



# Financial Review year ended Mar.31,2022

# Presentation

May. 25,2022



**Y.A.C. HOLDINGS CO., Ltd.**

(Zip Code : 6298 TSE Prime)  
<https://www.yac.co.jp>

A horizontal banner at the top of the slide contains several small, square images: a golden mechanical part, a grid of solar panels, a colorful aurora borealis, a bright sun flare, a close-up of solar panels, and a person in a business suit.

## ▲ Notes regarding future prospect.

The prospects described in this document is based on the information we have as of the time this document is published, and the actual result may differ from such prospects due to various unexpected factors.

semiconductor business which we are involved is the business that technical innovation speed is very fast and very competitive. The forecasted figures stated in this material are based on the information currently available to us and certain assumptions that are regarded as legitimate. And world economy conditions, movement of foreigner exchange rate, market condition and new capital investment movement will influence directly to our business. We do not promise that the forecasts or estimates will be accurate. Large discrepancies may be seen in the actual results due to various factors.

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## Outline of Presentation

- 1 . Summary of Business Results of the year ended Mar.31,2022.  
MOMOSE Takefumi, Representative Director and President,  
Y.A.C. HOLDINGS CO., LTD.**
- 2 . Outline of Financial Results of the year ended Mar.31, 2022.  
HATAKEYAMA Osamu, Director, Member of the Board, Y.A.C.  
HOLDINGS CO. LTD.**
- 3 . Targets and Strategies for the year ending Mar. 31, 2023.  
MOMOSE Takefumi, Representative Director and President, Y.A.C.  
HOLDINGS CO., LTD.**

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## Outline of Presentation


- 4 -1) Mechatronics related Business.: ITO Toshihiko, Director and Member of the Board, Y.A.C. HOLDINGS CO., LTD.**
- 2) Display Related Business. : MURANO Tsunetoshi, Representative Director and President, Y.A.C. TECHNOLOGIES CO., LTD.**
- 3) Industrial Machineries related Business.: SOEJIMA Yukio, Representative Director and President, Y.A.C. MACHINERIES CO., LTD.**
- 4) Electronics Related Business. : OHKURA Akihiro, Director and Member of the Board, Y.A.C. HOLDINGS CO., LTD.**

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## Outline of Presentation

**5 . Future Figures of YAC Group. : MOMOSE Takefumi,  
Representative Director and President, Y.A.C. HOLDINGS CO. LTD.**

**6 . Q&A**

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**1. Summary of Business Results of the  
year ended Mar.31,2022.  
MOMOSE Takefumi, Representative  
Director and President,  
Y.A.C. HOLDINGS CO., LTD.**

# 1. Summary of the results



## 1. Big improve of operating income and net income.

- 1) Big improve comparing to the previous year. (operating income increased by 2.15 times, net income increased by 3.3 times)
- 2) Operating income achieved higher than ¥3 Billion first time in 3 years.

## 2. Sales increased a bit.

- 1) A little bit below than the previous year influenced by the world wide base delayed delivery of parts.
- 2) Good 5G related, AI, IoT, Electric Vehicle and power semiconductor related business pulled.
- 3) Artificial dialyzer and equipment for electric power company went stable.

## 3. Gross profit margin increased.

Gross profit margin improved tremendously 21.1% to 26.9% YoY. Realizing these days strengthening management and unitarization of purchasing business.

# 1. Summary of the results



## 4. Dividends increase.

- 1) Company proposed to increase per share ¥20 to ¥36.
- 2) Intending to pay ¥50 per share for the year ending Mar.31, 2023.

## 5. Others

- 1) Innovation of Display related business division proceeded and achieved a little profitable.
- 2) Equity ratio recovered above 40% first this 5 years.
- 3) Development of numerous expected new products proceeded.



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## **2.Outline of Financial Results of the year ended Mar.31, 2022.**

**HATAKEYAMA Osamu, Director and**

**Managing Operating Officer**

**General Manger , Administration**

**Headquarter, Y.A.C.HOLDINGS CO. LTD**

# 2-① Consolidated P/L (outline)



## 【Remarkable points】

Decrease in sales and increase in profit : Improved gross profit margin pushed up various incomes.

Increased gross profit (+1,026M) = Decreased sales (-295M)  
+ improved gross profit margin (+1,321M)

(Millions of ¥)

	2020/3 Results①	2021/3 Results②	2022/3 Results③	YoY (③-②)		Forecast Dated (1/19)
				Amount	Ratio	(¥100M)
Sales	21,914	24,195	22,796	- 1,398	-5.8%	88% (260)
Gross profit	4,300	5,107	6,133	1,026	20.7%	
Margin	19.6%	21.1%	26.9%			
Operating income	-361	727	1,566	838	115.0%	87% (18)
To sales		3.0%	6.9%			
Ordinary income	- 443	739	1,491	751	102.0%	88% (17)
Net income	- 958	337	1,107	769	228.0%	100% (11)
EPS (¥)	-106.08	37.19	121.49	CF : 186.21 (Forecast Mar. 2023)		

# 2-② Consolidated P/L (reference)

【5 years historical figures of P/L】

Each profit ratio was the 5 years historically highest.

(Millions of ¥)

	2018/3	2019/3	2020/3	2021/3	2022/3
Sales	28,871	36,025	21,914	24,195	22,796
Gross profit	6,141	6,754	4,300	5,107	6,133
to sales	21.3%	18.7%	19.6%	21.1%	26.9%
Operating income	1,074	1,842	361	727	1,566
to sales	3.7%	5.1%	—	3.0%	6.9%
Ordinary income	955	1,852	443	739	1,491
Net income	403	1,094	- 958	337	1,107
to sales	1.4%	3.0%	—	1.4%	4.9%

# 2 - ③ Consolidated P/L segment information

## 【Remarkable points】

Display related business made profit first this 3 years.

(19/3+¥262M)

Mechatronics and electronics related business continued well  
(Millions of ¥)

	Segment				Sub total	Adjustment	Total
	Mechatronics	Display	Industrial machineries	Electornics			
2020/3 Sales	8,412	4,570	1,768	7,162	21,914		21,914
Operating income	262	- 1,047	-13	289	-509	147	- 361
2021/3 Sales	10,168	6,686	831	6,524	24,195		24,195
Operating income	573	- 262	-259	469	521	206	727
2022/3 Sales	10,866	3,639	1,021	7,269	22,796		22,796
Operating income	957	10	- 171	629	1,425	141	1,566

# 2-④ Consolidated B/S




(Millions of ¥)

	2020/3	2021/3	2022/3	Increase/Decrease
Current assets	30,522	29,166	28,865	301
Non current assets	8,583	8,341	8,131	209
Total assets	39,135	37,508	36,997	510
Current liabilities	17,446	15,388	13,824	- 1,564
Non current liabilities	7,623	7,993	7,848	145
Total liabilities	25,070	23,382	21,672	- 1,709
Total net assets	14,065	14,125	15,324	1,199

## 【Remarkable point】

**Net assets ratio recovered 40% above first after 2017/3**

	2018/3	2019/3	2020/3	2021/3	2022/3	Increase/Decrease
Net assets ratio	37.0%	35.9%	35.3%	37.5%	<b>41.3%</b>	3.8%

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**3 . Targets and Strategies for the year  
ending Mar. 31, 2023.  
MOMOSE Takefumi,  
Representative Director and President,  
Y.A.C. HOLDINGS CO., LTD.**

# 3-1 Target of the year ending Mar.2023(Business plan)



(Millions of ¥)

	2020/3 Results	2021/3 Results	2022/3 Results	2023/3 Forecast	Increased (decreased) amount against previous corresponding period	Increased (decreased) percentage against previous corresponding period
<b>Sales</b>	<b>21,914</b>	<b>24,195</b>	<b>22,796</b>	<b>30,000</b>	<b>7,203</b>	<b>31.6%</b>
<b>Operating income</b>	<b>△361</b>	<b>727</b>	<b>1,566</b>	<b>3,000</b>	<b>1,433</b>	<b>91.5%</b>
<b>Ordinary income</b>	<b>△443</b>	<b>739</b>	<b>1,491</b>	<b>2,800</b>	<b>1,308</b>	<b>87.7%</b>
<b>Net profit</b>	<b>△958</b>	<b>337</b>	<b>1,107</b>	<b>1,700</b>	<b>592</b>	<b>53.5%</b>
<b>Profit per share (¥)</b>	<b>△106.08</b>	<b>37.19</b>	<b>121.49</b>	<b>186.21</b>	<b>64.72</b>	<b>53.3%</b>
<b>Cash dividends Per share(¥)</b>	<b>20.00</b>	<b>20.00</b>	<b>36.00</b>	<b>50.00</b>	<b>14.00</b>	<b>38.9%</b>

Company proposal

# 3-2 Strategies for the year Mar.2023

## (1) Increasing new order received ... Innovation of marketing

- ① Strengthening control by Committee for increasing new order received
- ② Proceed "Cooperation and Competition" among group companies to increase new order.

## (2) Gross profit margin up ... Operating ratio up and mind innovation

- ① Cut the waist time of direct workers by increasing new order received.
- ② Cost reduction effect by increasing order volume by unifying purchasing departments.
- ③ Infiltrate awareness of increasing gross margins among all employees.

## (3) Optimizing expense.

- ① Promoting group unification of Personnel, General Affairs and Accounting Departments.
- ② Centralize purchasing of supplies used in-house to the Purchasing Management Department to reduce costs.

## (4) New mass products and M&A

- ① Promote the development of mass-produced new products in line with the purpose of SDGs.
  - Artificial dialyzer.
  - Magnesium battery.
  - Seawater desalination equipment.
  - Alzheimer's disease early detection device.
  - Photocatalyst performance judgment device.
  - Paper packaging machine.
  - Others



## **Segment information**

### **4 - 1) Mechatronics related Business.**

**ITO Toshihiko, Director and**

**Senior Managing Operating Officer**

**Y.A.C. HOLDINGS CO., LTD.**

**Representative Director and President**

**Y.A.C. MECHATRONICS CO. LTD.**

# 4-① Mechatronics related Business

*Analysis for the year ended Mar. 2022*

- 3 continuous years increase sales and income.
- Good! YoY, but below the budget.
- Sales are not reached to budget, because of weak sales of vanisher equipment, which is our main product.
- Reasons of unachieved.
  - ① Shifted realized time : Customer's investment plan changed caused by supply chain disruption
  - ② Business withdrawal of some media players : Business becomes tight due to drive manufacturer changed into in-house production.

\* The withdrawal is expected to increase demand from drive manufacturers. (no impact on our company)

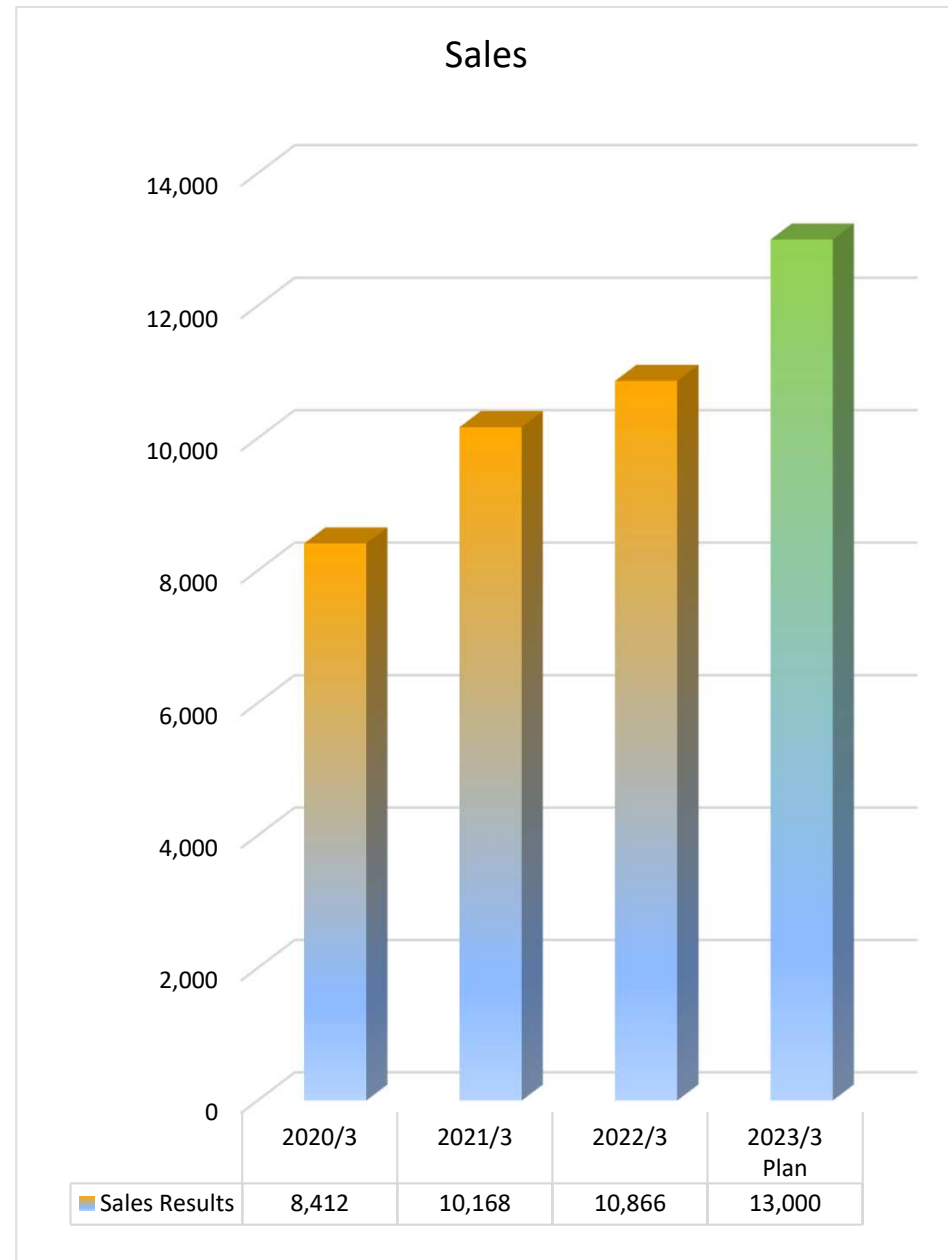


# 4-① Mechatronics related Business



Target for the fiscal year ending March 2023

- Sales: ¥13 Billion.
- The business environment is as good as the previous year for all five companies.
  - YAC Mechatro. : Banisher, Power semi.
  - YAC Garter : Carrier tape,
  - YAC Beam : Power semi., Ion mili.
  - YAC Dastech : Slicer, Resale
  - YSS : Banisher, Conveyor system
- Important points : Save energy, Power saving, Minimize(Nano)
- Equipment contribute to SDGs: Develop, Mass products, Sell Magnesium battery (Debut in Jun)

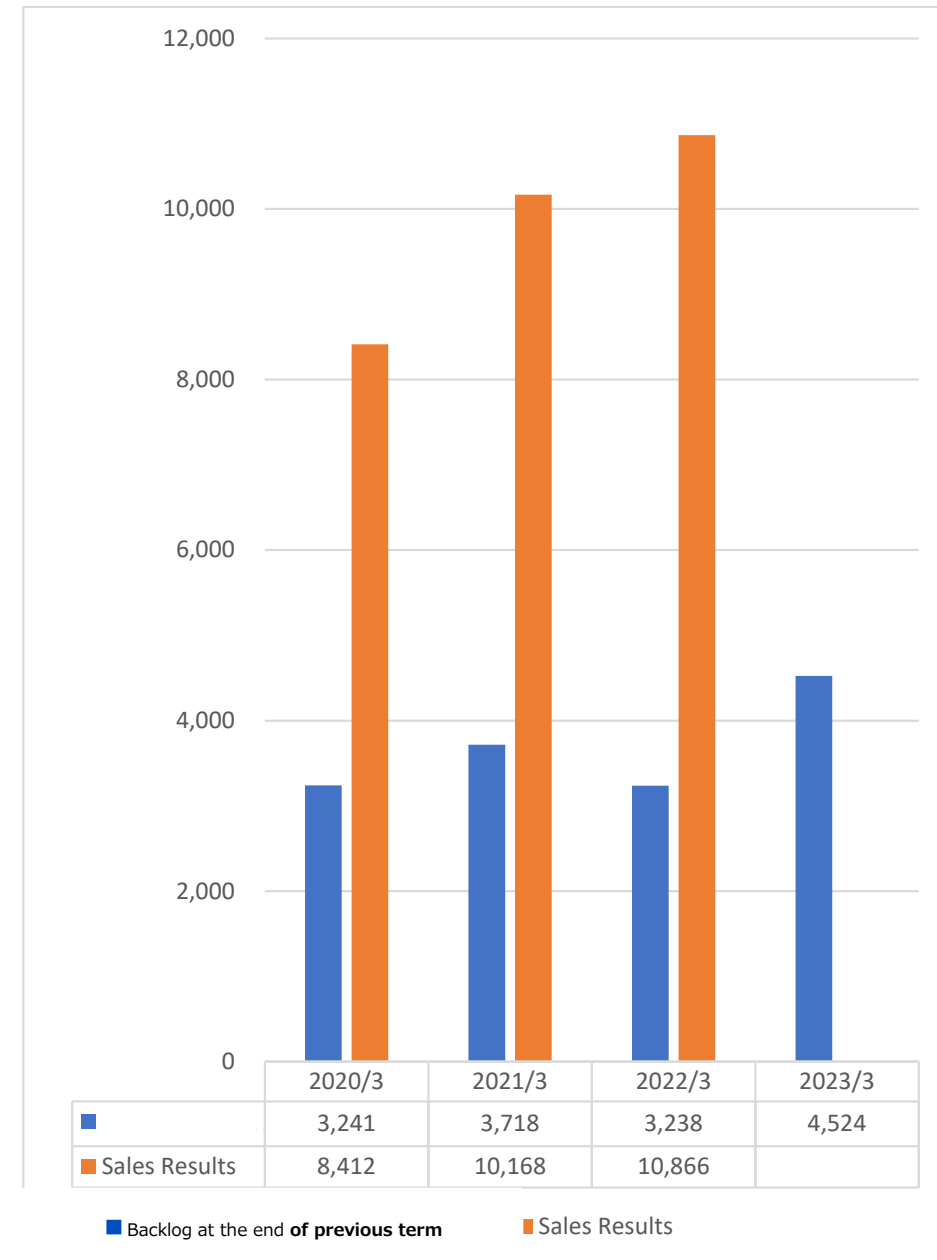


# 4-① Mechatronics related Business



Issues and measures for the fiscal year ending March 2023

- Market : Good
- Issues① **Procurement**  
Almost all the backlog of orders has been secured  
Measures ① **Ealy receive new orders.**  
② Accelerating delivery.
- Issues② Strengthen sales of products with short lead times. (CT)  
Measures① Efficiency of factory placement and equipment deployment.  
② Invest into material and parts.
- Issues③ Equipment contribute to SDGs, development and mass products.  
Measures ① Accelerate development  
② Building a sales strategy





## **Segment information**

### **4-2) Display Related Business.**

**MURANO Tsunetoshi**

**Representative Director and President,**

**Y.A.C. TECHNOLOGIES CO., LTD.**

# 4-② Display related Business



Full-year analysis for the fiscal year ended March 2022

## ● New order received.

In response to growing demand for display panels, orders received resulted higher than 239.3% from the previous year, however did not reach the budget. The main factor was that our products were suitable for capital investment demand accompanying the expansion of IT products for high value-added processes such as OLEDs and oxide TFTs.

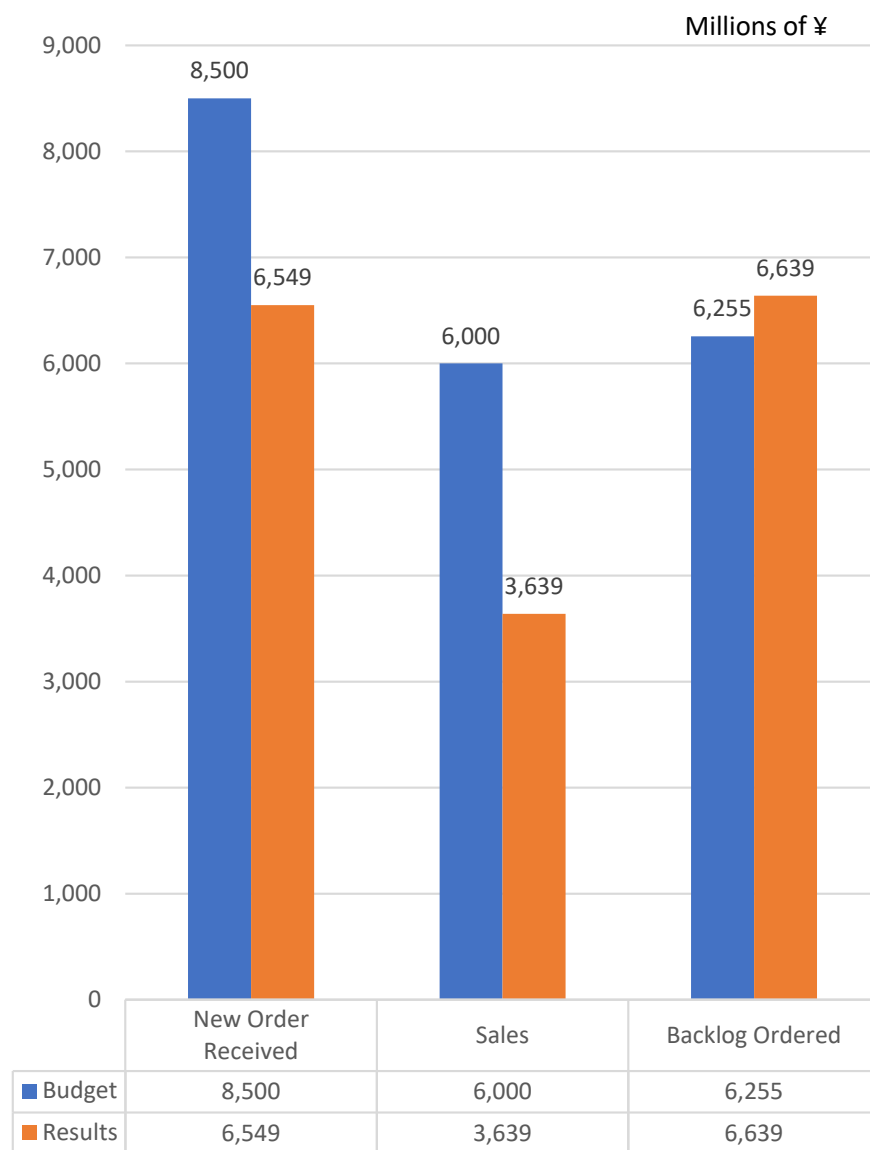
## ● Sales

The main reason for the decrease in sales was the delay in investment due to changes of our customers' investment plan. In addition, due to the disruption of the supply chain and delays in transportation, sales did not reach the budget significantly with resulting in 54.4% of the previous year. In the display segment, we have continued to make efforts to strengthen our profit structure in order to establish a stable management base. However, sales declined in financial year Mar.2022, segment profit was secured.

## ● Backlog ordered

Sales in the fiscal year ending March 2023 will clear the budget figures with the order backlog increased by 177.5% from the previous year due to the decrease in sales in the fiscal year ended March.

Results: Year ended Mar.31,2022



# 4-② Display related Business



## Issues and measures for the fiscal year ending March 2023

### ● Capital investment status in FPD business.

- Demand for display panels is expected to continue to grow. Continuing investment in FPD manufacturing facilities, mainly in China, which is the largest market.
- Demand for high-end and new technology panels will continue to grow.
- Investment for LCD was expected to slow down, but demand for TV and IT panels continued to increase and investment continued temporarily.

### ● New order received and sales.

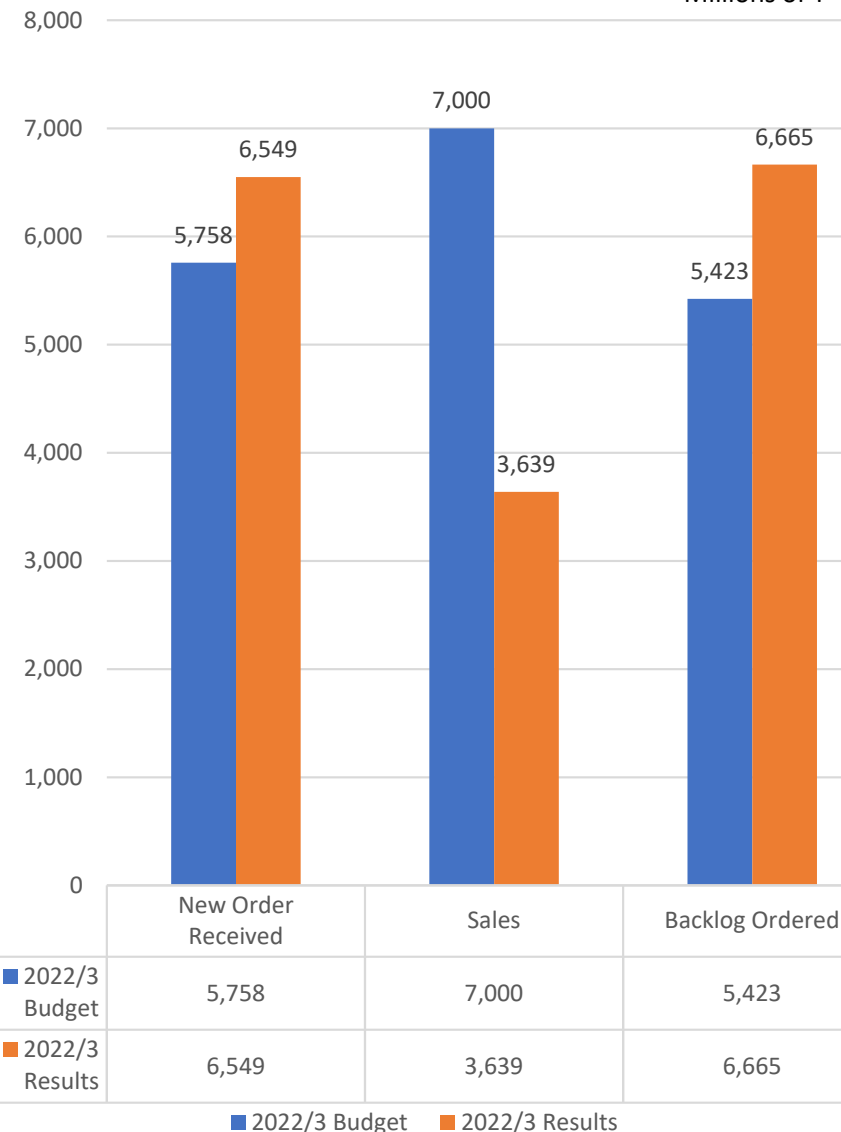
- Budget of new order received is about 90% of the previous year's one. Planning to expand sales of equipment for increasing LCD production for high value-added processes such as OLED and oxide TFT.
- Sales plans include investment delays at customers investment time delay and or supply chain disruptions. It is expected to double from the previous year, including the time difference from the previous year.

### ● Issues and measures

- Supply chain disruptions such as soaring prices and longer delivery times became more serious. We will overcome difficult situations with Y.A.C. Group bulk purchasing.
- We will reflect the cost increase in the selling price, and tenacious negotiations will be held.
- Emphasizing on expanding after-business and promoting higher profit margins.
- Development of large panel equipment with looking for increasing demand of new technology panels  
Implemented to expand sales in the fiscal year ending March 2024.

Plan for the year ending Mar.2023

Millions of ¥



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## Segment information

### **4-3) Industrial Machineries related Business**

**SOEJIMA Yukio,**

**Representative Director and President,**

**Y.A.C. MACHINERIES CO.,LTD.**

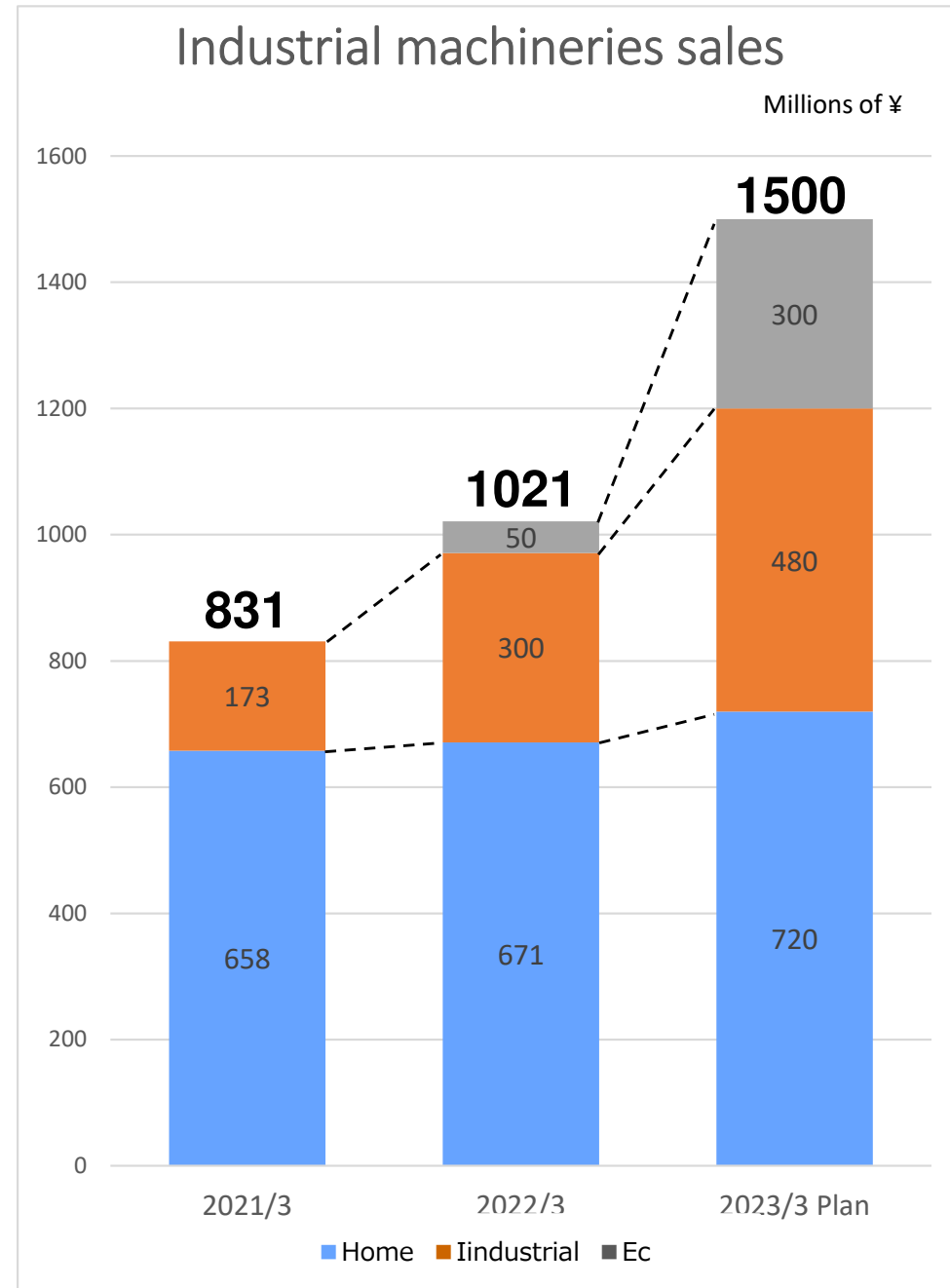


# 4-3) Industrial machineries related business



## Full-year analysis for the fiscal year ended March 2022

- Regarding cleaning, segment profit is negative.
- Although sales have increased, business conversion has not been achieved.
- For home cleaning, sales were flat, although the market was declining due to the integration of stores and factories. In home cleaning, it was a big factor to increase the capture of replacement demand.
- Sales increased year-on-year in the field of industrial cleaning such as for linen supply. In industrial cleaning, medical uniforms cleaning purpose have increased due to corona overload, and occupancy rates for hotels have not yet increased. However, sales of finishing machines such as tunnel finishers, human body formers, tatami mats, and packaging machines increased.
- The EC logistics field, which has been in full swing since last year, is still not well known. Among them, it has led to orders with major logistics companies.
- Globally, the EC logistic field is still a field where sufficient growth is expected. Currently, most of the business model conversions that eliminate stores and sell directly from warehouses are human power relying system..
- YAC proposes automation through packaging machines, but it is cautious about replacing people with automated machines, and sales progress is slow.



## *Issues and measures for the fiscal year ending March 2023*

- Regarding home cleaning, the "Plastic Resource Recycling Protection Law" came into effect in April 2022, and cleaning hangers and film packaging have become a problem for 12 specific types. Recycling of hangers is progressing, and it is accelerating after enforcement of the law. The problem is film packaging, but we will focus on deplasticization, that is, decarbonization, by thinning to reduce the amount used. Increase sales by launching new thinner products on the market.
- We are trying to increase orders by launching new products for industrial cleaning such as for linen supply. Orders for the new tunnel finisher, which is in good condition for large factories, are strong. In addition, we have completed the development of a foreign matter inspection device that uses X-rays to avoid washing contamination of injection needles, pens and seals with safety and labor saving and started selling them. In addition, a device is under development that automatically breaks the bag containing the disinfectant. By introducing such a lineup and appealing to customers the labor saving and safety by automation, we will share that we can promote SDGs and build a relationship of trust.
- The most important thing is to make full use of packaging, which is the core technology, and to shift the target to the EC logistics industry. Not to mention films, there are high expectations for decarbonized paper packaging. In particular, automation is indispensable even for paper packaging, and the development of the paper packaging demonstration machine was completed and announced, and it was a great success.  
The process is as follows, product delivery → assembly → packaging → labeling → (cardboard packing → labeling) → shipping. We will propose automated machines from where we can do logistics, save labor and improve quality for our customers, and expand orders. First of all, we will enter from the automatic machine of apparel (clothing), which is our specialty, and in the future we will proceed to pharmaceuticals and food packaging.

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## **Segment information**

### **4-4) Electronics Related Business.**

**OHKURA Akihiro, Director and**

**Member of the Board, Y.A.C. HOLDINGS**

**CO., LTD.**

**Representative Director and President**

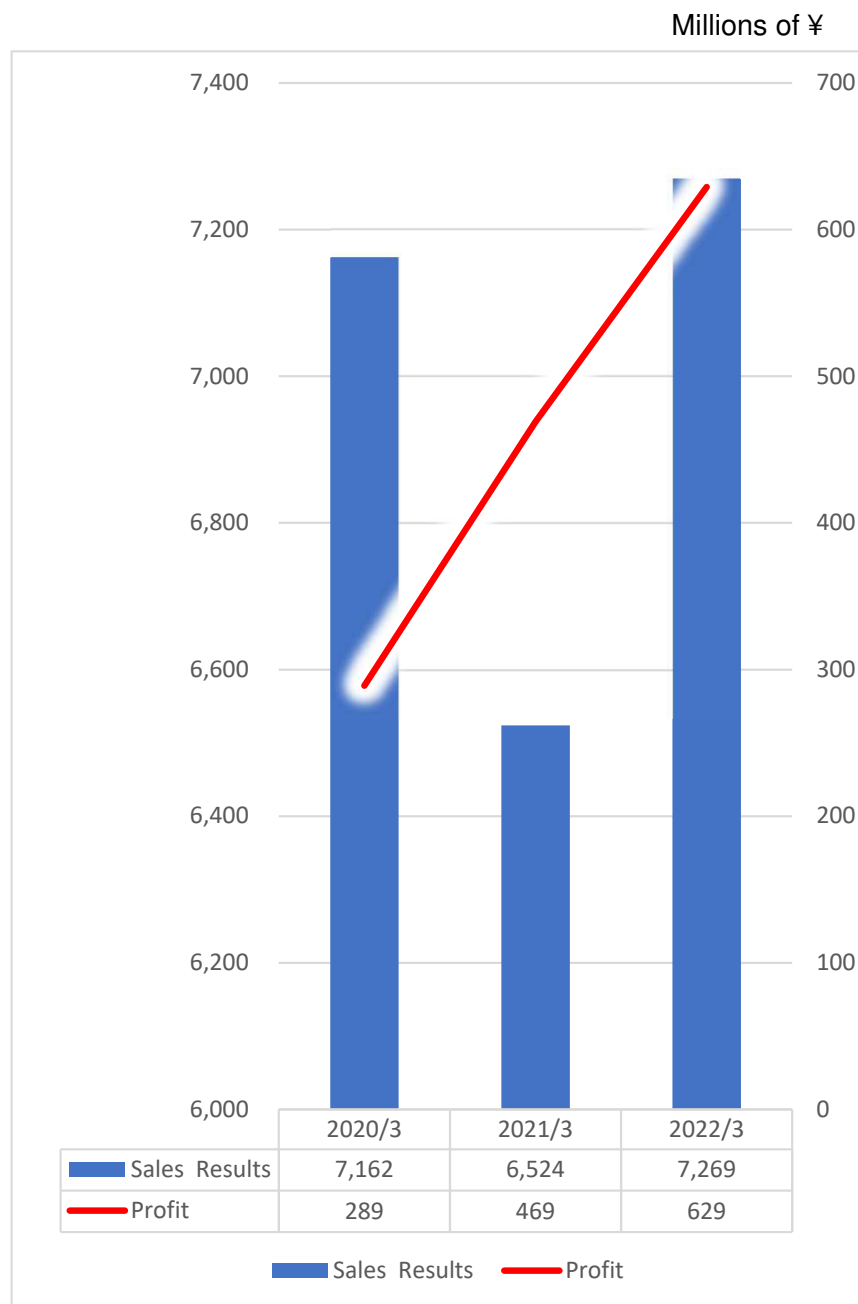
**Ohkura Electric Co., Ltd.**

# 4-④ Electronics related Business



## Full-year analysis for the fiscal year ended March 2022

- The electronic device-related business as a whole was affected by the COVID-19. Although sales declined in the fiscal year ended March 2021, thorough cost control we could secure profit increase for the past 3 years.
- Medical Business : Demand for dialyzer is increasing mainly in Central and South America. Although sales declined temporarily due to the impact of COVID-19, the fiscal year ended March 2022 sales recovered. Demand is expected to increase in the future
- Control communication, industrial instrument sector:  
As a response to soaring high fuel costs caused by high crude oil prices, investment for green energy such as solar power and offshore wind power generation increased.
- Mainly the strong demand of the semiconductor industry, measuring equipment, semi-leading diffusion furnaces also increased.



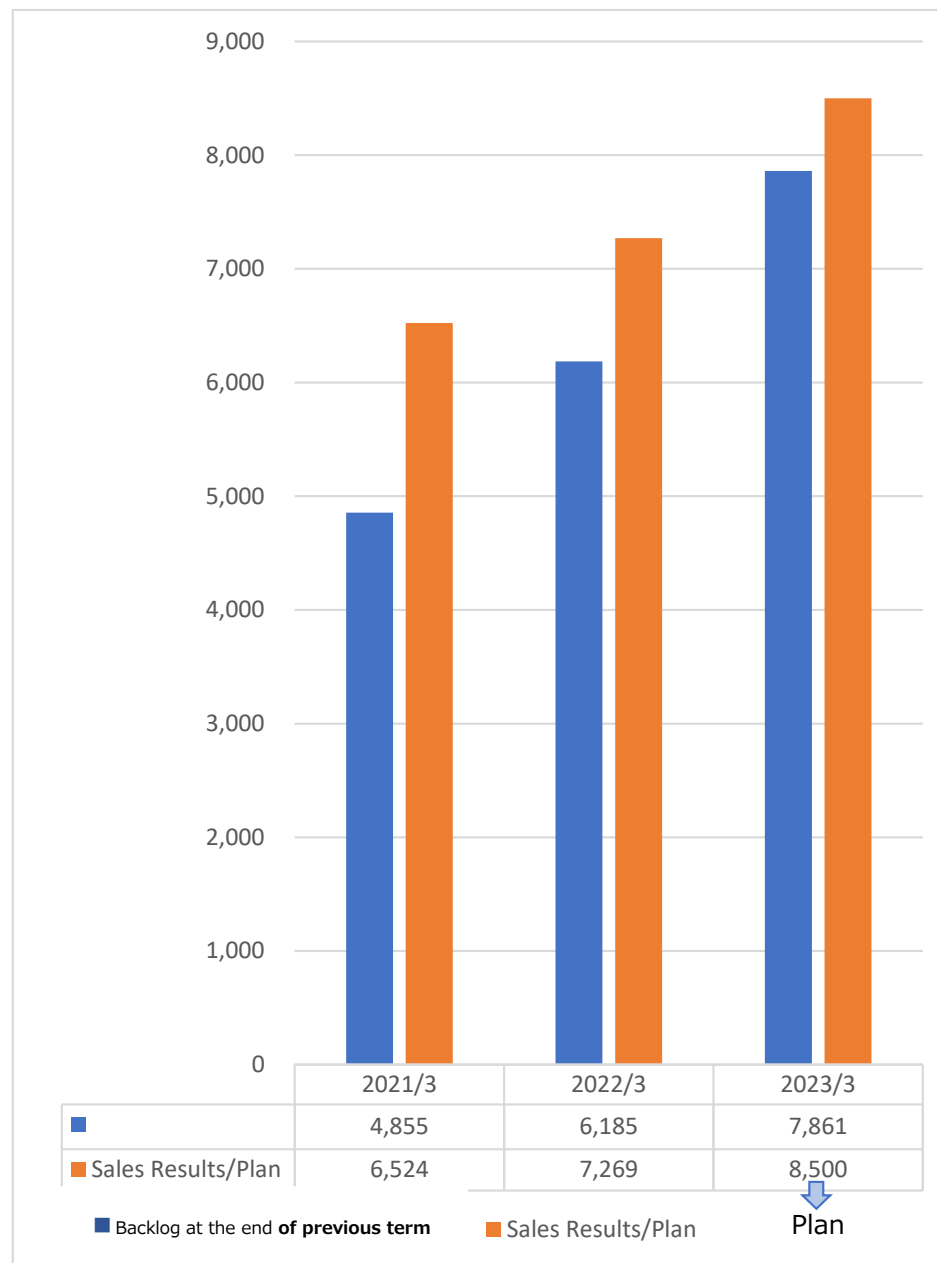
# 4-4) Electronics related Business



*Targets and measures for the fiscal year ending March 2023*

- Backlog : Historically highest ¥7.8 Billion.
- Sales : Already confirmed by backlog.
- Concerns : Material purchasing and price hike.
- Dialyzer : Scheduled to launch a new dialyzer during this term for upper market.  
Providing high-quality equipment for the Latin American market where demand is expected to increase
- Control communication, industrial instrument business : Utilization of clean energy. Due to soaring fuel costs due to high crude oil prices, increased capital investment.
- Measuring equipment : New construction or expansion of factories influenced by increasing demand for electronic components such as EVs, 5G communication related investment, increase in semiconductor-related production, etc.

Millions of ¥





**5 . Future Figures of YAC Group. : MOMOSE Takefumi,  
Representative Director and President, Y.A.C. HOLDINGS CO. LTD.**

## **Founding Philosophy (established in 1973) Continued Development**

- ① Company with technology oriented.
- ② Company with strong vitality.
- ③ Company with challenging spirit against various risks.
- ④ Company with principal that small but highly skilled work force.

## **Philosophy for Growing (added in 1985) Contribution to society**

- ① Seeking employees prosperity, mentally as well as economically.
- ② Paying tax to central and regional government as much as possible.
- ③ Creating and delivering new products.
- ④ Treating shareholders highly and preferentially.
- ⑤ Contributing to social community.
- ⑥ Saving resources and energy for environment.

## **Ultimate Corporate Philosophy (In 2020) SDGs**

~ To contribute to society much more ~

- ① Growing and refining employee and group itself.
- ② All staffs management and Co-operation and Competition.
- ③ Promoting SDG's management.
- ④ Increasing tax payment amount.

# 5-2 Progress of medium term management plan.

## 1. Our company which pursuing our corporate philosophy.

① Continuous growth .....	For all employee.
② Loss making, Bankruptcy are Social ills ...	The most shameful things as management.
③ Contribution to society.....	Always glowing and making profit.
④ S D G s .....	Achieving a sustainable society through a number of new products under development
⑤ TSE Prime .....	Only growth, it is fate. Everything is happy.

## 2. What is our corporate cultures.

Never give up on difficult situations for growth and further growth, and under the management philosophy, which is all employees management, we are the business group challenge every time positively, feel the joy of growth and aim to contribute society more.



# 5-3 Progress of medium-term management plan

## Medium term management plan. (Announced on Mar.19,2021) (Millions of ¥)

	Original plan			Results and amended plan		
	2022/3	2023/3	2024/3	2022/3 Results	2023/3 Amended plan	2024/3 Plan
Sales	30,000	33,000	37,000	22,796	30,000	37,000
Mechatronics related	13,470	14,290	16,000	10,866	13,000	16,000
Display related	5,690	7,120	8,000	3,639	7,000	8,000
Industrial machineries	3,720	4,020	4,500	1,021	1,500	3,000
Electronics related	7,120	7,570	8,500	7,269	8,500	10,000
Operating income	1,600	2,310	3,700	1,566	3,000	3,700
to sales	5.3%	7.0%	10.0%	6.9%	10.0%	10.0%

①The figures of 2023/3 is the forecast figures announced on May.13, 2022.

②We keep the figure of Mar.2024 as initially planned and intend to make the historically highest Figure of sales and operating income.

# 5-2 Past results and medium term plan



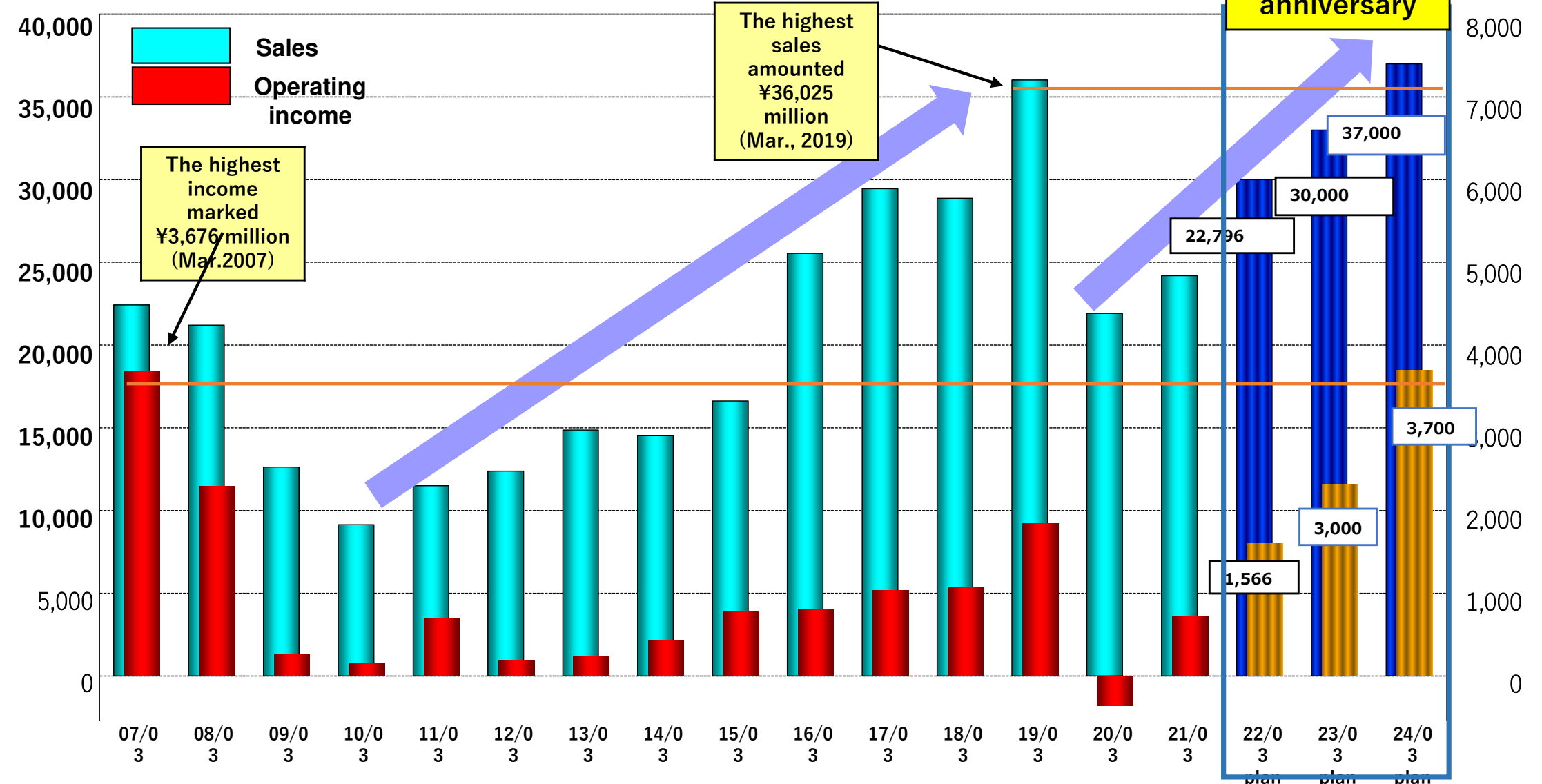
(Millions of ¥)

Aiming to revise the historical highest sales and profit in the financial year of 50<sup>th</sup> anniversary that is May. 2023.

Medium term plan in the year of 50<sup>th</sup> anniversary

Sales

Operating income



## Great jump to be ¥100 Billion, Year of 2030.

### (1) Target

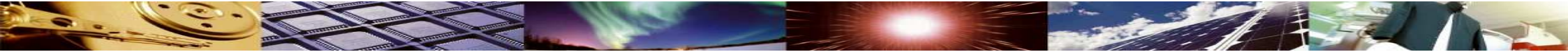
- (1) Sales ..... Above ¥100 Billion, group total.
- (2) Gross margin ..... Above 32%, operating companies.
- (3) Operating income to sales ..... Above 15 %.
- (4) Management efficiency ..... Above ¥70 Million per an employee.

### (2) Basic strategies to achieve.

- (1) All employee agree to achieve ¥100 Billion.
- (2) Project leader is “Presidents committee 100 B.”
- (3) 9 years to 2030, divide into each 3 years medium term plan, proceed each 3 years and get successful wining.
- (4) Based on the previous experiences we fix the target of each field as follow.
  - ① Sales of increase of present business 10%
  - ② Sales of new mass products 60%
  - ③ Sales increased by M&A 30%
- (5) Among group companies, 6 companies sales exceed ¥10 Billion.

### (3) How to proceed.

- (1) Making primary plan during the first half of the year.
- (2) During this financial year, making final plan with confirming new developing mass products.
- (3) Announce loudly at ceremony of 50<sup>th</sup> year anniversary.

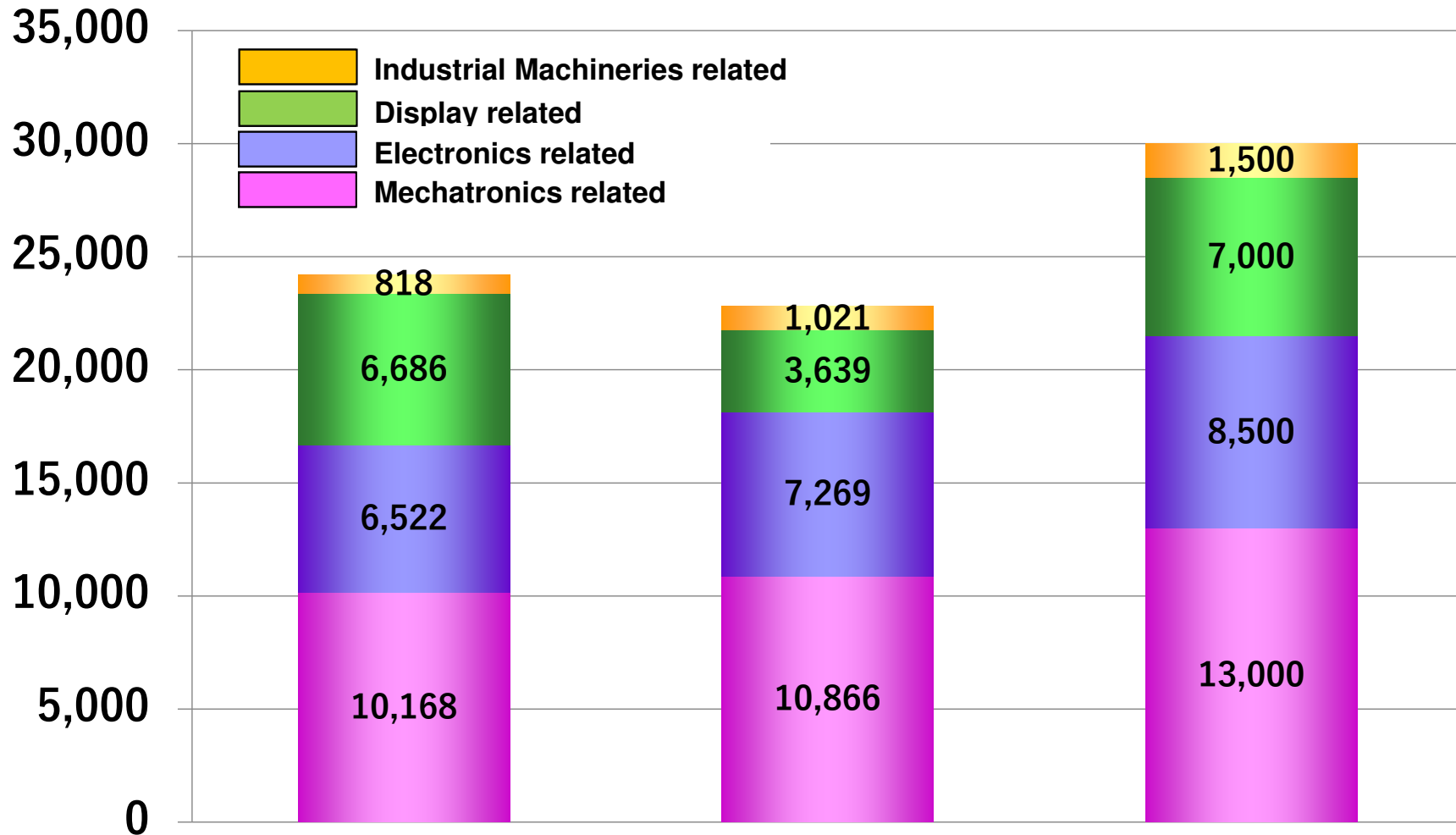


# APPENDIX

# ① Sales by business



(Millions of ¥)



Mar.2021 (Results)	Mar.2022 (Results)	Mar.2023 (Forecast)
Sales : 24,195	Sales : 22,796	Sales : 30,000

# ② Historical results



YoY decrease in sales but increase in each income.

(Millions of ¥)

	12 months ended Mar.31, 2021.	12 months ended Mar.31, 2022.	Increased(decreased) amount against previous corresponding period	Increased(decreased) percentage against previous corresponding period
Sales	24,195	22,796	-1,398	-5.8%
Operating income. (to sales)	727 (3.0%)	1,566 (6.9%)	838	115.3%
Ordinary income.	739	1,491	751	101.6%
Profit attributable to owners of parent.	337	1,107	769	228.1%
Net income per share.(¥)	37.19	121.30	84.11	226.2%
R&D expenses.	426	518	91	21.6%
New capital investment.	502	308	-194	-38.7%
Depreciation and amortization.	587	526	-61	-10.4%

# ③ Sales and income by business



(Millions of ¥)

		12 months ended Mar.31, 2021.	12 months ended Mar.31, 2022.	Increased(decreased) amount against previous corresponding period	Increased(decreased) percentage against previous corresponding period	Notes
Mechatronics related	Sales	10,168	10,866	697	6.9%	5Grelated, carrier tape for EV and power semiconductor went well.
	Profit	573	957	383	66.9%	
Display related	Sales	6,686	3,639	-3,046	-45.6%	Dry etching equipment was struggled however Far infrared heat treatment equipment went well
	Profit	-262	10	272	—	
Industrial machinery related	Sales	818	1,021	203	24.8%	Expanded from the cleaning industry to the medical linen business and increased sales
	Profit	-259	-171	87	—	
Electronics related	Sales	6,522	7,269	747	11.5%	Stable transition of active communication equipment for electric power and dialysis equipment.
	Profit	469	629	159	34.0%	
HD and others	Profit	206	141	-64	-31.5%	
Total	Sales	24,195	22,796	-1,398	-5.8%	
	Profit	727	1,566	838	115.3%	

# ④ Consolidated new order received and backlog by business.



(Millions of ¥)

		12 months ended Mar.31, 2021.	12 months ended Mar.31, 2022.	Increased(decreased) amount against previous corresponding period	Increased(decreased) percentage against previous corresponding period
Mechatronics related	New order	9,688	12,152	2,463	25.4%
	Backlog	3,238	4,524	1,286	39.7%
Display related	New order	2,263	6,549	4,285	189.3%
	Backlog	3,755	6,665	2,909	77.5%
Industrial machinery related	New order	821	985	164	20.0%
	Backlog	159	123	△36	△22.7%
Electronics related	New order	7,853	8,945	1,092	13.9%
	Backlog	6,185	7,861	1,676	27.1%
Total	New order	20,626	28,632	8,006	38.8%
	Backlog	13,338	19,174	5,835	43.8%



# ⑤ Outline of B/S



## <Assets>

(Millions of ¥)

	As of Mar.31, 2021	As of Mar.31, 2022	Increase/Decrease	Notes
Cash and deposit	10,009	8,695	-1,313	Repayment of borrowing proceeded.
Trade note receivables	10,195	10,572	376	
Inventories	8,377	8,846	468	
Other current assets	584	751	167	
Non current assets	8,341	8,131	-209	
<b>Total assets</b>	<b>37,508</b>	<b>36,997</b>	<b>△510</b>	

## <Liabilities and Net assets>

(Millions of ¥)

	As of Mar.31, 2021	As of Ma.31, 2022	Increase/Decrease	Notes
Notes and accounts payable trade	3,937	5,219	1,281	New order increased
Other current liabilities	11,451	8,604	-2,846	Repayment of borrowing proceeded.
Non current liabilities	7,993	7,848	-145	
Net assets	14,125	15,324	1,199	Net income increased
<b>Total liabilities &amp; net assets</b>	<b>37,508</b>	<b>36,997</b>	<b>-510</b>	

# ⑥ Outline of cashflow

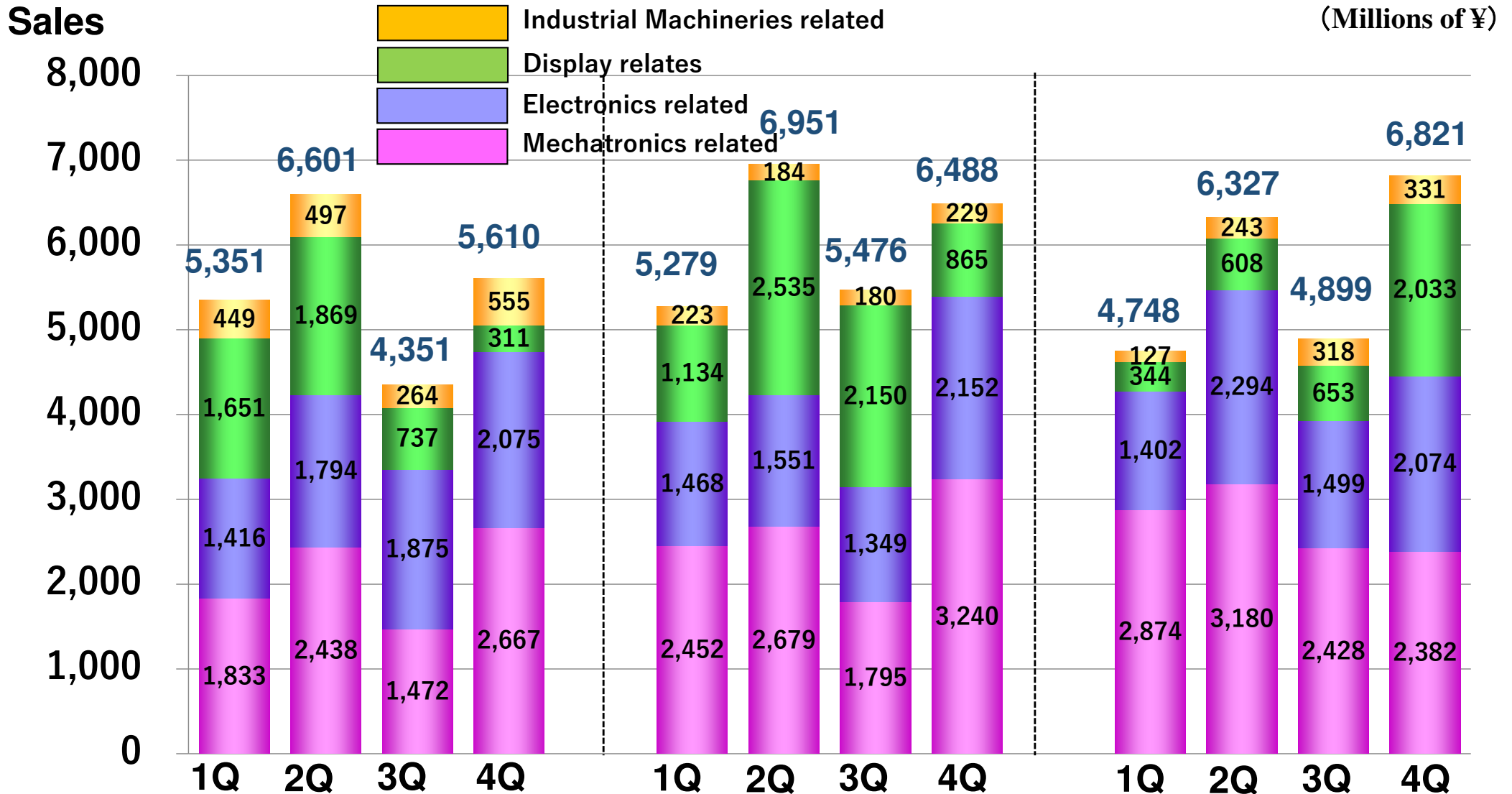


(Millions of ¥)

	12 months ended Mar.31, 2021.	12 months ended Mar.31, 2022.	Major increase and decrease	
CF from operating activities.	3,477	1,093	Increase	Increase in income before income taxes, trade payables and depreciation.
			Decrease	Decrease in advance payments and inventories, corporate tax
CF from operating activities.	-540	-195	Increase	
			Decrease	Expenditure on acquisition of fixed assets.
CF from financial activities.	548	-2,302	Increase	Increase in long-term borrowing.
			Decrease	Repayment of long-term and short-term borrowings.
Cash & cash equivalents at end of period.	9,932	8,619	¥1,312 million decrease from the end of the previous fiscal year.	

7

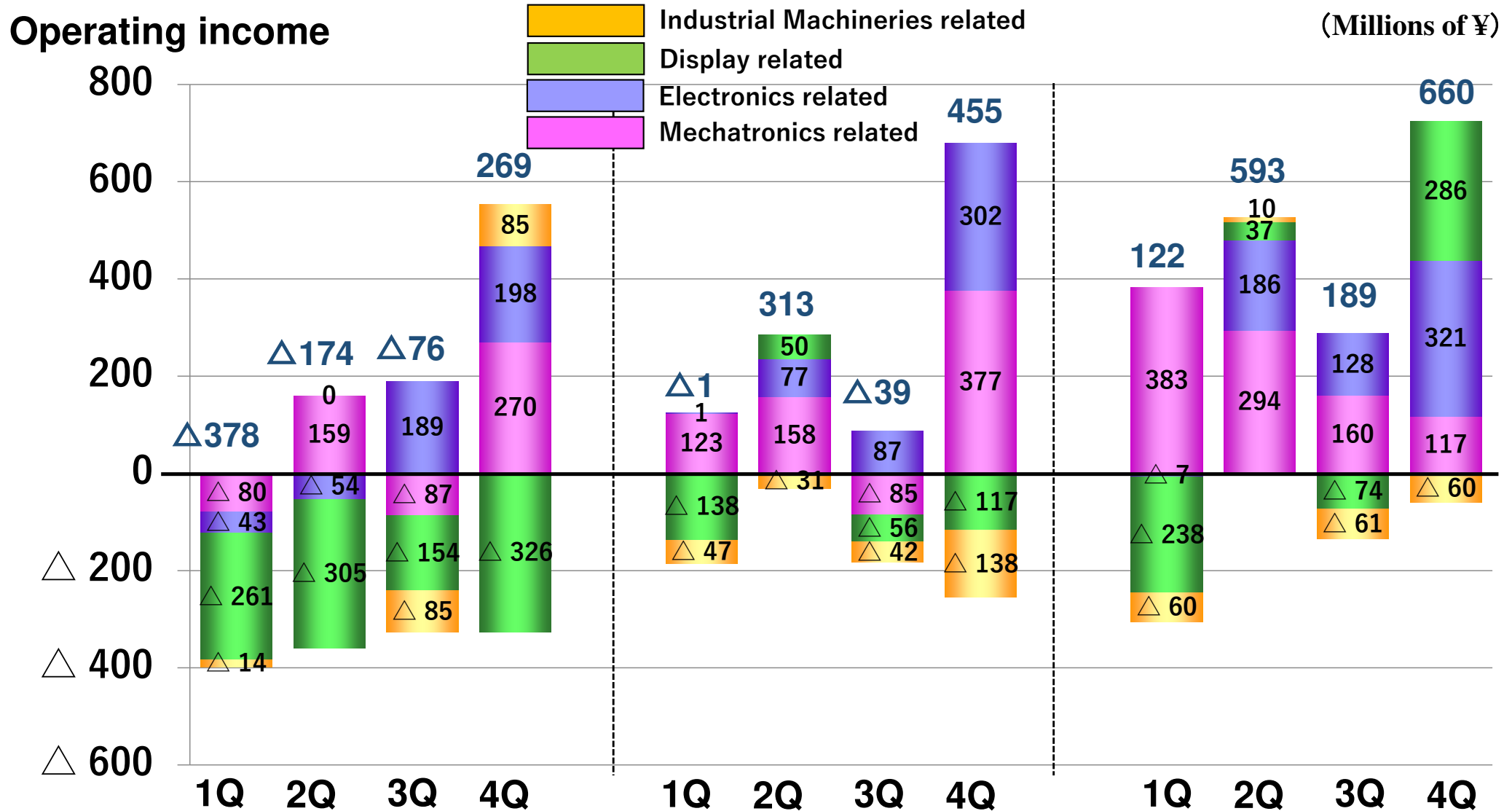
# Quarterly sales by business.



12 months ended Mar.31, 2021.	12 months ended Mar.31, 2022.	12 months ended Mar.31, 2022
<b>Full year :21,914</b>	<b>Full year:24,195</b>	<b>Full year: 22,796</b>

# ⑧

# Quarterly operating income by business



12 months ended Mar.31, 2021.	12 months ended Mar.31, 2022.	12 months ended Mar.31, 2022
Full year : -361	Full year : 727	Full year : 1,566

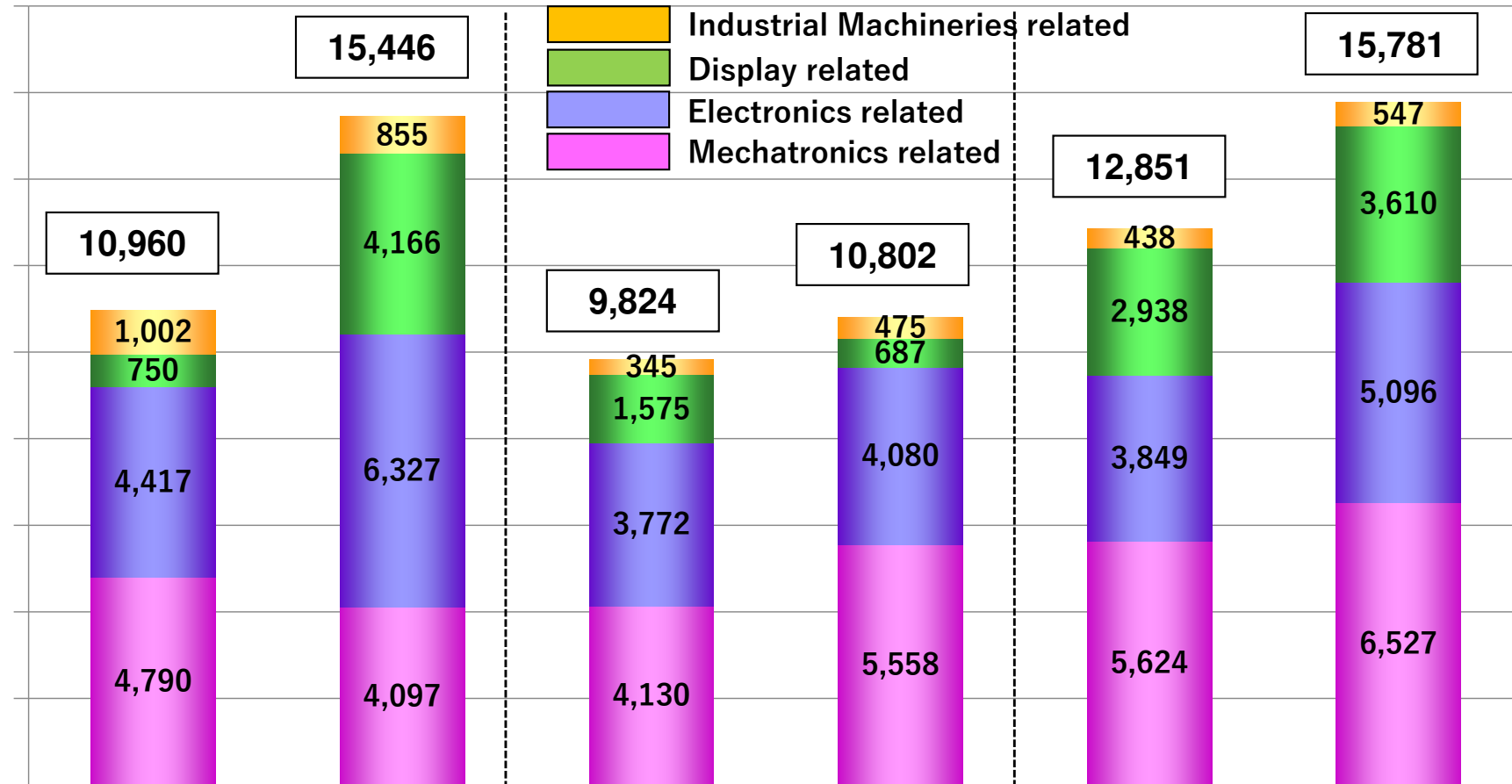
# 9 Half year new order received by business



(Consolidated)

(Millions of ¥)

18,000  
16,000  
14,000  
12,000  
10,000  
8,000  
6,000  
4,000  
2,000  
0



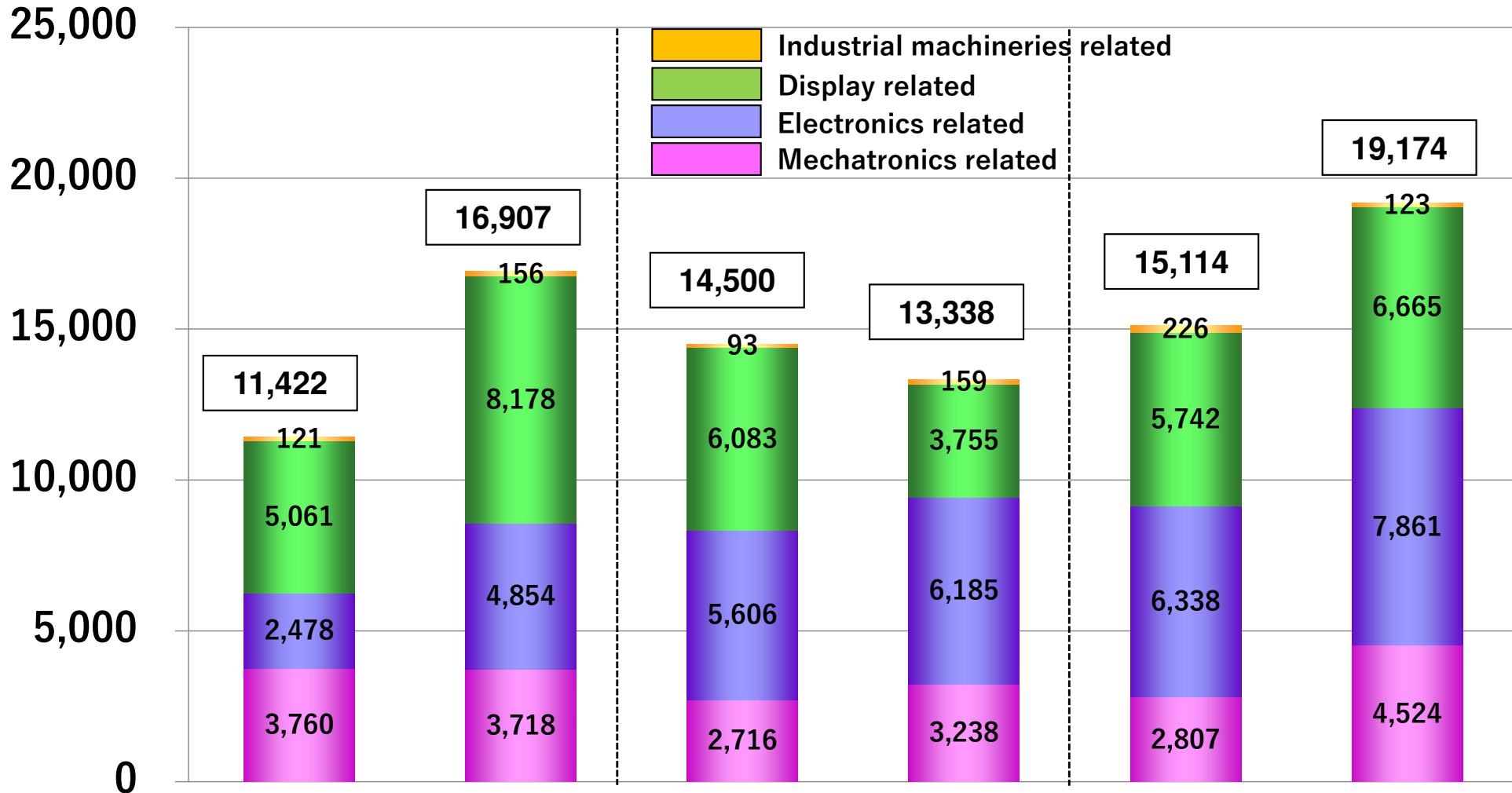
1st half	2nd half	1st half	2nd half	1st half	2nd half
12 months ended Mar.31, 2021.	12 months ended Mar.31, 2022.	12 months ended Mar.31, 2022	12 months ended Mar.31, 2021.	12 months ended Mar.31, 2022.	12 months ended Mar.31, 2022
Full year ¥26,407 million		Full year ¥20,626 million		Full year ¥28,632 million	

# 10 Half year backlog ordered by business.



(Millions of ¥)

(Consolidated)



End of the 1st half	End of the 2nd half	End of the 1st half	End of the 2nd half	End of the 1st half	End of the 2nd half
As of Mar.31, 2020		As of Mar.31, 2021		As of Mar.31, 2022	

**May. 19, 2022, Developed two types of virus detection methods, "measurement time 1 minute" and "ultra-high sensitivity"**

## Outline

The new coronavirus infection (COVID-19), which has continued since 2019, influenced a great impact on many parts of the world. In response to this situation, measures are currently being taken to prevent the entry of people suspected of having a virus infection by detecting with a surface thermometer installed at the entrance of the facility. If it becomes possible to directly evaluate whether or not a virus is carried on the spot rather than as a secondary index of temperature, it will be possible to prevent the introduction of the virus more effectively. On the other hand, its immunochromatography method (used in rapid antigen test kits) for screening tests, which is widely used at present, or PCR method for definitive tests, requires rapid measurement and high cost for "in-situ test". Achieving both detection sensitivity has been an issue.

Under this background, in the project "Development of Innovative Sensing Technology for Realizing IoT Society" commissioned by NEDO (National Research and Development Corporation New Energy and Industrial Technology Development Organization), National Institute of Advanced Industrial Science and Technology (AIST) and National University Corporation Saitama University (Saitama University), in collaboration with Konica Minolta Co., Ltd. and **YAC Dastec Co., Ltd.**, will install it at the entrance of facilities, etc. We are working on research and development of a system "virus gate keeper" that can be detected in minutes. The virus gate keeper is a device that automatically determines the risk of virus possession after 1 minute by allowing a visitor to hold a cotton swab in his/her mouth, collect saliva, and set it in the device. In the research and development for the realization of this system, AIST and Saitama University have developed two new virus detection methods based on the high-sensitivity biosensing method called digital detection method.

Details of this research results were published in "Analytica Chimica Acta" on May 12, 2022.



*Well, Today should be  
a Fascinating and Prosperous Day, again !*

*Flexible High-Technology Business Group*



**Y.A.C. HOLDINGS CO., Ltd.**

Amounts are rounded down to the nearest million yen.