

Return on Invested Capital (ROIC)

	2012	2011	2010	2009	2008	2007
Operating income	1,746,442	1,442,753	989,635	841,526	(1,464,218)	425,121
Certain charges (1)					2,043,069	
Non-GAAP operating income	1,746,442	1,442,753	989,635	841,526	578,851	425,121
Effective tax rate	15%	7%	13%	20%	24%	56%
Non-GAAP operating income after tax	1,489,256	1,339,017	860,221	669,930	439,272	186,203
Total equity	5,694,467	5,512,727	5,995,472	4,394,606	3,491,328	2,843,944
Certain charges (1)	1,979,510	1,979,510	1,979,510	1,979,510	1,979,510	
Total debt	3,079,792	1,802,269	1,247,584	-	-	196,555
Total capital	10,753,769	9,294,506	9,222,566	6,374,116	5,470,838	3,040,499
Total capital beginning of period	9,294,506	9,222,566	6,374,116	5,470,838	3,040,499	2,376,066
Total capital end of period	10,753,769	9,294,506	9,222,566	6,374,116	5,470,838	3,040,499
Average total capital	10,024,138	9,258,536	7,798,341	5,922,477	4,255,669	2,708,283
ROIC	14.9%	14.5%	11.0%	11.3%	10.3%	6.9%

(1) Excludes \$1.7 billion of IPR&D expense in 2008 associated with the acquisition of Pharmion, as well as \$300 million of expense related to the acquisition of intellectual property rights for Vidaza in 2008 prior to its launch. Amounts adjusted for tax effects in 2008 are excluded from equity in all years including and subsequent to 2008.