September 2, 2026

Consolidated Financial Results for the Fiscal Year Ended July 20, 2026 (Under Japanese GAAP)

Company name: Uchida Yoko Co.,Ltd.
Listing: Tokyo Stock Exchange
Securities code: 8057
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Scheduled date of annual general meeting of shareholders: October 10, 2026
Scheduled date to commence dividend payments: October 14, 2026
Scheduled date to file annual securities report: October 9, 2026
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (for analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended July 20, 2026 (from July 21, 2025 to July 20, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
July 20, 2026	425,729	26.3	15,631	28.4	16,770	27.8	12,486	27.1
July 20, 2025	337,055	21.3	12,174	30.3	13,126	29.5	9,825	40.4

Note: Comprehensive income For the fiscal year ended July 20, 2026: ¥18,052 million [121.6%]
For the fiscal year ended July 20, 2025: ¥8,144 million [(42.5)%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
July 20, 2026	253.23	-	16.0	9.3	3.7
July 20, 2025	199.45	-	14.5	8.1	3.6

Reference: Share of profit (loss) of entities accounted for using equity method
For the fiscal year ended July 20, 2026: ¥171 million
For the fiscal year ended July 20, 2025: ¥104 million

Note: The Company conducted a 5-for-1 stock split of common shares effective January 21, 2026. Basic earnings per share was calculated assuming that the stock split had taken place at the beginning of the fiscal year.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
July 20, 2026	187,176	85,982	45.8	1,737.66
July 20, 2025	174,917	70,805	40.3	1,431.86

Reference: Equity
As of July 20, 2026: ¥85,702 million
As of July 20, 2025: ¥70,548 million

Note: The Company conducted a 5-for-1 stock split of common shares effective January 21, 2026.Net assets per share was calculated assuming that the stock split had taken place at the beginning of the fiscal year.

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of fiscal year
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
July 20, 2026	13,069	(1,331)	(3,466)	31,364
July 20, 2025	549	(1,027)	(2,751)	23,071

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended July 20, 2025	-	-	-	300.00	300.00	2,957	30.1	4.4
Fiscal year ended July 20, 2026	-	-	-	76.00	76.00	3,750	30.0	4.8
Fiscal year ending July 20, 2027 (Forecast)				76.00	76.00		35.7	

Note: The Company conducted a 5-for-1 stock split of common shares effective January 21, 2026. The year-end dividend per share for the fiscal year ended July 20, 2026 and the year-end dividend per share for the fiscal year ending July 20, 2027 (forecast) are shown taking into account the impact of the stock split. The year-end dividend per share for the fiscal year ending July 20, 2026 will be 380.00 yen and the year-end dividend per share for the fiscal year ending July 20, 2027 (forecast) will be 380.00 yen.

3. Forecast of consolidated financial results for the fiscal year ending July 20, 2027 (from July 21, 2026 to July 20, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending July 20, 2027	400,000	(6.0)	15,000	(4.0)	16,000	(4.6)	10,500	(15.9)	212.89

* **Notes**

(1) Significant changes in the scope of consolidation during the fiscal year: None

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the fiscal year (including treasury shares)

As of July 20, 2026	52,096,855 shares
As of July 20, 2025	52,096,855 shares

(ii) Number of treasury shares at the end of the fiscal year

As of July 20, 2026	2,776,344 shares
As of July 20, 2025	2,826,679 shares

(iii) Average number of shares outstanding during the fiscal year

Fiscal year ended July 20, 2026	49,310,698 shares
Fiscal year ended July 20, 2025	49,259,898 shares

Note: The Company has conducted a stock split with an effective date of January 21, 2026 at the ratio of 5 shares to 1 common share. Assuming that the stock split occurred at the beginning of the previous fiscal year, the number of shares outstanding at the end of the fiscal year, the number of treasury shares at the end of the fiscal year, and the average number of shares during the fiscal year are calculated.

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended July 20, 2026 (from July 21, 2025 to July 20, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
July 20, 2026	219,696	40.8	6,285	27.1	11,608	28.2	10,459	26.7
July 20, 2025	156,060	15.5	4,943	71.3	9,055	52.8	8,254	67.4

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
July 20, 2026	212.00	-
July 20, 2025	167.49	-

Note: The Company has conducted a stock split with an effective date of January 21, 2026 at the ratio of 5 shares to 1 common share. Assuming that the stock split occurred at the beginning of the previous fiscal year, basic earnings per share is calculated.

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
July 20, 2026	133,767	56,838	42.5	1,151.82
July 20, 2025	129,600	47,653	36.8	966.67

Reference: Equity
As of July 20, 2026: ¥56,838 million
As of July 20, 2025: ¥47,653 million

Note: The Company has conducted a stock split with an effective date of January 21, 2026 at the ratio of 5 shares to 1 common share. Assuming that the stock split occurred at the beginning of the previous fiscal year, net assets per share are calculated.

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

The forward-looking statements, including forecasts of financial results, contained in these materials are based on information currently available to the Company and certain assumptions deemed reasonable. However, the Company makes no assurances that these forecasts will be achieved. Actual financial results and other results may differ materially due to various factors. For matters related to the above earnings forecasts and forward-looking information, please refer to "Forward-Looking Information" on page 5 of the attached materials.

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1.Overview of Operating Results and Financial Position

(1) Overview of Operating Results for the Current Fiscal Year

During the fiscal year under review, the Japanese economy was affected by rising energy prices, as well as concerns over the procurement of raw materials and increases in raw material prices, due to the situation in the Middle East. However, capital investment aimed at addressing labor shortages and promoting digitalization remained firm, and corporate earnings have remained at a high level.
However, looking ahead, there are also risks that the domestic economy could face downside pressure due to further increases in resource prices resulting from the stalemate in the situation in the Middle East, geopolitical turmoil spreading worldwide, and sudden changes in monetary and fiscal policies in Japan and overseas, including the United States.
On the other hand, from a medium- to long-term perspective, it is becoming increasingly clear that the factor expected to have the greatest impact on Japan is the transformation of its social structure resulting from the rapid decline in the birthrate. A transition toward social and industrial structures adapted to a declining birthrate is indispensable, and the value of “people and data” is expected to increase further. Japan is therefore required to mobilize resources from both within and outside the country to maximize their utilization.

For 116 years, the Uchida Yoko Group has supported customers’ “work” and “learning” activities and accumulated know-how through its various business units. In the fiscal year under review, which marks the second year of the 17th Medium-Term Management Plan, from the fiscal year ened July 20, 2025 to the fiscal year ending July 20, 2027, the Group accelerated organizational restructuring through the reconfiguration of business units based on this accumulated know-how, as well as management reforms aimed at strengthening collaboration. Through these initiatives, the Group sought to contribute to social transformation by promoting its Group Vision of “Creating Value from Information and Co-Creating Knowledge.”
During the fiscal year under review, amid increasing investment demand in Japan in both public and private markets that support the utilization of “people and data,” the Group steadily captured this demand under the above policy, resulting in strong business performance.

In the public market, GIGA School devices, which were introduced all at once in schools five years ago on a one-device-per-student basis, entered a full-scale replacement period. Amid the larger-scale GIGA-related special demand in the fiscal year under review, the Company demonstrated its capability to handle the entire process in an integrated manner, from device procurement to kitting and deployment, and achieved implementation results that exceeded those of the previous GIGA School device deployment cycle.At the same time, demand also expanded for large-scale projects to integrate learning and administrative networks by implementing network enhancements and security measures to enable the smooth use of large numbers of devices, and the Company increased its project wins.Meanwhile, in local government system standardization projects being advanced in line with national guidelines, the Company steadily completed the work planned for the fiscal year under review. In addition, in public facilities such as school facilities, local government facilities, and welfare facilities, the Company’s proposals tailored to issues faced in the fields of education, administration, and welfare were highly evaluated, leading to progress in project wins. As a result, in the public market as a whole, both net sales and profit significantly exceeded expectations.

In the private market, the Company secured large-scale projects for solutions that visualize and utilize employee location information and environmental data within offices, while the number of users of cloud-based meeting room reservation support services also increased, ensuring stable revenue.
In the first half of the fiscal year under review, replacement demand associated with Windows upgrades continued from the previous fiscal year. In software license projects for major companies, renewals of contracts with existing customers and new large-scale projects progressed throughout the year. As a result, the major private-sector market, including the office environment construction field, remained generally firm.

The Company also expanded efforts to strengthen its management foundation for future growth, including hiring personnel, improving employee treatment through measures such as base salary increases, and enhancing workplace environments. In addition, selling, general and administrative expenses increased as the Company proceeded with the introduction and deployment of a common Group sales management system to strengthen Group management.
As a result, consolidated net sales for the fiscal year under review were 425,729 million yen, up 26.3% year on year; operating profit was 15,631 million yen, up 28.4% year on year; ordinary profit was 16,770 million yen, up 27.8% year on year; and profit attributable to owners of parent was 12,486 million yen, up 27.1% year on year. Net sales and all profit categories reached record highs for the second consecutive fiscal year.

(Millions of yen)

	Previous Consolidated Fiscal Year	Current Consolidated Fiscal Year	Change Amount	Change Rate (%)
Net Sales	337,055	425,729	88,674	26.3
Gross Profit	52,387	59,240	6,853	13.1
Selling, general and administrative expenses	40,213	43,609	3,396	8.4
Operating Profit	12,174	15,631	3,457	28.4
Ordinary Profit	13,126	16,770	3,643	27.8
Profit attributable to owners of parent	9,825	12,486	2,661	27.1

Operating results by segment are as follows.

Government and Education Business

Replacement demand for one device per student under the GIGA School Program reached its peak, resulting in concentrated large-scale deployments throughout Japan. The Company leveraged the processing capacity of the kitting centers it had expanded in the previous fiscal year, as well as its nationwide deployment capabilities, to smoothly carry out the simultaneous deployment of devices.

In network renewal projects that integrate administrative and learning systems, the Company secured large-scale projects as its proposals were highly evaluated for leveraging its design capabilities for large-scale device environments, technical expertise and knowledge in security, and deep understanding of school environments. The Company also made progress in receiving large-scale orders for prefecture-wide school administrative systems.

In local government system standardization projects, although more local governments than expected postponed projects to the next fiscal year or later, the Company steadily completed work scheduled for the fiscal year under review as well as many related welfare system projects.

In addition, amid demand for the establishment of new faculties and the reorganization of departments at universities to develop science and engineering talent, as promoted by the government, the Company secured large-scale projects by leveraging the know-how it has cultivated in handling everything from consulting to environment construction. Furthermore, in school reconstruction and renovation projects aimed at supporting new forms of education, the Company made steady progress in winning increasingly large-scale projects.

As a result, net sales were 161,038 million yen, up 73.6% year on year, and operating profit was 8,974 million yen, up 71.2% year on year, representing substantial growth.

Office Business

As corporate earnings remained firm, companies continued to invest in creating comfortable office environments aimed at securing and retaining human resources. Against this backdrop, demand for high-grade, large-scale projects also expanded in the shared office and rental office fields, and the Company won numerous projects.

In addition, large-scale office investments, including office relocations, layout changes, and initiatives to enhance communication, remained solid primarily in the Tokyo, Nagoya, and Osaka metropolitan areas. In regional areas, renovation demand aimed at strengthening branch functions increased, and the Company won large-scale welfare facility projects, while public-sector government building projects also performed steadily.

Although the Company steadily captured this demand, net sales were 59,172 million yen, down 0.4% year on year, due to the reactionary decline from large-scale projects recorded in the previous fiscal year. On the other hand, operating profit was 2,132 million yen, up 7.3% year on year, reflecting the recovery of overseas markets and improved profitability in peripheral office-related businesses.

Information Business

Among major private-sector companies, amid growing needs for infrastructure development with a view to AI and data utilization, the Company made progress in securing large-scale system projects that visualize employee location information and various data within office buildings in real time, in order to enhance communication among employees and understand office utilization. Contracts for the Company's meeting room operation support service, in which it holds a high market share, also grew steadily.

In addition, IT service-related demand associated with the termination of Windows 10 support, which had continued from the previous fiscal year, contributed to results in the first quarter of the fiscal year under review. Cloud-based subscription software license contracts also continued to grow throughout the year.

On the other hand, in relatively highly profitable SI projects for small and medium-sized enterprises, many business negotiations were postponed due to delays in the supply of servers and PCs caused by semiconductor shortages. In addition, demand for business system renewals was in a transition period.

As a result, net sales were 204,447 million, up 11.3% year on year, and operating profit was 4,293 million yen, down 6.5% year on year.

Other

The principal businesses in this segment are education and training services and staffing services. Although net sales were 1,071 million, down 10.2% year on year, group training programs and DX training services for private-sector companies continued to perform steadily. Operating profit was 174 million yen, down 39.9% year on year.

(2) Overview of Financial Position for the Current Fiscal Year

(Assets, Liabilities, and Net Assets)

(Millions of yen)

	Previous Consolidated Fiscal Year	Current Consolidated Fiscal Year	Change Amount	Change Rate (%)
Current assets	131,642	136,431	4,788	3.6
Non-current assets	43,274	50,744	7,470	17.3
Total assets	174,917	187,176	12,259	7.0
Current liabilities	92,319	87,302	(5,017)	(5.4)
Non-current liabilities	11,793	13,892	2,099	17.8
Total liabilities	104,112	101,194	(2,917)	(2.8)
Total net assets	70,805	85,982	15,176	21.4
Equity-to-asset ratio (%)	40.3	45.8	+5.5points	-

・Current assets increased by 4,788 million yen in total, mainly due to an increase of 8,563 million yen in cash and deposits, and decreases of 2,348 million yen in inventories and 1,898 million yen in notes and accounts receivable - trade, and contract assets.

・Non-current assets increased by 7,470 million yen in total, mainly due to an increase of 5,189 million yen in retirement benefit asset and an increase of 2,312 million yen in investment securities resulting from the fair value valuation of listed securities.

・Current liabilities decreased by 5,017 million in total, mainly due to decreases of 12,023 million yen in trade payables and 3,056 million yen in accounts payable - other, despite increases of 6,784 million yen in contract liabilities, 1,960 million yen in accrued consumption taxes, and 651 million yen in income taxes payable.

・Non-current liabilities increased by 2,099 million yen in total, mainly due to increases of 2,038 million yen in deferred tax liabilities and 581 in provision for product warranties, and a decrease of 693 million yen in retirement benefit liability.

・Total net assets increased by 15,176 million yen, mainly due to the recording of profit attributable to owners of parent of 12,486 million yen, a decrease of 2,957 million yen resulting from dividends paid, increases of 3,431 million yen in remeasurements of defined benefit plans and 1,654 million yen in valuation difference on available-for-sale securities resulting from the fair value valuation of listed securities.

・As a result, the equity-to-asset ratio increased by 5.5 percentage points, from 40.3% at the end of the previous fiscal year to 45.8%.

(3) Overview of Cash Flows for the Current Fiscal Year

(Millions of yen)

	Previous Consolidated Fiscal Year	Current Consolidated Fiscal Year	Change Amount
Cash flows from operating activities	549	13,069	12,520
Cash flows from investing activities	△1,027	△1,331	△304
Cash flows from financing activities	△2,751	△3,466	△715

Cash and cash equivalents at the end of the fiscal year under review increased by 8,292 million yen from the end of the previous fiscal year to 31,364 million yen.

・Net cash provided by operating activities amounted to 13,069 million yen, compared with 549 million yen provided in the previous fiscal year. This was mainly due to the recording of profit before income taxes of 18,009 million yen, compared with 14,479 million yen in the previous fiscal year; an increase in contract liabilities of 6,783 million yen, compared with an increase of 56 million yen in the previous fiscal year; a decrease in inventories of 2,414 million yen, compared with an increase of 13,118 million yen in the previous fiscal year; and a decrease in trade receivables and contract assets of 1,949 million yen, compared with an increase of 14,555 million yen in the previous fiscal year. These factors were partially offset by a decrease in trade payables of 12,051 million yen, compared with an increase of 18,334 million yen in the previous fiscal year, and income taxes paid of 5,119 million yen, compared with 3,032 million yen in the previous fiscal year.

・Net cash used in investing activities amounted to 1,331 million yen, compared with 1,027 million yen used in the previous fiscal year. This decrease was mainly due to cash outflows including payments of loans receivable of 1,263 million yen, purchase of intangible assets of 1,072 million yen, and purchase of property, plant and equipment of 888 million yen, partially offset by proceeds from sale of investment securities of 1,724 million yen.

・Net cash used in financing activities amounted to 3,466 million yen, compared with 2,751 million yen used in the previous fiscal year. This decrease was mainly due to dividends paid of 2,957 million yen.

The following is a summary of changes in the Group's cash flow-related indicators.

	Fiscal year ended July 2022	Fiscal year ended July 2023	Fiscal year ended July 2024	Fiscal year ended July 2025	Fiscal year ended July 2026
Equity-to-asset ratio (%)	36.7%	39.2%	42.8%	40.3%	45.8%
Market value-based equity ratio	38.0%	39.7%	53.9%	56.1%	55.4%
Cash flow to interest-bearing debt ratio	―	0.7 years	1.1 years	9.1 years	0.4 years
Interest coverage ratio	―	120.0 times	79.6 times	6.9 times	125.6 times

Equity-to-asset ratio: Equity / Total assets
Equity-to-asset ratio based on market value: Market capitalization / Total assets
Interest-bearing debt to cash flow ratio: Interest-bearing debt / Operating cash flow
Interest coverage ratio: Operating cash flow / Interest payments

- All indicators are calculated based on consolidated financial figures.
- Market capitalization is calculated by multiplying the closing share price at the end of the fiscal year by the number of shares outstanding at the end of the fiscal year, excluding treasury shares.
- Operating cash flow is the cash flows from operating activities in the consolidated statement of cash flows. Interest-bearing debt includes all liabilities recorded on the consolidated balance sheet on which interest is paid. Interest payments are based on interest paid as stated in the consolidated statement of cash flows.
- The interest-bearing debt to cash flow ratio and interest coverage ratio for the fiscal year ended July 20, 2022 are not presented because operating cash flow was negative.

(4) Dividends for the Current and Next Fiscal Years

In the current fiscal year, business performance significantly exceeded the initial forecast, resulting in a substantial increase in profit attributable to owners of parent. Accordingly, the Company has decided to increase the ordinary dividend per share by 4.00 yen, from 72.00 yen per share announced on June 3, 2026, to 76.00 yen per share.

For the next fiscal year, the Company currently plans to continue paying a dividend of 76.00 yen, the same amount as the dividend for the current fiscal year. However, the Company will make an appropriate decision based on a comprehensive consideration of future earnings trends, the business environment, and other factors.

The basic policy on profit distribution is described in “2. Management Policies (2) Basic Policy on Profit Distribution.”

(5) Outlook for the Next Fiscal Year and Forward-Looking Information

For the next fiscal year, progress is expected in local government system standardization projects that were postponed from the current fiscal year to the next fiscal year. However, replacement demand associated with the termination of Windows 10 support is expected to subside, and only some device replacement projects related to the GIGA School Program are expected to remain. On the other hand, business results in other areas that form the baseline of the Group’s performance are expected to steadily expand, mainly in the private market. Accordingly, in terms of both net sales and profit, the Group plans to maintain a level close to that of the current fiscal year, in which record-high profits were significantly renewed.

In the private market, investment in DX and talent acquisition is expected to remain strong. The Group expects growth in the office environment construction business, as well as growth in the major private-sector ICT business and a recovery in business system projects for small and medium-sized enterprises.

In the public market, the Group will proceed with local government system standardization projects. In addition, with a view to utilizing data after the GIGA School Program, the Group will promote large-scale network construction, one of its strengths, as well as the creation of learning environments that facilitate the use of ICT.

Based on these factors, the Group forecasts consolidated net sales of 400,000 million yen, down 6.0% year on year; operating profit of 15,000 million yen, down 4.0% year on year; and ordinary profit of 16,000 million yen, down 4.6% year on year for the next fiscal year. Profit attributable to owners of parent is also forecast at 10,500 million yen, down 15.9% year on year, although the Group does not expect to record the gain on sale of investment securities that was recorded in the previous fiscal year. The Group plans to maintain profit attributable to owners of parent at a level of at least the 10,000 million yen range.

The next fiscal year will be the final year of the 17th Medium-Term Management Plan. At the start of the plan, the Group expected special demand to subside in the third year and projected net sales of 340,000 million yen and operating profit of 11,500 million yen. However, based on the circumstances described above, the earnings forecast for the next fiscal year is expected to significantly exceed those level.

(Millions of yen)

	Results for the fiscal year ended July 20 2022	Results for the fiscal year ended July 20 2023	Results for the fiscal year ended July 20 2024	Results for the fiscal year ended July 20 2025	Results for the fiscal year ended July 20 2026	Forecast for the fiscal year ending July 20 2027	Compared to 2022
Net sales	221,856	246,549	277,940	337,055	425,729	400,000	
Year-on-year change	76.2%	111.1%	112.7%	121.3%	126.3%	94.0%	180.3%
Operating income	7,890	8,436	9,345	12,174	15,631	15,000	
Year-on-year change	76.1%	106.9%	110.8%	130.3%	128.4%	96.0%	190.1%
Profit*1	4,840	6,366	6,996	9,825	12,486	10,500	
Year-on-year change	78.6%	131.5%	109.9%	140.4%	127.1%	84.1%	216.9%

*1 Profit attributable to owners of parent

The figures in the above forecasts are based on judgments and assumptions made in light of information currently available to the Company. Changes in economic trends in Japan and overseas may have a significant impact on business performance. We will disclose any major changes in the future as appropriate.

2. Management Policies

(1) Basic Management Policy

Based on its corporate philosophy of "Through the creation of environments conducive to innovation and creativity, we play our part in building a better world for all and helping to deliver industrial prosperity and happiness for our employees." the Group aims to be a company that earns the trust and satisfaction of all stakeholders in society, including shareholders, business partners, and employees.

We have defined our corporate vision as "Creating value from data and Collaborating in the Design of knowledge," and have made continuing to support our customers' growth the reason for our Group's existence. We aim to contribute to society and enhance our corporate value.

(2) Basic Policy on Profit Distribution

With regard to shareholder returns, the Company’s basic policy is to aim for further expansion and enhancement of shareholder returns, balancing “enhancement of financial base” and “investment for realization of medium- to long-term corporate management strategies” on the premise of maintaining stable dividends.

Under this policy, the Company will implement a progressive dividend policy, under which it will, in principle, maintain or increase the dividend level.

(3) Target Management Indicators

We aim to maintain a stable return on equity (ROE) of 10% or more while promoting investments for our own transformation to respond to future market changes.

(4) Medium- to Long-Term Management Strategies and Issues to Be Addressed

The most significant impact on Japanese society going forward will be changes in the social structure caused by the rapid decline in the birthrate in Japan. For Japan to achieve growth, it is essential to transform its social and industrial structures in response to the declining birthrate. Investment in “people” and “data” will become increasingly important for transformation that changes mechanisms together with the utilization of data.

Over its 116-year history, the Uchida Yoko Group has consistently worked to develop customers’ “work” and “learning” in both the private and public markets. Through these efforts, the Group has developed both ICT-related businesses and environment construction-related businesses, and has built numerous distinctive and unique business units. We believe that bringing together the know-how accumulated across the Group’s diverse businesses to contribute to Japanese society, where the utilization of people and data will be increasingly required, is both the Group’s social mission and a growth opportunity.

However, under the mere extension of conventional management practices, there were circumstances in which these valuable resources could not be fully utilized. Therefore, in order to address the significant impact of Japan’s declining birthrate, which is certain to materialize in the future, the Group began reforms in 2015 from a medium- to long-term perspective.

Under the 14th Medium-Term Management Plan, from the fiscal year ended July 20, 2016 to the fiscal year ended July 20, 2018, the Group adopted a perspective different from its conventional three-segment structure. In order to take a comprehensive view of all businesses across the Company, the Group established a business portfolio based on four matrices: from the business axis, ICT-related businesses and environment construction-related businesses, and from the market axis, the private market and the public market. Based on this portfolio, the Group began sharing resources.

Under the 15th Medium-Term Management Plan, from the fiscal year ended July 20, 2019 to the fiscal year ended July 20, 2021, the sharing of resources enhanced flexibility and mobility, enabling the Group to respond more broadly and steadily than before to the expansion in demand around 2020 and achieve record-high profits. This effect also proved effective during the COVID-19 pandemic, allowing the Group to respond accurately and flexibly to rapid market changes, including GIGA School Program projects and increased IT investments by major private companies. As a result, the Group achieved significant results and raised the baseline of performance in each business field.

Under the 16th Medium-Term Management Plan, from the fiscal year ended July 20, 2022 to the fiscal year ended July 20, 2024, the Group proceeded with organizational restructuring mainly at Uchida Yoko Co., Ltd., while also beginning preparations for restructuring across the entire Group. In addition to making consolidated listed subsidiary UCHIDA ESCO Co., Ltd. a wholly owned subsidiary, the Group began making large-scale investments to build a common Group sales management system. The Group also took on the challenge of overseas investment by acquiring a 100% interest in a software development company in Luxembourg to achieve new growth.

Under the current 17th Medium-Term Management Plan, from the fiscal year ended July 20, 2025 to the fiscal year ending July 20, 2027, the Group aims to establish its unique competitive advantage by utilizing resources across the entire Group and strengthening competitiveness through the mobilization of resources beyond segments, in order to bring together its ICT and environment construction know-how in strategically important markets.
In the fiscal year ended July 20, 2026, the development of the common sales management system integrated across the Group has progressed to the final group companies. The Group is also advancing a common Group framework and system development for the reorganization and strengthening of system engineers in order to respond to the expected expansion of data utilization going forward.

In the fiscal year ending July 20, 2027, in the major private-sector ICT business, where growth is expected, the Group will effectively integrate operations across Group companies and promote customer development in coordination with the Office Business.
In the public market, based on the significant results achieved through the GIGA School Program and local government system standardization projects, the Group will strengthen its structure to bring together the strengths of its education ICT business and local government business. Through these initiatives, the Group will contribute to Japanese society by promoting its Group Vision of “Creating Value from Information and Co-Creating Knowledge.”

3. Basic Policy on Selection of Accounting Standards

Taking into consideration the comparability of consolidated financial statements across periods and among companies, the Group's policy is to prepare its consolidated financial statements in accordance with Japanese GAAP for the time being.
With regard to the application of IFRS, the Group intends to respond appropriately after considering developments in Japan and overseas.

4. Consolidated Financial Statements and Significant Notes Thereto

(1)Consolidated balance sheet

(Millions of yen)

	As of July 20, 2025	As of July 20, 2026
Assets		
Current assets		
Cash and deposits	25,872	34,436
Notes and accounts receivable - trade, and contract assets	69,634	67,735
Securities	1,500	1,500
Merchandise and finished goods	14,326	10,290
Work in process	15,588	17,161
Raw materials and supplies	614	728
Short-term loans receivable	310	1,515
Other	3,854	3,145
Allowance for doubtful accounts	(58)	(83)
Total current assets	131,642	136,431
Non-current assets		
Property, plant and equipment		
Buildings and structures	13,787	14,197
Accumulated depreciation	(10,749)	(10,957)
Buildings and structures, net	3,037	3,239
Machinery, equipment and vehicles	2,132	2,305
Accumulated depreciation	(1,856)	(1,890)
Machinery, equipment and vehicles, net	276	415
Tools, furniture and fixtures	7,068	6,849
Accumulated depreciation	(6,245)	(5,922)
Tools, furniture and fixtures, net	823	927
Leased assets	310	352
Accumulated depreciation	(202)	(188)
Leased assets, net	108	163
Land	6,381	6,429
Total property, plant and equipment	10,627	11,174
Intangible assets		
Software	3,190	2,831
Other	33	24
Total intangible assets	3,224	2,855
Investments and other assets		
Investment securities	19,479	21,791
Long-term loans receivable	197	-
Retirement benefit asset	6,954	12,143
Deferred tax assets	1,359	1,332
Other	1,557	1,572
Allowance for doubtful accounts	(125)	(126)
Total investments and other assets	29,423	36,714
Total non-current assets	43,274	50,744
Total assets	174,917	187,176

(Millions of yen)

	As of July 20, 2025	As of July 20, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	50,775	41,889
Electronically recorded obligations - operating	8,213	5,076
Short-term borrowings	1,970	1,910
Accrued expenses	5,579	5,589
Accounts payable - other	4,661	1,604
Income taxes payable	3,242	3,893
Accrued consumption taxes	579	2,540
Contract liabilities	12,096	18,880
Provision for product warranties	306	205
Provision for bonuses	3,116	3,274
Provision for loss on construction contracts	52	218
Other	1,725	2,219
Total current liabilities	92,319	87,302
Non-current liabilities		
Deferred tax liabilities	2,821	4,860
Provision for product warranties	-	581
Retirement benefit liability	6,012	5,319
Asset retirement obligations	238	362
Other	2,719	2,768
Total non-current liabilities	11,793	13,892
Total liabilities	104,112	101,194
Net assets		
Shareholders' equity		
Share capital	5,000	5,000
Capital surplus	80	171
Retained earnings	57,146	66,675
Treasury shares	(1,366)	(1,342)
Total shareholders' equity	60,860	70,503
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	7,702	9,356
Foreign currency translation adjustment	486	912
Remeasurements of defined benefit plans	1,498	4,929
Total accumulated other comprehensive income	9,687	15,198
Non-controlling interests	257	279
Total net assets	70,805	85,982
Total liabilities and net assets	174,917	187,176

(2)Consolidated statement of income

(Millions of yen)

	Fiscal year ended July 20, 2025	Fiscal year ended July 20, 2026
Net sales	337,055	425,729
Cost of sales	284,668	366,489
Gross profit	52,387	59,240
Selling, general and administrative expenses	40,213	43,609
Operating profit	12,174	15,631
Non-operating income		
Interest income	108	172
Dividend income	563	606
Share of profit of entities accounted for using equity method	104	171
Rental income from real estate	27	25
Other	314	344
Total non-operating income	1,118	1,320
Non-operating expenses		
Interest expenses	80	104
Rental expenses on real estate	14	12
Loss on retirement of non-current assets	12	17
Bad debt expenses	25	-
Other	32	47
Total non-operating expenses	166	181
Ordinary profit	13,126	16,770
Extraordinary income		
Gain on sale of investment securities	1,353	1,279
Total extraordinary income	1,353	1,279
Extraordinary losses		
Loss on valuation of shares of subsidiaries and associates	-	39
Total extraordinary losses	-	39
Profit before income taxes	14,479	18,009
Income taxes - current	4,366	5,717
Income taxes - deferred	245	(249)
Total income taxes	4,612	5,468
Profit	9,867	12,541
Profit attributable to non-controlling interests	42	54
Profit attributable to owners of parent	9,825	12,486

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended July 20, 2025	Fiscal year ended July 20, 2026
Profit	9,867	12,541
Other comprehensive income		
Valuation difference on available-for-sale securities	(747)	1,621
Foreign currency translation adjustment	(302)	425
Remeasurements of defined benefit plans, net of tax	(683)	3,431
Share of other comprehensive income of entities accounted for using equity method	11	32
Total other comprehensive income	(1,722)	5,511
Comprehensive income	8,144	18,052
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	8,102	17,997
Comprehensive income attributable to non-controlling interests	42	54

(3)Consolidated statement of changes in equity

Fiscal year ended July 20, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of fiscal year	5,000	34	49,487	(1,391)	53,131
Changes during fiscal year					
Dividends of surplus			(2,166)		(2,166)
Profit attributable to owners of parent			9,825		9,825
Purchase of treasury shares				(1)	(1)
Disposal of treasury shares		46		26	72
Net changes in items other than shareholders' equity					
Total changes during fiscal year	-	46	7,658	24	7,729
Balance at end of fiscal year	5,000	80	57,146	(1,366)	60,860

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of fiscal year	8,438	788	2,182	11,409	247	64,788
Changes during fiscal year						
Dividends of surplus						(2,166)
Profit attributable to owners of parent						9,825
Purchase of treasury shares						(1)
Disposal of treasury shares						72
Net changes in items other than shareholders' equity	(736)	(302)	(683)	(1,722)	9	(1,712)
Total changes during fiscal year	(736)	(302)	(683)	(1,722)	9	6,016
Balance at end of fiscal year	7,702	486	1,498	9,687	257	70,805

Fiscal year ended July 20, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of fiscal year	5,000	80	57,146	(1,366)	60,860
Changes during fiscal year					
Dividends of surplus			(2,957)		(2,957)
Profit attributable to owners of parent			12,486		12,486
Purchase of treasury shares				(1)	(1)
Disposal of treasury shares		90		24	115
Net changes in items other than shareholders' equity					
Total changes during fiscal year	-	90	9,528	23	9,643
Balance at end of fiscal year	5,000	171	66,675	(1,342)	70,503

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of fiscal year	7,702	486	1,498	9,687	257	70,805
Changes during fiscal year						
Dividends of surplus						(2,957)
Profit attributable to owners of parent						12,486
Purchase of treasury shares						(1)
Disposal of treasury shares						115
Net changes in items other than shareholders' equity	1,654	425	3,431	5,511	22	5,533
Total changes during fiscal year	1,654	425	3,431	5,511	22	15,176
Balance at end of fiscal year	9,356	912	4,929	15,198	279	85,982

(4)Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended July 20, 2025	Fiscal year ended July 20, 2026
Cash flows from operating activities		
Profit before income taxes	14,479	18,009
Depreciation	1,950	2,244
Increase (decrease) in allowance for doubtful accounts	(16)	23
Increase (decrease) in provision for product warranties	(397)	480
Increase (decrease) in provision for loss on construction contracts	17	166
Decrease (increase) in retirement benefit asset	(903)	(638)
Increase (decrease) in retirement benefit liability	(81)	(234)
Interest and dividend income	(672)	(779)
Interest expenses	80	104
Share of loss (profit) of entities accounted for using equity method	(104)	(171)
Loss on valuation of shares of subsidiaries and associates	-	39
Loss (gain) on sale of investment securities	(1,353)	(1,279)
Decrease (increase) in accounts receivable - trade, and contract assets	(14,555)	1,949
Decrease (increase) in inventories	(13,118)	2,414
Increase (decrease) in trade payables	18,334	(12,051)
Increase (decrease) in contract liabilities	56	6,783
Increase (decrease) in accrued expenses	(64)	1
Increase (decrease) in accounts payable - other	(8)	(3,249)
Increase (decrease) in accrued consumption taxes	(564)	1,960
Other, net	(118)	1,719
Subtotal	2,960	17,495
Interest and dividends received	679	789
Interest paid	(80)	(104)
Income taxes paid	(3,032)	(5,119)
Income taxes refund	22	8
Net cash provided by (used in) operating activities	549	13,069

(Millions of yen)

	Fiscal year ended July 20, 2025	Fiscal year ended July 20, 2026
Cash flows from investing activities		
Payments into time deposits and other	(188)	(306)
Proceeds from withdrawal of time deposits and other	200	257
Purchase of property, plant and equipment	(725)	(888)
Proceeds from sale of property, plant and equipment	0	1
Purchase of intangible assets	(1,243)	(1,072)
Purchase of investment securities	(108)	(3)
Proceeds from sale of investment securities	1,210	1,724
Loan advances	(311)	(1,263)
Proceeds from collection of loans receivable	144	255
Other, net	(5)	(36)
Net cash provided by (used in) investing activities	(1,027)	(1,331)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(160)	(60)
Repayments of lease liabilities	(390)	(415)
Dividends paid	(2,166)	(2,957)
Dividends paid to non-controlling interests	(32)	(32)
Purchase of treasury shares	(1)	(1)
Net cash provided by (used in) financing activities	(2,751)	(3,466)
Effect of exchange rate change on cash and cash equivalents	13	21
Net increase (decrease) in cash and cash equivalents	(3,214)	8,292
Cash and cash equivalents at beginning of fiscal year	26,286	23,071
Cash and cash equivalents at end of fiscal year	23,071	31,364

(5) Notes to Consolidated Financial Statements

Notes on Going Concern Assumption

No items to be reported

Notes on Segment information

Segment Information

1 Overview of Reporting Segments

The Group's reporting segments consist of segments that take into account similarities between products and services and sales markets, and are subject to periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate business performance.

The details of the business for each reporting segment for the current fiscal year are as follows.

Government and Education Business is engaged in the construction and sale of ICT systems to universities, elementary, junior high, and high school markets, the manufacture and sale of educational equipment, the design and sale of space design and furniture to educational facilities, the core business of government agencies and local governments, the construction of ICT systems, and the manufacture, sale, design, and construction of office-related furniture.

Office Business, manufactures, and sells office-related furniture for the private and public markets, designs, designs, and constructs spaces, sells ICT equipment, and manufactures and sells office machinery and hobby craft-related products.

Information Business is engaged in the design and construction of mission-critical systems for companies, the design, construction, maintenance, and sale of ICT equipment and network systems, and the provision and sale of software licenses and ICT asset management.

2. Method of calculating the amount of sales, profits or losses, assets, liabilities, and other items for each reporting segment

The method of accounting for the reported business segments is generally the same as described in the "Fundamental Important Matters for the Preparation of Consolidated Financial Statements".

Profit in the reporting segment is a figure based on operating income. Internal revenues and transfers between segments are based on prevailing market prices.

3. Information on the amount of sales, profits or losses, assets, liabilities, and other items for each reporting segment

The previous fiscal year (July 21, 2024 to July 20, 2025)

(Millions of yen)

	Reportable segments				Other (Note) 1	Total	Adjustments (Note) 2	Amount recorded in consolidated financial statements (Note)3
	Government and Education Business	Office Business	Information Business	Total				
Net Sales								
Sales to external customers	92,781	59,419	183,661	335,862	1,192	337,055	-	337,055
Intersegment sales or transfers	84	274	181	540	5,694	6,234	(6,234)	-
Total	92,865	59,694	183,843	336,402	6,887	343,290	(6,234)	337,055
Segment Profit	5,240	1,987	4,591	11,819	290	12,109	64	12,174
Segment Assets	48,063	28,725	67,183	143,972	4,060	148,032	26,884	174,917
Other items								
Depreciation	1,045	540	294	1,880	70	1,950	-	1,950
Impairment losses	-	-	-	-	-	-	-	-
Increase in property, plant and equipment and intangible assets	1,034	527	396	1,959	16	1,975	-	1,975

Note: 1 The "Other" category consists of business segments not included in the reporting segments and includes education and training business, staffing service business, real estate leasing business, and others.

2 The adjustment amount is as follows:

(1) The amount of adjustment for segment profit is the elimination of inter-segment transactions.

(2) The main items of the adjusted segment assets of 26,884 million yen are cash and deposits of the parent company and investment securities that have not been allocated to each reporting segment.

3 Segment profit is adjusted to operating income in the consolidated statements of income.

The current fiscal year (July 21, 2025 to July 20, 2026)

(Millions of yen)

	Reportable segments				Other (Note) 1	Total	Adjustments (Note) 2	Amount recorded in consolidated financial statements (Note)3
	Government and Education Business	Office Business	Information Business	Total				
Net Sales								
Sales to external customers	161,038	59,172	204,447	424,658	1,071	425,729	-	425,729
Intersegment sales or transfers	84	242	120	447	6,038	6,485	(6,485)	-
Total	161,122	59,415	204,567	425,105	7,109	432,215	(6,485)	425,729
Segment Profit	8,974	2,132	4,293	15,399	174	15,574	56	15,631
Segment Assets	53,391	31,018	65,729	150,139	4,171	154,310	32,866	187,176
Other items								
Depreciation	1,217	616	353	2,187	57	2,244	-	2,244
Impairment losses	-	-	-	-	-	-	-	-
Increase in property, plant and equipment and intangible assets	1,014	832	382	2,230	21	2,251	-	2,251

Note: 1 The "Other" category consists of business segments not included in the reporting segments and includes education and training business, staffing service business, real estate leasing business, and others.

2 The adjustment amount is as follows:

(1) The amount of adjustment for segment profit is the elimination of inter-segment transactions.

(2) The main items of the adjusted segment assets of 32,866 million yen are cash and deposits of the parent company and investment securities that have not been allocated to each reporting segment.

3 Segment profit is adjusted to operating income in the consolidated statements of income.

Notes on Per share information

item	Previous Fiscal Year (From July 21, 2024 to July 20, 2025)	Current Fiscal Year (From July 21, 2025 to July 20, 2026)
Net assets per share	1,431.86 yen	1,737.66 yen
Net earnings per share	199.45 yen	253.23 yen

Note: 1 Diluted earnings per share are not presented because the company has no securities with dilutive effects.

2 The Company has conducted a stock split with an effective date of January 21, 2026 at the ratio of 5 shares to 1 common share. Assuming that the stock split occurred at the beginning of the previous fiscal year, net assets per share and net earnings per share are calculated.

3 The basis for calculating the current fiscal year profit per share is as follows:

item	Previous Fiscal Year (From July 21, 2024 to July 20, 2025)	Current Fiscal Year (From July 21, 2025 to July 20, 2026)
Profit attributable to owners of parent (millions of yen)	9,825	12,486
Amounts not attributable to common shareholders (millions of yen)	-	-
Profit attributable to owners of parent attributable to common shares (millions of yen)	9,825	12,486
Average number of common shares outstanding during the fiscal year (Thousand shares)	49,259	49,310

Notes on Significant events after reporting fiscal year

No items to be reported