

# Consolidated Financial Highlights

OTSUKA CORPORATION and Consolidated Subsidiaries Years ended December 31, 2011, 2012 and 2013			Millions of yen	Thousands of U.S. dollars	%
	2011	2012	2013	2013	Change
Net sales	¥478,215	¥515,771	<b>¥564,595</b>	<b>\$5,356,690</b>	+9.5
System Integration business	262,508	289,840	<b>332,067</b>	<b>3,150,548</b>	+14.6
Service and Support business	214,576	225,298	<b>231,868</b>	<b>2,199,892</b>	+2.9
Other business	1,130	632	<b>658</b>	<b>6,249</b>	+4.2
Operating income	23,095	28,251	<b>33,901</b>	<b>321,642</b>	+20.0
Ordinary income	23,315	29,079	<b>33,505</b>	<b>317,887</b>	+15.2
Income before income taxes and minority interests	22,350	28,399	<b>33,049</b>	<b>313,560</b>	+16.4
Net income	12,744	16,277	<b>20,271</b>	<b>192,331</b>	+24.5
Total assets	229,610	253,158	<b>279,589</b>	<b>2,652,648</b>	+10.4
Interest-bearing debt	8,415	9,367	<b>9,070</b>	<b>86,056</b>	-3.2
Equity	116,633	128,471	<b>144,150</b>	<b>1,367,655</b>	+12.2
Net income per share (EPS) (Yen and U.S. dollars)	403.28	515.11	<b>641.49</b>	<b>6.09</b>	+24.5
Dividends per share of common stock (Yen and U.S. dollars)	155.00	200.00	<b>235.00</b>	<b>2.23</b>	+17.5
Cash flows from operating activities per share (Yen and U.S. dollars)	732.82	818.94	<b>594.29</b>	<b>5.64</b>	-27.4
Operating income to Net sales ratio (%)	4.83	5.48	<b>6.00</b>	—	
Net income to Net sales ratio (%)	2.66	3.16	<b>3.59</b>	—	
Interest-bearing debt ratio (%)	3.67	3.70	<b>3.24</b>	—	
Equity ratio (%)	50.80	50.75	<b>51.56</b>	—	
Return on equity (ROE) (%)	11.33	13.28	<b>14.87</b>	—	

Notes:

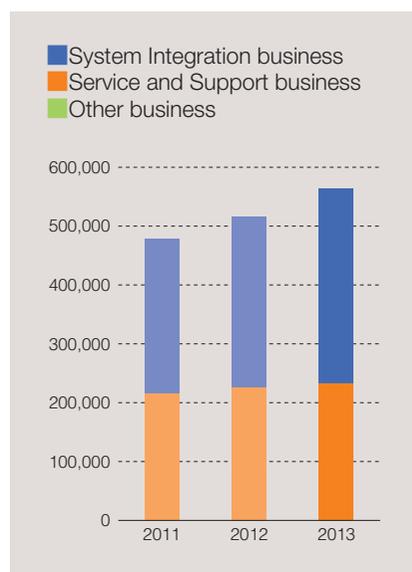
Equity = Total net assets - Share subscription rights - Minority interests

Figures for ROE are calculated using average equity.

U.S. dollar amounts are computed using the December 31, 2013 exchange rate of ¥105.40 = US\$1.

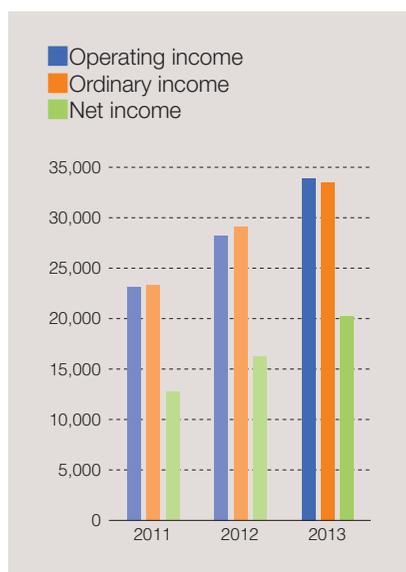
## Net sales

(Millions of yen)



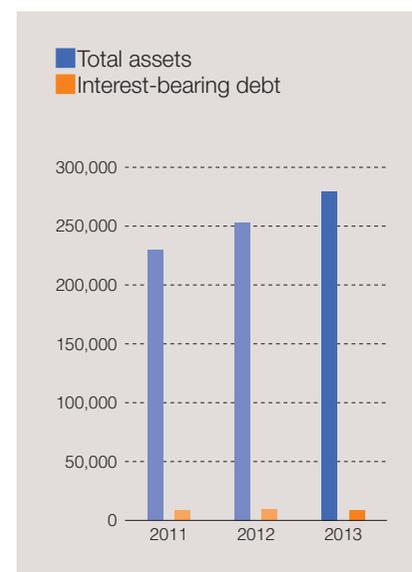
## Operating income, Ordinary income, Net income

(Millions of yen)



## Total assets, Interest-bearing debt

(Millions of yen)



Note:

Sums of less than a million yen are rounded down.