Financial Results Briefing Materials

for the Six Months Ended June 30, 2026

SPACE CO., LTD.

TSE Prime Market: 9622

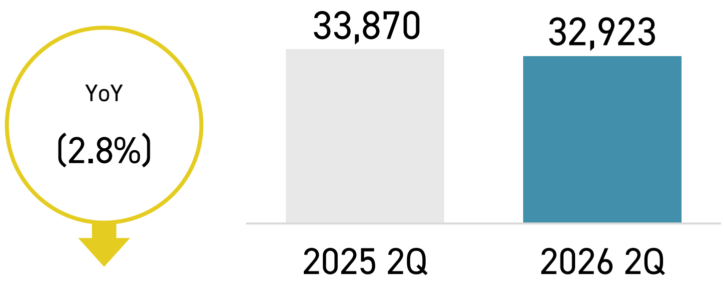
August 6, 2026

Financial Highlights

While the Specialty store field performed steadily, net sales decreased by 2.8% YoY due to a decline in the Commercial complex & General merchandise store field
As a result of our efforts to improve profitability through more accurate project proposals and enhanced project execution capabilities, all profit levels exceeded those of the same period in the previous year

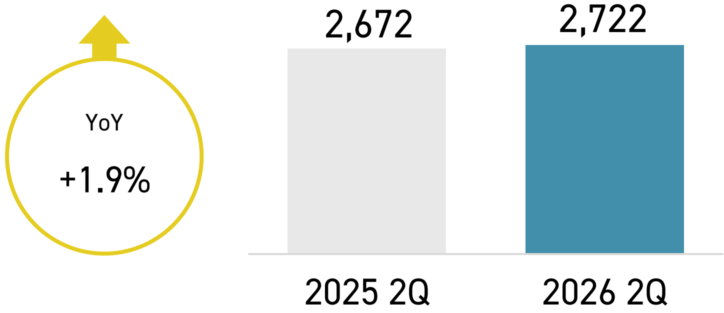
Net sales

¥32,923 million



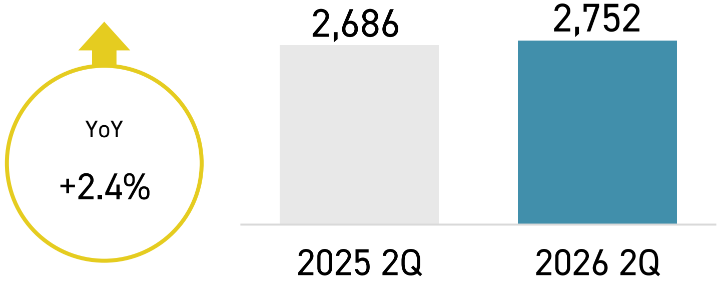
Operating profit

¥2,722 million



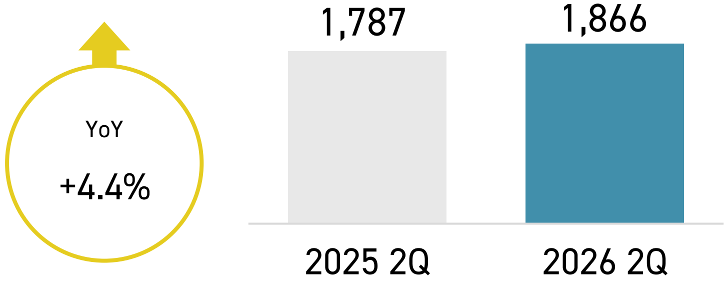
Ordinary profit

¥2,752 million



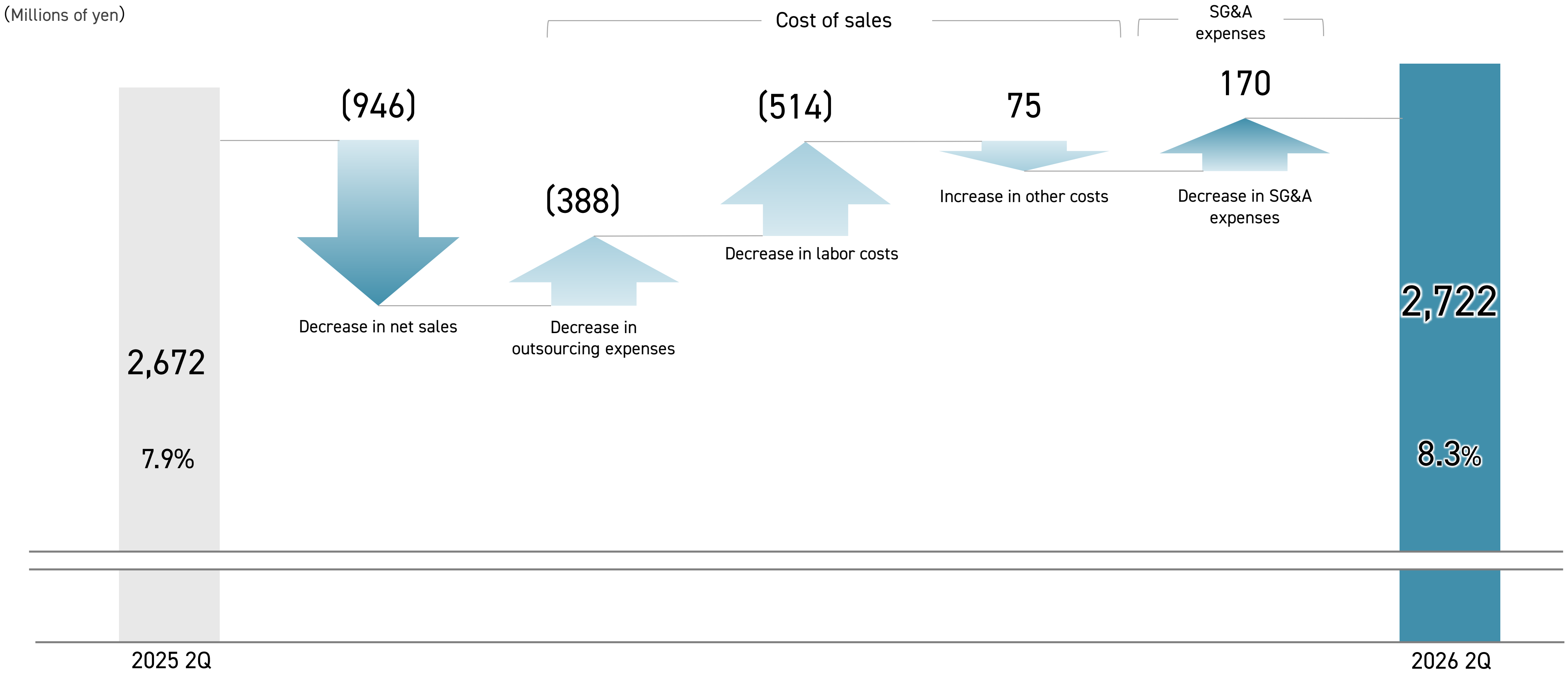
Profit attributable to owners of parent

¥1,866 million



Analysis of Changes in Operating Profit

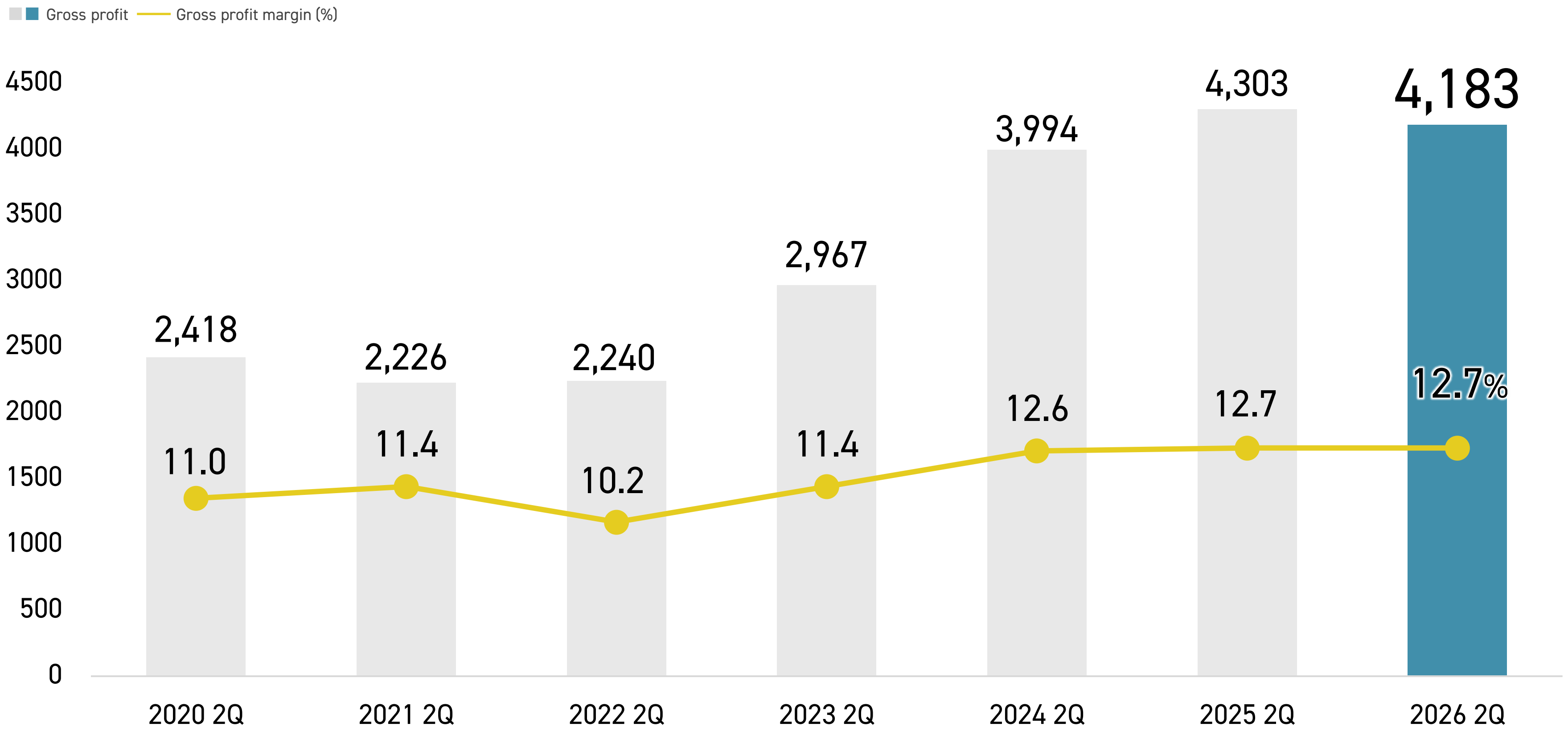
Due to a decrease in SG&A expenses, the operating profit margin increased by 0.4 pts YoY
As the gross profit margin is maintained at a level comparable to the same period of the previous year, we will continue to strive to increase profits through value-added proposals



Gross Profit

Although gross profit decreased due to the decline in net sales, the gross profit margin remained at a high level

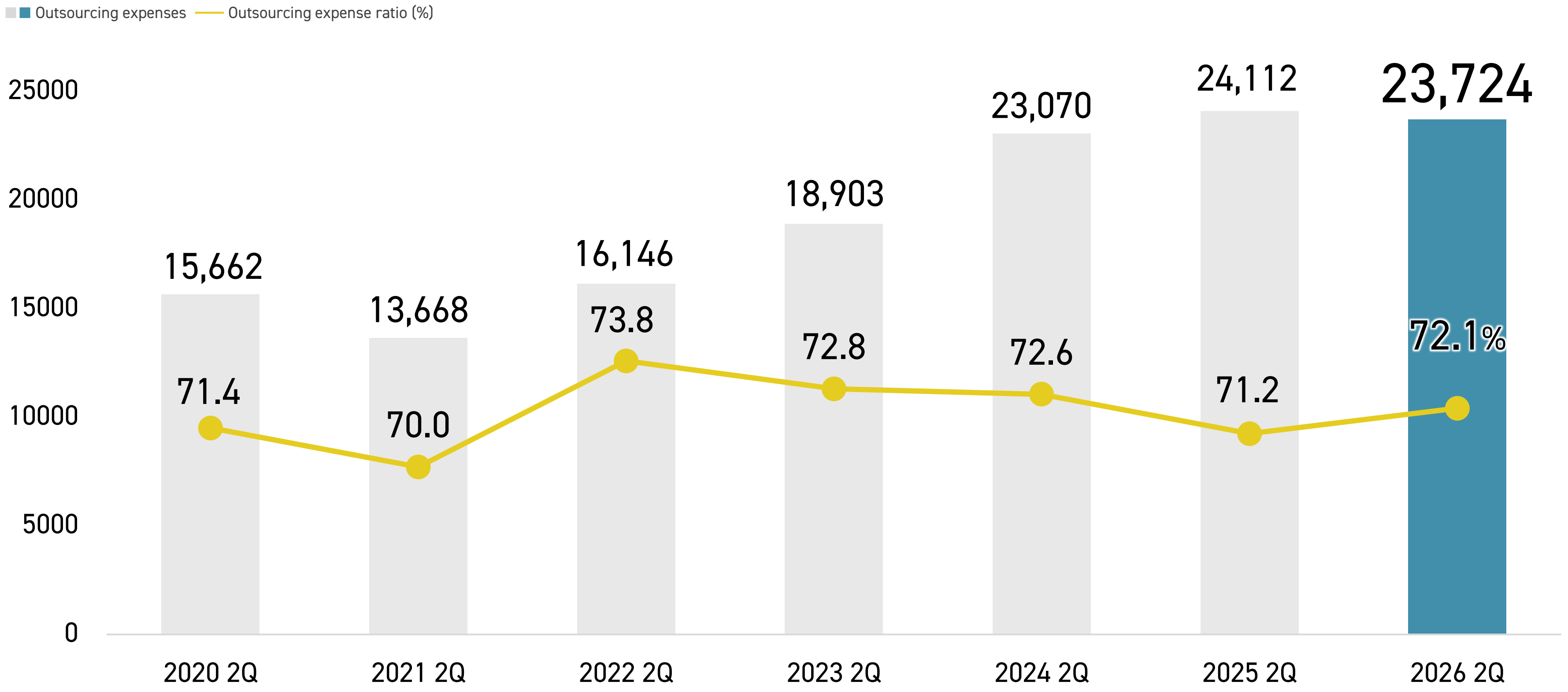
(Millions of yen)



Outsourcing Expenses

Although outsourcing expenses decreased by 1.6 % YoY due to a decrease in net sales,
the outsourcing expense ratio increased by 0.9 pts YoY

(Millions of yen)



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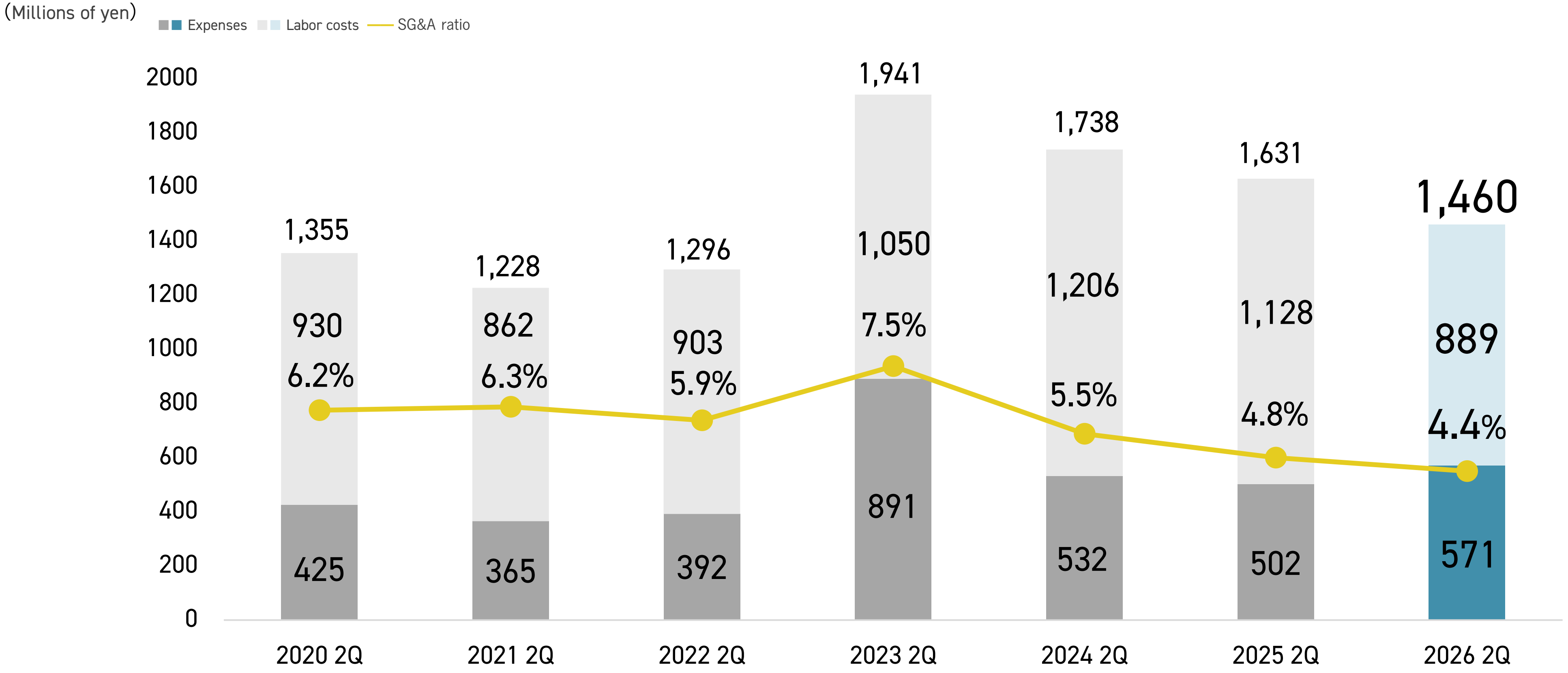
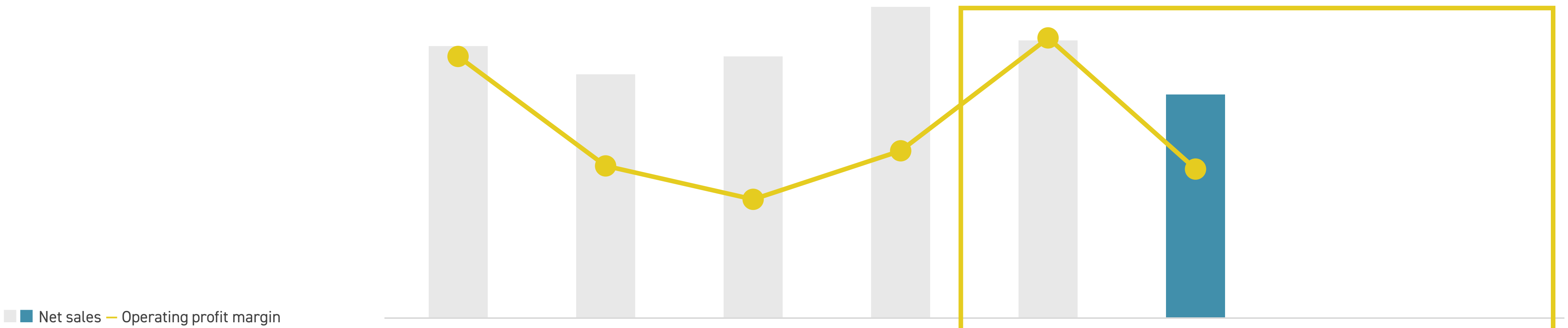
Selling, General and Administrative Expenses

Although expenses increased due to the recording of system costs associated with operational efficiency improvements,
SG&A expenses were lower than the same period of the previous year due to the reclassification of Corporate Development Headquarters labor costs to cost of sale



Quarterly Results

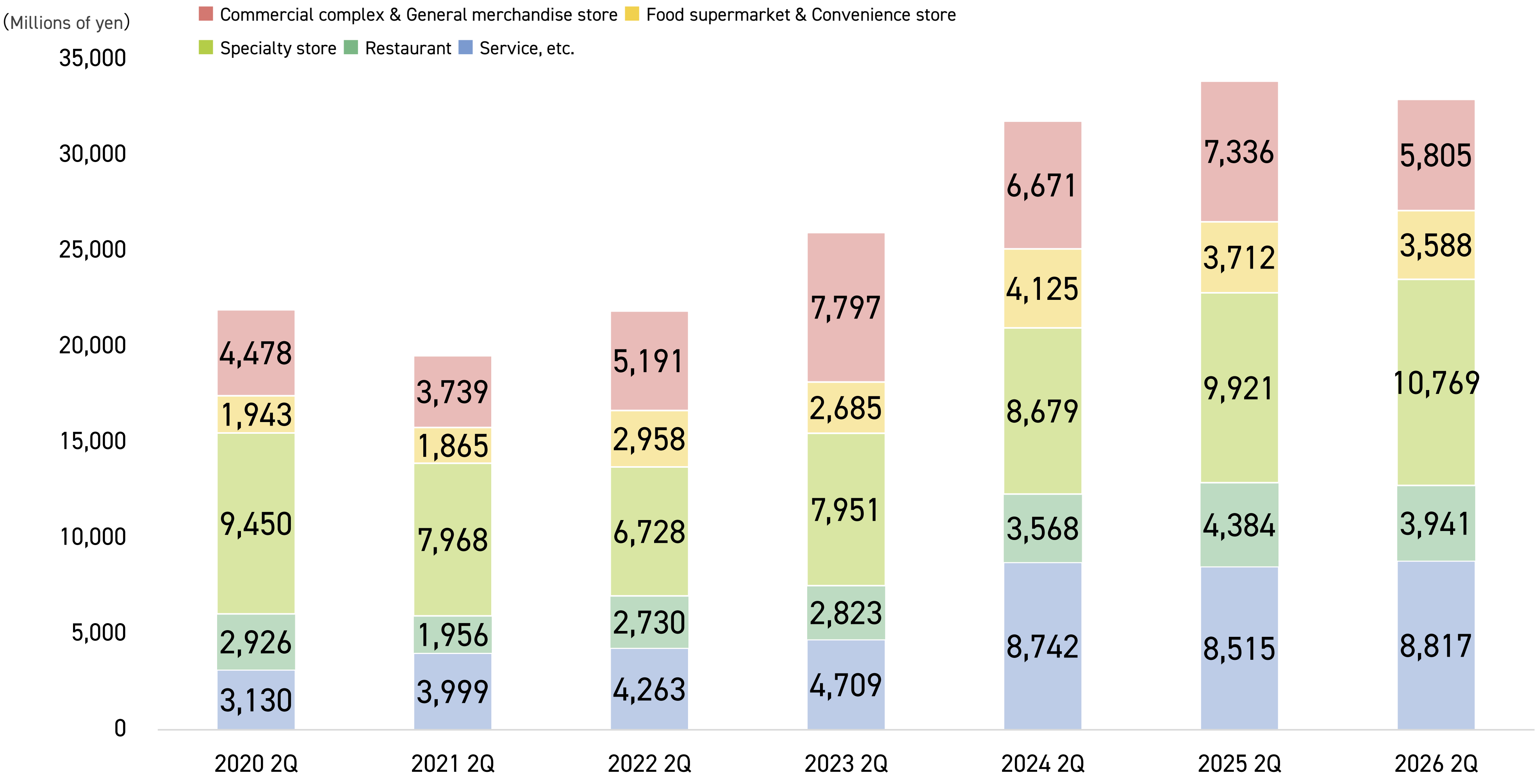


(Millions of yen)

	2025/1Q	2025/2Q	2025/3Q	2025/4Q	2026/1Q	2026/2Q	2026/3Q	2026/4Q
Net sales	17,860	16,009	17,192	20,448	18,242	14,681		
Operating profit	1,706	966	838	1,319	1,856	865		
Ordinary profit	1,710	975	850	1,342	1,863	889		
Profit attributable to owners of parent	1,125	661	680	1,303	1,287	578		
Basic earnings per share (Yen)	45.93	26.98	27.73	53.11	52.48	23.57		
Operating profit margin (%)	9.6	6.0	4.9	6.5	10.2	5.9		

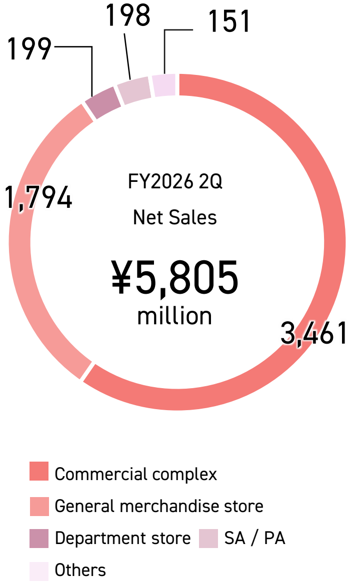
Net Sales(by Market Field)

In the Specialty store field, sales increased due to growth in new construction and renovation projects for drugstores, in addition to multiple flagship store and luxury brand projects for accessory retailers
In the Service, etc. field, performance remained steady due to an increase in hotel renovation projects, in addition to large-scale projects for medical and welfare facilities



Net Sales (by Market Field)

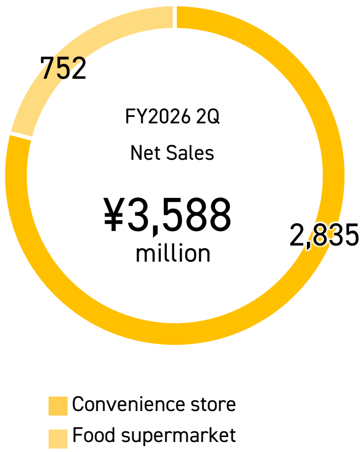
Commercial complex / General merchandise store



YoY (20.9%)

Percentage 17.6%

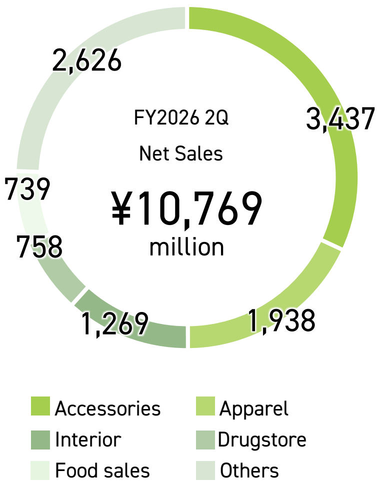
Food supermarket / Convenience store



YoY (3.3%)

Percentage 10.9%

Specialty store



YoY +8.5%

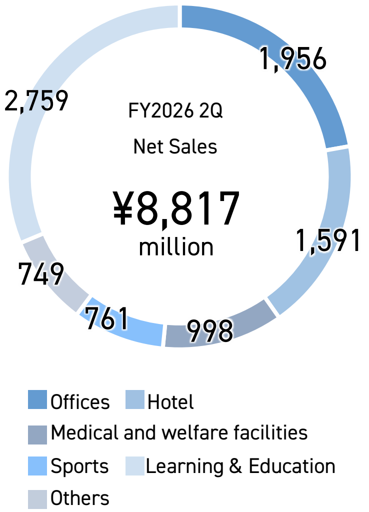
Percentage 32.7%

Restaurant

YoY (10.1%)

Percentage 12.0%

Service, etc.

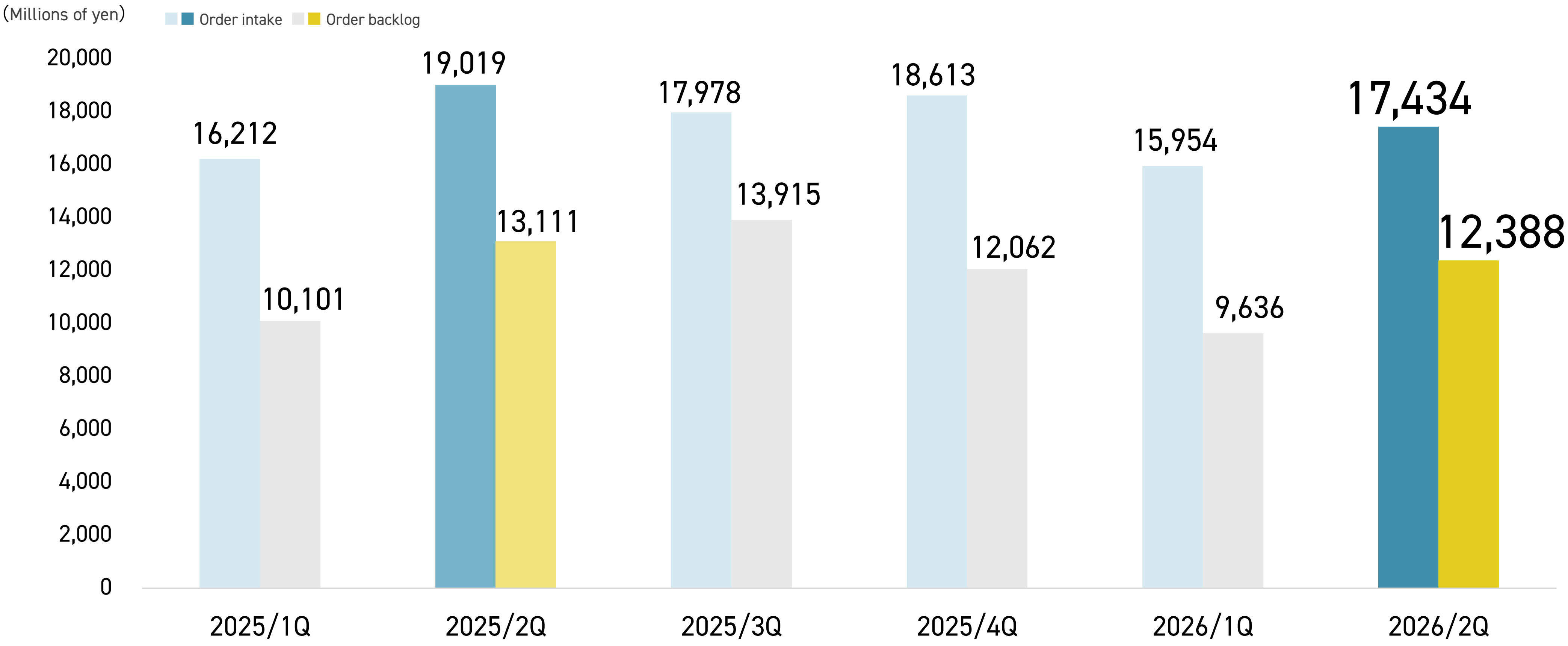


YoY +3.5%

Percentage 26.8%

Quarterly Order Intake and Order Backlog

While domestic operations remained steady, quarterly order intake decreased by 8.3% YoY and quarterly order backlog decreased by 5.5% YoY, mainly due to the high level of order intake at overseas subsidiaries in the same period of the previous year



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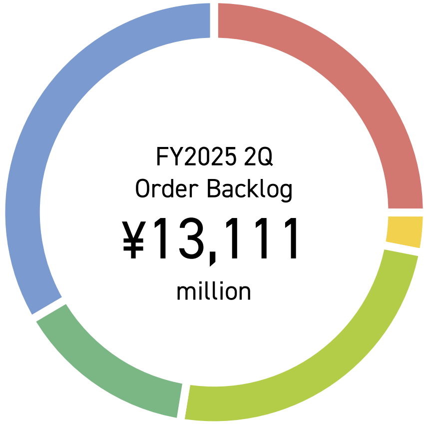
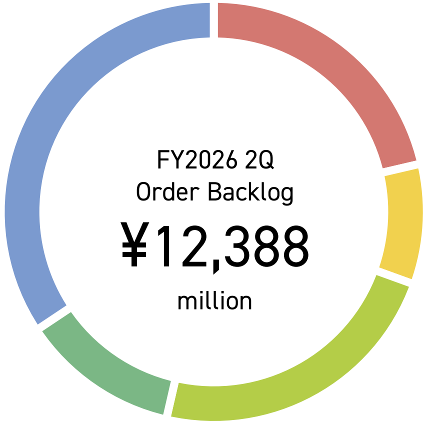
Order Backlog by Market field

The order environment remains generally solid, and projects contributing to earnings in future fiscal years are progressing smoothly

Market Field		FY 2025 2Q		FY 2026 2Q	
		Amount (Millions of yen)	Percentage (%)	Amount (Millions of yen)	Percentage (%)
	Commercial complex General merchandise store	3,281	25.0	2,645	21.3
	Food supermarket Convenience store	398	3.0	1,136	9.2
	Specialty store	3,210	24.5	2,856	23.1
	Restaurant	1,834	14.0	1,492	12.0
	Service, etc.	4,386	33.5	4,256	34.4
Total		13,111	100.0	12,388	100.0





FY2026 First Half Financial Results

All profit levels exceeded the plan due to improved profitability
Progress was also made in building growth foundations, including business area expansion and human resource enhancement

	FY2026 2Q Initial Plan(Interim) (Millions of yen)	FY2026 2Q (Interim) Results (Millions of yen)	Increase/decrease (Millions of yen)	Change (%)
Net sales	35,600	32,923	(2,676)	(7.5)
Operating profit	2,500	2,722	222	8.9
Ordinary profit	2,500	2,752	252	10.1
Profit attributable to owners of parent	1,600	1,866	266	16.7
Basic earnings per share (Yen)	65.24	76.04		

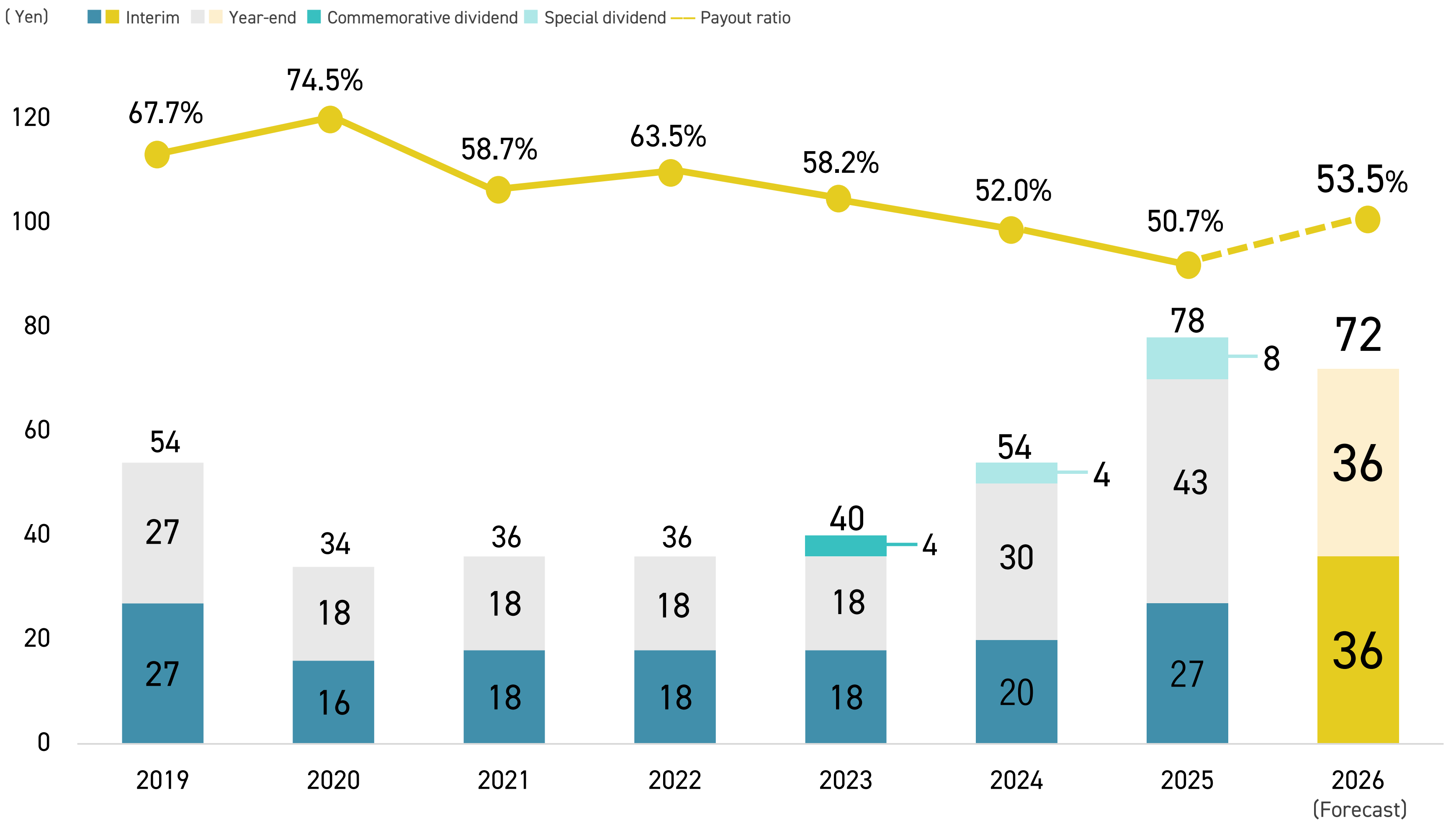
FY2026 Earning Forecast

Operating profit is progressing steadily, and we aim to achieve and exceed our plan
Although net sales is expected to decline, this is primarily due to the rebound effect from the tax reduction benefit under the wage increase promotion tax incentive applied in the previous fiscal year

	FY 2025 Full-year results (Millions of yen)	FY2026 Full-year forecast (Millions of yen)	Increase/decrease (Millions of yen)	Change (%)
Net sales	71,511	72,000	488	0.7
Operating profit	4,830	5,040	209	4.3
Ordinary profit	4,879	5,040	160	3.3
Profit attributable to owners of parent	3,770	3,300	(470)	(12.5)
Basic earnings per share (Yen)	153.76	134.57		

Dividend Forecast

We aim to provide shareholder returns in line with business performance, while maintaining a minimum annual dividend of ¥72 per share
In addition to dividends, we will continue to consider measures to improve capital efficiency, including share buybacks



* FY2023 includes a ¥4 commemorative dividend, FY2024 includes a ¥4 special dividend, and FY2025 includes a ¥8 special dividend

FY2026 2Q Results-Statement of Income

	2025 2Q		2026 2Q		YoY	
	Amount (Millions of yen)	Percentage (%)	Amount (Millions of yen)	Percentage (%)	Increase/decrease (Millions of yen)	Change (%)
Net sales	33,870	100.0	32,923	100.0	(946)	(2.8)
Cost of sales	29,566	87.3	28,739	87.3	(827)	(2.8)
Gross profit	4,303	12.7	4,183	12.7	(119)	(2.8)
SG&A expenses	1,631	4.8	1,460	4.4	(170)	(10.4)
Operating profit	2,672	7.9	2,722	8.3	50	1.9
Non-operating income and losses	14	0.0	29	0.1	15	105.5
Ordinary profit	2,686	7.9	2,752	8.4	65	2.4
Extraordinary income and losses	-	-	22	0.1	22	-
Income taxes	889	2.6	913	2.8	23	2.7
Profit attributable to non-controlling interests	9	0.0	(4)	0.0	(14)	(149.4)
Profit attributable to owners of parent	1,787	5.3	1,866	5.7	79	4.4

FY2026 2Q Results- Balance Sheet

	FY 2025		2026 2Q		YoY	
	Amount (Millions of yen)	Percentage (%)	Amount (Millions of yen)	Percentage (%)	Increase/decrease (Millions of yen)	Change (%)
Current assets	31,201	69.1	29,960	67.7	(1,241)	(4.0)
Non-current assets	13,931	30.9	14,270	32.3	338	2.4
Total assets	45,133	100.0	44,230	100.0	(902)	(2.0)
Current liabilities	9,554	21.2	7,822	17.7	(1,731)	(18.1)
Non-current liabilities	662	1.5	758	1.7	96	14.5
Total liabilities	10,216	22.6	8,581	19.4	(1,635)	(16.0)
Total net assets	34,916	77.4	35,649	80.6	732	2.1
Total liabilities and net assets	45,133	100.0	44,230	100.0	(902)	(2.0)

FY2026 2Q Results- Statement of Cash Flows

	2025 2Q	2026 2Q	YoY
	Amount (Millions of yen)	Amount (Millions of yen)	Increase/decrease (Millions of yen)
Cash flows from operating activities	3,378	3,582	204
Cash flows from investing activities	(235)	952	1,188
Cash flows from financing activities	(833)	(1,247)	(413)
Increase / decrease in cash and cash equivalents	2,282	3,304	1,021
Balance of cash and cash equivalents at beginning of fiscal year	13,460	13,544	84
Balance of cash and cash equivalents at end of fiscal year	15,742	16,849	1,106