Summary of Consolidated Financial Results for the Year Ended March 31, 2025 (Based on Japanese GAAP)

May 14, 2025

Company name: Imasen Electric Industrial Co., Ltd.

Stock exchange listing: Tokyo, Nagoya

Stock code: 7266 URL https://www.imasen.co.jp/

Representative: President Kenichi Hasegawa

Inquiries: Executive Officer Tatsushi Inoue TEL 0568-67-1211

Scheduled date of ordinary general meeting of shareholders: June 25, 2025
Scheduled date to file Securities Report: June 23, 2025
Scheduled date to commence dividend payments: June 6, 2025

Preparation of supplementary material on financial results: No Holding of financial results meeting: Yes

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the year ended March 31,2025 (from April 1,2024 to Marth 31,2025)

(1) Consolidated operating results

Percentages indicate year-on-year changes

1 8							<u> </u>	
	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 31,2025	94,341	(5.4)	393	-	511	96.6	2,084	-
Year ended March 31,2024	99,730	(0.0)	14	-	260	825.6	(71)	-

	Earnings per share	II biliifed earnings ner	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
	Yen	Yen			
Year ended March 31,2025	95.24	_	4.0	0.6	0.4
Year ended March 31,2024	(3.26)	_	(0.1)	0.3	0.0

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31,2025	78,331	53,041	67.3	2,420.47
As of March 31,2024	81,181	51,269	62.6	2,322.92

(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, 2025	2,768	4,503	(4,987)	14,412
Year ended March 31, 2024	958	(1,209)	(4,995)	11,175

2. Cash dividends

2. Cush dividends								
	Annual dividends per share					Total cash	Dividend payout	Ratio of dividends
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total	dividends (Total)	ratio (Consolidated)	(Consolidated)
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2024	-	6.00	-	6.00	12.00	262	-	0.5
Year ended March 31, 2025	-	7.50	-	12.50	20.00	436	21.0	0.8
Year ending March 31, 2026 (Forecast)	-	10.00	-	10.00	20.00		32.4	

3. Forecast of consolidated financial results for the year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

Percentages indicate year-on-year changes

	Net sales Operatin		Operating pr	Operating profit Ordinary pro		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 September 30, 2025	44,700	(3.9)	150	-	150	-	700	(61.6)	31.98
Full year	90,000	(4.6)	1,200	204.9	1,200	134.5	1,350	(35.2)	61.68

4. Notes

(1) Changes in significant subsidiaries during the year ended March 31, 2025
(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)

Total number of issued shares at the end of the period (including treasury shares)							
As of March 31, 2025	23,475,352	shares	As of March 31,2024	23,475,352	shares		
Number of treasury shares at the end of the period							
As of March 31, 2025	1,701,010	shares	As of March 31,2024	1,582,748	shares		
Average number of shares during the period							
Year ended March 31, 2025	21,888,137	shares	Year ended March 31, 2024	22,010,956	shares		

4, 785

6, 272

=		(MIIIIOIIS OI YCII)
	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	12, 287	15, 230
Notes receivable - trade	136	4
Accounts receivable - trade	16, 954	15, 626
Electronically recorded monetary claims -	5, 958	5, 162
operating	0, 300	,
Inventories	13, 058	14, 054
Other Other	2, 318	2, 764
Allowance for doubtful accounts	△243	△215
Total current assets	50, 470	52, 626
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	6, 627	6, 740
Machinery, equipment and vehicles, net	5, 340	5, 603
Tools, furniture and fixtures, net	2, 906	2, 582
Land	4, 989	4, 630
Construction in progress	899	550
Total property, plant and equipment	20, 763	20, 108
Intangible assets		
Other	943	1, 092
Total intangible assets	943	1, 092
Investments and other assets		
Investment securities	7, 254	2, 246
Retirement benefit asset	1, 068	1, 648
Deferred tax assets	206	168
Other	502	466
Allowance for doubtful accounts	△27	△27
Total investments and other assets	9, 003	4, 503
Total non-current assets	30, 710	25, 704
Total assets	81, 181	78, 331
		(Millions of yen)
	As of March 31, 2024	As of March 31, 2025
abilities		
Current liabilities		
Notes and accounts payable - trade	9, 007	8, 057
Electronically recorded obligations -	5, 155	5, 024
operating	,	
Short-term borrowings	3, 881	700
Lease liabilities	587	637
Income taxes payable	295	474
Provision for bonuses	808	850
Provision for product warranties	78	109
Other	3, 824	4, 650
Total current liabilities	23, 638	20, 504
Non-current liabilities		
Long-term borrowings	1,050	573
Lease liabilities	1, 346	1,010
Deferred tax liabilities	2, 280	1, 889
Retirement benefit liability	1, 454	1, 280
Other	140	31

Total non-current liabilities

Total liabilities	29, 911	25, 290
Net assets		
Shareholders' equity		
Share capital	7, 289	7, 289
Capital surplus	7, 041	7, 041
Retained earnings	27, 647	29, 435
Treasury shares	△1, 135	△1, 206
Total shareholders' equity	40, 843	42, 560
Accumulated other comprehensive income		
Valuation difference on available-for- sale securities	3, 437	1, 114
Foreign currency translation adjustment	5, 977	8, 155
Remeasurements of defined benefit plans	596	874
Total accumulated other comprehensive income	10, 011	10, 144
Non-controlling interests	415	337
Total net assets	51, 269	53, 041
Total liabilities and net assets	81, 181	78, 331
·		

-	(MITITORS OF ye				
	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025			
Net sales	99,730	94, 341			
Cost of sales	92, 086	86, 755			
Gross profit	7, 643	7, 586			
Selling, general and administrative expenses	•	•			
Packing and transportation costs	1, 821	1,550			
Provision for product warranties	61	60			
Salaries, allowances and bonuses	2, 365	2, 360			
Provision for bonuses	109	111			
Retirement benefit expenses	60	26			
Depreciation	137	126			
Other	3, 072	2, 955			
Total selling, general and administrative expenses	7, 629	7, 192			
Operating profit	14	393			
Non-operating income					
Interest income	169	139			
Dividend income	223	173			
Compensation income	0	0			
Foreign exchange gains	236	_			
Other	148	167			
Total non-operating income	778	480			
Non-operating expenses					
Interest expenses	386	199			
Compensation expenses	78	23			
Foreign exchange losses	_	41			
0ther	67	99			
Total non-operating expenses	532	362			
Ordinary profit	260	511			
Extraordinary income		311			
Gain on sale of non-current assets	177	307			
Gain on sale of investment securities	280	3, 598			
Reversal of impairment loss	91	_			
Total extraordinary income	549	3, 905			
Extraordinary losses		2,222			
Loss on disposal of non-current assets	6	174			
Loss on sale of investment securities	2	_			
Impairment losses		125			
Extra retirement payments	977	651			
Total extraordinary losses	986	951			
Profit (loss) before income taxes	△176	3, 465			
Income taxes - current	801	778			
Income taxes - deferred	△966	555			
Total income taxes	△165	1, 333			
Profit (loss)	△103	2, 132			
Profit attributable to non-controlling	△10	2, 102			
interests	60	47			
Profit (loss) attributable to owners of parent	△71	2, 084			

		(MIIIIons of yen)
	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit (loss)	△10	2, 132
Other comprehensive income		
Valuation difference on available-for-sale securities	1, 435	△2, 323
Foreign currency translation adjustment	1, 219	2, 195
Remeasurements of defined benefit plans, net of tax	460	278
Total other comprehensive income	3, 116	150
Comprehensive income	3, 105	2, 282
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	3, 017	2, 217
Comprehensive income attributable to non- controlling interests	87	64

Depreciation		Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Depreciation	Cash flows from operating activities		
Impairment losses	Profit (loss) before income taxes		3, 465
Reversal of impairment loss	Depreciation	2, 956	3, 002
Increase (decrease) in allowance for doubtful accounts A45 A53		_	125
Adobtful accounts		$\triangle 91$	_
Increase (decrease) in provision for product warranties A324 26		△45	△53
Interest and dividend income	Increase (decrease) in provision for bonuses	2	42
Interest expenses		△324	26
Extra retirement payments	Interest and dividend income	△393	△313
Loss (gain) on sale of investment securities △278 △3,598 Loss (gain) on disposal of non-current assets △170 △132 assets △43 3,349 Decrease (increase) in trade receivables △443 3,349 Decrease (decrease) in trade payables △1,581 △1,894 Other, net △428 △777 Subtotal 2,705 3,826 Interest and dividends received 398 301 Interest paid △383 △205 Income taxes paid △383 △205 Income taxes paid △787 △583 Extra retirement payments △974 △570 Net cash provided by (used in) operating activities 958 2,768 Cash flows from investing activities 2 2978 2,768 Decrease (increase) in time deposits 379 356 2,768 Purchase of property, plant and equipment △1,921 △2,078 1,119 Purchase of property, plant and equipment △1,921 △2,574 △1,19 Proceeds from sale of investment securities </td <td>Interest expenses</td> <td>386</td> <td>199</td>	Interest expenses	386	199
Loss (gain) on disposal of non-current assets	Extra retirement payments	977	651
Decrease (increase) in trade receivables	Loss (gain) on sale of investment securities	△278	△3, 598
Decrease (increase) in inventories	•	△170	△132
Increase (decrease) in trade payables	Decrease (increase) in trade receivables	△443	3, 349
Other, net △428 △7777 Subtotal 2,705 3,826 Interest and dividends received 398 301 Interest paid △383 △205 Income taxes paid △787 △583 Extra retirement payments △974 △570 Net cash provided by (used in) operating activities 958 2,768 Cash flows from investing activities 379 356 Purchase of property, plant and equipment △1,921 △2,078 Proceeds from sale of property, plant and equipment 457 1,119 Purchase of investment securities △483 △12 Proceeds from sale of investment securities △483 △12 Proceeds from sale of investment securities △445 △191 Net cash provided by (used in) investing activities △1,209 4,503 Cash flows from financing activities ✓2,374 △1,463 Proceeds from long-term borrowings △2,374 △1,463 Proceeds from long-term borrowings △1,592 △2,568 Repayments of long-term borrowings △1,592	Decrease (increase) in inventories	2, 317	△267
Subtotal 2,705 3,826 Interest and dividends received 398 301 Interest paid △383 △205 Income taxes paid △787 △583 Extra retirement payments △974 △570 Net cash provided by (used in) operating activities 958 2,768 Cash flows from investing activities 379 356 Purchase of property, plant and equipment △1,921 △2,078 Proceeds from sale of property, plant and equipment 457 1,119 Purchase of investment securities △83 △12 Proceeds from sale of investment securities △485 △191 Other, net △485 △191 Net cash provided by (used in) investing activities △1,209 4,503 Cash flows from financing activities △2,374 △1,463 Proceeds from long-term borrowings △2,374 △1,463 Proceeds from long-term borrowings △1,592 △2,588 Repayments of long-term borrowings △1,592 △2,588 Repayments of lease liabilities △489 △632 <td>Increase (decrease) in trade payables</td> <td></td> <td>△1, 894</td>	Increase (decrease) in trade payables		△1, 894
Interest and dividends received 398 301 Interest paid △383 △205 Income taxes paid △787 △583 Extra retirement payments △974 △570 Net cash provided by (used in) operating activities 958 2, 768 Cash flows from investing activities 379 356 Purchase of property, plant and equipment △1, 921 △2, 078 Proceeds from sale of property, plant and equipment 457 1, 119 Purchase of investment securities △83 △12 Proceeds from sale of investment securities 444 5, 309 Other, net △485 △191 Net cash provided by (used in) investing activities △1, 209 4, 503 Cash flows from financing activities △2, 374 △1, 463 Proceeds from long-term borrowings 20 20 Repayments of long-term borrowings △1, 592 △2, 588 Repayments of lease liabilities △489 △632 Dividends paid △299 △295 Other, net △438 △226		△428	△777
Interest paid	Subtotal	2, 705	3, 826
Income taxes paid			301
Extra retirement payments △974 △570 Net cash provided by (used in) operating activities 958 2,768 Cash flows from investing activities 379 356 Decrease (increase) in time deposits 379 356 Purchase of property, plant and equipment △1,921 △2,078 Proceeds from sale of property, plant and equipment 457 1,119 Purchase of investment securities △83 △12 Proceeds from sale of investment securities 444 5,309 Other, net △485 △191 Net cash provided by (used in) investing activities △1,209 4,503 Cash flows from financing activities ✓ √1,209 4,503 Cash flows from long-term borrowings 20 20 20 Net increase (decrease) in short-term △2,374 △1,463 △1,463 borrowings △1,592 △2,568 Repayments of long-term borrowings △1,592 △2,568 Repayments of lease liabilities △489 △632 ○295 Other, net △438 △226	· · · · · · · · · · · · · · · · · · ·		
Net cash provided by (used in) operating activities Cash flows from investing activities Decrease (increase) in time deposits 379 356 Purchase of property, plant and equipment △1,921 △2,078 Proceeds from sale of property, plant and equipment 457 1,119 Purchase of investment securities △83 △12 Proceeds from sale of investment securities △444 5,309 Other, net △485 △191 Net cash provided by (used in) investing activities Cash flows from financing activities Net increase (decrease) in short-term △2,374 △1,463 Proceeds from long-term borrowings 200 200 Repayments of long-term borrowings △1,592 △2,568 Repayments of lease liabilities △489 △632 Dividends paid △299 △295 Other, net △438 △226 Net cash provided by (used in) financing activities Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents Cash and cash equivalents at beginning of period	-		
Cash flows from investing activities Decrease (increase) in time deposits Purchase of property, plant and equipment Proceeds from sale of property, plant and equipment Purchase of investment securities Purchase of investment securities Purchase of investment securities Purchase of investment securities Assa Al2 Proceeds from sale of investment securities Other, net Assb Al91 Net cash provided by (used in) investing activities Net increase (decrease) in short-term borrowings Proceeds from long-term borrowings Proceeds from long-term borrowings Proceeds from long-term borrowings Al, 592 Repayments of long-term borrowings Dividends paid Other, net Assb Al99 Ac95 Other, net Ad488 Ac226 Net cash provided by (used in) financing activities Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents Actional activities Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents Cash and cash equivalents at beginning of period		△974	△570
Decrease (increase) in time deposits 379 356 Purchase of property, plant and equipment △1,921 △2,078 Proceeds from sale of property, plant and equipment 457 1,119 Purchase of investment securities △83 △12 Proceeds from sale of investment securities 444 5,309 Other, net △485 △191 Net cash provided by (used in) investing activities △1,209 4,503 Cash flows from financing activities Net increase (decrease) in short-term borrowings △2,374 △1,463 Proceeds from long-term borrowings 200 200 Repayments of long-term borrowings △1,592 △2,568 Repayments of lease liabilities △489 △632 Dividends paid △299 △2995 Other, net △438 △226 Net cash provided by (used in) financing activities 536 952 Effect of exchange rate change on cash and cash equivalents △4,709 3,237 Cash and cash equivalents at beginning of period 15,885 11,175		958	2, 768
Purchase of property, plant and equipment \$\Delta 1, 921\$ \$\Delta 2, 078\$ Proceeds from sale of property, plant and equipment \$\Delta 57\$ \$\Delta 1, 119\$ Purchase of investment securities \$\Delta 883\$ \$\Delta 12\$ Proceeds from sale of investment securities \$\Delta 444\$ \$\Delta 5, 309\$ Other, net \$\Delta 485\$ \$\Delta 191\$ Net cash provided by (used in) investing activities Net increase (decrease) in short-term borrowings \$\Delta 2, 374\$ \$\Delta 1, 463\$ Proceeds from long-term borrowings \$\Delta 2, 374\$ \$\Delta 1, 592\$ \$\Delta 2, 568\$ Repayments of long-term borrowings \$\Delta 1, 592\$ \$\Delta 2, 568\$ Repayments of lease liabilities \$\Delta 489\$ \$\Delta 632\$ Dividends paid \$\Delta 299\$ \$\Delta 295\$ Other, net \$\Delta 438\$ \$\Delta 226\$ Net cash provided by (used in) financing activities Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents Cash and cash equivalents at beginning of period 15, 885 11, 175	Cash flows from investing activities		
Proceeds from sale of property, plant and equipment 457 1,119 Purchase of investment securities Δ83 Δ12 Proceeds from sale of investment securities 444 5,309 Other, net Δ485 Δ191 Net cash provided by (used in) investing activities Δ1,209 4,503 Cash flows from financing activities Δ2,374 Δ1,463 Net increase (decrease) in short-term borrowings 200 200 Repayments of long-term borrowings Δ1,592 Δ2,568 Repayments of lease liabilities Δ489 Δ632 Dividends paid Δ299 Δ295 Other, net Δ438 Δ226 Net cash provided by (used in) financing activities Δ4,995 Δ4,987 Effect of exchange rate change on cash and cash equivalents 536 952 Net increase (decrease) in cash and cash equivalents Δ4,709 3,237 Cash and cash equivalents at beginning of period 15,885 11,175		379	356
equipment Purchase of investment securities		$\triangle 1,921$	$\triangle 2,078$
Proceeds from sale of investment securities 444 $5,309$ Other, net $\triangle 485$ $\triangle 191$ Net cash provided by (used in) investing activities $\triangle 1,209$ $4,503$ Cash flows from financing activitiesNet increase (decrease) in short-term borrowings $\triangle 2,374$ $\triangle 1,463$ Proceeds from long-term borrowings 200 200 Repayments of long-term borrowings $\triangle 1,592$ $\triangle 2,568$ Repayments of lease liabilities $\triangle 489$ $\triangle 632$ Dividends paid $\triangle 299$ $\triangle 295$ Other, net $\triangle 438$ $\triangle 226$ Net cash provided by (used in) financing activities $\triangle 4,995$ $\triangle 4,987$ Effect of exchange rate change on cash and cash equivalents 536 952 Net increase (decrease) in cash and cash equivalents $\triangle 4,709$ $3,237$ Cash and cash equivalents at beginning of period $15,885$ $11,175$		457	1, 119
Other, net $\triangle 485$ $\triangle 191$ Net cash provided by (used in) investing activities $\triangle 1,209$ $4,503$ Cash flows from financing activities \bigcirc \bigcirc Net increase (decrease) in short-term borrowings \bigcirc \bigcirc \bigcirc Proceeds from long-term borrowings \bigcirc \bigcirc \bigcirc Repayments of long-term borrowings \bigcirc \bigcirc \bigcirc Repayments of lease liabilities \bigcirc \bigcirc \bigcirc Dividends paid \bigcirc \bigcirc \bigcirc Other, net \bigcirc \bigcirc \bigcirc Net cash provided by (used in) financing activities \bigcirc \bigcirc \bigcirc Effect of exchange rate change on cash and cash equivalents \bigcirc \bigcirc \bigcirc Net increase (decrease) in cash and cash equivalents \bigcirc \bigcirc \bigcirc Cash and cash equivalents at beginning of period \bigcirc \bigcirc \bigcirc 15,885 \bigcirc \bigcirc	Purchase of investment securities	△83	△12
Net cash provided by (used in) investing activities △1, 209 4,503 Cash flows from financing activities ✓ ✓ Net increase (decrease) in short-term borrowings △2, 374 △1, 463 Proceeds from long-term borrowings 200 200 Repayments of long-term borrowings △1, 592 △2, 568 Repayments of lease liabilities △489 △632 Dividends paid △299 △295 Other, net △438 △226 Net cash provided by (used in) financing activities △4, 995 △4, 987 Effect of exchange rate change on cash and cash equivalents 536 952 Net increase (decrease) in cash and cash equivalents △4, 709 3, 237 Cash and cash equivalents at beginning of period 15, 885 11, 175	Proceeds from sale of investment securities	444	5, 309
activities Cash flows from financing activities Net increase (decrease) in short-term borrowings Proceeds from long-term borrowings Repayments of long-term borrowings Repayments of lease liabilities Dividends paid Other, net Ad489 Net cash provided by (used in) financing activities Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents Cash and cash equivalents at beginning of period Ad500 Ad4, 905 Ad4, 909 Ad4, 709 A		△485	△191
Net increase (decrease) in short-term borrowings $\triangle 2,374$ $\triangle 1,463$ Proceeds from long-term borrowings 200 200 Repayments of long-term borrowings $\triangle 1,592$ $\triangle 2,568$ Repayments of lease liabilities $\triangle 489$ $\triangle 632$ Dividends paid $\triangle 299$ $\triangle 295$ Other, net $\triangle 438$ $\triangle 226$ Net cash provided by (used in) financing activities $\triangle 4,995$ $\triangle 4,987$ Effect of exchange rate change on cash and cash equivalents 536 952 Net increase (decrease) in cash and cash equivalents $\triangle 4,709$ $3,237$ Cash and cash equivalents at beginning of period $15,885$ $11,175$		△1, 209	4, 503
borrowings Proceeds from long-term borrowings Proceeds from long-term borrowings Repayments of long-term borrowings Repayments of lease liabilities A489 A632 Dividends paid A299 A295 Other, net A488 A226 Net cash provided by (used in) financing activities Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents Cash and cash equivalents at beginning of period D200 A290 A290 A290 A299 A295 A4, 995 A4, 995 A4, 995 A4, 995 A4, 987 Effect of exchange rate change on cash and cash equivalents D4, 709 A3, 237	Cash flows from financing activities		
Repayments of long-term borrowings $\triangle 1,592$ $\triangle 2,568$ Repayments of lease liabilities $\triangle 489$ $\triangle 632$ Dividends paid $\triangle 299$ $\triangle 295$ Other, net $\triangle 438$ $\triangle 226$ Net cash provided by (used in) financing activities $\triangle 4,995$ $\triangle 4,987$ Effect of exchange rate change on cash and cash equivalents 536 952 Net increase (decrease) in cash and cash equivalents $\triangle 4,709$ $3,237$ Cash and cash equivalents at beginning of period $15,885$ $11,175$		$\triangle 2,374$	$\triangle 1$, 463
Repayments of lease liabilities $\triangle 489$ $\triangle 632$ Dividends paid $\triangle 299$ $\triangle 295$ Other, net $\triangle 438$ $\triangle 226$ Net cash provided by (used in) financing activities $\triangle 4,995$ $\triangle 4,987$ Effect of exchange rate change on cash and cash equivalents 536 952 Net increase (decrease) in cash and cash equivalents $\triangle 4,709$ $3,237$ Cash and cash equivalents at beginning of period $15,885$ $11,175$	Proceeds from long-term borrowings	200	200
Dividends paid $\triangle 299$ $\triangle 295$ Other, net $\triangle 438$ $\triangle 226$ Net cash provided by (used in) financing activities $\triangle 4,995$ $\triangle 4,987$ Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents Cash and cash equivalents at beginning of period Dividends $\triangle 4,995$ $\triangle 4,987$ $\triangle 4,995$ $\triangle 4,9$	Repayments of long-term borrowings	$\triangle 1,592$	△2, 568
Other, net			△632
Net cash provided by (used in) financing activities Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents Cash and cash equivalents at beginning of period Net increase (decrease) in cash and cash equivalents at beginning of period 15,885	•		$\triangle 295$
activities \times \times	_	△438	△226
equivalents $\begin{array}{c} 536 \\ 952 \\ \hline \text{Net increase (decrease) in cash and cash} \\ \hline \text{equivalents} \\ \hline \text{Cash and cash equivalents at beginning of} \\ \hline \text{period} \\ \end{array}$		△4, 995	△4, 987
equivalents $\triangle 4,709$ 3,237 Cash and cash equivalents at beginning of period 15,885 11,175		536	952
period 15,885 11,175		<u>△</u> 4, 709	3, 237
Cash and cash equivalents at end of period 11,175 14,412		15, 885	11, 175
	Cash and cash equivalents at end of period	11, 175	14, 412