



XING 

Company Presentation

Stefan Groß-Selbeck (CEO)

Commerzbank 9th German Technology &
Telecoms Conference

Strong Market Position in High Growth Segment

- 8m members +29% yoy
- 635k payers +35% yoy

Attractive Economics

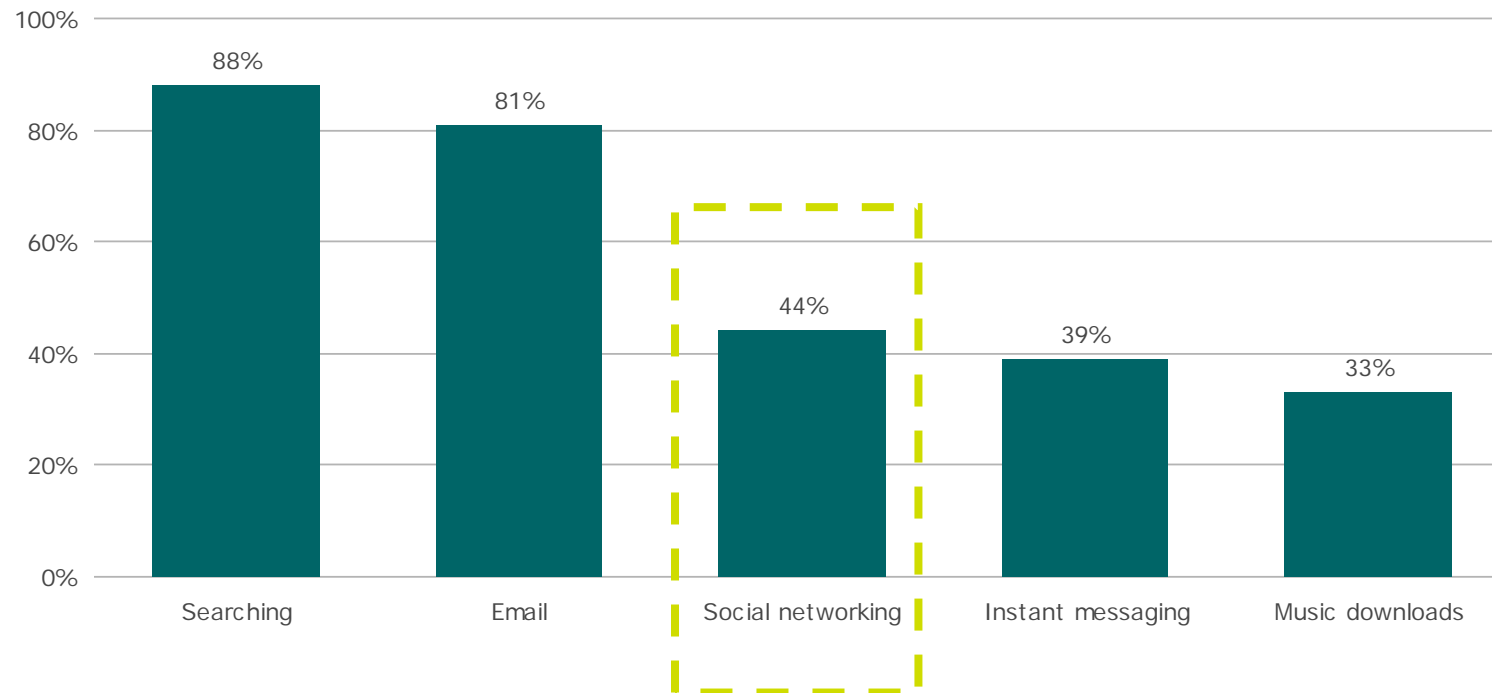
- 21.54m HY'09 Revenues +35% yoy
- 27% EBITDA-Margin
- Negative Working Capital

Significant Market Opportunities

- Further Growth of Core Subscription Business
- New Revenue Streams

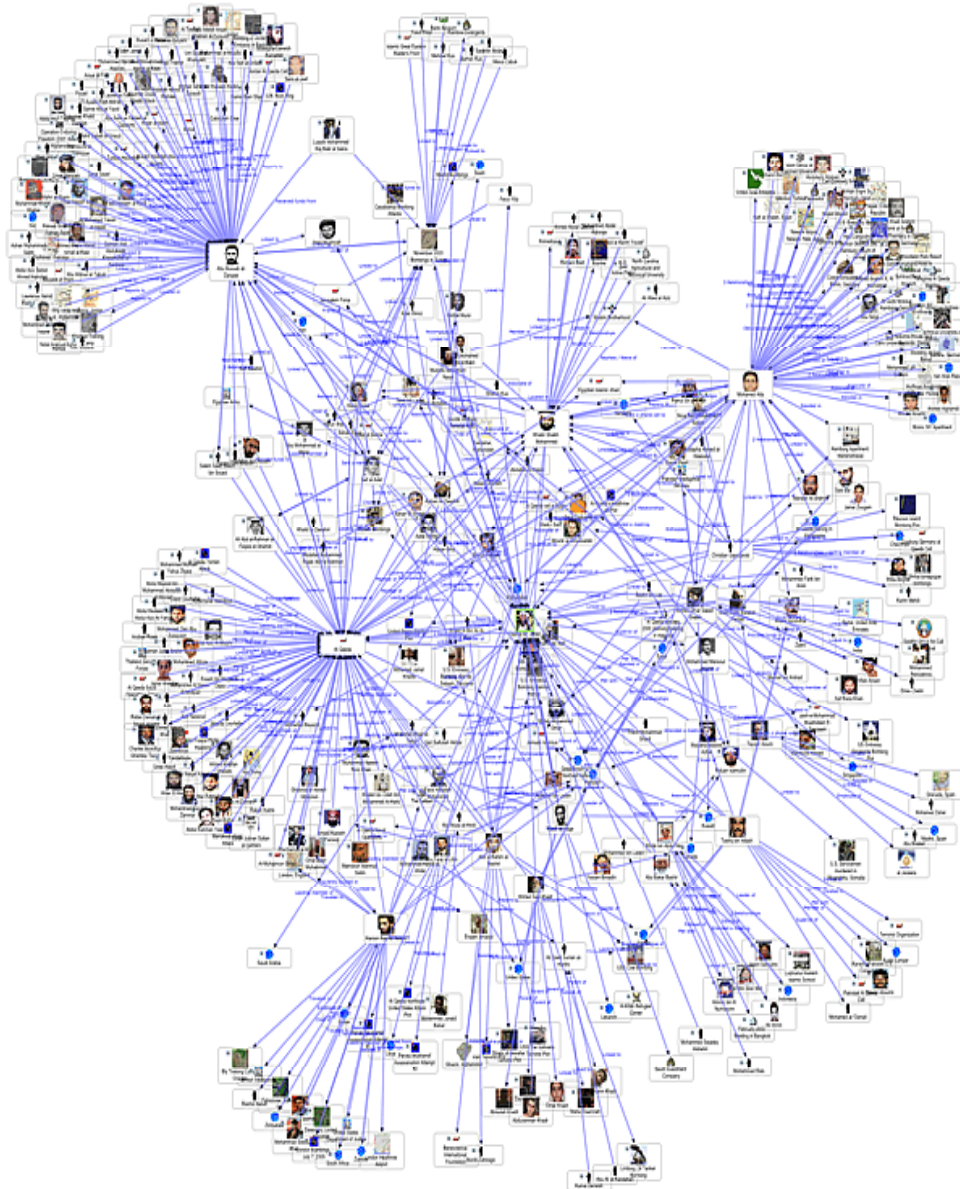
01 Social Networking is Our Business

Top 5 Website Activities⁽¹⁾



Social networking is expected to maintain strong growth momentum

01 Social Networks Serve Basic Human Needs



Web 2.0 technology makes it

- ➔ Visible
- ➔ Manageable
 - Build and grow
 - Interact

Serving rational and emotional needs

- ➔ Find lost friends
- ➔ Stay connected
 - Find lost friends and contacts
- ➔ Extend your personal reach
 - "small world phenomenon"
 - 2nd degree friends



01 XING – Highly Engaged Audience

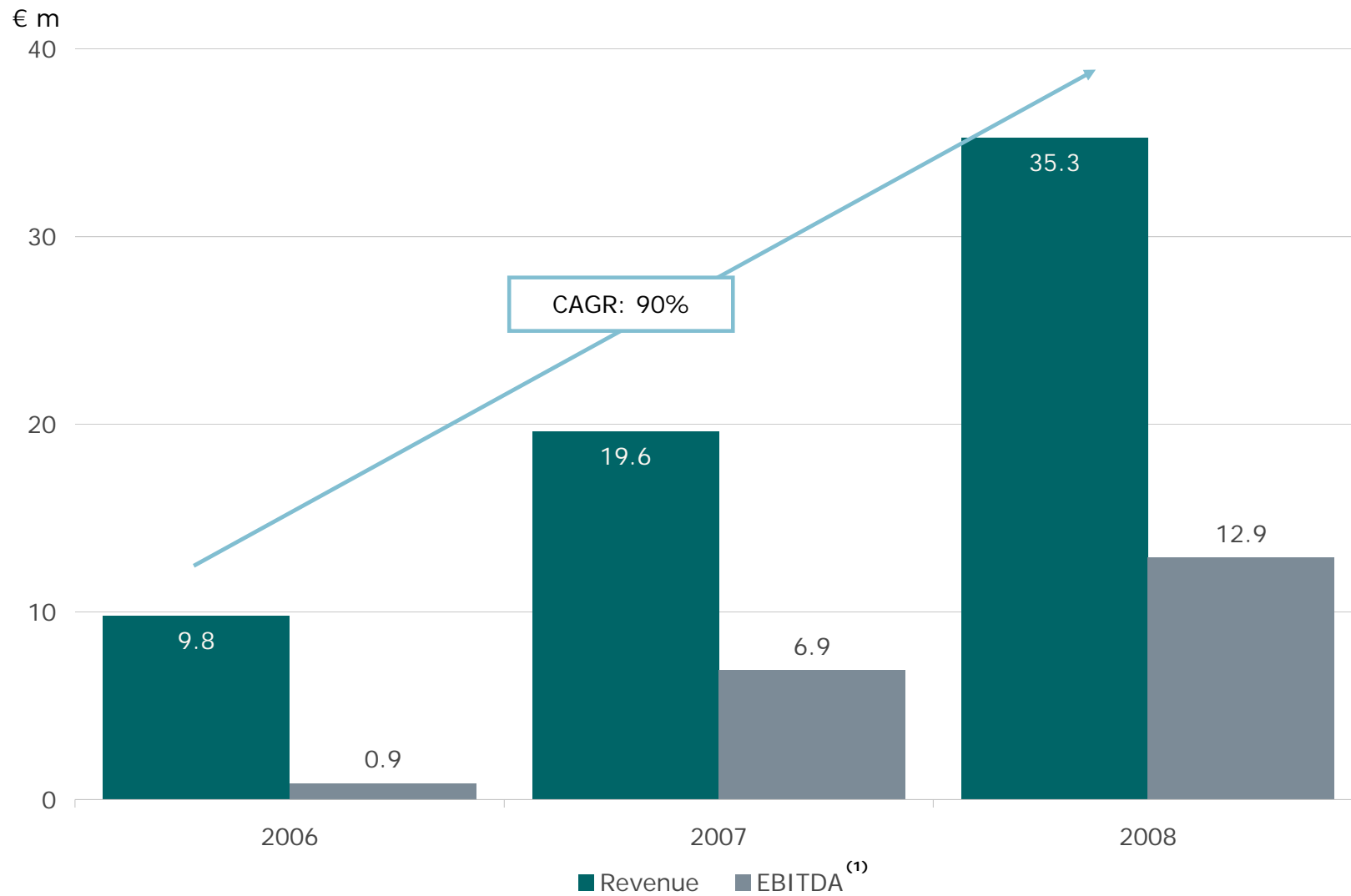


Critical mass	> 8 million users	+28% yoy
Highly active users	60% activity rate ⁽¹⁾ 150 million connections	+50% yoy
Loyal community	635,000 payers 30,000 groups 203 ambassadors	+35% yoy +39% yoy +100% yoy
Combining online & offline	70,000 events in HJ'09 350k attendees	+94% yoy +72% yoy



Strong network effects in core markets ensure strong and sustainable competitive position

01 Strong Financial Performance & High Profitability



Source: Company information
Note: Excluding one-offs, IFRS reconciliation
(1) Adjusted by one-off expenses resulting from discontinued M&A activities (€ 0.768m)

01 XING Executive Board (Vorstand)



Dr. Stefan Groß-Selbeck
CEO



Experience

- Studied Law & Political Economics (MBA)
- Project Manager at BCG
- Managing Director at SevenOneIntermedia,
- CEO of ebay Germany

Responsibilities

- Corporate Strategy, HR, Corporate Communications, Marketing, Sales & Products in DACH

Ingo Chu
CFO



Experience

- Studied Business Administration (MBA)
- Bertelsmann Group
- CFO at RTL Shop

Responsibilities

- Accounting, Controlling, Business Intelligence, Planning & Investor relations

Burkhard Blum
COO



Experience

- Studied Law & received LL.M degree
- Legal Advisor at mobilcom AG
- Manager of legal department & M&A project team at XING AG

Responsibilities

- International Markets, Mergers & Acquisitions, Legal Affairs

Michael Otto
CTO



Experience

- Studied Computer Science & English Linguistics
- Founder and Director of Internet Software Agency epublica and Knowledge Portal wer-weiss-was.de

Responsibilities

- Technological Development and Implementation of new Features & Functionalities

(A) Further Drive Penetration In Core DACH Markets

- Large potential for further member and payer growth
- Innovation to drive value
- Recent launches: Company Pages, new Header, OpenSocial, "Members you may know"

(B) Pursue New Revenue Opportunities

- Jobs & Recruiting
- Corporate Solutions
- Advertising

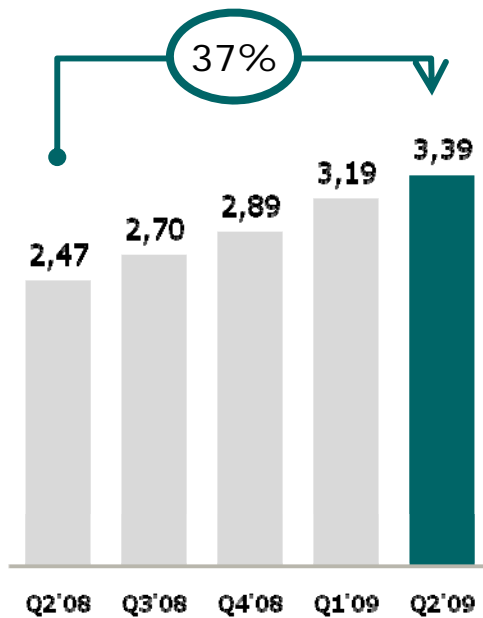
(C) Continue International Expansion

- Focus on active member growth in select countries
- "start up mentality"
- Monetize mainly through B2B revenues

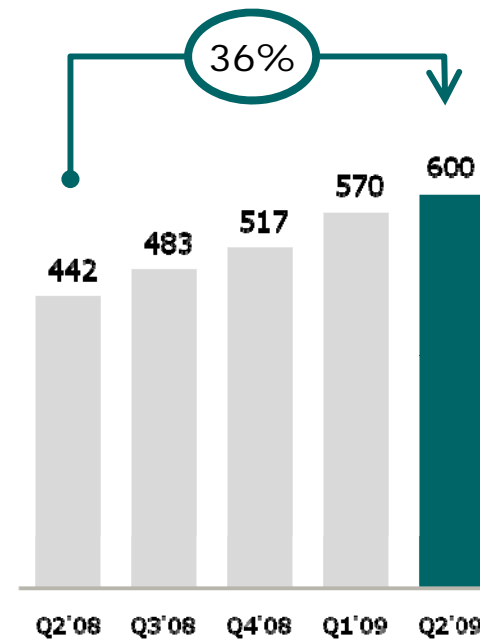
(A) Further Drive Penetration in Core DACH Markets Continuing Growth In Member & Payer Base



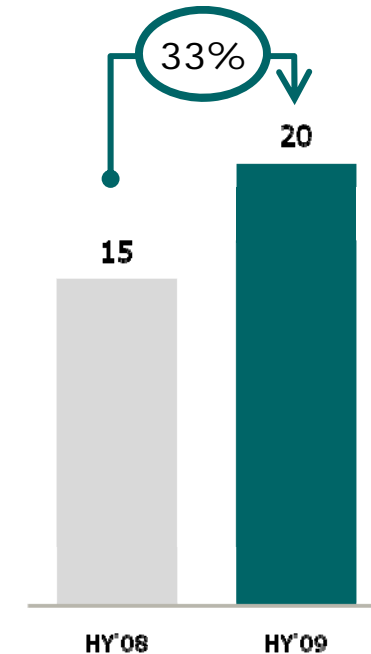
Member base in m



Payer base in 000'



Revenue in €m



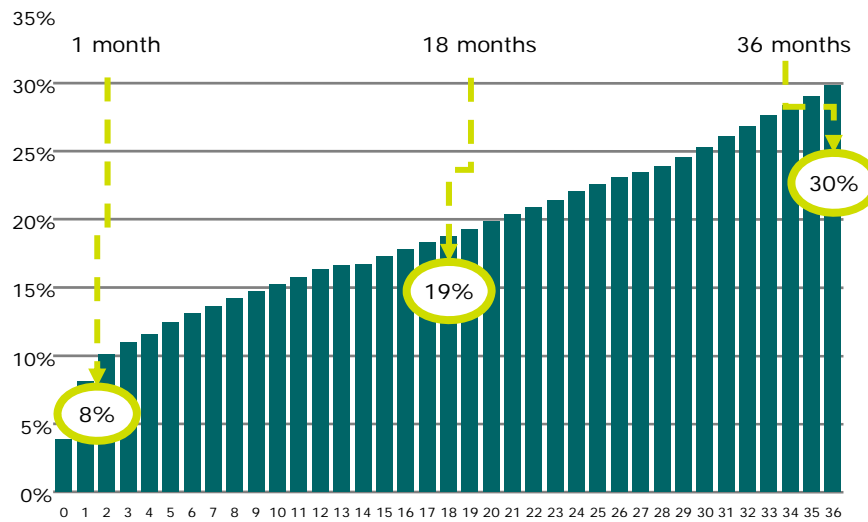
➤ Strong competitive position

➤ High user activity & low churn

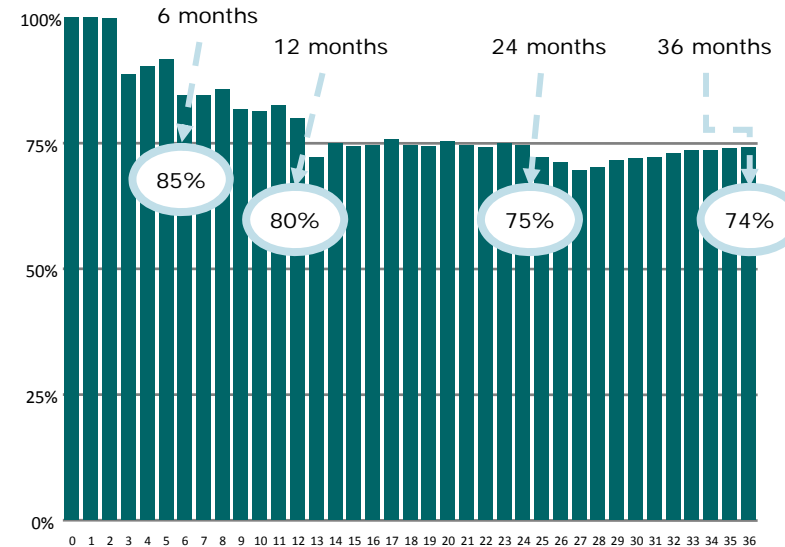
(A) Core: Increasing Payer Conversion Over Time & High Customer Loyalty



Average payer conversion
(in months after becoming member)



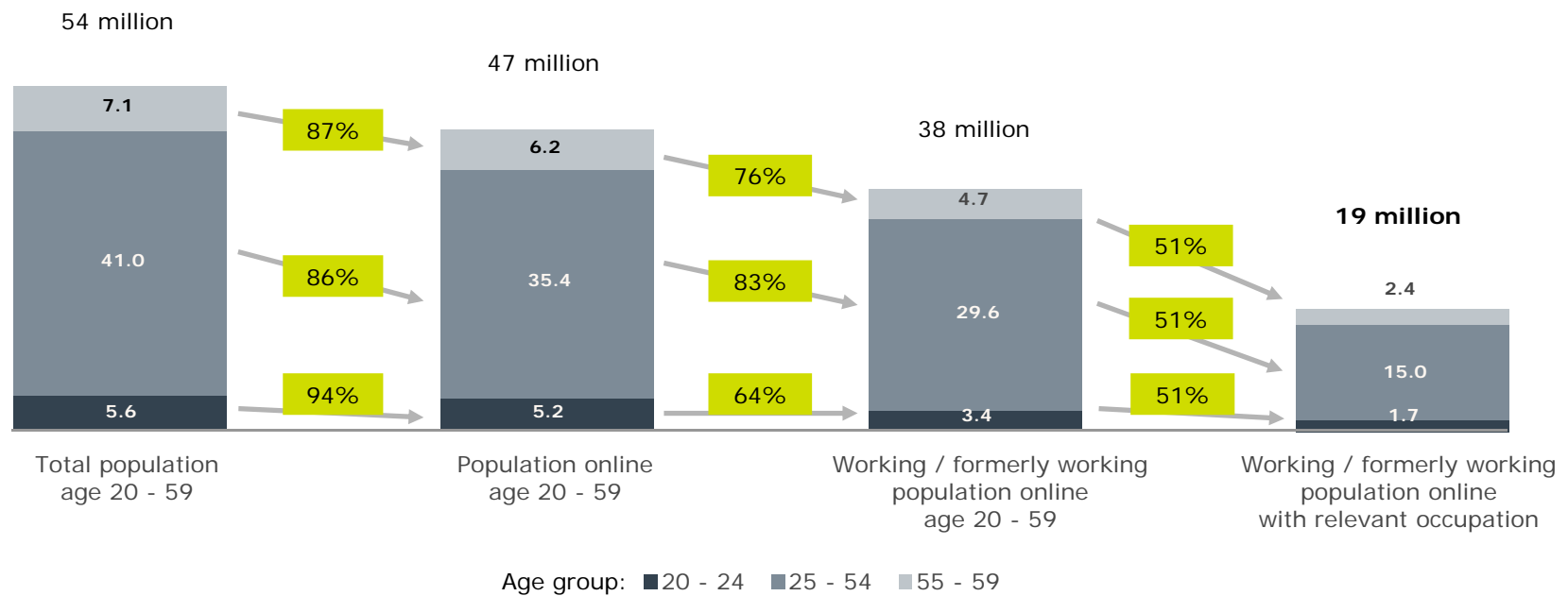
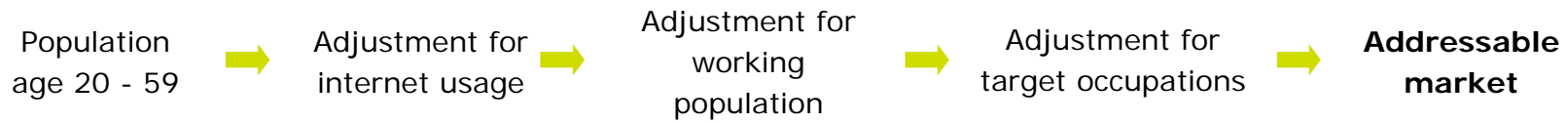
Average % of retained payers
(months after 1st payment)



App. ¾ of typical payer cohort is still paying after 3 years

(A) Large Potential For Further Member & Payer Growth

Addressable Market: Market Size Estimate 2015



➤ XING's total addressable market in DACH (2015) is estimated at 19 million users

Source: United Nations World Population Prospects 2006, United Nations Economic Commission for Europe – Statistical Division, European Commission Long-Term Labour Force Projections 2005, OECD's Committee Information Service, CEDEFOP Future Skill Needs in Europe Forecast 2008, Sal. Oppenheim estimates

(A) Product & Feature Launches HY'2009 (I) Strengthening Active Usage



The screenshot displays the XING user interface with several key sections:

- Visitors to your profile:** Lists users who have visited the profile, including 'Nordic Hotels GmbH' and 'LOYS AG'.
- Ask XING:** A section for asking questions, featuring 'Popular today' and 'Recent Updates'.
- Members you may know:** A list of suggested contacts, including 'Tri Donna Tran', 'Acia Shirdel', 'Lorenz Knies', and 'Frank Schuster'.
- My network:** A summary of the user's network size: 766 Direct contacts, 149,447 Contacts of your contacts, and 2,158,347 3rd degree contacts.
- What's new in your network:** A feed of network updates, such as 'Sebastian Schneider is now connected to Nathalie Delanue'.
- Your upcoming events:** A list of events, including 'Beachbasketball: Deutsche Meisterschaften' and 'GESUCHT: Helfershelfer, Spendensammler & S...'.
- Contacts of your contacts:** A list of contacts from other users, including 'Epson', 'SGL Carbon SE', and 'Deiningering Unternehmensberatung GmbH'.

What we shipped

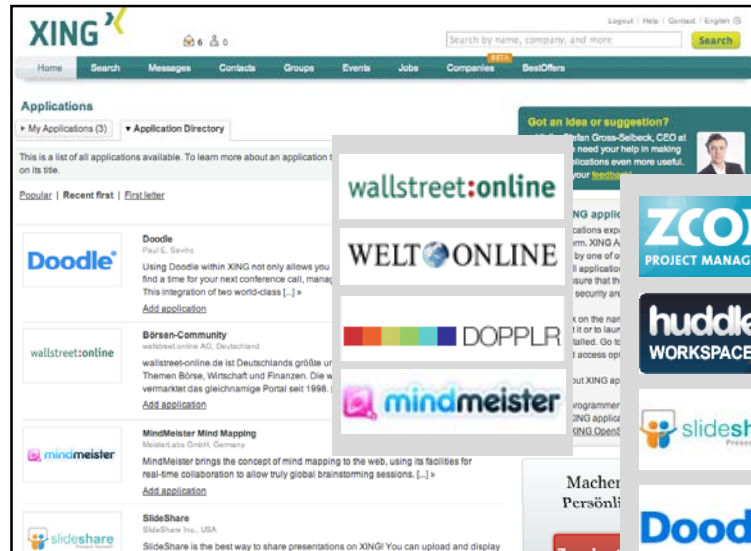
- 05/06 Members you may know (MYMK)
- 05/06 New Profile Box
- 05/13 People you should meet (VIP Spain)
- 06/17 Customizable Newsfeed

Impact

- record levels of active users
- step change in # of contacts in DACH (+26%)

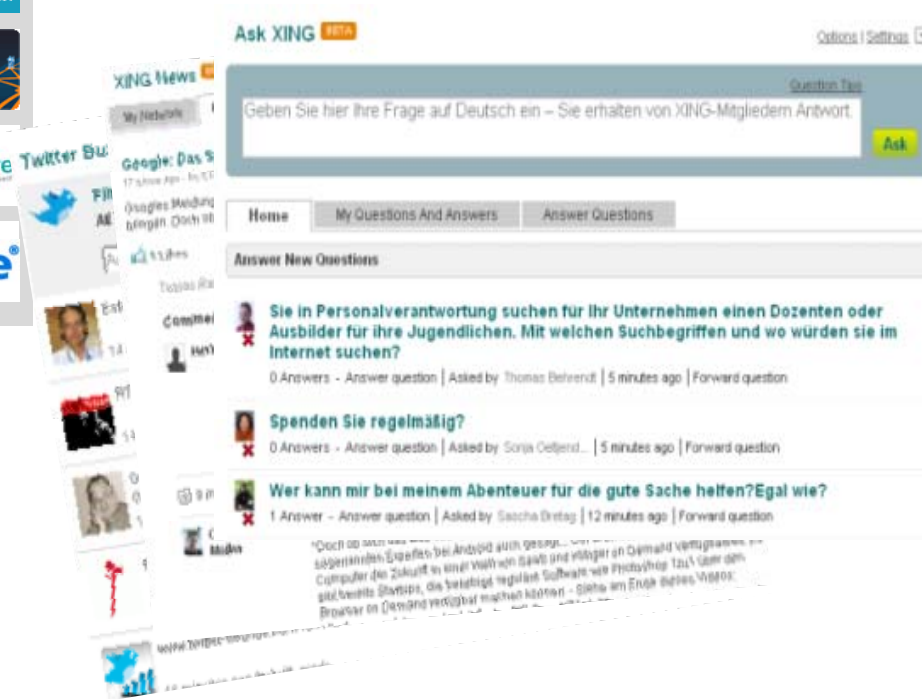
(A) Product & Feature Launches HY'2009 (II)

XING Partner Ecosystem



What we shipped

- New infrastructure based on open social
- 13 partner apps
- App Directory



Impact

- > 300k installations up to now
- Very positive member feed back
- > 300 requests of potential partners to be integrated

Screenshots from www.xing.com

➤ Possible Monetization Through i.e. Advertising & Rev. Share

(A) Further Drive Penetration In Core DACH Markets

- Large potential for further member and payer growth
- Innovation to drive value
- Recent launches: Company Pages, new Header, OpenSocial, "Members you may know"

(B) Pursue New Revenue Opportunities

- Jobs & Recruiting
- Corporate Solutions
- Advertising

(C) Continue International Expansion

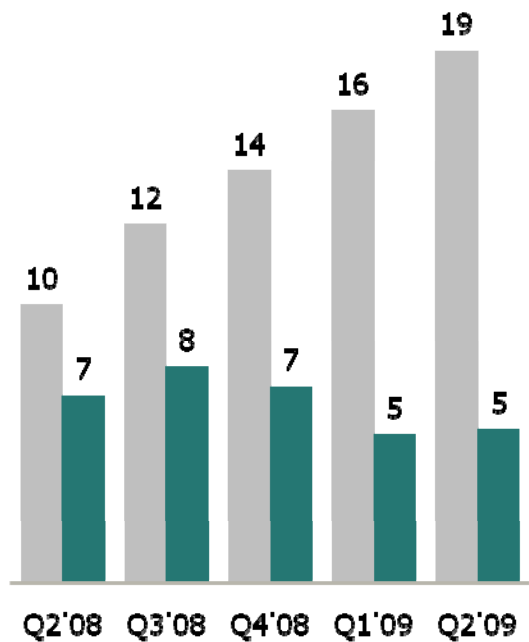
- Focus on active member growth in select countries
- "start up mentality"
- Monetize mainly through B2B revenues

(B) XING "Jobs" Section

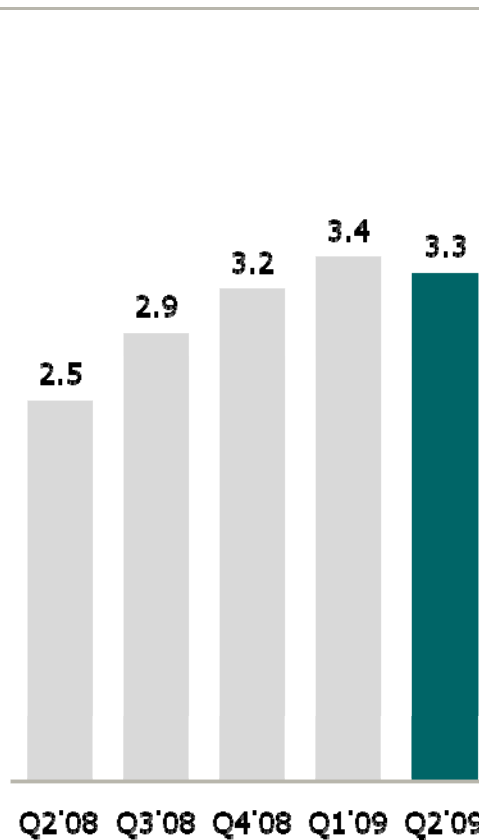


- Active Postings visible Monthly average
- # of direct B2B relationships

[In 000s]

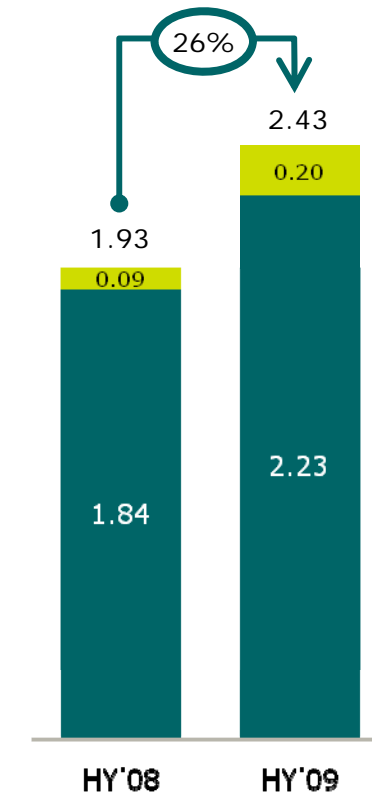


Of Total "Jobs" Clicks In m



Revenue in €m

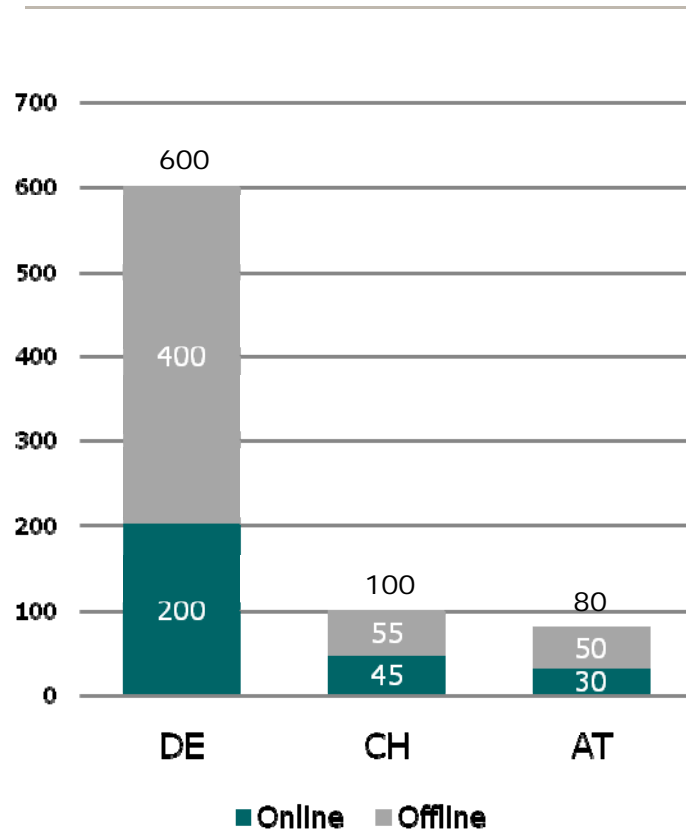
- "Best Offers"
- "Jobs"



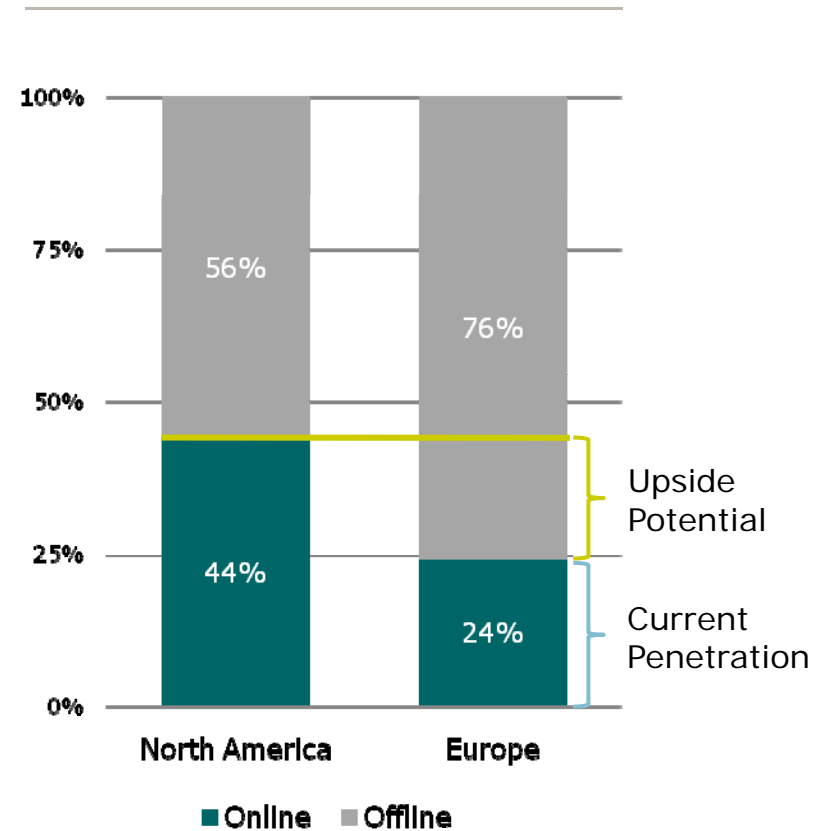
(B) Jobs and Career – Market Opportunity DACH



Market Volume



Market Penetration



Source: Source: Company estimates, RW Baird estimates (2008), Monster.com research

(B) Jobs and Career EVERYWHERE

Product Offering: Premium Memberships



Premium Memberships offer outstanding search functionalities
40,000+ Premium Members are HR professionals

XING Logout | Help | Contact | English

Search by name, company, and more Search

Home Search Messages Contacts Groups Events Jobs Companies Best Offers

Advanced Search

Keywords Search

all of XING my contacts up to 2nd degree my contacts only

Person	Business	Location & Membership
First name <input type="text"/> <input type="checkbox"/> similar	Status <input type="text" value="(all)"/>	Zip code <input type="text"/> City (business) <input type="text"/>
Last name <input type="text"/> <input type="checkbox"/> similar	Current company <input type="text"/> Current position <input type="text"/>	State (business) <input type="text"/>
Universities <input type="text"/>	Former company <input type="text"/> Previous position <input type="text"/>	Country/Region (business) <input type="text" value="(all)"/>
Interests <input type="text"/>	Industry <input type="text"/>	Language <input type="text" value="English"/>
Organizations <input type="text"/>	Person wants <input type="text"/>	Member joined <input type="text" value="(all)"/>
Member in the group <input type="text" value="---"/>	Person has <input type="text"/>	Clear fields Search

i Search tips:

Searching with quotation marks: Use quotation marks to find a precise combination of words. For example, "Key Account Manager" will only return profiles that contain these three words in exactly this order.

Searching with OR: If you enter "OR" (in capital letters) between two search terms, you'll receive all profiles that contain at least one of the words. The first profiles to be displayed are those which match both terms. If OR is not entered between the terms, only profiles matching both of the terms will be displayed.

(B) The Concept Of A XING Recruiter Account



Advance Search

Keywords:

<< Zurück | Weiter >> | 1 | 2 | 3 | 4 | 5 | ... | 100

Joachim Hofmann

Business Manager, RMT

Hamburg, Deutschland | Internet

Career Level: Professional
 Current: Business **Manager** - Michigan Operations -
 Past: Delivery Manager at airbus, Customer Acceptance &... more...

Dr. Stefan Weiß

Vice President Customer Management

Hamburg, Deutschland | Internet

Career Level: Professional
 Current: Business **Manager** - Michigan Operations -
 Past: Delivery Manager at airbus, Customer Acceptance &... more...

Marsela Schommer

Management Consultant / System Integrator

Hamburg, Deutschland | Information Technology and Services

Career Level: Professional
 Current: Director at PMP Project **Management**, LLC
 Past: Senior Project Manager at AGCO Corporation - Duluth, ... more...

Ralf Martin Kowalik

Martin De Friend

Contract Manager

Hamburg, Deutschland | Information Technology and Services

Career Level: Professional
 Current: Contract Manager at BI Informad
 Past: Project Manager at NXP Semiconductors, Project ... more...

Hella Schornsteiner

Management Consultant / System Integrator

Hamburg, Deutschland | Information Technology and Services

Career Level: Professional
 Current: Director at PMP Project **Management**, LLC
 Past: Senior Project Manager at AGCO Corporation - Duluth, ... more...

Filter your search results

Current search

Keywords:

City:

Refine your search results

Career Level

- Entry Level** (132)
- Professional/Experienced** (48)
- Manager (Manager/Supervisor)** (23)
- more ▾

Calculated work Experience

- Less than a year** (140)
- 1 - 3 years** (34)
- 3 - 5 years** (23)
- more ▾

Years in current position

- Less than a year** (140)
- 1 - 3 years** (34)
- >= 10 years** (23)
- more ▾

Industry

- Internet** (132)
- Import & Export** (48)
- Hotel & Restaurants** (48)
- more ▾

Company size (by number of employees)

- Just me** (23)
- 1 - 10 Employees** (45)
- 11 - 50 Employees** (10)
- more ▾

Post Code (Germany)

- PLZ 2** (23)
- PLZ 3** (45)
- Other countries** (10)
- more ▾

Status

- Employee** (233)
- Freelancer** (104)
- Seeking Employment** (45)
- more ▾

XING Usage

- Active Members Only** (247)
- Members open for career opportunities** (10)

<< Back | Continue >> | 1 | 2 | 3 | 4 | 5 | ... | 100

Found the person you're looking for?
If not, invite them to join your XING network.

Screenshot of Recruiter view – not public yet

Monetization via Higher Subscription Fees

(B) Enhancement Of Job Board: Display Ads

Enabling Employer Branding



„XING Job Posting Today“

- Performance based only

Asset Manager (m/w) Real Estate ★★★★☆
interessant

Position: Asset Manager (m/w) Real Estate

Firma: UBS AG Meine Verbindungen anzeigen

Branche: Bankwesen

Standort: Basel, Schweiz

Tags: immobilientreuhänder, treuhänder, immobilien, immobilienmanagement, betriebswirtschaft, bank, asset manager, real estate, vollzeit

Beschäftigungsart: Vollzeit

Qualifikationen: immobilientreuhänder, immobilienmanagement, betriebswirtschaft, Deutsch, Französisch

Karriere-Level: Mit Berufserfahrung

Job-Referenznummer: 48961

Detaillierte Beschreibung: Wertschöpfungsprozesse im Immobiliengeschäft sind Ihre Stärke!

Für unser Kompetenzzentrum Immobilien Asset Management in Basel suchen wir einen unternehmerischen Immobilienprofi als

Real Estate Asset Manager

Als Assetmanager im Kompetenzzentrum unterstützen und beraten Sie die fondsverantwortlichen Einheiten bei komplexen sowie übergreifenden Problemstellungen wie Leerstandsmanagement, Key Tenant Management, Versicherungsschutz und Qualitätssicherung. Für verschiedene Spezialthemen übernehmen Sie die Koordination und stellen Ihr Fachwissen zur Verfügung.

Im Rahmen der Portfoliostrategie der einzelnen Immobilienfonds beurteilen, optimieren und begleiten Sie, zusammen mit Ihren Teamkollegen, Sanierungs-, Entwicklungs- und Neubauprojekte. Sie bewerten Kauf- und Verkaufsofferten, organisieren Erstvermietungen und unterstützen die Abwicklung von Liegenschaftstransaktionen.

Sie sind zuständig für das Aufbereiten und Plausibilisieren von internen und externen Reports, die Durchführung von Revisionen bei den Verwaltungsgesellschaften und die Einführung und Schulung von neuen Mitarbeitern.

- Eidg. dipl. Immobilientreuhänderin oder -Treuhänder, von Vorteil Nachdiplomstudium Immobilienmanagement
- Fundierte Erfahrung im Immobiliengeschäft, von Vorteil Erfahrung im Umgang mit Bau- und Entwicklungsprojekten
- Betriebswirtschaftliche Kenntnisse
- Sicheres Auftreten, Verhandlungssicherheit
- Selbständige Arbeitsweise und hohe Teamorientierung
- Unternehmerisches Denken und Handeln
- Deutsch oder Französisch auf Muttersprache-Level und jeweils gute Kenntnisse der anderen Sprache, idealerweise ergänzt durch Englisch

UBS bietet Ihnen ein leistungsorientiertes Umfeld, attraktive Karrierechancen und eine offene Unternehmenskultur, die den Beitrag jedes Einzelnen schätzt und belohnt.

Interessiert? Wir freuen uns auf Ihre online-Bewerbung mit vollständigen Unterlagen.

UBS AG
Human Resources & Education
Recruitment
Herr S. Baumann
+41-44-236 00 06

UBS ist ein Arbeitgeber, der Chancengleichheit fördert. Wir respektieren jeden Mitarbeiter als Individuum sowie unterschiedliche Kulturen, Perspektiven, Fähigkeiten und Erfahrungen unseres Personals.

„XING Job Posting 2.0“

- Performance based & Flat Fee Postings

Bitte beziehen Sie sich bei Ihrer Bewerbung auf StepStone.

BERTELSMANN
media worldwide

Volljurist (m/w)
im Corporate Center der Bertelsmann AG (Gutersloh)

Ihre Aufgaben:
Auf Sie wartet eine herausfordernde und abwechslungsreiche Aufgabe in der Konzernrechtsabteilung der Bertelsmann AG.

Ihr Profil:
Nach dem Abitur haben Sie Ihr Studium als Volljurist mit guten Examina abgeschlossen. Darüber hinaus verfügen Sie über:

- mehrjährige Praxis in Unternehmen oder wirtschaftsberatenden Anwaltsfirmen
- spezialisierte Kenntnisse und Erfahrungen im Wettbewerbs- und Werberecht sowie im Recht der Berichterstattung
- vertiefende Kenntnisse und Erfahrungen im Datenschutzrecht
- gute Englischkenntnisse in Wort und Schrift

Die Position ist ab dem 01.10.2009 zu besetzen.

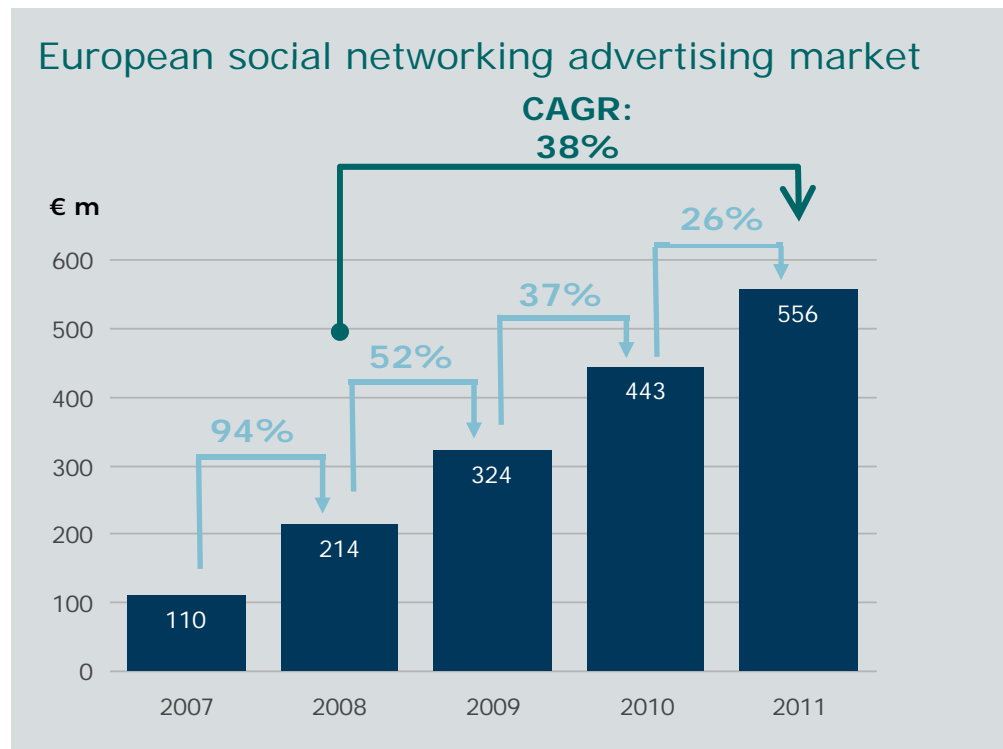
Gestalten Sie gemeinsam mit uns die Welt der Medien und Services. Wir bieten Ihnen unternehmerische Herausforderungen und faszinierende Projekte in attraktiven Arbeitsumfeldern sowie individuelle Einstiegs- und Entwicklungsmöglichkeiten. Bertelsmann ist ein internationales Medienunternehmen, das in den Bereichen Fernsehen (RTL Group), Buch (Random House), Zeitschriften (Gruner + Jahr), Medienservices (Arviato) und Medienclubs (Direct Group) in mehr als 50 Ländern der Welt aktiv ist.

Abmelden | Meine Konzepte | Meine Jobs | Meine Bewerbungen | Meine Firmen

Anzeige weiterleiten
Jobs per eMail

Bitte beziehen Sie sich bei Ihrer Bewerbung auf StepStone.

(B) Advertising Market Opportunity

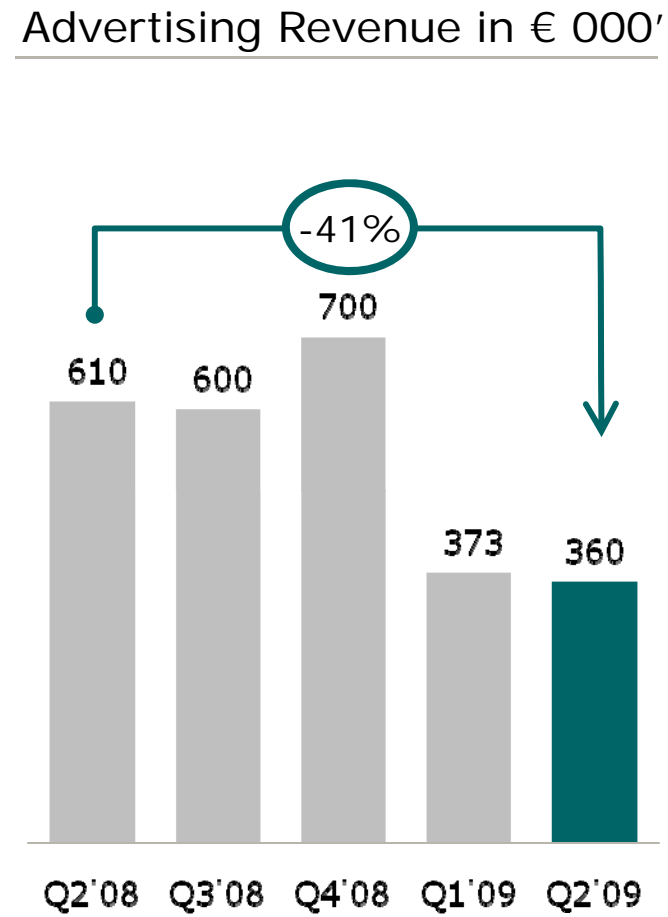
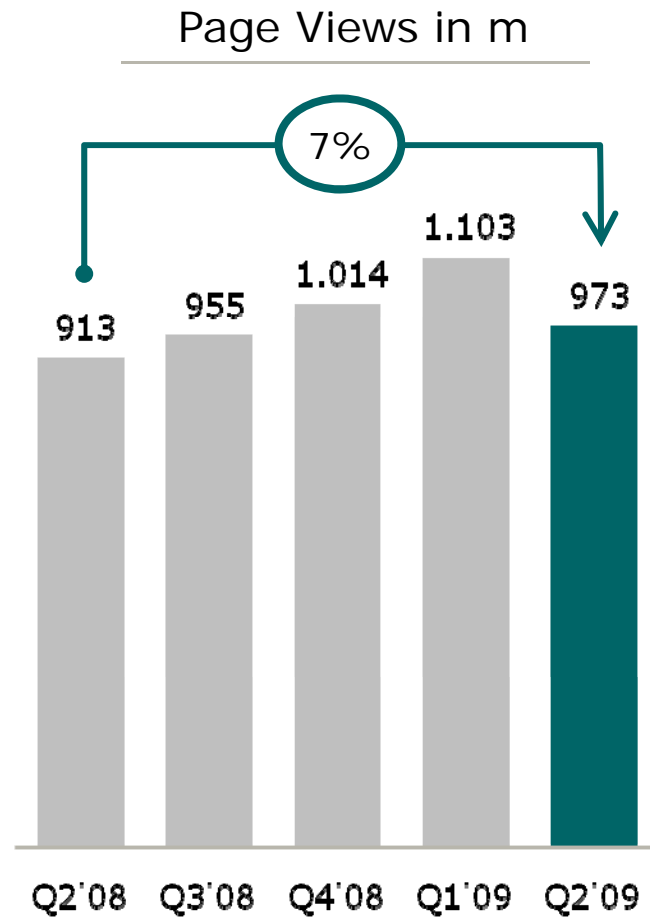


- Growth Western European SN ad market: 38% (CAGR)
- SNS are attractive platforms:
 - Targeting for advertisers
 - Matching according to preferences & user behavior



Social networks facilitate target group-specific advertising content, potentially resulting in more efficient use of marketing budgets

(B) Advertising Decline Mainly Driven By Lower Guarantee Payment



 Enterprise Groups

 Company Pages

 Events

(B) Corporate Solutions

Examples Of Enterprise Groups Customers



IBM – Global Alumni Program

PwC – Pan-European Network

Gruener + Jahr – Talent Pool

T-Systems – Employee Platform

(B)

Product & Feature Launches HY'2009 (III) Company Pages - Lead Generation Business



XING AG
Gänsemarkt 43
20354 Hamburg
Germany
www.xing.com

Industry: Internet
Type: Publicly held corporation
Size of company: 201-500 employees

Overview | Employees (239)

Employees at this company on XING

Employee statistics
These statistics are estimates based on XING profile data. The data has not been provided by the company itself.

Basic details

Age structure

Under 31	43%
Between 31 and 39	47%
Over 39	8%

Employee since

less than a year	53%
one to three years	37%
three to five years	8%
over five years	4%

Career level

Executive	19%
Manager	28%
Professional/Experienced	48%
Entry Level	5%
Student/Intern	4%

Language skills

English, German, French, Spanish, Italian, Russian, Turkish, Chinese, Portuguese, Dutch

Employees of this company have

Scrum, Ruby on Rails, Ruby, Perl, MySQL, Data Mining, CSS, UML, SQL, SAS, HTML, Java, XHTML, JavaScript, Business Intelligence

More about Company Profiles
Find out about companies with the Company Profiles on XING!

Now you can search for specific companies, view employee statistics and find the right contact person.

The information displayed is an automatically generated estimate, based on user generated profile data. The data has not been provided by the company itself. Accordingly, the estimate does not include information on employees who have not yet signed up on XING services.
XING Company Profiles are continuously being improved and expanded, based on your ideas and your feedback.

* FAQs on XING Company Profiles

Impact

- Generated strong interest of companies to have a presence on XING
 - >13k requests for CP creation & 3.810 CPs created
- Plenty of feedback on further improvements
- Preparing new version in H2

What we shipped

Company Pages Beta

- Improved employees list
- Request Profile Creation: enabling small companies to request a company profile
- Quick-Invite: Invite your colleagues to XING.
- Search for hiring companies
- Advertising: Banner on the CP Hub-Page and one on the CP Creation Page.

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Industry: Internet
Type: Publicly held corporation
Size of company: 201-500 employees

Overview | Employees (239)

1-10 of 239 employees (139 employees of this company are your direct contacts.) Show (all) direct contacts non-contacts

Name, Title, Company	Career level	
Michael Otto CTO, Vorstand XING AG	Senior Executive (CEO, CFO, President)	
Daniela Hinrichs VP Corporate Communications XING AG	Executive (VP, SVP, etc.)	
Julika Capek Vice President Finance XING AG	-	Send message Add as contact Bookmark
Karsten Rieke Senior Product Manager	Professional/Experienced	

Screenshots of www.xing.com



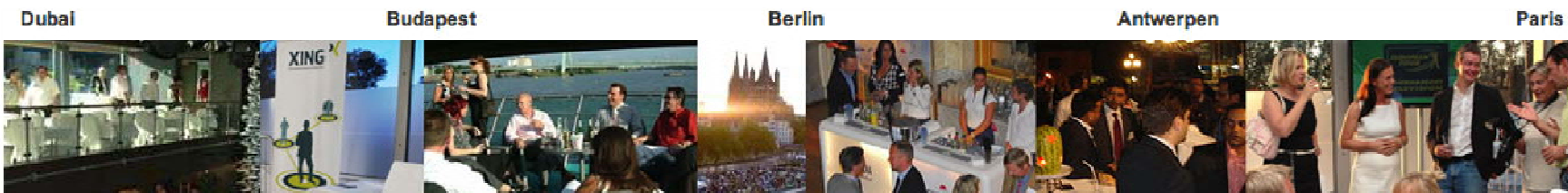
Monetization via Placement Fees

What we shipped

- More specific event invitations and messages
- Twitter integration
- Usability improvements

Impact

- No. of organized events almost doubled to 68k vs. HY1'08
- Events are local! People want to see what's going on around the place they live and work
- Preparing next version including a ticketing solution



Screenshots of www.xing.com & www.rumohr.de

➤ Monetization via Revenue Share

(A) Further Drive Penetration In Core DACH Markets

- Large potential for further member and payer growth
- Innovation to drive value
- Recent launches: Company Pages, new Header, OpenSocial, "Members you may know"

(B) Pursue New Revenue Opportunities

- Jobs & Recruiting
- Corporate Solutions
- Advertising

(C) Continue International Expansion

- Focus on active member growth in select countries
- "start up mentality"
- Monetize mainly through B2B revenues

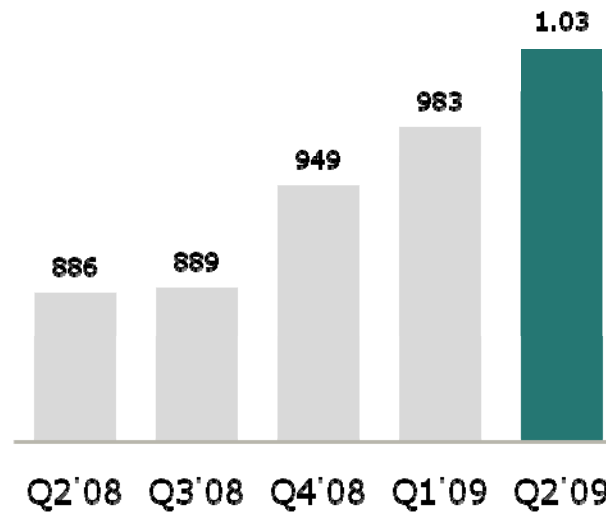
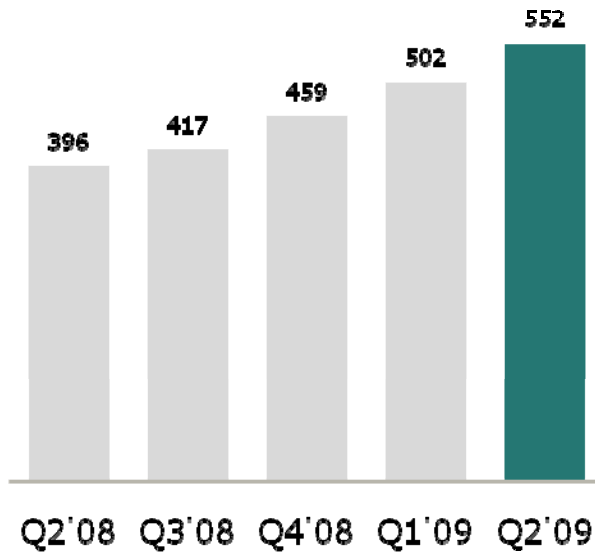
(C) Continue International Expansion

A New Paradigm For Our International Business



Area	Historic Approach	Our Approach Today
Focus	Grow member base	Drive activity & engagement
Product & Pricing	Globally unified	Local appeal of global product, local pricing
Freemium strategy	Globally unified	Adjust to competitive situation
Arena	Europe & Asia	Select European Markets
Market Entry Modes	Focus on acquisitions	Focus on organic growth, supported by partnerships and perfect-fit acquisitions

(C) Accelerated Member Growth In Spain & Turkey Despite Weak Seasonality



Strong Market Position in High Growth Segment

- 8m members +29% yoy
- 635k payers +35% yoy

Attractive Economics

- 21.54m HY'09 Revenues +35% yoy
- 27% EBITDA-Margin
- Negative Working Capital

Significant Market Opportunities

- Further Growth of Core Subscription Business
- New Revenue Streams

Thank you
for your kind attention!

POWERING RELATIONSHIPS
WWW.XING.COM

Share Data & Market Consensus



Share data HY'09	
Shares	5,271,773
Bloomberg	O1BC
EPS HY'09*	€0.42
Op. CF per Share HY'09	€1.23
Average trading volume per day	~6,158

TecDax Ranking end of July	
Measure	Rank
Market Cap.	31
Turnover	39

Analysts Coverage	Deutsche Bank, DZ Bank, HSBC, Sal. Oppenheim, Nomura
-------------------	---



Patrick Möller

Director Investor Relations

XING AG

Gaensemarkt 43

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