

FY2016 Fact Book

NISSAN SHATAI CO., LTD.

Historical Highlights (Japanese GAAP; consolidated basis)

(Unit: million yen)

| | FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 |
| Net sales | 567,786 | 612,758 | 465,480 | 424,477 | 505,997 | 454,755 | 464,871 | 474,239 | 475,367 | 509,421 | 565,822 |
| Operating income | 21,467 | 37,043 | 20,854 | 26,258 | 18,202 | 11,374 | 9,900 | 10,162 | 10,333 | 11,487 | 12,195 |
| Ordinary income | 20,952 | 36,424 | 19,855 | 23,707 | 17,686 | 10,891 | 9,434 | 10,020 | 11,084 | 11,962 | 12,709 |
| Net income | 12,175 | 18,277 | 10,275 | 8,391 | 7,192 | 6,402 | 3,487 | 6,701 | 15,639 | 7,939 | 8,223 |
| Net assets | 111,056 | 128,595 | 137,114 | 144,120 | 149,903 | 152,785 | 149,132 | 151,044 | 167,302 | 169,949 | 179,376 |
| Total assets | 228,522 | 255,763 | 222,897 | 269,464 | 246,903 | 250,256 | 239,782 | 260,368 | 264,484 | 262,507 | 294,476 |

Key Indicators (Japanese GAAP; consolidated basis)**Profitability**

(Unit: %)

| | FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|-------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 |
| Operating income margin | 3.78 | 6.05 | 4.48 | 6.19 | 3.60 | 2.50 | 2.13 | 2.14 | 2.17 | 2.25 | 2.16 |
| Ordinary income margin | 3.69 | 5.94 | 4.27 | 5.59 | 3.50 | 2.39 | 2.03 | 2.11 | 2.33 | 2.35 | 2.25 |
| Net income margin | 2.14 | 2.98 | 2.21 | 1.98 | 1.42 | 1.41 | 0.75 | 1.41 | 3.29 | 1.56 | 1.45 |

Efficiency

(Unit: %)

| | FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 |
| Return on equity (ROE) | 11.56 | 15.30 | 7.74 | 5.97 | 4.89 | 4.23 | 2.31 | 4.46 | 9.83 | 4.71 | 4.71 |
| Return on assets (ROA) | 9.45 | 15.04 | 8.30 | 9.63 | 6.85 | 4.38 | 3.85 | 4.01 | 4.22 | 4.54 | 4.56 |

Notes: ROE = Profit attributable to owners of parent / [(owner's equity at start of fiscal year + owner's equity at end of fiscal year) / 2] * 100

ROA = ordinary income / [(total assets at start of fiscal ye

Safety

(Unit: %)

| | FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 |
| Current ratio | 127.80 | 143.55 | 161.48 | 137.89 | 146.50 | 163.68 | 188.45 | 196.93 | 236.62 | 272.05 | 235.78 |
| Capital adequacy ratio | 48.39 | 50.17 | 61.51 | 53.48 | 60.71 | 61.05 | 62.19 | 58.01 | 63.26 | 64.74 | 60.91 |

Notes: Current ratio = current assets / current liabilities * 100

Capital adequacy ratio = net assets / total assets * 100

Investment indicators

(Unit: yen)

| | FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|----------------------------|--------|--------|--------|--------|--------|--------|----------|----------|----------|----------|----------|
| | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 |
| Earnings per share (EPS) | 78.40 | 117.41 | 65.74 | 53.67 | 46.00 | 41.18 | 22.97 | 45.30 | 105.72 | 53.67 | 55.59 |
| Book value per share (BPS) | 711.90 | 820.95 | 877.17 | 921.83 | 958.84 | 995.24 | 1,008.09 | 1,021.05 | 1,130.95 | 1,148.85 | 1,212.58 |

Notes: EPS = Profit attributable to owners of parent / number of outstanding shares

BPS = net assets / number of outstanding shares

Cash flow

(Unit: million yen)

| | FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|--------------------------------------|---------|---------|----------|----------|----------|----------|----------|---------|---------|---------|---------|
| | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 |
| Cash flows from operating activities | 31,334 | 26,842 | 23,456 | 29,970 | 27,967 | 29,542 | 31,341 | 30,192 | 25,146 | 15,005 | 20,166 |
| Cash flows from investing activities | (6,956) | (9,075) | (11,134) | (22,128) | (7,918) | (3,118) | (2,931) | (2,207) | 11,948 | (4,834) | (5,180) |
| Cash flows from financing activities | (1,370) | (549) | (6,201) | (9,563) | (23,477) | (24,410) | (17,086) | (8,873) | (6,090) | (4,363) | (4,621) |
| Free cash flow | 24,378 | 17,767 | 12,321 | 7,842 | 20,049 | 26,424 | 28,410 | 27,985 | 37,094 | 10,171 | 14,986 |

Note: Free cash flow = cash flows from operating activities + cash flows from investing activities

Consolidated Balance Sheet (Japanese GAAP)

(Unit: million yen)

| | FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 |
| Assets | | | | | | | | | | | |
| Current assets | | | | | | | | | | | |
| Cash on hand and in banks | 834 | 1,449 | 1,187 | 2,359 | 1,465 | 1,205 | 636 | 657 | 563 | 393 | 335 |
| Trade notes and accounts receivable | 90,356 | 102,095 | 49,529 | 70,445 | 48,466 | 66,715 | 61,395 | 76,946 | 70,734 | 68,062 | 92,313 |
| Work in process | - | - | 4,482 | 6,396 | 3,826 | 6,632 | 4,882 | 5,708 | 4,768 | 5,036 | 3,174 |
| Raw materials and supplies | - | - | 1,999 | 2,529 | 4,392 | 2,191 | 2,003 | 2,239 | 2,154 | 2,270 | 2,364 |
| Inventories | 6,765 | 6,468 | - | - | - | - | - | - | - | - | - |
| Accounts receivable ^o other | 4,090 | 5,157 | 2,621 | 4,337 | 4,550 | 3,519 | 2,752 | 2,555 | 2,227 | 2,221 | 2,488 |
| Deposits paid | 35,884 | 52,486 | 58,868 | 55,975 | 53,441 | 55,715 | 67,607 | 86,697 | 117,796 | 123,773 | 134,196 |
| Deferred tax assets | 3,760 | 4,888 | 2,471 | 4,984 | 2,067 | 2,369 | 2,316 | 2,731 | 2,163 | 1,813 | 1,966 |
| Other | 266 | 202 | 524 | 277 | 198 | 221 | 182 | 197 | 95 | 98 | 145 |
| Allowance for doubtful accounts | (9) | (12) | (9) | (15) | (17) | (10) | - | - | - | - | - |
| Total current assets | 141,948 | 172,734 | 121,677 | 147,290 | 118,390 | 138,560 | 141,777 | 177,735 | 200,504 | 203,670 | 236,986 |
| Fixed assets | | | | | | | | | | | |
| Property, plant and equipment | | | | | | | | | | | |
| Buildings and structures | 22,403 | 21,962 | 20,812 | 19,901 | 18,546 | 14,740 | 12,027 | 12,581 | 12,248 | 12,135 | 11,615 |
| Machinery, equipment and vehicles | 26,475 | 24,557 | 23,636 | 36,875 | 34,066 | 29,457 | 28,171 | 24,228 | 21,155 | 18,626 | 17,694 |
| Tools, furniture and fixtures | 9,041 | 6,793 | 18,203 | 38,140 | 47,297 | 32,386 | 29,961 | 17,558 | 9,873 | 5,915 | 6,298 |
| Land | 18,394 | 18,394 | 18,394 | 18,394 | 18,394 | 18,377 | 17,938 | 17,844 | 15,684 | 15,684 | 15,684 |
| Construction in progress | 4,037 | 5,058 | 15,658 | 2,010 | 1,227 | 6,671 | 872 | 768 | 1,071 | 936 | 1,751 |
| Total property, plant and equipment | 80,352 | 76,766 | 96,705 | 115,322 | 119,532 | 101,633 | 88,972 | 72,982 | 60,033 | 53,297 | 53,044 |
| Intangible fixed assets | 1,780 | 2,002 | 1,896 | 1,920 | 1,727 | 1,460 | 1,379 | 1,117 | 909 | 982 | 1,060 |
| Investments and other assets | | | | | | | | | | | |
| Investment securities | 964 | 965 | 846 | 847 | 842 | 672 | 339 | 327 | 324 | 324 | 324 |
| Long-term prepaid expenses | 44 | 80 | 65 | 50 | 209 | 26 | 15 | 5 | 3 | 2 | 1 |
| Deferred tax assets | 2,891 | 2,797 | 904 | 3,194 | 5,556 | 6,981 | 6,776 | 7,727 | 2,257 | 3,795 | 2,631 |
| Other | 616 | 493 | 880 | 917 | 644 | 922 | 522 | 473 | 453 | 434 | 427 |
| Allowance for doubtful accounts | (77) | (77) | (77) | (77) | - | - | - | - | - | - | - |
| Total investments and other assets | 4,439 | 4,259 | 2,618 | 4,932 | 7,252 | 8,601 | 7,654 | 8,533 | 3,038 | 4,556 | 3,385 |
| Total fixed assets | 86,573 | 83,028 | 101,220 | 122,174 | 128,513 | 111,696 | 98,005 | 82,633 | 63,980 | 58,836 | 57,489 |
| Total assets | 228,522 | 255,763 | 222,897 | 269,464 | 246,903 | 250,256 | 239,782 | 260,368 | 264,484 | 262,507 | 294,476 |
| Liabilities | | | | | | | | | | | |
| Current liabilities | | | | | | | | | | | |
| Trade notes and accounts payable | 77,911 | 84,894 | 38,656 | 57,728 | 41,778 | 58,163 | 50,796 | 65,036 | 53,500 | 48,070 | 68,625 |
| Electronically recorded obligations-operating | - | - | - | - | - | - | - | - | 7,774 | 8,272 | 10,702 |
| Lease obligations | - | - | 5,212 | 17,385 | 21,533 | 6,138 | 7,185 | 4,517 | 2,602 | 2,143 | 3,156 |
| Accounts payable ^o other | 3,864 | 1,950 | 9,901 | 878 | 992 | 694 | 809 | 1,438 | 656 | 642 | 910 |
| Accrued expenses | 10,569 | 13,718 | 11,188 | 15,967 | 9,646 | 9,407 | 9,743 | 10,850 | 9,402 | 8,150 | 8,849 |
| Income taxes payable | 8,670 | 10,110 | 2,736 | 8,258 | 128 | 3,344 | 664 | 2,627 | 3,196 | 1,950 | 2,633 |
| Deposits received | - | - | 264 | 277 | 228 | 270 | 309 | 263 | 218 | 229 | 217 |
| Deposits received from employees | - | - | 5,881 | 5,394 | 4,528 | 4,535 | 4,333 | 4,057 | 3,844 | 3,607 | 3,256 |
| Deposits received ^o other | 7,077 | 6,457 | - | - | - | - | - | - | - | - | - |
| Accrued warranty costs | 1,013 | 1,010 | 748 | 573 | 418 | 259 | 166 | 149 | 171 | 128 | 138 |
| Accrual for loss on disaster | - | - | - | - | 159 | - | - | - | - | - | - |
| Other | 1,966 | 2,190 | 762 | 352 | 1,395 | 1,843 | 1,223 | 1,310 | 3,371 | 1,669 | 2,022 |
| Total current liabilities | 111,072 | 120,333 | 75,353 | 106,816 | 80,811 | 84,655 | 75,232 | 90,252 | 84,737 | 74,864 | 100,512 |
| Long-term liabilities | | | | | | | | | | | |
| Lease obligations | - | - | 3,473 | 10,797 | 5,592 | 739 | 2,539 | 1,688 | 960 | 1,176 | 1,669 |
| Accrued warranty costs | 1,593 | 1,601 | 1,087 | 800 | 635 | 333 | 450 | 305 | 264 | 173 | 174 |
| Accrued retirement benefits | 4,559 | 4,828 | 5,505 | 6,502 | 6,832 | 6,421 | 6,436 | - | - | - | - |
| Accrued directors' retirement benefits | 215 | 264 | 103 | 97 | - | - | - | - | - | - | - |
| Net defined benefit liabilities | - | - | - | - | - | - | - | 11,568 | 8,466 | 13,750 | 10,379 |
| Asset retirement obligations | - | - | - | - | 1,939 | 1,981 | 2,043 | 2,136 | 1,260 | 1,273 | 1,276 |
| Other | 24 | 139 | 259 | 329 | 1,189 | 3,338 | 3,947 | 3,373 | 1,493 | 1,319 | 1,086 |
| Total long-term liabilities | 6,392 | 6,833 | 10,429 | 18,528 | 16,189 | 12,815 | 15,417 | 19,071 | 12,445 | 17,693 | 14,586 |
| Total liabilities | 117,465 | 127,167 | 85,782 | 125,344 | 97,000 | 97,470 | 90,650 | 109,323 | 97,182 | 92,557 | 115,099 |
| Net assets | | | | | | | | | | | |
| Shareholders' equity | | | | | | | | | | | |
| Common stock | 7,904 | 7,904 | 7,904 | 7,904 | 7,904 | 7,904 | 7,904 | 7,904 | 7,904 | 7,904 | 7,904 |
| Capital surplus | 8,317 | 8,503 | 8,510 | 8,517 | 8,517 | 8,517 | 8,517 | 8,517 | 8,517 | 8,517 | 8,517 |
| Retained earnings | 95,368 | 112,403 | 121,193 | 128,177 | 133,962 | 138,958 | 141,064 | 146,434 | 160,748 | 167,356 | 173,804 |
| Treasury stock | (1,011) | (504) | (493) | (479) | (482) | (2,594) | (8,354) | (8,361) | (8,361) | (8,362) | (8,362) |
| Total shareholders' equity | 110,579 | 128,306 | 137,116 | 144,120 | 149,903 | 152,785 | 149,132 | 154,495 | 168,809 | 175,416 | 181,864 |
| Accumulated other comprehensive income | | | | | | | | | | | |
| Unrealized holding gain and loss on | 0 | 0 | (1) | (0) | - | - | - | - | - | - | - |
| Remeasurements of defined benefit plans | - | - | - | - | - | - | - | (3,450) | (1,507) | (5,467) | (2,487) |
| Total accumulated other comprehensive | 0 | 0 | (1) | (0) | - | - | - | (3,450) | (1,507) | (5,467) | (2,487) |
| Minority interests | 476 | 288 | - | - | - | - | - | - | - | - | - |
| Total net assets | 111,056 | 128,595 | 137,114 | 144,120 | 149,903 | 152,785 | 149,132 | 151,044 | 167,302 | 169,949 | 179,376 |
| Total liabilities and net assets | 228,522 | 255,763 | 222,897 | 269,464 | 246,903 | 250,256 | 239,782 | 260,368 | 264,484 | 262,507 | 294,476 |

Consolidated Statement of Income (Japanese GAAP)

(Unit: million yen)

| | FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 |
| Net sales | 567,786 | 612,758 | 465,480 | 424,477 | 505,997 | 454,755 | 464,871 | 474,239 | 475,367 | 509,421 | 565,822 |
| Cost of sales | 535,711 | 566,531 | 434,906 | 389,409 | 480,390 | 436,380 | 446,900 | 456,277 | 458,136 | 491,494 | 546,332 |
| Gross profit | 32,074 | 46,227 | 30,573 | 35,067 | 25,607 | 18,375 | 17,971 | 17,962 | 17,231 | 17,927 | 19,490 |
| Selling, general and administrative expenses | 10,607 | 9,183 | 9,719 | 8,809 | 7,404 | 7,001 | 8,070 | 7,800 | 6,897 | 6,440 | 7,294 |
| Operating income | 21,467 | 37,043 | 20,854 | 26,258 | 18,202 | 11,374 | 9,900 | 10,162 | 10,333 | 11,487 | 12,195 |
| Non-operating income | | | | | | | | | | | |
| Interest income | 76 | 290 | 500 | 398 | 124 | 190 | 226 | 269 | 334 | 397 | 318 |
| Dividends income | 5 | 32 | 2 | 2 | 2 | 2 | 1 | 2 | 57 | 3 | 2 |
| Rent income on fixed assets | 341 | 326 | 226 | 209 | 220 | 194 | 212 | 208 | 199 | 201 | 200 |
| Amortization of negative goodwill | 72 | - | - | - | - | - | - | - | - | - | - |
| Reversal of removal cost, etc. | - | - | - | - | - | - | - | 316 | 1,125 | - | - |
| Other | 81 | 129 | 94 | 87 | 119 | 156 | 138 | 127 | 77 | 89 | 182 |
| Total non-operating income | 577 | 779 | 823 | 698 | 467 | 542 | 578 | 923 | 1,794 | 692 | 705 |
| Non-operating expenses | | | | | | | | | | | |
| Interest expense | 33 | 33 | 106 | 93 | 86 | 76 | 65 | 55 | 49 | 45 | 44 |
| Rent expenses on fixed assets | 165 | 167 | 110 | 94 | 102 | 126 | 147 | 150 | 131 | 120 | 102 |
| Amortization of net retirement benefit obligation at transition | 748 | 748 | 748 | 748 | 748 | 748 | 748 | 748 | 748 | - | - |
| Subsidiary start-up costs | - | 297 | 770 | 2,257 | - | - | - | - | - | - | - |
| Other | 144 | 152 | 87 | 55 | 45 | 73 | 83 | 111 | 115 | 51 | 43 |
| Total non-operating expenses | 1,092 | 1,398 | 1,822 | 3,250 | 983 | 1,024 | 1,044 | 1,065 | 1,043 | 217 | 191 |
| Ordinary income | 20,952 | 36,424 | 19,855 | 23,707 | 17,686 | 10,891 | 9,434 | 10,020 | 11,084 | 11,962 | 12,709 |
| Special gains | | | | | | | | | | | |
| Gain on sales of fixed assets | 14 | 0 | 0 | 23 | 17 | 145 | 1,132 | 1,361 | 15,294 | 15 | 4 |
| Subsidy income | - | - | - | - | 500 | 111 | - | - | - | - | - |
| Gain on adjustment for changes of accounting standard for lease transactions | - | - | 4,736 | - | - | - | - | - | - | - | - |
| Gain on liquidation of subsidiaries and affiliates | - | - | 51 | - | - | - | - | - | - | - | - |
| Gain on sales of investment securities | 411 | - | - | - | - | 4,259 | - | 278 | - | - | - |
| Insurance income | - | - | - | - | - | - | 589 | - | - | - | - |
| Other | 1 | - | 82 | - | 22 | 49 | - | - | 16 | - | - |
| Total special gains | 427 | 0 | 4,871 | 23 | 540 | 4,565 | 1,721 | 1,639 | 15,311 | 15 | 4 |
| Special losses | | | | | | | | | | | |
| Loss on sales of non-current assets | - | - | - | - | - | - | - | 8 | 828 | 0 | - |
| Loss on retirement of fixed assets | 397 | 243 | 285 | 91 | 200 | 45 | 137 | 304 | 244 | 438 | 276 |
| Loss on compensation for parts molds | 194 | 164 | 196 | 201 | 186 | 495 | 607 | 319 | 446 | - | - |
| Restructuring loss factory | - | - | - | - | - | - | - | 126 | 220 | - | - |
| Special extra retirement payments | - | 4,747 | 392 | 4,873 | 1,331 | 163 | 789 | 179 | - | - | 1,028 |
| Impairment loss | - | - | - | 3,265 | 1,687 | 4,241 | 3,762 | 506 | - | - | - |
| Loss on adjustment for changes of accounting standards for asset retirement obligations | - | - | - | - | 1,799 | - | - | - | - | - | - |
| Loss on disaster | - | - | - | - | 2,152 | 1,306 | - | - | - | - | - |
| Contribution on withdrawal from employees' pension fund | - | - | 2,112 | - | - | - | - | - | - | - | - |
| Other | 13 | 0 | 20 | 2 | 184 | 0 | 1 | 7 | - | - | - |
| Total special losses | 605 | 5,155 | 3,008 | 8,434 | 7,543 | 6,252 | 5,297 | 1,452 | 1,739 | 439 | 1,305 |
| Income before income taxes and minority interests | 20,774 | 31,269 | 21,719 | 15,296 | 10,683 | 9,204 | 5,858 | 10,207 | 24,656 | 11,537 | 11,408 |
| Income taxes ^o current | 9,042 | 13,908 | 7,132 | 11,708 | 2,936 | 4,528 | 2,113 | 2,965 | 4,080 | 3,110 | 3,493 |
| Income taxes ^o deferred | (461) | (1,034) | 4,310 | (4,803) | 554 | (1,726) | 256 | 541 | 4,936 | 487 | (307) |
| Total income taxes | 8,580 | 12,874 | 11,443 | 6,904 | 3,490 | 2,801 | 2,370 | 3,506 | 9,016 | 3,598 | 3,185 |
| Net income | - | - | - | - | 7,192 | 6,402 | 3,487 | 6,701 | 15,639 | 7,939 | 8,223 |
| Profit attributable to non-controlling interests | 18 | 118 | - | - | - | - | - | - | - | - | - |
| Profit attributable to owners of parent | 12,175 | 18,277 | 10,275 | 8,391 | 7,192 | 6,402 | 3,487 | 6,701 | 15,639 | 7,939 | 8,223 |

Consolidated Statement of Cash Flows (Japanese GAAP)

(Unit: million yen)

| | FY2006 | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|--|---------|---------|----------|----------|----------|----------|----------|---------|---------|---------|---------|
| | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 | 2016/3 | 2017/3 |
| Cash flows from operating activities | 31,334 | 26,842 | 23,456 | 29,970 | 27,967 | 29,542 | 31,341 | 30,192 | 25,146 | 15,005 | 20,166 |
| Cash flows from investing activities | (6,956) | (9,075) | (11,134) | (22,128) | (7,918) | (3,118) | (2,931) | (2,207) | 11,948 | (4,834) | (5,180) |
| Cash flows from financing activities | (1,370) | (549) | (6,201) | (9,563) | (23,477) | (24,410) | (17,086) | (8,873) | (6,090) | (4,363) | (4,621) |
| Increase (decrease) in cash and cash equivalents | 23,007 | 17,217 | 6,120 | (1,720) | (3,428) | 2,013 | 11,323 | 19,111 | 31,004 | 5,807 | 10,364 |
| Cash and cash equivalents at beginning of the period | 13,710 | 36,718 | 53,935 | 60,055 | 58,335 | 54,906 | 56,920 | 68,243 | 87,355 | 118,359 | 124,167 |
| Cash and cash equivalents at end of the period | 36,718 | 53,935 | 60,055 | 58,335 | 54,906 | 56,920 | 68,243 | 87,355 | 118,359 | 124,167 | 134,532 |