

# Consolidated Financial Highlights

OTSUKA CORPORATION and Consolidated Subsidiaries Years ended December 31, 2019, 2020 and 2021			Millions of yen	Thousands of U.S. dollars	%
	2019	2020	2021	2021	Change
Net sales	¥886,536	¥836,323	<b>¥851,894</b>	<b>\$7,406,486</b>	+1.9
System Integration business	578,698	526,613	<b>523,609</b>	<b>4,552,338</b>	-0.6
Service and Support business	307,837	309,710	<b>328,284</b>	<b>2,854,148</b>	+6.0
Operating profit	62,192	56,309	<b>55,827</b>	<b>485,376</b>	-0.9
Ordinary profit	63,706	57,550	<b>57,567</b>	<b>500,497</b>	+0.0
Profit before income taxes	62,668	57,584	<b>58,190</b>	<b>505,912</b>	+1.1
Profit attributable to owners of parent	43,497	39,309	<b>39,927</b>	<b>347,138</b>	+1.6
Total assets	461,812	471,292	<b>486,254</b>	<b>4,227,566</b>	+3.2
Interest-bearing debt	8,807	8,895	<b>8,851</b>	<b>76,952</b>	-0.5
Equity	259,328	277,348	<b>298,743</b>	<b>2,597,317</b>	+7.7
Earnings per share (EPS) (Yen and U.S. dollars)	229.42	207.33	<b>210.59</b>	<b>1.83</b>	+1.6
Dividend per share of common stock (Yen and U.S. dollars)	110.00	115.00	<b>120.00</b>	<b>1.04</b>	+4.3
Cash flows from operating activities per share (Yen and U.S. dollars)	257.18	171.39	<b>305.24</b>	<b>2.65</b>	+78.1
Operating profit to Net sales ratio (%)	7.02	6.73	<b>6.55</b>	—	
Profit to Net sales ratio* (%)	4.91	4.70	<b>4.69</b>	—	
Interest-bearing debt ratio (%)	1.91	1.89	<b>1.82</b>	—	
Equity ratio (%)	56.15	58.85	<b>61.44</b>	—	
Return on equity (ROE) (%)	17.79	14.65	<b>13.86</b>	—	

Notes:

\* Profit stands for Profit attributable to owners of parent

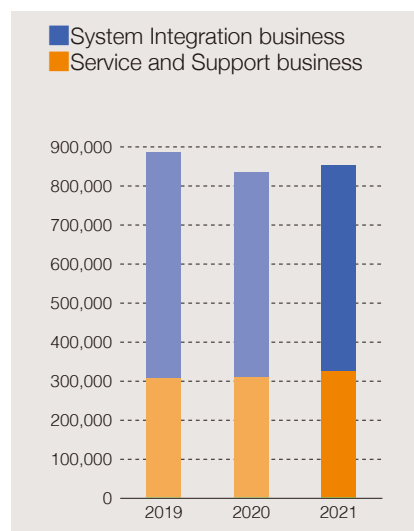
Equity = Total net assets - Share subscription rights - Non-controlling interests

Figures for ROE are calculated using average equity.

U.S. dollar amounts are computed using the December 31, 2021 exchange rate of ¥115.02 = US\$1.

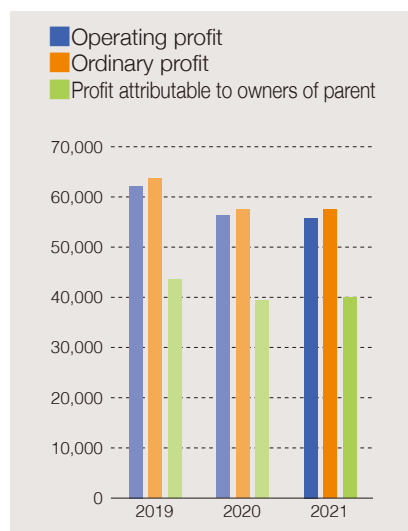
## Net sales

(Millions of yen)



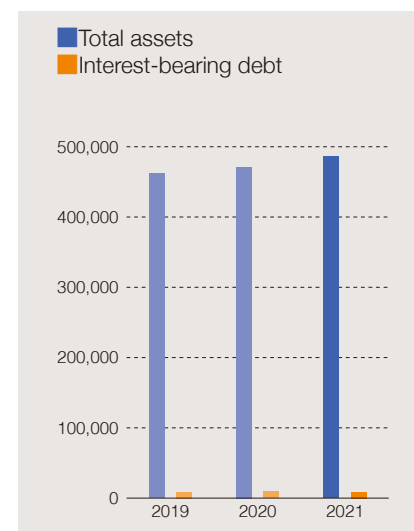
## Operating profit, Ordinary profit, Profit attributable to owners of parent

(Millions of yen)



## Total assets, Interest-bearing debt

(Millions of yen)



Note:

Sums of less than a million yen are rounded down.