

The Nippon Road Co., Ltd. and Consolidated Subsidiaries  
**Consolidated Balance Sheets**  
As at 31 March 2003 and 2002

ASSETS	Millions of Yen		Thousands of U.S. Dollars (Note 3)
	2003	2002	2003
<b>Current Assets:</b>			
Cash in hand and at bank (Notes 4) .....	¥ 13,654	¥ 14,747	\$ 113,594
Notes and accounts receivable-trade.....	55,277	56,666	459,875
Cost on uncompleted construction contracts .....	11,723	9,505	97,529
Other inventories .....	4,248	4,624	35,341
Deferred tax assets(Note 7) .....	4,254	4,801	35,391
Other current assets .....	3,579	2,886	29,776
Less: allowance for doubtful accounts .....	(348)	(301)	(2,895)
<b>Total current assets</b>	<b>92,387</b>	<b>92,928</b>	<b>768,611</b>
<b>Non-Current Assets</b>			
<b>Tangible Fixed Assets</b>			
Buildings and structures .....	15,474	16,030	128,735
Machinery and equipment .....	31,105	32,048	258,777
Leased Assets .....	15,299	14,062	127,280
Land.....	16,345	16,330	135,982
Construction in progress.....	64	145	532
Less: accumulated depreciation.....	(43,068)	(43,044)	(358,303)
	<b>35,219</b>	<b>35,571</b>	<b>293,003</b>
<b>Intangibles Assets</b>			
Intangible assets.....	<b>909</b>	<b>1,150</b>	<b>7,562</b>
<b>Investments and Other Assets</b>			
Investments in securities (Notes 5).....	4,085	5,491	33,985
Other investments.....	2,676	2,990	22,263
Less: allowance for doubtful accounts.....	(960)	(942)	(7,987)
Deferred taxes assets(Note 7).....	1,883	1,977	15,666
	<b>7,684</b>	<b>9,516</b>	<b>63,927</b>
<b>Total non-current assets</b>	<b>43,812</b>	<b>46,237</b>	<b>364,492</b>
<b>Total assets</b>	<b>¥136,199</b>	<b>¥139,165</b>	<b>\$1,133,103</b>

The accompanying notes are an integral part of the financial statements.

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**LIABILITIES, MINORITY INTERESTS AND SHAREHOLDERS' EQUITY**

	Millions of Yen		Thousands of U.S. Dollars (Note 3)
	2003	2002	2003
<b>Current Liabilities:</b>			
Notes and accounts payable-trade .....	¥52,108	¥50,853	\$433,511
Short-term borrowings (Note 6) .....	7,262	13,033	60,416
Accrued expenses .....	2,000	2,087	16,639
Accrued income taxes (Note 7) .....	295	159	2,454
Advances received on uncompleted construction contracts .....	8,217	7,078	68,361
Special reserve for early retirement benefits to employee	-	850	-
Warranty reserve.....	95	67	790
Other current liabilities.....	4,475	4,237	37,230
<b>Total current liabilities</b>	<b>74,452</b>	<b>78,364</b>	<b>619,401</b>
<b>Long-term borrowings (Note6) .....</b>	<b>7,735</b>	<b>4,251</b>	<b>64,352</b>
<b>Reserve for retirement benefits (Note10) .....</b>			
<b>Employees.....</b>	<b>3,380</b>	<b>4,631</b>	<b>28,120</b>
<b>Directors and corporate auditors .....</b>	<b>189</b>	<b>196</b>	<b>1,572</b>
<b>Other non-current liabilities .....</b>	<b>189</b>	<b>189</b>	<b>1,572</b>
<b>Total non-current liabilities</b>	<b>11,493</b>	<b>9,267</b>	<b>95,616</b>
<b>Minority Interests in Consolidated Subsidiaries .....</b>	<b>79</b>	<b>91</b>	<b>657</b>
<b>Contingent Liabilities and Commitments (Note 11)</b>			
<b>Shareholders' Equity :</b>			
Common stock, par value ¥50 per share:			
Authorized: 380,000,000 shares			
at 31 March 2003 and 2002			
Issued: 97,616,187 shares			
at 31 March 2003 and 2002.....	12,290	12,290	102,246
Additional paid-in capital .....	14,520	14,520	120,799
Retained earnings (Note 12) .....	23,563	24,304	196,032
Unrealized gain on investments in securities.....	(117)	414	(974)
Foreign currency translation adjustments .....	(70)	(84)	(582)
Less: treasury stock .....	(11)	(1)	(92)
<b>Total shareholders' equity</b>	<b>50,175</b>	<b>51,443</b>	<b>417,429</b>
<b>Total liabilities and shareholders' equity</b>	<b>¥136,199</b>	<b>¥139,165</b>	<b>\$1,133,103</b>

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