



Financial review year ended Mar. 31, 2023. Presentation

May. 22, 2023



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

(Zip code : 6298 TSE Prime)

<https://www.yac.co.jp>

▲ 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.

Outline of presentation.

1. Summary of business results 12 months ended Mar. 31, 2023.

HATAKETAMA Osamu, Director, Y.A.C. HOLDINGS CO., LTD.

2. Outline of financial results 12 months ended Mar. 31, 2023.

HATAKEYAMA Osamu, Director, Y.A.C. HOLDINGS CO., LTD.

3 - ① Mechatronics related business.

ITO Toshihiko, Director & Deputy president, Y.A.C.

HOLDINGS CO., LTD.

- ② Display related business.

AOKI Yasuhiro, Representative Director & President,

YAC DENKO CO., LTD.

Outline of presentation.

-③ Industrial Machinery related business.

**SOEJIMA Yukio, Representative Director & President,
Y.A.C. MACHINERY CO., LTD.**

-④ Electronics related business.

**OHKURA Akihiro, Representative Director & President,
OHKURA Electric Co., Ltd.**

4. Future operation of YAC Group.

**MOMOSE Takefumi, Representative Director &
President, Y.A.C. HOLDINGS CO., LTD.**

5. Q&A

A decorative banner at the top of the slide features a collage of images: a golden gear, a grid pattern, a green aurora, a bright sun, a blue sky with clouds, and a person in a suit.

1. Summary of business results 12 months ended Mar. 31, 2023.

**HATAKETAMA Osamu,
Director and Managing
Operating Officer,
Y.A.C. HOLDINGS CO., LTD.**

1 - ① Summary of results



1. Sales

- ① Sales of the FY ended Mar. 31, 2023, was ¥24,114 million 5.8% increased from the previous FY with ¥25,485 million backlog ordered nearly the same amount of a year sales.
- ② Mechatronics related business and electronics related business went well continuously.

2. Gross profit.

- ① As mentioned above, the gross profit for the FY ended Mar. 31, 2023 decreased due to the sales shortage caused by shifting to the FY ending Mar. 31, 2024, which pushed down profits at each stage.

3. Operating income.

Operating income decreased year on year due to bad debt losses (increased expenses) associated with legal liquidation of client.

1 - ① Summary of results



4. Backlog ordered.

- ① As mentioned above, the backlog of ordered is at a level equivalent to approximately one year's sales.
- ② Achieved to the historical highest figure for these 5 years.

5. Business progress

- ① Business alliance with Linus Biotechnology, Inc. followed by capital alliance and dispatch a senior technical advisor and established a stable position as "Strategic Partner"
- ② Realized M&A after long time from FY Mar., 2020, Acquired semiconductor inspection related equipment
- ③ Due to the unification of the display division, which was a pending issue, the division will shift its focus to "pursue profits of scale" in the future

6. Increase of dividend.

- ① For the FY ended Mar. 31, 2023 is the 50th anniversary commemorative dividend (@25 yen) will be added, and the annual dividend will be 75 yen (company proposal).
- ② Maintain the same level for the FY ending Mar. 31, 2024 due to the inclusion of ordinary dividends in commemorative dividend.
- ③ Continue to focus on enhancing shareholder returns

A decorative banner at the top of the slide features a collage of images: a golden mechanical part, a grid of solar panels, a view of the aurora borealis, a bright sun flare, a perspective view of solar panels, and a person in a suit.

2. Outline of financial results 12 months ended Mar. 31, 2023.

**HATAKEYAMA Osamu, Director
and Managing Operating Officer,
Y.A.C. HOLDINGS CO., LTD**

2 - ① Consolidated P/L Outline



【Topics】

YoY increase in sales but decrease in profit---Lower gross profit (-1.7%) offsets higher sales(+1,317)

Decreased gross profit(-45M)=increased sales(+333M)
+decreased gross profit ratio (-378M)

(Millions of ¥)

	2021/3 Results①	2022/3 Results②	2023/3 Results③	YoY (③-②)		Progress of forecast (Nov.14,2022) (100 millions of ¥)
				increase/ decrease	ratio	
Sales	24,195	22,796	24,114	1,317	5.8%	89% (270)
Gross profit	5,107	6,133	6,087	-45	-0.7%	
Gross profit ratio	21.1%	26.9%	25.2%			
Operating income	727	1,566	1,495	-70	-4.5%	62% (24)
Ratio	3.0%	6.9%	6.2%			
Ordinary income	739	1,491	1,541	50	3.4%	70% (22)
Net income	337	1,107	921	-186	-16.8%	58% (16)
EPS (¥)	37.19	121.49	100.57	CF : 249.91 (Forecast of 12months ending Mar. 31, 2024)		

2-② Consolidated P/L references



【Last 5 years results】

Despite **an increase in sales** in the current FY, it has been going up and down since the FY ended Mar. 31, 2020, when the company got out of the red.

(Millions of ¥)

	2019/3	2020/3	2021/3	2022/3	2023/3
Sales	36,025	21,914	24,195	22,796	24,114
Gross profit	6,754	4,300	5,107	6,133	6,087
Ratio	18.7%	19.6%	21.1%	26.9%	25.2%
Operating income	1,842	361	727	1,566	1,495
Ratio	5.1%	—	3.0%	6.9%	6.2%
Ordinary income	1,852	443	739	1,491	1,541
Net income	1,094	- 958	337	1,107	921
Ratio	3.0%	—	1.4%	4.9%	3.8

2 - ③ Consolidated P/L by segment

【Topics】

In the display division, liquidate unprofitable projects associated with integration.

Shift to aggressive management and pursue economies of scale through integration.

(Millions of ¥)

	Segment				Sub total	Adjustment	Grand total
	Mechatro.	Display	Industrial machinery	Electronics			
2021/3 Sales	10,168	6,686	831	6,522	24,195		24,195
Ratio	573	- 262	- 259	469	521	206	727
2022/3 Sales	10,866	3,639	1,021	7,269	22,796		22,796
Ratio	957	10	- 171	629	1,425	141	1,566
2023/3 Sales	11,045	4,304	1,020	7,743	24,114		24,114
Ratio	1,126	-465	-39	763	1,384	111	1,495

2-④ Consolidated B/S



(Millions of ¥)

	2021/3	2022/3	2023/3	Increase/Decrease
Current assets	29,166	28,865	30,108	1,243
Noncurrent assets	8,341	8,131	8,631	500
Total assets	37,508	36,997	38,740	1,743
Current liabilities	15,388	13,824	13,680	-143
Fixed liabilities	7,993	7,848	9,082	1,234
Total liabilities	23,382	21,672	22,763	1,090
Net assets total	14,125	15,324	15,977	652

【Topics】

Equity ratio deteriorated due to lower marginal ratio
(37.4% = 652/1,743)

	2019/3	2020/3	2021/3	2022/3	2023/3	Increased/ Decreased
Equity ratio	35.9%	35.3%	37.5%	41.3%	41.1%	-0.2%

2 - ⑤ Consolidated C/F



【Topics】

Working capital factor worsened significantly in operating activity C/F, offsetting profit-increasing effect of profit-and-loss factor.

Profit & loss factor(+1,624M) + working capital factor(-3,260M) =

-1,636M

(Millions of ¥)

	2020/3	2021/3	2022/3	2023/3
Cash & cash equivalents balance at previous end of year	7,898	6,450	9,932	8,619
C/F from operating activities	▲2,652	+3,477	+1,093	-1,636
C/F from investing activities	+44	-540	-195	-742
C/F from financing activities	+1,188	+548	-2,302	+272
Effect of exchanges rate changes on cash and cash equivalents	-29	-3	+92	+39
Cash & cash equivalents balance at end of period	6,450	9,932	8,619	6,552

2 - ⑥ Order status.



【Topics】

As for the backlog of orders at the end of March, **secure a backlog ordered equivalent to sales for about one year.** (Millions of ¥)

	2022/3 results		2023/3 results		Increase/Decrease		Notes
	New order received	Backlog ordered	New order received	Backlog ordered	New order received	Backlog ordered	
Mechatro.	12,151	4,524	14,033	7,512	+1,881	+2,988	
Display	6,549	6,665	6,181	8,542	-367	+1,876	
Industrial Machineries	985	123	1,041	144	+29	+21	
Electronics	8,945	7,861	9,167	9,286	+221	+1,424	
Total	28,632	19,174	30,425	25,485	+1,792	+6,310	

	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
Backlog ordered	22,892	12,329	16,907	13,338	19,174	25,485

Segment information

3 - ① Mechatronics related business

ITO Toshihiko

Director & Deputy president,

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

Representative Director & Chairman,

Y.A.C. MECHATRONICS CO., LTD.

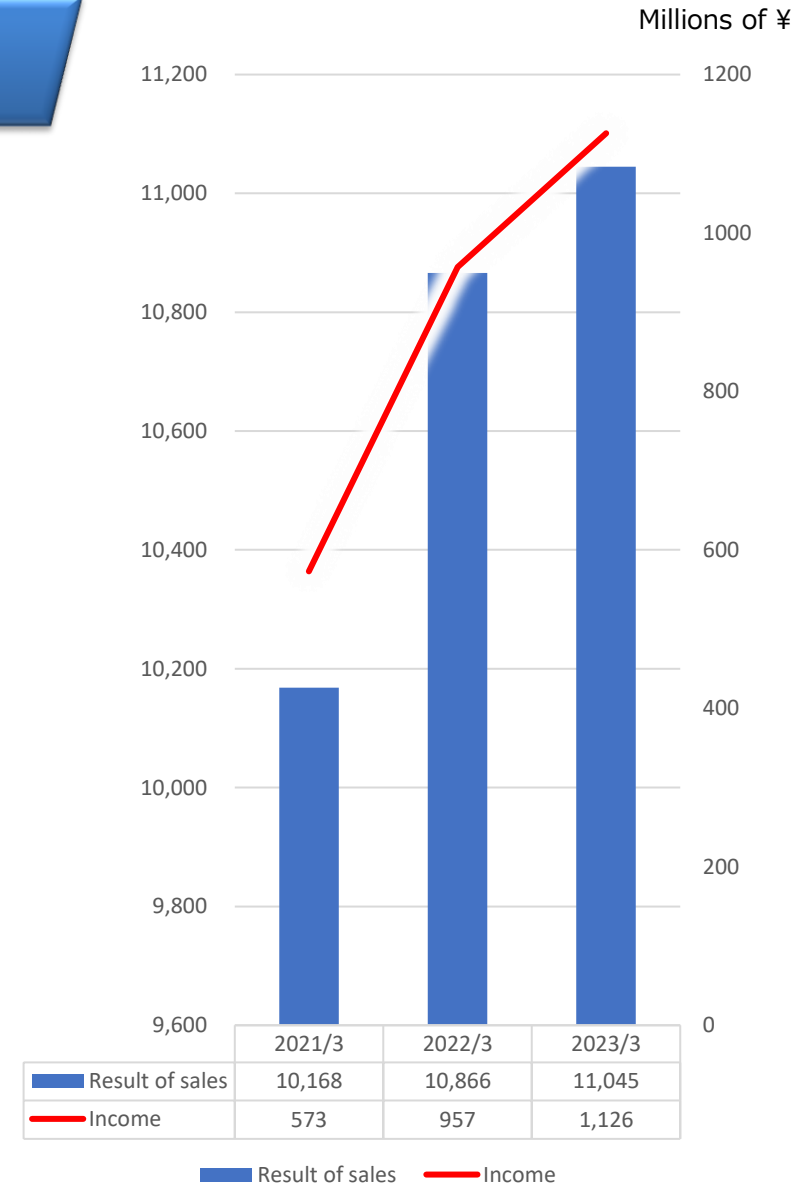
Full year analysis of 12 months ended Mar. 31, 2023.

● Sales & profit increased for 3 consecutive years.

● Strong year-on-year performance, but not achieved to each budget.

● Analysis

- ① HDD-related, capital investment delayed.
- ② Decrease in carrier tape sales due to deterioration of the electronic components market.
- ③ Equipment for the semiconductor industry, including power systems, performed well.
- ④ Prolonged equipment production period due to supply chain disruption.
- ⑤ Year-end order backlog reached to historically highest.



This FY target & strategies

● **Backlog ordered: ¥7,512 million (FY Mar. 31, 2023)**

● **Sales : ¥15,704 million.**

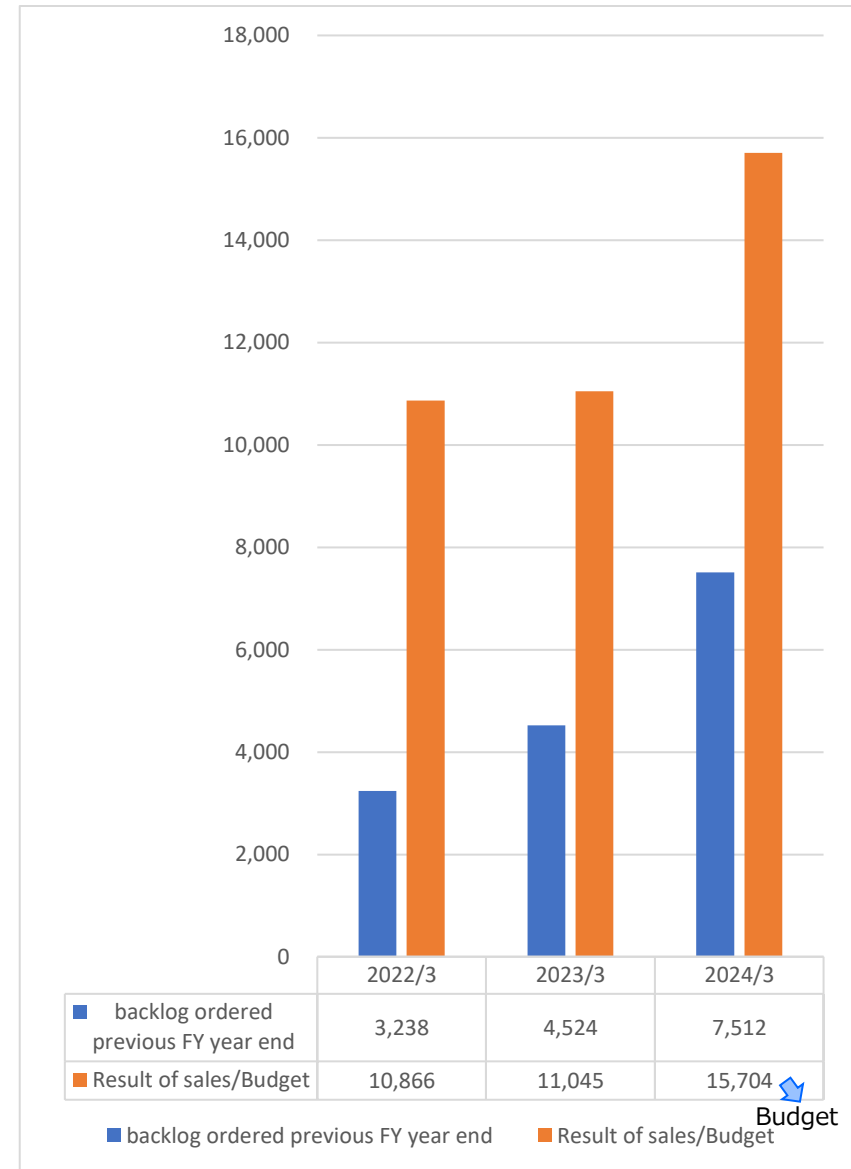
● **Concern**

- ① Forecast of postponement of HDD-related capital investment for this fiscal year as well.
- ② Timing delay in recovery of electronic components industry.
- ③ Lengthening of equipment manufacturing period.

● **Strategies.**

- ① Focus on equipment for the booming semiconductor market.
- ② Carrier tape, production by the right material in the right place, timely capital investment.
- ③ Increasing gross profit by reducing costs, including centralized purchasing.

Millions of ¥



Budget

A decorative banner at the top of the slide features a collage of images: a golden mechanical part, a grid of solar panels, the aurora borealis, a bright sun flare, a view of solar panels from a distance, and a person in a suit.

Segment information

3 - ② Display related business.

AOKI Yasuhiro,

Representative Director & President,

YAC DENKO Co., Ltd.

3 - ② Display related business. Full year analysis.



Full year analysis FY Mar. 31, 2023

● New order.

Despite the temporary drop in demand for display panels, orders remained at a high level of 93.8% year-on-year. This is mainly due to the fact that our products matched the capital investment demand for high value-added processes such as OLED (organic EL) / OXIDE (oxide TFT).

● Sales

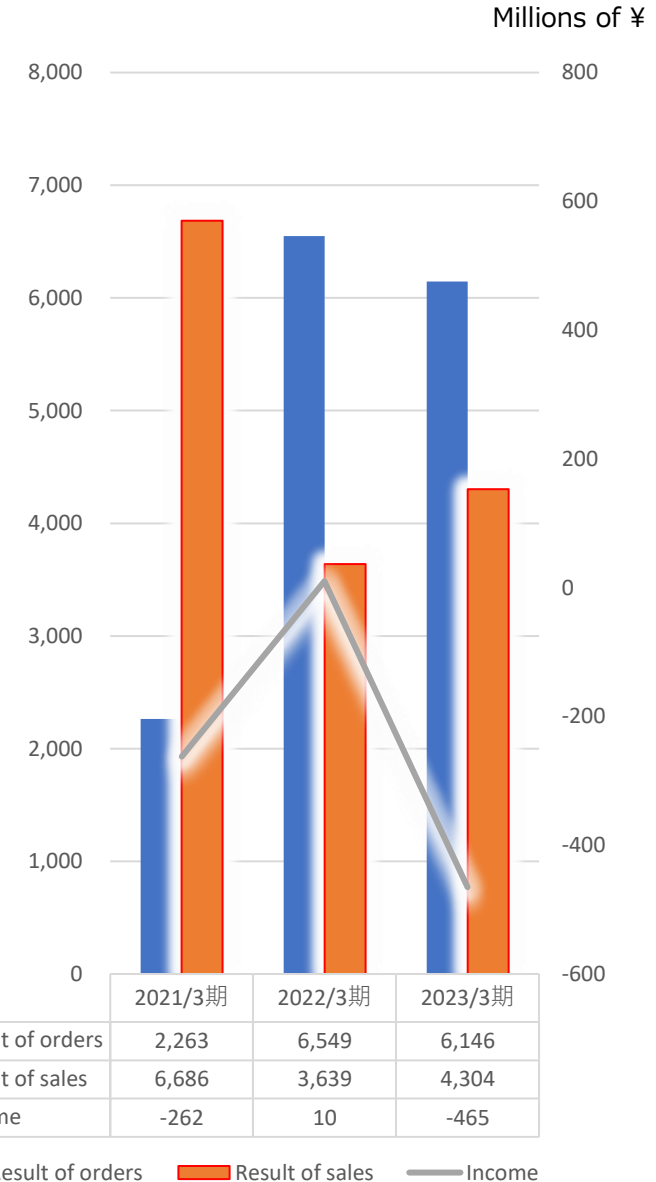
Sales fell short of the budget due to delays in the shipment of equipment caused by delays in the timing of investments by our customers and disruptions in the supply chain.

● Profit

In the display segment, we continued to implement measures to strengthen our profit structure in order to establish a stable management foundation. Although segment profit was secured in the previous fiscal year, in the FY ended Mar. 31, 2023, a large loss recorded due to higher costs caused by soaring component prices.

● Backlog ordered.

FY 12 months ended Mar. 31, 2023 backlog ordered was 128% higher than the previous year due to the maintenance of order volume and the delay in sales in the fiscal year ending Mar. 2023.



3 - ② Display related business.

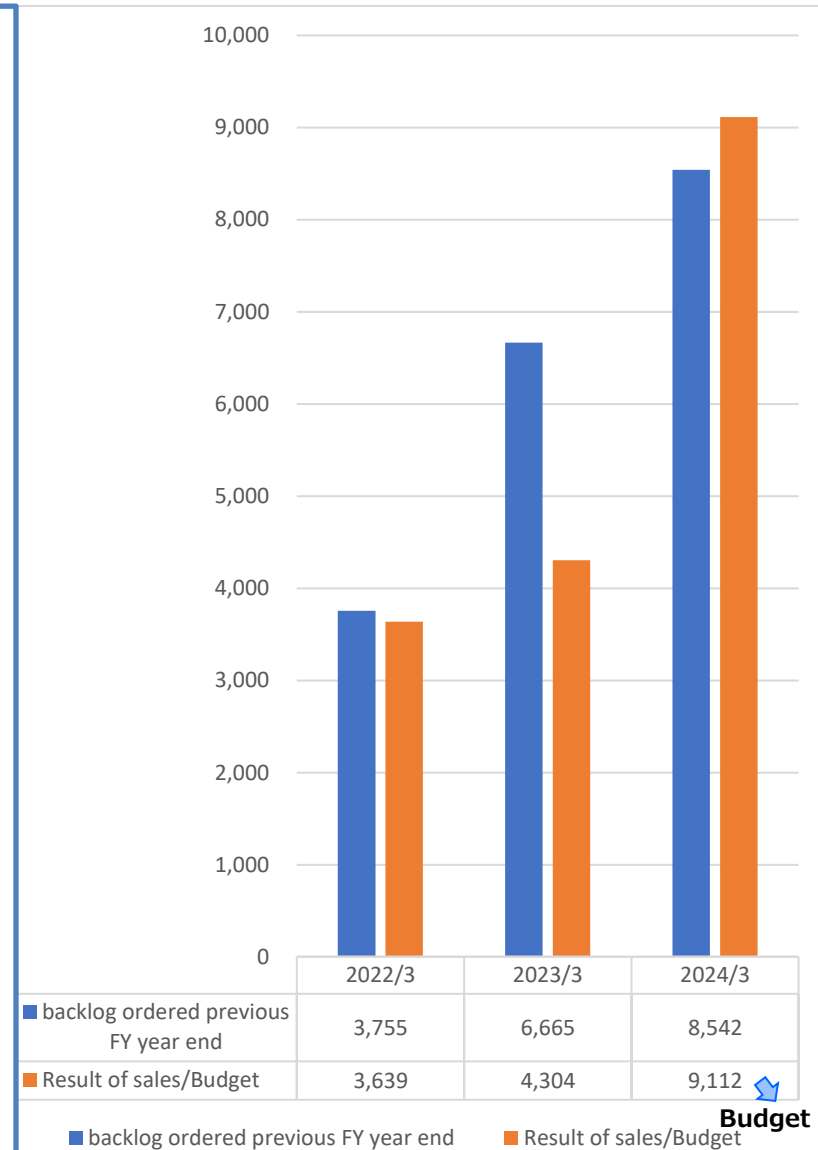
This year target & strategies.



Targets & Strategies for FY Mar. 31, 2024

- Backlog ordered : ¥8,542 million(As of Mar. 31,2023)
- Sales : ¥9,112 million.
- Concern.
 - ① Sluggish investment in display panel manufacturing equipment.
 - ② Sluggish demand for display panels and reduced capacity utilization.
 - ③ Confusion in the supply chain due to soaring component prices, long delivery times and others.
- Strategies.
 - ① Sales strategy based on high value-added process compatibility.
 - ② Expansion of after-sales services as equipment utilization improves.
 - ③ Respond to costs and delivery times by standardizing parts and inventory.
 - ④ Expansion of sales channels of heat treatment equipment for various industries other than displays.

Millions of ¥



A decorative banner at the top of the slide features a collage of images: a golden mechanical part, a grid pattern, a green aurora, a bright sun, solar panels, and a person in a suit.

Segment information

3 - ③ Industrial Machinery related business.

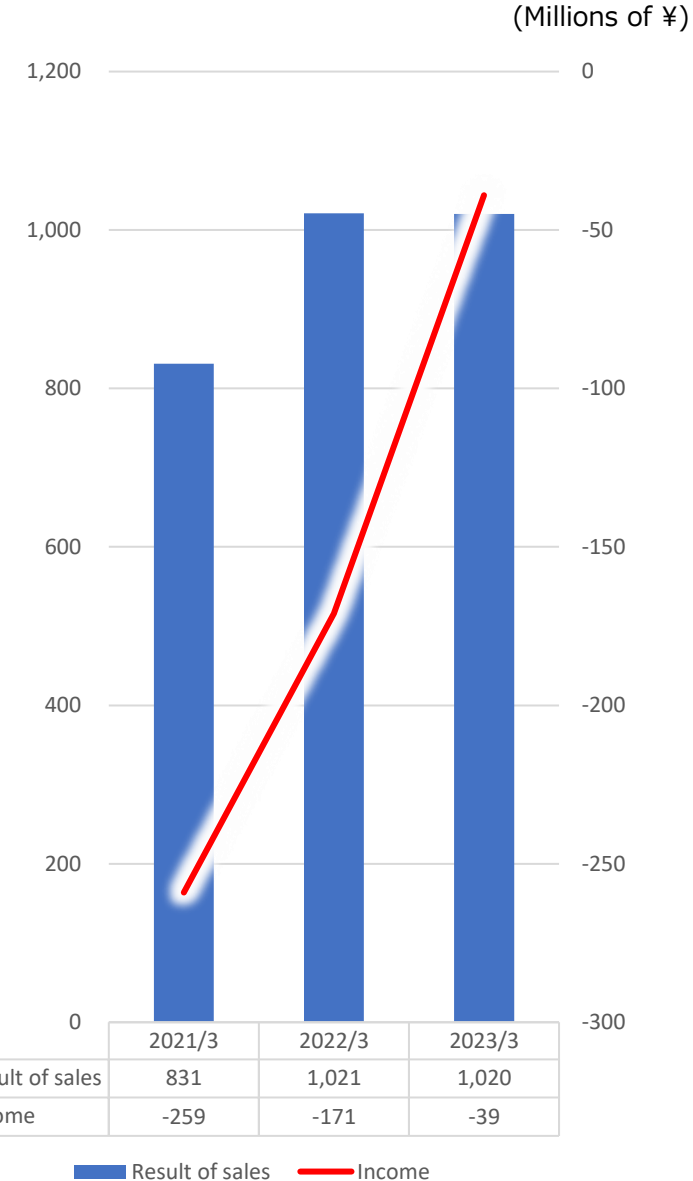
SOEJIMA Yukio, Representative

Director & President,

Y.A.C. MACHINERY CO., LTD.

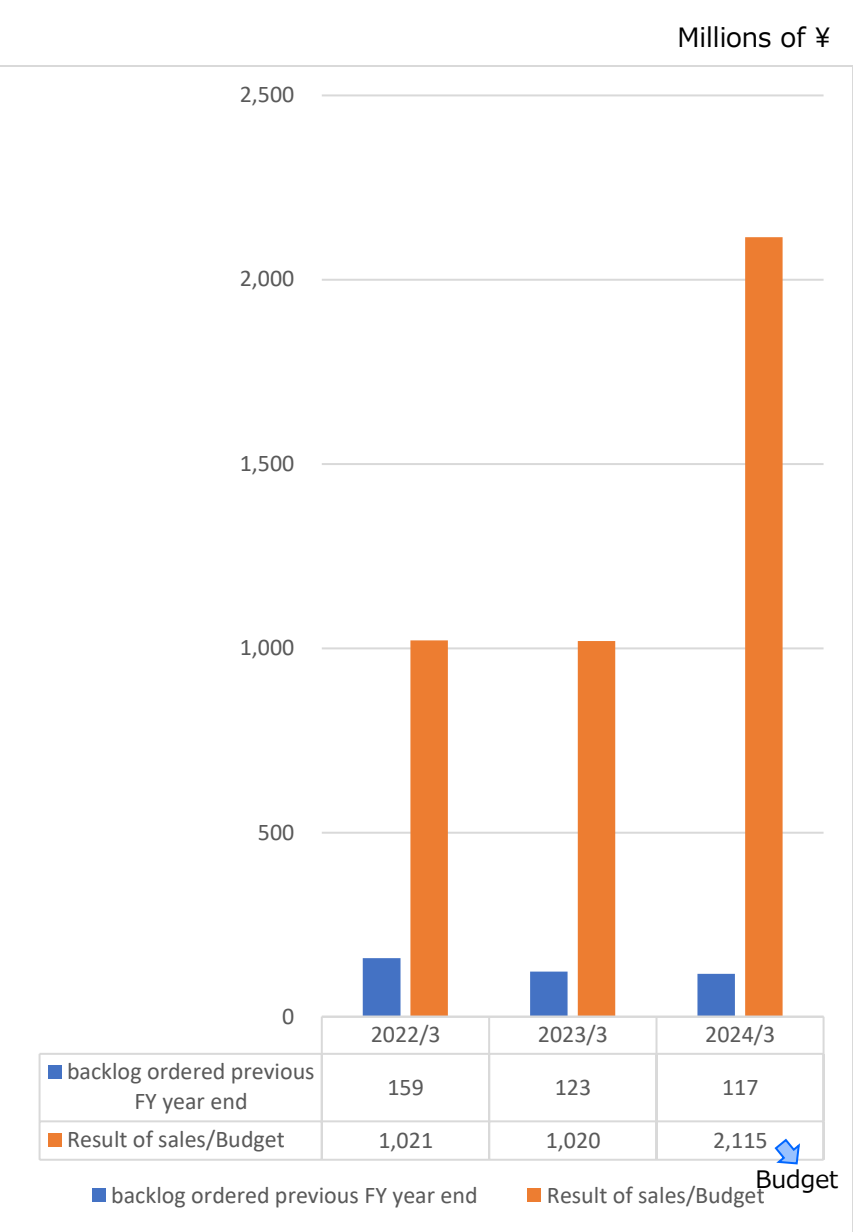
Full year analysis FY Mar. 31, 2023.

- **Poor acceleration of business transformation.** There are enough developmental elements for differentiation, we definitely implement it.
- **Orders for home cleaning will not increase.** In particular, large-scale stores are shrinking their factories, and equipment is being used from closed factories, making it difficult to make new investments. Sales were on a downtrend and fell excessively due to COVID-19, but were able to return the slope to a normal decline in the previous term.
- **In the industrial cleaning business, we focused on medical linens and could develop a new X-ray inspection device.** In the future, we will accelerate this sales expansion and introduction because there are still models to be developed in the medical field.
- **Focusing on EC logistics, major users are using our packaging system.** Currently, it is mainly used for clothing packaging, but in the future, it is also considering other developments.



Targets & strategies for FY Mar. 31, 2024

- Backlog ordered : ¥300 million.
- Sales : ¥1,500 million.
- Subjects & strategies. :
 - ① The home cleaning business, introduction of an upgraded machine. The keywords are plastic-free, energy-saving, and production efficiency improvement.
 - ② The industrial cleaning business, we will continue to introduce new models and aim to double sales. The hotel occupancy rate will increase because corona infections will be classified as 5. We plan to expand sales by further increasing the uniform related business.
 - ③ The EC logistics system, logistics the in the 24-year problem is a major issue. This is not only a problem for the transportation industry, but also a shortage of workers due to the expansion of distribution warehouses. Promoting automation and robotization as quickly as possible to solve the problem is the key to make our sales double.



A decorative banner at the top of the slide features a collage of images: a golden mechanical part, a grid of solar panels, a colorful aurora borealis, a bright sun flare, a perspective view of solar panels, and a person in a suit.

Segment information

3 - ④ Electronics related business.

**OHKURA Akihiro, Director & Senior
Managing Operating Officer,
Y.A.C. HOLDINGS CO., LTD.
Representative Director & President,
OHKURA Electric Co., Ltd.**

3 - ④ Electronics related business. Full year analysis.



Full year analysis FY Mar. 31, 2023

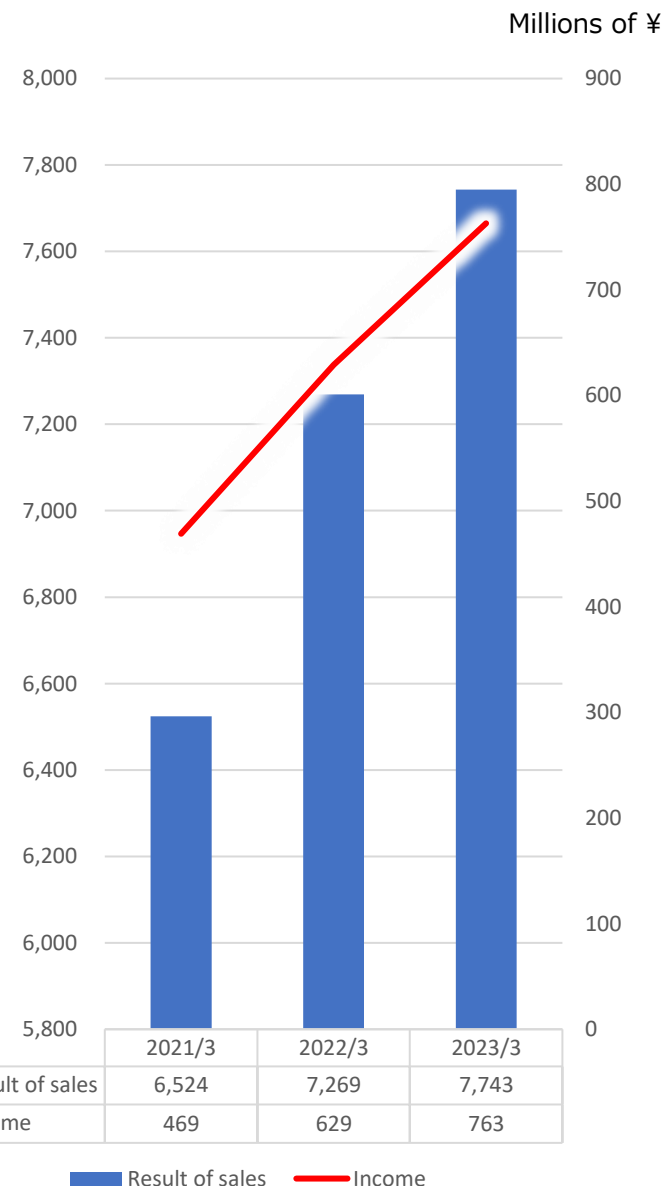
- The electronics related business as a whole, parts procurement increased in the first half, although we struggled production of dialyzer which stabilized in the second half, as a result of steady growth in power-related sales, sales and profits have increased over the past three years.

- Medical Division: Dialyzer is still strong demand mainly in Central and South America.

However, there is a room for improvement in procurement cost reduction and productivity.

- Control and communication, industrial instrumentation sector: Due to persistently high fuel costs, continue capital investment related to renewable energy. In addition, as the restart of nuclear power plants progresses, business negotiations for industrial instruments are increasing..

- The semiconductor industry seems to be taking a break, but there are long delivery term parts mainly on equipment, we received the order ahead of schedule.



Targets & Strategies FY Mar. 31, 2024

● Backlog ordered : ¥9,200 million as of Mar.31, 2024.

Y on Y increasing.

● Sales : Expected, based on backlog ordered. **Sales of newly developed dialyzer contributed.**

● Concern: **Cost control of dialyzer.** Demand

slowdown in the semiconductor market.

• Dialyzer : Providing higher quality equipment for the Latin American market, where demand is expected to increase.

Receiving of certification for new dialyzer without delay.

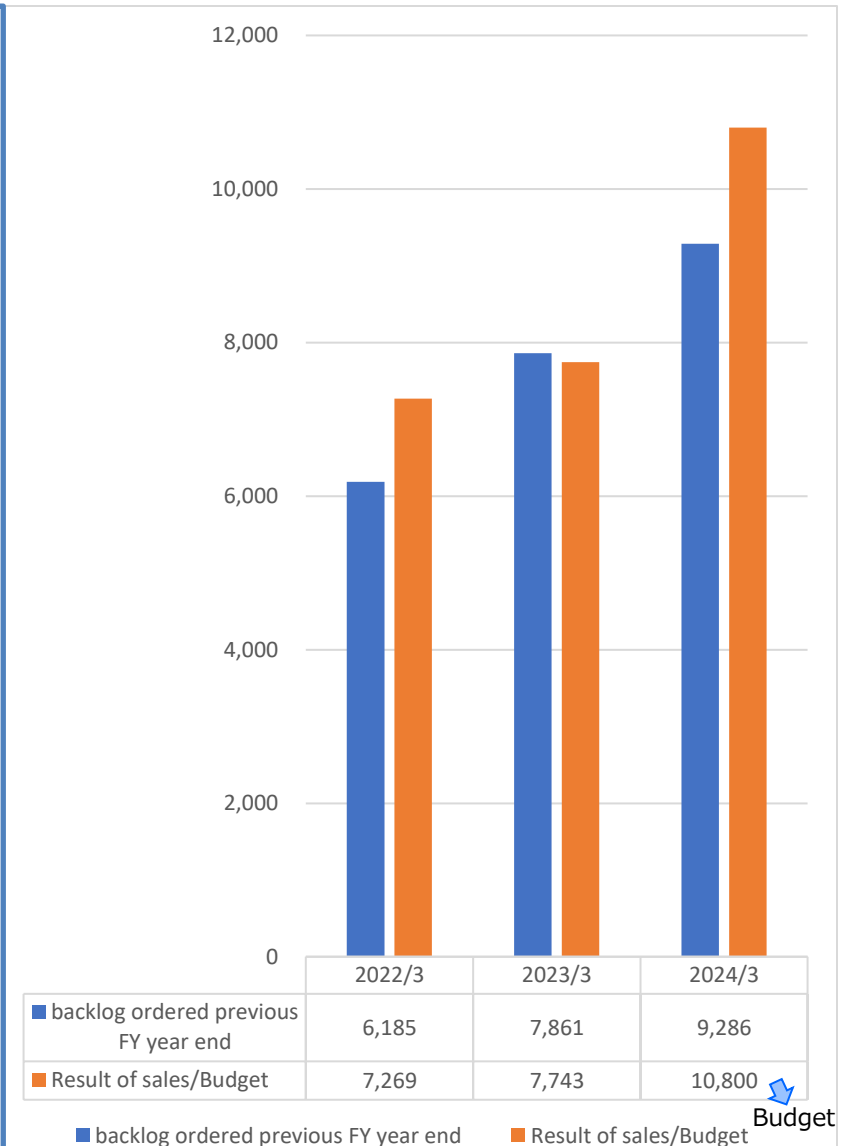
• Control communication, industrial instruments. :

Mainly power-related information transmission equipment **create of new development projects.**

Business talks for restarting nuclear power plants.

• Semiconductor equipment : **Establishing a production system** mainly on parts procurement.

Millions of ¥



Budget

A horizontal banner at the top of the slide contains several small images: a golden mechanical part, a grid of solar panels, a view of the aurora borealis, a bright sun flare, a view of solar panels from a different angle, and a person in a suit.

4 .Future Development of YAC Group.

MOMOSE Takefumi,

Representative Director &

President,

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

Founding Philosophy (established in 1973)

- 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)

- 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 (added in 2020)

~ To contribute to society much more ~

- ① Growth of employees' capacity and YAC group.
- ② All employee management , Cooperation and competition.
- ③ Promotion of SDGs management.
- ④ Expansion of paying tax.

4-2 Target & mission of YAC group.



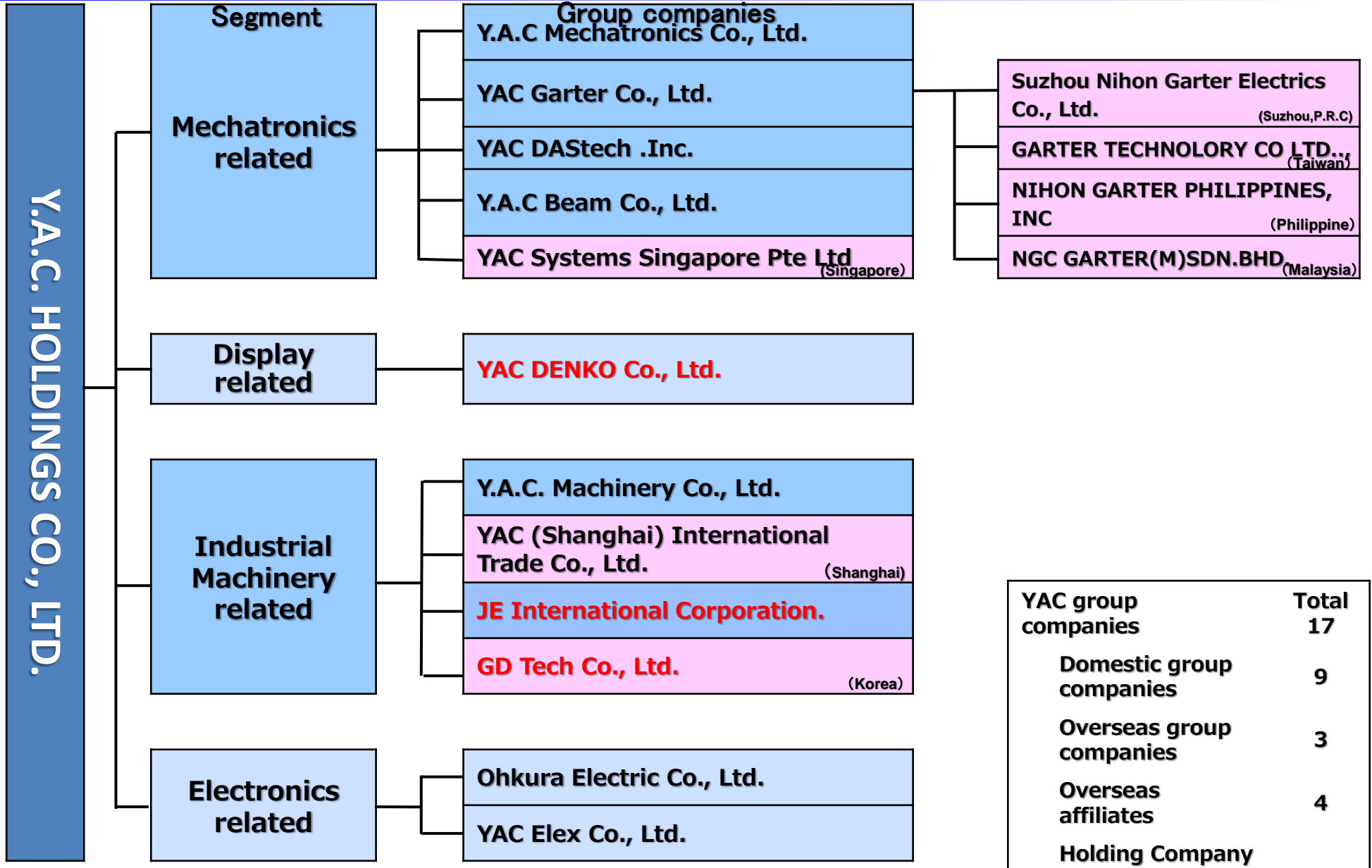
1. Targets of our company in pursuit of our corporate philosophy.

a) Continuous develop.	For employee and their family.
b) Making loss is social ills.	Making loss is the most shameful for management.
c) Contribution to society.	Continuous growing and making profit.
d) S D G s	Towards a sustainable society, taking every actual action.
e) Prime market.	Only growing, it's a destiny. Everybody is happy with growing.

2. What is our company group culture ?

We are the company group aiming growth and further growth, never giving up even in difficult situations, under the philosophy of all employee management, cheerfully and energetically, continuing to take on positive challenges, feeling the joy of growth, and contributing more to society.

4-3. YAC Group Companies.



4 - ④ 50th anniversary, exceeded the highest figure

(1) Budget of 12 months ending Mar. 31, 2024 by segment (Millions of ¥)

Segment	Sales budget of FY ended mar. 31,2023	Backlog ordered as of the previous FY end.	Percentage of budgeted sales to backlog
Mechatronics	15,700	7,512	47.8%
Display	9,000	8,542	94.9%
Industrial Machinery	1,500	144	9.6%
Electronics	10,800	9,286	86.0%
Total	37,000	25,485	68.9%

Full Year Forecast	Sales	Operating income	Ordinary income	Profit attributable	Net income per share
expected value	37,000	3,700	3,600	2,300	¥249.91
growth rate	53.4%	147.3%	133.5%	149.7%	—

4 - ⑤ 50th anniversary, exceed the highest figure



(2) Strategies to exceed the budget of FY ending Mar. 31, 2024

(1) Promote the big 4 theme

1. Marketing innovation.	① Increasing contacting points ② Organizational sales activities, efficiency improvement.
2. Gross margin up.	① Complete execution of ordered budget system. ② operating ratio up. ③ avoid miss working.
3. Cost savings.	① Cost : Under the budget ② Account receivable : Get a goal within 1st half.
4. All employee management.	① Workplace communication. ② Motivated. ③ A sense of unity in the workplace to surpass goals.

(2) Promotion of B to C business

1. Business alliance with Linus Bio.

2. Biodegradation business.

4-⑥ Growing strategy to 2030.

1. Basic strategies for growing.

(1) Sectoral ratio to growth.

① Growth in existing business.	More than 5 %. (+¥5 billion by Y. of 2030.)
② Growth through the completion of mass-produced new products. (Birth of mass-produced new products.)	More than 60 %. (+¥45 billion by Y of 2030.)
③ Growth by M&A or alliances.	More than 30%. (+25 billion yen by Y of 2030)

(2) More than 6 group companies' sales exceeding 10 billion.

(3) All employees regularly propose for mass production needs.

4 - ⑦ Growing strategy to 2030.



(4) Challenge exceed ¥ 10 billion in the YAC group. (high possibility).

① Joint business with Linus Bio	Project
② S D G s (Packaging machine for EC distribution using paper and biodegradation)	Machinery
③ S D G s (Biodegradable sheets/molded products)	Project
④ Dialyzer	Elex
⑤ Power semiconductor (Laser annealer, SiC chip handler and others)	Beam, Mechatronics
⑥ Carrier tape (plastic, paper, biodegradable)	Garter
⑦ Display	YAC Denko
⑧ Alzheimer's type dementia detection equipment	New Business development Dept.
⑨ A O I (Automatic optical inspection equipment)	J E I

4 - ⑧ Growing strategy to Y. 2030.



(5) Business with Linus Bio.

1. Basic agreement ····Promoting the joint business of 2 companies.
(We invested ¥ 1 billion into Linus Bio)

2. Contents of business ···· Inspection for various diseases
<Targeted diseases for the time being>
① Autism ②ALS (Amyotrophic lateral sclerosis)
③ADHD (attention deficit hyperactivity disorder)
④PD (Parkinson's disease) ⑤ Cancer ⑥ Glioblastoma

3. Our sales target ① Development equipment. ③Expendables
② Equipment manufacturing ④ After service

4. Business in the Asian region will be operated by our company with guidance of Linus Bio.
(US, EU and Middle East operated mainly by Linus Bio.)
(1) Facilities.
(2) Inspection business.
① Acceptance of hair (with charge) ② Run inspection
③ Feedback of test results. ④ Aggregation of test results
⑤ Sell aggregated data to Lynas

To the 100th anniversary (Calendar year 2073)

Aim more than ¥ 3 trillion sales.

1. Expand present ¥10 billion size of business.

- | | |
|--------------------------------|---|
| (1) Linus. | (5) Career tape. |
| (2) biodegradation | (6) Display. |
| (3) Dialyzer. | (7) Dementia early
detection device. |
| (4) Power semiconductor | (8) A O I |

2. Changing business model.

- (1) Aggressive expansion from small-lot products to mass-produced products.**
- (2) Aggressive expansion to B to C in addition to B to B.**

3. M&A, Alliance

4 Always focus on taking the needs of mass-produced new products.

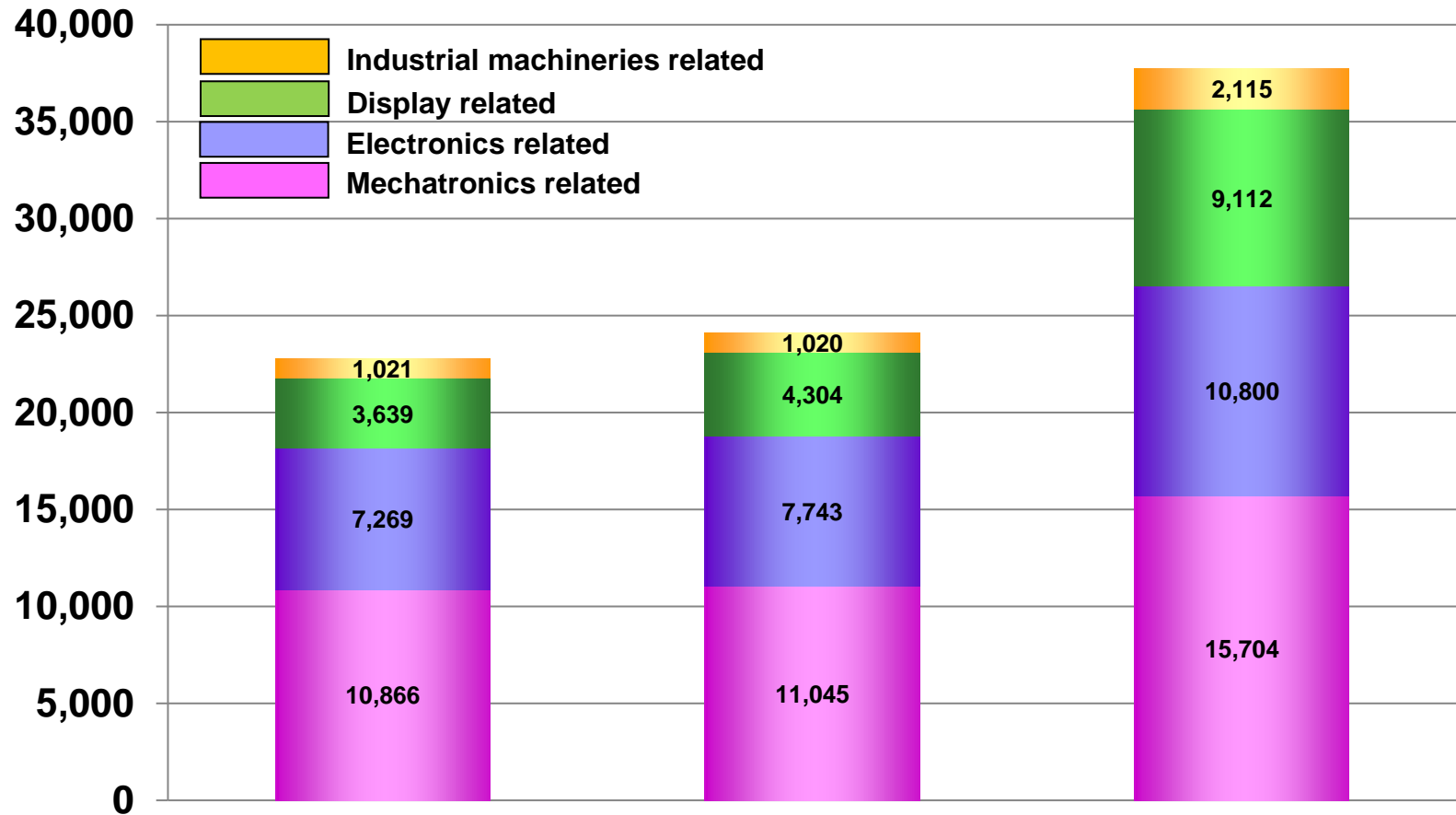


APPENDIX

① Sales plan by business.



(¥ Millions)



12 months ended Mar. 31, 2022 (Results)	12 months ended Mar. 31, 2023 (Results)	12 months ending Mar. 31, 2024 (Forecast)
Sales:22,796	Sales:24,114	Sales:37,731

② Business results.



(Millions of ¥)

	12 months ended Mar. 31, 2022.	12 months ended Mar. 31, 2023.	Y on Y Decrease/ increase (amount)	Y on Y Decrease/ increase (%)
Sales	22,796	24,114	1,317	5.8%
Operating income (Ratio)	1,566 (6.9%)	1,495 (6.2%)	-70	-4.5%
Ordinary income	1,491	1,541	50	3.4%
Profit attributable to owners of parent	1,107	921	-186	-16.8%
Net income per share (¥)	121.30	100.57	-20.73	-17.1%
R & D	518	357	-161	-31.1%
New capital investment	308	757	449	145.8%
Depreciation & amortization	526	512	△14	△2.7%

③ Sales & Profit by Business



(Millions of ¥)

		12 months ended Mar. 31, 2022.	12 months ended Mar. 31, 2023.	Y on Y Decrease/increase (amount)	Y on Y Decrease/increase (%)	Notes
Mechatronics related	Sales	10,866	11,045	179	1.6%	Steady demand for clean conveyors and various automatic transport system equipment and strong sales of ion milling equipment.
	Profit	957	1,126	169	17.7%	
Display related	Sales	3,639	4,304	665	18.3%	Far-infrared heat treatment equipment performed well, but dry etching equipment was unprofitable.
	Profit	10	-465	-475	-4,750%	
Industrial Machinery related	Sales	1,021	1,020	-1	-0.1%	Business conversion from cleaning business was insufficient.
	Profit	-171	-39	132	77.2%	
Electronics related	Sales	7,269	7,743	474	6.5%	Steady sales of control and communication equipment for electric power companies.
	Profit	629	763	134	21.3%	
HD & others	Profit	141	111	-30	-21.3%	
Total	Sales	22,796	24,114	1,318	5.8%	
	Profit	1,566	1,495	-71	-4.5%	

④

New order received & backlog ordered by business (Consolidated)



(Millions of ¥)

		12 months ended Mar. 31, 2022.	12 months ended Mar. 31, 2023.	Y on Y Decrease/ increase (amount)	Y on Y Decrease/ increase (%)
Mechatronics related	New order received	12,152	14,033	1,881	15.5%
	Backlog ordered	4,524	7,512	2,988	66%
Display related	New order received	6,549	6,181	-367	5.6%
	Backlog ordered	6,665	8,542	1,876	28.1%
Industrial Machinery related	New order received	985	1,041	56	5.7%
	Backlog ordered	123	144	21	17%
Electronics related	New order received	8,945	9,167	221	2.5%
	Backlog ordered	7,861	9,286	1,424	18.1%
Total	New order received	28,632	30,425	1,792	6.3%
	Backlog ordered	19,174	25,485	6,310	32.9%

⑤ Summary of B/S



<Assets>

(Millions of ¥)

	12 months ended Mar. 31, 2022.	12 months ended Mar. 31, 2023.	Increase/ Decrease	Notes
Cash & deposits	8,695	6,628	△2,067	
Trade notes & account receivables	10,572	11,282	710	
Inventories	8,846	11,181	2,335	
Other current assets	751	1,015	264	
Noncurrent assets	8,131	8,631	500	
Total assets	36,997	38,740	1,743	

<Liabilities・Net assets>

(Millions of ¥)

	12 months ended Mar. 31, 2022.	12 months ended Mar. 31, 2023.	Increase/ Decrease	Notes
Notes & account payable trade	5,219	5,252	33	
Other current liabilities	8,604	8,428	-176	
Fixed liabilities	7,848	9,082	1,234	
Net assets	15,324	15,977	652	
Total liabilities & net assets	36,997	38,740	1,743	

⑥ Summary of Cash flow.



(Millions of ¥)

	12 months ended Mar. 31, 2022	12 months ended Mar. 31, 2022	Main reasons for increase and decrease	
C/F from operating activities	1,093	-1,636	Increase	Increase of Earnings before income taxes, Depreciation & amortization
			Decrease	Acquisition of fixed assets
C/F from investing activities	-195	-742	Increase	
			Decrease	Acquisition of fixed assets
C/f from financing activities	-2,302	272	Increase	Proceeds from long-term loans payable
			Decrease	Repayment of long-term loans payable, Decrease of short term loans payable
Cash & cash equivalence at end of period.	8,619	6,552	¥2,067 million decreased from the previous FY end.	

7

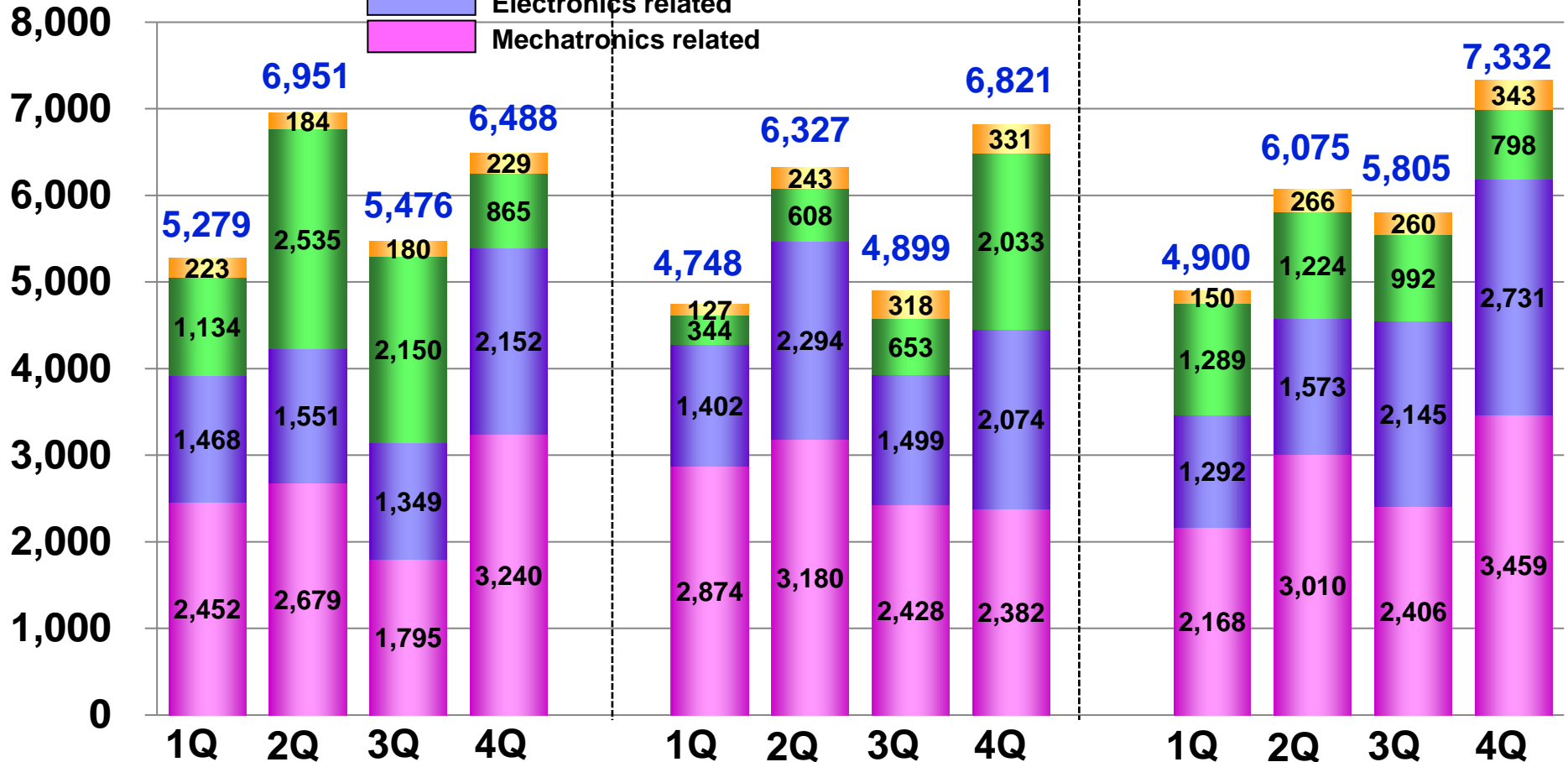
Quarterly sales by business.



Sales

(Millions of ¥)

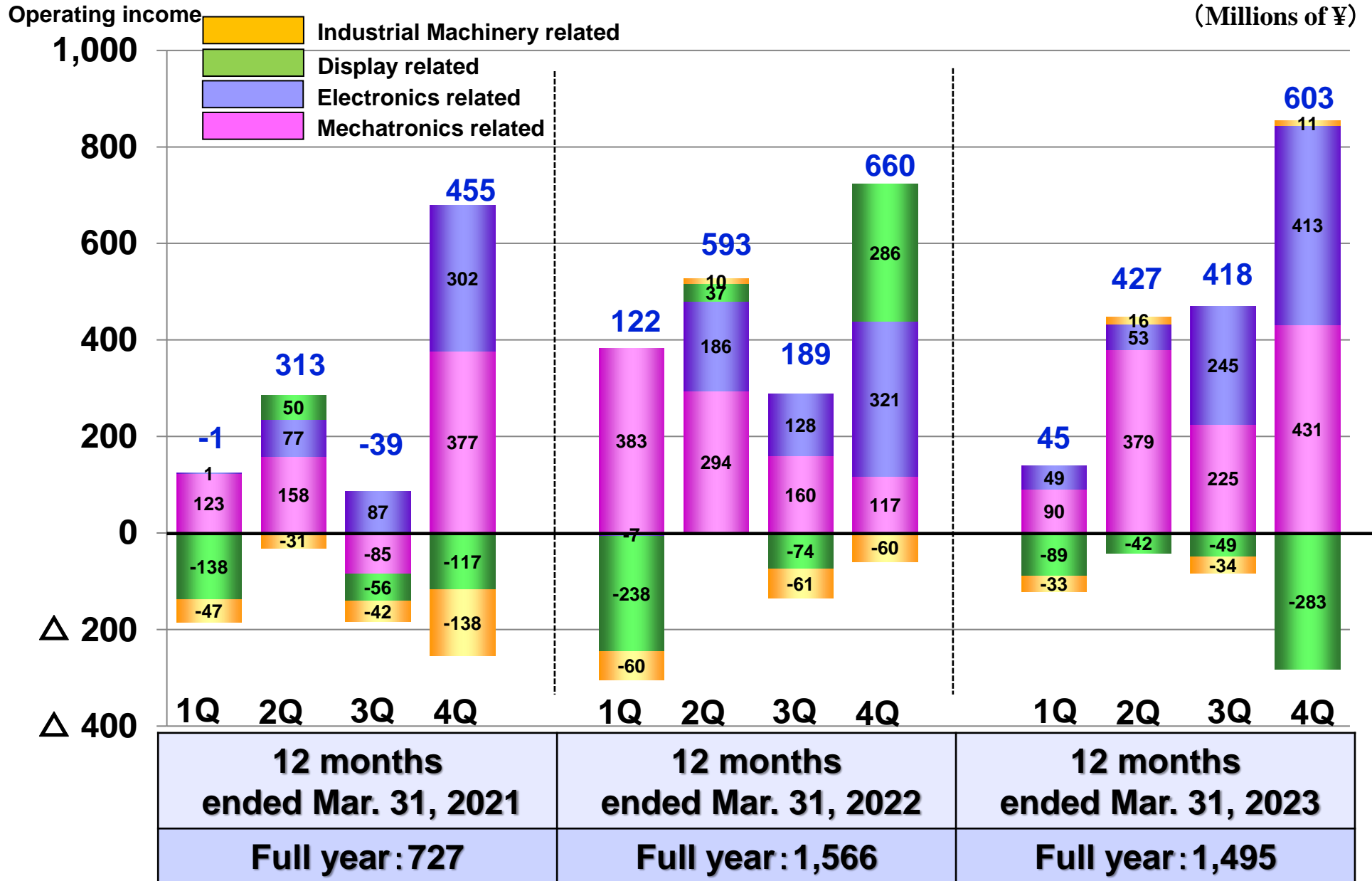
- Industrial Machinery related
- Display related
- Electronics related
- Mechatronics related



12 months ended mar. 31, 2021	12 months ended mar. 31, 2022	12 months ended mar. 31, 2021
Year Sales : 24,195	Year Sales : 22,796	Year Sales : 24,114

8

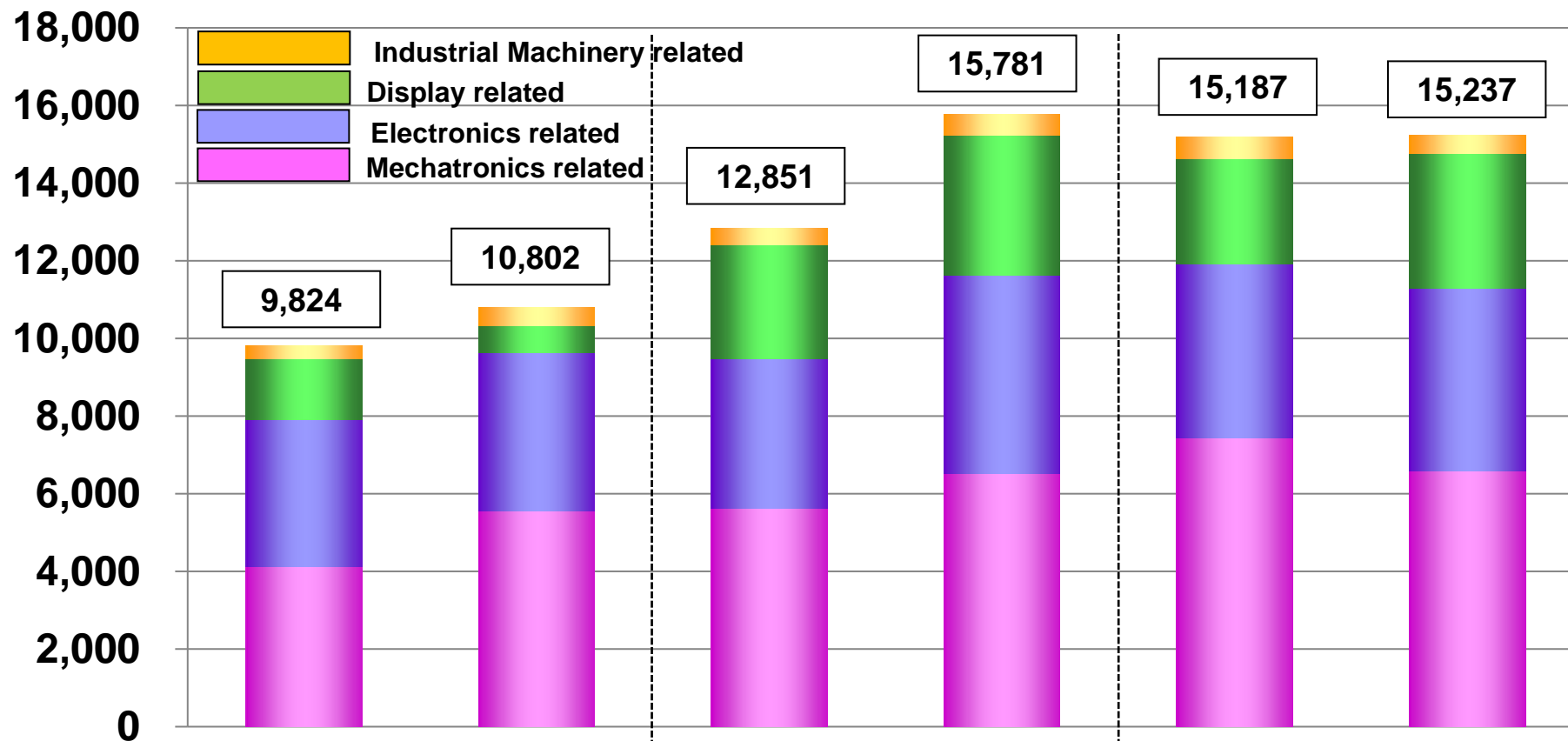
Quarterly operating income by business.



9 Half year new order received by business. (Consolidated)



(Millions of ¥)

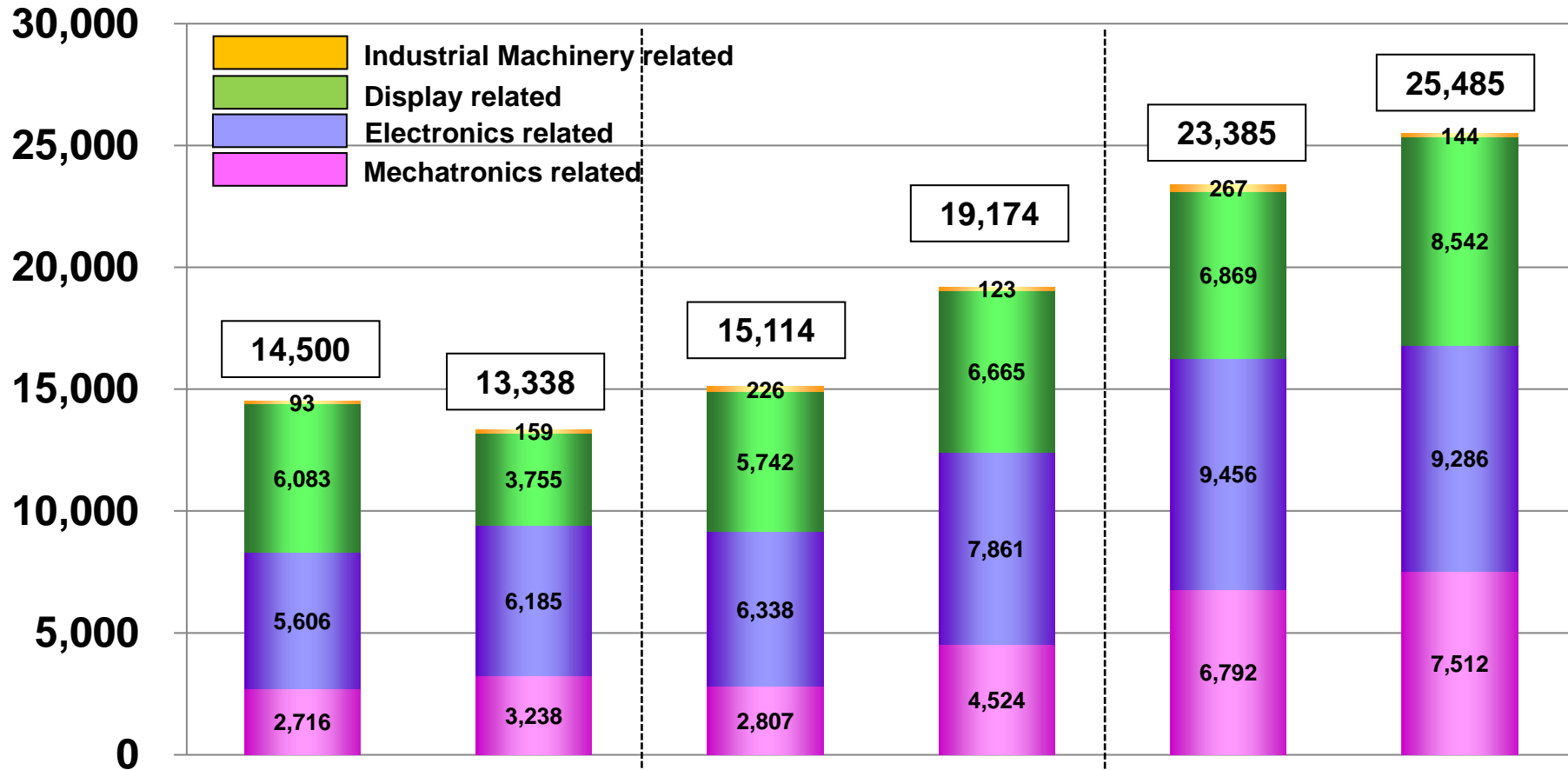


1st half	2nd half	1st half	2nd half	1st half	2nd half
12 months ended Mar. 31, 2021		12 months ended Mar. 31, 2022		12 months ended Mar. 31, 2023	
Full year amount ¥20,626 million		Full year amount ¥28,632 million		Full year amount ¥30,425 million	

⑩ Backlog ordered by business. (Consolidated)



(Millions of ¥)



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, 2023	



*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.