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November 11, 2025

### Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)

Company name: Sansha Electric Manufacturing Co., Ltd.

Listing: Tokyo Stock Exchange

Securities code: 6882

URL: <a href="https://www.sansha.co.jp">https://www.sansha.co.jp</a>

Representative Representative Director, President Hajimu Yoshimura

General Manager

Corporate Planning Division

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Managing Operating Officer Hiroyuki Maruyama

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Scheduled date to file semi-annual securities report:

Scheduled date to commence dividend payments:

November 11, 2025

December 2, 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.)

## 1. Consolidated Financial Results for the Six Months Ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

#### (1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales	S	Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	11,626	(0.0)	68	(67.4)	70	(78.2)	(29)	_
September 30, 2024	11,628	(15.8)	209	(81.4)	323	(72.4)	126	(84.6)

Note: Comprehensive income For the six months ended September 30, 2025:  $\frac{1}{2}$  41 million [-%] For the six months ended September 30, 2024:  $\frac{1}{2}$  (95) million [-%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
September 30, 2025	(2.24)	_
September 30, 2024	9.55	_

#### (2) Consolidated financial position

( )	1			
	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
September 30, 2025	33,214	23,994	72.2	1,802.70
March 31, 2025	33,571	24,341	72.5	1,830.19

Reference: Equity

As of September 30, 2025:  $\mbox{$\frac{4}{2}$}\ 23,994$  million As of March 31, 2025:  $\mbox{$\frac{4}{2}$}\ 24,341$  million

#### 2. Cash dividends

		Annual dividends per share					
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total		
	Yen	Yen	Yen	Yen	Yen		
Fiscal year ended March 31, 2025	_	10.00	_	30.00	40.00		
Fiscal year ending March 31, 2026	_	10.00					
Fiscal year ending March 31, 2026 (Forecast)			_	30.00	40.00		

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

## 3. Consolidated financial forecast for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating p	rofit	Ordinary pro	OT1T	Profit attrib owners of pa		Basic earnings pe share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Ye
Fiscal year ending March 31, 2026	27,700	8.9	1,200	11.8	1,200	1.6	840	67.1	63.1

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

#### \* Notes

(1) Significant changes in the scope of consolidation during the period: None

Newly included: — companies (Company name) Excluded: — companies (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
  - (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
  - (ii) Changes in accounting policies due to other reasons: None
  - (iii) Changes in accounting estimates: None
  - (iv) Restatement: None
- (4) Number of issued shares (common shares)
  - (i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2025	14,950,000 shares
As of March 31, 2025	14,950,000 shares

(ii) Number of treasury shares at the end of the period

As of September 30, 2025	1,639,522 shares
As of March 31, 2025	1,650,022 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended September 30, 2025	13,303,435 shares
Six months ended September 30, 2024	13,299,978 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

The forward-looking statements in this document are based on information available to the Company at the time this document was prepared and actual results may differ materially due to various factors.

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	As of March 31, 2025	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	5,760	6,227
Notes receivable - trade	359	442
Accounts receivable - trade	7,485	5,742
Electronically recorded monetary claims -	1,673	1,734
operating	1,073	1,73-
Merchandise and finished goods	3,801	4,385
Work in process	2,280	2,242
Raw materials and supplies	2,740	2,79
Other	821	318
Allowance for doubtful accounts	(23)	(25
Total current assets	24,900	23,859
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	1,636	1,56
Machinery, equipment and vehicles, net	796	690
Land	2,256	2,250
Leased assets, net	467	54
Construction in progress	1,114	1,84
Other, net	235	229
Total property, plant and equipment	6,505	7,132
Intangible assets		
Goodwill	9	(
Other	512	47′
Total intangible assets	522	484
Investments and other assets		
Investment securities	88	60
Deferred tax assets	145	114
Retirement benefit asset	1,156	1,28
Other	252	283
Total investments and other assets	1,643	1,73
Total non-current assets	8,671	9,354
Total assets	33,571	33,214

	As of March 31, 2025	As of September 30, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	1,898	2,249
Electronically recorded obligations - operating	322	264
Short-term borrowings	3,000	2,200
Accounts payable - other	870	1,225
Accrued expenses	765	732
Income taxes payable	187	146
Contract liabilities	466	323
Provision for bonuses	684	638
Provision for product warranties	33	38
Provision for loss on orders received	68	104
Other	394	672
Total current liabilities	8,691	8,597
Non-current liabilities		
Lease liabilities	296	396
Directors' retirement benefits payable	68	68
Deferred tax liabilities	10	10
Provision for director's stock based compensation	51	38
Retirement benefit liability	56	59
Other	55	48
Total non-current liabilities	538	622
Total liabilities	9,230	9,219
Net assets		
Shareholders' equity		
Share capital	2,774	2,774
Capital surplus	2,755	2,755
Retained earnings	18,393	17,960
Treasury shares	(1,597)	(1,583)
Total shareholders' equity	22,325	21,907
Accumulated other comprehensive income		
Foreign currency translation adjustment	1,620	1,657
Remeasurements of defined benefit plans	395	429
Total accumulated other comprehensive income	2,016	2,087
Total net assets	24,341	23,994
Total liabilities and net assets	33,571	33,214

# (2) Semi-annual Consolidated Statements of Income and Comprehensive Income (Semi-annual Consolidated Statement of Income)

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Net sales	11,628	11,626
Cost of sales	8,869	9,070
Gross profit	2,758	2,555
Selling, general and administrative expenses	2,548	2,487
Operating profit	209	68
Non-operating income		
Interest income	14	12
Dividend income	1	2
Rental income	7	7
Compensation income for damage	109	_
Insurance claim income	_	58
Subsidy income	_	25
Other	37	23
Total non-operating income	169	129
Non-operating expenses		
Interest expenses	8	24
Share of loss of entities accounted for using equity method	39	66
Loss on valuation of derivatives	5	_
Foreign exchange losses	0	36
Other	1	0
Total non-operating expenses	55	127
Ordinary profit	323	70
Profit before income taxes	323	70
Income taxes - current	66	83
Income taxes - deferred	129	16
Total income taxes	196	100
Profit (loss)	126	(29)
Profit (loss) attributable to owners of parent	126	(29)

(Millions of yen)

		(
	Six months ended September 30, 2024	Six months ended September 30, 2025
Profit (loss)	126	(29)
Other comprehensive income		
Valuation difference on available-for-sale securities	(1)	_
Foreign currency translation adjustment	(214)	37
Remeasurements of defined benefit plans, net of tax	(6)	33
Total other comprehensive income	(222)	71
Comprehensive income	(95)	41
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	(95)	41

Profit before income taxes   323   70     Depreciation   442   504     Amortization of goodwill   3   3   3   3     Increase (decrease) in allowance for doubtful accounts   (166   1     Increase (decrease) in provision for bonuses   (122   (46)     Increase (decrease) in provision for product warranties   (2   5   5     Increase (decrease) in provision for product warranties   (2   5   5   5     Increase (decrease) in provision for loss on orders   25   35     Increase (decrease) in retirement benefit liability   (11   3   3   3   3   3   3     Increase (decrease) in retirement benefit liability   (11   3   3   3   3   3   3   3   3   3		Six months ended September 30, 2024	Six months ended September 30, 2025
Perfit before income taxes   333   70     Depreciation   442   504     Amortization of goodwill   3   3   3     Increase (decrease) in provision for bonuses   (122)   (46)     Increase (decrease) in provision for bonuses   (122)   (46)     Increase (decrease) in provision for bonuses   (122)   (46)     Increase (decrease) in provision for loss on orders   25   35     Increase (decrease) in provision for loss on orders   25   35     Increase (increase) in retirement benefit asset   (27)   (74)     Increase (idecrease) in retirement benefit asset   (27)   (13)     Increase (idecrease) in retirement benefit asset   (27)   (13)     Increase (idecrease) in retirement benefit asset   (27)   (13)     Increase (idecrease) in provision for directors' stock   - (13)     Increase (idecrease) in provision for directors' stock   - (13)     Interest and divided income   (15)   (14)     Interest expenses   8   24     Share of loss (profit) of entities accounted for using equity method   (46)     Decrease (increase) in trade receivables   4,656   1,620     Decrease (increase) in trade receivables   4,656   1,620     Decrease (increase) in inventories   (747)   (574)     Increase (idecrease) in trade payables   (1,125)   282     Increase (idecrease) in accrued expenses   (19)   (32)     Other, net   (890)   (300)     Subtotal   (2,529   1,560     Interest paid   (8)   (24)     Income taxes paid   (9)   (146)     Income taxes paid   (9)   (146)     Income taxes refund   -   (35)     Net cash provided by (used in) operating activities   (1,516   1,762     Cash flows from investing activities   (1,516   1,762     Purchase of shares of subsidiaries and associates   -   (37)     Purchase of shares of subsidiaries and associates   -   (37)     Purchase of shares of subsidiaries and associates   -   (37)     Purchase of shares of subsidiaries and associates   -   (37)     Purchase of shares of subsidiaries and associates   -   (37)     Purchase of shares of subsidiaries and associates   -   (37)     Purchase of shares of subsidiarie	Cash flows from operating activities		
Amortization of goodwill   3   3   3   3   3   1   1   1   1   1		323	70
Increase (decrease) in allowance for doubtful accounts   (16)	Depreciation	442	504
Increase (decrease) in provision for bonuses	Amortization of goodwill	3	3
Increase (decrease) in provision for product warranties   25   35   35   35   35   35   35   35	Increase (decrease) in allowance for doubtful accounts	(16)	1
Increase (decrease) in provision for loss on orders received   25   35     Poerrease (increase) in retirement benefit asset   27   (74)     Increase (decrease) in retirement benefit liability   (1)   3     Increase (decrease) in provision for directors' stock   — (13)     Increase (decrease) in provision for directors' stock   — (13)     Interest and dividend income   (15)   (14)     Interest and dividend income   (15)   (14)     Interest expenses   8   24     Share of loss (profit) of entities accounted for using equity method   39   66     Decrease (increase) in trade receivables   (1,125)   (2,524)     Increase (decrease) in acrued expenses   (1,125)   282     Increase (decrease) in acrued expenses   (1,125)   (2,32)     Increase (decrease) in accrued expenses   (1,125)   (3,20)     Subtotal   (3,00)   (3,00)   (3,00)     Subtotal   (3,00)   (3,00)   (3,00)     Subtotal   (3,00)   (3,00)   (3,00)     Interest and dividends received   15   13     Interest paid   (8)   (2,4)     Income taxes paid   (919)   (1,46)     Income taxes paid   (919)   (1,46)     Income taxes provided by (used in) operating activities   (1,616   1,762    Cash flows from investing activities   (2,00)   (79)     Purchase of property, plant and equipment   (920)   (79)     Purchase of property, plant and equipment   (920)   (79)     Purchase of shares of subsidiaries and associates   - (3,7)     Other, net   (1,224)   (1,59)    Cash flows from financing activities   (3,15)   (3,3)     Purchase of shares of subsidiaries and associates   - (3,7)     Other, net   (3,7)   (3,7)     Other, net   (3,7)   (3,7)     Other, net   (3,7)   (3,7)     Other, net   (3,7)   (3,7)   (3,7)     Other, net   (3,7)   (3,7)   (3,7)     Other, net   (3,7)   (3,7)   (3,7)   (3,7)     Other, net   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)   (3,7)	Increase (decrease) in provision for bonuses	(122)	(46)
received  Decrease (increase) in retirement benefit asset  Decrease (decrease) in retirement benefit liability  Increase (decrease) in provision for directors' stock based compensation  Interest and dividend income  Interest expenses  Share of loss (profit) of entities accounted for using equity method  Decrease (increase) in trade receivables  Decrease (increase) in trade payables  Increase (decrease) in trade payables  Decrease (increase) in inventories  Trade payables  Increase (decrease) in accrued expenses  (19)  Other, net  Subtotal  Decrease (increase) in inventories  Interest and dividends received  Increase (decrease) in accrued expenses  (19)  Other, net  Subtotal  Decrease (increase) in inventories  Interest and dividends received  Income taxes paid  Income taxes paid  Income taxes refund  Income taxes paid  Income taxes refund  Income taxes paid  Income taxes refund  Purchase of property, plant and equipment  and intangible assets  Purchase of property, plant and equipment  and intangible assets  Purchase of shares of subsidiaries and associates  Proceeds from sale of treasury shares  Repayments of short-term borrowings  Repayments of short-term borrowings  Repayments of lease liabilities  Repayments of lease liabilities  Repayments of lease liabilities  (40)  Net cash provided by (used in) financing activities  Cash flows from financing activities  Repayments of lease liabilities  (40)  Repayments of lease liabilities  (40)  Repayments of case liabilities  (40)  Repayments of lease liabilities	Increase (decrease) in provision for product warranties	(2)	5
Increase (decrease) in retirement benefit liability   (1)   3     Increase (decrease) in provision for directors' stock based compensation	* *	25	35
Increase (decrease) in provision for directors' stock based compensation	Decrease (increase) in retirement benefit asset	(27)	(74)
Increase (decrease) in provision for directors' stock based compensation	Increase (decrease) in retirement benefit liability		
Interest and dividend income   (15)   (14)     Interest expenses   8   24     Share of loss (profit) of entities accounted for using equity method   39   66     Decrease (increase) in trade receivables   4,656   1,620     Decrease (increase) in inventories   (747)   (574)     Increase (decrease) in trade payables   (1,125)   282     Increase (decrease) in accrued expenses   (19)   (32)     Other, net   (890)   (300)     Subtotal   2,529   1,560     Interest and dividends received   15   13     Interest paid   (8)   (24)     Income taxes paid   (919)   (146)     Income taxes paid   (919)   (146)     Income taxes refund   - 359     Net cash provided by (used in) operating activities   (920)   (79)     Proceeds from sale of property, plant and equipment and intangible assets   (315)   (33)     Purchase of shares of subsidiaries and associates   - (37)     Other, net   (12)   (7)     Net cash provided by (used in) investing activities   (1,224)   (159)     Cash flows from financing activities   (800)   (79)     Proceeds from sale of treasury shares   - (800)     Proceeds from sale and leaseback transactions   179   114     Dividends paid   (536)   (401)     Net cash provided by (used in) financing activities   (406)   (1,147)     Effect of exchange rate change on cash and cash equivalents   (115)   (463)	Increase (decrease) in provision for directors' stock		(12)
Interest expenses   8	based compensation	<del>-</del>	(13)
Share of loss (profit) of entities accounted for using equity method         39         66           Decrease (increase) in trade receivables         4,656         1,620           Decrease (increase) in inventories         (747)         (574)           Increase (decrease) in trade payables         (1,125)         282           Increase (decrease) in accrued expenses         (19)         (32)           Other, net         (890)         (300)           Subtotal         2,529         1,560           Interest and dividends received         15         13           Interest paid         (8)         (24)           Income taxes paid         (919)         (146)           Income taxes refund         -         359           Net eash provided by (used in) operating activities         1,616         1,762           Cash flows from investing activities         -         -         359           Purchase of property, plant and equipment and intangible assets         (920)         (79)         -           Proceeds from sale of property, plant and equipment and intangible assets         (315)         (33)         -           Purchase of intangible assets         (315)         (33)         -         -         (37)           Other, net         12	Interest and dividend income	(15)	(14)
Capitity method   Capitity method   Decrease (increase) in trade receivables   A,656   1,620     Decrease (increase) in inventorics   (747)   (574)     Increase (decrease) in trade payables   (1,125)   282     Increase (decrease) in accrued expenses   (19)   (32)     Other, net   (890)   (300)     Subtotal   2,529   1,560     Interest and dividends received   15   13     Interest paid   (8)   (24)     Income taxes paid   (919)   (146)     Income taxes refund   - 359     Net eash provided by (used in) operating activities   1,616   1,762     Cash flows from investing activities   (990)   (79)     Proceeds from sale of property, plant and equipment and intangible assets   (315)   (33)     Purchase of intangible assets   (315)   (33)     Purchase of shares of subsidiaries and associates   (315)   (33)     Purchase of shares of subsidiaries and associates   (324)   (159)     Cash flows from financing activities   (1,224)   (159)     Cash flows from financing activities   (490)   (74)     Proceeds from sale of treasury shares   - 14     Repayments of lease liabilities   (490)   (74)     Proceeds from sale and leaseback transactions   179   114     Dividends paid   (536)   (401)     Net cash provided by (used in) financing activities   (406)   (1,147)     Effect of exchange rate change on cash and cash equivalents   (102)   7     Requivalents   (102)   7     Retirected   (115)   (463)	Interest expenses	8	24
Decrease (increase) in inventories	• /	39	66
Increase (decrease) in trade payables	Decrease (increase) in trade receivables	4,656	1,620
Increase (decrease) in accrued expenses (19) (32)     Other, net (890) (300)     Subtotal 2,529 1,560     Interest and dividends received 15 13     Interest paid (8) (24)     Income taxes paid (919) (146)     Income taxes refund	Decrease (increase) in inventories	(747)	(574)
Other, net         (890)         (300)           Subtotal         2,529         1,560           Interest and dividends received         15         13           Interest paid         (8)         (24)           Income taxes paid         (919)         (146)           Income taxes refund         -         359           Net cash provided by (used in) operating activities         1,616         1,762           Cash flows from investing activities         0         79           Purchase of property, plant and equipment and intangible assets         0         -           Purchase of shares of subsidiaries and associates         -         (37)           Other, net         12         (7)           Net cash provided by (used in) investing activities         (1,224)         (159)           Cash flows from financing activities         Repayments of short-term borrowings         -         (800)           Proceeds from sale of treasury shares         -         (800)           Proceeds from sale and leaseback transactions         179         114           Dividends paid         (536)         (401)           Net cash provided by (used in) financing activities         (102)         7           Effect of exchange rate change on cash and cash equivalents	Increase (decrease) in trade payables	(1,125)	282
Subtotal         2,529         1,560           Interest and dividends received         15         13           Interest paid         (8)         (24)           Income taxes paid         (919)         (146)           Income taxes refund         —         359           Net cash provided by (used in) operating activities         1,616         1,762           Cash flows from investing activities         9urchase of property, plant and equipment         (920)         (79)           Proceeds from sale of property, plant and equipment and intangible assets         (315)         (33)           Purchase of intangible assets         (315)         (33)           Purchase of shares of subsidiaries and associates         —         (37)           Other, net         12         (7)           Net cash provided by (used in) investing activities         (1,224)         (159)           Cash flows from financing activities         —         (800)           Proceeds from sale of treasury shares         —         (800)           Proceeds from sale of treasury shares         —         14           Repayments of lease liabilities         (49)         (74)           Proceeds from sale and leaseback transactions         179         114           Dividends paid	Increase (decrease) in accrued expenses	(19)	(32)
Interest and dividends received         15         13           Interest paid         (8)         (24)           Income taxes paid         (919)         (146)           Income taxes refund         —         359           Net cash provided by (used in) operating activities         1,616         1,762           Cash flows from investing activities         ***         ***           Purchase of property, plant and equipment and intangible assets         (920)         (79)           Proceeds from sale of property, plant and equipment and intangible assets         (315)         (33)           Purchase of intangible assets         (315)         (33)           Purchase of shares of subsidiaries and associates         —         (37)           Other, net         12         (7)           Net cash provided by (used in) investing activities         (1,224)         (159)           Cash flows from financing activities         —         (800)           Repayments of short-term borrowings         —         (800)           Proceeds from sale of treasury shares         —         14           Repayments of lease liabilities         (49)         (74)           Proceeds from sale and leaseback transactions         179         114           Dividends paid         (536)	Other, net	(890)	(300)
Interest paid         (8)         (24)           Income taxes paid         (919)         (146)           Income taxes refund         —         359           Net cash provided by (used in) operating activities         1,616         1,762           Cash flows from investing activities         ***         ***           Purchase of property, plant and equipment and intangible assets of property, plant and equipment and intangible assets         0         —           Purchase of intangible assets         (315)         (33)           Purchase of shares of subsidiaries and associates         —         (37)           Other, net         12         (7)           Net cash provided by (used in) investing activities         (1,224)         (159)           Cash flows from financing activities         —         (800)           Repayments of short-term borrowings         —         (800)           Proceeds from sale of treasury shares         —         14           Repayments of lease liabilities         (49)         (74)           Proceeds from sale and leaseback transactions         179         114           Dividends paid         (536)         (401)           Net cash provided by (used in) financing activities         (406)         (1,147)           Effect of exchange	Subtotal	2,529	1,560
Income taxes paid         (919)         (146)           Income taxes refund         —         359           Net cash provided by (used in) operating activities         1,616         1,762           Cash flows from investing activities         —         —           Purchase of property, plant and equipment and intangible assets         0         —           Purchase of intangible assets         (315)         (33)           Purchase of shares of subsidiaries and associates         —         (37)           Other, net         12         (7)           Net cash provided by (used in) investing activities         (1,224)         (159)           Cash flows from financing activities         —         (800)           Repayments of short-term borrowings         —         (800)           Proceeds from sale of treasury shares         —         14           Repayments of lease liabilities         (49)         (74)           Proceeds from sale and leaseback transactions         179         114           Dividends paid         (536)         (401)           Net cash provided by (used in) financing activities         (406)         (1,147)           Effect of exchange rate change on cash and cash equivalents         (102)         7           Net increase (decrease) in cash a	Interest and dividends received	15	13
Income taxes refund — 359 Net cash provided by (used in) operating activities 1,616 1,762  Cash flows from investing activities Purchase of property, plant and equipment (920) (79) Proceeds from sale of property, plant and equipment and intangible assets Purchase of intangible assets (315) (33) Purchase of shares of subsidiaries and associates — (37) Other, net 12 (7) Net cash provided by (used in) investing activities (1,224) (159)  Cash flows from financing activities Repayments of short-term borrowings — (800) Proceeds from sale of treasury shares — 14 Repayments of lease liabilities (49) (74) Proceeds from sale and leaseback transactions 179 114 Dividends paid (536) (401) Net cash provided by (used in) financing activities (406) (1,147)  Effect of exchange rate change on cash and cash equivalents (115) 463	Interest paid	(8)	(24)
Net cash provided by (used in) operating activities  Cash flows from investing activities  Purchase of property, plant and equipment and intangible assets  Purchase of intangible assets  Purchase of shares of subsidiaries and associates  Other, net Net cash provided by (used in) investing activities  Repayments of short-term borrowings  Repayments of lease liabilities  Repayments of lease liabilities  Repayments of lease liabilities  Other, net Repayments of lease liabilities  Repayments of lease	Income taxes paid	(919)	(146)
Cash flows from investing activities  Purchase of property, plant and equipment Proceeds from sale of property, plant and equipment and intangible assets  Purchase of intangible assets  Purchase of shares of subsidiaries and associates  Purchase of shares of subsidiaries and associates  Other, net  12 (7)  Net cash provided by (used in) investing activities  Repayments of short-term borrowings  Repayments of short-term borrowings  Proceeds from sale of treasury shares  Repayments of lease liabilities  Repayments of lease liabilities  Other increase (decrease) in cash and cash equivalents  (102)  7  Net increase (decrease) in cash and cash equivalents  (115)	Income taxes refund	_	359
Purchase of property, plant and equipment Proceeds from sale of property, plant and equipment and intangible assets  Purchase of intangible assets  Purchase of shares of subsidiaries and associates Other, net 12 (7) Net cash provided by (used in) investing activities Repayments of short-term borrowings Repayments of lease liabilities Repayments of lease liabilities Repayments of lease liabilities (49) Proceeds from sale and leaseback transactions Dividends paid Net cash provided by (used in) financing activities  Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents  (115)	Net cash provided by (used in) operating activities	1,616	1,762
Proceeds from sale of property, plant and equipment and intangible assets  Purchase of intangible assets  Purchase of shares of subsidiaries and associates  Other, net  Net cash provided by (used in) investing activities  Repayments of short-term borrowings  Repayments of lease liabilities  Repayments of lease liabilities  Repayments of lease labilities  Other, net  Repayments of short-term borrowings  Proceeds from sale of treasury shares  Repayments of lease liabilities  Other, net  Other, n	Cash flows from investing activities		
and intangible assets  Purchase of intangible assets  Purchase of shares of subsidiaries and associates  Other, net  Other, net  Net cash provided by (used in) investing activities  Repayments of short-term borrowings  Repayments of lease liabilities  Repayments of lease liabilities  Repayments of lease liabilities  Other, net  Repayments of short-term borrowings  Proceeds from sale of treasury shares  Repayments of lease liabilities  Other, net	Purchase of property, plant and equipment	(920)	(79)
Purchase of intangible assets Purchase of shares of subsidiaries and associates  Purchase of shares of subsidiaries and associates Other, net 12 (7) Net cash provided by (used in) investing activities Cash flows from financing activities Repayments of short-term borrowings Proceeds from sale of treasury shares Repayments of lease liabilities (49) Proceeds from sale and leaseback transactions Dividends paid Net cash provided by (used in) financing activities  Effect of exchange rate change on cash and cash equivalents Net increase (decrease) in cash and cash equivalents  (315) (32) (33) (33) (33) (34) (35) (40) (1,224) (159) (724) (159) (800		0	_
Purchase of shares of subsidiaries and associates  Other, net  Other, net  12 (7)  Net cash provided by (used in) investing activities  Cash flows from financing activities  Repayments of short-term borrowings  Proceeds from sale of treasury shares  Repayments of lease liabilities  Repayments of lease liabilities  (49) (74)  Proceeds from sale and leaseback transactions 179 114  Dividends paid (536) (401)  Net cash provided by (used in) financing activities  Effect of exchange rate change on cash and cash equivalents  (102)  7  Net increase (decrease) in cash and cash equivalents  (115)  463		O .	
Other, net12(7)Net cash provided by (used in) investing activities(1,224)(159)Cash flows from financing activities-(800)Repayments of short-term borrowings-(800)Proceeds from sale of treasury shares-14Repayments of lease liabilities(49)(74)Proceeds from sale and leaseback transactions179114Dividends paid(536)(401)Net cash provided by (used in) financing activities(406)(1,147)Effect of exchange rate change on cash and cash equivalents(102)7Net increase (decrease) in cash and cash equivalents(115)463	-	(315)	
Net cash provided by (used in) investing activities  Cash flows from financing activities  Repayments of short-term borrowings  Proceeds from sale of treasury shares  Repayments of lease liabilities  Repayments of lease liabilities  (49)  Proceeds from sale and leaseback transactions  179  114  Dividends paid  (536)  Net cash provided by (used in) financing activities  (406)  Effect of exchange rate change on cash and cash equivalents  Net increase (decrease) in cash and cash equivalents  (115)  (159)  (159)  (159)	Purchase of shares of subsidiaries and associates	_	(37)
Cash flows from financing activities  Repayments of short-term borrowings  Proceeds from sale of treasury shares  Repayments of lease liabilities  Repayments of lease liabilities  (49)  Proceeds from sale and leaseback transactions  179  114  Dividends paid  (536)  Net cash provided by (used in) financing activities  (406)  Effect of exchange rate change on cash and cash equivalents  (102)  7  Net increase (decrease) in cash and cash equivalents  (115)  463			
Repayments of short-term borrowings—(800)Proceeds from sale of treasury shares—14Repayments of lease liabilities(49)(74)Proceeds from sale and leaseback transactions179114Dividends paid(536)(401)Net cash provided by (used in) financing activities(406)(1,147)Effect of exchange rate change on cash and cash equivalents(102)7Net increase (decrease) in cash and cash equivalents(115)463		(1,224)	(159)
Proceeds from sale of treasury shares — 14 Repayments of lease liabilities (49) (74) Proceeds from sale and leaseback transactions 179 114 Dividends paid (536) (401) Net cash provided by (used in) financing activities (406) (1,147)  Effect of exchange rate change on cash and cash equivalents (102) 7  Net increase (decrease) in cash and cash equivalents (115) 463			
Repayments of lease liabilities(49)(74)Proceeds from sale and leaseback transactions179114Dividends paid(536)(401)Net cash provided by (used in) financing activities(406)(1,147)Effect of exchange rate change on cash and cash equivalents(102)7Net increase (decrease) in cash and cash equivalents(115)463		_	
Proceeds from sale and leaseback transactions 179 114 Dividends paid (536) (401)  Net cash provided by (used in) financing activities (406) (1,147)  Effect of exchange rate change on cash and cash equivalents (102) 7  Net increase (decrease) in cash and cash equivalents (115) 463		_	
Dividends paid (536) (401)  Net cash provided by (used in) financing activities (406) (1,147)  Effect of exchange rate change on cash and cash equivalents (102) 7  Net increase (decrease) in cash and cash equivalents (115) 463			
Net cash provided by (used in) financing activities (406) (1,147)  Effect of exchange rate change on cash and cash equivalents (102) 7  Net increase (decrease) in cash and cash equivalents (115) 463			
Effect of exchange rate change on cash and cash equivalents  (102)  7  Net increase (decrease) in cash and cash equivalents  (115)  463			
equivalents (102)  Net increase (decrease) in cash and cash equivalents (115) 463		(406)	(1,147)
		(102)	7
	Net increase (decrease) in cash and cash equivalents	(115)	463
	Cash and cash equivalents at beginning of period	5,825	5,756
Cash and cash equivalents at end of period 5,709 6,220	Cash and cash equivalents at end of period	5,709	6,220