

Fiscal Year Ended March 31, 2026

Financial Results

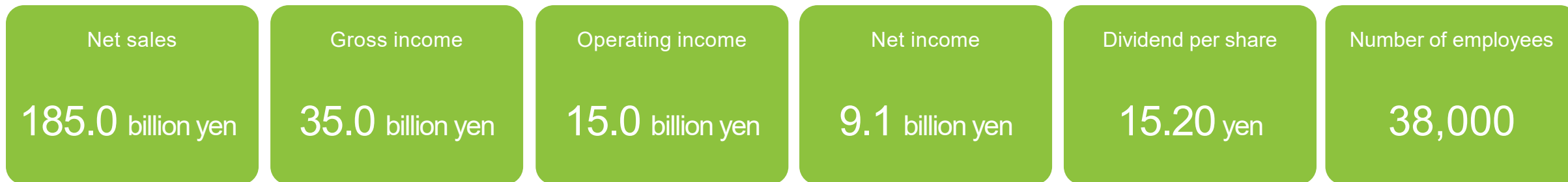
May 14, 2026

UT Group Co., Ltd.

Securities Code: 2146(TSE Prime Market)

About the Fifth Medium-Term Business Plan

Targets for the final year of the Fifth Medium-Term Business Plan (FY3/2029)



Key points

POINT 01

Create a new growth stage by strengthening services to workers

- Profit distribution through the point program membership and by making employees shareholders
- 4,000 workplaces to choose from one of the largest in Japan
- Available 24/7 for AI interviews
- A free pass that allows flexible start/end date
- Referral service to client companies

POINT 02

Return to 8% operating margin

Make the “Tamaru Work” effective and control hiring and recruitment costs



Aim to return operating margin to 8%, the record high level achieved in 2023, by 2029

POINT 03

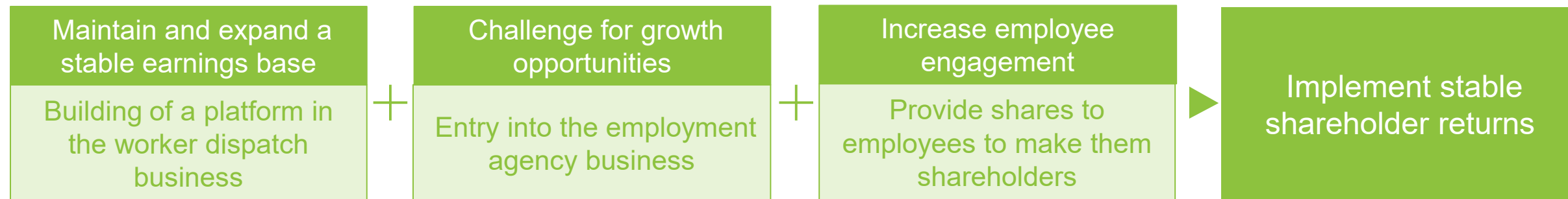
Internal target for the placement business

Internal target for the placement business for 2029:
Generate 3 to 6 billion yen in gross income



The above goal is not included in the Medium-Term Business Plan. Aim to achieve more profit than planned.

Fifth Medium-Term Business Plan: Review of the first year (FY3/2026)



Expansion of Workplaces

Job openings at UT Group's clients

4,798

+227 y-o-y

Job openings at UT alliances' clients

12,877

+12,877 y-o-y

Number of Successful Placements

Successful placements to workplaces of client companies

934

+82 y-o-y

Successful placements to workplaces of alliance partners

296

+296 y-o-y

Grant of Shares and Employee Shareholders

Shares expected to be granted in June 2026

App. **3.3** million shares

Number of employee shareholders

+8,867 People

Expected increase

Dividend Policy

Dividend payout ratio

100% and **10 yen** at minimum

Expected dividend amount for 2026

7.1 billion yen

12.25 yen (per share)

Actions to take in the remaining plan period

- Build a platform that enables all workplace and career choices in manufacturing sites, and promote membership among job seekers.
- Increase employee engagement by returning profits to members through stock compensation and stable dividends.
- By doing the above, reduce the turnover rate and recruitment and other hiring costs, and improve profit.

Summary of FY3/2026 Financial Results

Sales were lower than the revised forecast but operating income exceeded the forecast, reaching a record high

- The measures to improve profitability progressed steadily and operating income increased significantly, while net sales remained at the same level as FY3/2025.
- Stock-based compensation expenses had been factored in at 1.2 billion yen, but 0.7 billion yen was recorded after a careful examination of provision. Gross income therefore exceeded the forecast by 0.5 billion yen.
- In addition, SG&A expenses were lower (recruitment expenses: 0.3 billion yen; personnel expenses: 0.3 billion yen), and operating income exceeded the forecast by 1.1 billion yen.

Sales (Excl. the business sold in FY3/2025)	166.8 billion yen	Up 0.8% y-o-y	Progress vs. forecast Decrease of 1.2 billion yen
Gross income	31.9 billion yen	Up 5.4% y-o-y	Progress vs. forecast Increase of 0.5 billion yen
Operating income	10.6 billion yen	Up 46.3% y-o-y	Progress vs. forecast Increase of 1.1 billion yen
The number of technical employees	32,922	Down 4.0% y-o-y	578 less vs year-end forecast

Revision of year-end dividend forecast

Year-end dividend was revised upward due to higher-than-expected net income, in accordance with the basic policy of 100% payout ratio.

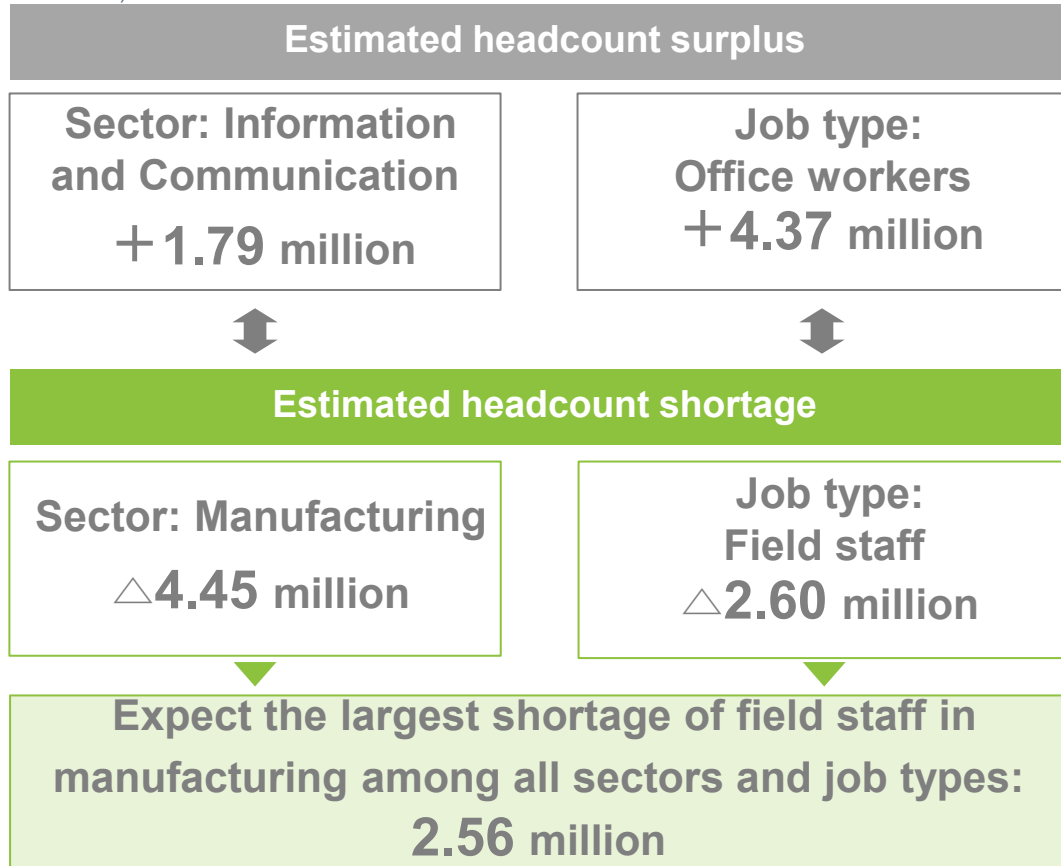
- Starting with FY3/2026, UT implemented quarterly dividend payment **with a minimum annual dividend per share of 10 yen** and a dividend payout ratio of 100%.
- The annual dividend for FY3/2026 was 3.25 yen higher than FY3/2025, and 1.40 yen higher than the forecast.

Conversion after the stock split	1Q	2Q	3Q	4Q	Total
FY3/2026 forecasts	—	—	—	2.60 yen (E)	10.85 yen (E)
FY3/2026 results	2.68 yen	2.97 yen	2.60 yen	4.00 yen Increase y-o-y +1.40 yen to forecast	12.25 yen Increase y-o-y +1.40 yen to forecast
FY3/2025 results	0.00 yen	0.00 yen	4.07 yen	4.93 yen	9.00 yen

The Impact of AI on the Manufacturing Staffing Business

2040 employment structure estimation and sectoral or occupational supply/demand mismatch

Source: Ministry of Economy, Trade and Industry (METI), January 2026, "Estimation of Employment Structure in 2040 (Revised Edition)"



Impact on manufacturing and staffing business

Demand for manufacturing staffing workers will remain firm, and the impact of AI will be limited

- **Undergoing substitution of some tasks**
Progress in generative AI and the robotic technology is expected to lead to the substitution of some tasks (routine tasks, transport and inspection work, etc.) in factories.
- **High hurdles for full automation**
Operation using AI robots requires large-scale capital investment and training of AI talents, which are not easily done.
- **Human resources are indispensable for changing procedures and high-precision work**
In production of automobiles (frequent model changes) and semiconductors (many kinds of fine work), there will continue to be areas requiring manual labor, and the supply/demand conditions are expected to remain tight.
- **Shortage of workers in local areas**
Demand for dispatched workers is expected to expand especially in areas with many factories of small and medium-sized companies which find it hard to automate and face high-volatility orders.

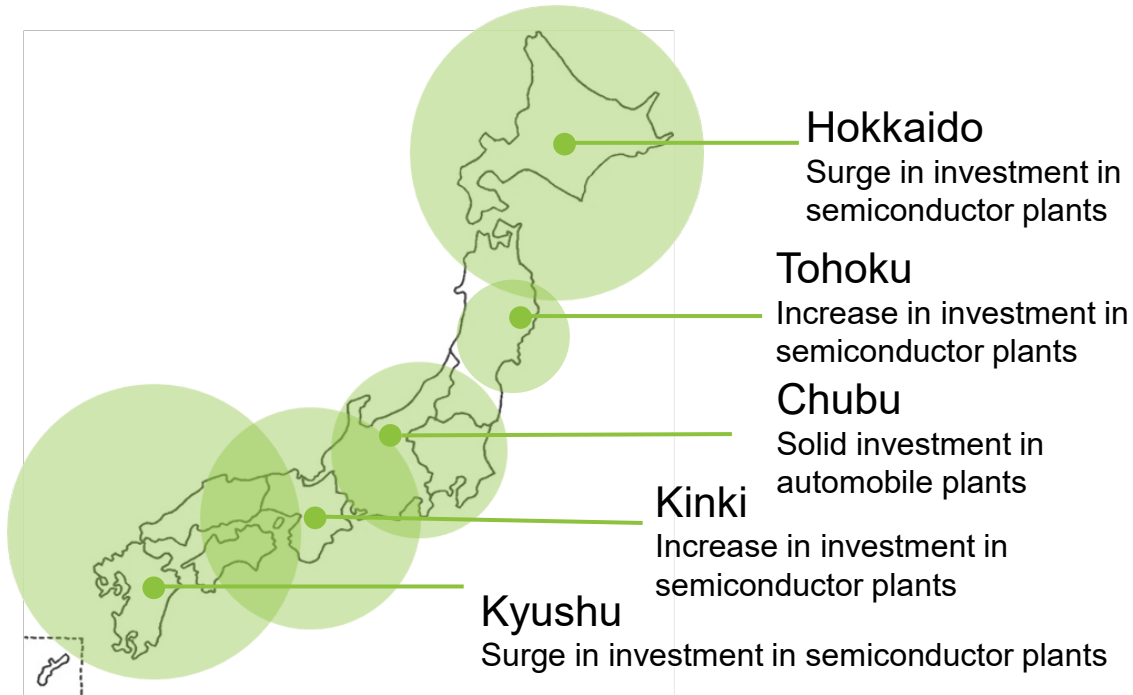
Anticipate stable demand, as well as large-scale demand when new plants are launched.

Capital investment trends in the domestic manufacturing industry

- Large-scale capital investments to strengthen domestic manufacturing capacity are continuing, mainly in semiconductors.
- Installation, trial operation, and start-up of facilities for mass production are expected to accelerate.

Capital investment trends by region from 2024 onward

Source: Prepared by UT Group based on disclosed materials and press materials of companies



Capital expenditures at major semiconductor companies

Source: Prepared by UT Group based on the following companies' disclosed materials and press materials

JASM

New construction and expansion of plants;
Kumamoto Prefecture (Kyushu)

Approx. **2.1** trillion yen

Rapidus

New construction of a plant and investment for mass production;
Chitose City, Hokkaido

Approx. **1.6** trillion yen

Micron

Expansion of production and capacity;
Hiroshima Prefecture (Chugoku)

Approx. **1.5** trillion yen

Kioxia

Expansion of production and capacity;
Mie Prefecture (Kinki), Iwate Prefecture (Tohoku)

Approx. **0.45** trillion yen

Through the Tamaru Work, we aim to establish a service base that will be chosen by workers of manufacturing sites.

Accounting Treatment for Stock-based Compensation Expenses

1 Method for calculating the provision amount of stock compensation for employees

Net sales

Cost of sales

Gross income

Operating income

...

Net income before stock-related expenses (A)

**Net income before stock-related expenses (A) × 30% =
Stock-based compensation expenses**

**Calculate the provision for stock compensation (B) in
view of conditions for grant (i.e., minimum employment
of one year)**

2 Method for recording the stock compensation provision amount and calculating dividends

Net sales

**Cost of sales + Provision for stock
compensation (B)**

Gross income

SG&A expenses

Operating income

...

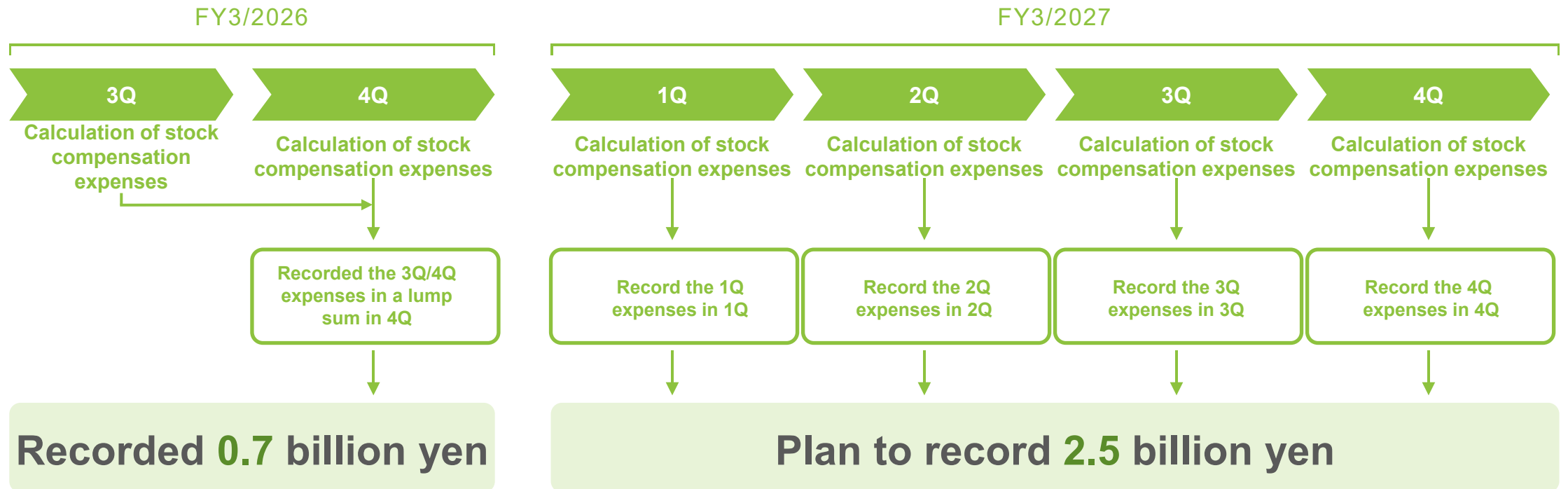
Net income (C)

**Net income (C) × 100% = Total dividend amount
(DPS 10 yen at minimum)**

**2H FY3/2026: Recorded the stock expenses for 2H (6 months) in 4Q
FY3/2027: Record the annual stock expenses on a quarterly basis**

Accounting treatment for stock-based compensation expenses

FY3/2026: Recorded stock-based compensation expenses for 3Q and 4Q in a lump sum in 4Q.
From FY3/2027: Plan to carefully review and record provisions on a quarterly basis.



What We Achieved in FY3/2026

Pursuit of efficiency in the staffing business

Realized a significant profit increase even though we started investing in human capital

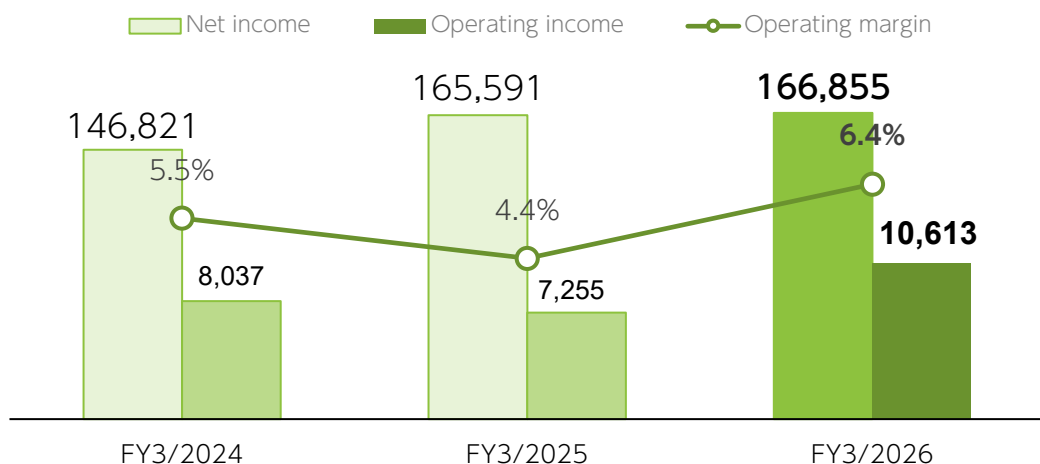
- Abolished the inefficient hiring method implemented in FY3/2025.
- Controlled recruitment expenses in consideration of hiring unit prices.
- Focused on wage unit negotiation and a strategy for transferring employees to high unit projects.

Full-scale entry into the placement business

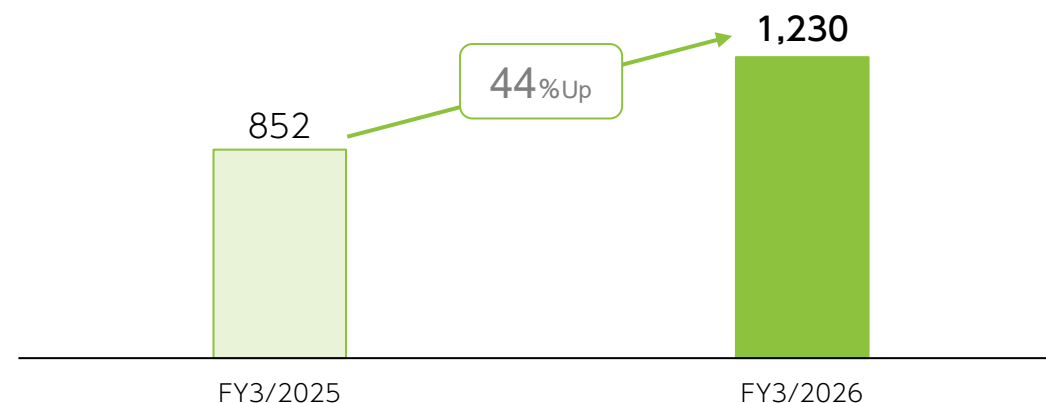
Established an internal system and started full-scale sales activities

- Accelerated fixed-term employee referrals for the automotive industry.
- Strengthened the Next UT (transfer of temporary workers to full-time ones) for the semiconductor industry.
- Greatly increased the number of placement via alliance in regional areas.

Net sales, Operating income and Operating margin



The number of closed placement cases (Full time, Permanent, Next UT, and Alliance cases)



Key Measures for FY3/2027

Staffing Business

Promote the transfer of employees to higher salary, more favorable workplaces.

- Expect the balanced supply/demand to remain and the minimal macroeconomic impact, but require close monitoring.
- Focus on raising wage units and terms, and promote the shift to high wage unit projects.
- Increase employees while continuing to control recruitment costs.
- Expand the use of foreigners in hard-to-hire regions/sectors.

Placement Business

Expand job opportunities according to job seekers' career plan and lifestyle.

- Expansion in the number of new job openings from major clients
- Maximizing the effective use of the population
- Progress management by visualizing job opening data
- More efficient matching of projects and applicants

Tamaru Work (Point-Earning Work)

Return of profit to employees through stocks, and improve the convenience of the membership app.

Point program

- June 2026: Implement the first share grant.

Development of apps for members

- July 2026: Launch an external recruitment app.
- January 2027: Integrate and update it with the in-house apps.

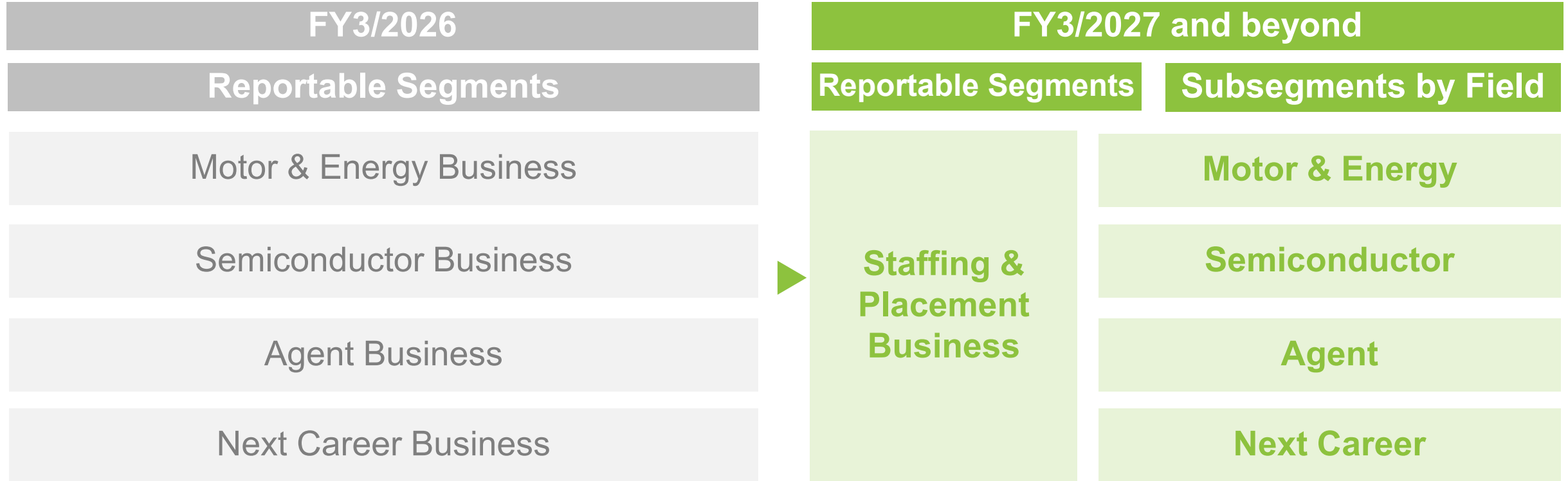
Aim at sales growth by improving profitability through unit wage negotiations and thorough control of vacancy management and recruitment costs.

Change in Business Segment

In April 2026, UT Group reorganized its internal organization from industry-based to function-based. The reportable segmentation will be changed to a single segment from FY3/2027.

(Purpose of reorganization)

- └ Maximize workstyle options by facilitating the transfer of job seekers between industries.
- └ Strengthen contact points with client companies and improve the value we provide by promoting cross-sectional recruitment and sales activities.
- └ As a result, we will promote the improvement of Life Time Value (LTV) through the expansion of job opportunities.

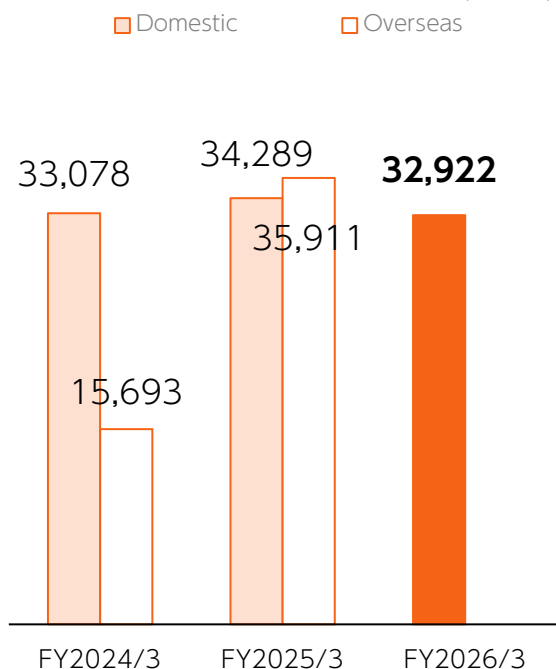


Despite a change to a single segment, UT plans to continue disclosing sales trends by fields as subsegments.

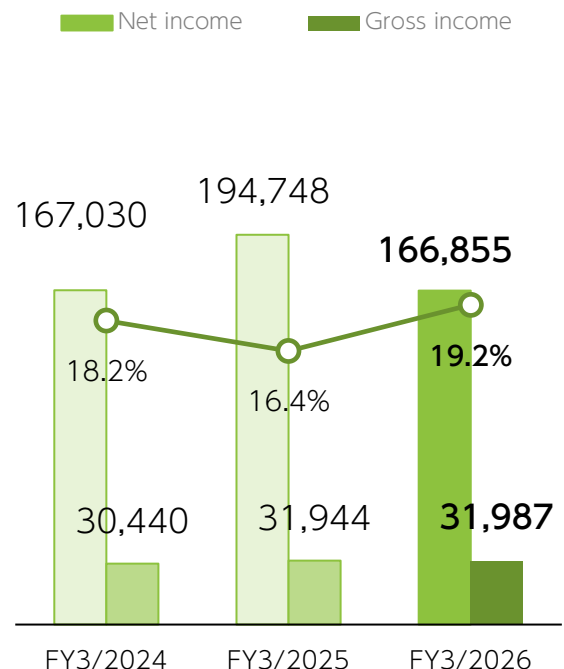
Results Highlights (including the businesses sold by FY3/2025)

- Sold the Engineering Business at the beginning of FY3/2025 and the Vietnam Business at the end. Comparison excluding these impacts is presented on the next slide.
- The sale of the Vietnam Business reduced sales y-o-y but the impact on gross income and operating income was minimal due to its low gross margin.
- EPS decreased due to the absence of extraordinary income from the sale of the Engineering Business and the Vietnam Business.

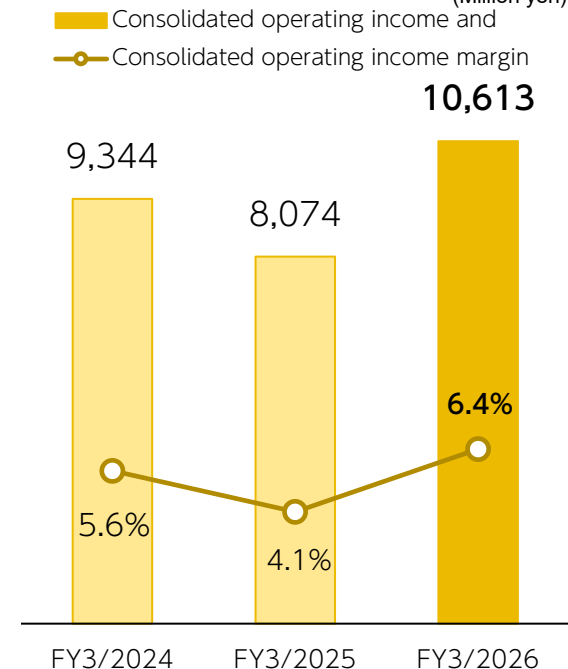
Technical employees (Domestic / Overseas) (Person)



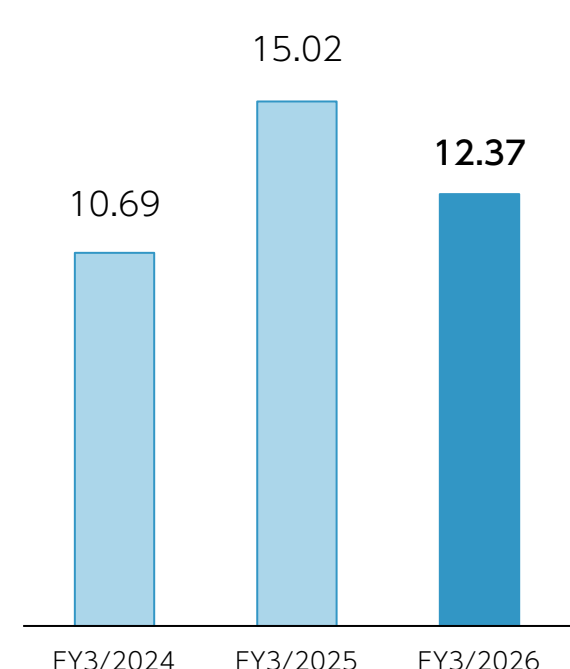
Net sales / Gross income / Gross margin (Million yen)



Consolidated operating income and Consolidated operating income margin (Million yen)



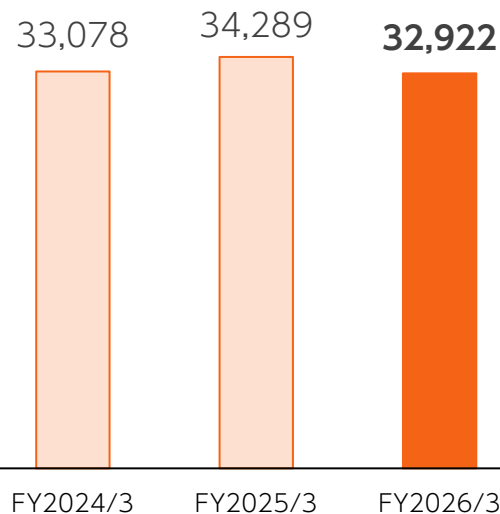
Net income per share (EPS) (yen)



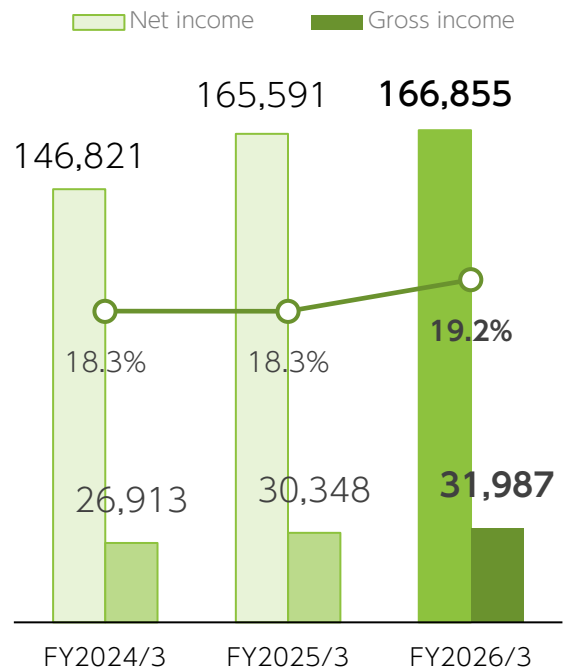
Results Highlights (excluding the businesses sold by FY3/2025)

- Despite sluggish growth in the number of technical employees, sales increased due to increased operating hours and improved unit wages.
- Gross margin improved by optimizing staff allocation and operations.
- Operating margin also improved by curbing SG&A expenses, such as reduced personnel costs due to organizational integration and reduced recruitment costs due to efficient hiring.
- Stock-based compensation expenses of 0.7 billion yen for FY3/2026 was recorded in 4Q. Gross margin and operating margin before the expenses were 19.6% and 6.8% respectively.

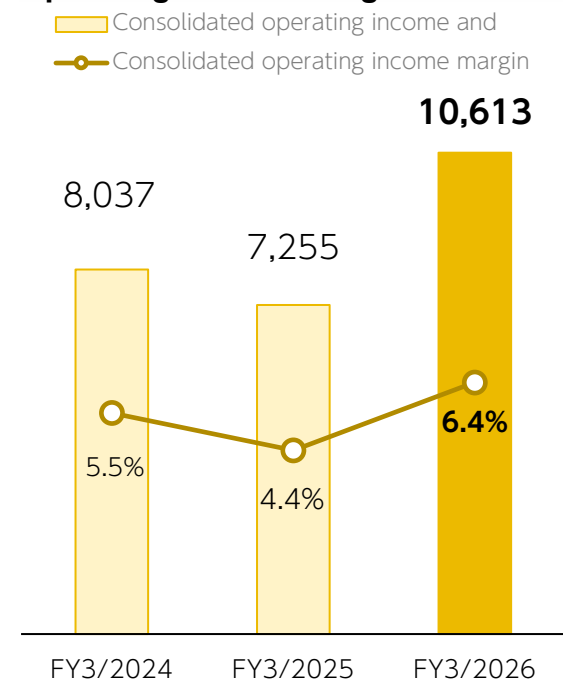
Technical employees (Domestic) (Person)



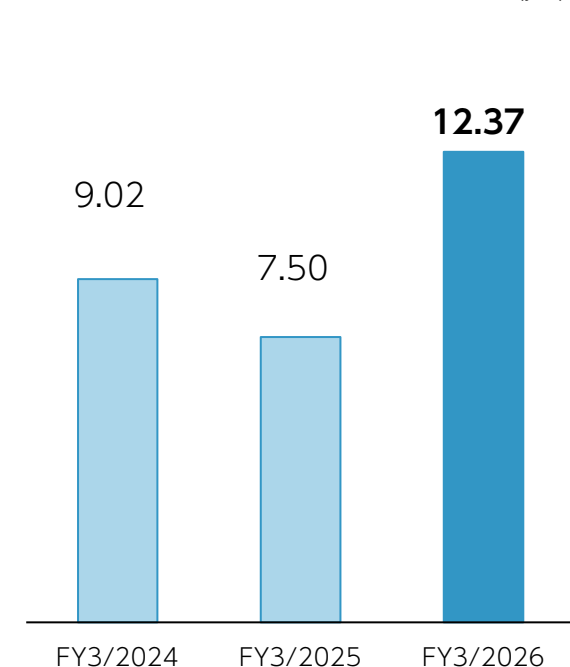
Net sales / Gross income / Gross margin (Million yen)



Operating income and Operating income margin



Net income per share (EPS) (yen)



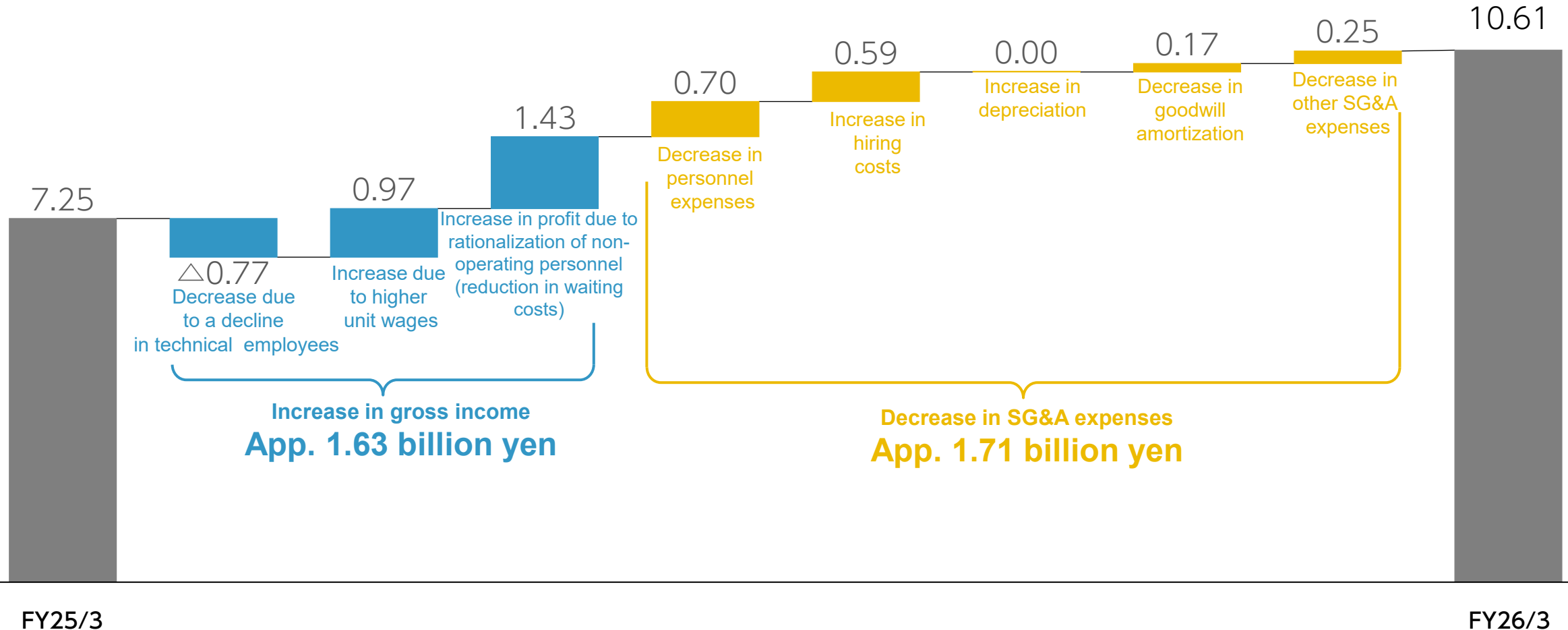
Quarterly Changes in Sales and Number of Technical Employees



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

[Oku yen]

	FY3/2025				FY3/2026		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	1,947	100.0%	1,656	100.0%	1,668	100.0%	△278	△14.3%	12	0.7%
Gross income	319	16.4%	303	18.3%	319	19.2%	0	0.1%	16	5.3%
SG&A expenses	238	12.3%	231	13.9%	213	12.9%	△24	△10.5%	△18	△7.8%
Operating income	80	4.1%	72	4.4%	106	6.4%	25	31.5%	34	47.2%
Ordinary income	82	4.2%	74	4.5%	108	6.5%	25	31.0%	34	45.9%
Net income attributable to UT Group	89	4.6%	44	2.7%	71	4.3%	△18	△20.6%	27	61.4%
EPS (yen)	15.02		7.50		12.37		△2.65	—	△4.87	—
No. of Tech employees (Domestic)	34,289		34,289		32,922		△1,367	△4.0%	△1,367	△4.0%

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

- Increased y-o-y by the optimization of staff allocation and operations.
- Gross margin before the stock-based compensation expenses was 19.6%.

SG&A expenses

- Of the y-o-y decrease of 2.49 billion yen, personnel expenses decreased by 1.29 billion yen; recruitment expenses by 0.62 billion yen; and amortization of goodwill, depreciation, and other SG&A expenses by 0.57 billion yen.

Technical employees (Japan)

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

Breakdown of the Dividend Forecast for FY3/2026

- The shareholder return policy from FY3/2026 is to deliver shareholder return through quarterly dividend payments based on the 100% payout ratio with a minimum dividend per share of 10 yen.
- The year-end dividend was increased by 1.40 yen from the previous forecast, in line with the above policy and the upside in net income for FY3/2026.

Post-split conversion*	End of 1Q	End of 2Q	End of 3Q	End of 4Q	Total
FY3/2026 forecasts				2.60 (E)	10.85 (E)
FY3/2026 results	2.68	2.97	2.60	4.00	12.25
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.

Consolidated Balance Sheets

	[million yen]					
	March 31, 2025		December 31, 2025		Change from the end of the previous FY	
	Results	% to total assets	Results	% to total assets	Amount	%
Current assets	54,270	81.8%	52,402	82.5%	△1,867	△3.4%
Cash and deposits	31,708	47.8%	29,507	46.5%	△2,201	△6.9%
Notes and accounts receivable – trade	19,717	29.7%	20,240	31.9%	540	2.8%
Non-current assets	12,076	18.2%	11,071	17.4%	△1,005	△8.3%
Property, plant and equipment	815	1.2%	1,073	1.7%	257	31.6%
Intangible assets	9,375	14.1%	8,108	12.8%	△1,267	△13.5%
Goodwill	4,468	6.7%	4,130	6.5%	△337	△7.6%
Investments and other assets	1,885	2.8%	1,889	3.0%	3	0.2%
Total assets	66,346	100.0%	63,473	100.0%	△2,873	△4.3%
Current liabilities	22,927	34.6%	22,594	35.6%	△332	△1.5%
Short-term borrowings and Current portion of long-term borrowings	2,199	3.3%	2,900	4.6%	700	31.8%
Current liabilities	7,096	10.7%	8,736	13.8%	1,640	23.1%
Long-term borrowings	5,695	8.6%	6,945	10.9%	1,249	21.9%
Net assets	36,323	54.7%	32,141	50.6%	△4,181	△11.5%
Shareholders' equity	29,258	44.1%	25,226	39.7%	△4,031	△13.8%
Share acquisition rights	5,732	8.6%	5,560	8.8%	△171	△3.0%
Total liabilities and net assets	66,346	100.0%	63,473	100.0%	△2,873	△4.3%
Net debt/equity ratio	△0.8	—	△0.7	—	—	—
ratio of goodwill to shareholders' equity	15.27%	—	16.33%	—	—	—

Current assets

- Increase in accounts receivable and decrease in cash and deposits

Non-current assets

- Decrease in software and goodwill

Current liabilities

- Increase in current portion of long-term borrowings
- Decrease in income taxes payable and deposits received

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 39.8% (44.1% as of March 31, 2025)

Outstanding shares

- End of 4Q: 601,193,745 shares
+3,288,000 shares from the end of FY3/2025

Results by segment

FY3/2026: Actions Taken by Each Segment

Motor & Energy Business

- **Started a fixed-term employee referral service for the automotive industry**

Started sales mainly to major existing clients, and signed contracts with 11 companies by 4Q.

- **Strengthened Next UT (dispatched workers to full-time employees)**

Strengthened support for transferring own employees to clients' full-time employees, to meet clients' demand for full-time employees.

- **Total referrals for Next UT and fixed-term employees: Close to 150**

Semiconductor Business

- **Strengthened sales to negotiate unit wages and promoted the transfer to high unit wage projects**

Increased base unit wage, and expanded allowance for work shift, and promoted transfer to high unit wage projects such as new factory projects and engineering projects.

- **Enhanced engineer development**

Focused on HR development to meet the high demand for engineers. The number of engineer at year-end: 1,222 (up 68 from a year ago)

Referrals for Next UT: Over 100

Agent Business

- **Launched the area-specific personnel referral service**

Expanded direct referrals to clients as well as referrals to clients' full-time employees and referrals via alliance with peers. The number of peers which entered partner agreements increased to 61

- **Increased job openings and expanded referrals by strengthening alliances**

The number of referrals, including Next UT transfer, increased every quarter to over 900 in FY3/2026.

Next Career Business

- **Reorganization to improve profitability of each company**

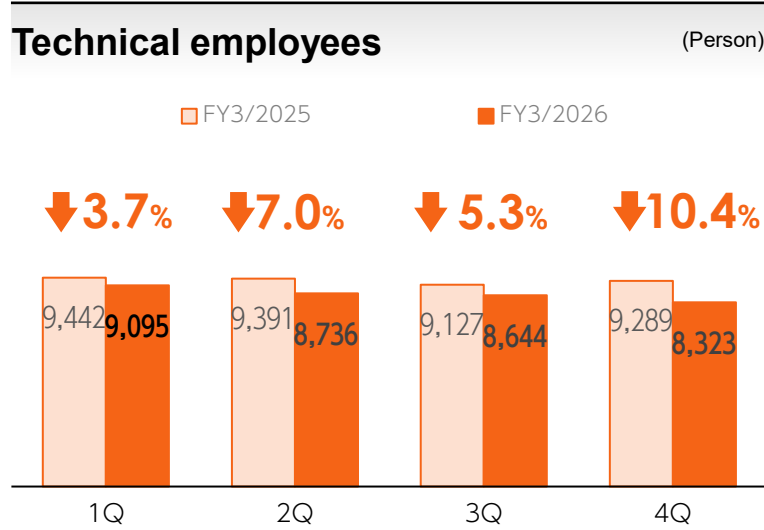
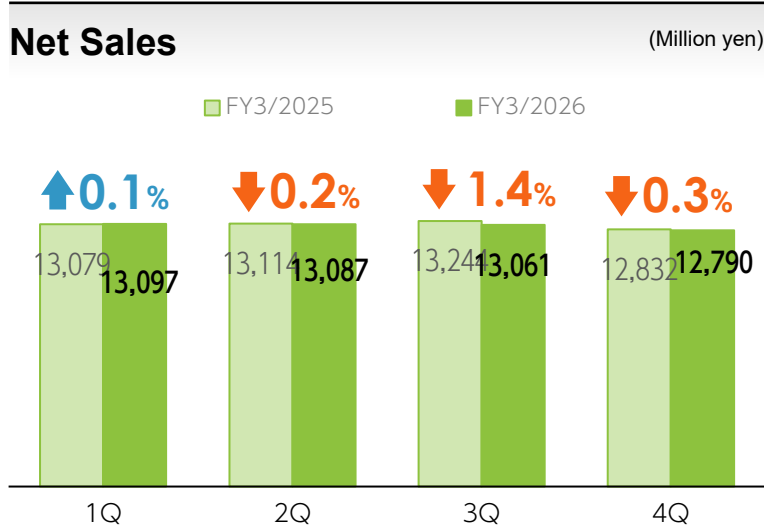
Fujitsu UT and UT FSAS CREE merged on October 1 2025.

UT MESC and UT Hites merged 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.

Segment Results



Sales and technical employees

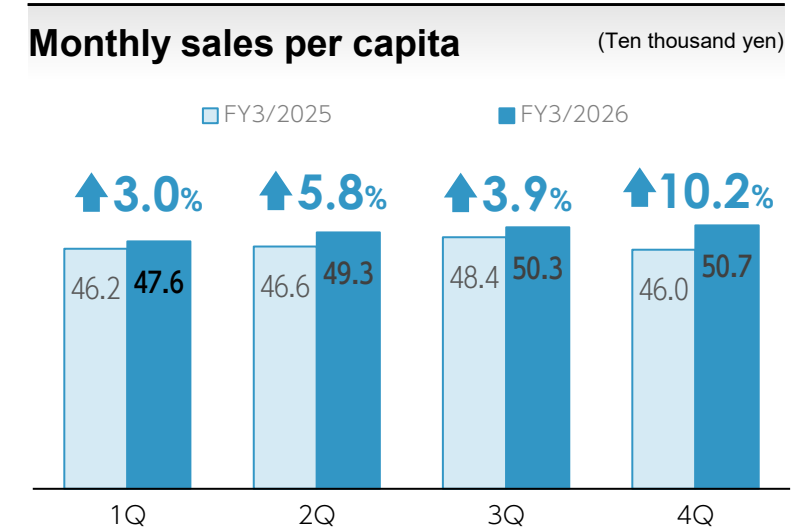
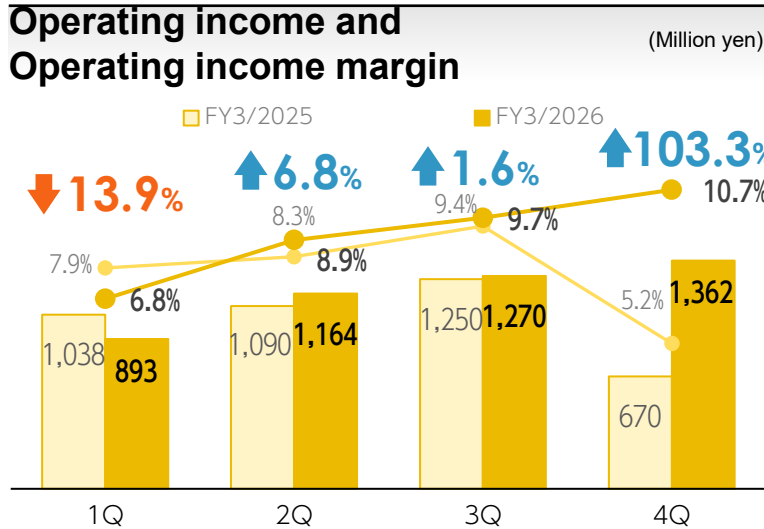
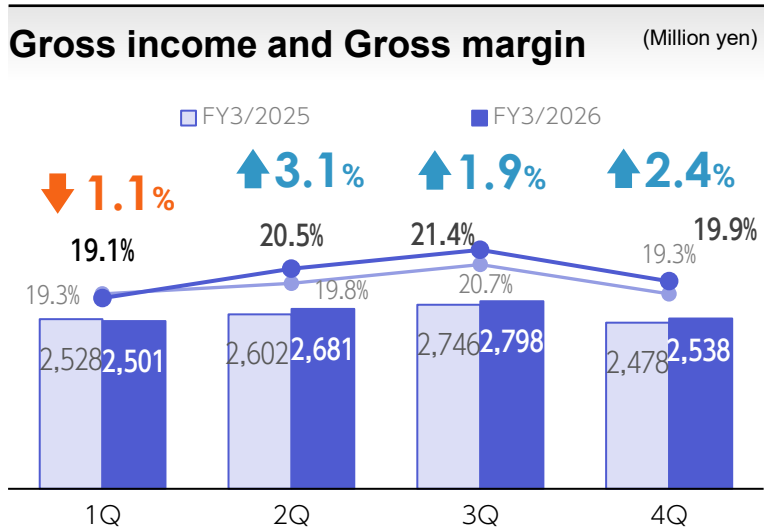
- Stagnant demand throughout the year. Reduced hiring led to a decrease in the number of tech workers and flat y-o-y sales.

Operating income and operating margin

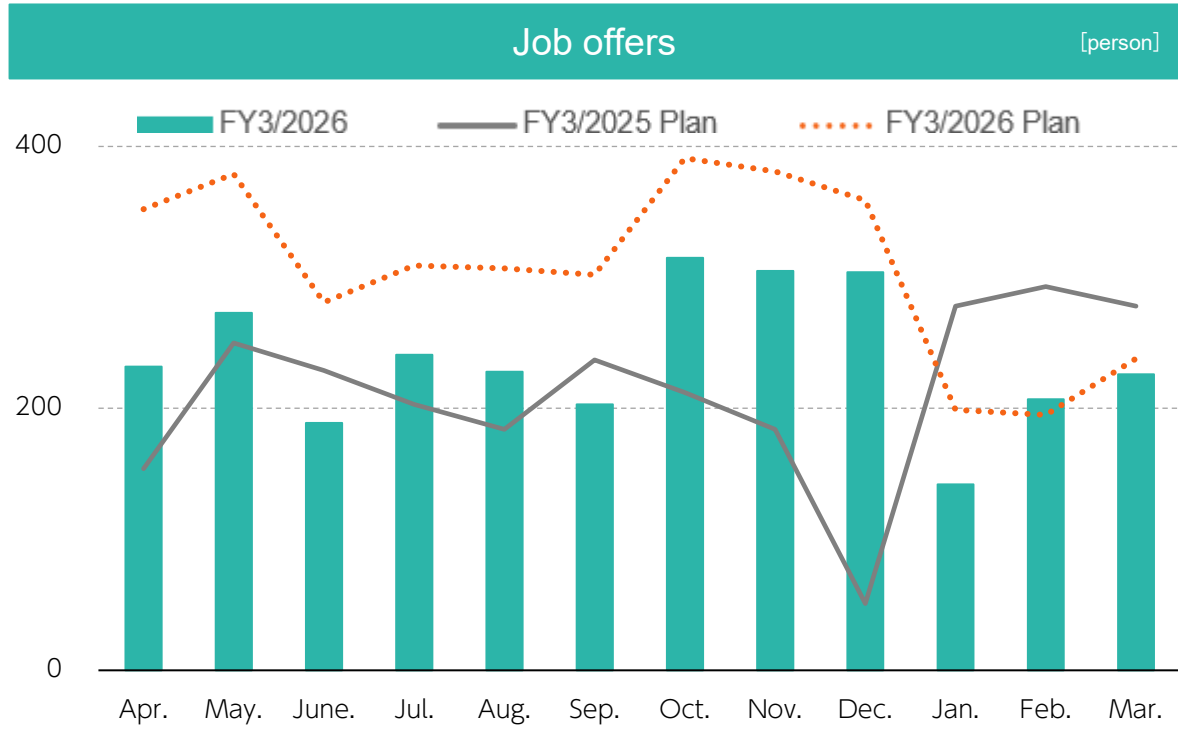
- Recorded stock-based compensation expenses of 0.19 billion yen. 4Q gross and operating margins before the expenses: 21.4% and 12.2% respectively.
- A significant increase in operating income due to curbed recruitment expenses in 4Q

Monthly sales per person

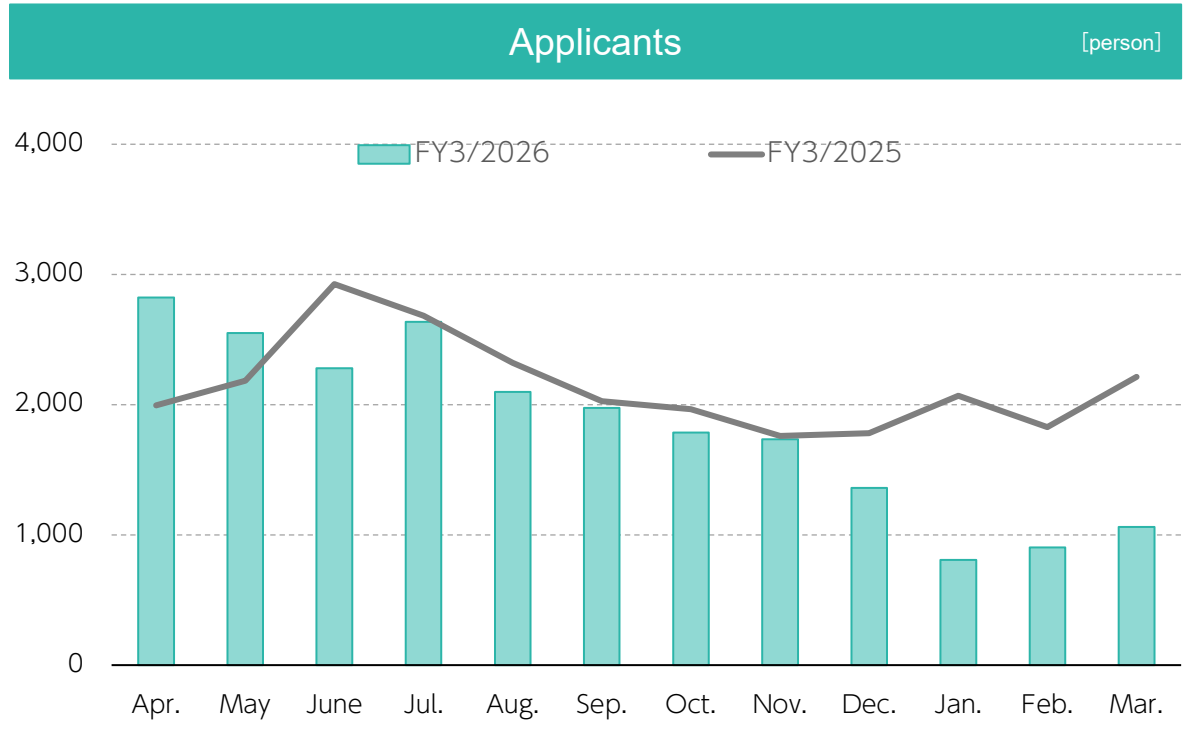
- Increased due to increased operating hours driven by more overtime work, etc. and an increase in unit wages.



Trends in Job offers and Applicants

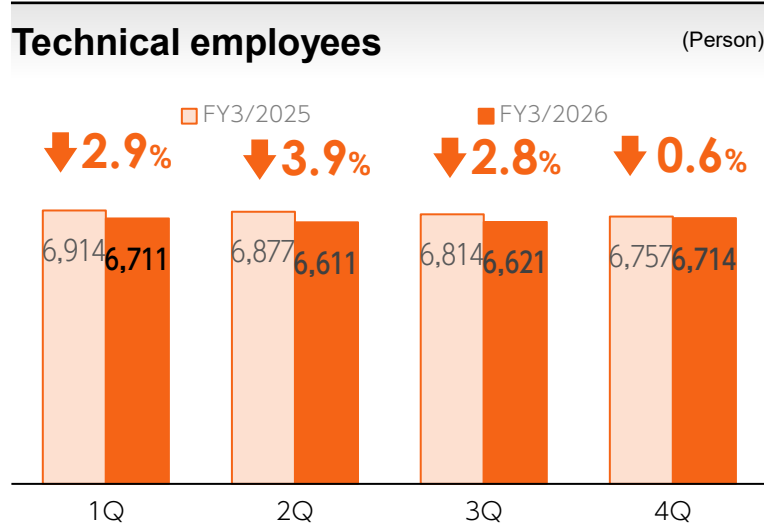
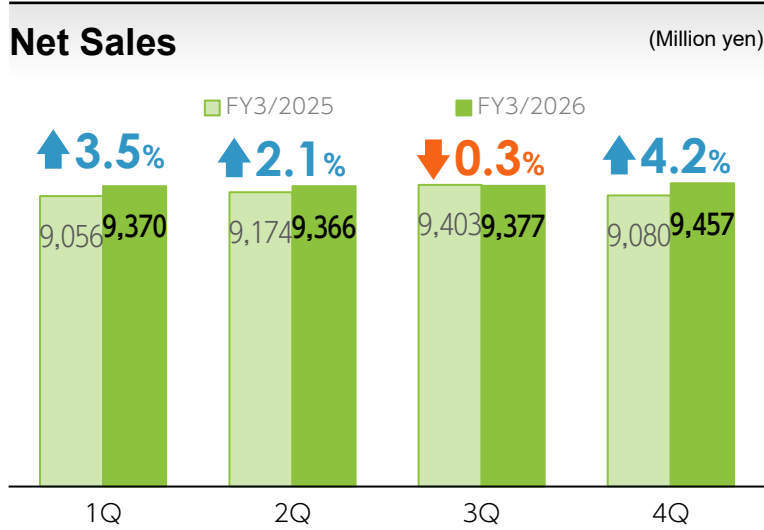


The number of job openings was reduced in 4Q due to strategic examination of orders, aimed at improving recruitment cost efficiency.



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

Segment Results



Sales and technical employees

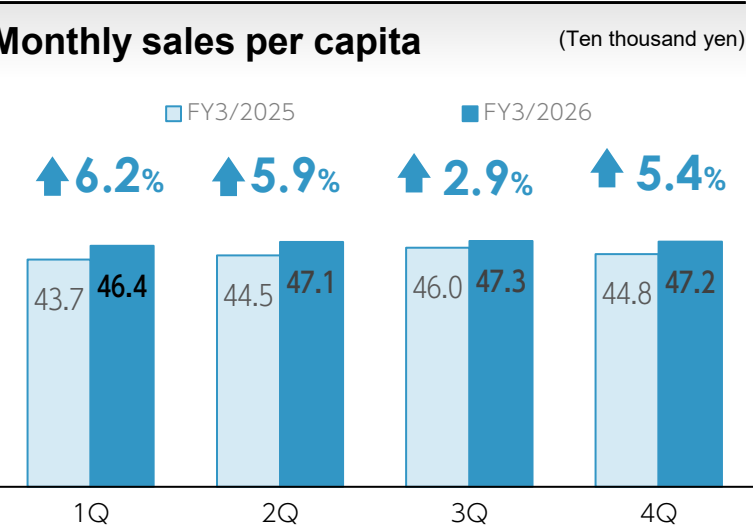
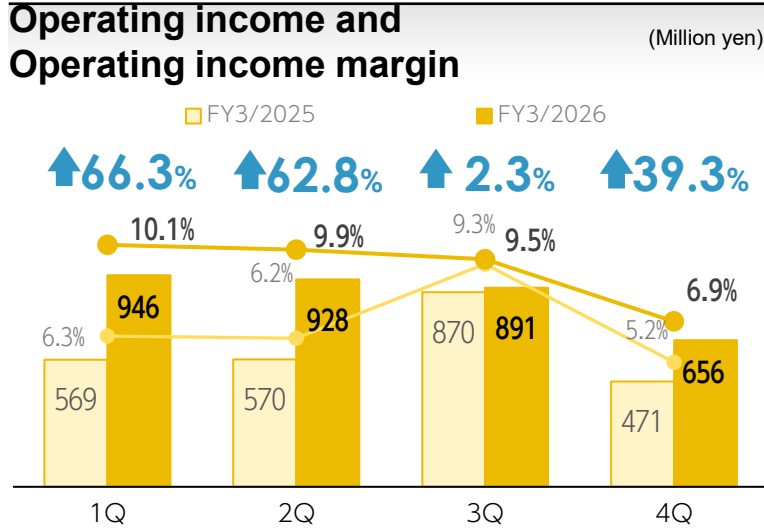
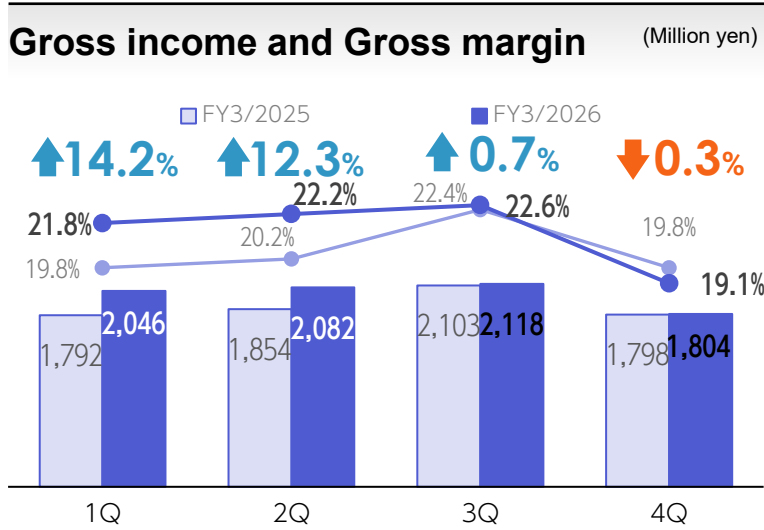
- 4Q sales increased due to rising unit wages despite a y-o-y decrease in the number of tech employees.

Operating income and operating margin

- Recorded stock-based compensation expenses of 0.2 billion yen. 4Q gross and operating margins before the expenses: 21.3% and 9.2% respectively.
- Despite lower gross margin in 4Q due to the above, curbed recruitment expenses led to an increase in operating income in all quarters.

Monthly sales per person

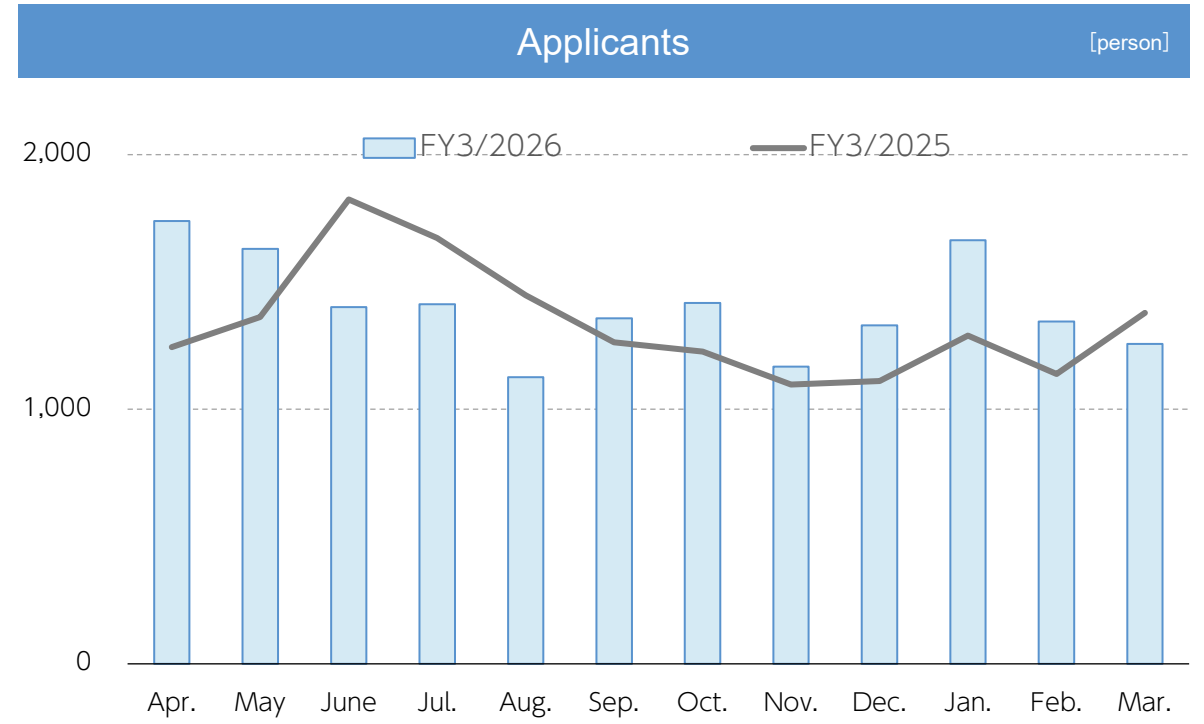
- Increased thanks to higher unit wages and the transfer of employees to higher unit wage projects.



Trends in Job offers and Applicants

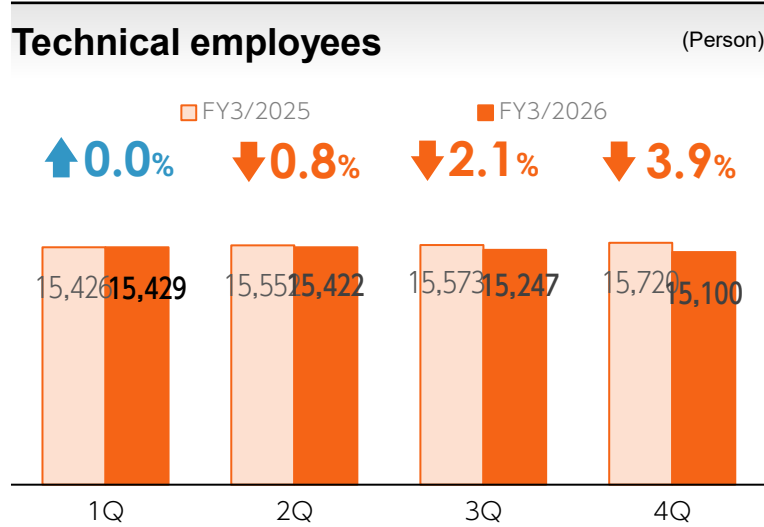
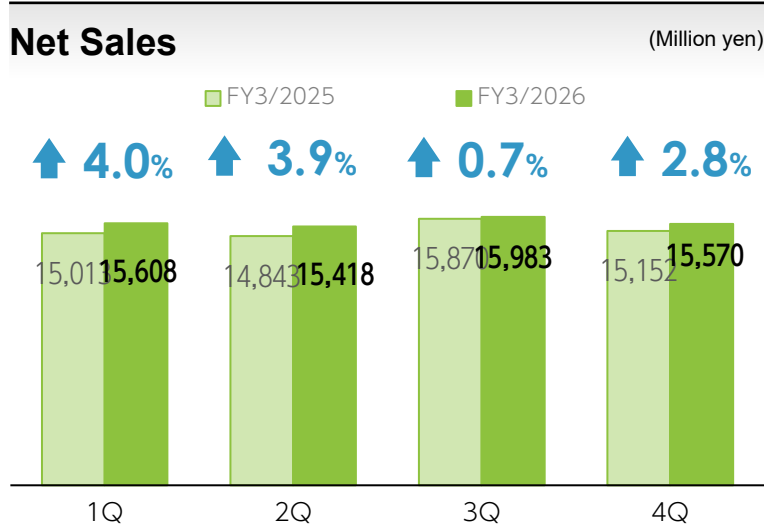


The demand for workers, mainly engineers, has been strong



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

Segment Results



Sales and technical employees

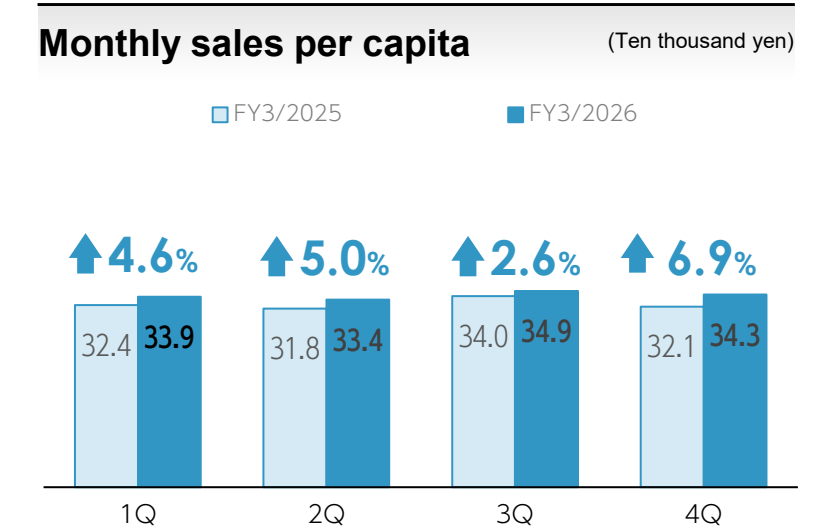
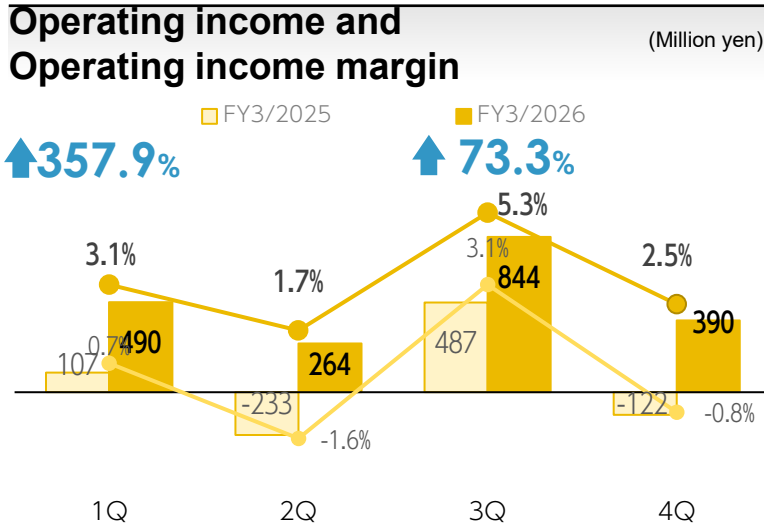
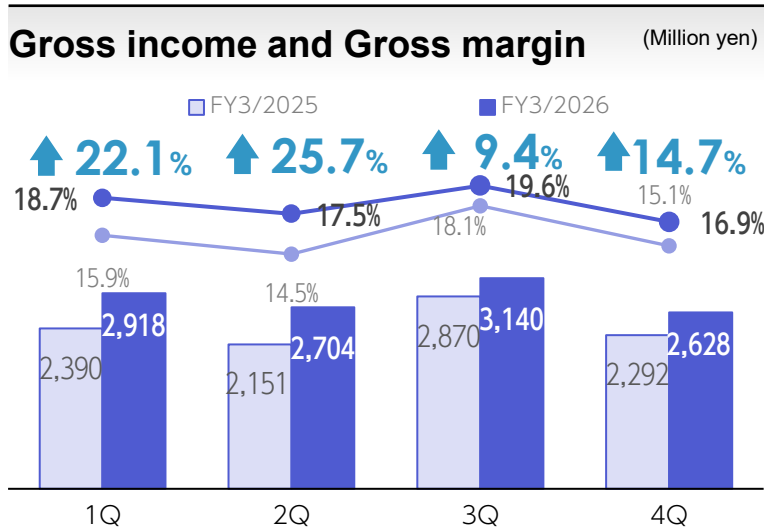
- Sales increased in all quarters due to continuous unit wage negotiations and more operating hours, despite a net decrease in the number of tech employees.

Operating income and operating margin

- Recorded stock-based compensation expenses of 0.29 billion yen. 4Q gross and operating margins before the expenses: 18.7% and 4.4% respectively.
- Optimized operating workforce led to significant improvement in gross income and operating income in all quarters.

Monthly sales per person

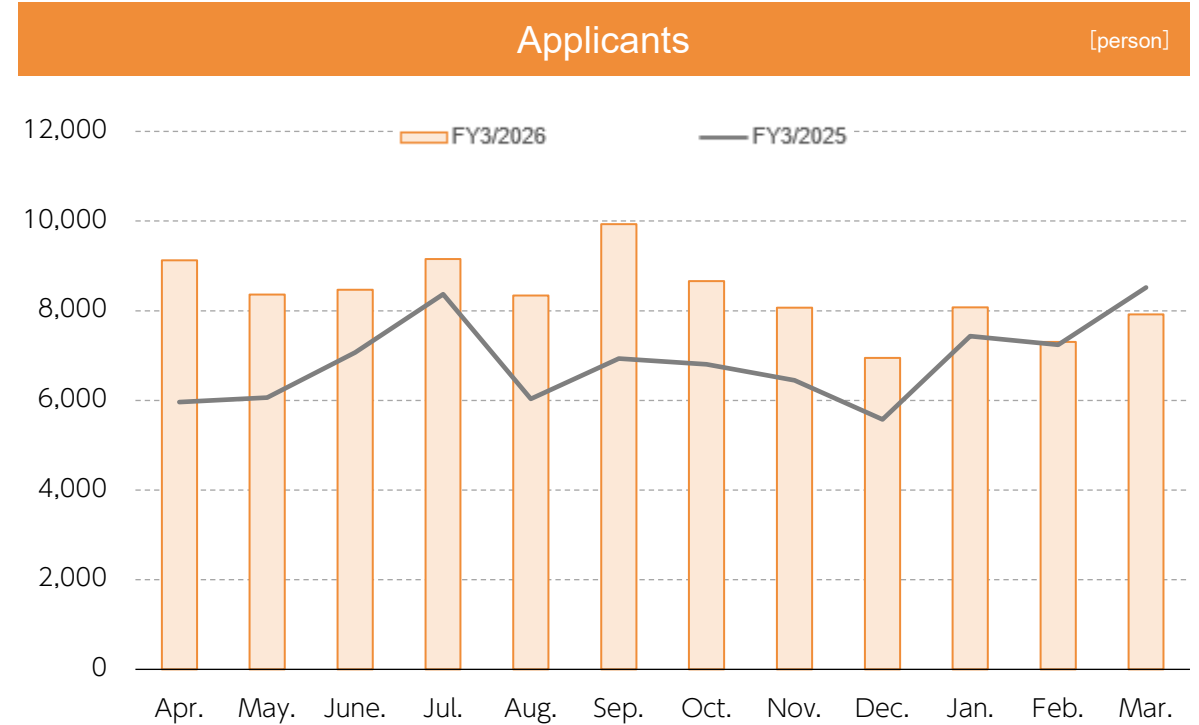
- The sales growth trend continued due to optimized operating workforce.



Trends in Job offers and Applicants

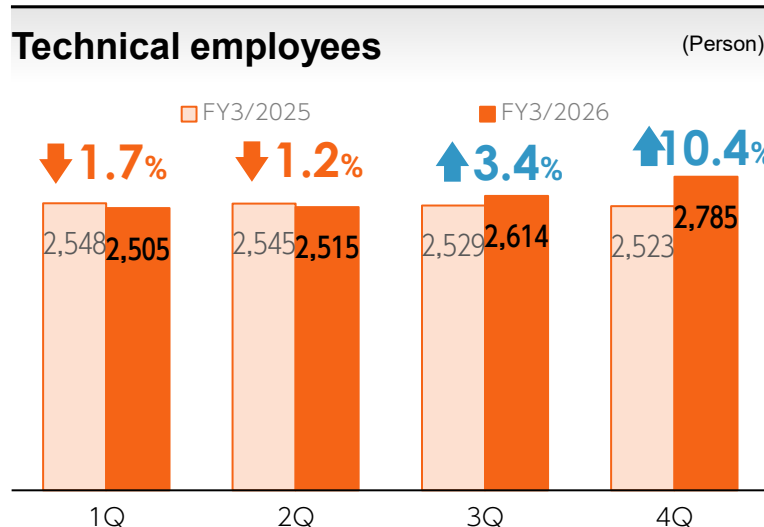
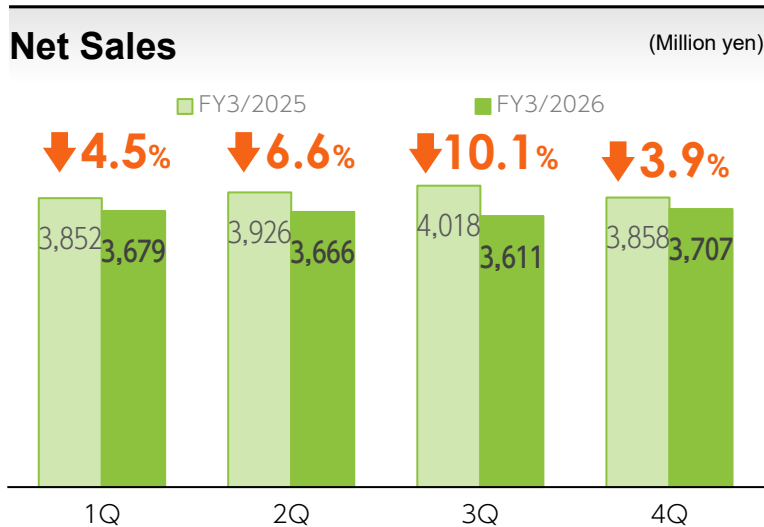


The number of job offerings increased significantly due to alliances with peers



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

Segment Results



Sales and technical employees

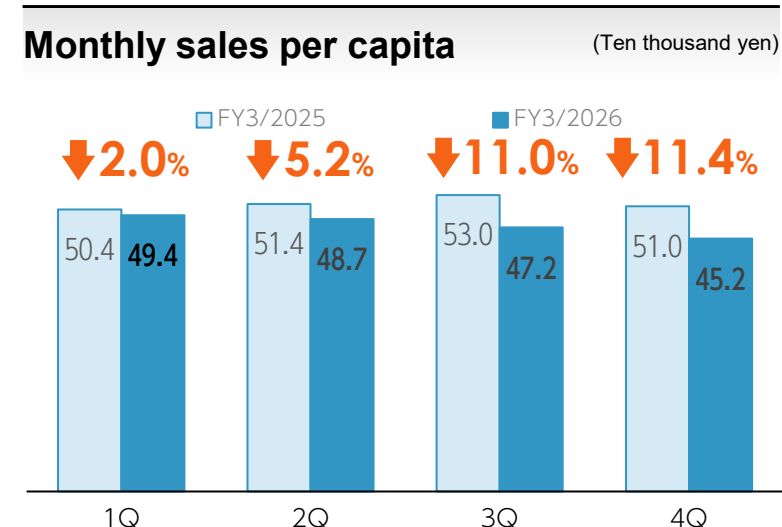
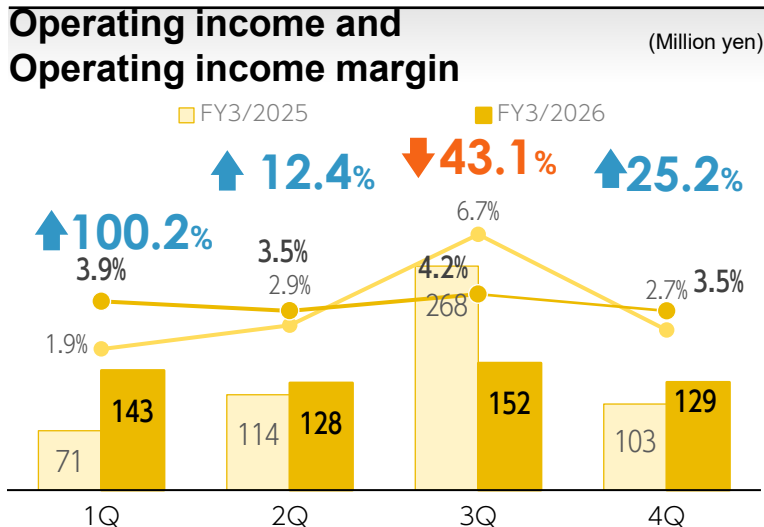
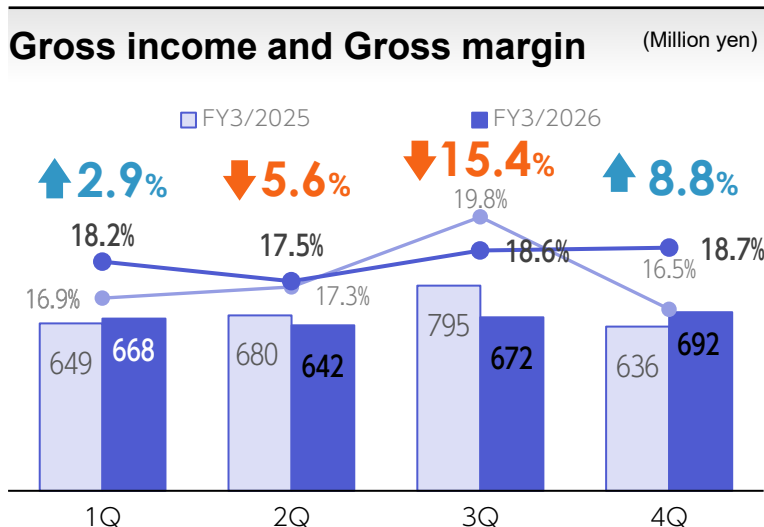
- The number of tech employees increased due to the expanded older workforce.
- Sales continued to decrease due to reduction in tech employees at some business partners from 1Q.

Operating income and operating margin

- Operating income increased in 4Q. A y-o-y decrease in 3Q was due to tough comparison to 3Q FY3/2025 when a one-off high-unit-wage project was received.

Monthly sales per person

- Sales decreased due to a decrease in some high-unit-wage projects of engineers and the expanded lower-unit-wage older workforce.



Consolidated Earnings and Dividend Forecasts for FY3/2027

FY3/2027 Earnings Forecasts

- UT's FY3/2027 earnings forecasts have not changed from those announced in the previous medium-term business plan, and do not take into account the expansion of its placement business in numerical terms.
- Net sales are expected to increase due to the expansion of demand for temporary staffing in the semiconductor-related sector.
- The gross margin is expected to decline because the amount of stock-based compensation expenses are expected to increase by more than 1 billion yen. However, the gross margin excluding this impact is expected to improve.
- SG&A expenses are expected to increase after factoring in an increase in recruitment expenses to increase employees and one-off expenses such as promotion expenses for "Tamaru Work" (Point-Earning Work).

[Billion yen]	FY3/2026 Actual Results (A)		FY3/2027 Forecasts (B)		Increase /decrease From Previous Period (B-A)	Ratio of Change from Previous Period (B/A)
	Results	% of net sales	Forecasts	% of net sales		
Net Sales	166.8	100.0%	170.0	100.0%	+3.2	+1.9%
Gross income	31.9	19.2%	32.0	18.8%	+0.1	+0.0%
SG&A expenses	21.3	12.8%	22.0	12.9%	+0.7	+2.9%
Operating income	10.6	6.4%	10.0	5.9%	△0.6	△5.8%
Ordinary income	10.8	6.5%	10.0	5.9%	△0.8	△7.7%
Net income attributable to UT Group	7.1	4.3%	6.1	3.6%	△1.0	△14.3%
EPS (Yen)	12.37	-	10.70	-	△1.67	-

FY3/2027 Dividend Forecast

- The shareholder return policy from FY3/2026 is to deliver shareholder return through quarterly dividend payments based on the 100% payout ratio with a minimum dividend of 10 yen per share .
- The annual dividend for FY3/2027 is expected to be 10.23 yen, based on a dividend payout ratio of 100%.
- The breakdown of quarterly dividends is expected to be determined in consideration of the quarterly results and other factors.

	End of 1Q	End of 2Q	End of 3Q	End of 4Q	Total
FY3/2027 initial forecasts	TBD	TBD	TBD	TBD	10.23(E)
FY3/2026 results	2.68	2.97	2.60	4.00	12.25

*Dividend amounts for periods prior to the January 1, 2026, 15-for-1 stock split have been adjusted to reflect the split.

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.

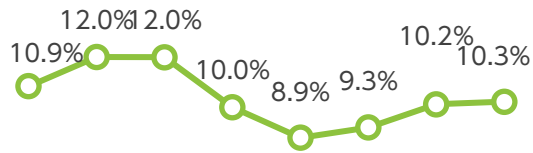
1) Total number of issued shares before the stock split	39,902,683 shares
2) The number of shares to be increased by the split	558,637,562 shares
3) Total number of issued shares after the stock split	598,540,245 shares
4) Total number of shares authorized to be issued after the stock split	2,300,000,000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

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

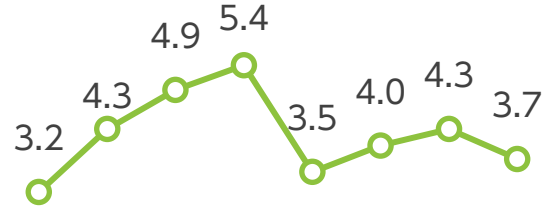
Key Indicators of the Three Main Businesses (hiring efficiency)

* Motor & Energy Business, Semiconductor Business and Agent Business

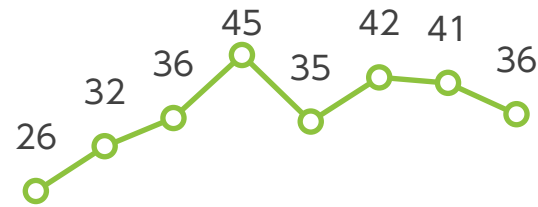
Application matching rate



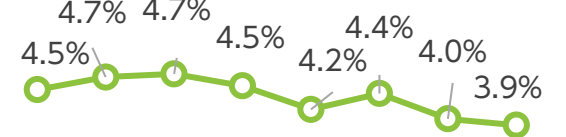
Application unit cost [10,000 yen]



Hiring unit cost [10,000 yen]



Employee turnover



1Q	2Q	3Q	4Q
FY25/3			
1Q	2Q	3Q	4Q
FY26/3			

*Matching Rate = (Number of Hires + Number of Referrals) / Number of New Applicants

1Q	2Q	3Q	4Q
FY25/3			
1Q	2Q	3Q	4Q
FY26/3			

1Q	2Q	3Q	4Q
FY25/3			
1Q	2Q	3Q	4Q
FY26/3			

1Q	2Q	3Q	4Q
FY25/3			
1Q	2Q	3Q	4Q
FY26/3			

Improved by an increase in the number of referrals driven by increased direct job offers other than dispatch and by a review of recruitment media

Improved y-o-y due to careful examination of projects and applicants, and a review of recruitment media

Improved y-o-y due to careful examination of projects and applicants, and a review of recruitment media

Improved by reducing mismatches, following up of new entrants, and optimizing the number of hires



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]				
		1Q	2Q	3Q	4Q	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	12,790	52,036
	Operating income	893	1,164	1,270	1,362	4,691
	Operating income margin	6.8%	8.9%	9.7%	10.7%	9.0%
	Technical employees	9,095	8,736	8,644	8,323	8,323

Semiconductor Business		[million yen]				
		1Q	2Q	3Q	4Q	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	9,457	37,572
	Operating income	946	928	891	656	3,422
	Operating income margin	10.1%	9.9%	9.5%	6.9%	9.1%
	Technical employees	6,711	6,611	6,621	6,714	6,714

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

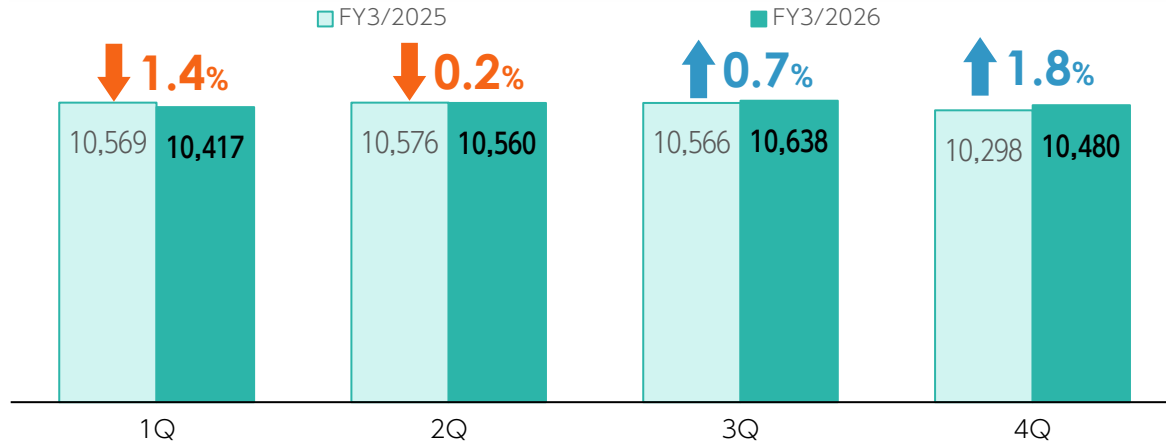
Agent Business		[million yen]				
		1Q	2Q	3Q	4Q	Full year
FY3/2023	Net sales	13,387	13,737	14,307	13,674	55,105
	Operating income	631	525	946	496	2,598
	Operating income margin	2.1%	3.6%	4.7%	2.5%	3.2%
	Technical employees	13,398	13,603	13,733	13,586	13,586
FY3/2024	Net sales	13,858	13,564	14,495	13,735	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	15,570	62,580
	Operating income	490	264	844	390	1,989
	Operating income margin	3.1%	1.7%	5.3%	2.5%	3.2%
	Technical employees	15,429	15,422	15,247	15,100	15,100

Next Career Business		[million yen]				
		1Q	2Q	3Q	4Q	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	3,707	14,665
	Operating income	143	128	152	129	554
	Operating income margin	3.9%	3.5%	4.2%	3.5%	3.8%
	Technical employees	2,505	2,515	2,614	2,785	2,785

FY3/2026 Sales by Business

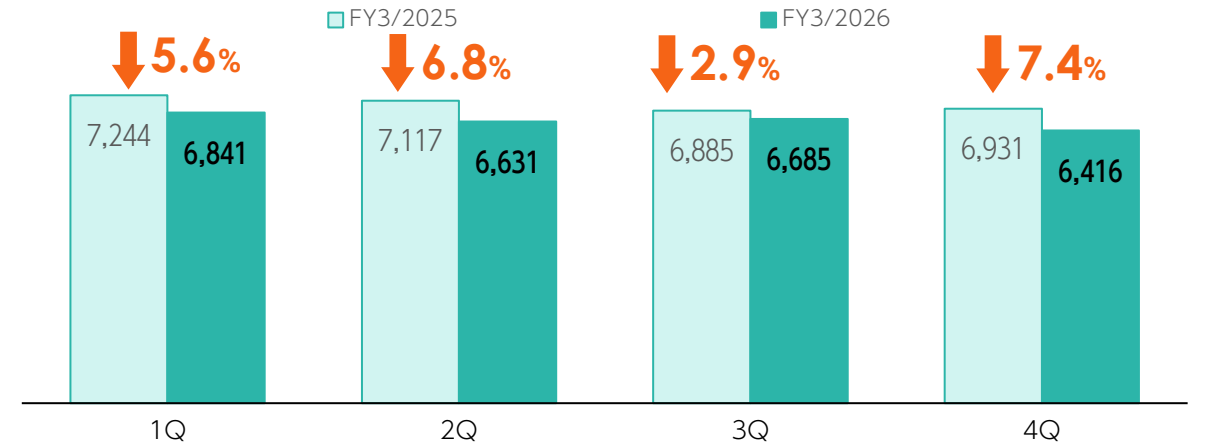
UT Aim Motor & Energy Business Net sales

[million yen]



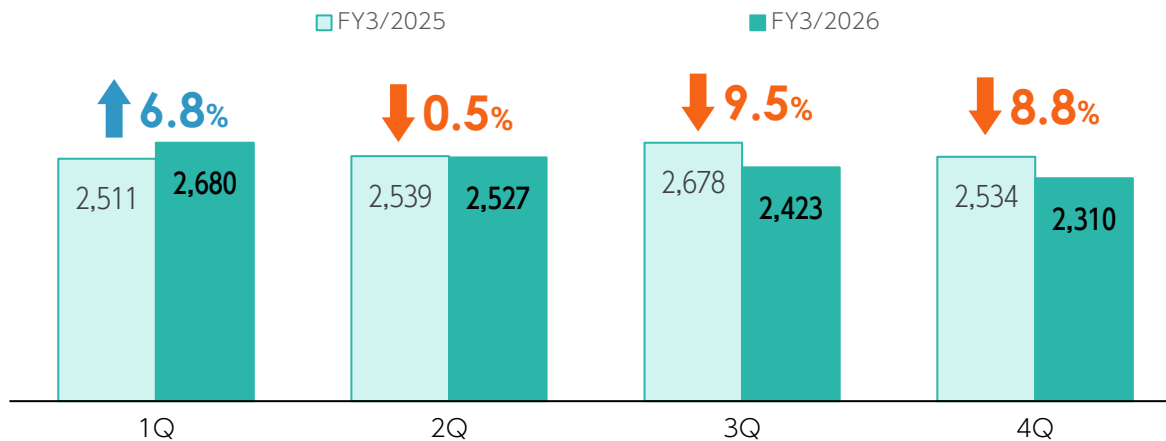
UT Aim Motor & Energy Business Technical employees

[Person]

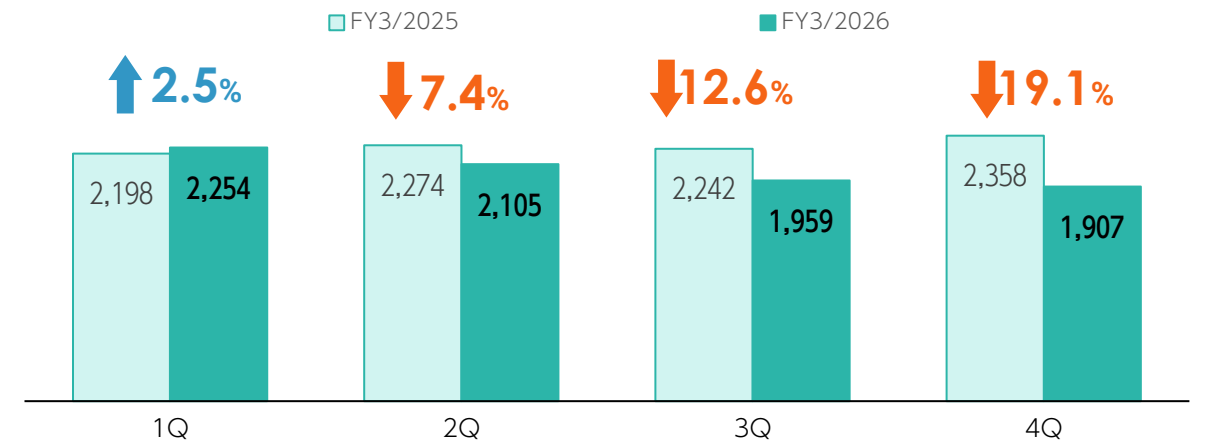


Nikkei Worker Net sales

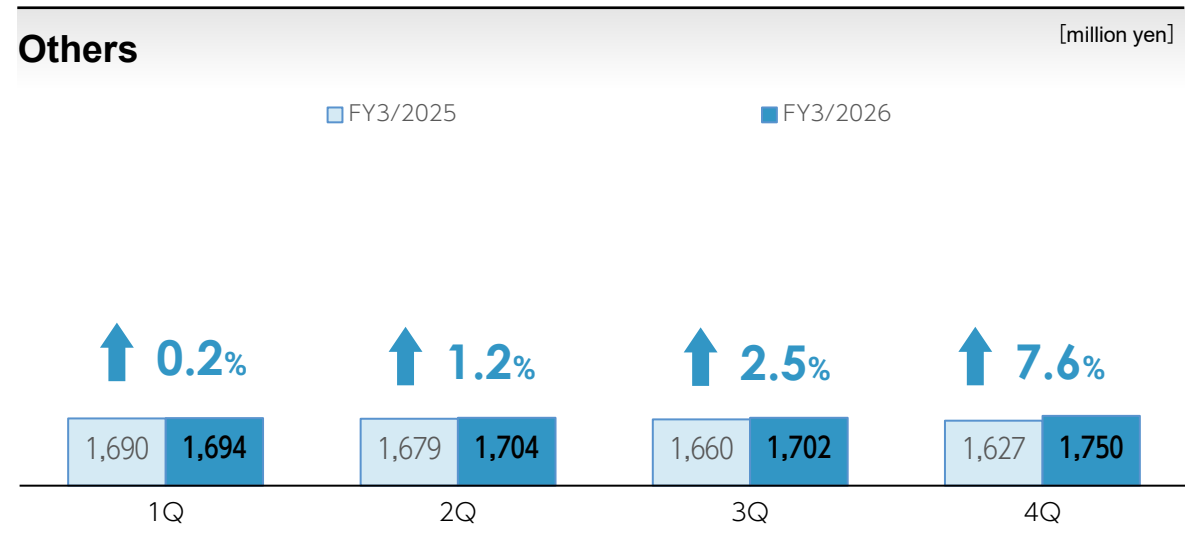
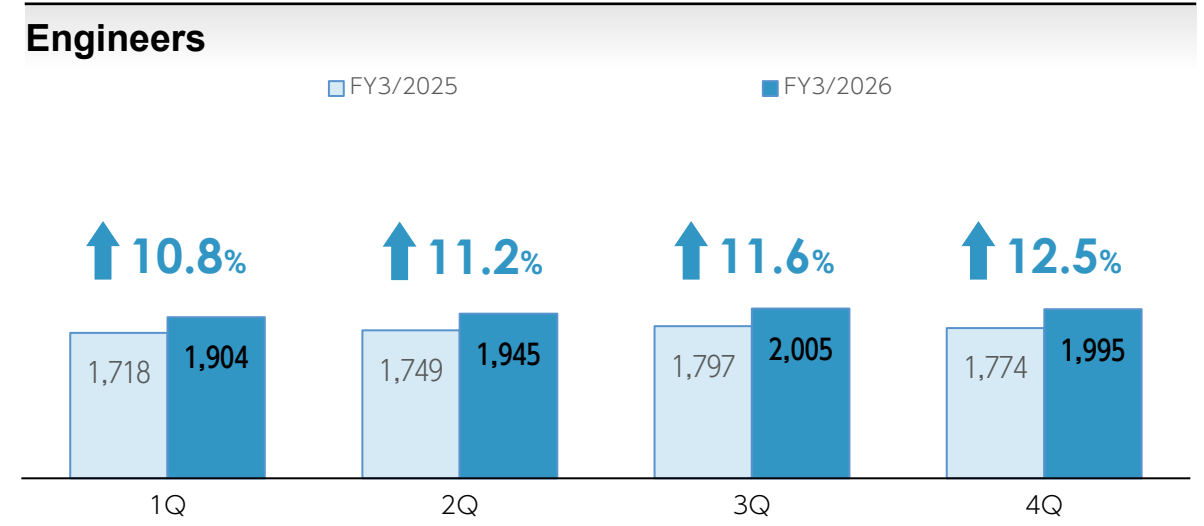
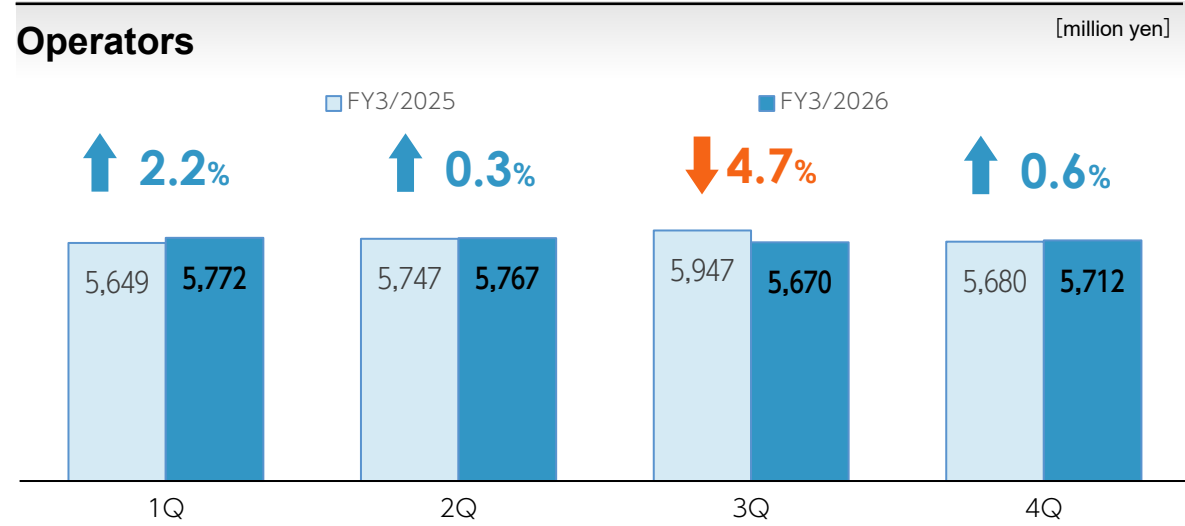
[million yen]



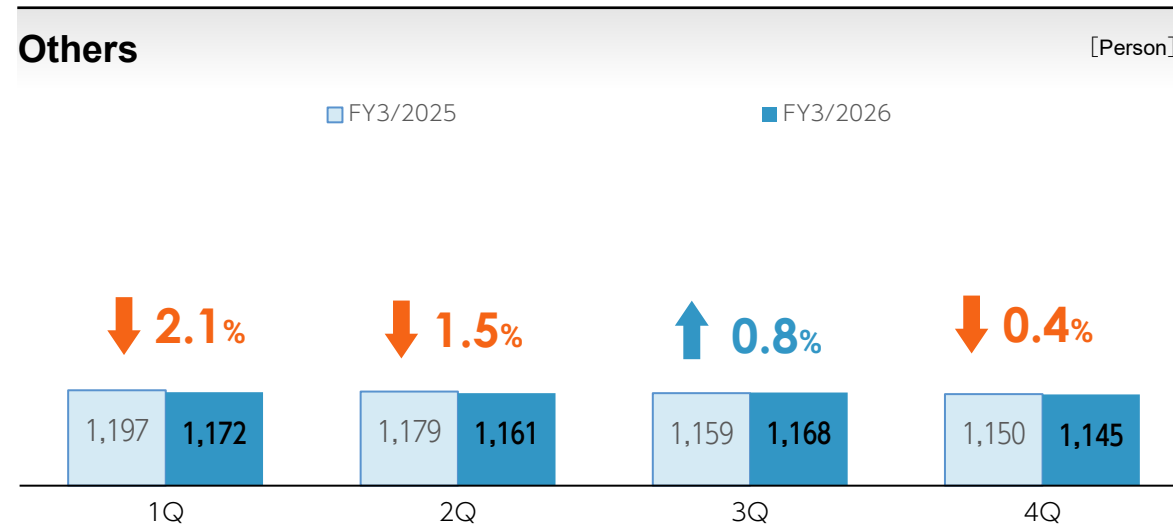
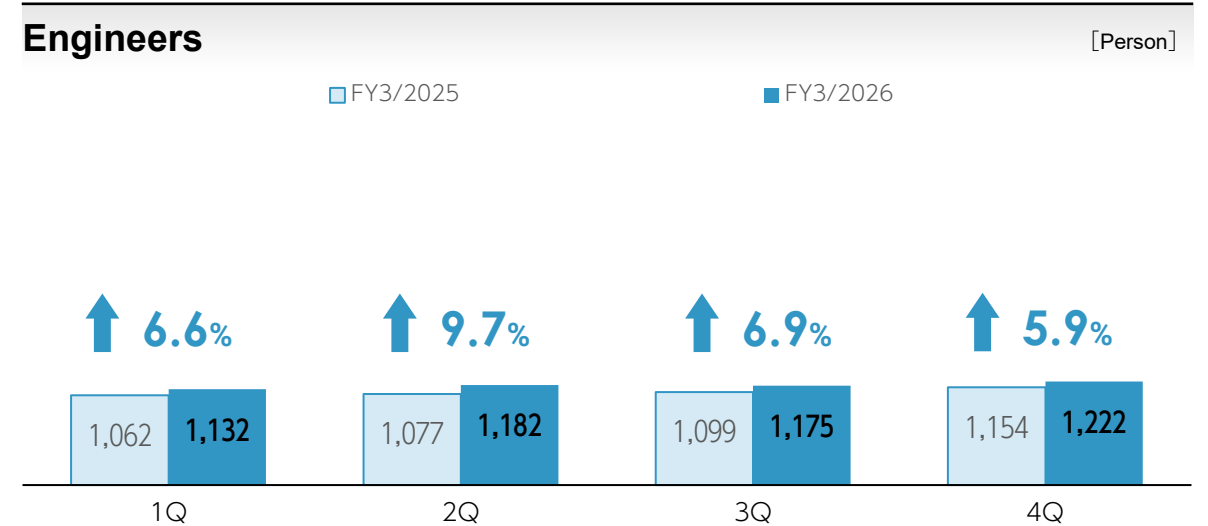
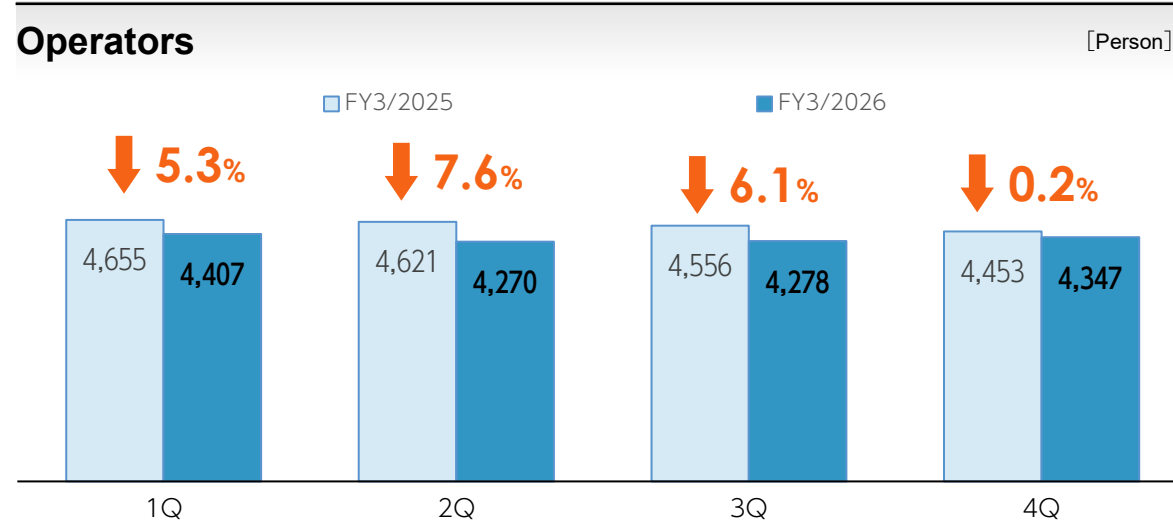
Nikkei Worker Technical employees



FY3/2026 Sales by Job Type



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



(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	2,063	9,513
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%	5.0%	5.7%
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	983	4,929
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%	2.4%	3.0%
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	606	1,930
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%	1.5%	1.2%
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	1,318	4,999
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%	3.2%	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	4,972	21,373
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%	12.0%	12.8%
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	3,528	15,129

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

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.

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.



- Control the number of technical employees to 38,000 in FY3/2029.
- Generate the “Point-Earning Work” brand as workstyle platform and make 180,000 applicants become its members annually.
- Expand services such as instant entry, free transfer, and 24/7 interviews.

- Introduce various types of employment such as contract employees and full-time employees to job seekers.
- Create employment opportunities for foreign workers.
- Increase job referrals to peers.

- The dividend payout ratio will be 100% until FY3/2029
- Committed to a minimum dividend of 10 yen per share after the 15-for-1 stock split.

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

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 5th Medium-term
Business Plan period: Approx. **10 billion yen** at max

Shareholder returns

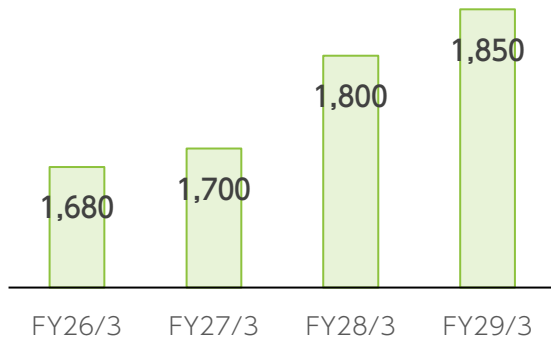
Commitment: A dividend payout ratio of **100%** and
a minimum **DPS of 10 yen***

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.”

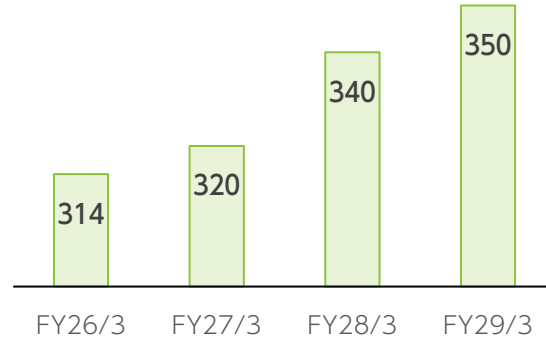
* After the 15-for-1 stock split per share with December 31, 2025 as the record date, and the dilution

Revised numerical targets

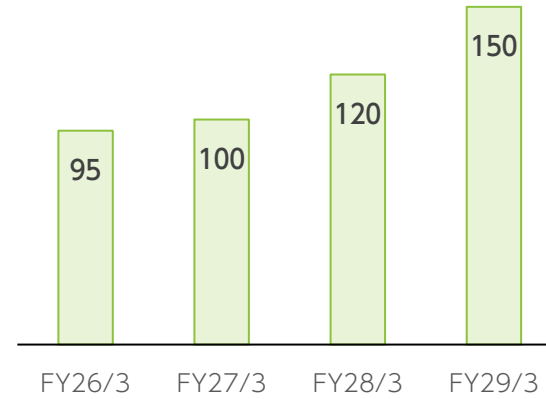
Net sales [100 million yen]



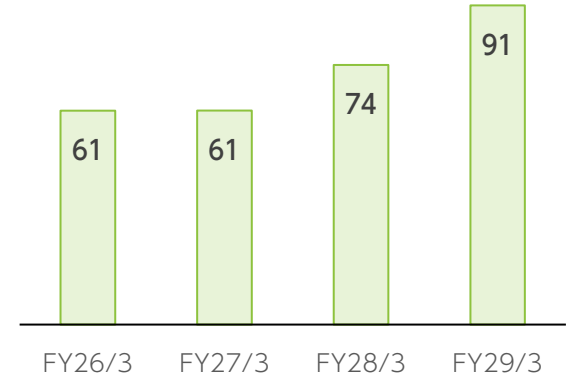
Gross profit and margin [100 million yen]



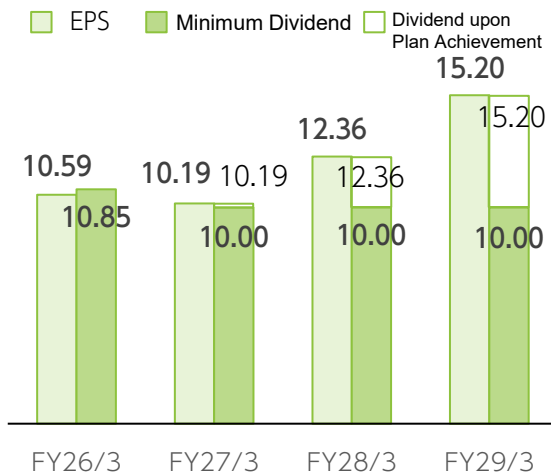
Operating profit [100 million yen]



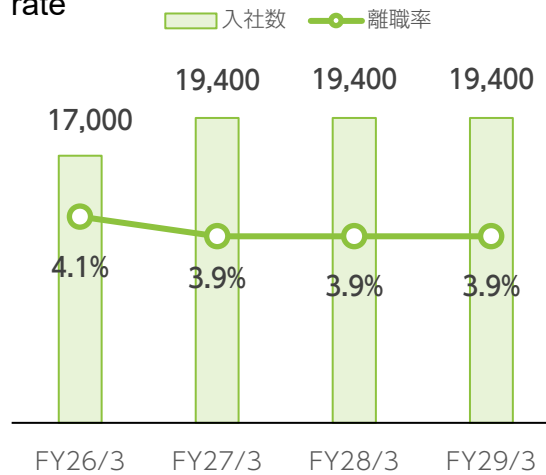
Net Income attributable to owners of the parent [100 million yen]



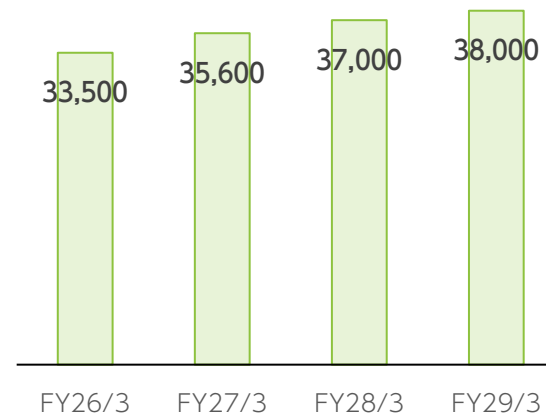
EPS* / Dividend per share* [yen]



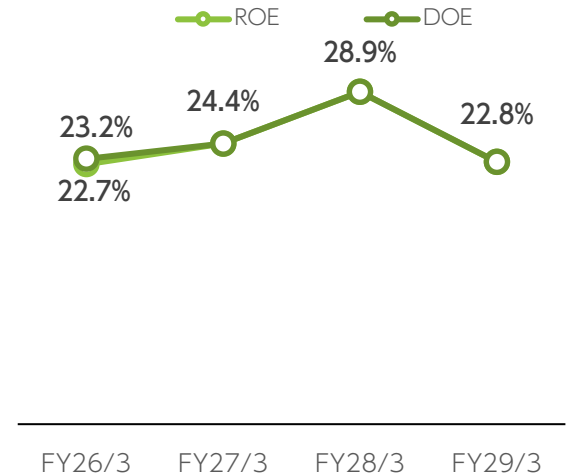
Number of Hires / Monthly turnover rate [Person / %]



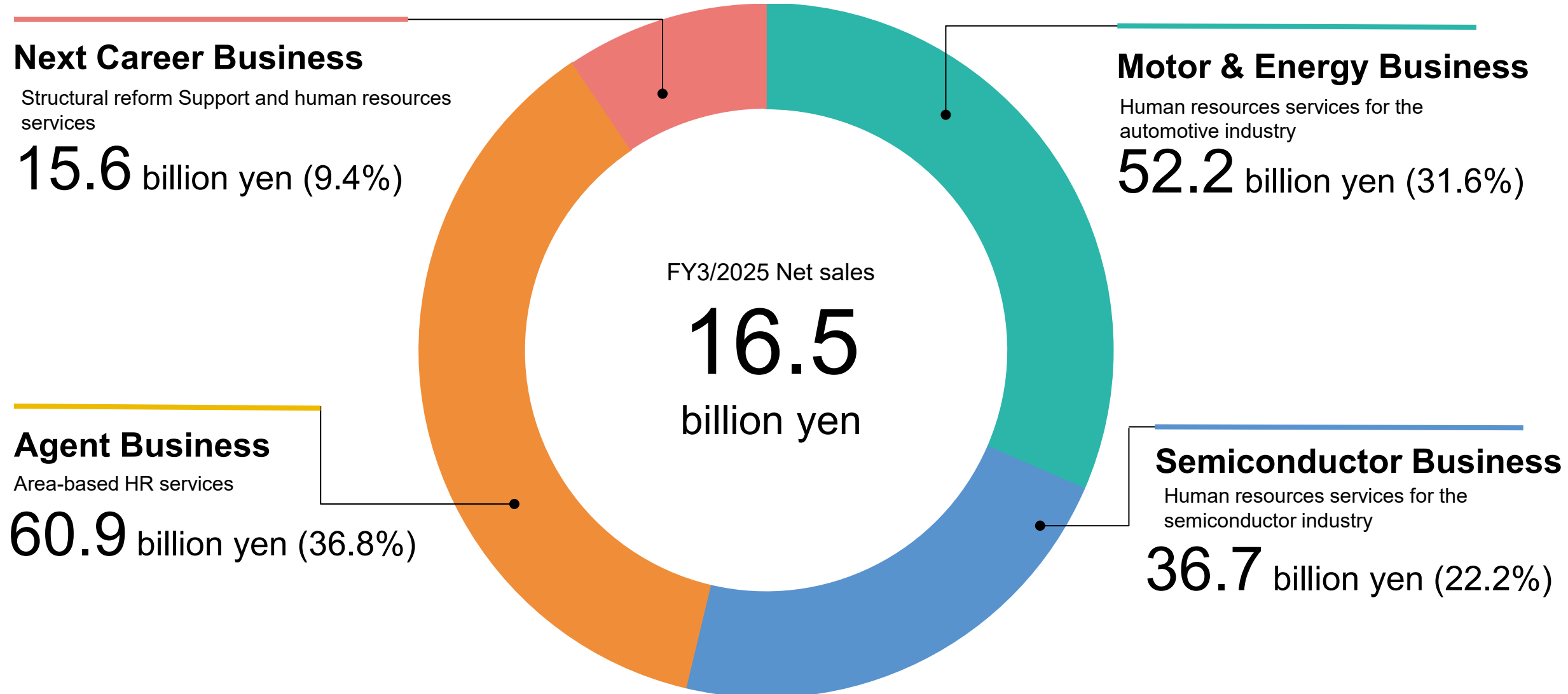
Enrollment at end of term [Person]



ROE / DOE [%]



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

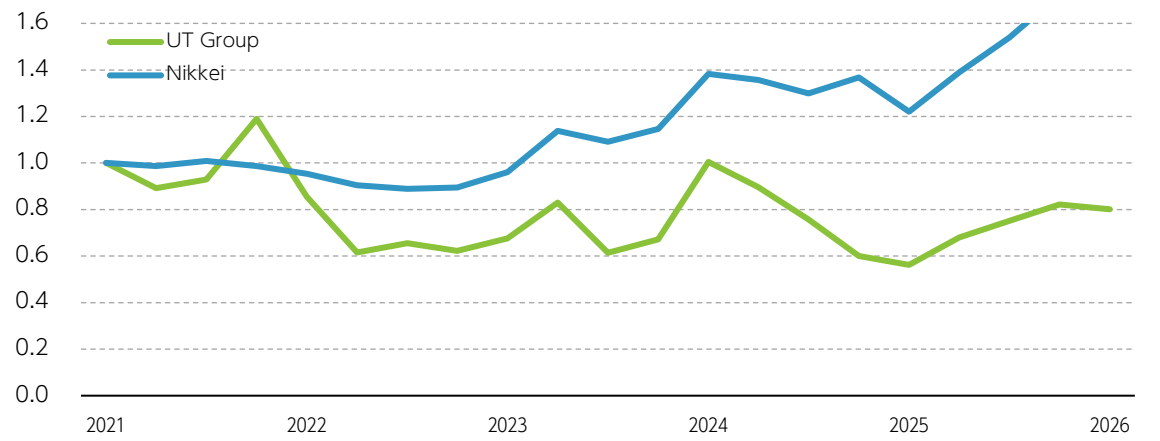


Trends of Stock Price

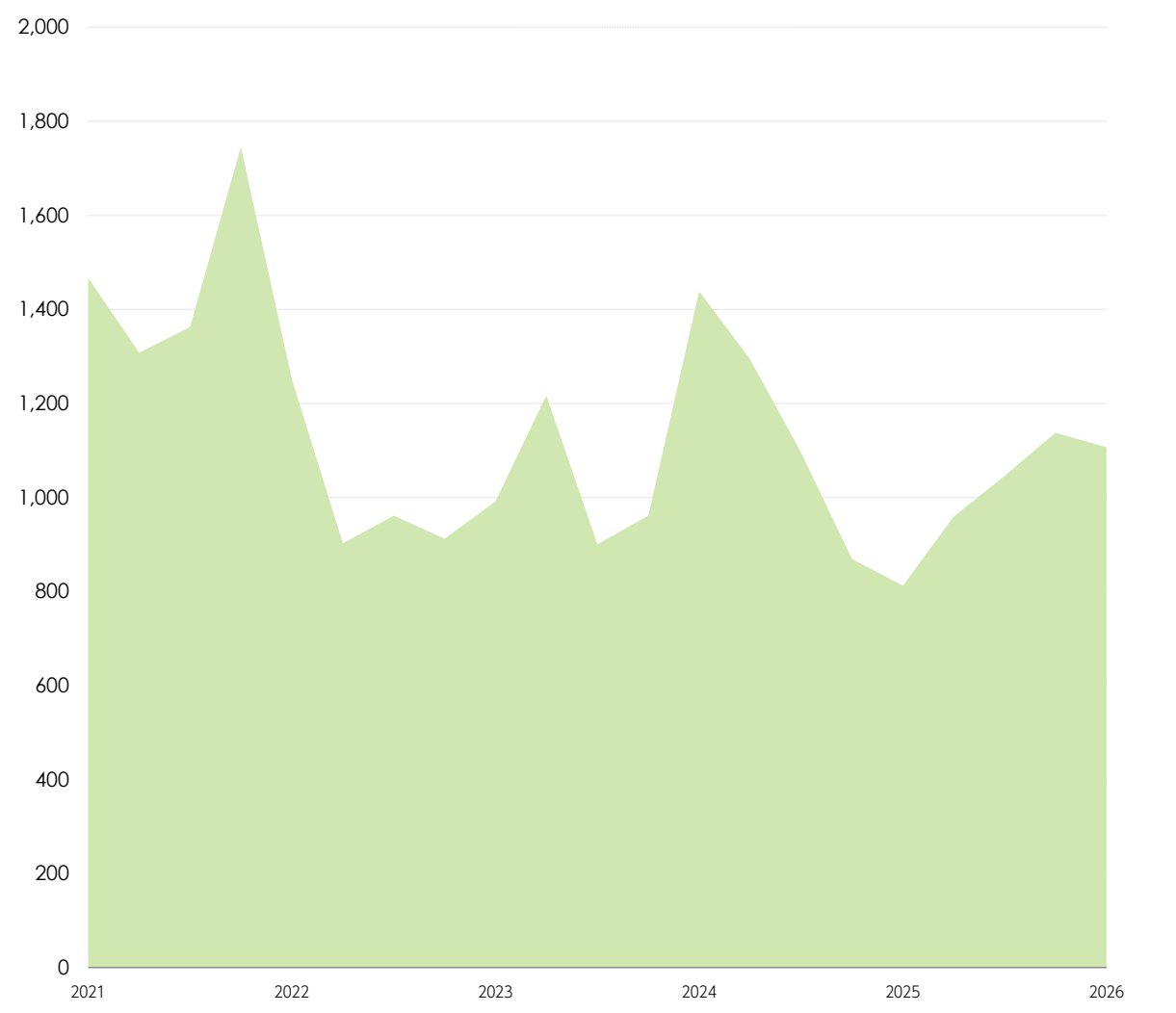
Stock price (LH) and trading volume (RH) (Yen / 10,000 shares)



Changes in stock price (compared with the level on March 31, 2021) (%)



Market capitalization (100 million yen)



Corporate Outline

Corporate Outline

As of March. 31, 2026

Corporate name:	UT Group Co., Ltd.
Established:	April 14, 1995
Founded:	April 2, 2007
Capital:	1.69 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 :	601,193,745 shares
Number of shareholders:	51,151

Group Companies

As of March. 31, 2026

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 HITES General personnel dispatch and outsourcing Elevator/escalator manufacturing outsourced work and dispatch of design engineers	

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]

UT Group Co., Ltd.

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