Financial Report for the Six Months ended September 30, 2015

**Supplementary Materials** 





Company name: MITSUI-SOKO HOLDINGS Co., Ltd.

Representative: Kei Fujioka, President

Head office: 20-1, Nishi-shimbashi 3-chome, Minato-ku, Tokyo, Japan

Established: October 11, 1909

Capital: ¥11.1 billion
Number of shares issued: 124,415,013

Number of subsidiaries (consolidated): 28 domestic and 42 overseas (As of September 30, 2015)

Number of employees (consolidated): 6,272 (As of September 30, 2015)

Businesses (consolidated): Warehouse, Port terminal, Global flow, Global express, Logistics systems, BPO,

Supply Chain Solution, Real estate

Offices (consolidated): (Domestic)

Kong,

Tokyo, Yokohama, Nagoya, Yokkaichi, Osaka, Kobe, Kitakyushu, Fukuoka

(Overseas)

U.S.A., Brazil, U.K., Belgium, Czech Republic, Turkey, U.A.E., Singapore,

Malaysia, Thailand, Indonesia, Vietnam, India, South Africa, Hong

China, Taiwan, South Korea

Assets (consolidated): Y 276,325 million (As of September 30, 2015)



### (2) Outline of Mitsui-Soko Group

Domestic consolidated subsidiaries: 28, Overseas consolidated subsidiaries: 42, Equity-method affiliates: 6, Unconsolidated subsidiaries: 2, Non-equity-method affiliates: 3

Warehouse business/	Core business company: Mitsui-Soko Co., Ltd.					
Port terminal business						
	Mitsui-Soko Kyushu Co., Ltd., IM Express Co., Ltd., Sanso K.K.,					
	Toko Maruraku Transportation Co., Ltd., Sanso Kouun Co., Ltd.,					
	Sanko Trucking Co., Ltd., Sanei K.K., Mitsunori Corporation,					
Consolidated subsidiaries	Mitsui Warehouse Terminal Service Co., Ltd., Sanyu Service Co., Ltd.,					
	Kobe Sunso Koun Co., Ltd., Sun Transport Co., Ltd.,					
	MK Services Co., Ltd., Seiyu Koun Co., Ltd.,					
	Hakata Sanso-Butsuryu Co., Ltd.					

ſ	Global express business	Core business company: Mitsui-Soko Express Co., Ltd.
	Consolidated subsidiaries	MSE China (Guangzhou) Co., Ltd., MSE Express America, Inc., MSE Express Do Brasil Participacoes Ltda., MSE Express (Thailand) Co., Ltd. N.V. MSE Europe S.A., MS Express South Africa (Pty) Ltd. MSE Europe Freight Forwarding and Logistic Limited
Ī	Faulty-method attiliates	MSE China (Beijing) Co.,Ltd., PT. Puninar MSE Indonesia, MSE Forwarders India Pvt. Ltd.

Global flow business	Core business company: Mitsui-Soko International Pte. Ltd.
	Mitsui-Soko International Japan Co., Ltd.,
İ	Mitsui-Soko North East Asia Co., Ltd.,
	Mitsui-Soko (China) Investment Co., Ltd.,
İ	Mitex Logistics (Shanghai) Co.,Ltd.,
	MSC Trading(Shanghai) Co.,Ltd.,
	Shanghai MITS Commerce & Trade Co., Ltd.,
	Mitex Shenzhen Logistics Co.,Ltd.,
	Nantong Sinavico International Logistics Co., Ltd.,
	Mitex International(Hong Kong)Ltd., Mitex Multimodal Express Ltd.,
	Noble Business International Ltd., Mitsui-Soko(Taiwan)Co.,Ltd.,
	Mitsui-Soko(Korea)Co.,Ltd., Mitsui-Soko(Singapore)Pte.Ltd.,
Consolidated subsidiaries	Mitsui-Soko Southeast Asia Pte.Ltd.,
	Mitsui-Soko(Thailand)Co.,Ltd., Mitsui-Soko(Chiangmai) Co.,Ltd.,
	Mits Logistics(Thailand)Co.,Ltd.,
	Mits Transport (Thailand)Co.,Ltd., Mitsui-Soko(Malaysia)Sdn.Bhd.,
	Mitsui-Soko Agencies(Malaysia)Sdn.Bhd.,
	Integrated Mits Sdn.Bhd., PT Mitsui-Soko Indonesia,
	Mitsui-Soko(Philippines), Inc., Mitsui-Soko(U.S.A.) Inc.,
	Mitsui-Soko(Europe)s.r.o., PST CLC,a.s.,
	Prime Cargo A/S, Prime Cargo (H.K.) Limited
	Prime Cargo Shanghai Ltd., PC KH ApS
	Steamline A/S, Prime Cargo Poland
	North Star Logistics Company Limited
Equity-method affiliates	Shanghai Jinjiang Mitsui-Soko International Logistics Co., Ltd.,
	JV Sunrise Logistics Co., Ltd.,
	AW Rostamani Logistics LLC.

Logistics systems business	Core business company: Mitsui-Soko Logistics Co., Ltd.
Consolidated subsidiaries	Hokkaimitsui-Soko Logistics Co., Ltd., MS Logitech Service Co., Ltd., Co-next Inc.

BPO business	Core business company: Mitsui-Soko Business Trust Co., Ltd.
Consolidated subsidiaries	Mitsui-Soko Business Partners Co., Ltd.

Supply chain solution business Core	e business company: Mitsui-Soko Supply Chain solutions Co., Ltd.
I Consolidated subsidiaries	stics Operation Service Co., Ltd., MS Supply Chain Solutions (Thailand) Ltd., Supply Chain Solutions (Malavsia) Sdn.Bhd.

Corporate/ Real estate business	Holding company: Mitsui-Soko Holdings Co., Ltd.
Consolidated subsidiaries	Mitsui-Soko Bizport Co., Ltd.

	Non-equity-method affiliates					
Sanko Foods Co., Ltd. etc.	American Terminal Service Co., Ltd. etc.					



### (3) Quarterly Performance by segments

#### Net Revenue and Operating Income of FY2015 and FY2016

(Millions of yen)

			FY2015				FY2016	(1	ons or yen)
		1st Half Actual	2nd Half Forecast	Total	1Q	2Q	1st Half Actual	2nd Half Forecast	Total
	Warehouse	24,245	25,268	49,514	12,689	12,418	25,107	25,000	50,000
	Port terminal	7,358	7,456	14,815	3,570	3,603	7,174	7,500	14,500
	Global flow	15,924	16,666	32,591	7,849	12,054	19,903	35,000	55,000
z	Global express	11,120	18,309	29,430	5,379	5,782	11,162	11,000	22,000
Net Revenue	Logistics systems	16,624	16,985	33,610	8,247	8,591	16,838	16,500	33,500
€ve	ВРО	3,547	3,331	6,879	1,815	1,863	3,679	4,000	7,500
-nue	SCS	_	_	_	6,193	6,298	12,491	12,000	24,500
<sub>_</sub>	Transport network	_	_	_	_	_	_	6,000	6,000
	Real estate	5,398	5,079	10,477	2,355	2,379	4,735	5,000	9,500
	Elimination and /or corporate	(3,071)	(3,761)	(6,832)	(1,657)	(1,692)	(3,349)	(9,000)	(12,500)
	Total	81,148	89,337	170,486	46,443	51,299	97,743	113,000	210,000
	Warehouse	468	481	950	353	354	707	650	1,350
	Port terminal	183	274	457	13	47	60	450	550
	Global flow	283	373	657	27	122	150	1,300	1,450
Qp	Global express	1,097	2,242	3,339	387	452	839	1,000	1,800
rati	Logistics systems	117	247	364	384	207	592	900	1,500
ng I	ВРО	(109)	(315)	(425)	(121)	(141)	(262)	400	200
Operating Income	SCS	_	_	_	(23)	82	58	400	450
m̃e	Transport network	_	_	_	_	_	_	250	250
	Real estate	3,081	2,790	5,872	1,193	1,191	2,385	2,300	4,700
	Joint company expenses	(2,572)	(2,531)	(5,103)	(1,535)	(1,616)	(3,152)	(3,750)	(6,950)
	Total	2,549	3,562	6,112	681	699	1,380	3,900	5,300

<sup>\*</sup>Transport network is a new segment which is going to be consolidated from December, 2015.



## (4) Business Volume in the Logistics Sector

			1st	Half ended S	Sept. 30, 20	14	1st Half ended Sept. 30, 2015				
Consolidated basis			Mitsui-Soko& Mitsui-Soko Kyushyu	Domestic subsidiaries	Overseas subsidiaries	Consolidated	Mitsui-Soko& Mitsui-Soko Kyushyu	Domestic subsidiaries	Overseas subsidiaries	Consolidated Total	
	Average storage I	balance (in thousands of tons)	505	29	338	872	525	33	384	941	
Storage in warehouse	Rate of goods tur	29.9%	30.6%	60.2%	41.7%	27.1%	29.2%	47.0%	35.4%		
	Storage area (in t	685	31	444	1,161	711	32	579	1,322		
Handling in	Incoming (in thou	915	54	1,219	2,189	859	57	1,058	1,975		
warehouse	Outgoing (in thou	886	53	1,211	2,150	842	57	1,152	2,050		
Work at con	tainer terminal	Volume handled (in thousands of tons)	14,122	2,022	_	16,144	13,575	1,987	_	15,563	
Domestic transport		Volume transported (in thousands of tons)	5,920	217	_	6,137	5,563	276	_	5,839	
Internationa	l transport	Volume transported (in thousands of tons)		24	141	843	698	24	115	836	
Distribution 8	k processing	Sales proceeds (in millions of yen )	200	_	132	332	178	_	192	370	

			1st Half		1st Half				
Increase / Decrease Consolidated basis			ended Sept., 2014	Mitsui-Soko& Mitsui-Soko Kyushyu	Domestic subsidiaries	Overseas subsidiaries	Total increase/ decrease	Ratio of increase/decrease	ended Sept., 2015
	Average storage	balance (in thousands of tons)	872	+20	+3	+46	+69	+7.9%	941
Storage in warehouse	Rate of goods tu	41.7%	(2.8)%	(1.5)%	(13.2)%	(6.3)%	_	35.4%	
	Storage area (in	thousands of square meters)	1,161	+25	+1	+134	+161	+13.8%	1,322
Handling in	Incoming (in tho	usands of tons)	2,189	(56)	+3	(161)	(214)	(9.8)%	1,975
warehouse	Outgoing (in thou	Outgoing (in thousands of tons)			+4	(59)	(100)	(4.6)%	2,050
Work at con	tainer terminal	Volume handled (in thousands of tons)	16,144	(546)	(34)	_	(581)	(3.6)%	15,563
Domestic tra	ansport	Volume transported (in thousands of tons)	6,137	(357)	+59	_	(298)	(4.8)%	5,839
Internationa	l transport	Volume transported (in thousands of tons)	843	+20	(1)	(26)	(7)	(0.8)%	836
Distribution 8	& processing	Sales proceeds (in millions of yen)	332	(22)	_	+60	+38	+11.5%	370

<sup>\*</sup>International transport includes NVO and air transport



## (5) Business Volume in the Logistics Sector by Segments

	Warehouse					Port terminal operations		Global flow/ Global express/ BPO						
					(1,000 tons)			Global flow				(1,000 tons)		
		Incoming	Outgoing	Av. Balance	Turnover				Incoming	Outgoing	Av. Balance	Turnover		
	1st Half FY2016	884	865	495	29.5%			1st Half FY2016	1,058	1,152	384	47.0%		
Storage & handling	1st Half FY2015	967	924	441	36.0%			1st Half FY2015	1,219	1,211	338	60.2%		
in warehouse		Incoming	Outgoing	Av. Balance	Turnover				Incoming	Outgoing	Av. Balance	Turnover		
	1st Half FY2016/	(84)	(58)	+54	(6.5)			1st Half FY2016/	(161)	(59)	+46	(13.2)%		
	1st Half FY2015	(8.6)%	(6.3)%	+12.3%	_			1st Half FY2015	(13.2)%	(4.9)%	+13.5%	_		
		(1,000tons)				(No. of contain	ers)		Global flow		. (	Global express	(tons)	
		Overland				Overlar	d		Japan IN/OUT	Overseas IN/OUT		Air cargo		
	1st Half FY2016	3,881				1st Half FY2016 26,	226	1st Half FY2016	618,093	209,305		23,528		
Transportaion	1st Half FY2015	3,971				1st Half FY2015 32,	849	1st Half FY2015	568,166	262,835		24,344		
· ·		Overland				Overlar	d		Japan IN/OUT	Overseas IN/OUT		Air cargo		
	1st Half FY2016/	(91)				1st Half FY2016/ (6,6	23)	1st Half FY2016/	+49,927	(53,530)		△816		
	1st Half FY2015	(2.3)%				1st Half FY2015 (20.3	2)%	1st Half FY2015	+8.8%	(20.4)%		(3.4)%		
			(1,000 tons)				EU)							
		Import	Export			Termin	_							
	1st Half FY2016	490	883			1st Half FY2016 496,	_		FV	2016: year end	deding March 3	31 2016		
Port terminal operations	1st Half FY2015	488	875			1st Half FY2015 515,	949			2015: year en				
operado		Import	Export			Temina								
	1st Half FY2016/	2	+7			1st Half FY2016/ (19,8								
	1st Half FY2015	+0.4%	+0.8%			1st Half FY2015 (3.5	3)%							
	Customs	(num	ber of cases)				EU)	BPO	(1,000 boxes)		(	1,000 orders)		
		Import	Export			Bookin Handlin			No.of boxes (end balance)	File management	Dispatch	Order entry		
	1st Half FY2016	32,294	41,720			1st Half FY2016 63,	987	1st Half FY2016	5,164	583,172	2,679	1,815		
Others	1st Half FY2015	38,534	38,458			1st Half FY2015 64,	227	1st Half FY2015	4,381	528,373	3,342	2,062		
		Import	Export			Bookin Handlin			No.of boxes (end balance)	File management	Dispatch	Order entry		
	1st Half FY2016/	(6,240)	+3,262			1200 110111 1 1 20 20/	40)	1st Half FY2016/	+783	+54,799	(663)	(247)		
	1st Half FY2015	(16.2)%	+8.5%			1st Half FY2015 (0.4	1)%	1st Half FY2015	+17.9%	+10.4%	(19.8)%	(12.0)%		



### (6) List of Cargo Volume in Warehouse

1.	Sto	rage	hal	lance

	Mar.31,2010	Mar.31,2011	Mar.31,2012	Mar.31,2013	Mar.31,2014	Mar.31,2015
Tons (1,000 tons)	438	439	484	483	476	511
Amount (Millions of yen)	228,350	262,441	304,725	282,292	320,031	346,649
	Sep.30,2010	Sep.30,2011	Sep.30,2012	Sep.30 2013	Sep.30 2014	Sep.30 2015
Tons (1,000 tons)	Sep.30,2010 457	Sep.30,2011 477	Sep.30,2012 504	Sep.30 2013 492	Sep.30 2014 505	Sep.30 2015 529

2. Change in monthly balance (April 1, 2015-September 30, 2015)

	30-Apr	31-May	30-Jun	31-Jul	31-Aug	30-Sep
Tons (1,000 tons)	504	517	526	533	540	529
Amount (Millions of yen)	336,874	342,348	361,142	368,028	369,081	373,872

#### 3. Receiving volume

		FY2012	FY2013	FY2014	FY2015	FY2016
	Apr-Sep	907	898	883	915	859
Tons (1,000 tons)	Oct-Mar	890	883	859	869	_
	Total	1,797	1,781	1,742	1,784	_
	Apr-Sep	362,276	378,674	530,752	619,969	616,863
Amount (Millions of yen)	Oct-Mar	393,745	413,928	576,764	610,729	_
	Total	756,021	792,602	1,107,516	1,230,698	_

#### 4.Turnover rate

		FY2012	FY2013	FY2014	FY2015	FY2016
	Apr-Sep	32.0%	29.7%	29.9%	29.9%	26.9%
Tons	Oct-Mar	30.8%	30.2%	29.8%	28.0%	_
	Total	31.4%	30.0%	29.9%	29.0%	_
	Apr-Sep	21.2%	19.6%	29.0%	28.6%	28.0%
Amount	Oct-Mar	21.4%	23.0%	29.1%	29.5%	_
	Total	21.3%	21.3%	29.1%	29.1%	_

#### 5. Monthly turnover rate (April 1, 2015-September 30, 2015)

	30-Apr	31-May	30-Jun	31-Jul	31-Aug	30-Sep
Tons	27.7%	25.3%	28.7%	28.6%	25.2%	25.9%
Amount	29.4%	26.7%	31.2%	29.0%	24.7%	27.2%

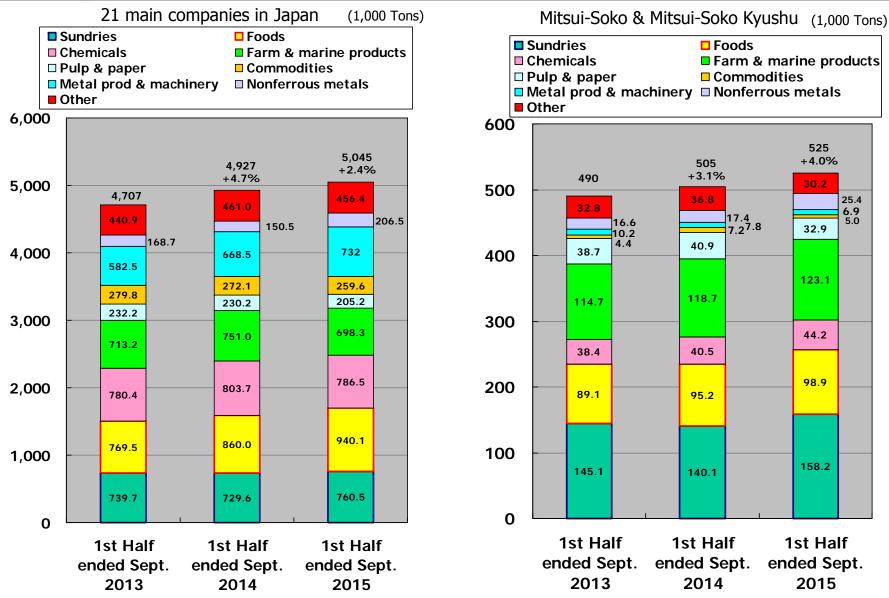
#### 6. Warehouse floor space (Storage area)

	Mar.31 2011	Mar.31 2012	Mar.31 2013	Mar.31 2014	Mar.31 2015	Sep.30 2015
Area (1,000 sq. meters)	637	646	674	683	685	711

(The amount composed of Mitsui-Soko Co., Ltd., Mitsui-Soko Kyushu Co., Ltd., Mitsui-Soko Business Trust Co., Ltd.)



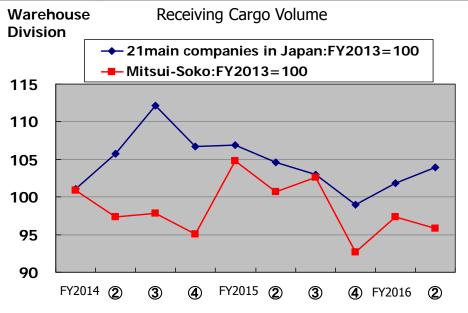
### (7) Handling Volume (Average Storage Balance, Tons)

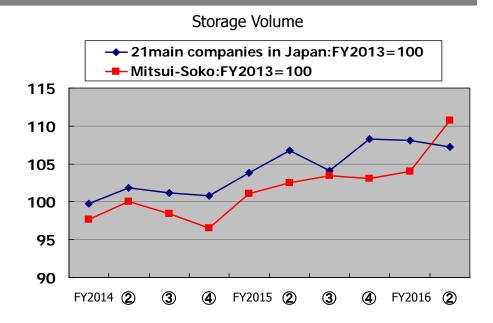


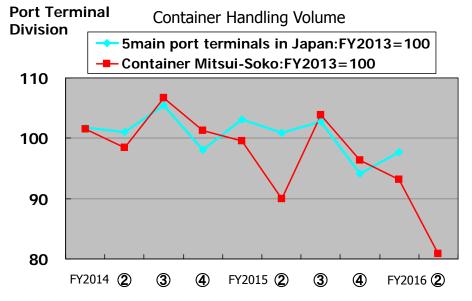
<sup>\*</sup>Statistics for 21 main companies in Japan are based on figures up to Aug. 2015.



### (8) Quarterly Business Volume







\*Statistics for 21 main companies in Japan are based on figures up to Aug., 2015.

\*Statistics for 5 main port terminals in Japan are based on figures up to June 2015.



# (9) Consolidated Balance Sheet

(Millions of ven)

					(Millions of yen)
		Mar. 31, 2015		Change	Main factors for change
Current assets	Cash & deposits	23,796	21,537		
	Notes & accounts receivable	25,282	32,325		
Current assets	Deferred income taxes	1,110	1,075		
carrent assets	Other current assets	8,055	10,060		
	Allowance for doubtful accounts	(98)	(88)		
	Buildings & structures, net	63,438	69,810	+6,372	
	Machienry & delivery equipment, net	3,716	4,604	+888	
	Land	50,666	50,803	+137	
	Construction in progress	7,642	6,293	(1,349)	
	Other PP&E, net	2,510	2,685	+174	
	Goodwill	21,100	38,242	+17,141	Newly consolidated MSCS
Non-current assets	Other Intangibles, net	6,260	7,594		
	Investment securities	16,976	15,451	(1,524)	
	Long-term loans	415	456	+40	
	Deferred income taxes	810	1,144	+334	
	Assets for retirement benefits	4,757	4,623	(133)	
	Other investments	8,996	9,944	+947	
	Allowance for doubtful accounts	(223)	(238)	(14)	
	Notes & accounts payable	13,698	16,392	+2,693	
	Short-term borrowings & current portion of long-term debt	27,572	37,577	+10,004	Increase of short-term borrowings
Current liabilities	Accrued income taxes	1,463	785	(678)	
	Accrued bonus	2,051	2,825	+774	
	Other current liabilities	13,855	14,963	+1,108	
	Bonds	57,000	47,000	(10,000)	
	Long-term borrowings	40,508	68,190	+27,682	
Non-current liabilities	Deferred income taxes	7,349	7,349	+0	
	Liability for retirement benefits	4,345	6,089	+1,744	
	Other noncurrent liabilities	4,387	5,703	+1,316	
Common stock		11,100	11,100	_	
Capital surplus		5,563	5,563	_	
Retained earnings		39,919	37,751	(2,167)	
Treasury stock, at cost		(101)	(101)		
Unrealized gains on available-for-sale securities		6,351	5,663	(688)	
Foreign currency translation adjustments		4,173	3,750	(423)	
Remeasurements of de	efined benefit plans	1,237	1,153	(83)	
Minority interests		4,735	4,565	(170)	
Total liabilities and net	assets	245,213	276,325		



## (10) Consolidated Income Statement

(Millions of yen)

					(Millions of yen)
		Six months ended Sept., 2014	Six months ended Sept., 2015	Change	Main factors for change
	Storage services	9,808	11,342	+1,533	
	Warehouse handling services	6,712	10,443	+3,730	
	Port terminal services	10,386	10,242	(144)	
Net revenue	Transportation services	30,596	39,841	+9,244	Contribution of Mitsui-Soko and Mitsui-Soko Supply Chain Solutions
	Real estate	5,098	4,413	(685)	
	Other	18,545	21,461	+2,915	
	Total	81,148	97,743	+16,594	
	Direct operation expenses	39,062	47,762	+8,699	Cost inrease along with revenue increase
	Lease and rental	7,009	7,518	+508	
Contraction to	Depreciation expenses	2,889	3,060	+170	
Cost of sales	Salaries & benefits	10,539	12,978	+2,439	
	Other	11,923	14,877	+2,954	
	Total	71,424	86,197	+14,772	
Gross profit		9,724	11,545	+1,821	
	Depreciation expenses	578	627	+49	
	Remuneration salaries & benefits	2,377	3,751	+1,373	
SG&A	Amortization of goodwill	906	1,368	+461	
	Other	3,310	4,416	+1,105	
	Total	7,174	10,164	+2,990	
Operating income		2,549	1,380	(1,168)	
	Interest and dividends	208	484	+275	
Nonoperating	Foreign exchange gain	283	-	(283)	
income	Equity in earnings of nonconslidataed subsidiareis and affiliates	45	49	+3	
	Other	269	225	(44)	
	Interest expenses	565	658	+93	
Nonoperating	Foreign exchange loss	_	1,798	+1,798	
expenses	Other	485	970	+484	
Ordinary income		2,306	(1,286)	(3,593)	
Extraordinary gains	Gain os sales of investment securities	0	822	+821	
Jan. 12	Purchase-related expenses	_	307	+307	
	Unrealized loss of securities	_	79	+79	
Extraordinary	Loss on disposal of assets	120	46	(73)	
losses	Other	12	15	+2	
	Total	133	448	+315	1
Income before inco	1.550.	2,174	(912)	(3,087)	
Income taxes - current		717	1,079	+361	
Income taxes - def		285	207	(78)	
Minority interests		200	(652)	(853)	
Net income		970	(1,546)	(2,517)	
TACE HICOHIC		970	(1,370)	(2,317)	I .



# (11) Consolidated Cash Flows

					(Millions of yer
		Six months ended Sept., 2014	Six months ended Sept., 2015	Change	Main factors for change
	Income before income taxes	2,174	(912)	(3,087)	
	Depreciation expenses	3,468	3,688	+219	
	Amortization of goodwill	906	1,368	+461	
	Change in allowance for doubtful accounts	(16)	(31)	(14)	
	Change in accrued bonus	153	89	(64)	
	Change in accrued pension and severance costs	94	91	(2)	
	Interest and dividend income	(208)	(484)	(275)	
	Interest expense	565	658	+93	
	Foreign exchange gain(loss)	(283)	1,798	+2,081	
Operating activities	Equity in earnings of associated companies	(45)	(49)	(3)	
	Gain(loss) on sales of PP&E	(23)	(14)	+8	
	Gain(loss) on sales of securities	(0)	(822)	(821)	
	Gain(loss) on disposal of PP&E	33		+9	
	Unrealized gain(loss) on investment securities	_	79	+79	
	Change in trade receivables	250	293	+42	
	Change in trade payables	(1,407)	(2,293)	(886)	
	Other, net	(1,853)	(1,384)	+469	
	Income taxes paid	(880)	(1,945)	(1,064)	
	Cash flows from operating activities	2,927	171	(2,755)	
	Payments for purchases of investment securities	(298)	(3)	+295	
	Proceeds from sales of investment securities	0	1,268	+1,267	
	Payments for purchases of non-current assets	(5,420)	(9,151)	(3,730)	
	Proceeds from sales of non-current assets	30	30	_	
	Payments for loans extended	(56)	(54)	+2	
	Proceeds from loans collected	31	138	+107	
Investing activities	Purchase of investments in subsidiaries resulting in change of scope of consolidation	_	(13,885)	(13,885)	Acquisition of shares of MSCS & Prime Cargo
	Proceeds from investments in subsidiaries resulting in change of scope of consolidation	400	-	(400)	
	Payments for transfer of business	_	(7,577)	(7,577)	Related to MSCSM
	Other, net	(52)	(329)	(277)	
	Cash flows from investing activities	(5,364)	(29,563)	(24,199)	
	Proceeds from short-term borrowings	41,802	101,999	+60,197	
	Payments for short-term borrowings	(41,470)	(94,991)	(53,521)	
	Proceeds from long-term borrowings	13,602	34,843	+21,241	
Financina activities	Payments for long-term borrowings	(7,634)	(7,296)	+337	
Financing activities	Corporate bonds redeemed	(6,000)	(7,000)	(1,000)	
	Dividends paid	(558)	(620)	(62)	
	Other, net	(212)	(224)	(11)	
	Cash flows from financing activities	(471)	26,708	+27,180	
Translation adjustments on cash and cash equivalents		(683)	(33)	+650	
Net increase(decreas	se) in cash and cash equivalents	(3,592)	(2,716)	+876	
Cash and cash equiv	alents at the beginning of the term	15,943	22,717	+6,774	
Cash and cash equiv	alents at the end of the term	12,350	20,001	+7,650	