

FY2023 1st Quarter

Financial Results Briefing for Institutional Investors

YCP Holdings (Global) Limited
May 2023



Agenda

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FY2023 1st Quarter Financial Highlights

Introduction of Management Services

Introduction of Solution Services

Introduction of Principal Investments

FY2023 Forecast

Introduction





Company Overview

YCP Holdings started its business in August 2011 as Yamato Capital Partners (now YCP Solidiance). In 2013, in order to be an international organization, the firm name was changed to YCP, and it became a Hong Kong-based holdings company. In 2021, the Company (YCP Holdings (Global) Limited) was established in Singapore as the group's controlling function and listed on the Growth Market of the Tokyo Stock Exchange. The mainstay Management Services business offers services under two brands, YCP Solidiance and YCP Auctus.

An Overview of YCP Group

Company Name	YCP Holdings (Global) Limited (Listed : 9257, Growth Market, Tokyo Stock Exchange)
Headquarters	3 Fraser Street, DUO Tower #05-21, Singapore
Capital	USD 41,181,488
Nature of Business	1. Management Services 2. Principal Investments
Year of Founding	August 2011
Group CEO	Yuki Ishida
Number of employees*1	Number of professionals: 372 Total number of including portfolio companies: 643

Global Locations*2



*1: As of March 31, 2023: the number of professionals by region is the total number of people in the Management Service and Operations divisions.

*2: Number of offices is as of the date of submission of this document.



Business Overview

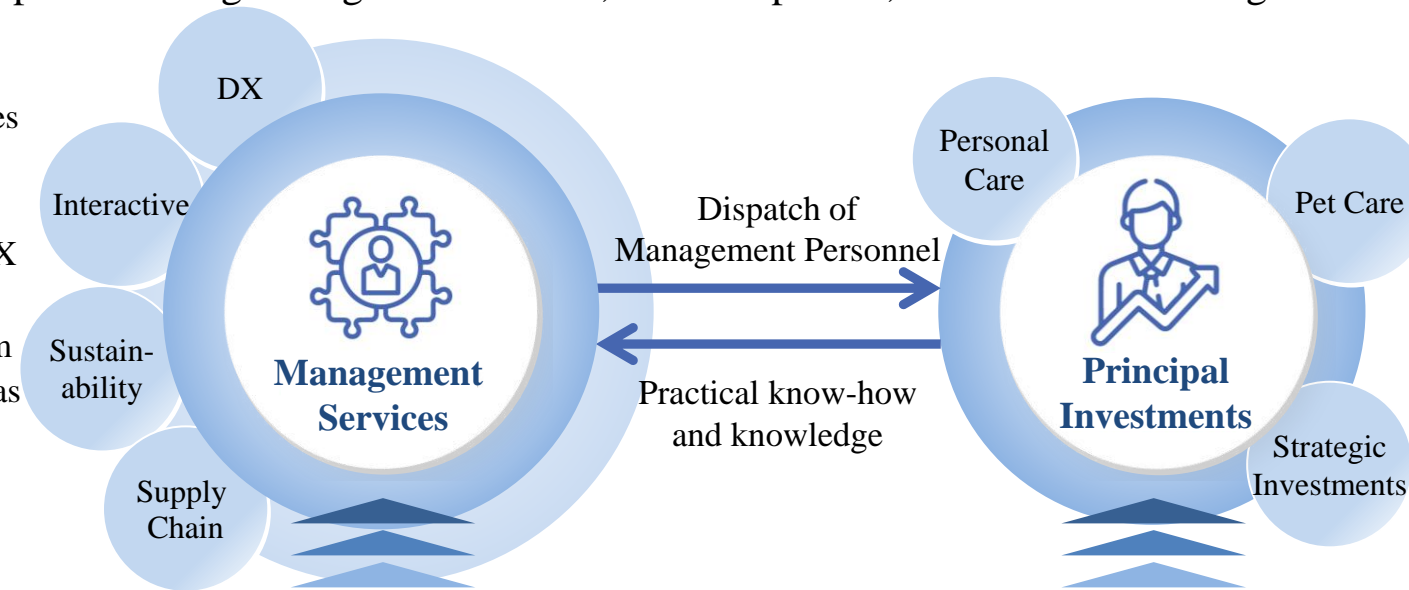
Our group operates two businesses: 1) Management Services, which helps our clients grow, scale, and transform their businesses, and 2) Principal Investments, which provides risk-money via equity capital and support for our portfolio companies.

We accelerate the growth of both our Management Services and Principal Investments businesses through three core strengths: Cross-Border business development through our global network, M&A expertise, and our focus on Digital Transformation(DX).

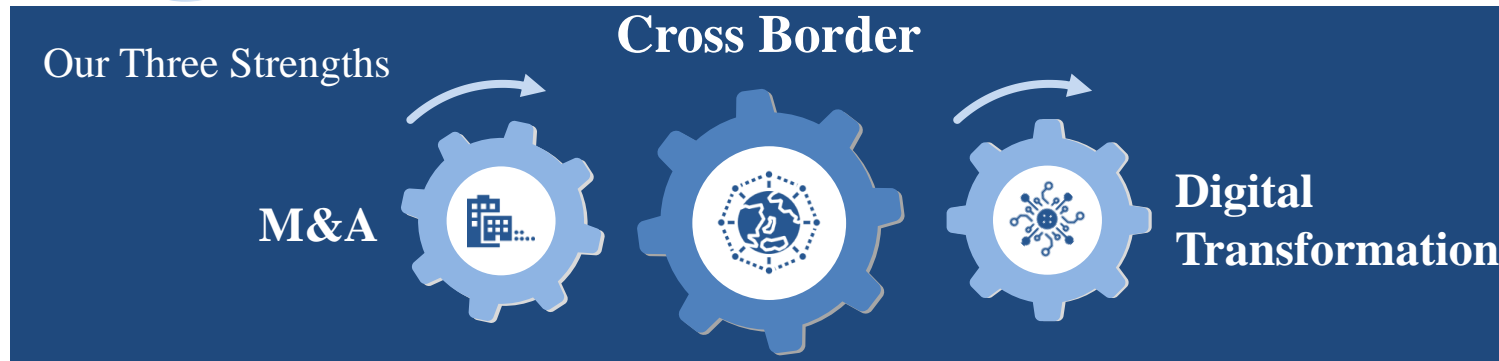
About 80% of our revenue comes from the Project Management Office (PMO), which provides support for mainly M&A and DX implementation.

The remaining 20% derives from high value-added services such as due diligence and strategic recommendations.

In addition, a solutions division specializing in specific areas was established.



We invest our own funds in small and medium-sized emerging companies. The personal care and pet care fields are our focus industries, and we also actively invest in business seeds as strategic investment areas which will become focus industries in the future. Performances are disclosed for these three segments.

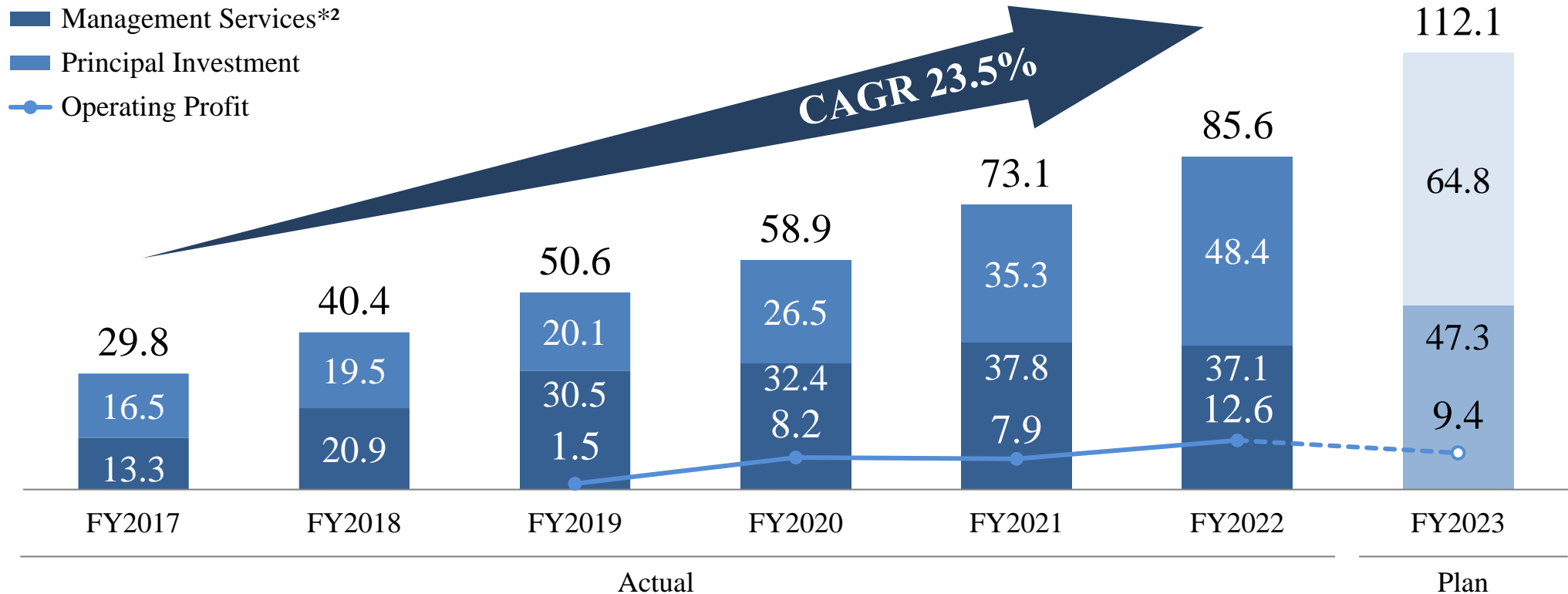




Performance in Previous Years & Forecast of This Year

For the full year of FY2022, the company recorded sales of USD 85.6 million (JPY 11.43 billion*1) and operating profit of USD 12.6 million (JPY 1.69 billion*1). The average annual growth rate over the last five years was 23.5%. Revenue of US\$112.1 million (JPY 14.97 billion*1) is planned for FY2023.

Revenue and Operating Profit (USD million)



*1 : Conversion to Japanese yen is calculated at USD 1 = JPY 133.54 (exchange rate on 31 March 2023).

*2 : Management Services revenue includes revenue from Solution Services.

FY2023 1st Quarter Financial Highlights





FY2023 1st Quarter Financial Highlights

FY2023 1st Quarter Financial Results

Revenue	YoY	% of budget achieved
27.9 million USD (3.72 billion JPY*)	137.7%	105.5%
Operating Profit	YoY	% of budget achieved
1.9 million USD (0.25 billion JPY*)	85.7%	103.1%
Profit for the Period	YoY	% of budget achieved
1.0 million USD (0.14 billion JPY*)	83.8%	96.5%

Highlights

- For FY2023 1st Quarter, both consolidated revenue and operating profit progressed steadily in line with initial forecasts.
- In the Management Services business, overall revenue was 105.6% YoY due to a significant contribution from the India region following the business integration with Auctus. Profit, on the other hand, decreased to 74.2% YoY, due to the further appreciation of the dollar (especially the weaker yen) and the aggressive recruitment drive in Southeast Asia.
- Principal Investments marked YoY 137.4% increase driven by solid performances in all areas. Profit increased to 0.8 million USD compared with USD -0.0 million in the same period last year and resulted in a significant return to profitability, due to the strong contributions from the personal care and strategic investment areas, despite the decrease of profit from the pet care area due to the one-off M&A-related costs related to the acquisition of a new veterinary hospital.
- As a result, consolidated Group revenue increased by YoY 137.7% and group operating income decreased by YoY 85.7%.

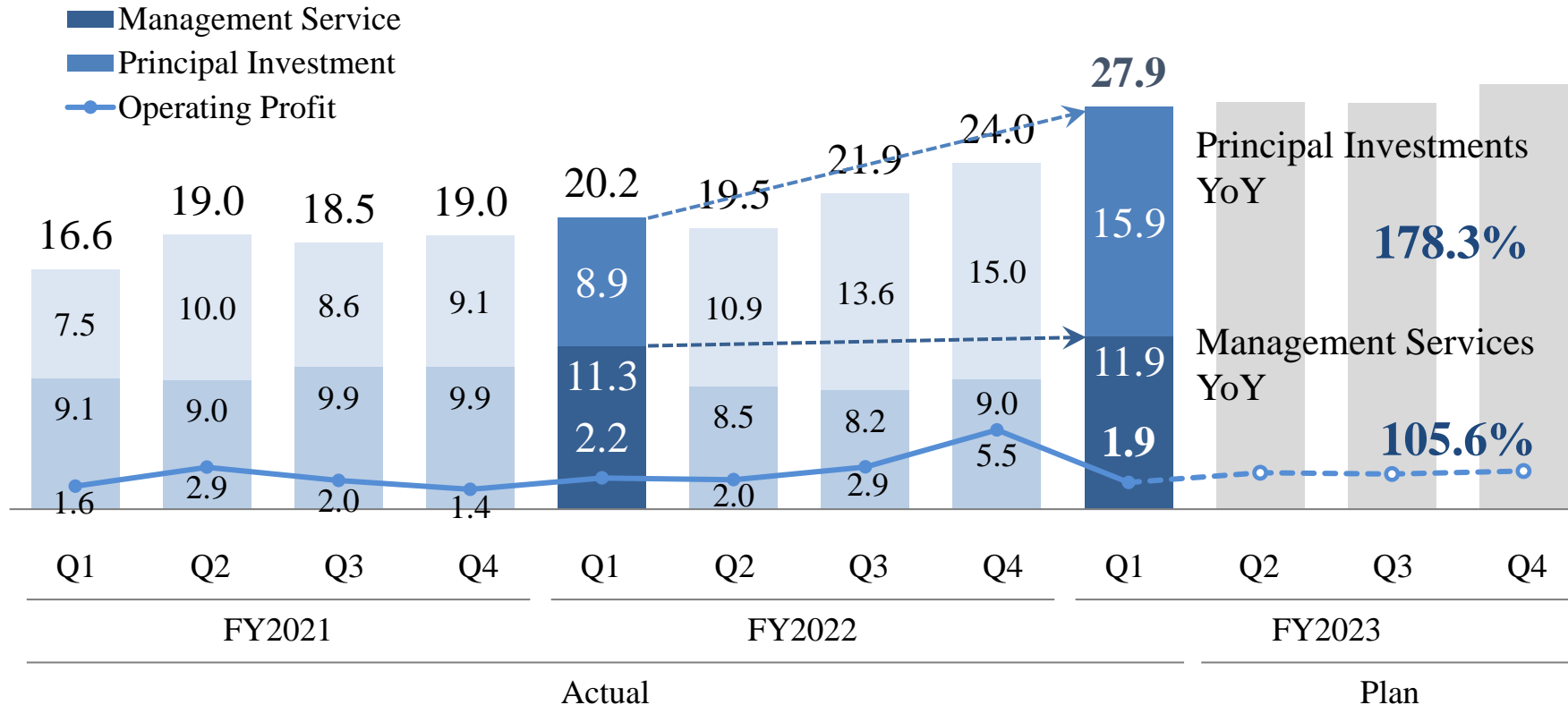
*Conversion to Japanese yen is calculated at USD 1 = JPY 133.54 (exchange rate on 31 March 2023).



FY2023 Q1 Group Consolidated Results

In FY2023 Q1, the Group achieved a significant increase in revenue on a consolidated basis, with revenue of USD 27.9 million (JPY 3.72 billion*) and operating profit of USD 1.9 million (JPY 250 million*). Operating profit achieved more than 100% progress vs the initial forecast which factored in the impact of the strong US dollar, despite a slight YoY decline.

Revenue and Operating Profit Trends (USD million)



YoY Revenue:

Group Consolidation
137.7%
 (Q1 budget achieved: 105.5%)

YoY Operating Profit:
 Group Consolidation
85.7%
 (Q1 budget achieved: 103.1%)

* Conversion to Japanese yen is calculated at USD1 = JPY 133.54 (exchange rate on 31 March 2023).

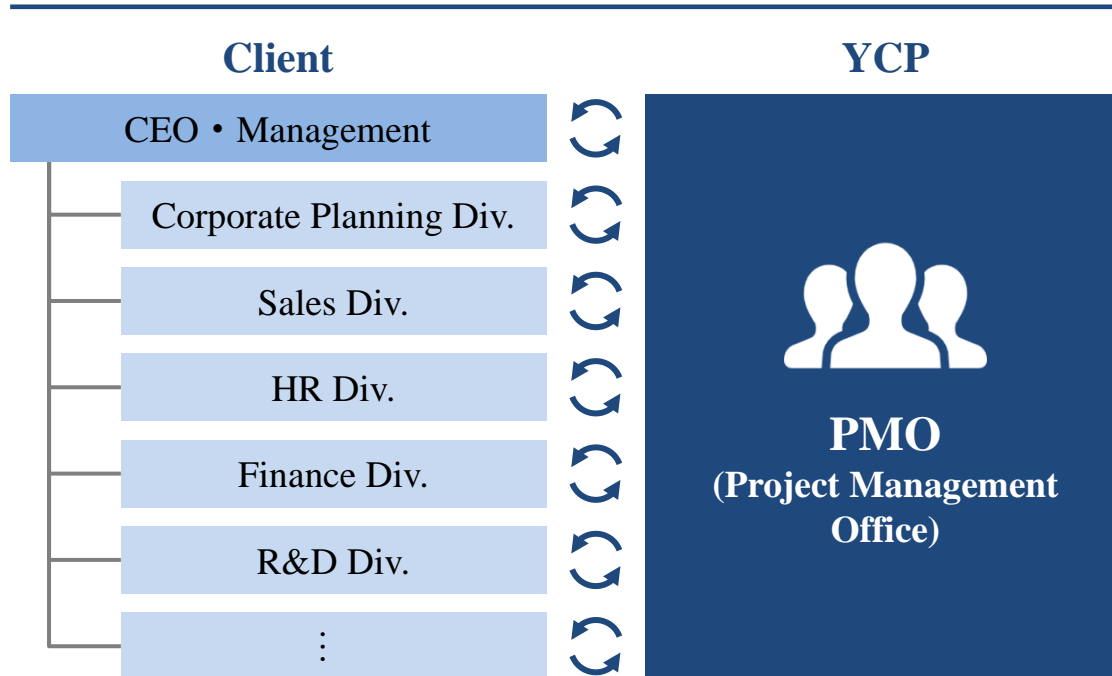
Introduction of Management Services



Introduction and Overview of Management Services

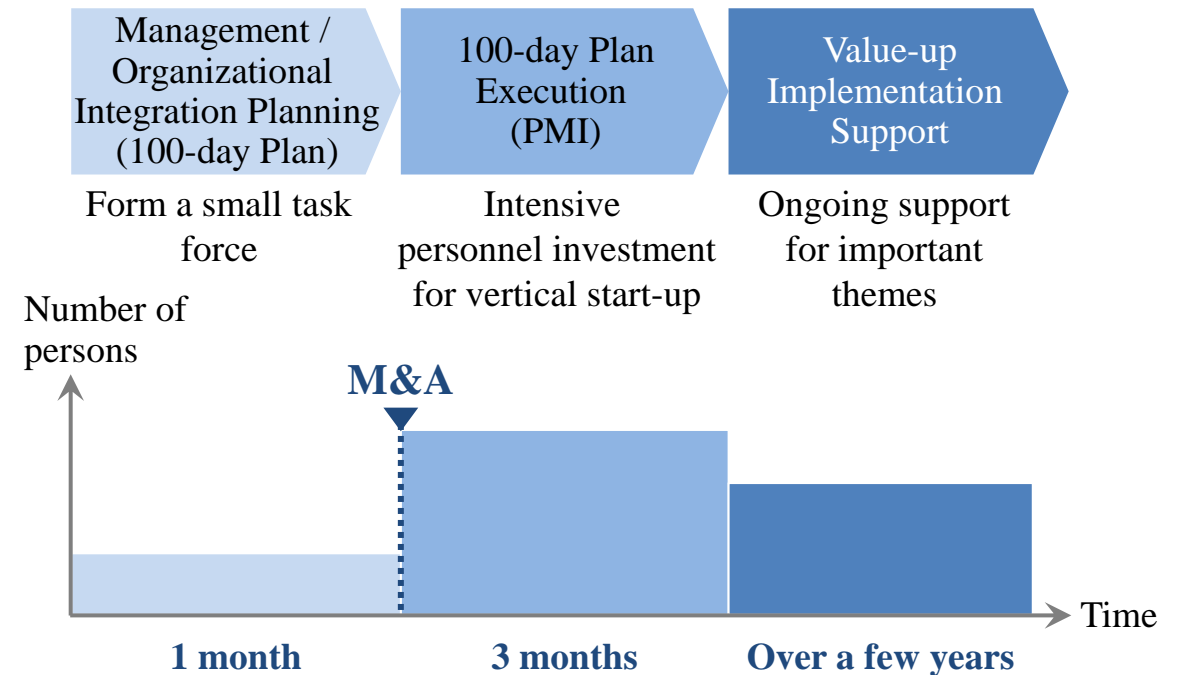
YCP Solidiance, our brand of Management Services division, provides PMO-type execution support services such as M&A and DX implementation for clients throughout Asia, accounting for approximately 80% of our segment revenue.

What is PMO (Project Management Office)



A special task organization that provides flexible, cross-functional support when there are major corporate changes such as M&A and DX implementation.

PMO Support in M&A



We begin providing support from one month prior to M&A execution and continue to provide long-term support via our PMO.



Renewal and Strengthening of Division's Leadership

Management Service Division CEO



Pilar Dieter

- Formerly: Accenture, Trade Beam
- MBA, University of Chicago Booth School of Business
- Bachelor of Arts in Political Science and Public Policy from University of California

MSD Co-CEO Japan Regional Manager



Nobuiku Nyudo

- Formerly: Toyota Motor Corporation, UBS Securities Japan, Innovation Network Corporation of Japan
- Bachelor of Arts in Economics from Osaka University

Southeast Asia Regional Manager



Judd Sanchez

- Formerly: US Air Force, SAP, Deloitte Consulting
- MBA, UCLA Anderson School of Management
- BS in Management & Engineering, US Air Force Academy

India Regional Manager



Manish Chheda

- Formerly: Strategic Decision Group
- Co-Founder of Auctus Advisors Private Limited
- MBA, INSEAD
- Bachelor of Technology, IIT Bombay

Greater China Regional Manager



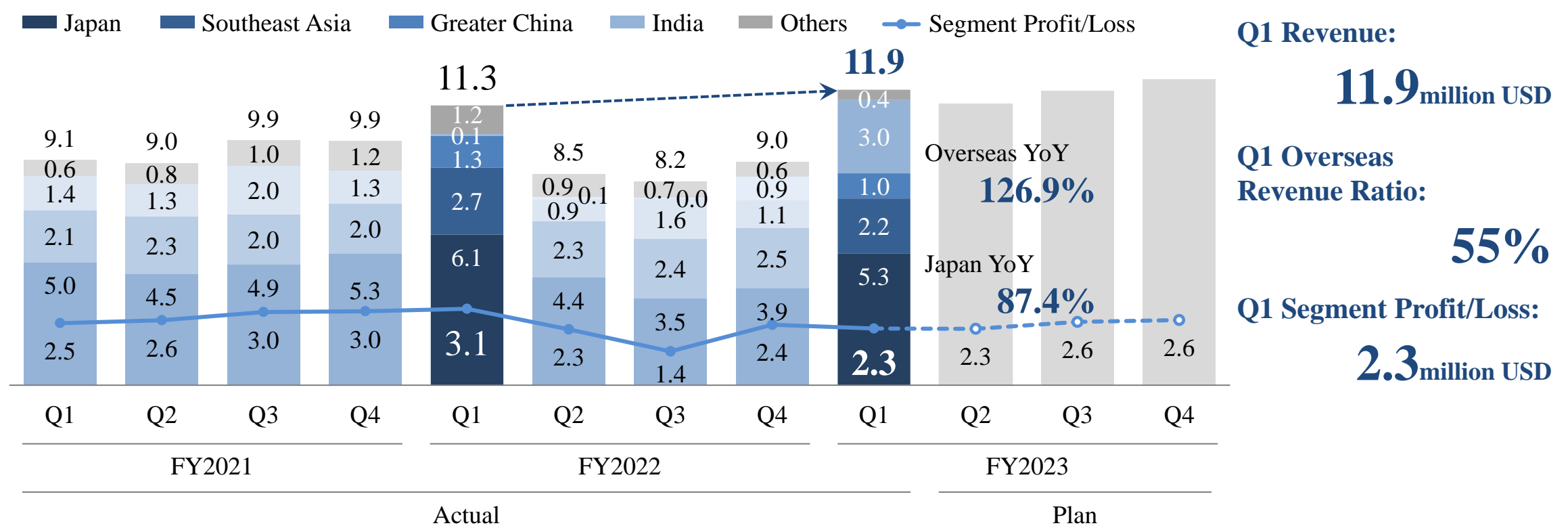
Naoki Arai

- Formerly: Center for the Strategy of Emergence in Japan Research Institute
- Master's Degree in Engineering from Kyoto University
- Bachelor of Science in Engineering from Kyoto University

Business Performance of Management Services

In FY2023 Q1, revenue was USD 11.9 million (JPY1.60 billion*¹) and segment profit was USD 2.3 million (JPY 310 million*¹). Overall revenue was 105.6% YoY due to a significant contribution from the India region following the business integration with Auctus, despite the impact of our withdrawal from the Middle East region. Profit, on the other hand, decreased to 74.2% YoY, due to the further appreciation of the dollar (especially the weaker yen) and the aggressive recruitment drive in Southeast Asia.

Revenue and Segment Profit/Loss (USD million)



* Conversion to Japanese yen is calculated at USD1 = JPY 133.54 (exchange rate on 31 March 2023).

Introduction of Solution Services





Introduction and Overview of Solution Services

Establish new business divisions specializing in areas such as digital transformation (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 Solution Services

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

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

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

Supply Chain Solution (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

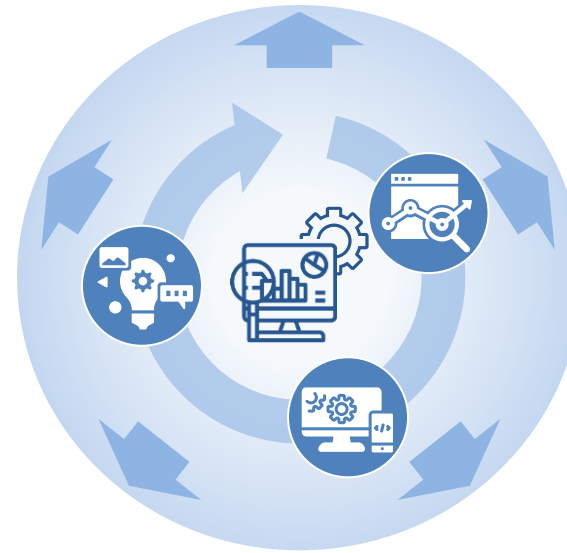
Growth Strategy



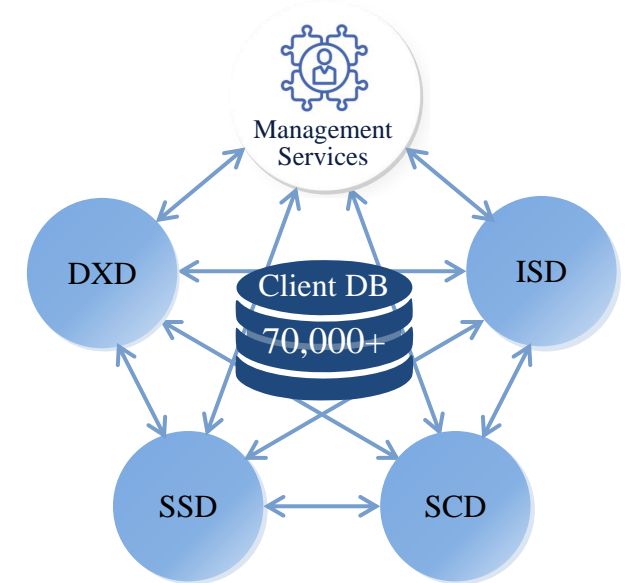
Scalability



Cross/Up-Selling



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

Business integration with Consus Global (scheduled for July 2023)

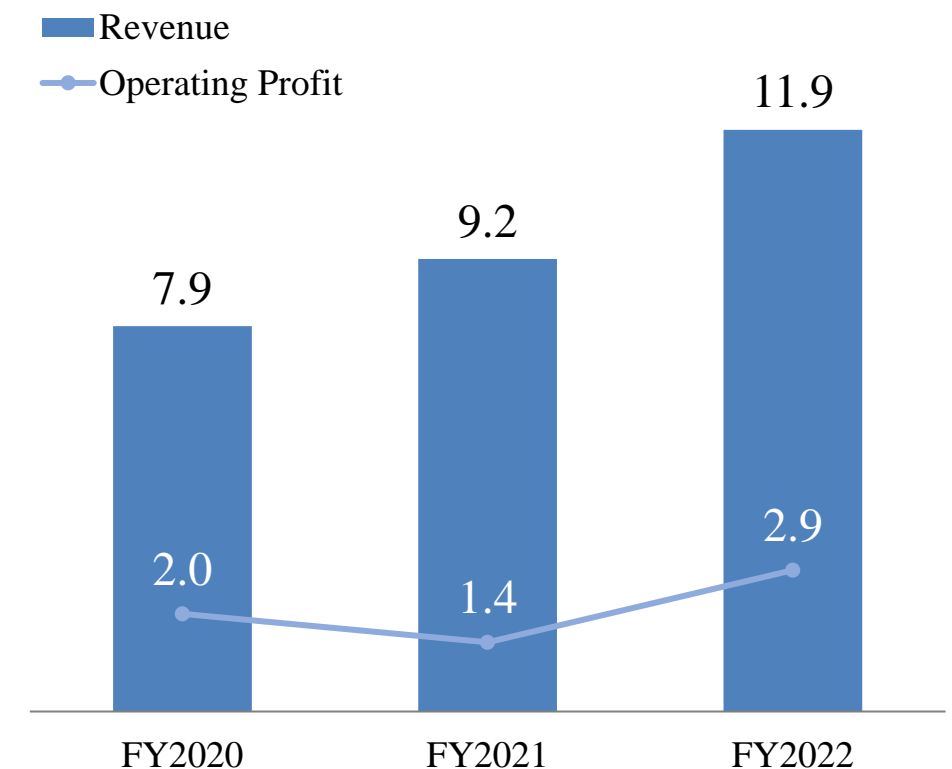
A new division, ‘Supply Chain Solutions Division,’ was established in April 2023. In July 2023, the Group plans to fully implement the business integration with Consus Global, an independent professional firm that provides digital solutions specializing in the supply chain area (e.g. cost reduction in procurement.)

Introduction of Consus Global

Name	Consus Global Pvt. Ltd. SB Invest Pte. Ltd.
Year of Founding	July 2015
Location of Offices	6 offices worldwide: India, Singapore, Malaysia, UAE, USA, Philippines
Number of Professionals	112 (October 1 2022) *1
Nature of Business	Providing digital solutions in the supply chain area.
Main Clients	<ul style="list-style-type: none">• Rev Group• Dole Sunshine• Saddle Creek• Orora Packaging• United Phosphorous

Business Performance of Consus

(JPY hundred million*2)



*1 : Total number of people in Management Services and Operations divisions

*2 : Conversion to Japanese yen is calculated at USD1 = JPY 133.54 (exchange rate on 31 March 2023).

Introduction of Principal Investments



Introduction and Overview of Business: What is Principal Investments?



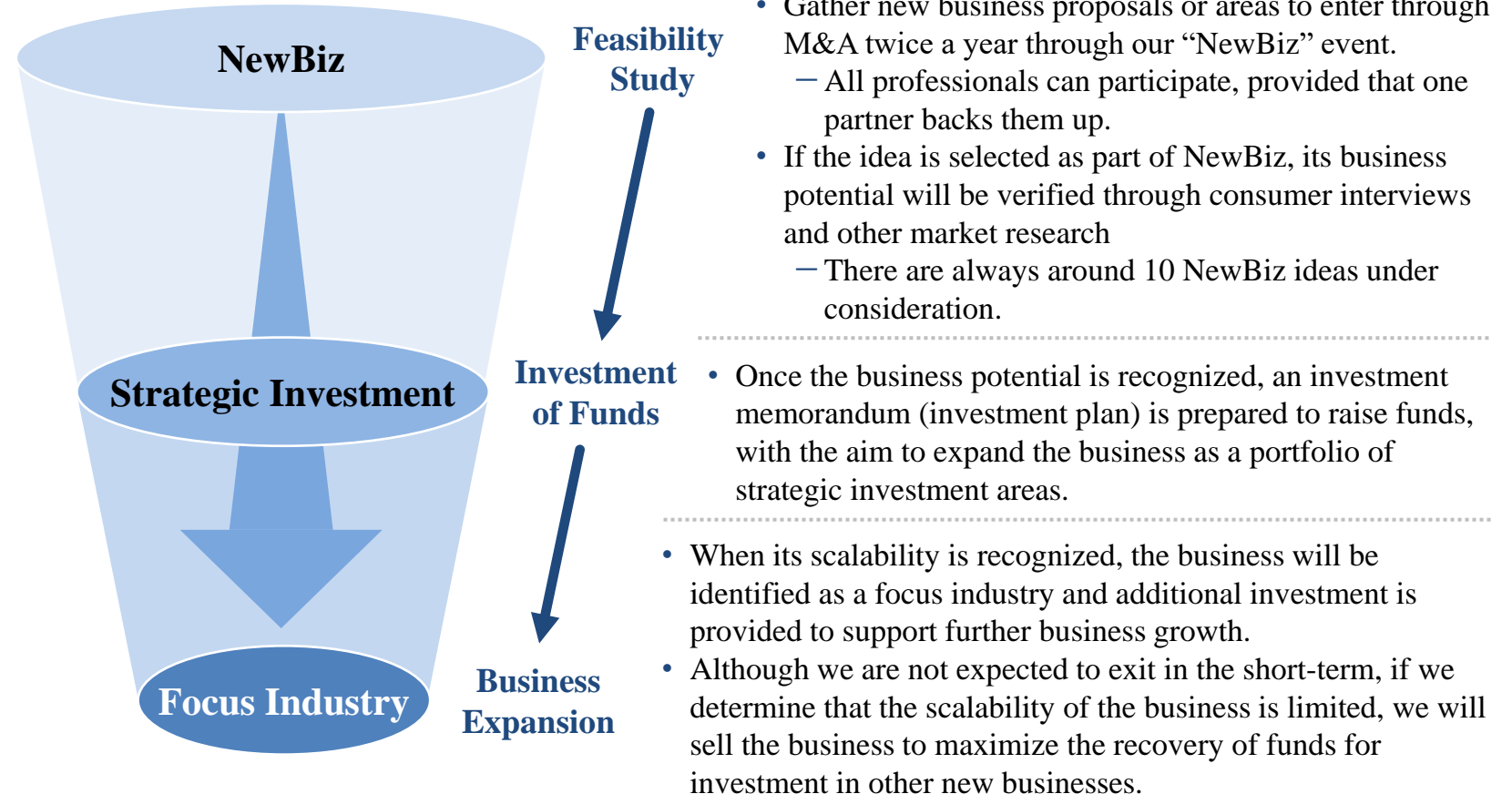
Utilizing the professional platform cultivated through the management services business, we invest our own funds in small and medium-sized emerging companies.

Investment Requirements

The following criteria are set as the Group's investment requirements:

1. Expected business scale of USD 100 million or more in sales
2. A business that can expand globally and utilize the Group's professional platform
3. Investment size should not exceed USD 20 million, including debt.
4. Minimum 30% IRR (Internal Rate of Return)
5. Good learning opportunity for the Group's professionals to "Strive for Growth"

Flow of Principal Investment, from Start-up to Expansion



Introduction of Personal Care

SOLIA, a major consolidated subsidiary, develops brands specializing in personal care products throughout Asia. SOLIA is adopting the D2C model of direct online sales and leveraging our global platform.

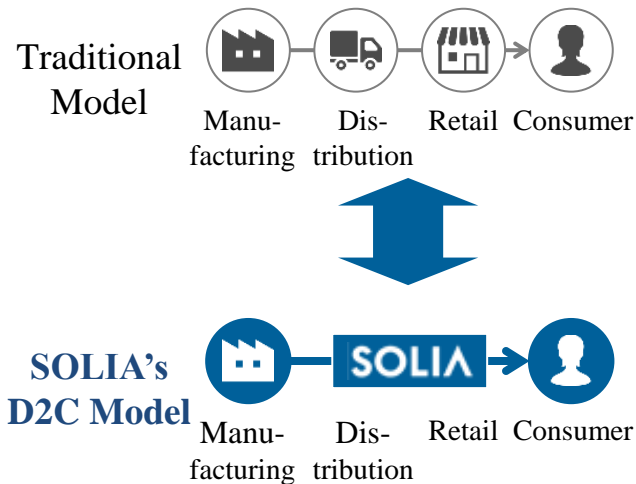
Core Brand



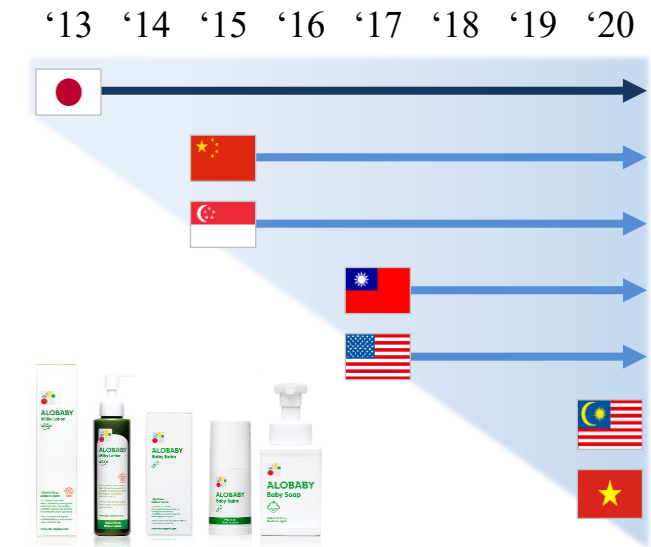
Business Strategy



SOLIA's D2C Model



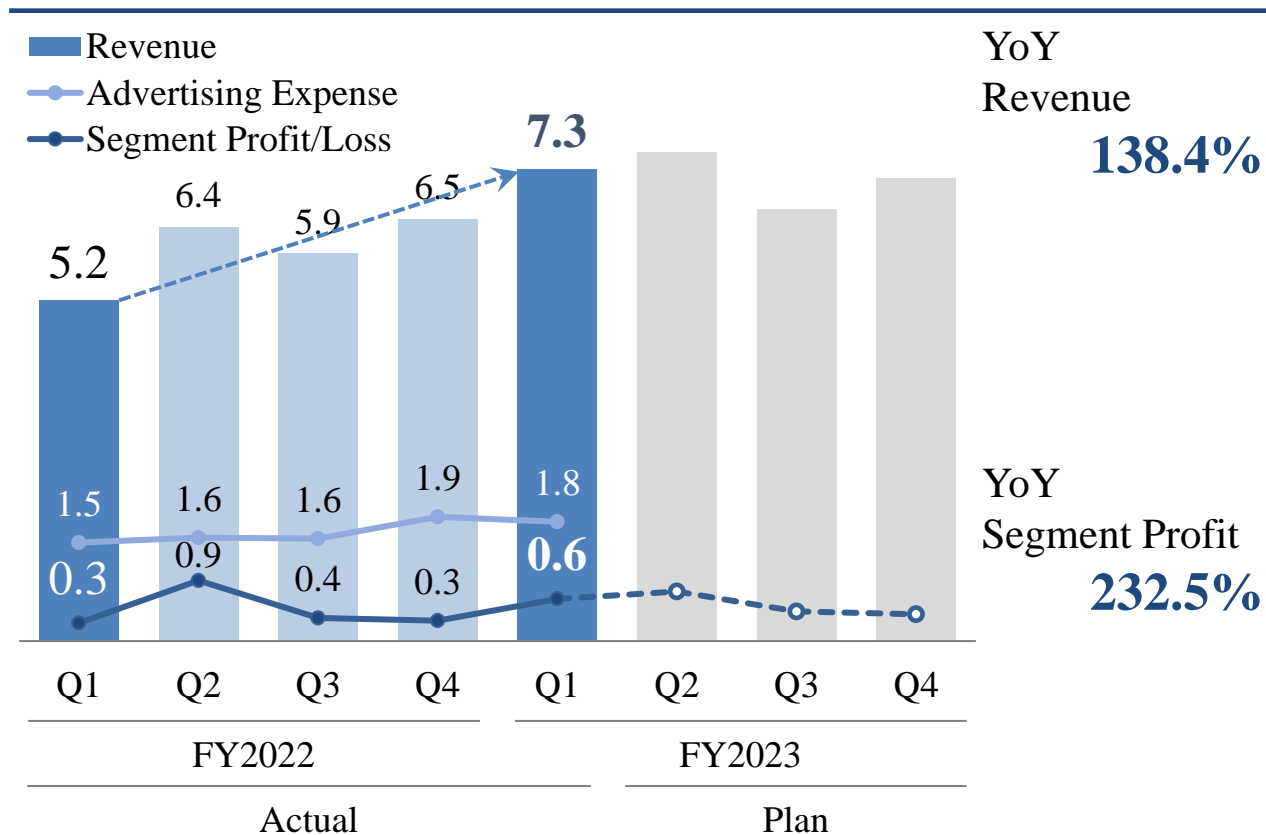
ALOBABY's Overseas Expansion



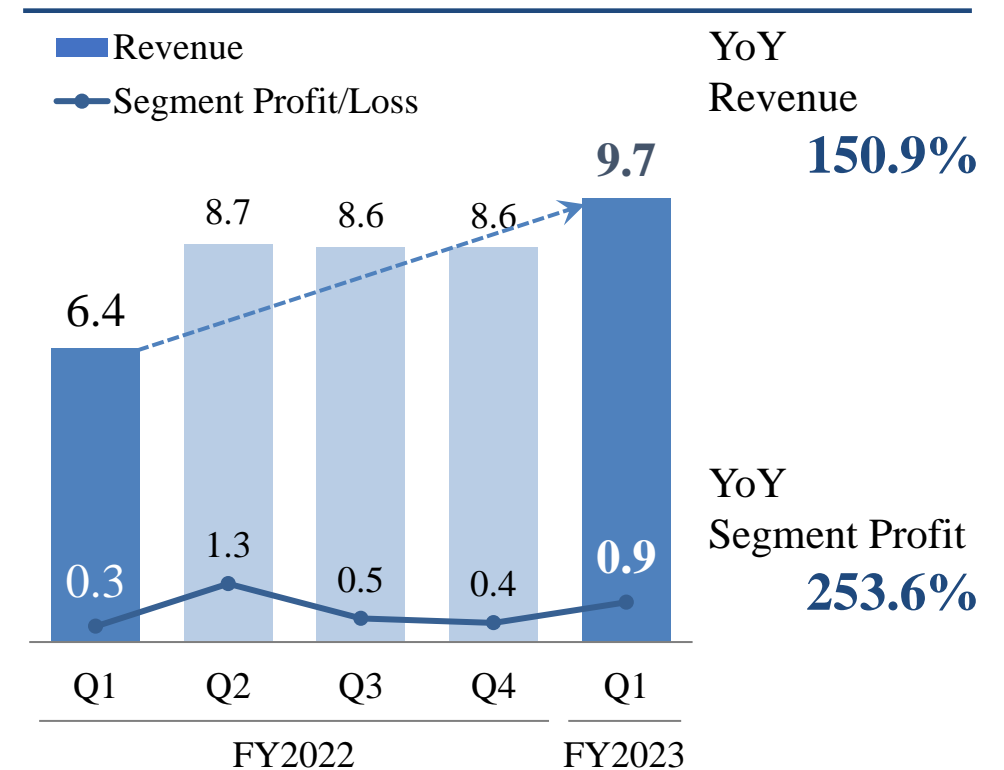
Business Performance of Personal Care Area

For FY2023 Q1, revenue was USD 7.3 million (JPY 0.97 billion) and segment profit was USD 0.6 million (JPY 0.09 billion) driven by the steady expansion of the main brands “ALOBABY” and “AMBiQUE.”

Business Performance (USD million)



(Reference)
Business Performance in Local Currency
(JPY hundred million)





Introduction of Pet Care

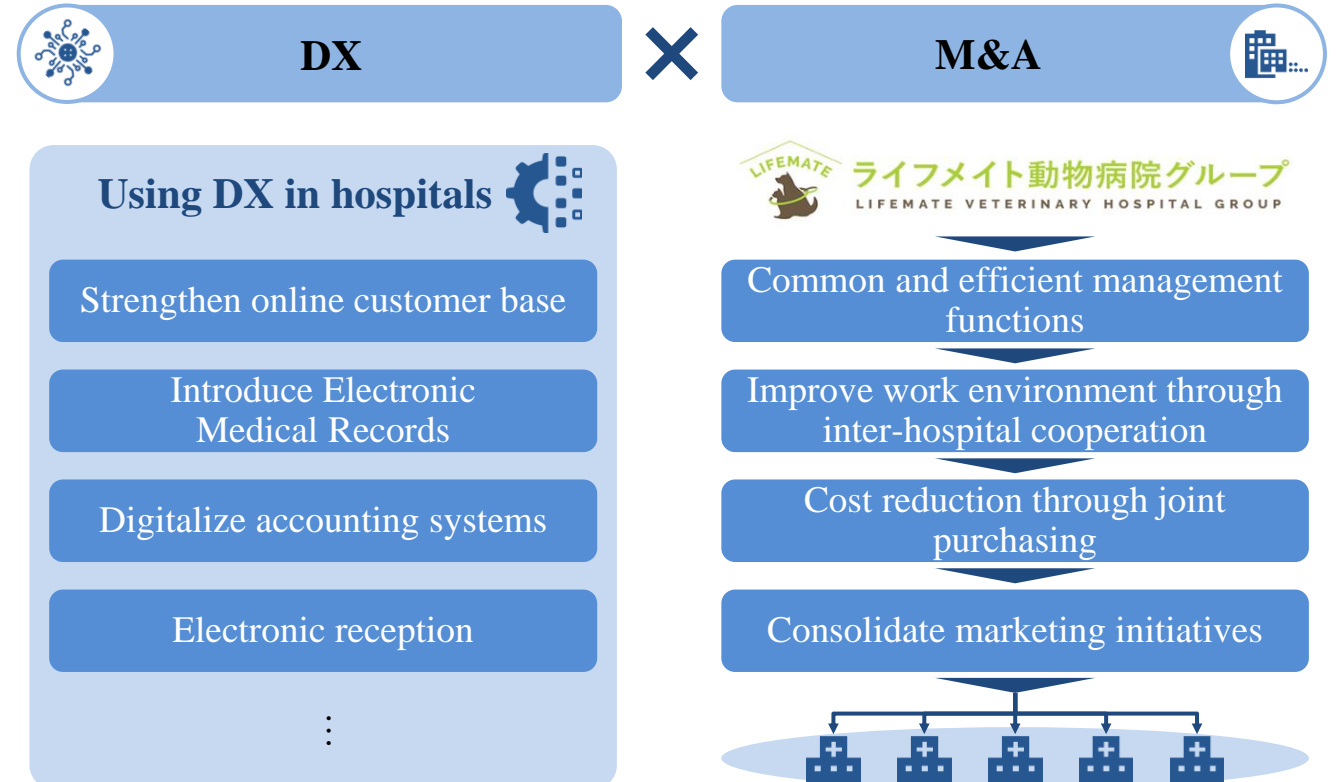
Scale up business by grouping multiple veterinary hospitals through business succession and DX. The Group currently owns and operates a total of 11 hospitals: 4 advanced care hospitals and 7 veterinary hospitals.

Operation of Veterinary Hospital



We group several veterinary hospitals through business succession. We currently operate 11 hospitals in Kanto and Hokkaido and are constantly considering M&A opportunities.

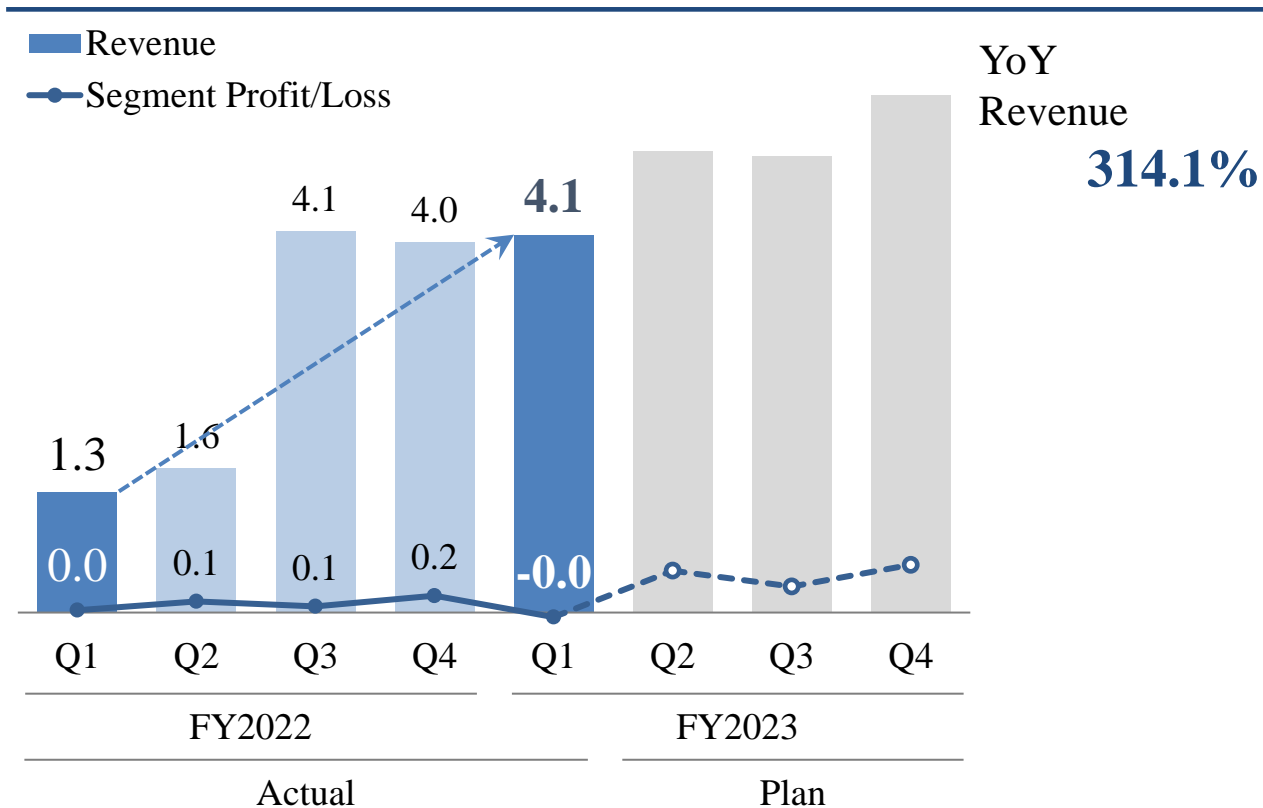
Business Strategy



Business Performance of Pet Care Area

For FY2023 Q1, revenue was USD 4.1 million (JPY 0.54 billion) and segment profit was USD -0.0 million (JPY -0.01 billion). Revenue marked a significant increase due to the takeover of a large veterinary hospital group in July 2022. Segment profit, on the other hand, resulted in a flat due to the one-off M&A-related costs relating to the acquisition of a new veterinary hospital in Hokkaido in January 2023.

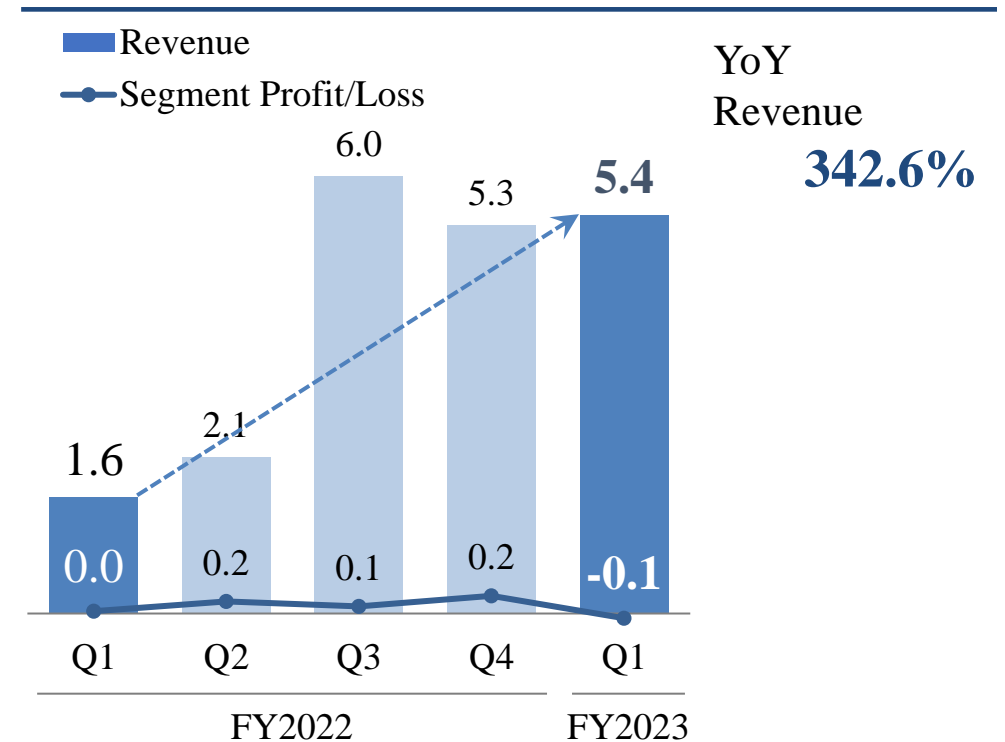
Business Performance (USD million)



(Reference)

Business Performance in Local Currency

(JPY hundred million)





Strategic Investments

YCP is aggressively investing in business seeds that should become our future priority areas as strategic investment areas. Mainly, we are developing Japanese restaurants and providing services for seniors in Singapore, Hong Kong, and Japan.

Food and Beverage Service



GO Food



With the mission to "bring smiles to people's faces around the world through food," the company is optimizing the cooking process and thoroughly improving operational efficiency to develop high-quality Japanese food brands overseas

Supporting Service for Columbarium



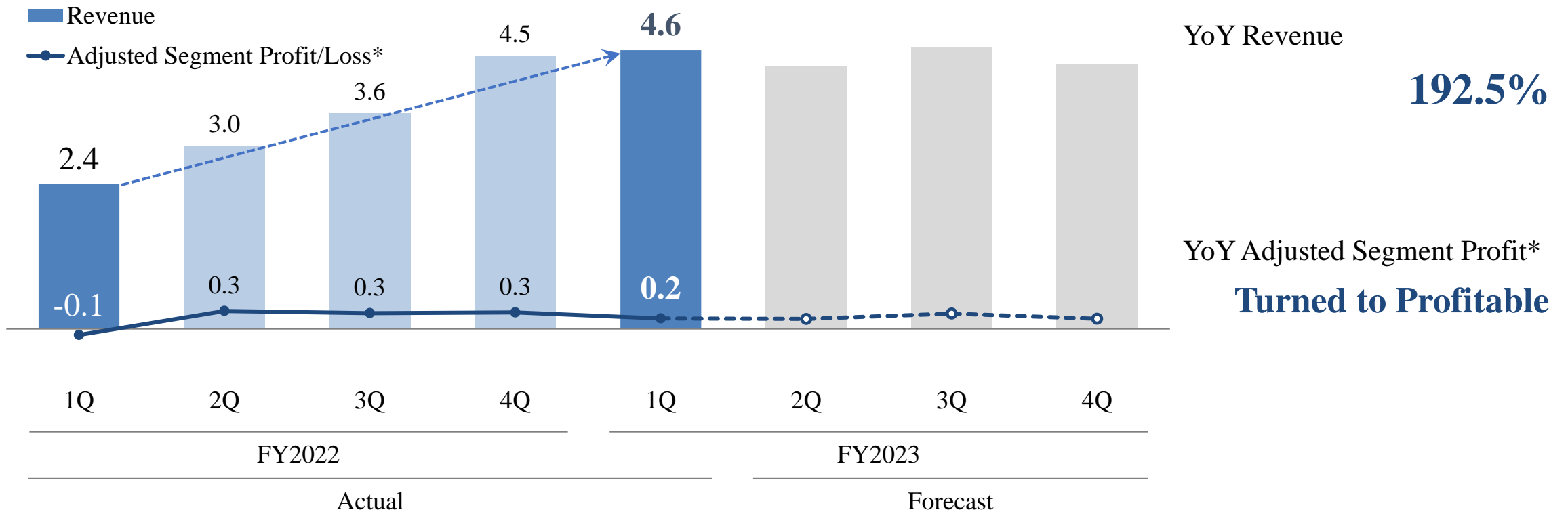
We offer a new option that requires no management, no successor, and no religious affiliation



Business Performance in Strategic Investments Area

For FY2023 Q1, revenue was USD 4.6 million (JPY 0.61 billion) and adjusted segment profit was USD 0.2 million (JPY 0.02 billion). Both revenue and profit marked substantial increases due to a significant improvement in the performance of the food & beverage business due to recovery from the COVID-19 pandemic and the contribution of ARUKI Group acquired in September 2022.

Business Performance (USD million)



* : 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

FY2023 Forecast

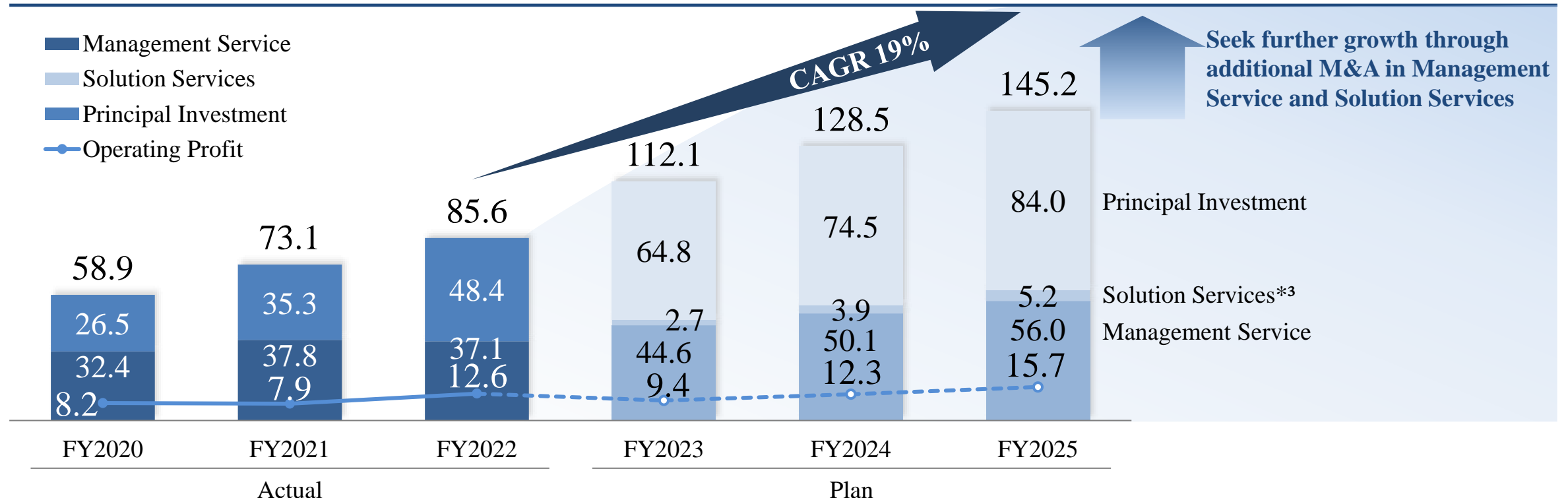




Forecast of FY2023–2025 Group Consolidated

On a consolidated basis, the targeted revenue of USD 112.1 million (JPY 14.97 billion*¹) and operating profit of USD 9.4 million (JPY 1.26 billion*¹) in FY2023 are only from organic growth. In addition, the Group will make full use of new M&A (not yet incorporated in the mid-term plan) for further growth from FY2023 to FY2025. The profit decrease in FY2023 is 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 133.54 (exchange rate on 31 March 2023).

*2 : "Other income and gains" of US\$4.9 million (JPY 0.65 billion*¹) from TOB of Ipet shares held, and "General and administrative expenses" of -US\$1.2 million (-JPY 0.15 billion*¹) in FY2022 as expenses related to TOB

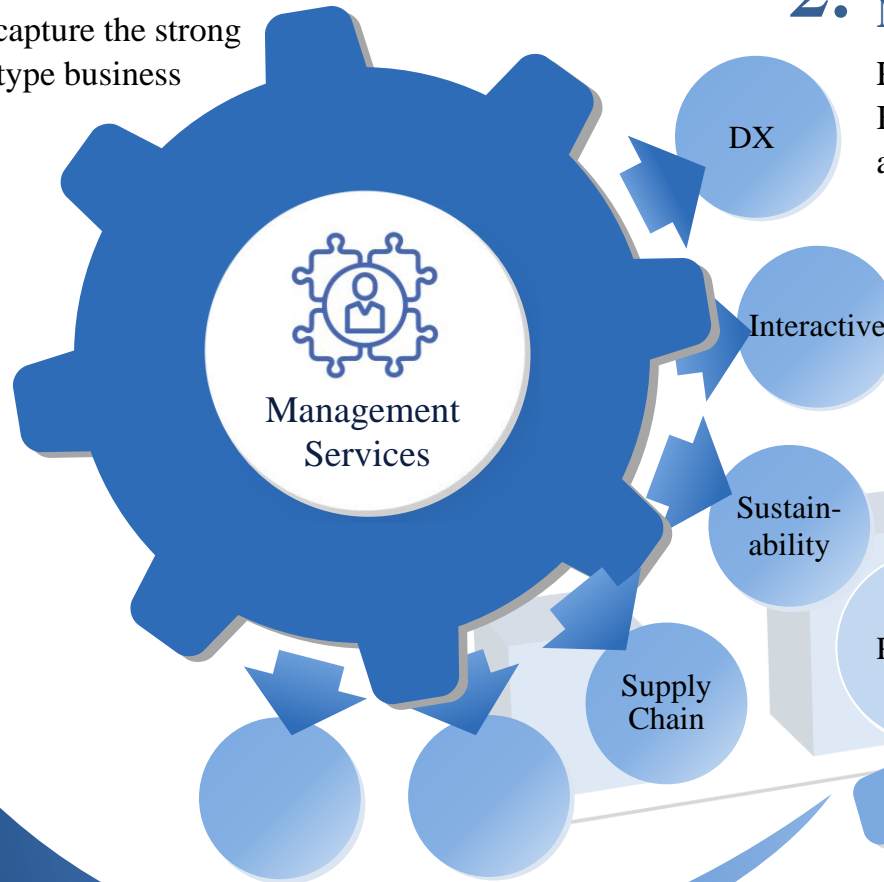
*3 : Solution Services with a small scale of business will be combined into the Management Services for disclosure.



Growth Strategy for the Entire Group

1. Organic Growth of Management Services

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



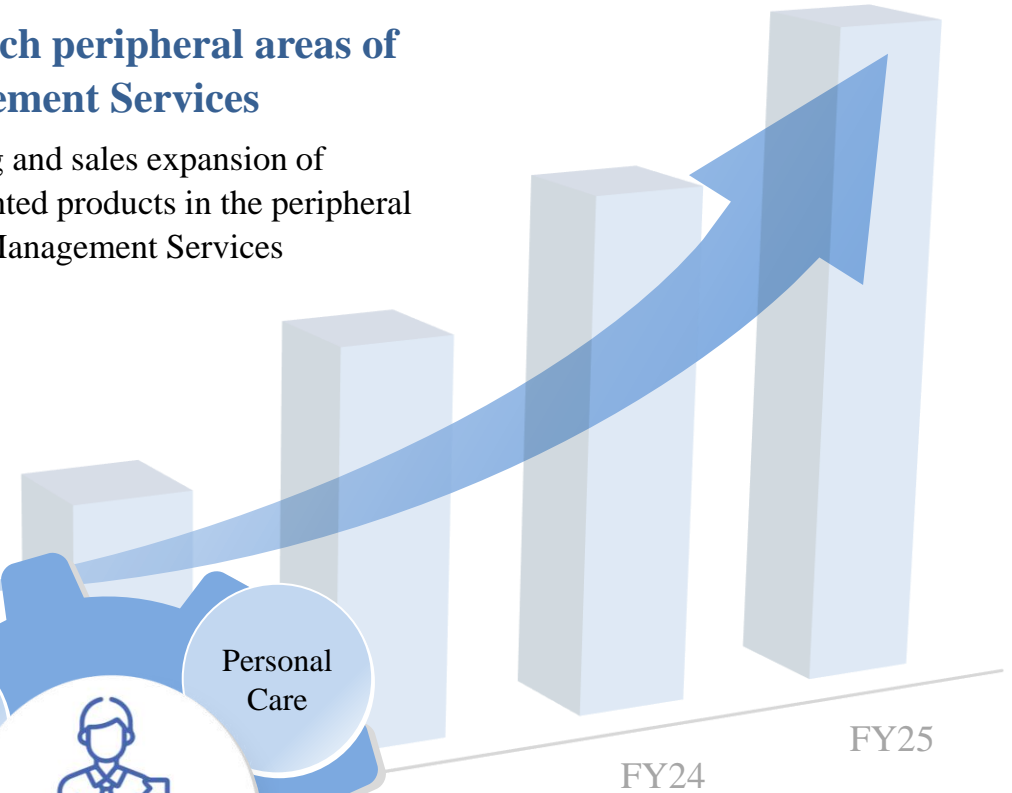
2. Approach peripheral areas of Management Services

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



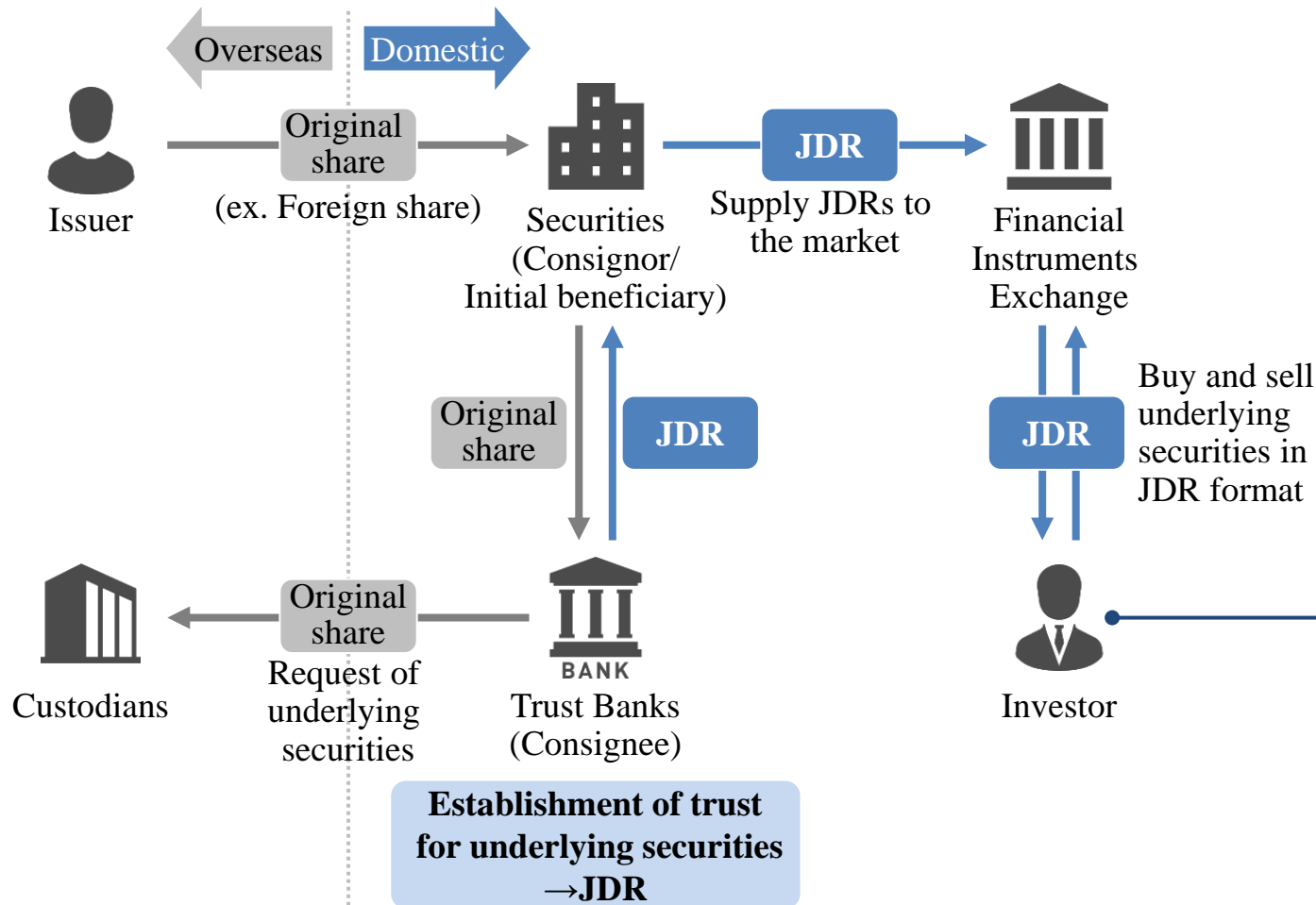
Appendix





About JDR (Japanese Depository Receipt)

Scheme of JDR issuance*



Key Points for JDR

Transactions

- Can be traded through securities
- Eligible for trading in specific accounts and with no need to open a foreign securities trading account
- Settlement and receipt of distributions is in Japanese yen
- Taxation is the same as for domestic share

Shareholders' Meeting

- Since the shareholders of the issuing company are the JDR trustee (trust bank), JDR investors cannot attend the general shareholders' meeting, but can interact with the issuing company at JDR investor briefings, etc.

Exercise of Voting Rights

- JDR investors cannot directly exercise their voting rights on the underlying share, but can indirectly exercise their voting rights by instructing the JDR trustee to exercise their voting rights.

* Cited from the JDR issuance scheme (example) on the Japan Exchange Group website: <https://www.jpx.co.jp/equities/listing-on-tse/new/basic/05.html>

