

3Q of Fiscal Year Ending March 31, 2026

# Financial Results

February 12, 2026

**UT Group Co., Ltd.**

Securities Code: 2146(TSE Prime Market)

# Summary of 3Q FY3/2026 Financial Results

The performance momentum of the 1H of FY3/2026 continued in 3Q.  
The 3Q results are in line with the earnings forecasts revised in 2Q.

## Summary of 3Q FY3/2026 Financial Results

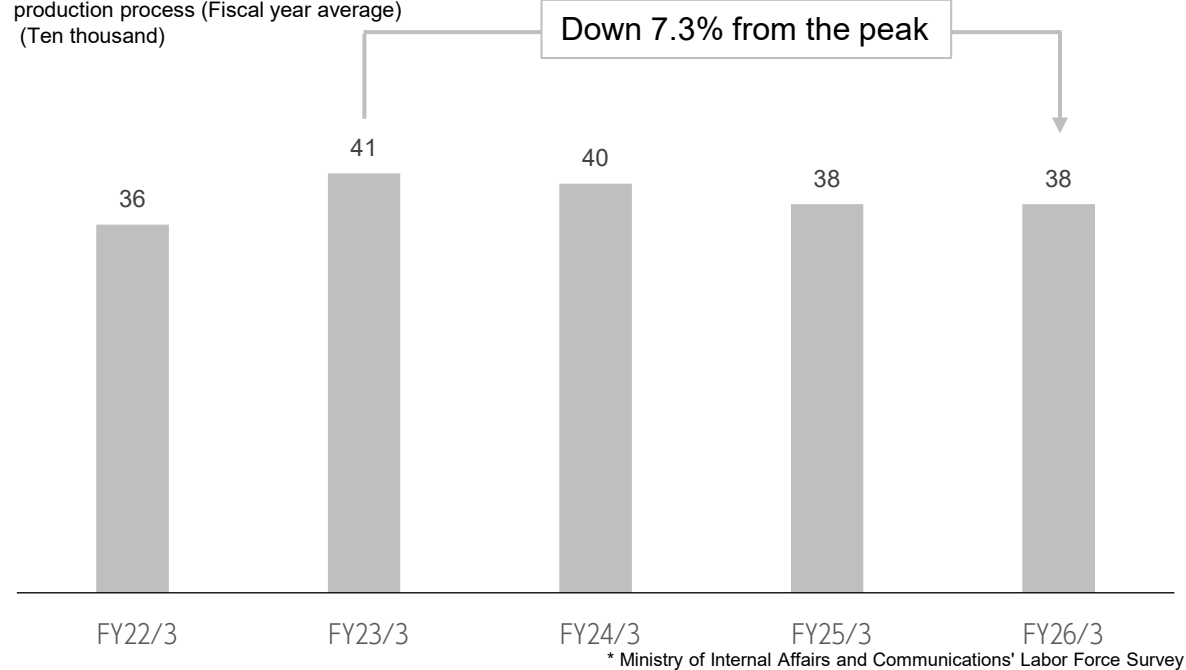
- The measures to improve profitability progressed steadily and operating income increased significantly, while net sales remained at the same level as 3Q of FY3/2025.
- Expenses for the stock compensation plan for employees for 2H of FY3/2026 are planned to be recorded in 4Q.

<div>Sales</div> <div>(Excl. the business sold in FY3/2025)</div>	125.3 billion yen	Up 0.5% y-o-y	Progress vs. forecast 74.6%
Gross income	24.4 billion yen	Up 5.8% y-o-y	Progress vs. forecast 77.7%
Operating income	8.0 billion yen	Up 30.8% y-o-y	Progress vs. forecast 84.2%
The number of technical employees	33,126	Down 2.7% y-o-y	374 less vs. year-end forecast

# About the Manufacturing Dispatch Market

## The number of dispatched workers from agencies among workers in production processes

The number of dispatched workers in production process (Fiscal year average)  
(Ten thousand)



The number of dispatched workers in the manufacturing dispatch market has been sluggish since FY2023.

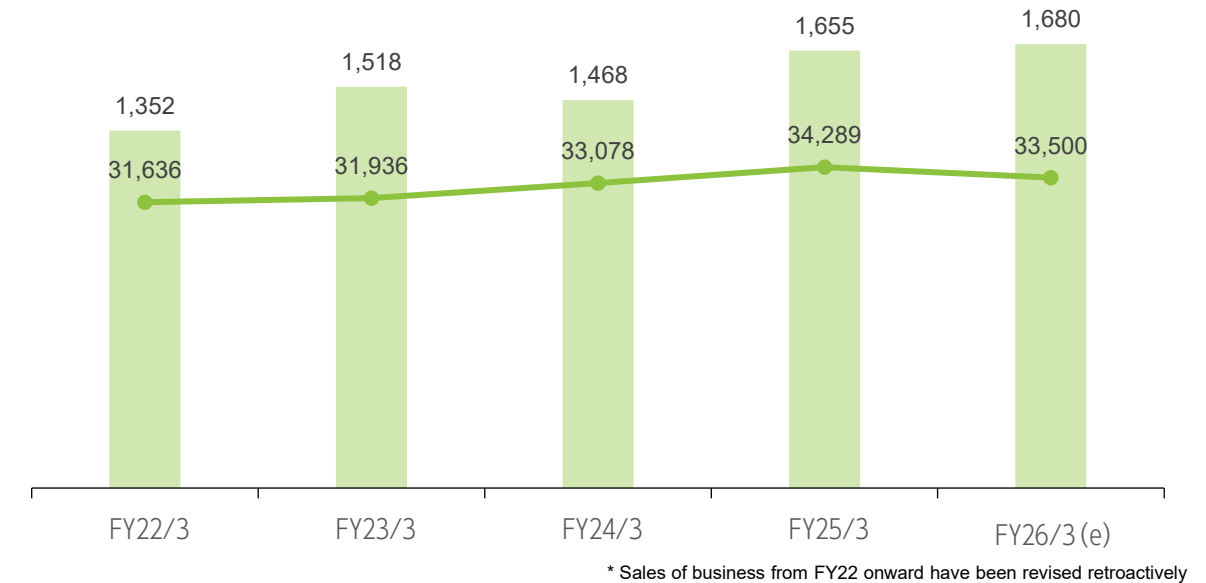
## UT Group's sales and number of technical employees

Sales [billion yen]

The number of technical employees [persons]

Sales

Number of technical employees



UT Group's sales and number of technical employees have been strong due to M&As, etc. up to FY2025.

**Amid continued sluggish market growth, UT Group increased its market share by expanding the business scale driven by M&As and increasing unit prices.**

# Changes in Business Strategy and Future Development

Revision of the medium-term business plan in 2Q in response to the changing market environment (2025/11/13: Announced the [Revision of the Fifth Medium-term Business Plan](#))

## Fourth Business Plan (FY3/2021-FY3/2025)

### Focus on sales and expansion of the worker dispatch business

- A large sales growth plan, assuming the manufacturing dispatch market to grow
- Aim for hiring many workers to increase market share.
- Aggressive M&A activities to expand business scale

#### Priority areas for funding

Recruitment  
expansion to  
increase headcount

In-market M&A / M&A  
within the same  
industry

## Current Business Plan (FY3/2026-FY3/2029)

### Pursue efficiency and re-invent the business model

- Assume no major change in the market from the current situation.
- Aim for stable growth, pursuing efficiency in the dispatch business.
- Evolve into a service platform that meets diverse needs, such as an entry to the referral business.

#### Priority areas for funding

Investment in  
human capital

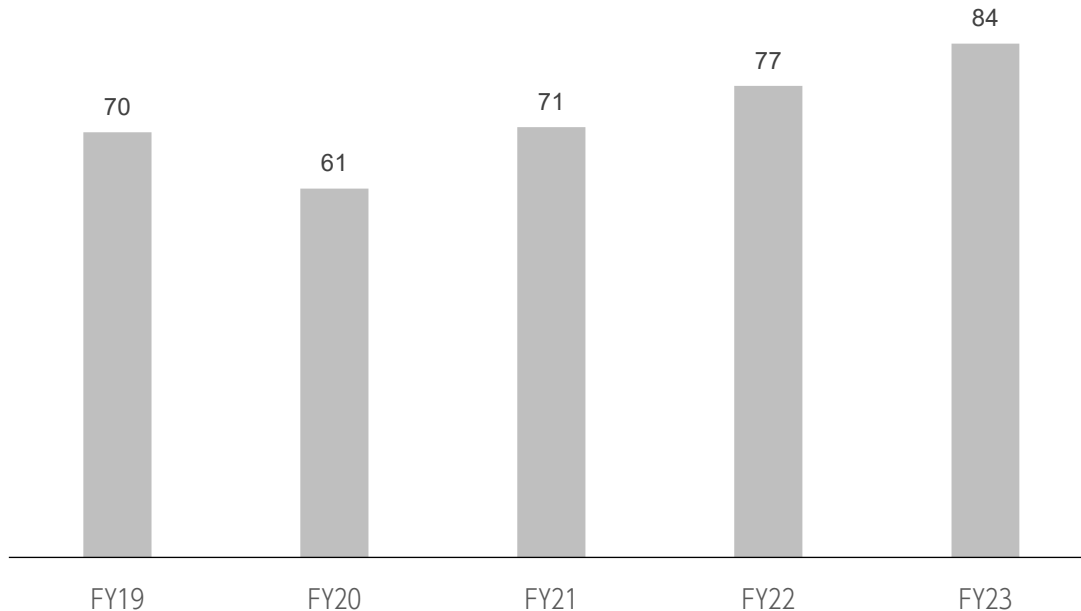
Expansion and brand  
awareness for " Point-  
Earning Work "

**Aim to diversify earnings sources by fully entering the referral business while maintaining stable growth in the worker dispatch business in the current medium-term business plan.**

# Full-scale Entry Into the Personnel Referral Market

The number of job placement (permanent placement through fee-charging employment referrals)

(Ten thousand)



\* Survey by Ministry of Health, Labour and Welfare, "General Employment Placement Statistics (Employment Security Services Statistics)"

The personnel referral market grew at  
4-year CAGR of 4.8%.

## Key points for entering the personnel referral business

Full-scale entry into the expanding "personnel referral" market

- A period for building a foundation for the business during the Fifth Medium-term Business Plan
- Utilize a population of applicants that can be secured at the current hiring costs.
- Encourage the dispatched technical employees to become full-time employees.
- Provide a variety of options to "Point-Earning Work" members.
- Launch the referral business to increase profit.

(Fees x Number of referrals = Sales ÷ Gross income)

**Monthly target: 1,000 referrals**

**Established an internal system for the personnel referral business and started to make aggressive sales efforts to the existing customers in 3Q.**

## Concept of the “Point-Earning Work”

はたらいた時間でポイントが貯まる

# 貯まるワーク

## Point-Earning Work

You earn points for hours worked

“Working” will be more convenient and comfortable  
with a new smartphone app

You will definitely find the job you want

You can change workplace at any time

You can work immediately without an interview

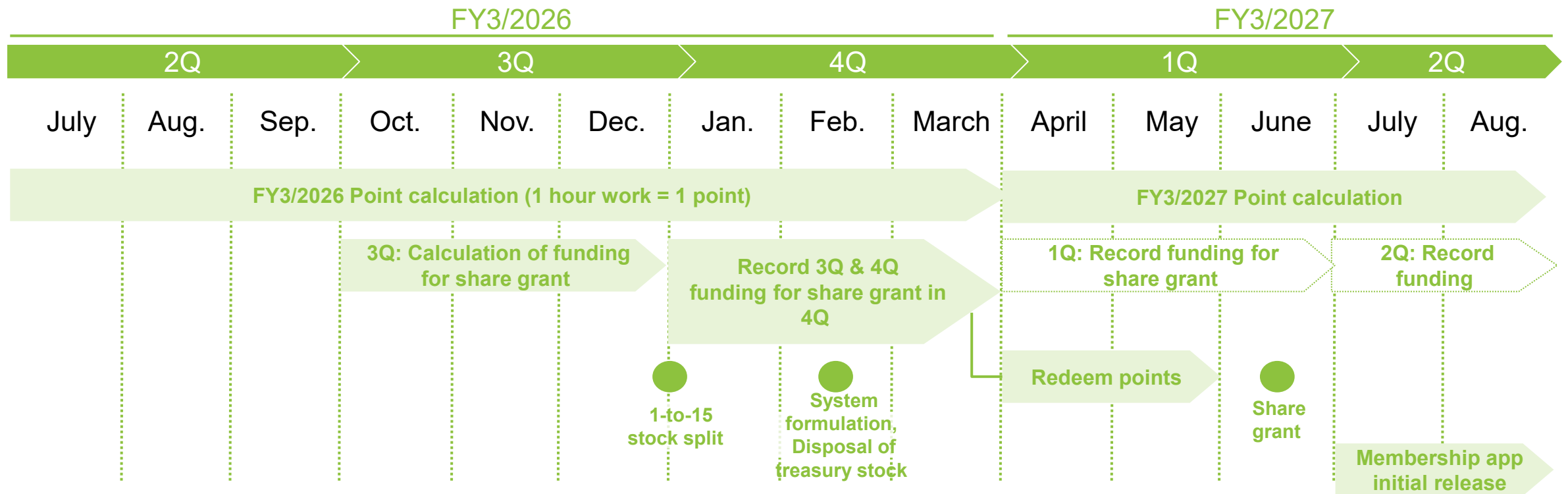
You will earn points earned for hours worked

You will get the wage on the same day

You can exchange the accumulated points  
for UT Group shares

# Progress of the “Point-Earning Work”

June 2026: The first stock grant, using funds from 2H FY3/2026  
 2Q FY3/2027: Initial release of the membership app (plan)





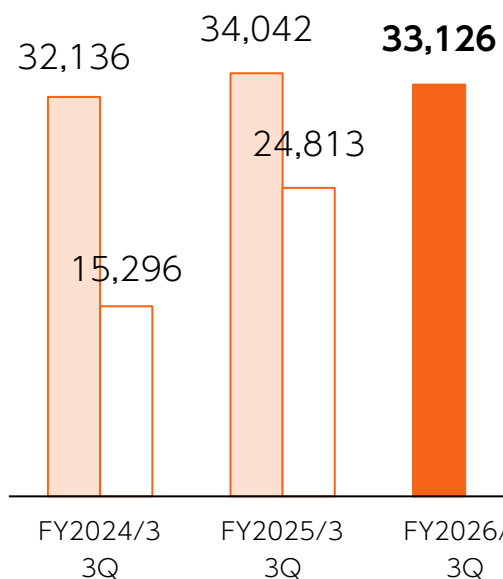
# Results Highlights (including the businesses sold by FY3/2025)

- Gross income margin improved due to a sale of the low-margin Vietnam Business and the improvement in existing businesses, despite a decline in sales caused by the sale of the Vietnam Business.
- Operating income margin improved y-o-y due to improved gross margin and reduced SG&A expenses.
- EPS decreased due to the absence of extraordinary income from the sale of the Engineering Business

## Technical employees (Domestic / Overseas)

(Person)

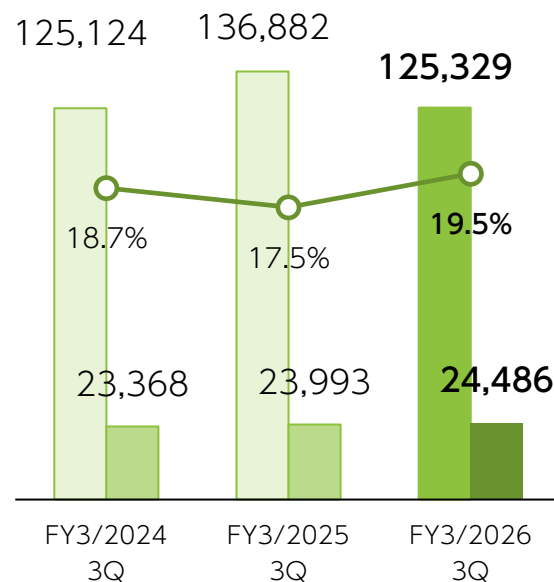
Domestic Overseas



## Net sales / Gross income / Gross margin

(Million yen)

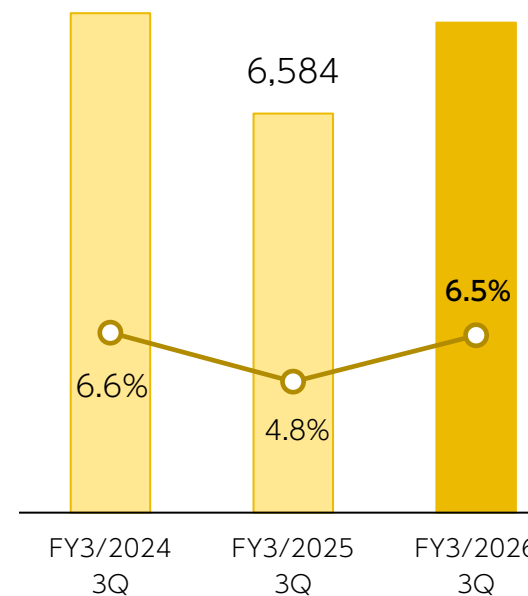
Net income Gross income  
Gross margin



## Consolidated operating income and Consolidated operating income margin

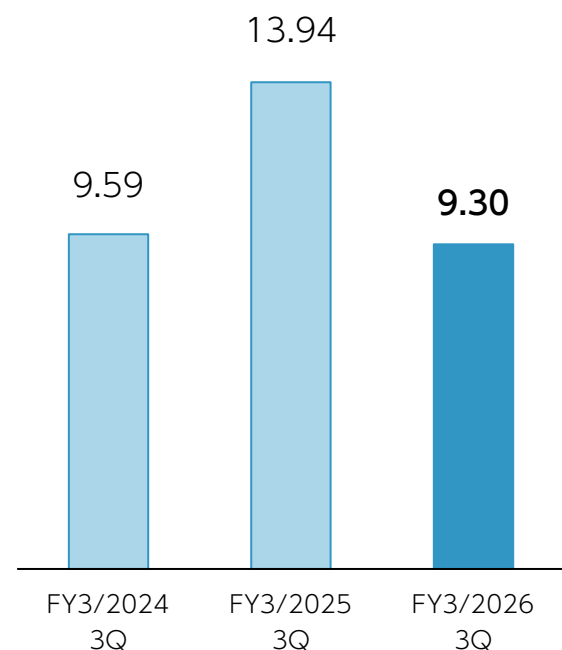
Consolidated operating income and Consolidated operating income margin

8,240 8,084



## Net income per share (EPS)

(yen)



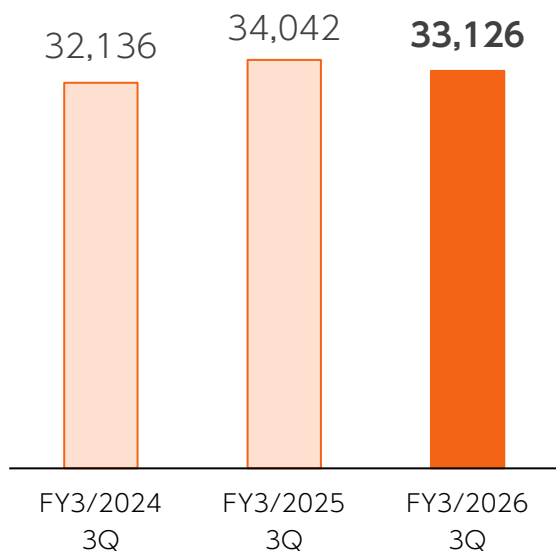


# Results Highlights (excluding the businesses sold by FY3/2025)

- Despite sluggish growth in the number of technical employees, sales increased due to increased operating hours and improved unit wages.
- Gross income margin improved mainly due to the suspension of hiring methods to shorten lead time, which had deteriorated operating rates, and the management of vacant company housing.
- Operating income margin improved y-o-y due to improved productivity, reduced personnel expenses driven by the organizational integration, and other factors.

## Technical employees (Domestic)

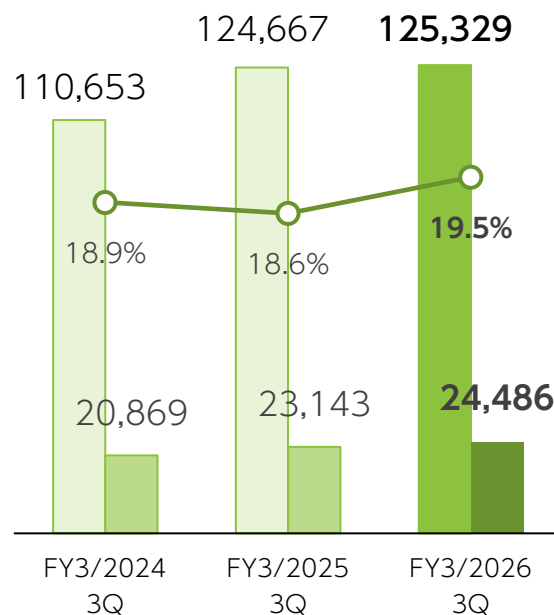
(Person)



## Net sales / Gross income / Gross margin

(Million yen)

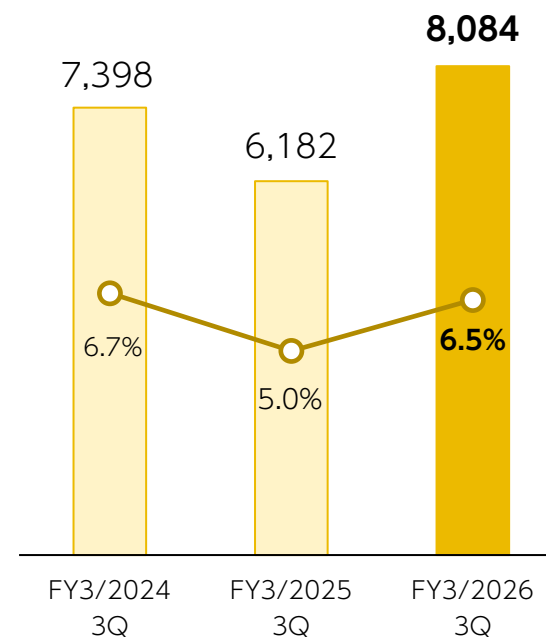
Net income Gross income



## Operating income and Operating income margin

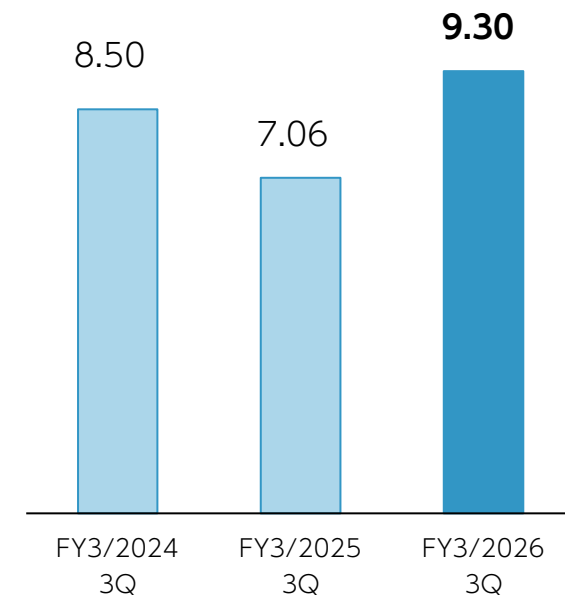
(Million yen)

Consolidated operating income  
Consolidated operating income margin



## Net income per share (EPS)

(yen)



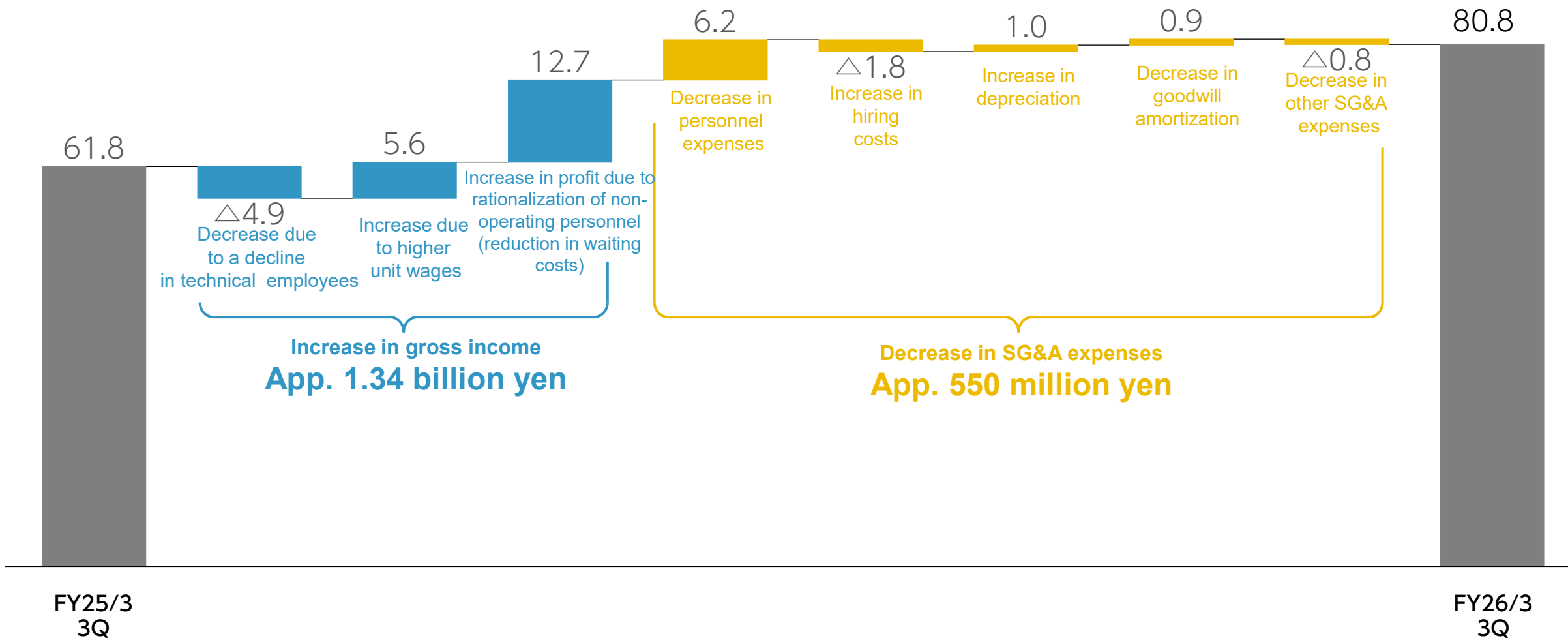
# Quarterly Changes in Sales and Number of Technical Employees



# Analysis of Consolidated Operating income

- Operating income increased y-o-y due to an increase in gross income driven by an increase in unit wages and the optimization of non-operating personnel which started in FY3/2025, as well as a decrease in SG&A expenses.

[billion yen]



## Summary of Statement of Income

[million yen]

	FY3/2025 3Q				FY3/2026 3Q		Y-o-Y change			
	Consolidated		Excluding special factors (Vietnam Business, Extraordinary gains)				Consolidated		Change from the FY3/2025 results excluding special factors (Vietnam Business, Extraordinary gains)	
	Results	% to net sales	Results	% to net sales	Results	% to net sales	Increase/decrease	Change %	Increase/decrease	Change %
Net sales	136,882	100.0%	124,667	100.0%	125,329	100.0%	△11,553	△8.4%	662	0.5%
Gross income	23,993	17.5%	23,143	18.6%	24,486	19.5%	492	2.1%	1,343	5.8%
SG&A expenses	17,408	12.7%	16,960	13.6%	16,401	13.1%	△1,007	△5.8%	△559	△3.3%
Operating income	6,584	4.8%	6,182	5.0%	8,084	6.5%	1,499	22.8%	1,902	30.8%
Ordinary income	6,742	4.9%	6,332	5.1%	8,168	6.5%	1,425	21.1%	1,836	29.0%
Net income attributable to UT Group	8,320	6.1%	4,212	3.4%	5,366	4.3%	△2,953	△35.5%	1,154	27.4%
EPS (yen)	13.94	—	7.06	-	9.30	—	△4.64	△33.3%	△2.24	31.7%
No. of Tech employees (Domestic)	34,042	—	34,042	-	33,126	—	△916	△2.7%	△916	△2.7%

## Net sales

- Net sales y-o-y increased due to higher unit wages and higher operating hours despite a slight decrease in the number of technical employees.

## Gross income margin

- Improved due to the sale of the Vietnam Business, higher operating rates, etc.

## SG&amp;A expenses

- SG&A expenses decreased by 1 billion yen year-on-year, consisting of a 620 million yen decrease in personnel expenses, a 180 million yen increase in hiring costs, and a 560 million yen decrease in goodwill amortization, depreciation, and other SG&A expenses.

## Technical employees (Japan)

- Decreased due to a decline in the number of applicants and hires.

## Consolidated Balance Sheets

	March 31, 2025		December 31, 2025		Change from the end of the previous FY	
	Results	% to total assets	Results	% to total assets	Amount	%
<b>Current assets</b>	<b>54,270</b>	<b>81.8%</b>	<b>53,780</b>	<b>83.1%</b>	<b>△489</b>	<b>△0.9%</b>
Cash and deposits	31,708	47.8%	31,911	49.3%	202	0.6%
Notes and accounts receivable – trade	19,717	29.7%	19,154	29.6%	△581	△3.0%
<b>Non-current assets</b>	<b>12,076</b>	<b>18.2%</b>	<b>10,938</b>	<b>16.9%</b>	<b>△1,138</b>	<b>△9.4%</b>
Property, plant and equipment	815	1.2%	779	1.2%	△35	△4.4%
Intangible assets	9,375	14.1%	8,401	13.0%	△974	△10.4%
Goodwill	4,468	6.7%	4,225	6.5%	△242	△5.4%
Investments and other assets	1,885	2.8%	1,757	2.7%	△128	△6.8%
<b>Total assets</b>	<b>66,346</b>	<b>100.0%</b>	<b>64,719</b>	<b>100.0%</b>	<b>△1,627</b>	<b>△2.5%</b>
<b>Current liabilities</b>	<b>22,927</b>	<b>34.6%</b>	<b>23,292</b>	<b>36.0%</b>	<b>364</b>	<b>1.6%</b>
Short-term borrowings and Current portion of long-term borrowings	2,199	3.3%	2,900	4.5%	701	31.9%
<b>Current liabilities</b>	<b>7,096</b>	<b>10.7%</b>	<b>8,994</b>	<b>13.9%</b>	<b>1,898</b>	<b>26.7%</b>
Long-term borrowings	5,695	8.6%	7,657	11.8%	1,962	34.5%
<b>Net assets</b>	<b>36,323</b>	<b>54.7%</b>	<b>32,432</b>	<b>50.1%</b>	<b>△3,890</b>	<b>△10.7%</b>
Shareholders' equity	29,258	44.1%	25,278	39.1%	△3,980	△13.6%
Share acquisition rights	5,732	8.6%	5,665	8.8%	△66	△1.2%
<b>Total liabilities and net assets</b>	<b>66,346</b>	<b>100.0%</b>	<b>64,719</b>	<b>100.0%</b>	<b>△1,627</b>	<b>△2.5%</b>
<b>Net debt/equity ratio</b>	<b>△0.8</b>	<b>—</b>	<b>△0.8</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>ratio of goodwill to shareholders' equity</b>	<b>15.27%</b>	<b>—</b>	<b>16.75%</b>	<b>—</b>	<b>—</b>	<b>—</b>

[million yen]

## Current assets

- Decrease in notes receivable and accounts receivable

## Non-current assets

- Decrease in software due to amortization

## Current liabilities

- Increase in accrued expenses and deposits received
- Decrease in income taxes payable and accounts payable

## Non-current liabilities

- Increase in long-term borrowings

## Net assets

- Recording of net income attributable to owners of the parent
- Dividend payment and purchase of treasury shares, using retained earnings
- Equity ratio 39.1% (44.1% as of March 31, 2025)

## Outstanding shares

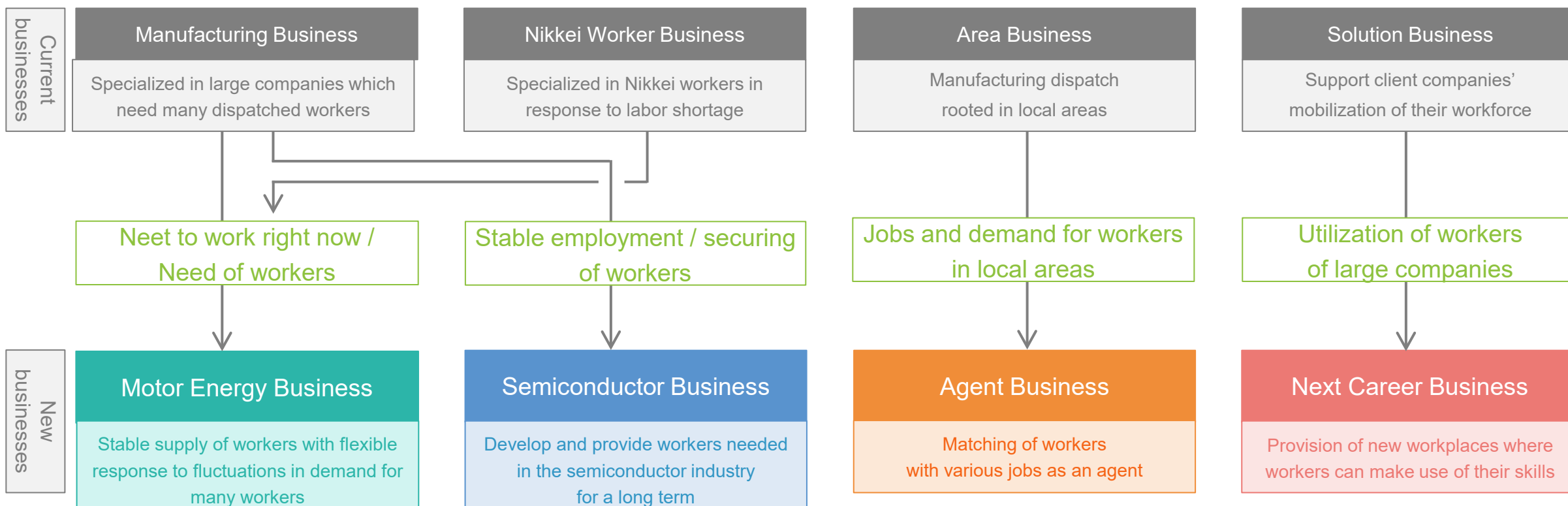
- End of 3Q: 599,198,745 shares  
+1,293,000 shares from the end of FY3/2025



# Results by segment

# Business Strategy Review and Segment Changes

- The transfer of some client companies between the businesses, in line with the segment change, are reflected in results for FY3/2026.
- Some client companies have been transferred between segments since the beginning of FY3/2026.
- In this material\*, the results for FY3/2025 have reflected the restated figures which incorporated the impact of the transfer of some client companies and are different from the figures stated in the Kessan Tanshin.



\* This material is not subject to accounting audit.



## 3Q FY3/2026: Actions Taken by Each Segment

### Motor & Energy Business

- **Started a fixed-term employee referral service for the automotive industry**  
Provide direct employment options to client companies. Established a scheme and started sales mainly to major existing clients, and signed contracts with nine companies in 1Q-3Q.
- **Accelerated provision of "Next UT" to support transfer of UT's employees**  
Strengthened support for transferring to full-time employees, to meet their demand for full-time employees.
- **Total referrals for fixed-term employees and Next UT exceeded 100**

### Semiconductor Business

- **Strengthened sales to negotiate unit wages**  
Increased base unit wage, and expanded allowance for work shift and support for company housing.
- **Facilitated the transfer of employees to higher unit-wage projects**  
Enabling the transfer to higher unit-wage projects such as for new factory projects and projects for work of engineers.
- **Enhanced engineer development**  
Enhanced engineer development  
Focused on HR development to meet the high demand for engineers. 90 Next UT referrals.

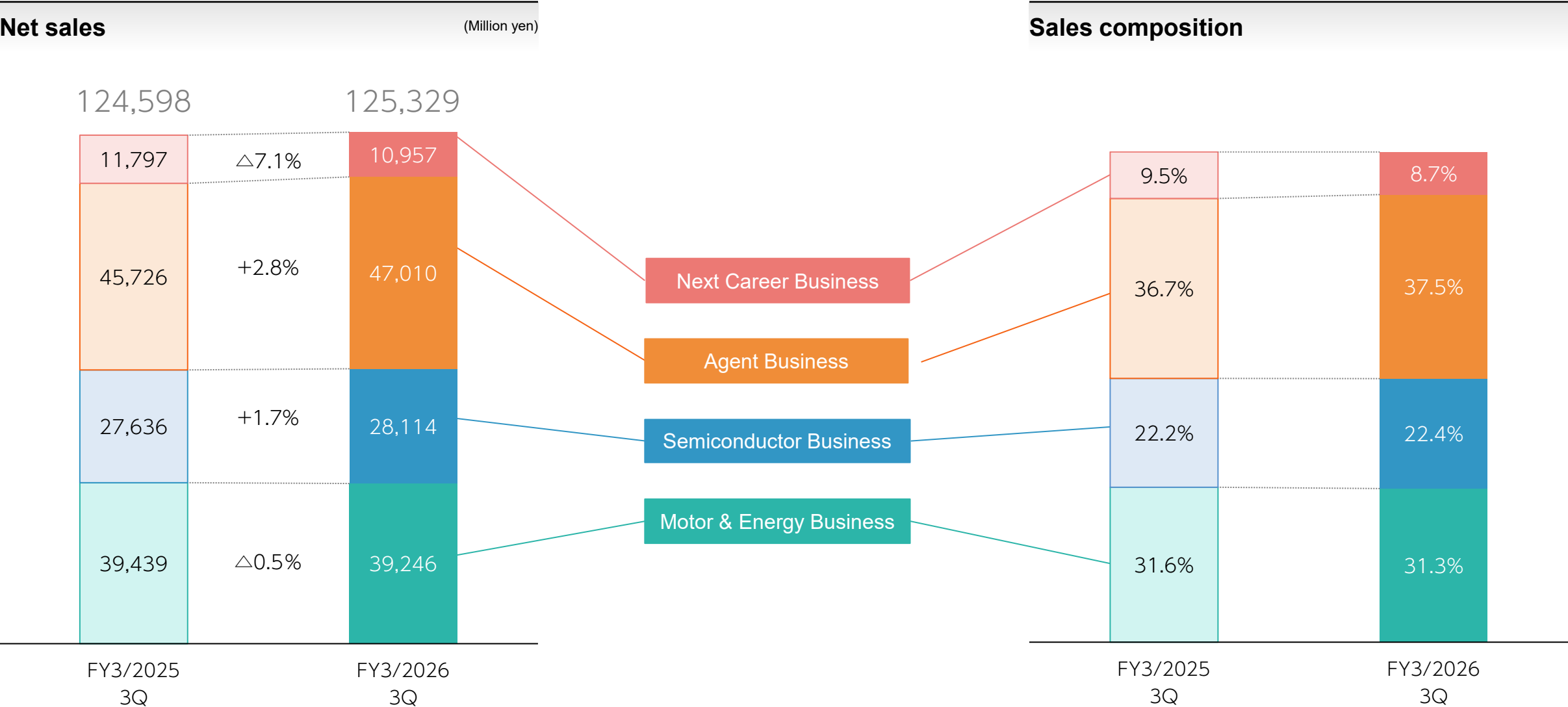
### Agent Business

- **Launched the area-specific personnel referral service**  
In addition to direct referrals to clients, the number of referrals increased by making UT's employees to be hired by clients as full-time employees and through alliance with peers.
- **Strengthened alliance sales in each area and increased the number of partners**  
In order to increase the number of referrals, the number of peers which entered partner agreements more than doubled from 1Q to 45, with 171 referrals in 1Q-3Q.

### Next Career Business

- **Reorganization to improve profitability of each company**  
Fujitsu UT and UT FSAS CREE merged on October 1 2025.  
UT MESC and UT Hites will merge on April 1, 2026.
- **Received new orders and strengthened hiring**  
By strengthening sales activities, we were able to win orders for new projects, and each UT company strengthened hiring activities.

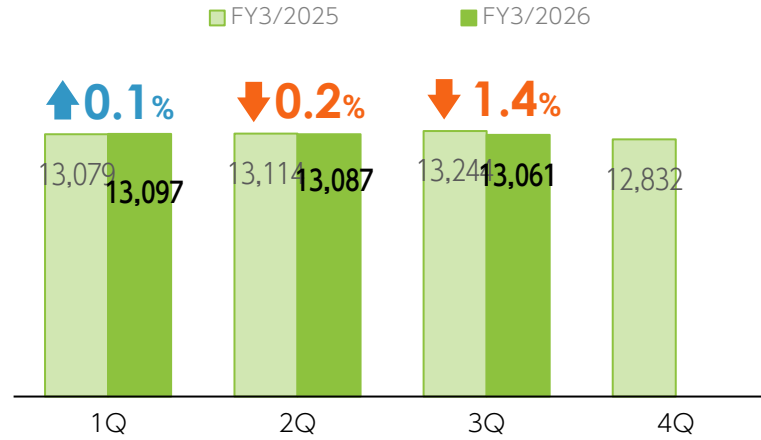
# Results by Segment: Net Sales and Sales Composition



## Segment Results

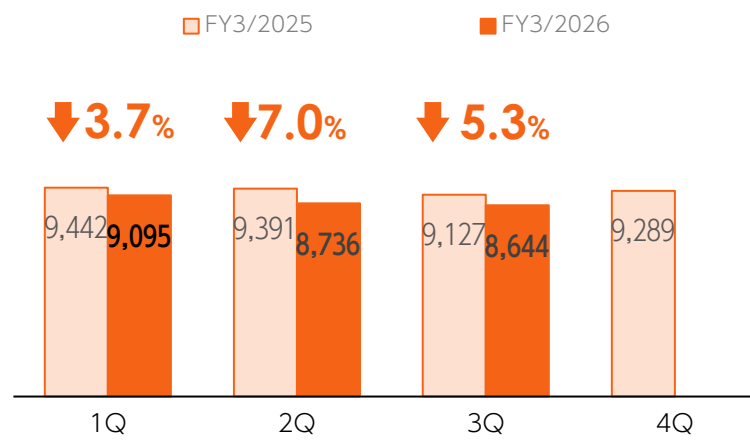
### Net Sales

(Million yen)



### Technical employees

(Person)



### Sales and technical employees

- Sales decreased y-o-y due to a decrease in the number of hires and the resultant decrease in the number of tech employees.

### Operating income and operating margin

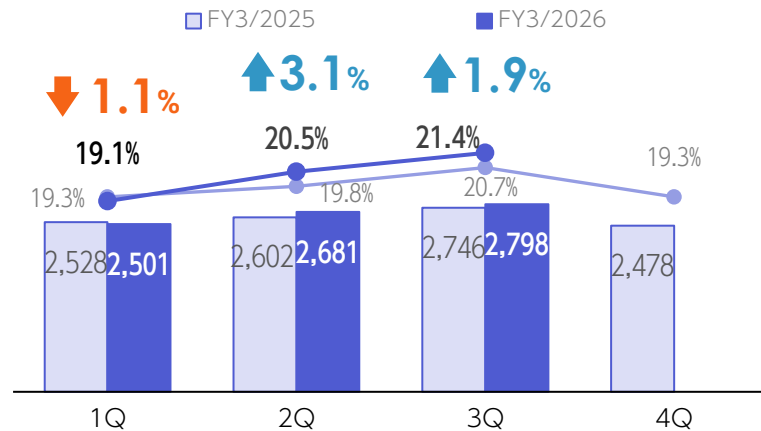
- Increased from 2Q but the 1Q-3Q profit decreased y-o-y due to weak sales.

### Monthly sales per person

- Increased due to an increase in operating hours driven by more overtime and holiday work hours and an increase in unit wages.

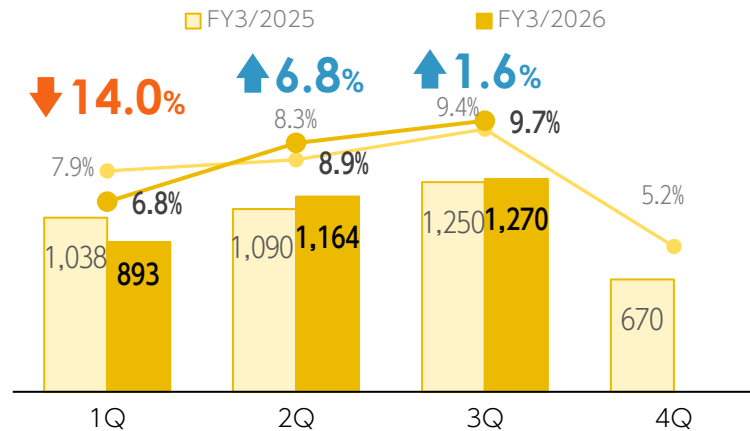
### Gross income and Gross margin

(Million yen)



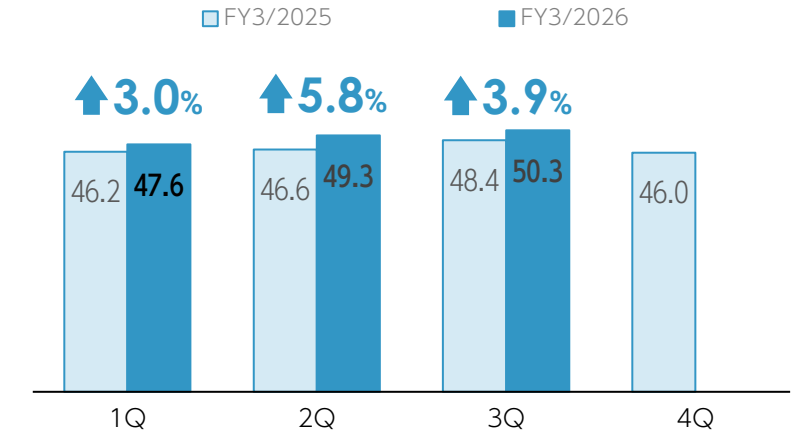
### Operating income and Operating income margin

(Million yen)



### Monthly sales per capita

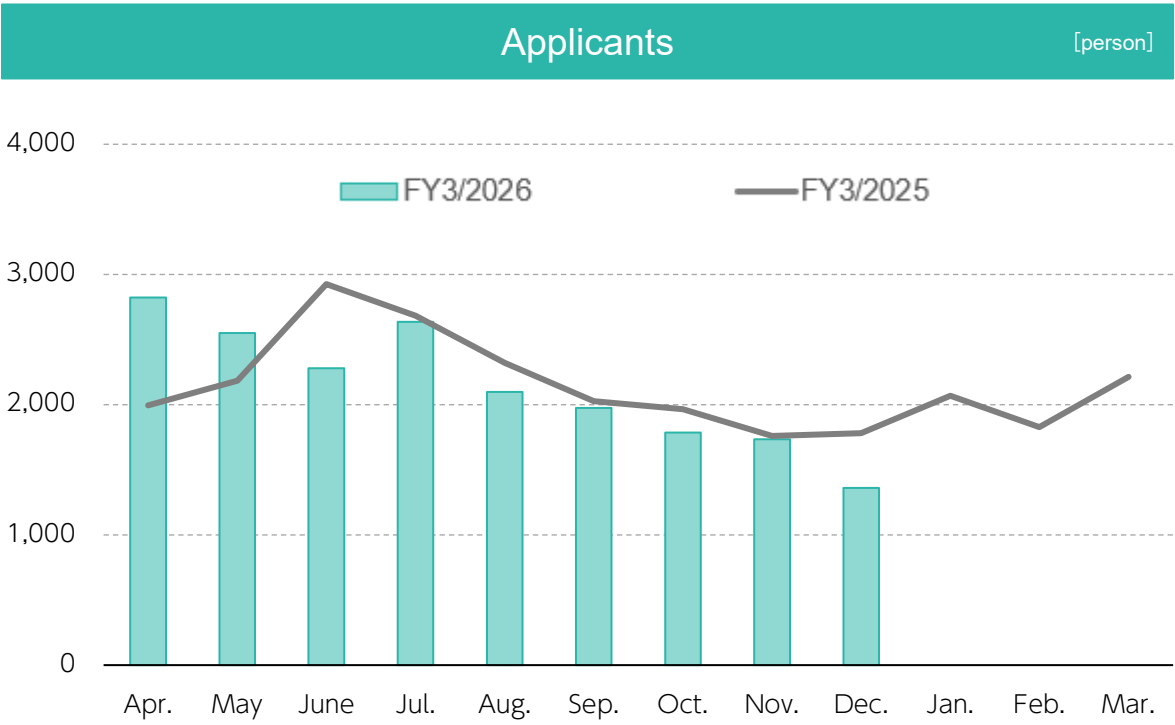
(Ten thousand yen)



# Trends in Job offers and Applicants



Acquired more job offers than the previous year due to an increase in job openings for specific customers with large fluctuations in orders.

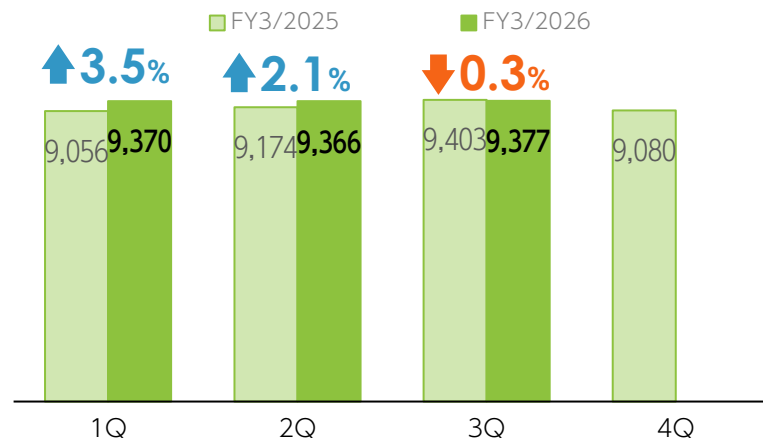


Carefully examined hiring projects and applicants, reviewed recruitment media, and carried out efficiency-focused hiring.

# Segment Results

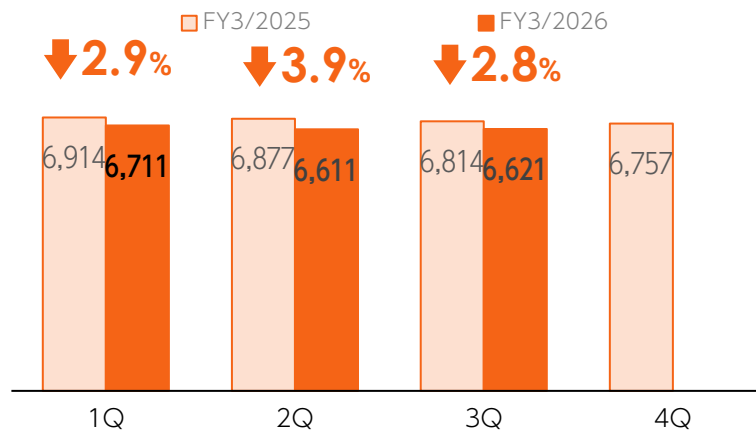
## Net Sales

(Million yen)



## Technical employees

(Person)



## Sales and technical employees

- 3Q sales stayed at the same level as 3Q FY3/2025 due to rising unit prices and operating improvements, driven by the transfer of some employees from the contracted sites. Cumulative sales in 1Q-3Q continued to increase y-o-y.

## Operating income and operating margin

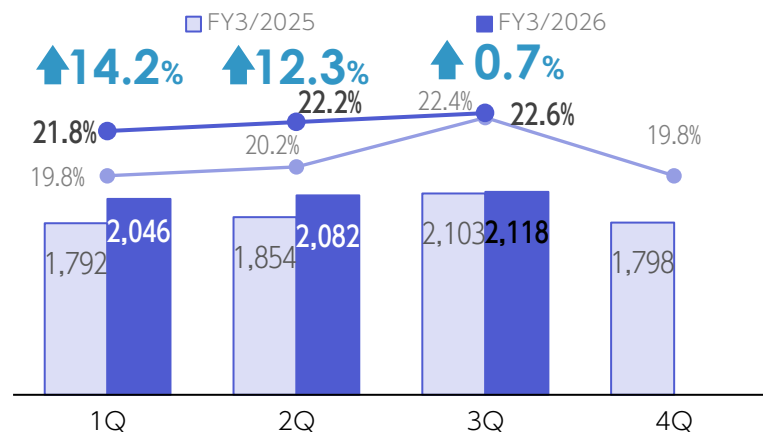
- Operating income increased y-o-y due to the improved gross margin, despite a slight increase in hiring costs.

## Monthly sales per person

- Increased thanks to higher unit wages and the transfer of employees to higher unit wage projects.

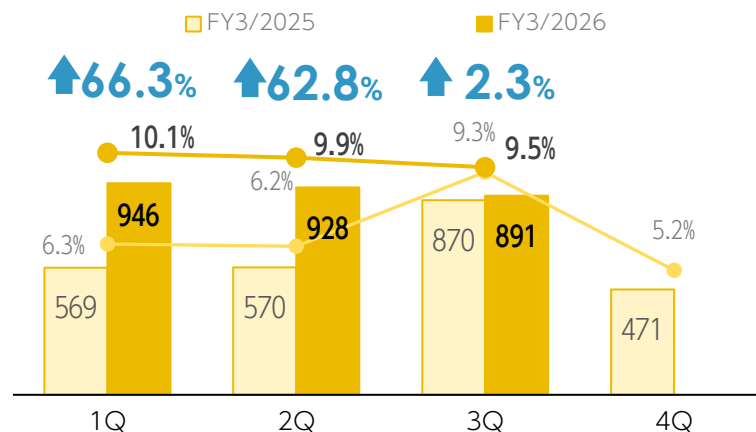
## Gross income and Gross margin

(Million yen)



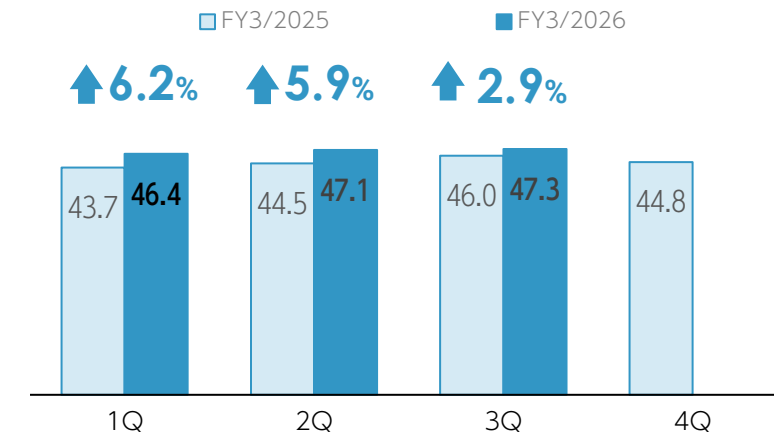
## Operating income and Operating income margin

(Million yen)

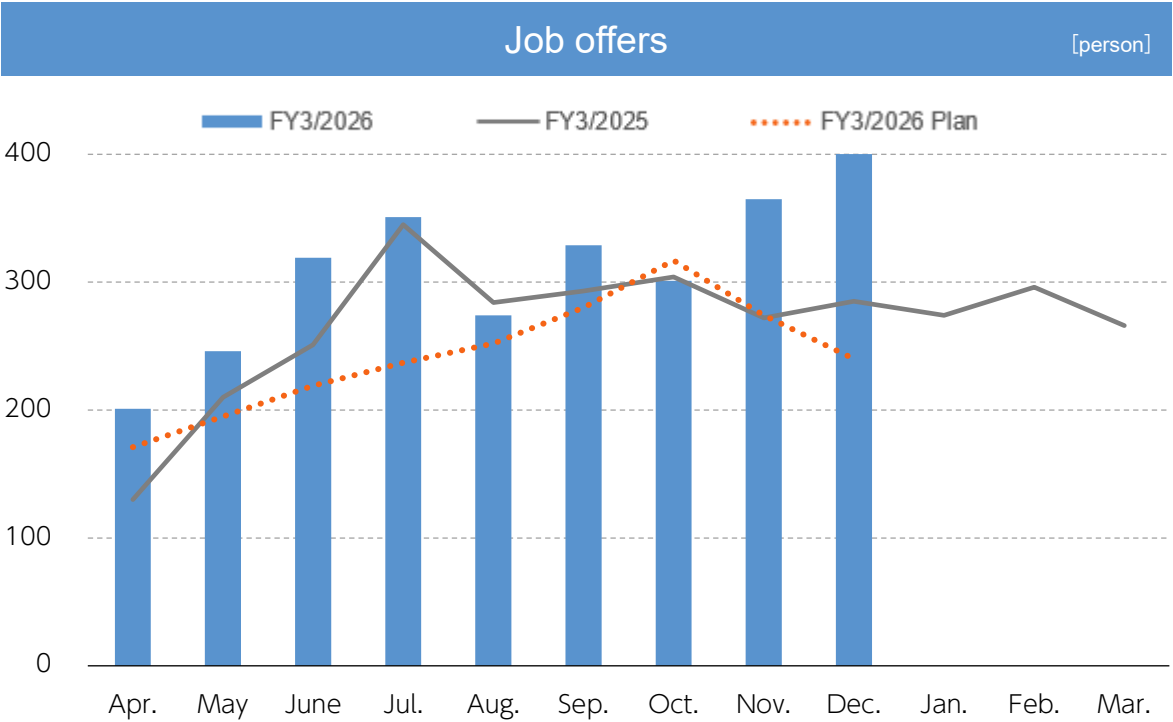


## Monthly sales per capita

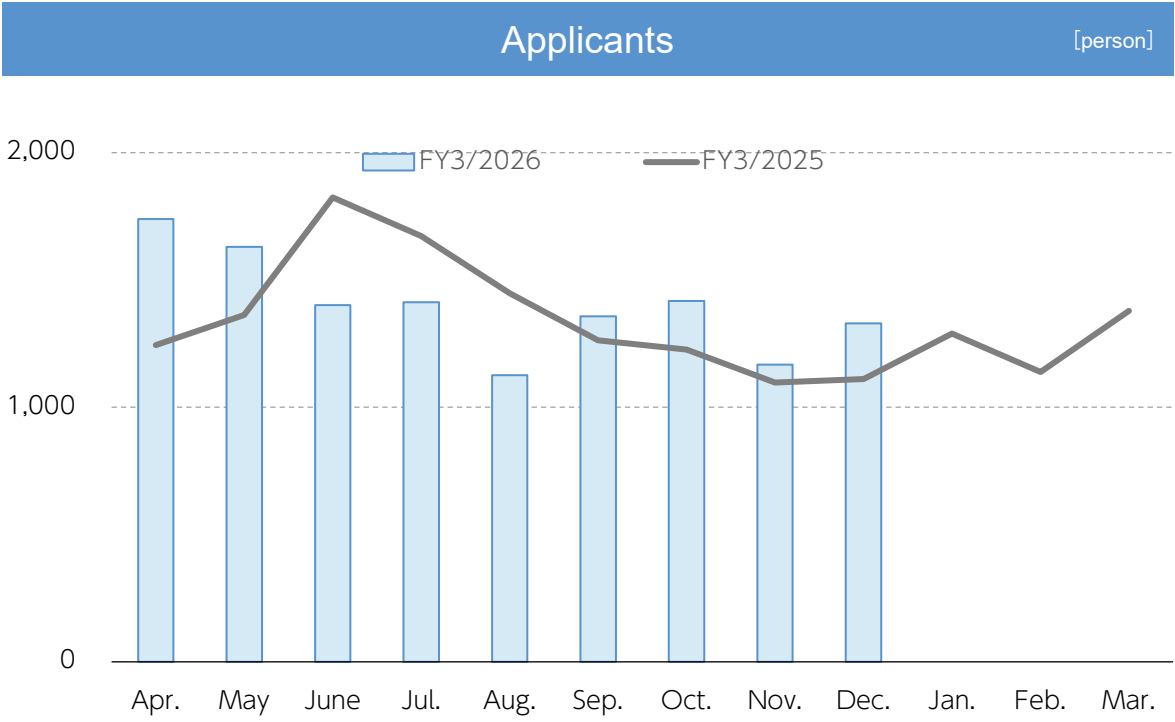
(Ten thousand yen)



# Trends in Job offers and Applicants

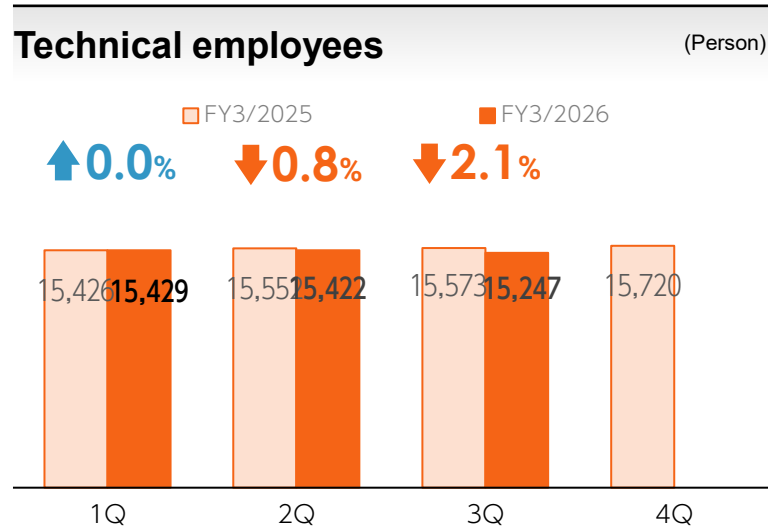
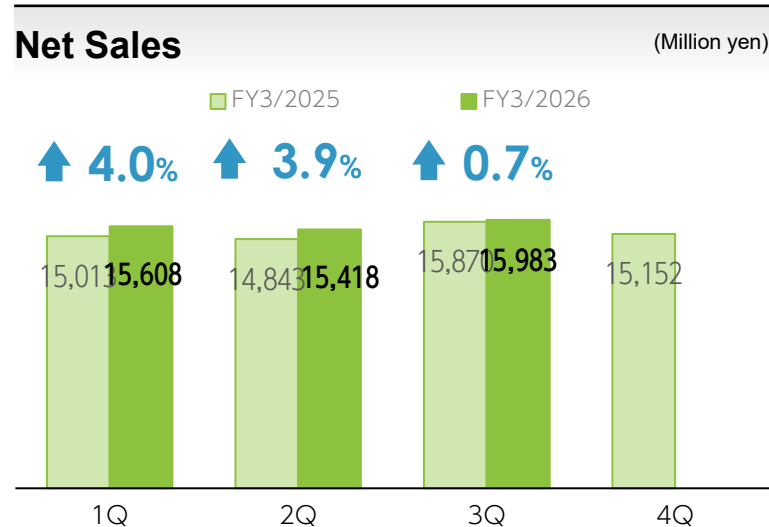


The demand for workers, mainly engineers, has been strong



Secured roughly the similar number of applicants as that of FY3/2025

# Segment Results



#### Sales and technical employees

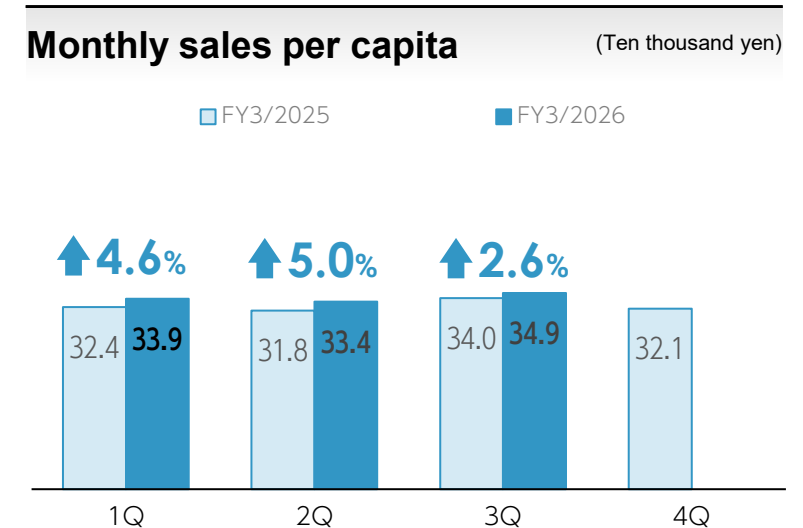
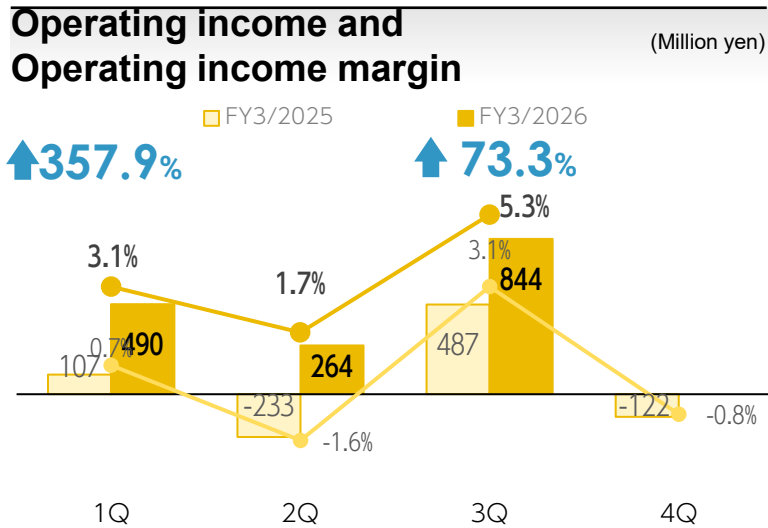
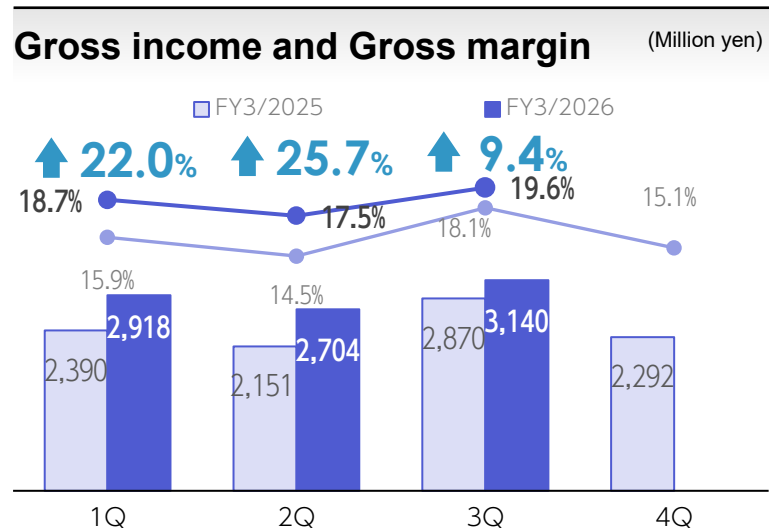
- Sales increased due to an improvement in operating rates, driven by the suspension of the hiring method that shortened the lead time.

#### Operating income and operating margin

- Operating income increased y-o-y due to the improvement in gross margin (driven by the better management of corporate housing and the suspension of the hiring method to shorten the lead time) and the improved efficiency in SG&A spending (driven by the integration of operating companies).

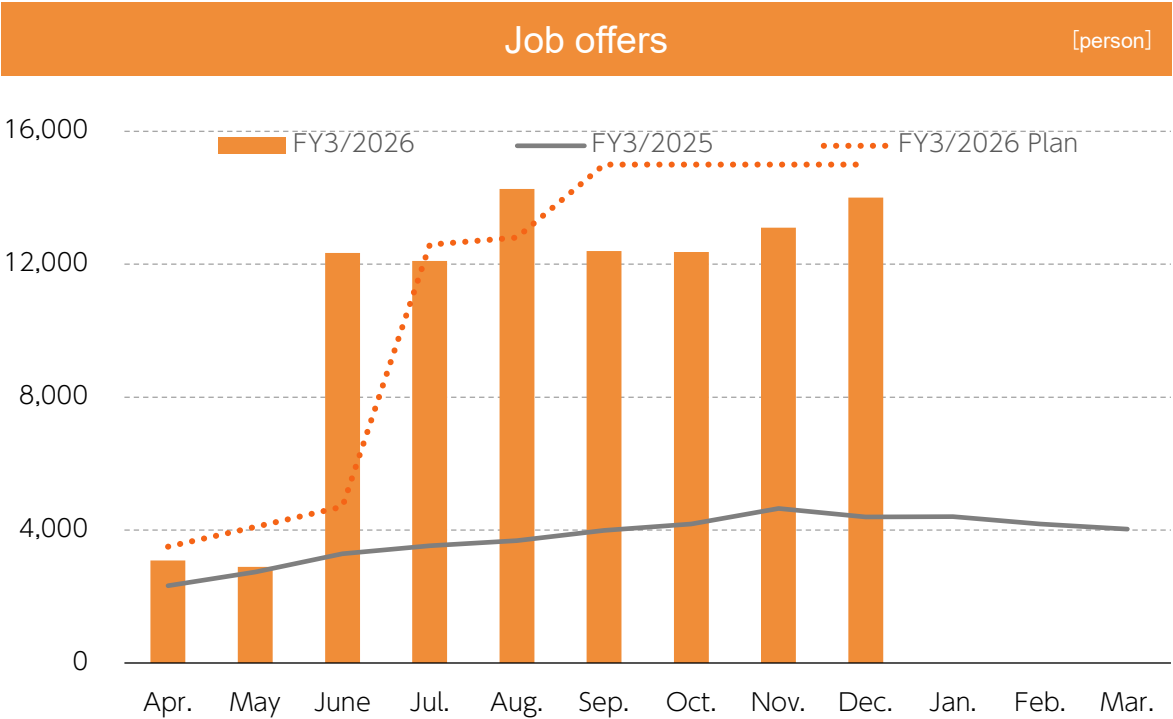
#### Monthly sales per person

- Sales increased due to the improved operating rates caused by the suspension of the hiring method that had shortened the lead time.

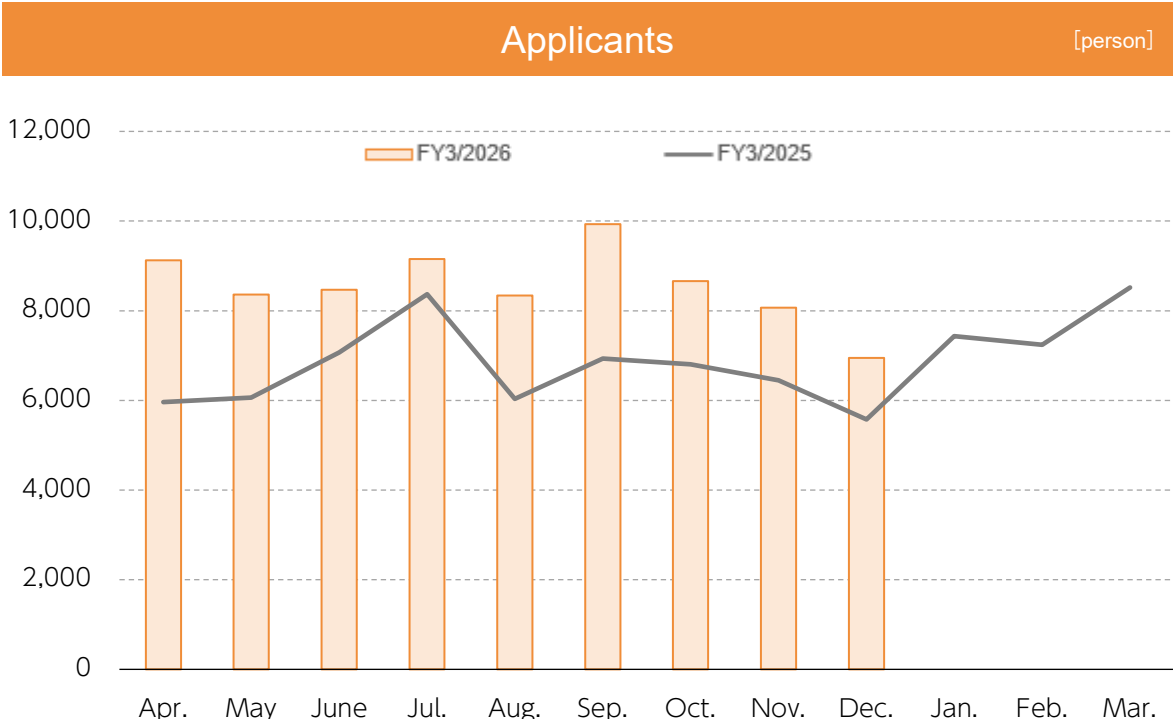




# Trends in Job offers and Applicants



The number of job offerings increased significantly due to alliances with peers

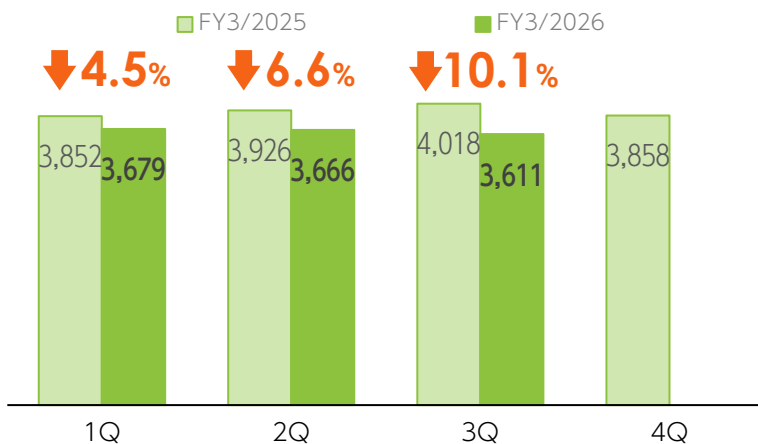


Both job offers and applications increased y-o-y Implemented efficiency-focused recruitment

# Segment Results

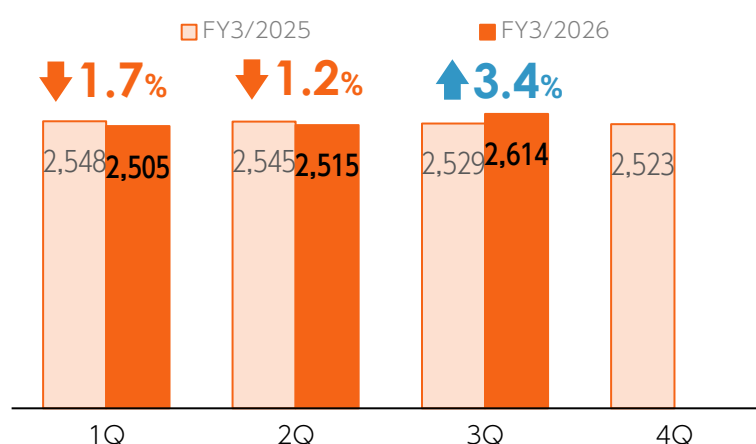
## Net Sales

(Million yen)



## Technical employees

(Person)



### Sales and technical employees

- Sales continued to decrease due to reduction in tech employees at some business partners from 1Q.

### Operating income and operating margin

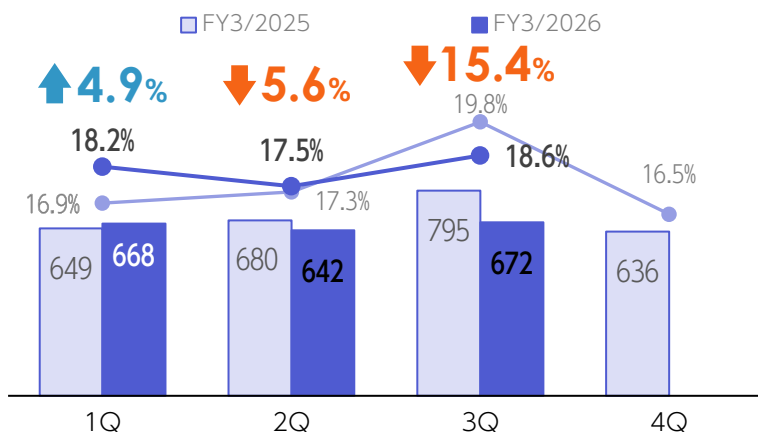
- 3Q operating income down y-o-y due to a high-margin project in 3Q FY3/2025; cumulative profit growth maintained.

### Monthly sales per person

- Sales decreased due to a decrease in some high-unit-wage projects of engineers.

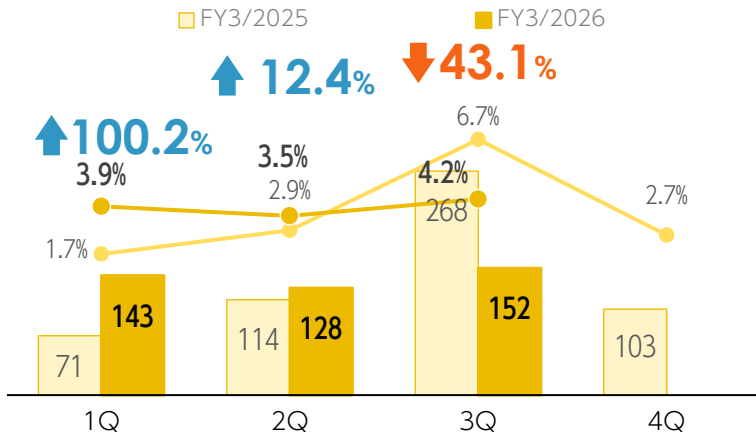
## Gross income and Gross margin

(Million yen)



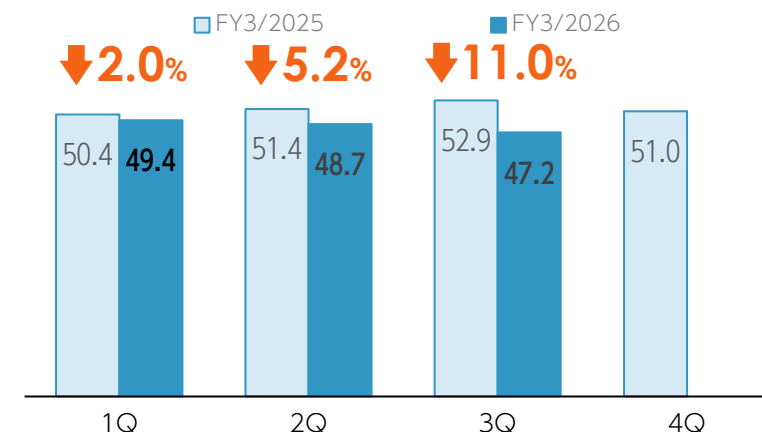
## Operating income and Operating income margin

(Million yen)



## Monthly sales per capita

(Ten thousand yen)



# Consolidated Earnings and Dividend Forecasts for FY3/2026

# Revised earnings forecasts for FY3/2026

- The recruitment has become more difficult due to a rise in hiring unit cost. The U.S. tariffs affected mainly the Motor& Energy Business which faced stagnant demand for additional workers.
- The above factor makes it difficult to grow sales but sales are expected to remain at the same level as FY3/2025, supported by continued demand.
- The sales revision has led to downward revision in income at each stage but the operating margin is expected to be in line with the initial plan.

		FY3/2025 Actual Results (A) ※ex. the Vietnam Business		FY3/2026 Previous forecasts (B)		FY3/2026 Revised forecasts (C)		Increase /decrease From Plan (C-B)	Ratio of Change from Plan (C/B)	Ratio of Change from Previous Period (C/A)
[Billion yen]		Results	% of net sales	Previous Forecasts	% of net sales	Revised Forecasts	% of net sales			
Net Sales		1,656	100.0%	1,962	100.0%	1,680	100.0%	△282	△14.4%	1.4%
Gross income		303	18.3%	379	19.3%	314	18.7%	△65	△17.2%	3.6%
SG&A expenses		231	13.9%	261	13.3%	219	13.0%	△42	△16.1%	△5.2%
Operating income		72	4.4%	117	6.0%	95	5.7%	△22	△18.8%	31.9%
Ordinary income		74	4.5%	118	6.0%	96	5.7%	△22	△18.6%	29.7%
Net income attributable to UT Group		44	2.7%	77	3.9%	61	3.6%	△16	△20.8%	38.6%
EPS (Yen)	*In case of full exercise of outstanding stock acquisition rights	7.50	—	10.85	—	8.87	—	△1.98	△18.2%	18.2%
	*Based on the number of outstanding shares at the beginning of FY3/2025		—	13.01	—	10.59	—	△2.42	△18.6%	41.1%

## Breakdown of the Dividend Forecast for the Fiscal Year Ending March 31, 2026

- Shareholder return through quarterly dividend payment according to the shareholder return policy from FY3/2026 which set a **100% dividend payment as minimum return.**
- Distributed stable dividend for each quarter with **no change to the initially-planned annual per-share dividend amount.**
- We are committed to **a dividend per share (DPS) of 10 yen (after stock split) throughout the Medium-Term Management Plan period (FY2027/3 to FY2029/3).**

Post-split conversion*	End of 1Q	End of 2Q	End of 3Q	End of 4Q	Total
Initial forecasts	TBD	TBD	TBD	TBD	10.85 (E)
FY3/2026 results and forecasts	2.68	2.97	2.60	2.60 (E)	10.85 (E)
FY3/2025 results	0.00	0.00	4.07	4.93	9.00

\* A 15-for-1 stock split was implemented with an effective date of January 1, 2026. In connection with this split, fractional dividends are rounded up to the second decimal place.

(Reference) Converted to pre-split basis	End of 1Q	End of 2Q	End of 3Q	End of 4Q	Total
Initial forecasts	TBD	TBD	TBD	TBD	162.72 (E)
FY3/2026 results and forecasts	40.19	44.61	38.96	38.96 (E)	162.72 (E)
FY3/2025 results	0.00	0.00	60.98	74.00	134.98



# Appendix

# Implementation of stock split (announced on September 16, 2025)

- With the record date of December 31, 2025 (in effect, December 30, 2025 due to the non-business day of the shareholder registry administrator), UT Group conducted a 15-for-1 stock split of its common stock held by shareholders listed or recorded in the final register of shareholders as of that date.
- There is no substantial change in the per-share quarterly dividend forecasts and the total dividend amount for the full year.

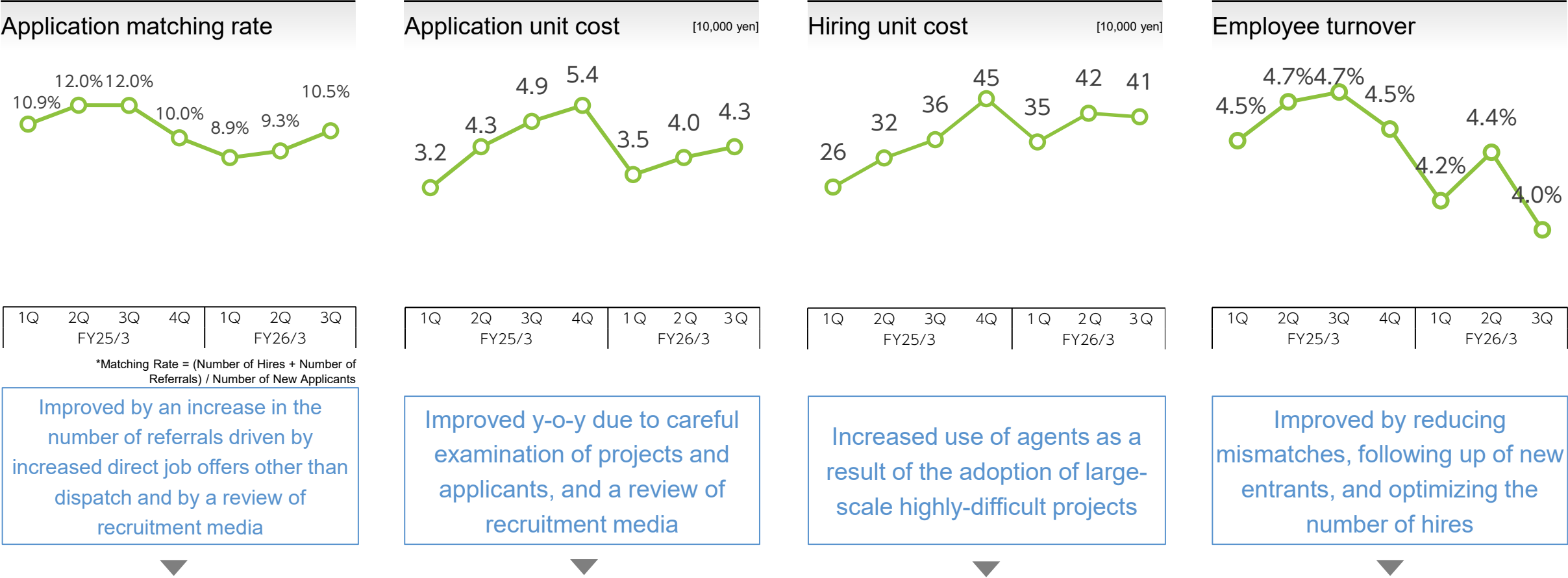
1) Total number of issued shares before the stock split	39,902,683 shares
2) The number of shares to be increased by the split	558,637,562 shares
3) Total number of issued shares after the stock split	598,540,245 shares
4) Total number of shares authorized to be issued after the stock split	2,300,000,000 shares

We aim at improving the liquidity of our shares  
and further expanding our investor base



# Key Indicators of the Three Main Businesses (hiring efficiency)

\* Motor & Energy Business, Semiconductor Business and Agent Business



Despite the improving trend in the key indicators from FY3/2025, we aim to establish the hiring method tailored to each business division to improve the efficiency in hiring,

# [Reference Figures] Sales by Segment (retrospectively restated for the past three fiscal years)

Motor & Energy Business		[million yen]				
		1 Q	2 Q	3 Q	4 Q	Full year
FY3/2023	Net sales	11,209	11,380	11,473	11,156	45,218
	Operating income	1,189	1,491	1,349	1,148	5,177
	Operating income margin	10.6%	13.1%	11.8%	10.3%	11.4%
	Technical employees	8,106	7,956	7,771	7,846	7,846
FY3/2024	Net sales	10,794	10,703	11,398	11,202	44,097
	Operating income	1,216	1,044	1,069	536	3,864
	Operating income margin	11.3%	9.8%	9.4%	4.8%	8.8%
	Technical employees	7,506	7,472	7,865	8,417	8,417
FY3/2025	Net sales	13,080	13,115	13,244	12,832	52,271
	Operating income	1,039	1,090	1,251	671	4,050
	Operating income margin	7.9%	8.3%	9.4%	5.2%	7.7%
	Technical employees	9,442	9,391	9,127	9,289	9,289
FY3/2026	Net sales	13,097	13,087	13,061	-	-
	Operating income	893	1,164	1,270	-	-
	Operating income margin	6.8%	8.9%	9.7%	-	-
	Technical employees	9,095	8,736	8,644	-	-

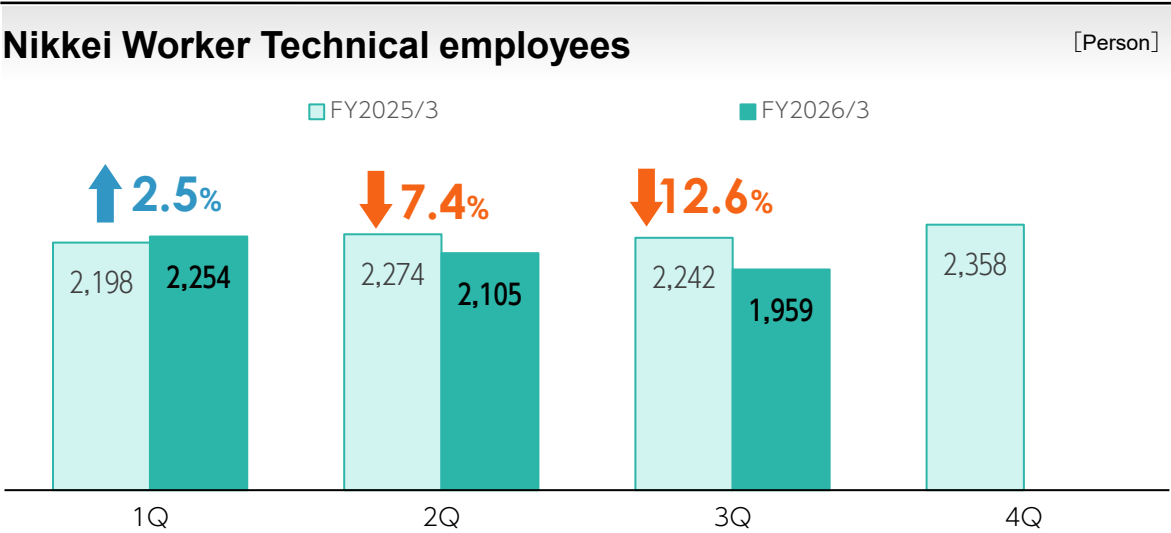
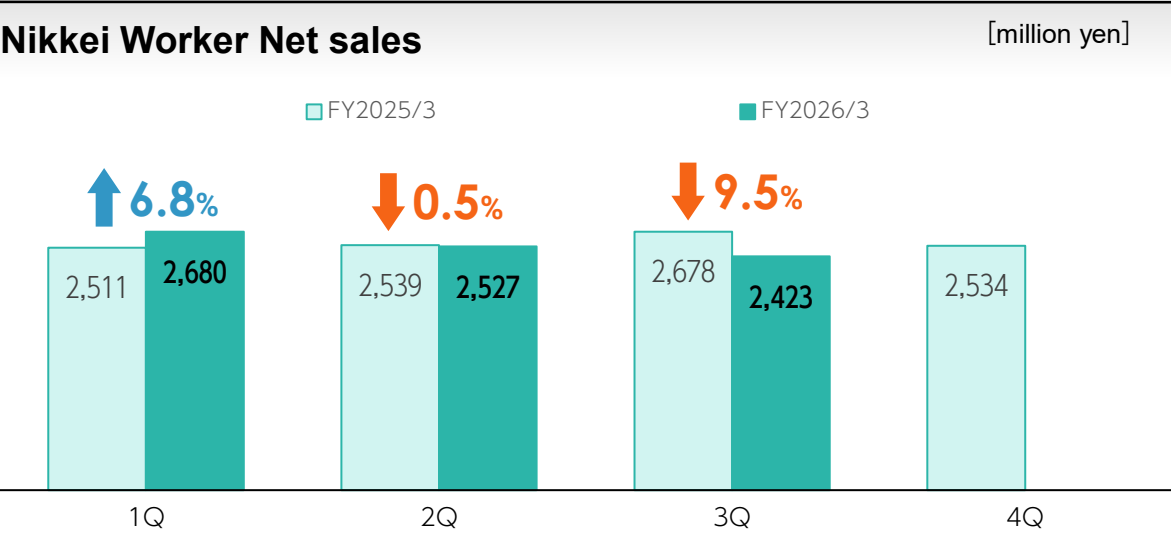
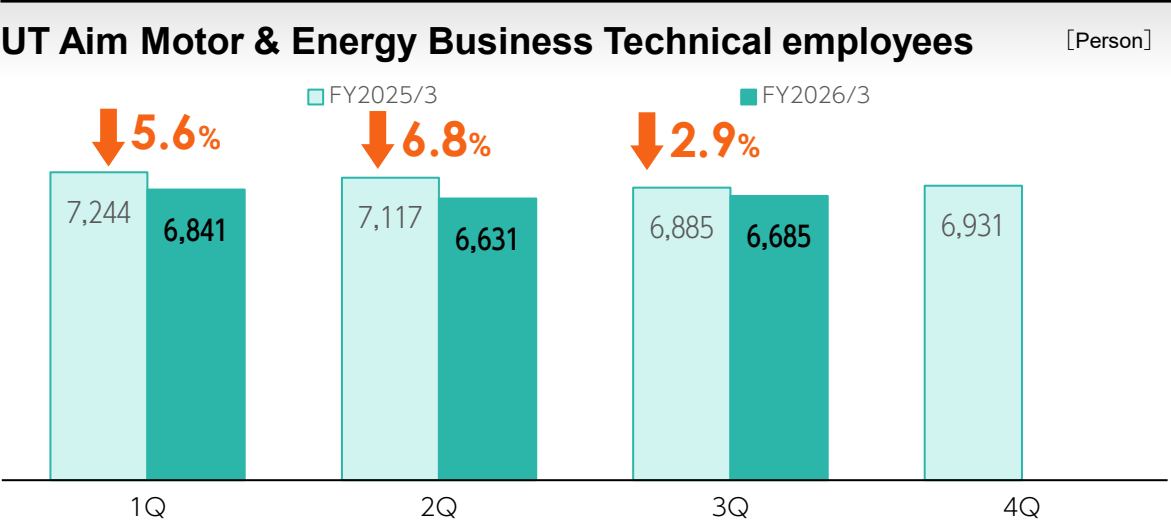
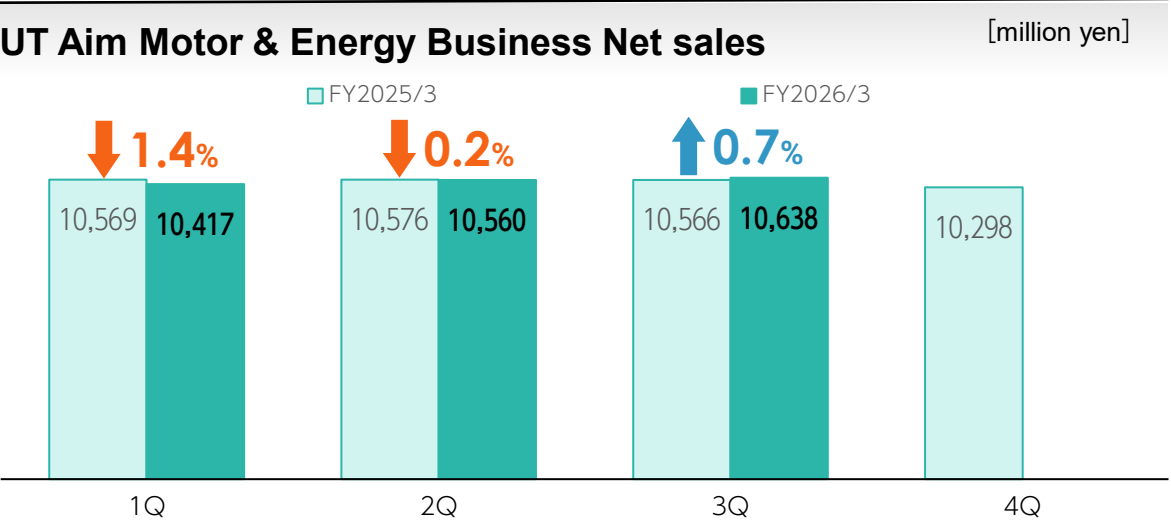
Semiconductor Business		[million yen]				
		1 Q	2 Q	3 Q	4 Q	Full year
FY3/2023	Net sales	9,832	10,037	10,106	9,642	39,617
	Operating income	1,167	1,116	1,517	1,073	4,872
	Operating income margin	11.9%	11.1%	15.0%	11.1%	12.3%
	Technical employees	7,168	7,308	7,317	7,039	7,039
FY3/2024	Net sales	9,308	9,123	8,808	8,442	35,681
	Operating income	923	886	769	469	3,046
	Operating income margin	9.9%	9.7%	8.7%	5.5%	8.5%
	Technical employees	6,968	6,834	6,691	6,648	6,648
FY3/2025	Net sales	9,057	9,175	9,404	9,081	36,716
	Operating income	569	570	871	471	2,482
	Operating income margin	6.3%	6.2%	9.3%	5.2%	6.8%
	Technical employees	6,914	6,877	6,814	6,757	6,757
FY3/2026	Net sales	9,370	9,366	9,377	-	-
	Operating income	946	928	891	-	-
	Operating income margin	10.1%	9.9%	9.5%	-	-
	Technical employees	6,711	6,611	6,621	-	-

# [Reference Figures] Sales by Segment (retrospectively restated for the past three fiscal years)

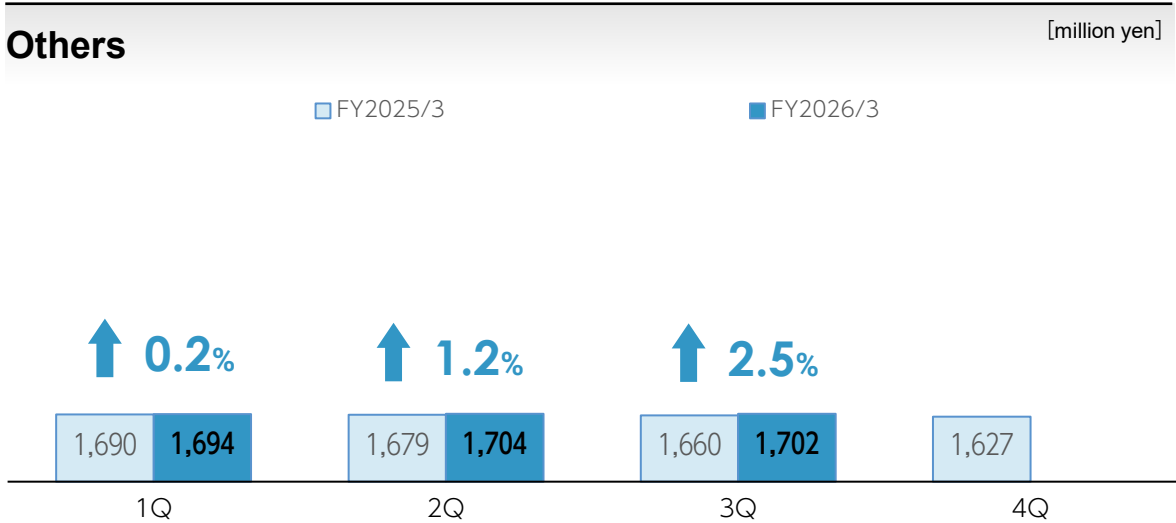
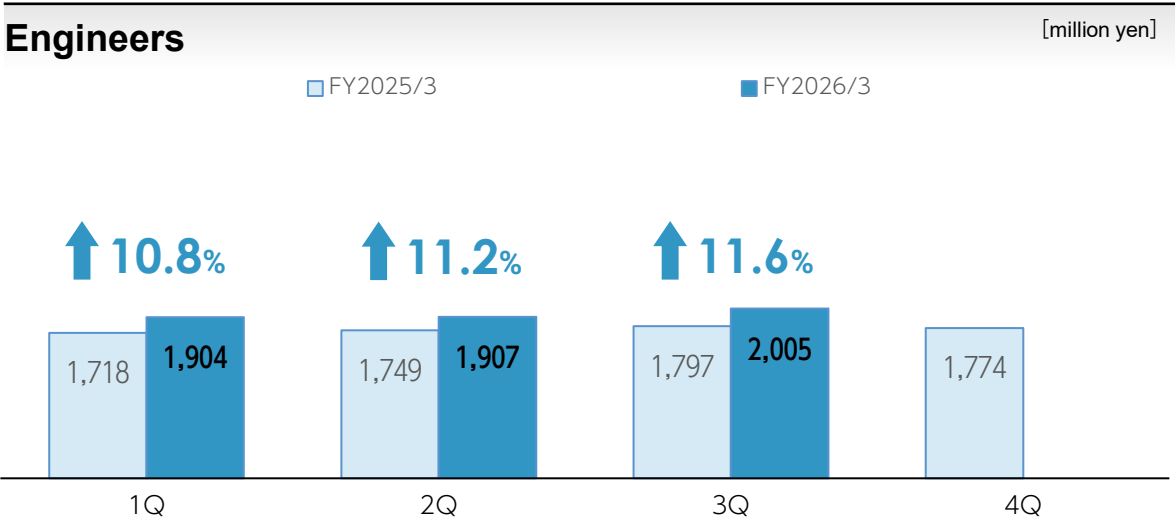
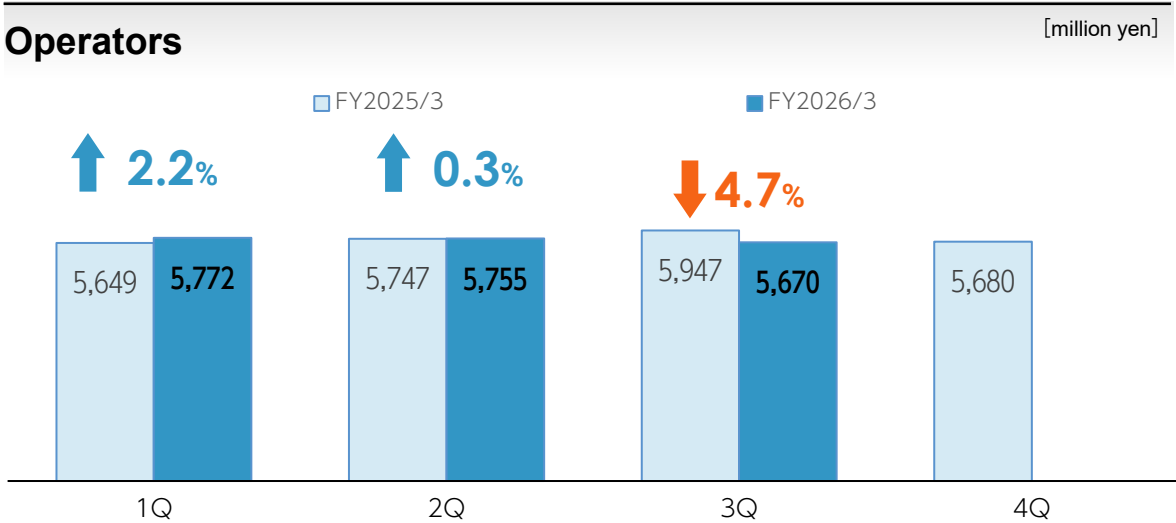
Agent Business		[million yen]				
		1 Q	2 Q	3 Q	4 Q	Full year
FY3/2023	Net sales	13,387	13,737	14,307	13,674	55,105
	Operating income	631	525	946	496	2,598
	Operating income margin	2.1%	3.6%	4.7%	2.5%	3.2%
	Technical employees	13,398	13,603	13,733	13,586	13,586
FY3/2024	Net sales	13,858	13,564	14,495	13,735	55,652
	Operating income	677	323	733	-259	1,474
	Operating income margin	4.9%	2.4%	5.1%	-1.9%	2.6%
	Technical employees	13,628	13,785	14,015	14,489	14,489
FY3/2025	Net sales	15,013	14,843	15,870	15,153	60,880
	Operating income	108	-233	487	-123	239
	Operating income margin	0.7%	-1.6%	3.1%	-0.8%	0.4%
	Technical employees	15,426	15,552	15,573	15,720	15,720
FY3/2026	Net sales	15,608	15,418	15,983	-	-
	Operating income	490	264	844	-	-
	Operating income margin	3.1%	1.7%	5.3%	-	-
	Technical employees	15,429	15,422	15,247	-	-

Next Career Business		[million yen]				
		1 Q	2 Q	3 Q	4 Q	Full year
FY3/2023	Net sales	2,910	2,997	3,070	3,007	11,984
	Operating income	61	109	145	74	389
	Operating income margin	2.1%	3.6%	4.7%	2.5%	3.2%
	Technical employees	1,907	1,969	1,987	1,996	1,996
FY3/2024	Net sales	2,825	2,827	2,948	2,786	11,386
	Operating income	3	-13	72	-23	39
	Operating income margin	0.1%	-0.5%	2.4%	-0.8%	0.3%
	Technical employees	1,988	2,024	2,017	2,039	2,039
FY3/2025	Net sales	3,852	3,926	4,019	3,858	15,656
	Operating income	72	115	268	104	558
	Operating income margin	1.9%	2.9%	6.7%	2.7%	3.6%
	Technical employees	2,548	2,545	2,529	2,523	2,523
FY3/2026	Net sales	3,679	3,666	3,611	-	-
	Operating income	143	128	152	-	-
	Operating income margin	3.9%	3.5%	4.2%	-	-
	Technical employees	2,505	2,515	2,614	-	-

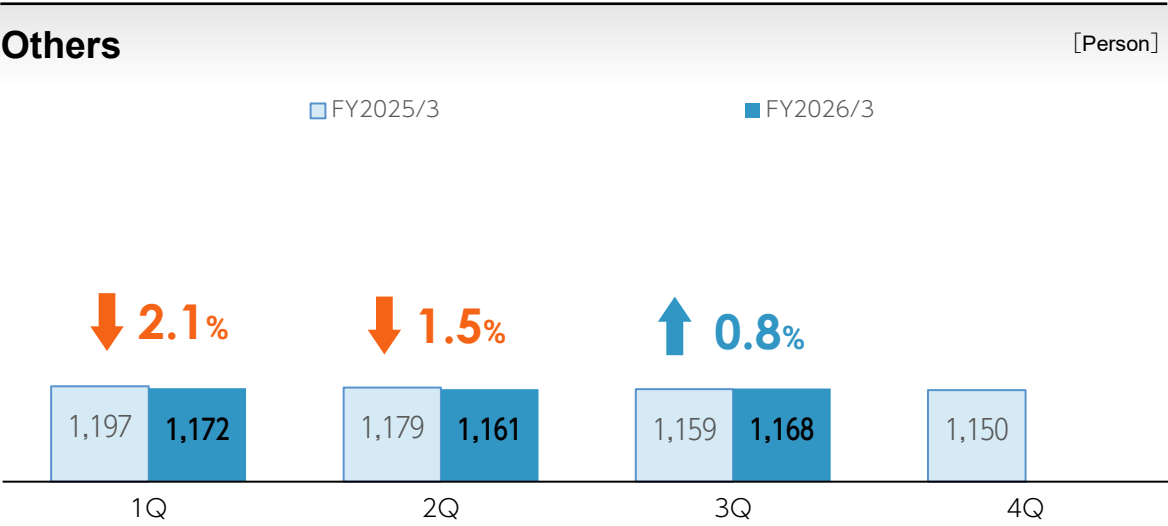
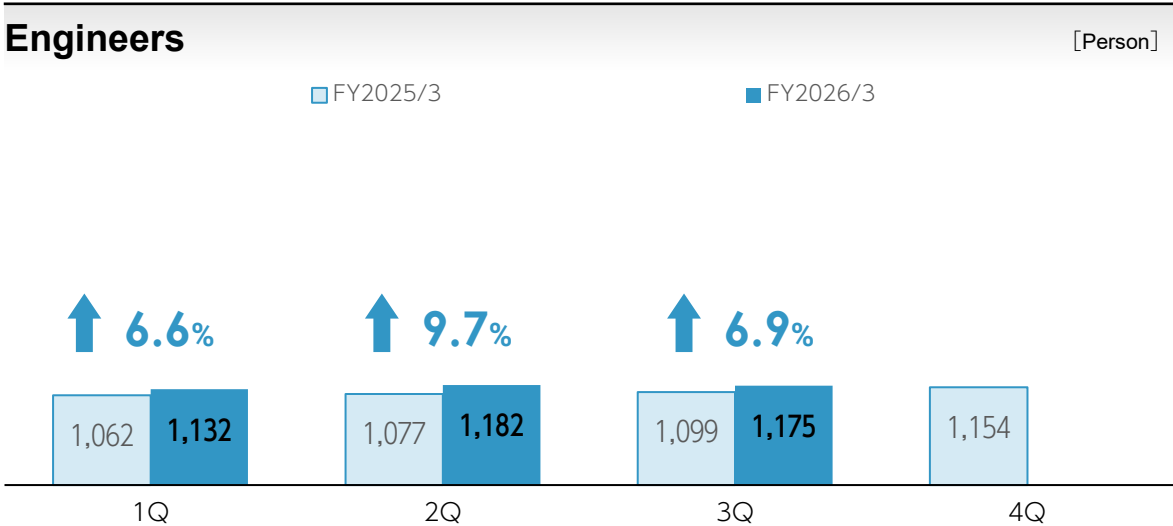
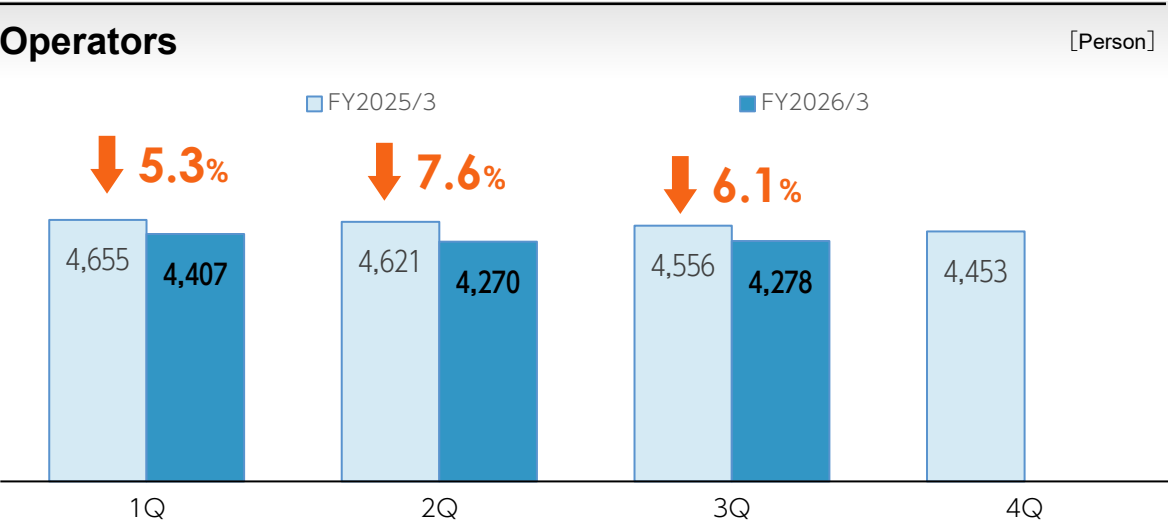
# 3Q FY3/2026 Sales by Business



# 3Q FY3/2026 Sales by Job Type



# Semiconductor Business 3Q FY3/2026 No of Technical employees by Job Type



Appendix

(Reference) Analysis of SG&A expenses

[Million yen]	FY3/2022					FY3/2023					FY3/2024					FY3/2025					FY3/2026				
	1 Q	2 Q	3 Q	4 Q	Full year	1 Q	2 Q	3 Q	4 Q	Full year	1 Q	2 Q	3 Q	4 Q	Full year	1 Q	2 Q	3 Q	4 Q	Full year	1 Q	2 Q	3 Q	4 Q	Full year
personnel expenses	2,246	2,362	2,547	2,391	9,546	2,403	2,414	2,393	2,510	9,720	2, 424	2,309	2,371	2, 458	9,564	2,819	2,614	2,637	2,738	10,809	2,532	2,466	2,451		
ratio to sales	6.4%	6.3%	6.1%	5.6%	6.1%	5.8%	5.7%	5.5%	5.9%	5.7%	5.9%	5.6%	5.5%	5.9%	5.7%	6.4%	5.8%	5.6%	4.7%	5.6%	6.1%	6.0%	5.8%		
Hiring expenses	1,215	1,608	1,575	1,719	6,117	877	1,041	817	812	3,549	886	1,030	1,451	1,689	5,058	985	1,417	1,360	1,788	5,550	1,308	1,353	1,284		
ratio to sales	3.5%	4.3%	3.8%	4.0%	3.9%	2.1%	2.4%	1.9%	1.9%	2.1%	2.1%	2.5%	3.4%	4.0%	3.0%	2.2%	3.1%	2.9%	3.1%	2.8%	3.1%	3.2%	3.1%		
depreciation and amortization of goodwill	309	303	305	307	1,225	267	308	320	327	1,223	452	352	355	418	1,578	503	514	512	569	2,098	449	435	439		
ratio to sales	0.9%	0.8%	0.7%	0.7%	0.8%	0.6%	0.7%	0.7%	0.8%	0.7%	1.1%	0.9%	0.8%	1.0%	0.9%	1.1%	1.1%	1.1%	1.0%	1.1%	1.1%	1.1%	1.0%		
Other	1,058	1,086	1,196	1,285	4,625	1,083	1,053	990	1,002	4,130	1,166	1,143	1,183	1,400	4,894	1,399	1,345	1,300	1,367	5,411	1,218	1,216	1,245		
ratio to sales	3.0%	2.9%	2.9%	3.0%	3.0%	2.6%	2.5%	2.3%	2.4%	2.4%	2.8%	2.8%	2.8%	3.3%	2.9%	3.2%	3.0%	2.7%	2.4%	2.8%	2.9%	2.9%	3.0%		
SG&A Expenses	4,828	5,359	5,623	5,703	21,513	4,631	4,817	4,521	4,653	18,624	4,929	4,835	5,363	5,967	21,095	5,707	5,890	5,810	6,461	23,869	5,508	5,472	5,420		
ratio to sales	13.7%	14.3%	13.6%	13.3%	13.7%	11.1%	11.3%	10.3%	10.9%	10.9%	12.0%	11.8%	12.5%	14.2%	12.6%	12.9%	13.0%	12.2%	11.2%	12.3%	13.2%	13.2%	12.9%		
No. of hiring	4,410	4,655	4,154	4,443	17,662	4,252	3,576	3,098	3,004	13,930	3,314	3,488	4,020	4,759	15,581	4,465	4,897	4,320	4,561	18,243	4,181	3,767	3,653		

(note)Results for 3Q, 4Q and Full-year of FY3/2023 exclude the stock-based compensation expenses



# Review of the Fifth Medium-term Business Plan

- Revised the forecasts due to lower-than-expected demand in the Motor & Energy Business, higher hiring unit cost, and the undershooting of the hiring plan.
- Revised the plan to minimize the growth of the worker dispatch business in view of the outlook for the continuing seller's market, where job seekers have a wide range of job choice.
- Enter the job placement agency business, for which demand is strong from both job seekers and client companies.
- Strengthen UT's unique services, such as the workstyle platform "Point-Earning Work" (a system to grant UT Group shares according to working hours).
- Extend the Plan's final year to FY3/2029.



# Financial strategy

## Capital structure optimization

### Capital efficiency

Maintain and improve  
ROE of 20%

### Leverage

Net D/E ratio  
Less than 0.5 times

## Capital allocation

### Human capital investment

Total amount of shares granted during the 5<sup>th</sup> Medium-term  
Business Plan period: Approx. **10 billion yen** at max

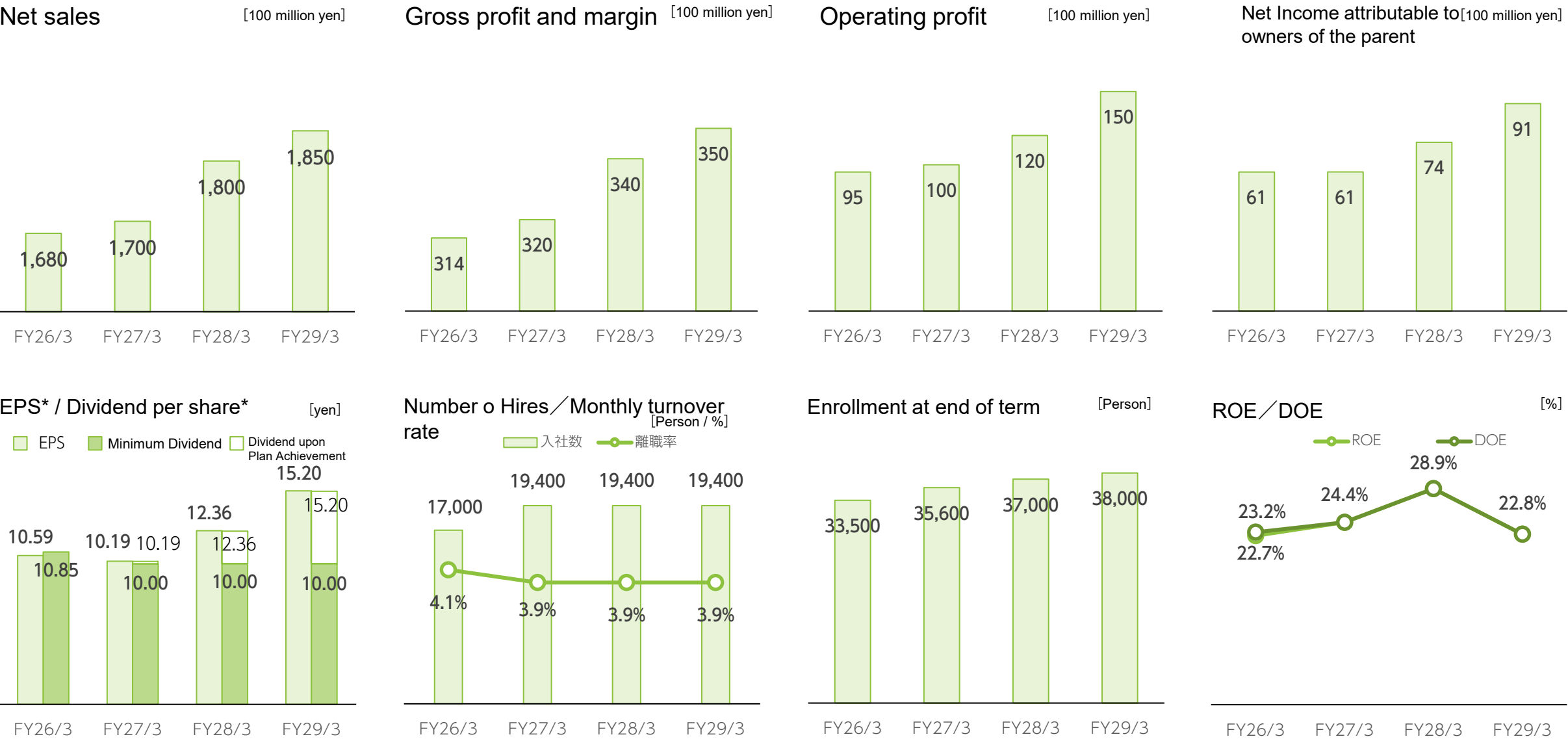
### Shareholder returns

Commitment: A dividend payout ratio of **100%** and  
a minimum **DPS of 10 yen\***

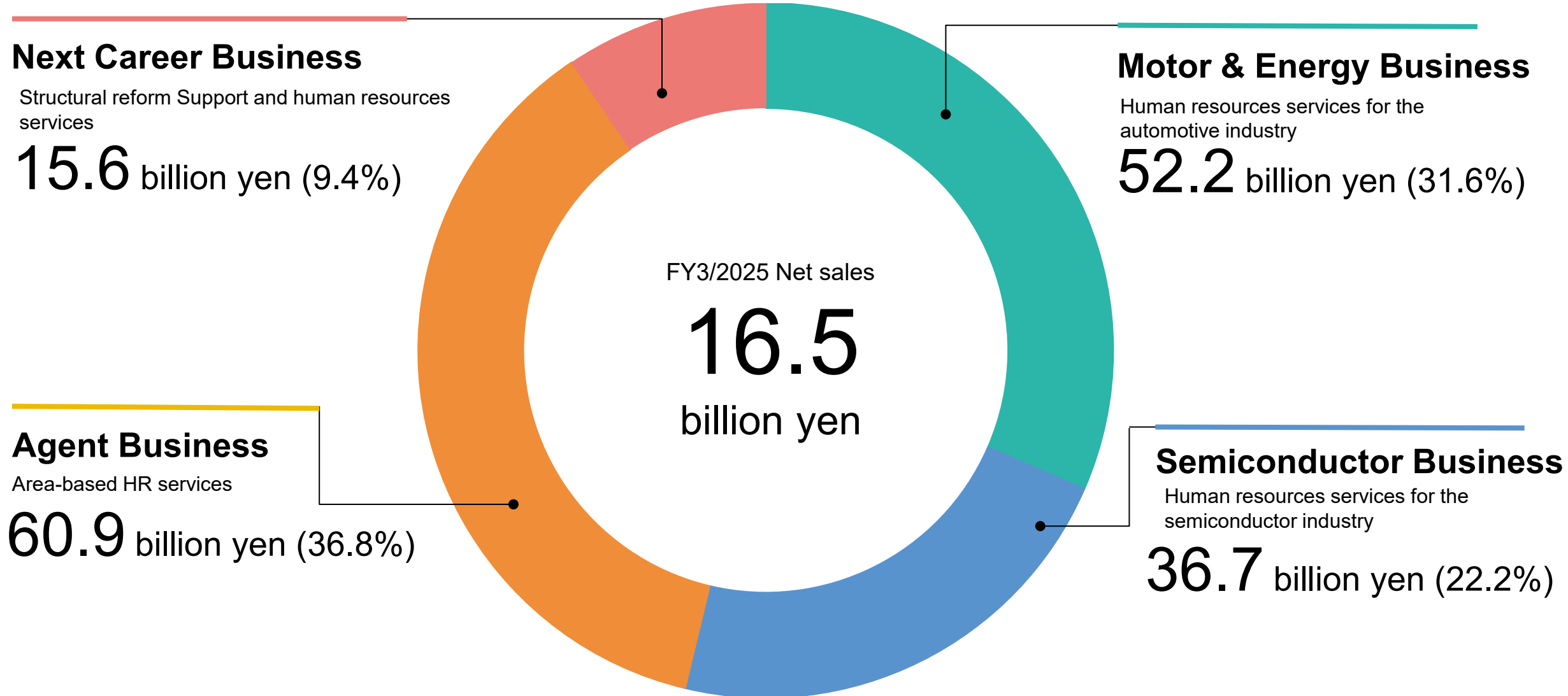
We are committed to a DPS of 10 yen per share\* during the 5th Medium-term Business Plan period to build a virtuous cycle model in which “human growth creates company growth and the results are returned to people again.”

\* After the 15-for-1 stock split per share with December 31, 2025 as the record date, and the dilution

# Revised numerical targets

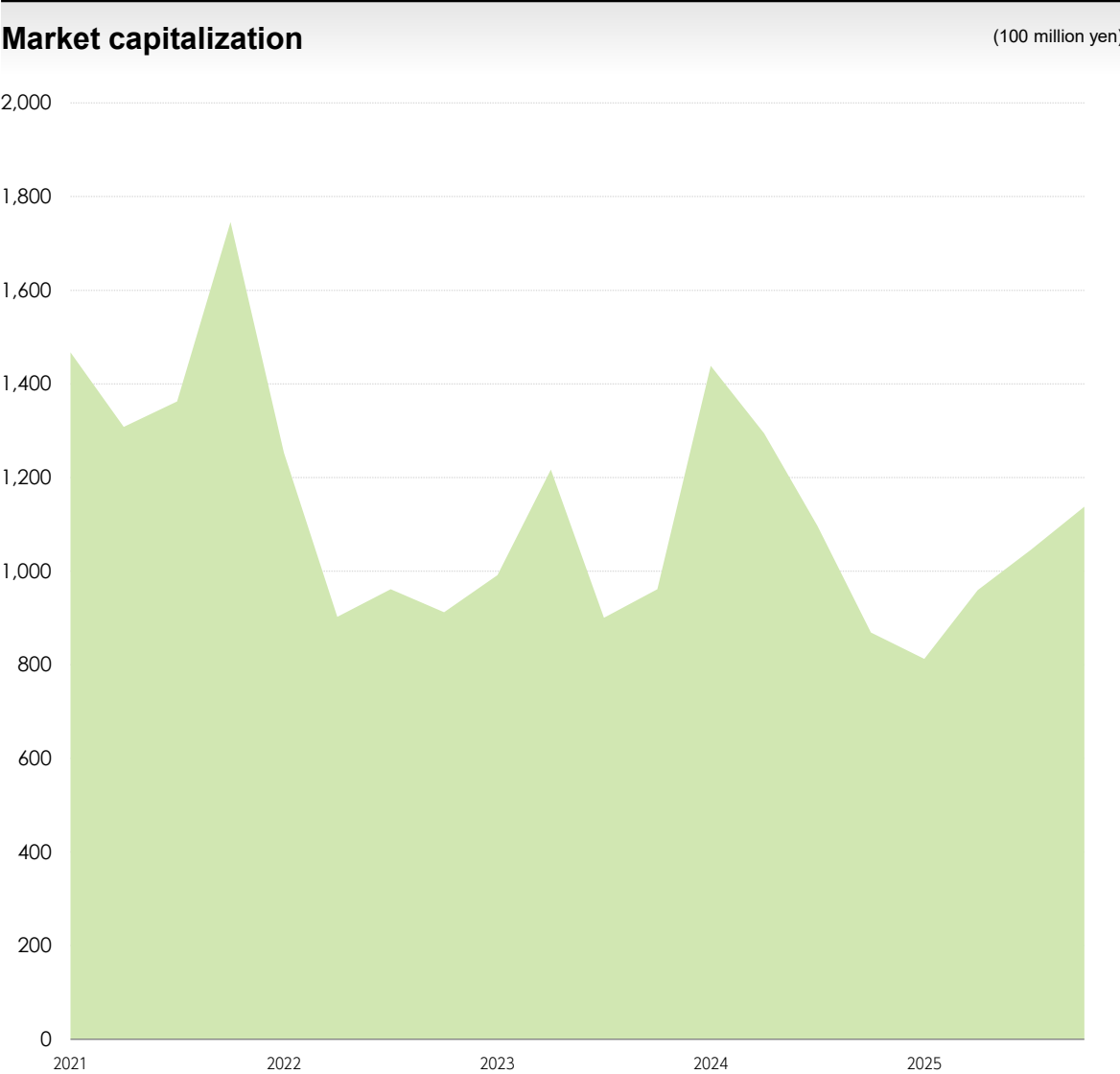
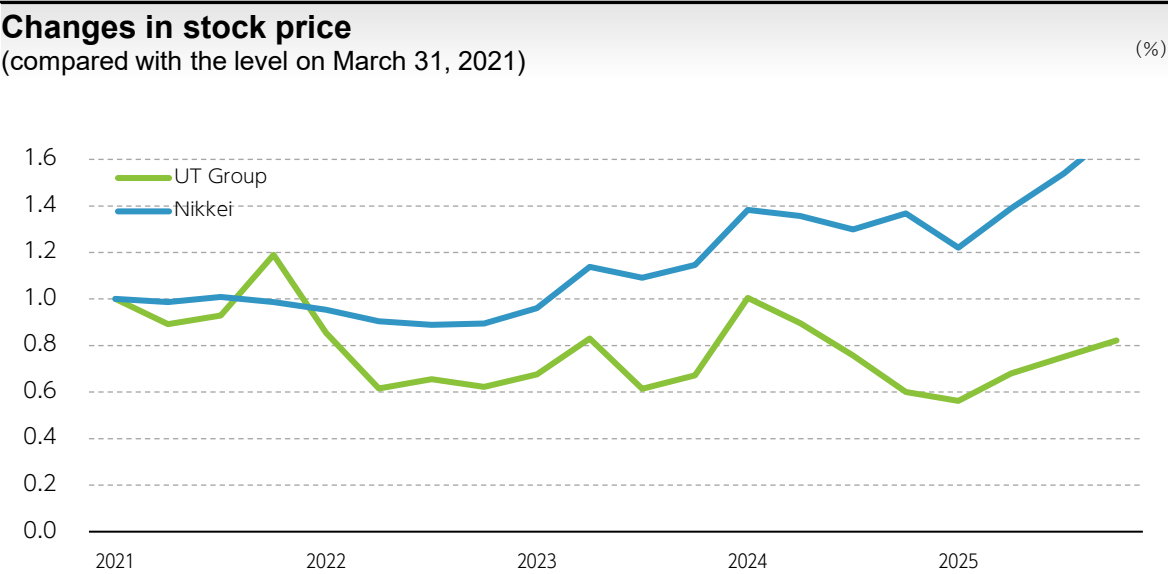


# Segment Composition (Restated FY3/2025 Results in New Segments)



Appendix

# Trends of Stock Price



# Corporate Outline

Corporate Outline

As of December. 31, 2025

Corporate name:	UT Group Co., Ltd.
Established:	April 14, 1995
Founded:	April 2, 2007
Capital:	1.51 billion yen
Listing:	TSE Prime Market (Securities code: 2146)
Representative:	President and Representative Director Manabu Sotomura (As of April. 1, 2024)
Location:	1-11-15 Higashi-Gotanda, Shinagawa-ku, Tokyo
Number of issued and outstanding shares :	599,198,745shares
Number of shareholders:	32,429

Group Companies

As of December. 31, 2025

UT Aim Manufacturing personnel services	UT Life Support Internal benefit program management
UT Agent General personnel dispatch and outsourcing	UT Heartful Special subsidiary company
UT SURI-EMU General personnel dispatch and outsourcing	
UT Toshiba General personnel dispatch and outsourcing	
FJ UT Plus Co., Ltd. General personnel dispatch and outsourcing	
UT MESC Elevator/escalator manufacturing outsourced work and dispatch of design engineers	
UT HITES General personnel dispatch and outsourcing	

# Create vigorous workplaces empowering workers.



Upward **Together**

**UT Group Co., Ltd.**

## Disclaimer

This document has been prepared solely for the purpose of providing information regarding the Company's business forecasts. The forward-looking comments and forecasts expressed in this document are the plans based on the Company's judgment based on information available at the time of its preparation and are subject to change without notice. Actual results may differ from the above forecasts, due to various factors.

## [Inquiries]

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