

# Consolidated Balance Sheet

March 31, 2020

ASSETS	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2020	2019	2020
<b>CURRENT ASSETS:</b>			
Cash and cash equivalents (Notes 2.e and 14)	¥ 197,227	¥ 195,955	\$ 1,812,246
Notes and accounts receivable (Note 14):			
Trade	213,981	220,159	1,966,194
Installment (Note 4)	46,088	44,802	423,492
Lease (Note 13)	53,887	54,538	495,146
Allowance for doubtful accounts	(1,440)	(1,475)	(13,231)
Inventories (Note 5)	4,216	3,248	38,736
Prepaid expenses and other current assets	28,925	33,032	265,786
<b>Total current assets</b>	<b>542,884</b>	<b>550,259</b>	<b>4,988,369</b>
<b>PROPERTY, PLANT AND EQUIPMENT—At cost:</b>			
Land	175,159	175,996	1,609,472
Buildings and structures	362,315	352,142	3,329,183
Vehicles	214,177	208,031	1,967,998
Machinery and equipment	132,896	133,238	1,221,132
Leased assets (Note 13)	31,261	31,538	287,243
Construction in progress	6,418	8,391	58,971
Others	21,979	26,311	201,960
<b>Total</b>	<b>944,205</b>	<b>935,647</b>	<b>8,675,959</b>
Accumulated depreciation	(520,369)	(506,729)	(4,781,485)
<b>Net property, plant and equipment</b>	<b>423,836</b>	<b>428,918</b>	<b>3,894,474</b>
<b>INVESTMENTS AND OTHER ASSETS:</b>			
Investment securities (Notes 6 and 14)	29,205	36,229	268,356
Investments in and advances to unconsolidated subsidiaries and affiliates, net of valuation allowance of ¥373 million (\$3,427 thousand) in 2020 (Note 14)	15,217	20,530	139,817
Long-term loans	1,240	1,294	11,393
Software	18,182	17,313	167,070
Lease deposits	18,671	18,343	171,561
Deferred tax assets (Note 12)	45,611	44,386	419,104
Other assets (Notes 2.k and 9)	5,894	6,388	54,159
<b>Total investments and other assets</b>	<b>134,020</b>	<b>144,483</b>	<b>1,231,460</b>
<b>TOTAL</b>	<b>¥1,100,740</b>	<b>¥1,123,660</b>	<b>\$10,114,303</b>

See notes to consolidated financial statements.

LIABILITIES AND EQUITY	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2020	2019	2020
<b>CURRENT LIABILITIES:</b>			
Short-term bank loans (Notes 8 and 14)	¥ 70,000	¥ 20,000	\$ 643,205
Current portion of long-term debt (Notes 8 and 14)	19,079	43,592	175,305
Notes and accounts payable (Note 14):			
Trade	147,082	158,938	1,351,483
Other	12,641	25,598	116,149
Income taxes payable	20,377	23,747	187,238
Accrued expenses	77,970	81,530	716,438
Deferred profit on installment sales (Notes 4 and 14)	5,028	5,342	46,204
Other current liabilities (Note 10)	56,635	51,677	520,399
Total current liabilities	408,812	410,424	3,756,421
<b>LONG-TERM LIABILITIES:</b>			
Long-term debt (Notes 8 and 14)	35,760	49,642	328,588
Liability for employees' retirement benefits (Notes 2.k and 9)	79,231	74,508	728,024
Deferred tax liabilities (Note 12)	2,064	4,181	18,970
Other long-term liabilities (Note 10)	12,038	11,516	110,609
Total long-term liabilities	129,093	139,847	1,186,191
<b>COMMITMENTS LIABILITIES</b> (Note 13)			
<b>EQUITY</b> (Notes 11 and 18):			
Common stock—authorized, 1,787,541,000 shares in 2020 and 2019 ; issued, 411,339,992 shares in 2020 and 2019	127,235	127,235	1,169,115
Capital surplus	36,813	36,813	338,263
Retained earnings	441,747	431,498	4,059,054
Treasury stock—at cost, 26,124,409 shares in 2020 and 17,065,526 shares in 2019	(54,771)	(39,086)	(503,266)
Accumulated other comprehensive income:			
Unrealized gain on available-for-sale securities	8,158	12,975	74,959
Foreign currency translation adjustments	(317)	(515)	(2,914)
Remeasurements of defined employees' retirement benefit plans (Notes 2.k and 9)	(3,692)	(3,079)	(33,924)
Total	555,173	565,841	5,101,287
Non-controlling interests	7,662	7,548	70,404
Total equity	562,835	573,389	5,171,691
<b>TOTAL</b>	<b>¥1,100,740</b>	<b>¥1,123,660</b>	<b>\$10,114,303</b>