

# Consolidated Balance Sheets

As of March 31

	1993	1994	1995
<b>Assets:</b>			
Cash and cash equivalents .....	¥1,368,270	¥1,331,605	¥1,620,936
Short-term investments .....	639,108	806,699	582,785
Trade receivables:			
Notes .....	418,489	403,311	402,024
Accounts .....	1,347,967	1,396,149	1,440,006
Inventories .....	1,605,178	1,523,593	1,572,259
Prepaid expenses and other current assets .....	295,658	335,093	357,922
Investment in leases .....	—	—	—
Noncurrent receivables and restricted funds .....	185,130	169,170	180,464
Investments and advances, including affiliated companies .....	436,614	438,488	436,603
Property, plant and equipment:			
Land .....	297,504	297,889	317,604
Buildings .....	1,237,429	1,392,564	1,434,417
Machinery and equipment .....	3,844,842	4,064,912	4,246,645
Construction in progress .....	78,733	42,575	51,599
	5,458,508	5,797,940	6,050,265
Less accumulated depreciation	3,254,674	3,505,071	3,739,284
Net property, plant and equipment .....	2,203,834	2,292,869	2,310,981
Other assets .....	247,523	234,114	237,638
	¥8,747,771	¥8,931,091	¥9,141,618

See notes on inside cover.

Millions of yen

1996	1997	1998	1999	2000	2001	2002	2003
¥ 1,627,716	¥ 1,309,949	¥ 1,199,540	¥1,237,527	¥1,357,432	¥ 1,381,603	¥1,029,374	<b>¥ 828,171</b>
711,857	847,854	771,147	605,679	632,434	433,650	178,933	<b>186,972</b>
462,685	411,459	369,838	307,354	295,526	307,635	204,855	<b>153,587</b>
1,662,631	1,876,678	1,897,410	1,878,272	1,908,692	2,191,698	1,895,150	<b>1,903,640</b>
1,707,159	1,576,751	1,626,684	1,470,847	1,416,878	1,514,163	1,214,399	<b>1,187,529</b>
377,839	396,931	418,742	408,577	354,581	391,963	457,392	<b>496,490</b>
—	—	—	—	—	623,789	527,432	<b>437,076</b>
161,795	188,473	195,546	176,403	160,583	163,003	—	<b>—</b>
1,146,508	932,015	861,126	823,136	817,436	885,669	834,907	<b>726,442</b>
334,488	345,322	363,771	369,701	380,076	386,785	383,781	<b>445,283</b>
1,514,113	1,635,937	1,703,708	1,730,333	1,731,561	1,801,731	1,748,509	<b>1,838,853</b>
4,538,128	4,817,314	5,074,698	5,116,062	4,887,088	5,622,410	5,510,651	<b>5,709,409</b>
90,481	117,290	99,755	54,453	71,184	95,663	97,790	<b>67,909</b>
6,477,210	6,915,863	7,241,932	7,270,549	7,069,909	7,906,589	7,740,731	<b>8,061,454</b>
4,055,425	4,356,366	4,595,800	4,662,942	4,515,160	5,231,632	5,226,307	<b>5,460,404</b>
2,421,785	2,559,497	2,646,132	2,607,607	2,554,749	2,674,957	2,514,424	<b>2,601,050</b>
190,815	241,615	305,727	332,340	485,050	678,478	1,058,788	<b>1,658,432</b>
¥10,470,790	¥10,341,222	¥10,291,892	¥9,847,742	¥9,983,361	¥11,246,608	¥9,915,654	<b>¥10,179,389</b>

	1993	1994	1995
<b>Liabilities and Stockholders' Equity:</b>			
Short-term debt . . . . .	¥ 825,060	¥ 794,250	¥ 823,402
Current installments of long-term debt . . . . .	103,103	107,316	83,848
Trade payables:			
Notes . . . . .	273,520	245,175	212,007
Accounts . . . . .	614,237	640,963	710,397
Accrued expenses . . . . .	628,361	664,065	674,653
Income taxes . . . . .	70,567	84,671	106,793
Advances received . . . . .	573,583	544,449	578,137
Other current liabilities . . . . .	466,384	494,925	500,637
Long-term debt . . . . .	990,113	1,025,305	1,011,996
Retirement and severance benefits . . . . .	601,243	629,242	648,493
Other liabilities . . . . .	—	81,625	82,651
Total liabilities . . . . .	5,146,171	5,311,986	5,433,014
Minority interests . . . . .	661,442	659,940	675,227
Stockholders' equity:			
Common stock . . . . .	270,918	273,266	276,041
Capital surplus . . . . .	436,819	440,517	445,260
Legal reserve . . . . .	78,161	84,147	89,955
Retained earnings . . . . .	2,209,261	2,231,914	2,303,612
Accumulated other comprehensive income (loss) . . . . .	(55,001)	(70,679)	(81,491)
Treasury stock . . . . .	—	—	—
Total stockholders' equity . . . . .	2,940,158	2,959,165	3,033,377
	¥8,747,771	¥8,931,091	¥9,141,618

See notes on inside cover.

Millions of yen

	1996	1997	1998	1999	2000	2001	2002	2003
¥	882,605	¥ 994,469	¥ 1,103,217	¥1,045,543	¥1,046,571	¥ 1,199,209	¥ 833,838	¥ <b>825,860</b>
	150,746	187,022	214,064	114,268	259,099	412,646	366,083	<b>502,586</b>
	212,789	140,067	132,159	97,863	98,058	138,161	92,799	<b>71,934</b>
	823,280	945,450	944,112	907,641	974,721	1,160,789	991,037	<b>1,140,130</b>
	734,036	732,070	728,741	694,399	706,647	786,813	882,148	<b>799,211</b>
	130,974	118,685	89,715	63,241	76,969	106,727	60,518	<b>54,091</b>
	500,889	411,752	395,674	418,360	382,085	385,741	334,172	<b>252,861</b>
	581,829	439,489	452,007	436,653	395,686	432,571	324,670	<b>358,555</b>
	1,203,353	1,244,612	1,287,532	1,478,168	1,482,810	1,881,270	1,798,303	<b>1,512,152</b>
	659,510	671,794	682,871	723,028	699,385	982,332	1,049,054	<b>1,932,646</b>
	301,581	168,071	93,050	86,101	81,718	73,689	80,064	<b>124,573</b>
	6,181,592	6,053,481	6,123,142	6,065,265	6,203,749	7,559,948	6,812,686	<b>7,574,599</b>
	733,663	768,836	788,239	776,462	791,925	825,158	798,744	<b>751,578</b>
	278,178	281,684	281,735	281,735	281,738	281,754	282,032	<b>282,032</b>
	480,718	486,695	492,272	494,782	499,081	501,243	527,010	<b>562,214</b>
	95,377	101,146	104,370	105,905	106,885	109,815	110,751	<b>111,309</b>
	2,439,015	2,483,489	2,451,037	2,100,392	2,082,541	2,157,136	1,643,248	<b>1,655,029</b>
	262,247	165,891	51,097	23,201	17,442	(188,446)	(258,484)	<b>(755,525)</b>
	—	—	—	—	—	—	(333)	<b>(1,847)</b>
	3,555,535	3,518,905	3,380,511	3,006,015	2,987,687	2,861,502	2,304,224	<b>1,853,212</b>
	¥10,470,790	¥10,341,222	¥10,291,892	¥9,847,742	¥9,983,361	¥11,246,608	¥9,915,654	<b>¥10,179,389</b>