

Consolidated Business Results for the Third Quarter Ended December 31, 2025 (Japan GAAP)

Company: **FUJITEC CO., LTD.**

Listed on TSE

Stock Code: 6406

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Expected starting date of dividend payment: —

Supplementary materials for the quarterly business results: Yes

Presentation of the quarterly business results: No

(Amounts less than one million yen are rounded down)

1. Consolidated business results for the third quarter ended December 31, 2025

(April 1, 2025 to December 31, 2025)

(1) Operating results (cumulative)

(% change from the previous corresponding period)

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent	
Nine months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	177,410	(0.4)	18,743	35.7	20,956	25.6	13,874	24.4
December 31, 2024	178,102	6.7	13,816	27.4	16,681	15.5	11,149	(28.9)

(Note) Comprehensive income —December 31, 2025:10,821 million yen [-32.0%], December 31, 2024 : 15,917 million yen [-42.3%]

	Net income per share	Diluted net income per share
Nine months ended	Yen	Yen
December 31, 2025	177.77	177.71
December 31, 2024	142.88	142.81

(2) Financial position

	Total assets	Net assets	Shareholders' equity ratio
	Millions of yen	Millions of yen	%
December 31, 2025	267,383	173,627	59.9
March 31, 2025	262,257	170,635	59.3

(Reference) Shareholders' equity —December 31, 2025: 160,039 million yen, March 31, 2025: 155,630 million yen

2. Cash dividends

	Cash dividends per share				
	End of 1st quarter	End of 2nd quarter	End of 3rd quarter	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
For the year ended March 31, 2025	—	75.00	—	90.00	165.00
For the year ending March 31, 2026	—	0.00	—		
March 31, 2026 (forecast)				0.00	0.00

(Note) Revision to the dividend forecasts from the latest announcement: : No

3. Forecasts of consolidated business performance for the fiscal year ending March 31, 2026

(April 1, 2025 – March 31, 2026)

(% change from the previous corresponding period)

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
For the year ending March 31, 2026	244,000	1.1	22,900	41.6	23,800	26.1	17,000	17.1	217.81

(Note) Revision to the business performance forecasts from the latest announcement: No

*** Other**

- (1) Changes in significant subsidiaries in the scope of consolidation during the period: No
- (2) Application of specific accounting procedures for quarterly financial statements: No
- (3) Changes in accounting policies, changes in accounting estimates, and retrospective restatements
- 1) Changes in accounting policies due to revision of accounting standards: No
 - 2) Changes other than 1), above: No
 - 3) Changes in accounting estimates: No
 - 4) Retrospective restatements: No

(4) Number of shares outstanding (common stock)

1) Number of shares outstanding at the end of period (including treasury stock):	Nine months ended December 31, 2025: 78,900,000 shares	Year ended March 31, 2025: 78,900,000 shares
2) Treasury stock at the end of period:	Nine months ended December 31, 2025: 850,999 shares	Year ended March 31, 2025: 852,666 shares
3) Weighted average number of shares outstanding during the period:	Nine months ended December 31, 2025: 78,049,130 shares	Nine months ended December 31, 2024: 78,033,783 shares

*Quarterly consolidated financial statements subject to quarterly financial review by a certified public accountant or auditing firm: No

*** Explanation regarding appropriate use of business forecasts and other special instructions**

The forecasts regarding future performance in this report are based on the information currently available to the Company and certain assumptions that the Company deems to be reasonable at the time this report was prepared. These forecasts are not a guarantee of performance. Actual results may differ significantly from forecasts due to a variety of factors.

For more on business forecasts, see *Explanation of Consolidated Earnings Forecasts and Other Forecasts* on P.5.

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1. Qualitative Information on Quarterly Financial Performance

(1) Explanation of Operating Results

The global economy continued to grow steadily throughout the third quarter of the current fiscal year. However, uncertainties about the future persisted due to the impact of U.S. trade policy, worsening Japan-China relations, and other factors. In the U.S., consumer spending slowed, while tariff hikes and other factors continued to cloud the outlook for the future. The Chinese economy slowed due to weaker domestic demand and the prolonged real estate recession. Despite the impact of U.S. trade policies, the Japanese economy showed signs of recovery in employment and personal income, supported by resilient corporate earnings.

The Fujitec Group is implementing a new five-year medium-term management plan, Move On 5, which we launched in fiscal 2024 in conjunction with a fundamental corporate reform to fully unlock our latent value. Under Move On 5, which we adjusted to reflect the weakening market conditions in China, we plan to improve net sales to 283 billion yen, operating income to 44 billion yen, and operating income margin to 15.5% by fiscal 2028, achieving cross-organizational growth and efficiencies in every region and every business. We established three pillars as a company-wide strategy to achieve these growth targets. The first pillar is *selection and consolidation of regions and business mix*. Under this pillar, we aim to improve profitability through clear strategic positioning in each region, defining the direction of efforts in each region and business. We launched sales of the new Ele Glance standard elevator for the Japanese market in April 2025. Compared to our previous mainstay products, we enhanced Ele Glance even further in terms of design, maintainability, and disaster prevention. We have made the main equipment more compact and lighter, contributing to greater installation efficiency and resource conservation during production. The second pillar is *high quality and high profitability*. Here, we aim to improve margins through the collective efforts of the Fujitec Group while also enhancing quality, which is one of our strengths. We introduced an automated drawing system for the design operations of Ele Glance, enabling automatic creation of design drawings. This system enables faster response to customers and higher design quality. In March 2025, we completed the construction of Wisdom Square, a quality evaluation facility for elevators and escalators, beginning phased operations in April. Wisdom Square is a quality-focused testing and verification facility designed to provide the highest quality products and services both in Japan and across global markets. Fujitec will strengthen group-wide quality control system and sharpen our focus on quality—one of our core strengths. We are committed to delivering products and services that allow customers in Japan and worldwide to experience the high quality only a specialized manufacturer can provide. The third pillar is a *strong business foundation*, including ESG and other initiatives indispensable for pursuing these pillars. To drive our efforts to achieve Move On 5 and fulfill our Management Philosophy, Fujitec developed our brand statement, reflecting the shared sense of purpose and vision of our employees, and our brand vision, *Moving freely. Elevating lives*. The brand statement and brand vision demonstrate our strong commitment to redefining the essential value of elevators, removing physical and psychological barriers in society, and helping people live safely, securely, and with greater enjoyment. Guided by these messages, Fujitec will strive to provide a more elevated world for all stakeholders. In October, we received two Good Design Awards, one each for our new uniforms and new standard elevators. These award recognized our commitment to solving issues faced by employees and society through the power of design. Furthermore, one of our keys to sustainability is respect for fundamental human rights. Accordingly, we formulated the Fujitec Human Rights Policy. To this end, we pursue efforts to respect fundamental human rights and build even stronger relationships of trust with our stakeholders in efforts to meet our corporate social responsibility. We established 18 subcommittees to monitor our progress in these three pillars. Each subcommittee reports progress at monthly management meetings, where issues are identified and response measures formulated.

In terms of orders, we received a request for a total of 26 elevators and escalators for the 60 Gracechurch Street Project in the United Kingdom. The project is a redevelopment effort to reconstruct office buildings in the City of London, a historic financial district. The elevators on order include a double-deck elevator consisting of two cars connected at the top and bottom. The increased capacity to move two cars at a time will ensure smooth mobility within the offices. In India, we received an order for a total of 698 elevators related to a large-scale housing project in Gurgaon. We believe that this result reflects our strategic production system improvements, as well an overall recognition of our high quality products, outstanding maintenance services, and track record in the market.

As a result, the Fujitec Group recorded business performance for the nine months ended December 31, 2025, as described below.

(Amounts less than one million yen are rounded down)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change (%)	Real change, after excluding the impact of foreign exchange (%)
Orders				
Japan	83,162	90,846	9.2	—
East Asia	53,539	48,373	(9.6)	(7.7)
South Asia	32,103	32,212	0.3	2.6
The Americas and Europe	37,009	41,400	11.9	14.3
Subtotal	205,814	212,833	3.4	—
Adjustments	(11,750)	(9,295)	—	—
Total	194,064	203,537	4.9	—
Order backlog				
Japan	106,080	124,384	17.3	—
East Asia	89,024	86,398	(3.0)	(0.9)
South Asia	39,632	43,724	10.3	13.3
The Americas and Europe	57,767	56,020	(3.0)	(0.4)
Subtotal	292,506	310,527	6.2	—
Adjustments	(6,306)	(3,825)	—	—
Total	286,199	306,702	7.2	—

Orders for the New Installation Business in Japan rose year on year stemming from an increase in units and average unit price. Our Aftermarket Business saw growth in both the number of modernization projects received and in total value, while repair work also increased. Repair work and maintenance for elevators and escalators also rose as we maintained a higher level of new contract wins, securing more contracts while reducing the number of canceled contracts.

In terms of overseas orders, in East Asia, the New Installation Business saw a decrease in orders, mainly in Hong Kong and South Korea. The Aftermarket Business saw a decrease in modernization projects in Hong Kong. In South Asia, orders in the New Installation Business decreased in Singapore while increasing in Malaysia and Indonesia. The Aftermarket Business saw increases in India. In the Americas and Europe, New Installation Business orders decreased in the U.S. and Argentina while increasing in the U.K. and Canada. Aftermarket Business orders decreased in Canada and modernization projects increased, mainly in the U.S.

(Amounts less than one million yen are rounded down)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change (%)	Real change, after excluding the impact of foreign exchange (%)
Net sales	178,102	177,410	(0.4)	—
Japan	65,440	71,368	9.1	—
Overseas	112,662	106,042	(5.9)	(3.8)
Operating income	13,816	18,743	35.7	—
Ordinary income	16,681	20,956	25.6	—
Profit attributable to owners of parent	11,149	13,874	24.4	—
Net income per share	¥142.88	¥177.77	—	—

Net sales for the cumulative consolidated quarter under review increased in Japan and decreased in other regions. Despite a decrease in operating income in South Asia, operating income rose in the other regions. As a result, the Group recorded lower sales but higher profits year on year. Ordinary income and profit before income taxes increased. This result was supported by higher operating income, despite lower interest income and tender offer-related expenses.

As a result, profit attributable to owners of parent increased year on year.

The following information highlights performance by segment:

(Amounts less than one million yen are rounded down)

	Net sales				Operating income			
	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change (%)	Real change, after excluding the impact of foreign exchange (%)	Nine months ended December 31, 2024	Nine months ended December 31, 2025	Change	Real change, after excluding the impact of foreign exchange
Japan	66,917	73,588	10.0	—	5,750	10,295	4,545	—
East Asia	52,986	48,741	(8.0)	(5.9)	1,851	3,270	1,419	1,469
South Asia	28,629	28,474	(0.5)	1.4	4,948	3,511	(1,437)	(1,431)
The Americas and Europe	40,562	37,789	(6.8)	(4.6)	1,346	1,592	245	277
Subtotal	189,095	188,594	(0.3)	—	13,897	18,670	4,772	—
Adjustments	(10,993)	(11,183)	—	—	(80)	73	154	—
Total	178,102	177,410	(0.4)	—	13,816	18,743	4,927	—

Japan

Both sales and profits increased year on year. Net sales increased in the New Installation Business and the Aftermarket Business. Operating income increased due to higher sales and improved profitability in the New Installation and Aftermarket businesses, despite the impact of higher labor costs.

East Asia

Sales decreased and profits increased year on year. Net sales decreased despite increased sales in modernization projects Aftermarket Business, mainly in Taiwan, and increased sales in Hong Kong, Taiwan, and South Korea in the New Installation Business. This decrease was mainly due to a decrease in unit orders and the impact of lower unit prices in the New Installation Business stemming from the prolonged real estate recession in China. Operating income increased despite the impact of lower sales in the New Installation Business in China. This increase was mainly supported by a decrease in provision for losses on construction contracts related to modernization projects in Hong Kong.

South Asia

Sales and profits decreased year on year (sales increased and profits decreased when excluding the impact of foreign exchange). Despite an increase in New Installation Business sales in Indonesia, net sales decreased, with fewer New Installation Business sales Malaysia and decreased sales in the Aftermarket Business in Singapore related to repair work and modernization projects. Operating income decreased due to lower profitability in the New Installation Business in India and Malaysia and reduced repair work in Singapore. This decrease was also affected by higher labor costs in India resulting from an increase in employees.

The Americas and Europe

Sales decreased and profits increased year on year. Net sales decreased despite higher sales in the Aftermarket Business across all regions. This decrease was due to lower sales in the New Installation Business, mainly stemming from construction delays in the U.S. Operating income increased despite lower profitability in the New Installation Business stemming from construction delays in the United States. This increase was mainly supported by an increase in maintenance units and price revisions in Aftermarket Business, mainly in the U.S.

(2) Explanation of Financial Position

Total assets as of December 31, 2025, amounted to 267,383 million yen, an increase of 5,125 million yen compared with the end of the prior consolidated fiscal year. This result was mainly due to an increase in cash and deposits and securities against a decrease in notes and accounts receivable-trade, and contract assets.

Total liabilities amounted to 93,755 million yen, an increase of 2,132 million yen compared with the end of the prior consolidated fiscal year. This result was mainly due to increases in advances from customers, offset in part by a decrease in provision for losses on construction contracts.

Net assets amounted to 173,627 million yen, an increase of 2,992 million yen compared with the end of the prior consolidated fiscal year. This result was mainly due to profit attributable to owners of parent of 13,874 million yen, offset in part by dividend payments of 7,024 million yen and a decrease in foreign currency translation adjustments of 4,133 million yen. Our shareholders' equity ratio as of December 31, 2025, was 59.9%, up 0.6 points compared to the end of the prior consolidated fiscal year. Net assets per share amounted to 2,050.50 yen, up 56.44 yen compared with the end of the prior consolidated fiscal year.

(3) Explanation of Consolidated Earnings Forecasts and Other Forecasts

We have not made any changes to the consolidated earnings forecasts for fiscal 2025 (April 1, 2025 - March 31, 2026) as announced on May 14, 2025.

2. Quarterly Consolidated Financial Statements and Notes

(1) Quarterly Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	82,942	85,296
Notes and accounts receivable-trade and contract assets	90,343	85,860
Securities	—	8,000
Merchandise and finished goods	4,018	4,006
Work in process	3,023	3,251
Raw materials and supplies	14,409	12,971
Other	6,519	6,880
Allowance for doubtful accounts	(5,833)	(6,215)
Total current assets	195,424	200,051
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	24,308	23,080
Machinery and equipment, net	5,973	6,104
Tools, furniture and fixtures, net	3,198	3,045
Land	7,280	7,221
Leased assets, net	2,716	2,920
Construction in progress	847	609
Total property, plant and equipment	44,325	42,981
Intangible assets		
Goodwill	1,762	1,517
Other	4,040	3,765
Total intangible assets	5,803	5,282
Investments and other assets		
Investments securities	7,844	10,275
Long-term loans receivable	1,422	1,746
Other	8,223	7,643
Allowance for doubtful accounts	(785)	(598)
Total investments and other assets	16,705	19,067
Total non-current assets	66,833	67,331
Total assets	262,257	267,383

	As of March 31, 2025	As of December 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable-trade	19,380	18,128
Electronically recorded obligations-operating	3,493	3,496
Short-term debt	4,126	4,102
Current portion of long-term debt	45	37
Accrued income taxes	3,616	2,131
Provision for bonuses	4,071	2,788
Provision for losses on construction contracts	9,071	6,020
Other provision	2,071	1,834
Advances from customers	24,089	29,111
Other	17,271	20,153
Total current liabilities	87,238	87,805
Non-current liabilities		
Long-term debt	119	188
Net defined benefit liability	1,977	2,052
Other	2,287	3,708
Total non-current liabilities	4,383	5,949
Total liabilities	91,622	93,755
Net assets		
Shareholders' equity		
Paid-in capital	12,533	12,533
Additional paid-in capital	14,559	14,579
Retained earnings	110,826	117,676
Treasury stock	(2,113)	(2,103)
Total shareholders' equity	135,806	142,686
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2,466	4,144
Deferred gains or losses on hedges	(2)	(57)
Foreign currency translation adjustments	16,643	12,510
Remeasurements of defined benefit plans	716	756
Total accumulated other comprehensive income	19,824	17,353
Stock acquisition rights	25	25
Non-controlling interests	14,979	13,562
Total net assets	170,635	173,627
Total liabilities and net assets	262,257	267,383

(2) Quarterly Consolidated Statements of Income and Consolidated Statements of Comprehensive Income

Quarterly Consolidated Statements of Income

For the nine months ended December 31, 2024 and December 31, 2025

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Net sales	178,102	177,410
Cost of sales	137,153	131,130
Gross profit	40,948	46,280
Selling, general and administrative expenses	27,131	27,536
Operating income	13,816	18,743
Other income		
Interest income	1,978	1,170
Dividend income	263	363
Foreign exchange gains	241	654
Other	842	526
Total other income	3,327	2,715
Other expenses		
Interest expenses	295	213
Value added tax	—	138
Other	166	149
Total other expenses	461	501
Ordinary income	16,681	20,956
Special gain		
Gain on sales of non-current assets	55	41
Gain on sales of investment securities	—	25
Total special gain	55	66
Special loss		
Loss on sales and retirement of non-current assets	17	34
Impairment loss	12	10
Business restructuring expenses	675	384
Loss on valuation of investments in capital of subsidiaries and associates	—	2
Tender offer-related expenses	—	1,865
Total special loss	705	2,296
Profit before income taxes	16,031	18,726
Income taxes expense	2,898	3,707
Deferred taxes expense	2,907	1,219
Total income taxes	5,806	4,926
Profit	10,225	13,800
Profit (loss) attributable to non-controlling interests	(924)	(74)
Profit attributable to owners of parent	11,149	13,874

Quarterly Consolidated Statements of Comprehensive Income

For the nine months ended December 31, 2024 and December 31, 2025

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Profit	10,225	13,800
Other comprehensive income		
Valuation difference on available-for-sale securities	(640)	1,677
Deferred gains or losses on hedges	239	(62)
Foreign currency translation adjustments	6,030	(4,634)
Remeasurements of defined benefit plans	62	40
Total other comprehensive income	5,692	(2,978)
Comprehensive income	15,917	10,821
Comprehensive income attributable to:		
Owners of parent	16,365	11,405
Non-controlling interests	(447)	(583)

(3) Notes to the Quarterly Consolidated Financial Statements

(Notes Regarding Assumptions of Going Concern)

Not applicable.

(Notes on Significant Changes in Shareholders' Equity)

Not applicable.

(Additional Information)

(Matters Concerning Tender Offer for Shares of the Company)

Bospolder 1 K.K. ("Bospolder 1") conducted a tender offer for Company shares and stock acquisition rights between November 14 and December 15, 2025. As a result, the Company received a report from Bospolder 1 that the total number of shares tendered in the tender offer exceeded the minimum number of shares proposed to be purchased (45,518,941 shares) and therefore said tender offer had been completed. With the result of the tender offer, Bospolder 1 plans to implement a series of procedures to make Bospolder 1 and Uchiyama International the only shareholders of the Company. If said procedure is completed, the Company's shares will be designated as securities under supervision for the period between February 20 and March 22, 2026 in accordance with the delisting criteria of the Tokyo Stock Exchange, Inc., and the Company's shares will be subsequently delisted on March 23, 2026. In the event that the Company's shares become delisted, the Company's shares will no longer be traded on the Tokyo Stock Exchange Prime Market.

(Segment and Other Information)**I Nine months ended December 31, 2024****1. Information on operating revenue and profit (loss) of each reportable segment**

(Millions of yen)

	Reportable Segments					Adjustments (Note 1)	Amount to quarterly consolidated statements of income (Note 2)
	Japan	East Asia	South Asia	The Americas and Europe	Total		
Net sales							
Sales to external customers	65,467	43,500	28,627	40,507	178,102	—	178,102
Intersegment sales/transfers	1,450	9,485	2	54	10,993	(10,993)	—
Total	66,917	52,986	28,629	40,562	189,095	(10,993)	178,102
Segment income	5,750	1,851	4,948	1,346	13,897	(80)	13,816

(Notes) 1. Segment income adjustments of (80) million yen include eliminations of intersegment transactions of (2) million yen and inventory adjustments of (77) million yen.

2. Segment income has been adjusted to operating income on the quarterly consolidated statements of income.

2. Information related to impairment of fixed assets, goodwill, etc. by reportable segment

There were no significant events or changes.

II Nine months ended December 31, 2025**1. Information on operating revenue and profit (loss) of each reportable segment**

(Millions of yen)

	Reportable Segments					Adjustments (Note 1)	Amount to quarterly consolidated statements of income (Note 2)
	Japan	East Asia	South Asia	The Americas and Europe	Total		
Net sales							
Sales to external customers	71,401	39,768	28,471	37,769	177,410	—	177,410
Intersegment sales/transfers	2,187	8,973	2	20	11,183	(11,183)	—
Total	73,588	48,741	28,474	37,789	188,594	(11,183)	177,410
Segment income	10,295	3,270	3,511	1,592	18,670	73	18,743

(Notes) 1. Segment income adjustments of 73 million yen include eliminations of intersegment transactions of (0) million yen and inventory adjustments of 73 million yen.

2. Segment income has been adjusted to operating income on the quarterly consolidated statements of income.

2. Information related to impairment of fixed assets, goodwill, etc. by reportable segment

There were no significant events or changes.

(Notes to Statements of Cash Flows)

The Company did not prepare statements of cash flows for the cumulative consolidated third quarter of the fiscal year under review. Depreciation and amortization (including amortization related to intangible assets excluding goodwill) and amortization of goodwill for the cumulative third quarter of the current consolidated fiscal year are as shown below.

	(Millions of yen)	
	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Depreciation and amortization	3,505	3,648
Amortization of goodwill	218	189

(Significant Subsequent Events)

(Share Consolidation, Abolition of Share Unit Number Provisions and Partial Amendments to Articles of Incorporation)

The Company has resolved, at the meeting of the board of directors held on January 14, 2026, to submit proposals regarding a share consolidation, the abolition of the share unit number provisions, and partial amendments to the Articles of Incorporation to the Company's extraordinary shareholders' meeting scheduled for February 20, 2026.

Please note that the common shares of the Company (the "Shares") will fulfill the delisting criteria stipulated in the Securities Listing Regulations of the Tokyo Stock Exchange, Inc. during the process of the above procedure. As a result, the Shares are expected to be designated as "securities to be delisted" for the period from February 20, 2026 to March 22, 2026, and subsequently delisted on March 23, 2026. For the details, please refer to the "Announcement Regarding Share Consolidation, Abolition of Share Unit Number Provisions and Partial Amendments to Articles of Incorporation" published by the Company on January 14, 2026.