Summary of First Quarter Business Results and Financial Report / FY2026

LINTEC Corporation

Consolidated Balance Sheets

LINTEC Corporation

(Millions of yen)	FY2025 Mar 31, 2025 (A)	FY2026 Jun 30, 2025 (B)	Inc/(Dec) (B-A)	Major changes
Current assets	192, 767	178, 998	(13, 769)	
Cash and deposits	55, 511	44, 962	(10, 549)	
Notes and accounts receivable - trade, and contract assets	64, 701	65, 074	372	
Inventories	64, 054	63, 001	(1, 053)	
Other	8, 500	5, 960	(2, 539)	
Non-current assets	147, 703	141, 596	(6, 107)	
Property, plant and equipment	116, 931	113, 626	(3, 304)	capital expenditures (¥ 2,226 million) amortization of goodwill (¥ 1,124 million)
Intangible assets	14, 936	12, 994	(1, 942)	depreciation & amortization (¥ 3,035 million)
Investments and other assets	15, 835	14, 975	(860)	
Total assets	340, 471	320, 594	(19, 876)	
Current liabilities	69, 989	63, 060	(6, 929)	
Notes and accounts payable - trade	40, 350	40, 706	355	
Short-term borrowings	1, 300	300	(1, 000)	
Current portion of long-term borrowings	1, 837	1, 925	87	
Other	26, 501	20, 128	(6, 373)	
Non-current liabilities	24, 355	22, 257	(2, 097)	
Long-term borrowings	3, 794	2, 757	(1, 037)	
Retirement benefit liability	14, 672	14, 804	131	
Other	5, 887	4, 695	(1, 191)	
Total liabilities	94, 345	85, 318	(9, 026)	
Share capital	23, 355	23, 355	—	
Capital surplus	26, 627	26, 633	5	
Retained earnings	169, 969	170, 421	451	
Treasury shares	(11, 703)	(16, 868)	(5, 164)	
Valuation difference on available-for-sale securities	591	516	(74)	
Foreign currency translation adjustment	34, 616	28, 571	(6, 045)	
Remeasurements of defined benefit plans	1, 855	1, 858	2	
Share acquisition rights	54	47	(6)	
Non-controlling interests	758	740	(17)	
Total net assets	246, 126	235, 276	(10, 849)	
Total liabilities and net assets	340, 471	320, 594	(19, 876)	

Consolidated Balance Sheets (Quarterly Trend)

LINTEC Corporation

(Millions of yen)	FY2025 Jun 30, 2024	Sep 30, 2024	Dec 31, 2024	Mar 31, 2025	FY2026 Jun 30, 2025	Sep 30, 2025	Dec 31, 2025	Mar 31, 2026
Current assets	193, 707	194, 435	196, 153	192, 767	178, 998			
Cash and deposits	55, 508	53, 009	54, 679	55, 511	44, 962			
Notes and accounts receivable − trade, and contract assets	67, 261	69, 224	69, 368	64, 701	65, 074			
Inventories	63, 257	65, 692	63, 037	64, 054	63, 001			
Other	7, 680	6, 507	9, 067	8, 500	5, 960			
Non−current assets	147, 615	152, 517	146, 059	147, 703	141, 596			
Property, plant and equipment	116, 818	121, 116	118, 219	116, 931	113, 626			
Intangible assets	18, 133	17, 920	14, 849	14, 936	12, 994			
Investments and other assets	12, 663	13, 481	12, 990	15, 835	14, 975			
Total assets	341, 323	346, 953	342, 213	340, 471	320, 594			
Current liabilities	75, 734	70, 144	74, 966	69, 989	63, 060			
Notes and accounts payable − trade	48, 468	42, 451	49, 349	40, 350	40, 706			
Short−term borrowings	300	300	300	1, 300	300			
Current portion of long−term borrowings	2, 118	1, 753	1, 937	1, 837	1, 925			
Other	24, 847	25, 639	23, 380	26, 501	20, 128			
Non−current liabilities	24, 433	25, 104	23, 668	24, 355	22, 257			
Long−term borrowings	5, 205	4, 653	3, 996	3, 794	2, 757			
Retirement benefit liability	13, 855	14, 048	14, 220	14, 672	14, 804			
Other	5, 372	6, 402	5, 451	5, 887	4, 695			
Total liabilities	100, 168	95, 249	98, 635	94, 345	85, 318			
Share capital	23, 355	23, 355	23, 355	23, 355	23, 355			
Capital surplus	26, 711	26, 725	26, 627	26, 627	26, 633			
Retained earnings	173, 676	178, 600	171, 648	169, 969	170, 421			
Treasury shares	(17, 533)	(17, 517)	(8, 611)	(11, 703)	(16, 868)			
Valuation difference on available−for−sale securities	644	485	607	591	516			
Foreign currency translation adjustment	30, 904	36, 667	26, 623	34, 616	28, 571			
Remeasurements of defined benefit plans	2, 610	2, 580	2, 550	1, 855	1, 858			
Share acquisition rights	54	54	54	54	47			
Non−controlling interests	730	749	721	758	740			
Total net assets	241, 155	251, 703	243, 578	246, 126	235, 276			
Total liabilities and net assets	341, 323	346, 953	342, 213	340, 471	320, 594			

Consolidated Statements of Income

	FY2025 (Apr'24-Jun'24) (A)		FY2026 (Apr'25-Jun'25) (B)		Increase/(Decrease) (B-A)		FY2026 (Forecasts)	
	Millions of yen	% of net sales	Millions of yen	% of net sales	Millions of yen	% Change	Millions of yen	% of net sales
Net sales	76,045	100.0	77,073	100.0	1,028	1.4	317,000	100.0
Cost of sales	55,970	73.6	57,622	74.8	1,651	3.0	236,600	74.6
Gross profit	20,074	26.4	19,451	25.2	(623)	(3.1)	80,400	25.4
Selling, general and administrative expenses	13,638	17.9	13,648	17.7	9	0.1	56,400	17.8
Operating income	6,435	8.5	5,803	7.5	(632)	(9.8)	24,000	7.6
Non-operating income	1,306	1.7	300	0.4	(1,006)	(77.0)	700	0.2
Non-operating expenses	151	0.2	486	0.6	335	221.4	700	0.2
Ordinary income	7,590	10.0	5,617	7.3	(1,973)	(26.0)	24,000	7.6
Extraordinary income	59	0.1	95	0.1	36	61.7	—	—
Extraordinary losses	—	—	—	—	—	—	—	—
Profit before income taxes	7,649	10.1	5,712	7.4	(1,937)	(25.3)	24,000	7.6
Income taxes	1,753	2.3	1,891	2.4	138	7.9	6,000	1.9
Profit	5,896	7.8	3,820	5.0	(2,075)	(35.2)	18,000	5.7
Profit (loss) attributable to non-controlling interests	5	0.1	1	0.0	(3)	(67.2)	—	—
Profit attributable to owners of parent	5,890	7.7	3,818	5.0	(2,071)	(35.2)	18,000	5.7

Net income per share (yen)	86.10	57.57	(28.53)	267.28

(Millions of yen)

	FY2025 (Apr'24-Mar'25)				FY2026 (Apr'25-Mar'26)			
	1Q(Apr-Jun)	2Q(Jul-Sep)	3Q(Oct-Dec)	4Q(Jan-Mar)	1Q(Apr-Jun)	2Q(Jul-Sep)	3Q(Oct-Dec)	4Q(Jan-Mar)
Net sales	76,045 (16.9%)	82,431 (23.6%)	80,550 (12.2%)	76,952 (5.7%)	77,073 (1.4%)			
Cost of sales	55,970	61,336	60,136	58,692	57,622			
Gross profit	20,074	21,095	20,414	18,261	19,451			
Selling, general and administrative expenses	13,638	13,844	13,626	14,174	13,648			
Operating income	6,435 (373.7%)	7,252 (295.9%)	6,788 (104.1%)	4,087 (▲0.6%)	5,803 (▲9.8%)			
Non-operating income	1,306	(388)	786	539	300			
Non-operating expenses	151	187	261	117	486			
Ordinary income	7,590 (285.6%)	6,676 (186.4%)	7,314 (136.0%)	4,510 (9.0%)	5,617 (▲26.0%)			
Extraordinary income	59	225	72	36	95			
Extraordinary losses	—	—	—	7,728	—			
Profit (loss) before income taxes	7,649 (288.6%)	6,901 (192.4%)	7,386 (138.3%)	(3,183) (—)	5,712 (▲25.3%)			
Income taxes	1,753	1,980	2,032	(1,505)	1,891			
Profit (loss)	5,896	4,921	5,353	(1,677)	3,820			
Profit (loss) attributable to non-controlling interests	5	(3)	14	1	1			
Profit (loss) attributable to owners of parent	5,890 (435.5%)	4,924 (468.6%)	5,340 (163.3%)	(1,678) (—)	3,818 (▲35.2%)			

※(　　) Shows the increase/decrease rate compared with the data of the same quarter of the previous fiscal year.

	FY2025 (Apr'24-Jun'24) (B)		FY2026 (Apr'25-Jun'25) (B)		Increase/(Decrease) (B-A)		FY2026 (Forecasts)	
	Millions of yen	% of net sales	Millions of yen	% of net sales	Millions of yen	% Growth	Millions of yen	% of net sales
Net sales	76, 045	100. 0	77, 073	100. 0	1, 028	1. 4	317, 000	100. 0
Printing and Industrial Materials Products	45, 286	59. 5	45, 107	58. 5	(179)	(0. 4)	186, 500	58. 8
Printing & Variable Information Products Operations	36, 202	47. 6	35, 899	46. 6	(302)	(0. 8)	147, 200	46. 4
Industrial & Material Operations	9, 083	11. 9	9, 207	11. 9	123	1. 4	39, 300	12. 4
Electronic and Optical Products	21, 830	28. 7	22, 764	29. 5	934	4. 3	94, 600	29. 8
Advanced Materials Operations	19, 120	25. 1	20, 541	26. 6	1, 420	7. 4	86, 300	27. 2
Optical Products Operations	2, 709	3. 6	2, 222	2. 9	(486)	(18. 0)	8, 300	2. 6
Paper and Converted Products	8, 928	11. 8	9, 202	12. 0	273	3. 1	35, 900	11. 4
Fine & Specialty Paper Products Operations	3, 782	5. 0	3, 744	4. 9	(38)	(1. 0)	15, 400	4. 9
Converted Products Operations	5, 146	6. 8	5, 458	7. 1	311	6. 1	20, 500	6. 5
Operating Income	6, 435	8. 5	5, 803	7. 5	(632)	(9. 8)	24, 000	7. 6
Printing and Industrial Materials Products	1, 938	4. 3	751	1. 7	(1, 186)	(61. 2)	4, 900	2. 6
Electronic and Optical Products	4, 148	19. 0	4, 738	20. 8	589	14. 2	17, 800	18. 8
Paper and Converted Products	339	3. 8	288	3. 1	(51)	(15. 2)	1, 300	3. 6

Segment Information (sales) by Business (Quarterly Trend)

(Millions of yen)

	FY2025 (Apr'24-Mar'25)				FY2026 (Apr'25-Mar'26)			
	1Q(Apr-Jun)	2Q(Jul-Sep)	3Q(Oct-Dec)	4Q(Jan-Mar)	1Q(Apr-Jun)	2Q(Jul-Sep)	3Q(Oct-Dec)	4Q(Jan-Mar)
Net sales	76, 045 (16. 9%)	82, 431 (23. 6%)	80, 550 (12. 2%)	76, 952 (5. 7%)	77, 073 (1. 4%)			
Printing and Industrial Materials Products	45, 286 (10. 6%)	47, 148 (16. 4%)	47, 041 (7. 0%)	45, 172 (3. 7%)	45, 107 (▲0. 4%)			
Printing & Variable Information Products Operations	36, 202 (11. 3%)	37, 339 (18. 4%)	37, 220 (6. 9%)	35, 904 (4. 8%)	35, 899 (▲0. 8%)			
Industrial & Material Operations	9, 083 (8. 0%)	9, 810 (9. 6%)	9, 820 (7. 7%)	9, 268 (▲0. 5%)	9, 207 (1. 4%)			
Electronic and Optical Products	21, 830 (37. 0%)	26, 316 (48. 2%)	24, 845 (26. 6%)	23, 321 (13. 4%)	22, 764 (4. 3%)			
Advanced Materials Operations	19, 120 (49. 0%)	22, 535 (62. 2%)	22, 243 (40. 2%)	21, 110 (21. 4%)	20, 541 (7. 4%)			
Optical Products Operations	2, 709 (▲12. 8%)	3, 782 (▲2. 2%)	2, 601 (▲30. 9%)	2, 211 (▲30. 4%)	2, 222 (▲18. 0%)			
Paper and Converted Products	8, 928 (9. 6%)	8, 966 (6. 1%)	8, 665 (5. 5%)	8, 460 (▲2. 1%)	9, 202 (3. 1%)			
Fine & Specialty Paper Products Operations	3, 782 (▲7. 4%)	3, 802 (▲0. 2%)	3, 679 (0. 4%)	3, 613 (▲4. 2%)	3, 744 (▲1. 0%)			
Converted Products Operations	5, 146 (26. 7%)	5, 164 (11. 2%)	4, 986 (9. 6%)	4, 846 (▲0. 6%)	5, 458 (6. 1%)			
Operating income	6, 435 (373. 7%)	7, 252 (295. 9%)	6, 788 (104. 1%)	4, 087 (▲0. 6%)	5, 803 (▲9. 8%)			
Printing and Industrial Materials Products	1, 938 (—)	1, 620 (—)	1, 332 (—)	572 (—)	751 (▲61. 2%)			
Electronic and Optical Products	4, 148 (110. 6%)	5, 337 (128. 7%)	5, 453 (63. 8%)	3, 567 (▲11. 4%)	4, 738 (14. 2%)			
Paper and Converted Products	339 (—)	276 (411. 1%)	▲14 (—)	▲66 (—)	288 (▲15. 2%)			

※( ) Shows the increase/decrease rate compared with the data of the same quarter of the previous fiscal year.

(Millions of yen)

	LINTEC CORPORATION			
	Apr – Jun 2024	Apr – Jun 2025	Inc/(Dec)	FY2026 (Forecasts)
Net sales	42, 919	43, 825	906	176, 000
Operating income/(loss)	3, 503	3, 235	(268)	13, 300
Profit/(loss) before taxes	4, 353	7, 767	3, 414	21, 000
Profit/(loss)	3, 329	6, 609	3, 280	17, 700

(Millions of yen)

	LINTEC (THAILAND) CO., LTD.			
	Jan – Mar 2024	Jan – Mar 2025	Inc/(Dec)	FY2026 (Forecasts)
Net sales	1, 157	1, 196	39	4, 800
Operating income/(loss)	187	165	(22)	500
Profit/(loss) before taxes	261	196	(65)	500
Profit/(loss)	209	157	(52)	400

(Millions of yen)

	MACtac Americas, LLC and 3 other companies			
	Jan – Mar 2024	Jan – Mar 2025	Inc/(Dec)	FY2026 (Forecasts)
Net sales	21, 984	21, 573	(411)	87, 000
Operating income/(loss)	9	(931)	(940)	(1, 000)
Profit/(loss) before taxes	(69)	(1, 015)	(946)	(1, 600)
Profit/(loss)	(129)	(1, 043)	(914)	(1, 800)

(Millions of yen)

	MADICO, INC. and another company			
	Jan – Mar 2024	Jan – Mar 2025	Inc/(Dec)	FY2026 (Forecasts)
Net sales	2, 487	2, 561	74	11, 200
Operating income/(loss)	263	157	(106)	750
Profit/(loss) before taxes	239	134	(105)	650
Profit/(loss)	239	134	(105)	650

(Millions of yen)

	LINTEC (SUZHOU) TECH CORPORATION, LTD.			
	Jan – Mar 2024	Jan – Mar 2025	Inc/(Dec)	FY2026 (Forecasts)
Net sales	1, 134	1, 140	6	4, 800
Operating income/(loss)	127	125	(2)	350
Profit/(loss) before taxes	153	129	(24)	450
Profit/(loss)	117	99	(18)	350

(Millions of yen)

	OTHER CONSOLIDATED SUBSIDIARIES (Note 1,2)			
	Apr – Jun 2024	Apr – Jun 2025	Inc/(Dec)	FY2026 (Forecasts)
Net sales	18, 315	19, 186	871	81, 400
Operating income/(loss)	2, 456	2, 800	344	9, 300
Profit/(loss) before taxes	2, 927	4, 730	1, 803	12, 900
Profit/(loss)	2, 287	4, 162	1, 875	10, 700

Note 1: Other consolidated subsidiaries include 27 foreign consolidated subsidiaries and 3 domestic consolidated subsidiaries.
Note 2: The fiscal year of 27 foreign consolidated subsidiaries runs from January 1 through December 31.

(Millions of yen)

	PT. LINTEC INDONESIA			
	Jan – Mar 2024	Jan – Mar 2025	Inc/(Dec)	FY2026 (Forecasts)
Net sales	898	772	(126)	3, 800
Operating income/(loss)	9	47	38	200
Profit/(loss) before taxes	(5)	29	34	200
Profit/(loss)	(6)	22	28	150

(Millions of yen)

	LINTEC KOREA, INC.			
	Jan – Mar 2024	Jan – Mar 2025	Inc/(Dec)	FY2026 (Forecasts)
Net sales	1, 547	1, 252	(295)	6, 400
Operating income/(loss)	132	136	4	600
Profit/(loss) before taxes	144	193	49	600
Profit/(loss)	114	153	39	500

【LINTEC CORPORATION】

(Millions of yen)

	FY2025				FY2026			
	1Q(4～6)	2Q(7～9)	3Q(10～12)	4Q(1～3)	1Q(4～6)	2Q(7～9)	3Q(10～12)	4Q(1～3)
Net sales	42, 919	42, 691	44, 807	41, 807	43, 825			
Operating income/(loss)	3, 503	3, 180	3, 374	1, 577	3, 235			
Profit/(loss) before taxes	4, 353	8, 067	5, 282	(6, 491)	7, 767			
Profit/(loss)	3, 329	6, 984	4, 210	(4, 130)	6, 609			

【MADICO, INC. and another company】

(Millions of yen)

	FY2025				FY2026			
	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)
Net sales	2, 487	3, 173	2, 710	2, 641	2, 561			
Operating income/(loss)	263	435	(38)	68	157			
Profit/(loss) before taxes	239	411	(59)	39	134			
Profit/(loss)	239	411	(59)	35	134			

【PT. LINTEC INDONESIA】

(Millions of yen)

	FY2025				FY2026			
	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)
Net sales	898	930	1, 030	855	772			
Operating income/(loss)	9	(6)	48	10	47			
Profit/(loss) before taxes	(5)	(42)	94	(33)	29			
Profit/(loss)	(6)	(36)	68	(16)	22			

【LINTEC (THAILAND) CO., LTD.】

(Millions of yen)

	FY2025				FY2026			
	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)
Net sales	1, 157	1, 252	1, 400	1, 353	1, 196			
Operating income/(loss)	187	164	172	161	165			
Profit/(loss) before taxes	261	206	143	250	196			
Profit/(loss)	209	166	141	170	157			

【LINTEC (SUZHOU) TECH CORPORATION, LTD.】

(Millions of yen)

	FY2025				FY2026			
	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)
Net sales	1, 134	1, 297	1, 207	1, 264	1, 140			
Operating income/(loss)	127	146	150	98	125			
Profit/(loss) before taxes	153	168	133	138	129			
Profit/(loss)	117	124	100	102	99			

【LINTEC KOREA, INC.】

(Millions of yen)

	FY2025				FY2026			
	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)
Net sales	1, 547	1, 661	1, 517	1, 530	1, 252			
Operating income/(loss)	132	181	151	115	136			
Profit/(loss) before taxes	144	170	225	175	193			
Profit/(loss)	114	131	183	142	153			

Business Results of Major Group Companies 2 (Quarterly Trend)

【MACtac Americas, LLC and 3 other companies】

(Millions of yen)

	FY2025				FY2026			
	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)
Net sales	21,984	22,892	21,745	21,455	21,573			
Operating income/(loss)	9	(188)	(443)	(653)	(931)			
Profit/(loss) before taxes	(69)	(290)	(528)	(776)	(1,015)			
Profit/(loss)	(129)	(352)	(590)	(783)	(1,043)			

【OTHER CONSOLIDATED SUBSIDIARIES (Note 1,2)】

(Millions of yen)

	FY2025				FY2026			
	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)	1Q(1～3)	2Q(4～6)	3Q(7～9)	4Q(10～12)
Net sales	18,315	22,263	20,657	20,292	19,186			
Operating income/(loss)	2,456	3,322	3,062	2,585	2,800			
Profit/(loss) before taxes	2,927	5,462	2,899	3,408	4,730			
Profit/(loss)	2,287	4,740	2,187	2,794	4,162			

Note 1: Other consolidated subsidiaries include 27 foreign consolidated subsidiaries and 3 domestic consolidated subsidiaries.
Note 2: The fiscal year of 27 foreign consolidated subsidiaries runs from January 1 through December 31.

Consolidated Statements of Cash Flows

(Millions of yen)	FY2025 Apr – Jun, 2024 (A)	FY2026 Apr – Jun, 2025 (B)	Inc/(Dec) (B-A)
Cash flows from operating activities	8, 573	4, 894	(3, 679)
Profit before income taxes	7, 649	5, 712	(1, 937)
Depreciation and amortization, amortization of goodwill	4, 224	4, 159	(64)
Changes in operating assets and liabilities	(1, 716)	(893)	822
Other, net	(1, 584)	(4, 084)	(2, 500)
Cash flows from investing activities	(5, 203)	(3, 499)	1, 704
Purchase of property, plant and equipment	(4, 968)	(2, 791)	2, 177
Proceeds from sale of property, plant and equipment	135	0	(135)
Other, net	(370)	(708)	(337)
Cash flows from financing activities	(5, 160)	(10, 708)	(5, 548)
Net increase (decrease) in short-term borrowings	(1, 100)	(1, 000)	100
Repayments of long-term borrowings	(821)	(900)	(78)
Dividends paid	(2, 989)	(3, 345)	(355)
Other, net	(248)	(5, 463)	(5, 215)
Effect of exchange rate change on cash and cash equivalents	1, 293	(1, 665)	(2, 958)
Net increase (decrease) in cash and cash equivalents	(496)	(10, 979)	(10, 482)
Cash and cash equivalents at beginning of period	52, 396	50, 703	(1, 692)
Cash and cash equivalents at end of period	51, 899	39, 724	(12, 175)

Consolidated Statements of Cash Flows (Quarterly Trend)

(Millions of yen)

	FY2025				FY2026			
	Apr – Jun 2024	Jul – Sep 2024	Oct – Dec 2024	Jan – Mar 2025	Apr – Jun 2025	Jul – Sep 2025	Oct – Dec 2025	Jan – Mar 2026
Cash flows from operating activities	8, 573	3, 359	13, 452	8, 331	4, 894			
Profit before income taxes	7, 649	6, 901	7, 386	(3, 183)	5, 712			
Depreciation and amortization, amortization of goodwill	4, 224	4, 394	4, 247	4, 499	4, 159			
Changes in operating assets and liabilities	(1, 716)	(7, 322)	5, 162	(2, 017)	(893)			
Other, net	(1, 584)	(613)	(3, 345)	9, 034	(4, 084)			
Cash flows from investing activities	(5, 203)	(6, 556)	(6, 067)	(6, 840)	(3, 499)			
Purchase of property, plant and equipment	(4, 968)	(6, 945)	(5, 060)	(6, 788)	(2, 791)			
Proceeds from sale of property, plant and equipment	135	62	79	160	0			
Other, net	(370)	327	(1, 086)	(212)	(708)			
Cash flows from financing activities	(5, 160)	(404)	(4, 425)	(2, 343)	(10, 708)			
Net increase (decrease) in short-term borrowings	(1, 100)	—	—	1, 000	(1, 000)			
Repayments of long-term borrowings	(821)	(156)	(795)	—	(900)			
Dividends paid	(2, 989)	(20)	(3, 410)	(9)	(3, 345)			
Other, net	(248)	(229)	(220)	(3, 334)	(5, 463)			
Effect of exchange rate change on cash and cash equivalents	1, 293	880	(1, 996)	1, 414	(1, 665)			
Net increase (decrease) in cash and cash equivalents	(496)	(2, 722)	963	563	(10, 979)			
Cash and cash equivalents at beginning of period	52, 396	51, 899	49, 178	50, 141	50, 703			
Cash and cash equivalents at end of period	51, 899	49, 178	50, 141	50, 703	39, 724			

Cautionary Statement with Respect to Forward-Looking Statements

This presentation contains forward-looking statements that reflect Lintec's plans. These forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors that may cause Lintec's actual results, performance, achievements or financial position to be materially different from any future results, performance, achievements of financial position expressed or implied by these forward-looking statements.