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To whom it may concern

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## Notice Concerning Revision of the Medium-Term Management Plan (FY 2024 to FY 2026)

Y.A.C. HOLDINGS CO., LTD. (the "Company") hereby announces that it has decided to revise the numerical targets of its medium-term management plan for the period from FY 2024 to FY 2026.

### 1. Background of the revision

Our group is promoting our business with the aim of joining the ranks of companies with sales of 100 billion yen by 2030. There is no change in the basic concepts of our medium-term management plan, which are "maximizing the synergy of the group's strengths by reorganizing and expanding the business portfolio" and "company-wide reform including a shift in the business model," as well as the direction of "increasing orders through sales reforms," "increasing profits by increasing gross profit margins," "reducing expenses and implementing thorough cash management," "new initiatives in B to C business," "developing and launching various mass-produced new products," and "utilizing strategic M&A."

However, the business environment has changed significantly due to the shift from a deflationary economy to an inflationary economy. Rising interest rates, soaring raw material costs, rising personnel expenses, and changes in world trade rules are affecting our group's business. In light of these changes in the business environment, the Company has decided to revise the numerical targets for FY 2025 and FY 2026 in the Medium-Term Management Plan.

### 2. [FY 2025 numerical targets: Before and after revision]

(Millions of yen)

| Fiscal year             |   | FY 2025         |                |            | FY 2026         |                |            |
|-------------------------|---|-----------------|----------------|------------|-----------------|----------------|------------|
|                         |   | Before revision | After revision | Difference | Before revision | After revision | Difference |
| Net sales               |   | 40,000          | <b>30,000</b>  | (10,000)   | 56,000          | <b>36,000</b>  | (20,000)   |
| Segment                 | Semiconductor and mechatronics related          | 20,000          | <b>12,000</b>  | (8,000)    | 23,800          | <b>13,000</b>  | (10,800)   |
|                         | Medical and healthcare related                  | 7,300           | <b>6,000</b>   | (1,300)    | 18,000          | <b>10,000</b>  | (8,000)    |
|                         | Environmental and social infrastructure related | 12,700          | <b>12,000</b>  | (1,200)    | 14,200          | <b>13,000</b>  | (1,200)    |
| Operating profit        |   | 5,000           | <b>3,000</b>   | (3,900)    | 7,500           | <b>3,600</b>   | (3,900)    |
| Operating profit margin |   | 12.5%           | <b>10.0%</b>   |            | 13.4%           | <b>10.0%</b>   |            |

\* Reasons for revisions to net sales forecasts in each segment:

This was due to a decline in the outlook for capital investment by clients following rapid economic changes and changes in trade rules. In the semiconductor and mechatronics related business, the number of constituent companies decreasing by two from April 2025 (please refer to the “Notice of Change of Business Segment Structure Companies” dated May 19, 2025) was also a factor. In the medical and healthcare related business, the delay in the launch of the hair-based testing service (please refer to the “Notice regarding partial changes to “Notice of Establishment of Joint Venture Company with LINUS BIOTECHNOLOGY, INC.” dated May 14, 2025) was also a factor.

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