# Supplementary Financial Information for the third quarter of fiscal year ending March 2016 

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Within the presentation, information on the future performance such as results forecasts is based on the data available at the time this presentation was prepared that the Company assumes reasonable. Actual performance depends on various important factors and may differ significantly from the estimates contained herein.

> Previously, revenue and expense accounts of consolidated foreign subsidiaries and affiliated companies were translated into Japanese yen at the spot rate prevailing as of the reporting date. From the first quarter of FY2015, the Company has changed to a translation method using the average exchange rate.
> The prior year financial statements have been adjusted retrospectively to apply the change in accounting policy.

Consolidated Statement of Income (Nine months)

| (Yen in Million) | $\begin{gathered} \hline \text { FY2014 } \\ 14 / 4-12 \\ \text { Results } \end{gathered}$ | $\begin{gathered} \hline \text { FY2015 } \\ \text { 15/4-12 } \\ \text { Results } \end{gathered}$ | Increase <br> /Decrease |
| :---: | :---: | :---: | :---: |
| Net Sales | 196,175 | 219,117 | 22,942 |
| Electronic Devices | 170,911 | 190,279 | 19,368 |
| Electronic Systems | 25,263 | 28,838 | 3,575 |
| Cost of Sales | 182,957 | 205,711 | 22,754 |
| Gross Profit | 13,217 | 13,406 | 189 |
| Electronic Devices | 9,311 | 9,128 | (183) |
| Electronic Systems | 3,905 | 4,277 | 372 |
| Selling, general and administrative expenses | 10,796 | 11,237 | 441 |
| Personal expenses | 6,679 | 6,905 | 226 |
| Other | 4,116 | 4,331 | 215 |
| Operating income | 2,420 | 2,168 | (252) |
| Electronic Devices | 1,876 | 1,436 | (440) |
| Electronic Systems | 551 | 739 | 188 |
| Non-operating income | 522 | 545 | 23 |
| Equity in earnings of affiliates | 199 | 291 | 92 |
| Non-operating expenses | 1,302 | 432 | (870) |
| Foreign exchange losses | 924 | 60 | (864) |
| Ordinary income | 1,640 | 2,282 | 642 |
| Extraordinary income | 5 | 868 | 863 |
| Extraordinary loss | 5 | 803 | 798 |
| Income before income taxes and minority interests | 1,641 | 2,346 | 705 |
| Income taxes | 571 | 789 | 218 |
| Profit attributable to non-controlling interests | 205 | 206 | 1 |
| Profit attributable to owners of parent | 864 | 1,350 | 486 |
| Number of Employees | 1,241 | 1,280 | 39 |
| Gross Profit Margin | 6.7\% | 6.1\% |  |
| Electronic Devices | 5.4\% | 4.8\% |  |
| Electronic Systems | 15.5\% | 14.8\% | - |
| Operating Profit Margin | 1.2\% | 1.0\% | - |
| Electronic Devices | 1.1\% | 0.8\% | - |
| Electronic Systems | 2.2\% | 2.6\% | - |
| Ordinary Profit Margin | 0.8\% | 1.0\% | - |
| Net Profit Margin | 0.4\% | 0.6\% | - |

Consolidated Sales by Segment (Nine months)

| (Yen in Million) | FY2014 | FY2015 | Increase |
| :--- | ---: | ---: | ---: |
|  | $14 / 4-12$ | $15 / 4-12$ | /Decrease |
|  | Results | Results | /Der |
| Total Electronic Devices | $\mathbf{1 7 0 , 9 1 1}$ | $\mathbf{1 9 0 , 2 7 9}$ | $\mathbf{1 9 , 3 6 8}$ |
| Semiconductors | $\mathbf{1 4 9 , 6 7 3}$ | $\mathbf{1 6 8 , 0 6 0}$ | $\mathbf{1 8 , 3 8 7}$ |
| Analog IC | 26,159 | 29,889 | 3,730 |
| Standard Logic IC | 2,608 | 2,279 | $(329)$ |
| Memory IC | 17,796 | 16,461 | $(1,335)$ |
| Micro-Processor | 12,097 | 14,043 | 1,946 |
| Special-Use IC | 78,690 | 97,041 | 18,351 |
| Custom IC | 11,858 | 7,942 | $(3,916)$ |
| Other | 465 | 405 | $(59)$ |
| Electronic Components | $\mathbf{2 1 , 2 3 9}$ | $\mathbf{2 2 , 2 1 9}$ | $\mathbf{9 8 1}$ |
| Total Electronic Systems | $\mathbf{2 5 , 2 6 3}$ | $\mathbf{2 8 , 8 3 8}$ | $\mathbf{3 , 5 7 5}$ |
| Space \& Defense Electronics | 2,816 | 3,611 | 795 |
| Measurement \& Inspection Equipment | 10,092 | 9,904 | $(189)$ |
| Scientific Equipment | 824 | 665 | $(159)$ |
| Laser Equipment | 2,239 | 3,139 | 900 |
| Medical Equipment | 9,291 | 11,518 | 2,227 |
| Total Net Sales | $\mathbf{1 9 6 , 1 7 5}$ | $\mathbf{2 1 9 , 1 1 7}$ | $\mathbf{2 2 , 9 4 2}$ |

Consolidated Statement of Income (Three months)

| (Yen in Million) | $\begin{gathered} \hline \text { FY2014 } \\ 14 / 10-12 \\ \text { Results } \end{gathered}$ | $\begin{gathered} \hline \text { FY2015 } \\ 15 / 10-12 \\ \text { Results } \end{gathered}$ | Increase <br> /Decrease |
| :---: | :---: | :---: | :---: |
| Net Sales | 72,935 | 71,314 | $(1,621)$ |
| Electronic Devices | 63,373 | 60,680 | $(2,693)$ |
| Electronic Systems | 9,561 | 10,634 | 1,073 |
| Cost of Sales | 67,884 | 66,857 | $(1,027)$ |
| Gross Profit | 5,050 | 4,457 | (593) |
| Electronic Devices | 3,535 | 2,842 | (693) |
| Electronic Systems | 1,514 | 1,614 | 100 |
| Selling, general and administrative expenses | 3,553 | 3,704 | 151 |
| Personal expenses | 2,194 | 2,290 | 96 |
| Other | 1,359 | 1,414 | 55 |
| Operating income | 1,497 | 753 | (744) |
| Electronic Devices | 1,119 | 350 | (769) |
| Electronic Systems | 380 | 405 | 25 |
| Non-operating income | 175 | 170 | (5) |
| Equity in earnings of affiliates | 77 | 100 | 23 |
| Non-operating expenses | 601 | 134 | (467) |
| Foreign exchange losses | 471 | 9 | (462) |
| Ordinary income | 1,071 | 789 | (282) |
| Extraordinary income | 5 | 174 | 169 |
| Extraordinary loss | 0 | 48 | 48 |
| Income before income taxes and minority interests | 1,077 | 915 | (162) |
| Income taxes | 348 | 312 | (36) |
| Profit attributable to non-controlling interests | 133 | 80 | (53) |
| Profit attributable to owners of parente | 594 | 523 | (71) |
| Gross Profit Margin | 6.9\% | 6.2\% |  |
| Electronic Devices | 5.6\% | 4.7\% |  |
| Electronic Systems | 15.8\% | 15.2\% |  |
| Operating Profit Margin | 2.1\% | 1.1\% | - |
| Electronic Devices | 1.8\% | 0.6\% | - |
| Electronic Systems | 4.0\% | 3.8\% | - |
| Ordinary Profit Margin | 1.5\% | 1.1\% | - |
| Net Profit Margin | 0.8\% | 0.7\% | - |

Consolidated Sales by Segment (Three months)

| (Yen in Million) | $\begin{gathered} \hline \text { FY2014 } \\ 14 / 10-12 \\ \text { Results } \\ \hline \end{gathered}$ | $\begin{gathered} \text { FY2015 } \\ 15 / 10-12 \\ \text { Results } \end{gathered}$ | Increase <br> /Decrease |
| :---: | :---: | :---: | :---: |
| Total Electronic Devices | 63,373 | 60,680 | $(2,693)$ |
| Semiconductors | 55,632 | 54,559 | $(1,074)$ |
| Analog IC | 9,787 | 10,301 | 514 |
| Standard Logic IC | 862 | 722 | (140) |
| Memory IC | 5,770 | 5,313 | (457) |
| Micro-Processor | 5,065 | 5,352 | 287 |
| Special-Use IC | 31,329 | 30,539 | (790) |
| Custom IC | 2,677 | 2,255 | (422) |
| Other | 142 | 75 | (67) |
| Electronic Components | 7,740 | 6,121 | $(1,619)$ |
| Total Electronic Systems | 9,561 | 10,634 | 1,073 |
| Space \& Defense Electronics | 1,276 | 1,838 | 562 |
| Measurement \& Inspection Equipment | 3,289 | 3,278 | (11) |
| Scientific Equipment | 324 | 272 | (52) |
| Laser Equipment | 762 | 1,178 | 416 |
| Medical Equipment | 3,912 | 4,068 | 156 |
| Total Net Sales | 72,935 | 71,314 | $(1,621)$ |

## Consolidated Statement of Income (Forecast)

| (Yen in Million) | FY2014 <br> Results | FY2015 <br> Forecast | Increase /Decrease |
| :---: | :---: | :---: | :---: |
| Net Sales | 273,683 | 284,000 | 10,317 |
| Electronic Devices | 234,428 | 237,000 | 2,572 |
| Electronic Systems | 39,254 | 47,000 | 7,746 |
| Cost of Sales | 254,537 | 264,000 | 9,463 |
| Gross Profit | 19,146 | 20,000 | 854 |
| Electronic Devices | 13,162 | 13,000 | (162) |
| Electronic Systems | 5,983 | 7,000 | 1,017 |
| Selling, general and administrative expenses | 14,593 | 15,450 | 857 |
| Operating income | 4,552 | 4,550 | (2) |
| Non-operating income | 751 | 600 | (151) |
| Non-operating expenses | 1,418 | 650 | (768) |
| Ordinary income | 3,886 | 4,500 | 614 |
| Extraordinary income | 7 | 700 | (12) |
| Extraordinary loss | 110 | 750 | 640 |
| Income before income taxes and minority interests | 3,783 | 4,450 | 667 |
| Income taxes | 1,386 | 1,450 | 64 |
| Profit attributable to non-controlling interests | 405 | 450 | 45 |
| Profit attributable to owners of parent | 1,990 | 2,550 | 560 |
| Gross Profit Margin | 7.0\% | 7.0\% | - |
| Electronic Devices | 5.6\% | 5.5\% | - |
| Electronic Systems | 15.2\% | 14.9\% | - |
| Operating Profit Margin | 1.7\% | 1.6\% | - |
| Ordinary Profit Margin | 1.4\% | 1.6\% | - |
| Net Profit Margin | 0.7\% | 0.9\% | - |

## Consolidated Sales by Segment (Forecast)

| (Yen in Million) | FY2014 | FY2015 | Increase |
| :--- | ---: | ---: | ---: |
|  | Results | Forecast | /Decrease |
| Total Electronic Devices | $\mathbf{2 3 4 , 4 2 8}$ | $\mathbf{2 3 7 , 0 0 0}$ | $\mathbf{2 , 5 7 1}$ |
| Semiconductors | $\mathbf{2 0 6 , 4 1 5}$ | $\mathbf{2 0 5 , 8 6 1}$ | $\mathbf{( 5 5 4 )}$ |
| Analog IC | 36,612 | 39,728 | 3,116 |
| Standard Logic IC | 3,486 | 3,105 | $(381)$ |
| Memory IC | 26,496 | 26,948 | 452 |
| Micro-Processor | 17,291 | 19,334 | 2,043 |
| Special-Use IC | 107,105 | 105,658 | $(1,447)$ |
| Custom IC | 14,587 | 10,905 | $(3,682)$ |
| Other | 837 | 182 | $(655)$ |
| Electronic Components | $\mathbf{2 8 , 0 1 4}$ | $\mathbf{3 1 , 1 3 9}$ | $\mathbf{3 , 1 2 5}$ |
| Total Electronic Systems | $\mathbf{3 9 , 2 5 4}$ | $\mathbf{4 7 , 0 0 0}$ | $\mathbf{7 , 7 4 6}$ |
| Space \& Defense Electronics | 4,655 | 5,531 | 876 |
| Measurement \& Inspection Equipment | 14,876 | 15,611 | $\mathbf{7 3 4}$ |
| Scientific Equipment | 1,318 | $\mathbf{7 9 7}$ | $\mathbf{( 5 2 2 )}$ |
| Laser Equipment | 3,822 | 4,982 | 1,160 |
| Medical Equipment | 14,582 | 20,080 | 5,498 |
| Total Net Sales | $\mathbf{2 7 3 , 6 8 3}$ | $\mathbf{2 8 4 , 0 0 0}$ | $\mathbf{1 0 , 3 1 7}$ |

Consolidated Statements of Income (Quarterly)

| (Yen in Million) | FY2014 |  |  |  |  | FY2015 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q |
| Net Sales | 54,283 | 68,956 | 72,935 | 77,508 | 273,683 | 69,169 | 78,633 | 71,314 |
| Electronic Devices | 47,643 | 59,895 | 63,373 | 63,516 | 234,428 | 61,133 | 68,465 | 60,680 |
| Electronic Systems | 6,640 | 9,061 | 9,561 | 13,991 | 39,254 | 8,035 | 10,168 | 10,634 |
| Cost of Sales | 50,519 | 64,554 | 67,884 | 71,579 | 254,537 | 64,880 | 73,973 | 66,857 |
| Gross Profit | 3,764 | 4,402 | 5,050 | 5,929 | 19,146 | 4,288 | 4,660 | 4,457 |
| Electronic Devices | 2,808 | 2,967 | 3,535 | 3,851 | 13,162 | 3,164 | 3,121 | 2,842 |
| Electronic Systems | 956 | 1,434 | 1,514 | 2,077 | 5,983 | 1,123 | 1,539 | 1,614 |
| Selling, general and administrative expenses | 3,601 | 3,641 | 3,553 | 3,797 | 14,593 | 3,786 | 3,746 | 3,704 |
| Operating income | 163 | 760 | 1,497 | 2,131 | 4,552 | 501 | 913 | 753 |
| Electronic Devices | 341 | 415 | 1,119 | 1,266 | 3,142 | 552 | 533 | 350 |
| Electronic Systems | (175) | 347 | 380 | 867 | 1,419 | (48) | 382 | 405 |
| Non-operating income | 253 | 92 | 175 | 229 | 751 | 178 | 196 | 170 |
| Non-operating expenses | 124 | 577 | 601 | 115 | 1,418 | 227 | 69 | 134 |
| Ordinary income | 293 | 275 | 1,071 | 2,245 | 3,886 | 452 | 1,040 | 789 |
| Extraordinary income | - | - | 5 | 2 | 7 | 27 | 666 | 174 |
| Extraordinary loss | 3 | 1 | 0 | 105 | 110 | 302 | 452 | 48 |
| Income before income taxes and minority interests | 289 | 274 | 1,077 | 2,142 | 3,783 | 176 | 1,254 | 915 |
| Income taxes | 94 | 128 | 348 | 815 | 1,386 | 56 | 421 | 312 |
| Profit attributable to non-controlling interests | 68 | 3 | 133 | 200 | 405 | 45 | 80 | 80 |
| Profit attributable to owners of parent | 127 | 142 | 594 | 1,126 | 1,990 | 74 | 752 | 523 |
| Gross Profit Margin | 6.9\% | 6.4\% | 6.9\% | 7.6\% | 7.0\% | 6.2\% | 5.9\% | 6.2\% |
| Electronic Devices | 5.9\% | 5.0\% | 5.6\% | 6.1\% | 5.6\% | 5.2\% | 4.6\% | 4.7\% |
| Electronic Systems | 14.4\% | 15.8\% | 15.8\% | 14.8\% | 15.2\% | 14.0\% | 15.1\% | 15.2\% |
| Operating Profit Margin | 0.3\% | 1.1\% | 2.1\% | 2.7\% | 1.7\% | 0.7\% | 1.2\% | 1.1\% |
| Ordinary Profit Margin | 0.5\% | 0.4\% | 1.5\% | 2.9\% | 1.4\% | 0.7\% | 1.3\% | 1.1\% |
| Net Profit Margin | 0.2\% | 0.2\% | 0.8\% | 1.5\% | 0.7\% | 0.1\% | 1.0\% | 0.7\% |

## Consolidated Sales by Segment (Quarterly)

| (Yen in Million) | FY2014 |  |  |  |  | FY2015 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q |
| Total Electronic Devices | 47,643 | 59,895 | 63,373 | 63,516 | 234,428 | 61,133 | 68,465 | 60,680 |
| Semiconductors | 42,106 | 51,934 | 55,632 | 56,742 | 206,415 | 52,995 | 60,506 | 54,559 |
| Analog IC | 7,993 | 8,379 | 9,787 | 10,453 | 36,612 | 9,555 | 10,033 | 10,301 |
| Standard Logic IC | 944 | 802 | 862 | 878 | 3,486 | 789 | 768 | 722 |
| Memory IC | 6,363 | 5,663 | 5,770 | 8,700 | 26,496 | 6,070 | 5,078 | 5,313 |
| Micro-Processor | 3,246 | 3,787 | 5,065 | 5,194 | 17,291 | 3,935 | 4,756 | 5,352 |
| Special-Use IC | 18,723 | 28,638 | 31,329 | 28,415 | 107,105 | 29,790 | 36,711 | 30,539 |
| Custom IC | 4,794 | 4,387 | 2,677 | 2,730 | 14,587 | 2,724 | 2,962 | 2,255 |
| Other | 43 | 280 | 142 | 373 | 837 | 132 | 198 | 75 |
| Electronic Components | 5,537 | 7,962 | 7,740 | 6,775 | 28,014 | 8,138 | 7,960 | 6,121 |
| Total Electronic Systems | 6,640 | 9,061 | 9,561 | 13,991 | 39,254 | 8,035 | 10,168 | 10,634 |
| Space \& Defense Electronics | 501 | 1,039 | 1,276 | 1,839 | 4,655 | 544 | 1,230 | 1,838 |
| Measurement \& Inspection Equipment | 2,935 | 3,869 | 3,289 | 4,784 | 14,876 | 2,569 | 4,057 | 3,278 |
| Scientific Equipment | 402 | 98 | 324 | 494 | 1,318 | 72 | 321 | 272 |
| Laser Equipment | 584 | 893 | 762 | 1,583 | 3,822 | 1,053 | 909 | 1,178 |
| Medical Equipment | 2,218 | 3,161 | 3,912 | 5,291 | 14,582 | 3,799 | 3,651 | 4,068 |
| Total Net Sales | 54,283 | 68,956 | 72,935 | 77,508 | 273,683 | 69,169 | 78,633 | 71,314 |

Consolidated Balance Sheets (Quarterly)

| (Yen in Million) | FY2014 |  |  |  | FY2015 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Jun.30,2014 | Sep.30,2014 | Dec.31,2014 | Mar.31,2015 | Jun.30,2015 | Sep.30,2015 | Dec.31,2015 |
| Current assets | 95,619 | 107,359 | 109,460 | 117,084 | 117,170 | 113,483 | 106,145 |
| Cash and deposits | 23,897 | 23,652 | 22,236 | 21,725 | 21,179 | 14,459 | 21,668 |
| Notes and accounts receivable-trade | 48,497 | 56,574 | 61,209 | 63,393 | 57,705 | 63,900 | 52,863 |
| Merchandise and finished goods | 19,576 | 22,863 | 23,059 | 28,818 | 34,532 | 31,266 | 27,892 |
| Work in process | 155 | 80 | 195 | 169 | 266 | 471 | 352 |
| Deferred tax assets | 1,024 | 1,106 | 1,040 | 1,060 | 1,038 | 1,087 | 1,008 |
| Other | 2,483 | 3,128 | 1,736 | 1,937 | 2,461 | 2,321 | 2,381 |
| Allowance for doubtful accounts | (15) | (47) | (16) | (19) | (14) | (22) | (21) |
| Noncurrent assets | 11,428 | 11,402 | 11,624 | 11,228 | 12,036 | 10,080 | 9,880 |
| Property, plant and equipment | 4,254 | 4,240 | 4,227 | 4,232 | 4,002 | 3,313 | 3,281 |
| Buildings and structures | 1,321 | 1,312 | 1,301 | 1,288 | 1,210 | 992 | 990 |
| Land | 2,510 | 2,517 | 2,517 | 2,517 | 2,395 | 1,922 | 2,329 |
| other | 422 | 410 | 408 | 426 | 397 | 398 | (38) |
| Intangible assets | 375 | 368 | 463 | 448 | 420 | 395 | 367 |
| Investments and other assets | 6,798 | 6,793 | 6,933 | 6,548 | 7,613 | 6,371 | 6,232 |
| Investment securities | 2,450 | 2,604 | 2,742 | 2,783 | 3,625 | 2,998 | 2,799 |
| Real estate for investment | 939 | 922 | 894 | 873 | 866 | 158 | 157 |
| Deferred tax assets | 1,046 | 855 | 750 | 240 | 373 | 319 | 313 |
| Other | 2,361 | 2,410 | 2,545 | 2,650 | 2,748 | 2,895 | 2,961 |
| Total assets | 107,048 | 118,761 | 121,084 | 128,313 | 129,207 | 123,564 | 116,025 |
| Current liabilities | 61,948 | 73,568 | 74,382 | 72,594 | 73,936 | 67,779 | 60,449 |
| Notes and accounts payable-trade | 36,141 | 50,929 | 51,657 | 52,978 | 55,332 | 53,368 | 45,922 |
| Short-term loans payable | 7,723 | 10,030 | 9,839 | 15,300 | 13,401 | 9,605 | 9,931 |
| Current portion of long-term loans payable | 15,028 | 10,024 | 10,015 | 1,006 | 1,010 | 1,008 | 1,003 |
| Provision for bonuses | 570 | 795 | 438 | 818 | 614 | 874 | 479 |
| Other | 2,483 | 1,788 | 2,430 | 2,490 | 3,579 | 2,922 | 3,112 |
| Noncurrent liabilities | 3,111 | 3,107 | 3,109 | 9,416 | 9,338 | 9,175 | 9,211 |
| Long-term loans payable | 1,014 | 1,009 | 1,008 | 7,507 | 7,529 | 7,500 | 7,500 |
| Net defined benefit liability | 1,392 | 1,379 | 1,387 | 1,194 | 1,197 | 1,184 | 1,177 |
| Provision for directors' retirement benefits | 230 | 253 | 260 | 260 | 158 | 151 | 156 |
| Other | 474 | 465 | 452 | 454 | 453 | 338 | 376 |
| Total liabilities | 65,059 | 76,676 | 77,491 | 82,010 | 83,274 | 76,955 | 69,660 |
| Total net assets | 41,988 | 42,085 | 43,593 | 46,302 | 45,932 | 46,608 | 46,365 |
| Total liabilities and net assets | 107,048 | 118,761 | 121,084 | 128,313 | 129,207 | 123,564 | 116,025 |

## Consolidated Statements of Cash Flows (Quarterly)

| (Yen in Million) | FY2014 |  |  |  | FY2015 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q |
| Net cash provided by (used in) operating activities | 5,294 | 8,123 | 5,844 | 2,202 | 2,616 | $(1,332)$ | 5,806 |
| Income before income taxes and minority interests | 289 | 564 | 1,641 | 3,783 | 176 | 1,431 | 2,346 |
| Depreciation and amortization | 89 | 175 | 264 | 374 | 85 | 171 | 255 |
| Foreign exchange losses (gains) | 56 | (116) | (184) | (102) | 185 | 231 | 310 |
| Equity in (earnings) losses of affiliates | (51) | (122) | (199) | (299) | (80) | (191) | (291) |
| Decrease (increase) in notes and accounts receivable-trade | 12,224 | 4,078 | 311 | $(1,168)$ | 6,510 | 493 | 11,312 |
| Decrease (increase) in inventories | $(2,872)$ | $(6,135)$ | $(6,117)$ | $(11,639)$ | $(5,810)$ | $(2,691)$ | 732 |
| Increase (decrease) in notes and accounts payable-trade | $(3,639)$ | 11,132 | 11,333 | 12,418 | 1,483 | (542) | $(7,870)$ |
| Other, net | (280) | (748) | (203) | (18) | 333 | 159 | (313) |
| Subtotal | 5,816 | 8,827 | 6,846 | 3,346 | 2,884 | (938) | 6,482 |
| Interest and dividends income received | 19 | 26 | 86 | 195 | 25 | 86 | 107 |
| Interest expenses paid | (58) | (116) | (167) | (220) | (48) | (95) | (140) |
| Income taxes paid | (483) | (616) | (923) | $(1,022)$ | (245) | (390) | (648) |
| Income taxes refund | - | 2 | 2 | 2 | 0 | 5 | 5 |
| Net cash provided by (used in) investing activities | (66) | (52) | (66) | (235) | (517) | 560 | 923 |
| Net cash provided by (used in) financing activities | 231 | $(3,082)$ | $(4,495)$ | $(1,515)$ | $(2,968)$ | $(6,744)$ | $(6,872)$ |
| Effect of exchange rate change on cash and cash equivalents | (198) | 541 | 1,828 | 2,084 | 200 | 78 | (113) |
| Net increase(decrease) in cash and cash equivalents | 5,260 | 5,529 | 3,111 | 2,536 | (668) | $(7,438)$ | (255) |
| Cash and cash equivalents at beginning of period | 18,976 | 18,976 | 18,976 | 18,976 | 21,512 | 21,512 | 21,512 |
| Cash and cash equivalents at end of period | 24,236 | 24,505 | 22,087 | 21,512 | 20,843 | 14,074 | 21,257 |

