



FY2022 2nd Quarter

Financial Results Briefing for Institutional Investors

YCP Holdings (Global) Limited
August 2022



Agenda

Introduction

FY2022 2Q Financial Highlights

Introduction of Management Service

Introduction of Principal Investments

Forecast for FY2022

Q&A

Introduction



Company Overview

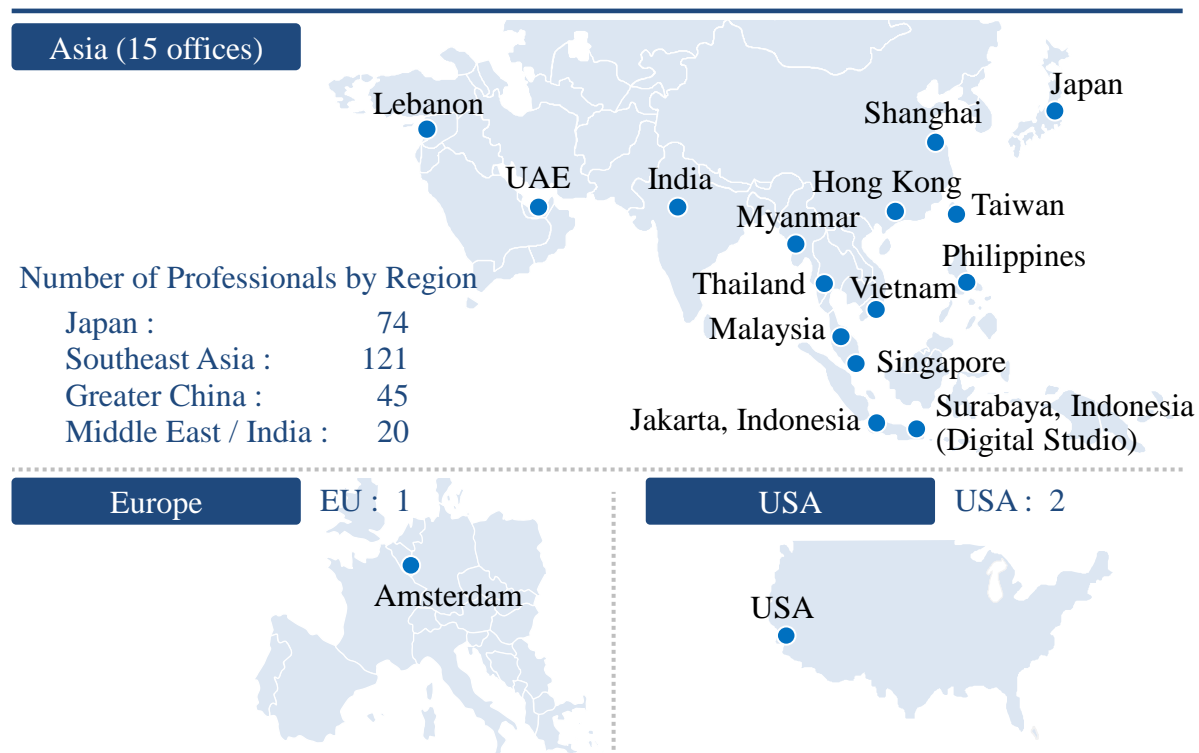


YCP Group started its business in August 2011 as Yamato Capital Partners (now YCP Solidiance). In 2013, in order to actively hire non-Japanese professionals and be an international organization, the firm name was changed to YCP, and it became a Hong Kong-based holdings company. In 2021, the Group moved its headquarters to Singapore, where it is advantaged as a global hub site; the Group's revenue and personnel composition has increased, and established YCP Holdings (Global) Limited as the holding company.

An Overview of YCP Group

Company Name	YCP Holdings (Global) Limited
Headquarters	3 Fraser Street, DUO Tower #05-21, Singapore
Nature of Business	1. Management Service 2. Principal Investments
Year of Founding	August 2011
Capital	USD 35,422,430
Group CEO	Yuki Ishida
Number of employees*1	Number of professionals: 258 Total number of including portfolio companies: 437

Global Locations*2



*1: As of June 30, 2022: 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.

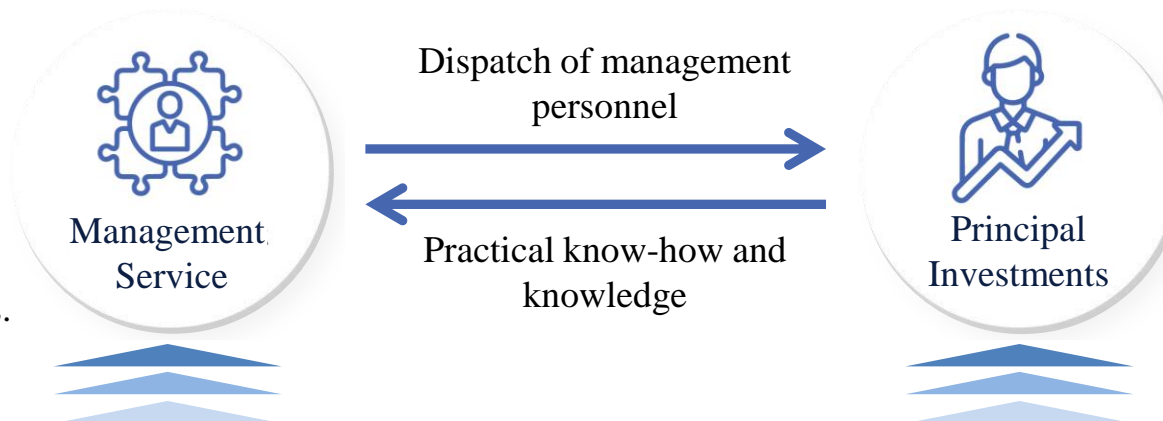
Business Overview and the Group's Reportable Segments



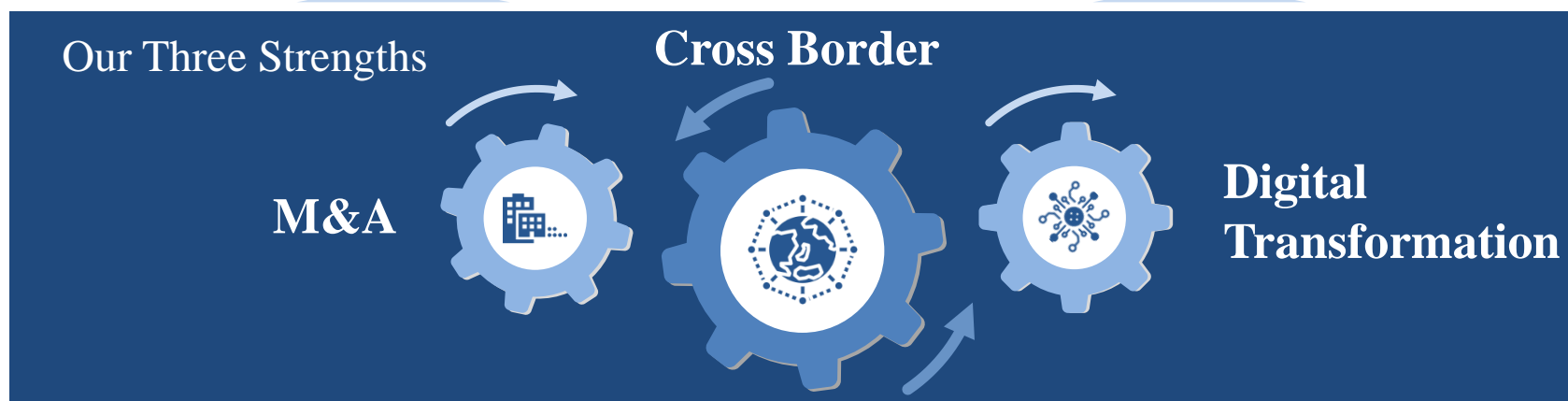
Our group operates two businesses: 1) Management Service, which helps our clients grow, scale, and transform their businesses, and 2) Principal Investments, which provides risk-money via equity capital and support for our portfolio companies.

We accelerate the growth of both our Management Service 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.

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.



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 3 segments.

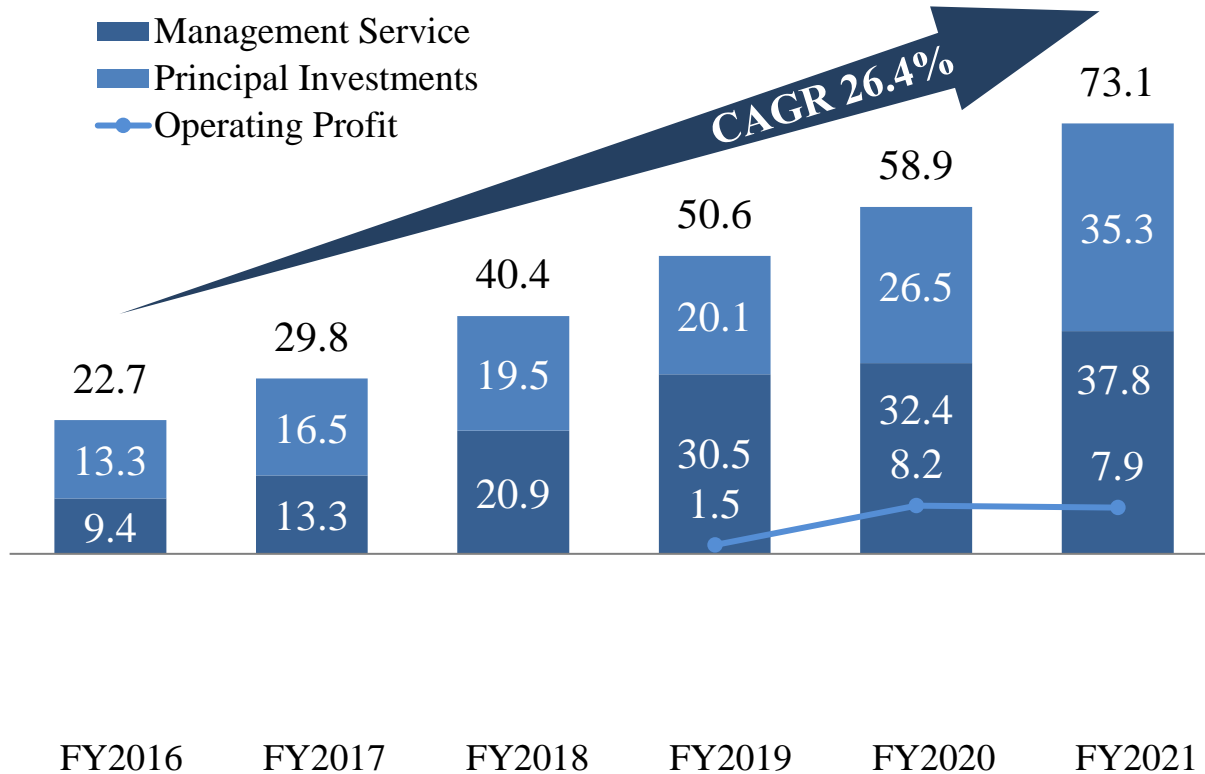




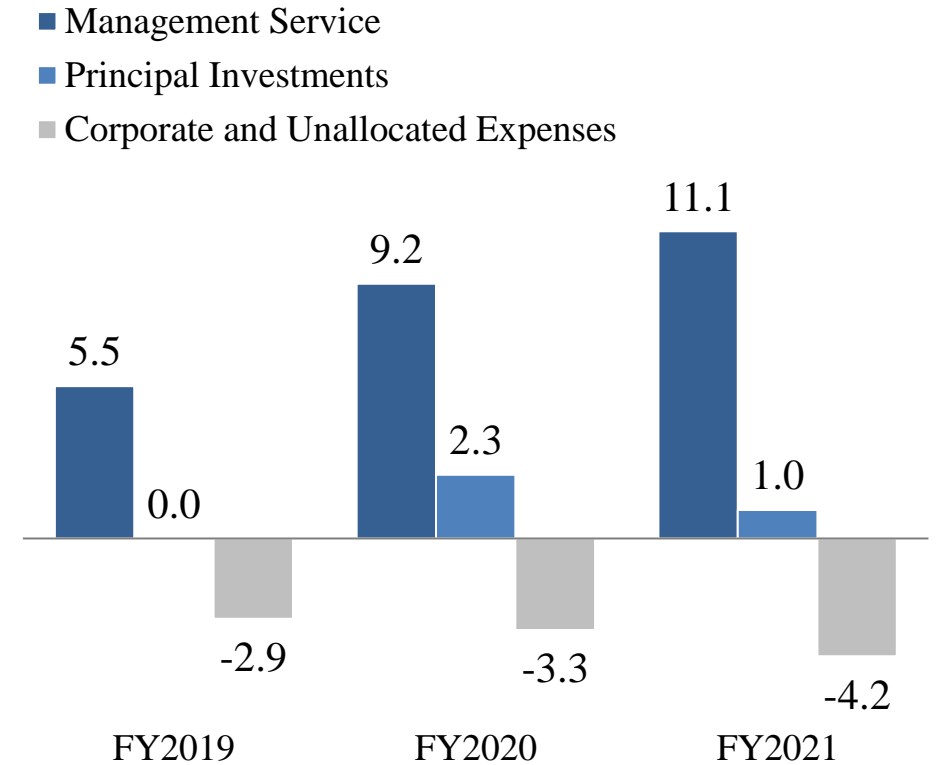
Performance in Previous Years

Within 10 years of its establishment, the company achieved sales of USD 73.1 million (JPY 9.99 billion*) and operating profit of USD 7.9 million (JPY 1.08 billion*). The average annual growth rate over the last five years was 26.4%.

Revenue and Operating Profit (USD million)



Segment Profit/Loss (USD million)



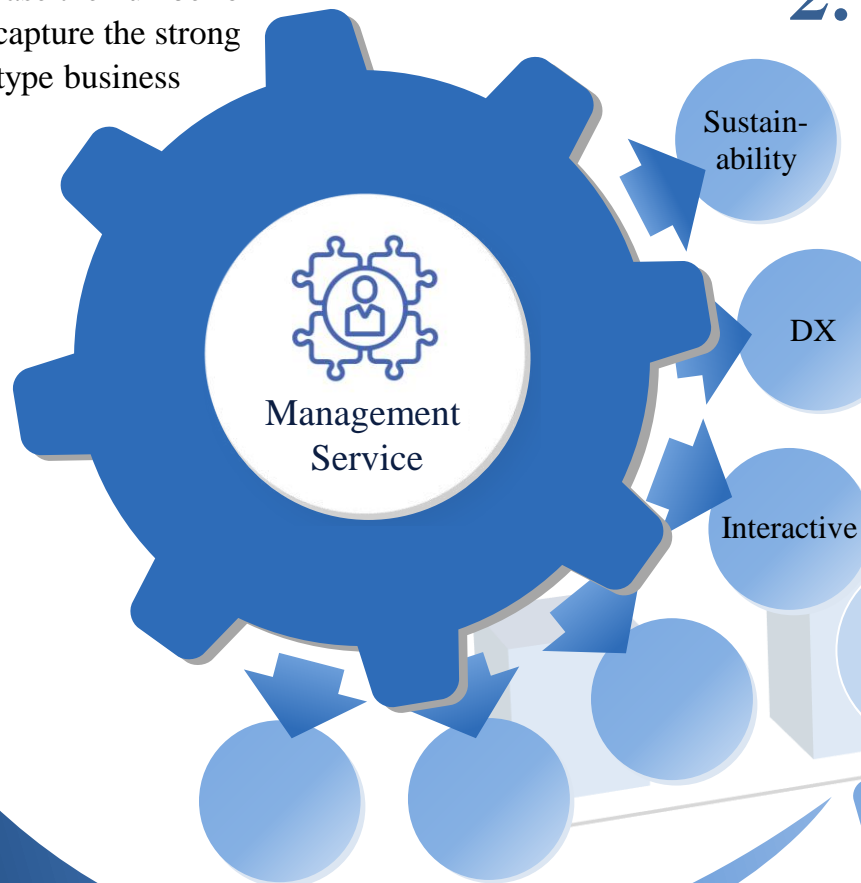
* Conversion to Japanese yen is calculated at US\$1 = ¥136.69 (exchange rate on 30 June 2022).

Growth Strategy for the Entire Group



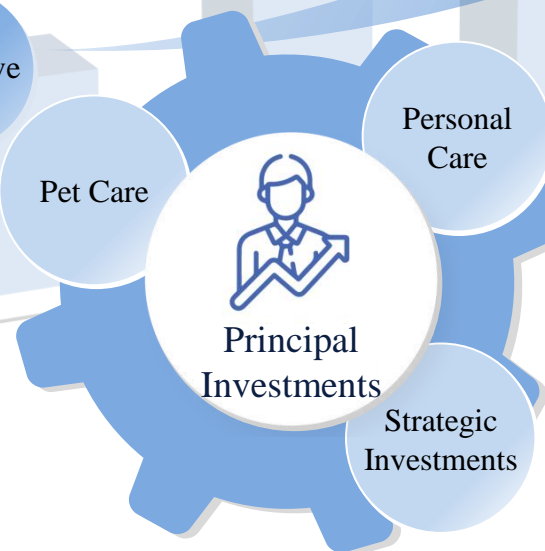
1. Organic Growth of Management Service

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



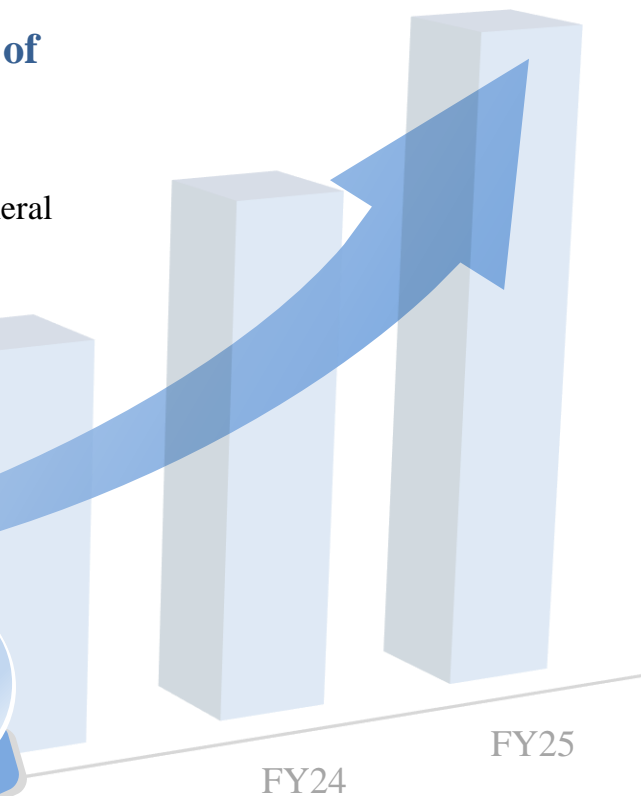
2. Approach peripheral areas of Management Service

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



FY2022 2Q Financial Highlights



FY2022 2Q Financial Highlights



FY2022 2Q Financial Results

Revenue	YoY	(%) of budget achieved
39.7 million USD (5.43 billion JPY*1)	+11.3% (+37.6%*2)	101.1%
Operating Profit	YoY	(%) of budget achieved
4.2 million USD (575 million JPY *1)	-6.6% (+15.4 %*2)	85.9%
Profit for the Period	YoY	(%) of budget achieved
2.6 million USD (355 million JPY *1)	-7.4% (+14.5 %*2)	65.3%

Highlights

- In FY2022 2Q cumulative result, revenue increased in YoY, while both operating profit and quarterly profit saw drops.
- The core Management Service business, despite the significant impact of the sharp JPY depreciation in 2Q, achieved YoY +9.7% revenue growth and YoY +4.1% operating profit growth due to strong 1Q results.
- Principal Investment business achieved YoY +12.9% growth in revenue but YoY -42.0% decline in operating profit. However, excluding the impact of the fair value loss on an equity investment of ipet Holdings shares (USD -1.0 million), the operating profit achieved YoY +65.5% growth.
- Operating profit decreased YoY -6.6% due to the fair value loss on an equity investment (USD -1.0 million) and the sharp JPY depreciation.
- 65.3% of the budget was achieved for the profit for the period due to the higher effective tax rate on a consolidated basis compared to the original plan, as profits and income taxes increased at subsidiaries with high tax burdens, while losses were incurred at subsidiaries with low tax burdens.

*1: Conversion to Japanese yen is calculated at USD 1 = JPY 136.69 (exchange rate on 30 June 2022).

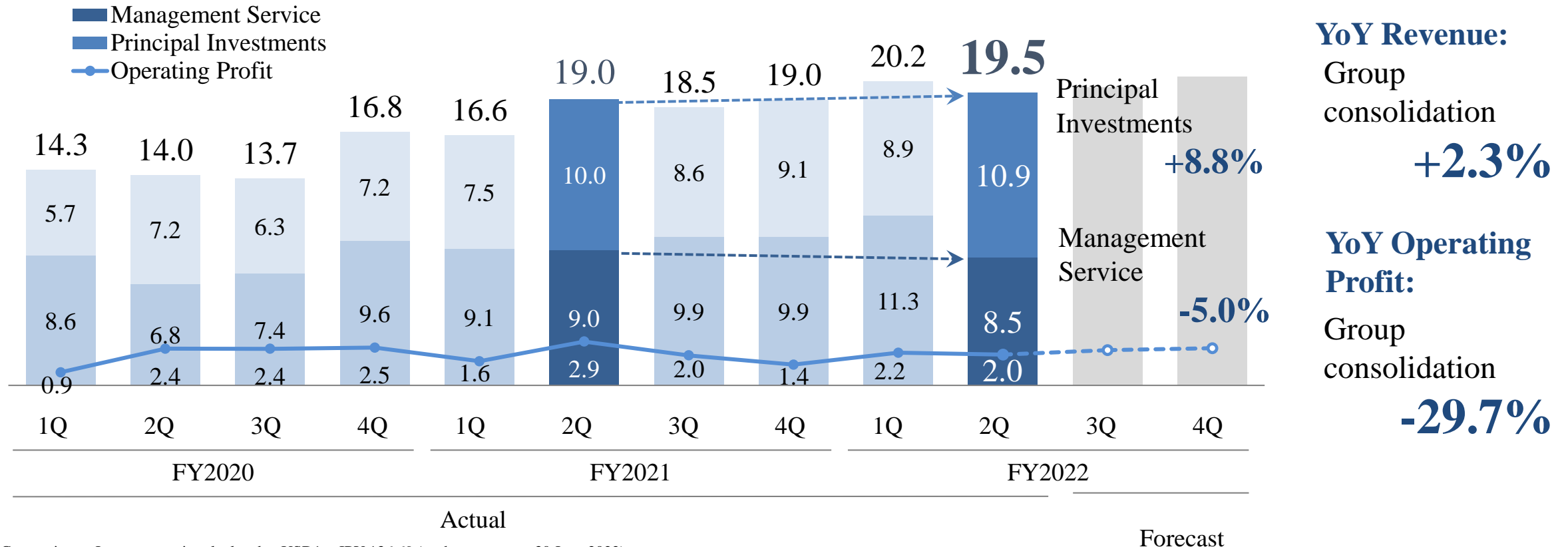
*2: YoY change in JPY comparison with the previous FY's results using conversion rate of USD 1 = JPY 110.61 (exchange rate on 30 June 2021)



FY2022 2Q Group Consolidated Results

In FY2022 2Q, revenue of USD 19.5 million (JPY 2.66 billion*) and operating profit of USD 2.0 million (JPY 279 million*) were achieved. The decrease in revenue in the Management Service business, which was affected by the strong USD, was offset with an increase in revenue in the Principal Investments business. Operating profit decreased due to one-time fair value loss on an equity investment (USD -0.8 million).

Revenue and Operating Profit Trends (USD million)



Conversion to Japanese yen is calculated at USD1 = JPY 136.69 (exchange rate on 30 June 2022).

Introduction of Management Service



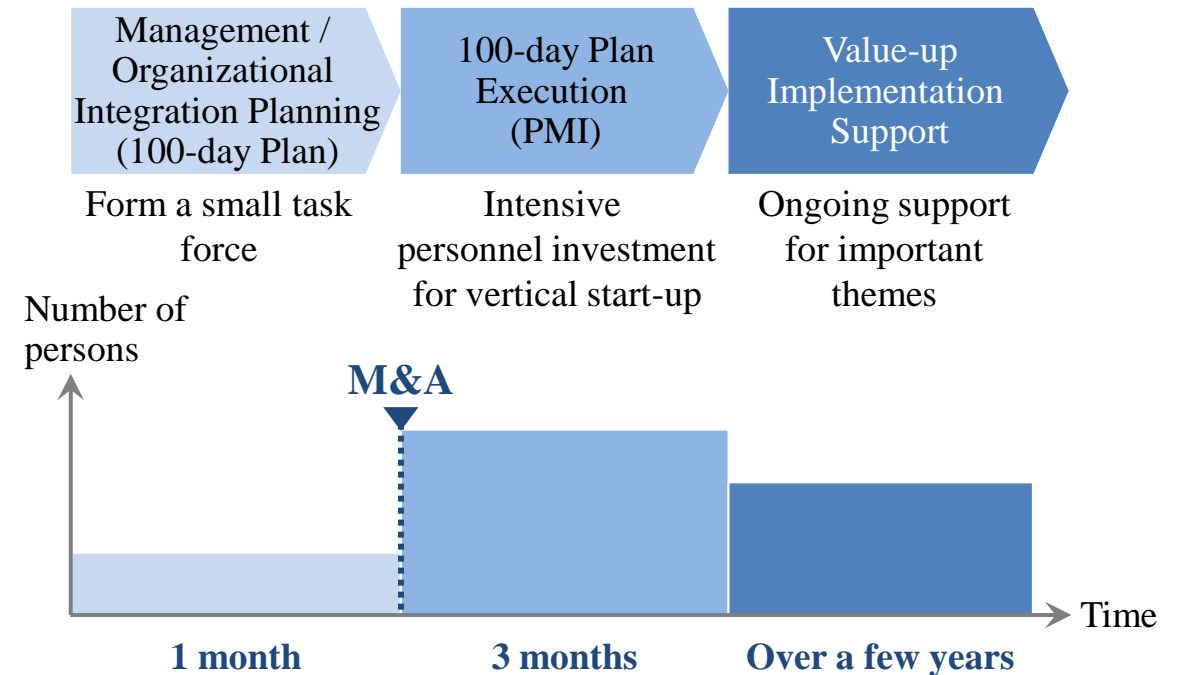
YCP Solidiance, our brand of Management Service, provides PMO-type execution support services such as M&A and DX implementation for clients throughout Asia, accounting for approximately 80% of our segment revenue.

What is PMO (Project Management Office)



A special task organization that provides flexible, cross-functional support for implementation 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.

Business Performance of Management Service

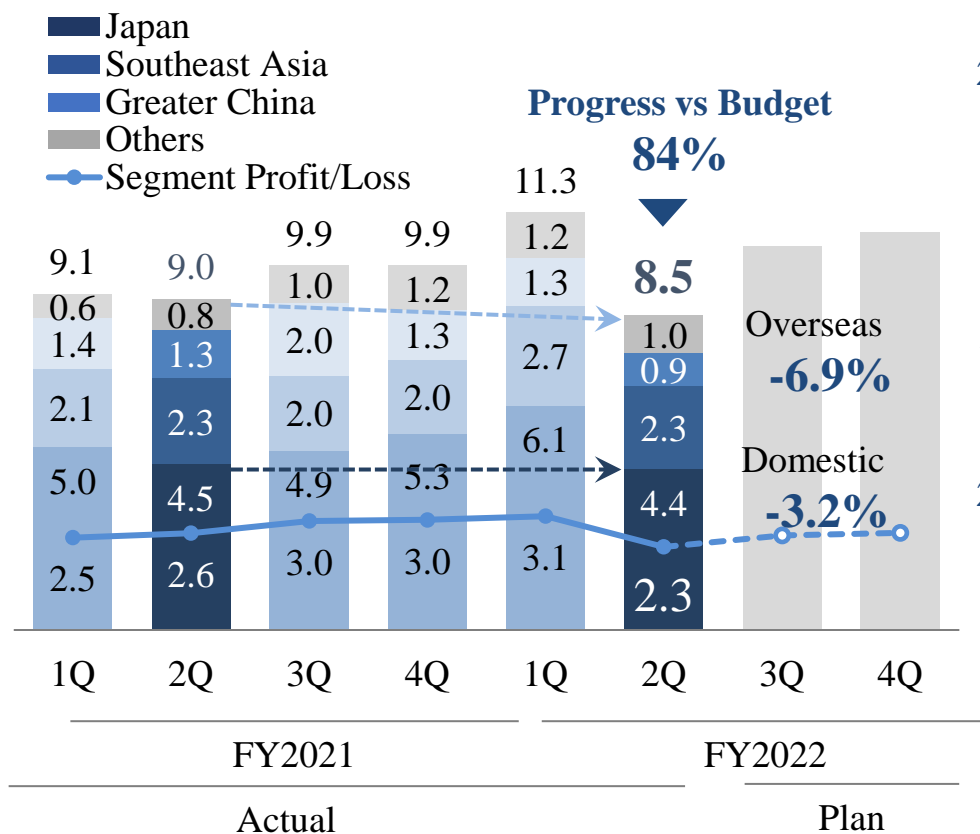


In FY2022 2Q, revenue was USD 8.5 million (JPY1.17 billion*1) and segment profit was USD 2.3 million (JPY 310 million*1). Although revenue in Japan decreased in USD due to the sharp appreciation of USD, revenue in local currency before conversion into USD increased and the business continued to expand.

Revenue and Segment Profit/Loss (USD million)

(Reference)

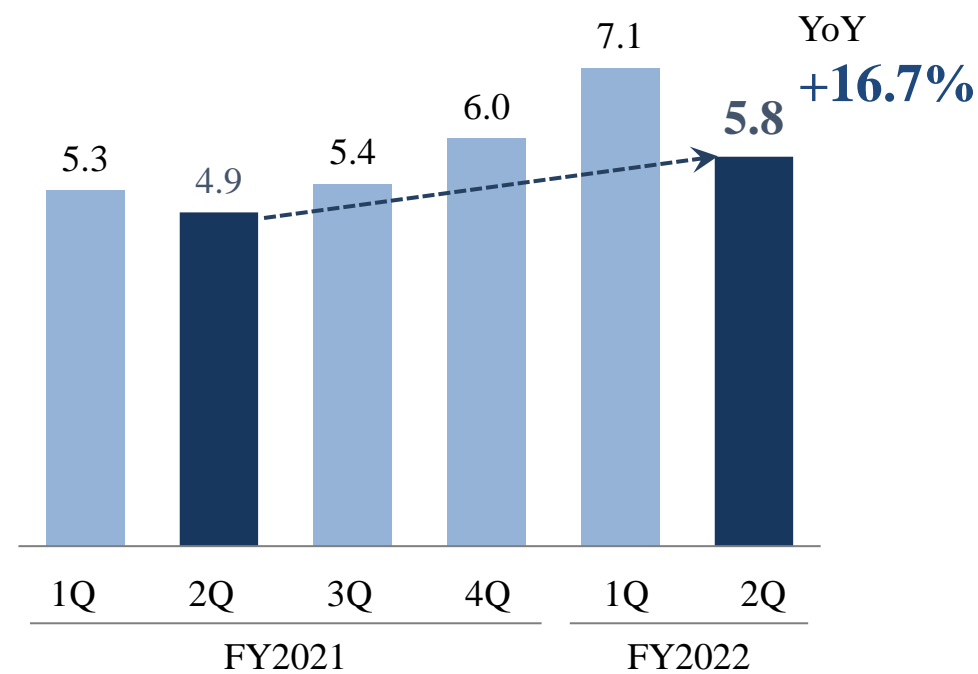
Japan Revenue in Local Currency (JPY hundred million)



2Q Revenue:
 Management Service Business
USD 8.5 million

2Q Overseas Revenue Ratio: 49%

2Q Segment Profit/Loss:
 Management Service Business
USD 2.3 million



*1: Conversion to Japanese yen is calculated at USD 1 = JPY 136.69 (exchange rate on 30 June 2022).

Introduction of Principal Investments





Introduction and Overview of Business: What is Principal Investments?

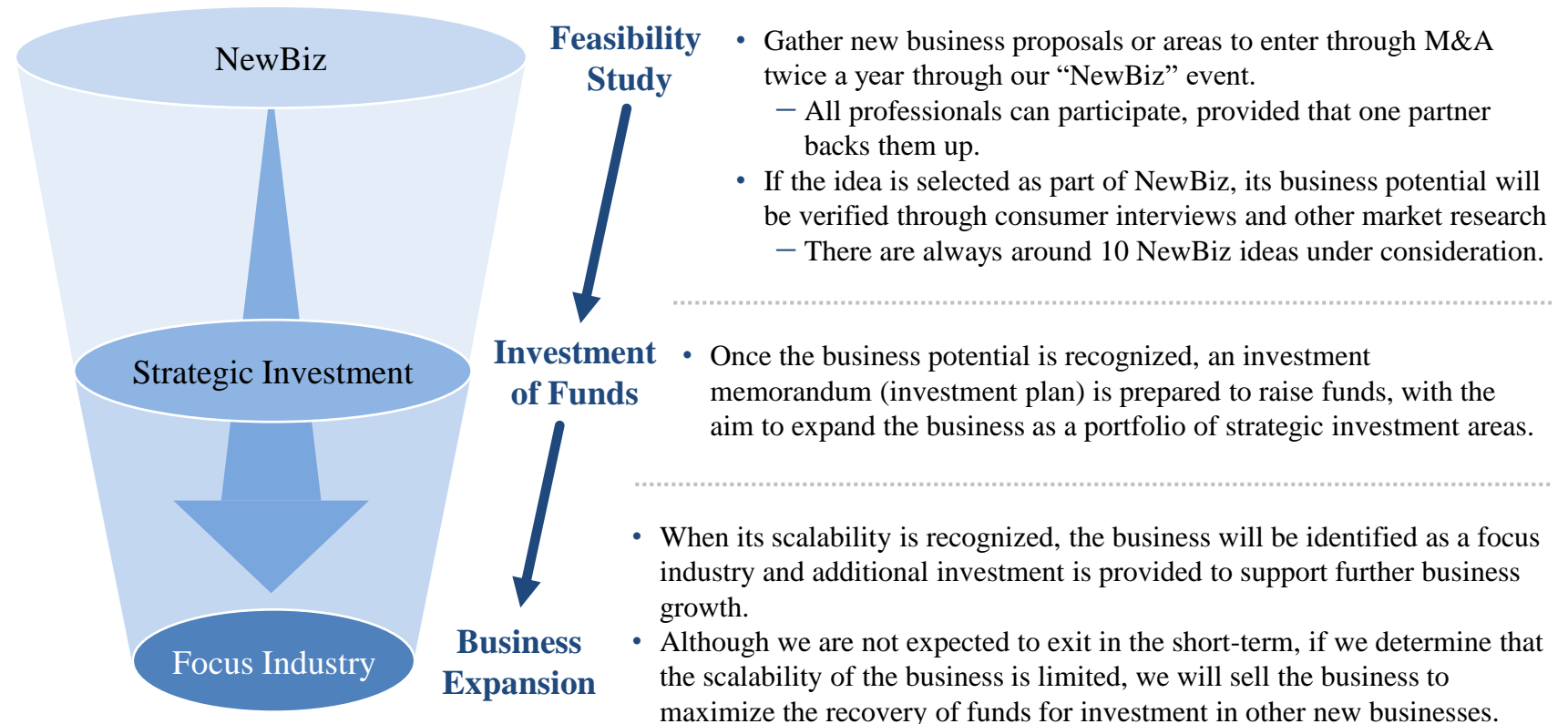
Utilizing the professional platform cultivated through the management service business, we invest our own funds in small and medium-sized emerging companies.

Investment Requirements

The following 5 criteria are set as 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 achieve "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



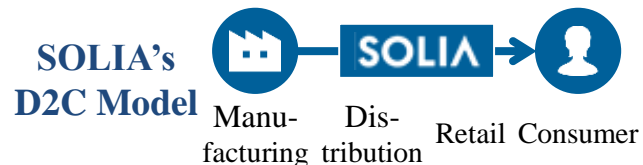
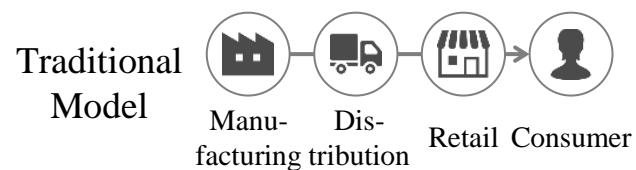
DX



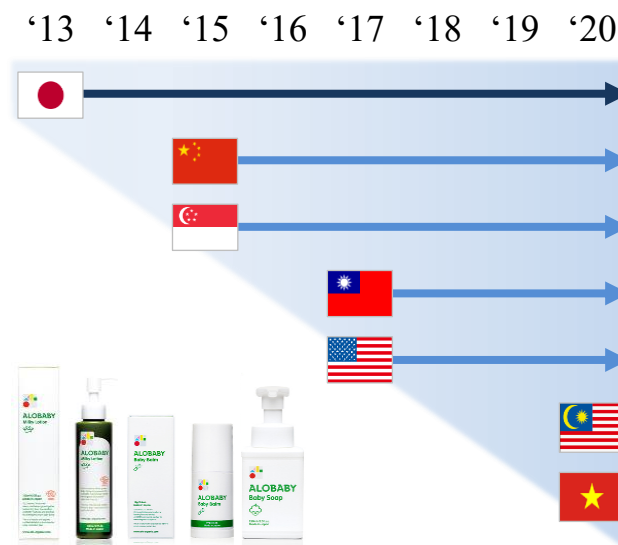
Cross-Border



SOLIA's D2C Model



ALOBABY's Overseas Expansion

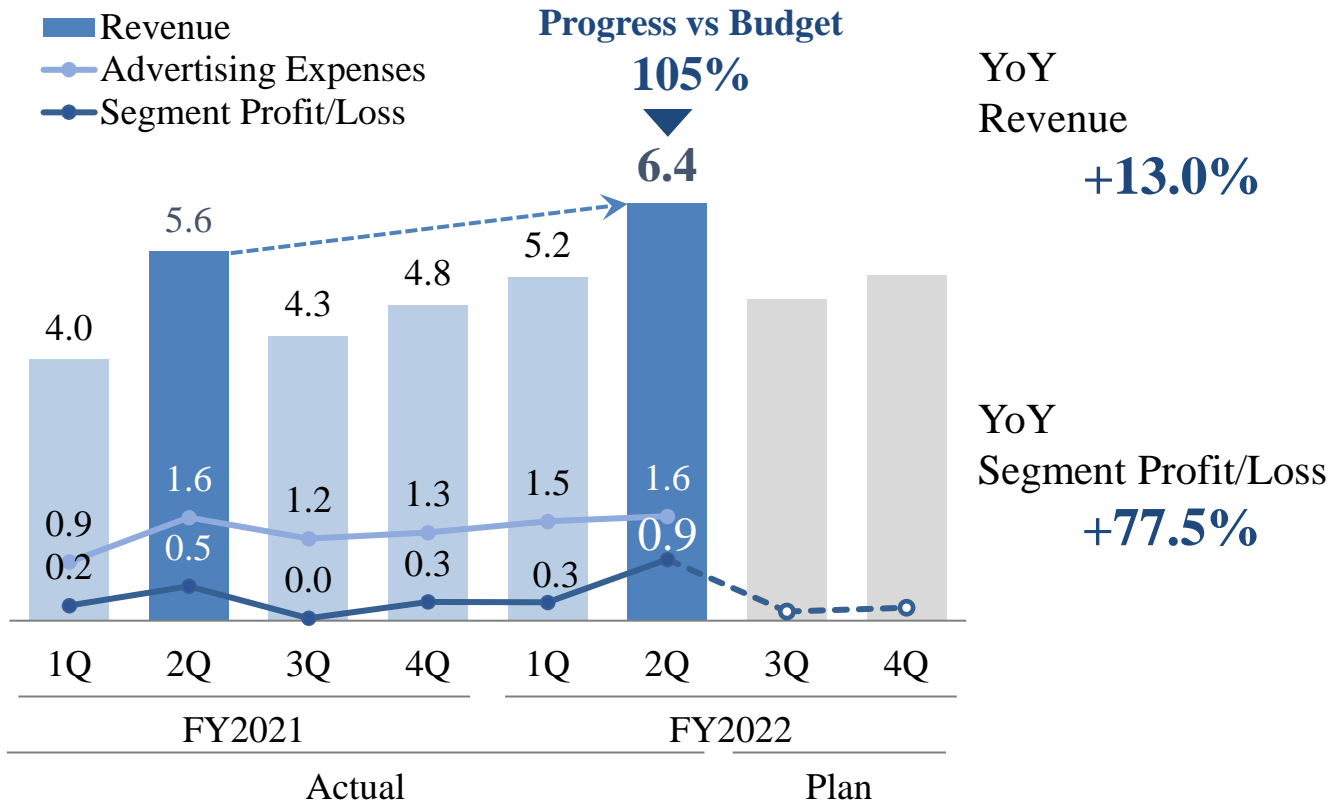


Business Performance of Personal Care Area



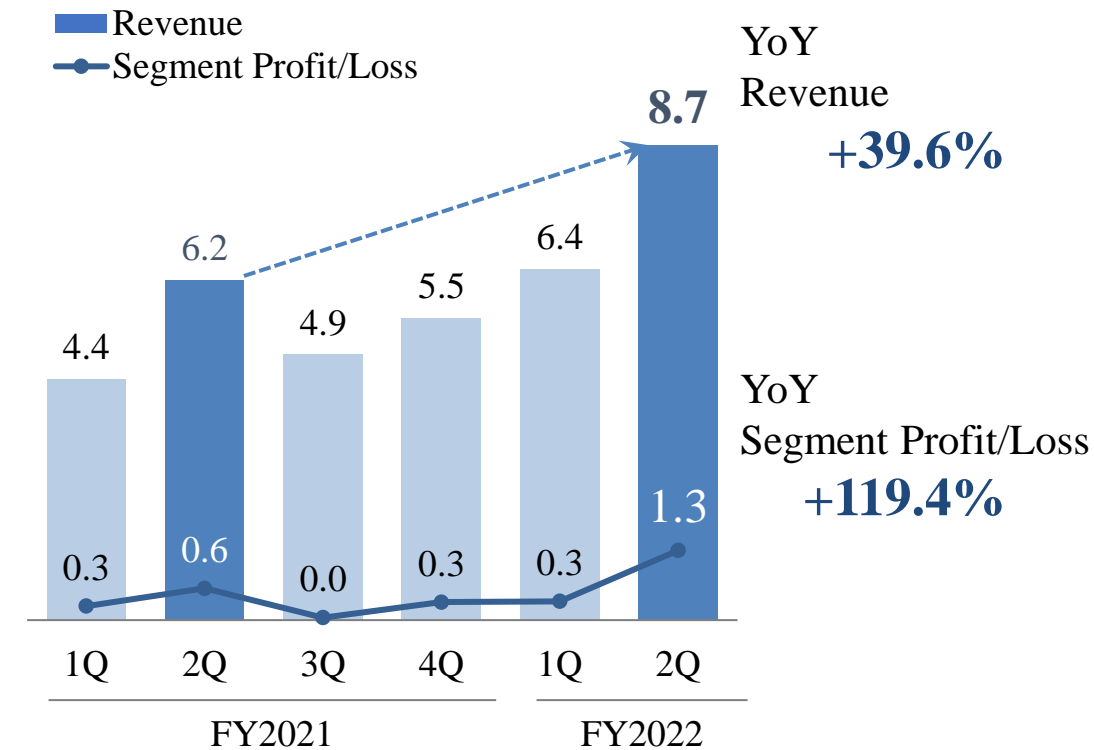
In FY2022 2Q, revenue was USD 6.4 million (JPY 870 million*) and segment profit was USD 0.9 million (JPY 130 million*). In addition to the main brand “ALOBABY,” new brands expanded steadily. On a local currency basis excluding the exchange rate impacts, significant increase in revenue of YoY +39.6% and segment profit of YoY +119.4% growth were achieved.

Business Performance (USD million)



(Reference)

Business Performance in Local Currency (JPY hundred million)



* Conversion to Japanese yen is calculated at USD 1 = JPY 136.69 (exchange rate on 30 June 2022).



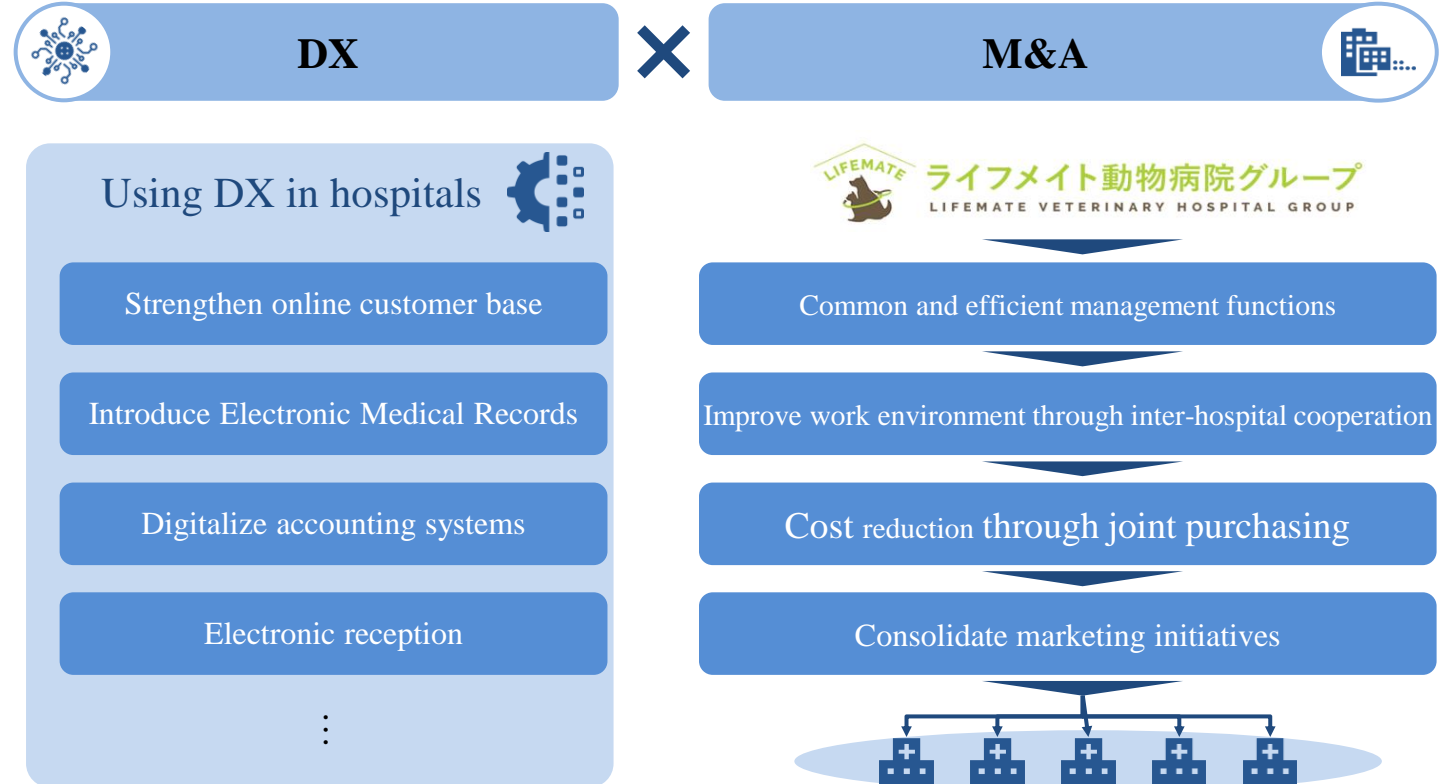
Scale up business by grouping multiple veterinary hospitals through business succession and DX.

Operation of Veterinary Hospital



Grouping several veterinary hospitals through business succession. Currently operates 9 hospitals in Kanto and Hokkaido, and is constantly considering M&A opportunities.

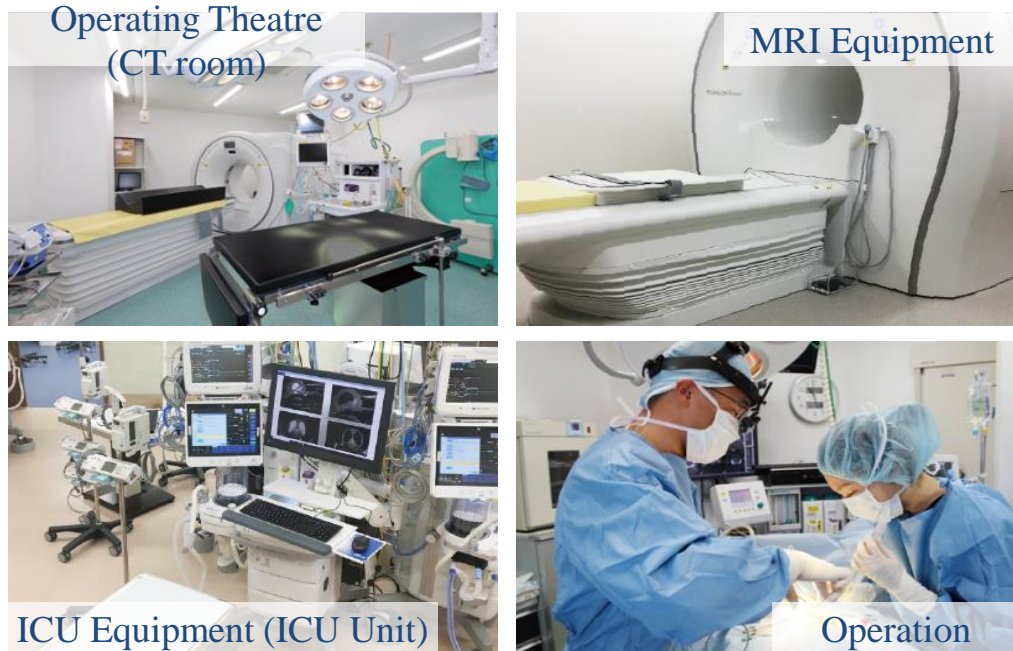
Business Strategy



Business Succession of a Large-scale Veterinary Hospital

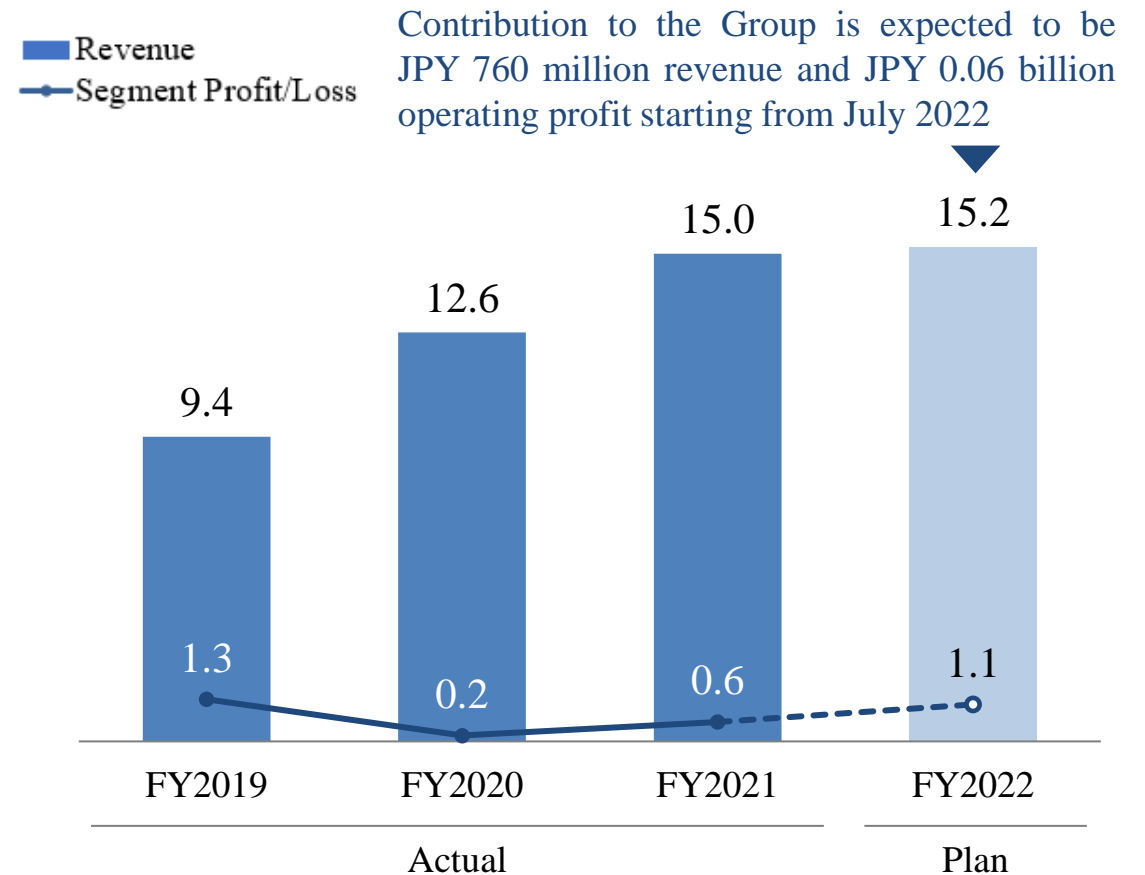
In July 2022, the Group succeeded business from Animal Medica Co., Ltd. and established Lifemate Animal Emergency Center, Inc. as a successor company. It is a large-scale veterinary hospital group with JPY 1.50 billion revenue (FY2021) that provides secondary and nighttime medical emergency services offering advanced medical care for animals.

Animal Medica Business Overview



Operates 4 hospitals in Tokyo, Nerima, Bunkyo, Fuchu, and Hachioji. Equipped with the latest medical facilities including emergency surgery, CT/MRI/ICU Unit, and provides secondary care which is advanced medical treatment for animals.

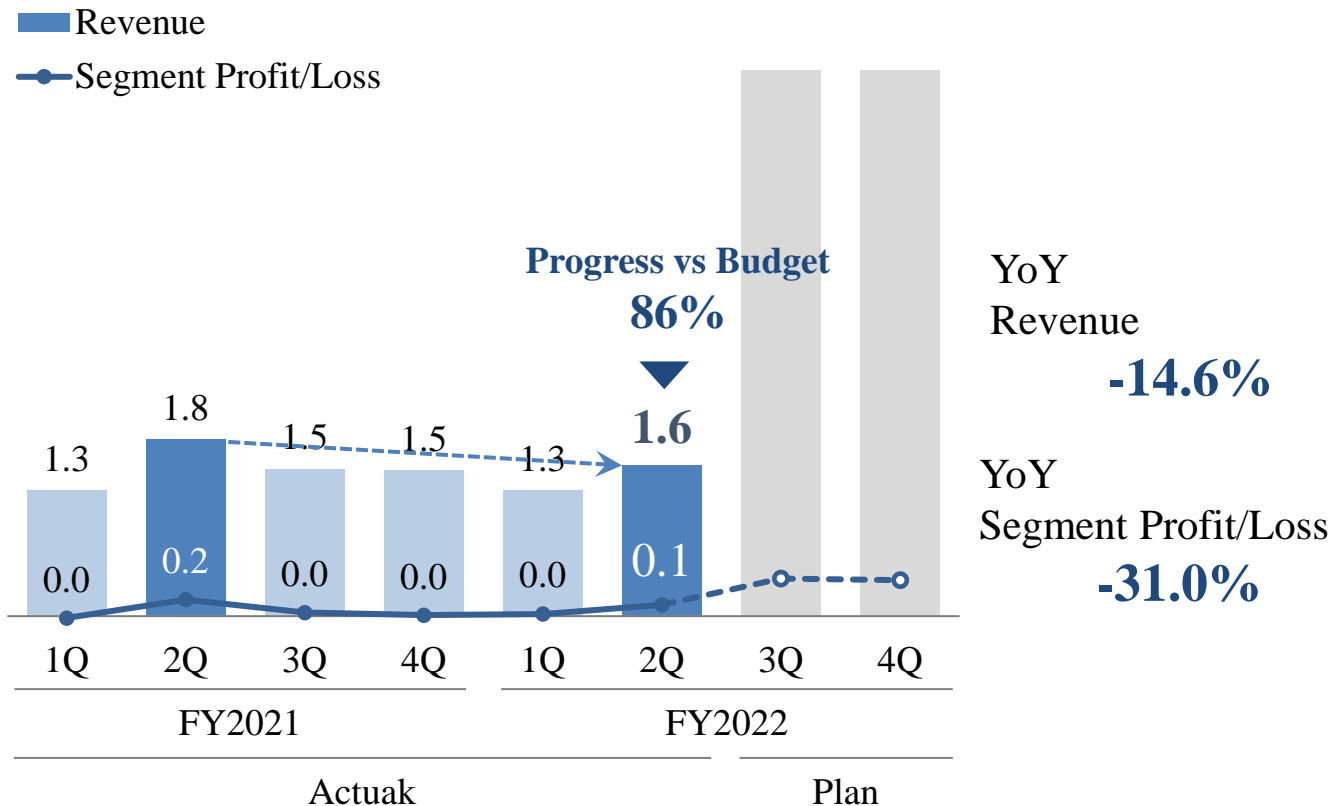
Animal Medica Business Performance (JPY hundred million)



Business Performance of Pet Care Area

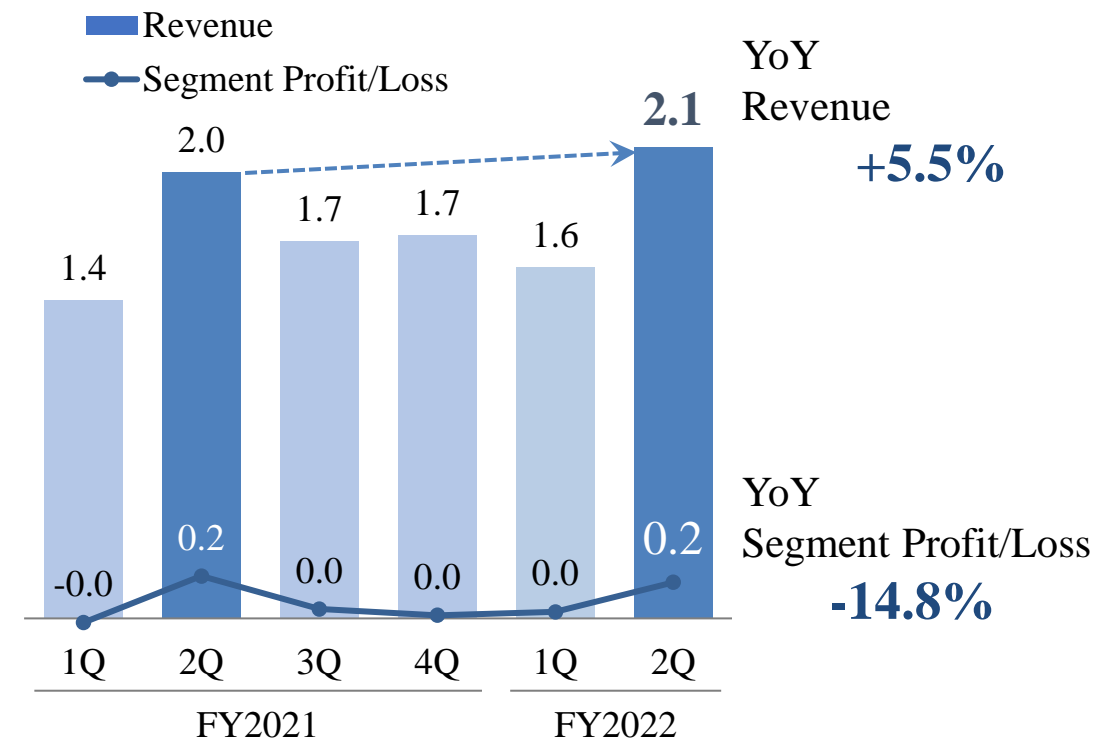
In FY2022 2Q, revenue was USD 1.6 million (JPY 210 million*) and segment profit was USD 0.1 million (JPY 20 million*). On local currency basis, excluding the impact of JPY depreciation, revenue increased by YoY +5.5%, but on USD basis, declined due to the impact of one-time depreciation (USD -0.06 million). Due to the Animal Medica succession, a significant improvement in business performance is expected in the second half of the year.

Business Performance (USD million)



(Reference)

Business Performance in Local Currency (JPY hundred million)



* Conversion to Japanese yen is calculated at USD 1 = JPY 136.69 (exchange rate on 30 June 2022).

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 services for seniors in Singapore and Hong Kong.

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



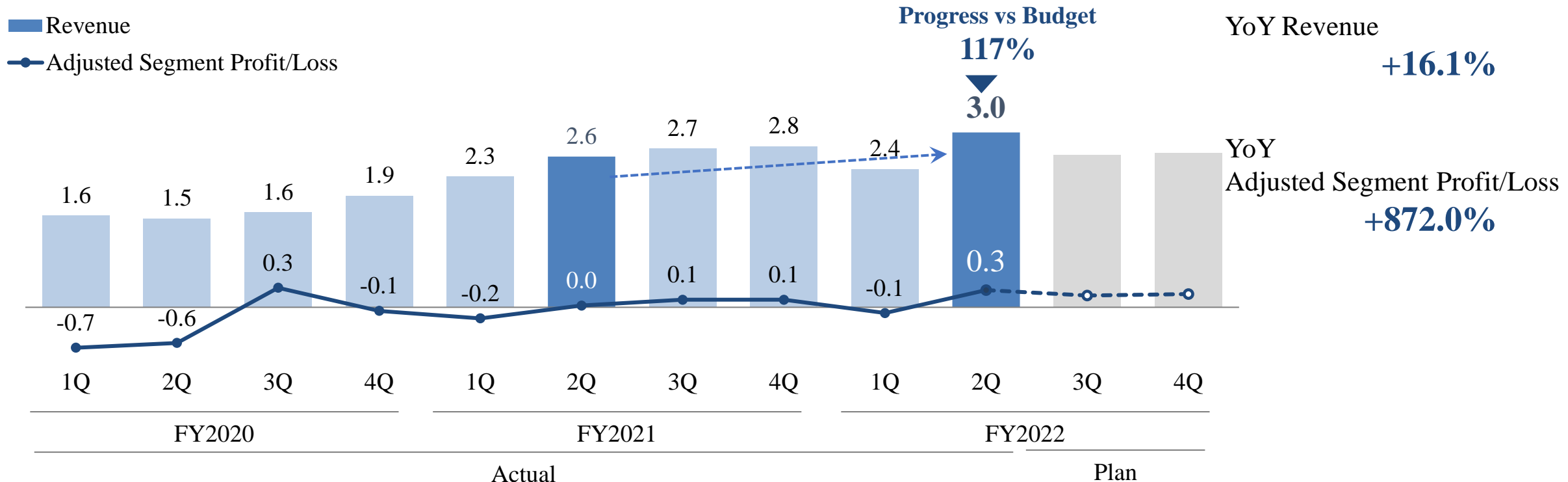
We offer a new option that requires no management, no successor, and no religious affiliation



Business Performance in Strategic Investments Area

In FY2022 2Q, revenue was USD 3.0 million (JPY 410 million*¹) and adjusted segment profit/loss*² was USD 0.3 million (JPY 40 million*¹). The reduced impact of COVID-19 restrictions led to a significant improvement in the performance of the F&B business, with revenue increase of YoY +16.1% and adjusted segment profit up YoY +872.0%. However, the impact of the fair value loss on an equity investment (USD -0.8 million) of ipet Holdings resulted in a decline in unadjusted segment profit of USD 0.5 million.

Business Performance (USD million)



*1 : Conversion to Japanese yen is calculated at USD 1 = JPY 136.69 (exchange rate on 30 June 2022).

*2 : 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

Forecast for FY2022



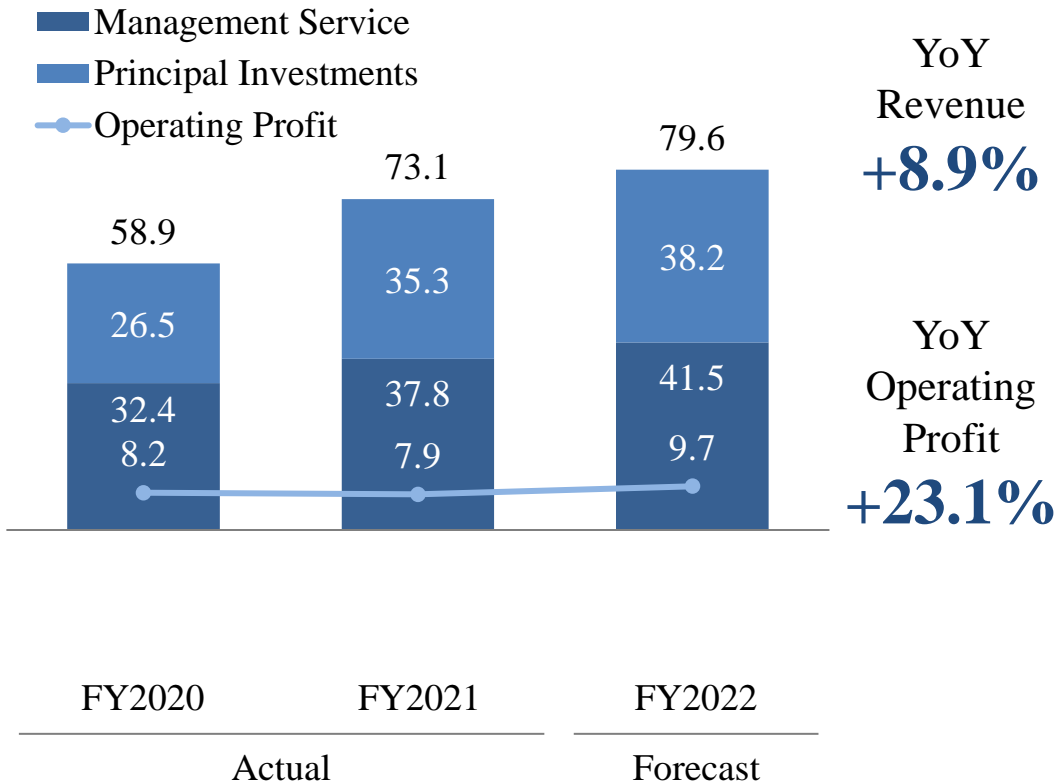


Consolidated Financial Forecast

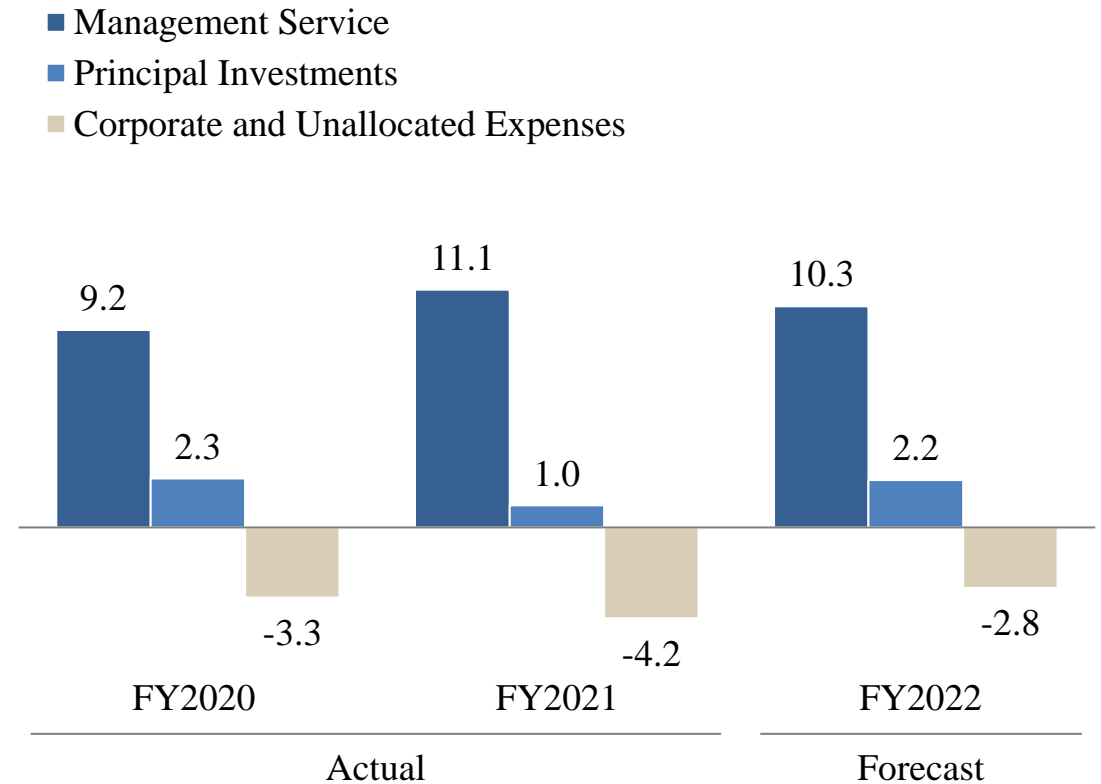
Forecast for FY2022

At the beginning of the FY2022, revenue of USD 79.6 million (JPY 8.68 billion) and operating profit of USD 9.7 million (JPY 1.06 billion) were disclosed as forecast for FY2022. Despite the significant impact of the sharp JPY depreciation, the initial forecast on USD basis will be maintained, considering factors such as an expected increase in revenue from the newly acquired veterinary hospital (Animal Medica).

Revenue and Operating Profit (USD million)



Segment Profit/Loss (USD million)



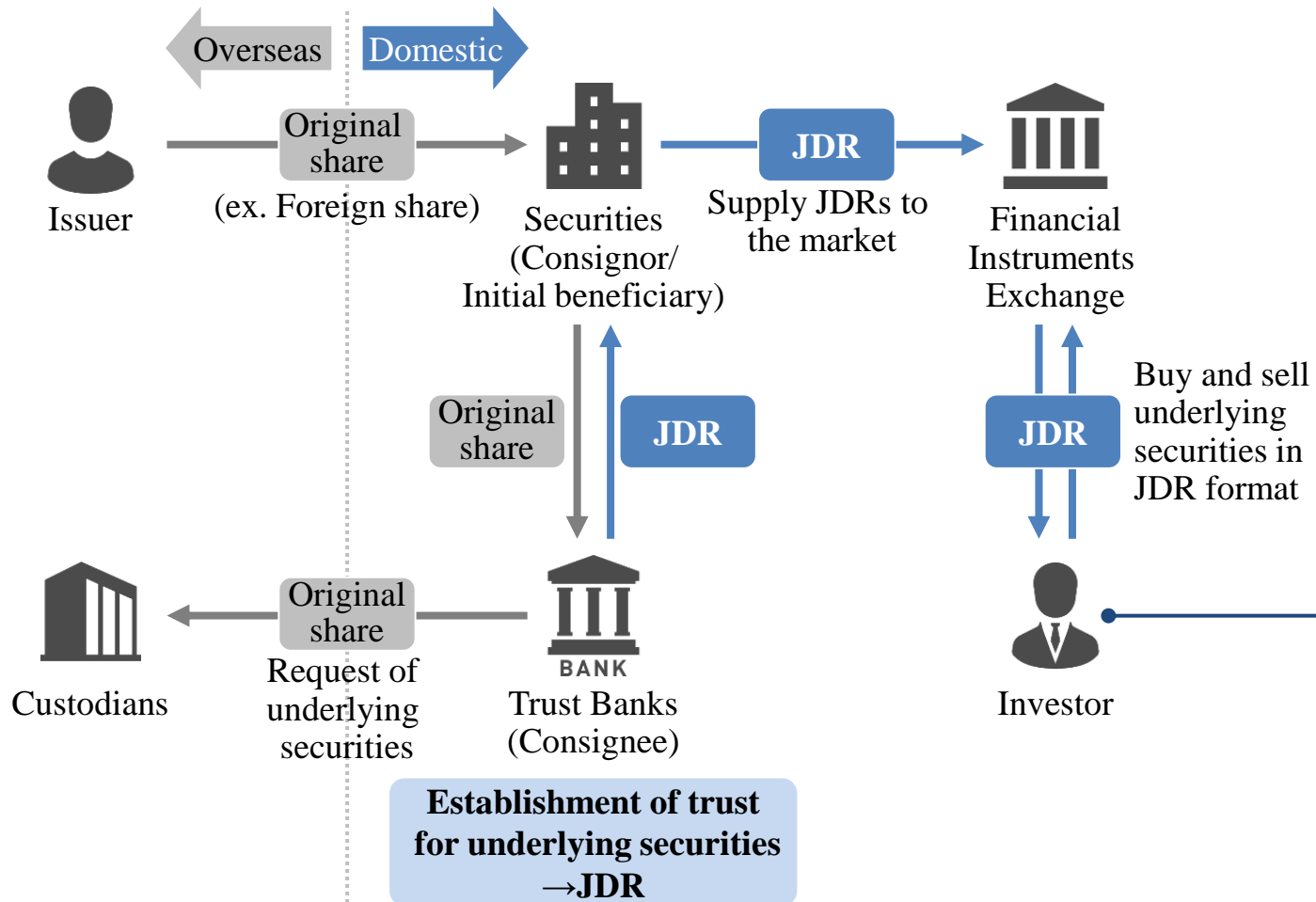
Appendix





About JDR (Japanese Depository Receipt)

Scheme of JDR issuance*



Key Points for JDR

Transactions	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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>

