

# Consolidated Financial Highlights

OTSUKA CORPORATION and Consolidated Subsidiaries Years ended December 31, 2009, 2010 and 2011			Millions of yen	Thousands of U.S. dollars	%
	2009	2010	2011	2011	Change
Net sales	¥429,927	¥463,493	<b>¥478,215</b>	<b>\$6,152,266</b>	+3.2
System Integration business	226,688	253,541	<b>262,508</b>	<b>3,377,178</b>	+3.5
Service and Support business	200,938	208,008	<b>214,576</b>	<b>2,760,540</b>	+3.2
Other business	2,300	1,942	<b>1,130</b>	<b>14,546</b>	-41.8
Operating income	16,094	19,013	<b>23,095</b>	<b>297,120</b>	+21.5
Ordinary income	16,427	19,508	<b>23,315</b>	<b>299,954</b>	+19.5
Income before income taxes and minority interests	16,237	18,687	<b>22,350</b>	<b>287,542</b>	+19.6
Net income	8,782	10,631	<b>12,744</b>	<b>163,952</b>	+19.9
Total assets	198,076	213,401	<b>229,610</b>	<b>2,953,951</b>	+7.6
Interest-bearing debt	8,684	7,802	<b>8,415</b>	<b>108,266</b>	+7.9
Equity	101,740	108,255	<b>116,633</b>	<b>1,500,500</b>	+7.7
Net income per share (EPS) (Yen and U.S. dollars)	277.92	336.42	<b>403.28</b>	<b>5.19</b>	+19.9
Dividends per share of common stock (Yen and U.S. dollars)	130.00	135.00	<b>155.00</b>	<b>1.99</b>	+14.8
Cash flows from operating activities per share (Yen and U.S. dollars)	505.74	564.91	<b>732.82</b>	<b>9.42</b>	+29.7
Operating income to Net sales ratio (%)	3.74	4.10	<b>4.83</b>	—	
Net income to Net sales ratio (%)	2.04	2.29	<b>2.66</b>	—	
Interest-bearing debt ratio (%)	4.38	3.66	<b>3.67</b>	—	
Equity ratio (%)	51.36	50.73	<b>50.80</b>	—	
Return on equity (ROE) (%)	8.84	10.13	<b>11.33</b>	—	

Notes:

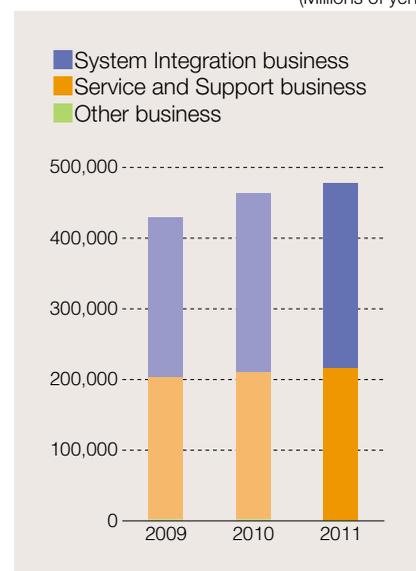
Equity = Total net assets - Share subscription rights - Minority interests

Figures for ROE are calculated using average equity.

U.S. dollar amounts are computed using the December 31, 2011 exchange rate of ¥77.73 = US\$1.

## Net sales

(Millions of yen)

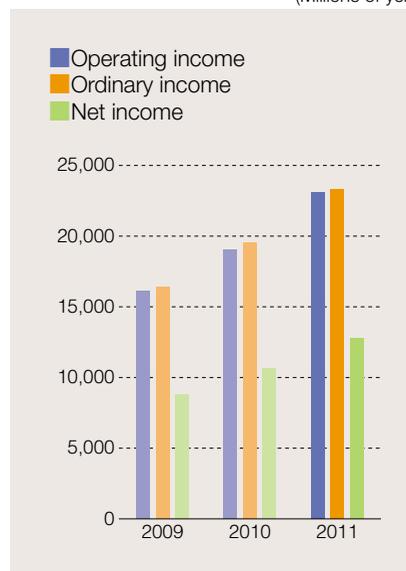


Note:

Sums of less than a million yen are rounded down.

## Operating income, Ordinary income, Net income

(Millions of yen)



## Total assets, Interest-bearing debt

(Millions of yen)

