## Japan Student Services Organization (Incorporated Administrative Agency)

## 1. Summary of operations implemented using FILP funds

For the purpose of fostering young people of high caliber who will become future leaders of society, and for the purpose of contributing to the maintenance of the principle of equal opportunity in education, Japan Student Services Organization (JASSO) provides non-interest-bearing loans (using FILP) and interest-bearing educational loans for school fees to promising students who have difficulty in continuing their studies for economic reasons.
Note: In operations that are outside of FILP, JASSO provides non-interest-bearing loans and grants for school fees to especially superior students who have serious difficulty in continuing their studies for economic reasons under the Scholarship Programs for Japanese Students. Also, it implements the Support Programs for International Students and the Student Support Programs
2. Amount of lending under FY2019 FILP

| FY2019 FILP | Estimated outstanding amount of FILP lending at the end of FY2018 |
| :---: | :---: |
| 674.4 | $6,306.7$ |

3. Estimated policy cost analysis of the project
(1) Policy cost

| Category | FY2018 | FY2019 | Fluctuation |
| :---: | ---: | ---: | ---: |
| 1. Government expenditure <br> (subsidies, etc.) | 129.3 | 112.0 | -17.3 |
| 2. Government revenue <br> (payments to the government, etc.)* | - | - | - |
| 3. Opportunity cost of capital <br> investments, etc. | 0.8 | 0.9 | +0.2 |
| Total (1+2+3=policy cost(A)) | $\mathbf{1 3 0 . 1}$ | $\mathbf{1 1 2 . 9}$ | $\mathbf{- 1 7 . 1}$ |
| Analysis period (years) | 26 years | 26 years | - |

(2) Breakdown of policy cost by the time of the provision of funds (Unit: billion yen)

|  | Category | FY2018 | FY2019 | Fluctuation |
| :---: | :---: | :---: | :---: | :---: |
| (A) Policy cost (previously cited) |  | 130.1 | 112.9 | -17.1 |
| 1) Opportunity cost of capital investments, etc.provided before the beginning of the analysis period |  | 0.0 | 0.0 | -0.0 |
| 2) Policy cost expected to be newly accrued during the analysis period |  | 130.1 | 112.9 | -17.1 |
| Government expenditure <br> (subsidies, etc.) |  | 129.3 | 112.0 | -17.3 |
|  | Government revenue (payments to the government, etc.)* | - |  |  |
|  | Opportunity cost of surplus, etc. | 0.7 | 0.9 | +0.2 |
|  | Opportunity cost of capital investments, etc. | - |  |  |

(5) Sensitivity analysis (cases where assumptions change)

| $\begin{array}{r} \text { (3) } \mathrm{Ye} \\ \\ \hline \mathrm{C} \end{array}$ | r-to-Year comp <br> mputing any fl | arison analysis <br> ctuation from previous year | (Unit: billion yen) |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  | FY2018 | FY2019 | Simple fluctuation |
| $\begin{aligned} & 0_{0} \\ & 0 \\ & 0 \\ & 0 \\ & 0 \\ & 0 \end{aligned}$ | Simple comparison (before adjustment) | 130.1 | 112.9 | -17.1 |
|  | Past year comparison (after adjustment) | 1) Adjusting initial years (Analysis results after adjusting initial year to that for FY2019 analysis) | 2) Adjusting assumed interest rates <br> (Analysis results of re-estimation using assumed interest rate for FY2018) | Real fluctuation (2-1) |
|  |  | 119.7 | 114.6 | -5.1 |

## [Real fluctuation factor analysis]

OFactors behind policy cost increase

- Increase in cost due to increase in loan losses ( +8.9 billion yen)
- Increase in cost due to interest rate change for FY2019 loans ( +4.8 billion yen) - Increase in cost due to effects of prepayments ( +3.9 billion yen)

OFactors behind policy cost decrease

- Decrease in cost due to actualization of applied interest rates ( -10.9 billion yen) - Others (decrease in interest payments due to changes in terms and conditions for fiscal loans, etc.) (-11.8 billion yen)
(4) Breakdown of policy cost by causative factor (Unit: billion yen)

| (A) Policy cost in FY2019 (previously cited) | 112.9 |
| :--- | :---: |
| 1) Prepayments | -14.0 |
| 2) Loan losses | 48.3 |
| 3) Others (including profit spread) | 78.6 |

(Unit: billion yen)

| (A) Policy cost (previously cited) | Case for raising lending and fundraising rates by $1 \%$ | Fluctuation |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | 1. Government expenditure (subsidies, etc.) | 2. Government revenue (payments to the government, etc.)* | 3. Opportunity cost of capital investments, etc. |
| 112.9 | 129.6 | +16.7 | +13.1 | - - | +3.5 |


| (A) Policy cost <br> (previously cited) | Case for raising the <br> bad loan write-off by <br> $10 \%$ | Fluctuation | 1. Government expenditure <br> (subsidies, etc.) | 2. Government revenue <br> (payments to te gevernment, <br> etc.)* | 3. Opportunity cost of <br> capital investments, etc. |
| ---: | ---: | ---: | ---: | ---: | ---: |
| 112.9 | 117.6 | +4.7 | +4.7 | - | - |


| (A) Policy cost <br> (previously cited) | In absence of <br> repayment <br> forgiveness | Fluctuation | 1. Government expenditure <br> (subsidies, etc.) | 2. Government revenue <br> (payments to the government, <br> etc.)* | 3. Opportunity cost of <br> capital investments, etc. |
| ---: | ---: | ---: | ---: | ---: | ---: |
| 112.9 | 111.0 | -1.9 | -1.9 | - |  |

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## 4. Outline of estimation and project prospect employed in the analysis

1) Non-interest-bearing loans (using FILP) and interest-bearing loans provided under the scholarship programs by Japan Student Services Organization (JASSO) are included in calculation.
2) Estimation was made for a case in which 698.4 billion yen in project cost decided on in FY2019 and loans for relevant grades are implemented in addition to the outstanding loan balance of $6,707.0$ billion yen at the end of FY2018.
3) The analysis period continues for a period of 26 years including the initial period in which loans are provided as described in the above item 2) (the longest period is 6 years for the students studying in medical departments) in addition to the loans already provided and the ensuing period (the longest period is 20 years) in which these loans are recovered in full.
4) Interest rates on interest-bearing loans are capped at $3 \%$ and no interest accrues when recipient students are in school. No interest accrues on non-interest bearing loans over full terms.
5) With regard to management expenses, expenses pertaining to administration of scholarship programs are extracted from the general management expenses of JASSO and classified into expenses for new loans and those for loan management. Expenses for new loans are calculated based on the amount of scholarship loans provided and those for loan management are calculated based on the ratio of the balance of scholarship loans.
6) Prepayments are calculated based on the prepayment ratio in the FY2019.
7) The loan charge-off is calculated based upon the GAAP for the Incorporated Administrative Agencies. As for the method for estimating the charge-off, future cash flow is first estimated, with the total amount of loans to borrowers that are bankrupt and in the process of revitalization and rehabilitation, etc. (the total installment amount that is in arrears for 10 years or more and the amount based on the charge-off ratio for FY2017) as of the end of each year assumed to be $¥ 48.9$ billion. This amount will be charged off in FY2019 and the remaining years of the analysis period.

Prepayment and loan charge-off ratios for the non-interest-bearing loan program (using FILP)

|  | Result | Estimated | Planned | Assumptions for calculation |
| :---: | :---: | :---: | :---: | :---: |
| FY | 2017 | 2018 | 2019 | 2020 and on |
| Prepayment ratio | $3.573 \%$ | $1.579 \%$ | $1.579 \%$ | 2020 and on: $1.579 \%$ |
| Loan charge-off ratio | - | $0.002 \%$ | $0.004 \%$ | Cumulative total in and after 2020: $0.776 \%$ |

Prepayment and loan charge-off ratios for the interest-bearing loan program

|  | Result |  |  |  | Estimated | Planned | Assumptions for calculation |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 and on |
| Prepayment ratio | $2.941 \%$ | $2.985 \%$ | $3.007 \%$ | $2.832 \%$ | $2.657 \%$ | $2.657 \%$ | 2020 and on: $2.657 \%$ |
| Loan charge-off ratio | $0.007 \%$ | $0.005 \%$ | $0.004 \%$ | $0.006 \%$ | $0.004 \%$ | $0.006 \%$ | Cumulative total in and after $2020: 3.666 \%$ |

## 5. Reasons for granting of subsidies, mechanism and underlying laws

In order to accomplish the purpose of scholarship programs, the Government, for the purpose of achieving its goals, provides financial assistance for administrative expenses, compensation for repayment exemption, and compensation for bad loan charge offs, as well as subsidies from the national treasury to reduce the burden on borrowers.
[Underlying laws and regulations]
-Subsidies and the Government's grants-in-aid are provided under the following law:
Article 23 of the Act on the Japan Student Services Organization
"The Government can subsidize part of the funds required for the scholarship programs operated by Japan Student Services Organization (JASSO) as provided for in Item 1, Paragraph 1, Article 13 of the Act within the limits of the budget."

- Grants for operating expenses are provided under the following law:

Article 46(1) of the Act on General Rules for Incorporated Administrative Agencies
"The Government can grant subsidies to cover part or whole of the funds required for the operation of incorporated administrative agencies within the limits of the budget."

- Government investment is provided under the following law:

Article 5, Paragraph 2 of the Act on the Japan Student Services Organization
"The Government can provide JASSO with additional capital investment within the limits of the amount specified in the budget, if recognized as necessary."
(Underlying law for payments to the national treasury)
Act on General Rules for Incorporated Administrative Agencies
Article 46-2 An Incorporated Administrative Agency is to make payment to the national treasury in relation to any Unnecessary Property pertaining to contribution or expenditure from the government (excluding any property which is in the form of contribution of money) (hereinafter referred to as "Unnecessary Property Pertaining to Government Contribution, etc." in this paragraph) with an authorization of the competent minister, without delay; provided, however, that the Incorporated Administrative Agency is not required to obtain an authorization of the competent minister if it specifies the plan referred to in Article 30, paragraph (2), item (v) for a Medium-term Plan of an Agency Managed under the Medium-term Objectives, the plan referred to in Article 35-5, paragraph (2), item (v) for a Medium to Long-term Plan of a National Research and Development Agency, or the plan referred to in Article 35-10, paragraph (3), item (v) for a Business Plan of an Agency Engaged in Administrative Execution, and it makes payment to the national treasury in relation to the Unnecessary Property Pertaining to Government Contribution, etc. in accordance with the relevant plan.
Supplementary Provisions (Act No. 37 of May 28, 2010) (excerpt)
(Transitional measure)
Article 3 Transfer of assets that is conducted by an incorporated administrative agency before the date on which the Act comes into effect and that is defined by the competent minister as equivalent to transfer of unnecessary assets involving government investment, etc. stipulated in Article 46-2, Paragraph 1 of the new Act on the date on which the Act comes into effect shall be defined as transfer of unnecessary assets involving government investment, etc. stipulated in Paragraph 2 of the said Article conducted on the date on which the Act comes into effect, and the provisions from Paragraph 2 to Paragraph 6 of the said Article apply. In this case, "may make a payment" in Paragraph 2 of the said Article shall be replaced with "shall make a payment."

Act on the Japan Student Services Organization
Article 18 (1) When the Organization has the reserves stipulated in Article 44(1) of the Act on the General Rules for Incorporated Administrative Agencies after the adjustments stipulated in Article 44(1) or 44(2) of the Act for the last fiscal year of the period for a medium-term target period (hereinafter referred to as the "medium-term target period" in this paragraph) stipulated by Article 29(2)(i) of the Act, the Organization may use the portion approved by the Minister of Education, Culture, Sports, Science and Technology out of the equivalent to the reserve amount for operations stipulated in Article 13 of the Act for the next medium-term plan period, under the medium-term plan approved pursuant to Article 30(1) of the Act with regard to the next medium-term target period after the relevant medium-term target period.
(2) When the Organization has a surplus after deducting the amount approved in paragraph (1) from the reserve amount stipulated in the same clause, it shall pay the surplus to the national treasury.
(3) In addition to the matters stipulated in the above two paragraphs, any other necessary matters regarding procedures for payment to the national treasury and other measures for disposal of reserves shall be stipulated by government ordinance

## 6. Special remarks

1) The policy costs of Japan Student Services Organization (JASSO)'s non-interest-bearing loan program (using FILP) and interest-bearing loan program are incurred because JASSO provides long-term funds with low interest rates for school fees to superior students who have difficulty in continuing their studies for economic reasons. As a result, these students can be self-supported and study without worry, developing capable and creative human resources that will make significant contribution to society in the future.
2) This analysis is for the accounting division of the "administration pertaining to the Category 1 Loans" (using FILP) and the "administration pertaining to the Category 2 Loans" under Article 17 Paragraph 1 Items 2 and 3 of the Ministerial Order Pertaining to JASSO (Incorporated Administrative Agency.)
3) The following systematic revisions apply for the newly qualified borrower students as of FY2007 in order to contribute to the reduction of the interest subsidies in the future and to the convenience of the students.
(A) Since the funds for the student loan within the period spent at school are interest-free (No interest on non-interest-bearing loans over full terms), such funds shall be short-term private borrowing, etc. in order to reduce the procurement cost of JASSO and the borrowers shall refinance such loans to longterm FILP funds upon the completion of financing depending on the selected interest rate.
(B) Provide students with options to select from a fixed interest rate or a variable interest rate for their repayment to eliminate the mismatching interest rates by borrowing the Fiscal Loan Fund in accordance with the selections.
4) The institution guarantee system by Japan Education Exchanges and Services has been introduced for recruits as well as the conventional personnel guarantee since FY2004.
The percentage of recruits in FY2017 using the institution guarantee is $44.0 \%$
Trend of institution guarantee members over the last three years, etc. are as follows:
$<$ Trend of institution guarantee members (with and no interest)>

| Category | Fy2015 | FY2016 | FY2017 |
| :---: | ---: | ---: | ---: |
| Number of members | 199,236 | 185,849 | 194,071 |
| Percentage | $43.5 \%$ | $41.3 \%$ | $44.0 \%$ |

(Note) Figures in the above table represent the number of institution
guarantee users and their percentage share of the total number of
scholarship recruits.
$<$ Trend of payment under guarantee (with and no interest) $>$

| Category | Fy2015 | FY2016 | FY2017 |
| :---: | :---: | :---: | :---: |
| Number of payment under guarantee | 7,168 | 7,910 | 9,889 |
| Amount of payment under guarantee | 15.298 billion | \$17.165 billion | 21.252 billion |

(Note) The amount of payment under guarantee covers principal, interest and delinquency charges.
(Reference) Outcome and social and economic benefits of operations

1) Interest-bearing loans
(i) Interest-bearing loans (FY2017)

781,029 persons $¥ 687.9$ billion
Non-interest-bearing loan program (using FILP) 8,655 persons $\quad ¥ 5.2$ billion Interest-bearing loan program $\quad 772,374$ persons $\quad ¥ 682.7$ billion
(ii) Interest-bearing loans (FY1984~2017)
$4,950,207$ persons $¥ 11,301.4$ billion
Non-interest-bearing loan program (using FILP) 8,655 persons $\quad ¥ 5.2$ billion Interest-bearing loan program
(iii) Outstanding balance of loans (at the end of FY2017)
$3,644,359$ persons $\quad ¥ 6,627.3$ billion
Non-interest-bearing loan program (using FILP) 8,639 persons $¥ 5.2$ billion
Interest-bearing loan program $3,635,720$ persons $¥ 6,622.1$ billion
(iv) Projected lending (FY2018 planned)

781,783 persons $\quad ¥ 693.7$ billion
Non-interest-bearing loan program (using FILP)24,352 persons $\quad ¥ 16.6$ billion Interest-bearing loan program $\quad 757,431$ persons $\quad ¥ 677.1$ billion
(v) Projected lending (FY2019 planned)

798,648 persons $\quad ¥ 698.4$ billion
Non-interest-bearing loan program (using FILP)33,678 persons $¥ 22.1$ billion Interest-bearing loan program 764,970 persons $\quad ¥ 676.2$ billion
(Note) The number of borrowers in (iii) include those who were repaying loans and those in school.
2) Main policy purposes and social/economic benefits
(i) Under the Scholarship Loan Program, loans for school fees are provided to students at universities, junior colleges, graduate schools, technical colleges, and special training colleges (professional courses) on the assumption that they will use their income after their graduation from these institutions for repaying the loans.
A part of the non-interest-bearing loan program is a transitional, limited measure to use fiscal loans from FY2017 only for students eligible for non-interest-bearing scholarship loans who have received interest-bearing loans and those who have become eligible for them as a result of the relaxation of academic results requirements for children of low-income households.
Since FY1999, the interest-bearing loan project has been drastically expanded to meet the needs of students through a significant increase in the number of borrowers, the introduction of an option system where students can select monthly loan amounts, the relaxation of lending terms, and other changes.

- Change in the number of borrowers
Non-interest-bearing loan program (using FILP)

| (FY2017 planned) |  | (FY2019 planned) |
| :---: | :---: | :---: |
| 36,000 persons | $\rightarrow$ | 34,000 persons |

Interest-bearing loan program

| (FY1999) | (FY2019 planned) |
| :--- | :--- | :---: |
| 208,000 persons | $\rightarrow \quad 765,000$ persons |

- Change in percentage of borrowers among college students
$(\mathrm{FY} 1999)$

$6.1 \%$$\rightarrow \quad$| (FY2019 planned) |
| :--- |
| $22.7 \%$ |

(ii) Scholarship loan programs pave the way for students and others to gain independence and study with peace of mind, contribute to developing creative human resources having rich human capacities needed to shoulder the responsibilities of future enerations and also to promoting mutual international understanding.

## (Reference) Changes in Policy Costs by Component

<Japan Student Services Organization (Incorporated Administrative Agency)>


Note: Policy costs for each fiscal year differ in assumptions including interest rates applied to estimates.

## (Points)

-Policy costs have been on a decreasing trend in accordance with a decline in assumed interest rates, etc. Borrowers have decreased since FY2013. In the FY2019 plan, the number of borrowers stands at 34,000 for non-interest-bearing loans (using FILP) and 765,000 for interest-bearing loans.
(Reference) The following systematic revisions apply for newly qualified borrower students as of FY2007, mainly due to the reduction of the interest subsidies in the future, eliminating the mismatching interest rates.
(1) Borrowers shall refinance loans as FILP funds depending on the selected interest rate condition (fixed interest rate reviewed every 5 years) for repayment.
(2) As for interest rate for repayment, students can select a fixed interest rate or a variable interest rate for borrowing from the Fiscal Loan Fund.

## (Reference) Financial Statements

| Balance SheetItem <br> (Assets) | (Unit: million yen) |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \hline \text { End of FY2017 } \\ \text { (Result) } \end{gathered}$ | $\begin{array}{\|c\|} \hline \text { End of FY2018 } \\ \text { (Estimated) } \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline \text { End of FY2019 } \\ \text { (Planned) } \\ \hline \end{array}$ | Item | $\begin{gathered} \hline \begin{array}{c} \text { End of FY2017 } \\ \text { (Result) } \end{array} \\ \hline \end{gathered}$ | End of FY2018 (Estimated) | $\begin{array}{\|c\|} \hline \text { End of FY2019 } \\ \text { (Planned) } \\ \hline \end{array}$ |
|  |  |  |  | (Liabilities and equity) |  |  |  |
| Current assets | 9,421,231 | 9,545,355 | 9,731,119 | Current liabilities | 1,018,949 | 1,158,102 | 1,421,954 |
| Cash and bank deposits | 202,871 | 177,814 | 186,809 | Debt from grants for operation cost | 3,262 |  |  |
| Loans | 9,207,856 | 9,364,055 | 9,539,380 | Deposited subsidies | 1,018 |  |  |
| First Category Scholarships | 2,713,022 | 2,803,489 | 2,903,813 | Deposited donations | 2,486 | 2,664 | 2,664 |
| Second Category Scholarships | 6,561,633 | 6,622,007 | 6,692,406 | Japan Sutent Services Organization bonds to be redeemed within a year | 120,000 | 120,000 | 120,000 |
| Loan loss provisions | -66,799 | -61,441 | -56,839 | Long-term detsts payable to be repaid within a year | 880,540 | 1,023,694 | 1,285,429 |
| Securities | 6,699 | 2,499 | 3,598 | Accrued payments | 4,221 | 4,221 | 4,221 |
| Advance payments | 10 | 10 | 10 | Unpaid consumption tax, etc. | 21 | 21 | 21 |
| Prepaid expenses | 14 | 14 | 14 | Lease liabilities | 585 | 361 | 79 |
| Accrued income | 809 | 807 | 811 | Accrued expenses | 6,094 | 6,419 | 8,477 |
| Reserve for possible loan loss | -6 | -6 | -6 | Advances received | 318 | 318 | 318 |
| Accounts receivable | 2,978 | 162 | 162 | Deposit payable | 350 | 350 | 350 |
| Return for provision for bonuses |  |  | 342 | Temporary receipts | 53 | 53 | 53 |
| Fixed assets | 171,054 | 168,623 | 176,254 | Provisions |  |  |  |
| Tangible fixed assets | 33,913 | 32,799 | 32,001 | Provision for bonuses |  |  | 342 |
| Buildings | 21,637 | 21,080 | 20,652 | Fixed liabilities | 8,497,147 | 8,475,454 | 8,402,100 |
| Structures | 27 | 25 | 23 | Asset collateral liabilities | 6,053 | 5,780 | 5,214 |
| Vehicles and transportation equipment | 1 | 1 | 1 | Grants for asset collateral operation cost | 2,715 | 2,925 | 3,118 |
| Tools and equipment | 1,575 | 1,022 | 652 | Asset collateral facilities expenses | 1 | 1 | 1 |
| Land | 10,673 | 10,673 | 10,673 | Asset collateral subsidies | 3,327 | 2,846 | 2,089 |
| Intangible fixed assets | 10,404 | 10,029 | 9,370 | Asset collateral contributions | 10 | 8 | 7 |
| Land lease rights | 5,451 | 5,451 | 5,451 | Long-term deposited donations | 2,470 | 1,781 | 848 |
| Software | 4,952 | 4,578 | 3,919 | Japan Student Services Organization bonds | 120,000 | 120,000 | 120,000 |
| Telephone subscription right |  |  | 1 | Discount on bond | 2 | 1 | 0 |
| Investment and other assets | 126,738 | 125,794 | 134,883 | Long-term loans payable | 8,367,899 | 8,347,498 | 8,271,216 |
| Investment securities | 22,486 | 23,993 | 20,400 | Long-term deposits | 70 | 70 | 70 |
| Banknupty credit, revitalization credit, rehabilitation credit the like | 99,614 | 104,963 | 110,607 | Long-term lease liabilities | 540 | 211 | 132 |
| Loan loss provisions | -99,221 | -104,468 | -109,943 | Provisions | 113 | 113 | 4,621 |
| Expected value of outstanding financing measures | 103,812 | 101,260 | 109,266 | Provision for retirement benefits |  |  | 4,507 |
| Return for provision for retirement benefits |  |  | 4,507 | Provision for environmental measures | 113 | 113 | 113 |
| Guarantee deposits | 46 | 46 | 46 | (Total liabilities) | 9,516,096 | 9,633,556 | 9,824,055 |
|  |  |  |  | Capital | 100 | 100 | 100 |
|  |  |  |  | Government's equity | 100 | 100 | 100 |
|  |  |  |  | Capital surplus | 33,049 | 32,436 | 31,953 |
|  |  |  |  | Capital surplus | -601 | -601 | -601 |
|  |  |  |  | Other administrative costs accumulated | -25,095 | -25,708 | -26,191 |
|  |  |  |  | Amount equivalent to accumulated depreciation cost $(-)$ | -14,515 | -14,952 | -15,435 |
|  |  |  |  | Amount equivalent to accumulated impairment loss $(-)$ Amount equiventento a acumulated net gais or losese on | -484 |  |  |
|  |  |  |  | sale or disposal | -10,095 | -10,756 | -10,756 |
|  |  |  |  | Private-sector contributions | 58,745 | 58,745 | 58,745 |
|  |  |  |  | Retained earnings | 43,039 | 47,885 | 51,265 |
|  |  |  |  | Reserve carried forward during former medium-term target period | 18,030 | 18,030 | 46,618 |
|  |  |  |  | Reserve fund | 19,024 | 25,009 |  |
|  |  |  |  | Unappropriated income for the current year | 5,985 | 4,846 | 4,647 |
|  |  |  |  | (Of this, gross profit) | 5,985 | 4,846 | 4,647 |
|  |  |  |  | (Total equity) | 76,189 | 80,421 | 83,318 |
| Total assets | 9,592,285 | 9,713,977 | 9,907,373 | Total liabilities and equity | 9,592,285 | 9,713,977 | 9,907,373 |

(Note) Components may not add up to the total because of rounding.



[^0]:    (Note) Components in each column may not add up to the total because of rounding.

    * Government revenue (payments to the government, etc.) is booked as a negative amount. Example: -10 b. yen for 10 b. yen in payments to government, etc.

