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To Whom It May Concern

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Notice Concerning Formulation of Medium-Term Management Plan (Final Version)

The SPACE Group (the “Group”) is pleased to announce that it has formulated the finalized version of the medium-term management plan, “Expansion and Growth,” covering the three-year period from the fiscal year ending December 31, 2026, to the fiscal year ending December 31, 2028.

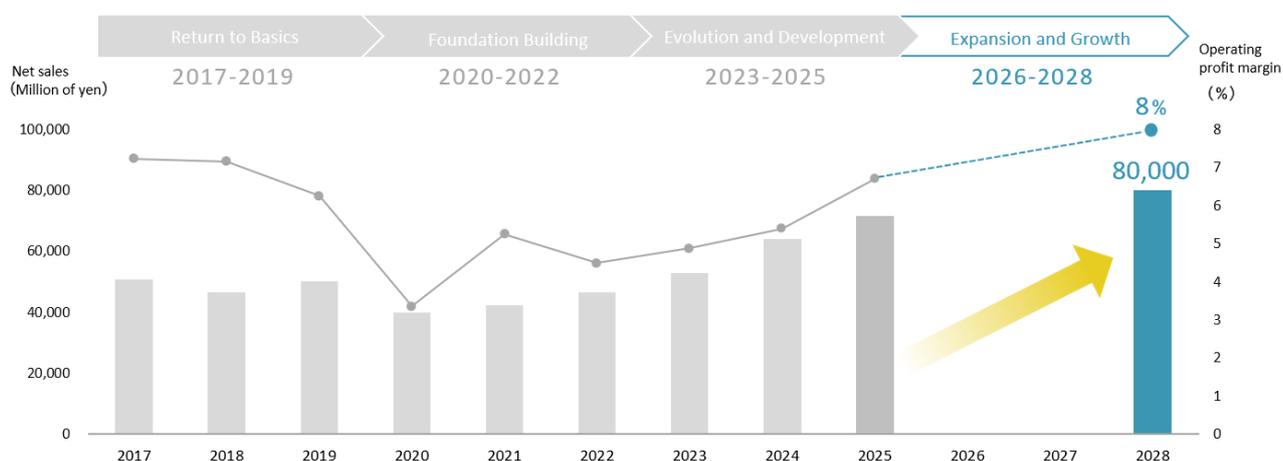
This plan is based on the summary version announced on December 12, 2025, and is a finalized version with more specific KPIs for each strategy, as well as policies for growth investments and shareholder return, in order to achieve its objectives.

1. Basic Policy

The Group aims to incrementally enhance corporate value through the formulation of medium-term plans for four steps, each covering three years: “Return to Basics” (FY2017-FY2019), “Foundation Building” (FY2020-FY2022), “Evolution and Development” (FY2023-FY2025), and “Expansion and Growth” (FY2026-FY2028).

Under the current medium-term management plan, “Evolution and Development,” the Group is maximizing the value it provides based on the business and management foundations strengthened under the “Return to Basics” and “Foundation Building” plans, and its business performance has reached record highs in terms of both net sales and profit.

In the next medium-term management plan, “Expansion and Growth,” the Group will further refine the competitive advantage it has built to date, deepen its unique value, and create new value, while also further upgrading its people and organization, which are the source of its strength, as it aims to achieve sustainable growth.



2. Overview of the Next Medium-Term Management Plan “Expansion and Growth”

(1) Medium-Term Management Targets

[Quantitative Targets (Consolidated)]	[Qualitative Targets]
1. Net sales : 80,000 million yen	1. Create career-track positions for all employees
2. Operating profit margin : 8%	2. Co-creation partners in commerce
3. ROE : 12%	
4. Payout ratio : 50% or more	

(2) Medium-Term Management Policies

To achieve its goals, the Group has established the following two management policies, which all employees will share as action guidelines, as the Group aims to further strengthen its autonomous organizational culture.

- Every individual will act with a managerial perspective
- Individuals will utilize their individuality to create the best value

(3) Medium-Term Management Strategies

To achieve its goals, the Group has established the following six strategies, which it will steadily promote.

1. Deepen existing businesses

Cultivate existing businesses and refine strengths to become the partner of choice for clients.

- Strengthen its unique business foundation based on a consistent business style
- Grow the base business by capturing markets
- Expand the overseas business

2. Take on the challenge of value creation businesses

Create new client business value by investing in establishing new domains and utilizing human resources.

- Initiatives to solve local issues
- Formulate and develop a cross-business creative organization
- Participate in and support facility management and event planning

3. Strengthen the value chain

Expand the Brain Network and combine the Group’s own strengths with consulting, art, digital, environmental materials, etc., to create client value and sustainable spaces.

- Enhance the value creation network
- Establish, promote, and strengthen the reproduct organization
- Strengthen environmentally conscious partners

4. Make manufacturing resilient

Establish a resilient construction promotion system to realize clients’ wishes by improving technical capabilities and construction quality.

- Pursue manufacturing technology at the Group’s own plants
- Support and enhance production and supervision specialists
- Provide safety and security through collaboration with partner companies

5. Realize a growth environment

Build a foundation to support sustainable growth by enhancing work comfort and satisfaction and promoting the active participation of a diverse workforce.

- Promotion and permeation of health management
- Invest in human resources to support individual growth
- Secure a diverse workforce

6. Core office evolution

Synergistically develop individual and organizational growth, and transform from a back office to a strong core office that supports taking on new challenges.

- Enhance operations through collaboration among regional administration departments
- Build foundations for digital governance and promote DX
- Establish ESG and compliance system

(4) Financial Strategy / Investment Plan

While maintaining financial soundness that underpins an active management approach, the Company will implement proactive investments that contribute to sustainable growth and provide shareholder returns.

① Proactive investment in businesses and human capital that drive growth

- Expand and strengthen production facilities at our own plants, aiming to enhance manufacturing resilience
- Develop businesses for new value creation
- Form strategic partnerships to strengthen the value chain
- Invest in systems to improve productivity and enhance management functions
- Invest in human capital to support individual growth and development
- Maintain and upgrade facilities
- Maintain and upgrade systems

② Shareholder returns aimed at the sustainable enhancement of shareholder value

- Dividend policy:
Maintain a dividend payout ratio of 50% or higher and aim to increase dividends over the medium to long term
- Pursuit of capital efficiency:
Maximize shareholder value by achieving an optimal balance between growth investment and returns
- Emphasis on dialogue:
Enhance transparency regarding financial soundness and return policies to secure fair valuation from the market

- ③ Ensuring strategic financial stability
 - Capability to address large-scale and long-term projects:
Ensure stable execution of projects with sufficient working capital
 - Strengthening risk tolerance:
Maintain a strong capacity to absorb rising material costs and economic fluctuations
 - Driving force behind ambitious initiatives:
Establish a solid management foundation that enables the Company to take on challenges without missing opportunities

1. Update to the Summary Version

Medium-Term Management Targets

Item	Before Change	After Change
ROE	10%	12%

(Reason for Revision)

Based on the results of the previous fiscal year, the Company determined that setting a higher target for capital efficiency is appropriate in order to further enhance corporate value, and accordingly revised the ROE target to 12% from 10%.

* Cautionary statement regarding forward-looking statements

Forecasts of business performance and other forward-looking statements in this document are based on currently available information and certain assumptions, and actual results may differ materially due to future changes in the business environment and economic trends, and other factors.