## Translation

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# Summary of Consolidated Financial Results for the Year Ended March 31, 2023 (Based on Japanese GAAP)

May 10, 2023

Company name:

Inabata&Co.,Ltd.

Stock exchange listing: Tokyo

Stock code: 8098

URL https://www.inabata.co.jp

Representative:

Director, President Executive Officer,

Inquiries:

General Manager, Financial Management

Koichi Noda

Katsutaro Inabata

TEL 050-3684-4011

Office

Offic

Scheduled date of ordinary general meeting of shareholders: Scheduled date to file Securities Report:

June 22, 2023 May 31, 2023

June 21, 2023

Scheduled date to commence dividend payments: Preparation of supplementary material on financial results:

No

Holding of financial results meeting:

Yes (for institutional investors and analysts)

(Amounts less than one million yen are rounded down)

#### 1. Consolidated financial results for the year ended March 31, 2023 (from April 1, 2022 to March 31, 2023)

#### (1) Consolidated operating results

Percentages indicate year-on-year changes

|                           | Net sales       |     | Operating profit |      | Ordinary profit |        | Profit attributable to owners of parent |        |
|---------------------------|-----------------|-----|------------------|------|-----------------|--------|---|--------|
|                           | Millions of yen | %   | Millions of yen  | %    | Millions of yen | %      | Millions of yen                         | %      |
| Year ended March 31, 2023 | 735,620         | 8.0 | 20,314           | 1.3  | 19,110          | (11.7) | 19,478                                  | (12.9) |
| Year ended March 31, 2022 | 680,962         | _   | 20,052           | 33.9 | 21,648          | 31.1   | 22,351                                  | 62.0   |

|                           | Earnings per share | Diluted earnings per<br>share | Profit attributable to<br>owners of<br>parent/equity | Ordinary profit/total assets | Operating profit/net sales |
|---------------------------|--------------------|-------------------------------|--|------------------------------|----------------------------|
|                           | Yen                | Yen                           | %  | %                            | %                          |
| Year ended March 31, 2023 | 343.31             | _                             | 11.0   | 5.0                          | 2.8                        |
| Year ended March 31, 2022 | 374.23             | _                             | 12.8   | 5.8                          | 2.9                        |

#### (2) Consolidated financial position

| (2) consonauta iniuntan position | •               |                 |              |                      |  |
|----------------------------------|-----------------|-----------------|--------------|----------------------|--|
|                                  | Total assets    | Net assets      | Equity ratio | Net assets per share |  |
|                                  | Millions of yen | Millions of yen | %            | Yen                  |  |
| As of March 31, 2023             | 380,443         | 181,507         | 47.2         | 3,214.42             |  |
| As of March 31, 2022             | 389,059         | 176,914         | 45.0         | 3,062.46             |  |

#### (3) Consolidated cash flows

|                           | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash equivalents at end of period |
|---------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
|                           | Millions of yen                      | Millions of yen                      | Millions of yen                      | Millions of yen                            |
| Year ended March 31, 2023 | 9,915                                | 8,278                                | (17,568)                             | 29,790                                     |
| Year ended March 31, 2022 | (11,448)                             | 5,446                                | 5,999                                | 28,251                                     |

#### 2. Cash dividends

|  |                 | Annu            | ıal dividends per | Total cash      | Dividend payout | Ratio of dividends |                      |                                 |
|--|-----------------|-----------------|-------------------|-----------------|-----------------|--------------------|----------------------|---------------------------------|
|  | 1st quarter-end | 2nd quarter-end | 3rd quarter-end   | Fiscal year-end | Total           | dividends (Total)  | ratio (Consolidated) | to net assets<br>(Consolidated) |
|  | Yen             | Yen             | Yen               | Yen             | Yen             | Millions of yen    | %                    | %                               |
| Year ended March 31, 2022                | _               | 30.00           | -                 | 80.00           | 110.00          | 6,406              | 29.4                 | 3.7                             |
| Year ended March 31, 2023                | _               | 50.00           | -                 | 65.00           | 115.00          | 6,533              | 33.5                 | 3.7                             |
| Year ending March 31, 2024<br>(Forecast) | _               | 55.00           | _                 | 65.00           | 120.00          |                    | 31.9                 |                                 |

#### 3. Forecast of consolidated financial results for the year ending March 31, 2024 (from April 1, 2023 to March 31, 2024)

Percentages indicate year-on-year changes

|   | Net sales       |     | Operating profit |       | Ordinary profit |       | Profit attributable to owners of parent |      | Earnings per share |
|---|-----------------|-----|------------------|-------|-----------------|-------|---|------|--------------------|
|   | Millions of yen | %   | Millions of yen  | %     | Millions of yen | %     | Millions of yen                         | %    | Yen                |
| Six months ending<br>September 30, 2023 | 390,000         | 4.4 | 10,000           | (5.2) | 9,500           | (7.9) | 11,000                                  | 14.4 | 197.02             |
| Full year                               | 800,000         | 8.8 | 21,000           | 3.4   | 20,000          | 4.7   | 21,000                                  | 7.8  | 376.14             |

#### 4. Notes

(1) Changes in significant subsidiaries during the year ended March 31, 2023
(changes in specified subsidiaries resulting in the change in scope of consolidation):

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations:

No
Changes in accounting policies due to other reasons:

No
Changes in accounting estimates:

No
Restatement of prior period financial statements:

No

### (3) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

| 1  | 57,114,127 shares | As of March 31, 2022      | !<br>!                                | 60,799,227 shares                     |  |  |  |  |
|--|-------------------|---------------------------|---------------------------------------|---------------------------------------|--|--|--|--|
| Number of treasury shares at the end of the period |                   |                           |                                       |                                       |  |  |  |  |
| 1  | 1,284,045 shares  | As of March 31, 2022      | I<br>I                                | 3,682,139 shares                      |  |  |  |  |
| od   |                   | •                         |                                       | _                                     |  |  |  |  |
| 1  | 56,736,773 shares | Year ended March 31, 2022 | 1                                     | 59,725,855 shares                     |  |  |  |  |
|  | e perio           | 1,284,045 shares          | 1,284,045 shares As of March 31, 2022 | 1,284,045 shares As of March 31, 2022 |  |  |  |  |

## Consolidated financial statements Consolidated balance sheets

|  |                      | (Willions of yell)   |
|--|----------------------|----------------------|
|  | As of March 31, 2022 | As of March 31, 2023 |
| Assets                                 |                      |                      |
| Current assets                         |                      |                      |
| Cash and deposits                      | 35,403               | 36,353               |
| Notes receivable - trade               | 22,548               | 23,247               |
| Accounts receivable - trade            | 162,149              | 153,640              |
| Merchandise and finished goods         | 72,145               | 83,097               |
| Work in process                        | 860                  | 802                  |
| Raw materials and supplies             | 6,059                | 4,990                |
| Other                                  | 12,728               | 13,623               |
| Allowance for doubtful accounts        | (389)                | (382)                |
| Total current assets                   | 311,505              | 315,373              |
| Non-current assets                     |                      |                      |
| Property, plant and equipment          |                      |                      |
| Buildings and structures               | 17,184               | 18,491               |
| Accumulated depreciation               | (11,765)             | (12,881              |
| Buildings and structures, net          | 5,419                | 5,610                |
| Machinery, equipment and vehicles      | 18,648               | 20,351               |
| Accumulated depreciation               | (14,551)             | (15,976              |
| Machinery, equipment and vehicles, net | 4,097                | 4,375                |
| Land                                   | 3,043                | 3,295                |
| Construction in progress               | 205                  | 210                  |
| Other                                  | 6,382                | 7,753                |
| Accumulated depreciation               | (3,834)              | (4,640               |
| Other, net                             | 2,547                | 3,113                |
| Total property, plant and equipment    | 15,312               | 16,606               |
| Intangible assets                      | 2,647                | 2,403                |
| Investments and other assets           |                      |                      |
| Investment securities                  | 48,303               | 32,840               |
| Long-term loans receivable             | 1,448                | 1,323                |
| Retirement benefit asset               | 6,390                | 8,215                |
| Deferred tax assets                    | 1,105                | 1,202                |
| Other                                  | 7,380                | 7,779                |
| Allowance for doubtful accounts        | (5,035)              | (5,300               |
| Total investments and other assets     | 59,593               | 46,060               |
| Total non-current assets               | 77,553               | 65,070               |
| Total assets                           | 389,059              | 380,443              |

|  | As of March 31, 2022    | As of March 31, 2023     |
|--|-------------------------|--------------------------|
| Liabilities  | 115 01 1/10/01/01/01/01 | 115 01 1141011 0 1, 2020 |
| Current liabilities  |                         |                          |
| Notes and accounts payable - trade                         | 115,959                 | 105,730                  |
| Short-term borrowings                                      | 58,657                  | 49,474                   |
| Income taxes payable                                       | 4,093                   | 3,589                    |
| Accrued expenses   | 1,367                   | 1,859                    |
| Provision for bonuses                                      | 1,608                   | 1,606                    |
| Other  | 11,498                  | 11,273                   |
| Total current liabilities                                  | 193,185                 | 173,534                  |
| Non-current liabilities                                    | ·                       | ·                        |
| Bonds payable  | _                       | 7,500                    |
| Long-term borrowings                                       | 5,880                   | 7,795                    |
| Deferred tax liabilities                                   | 8,761                   | 5,176                    |
| Provision for retirement benefits for directors (and other |                         |                          |
| officers)  | 33                      | 37                       |
| Provision for share awards for directors (and other        | 4.50                    | •06                      |
| officers)  | 159                     | 206                      |
| Provision for loss on guarantees                           | 18                      | =                        |
| Retirement benefit liability                               | 1,624                   | 1,713                    |
| Other  | 2,481                   | 2,972                    |
| Total non-current liabilities                              | 18,959                  | 25,402                   |
| Total liabilities  | 212,144                 | 198,936                  |
| Net assets   | ·                       | ·                        |
| Shareholders' equity                                       |                         |                          |
| Share capital  | 9,364                   | 9,364                    |
| Capital surplus  | 7,044                   | 6,718                    |
| Retained earnings  | 130,540                 | 134,684                  |
| Treasury shares  | (7,398)                 | (2,220)                  |
| Total shareholders' equity                                 | 139,550                 | 148,546                  |
| Accumulated other comprehensive income                     |                         |                          |
| Valuation difference on available-for-sale securities      | 22,667                  | 12,805                   |
| Deferred gains or losses on hedges                         | 398                     | 395                      |
| Foreign currency translation adjustment                    | 11,793                  | 17,187                   |
| Remeasurements of defined benefit plans                    | 508                     | 526                      |
| Total accumulated other comprehensive income               | 35,367                  | 30,914                   |
| Non-controlling interests                                  | 1,996                   | 2,046                    |
| Total net assets   | 176,914                 | 181,507                  |
| Total liabilities and net assets                           | 389,059                 | 380,443                  |

# Consolidated statements of income and consolidated statements of comprehensive income Consolidated statements of income

|   |                   | (Millions of yen) |
|---|-------------------|-------------------|
|   | Fiscal year ended | Fiscal year ended |
|   | March 31, 2022    | March 31, 2023    |
| Net sales   | 680,962           | 735,620           |
| Cost of sales   | 623,591           | 672,745           |
| Gross profit  | 57,370            | 62,874            |
| Selling, general and administrative expenses                  | 37,317            | 42,560            |
| Operating profit  | 20,052            | 20,314            |
| Non-operating income  |                   |                   |
| Interest income   | 244               | 249               |
| Dividend income   | 1,429             | 1,938             |
| Foreign exchange gains  | 53                | =                 |
| Share of profit of entities accounted for using equity method | 370               | =                 |
| Miscellaneous income  | 780               | 847               |
| Total non-operating income                                    | 2,877             | 3,034             |
| Non-operating expenses  |                   |                   |
| Interest expenses   | 674               | 1,823             |
| Foreign exchange losses                                       | _                 | 703               |
| Provision of allowance for doubtful accounts                  | 151               | 71                |
| Commission for purchase of treasury shares                    | 129               | 13                |
| Share of loss of entities accounted for using equity method   | _                 | 1,065             |
| Miscellaneous losses  | 326               | 560               |
| Total non-operating expenses                                  | 1,281             | 4,237             |
| Ordinary profit   | 21,648            | 19,110            |
| Extraordinary income  |                   |                   |
| Gain on sale of investment securities                         | 8,975             | 8,661             |
| Total extraordinary income                                    | 8,975             | 8,661             |
| Extraordinary losses  |                   |                   |
| Loss on valuation of investment securities                    | _                 | 250               |
| Impairment losses   | 168               | _                 |
| Total extraordinary losses                                    | 168               | 250               |
| Profit before income taxes                                    | 30,455            | 27,522            |
| Income taxes - current  | 7,294             | 7,569             |
| Income taxes - deferred                                       | 685               | 405               |
| Total income taxes  | 7,980             | 7,975             |
| Profit -  | 22,475            | 19,547            |
| Profit attributable to non-controlling interests              | 124               | 69                |
| Profit attributable to owners of parent                       | 22,351            | 19,478            |

# Consolidated statements of comprehensive income

|   |                   | (Willions of yell) |
|---|-------------------|--------------------|
|   | Fiscal year ended | Fiscal year ended  |
|   | March 31, 2022    | March 31, 2023     |
| Profit  | 22,475            | 19,547             |
| Other comprehensive income                                |                   |                    |
| Valuation difference on available-for-sale securities     | (16,560)          | (9,873)            |
| Deferred gains or losses on hedges                        | 206               | (12)               |
| Foreign currency translation adjustment                   | 7,276             | 5,351              |
| Remeasurements of defined benefit plans, net of tax       | (68)              | 14                 |
| Share of other comprehensive income of entities accounted | (127)             | 102                |
| for using equity method                                   | (127)             | 102                |
| Total other comprehensive income                          | (9,273)           | (4,417)            |
| Comprehensive income                                      | 13,202            | 15,129             |
| Comprehensive income attributable to                      |                   |                    |
| Comprehensive income attributable to owners of parent     | 13,102            | 15,025             |
| Comprehensive income attributable to non-controlling      | 99                | 104                |
| interests   | "                 | 104                |

# Consolidated statements of changes in equity

Fiscal year ended March 31, 2022

|  | Shareholders' equity |                 |                   |                 |                            |  |  |  |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------|--|--|--|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |  |  |  |
| Balance at beginning of period                       | 9,364                | 7,184           | 116,794           | (4,155)         | 129,188                    |  |  |  |
| Changes during period                                |                      |                 |                   |                 |                            |  |  |  |
| Dividends of surplus                                 |                      |                 | (4,401)           |                 | (4,401)                    |  |  |  |
| Profit attributable to owners of parent              |                      |                 | 22,351            |                 | 22,351                     |  |  |  |
| Purchase of treasury shares                          |                      |                 |                   | (7,500)         | (7,500)                    |  |  |  |
| Cancellation of treasury shares                      |                      | (43)            | (4,203)           | 4,247           | -                          |  |  |  |
| Treasury stock transfer of stock ownership trust     |                      |                 |                   | 9               | 9                          |  |  |  |
| Purchase of shares of consolidated subsidiaries      |                      | (96)            |                   |                 | (96)                       |  |  |  |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                            |  |  |  |
| Total changes during period                          | -                    | (140)           | 13,745            | (3,243)         | 10,362                     |  |  |  |
| Balance at end of period                             | 9,364                | 7,044           | 130,540           | (7,398)         | 139,550                    |  |  |  |

|  | Accumulated other comprehensive income                          |  |  |   |  |                           |                  |
|--|---|--|--|---|--|---------------------------|------------------|
|  | Valuation<br>difference on<br>available-for-<br>sale securities | Deferred gains<br>or losses on<br>hedges | Foreign<br>currency<br>translation<br>adjustment | Remeasurements<br>of defined benefit<br>plans | Total<br>accumulated<br>other<br>comprehensive<br>income | Non-controlling interests | Total net assets |
| Balance at beginning of period                       | 39,316  | 187                                      | 4,536  | 576   | 44,616   | 1,999                     | 175,803          |
| Changes during period                                |   |  |  |   |  |                           |                  |
| Dividends of surplus                                 |   |  |  |   |  |                           | (4,401)          |
| Profit attributable to owners of parent              |   |  |  |   |  |                           | 22,351           |
| Purchase of treasury shares                          |   |  |  |   |  |                           | (7,500)          |
| Cancellation of treasury shares                      |   |  |  |   |  |                           | _                |
| Treasury stock transfer of stock ownership trust     |   |  |  |   |  |                           | 9                |
| Purchase of shares of consolidated subsidiaries      |   |  |  |   |  |                           | (96)             |
| Net changes in items other than shareholders' equity | (16,649)  | 211                                      | 7,257  | (68)  | (9,248)  | (3)                       | (9,251)          |
| Total changes during period                          | (16,649)  | 211                                      | 7,257  | (68)  | (9,248)  | (3)                       | 1,110            |
| Balance at end of period                             | 22,667  | 398                                      | 11,793   | 508   | 35,367   | 1,996                     | 176,914          |

|  | Shareholders' equity |                 |                   |                 |                            |  |  |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------|--|--|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |  |  |
| Balance at beginning of period   | 9,364                | 7,044           | 130,540           | (7,398)         | 139,550                    |  |  |
| Changes during period  |                      |                 |                   |                 |                            |  |  |
| Dividends of surplus   |                      |                 | (7,425)           |                 | (7,425)                    |  |  |
| Profit attributable to owners of parent  |                      |                 | 19,478            |                 | 19,478                     |  |  |
| Purchase of treasury shares  |                      |                 |                   | (2,635)         | (2,635)                    |  |  |
| Cancellation of treasury shares  |                      | (40)            | (7,908)           | 7,949           | _                          |  |  |
| Disposal of treasury shares  |                      | 40              |                   | 379             | 419                        |  |  |
| Treasury stock purchase of stock ownership trust   |                      |                 |                   | (419)           | (419)                      |  |  |
| Treasury stock transfer of stock ownership trust   |                      |                 |                   | 13              | 13                         |  |  |
| Purchase of shares of consolidated subsidiaries  |                      | (326)           |                   |                 | (326)                      |  |  |
| Change in treasury shares<br>arising from change in<br>equity in entities accounted<br>for using equity method |                      |                 |                   | (108)           | (108)                      |  |  |
| Net changes in items other than shareholders' equity   |                      |                 |                   |                 |                            |  |  |
| Total changes during period  | -                    | (326)           | 4,143             | 5,178           | 8,995                      |  |  |
| Balance at end of period   | 9,364                | 6,718           | 134,684           | (2,220)         | 148,546                    |  |  |

|  | Accumulated other comprehensive income                          |  |  |   |  |                           |                  |
|--|---|--|--|---|--|---------------------------|------------------|
|  | Valuation<br>difference on<br>available-for-<br>sale securities | Deferred gains<br>or losses on<br>hedges | Foreign<br>currency<br>translation<br>adjustment | Remeasurements<br>of defined benefit<br>plans | Total<br>accumulated<br>other<br>comprehensive<br>income | Non-controlling interests | Total net assets |
| Balance at beginning of period   | 22,667  | 398                                      | 11,793   | 508   | 35,367   | 1,996                     | 176,914          |
| Changes during period  |   |  |  |   |  |                           |                  |
| Dividends of surplus   |   |  |  |   |  |                           | (7,425)          |
| Profit attributable to owners of parent  |   |  |  |   |  |                           | 19,478           |
| Purchase of treasury shares  |   |  |  |   |  |                           | (2,635)          |
| Cancellation of treasury shares  |   |  |  |   |  |                           | _                |
| Disposal of treasury shares  |   |  |  |   |  |                           | 419              |
| Treasury stock purchase of stock ownership trust   |   |  |  |   |  |                           | (419)            |
| Treasury stock transfer of stock ownership trust   |   |  |  |   |  |                           | 13               |
| Purchase of shares of consolidated subsidiaries  |   |  |  |   |  |                           | (326)            |
| Change in treasury shares<br>arising from change in<br>equity in entities accounted<br>for using equity method |   |  |  |   |  |                           | (108)            |
| Net changes in items other than shareholders' equity   | (9,861)   | (3)                                      | 5,394  | 17  | (4,452)  | 49                        | (4,402)          |
| Total changes during period  | (9,861)   | (3)                                      | 5,394  | 17  | (4,452)  | 49                        | 4,592            |
| Balance at end of period   | 12,805  | 395                                      | 17,187   | 526   | 30,914   | 2,046                     | 181,507          |

## Consolidated statements of cash flows

|  |                   | (Millions of yen) |
|--|-------------------|-------------------|
|  | Fiscal year ended | Fiscal year ended |
|  | March 31, 2022    | March 31, 2023    |
| Cash flows from operating activities                                 |                   |                   |
| Profit before income taxes   | 30,455            | 27,522            |
| Depreciation   | 3,160             | 3,532             |
| Impairment losses  | 168               | _                 |
| Increase (decrease) in allowance for doubtful accounts               | 22                | (42)              |
| Interest and dividend income   | (1,673)           | (2,187)           |
| Increase (decrease) in retirement benefit liability                  | (601)             | (8)               |
| Decrease (increase) in retirement benefit asset                      | (3,035)           | (1,795)           |
| Interest expenses  | 674               | 1,823             |
| Share of loss (profit) of entities accounted for using equity method | (370)             | 1,065             |
| Increase (decrease) in provision for loss on guarantees              | _                 | (18)              |
| Loss (gain) on valuation of investment securities                    | _                 | 250               |
| Loss (gain) on sale of investment securities                         | (8,975)           | (8,661)           |
| Decrease (increase) in trade receivables                             | (11,227)          | 15,661            |
| Decrease (increase) in inventories                                   | (20,037)          | (5,512)           |
| Decrease (increase) in other current assets                          | (3,188)           | 2,004             |
| Decrease (increase) in other non-current assets                      | (60)              | 115               |
| Increase (decrease) in trade payables                                | 4,363             | (15,328)          |
| Increase (decrease) in other current liabilities                     | 3,864             | (1,242)           |
| Other, net   | 407               | 446               |
| Subtotal   | (6,053)           | 17,623            |
| Interest and dividends received                                      | 1,793             | 2,203             |
| Interest paid  | (666)             | (1,800)           |
| Income taxes paid  | (6,521)           | (8,111)           |
| Net cash provided by (used in) operating activities                  | (11,448)          | 9,915             |
| Cash flows from investing activities                                 |                   |                   |
| Payments into time deposits  | (6,780)           | (6,681)           |
| Proceeds from withdrawal of time deposits                            | 5,742             | 7,545             |
| Purchase of property, plant and equipment                            | (1,669)           | (2,527)           |
| Proceeds from sale of property, plant and equipment                  | 15                | 34                |
| Purchase of intangible assets  | (317)             | (423)             |
| Purchase of investment securities                                    | (197)             | (1,424)           |
| Proceeds from sale of investment securities                          | 9,645             | 12,111            |
| Purchase of shares of subsidiaries                                   | (554)             | (445)             |
| Decrease (increase) in short-term loans receivable                   | (35)              | 146               |
| Long-term loan advances  | (151)             | (167)             |
| Proceeds from collection of long-term loans receivable               | 347               | 171               |
| Other, net   | (597)             | (58)              |
| Net cash provided by (used in) investing activities                  | 5,446             | 8,278             |

|  |                   | (Willions of yell)                  |  |
|--|-------------------|-------------------------------------|--|
|  | Fiscal year ended | Fiscal year ended<br>March 31, 2023 |  |
|  | March 31, 2022    |                                     |  |
| Cash flows from financing activities   |                   |                                     |  |
| Net increase (decrease) in short-term borrowings                                     | 21,488            | (13,072)                            |  |
| Proceeds from long-term borrowings   | 438               | 4,266                               |  |
| Repayments of long-term borrowings   | (3,041)           | (2,158)                             |  |
| Proceeds from issuance of bonds  | _                 | 7,454                               |  |
| Purchase of treasury shares  | (7,629)           | (3,069)                             |  |
| Proceeds from disposal of treasury shares  | _                 | 419                                 |  |
| Increase/decrease in money held in trust for acquisition of                          |                   | (2.927)                             |  |
| treasury stock   | <del>-</del>      | (2,837)                             |  |
| Dividends paid   | (4,415)           | (7,450)                             |  |
| Dividends paid to non-controlling interests  | (107)             | (35)                                |  |
| Purchase of shares of subsidiaries not resulting in change in scope of consolidation | (96)              | (326)                               |  |
| Other, net   | (636)             | (757)                               |  |
| Net cash provided by (used in) financing activities                                  | 5,999             | (17,568)                            |  |
| Effect of exchange rate change on cash and cash equivalents                          | 2,270             | 912                                 |  |
| Net increase (decrease) in cash and cash equivalents                                 | 2,268             | 1,538                               |  |
| Cash and cash equivalents at beginning of period                                     | 25,983            | 28,251                              |  |
| Cash and cash equivalents at end of period   | 28,251            | 29,790                              |  |