

## Non-Consolidated Balance Sheet

个别资产负债表

(¥Million/百万円)

| Fiscal Year  | 年度               | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          | 2025          |
|--|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>&lt;Assets&gt;</b>  |                  |               |               |               |               |               |               |               |               |               |               |
| <b>Current Assets</b>  |                  |               |               |               |               |               |               |               |               |               |               |
| Cash & Deposits  | 货币资金             | 596           | 13            | 158           | 12            | 26            | 1,788         | 32            | 9             | 82            | 48            |
| Trade Notes & Accounts Receivable                                | 应收票据·应收帐款        | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Marketable Securities  | 有价证券             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Inventories  | 存货               | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Deferred tax assets-current                                      | 递延所得税资产(流动)      | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Others   | 其他流动资产           | 3,300         | 3,267         | 3,609         | 4,698         | 4,591         | 4,476         | 7,625         | 15,057        | 10,826        | 9,477         |
| Less : Allowance for Doubtful Accounts                           | 坏帐准备             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>Total Current Assets</b>                                      | <b>流动资产合计</b>    | <b>3,897</b>  | <b>3,280</b>  | <b>3,768</b>  | <b>4,710</b>  | <b>4,617</b>  | <b>6,264</b>  | <b>7,657</b>  | <b>15,066</b> | <b>10,908</b> | <b>9,526</b>  |
| <b>Fixed Assets</b>  |                  |               |               |               |               |               |               |               |               |               |               |
| Tangible Fixed Assets  | 固定资产             | 6,301         | 5,999         | 5,806         | 5,653         | 5,466         | 5,339         | 5,242         | 5,147         | 5,068         | 5,024         |
| Intangible Fixed Assets  | 无形资产             | 542           | 474           | 370           | 310           | 179           | 369           | 4,897         | 4,681         | 4,405         | 4,159         |
| Investments & Others Assets                                      | 投资等              | 25,872        | 26,354        | 24,659        | 24,583        | 23,925        | 24,420        | 23,846        | 24,485        | 28,626        | 28,097        |
| Deferred tax assets-non current                                  | 长期股权投资等          | -             | -             | -             | -             | 96            | 55            | 218           | -             | -             | -             |
| Less : Allowance for Doubtful Accounts                           | 坏帐准备             | ▲ 1           | ▲ 1           | ▲ 0           | ▲ 0           | ▲ 0           | ▲ 0           | ▲ 1           | -             | -             | -             |
| Less : Allowance for Loss on Investments                         | 投资评估准备金          | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>Total Fixed Assets</b>  | <b>非流动资产合计</b>   | <b>32,715</b> | <b>32,827</b> | <b>30,835</b> | <b>30,546</b> | <b>29,667</b> | <b>30,186</b> | <b>34,203</b> | <b>34,314</b> | <b>38,099</b> | <b>37,282</b> |
| Deferred Assets  | 递延资产             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>Total Assets</b>  | <b>资产合计</b>      | <b>36,612</b> | <b>36,108</b> | <b>34,603</b> | <b>35,257</b> | <b>34,285</b> | <b>36,450</b> | <b>41,861</b> | <b>49,381</b> | <b>49,008</b> | <b>46,808</b> |
| <b>&lt;Liabilities&gt;</b>                                       |                  |               |               |               |               |               |               |               |               |               |               |
| <b>Current Liabilities</b>                                       |                  |               |               |               |               |               |               |               |               |               |               |
| Trade Notes & Accounts Payable                                   | 应付票据·应付帐款        | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Short-Term Debt  | 短期借款             | 6,021         | 6,200         | 5,720         | 7,700         | 6,380         | 4,708         | 12,216        | 19,287        | 18,269        | 13,569        |
| Current portion of bonds with subscription rights to shares      | 一年内偿还带认股权债券      | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Convertible Bond Due within One Year                             | 半年内满期可转换公司债      | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Lease Obligations  | 租赁债务             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Accrued Income Taxes   | 应交税费             | 17            | 25            | 45            | 17            | 54            | 4             | 18            | 24            | 17            | 24            |
| Allowance for Directors' Bonuses                                 | 董事奖金准备金          | 76            | 71            | 87            | 81            | 17            | 96            | 96            | -             | 95            | 80            |
| Others   | 其他流动负债           | 42            | 79            | 30            | 56            | 234           | 163           | 1,241         | 184           | 159           | 75            |
| <b>Total Current Liabilities</b>                                 | <b>流动负债合计</b>    | <b>6,158</b>  | <b>6,377</b>  | <b>5,883</b>  | <b>7,856</b>  | <b>6,686</b>  | <b>4,973</b>  | <b>13,573</b> | <b>19,498</b> | <b>18,544</b> | <b>13,749</b> |
| <b>Long-Term Liabilities</b>                                     |                  |               |               |               |               |               |               |               |               |               |               |
| Bonds With Subscription Rights to Shares NCL                     | 带认股权债券           | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Convertible Bond   | 可转换债券            | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Long-Term Debt over One Year                                     | 长期借款             | 3,325         | 1,225         | 1,525         | 1,200         | 1,200         | 6,200         | 5,000         | 6,200         | 6,200         | 8,700         |
| Lease Obligations  | 租赁债务             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Allowance for Employee Retirement Benefits                       | 退休准备金            | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Allowance for Operating Loss of Subsidiaries                     | 关联公司损失准备金        | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Allowance for Director and Corporate Auditor Retirement Benefits | 董事退职报酬准备金        | 382           | 402           | 444           | 483           | -             | -             | -             | -             | -             | -             |
| Deposits on Contract   | 存入保证金            | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Deferred tax liabilities-non current                             | 递延所得税负债(固定)      | -             | -             | -             | -             | -             | -             | -             | 226           | 83            | 92            |
| Asset retirement obligations                                     | 资产报废债务           | 48            | 48            | 48            | 48            | 48            | 39            | 39            | 39            | 39            | 39            |
| Others   | 其他非流动负债          | 241           | 337           | 192           | 112           | 490           | 488           | 486           | 477           | 477           | 406           |
| <b>Total Long-Term Liabilities</b>                               | <b>非流动负债合计</b>   | <b>3,997</b>  | <b>2,013</b>  | <b>2,211</b>  | <b>1,844</b>  | <b>1,739</b>  | <b>6,727</b>  | <b>5,526</b>  | <b>6,943</b>  | <b>6,799</b>  | <b>9,238</b>  |
| <b>Total Liabilities</b>   | <b>负债合计</b>      | <b>10,156</b> | <b>8,390</b>  | <b>8,094</b>  | <b>9,701</b>  | <b>8,426</b>  | <b>11,701</b> | <b>19,099</b> | <b>26,442</b> | <b>25,344</b> | <b>22,987</b> |
| <b>&lt;Shareholders' Equity&gt;</b>                              |                  |               |               |               |               |               |               |               |               |               |               |
| <b>Common stock</b>  |                  |               |               |               |               |               |               |               |               |               |               |
| Capital surplus  | 资本公积             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Legal Reserve  | 盈余公积             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Retained Earnings  | 未分配利润            | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Unrealized holding gain (loss) on securities                     | 其他有价证券估值评差额      | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Treasury Stock   | 库存股              | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>Total Shareholders' Equity</b>                                | <b>股东权益合计</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      |
| <b>Total Liabilities &amp; Shareholders' Equity</b>              | <b>负债及股东权益总计</b> | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      |
| <b>&lt;Net Assets&gt;</b>  |                  |               |               |               |               |               |               |               |               |               |               |
| <b>Common stock</b>  |                  |               |               |               |               |               |               |               |               |               |               |
| Capital surplus  | 资本公积             | 9,744         | 9,776         | 9,776         | 9,776         | 9,774         | 9,769         | 9,758         | 9,752         | 9,748         | 9,748         |
| Retained Earnings  | 盈余公积             | 5,028         | 6,292         | 5,917         | 5,935         | 6,724         | 5,687         | 4,742         | 4,413         | 5,542         | 5,479         |
| Treasury Stock   | 库存股              | ▲ 62          | ▲ 26          | ▲ 422         | ▲ 1,028       | ▲ 998         | ▲ 964         | ▲ 1,793       | ▲ 1,760       | ▲ 1,727       | ▲ 1,690       |
| Unrealized holding gain (loss) on securities                     | 其他有价证券估值评差额      | 1,732         | 1,661         | 1,223         | 858           | 345           | 187           | 42            | 520           | 86            | 270           |
| Gain and Loss on Deferred Hedges                                 | 递延套期保值损益         | -             | -             | -             | -             | -             | 56            | -             | -             | -             | -             |
| <b>Total Net Assets</b>  | <b>净资产合计</b>     | <b>26,455</b> | <b>27,717</b> | <b>26,508</b> | <b>25,555</b> | <b>25,859</b> | <b>24,749</b> | <b>22,762</b> | <b>22,938</b> | <b>23,664</b> | <b>23,820</b> |
| <b>Total Liabilities &amp; Net Assets</b>                        | <b>负债及纯资产总计</b>  | <b>36,612</b> | <b>36,108</b> | <b>34,603</b> | <b>35,257</b> | <b>34,285</b> | <b>36,450</b> | <b>41,861</b> | <b>49,381</b> | <b>49,008</b> | <b>46,808</b> |