

## TECHNOS GROUP ANNOUNCES GROWTH IN ADJUSTED EBITDA AND NET INCOME IN THE SECOND QUARTER AND NET CASH FOR THE FIRST TIME IN 10 YEARS

Rio de Janeiro, August 07, 2023 – Grupo Technos (B3: TECN3) announces its results for the second quarter of 2023 (2Q23). The following financial and operational information is presented on a consolidated basis, in compliance with Brazilian Corporate Law, unless otherwise indicated.

### HIGHLIGHTS FOR THE QUARTER

- Net revenue at R\$ 87.4 million, with down 6.9% versus 2Q22
- Gross profit at R\$ 49.3 million, 5.3% drop versus 2Q22 and 56.5% gross margin, 1.7 p.p. higher than 2Q22
- R\$ 33.3 million SG&A, 7.1% growth versus 2Q22
- Adjusted EBITDA at R\$ 23.5 million, with 1.8% growth versus 2Q22
- R\$ 15.1 million net income in the quarter, 2.6% growth versus 2Q22
- Net cash at R\$ 2.3 million for the first time in 10 years

#### DATE

08/07/2023

#### CLOSING PRICE

R\$ 3.52/share

#### MARKET CAP

R\$ 249.6 million

#### CONFERENCE CALL

08/08/2023 10:00 a.m. Brasília

[Link \(only in Portuguese\)](#)

#### IR CONTACTS

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R\$ million	2Q22	2Q23	%	1S22	1S23	%
Gross Revenue	107.9	100.4	-6.9%	178.6	175.7	-1.6%
Net Revenue	95.2	87.4	-8.2%	157.4	150.9	-4.2%
Gross Profit	52.1	49.3	-5.3%	84.0	83.3	-0.9%
<i>Gross Margin</i>	<i>54.7%</i>	<i>56.5%</i>	<i>1.7p.p.</i>	<i>53.4%</i>	<i>55.2%</i>	<i>1.8p.p.</i>
SG&A	-31.1	-33.3	7.1%	-58.6	-62.6	6.8%
Net Income	14.7	15.1	2.6%	9.7	18.1	87.5%
<i>Net Margin</i>	<i>15.5%</i>	<i>17.3%</i>	<i>1.8p.p.</i>	<i>6.1%</i>	<i>12.0%</i>	<i>5.9p.p.</i>
Adjusted EBITDA	23.0	23.5	1.8%	31.6	32.9	4.1%
<i>Adjusted EBITDA Margin</i>	<i>24.2%</i>	<i>26.9%</i>	<i>2.6p.p.</i>	<i>20.1%</i>	<i>21.8%</i>	<i>1.7p.p.</i>
Number of Watches (000s)	523	487	-6.9%	872	861	-1.3%
Average Price (R\$/product)	206	206	0.1%	205	204	-0.5%

**Adjusted EBITDA** - Represents CVM EBITDA (net income plus depreciation and amortization, financial expenses, financial income, current and deferred taxes), adjusted for the present value adjustment on sales and sales taxes, non-operational contingency provisions, nonrecurring results, extraordinary, and stock option plan.

In 2Q23, the Technos Group faced a more challenging sales scenario, the result of a macro environment with a slowdown in economic activity, high interest rates, and weakened consumption. Even in the face of sales-related difficulties, the Company relied on efficiency gains to once again demonstrate Adjusted EBITDA AND profit growth and continue its positive results of recent years.

Gross Revenue dropped by 6.9% in the second quarter compared to the previous year while Net Revenue declined by 8.2% in the same period. The volume decline of 6.9% was in line with the decline in turnover and the average price remained virtually stable. In this quarter, sales were negatively impacted by the economic slowdown that particularly sacrificed large magazines and regional retail chains. Even in a challenging quarter from a sales perspective, the company continued to benefit from a pulverized customer base and a complementary portfolio of brands and products.

Gross Profit for the second quarter totaled R\$49.3 million, down 5.3% compared to the same quarter last year. Gross Margin reached 56.5%, 1.7 p.p. higher than the same quarter of the previous year, demonstrating the discipline and focus on profitability, even in the face of greater sales volatility. The main factors behind the increase in gross margin are the careful management of product profitability - made possible by the good perception of product value, a good balance of promotional sales, successful collection launches, and more favorable exchange rates and international logistics costs. Also contributing positively to Gross Margin are lower technical assistance costs due to the outsourced model and good management of obsolete inventory provisioning.

Selling and Administrative Expenses for the quarter were 7.1% or R\$2.2 million above the same quarter of the previous year. Most of the increase in expenses is the result of expenses with labor lawsuits or reversals related to expenses that were already provisioned and whose provisions generated a positive impact on the Other Net account. Expenses were also impacted by higher national freight costs and other direct impacts of inflation.

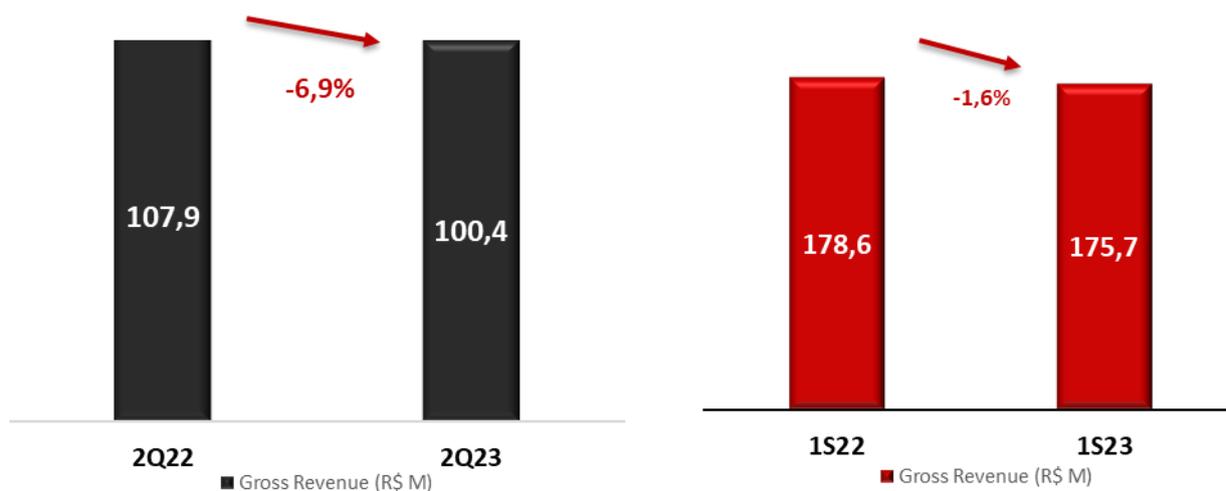
The Net Other account amounted to a positive R\$0.8 million, versus an expense of R\$4.6 million in the same quarter of the previous year, mainly due to reversals of expense provisions, successes or settlements in legal proceedings and also a lower provision for PLR for the year.

Second quarter Adjusted EBITDA of R\$23.5 million represents an improvement compared to 2022 Adjusted EBITDA of R\$23.0 million in the same period last year. The same evolution is reflected in the EBITDA Margin, which increased from 24.2% to 26.9%. The Adjusted EBITDA for the last twelve months of R\$83.7 million and the EBITDA margin of 24.3% represent the highest level since 2016. This is the tenth consecutive quarter in which the Company demonstrates the best adjusted EBITDA in recent years, illustrating the robustness and consistency of the structural transformation implemented by management.

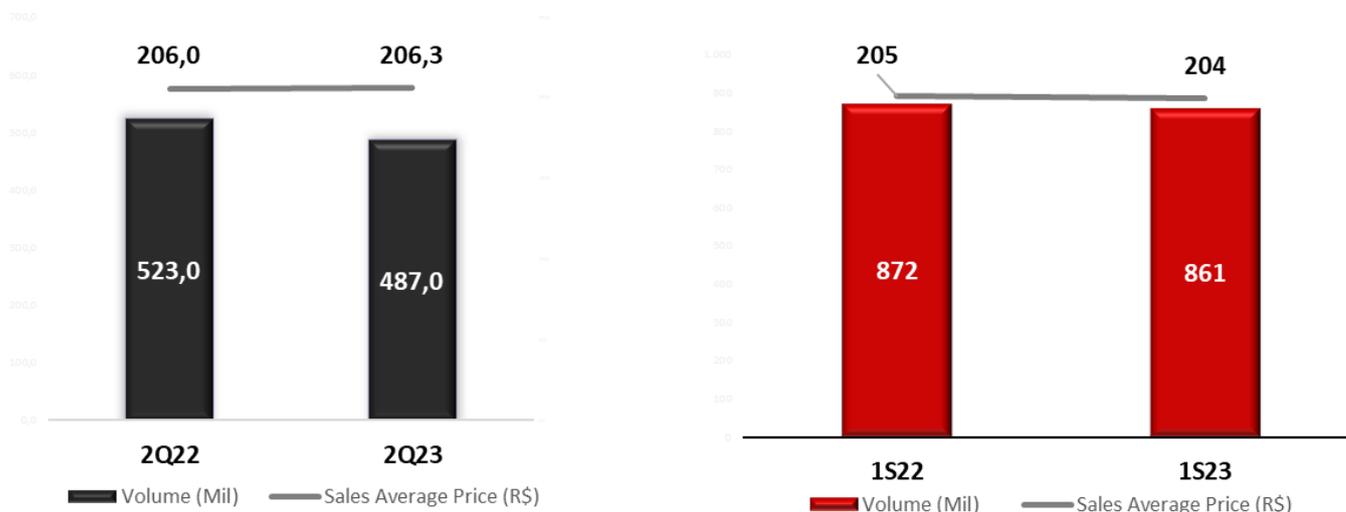
In this quarter, the Company recorded a cash balance of R\$ 111.8 million and net cash amounting to R\$ 2.3 million, which once again evidences the Company's financial robustness. It is noteworthy that the average term of the Company's gross debt at the end of the period was almost 2 years, according to the renegotiation and payment extension in 2020.

In 2Q23, a new buyback program for the shares issued by the Company was approved - with a buyback limit of up to 7.0 million shares and valid for 18 months - and the cancellation of 1.8 million shares, held in treasury, without reducing the capital stock. Since 2022 the Company canceled 7.6 million shares. After the cancellation of shares, the Company's capital stock is now divided into 70,906,215 common shares.

Gross Revenue for the quarter dropped 6.9% versus the same quarter of last year. Year-to-date, gross revenue was down 1.6%.



In 2Q23, average price reached R\$ 206.0, flat versus the same quarter of last year. The number of watches sold in the quarter totaled 487 thousand watches, 6.9% lower as compared to the same period in 2022.



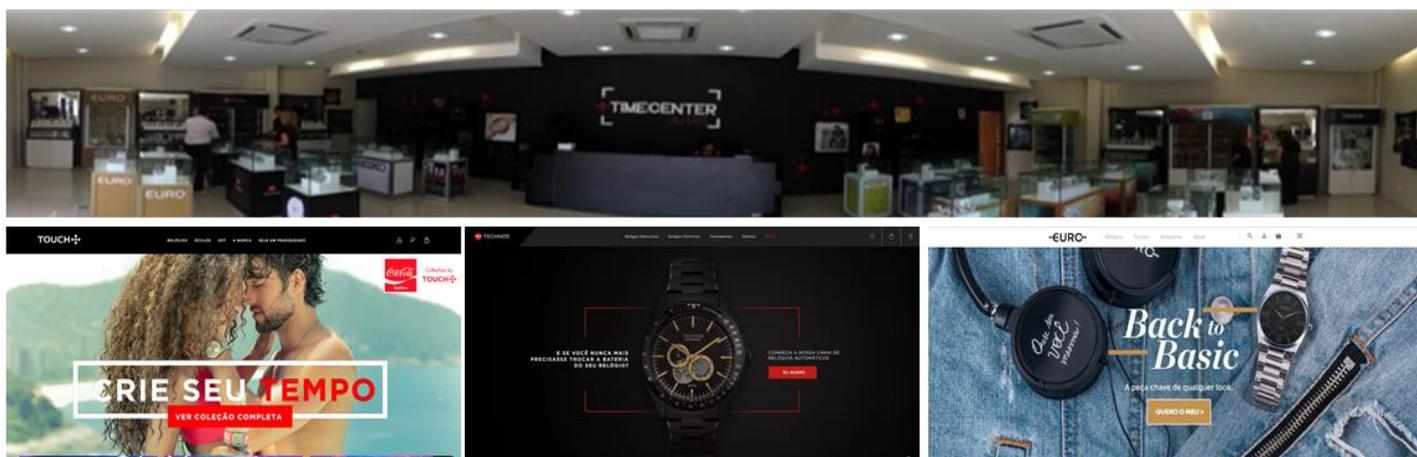
## RECEITA BRUTA



## RETAIL

In retail, the Company runs its own operations through websites and outlets. The company operates in e-commerce with five e-commerce websites, four of which are dedicated to the brands Technos, Fossil, Euro, Condor, and one, Timecenter, is dedicated to online sales of all brands. The main goal of this online activity is brand building and brand communication in the virtual environment, as a large number of customers performs online searches before completing their purchases in physical stores, as well as the engagement and allurement of consumers in relation to the category and our brands.

The Company has 16 own stores in the main capitals, including full price stores and Outlets. The mission of the full price sales points is to reinforce the presence of the brand, as well as test products and provide a differentiated purchase experience. Outlets are part of the Company's inventory management strategy, ensuring the sale of low turnover products with lower impact on traditional sales channels.



## NET REVENUE



In the quarter, Grupo Technos' Net Revenue reached R\$ 87.4 million, down 8.2% as compared to 2022.

Present value adjustment on gross revenue totaled R\$ 4.0 million in the second quarter of 2023. This is a non-cash adjustment, as the portion deducted from gross revenue at the time of sale returns to the Company and is credited to financial income at the time of receipt.

R\$ million	2Q22	2Q23	Var %	Var R\$	1S22	1S23	Var %	Var R\$
Gross Revenue	107.9	100.4	-6.9%	(7.5)	178.6	175.7	-1.6%	(2.9)
Present Value Adjustment on Sales	(3.6)	(4.0)	12.9%	(0.5)	(5.7)	(7.1)	24.5%	(1.4)
Sales Taxes	(9.4)	(9.4)	-0.8%	0.1	(15.9)	(18.3)	14.8%	(2.4)
Present Value Adjustment on Taxes	0.3	0.4	16.4%	0.0	0.5	0.6	25.5%	0.1
<b>Net Revenue</b>	<b>95.2</b>	<b>87.4</b>	<b>-8.2%</b>	<b>(7.8)</b>	<b>157.4</b>	<b>150.9</b>	<b>-4.2%</b>	<b>(6.6)</b>



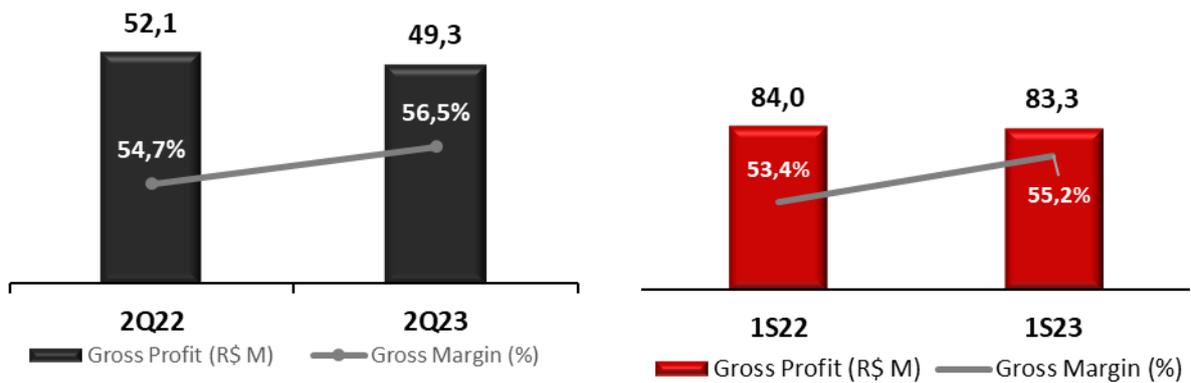
## GROSS PROFIT AND GROSS MARGIN



Gross Profit and Gross Margin amounted to R\$ 49.3 million and 56.5%, respectively, 6.2% lower and 1.7 p.p. higher than the same quarter of the previous year. This margin increase is primarily due to the implementation of the strategy to recover the Company's profitability and efficiency.

The main factors responsible for the increase in gross margin were the better product margin via improved sales mix, launches of more desired collections and more favorable exchange rate and international logistics, and on the other hand, the good management of inventory obsolescence and consequently lower provision.

It is important to highlight that as of the first quarter of 2021 and up to October 2023, the company enjoys an increased use of the ICMS tax benefit. This effect represented R\$ 3.8 million in 2Q23 and R\$ 4.6 million in the same period of 2022.



## SELLING AND ADMINISTRATIVE EXPENSES



The Company's selling and administrative expenses amounted to R\$ 33.3 million, with 7.1% or R\$ 2.2 million increase versus the same quarter of last year, due to variable expenses, as well as investments aimed to accelerate sales.

Selling expenses increased by 10.7% or R\$1.9 million compared to the same quarter of 2022. This increase is largely due to the recognition of labor indemnities or other expenses already accrued, which together total R\$1.2 million, and which are reversed under Other Net. In addition, there was an increase in expenses due to higher national freight costs and inflation pass-through mainly in payroll.

General and administrative expenses showed a slight increase of R\$0.3 million or 3.2% compared to the same quarter of 2022, even with the effect of accumulated inflation in the period. In this item we also have the impact of labor indemnities already provisioned in the amount of R\$0.4 million.

## OTHER OPERATING RESULTS, NET



The net result of other accounts showed revenue of R\$0.8 million compared to an expense of R\$4.6 million in the same period of the same quarter of last year.

This year, this account was mainly impacted by success or settlement in lawsuits, in the amount of R\$1.8 million, net reversal of labor provisions or other expenses in the amount of R\$0.7 million, in addition to the expense of options and PLR plans in the amount of R\$1.4 million.



## EBITDA AND ADJUSTED EBITDA



In the quarter, Adjusted EBITDA increased from R\$ 23.1 million in 2022 to R\$ 23.5 million in 2023. EBITDA margin reached 26.9% this quarter, compared to 24.2% last year. This positive result is due to better efficiency and profitability versus previous years.

Adjustments made to Adjusted EBITDA in 2Q23 refer to taxes on the provision for obsolete inventory, in the amount of R\$ 0.7 million and the impact of present value adjustment on Operational Result, in the amount of R\$ 3.7 million.

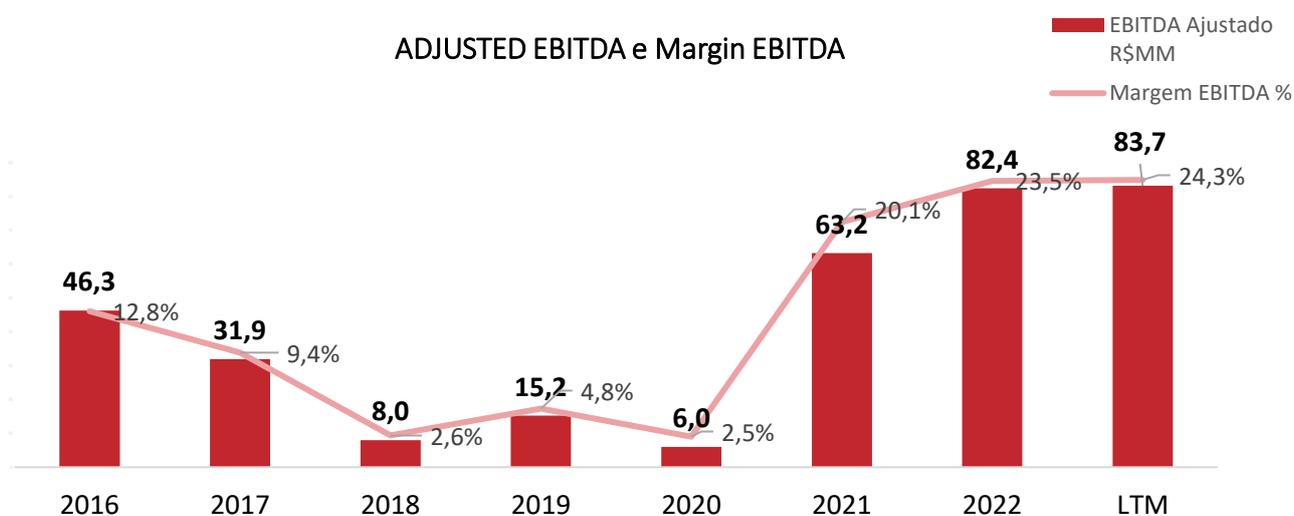
R\$ million	2Q22	2Q23	1S22	1S23
(=) Net income	14.7	15.1	9.7	18.1
(+) Amortization and Depreciation	(2.7)	(2.3)	(5.9)	(4.7)
(+/-) Financial Result	0.0	0.4	(8.6)	0.1
(+) Current Taxes	(1.3)	(1.3)	(4.5)	(2.3)
(+/-) Deferred Taxes	(0.2)	(0.8)	3.6	(0.2)
(=) EBITDA (CVM 527/12)	19.0	19.1	25.1	25.3
(+/-) Provision for Non-recurring Contingencies	(0.8)	(0.7)	(1.4)	(1.2)
(+) Other Non-Cash Expenses <sup>2</sup>	0.0	0.0	0.0	0.0
(+) Impact of Present Value Adjustment on Operational Result <sup>3</sup>	(3.3)	(3.7)	(5.2)	(6.5)
(=) Adjusted EBITDA	23.0	23.5	31.6	32.9

Adjustment of tax on provision for obsolete inventory

<sup>2</sup> Non-recurring or non-operational expenses

<sup>3</sup> Present value adjustment that results in a decrease in the Company's gross revenue (affecting CVM EBITDA) and an increase in the Company's financial income (not affecting CVM EBITDA), leading to a mismatch in connection with the CVM EBITDA view

Adjusted EBITDA for the last twelve months of R\$ 83.7 million and EBITDA margin of 24.3% represent the highest level since 2016.



## NET FINANCIAL RESULT



In 2Q23, net financial result was a positive balance of R\$ 0.4 million, R\$ 0.4 million lower as compared to the same quarter of last year, which had a positive result of R\$ 0.8 million.

The Company's hedging policy aims to reduce uncertainty on the Company's cash management in the short term and was not changed in the period. The best result in 2023 arises mainly from lower dollar volatility.

R\$ Million	2Q22	2Q23	Var %	Var R\$	1S22	1S23	Var %	Var R\$
Expenses	-5.8	-5.2	-10.2%	0.6	-11.8	-10.8	-8.4%	1.0
Revenues	4.2	3.7	-11.1%	-0.5	5.5	7.5	35.5%	2.0
Revenues - PVA Reversal	2.6	3.7	38.6%	1.0	4.4	7.2	63.3%	2.8
Exchange rate impact	-0.2	-1.8	838.2%	-1.6	-6.6	-3.7	-44.6%	3.0
<b>Net Financial Revenues/(Expenses)</b>	<b>0.8</b>	<b>0.4</b>	<b>-57.2%</b>	<b>-0.4</b>	<b>-8.6</b>	<b>0.1</b>	<b>-101.1%</b>	<b>8.7</b>

## NET INCOME



For the quarter, Grupo Technos reported a net income of R\$ 15.1 million, a result R\$ 0.4 million higher than the same quarter of last year. Net Income recorded in the last twelve months was R\$ 48.4 million.



**WORKING CAPITAL**

<b>R\$ million</b>	<b>2Q22</b>	<b>Days</b>	<b>2Q23</b>	<b>Days</b>
(+) Accounts Receivable	140.9	144	134.7	140
(+) Inventories	135.1	293	119.3	275
(-) Accounts Payable	43.7	95	34.9	80
<b>(=) Working Capital</b>	<b>232.3</b>	<b>342</b>	<b>219.1</b>	<b>335</b>

The Company's working capital in the second quarter of 2023 totaled R\$ 219.1 million, accounting for 335 days. In the same period of previous year, working capital totaled R\$ 232.3 million, representing a R\$ 13.2 million, or 5.7% drop.

The Company presented a balance of Accounts Receivable of R\$134.7 million versus R\$140.9 million in the previous year. The average sales period of the last twelve months shows an decrease of 4 days when compared to the same period of the previous quarter, with a stable and healthy default rate compared to the historical indicator.

Inventory ended the period with a balance of R\$119.3 million, R\$15.8 million lower than in the second quarter of 2022. The discipline in inventory management, as well as the agility of the supply chain response, enabled the Company to end the quarter with a healthy level of coverage, even in the face of a more difficult sales scenario.

The Company's balance of Accounts Payable totaled R\$ 34.9 million versus R\$ 43.7 million in the same period of 2022.

**CASH BALANCE**

Technos Group ended 2Q23 with net cash of R\$ 2.3 million. Net cash (debt) for the quarter was down R\$ 15.1 million compared to the position in 1Q23. Compared to the second quarter of 2022, net cash (debt) dropped R\$ 59.2 million.

<b>R\$ million</b>	<b>2Q22</b>	<b>1Q23</b>	<b>2Q23</b>
Gross Debt	(127.5)	(116.5)	(109.5)
(-) Cash	70.6	103.7	111.8
<b>(=) (Debt)/Net Cash</b>	<b>(56.9)</b>	<b>(12.8)</b>	<b>2.3</b>

<sup>1</sup>In calculating net debt, we consider the amount of cash plus restricted cash, provided that it is subject to release for debt amortization. We currently have R\$ 8.9M in restricted cash, of which 100% meet the above condition.

**INCOME STATEMENT**

R\$ Thousand

**QUARTER**

	<b>Consolidated</b>	
	<b>2Q22</b>	<b>2Q23</b>
Net Revenue	95,159	87,356
Cost of goods sold	-43,082	-38,024
<b>Gross Profit</b>	<b>52,077</b>	<b>49,332</b>

Sales expenses	-21,182	-23,068
Provision for impairment of trade receivable	0	0
Administrative expenses	-9,948	-10,264
Others, net	-4,661	815
<b>Operating profit</b>	<b>16,286</b>	<b>16,815</b>
Financial result, net	10	364
<b>Financial income</b>	<b>6,486</b>	<b>7,949</b>
Financial expenses	-6,476	-7,585
<b>Income before income tax and social contribution</b>	<b>16,296</b>	<b>17,179</b>
Income tax and social contribution	-1,583	-2,083
Current	-1,345	-1,314
Deferred	-238	-769
<b>Net income</b>	<b>14,713</b>	<b>15,096</b>

**YEAR-TO-DATE**

	Consolidated	
	1S22	1S23
Net Revenue	157,432	150,874
Cost of goods sold	-73,405	-67,622
<b>Gross Profit</b>	<b>84,027</b>	<b>83,252</b>
Sales expenses	-37,737	-41,726
Provision for impairment of trade receivable	0	0
Administrative expenses	-20,857	-20,848
Others, net	-6,239	-163
<b>Operating profit</b>	<b>19,194</b>	<b>20,515</b>
Financial result, net	-8,595	94
Financial income	14,083	15,630
Financial expenses	-22,678	-15,536
<b>Income before income tax and social contribution</b>	<b>10,599</b>	<b>20,609</b>
Income tax and social contribution	-945	-2,506
Current	-4,519	-2,311
Deferred	3,574	-195
<b>Net income</b>	<b>9,654</b>	<b>18,103</b>

**BALANCE SHEET**

R\$ Thousand

**Consolidated**

June 30, 2022

June 30, 2023

**Assets**

**Current**

Cash and cash equivalents	62,556	103.022
Restricted cash	8,037	8.824
Accounts receivable	140,948	134.695
Inventories	135,136	119.330
Income tax and social contribution recoverable	17,937	6.451
Taxes recoverable	28,753	18.593
Derivative financial instruments	455	317
Other assets	8,759	18.098
Assets held for sale	1,452	1.753
	<b>404,033</b>	<b>411.063</b>

**Non-current**

Advances to suppliers	2,187	1.437
Marketable securities	0	0
Taxes recoverable	3,172	3.227
Judicial deposits	3,799	4.933
	<b>8,395</b>	<b>9.597</b>

**Investments**

Intangible assets	189,315	190.349
Property and Equipment	23,086	28.348
	<b>212,401</b>	<b>228.294</b>

**Total assets**

	<b>625,592</b>	<b>639.357</b>
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**BALANCE SHEET****Consolidated**

	<b>June 30, 2022</b>	<b>June 30, 2023</b>
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**Liabilities****Current**

Borrowings	16,326	22.598
Accounts payable	43,744	34.882

Obligations payable for the acquisition of goods	9,345	331
Income tax and social contributions payable	203	6,986
Amount payable for the acquisition of non-controlling interest	1,103	192
Salaries and social charges payable	10,502	9,412
Dividends payable	1,371	1,371
Amount payable for the acquisition of non-controlling interest	1,103	1,103
Derivative financial instruments	447	1.946
Lease payment	-	1.703
Provision for success fees	1,013	-
Other payables	8,435	14690
	<b>94,567</b>	<b>95.214</b>
<b>Non-current</b>		
Borrowings	111,156	86.937
Income tax and social contributions payable (Note 14)	1,507	1.420
Deferred income tax and social contribution	17,956	20.609
Provision for contingencies	59,065	62.725
Amount payable for the acquisition of equity interest	0	0
Lease payment	2,869	3.182
Provision for success fees	1,709	1.709
	<b>194,262</b>	<b>176.582</b>
<b>Total liabilities</b>	<b>288,82</b>	<b>271.796</b>
<b>Equity</b>		
Capital stock	130,583	130.583
Treasury shares	(3,413)	(1,643)
Share issuance expenses	(10,870)	-10.870
Capital reserves	185,216	171,805
Carrying value adjustment	(13.980)	(13.915)
Profit reserve for reflex tax incentive	18.619	55.681
Profit reserve	17.749	17.816
Additional proposed dividend	3.205	-
Profit (Loss) for the period	9.654	18.104
<b>Total equity</b>	<b>336,763</b>	<b>367.561</b>
<b>Total liabilities and equity</b>	<b>625,592</b>	<b>639.357</b>

## CASH FLOW

R\$ thousand

**QUARTER**

**Consolidated**

	<b>1Q22</b>	<b>2Q23</b>
<b>Income before income tax and social contribution</b>	<b>16,296</b>	<b>17,178</b>
<b>Adjustments for non-cash items</b>		
Amortization and Depreciation	2,713	2,328
Allowance for recoverable value of inventory	1,396	416

Allowance for recoverable value of accounts receivable	342	410
Reversal of inventory provision due to write-off	-	-
Adjustment to market value in noncurrent assets available for sale	-	-
Provision for contingencies (reversal)	1,998	357
Results from disposal of permanent assets	-91	-1
Impairment of permanent assets	-2	0
Interest on loans	5,013	4,711
Other interest expenses and foreign exchange variation	-96	-135
Derivative financial instruments	-8,191	452
Stock option premium	579	1,044
Other	24	-11
<b>Changes in assets and liabilities</b>		
Decrease (increase) in accounts receivable	-18,302	-6,369
Decrease (increase) in inventories	-10,398	3,092
Decrease (increase) in taxes recoverable	10,266	-3,027
(Decrease) increase in other assets	1,478	-2,988
Increase (decrease) in suppliers and accounts payable	-4,293	4,750
Increase (decrease) in salaries and social charges payable	3,352	1,631
Increase (decrease) in taxes, rates and social contributions payable	-4,898	-509
Interest paid	-6,528	-4,596
Income tax and social contribution paid	-3,533	-1,384
<b>Net cash (used in) generated by operating activities</b>	<b>-12,875</b>	<b>17,349</b>
<b>Cash flow from investing activities</b>		
Redemption of escrow accounts	0	0
Acquisition of equity interest	0	0
Restricted cash	0	-99
Purchases of property and equipment	-482	-1,054
Amount received from the sale of property and equipment	178	5
Purchases of intangible assets	-726	-1,197
<b>Net cash (used in) generated by investing activities</b>	<b>-1,030</b>	<b>-2,345</b>
<b>Cash flow from financing activities</b>		
Deposits as collaterals - restricted cash	-66	-168
Borrowings	0	0
Payment of borrowings	-2,238	-3,877
Lease paid	-564	-353
Acquisition of own shares held in treasury	-3,411	-2,932
Acquisition of equity interest	0	0
Stock Option exercise	2,090	3,201
<b>Net cash used in financing activities</b>	<b>-3,618</b>	<b>-7,111</b>
Increase (decrease) in cash and cash equivalents	-17,523	7,893
Cash and cash equivalents at the beginning of period	80,079	95,005
<b>Cash and cash equivalents at the end of period</b>	<b>62,556</b>	<b>102,898</b>

R\$ thousand

**ACCUMULATED**

**Consolidated**

	<b>1S22</b>	<b>1S23</b>
<b>Income before income tax and social contribution</b>	<b>10,599</b>	<b>20,610</b>
<b>Adjustments for non-cash items</b>		
Amortization and Depreciation	5,868	4,785
Allowance for recoverable value of inventory	3,519	963
Allowance for recoverable value of accounts receivable	294	308
Reversal of inventory provision due to write-off	0	0
Adjustment to market value in noncurrent assets available for sale	0	0
Provision for contingencies (reversal)	3,078	-725
Results from disposal of permanent assets	59	-45
Impairment of permanent assets	-3	0
Interest on loans	9,480	9,661
Other interest expenses and foreign exchange variation	342	-286
Derivative financial instruments	208	1,156
Stock option premium	1,100	1,493
Other	10	241
<b>Changes in assets and liabilities</b>		
Decrease (increase) in accounts receivable	1,550	13,181
Decrease (increase) in inventories	-31,831	-791
Decrease (increase) in taxes recoverable	14,998	5,254
(Decrease) increase in other assets	2,106	-9,159
Increase (decrease) in suppliers and accounts payable	-12,976	5,731
Increase (decrease) in salaries and social charges payable	-1,198	-1,985
Increase (decrease) in taxes, rates and social contributions payable	-1,954	-633
Interest paid	-11,813	-9,545
Income tax and social contribution paid	-4,014	-1,384
<b>Net cash (used in) generated by operating activities</b>	<b>-10,578</b>	<b>38,830</b>
<b>Cash flow from investing activities</b>		
Redemption of escrow accounts	672	0
Acquisition of equity interest	0	0
Restricted cash	-3	-99
Purchases of property and equipment	-1,888	-3,214
Amount received from the sale of property and equipment	379	97
Purchases of intangible assets	-1,166	-1,841
<b>Net cash (used in) generated by investing activities</b>	<b>-2,006</b>	<b>-5,057</b>
<b>Cash flow from financing activities</b>		
Deposits as collaterals - restricted cash	72	-69
Borrowings	0	0
Payment of borrowings	-4,109	-11,003
Lease paid	-1,111	-760
Acquisition of own shares held in treasury	-4,800	-14,570
Acquisition of equity interest	-636	0
Dividends paid to Company's shareholders	-5,999	-5,999
Stock Option exercise	2,090	3,201
<b>Net cash used in financing activities</b>	<b>-14,493</b>	<b>-29,200</b>

Increase (decrease) in cash and cash equivalents  
Cash and cash equivalents at the beginning of period  
**Cash and cash equivalents at the end of period**

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-27,077	4,573
89,633	98,325
<b>62,556</b>	<b>102,898</b>

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