# Financial Results for the Six Months Ended September 30, 2026

AUTOBACS SEVEN CO., LTD.

November 2, 2026

## Financial Results of the 1st Half of FY March 2027 and Financial Forecast for Full Year


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# Results of the 1st Half of FY March 2027 and Financial Forecast for Full Year

Director & General Manager,
Corporate Management

Noritaka Hiraga

# 1st Half of FY March 2027 Consolidated P/L

AUTOBACS SEVEN

**Net sales increased, driven by growth in the AUTOBACS Business and Consumer Business. Operating income remained flat year on year due to higher expenses associated with the expansion of logistics facilities and IT investments. Although ordinary income declined due to equity-method losses, interim net profit increased due to tax benefits related to the withdrawal from France.**

| (Billion yen) | First Half of FY March 2027 | | | | 1st Half of FY March 2026 |
|---|---|---|---|---|---|
| | Plan | Results | vs. Plan | YoY | Results |
| Net sales | 141.7 | **141.1** | -0.4% | +9.6% | 128.8 |
| Gross profit | 51.1 | **51.5** | +0.9% | +11.5% | 46.2 |
| Gross profit margin | 36.1% | **36.5%** | | | 35.9% |
| SG&A | 45.7 | **46.5** | +1.8% | +13.0% | 41.1 |
| Operating income | 5.4 | **5.0** | -6.3% | -0.5% | 5.0 |
| Operating income margin | 3.8% | **3.6%** | | | 3.9% |
| Ordinary income | 5.6 | **4.9** | -12.1% | -10.2% | 5.4 |
| Profit attributable to owners of parent | 3.6 | **6.9** | +94.1% | +99.6% | 3.5 |

- Amounts are rounded down to the nearest hundred million yen.
- % of Net Sales and YoY comparisons are calculated in yen.
- Although the full-year forecast was revised on August 27, 2026, the first-half plan is based on the figures established at the beginning of the fiscal year.

# Segment Information

| | (Million yen) | 1st Half of FY March 2026 | 1st Half of FY March 2027 | YoY | Summary |
|---|---|---|---|---|---|
| AUTOBACS Business | Sales | 94,166 | 99,508 | +5.7% | Sales and operating income increased. Both domestic retail and wholesale grew, resulting in higher sales. Although SG&A expenses increased due to new store openings and the conversion of companies into subsidiaries, income increased. |
| | Gross profit | 35,065 | 36,872 | +5.2% | |
| | SG&A | 26,046 | 27,384 | +5.1% | |
| | Operating income | 9,019 | 9,487 | +5.2% | |
| Consumer Business | Sales | 24,528 | 31,717 | +29.3% | Sales and operating income increased. Sales grew across all brands and store formats, led by Otoron and the online store. Profitability also improved, driving a significant improvement in operating income. |
| | Gross profit | 7,105 | 10,178 | +43.3% | |
| | SG&A | 6,996 | 9,399 | +34.3% | |
| | Operating income | 108 | 779 | +617.5% | |
| Wholesale Business | Sales | 15,849 | 16,970 | +7.1% | Sales and operating income increased. Domestic wholesale subsidiaries performed well, and exports from Japan to overseas markets increased, lifting both sales and operating income. |
| | Gross profit | 2,903 | 3,001 | +3.4% | |
| | SG&A | 2,666 | 2,724 | +2.2% | |
| | Operating income | 237 | 277 | +16.8% | |
| Expansion Business | Sales | 5,263 | 6,199 | +17.8% | Sales and operating income increased. Real estate income increased due to new store openings and higher interest rates. |
| | Gross profit | 1,180 | 1,532 | +29.8% | |
| | SG&A | 588 | 900 | +52.9% | |
| | Operating income | 591 | 631 | +6.8% | |
| Corporate*1 | Operating income | -4,873 | -6,117 | – | Logistics and IT-related expenses increased. |

- Amounts are rounded down.
- YoY comparisons are calculated in yen.

*1 “Corporate” is a company-wide expense not allocable to each reportable segment and primarily general, and administrative expenses.

# Sales by Major Domestic Brands and Business Formats (Consolidated + Franchise Stores)

AUTOBACS SEVEN

| (Million yen) | Number of Stores (Change from FY-End) | 1st Half of FY March 2026 | 1st Half of FY March 2027 | YoY | Product / Service Categories | | |
|---|---|---|---|---|---|---|---|
| | | | | | Car Goods & Services | Vehicle Inspection & Maintenance | Car Sales |
| AUTOBACS (incl. FC) *1 | 653(+9) | 118,728 | 123,049 | +3.6% | ○ | ○ | |
| AUTOBACS CARS (incl. FC) | 420(+5) | 21,854 | 23,292 | +6.5% | | | ○ |
| Car Dealership *2 | 34(+11) | 7,887 | 10,252 | +29.2% | | ○ | ○ |
| Otoron | 21(±0) | 3,020 | 4,819 | +59.5% | | | ○ |
| BEELINE *3 | 38(+5) | 4,469 | 4,689 | +4.9% | ○ | | |
| Online Store | 4(±0) | 3,169 | 4,513 | +42.4% | ○ | | |
| AUTO IN | 79(-3) | 962 | 1,341 | +39.4% | ○ | ○ | |

- Amounts are rounded down.

*1 “AUTOBACS” includes Super AUTOBACS, A PIT AUTOBACS, AUTOBACS GARAGE, AUTOBACS EXPRESS, Smart+1 and ASM.
*2 “Car Dealerships” includes Body Shop Modoru, K-bakka!, Apple Shaken, Super Norudake Set and Heartful Insurance.
*3 The number of BEELINE stores excludes 48 franchise stores. Including franchise stores, the total number of stores is 86.

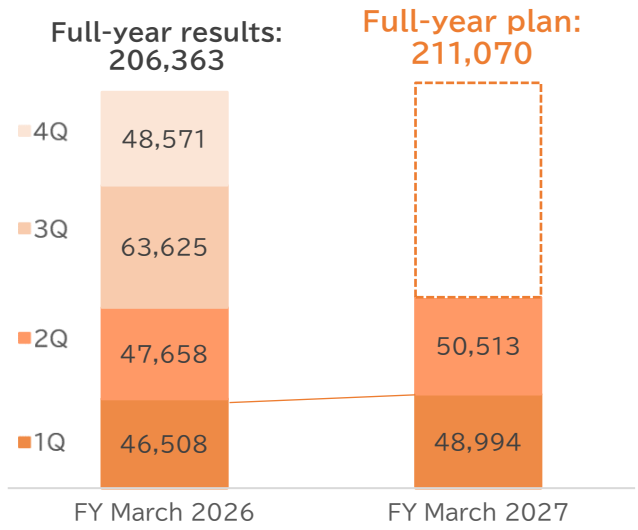
# Financial Results by Segment: AUTOBACS Business

| (Million yen) | 1st Half of FY March 2026 | 1st Half of FY March 2027 | YoY |
|---|---|---|---|
| Gross sales | 94,166 | 99,508 | +5.7% |
| Retail | 46,295 | 49,352 | +6.6% |
| Domestic | 41,383 | 44,859 | +8.4% |
| Overseas | 4,912 | 4,493 | -8.5% |
| Wholesale* | 44,696 | 45,859 | +2.6% |
| Inter-segment transactions | 3,173 | 4,295 | +35.4% |
| Operating income | 9,019 | 9,487 | +5.2% |

* Wholesale sales include franchise royalty income.

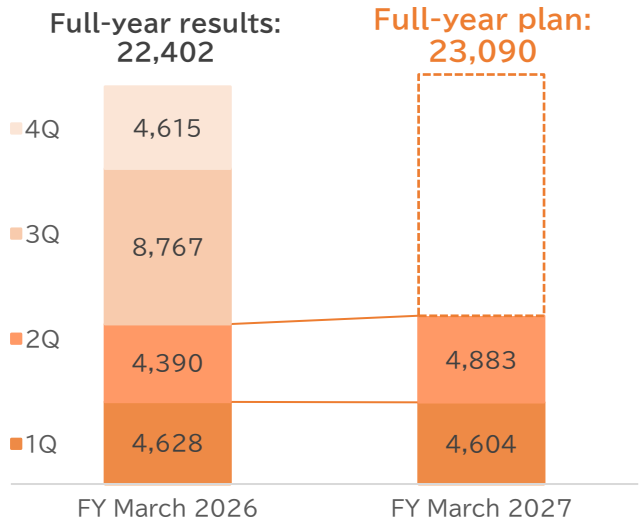
## ■ Gross Sales

(Million yen)




## ■ Operating Income

(Million yen)




**<u>Sales and operating income increased.</u>**
**Both domestic retail and wholesale grew, resulting in higher sales. Although SG&A expenses increased due to new store openings and the conversion of companies into subsidiaries, income increased.**

- Domestic AUTOBACS
  ＜Retail＞
  • Tire sales increased due to tire price revisions and sales promotion measures.
  • Oil sales increased due to higher oil unit prices against the backdrop of the situation in the Middle East.

  ＜Wholesale＞
  • Wholesale sales increased, mainly due to the impact of tire price revisions.

- Overseas retail
  ＜France＞
  • Sales decreased due to progressing inflation and sluggish personal consumption. Decided to transfer the French subsidiary.

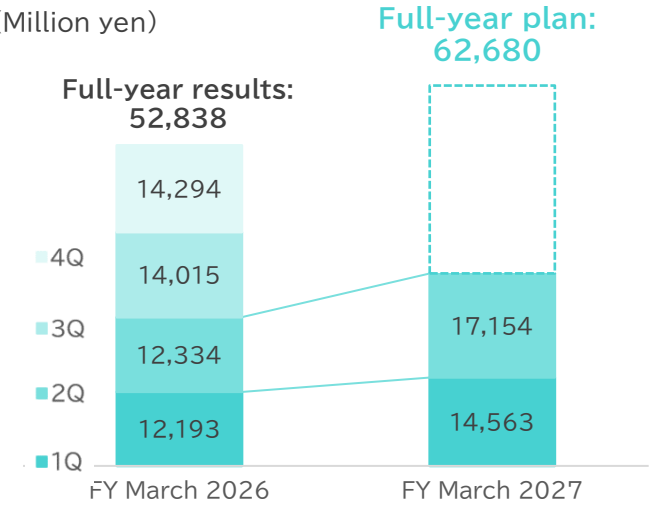
  ＜Singapore＞
  • Although pit services remained solid, sales of automotive goods decreased.

# Financial Results by Segment: Consumer Business

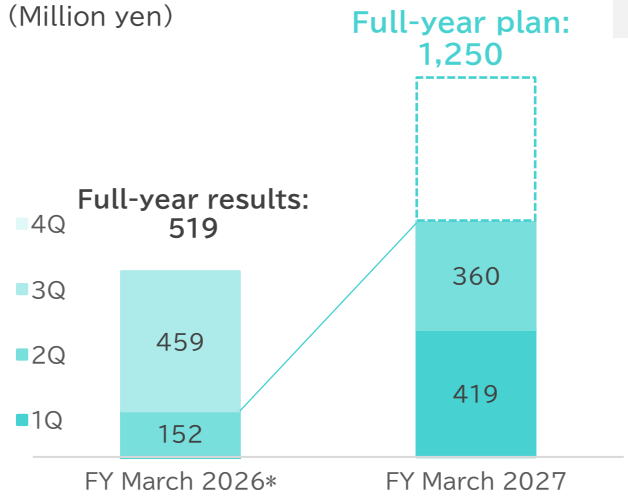
| (Million yen) | 1st Half of FY March 2026 | 1st Half of FY March 2027 | YoY |
|---|---|---|---|
| Gross sales | 24,528 | 31,717 | +29.4% |
| Car Dealership* | 7,887 | 10,252 | +30.0% |
| BEELINE | 4,469 | 4,689 | +4.9% |
| AUTOBACS CARS | 4,050 | 4,582 | +13.1% |
| Otoron | 3,020 | 4,819 | +59.5% |
| Online Store | 3,169 | 4,513 | +42.4% |
| Other | 1,815 | 2,727 | +50.3% |
| Inter-segment transactions | 116 | 132 | +14.1% |
| Operating income | 108 | 779 | +617.5% |

*Car Dealership: Operates Audi, Honda, Volvo and BYD dealerships.

## ■ Gross Sales




## ■ Operating Income




*Operating losses were recorded in 1Q and 4Q (1Q: -¥43 million, 4Q: -¥48 million).

**Sales and operating income increased.**
**Sales grew across all brands and store formats, led by Otoron and the online store. Profitability also improved, driving a significant improvement in operating income.**

- Car Dealership
  Acquired a company operating authorized Audi, Volvo and BYD dealerships, making it a subsidiary.
- BEELINE
  Opened nine new stores.
- AUTOBACS CARS
  Used car sales grew on the back of an expanded used car inventory within the Group.
- Otoron
  Sales promotions proved effective, and the four stores opened in FY2025 performed well.
- Online Store
  Improved product management expanded sales opportunities, leading to higher sales.
- Other
  Vehicle inspection and maintenance services were strong, capturing demand for maintenance of existing vehicles.

Car Dealership




Specialized tire shop




In-house loan type used car dealership




Automotive service facility adjacent to a home improvement store



# Financial Results by Segment: Wholesale Business

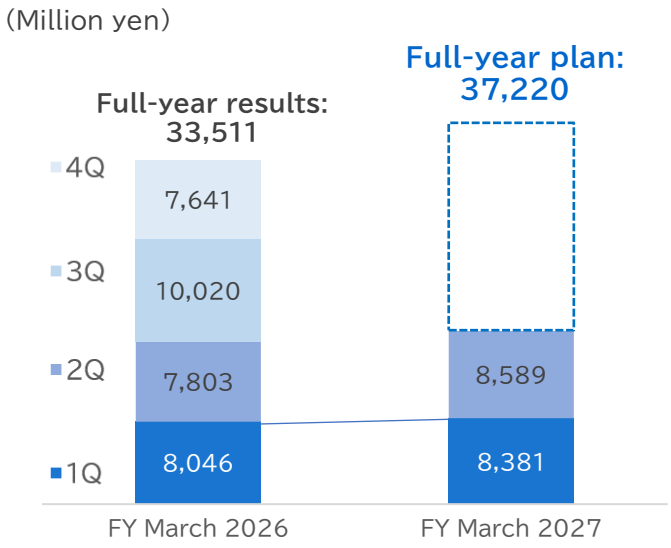
| (Million yen) | 1st Half of FY March 2026 | 1st Half of FY March 2027 | YoY |
|---|---|---|---|
| Gross sales | 15,849 | 16,970 | +7.1% |
| Domestic wholesale | 9,639 | 9,838 | +2.1% |
| Overseas wholesale | 1,398 | 1,687 | +20.7% |
| Inter-segment transactions | 4,812 | 5,443 | +13.1% |
| Operating income | 237 | 277 | +16.8% |

**Sales and operating income increased.**
**Domestic wholesale subsidiaries performed well, and exports from Japan to overseas markets increased, lifting both sales and operating income.**

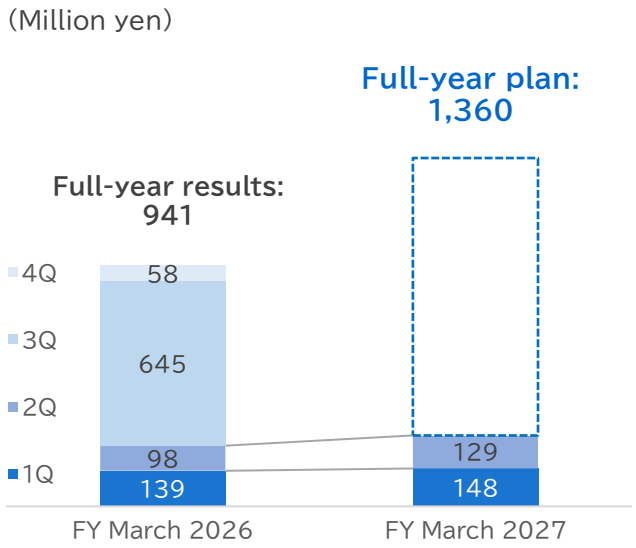
- Domestic Wholesale
  - Oil sales at the oil wholesale subsidiary increased due to higher oil unit prices against the backdrop of the situation in the Middle East.
  - Developed new sales channels, including convenience stores.

- Overseas Wholesale
  <Japan> Oil exports increased.
  <Australia> Sales of two-way radios remained solid.
  <China> Exports to Japan and domestic wholesale in China increased.
  <Malaysia> Oil wholesale increased.

## ■ Gross Sales




## ■ Operating Income




Private brand “AQ.”




Private brands for overseas markets




"MGX" series of two-way radios from Australia



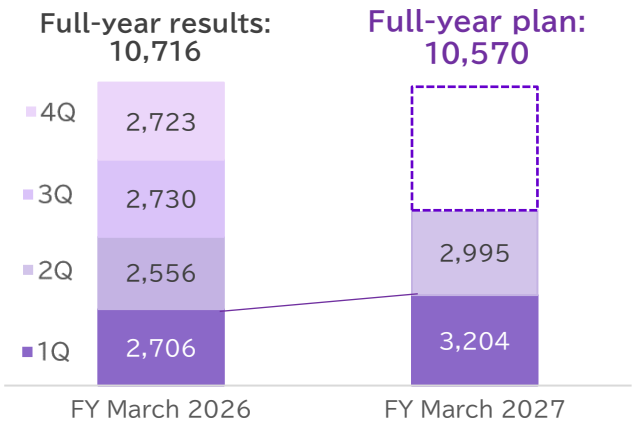
Exclusive tires manufactured in China by Linglong Tire



# Financial Results by Segment: Expansion Business

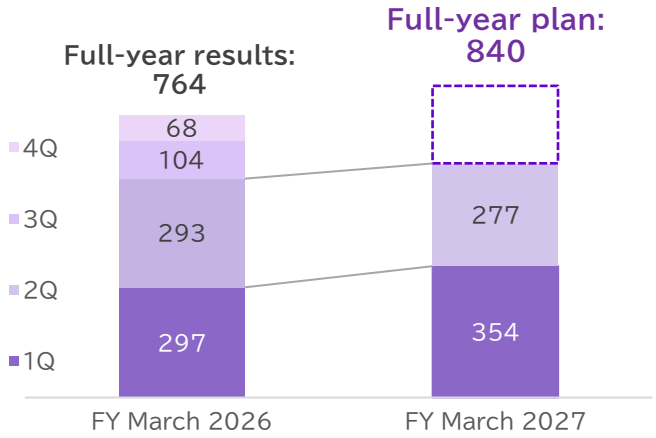
## Gross Sales

(Million yen)




## Operating Income

(Million yen)




**Sales and operating income increased.**
**Real estate income increased due to new store openings and higher interest rates.**

- Real Estate
  Rental income increased due to new store openings and higher interest rates.
- Micromobility
  Sales increased on a strengthened product lineup.

## Topics

### "Lean3" Urban Compact EV Orders Now Accepted at AUTOBACS CARS Stores Nationwide

- Expanding the next-generation mobility lineup and strengthening after-sales services
- Addressing increasingly diverse mobility needs




### Launched Lifestyle-Oriented Rental Apartments

- All units are equipped with a multi-purpose entrance space for storing road bikes, motorcycle gear, camping equipment and more, catering to diverse lifestyles.



Grand Residence Ohashi concept by BACSPOT

# Domestic AUTOBACS Chain Business Environment Assumptions for FY March 2027

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**Positive Factors**

- ✓ Demand increase of statutory safety inspection and automotive maintenance by the improvement of vehicle longevity
- ✓ Expansion of locations through new store openings (+9 stores)

**Negative Factors**

- ✓ Weaker consumer sentiment due to inflation-driven price increases
- ✓ Advancement of new vehicles and more features coming standard

## Domestic Store Sales (YoY)

| Initial Plan | 1st Half | 2nd Half | Full Year |
|---|---|---|---|
| Same store basis | +2.5% | +3.6% | +2.6% |
| Total store basis | +4.0% | +5.1% | +4.1% |

| Plan･Result | 1st Half Result | 2nd Half Plan | Full Year Plan (Revised) |
|---|---|---|---|
| Same store basis | +3.7% | +3.6% | +3.3% |
| Total store basis | +4.0% | +5.1% | +4.1% |

*Sales at all domestic AUTOBACS chain formats

# Consolidated Financial Forecast for FY March 2027

| (Billion yen) | 1st Half | | 2nd Half (FY plan – 1H result) | | FY March 2027 Full Year | |
|---|---|---|---|---|---|---|
| | Result | YoY | Plan | YoY | Plan | YoY |
| Net sales | 141.1 | +9.6% | 158.8 | +5.0% | 300.0 | +7.1% |
| Gross profit | 51.5 | +11.5% | 57.2 | +6.2% | 108.8 | +8.7% |
| Gross profit margin | 36.5% | | 36.0% | | 36.3% | |
| SG&A | 46.5 | +13.0% | 47.2 | +4.7% | 93.8 | +8.6% |
| Operating income | 5.0 | -0.5% | 9.9 | +14.1% | 15.0 | +8.7% |
| Operating income margin | 3.6% | | 6.3% | | 5.0% | |
| Ordinary income | 4.9 | -10.2% | 10.0 | +10.2% | 15.0 | +2.6% |
| Profit attributable to owners of parent | 6.9 | +99.6% | 4.2 | -13.2% | 11.2 | +34.1% |

- Amounts are rounded down. - % of Sales and YoY comparisons are calculated in yen.
-In connection with the transfer of the French subsidiary, we revised our full-year forecast on August 27, 2026. Income taxes-deferred (gain) of approximately ¥4.3 billion was recorded in the first half, and an extraordinary loss of approximately ¥2.3 billion is expected in the second half.

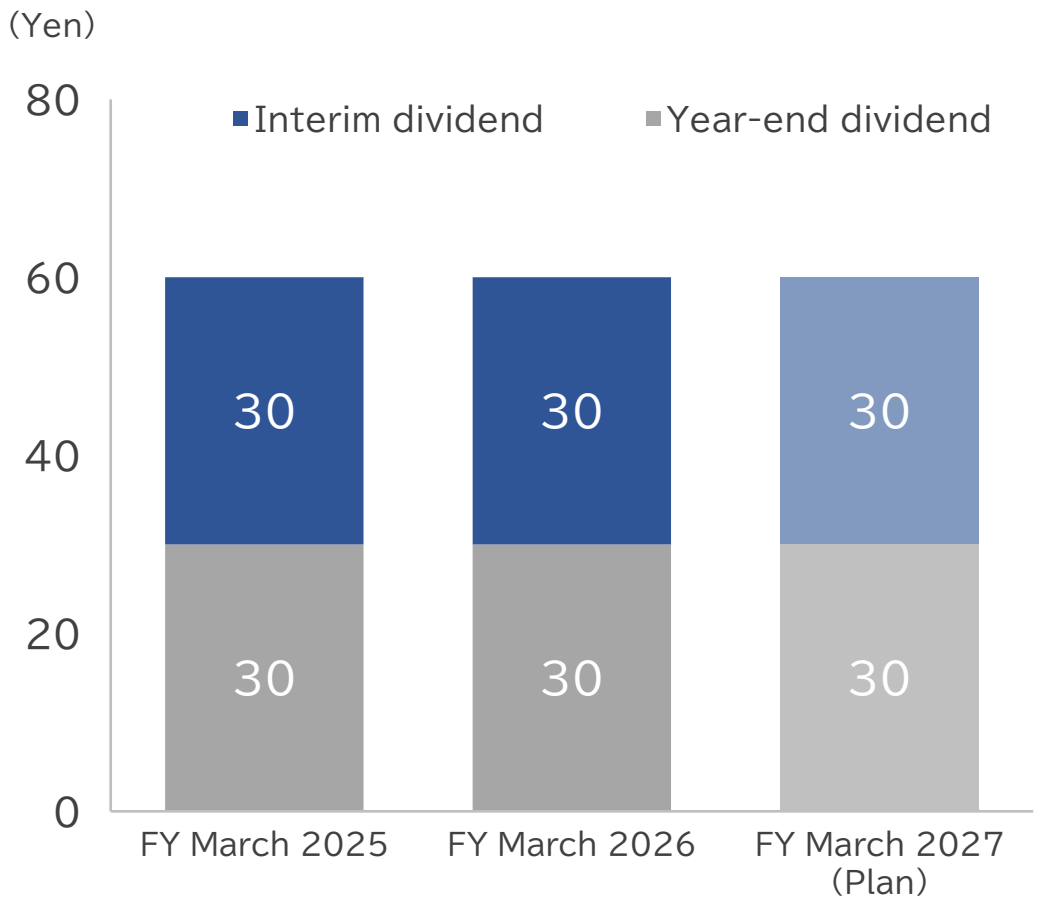
# Segment Forecast for FY March 2027

| (Million yen) | | 1st Half | | 2nd Half (FY plan – 1H result) | | FY March 2027 Full Year | |
|---|---|---|---|---|---|---|---|
| | | Result | YoY | Plan | YoY | Plan | YoY |
| AUTOBACS Business | Sales | 99,508 | +5.7% | 111,561 | -0.6% | 211,070 | +2.3% |
| | Operating income | 9,487 | +5.2% | 13,602 | +1.6% | 23,090 | +3.1% |
| Consumer Business | Sales | 31,717 | +29.3% | 30,962 | +9.4% | 62,680 | +18.6% |
| | Operating income | 779 | +617.5% | 470 | +14.7% | 1,250 | +140.8% |
| Wholesale Business | Sales | 16,970 | +7.1% | 20,249 | +14.7% | 37,220 | +11.1% |
| | Operating income | 277 | +16.8% | 1,082 | +53.8% | 1,360 | +44.5% |
| Expansion Business | Sales | 6,199 | +17.8% | 4,370 | -19.9% | 10,570 | -1.4% |
| | Operating income | 631 | +6.8% | 208 | +20.0% | 840 | +9.8% |
| Corporate | Operating income | -6,117 | — | -5,422 | — | -11,540 | — |

- Amounts are rounded down to the nearest hundred million yen.
- % of Sales and YoY comparisons are calculated in yen.

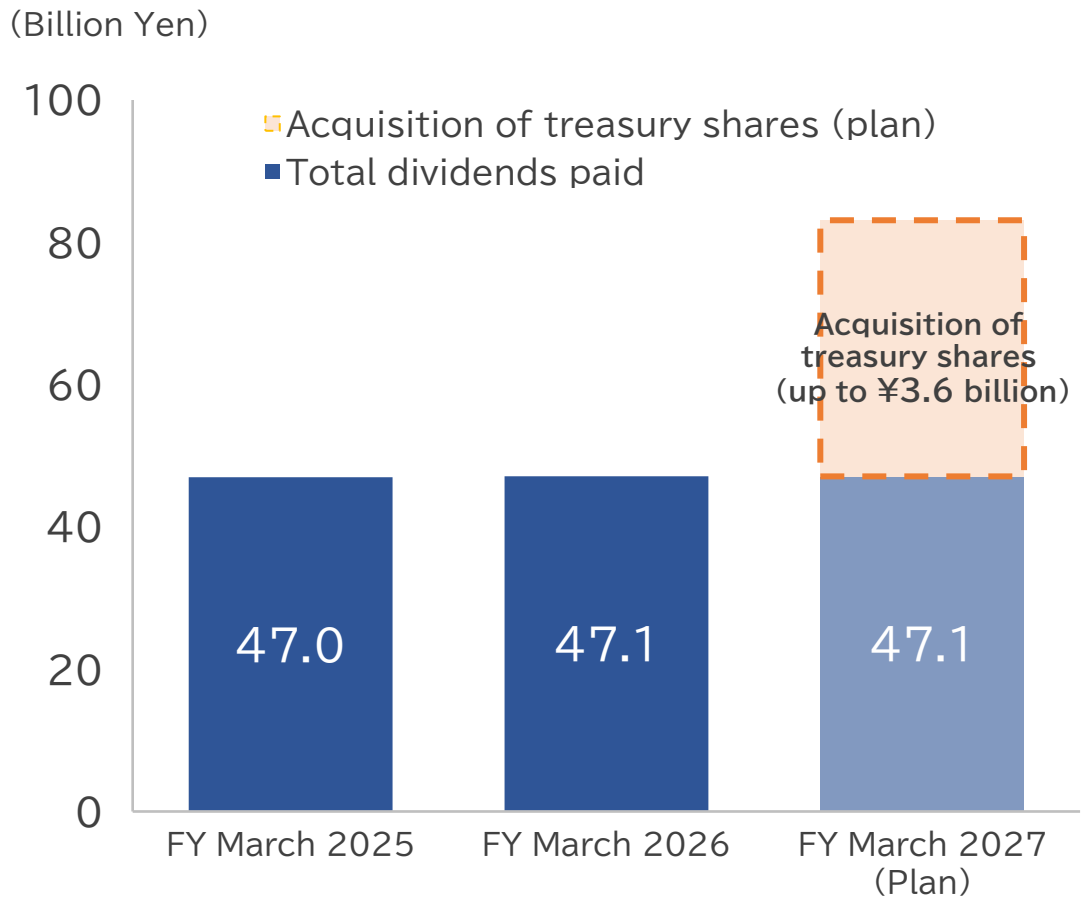
# Dividends and Treasury Share Acquisition Forecasts for FY March 2027

## Dividends Per Share




- Amounts are rounded down.

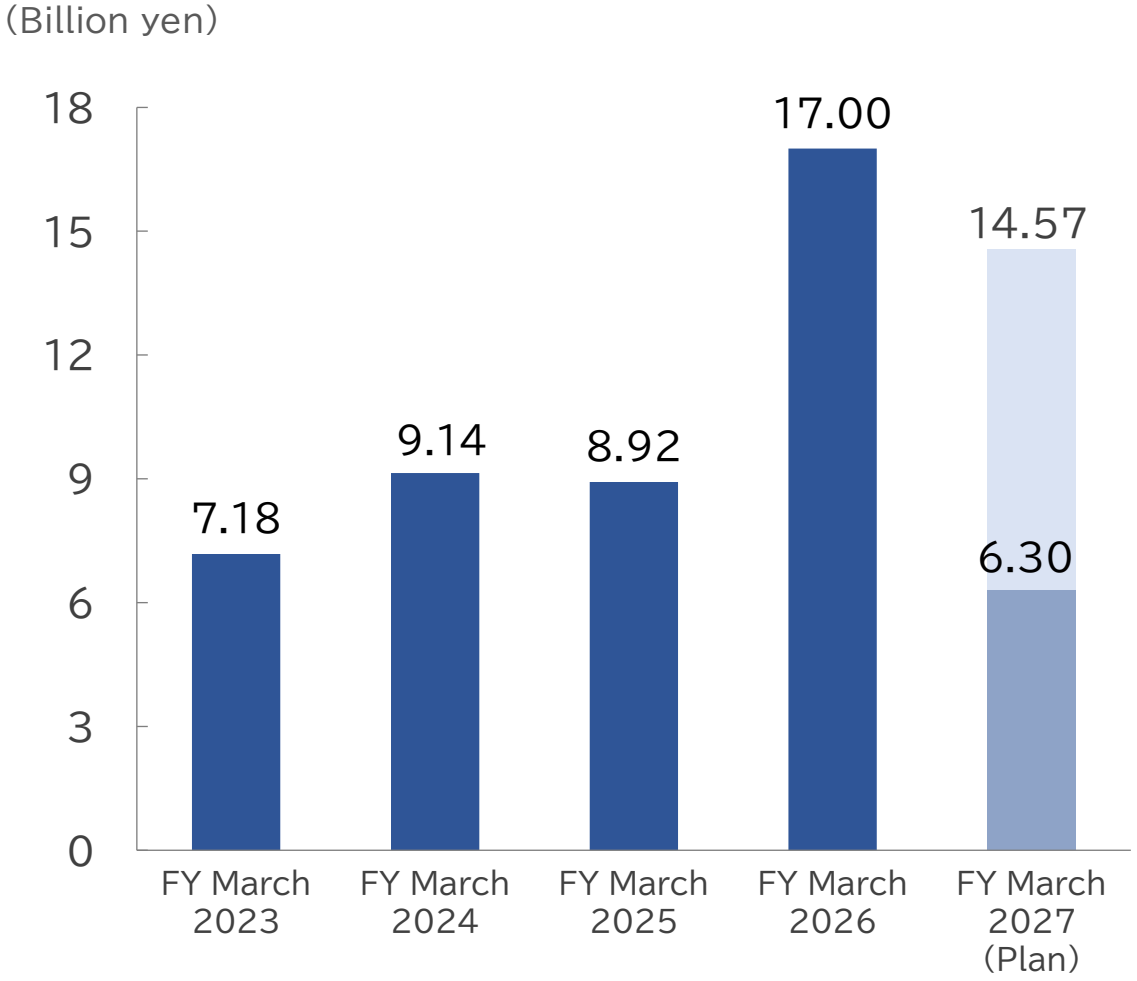
## Dividends and Amount of Treasury Share Acquisitions



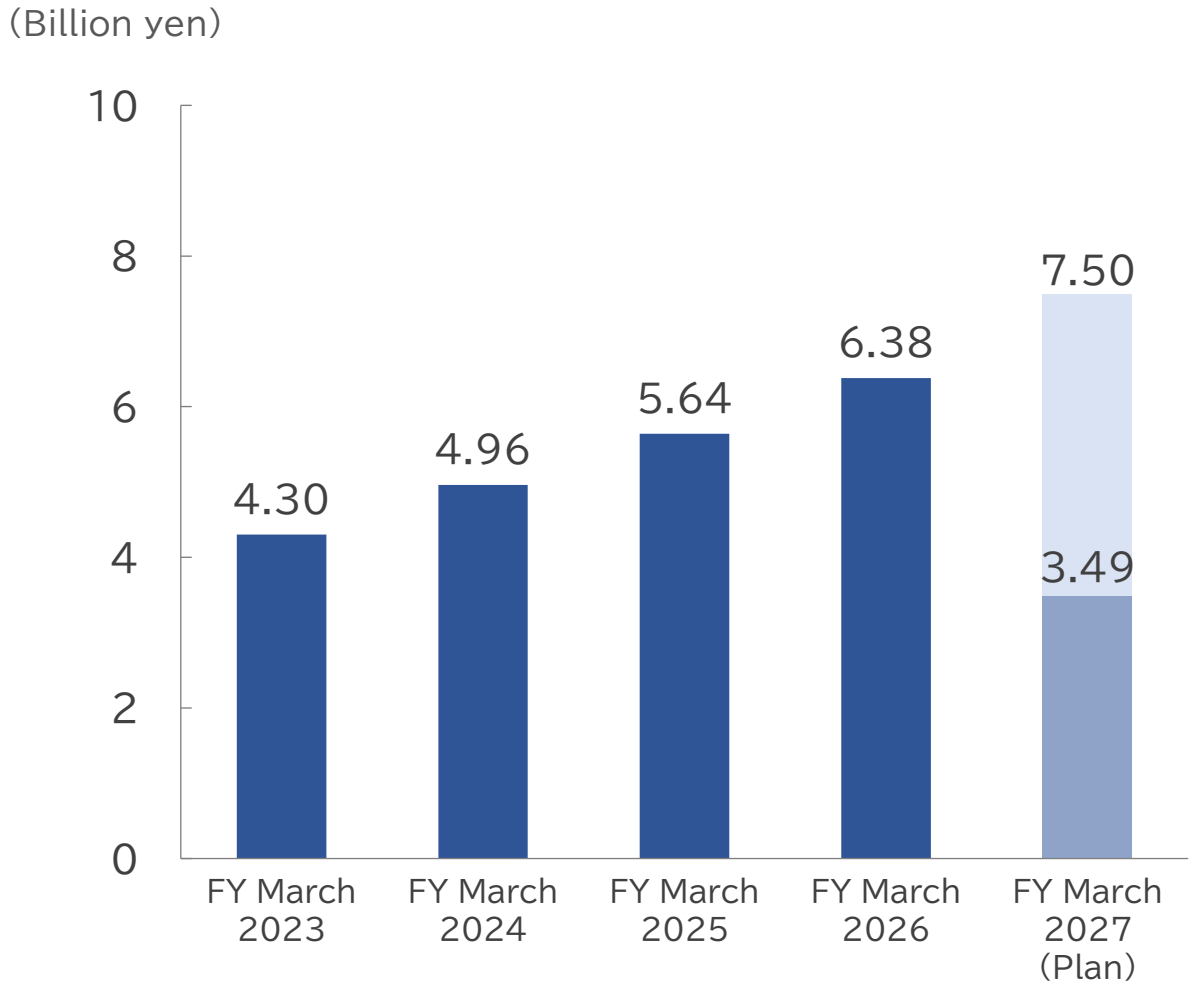

- Announced the “Notice Concerning Acquisition of Treasury Shares” on October 30, 2026

# Capital Expenditures & Depreciation Forecast for FY March 2027

## Capital Expenditures




## Depreciation




- Amounts are rounded down.

# Initiatives Toward Achieving the Medium-Term Business Plan

Representative Director & Chief Executive Officer
Yugo Horii

AUTOBACS SEVEN



1. Long-Term Vision and Targets of the 2024 Medium-Term Business Plan
2. Current Status in the Final Year of the Medium-Term Business Plan (FY2026)
3. Medium- to Long-Term Direction

## ■ Long-Term Vision “Beyond AUTOBACS Vision 2032”

Purpose

**Ensuring the safety of our communities while driving and enriching customers’ lives**

Vision

**Aim to provide “Mobility Lifestyle Infrastructure” for our customers on a global scale**

Direction of Evolution

**Dedicated towards providing you the joy of going out**

FY2032 KGI and Domestic KPI Targets

Consolidated Net Sales
**500 billion yen**

Number of Group Stores **2,200 stores**

Number of Statutory Safety Inspections **1,000,000 units**

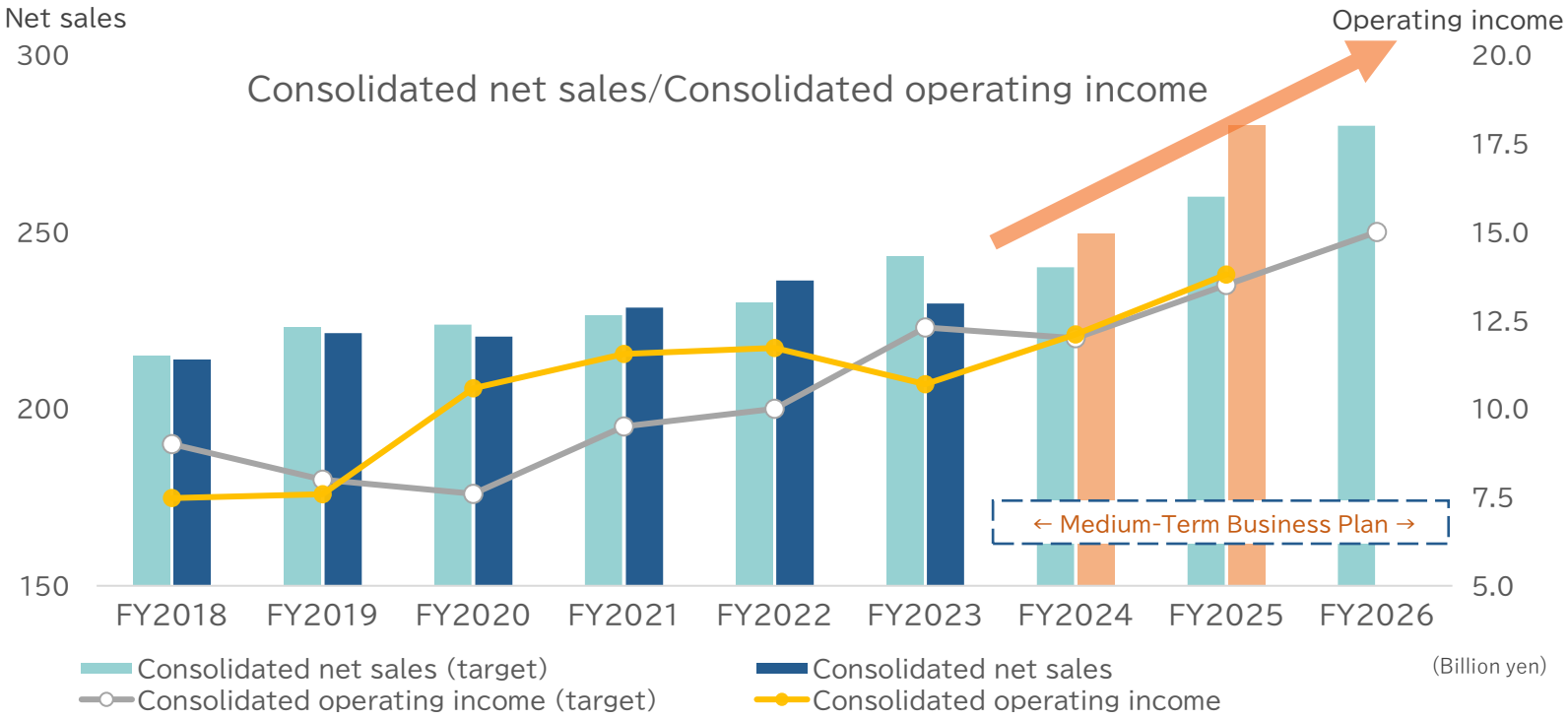
Number of Vehicles Sold **150,000 units**

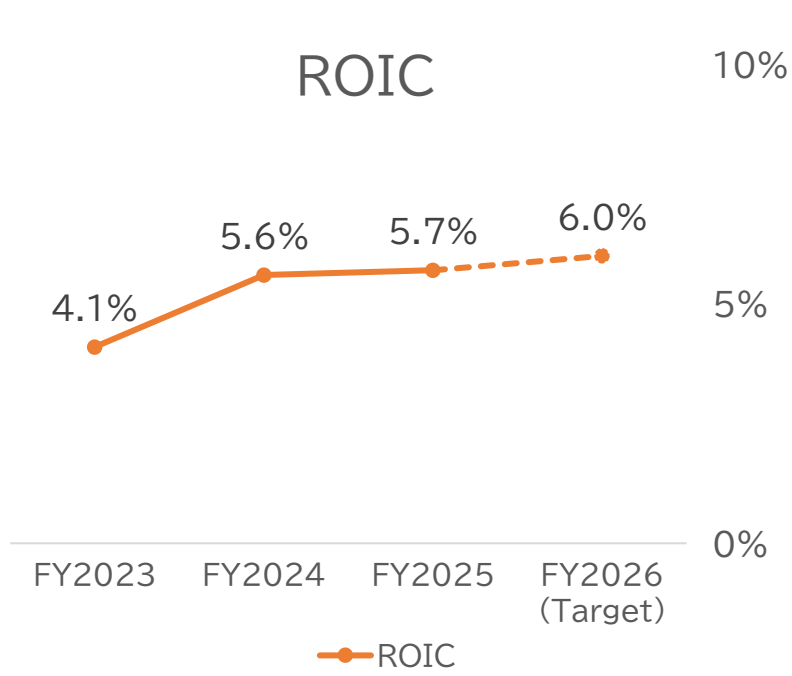
## ■ Key Strategies of the 2024 Medium-Term Business Plan

1. Creation of touch points
2. Development and supply of products and solutions
3. Establishment of new business domains

## FY2026 Management Targets

| Consolidated net sales | Consolidated operating income | ROIC |
|---|---|---|
| **300.0 billion yen** | **15.0 billion yen** | **6.0%** |
| FY2025: 280.0 billion yen<br>FY2024: 249.5 billion yen | FY2025: 13.7 billion yen<br>FY2024: 12.1 billion yen | FY2025: 5.7%<br>FY2024: 5.6% |




*Operating income in FY2023: excluding the temporary decrease (about 3.0 billion yen) due to the change in FC chain package

## External Environment

| | Market Environment | Impact on Business |
|---|---|---|
| Trends in the Automotive Industry | Heightened tensions in the Middle East<br>Growing cybersecurity risks | Materialization of supply disruption risks<br>Standardization of IT governance level |
| | Rising new car prices and increasing average vehicle age<br>Advances in advanced technologies and growing adoption of EVs | Growing demand for used cars and maintenance services<br>Advances in automotive technologies and growing adoption of EVs |
| Customer Trends | Advancing inflation<br>Growing adoption of AI<br>Rising adoption of next-generation mobility | Diversification of values and polarization of preferences |

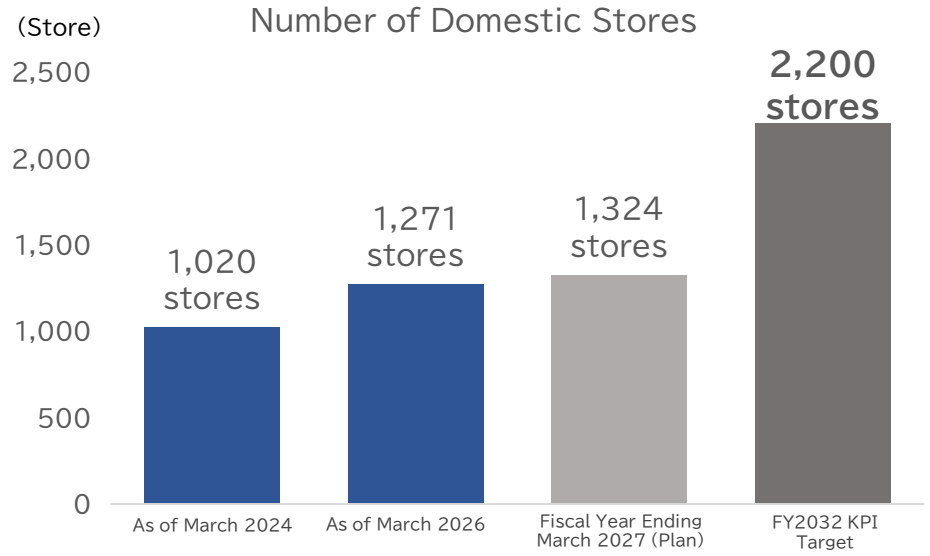
## Internal Environment

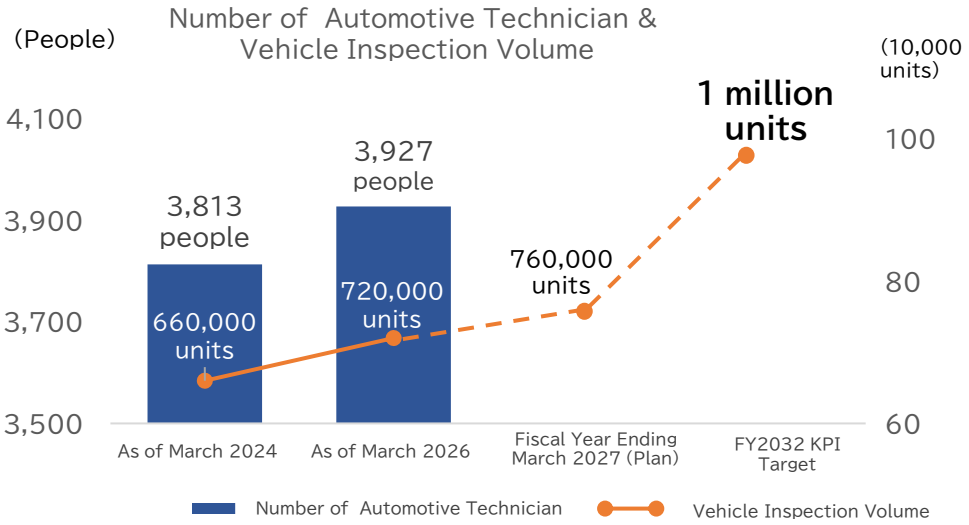
| | Key Issue | Initiative |
|---|---|---|
| Utilization of Management Resources | Improving productivity | Leveraging human capital |

## ■ Fundamental Purpose

- ✓Expansion of tire sales share and service locations
- ✓Creation of LTV starting points through expanded car sales
- ✓Optimization of capital allocation

# ■ Expansion of tire sales share and service locations




## ✓ Expansion of locations

Tire sales



BEELINE Iizuka Chikuho store

Maintenance network



Hachuda Automobile Co., Ltd.

## ✓ Securing and Developing Maintenance Personnel

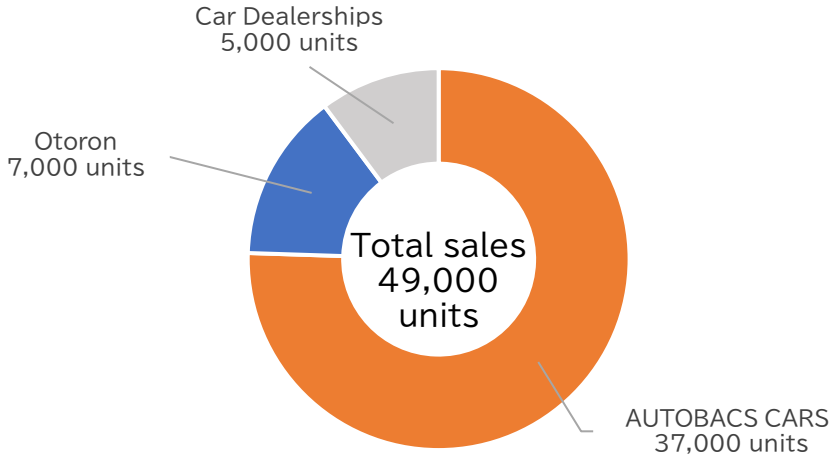
(People)

| Certification | End of March 2024 | End of March 2026 | Change |
|---|---|---|---|
| Certified vehicle inspector | 1,735 | 1,760 | +25 |
| Class 1 certified mechanic | 51 | 61 | +10 |
| Class 2 certified mechanic | 2,596 | 2,648 | +52 |
| Class 3 certified mechanic | 1,166 | 1,218 | +52 |

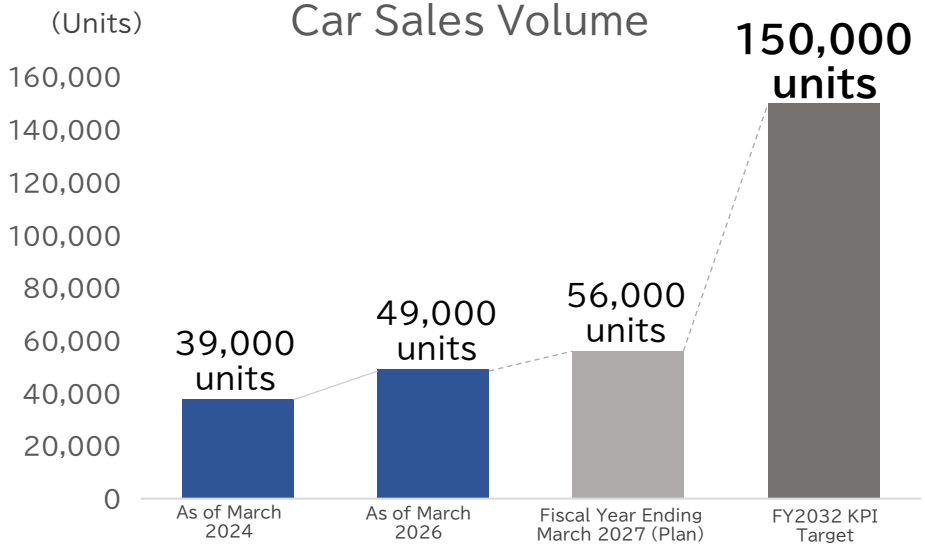
*Total number of holders of national automotive technicians (Class 1, Class 2 and Class 3 automotive mechanic licenses) across the entire AUTOBACS chain.

# ■ Creating the Starting Point for LTV through the Expansion of Car Sales

Sales Mix (as of the End of March 2026)




Car Sales Volume




## ✓ Choosing a Purchase Channel to Match Customer Needs

| Features | Brand |
|---|---|
| A wide variety of used cars | AUTOBACS CARS |
| In-house loan type used cars | Otoron |
| New and imported cars | Car Dealerships |

## ✓ Sharing of Used Car Inventory within the Group (Ecosystem)

AUTOBACS CARS × オトロン



# ■ Optimization of Capital Allocation

## ✓ Selection and Concentration by Location

**Overseas**

- Withdrawal from licensed stores in Malaysia
- Decision to withdraw from France

**Domestic**

- Strengthening of the area management system
- Strengthening of the logistics infrastructure

Strengthening of the logistics infrastructure



Deployment of locations in key areas (DPL Meiko Yatomi)



Devanning robot "Rocky One"

## ✓ Standardization of IT governance levels

- Standardized implementation of security tools
- Development of rules and establishment of a promotion system

## ✓ Improvement of capital efficiency

- Reduction of non-business assets
- Shareholder returns (acquisition of treasury shares)

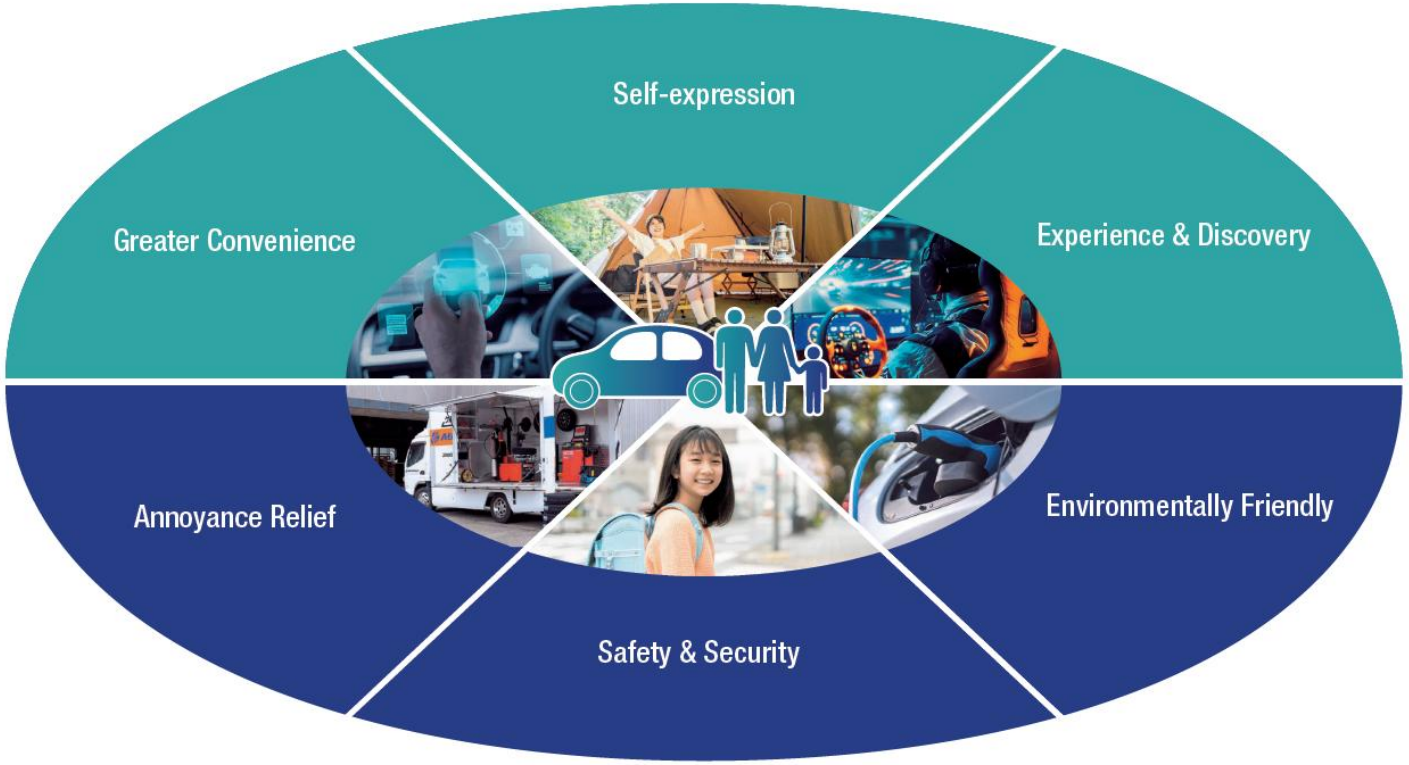
AUTOBACS SEVEN



## ■ Toward Solving Customer Concerns and Problems

✓ **Expansion of Value Provided through Collaboration**

- Utilization of Group assets through inter-business collaboration
- Expansion of coverage areas through the promotion of alliances

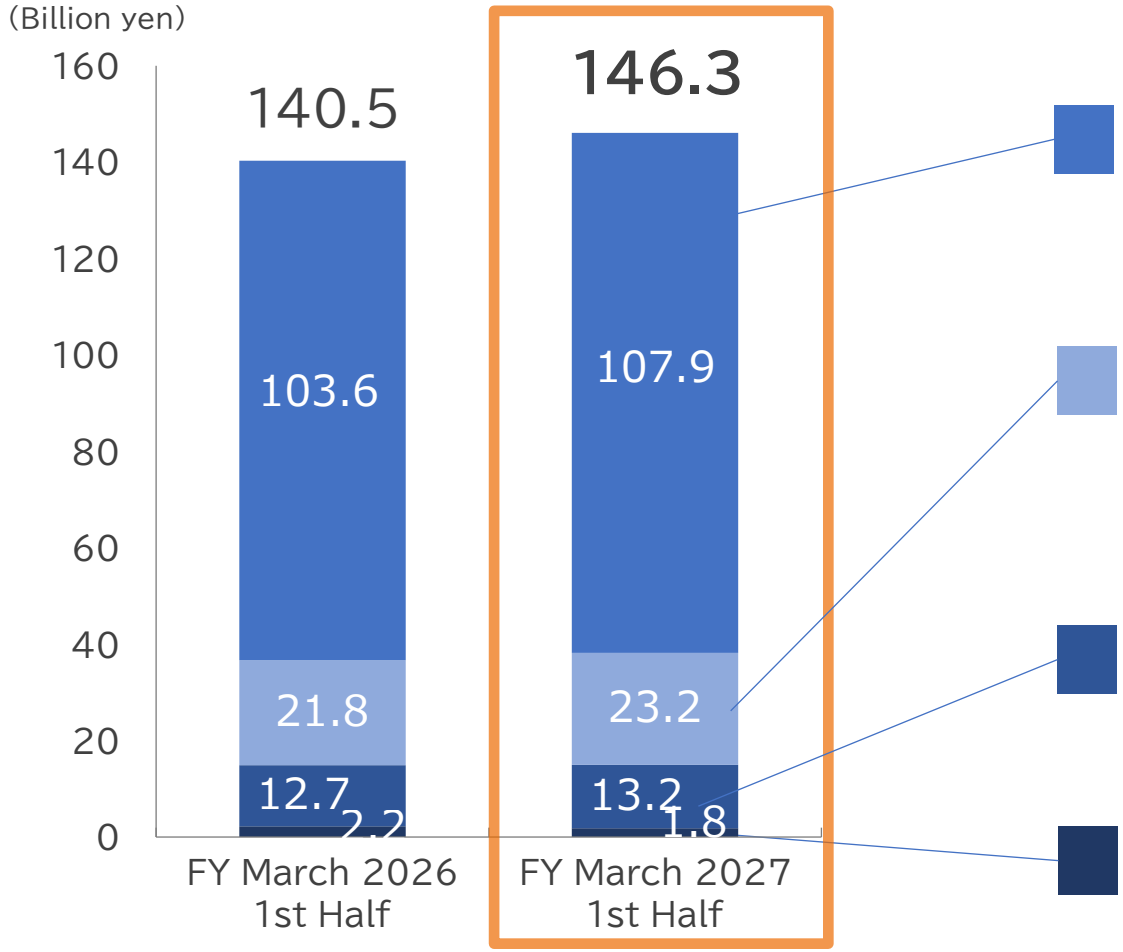



Continuing to stand by our customers
as the Mobility Lifestyle Infrastructure

# [Appendix] Domestic AUTOBACS Chain: Total Sales Across All Store Format

AUTOBACS SEVEN

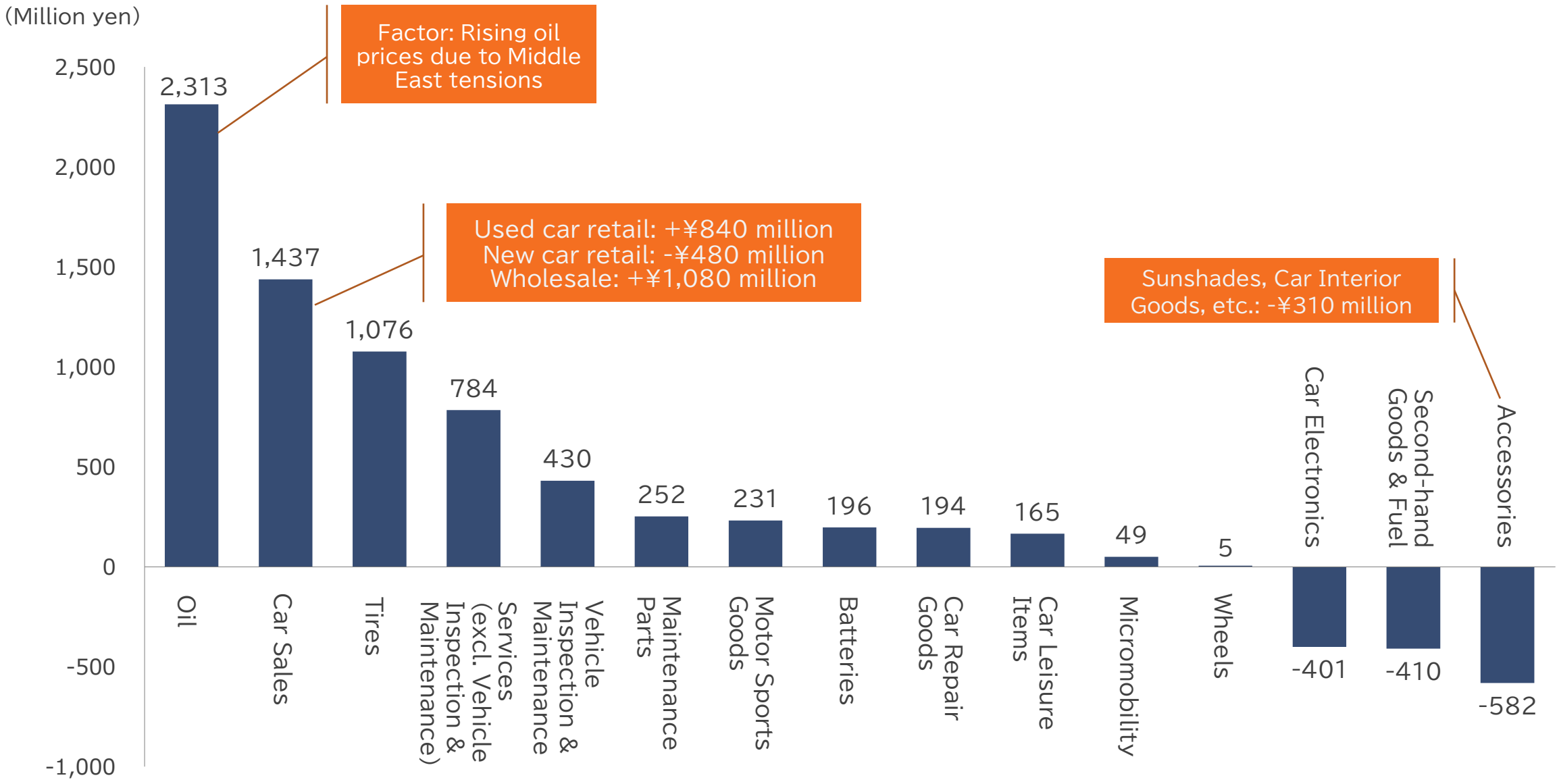
## Domestic Store Sales 146.3 billion yen YoY +4.0%




| | Result | YoY |
|---|---|---|
| **Automotive goods & services** | ¥107.9 billion | +4.1% |
| **Car sales** | ¥23.2 billion | +6.5% |
| | 18,230 units | +0.2% |
| Number of fully certified & designated stores | 420 stores | +5 stores *from pre-period |
| **Statutory safety inspection** | ¥13.2 billion | +3.3% |
| | 325,000 units | -3.1% |
| Number of fully certified & designated stores | 448 stores | +4 stores *from pre-period |
| **Second-hand goods & fuel** | ¥1.8 billion | -18.0% |

- Amounts are rounded down.
- YoY comparisons are calculated in yen.
- Sales at all domestic store formats. Car sales include part of the sales of Consumer Business.

# [Appendix] Domestic AUTOBACS Chain: Total Sales by Store Format Change Amount (YoY Difference, All Store Basis)



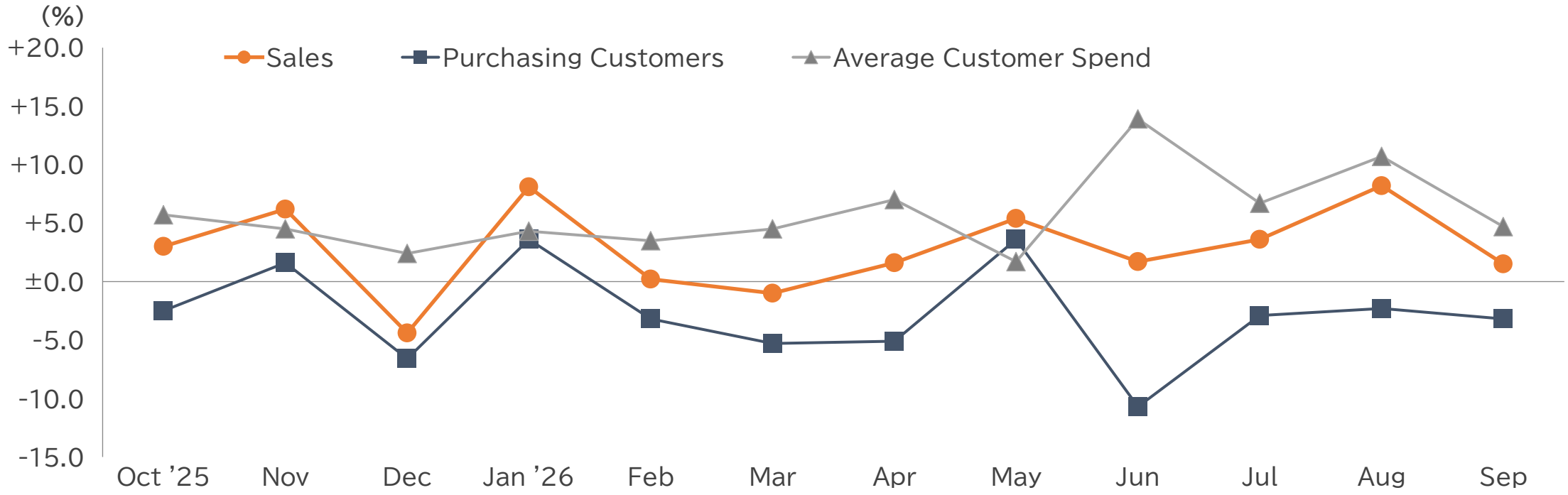

- Scope: AUTOBACS, AUTOBACS GARAGE, Super AUTOBACS, A PIT AUTOBACS, ASM, Smart+1, AUTOBACS EXPRESS, AUTOBACS CARS.
- Amounts are rounded down.

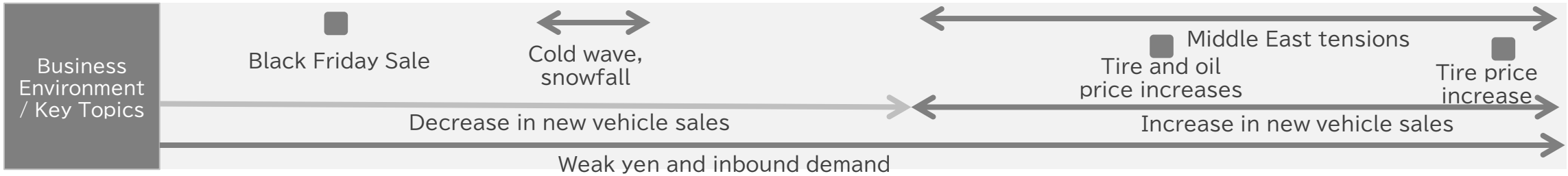
# [Appendix] Domestic AUTOBACS Chain YoY Trend; Same Store Basis (Sales/Purchasing Customers/Average Customer Spend)

AUTOBACS SEVEN

## [1st Half Same store basis (YoY)]

**Sales: +3.7%　Number of purchasing customers: -3.4%**



# [Appendix] 1st Half of FY March 2027 Car Sales

AUTOBACS SEVEN

Total 18,230 units YoY +0.2 %

| (Units) | 1st Half of FY March 2026 | 1st Half of FY March 2027 | YoY |
|---|---|---|---|
| **Retail car sales** | 5,193 | **5,202** | +0.2% |
| Used cars | 3,785 | **4,030** | +6.5% |
| New cars | 1,408 | **1,172** | -16.8% |
| **Wholesale** | 13,000 | **13,028** | +0.2% |
| Sold to headquarters | 158 | **84** | -46.8% |
| Sales consigned to headquarters | 3,264 | **3,357** | +2.8% |
| Direct sales from stores | 9,578 | **9,587** | +0.1% |
| **Total car sales** | 18,193 | **18,230** | +0.2% |

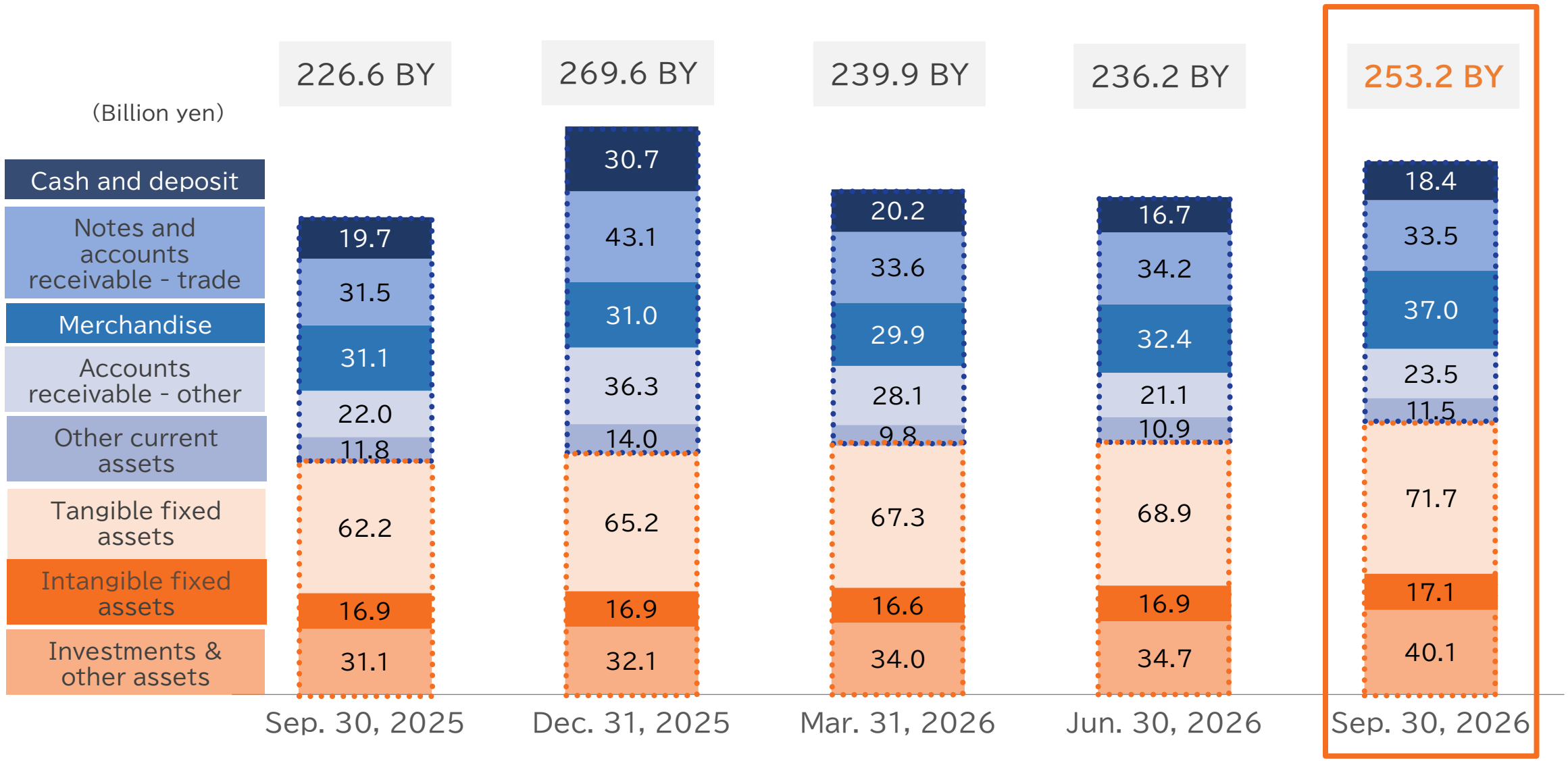
- Vehicle sales in the AUTOBACS Business and Consumer Business.

# [Appendix] Store Openings and Closures

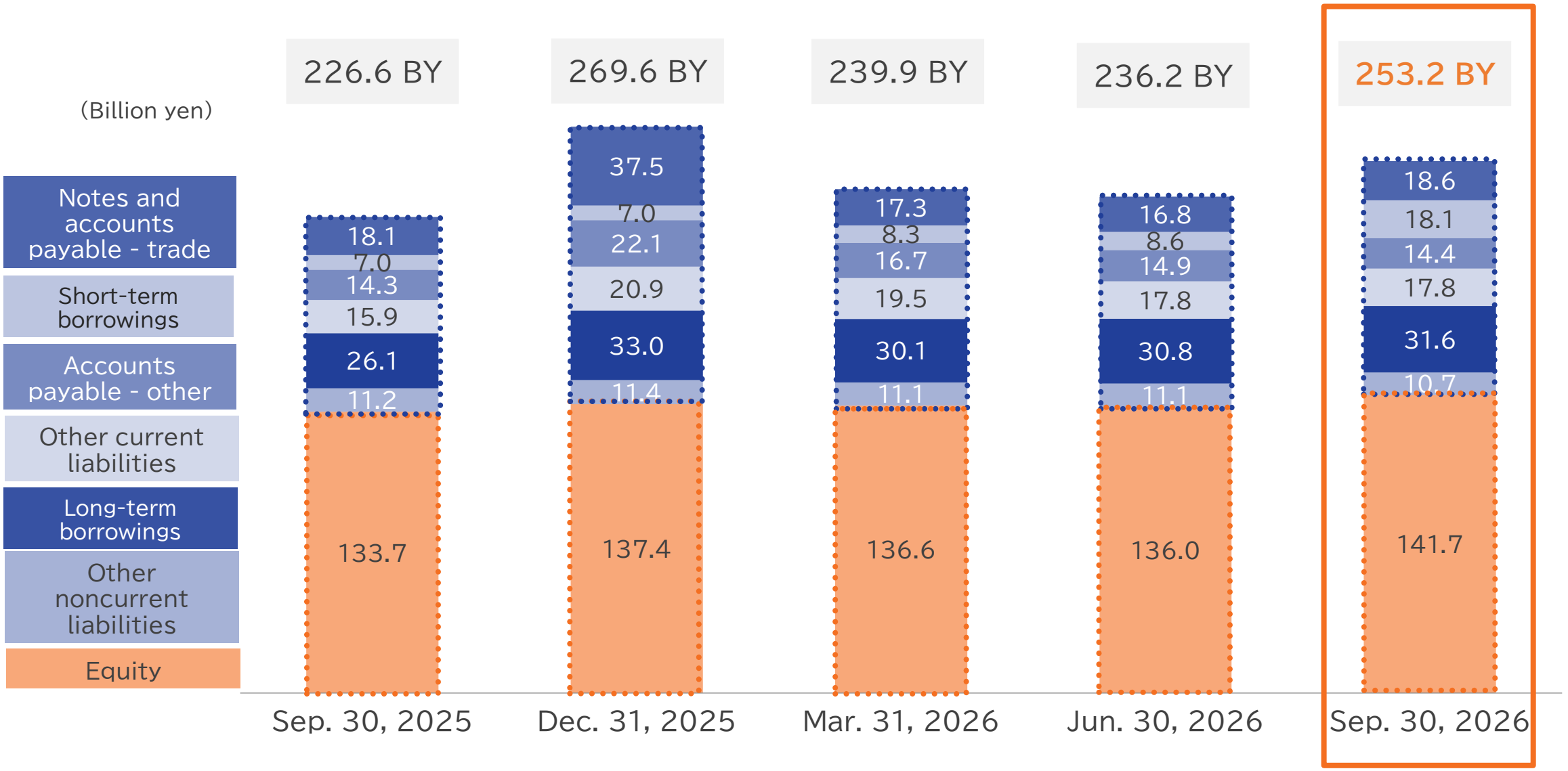
| Category | | March 31, 2026 | 1st Half of FY March 2027 | | | March 31, 2027 |
|---|---|---|---|---|---|---|
| | | Actual | Openings | Closures | Sep. 30, 2026 | Plan |
| Domestic | AUTOBACS | 519 | +6 | | 525 | 528 |
| | AUTOBACS GARAGE | 1 | | | 1 | 1 |
| | Super AUTOBACS | 71 | | | 71 | 71 |
| | A PIT AUTOBACS | 3 | +1 | | 4 | 4 |
| | ASM | 21 | +1 | -1 | 21 | 22 |
| | Smart+1 | 18 | +2 | | 20 | 27 |
| | AUTOBACS EXPRESS | 11 | | | 11 | 11 |
| | AUTOBACS CARS | 415 | +6 | -1 | 420 | 421 |
| | Car Dealership | 23 | +6 | | 29 | 30 |
| | BEELINE | 77 | +9 | | 86 | 89 |
| | Otoron | 21 | | | 21 | 25 |
| | AUTO IN | 82 | +1 | -4 | 79 | 79 |
| | Other Locations | 9 | +7 | | 16 | 16 |
| | **Total** | **1,271** | **+39** | **-6** | **1,304** | **1,324** |
| Overseas | Taiwan | 6 | | -1 | 5 | 5 |
| | Singapore | 2 | | | 2 | 2 |
| | Thailand | 127 | +1 | | 128 | 134 |
| | France | 8 | | | 8 | 8 |
| | Philippines | 6 | | | 6 | 6 |
| | **Total** | **149** | **+1** | **-1** | **149** | **155** |

- ASM, Smart+1 and AUTOBACS CARS include in-shop and attached-store formats.

# [Appendix] Balance Sheet: Assets



# [Appendix] Balance Sheet: Liabilities and Equity




- Amounts are rounded down to the nearest hundred million yen.




## Forward-Looking Statements

These materials include forecasts regarding the Company’ s future plans, strategies, and performance. This information is based on judgments and forecasts made in accordance with information currently available. Actual results may differ materially from forecasts due to such factors as changes in operating circumstances.