

Consolidated Balance Sheet

March 31, 2019

ASSETS	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2019	2018	2019
CURRENT ASSETS:			
Cash and cash equivalents (Notes 2.e and 14)	¥ 195,955	¥ 204,422	\$ 1,765,519
Notes and accounts receivable (Note 14):			
Trade	220,159	224,099	1,983,596
Installment (Note 4)	44,802	46,693	403,658
Lease (Note 13)	54,538	52,642	491,376
Allowance for doubtful accounts	(1,475)	(1,365)	(13,294)
Inventories (Note 5)	3,248	2,816	29,262
Prepaid expenses and other current assets	33,032	30,328	297,614
Total current assets	550,259	559,635	4,957,731
PROPERTY, PLANT AND EQUIPMENT—At cost:			
Land	175,996	174,960	1,585,692
Buildings and structures	352,142	336,986	3,172,735
Vehicles	208,031	197,587	1,874,324
Machinery and equipment	133,238	128,454	1,200,448
Leased assets (Note 13)	31,538	15,670	284,149
Construction in progress	8,391	16,201	75,603
Others	26,311	28,490	237,060
Total	935,647	898,348	8,430,011
Accumulated depreciation	(506,729)	(493,290)	(4,565,534)
Net property, plant and equipment	428,918	405,058	3,864,477
INVESTMENTS AND OTHER ASSETS:			
Investment securities (Notes 6 and 14)	36,229	36,232	326,416
Investments in and advances to unconsolidated subsidiaries and affiliates, net of valuation allowance of ¥127 million in 2018 (Note 14)	20,530	25,293	184,971
Long-term loans	1,294	1,167	11,662
Software	17,313	17,260	155,985
Lease deposits	18,343	17,391	165,266
Deferred tax assets (Note 12)	44,386	47,023	399,907
Other assets (Notes 2.k and 9)	6,388	5,811	57,557
Total investments and other assets	144,483	150,177	1,301,764
TOTAL	¥1,123,660	¥1,114,870	\$10,123,972

See notes to consolidated financial statements.

LIABILITIES AND EQUITY	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2019	2018	2019
CURRENT LIABILITIES:			
Short-term bank loans (Notes 8 and 14)	¥ 20,000	¥ 33,352	\$ 180,196
Current portion of long-term debt (Notes 8 and 14)	43,592	45,840	392,751
Notes and accounts payable (Note 14):			
Trade	158,938	155,324	1,432,003
Other	25,598	19,992	230,635
Income taxes payable	23,747	11,020	213,959
Accrued expenses	81,530	75,100	734,569
Deferred profit on installment sales (Notes 4 and 14)	5,342	5,900	48,126
Other current liabilities (Note 10)	51,677	48,507	465,604
Total current liabilities	410,424	395,035	3,697,843
LONG-TERM LIABILITIES:			
Long-term debt (Notes 8 and 14)	49,642	73,849	447,266
Liability for employees' retirement benefits (Notes 2.k and 9)	74,508	75,495	671,305
Deferred tax liabilities (Note 12)	4,181	4,089	37,669
Other long-term liabilities (Note 10)	11,516	8,815	103,757
Total long-term liabilities	139,847	162,248	1,259,997
COMMITMENTS LIABILITIES (Note 13)			
EQUITY (Notes 11 and 18):			
Common stock—authorized, 1,787,541,000 shares in 2019 and 2018; issued, 411,339,992 shares in 2019 and 2018	127,235	127,235	1,146,363
Capital surplus	36,813	36,813	331,680
Retained earnings	431,498	416,855	3,887,715
Treasury stock—at cost, 17,065,526 shares in 2019 and 17,064,197 shares in 2018	(39,086)	(39,081)	(352,155)
Accumulated other comprehensive income:			
Unrealized gain on available-for-sale securities	12,975	12,959	116,905
Foreign currency translation adjustments	(515)	1,146	(4,641)
Remeasurements of defined employees' retirement benefit plans (Notes 2.k and 9)	(3,079)	(5,619)	(27,740)
Total	565,841	550,308	5,098,127
Non-controlling interests	7,548	7,279	68,005
Total equity	573,389	557,587	5,166,132
TOTAL	¥1,123,660	¥1,114,870	\$10,123,972