

## Balance Sheet-Related Items

Year ended March 31

### Cash and cash equivalents

(Billions of yen)



### Marketable securities and investment securities

(Billions of yen)



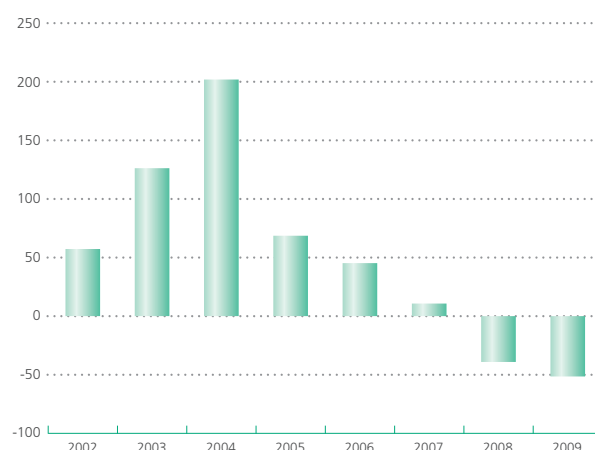
### Total assets / Total asset turnover ratio

(Billions of yen / Times)



### Net cash

(Billions of yen)



|   | 2002             | 2003             | 2004             | 2005             | 2006             | 2007             | 2008             | 2009             |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Cash and cash equivalents (Millions of yen)                       | 381,901          | 410,130          | 461,764          | 288,157          | 218,598          | 384,719          | 330,926          | <b>270,094</b>   |
| Marketable securities and investment securities (Millions of yen) | 322,625          | 295,641          | 294,928          | 345,624          | 379,981          | 385,422          | 249,620          | <b>162,432</b>   |
| <b>Total assets (Millions of yen)</b>                             | <b>2,946,362</b> | <b>2,958,317</b> | <b>3,023,509</b> | <b>2,983,457</b> | <b>3,027,491</b> | <b>3,319,102</b> | <b>3,266,384</b> | <b>2,896,637</b> |
| <b>Total asset turnover ratio (Times)</b>                         | <b>0.8</b>       | <b>0.9</b>       | <b>0.9</b>       | <b>0.8</b>       | <b>0.9</b>       | <b>0.9</b>       | <b>0.9</b>       | <b>0.8</b>       |
| <b>Net cash (Millions of yen)</b>                                 | <b>57,201</b>    | <b>126,095</b>   | <b>201,676</b>   | <b>68,525</b>    | <b>45,181</b>    | <b>10,711</b>    | <b>(39,084)</b>  | <b>(51,452)</b>  |

Total asset turnover ratio = Revenue ÷ Average total assets (average of levels at the start and end of the fiscal year)  
 Net cash = Cash and cash equivalents - Interest-bearing debt

**Working capital**

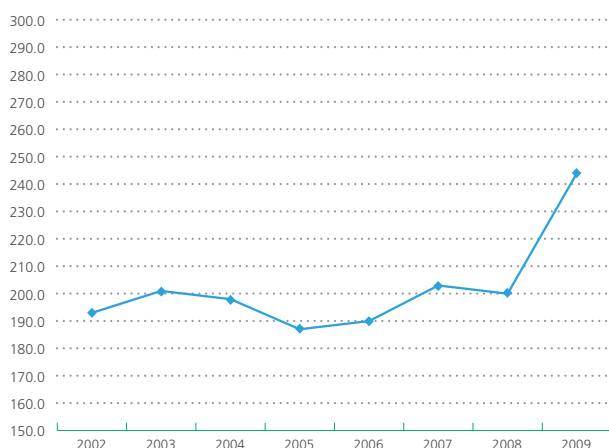
(Billions of yen)

**Inventories / Inventory asset turnover ratio**

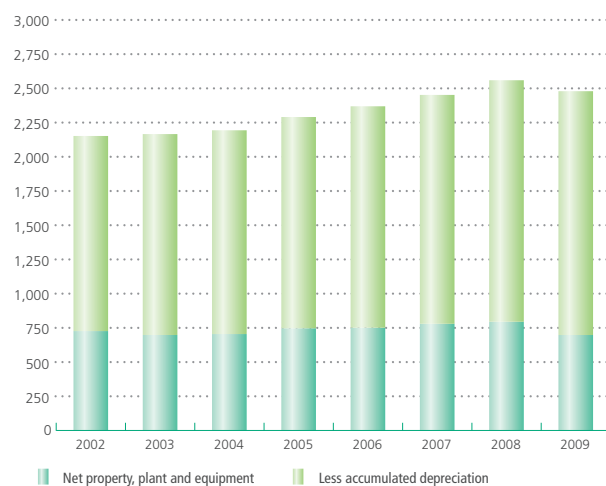
(Billions of yen / Times)

**Current ratio**

(%)

**Property, plant and equipment**

(Billions of yen)



|  | 2002        | 2003        | 2004        | 2005        | 2006        | 2007        | 2008        | 2009               |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------|
| <b>Working capital (Millions of yen)</b>                     | 668,449     | 716,778     | 738,562     | 639,168     | 649,554     | 803,885     | 757,321     | <b>769,129</b>     |
| <b>Inventories (Millions of yen)</b>                         | 358,503     | 351,748     | 348,309     | 371,365     | 385,463     | 393,594     | 416,827     | <b>368,250</b>     |
| <b>Inventory asset turnover ratio (Times)</b>                | 6.8         | 7.1         | 7.3         | 7.0         | 7.0         | 7.1         | 7.0         | <b>6.2</b>         |
| <b>Current ratio (%)</b>                                     | 192.7       | 200.6       | 198.2       | 187.1       | 189.9       | 202.9       | 200.4       | <b>244.1</b>       |
| <b>Total property, plant and equipment (Millions of yen)</b> | 2,152,351   | 2,166,161   | 2,193,854   | 2,290,825   | 2,369,270   | 2,445,376   | 2,540,910   | <b>2,479,494</b>   |
| <b>Less accumulated depreciation (Millions of yen)</b>       | (1,425,474) | (1,467,913) | (1,488,705) | (1,543,613) | (1,617,885) | (1,672,344) | (1,764,543) | <b>(1,781,488)</b> |
| <b>Net property, plant and equipment (Millions of yen)</b>   | 726,877     | 698,248     | 705,149     | 747,212     | 751,385     | 773,032     | 776,367     | <b>698,006</b>     |

Working capital = Current assets – Current liabilities

Inventory asset turnover ratio = Revenue ÷ Average inventory assets (average of levels at the start and end of the fiscal year)

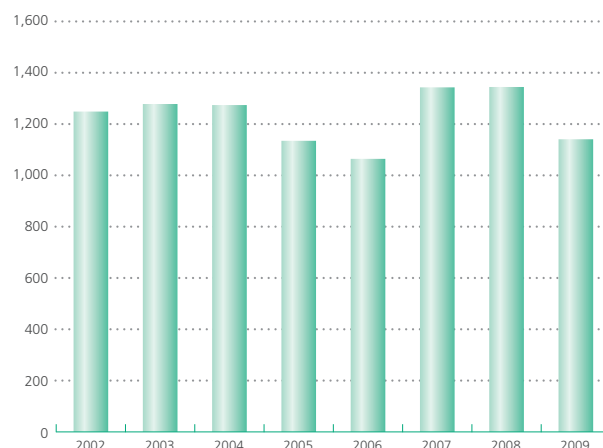
Current ratio = Current assets ÷ Current liabilities x 100

**Interest-bearing debt**

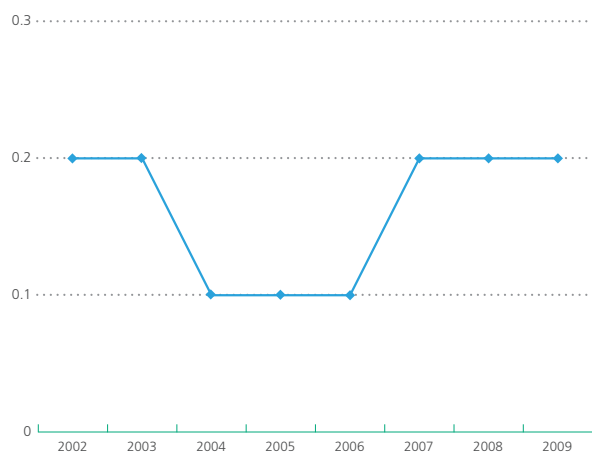
(Billions of yen)

**Liabilities and minority interests in subsidiaries**

(Billions of yen)

**Debt-equity ratio**

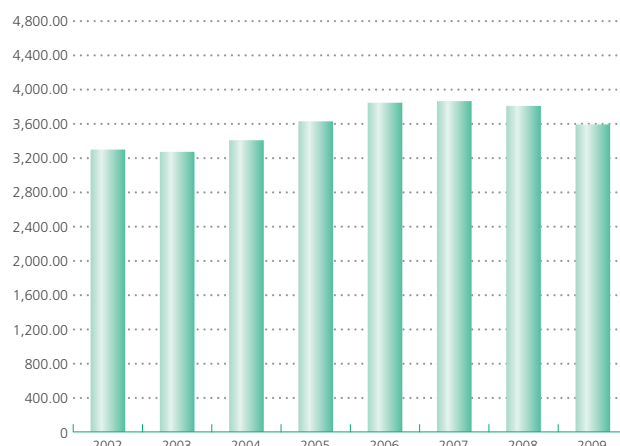
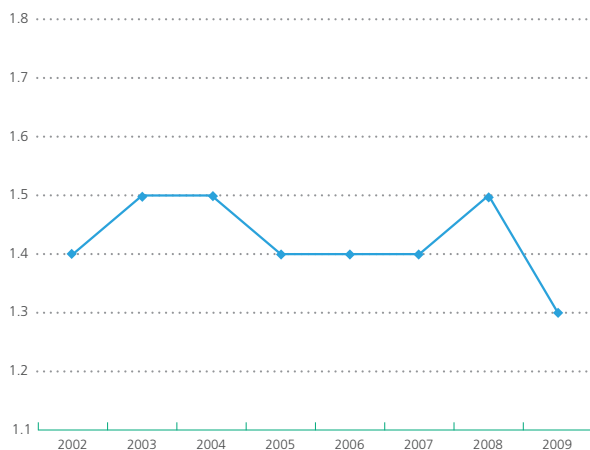
(Times)



|   | 2002      | 2003      | 2004      | 2005      | 2006      | 2007      | 2008      | 2009             |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------------|
| <b>Interest-bearing debt (Millions of yen)</b>                              | 324,700   | 284,035   | 260,088   | 219,632   | 173,417   | 374,008   | 370,010   | <b>321,546</b>   |
| <b>Liabilities and minority interests in subsidiaries (Millions of yen)</b> | 1,248,299 | 1,277,706 | 1,273,627 | 1,134,355 | 1,063,994 | 1,342,594 | 1,344,031 | <b>1,140,324</b> |
| <b>Debt-equity ratio (Times)</b>  | 0.2       | 0.2       | 0.1       | 0.1       | 0.1       | 0.2       | 0.2       | <b>0.2</b>       |

Interest-bearing debt = Short-term debt + Long-term debt

Debt-equity ratio = Interest-bearing debt ÷ Shareholders' equity

**Shareholders' equity / Equity ratio** (Billions of yen / %)**Book-value per share** (Yen)**Shareholders' equity turnover ratio** (Times)

|  | 2002      | 2003      | 2004      | 2005      | 2006      | 2007      | 2008      | 2009             |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------------|
| <b>Shareholders' equity (Millions of yen)</b>      | 1,698,063 | 1,680,611 | 1,749,882 | 1,849,102 | 1,963,497 | 1,976,508 | 1,922,353 | <b>1,756,313</b> |
| <b>Equity ratio (%)</b>                            | 57.6      | 56.8      | 57.9      | 62.0      | 64.9      | 59.5      | 58.9      | <b>60.6</b>      |
| <b>Book-value per share (Yen)</b>                  | 3,300.45  | 3,274.17  | 3,409.80  | 3,630.67  | 3,848.32  | 3,867.04  | 3,811.19  | <b>3,594.52</b>  |
| <b>Shareholders' equity turnover ratio (Times)</b> | 1.4       | 1.5       | 1.5       | 1.4       | 1.4       | 1.4       | 1.5       | <b>1.3</b>       |

Equity ratio = Shareholders' equity ÷ Total assets × 100

Book-value per share = Shareholders' equity ÷ Number of shares outstanding at fiscal year-end

Shareholders' equity turnover ratio = Revenue ÷ Average shareholders' equity (average of levels at the start and end of the fiscal year)