

HEROZ

Presentation Material for FY04/2026 Q3 Financial Results

March 13, 2026

HEROZ, Inc. | 4382 |

Notice

This document is an excerpt translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

01



Financial Highlights

Financial Highlights : YoY revenue and profit growth achieved; on track for full-year targets, leveraging Q4-weighted structure.

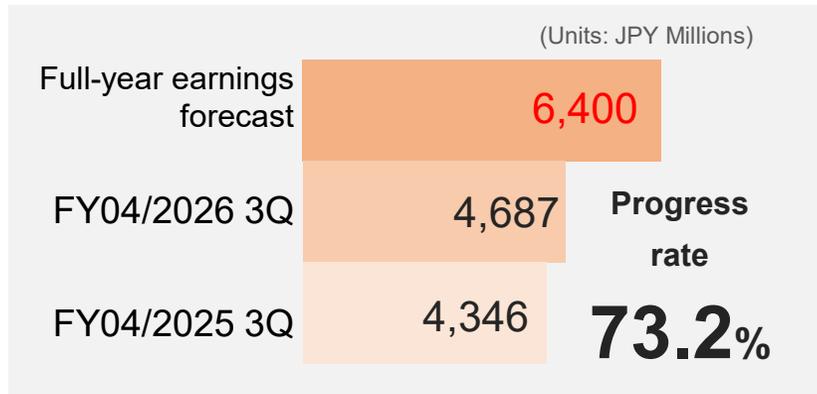
Performance Summary

- Revenue ¥4,687 million (+7.8% YoY), EBITDA ¥719 million (+46.1% YoY), and operating profit ¥358 million (+126.4% YoY), all increased.
HEROZ ASK: revenue +37.9% QoQ JOINT license + initial sales: revenue +53.3% QoQ
- Progress rates of **73.2% for revenue** and **71.7% for operating profit** against the revised full-year forecast are on track, advancing steadily in line with the Q4-weighted business structure.
- Entered into a business and capital alliance with **JPYC Inc.** Aiming to build a new business foundation in the **Stablecoin × AI** domain by integrating HEROZ's AI implementation expertise into the stablecoin business.

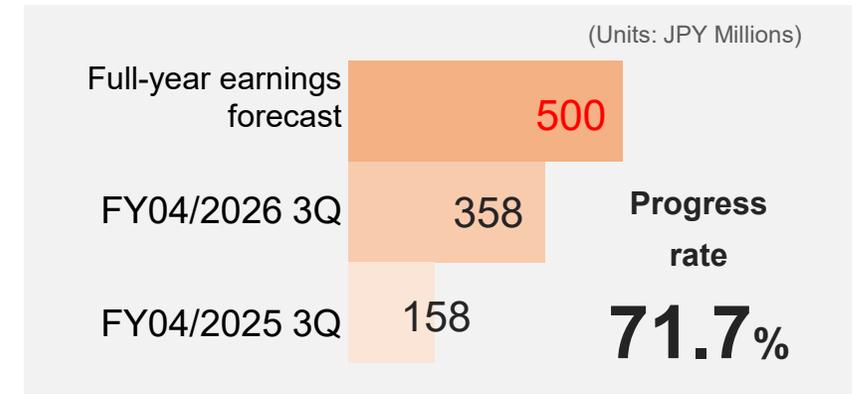


Performance progress (revised)

Sales

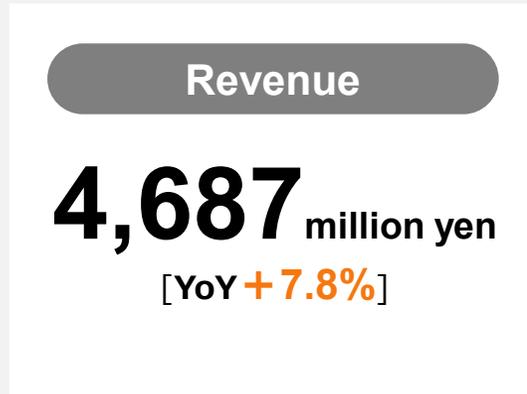


Operating profit

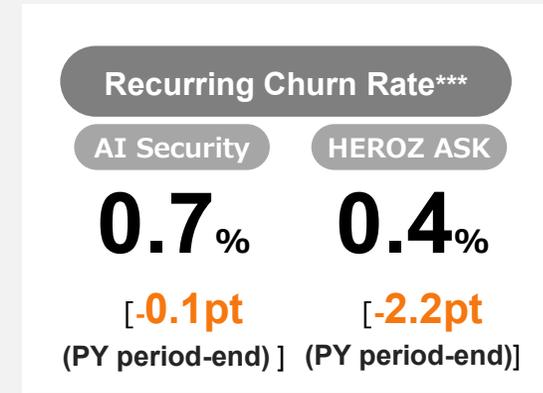
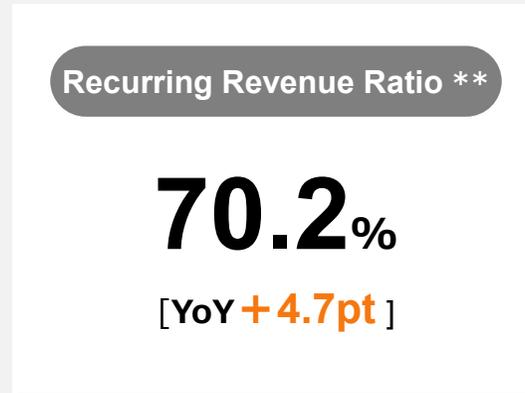


FY2026 Q3 Consolidated Performance Summary : Key metrics are also trending well.

HEROZ Group Consolidated



KPI



* EBITDA is operating profit plus non-cash expenses like depreciation, stock-based compensation, goodwill amortization, security deposit amortization, and inventory valuation losses.

**Recurring revenue includes the sum of HEROZ's BtoB continuous revenue, BtoC subscription revenue, Vario Secure's security BPO service revenue, StrategIT's subscription revenue and maintenance costs, A.I. Squared, Inc.'s package revenue, Tifana.com's "AI Sakura-san" usage fees, and VOIQ's revenue for the quarter.

***The recurring churn rate refers to the cancellation rate of BPO security services in the AI Security service and HEROZ ASK.

Segment Overview: Company-wide YoY Revenue Growth; BtoB to Achieve Full-Year Targets with Q4-Weighted Structure

*The AI/DX Business was renamed the AIX Business from Q1 FY2026.

Segment	Revenue progress	Overview of the current fiscal year	Revenue growth rate (YoY)
BtoC		<ul style="list-style-type: none"> • Positive YoY growth for the third straight quarter, with steady progress. • Games played topped 30 million for the fourth straight quarter. • Launch of "Kishin Chat" enhances the spectating experience, driving new user acquisition. 	+1.2%
AIX ※		<ul style="list-style-type: none"> • HEROZ ASK: ARR reached approx. ¥150 million as of end of February, driving Group ARR growth. On track for monthly profitability within this fiscal year. Migration to a new pricing plan from January expected to drive retention, company-wide adoption, and LTV improvement. • HEROZ BtoB: Q4-weighted structure continues; however, with a pipeline exceeding last year, we will focus on achieving full-year targets. 	+15.0%
AI Security		<ul style="list-style-type: none"> • Price revision effects contributing throughout the fiscal year, with continued improvement in profitability. • Churn rate remains stable at a low 0.65%. 	+5.5%

Performance Overview (May 2025-January 2026)

- ① Revenue was **¥4,687 million (+7.8% YoY)**
- ② operating profit **¥358 million (+126.4% YoY)**
- ③ EBITDA **¥719 million (+46.1% YoY)** , showing significant growth.

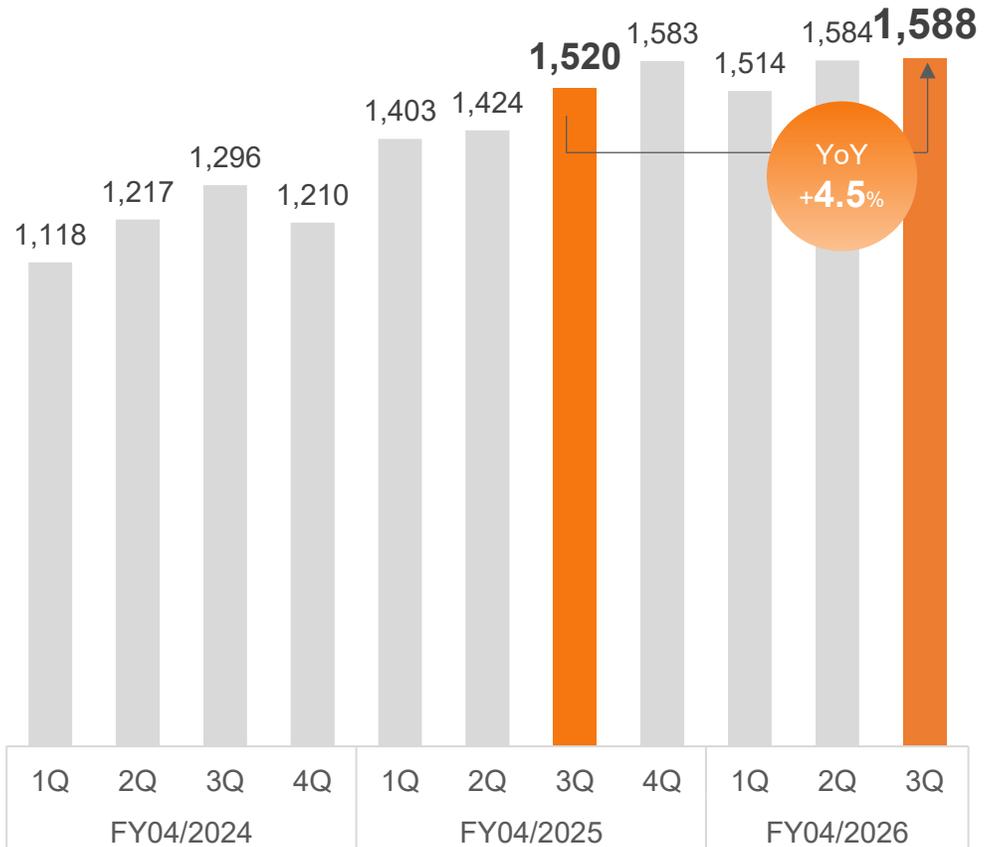
(Units: JPY Millions)	FY04/2025 Q2 Results (Consolidated)	FY04/2026 Q2 Actual (Consolidated)	YoY	Initial Forecast (Announced on December ,12 2025)	Progress against Initial Forecast
Net sales	4,346	① 4,687	+7.8%	6,400	73.2%
Cost of Sales	2,371	2,610	+10.1%	-	-
SG&A expenses	1,816	1,718	-5.4%	-	-
Operating Profit	158	② 358	+126.4%	500	71.7%
Ordinary Profit	91	265	+189.8%	420	63.2%
Net Income(loss) attributable to owners of the parent	-180	-49	-	50	-
EBITDA	492	③ 719	+46.1%	1,000	72.0%

Key Performance KPIs (by Quarter) Net Sales, EBITDA

Q3 revenue of **¥1,588 million**,
up **+4.5% YoY**, delivering steady growth.

Net Sales

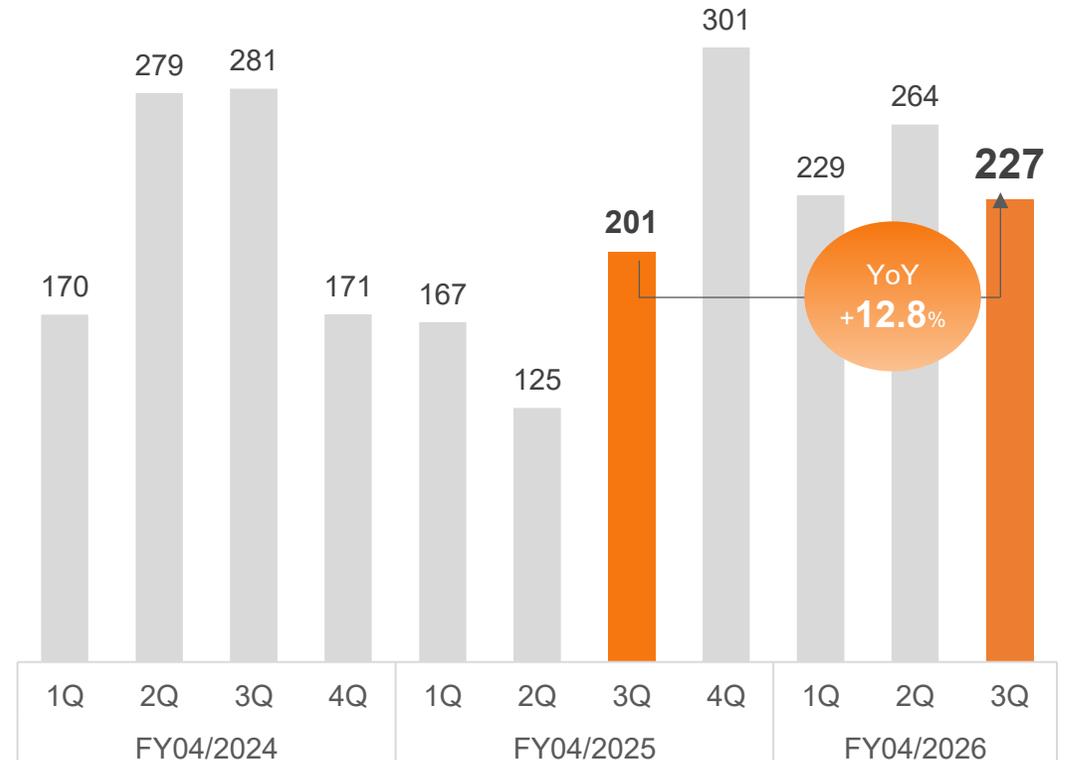
(Units: JPY Millions)



Q3 EBITDA of **¥227 million**,
up **+12.8% YoY**, reflecting continued improvement in profitability.

EBITDA

(Units: JPY Millions)

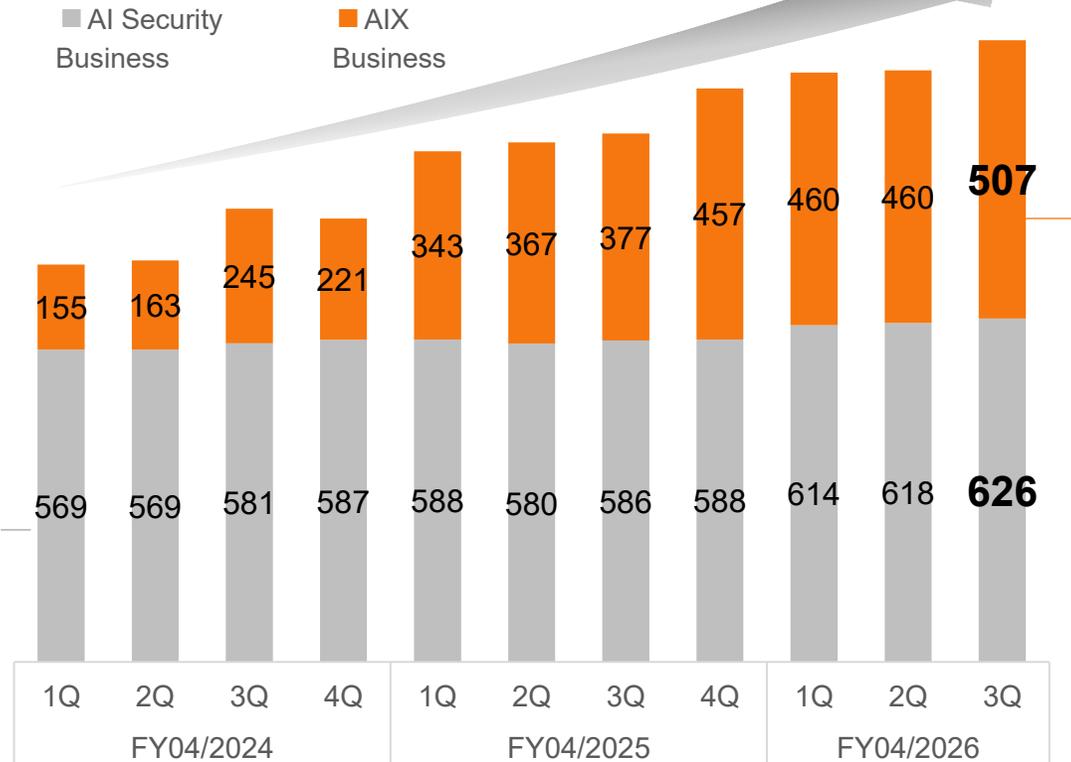


Recurring Revenue & ARR: Steady growth driven by new SaaS and M&A effects. HEROZ

Recurring Revenue Trends (Quarterly)

*The AI/DX Business was renamed the AIX Business from Q1 FY2026.

(Units: JPY Millions)



AI Security

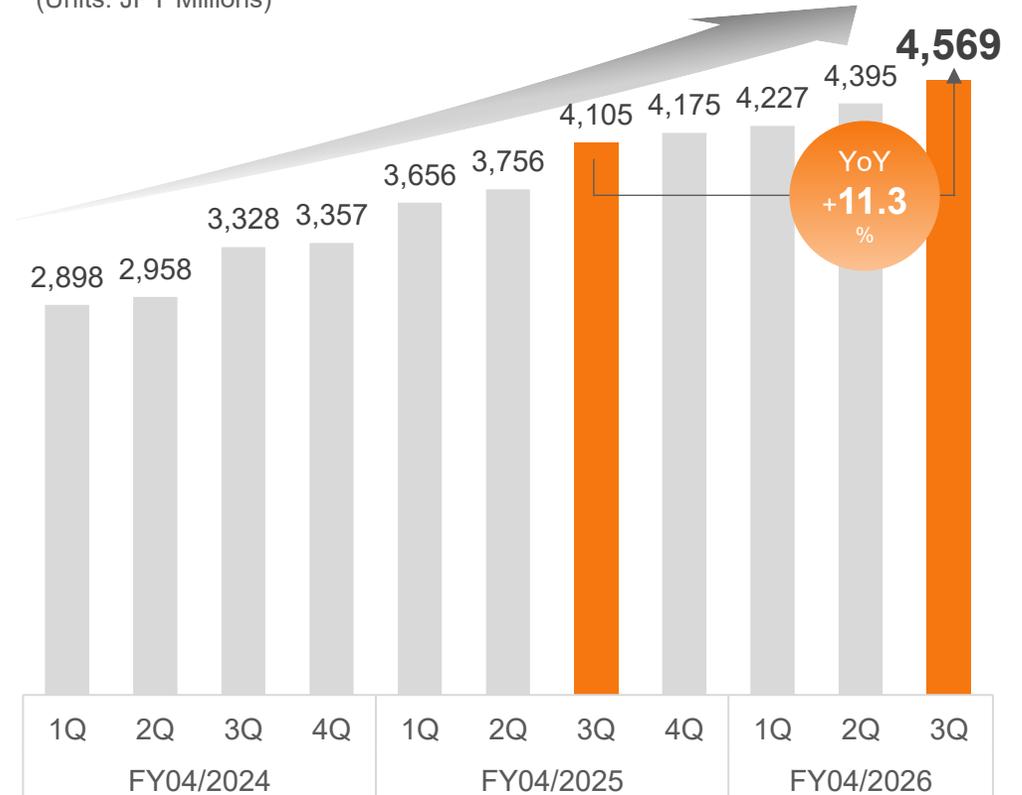
- Security BPO Service

AIX*

- Shogi Wars-related Subscriptions
- A.I. Squared Package Revenue
- VOIQ Sales Support Revenue
- BtoB Continuous Contracts/Subscriptions
- AI Sakura-san Usage Fees

ARR Trends

(Units: JPY Millions)

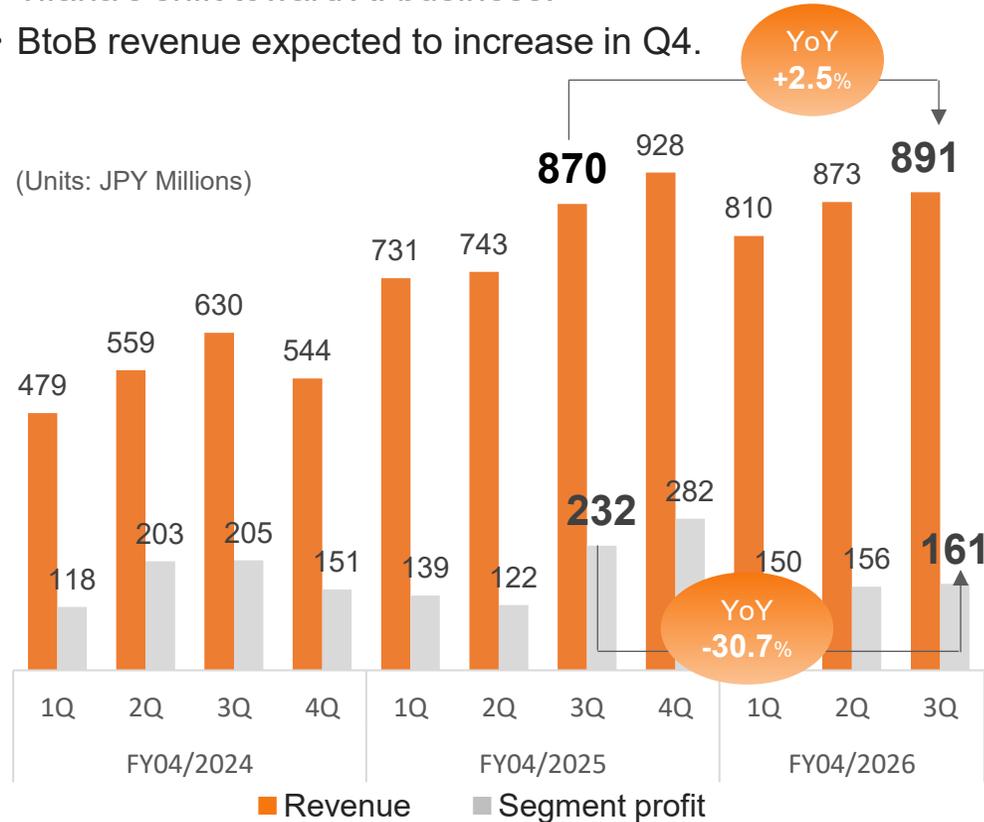


Segment Revenue & Profit Trends

*The AI/DX Business was renamed the AIX Business from Q1 FY2026.

AIX Business*

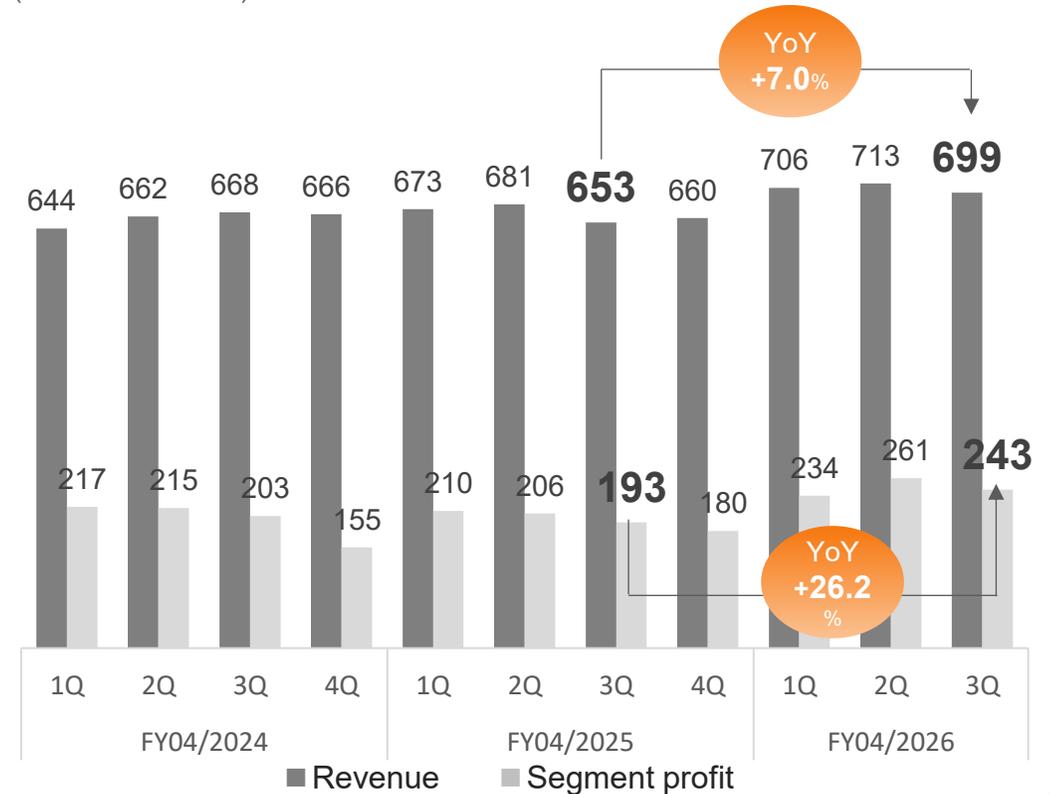
- Revenue **+2.5% YoY**.
- Segment profit declined YoY, primarily due to upfront hiring investments and transitional impacts from Tifana's shift toward AI business.
- BtoB revenue expected to increase in Q4.



AI Security Business

- Revenue **+7.0% YoY**.
- Price revision effects contributing throughout the fiscal year, with continued improvement in profitability.

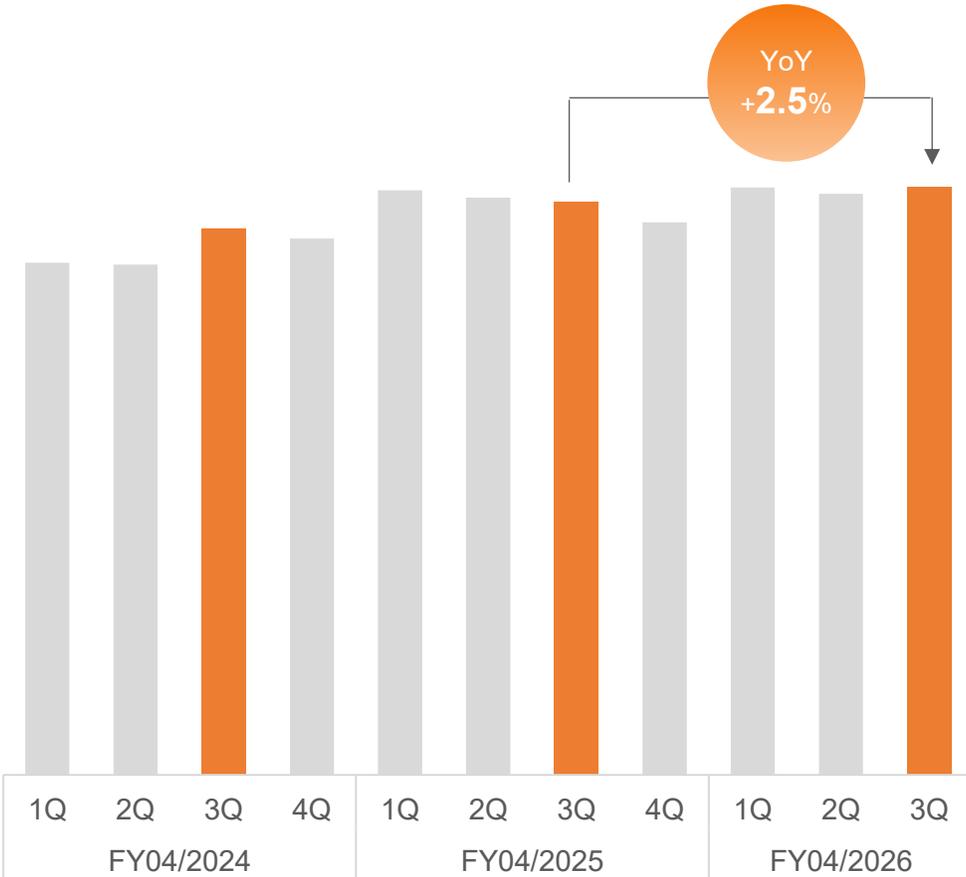
(Units: JPY Millions)



BtoC Business: Q3 Revenue Exceeds Prior Year, Trending Steadily

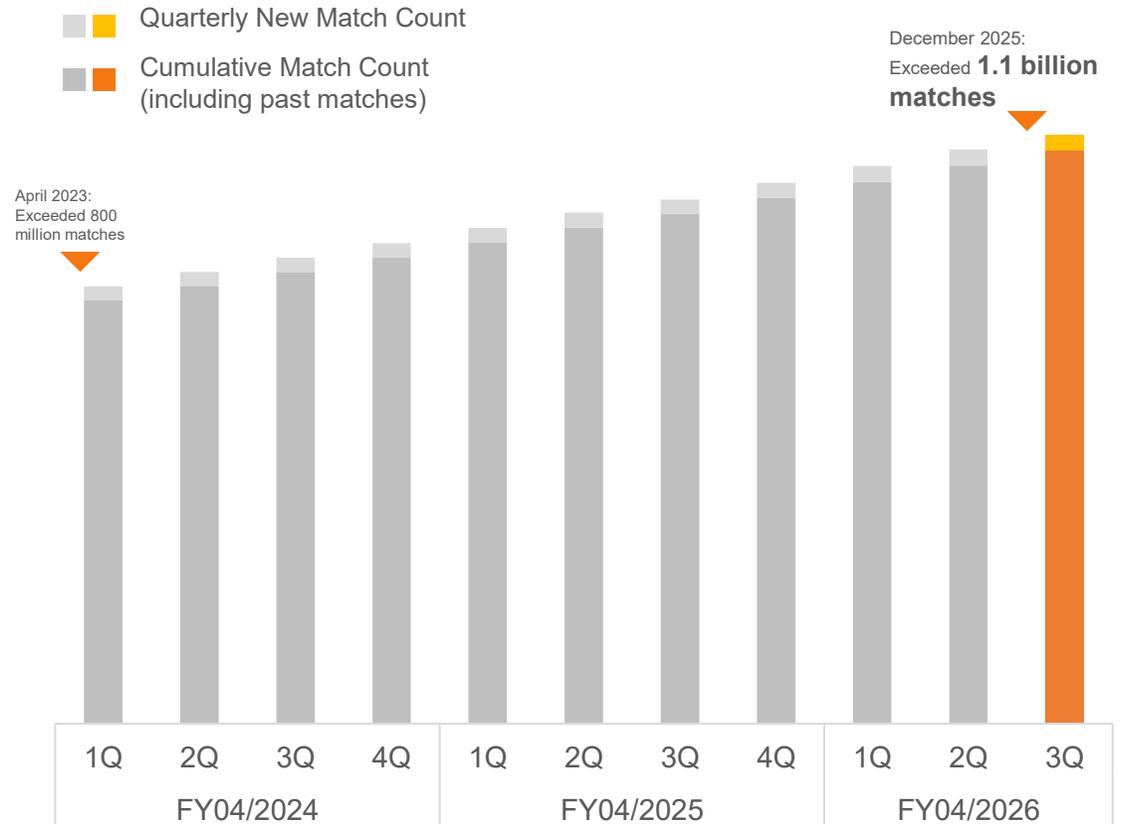
BtoC Revenue Trends

- Achieved **2.5% YoY** growth
- Premium user count remains at record-high levels.



Games played continue to grow steadily

- Games played topped 30 million for the **fourth straight quarter**; cumulative games played surpassed **1.1 billion** in December.

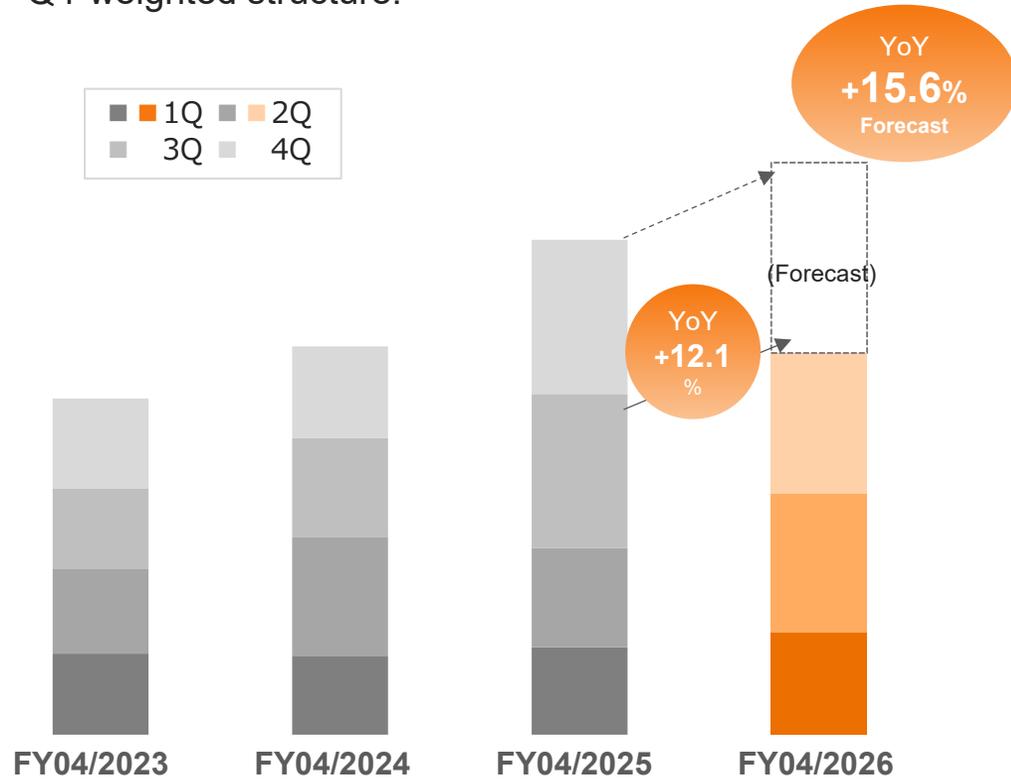


※Figures prior to the fiscal year ending April 2024 have been adjusted for the impact of changes in accounting standards

BtoB: 3Q Cumulative Revenue +12.1% YoY; Q4-Weighted Structure Continues

BtoB Revenue Trends

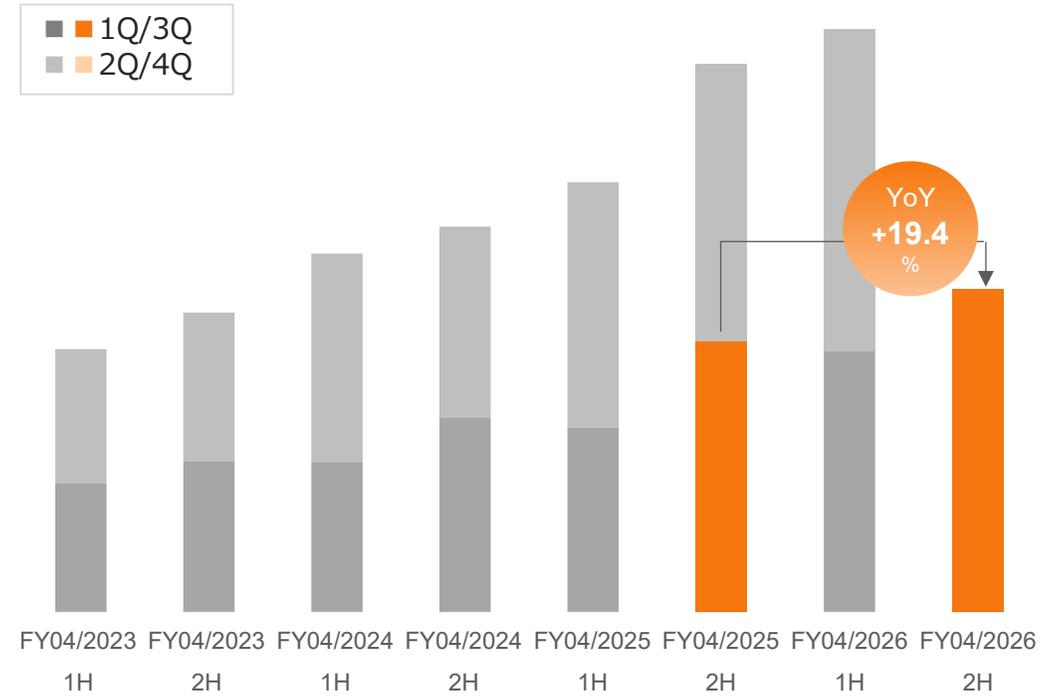
- 3Q cumulative revenue **+12.1%**
- YoY; full-year growth of **+15.6%** expected, reflecting Q4-weighted structure.



*4Q outlook is subject to change, including timing.

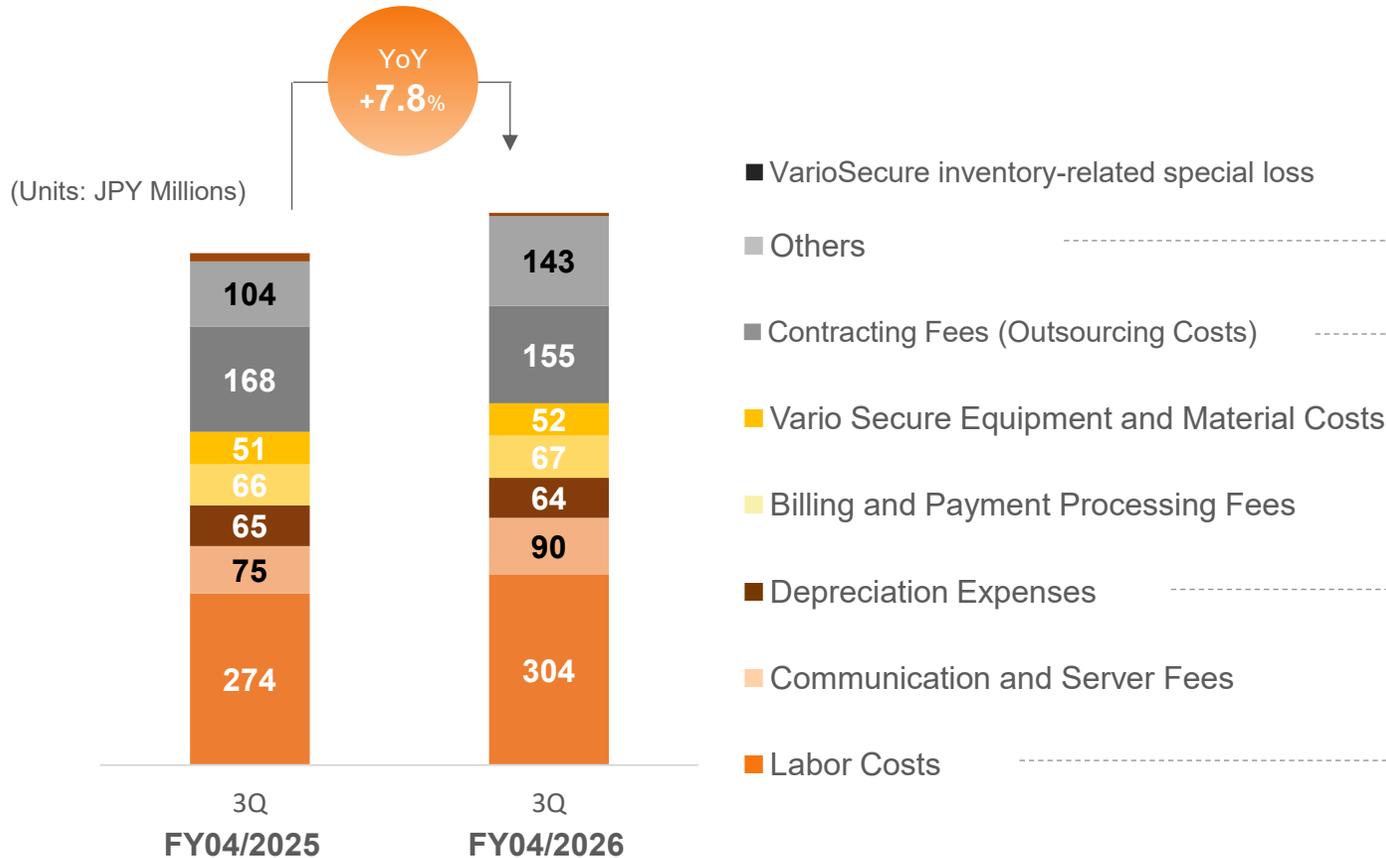
BtoB Number of Active Projects Quarterly

- Number of deals in Q3 up **+19.4% YoY**, tracking above the prior year's second half.



Cost breakdown (consolidated): Cost of sales +7.8% YoY on growth investments; cost of sales ratio increase limited to +1.6pt

- Engineer hiring on track; cost of sales **+7.8% YoY**, with cost of sales ratio up approx. **+1.6pt YoY**.
- Outsourcing costs are also trending downward.



Cost of Sales YoY (On an organic basis)

Primarily due to increased fees and maintenance costs at VarioSecure.

Outsourcing costs reduced at Tifana and VarioSecure.

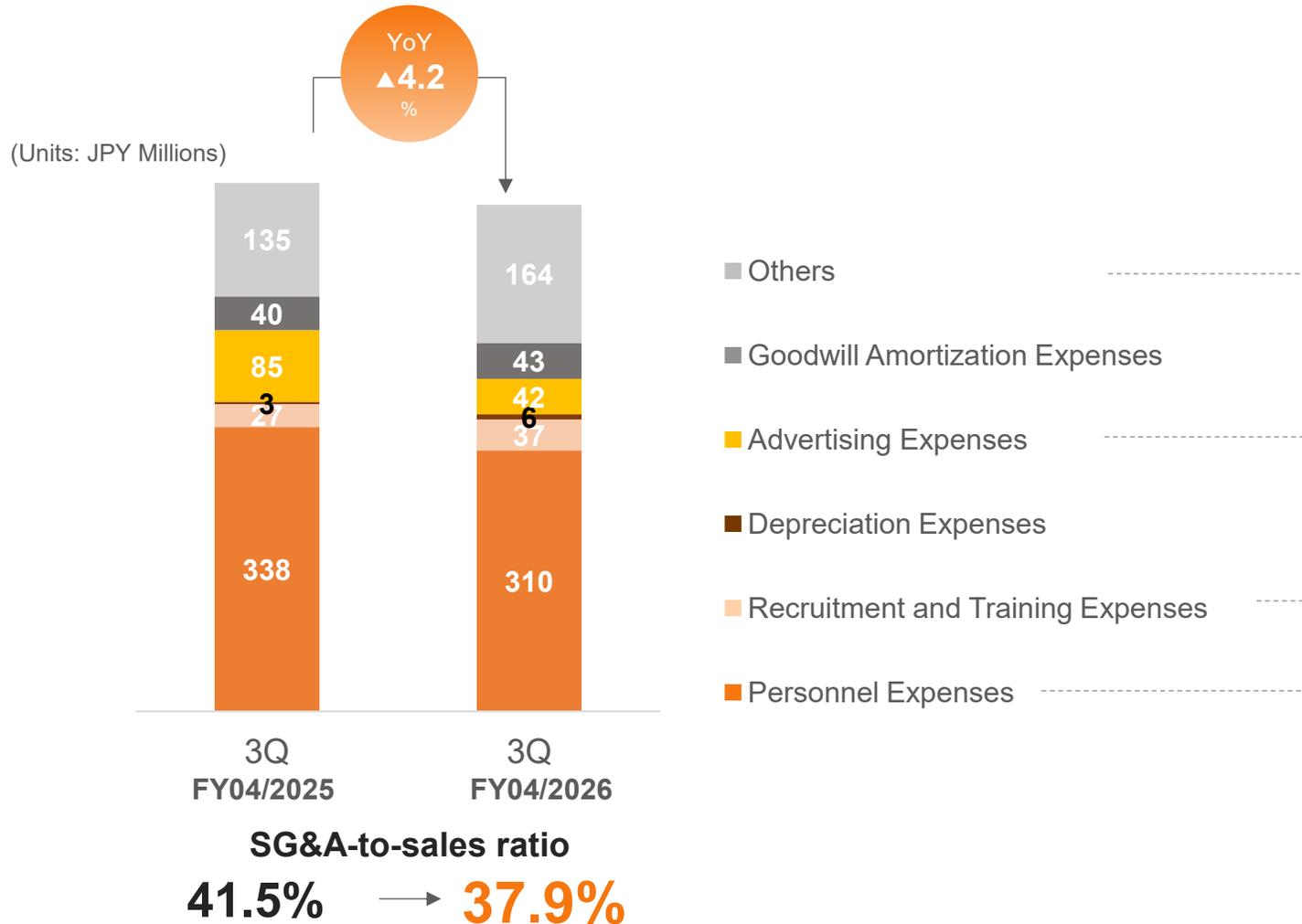
Primarily software amortization for HEROZ ASK and JOINT.

Engineer hiring progressing steadily, mainly driven by headcount additions in HEROZ BtoB.

Ratio of cost of sales to net sales
53.9% → 55.5%

SG&A breakdown (consolidated): Q3 Actuals Show YoY Decline; Cost Optimization Progressing.

- **-4.2% YoY**, driven by selective allocation of resources toward higher ROI initiatives.
- **SG&A-to-revenue ratio improved by approx. 4 percentage points**; disciplined cost control measures to be maintained going forward.



SG&A YoY (On an organic basis)

Increase driven by outsourcing costs at group companies, sales tool upgrades, rent, and net additions from VOIQ's expansion.

Shifted spending from broad-based investments to higher ROI initiatives such as trade shows and targeted marketing.

Recruitment costs held steady through AI and direct recruiting, while active hiring continues.

Fixed costs reduced via prior-year sales & marketing headcount growth and executive restructuring at group companies.

HEROZ ASK Revenue Trends

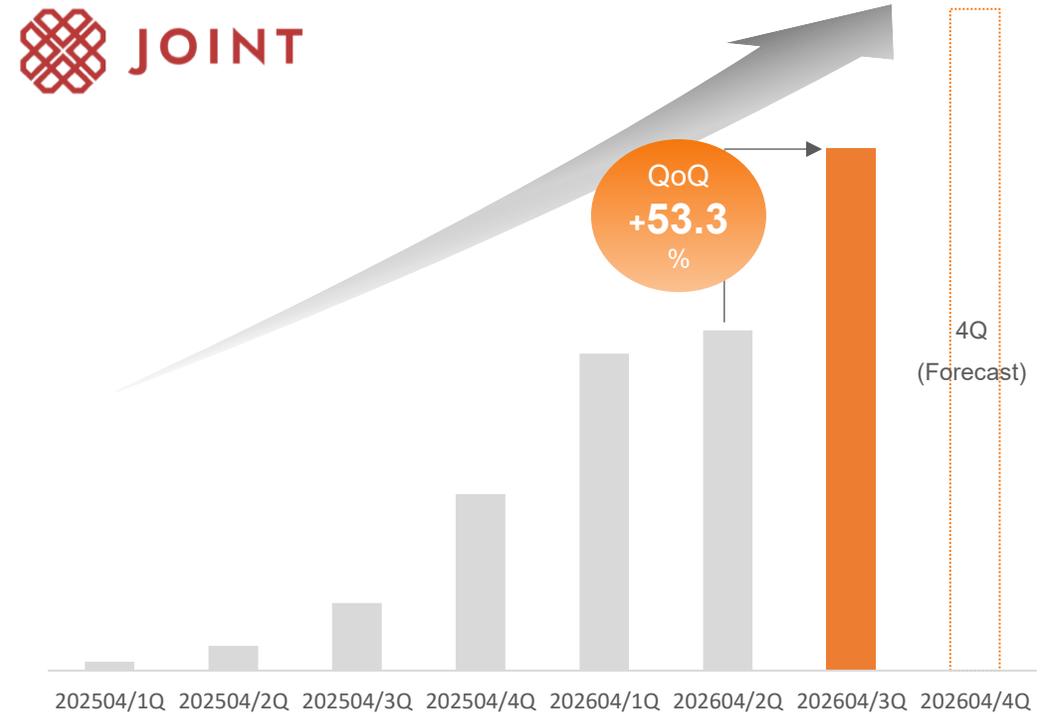
- Q3 revenue grew **+37.9% QoQ**; **ARR reached ¥130 million** in January.
- Cumulative contracted customers reached approx. **350 companies** as of end of January.
- On track to achieve **monthly profitability** within this fiscal year.



*The 4Q outlook is subject to change, including its timing.

JOINT license + initial sales Trends

- JOINT revenue increased steadily through Q3, up **+53.3% QoQ**.



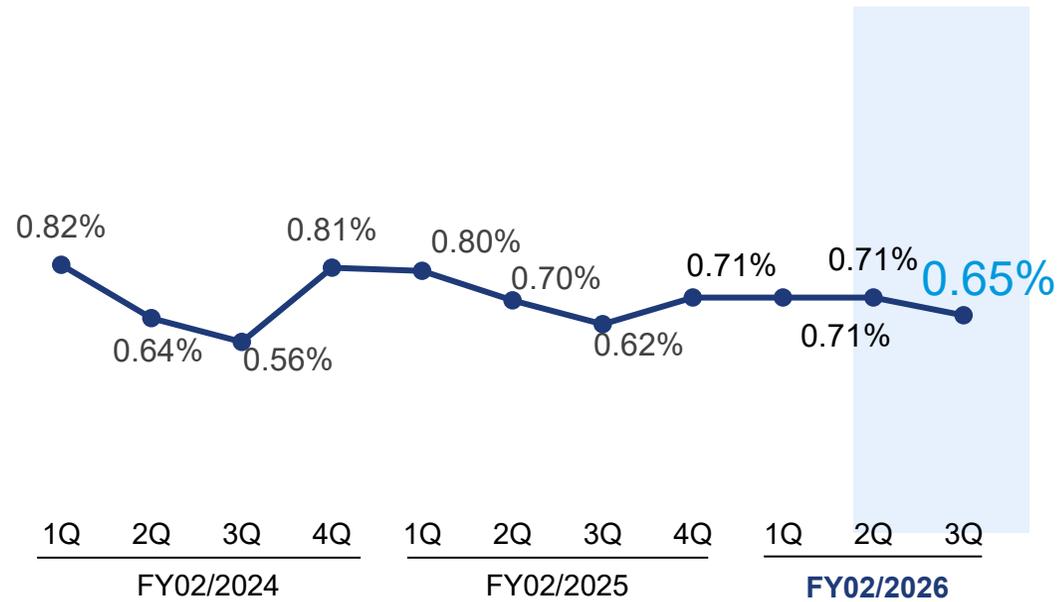
*The 4Q outlook is subject to change, including its timing.

Churn Rate Trend: HEROZ ASK continues to decline to low levels.

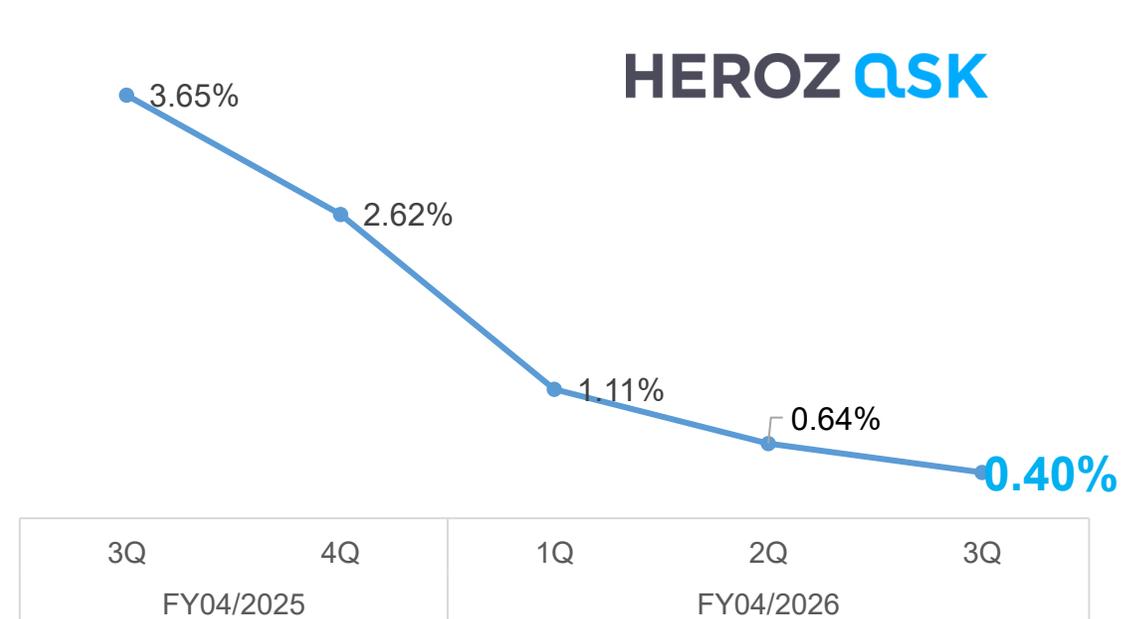
- AI Security's 3Q FY2026 churn rate was **0.65%**, staying below 1%.
- HEROZ ASK's churn rate decreased to **0.40%**, showing continued improvement.

Quarterly Churn Rate Trend

Security BPO Service: Quarterly Churn Rate Trend



HEROZ ASK User ID: Quarterly Churn Rate Trend



※ : Churn Rate (Revenue-based) = Quarterly Churn Amount ÷ (Monthly Revenue at Beginning of Fiscal Year × 3 Months)

※ : Churn Rate (ID-based) = Quarterly Churned IDs ÷ (Cumulative IDs at Quarter Start × 3)

02



HEROZ Business Overview

● Sales Trends and Main History

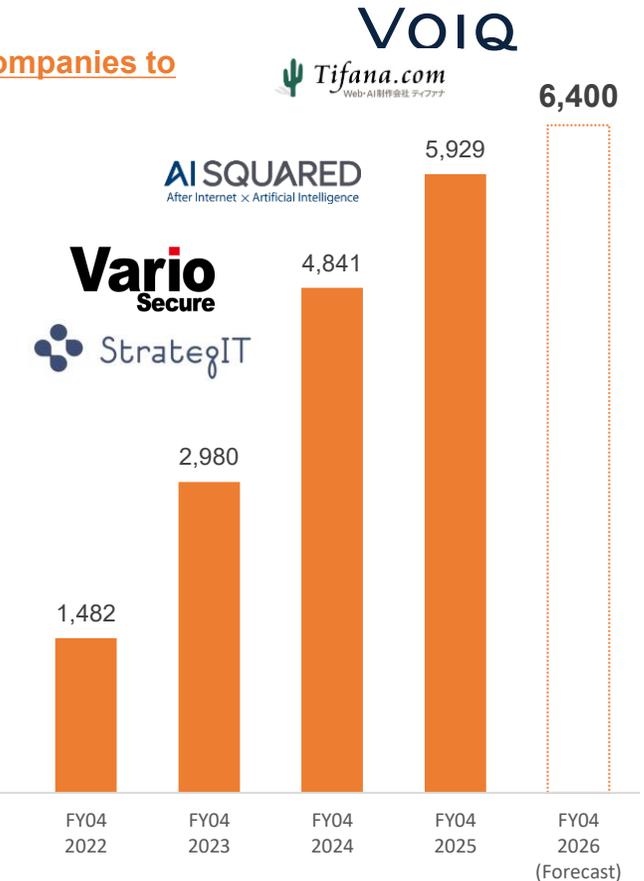
(JPY Millions)

HEROZ was founded with the concept of "Surprise to the Heart", aiming to create services that will surprise the world.

We believe that everyone has unique abilities, and through the creation of our services, we would like to help "give birth to as many heroes as possible".

We want to do things that maximize the power of technology while at the same time making things interesting and surprising people, and this desire is at the root of HEROZ's "Surprise to the Heart" concept.

Newly added companies to our group



HEROZ
BtoB

- 2009** Established
- 2012** "Shogi Wars" released.
- 2013** Shogi AI developed by our engineers (at the time) won against an active professional Shogi player.

- 2016** JVA2016 Small and Medium Enterprise Agency Director-General's Award
- 2017** Capital and business alliances with various partners
- 2018** Listed on the Tokyo Stock Exchange.

- 2022** Vario Secure became part of the group
StrategIT became part of the group
- 2023** A.I.Squared became part of the group
- 2024** Tifana.com became part of the group
VOIQ Inc. became part of the group

Value Creation Through AI

HEROZ's vision is to **"Drive an AI revolution and create the future."**

We aim to build a society where AI is embedded in everyday life, allowing everyone to focus on self-fulfillment. AI is a partner in co-creating opportunities and value, driving that future through real-world implementation.

The AI Revolution Achieved in the World of Shogi

Our shogi AI continues to **support player learning and enrich spectator experiences.**

Just as coexistence with AI has evolved shogi and expanded its appeal, human-AI collaboration will extend **across all industries.**

The Age of Humans vs.AI

Growing pessimism that shogi is over



In 2017, PONANZA won against then Meijin Amahiko Sato

The Age of Human with AI

Human intelligence evolves with AI



Professionals are now studying Shogi through AI
(we also launched Kishin Analytics)

Evolution of the Shogi world

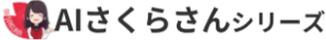
A new era has arrived in which practicing with AI is the norm.



AI shifted from "opponent" to "partner" for shogi players.

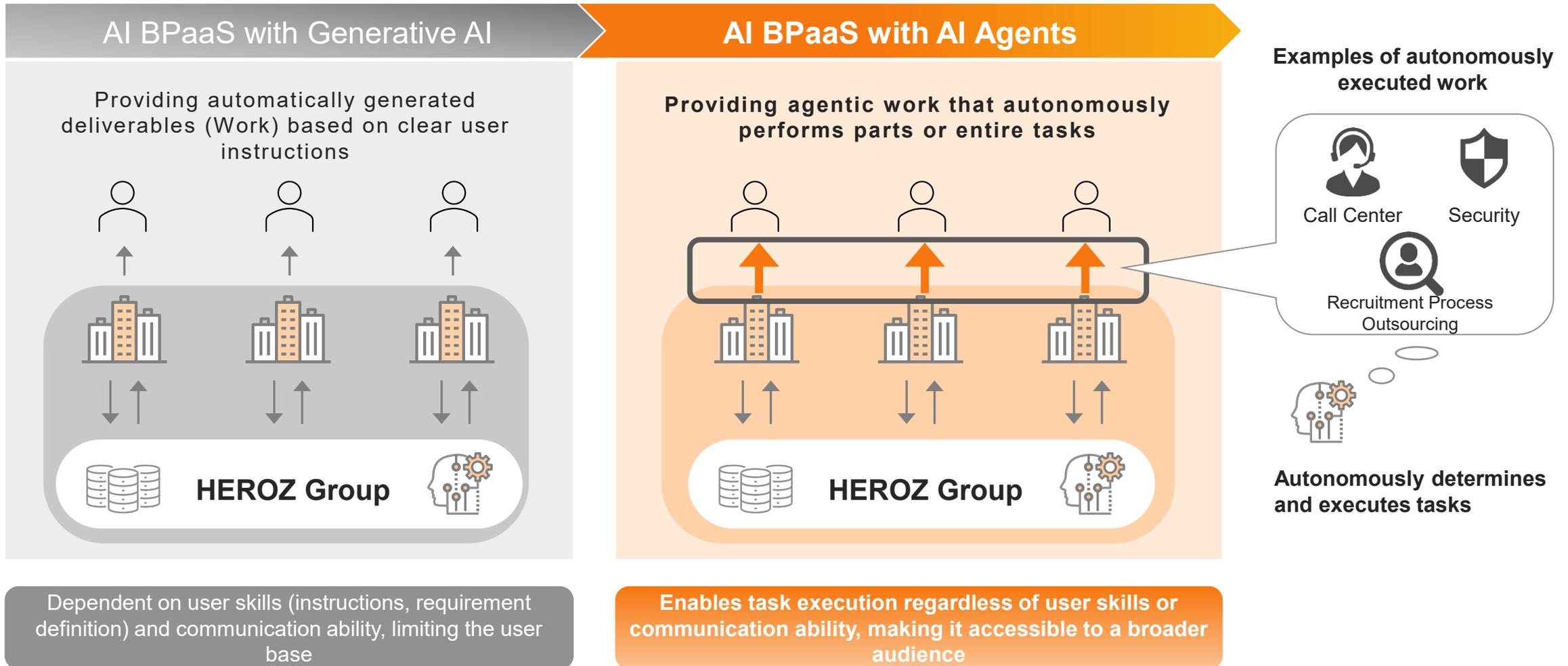
Group Business Structure (Business Segments)

- Two business segments: AIX Business and AI Security Business
- VOIQ, which joined the group in July 2024, is classified under the AIX Business

Segment	AIX					AI Security	
	BtoC	BtoB					
Business	 <p>Leveraging AI technology proven at the World Computer Shogi Championship; operates consumer shogi SaaS services including "Shogi Wars" and "Kishin Analytics"</p>	  <p>Drives real-world AI adoption via data analytics and AI solutions for clients; provides "HEROZ ASK," an LLM-powered AI assistant for business</p>	  <p>SaaS implementation support and inter-SaaS integration services; launched "JOINT iPaaS for SaaS" for SaaS vendors</p>	   <p>NLP-based AI products for contact centers; auto-response and auto-summarization solutions for business process automation</p>	  <p>Offers "AI Sakura-san" DX solution series for customer-facing reception, internal helpdesks, and more</p>	 <p>AI-powered sales support services; promotes AIX in inside sales and call centers to strengthen group-wide sales capabilities</p>	  <p>Provides secure internet environments primarily for SMEs; integrated security services, vulnerability assessments, and one-time purchase products</p>
KPI	<p>Primarily recurring revenue</p> <ul style="list-style-type: none"> MAU Conversion rate MPU ARPPU 	<p>Recurring / initial setup revenue</p> <ul style="list-style-type: none"> Recurring revenue No. of customers No. of engineers / business staff Utilization rate / unit price Revenue per employee No. of active projects 	<p>Recurring / integration development revenue</p> <ul style="list-style-type: none"> Recurring revenue No. of customers No. of engineers / business staff Utilization rate / unit price Revenue per employee App acquisitions / cancellations ARPPU 	<p>Recurring / initial setup revenue</p> <ul style="list-style-type: none"> Recurring revenue No. of customers No. of cancellations Revenue per client 	<p>Recurring / initial setup revenue</p> <ul style="list-style-type: none"> Recurring revenue No. of customers No. of active units Unit price No. of cancellations 	<p>Primarily recurring revenue</p> <ul style="list-style-type: none"> Recurring revenue No. of customers Revenue per client Revenue per employee 	<p>Recurring revenue</p> <ul style="list-style-type: none"> No. of customers No. of cancellations Revenue per client

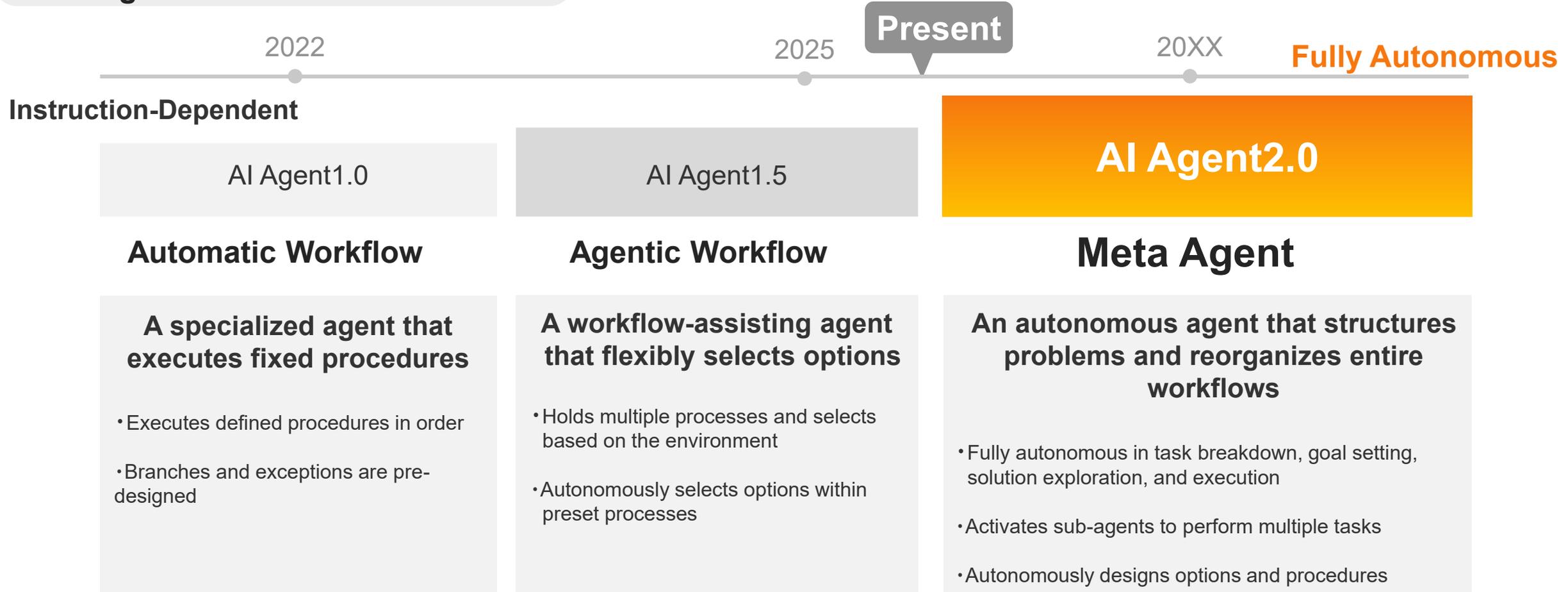
The AI BPaaS Model Evolving with AI Agents

- Refreshing the model from AI BPaaS to AI agents.
- Autonomously execute tasks end-to-end or in parts, accelerating adoption and deployment.



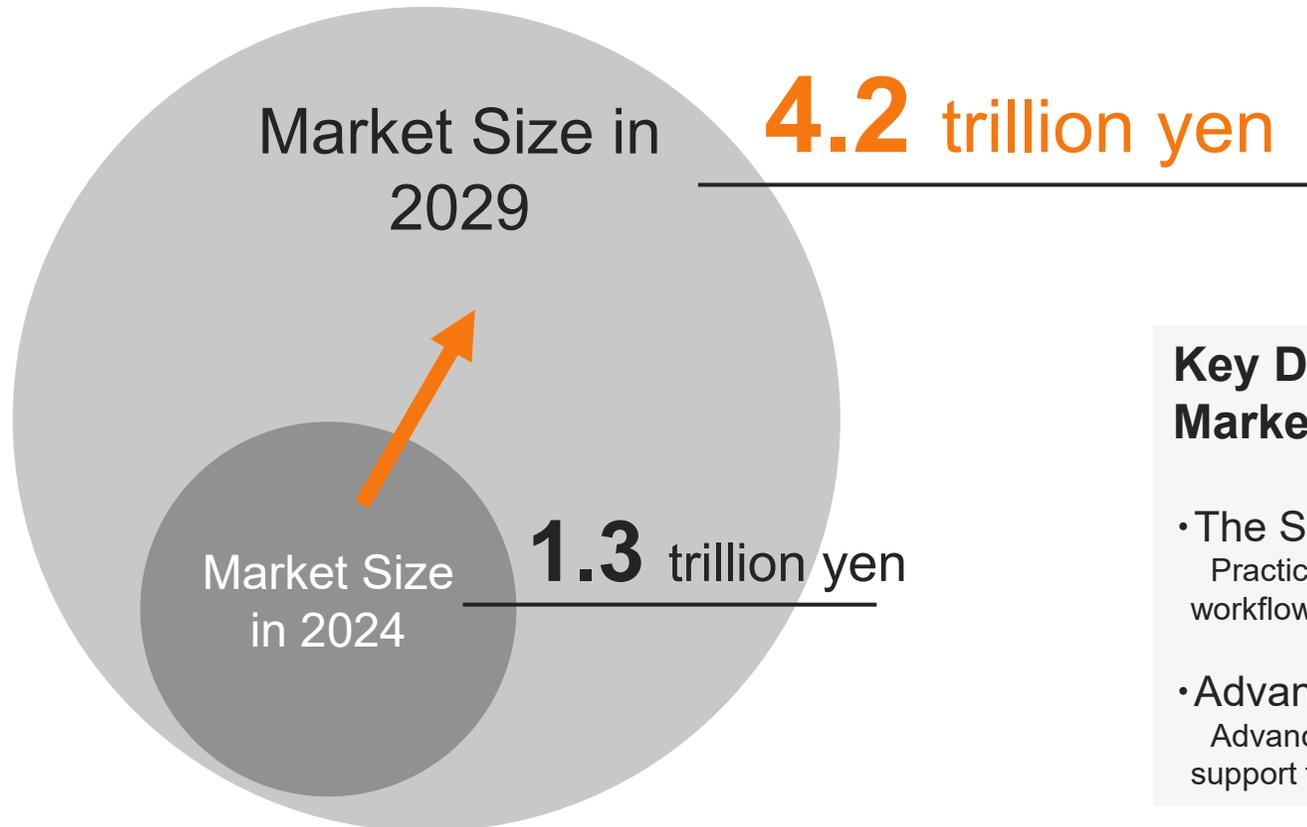
- HEROZ advances AI agents from instruction-based to fully autonomous, redefining task execution.
- A next-gen AI agent that structures problems and designs workflows to solve business challenges.

AI Agent Evolution Direction



- Targeting the rapidly transforming AI systems market driven by the emergence of AI agents, HEROZ aims for further growth.

AI Systems Market: Market Size Trends



Key Drivers of Growth in the AI Systems Market

- The Spread of Generative AI
Practical applications such as content creation support and workflow optimization
- Advancements in Technology
Advancements in LLMs and RAG transform AI from a mere support tool to a central entity in task execution

*Source: Created by our company based on IDC Japan's "Forecast of the AI Systems Market in Japan, 2024–2029."

Note: The above data is based on expenditure and derived from independent research by each company.

*Total Games Played on Shogi Wars



over **1.1 billion** games

Game volume trend

Sprint Mode drove growth in game volume. **Over 30 million games** played per quarter.

*Targeted for achievement in December 2025

World Computer Shogi – Championship* - Titles



5 times

Track record

In 2023, our 'dlshogi with HEROZ' engine, developed by HEROZ AI engineers, achieved **back-to-back championship wins**.

*Includes titles won by AI engines developed by HEROZ engineers (since 2013).

Cumulative client growth (BtoB business)



+32% YoY(FY Apr 2025)

Customer base expansion

+40% in FY Apr 2023 and **+34%** in FY Apr 2024, mainly from new clients in finance, entertainment and construction.

HEROZ ASK – Major feature releases*



125 releases (YoY+78)

Feature expansion

Monthly feature additions enabled rapid response to customer needs.

*As of end-Jan 2026; Includes new model support (GPT-5.2) and core features such as speaker diarization

 **JOINT**
Number of connectors*

92

Group growth via M&A

 **AIさくらさん**
AI Sakura-san' active units*

203

Active M&A has enabled step-change growth. Applying our AI expertise to PMI, we maximize the value of each group company.

*As of end-Jan 2026

 **Vario Secure**
Recurring revenue ratio ** Churn rate ≤1% **

87.8%

27 consecutive quarters

**Source: Vario Secure 3Q results disclosure

Consolidated revenue growth



+22.5% (FY Apr 2025)

Growth trend

M&A and organic growth delivered **+100.9%** YoY in FY Apr 2023 and **+62.4%** in FY Apr 2024.

*Headcount growth (HEROZ standalone)



+23.4%

External recognition

Selected in the **top 5%** 'Triple' tier of the SMB category in 'SalesNow High-Growth Companies Selection 2025'.

*YoY as of end-Apr 2025

*Employee satisfaction

Share of employees 'very' or 'fairly' satisfied



74%

Work Style

Maintained an **86%** remote-work rate in FY Apr 2025, supporting flexible work styles.

*Survey conducted in Sep 2025

03

Initiatives in each business segment

Expanding the Shogi Audience — Creating New Spectator Experiences through AI × Media Collaboration HEROZ

- Launched "Kishin Chat," a new service powered by a shogi LLM that provides natural language commentary on top professional matches.
- Partnered with The Asahi Shimbun to unveil the service at a debut event on the "Igo Shogi TV – Asahi Shimbun" YouTube channel.

"Kishin Chat" Elevates the Shogi Spectator Experience

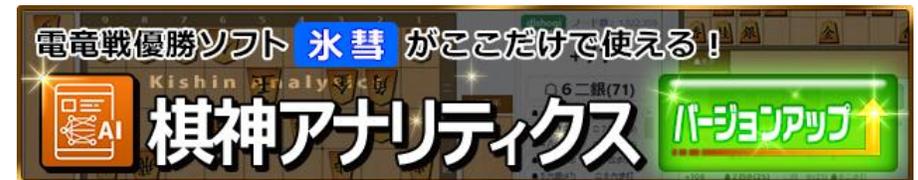
- Launched "Kishin Chat," delivering natural language commentary on top professional matches for an accessible spectator experience.
- Powered by "Kishin Analytics," the service offers real-time insights on momentum shifts, key moves, and likely next plays.
- Debuted on February 26 during the live Class A League broadcast on the "Igo Shogi TV – Asahi Shimbun" YouTube channel, featuring the match to determine the challenger to Meijin Fujii Sota.
- Asahi Shimbun's original character "Madanyai" is featured as the AI commentator.



- Executing diverse initiatives — from large-scale tournaments to collaboration events — catering to players of all levels.
- Premium user count reached an all-time high; audience expansion efforts continue.

Driving Initiatives to Maximize the Shogi Audience

- "Hisui," developed by our engineers, secured back-to-back victories at the 6th World Shogi AI Tournament; Kishin Analytics engine updated to the tournament-winning version
- Hosted "Tanpopo Cup" and "Tanpopo-chan Furi-koma" events, featuring special guests 9-dan Sato Amahiko and 6-dan Ito Shingo
- Premium user count reached an all-time high, driven by the OKAMURA Grand Championship, the "Shogi World × Shogi Wars" collaboration tournament, and the inaugural "Shogi World Furibishya Banzai Cup"; diverse initiatives targeting players of all levels to continue



Business and Capital Alliance with JPYC Entering the New Domain of Stablecoin × AI

- Entered into a business and capital alliance with JPYC Inc.
- Integrating HEROZ's AI implementation expertise into JPYC's stablecoin business to accelerate operational advancement and new service development

Business Alliance with JPYC

- **Background & Objective**

Applying HEROZ's AI expertise to support JPYC Inc., operator of the yen stablecoin "JPYC," to establish a business foundation in the Stablecoin × AI domain

- **Scope of Alliance**

Commenced discussions on AI adoption and system implementation at JPYC, integrating HEROZ's expertise to enhance competitiveness and productivity

- **Capital Investment**

HEROZ will subscribe to JPYC's Class B1 preferred shares (less than 10% of total issued shares), pursuing long-term synergies to enhance corporate value for both companies



HEROZ ASK update: Building a Sustainable Environment to Drive Retention, Company-wide Adoption, and LTV Growth

- Continued updates underway, including Box integration and training services, to drive adoption and retention
- Pricing plan revamped from per-user billing to unlimited model, promoting company-wide rollout and ARPA expansion

Continuous Updates to Drive Adoption & Retention

- Launched Box integration to remove barriers to internal data access, further improving usage frequency and retention
- Enabled instant file attachments from chat, bulk registration via data source, and automated file management — reducing churn risk and promoting continued usage
- Training services introduced to support long-term adoption

Pricing Plan Overhaul to Accelerate Company-wide Adoption

- Shifted from per-user billing to unlimited model, driving further ARPA expansion per client
- Lowered barriers for mid-sized enterprises (100–1,000 employees) to transition from departmental trials to full company-wide deployment, simultaneously expanding the customer base and improving ARPA



AI Sakura-san: Cumulative Contracted Users Steadily Growing



- Expanding use cases across new sectors, including fitness clubs, municipal offices, and clinic reception services
- Both recurring revenue and new customer acquisition trending favorably, with further growth expected

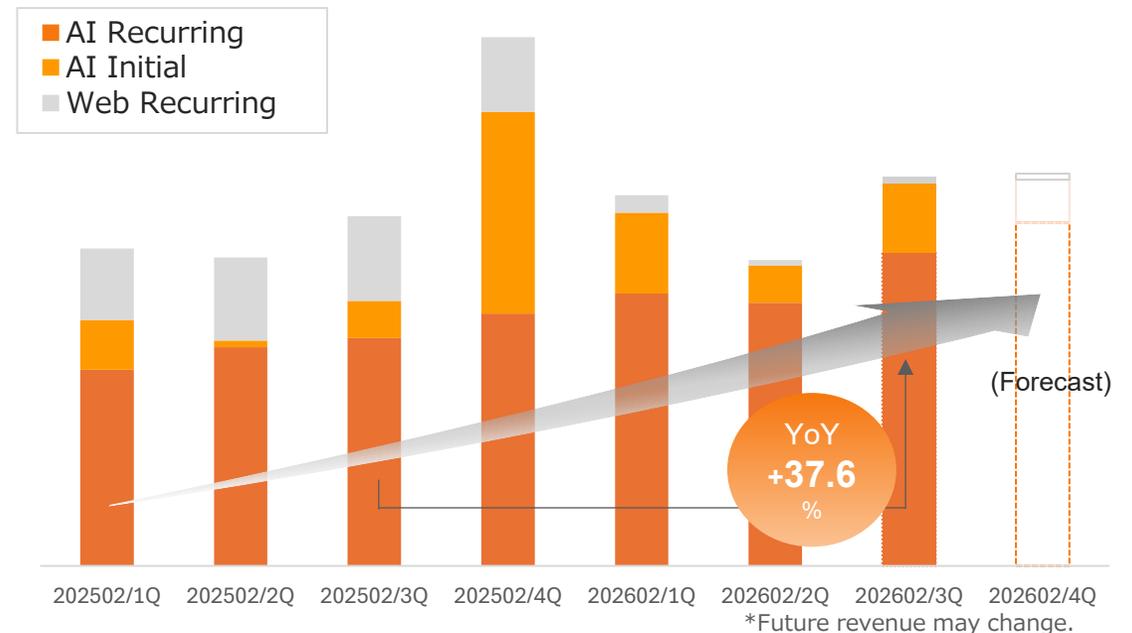
Growing Use Cases Across New Sectors

- Deployed at JOYFIT as an "AI Concierge," guiding members on facility usage and procedures to enhance the fitness experience
- In collaboration with DMM.com's regional revitalization initiative, deployed avatar reception, AI phone support, and AI chatbot solutions to improve municipal operational efficiency and resident services
- Operational efficiency use cases via clinic reception services also on the rise



AI Sakura-san Revenue Trends

- AI recurring revenue growing steadily, up **+37.6% YoY**; further growth expected from Q4 onwards



04

Frequently Asked Questions and Answers

- FAQs from our latest financial results announcement.

Q : What is the progress of the HEROZ ASK business?

A : We are on track with MRR expansion, price increases under the new pricing structure, and achieving monthly profitability within this fiscal year.

KPI Trends

MRR is growing at approximately ¥1 million per month, with ARR recently surpassing ¥130 million.

Transition to Strategic Pricing

Effective January, we shifted from per-user billing to a usage-based model with a minimum commitment fee. This removes the psychological barrier of limiting user seats to control costs, enabling the transition from departmental to company-wide adoption while simultaneously driving ARPA improvement and customer base expansion.

Profitability Outlook

Monthly profitability is targeted within this fiscal year, with the business positioned to become a key driver of company-wide profit growth from the next fiscal year onward.

05



Appendix



[For Reference] Revision to FY04/2026 Full-Year Forecast

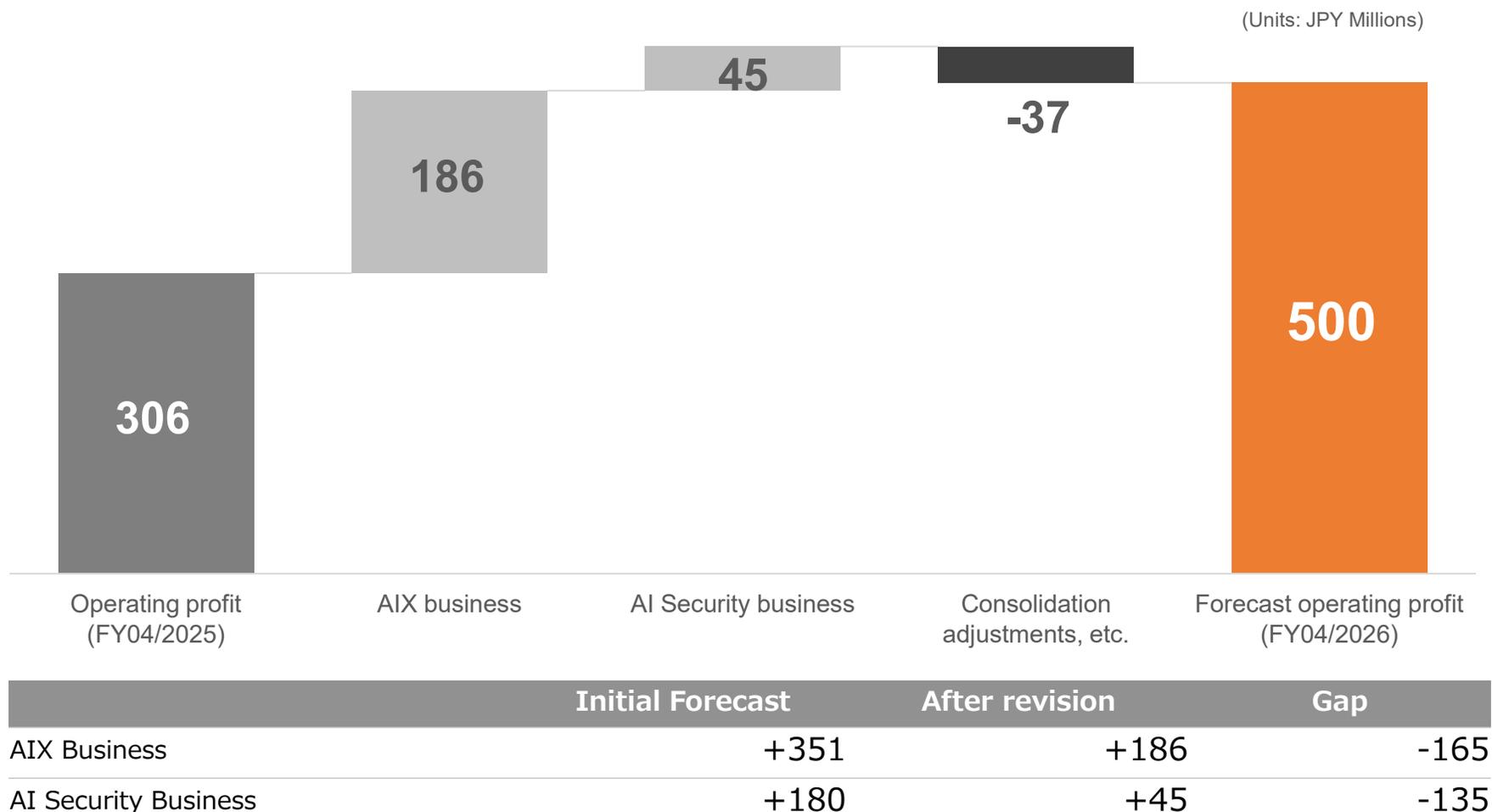
- Following VarioSecure's full-year forecast revision, we updated the Group outlook to revenue **¥6,400 million** (+7.9% YoY) and operating profit **¥500 million** (+63.2% YoY). While lower than the initial forecast, we still expect YoY growth in both revenue and profit.

(Units: JPY Millions)	FY04/2025 Results (Consolidated)	Initial Forecast (Announced on June ,13 2025)	After revision (FY04/2026)	Gap
Net sales	5,929 22.5%	6,700 13.0%	6,400 7.9%	-300 -5.1pt
Operating Profit	306 -32.1%	800 161.1%	500 63.2%	-300 -97.9pt
Ordinary Profit	228 -38.1%	720 215.5%	420 84.0%	-300 -131.4pt
Net Income(loss) attributable to owners of the parent	-177 -	150 -	50 -	-100 -
EBITDA	793 -11.9%	1,300 63.7%	1,000 26.0%	-300 -37.8pt

Percentage figures indicate YoY growth rates.

[For Reference] Revision to Operating Profit Forecast

- Operating profit: **-¥300 million** vs. initial forecast (AIX **-¥165 million**, AI Security **-¥135 million**), but still **+¥194 million** YoY after revision.

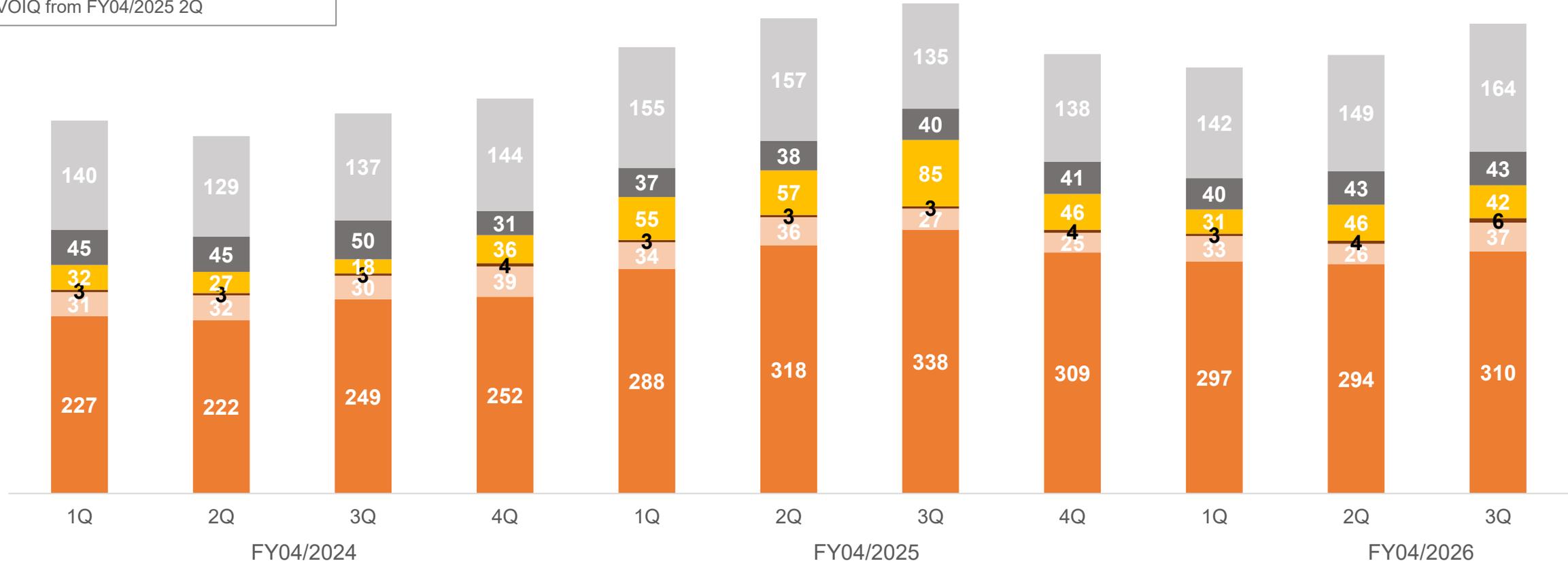


SG&A Breakdown Trend (Consolidated)

- While personnel costs have stabilized at a certain level since FY04/2025 following headcount expansion for ASK, JOINT, and other business units, spending is being concentrated on higher ROI initiatives.
- Disciplined cost control over recruitment, training, and advertising expenses to continue going forward.

(Units: JPY Millions)

Includes Tifana from FY04/2025 1Q and VOIQ from FY04/2025 2Q



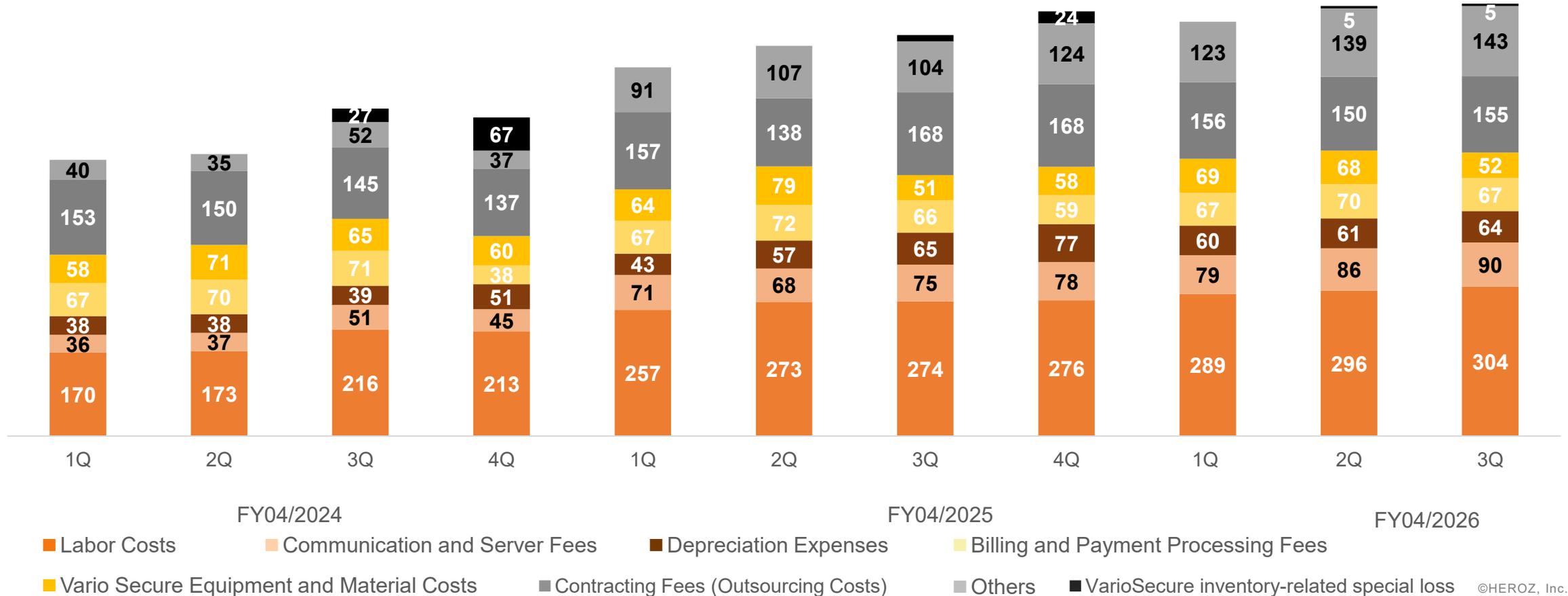
■ Personnel Expenses
 ■ Recruitment and Training Expenses
 ■ Depreciation Expenses
 ■ Advertising Expenses
 ■ Goodwill Amortization Expenses
■ Others

Cost of Sales Breakdown Trend (Consolidated)

- In pursuit of business growth, we will continue active investment in human capital, with labor costs within cost of sales to increase across the Group.
- Outsourcing costs at Tifana and Vario Secure are being partially reduced.

(Units: JPY Millions)

Includes Tifana from FY04/2025 1Q and VOIQ from FY04/2025 2Q



Balance Sheet (As of January 2026 End)

- Current cash and deposits will be gradually invested to achieve our growth strategy.
- Due to M&A activities, there is a goodwill balance of 1.8 billion yen in intangible fixed assets, which will be amortized over time.
- From 2Q, we began holding approximately ¥100 million in Bitcoin to deploy in AI-driven liquidity provision for crypto assets.

(Unit: Million Yen)	FY2025 (Consolidated) (A)	FY04/2026 Q3 (Consolidated) (B)	Increment (B-A)
Current Assets	4,538	4,600	61
Cash and Deposits	1,733	1,546	-187
Fixed Assets	3,608	3,504	-104
Tangible Fixed Assets	215	180	-34
Intangible Fixed Assets	2,572	2,531	-41
Investments and Other Assets	821	792	-28
Total Assets	8,147	8,105	-42
Current Liabilities	1,487	1,736	249
Non-current Liabilities	1,458	989	-469
Net Assets	5,201	5,379	177

- The forward-looking statements contained in this material are based on information currently available to the Company, but are not guarantees of future performance and are subject to various risks and uncertainties. Actual results may differ from the forward-looking statements contained or deemed to be contained herein due to changes in the business environment and other factors.
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