

# Consolidated Financial Highlights

OTSUKA CORPORATION and Consolidated Subsidiaries Years ended December 31, 2018, 2019 and 2020			Millions of yen	Thousands of U.S. dollars	%
	2018	2019	2020	2020	Change
Net sales	¥759,871	¥886,536	<b>¥836,323</b>	<b>\$8,078,862</b>	-5.7
System Integration business	463,293	578,698	<b>526,613</b>	<b>5,087,071</b>	-9.0
Service and Support business	296,577	307,837	<b>309,710</b>	<b>2,991,790</b>	+0.6
Operating profit	48,058	62,192	<b>56,309</b>	<b>543,950</b>	-9.5
Ordinary profit	49,285	63,706	<b>57,550</b>	<b>555,937</b>	-9.7
Profit before income taxes	49,100	62,668	<b>57,584</b>	<b>556,267</b>	-8.1
Profit attributable to owners of parent	33,601	43,497	<b>39,309</b>	<b>379,730</b>	-9.6
Total assets	406,732	461,812	<b>471,292</b>	<b>4,552,671</b>	+2.1
Interest-bearing debt	8,256	8,807	<b>8,895</b>	<b>85,932</b>	+1.0
Equity	229,726	259,328	<b>277,348</b>	<b>2,679,174</b>	+6.9
Earnings per share (EPS) (Yen and U.S. dollars)	177.22	229.42	<b>207.33</b>	<b>2.00</b>	-9.6
Dividend per share of common stock (Yen and U.S. dollars)	85.00	110.00	<b>115.00</b>	<b>1.11</b>	+4.5
Cash flows from operating activities per share (Yen and U.S. dollars)	203.83	257.18	<b>171.39</b>	<b>1.66</b>	-33.4
Operating profit to Net sales ratio (%)	6.32	7.02	<b>6.73</b>	—	—
Profit to Net sales ratio* (%)	4.42	4.91	<b>4.70</b>	—	—
Interest-bearing debt ratio (%)	2.03	1.91	<b>1.89</b>	—	—
Equity ratio (%)	56.48	56.15	<b>58.85</b>	—	—
Return on equity (ROE) (%)	15.18	17.79	<b>14.65</b>	—	—

Notes:

\* Profit stands for Profit attributable to owners of parent

Equity = Total net assets - Share subscription rights - Non-controlling interests

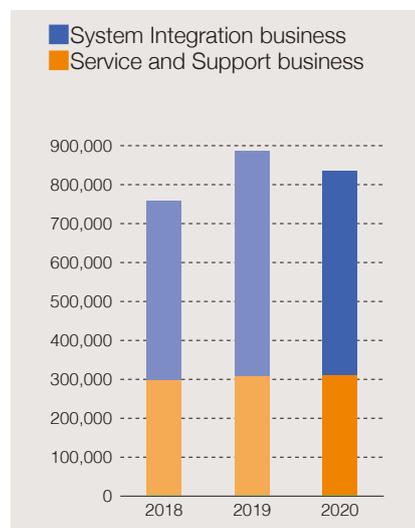
Figures for ROE are calculated using average equity.

U.S. dollar amounts are computed using the December 31, 2020 exchange rate of ¥103.52 = US\$1.

The Company conducted a 2-for-1 stock split for shares of common stock of the Company with April 1, 2018 as the effective date. Accordingly, the amount of Per Share Data is calculated based on the assumption that the share split was conducted at the beginning of the fiscal year 2018.

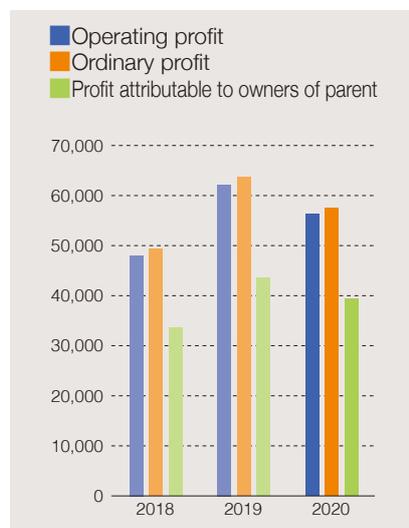
## Net sales

(Millions of yen)



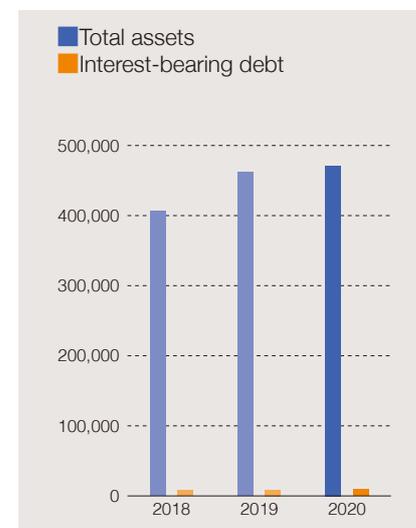
## Operating profit, Ordinary profit, Profit attributable to owners of parent

(Millions of yen)



## Total assets, Interest-bearing debt

(Millions of yen)



Note:

Sums of less than a million yen are rounded down.