

# Consolidated Balance Sheet

March 31, 2014

| ASSETS   | Millions of Yen   |                  | Thousands of<br>U.S. Dollars<br>(Note 1) |
|--|-------------------|------------------|--|
|  | 2014              | 2013             | 2014                                     |
| <b>CURRENT ASSETS:</b>   |                   |                  |  |
| Cash and cash equivalents (Notes 2.d and 13)   | ¥ 220,148         | ¥ 213,619        | \$ 2,139,017                             |
| Notes and accounts receivable (Note 13):   |                   |                  |  |
| Trade  | 188,145           | 163,790          | 1,828,070                                |
| Installment (Note 3)   | 39,480            | 37,456           | 383,605                                  |
| Lease (Note 12)  | 35,329            | 22,377           | 343,265                                  |
| Allowance for doubtful accounts  | (1,591)           | (1,654)          | (15,461)                                 |
| Inventories (Note 4)   | 3,237             | 3,601            | 31,456                                   |
| Deferred tax assets (Note 11)  | 16,548            | 16,647           | 160,782                                  |
| Prepaid expenses and other current assets  | 26,063            | 30,572           | 253,241                                  |
| <b>Total current assets</b>  | <b>527,359</b>    | <b>486,408</b>   | <b>5,123,975</b>                         |
| <b>PROPERTY, PLANT AND EQUIPMENT—At cost:</b>  |                   |                  |  |
| Land   | 188,344           | 187,108          | 1,830,001                                |
| Buildings and structures   | 329,289           | 281,096          | 3,199,464                                |
| Vehicles   | 187,882           | 182,679          | 1,825,512                                |
| Leased assets (Note 12)  | 23,944            | 23,549           | 232,649                                  |
| Machinery and equipment  | 121,422           | 108,493          | 1,179,777                                |
| Construction in progress   | 7,895             | 35,892           | 76,708                                   |
| Others   | 11,662            | 9,432            | 113,309                                  |
| <b>Total</b>   | <b>870,438</b>    | <b>828,249</b>   | <b>8,457,420</b>                         |
| Accumulated depreciation   | (453,310)         | (445,092)        | (4,404,487)                              |
| <b>Net property, plant and equipment</b>   | <b>417,128</b>    | <b>383,157</b>   | <b>4,052,933</b>                         |
| <b>INVESTMENTS AND OTHER ASSETS:</b>   |                   |                  |  |
| Investment securities (Notes 5 and 13)   | 25,577            | 21,787           | 248,518                                  |
| Investments in and advances to unconsolidated subsidiaries and affiliates,<br>net of valuation allowance of ¥222 million in 2013 | 644               | 838              | 6,260                                    |
| Long-term loans  | 961               | 915              | 9,334                                    |
| Software   | 12,343            | 12,389           | 119,925                                  |
| Lease deposits   | 18,468            | 19,373           | 179,445                                  |
| Deferred tax assets (Note 11)  | 21,687            | 18,515           | 210,713                                  |
| Other assets (Note 8)  | 7,967             | 6,771            | 77,406                                   |
| <b>Total investments and other assets</b>  | <b>87,647</b>     | <b>80,588</b>    | <b>851,601</b>                           |
| <b>TOTAL</b>   | <b>¥1,032,134</b> | <b>¥ 950,153</b> | <b>\$10,028,509</b>                      |

See notes to consolidated financial statements.

| LIABILITIES AND EQUITY   | Millions of Yen   |                 | Thousands of<br>U.S. Dollars<br>(Note 1) |
|--|-------------------|-----------------|--|
|  | 2014              | 2013            | 2014                                     |
| <b>CURRENT LIABILITIES:</b>  |                   |                 |  |
| Short-term bank loans (Notes 7 and 13)   | ¥ 19,256          | ¥ 15,704        | \$ 187,092                               |
| Current portion of long-term debt (Notes 7, 13 and 14)   | 21,941            | 18,825          | 213,188                                  |
| Notes and accounts payable (Note 13):  |                   |                 |  |
| Trade  | 172,463           | 138,288         | 1,675,702                                |
| Other  | 21,942            | 15,283          | 213,193                                  |
| Income taxes payable   | 20,908            | 22,442          | 203,148                                  |
| Employees' savings deposits  | 4,723             | 4,453           | 45,888                                   |
| Accrued expenses   | 61,535            | 57,344          | 597,892                                  |
| Deferred profit on installment sales (Notes 3 and 13)  | 5,349             | 5,006           | 51,974                                   |
| Other current liabilities (Note 9)   | 19,243            | 22,195          | 186,972                                  |
| <b>Total current liabilities</b>   | <b>347,360</b>    | <b>299,540</b>  | <b>3,375,049</b>                         |
| <b>LONG-TERM LIABILITIES:</b>  |                   |                 |  |
| Long-term debt (Notes 7, 13 and 14)  | 66,646            | 59,252          | 647,552                                  |
| Long-term accounts payable   | 1,243             | 2,414           | 12,078                                   |
| Liability for employees' retirement benefits (Notes 2.j and 8)   | 47,224            | 38,178          | 458,843                                  |
| Deferred tax liabilities (Note 11)   | 1,808             | 459             | 17,568                                   |
| Other long-term liabilities (Note 9)   | 7,681             | 7,395           | 74,626                                   |
| <b>Total long-term liabilities</b>   | <b>124,602</b>    | <b>107,698</b>  | <b>1,210,667</b>                         |
| <b>COMMITMENTS LIABILITIES</b> (Note 12)   |                   |                 |  |
| <b>EQUITY</b> (Notes 10 and 18):   |                   |                 |  |
| Common stock—authorized, 1,787,541,000 shares in 2014 and 2013;<br>issued, 454,684,992 shares in 2014 and 461,345,492 shares in 2013 | 127,235           | 127,235         | 1,236,249                                |
| Capital surplus  | 100,863           | 111,291         | 980,019                                  |
| Retained earnings  | 371,965           | 347,358         | 3,614,120                                |
| Treasury stock—at cost, 35,742,057 shares in 2014 and<br>37,631,001 shares in 2013   | (56,079)          | (56,496)        | (544,884)                                |
| Accumulated other comprehensive income:  |                   |                 |  |
| Unrealized gain on available-for-sale securities   | 8,770             | 6,095           | 85,211                                   |
| Foreign currency translation adjustments   | 342               | (1,032)         | 3,328                                    |
| Remeasurements of defined employees' retirement benefit plans<br>(Notes 2.j and 8)   | (1,717)           |                 | (16,683)                                 |
| <b>Total</b>   | <b>551,379</b>    | <b>534,451</b>  | <b>5,357,360</b>                         |
| Minority interests   | 8,793             | 8,464           | 85,433                                   |
| <b>Total equity</b>  | <b>560,172</b>    | <b>542,915</b>  | <b>5,442,793</b>                         |
| <b>TOTAL</b>   | <b>¥1,032,134</b> | <b>¥950,153</b> | <b>\$10,028,509</b>                      |