



**Financial year ending Mar. 31, 2021.**

# **Interim financial result**

**Nov.25, 2020.**

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

**(Zipp:6298)**

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

A horizontal banner at the top of the slide contains several small images: a gold coin, a circuit board, a sunset, a bright sun, solar panels, and a person in a 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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**Director & Senior General manager,**  
**Financial Headquarter**

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**HATAKEYAMA Osamu.**  
**Director & Senior General manager,**  
**Financial Headquarter**

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**MOMOSE Takefumi**  
**Representative Director & President**

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A horizontal banner at the top of the slide features a collage of images: a golden gear, a grid pattern, a sunset, a bright sun, solar panels, and a person in a suit.

# **1. Summary of interim financial result ending Mar. 31, 2021.**

**..... HATAKEYAMA Osamu  
Director & Senior General Manager,  
Financial Headquarter**

## ■ Increase of Sales & Profit comparing to previous year

### < Mechatronics related business >

- Weak but recovering base, supported by world economy resume.
- Laser annealing equipment and taping machine for smart phone went well.

### < Display related business >

- Stagnated customers' production plan restarted gradually with restart of Chinese economy.

## <Industrial Machinery related Business>

- Domestic cleaning market was infected influenced by self restraint and remote-homework.
- Overseas market, which we promote mainly for P.R.C. were the same severe atmosphere.

## <Electronics related business>

- Equipment for electric power companies and dialysis machine went stably.

# 1 - 2 Business results



(Millions of ¥)

	6 months ended Sep. 30, 2020	6 months ended Sep. 30, 2021	Increased (decreased) amount against previous corresponding period	Increased (decreased) percentage against previous corresponding period
<b>Net sales</b>	<b>11,952</b>	<b>12,230</b>	<b>277</b>	<b>2.3%</b>
<b>Operating income</b> (Operating income ratio)	<b>-553</b> (---)	<b>311</b> (2.5%)	<b>865</b>	<b>—</b>
<b>Ordinary income</b>	<b>-622</b>	<b>307</b>	<b>929</b>	<b>—</b>
<b>Profit for the period</b> attributable to owners of parent.	<b>-710</b>	<b>273</b>	<b>983</b>	<b>—</b>
<b>Profit per share (¥)</b>	<b>78.71</b>	<b>30.16</b>	<b>108.87</b>	<b>—</b>
<b>R&amp;D expenses.</b>	<b>244</b>	<b>211</b>	<b>-32</b>	<b>-13.4%</b>
<b>New capital investment</b>	<b>112</b>	<b>308</b>	<b>195</b>	<b>174.5%</b>
<b>Depreciation &amp; amortization</b>	<b>281</b>	<b>282</b>	<b>7</b>	<b>0.2%</b>

# 1-3 Sales & profit by business



(Millions of ¥)

		6 months ended Sep. 30, 2019	6 months ended Sep. 30, 2020	Increased (decreased) amount against previous corresponding period	Increased (decreased) percentage against previous corresponding period	Remarks
Mechatronics related	Sales	4,272	5,132	860	20.1%	Laser annealing equipment for power semiconductor and taping machine for smart phone went well.
	Profit	78	281	203	257.6%	
Display related	Sales	3,521	3,669	148	4.2%	① Resume of P.R.C. economic activities. ② Wet etching business figures included in the figure of the previous year.
	Profit	△566	△87	478	—	
Industrial machinery related	Sales	947	408	△539	△56.9%	① Domestic business were influenced by business restraint and remote home work. ② The one of P.R.C. was the same.
	Profit	△13	△78	△64	—	
Electronics related	Sales	3,211	3,019	△191	△6.0%	Business for electric power companies and dialysis machine went well.
	Profit	△98	79	177	—	
HD & others	Profit	46	116	70	151.5%	
Total	Sales	11,952	12,230	277	2.3%	
	Profit	△553	311	865	—	



# 1-4 New order received & Backlog ordered by business



(Consolidated)

(Millions of ¥)

		6 months ended Sep. 30, 2019	6 months Ended Sep. 30, 2020	Increased(decreased) amount against previous corresponding period	Increased(decreased) percentage against previous corresponding period
<b>Mechatronics related</b>	New order received	4,790	4,130	△660	△13.8%
	Backlog ordered	3,760	2,716	△1,044	△27.8%
<b>Display related</b>	New order received	750	1,575	825	110.1%
	Backlog ordered	5,061	6,083	1,022	20.2%
<b>Industrial machinery related</b>	New order received	1,002	345	△656	△65.5%
	Backlog ordered	121	93	△27	△22.8%
<b>Electronics related</b>	New order received	4,417	3,772	△645	△14.6%
	Backlog ordered	2,478	5,606	3,128	126.2%
<b>Total</b>	New order received	10,960	9,824	△1,136	△10.4%
	Backlog ordered	11,422	14,500	3,078	27.0%

# 1-5 Comparison of B/S



## <Assets>

(Millions of ¥)

	As of Mar. 31, 2020	As of Sep. 30, 2020	Increase/ Decrease	Remarks
Cash & deposits	6,531	9,116	2,585	Loans payable increased
Trade note & accounts receivable	12,469	11,098	△1,371	Collection of receivables accelerated.
Inventories	10,838	10,257	△581	
Other current assets	711	486	△225	
Non current assets	8,583	8,553	△29	
<b>Total assets</b>	<b>39,135</b>	<b>39,511</b>	<b>376</b>	

## <Liabilities & Net asset>

(Millions of ¥)

	As of Mar. 31, 2020	As of Sep. 30, 2020	Increase/ Decrease	Remarks
Notes & accounts payable-trade	5,754	4,517	△1,237	
Other current liabilities	11,692	14,492	2,800	Short term loans payable increased.
Fixed liabilities	7,623	6,246	△1,377	Paid back long term loans payable.
Net assets	14,065	14,255	190	
<b>Total liabilities &amp; net assets</b>	<b>39,135</b>	<b>39,511</b>	<b>376</b>	

# 1-6 Summary of cashflows



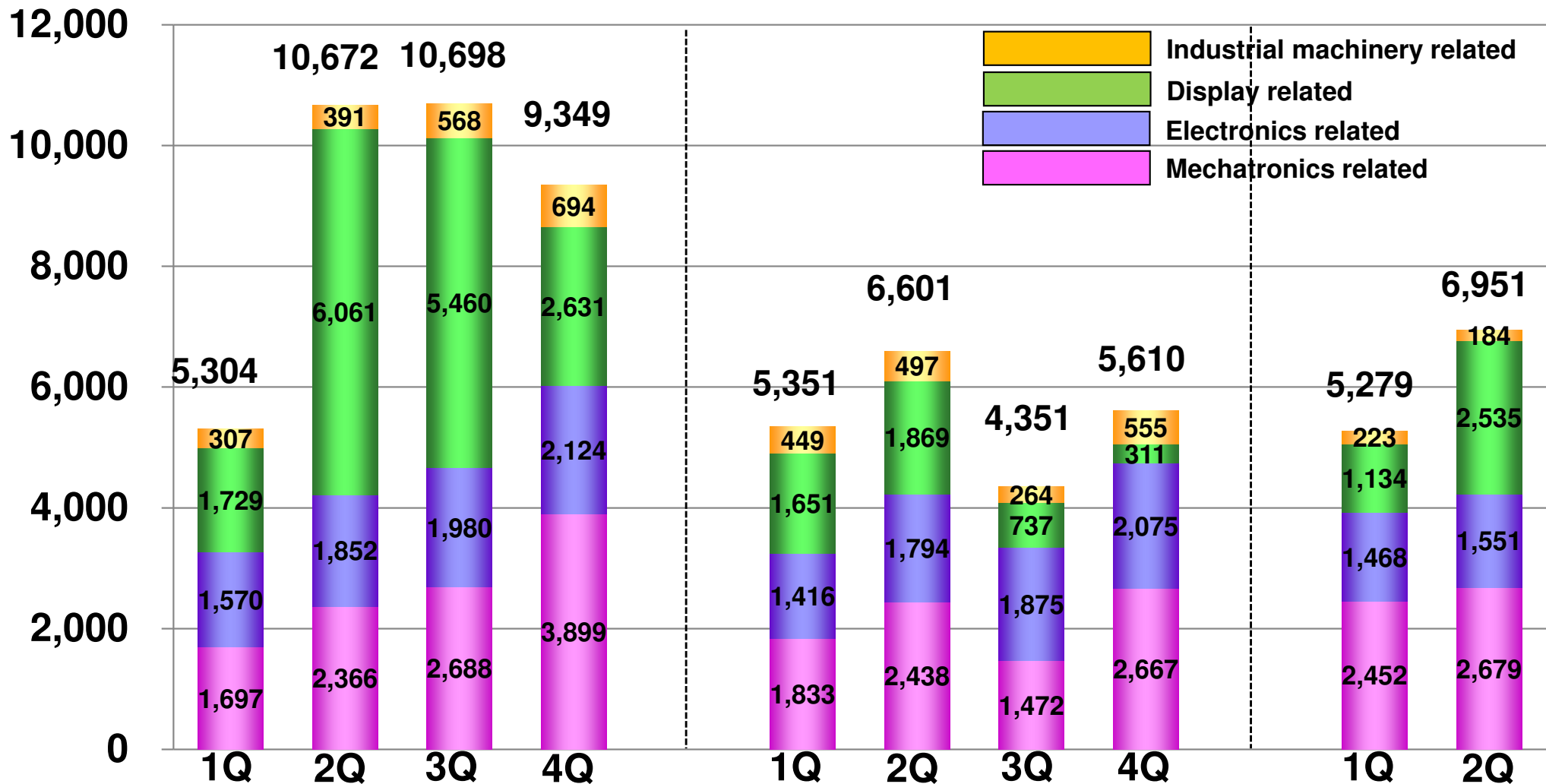
(Millions of ¥)

	12 months ended Mar. 31, 2020	6 months ended Sep. 30, 2020	Major increase & decrease	
CF from operating activities	<b>Δ2,652</b>	<b>1,543</b>	Incr.	Increase of receivables trade
			Decr.	Decrease of payable trade
CF from investment activities	<b>44</b>	<b>Δ166</b>	Incr.	
			Decr.	
CF from financial activities	<b>1,188</b>	<b>1,210</b>	Incr.	Net increase of short term loans payable
			Decr.	Repayment of long term loans payable
Cash & cash equivalents at end of period	<b>6,450</b>	<b>9,038</b>	¥2,588 million increased compared to the previous year end.	

# 1-7 Historical figures of sales by business



Sales (Millions of ¥)



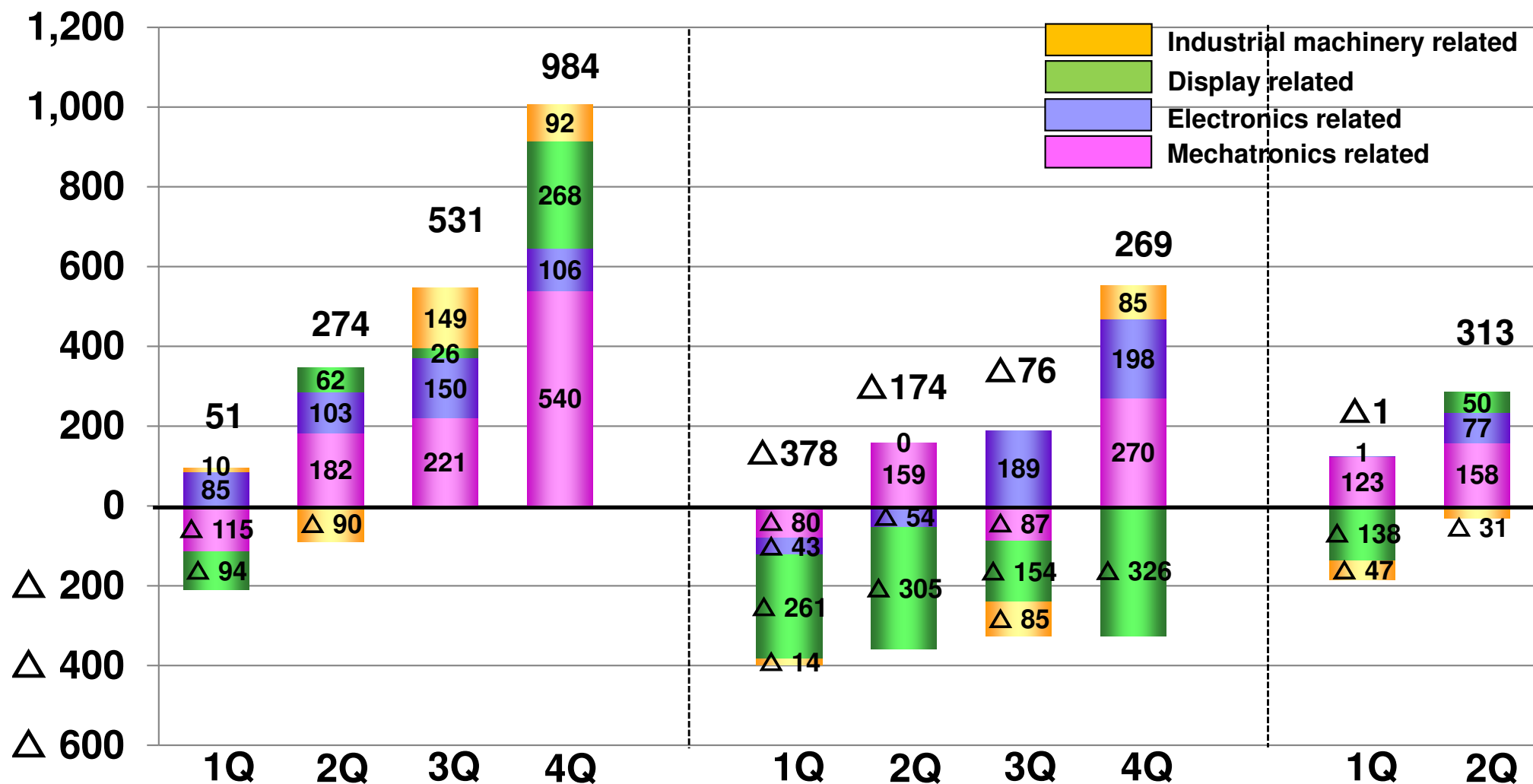
Year ended Mar. 31, 2019	Year ended Mar. 31, 2020	6 months ended Sep. 30, 2020
Net sales: 36,025	Net sales: 21,914	Net sales: 12,230

# 1-8 Historical figures of operating income by business



## Operating income

(Millions of ¥)



Year ended Mar. 31, 2019	Year ended Mar. 31, 2020	6 months ended Sep. 30, 2020
Annual income: 1,842	Annual income: △361	Half year income: 311

## **2. Business plan for year ending Mar. 31, 2021.**

- HATAKEYAMA Osamu  
Director & Senior General Manager,  
Financial Headquarter**

# 2-1 Business plan for the year ending Mar. 31, 2021

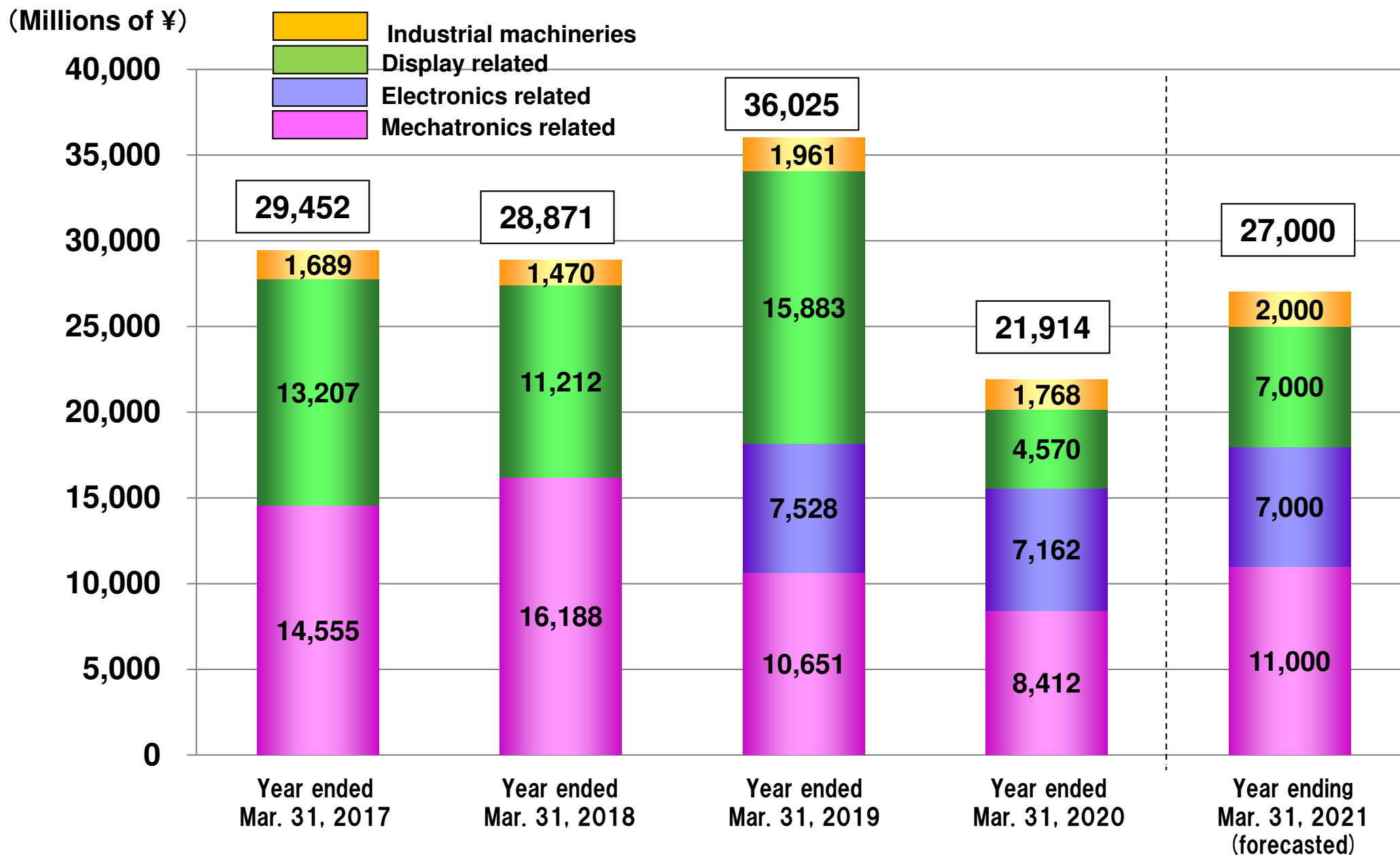


(Millions of ¥)

	Year ended Mar. 31, 2018	Year ended Mar. 31, 2019	Year ended Mar. 31, 2020	Year ending Mar. 31, 2021 Forecasted	Increased /Decreased Against the previous year	Increased /Decreased (forecasted %)
<b>Mechatronics related</b>	<b>28,871</b>	<b>36,025</b>	<b>21,914</b>	<b>27,000</b>	<b>5,085</b>	<b>23.2%</b>
<b>Display related</b>	<b>1,074</b>	<b>1,842</b>	<b>△361</b>	<b>800</b>	<b>1,161</b>	<b>—</b>
<b>Industrial machinery related</b>	<b>955</b>	<b>1,852</b>	<b>△443</b>	<b>700</b>	<b>1,143</b>	<b>—</b>
<b>Electronics related</b>	<b>403</b>	<b>1,094</b>	<b>△958</b>	<b>500</b>	<b>1,458</b>	<b>—</b>
<b>Total</b>	<b>45.13</b>	<b>121.68</b>	<b>△106.08</b>	<b>55.36</b>		

# 2-2 Historical results & forecast

# 【Sales】



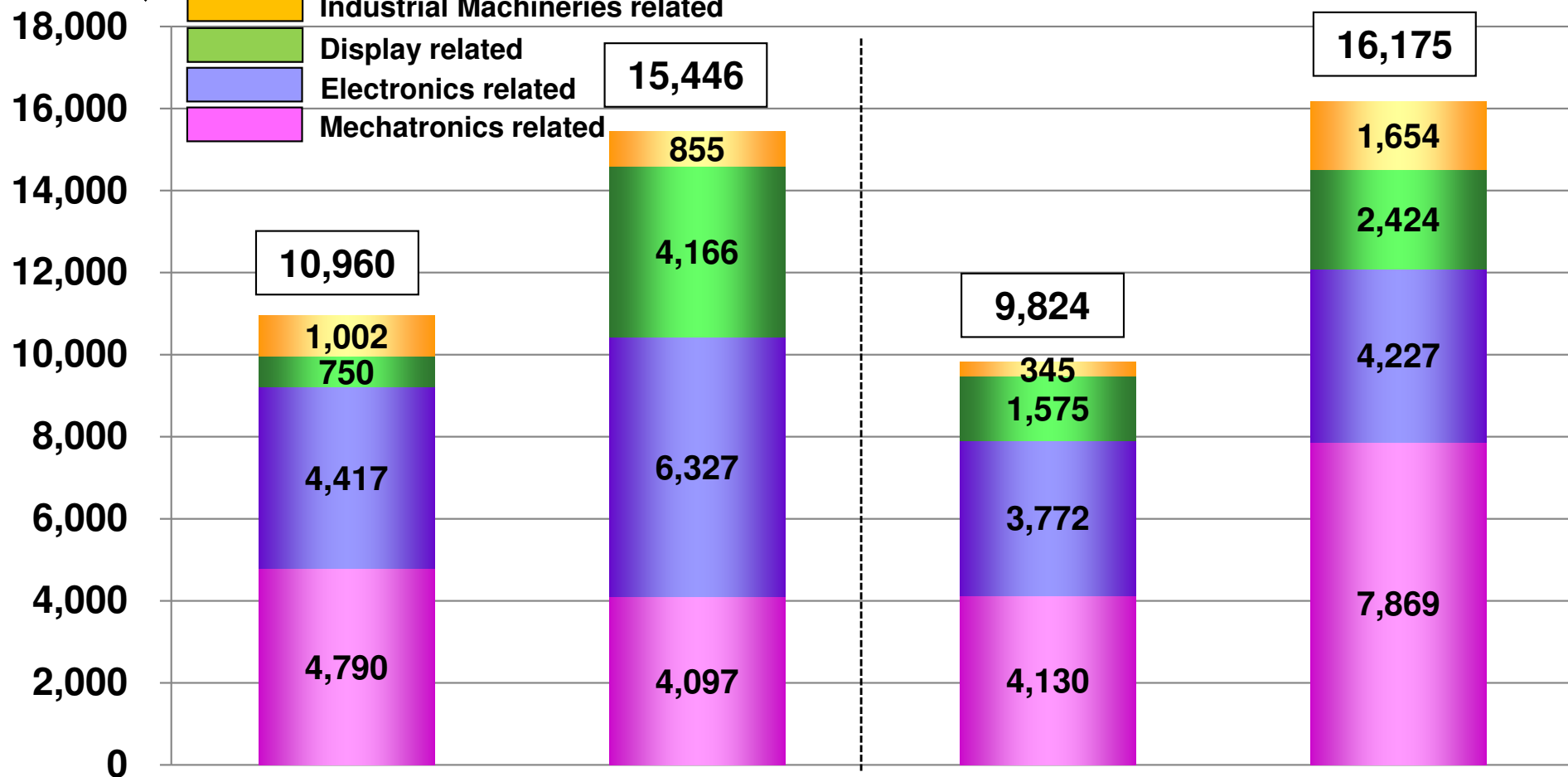


# 2-3 Historical results & forecast 【New order received】



(Consolidated)

(Millions of ¥)

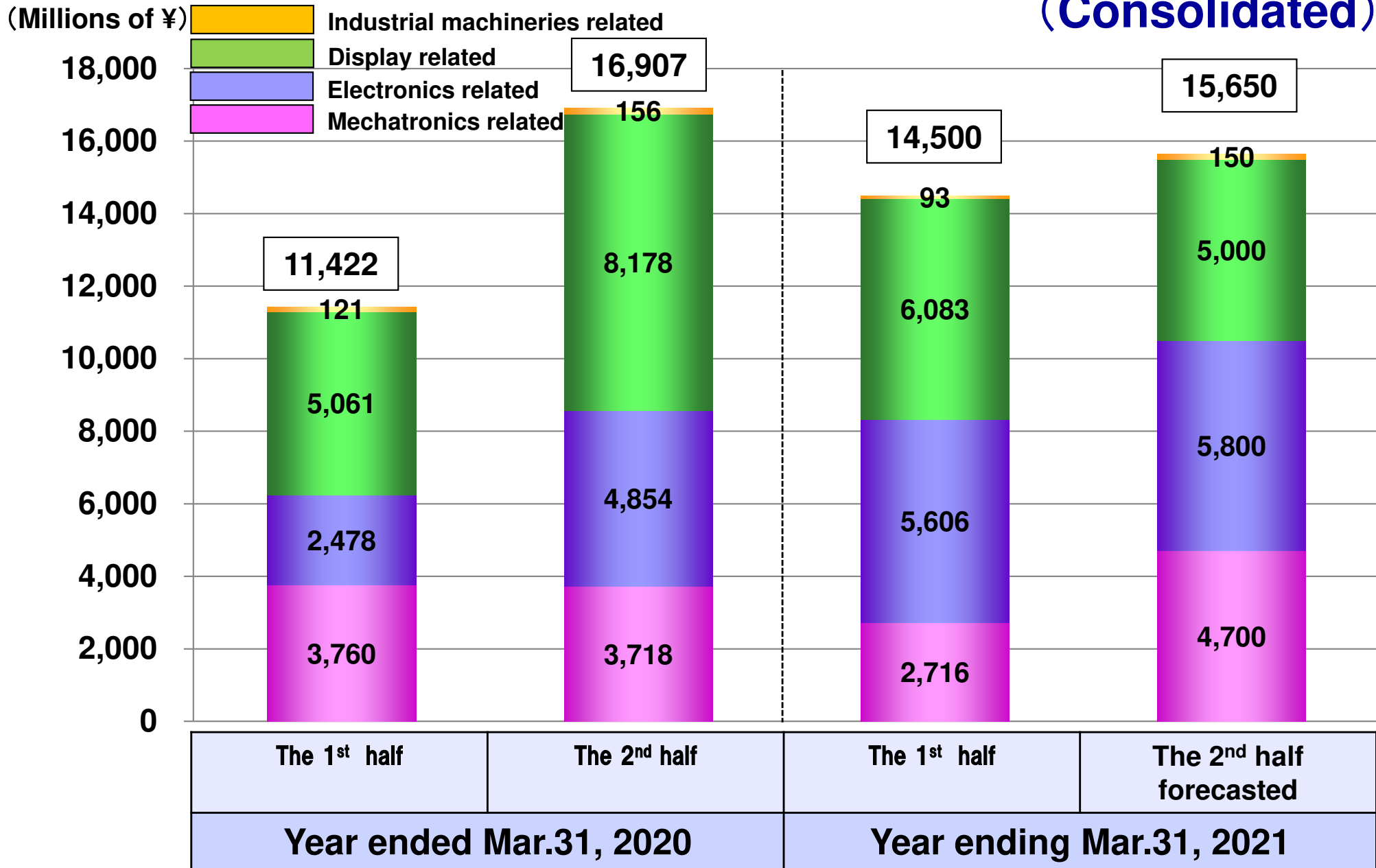


The 1st half	The 2nd half	The 1st half	The 2nd half forecasted
Year ended Mar.31, 2020		Year ending Mar.31, 2021	
Full year new order received ¥26,407 million (Actual)		Full year new order received forecasted ¥26,000 million	

# 2-3 Historical results & forecast 【Backlog ordered】



(Consolidated)



A horizontal banner at the top of the slide contains several small images: a golden mechanical part, a grid pattern, a green aurora borealis, a bright sun flare, a blue sky with clouds, and a person in a suit.

## 3. Future View of Y.A.C. Group.

..... **MOMOSE Takefumi**  
**Representative Director**  
**& President**

## 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

~ 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 SDGs management.
- ④ Increasing tax payment amount.

# 3-2 Basic strategies of Y.A.C. group



## ■ Basic strategies to achieve the target

### 1. Expanding corporate body

- (1) Quick commercialize of new mass products
- (2) Market share up of present products, expand of expendables.
- (3) Promoting M&A.

### 2. Lifting up corporate constitution

- (1) Establishing profitable corporate structure.
  - ① Gross margin up
  - ② Utilizing present business and technologies.
- (2) Strengthening financial structure.
  - ① Acceleration of receivable collection
  - ② Increasing equity
  - ③ Building stable cash flows

### 3. Strengthening group governance

- (1) Medium & long-term management plan
- (2) All member management and co-operation and competition

### 4. Promoting SDGs management

We aim to achieve ¥100 billion annual sales at early stage by the above strategies to achieve the basic strategy such as “To contribute much more to society”

## 3-3 Market atmosphere surrounding Y.A.C. Group.



### 1. 5 G & in -vehicle related demand will expand.

Application	Products	Beneficial segment
① OLED for smart phone.	Etching equipment/, Annealing equipment	Display related
② Electronics components & discreet	Sorter, Taping equipment and carrier tape	Mechatronics related
③ Power semiconductor (Si-IGBT, SiC)	Laser annealing equipment	Mechatronics related
④ MEMS sensor	Ion milling equipment	Mechatronics related
⑤ High speed communication devices	Ceramic package cutter	Mechatronics related
⑥ Data center	HDD Burnisher	Mechatronics related

### 2. Medical & environmental related demand will expand.

Application	Products	Beneficial segment
① Medical organization individual	Dialyzer	Electronics related
② Antivirus & Deodorizing	Air cleaner	Mechatronics related
③ Power semiconductor (Si-IGBT, SiC)	Laser annealing equipment	Mechatronics related

## 3-3 Market atmosphere surrounding Y.A.C. Group.



### 3. Chinese market will expand.

Application	Products	Beneficial segment
① Home cleaning & Linen supply business	Various type of finisher	Industrial machinery related
② Expand sales of YAC group's original products to P.R.C.		All segment.

### 4. IoT market will expand.

Application	Products	Beneficial segment
① Electric power companies.	Automatic machine of monitoring and maintenance.	Electronics related
② Preventive maintenance	Various type of automation	All segment.

# 3-4 Future prospects of Y.A.C. Group.



## 1. Challenging to achieve the highest profit for the 50<sup>th</sup> anniversary.

50<sup>th</sup> year anniversary of foundation will come on May., 2023.

I would like to see this remarkable day surrounded by applause with joying, deep emotion, praising each other among all employees and stakeholders by achieving the highest profit at the financial year end of Mar.31, 2023,

(1) Financial year ending Mar.31, 2021	.....	Hop
(2) Financial year ending Mar.31, 2022	.....	Step
(3) Financial year ending Mar.31, 2023	.....	Jump



## 2. Basic strategies to achieve the highest profit.

**( 1 )To raise up corporate base by “Co-operation & Competition” and 6C (6 campaigns)**

**( 2 )To promote M&A and Alliance.**

**( 3 )Proceed by “All staffs management” which is one of the corporate philosophies.**

# 3-6 Future prospects of Y.A.C. Group.



## 3. In order to get the highest profit.

**(1) Making 6 campaigns (6C) and establishing strategies to achieve.**

**(2) Checking periodically, strictly and improving.**

**(3) What are 6 C**

- ① New order received**
- ② Sales**
- ③ Gross margin**
- ④ New mass products**
- ⑤ Collecting receivable trade**
- ⑥ Co-operation and Competition**

**Especially concentrating to realize new order received, gross margin new mass products.**



*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.