Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

LUCKLAND

FASF

August 31, 2026


| | |
|---|---|
| Company name: | LUCKLAND CO., LTD. |
| Representative: | Hirokazu Kasahara, President & CEO |
| Securities code: | 9612; TSE Prime Market |
| Inquiries: | Hiroki Sakamoto, Director, CFO,<br>& Head of Corporate Management Division<br>(Tel: +81-3-3377-9331) |


# Publication of Materials Distributed at the Financial Results Briefing for the Six Months Ended June 30, 2026

LUCKLAND CO., LTD. (hereinafter, the "Company") hereby announces that it will publish the materials distributed at the Financial Results Briefing for the Six Months Ended June 30, 2026, held on August 29, 2026, as follows.

1. Reason for deciding to disclose the materials distributed at the Financial Results Briefing through timely disclosure

Until the FY2024 results presentation, the Company had posted the materials distributed at the results presentation and a video of the presentation on its website after a certain period had elapsed following the presentation.

However, in accordance with the Corporate Governance Code's fundamental principles of "Appropriate Information Disclosure and Ensuring Transparency" and "Dialogue with Shareholders," the Company has decided to engage more actively in IR activities and publish the materials distributed at the Financial Results Briefing through timely disclosure on the next business day following the briefing, in order to deliver information needed for investment decisions to investors as quickly as possible.

As for the video recording, because editing requires time from the perspective of protecting personal information and other considerations, the recording of the briefing will be posted on the Company's website approximately two weeks after the date on which the distributed materials are published.

2. Contents of the materials distributed at the Financial Results Briefing

Please refer to the attached materials.

3. Other matters

To enable viewers to watch a recording of the Financial Results Briefing, the Company plans to make the recording available on the "IR Materials" page of its website from mid-September 2026 onward. (https://www.luckland.co.jp/ir/material.html)


(Contact information)

LUCKLAND Co., Ltd. Corporate Division, Corporate Strategy Department, Corporate Planning Section

https://www.luckland.co.jp/contact/index.html

# Financial Results Briefing for the Six Months Ended June 30, 2026


August 29, 2026

株式会社ラックランド Securities Code: 9612

# Contents

1

# Company Overview

# 1. Company Overview



| | |
|---|---|
| Company | LUCKLAND Co., Ltd. |
| Headquarters | 3-18-20 Nishi-Shinjuku, Shinjuku-ku, Tokyo 160-0023, Japan |
| Representative | Hirokazu Kasahara, President and CEO |
| Established | May 15, 1970 |
| Capital | ¥4,870 million (as of June 30, 2026) |
| Listed Exchange | Tokyo Stock Exchange, Prime Market (Securities Code: 9612) |
| No. of Employees | 1,013 (1,372 consolidated) (as of June 30, 2026) |
| Net Sales | ¥56,574 million (consolidated, FY12/25) |

Business Description **Planning, design, construction and maintenance of equipment, buildings, and interiors for commercial spaces**

- **Production Business of Shop Facilities**
  Site survey, building equipment survey, planning, design, and construction
- **Production Business of Commercial Facilities**
  Building equipment, interior management services, coordination under the Act on the Measures by Large-Scale Retail Stores for Preservation of Living Environment, building equipment design, and construction
- **Production Business of Food Factories and Distribution Warehouses**
- **Maintenance Business**
- **Environmental Business**
- **Construction, Building Equipment and General Freezer and Refrigeration Equipment Business (Engineering Business)**

Domestic locations


| | | |
|---|---|---|
| Licenses and Registrations with Government Authorities | | Construction License issued by the Minister of Land, Infrastructure, Transport and Tourism (Special-6) (Ordinary-6) No. 10470<br><br>Construction business / Interior finishing business / Heat insulation business / Electrical construction business / Plumbing business / Carpentry business / Scaffolding and earthwork business / Waterproofing business / Steel structure construction business / Sheet metal business / Painting business / Fittings business / Masonry business / Demolition business / Fire protection facilities business / Plastering business / Tile, brick and concrete block business / Steel reinforcement business / Civil engineering business, etc. |
| | First-Class Architect Office | Registered with the Tokyo Metropolitan Governor No. 40172<br>Registered with the Miyagi Prefectural Governor No. 24010106 |
| | Real Estate Broker | Ministerial License issued by the Minister of Land, Infrastructure, Transport and Tourism (2) No. 9568 |

## Main Group Companies (Domestic)

| | |
|---|---|
| K-Create Co., LTD. | Koritsu Kogyo Co., LTD. |
| Niikura Denko Co., LTD. | Osaka Aircon Co., LTD. |
| Hikari Denki Sangyo Co., LTD. | OA Techno Co., LTD. |
| Kido Setsubi Co., LTD. | NIPPON P・I Co., LTD. |
| Kyowa Densetsu Co., LTD. | BOKUTO KENZAI KOGYO Co., LTD. |
| Seishin Sobi Co., LTD. | KANKYOSOUBI N.S.E. Co., LTD. |

## Main Group Companies (Overseas)

| | |
|---|---|
| Singapore | LUCKLAND ASIA PTE. LTD. |
| Malaysia | LUCKLAND MALAYSIA SDN. BHD. |
| Cambodia | LUCKLAND (CAMBODIA) CO., LTD. |
| Thailand | LUCKLAND (THAILAND) CO., LTD. |
| Vietnam | LUCKLAND VIET NAM CO.,LTD |
| Vietnam | VIET BOKUTO CO., LTD |
| Indonesia | PT. LUCKLAND CONSTRUCTION INDONESIA |
| Taiwan | LUCKLAND CONSTRUCTION INTERIOR WORK TAIWAN CO.,LTD. |

# Total Solution

### Production Business of Shops and Commercial Facilities

Design and construction of building equipment for commercial facilities and individual stores

### Production Business of Food Factories and Distribution Warehouses

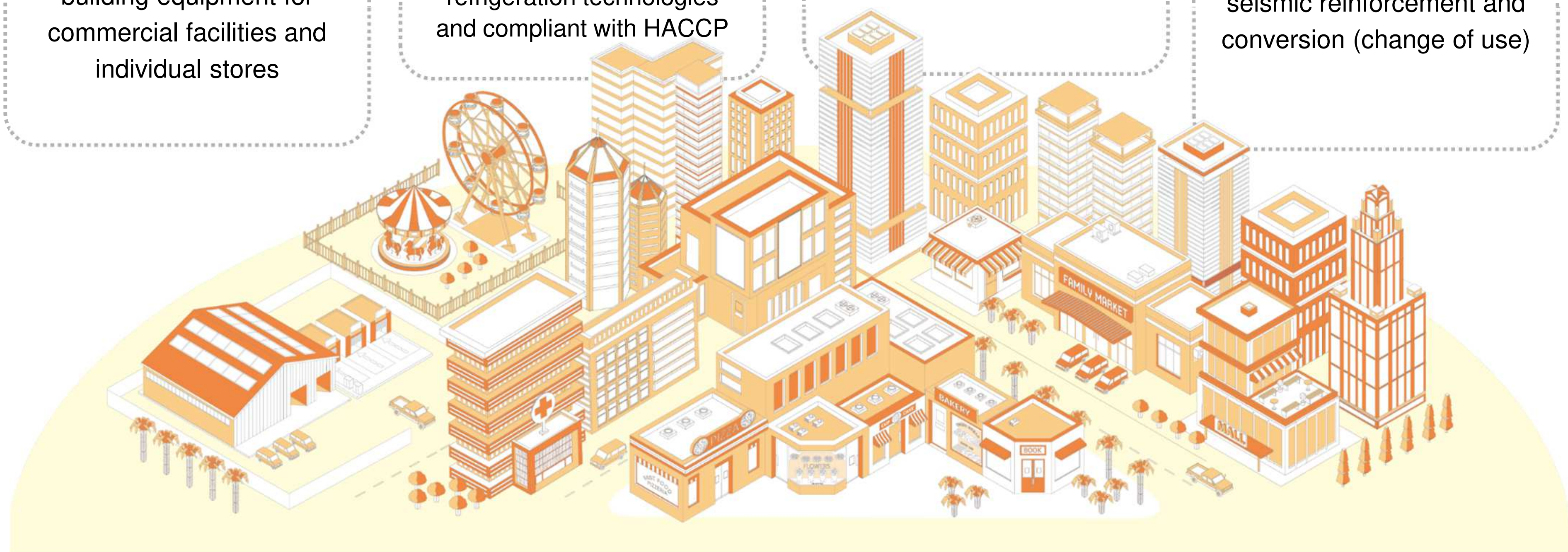
Design and construction of food factories and distribution warehouses utilizing freezing and refrigeration technologies and compliant with HACCP

### Maintenance Business

Repair and maintenance of interiors and equipment at various facilities

### Construction Business

In addition to new construction, renovation work for entire buildings, including seismic reinforcement and conversion (change of use)



# 1-3. Company History



- **May 1970** — Established **LUCKLAND Industry Co., Ltd.** in Taito-ku, Tokyo
- **February 1973** — Relocated headquarters to Shinjuku-ku, Tokyo, and increased capital to ¥14 million
  Began receiving orders for freezer and kitchen equipment construction for supermarkets
- **July 1975** — Obtained a Special Construction Business License issued by the Tokyo Metropolitan Governor
- **July 1983** — Obtained an Ordinary Construction Business License and a Special Construction Business License issued by the Minister of Land, Infrastructure, Transport and Tourism
- **December 1992** — Changed company name to **LUCKLAND Co., Ltd.**
- **January 1995** — Registered as an OTC stock, strengthening the Company's ability to raise capital
- **August 1995** — Registered as a First-Class Architect Office, strengthening the design and construction organization
- **November 2003** — Opened the **Osaka Branch** in Suita, Osaka Prefecture, and began expansion into the West Japan area
- **March 2005** — Listed on the Second Section of the Tokyo Stock Exchange

Celebration marking the departure of the first shipment truck

1995: Registered as an OTC stock

# 1-4. Company History

December 2012 — Renamed the Sendai Sales Office to the **Tohoku Branch** and established a sales organization for the Tohoku area

January 2013 — Established **LUCKLAND ASIA PTE. LTD.** in Singapore as the Group's first overseas subsidiary, accelerating overseas expansion

August 2013 — Made **Niikura Denko Co., Ltd.** a subsidiary in the Group's first M&A transaction to expand the Group's business domains

October 2015 — Listed on the First Section of the Tokyo Stock Exchange

April 2022 — Transitioned to the Prime Market of the Tokyo Stock Exchange

March 2023 — Renamed the Tohoku Branch to the **East Japan Branch** and strengthened the sales organization in the Tohoku area

May 2024 — Renamed the Osaka Branch to the **West Japan Branch** and strengthened the sales organization in the West Japan area

February 2026 — Formulation of the LUCKLAND Co., Ltd. (Consolidated) Medium-Term Management Plan (FY12/26–FY12/28)

2022: Transitioned to the Prime Market

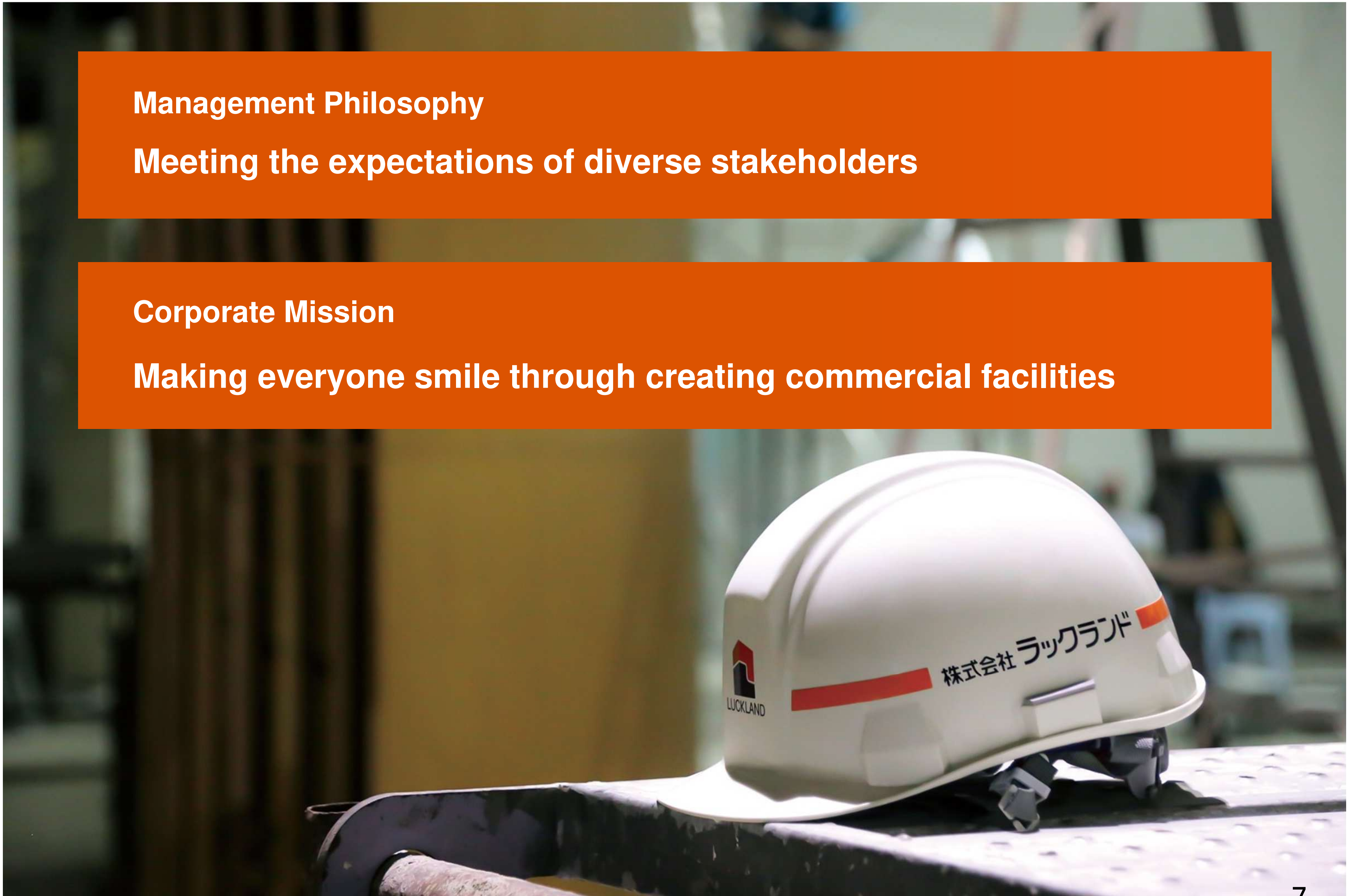
# 1-5. Corporate Philosophy

## Management Philosophy

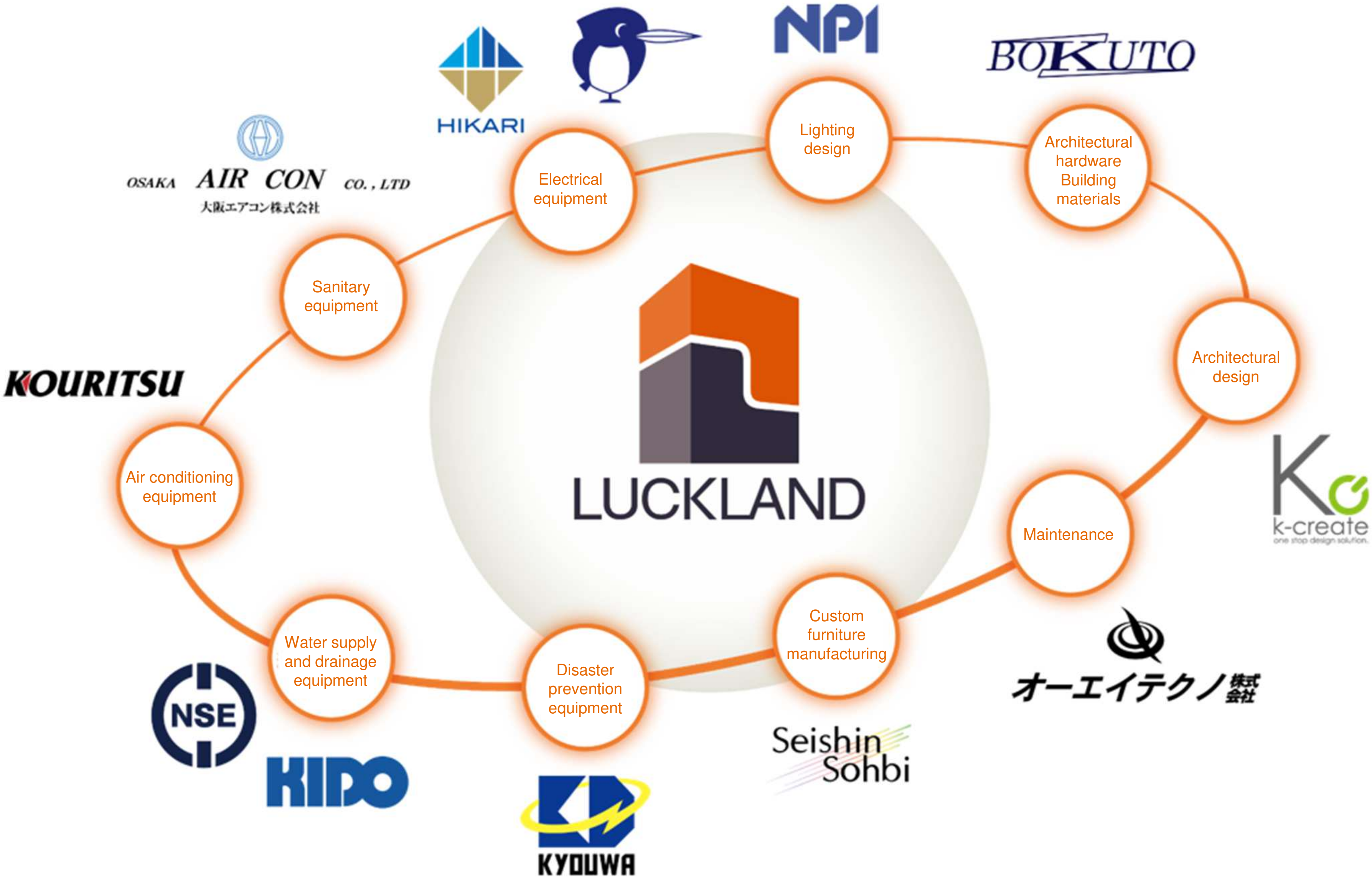
**Meeting the expectations of diverse stakeholders**

## Corporate Mission

**Making everyone smile through creating commercial facilities**



# Meeting the expectations of diverse stakeholders



2

# Consolidated Financial Highlights for 1H FY12/26

**In 1H, the impact of the situation in the Middle East resulted in lower revenue both YoY and versus the initial plan, as well as declines in operating profit and ordinary profit.**

Unit: Million yen

| Item | 1H FY12/26 (Results) | 1H FY12/26 (Forecast) | Vs. initial plan | | 1H FY12/25 (Results) | YoY | |
|---|---|---|---|---|---|---|---|
| | | | vs. Forecast (Amount) | vs. Forecast (%) | | Change (Amount) | Change (%) |
| Net sales | 22,657 | 25,317 | -2,660 | 89.4% | 25,882 | -3,225 | -12.5% |
| Operating profit | 823 | 1,164 | -340 | 70.7% | 1,637 | -814 | -49.7% |
| Operating profit margin | 3.6% | 4.5% | -0.9 pt | – | 6.3% | -2.7 pt | – |
| Ordinary profit | 879 | 1,204 | -324 | 73.0% | 1,586 | -707 | -44.5% |
| Profit attributable to owners of parent | 665 | 609 | 56 | 109.4% | 961 | -296 | -30.7% |
| Net profit margin | 2.9% | 2.4% | +0.5pt | – | 3.7% | -0.8 pt | – |

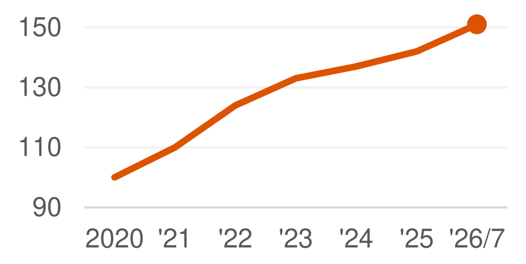
- 1H profit attributable to owners of parent exceeded the initial plan, mainly due to the impact of tax-effect accounting.
- The initial plan refers to the consolidated financial results forecast for 1H FY12/26 announced on February 13, 2026 in the "Summary of Consolidated Financial Results for the Year Ended December 31, 2025 (Japanese GAAP)."

# 2-2. External Factors Affecting 1H Results

**Against a backdrop of rising construction costs and interest rates that began before last year, escalating tensions in the Middle East resulted in delays in 1H earnings progress.**

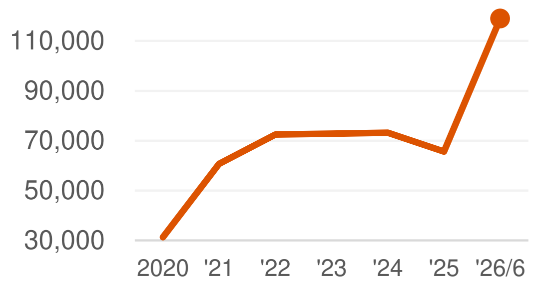
## External environmental factors (materials, raw materials, foreign exchange rates, interest rates, and ordering trends)

**Construction material price index—Overall construction (persistently high construction costs)** ↑



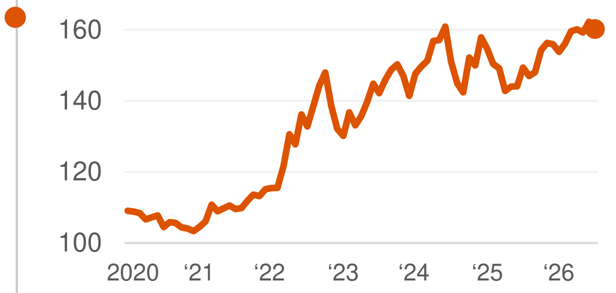

Source: Construction Price Research Institute (2020 = 100)

**Domestic naphtha benchmark price (soaring prices of interior and resin-based materials)** ↑



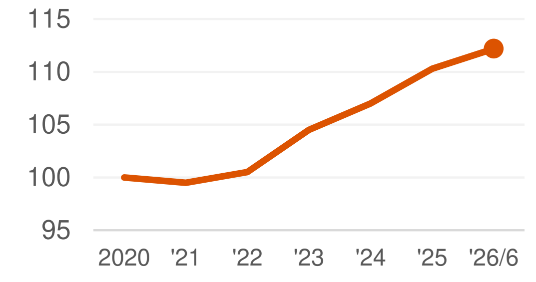

Source: Calculated from Ministry of Finance "Trade Statistics" (JPY/kl)

**USD/JPY exchange rate (yen depreciation → higher imported material prices)** ↑



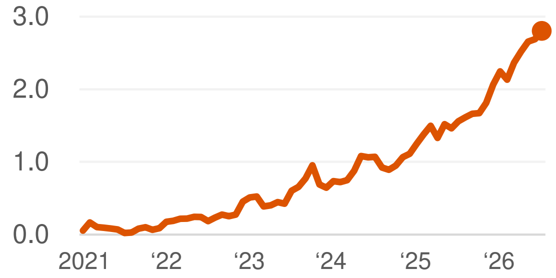

Source: Bank of Japan time-series data (JPY/USD)

**Consumer price index—Core CPI (persistently high prices)** ↑



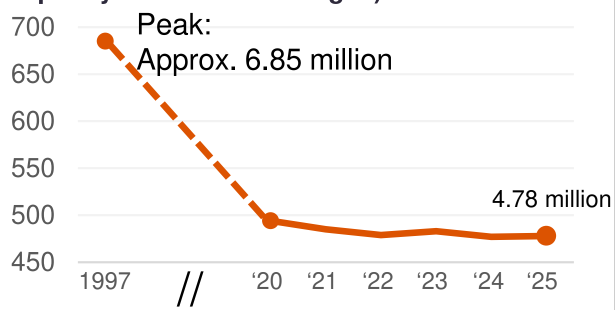

Source: Statistics Bureau, Ministry of Internal Affairs and Communications "Consumer Price Index" (2020 = 100)

**10-year JGB yield trend (more cautious customer capex decisions)** ↑




Source: Prepared by the Company based on Ministry of Finance "Interest Rate Information for Japanese Government Bonds" (%)

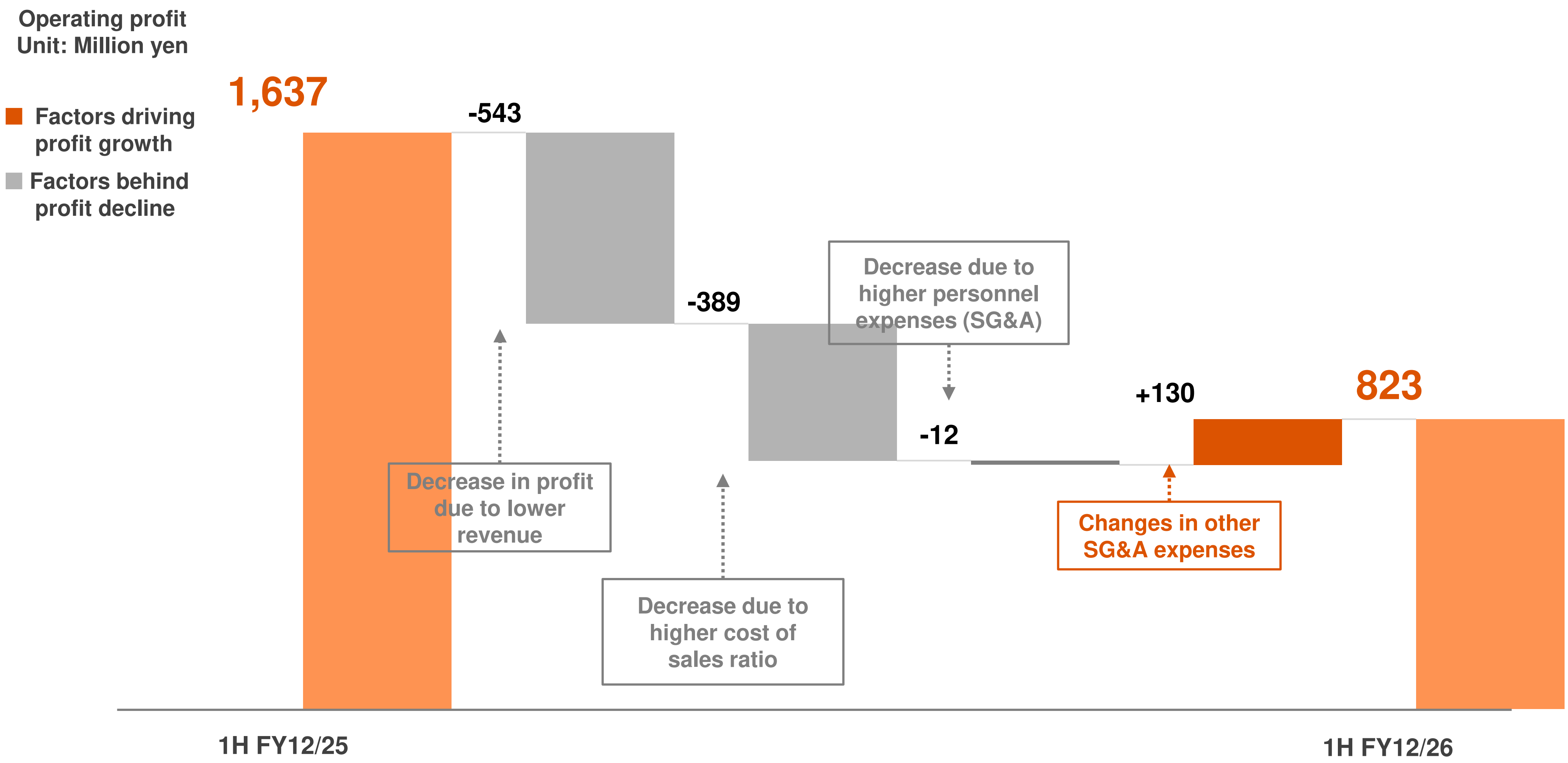
**Trend in the number of construction workers (trends in construction capacity and labor shortages)** ↓




Source: Prepared by the Company based on the Ministry of Internal Affairs and Communications "Labour Force Survey"

*1998–2019 omitted. (10,000 persons)

## The YoY decline in net sales prevented the Company from absorbing fixed costs in cost of sales and SG&A expenses, resulting in lower operating profit.

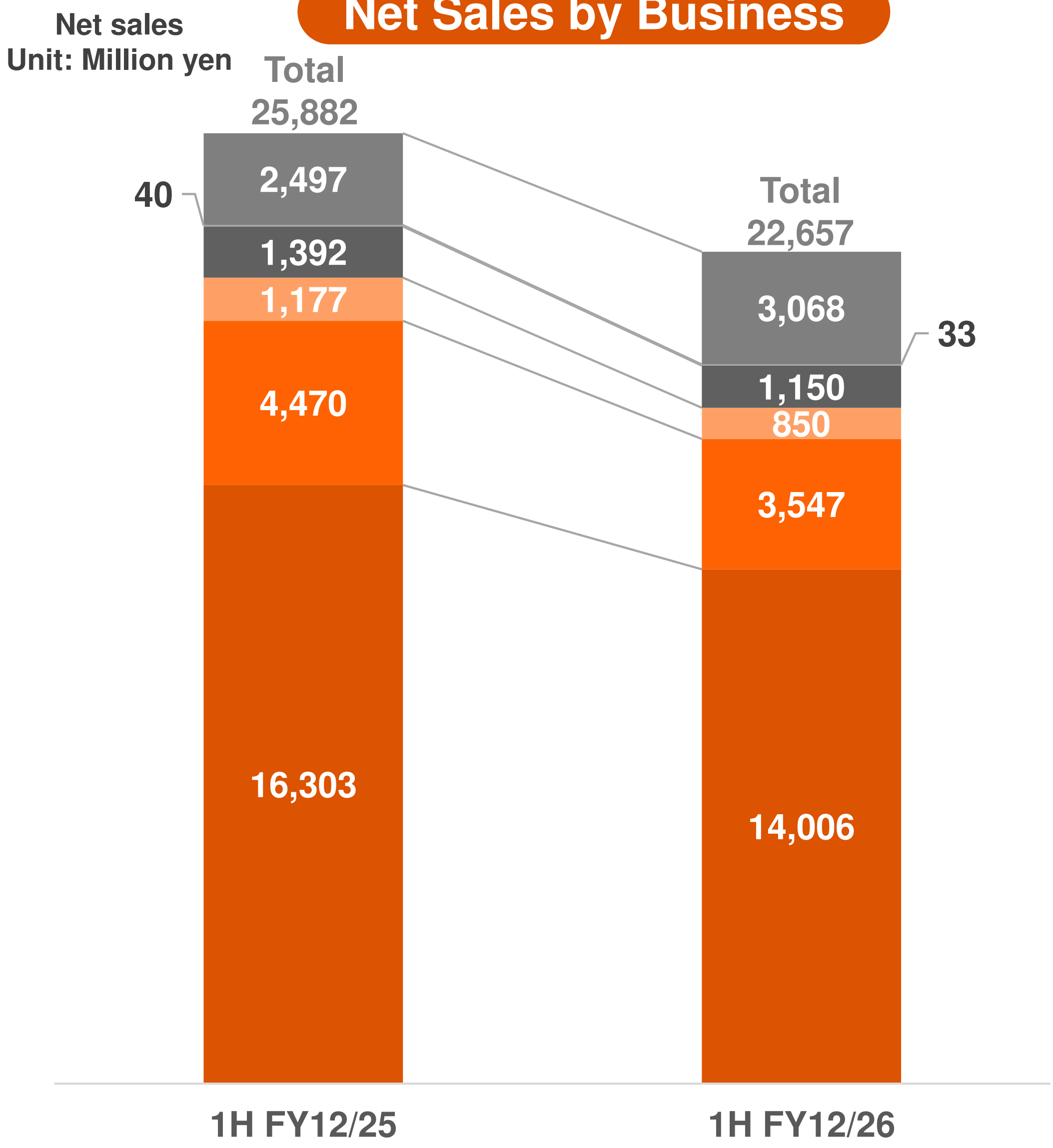



• Profit attributable to owners of parent exceeded the initial plan, mainly due to the impact of tax-effect accounting.

# 2-4. Consolidated Net Sales by Business (1H FY12/26)

**Net sales in the Construction Business increased YoY due to a concentration of projects for which revenue was recognized, while net sales in other businesses declined due to the situation in the Middle East and other factors.**

## Net Sales by Business



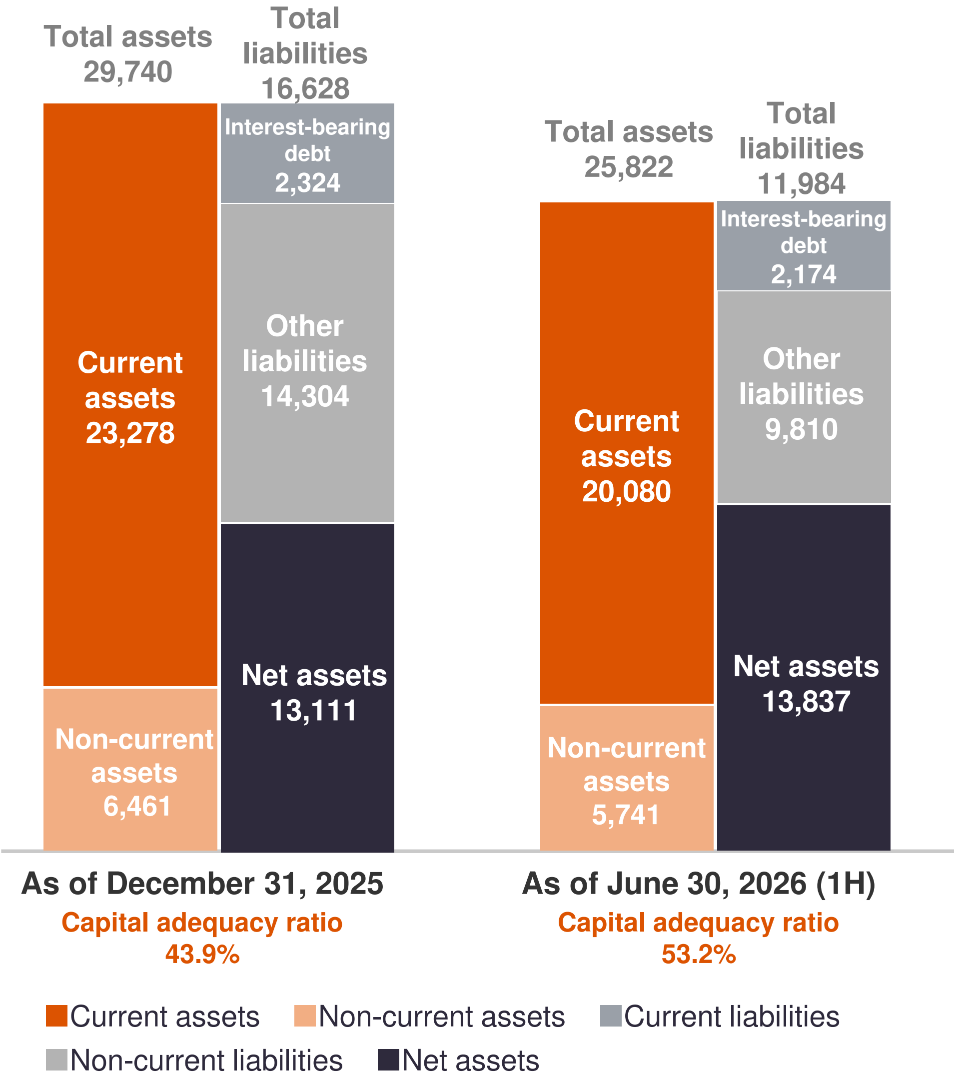

## YoY

| | |
|---|---|
| Construction Business | +22.8% |
| Environmental Business (*) | -15.8% |
| Maintenance Business | -17.4% |
| Production Business of Food Factories and Distribution Warehouses | -27.8% |
| Production Business of Commercial Facilities | -20.7% |
| Production Business of Shop Facilities | -14.1% |

* The Environmental Business refers to the business previously described as the Saving Energy and Reducing CO2 Business (through FY12/25).

# Net assets increased slightly due to the recording of profit attributable to owners of parent and the issuance of new shares in connection with the issuance of restricted shares.

Balance sheet composition (consolidated; unit: million yen)




Unit: Million yen

| Item | As of December 31, 2025 | As of June 30, 2026 | Change |
|---|---|---|---|
| Current assets | 23,278 | 20,080 | -3,198 |
| Of which, cash and deposits | 11,521 | 11,225 | -296 |
| Non-current assets | 6,461 | 5,741 | -720 |
| Total assets | 29,740 | 25,822 | -3,918 |
| Current liabilities | 15,644 | 11,030 | -4,614 |
| Non-current liabilities | 984 | 954 | -29 |
| Total liabilities | 16,628 | 11,984 | -4,644 |
| Net assets | 13,111 | 13,837 | +725 |
| Of which, owner's equity | 13,047 | 13,738 | +690 |
| Interest-bearing debt | 2,324 | 2,174 | -150 |
| Capital adequacy ratio | 43.9% | 53.2% | +9.3pt |

# 2-6. Consolidated Earnings Forecast for FY12/26

**Although 1H net sales, operating profit, and ordinary profit were below the initial consolidated earnings forecast, the Company is maintaining its full-year consolidated earnings forecast, taking into account postponed projects and the pipeline of new projects.**

Unit: Million yen

| | |
|---|---|
| Net sales | 58,000 |
| Operating profit | 4,176 |
| Ordinary profit | 4,262 |
| Profit attributable to owners of parent | 2,579 |

• The figures above are the earnings forecasts announced in the timely disclosure, “Summary of Consolidated Financial Results for the Year Ended December 31, 2025 (Japanese GAAP),” dated February 13, 2026.

3

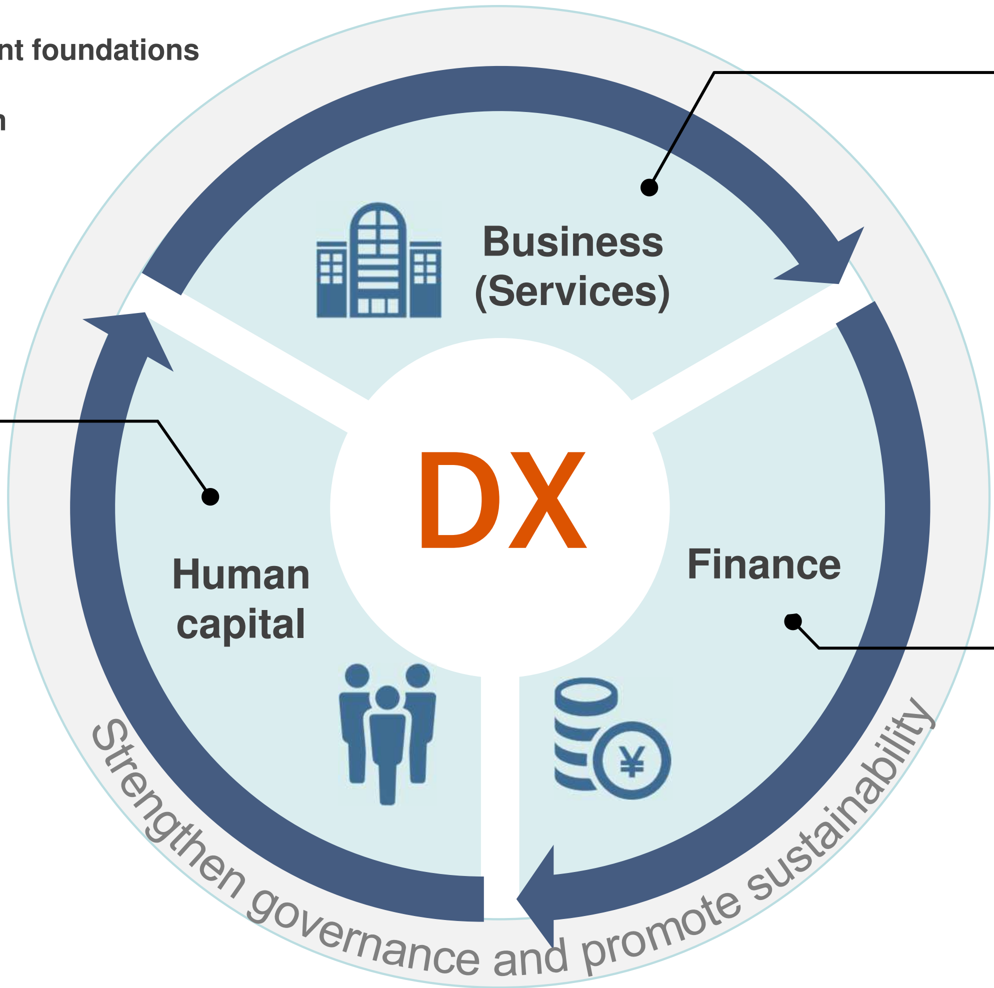
# Overview of the Medium-Term Management Plan and Progress in 1H FY12/26

# 3-1. Overview of the Medium-Term Management Plan

**2026–2028 is the "foundation-building phase for leap forward." Using DX as a common platform, the Company will link business, financial, and human capital initiatives to build a foundation for sustainable growth.**

- **2023–2024** Inappropriate accounting incident
- **2024–2025** Trust rebuilding phase
- **2026–2028** Foundation-building phase for leap forward
- **2029–2031** Leap forward phase Next Medium-Term Management Plan

Key initiatives and management foundations supporting sustainable growth




## Business (Services)

- Redefining our value proposition
- Optimizing our business portfolio

## Human capital

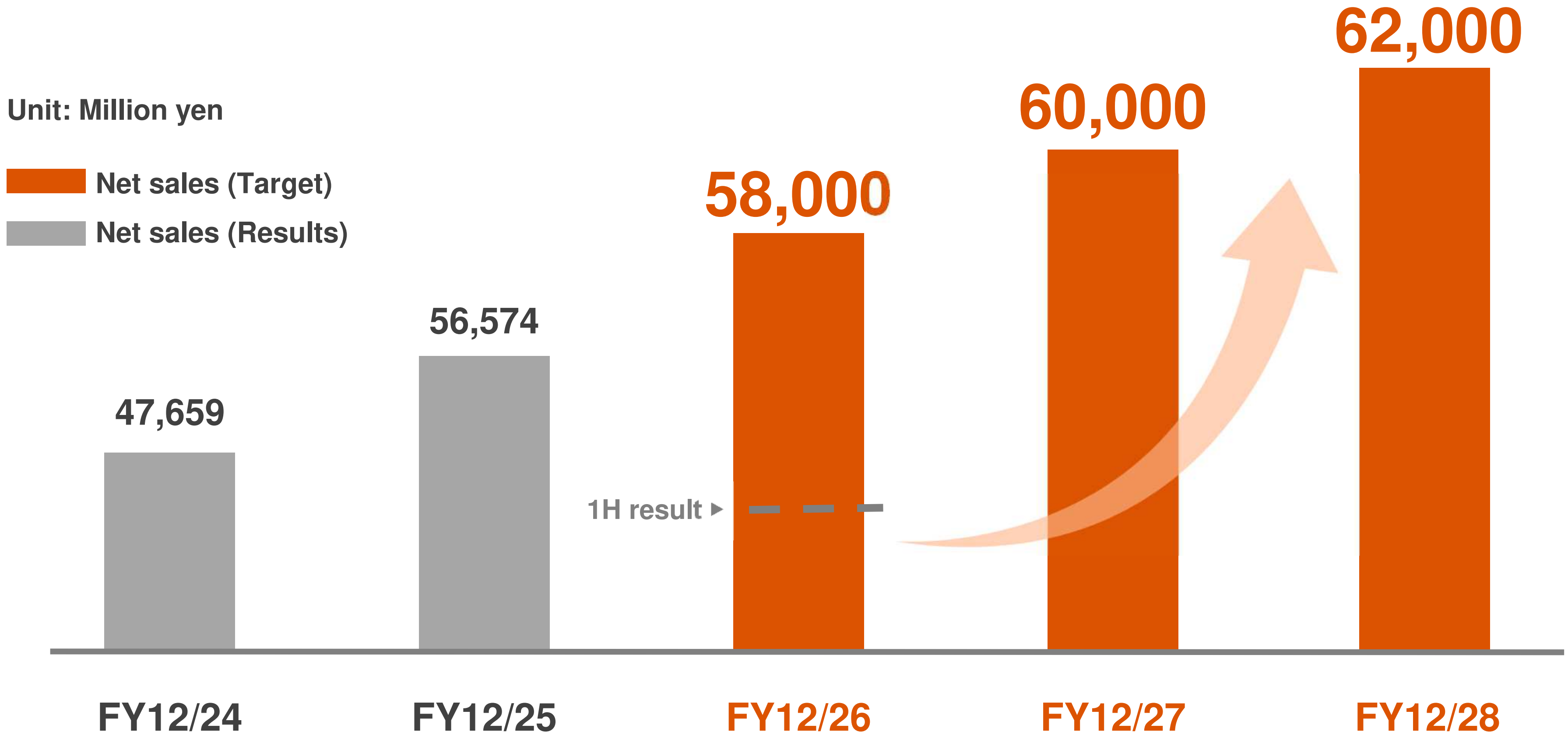
- Expanding qualified personnel
- Securing and developing talent
- Ensuring appropriate placement of talent and improving productivity

## Finance

- Generating cash, and focusing investments on priority areas

## 3-2. Numerical Targets in the Medium-Term Management Plan (Consolidated)

**With revenue growth and improved profitability as twin drivers, the Company aims to sustainably enhance corporate value by improving capital efficiency and progressively expanding shareholder returns.**




| Operating profit margin | ROE | Dividend payout ratio | | |
|---|---|---|---|---|
| | | 2026 | 2027 | 2028 |
| Stable at 6.5% or higher | 8.0% or higher | 20% | 30% | 40% |

## 3-3. Medium-Term Management Plan Progress Summary

**In 1H of the first year of the medium-term management plan, progress centered on launching key initiatives and establishing implementation frameworks.**
**From 2H onward, the Company will shift to the execution phase to deliver tangible results.**

| Priority areas | FY2026 initiatives | 1H progress | Plans for 2H onward |
|---|---|---|---|
| Business | Expansion of priority businesses<br>Portfolio optimization | ・Transferred all shares in a consolidated subsidiary<br>・Promoted portfolio optimization | ・Secure orders, execute construction, and complete handover of priority projects |
| Finance | Improvement of financial soundness<br>Implementation of shareholder returns | ・Eliminated long-term accounts receivable-trade<br>・Paid an interim dividend | ・Enhance cash generation and capital efficiency<br>・Balancing growth investment and shareholder returns |
| Human capital | Recruitment and development of qualified personnel<br>Appropriate personnel placement and development of organizational frameworks | ・Issued RS as a retention plan<br>・Continued to promote recruitment and training initiatives | ・Enhance construction capacity and productivity<br>・Ongoing monitoring of personnel KPIs |
| DX | Core systems and CDE<br>Development of data infrastructure (*) | ・Completed requirements definition<br>・Commenced business process review; progressing as planned | ・Design for implementation in 2027<br>・Visualization of management data |

*CDE (Common Data Environment) refers to a digital platform that centralizes all project-related data (such as drawings and photographs) in one location and enables all stakeholders to share the latest information.

**Reorganized the organizational structure effective July 1, 2026. Transitioned dispersed functions to a division-led, centralized operational structure to improve operational efficiency and strengthen execution capabilities.**

Previous structure
(decentralized operations)

Each branch and sales office maintained and operated its functions independently

**New structure (division-led, centralized operations)**

**Head-office functional divisions oversee operations, while branches and sales offices focus on on-site response**

**Key benefits of the new structure (factors contributing from 2H onward)**

- Strengthened sales capabilities
- Standardized construction and design structures
- Streamlined business processes
- Strengthened governance structure
- Established a foundation for sustainable growth

**From 2H onward, the Company will work to firmly establish the new structure and enhance its ability to execute the medium-term management plan by standardizing and streamlining sales, construction, and management processes.**

*This organizational change applies only to LUCKLAND Co., Ltd. on a non-consolidated basis.

**Promoted portfolio optimization based on the medium-term management plan. Transferred all shares in Ace-Center in March 2026 and Mach Kiki in July 2026.**

**Transferred all shares in two consolidated subsidiaries to allocate management resources to growth areas and human capital investment**

| | Ace-Center Co., Ltd. | Mach Kiki Co., Ltd. |
|---|---|---|
| **Business activities** | Equipment management, cleaning management, and facility management | Design, development, manufacture, sale, and maintenance of commercial kitchen equipment |
| **Transfer price** | ¥335 million | ¥373 million |
| **Transfer date** | March 27, 2026 | July 31, 2026 |
| **Positioning** | Optimizing the allocation of management resources and further enhancing corporate value by joining the transferee group | |

*Includes progress after June 30, 2026.
The transfer of all shares in Mach Kiki Co., Ltd. was completed on July 31, 2026.

# 3-6. Assignment of Long-Term Accounts Receivable-Trade—Reduction of Financial Risk

**Assigned long-term accounts receivable owed by a specific customer to the guarantor of the customer's obligations. Reduced uncertainty over future collection and improved financial soundness.**

## ■Overview of assignment of long-term accounts receivable

| Item | Details |
|---|---|
| Receivables subject to assignment | Long-term accounts receivable owed by a specific customer |
| Outstanding receivables balance | **¥1,472 million** |
| Assignment amount | **¥869 million** |
| Assignee | The guarantor of the obligations of the specific customer |
| Agreement execution and assignment date | June 30, 2026 |

## Financial effects of the transaction

**(1) Reduced uncertainty over collection**
Eliminated long-term collection risk and reduced potential future credit risk.

**(2) Addressed B/S concerns**
Eliminated long-standing long-term accounts receivable and improved the transparency of the financial position.

**(3) More efficient use of management resources**
Reduced the ongoing administrative burden associated with receivables collection and concentrated management resources on core businesses and growth investment.

**FY12/25**
Recorded an extraordinary loss of ¥599 million as provision for allowance for doubtful accounts

→

**1H FY12/26**
Continued collection in accordance with the contractual terms

→

**June 30, 2026**
Assigned the remaining long-term accounts receivable to the guarantor of the relevant customer's obligations

## Introduced an RS plan for employees as a medium- to long-term incentive for core personnel. (Allotted on June 25, 2026)

### Overview of the RS plan

| Eligible persons | Number of shares issued | Transfer restriction period |
|---|---|---|
| 188 employees of the Company | 158,900 shares of common stock | June 25, 2026–June 24, 2029 |

### Objectives of the plan

- Strengthen the business foundation by improving employee retention and engagement
- Provide incentives for medium- to long-term enhancement of corporate value
- Further promote value sharing with shareholders

The level of dilution resulting from the issuance of new shares under the plan is 1.41% of the total number of issued shares as of May 14, 2026.

The effectiveness of the plan will be continuously assessed through human capital KPIs, including retention rate, number of qualified personnel, and engagement.

*RS was also allotted to directors on May 25, 2026.

# 3-8. Sustainability Management—Progress on Initiatives

**Medium-Term Management Plan Policy** *Announced in February 2026

**To achieve both social contribution and business growth, the Company will identify priority issues based on a materiality assessment and promote sustainability management.**

**Completed**

**April 2026**

### Launched the "SDGs Project"

Preparations to establish a Sustainability Committee, consideration of priority issues (materiality), and internal dissemination of information, etc.

**August 2026**

### Established the Sustainability Committee

Established a company-wide, systematic framework for promoting sustainability initiatives

**Planned for FY12/26**

**September 2026**

### Launch the "Sustainability" page on the corporate website (planned)

Provide an overview of sustainability management, including priority issues and the framework for promoting sustainability initiatives

**December 2026**

### Publish the first Sustainability Report (planned)

Systematically disclose KPI results and progress

The framework for promoting sustainability initiatives has been established with the formation of the Sustainability Committee. Going forward, the Company will continuously promote **information disclosure and initiatives to address priority issues**.

# 3-9. Sustainability Management—Promotion Framework

**Vision** | **Contribute to the realization of a sustainable society while enhancing corporate value**

## Sustainability basic policy

We aim to become a **space value creating company** that values **transparency** and **integrity** in all aspects of its corporate activities and contributes to the realization of a sustainable society by leveraging the technological capabilities and on-site expertise cultivated through the design and construction of commercial spaces.

We will identify priority issues (materiality), monitor progress toward resolving these issues using KPIs, enhance corporate value over the medium to long term, and remain a company trusted by all stakeholders.

## Sustainability promotion framework


## Roles of the Sustainability Committee

1. Formulation and revision of the Sustainability Basic Policy
2. Identification and revision of priority issues (materiality)
3. Planning and revision of specific initiatives for priority issues (materiality)
4. Establishment of KPIs, monitoring of progress, and proposals for improvement
5. Evaluation of initiatives related to priority issues (materiality) and their results
6. Reporting the above matters and sustainability activities in general to the Board of Directors and communicating them internally and externally

- Accelerate decision-making and the incorporation of sustainability matters into management decisions by placing the committee directly under the Representative Director
- Work together with management across business divisions to comprehensively identify priority issues (materiality)

*Stakeholders include shareholders, customers, partner companies, local communities, and financial institutions.

# 3-10. Sustainability Management—Priority Issues

**Identified five priority issues (materiality) from three perspectives:**

**Value creation, social responsibility, and management foundation (governance)**

## Three perspectives (approach to identifying materiality)

**Value creation** — Value created through business activities — E (Environment) / S (Social)

**Social responsibility** — Responding to social and environmental needs — S (Social) / E (Environment)

**Management foundation (governance)** — Foundation supporting value creation and social responsibility — G (Governance)

## Priority issues (materiality) and corresponding SDGs

*Includes items for which KPIs can currently be established

| Priority issues (materiality) | Main KPIs (examples) | Corresponding SDGs |
|---|---|---|
| **A. Securing and developing human resources and creating a comfortable work environment** | • Maternity and childcare leave utilization rate<br>• Percentage of foreign employees<br>• Pass rate for major qualifications (construction-related qualifications) | 5 Gender Equality; 8 Decent Work and Economic Growth; 10 Reduced Inequalities |
| **B. Ensuring safety and quality and enhancing our value proposition** | • Number of on-site accidents<br>• Number of safety and quality study sessions held | 11 Sustainable Cities and Communities; 12 Responsible Consumption and Production |
| **C. Promoting environmentally conscious businesses and reducing environmental impact** | • $CO_2$ emissions<br>• Waste separation rate | 13 Climate Action |
| **D. Creating space value connected to local communities** | • Number of community-related projects<br>• Volunteer participation rate | 11 Sustainable Cities and Communities |
| **E. Strengthening the management foundation supporting sustainable growth** | • Number of compliance training sessions held<br>• Number of harassment prevention training sessions held<br>• Response rate for comprehension tests following each training session | 16 Peace, Justice and Strong Institutions |

*Details on key performance indicators (KPIs), progress on initiatives, and other matters will be disclosed in the Sustainability Report scheduled for publication in December 2026 and other materials.

**Leveraging the business, financial, human resources, and DX foundations established in 1H, the Company will work in parallel in 2H to secure orders, construction, and profitability while building the foundation for growth from FY2027 onward.**

| | | | |
|---|---|---|---|
| 1 | Achieve full-year targets | Ensuring the reliable execution of orders, construction, and handover for key projects | Develop new customers and new projects / reactivate dormant customers / strengthen bidding and order acquisition strategies / thoroughly manage schedules and profitability |
| 2 | Business | Expansion of key businesses and improvement of business operating efficiency | Optimize project and personnel allocation to increase construction capacity and utilization rates while expanding key businesses |
| 3 | Finance | Strengthen cash generation and balance growth investment with shareholder returns | While maintaining financial soundness, increase cash generation and systematically implement growth investments and shareholder returns |
| 4 | Human capital | Improve construction capabilities through securing, developing, and optimally allocating human resources | Strengthen construction capabilities and on-site management capabilities to increase order capacity and quality |
| 5 | DX | Specify the development of core systems and data infrastructure | Strengthen the foundation for implementation from 2027 onward by organizing business operations, data, and management indicators |

**In 2H, the Company will prioritize converting key projects into sales and managing profitability, accelerate the implementation of the new organizational structure, human resources, and DX initiatives, and pursue both achievement of the full-year plan and the development of a foundation for growth from FY2027 onward.**

4

# Project Examples

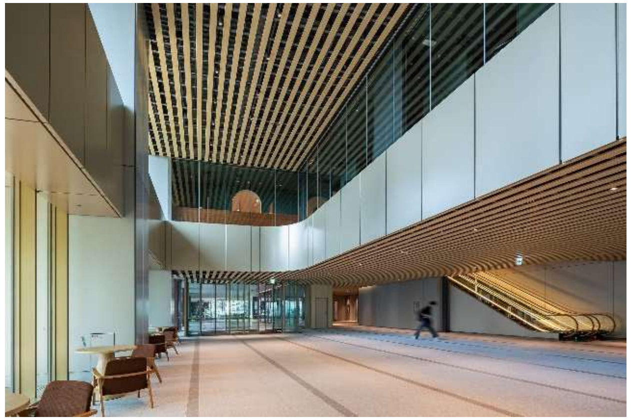
# Kakujoe Fishery Sayama Store


| | |
|---|---|
| **Client:** | **Kakujoe Fishery Holdings Co., Ltd.** |
| **Construction:** | **New store construction** |
| **Work Scope:** | **Construction (architecture and equipment)** |
| **Location:** | **Shin-Sayama, Sayama, Saitama Prefecture** |

A new construction project for a chain of large specialty fresh fish stores in the Niigata and Kanto regions. The Company was awarded the project in recognition of its ability to handle the entire process from consultations with government authorities through design and construction on a one-stop basis, enabling comprehensive control of costs and construction schedules. The Company can accommodate store construction that also considers reducing environmental impact, including the installation of solar panels and greening of parking areas.

Commercial Facility

# OIMACHI TRACKS



| | |
|---|---|
| **Client:** | **Takenaka Corporation** |
| **Construction:** | **Equipment work** |
| **Work Scope:** | **Construction (equipment)** |
| **Location:** | **Hiromachi, Shinagawa-ku, Tokyo** |

The Company was responsible for part of the air-conditioning and ventilation equipment work for OIMACHI TRACKS, a development project undertaken by JR East.
The Company was awarded the project in recognition of its comprehensive capabilities demonstrated in past projects, including construction quality, process management, and after-sales support. The Company achieved both cost control and quality assurance through the rationalization of construction methods and value engineering proposals. This project is a development initiative to comprehensively develop commercial facilities and offices, as well as a hotel, residences, plazas, and other facilities around Oimachi Station, thereby promoting regional revitalization while preserving the area's history. The project will also be equipped to receive evacuees in the event of a disaster and is expected to contribute to disaster preparedness in the local community.

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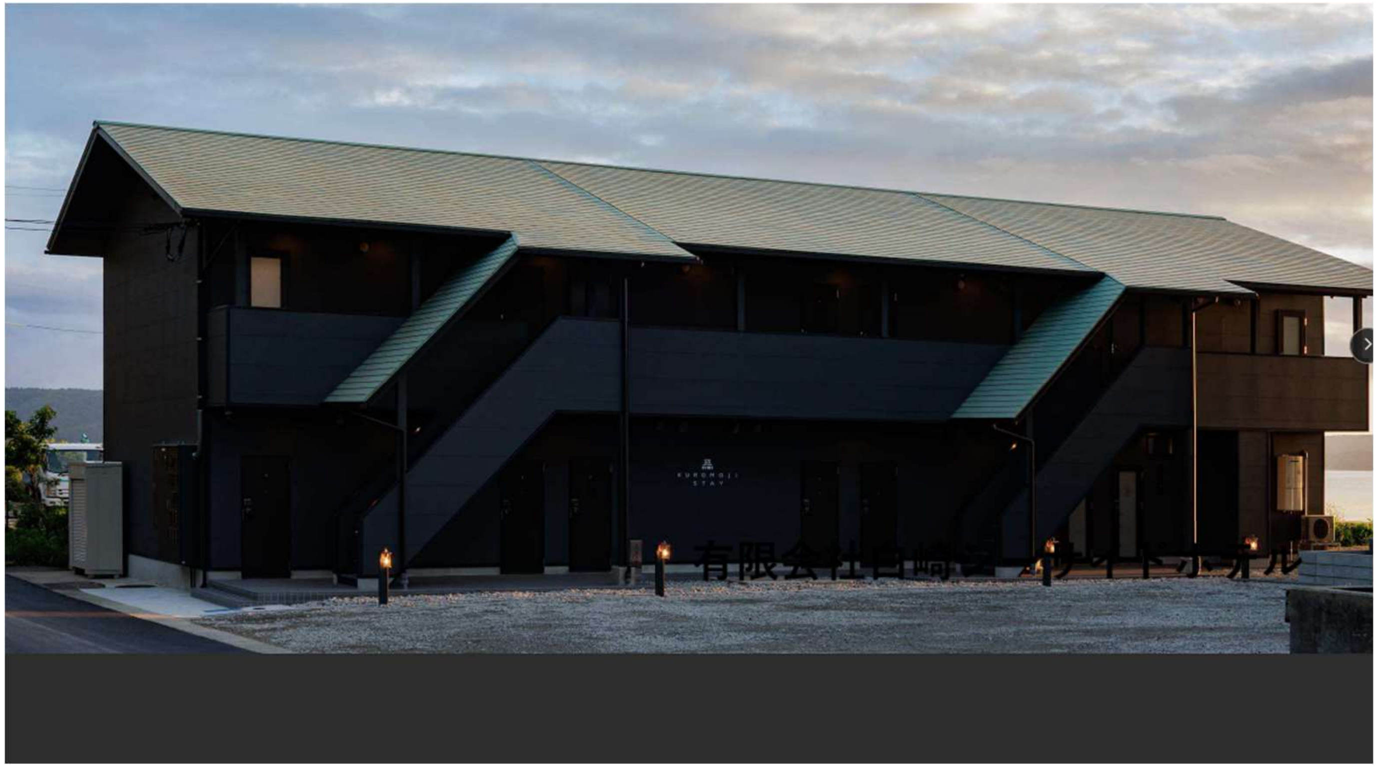
Hotel

# Wakura Onsen Tadaya　Kuromoji Stay

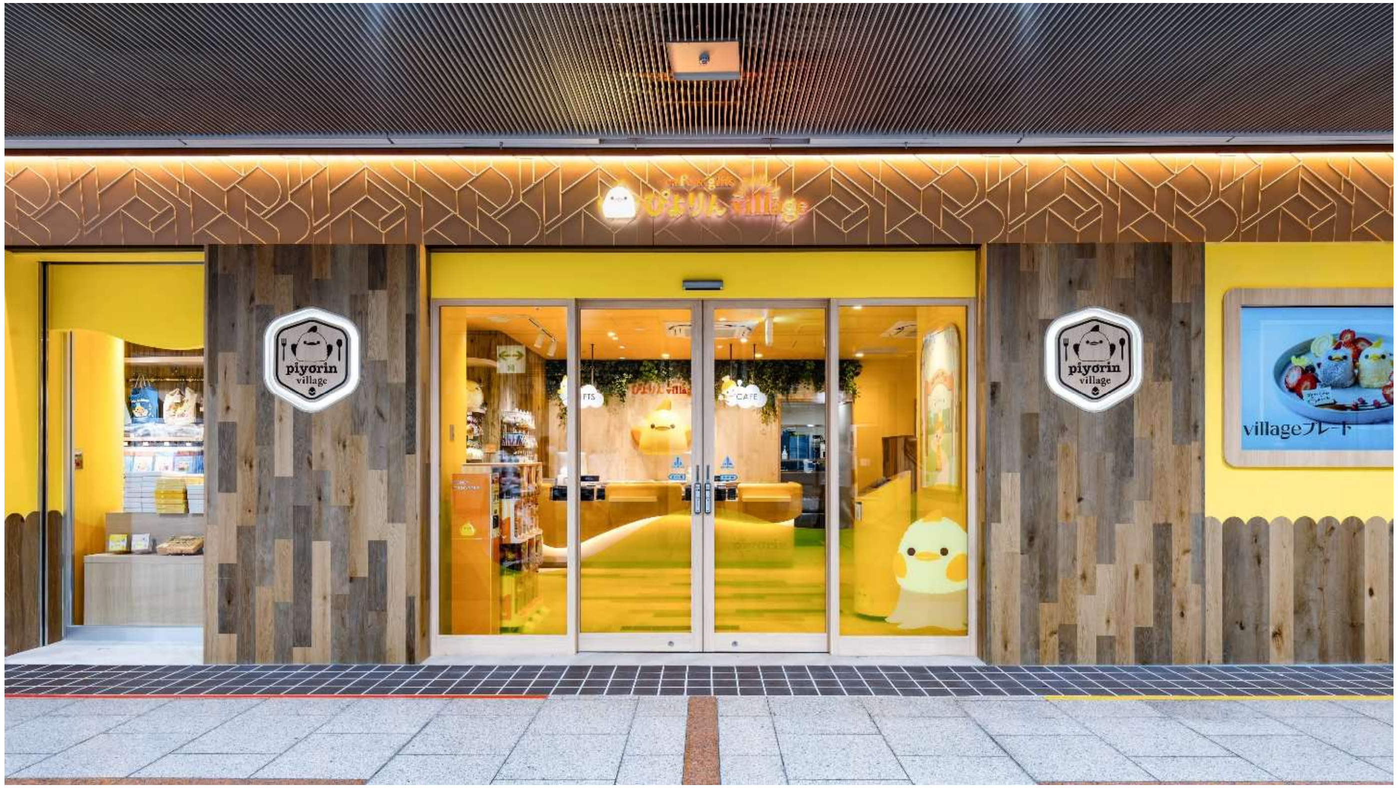



| | |
|---|---|
| **Client:** | **Shirasaki Seaside Hotel Co., Ltd.** |
| **Construction:** | **Refurbishment of employee dormitory** |
| **Work Scope:** | **Construction (architecture, equipment, and interior)** |
| **Location:** | **Okuharamachi, Nanao, Ishikawa Prefecture** |

A project supporting reconstruction following the 2024 Noto Peninsula Earthquake. The Company supported applications for subsidies immediately after the earthquake and was directly commissioned to undertake the full renovation of the nearby employee dormitory ahead of the restoration of the main building.
While simultaneously applying to the Japan Tourism Agency for its Initiative for Revitalization and High Value-Added Development of Tourist Destinations and the Tourism Industry through an Integrated Regional Approach, the Company demonstrated its technical capabilities in converting the facility from an employee dormitory to an accommodation facility that meets applicable standards and completed the project within the short construction period from January to May 2026.

Restaurant

# Piyorin village JR Nagoya Station





| | |
|---|---|
| **Client:** | **JR Central Food Service Co., Ltd.** |
| **Construction:** | **Interior equipment work** |
| **Work Scope:** | **Design and construction (interior and equipment)** |
| **Location:** | **Meieki, Nakamura-ku, Nagoya, Aichi Prefecture** |

The Company delivered a concept café and gift shop with approximately 164sqm of floor space and 59 seats in the concourse of Nagoya Station, one of Japan's busiest stations in terms of passenger traffic. Selected through a design competition, the Company handled the design and construction of the interior and equipment on an integrated basis. Overcoming the unique equipment constraints of a station facility, the Company created a symbolic space where visitors can experience the world of Piyorin, a popular sweet originating in Nagoya.

Hotel

## Tokyu Harvest Club Nanki-Tanabe THE DINING “IRODORI”

| | |
|---|---|
| **Client:** | **Tokyu Land Corporation** |
| **Construction:** | **Interior work and restaurant floor refurbishment** |
| **Work Scope:** | **Construction (equipment and interior)** |
| **Location:** | **Shinjocho, Tanabe, Wakayama Prefecture** |

In response to the requirements for the luxury expected of a members-only resort hotel, as well as cost performance and a short construction period, the Company leveraged its comprehensive capabilities by handling everything from interior work to electrical, air-conditioning, and disaster-prevention equipment on an integrated basis. The Company achieved cost reductions through value engineering proposals while completing the project within the short construction period from late January to early April 2026. The use of locally sourced Wakayama timber also contributed to supporting the local forestry and timber industries.

# Appendix

## Reference Materials (Appendix)

- Consolidated Financial Results
- Consolidated Balance Sheets
- Quarterly Performance Data Trend (Consolidated Actuals)

## Consolidated Financial Results Information

Unit: Million yen

| | 1H FY12/25 | 1H FY12/26 | Change (%) |
|---|---|---|---|
| **Net sales** | 25,882 | 22,657 | -12.5% |
| **Cost of sales** | 21,526 | 19,233 | -10.7% |
| **Gross profit** | 4,355 | 3,423 | -21.4% |
| **Selling, general and administrative expenses** | 2,717 | 2,599 | -4.3% |
| **Operating profit** | 1,637 | 823 | -49.7% |
| **Ordinary profit** | 1,586 | 879 | -44.5% |
| **Profit attributable to owners of parent** | 961 | 665 | -30.7% |

| Net Sales by Business | 1H FY12/25 | 1H FY12/26 | Change (%) |
|---|---|---|---|
| **Production Business of Shop Facilities** | 16,303 | 14,006 | -14.1% |
| **Production Business of Commercial Facilities** | 4,470 | 3,547 | -20.7% |
| **Production Business of Food Factories and Distribution Warehouses** | 1,177 | 850 | -27.8% |
| **Maintenance Business** | 1,392 | 1,150 | -17.4% |
| **Environmental Business** | 40 | 33 | -15.8% |
| **Construction Business** | 2,497 | 3,068 | +22.8% |
| **Total** | **25,882** | **22,657** | **-12.5%** |

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## Consolidated Balance Sheets

Unit: Million yen

| | FY12/25 year-end | 1H FY12/26 (Six Months Ended June 30, 2026) | Change |
|---|---|---|---|
| Current assets | 23,278 | 20,080 | -3,198 |
| Cash and deposits | 11,521 | 11,225 | -296 |
| Trade receivables | 8,111 | 5,412 | -2,698 |
| Other current assets | 3,646 | 3,442 | -203 |
| Non-current assets | 6,461 | 5,741 | -720 |
| (Of which, long-term accounts receivable-trade) (Net of allowance for doubtful accounts) | 922 | - | -922 |
| Total assets | 29,740 | 25,822 | -3,918 |
| Current liabilities | 15,644 | 11,030 | -4,614 |
| Trade payables | 8,234 | 5,065 | -3,169 |
| Other current liabilities | 7,408 | 5,963 | -1,445 |
| Non-current liabilities | 984 | 954 | -29 |
| Total liabilities | 16,628 | 11,984 | -4,644 |
| (Of which, interest-bearing debt) | 2,324 | 2,174 | -150 |
| Shareholders' equity | 13,166 | 13,860 | +694 |
| Share capital | 4,742 | 4,870 | +127 |
| Capital surplus | 4,263 | 4,391 | +127 |
| Retained earnings | 4,162 | 4,600 | +438 |
| Other | -54 | -22 | ＋32 |
| Total net assets | 13,111 | 13,837 | +725 |

## Quarterly Performance Data Trend (Consolidated Actuals)

Unit: Million yen

| | FY12/25 | | | | FY12/26 | | | |
|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Net sales | 11,744 | 14,138 | 15,617 | 15,073 | 10,692 | 11,965 | | |
| Gross profit | 1,966 | 2,389 | 3,277 | 2,116 | 1,965 | 1,458 | | |
| Gross profit margin | 16.7% | 16.9% | 21.0% | 14.0% | 18.4% | 12.2% | | |
| Operating profit | 672 | 965 | 1,899 | 495 | 683 | 140 | | |
| Operating profit margin | 5.7% | 6.8% | 12.2% | 3.3% | 6.4% | 1.2% | | |
| Ordinary profit | 600 | 985 | 1,951 | 614 | 699 | 180 | | |
| Profit attributable to owners of parent | 472 | 488 | 1,345 | -225 | 389 | 276 | | |
| Net profit margin | 4.0% | 3.4% | 8.6% | -1.5% | 3.6% | 2.3% | | |

*Net profit margin is calculated by dividing quarterly profit attributable to owners of parent by net sales.

# Disclaimer

- Statements in this document regarding future performance forecasts and outlooks are based on information currently available to the Company's management and on certain assumptions deemed reasonable at this time.
- Actual performance or results may differ materially due to various factors, including changes in economic conditions and market environments, as well as various factors related to business operations. Accordingly, these statements do not guarantee future performance or results.
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**IR-related Inquiries:**

**LUCKLAND Co., Ltd.**

**Corporate Division, Corporate Strategy Department,**

**Corporate Strategy Section**

https://www.luckland.co.jp/contact/index.html