Translation

Consolidated Financial Results for the Year Ended March 31, 2026 (Based on Japanese GAAP)

May 14, 2026

Company Name:	FUJIMI INCORPORATED	
Stock Exchange Listing:	Tokyo, Nagoya	
Stock Code:	5384 URL https://www.fujimiinc.co.jp/english/	
Representative:	President and CEO	Keishi Seki
Inquiries:	Senior General Manager Finance Division	Toshihiro Kawashima TEL +81-52-503-8181
Scheduled Date of Ordinary General Shareholders' Meeting:		June 24, 2026
Scheduled Date to File Securities Report:		June 19, 2026
Scheduled Date to Commence Dividend Payments:		June 25, 2026
Preparation of Supplementary Material on Financial Results:		Yes
Holding of Financial Results Meeting:		Yes

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated Operating Results

% indicates YoY changes

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2026	69,404	11.0	13,826	17.4	14,169	15.7	9,059	△3.9
Year ended March 31, 2025	62,503	21.5	11,780	42.8	12,251	36.8	9,428	45.1

(Note) Comprehensive income: Year ended March 31,2026: ¥13,353 million ［46.9%］
Year ended March 31,2025: ¥9,090 million ［△0.1%］

	Earnings per Share	Diluted Earnings per Share	Profit Attributable to Owners of Parent/Equity	Ordinary Profit /Total Assets	Operating Profit /Net Sales
	Yen	Yen	%	%	%
Year ended March 31, 2026	122.12	–	11.3	13.4	19.9
Year ended March 31, 2025	127.10	–	12.7	14.1	18.8

(Reference) Profit (loss) on equity method: Year ended March 31,2026: - million Year ended March 31,2025: - million

(2) Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio	Net Assets per Share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2026	121,302	84,715	69.1	1,130.59
As of March 31, 2025	90,908	76,895	83.7	1,026.10

(Reference) Equity: As of March 31, 2026: ¥83,871 million As of March 31, 2025: ¥76,119 million

(3) Consolidated Cash Flows

	Cash Flows from Operating Activities	Cash Flows from Investing Activities	Cash Flows from Financing Activities	Cash and Cash Equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended March 31, 2026	12,599	△20,146	12,178	29,524
Year ended March 31, 2025	12,987	△15,874	△5,636	23,787

2.Cash Dividends

	Annual Dividends per Share					Total cash dividends(Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2025	–	36.67	–	36.67	73.34	5,533	57.7	7.3
Year ended March 31, 2026	–	36.67	–	38.33	75.00	5,658	61.4	7.0
Year ending March 31, 2027 (Forecast)	–	38.50	–	38.50	77.00		54.9	

3. Forecast of Consolidated Financial Results for the Year Ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

% indicates YoY changes

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent		Earnings per Share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six Months ending September 30, 2026	36,200	8.1	7,450	15.1	7,500	19.9	5,500	17.7	74.14
Full Year	74,800	7.8	14,500	4.9	14,500	2.3	10,400	14.8	140.19

4. Notes

(1) Changes in significant subsidiaries during the year ended March 31, 2026
(changes in specified subsidiaries resulting in the change in scope of consolidation): None

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations: None
Changes in accounting policies due to other reasons: None
Changes in accounting estimates: None
Restatement of prior period financial statements: None

(3) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	80,098,500 shares	As of March 31, 2025	80,098,500 shares

Number of treasury shares at the end of the period

As of March 31, 2026	5,915,244 shares	As of March 31, 2025	5,915,167 shares

Average number of shares during the period

Year ended March 31, 2026	74,183,274 shares	Year ended March 31, 2025	74,183,333 shares

(Note) The Company's shares held by the "Board Benefit Trust (BBT)" and "Employee Stock Ownership Plan (J-ESOP)" are included both in the number of treasury shares at the end of the period and in the number of treasury shares which is deducted in calculating the average share number during the period.

(Reference) Overview of Non-Consolidated Financial Results

1. Non-Consolidated financial results for the year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-Consolidated Operating Results

% indicates YoY changes

	Net Sales		Operating Profit		Ordinary Profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2026	49,502	8.7	7,330	12.4	11,593	23.1	8,050	2.1
Year ended March 31, 2025	45,539	21.1	6,524	48.8	9,420	28.7	7,885	36.0

	Earnings per Share	Diluted Earnings per Share
	Yen	Yen
Year ended March 31, 2026	108.52	–
Year ended March 31, 2025	106.30	–

(2) Non-Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio	Net Assets per Share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2026	98,154	64,990	66.2	876.07
As of March 31, 2025	72,465	60,905	84.0	821.01

(Reference) Equity: As of March 31, 2026: ¥64,990 million As of March 31, 2025: ¥60,905 million

These consolidated financial results are not subject to audit by a certified public accountant or an audit firm.

The financial forecast and other forward-looking statements are based on information available to management at the present time and on certain assumptions judged by management to be reasonable. Due to various factors, actual performance and financial results in future periods may differ materially from the forecast.

The supplementary presentation materials for the financial results will be made available on our website on May 21, 2026.

(Supplementary Materials)

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1. Overview of Business Results and Financial Position

(1) Overview of Business Results

1) Business Results of the Current Fiscal Year

During the FY2026, concerns about geopolitical risks and a global economic recession increased. The tensions between Russia and Ukraine continued, while military conflicts involving Iran in the Middle East began to impact energy prices and logistics. In addition, China's economic growth rate is slowing down, and new developments regarding U.S. tariffs were observed following the Supreme Court ruling, which led to continuing uncertainty regarding the outlook for the global economy.

The global semiconductor market was driven by firm demand for AI-related advanced semiconductor devices, while signs of bottoming out were observed in demand for semiconductor devices for PCs, smartphones, and automotive applications. However, a close attention should be paid to the downside risk associated with shortage and price surge for general memory semiconductor devices.

The consolidated results for this period are shown below.

Consolidated Results for Fiscal Year 2026: Millions of JPY

	FY ended March 31, 2025	FY ended March 31, 2026	Change YoY
Net Sales	62,503	69,404	11.0%
Operating Profit	11,780	13,826	17.4%
Ordinary Profit	12,251	14,169	15.7%
Profit Attributable to Owners of Parent	9,428	9,059	△3.9%

(Note) Profit attributable to owners of parent decreased by 3.9% year-on-year as a result of booking additional income taxes for prior fiscal years totaling JPY 1,215 million based on the findings by the Nagoya Regional Taxation Bureau's tax audit.

Segment Operating Results by Region

(i) Japan

Net sales in Japan increased by 11.2% to JPY 39,450 million compared with the previous fiscal year. Operating profit increased by 17.3% to JPY 11,401 million. The increases were mainly due to firm demand for products for semiconductor devices and silicon wafers.

(ii) North America

Net sales in North America decreased by 2.9% to JPY 7,967 million compared with the previous fiscal year. Operating profit increased by 22.1% to JPY 335 million. The decrease in net sales was mainly due to weak demand for lapping abrasive products for small-diameter silicon wafers, despite strong demand for products for semiconductor devices. The increase in operating profit was mainly due to an improved product mix and lower costs.

(iii) Asia

Net sales in Asia increased by 17.0% to JPY 19,599 million compared with the previous fiscal year. Operating profit increased by 11.6% to JPY 5,252 million. The increases were mainly due to higher sales of products for advanced logic semiconductor devices, which more than offset forward-looking cost increases including personnel expansion as well as the decline in sales of products for hard disk substrates.

(iv) Europe

Net sales in Europe increased by 14.5% to JPY 2,387 million compared with the previous fiscal year. Operating profit increased by 6.1% to JPY 162 million. The increases were mainly due to firm demand for products for semiconductor devices and silicon wafers.

Segment Operating Results by Application

(i) Silicon Wafers

Regarding products for silicon wafers, net sales of lapping abrasive products increased by 0.4% to JPY 7,590 million compared with the previous fiscal year. Net sales of polishing slurry products increased by 5.4% to JPY 13,384 million compared with the previous fiscal year.

(ii) Semiconductor Devices

Regarding products for the CMP process of semiconductor devices, net sales increased by 17.9% to JPY 36,135 million compared with the previous fiscal year. The increase was mainly due to firm demand for products for logic and memory semiconductor in both advanced applications.

(iii) Hard Disks

Regarding products for hard disk substrates, net sales decreased by 12.1% to JPY 2,238 million compared with the previous fiscal year, despite continued favorable customer operations. The decrease was mainly due to reduced usage of our products attributable to improvements in their production processes.

(iv) General Industries

Regarding products for general industries, net sales increased by 18.7% to JPY 6,426 million compared with the previous fiscal year. The increase was mainly due to the inclusion of sales from Nanko Abrasives Industry Co., Ltd., which became a consolidated subsidiary in the previous fiscal year.

2) Financial Forecast of the Next Fiscal Year

The financial forecast for the next fiscal year shown below is based on the assumption that the semiconductor market will remain solid supported by AI-related demand, while the Company's depreciation and other expenses associated with the large-scale capital investments will increase.

FY2027 Financial Forecast: Millions of JPY

	FY ending March 31, 2027	Change from FY2026
Net Sales	74,800	7.8%
Operating Profit	14,500	4.9%
Ordinary Profit	14,500	2.3%
Profit Attributable to Owners of Parent	10,400	14.8%

The financial forecast and other forward-looking statements are based on information available to management at the present time and on certain assumptions judged by management to be reasonable. Due to various factors, actual performance and financial results in future periods may differ materially from the forecast.

(2) Overview of Financial Position

Summary of Total Assets, Total Liabilities and Net Assets as of March 31, 2026

Total assets increased by JPY 30,394 million to JPY 121,302 million compared with the previous fiscal year mainly due to increases of JPY 19,845 million in buildings and structures, net in non-current assets, of JPY 3,489 million in cash and deposits, and of JPY 2,567 million in investment securities.

Total liabilities increased by JPY 22,574 million to JPY 36,587 million compared with the previous fiscal year mainly due to increases of JPY 16,160 million in long-term borrowings, of JPY 2,602 million in accounts payable - facilities, and of JPY 1,087 million in income taxes payable.

Net assets increased by JPY 7,819 million to JPY 84,715 million compared with the previous fiscal year mainly due to increases of JPY 3,525 million in retained earnings, of JPY 2,290 million in foreign currency translation adjustment, and of JPY 1,567 million in valuation difference on available-for-sale securities.

Summary of Cash Flow for the Year Ended March 31, 2026

Cash and cash equivalents increased by JPY 5,737 million to JPY 29,524 million compared with the end of the previous fiscal year as follows.

(i) Cash Flow from Operating Activities

Net cash provided by operating activities decreased by JPY 388 million to JPY 12,599 million compared with the previous fiscal year mainly due to a decrease in trade payables and an increase in income taxes paid, despite an increase in profit before income taxes.

(ii) Cash Flow from Investing Activities

Net cash used in investing activities increased by JPY 4,272 million to JPY 20,146 million compared with the previous fiscal year mainly due to an increase in purchase of property, plant and equipment, despite a decrease in payments into time deposits.

(iii) Cash Flow from Financing Activities

Net cash provided by financing activities increased by JPY 17,815 million to JPY 12,178 million mainly due to an increase in proceeds from long-term borrowings.

(iv) Cash Flow Indicators and Trends

	FY2022	FY2023	FY2024	FY2025	FY2026
Equity Ratio on Book Value Basis (%)	83.2	86.2	87.4	83.7	69.1
Equity Ratio on Market Value Basis (%)	219.5	225.4	339.7	166.7	177.2
Debt Repayment Ratio (years)	0.0	0.0	0.0	0.0	1.5
Interest Coverage Ratio (times)	1,460.2	1,010.7	1,334.6	3,303.3	80.8

(Notes)
Equity Ratio on Book Value Basis: Equity / Total Assets
Equity Ratio on Market Value Basis: Market Capitalization / Total Assets
Debt Repayment Ratio: Interest-Bearing Liabilities / Cash Flows from Operating Activities
Interest Coverage Ratio: Cash Flows from Operating Activities / Interest Payments

- All indicators are calculated based on consolidated financial figures.
- Market capitalization is calculated by multiplying the closing share price at the fiscal year-end by the number of issued shares outstanding at the fiscal year-end, excluding treasury shares.
- Cash flow represents cash flows from operating activities.
- Interest-bearing debt includes all liabilities recorded on the consolidated balance sheets on which interest is paid.
- Interest payments represent the amount of interest paid as shown in the consolidated statement of cash flows.

(3) Policy for Distribution of Income, and Dividends for the Year Ended March 31, 2026 and the Year Ending March 31, 2027

The Company recognizes the appropriate distribution of income to shareholders as the most important management issue. Regarding dividend payments, the Company has a basic policy of striving to live up to shareholder's expectations by continuously providing stable dividend payments targeting a consolidated payment ratio of 55% or more. The Company previously examined an addition of DOE (dividend on equity) related policy; however, the Company is currently in an agile capital allocation phase focusing on capital investment to capture growth opportunities in the semiconductor market. Accordingly, in order to carry out highly balanced management between investment for the growth and shareholder returns, the Company decided to newly adopt a progressive dividend policy to maintain or increase dividends, in addition to existing basic policy, at least for the period of the current Medium & Long Term Business Plan (from the fiscal year ended March 2024 to the fiscal year ending March 2029). Through these policies, the Company aims to realize more robust and stable shareholder returns that are resilient to changes in the business environment.

Regarding retained earnings, the Company strives to reinforce R&D and production systems to meet customers' satisfaction, to execute global business strategies and to expand the business domain in order to deal with changing business environments.

For FY2026, the Company proposes to pay a year-end cash dividend of JPY 38.33 per share, and the total annual dividend will be JPY 75 per share including an interim cash dividend of JPY 36.67 per share.

For FY2027, the Company proposes to pay a cash dividend of JPY 77 per share, comprising an interim cash dividend of JPY 38.50 per share and a year-end cash dividend of JPY 38.50 per share.

2. Basic Policy for the Selection of Accounting Standards

While the Company has paid close attention to other companies' adoption trends regarding the IFRS, the consolidated financial statements have been prepared in accordance with accounting principles generally accepted in Japan due to considering the burden of establishing a system for preparing consolidated financial statements in accordance with international accounting standards.

3.Consolidated Financial Statements
(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	27,857	31,346
Notes and accounts receivable - trade	12,798	13,681
Merchandise and finished goods	5,991	6,935
Work in process	1,620	1,504
Raw materials and supplies	6,448	6,482
Other	1,432	1,255
Allowance for doubtful accounts	△20	△19
Total current assets	56,128	61,186
Non-current assets		
Property, plant and equipment		
Buildings and structures	22,105	42,764
Accumulated depreciation	△15,237	△16,050
Buildings and structures, net	6,868	26,713
Machinery, equipment and vehicles	25,770	27,530
Accumulated depreciation	△22,815	△23,868
Machinery, equipment and vehicles, net	2,954	3,661
Land	8,411	8,475
Construction in progress	8,758	8,875
Other	12,539	14,405
Accumulated depreciation	△10,352	△10,942
Other, net	2,187	3,463
Total property, plant and equipment	29,180	51,189
Intangible assets		
Software	137	165
Other	756	1,478
Total intangible assets	893	1,644
Investments and other assets		
Investment securities	3,511	6,079
Deferred tax assets	899	330
Retirement benefit asset	55	568
Other	248	313
Allowance for doubtful accounts	△9	△9
Total investments and other assets	4,705	7,282
Total non-current assets	34,779	60,116
Total assets	90,908	121,302

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	4,230	4,375
Current portion of long-term borrowings	―	1,071
Income taxes payable	1,791	2,879
Provision for bonuses	1,804	2,146
Accounts payable - other	1,563	1,654
Accounts payable - facilities	1,490	4,092
Provision for share awards	―	141
Other	1,591	1,780
Total current liabilities	12,471	18,142
Non-current liabilities		
Long-term borrowings	―	16,160
Deferred tax liabilities	111	566
Retirement benefit liability	644	535
Provision for share awards	188	47
Other	596	1,134
Total non-current liabilities	1,540	18,445
Total liabilities	14,012	36,587
Net assets		
Shareholders' equity		
Share capital	4,753	4,753
Capital surplus	5,038	5,038
Retained earnings	65,172	68,698
Treasury shares	△4,416	△4,416
Total shareholders' equity	70,548	74,073
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,087	2,655
Foreign currency translation adjustment	4,349	6,640
Remeasurements of defined benefit plans	133	501
Total accumulated other comprehensive income	5,571	9,797
Non-controlling interests	776	844
Total net assets	76,895	84,715
Total liabilities and net assets	90,908	121,302

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

(i) Consolidated Statements of Income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	62,503	69,404
Cost of sales	35,052	38,192
Gross profit	27,451	31,211
Selling, general and administrative expenses	15,670	17,384
Operating profit	11,780	13,826
Non-operating income		
Interest income	268	254
Dividend income	95	112
Foreign exchange gains	47	49
Other	205	140
Total non-operating income	617	557
Non-operating expenses		
Interest expenses	3	135
Commission expenses	—	46
Loss on sale of non-current assets	15	—
Loss on retirement of non-current assets	14	27
Loss on valuation of investment securities	103	—
Other	9	4
Total non-operating expenses	147	214
Ordinary profit	12,251	14,169
Extraordinary losses		
Impairment losses	—	369
Plant reorganization expenses	—	52
Total extraordinary losses	—	421
Profit before income taxes	12,251	13,747
Income taxes - current	3,083	3,237
Income taxes for prior periods	—	1,215
Income taxes - deferred	△274	167
Total income taxes	2,808	4,620
Profit	9,442	9,127
Profit attributable to non-controlling interests	13	67
Profit attributable to owners of parent	9,428	9,059

(ii) Consolidated Statements of Comprehensive Income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	9,442	9,127
Other comprehensive income		
Valuation difference on available-for-sale securities	152	1,567
Foreign currency translation adjustment	△480	2,290
Remeasurements of defined benefit plans, net of tax	△24	368
Total other comprehensive income	△352	4,226
Comprehensive income	9,090	13,353
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	9,076	13,285
Comprehensive income attributable to non-controlling interests	13	67

(3) Consolidated Statements of Changes in Equity

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,753	5,038	61,277	△4,416	66,652
Changes during period					
Dividends of surplus			△5,533		△5,533
Profit attributable to owners of parent			9,428		9,428
Net changes in items other than shareholders' equity					
Total changes during period	―	―	3,895	―	3,895
Balance at end of period	4,753	5,038	65,172	△4,416	70,548

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	935	4,830	158	5,923	―	72,576
Changes during period						
Dividends of surplus						△5,533
Profit attributable to owners of parent						9,428
Net changes in items other than shareholders' equity	152	△480	△24	△352	776	424
Total changes during period	152	△480	△24	△352	776	4,319
Balance at end of period	1,087	4,349	133	5,571	776	76,895

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,753	5,038	65,172	△4,416	70,548
Changes during period					
Dividends of surplus			△5,533		△5,533
Profit attributable to owners of parent			9,059		9,059
Purchase of treasury shares				△0	△0
Net changes in items other than shareholders' equity					
Total changes during period	―	―	3,525	△0	3,525
Balance at end of period	4,753	5,038	68,698	△4,416	74,073

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	1,087	4,349	133	5,571	776	76,895
Changes during period						
Dividends of surplus						△5,533
Profit attributable to owners of parent						9,059
Purchase of treasury shares						△0
Net changes in items other than shareholders' equity	1,567	2,290	368	4,226	67	4,293
Total changes during period	1,567	2,290	368	4,226	67	7,819
Balance at end of period	2,655	6,640	501	9,797	844	84,715

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	12,251	13,747
Depreciation	2,003	2,363
Amortization of long-term prepaid expenses	15	28
Impairment losses	―	369
Increase (decrease) in provision for bonuses	212	308
Increase (decrease) in allowance for doubtful accounts	2	△1
Decrease (increase) in retirement benefit asset	―	△12
Increase (decrease) in retirement benefit liability	△61	△78
Interest income	△268	△254
Dividend income	△95	△112
Interest expenses	3	135
Commission expenses	―	46
Foreign exchange losses (gains)	30	△102
Loss (gain) on valuation of investment securities	103	―
Decrease (increase) in trade receivables	△340	△383
Decrease (increase) in inventories	329	△222
Increase (decrease) in trade payables	899	△344
Increase (decrease) in accounts payable - other	△202	79
Other, net	△99	220
Subtotal	14,780	15,786
Interest and dividends received	320	392
Interest paid	△3	△155
Income taxes paid	△2,327	△3,490
Income taxes refund	218	66
Net cash provided by (used in) operating activities	12,987	12,599
Cash flows from investing activities		
Payments into time deposits	△7,771	△3,576
Proceeds from withdrawal of time deposits	5,527	6,068
Proceeds from redemption of securities	500	―
Purchase of investment securities	△148	△368
Purchase of property, plant and equipment	△12,574	△21,263
Purchase of intangible assets	△270	△972
Purchase of shares of subsidiaries	△1,085	―
Other, net	△50	△34
Net cash provided by (used in) investing activities	△15,874	△20,146
Cash flows from financing activities		
Proceeds from long-term borrowings	―	17,500
Repayments of long-term borrowings	―	△267
Dividends paid	△5,533	△5,533
Proceeds from sale and leaseback transactions	―	670
Other, net	△102	△190
Net cash provided by (used in) financing activities	△5,636	12,178
Effect of exchange rate change on cash and cash equivalents	△334	1,105
Net increase (decrease) in cash and cash equivalents	△8,857	5,737
Cash and cash equivalents at beginning of period	32,645	23,787
Cash and cash equivalents at end of period	23,787	29,524

4. Others

Changes in Directors

(1) Changes in Representative Directors

For changes in representative directors, please refer to the "Notice Concerning Changes in Representative Directors and Executive Personnel" released on May 14, 2026.

(2) Other Changes in Directors

For other changes in directors, please refer to the "Notice Concerning the Election of Director, Corporate Auditor and Substitute Corporate Auditor Candidates" released on May 14, 2026.