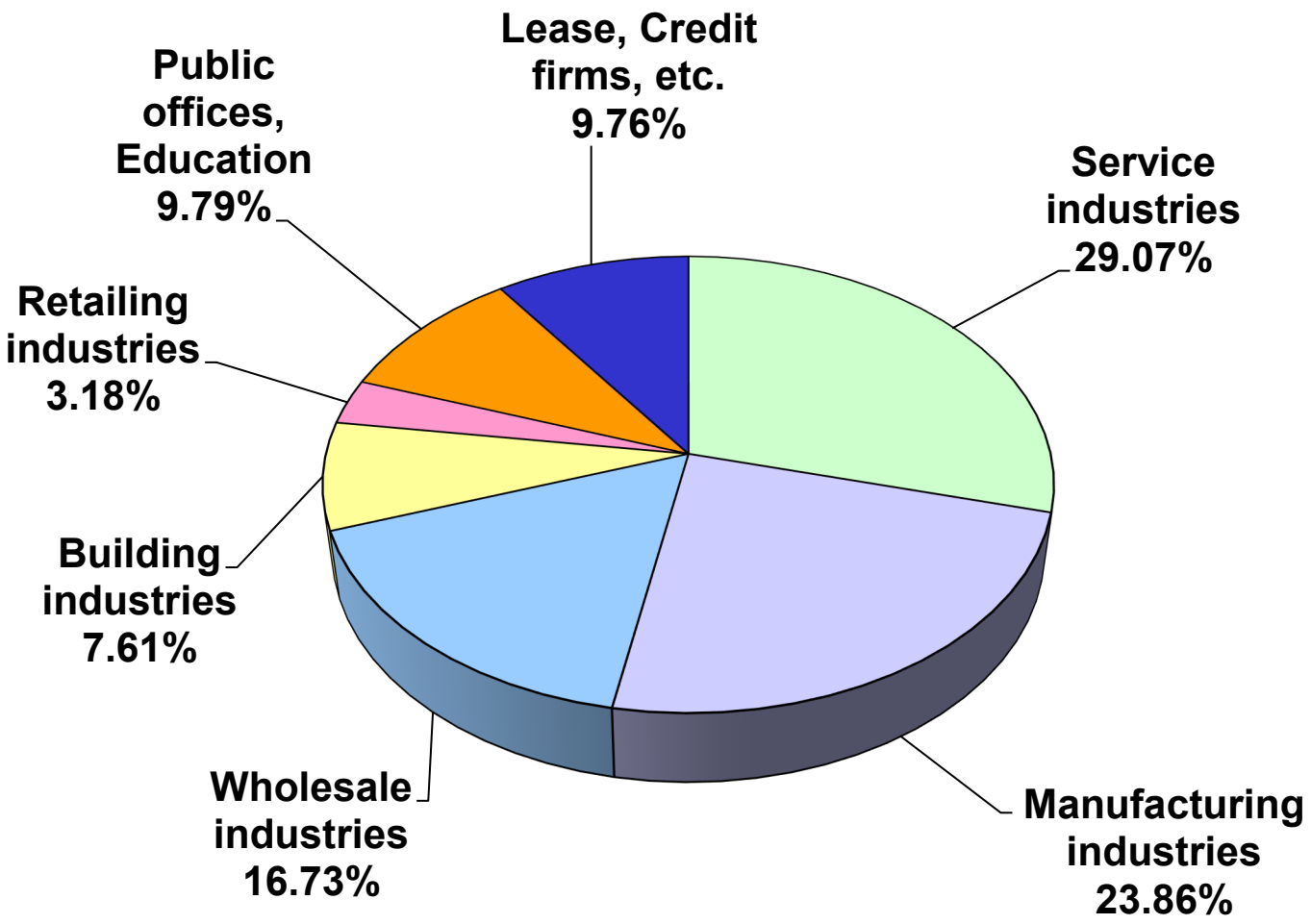


Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Non-Consolidated

Sales breakdown by customers' type of industry

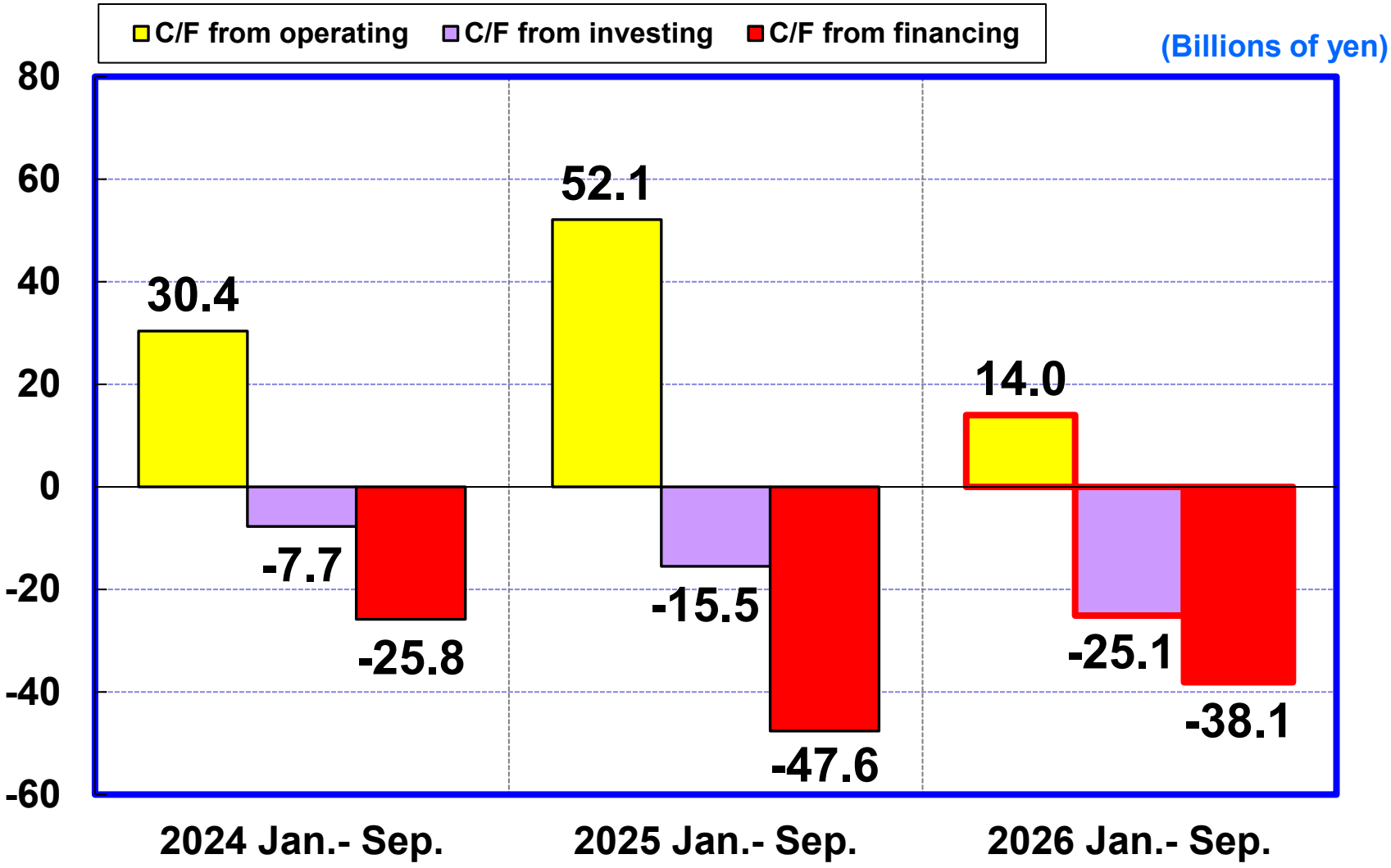
2026 Jan. – Sep.



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

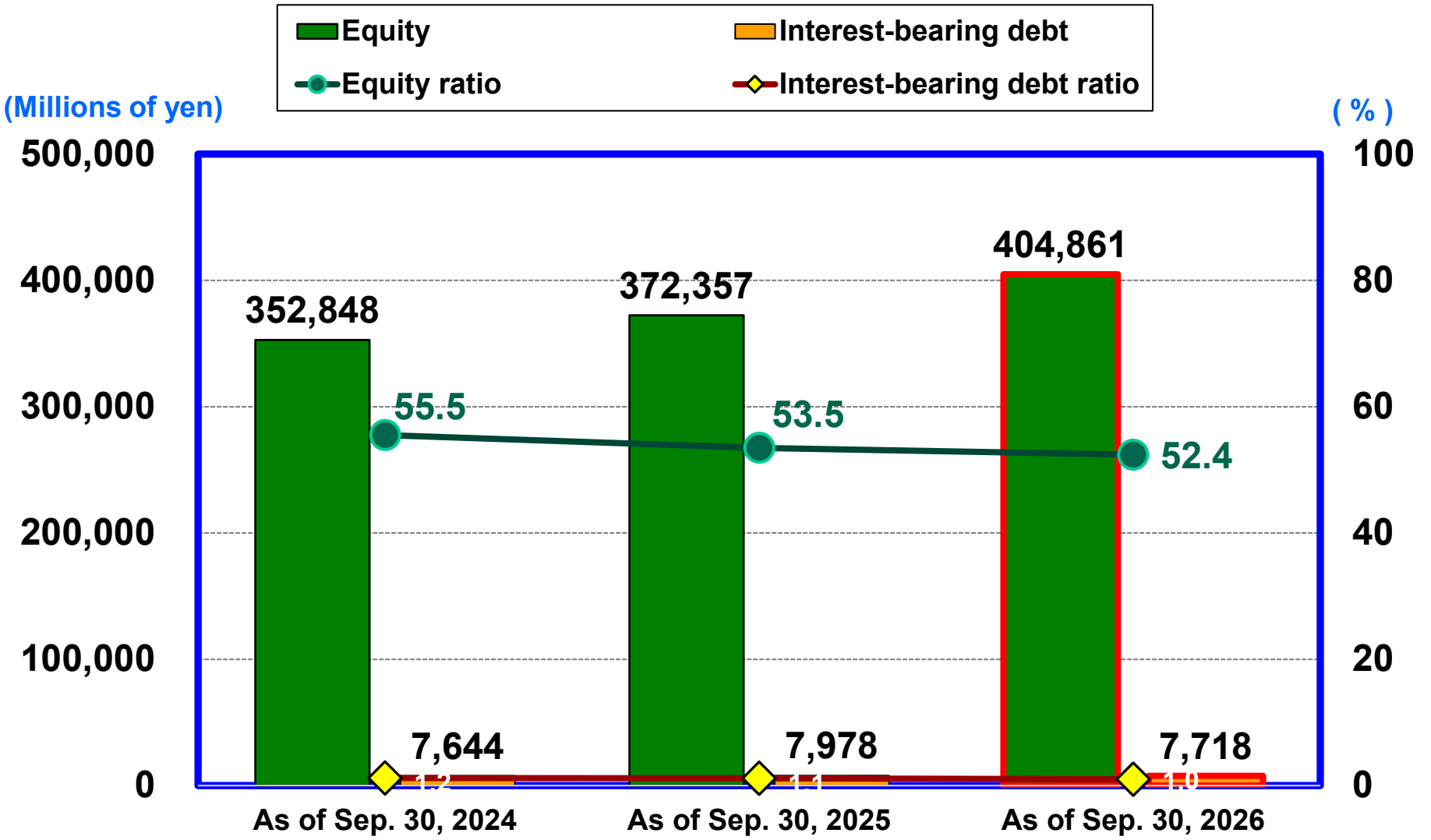
Cash flows



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

Equity and Interest-bearing debt



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Non-Consolidated

Key strategic business

<Amount of Sales> (Millions of yen)

	2024 Jan. – Sep.	2025 Jan. – Sep.		2026 Jan. – Sep.			2026 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”	154,973	165,959	+7.1%	173,659	+7,700	+4.6%	55,400	+1,172	+2.2%
SMILE	11,508	11,015	-4.3%	12,148	+1,132	+10.3%	2,733	+16	+0.6%
ODS	43,936	46,960	+6.9%	50,933	+3,972	+8.5%	12,670	+1,099	+9.5%
OSM	97,359	124,370	+27.7%	161,926	+37,556	+30.2%	50,502	+7,459	+17.3%

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

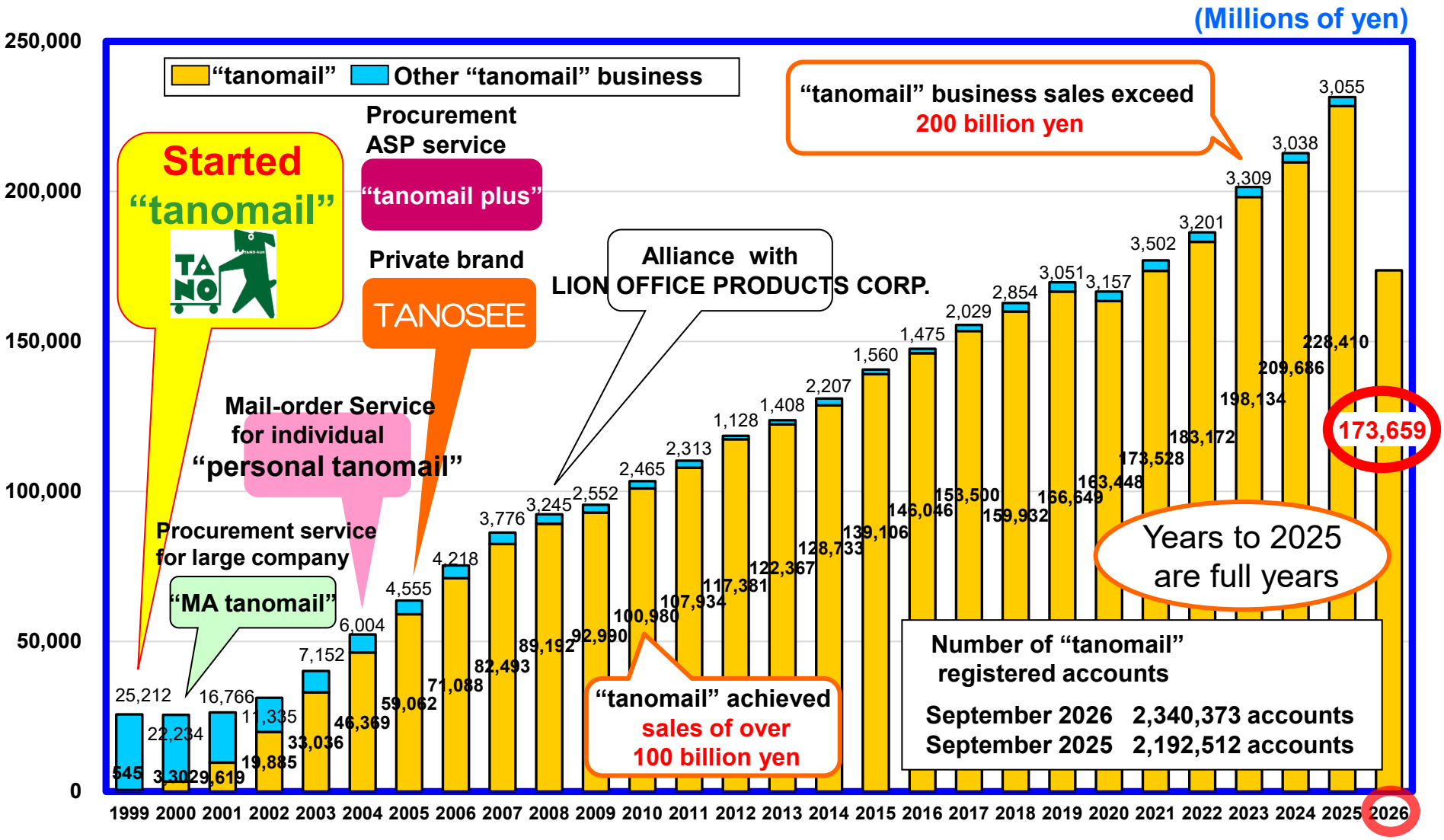
<As reference: Number of Sales> (Units)

Copier	27,089	28,634	+5.7%	29,046	+412	+1.4%	6,571	+61	+0.9%
(of which Color copier)	26,521	28,147	+6.1%	28,676	+529	+1.9%	6,519	+115	+1.8%
Server	14,075	13,529	-3.9%	14,333	+804	+5.9%	3,398	-283	-7.7%
PC	1,010,168	1,529,388	+51.4%	1,245,751	-283,637	-18.5%	290,014	-252,331	-46.5%
Client Total	1,054,515	1,650,793	+56.5%	1,352,206	-298,587	-18.1%	312,133	-306,567	-49.6%

Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

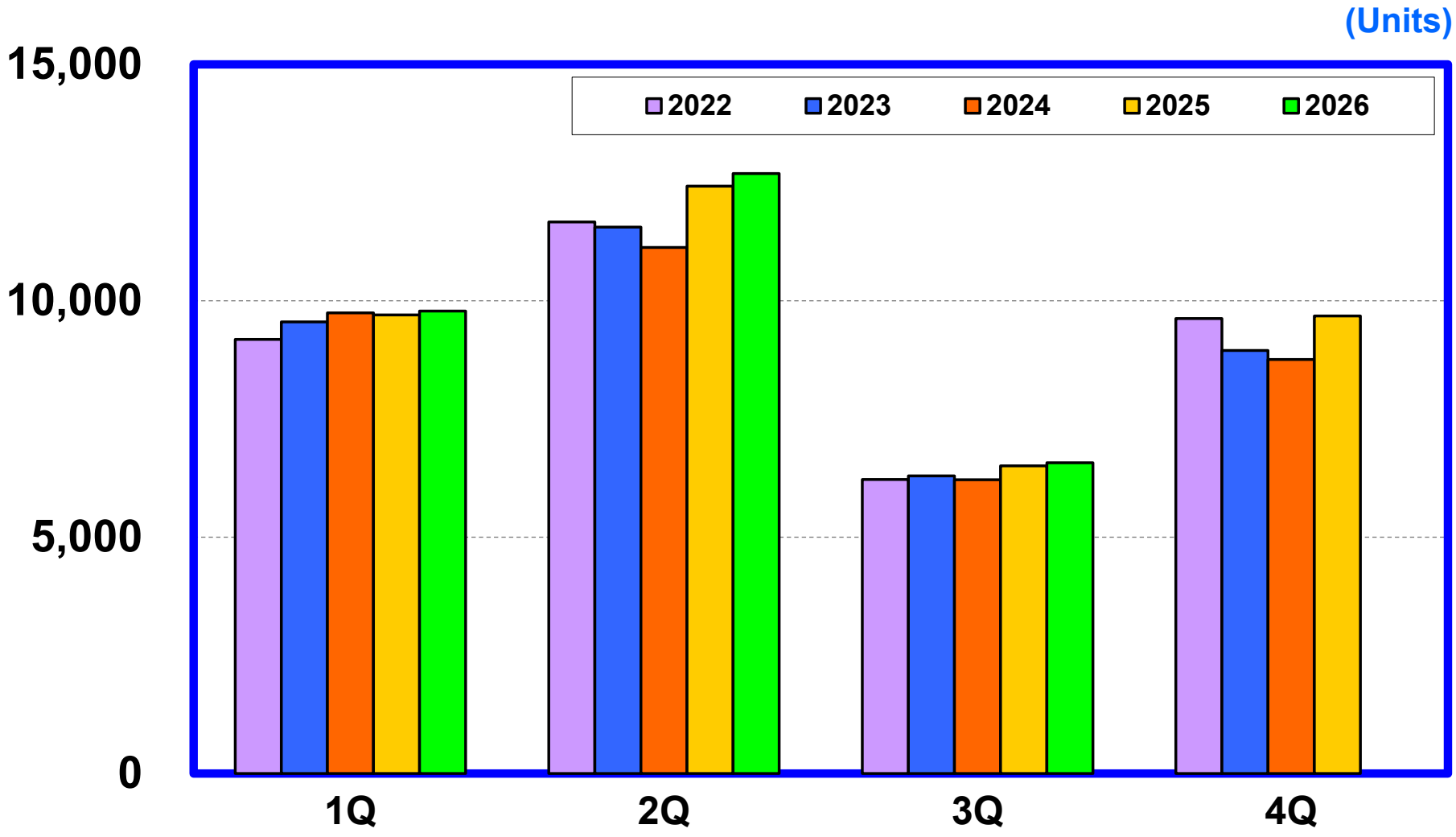
Non-Consolidated

Annual sales transition of “tanomail”



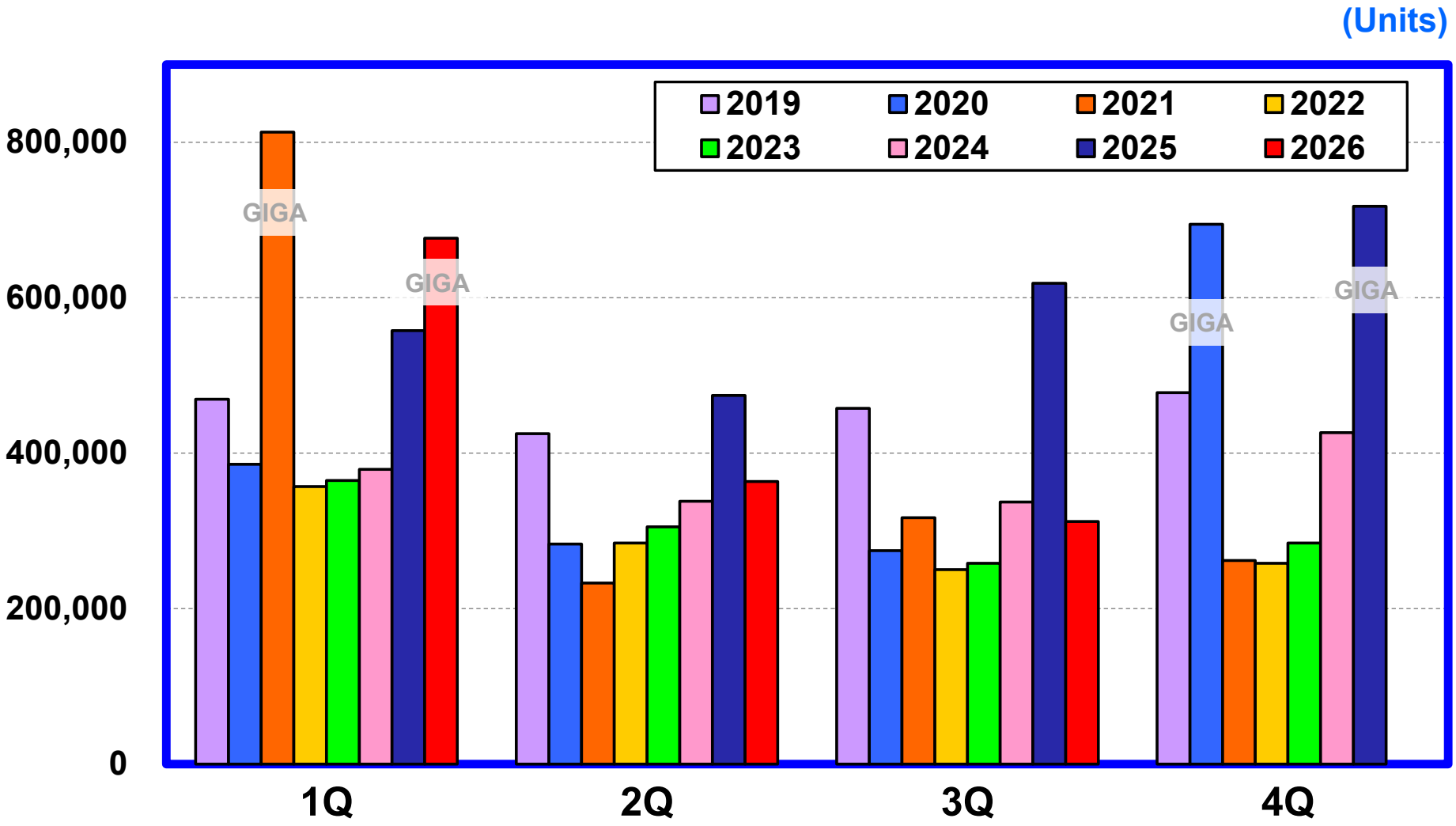
Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Quarterly Number of Copiers Sold



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Quarterly Number of Client Machines Sold



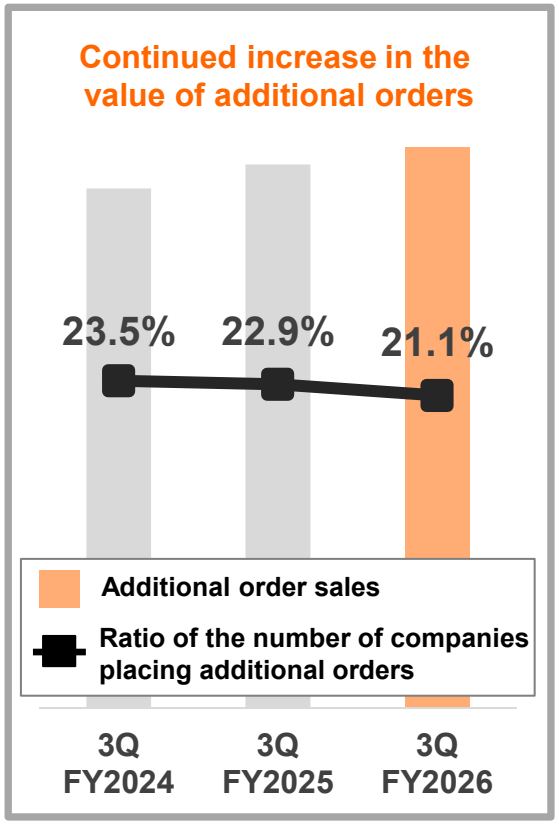
Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Status of Orders & Support Sales Activities through AI

【State of Additional Orders】

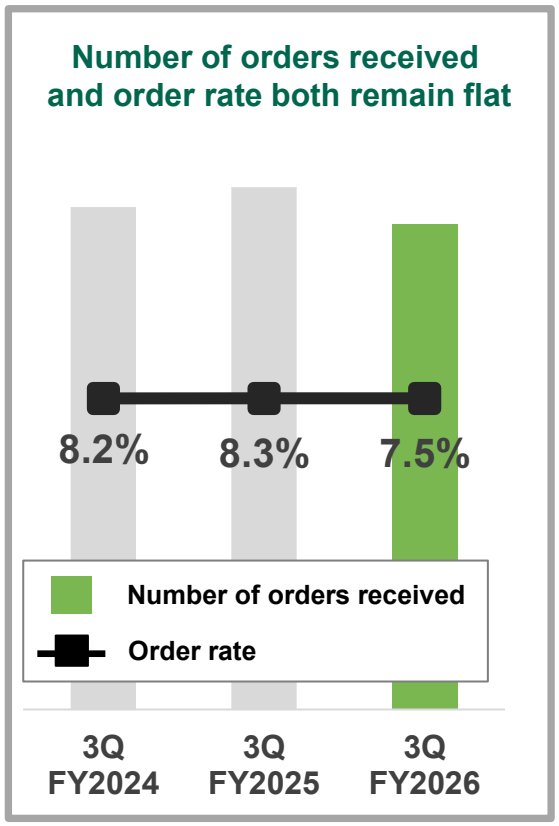
Value of orders received and number of corporate customers in the current quarter as a percentage of customers who conducted transactions with Otsuka in the previous quarter

* Calculated excluding ongoing transactions such as supply and maintenance

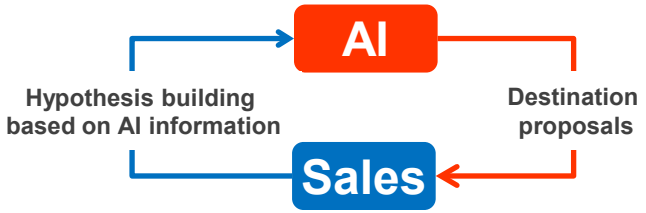


【Overall number of orders and order rate】

Order rate = Number of orders received ÷ Number of negotiations



【Support Sales Activities through AI】



Movements based on AI suggestions

FY2026 3Q

*Selection criteria are re-evaluated in accordance market conditions

[AI order value share]

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

8.2%

[AI order value]

3.50 billion yen

Master the use of AI

FY2026 3Q

[Number of AI orders share]

*Share in user departments

39.3%

Usage rate approaching 40%

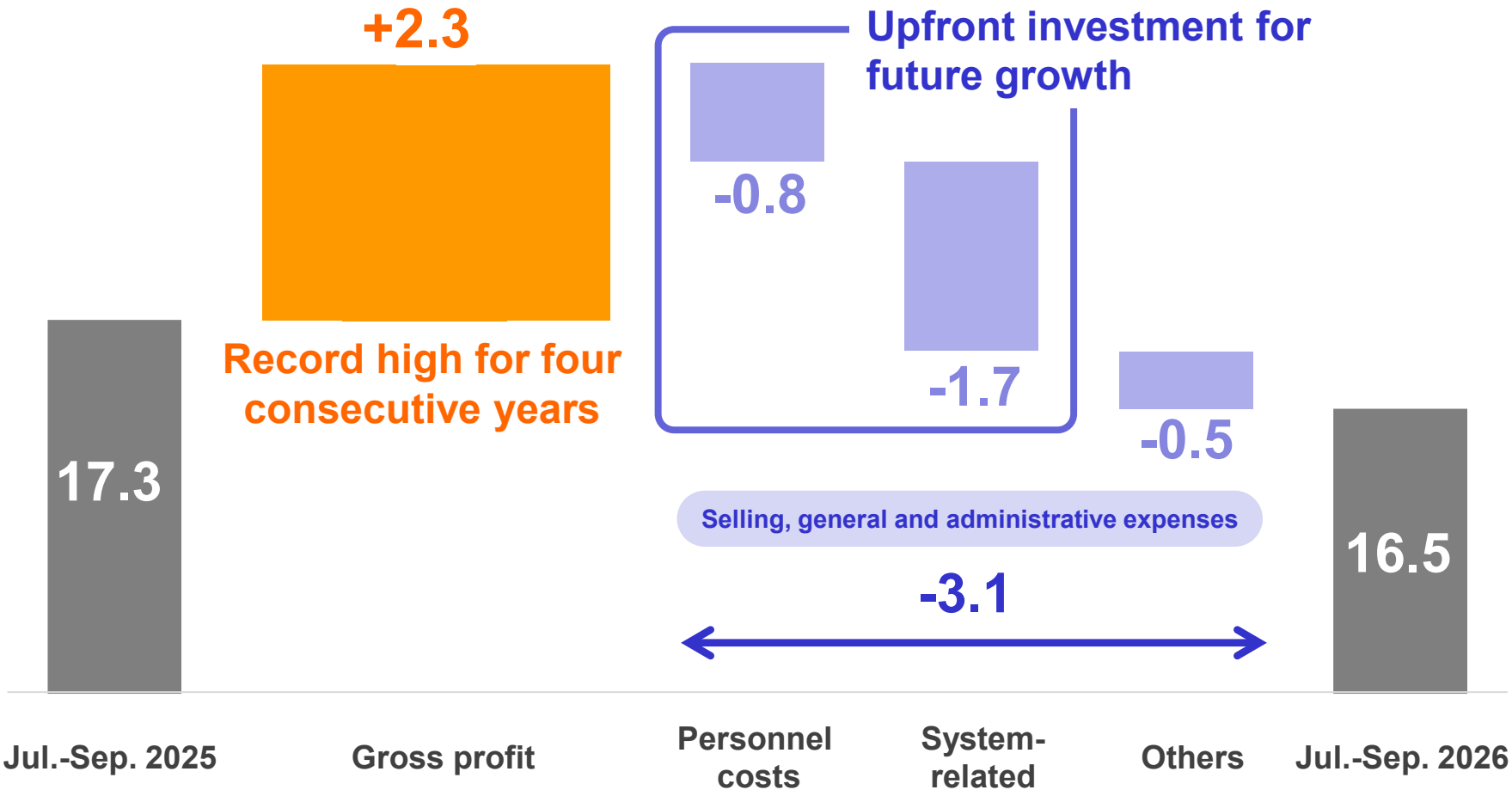
Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

Factors Affecting Operating Profit, July–September 2026

- Security and other offerings offset the decrease in client machines
- Accumulated business sales remain solid
- Subsidiary Networld Corporation maintains strong performance

(Billions of yen)



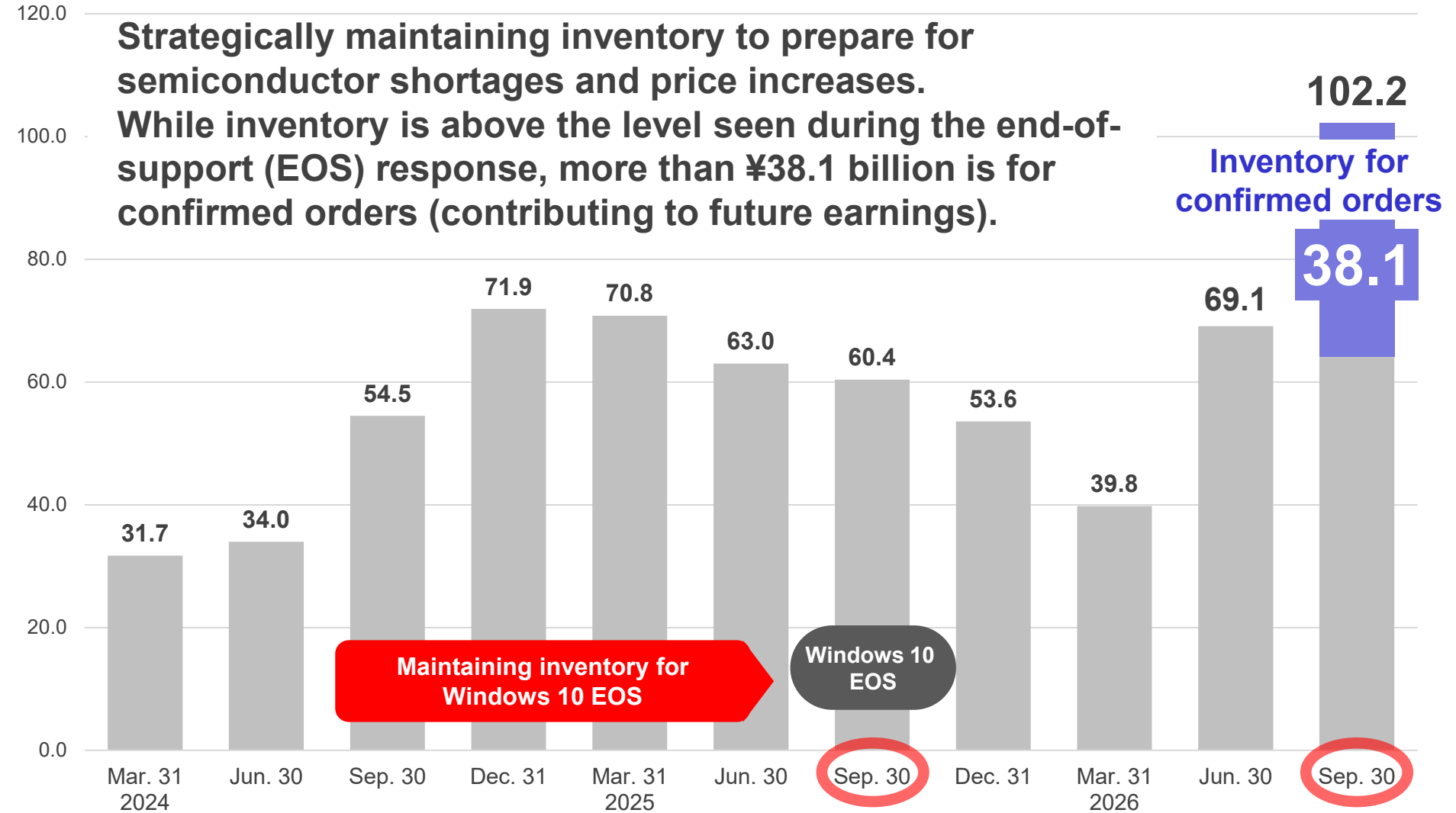
Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

Maintaining Strategic Inventory

(Billions of yen)

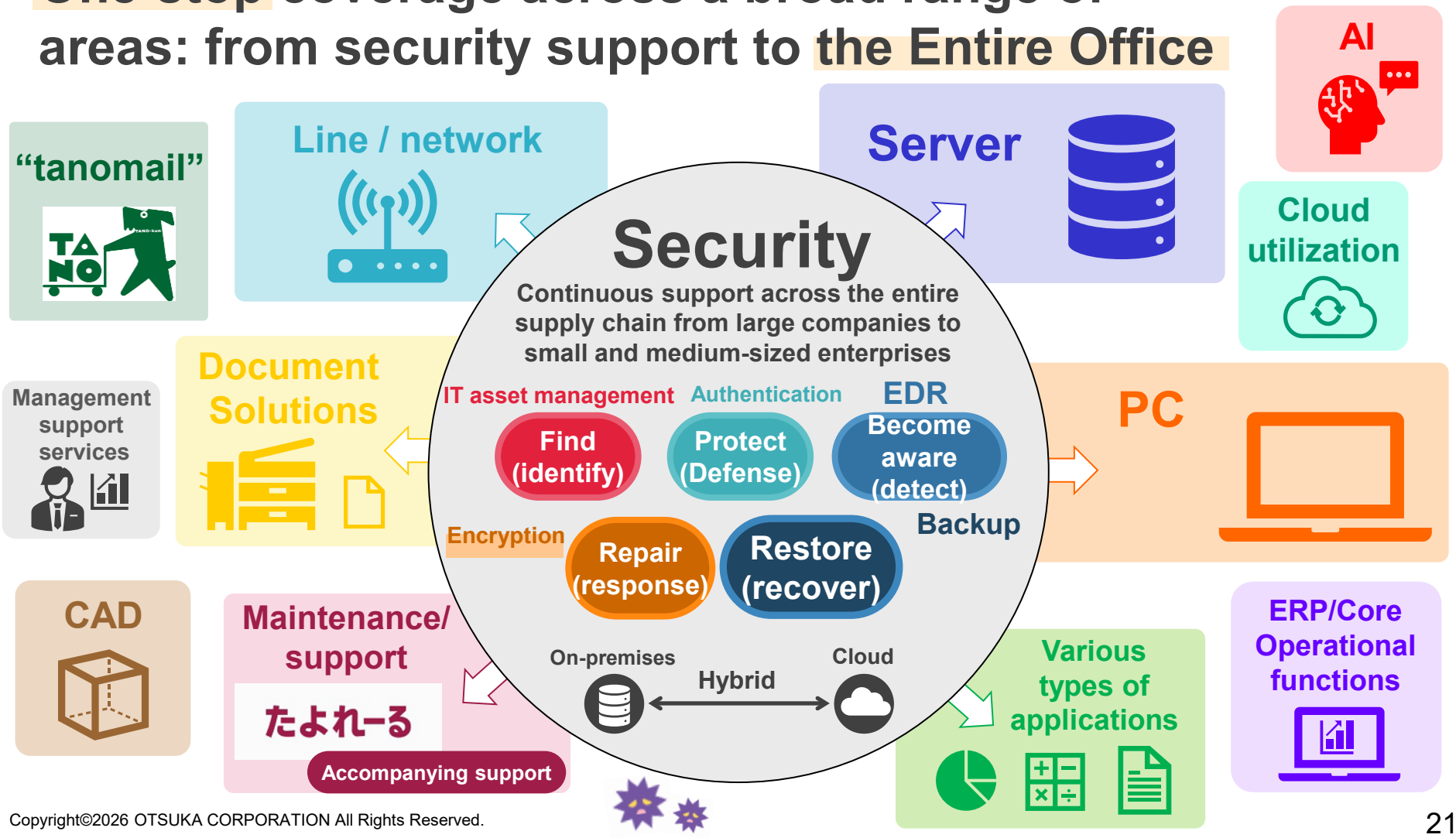
Strategically maintaining inventory to prepare for semiconductor shortages and price increases. While inventory is above the level seen during the end-of-support (EOS) response, more than ¥38.1 billion is for confirmed orders (contributing to future earnings).



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

OTSUKA CORPORATION's Security Support

One-stop coverage across a broad range of areas: from security support to the Entire Office



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

OTSUKA CORPORATION for the Entire Office

Office equipment

FAX

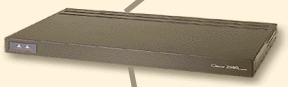


COPIER



LINE

internet
(ASP / Web Services)



GATEWAY

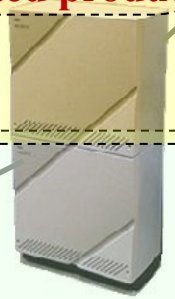
Communication lines and
Internet related products



VC



KT
Voice communication system



PBX

Supplies

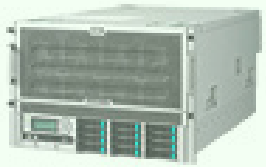


MRO

Electric power

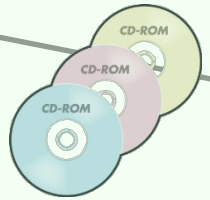


LED
BEMS



SERVER

Computer system



SOFTWARE

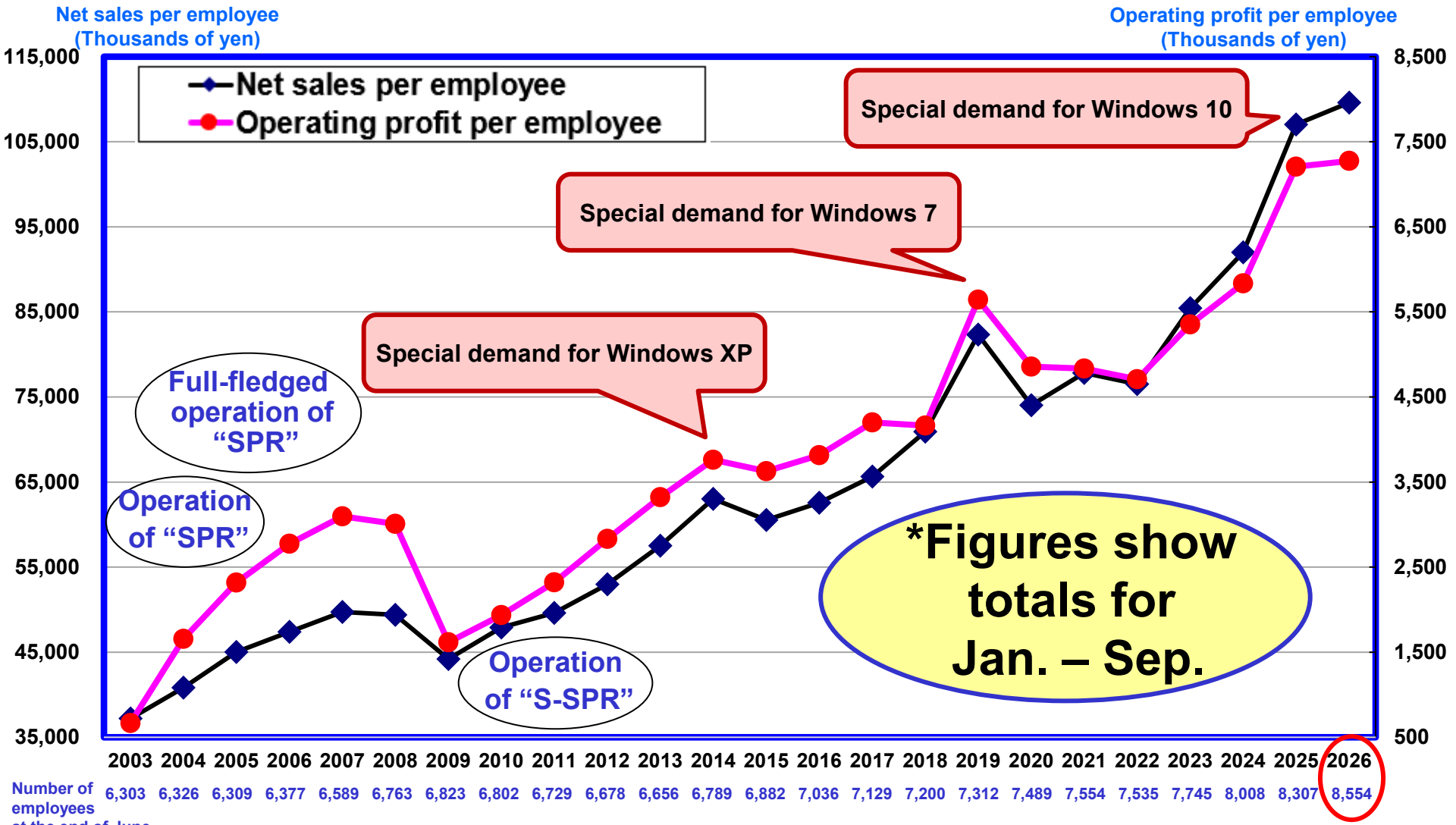


PC
TABLET

Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Non-Consolidated

Change of Net sales per employee and Operating profit per employee

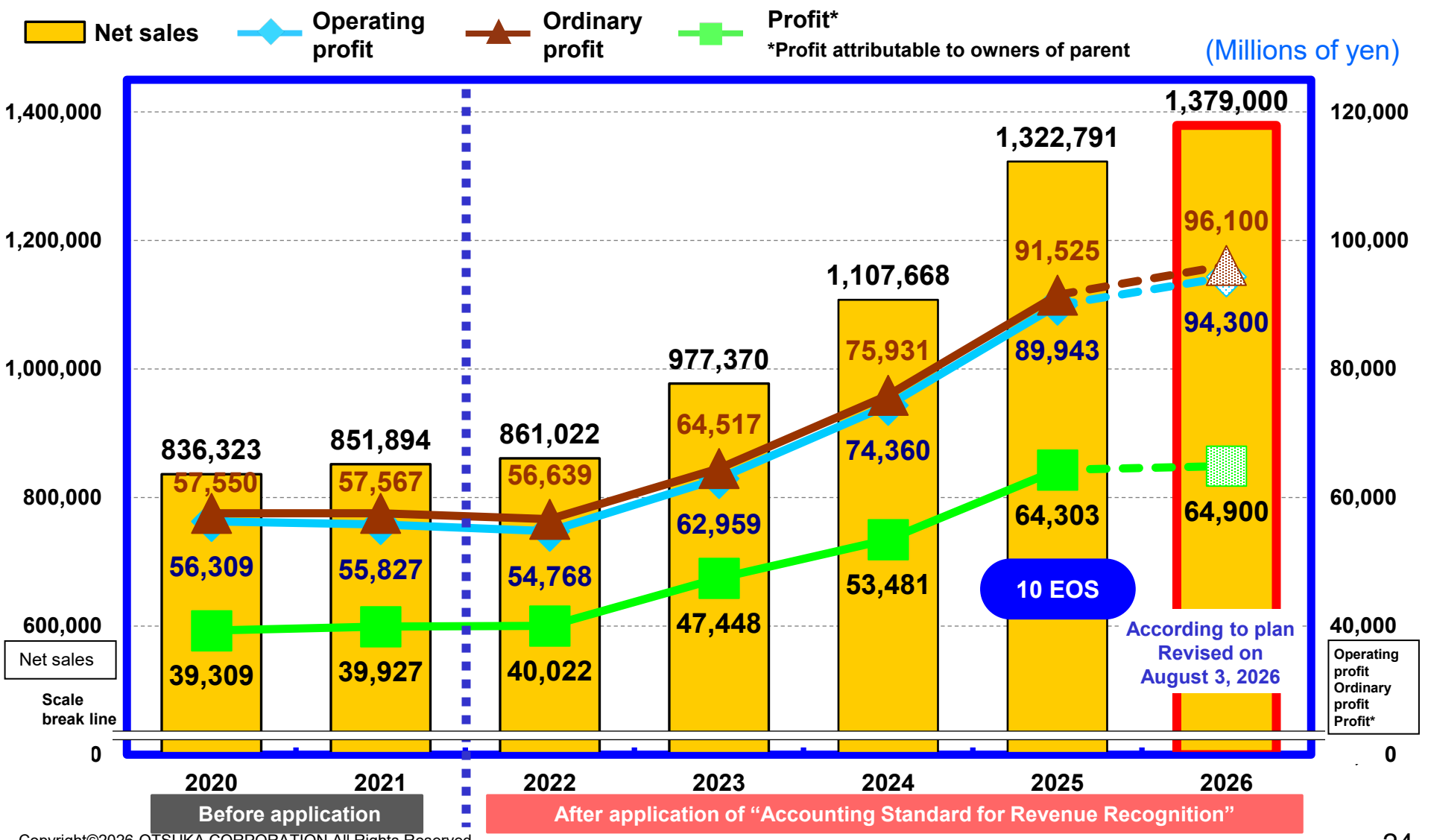


(247 person increase from the end of the previous September)

Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Consolidated

Plans of Net sales and profit



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.



Copyright©2026 OTSUKA CORPORATION All Rights Reserved.

Cautionary statement

1. This material is intended to provide information about the business performance of the 3rd quarter of fiscal year 2026 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.

3. Statements in this document are based on the current beliefs, estimates and expectations of management. OTSUKA CORPORATION undertakes no obligation to update any forward-looking statements.

4. OTSUKA CORPORATION shall in no event be liable for any damages arising out of the use or interpretation of this material.

Copyright©2026 OTSUKA CORPORATION All Rights Reserved.