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Q1 FY2025 Earnings

August 6, 2025
OMRON Corporation

Hello, everyone. I am Takeda, CFO and Senior General Manager of Global Strategy Headquarters. Thank you very much for taking time out of your busy schedule today to participate in our financial results briefing for Q1 of the fiscal year ending March 31, 2026.

Today, as in previous briefings, we will begin with an explanation of the financial results, followed by a Q&A session. We would like to take as many questions as time permits. Thank you very much for your cooperation.

My explanation will be based on the presentation material. See next page.

Summary

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● **Q1 Results**

- Consolidated revenue and profit rose, despite the impact of cost increases due to U.S. tariff policies
- IAB achieved significant revenue and profit growth, driven by the optimization of distributor inventory as well as demand in semiconductors and secondary batteries
- DMB also saw an increase in revenue and profit supported by steady market conditions. In SSB, despite the impact from a high volume of projects in railway industry last year, steady growth in energy business resulted overall results remain flat Y/Y
- HCB experienced lower sales and profits due to the market slowdown in China and the impact of U.S. tariff policies

● **Outlook for operating environment for Q2 and beyond**

- Uncertainty in the business environment for Q2 and beyond persists due to U.S. tariff policies. The performance risk assumed at the beginning of the period remains unchanged
- In IAB, Initiatives for regrowth are progressing as planned
- In HCB, actions are underway on two fronts - enhancing competitiveness to expand sales and reinforcing profitability measures

Today, we report on two points.
The first point is the Q1 results for FY2025.
In Q1, companywide results were affected by higher costs due to the US tariff policy, but sales and profit increased. In IAB, sales and profit increased significantly due to the effect of normalization of distributors' inventories as well as recovering demand in the semiconductor and secondary battery industries. DMB also reported an increase in both sales and profit due to firm market conditions. Results in SSB were affected by the overlap of projects in the previous year in the railway business, but the energy business performed well, and overall results were on par with the previous year. In HCB, sales and profit declined due to stagnant market conditions in China and the impact of tariff policies.
The second point is our outlook for the business environment and initiatives from Q2 onward.
Due to the continuing uncertainty in the business environment from Q2 onward as a result of the tariff policy, we have decided to leave the performance risk forecast assumed at the beginning of the period unchanged. Despite these circumstances, IAB is making steady progress with measures aimed at regrowth, and those are expected to progress as planned in Q2 and beyond. In HCB, in response to changes in the market, we will take actions to strengthen competitiveness and profit measures to expand sales.
Now, let's get to the main part of the explanation. See page five.

Contents

1. Q1 FY2025 Results

Q1 Consolidated Results

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Achieved Y/Y growth in both revenue and profit

(¥bn)

	FY2024 Q1 Actual	FY2025 Q1 Actual	Y/Y
Net Sales	183.7	**189.5**	+3.1%
Gross Profit (%)	83.5 (45.4%)	**83.1** **(43.9%)**	-0.5% (-1.6%pt)
Operating Income (%)	6.3 (3.4%)	**6.4** **(3.4%)**	+1.7% (-0.0%pt)
Net Income attributable to OMRON shareholders	-9.6	**6.8**	-
Average USD rate (JPY)	154.6	**145.7**	-9.0
Average EUR rate (JPY)	166.7	**162.9**	-3.8
Average CNY rate (JPY)	21.3	**20.1**	-1.2

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First, here are the results for Q1 FY2025. See the shaded area in the center of the table.
Net sales were JPY189.5 billion, gross profit was JPY83.1 billion, gross profit margin was 43.9%, operating income was JPY6.4 billion, and net income was JPY6.8 billion.
Net sales increased 3.1% to JPY189.5 billion, led by IAB. Operating income was up 1.7% to JPY6.4 billion due to higher sales, despite a decline in the gross profit margin on the back of higher tariff costs.
Net income increased significantly due to the absence of the one-time expenses recorded in the previous year related to the optimization of the number of employees, as well as gains on the revaluation of shares.

Q1 Results by Segment

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Sales and profits up Y/Y at IAB and DMB, remained flat Y/Y at SSB and DSB, down Y/Y at HCB

(¥bn)

	Sales			OP		
	FY2024 Q1 Actual	FY2025 Q1 Actual	Y/Y	FY2024 Q1 Actual	FY2025 Q1 Actual	Y/Y
IAB Industrial Automation	85.6	**94.6**	+10.5%	7.2 (8.4%)[*1]	**10.9** **(11.6%)**	+52.8% (+3.2%pt)
HCB Healthcare	38.0	**31.2**	-17.9%	4.8 (12.5%)	**1.4** **(4.6%)**	-69.7% (-7.9%pt)
SSB Social Systems, Solutions & Service	26.1	**25.2**	-3.5%	-0.1 -	**-0.2** **-**	- -
DMB Device & Module Solutions	25.2	**27.5**	+9.0%	0.1 (0.2%)	**0.4** **(1.5%)**	+714.7% (+1.3%pt)
DSB Data Solutions [*2]	8.4	**10.6**	+27.0%	-0.3 -	**-0.1** **-**	- -
Include JMDC	8.4	**10.7**	+28.2%	1.0 (12.5%)	**1.5** **(14.2%)**	+45.9% (+1.7%pt)
Eliminations & Corporate	0.4	**0.3**	-	-5.3	**-6.1**	-
Total	183.7	**189.5**	+3.1%	6.3 (3.4%)	**6.4** **(3.4%)**	+1.7% (-0.0%pt)

*1. Figures shown in brackets under OP are OPMs.
*2. DSB includes the financial results of JMDC, consolidation adjustments (the amortization of intangible assets other than goodwill associated with the consolidation, etc.) and other financial figures related to data business.

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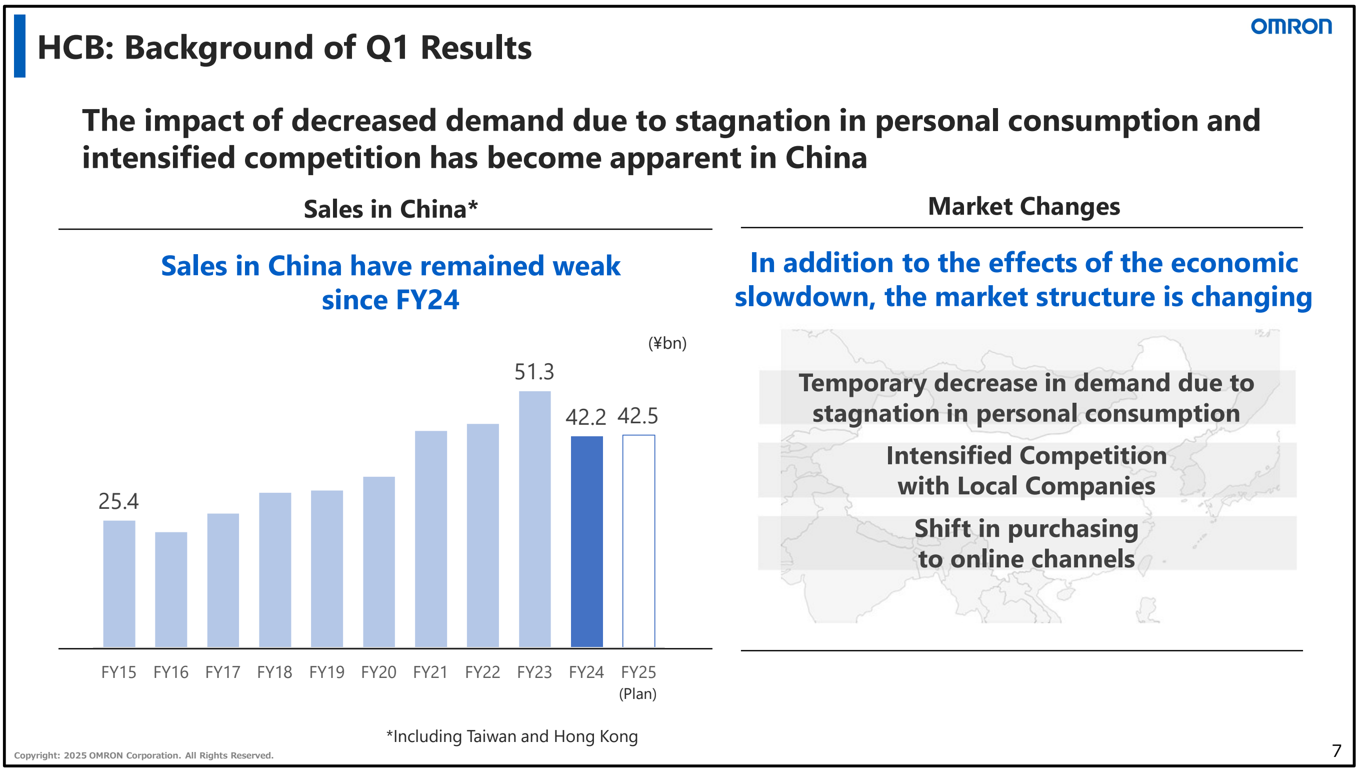
Results by business segment.
In IAB, sales increased 10.5% from the previous year to JPY94.6 billion due to the effects of distributors' inventory normalization efforts to date, as well as orders received for AI-related investments in semiconductors and investments in secondary batteries in China. As a result, operating income rose 52.8% to JPY10.9 billion, a significant increase.
In HCB, although demand was high for blood pressure monitors and other products in the Chinese market until Q1 of the previous year, sales declined 17.9% to JPY31.2 billion due to continued market sluggishness since then. In addition to the decline in sales, operating income fell 69.7% to JPY1.4 billion due to higher tariff costs and the mix effects of increased sales to major channels. This will be explained in more detail later.
SSB. In the energy business, demand for storage batteries for residential use remained strong. On the other hand, in the railway business, there were a number of projects in Q1 of the previous year, such as the support of new bills. As a result, overall sales declined 3.5% to JPY25.2 billion, and operating income was flat YoY at negative JPY0.2 billion.
In DMB, net sales increased 9% to JPY27.5 billion and operating income was JPY0.4 billion, due to the orders received for semiconductor-related investments amid a robust global market and the inclusion of front-loaded demand due to tariff effects.
Finally, DSB. At JMDC, the health big data business performed well. Overall, DSB reported net sales of JPY10.6 billion and operating income of negative JPY0.1 billion, mainly due to amortization of intangible assets associated with investments and consolidation.
The following pages will provide more details about HCB.



The deterioration in the performance of HCB in Q1 was mainly due to the impact of lower sales in China. Please see the left side of the slide, sales trends in China. In the past, growth in the Chinese market has driven the performance of HCB, but the Chinese market has been sluggish since the previous year, and we expect this situation to continue in the current fiscal year.

We believe this is due to changes in the market structure itself, in addition to the impact of the economic slowdown in China. Specifically, consumer spending has stagnated and demand for blood pressure monitors itself has temporarily declined. In addition, competition with local firms is intensifying. Furthermore, consumers are buying primarily online, making it easier for them to compare and choose from a wide variety of products.

We have already implemented measures to address these market changes, which are explained in the next slide.

HCB: Strengthening competitiveness in the Chinese market

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Strengthening competitiveness by focusing on enhancing product and optimizing channels

Enhancing Product Competitiveness

① Early market launch of competitive new products

New products in multiple categories will be released sequentially from July

- Jul.  Mesh-type nebulizer
- Aug.  Rechargeable blood pressure monitor, cuff-integrated blood pressure monitor
- Sep.  Uric acid and blood glucose meter

② Strengthening cost competitiveness

Proceed with the review of procurement,
Reduce manufacturing costs by approximately 8%* (by FY25)

*blood pressure monitor

Sales Channel Optimization

① Optimization of domestic sales network in China

Reorganization of sales offices for retail stores (completed in June),
Shifting resources to online channels

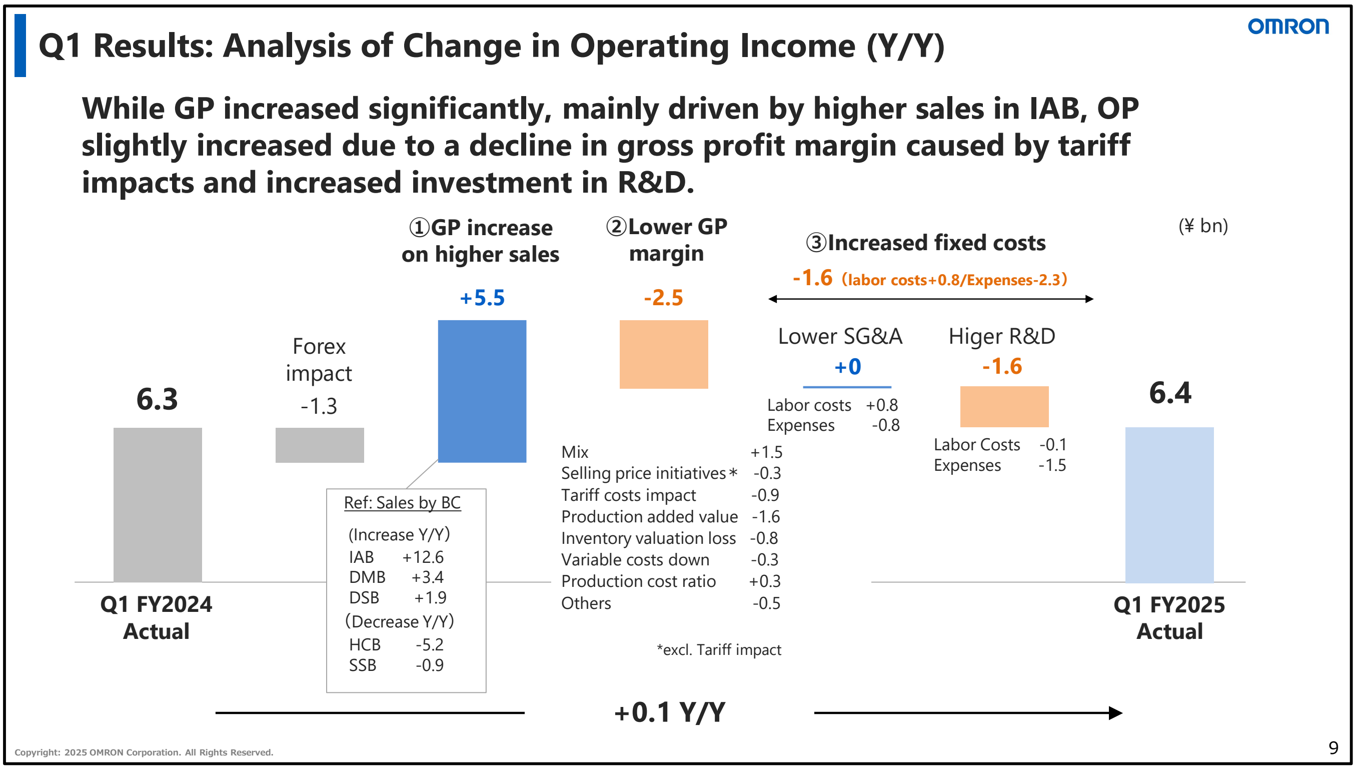
② Strengthening marketing

Running a campaign on a major e-commerce platform, Strengthening sales promotion centered on brand power and new products

We have two major initiatives in the Chinese market. The first, on the left side of the slide, is to strengthen product competitiveness. From July onward, we plan to release a series of new products that meet market needs in several product categories, including nebulizers and blood pressure monitors. In addition, we are reviewing procurement to improve cost competitiveness and plan to reduce costs by approximately 8% this fiscal year.

The other is the optimization of the channels on the right side of the slide. In light of consumers' shift to the online channel, in June we completed a reorganization of our retail sales offices and are shifting resources to the online channel. Despite sluggish personal consumption, we will also strengthen marketing efforts to stimulate demand by launching campaigns on major e-commerce sites based on our brand power and new products.

In addition to these efforts to strengthen competitiveness, we will promote fixed cost efficiency to further ensure profit growth in the current fiscal year.

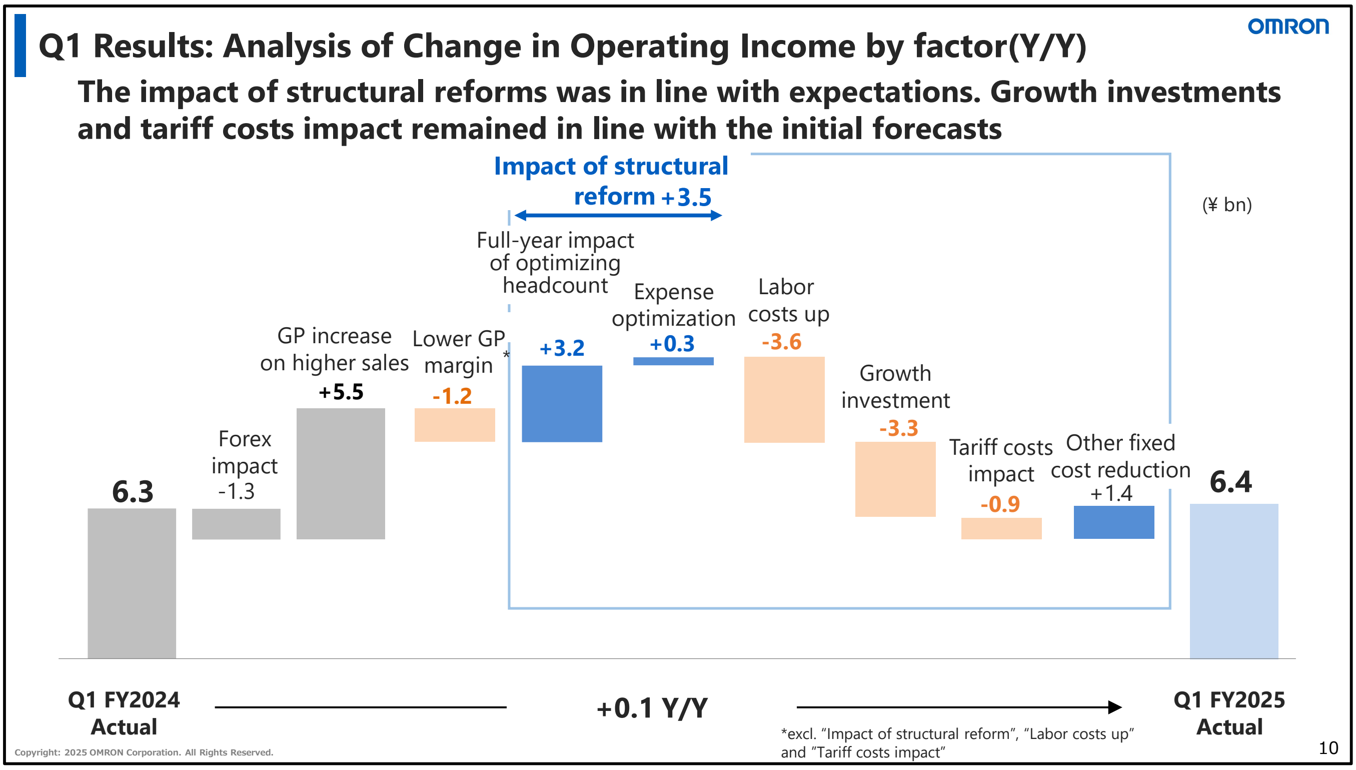


I will explain the increase/decrease in operating income for the entire company. Here is a step chart comparing operating income with the previous year. The following is an explanation, starting with the items on the left.

First, gross profit increased due to higher sales. The increase in sales in IAB and DMB led to a JPY5.5 billion increase in companywide profit.

Second, gross profit margin declined. The overall company profit decreased by JPY2.5 billion, mainly due to higher tariff costs and lower production value added.

Finally, fixed costs increased. While SG&A expenses were on par with the previous year due to the effects of structural reform, the increase in R&D expenses due to investments for growth led to a JPY1.6 billion decrease in company-wide profit. In this financial report, the following pages will provide more details mainly on fixed costs.



This slide shows the factors that contributed to the increase/decrease in operating income.
First, at the center of the slide, you see the impact of structural reform. The structural reform is progressing as planned, with an effect of JPY3.5 billion in Q1. We were also able to control wage hikes and other factors that would reduce profits within the scope of our initial assumptions. The increase in growth investment is aimed at strengthening future growth potential, particularly in IAB, and is progressing as planned.
The risk that it would take time to pass on tariff costs to customers was already incorporated in the initial plan, and the actual results were within our expectations. We expect this to be significantly reduced from Q2 onward. However, in order to enhance our ability to respond to the uncertain business environment, we will implement the initiatives to strengthen earnings set forth in the current fiscal year with greater speed.
I will now explain our outlook for the business environment from Q2 onward. See page 12.

2. Outlook: Q2 and beyond

Operating Environment: Q2 and beyond

**Uncertainty surrounding IAB, HCB and DMB persists amid U.S. tariff policies.
SSB and DSB remain in a stable business environment, in line with initial expectations**

IAB Industrial Automation	**In line with the initial forecasts, flat compared to the previous year.** **Recognize the risk of temporary slowdown in new investments due to uncertainty over tariff policy developments**
HCB Healthcare	**In line with the initial forecasts, BPM market continues to grow globally, while demand in China is expected to remain flat Y/Y.** **Recognize the risk of a temporary decline in personal consumption, especially in China and North America, due to U.S. tariff policy**
SSB Social Systems, Solutions & Service	**In line with the initial forecasts, a stable business environment continue** Energy: Renewable energy demand in the residential sector remains strong, supported by subsidies Railway industry: Equipment investment by railway operators remains solid, driven by the recovery in passenger numbers and fare adjustments
DMB Device & Module Solutions	**In line with the initial forecasts, flat compared to the previous year.** **Recognize the risk of temporary slowdown in new investments due to uncertainty over tariff policy developments**
DSB Data Solutions	**In line with the initial forecasts, A generally stable business environment is expected, centered around the health big data business.** JMDC: Use of healthcare data continues to grow steadily, particularly in the pharmaceutical and insurance sectors. Demand for services targeting insurers and individuals is expanding, backed by growing societal awareness of health and prevention.

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The business environment from Q2 onward is expected to be generally in line with our assumptions at the beginning of the fiscal year, although there is some uncertainty due to tariff policies.
Demand in IAB and DMB is expected to remain generally flat from the previous year. However, we recognize that there is a risk of a temporary slowdown in new capital investment due to tariff policies.
In HCB, the blood pressure monitor market is expected to remain steady globally, but in China, the market is expected to remain flat from the previous year. However, we are also aware of the risk that tariff policies could temporarily reduce consumer spending, particularly in China and North America. The impact of tariffs on demand will continue to be closely monitored.
In SSB and DSB, we expect the business environment to remain firm as planned at the beginning of the period.

Update on the impact of U.S. Tariff Policy (Impact on Internal Costs)

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The tariff burden due to U.S. tariff policies has been reduced to ¥11.5 bn.
Minimizing profit impact through enhanced pricing strategies and supply chain resilience

	as of FY24 Q4	as of FY25 Q1
Amount of tariff burden	**¥-16.0 bn**	**¥-11.5 bn**
✓ IAB	¥-4.5 bn	¥-3.5 bn
✓ HCB	¥-5.0 bn	¥-3.0 bn
✓ DMB	¥-6.5 bn	¥-5.0 bn
Profit Impact Risk	**¥0～¥-4.0bn**	**¥0～¥-4.0bn**

【 FY24 Q4 Assumptions on Tariff Impact (as of 9, April)】
- Country-specific additional tariffs (products from China, Mexico, Canada)
- Item-specific additional tariffs (aluminum, steel, automobiles)
- Uniform additional tariffs of +10%,
- Increase of tariff rates on each country (impact if resumed after a 90-day suspension)

【FY25 Q1 Assumptions on Tariff Impact (as of 23, July)】
- China: +10% until 8/12, then +125%
- Japan: +10% until 8/1, then +15%
- Vietnam: +10% until 7/2, then +20%
- Indonesia: +10% until 8/1, then +19%
- Malaysia: +10% until 8/1, then +25%

I will explain the impact of tariff policies on internal costs.
At the time of our last financial report, we were projecting a maximum tariff burden of JPY16 billion, based on policies announced by April 9. Based on the policy announced by July 23, and after another close examination, the tariff burden is expected to be reduced to JPY11.5 billion.
There is no change in our policy to absorb the impact of this burden through price pass-through. We are also moving forward with measures in the supply chain, such as the accelerated transfer of production sites and changes in suppliers.
Since there still remains uncertainty about the policies, we will continue to work to minimize the potential annual impact on earnings. That said we will maintain our forecast of JPY4 billion.
From the next slide, I will explain IAB

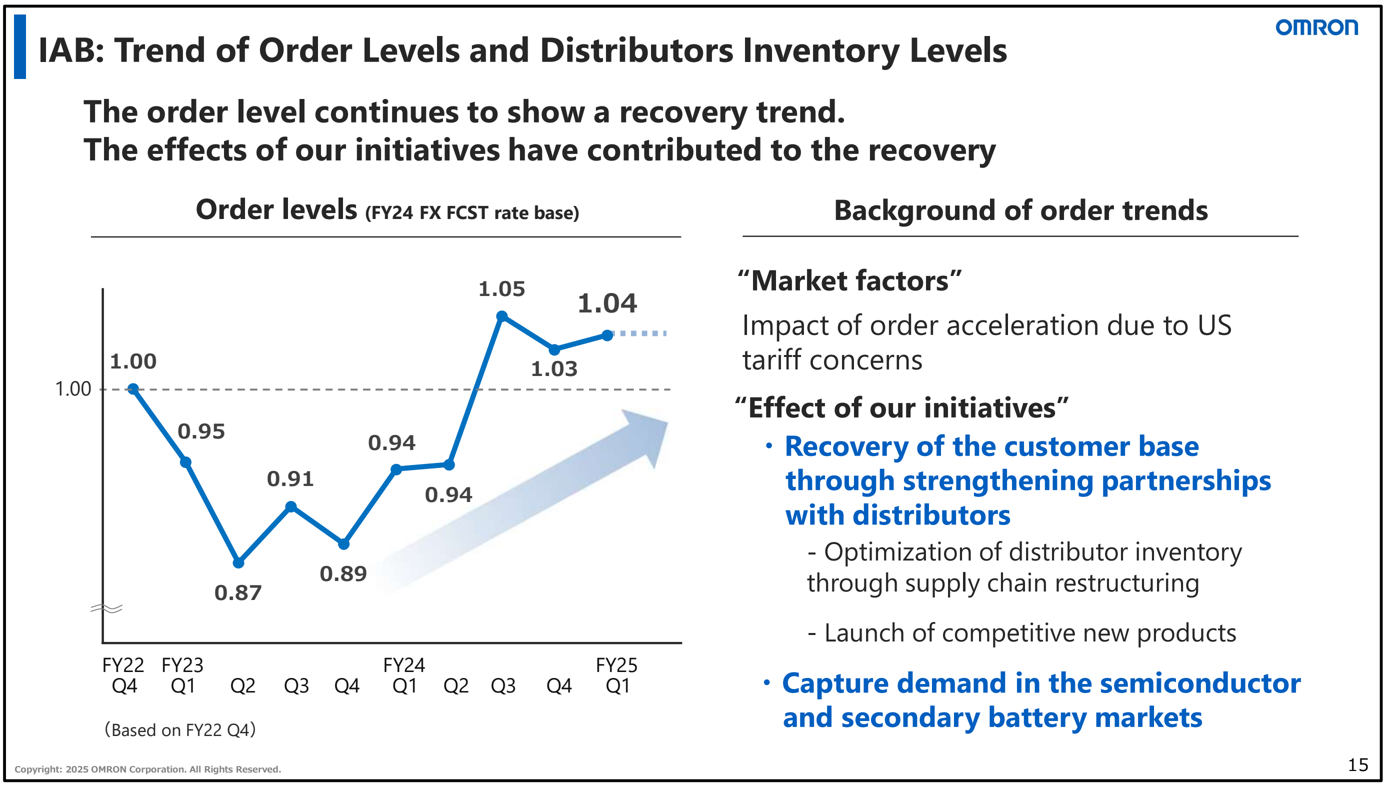
IAB : Operating Environment Outlook

Although there are variations depending on area and industry, overall in line with the initial forecast globally.
While semiconductors continue to perform steadily, capital investment in EVs is expected to decrease due to tariff impacts.

Domains	Outlook for 2Q and beyond
Digital	・In Semiconductors, AI-related demand has remained steady and investments aimed at domestic production in China are steadily progressing ・The solar power generation system (PV) market continues to be oversupplied, resulting in a significant decline in investment demand
NEV	・EV-related capital investment is expected to decline in Japan and South Korea due to the impact of tariffs ・In line with the initial forecasts, Secondary batteries are expected to recover in China
Food/ Household goods	・In line with the initial forecasts, There is no significant change in capital investment demand, and it is generally expected to remain flat Y/Y
Medicine/ Logistics	・In line with the initial forecasts, There is no significant change in capital investment demand, and it is generally expected to remain flat Y/Y
Others*	・Although there will be some variation depending on the area, the economic outlook is expected to be at the same level as last year

* All domains excluding Focus domains

First, I will explain our perception of the business environment by industry. Although there are differences in demand by area and industry, overall global demand is expected to be at the level assumed at the beginning of the fiscal year. I will start with the items on the top of the slide.
First, the digital domain. In semiconductors, investment for generative AI and investment by equipment manufacturers for domestic production in China are expected to remain strong.
Next is the NEV domain. We expect capital investment for EVs in Japan and Korea to decline due to tariff policies. On the other hand, we expect the recovery of secondary batteries in China to proceed as we assumed at the beginning of the period.
For other domains other than the focus industries, we do not see any major changes in capital investment demand and expect it to remain at the same level as the previous year.
See next page.



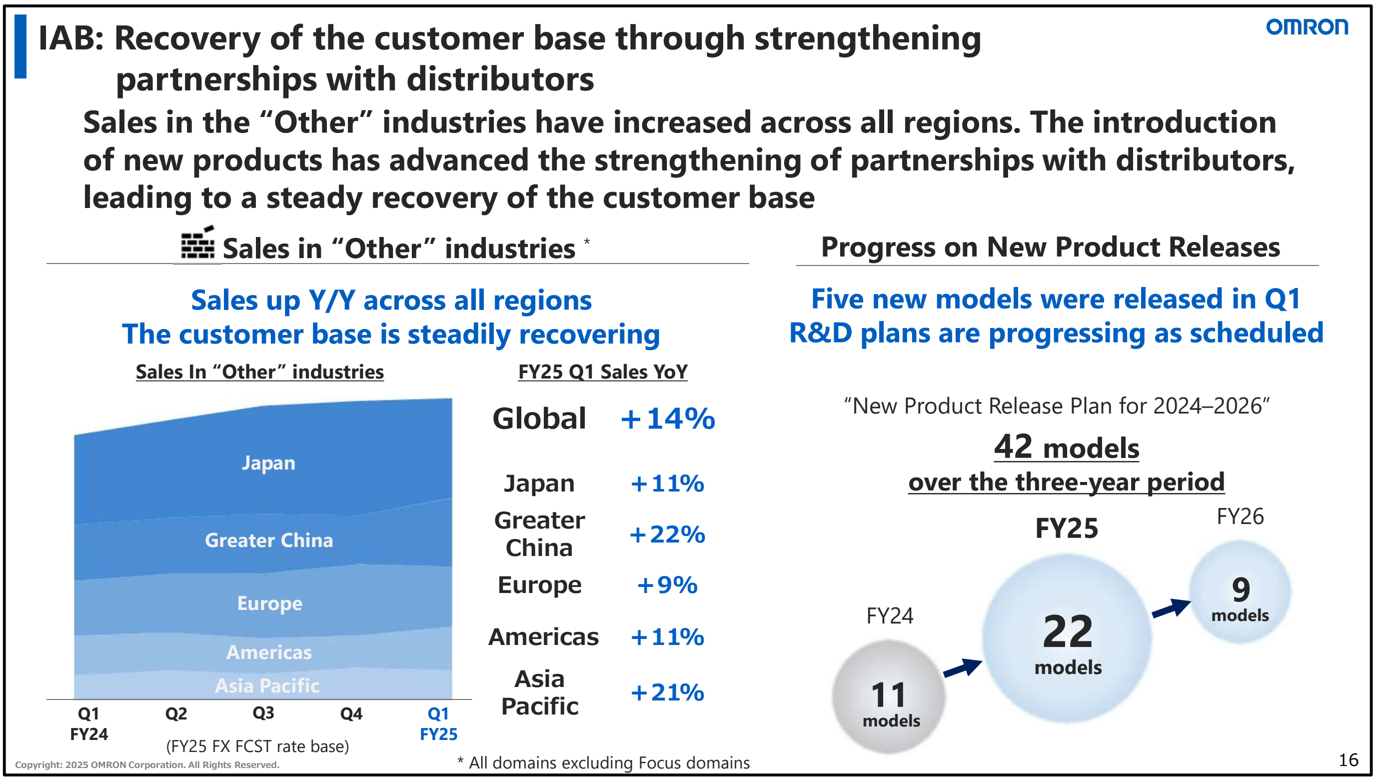
The following is an explanation of changes in order levels. See left side of slide. Order levels in Q1 were up slightly from the previous quarter, maintaining the recovery trend from the previous year. This trend is expected to continue in Q2 and beyond.

I will explain the background. See right side. First, due to the impact of tariff policies, orders were received in advance in Taiwan and China in Q1. However, the scale was limited, and the impact of the expected reactionary decline from Q2 onward is expected to be minor.

We view the current order trend as mainly due to the effects of two internal measures. The first is to restore the customer base by strengthening partnerships with distributors. The strengthening of partnerships through supply chain restructuring and enhanced development of new products is beginning to lead to the recovery of a broad customer base.

The second is to capture demand in the semiconductor and secondary battery industries. We have been able to capture strong demand, especially in China, through the solutions business we have cultivated.

I will tell you more about each of them.



First of all, the "Other" industries, which I mentioned on page 14, are our customer base and account for about 60% of our sales in IAB. Although demand in the factory automation market has yet to fully recover, the graph on the left shows that sales are increasing in all global areas and our customer base is recovering.

Since the previous fiscal year, in order to strengthen the growth potential of IAB, we have been strengthening partnerships with distributors globally by optimizing distributors' inventories and expanding competitive new products. We feel that this initiative has allowed us to shift to high-quality sales activities in close cooperation with our distributors, which we feel is the result of our structural reform.

Steady progress is also being made in the development of new products, which are key to these efforts. See the right side of the slide. This year, we plan to release 22 models, double the number of the previous year. In the Q1 period, we have already introduced five models, and development of the remaining products is progressing as planned.

By continuing to steadily advance our initiatives, we will work to expand sales this fiscal year and in the medium to long term.

IAB: Capture demand in the semiconductor and secondary battery markets

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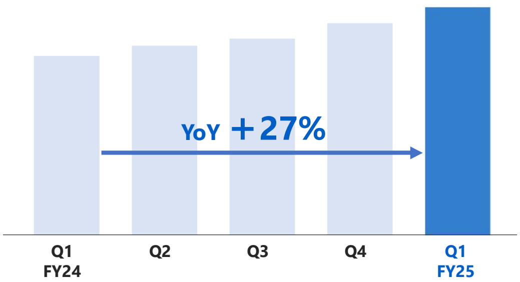
Capturing the recovering demand in the semiconductor and secondary battery sector, which require advanced control

Semiconductor Industry

Solutions effective for advanced semiconductor investments in Taiwan, South Korea, and localization demand in China. In particular, the adoption of Automated X-ray Inspection system (AXI) for advanced processes increased

Sales in the semiconductor sector

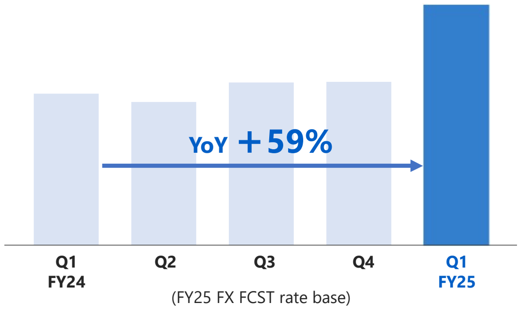


(FY25 FX FCST rate base)

Secondary Battery Industry

Capturing the expansion of capital investment by major Chinese manufacturers, with additional funding secured for satellite plants in Europe and Asia

Sales in the secondary battery sector



(FY25 FX FCST rate base)

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Next, I will explain our performance in the semiconductor and secondary battery industries. This slide shows sales in the semiconductor and secondary battery industries.

Both industries achieved significant YoY sales growth. In the semiconductor industry, we have been able to steadily expand sales by capturing investment in advanced semiconductors essential for advanced control in Taiwan and Korea and demand for domestic production in China.

In the secondary battery industry, we were able to increase sales by securing new investments in China by a major Chinese manufacturer and investments in satellite factories in Europe and Asia.

These are the results of our continuous provision of high value-added solutions through co-creation with our customers. We will continue to create new innovative solutions to further expand sales.

Forecasts: Consolidated Earnings

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Due to continued uncertainty around U.S. tariff policies, Full-year forecasts unchanged

(¥ bn)

	FY2024 Actual	FY2025 Forecast* High end	FY2025 Forecast* Low end	Y/Y High end	Y/Y Low end
Net Sales	801.8	**835.0**	**820.0**	+4.1%	+2.3%
Gross Profit	357.1	**373.5**	**362.5**	+4.6%	+1.5%
(%)	(44.5%)	**(44.7%)**	**(44.2%)**	(+0.2%pt)	(-0.3%pt)
Operating Income	54.0	**65.0**	**56.0**	+20.3%	+3.6%
(%)	(6.7%)	**(7.8%)**	**(6.8%)**	(+1.0%pt)	(+0.1%pt)
Net Income attributable to OMRON shareholders	16.3	**35.5**	**29.0**	+118.2%	+78.2%
ROE	2.1%	**Approx. 4%**	**Approx. 3%**	-	-
ROIC	1.8%	**Approx. 4%**	**Approx. 3%**	-	-
EPS (JPY)	82.63	**180.30**	**147.29**	+97.67	+64.66
Average USD rate (JPY)	152.6	**140.0**	**140.0**	-12.6	-12.6
Average EUR rate (JPY)	163.7	**160.0**	**160.0**	-3.7	-3.7
Average CNY rate (JPY)	21.1	**20.0**	**20.0**	-1.1	-1.1

*High end: Assumes no demand fluctuations
Low end: Reflects risks of demand fluctuations and limited absorption of internal cost increases

At the end of this chapter, I will discuss our full-year earnings plan. Both the upper and lower limits of the range of the earnings plan announced at the beginning of the period remain unchanged. We will continue to closely examine the impact of tariff policies on our business performance in the Q2 period.

Finally, I would like to share two points with you.
The first point is the performance of the current fiscal year. Although Q1 results varied from business to business, we were able to start the current fiscal year generally in line with our plan. We view this fiscal year as one in which we will forge both growth potential and profitability and pursue results. In terms of strengthening our growth potential, we are gradually beginning to see the effects of the various measures we have taken in IAB, and we are feeling a certain degree of confidence in the direction we should be taking. However, there is still much work to be done in order to achieve our goal of reenforcing IAB, and we will continue to move forward without slackening our efforts.
In HCB, in light of the structural changes in the Chinese market, we have been working since the previous year to strengthen our product lineup and optimize our channels. We will continue to implement necessary measures in both the short- and medium-term with speed.
With regard to the enhancement of profitability, although the efforts made since the previous fiscal year are steadily contributing, we believe that further enhancement is necessary in the uncertain environment. Measures to achieve this goal have already been put into action in each business and at the headquarters, and are expected to be completed in stages from Q2 onward. We will manage these efforts well so that they will not be delayed.
The second point is structural reform. We have reported on strengthening our growth potential and profitability, and specific studies are underway to optimize our business portfolio. We will report back to you when we can disclose the information.
Structural reform will come to a close at the end of September. We have been working on many initiatives and will report to you this fall on our roadmap for the next phase of growth toward 2030. We appreciate your continued support.
Thank you for your kind attention today.

Reference

Consolidated Balance Sheet

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(¥ bn)

	End-Mar. 2025	End-Jun. 2025	Change (Y/Y)
Current assets	539.3	534.9	-4.4
(Cash and cash equivalents)	(149.0)	(156.9)	(+7.9)
(Inventory)	(173.0)	(181.8)	(+8.8)
Property, plant and equipment	135.1	135.2	+0.1
Investments and other assets	687.4	698.0	+10.6
Total assets	1,361.8	1,368.1	+6.3
Current liabilities	233.3	228.9	-4.4
Long-term liabilities	194.1	200.5	+6.4
Total Liabilities	427.4	429.4	+2.0
Shareholders' equity	771.9	776.9	+5.0
Noncontrolling interests	162.5	161.8	-0.7
Total net assets	934.4	938.7	+4.3
Total Liabilities and net assets	1,361.8	1,368.1	+6.3
Equity ratio	56.7%	56.8%	+0.1pt

Consolidated Cash Flow Statement

(¥ bn)

	FY2024 Q1 Actual	FY2025 Q1 Actual	Change (Y/Y)
Operating cash flow	5.5	13.1	+7.6
Investment cash flow	-13.6	-16.1	-2.6
Free cash flow (FCF)	-8.0	-3.0	+5.0
Financing cash flow	17.4	12.6	-4.8
Cash and cash equivalents as of end of period	163.8	156.9	-6.9
Capital expenditure *	10.6	11.1	+0.5
Depreciation	8.4	8.2	-0.2

* From the first quarter of fiscal year 2025, capital expenditures have been revised to reflect figures based on capital spending. In line with this change, historical data prior to fiscal year 2024 has also been retroactively adjusted.

FY2025 Forex Sensitivities and Assumptions

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Impact of 1 yen move (full year)
CNY impact of 0.1 yen move

	Sensitivities		Assumptions
	Sales	OP	FY2025 Assumptions
USD	Approx. ¥1.2 bn	Approx. ¥0.1 bn	¥140.0
EUR	Approx. ¥0.7 bn	Approx. ¥0.3 bn	¥160.0
CNY	Approx. ¥0.7 bn	Approx. ¥0.1 bn	¥20.0

* If emerging market currency trends diverge from trends in major currencies contrary to our expectations, it will impact sensitivities

ROIC Definition

$$\text{ROIC} = \frac{\text{Net income attributable to OMRON shareholders}}{\text{Invested capital}^{*}}$$

*Invested capital = Borrowings + Shareholders’ equity

Invested capital: The average of previous fiscal year-end result and quarterly results (or forecasts) of current fiscal year

Notes

1.The consolidated statements of OMRON Corporation (the Company) are prepared in accordance with U.S. GAAP.

2.Projected results are based on information available to the Company at the time of writing, as well as certain assumptions judged by the Company to be reasonable. Various risks and uncertain factors could cause actual results to differ materially from these projections.

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