

Consolidated Balance Sheet

March 31, 2013

ASSETS	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2013	2012	2013
CURRENT ASSETS:			
Cash and cash equivalents (Notes 2.d and 13)	¥ 213,619	¥ 209,179	\$ 2,271,336
Notes and accounts receivable (Note 13):			
Trade	163,790	158,175	1,741,518
Installment (Note 3)	37,456	35,539	398,261
Lease (Note 12)	22,377	18,925	237,924
Allowance for doubtful accounts	(1,654)	(2,261)	(17,592)
Inventories (Note 4)	3,601	3,345	38,291
Deferred tax assets (Note 11)	16,647	17,078	177,000
Prepaid expenses and other current assets	30,572	24,475	325,064
Total current assets	486,408	464,455	5,171,802
PROPERTY, PLANT AND EQUIPMENT—At cost:			
Land	187,108	182,304	1,989,446
Buildings and structures	281,096	273,712	2,988,797
Vehicles	182,679	182,004	1,942,360
Leased assets (Note 12)	23,549	25,937	250,387
Machinery and equipment	108,493	105,325	1,153,570
Construction in progress	35,892	30,052	381,624
Others	9,432	6,243	100,291
Total	828,249	805,577	8,806,475
Accumulated depreciation	(445,092)	(430,397)	(4,732,503)
Net property, plant and equipment	383,157	375,180	4,073,972
INVESTMENTS AND OTHER ASSETS:			
Investment securities (Notes 5 and 13)	21,787	18,749	231,658
Investments in and advances to nonconsolidated subsidiaries and affiliates, net of valuation allowance of ¥222 million (\$2,360 thousand) in 2013 and 2012	838	3,339	8,907
Long-term loans	915	952	9,733
Goodwill		585	
Software	12,389	12,018	131,723
Lease deposits	19,373	20,202	205,982
Deferred tax assets (Note 11)	18,515	17,197	196,868
Other assets	6,771	6,618	71,990
Total investments and other assets	80,588	79,660	856,861
TOTAL	¥ 950,153	¥ 919,295	\$10,102,635

See notes to consolidated financial statements.

LIABILITIES AND EQUITY	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2013	2012	2013
CURRENT LIABILITIES:			
Short-term bank loans (Notes 7 and 13)	¥ 15,704	¥ 5,260	\$ 166,972
Current portion of long-term debt (Notes 7, 13 and 14)	18,825	17,082	200,157
Notes and accounts payable (Note 13):			
Trade	138,288	129,454	1,470,370
Other	15,283	21,736	162,501
Income taxes payable	22,442	17,631	238,616
Employees' savings deposits	4,453	4,200	47,346
Accrued expenses	57,344	57,801	609,717
Deferred profit on installment sales (Notes 3 and 13)	5,006	4,960	53,233
Other current liabilities (Note 9)	22,195	24,220	235,989
Total current liabilities	299,540	282,344	3,184,901
LONG-TERM LIABILITIES:			
Long-term debt (Notes 7, 13 and 14)	59,252	70,439	630,003
Long-term accounts payable	2,414	3,798	25,664
Liability for employees' retirement benefits (Note 8)	38,178	31,733	405,934
Deferred tax liabilities (Note 11)	459	269	4,886
Other long-term liabilities (Note 9)	7,395	6,928	78,629
Total long-term liabilities	107,698	113,167	1,145,116
COMMITMENTS LIABILITIES (Note 12)			
EQUITY (Notes 10 and 18):			
Common stock—authorized, 1,787,541,000 shares in 2013 and 2012; issued, 461,345,492 shares in 2013 and 468,052,892 shares in 2012	127,235	127,235	1,352,842
Capital surplus	111,291	121,314	1,183,312
Retained earnings	347,358	321,862	3,693,335
Treasury stock—at cost, 37,631,001 shares in 2013 and 37,905,955 shares in 2012	(56,496)	(56,514)	(600,698)
Accumulated other comprehensive income:			
Unrealized gain on available-for-sale securities	6,095	2,976	64,812
Foreign currency translation adjustments	(1,032)	(1,877)	(10,974)
Total	534,451	514,996	5,682,629
Minority interests	8,464	8,788	89,989
Total equity	542,915	523,784	5,772,618
TOTAL	¥950,153	¥919,295	\$10,102,635