

Consolidated Financial Results for the Six Months Ended June 30, 2025 [Japanese GAAP]

President

August 12, 2025

Company name: TRUSCO NAKAYAMA CORPORATION

Listing: Tokyo Stock Exchange

Securities code: 9830

URL: https://www.trusco.co.jp/ Representative: Tetsuya Nakayama

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Scheduled date to file semi-annual securities report: August 13, 2025 Scheduled date to commence dividend payments: August 29, 2025 Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

Director, General Manager of the Business Management

Department and General Manager of the Digital Service

Strategy Department and Orange Book Department

1. Consolidated Financial Results for the Six Months Ended June 30, 2025 (January 1, 2025 to June 30, 2025)

(1) Consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Net sales C		Operating	profit	Ordinary profit		Profit attribution owners of	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2025	158,233	10.3	11,825	20.0	11,716	17.7	7,984	18.4
June 30, 2024	143,461	9.2	9,852	7.6	9,953	7.4	6,745	11.2
(Note) Comprehensive income	e: Six mon	ths ended	June 30, 2025	5:	¥	7,605 mi	llion [4.7%]
	Six mon	ths ended	June 30, 2024	l:	¥	7,260 mi	llion [8.3%1

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
June 30, 2025	121.08	-
June 30, 2024	102.30	-

(2) Consolidated Financial Position

(2) Combonium of Manager 1 Control							
	Total assets	Net assets	Capital adequacy ratio				
As of	Millions of yen	Millions of yen	%				
June 30, 2025	298,206	179,755	60.3				
December 31, 2024	270,290	173,996	64.4				

(Reference) Equity: As of June 30, 2025: \(\) \(\) \(\) 179,755 million \(\) As of December 31, 2024: \(\) \(\) \(\) 173,996 million

2. Dividends

	Annual dividends						
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total		
	Yen	Yen	Yen	Yen	Yen		
Fiscal year ended December 31, 2024	-	26.00	-	28.00	54.00		
Fiscal year ending December 31, 2025	-	30.50					
Fiscal year ending December 31, 2025 (Forecast)			1	28.50	59.00		

(Note) Revision to the forecast for dividends announced most recently: No

3. Consolidated Financial Results Forecast for the Fiscal Year Ending December 31, 2025(January 1, 2025 to December 31, 2025)

(Percentages indicate year-on-year changes.)

	(1 strontages material four on four manges.)								
	Net sale	:S	Operating 1	profit	Ordinary p	rofit	Profit attribu		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	325,000	10.2	23,029	15.3	22,752	13.4	15,557	(3.3)	235.94

(Note) Revision to the financial results forecast announced most recently: Yes

" Notes:	*	Notes:
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(1) Significant changes in the scope of consolidation during the period:

None

None

Newly included: - (Company name:)

Excluded: - (Company name:)

- (2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: None
- (3) Changes in accounting policies, changes in accounting estimates, and restatement
 - 1) Changes in accounting policies due to revisions to accounting standards and other regulations: None
 - 2) Changes in accounting policies due to other reasons: None
 - 3) Changes in accounting estimates: None
 - 4) Restatement: None
- (4) Number of issued shares (common shares)
 - 1) Total number of issued shares at the end of the period (including treasury shares):

June 30, 2025: 66,008,744 shares
December 31, 2024: 66,008,744 shares

2) Number of treasury shares at the end of the period:

June 30, 2025: 68,165 shares December 31, 2024: 67,971 shares

3) Average number of shares outstanding during the period:

Six months ended June 30, 2025: 65,940,697 shares Six months ended June 30, 2024: 65,941,056 shares

- * Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.
- * Proper use of earnings forecasts, and other special matters

		(Millions of yer
	As of December 31, 2024	As of June 30, 2025
Assets		
Current assets		
Cash and deposits	41,352	56,69
Accounts receivable - trade	37,484	38,93
Electronically recorded monetary claims - operating	2,872	2,13
Merchandise	55,366	59,86
Other	895	2,41
Allowance for doubtful accounts	(1)	
Total current assets	137,971	160,04
Non-current assets		
Property, plant and equipment		
Buildings, net	45,095	61,30
Machinery and equipment, net	6,014	6,20
Tools, furniture and fixtures, net	1,507	1,50
Land	39,345	39,20
Construction in progress	29,346	17,99
Other, net	1,862	2,00
Total property, plant and equipment	123,171	128,4
Intangible assets		
Software	3,880	4,4
Other	1,315	1,59
Total intangible assets	5,195	6,0
Investments and other assets		
Investment securities	2,616	2,6
Deferred tax assets	776	55
Deferred tax assets for land revaluation	152	1:
Other	539	53
Allowance for doubtful accounts	(132)	(14
Total investments and other assets	3,952	3,7
Total non-current assets	132,319	138,16
Total assets	270,290	298,20

	As of December 31, 2024	As of June 30, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	22,121	24,048
Short-term borrowings	10,000	10,000
Current portion of long-term borrowings	1,500	-
Accounts payable - other	8,162	5,337
Income taxes payable	3,887	3,651
Provision for bonuses	690	508
Provision for bonuses for directors (and other officers)	-	66
Other	2,074	1,887
Total current liabilities	48,436	45,498
Non-current liabilities		
Long-term borrowings	45,000	70,000
Provision for retirement benefits for directors (and other officers)	151	151
Long-term guarantee deposits	2,705	2,798
Other	1	2
Total non-current liabilities	47,857	72,952
Total liabilities	96,294	118,451
Net assets		
Shareholders' equity		
Share capital	5,022	5,022
Capital surplus	4,711	4,711
Retained earnings	163,121	169,254
Treasury shares	(83)	(83)
Total shareholders' equity	172,771	178,904
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	718	700
Revaluation reserve for land	(345)	(335)
Foreign currency translation adjustment	851	485
Total accumulated other comprehensive income	1,224	851
Total net assets	173,996	179,755
Total liabilities and net assets	270,290	298,206

Semi-annual Consolidated Statements of Income and Comprehensive Income Semi-annual Consolidated Statement of Income For the six months ended September 30, 20XX

Net sales 143,461 158,233 Cost of sales 113,259 124,898 Gross profit 30,201 33,334 Selling, general and administrative expenses 4,410 4,801 Freight and pakking costs 4,410 4,801 Remuneration for directors (and other officers) 157 149 Salaries and bonuses 6,798 7,190 Provision for bonuses 548 504 Welfare expenses 1,522 2,747 Commission expenses 1,510 1,459 Other 2,962 3,245 Total selling, general and administrative expenses 20,348 2,150 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 2,150 Operating profit 9,852 11,825 Non-operating income 4 7 Interest income 4 7 Other 117 83 Total non-operating income 247 20 Rental costs 4			(Millions of yen)
Cost of sales 113,259 124,898 Gross profit 30,201 33,334 Selling, general and administrative expenses 8 4,410 4,801 Freight and packing costs 4,410 4,801 Remuneration for directors (and other officers) 157 149 Salaries and bonuses 6,798 7,190 Provision for bonuses 548 504 Welfare expenses 13,23 1,402 Depreciation 2,926 2,747 Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 22,159 Operating profit 9,852 11,825 Non-operating income 4 7 Interest income 4 7 Other 37 40 Potividend income 247 207 Non-operating income 87 26 Rental income from real estate 87 26 Rental costs 40 20			
Gross profit 30,201 33,343 Selling, general and administrative expenses + 4,410 4,801 Freight and packing costs 4,410 4,801 Remuneration for directors (and other officers) 157 149 Salaries and bonuses 6,798 7,190 Provision for bonuses 548 504 Welfare expenses 1,323 1,402 Depreciation 2,926 2,747 Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income 4 7 Interest income 4 7 Interest income 4 7 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total n	Net sales	143,461	158,233
Selling, general and administrative expenses 4,410 4,801 Remuneration for directors (and other officers) 157 149 Salaries and bonuses 6,798 7,190 Provision for bonuses 548 504 Welfare expenses 1,323 1,402 Depreciation 2,926 2,747 Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income 4 7 Interest income 4 7 Interest income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 20 Non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 87 261	Cost of sales	113,259	124,898
Freight and packing costs 4,410 4,801 Remuneration for directors (and other officers) 157 149 Salaries and bonuses 6,798 7,190 Provision for bonuses 548 504 Welfare expenses 1,323 1,402 Depreciation 2,926 2,747 Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Total actraordinary losses - 99 Impai	Gross profit	30,201	33,334
Remuneration for directors (and other officers) 157 149 Salaries and bonuses 6,798 7,190 Provision for bonuses 548 504 Welfare expenses 1,323 1,402 Depreciation 2,926 2,747 Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income 4 7 Dividend income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 87 261 Rental costs 4 20 Non-operating expenses 87 261 Rental costs 49 20 Other 19 35 Total non-operating expenses 146 317 Extraordinary posses	Selling, general and administrative expenses		
Salaries and bonuses 6,798 7,190 Provision for bonuses 548 504 Welfare expenses 1,323 1,402 Depreciation 2,926 2,747 Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income 4 7 Interest income 4 7 Dividend income 37 40 Rental income from real estate 87 26 Rental income from real estate 87 20 Non-operating expenses 87 26 Interest expenses 87 26 Rental costs 4 20 Other 19 35 Total non-operating expenses 87 26 Rental costs 4 20 Other 19 35 Total non-operating expenses 87 26 <td>Freight and packing costs</td> <td>4,410</td> <td>4,801</td>	Freight and packing costs	4,410	4,801
Provision for bonuses 548 504 Welfare expenses 1,323 1,402 Depreciation 2,926 2,747 Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,099 Operating profit 9,852 11,825 Non-operating income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 87 261 Extraordinary profit 9,953 11,716 Extraordinary profit 9,953 11,	Remuneration for directors (and other officers)	157	149
Welfare expenses 1,323 1,402 Depreciation 2,926 2,747 Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183	Salaries and bonuses	6,798	7,190
Depreciation 2,926 2,747 Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income 4 7 Interest income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Rental costs 40 20 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses 1 99 Loss on valuation of investment securities 183 9 Profit before income taxes 9,770 11,616 Income taxes - current	Provision for bonuses	548	504
Commission expenses 1,510 1,459 Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income 4 7 Interest income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 - Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - d	Welfare expenses	1,323	1,402
Other 2,672 3,252 Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income Total selling, general and administrative expenses 37 48 Interest income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 9 Total extraordinary losses 183 9 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 <td>Depreciation</td> <td>2,926</td> <td>2,747</td>	Depreciation	2,926	2,747
Total selling, general and administrative expenses 20,348 21,509 Operating profit 9,852 11,825 Non-operating income	Commission expenses	1,510	1,459
Operating profit 9,852 11,825 Non-operating income Interest income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Interest expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 9 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Other	2,672	3,252
Non-operating income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Interest expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Total selling, general and administrative expenses	20,348	21,509
Interest income 4 7 Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Interest expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 9 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Operating profit	9,852	11,825
Dividend income 37 40 Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Interest expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 9 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Non-operating income		
Rental income from real estate 87 76 Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Interest expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 - Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Interest income	4	7
Other 117 83 Total non-operating income 247 207 Non-operating expenses 87 261 Interest expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 9 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Dividend income	37	40
Total non-operating income 247 207 Non-operating expenses 87 261 Interest expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 9 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Rental income from real estate	87	76
Non-operating expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Other	117	83
Interest expenses 87 261 Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Total non-operating income	247	207
Rental costs 40 20 Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Non-operating expenses		
Other 19 35 Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Interest expenses	87	261
Total non-operating expenses 146 317 Ordinary profit 9,953 11,716 Extraordinary losses	Rental costs	40	20
Ordinary profit 9,953 11,716 Extraordinary losses Impairment losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Other	19	35
Extraordinary losses Impairment losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Total non-operating expenses	146	317
Impairment losses - 99 Loss on valuation of investment securities 183 - Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Ordinary profit	9,953	11,716
Loss on valuation of investment securities 183 - Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Extraordinary losses		
Total extraordinary losses 183 99 Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Impairment losses	-	99
Profit before income taxes 9,770 11,616 Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Loss on valuation of investment securities	183	
Income taxes - current 2,838 3,400 Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Total extraordinary losses	183	99
Income taxes - deferred 186 231 Total income taxes 3,024 3,632 Profit 6,745 7,984	Profit before income taxes	9,770	11,616
Total income taxes 3,024 3,632 Profit 6,745 7,984	Income taxes - current	2,838	3,400
Total income taxes 3,024 3,632 Profit 6,745 7,984	Income taxes - deferred	186	231
	Total income taxes	3,024	3,632
Profit attributable to owners of parent 6,745 7,984	Profit	6,745	7,984
	Profit attributable to owners of parent	6,745	7,984

Semi-annual Consolidated Statement of Comprehensive Income For the six months ended September 30, 20XX

		(Millions of yen)
	For the six months ended June 30, 2024	For the six months ended June 30, 2025
Profit	6,745	7,984
Other comprehensive income		
Valuation difference on available-for-sale securities	226	(17)
Revaluation reserve for land	-	4
Foreign currency translation adjustment	289	(365)
Total other comprehensive income	515	(378)
Comprehensive income	7,260	7,605
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	7,260	7,605

		(Millions of yen)
	For the six months ended June 30, 2024	For the six months ended June 30, 2025
Cash flows from operating activities		
Profit before income taxes	9,770	11,616
Depreciation	2,944	2,756
Impairment losses	-	99
Loss (gain) on valuation of investment securities	183	-
Increase (decrease) in allowance for doubtful accounts	(3)	13
Interest and dividend income	(41)	(48)
Interest expenses	87	261
Decrease (increase) in trade receivables	(330)	(735)
Decrease (increase) in inventories	(3,767)	(4,610)
Increase (decrease) in trade payables	(408)	1,931
Increase (decrease) in accrued consumption taxes	(598)	(1,767)
Other, net	(1,239)	(619)
Subtotal	6,596	8,899
Interest and dividends received	42	44
Interest paid	(86)	(262)
Income taxes paid	(3,953)	(3,601)
Net cash provided by (used in) operating activities	2,599	5,080
Cash flows from investing activities		
Purchase of property, plant and equipment	(8,784)	(9,870)
Purchase of intangible assets	(1,333)	(1,432)
Other, net	(5)	(20)
Net cash provided by (used in) investing activities	(10,123)	(11,323)
Cash flows from financing activities		
Proceeds from long-term borrowings	15,000	25,000
Repayments of long-term borrowings	(8,500)	(1,500)
Dividends paid	(1,548)	(1,847)
Other, net	(0)	(0)
Net cash provided by (used in) financing activities	4,950	21,651
Effect of exchange rate change on cash and cash equivalents	40	(52)
Net increase (decrease) in cash and cash equivalents	(2,532)	15,356
Cash and cash equivalents at beginning of period	43,085	41,135
Cash and cash equivalents at end of period	40,553	56,491