



Fiscal year ending December 2023
Nine months (January – September)
Business Results

October 31, 2023

OTSUKA CORPORATION

Summary of Business Results, January – September, 2023

(Millions of yen)

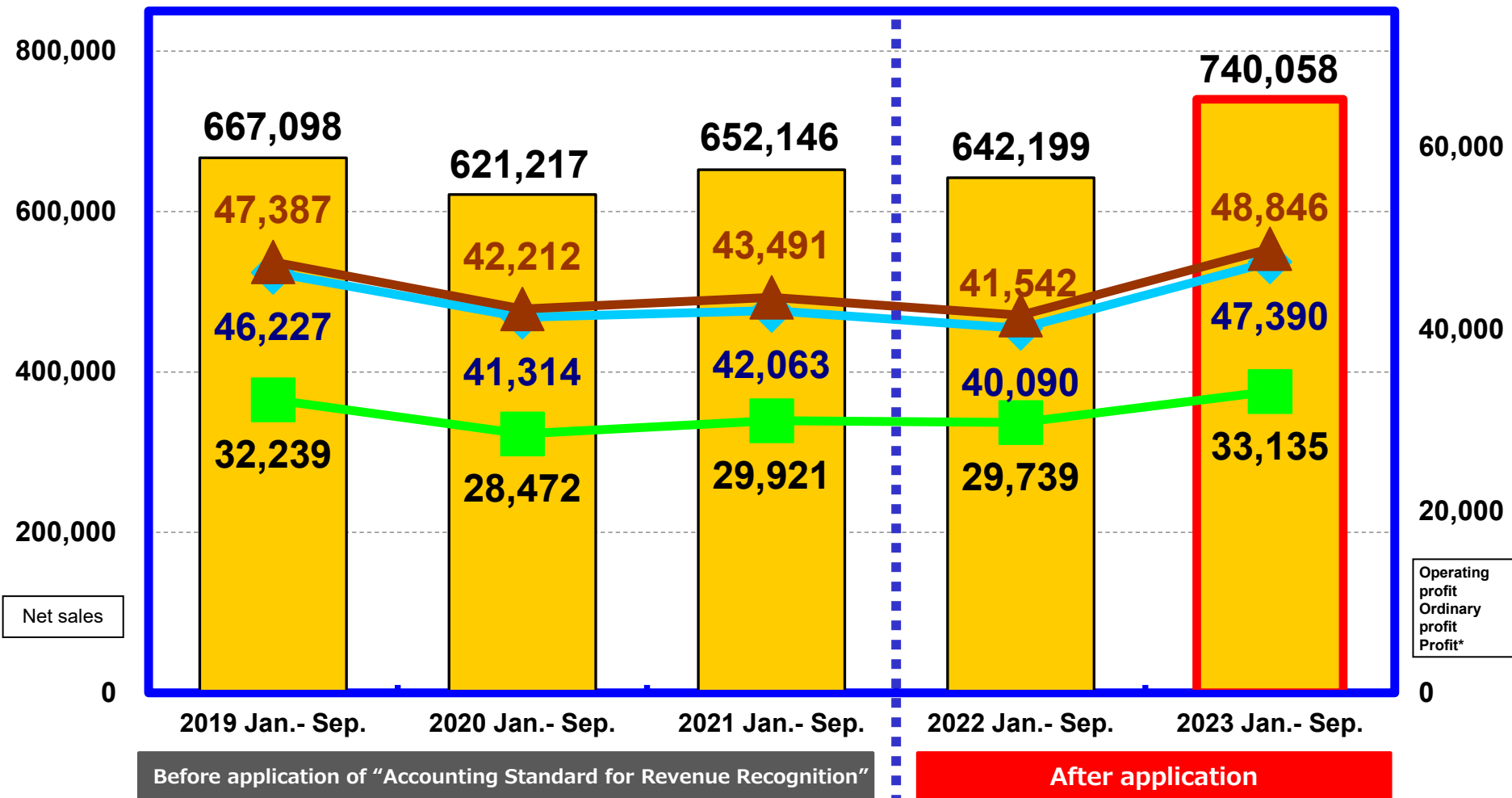
	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	740,058	+15.2%	661,832	+14.8%
Operating profit	47,390	+18.2%	41,458	+16.9%
Ordinary profit	48,846	+17.6%	43,573	+15.8%
Profit*	33,135	+11.4%	30,274	+9.6%

*Profit attributable to owners of parent

Consolidated

Net sales and Profits

Net sales Operating profit Ordinary profit Profit*
*Profit attributable to owners of parent (Millions of yen)

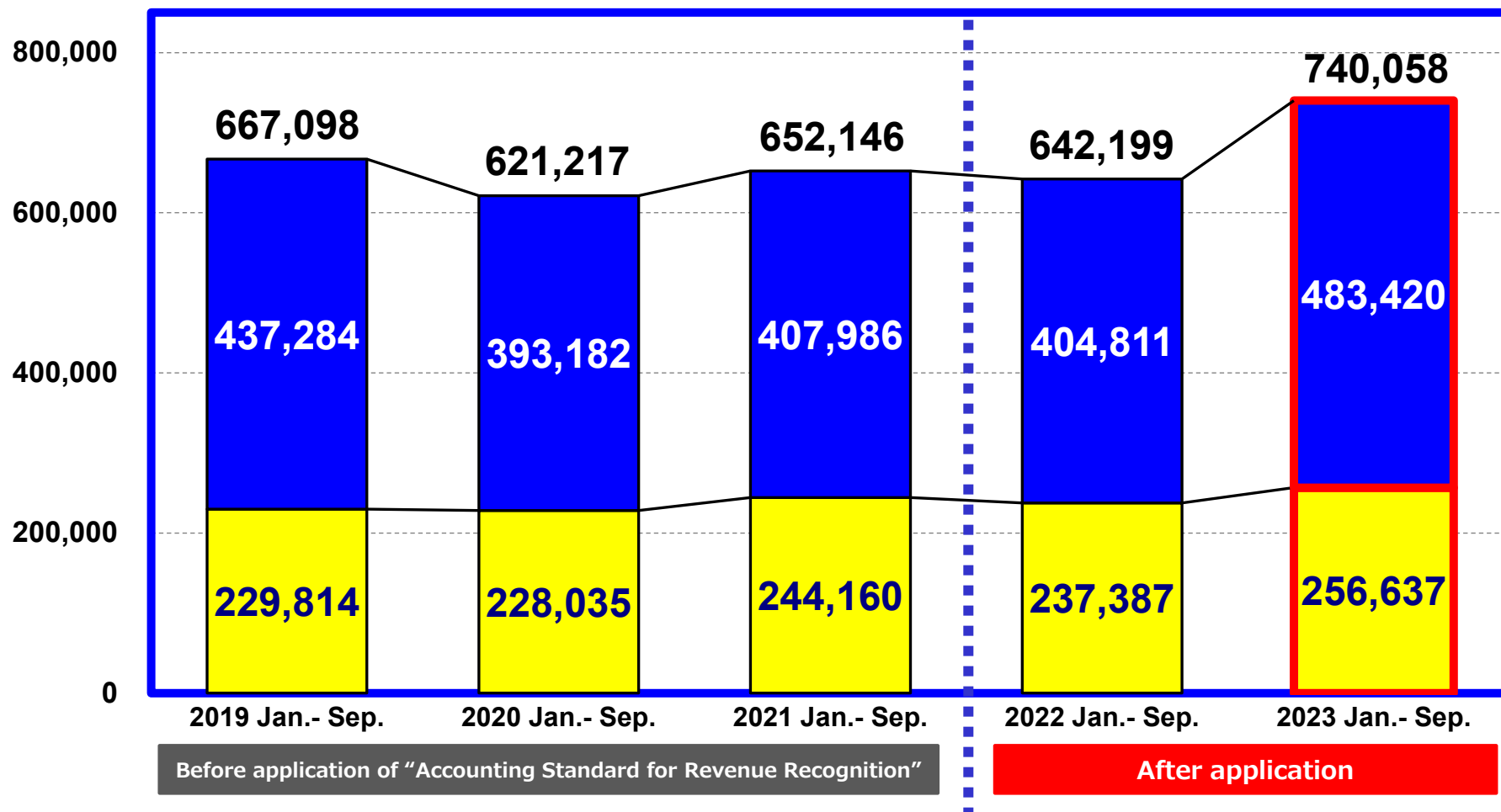


Consolidated

Net sales by segments

■ SI business ■ S&S business

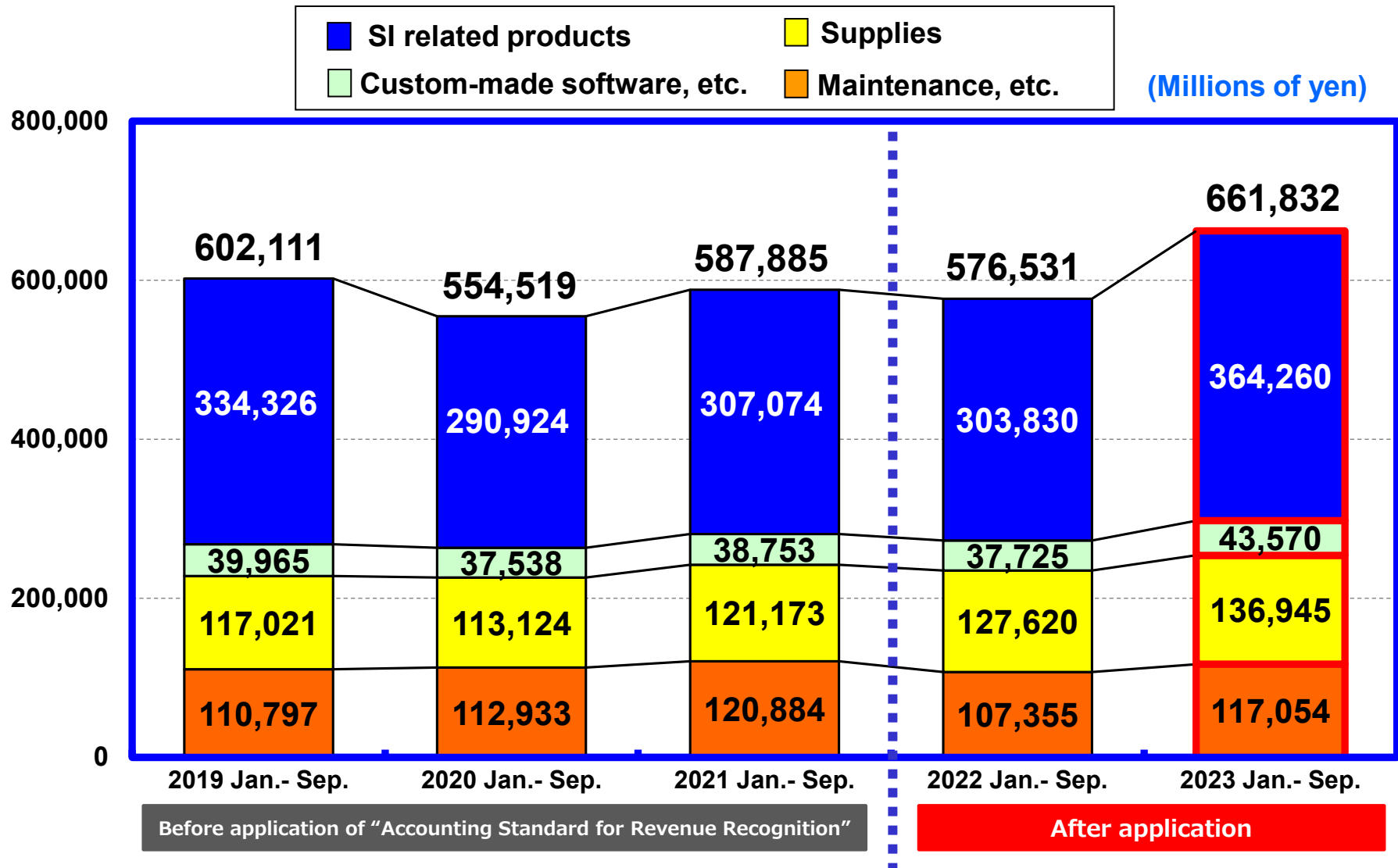
(Millions of yen)



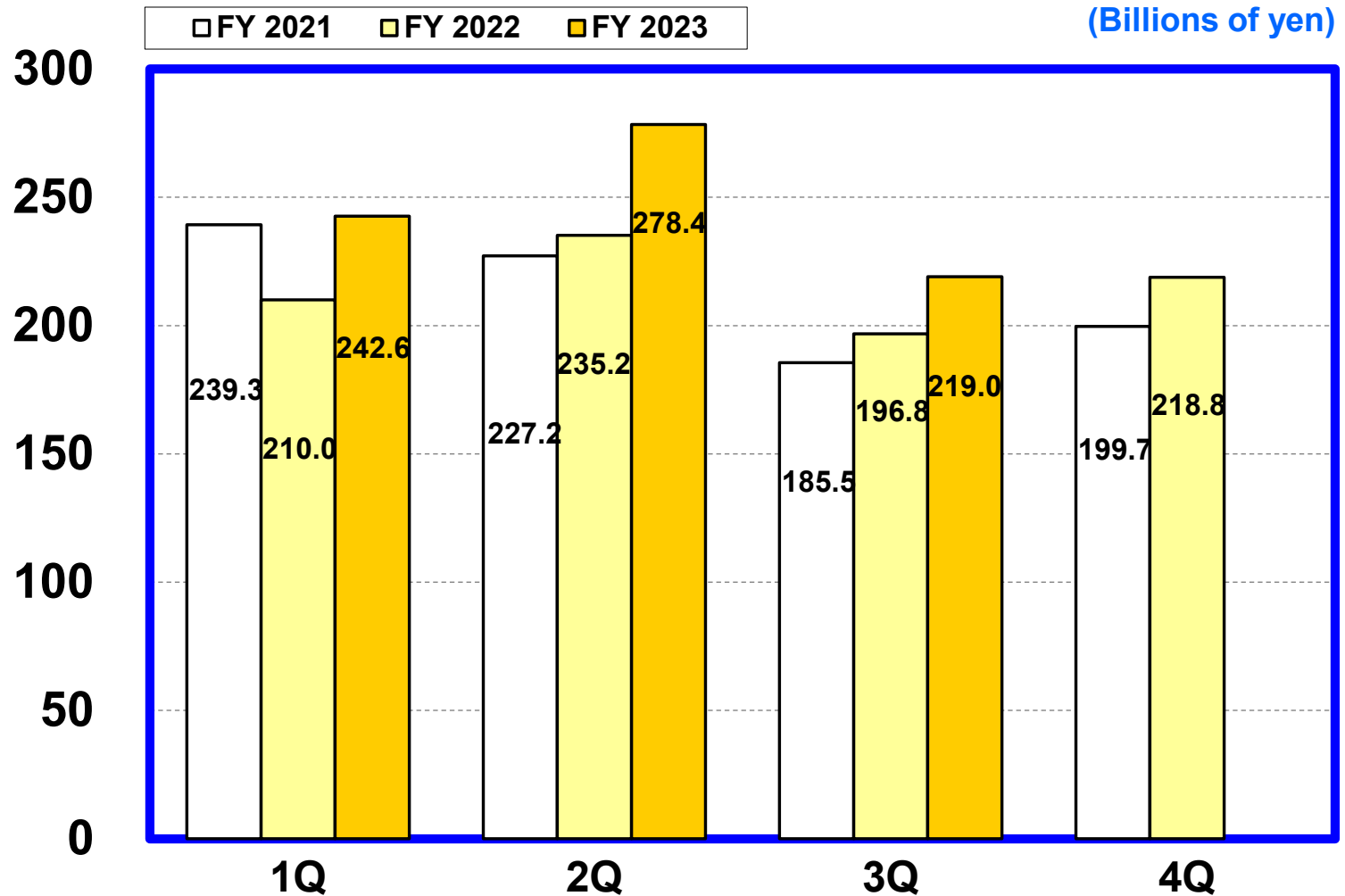
Before application of "Accounting Standard for Revenue Recognition"

After application

Net sales by 4 segments

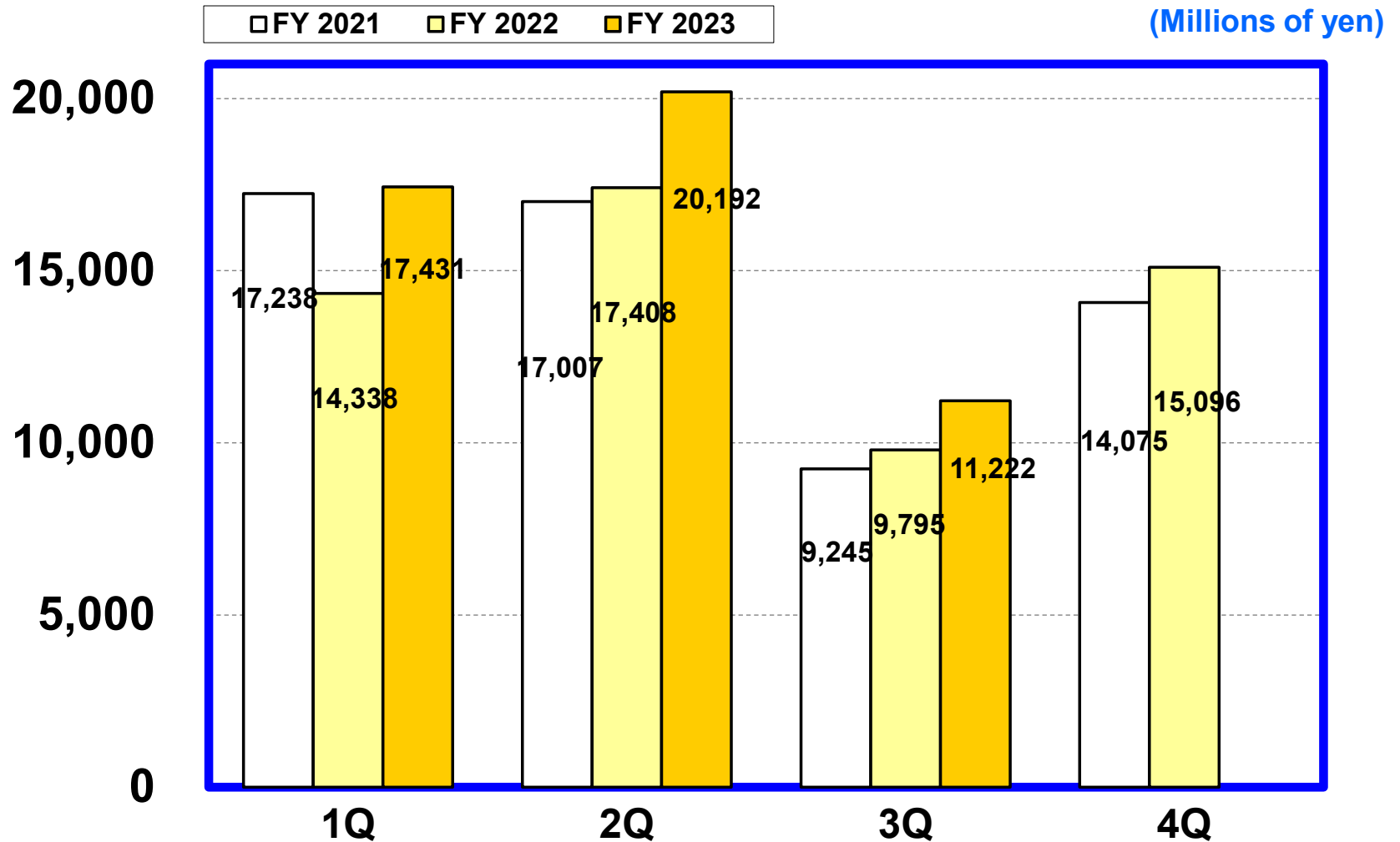


Quarterly change of Net sales



*Accounting Standard for Revenue Recognition applied from 2022

Quarterly change of Ordinary profit



Summary of Business Results, July – September, 2023

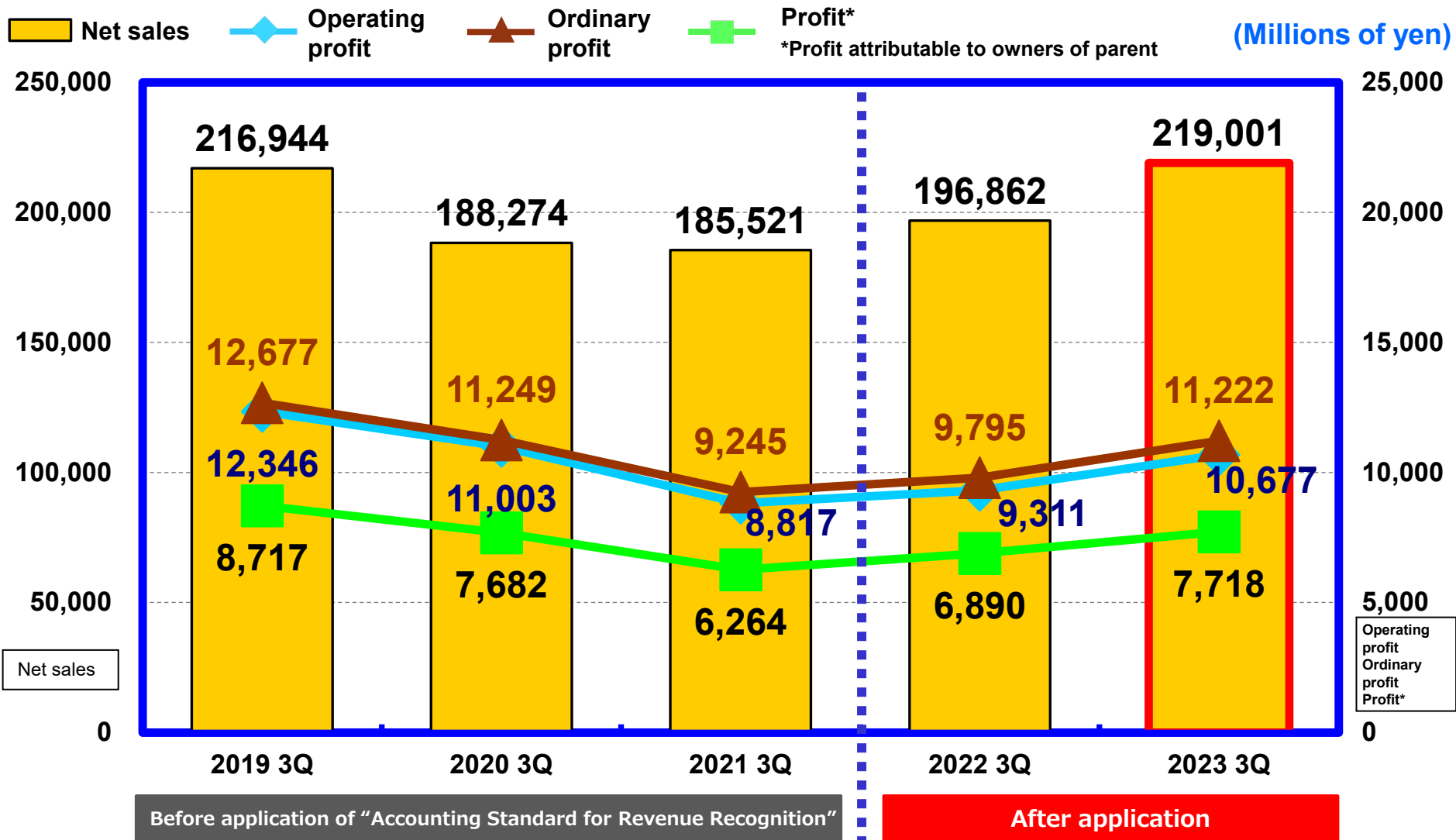
(Millions of yen)

	Consolidated		Non-Consolidated	
	Amount	Change to Last year	Amount	Change to Last year
Net sales	219,001	+11.2%	192,265	+12.2%
Operating profit	10,677	+14.7%	8,700	+15.3%
Ordinary profit	11,222	+14.6%	9,092	+14.8%
Profit*	7,718	+12.0%	6,388	+11.9%

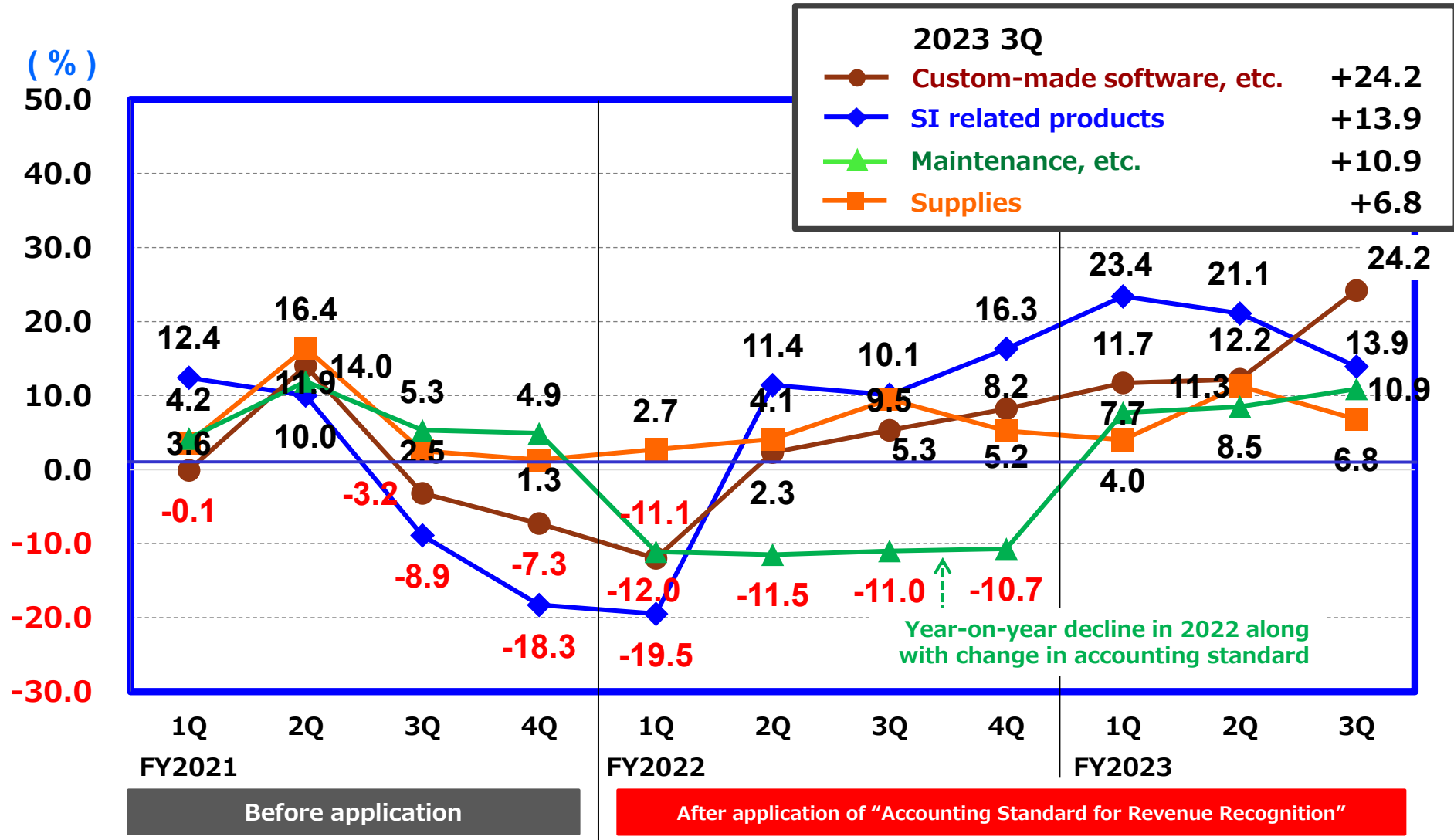
*Profit attributable to owners of parent

Net sales and Profits, July – September

Consolidated

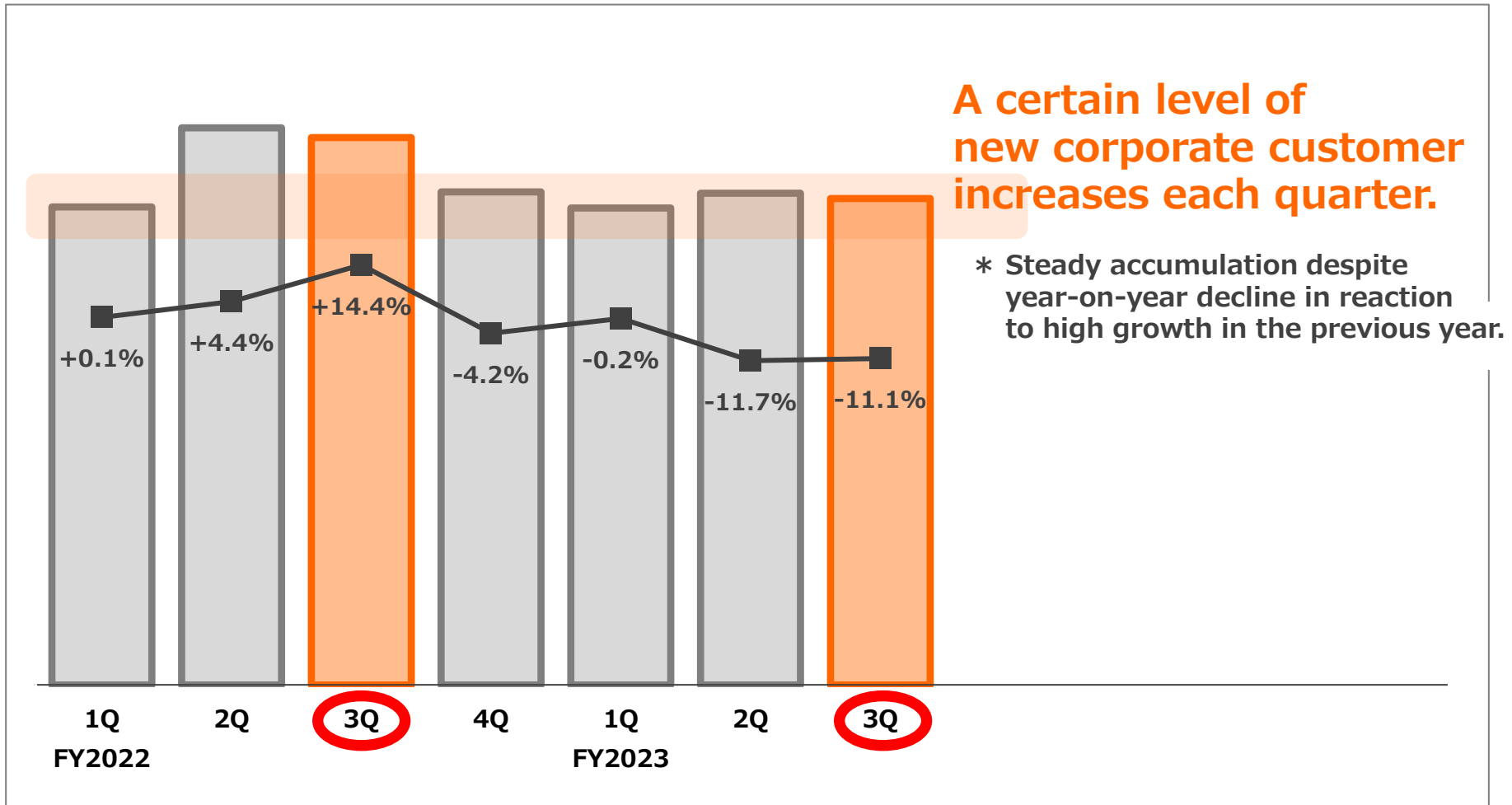


Quarterly Net Sales by 4 segments (% change year-on-year)



Number of New Corporate Customers

Number of New Corporate Customers % change year-on-year



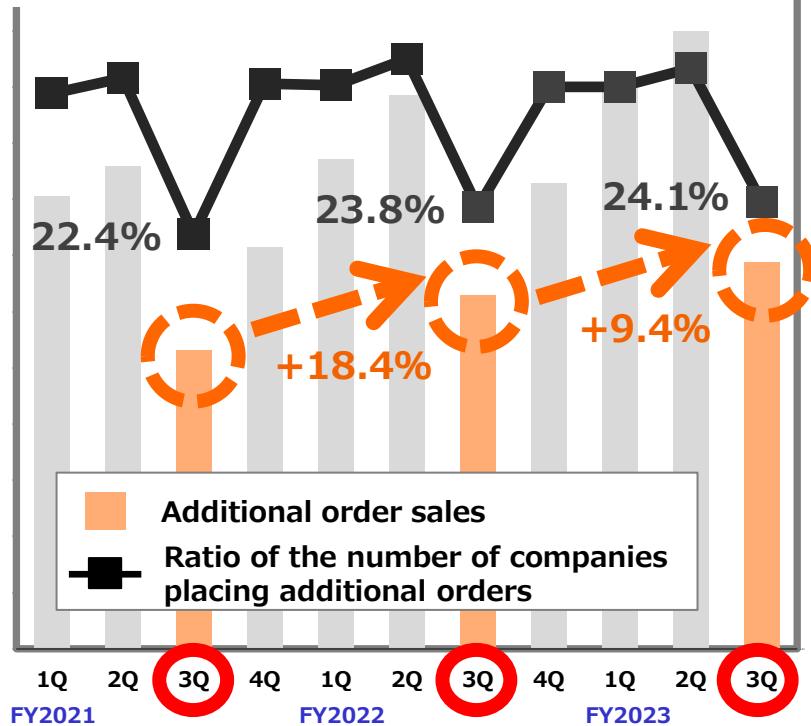
Status of Orders

【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

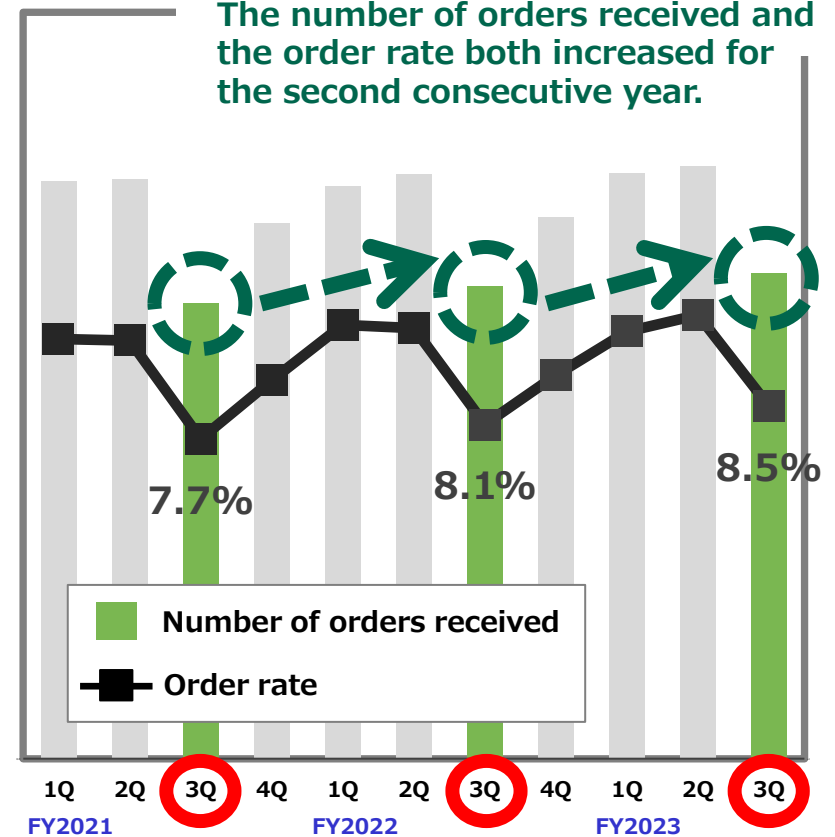
The value of additional orders received and composition ratio of companies both increased for the second consecutive year.



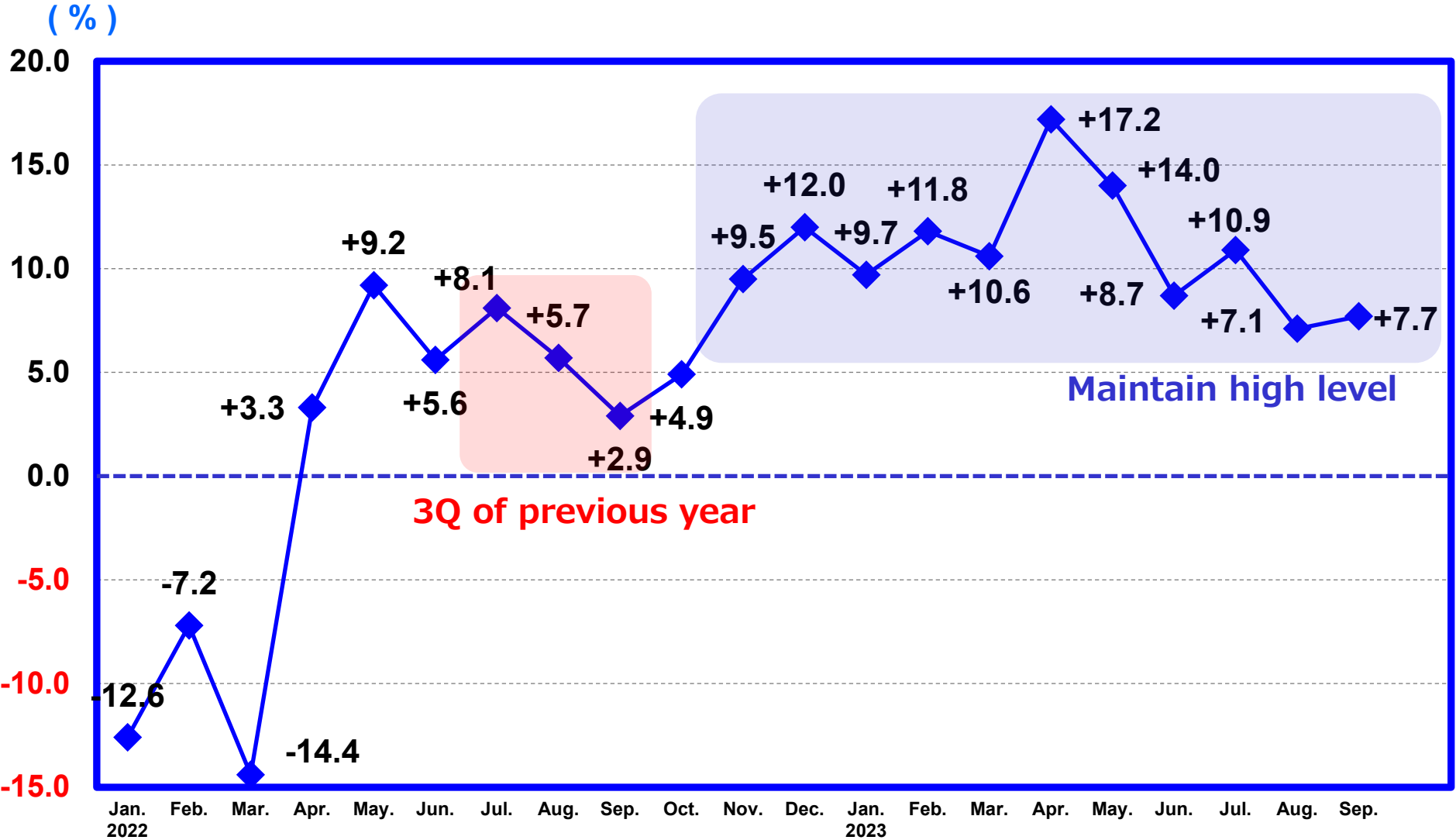
【Overall number of orders and order rate】

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

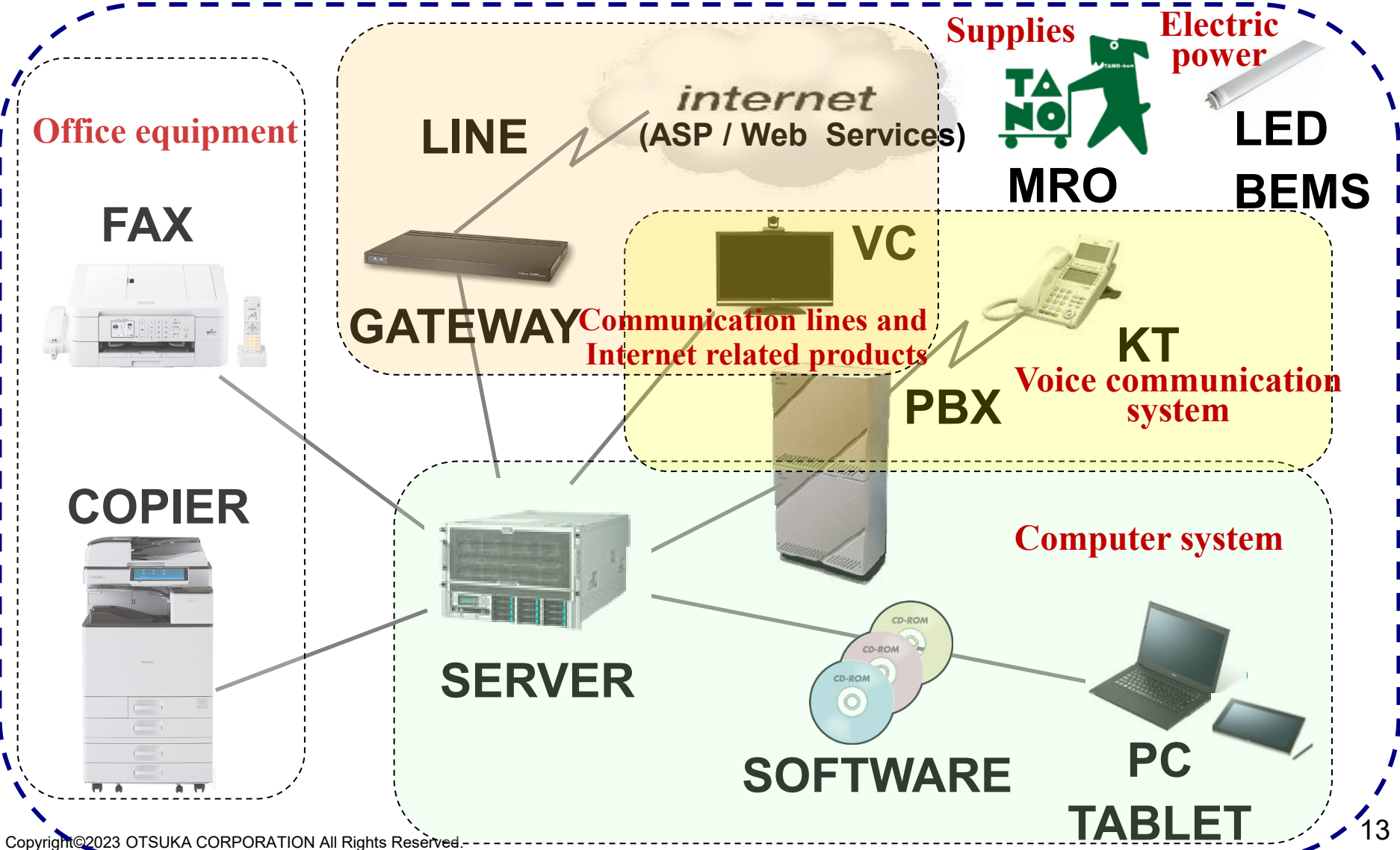
The number of orders received and the order rate both increased for the second consecutive year.



Rate of change in sales per account



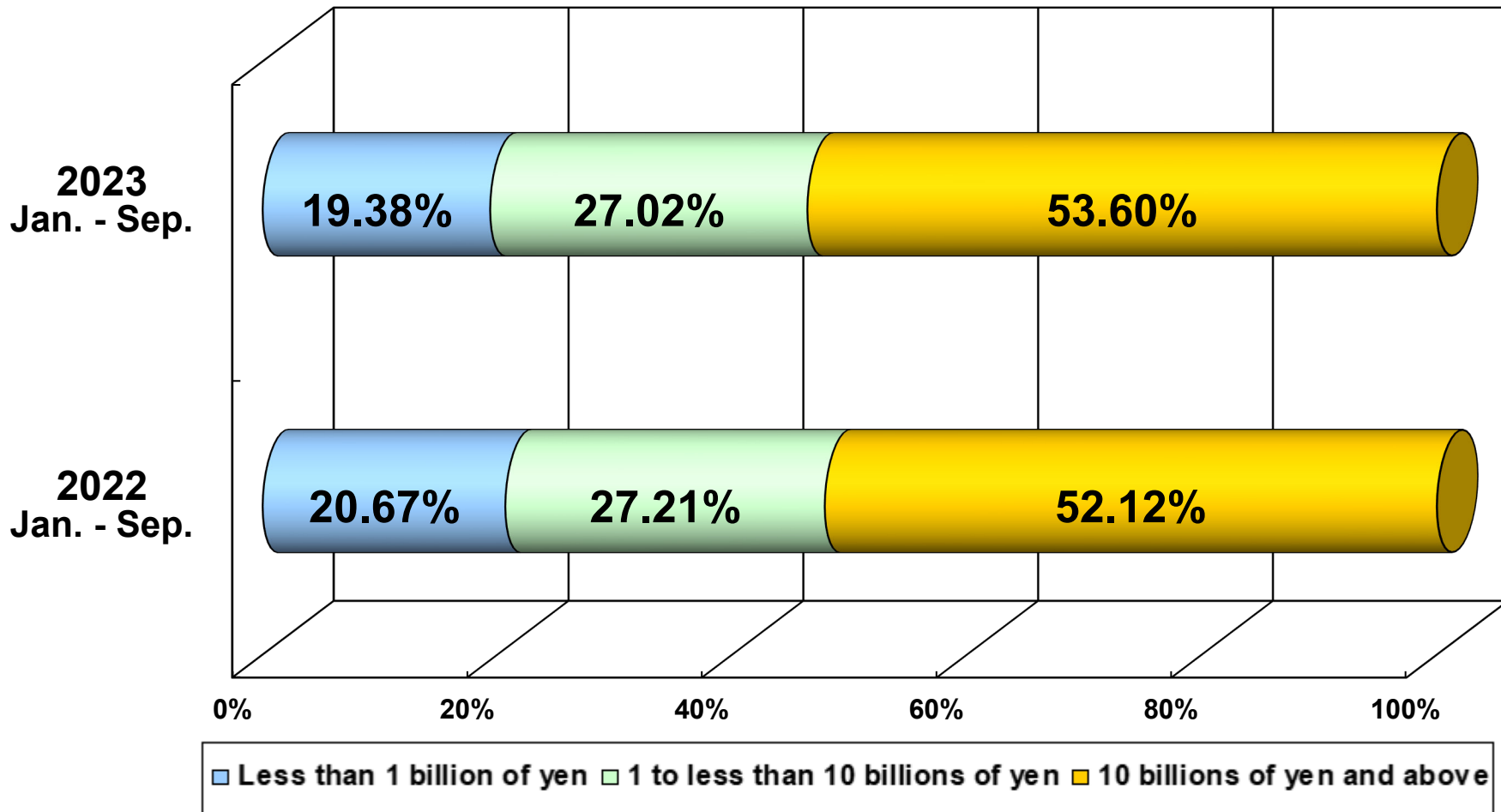
OTSUKA CORPORATION for the Entire Office



Summary of Q3 2023 (July~September)

- **Increases in sales and profits for the second consecutive year. Sales reach record high.**
- **Sales per account at a high level (movement toward Entire Office) thanks to additional orders received (relationships with customers) and an improvement in the order rate (sales productivity).**
- **Favorable results in solutions related to legal revisions such as invoices. High growth in “Custom-made software, etc.” segment.**

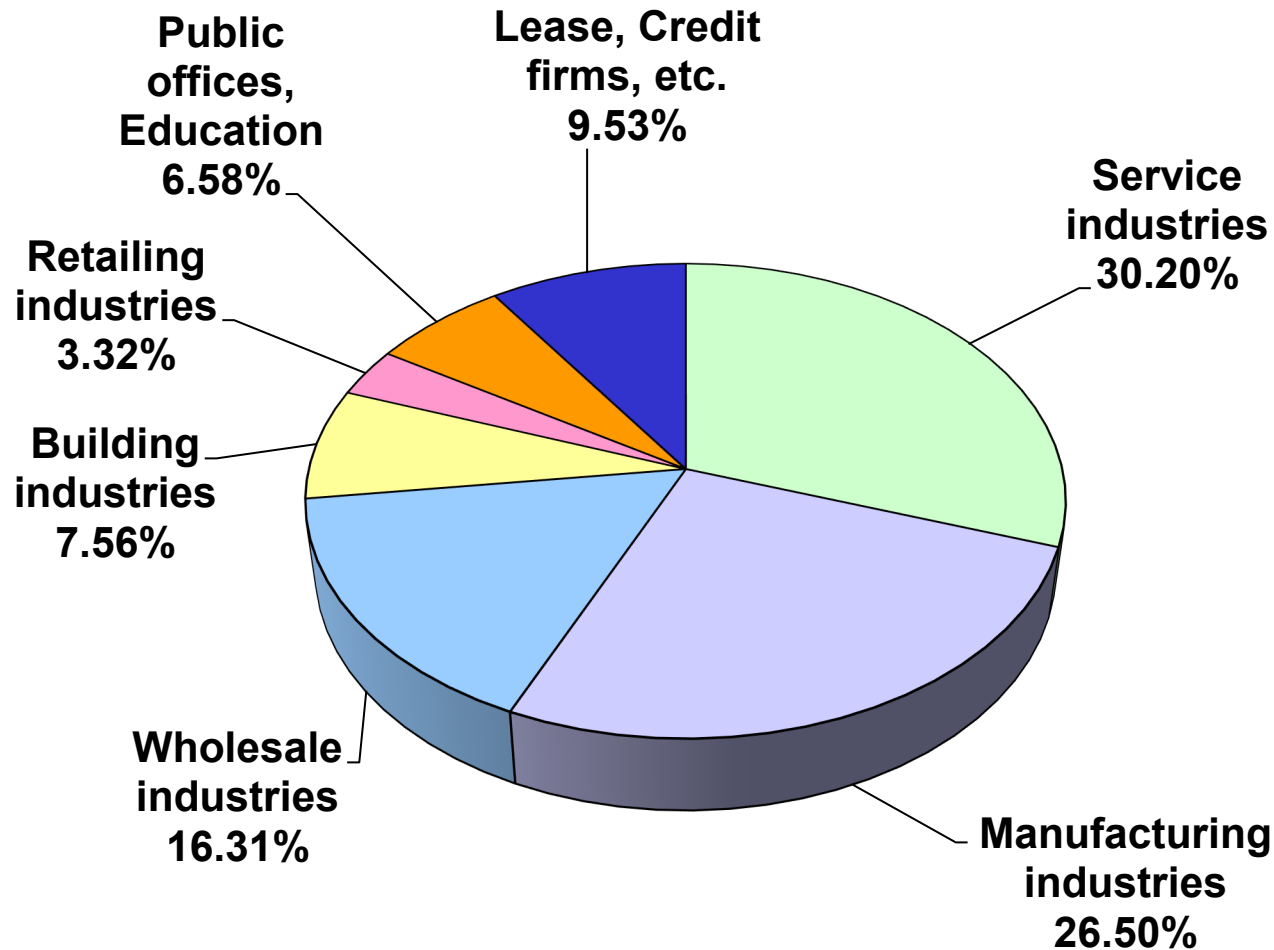
Net sales structure on customers' total annual business scale



*Accounting Standard for Revenue Recognition applied from 2022 and the composition ratio for two comparable fiscal terms is shown.

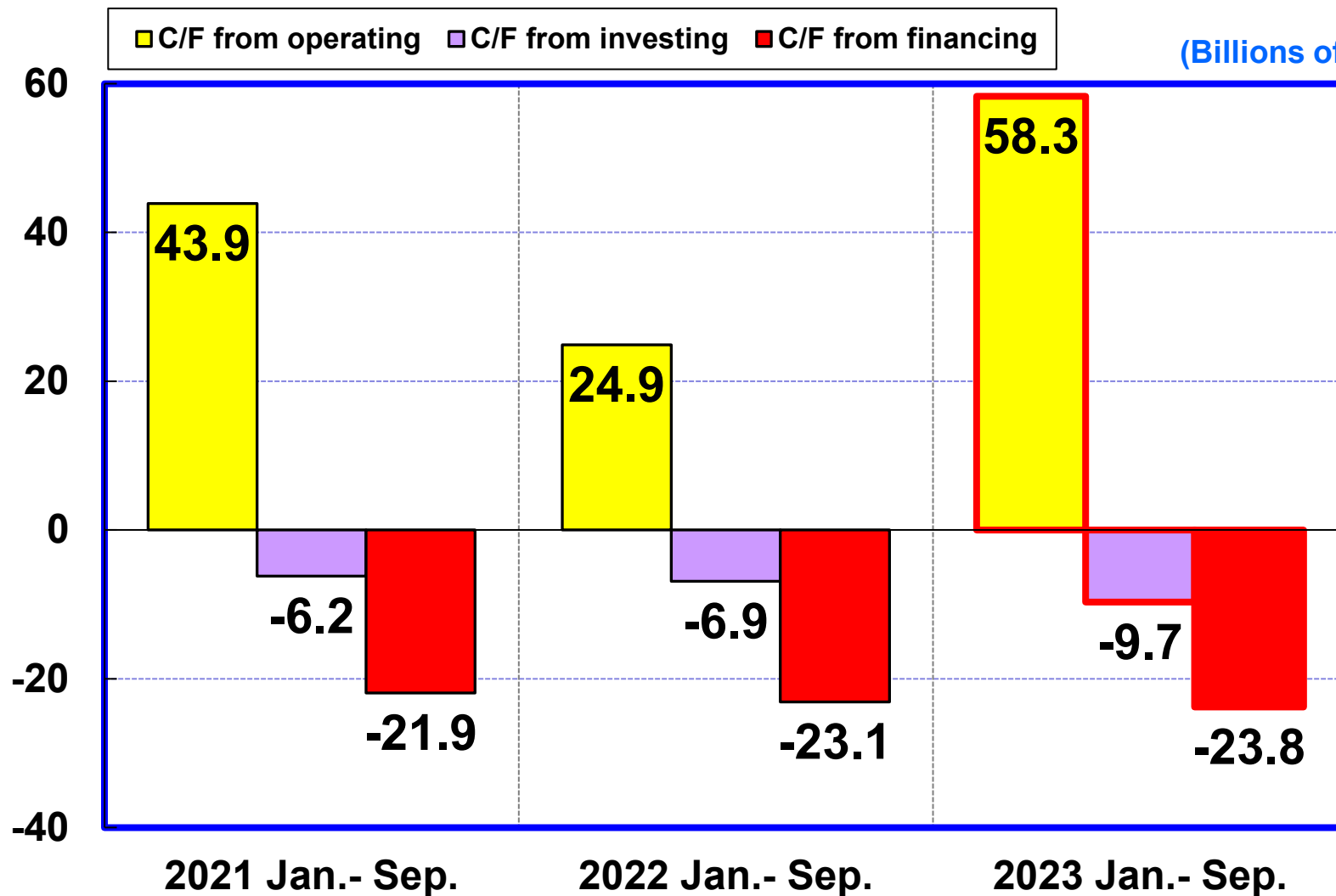
Sales breakdown by customers' type of industry

2023 Jan. – Sep.



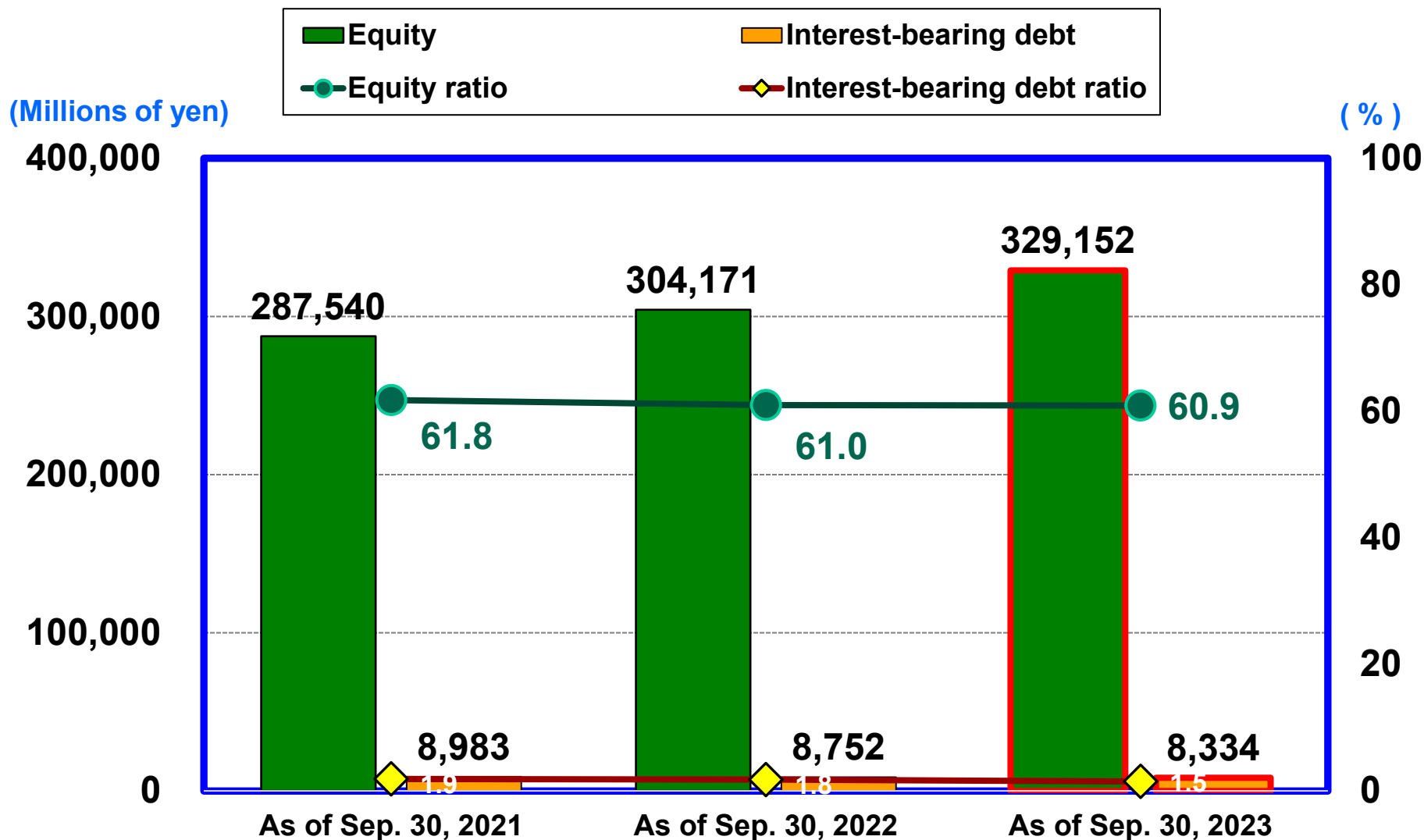
Cash flows

(Billions of yen)



Consolidated

Equity and Interest-bearing debt



Key strategic business

<Amount of Sales>

(Millions of yen)

	2021 Jan. – Sep.	2022 Jan. – Sep.		2023 Jan. – Sep.			2023 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”	129,336	136,147	+5.3%	146,517	+10,370	+7.6%	47,919	+3,017	+6.7%
SMILE	8,399	9,285	+10.6%	12,373	+3,088	+33.3%	3,690	+931	+33.8%
ODS	40,588	41,232	+1.6%	43,202	+1,970	+4.8%	11,000	+124	+1.1%
OSM	67,157	66,428	-1.1%	81,076	+14,647	+22.0%	27,690	+8,098	+41.3%

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

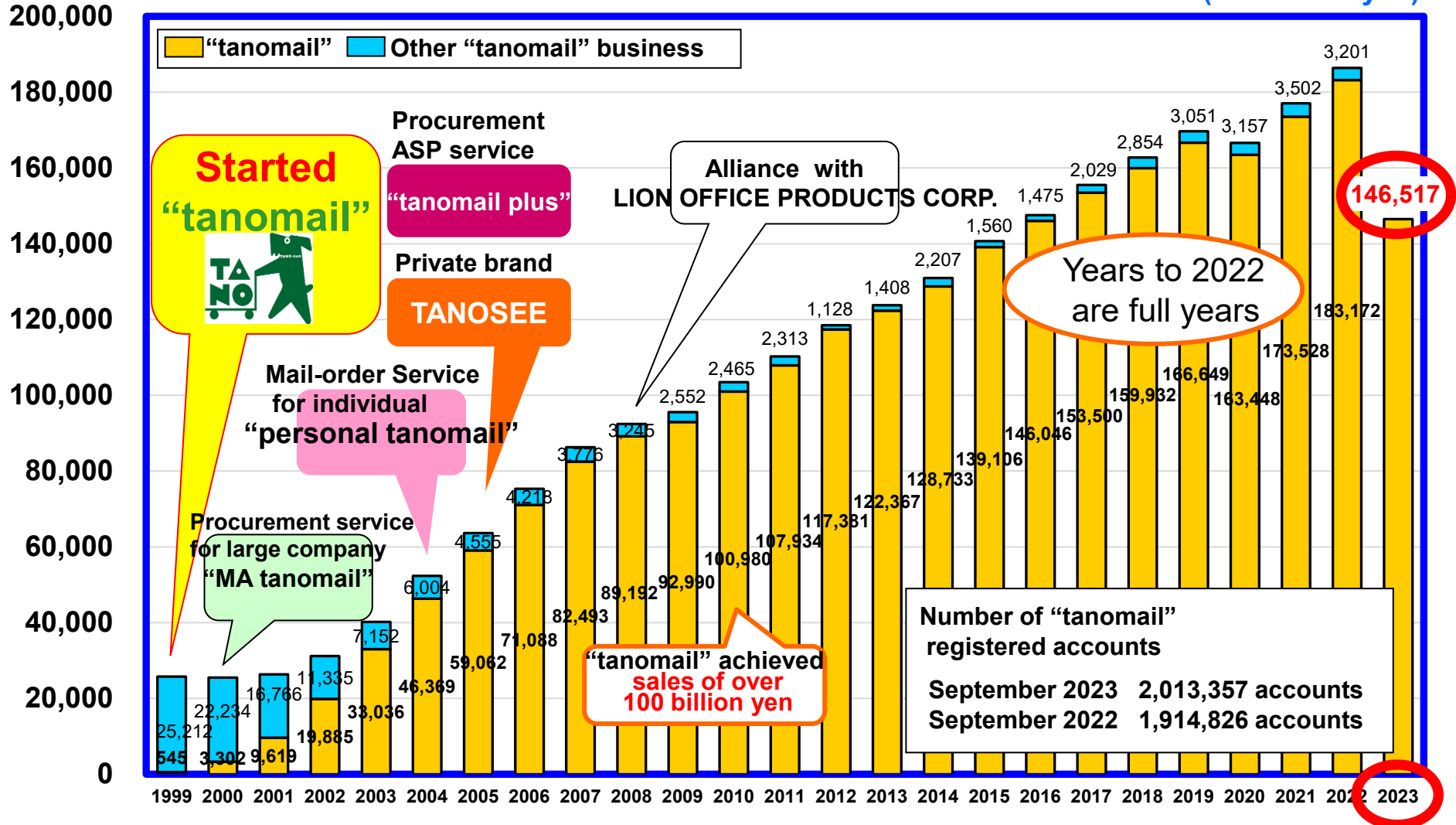
<As reference: Number of Sales>

(Units)

Copier	27,551	27,074	-1.7%	27,406	+332	+1.2%	6,297	+76	+1.2%
(of which Color copier)	26,941	26,570	-1.4%	26,743	+173	+0.7%	6,188	+84	+1.4%
Server	18,650	15,280	-18.1%	16,446	+1,166	+7.6%	4,476	+232	+5.5%
PC	1,209,499	820,910	-32.1%	889,903	+68,993	+8.4%	247,796	+6,870	+2.9%
Client Total	1,362,910	891,845	-34.6%	928,701	+36,856	+4.1%	258,507	+8,166	+3.3%

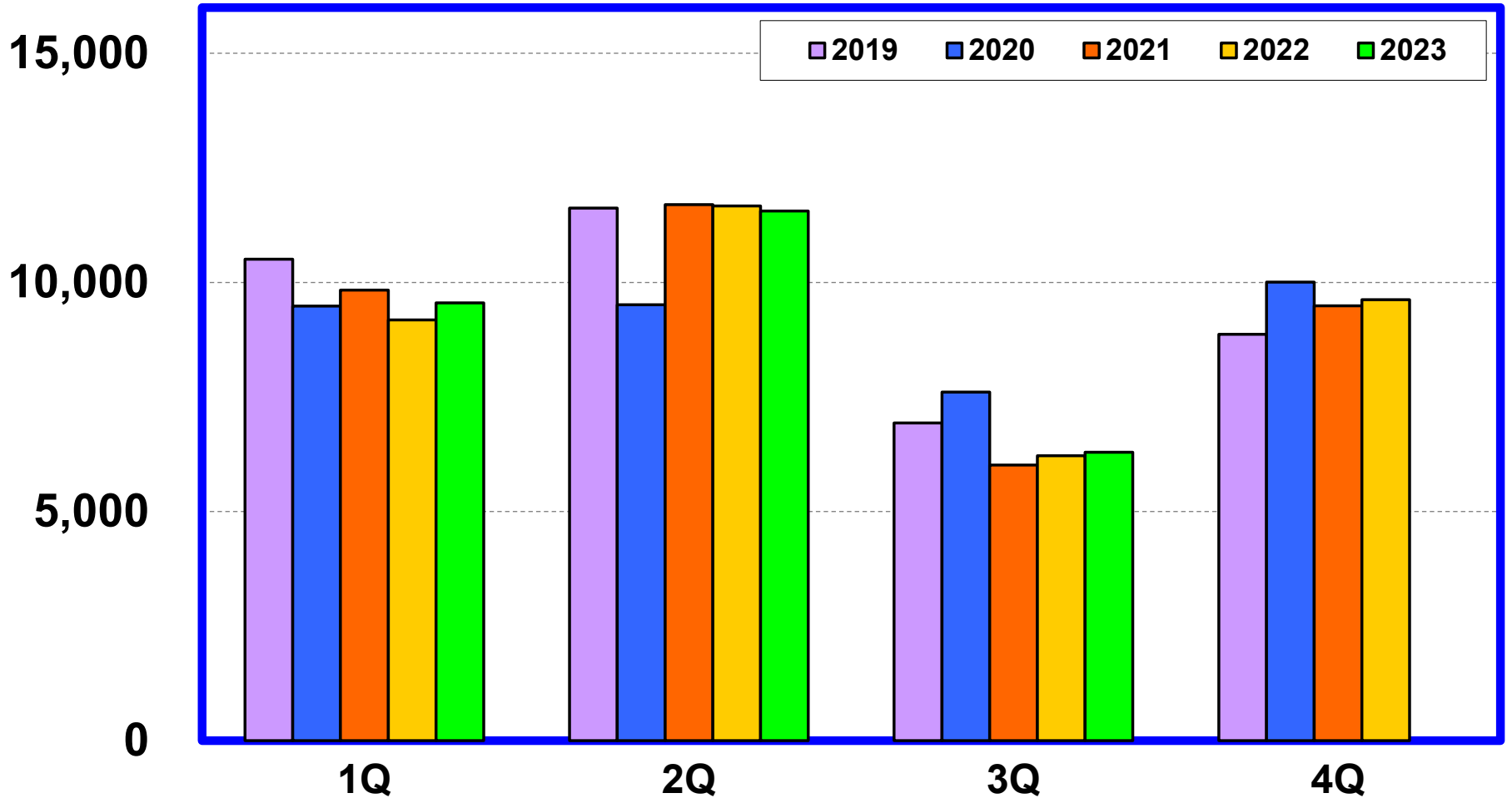
Annual sales transition of "tanomail"

(Millions of yen)



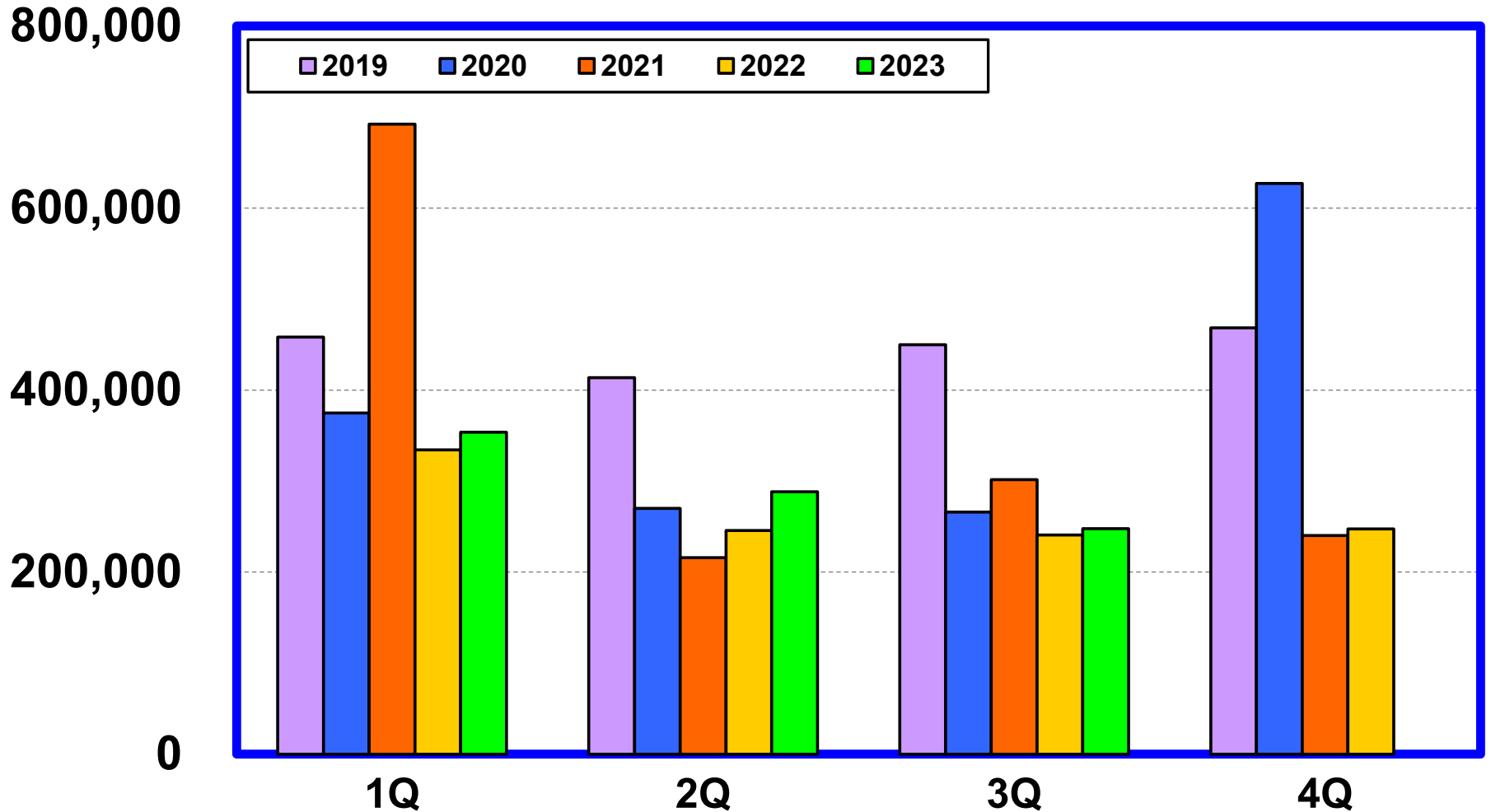
Quarterly Number of Copiers Sold

(Units)



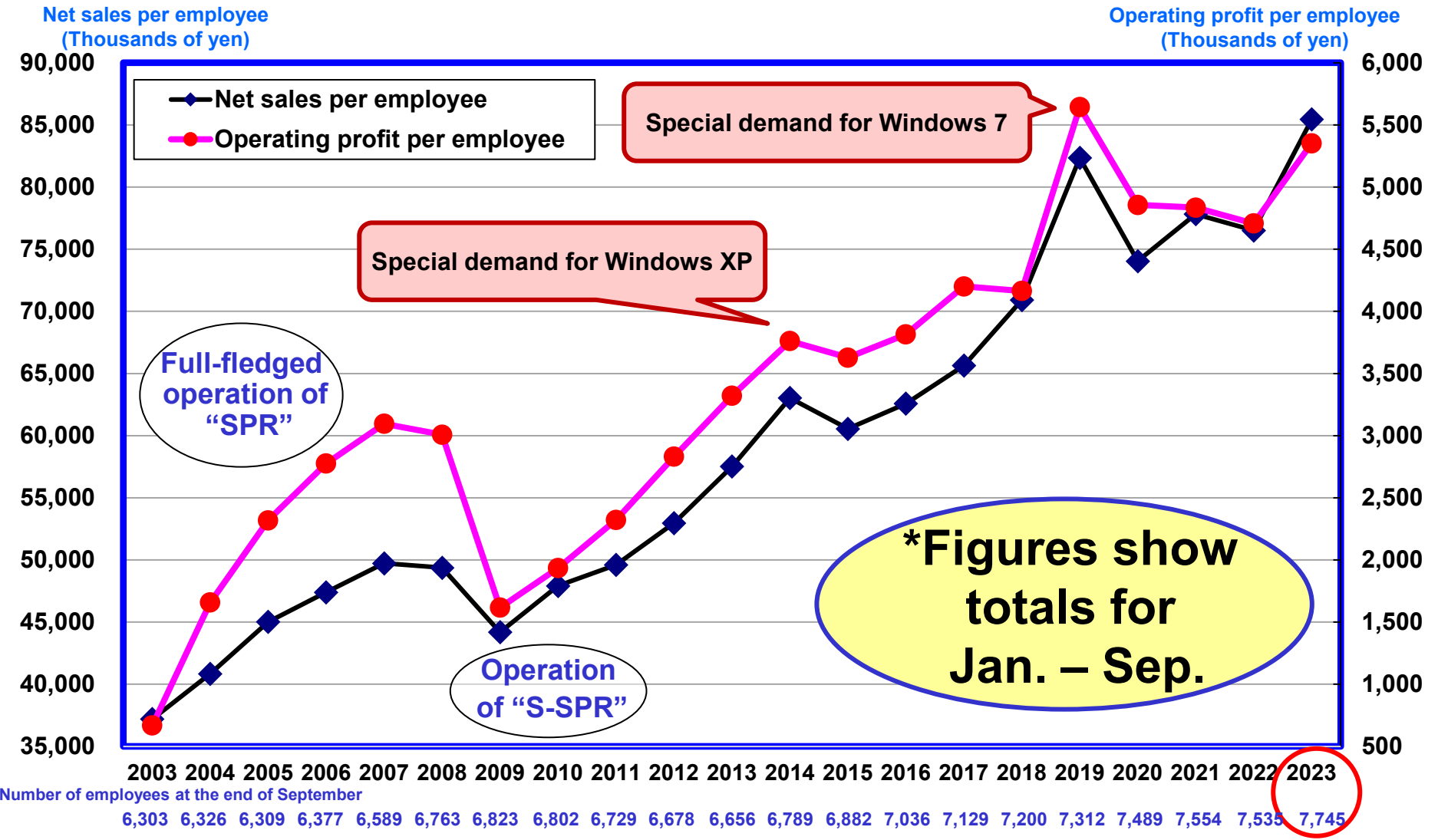
Quarterly Number of PCs Sold

(Units)



Non-Consolidated

Change of Net sales per employee and Operating profit per employee

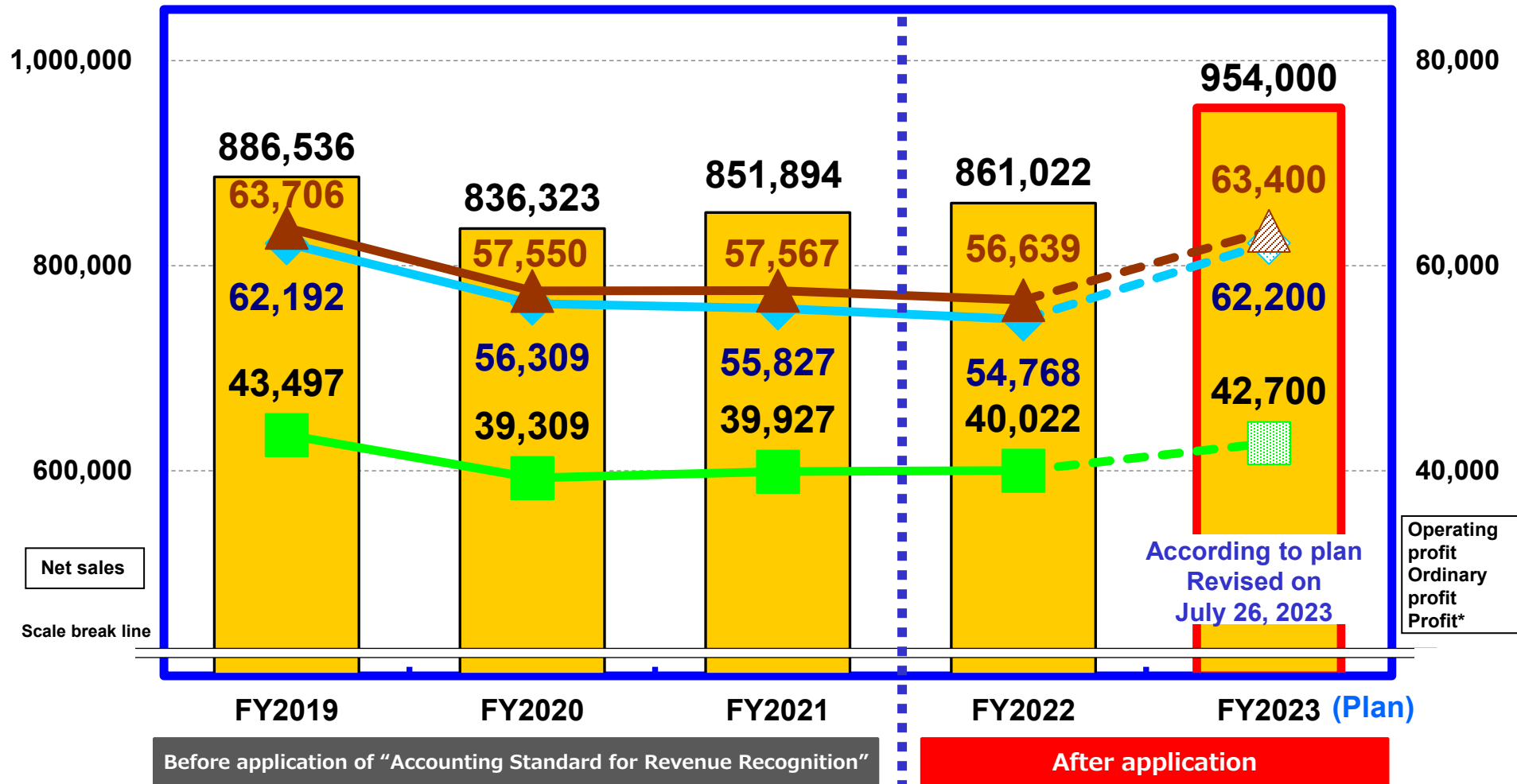


Consolidated

Plans of Net sales and profit

(Millions of yen)

Net sales Operating profit Ordinary profit Profit*
*Profit attributable to owners of parent



Community

Customers

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

**Shareholders
Business Partners**

Employees

Cautionary statement

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