# Supplementary Financial Information for the first half of fiscal year ending March 2020 

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## MARLBLN CDRPDRATIDN

https://www.marubun.co.jp/index.html https://www.marubun.co.jp/ir/index.html (IR Website)

Information on future performance contained within this document material, such as the results forecasts, is based on the data available and assumptions judged to be reasonable as of when the Company prepared this docment material.

Consolidated Statement of Income

| (Millions of Yen) | $\begin{gathered} \hline \text { FY2018 } \\ \text { 18/4-9 } \\ \text { Results } \end{gathered}$ | $\begin{gathered} \hline \text { FY2019 } \\ \text { 19/4-9 } \\ \text { Results } \end{gathered}$ | Increase <br> /Decrease |
| :---: | :---: | :---: | :---: |
| Net Sales | 166,434 | 138,703 | $(27,731)$ |
| Electronic Devices | 145,394 | 117,020 | $(28,374)$ |
| Electronic Systems | 21,040 | 21,682 | 642 |
| Cost of Sales | 155,052 | 130,717 | $(24,335)$ |
| Gross Profit | 11,382 | 7,985 | $(3,397)$ |
| Electronic Devices | 8,093 | 4,478 | $(3,615)$ |
| Electronic Systems | 3,289 | 3,506 | 217 |
| Selling, general and administrative expenses | 8,807 | 8,057 | (750) |
| Personal expenses | 5,292 | 5,105 | (187) |
| Other | 3,514 | 2,951 | (563) |
| Operating income | 2,575 | (71) | $(2,646)$ |
| Electronic Devices | 2,187 | (403) | $(2,590)$ |
| Electronic Systems | 392 | 335 | (57) |
| Non-operating income | 296 | 1,146 | 850 |
| Foreign exchange gains | - | 987 | 987 |
| Equity in earnings of affiliates | 169 | 49 | (120) |
| Non-operating expenses | 2,254 | 751 | $(1,503)$ |
| Foreign exchange losses | 1,612 | - | $(1,612)$ |
| Ordinary income | 617 | 323 | (294) |
| Extraordinary income | 23 | 4 | (19) |
| Extraordinary loss | 17 | 237 | 220 |
| Income before income taxes and minority interests | 623 | 90 | (533) |
| Income taxes | 344 | 111 | (233) |
| Profit attributable to non-controlling interests | 145 | 88 | (57) |
| Profit attributable to owners of parent | 133 | (110) | (243) |
| Number of Employees | 1,350 | 1,357 | 7 |
| Gross Profit Margin | 6.8\% | 5.8\% |  |
| Electronic Devices | 5.6\% | 3.8\% |  |
| Electronic Systems | 15.6\% | 16.2\% |  |
| Operating Profit Margin | 1.5\% | - |  |
| Electronic Devices | 1.5\% | - |  |
| Electronic Systems | 1.9\% | 1.5\% |  |
| Ordinary Profit Margin | 0.4\% | 0.2\% |  |
| Net Profit Margin | 0.1\% | - | - |

Consolidated Sales by Segment

| (Millions of Yen) | $\begin{gathered} \hline \text { FY2018 } \\ \text { 18/4-9 } \\ \text { Results } \end{gathered}$ | $\begin{gathered} \hline \text { FY2019 } \\ \text { 19/4-9 } \\ \text { Results } \end{gathered}$ | Increase /Decrease |
| :---: | :---: | :---: | :---: |
| Total Electronic Devices | 145,394 | 117,020 | $(28,374)$ |
| Semiconductors | 137,392 | 108,426 | $(28,966)$ |
| Analog IC | 31,466 | 25,886 | $(5,580)$ |
| Standard Logic IC | 1,597 | 1,134 | (464) |
| Memory IC | 8,628 | 2,342 | $(6,285)$ |
| Micro-Processor | 7,673 | 3,772 | $(3,901)$ |
| Special-Use IC | 82,355 | 72,728 | $(9,627)$ |
| Custom IC | 4,971 | 2,545 | $(2,426)$ |
| Other | 702 | 19 | (683) |
| Electronic Components | 8,002 | 8,594 | 592 |
| Total Electronic Systems | 21,040 | 21,682 | 642 |
| Space \& Defense Electronics | 2,422 | 2,022 | (400) |
| Industrial Equipment | 8,676 | 7,752 | (924) |
| Laser Equipment | 2,243 | 1,922 | (321) |
| Information and communication Equipment | 558 | 841 | 284 |
| Medical Equipment | 7,143 | 9,146 | 2,003 |
| Total Net Sales | 166,434 | 138,703 | $(27,731)$ |

Consolidated Balance Sheets

| (Millions of Yen) | $\begin{gathered} \hline \text { FY2018 } \\ 18 / 3 \\ \text { Results } \end{gathered}$ | $\begin{gathered} \hline \text { FY2019 } \\ \text { 19/9 } \\ \text { Results } \end{gathered}$ | Increase <br> /Decrease |
| :---: | :---: | :---: | :---: |
| Current assets | 113,985 | 109,167 | $(4,818)$ |
| Cash and deposits | 16,348 | 24,386 | 8,038 |
| Notes and accounts receivable-trade | 52,866 | 49,319 | $(3,547)$ |
| Merchandise and finished goods | 43,020 | 33,236 | $(9,784)$ |
| Work in process | 199 | 477 | 278 |
| Other | 1,567 | 1,761 | 194 |
| Allowance for doubtful accounts | (16) | (12) | 4 |
| Noncurrent assets | 14,177 | 14,014 | (163) |
| Property, plant and equipment | 3,634 | 3,855 | 221 |
| Intangible assets | 1,533 | 1,243 | (290) |
| Investments and other assets | 9,009 | 8,915 | (94) |
| Total assets | 128,163 | 123,182 | $(4,981)$ |
| Current liabilities | 75,623 | 71,847 | $(3,776)$ |
| Notes and accounts payable-trade | 25,443 | 26,821 | 1,378 |
| Short-term loans payable | 38,934 | 34,362 | $(4,572)$ |
| Current portion of long-term loans payable | 7,550 | 7,550 | - |
| Provision for bonuses | 1,038 | 985 | (53) |
| Other | 2,657 | 2,128 | (529) |
| Noncurrent liabilities | 2,813 | 2,637 | (176) |
| Long-term loans payable | 1,175 | 1,150 | (25) |
| Net defined benefit liability | 1,201 | 1,031 | (170) |
| Provision for directors' retirement benefits | 97 | 89 | (8) |
| Other | 339 | 366 | 27 |
| Total liabilities | 78,436 | 74,485 | $(3,951)$ |
| Shareholders' equity | 42,453 | 41,820 | (633) |
| Accumulated other comprehensive income | 1,056 | 709 | (347) |
| Non-controlling interests | 6,216 | 6,167 | (49) |
| Total net assets | 49,726 | 48,696 | $(1,030)$ |
| Total liabilities and net assets | 128,163 | 123,182 | $(4,981)$ |

Consolidated Statements of Cash Flows

| (Millions of Yen) | $\begin{gathered} \hline \text { FY2018 } \\ \text { 18/4-9 } \\ \text { Results } \end{gathered}$ | $\begin{gathered} \hline \text { FY2019 } \\ \text { 19/4-9 } \\ \text { Results } \end{gathered}$ |
| :---: | :---: | :---: |
| Net cash provided by (used in) operating activities | 5,765 | 12,664 |
| Income before income taxes and minority interests | 623 | 90 |
| Depreciation and amortization | 228 | 332 |
| Foreign exchange losses (gains) | 1,976 | (847) |
| Equity in (earnings) losses of affiliates | (169) | (49) |
| Decrease (increase) in notes and accounts receivable-trade | $(5,135)$ | 3,315 |
| Decrease (increase) in inventories | 6,695 | 9,388 |
| Increase (decrease) in notes and accounts payable-trade | 1,882 | 1,494 |
| Other, net | 508 | (236) |
| Subtotal | 6,609 | 13,487 |
| Interest and dividends income received | 109 | 69 |
| Interest expenses paid | (456) | (575) |
| Income taxes paid | (499) | (359) |
| Income taxes refund | 2 | 42 |
| Net cash provided by (used in) investing activities | $(2,950)$ | (369) |
| Net cash provided by (used in) financing activities | $(2,225)$ | $(4,314)$ |
| Effect of exchange rate change on cash and cash equivalents | 17 | (37) |
| Net increase(decrease) in cash and cash equivalents | 607 | 7,942 |
| Cash and cash equivalents at beginning of period | 13,715 | 16,044 |
| Cash and cash equivalents at end of period | 13,937 | 23,987 |

Consolidated Statement of Income (Forecast)

| (Millions of Yen) | FY2018 Results |  |  | FY2019 Forecast |  |  | Increase/Decrease |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year | 1st Half | 2nd Half | Full Year |
| Net Sales | 166,434 | 160,260 | 326,694 | 138,703 | 146,297 | 285,000 | $(27,731)$ | $(13,963)$ | $(41,694)$ |
| Electronic Devices | 145,394 | 129,679 | 275,073 | 117,020 | 116,280 | 233,300 | $(28,374)$ | $(13,399)$ | $(41,773)$ |
| Electronic Systems | 21,040 | 30,581 | 51,621 | 21,682 | 30,018 | 51,700 | 642 | (563) | 79 |
| Cost of Sales | 155,052 | 148,875 | 303,927 | 130,717 | 134,983 | 265,700 | $(24,335)$ | $(13,892)$ | $(38,227)$ |
| Gross Profit | 11,382 | 11,385 | 22,767 | 7,985 | 11,315 | 19,300 | $(3,397)$ | (70) | $(3,467)$ |
| Electronic Devices | 8,093 | 6,287 | 14,380 | 4,478 | 6,122 | 10,600 | $(3,615)$ | (165) | $(3,780)$ |
| Electronic Systems | 3,289 | 5,097 | 8,386 | 3,506 | 5,194 | 8,700 | 217 | 97 | 314 |
| Selling, general and administrative expenses | 8,807 | 8,912 | 17,719 | 8,057 | 8,343 | 16,400 | (750) | (569) | $(1,319)$ |
| Operating income | 2,575 | 2,473 | 5,048 | (71) | 2,971 | 2,900 | $(2,646)$ | 498 | $(2,148)$ |
| Non-operating income | 296 | 272 | 568 | 1,146 | 154 | 1,300 | 850 | (118) | 732 |
| Non-operating expenses | 2,254 | 342 | 2,596 | 751 | 649 | 1,400 | $(1,503)$ | 307 | $(1,196)$ |
| Ordinary income | 617 | 2,403 | 3,020 | 323 | 2,477 | 2,800 | (294) | 74 | (220) |
| Extraordinary income | 23 | 15 | 38 | 4 | 1 | 5 | (19) | (14) | (33) |
| Extraordinary loss | 17 | 59 | 76 | 237 | 13 | 250 | 220 | (46) | 174 |
| Income before income taxes and minority interests | 623 | 2,358 | 2,981 | 90 | 2,465 | 2,555 | (533) | 107 | (426) |
| Income taxes | 344 | 608 | 952 | 111 | 739 | 850 | (233) | 131 | (102) |
| Minority interests in income | 145 | 247 | 392 | 88 | 267 | 355 | (57) | 20 | (37) |
| Profit attributable to owners of parent | 133 | 1,503 | 1,636 | (110) | 1,460 | 1,350 | (243) | (43) | (286) |
| Gross Profit Margin | 6.8\% | 7.1\% | 7.0\% | 5.8\% | 7.7\% | 6.8\% | - | - | - |
| Electronic Devices | 5.6\% | 4.8\% | 5.2\% | 3.8\% | 5.3\% | 4.5\% | - | - | - |
| Electronic Systems | 15.6\% | 16.7\% | 16.2\% | 16.2\% | 17.3\% | 16.8\% | - | - | - |
| Operating Profit Margin | 1.5\% | 1.5\% | 1.5\% | - | 2.0\% | 1.0\% | - | - | - |
| Ordinary Profit Margin | 0.4\% | 1.5\% | 0.9\% | 0.2\% | 1.7\% | 1.0\% | - | - | - |
| Net Profit Margin | 0.1\% | 0.9\% | 0.5\% | - | 1.0\% | 0.5\% | - | - | - |

## Consolidated Sales by Segment (Forecast)

| (Millions of Yen) | FY2018 <br> Results | FY2019 <br> Forecast | Increase <br> IDecrease |
| :--- | ---: | ---: | ---: |
| Total Electronic Devices | $\mathbf{2 7 5 , 0 7 3}$ | $\mathbf{2 3 3 , 3 0 0}$ | $\mathbf{( 4 1 , 7 7 3 )}$ |
| Semiconductors | $\mathbf{2 5 7 , 7 6 9}$ | $\mathbf{2 1 3 , 9 1 2}$ | $\mathbf{( 4 3 , 8 5 7 )}$ |
| Analog IC | 59,034 | 54,926 | $(4,108)$ |
| Standard Logic IC | 2,833 | 2,301 | $(533)$ |
| Memory IC | 12,478 | 6,421 | $(6,057)$ |
| Micro-Processor | 12,431 | 9,644 | $(2,786)$ |
| Special-Use IC | 162,361 | 134,648 | $(27,713)$ |
| Custom IC | 8,248 | 5,810 | $(2,439)$ |
| Other | 384 | 163 | $(221)$ |
| Electronic Components | $\mathbf{1 7 , 3 0 5}$ | $\mathbf{1 9 , 3 8 8}$ | $\mathbf{2 , 0 8 3}$ |
| Total Electronic Systems | $\mathbf{5 1 , 6 2 1}$ | $\mathbf{5 1 , 7 0 0}$ | $\mathbf{7 9}$ |
| Space \& Defense Electronics | 6,582 | 5,948 | $(634)$ |
| Industrial Equipment | 19,462 | 18,867 | $\mathbf{( 5 9 5 )}$ |
| Laser Equipment | 5,431 | 5,731 | 301 |
| Information and communication Equipment | 1,787 | 2,322 | 535 |
| Medical Equipment | 18,359 | 18,832 | 473 |
| Total Net Sales | $\mathbf{3 2 6 , 6 9 4}$ | $\mathbf{2 8 5 , 0 0 0}$ | $\mathbf{( 4 1 , 6 9 4 )}$ |

Consolidated Statements of Income (Quarterly)

| (Millions of Yen) | FY2018 |  |  |  |  | FY2019 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q |
| Net Sales | 71,211 | 95,222 | 91,565 | 68,694 | 326,694 | 59,182 | 79,520 |
| Electronic Devices | 60,920 | 84,473 | 79,356 | 50,323 | 275,073 | 49,906 | 67,113 |
| Electronic Systems | 10,291 | 10,749 | 12,209 | 18,371 | 51,621 | 9,275 | 12,407 |
| Cost of Sales | 65,682 | 89,369 | 85,881 | 62,993 | 303,927 | 55,371 | 75,345 |
| Gross Profit | 5,529 | 5,853 | 5,683 | 5,700 | 22,767 | 3,810 | 4,175 |
| Electronic Devices | 3,966 | 4,126 | 3,669 | 2,618 | 14,380 | 2,251 | 2,227 |
| Electronic Systems | 1,562 | 1,726 | 2,014 | 3,082 | 8,386 | 1,559 | 1,947 |
| Selling, general and administrative expenses | 4,314 | 4,492 | 4,395 | 4,515 | 17,719 | 4,109 | 3,947 |
| Operating income | 1,214 | 1,360 | 1,287 | 1,185 | 5,048 | (298) | 227 |
| Electronic Devices | 1,128 | 1,059 | 739 | (337) | 2,590 | (256) | (146) |
| Electronic Systems | 88 | 303 | 550 | 1,524 | 2,467 | (40) | 376 |
| Non-operating income | 152 | 144 | 161 | 109 | 568 | 986 | 160 |
| Non-operating expenses | 1,440 | 813 | (49) | 391 | 2,596 | 386 | 364 |
| Ordinary income | (73) | 691 | 1,499 | 903 | 3,020 | 301 | 22 |
| Extraordinary income | 3 | 19 | 17 | (2) | 38 | - | 4 |
| Extraordinary loss | 0 | 16 | 28 | 30 | 76 | 202 | 35 |
| Income before income taxes and minority interests | (70) | 694 | 1,488 | 870 | 2,981 | 99 | (9) |
| Income taxes | (44) | 388 | 349 | 258 | 952 | 91 | 20 |
| Profit attributable to non-controlling interests | 44 | 100 | 117 | 129 | 392 | 66 | 22 |
| Profit attributable to owners of parent | (70) | 204 | 1,020 | 481 | 1,636 | (58) | (52) |
| Gross Profit Margin | 7.8\% | 6.1\% | 6.2\% | 8.3\% | 7.0\% | 6.4\% | 5.3\% |
| Electronic Devices | 6.5\% | 4.9\% | 4.6\% | 5.2\% | 5.2\% | 4.5\% | 3.3\% |
| Electronic Systems | 15.2\% | 16.1\% | 16.5\% | 16.8\% | 16.2\% | 16.8\% | 15.7\% |
| Operating Profit Margin | 1.7\% | 1.4\% | 1.4\% | 1.7\% | 1.5\% | - | 0.3\% |
| Ordinary Profit Margin | - | 0.7\% | 1.6\% | 1.3\% | 0.9\% | 0.5\% | 0.0\% |
| Net Profit Margin | - | 0.2\% | 1.1\% | 0.7\% | 0.5\% | - | - |

Consolidated Sales by Segment (Quarterly)

| (Millions of Yen) | FY2018 |  |  |  |  | FY2019 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q |
| Total Electronic Devices | 60,920 | 84,473 | 79,356 | 50,323 | 275,073 | 49,906 | 67,113 |
| Semiconductors | 57,167 | 80,225 | 74,608 | 45,768 | 257,769 | 45,824 | 62,602 |
| Analog IC | 15,093 | 16,373 | 14,772 | 12,795 | 59,034 | 13,211 | 12,675 |
| Standard Logic IC | 764 | 833 | 661 | 575 | 2,833 | 565 | 569 |
| Memory IC | 4,834 | 3,793 | 2,431 | 1,419 | 12,478 | 1,130 | 1,213 |
| Micro-Processor | 3,956 | 3,717 | 2,330 | 2,428 | 12,431 | 2,259 | 1,513 |
| Special-Use IC | 29,618 | 52,737 | 52,524 | 27,482 | 162,361 | 27,062 | 45,666 |
| Custom IC | 2,541 | 2,430 | 2,092 | 1,185 | 8,248 | 1,361 | 1,184 |
| Other | 362 | 341 | (202) | (117) | 384 | 236 | (217) |
| Electronic Components | 3,753 | 4,248 | 4,747 | 4,556 | 17,305 | 4,082 | 4,512 |
| Total Electronic Systems | 10,291 | 10,749 | 12,209 | 18,371 | 51,621 | 9,275 | 12,407 |
| Space \& Defense Electronics | 997 | 1,425 | 1,867 | 2,293 | 6,582 | 955 | 1,067 |
| Industrial Equipment | 4,348 | 4,328 | 4,204 | 6,582 | 19,462 | 3,604 | 4,148 |
| Laser Equipment | 1,015 | 1,228 | 1,288 | 1,900 | 5,431 | 927 | 995 |
| Information and communication Equipment | 375 | 183 | 631 | 598 | 1,787 | 587 | 254 |
| Medical Equipment | 3,557 | 3,586 | 4,219 | 6,997 | 18,359 | 3,202 | 5,944 |
| Total Net Sales | 71,211 | 95,222 | 91,565 | 68,694 | 326,694 | 59,182 | 79,520 |

Consolidated Balance Sheets (Quarterly)

| (Millions of Yen) | FY2018 |  |  |  | FY2019 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Jun.30,2018 | Sep.30,2018 | Dec.31,2018 | Mar.31,2019 | Jun.30,2019 | Sep.30,2019 |
| Current assets | 123,333 | 123,569 | 111,876 | 113,985 | 115,752 | 109,167 |
| Cash and deposits | 16,813 | 14,196 | 14,178 | 16,348 | 23,420 | 24,386 |
| Notes and accounts receivable-trade | 60,738 | 66,174 | 56,838 | 52,866 | 48,688 | 49,319 |
| Merchandise and finished goods | 43,523 | 38,044 | 35,217 | 43,020 | 42,256 | 33,236 |
| Work in process | 186 | 310 | 546 | 199 | 283 | 477 |
| Other | 2,086 | 4,860 | 5,112 | 1,567 | 1,116 | 1,761 |
| Allowance for doubtful accounts | (14) | (17) | (16) | (16) | (13) | (12) |
| Noncurrent assets | 13,436 | 13,746 | 13,785 | 14,177 | 13,872 | 14,014 |
| Property, plant and equipment | 3,485 | 3,549 | 3,634 | 3,634 | 3,781 | 3,855 |
| Intangible assets | 1,682 | 1,696 | 1,619 | 1,533 | 1,252 | 1,243 |
| Investments and other assets | 8,268 | 8,499 | 8,530 | 9,009 | 8,838 | 8,915 |
| Total assets | 136,770 | 137,315 | 125,661 | 128,163 | 129,624 | 123,182 |
| Current liabilities | 78,185 | 78,220 | 65,977 | 75,623 | 77,673 | 71,847 |
| Notes and accounts payable-trade | 34,122 | 39,133 | 29,651 | 25,443 | 28,164 | 26,821 |
| Short-term loans payable | 40,272 | 35,498 | 33,196 | 38,934 | 38,475 | 34,362 |
| Current portion of long-term loans payable | 112 | 50 | 50 | 7,550 | 7,550 | 7,550 |
| Provision for bonuses | 539 | 1,040 | 578 | 1,038 | 529 | 985 |
| Other | 3,138 | 2,498 | 2,501 | 2,657 | 2,955 | 2,128 |
| Noncurrent liabilities | 10,695 | 10,448 | 10,394 | 2,813 | 2,826 | 2,637 |
| Long-term loans payable | 8,847 | 8,700 | 8,687 | 1,175 | 1,162 | 1,150 |
| Net defined benefit liability | 1,353 | 1,274 | 1,225 | 1,201 | 1,136 | 1,031 |
| Provision for directors' retirement benefits | 111 | 115 | 118 | 97 | 93 | 89 |
| Other | 382 | 358 | 362 | 339 | 433 | 366 |
| Total liabilities | 88,881 | 88,669 | 76,372 | 78,436 | 80,500 | 74,485 |
| Shareholders' equity | 41,007 | 41,212 | 41,971 | 42,453 | 41,872 | 41,820 |
| Accumulated other comprehensive income | 1,015 | 1,337 | 1,087 | 1,056 | 955 | 709 |
| Non-controlling interests | 5,866 | 6,096 | 6,229 | 6,216 | 6,296 | 6,167 |
| Total net assets | 47,889 | 48,646 | 49,289 | 49,726 | 49,124 | 48,696 |
| Total liabilities and net assets | 136,770 | 137,315 | 125,661 | 128,163 | 129,624 | 123,182 |

Consolidated Statements of Cash Flows (Quarterly)

| (Millions of Yen) | FY2018 |  |  |  | FY2019 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q |
| Net cash provided by (used in) operating activities | (189) | 5,765 | 8,181 | 1,992 | 7,141 | 12,664 |
| Income before income taxes and minority interests | (70) | 623 | 2,111 | 2,981 | 99 | 90 |
| Depreciation and amortization | 99 | 228 | 374 | 547 | 157 | 332 |
| Foreign exchange losses (gains) | 1,262 | 1,976 | 1,458 | 1,656 | (891) | (847) |
| Equity in (earnings) losses of affiliates | (88) | (169) | (249) | (258) | (16) | (49) |
| Decrease (increase) in notes and accounts receivable-trade | (2) | $(5,135)$ | 4,426 | 8,177 | 4,192 | 3,315 |
| Decrease (increase) in inventories | 1,175 | 6,695 | 8,523 | 986 | 680 | 9,388 |
| Increase (decrease) in notes and accounts payable-trade | $(2,969)$ | 1,882 | $(7,666)$ | $(11,795)$ | 2,710 | 1,494 |
| Other, net | 912 | 508 | 628 | 1,524 | 699 | (236) |
| Subtotal | 319 | 6,609 | 9,607 | 3,820 | 7,634 | 13,487 |
| Interest and dividends income received | 96 | 109 | 160 | 185 | 53 | 69 |
| Interest expenses paid | (226) | (456) | (707) | (992) | (307) | (575) |
| Income taxes paid | (379) | (499) | (849) | (990) | (256) | (359) |
| Income taxes refund | 1 | 2 | 2 | 2 | 17 | 42 |
| Extra retirement payments | - | - | (33) | (33) | - | - |
| Net cash provided by (used in) investing activities | (262) | $(2,950)$ | $(3,393)$ | (495) | (143) | (369) |
| Net cash provided by (used in) financing activities | 3,699 | $(2,225)$ | $(4,274)$ | 1,243 | (48) | $(4,314)$ |
| Effect of exchange rate change on cash and cash equivalents | (3) | 17 | 69 | (25) | 37 | (37) |
| Net increase(decrease) in cash and cash equivalents | 3,243 | 607 | 583 | 2,714 | 6,986 | 7,942 |
| Cash and cash equivalents at beginning of period | 13,715 | 13,715 | 13,715 | 13,715 | 16,044 | 16,044 |
| Cash and cash equivalents at end of period | 16,574 | 13,937 | 13,913 | 16,044 | 23,031 | 23,987 |

