

Mitsui E&S Holdings Co., Ltd. and its Consolidated Subsidiaries

CONSOLIDATED FINANCIAL RESULTS FOR FY2020

From April 1, 2020 to March 31, 2021

Code number:	7003	URL:	https://www.mes.co.jp/
Shares Listed:	Tokyo Stock Exchange		
Representative:	Ryoichi Oka, President, Representative Director, and CEO		
Inquiries:	Koichi Watanabe, General Manager of Finance & Accounting Dept. Tel: +81 3 3544 3121		
Scheduled date to file annual securities report:	June 25, 2021		
Scheduled date to commence dividend payments:	—		
Supplementary explanatory materials prepared:	Yes		
Explanatory meeting:	Yes (for analysts)		

(Amounts less than one million yen are truncated)

1. Consolidated Financial Results for FY2020 (From April 1, 2020 to March 31, 2021)

	(Millions of yen)		
	From Apr. 1, 2019 to Mar. 31, 2020	From Apr. 1, 2020 to Mar. 31, 2021	Change (%)
New Orders Received	996,848	576,668	(42.2)
Net Sales	786,477	663,834	(15.6)
Operating Loss	(62,079)	(12,243)	—
Ordinary Loss	(60,457)	(8,223)	—
Profit (Loss) attributable to owners of parent	(86,210)	134	—
Earnings per Share (Yen)	(1,066.47)	1.67	
Operating Cash Flow	(37,213)	7,478	
Investing Cash Flow	84,125	21,115	
Financing Cash Flow	(26,825)	(6,813)	
Cash and cash equivalents at end of year	116,691	135,482	

Figures in parentheses represent negative.

(Millions of yen)

	As of Mar. 31, 2020	As of Mar. 31, 2021
Total Assets	840,380	766,449
Net Assets	105,355	95,901
Shareholders' Equity to Total Assets	7.7%	8.8%
Net Assets per Share (Yen)	796.36	834.99

Note: This consolidated financial results has been prepared in accordance with Japanese accounting standards and Japanese law.

2. Dividends

(Yen)

	FY2019	FY2020	FY2021 (forecast)
Annual dividends per share			
First quarter	—	—	—
Second quarter	0.00	0.00	0.00
Third quarter	—	—	—
Year-end	0.00	0.00	0.00
Total	0.00	0.00	0.00
Total dividends paid (Millions of yen)	—	—	
Payout ratio (consolidated)	—	—	—
Dividend to net assets ratio (consolidated)	—	—	

3. Forecast of Financial Results for FY2021

(Millions of yen)

	Net Sales	Operating Income	Ordinary Income	Profit attributable to owners of parent	Earnings per Share (Yen)
Year ending March 31, 2022	670,000	5,000	6,000	3,000	37.11

Reference: Estimate is based on exchange rate of USD1.00 = JPY110.0

4. Notes

(1) Changes in significant subsidiaries during the period

(changes in specified subsidiaries resulting in the change in scope of consolidation): None

(2) Changes in accounting policies, accounting estimates or restatements

i) Changes due to amendment of accounting standards: None

ii) Changes due to other reasons: None

iii) Changes in accounting estimates: None

iv) Restatements: None

(3) Number of shares outstanding (common stock)

	FY2019	FY2020
	shares	shares
Number of shares outstanding at the end of period (including treasury stock)	83,098,717	83,098,717
Number of treasury stock at the end of period	2,259,372	2,250,244
Average number of shares during the period	80,836,991	80,848,394

This Financial Report is out of audit scope.

FORWARD LOOKING STATEMENTS AND OTHER SPECIAL ITEMS

The forecasts for financial results are based on information available at the time this report was released. These forecasts and other forward-looking statements are not guarantees of future performance. Actual operating results may differ from the above forecasts due to known and unknown risks, uncertainties, and other factors.

HOW TO GET THE SUPPLEMENTARY EXPLANATORY MATERIALS

Explanatory meeting for analysts is scheduled for May 11, 2021. Supplementary explanatory material, which will be distributed at the said meeting, is planned to be posted on our web site.

Overview of Reportable Segment

Reportable Segment is classified into 4 segments: Ship, Ocean Development, Machinery and Engineering. Main products and services of each Reportable Segment are as follows.

Reportable Segment	Main Products and Services
Ship	Commercial ships, naval ships, high speed passenger/vehicle ferries, offshore structures, underwater TV vehicles, steel structures
Ocean Development	FPSOs (floating production storage offloading vessels)
Machinery	Marine and stationary diesel engines, marine equipment, gas engines, steam turbines, blowers, process compressors, gas turbines, cogeneration system, regulating system, container cranes, industrial cranes, container terminal management systems, HWM manipulators, equipment of radar sensing for underground and construction, induction heaters
Engineering	Renewable energy power generation plants, power generation business, overseas civil works, waste treatment plants, water treatment plants, resources recycling plants, PCB disposal plants

Change in Reportable Segment

The Company has been pushing forward the reform of business structure under the Business Revival Plan, which was announced in May 2019 and partly reviewed in November 2019.

As part of this reform, jurisdiction over Sumitomo Mitsui Construction Steel Structures Engineering Co., Ltd. (formerly Mitsui E&S Steel Structures Engineering Co., Ltd.) and DPS Bridge Works Co., Ltd., both were previously classified as "Machinery" and carries on Bridge business, has been changed since FY2020, and the said two companies belong to "Others."

Comparative segment information for the prior year has been restated to reflect the changes.

Information about Sales, Operating income and loss, Assets and other items for each Reportable Segment

Reportable Segment information for the years ended March 31, 2020 and 2021 were as follows:

From April 1, 2019 to March 31, 2020

(Millions of yen)

	Ship	Ocean Development	Machinery	Engineering	Sub total	Others	Total	Adjustments	Consolidated
Net Sales:									
Outside customers	115,111	332,898	172,293	69,621	689,925	96,552	786,477	—	786,477
Inter segment	4,463	—	7,108	781	12,353	10,344	22,698	(22,698)	—
Total	119,575	332,898	179,402	70,402	702,279	106,897	809,176	(22,698)	786,477
Operating income (loss)	(2,859)	(4,919)	11,913	(71,423)	(67,289)	5,210	(62,079)	—	(62,079)
Assets									
Assets	108,234	358,763	178,248	43,384	688,630	54,749	743,379	97,000	840,380
Depreciation and amortization	3,222	3,265	4,335	618	11,442	3,336	14,779	610	15,390
Amortization of goodwill	734	255	—	10	1,000	53	1,053	—	1,053
Year-end balance of goodwill	8,444	1,520	—	—	9,965	96	10,061	—	10,061
Loss on impairment of non-current assets	430	—	597	3	1,032	6	1,039	5	1,045
Increase in property, plant and equipment and intangible assets	4,323	7,498	7,013	805	19,641	(82,236)	(62,595)	160	(62,434)

Note 1: "Others" is the segment which is not included in Reportable Segment and includes Stationary diesel power generation plants, Transport equipment related business, Systems development, Real estate lease business, Infrastructure related business and others.

Note 2: Adjustments are as follows:

(1) Adjustments of 97,000 million yen recorded for assets include primarily comprised of surplus funds (cash and time deposits), long-term investment (investment securities) and assets related to the administration divisions of the Company of 104,877 million yen that are not allocated to any Reportable Segment.

(2) Adjustments of 610 million yen recorded for depreciation and amortization include depreciation for property, plant and equipment and amortization for intangible assets related to the administration divisions of 620 million yen.

(3) Adjustments of 5 million yen recorded for loss on impairment of non-current assets are the impairment loss for Corporate.

(4) Adjustments of 160 million yen recorded for increase in property, plant and equipment and intangible assets include increase in assets related to the administration divisions. (1,878) million yen and (85,213) million yen are included in "Engineering" and "Others", respectively, due to the impact of exclusion from consolidation.

Note 3: Operating income (loss) is adjusted with operating loss in Consolidated Statements of Income.

From April 1, 2020 to March 31, 2021

(Millions of yen)

	Ship	Ocean Development	Machinery	Engineering	Sub total	Others	Total	Adjustments	Consolidated
Net Sales:									
Outside customers	92,394	309,949	159,048	38,426	599,819	64,015	663,834	—	663,834
Inter segment	5,551	—	4,320	379	10,251	9,020	19,271	(19,271)	—
Total	97,946	309,949	163,369	38,805	610,070	73,035	683,106	(19,271)	663,834
Operating income (loss)	(2,021)	(21,783)	9,819	287	(13,697)	1,453	(12,243)	—	(12,243)
Assets									
Assets	95,161	330,738	170,920	41,595	638,416	45,009	683,425	83,024	766,449
Depreciation and amortization	3,313	3,294	4,463	206	11,277	851	12,128	616	12,745
Amortization of goodwill	797	246	—	—	1,043	55	1,099	—	1,099
Year-end balance of goodwill	8,371	1,227	—	—	9,598	32	9,631	—	9,631
Loss on impairment of non-current assets	1,207	—	220	1	1,429	951	2,381	—	2,381
Increase in property, plant and equipment and intangible assets	2,068	5,171	8,242	(7,749)	7,732	(10,244)	(2,512)	587	(1,924)

Note 1: "Others" is the segment which is not included in Reportable Segment and includes Stationary diesel power generation plants, Systems development, Infrastructure related business and others.

Note 2: Adjustments are as follows:

(1) Adjustments of 83,024 million yen recorded for assets include primarily comprised of surplus funds (cash and time deposits), long-term investment (investment securities) and assets related to the administration divisions of the Company of 87,767 million yen that are not allocated to any Reportable Segment.

(2) Adjustments of 616 million yen recorded for depreciation and amortization are depreciation for property, plant and equipment and amortization for intangible assets related to the administration divisions.

(3) Adjustments of 587 million yen recorded for increase in property, plant and equipment and intangible assets include increase in assets related to the administration divisions. (7,817) million yen and (11,443) million yen are included in "Engineering" and "Others", respectively, due to the impact of exclusion from consolidation.

Note 3: Operating income (loss) is adjusted with operating loss in Consolidated Statements of Income.

New Orders by Segment

(Millions of yen)

	From Apr. 1, 2019 to Mar. 31, 2020	From Apr. 1, 2020 to Mar. 31, 2021	Difference
Ship	68,698	57,496	(11,202) (16.3%)
Ocean Development	636,103	320,810	(315,292) (49.6%)
Machinery	174,358	125,319	(49,038) (28.1%)
Engineering	48,228	22,703	(25,525) (52.9%)
Others	69,460	50,339	(19,121) (27.5%)
Total	996,848	576,668	(420,179) (42.2%)

Net Sales by Segment

(Millions of yen)

	From Apr. 1, 2019 to Mar. 31, 2020	From Apr. 1, 2020 to Mar. 31, 2021	Difference
Ship	115,111	92,394	(22,716) (19.7%)
Ocean Development	332,898	309,949	(22,949) (6.9%)
Machinery	172,293	159,048	(13,244) (7.7%)
Engineering	69,621	38,426	(31,195) (44.8%)
Others	96,552	64,015	(32,537) (33.7%)
Total	786,477	663,834	(122,643) (15.6%)

Operating Income (Loss) by Segment

(Millions of yen)

	From Apr. 1, 2019 to Mar. 31, 2020	From Apr. 1, 2020 to Mar. 31, 2021	Difference
Ship	(2,859)	(2,021)	838
Ocean Development	(4,919)	(21,783)	(16,863)
Machinery	11,913	9,819	(2,094)
Engineering	(71,423)	287	71,711
Others	5,210	1,453	(3,756)
Total	(62,079)	(12,243)	49,835

Figures in parentheses represent negative.

Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2020	As of March 31, 2021
Assets		
Current assets		
Cash and time deposits	118,405	137,647
Trade receivables	282,368	233,955
Merchandise and finished goods	4,714	5,925
Work in progress	46,165	55,287
Raw materials and supplies	5,505	4,231
Short-term loans	9,593	1,745
Others	50,259	41,772
Allowance for doubtful accounts	(1,185)	(1,498)
Total current assets	515,827	479,067
Non-current assets		
Property, plant and equipment		
Buildings and structures	134,796	135,035
Accumulated depreciation	(107,778)	(108,178)
Buildings and structures, net	27,017	26,857
Machinery, equipment and vehicles	131,102	117,779
Accumulated depreciation	(107,242)	(98,709)
Machinery, equipment and vehicles, net	23,860	19,069
Land	90,261	70,959
Lease assets	19,265	17,235
Accumulated depreciation	(8,348)	(7,990)
Lease assets, net	10,916	9,244
Construction in progress	4,615	2,337
Others	17,971	17,224
Accumulated depreciation	(15,084)	(14,545)
Others, net	2,887	2,679
Total property, plant and equipment	159,559	131,146
Intangible assets		
Goodwill	10,061	9,631
Others	18,180	17,769
Total intangible assets	28,242	27,400
Investments and other assets		
Investment securities	57,944	51,587
Long-term loans	41,037	39,963
Net defined benefit asset	6,499	8,326
Deferred tax assets	14,219	11,634
Others	17,478	17,666
Allowance for doubtful accounts	(427)	(342)
Total investments and other assets	136,751	128,835
Total non-current assets	324,552	287,382
Total assets	840,380	766,449

(Millions of yen)

	As of March 31, 2020	As of March 31, 2021
Liabilities		
Current liabilities		
Trade payables	238,241	215,208
Short-term borrowings	34,670	70,852
Current portion of long-term borrowings	40,245	20,713
Current portion of bonds	5,000	15,000
Lease obligations	5,393	3,000
Accrued income taxes	7,803	6,490
Advances from customers	83,983	94,345
Provision for construction warranties	11,389	10,823
Provision for losses on construction contracts	98,505	77,043
Provision for repairs	10,573	3,731
Asset retirement obligations	10	4
Others	45,939	42,029
Total current liabilities	581,756	559,244
Long-term liabilities		
Bonds	35,000	20,000
Long-term borrowings	59,019	37,964
Lease obligations	7,789	7,405
Deferred tax liabilities	1,569	2,421
Deferred tax liabilities for land revaluation	17,030	12,244
Liability for severance and retirement benefits for directors and corporate auditors	23	20
Provision for business restructuring	3,374	1,879
Net defined benefit liabilities	11,685	8,052
Asset retirement obligations	1,794	2,368
Others	15,981	18,947
Total long-term liabilities	153,267	111,303
Total liabilities	735,024	670,548
Net assets		
Shareholders' equity		
Common stock	44,384	44,384
Capital surplus	18,486	18,396
Retained earnings	(18,676)	(8,596)
Treasury stock	(4,726)	(4,696)
Total shareholders' equity	39,469	49,488
Accumulated other comprehensive income		
Net unrealized holding gains (losses) on securities	(29)	193
Unrealized losses on hedging derivatives	(10,275)	(9,174)
Revaluation reserve for land	37,707	27,609
Foreign currency translation adjustments	(1,814)	(5,930)
Remeasurements of defined benefit plans	(680)	5,321
Total accumulated other comprehensive income	24,907	18,019
Subscription rights to shares	175	151
Non-controlling interests	40,802	28,241
Total net assets	105,355	95,901
Total liabilities and net assets	840,380	766,449

Consolidated Statements of Operations

(Millions of yen)

	April 1, 2019 to March 31, 2020	April 1, 2020 to March 31, 2021
Net sales	786,477	663,834
Cost of sales	800,625	632,967
Gross profit (loss)	(14,147)	30,867
Selling, general and administrative expenses	47,931	43,111
Operating loss	(62,079)	(12,243)
Non-operating income		
Interest income	6,235	4,586
Dividend income	816	190
Equity in earnings of unconsolidated subsidiaries and affiliates accounted for using equity method	2,273	3,316
Foreign currency exchange gains	-	479
Others	1,553	2,500
Total non-operating income	10,878	11,071
Non-operating expenses		
Interest expenses	3,143	2,786
Commission expenses	2,234	2,983
Foreign currency exchange losses	1,623	-
Loss on valuation of derivatives	805	138
Others	1,450	1,143
Total non-operating expenses	9,257	7,051
Ordinary loss	(60,457)	(8,223)
Extraordinary income		
Gain on disposal of non-current assets	2,672	654
Gain on sale of investment securities	4,890	1,775
Gain on sale of subsidiaries and affiliates' stocks	4,716	2,334
Gain on liquidation of subsidiaries and affiliates	509	-
Insurance income	393	-
Compensation income	214	-
Reversal of provision for repairs	-	1,552
Total extraordinary income	13,397	6,316
Extraordinary losses		
Loss on disposal of non-current assets	361	1,037
Loss on impairment of non-current assets	1,045	2,381
Loss on disaster	764	-
Loss on sale of investment securities	735	-
Loss on sale of subsidiaries and affiliates' stocks	22,492	1,919
Loss on valuation of investment securities	725	-
Loss on valuation of shares of subsidiaries and affiliates	43	-
Business restructuring cost	3,374	1,204
Loss on partial abolition of retirement benefit plan	265	-
Extraordinary repair expenses	16,690	-
Retirement benefit expenses	-	818
Loss on liquidation of subsidiaries and affiliates	-	395
Total extraordinary losses	46,500	7,757
Loss before income taxes	(93,559)	(9,664)
Income taxes - current	6,680	3,251
Income taxes - deferred	(5,210)	(4,686)
Total income taxes	1,470	(1,435)
Loss	(95,030)	(8,228)
Loss attributable to non-controlling interests	(8,819)	(8,363)
Profit (loss) attributable to owners of parent	(86,210)	134

Consolidated Statements of Comprehensive Income

(Millions of yen)

	April 1, 2019 to March 31, 2020	April 1, 2020 to March 31, 2021
Loss	(95,030)	(8,228)
Other comprehensive income		
Net unrealized holding gains (losses) on securities	(3,973)	215
Unrealized gains (losses) on hedging derivatives	(1,235)	4,766
Foreign currency translation adjustments	(3,121)	(4,210)
Remeasurements of defined benefit plans	1,578	5,963
Share of other comprehensive income of affiliates accounted for using equity method	(3,214)	(5,503)
Total	(9,966)	1,232
Comprehensive income	(104,996)	(6,995)
Comprehensive income attributable to		
Owners of parent	(94,562)	3,344
Non-controlling interests	(10,434)	(10,340)

Consolidated Statements of Changes in Net Assets

From April 1, 2019 to March 31, 2020

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Beginning balance as of April 1, 2019	44,384	18,747	67,812	(4,759)	126,185
Cumulative effects of changes in accounting policies			(452)		(452)
Restated balance	44,384	18,747	67,360	(4,759)	125,733
Changes during the year					
Loss attributable to owners of parent			(86,210)		(86,210)
Change of scope of equity method			73		73
Purchases of treasury stock				(6)	(6)
Sales of treasury stock		(8)		38	30
Transfer from revaluation reserve for land			99		99
Change in treasury stock of parent arising from transactions with non-controlling shareholders		(251)			(251)
Net changes of items other than those in Shareholders' equity					
Total changes during the year	-	(260)	(86,036)	32	(86,264)
Balance as of March 31, 2020	44,384	18,486	(18,676)	(4,726)	39,469

	Accumulated other comprehensive income						Subscription rights to shares	Non-controlling interests	Total net assets
	Net unrealized holding gains (losses) on securities	Unrealized gains (losses) on hedging derivatives	Revaluation reserve for land	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Beginning balance as of April 1, 2019	3,365	(6,065)	37,807	740	(2,488)	33,359	205	120,488	280,239
Cumulative effects of changes in accounting policies									(452)
Restated balance	3,365	(6,065)	37,807	740	(2,488)	33,359	205	120,488	279,787
Changes during the year									
Loss attributable to owners of parent									(86,210)
Change of scope of equity method									73
Purchases of treasury stock									(6)
Sales of treasury stock									30
Transfer from revaluation reserve for land									99
Change in treasury stock of parent arising from transactions with non-controlling shareholders									(251)
Net changes of items other than those in Shareholders' equity	(3,395)	(4,209)	(99)	(2,554)	1,808	(8,451)	(29)	(79,686)	(88,167)
Total changes during the year	(3,395)	(4,209)	(99)	(2,554)	1,808	(8,451)	(29)	(79,686)	(174,431)
Balance as of March 31, 2020	(29)	(10,275)	37,707	(1,814)	(680)	24,907	175	40,802	105,355

Consolidated Statements of Changes in Net Assets

From April 1, 2020 to March 31, 2021

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Beginning balance as of April 1, 2020	44,384	18,486	(18,676)	(4,726)	39,469
Changes during the year					
Profit attributable to owners of parent			134		134
Change of scope of consolidation			(198)		(198)
Change of scope of equity method			45		45
Purchases of treasury stock				(2)	(2)
Sales of treasury stock		(8)		32	24
Transfer from revaluation reserve for land			10,098		10,098
Change in treasury stock of parent arising from transactions with non-controlling shareholders		(82)			(82)
Net changes of items other than those in Shareholders' equity					
Total changes during the year	-	(90)	10,080	30	10,019
Balance as of March 31, 2021	44,384	18,396	(8,596)	(4,696)	49,488

	Accumulated other comprehensive income						Subscription rights to shares	Non-controlling interests	Total net assets
	Net unrealized holding gains (losses) on securities	Unrealized gains (losses) on hedging derivatives	Revaluation reserve for land	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Beginning balance as of April 1, 2020	(29)	(10,275)	37,707	(1,814)	(680)	24,907	175	40,802	105,355
Changes during the year									
Profit attributable to owners of parent									134
Change of scope of consolidation									(198)
Change of scope of equity method									45
Purchases of treasury stock									(2)
Sales of treasury stock									24
Transfer from revaluation reserve for land									10,098
Change in treasury stock of parent arising from transactions with non-controlling shareholders									(82)
Net changes of items other than those in Shareholders' equity	223	1,100	(10,098)	(4,115)	6,001	(6,888)	(24)	(12,560)	(19,473)
Total changes during the year	223	1,100	(10,098)	(4,115)	6,001	(6,888)	(24)	(12,560)	(9,454)
Balance as of March 31, 2021	193	(9,174)	27,609	(5,930)	5,321	18,019	151	28,241	95,901

Consolidated Statements of Cash Flows

(Millions of yen)

	April 1, 2019 to March 31, 2020	April 1, 2020 to March 31, 2021
Cash flows from operating activities		
Loss before income taxes	(93,559)	(9,664)
Depreciation and amortization	15,390	12,745
Loss on impairment of non-current assets	1,045	2,381
Amortization of goodwill	1,053	1,099
Increase of allowance for doubtful accounts	45	260
Increase in net defined benefit liabilities	2,589	3,128
Decrease (increase) in net defined benefit assets	(1,872)	1,058
Increase (decrease) in provision for losses on construction contracts	37,552	(20,789)
Increase (decrease) in provision for repairs	10,568	(6,841)
Interest and dividend income	(7,052)	(4,776)
Interest expenses	3,143	2,786
Equity in earnings of unconsolidated subsidiaries and affiliates accounted for using equity method	(2,273)	(3,316)
Foreign currency exchange gain, net	(1,532)	(5,811)
Gain on sales of investment securities, net	(4,155)	(1,775)
Loss (gain) on sales of subsidiaries and affiliates' stocks	17,776	(415)
Loss on valuation of investment securities	725	-
Loss (gain) on liquidation of subsidiaries and affiliates	(509)	395
Loss (gain) on disposal of non-current assets, net	(2,311)	383
Loss on disaster	764	-
Insurance income	(393)	-
Decrease (increase) in trade receivables	(79,229)	45,608
(Increase) in inventories	(4,993)	(10,173)
Increase (decrease) in trade payables	64,210	(10,787)
Decrease (increase) in other assets	2,077	(5,891)
Increase in other liabilities	5,822	6,888
Others, net	4,134	(90)
Sub-total	(30,983)	(3,595)
Interest and dividend received	8,940	13,505
Interest paid	(3,172)	(2,850)
Payments for loss on disaster	(764)	-
Proceeds from insurance income	393	-
Income taxes refund	-	418
Income taxes paid	(11,627)	-
Net cash provided by (used in) operating activities	(37,213)	7,478

(Millions of yen)

	April 1, 2019 to March 31, 2020	April 1, 2020 to March 31, 2021
Cash flows from investing activities		
Net decrease in time deposits	518	626
Capital expenditure	(15,626)	(12,719)
Proceeds from sales of non-current assets	5,303	18,401
Purchases of investment securities	(4)	(1)
Proceeds from sales of investment securities	14,112	3,022
Proceeds from sales of shares of subsidiaries resulting in change in scope of consolidation	39,506	3,260
Purchase of shares of subsidiaries and affiliates	(51)	(563)
Proceeds from sales of shares of subsidiaries and affiliates	1,637	74
Payments for investments in capital of subsidiaries and affiliates	(529)	(675)
Disbursements of loans receivable	(16,216)	(18,085)
Collection of loans receivable	53,791	29,171
Others, net	1,684	(1,397)
Net cash provided by (used in) investing activities	84,125	21,115
Cash flows from financing activities		
Net increase in short-term borrowings	31,231	40,918
Proceeds from long-term borrowings	2,336	1,300
Repayments of long-term borrowings	(44,195)	(41,100)
Repayments of lease obligations	(3,005)	(3,746)
Proceeds from sales and leasebacks	-	1,407
Repayments on bonds	(10,000)	(5,000)
Dividends paid to non-controlling interests	(3,044)	(1,375)
Others, net	(147)	781
Net cash provided by (used in) financing activities	(26,825)	(6,813)
Effect of exchange rate changes on cash and cash equivalents	(771)	(2,984)
Net increase in cash and cash equivalents	19,315	18,794
Cash and cash equivalents at beginning of year	97,408	116,691
(Decrease) due to changes in scope of consolidation	(32)	(3)
Cash and cash equivalents at end of year	116,691	135,482