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# Financial Results – FY03/2026

(April 1, 2025–March 31, 2026)

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JBCC Holdings Inc.

Securities Code: 9889

(Prime Market of the Tokyo Stock Exchange, Information and Communication Sector)

May 13, 2026

## Achieved **four consecutive years of sales and profit growth**

Established a stable earnings base with ratio of recurring revenue business to net sales **exceeding 50%**

### FY03/2026

**76.0** bn yen  
Net sales  
**↑8.8% YoY**

**7.3** bn yen  
Operating profit  
**↑18.7% YoY**

**9.6%**  
Operating profit margin  
**↑0.8 pts YoY**

**5**  
consecutive  
years of  
**record-high profit**

### 01 **FY03/26 results: Achieved four consecutive years of sales and profit growth and five consecutive years of record-high profit**

- Achieved the Medium-Term Business Plan initial net sales target of 72.0 bn yen one year ahead of plan
- Growth in focus businesses drove sales and profit growth, accelerating business structure transformation

### 02 **FY03/27 forecast: Aim for continued growth in sales and profit and 11% operating profit margin**

- Crucial final fiscal year for achieving the targets under the Medium-Term Business Plan
- Earnings forecast: Net sales of 79.5 bn yen (↑4.6% YoY), operating profit of 8.75 bn yen (↑19.7% YoY)
- Shareholder returns: Dividends per share of 50 yen; an increase of 8 yen YoY

### 03 **Boost strategic investment to enhance medium- to long-term earning power by considering the rapid spread of generative AI as a growth opportunity**

- Promote transition to a business model that works in tandem with the customer requirements in the AI era
- Expand recurring revenue business with Customer Innovation Team and AI Orchestration Platform at the core
- Incorporate AI-driven development in JB Agile and evolve it further

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\* Re-presented

# 1. Consolidated Financial Results Overview

# Financial Results Overview – FY03/2026

- Achieved **four consecutive years of sales and profit growth** and **five consecutive years of record-high profit**
- **Achieved** the Medium-Term Business Plan initial net sales target of 72.0 bn yen **one year ahead of plan**
- **Growth in focus businesses drove sales and profit growth, accelerating business structure transformation**

(millions of yen, unless otherwise stated)

	FY03/2025 results	FY03/2026 results	YoY change	FY03/2026 forecast <small>Announced on Jan. 30, 2026</small>	Achievement rate against forecast
Net sales	69,868	<b>76,019</b>	<b>↑8.8%</b>	76,000	<b>100.0%</b>
Operating profit	6,155 (8.8%)	<b>7,308</b> (9.6%)	<b>↑18.7%</b> (↑0.8 pts)	7,300 (9.6%)	<b>100.1%</b>
Ordinary profit	6,314 (9.0%)	7,469 (9.8%)	<b>↑18.3%</b> (↑0.8 pts)	7,500 (9.9%)	99.6%
Profit attributable to owners of parent	4,603 (6.6%)	5,353 (7.0%)	<b>↑16.3%</b> (↑0.5 pts)	5,250 (6.9%)	102.0%

Figures in parenthesis indicate profit margins.

# Financial Results by Business Segment – FY03/2026

**SI**

In addition to **normalization of Ultra-high-speed Development**, traditional development also performed steadily, resulting in **significant increases in both sales and profit**.

**Services**

Our focus businesses, **Cloud & Security**, significantly outperformed market growth and **drove performance**.

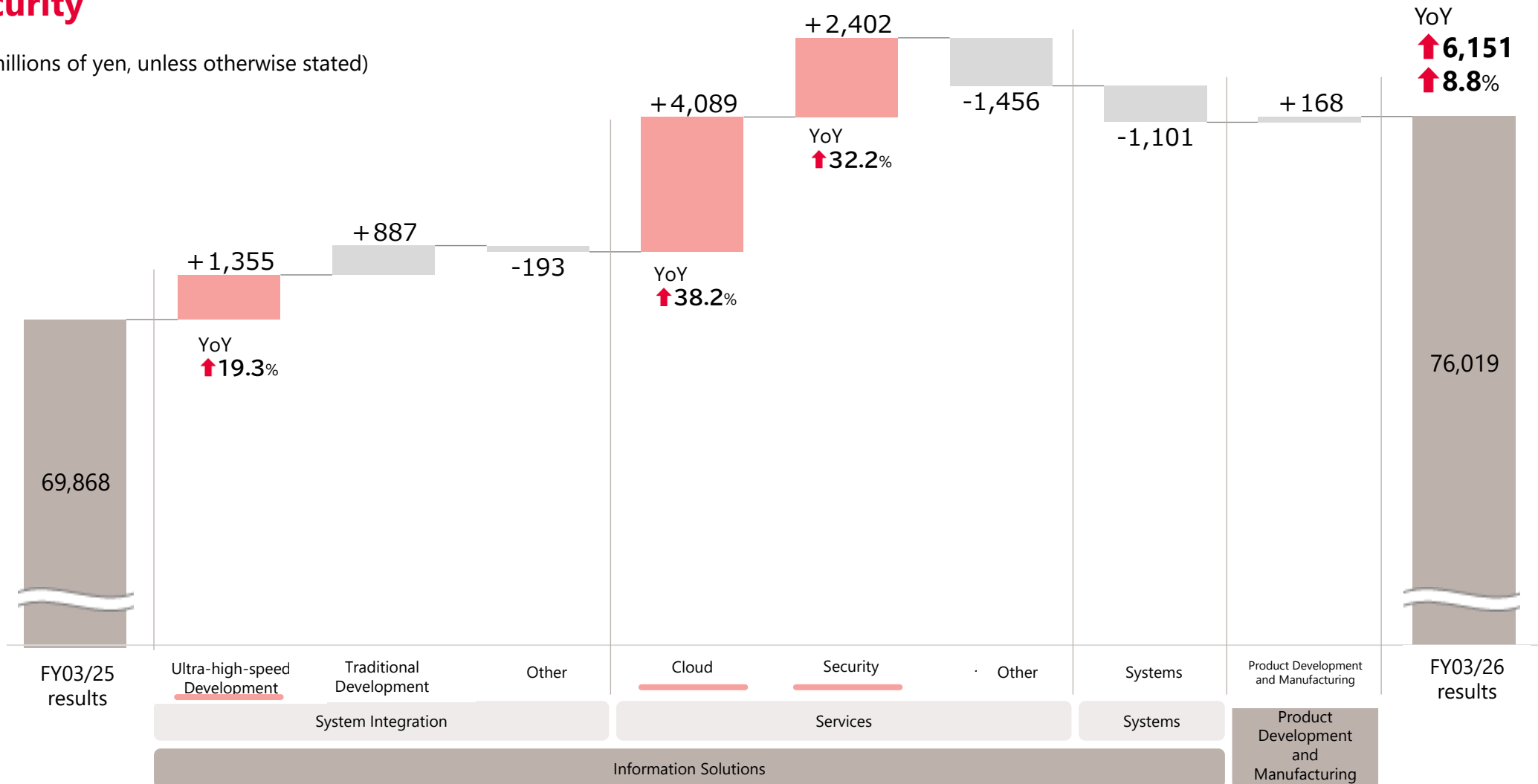
(millions of yen, unless otherwise stated)

Business Segment <i>(Focus business in each segment)</i>	FY03/2026					
	Net sales		Gross profit		Gross profit margin	
		YoY change		YoY change		YoY change
Information Solutions	73,879	↑8.8%	23,055	↑16.7%	31.2%	↑2.1 pts
SI <i>(Ultra-high-speed Development)</i>	19,135	↑12.0%	7,163	↑35.8%	37.4%	↑6.6 pts
Services <i>(Cloud &amp; Security)</i>	43,683	↑13.0%	13,492	↑13.0%	30.9%	↑0.0 pts
Systems	11,060	↓9.1%	2,399	↓5.9%	21.7%	↑0.7 pts
Product Development and Manufacturing	2,140	↑8.5%	1,136	↓6.0%	53.1%	↓8.2 pts
Total	76,019	↑8.8%	24,192	↑15.4%	31.8%	↑1.8 pts

# Factors Affecting YoY Change in Net Sales – FY03/2026

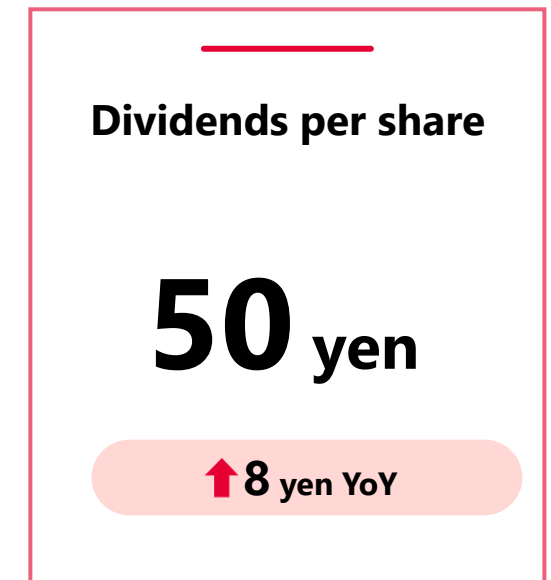
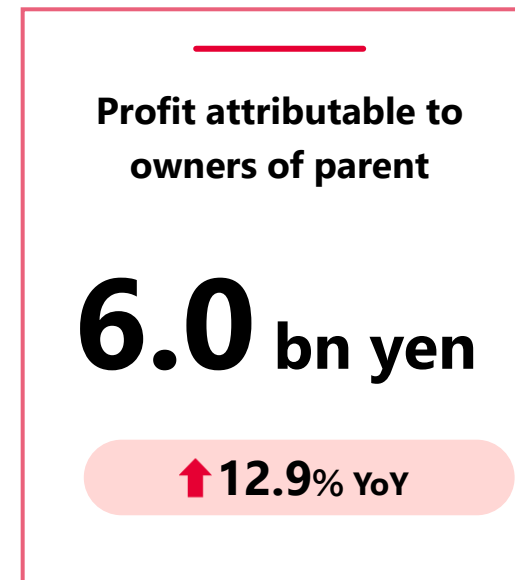
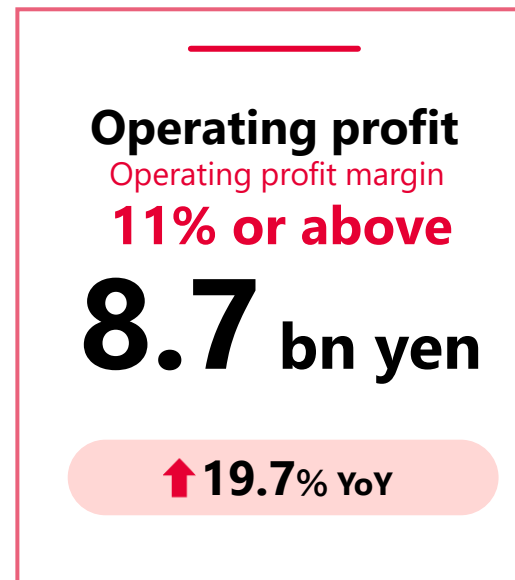
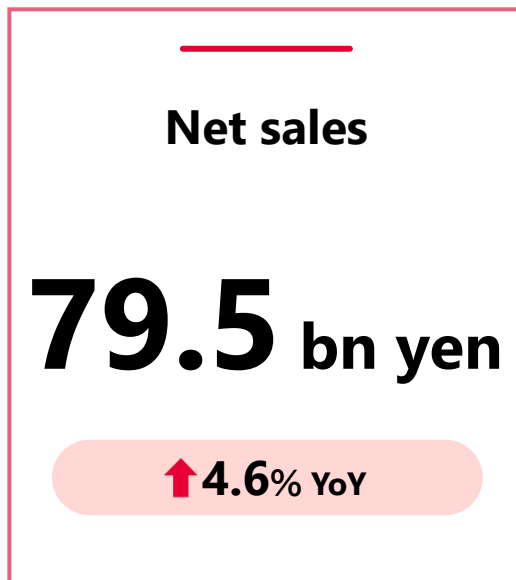
- **Sales growth driven** by the three focus businesses of **Ultra-high-speed Development, Cloud, and Security**

(millions of yen, unless otherwise stated)



# Financial Results Forecast – FY03/2027

- Crucial final fiscal year for achieving the targets under the Medium-Term Business Plan
- Further evolve and deepen focus businesses of Cloud, Security, and Ultra-high-speed Development
- Boost strategic investment to enhance medium- to long-term earning power by considering the rapid spread of generative AI as a growth opportunity

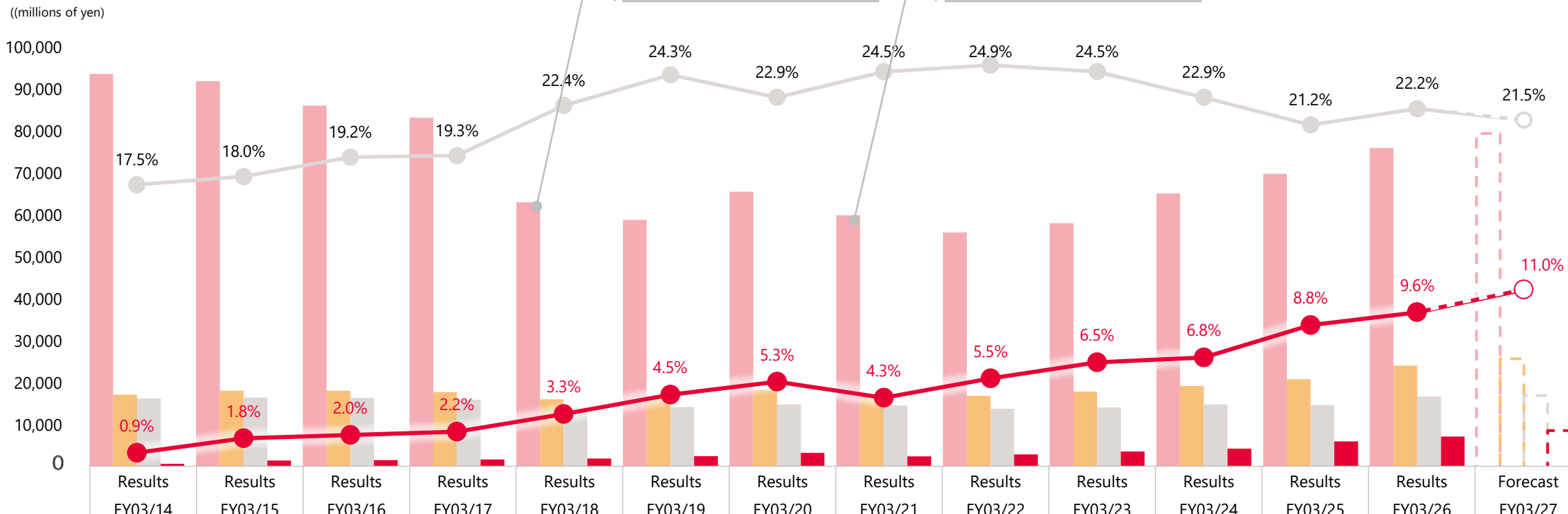


● **Five consecutive years of sales and profit growth**

● **Six consecutive years of record-high profit**

● **Six consecutive years of dividend increase**

# Performance Trends



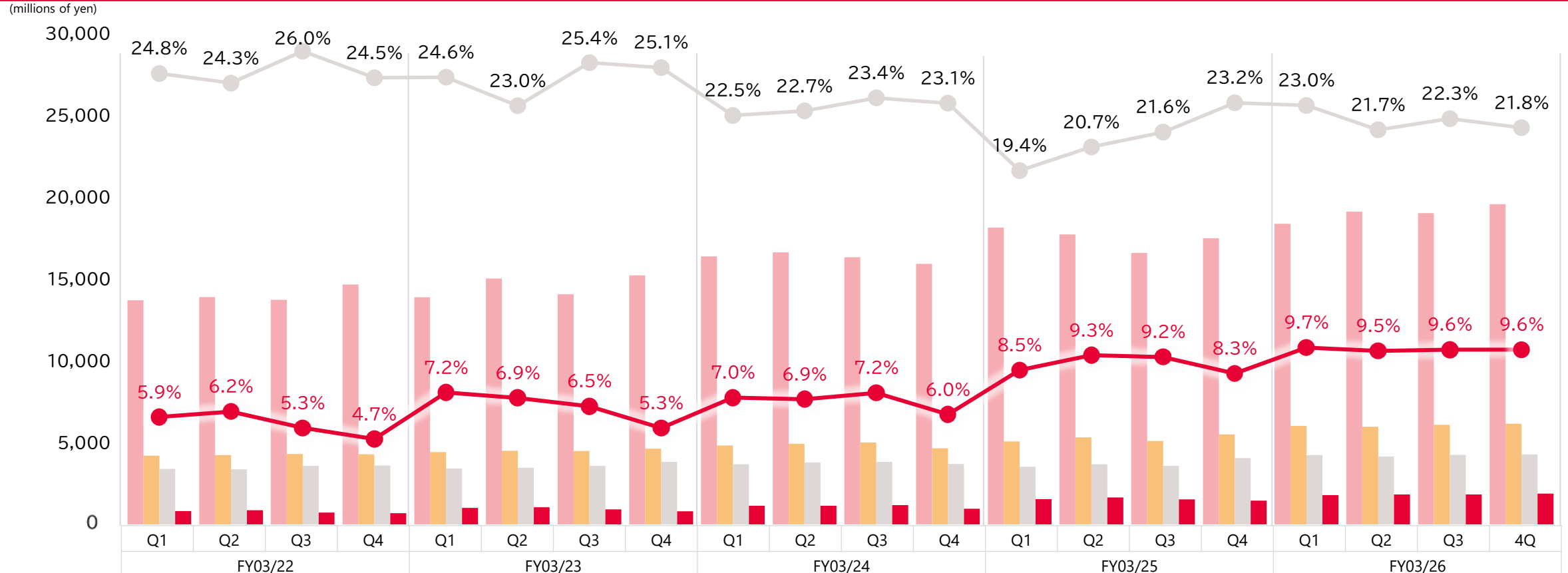
	Results FY03/14	Results FY03/15	Results FY03/16	Results FY03/17	Results FY03/18	Results FY03/19	Results FY03/20	Results FY03/21	Results FY03/22	Results FY03/23	Results FY03/24	Results FY03/25	Results FY03/26	Forecast FY03/27
Net sales	93,668	91,966	86,129	83,272	63,107	58,899	65,618	60,042	55,934	58,145	65,195	69,868	76,019	79,500
Gross profit	17,266	18,211	18,244	17,938	16,201	16,972	18,465	17,341	17,005	18,012	19,381	20,971	24,192	25,845
Gross profit margin	18.4%	19.8%	21.2%	21.5%	25.7%	28.8%	28.1%	28.9%	30.4%	31.0%	29.7%	30.0%	31.8%	32.5%
SG&A	16,420	16,580	16,514	16,082	14,140	14,340	15,003	14,738	13,921	14,247	14,958	14,816	16,883	17,100
SG&A Ratio	17.5%	18.0%	19.2%	19.3%	22.4%	24.3%	22.9%	24.5%	24.9%	24.5%	22.9%	21.2%	22.2%	21.5%
Operating profit	845	1,631	1,729	1,855	2,060	2,631	3,462	2,604	3,084	3,765	4,423	6,155	7,308	8,745
Operating profit margin	0.9%	1.8%	2.0%	2.2%	3.3%	4.5%	5.3%	4.3%	5.5%	6.5%	6.8%	8.8%	9.6%	11.0%
Employees *at each fiscal year-end					2,059	2,054	2,047	2,117	1,988	1,984	1,953	1,949	1,998	

Medium-Term Business Plan



Current Medium-Term Business Plan

# Quarterly Financial Results Trends

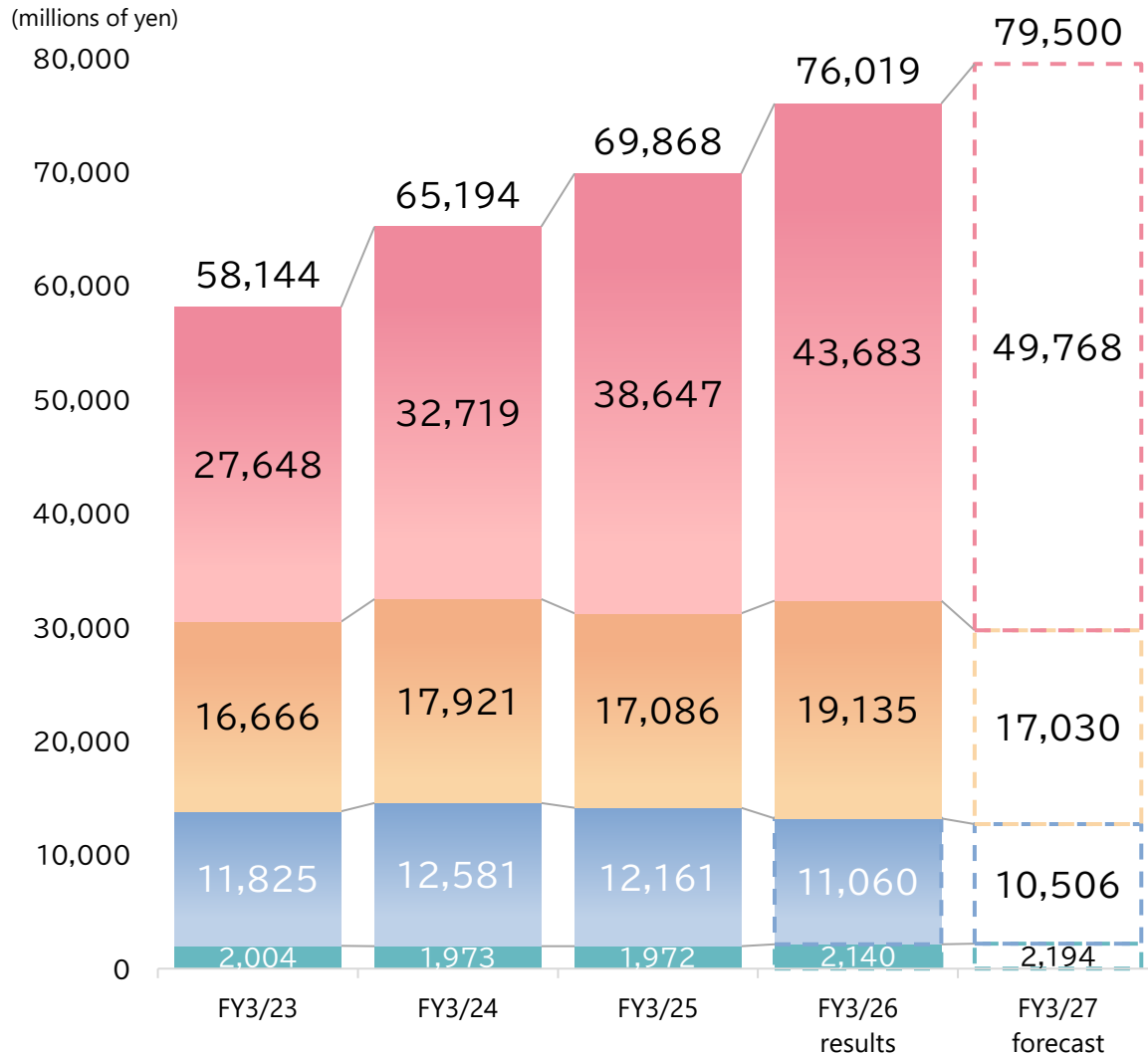


	FY03/22				FY03/23				FY03/24				FY03/25				FY03/26			
Net sales	13,687	13,883	13,710	14,653	13,874	15,015	14,045	15,209	16,359	16,611	16,309	15,913	18,118	17,703	16,571	17,475	18,361	19,100	19,008	19,549
Gross profit	4,199	4,228	4,293	4,284	4,415	4,497	4,475	4,622	4,816	4,917	5,002	4,645	5,059	5,318	5,096	5,497	6,011	5,963	6,073	6,143
Gross profit margin	30.7%	30.5%	31.3%	29.2%	31.8%	30.0%	31.9%	30.4%	29.4%	29.6%	30.7%	29.2%	27.9%	30.0%	30.8%	31.5%	32.7%	31.2%	31.9%	31.4%
SG&A	3,391	3,367	3,565	3,596	3,409	3,454	3,564	3,818	3,676	3,774	3,822	3,683	3,522	3,672	3,572	4,049	4,227	4,141	4,244	4,270
SG&A Ratio	24.8%	24.3%	26.0%	24.5%	24.6%	23.0%	25.4%	25.1%	22.5%	22.7%	23.4%	23.1%	19.4%	20.7%	21.6%	23.2%	23.0%	21.7%	22.3%	21.8%
Operating profit	807	861	727	687	1,005	1,043	911	804	1,139	1,142	1,179	961	1,536	1,645	1,524	1,448	1,783	1,821	1,829	1,873
Operating profit margin	5.9%	6.2%	5.3%	4.7%	7.2%	6.9%	6.5%	5.3%	7.0%	6.9%	7.2%	6.0%	8.5%	9.3%	9.2%	8.3%	9.7%	9.5%	9.6%	9.6%



## 2. Financial Results Overview by Business Segment

## Trends in Net Sales by Business Segment



FY03/26 results

### Services

Gross profit margin **30.9%**

Provide a wide variety of services related to IT infrastructure

Focus businesses: **Cloud and Security**

- **Recurring revenue business:** cloud, security, monitoring, maintenance, help desk services, LCM for PCs and tablet devices, etc.
- **One-time-fee business:** implementation and migration associated with cloud and security, development and migration services for on-premise server environments, etc.

### System Integration (SI)

Gross profit margin **37.4%**

Provide core systems from upstream development to operations by specializing as primary contractor (prime)

Focus business: **Ultra-high-speed Development**

- **Ultra-high-speed Development:** Achieving high quality and short lead times with "Ultra-high-speed Development," which combines our unique agile development methodology, "JB Agile," with low-code development
- **Legacy migration:** "Modernization" of migrating from mainframes to midrange servers
- **Healthcare:** Implementation of hospital information systems centered on electronic medical records

### Systems

Gross profit margin **21.7%**

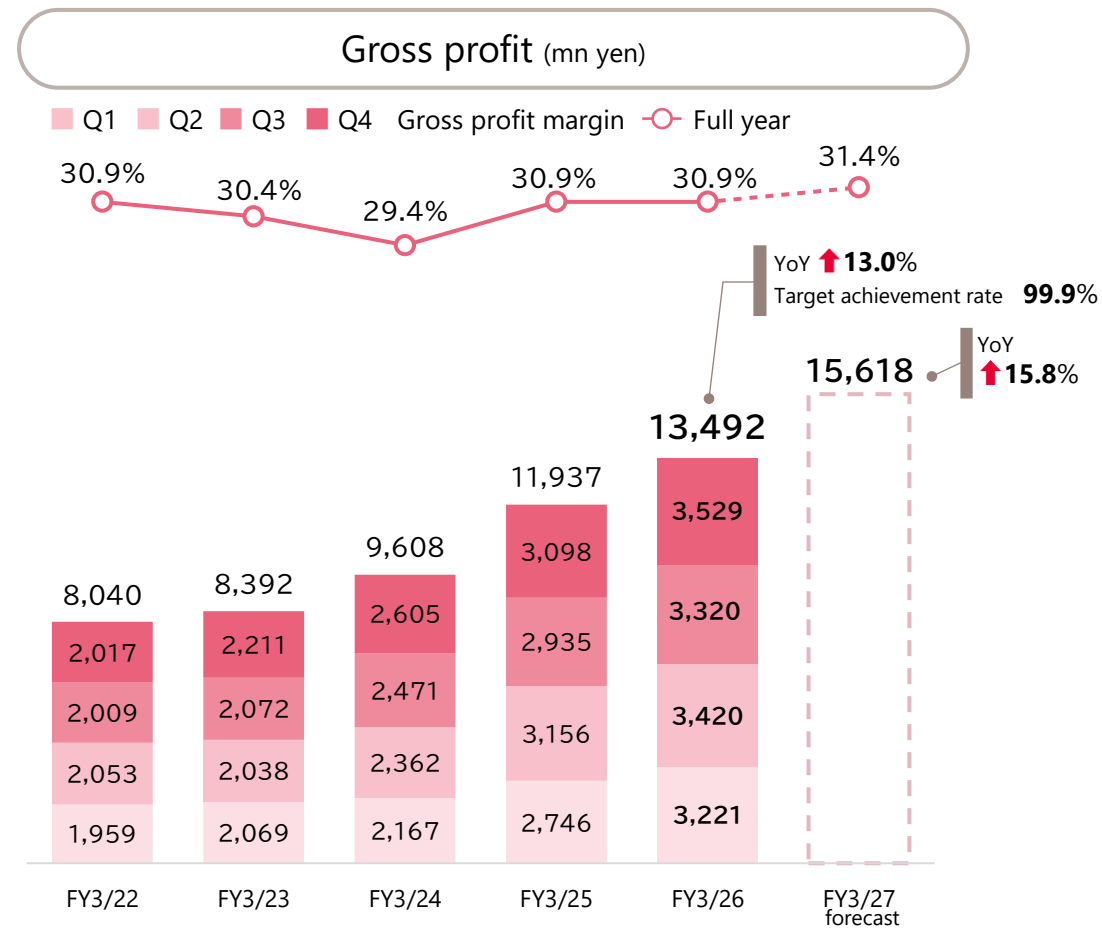
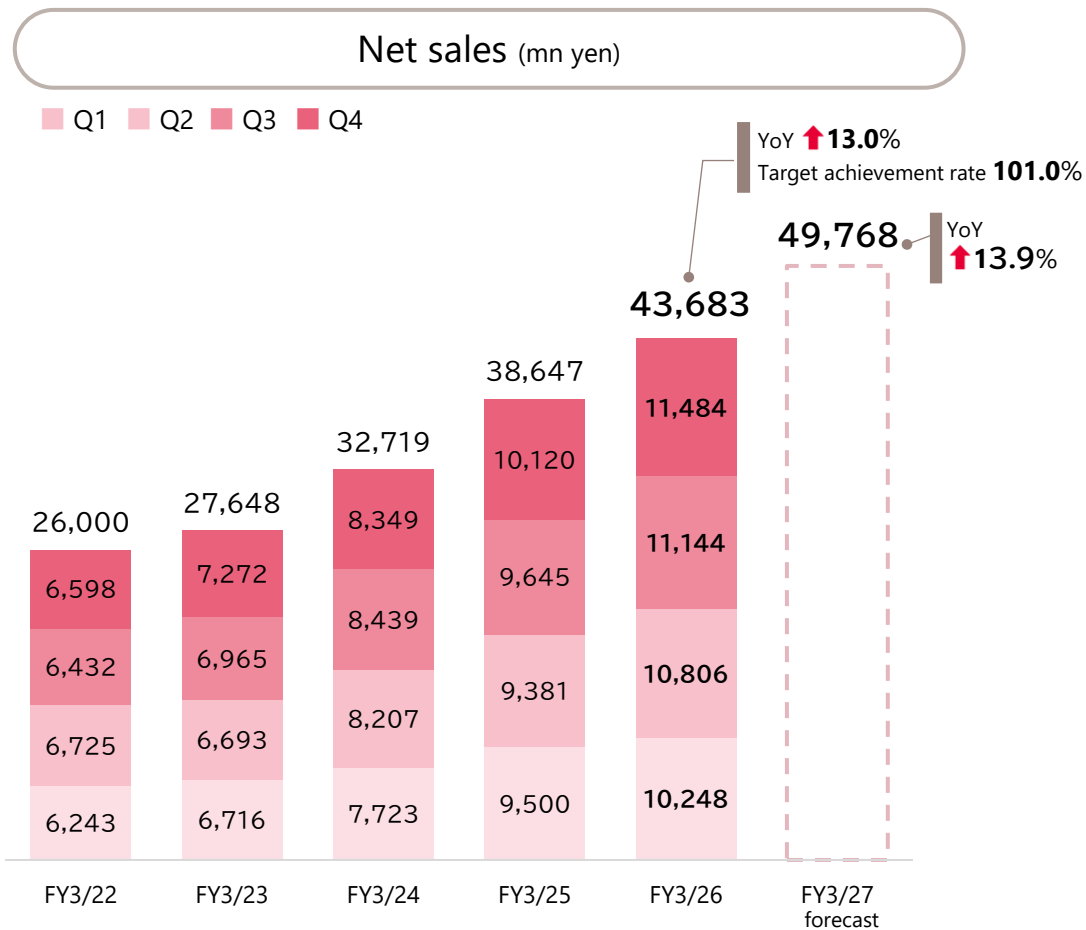
Sales of hardware and software licenses of servers, network equipment, etc.

### Product Development and Manufacturing

Gross profit margin **53.1%**

Development of original software, cloud service, and development and manufacture of printers and other IT-related equipment

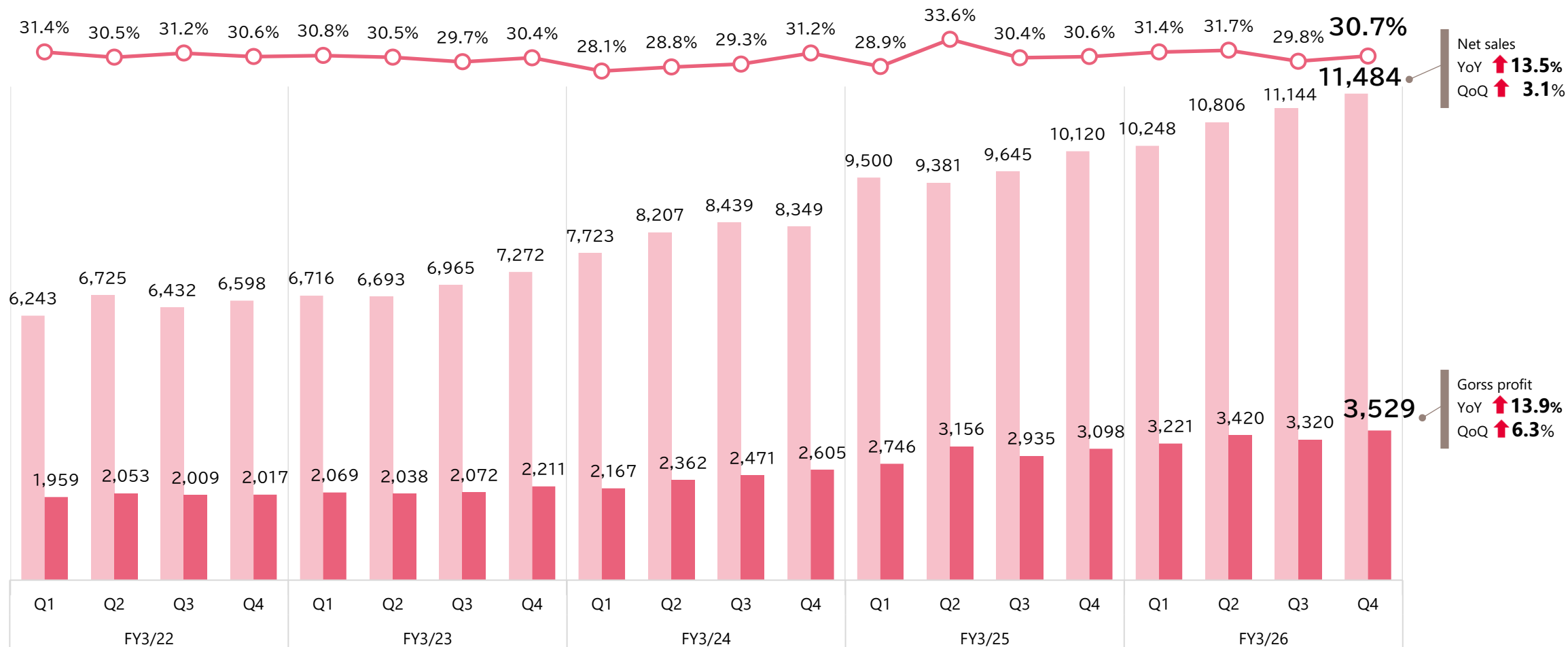
- Highlights**
  - Our focus businesses, Cloud and Security, drove strong performance growth, posting gains that significantly exceeded the market.
  - Related installation services also remain steady.



# Services – Quarterly Trends

Net sales and gross profit (mn yen)

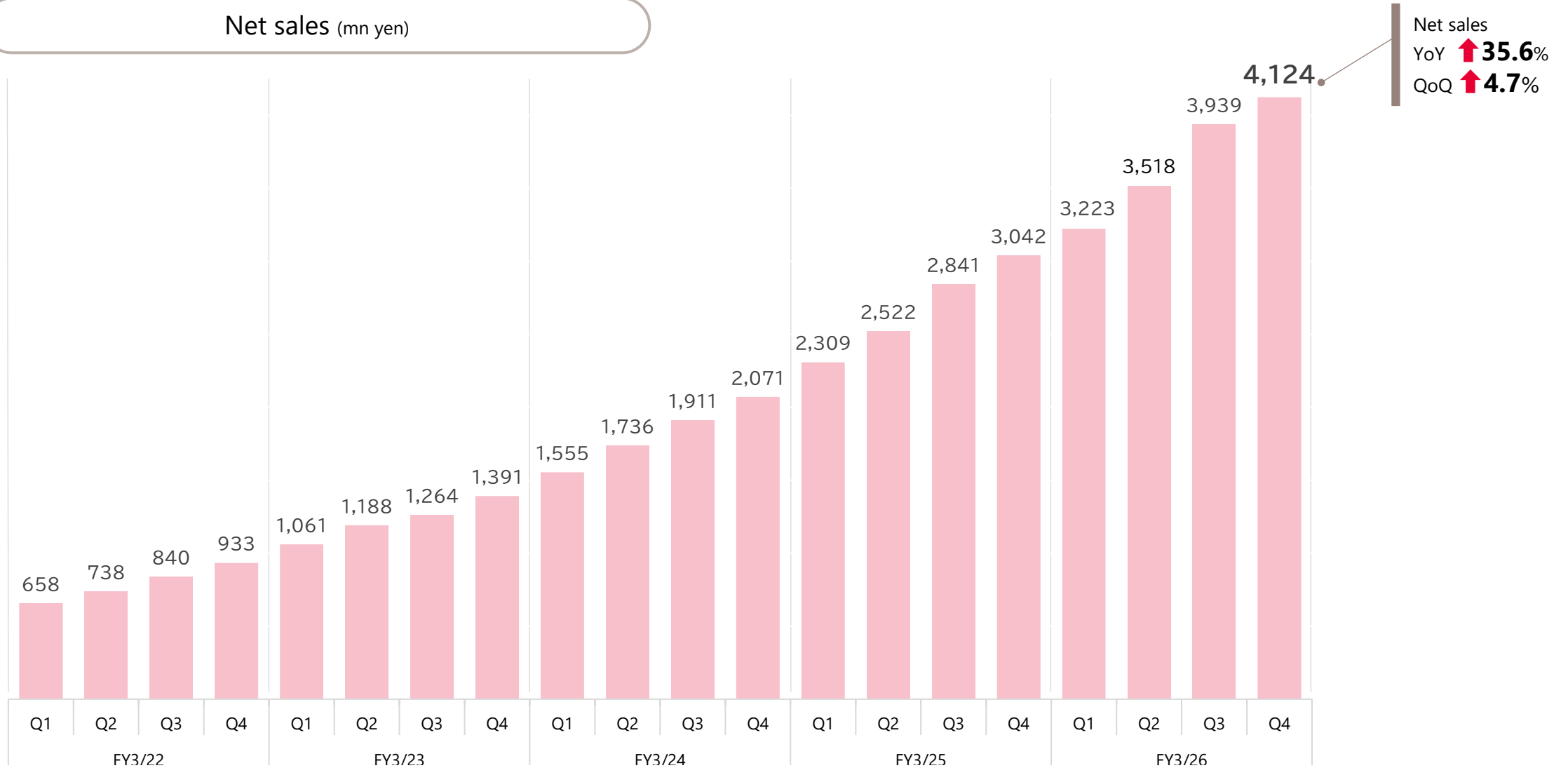
■ Net sales ■ Gross profit ○ Gross profit margin (%)



Net sales  
YoY **↑13.5%**  
QoQ **↑3.1%**

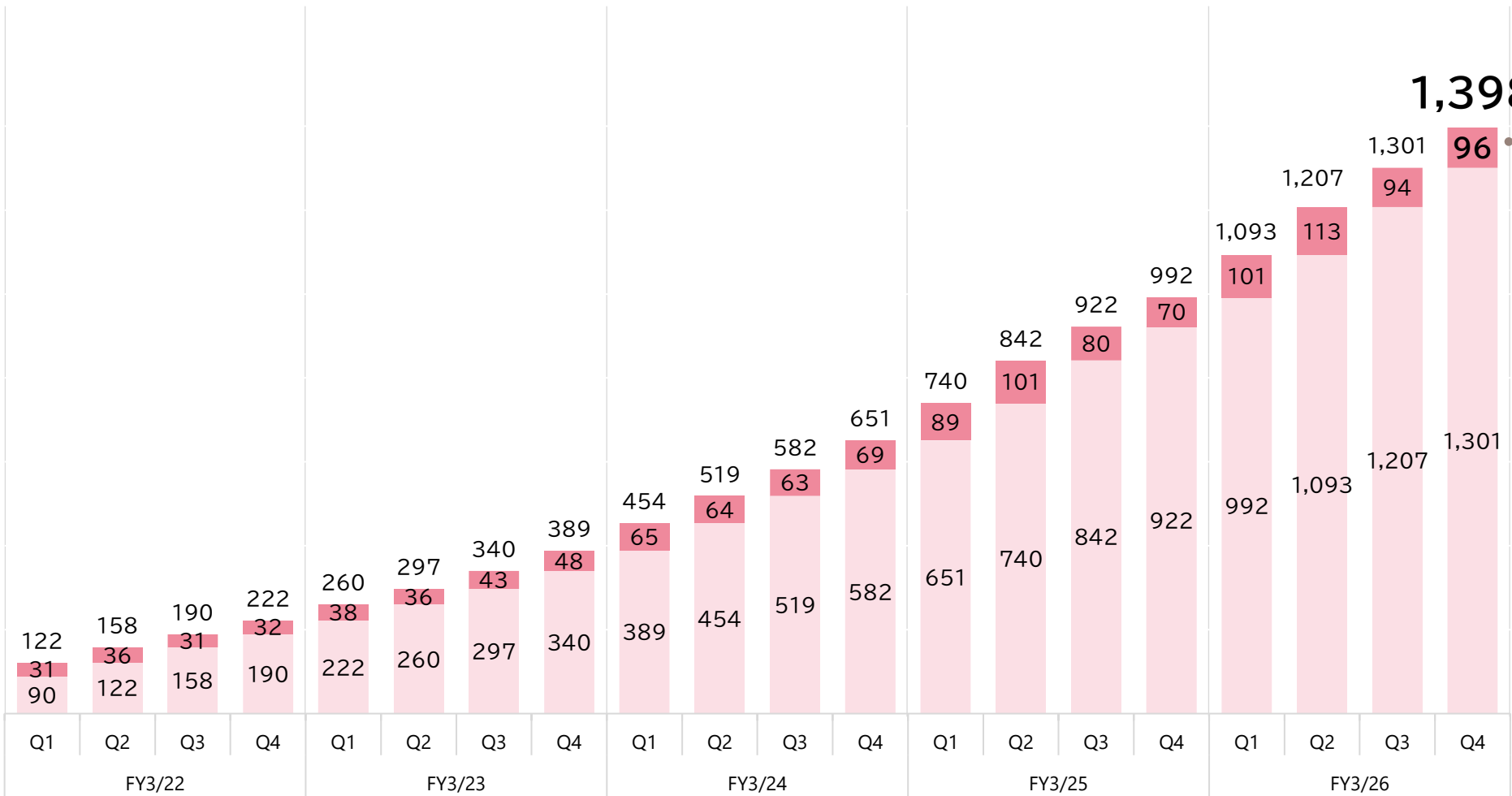
Gross profit  
YoY **↑13.9%**  
QoQ **↑6.3%**

Net sales (mn yen)



Orders/Month (mn yen)

■ New orders/month    ■ Existing orders/month  
 \* Net increase obtained by subtracting cancelled orders

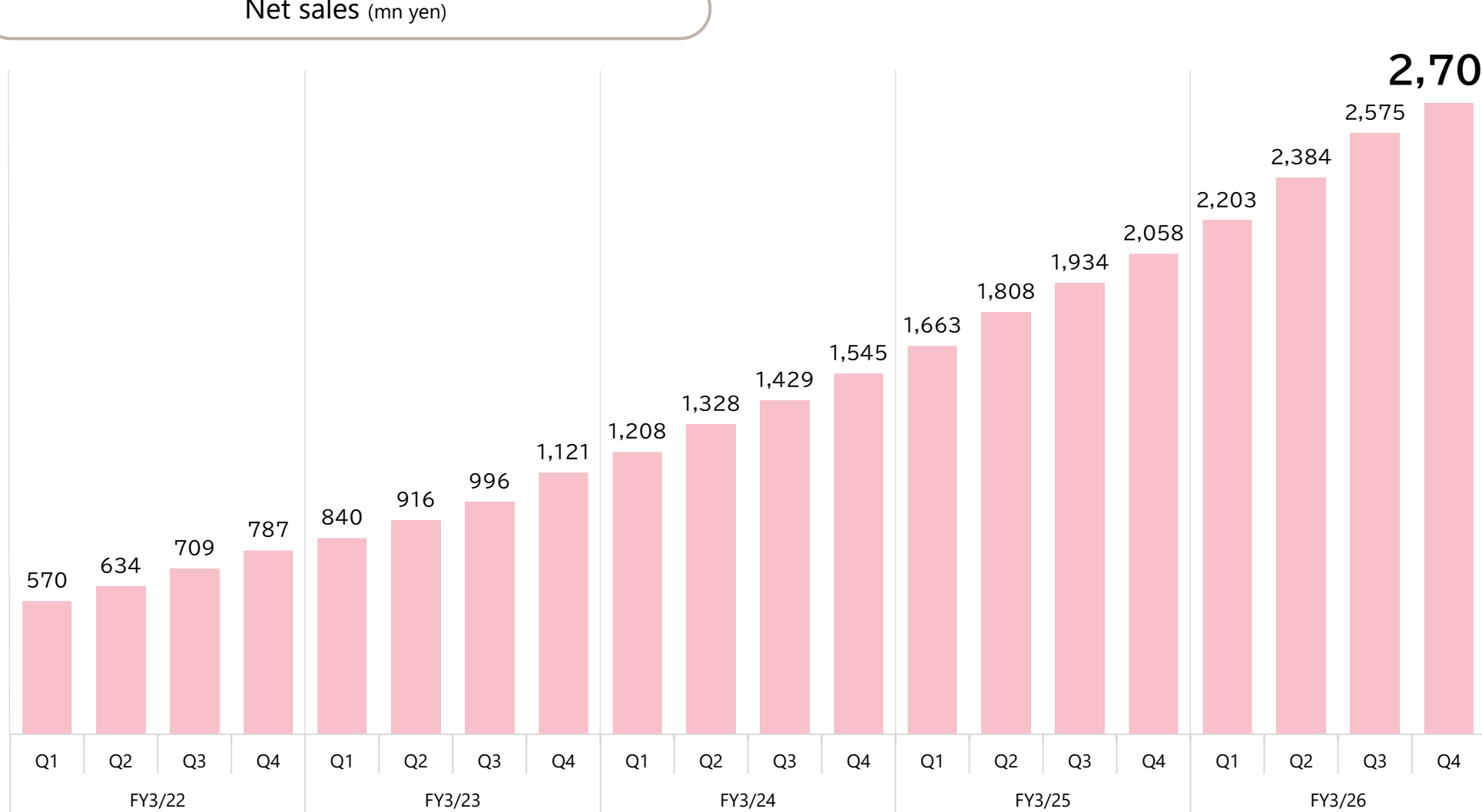


Orders/month (cumulative total)  
 YoY **↑40.9%**

New orders/month  
 YoY **↑37.2%**

New orders contribute to net sales in the following month at the earliest and up to 6 months.

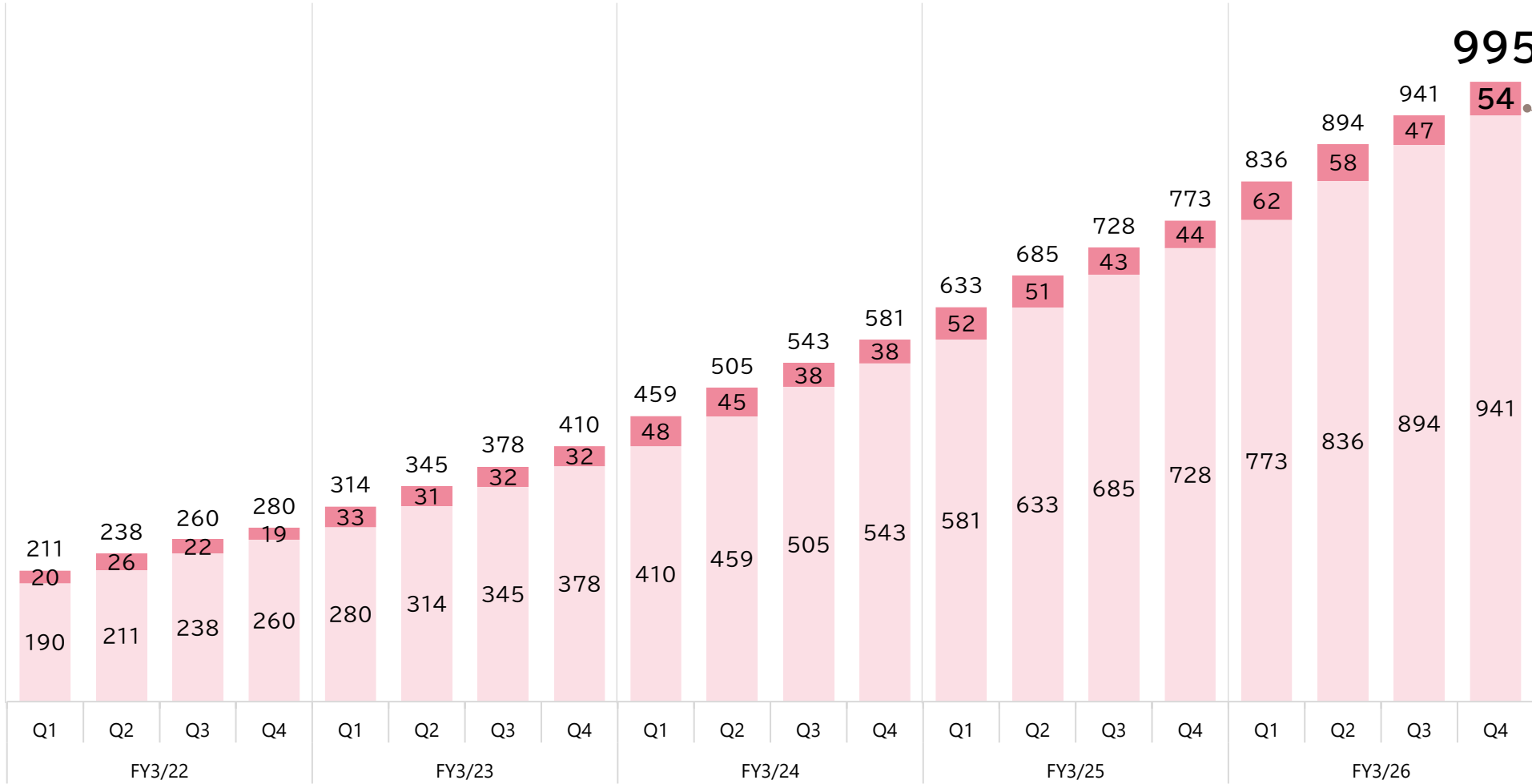
Net sales (mn yen)



Net sales  
YoY **↑31.4%**  
QoQ **↑5.0%**

Orders/Month (mn yen/month)

■ New orders/month      ■ Existing orders/month  
 \* Net increase obtained by subtracting cancelled orders



Orders/month (cumulative total)  
 YoY **↑28.7%**

New orders/month  
 YoY **↑20.5%**

New orders contribute to net sales in the following month at the earliest and up to 6 months.

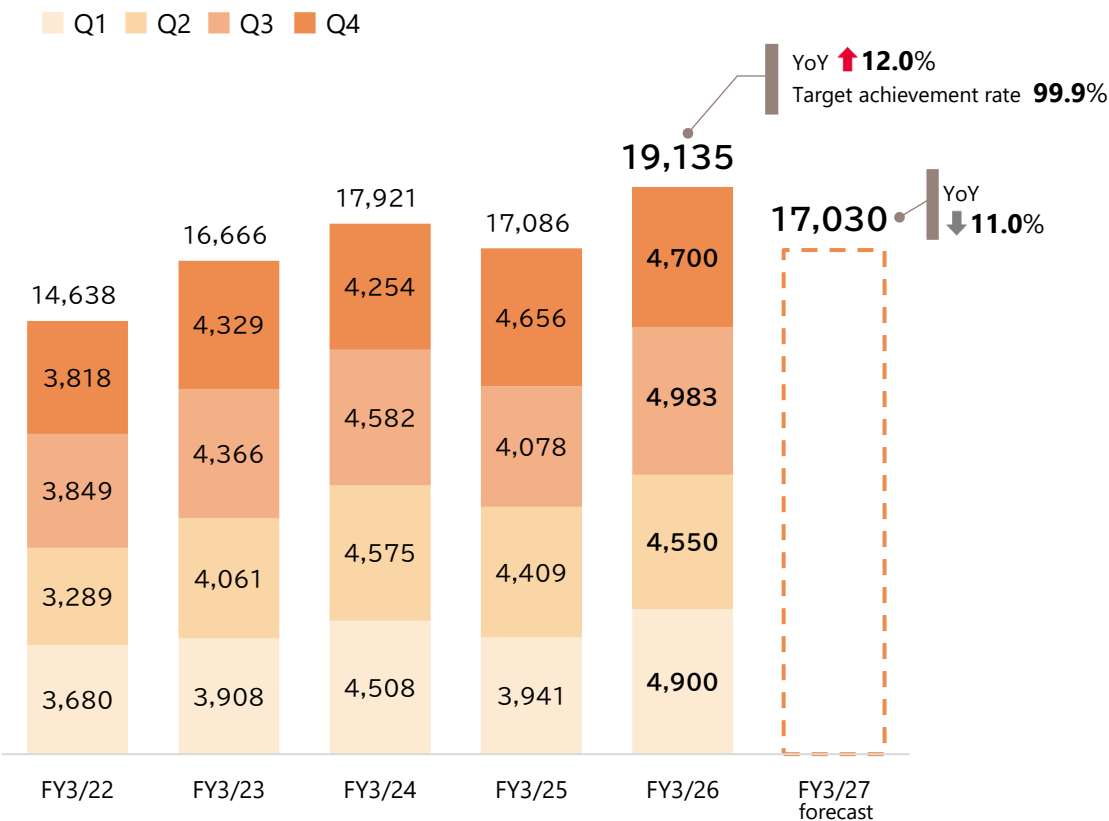
# System Integration – Financial Results Overview



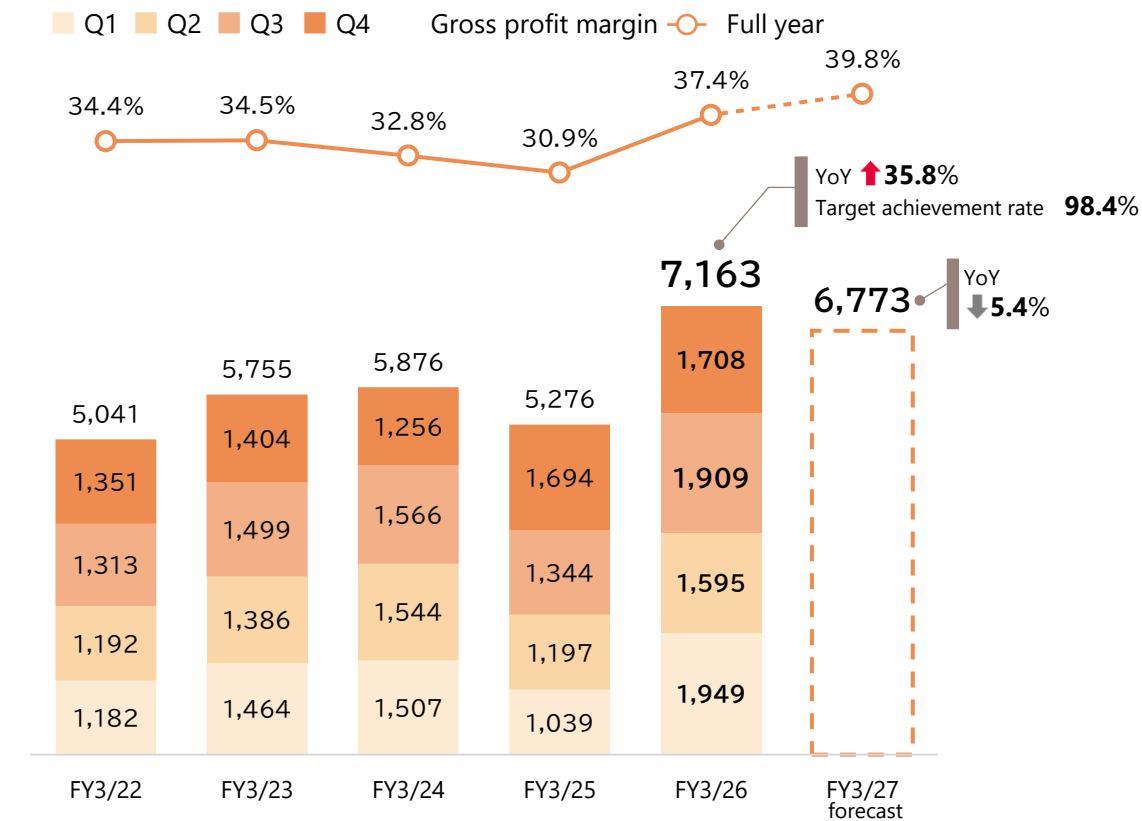
## Highlights

- In addition to normalization of Ultra-high-speed Development, traditional development also performed steadily, resulting in significant increases in both sales and profit.
- In FY03/2027, we will strategically shift resources to the AI field.

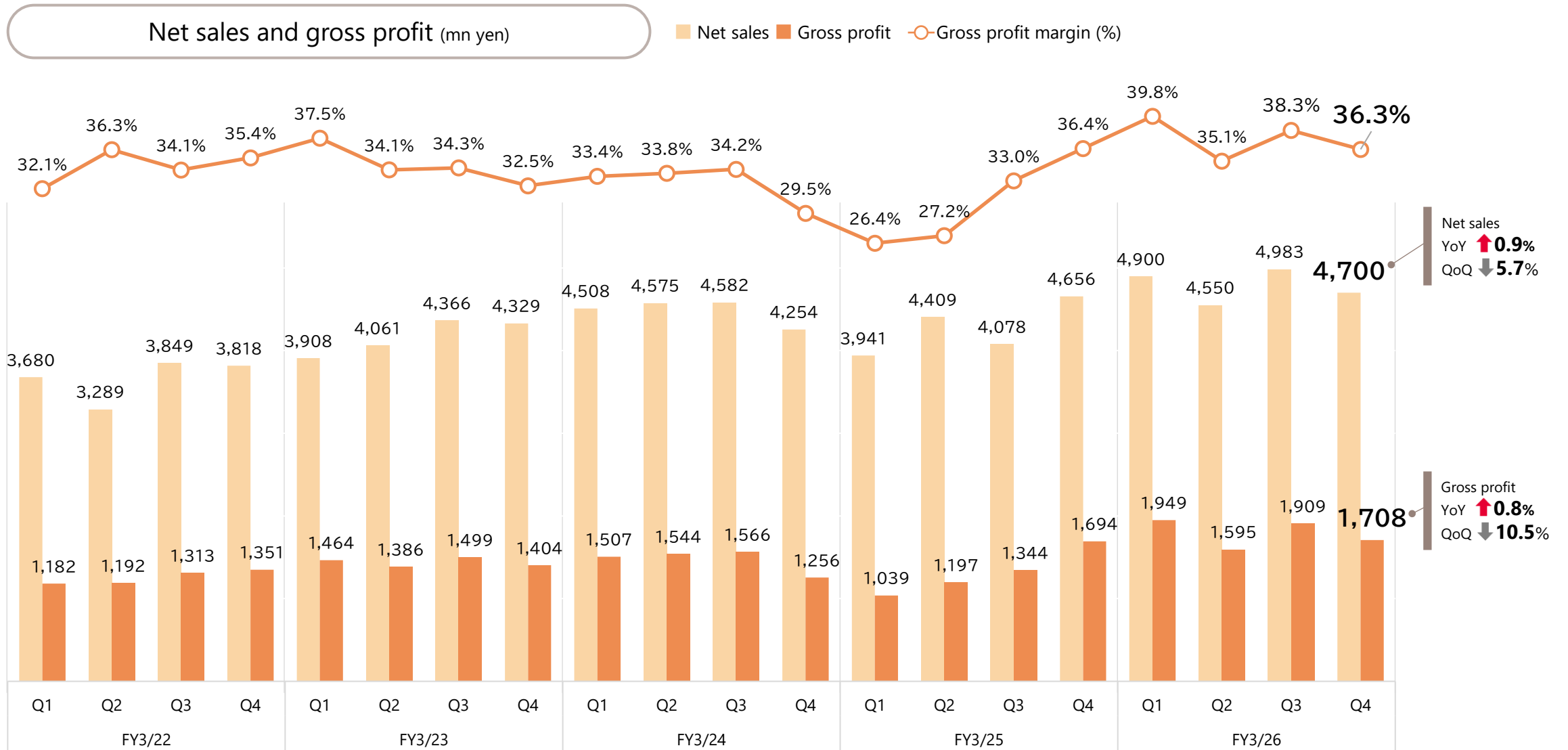
Net sales (mn yen)



Gross profit (mn yen)



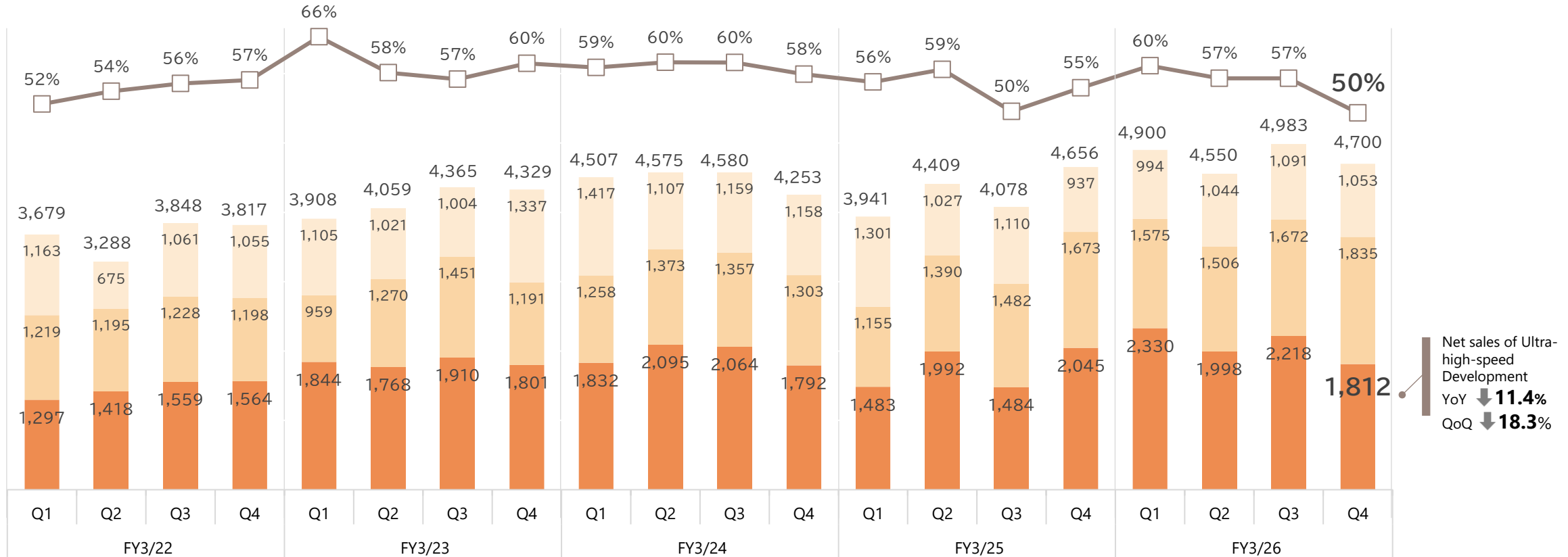
# System Integration – Quarterly Trends



Net sales (mn yen) and ratio of Ultra-high-speed Development

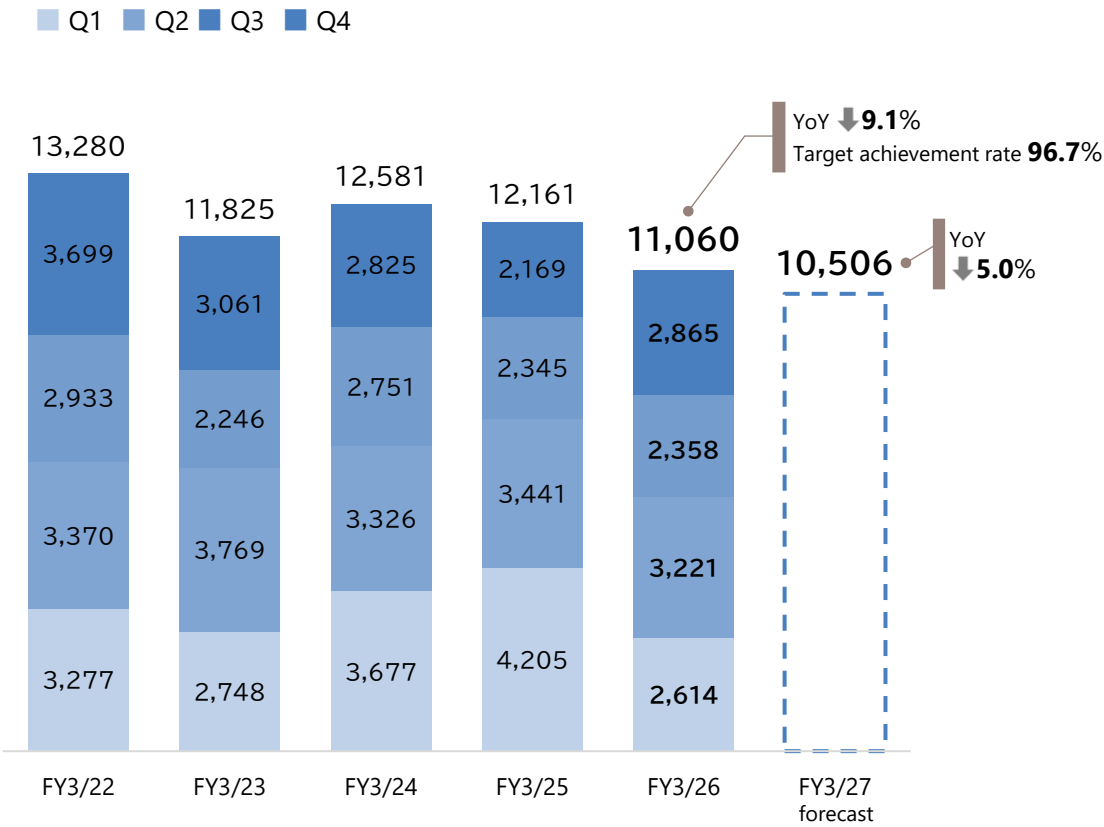
■ Ultra-high-speed Development  
■ Other development (modernization, etc.)  
■ Other than development (operation and maintenance, development tool license fees, etc.)  
□ Ratio of Ultra-high-speed Development (%)

Ratio of Ultra-high-speed Development is calculated using the formula below.  
 $\text{Ratio} = \frac{\text{Ultra-high-speed Development}}{\text{Ultra-high-speed Development} + \text{Other development}}$   
 \*Excluding other than development (maintenance, license fees, etc.)

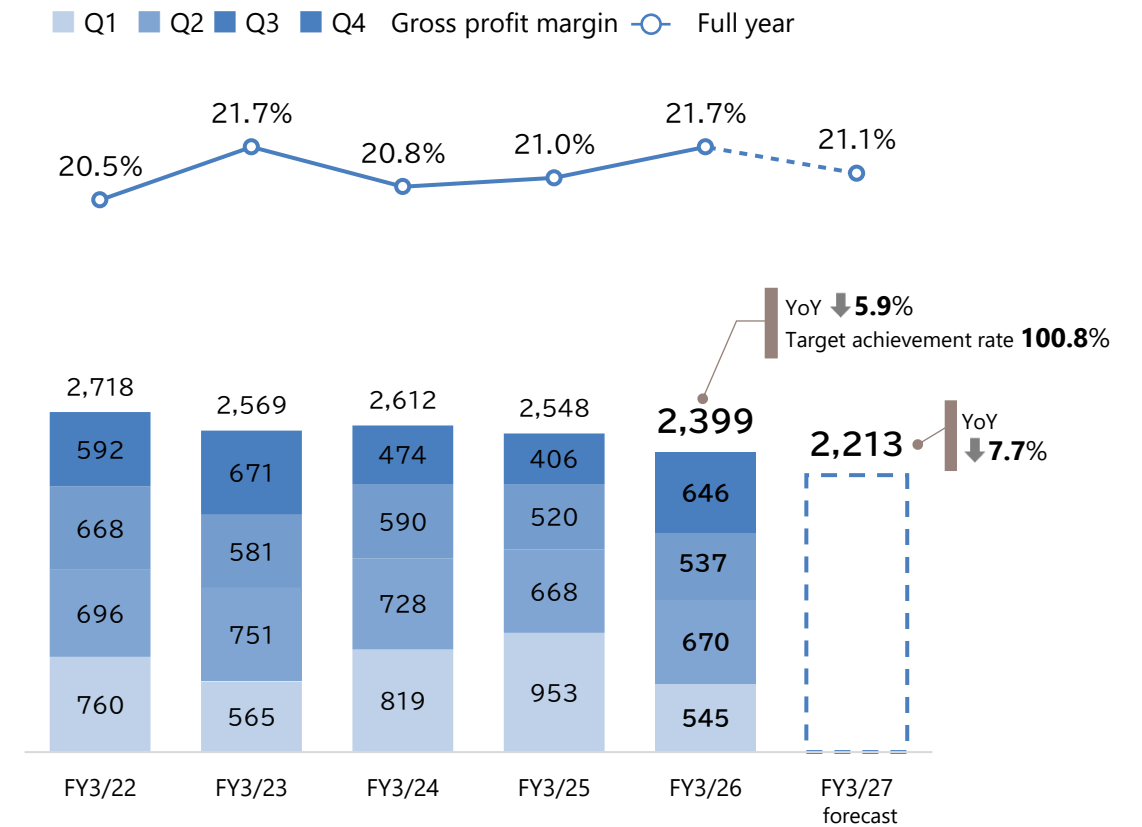


- Highlights**
  - Downward trends in the medium- to long-term due to the transition to cloud computing

Net sales (mn yen)



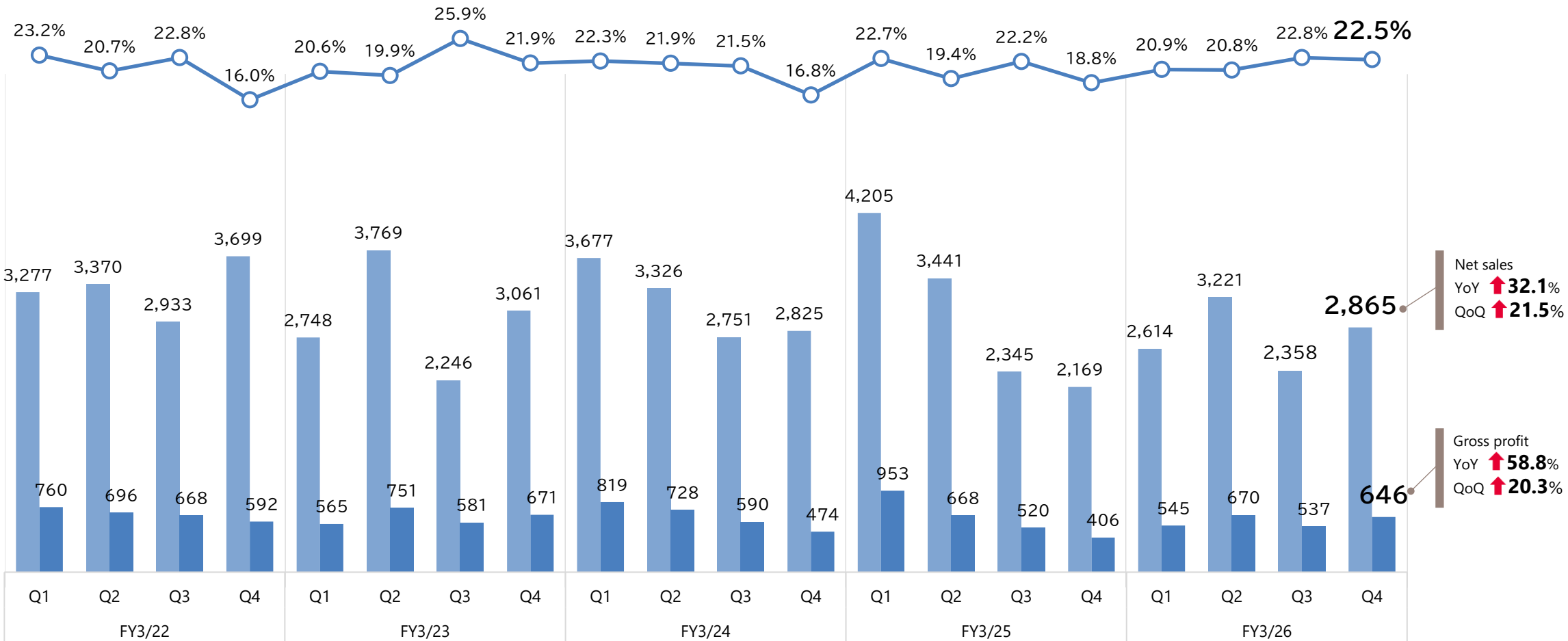
Gross profit (mn yen)



# Systems – Quarterly Trends

Net sales and gross profit (mn yen)

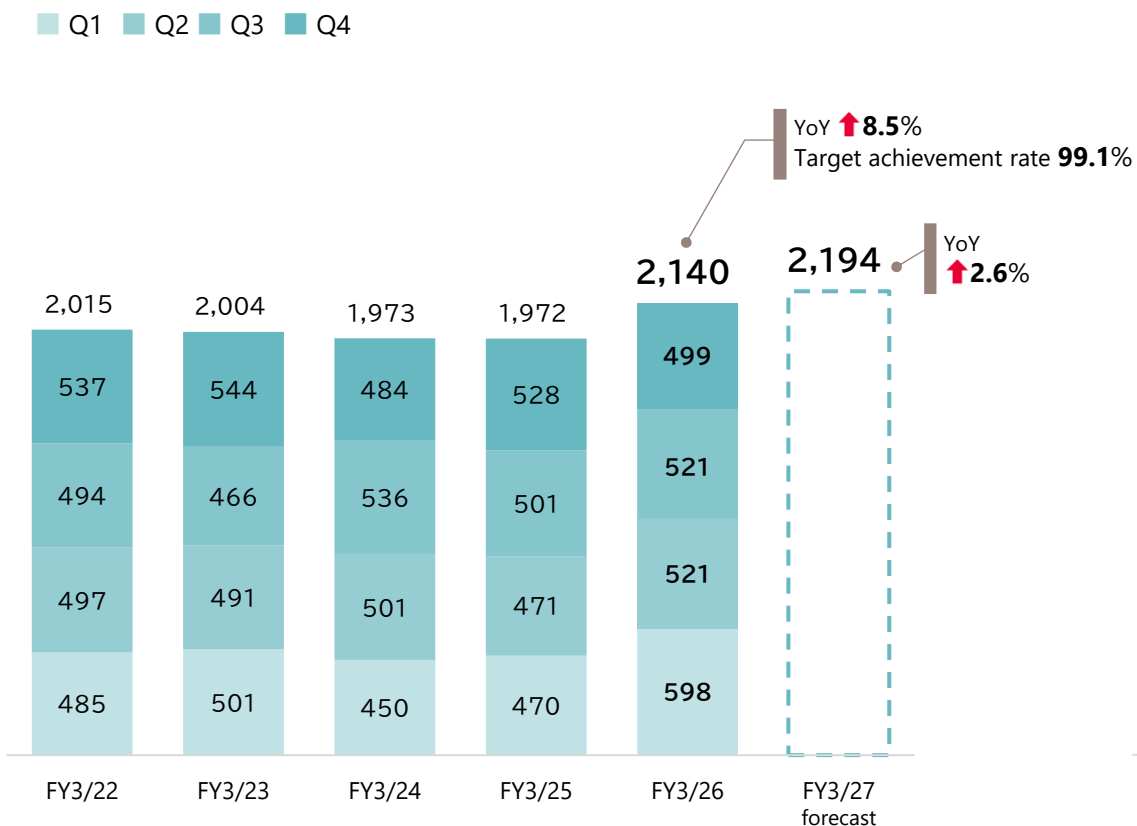
■ Net sales ■ Gross profit ○ Gross profit margin (%)



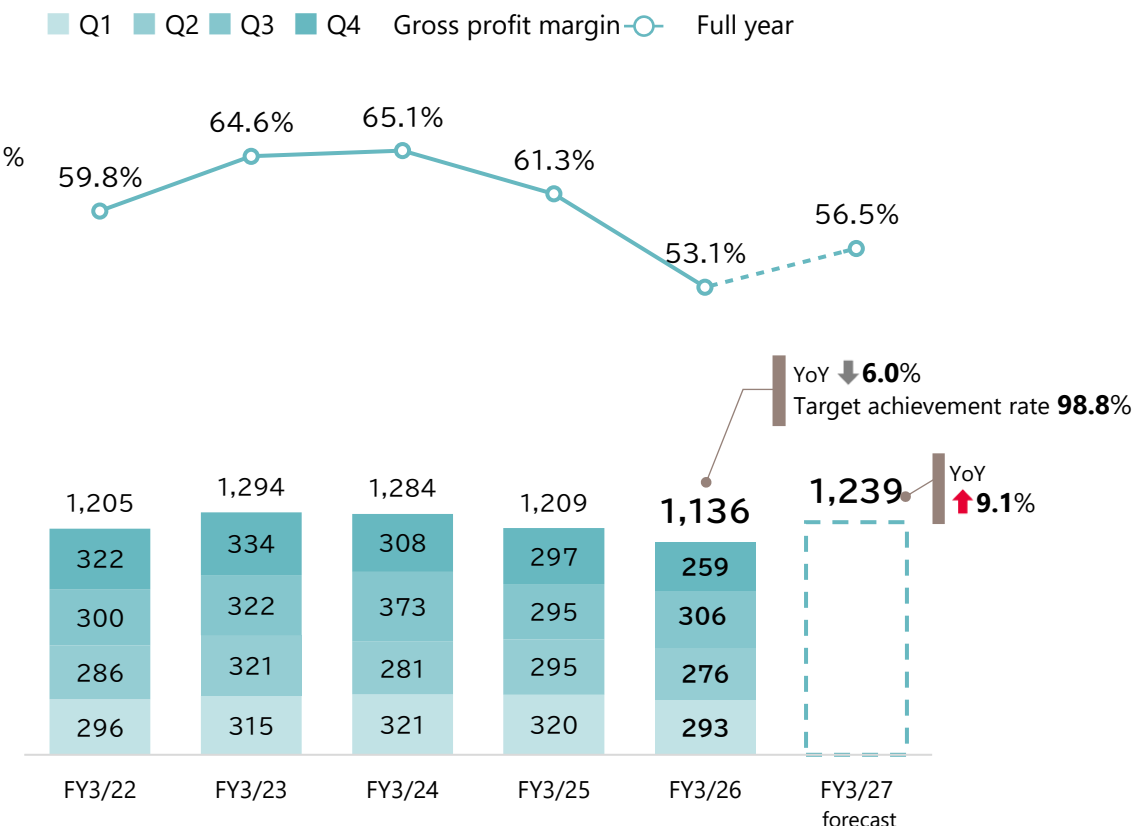
# Product Development and Manufacturing – Financial Results Overview

- In FY03/2026, profitability declined as printer replacement demand overlapped in H1.
- In FY03/2027, the software business is expected to grow led by kintone plug-in ATTAzoo.

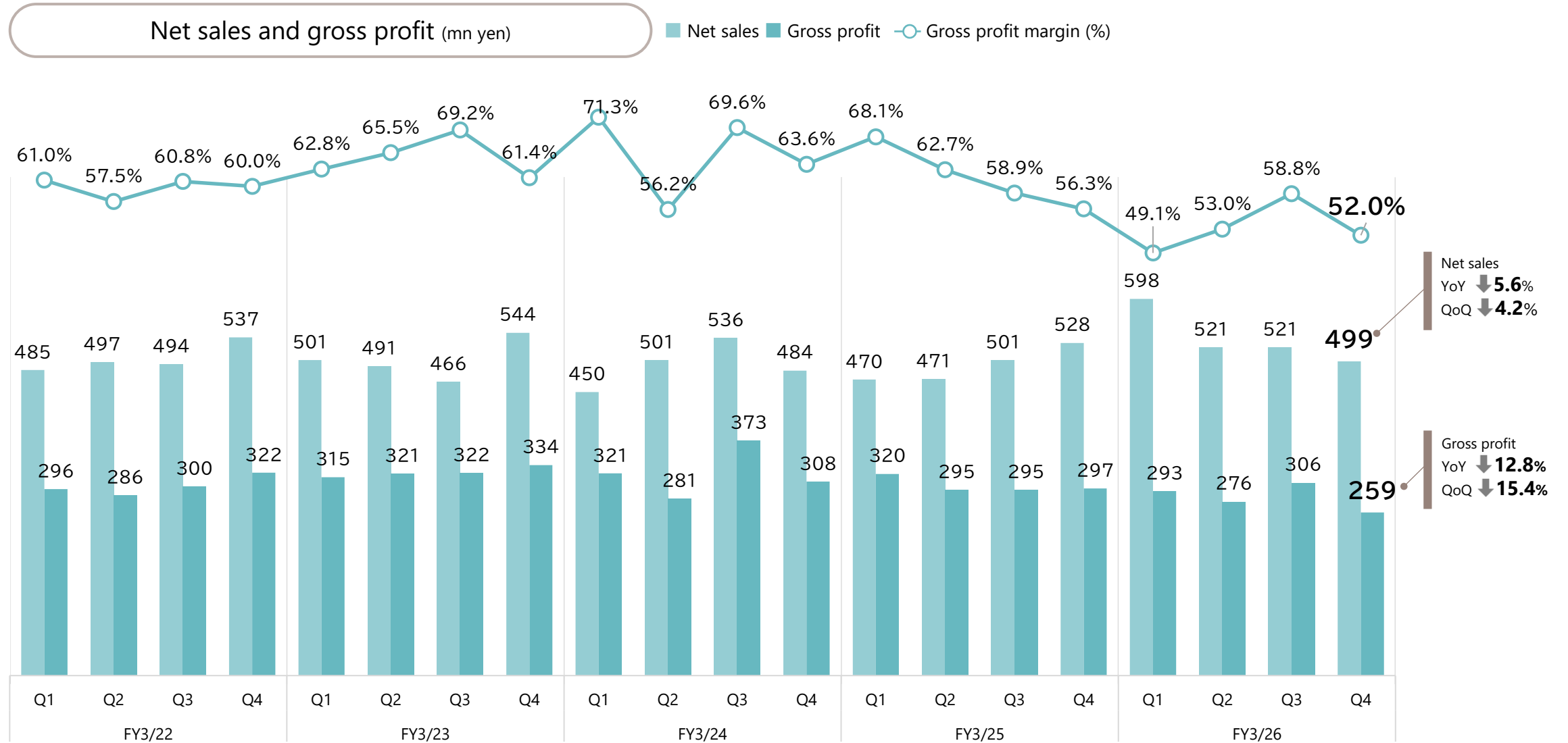
Net sales (mn yen)



Gross profit (mn yen)



# Product Development and Manufacturing – Quarterly Trends



## 3. Progress of Medium-Term Business Plan

- Accelerate our business structure transformation through evolving and deepening focus businesses to achieve further growth and higher profitability
- Strengthen and advance our business foundation with resilience to environmental changes to support our growth
- Invest available business resources to develop talents and also to expand into new business areas

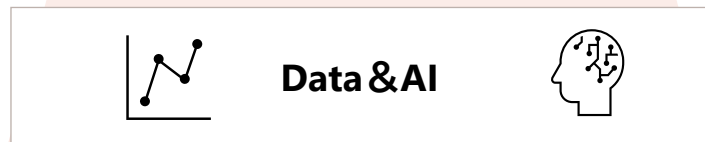
## Accelerate business structure transformation

**Refinement and Consolidation into 3 Focus Businesses**  
Evolve and deepen focus businesses through Data & AI utilization



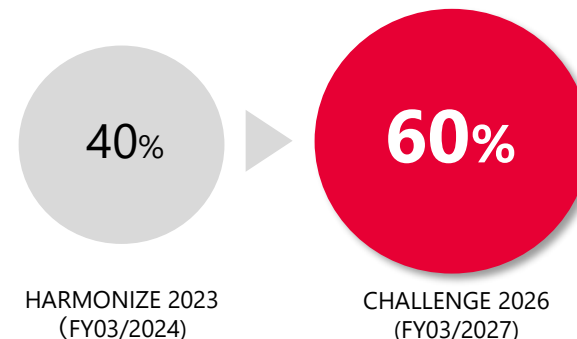
Growth driver

Profit driver

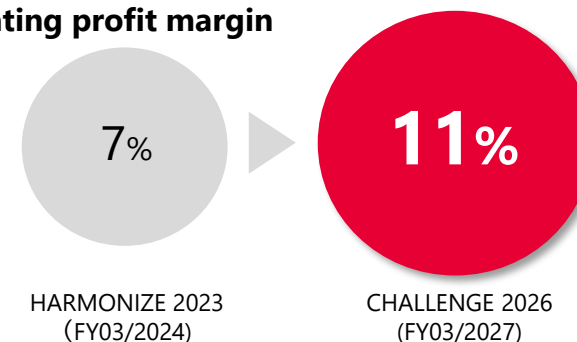


**New Value Creation**

### ● Ratio of recurring revenue business\* to net sales



### ● Operating profit margin



## Strengthen and advance business foundation

Invest available business resources to develop talents and also expand into new business areas

Strengthening and advancing talents and organization

Strengthening governance

Accelerating DX

Sophisticating risk management system

## Sustainability initiatives

Actions and implementation to achieve 4 material issues

Developing talents that contribute to society

Enhancing service quality and technical capabilities

Strengthening reliable corporate management

Realizing an environmentally conscious society

\* Our recurring revenue business includes Cloud and Security businesses, operation, maintenance, monitoring and other services, and monthly software subscription and its maintenance services.

# Medium-Term Business Plan “CHALLENGE 2026” – Targets

(Revised upward on Jan. 30, 2026)

By improving profit margins and enhancing capital efficiency, we will maintain a sound financial foundation and deliver long-term returns to shareholders.

## Sustainable enhancement of corporate value

Net sales\*  
**79.5 bn yen+**

Operating profit margin  
**11%+**

ROE  
**20%+**

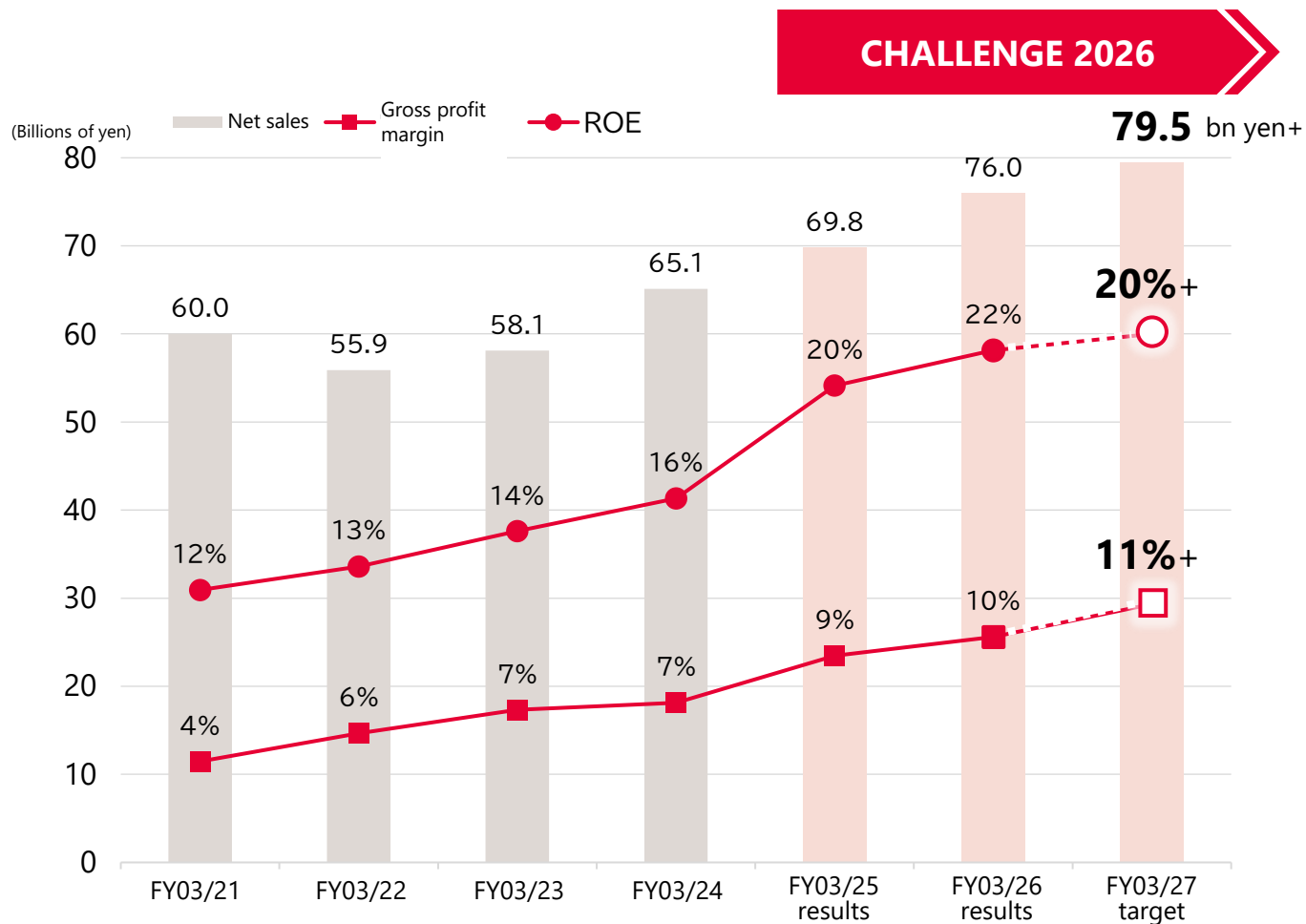
## Expansion of shareholder returns

Payout ratio  
**45%+**

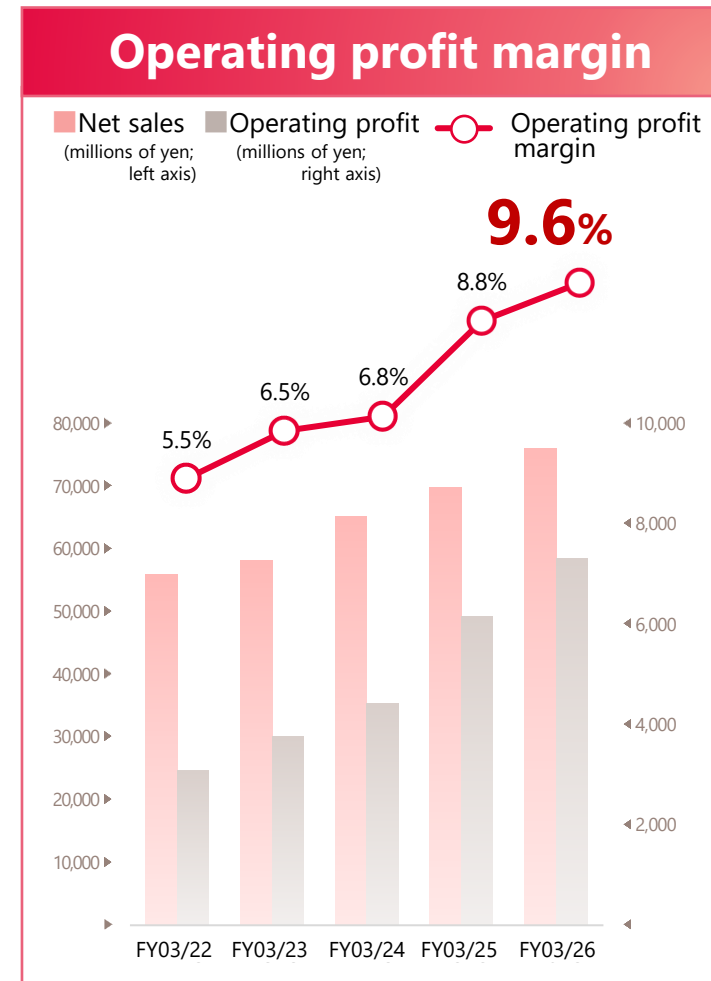
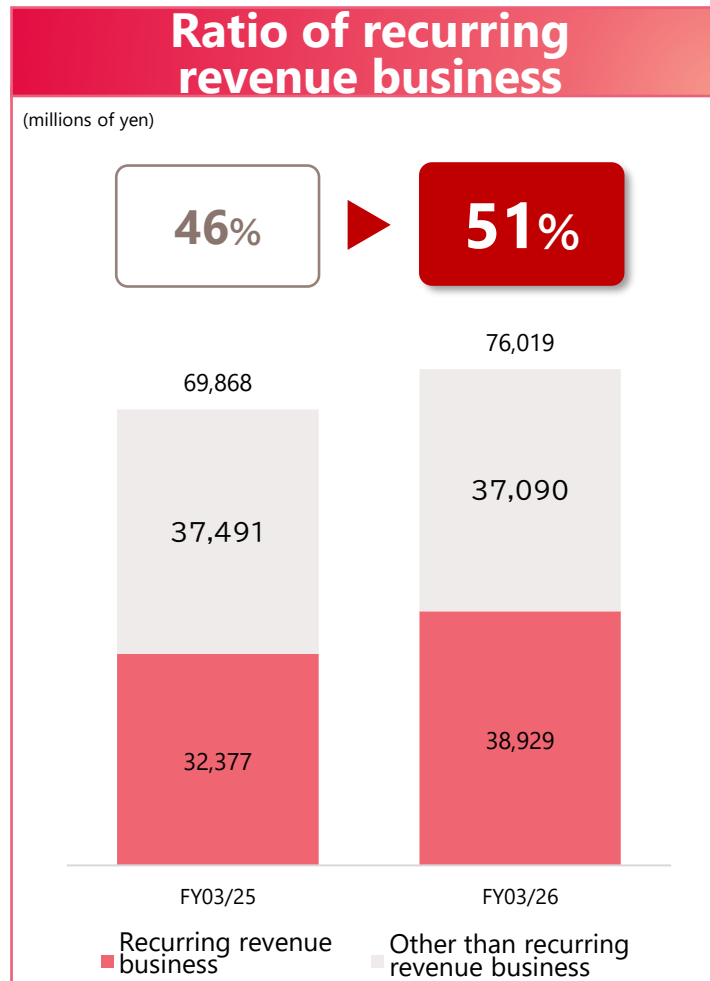
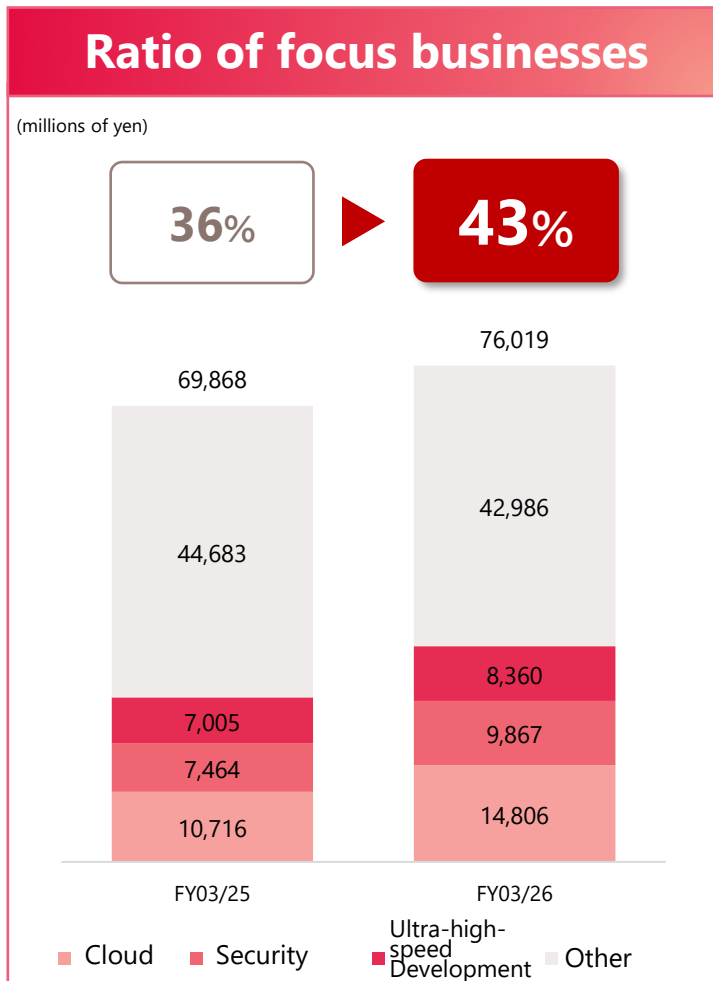
Flexible share repurchases

## Key investment areas

- Advance human resources strategy
- New business domains
- Strengthen and enhance business foundations



\* Before the upward revision on January 30, 2026: 74.5 bn yen

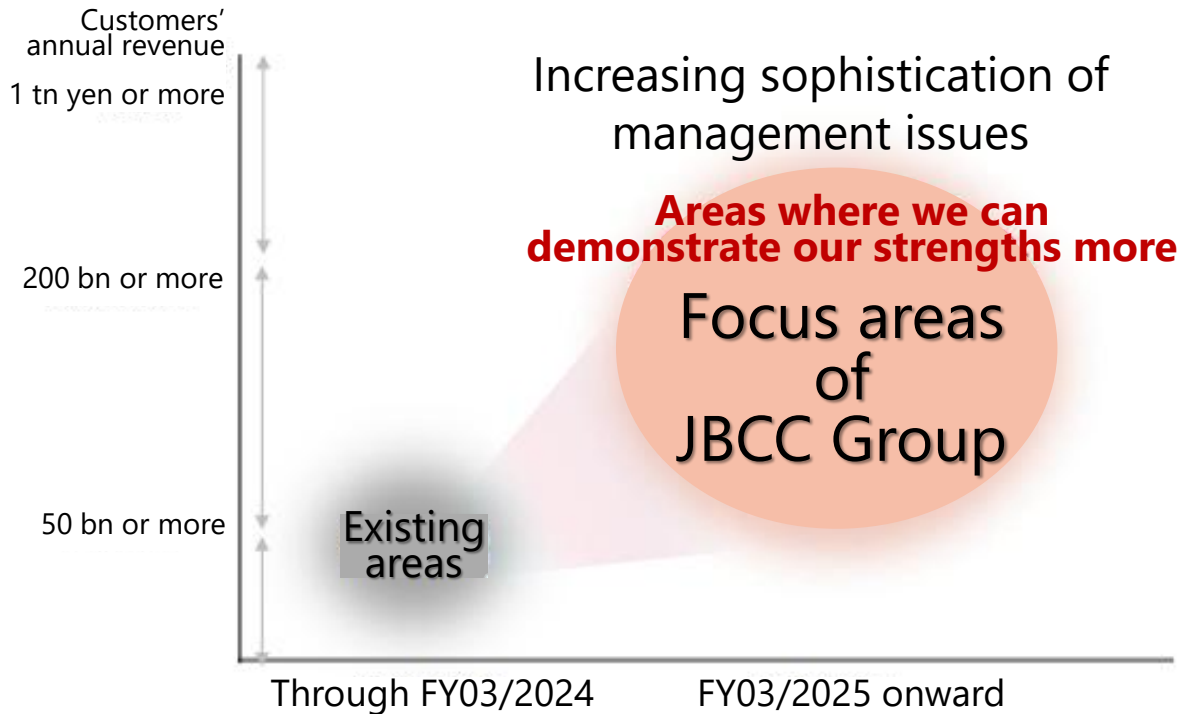


# Our Growth Strategy – Expand Business Areas Toward Larger Customers

## Customers' challenges

### Solve business challenges by optimally utilizing IT through DX promotion

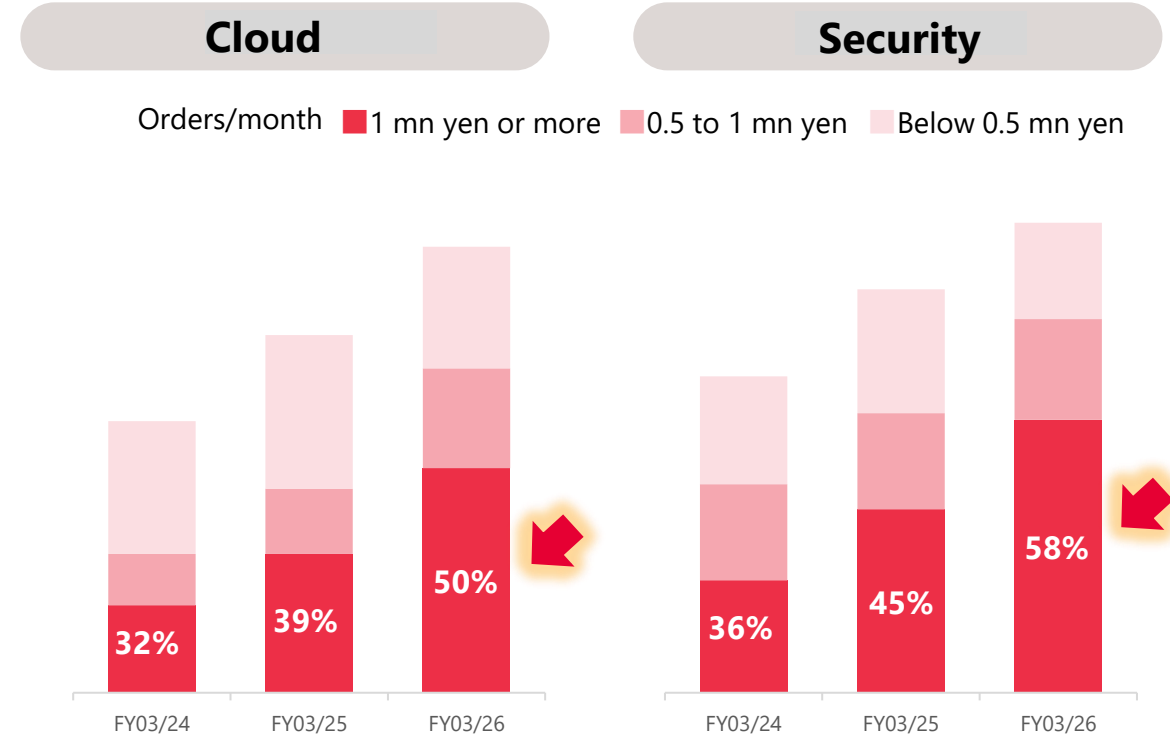
- Shortage of IT and DX talent
- Control of cloud costs and utilization and establishment of cloud computing
- Promotion of data & AI utilization
- Measures against increasingly sophisticated and complex cyberattacks
- Construction of core systems adaptable to changes
- Insufficient vendors' proposals that offer only partial optimization



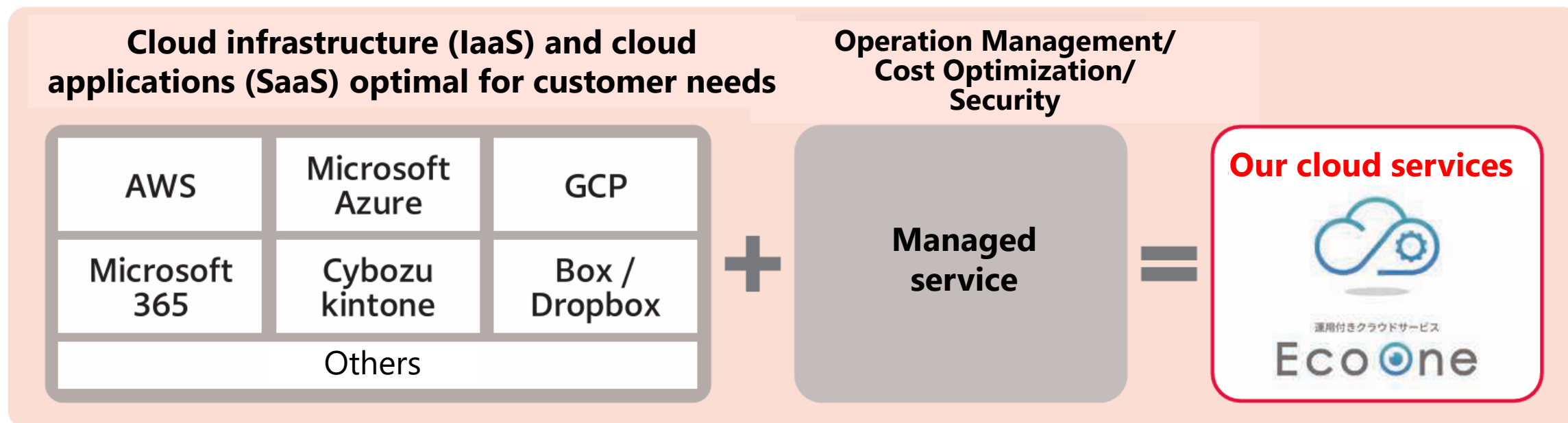
## Project scale has been steadily expanding in accordance with the strategy

The ratio of large-scale projects continuously increased from FY03/24 through FY03/26

### Ratio of large-scale projects with new orders/month exceeding 1 mn yen



\*Actual amounts at JBCC Corporation, the core company



- Provide a **cloud migration consulting service** that achieves an **average 30% cost reduction**
- Offer **cost optimization services** on a continuous basis **after cloud migration**
- Deliver **operation management services** supporting **monitoring** and **backup**
- Conduct **DX workshops** to **maximize ROI** through **effective SaaS utilization and adoption**
- Redirect cost savings from cloud migration and cost optimization toward **strategic investments** driving corporate DX and **defensive investments** addressing security risks
- Supported **over 600 companies** in cloud migration and **over 2,400 companies** in SaaS services

**FY03/2026 results** (FY03/2024 ▶ FY03/2026)

Net sales CAGR

**43%**

Gross profit margin

**±0 pts**

**Medium-Term Business Plan targets** (FY03/2024 ▶ FY03/2027)

Net sales CAGR

**36%**

(Net sales **18.0** bn yen)

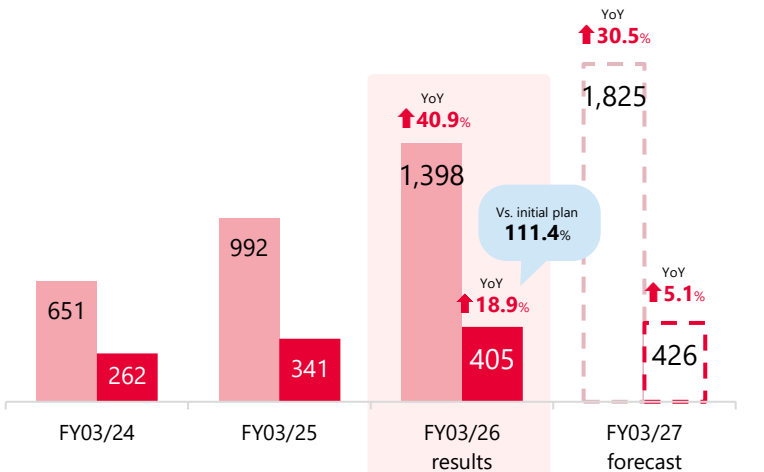
Gross profit margin

**+1 pts/year**

**Performance trends**

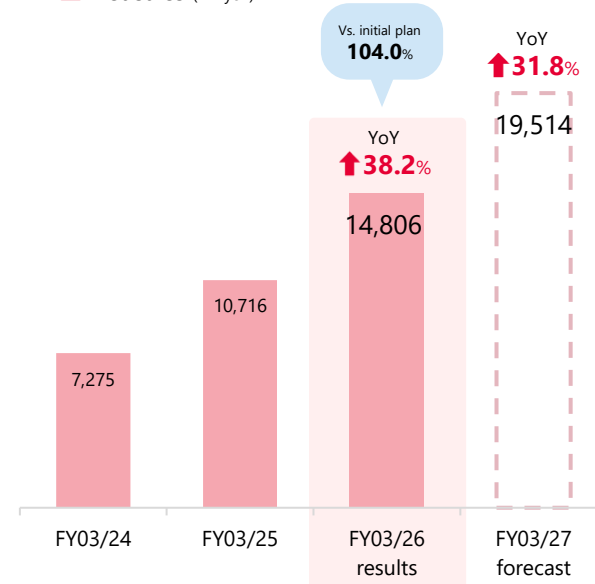
Orders/month

- Orders/month (cumulative total) (mn yen/month)
- Of which new orders/month
- \*Net increase obtained by subtracting cancelled orders



Net sales

- Net sales (mn yen)



\*Monthly recurring revenue to be recorded in future sales as services are gradually launched after contract signing (from as early as the following month up to six months later).

**01 Market environment: Structural growth in cloud demand**

Predicted growth in domestic public cloud service market for 2025-2030: CAGR **17.6%**

- Accelerating cloud migration due to changes in Vmware license policy
- Tight supply-demand conditions in semiconductor memory are driving server price increases and delivery delays, creating new momentum for cloud migration
- Company-wide challenges in managing and governing AI usage are emerging as AI adoption accelerates

**02 Our strengths: Provision of managed services**

- IaaS: Cloud service "EcoOne" equipped with operational and cost optimization capabilities, together with strong multi-cloud proposal capabilities
- SaaS: Complimentary workshops to support effective utilization and adoption differentiate us from competitors  
Microsoft 365 and Copilot/kintone/BOX (online storage)

**03 Next steps: Expansion into the governance domain**

- Microsoft Copilot: Workshops to support data and AI utilization
- Microsoft 365: Proposal for strengthening governance
- Kintone plug-in: Commencement of the provision of "ATTAZoo Governance"



- Visualize **security risks** and **develop comprehensive proposals and response roadmaps**
- Support **zero-trust** and **multi-cloud** security environments
- Provide **continuous protection** through **regular diagnosis** and **improvement measures** after service implementation
- Leverage **extensive experience** as an infrastructure vendor to ensure **rapid root-cause analysis** and **system recovery** in the event of security incidents
- Provide security services to more than **1,300 companies** across **diverse industries**, including manufacturing, distribution, and healthcare

## FY03/2026 results (FY03/2024 ▶ FY03/2026)

Net sales CAGR

**34%**

Gross profit margin

**+1.8 pts**

## Medium-Term Business Plan targets (FY03/2024 ▶ FY03/2027)

Net sales CAGR

**30%**

(Net sales **12.0** bn yen)

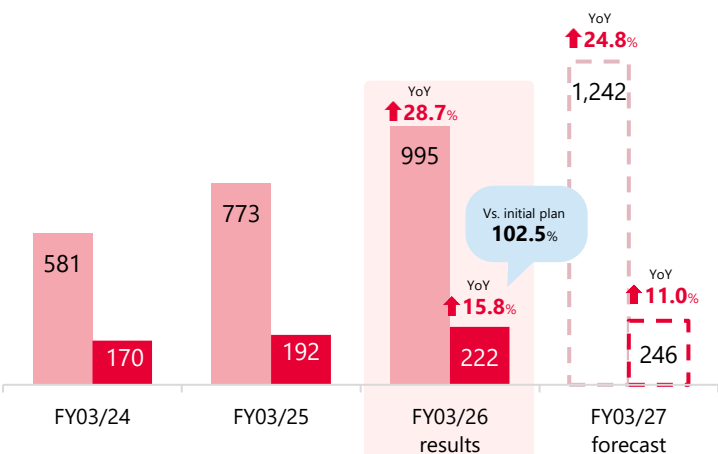
Gross profit margin

**+1 pts/year**

## Performance trends

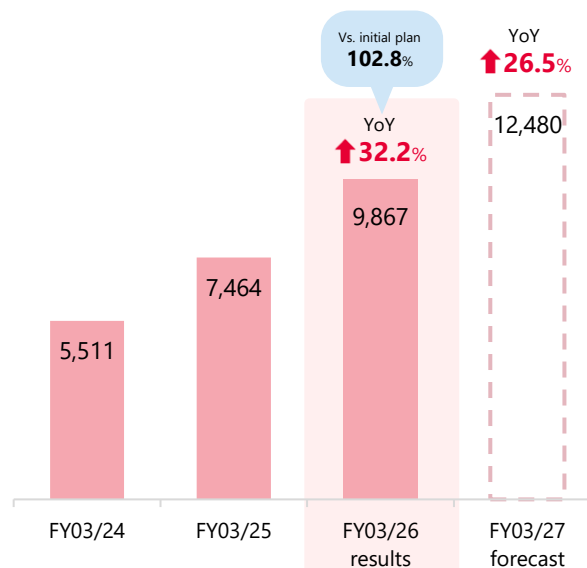
### Orders/month

- Orders/month (cumulative total) (mn yen/month)
- Of which new orders/month
- \*Net increase obtained by subtracting cancelled orders



### Net sales

- Net sales (mn yen)



\*Monthly recurring revenue to be recorded in future sales as services are gradually launched after contract signing (from as early as the following month up to six months later).

## 01 Market environment: Security threats becoming more complex and serious

Predicted growth in the domestic security service market for 2025-2030: CAGR **7.2%**

- Intensifying cyberattacks including ransomware
- Increasing risk of information leakage due to wider use of generative AI

## 02 Our strengths: Provision of managed services

- High technical capability in cloud and security, supporting threat analysis and response, as well as handling solutions such as SASE, CASB, and SWG, and integrated log analysis and response platform
- Comprehensive optimization proposals leveraging Attack Surface Assessment Service and Vulnerability Management Service

## 03 Next steps: Enhanced support for adapting to the new system

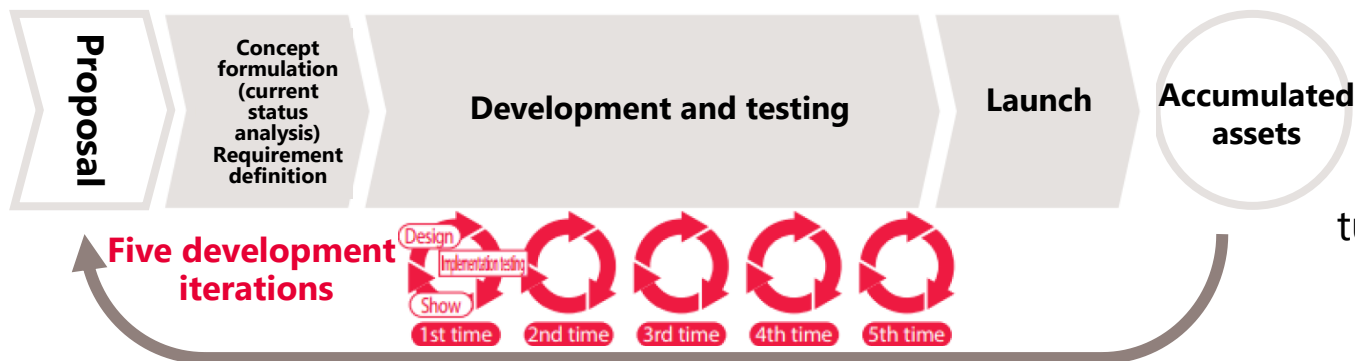
- Support for the Cybersecurity Measures Evaluation System for Strengthening Supply Chains promoted by the Ministry of Economy, Trade and Industry (to be commenced around the end of FY2026) /Expansion of customer-engagement-based services supporting continuous strengthening of countermeasures
- Enhance existing services with advanced AI along two axes: "Security for AI — making AI usage secure," and "AI for Security — strengthening security using AI"/develop new services with AI as a foundational element

Our proprietary development  
method "JB Agile"

Low-code development tool\*

Our Ultra-high-speed  
Development

## Development Process for Ultra-high-speed Development



## Promote micro-asset services

Apply micro-asset services  
for focus businessestutoring schools / building materials  
/ steel / food industryImprove  
qualityImprove  
productivity

- Establishing a **demo environment** to **deliver proposals that outperform standard packages**
- **Formulate system concepts** at an early stage to **streamline** newly developed functions and leverage existing assets for common features
- Conduct **requirements definition**, even under agile development, to **grasp the overall structure** of the core system
- Utilize low-code development tools to **reduce** the risk of **technical defects**
- Iterate development five times while verifying the system **in operation** to **extract essential requirements** and **minimize rework risks** in later project stages
- Identify **fundamental requirements** to resolve **management issues**, and **realize customer needs** (ensure high quality)

\*Low-code development is a method of system development that enables rapid delivery by minimizing the need to write source code and instead using visual operations through a graphical user interface (GUI).

# Progress in Ultra-High-Speed Development — Steadily Completed Ongoing Projects

## FY03/2026 results (FY03/2024 ▶ FY03/2026)

Ratio of Ultra-high-speed Development

**56%**

Gross profit margin

**+9.8 pts**

## Medium-Term Business Plan targets (FY03/2024 ▶ FY03/2027)

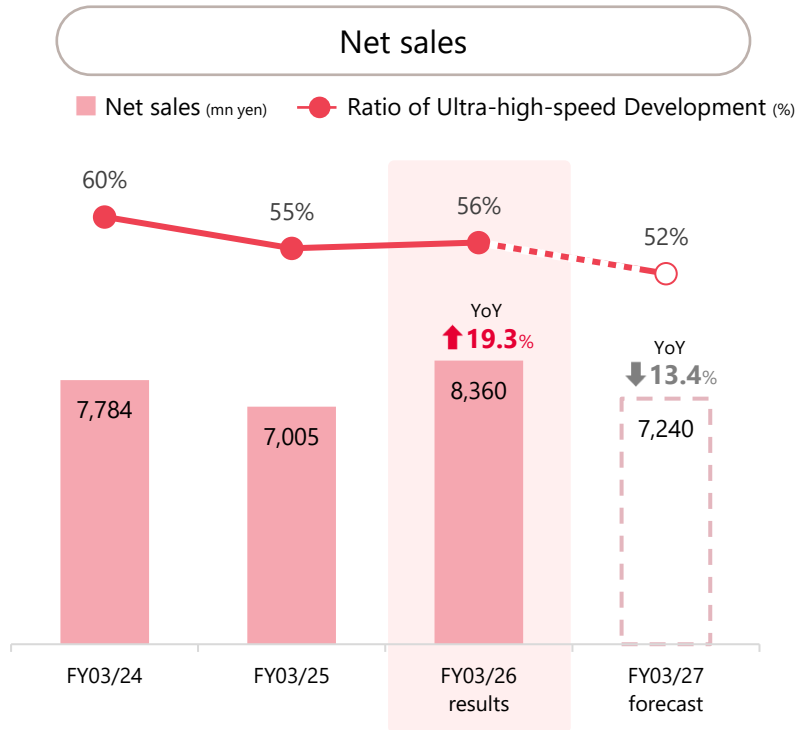
Ratio of Ultra-high-speed Development

**75%**

Gross profit margin

**+10 pts**

## Performance trends



### 01 Market environment: Steady expansion of demand for upgrading core systems

Predicted growth in the domestic IT modernization services for 2025-2030: CAGR **16.2%** (Rebuild)

- Approx. 80% of large and mid-sized companies maintain legacy systems
- Companies face IT/DX talent shortages and have growing needs for systems that can adapt to change
- Over the medium- to long-term, company-wide DX—including modernization of core systems with AI and generative AI as a foundation—is accelerating, particularly among large companies

### 02 Our strength: Over 10 years of experience in agile development

- Achieve customers' unique competitive advantages unattainable with off-the-shelf ERP packages
- Realize customer requirements with higher precision using the JB Agile development framework

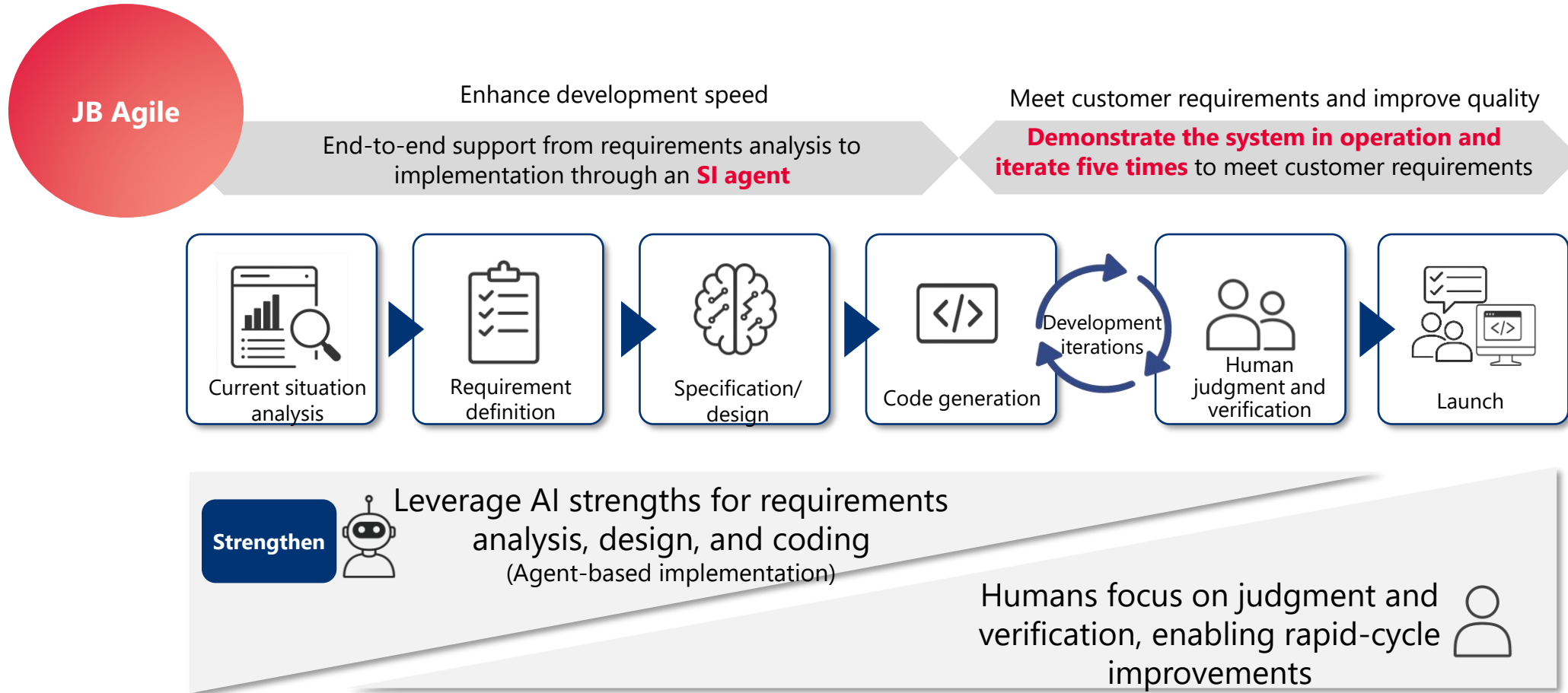
### 03 Next steps: Shift the focus toward strategic investment in AI

- Further evolve JB Agile, incorporating AI-driven development methodologies, alongside talent development
- Prioritize the establishment of sustainable "earning power" over short-term sales and profit (Revise the MTBP target for the ratio of Ultra-high-speed Development and reallocate resources with a focus on the AI domain)

**Strategic investments to further enhance medium- to long-term "earning power"**

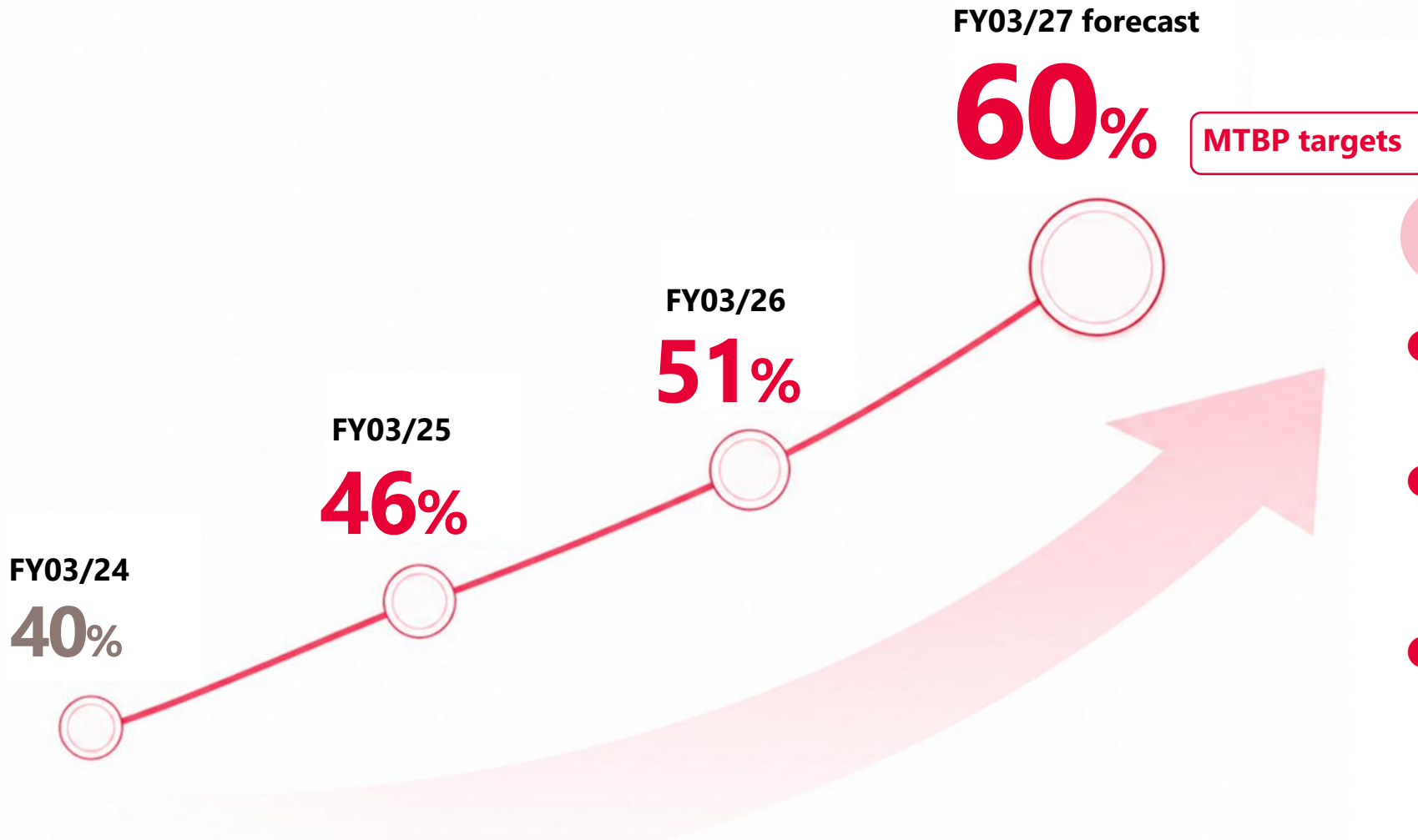
# Advance Development Capabilities With JB Agile x AI-driven Development

Accelerate requirements analysis, design, and implementation with AI, and realize systems tailored to business needs by concretizing customer requirements while verifying the system in operation



# Improve the Ratio of Recurring Revenue Business — Achieve Stable Earnings Base

Achieve a steady increase from 40% to 60% over the three-year MTBP, with +11 pts realized in just two years.



## Breakdown of FY03/26 recurring revenue business

- **Cloud** FY03/26 results **19.3%**
    - Cloud service with managed services
    - IaaS, SaaS, PaaS, etc.
  - **Security** FY03/26 results **14.5%**
    - Diagnosis service
    - Security service with managed services
    - Cloud security, threat analysis/response, e-mail, gateway, terminal, etc.
  - **Other recurring revenue business** FY03/26 results **17.4%**
    - Management service
    - Monitoring service
    - Maintenance service
    - Help desk
- Total 51.2%**

# Progress in Human Resources Strategy — The Most Important Key to Sustainable Corporate Value Creation

- Drove each initiative forward, accelerating strategic investment in talent and achieving productivity targets one year ahead of schedule
- Strengthening and accelerating skill modernization, starting with AI talent development, as a human capital foundation supporting transformation

## Measures

**Recruitment** • New graduate recruitment: No. of applicants YoY **1.3 x** No. of hired started April 2026 **69**  
 Strengthened the foundation for new graduate recruitment in both quantity and quality through the refinement of recruitment methods centered on the recruiter system

• Mid-career recruitment: No. of applicants YoY **5.1 x** No. of hired started April 2026 **58**  
 By strengthening collaboration with recruitment agencies and diversifying approaches such as direct hiring, the number of applications increased significantly

**Development** • New implementation of trainings: FY03/26 results **185 times** (program-basis)  
 • Implemented various programs that enabled the clarification of individual career visions and the cultivation of value-creating talent, while establishing a follow-up system after training

### Treatment and System

- eNPS: (Engagement survey) FY03/26 results **-37** (Vs. last survey **+7 pts**)
- Implemented engagement initiatives based on survey results, embedded a performance-based culture, and initiated talent portfolio management
- Reviewed HR systems, including evaluation system/extension of retirement/internal recruitment program/Team Agreement/self-development/DE&I

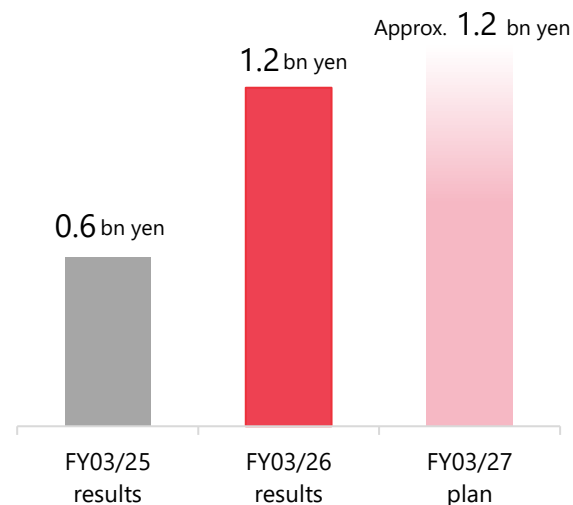


2025 Bonus Ranking (Survey on information and communication sector by Nikkei Inc.)

Summer **4th** /22 companies Winter **2nd** /27 companies

## Strategic investment in talent

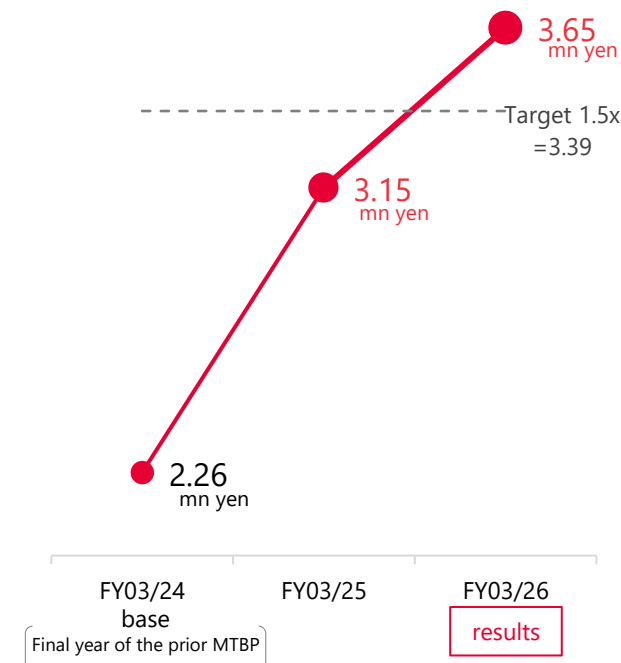
Vs. plan: progressing at a pace of +20%



**Cumulative 1.8 bn yen** Total approx. **3.0 bn yen**  
 (Vs. plan **+20%**)

## Operating profit per employee

Already achieved the target of 1.5 times



**Vs. base: +61.5% / Target achieved**

## Enhancing corporate value on a sustainable basis through the establishment of a sound and flexible financial base

Three pillars of the Group's financial strategy

Improving capital efficiency on a sustainable basis

Establishing an optimal capital structure

Balancing shareholder returns and growth investments

### Strategies & Measures

#### Capital Cost Policy

Sustainably securing returns exceeding the cost of capital

- Maintain and manage an optimal capital structure
- Pursue the best balance between capital efficiency and shareholder returns
- Ensure investment decisions based on awareness of capital cost
- Optimize capital policy and allocation to enhance corporate value

#### Shareholders' Equity Policy

Alignment of shareholder value, market valuation, and capital efficiency

- Provide stable and flexible shareholder returns
- Engage in transparent dialogue with the market
- Minimize share dilution
- Continuously improve capital efficiency

#### Capital Management

Optimal allocation, utilization, and return of capital

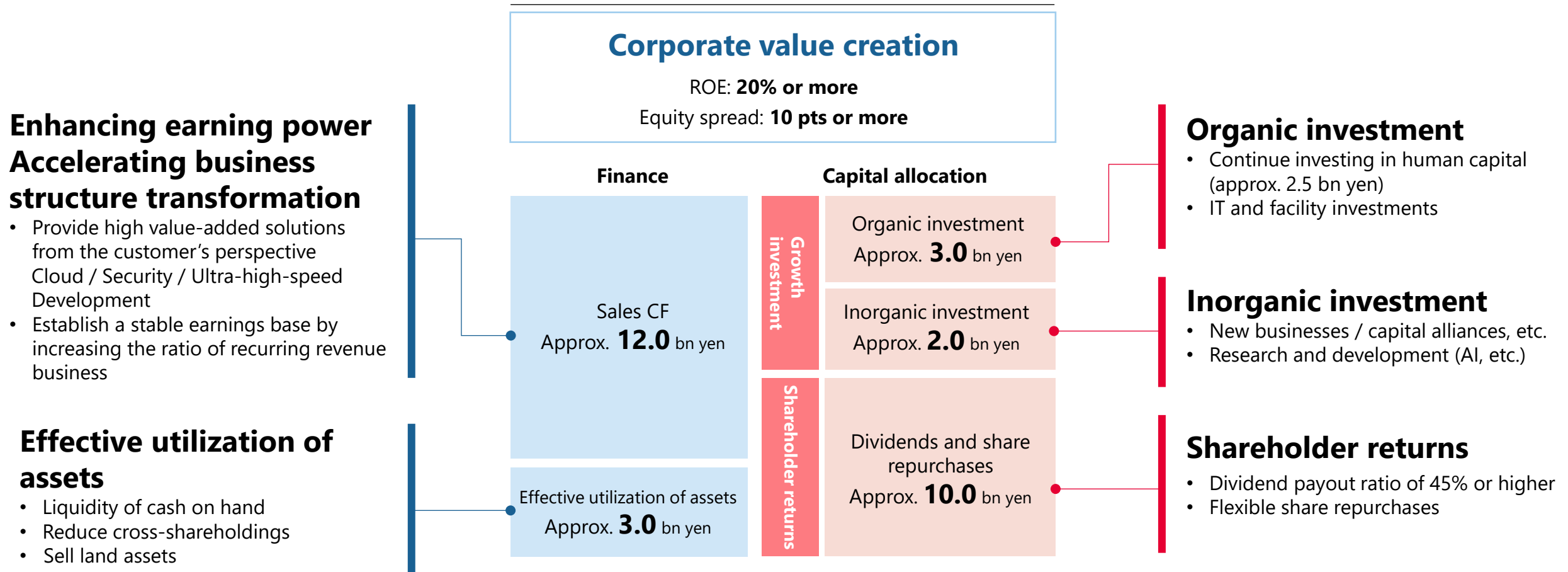
- Align capital allocation with business and management strategies
- Balance proactive investments in growth areas with capital efficiency
- Ensure balance with shareholder returns
- Ensure transparency and accountability in policies

# Capital Allocation under the Medium-Term Business Plan “CHALLENGE 2026” **JBCC** holdings

Promote capital efficiency improvement, capital structure optimization, and a balance between shareholder returns and growth investments, with a focus on enhancing ROE

## Capital Management

For the two years from FY03/2026 to FY03/2027



\*Revised on May 13, 2026

# Achieving Sustainable Enhancement of Corporate Value



Growth potential  
FY03/24 ▶ FY03/26 CAGR

**EPS growth rate**  
**30.3%**



Earning power and growth expectations exceeding the cost of capital  
As of March 31, 2026

**PBR**  
**2.9 times**



Capital efficiency and shareholder return policy  
FY03/26 result

**DOE**  
**10.5%**

**CHALLENGE  
2026**



Capital efficiency  
FY03/26 result

**ROE**  
**21.8%**



Profitability  
FY03/26 result

**Operating profit margin**  
**9.6%**



Profit return  
FY03/26 result

**Dividend payout ratio**  
**48.6%**

Medium-term business plan targets

**20% or more**

Medium-term business plan targets

**11% or more**

Medium-term business plan targets

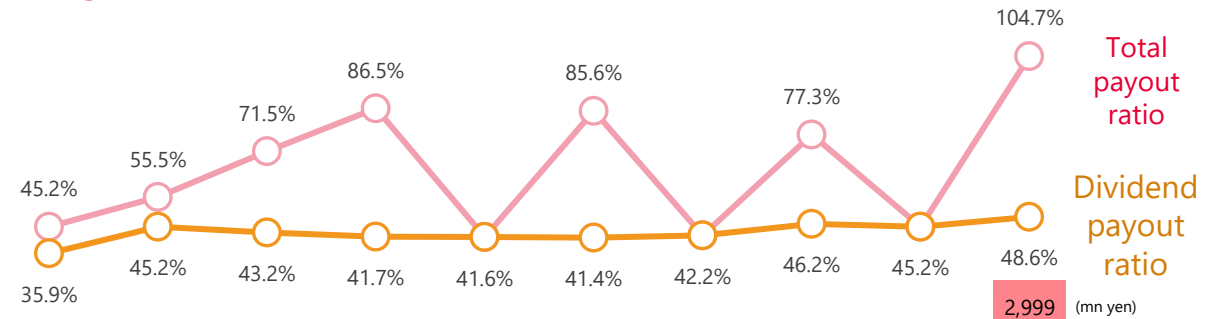
**45% or more**

## 4. Shareholder Returns

✓ Completed as planned

## Repurchased own shares of 3.0 bn yen

- **Largest** repurchase amount in the Company's history
- **Market purchases** on the Tokyo Stock Exchange
- Acquisition period: From October 31, 2025 to March 16, 2026 (On a contracted basis)

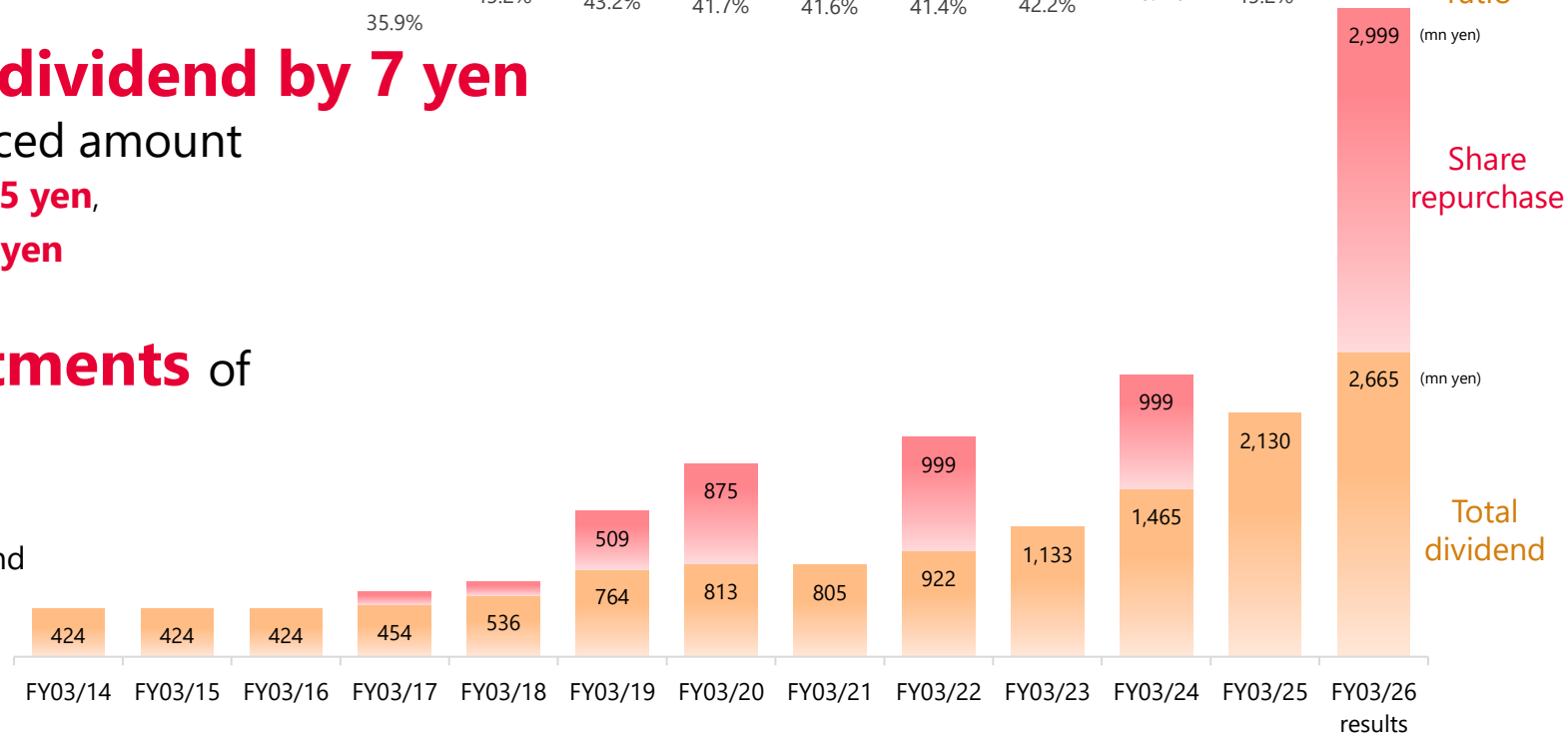


✓ Completed as planned

## Increased year-end dividend by 7 yen

from the previously announced amount

- Year-end dividend per share: 18 yen → **25 yen**,  
Annual dividend per share: 35 yen → **42 yen**
- Dividend payout ratio: **48.6%**

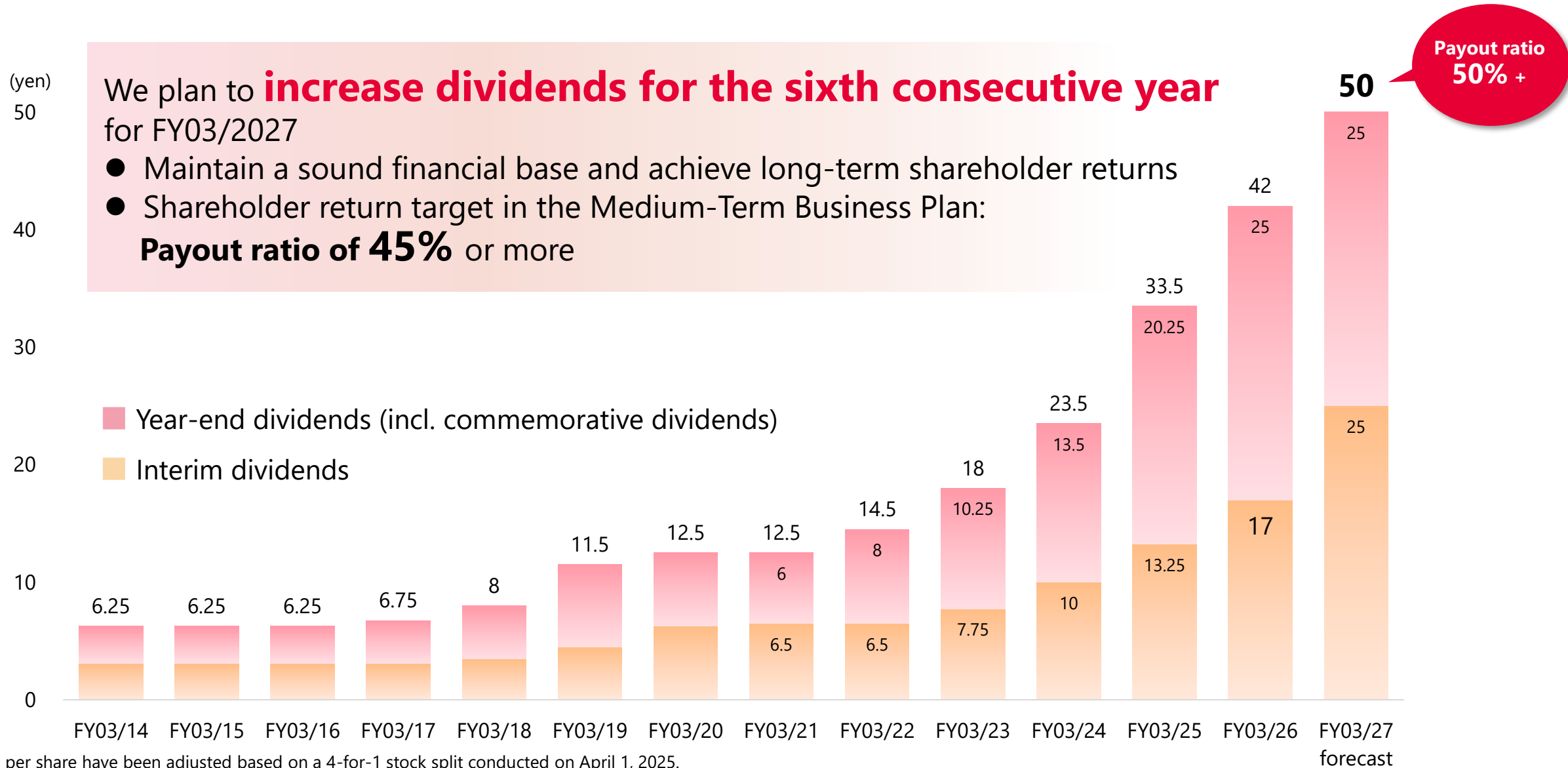


➤ In progress

## Planned growth investments of approx. 3.0 bn yen

- Human capital investment: 1.0 bn yen
- Investments in IT, facility, and growth and emerging companies: 2.0 bn yen

# Trends in Dividends Per Share



## 5. AI Service Model Concept

# JBCC Group's AI Service Model Concept — Team x Platform

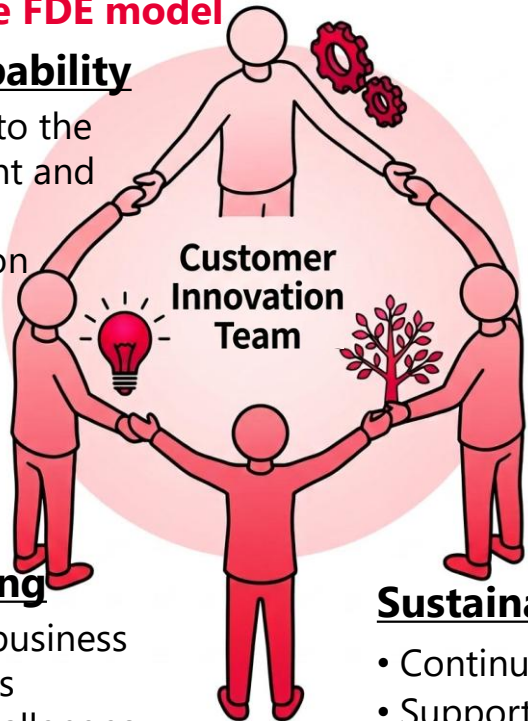
- Redesign our internal business processes and ways of working with AI as a premise, and transform the practical knowledge gained into customer value
- Our team works on-site to deliver a platform that is continuously used and adopted
- Continuously enhance added value through a cycle of asset utilization → building → reutilization

## Customer Innovation Team

Deliver value through cross-organizational teams based on the FDE model

### Implementation capability

- Development tailored to the customer's environment and business workflows
- Security implementation
- AI governance



### Business understanding

- Understand customer's business and commercial practices
- Understand customer challenges

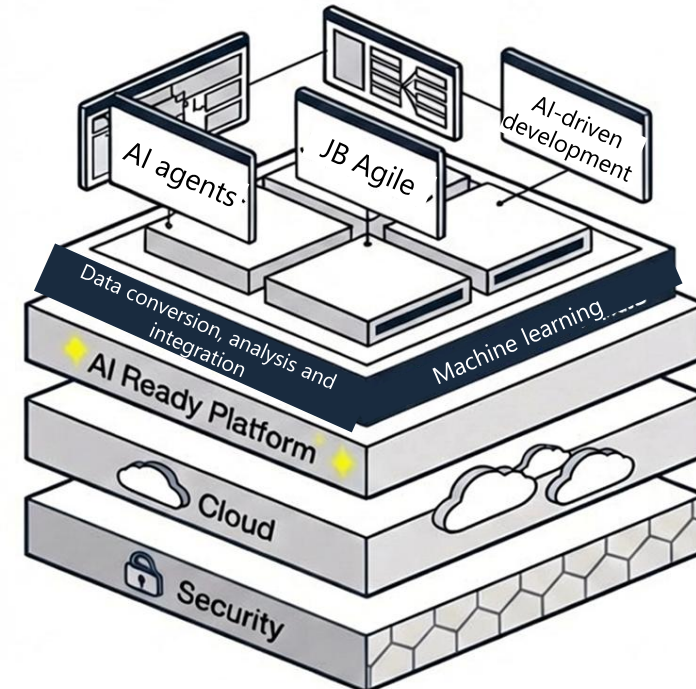
### Sustainable Adoption

- Continuously improve business process
- Support the operational adoption

Leverage and build asset

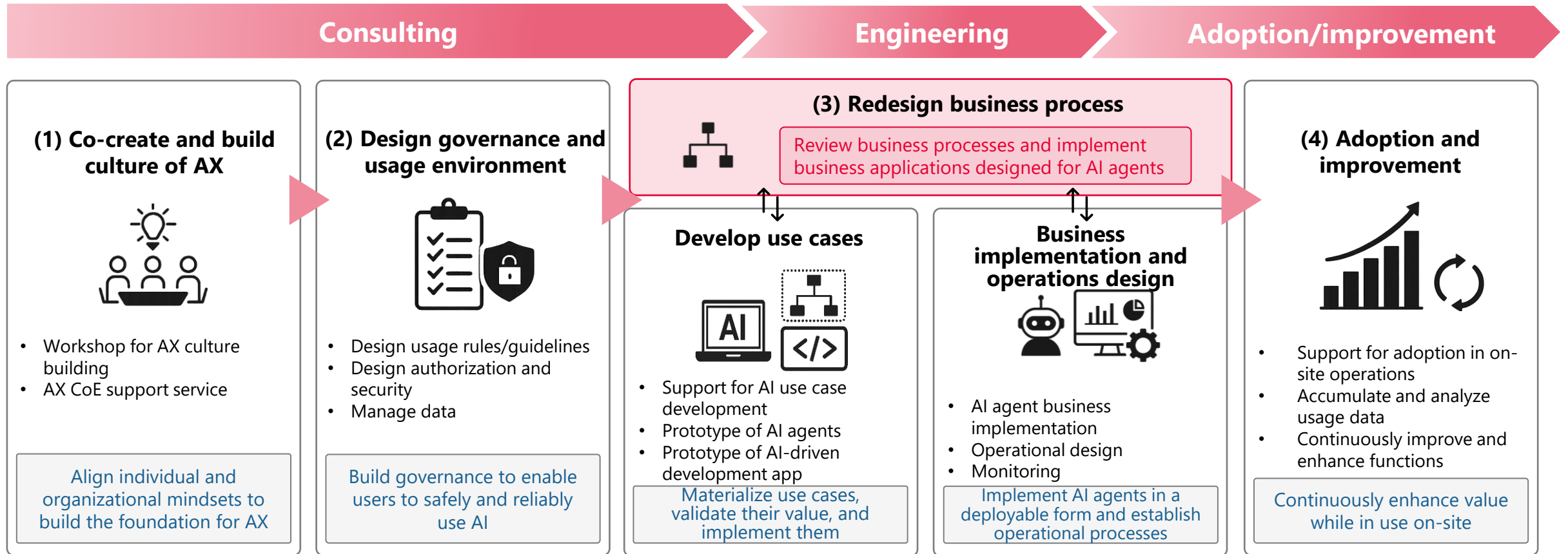
## AI Orchestration Platform

An AI platform that enables customers to use AI independently and operate autonomously



# Value Offered by Customer Innovation Team

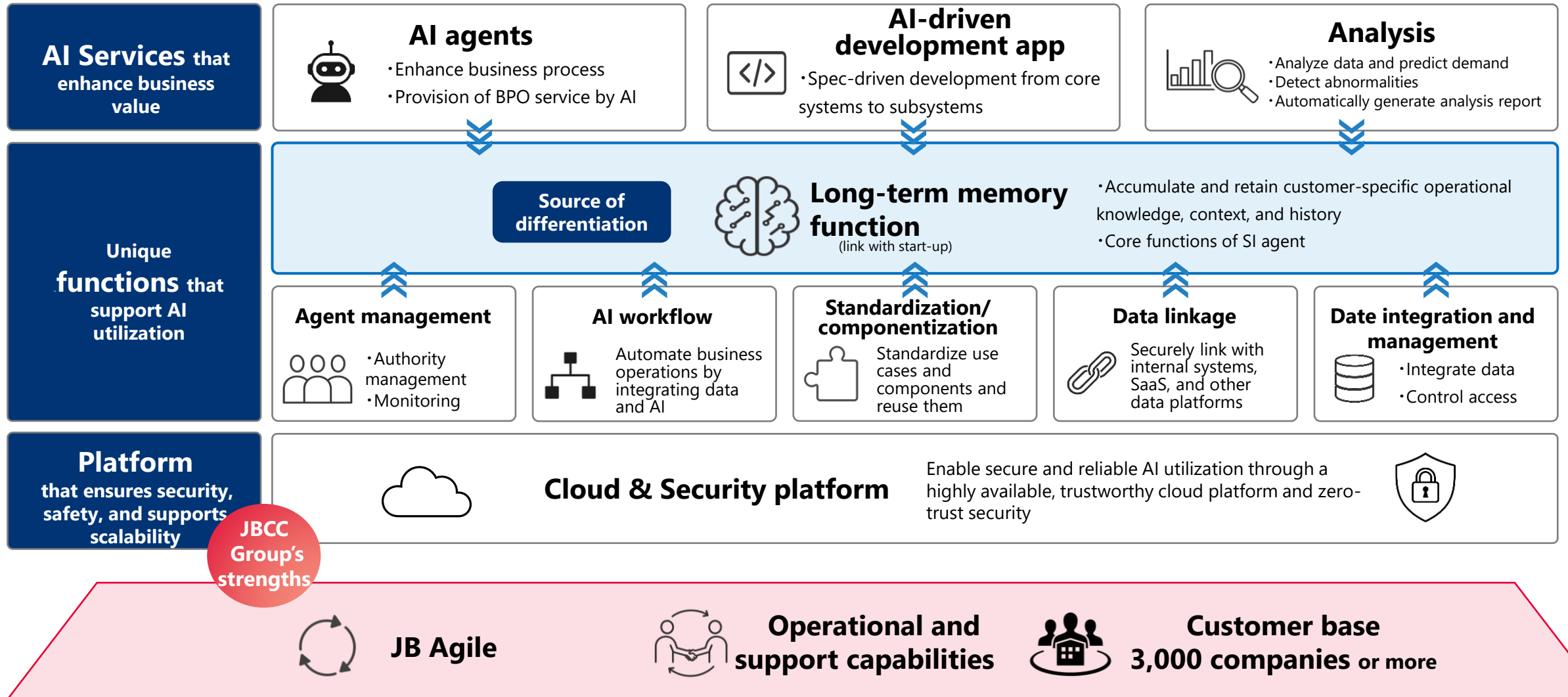
Provide end-to-end support for customers' AI transformation, from concept development to implementation, adoption, and continuous improvement



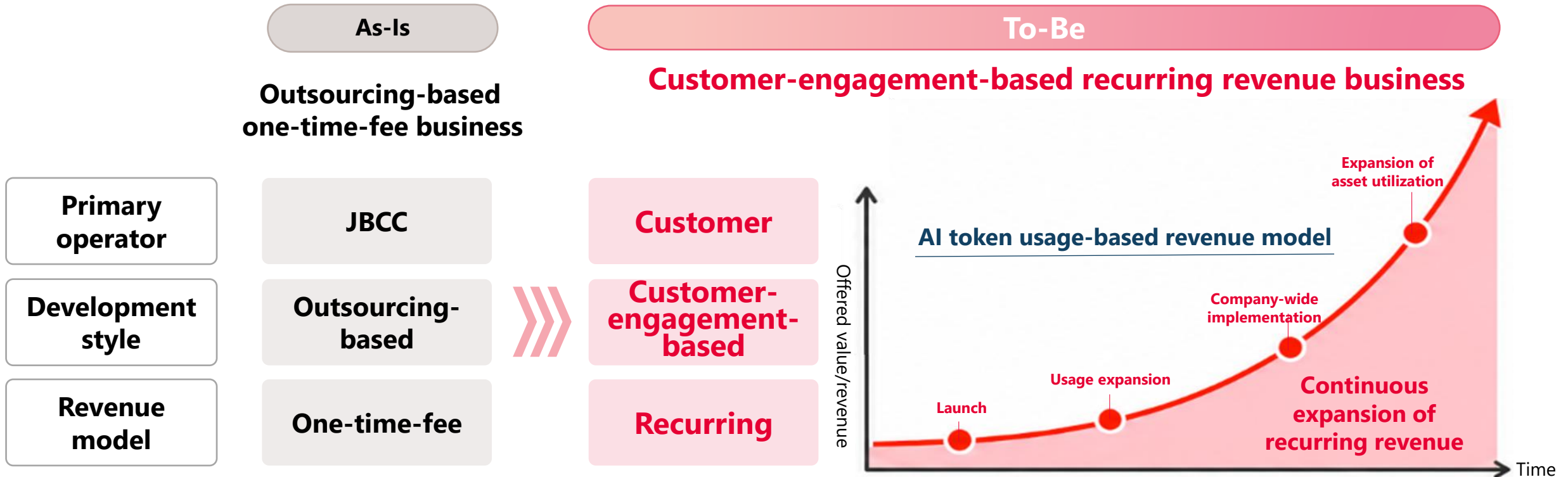
# AI Orchestration Platform

— Overview of a Sustainable AI Platform for Businesses —

An integrated platform that safely and continuously embeds AI into business operations, continuously generating value



# Evaluation of the Revenue Model Driven by the Expansion of AI Business

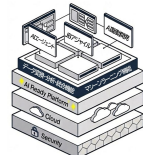


## Achieve through Customer Innovation Team x AI Orchestration Platform



### Customer Innovation Team

Promote AI adoption for customers through customer-engagement-based services



### AI Orchestration Platform

A sustainable AI platform for businesses



### Asset accumulation and reuse

Accumulate use cases, templates, know-how to accelerate future proposals and implementations



### Expansion of application scope

Expand into departments and business operations to enhance usage value and increase revenue

## Productivity Enhancement Through Internal AX

### J-AInnovation: Implementing AI in internal operations

**48% of staff use it daily / 1,800+ AI agents developed**

- Expanded to **59 departments: Accounting, HR, Legal, General Affairs, etc.**

#### ● AI Use Cases

Accounting: Automated accounting standard assessment and revenue recognition

HR: Automated hiring process

Legal: AI-assisted research and response support powered by legal knowledge

- **Converting AI agent functions accumulated through internal implementation into common modules**

Organize integration functions with internal and external business applications as reusable components

- **Launching a project to redesign internal business processes**

Covering business development, sales management, revenue management, management analysis, etc.

### Provide our customers with insights gained from internal implementation



Designing usage rules and permissions



AI use cases



Operationalization know-how

Applying insights gained through internal implementation to serve our customers

## Expansion into AI Services for Customers

### Providing services to achieve AX

- AX workshops
- AX CoE support service (developing in-house AI ambassadors)
- AI governance design (rules and guidelines) service
- AI use case development services
- Business process redesigning services

Increased inquiries for AX workshops, CoE support, and use cases development

### Offering customers greater value through AI-driven development

- Develop an agent to support specification analysis, comparison of current/new systems, and function consolidation/elimination analysis
- Support quality reviews for code and migration data
- Implement and validate AI agents for system integrators (SI agents) with long-term memory functions

### SI agents x long-term memory functions

Implement and validate SI agents that enhance consistent quality and speed

# Using AI for Contract Analysis in Response to the New Lease Accounting Standards

Job category: Back office (Accounting Dept.)

Applied to: All industries involving leases

Areas: Improving quality / streamlining operations

## Key points for implementing AX

- Rebuild the decision-making process, advancing toward value creation and more sophisticated decision-making
- AX spreads not only among some experts but across the organization

## Background

- The new lease accounting standards will become mandatory in April 2027, significantly impacting financial statements and KPIs. This will result in an increase in leases recognized on the balance sheet, leading to the identification of "hidden leases" that must be capitalized. Accounting departments will need to review a substantial volume of contracts.

## Issues

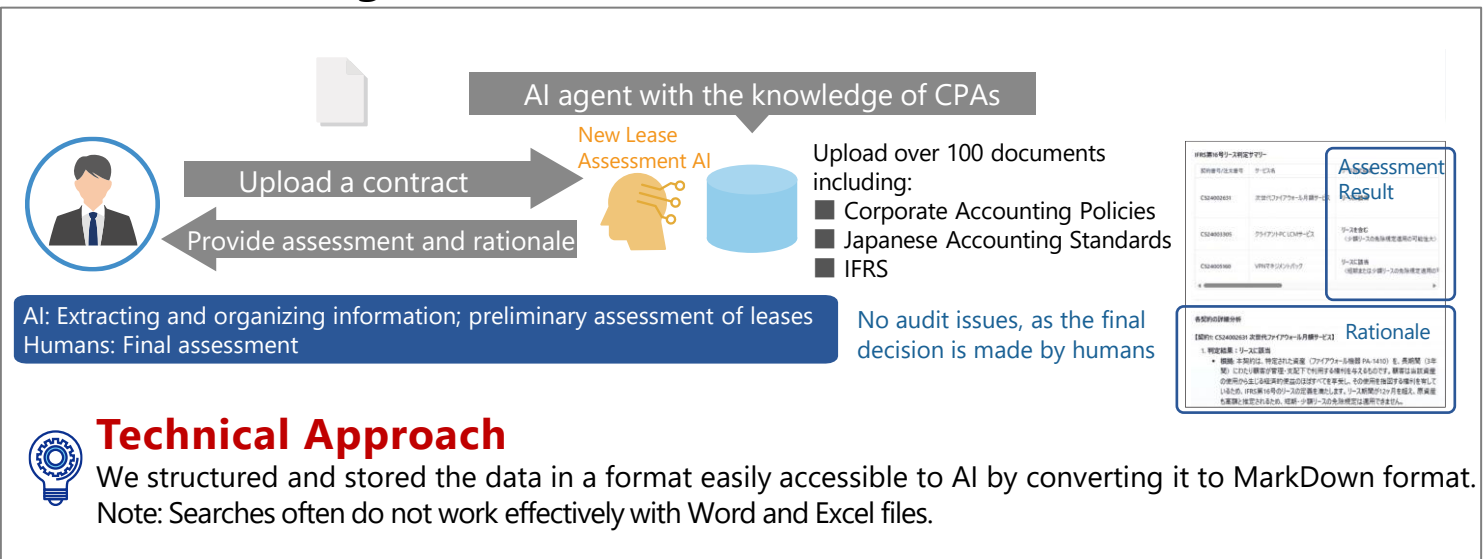
- Time required to review a contract: **3 hours**
- Currently **100+** contracts
- About 30 contracts per year going forward



## Effects

- Time required to review 1 contract: **2 minutes**
- Generate a summary explaining the basis for the judgment for auditors
- Consistent quality and streamlined operations
- Accessible to anyone, regardless of their job proficiency

## Illustrative Usage Scenario



## Next Steps

- **Developing all department members into AI talent**  
Continued study sessions to share success/failure cases of AI implementation and discuss AI-based solutions to business issues
- **Redirecting human resources to high-value-added operations**  
Tasks including analyzing management issues, organizing future outlooks, and extracting insights to support decision-making
- **Enhancing financial highlights**  
Progress beyond mere performance reporting to include analysis of variance drivers and risks/opportunities

### What this enables

- **By improving quality and timeliness of information provided for management decision-making, we help create an environment that enables better decisions and contributes to improving the quality of decision-making.**

## AI-assisted Research and Organization of Accounting Standards for Audit Preparation

Job category: Back office (Accounting Dept.)

Applied to: Accounting and audit preparation

Areas: Improving quality / streamlining operations

**Key points for implementing AX**

- Convert tasks previously handled by individuals to a team-based operation using AI
- The awe-inspiring AI experience motivates the whole team toward the next AI implementation

### Background

- At fiscal year-end, we needed to interpret accounting standards and identify key issues to prepare for discussions with the audit firm.
- Accounting standards are broad and complex; their language is ambiguous, making it essential to interpret and organize them in light of the company's own circumstances.

### Issues

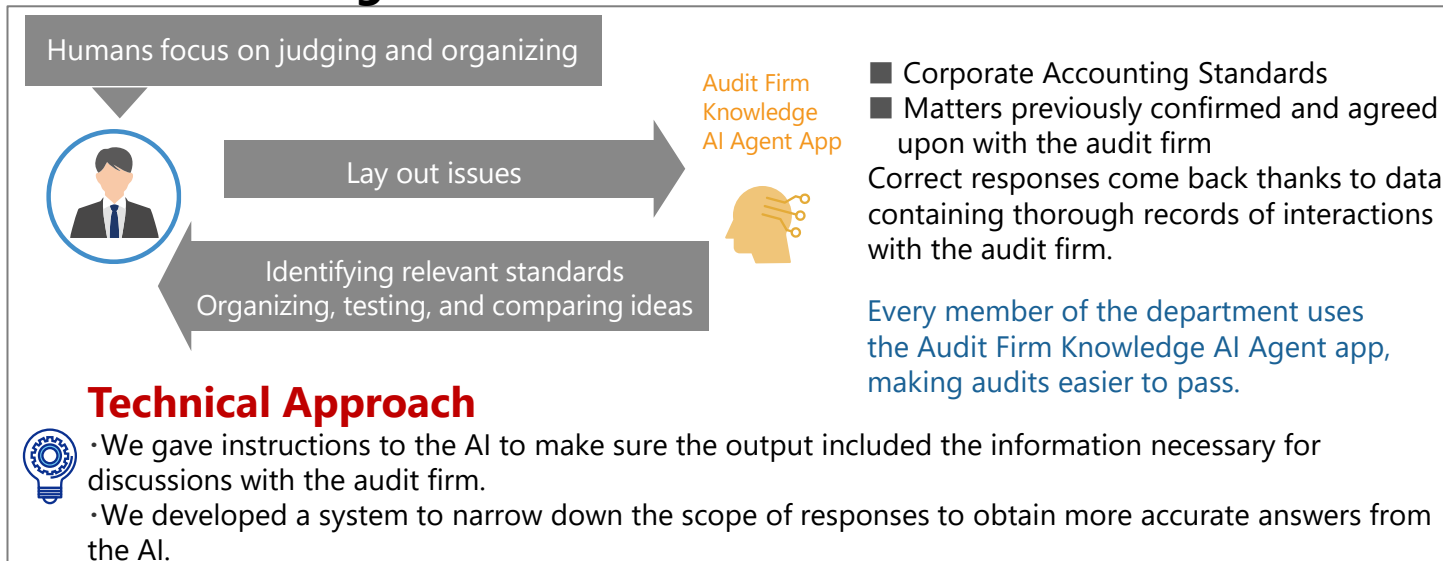
- Enormous time spent on organizing accounting standards issues: **Up to approx. 100 hours**
- Preparing for discussions with the audit firm depends on the experience and proficiency of the person in charge



### Effects

- Time spent organizing accounting standards issues and information with AI-assistance: **Approx. 5 minutes**
- Substantially reduces the burden of preparatory work, enabling focus on judgment

## Illustrative Usage Scenario



## Next Steps

### ● Refining AI through ongoing operation

Step-by-step expansion of knowledge bases, covering regulations, accounting standards, and insights gained from past audit experiences.

### ● Evolving AI into a foundation that supports all accounting operations

Initially, utilize it as a mechanism to identify missing or outdated regulations; then expand its scope to tasks beyond audit preparation, such as tax filings and tax audits.

### What this enables

● Shifting from a state of waiting for responses from the audit firm and thinking only after receiving answers to one in which companies can anticipate answers and engage in dialogue with key issues organized beforehand. This reduces the workload for both parties, helping to reduce audit firm fees by half.

# Boosting Motivation Across the Department and Fostering a Spirit of Taking on Challenges

## AI-driven investigation and analysis of accumulated legal knowledge

Job category: Back office (Legal Dept.)

Applied to: Operations involving research and responses based on knowledge base (e.g. inquiry handling)

Areas: Improving quality / streamlining operations

### Key points for implementing AX

- Expand the use of reliable legal AI across business processes
- Morale across the department boosted, issues identified proactively, and an atmosphere fostered that leads to future challenges

### Background

- Ensuring consistency in legal opinions is crucial from a corporate risk management and governance perspective. Inconsistent opinions can create vulnerabilities in disputes with business partners and lead to issues regarding management liability. Accordingly, when reviewing a legal matter, careful reference must be made to past knowledge—such as request histories and previously reviewed contracts—but this research process is extremely time-consuming.

### Issues

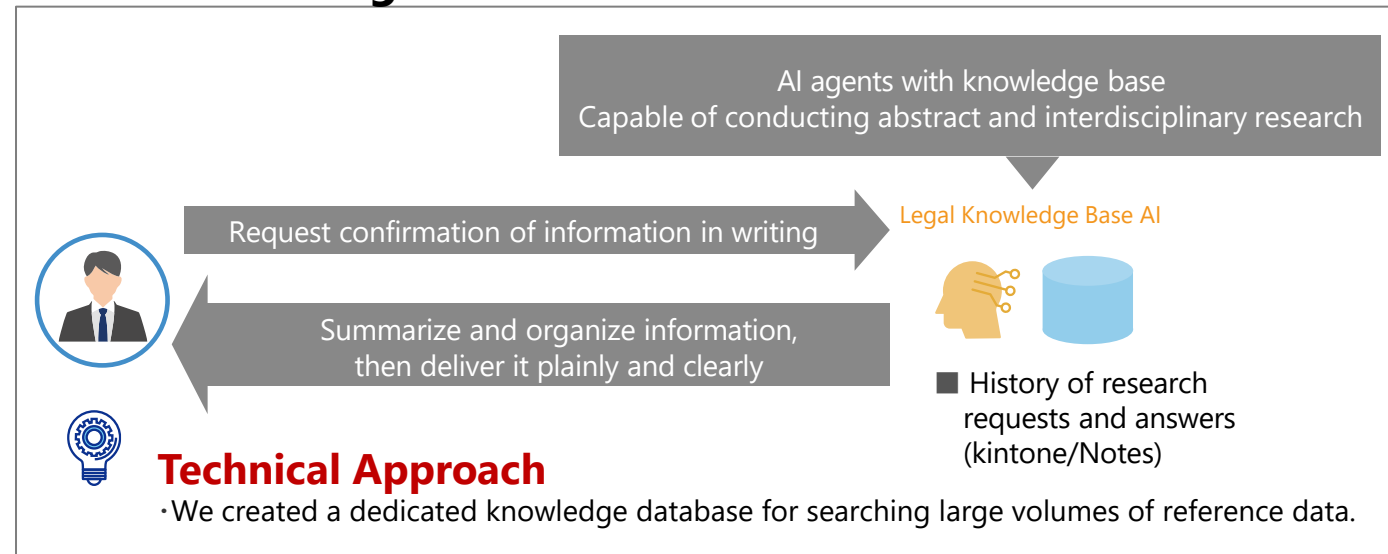
- A single keyword search returns hundreds of results, making the research process extremely time-consuming
- The efficiency of the research process is depends on the researcher's search skills and experience



### Effects

- Improved quality and consistency of legal opinions
- Significantly reduced response lead time
- Time required for research no longer depends on the experience of the person in charge

## Illustrative Usage Scenario



## Next Steps

- **Developing AI with an understanding of legal basis**
  - Drafting contracts and regulations based on legal grounds
  - Reducing the burden of updating contracts and regulations using AI, based on amendments to laws and trends in legal precedents
- **Improving answer accuracy**  
Strengthening collaboration with technical departments through data cleansing and hybrid search methods combining keyword search and semantic search

### What this enables

- **Legal departments that directly contribute to company's growth**  
Legal departments are evolving beyond reviewing contracts and statutes to work side-by-side with business units; propose ways to make initiatives feasible; and support sound risk-taking. Ultimately, they enhance the quality and speed of management decisions, becoming organizations that directly contributes to the company's growth.

# Writer AI Supports Creating Articles and Sharing Information Internally and Externally

Job category: Back office (Public Relations Dept.)

Applied to: Writing tasks

Areas: streamlining operations / automation

## Key points for implementing AX

- Restructuring the article production process with the use of AI in mind
- Separating human and AI domains to allow humans to take on more advanced tasks, such as making articles more engaging and original

## Background

- Public relations communications involve a variety of content and require significant man-hours; we want to reduce this workload and to increase both the frequency and quality of communications.
- PR wants to lower the time and psychological barriers for creating articles and invigorate a culture of employee-driven communications.

## Issues

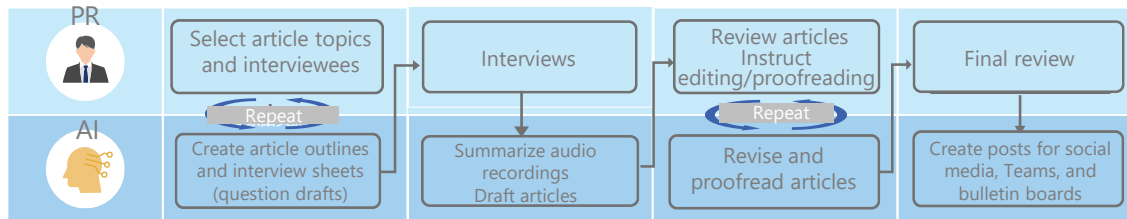
- Time required to draft an article: **approx. 2 hours**
- There's a psychological barrier to getting started, even when there is the material



## Effects

- Time required to draft an article: **1 minute**
- Lower psychological barriers
- Consistent quality regardless of experience
- AI handles factual content, while humans do the final check as a team

## Illustrative Usage Scenario



AI agents create and proofread articles  
Articles are automatically generated from video transcripts

## Technical Approach



- Developed a system capable of using audio data as input for generating interview articles, etc.
- Developed a system that switches prompts according to the type of article to be generated.
- AI-generated articles are double-checked by another AI. → Prompts incorporate a specialized PR perspective (their own know-how included).

## Next Steps

- **Link with internal apps to share info on trending topics**  
Create/publish articles featuring themes/hot topics being discussed on internal bulletin boards, Teams, etc.
- **Foster a culture where anyone can share info without technical/psychological barriers**

Develop an environment where anyone can share information, using an AI that registers and accumulates internal terminology in a knowledge base and assists with writing

### What this enables

- **Reaching the Right Audience**  
Optimize communication channels and delivery methods based on the target audience and objectives, ensuring both the quantity and quality of communications
- **Strengthening Branding**  
Enhance recognition of and trust in the company and its services by consistently sharing high-quality information

# AI Checks Outsourcing Approval Requests

Job category: Staff (service promotion department)

Applied to: Check/Approval operations with a certain standard

Areas: Quality improvement / Operational efficiency

## Key points for implementing AX

- Success experiences lead to an organizational awareness transformation, providing motivation to expand and deploy services to other areas of operations and other departments.
- Preparation for transitioning to the next phase of AX (whole process optimization) is underway.

## Background

- Outsourcing costs application check (operation to approve the employment of partner companies in development and construction projects): about 3,000 cases per year
- The details of applications, estimates, budget statements and outsourcing agreements have been visually checked; but they take too much time and may cause oversights and errors.

## Issues

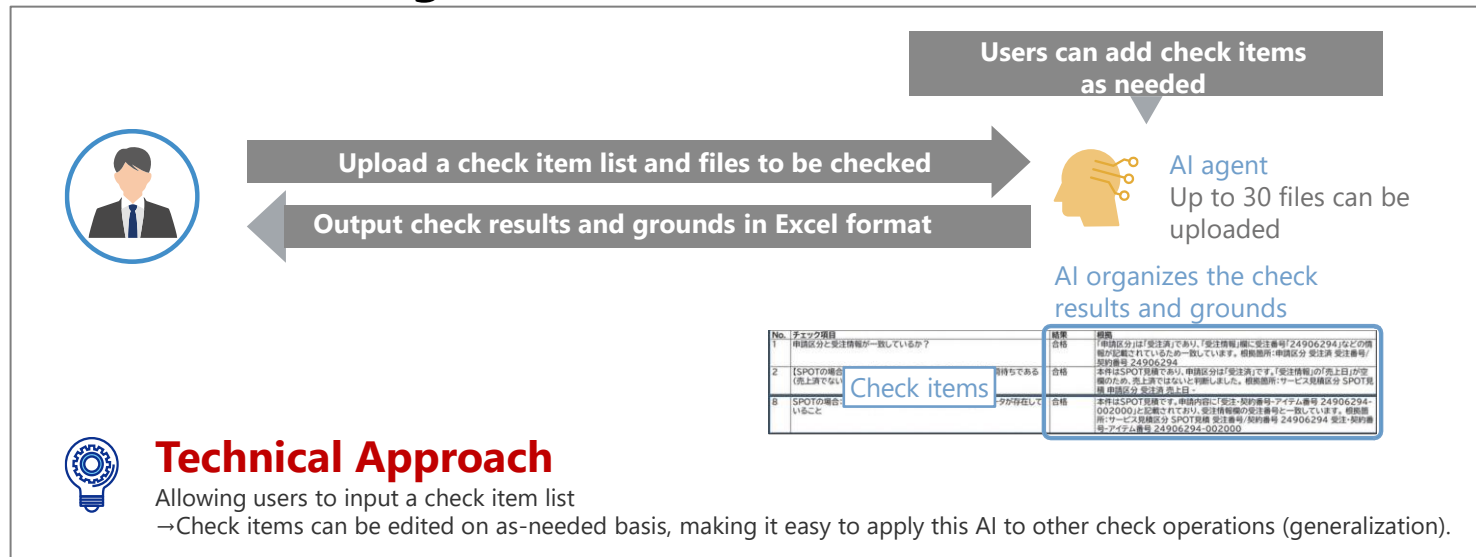
- Microlevel check took too much time, and operators failed to spare time to macrolevel check.
- There was a risk of oversight and error in check.



## Effects

- Prevented dependency on personal skills and oversight to realize stable, high-quality check
- Improved transparency of decisions as AI shows the reason for the result

## Illustrative Usage Scenario



## Technical Approach

Allowing users to input a check item list  
→Check items can be edited on as-needed basis, making it easy to apply this AI to other check operations (generalization).

## Next Steps

- **Significantly reduce man-hours by integrating AI with the internal systems**  
Enable users to upload files to AI automatically by integrating the AI to our core systems and groupware, and running RPA and AI agents in batch processes
- **Improve both operational efficiency and quality through AI utilization for both applicants and approvers**  
Introduce the AI-assisted check functions to applicants, allowing approvers to make higher-level decisions

### What this enables

- **Staff will focus on determining next actions**  
Shift to operations of considering and suggesting the direction of our System Integration business, including market and competitor analysis, investment planning, and risk analysis

# Equip All Team Members with Proposal Expertise That Delivers Results

## AI Identifies Similar Proposals from Archived Proposal Videos

Job category: System engineers (security department)

Applied to: Operations in departments that conduct proposal activities to customers (e.g., sales division)

Areas: Data utilization / Operational efficiency

### Key points for implementing AX

- Standardization of proposal quality without depending on individual skills
- AX unique to the technical department, enabling the acquisition of AI expertise and contributing to future operational advancement and AI talent development

### Background

- Proposal documents were managed individually; thus, it was difficult to reuse them when referring to them in similar proposal situations as searching for them took a long time. (One team holds about 900 proposal documents.)
- Also, it was difficult to fully grasp the intent and details of proposals by referring documents only, creating a need to draw on proposal-related conversations.

### Issues

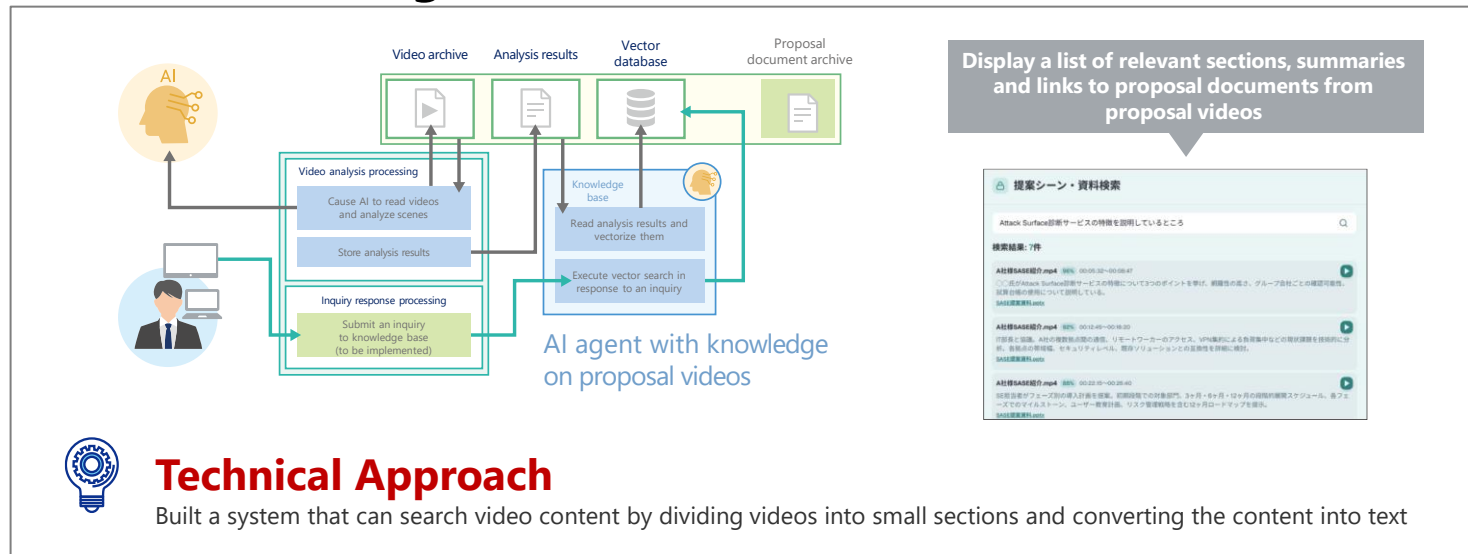
- For searching and checking details of proposal documents/videos
- Man-hour/team: **monthly 150 to 200 hours**



### Effects

- Expected **85% reduction** in search and review man-hours per team
- Implemented searching based on the flow of the conversation
- Shared effective value proposition techniques used by outstanding employees through conversation-based searches
- Enabled users to identify customer needs for our company
- Improved AI skills across the department

## Illustrative Usage Scenario



### Technical Approach

Built a system that can search video content by dividing videos into small sections and converting the content into text

## Next Steps

- **Reduce time required to proposal preparation**  
Further improve search accuracy by distinguishing between our proposal and information obtained from customers to enable accurate analysis in line with intended search objectives
- **Develop technical talent and advance operations**  
Develop talent that understands and makes full use of more advanced AI technologies and build the foundation for it

### What this enables

- **Transform individual knowledge into organizational assets**  
→ Create an environment where training/development and knowledge accumulation enhance each other
- **Improve proposal quality across the overall organization and provide customers with higher-quality proposals**
- **Respond to supply chain assessment and enhance advanced security proposal capabilities**  
→ **Realize a high-value-added pre-sales organization capable of responding promptly to the changing threat environment**

\* Scheduled to start operation of "Security Measures Evaluation System for Strengthening Supply Chains" at the end of FY2026

## Establish an Environment Where People Can Focus on Human Judgement

# Knowledge Base AI Generates Draft Responses for Questionnaires from New Customers

Job category: Back office (Business Promotion Dept.)

Applied to: Questionnaire response operation (external relations)

Areas: Customer service / Operational efficiency

## Key points for implementing AX

- Reviewed the premise of operations and processes by adopting the perspective of engineers outside the department
- Established a mindset of focusing on human judgement

## Background

- When a customer starts a new transaction with us, we prepare a vendor assessment questionnaire and information security questionnaire to provide information necessary for determining feasibility and deciding terms and conditions. Annually, we prepare about 120 answers per year on average. We spent a significant amount of time to draft answers while referring to knowledge base as questions and formats vary by customer.

## Issues

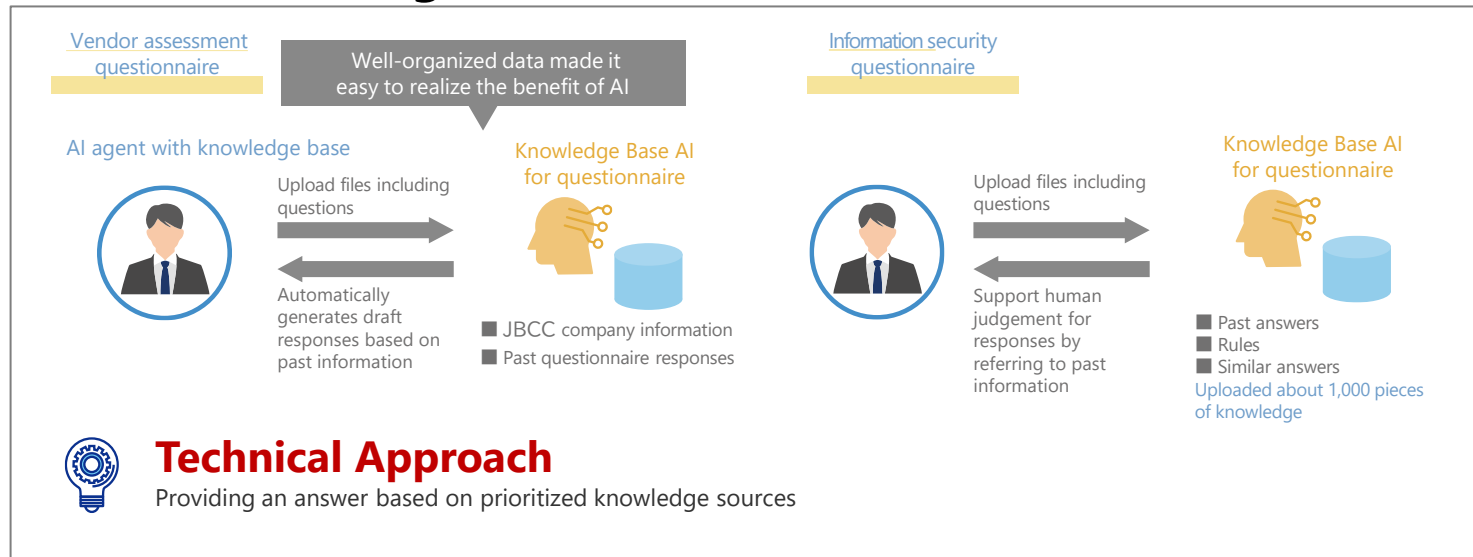
- Questionnaire response operation  
**Annually about 90 hours in 120 answers**



## Effects

- Achieved a **50% reduction** in questionnaire response time
- Significantly reduced the respondent's burden drafting a complete answer, by using answer drafts generated by AI

## Illustrative Usage Scenario



## Next Steps

- **Automate all copying operations**  
Aim to build an environment where AI is used to automatically generate drafts, and people can focus on reviewing and decision-making; and expand the scope of tasks handled by AI
  - **Eliminate items for which AI cannot provide an answer**  
Collect questions/answers not included in archived answer data from newly answered questionnaires, create structured data, and further accumulate information to knowledge base
- What this enables**
- **Transform the organization into one that contributes to the company's business growth through strategic thinking and decision-making, including sales strategy formulation and execution, as well as business data analysis**

# Appendix

**We provide Cloud & Security, Ultra-high-speed Development, and other IT-related services tailored to each customer's environment to help them achieve digital transformation**

**Company Name:** JBCC Holdings Inc.  
Prime Market of the Tokyo Stock Exchange,  
Information and Communication Sector 9889

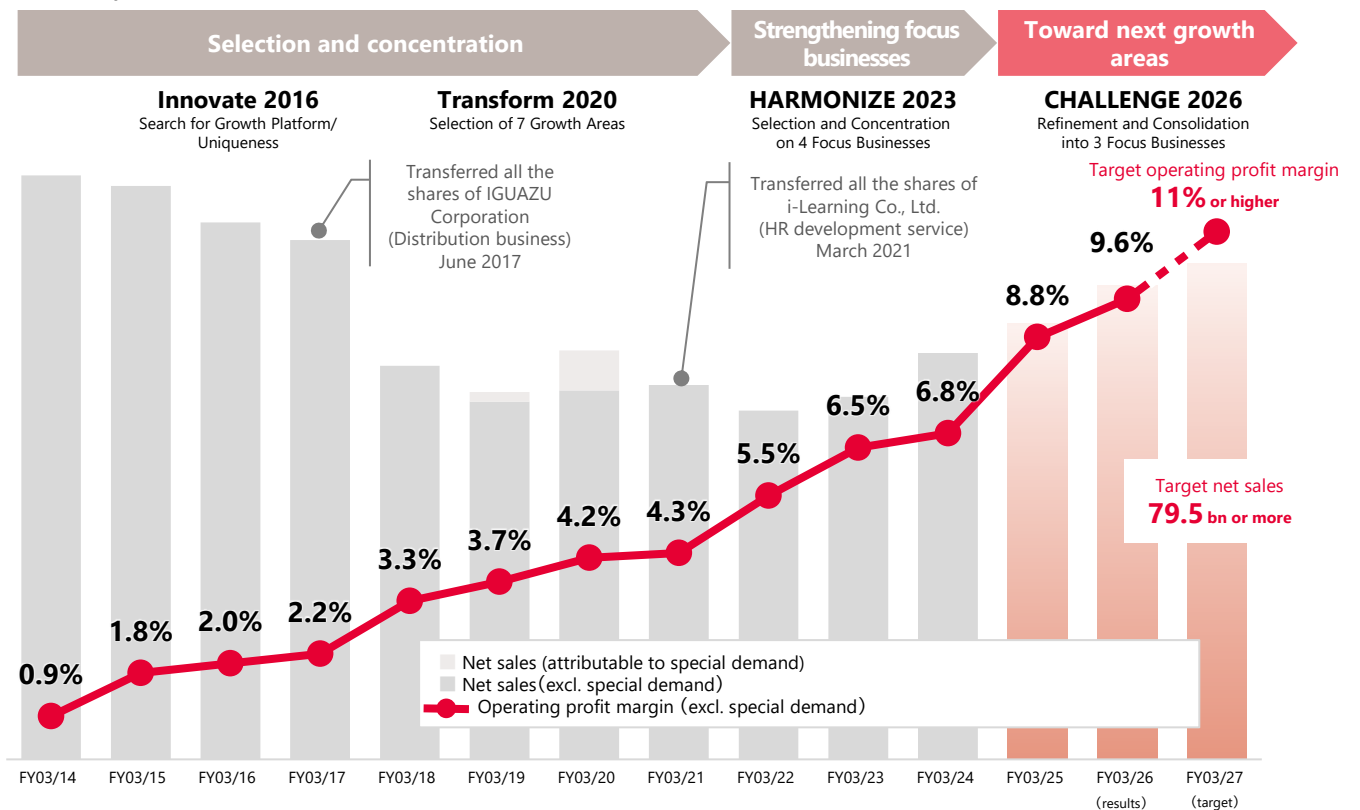
**Foundation:** April 1, 1964

**Share Capital:** 4,713 million yen

**No. of Employees:** 2,047  
(Consolidated basis incl. fixed-term employees)

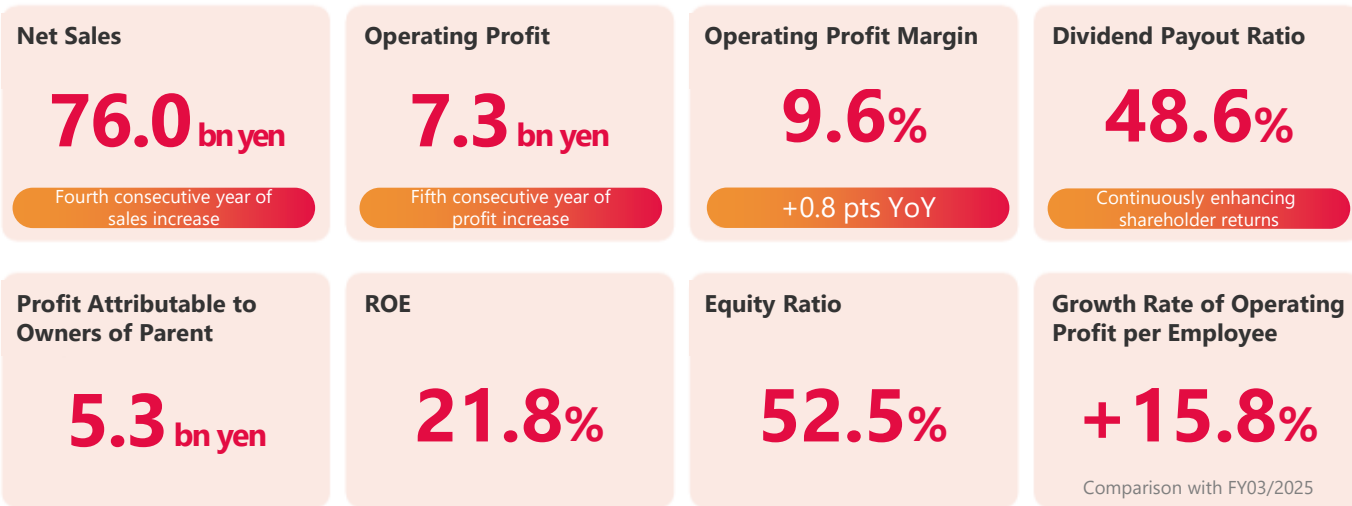
**Business Companies:** 8 (48 locations in Japan, 4 locations overseas)

<History of business structure transformation>

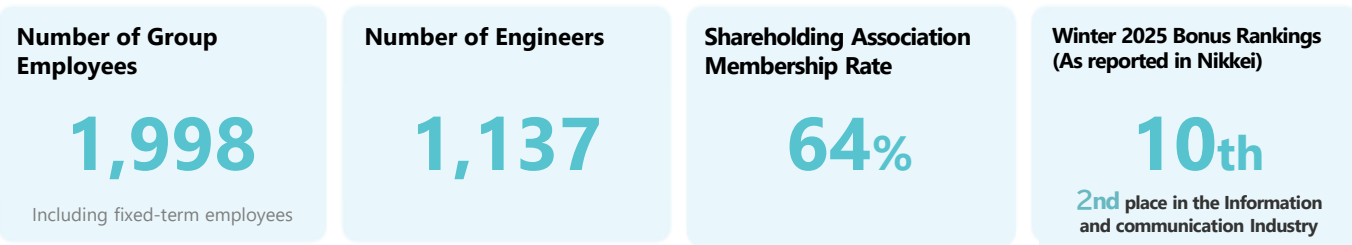


\* As of April 1, 2026

## Business

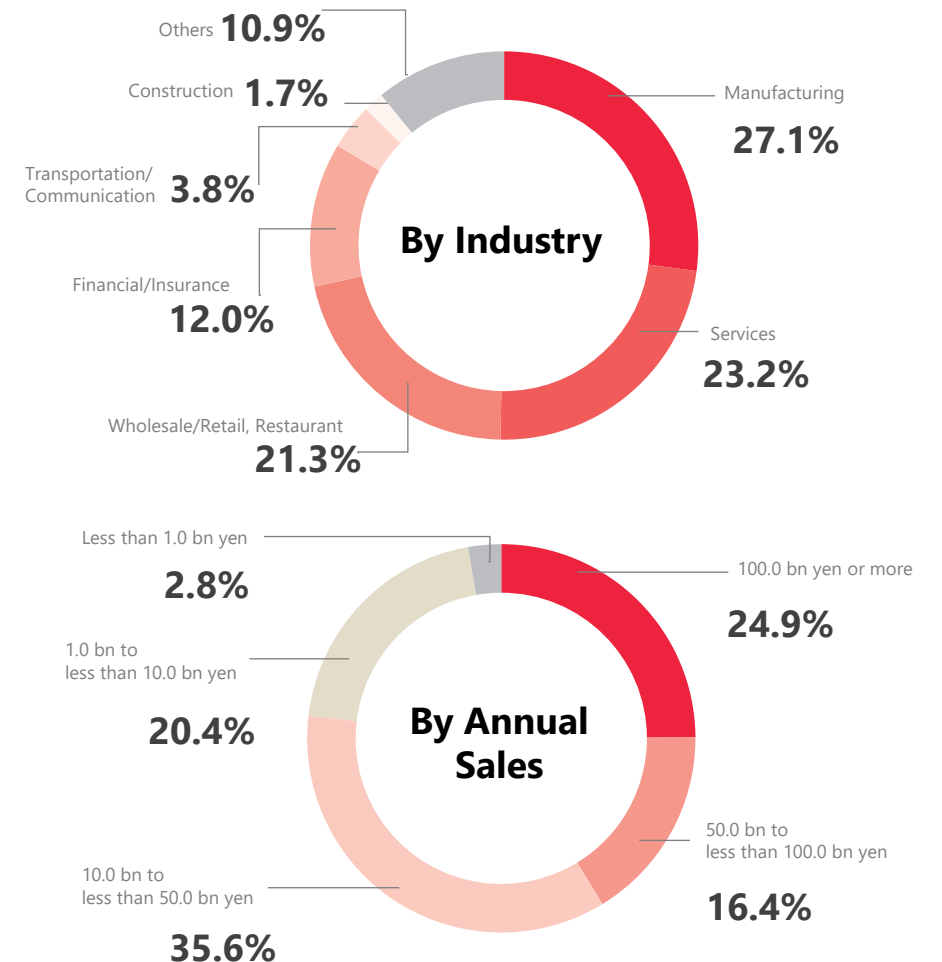


## Human Capital \* At each fiscal year-end



## Customer Composition Ratio in Net Sales

\* The customer composition ratio of the core business company, JBCC Corporation (FY03/2026)



## Evolving and Deepening Focus Businesses

Our partners recognized our unique initiatives and contributions to their businesses.

[Partner Award]

- **Microsoft** Awarded for **5th** consecutive years
- **Palo Alto Networks** Awarded for **2nd** consecutive years



### Microsoft (cloud)

Recognized strengths: Safe cloud migration that helps accelerate customer's businesses

### Palo Alto Networks (security)

Recognized strengths: Proven track record in providing optimal services and consultative sales support to domestic medium-sized enterprises

## Strengthening and Advancing Business Foundation

We were highly recognized for our overall strength, including business growth potential, management soundness, and human capital management.

- NIKKEI Integrated Report Award 2025—Rated **"A"**
- Human Capital Management Quality

Awarded for **2nd** consecutive years



人的資本経営品質2024



人的資本経営品質2025

## Differentiating Ourselves From Competitors and Raising Our Name Recognition

We were nominated and featured as one of the major IT service providers by two major *Industry Landscape* publications.



**JAPAN COMPANY HANDBOOK Industry Landscape 2026 Edition**  
(TOYO KEIZAI INC.)  
Published on August 23, 2025

Where we appear

**System Development**



**Illustration! Industry Landscape 2026 Edition**  
(Author: Business Research Japan/  
Published by: SHODENSHA)  
Published on July 25, 2025

Where we appear

**IT Service/Consulting**

**Realize customer transformation through AI  
and provide hands-on support**

# **AI Native Company**

# JBCC Holdings Inc. Corporate Planning Department

e-mail: [ir@jbcc.co.jp](mailto:ir@jbcc.co.jp)

### Disclaimer

- This document is intended to provide information on our performance and business strategy and is not intended to solicit the purchase or sale of our stock.
- Forward-looking statements in this document concerning future trends and business performance, etc., are forecasts that involve risks and uncertainties, and are not guarantees of future performance.
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