Consolidated Balance Sheet

(¥Million)

Fiscal Year	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<Assets>																										
Current Assets																										
Cash & Deposits	12,378	12,449	11,880	12,260	15,446	11,416	11,039	10,255	10,013	10,039	5,077	3,816	3,352	4,233	3,203	3,288	2,299	3,030	3,965	3,306	5,961	5,221	3,474	6,635	5,441	5,886
Trade Notes & Accounts Receivable	11,748	10,599	10,206	9,308	10,145	11,341	11,610	11,634	10,397	11,250	11,732	10,116	8,445	8,299	9,837	11,302	13,432	13,124	10,174	12,463	17,113	18,650	17,542	20,133	19,855	18,993
Marketable Securities	2,018	1,942	1,686	1,714	2,314	2,098	2,287	2,239	2,070	2,128	99	–	–	517	53	–	111	–	–	–	–	–	–	–	–	–
Inventories	2,630	2,715	2,626	2,719	2,362	2,024	2,277	2,247	2,045	2,816	2,802	3,248	2,596	2,772	2,894	3,826	4,220	5,966	5,264	5,094	10,433	9,988	9,256	11,079	14,156	12,198
Deferred tax assets-current	–	–	–	–	–	–	–	–	–	192	92	162	161	243	205	215	205	607	633	772	410	356	367	386	492	374
Others	574	498	385	540	251	274	187	514	387	616	440	608	558	452	565	704	438	620	428	497	2,447	1,883	2,498	3,039	3,066	1,562
Less : Allowance for Doubtful Accounts	▲ 116	▲ 87	▲ 83	▲ 74	▲ 81	▲ 91	▲ 90	▲ 460	▲ 65	▲ 68	▲ 48	▲ 65	▲ 43	▲ 21	▲ 39	▲ 34	▲ 45	▲ 38	▲ 33	▲ 49	▲ 38	▲ 125	▲ 122	▲ 106	▲ 222	▲ 80
Total Current Assets	29,233	28,117	26,701	26,469	30,438	27,064	27,311	26,430	24,849	26,975	20,196	17,886	15,070	16,497	16,720	19,302	20,662	23,311	20,432	22,084	36,328	35,975	33,015	41,167	42,790	38,934
Fixed Assets																										
Tangible Fixed Assets	16,897	17,295	18,459	21,077	20,487	20,056	19,956	20,007	19,539	20,963	22,351	21,688	21,274	20,518	21,074	17,191	17,431	17,850	16,982	17,250	21,231	21,547	22,498	23,047	23,633	23,189
Intangible Fixed Assets	29	53	93	82	78	74	130	139	125	133	115	116	117	107	124	293	254	222	923	801	1,137	967	882	943	1,033	1,179
Consolidation Adjust Account	–	–	–	–	–	–	–	–	–	1	1	6	4	2	6	–	–	–	–	–	–	–	–	–	–	–
Investments & Others	6,327	7,173	6,976	6,161	6,649	6,906	6,505	6,483	6,133	5,637	7,735	7,358	6,435	9,732	8,170	9,124	7,818	6,040	5,014	5,364	4,996	4,571	4,686	4,990	7,617	7,208
Deferred tax assets-non current	–	–	–	–	–	–	–	–	–	403	1,088	1,265	1,779	468	462	132	79	1,364	1,490	452	301	382	286	336	203	266
Less : Allowance for Doubtful Accounts	▲ 37	▲ 59	▲ 186	▲ 336	▲ 394	▲ 405	▲ 364	▲ 27	▲ 21	▲ 21	▲ 82	▲ 85	▲ 95	▲ 55	▲ 57	▲ 58	▲ 58	▲ 93	▲ 26	▲ 13	▲ 13	▲ 14	▲ 14	▲ 14	▲ 22	▲ 7
Total Fixed Assets	23,217	24,463	25,344	26,985	26,823	26,634	26,228	26,602	25,775	27,118	31,210	30,350	29,515	30,773	30,882	26,684	25,525	25,384	24,385	23,855	27,654	27,453	28,339	29,303	32,465	31,837
Deferred Assets	55	71	35	–	89	44																				
Consolidation Adjust Account	258	193	528	364	203	102	2	1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Foreign Currency Translation Adjustments	97	–	–	28	44	58	324	293	566	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Assets	52,863	52,845	52,609	53,849	57,599	53,905	53,866	53,327	51,191	54,727	51,406	48,237	44,586	47,271	47,603	45,986	46,188	48,696	44,818	45,939	63,983	63,428	61,355	70,471	75,255	70,772
<Liabilities & Shareholders' Equity>																										
Current Liabilities																										
Trade Notes & Accounts Payable	7,910	7,627	6,822	5,657	6,005	6,362	6,730	6,536	5,110	4,979	4,768	3,644	3,691	4,050	4,846	5,694	6,154	6,913	4,615	4,486	8,787	7,412	6,854	9,914	9,971	7,879
Short-Term Dept	7,379	6,371	5,908	6,405	6,804	7,946	8,486	9,275	9,330	11,056	10,620	10,685	7,843	7,334	7,139	8,661	5,650	7,140	7,455	7,213	17,869	10,716	10,399	14,511	10,173	10,527
Current portion of bonds with subscription rights to shares	4,420	–	–	–	4,405	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Convertible Bond Due within One Year	–	–	–	–	–	–	–	–	–	–	3,769	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Lease Obligations	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	36	37	36	50	63	67	85	82
Accrued Income Taxes	543	73	358	285	460	505	574	585	40	736	49	41	324	679	296	376	551	112	91	101	411	656	648	483	440	282
Deferred tax liabilities-current	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	48	2	53	88	130	–
Allowance for Directors' Bonuses	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	26	30	–	29	66	60	–	8	–	49
Others	1,846	1,297	2,058	2,769	1,210	1,385	906	1,155	1,438	2,040	2,289	1,508	1,516	1,339	1,712	2,099	1,887	2,186	1,402	1,786	3,430	3,811	3,766	3,656	3,921	3,562
Total Current Liabilities	22,103	15,372	15,150	15,121	18,887	16,202	17,149	18,008	15,919	18,811	21,497	15,880	13,376	13,404	13,995	16,831	14,270	16,382	13,601	13,655	30,650	22,710	21,784	28,729	24,723	22,382
Long-Term Liabilities																										
BondsWithSubscriptionRightsToSharesNCL	–	4,405	4,405	4,405	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Convertible Bond	–	–	–	–	5,000	5,000	5,000	4,300	4,003	3,769	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Long-Term Debt over One Year	1,327	2,106	2,639	3,110	2,965	2,056	1,760	953	1,113	1,192	1,091	4,769	4,107	3,491	3,027	132	1,945	1,525	1,393	1,143	555	7,482	6,014	5,364	12,440	11,743
Lease Obligations	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	317	328	612	581	651	938	1,267	1,171
Deposits on Contract	4,708	4,706	4,624	4,582	4,564	4,546	3,401	2,900	2,719	2,561	2,299	2,097	1,928	1,818	1,739	1,672	1,520	1,371	1,233	1,170	1,128	1,065	934	848	802	752
Deferred tax liabilities-non current	–	–	–	–	–	–	–	–	–	–	–	20	1	–	–	361	60	3	19	53	229	434	530	646	567	1,105
Allowance for Employee Retirement Benefits	–	–	–	–	–	–	–	–	–	–	92	89	135	312	165	283	366	429	539	665	772	886	868	–	–	–
Allowance for Director and Corporate Auditor Retirement Benefits	–	–	–	–	–	–	–	286	586	612	644	672	638	664	672	711	737	292	336	370	418	435	463	493	389	398
Asset retirement obligations	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	444	45	46	46	47	47
Net Defined Benefit Liability	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1,668	1,705	1,604
Consolidation Adjust Account	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	0	–	–	–	–	–	–	–	–	–	–
Negative Goodwill	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	–	–	–	–	–	–	–
Others	104	28	–	34	–	–	47	117	34	47	–	–	–	–	–	4	–	118	197	234	258	205	237	268	232	204
Total Long-Term Liabilities	6,140	11,246	11,669	12,132	12,530	11,603	10,208	8,557	8,458	8,183	4,127	7,649	6,811	6,287	5,605	3,166	4,632	3,739	4,037	3,967	4,019	11,136	9,747	10,275	17,453	17,027
Total Liabilities	28,244	26,621	26,821	27,253	31,418	27,805	27,358	26,566	24,377	26,995	25,624	23,529	20,188	19,691	19,601	19,997	18,902	20,122	17,638	17,622	34,669	33,847	31,532	39,005	42,176	39,410
Minority Shareholders' Interests	55	24	8	10	7	–	–	–	43	686	702	664	638	675	526	555	–	–	–	–	–	–	–	–	–	–
Foreign Currency Translation Adjustment	–	116	18	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<Shareholders' Equity>																										
Common stock	8,530	9,278	9,278	10,012	10,012	10,012	10,012	10,012	10,012	10,012	10,012	10,012	10,012	10,012	10,012	10,012	–	–	–	–	–	–	–	–	–	–
Capital surplus	8,263	9,009	9,009	9,744	9,744	9,744	9,744	9,744	9,744	9,744	9,744	9,744	9,744	9,744	9,744	9,744	–	–	–	–	–	–	–	–	–	–
Legal Reserve	242	266	289	312	336	359	381	410	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Retained Earnings	7,528	7,531	7,185	6,516	6,080	5,983	6,371	6,593	7,013	7,288	7,236	6,266	5,513	6,440	7,412	4,721	–	–	–	–	–	–	–	–	–	–
Unrealized holding gain (loss) on securities	–	–	–	–	–	–	–	–	–	–	▲ 1,349	▲ 1,494	▲ 1,136	1,179	826	1,478	–	–	–	–	–	–	–	–	–	–
Foreign Currency Translation Adjustment	–	–	–	–	–	–	–	–	–	–	▲ 564	▲ 485	▲ 346	▲ 441	▲ 483	▲ 480	–	–	–	–	–	–	–	–	–	–
Treasury Stock	▲0	▲ 1	▲0	▲ 1	▲0	▲0	▲ 1	▲0	▲0	▲0	▲0	▲0	▲ 27	▲ 30	▲ 37	▲ 44	–	–	–	–	–	–	–	–	–	–
Total Shareholders' Equity	24,563	26,084	25,762	26,585	26,173	26,100	26,508	26,760	26,771	27,045	25,079	24,042	23,759	26,905	27,475	25,433	–	–	–	–	–	–	–	–	–	–
Total Liabilities & Minority Shareholders' Interests & Shareholders' Equity	52,863	52,845	52,609	53,849	57,599	53,905	53,866	53,327	51,191	54,727	51,406	48,237	44,586	47,271	47,603	45,986	–	–	–	–	–	–	–	–	–	–
<Net Assets>																										
Common stock	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	10,012	10,012	10,012	10,012	10,012	10,012	10,012	10,012	10,012	10,012
Capital surplus	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	9,744	9,744	9,744	9,744	9,744	9,744	9,744	9,744	9,744	9,744
Retained Earnings	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	6,273	8,490	7,601	8,241	9,267	9,889	9,742	9,659	8,474	9,334
Treasury Stock	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	▲ 51	▲ 56	▲ 58	▲ 60	▲ 61	▲ 61	▲ 61	▲ 62	▲ 62	▲ 62
Total Shareholders' Equity	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	27,938	28,962	29,585	29,437	29,354	28,169	29,029
Accumulated Other Comprehensive Income																										
Unrealized holding gain (loss) on securities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1,119	▲ 16	▲ 385	78	182	220	509	901	1,497	1,002
Gain and Loss on Deferred Hedges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	▲ 0	▲ 4	0	0	–	–	–	–	–	–
Foreign Currency Translation Adjustment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	▲ 441	▲ 519	▲ 644	▲ 729	▲ 1,165	▲ 1,560	▲ 1,437	▲ 5	2,034	▲ 319
Remeasurements Of Defined Benefit Plans Net Of Tax OCI	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	▲ 536	▲ 642	▲ 477
Total Accumulated Other Comprehensive Income	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	▲ 650	▲ 983	▲ 1,339	▲ 927	359	2,889	205
Minority Shareholders' Interests	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	628	920	908	1,028	1,334	1,336	1,312	1,751	2,019	2,127
Total Net Assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	27,285	28,573	27,179	28,316	29,313	29,581	29,822	31,465	33,079	31,362
Total Liabilities & Net Assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	46,188	48,696	44,818	45,939	63,983	63,428	61,355	70,471	75,255	70,772