

FY2024-Fy2026 Medium-term Planning

YCP Holdings
February 2024

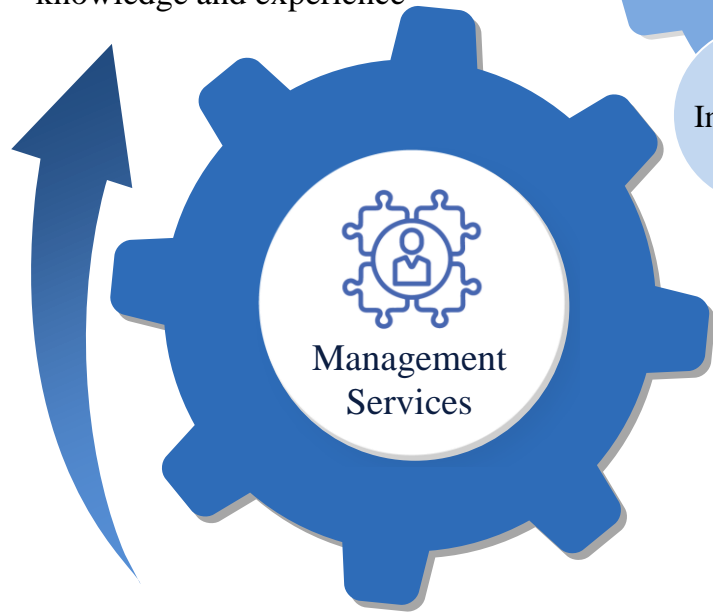


Growth Strategy for the Entire Group

In parallel with organic growth of the Management Services business, which forms the basis of the Group, the knowledge and experience accumulated through Management Services business is transferred to Solutions Services and Principal Investments, creating a virtuous circle that achieves growth in these three businesses as a whole.

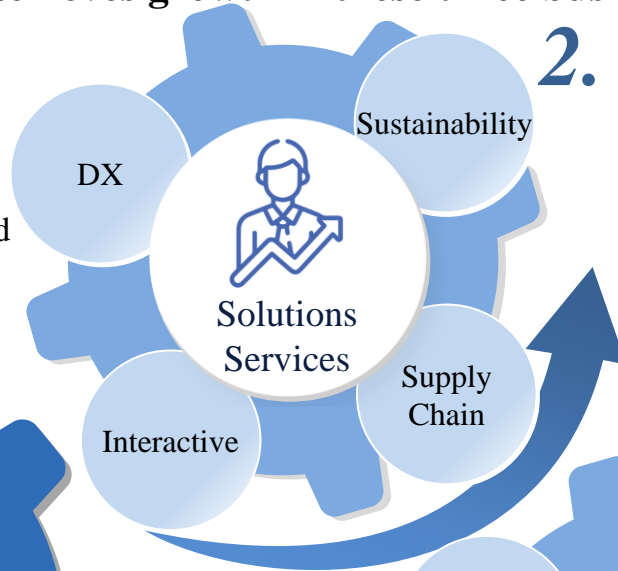
1. Organic Growth of Management Services

Continuously increase the number of professionals, capture the strong demand of various clients, and accumulate knowledge and experience



2. Develop peripheral areas of Management Services

Driving the growth of the Group by using accumulated knowledge to develop highly scalable solutions to solve clients' business challenges.



3. Accelerate growth of Principal Investments

Utilize the Group's network to develop new investment themes across Asia and maximize the Group's funds through listing/trade sale in the future.

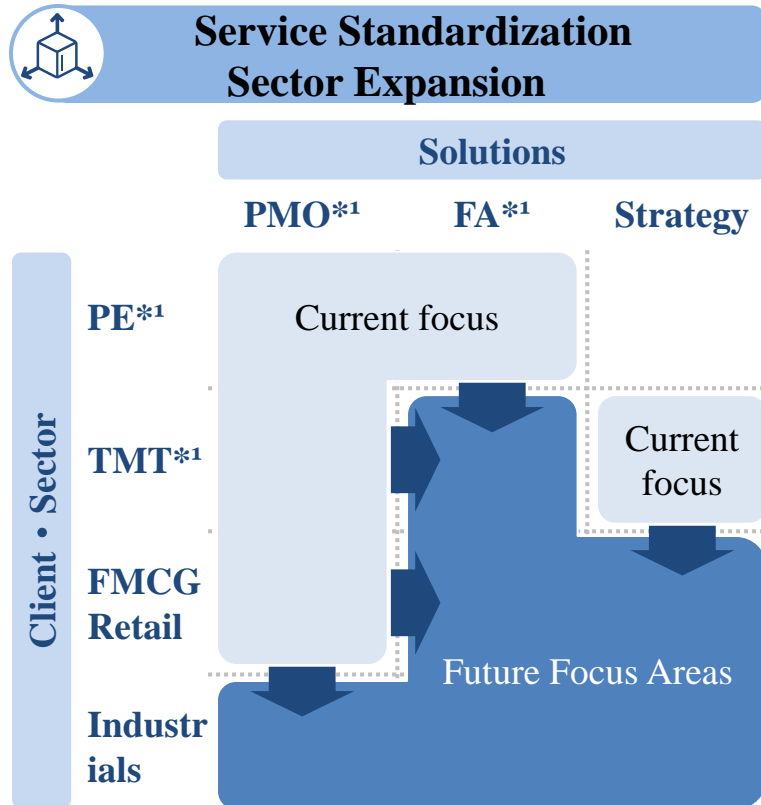




1. Management Services: Growth Strategy

We are aiming to further expand business through the standardization of our core services (PMO etc.), strengthening our client/sector coverage, expansion of head count, and enhancement of global footprint.

Growth Strategy



Detail

We will focus on three growth axes:

- **Services:** Further standardization
- **Client Sector:** Since our target industries have been unclear in the past, we will focus on our industry coverage to accumulate knowledge and network to become an industry insider.
- **Global Footprint:** In addition to headcount expansion and unit price increase, further new M&As—although not yet incorporated in the plan—will be utilized to promote the same strategy on a global basis at the same time.

*1 : PMO : Project Management Office (Implementation service), FA : Financial Advisory service, PE : Private Equity, TMT : Technology • Media • Telecommunication

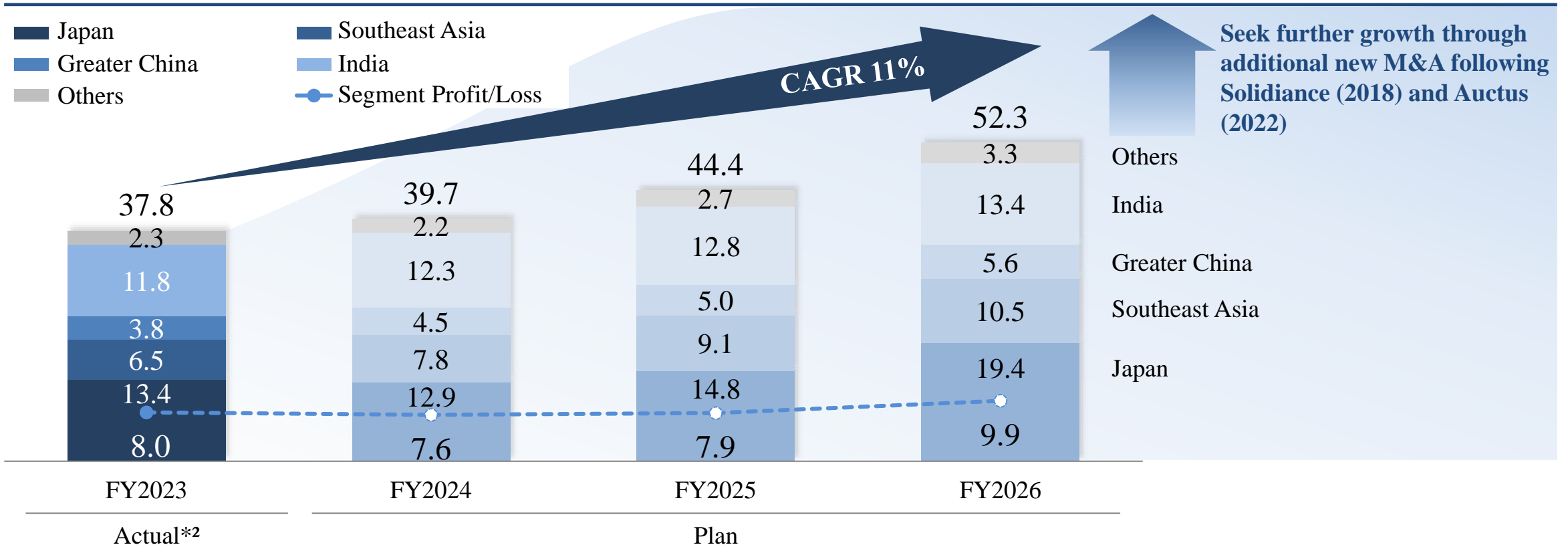
*2 : New M&A in Greater China is not included in the Mid-term plan and is assumed as an upside.



1. Management Services: Medium Term Planning

Management Services to achieve CAGR 11% growth and improved operating margins up to FY2026. Revenue of USD 52.3 million (JPY 7.41 billion*¹) is set as a must-achieve figure.

Management Services Medium Term Planning (million USD)



*1: Conversion to Japanese yen is calculated at USD 1 = JPY 141.82 (exchange rate on December 29, 2023).

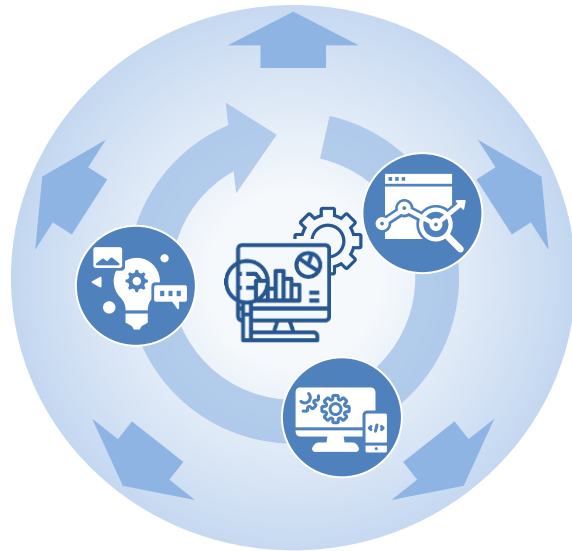
*2: Actual figure of FY2023 is excluding the revenue of DX and Interactive solution, classified as Solution Services



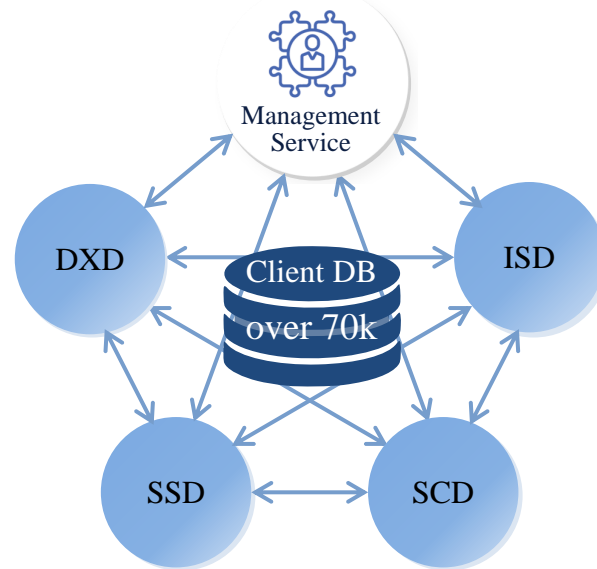
2. Solution Services: Medium Term Planning

The Group has established new business divisions specializing in areas such as digital transformation (DX) and sustainability, aiming to develop standardized/scalable solutions and expand the business via cross- or up-selling between other business divisions.

Growth Strategy



Product development through standardization of solutions to pursue scalability



Cross-/up-selling between business divisions, including a database of over 70,000 existing contacts at 20 locations around the world

Overview of New Professional Services

Digital Transformation (DXD)	Digital transformation of client's business, digital new business planning
-------------------------------------	--

Interactive Solutions (ISD)	One-stop solution, from awareness building and attracting customers, to providing a cross-border e-commerce platform.
------------------------------------	---

Sustainability Solutions (SSD)	Support for business transformation focused on promoting green investments and climate and environmental action
---------------------------------------	---

Supply Chain Solutions (SCD)	Solutions in the area of supply chain such as procurement stabilization and cost reduction, operational efficiency and DX
-------------------------------------	---

Established in May 2022

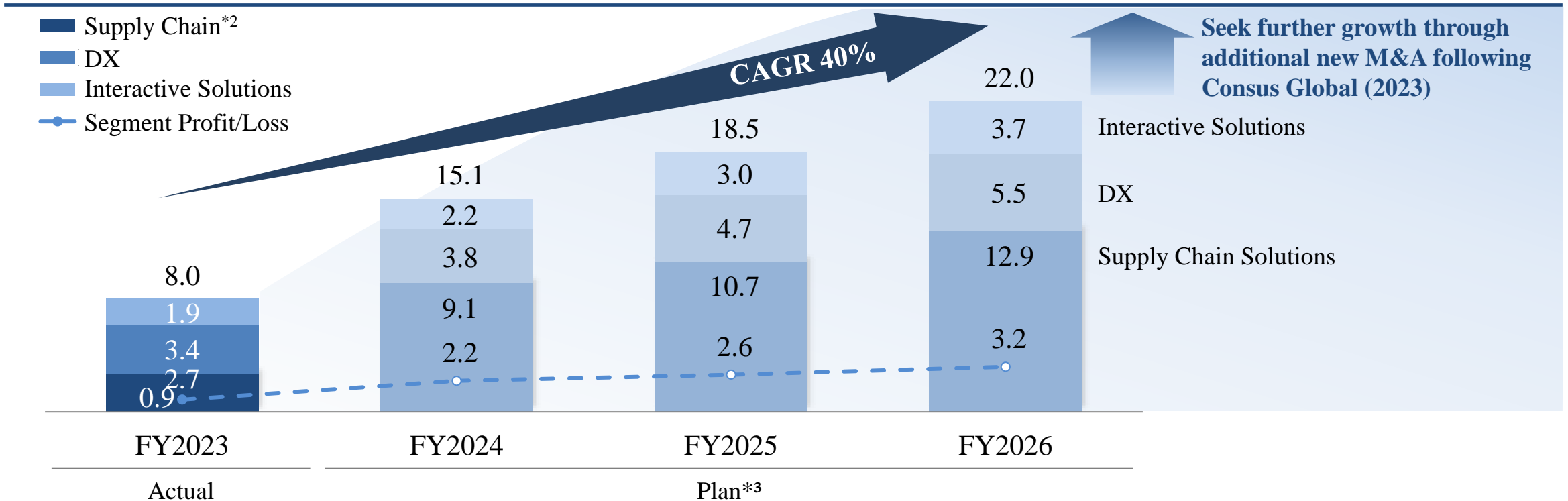
Established in April 2023



2. Solution Services: Medium Term Planning

Supply Chain area will grow into the core of Solutions Services through the integration with Consus Global. Aim for division-wide revenue of USD 22.0 million (JPY 3.13 billion*¹) in FY2026, through organic growth in DX area and Interactive Solutions area, and further cross/up-selling with Management Services.

Solution Services Medium Term Planning (million USD)



*1: Conversion to Japanese yen is calculated at USD 1 = JPY 141.82 (exchange rate on December 29, 2023).

*2: Actual figure of Supply Chain in FY2023 is the result of 5 months, from August to December 2023.

*3: Some areas of the Solutions Division, with smaller business scale, will be disclosed under Management Services.

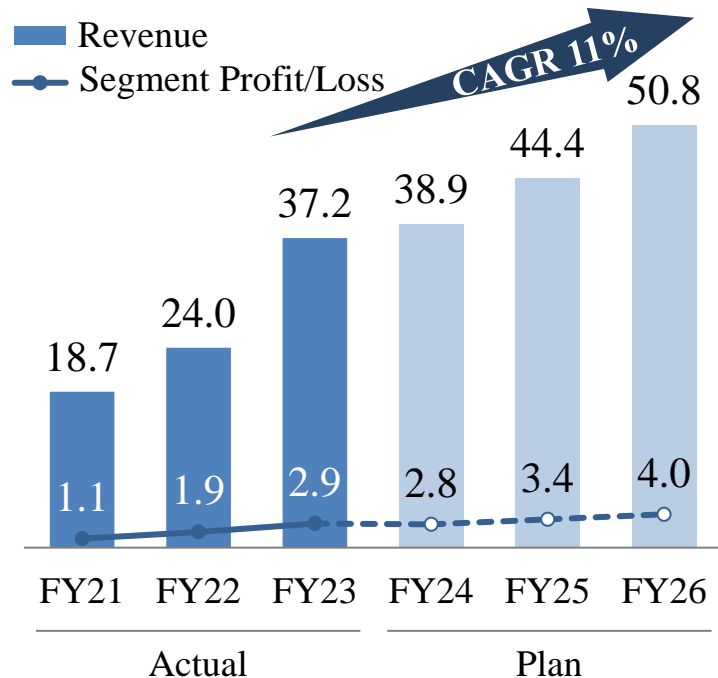


3. Principal Investments: Medium Term Planning

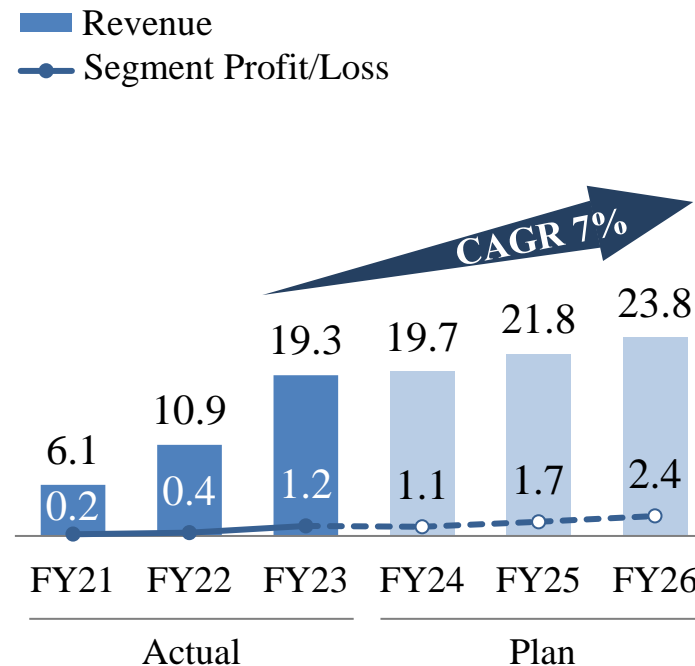
Our Personal Care and Pet Care businesses, which are focus industries, will maximize invested capital through a future IPO (or trade sale) and reinvest in Management Services and new professional services to accelerate growth across the Group.

Principal Investments Medium Term Planning (million USD)

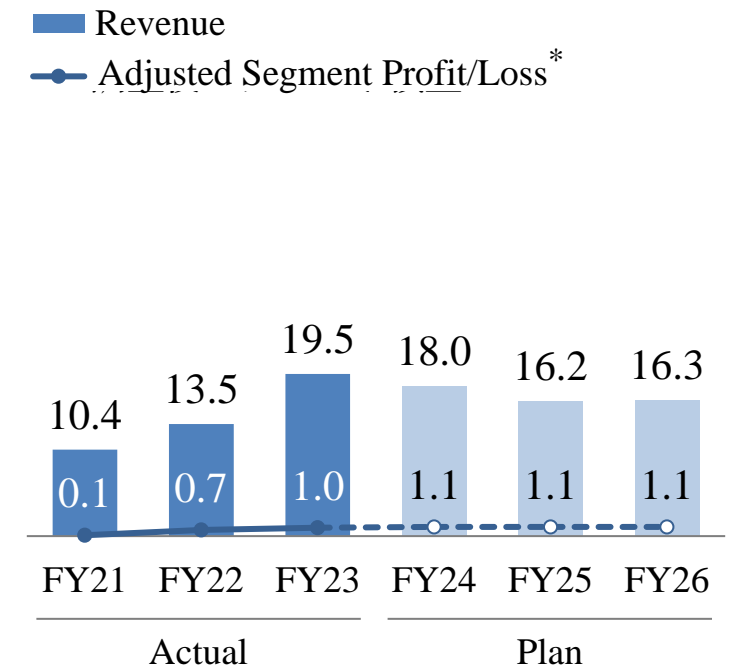
Personal Care



Pet Care



Strategic Investments



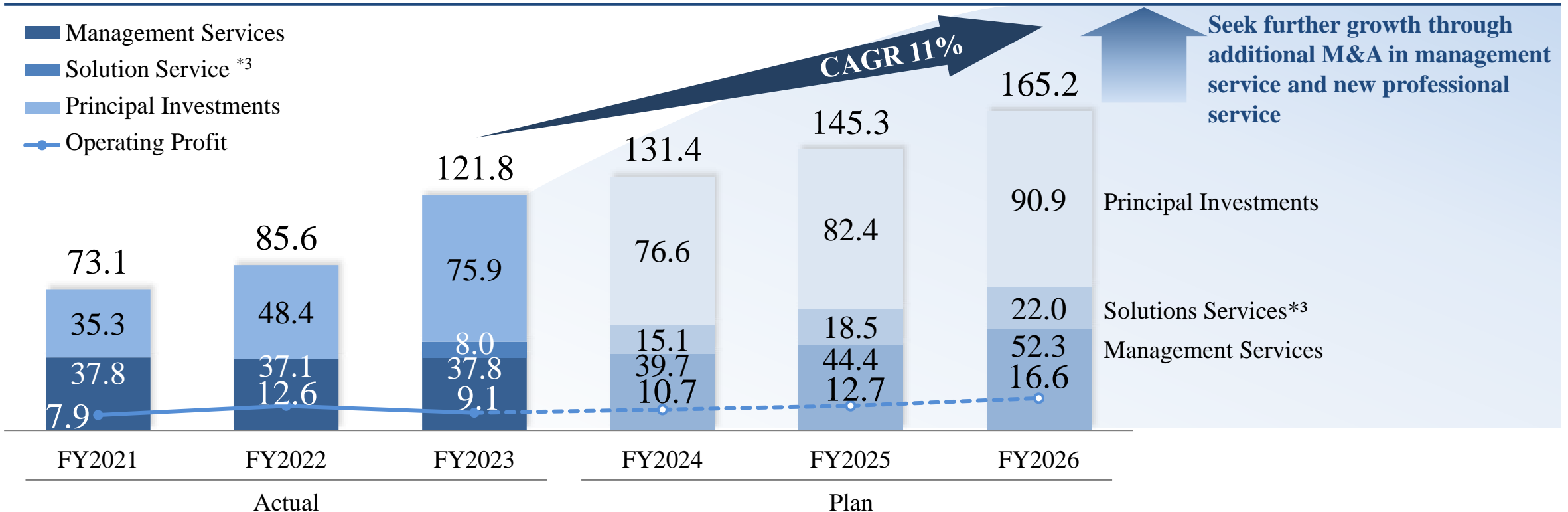
*Adjusted Segment profit/loss = Segment profit/loss excluding one-time non-cash transactions from activities other than core business, such as gains/losses on sales of subsidiaries and businesses, fair value gain/loss on an equity investment at fair value through profit or loss, and gains from bargain purchase



Medium Term Planning: Group Consolidated

On a consolidated basis, the company is targeting revenue of USD 165.2 million (JPY 23.44 billion*¹) and operating profit of USD 16.6 million (JPY 2.35 billion*¹) by FY2026 only from organic growth, and will make full use of new M&A (not yet incorporated in the plan) for further growth. The profit decrease in FY2023 was due to a one-off revaluation gain*² from Ipet TOB recorded in FY2022.

Revenue and Operating Profit (USD million)



*1 : Conversion to Japanese yen is calculated at USD 1 = JPY 141.82 (exchange rate on December 29, 2023).

*2 : "Other income and gains" of US\$4.9 million (JPY 0.69billion*¹) and "General and administrative expenses" of -US\$1.2 million (-JPY 0.17billion*¹) were booked in FY2022, due to TOB.

*3 : Some areas of the Solutions Division, with smaller business scale, will be disclosed under Management Services.

