

Consolidated Balance Sheet

March 31, 2021

ASSETS	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2021	2020	2021
CURRENT ASSETS:			
Cash and cash equivalents (Notes 2.e and 14)	¥ 241,523	¥ 197,227	\$2,181,584
Notes and accounts receivable (Note 14):			
Trade	212,766	213,981	1,921,832
Installment (Note 4)	45,643	46,088	412,279
Lease (Note 13)		53,887	
Allowance for doubtful accounts	(1,342)	(1,440)	(12,122)
Inventories (Note 5)	2,281	4,216	20,600
Prepaid expenses and other current assets	27,508	28,925	248,470
Total current assets	528,379	542,884	4,772,643
PROPERTY, PLANT AND EQUIPMENT—At cost:			
Land	174,141	175,159	1,572,945
Buildings and structures	367,719	362,315	3,321,459
Vehicles	199,977	214,177	1,806,312
Machinery and equipment	128,533	132,896	1,160,988
Leased assets (Note 13)	36,645	31,261	331,004
Construction in progress	6,345	6,418	57,315
Others	2,156	21,979	19,475
Total	915,516	944,205	8,269,498
Accumulated depreciation	(509,203)	(520,369)	(4,599,435)
Net property, plant and equipment	406,313	423,836	3,670,063
INVESTMENTS AND OTHER ASSETS:			
Investment securities (Notes 6 and 14)	40,003	29,205	361,330
Investments in and advances to unconsolidated subsidiaries and affiliates, net of valuation allowance of ¥371 million (\$3,352 thousand) in 2021 and ¥373 million in 2020 (Note 14)	16,942	15,217	153,030
Long-term loans	1,634	1,240	14,765
Software	22,082	18,182	199,459
Lease deposits	20,122	18,671	181,753
Deferred tax assets (Note 12)	45,625	45,611	412,115
Other assets (Notes 2.k and 9)	8,891	5,894	80,307
Total investments and other assets	155,299	134,020	1,402,759
TOTAL	¥1,089,991	¥1,100,740	\$9,845,465

See notes to consolidated financial statements.

LIABILITIES AND EQUITY	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2021	2020	2021
CURRENT LIABILITIES:			
Short-term bank loans (Notes 8 and 14)	¥ 20,000	¥ 70,000	\$ 180,652
Current portion of long-term debt (Notes 8 and 14)	19,055	19,079	172,115
Notes and accounts payable (Note 14):			
Trade	153,860	147,082	1,389,758
Other	12,221	12,641	110,391
Income taxes payable	32,099	20,377	289,938
Accrued expenses	83,036	77,970	750,027
Deferred profit on installment sales (Notes 4 and 14)	4,781	5,028	43,185
Other current liabilities (Note 10)	64,317	56,635	580,954
Total current liabilities	389,369	408,812	3,517,020
LONG-TERM LIABILITIES:			
Long-term debt (Notes 8 and 14)	26,099	35,760	235,741
Liability for employees' retirement benefits (Notes 2.k and 9)	71,835	79,231	648,855
Deferred tax liabilities (Note 12)	5,194	2,064	46,916
Other long-term liabilities (Note 10)	13,207	12,038	119,295
Total long-term liabilities	116,335	129,093	1,050,807
COMMITMENTS LIABILITIES (Note 13)			
EQUITY (Notes 11 and 20):			
Common stock—authorized, 1,787,541,000 shares in 2021 and 2020; issued, 388,575,592 shares in 2021 and 411,339,992 shares in 2020	127,235	127,235	1,149,262
Capital surplus	36,813	36,813	332,519
Retained earnings	431,572	441,747	3,898,218
Treasury stock—at cost, 17,550,515 shares in 2021 and 26,124,409 shares in 2020	(39,549)	(54,771)	(357,232)
Accumulated other comprehensive income:			
Unrealized gain on available-for-sale securities	15,884	8,158	143,473
Foreign currency translation adjustments	(1,317)	(317)	(11,891)
Remeasurements of defined employees' retirement benefit plans (Notes 2.k and 9)	5,730	(3,692)	51,757
Total	576,368	555,173	5,206,106
Non-controlling interests	7,919	7,662	71,532
Total equity	584,287	562,835	5,277,638
TOTAL	¥1,089,991	¥1,100,740	\$9,845,465