Canon **Canon Electronics Inc.**

Annual Report 2020(Unaudited)

Consolidated Financial Highlights

	(Amounts less	Millions of yen s than one million yen are truncated)				
	FY2019 FY2020					
	(from January 1, 2019	(from January 1, 2020				
	to December 31, 2019)	to December 31, 2020)				
Net sales						
Component	48,366	41,610				
Electronic Information Appliance	29,930	23,296				
Other	10,861	9,705				
Total	89,158	74,612				
Profit attributable to owners of parent	6,116	4,413				

	FY2019 (from January 1, 2019 to December 31, 2019)	FY2020 (from January 1, 2020 to December 31, 2020)
Basic earnings per share	149.82yen	108.04yen
Diluted earnings per share	_	—

Millions of yen (Amounts less than one million yen are truncated)

	As of December 31, 2019	As of December 31, 2020
Total assets	115,237	117,211
Net assets	95,348	97,629

Consolidated Balance Sheets

	(Amounts less the	Millions of yer (n one million yen are truncated
	As of December 31, 2019	As of December 31, 2020
Assets		
Current assets		
Cash and deposits	21,282	23,833
Notes and accounts receivable - trade	23,140	21,440
Investments in leases	654	492
Merchandise and finished goods	1,270	924
Work in process	4,216	5,366
Raw materials and supplies	177	143
Short-term loans receivable	23,000	22,000
Other	1,918	1,734
Allowance for doubtful accounts	۵0	۵۵
Total current assets	75,660	75,934
Non-current assets		
Property, plant and equipment		
Buildings and structures	32,602	32,448
Accumulated depreciation	∆21,846	△22,323
Buildings and structures, net	10,755	10,125
Machinery, equipment and vehicles	22,626	23,118
Accumulated depreciation	∆19,623	△20,243
Machinery, equipment and vehicles, net	3,003	2,875
Tools, furniture and fixtures	18,199	18,22
Accumulated depreciation	∆15,198	∆15,074
Tools, furniture and fixtures, net	3,001	3,15
Land	15,907	15,91
Leased assets	30	15
Accumulated depreciation	∆15	∆12
Leased assets, net	15	:
Construction in progress	1,003	3,205
Total property, plant and equipment	33,686	35,28
Intangible assets	1,696	1,648
Investments and other assets		
Investment securities	1,895	2,06
Deferred tax assets	1,550	1,659
Other	748	625
Allowance for doubtful accounts	۵۵	۵۵
Total investments and other assets	4,194	4,346
Total non-current assets	39,577	41,277
Total assets	115,237	117,211

Consolidated Balance Sheets

Consolidated Balance Sheets		Millions of yen
	As of December 31, 2019	As of December 31, 2020
Liabilities		
Current liabilities		
Accounts payable - trade	10,637	9,633
Electronically recorded obligations - operating	563	447
Lease obligations	212	201
Accrued expenses	1,335	1,326
Income taxes payable	1,081	716
Provision for bonuses	488	429
Provision for bonuses for directors (and other officers)	26	21
Provision for loss on order received	23	24
Other	2,335	1,398
Total current liabilities	16,707	14,199
Non-current liabilities		
Long-term borrowings	-	2,100
Provision for retirement benefits for directors (and other officers)	221	204
Retirement benefit liability	2,480	2,768
Deferred tax liabilities	24	22
Other	455	287
Total non-current liabilities	3,181	5,383
Total liabilities	19,889	19,582
Net assets		
Shareholders' equity		
Share capital	4,969	4,969
Capital surplus	9,602	9,602
Retained earnings	83,185	85,148
Treasury shares	∆2,547	∆2,522
Total shareholders' equity	95,210	97,197
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	352	369
Foreign currency translation adjustment	337	∆17
Remeasurements of defined benefit plans	∆1,718	∆2,000
Total accumulated other comprehensive income	∆1,028	∆1,648
Non-controlling interests	1,166	2,079
Total net assets	95,348	97,629
Total liabilities and net assets	115,237	117,211

Consolidated Statements of Income

(Amounts less than one million yen are truncated) FY2019 FY2020 (from January 1, 2019 (from January 1, 2020 to December 31, 2019) to December 31, 2020) Net sales 89,158 74,612 Cost of sales 70,291 57,753 Gross profit 18,866 16,856 Operating profit 8,063 11,254 Operating profit 8,081 5,064 Non-operating income 9 2 91 Subsidy income 9 2 91 Subsidy income 92 91 Subsidy income 16 2 91 Subsidy income 9 5 Total non-operating expenses 152 199 Ordianary profit 8,073 5,825 Total non-operating expenses 13			Millions of yen
(from January 1, 2019 to December 31, 2019)(from January 1, 2020) to December 31, 2020)Net sales89,15874,612Cost of sales70,29157,753Gross profit18,86616,858Selling, general and administrative expenses10,78511,254Operating profit8,0815,604Non-operating income9291Interest and dividend income9291Subsidy income16264Other3667Total non-operating expenses143193Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income1324Extraordinary income117Loss on sales of investment securities024Total extraordinary income120399Profit before income taxes1109-Jotal extraordinary losses120399Profit before income taxes2,0031,547Income taxes - current2,0231,547Income taxes - current2,0231,547Income taxes2,1041,553Total income taxes2,1041,553Total income taxes2,1041,553Total income taxes2,1041,553Total income taxes2,1041,553Total income taxes2,554,512			million yen are truncated)
to December 31, 2019) to December 31, 2020) Net sales 89,158 74,612 Cost of sales 70,291 57,753 Gross profit 18,866 16,858 Selling, general and administrative expenses 10,785 11,254 Operating profit 8,081 5,604 Non-operating income 92 91 Interest and dividend income 92 91 Subsidy income 16 264 Other 36 67 Total non-operating expenses 143 193 Foreign exchange losses 143 193 Other 9 5 Total non-operating expenses 152 199 Ordinary profit 8,073 5,828 Extraordinary income 13 24 Gain on sales of non-current assets 13 24 Loss on sales and retirement of non-current assets 11 7 Loss on sales and retirement of non-current assets 11 7 Loss on sales and retirement of non-current assets 11			
Net sales 89,158 74,612 Cost of sales 70,291 57,753 Gross profit 18,866 16,858 Selling, general and administrative expenses 10,785 11,254 Operating profit 8,081 5,604 Non-operating income 92 91 Interest and dividend income 92 91 Subsidy income 16 264 Other 36 67 Total non-operating income 144 423 Non-operating expenses 143 193 Other 9 5 Total non-operating expenses 152 199 Ordinary profit 8,073 5,828 Extraordinary income 13 0 Gain on sales of non-current assets 0 24 Loss on sales and retirement of non-current assets 11 7 Loss due to new coronavirus infection - 392 Extraordinary losses 120 399 Profit before income taxes 7,965 5,454 <			
Cost of sales 70,291 57,753 Gross profit 18,866 16,858 Selling, general and administrative expenses 10,785 11,254 Operating profit 8,081 5,604 Non-operating income 92 91 Interest and dividend income 92 91 Subsidy income 16 264 Other 36 67 Total non-operating income 144 423 Non-operating expenses 143 193 Foreign exchange losses 152 199 Ordher 9 5 Total non-operating expenses 152 199 Ordinary profit 8,073 5,828 Extraordinary income 13 24 Cast on sales of non-current assets 13 0 Gain on sales of non-current assets 11 7 Loss on sales and retirement of non-current assets 11 7 Loss on sales and retirement of non-current assets 11 7 Loss due to new coronavirus infection - <td></td> <td></td> <td></td>			
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Selling, general and administrative expenses10,78511,254Operating profit8,0815,604Non-operating income9291Subsidy income9291Subsidy income16264Other3667Total non-operating income144423Non-operating expenses143193Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets130Loss on sales of investment securities024Total extraordinary income1324Extraordinary losses117Loss due to new coronavirus infection-392Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - current2,1041,553Profit5,8613,901Loss attributable to non-controlling interests2,1041,555Astific to non-controlling interests2,255Asti2			
Operating profit8,0815,604Non-operating income9291Subsidy income16264Other3667Total non-operating income144423Non-operating expenses143193Foreign exchange losses143193Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets024Total extraordinary income1324Extraordinary income117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interests2,1041,553Astitibutable to non-controlling interests2,2554,512	Gross profit	18,866	16,858
Non-operating income9291Interest and dividend income9291Subsidy income16264Other3667Total non-operating income144423Non-operating expenses143193Foreign exchange losses143193Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets130Gain on sales of investment securities024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - current805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interests $\Delta255$ $\Delta512$		10,785	11,254
Interest and dividend income9291Subsidy income16264Other3667Total non-operating income144423Non-operating expenses143193Foreign exchange losses143193Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income024Gain on sales of non-current assets130Gain on sales of non-current assets117Loss on sales and retirement of non-current assets117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512		8,081	5,604
Subsidy income16264Other3667Total non-operating income144423Non-operating expenses143193Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets130Gain on sales of non-current assets024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra ordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Non-operating income		
Other3667Total non-operating income144423Non-operating expenses143193Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets130Gain on sales of investment securities024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interests6,8613,901	Interest and dividend income	92	91
Total non-operating income144423Non-operating expenses143193Foreign exchange losses143193Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets024Total extraordinary income024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Subsidy income	16	264
Non-operating expensesForeign exchange losses143Other95Total non-operating expensesOrdinary profit8,073Extraordinary income13Gain on sales of non-current assets13Of dain on sales of investment securities0Ordinary profit24Total extraordinary income13Extraordinary income13Loss on sales and retirement of non-current assets11Loss on sales and retirement of non-current assets11Total extraordinary losses109Profit before income taxes7,965Income taxes - current2,023Income taxes - deferred80Total income taxes2,104Profit5,861So attributable to non-controlling interests4255A255A512	Other	36	67
Foreign exchange losses143193Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Total non-operating income	144	423
Other95Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets130Gain on sales of investment securities024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interests $\Delta255$ $\Delta512$	Non-operating expenses		
Total non-operating expenses152199Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets130Gain on sales of investment securities024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Foreign exchange losses	143	193
Ordinary profit8,0735,828Extraordinary income130Gain on sales of non-current assets130Gain on sales of investment securities024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Other	9	5
Extraordinary income130Gain on sales of non-current assets024Gain on sales of investment securities024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Total non-operating expenses	152	199
Gain on sales of non-current assets130Gain on sales of investment securities024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Ordinary profit	8,073	5,828
Gain on sales of investment securities024Total extraordinary income1324Extraordinary losses117Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interests $\Delta 255$ $\Delta 512$	Extraordinary income		
Total extraordinary income1324Extraordinary lossesLoss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Gain on sales of non-current assets	13	0
Extraordinary lossesLoss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Gain on sales of investment securities	0	24
Loss on sales and retirement of non-current assets117Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Total extraordinary income	13	24
Loss due to new coronavirus infection-392Extra retirement payments109-Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Extraordinary losses		
Extra retirement payments109Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Loss on sales and retirement of non-current assets	11	7
Total extraordinary losses120399Profit before income taxes7,9655,454Income taxes - current2,0231,547Income taxes - deferred805Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Loss due to new coronavirus infection	-	392
Profit before income taxes $7,965$ $5,454$ Income taxes - current $2,023$ $1,547$ Income taxes - deferred 80 5 Total income taxes $2,104$ $1,553$ Profit $5,861$ $3,901$ Loss attributable to non-controlling interests $\Delta 255$ $\Delta 512$	Extra retirement payments	109	-
Income taxes - current 2,023 1,547 Income taxes - deferred 80 5 Total income taxes 2,104 1,553 Profit 5,861 3,901 Loss attributable to non-controlling interests Δ255 Δ512	Total extraordinary losses	120	399
Income taxes - current 2,023 1,547 Income taxes - deferred 80 5 Total income taxes 2,104 1,553 Profit 5,861 3,901 Loss attributable to non-controlling interests Δ255 Δ512	Profit before income taxes	7,965	5,454
Total income taxes2,1041,553Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Income taxes - current	2,023	1,547
Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Income taxes - deferred	80	5
Profit5,8613,901Loss attributable to non-controlling interestsΔ255Δ512	Total income taxes	2,104	1,553
Loss attributable to non-controlling interests $\triangle 255$ $\triangle 512$	Profit		
· · · · · · · · · · · · · · · · · · ·	Loss attributable to non-controlling interests		
	-	6,116	4,413

Consolidated Statements of Comprehensive Income

	(Amounts less than o	Millions of yen ne million yen are truncated)
	FY2019 (from January 1, 2019 to December 31, 2019)	FY2020 (from January 1, 2020 to December 31, 2020)
Profit	5,861	3,901
Other comprehensive income		
Valuation difference on available-for-sale securities	89	17
Foreign currency translation adjustment	∆76	∆355
Remeasurements of defined benefit plans, net of tax	1,139	∆281
Total other comprehensive income	1,152	∆619
Comprehensive income	7,014	3,281
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	7,269	3,793
Comprehensive income attributable to non-controlling interests	△255	∆512

Consolidated Statements of Shareholders' Equity

FY2019 (from January 1, 2019 to December 31, 2019)

		A)	mounts less that	n one million yer	Millions of yen are truncated)
		Sh	areholders' Equi	ty	
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of current period	4,969	9,602	80,361	∆2,582	92,350
Cumulative effects of changes in accounting policies			∆24		∆24
Restated balance	4,969	9,602	80,336	∆2,582	92,326
Changes of items during period					
Dividends of surplus			∆3,265		∆3,265
Profit attributable to owners of parent			6,116		6,116
Purchase of treasury shares				۵۵	۵۵
Disposal of treasury shares		∆1		35	34
Transfer to capital surplus from retained earnings		1	∆1		_
Net changes of items other than shareholders' equity					
Total changes of items during period	_	۵۵	2,849	35	2,884
Balance at end of current period	4,969	9,602	83,185	∆2,547	95,210

	Accu	mulated other co	omprehensive in	come		
	Valuation difference on available-for- sale securities	Foreign currency translation adjustment	Remeasureme nts of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of current period	262	413	∆2,858	∆2,181	1,421	91,591
Cumulative effects of changes in accounting policies				_		∆24
Restated balance	262	413	∆2,858	∆2,181	1,421	91,566
Changes of items during period						
Dividends of surplus				_		∆3,265
Purchase of treasury shares				_		۵۵
Disposal of treasury shares				_		34
Transfer to capital surplus from retained earnings				_		_
Net changes of items other than shareholders' equity	89	∆76	1,139	1,152	∆255	897
Total changes of items during period	89	∆76	1,139	1,152	∆255	3,781
Balance at end of current period	352	337	∆1,718	∆1,028	1,166	95,348

Consolidated Statements of Shareholders' Equity

FY2020 (from January 1, 2020 to December 31, 2020)

		()	Amounts less that	ın one million ye	Millions of yen n are truncated)
		Sh	nareholders' Equ	ity	
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,969	9,602	83,185	∆2,547	95,210
Changes during period					
Dividends of surplus			∆2,450		∆2,450
Profit attributable to owners of parent			4,413		4,413
Purchase of treasury shares				۵۵	۵۵
Disposal of treasury shares		۵۵		25	25
Transfer from retained earnings to capital surplus		0	۵۵		
Net changes in items other than shareholders' equity					
Total changes during period	_	۵۵	1,962	24	1,987
Balance at end of period	4,969	9,602	85,148	∆2,522	97,197

	Accu	mulated other co	omprehensive in	come		
	Valuation difference on available-for- sale securities	Foreign currency translation adjustment	Remeasureme nts of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	352	337	∆1,718	∆1,028	1,166	95,348
Changes during period						
Dividends of surplus				_		∆2,450
Profit attributable to owners of parent				_		4,413
Purchase of treasury shares				_		۵۵
Disposal of treasury shares				_		25
Transfer from retained earnings to capital surplus				_		_
Net changes in items other than shareholders' equity	17	∆355	∆281	∆619	912	293
Total changes during period	17	∆355	∆281	∆619	912	2,280
Balance at end of period	369	∆17	∆2,000	∆1,648	2,079	97,629

Consolidated Statements of Cash Flows

	(A	Millions of yen
	(Amounts less than one FY2019	million yen are truncated) FY2020
	(from January 1, 2019	(from January 1, 2020
	to December 31, 2019)	to December 31, 2020)
Cash flows from operating activities	· · · ·	· · ·
Profit before income taxes	7,965	5,454
Depreciation	2,530	2,950
Increase (decrease) in provision for bonuses	110	∆51
Increase (decrease) in provision for bonuses for directors (and other officers)	∆3	∆5
Increase (decrease) in provision for loss on order received	∆241	0
Increase (decrease) in retirement benefit liability	∆637	∆764
Interest and dividend income	∆92	∆91
Loss (gain) on sales and retirement of property, plant and equipment	Δ1	6
Loss (gain) on sales and valuation of investment securities	۵۵	∆24
Decrease (increase) in trade receivables	166	1,611
Decrease (increase) in inventories	∆169	∆769
Increase (decrease) in trade payables	∆803	∆1,059
Other, net	1,481	∆145
Subtotal	10,306	7,110
Interest and dividends received	92	91
Income taxes paid	∆2,350	∆1,898
Net cash provided by (used in) operating activities	8,048	5,303
Cash flows from investing activities		
Purchase of property, plant and equipment	∆3,792	∆4,332
Proceeds from sales of property, plant and equipment	14	0
Purchase of intangible assets	∆357	∆281
Purchase of investment securities	∆347	∆172
Proceeds from sales of investment securities	1	55
Loan advances	∆3,000	∆2,000
Collection of loans receivable	5,000	3,000
Other, net	∆170	111
Net cash provided by (used in) investing activities	∆2,652	∆3,619
Cash flows from financing activities		
Proceeds from long-term borrowings	-	2,100
Dividends paid	∆3,264	∆2,453
Proceeds from share issuance to non-controlling shareholders	-	1,425
Other, net	35	24
Net cash provided by (used in) financing activities	∆3,229	1,096
Effect of exchange rate change on cash and cash equivalents	Δ7	∆179
Net increase (decrease) in cash and cash equivalents	2,158	2,601
Cash and cash equivalents at beginning of period	18,773	20,932
Cash and cash equivalents at end of period	20,932	23,533