



Fiscal year ending December 2011
Nine months (January – September)
Business Results

October 28, 2011

OTSUKA CORPORATION

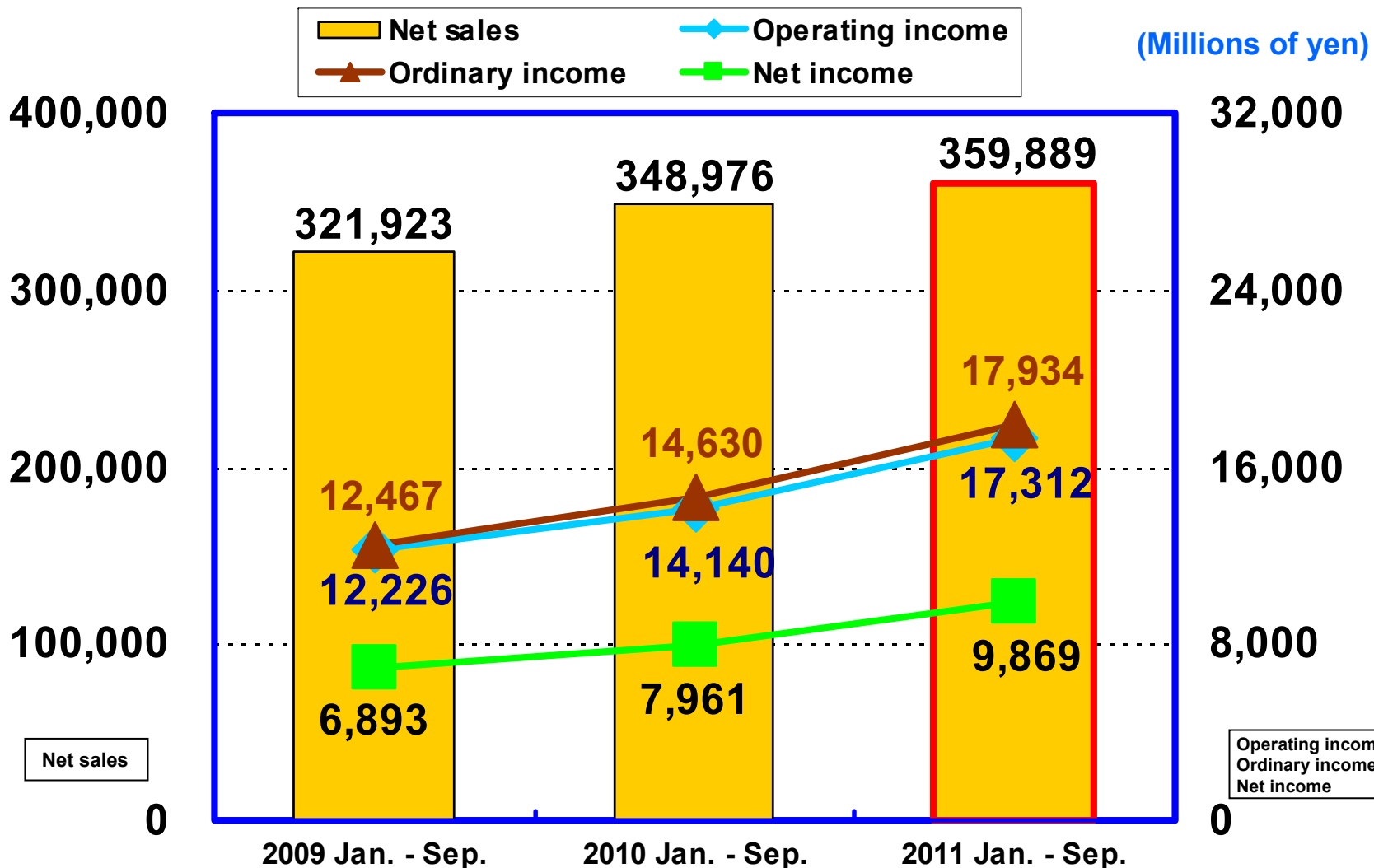
Summary of Business Results, January – September, 2011

(Millions of yen)

	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	359,889	+3.1%	333,798	+2.4%
Operating income	17,312	+22.4%	15,630	+18.7%
Ordinary income	17,934	+22.6%	16,203	+17.8%
Net income	9,869	+24.0%	9,058	+20.4%

Consolidated

Net sales and Profits



External Environment

The domestic economy is slowly beginning to pick up.

The global economy has weakened and slowed down, making it less resilient, and financial uncertainties remained in Europe.

The yen remained strong, exports leveled off and share prices were lower.

Production showed signs of a slow recovery.

The number of corporate bankruptcies remained at the same level.

Investment in facilities and equipment has bottomed out.

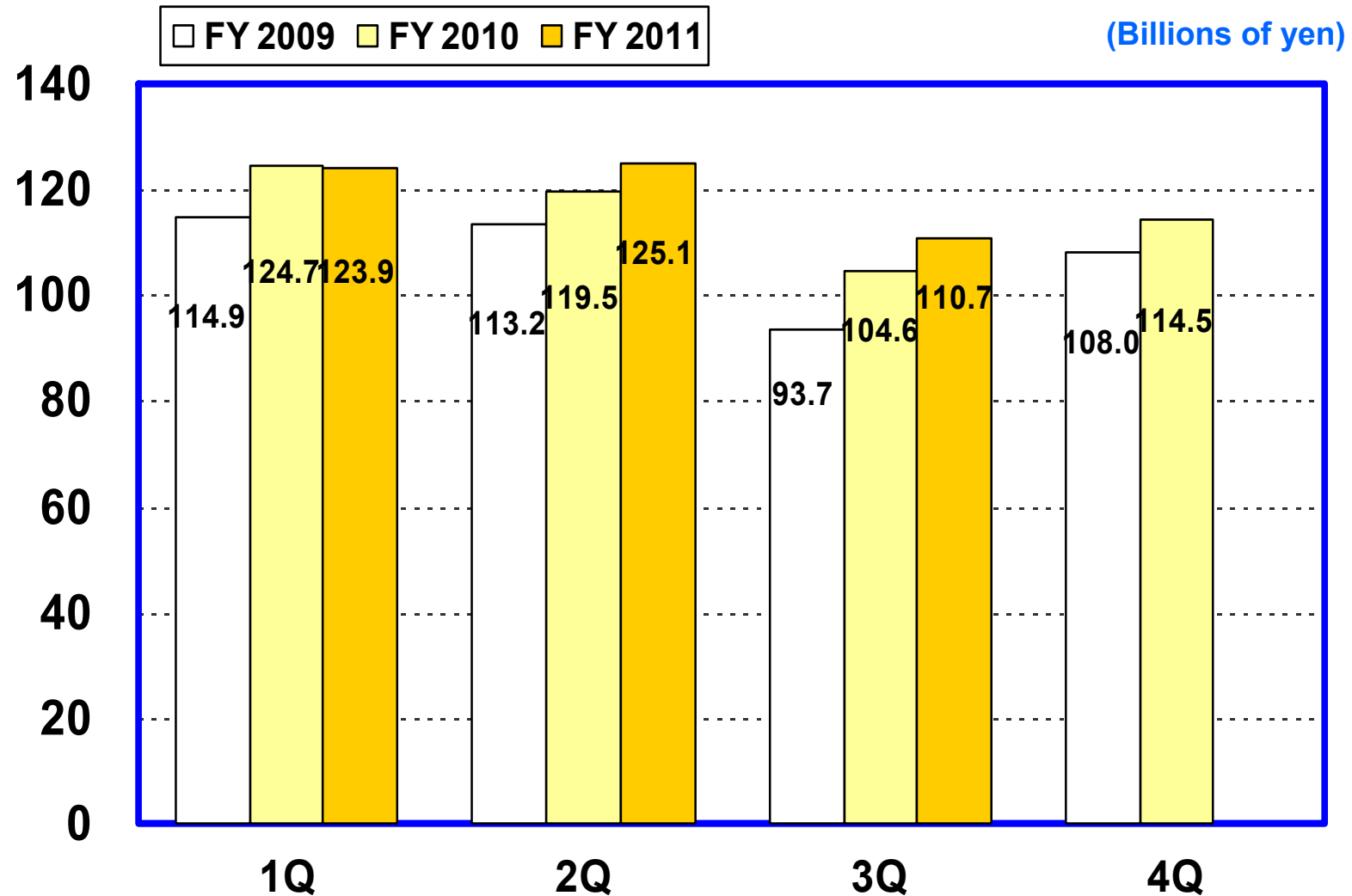
IT investments are starting to pick up.

OTSUKA Group's Activities

- **System proposals that lead to cost reductions, improvement of productivity and strengthening of competitiveness**
- **Strengthening of customer contact and frontline**
- **Activities “participated in by all employees”**
- **Proposals that will meet customer needs following the earthquake disaster**
- **Strengthening of accumulated business: “tanomail” and “tayoreru”**

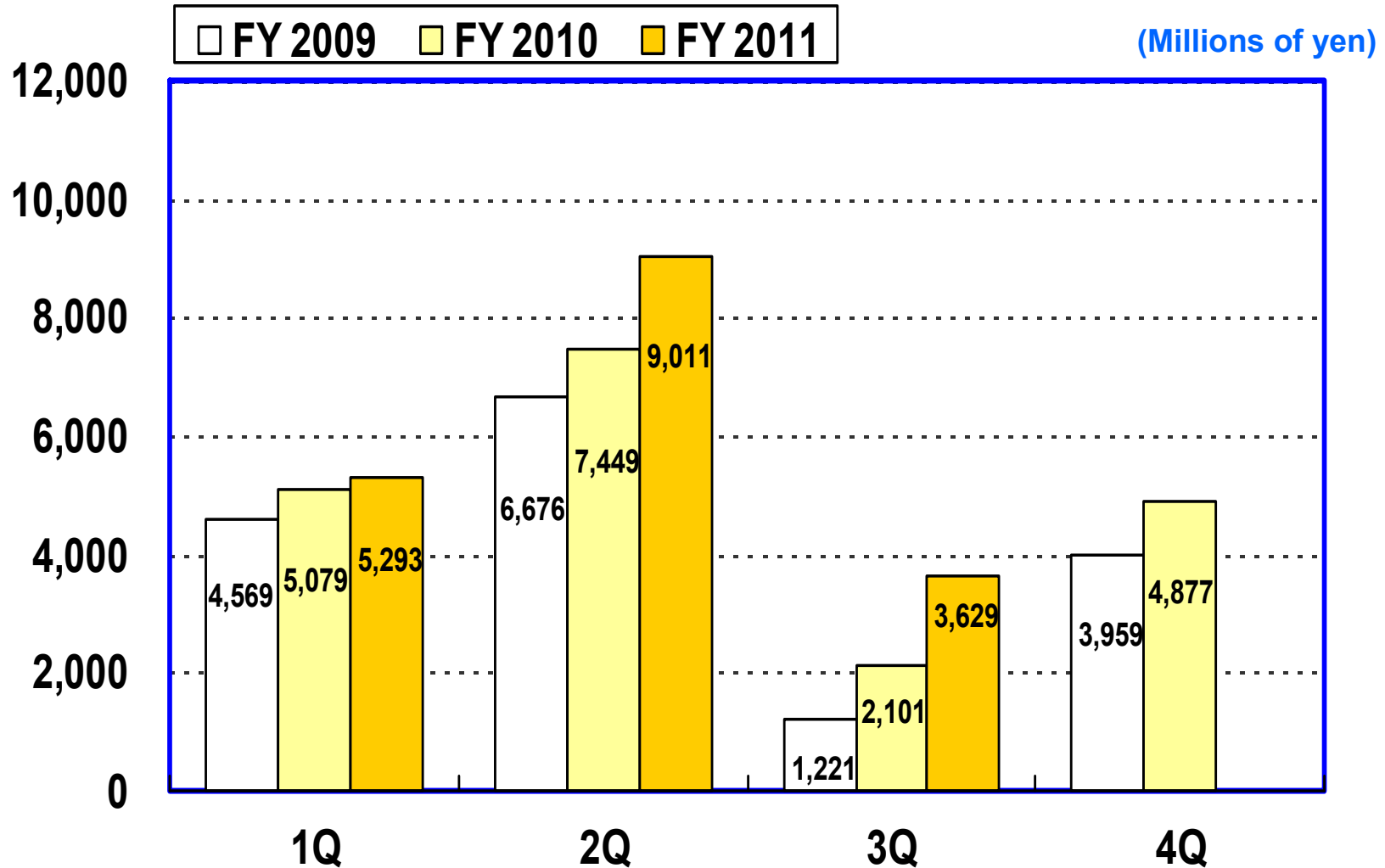
Consolidated

Quarterly change of Net sales



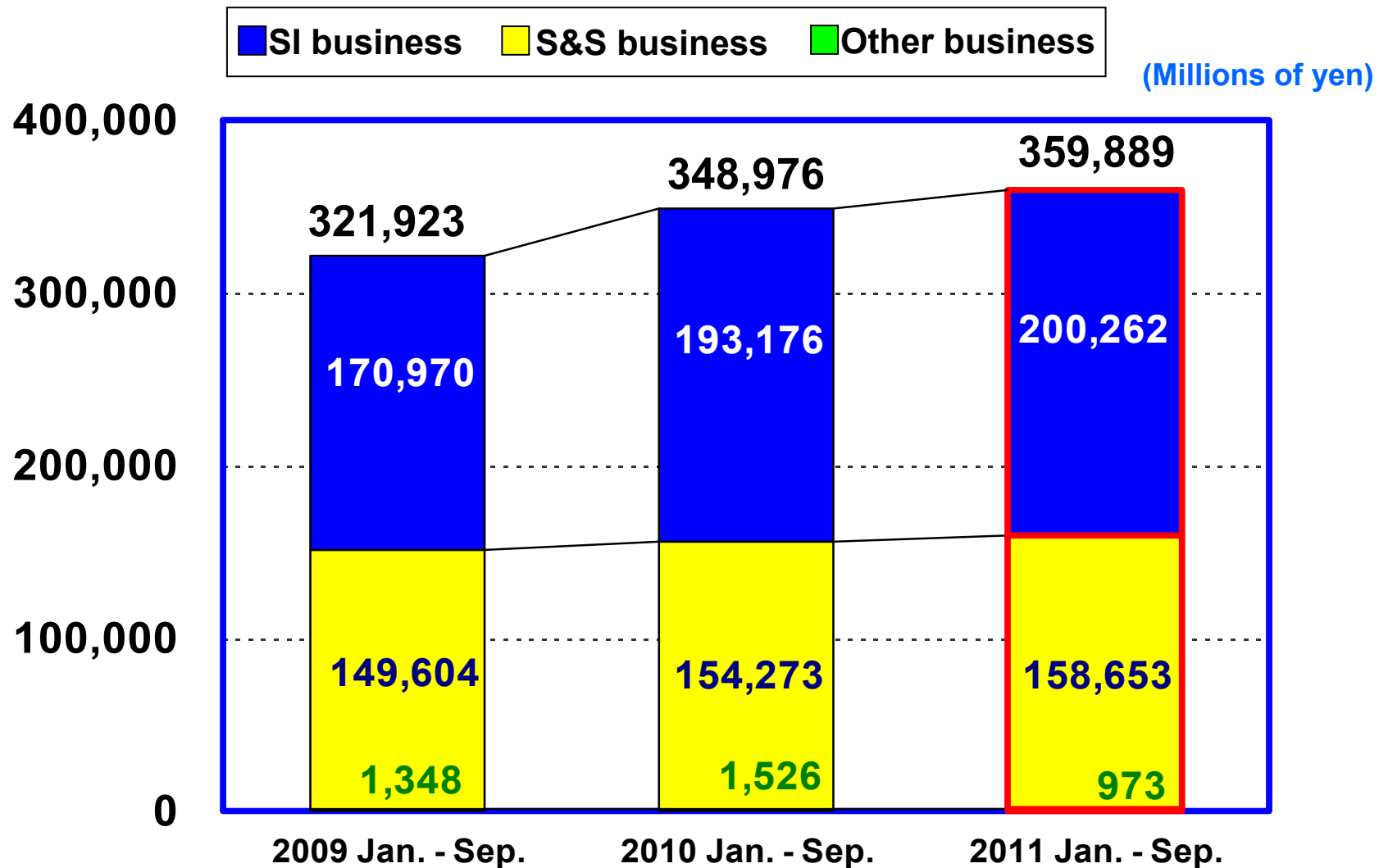
Consolidated

Quarterly change of Ordinary income

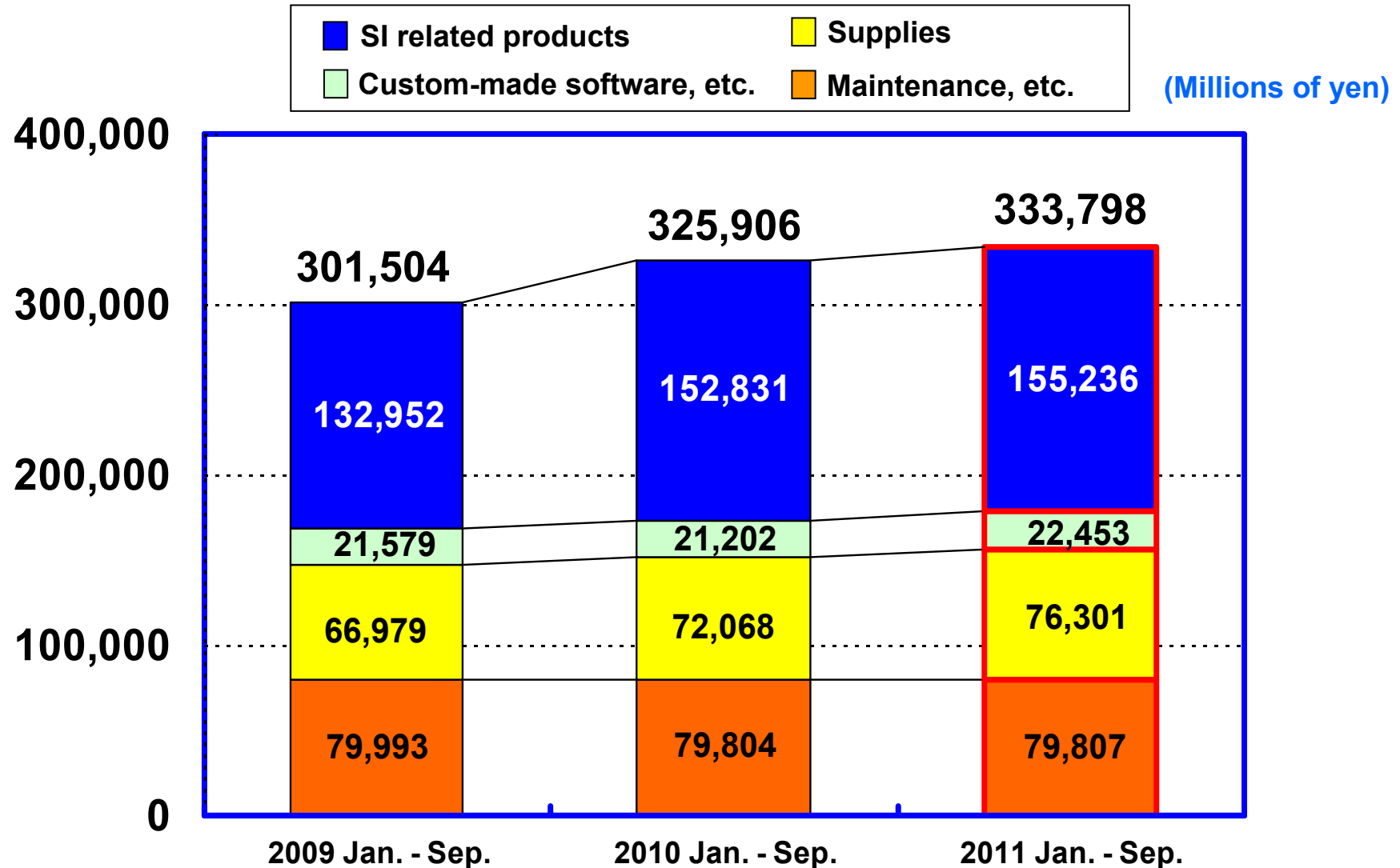


Consolidated

Net sales by segments

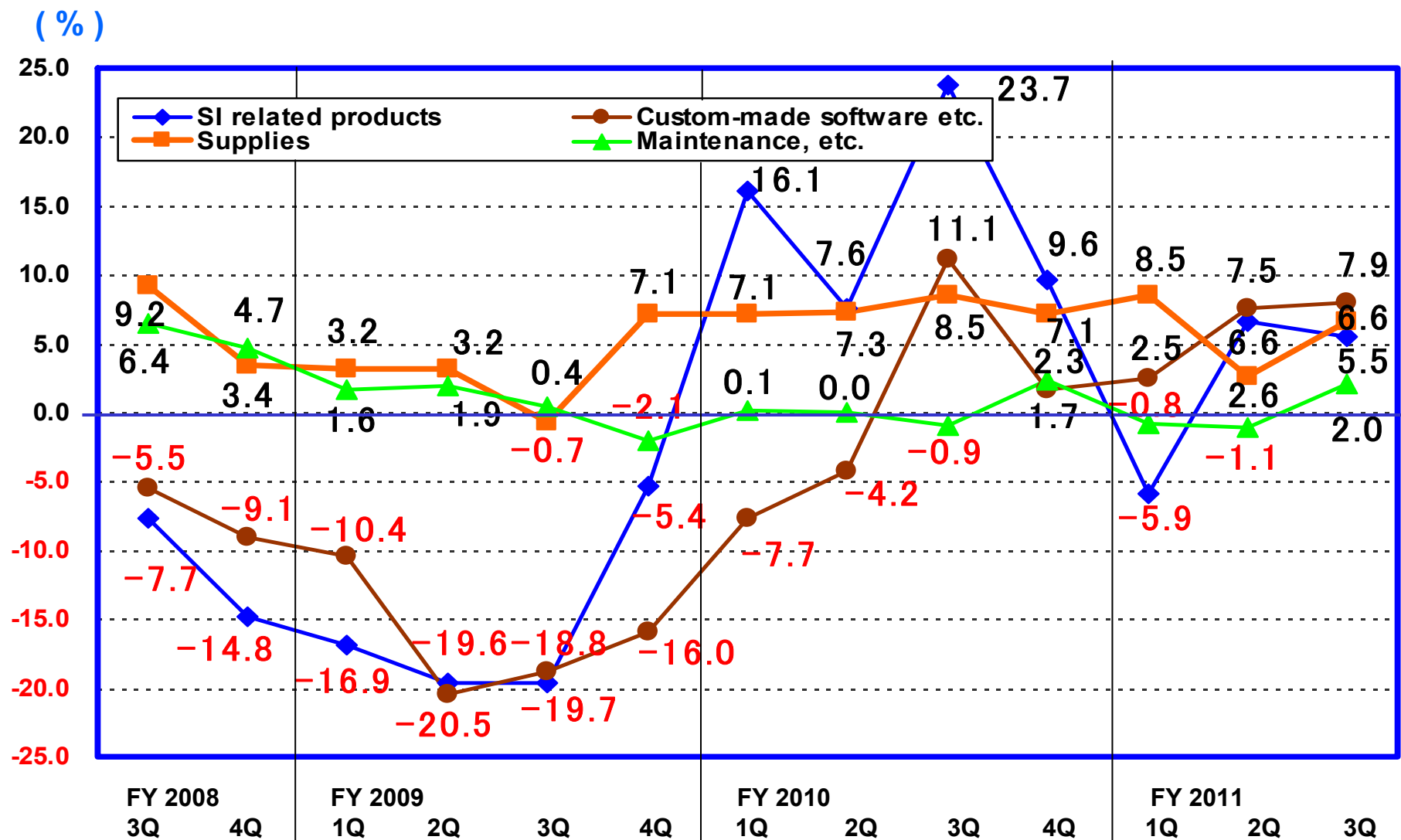


Net sales by 4 segments



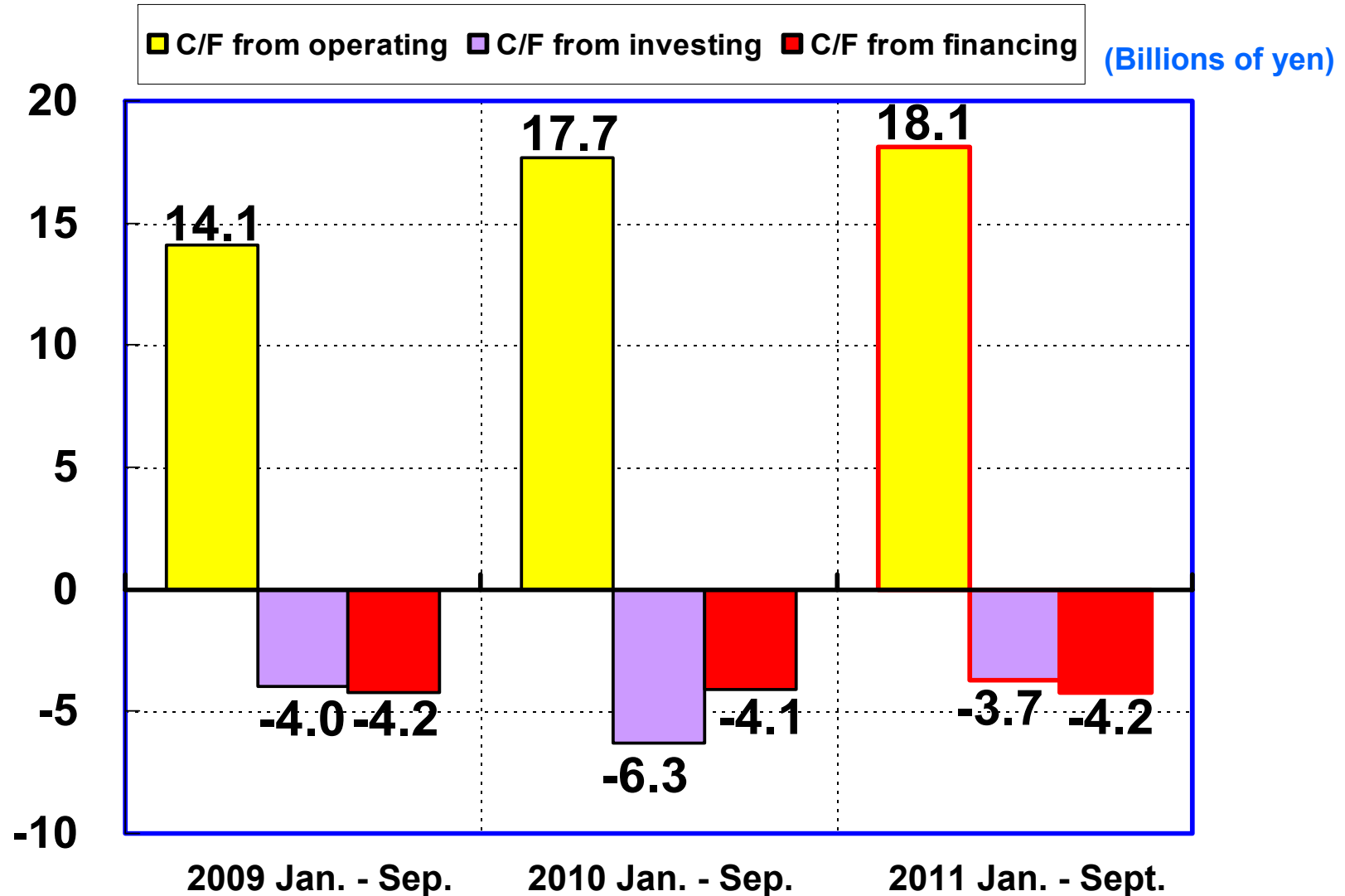
Non-Consolidated

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



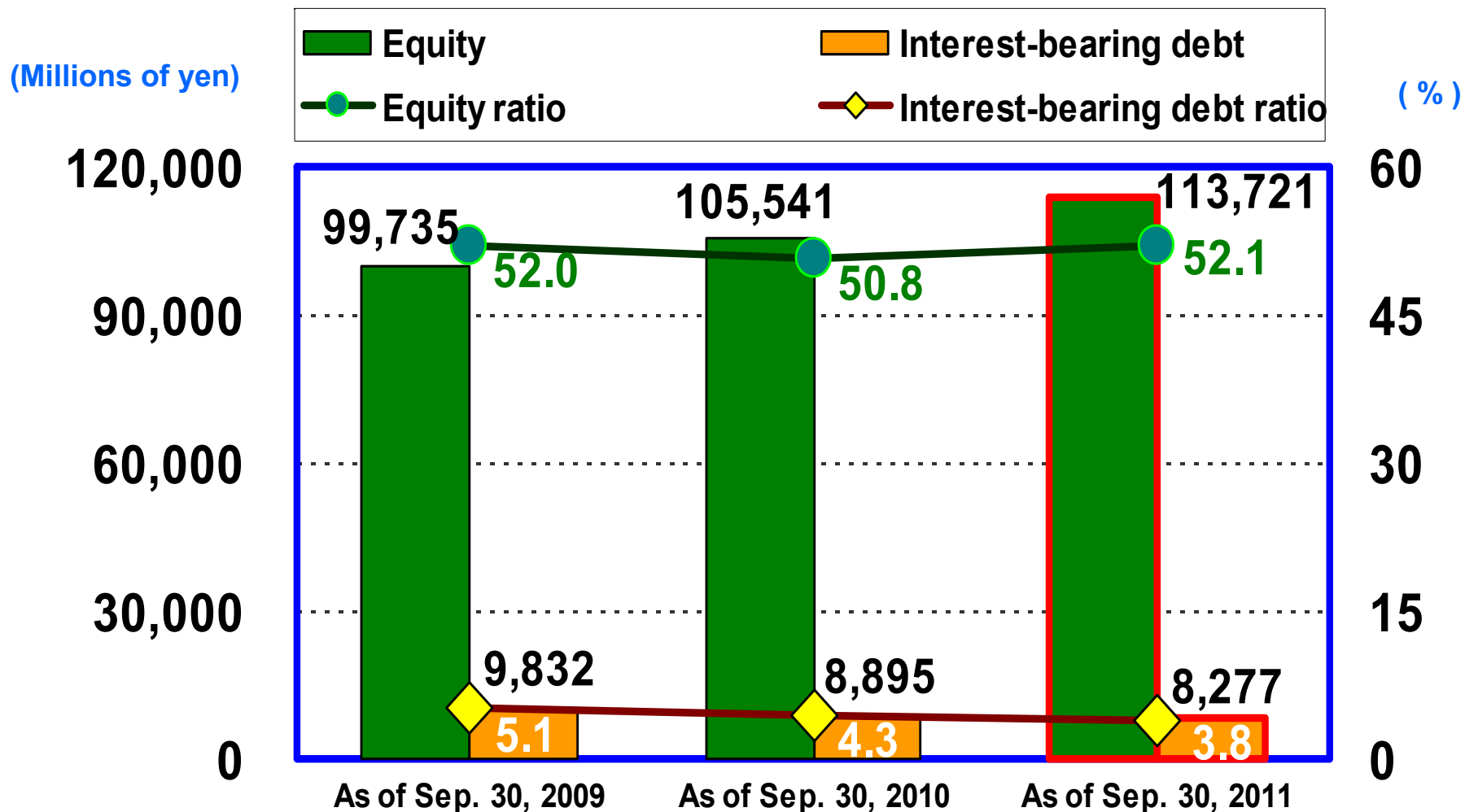
Consolidated

Cash flows



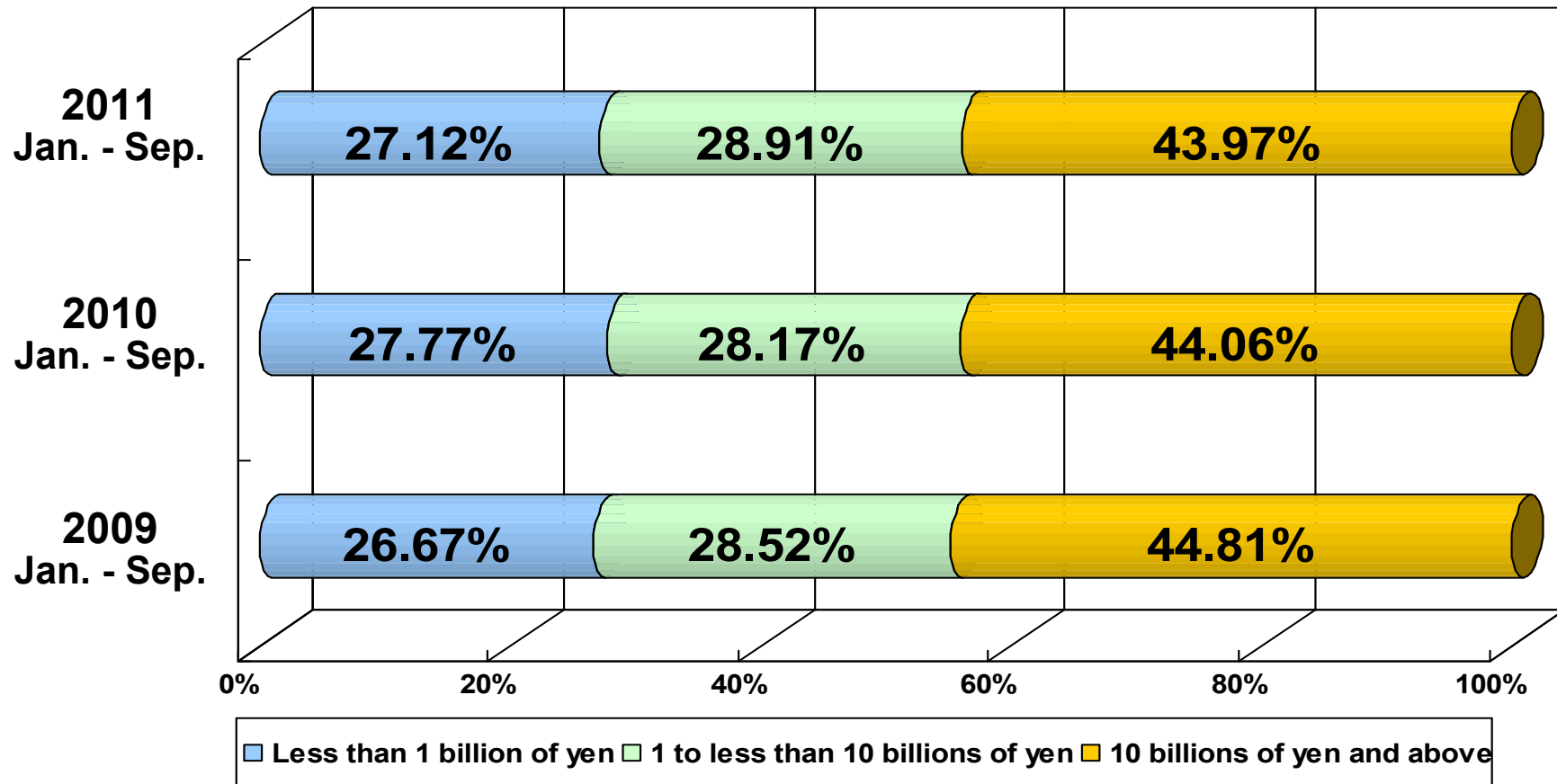
Consolidated

Equity and Interest-bearing debt



Non-Consolidated

Net sales structure on customers' total annual business scale

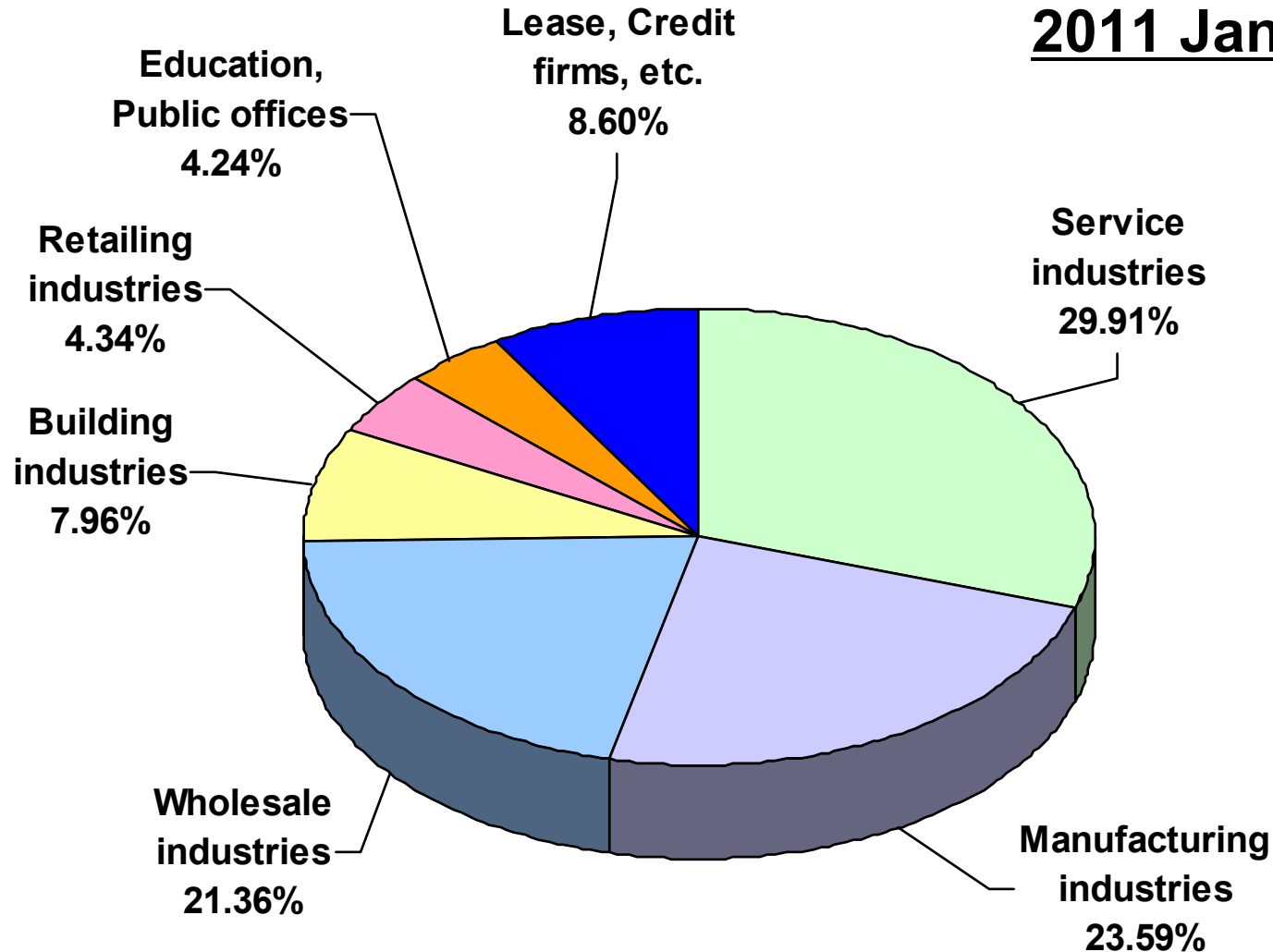


* "Less than 1 billion yen" includes public offices.

Non-Consolidated

Sales breakdown by customers' type of industry

2011 Jan. – Sep.



Key strategic business

<Amount of Sales>

(Millions of yen)

	2009 Jan. - Sep.	2010 Jan. - Sep.		2011 Jan. - Sep.		
	Amount	Amount	Change to Last year	Amount	Difference to Last year	Change to Last year
“tanomail”	67,849	74,313	+9.5%	79,089	+4,775	+6.4%
SMILE	4,613	5,046	+9.4%	5,677	+631	+12.5%
ODS21	24,543	28,953	+18.0%	30,190	+1,237	+4.3%
OSM	30,573	33,422	+9.3%	35,227	+1,804	+5.4%

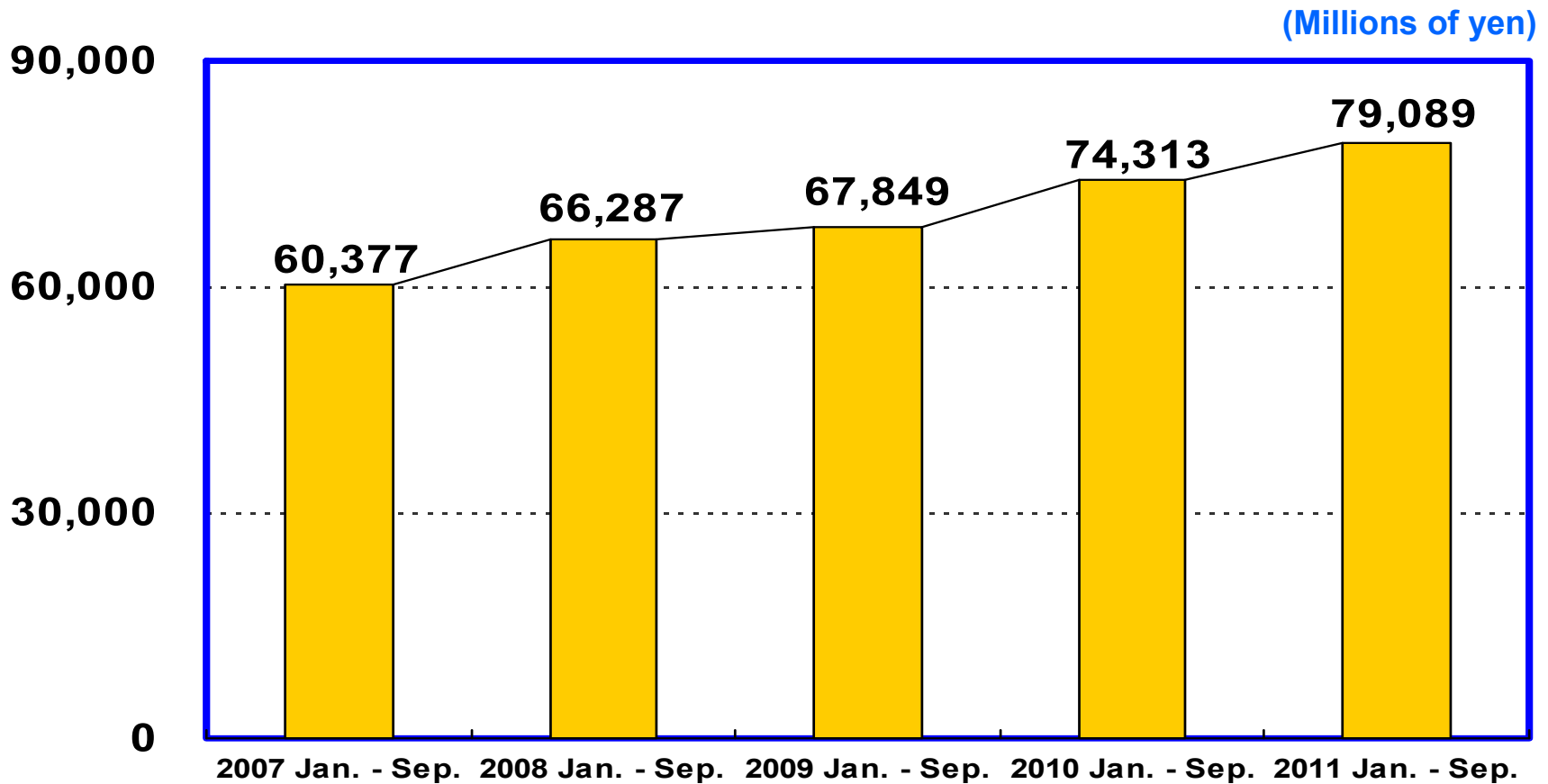
<As reference: Number of Sales>

(Units)

Copier	18,074	20,186	+11.7%	21,774	+1,588	+7.9%
(of which Color copier)	13,356	15,995	+19.8%	18,038	+2,043	+12.8%
Server	23,673	27,061	+14.3%	28,250	+1,189	+4.4%
PC	373,692	499,059	+33.5%	527,276	+28,217	+5.7%

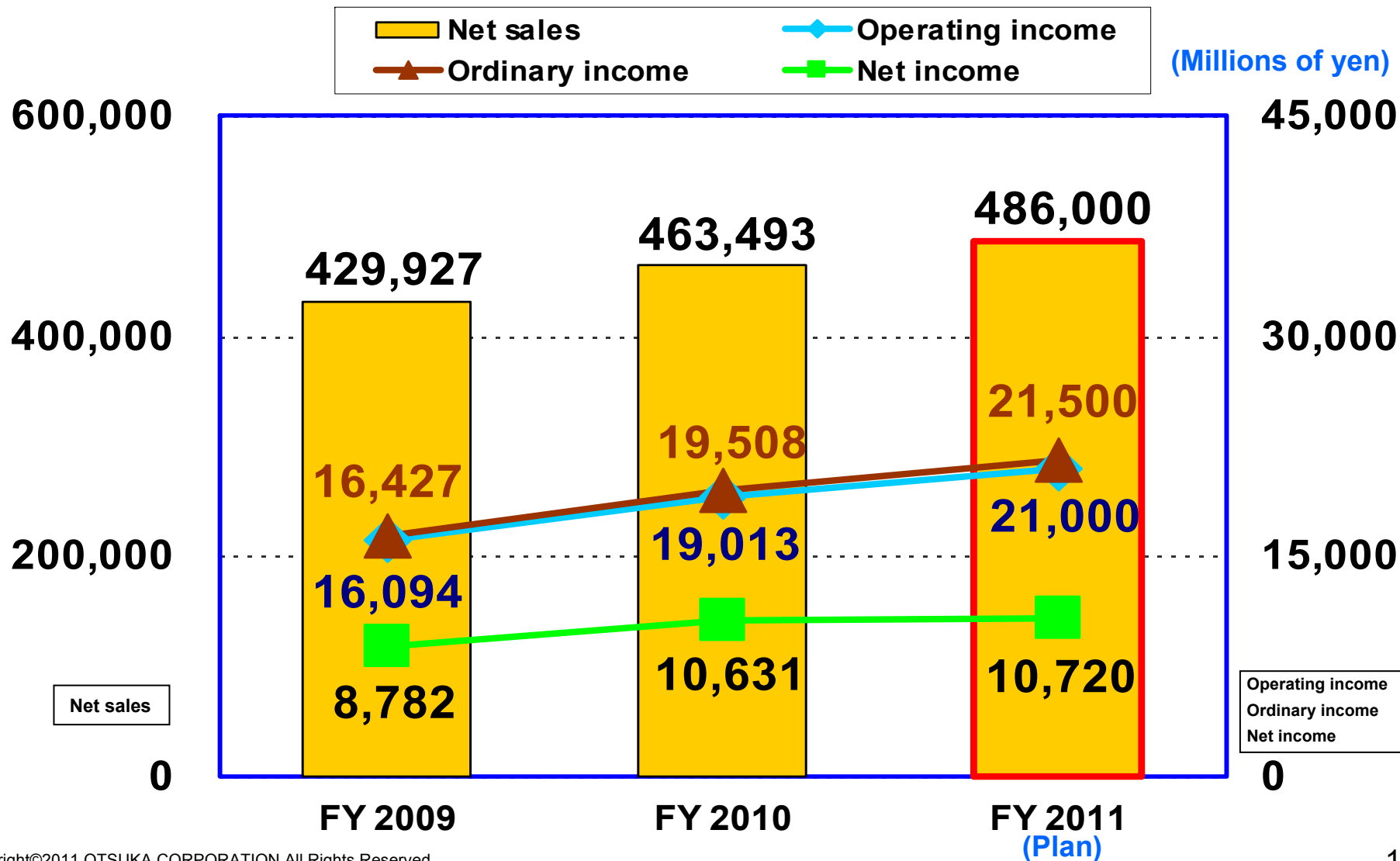
“tanomail” Sales

Free shipping with a purchase of 500 yen or more.



Consolidated

Plans of Net sales and profit





Cautionary statement

1. This material is intended to provide information about the business performance of the 3rd quarter of fiscal year 2011 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.
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