

## Consolidated Balance Sheet

(¥Million)

Fiscal Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>&lt;Assets&gt;</b>										
<b>Current Assets</b>										
Cash & Deposits	5,441	5,886	4,113	3,711	3,352	4,006	3,478	5,366	6,300	6,851
Trade Notes & Accounts Receivable	19,855	18,993	17,931	20,254	21,524	17,574	17,463	20,147	22,313	21,846
Marketable Securities	-	-	-	-	-	-	-	635	1,264	-
Inventories	14,156	12,198	10,969	11,541	11,557	12,937	12,046	15,378	18,927	23,173
Deferred tax assets-current	-	-	-	-	-	-	-	-	-	-
Others	3,066	1,562	1,876	2,130	1,818	2,054	2,017	2,186	2,353	1,860
Less : Allowance for Doubtful Accounts	▲ 222	▲ 80	▲ 108	▲ 121	▲ 101	▲ 91	▲ 75	▲ 105	▲ 103	▲ 143
<b>Total Current Assets</b>	<b>42,298</b>	<b>38,560</b>	<b>34,782</b>	<b>37,515</b>	<b>38,151</b>	<b>36,482</b>	<b>35,567</b>	<b>44,237</b>	<b>49,791</b>	<b>53,588</b>
<b>Fixed Assets</b>										
Tangible Fixed Assets	23,633	23,189	22,811	22,068	22,037	23,115	22,450	23,401	27,118	28,498
Intangible Fixed Assets	1,033	1,179	931	942	788	739	558	712	5,227	4,985
Consolidation Adjust Account	-	-	-	-	-	-	-	-	-	-
Investments & Others	7,616	7,208	8,046	8,651	10,482	9,732	9,573	9,596	9,656	10,692
Deferred tax assets-non current	559	629	566	463	1,414	1,328	1,243	968	658	616
Assets for retirement benefits	-	-	-	-	-	-	-	-	-	213
Less : Allowance for Doubtful Accounts	▲ 22	▲ 7	▲ 3	▲ 3	▲ 2	▲ 2	▲ 2	▲ 12	▲ 13	▲ 11
<b>Total Fixed Assets</b>	<b>32,820</b>	<b>32,200</b>	<b>32,352</b>	<b>32,122</b>	<b>34,718</b>	<b>34,912</b>	<b>33,822</b>	<b>34,667</b>	<b>42,647</b>	<b>44,995</b>
Deferred Assets	-	-	-	-	-	-	-	-	-	-
Consolidation Adjust Account	-	-	-	-	-	-	-	-	-	-
Foreign Currency Translation Adjustments	-	-	-	-	-	-	-	-	-	-
<b>Total Assets</b>	<b>75,118</b>	<b>70,761</b>	<b>67,134</b>	<b>69,637</b>	<b>72,870</b>	<b>71,395</b>	<b>69,390</b>	<b>78,905</b>	<b>92,439</b>	<b>98,583</b>
<b>&lt;Liabilities &amp; Shareholders' Equity&gt;</b>										
<b>Current Liabilities</b>										
Trade Notes & Accounts Payable	9,971	7,879	8,348	8,833	9,019	8,863	8,081	10,585	10,292	10,725
Short-Term Debt	10,173	10,527	5,392	13,527	15,037	13,712	9,060	8,037	25,449	31,247
Current portion of bonds with subscription rights to shares	-	-	-	-	-	-	-	-	-	-
Convertible Bond Due within One Year	-	-	-	-	-	-	-	-	-	-
Lease Obligations	85	82	83	74	73	72	71	46	412	401
Accrued Income Taxes	440	282	463	428	674	494	309	375	255	340
Deferred tax liabilities-current	-	-	-	-	-	-	-	-	-	-
Allowance for Directors' Bonuses	-	49	76	71	87	81	17	96	96	-
Others	3,921	3,562	3,191	3,301	3,636	3,344	3,362	4,007	5,151	4,973
<b>Total Current Liabilities</b>	<b>24,593</b>	<b>22,382</b>	<b>17,555</b>	<b>26,236</b>	<b>28,528</b>	<b>26,567</b>	<b>20,902</b>	<b>23,149</b>	<b>41,656</b>	<b>47,690</b>
<b>Long-Term Liabilities</b>										
Bonds With Subscription Rights To Shares NCL	-	-	-	-	-	-	-	-	-	-
Convertible Bond	-	-	-	-	-	-	-	-	-	-
Long-Term Debt over One Year	12,440	11,743	10,484	2,357	2,393	3,251	7,727	12,661	6,185	6,200
Lease Obligations	1,267	1,171	1,099	1,039	952	870	819	758	1,620	1,521
Deposits on Contract	802	752	741	736	684	582	555	528	500	489
Deferred tax liabilities-non current	561	1,094	1,721	1,464	844	625	809	859	1,020	1,141
Allowance for Employee Retirement Benefits	-	-	-	-	-	-	-	-	-	-
Allowance for Director and Corporate Auditor Retirement Benefits	389	398	404	404	447	487	4	4	14	16
Asset retirement obligations	47	47	48	48	48	48	48	39	39	39
Liability for retirement benefits	1,705	1,604	1,028	1,004	954	996	392	242	89	119
Consolidation Adjust Account	-	-	-	-	-	-	-	-	-	-
Negative Goodwill	-	-	-	-	-	-	-	-	-	-
Others	232	204	238	247	206	219	688	556	491	484
<b>Total Long-Term Liabilities</b>	<b>17,446</b>	<b>17,016</b>	<b>15,766</b>	<b>7,302</b>	<b>6,530</b>	<b>7,081</b>	<b>11,045</b>	<b>15,650</b>	<b>9,961</b>	<b>10,012</b>
<b>Total Liabilities</b>	<b>42,039</b>	<b>39,399</b>	<b>33,321</b>	<b>33,539</b>	<b>35,059</b>	<b>33,649</b>	<b>31,948</b>	<b>38,800</b>	<b>51,618</b>	<b>57,702</b>
Minority Shareholders' Interests	-	-	-	-	-	-	-	-	-	-
Foreign Currency Translation Adjustment	-	-	-	-	-	-	-	-	-	-
<b>&lt;Shareholders' Equity&gt;</b>										
Common stock	-	-	-	-	-	-	-	-	-	-
Capital surplus	-	-	-	-	-	-	-	-	-	-
Legal Reserve	-	-	-	-	-	-	-	-	-	-
Retained Earnings	-	-	-	-	-	-	-	-	-	-
Unrealized holding gain (loss) on securities	-	-	-	-	-	-	-	-	-	-
Foreign Currency Translation Adjustment	-	-	-	-	-	-	-	-	-	-
Treasury Stock	-	-	-	-	-	-	-	-	-	-
<b>Total Shareholders' Equity</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; Minority Shareholders' Interests &amp; Shareholders' Equity</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>										
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	9,743	9,767	9,767	9,767	9,765	9,759	9,748	9,743
Retained Earnings	8,474	9,334	11,366	13,573	16,949	18,200	18,337	19,128	19,015	16,836
Treasury Stock	▲ 62	▲ 62	▲ 62	▲ 26	▲ 422	▲ 1,028	▲ 998	▲ 964	▲ 1,793	▲ 1,760
<b>Total Shareholders' Equity</b>	<b>28,169</b>	<b>29,029</b>	<b>31,060</b>	<b>33,327</b>	<b>36,308</b>	<b>36,953</b>	<b>37,117</b>	<b>37,936</b>	<b>36,963</b>	<b>34,832</b>
Accumulated Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Unrealized holding gain (loss) on securities	1,497	1,002	1,735	1,679	1,234	871	355	191	51	546
Gain and Loss on Deferred Hedges	-	-	-	-	-	-	-	56	-	-
Foreign Currency Translation Adjustment	2,034	▲ 319	▲ 971	▲ 1,109	▲ 2,019	▲ 2,439	▲ 2,720	▲ 1,287	150	1,892
Remeasurements Of Defined Benefit Plans Net Of Tax OCI	▲ 642	▲ 477	▲ 175	▲ 173	▲ 166	▲ 250	▲ 186	▲ 156	▲ 83	▲ 54
<b>Total Accumulated Other Comprehensive Income</b>	<b>2,889</b>	<b>205</b>	<b>587</b>	<b>395</b>	<b>▲ 951</b>	<b>▲ 1,818</b>	<b>▲ 2,551</b>	<b>▲ 1,195</b>	<b>118</b>	<b>2,385</b>
Minority Shareholders' Interests	2,019	2,127	2,164	2,374	2,454	2,610	2,875	3,363	3,717	3,663
<b>Total Net Assets</b>	<b>33,079</b>	<b>31,362</b>	<b>33,813</b>	<b>36,097</b>	<b>37,811</b>	<b>37,745</b>	<b>37,441</b>	<b>40,104</b>	<b>40,820</b>	<b>40,881</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>75,118</b>	<b>70,761</b>	<b>67,134</b>	<b>69,637</b>	<b>72,870</b>	<b>71,395</b>	<b>69,390</b>	<b>78,905</b>	<b>92,439</b>	<b>98,583</b>