

2Q of Fiscal Year Ending March 31, 2026

Financial Results and the Fifth Medium-term Business Plan

November 13, 2025

UT Group Co., Ltd.

Securities Code: 2146(TSE Prime Market)

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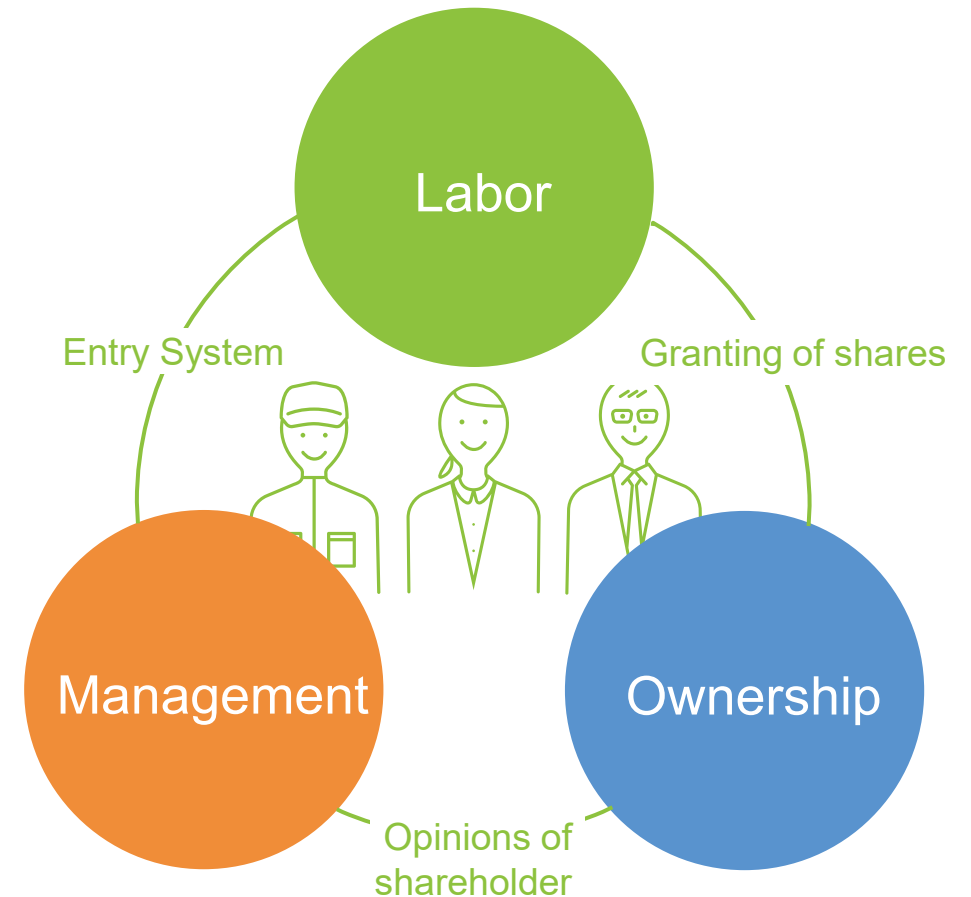
Introducing UT Group's New Initiatives

Launch a measure to increase employee engagement

Earn points based on work hours and exchange them for UT shares

- Earn one point per hour worked at UT
- A six-level ranking according to the cumulative number of hours worked
- Raise your ranking level and earn 200 points
- Points are exchanged for UT Group shares
- Encourage re-entry to UT as points can be retained for five years after leaving the company

**We strengthening bondingth workers
to improve recruitment capabilities
and cost efficiency.**



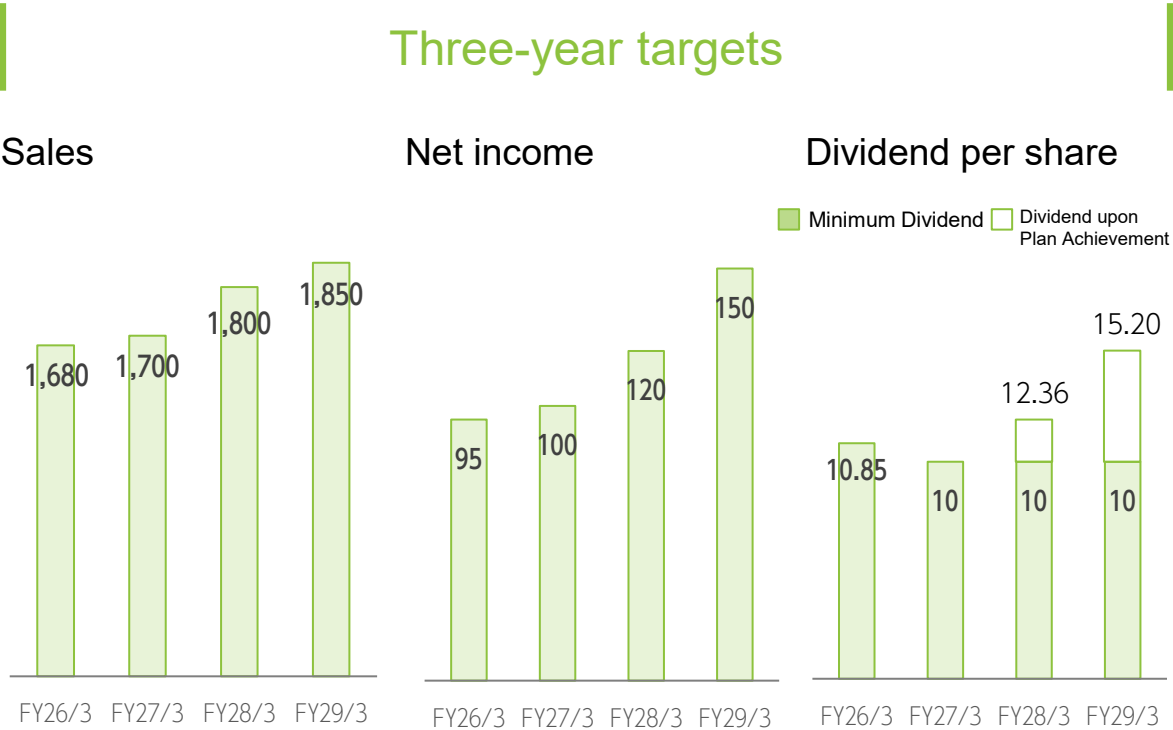
**In order to expand the number of tech employees, the program
will be launched in 2H FY3/2026 for technical employees,
as a corporate-wide measure.**

Financial Results Briefing Material for Employees

UT Group’s revised Fifth Medium-term Business Plan

Commitment: Pay stable dividends to our shareholders with a minimum dividend of 10 yen per year over the next three years

- Revised points
- Extended the Plan’s final year to FY3/2029.
 - Target to have 38,000 dispatched workers.
 - Greatly expand options in workstyles and workplaces for applicants by entering the employment agency business.
 - Set the minimum annual dividend amount at 10* yen per share.
 - Dividends of up to 15 yen if the plan is achieved.



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

Work Styles Made More Convenient Through the Fifth Medium-term Business Plan

We will create an environment where you can freely choose the work that suits you and continue working with peace of mind, anytime.

An easy-to-work system that allows you to apply at any time

AI interviews to enable 24/7/365 application

You can apply immediately at any time. You get comfort for not being kept waiting nor being rejected.

The hiring process that enables immediate working and the smooth assignment

Your workplace is immediately decided after the interview so a short blank period with no income. You can start working quickly and efficiently.

Manage your work and career with the app

The member app that unifies process from application to work

Use the app from job search, application, checking of work shift to consultation. Easily control your workstyle with your smartphone.

Free transfer at your own will

You can take up a challenge in a different workplace and build a career that suits your desires.

Create an environment where you can work with peace of mind

Improved company housing

You can work with peace of mind in a comfortable home. UT supports your "living" for work.

Information dissemination to convey the appeal of work

Workplace information in video

Apply with confidence by seeing the atmosphere of the actual workplace and people in the video.

UT services to more workers

UT workstyles will be disseminated via social media and commercials. You become proud to have chosen UT Group.

To UT Group's "Point-Earning Work" members

UT Group's services for UT members will become easier to use

“Working” will be more convenient and comfortable
with a new smartphone app
(To be released around the summer of 2026)

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

You will definitely find the job you want

You can work immediately without an
interview

You will get the wage on the same day

You can change workplace at any time

You will earn points earned for hours worked

You can exchange the accumulated points
for UT Group shares

Benefits for "Point-Earning Work" members

UT Group will increase members' options of workstyles and workplaces and aim to raise their lifetime wages

The longer you work,
the more assets you accumulate

You earn points
according to the time you
work and exchange the
points for UT Group
shares

Dividend for 10 yen* per
share is guaranteed for
three years

Dividends will be increased when the
plan objectives for each year are
achieved

You can choose from a variety of
workstyles and workplaces

You can transfer
workplaces within the UT
Group

UT Group will expand
workplaces outside the
UT Group

Dispatched workplaces of UT Group
3,600

UT Group has started to record "Point-Earning Work" points

Points accumulated according to the time worked are exchanged for UT Group shares, and dividends are received every three months according to UT Group's profits



Work



Earn points



Exchange points
for UT shares



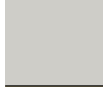
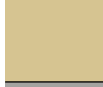
Get dividends

Membership ranks have also begun

The longer you work, the higher your membership rank
and the more points you earn

Summary of membership rank

- Rank up according to the time you work in UT.
- As the membership rank increases, a multiplier is applied to the points earned.
- You receive 200 points with every rank up.
- Points can be exchanged for UT shares for those in the Bronze rank or higher.

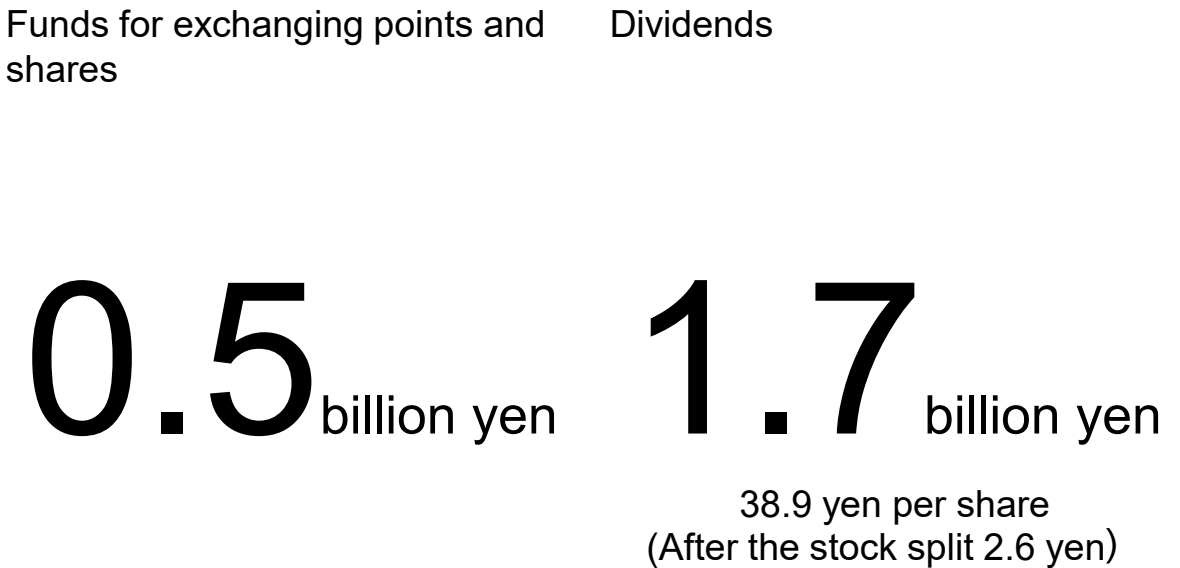
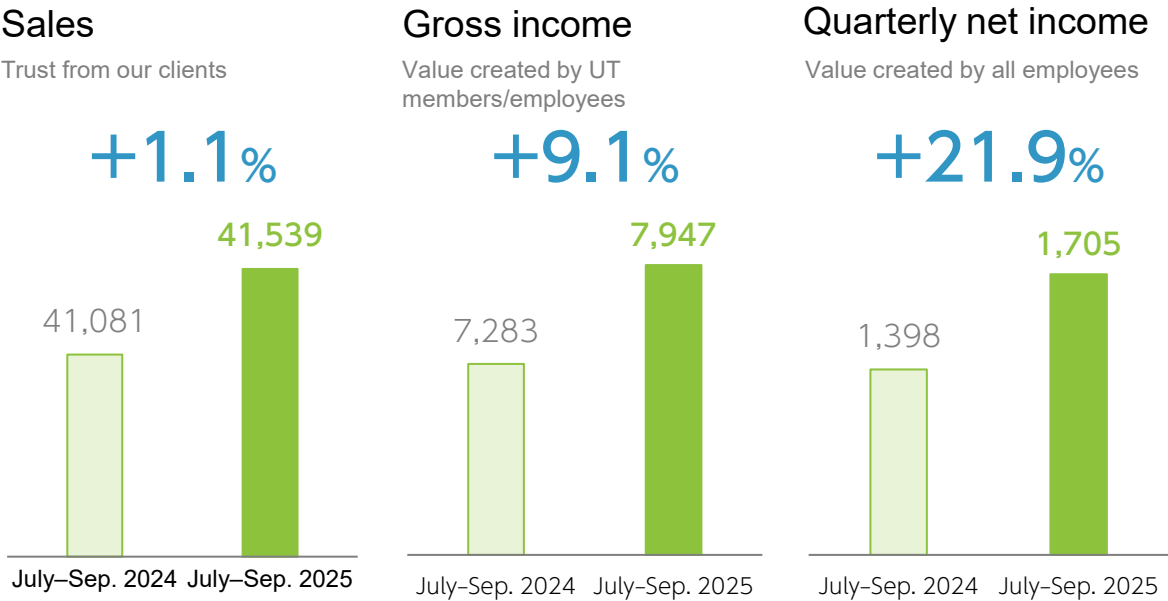
Membership rank		Minimum cumulative hours worked	Approximate years of employment	Multiplier
	Black	11,400	5	2.0x
	Platinum	9,120	4	1.8x
	Gold	6,840	3	1.6x
	Silver	4,560	2	1.4x
	Bronze	2,280	1	1.2x
	Green	<2,280	<1	1.0x

2Q (July-September) FY3/2026 results

Both net sales and income increased due to the contribution of UT members/employees, despite weak demand for workers caused by the impact of U.S. Trump tariffs.

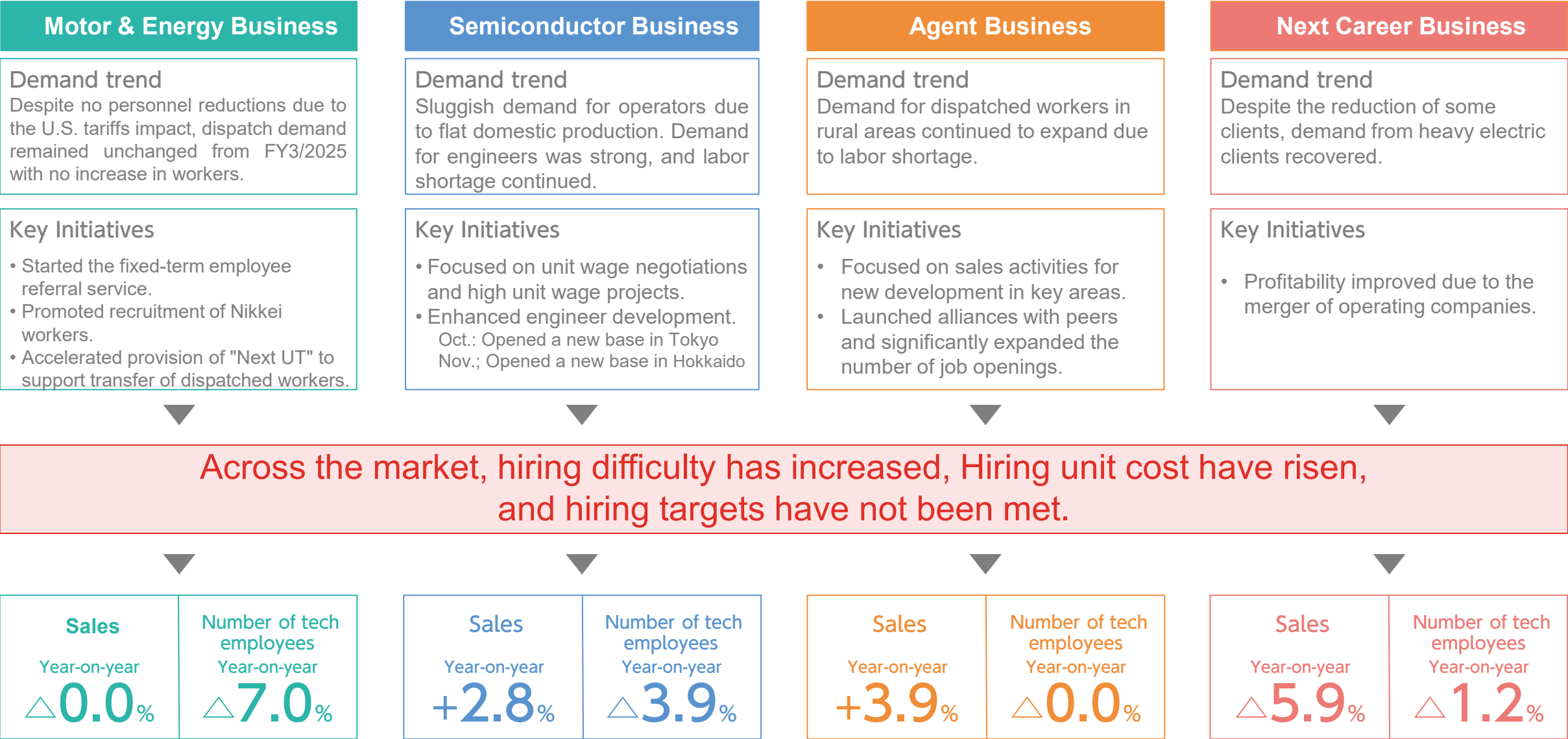
Summary of financial results

Profit distribution performance



FY3/2026 2Q (Interim) Financial Results

Demand trends and initiatives in 1H FY3/2026



Efforts to increase profits

Reviewed high-cost hiring methods

Negotiation based on the difficulty in hiring led to increase unit wages for dispatched worker

Improved productivity through integration of operating companies

Improved gross income margin

Controlled SG&A expenses

Sales excluding the Vietnam Business (sold at the end of FY3/2025) rose only in single digits, but operating income increased significantly as measures to improve profitability advanced.

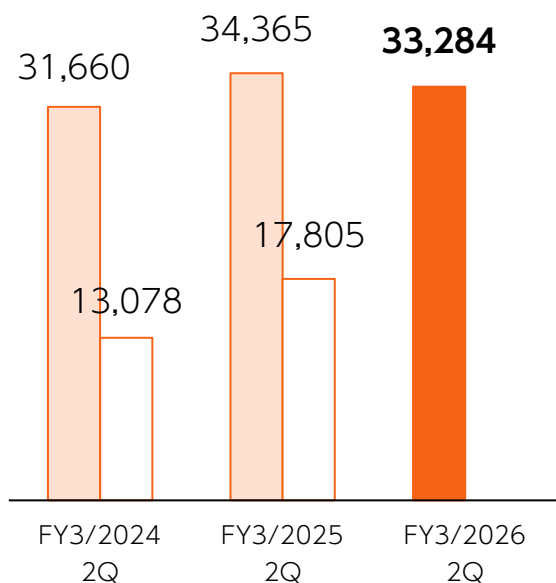
Results Highlights

- Gross income margin improved due to an increase in operating hours and the improvement in unit wages, despite a decline in sales caused by the sale of Vietnam Business.
- Operating income margin improved y-o-y due to improved productivity driven by the organizational integration and other factors.
- EPS decreased due to the absence of extraordinary income from the sale of the Engineering Business

Technical employees (Domestic / Overseas)

(Person)

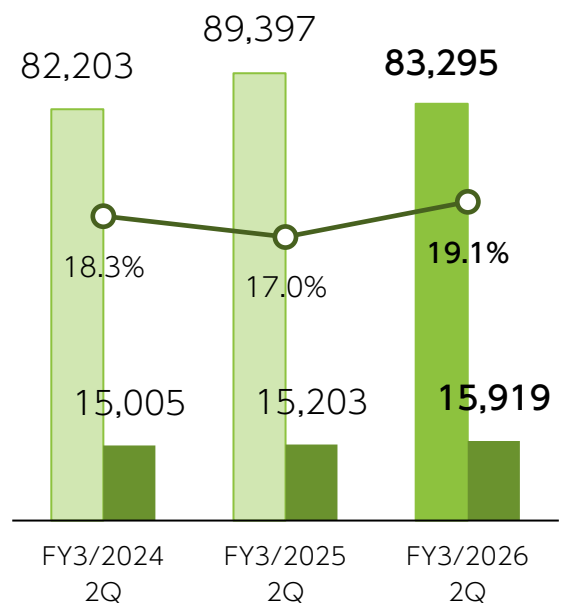
Domestic Overseas



Net sales / Gross income / Gross margin

(Million yen)

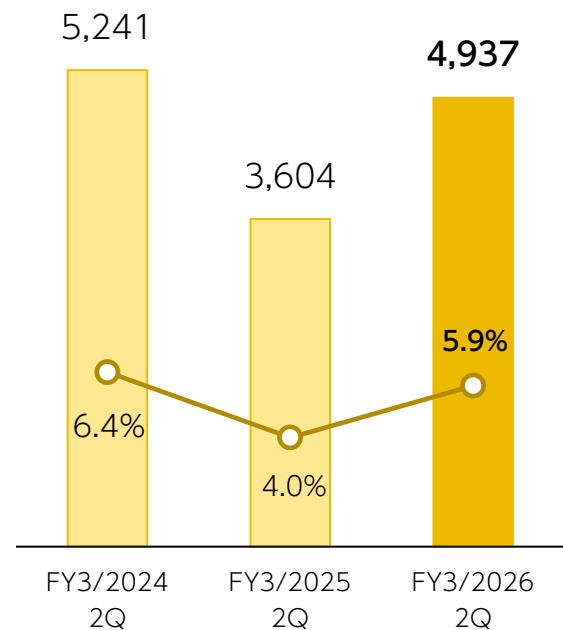
Net income Gross income
Gross margin



Consolidated operating income and Consolidated operating income margin

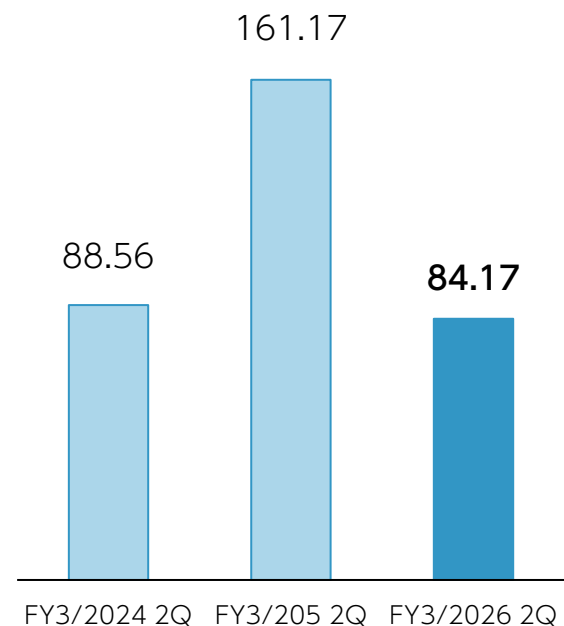
(Million yen)

Consolidated operating income



Net income per share (EPS)

(yen)

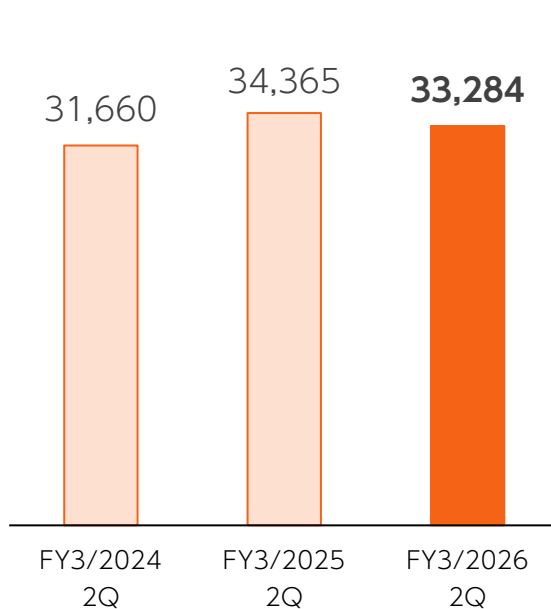


Results Highlights (excluding the businesses sold by FY3/2025)

- Despite sluggish growth in the number of technical employees, sales increased due to increased operating hours and improved unit wages, and sales reached a record high for the first half.
- 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 driven by the organizational integration and other factors

Technical employees (Domestic)

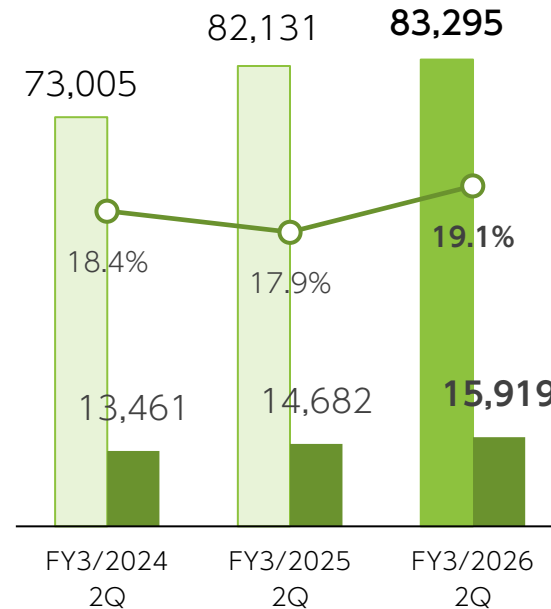
(Person)



Net sales / Gross income / Gross margin

(Million yen)

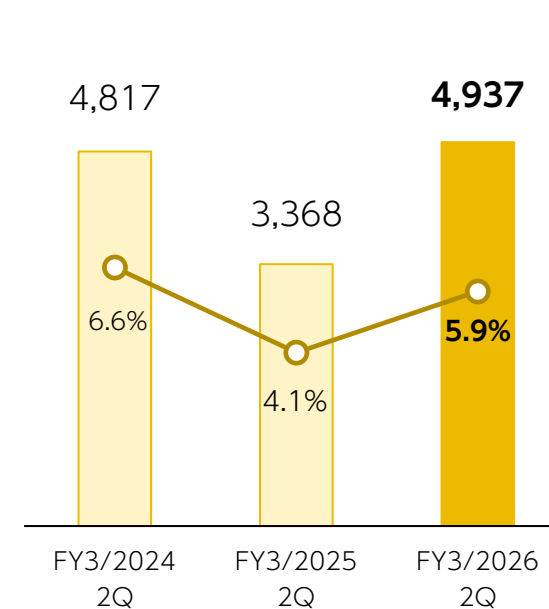
Net income Gross income



Operating income and Operating income margin

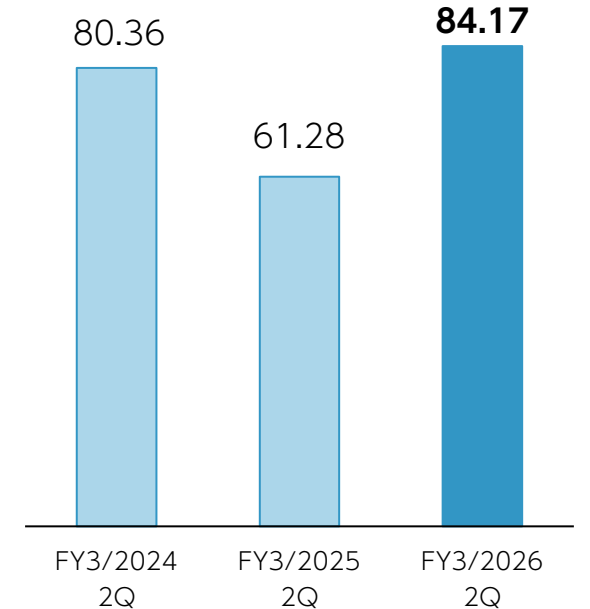
(Million yen)

Operating income
Operating income margin



Net income per share (EPS)

(yen)



Quarterly Changes in Sales and Number of Technical Employees

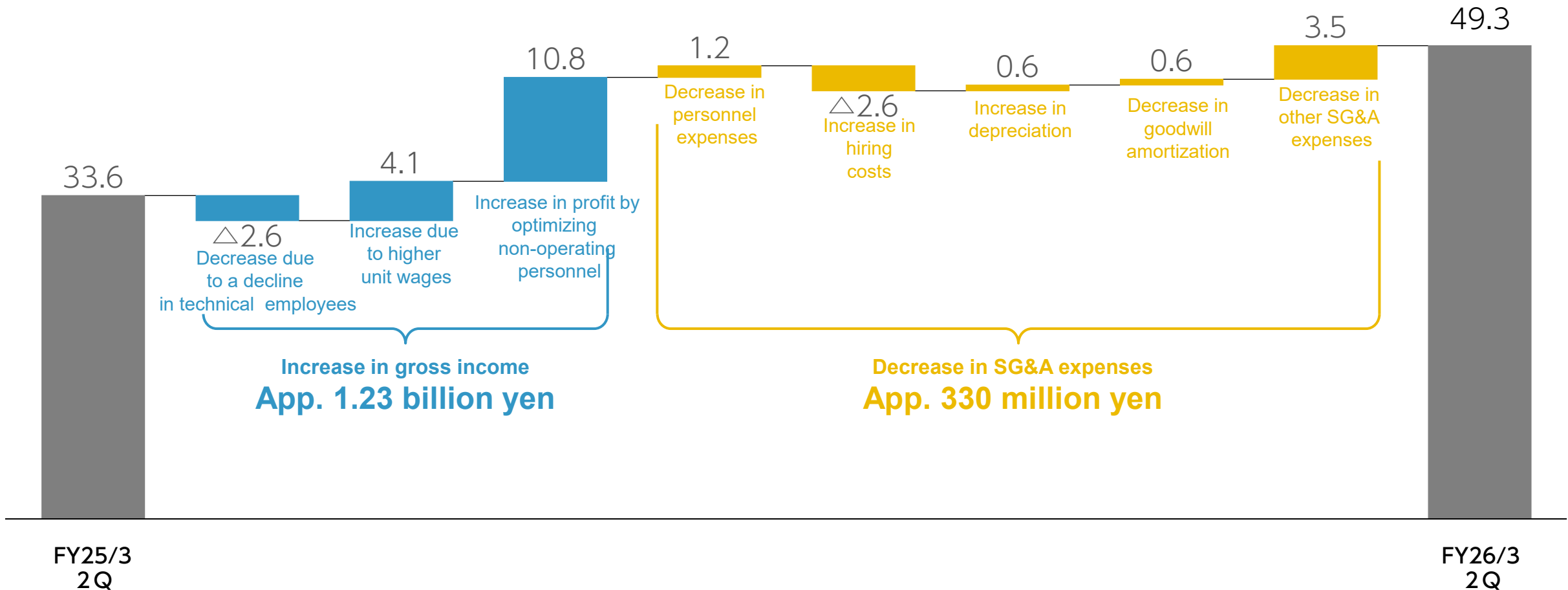


Analysis of Consolidated Operating income

(Excluding businesses sold before the fiscal year ending March 2025)

- 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 2Q				FY3/2026 2Q		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
Net sales	89,397	100.0%	82,131	100.0%	83,295	100.0%	△6,102	△6.8%	+1,164	1.4%
Gross income	15,203	17.0%	14,682	18.0%	15,919	19.1%	+715	4.7%	+1,237	8.4%
SG&A expenses	11,598	13.0%	11,313	13.8%	10,981	13.2%	△617	△5.3%	△332	△2.9%
EBITDA	4,630	5.2%	4,392	5.3%	5,828	7.0%	+1,198	25.9%	+1,436	32.7%
Operating income	3,604	4.0%	3,368	4.1%	4,937	5.9%	+1,332	37.0%	+1,569	46.6%
Ordinary income	3,691	4.1%	3,458	4.2%	4,993	6.0%	+1,301	35.3%	+1,535	44.4%
Net income attributable to UT Group	6,411	7.2%	2,438	3.0%	3,249	3.9%	△3,161	△49.3 %	+811	33.3%
EPS (yen)	161.17	—	61.28	—	84.17	—	△77.00	△47.8 %	+22.89	37.4%
No. of Tech employees (Domestic)	34,365	—	34,365	—	33,284	—	△1,081	-3.1%	△1,081	△3.1%

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&A expenses

- SG&A expenses decreased by 610 million yen year-on-year, consisting of a 430 million yen decrease in personnel expenses, a 250 million yen increase in hiring costs, and a 440 million yen decrease in goodwill amortization, depreciation, and other SG&A expenses.

Technical employees (Japan)

- Decreased due to a decline in the number of hires and delayed turnover reduction.

Consolidated Balance Sheets

	[million yen]					
	March 31, 2024		September 30, 2025		Change from the end of the previous FY	
	Results	% to total assets	Results	% to total assets	Amount	%
Current assets	54,270	81.8%	52,684	82.4%	△1,585	△2.9%
Cash and deposits	31,708	47.8%	31,156	48.7%	△552	△1.7%
Notes and accounts receivable – trade	19,717	29.7%	19,765	30.9%	67	0.3%
Non-current assets	12,076	18.2%	11,257	17.6%	△819	△6.8%
Property, plant and equipment	815	1.2%	784	1.2%	△30	△3.7%
Intangible assets	9,375	14.1%	8,678	13.6%	△696	△7.4%
Goodwill	4,468	6.7%	4,321	6.8%	△146	△3.3%
Investments and other assets	1,885	2.8%	1,793	2.8%	△92	△4.9%
Total assets	66,346	100.0%	63,941	100.0%	△2,405	△3.6%
Current liabilities	22,927	34.6%	21,858	34.2%	△1,069	△4.7%
Short-term borrowings and Current portion of long-term borrowings	2,199	3.3%	2,900	4.5%	700	31.8%
Current liabilities	7,096	10.7%	9,715	15.2%	2,618	36.9%
Long-term borrowings	5,695	8.6%	8,370	13.1%	2,674	47.0%
Net assets	36,323	54.7%	32,368	50.6%	△3,955	△10.9%
Shareholders' equity	29,258	44.1%	25,257	39.5%	△4,000	△13.7%
Share acquisition rights	5,732	8.6%	5,695	8.9%	△36	△0.6%
Total liabilities and net assets	66,346	100.0%	63,941	100.0%	△2,405	△3.6%
Net debt/equity ratio	△0.8	—	△0.7	—	—	—
ratio of goodwill to shareholders' equity	15.27%	—	17.11%	—	—	—

Current assets

- Decrease in cash and deposits

Non-current assets

- Decrease in software due to amortization

Current liabilities

- Increase in current portion of long-term borrowings
- 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 39.5% (44.1% as of March 31, 2025)

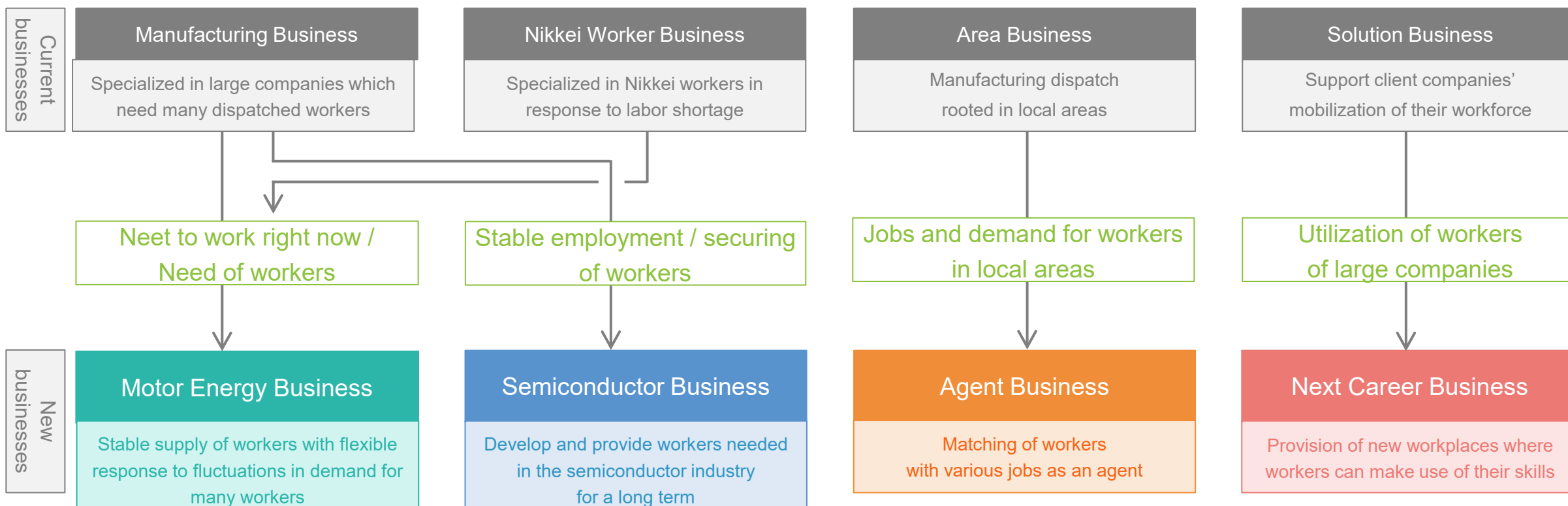
Outstanding shares

- End of 2Q: 39,908,183 shares +47,800 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.

2Q FY3/2026: Actions Taken by Each Segment

Motor & Energy Business

- **Started a fixed-term employee referral service for the automotive industry**
Provided client companies which wanted to secure workers flexibly and promptly according to their production plan. Established a scheme and started the service mainly with major existing customers, and signed contracts with nine companies in 1H.
- **Accelerated provision of "Next UT" to support dispatched employee transfer**
Strengthened support for transferring UT's employees to full-time employees of clients in order to meet their demand for full-time employees.

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**
Focused on reviewing hiring requirements and development for the increased number of engineers in high demand.

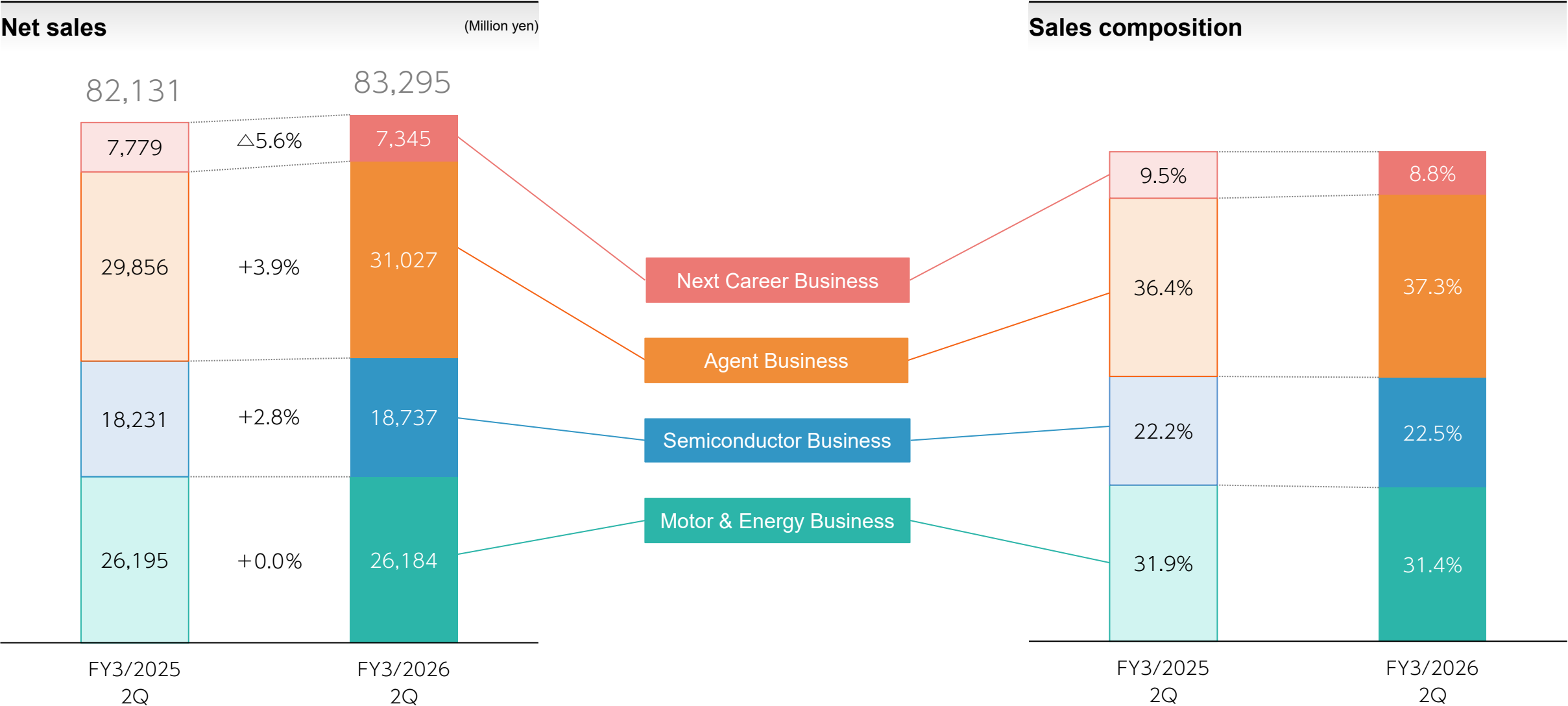
Agent Business

- **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. At the same time, we started creating an introduction scheme to increase the matching rate.

Next Career Business

- **Reorganization to improve profitability of each company**
Fujitsu UT and UT FSAS CREE merged on October 1 2025.
UT MESOC 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

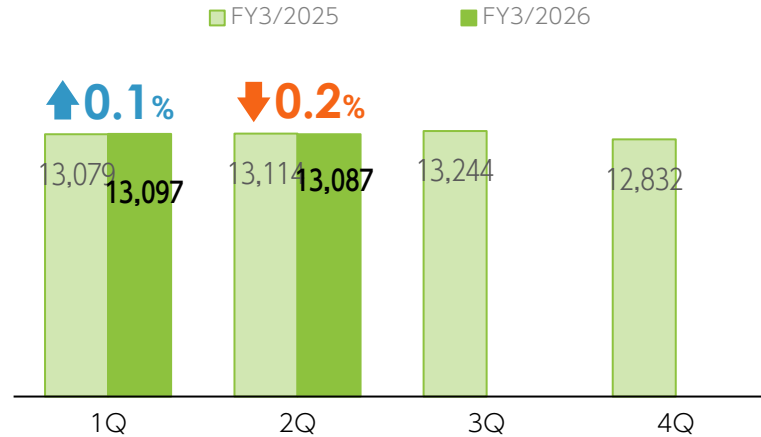


*Financial results for the fiscal year ending March 2025 do not include the Vietnam business

Segment Results

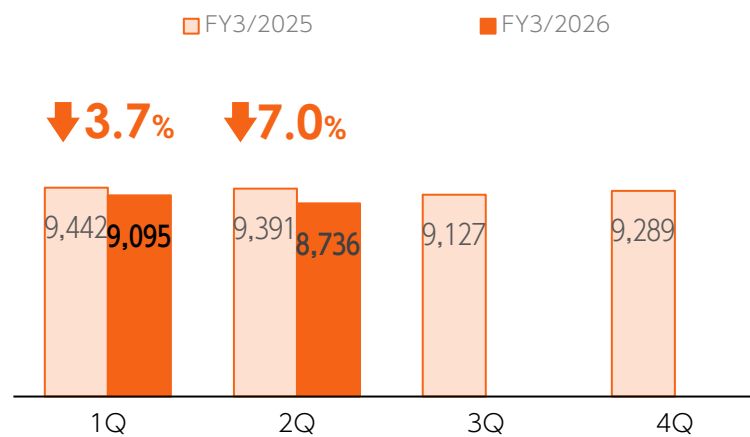
Net Sales

(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

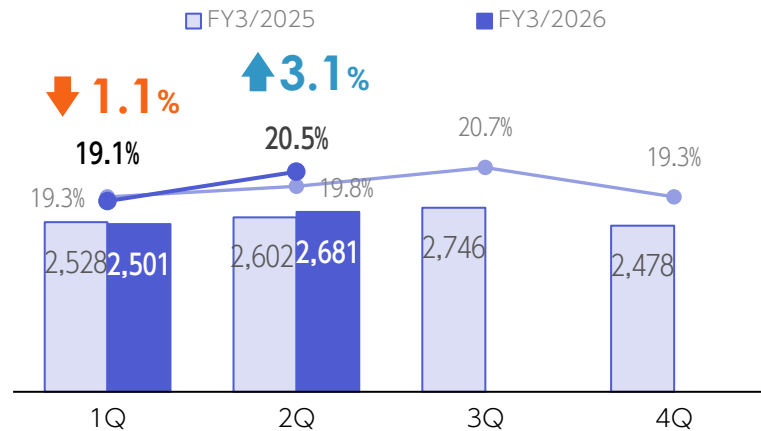
- A y-o-y decrease due to an increase in hiring costs caused by an increase in cost per application.

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.

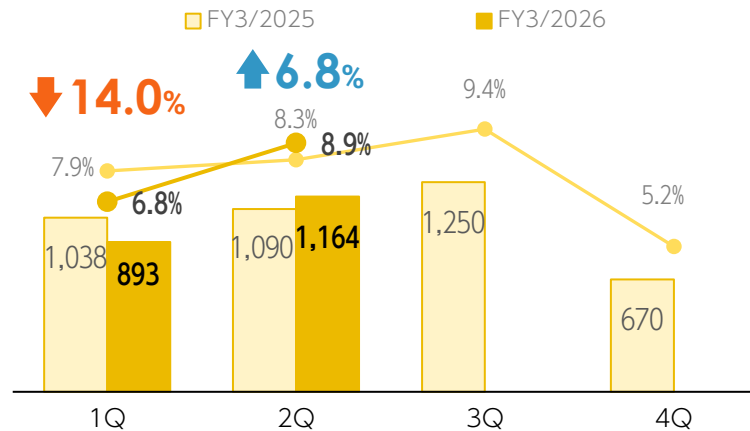
Gross income and Gross margin

(Million yen)



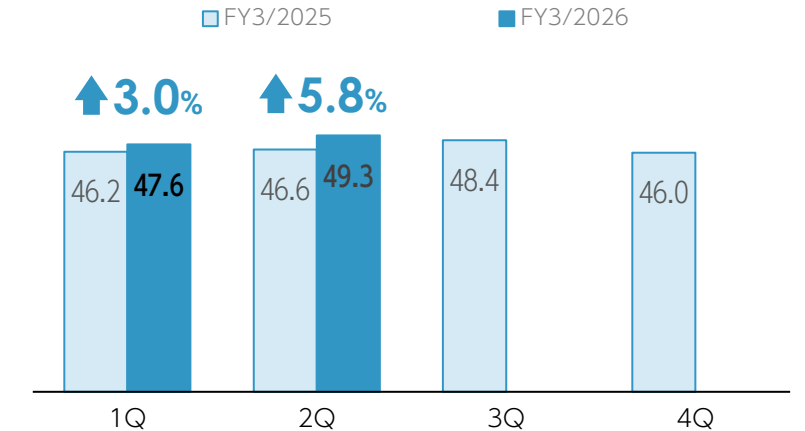
Operating income and Operating income margin

(Million yen)



Monthly sales per capita

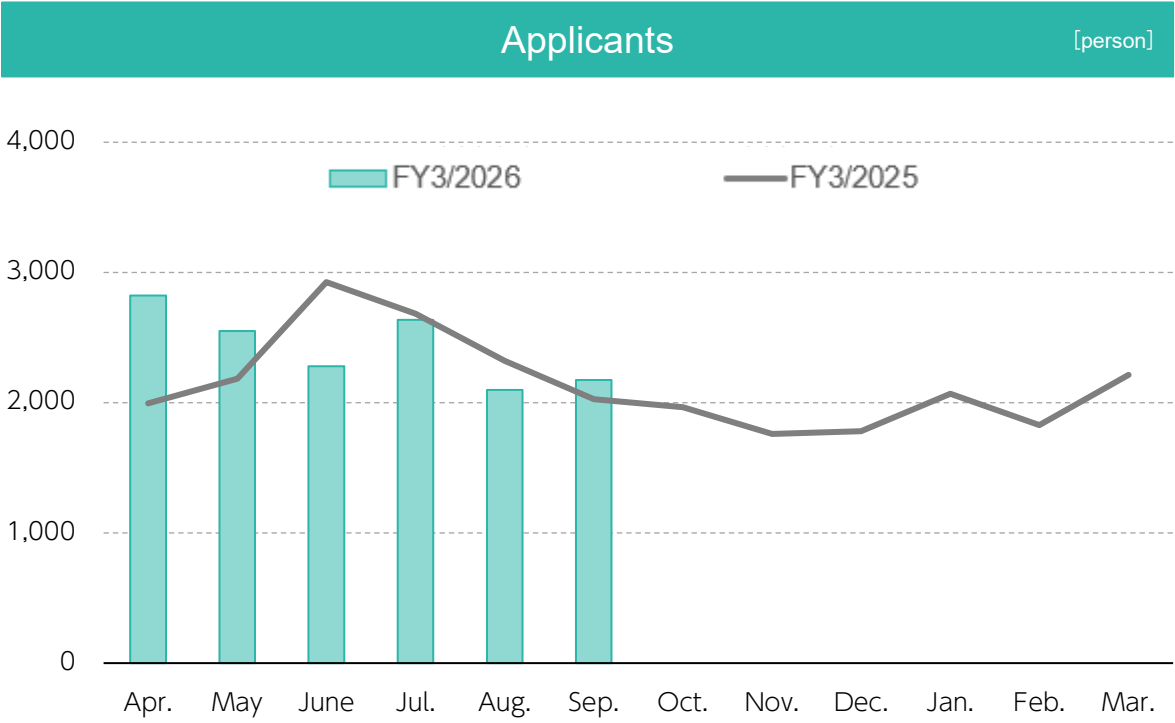
(Ten thousand yen)



Trends in Job offers and Applicants



The number of job offerings was lower than planned and remained at the same level as the previous period.

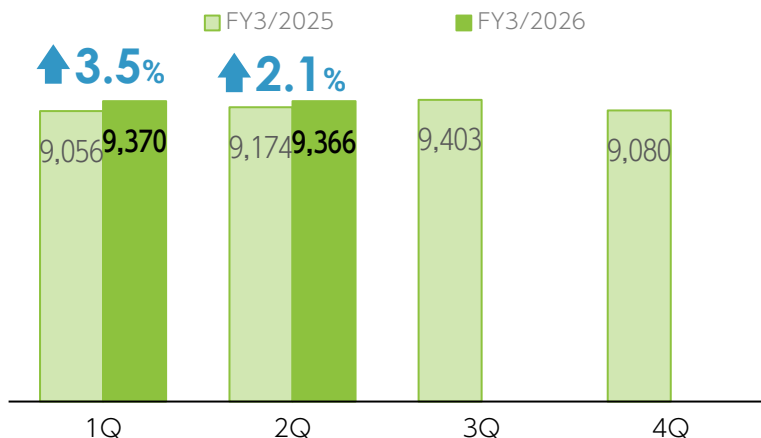


Secured roughly the similar number of applicants as that of FY3/2025

Segment Results

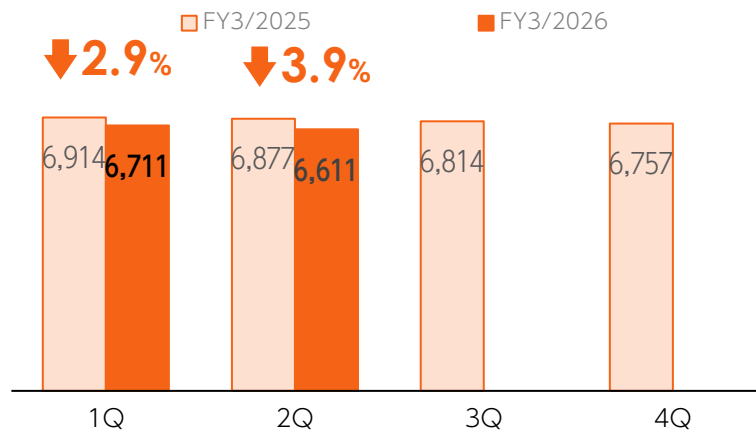
Net Sales

(Million yen)



Technical employees

(Person)



Sales and technical employees

- Sales increased thanks to operating improvements, driven by the transfer of some employees from the contracted sites, and an increase in operating hours.

Operating income and operating margin

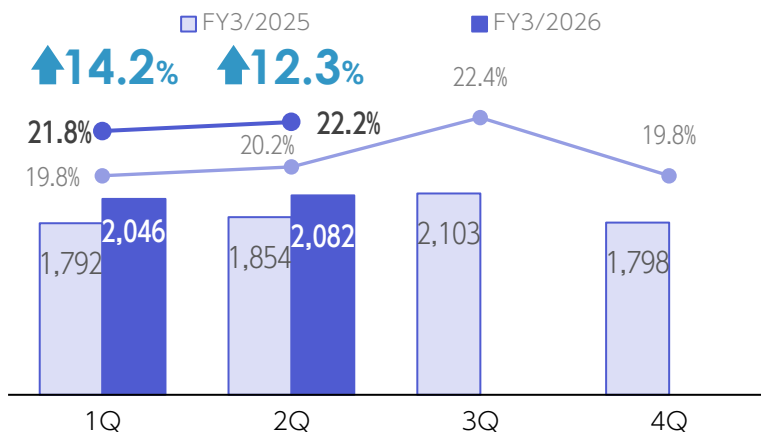
- Operating income increased y-o-y due to the improved gross margin, despite a slight increase in hiring costs.

Monthly sales per person

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

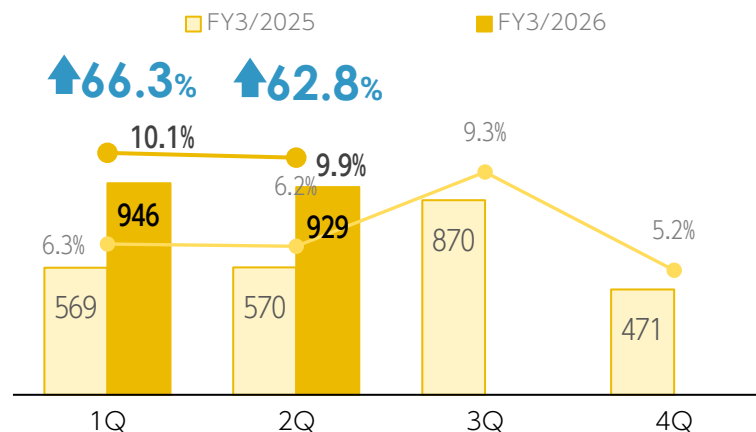
Gross income and Gross margin

(Million yen)



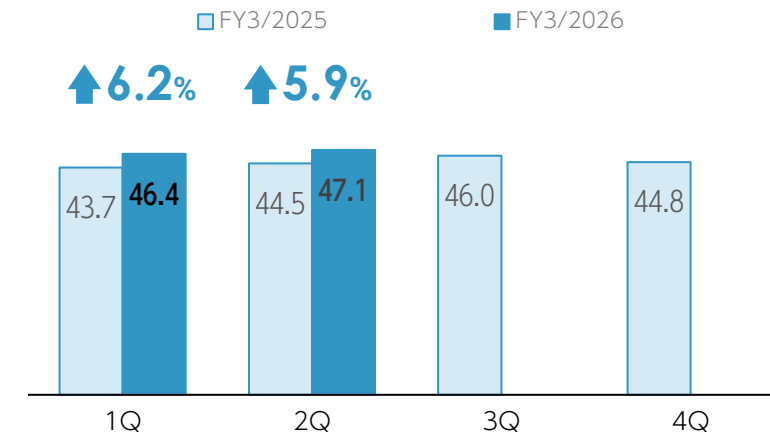
Operating income and Operating income margin

(Million yen)

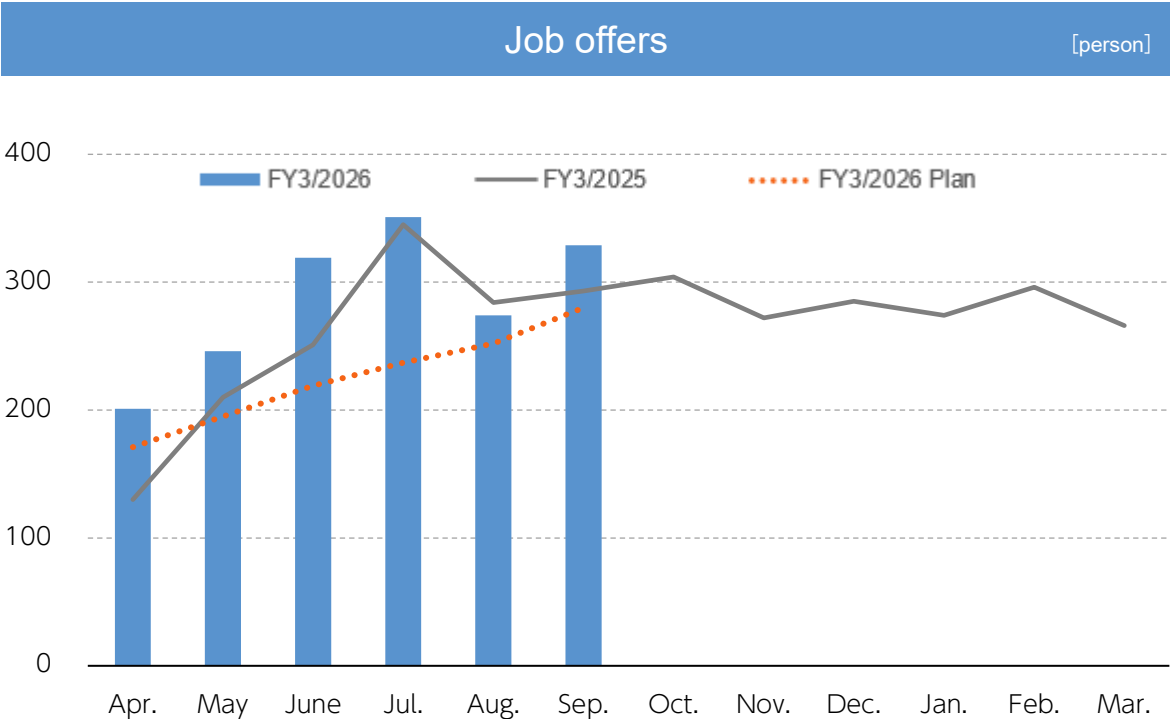


Monthly sales per capita

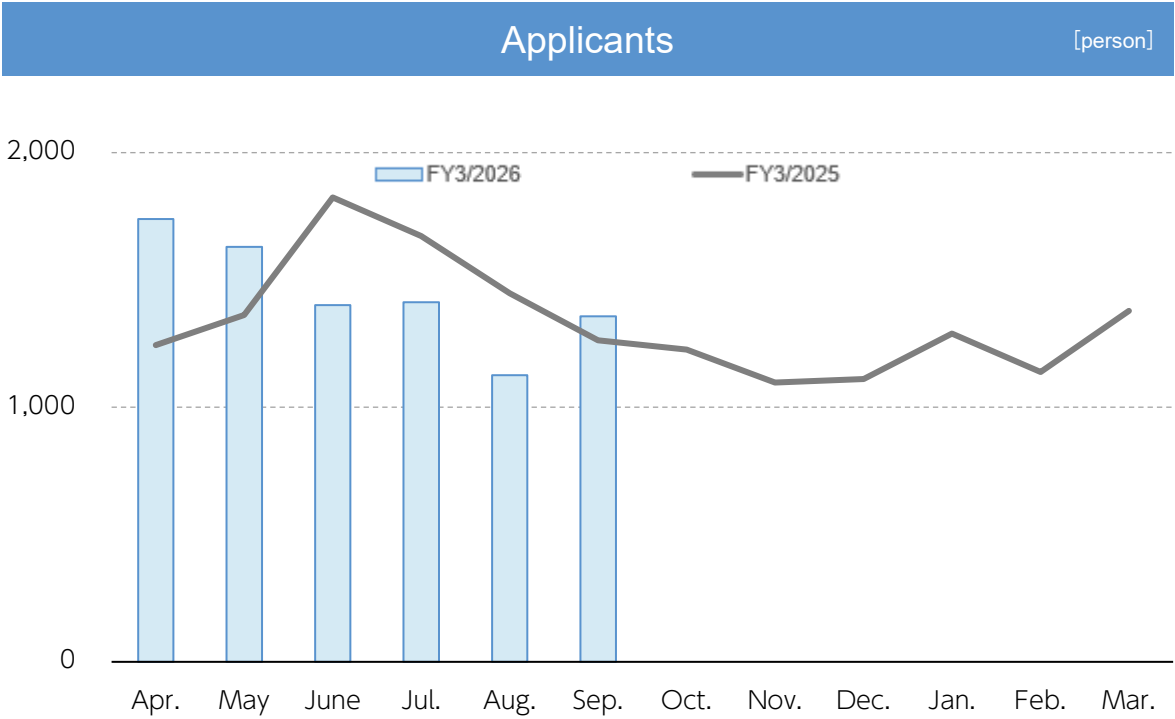
(Ten thousand yen)



Trends in Job offers and Applicants



The demand for workers, mainly engineers, has been strong

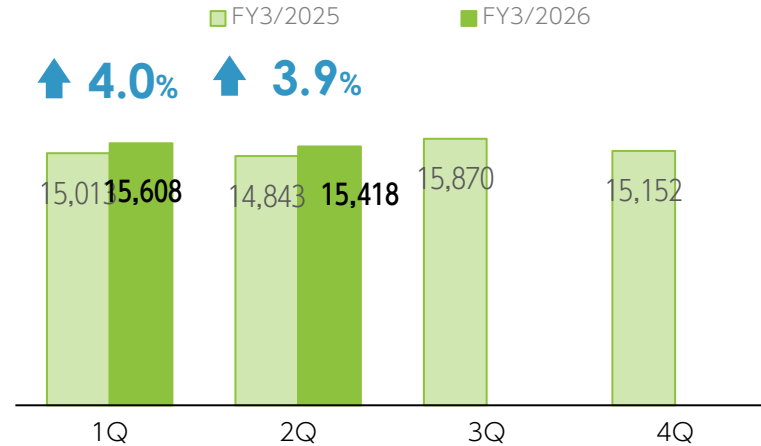


Secured roughly the similar number of applicants as that of FY3/2025

Segment Results

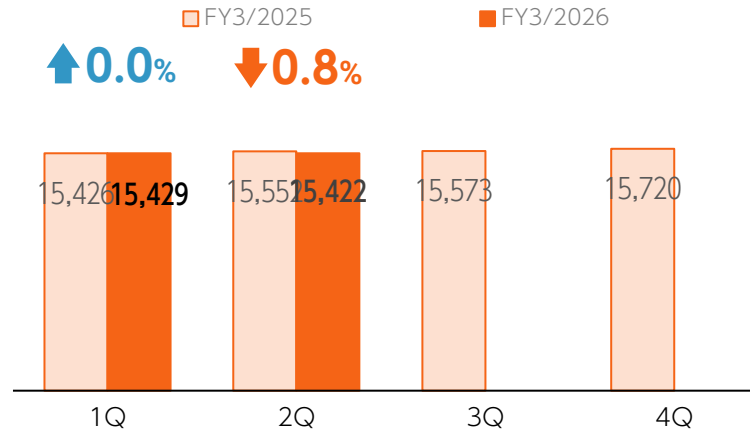
Net Sales

(Million yen)



Technical employees

(Person)



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

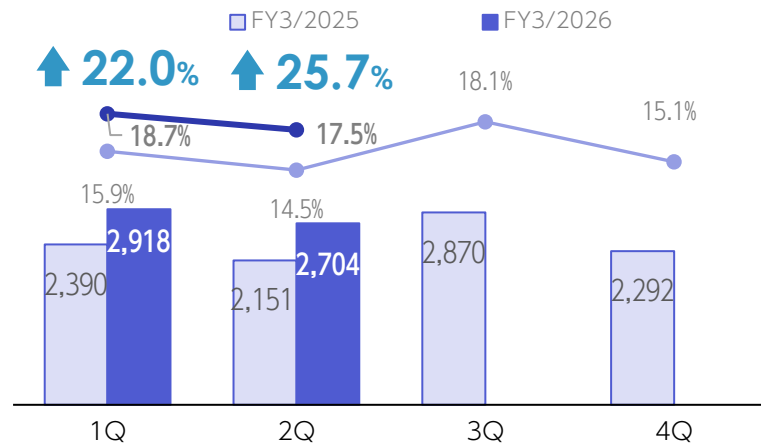
- Operating income increased y-o-y due to the improvement in gross margin (driven by the better management of corporate housing and the suspension of the hiring method to shorten the lead time) and the improved efficiency in SG&A spending (driven by the integration of operating companies).

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.

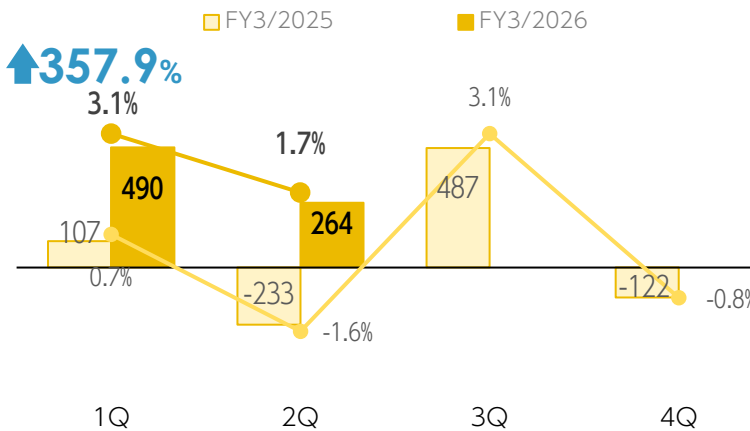
Gross income and Gross margin

(Million yen)



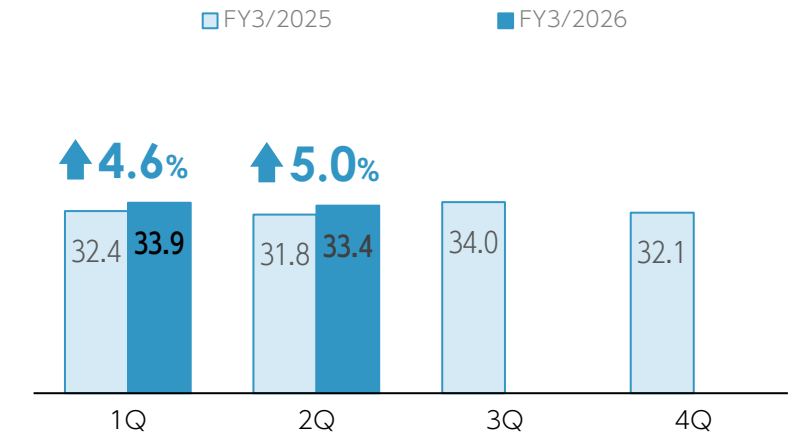
Operating income and Operating income margin

(Million yen)

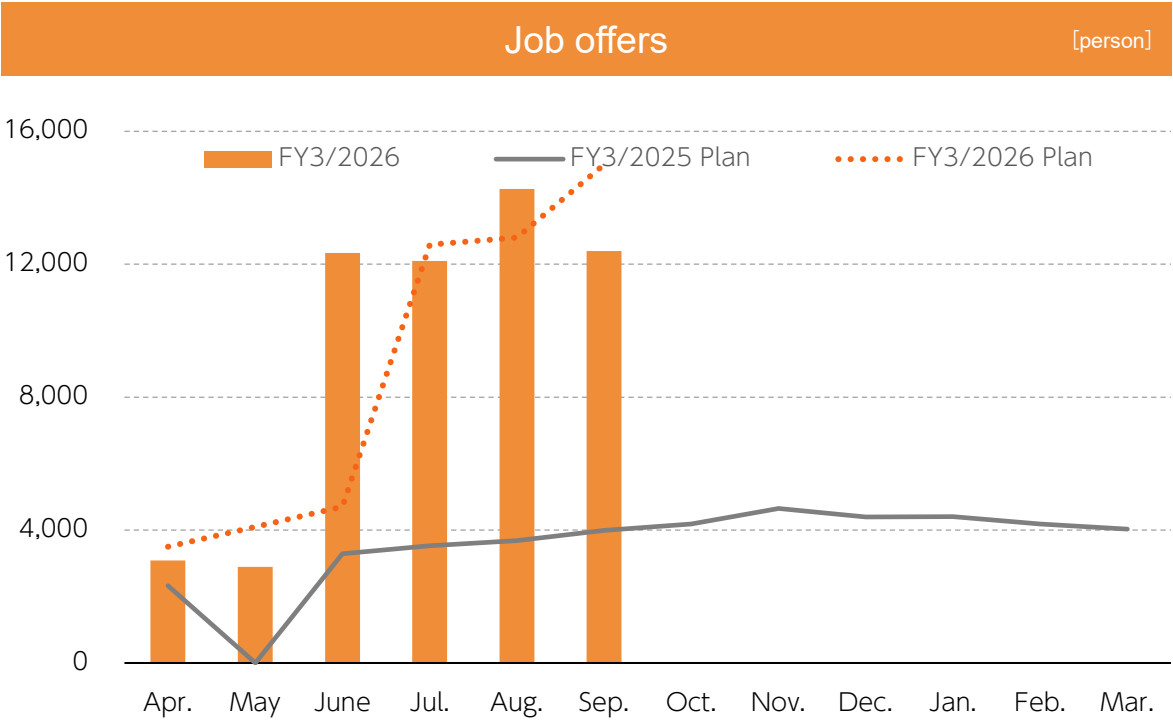


Monthly sales per capita

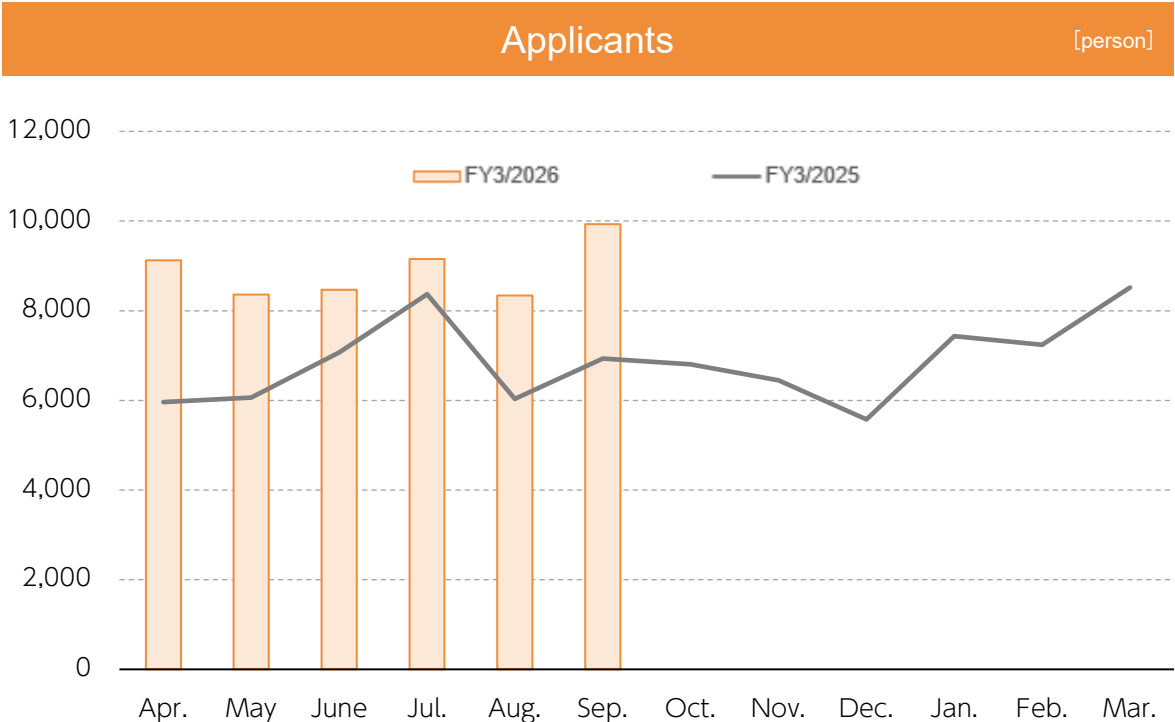
(Ten thousand yen)



Trends in Job offers and Applicants



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

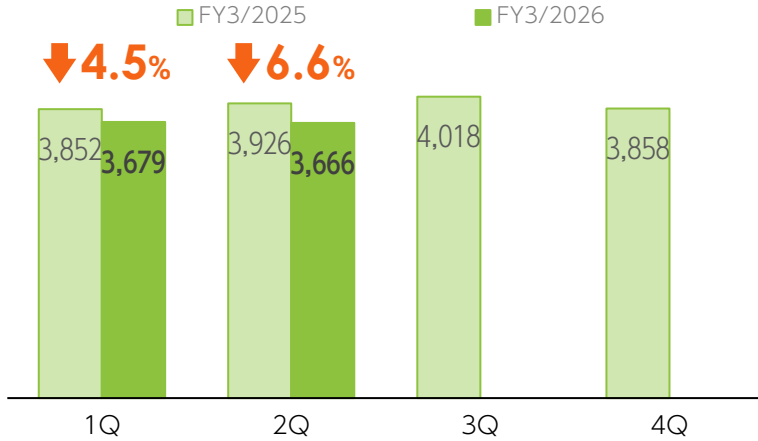


The number of applications also increased y-o-y due to an increase in the number of job offerings

Segment Results

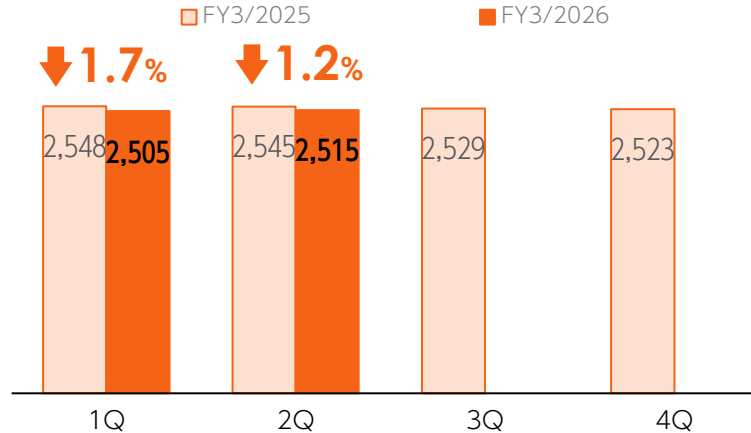
Net Sales

(Million yen)



Technical employees

(Person)



Sales and technical employees

- Sales decreased y-o-y due to a decrease in tech employees, driven by some client companies' reduction in workers.

Operating income and operating margin

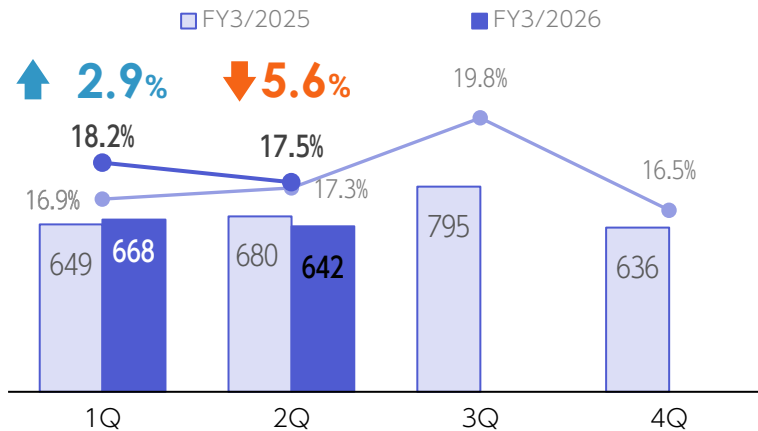
- Operating income increased y-o-y thanks to streamlined SG&A spending.

Monthly sales per person

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

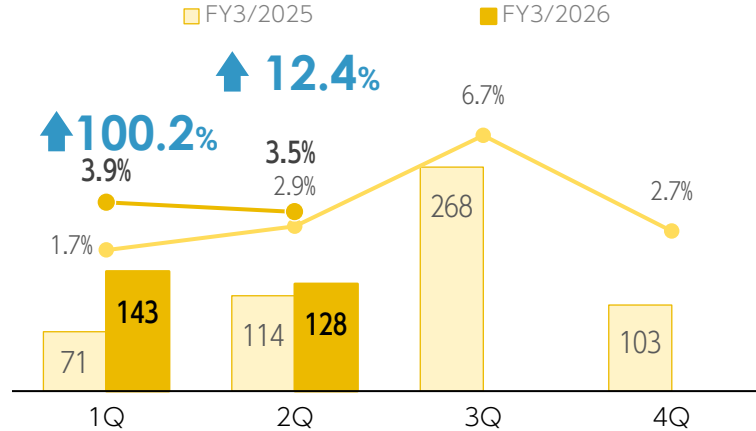
Gross income and Gross margin

(Million yen)



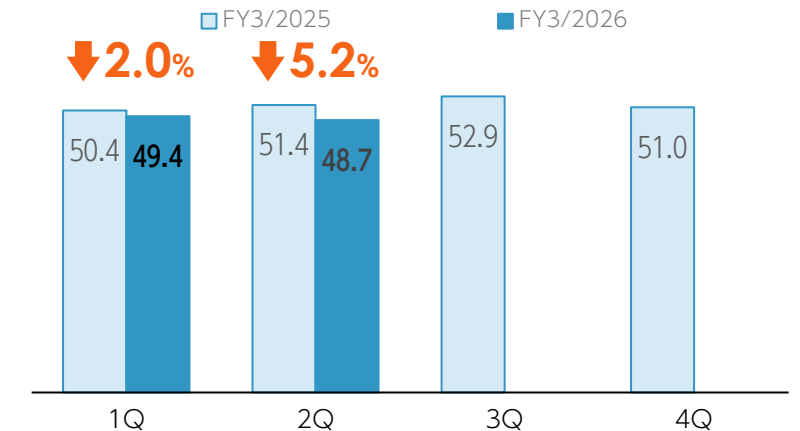
Operating income and Operating income margin

(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.

[Billion yen]	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)
	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 *Based on the number of outstanding shares at the beginning of FY3/2025	—	10.85	—	8.87	—	△1.98	△18.2%	18.2%
		—	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.

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 (E)	2.60 (E)	10.85 (E)
FY3/2025 results	0.00	0.00	4.07	4.93	9.00

* The 15-for-1 stock split is scheduled to be held effective on January 1, 2026. Because of the split, dividends are rounded up to the second decimal place. The above forecasts assume that all stock acquisition rights have been exercised.

(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 (E)	38.96 (E)	162.72 (E)
FY3/2025 results	0.00	0.00	60.98	74.00	134.98

Revision of numerical targets of the Fifth 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.



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

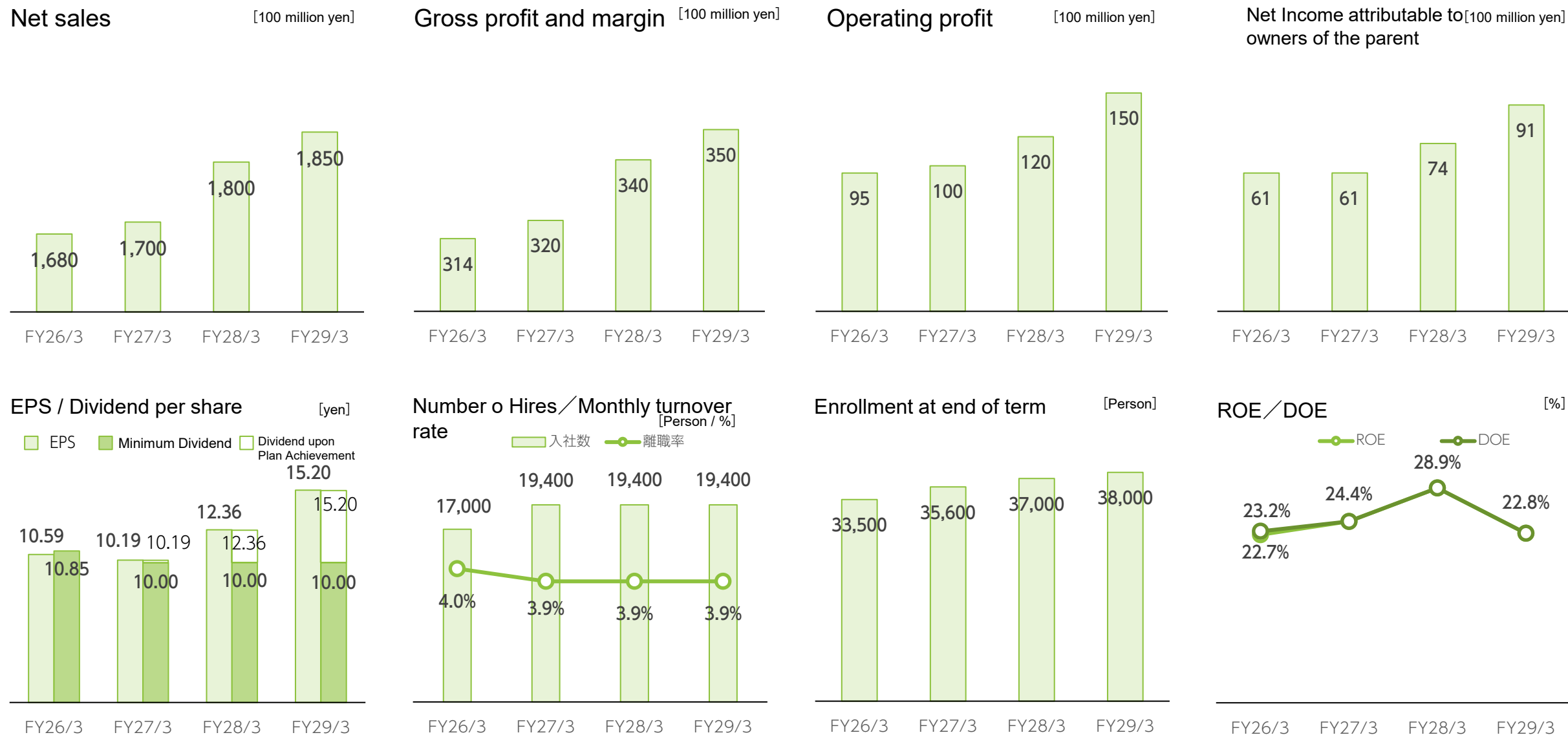
Shareholder returns

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

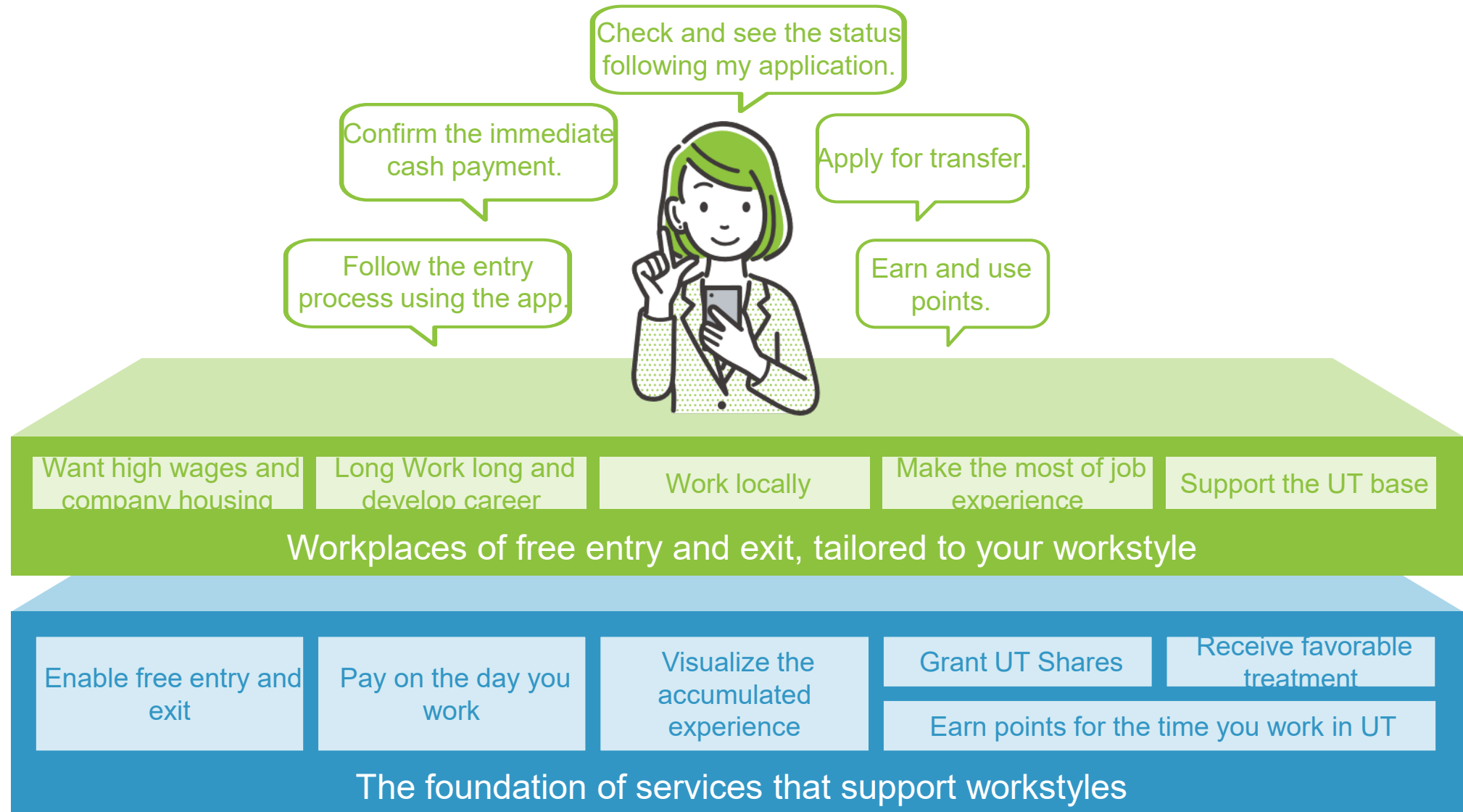
We are committed to a DPS of 10 yen per share* during the 5th Medium-term Business Plan period to build a virtuous cycle model in which “human growth creates company growth and the results are returned to people again.”

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

Revised numerical targets



Workstyle platform "Points-Earning Work"



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

Initiatives to increase engagement with workers

**An easy-to-work system
that allows you to apply at
any time**

AI interviews to enable 24/7/265 application

You can apply immediately at any time. You get comfort for not being kept waiting nor being rejected.

The hiring process that enables immediate working and the smooth assignment

Your workplace is immediately decided after the interview so a short blank period with no income. You can start working quickly and efficiently.

**Manage your work and
career with the app**

The member app that unifies process from application to work

Use the app from job search, application, checking of work shift to consultation. Easily control your workstyle with your smartphone.

Free transfer at your own will

You can take up a challenge in a different workplace and build a career that suits your desires.

**Create an environment
where you can work with
peace of mind**

Improved company housing

You can work with peace of mind in a comfortable home. UT supports your "living" for work.

**Information dissemination
to convey the appeal of
work**

Workplace information in video

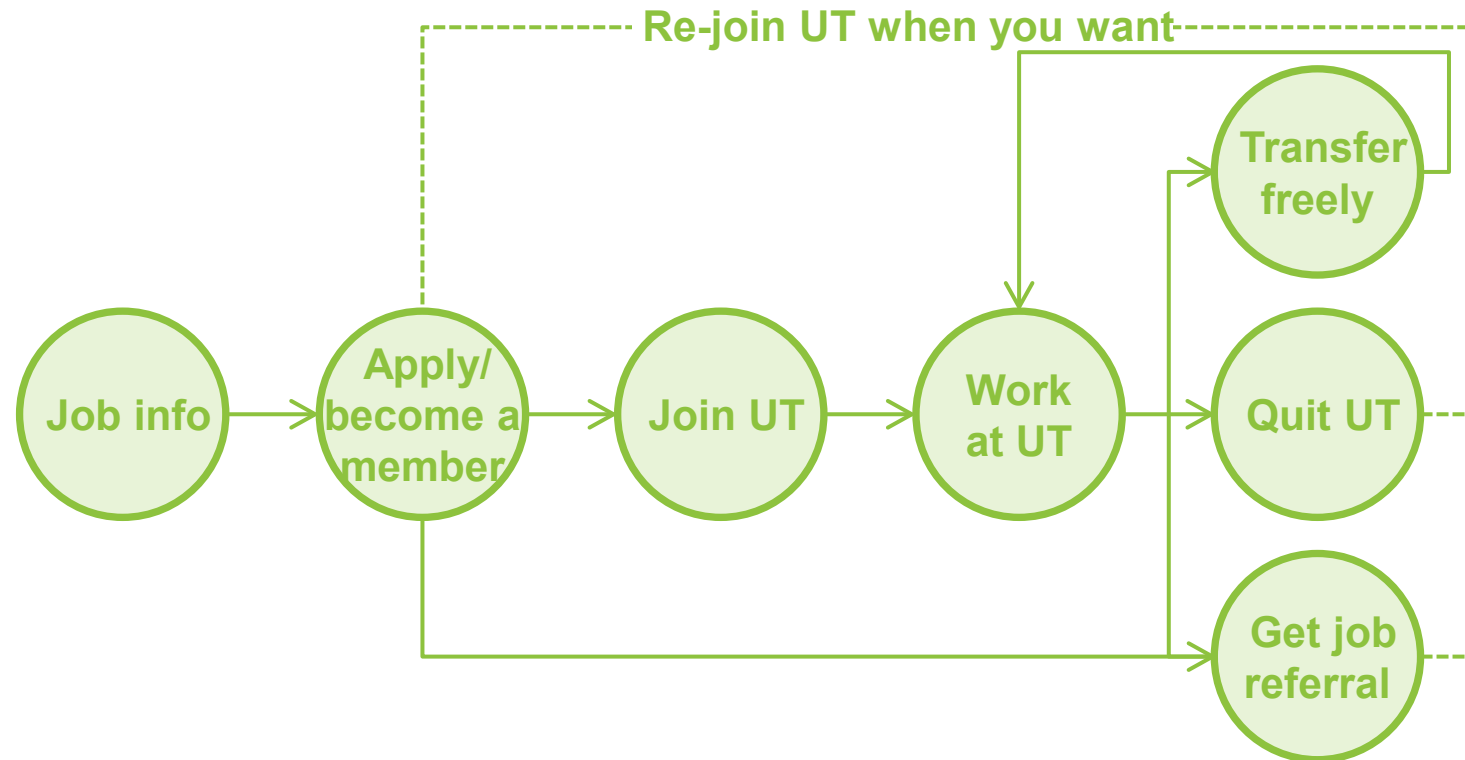
Apply with confidence by seeing the atmosphere of the actual workplace and people in the video.

UT services to more workers

UT workstyles will be disseminated via social media and commercials. You become proud to have chosen UT Group.

Reconstruct all processes from workers' perspective to raise their convenience and satisfaction

Development of an app to strengthen relationships with job seekers



Your work-related process can be completed with the membership app, greatly improving convenience

Release schedule

	FY3/2026			FY3/2027				FY3/2028
	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
Initial release - Unify the service path - Points program	Design, development and testing			★ Release				
Version upgrade 1 - Free transfer - Easy entry to UT			Design, development and testing			★	Version upgrade 1	
Version upgrade 2 UT app integration			Design, development and testing			★	Version upgrade 2	
Version upgrade 3 - Personalize job info. - Diversify payroll payments						Design, development and testing		

Preparing for release of the app next summer

Appendix

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

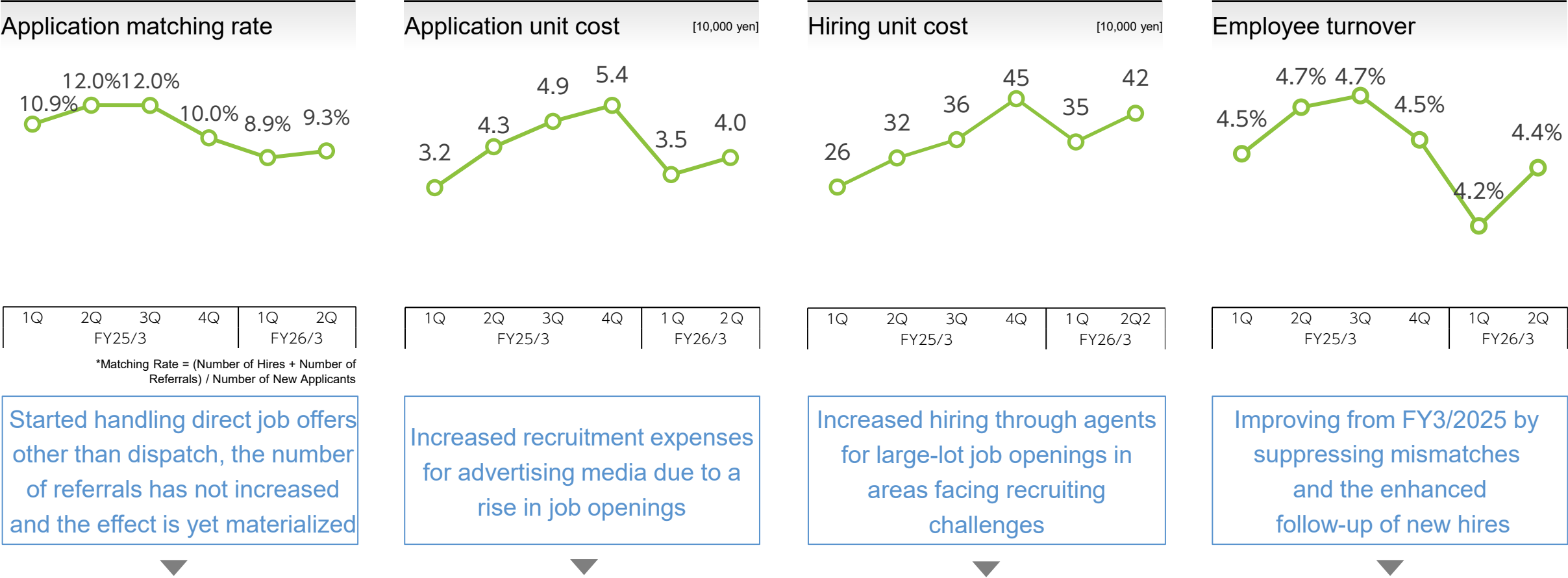
- With the record date of December 31, 2025 (in effect, December 30, 2025 due to the non-business day of the shareholder registry administrator), UT Group will conduct a 15-for-1 stock split of its common shares held by shareholders listed or recorded in the final register of shareholders as of that 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	-	-	-
	Operating income	893	1,164	-	-	-
	Operating income margin	6.8%	8.9%	-	-	-
	Technical employees	9,095	8,736	-	-	-

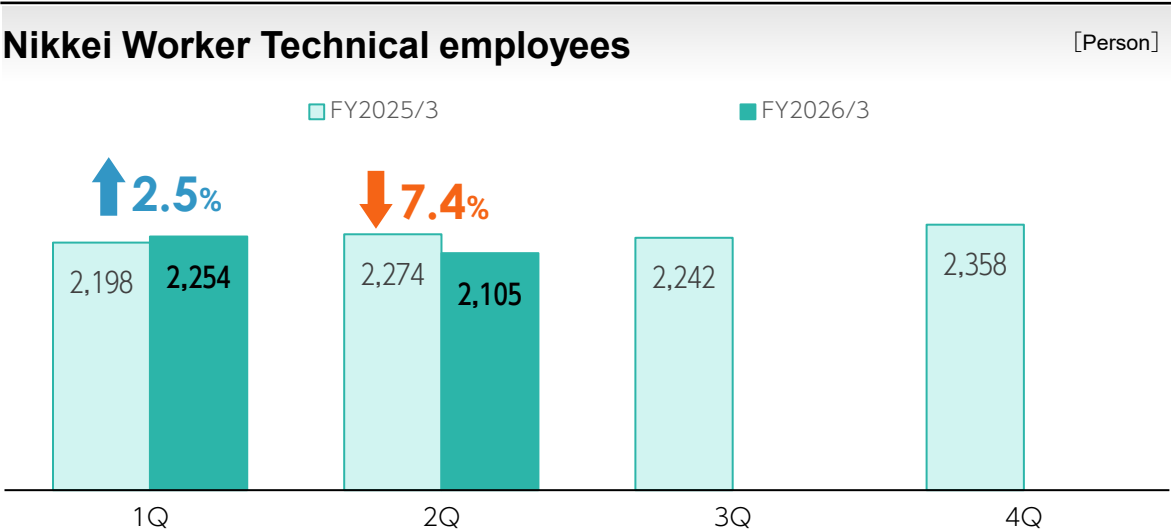
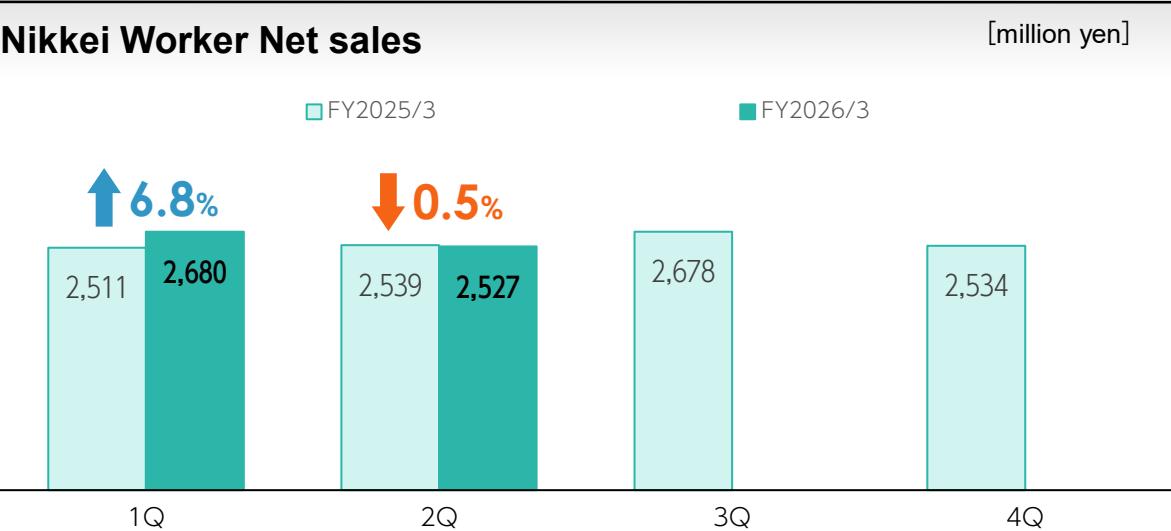
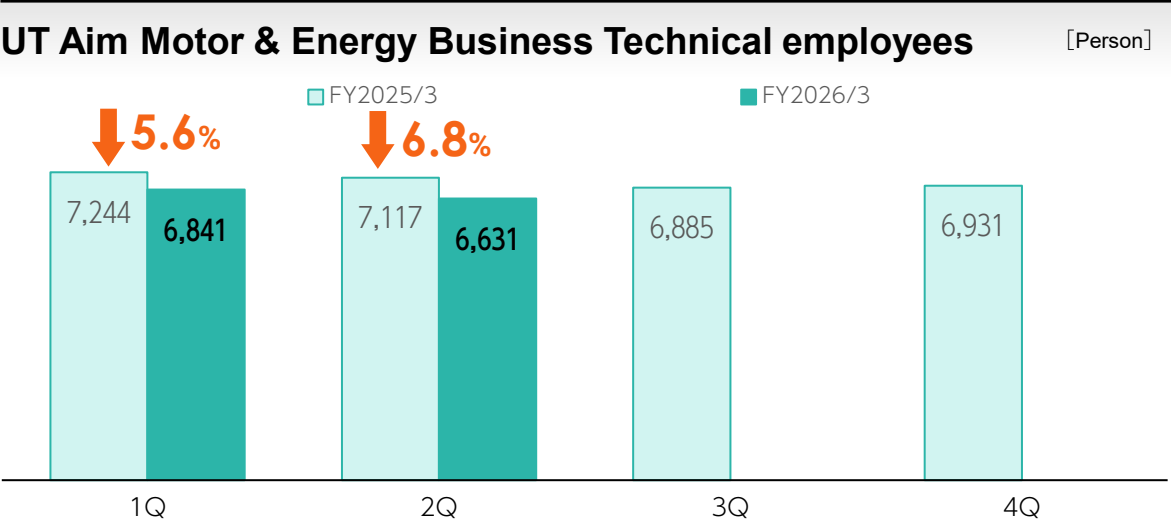
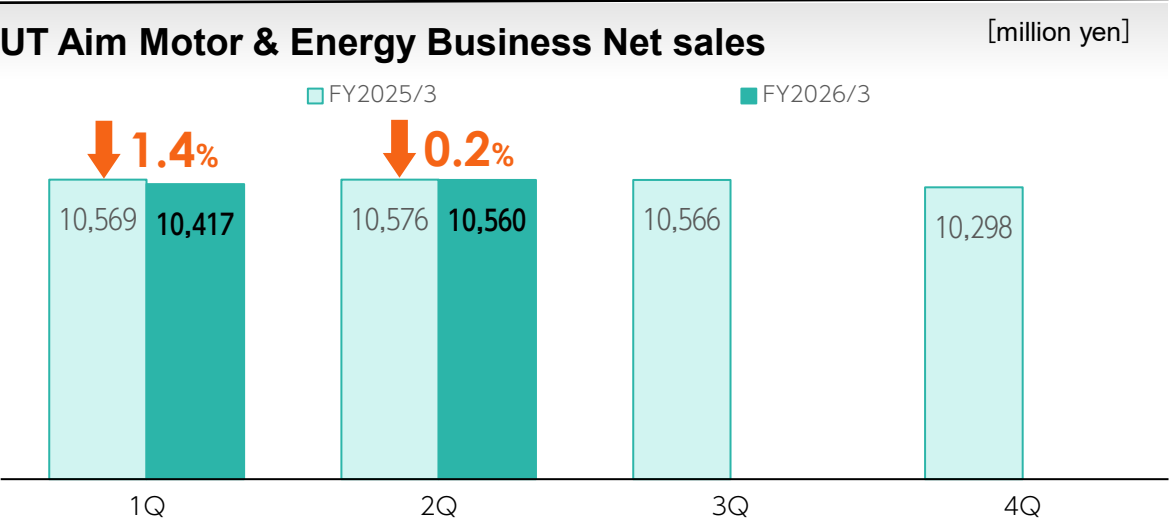
Semiconductor Business						[million yen]
		1 Q	2 Q	3 Q	4 Q	Full year
FY3/2023	Net sales	9,832	10,037	10,106	9,642	39,617
	Operating income	1,167	1,116	1,517	1,073	4,872
	Operating income margin	11.9%	11.1%	15.0%	11.1%	12.3%
	Technical employees	7,168	7,308	7,317	7,039	7,039
FY3/2024	Net sales	9,308	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	9,367	-	-	-
	Operating income	946	928	-	-	-
	Operating income margin	10.1%	9.9%	-	-	-
	Technical employees	6,711	6,611	-	-	-

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

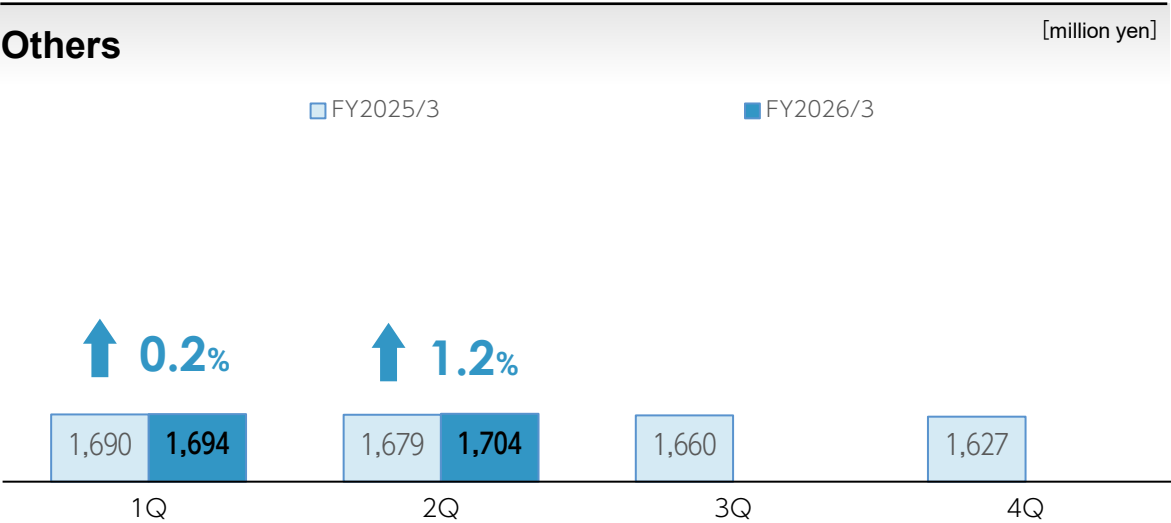
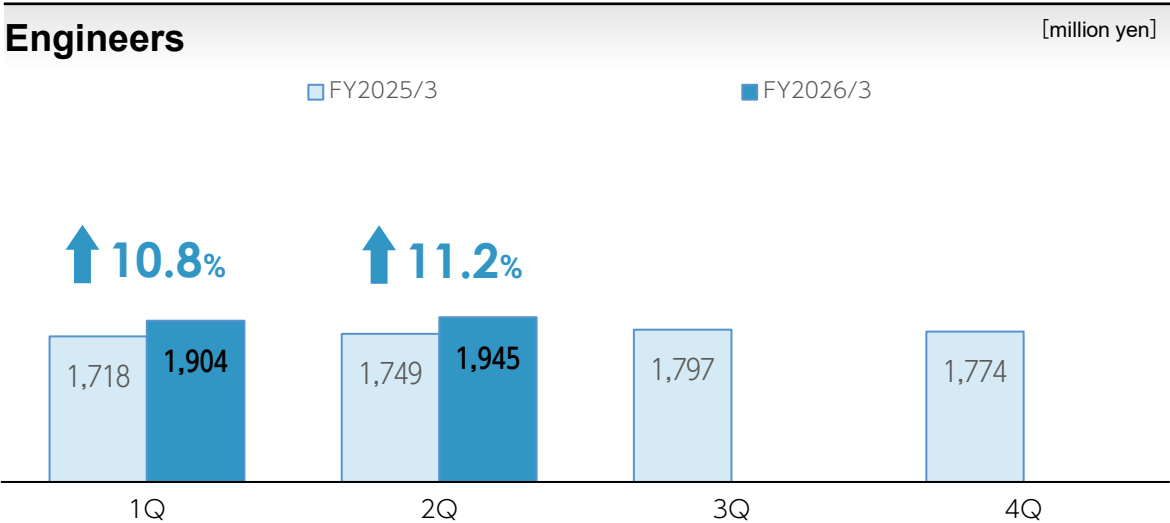
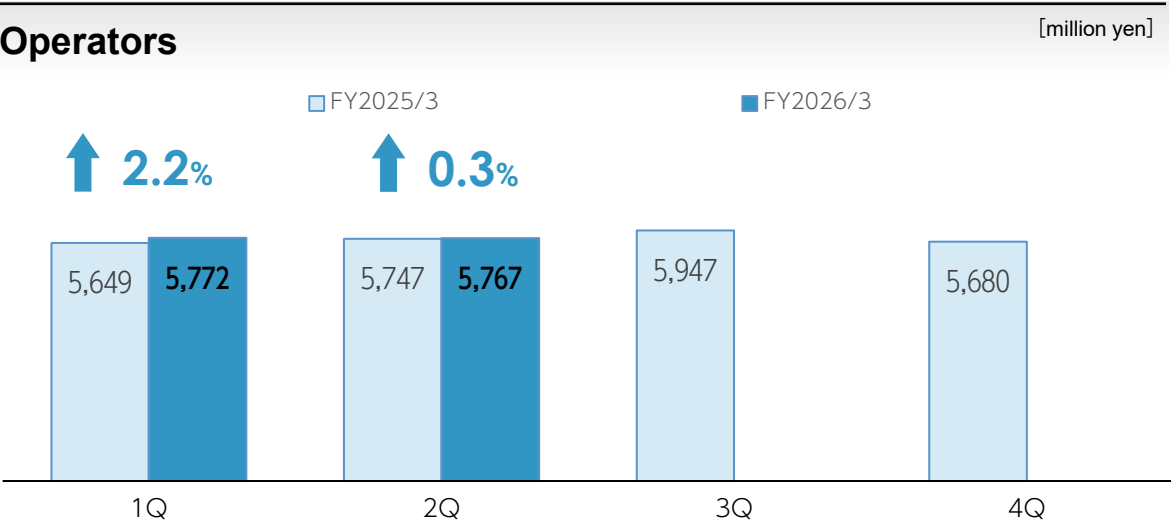
Agent Business		[million yen]				
		1 Q	2 Q	3 Q	4 Q	Full year
FY3/2023	Net sales	13,387	13,737	14,307	13,674	55,105
	Operating income	631	525	946	496	2,598
	Operating income margin	2.1%	3.6%	4.7%	2.5%	3.2%
	Technical employees	13,398	13,603	13,733	13,586	13,586
FY3/2024	Net sales	13,858	13,564	14,495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

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	-	-	-
	Operating income	143	128	-	-	-
	Operating income margin	3.9%	3.5%	-	-	-
	Technical employees	2,505	2,515	-	-	-

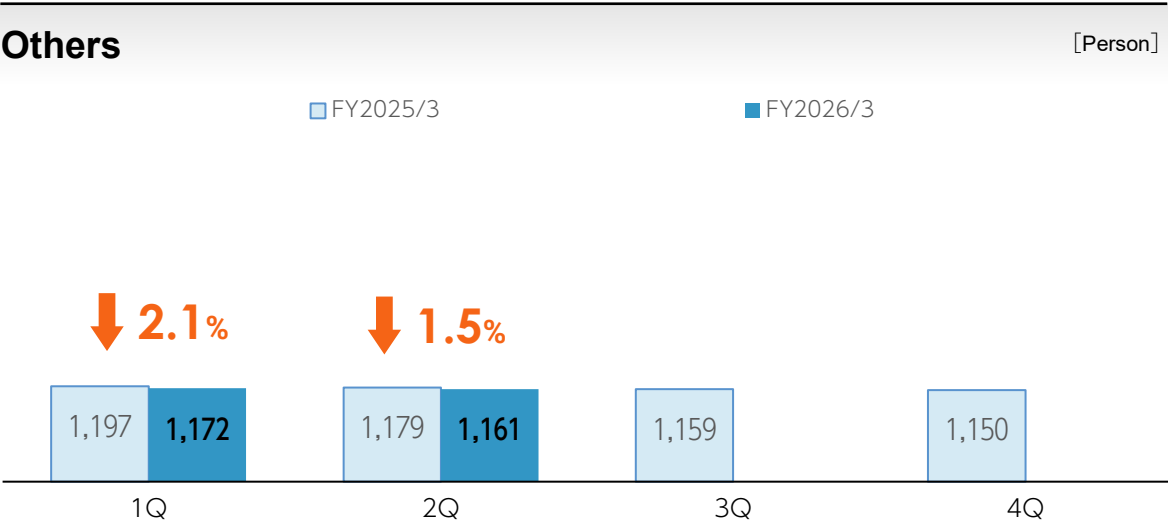
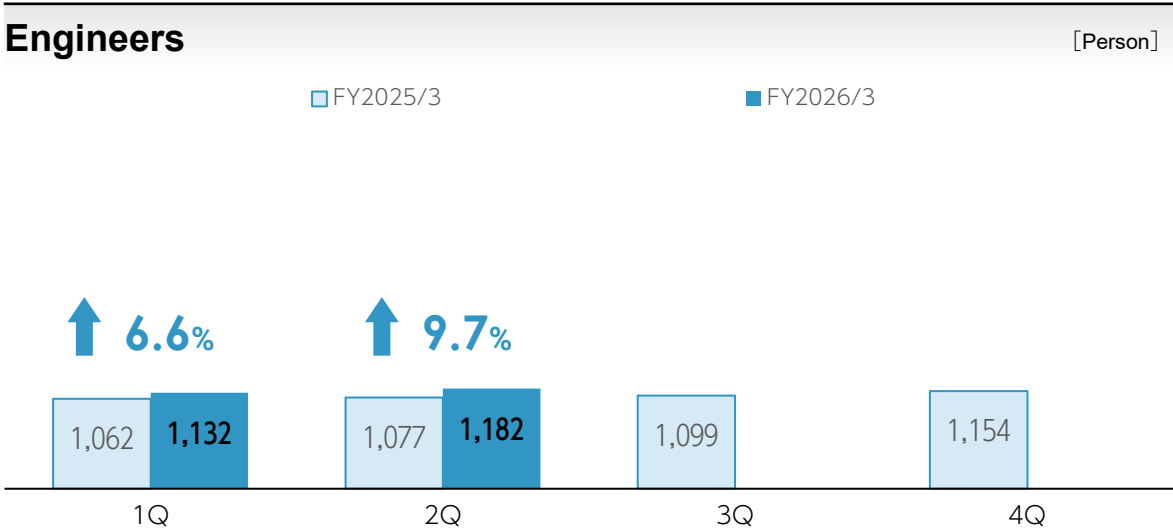
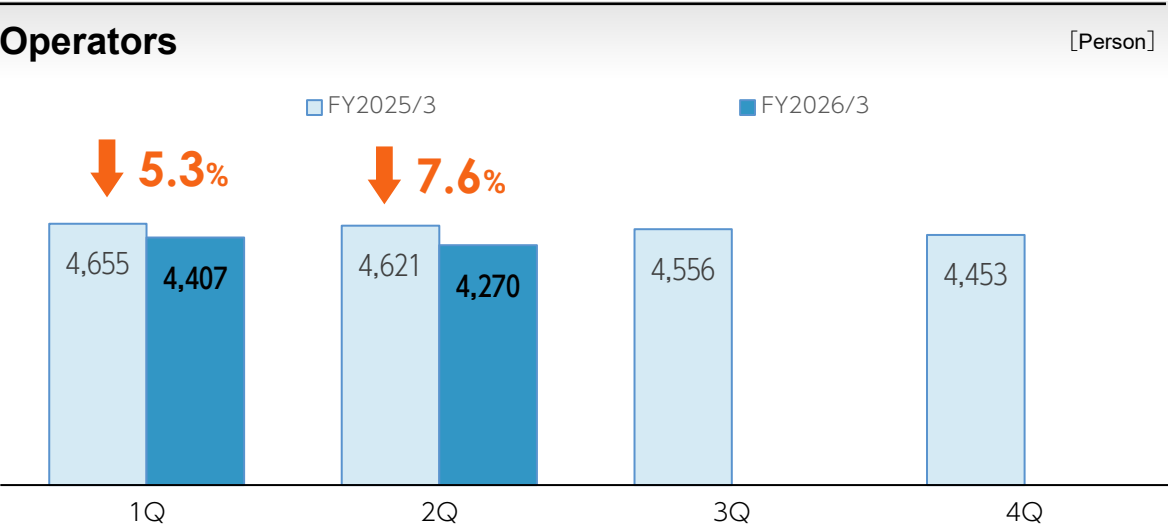
2Q FY3/2026 Sales by Business



2Q FY3/2026 Sales by Job Type



Semiconductor Business 2Q FY3/2026 No of Technical employees by Job Type

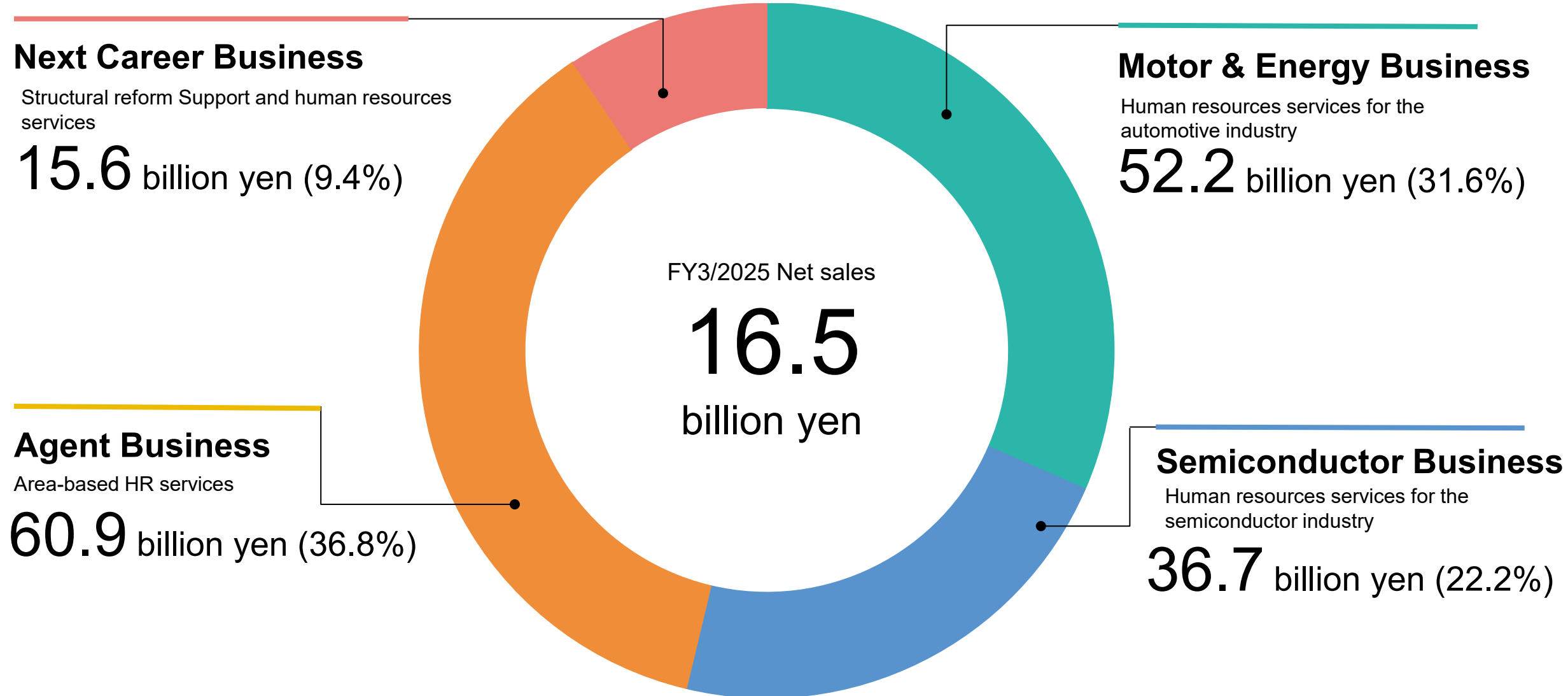


(Reference) Analysis of SG&A expenses

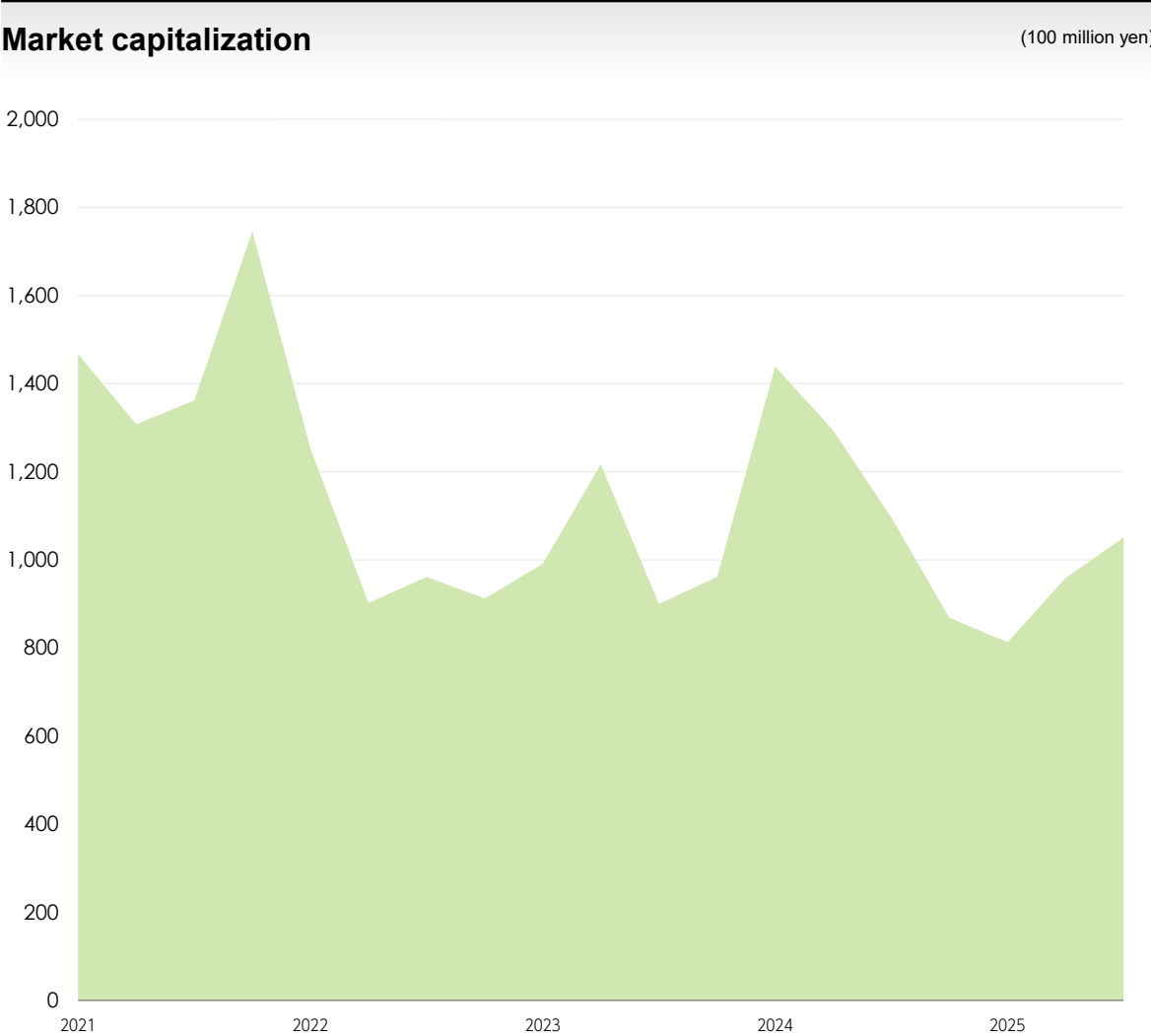
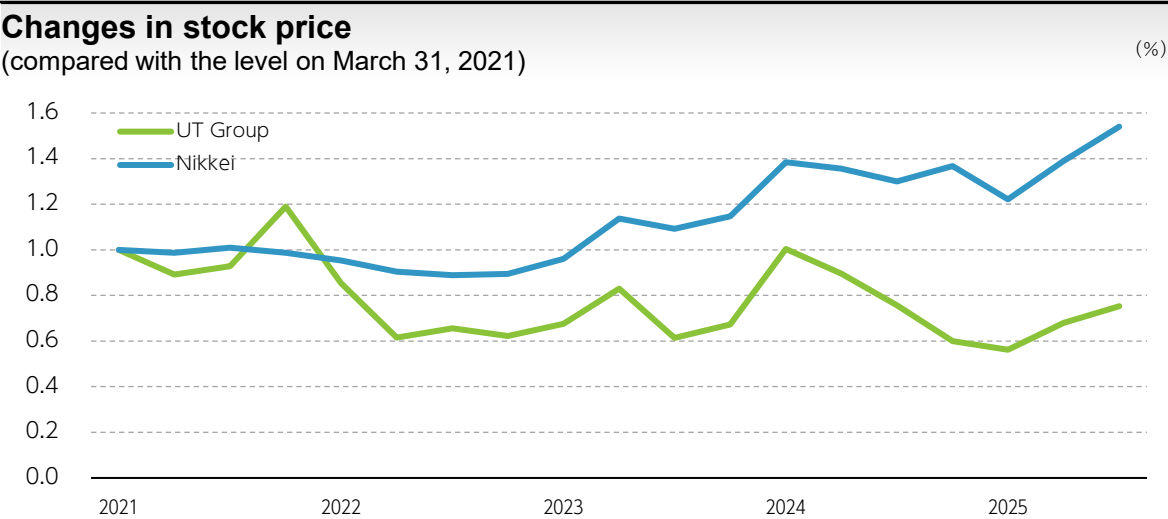
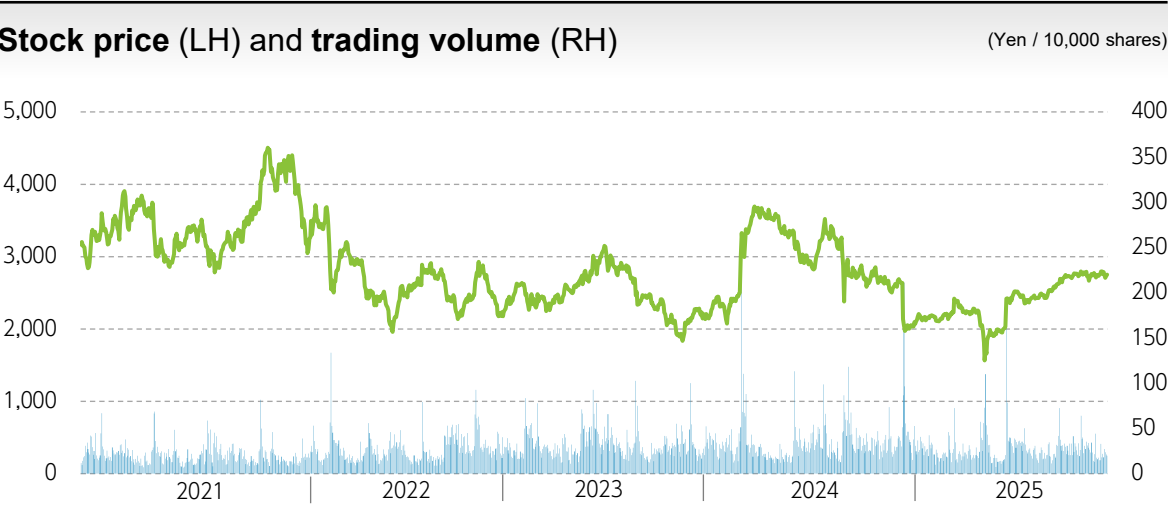
[Million yen]	FY3/2022					FY3/2023					FY3/2024					FY3/2025					FY3/2026				
	1 Q	2 Q	3 Q	4 Q	Full year	1 Q	2 Q	3 Q	4 Q	Full year	1 Q	2 Q	3 Q	4 Q	Full year	1 Q	2 Q	3 Q	4 Q	Full year	1 Q	2 Q	3 Q	4 Q	Full year
personnel expenses	2,246	2,362	2,547	2,391	9,546	2,403	2,414	2,393	2,510	9,720	2,424	2,309	2,371	2,458	9,564	2,819	2,614	2,637	2,738	10,809	2,532	2,466			
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%			
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			
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%			
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			
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%			
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			
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%			
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			
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%			
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			

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

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



Trends of Stock Price



Appendix

Corporate Outline

Corporate Outline

As of September. 30, 2025

Corporate name:	UT Group Co., Ltd.
Established:	April 14, 1995
Founded:	April 2, 2007
Capital:	1.46 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 :	39,908,183shares
Number of shareholders:	21,182

Group Companies

As of September. 30, 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]

UT Group Co., Ltd.

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