



June 15, 2026
Hamee Corp.

Company
Representative President and CEO Ikuhiro Mizushima
(Code: 3134 Standard Market of the Tokyo Stock Exchange)
For inquiries Corporate Planning Dept. Manager Toshiki Kunii
(TEL. +81-465-25-0260)

Notice of Formulation of the Mid-Term Management Plan

We hereby announce that we have formulated our Mid-Term Management Plan (for the fiscal years ending April 2027 through April 2029), as outlined below.
Please refer to the attached material for further details.

Please note that the numerical targets set forth in this plan are based on information available at the time of formulation and are subject to change due to future shifts in the business environment and other factors.

End



Mid-Term Management Plan

Hamee Group Mid-Term Management Plan(May 2026 - April 2029)

Securities Code 3134

Reference only

In case of any discrepancies between Japanese version and English version,
Japanese Language version shall prevail.



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I . Introduction



Introduction

With the spin-off IPO of NE Inc. in November 2025, the Hamee Group has made a fresh start as the new Hamee Group, focusing our strategic core on the Commerce Business. We have formulated a new Mid-Term Management Plan (May 2026 – April 2029) for the new Hamee.

Our Identity

Purpose / Passion

Ignite your creativity

The excitement of playing absorbedly in childhood. The straightforward feeling of pure enthusiasm, a "This is it!" moment, without needing any rationale.

We call this the "creativity." The shine of the creativity that each individual possesses is the very source of that person's "individuality."

We believe that a future where this pure passion harmonizes with the "individuality" of our bountiful Earth is the most interesting and valuable world possible.

Vision

Company that values the "individuality" of people and the earth

For people to be more authentically themselves.

For the Earth to remain bountifully the Earth itself, as it always has been.

The future Hamee aims for is one where both can shine. We will create that new everyday.

Mission / Strategy

Gen Z Culture SPA & Decarbonization

To consistently capture the needs of next-generation consumers, mainly Generation Z, and continue creating products that align with their lifestyle through an integrated system spanning from planning to sales.

To fulfill our responsibility as manufacturers, bringing our environmental footprint closer to zero. And to create a world where everyone can continue to enjoy their "individuality."

To realize our vision, we are seriously undertaking two challenges through our commitment to "manufacturing."


Hamee's Growth Drivers

In this plan, we will position the Mobile Life Business, Beauty Business, Gaming Accessories Business and Global Business as our primary growth drivers, and will enhance the level of perfection of our "Gen Z Culture SPA" value creation model (planning, manufacturing, sales, fan engagement, and repeat purchases).



**Mobile Life Business
"iFace"**

Move away from dependence on smartphone cases and make a full-scale entry into the "Powered Devices (Charging and Electronic) Area," a growing category, while transforming iFace into a "Comprehensive Mobile Brand."



**Gaming Accessories Business
"Pixio"**

Avoid performance and specification competition to capture the "desk environment" market through "emotional value, world-building, and coordinated styling proposals," by expanding from monitors to peripherals and furniture.



**Beauty Business *
"ByUR" "ByGLOW"**

Maintaining growth momentum while improving cost structure, SG&A, and channel structure for greater profitability. Then expanding categories/brands. *Effective from FY04/27, the "Cosmetics Business" has been renamed to the "Beauty Business."



Global Business

Expanding Otamatone / Squeeze and other products in the US and beyond through character IP collaborations to local EC and major retailers. Also focusing on Korea, China, and Europe.



Why We Pursue Decarbonization

Our main businesses use plastic to a certain degree due to product characteristics, and there are currently areas where usage is unavoidable.

Therefore, decarbonization and circular economy efforts are not merely environmental responses, but prerequisites for making our existing businesses sustainable over the medium to long term.

On the other hand, drastically decarbonizing existing businesses in the short term (through fundamental changes in materials, manufacturing processes, logistics, etc.) risks impairing profitability through cost increases.

Therefore, we will design our decarbonization approach in two layers: "defense × offense." Efforts to bring environmental impact across the entire supply chain closer to zero positioned as "creating tomorrow's standard" with a target of achieving net-zero carbon emissions.





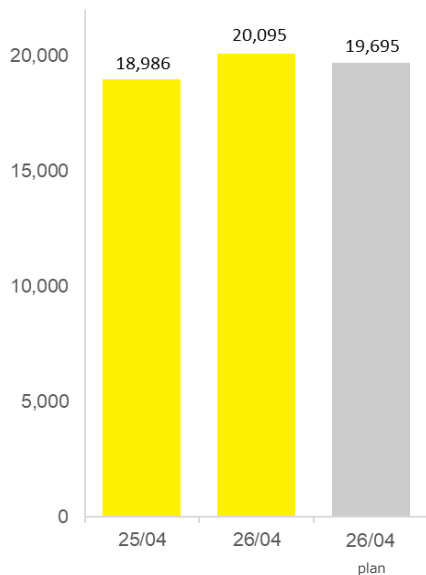
II . Results up to the previous period



Commerce Segment Performance Trend

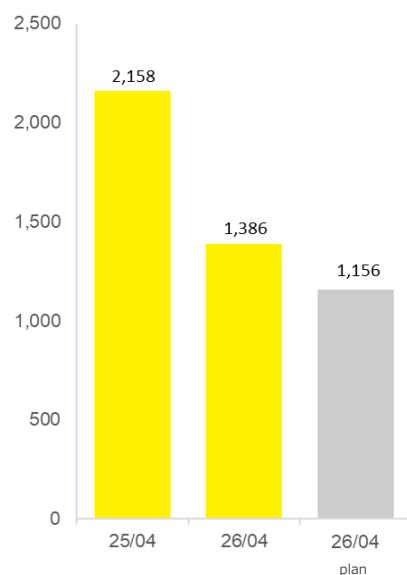
Net Sales

(Millions of yen)



Segment Profit

(Millions of yen)



Net Sales JPY**20,095** million (Target Achievement 102.0%)

Segment Profit JPY**1,386** million (Target Achievement 119.9%)

Summary

Achieved and exceeded our revised targets for both sales and segment income, because of the strong growth of each business. Profit fell short of the initial plan due to upfront investments for the "Gen Z Culture SPA" strategy and macro-environmental factors. Steadily building our business foundation to prepare for the next phase of growth.

Business-by-Business Review

Mobile Life: Successful expansion of high-priced MagSafe-compatible models and bundled sales with peripheral accessories, advancing the transition to a high-profitability structure not dependent solely on cases.

Cosmetics: Expanded store distribution for base makeup significantly boosted revenue. This increased profitability and marked our transition into a full-scale monetization phase.

Gaming Accessories: To escape intense price competition, shifted to "total space coordination proposals" combining new categories such as monitor arms and furniture (desks, chairs).

Global: While investing in overseas channel expansion for proprietary brands, pursued revenue stabilization through price optimization in response to US tariffs and logistics cost surges.

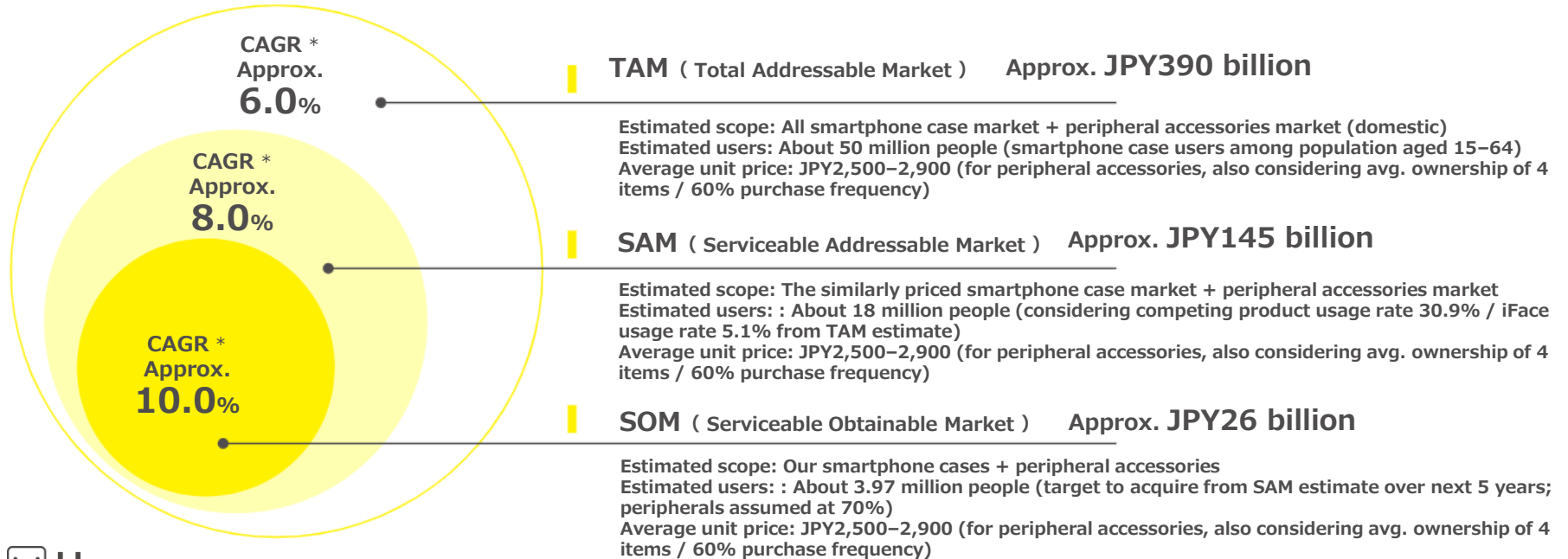


III. External Environment Assessment



Mobile Accessories Market

- Capturing Growth Areas: As the market's center of gravity shifts from decorative items to the "charging and Electronic category," we will ensure we seize new expansion opportunities.
- Source of Competitive Advantage: In an environment where EC and physical retail are evenly matched, we will establish our edge by leveraging brand trust to drive "Brand Loyalty."
- Integrated Offense-Defense EC Strategy: In response to the intensifying advertising competition, we will simultaneously drive "branded search" and new customer acquisition through enhanced brand awareness and strengthening of official channels.

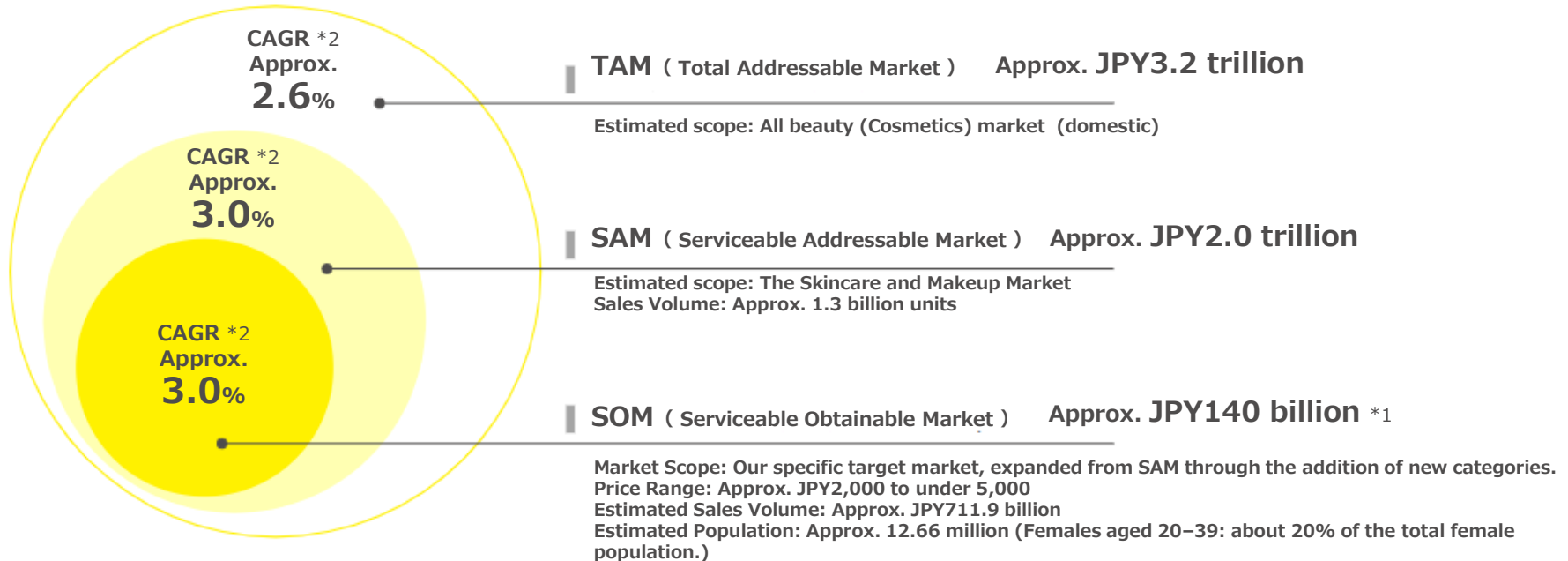


Beauty Business

Strategic Opportunity: In a domestic market showing stable growth at approximately 3.2 trillion yen, we will focus on the "middle-price range (JPY2,000–5,000)," which enjoys strong support from younger consumers.

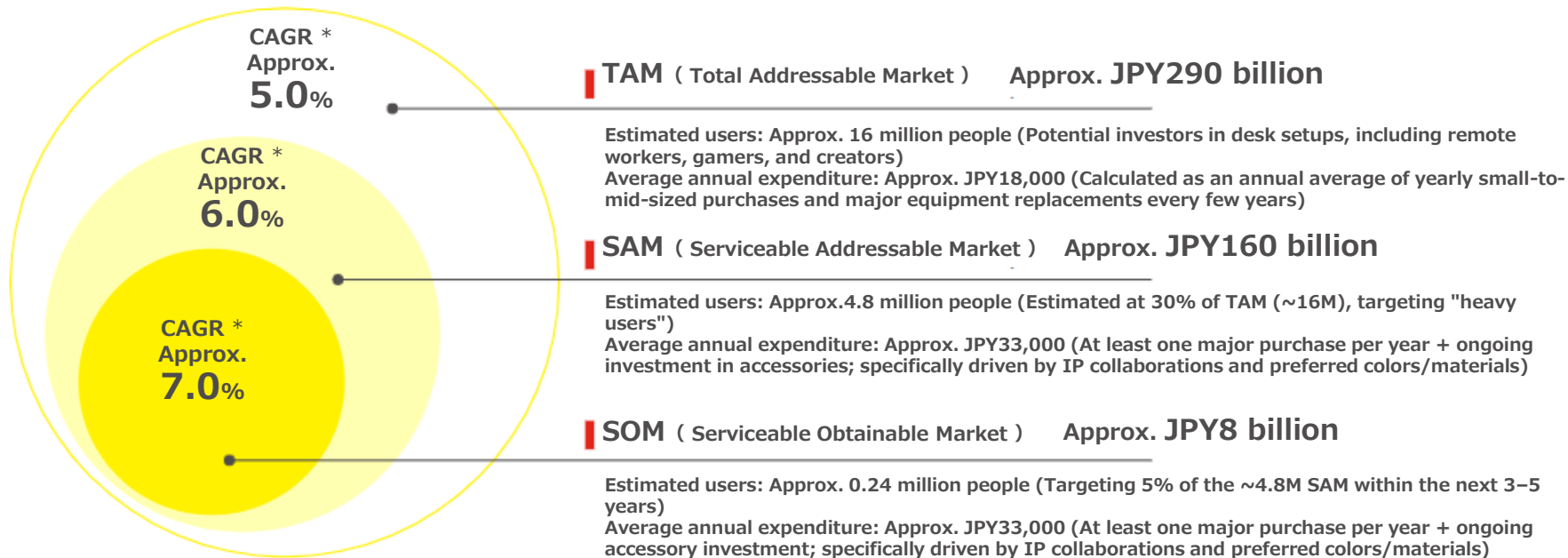
Establishing a Solid Revenue Base: Driven by the profitable "ByUR" brand, we will overhaul cost and SG&A structures to ensure sustainable profitability.

Sustainable Growth Strategy: Driving category and brand expansion simultaneously to achieve both profitability and market scale.



Gaming Accessories Business

Target Market: Appealing to Japan's 16 million "desk environment investors" driven by the establishment of remote and hybrid work.
Beyond Specs: Shift from standalone monitors to lifestyle proposals via space coordination and IP collabs, leveraging design and emotional value for strategic differentiation.



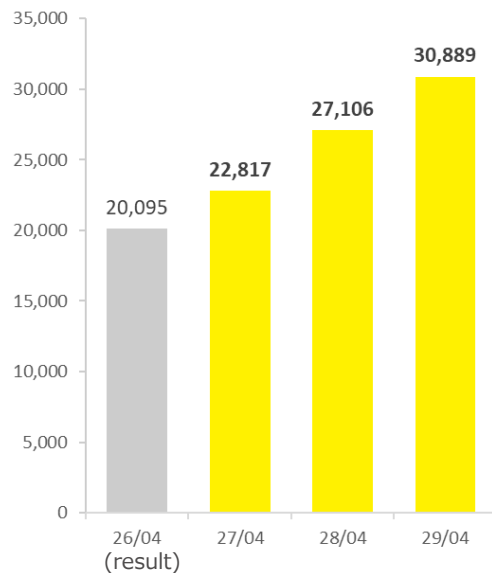


IV. Mid-Term Management Plan (May 2026-April 2029)

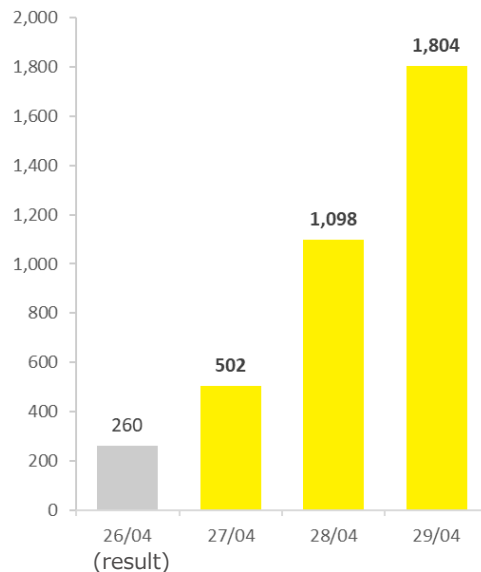


Consolidated Financial Plan

Net Sales



Operating income※1



Core KPIs



April 2029 Targets
Average Annual
Net Sales Growth Ratio **15.4%**



April 2029 Targets
Marginal Profit Ratio **25.7%**
※2 (FY04/26 Results: 23.5%)



April 2029 Targets
Inventory Turnover **2.94 times**
(FY04/26 Results: 1.94 times)

※1 : Following the spin-off of NE Inc. in November 2025, the planned figures are presented on a segment profit basis excluding the company's results, in order to accurately reflect the growth potential of our current business portfolio.

※2 : Defined as the ratio of revenue minus variable costs to visualize profitability trends. It serves as an indicator to track profitability growth.

Gen Z Culture SPA Value Engine

01 Category Extension



Optimizing product mix through portfolio expansion.

- Transitioning from a case-centric business to a full-scale entry into the electronics category.
- Increasing LTV by expanding into categories adjacent to cosmetics.
- Expanding from a monitor-centric business to high-value-added peripheral areas.
- Expanding sales channels through the global rollout of our house brands.

03 AI Strategy



Empowering the "Next Challenge."

- Concentrating human capital on "Inquiry" and "Decision-making."
- Enhancing both the "volume" and "quality" of challenges across the organization.
- A corporate OS designed to convert experiential learning into "Unique Intellectual Capital."

02 Structural Reform of Profitability



Aiming to improve profitability by optimizing costs and inventory turnover.

- Improving the contribution margin ratio through cost optimization.
- Logistics optimization for large-scale, low-turnover products.

04 Decarbonization Strategy



Accelerating initiatives to minimize environmental impact toward zero.

- Continue steady improvements in existing businesses while maintaining overall profitability.
- Testing the monetization of decarbonization options within our new business incubator.



V. Strategy by Business Segment



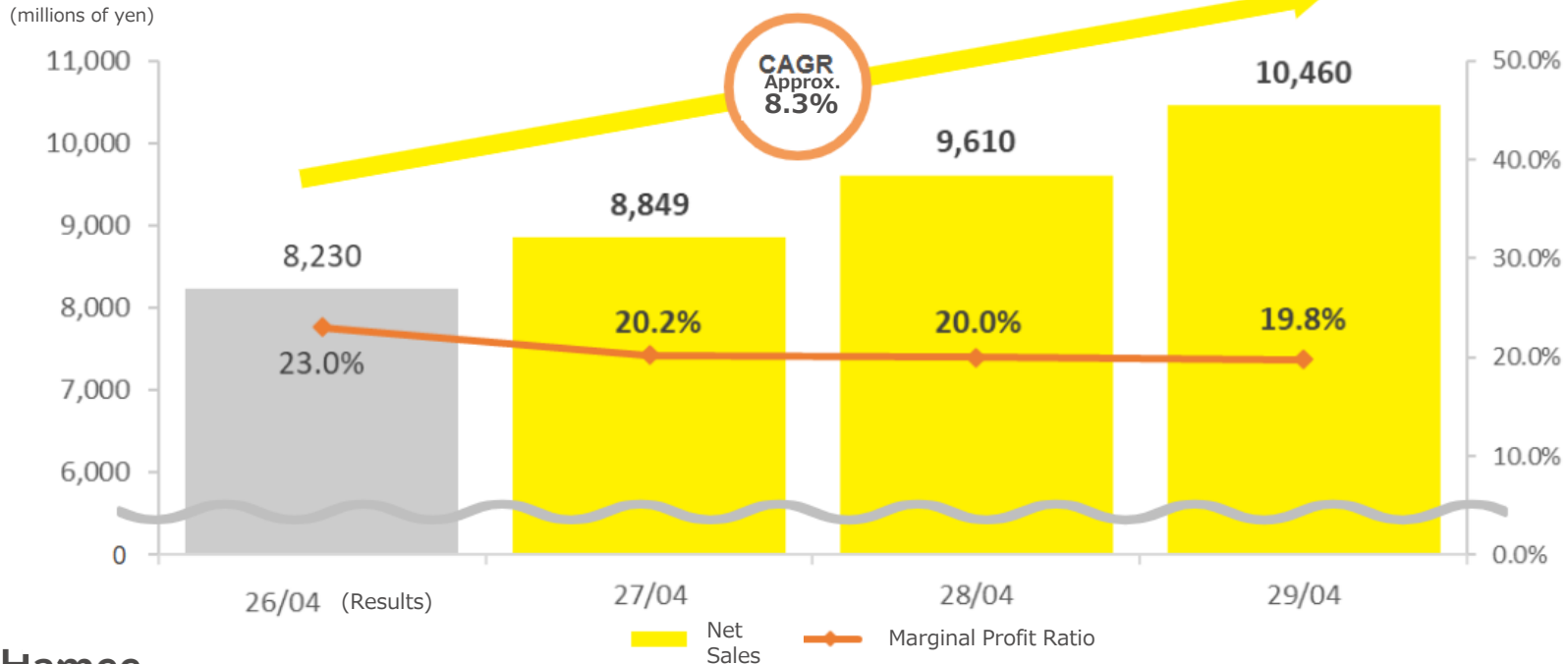
Mobile Life Business (iFace) - Financial Plan

Smartphone cases as our main product

Full-scale expansion into electrical category

Expanding the electronics product ratio

Electronics as our second pillar

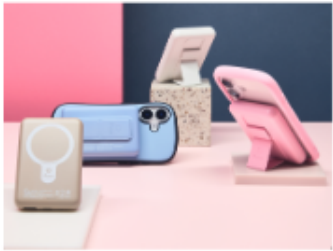


Mobile Life Business (iFace) - Growth Strategy



01 Strengthen brand equity to drive market share growth in existing categories

Strengthen the three pillars of awareness, preference, and trust to become the "go-to reliable choice" and the primary candidate for purchase.
 Building on a strong loyalty base with a Gen Z user ratio of 55.4%*, we will drive further enhancement of brand awareness.
 Driven by a dual-line strategy of "Daily" and "Unique" offerings, we will boost branded search, brand awareness, and repeat purchases.



02 Developing a second core business through full-scale entry into the electronics segment

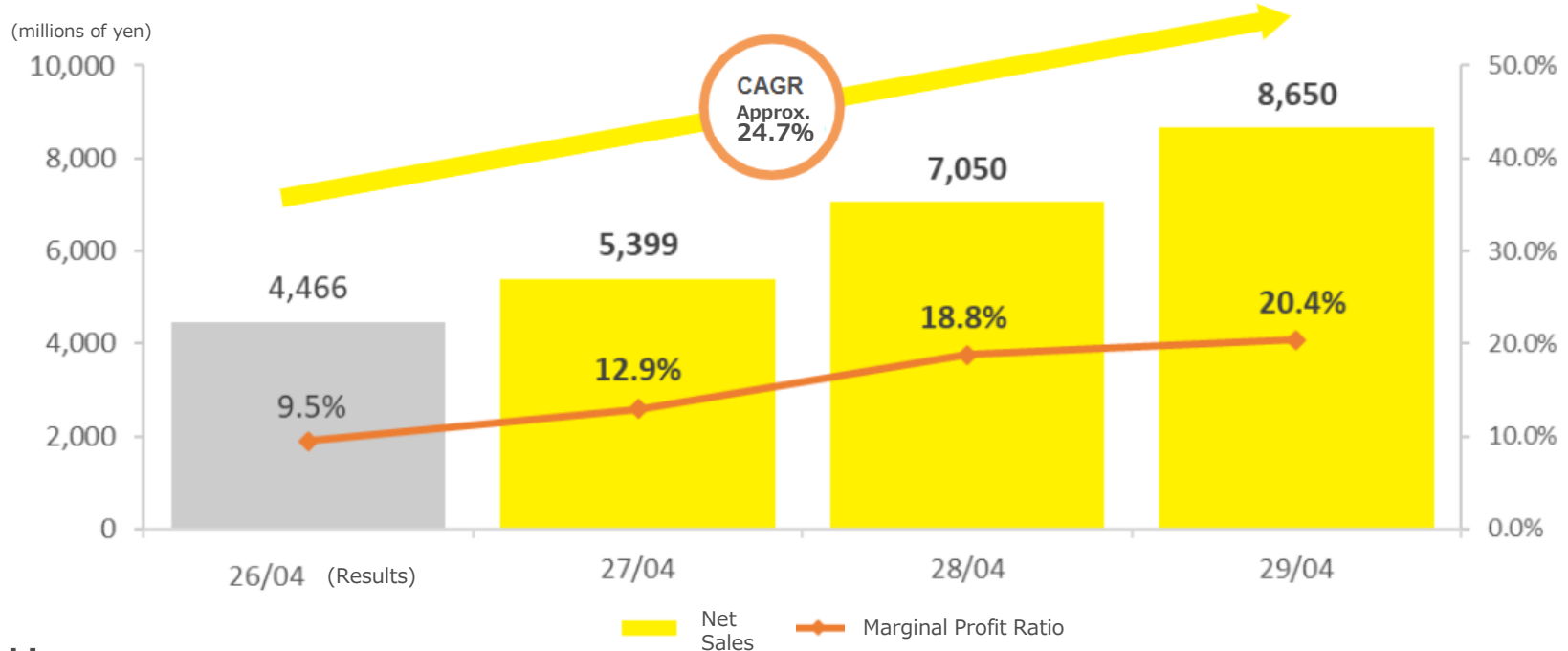
Launching product lineup developed through Japan-originated planning, optimized for the Japanese market.
 Expanding market share in the charging and electronic category and reducing dependence on cases, through a strategy that leverages iFace's existing customer base and brand equity.



03 Strengthen official channels and CRM to sustain and grow brand-specific demand

Countering the competition for branded search traffic driven by the influx of overseas brands, through expanding offline retail presence, optimizing official EC pages, and building ongoing touchpoints via a dedicated app.
 Driving LTV improvement through F2 conversion and fostering brand loyalty.

Beauty Business (ByUR/ByGLOW) - Financial Plan



Beauty Business (ByUR/ByGLOW) - Growth Strategy



01 Structural reform of the core brand "ByUR" and strengthening its profitability base

Driving a major boost in marginal profit through cost reduction and SG&A optimization, establishing the division as a solid cash cow that supports the entire business.



02 Strategic pre-investment in ByGLOW to develop it as our secondary core brand

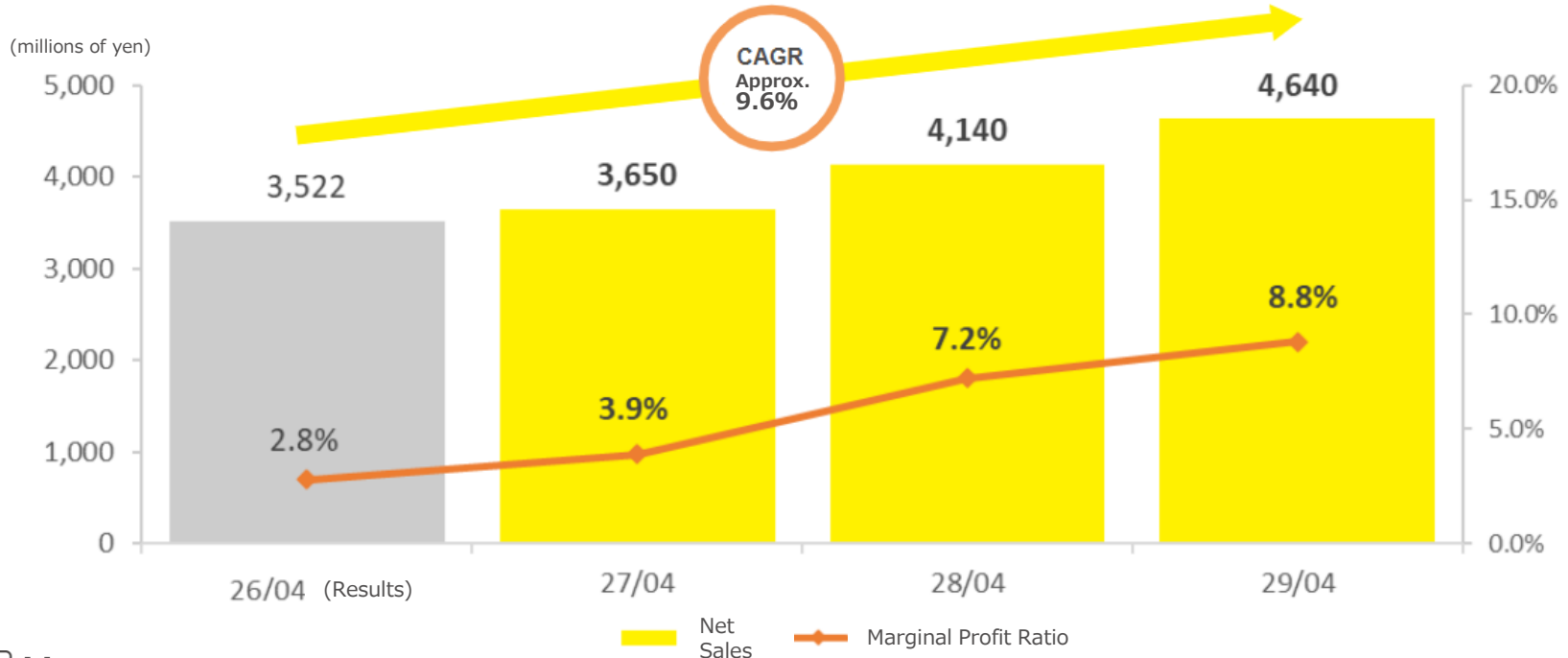
In FY04/27, we will concentrate advertising spend to gain rapid brand awareness, aiming to achieve monthly profitability by FY04/28 through LTV growth and nurture the business into our second core revenue pillar.



03 Strengthening our portfolio through strategic entry into new categories

Establishing a diversified revenue portfolio to reduce reliance on any single brand by launching new categories that leverage our multi-brand strategy and existing customer base and distribution networks.

Gaming Accessories Business (Pixio) - Financial Plan



Gaming Accessories Business (Pixio) - Growth Strategy



01 Creating an unmatched economic moat through a fusion of "Brand Identity, Styling, and Community."

Avoid a red-ocean "war of attrition" against major competitors based on specs and features, and pioneer a unique blue ocean through emotional value, focusing on "sophisticated designs that blend into interiors" and "total spatial coordination."



02 Evolving into a lifestyle brand by creating "New Value × New Categories."

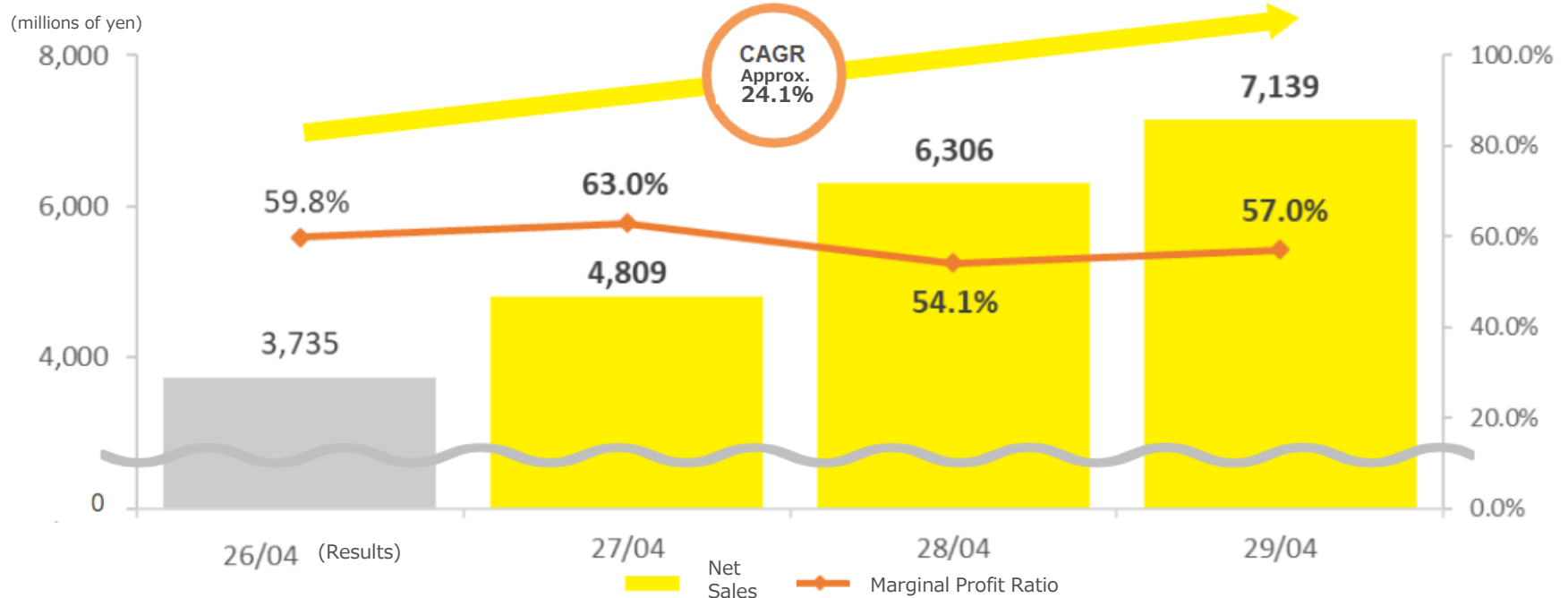
Instead of competing in the existing device market, we will create a new market based on values such as "Colorful, Cute, Stylish, and fan activities," aiming to become the No. 1 brand in specific categories.



03 Establishing an inimitable "Co-creation Ecosystem" through IP collaborations and community engagement.

Moving beyond simple product sales, we are building a unique ecosystem where IPs, creators, and fans unite to nurture new cultures—an inimitable moat that even the financial muscle of major competitors cannot replicate.

Global Business - Financial Plan



Global Business - Growth Strategy



01 Optimizing Sales, Logistics, and Marketing as a unified set.

Expanding sales channels by strengthening local Gen Z marketing, IP collaborations, and direct-to-consumer sales for our in-house brands.
Expanding sales of our in-house brands through the rollout of ByUR in the U.S. and the launch of gaming accessories in Korea.



02 Enhancing supply chain and logistics resilience.

Maintaining a high-profit structure by driving the "SPA model", the very source of our profitability.
Eliminate logistical inefficiencies and optimize inventory levels through demand forecasting and the strategic use of large-scale 3PL.



03 Enhancing resilience against tariffs and cost volatility.

Offset rising customs duties and logistics costs through appropriate price adjustments, such as price hikes and bundle pricing.



VI. Decarbonization Strategy

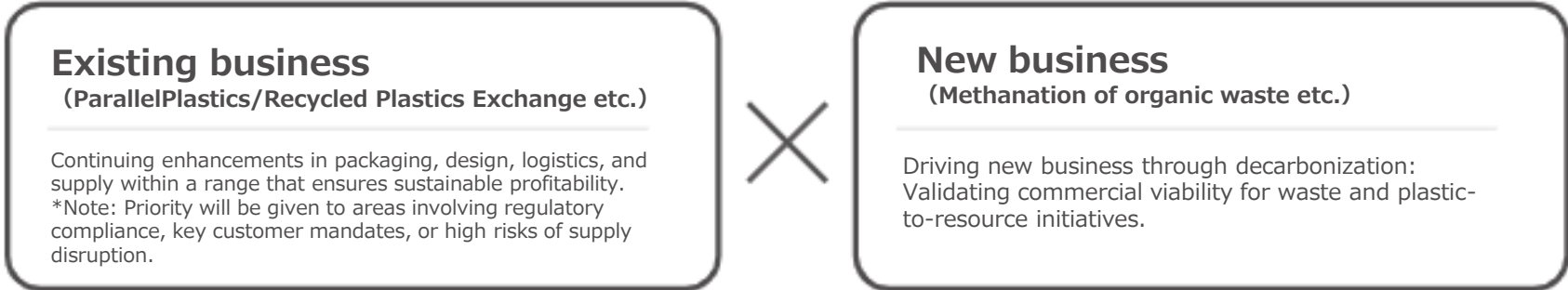


Decarbonization Strategy

Goal: Aim to cut CO₂ emissions by approximately half by 2030.

Decarbonization is no longer just a 'philosophy'; it is increasingly a matter of 'practical interest,' driven by regulations, client requirements, supply risks, and costs.

For our existing businesses, we will implement necessary and sufficient improvements under a discipline of protecting profitability; meanwhile, for new businesses, we will pursue the monetization potential of decarbonization.



Moreover, AI-driven demand forecasting ensures we 'make only what is needed,' while supply chain visibility allows us to optimize CO₂ emission points. Business growth and decarbonization are not a trade-off; rather, we leverage AI to strengthen both simultaneously.

Examples of Decarbonization Initiatives



ParallelPlastics

We have successfully collaborated with Japan's most prestigious department stores, leading baby product manufacturers, and luxury jewelry brands by meeting their rigorous ESG standards.

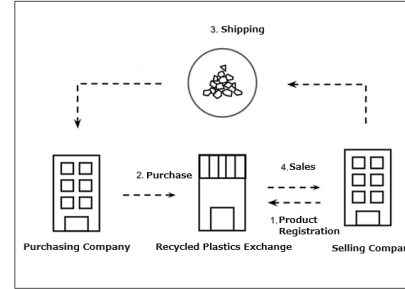
*For more details on each collaboration, please refer to our past press releases.

*We continue to receive numerous inquiries and are currently in discussions with a select group of partners whose vision aligns with our creative spirit.



Capital and Business Alliance between ParallelPlastics and REMARE Inc.

REMARE Inc. has a unique technique for recycling composite plastics as sheet materials. Contributing to reducing CO2 by realizing recycling of combined plastics used by companies. Accelerate the effective use of domestic marine plastic waste and industrial waste plastics by forming alliances with them.



Recycled Plastics Exchange.

Online shopping mall to trade recycled plastic materials between businesses.

Efficient use of unwanted plastics as scrap materials from plants, poor inventory, composite plastics, offshore plastics available for listing.



(New Businesses)

Methane gasification of organic waste.

Approach to resource recycling, which produces energy from organic waste, with the actual situation in which our products are discarded in a few years as an issue.

High-efficiency production of methane gas from organic materials.

Creating carbon credits with innovative technologies and aiming for zero CO₂ emissions for Hamee group.

Began activities as a promotion partner for the methane gas production plant project.

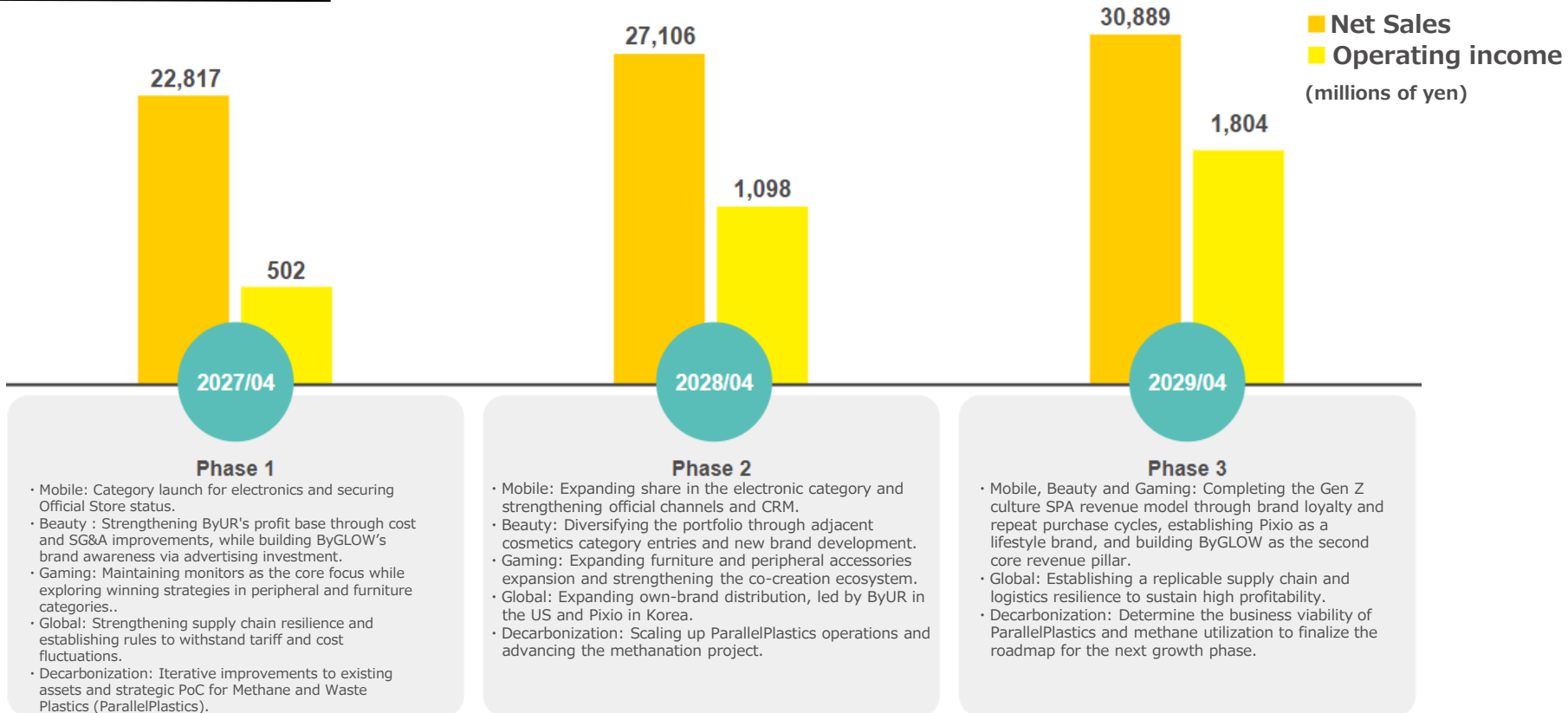
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VII. Corporate Growth Strategy

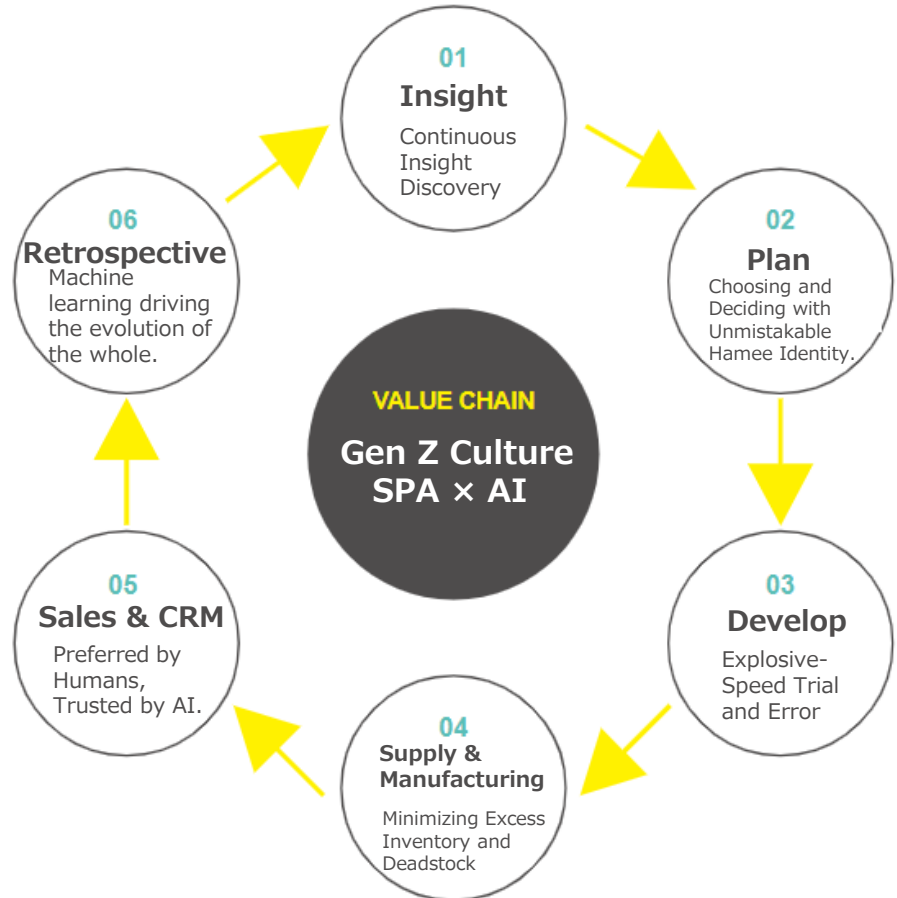


Gen Z Culture SPA Roadmap



AI x Gen Z Culture SPA

Evolving Hamee's value chain in partnership with AI.



A company where no challenge is ever lost, and history powers the next.

01 Focusing human capital on 'The Inquiry' and 'The Decision'.

Entrusting research and preparation to AI, so humans can focus on 'Inquiry' and 'Decision-making'.
Empowering the uniquely human skills of 'Defining Meaning' and 'Inspirational Leadership' to drive business expansion through human capital.

02 The Accelerator: Reducing friction of challenge to zero.

Empowering individual intent by using AI to strip away the friction of prototyping and execution.
Scaling the quantity and quality of Hamee's challenges to turn rapid learning into a competitive edge.

03 An intelligence platform that turns learning from trials into unique intellectual assets.

Permanently storing the 'context of decisions' from individual and organizational trials into an AI-native intelligence platform.
Constructing a 'self-multiplying' cycle that leverages past challenges to boost the win rate of future endeavors.
Generating sustainable corporate value powered by a unique data foundation that cannot be replicated.



Investment in Intelligence Foundation

Focusing investment on a three-layered “intelligence platform”—tools, data, and organization—to power our AI strategy.

To execute the three pillars of our AI strategy — concentrated deployment of human capital, elimination of friction in taking on challenges, and building an intelligence platform — we will concentrate our resources on developing an intelligence infrastructure that enables every employee to collaborate with AI on a daily basis.

01

AI Tools

An Environment That Focuses People on Questions and Decisions

- Delivering Premium-Tier Access to Advanced LLM Services.
- Deploying AI Workflow Automation Infrastructure Company-Wide.
- Transforming Conversations into Structured Data Using AI-Powered Voice Recording Devices.

02

Corporate Knowledge Foundation

An Accelerator That Eliminates Friction from Every Challenge

- Capturing and Accumulating Judgments, Workflows, and Reflections via a Cloud-Based Knowledge Management Infrastructure.
- Restructuring Business Operations as AI-Learnable Data Using a Cloud-Based Task Management Infrastructure.

03

Core Data × AI Integration

A Data Foundation for Unique Intelligence Assets

- Core Systems × AI Integration (Target: FY2026)
- Core Business System Redesign for the AI Era (2–3 Year Vision)

►By making this investment, we will improve marginal profit ratio, inventory turnover, decision-making speed, and organizational learning velocity — fueled by the Z Culture — to drive sustainable growth in corporate value.

Organizational and Human Resource Strategy

Driven by "Z Culture," we will evolve into an organization where every employee can thrive and achieve sustainable growth.

Maximizing Potential and Developing Next-Generation Leaders



Nurturing future leaders through selective hiring and internal expertise.
Maximizing creative time by driving AI-powered efficiency.

Core KPIs

- 3-Year Retention Rate for Junior Employees: 100%
- Maintain Company-wide Turnover Rate below 5%

Boosting Engagement and Flexible Working Practices



Creating a workplace where diverse perspectives are celebrated and everyone can perform at their best.
Supporting personalized career growth through open communication.

Core KPIs

- Engagement Score: Setting improvement targets
- Ratio of Female Managers: At least 30%

Enhancing Management Leadership and Vitalizing the Organization



Dedicated to elevating management leadership to drive peak organizational performance and empowering individuals in their autonomous career growth.

Core KPIs

- Next-Generation Leader Development: Target Increase
- Organizational Vitality Survey: Boosting Engagement Scores.

Corporate KPIs: Targets for April 2029

01 Growth KPIs

Avg. Annual Sales Growth
(Apr 2026 – Apr 2029)

15.4%

New Category Sales Ratio

14.0%

(Apr 2026 Result: 1.5%)

Overseas Sales Ratio

23.1%

(Apr 2026 Result: 18.6%)

02 Profitability KPIs

Operating Profit Margin

5.8%

(Apr 2026 Result: 1.3%)

Marginal profit ratio*

25.7%

(Apr 2026 Result: 22.3%)

Inventory Turnover Ratio

2.94 times

(Apr 2026 Result: 1.94times)

03 Financial KPIs

Net Sales

JPY30.88 billion

(Apr 2026 Result: JPY20.09 billion)

Net D/E Ratio

Under 0.5x

Capital Policy and Shareholder Returns

① Capital Efficiency Targets (April 2029)

ROIC (Return on Invested Capital)

Over 10.0%

(Apr 2026 Result: 5.3%)

We will rigorously implement "Value-Creating Management" to earn returns well above our cost of capital (WACC: approx. 6.1%).

ROE (Return on Equity)

Over 12.0%

(Apr 2026 Result: 6.1%)

By driving capital efficiency, we aim to establish a PBR consistently exceeding 1.0x and achieve sustainable growth in corporate value.

② Shareholder Return Policy

Dividend Payout Ratio

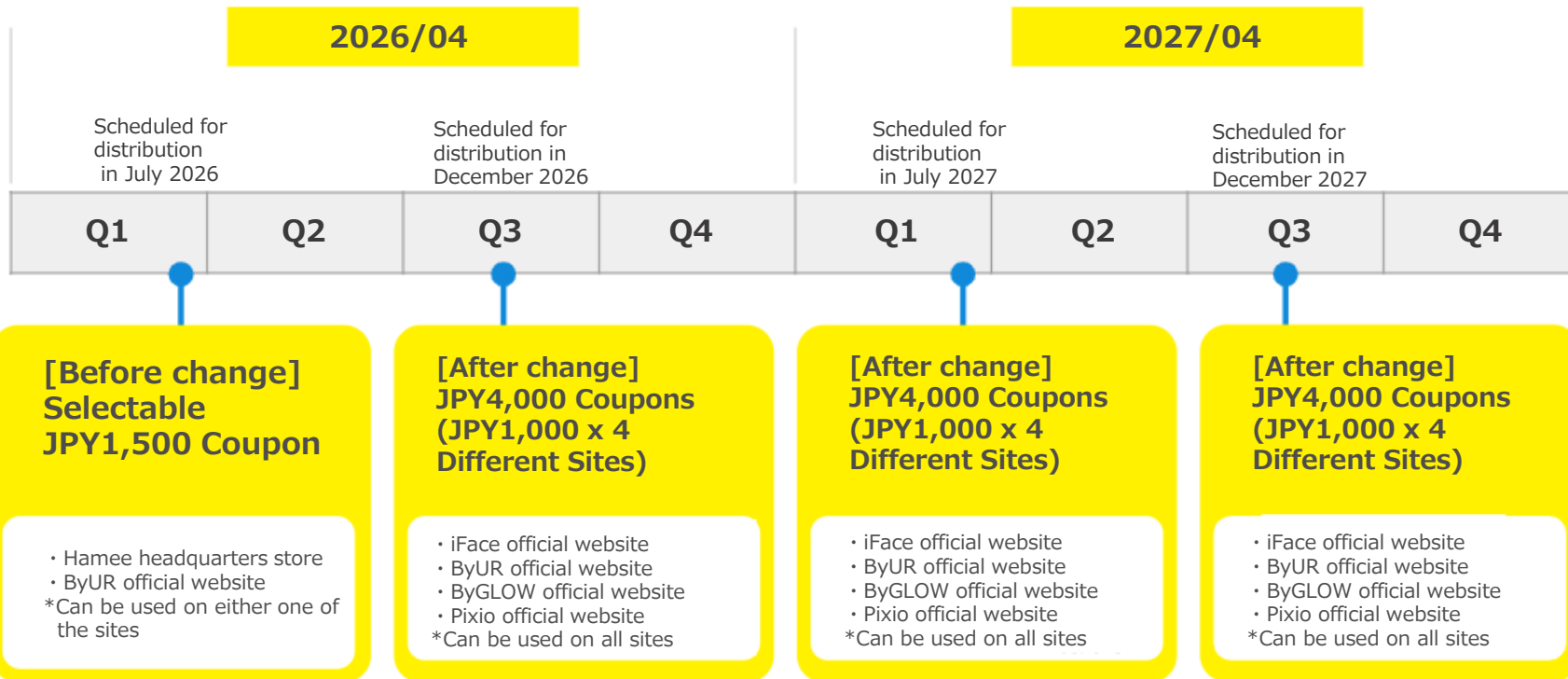
Over 20.0%

We will gradually increase the payout ratio throughout the medium-term management plan period, aiming for dividend growth in line with profit growth.

Expansion and Continuation of the Shareholder Benefit Program

We will distribute shareholder coupons twice a year for our own brands (iFace, ByUR, ByGLOW and Pixio). By enhancing convenience and expanding the program's scope, we aim to provide shareholders with opportunities to deepen their understanding and brand loyalty toward our products.

Shareholder Benefit Distribution Schedule



*Applicable to shareholders listed in the shareholder register as of April 30, 2026, who hold 100 shares (one unit) or more.

*Applicable to shareholders listed in the shareholder register as of October 31, 2026, who hold 100 shares (one unit) or more.

*Applicable to shareholders listed in the shareholder register as of April 30, 2027, who hold 100 shares (one unit) or more.

*Applicable to shareholders listed in the shareholder register as of October 31, 2027, who hold 100 shares (one unit) or more.



Appendix



Consolidated Financial Plan

(millions of yen)

Consolidated	Results FY04/26	Mid-term Management Plan					
		FY04/27	Increase/ Decrease	FY04/28	Increase/ Decrease	FY04/29	Increase/ Decrease
Net Sales	22,073	22,817	3.4%	27,106	18.8%	30,889	14.0%
Cost of Goods Sold	9,142	9,427	3.1%	11,080	17.5%	12,144	9.6%
Gross Profit	12,930	13,389	3.5%	16,026	19.7%	18,745	17.0%
Operating income	983	502	(48.9%)	1,098	118.5%	1,804	64.2%

Financial Plan by Business

(millions of yen)

Commerce Segment	Results FY04/26	Mid-term Management Plan					
		FY04/27	Increase/ Decrease	FY04/28	Increase/ Decrease	FY04/29	Increase/ Decrease
Net Sales	20,095	22,817	13.5%	27,106	18.8%	30,889	14.0%
Mobile Life Business	8,230	8,849	7.5%	9,610	8.6%	10,460	8.8%
Beauty Business	4,466	5,399	20.9%	7,050	30.6%	8,650	22.7%
Gaming Accessories Business	3,522	3,650	3.6%	4,140	13.4%	4,640	12.1%
New Business	140	107	(23.6%)	-	-	-	-
Global Business	3,735	4,809	28.7%	6,306	31.1%	7,139	13.2%
Business Profit*	1,386	1,850	33.4%	2,534	37.0%	3,325	31.2%

*Beginning with the fiscal year ending April 2027, we have shifted to a single segment and renamed "segment profit" to "business profit".

This metric adds back corporate expenses to operating profit. The calculation is unchanged from the previous segment profit, maintaining year-over-year continuity.

Core KPIs

	Consolidated		Mobile Life Business		Beauty Business		Gaming Accessories Business		Global Business	
	Results FY04/26	FY04/29	Results FY04/26	FY04/29	Results FY04/26	FY04/29	Results FY04/26	FY04/29	Results FY04/26	FY04/29
CAGR(%)	—	15.4%	—	8.3%	—	24.7%	—	9.6%	—	24.1%
Marginal Profit Ratio(%)	22.3%	25.7%	23.0%	19.8%	9.5%	20.4%	2.8%	8.8%	59.8%	57.0%
New Category to Sales Ratio(%)	1.5%	14.0%	1.4%	13.8%	0.0%	15.1%	3.1%	13.2%	—	—

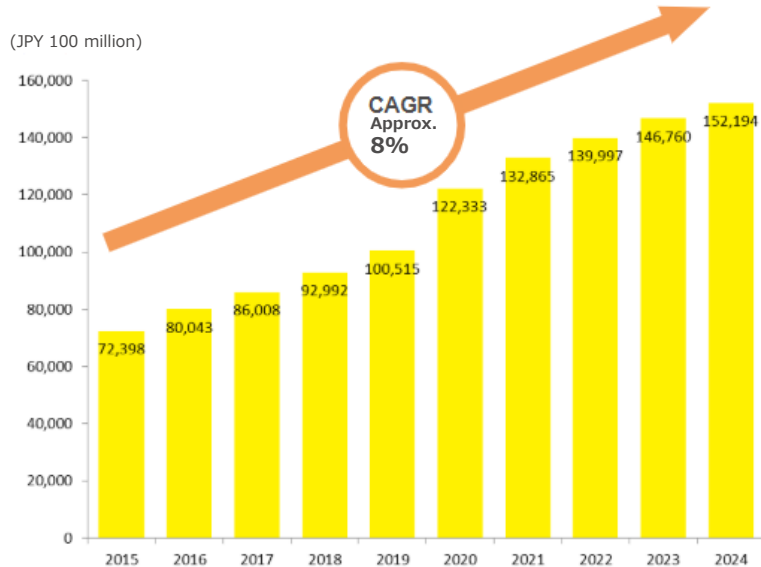
*The Global Business maintains a higher CM ratio due to our SPA model and segment accounting structure. The CM ratio is consistently higher every year because intercompany eliminations reduce net sales (the denominator) when the Korean subsidiary supplies products to Japan and the US, while profits remain unchanged.

Market Landscape for Hamee and its Gen Z Culture SPA

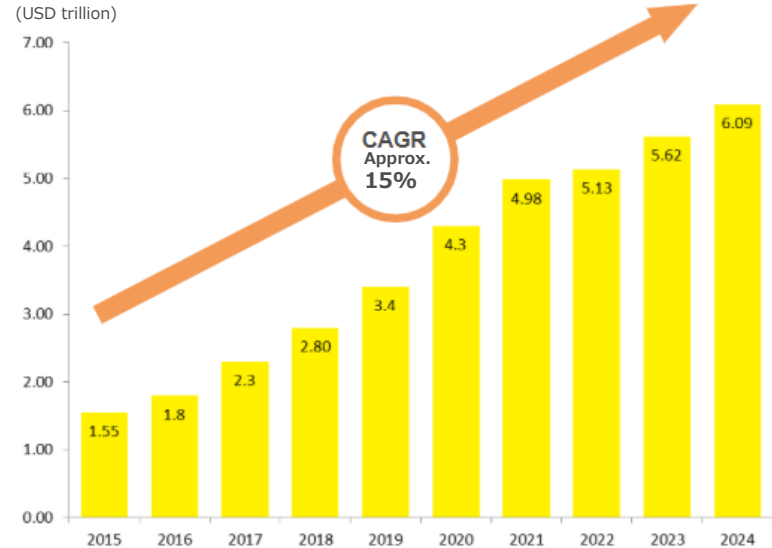
The primary market for Gen Z consumption is the EC market.

The EC market continues to grow, both domestically and internationally.

Market size of domestic B2C EC (Product categories)



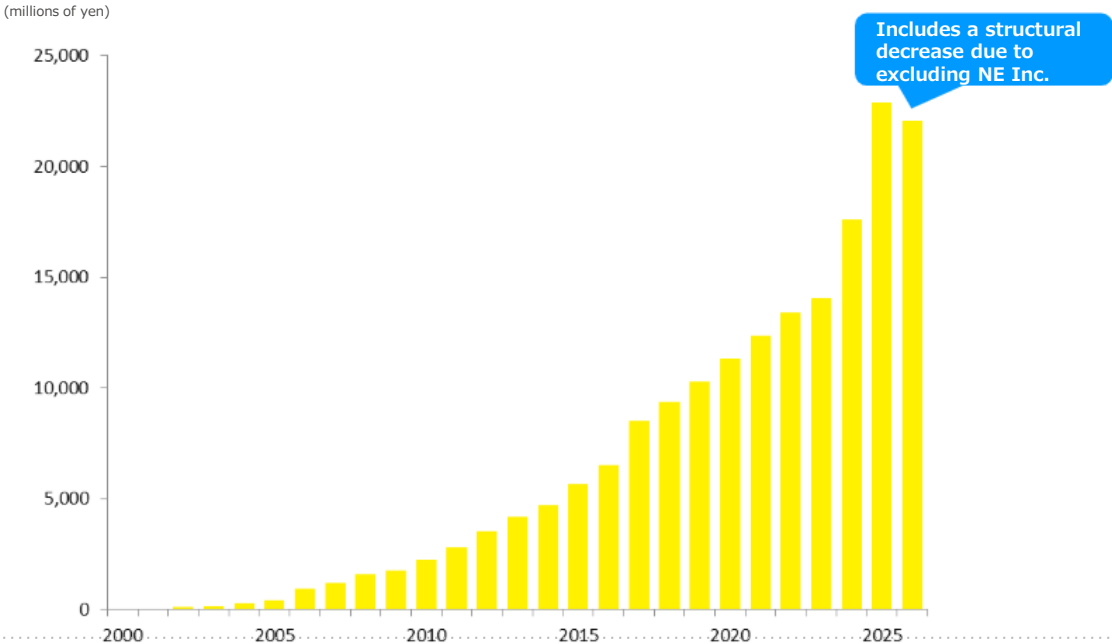
Market size of world B2C EC



Market Landscape for Hamee and its Gen Z Culture SPA

Since our founding, we have focused on the EC market—long before it became the industry standard. By honing our branding, marketing, and EC expertise within the niche of smartphone accessories, we have achieved continuous growth and successfully expanded our distribution channels into major mass retailers. Since then, we have solidified our SPA model with our "iFace" brand, managing the entire process from product planning to retail. Moving forward, we strive for even greater growth by venturing into new lifestyle categories, including beauty and gaming accessories.

Hamee Consolidated Net Sales Trends

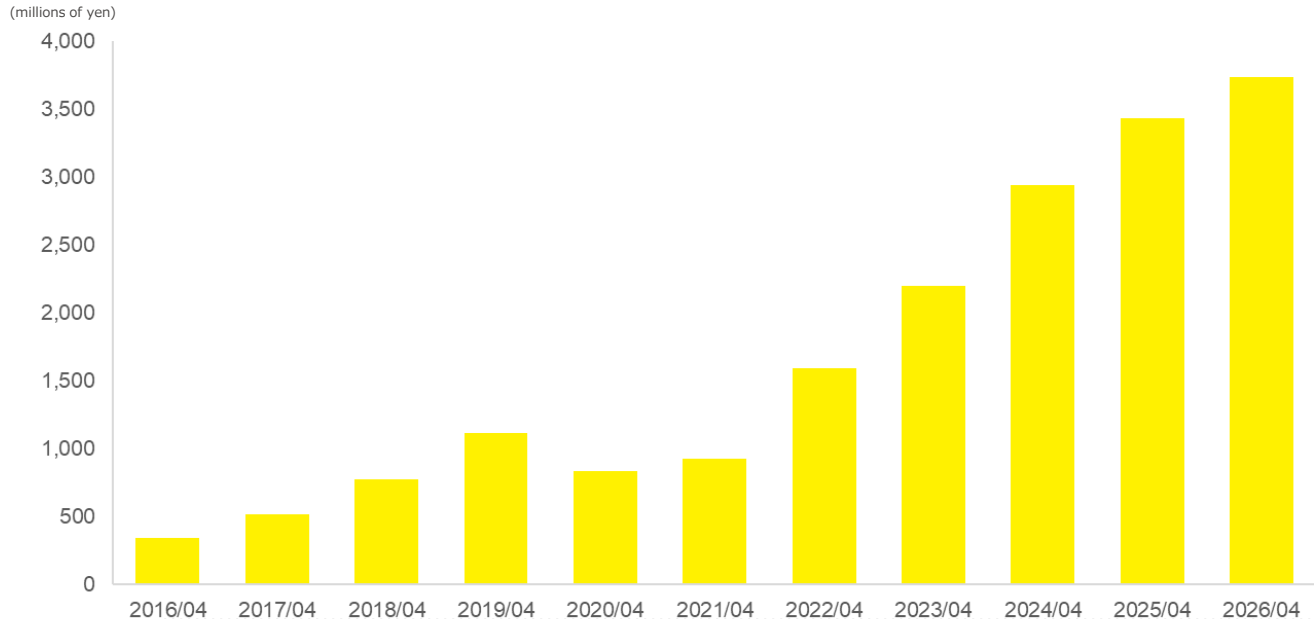


Market Landscape for Hamee and its Gen Z Culture SPA

While the Japanese domestic market is projected to shrink due to a declining population, overseas markets continue to grow.

Hamee has established overseas subsidiaries in Korea, which serves as a manufacturing and development base, as well as in the high-growth U.S. and Chinese markets, continuing to drive growth in international sales.

Global Business Net Sales Trends





For inquiries about this material and IR, please contact the following.

Corporate Planning Department, Hamee Corp.
TEL: +81 465 25 0260
Website: <https://hamee.co.jp/>

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