

**Summary of Consolidated Financial Results**  
**for the First Three Months of the Year Ending December 31, 2021**  
**<IFRS> (UNAUDITED)**

Company name: **Suntory Beverage & Food Limited**  
 Shares listed: First Section, Tokyo Stock Exchange  
 Securities code: 2587  
 URL: <https://www.suntory.com/sbf/>  
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Scheduled date to file quarterly securities report: May 13, 2021  
 Scheduled date to commence dividend payments: –  
 Attachment of supplementary material on quarterly financial results: Yes  
 Holding of quarterly financial results briefing meeting (for institutional investors and analysts): Yes

(Millions of yen with fractional amounts discarded, unless otherwise noted)

**1. Consolidated financial results for the first three months of the year ending December 31, 2021**  
**(from January 1, 2021 to March 31, 2021)**

**(1) Consolidated operating results**

(Percentages indicate year-on-year changes)

|                    | Revenue           |       | Operating income  |       | Profit before tax for the period |       | Profit for the period |       |
|--------------------|-------------------|-------|-------------------|-------|----------------------------------|-------|-----------------------|-------|
|                    | (Millions of yen) | (%)   | (Millions of yen) | (%)   | (Millions of yen)                | (%)   | (Millions of yen)     | (%)   |
| Three months ended |                   |       |                   |       |                                  |       |                       |       |
| March 31, 2021     | 269,791           | (2.7) | 19,804            | (0.2) | 19,532                           | (1.1) | 14,546                | (7.0) |
| March 31, 2020     | 277,244           | (3.0) | 19,843            | 11.6  | 19,757                           | 13.0  | 15,642                | 17.8  |

  

|                    | Profit for the period attributable to owners of the Company |        | Comprehensive income for the period |     | Basic earnings per share | Diluted earnings per share |
|--------------------|---|--------|-------------------------------------|-----|--------------------------|----------------------------|
|                    | (Millions of yen)   | (%)    | (Millions of yen)                   | (%) | (Yen)                    | (Yen)                      |
| Three months ended |   |        |                                     |     |                          |                            |
| March 31, 2021     | 10,668  | (16.2) | 44,415                              | –   | 34.53                    | –                          |
| March 31, 2020     | 12,726  | 18.8   | (14,255)                            | –   | 41.18                    | –                          |

**(2) Consolidated financial position**

|                   | Total assets      | Total equity      | Equity attributable to owners of the Company | Ratio of equity attributable to owners of the Company to total assets |
|-------------------|-------------------|-------------------|--|---|
|                   | (Millions of yen) | (Millions of yen) | (Millions of yen)                            | (%)   |
| As at             |                   |                   |  |   |
| March 31, 2021    | 1,628,175         | 891,906           | 806,237                                      | 49.5  |
| December 31, 2020 | 1,574,251         | 859,556           | 781,755                                      | 49.7  |

### (3) Consolidated cash flows

|                    | Net cash inflow (outflow)<br>from operating activities | Net cash inflow (outflow)<br>from investing activities | Net cash inflow (outflow)<br>from financing activities | Cash and cash equivalents<br>at the end of the period |
|--------------------|--|--|--|---|
| Three months ended | (Millions of yen)                                      | (Millions of yen)                                      | (Millions of yen)                                      | (Millions of yen)                                     |
| March 31, 2021     | 34,636   | (13,570)   | (15,111)   | 176,387   |
| March 31, 2020     | 14,240   | (16,583)   | (6,743)  | 130,004   |

### 2. Dividends

|  | Annual cash dividends |                    |                   |          |       |
|--|-----------------------|--------------------|-------------------|----------|-------|
|  | First quarter-end     | Second quarter-end | Third quarter-end | Year-end | Total |
|  | (Yen)                 | (Yen)              | (Yen)             | (Yen)    | (Yen) |
| Year ended<br>December 31, 2020                | –                     | 39.00              | –                 | 39.00    | 78.00 |
| Year ending<br>December 31, 2021               | –                     |                    |                   |          |       |
| Year ending<br>December 31, 2021<br>(Forecast) |                       | 39.00              | –                 | 39.00    | 78.00 |

Note: Revisions to the forecast of dividends most recently announced: None

### 3. Consolidated earnings forecast for the year ending December 31, 2021 (from January 1, 2021 to December 31, 2021)

(Percentages indicate year-on-year changes)

|                                  | Revenue              |     | Operating income     |     | Profit before tax    |     | Profit for the year  |      | Profit for the year<br>attributable to<br>owners of<br>the Company |      | Basic earnings<br>per share<br>(Yen) |
|----------------------------------|----------------------|-----|----------------------|-----|----------------------|-----|----------------------|------|--|------|--------------------------------------|
|                                  | (Millions of<br>yen) | (%)  | (Millions of<br>yen)   | (%)  |                                      |
| Year ending<br>December 31, 2021 | 1,260,000            | 6.9 | 105,000              | 9.2 | 103,500              | 9.9 | 73,500               | 14.3 | 60,500   | 15.9 | 195.79                               |

Note: Revisions to the earnings forecast most recently announced: None

**\* 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 and changes in accounting estimates
- |   |      |
|---|------|
| a. Changes in accounting policies required by IFRS:     | None |
| b. Changes in accounting policies due to other reasons: | None |
| c. Changes in accounting estimates:                     | None |
- (3) Number of issued shares (ordinary shares)
- |   |                    |
|---|--------------------|
| a. Total number of issued shares at the end of the period (including treasury shares)                 |                    |
| As at March 31, 2021  | 309,000,000 shares |
| As at December 31, 2020   | 309,000,000 shares |
| b. Number of treasury shares at the end of the period   |                    |
| As at March 31, 2021  | 3 shares           |
| As at December 31, 2020   | 3 shares           |
| c. Average number of outstanding shares during the period (cumulative from the beginning of the year) |                    |
| Three months ended March 31, 2021   | 308,999,997 shares |
| Three months ended March 31, 2020   | 308,999,997 shares |

**\* Quarterly financial results reports are exempt from quarterly review conducted by certified public accountants or an audit corporation.**

**\* Proper use of earnings forecast, and other special matters**

The earnings forecast contained in these materials are based on our judgment attributable to information available to the Company and the Group as of the date of announcement of these materials, and include certain risks and uncertainties. These statements are not intended as a promise by the Company to achieve such results. Actual business results may differ substantially due to various factors such as economic situation surrounding the Company and the Group, market trend, exchange rates and other factors.

## Attached Materials

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## 1. Qualitative Information Regarding Settlement of Accounts for the First Three Months

### (1) Operating results

Suntory Beverage & Food Limited Group (the Group), based on the philosophy of enriching consumers' lives by proposing premium and unique products that match the tastes and needs of consumers, put effort into brand reinforcement and new demand creation, and worked to improve the quality of products. In addition, the Group worked to strengthen profitability in each area.

Whereas the novel coronavirus disease (COVID-19) pandemic has continued to affect respective countries since the end of last year, there has been a marked return in human activity since March as authorities ease restrictions particularly with respect to lockdowns and requests for voluntary business shutdowns mainly in Japan and Europe. As such, we achieved progress beyond our expectations in the first quarter amid a situation where the Company's business has been on a steady recovery trend underpinned by this external environment.

As a result of the above, for the operating results of the first three months of the year ending December 31, 2021, the Group reported consolidated revenue of ¥269.8 billion, down 2.7% year on year. Consolidated operating income was ¥19.8 billion, down 0.2% year on year. Furthermore, profit for the period attributable to owners of the Company was ¥10.7 billion, down 16.2% year on year.

Results by segment are described below.

The Company implemented changes to its organization on January 1, 2021, to achieve dramatic growth in key markets in the Asia and Oceania regions. As a result of this restructuring, the reportable segments, which until now comprised "Japan business," "Europe business," "Asia business," "Oceania business," and "Americas business," effective from the first three months of the year ending December 31, 2021, comprise "Japan business," "Asia Pacific business," "Europe business," and "Americas business." To present comparisons with the previous corresponding periods, the figures for the first three months of the year ended December 31, 2020, have been reclassified into the reportable segments after the change.

#### < Japan business >

Performance of the overall beverage market presumably underperformed that of the same period of the previous fiscal year largely due to effects of restrictions imposed on human activity as a result of the government having prolonged its state of emergency declaration. Although the Company's sales volume also dropped year on year, its market share increased amid initiatives to strengthen its core brands with a focus on the water, coffee, and sugar-free tea categories.

Sales volume for the *Suntory Tennensui* brand as a whole decreased slightly year on year as a result of sales of large PET bottle format product lapping higher stock piling demand for such products in March 2020, but sales of the *Suntory Tennensui Sparkling* series increased substantially as a result of our having tapped in-home demand. For the *BOSS* brand, although sales of the brand as a whole were lower year on year, there was a substantial increase in sales of the *Craft BOSS* series, which was renewed in March. In the sugar-free tea category, overall sales volume of the *Iyemon* brand greatly exceeded that of the same period of the previous year due to renewal of the *Iyemon* brand and contribution of *Iyemon Koi Aji*, which was newly released in February.

In terms of profit, we carried out cost reduction activities, and also worked to improve efficiency in the use of sales promotion and advertising costs, but the decline in sales volume and the change of channel mix continued to have a negative impact.

As a result, the Japan business reported revenue of ¥134.2 billion, down 8.6% year on year, and segment profit of ¥4.0 billion, down 44.0% year on year.

< Asia Pacific business >

In Asia, certain regions have been subject to intermittent restrictions due to COVID-19, but strong growth with respect to sales in Vietnam has served as a driver of our business. The Group has increased its share of the beverage markets in Vietnam and Thailand due to its efforts to concentrate on its core brands. By brand, sales of the energy drink *Sting* and the tea beverage *TEA+* increased in Vietnam, and sales of *Pepsi*, including low-sugar products were strong in Thailand. The health supplement business encountered a downturn in sales year on year, but the sales trend is steadily getting back on track in part because of our efforts to strengthen marketing activities with respect to our mainstay product *BRAND'S Essence of Chicken*.

In Oceania, we achieved growth in sales outperforming the market with respect to the energy drink *V*, a core brand, in the substantially growing energy drink category.

In terms of profit, an increase of sales and efficient use of sales promotion and advertising costs made positive contributions.

As a result, the Asia Pacific business reported revenue of ¥73.5 billion, up 8.9% year on year. Segment profit was ¥12.7 billion, up 38.5% year on year.

< Europe business >

In Europe, business has been affected by COVID-19, but human activity has been resuming since March amid a scenario where authorities have been easing restrictions in the on-premise channels in Spain, and authorities have also been gradually easing restrictions in the UK amid increasing prevalence of vaccinations.

In France, sales volume of *Orangina* and *Oasis* posted a year-on-year decline, having been substantially affected by prolonged lockdowns despite a firm off-premise market and favorable weather in March having made positive contributions. The *Schweppes* brand achieved results almost flat year on year due to successful efforts to strengthen the brand. In the UK, the *Lucozade Energy* brand and the *Lucozade Sport* brand have both been on a recovery trend since March amid a situation where human activity is beginning to resume as the government gradually eases restrictions. In Spain, sales of *Schweppes*, a core brand, have been on a recovery trend amid firm results in the off-premise channels coupled with moves to ease restrictions in the on-premise channels since March.

In terms of profit, despite positive contributions from working to improve efficiency in the use of marketing expenses, profit declined due to the impact of the decrease in sales.

As a result, the Europe business reported revenue of ¥41.7 billion, down 5.3% year on year, and segment profit of ¥4.0 billion, down 16.2% year on year.

< Americas business >

In addition to further strengthening sales of the core carbonated beverage products, the Group also focused on the growing non-carbonated beverage category, which included water and RTD coffee. Despite the continuing impact of COVID-19, sales increased year on year, led by strong demand for home consumption products.

As a result, the Americas business reported revenue of ¥20.4 billion, up 7.4% year on year, and segment profit of ¥2.0 billion, up 36.3% year on year.

**(2) Financial position**

Total assets as at March 31, 2021 stood at ¥1,628.2 billion, an increase of ¥53.9 billion compared to December 31, 2020. The main factors were increases in cash and cash equivalents, inventories, property, plant and equipment, and intangible assets.

Total liabilities stood at ¥736.3 billion, an increase of ¥21.6 billion compared to December 31, 2020. This was due in part to increases in bonds and borrowings, trade and other payables, and other financial liabilities.

Total equity stood at ¥891.9 billion, an increase of ¥32.3 billion compared to December 31, 2020, due in part to an increase in other components of equity.

**(3) Analysis of cash flows**

Cash and cash equivalents as at March 31, 2021 amounted to ¥176.4 billion, an increase of ¥8.9 billion compared to December 31, 2020.

Net cash inflow from operating activities was ¥34.6 billion, an increase of ¥20.4 billion compared to the same period of the previous year. This was mainly the result of profit before tax for the period of ¥19.5 billion, depreciation and amortization of ¥17.4 billion, and a decrease in trade and other receivables of ¥10.1 billion, despite a decrease in trade and other payables of ¥5.8 billion, and an increase in inventories of ¥5.4 billion.

Net cash outflow from investing activities was ¥13.6 billion, a decrease of ¥3.0 billion compared to the same period of the previous year. This was mainly the result of the payments for property, plant and equipment and intangible assets of ¥11.2 billion.

Net cash outflow from financing activities was ¥15.1 billion, an increase of ¥8.4 billion compared to the same period of the previous year. This was mainly the result of a decrease in proceeds from short-term borrowings and commercial paper of ¥24.2 billion compared to the same period of the previous year.

**(4) Consolidated earnings forecast and other forward-looking statements**

No changes have been made to the consolidated earnings forecast for the fiscal year ending December 31, 2021, which was announced on February 9, 2021.

Meanwhile, in Japan and the rest of the Northern Hemisphere we are now headed toward the peak summer season, yet uncertainty remains high in that there has been a resurgence in the number of COVID-19 cases, thereby causing the Japanese government to once again issue a state of emergency declaration while also resulting in continuance of lockdowns in France. Amid this situation, we will direct our business momentum into steadily achieving results.

## 2. Condensed Quarterly Consolidated Financial Statements and Significant Notes Thereto (Unaudited)

### (1) Condensed quarterly consolidated statement of financial position

Millions of yen

|   | As at December 31,<br>2020 | As at March 31,<br>2021 |
|---|----------------------------|-------------------------|
| <b>Assets</b>                                     |                            |                         |
| Current assets:                                   |                            |                         |
| Cash and cash equivalents                         | 167,480                    | 176,387                 |
| Trade and other receivables                       | 196,242                    | 190,230                 |
| Other financial assets                            | 717                        | 837                     |
| Inventories                                       | 79,260                     | 86,805                  |
| Other current assets                              | 23,496                     | 22,725                  |
| Total current assets                              | 467,198                    | 476,986                 |
| Non-current assets:                               |                            |                         |
| Property, plant and equipment                     | 360,358                    | 376,753                 |
| Right-of-use assets                               | 50,772                     | 52,227                  |
| Goodwill  | 250,448                    | 254,744                 |
| Intangible assets                                 | 405,175                    | 426,276                 |
| Investments accounted for using the equity method | 895                        | 955                     |
| Other financial assets                            | 14,513                     | 15,407                  |
| Deferred tax assets                               | 15,465                     | 16,370                  |
| Other non-current assets                          | 9,423                      | 8,454                   |
| Total non-current assets                          | 1,107,052                  | 1,151,189               |
| Total assets                                      | 1,574,251                  | 1,628,175               |

Millions of yen

|  | As at December 31,<br>2020 | As at March 31,<br>2021 |
|--|----------------------------|-------------------------|
| Liabilities and equity                             |                            |                         |
| Liabilities  |                            |                         |
| Current liabilities:                               |                            |                         |
| Bonds and borrowings                               | 83,401                     | 96,027                  |
| Trade and other payables                           | 308,381                    | 317,673                 |
| Other financial liabilities                        | 33,542                     | 37,171                  |
| Accrued income taxes                               | 14,628                     | 13,074                  |
| Provisions   | 1,586                      | 2,773                   |
| Other current liabilities                          | 4,986                      | 5,786                   |
| Total current liabilities                          | 446,526                    | 472,505                 |
| Non-current liabilities:                           |                            |                         |
| Bonds and borrowings                               | 120,292                    | 110,763                 |
| Other financial liabilities                        | 52,867                     | 55,994                  |
| Post-employment benefit liabilities                | 15,073                     | 15,350                  |
| Provisions   | 2,287                      | 2,319                   |
| Deferred tax liabilities                           | 71,695                     | 73,691                  |
| Other non-current liabilities                      | 5,952                      | 5,645                   |
| Total non-current liabilities                      | 268,168                    | 263,763                 |
| Total liabilities                                  | 714,694                    | 736,269                 |
| Equity   |                            |                         |
| Share capital                                      | 168,384                    | 168,384                 |
| Share premium                                      | 182,414                    | 182,450                 |
| Retained earnings                                  | 492,451                    | 491,069                 |
| Treasury shares                                    | (0)                        | (0)                     |
| Other components of equity                         | (61,495)                   | (35,665)                |
| Total equity attributable to owners of the Company | 781,755                    | 806,237                 |
| Non-controlling interests                          | 77,801                     | 85,668                  |
| Total equity                                       | 859,556                    | 891,906                 |
| Total liabilities and equity                       | 1,574,251                  | 1,628,175               |

**(2) Condensed quarterly consolidated statement of profit or loss**

Millions of yen

|   | Three months ended<br>March 31, 2020 | Three months ended<br>March 31, 2021 |
|---|--------------------------------------|--------------------------------------|
| Revenue   | 277,244                              | 269,791                              |
| Cost of sales   | <u>(162,776)</u>                     | <u>(158,566)</u>                     |
| Gross profit  | 114,468                              | 111,224                              |
| Selling, general and administrative expenses              | (94,256)                             | (91,283)                             |
| Gain on investments accounted for using the equity method | 17                                   | 24                                   |
| Other income  | 793                                  | 530                                  |
| Other expenses  | <u>(1,179)</u>                       | <u>(691)</u>                         |
| Operating income  | 19,843                               | 19,804                               |
| Finance income  | 553                                  | 201                                  |
| Finance costs   | <u>(639)</u>                         | <u>(473)</u>                         |
| Profit before tax for the period                          | 19,757                               | 19,532                               |
| Income tax expense  | <u>(4,114)</u>                       | <u>(4,986)</u>                       |
| Profit for the period                                     | <u>15,642</u>                        | <u>14,546</u>                        |
| Attributable to:  |                                      |                                      |
| Owners of the Company                                     | 12,726                               | 10,668                               |
| Non-controlling interests                                 | <u>2,916</u>                         | <u>3,877</u>                         |
| Profit for the period                                     | <u>15,642</u>                        | <u>14,546</u>                        |
| Earnings per share (Yen)                                  | 41.18                                | 34.53                                |

**(3) Condensed quarterly consolidated statement of comprehensive income**

Millions of yen

|   | Three months ended<br>March 31, 2020 | Three months ended<br>March 31, 2021 |
|---|--------------------------------------|--------------------------------------|
| Profit for the period   | 15,642                               | 14,546                               |
| Other comprehensive income  |                                      |                                      |
| Items that will not be reclassified to profit or loss:                                  |                                      |                                      |
| Changes in the fair value of financial assets   | (945)                                | 271                                  |
| Remeasurement of defined benefit plans  | (61)                                 | (245)                                |
| Total   | (1,007)                              | 26                                   |
| Items that may be reclassified to profit or loss:                                       |                                      |                                      |
| Translation adjustments of foreign operations   | (29,060)                             | 29,028                               |
| Changes in the fair value of cash flow hedges   | 230                                  | 765                                  |
| Changes in comprehensive income of investments<br>accounted for using the equity method | (60)                                 | 49                                   |
| Total   | (28,890)                             | 29,842                               |
| Other comprehensive income for the period, net of tax                                   | (29,898)                             | 29,869                               |
| Comprehensive income for the period   | (14,255)                             | 44,415                               |
| Attributable to:  |                                      |                                      |
| Owners of the Company   | (14,017)                             | 36,498                               |
| Non-controlling interests   | (237)                                | 7,917                                |
| Comprehensive income for the period   | (14,255)                             | 44,415                               |

**(4) Condensed quarterly consolidated statement of changes in equity**

Three months ended March 31, 2020

|   | Millions of yen                       |               |                   |                 |                            |          |                           |              |
|---|---------------------------------------|---------------|-------------------|-----------------|----------------------------|----------|---------------------------|--------------|
|   | Attributable to owners of the Company |               |                   |                 |                            |          | Non-controlling interests | Total equity |
|   | Share capital                         | Share premium | Retained earnings | Treasury shares | Other components of equity | Total    |                           |              |
| Balance at January 1, 2020                    | 168,384                               | 182,349       | 464,705           | (0)             | (58,870)                   | 756,568  | 80,997                    | 837,565      |
| Profit for the period                         |                                       |               | 12,726            |                 |                            | 12,726   | 2,916                     | 15,642       |
| Other comprehensive income                    |                                       |               |                   |                 | (26,743)                   | (26,743) | (3,154)                   | (29,898)     |
| Total comprehensive income for the period     | –                                     | –             | 12,726            | –               | (26,743)                   | (14,017) | (237)                     | (14,255)     |
| Dividends                                     |                                       |               | (12,050)          |                 |                            | (12,050) | (40)                      | (12,091)     |
| Transactions with non-controlling interests   |                                       | 83            |                   |                 |                            | 83       | (0)                       | 83           |
| Total transactions with owners of the Company | –                                     | 83            | (12,050)          | –               | –                          | (11,967) | (40)                      | (12,008)     |
| Balance at March 31, 2020                     | 168,384                               | 182,432       | 465,380           | (0)             | (85,614)                   | 730,582  | 80,718                    | 811,301      |

Three months ended March 31, 2021

|   | Millions of yen                       |               |                   |                 |                            |          |                           |              |
|---|---------------------------------------|---------------|-------------------|-----------------|----------------------------|----------|---------------------------|--------------|
|   | Attributable to owners of the Company |               |                   |                 |                            |          | Non-controlling interests | Total equity |
|   | Share capital                         | Share premium | Retained earnings | Treasury shares | Other components of equity | Total    |                           |              |
| Balance at January 1, 2021                    | 168,384                               | 182,414       | 492,451           | (0)             | (61,495)                   | 781,755  | 77,801                    | 859,556      |
| Profit for the period                         |                                       |               | 10,668            |                 |                            | 10,668   | 3,877                     | 14,546       |
| Other comprehensive income                    |                                       |               |                   |                 | 25,829                     | 25,829   | 4,039                     | 29,869       |
| Total comprehensive income for the period     | –                                     | –             | 10,668            | –               | 25,829                     | 36,498   | 7,917                     | 44,415       |
| Dividends                                     |                                       |               | (12,050)          |                 |                            | (12,050) | (6)                       | (12,057)     |
| Transactions with non-controlling interests   |                                       | 35            |                   |                 |                            | 35       | (42)                      | (7)          |
| Total transactions with owners of the Company | –                                     | 35            | (12,050)          | –               | –                          | (12,015) | (49)                      | (12,065)     |
| Balance at March 31, 2021                     | 168,384                               | 182,450       | 491,069           | (0)             | (35,665)                   | 806,237  | 85,668                    | 891,906      |

**(5) Condensed quarterly consolidated statement of cash flows**

Millions of yen

|  | Three months ended<br>March 31, 2020 | Three months ended<br>March 31, 2021 |
|--|--------------------------------------|--------------------------------------|
| Cash flows from operating activities                                       |                                      |                                      |
| Profit before tax for the period   | 19,757                               | 19,532                               |
| Depreciation and amortization  | 17,816                               | 17,392                               |
| Impairment losses (reversal of impairment losses)                          | 50                                   | –                                    |
| Interest and dividends income  | (286)                                | (103)                                |
| Interest expense   | 577                                  | 444                                  |
| Loss (gain) on investments accounted for using<br>the equity method        | (17)                                 | (24)                                 |
| Decrease (increase) in inventories   | (10,546)                             | (5,447)                              |
| Decrease (increase) in trade and other receivables                         | 14,092                               | 10,106                               |
| Increase (decrease) in trade and other payables                            | (11,402)                             | (5,849)                              |
| Other  | (4,761)                              | 6,897                                |
| Subtotal   | 25,280                               | 42,948                               |
| Interest and dividends received  | 215                                  | 87                                   |
| Interest paid  | (873)                                | (212)                                |
| Income tax paid  | (10,382)                             | (8,187)                              |
| Net cash inflow (outflow) from operating activities                        | 14,240                               | 34,636                               |
| Cash flows from investing activities                                       |                                      |                                      |
| Payments for property, plant and equipment and<br>intangible assets        | (16,969)                             | (11,214)                             |
| Proceeds on sale of property, plant and equipment<br>and intangible assets | 32                                   | 59                                   |
| Payments for transfer of business  | –                                    | (2,158)                              |
| Other  | 353                                  | (256)                                |
| Net cash inflow (outflow) from investing activities                        | (16,583)                             | (13,570)                             |
| Cash flows from financing activities                                       |                                      |                                      |
| Increase (decrease) in short-term borrowings and<br>commercial papers      | 41,279                               | 17,046                               |
| Proceeds from long-term borrowings   | –                                    | 2,203                                |
| Repayments of long-term borrowings   | (32,194)                             | (18,108)                             |
| Payments of lease liabilities  | (3,068)                              | (3,842)                              |
| Dividends paid to owners of the Company                                    | (12,050)                             | (12,050)                             |
| Dividends paid to non-controlling interests                                | (708)                                | (360)                                |
| Net cash inflow (outflow) from financing activities                        | (6,743)                              | (15,111)                             |
| Net increase (decrease) in cash and cash equivalents                       | (9,087)                              | 5,953                                |
| Cash and cash equivalents at the beginning of the period                   | 143,564                              | 167,480                              |
| Effects of exchange rate changes on cash and cash<br>equivalents           | (4,473)                              | 2,953                                |
| Cash and cash equivalents at the end of the period                         | 130,004                              | 176,387                              |

**(6) Notes to condensed quarterly consolidated financial statements**  
**(Going concern)**

The condensed quarterly consolidated financial statements are prepared on going concern basis.