November 13, 2025

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(Securities code:	2146, TSE Prime Market)
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Notice Concerning Revision of the Fifth Medium-term Business Plan

In light of recent performance trends, UT Group Co., Ltd. has revised the numerical targets of the Fifth Medium-term Business Plan, which was announced on May 14, 2025, and updated the plan to include new targets for the fiscal year ending March 2029 (FY3/2029). Details are as follows. We will continue to steadily implement measures aimed at increasing corporate value over the medium to long term without changing the management vision and policies other than the numerical targets.

1. Summary of the revision

UT Group has established a leading position in the Japanese manufacturing dispatch market and has a strong customer base. We therefore recognize that the emerging continuous demand has enabled us to be relatively resilient to the economy and to secure stable sales. In addition, we have been able to optimize the operating income margin, which had been an issue up to the previous fiscal year, so we believe that we have built a revenue base that will generate stable sales and profits going forward.

Meantime, for FY3/2026, the first year of the plan period, we had planned to achieve significant increases in both sales and profit by anticipating an improvement in the business environment and the emergence of the effects of various measures. However, we are progressing less than initially planned due to various external and internal factors. In light of the discrepancy with actual performance, we have revised the numerical targets by setting FY3/2029 to be the final year of the plan period.

We will continue to maintain solid levels of sales and profit and to pay stable dividends with a dividend payout ratio of 100% as a guideline. In order to lead the transformation of the manufacturing dispatch industry, we will pursue innovative challenges and growth strategies with the aim of achieving sustainable growth and maximizing corporate value.

2. Renewed numerical targets for the Fifth Medium-term Business Plan

		FY3/2026 Revised forecast	FY3/ 2027 Targets	FY3/ 2028 Targets	FY3/ 2029 Targets
Net Sales	Billion yen	168	170	180	185
Operating income	Billion yen	9.5	10	12	15
Net Income attributable to owners of the parent	Billion yen	6.1	6.1	7.4	9.1
EPS/Dividend per share※	Yen	10.59	10.19	12.36	15.20
Minimum dividend per share※	Yen	10.85	10.00	10.00	10.00

※We will perform a stock split with effect from January 1, 2026 whereby each common stock will be divided into 15 shares. The impact of the stock split is considered for EPS and Dividend per share.

End

Note: The content and forecast figures in this document were prepared based on information available at the time of the announcement, and the Company does not guarantee the future performance of the Company.

Review of the Fifth Medium-term Business Plan

November 13, 2025

UT Group Co., Ltd.

Securities Code: 2146(TSE Prime Market)

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.

Maintain and expand a stable earnings base

Building of a platform in the worker dispatch business

- Control the number of technical employees to 38,000 in FY3/2029.
- Penerate 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.

\+

Challenge for growth opportunities

Entry into the employment agency business

- 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.

▶

Implement stable shareholder returns

- 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.

UT Group's services to achieve the Fifth Medium-term Business Plan

Check and see the status following my application.

Confirm the immediate cash payment.

Apply for transfer.

Follow the entry process using the app.

Earn and use points.

Want high wages and company housing

Long Work long and develop career

Work locally

Make the most of job experience

Support the UT base

Workplaces of free entry and exit, tailored to your workstyle

Enable free entry and exit

Pay on the day you work

Visualize the accumulated experience

Grant UT Shares

Receive favorable treatment

Earn points for the time you work in UT

The foundation of services that support workstyles

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 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 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

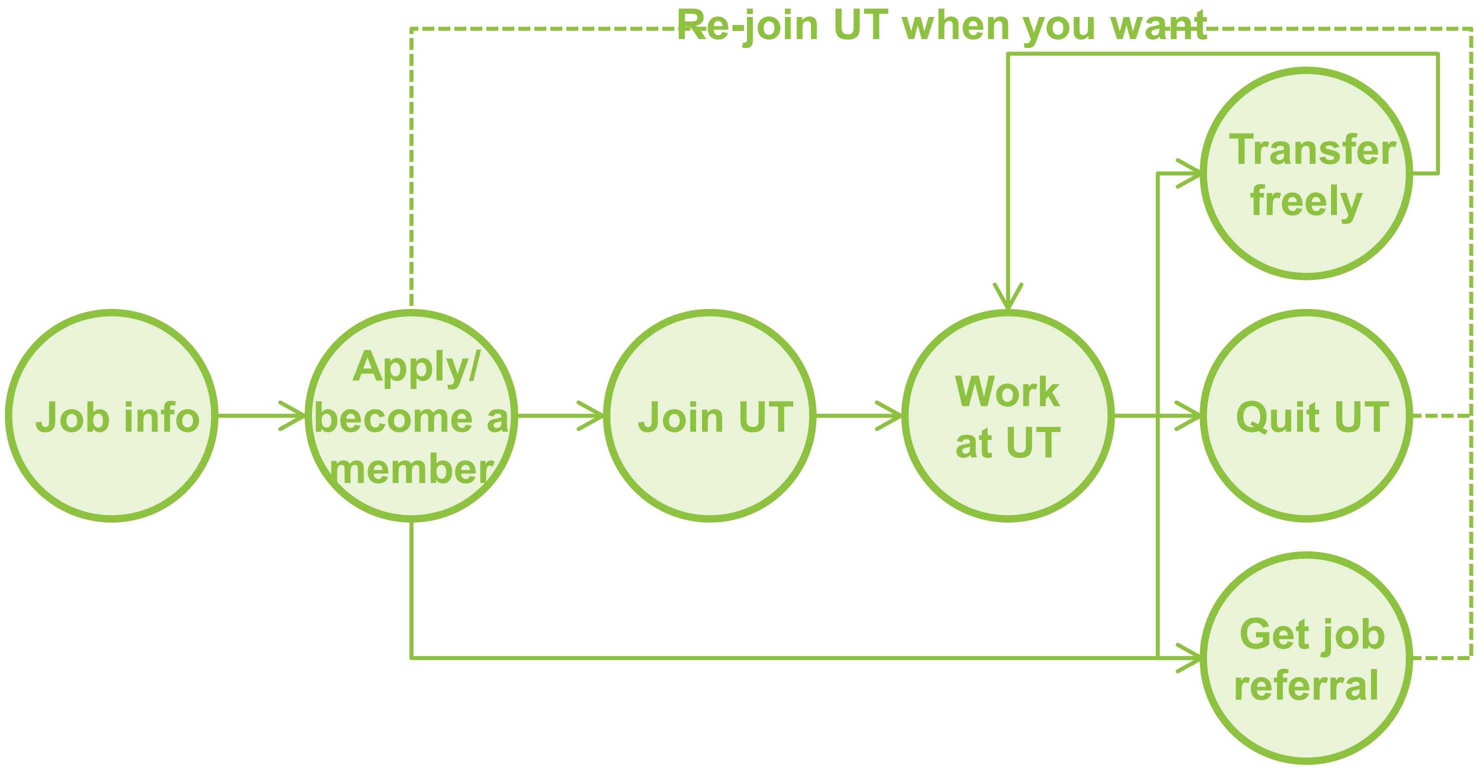
Apply with confidence by seeing the atmosphere of the actual workplace and people in the video.

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

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

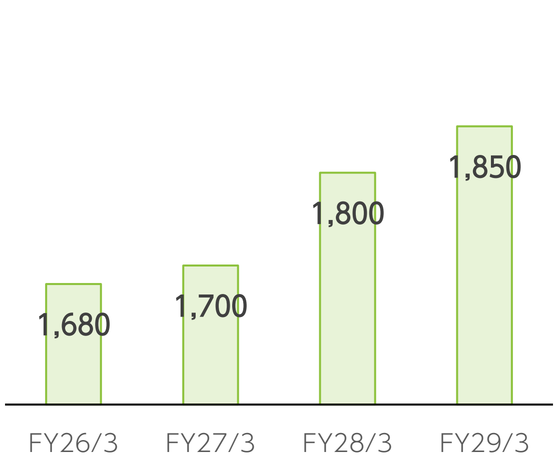
Commitment: A dividend payout ratio of **100%** and a minimum **DPS of 10 yen***

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."

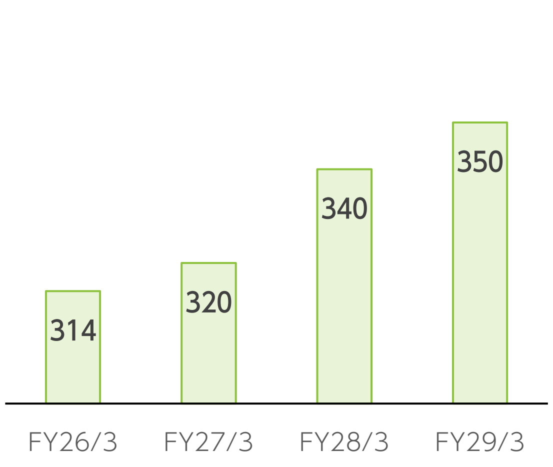
* After the 15-for-1 stock split per share with December 31, 2025 as the record date, and the dilution

Revised numerical targets

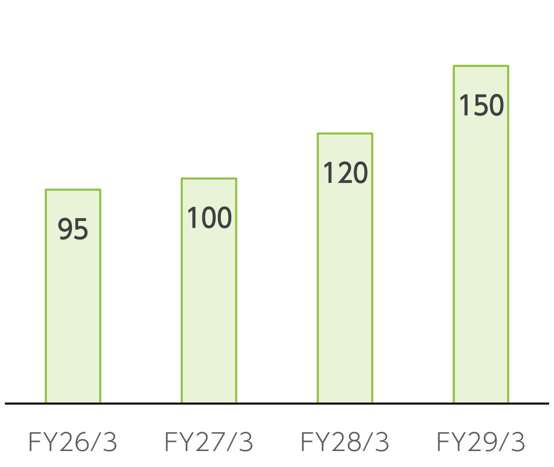
Net sales
[100 million yen]



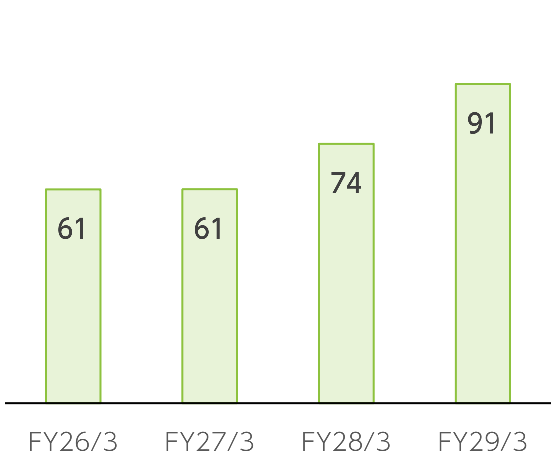
Gross profit and margin
[100 million yen]



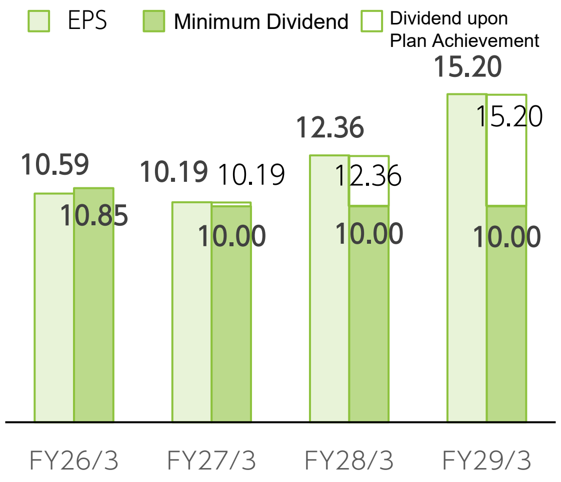
Operating profit
[100 million yen]



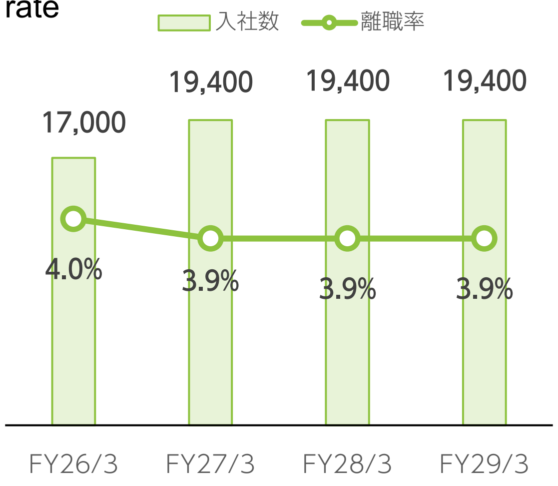
Net Income attributable to owners of the parent
[100 million yen]



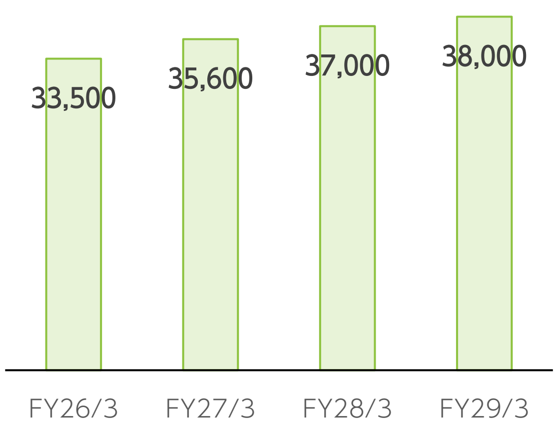
EPS / Dividend per share
[yen]



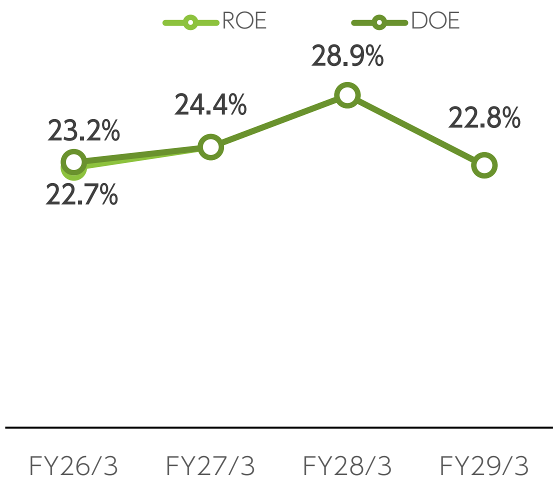
Number o Hires／Monthly turnover rate
[Person / %]



Enrollment at end of term
[Person]



ROE／DOE
[%]



※ 2025年12月31日（水）を基準日として１株当たり15分割後