OTSUKA CORPORATION

Nine months of FY 2026(Jan. 2026 – Sep. 2026) Business results data

October 30, 2026

Outline of business results

Consolidated Net sales and Profits (Millions of yen)

	2024 Jan.- Sep.	2025 Jan.- Sep.				**2026 Jan.- Sep.**				
	Amount	Amount	Composition Ratio	Difference to Last year	Change to Last year	**Amount**	**Composition Ratio**	**Difference to Last year**	**Change to Last year**	**Consolidated to non-consolidated ratio**
Net sales	822,262	1,005,719	100.0%	+183,456	+22.3%	**1,094,309**	**100.0%**	**+88,590**	**+8.8%**	**1.17**
Gross profit	163,879	186,324	18.5%	+22,444	+13.7%	**198,401**	**18.1%**	**+12,077**	**+6.5%**	**1.09**
Operating profit	52,169	66,529	6.6%	+14,360	+27.5%	**69,643**	**6.4%**	**+3,114**	**+4.7%**	**1.12**
Ordinary profit	54,015	68,071	6.8%	+14,055	+26.0%	**72,377**	**6.6%**	**+4,306**	**+6.3%**	**1.11**
Profit*	36,631	46,531	4.6%	+9,900	+27.0%	**49,778**	**4.5%**	**+3,247**	**+7.0%**	**1.07**

*Profit attributable to owners of parent

Non-consolidated Net sales and Profits (Millions of yen)

	2024 Jan.- Sep.	2025 Jan.- Sep.				**2026 Jan.- Sep.**			
	Amount	Amount	Composition Ratio	Difference to Last year	Change to Last year	**Amount**	**Composition Ratio**	**Difference to Last year**	**Change to Last year**
Net sales	736,834	889,005	100.0%	+152,170	+20.7%	**937,494**	**100.0%**	**+48,488**	**+5.5%**
Gross profit	151,181	171,316	19.3%	+20,135	+13.3%	**181,746**	**19.4%**	**+10,430**	**+6.1%**
Operating profit	46,725	59,884	6.7%	+13,158	+28.2%	**62,229**	**6.6%**	**+2,344**	**+3.9%**
Ordinary profit	49,007	62,956	7.1%	+13,948	+28.5%	**65,404**	**7.0%**	**+2,448**	**+3.9%**
Profit	34,055	44,220	5.0%	+10,164	+29.8%	**46,317**	**4.9%**	**+2,097**	**+4.7%**

Quarterly change of consolidated Net sales (Millions of yen)

	FY 2024	FY 2025			**FY 2026**		
	Amount	Amount	Difference to Last year	Change to Last year	**Amount**	**Difference to Last year**	**Change to Last year**
1Q (Jan. - Mar.)	266,664	315,541	+48,877	+18.3%	**344,753**	**+29,211**	**+9.3%**
2Q (Apr. - Jun.)	303,058	379,590	+76,532	+25.3%	**412,744**	**+33,153**	**+8.7%**
3Q (Jul. - Sep.)	252,540	310,586	+58,045	+23.0%	**336,811**	**+26,224**	**+8.4%**
4Q (Oct. - Dec.)	285,405	317,071	+31,666	+11.1%	**—**	**—**	**—**

Quarterly change of consolidated Ordinary profit (Millions of yen)

	FY 2024	FY 2025			**FY 2026**		
	Amount	Amount	Difference to Last year	Change to Last year	**Amount**	**Difference to Last year**	**Change to Last year**
1Q (Jan. - Mar.)	17,641	21,852	+4,211	+23.9%	**24,312**	**+2,460**	**+11.3%**
2Q (Apr. - Jun.)	22,210	28,247	+6,036	+27.2%	**30,512**	**+2,265**	**+8.0%**
3Q (Jul. - Sep.)	14,163	17,971	+3,807	+26.9%	**17,552**	**-418**	**-2.3%**
4Q (Oct. - Dec.)	21,915	23,453	+1,538	+7.0%	**—**	**—**	**—**

Consolidated Net sales by segments (Millions of yen)

	2024 Jan.- Sep.	2025 Jan.- Sep.				**2026 Jan.- Sep.**			
	Amount*	Amount	Composition Ratio	Difference to Last year	Change to Last year	**Amount**	**Composition Ratio**	**Difference to Last year**	**Change to Last year**
System Integration business	541,840	697,889	69.4%	+156,049	+28.8%	**764,866**	**69.9%**	**+66,976**	**+9.6%**
Service and Support business	280,422	307,829	30.6%	+27,407	+9.8%	**329,443**	**30.1%**	**+21,614**	**+7.0%**

*From fiscal 2025, we have revised some of the business results management classifications for consolidated subsidiaries and changed the classification method for business segments. Amount for Jan. - Sep. of FY2024 have been calculated retroactively to reflect these changes (the impact is minor).

Non-consolidated Net sales and Gross profit by segments (Millions of yen)

		2024 Jan.- Sep.	2025 Jan.- Sep.				**2026 Jan.- Sep.**			
		Amount	Amount	Composition Ratio	Difference to Last year	Change to Last year	**Amount**	**Composition Ratio**	**Difference to Last year**	**Change to Last year**
Net sales	System Integration	462,394	587,511	66.1%	+125,116	+27.1%	**614,356**	**65.5%**	**+26,845**	**+4.6%**
	Service and Support	274,440	301,494	33.9%	+27,054	+9.9%	**323,137**	**34.5%**	**+21,643**	**+7.2%**
Gross profit	System Integration	80,456	91,499	53.4%	+11,043	+13.7%	**97,327**	**53.6%**	**+5,827**	**+6.4%**
	Service and Support	70,724	79,817	46.6%	+9,092	+12.9%	**84,419**	**46.4%**	**+4,602**	**+5.8%**

Non-consolidated Net sales by 4 segments (Millions of yen)

		2024 Jan.- Sep.	2025 Jan.- Sep.				**2026 Jan.- Sep.**			
		Amount	Amount	Composition Ratio	Difference to Last year	Change to Last year	**Amount**	**Composition Ratio**	**Difference to Last year**	**Change to Last year**
System Integration business	SI related products	418,564	538,340	60.6%	+119,776	+28.6%	**564,061**	**60.2%**	**+25,720**	**+4.8%**
	Custom-made software etc.	43,830	49,170	5.5%	+5,340	+12.2%	**50,295**	**5.4%**	**+1,124**	**+2.3%**
Service and Support business	Supplies	145,060	153,574	17.3%	+8,514	+5.9%	**160,712**	**17.1%**	**+7,138**	**+4.6%**
	Maintenance, etc.	129,379	147,919	16.6%	+18,539	+14.3%	**162,424**	**17.3%**	**+14,505**	**+9.8%**

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Consolidated Cash flows (Millions of yen)

	2024 Jan.- Sep.	2025 Jan.- Sep.	**2026 Jan.- Sep.**
C/F from operating	30,431	52,170	**14,078**
C/F from investing	-7,797	-15,537	**-25,109**
C/F from financing	-25,887	-47,618	**-38,190**
Cash and cash equivalents at end of period	226,361	218,503	**204,394**

Consolidated Equity and Interest-bearing debt

	2024 Sep.30	2025 Sep.30	**2026 Sep.30**
Equity	352,848	372,357	**404,861**
Interest-bearing debt	7,644	7,978	**7,718**
Total assets	635,679	696,258	**772,541**
Equity ratio	55.5%	53.5%	**52.4%**
Interest-bearing debt ratio	1.2%	1.1%	**1.0%**

(Millions of yen)

Non-consolidated Key strategic business (Millions of yen)

	2024 Jan.- Sep.	2025 Jan.- Sep.			**2026 Jan.- Sep.**		
	Amount	Amount	Difference to Last year	Change to Last year	**Amount**	**Difference to Last year**	**Change to Last year**
"tanomail"	154,973	165,959	+10,986	+7.1%	**173,659**	**+7,700**	**+4.6%**
SMILE	11,508	11,015	-493	-4.3%	**12,148**	**+1,132**	**+10.3%**
ODS	43,936	46,960	+3,024	+6.9%	**50,933**	**+3,972**	**+8.5%**
OSM	97,359	124,370	+27,010	+27.7%	**161,926**	**+37,556**	**+30.2%**
<As reference: Number of Sales>							(Units)
Copier	27,089	28,634	+1,545	+5.7%	**29,046**	**+412**	**+1.4%**
(of which color copier)	26,521	28,147	+1,626	+6.1%	**28,676**	**+529**	**+1.9%**
Server	14,075	13,529	-546	-3.9%	**14,333**	**+804**	**+5.9%**
PC	1,010,168	1,529,388	+519,220	+51.4%	**1,245,751**	**-283,637**	**-18.5%**
Client Total	1,054,515	1,650,793	+596,278	+56.5%	**1,352,206**	**-298,587**	**-18.1%**

Future Plans

Plans of consolidated Net sales and profits (Millions of yen)

	FY 2024 (Result)	FY 2025 (Result)		**FY 2026 (Plan)**	
	Amount	Amount	Change to Last year	**Amount**	**Change to Last year**
Net sales	1,107,668	1,322,791	+19.4%	**1,379,000**	**+4.2%**
Operating profit	74,360	89,943	+21.0%	**94,300**	**+4.8%**
Ordinary profit	75,931	91,525	+20.5%	**96,100**	**+5.0%**
Profit*	53,481	64,303	+20.2%	**64,900**	**+0.9%**

*Profit attributable to owners of parent

According to plan revised on August 3, 2026