

Consolidated Balance Sheet

(¥Million)

Fiscal Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<Assets>										
Current Assets										
Cash & Deposits	4,113	3,711	3,352	4,006	3,478	5,366	6,300	6,851	4,746	6,264
Trade Notes & Accounts Receivable	17,931	20,254	21,524	17,574	17,463	20,147	22,313	21,846	20,812	20,668
Marketable Securities	-	-	-	-	635	1,264	-	-	-	-
Inventories	10,969	11,541	11,557	12,937	12,046	15,378	18,927	23,173	24,449	24,051
Deferred tax assets-current	-	-	-	-	-	-	-	-	-	-
Others	1,876	2,130	1,818	2,054	2,017	2,186	2,353	1,860	2,249	2,491
Less : Allowance for Doubtful Accounts	▲ 108	▲ 121	▲ 101	▲ 91	▲ 75	▲ 105	▲ 103	▲ 143	▲ 116	▲ 105
Total Current Assets	34,782	37,515	38,151	36,482	35,567	44,237	49,791	53,588	52,143	53,371
Fixed Assets										
Tangible Fixed Assets	22,811	22,068	22,037	23,115	22,450	23,401	27,118	28,498	32,383	33,783
Intangible Fixed Assets	931	942	788	739	558	712	5,227	4,985	4,690	4,389
Consolidation Adjust Account	-	-	-	-	-	-	-	-	-	-
Investments & Others	8,046	8,651	10,482	9,732	9,573	9,596	9,656	10,692	10,028	10,238
Deferred tax assets-non current	566	463	1,414	1,328	1,243	968	658	616	503	259
Assets for retirement benefits	-	-	-	-	-	-	-	213	297	845
Less : Allowance for Doubtful Accounts	▲ 3	▲ 3	▲ 2	▲ 2	▲ 2	▲ 12	▲ 13	▲ 11	▲ 1	▲ 1
Total Fixed Assets	32,352	32,122	34,718	34,912	33,822	34,667	42,647	44,995	47,901	49,515
Deferred Assets	-	-	-	-	-	-	-	-	-	-
Consolidation Adjust Account	-	-	-	-	-	-	-	-	-	-
Foreign Currency Translation Adjustments	-	-	-	-	-	-	-	-	-	-
Total Assets	67,134	69,637	72,870	71,395	69,390	78,905	92,439	98,583	100,044	102,886
<Liabilities & Shareholders' Equity>										
Current Liabilities										
Trade Notes & Accounts Payable	8,348	8,833	9,019	8,863	8,081	10,585	10,292	10,725	10,980	9,326
Short-Term Debt	5,392	13,527	15,037	13,712	9,060	8,037	25,449	31,247	28,466	21,888
Current portion of bonds with subscription rights to shares	-	-	-	-	-	-	-	-	-	-
Convertible Bond Due within One Year	-	-	-	-	-	-	-	-	-	-
Lease Obligations	83	74	73	72	71	46	412	401	360	417
Accrued Income Taxes	463	428	674	494	309	375	255	340	197	433
Deferred tax liabilities-current	-	-	-	-	-	-	-	-	-	-
Allowance for Directors' Bonuses	76	71	87	81	17	96	96	-	96	82
Others	3,191	3,301	3,636	3,344	3,362	4,007	5,151	4,973	5,776	8,813
Total Current Liabilities	17,555	26,236	28,528	26,567	20,902	23,149	41,656	47,690	45,878	40,960
Long-Term Liabilities										
Bonds With Subscription Rights To Shares NCL	-	-	-	-	-	-	-	-	-	-
Convertible Bond	-	-	-	-	-	-	-	-	-	-
Long-Term Debt over One Year	10,484	2,357	2,393	3,251	7,727	12,661	6,185	6,200	11,743	15,887
Lease Obligations	1,099	1,039	952	870	819	758	1,620	1,521	1,993	2,234
Deposits on Contract	741	736	684	582	555	528	500	489	480	441
Deferred tax liabilities-non current	1,721	1,464	844	625	809	859	1,020	1,141	1,273	1,307
Allowance for Employee Retirement Benefits	-	-	-	-	-	-	-	-	-	-
Allowance for Director and Corporate Auditor Retirement Benefits	404	404	447	487	4	4	14	16	18	21
Asset retirement obligations	48	48	48	48	48	39	39	39	53	53
Liability for retirement benefits	1,028	1,004	954	996	392	242	89	119	98	11
Consolidation Adjust Account	-	-	-	-	-	-	-	-	-	-
Negative Goodwill	-	-	-	-	-	-	-	-	-	-
Others	238	247	206	219	688	556	491	484	492	462
Total Long-Term Liabilities	15,766	7,302	6,530	7,081	11,045	15,650	9,961	10,012	16,154	20,419
Total Liabilities	33,321	33,539	35,059	33,649	31,948	38,800	51,618	57,702	62,033	61,380
Minority Shareholders' Interests	-	-	-	-	-	-	-	-	-	-
Foreign Currency Translation Adjustment	-	-	-	-	-	-	-	-	-	-
<Shareholders' Equity>										
Common stock	-	-	-	-	-	-	-	-	-	-
Capital surplus	-	-	-	-	-	-	-	-	-	-
Legal Reserve	-	-	-	-	-	-	-	-	-	-
Retained Earnings	-	-	-	-	-	-	-	-	-	-
Unrealized holding gain (loss) on securities	-	-	-	-	-	-	-	-	-	-
Foreign Currency Translation Adjustment	-	-	-	-	-	-	-	-	-	-
Treasury Stock	-	-	-	-	-	-	-	-	-	-
Total Shareholders' Equity	-	-	-	-	-	-	-	-	-	-
Total Liabilities & Minority Shareholders' Interests & Shareholders' Equity	-	-	-	-	-	-	-	-	-	-
<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	9,743	9,767	9,767	9,767	9,765	9,759	9,748	9,743	8,608	8,608
Retained Earnings	11,366	13,573	16,949	18,200	18,337	19,128	19,015	16,836	16,561	17,887
Treasury Stock	▲ 62	▲ 26	▲ 422	▲ 1,028	▲ 998	▲ 964	▲ 1,793	▲ 1,760	▲ 1,727	▲ 1,690
Total Shareholders' Equity	31,060	33,327	36,300	36,953	37,117	37,936	36,983	34,832	33,456	34,818
Accumulated Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Unrealized holding gain (loss) on securities	1,735	1,679	1,234	871	355	191	51	546	116	313
Gain and Loss on Deferred Hedges	-	-	-	-	-	56	-	-	-	-
Foreign Currency Translation Adjustment	▲ 971	▲ 1,109	▲ 2,019	▲ 2,439	▲ 2,720	▲ 1,287	150	1,892	3,871	5,484
Remeasurements Of Defined Benefit Plans Net Of Tax OCI	▲ 175	▲ 173	▲ 166	▲ 250	▲ 186	▲ 156	▲ 83	▲ 54	▲ 111	183
Total Accumulated Other Comprehensive Income	587	395	▲ 951	▲ 1,818	▲ 2,551	▲ 1,195	118	2,385	3,875	5,981
Minority Shareholders' Interests	2,164	2,374	2,454	2,610	2,875	3,363	3,717	3,663	677	706
Total Net Assets	33,813	36,097	37,811	37,745	37,441	40,104	40,820	40,881	38,010	41,506
Total Liabilities & Net Assets	67,134	69,637	72,870	71,395	69,390	78,905	92,439	98,583	100,044	102,886