



FY2023-FY2025 Mid-term Planning

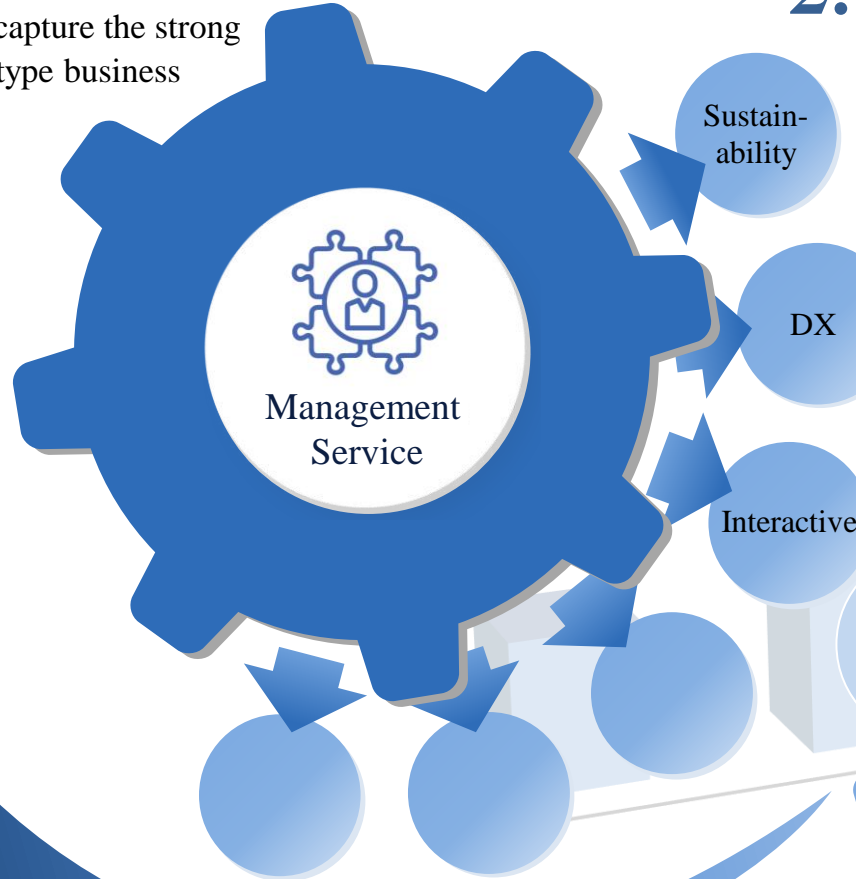
YCP Holdings (Global) Limited
February 2023



Growth Strategy for the Entire Group

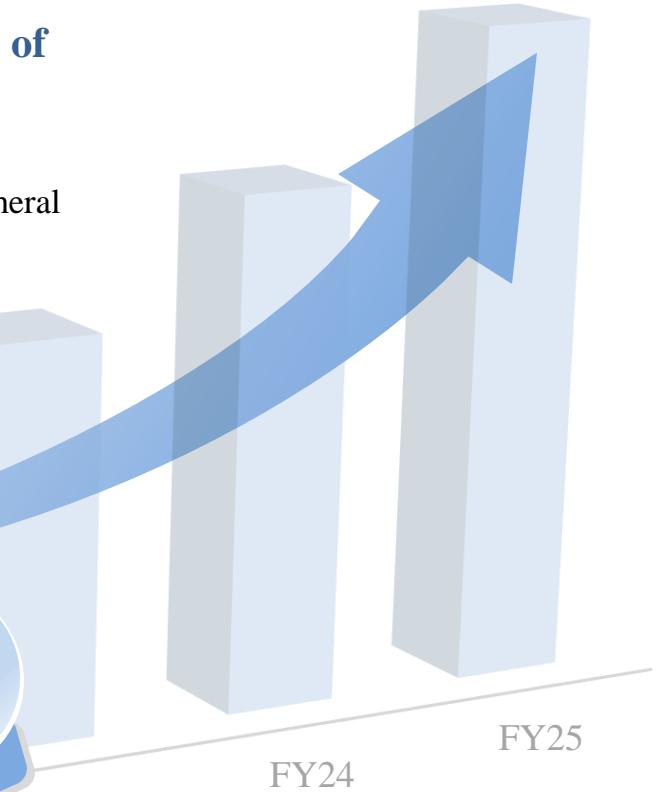
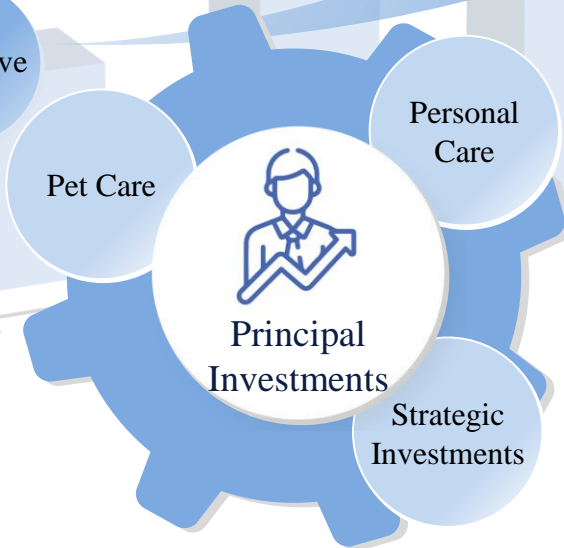
1. Organic Growth of Management Service

Continuously increase the number of Professionals and capture the strong demand for PMO-type business



2. Approach peripheral areas of Management Service

Packaging and sales expansion of B2B-oriented products in the peripheral areas of Management Services



3. Accelerate growth of Principal Investments

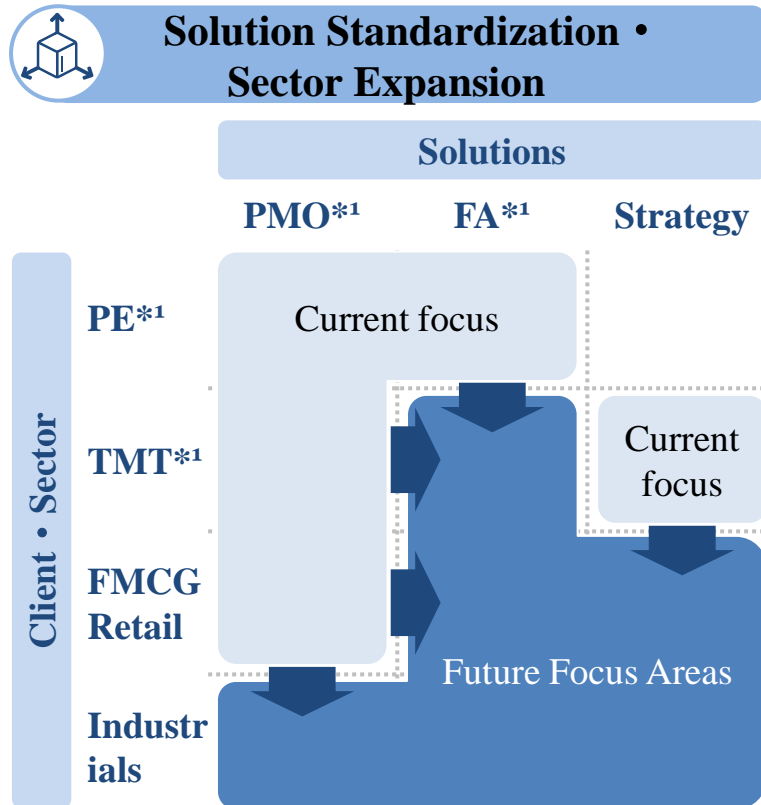
In addition to strengthening existing businesses, proactively identify opportunities for new investments throughout Asia from the perspective of DX and M&A



1. Management Service: Growth Strategy

We are aiming to further expand business through the standardization of our core solutions (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:

- **Solutions:** 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

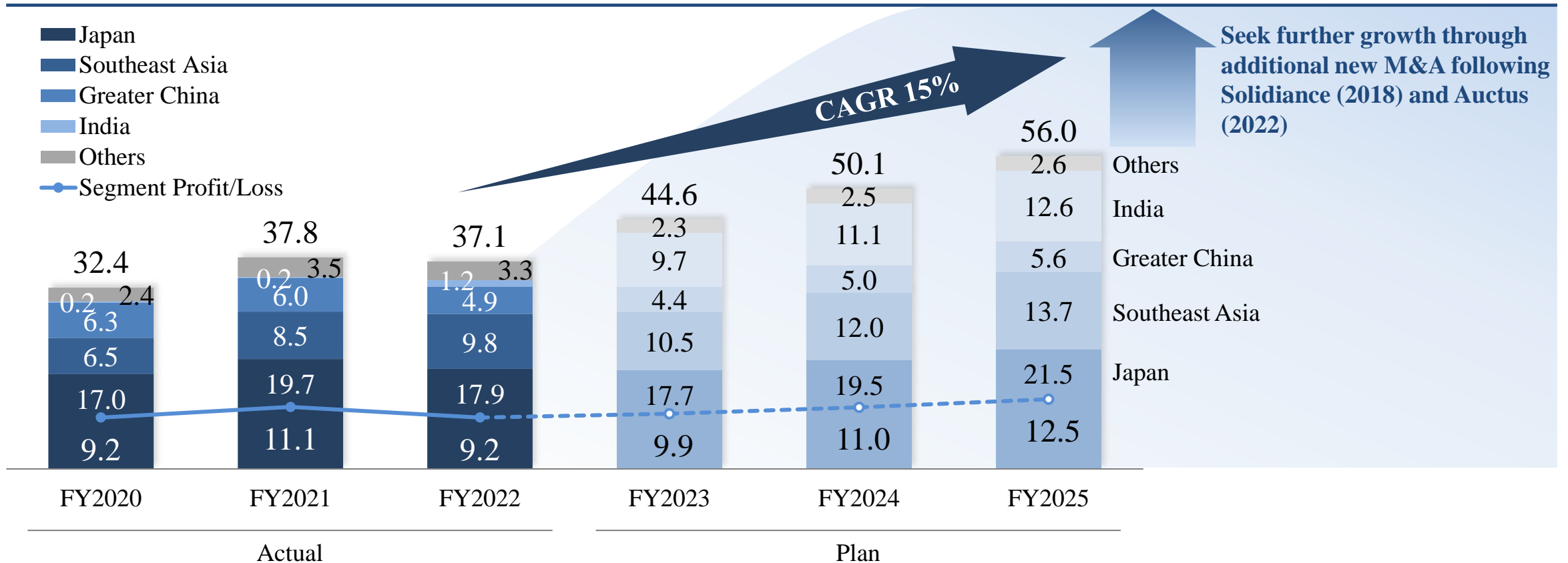
*2 : New M&A in Greater China is not included in the Mid-term plan and is assumed as an upside.



1. Management Service: Mid-term plan

The Management Services business will continue to grow sales by 15% annually while maintaining a high profit margin of 20% or more, with a must-hit figure of USD 56.0 million (JPY 7.43 billion*) in revenue by 2025.

Mid-term plan of Management Service (USD million)



*Conversion to Japanese yen is calculated at USD 1 = JPY 132.70 (exchange rate on 30 December 2022).



2. Approach peripheral areas of Management Service

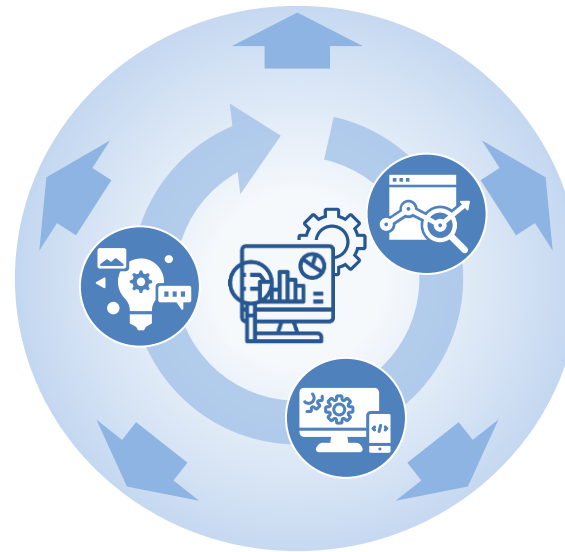
Establish new business divisions specializing in areas such as DX and sustainability, where we receive many inquiries from clients. Aim to develop standardized/scalable solutions and expand the business via cross- or up-selling between business divisions.

Overview of New Professional Services

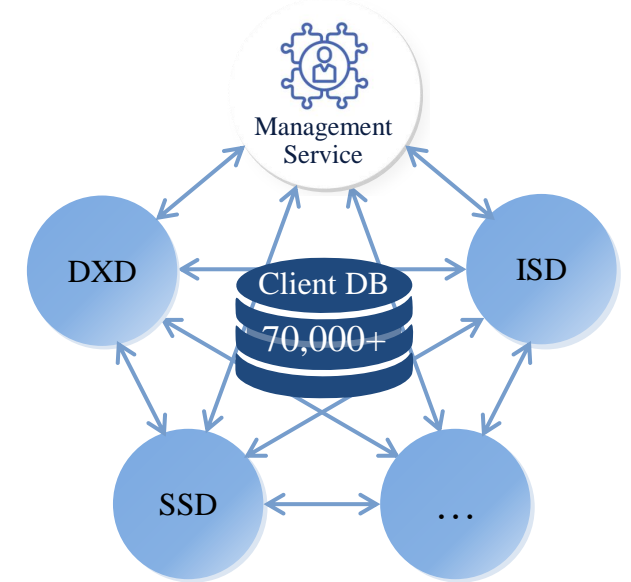
Digital Transformation (DXD)	Digital transformation of client's business, digital new business planning
Interactive Solutions (ISD)	One-stop solution from awareness building and attracting customers to providing a cross-border e-commerce platform.
Sustainability Solutions (SSD)	Support for business transformation focused on promoting green investments and climate and environmental action
New service (To be considered)	Launch of new business units in new areas such as supply chain, market research, etc.

Established in May 2022

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 18 locations around the world

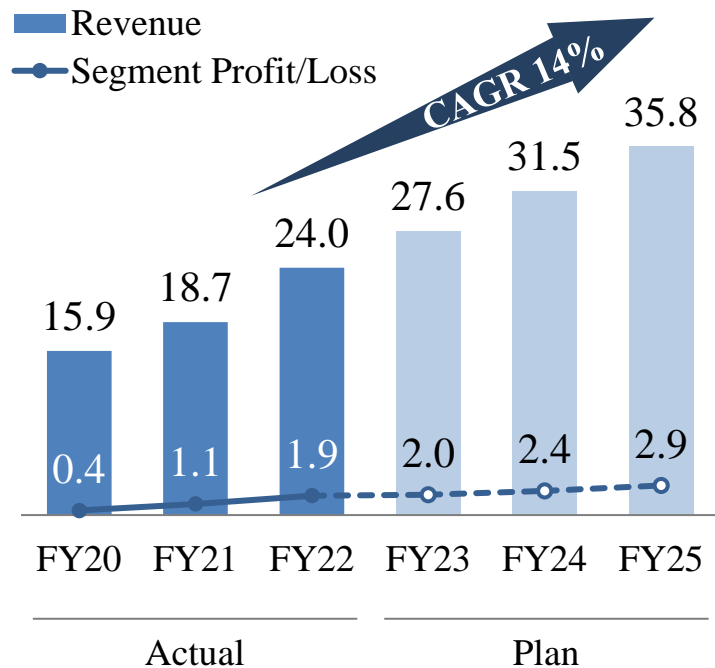


3. Accelerate growth of Principal Investments

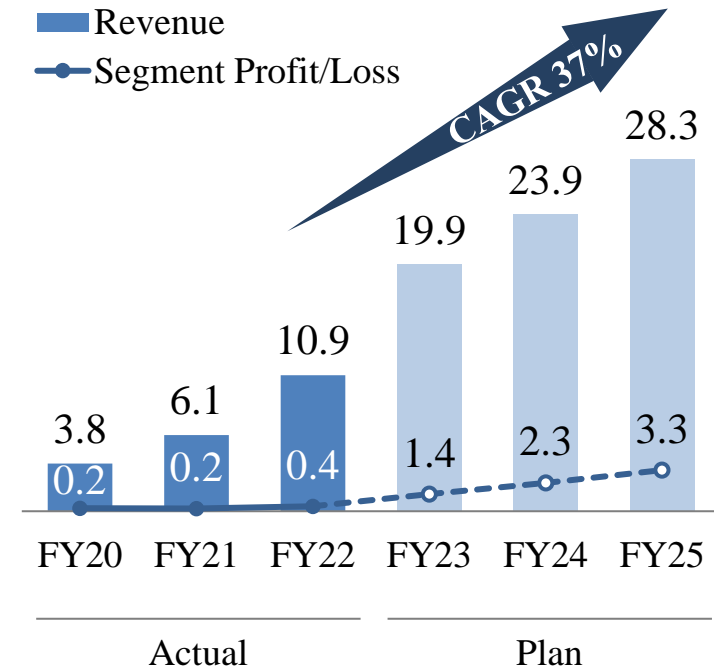
Our Personal Care and Pet Care businesses, which are focus industries, will maximize invested capital through a future IPO (or trade sale) and reinvest in management services and new professional services to accelerate the growth of the Group as a whole.

Mid-term plan of Principal Investment (USD million)

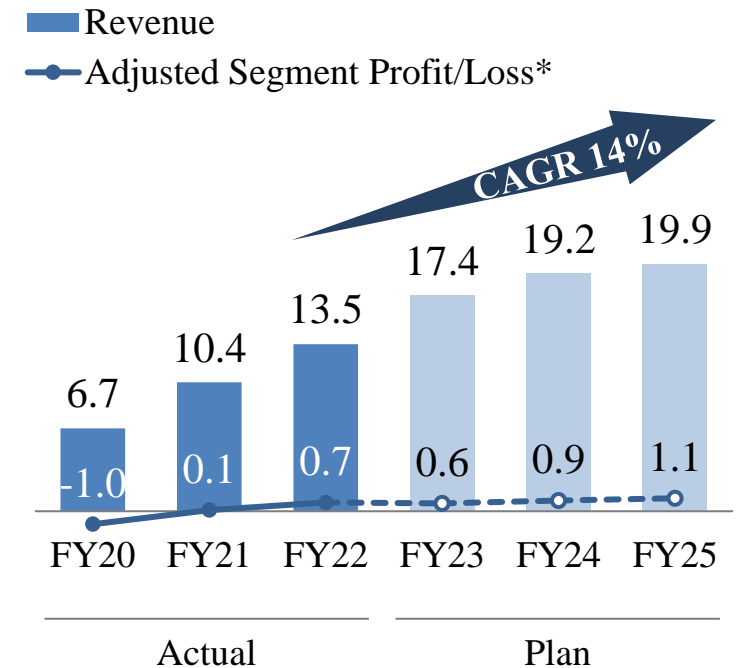
Personal care



Pet care



Strategic Investment



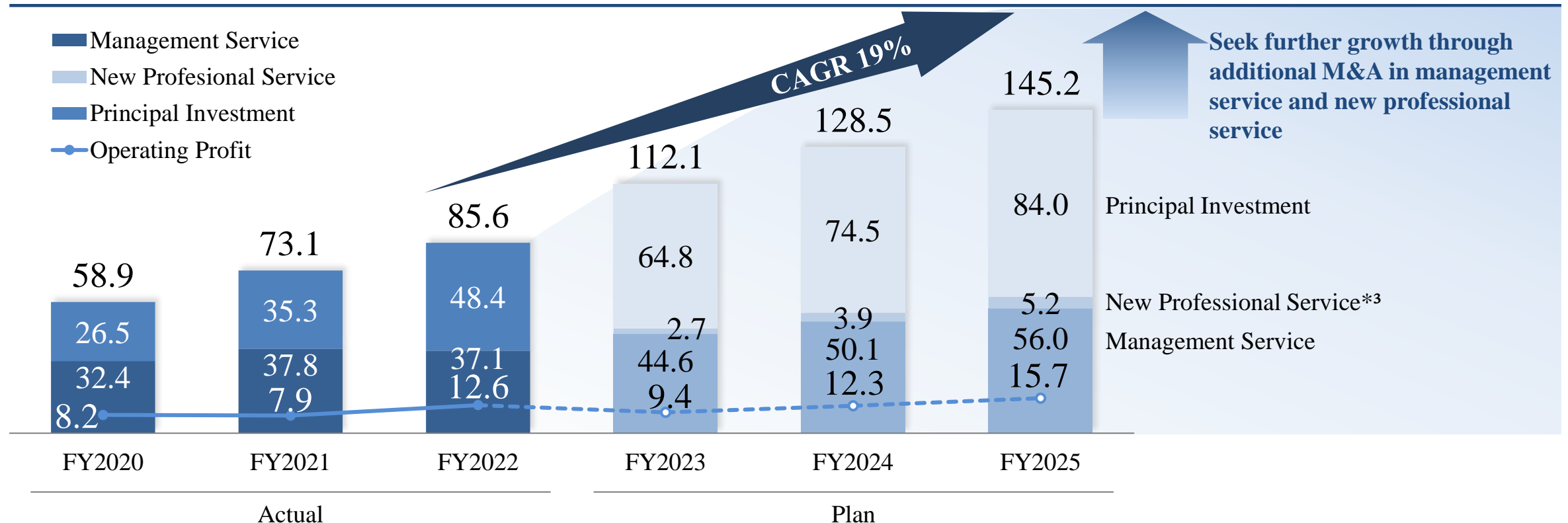
*Segment Profit/Loss in Strategic investment from FY2020 to FY2022 is adjusted: Adjusted Segment profit/loss = Segment profit/loss excluding one-time non-cash transactions from activities other than core business, such as gains/losses on sales of subsidiaries and businesses, fair value gain/loss on an equity investment at fair value through profit or loss, and gains from bargain purchase



Mid-term Plan: Group Consolidated

On a consolidated basis, the company is targeting revenue of USD 145.2 million (JPY 19.27 billion*¹) and operating profit of USD 15.7 million (JPY 2.09 billion*¹) by FY2025 only from organic growth, and will make full use of new M&A (not yet incorporated in the mid-term plan) for further growth. The profit decrease in FY2023 was due to a one-time profit contribution*² from the I-Pet TOB recorded in FY2022.

Revenue and Operating Profit (USD million)



*1 : Conversion to Japanese yen is calculated at USD 1 = JPY 132.70 (exchange rate on 30 December 2022).

2 : "Other income and gains" of US\$4.9 million (JPY 0.65 billion) from TOB of Ipet shares held, and "General and administrative expenses" of -US\$1.2 million (-JPY 0.15 billion*) in FY2022 as expenses related to TOB

*3 : New professional service with a small scale of business will be combined into the management service for disclosure.

