

Consolidated Balance Sheet

(¥Million)

Fiscal Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<Assets>										
Current Assets										
Cash & Deposits	5,221	3,474	6,635	5,441	5,886	4,113	3,711	3,352	4,006	3,478
Trade Notes & Accounts Receivable	18,650	17,542	20,133	19,855	18,993	17,931	20,254	21,524	17,574	17,463
Marketable Securities	-	-	-	-	-	-	-	-	-	635
Inventories	9,988	9,256	11,079	14,156	12,198	10,969	11,541	11,557	12,937	12,046
Deferred tax assets-current	356	367	386	-	-	-	-	-	-	-
Others	1,883	2,498	3,039	3,066	1,562	1,876	2,130	1,818	2,054	2,017
Less : Allowance for Doubtful Accounts	▲ 125	▲ 122	▲ 106	▲ 222	▲ 80	▲ 108	▲ 121	▲ 101	▲ 91	▲ 75
Total Current Assets	35,975	33,015	41,167	42,298	38,560	34,782	37,515	38,151	36,482	35,567
Fixed Assets										
Tangible Fixed Assets	21,547	22,498	23,047	23,633	23,189	22,811	22,068	22,037	23,115	22,450
Intangible Fixed Assets	967	882	943	1,033	1,179	931	942	788	739	558
Consolidation Adjust Account	-	-	-	-	-	-	-	-	-	-
Investments & Others	4,571	4,686	4,990	7,616	7,208	8,046	8,651	10,482	9,732	9,573
Deferred tax assets-non current	382	286	336	559	629	566	463	1,414	1,328	1,243
Less : Allowance for Doubtful Accounts	▲ 14	▲ 14	▲ 14	▲ 22	▲ 7	▲ 3	▲ 3	▲ 2	▲ 2	▲ 2
Total Fixed Assets	27,453	28,339	29,303	32,820	32,200	32,352	32,122	34,718	34,912	33,822
Deferred Assets	-	-	-	-	-	-	-	-	-	-
Consolidation Adjust Account	-	-	-	-	-	-	-	-	-	-
Foreign Currency Translation Adjustments	-	-	-	-	-	-	-	-	-	-
Total Assets	63,428	61,355	70,471	75,118	70,761	67,134	69,637	72,870	71,395	69,390
<Liabilities & Shareholders' Equity>										
Current Liabilities										
Trade Notes & Accounts Payable	7,412	6,854	9,914	9,971	7,879	8,348	8,833	9,019	8,863	8,081
Short-Term Debt	10,716	10,399	14,511	10,173	10,527	5,392	13,527	15,037	13,712	9,060
Current portion of bonds with subscription rights to shares	-	-	-	-	-	-	-	-	-	-
Convertible Bond Due within One Year	-	-	-	-	-	-	-	-	-	-
Lease Obligations	50	63	67	85	82	83	74	73	72	71
Accrued Income Taxes	656	648	483	440	282	463	428	674	494	309
Deferred tax liabilities-current	2	53	88	-	-	-	-	-	-	-
Allowance for Directors' Bonuses	60	-	8	-	49	76	71	87	81	17
Others	3,811	3,766	3,656	3,921	3,562	3,191	3,301	3,636	3,344	3,362
Total Current Liabilities	22,710	21,784	28,729	24,593	22,382	17,555	26,236	28,528	26,567	20,902
Long-Term Liabilities										
Bonds With Subscription Rights To Shares NCL	-	-	-	-	-	-	-	-	-	-
Convertible Bond	-	-	-	-	-	-	-	-	-	-
Long-Term Debt over One Year	7,482	6,014	5,364	12,440	11,743	10,484	2,357	2,393	3,251	7,727
Lease Obligations	581	651	938	1,267	1,171	1,099	1,039	952	870	819
Deposits on Contract	1,065	934	848	802	752	741	736	684	582	555
Deferred tax liabilities-non current	434	530	646	561	1,094	1,721	1,464	844	625	809
Allowance for Employee Retirement Benefits	886	868	-	-	-	-	-	-	-	-
Allowance for Director and Corporate Auditor Retirement Benefits	435	463	493	389	398	404	404	447	487	4
Asset retirement obligations	45	46	46	47	47	48	48	48	48	48
Net Defined Benefit Liability	-	-	1,668	1,705	1,604	1,028	1,004	954	996	392
Consolidation Adjust Account	-	-	-	-	-	-	-	-	-	-
Negative Goodwill	-	-	-	-	-	-	-	-	-	-
Others	205	237	268	232	204	238	247	206	219	688
Total Long-Term Liabilities	11,136	9,747	10,275	17,446	17,016	15,766	7,302	6,530	7,081	11,045
Total Liabilities	33,847	31,532	39,005	42,039	39,399	33,321	33,539	35,059	33,649	31,948
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	9,744	9,744	9,744	9,744	9,744	9,743	9,767	9,767	9,767	9,765
Retained Earnings	9,889	9,742	9,659	8,474	9,334	11,366	13,573	16,949	18,200	18,337
Treasury Stock	▲ 61	▲ 61	▲ 62	▲ 62	▲ 62	▲ 62	▲ 26	▲ 422	▲ 1,028	▲ 998
Total Shareholders' Equity	29,585	29,437	29,354	28,169	29,029	31,060	33,327	36,308	36,953	37,117
Accumulated Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Unrealized holding gain (loss) on securities	220	509	901	1,497	1,002	1,735	1,679	1,234	871	355
Gain and Loss on Deferred Hedges	-	-	-	-	-	-	-	-	-	-
Foreign Currency Translation Adjustment	▲ 1,560	▲ 1,437	▲ 5	2,034	▲ 319	▲ 971	▲ 1,109	▲ 2,019	▲ 2,439	▲ 2,720
Remeasurements Of Defined Benefit Plans Net Of Tax OCI	-	-	▲ 536	▲ 642	▲ 477	▲ 175	▲ 173	▲ 166	▲ 250	▲ 186
Total Accumulated Other Comprehensive Income	▲ 1,339	▲ 927	359	2,889	205	587	395	▲ 951	▲ 1,818	▲ 2,551
Minority Shareholders' Interests	1,336	1,312	1,751	2,019	2,127	2,164	2,374	2,454	2,610	2,875
Total Net Assets	29,581	29,822	31,465	33,079	31,362	33,813	36,097	37,811	37,745	37,441
Total Liabilities & Net Assets	63,428	61,355	70,471	75,118	70,761	67,134	69,637	72,870	71,395	69,390