


Financial Section



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Consolidated Financial Summary

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
For the year:						
						(In billions of yen)
Net sales	1,815.1	2,093.4	2,180.7	2,267.8	1,906.6	2,192.4
Operating profit	67.4	123.4	135.9	138.4	5.1	98.2
Profit (loss) before income taxes	69.4	117.2	129.5	108.8	(158.7)	103.0
Profit (loss) attributable to owners of the parent	38.0	104.7	118.2	72.6	(198.5)	107.6
Sales volume (retail) (Thousands of units)	987	1,047	1,090	1,048	926	1,101
R&D expenses	59.9	67.5	74.6	78.7	89.0	102.5
Capital expenditures	51.4	72.2	68.0	69.0	58.1	99.9
Depreciation	50.3	52.7	53.3	53.6	46.2	52.0
Return on equity (ROE) (%)	12.7	23.8	19.7	10.9	(29.2)	14.6
Per share data:						(In yen)
Earnings per share	66.05	156.60	120.16	73.80	(164.11)	72.23
Diluted earnings per share	37.09	104.29	—	—	—	72.20
Dividends per share	—	25.00	16.00	16.00	10.00	17.00
At year-end:						(In billions of yen)
Total assets	1,452.8	1,543.9	1,582.8	1,433.7	1,484.4	1,655.3
Net assets	351.2	550.0	670.8	685.3	703.5	796.6
Cash and deposits	409.5	450.1	440.3	453.4	556.8	571.9
Interest-bearing debt	364.4	222.4	144.5	27.1	15.6	26.6
Equity ratio (%)	23.4	35.0	41.6	46.8	46.5	47.2
Number of shares outstanding (Thousands)	6,080,900	983,661	983,661	983,661	1,490,282	1,490,282

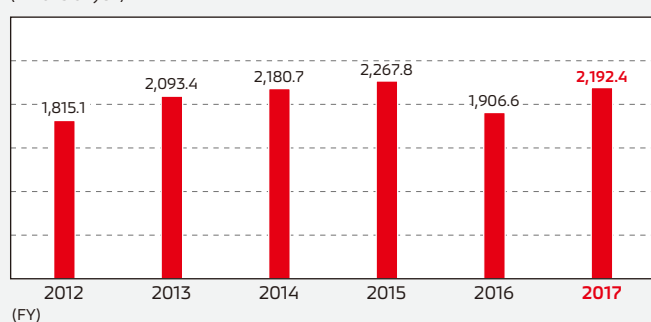
1. For fiscal 2014 and earlier, profit attributable to owners of the parent refers to net income.

2. On August 1, 2013, the Company conducted a 1-for-10 reverse share split on its common stock. Indicated figures for basic net income per share and diluted net income per share are calculated as if this reverse share split had occurred at the beginning of fiscal 2012.

3. Diluted net income per share is not indicated for fiscal 2014, 2015 and 2016 because no dilutive shares existed.

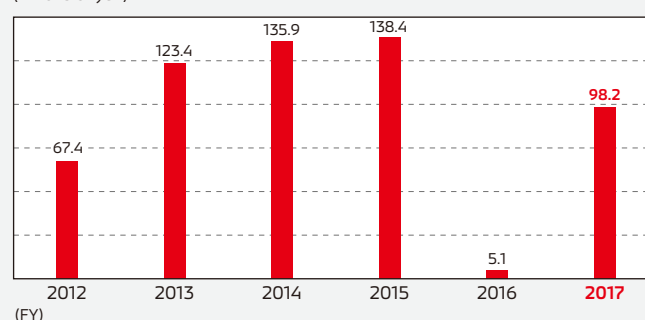
Net Sales

(Billions of yen)



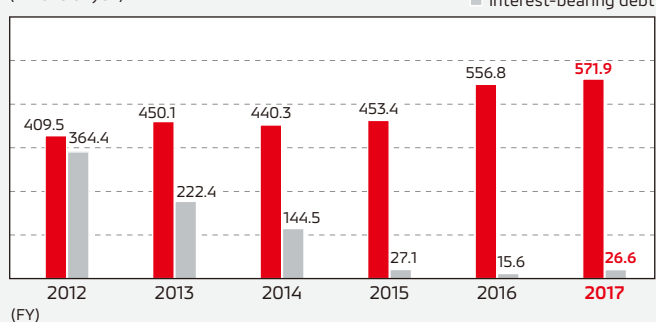
Operating Profit

(Billions of yen)



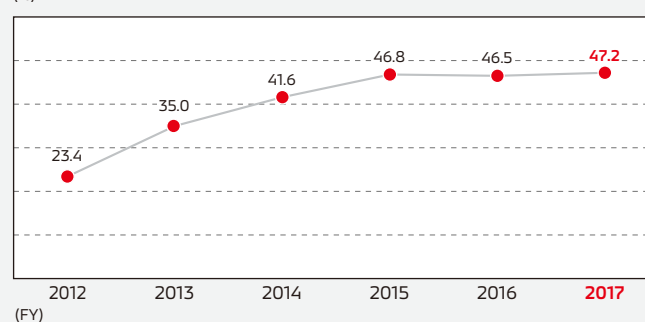
Cash and Deposits/Interest-Bearing Debt

(Billions of yen)



Equity Ratio

(%)



Operational Review

Results of Operations

Global sales volume for Fiscal Year 2017 increased 19% year on year to 1,101,000 units.

ASEAN sales increased by 33% to 275,000 units, driven by orders for pick-up trucks in Thailand and the strong performance of the new *XPANDER* MPV, launched in Indonesia in September 2017. In China, sales rose 55% year on year to 136,000 units due to demand for the *Outlander* localized in 2016.

Sales in Japan increased 23% year on year to 98,000 units. The growth was driven by encouraging demand for Kei car models including the "eK Wagon" and "eK Space," as well as for the *Delica D:5* and other "Active Gear" series.

We have also seen strong sales of the new *Eclipse Cross* compact SUV. Initial Sales of the *Eclipse Cross*, launched last year in Europe, are being followed by sales in other important markets including Oceania, North America, and Japan in March.

Net Sales and Income

Net sales rose ¥285.8 billion year on year, to ¥2,192.4 billion. Operating profit expanded ¥93.1 billion, to ¥98.2 billion, due to the impact of higher unit sales, cost reductions and lower expenses for market quality measures. Ordinary profit increased ¥101.2 billion to ¥110.1 billion. Profit attributable to owners of the parent came to ¥107.6 billion, up ¥306.1 billion from the ¥198.5 billion loss posted in the preceding fiscal year, affected by the fuel economy testing issue.

Overview of Financial Position

Total assets as of March 31, 2018, were ¥1,655.3 billion, up ¥170.9 billion year on year. Of this amount, cash and deposits rose ¥15.1 billion, to ¥571.9 billion. Total liabilities amounted to ¥858.7 billion, up ¥77.8 billion, which included a ¥11.0 billion rise in interest-bearing debt, to ¥26.6 billion. Meanwhile, net assets at the end of the period were ¥796.6 billion, up ¥93.1 billion.

Overview of Cash Flow

In the year ended March 31, 2018, net cash provided by operating activities amounted to ¥119.6 billion. (In the previous year, these activities used ¥45.8 billion in cash.) Net cash used in investing activities was ¥97.1 billion (net cash of ¥73.1 billion used in the preceding term), and net cash used in financing activities amounted to ¥23.2 billion (net cash of ¥210.4 billion provided in the previous year).

As a result, cash and cash equivalents on March 31, 2018, stood at ¥559.0 billion, compared with ¥555.9 billion one year earlier.

Overview of Cash Flow

(FY)	2013	2014	2015	2016	2017
Shareholders' equity ratio (%)*1	35.0	41.6	46.8	46.5	47.2
Shareholders' equity ratio (fair value basis)*2	68.8	67.4	57.8	67.2	68.5
Cash flows/Interest-bearing debt ratio*3	1.1	0.8	0.1	(0.3)	0.2
Interest coverage ratio**4	22.3	41.0	120.2	(38.7)	34.1

*1 The shareholders' equity ratio is shareholders' equity divided by total assets.

*2 The shareholders' equity ratio (fair value basis) is market capitalization divided by total assets.

*3 The cash flows/interest-bearing debt ratio is interest-bearing debt divided by cash flow.

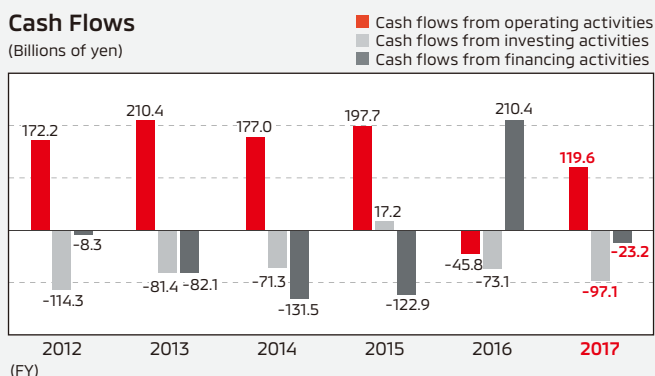
*4 The interest coverage ratio is cash flow divided by interest paid.

Notes:

1. Each indicator is calculated from consolidated financial figures.
2. Market capitalization is calculated based on the number of issued shares excluding treasury stock.
3. Cash flow refers to operating cash flow.
4. Interest-bearing debt includes all liabilities recorded on the balance sheet for which interest is paid.

Cash Flows

(Billions of yen)



(FY)

Business-related risks

Risks that may seriously impact the operating results and/or financial position, and the like of the MMC Group are outlined below.

Impact of the economic and social situation in Japan and overseas

Overseas sales accounted for around 80% of the MMC Group's consolidated net sales for the previous fiscal year. Changes in the economic and social situation in Japan or in the regions and countries the MMC Group trades with, and in particular the countries of the ASEAN region and other emerging nations that will be central to the MMC Group's regional strategy, may seriously impact the MMC Group's operating results and/or financial position. In addition, conducting business operations in overseas markets exposes the MMC Group to latent risks including, but not limited to, changes in laws and taxes, changes in the political and economic situation, deficiencies in infrastructure, difficulties in acquiring skilled personnel, acts of terrorism and other emergencies and the outbreak of epidemics. In the event risks such as these start to manifest themselves, they may seriously impact the operating results and/or financial position of the MMC Group.

Impact of intensifying competition in the automotive industry

Overcapacity in the auto industry and other factors are seeing an intensification of competition on a global basis. Increasing price competition makes sales incentives and effective publicity campaigns indispensable in promoting sales and retaining market share. Such increases in price competition and marketing incentives may seriously impact the operating results and/or financial position of the MMC Group.

Amid intensifying competition in the automotive industry and shorter new product development cycles, MMC may become unable to supply new products appropriately and in a timely manner that respond to customers' needs in terms of price, quality, safety and other factors, or the market may not be sufficiently receptive to MMC's strategic products. Such conditions may seriously impact the operating results and/or financial position of the MMC Group. In addition, the MMC Group may render ineffective its measures to maintain or enhance competitiveness, and as a result, product demand could fall. Such conditions may seriously impact the operating results and/or financial position of the MMC Group.

Impact of natural and other disasters

The MMC Group maintains production and other facilities in Japan and many other parts of the world. The occurrence of a major natural or other disaster, including earthquakes, typhoons, floods, fires and epidemics, in these areas may result in the suspension or other serious interruption in the operations of the MMC Group or of its suppliers. The MMC Group has prepared and maintains plans to keep operations going and disaster measures in areas and under situations where such risks are high and where they would have a serious impact on the MMC Group's operations. A disaster occurring on a scale larger than anticipated, however, may seri-

ously impact the operating results and/or financial position of the MMC Group.

Impact of laws and regulations, etc.

The MMC Group is subject to various laws and regulations governing protection of the global environment, product safety and other matters in the countries where it operates. In the event that the MMC Group fails to conform to or is unable to comply with such laws and regulations and such failure leads to sanctions against it, or that large costs may be incurred for the purpose of conforming to or complying with any revision to or tightening of existing regulations, this may seriously impact the operating results and/or financial position of the MMC Group.

Other than the above laws and regulations, the MMC Group's business activities are also subject to a wide range of laws and regulations in Japan and overseas. For example, the business activities are under restrictions by consumer protection regulations, approvals and licenses for businesses and investments, labor regulations, environmental protection regulations, foreign exchange regulations, import-export trade regulations including those for security purposes, various tax laws, anti-monopoly laws, anti-bribery laws and the like. In some cases, the MMC Group's businesses may be conducted based on a legislative foundation that has not been developed sufficiently, or the burden of expenses may increase for responding to the lack of a comprehensive system of laws and regulations, application and interpretation of inconsistent laws and regulations, unilateral changes made by supervisory authorities in regulatory measures, and others. In addition, any unexpected change may be made in rates of taxes imposed on products or services supplied by these businesses, technical requirements for environmental restrictions, income taxes and tariffs, foreign exchange restrictions on invested capital and dividend repatriation, and other laws and regulations.

In order to deal with these regulatory risks, the MMC Group has taken preventive measures with regard to compliance with laws and regulations, etc. Moreover, the MMC Group has also improved a structure to respond promptly when it detects any compliance-related matter to prevent an effect on its social credibility and reputation. However, the possibility that a law violation may be committed in the future is not zero. If there is a fact of law violation, or the content, promptness and others of its response are insufficient, the fact or insufficiency may have a negative impact on the MMC Group's social credibility and reputation, and furthermore, on its operating results and financial position.

Impact of changes in manufacturing cost

The MMC Group sources parts and raw materials, etc. from a large number of suppliers to manufacture its products. Any rise in the manufacturing cost of MMC's products due to changes in demand and other market conditions may seriously impact the operating results and/or financial position of the MMC Group.

Impact of foreign exchange rate fluctuations

Overseas sales accounted for around 80 percent of the MMC Group's consolidated net sales for the previous fiscal year. MMC closely monitors the market trend of Thai baht for foreign currency denominated payables and US dollars and Euros for foreign currency denominated receivables to take necessary measures in a timely manner, but significant fluctuations in the foreign currency rates may still seriously impact the operating results and/or financial position of the MMC Group.

Impact of failure to achieve mid-term business plan targets mainly due to differences between the premises on which the plan was drawn up and real-world conditions

The MMC Group has drawn up a mid-term business plan setting out operational strategy for the medium term. However, in the event that differences arise between the premises on which the plan was drawn up and real-world conditions or should any of the risks described in this section become prominent, the operating results and/or financial position of the MMC Group may be seriously impacted.

Impact of product quality and safety

The MMC Group endeavors to improve the quality and assure the safety of the MMC Group's products. However, in the event that MMC has to issue a recall or implement counter-measures, etc. on a large scale due to product defects or failures, or in the event that MMC is pursued in a large-scale product liability action, the large costs incurred and the damage to reputation of the MMC's products and consequent drop in demand, etc. for its products may seriously impact the operating results and/or financial position of the MMC Group.

Impact of lawsuits, etc.

Any lawsuit brought against the MMC Group by customers, trading partners or other third parties in the course of the MMC Group conducting its business operations may seriously impact the operating results and/or financial position of the MMC Group.

In addition, in the event that decisions, etc. in legal actions, etc. currently under dispute go against the MMC Group's claims or predictions, these may seriously impact the operating results and/or financial position of the MMC Group.

In February 20, 2010, MASRIA Co., Ltd. (hereafter "Plaintiff"), a former MMC distributor in Egypt, filed a lawsuit against MMC for dissolution of a distributor agreement between MMC and the Plaintiff including a 900 million USD claim for damages. The judgments in both the courts of first and second instance found in favor of MMC on October 26, 2010, and July 3, 2012, respectively, based on the reasoning that the case was not within the Egyptian court's legal jurisdiction. The case is now before the final appellate court after the Plaintiff appealed on July 21, 2012 against the judgment of the court of second instance.

It is clearly spelled out in the distributor agreement mentioned above that the case does not fall within the Egyptian court's jurisdiction. Furthermore, MMC's notice to terminate the distributor agreement with the Plaintiff followed due legal process and the terms of the agreement, thus making

the Plaintiff's claim irrational. For these reasons, at present MMC does not consider this legal case will result in any serious impact on the operating results and/or financial position of the MMC Group.

Impact of dependence on particular suppliers

The MMC Group sources raw materials and parts, etc. from a large number of suppliers. The necessity to procure materials and parts characterized by higher quality or more advanced technologies at more competitive prices may bring about a situation in which orders are concentrated upon a specific supplier. There may also be only a limited number of suppliers able to supply parts, etc. for which a specific technology is required. Consequently, the operating results and/or financial position of the MMC Group may be seriously impacted in the event that some unforeseen situation arises and interrupts deliveries from such suppliers or in the event that it is not possible to procure materials and parts at competitive prices in a timely manner.

Impact of credit risks of customers, trading partners and others

The MMC Group is exposed to credit risks in its dealings with customers, dealers and other trading partners including lessees in its automobile financing business. In the event that losses stemming from such credit risks exceed the MMC Group's estimates, the operating results and/or financial position of the MMC Group may be seriously impacted.

Impact of infringement of intellectual property rights

In order to distinguish its products from those of other auto manufacturers the MMC Group endeavors to protect its own technologies, know-how and other intellectual property as well as to prevent the infringement of third-party intellectual property rights. However, in the event that a third party unlawfully uses the MMC Group's intellectual property to manufacture and sell imitations of its products, or in the event that limitations in the legal system in certain countries in relation to the protection of the MMC Group's intellectual property rights result in a fall in sales or in legal costs, or in the event that an unforeseen infringement of a third-party intellectual property right requires a halt in manufacturing or sales or the payment of compensation, or causes damage to reputation of the MMC's products and a consequent drop in demand, the operating results and/or financial position of the MMC Group may be seriously impacted.

Impact of IT and information security

The information technology and the networks and systems that the MMC Group uses in its management and its products, etc. are exposed to the possibility of attacks by hackers or computer viruses, to illegal or inappropriate use and to infrastructure breakdowns, and the like. In such an event, the operating results and/or financial position of the MMC Group may be seriously impacted. The MMC Group possesses confidential information relating to matters both within and outside the Group and including personal information. In the event such information is improperly leaked to the outside, the social credibility and the operating results and/or financial position of the MMC Group may be seriously impacted.

Financial Section

Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2017	As of March 31, 2018
Assets		
Current assets		
Cash and deposits	556,836	571,911
Notes and accounts receivable - trade	164,761	176,020
Merchandise and finished goods	118,195	143,332
Work in process	19,695	21,901
Raw materials and supplies	26,139	38,551
Short-term loans receivable	1,766	806
Deferred tax assets	8,626	19,426
Other	76,590	95,542
Allowance for doubtful accounts	(1,209)	(1,229)
Total current assets	971,401	1,066,264
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	77,002	89,314
Machinery, equipment and vehicles, net	100,516	113,266
Tools, furniture and fixtures, net	22,349	46,237
Land	89,925	94,565
Construction in progress	19,210	33,698
Total property, plant and equipment	309,004	377,082
Intangible assets	22,939	29,022
Investments and other assets		
Investment securities	94,959	97,699
Long-term loans receivable	21,615	6,218
Net defined benefit asset	2,913	4,198
Deferred tax assets	7,311	10,558
Other	60,120	70,178
Allowance for doubtful accounts	(5,853)	(5,921)
Total investments and other assets	181,068	182,931
Total non-current assets	513,011	589,035
Total assets	1,484,413	1,655,299

(Millions of yen)

	As of March 31, 2017	As of March 31, 2018
Liabilities		
Current liabilities		
Notes and accounts payable - trade	378,561	426,312
Electronically recorded obligations - operating	21,393	22,897
Short-term loans payable	15,069	10,589
Current portion of long-term loans payable	299	15,893
Lease obligations	989	504
Accounts payable - other and accrued expenses	124,573	165,963
Income taxes payable	26,485	11,272
Deferred tax liabilities	51	17
Provision for product warranties	45,512	46,733
Provision for loss on fuel consumption test	28,136	15,478
Other	32,494	29,896
Total current liabilities	673,566	745,559
Non-current liabilities		
Long-term loans payable	240	90
Lease obligations	1,018	639
Deferred tax liabilities	24,583	31,642
Net defined benefit liability	41,593	42,596
Other	39,946	38,209
Total non-current liabilities	107,383	113,177
Total liabilities	780,949	858,737
Net assets		
Shareholders' equity		
Capital stock	284,382	284,382
Capital surplus	203,938	203,938
Retained earnings	277,281	363,382
Treasury shares	(220)	(220)
Total shareholders' equity	765,381	851,482
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	7,480	7,158
Deferred gains or losses on hedges	627	526
Foreign currency translation adjustment	(62,739)	(59,966)
Remeasurements of defined benefit plans	(20,295)	(18,232)
Total accumulated other comprehensive income	(74,926)	(70,514)
Share acquisition rights	-	106
Non-controlling interests	13,008	15,487
Total net assets	703,463	796,562
Total liabilities and net assets	1,484,413	1,655,299

Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended March 31, 2017	For the fiscal year ended March 31, 2018
Net sales	1,906,632	2,192,389
Cost of sales	1,581,273	1,730,278
Gross profit	325,359	462,111
Selling, general and administrative expenses		
Advertising and promotion expenses	83,014	110,047
Freightage expenses	45,817	42,316
Provision of allowance for doubtful accounts	(330)	33
Directors' compensations, salaries and allowances	66,097	71,758
Retirement benefit expenses	3,783	3,509
Depreciation	10,320	12,506
Research and development expenses	57,679	56,066
Other	53,858	67,671
Total selling, general and administrative expenses	320,240	363,909
Operating profit (loss)	5,118	98,201
Non-operating income		
Interest income	3,530	3,464
Dividend income	1,607	2,090
Share of profit of entities accounted for using equity method	10,969	20,579
Other	502	949
Total non-operating income	16,609	27,084
Non-operating expenses		
Interest expenses	1,208	3,499
Foreign exchange losses	6,829	8,370
Litigation expenses	1,205	1,564
Other	3,540	1,723
Total non-operating expenses	12,783	15,158
Ordinary profit (loss)	8,944	110,127
Extraordinary income		
Gain on sales of non-current assets	952	306
Gain on sales of investment securities	1,863	328
Gain on dissolution of employee's pension fund	-	1,434
Compensation income for expropriation	1,481	-
Gain on sales of investments in capital of subsidiaries and associates	809	-
Other	432	217
Total extraordinary income	5,538	2,287
Extraordinary losses		
Loss on retirement of non-current assets	2,073	2,418
Loss on sales of non-current assets	277	139
Impairment loss	1,165	2,636
Loss on fuel consumption test	165,455	2,262
Compensation for production transfer	-	984
Loss on closing of plants	640	-
Other	3,608	924
Total extraordinary losses	173,221	9,365
Profit (loss) before income taxes	(158,738)	103,049
Income taxes - current	20,986	11,675
Income taxes for prior periods	12,281	(8,616)
Income taxes - deferred	4,782	(6,261)
Total income taxes	38,051	(3,203)
Profit (loss)	(196,789)	106,253
Profit (loss) attributable to non-controlling interests	1,735	(1,366)
Profit (loss) attributable to owners of the parent	(198,524)	107,619

Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the fiscal year ended March 31, 2017	For the fiscal year ended March 31, 2018
Profit (loss)	(196,789)	106,253
Other comprehensive income		
Valuation difference on available-for-sale securities	3,052	(311)
Deferred gains or losses on hedges	(32)	330
Foreign currency translation adjustment	71	1,332
Remeasurements of defined benefit plans, net of tax	(6,180)	2,174
Share of other comprehensive income of entities accounted for using equity method	(4,862)	933
Total other comprehensive income	(7,951)	4,460
Comprehensive income	(204,740)	110,713
Comprehensive income attributable to		
Comprehensive income attributable to owners of the parent	(205,269)	113,022
Comprehensive income attributable to non-controlling interests	528	(2,309)

Financial Section

Consolidated Statement of Changes in Net Assets

(Millions of yen)

For the fiscal year ended March 31, 2017	Shareholders' equity				Total shareholders' equity
	Capital stock	Capital surplus	Retained earnings	Treasury shares	
Balance at beginning of current period	165,701	85,257	488,590	(220)	739,328
Changes of items during period					
Issuance of new shares	118,680	118,680			237,361
Dividends of surplus			(12,784)		(12,784)
Profit (loss) attributable to owners of the parent			(198,524)		(198,524)
Purchase of treasury shares				(0)	(0)
Change of scope of consolidation					
Change of scope of equity method					
Net changes of items other than shareholders' equity					
Total changes of items during period	118,680	118,680	(211,309)	(0)	26,052
Balance at end of current period	284,382	203,938	277,281	(220)	765,381

	Accumulated other comprehensive income					Share acquisition rights	Non- controlling interests	Total net assets
	Valuation difference on available- for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accu- mulated other com- prehensive income			
Balance at beginning of current period	4,429	542	(59,109)	(14,043)	(68,181)	–	14,189	685,337
Changes of items during period								
Issuance of new shares								237,361
Dividends of surplus								(12,784)
Profit (loss) attributable to owners of the parent								(198,524)
Purchase of treasury shares								(0)
Change of scope of consolidation								
Change of scope of equity method								
Net changes of items other than shareholders' equity	3,051	85	(3,629)	(6,251)	(6,744)	–	(1,181)	(7,926)
Total changes of items during period	3,051	85	(3,629)	(6,251)	(6,744)	–	(1,181)	18,126
Balance at end of current period	7,480	627	(62,739)	(20,295)	(74,926)	–	13,008	703,463

For the fiscal year ended March 31, 2018	Shareholders' equity				Total shareholders' equity
	Capital stock	Capital surplus	Retained earnings	Treasury shares	
Balance at beginning of current period	284,382	203,938	277,281	(220)	765,381
Changes of items during period					
Issuance of new shares					–
Dividends of surplus			(17,880)		(17,880)
Profit (loss) attributable to owners of the parent			107,619		107,619
Purchase of treasury shares				(0)	(0)
Change of scope of consolidation			(3,457)		(3,457)
Change of scope of equity method			(180)		(180)
Net changes of items other than shareholders' equity					
Total changes of items during period	–	–	86,101	(0)	86,101
Balance at end of current period	284,382	203,938	363,382	(220)	851,482

	Accumulated other comprehensive income					Share acquisition rights	Non- controlling interests	Total net assets
	Valuation difference on available- for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accu- mulated other com- prehensive income			
Balance at beginning of current period	7,480	627	(62,739)	(20,295)	(74,926)	–	13,008	703,463
Changes of items during period								
Issuance of new shares								–
Dividends of surplus								(17,880)
Profit (loss) attributable to owners of the parent								107,619
Purchase of treasury shares								(0)
Change of scope of consolidation								(3,457)
Change of scope of equity method								(180)
Net changes of items other than shareholders' equity	(322)	(101)	2,773	2,062	4,411	106	2,479	6,997
Total changes of items during period	(322)	(101)	2,773	2,062	4,411	106	2,479	93,098
Balance at end of current period	7,158	526	(59,966)	(18,232)	(70,514)	106	15,487	796,562

Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2017	For the fiscal year ended March 31, 2018
Cash flows from operating activities		
Profit (loss) before income taxes	(158,738)	103,049
Depreciation	46,815	52,551
Impairment loss	1,165	2,636
Loss on fuel consumption test	165,455	2,262
Loss on closing of plants	640	—
Increase (decrease) in allowance for doubtful accounts	(373)	(16)
Increase (decrease) in net defined benefit liability	1,598	2,115
Interest and dividend income	(5,138)	(5,555)
Interest expenses	1,208	3,499
Foreign exchange losses (gains)	31	5,430
Share of loss (profit) of entities accounted for using equity method	(10,969)	(20,579)
Loss (gain) on sales and retirement of non-current assets	1,399	2,251
Decrease (increase) in notes and accounts receivable-trade	7,973	(11,730)
Decrease (increase) in inventories	24,869	(37,504)
Increase (decrease) in notes and accounts payable-trade	12,289	47,485
Other, net	5,446	(384)
Subtotal	93,675	145,510
Interest and dividend income received	9,845	10,982
Interest expenses paid	(1,183)	(3,507)
Payments related to fuel consumption test	(130,689)	(13,221)
Payments for closing of plants	(2,903)	—
Income taxes paid	(14,573)	(20,140)
Net cash provided by (used in) operating activities	(45,829)	119,624
Cash flows from investing activities		
Decrease (increase) in time deposits	(0)	(11,997)
Purchase of property, plant and equipment	(56,474)	(72,251)
Proceeds from sales of property, plant and equipment	4,238	2,989
Purchase of intangible assets	(11,530)	(11,497)
Proceeds from sales of investment securities	2,459	682
Decrease (increase) in short-term loans receivable	673	155
Payments of long-term loans receivable	(14,814)	(1,517)
Collection of long-term loans receivable	1,137	744
Other, net	1,189	(4,401)
Net cash provided by (used in) investing activities	(73,119)	(97,093)
Cash flows from financing activities		
Increase (decrease) in short-term loans payable	3,178	(4,510)
Proceeds from long-term loans payable	835	2,375
Repayments of long-term loans payable	(14,485)	(301)
Proceeds from issuance of common shares	236,317	—
Cash dividends paid	(12,755)	(17,938)
Dividends paid to non-controlling interests	(1,649)	(2,085)
Other, net	(1,062)	(700)
Net cash provided by (used in) financing activities	210,377	(23,161)
Effect of exchange rate change on cash and cash equivalents	2,037	(3,167)
Net increase (decrease) in cash and cash equivalents	93,465	(3,797)
Cash and cash equivalents at beginning of period	462,440	555,906
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	—	6,927
Cash and cash equivalents at end of period	555,906	559,036