

i s p a c e

Tokyo Stock Exchange Growth Market-listed
(Ticker: 9348.T)

Financial Results

Q3

Fiscal Year Ending
March 2026

February 10, 2026



CONTENTS

- ▶ **01. Executive Summary**
- ▶ **02. Business Highlights**
 - External Environment
 - Progress of Existing Missions
 - Progress of Future Missions
 - Our KPIs
- ▶ **03. Revision of Financial Forecast**
- ▶ **04. Financial Highlights**
- ▶ **05. Appendix**





01.

Executive Summary

- ▶ **01. Executive Summary**
- ▶ 02. Business Highlights
- ▶ 03. Revision of Financial Forecast
- ▶ 04. Financial Highlights
- ▶ 05. Appendix

Executive Summary of Q3 Fiscal Year Ending March 2026



Mission 2

- **Post-mission improvement measures:** External Review Task Force and JAXA's extended technical support are progressing. Aim to hold a briefing to report the results of the Task Force in Q4



Mission 3

- **Sales:** Ongoing. Total contract value is \$86Mn⁽¹⁾
- **Development:** Conducting studies aimed at future CDR⁽²⁾
- **Progress:** Testing continues to achieve the performance of the new engine



Mission 4

- **Sales:** Ongoing. On top of the \$81Mn⁽¹⁾ SBIR grant, total contract value is \$40Mn⁽¹⁾
- **Development :** PDR⁽³⁾ in progress
- **Progress:** Structural Model manufacturing commenced



Mission 6

- **Sales:** Ongoing. Secured a budget of \$76Mn⁽⁴⁾ from ESA on top of the \$136Mn from Space Strategy Fund⁽⁵⁾
- **Development:** Decided to commence development following selection for the 2nd phase of the Space Strategy Fund
- **Progress:** Development scheduled to commence sequentially

Future Missions

- **Saudi Arabia:** Establishing our fourth global base in a high-growth market, following Japan, Europe, and the U.S.
- **JAXA:** Successfully concluded a joint study agreement and a commissioned contract. Strengthening collaboration across wider areas: transportation, technology development, and environmental improvement

Finance

- **Cash and Deposits / Net Assets:** Completed a public offering in October-November 2025. Secured funding through M4 while enhancing net assets on the balance sheet

(1) As of February 10, 2026. Converted to yen using the TTM rate at the end of August 2025. Figures rounded down to the nearest whole number.

(2) Critical Design Review. A review meeting to confirm the appropriateness of the detailed design and verification plan for manufacturing and testing, utilizing evaluations conducted to date such as prototype evaluation, thermal structural characteristic evaluation, and electromechanical design evaluation.

(3) Preliminary Design Review. A review meeting to confirm the feasibility of design results against specification values and the design verification plan.

(4) The amount may fluctuate depending on future contract details, and we do not guarantee the full amount will be contracted.

(5) The amount may fluctuate based on future stage gate reviews, and full receipt of the amount is not guaranteed.



02.

Business Highlights

- ▶ 01. Executive Summary
- ▶ **02. Business Highlights**
- ▶ 03. Revision of Financial Forecast
- ▶ 04. Financial Highlights
- ▶ 05. Appendix

Government policies in Japan and the United States, where our entities are located, are a strong tailwind for ispace



Credit: The white house

Presidential Order Specifies Construction of Lunar Base Prototype and Nuclear Reactor

- A new presidential directive signed in December 2025 explicitly states the realization of a crewed lunar landing by 2028 and a lunar nuclear reactor by 2030⁽¹⁾
- The U.S. government strongly supports private sector efforts to build lunar base and develop resources⁽¹⁾, which is expected increase demand for lunar business in the U.S. market



Credit: Polaris Program / John Kraus

Entrepreneur Isaacman reappointed as NASA's new administrator

- Entrepreneur Isaacman reappointed as NASA Administrator, outlines plans to accelerate Artemis Program and revitalize space economy through private sector leadership⁽²⁾
- A revised budget amendment maintaining the previous year's funding level was passed, reversing plans for significant cuts and enabling NASA to resume operations⁽³⁾



Credit: Japan Cabinet Office

CEO Hakamada participated in Japan's Growth Strategy Council

- At the aerospace review meeting chaired by Minister of State for Special Missions Onoda, CEO Hakamada presented proposals for building a lunar economy and public-private investment partnerships
- Aims to incorporate private sector expertise into space strategy supporting national security and economic growth

(1) <https://www.whitehouse.gov/presidential-actions/2025/12/ensuring-american-space-superiority/>

(2) <https://www.planetary.org/articles/nasa-is-funded-now-what>

(3) <https://www.planetary.org/articles/advocacy-success-fy2026-nasa-budget>

(Launch in 2027⁽²⁾)

TEAM DRAPER
COMMERCIAL MISSION 1

Mission3 overview

Hardware

Test in progress



Relay Communication Satellites

- Two relay communication satellites, named "Alpine" and "Lupine," are planned to be deployed in lunar orbit.
- Plans to provide data services to customers starting with Mission 3 and beyond



- Size: approx. 3.3m tall by 4.5m wide (standing, including its legs)
- Mass: approx. 5,390kg (Wet: fully fueled), approx. 1,730kg (Dry: unfueled)
- Design Payload Capacity: up to 300kg

Micro Rover

- Planned to be installed following Mission 2

Highlights

- Scheduled to launch in 2027⁽¹⁾
- Defined as a commercial mission with the ability to carry up to 300kg payloads to the Moon
- Member of Team Draper Commercial Mission 1 selected for NASA CP-12
- Delivery near the south pole on far side of the Moon

Payload Customer

Sales in progress

P : Private-sector A : Academia
G : Government

Total contract amount: **\$86Mn⁽²⁾**



- Team Draper Commercial Mission 1: Transporting multiple experiments for NASA as part of Task Order CP-12
- Control Data Systems: ultra wide band
- Italian Space Agency: laser retroreflector array
- Magna Petra: Mass Spectrometer Observing Lunar Operations

(1) The missions and schedules, as shown above, are as of February 10, 2026 and may be subject to change

(2) As of February 10, 2026. The values are rounded off to integral values

(Launch in 2028⁽¹⁾)

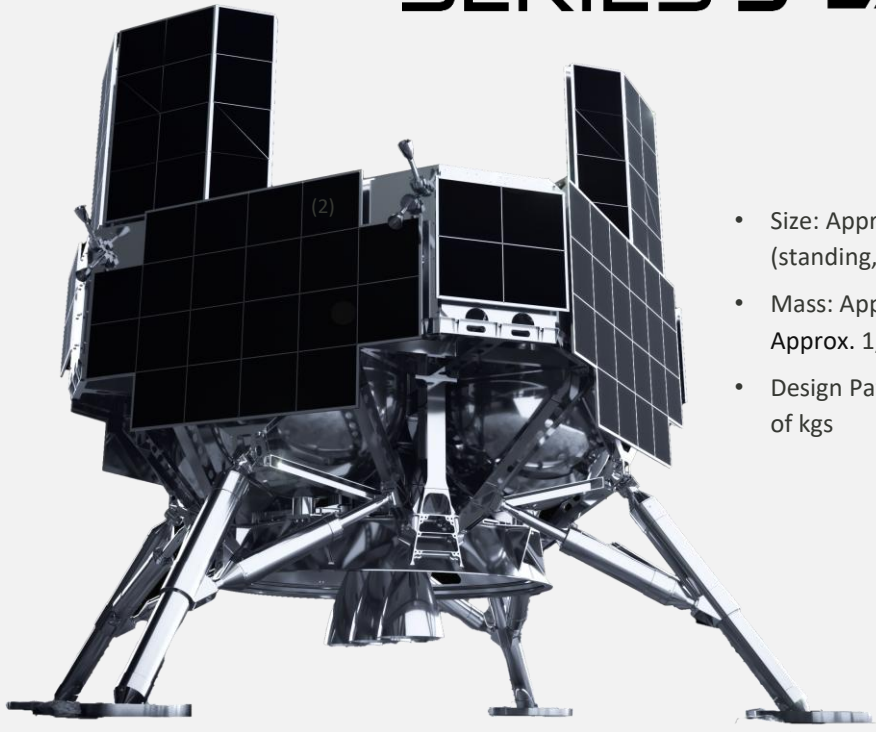
METI SBIR Mission

Mission4 overview

Hardware

PDR⁽²⁾ in progress

SERIES 3 LANDER⁽³⁾



- Size: Approx. 3.6m tall by 3.3m wide (standing, including its legs)
- Mass: Approx. 4,000kg (Wet: fully fueled), Approx. 1,000kg (Dry: unfueled)
- Design Payload Capacity: up to hundreds of kgs

Highlights

- Scheduled to launch in 2028⁽¹⁾; thermal structural tests completed, proceeding to structural model development
- Part of mission costs supported by the grant of \$81Mn⁽⁴⁾ representing the largest budget size⁽⁵⁾ under the SBIR program⁽⁶⁾. (Recognition as non-operating income commenced in FY2025/3. Planned for lump-sum recognition at each fiscal year-end)

Payload Customer

Sales in progress

P : Private-sector A : Academia G : Government



Institute of Science Tokyo: lunar orbit satellite

*This is the payload in relation to the awarded project called "Development and demonstration of lunar water resource exploration technology (sensing technology)" for 1st phase of SSF



Taiwan Space Agency (TASA): Vector Magnetometer and Ultraviolet Telescope

Total contract amount:

\$40Mn⁽⁷⁾



(1) It was originally agreed with the the Ministry of Economy, Trade and Industry and the SBIR Secretariat that the launch would be within 2027, but as of February 10, 2026, the launch is expected within 2028 according to our in-house development plan. This change is in the process of being coordinated with the relevant ministries and agencies and the SBIR Secretariat, and the plan change will be officially approved after receiving approval from the Minister of Economy, Trade and Industry.

(2) Preliminary Design Review (PDR): Review to confirm design results against specification values and feasibility of design verification plan

(3) Tentative name and the design of the image is subject to change in the future

(4) As of February 10, 2026. The amount is calculated using a TTM rate for currency conversion as of August 31, 2025

(5) As of February 10, 2026

(6) We were selected for the SBIR (Small Business Innovation Research) grant by the Ministry of Economy, Trade and Industry. The grant is expected to be provided along with the payment for development costs for the lander rather than in a lump sum. The grant is expected to be recognized as non-operating income following interim reviews.

(7) Of the total contract amount of ¥5.8Bn, up to ¥4.7Bn is an estimated amount to be received based on the proposal submitted by Institute of Science Tokyo to JAXA, under its ¥6.4Bn project adopted in the second phase of the Space Strategy Fund. The amount is subject to change depending on stage-gate review, and the full amount is not guaranteed to be contracted. The amount is calculated using a TTM rate for currency conversion as of August 31, 2025

(Launch in 2029⁽¹⁾)JAXA SSF2
Mission

Mission6



Selected for the \$136Mn Space Strategy Fund theme. Utilize JAXA SLIM's high-precision landing technology

Technology
Development
Theme

Exploration, etc. (Phase II)
High-Precision Landing Technology
in Lunar Polar Regions

Maximum
Support Amount⁽²⁾

Up to **\$136Mn**⁽³⁾

Lander Model

SERIES 3 LANDER⁽⁴⁾



Three Key Points of This Selection

Point 1: Utilize landing technology demonstrated by JAXA SLIM

- The “pinpoint landing” is a unique Japanese technology first demonstrated globally by SLIM
- JAXA announced its policy to transfer this technology to the private sector and promote its technological maturity⁽⁵⁾. For this mission, we will utilize the technology

Point 2: Formal commencement of Mission 6 development

- We will develop an improved lander based on the Series 3 lander model, aiming for a 2029 launch⁽¹⁾

Point 3: Expect to secure the majority of mission costs

- Through this selection, ESA’s budget allocation through MAGPIE (details on p.10), as well as reduced development costs resulting from the use of mass production models, we expect to cover Mission 6 costs and improve mission profitability

(1) The missions and schedules, as shown above, are as of February 10, 2026 and may be subject to change

(2) This figure is subject to change based on future stage gate reviews and other factors; therefore, full receipt of the amount is not guaranteed at this time.

(3) Including launch and space demonstration costs. The amount is calculated using a TTM rate for currency conversion as of August 31, 2025

(4) Tentative name and the design of the image is subject to change in the future

(5) <https://bizgate.nikkei.com/article/DGXZQK2181D021012026000000>

(Launch in 2029⁽¹⁾)

**JAXA SSF2
Mission**

Mission6

The European Space Agency has secured \$76Mn⁽²⁾ as the MAGPIE budget. Contracts are expected to be signed

Funding Target	MAGPIE: Lunar exploration project with ESA using rovers
Budget Amount	Total \$76Mn ⁽²⁾

Industrial Opportunities		Small Missions		
Subject of procurement:	Mission for Advanced Geophysics and Polar Ice Exploration (MAGPIE) - Phase 2	MoonRAD Phase A/B1	Máni Phase A/B1	Moonraker Phase A/B1
Procurement Procedure:	Direct Negotiation consortium led by iSpace Europe S.A.(LU)	Direct Negotiation consortium led by RemRED(HU)	Direct negotiation consortium led by University of Copenhagen (DK)	Direct negotiation consortium led by Nuview GmbH (DE)
Tender issue planned:	Q1 2026	Q1 2026	Q1 2026	Q1 2026
Contract duration:	3 years	4-6months (Phase A) 1 year (Phase A+B1)	4-6months (Phase A) 1 year (Phase A+B1)	4-6months (Phase A) 1 year (Phase A+B1)
Budget earmarked:	65M€ (including launch service cost)	3 M€	1,5 M€	3 M€

Source: ESA’s online webinar held on January 14, 2026

(1) The missions and schedules, as shown above, are as of February 10, 2026 and may be subject to change
 (2) Converted using the TTM rate as of the end of December 2025. Decimals are truncated. The amount may change based on future

Aiming to secure contracts for the allocated \$76Mn⁽²⁾

- In Phase 1 of the “MAGPIE” project previously contracted with ESA, the research results were evaluated, and ESA has announced securing an additional **budget of \$76Mn⁽²⁾** for the subsequent phase entering the demonstration stage (an increase of approx. \$29Mn from the Q2 announcement)
- The total contract value for the entire MAGPIE project, including previously signed contracts and those expected to be signed in the future, is projected to reach \$79Mn⁽³⁾
- Within this budget, we anticipate a research and development contract for the rover and a lunar transportation contract with the rover as a payload

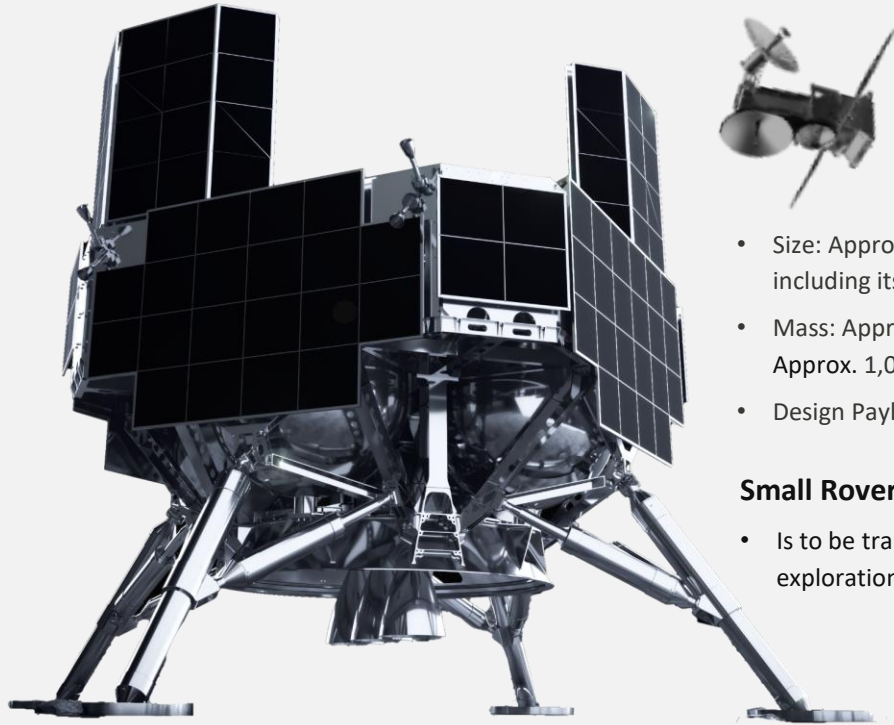
contract details, and full receipt of the amount is not guaranteed.

(Launch in 2029⁽¹⁾)JAXA SSF2
Mission

Mission 6 overview

Hardware

Development Started

SERIES 3 LANDER⁽²⁾

- Size: Approx. 3.6m tall by 3.3m wide (standing, including its legs)
- Mass: Approx. 4,000kg (Wet: fully fueled), Approx. 1,000kg (Dry: unfueled)
- Design Payload Capacity: up to hundreds of kg

Small Rover

- Is to be transported and conduct lunar exploration as part of the MAGPIE project

Mission Overview

- Selected for the second phase of the Space Strategy Fund with a maximum budget of **\$136Mn⁽³⁾**, lead to the decision to commence development, aiming for high-precision landing in the lunar polar region
- Scheduled to launch in 2029⁽¹⁾
- A total budget of **\$76Mn⁽⁴⁾** has been secured for ESA MAGPIE Phase 2 Contracts. The budget is expected to be divided into rover development costs and transportation costs

Payload Customer

Sales in progress

P : Private-sector **A** : Academia **G** : Government

Budget secured from ESA



European Space Agency (ESA):
MAGPIE Phase 2

Secured total budget of **\$77Mn⁽⁴⁾**; part expected from R&D sales, part from payload sales

(1) This mission and schedule are as of February 10, 2026, and are subject to change.

(2) Tentative name and the design of the image is subject to change in the future.

(3) Converted using the TTM rate as of August 31, 2025. The amount may change due to future stage gate reviews, etc., and full receipt is not guaranteed.

(4) Converted using the TTM rate as of the end of December 2025. Decimals are truncated. The amount may change based on future contract details, and full receipt of the amount is not guaranteed.

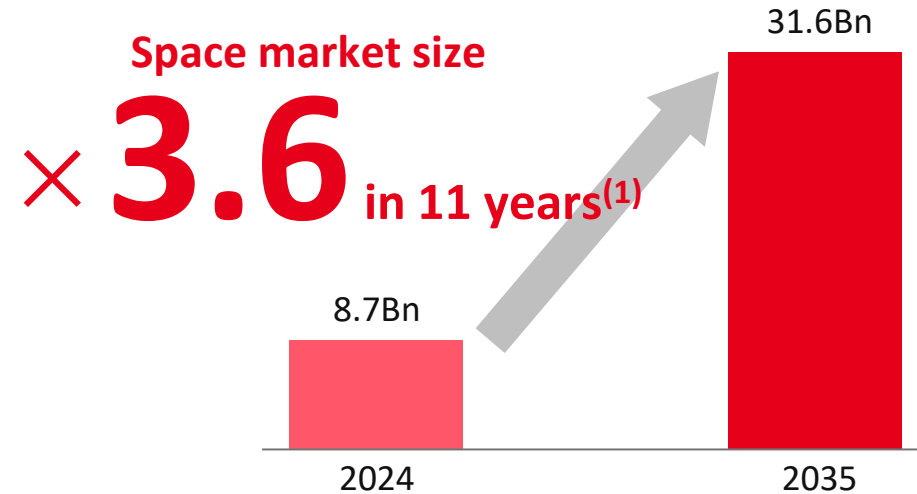
 **Established a local subsidiary in Saudi Arabia. Following Japan, Europe, and the U.S., we aim to secure major contracts with the space agency and research institutions**



Establishment of Fourth Global Entity with Support from Both Governments

- Announced of Saudi Arabia entity establishment at the Saudi-Japanese roundtable meeting under the Saudi-Japanese Vision 2030 led by METI Akazawa and Saudi Minister of Investment Al-Falih
- This will enable close collaboration with key government entities, research institutions, and commercial partners, and support the full-scale expansion of our business operations in Saudi Arabia

(USD)

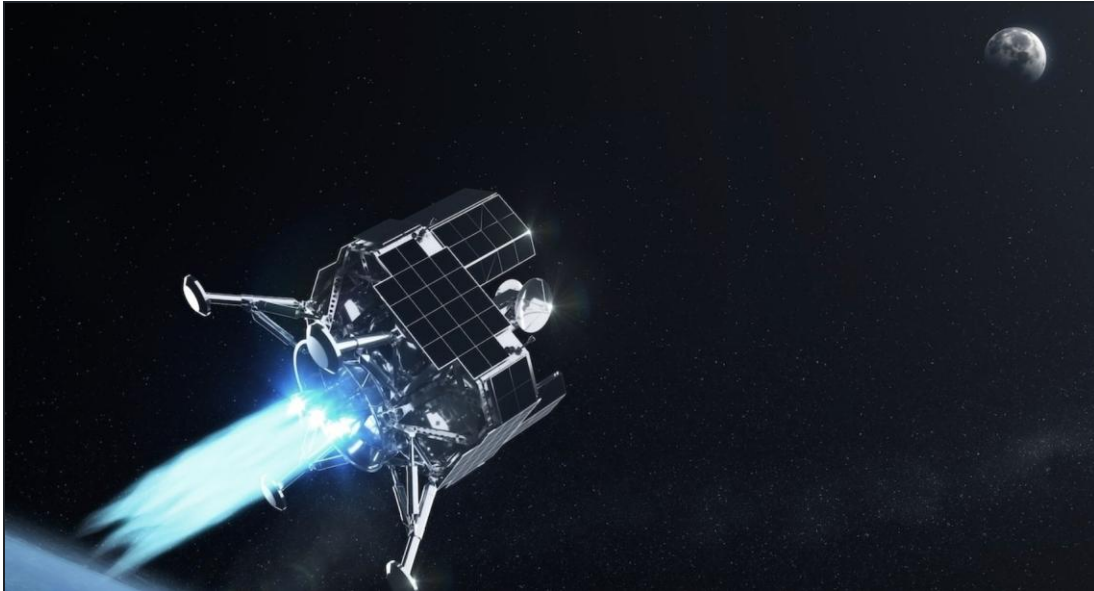


Growth Rate Exceeding the Global Average and Abundant Capital

- The Saudi Arabian space market is rapidly expanding at an average annual growth rate of 12%⁽¹⁾, significantly exceeding the global average (9%), and is projected to reach \$31.6Bn by 2035
- The Vision 2030 program being advanced in the country strongly promotes economic diversification efforts to reduce dependence on crude oil, with strengthening the space sector being one such initiative

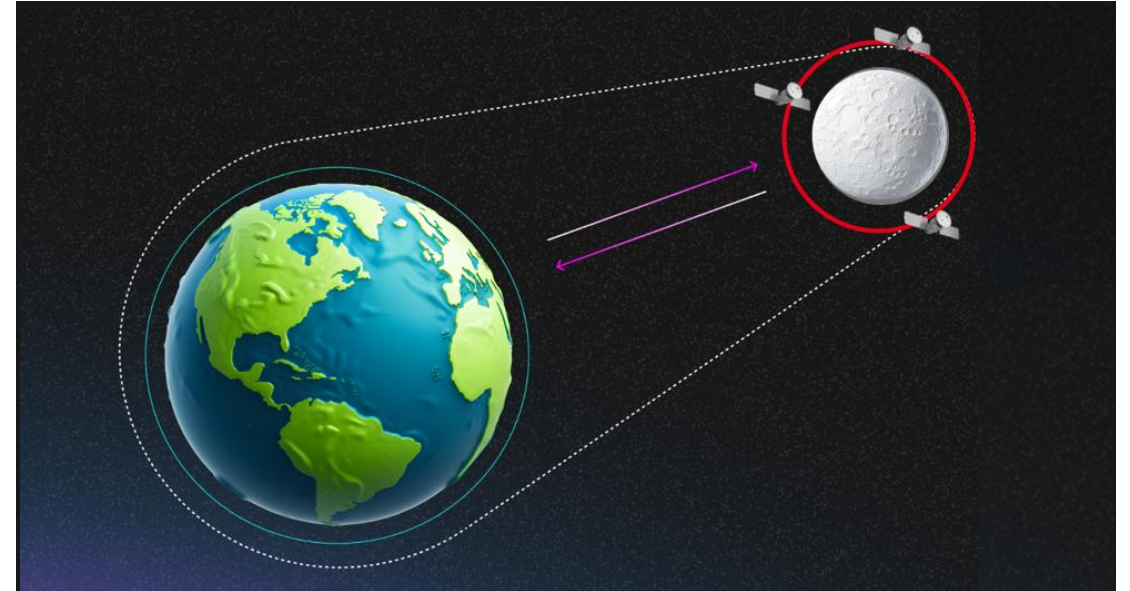
(1) KSA SPACE MARKET REPORT 2025(https://www.cst.gov.sa/ar/mediacenter/Documents/KSA_Space_Market_Opportunity_Report.pdf)

Successively concluded contracts with JAXA. Strengthening collaboration across all fronts: transportation, technology development, and environmental preparation.



Jointly exploring lighter and more efficient landers with JAXA⁽¹⁾

- A contract signed with JAXA for joint research on "Resource Optimization of a Lunar Lander Propulsion System Using Electric Pumps"
- Jointly conducting optimization studies to improve system efficiency and reduce weight of the lander by applying electric pump technology developed by JAXA



Commissioned by JAXA to conduct studies for realizing a sustainable cis-lunar economy⁽²⁾

- With anticipated increased future lunar activities, a contract signed for "Analysis for Space Debris Mitigation in Lunar Orbit and Disposal Management on the Lunar Surface"
- We will assess the effectiveness, from a private-sector perspective, of rules for Artemis Accords signatories on lunar surface and lunar orbit debris mitigation and spacecraft disposal management

(1) For details regarding this matter, please refer to [the press release issued on December 23, 2025](#)

(2) For details regarding this matter, please refer to [the press release issued on January 14, 2026](#)

● Following the "HAKUTO-R" Partnership Agreement⁽¹⁾, New Agreements Reached on Strategic Collaboration toward Building the Cislunar Economy



Agreement Reached on Strategic Partnership with Kurita Water Industries for Water Resource Development⁽⁴⁾

- A basic agreement on a strategic partnership has been signed, aiming to create business opportunities for securing water resources and building supply infrastructure on the lunar surface in the future
- By combining Kurita Water Industries' long-cultivated water treatment technologies and expertise with our track record in commercial lunar exploration and transportation services, we aim to establish sustainable water resource infrastructure in space



(From left) Mr. Haraikawa, Director and Head of Business Promotion Department, JALEC; Mr. Suzuki, Executive Officer and Head of Innovation Division, JAL; Takeshi Hakamada, CEO & Founder, ispace; Mr. Mouri, Executive Officer and Head of Aviation & Airport Business Division, JALUX

Agreement Reached on Exploring Collaboration with JAL Group in Lunar Transportation and Operations⁽³⁾

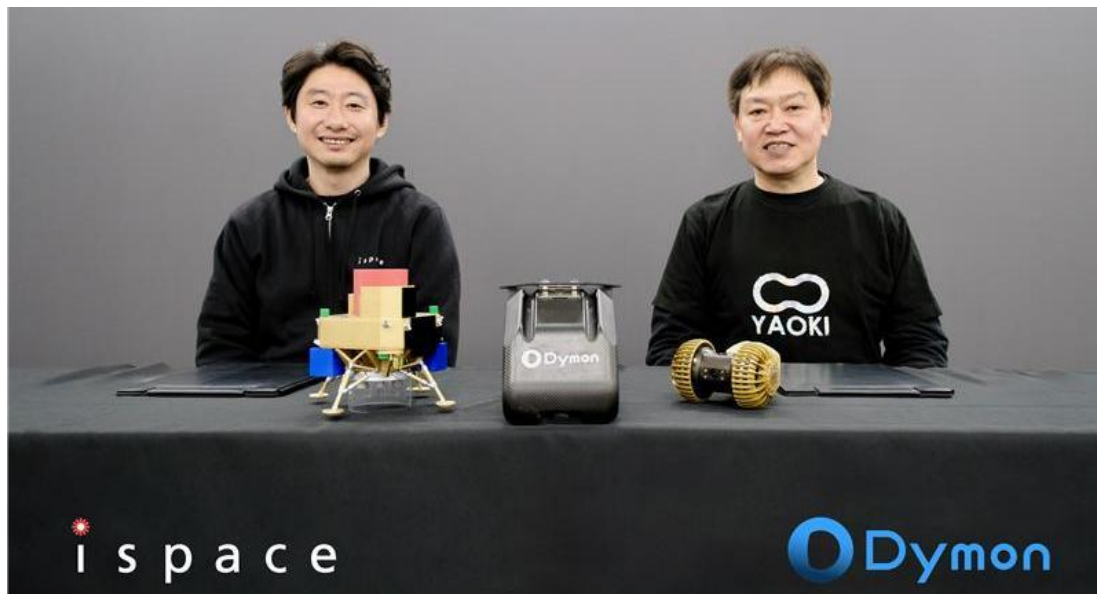
- Leveraging JAL Group's expertise cultivated in aviation—including maintenance technology, air traffic control, and operations management—the collaboration will advance the co-creation of systems and infrastructure supporting future lunar habitats and high-frequency takeoffs/landings of transport vehicles
- New collaborations regarding space-related services for retail customers will also be explored

(1) HAKUTO-R is a program involving two missions—lunar orbiting and lunar landing—using Japan's first privately developed lunar lander. The partnership agreement refers to the contract for customer marketing support services conducted through HAKUTO-R.

(2) For details regarding this matter, please refer to [the press release issued on December 4, 2025](#).

(3) For details regarding this matter, please refer to [the press release issued on December 3, 2025](#).

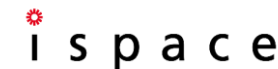
● Co-creation with Domestic Startups & Industry-Academia: Contributing to Lunar Base Construction through Improving Payload Efficiency and Space Strategy Fund–Subsidized Studies



Takashi Hakamada, CEO & Founder of ispace Inc. (left) and Shinichiro Nakajima, Representative Director of Daimon Inc. (right)

Signed an MOU with Dymon regarding the Development of Payload Transportation Box⁽²⁾

- Based on our accumulated technology and expertise and Dymon's proven track record in developing rovers, jointly exploring the development of a highly efficient payload transportation box
- Simplifies payload transportation and deployment, which are previous barriers for non-space industries entering lunar development, through the transportation box, targeting a broader customer base



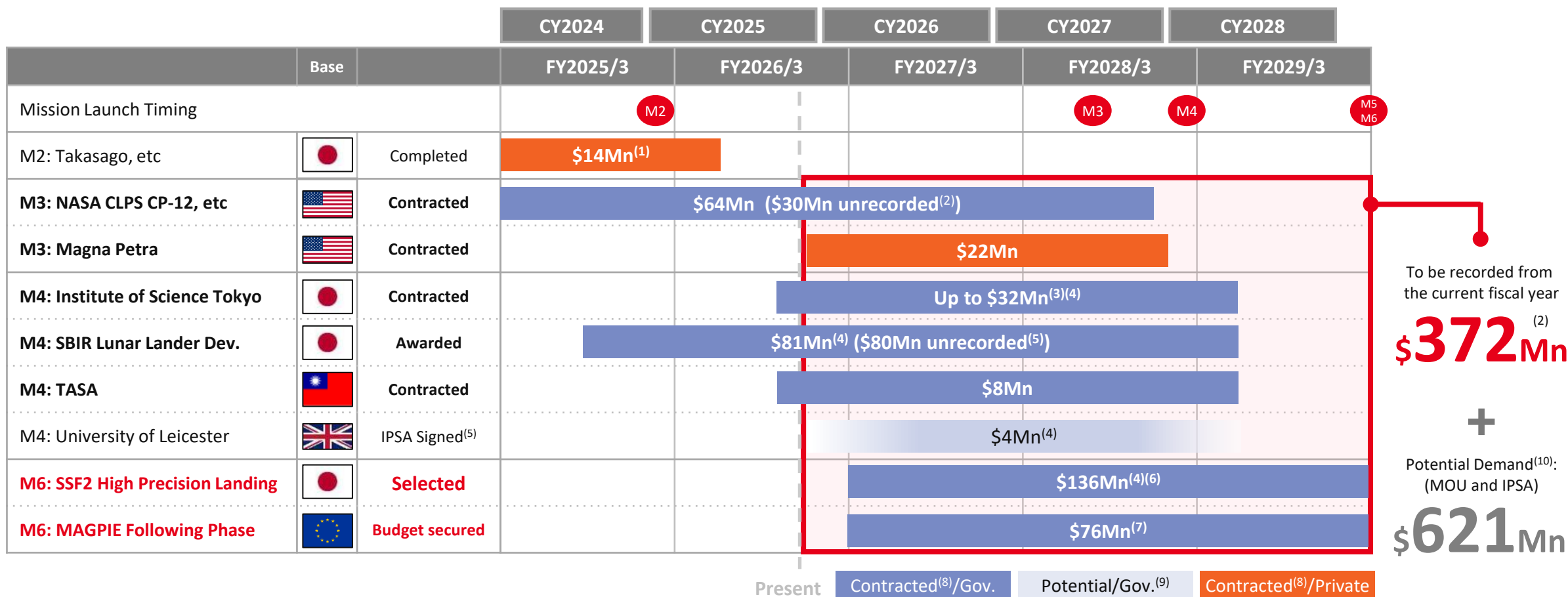
Selected for the Space Strategy Fund as a collaborating institution alongside lead institution Ritsumeikan University⁽¹⁾

- Selected for the Space Strategy Fund Phase 2 project "Establishing Surveying and Ground Investigation Technologies to Realize Lunar Base Construction" with Ritsumeikan University as the lead institution
- The team aims to establish a design framework for civil engineering structures to contribute to the potential construction of lunar base

(1) For details regarding this matter, please refer to [the press release issued on January 30, 2026](#)

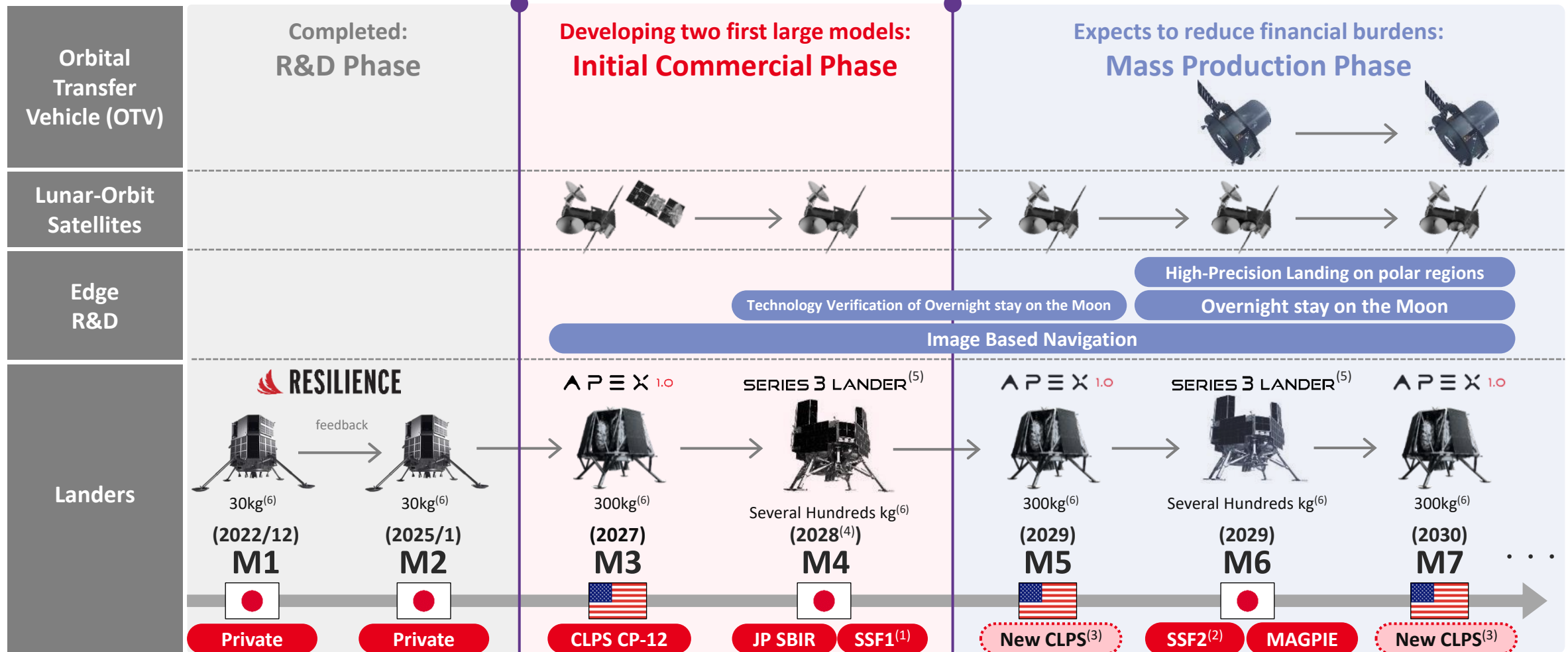
(2) For details regarding this matter, please refer to [the press release issued on November 4, 2025](#)

We anticipate recognizing revenue of over \$370Mn from secured contracts and grants (excluding those recorded in P/L) and anticipated contracts from Mission 3 onwards. Additionally, we anticipate demand over \$620Mn



(1) Cumulative amount recorded as net sales, calculated using a TTM rate for currency conversion as of August 31, 2025.
 (2) Unrecorded amount is as of December 31, 2025. The ultimate recognition of the unrecorded amount may differ from the unrecorded amount set out here.
 (3) Of the total of \$43Mn in support awarded to the Institute of Science Tokyo, the above is the estimated amount we may receive based on the proposal submitted to JAXA. The amount may change and is depends on certain events such as the first stage-gate evaluation. There is no guarantee we will receive any or all of these amounts.
 (4) Calculated using a TTM rate for currency conversion as of August 31, 2025.
 (5) Unrecorded amount is as of December 31, 2025. The ultimate recognition of the unrecorded amount may differ from the unrecorded amount set out here. Calculated using a TTM rate for currency conversion as of December 31, 2025
 (6) This figure is subject to change based on future stage gate reviews and other factors; therefore, full receipt of the amount is not guaranteed at this time.
 (7) Converted using the TTM rate as of the end of December 2025. Decimals are truncated. The amount may change based on future contract details, and full receipt of the amount is not guaranteed grants.
 (8) As of February 10, 2026. Customers with whom relevant contracts have been entered into or from whom have been awarded, selected or secured are labeled as "Contracted"
 (9) As of February 10, 2026, we are expecting to enter into contracts with these clients in the future. There is no guarantee that we will be able to enter to such contracts or the contractual amounts. Furthermore, our Missions and their schedules are subject to change
 (10) Calculated using a TTM rate for currency conversion as of December 31, 2025. MOU and IPSA are not legally binding, and there is no guarantee of us signing legally binding contracts based on MOU and IPSA. And even if we sign legally binding contract, there is possibility of change in estimated weight and unit price, and described contract amount

Steadily incorporate lessons learned from M2 into M3 and M4 under the current “Initial Commercial Phase”, and aim to expand profitability for each mission by development cost reductions and further sales growth in the subsequent “Mass Production Phase”



Above is our estimation of mission and schedule as of February 10, 2026., and may be change.

- (1) Indicates JAXA's SSF Phase 1st
- (2) Indicates JAXA's SSF Phase 2nd
- (3) We have not officially decided to apply these clients, and there is no guarantee of us winning the contracts for those we have applied.
- (4) Initially, we have agreed with METI and SBIR office for launching within 2027, however, based on our company's current development plan as of 2025/10/6, the launch is

expected to be within calendar year of 2028. This change is still under discussion with related ministries and SBIR office, official change of schedule will be determined after approval of Minister of Economy, Trade and Industry.

- (5) Estimation as of February 10, 2026. The name is subject to change in the future. The lander design described in this materials is subject to change.
- (6) Maximum Payload Capacity.

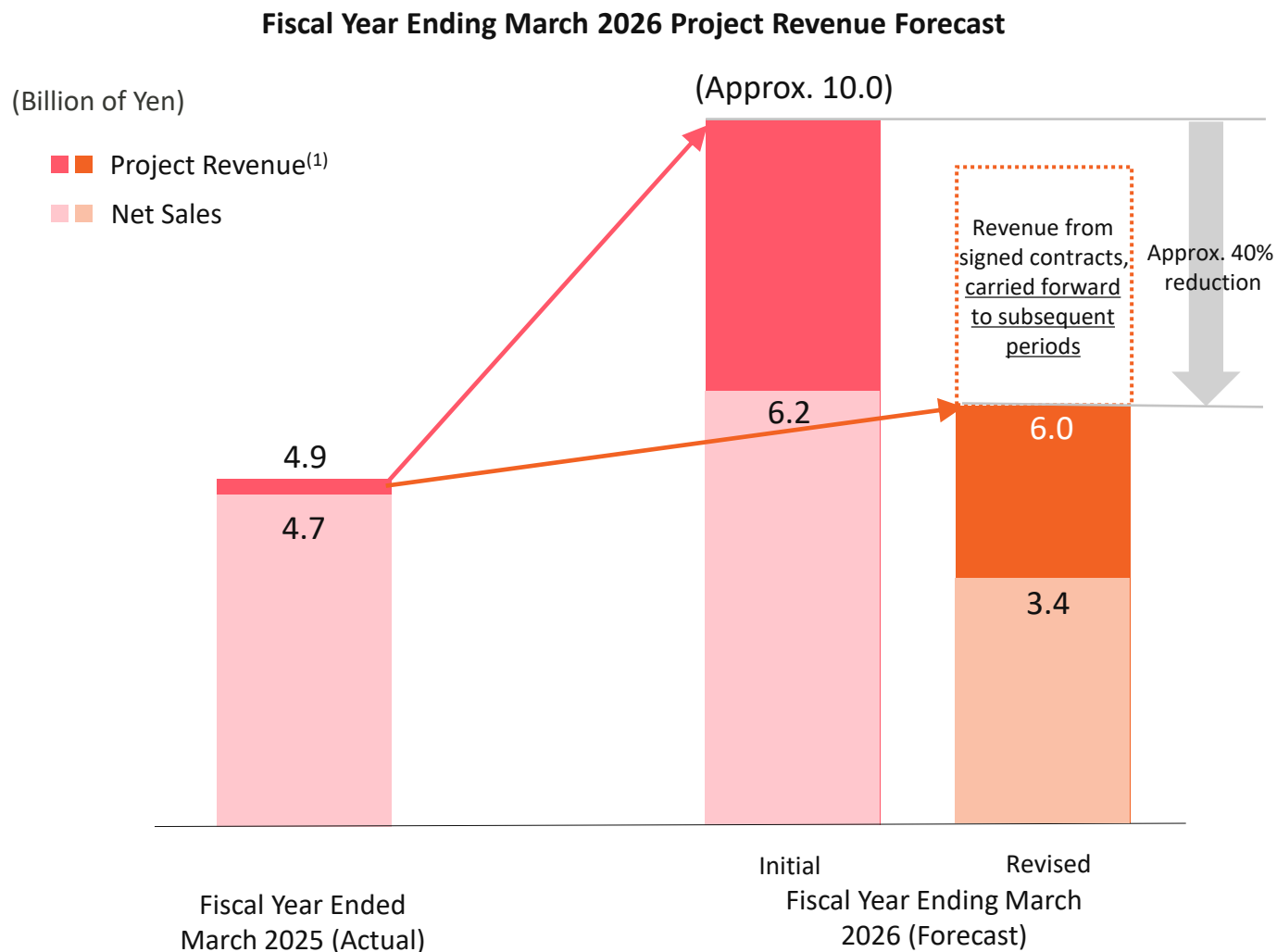


03.

Revision of Financial Forecast

- ▶ 01. Executive Summary
- ▶ 02. Business Highlights
- ▶ **03. Revision of Financial Forecast**
- ▶ 04. Financial Highlights
- ▶ 05. Appendix

Project revenue⁽¹⁾ is expected to decrease by approx. 40% from the initial plan. However, majority of the decrease stems from the deferral of revenue recognition from existing signed contracts to the next fiscal year and beyond. The total contract value, or “the company's earning power”, remains unchanged

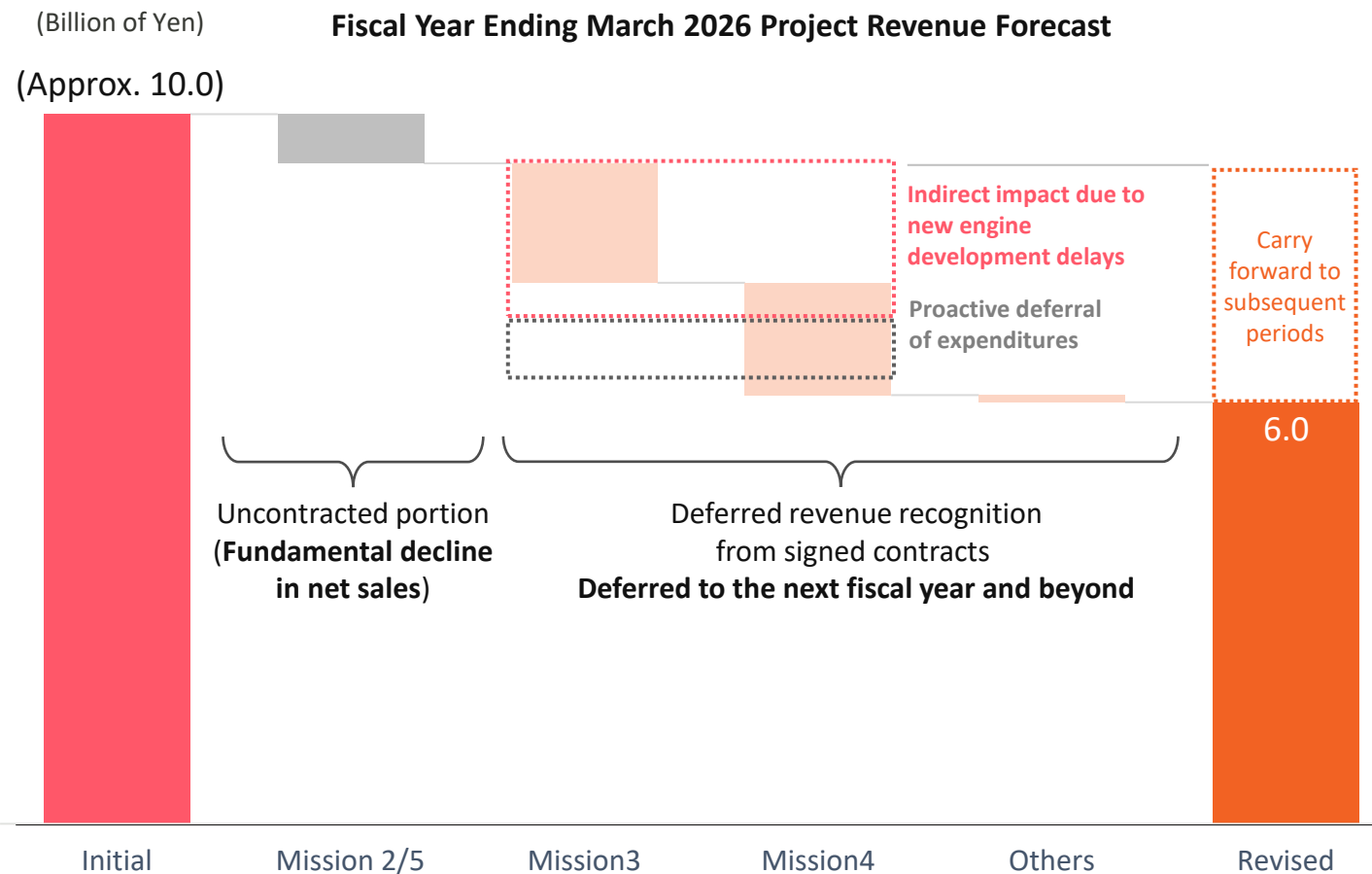


Point: "Project Revenue" (Company estimate)

- Project Revenue, which includes revenue from SBIR grants in addition to Net Sales, is expected to decrease by approx. 40% compared to the initial forecast
- However, the majority of the decrease stems from the deferral of revenue recognition from existing signed contracts to subsequent periods, and the total contract value remains unchanged
- **Note that these differ from “revenue decrease” resulting from contract losses or weakened demand, and the company’s earning power remains unchanged**
- The deferral to the next fiscal year and beyond is due to delay in payments and development expenditures caused by mission development progress (details on the following pages)

(1) Our estimated figures, which add income from SBIR grants (non-operating income) to net sales

Fundamental net sales decrease of the Project Revenue is limited to a small portion, while the majority is deferred to the next fiscal year and beyond. The deferral is primary due to longer than expected time to achieve the performance of the new engine for Missions 3 and 4



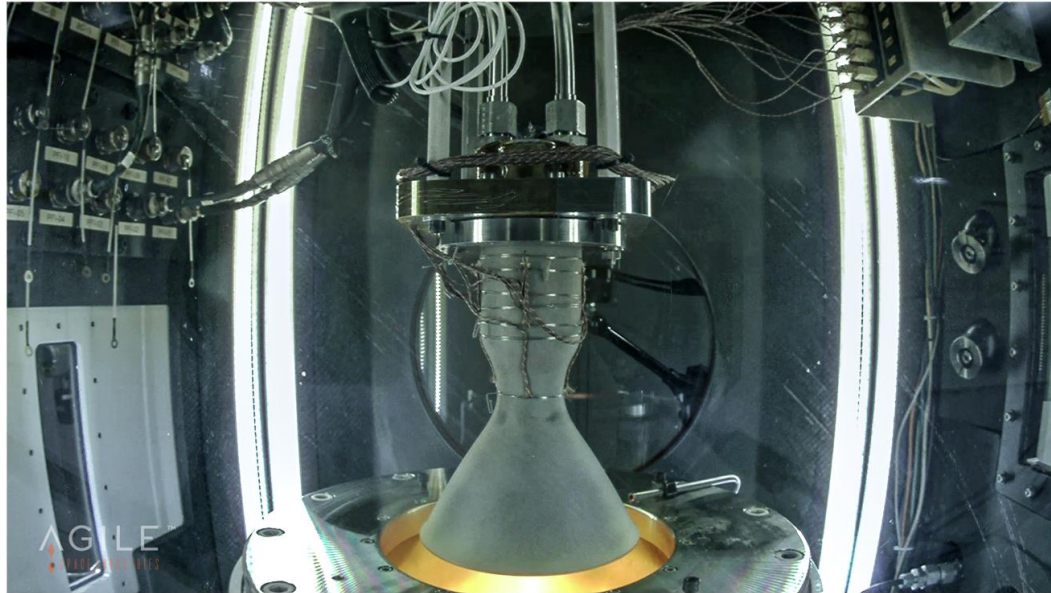
Point: Comparison with Initial Forecast

- Mission 2/5:**
 Impact of reduced net sales due to the M2 landing failure, and reduction due to the not yet selected by the U.S. project (CLPS⁽²⁾) planned as Mission 5 sales
- Mission 3:**
 Delay of the payments tied to development milestones occurred due to delay in achieving the required specific impulse during performance tests for the new engine development. Under the cost recovery method, deferred revenue was insufficient to cover incurred costs, resulted in delayed revenue recognition
- Mission 4:**
 Similar to M3, delays in new engine development and the proactive deferral of expenditures for other components have caused delayed receipt of SBIR grant
- Other:**
 Due to factors such as the deferral of subsidy income from contracts already concluded at the European subsidiary

(1) Our estimated figures, which add income from SBIR grants (non-operating income) to net sales

(2) Commercial Lunar Payload Service

Development of the "VoidRunner" engine is progressing, but the discovery of a necessary propellant architecture change requires added development time and could impact mission schedule



(Review) Status as of May 2025

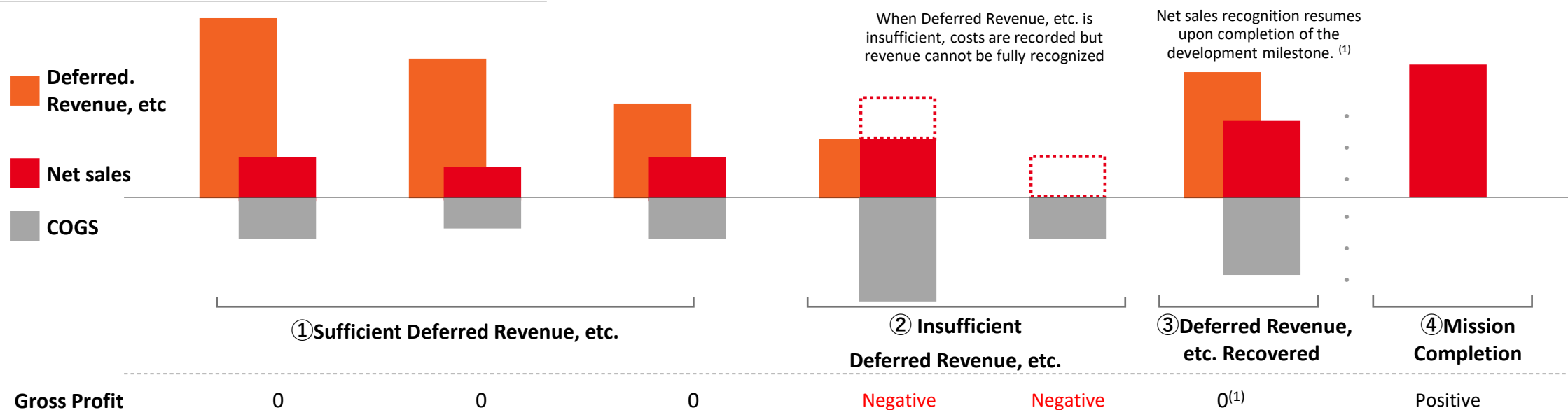
- It was determined by ispace and Agile Space Industries that a original propellant architecture was experimental and carried unnecessary risk and development schedule
- As a countermeasure, it was decided to pivot to a traditional equal volume MMH/MON-3 propellant and jointly develop the new engine "VoidRunner"
- **Agile is investing in the development of the Voidrunner engine, while ispace-U.S. is developing the valves** that control the engine's output

Status as of February 2026

- Agile has been-conducting 4 design-iteration/hot-fire test cycles of the Voidrunner engine and has demonstrated acoustic and thermal stability. However, the required performance and fuel efficiency have not yet been demonstrated, requiring additional iterations
- Once successful, the resulting Voidrunner engine/valve assembly is expected to have cutting edge performance while being one of the first throttling MMH/MON3 engine developed since the Apollo era
- Switching to an alternate engine provider is an option if further delays in the engine development and testing with Agile become unacceptable. While Team Draper Commercial Mission 1 (ispace Mission 3) has committed to NASA for the development effort, Mission 3 could be delayed due to this development delay
- We will continue to closely monitor the new engine development status and disclose information in a timely manner

Under the cost recovery method, net sales and COGS are recorded at equal amounts, capped by deferred revenue related to development milestones, whether received or to be received (collectively, “Deferred Revenue, etc.”). When Deferred Revenue, etc. is insufficient, net sales are only partially recognized, resulting in negative gross profit

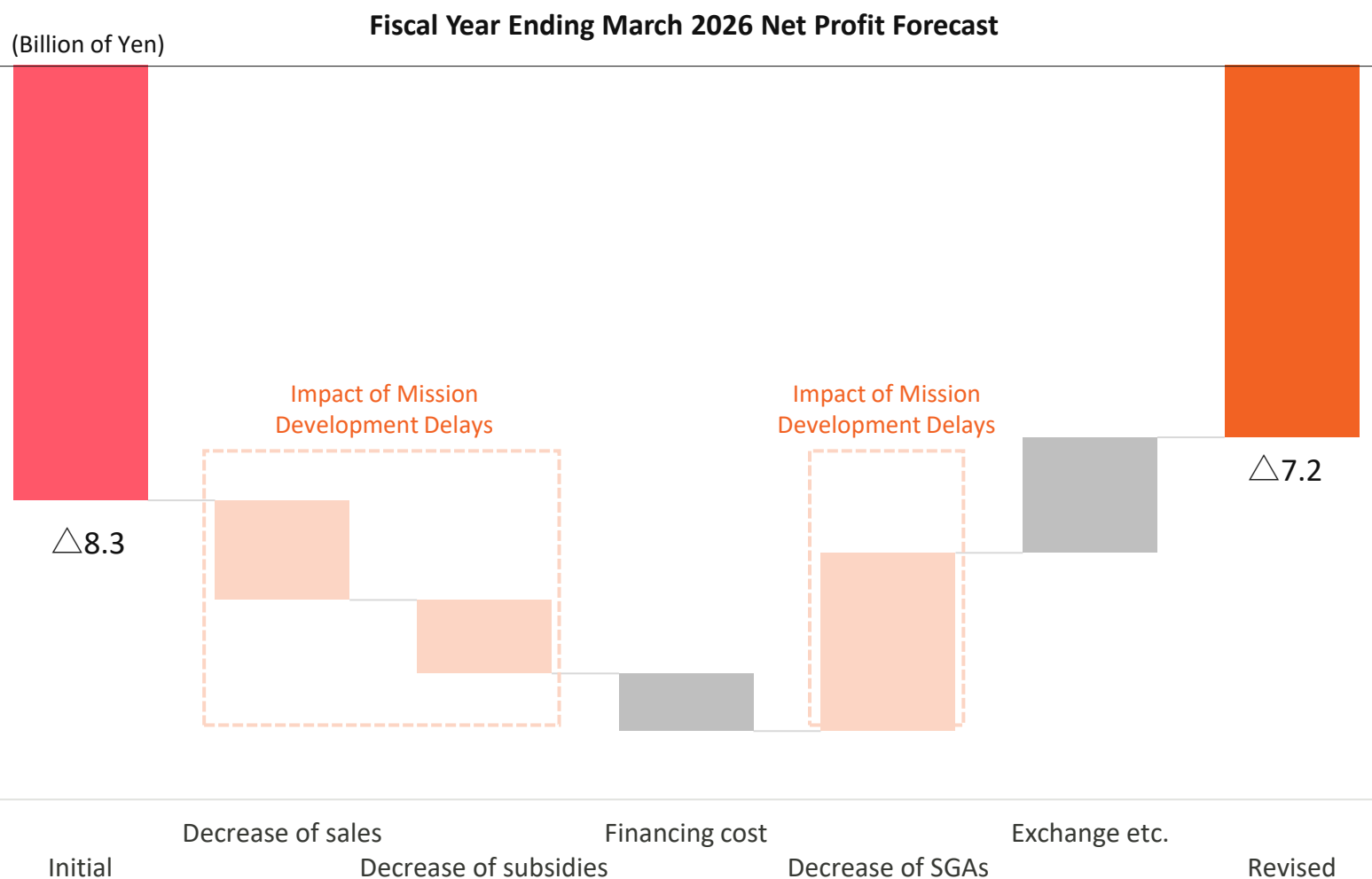
Relationship Between Deferred Revenue, etc. and Net Sales



- ① Under the cost recovery method, in principle gross profit during the mission period is zero, since net sales and COGS are recorded at equal amounts capped by the amount of Deferred Revenue, etc. received from customers in advance
- ② When the Deferred Revenue, etc. is insufficient, the full amount of COGS cannot be recognized as net sales, resulting in a negative gross profit
- ③ When customer payments are scheduled upon achievement of development milestones, revenue recognition resumes within the scope of Deferred Revenue, etc. ⁽¹⁾
- ④ At mission completion, the amount remaining from the total contract value minus previously recognized revenue is recognized as revenue in a lump sum

⁽¹⁾ Regarding the cost amount that could not be recognized as revenue during period ② due to insufficient Deferred Revenue, etc., discussions are ongoing with the audit firm about whether it will be retroactively recognized as revenue at point ③ (in which case gross profit would temporarily show a surplus).

Similar to net sales, delays in Mission 3 and 4 expenditures due to engine development setbacks impacted net loss. Exchange gains also contributed, resulting in an improvement in net loss



Point: Comparison with Initial Forecast

- Decrease in Net Sales:**
 Primarily due to the inability to recognize corresponding sales in Mission 3 and 4 due to insufficient deferred revenue
- Delay in Subsidy Income:**
 Impact of delayed expenditures for Mission 4 development costs and R&D expenses
- Financing Costs:**
 Interest associated with the 15 billion yen loan agreement in May 2025 and expenses related to the equity financing from October to November 2025
- Decrease in SG&A:**
 Primarily due to the impact of R&D expenses not being incurred as anticipated due to development progress in Missions 3 and 4
- Foreign Exchange Gains, etc.:**
 Foreign exchange gains totaling 2 billion yen were recorded cumulatively in Q3

Revised fiscal year forecast on Net Sales basis. Net loss forecast has improved due to the deferral of development expenses and foreign exchange gains

(Millions of yen)	FY 2026/3 (Forecast)	FY 2026/3 (Forecast)		
	Revised Forecast	Initial	% Change	Change
Project revenue ⁽¹⁾	6,000	— ⁽²⁾	-	-
Net Sales	3,400	6,200	△45.2%	△2,800
Gross Profit	△ 1,400	500	-	△1,900
Gross Profit Margin	-	8.1%	-	
SG&A	8,600	12,000	△28.3%	△3,400
Operating Profit/Loss	△ 10,000	△11,500	-	+1,500
Ordinary Profit/Loss	△ 7,200	△8,300	-	+1,100
Net Profit/Loss	△ 7,200	△8,300	-	+1,100

Point: Comparison with Initial Forecast

- Net Sales:**
 Decreased primarily due to insufficient deferred revenue from customers for Mission 3, resulting in delayed customer payments compared to projections
- Gross Profit:**
 The loss is expected as COGS were recorded while net sales was not recognized due to insufficient deferred revenue for Mission 3 and 4
- Operating Income/Loss:**
 Primarily due to delayed expense recognition from engine development delays in Missions 3 and 4, and the impact of deferring development costs flexibly
- Net Income:**
 Although SBIR grant income (non-operating income) decreased due to delayed development cost recognition for Mission 4, increased from the previous forecast due to factors such as foreign exchange gains

(1) Our estimated figures, calculated by adding income from SBIR grants (non-operating income) to accounting net sales

(2) The previous forecast did not disclose specific figures for project revenue. The numerical range illustrated in the chart was based on an estimated figure of approximately ¥10 billion.



04.

Financial Highlights

- ▶ 01. Executive Summary
- ▶ 02. Business Highlights
- ▶ 03. Revision of Financial Forecast
- ▶ **04. Financial Highlights**
- ▶ 05. Appendix

Delays in developing the new engine for Mission 3 resulted in a delay in recognizing net sales and a decrease in net loss for the period compared to the previous year

(Millions of yen)	FY 2026/3	FY 2025/3 (Previous Year)		FY 2026/3 (Forecast) Disclosed today, February 10	
	Q3 Results	Q3 Results	% Change	Full Year Forecast	% Progress
Net Sales ⁽¹⁾	2,743	1,989	37.9%	3,400	80.7%
Gross Profit	△667	368	-	△1,400	-
Gross Profit Margin	-	18.5%	-	-	-
SG&A	6,281	6,802	△7.7%	8,600	73.0%
Operating Profit/Loss	△6,948	△6,434	-	△10,000	-
Ordinary Profit/Loss	△6,240	△6,779	-	△7,200	-
Net Profit/Loss	△6,246	△7,365	-	△7,200	-

Point: YoY comparison

- Net Sales:**
 Sales increased YoY due to progress in M3 development, while its recognition was delayed related to M3 occurred in the Q3
- Operating Income/Loss:**
 Delayed net sales recognition and cost recognition for M4 resulted in negative gross profit. Operating loss increased YoY
- Net Income/Loss:**
 Net loss was ¥6.2Bn, primarily due to the impact of foreign exchange gains recorded in Q3, representing a YoY decrease. Furthermore, SBIR grant income related to M4 received through this fiscal year is scheduled to be recognized as non-operating income in a lump sum in Q4

(1) For Mission 2, the revenue recognition method was changed in January 2025 from the cost recovery method to the method of revenue recognition based on the percentage of completion of performance obligations

SG&A decreased YoY due to a shift in the focus of expense recognition from R&D to cost of goods, driven by the progress of M4 development

(Millions of yen)	FY 2026/3	FY 2025/3 (Previous Year)	
	Q3 Results	Q3 Results	%Change
R&D	2,705	3,709	△27.1%
Salary and Allowance	1,573	1,185	32.7%
Other	2,003	1,906	5.1%
Total	6,281	6,802	△7.7%

Point: YoY comparison

- R&D Expenses:**
 In Japan entity, the focus of mission cost recognition shifted from R&D to COGS with the transition from M2, a R&D mission, to M4, resulted in R&D expense to decrease YoY
- Salaries and Allowances:**
 Increased by 32.7% YoY due to an increase in the total number of employees across the group (+31 employees compared to the same period last year)
- Other:**
 Expenses for the Q3 decreased YoY, with the cumulative total remaining flat compared to the same period last year

Capital increase from October to November 2025 reinforced net assets, securing stable liquidity

(Millions of yen)	FY 2026/3	FY 2025/3	
	Q3 Results	Q4 Results	%Change
Current Asset Total	38,598	19,067	102.4%
Cash and Deposit	34,273	13,117	161.3%
Short Term Advances	3,042	3,620	△16.0%
Non-Current Assets Total	12,219	8,121	50.5%
Property and Equipment	5,822	4,859	19.8%
Long Term Advances	5,815	2,997	94.0%
Total Assets Total	50,818	27,189	86.9%
Current Liabilities Total	4,830	3,854	25.3%
Advances Received ⁽¹⁾	1,991	2,695	△26.1%
Short Term Debt	1,689	0	-
Long Term Liabilities Total	29,142	16,326	78.5%
Long Term Debt	28,979	16,096	80.0%
Liabilities Total	33,972	20,181	68.3%
Net Assets Total	16,845	7,007	140.4%
Liabilities&Net Assets Total	50,818	27,189	86.9%
(Interest-Bearing Debt)	30,669	16,096	90.5%

Point: Comparison from FY2025/3 Q4

- **Assets:**

Cash and Deposits: Increased from the previous fiscal year-end mainly due to ¥18.2Bn capital increase conducted in October-November 2025, securing sufficient cash on hand

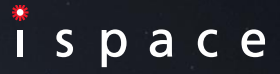
Advance Payments: Increased compared to the previous fiscal year-end, mainly due to procurement of components for M3 and M4

- **Liabilities:**

Interest-bearing Debt: Increased compared to the end of the previous fiscal year due to borrowing in May 2025

- **Net Assets:** The increase from the previous fiscal year-end was mainly due to ¥18.2 billion capital increase, securing net assets for immediate business progress

(1) Total of contract liabilities and advance payments

The logo for 'i space' is located in the top left corner. It consists of the word 'i' in a white, lowercase, sans-serif font, followed by a small red star icon, and then the word 'space' in a white, lowercase, sans-serif font.

i space

The background of the entire image is a high-resolution photograph of the Moon's surface, showing numerous craters of various sizes. In the center, a lunar lander is positioned on the surface. The lander has a central body with solar panels and a descent stage with four legs. To the left, the blue and white horizon of the Earth is visible against the blackness of space. At the top center, there is a small black rectangular redaction box.

Never Quit the Lunar Quest

IR Inquiry : ir@ispace-inc.com

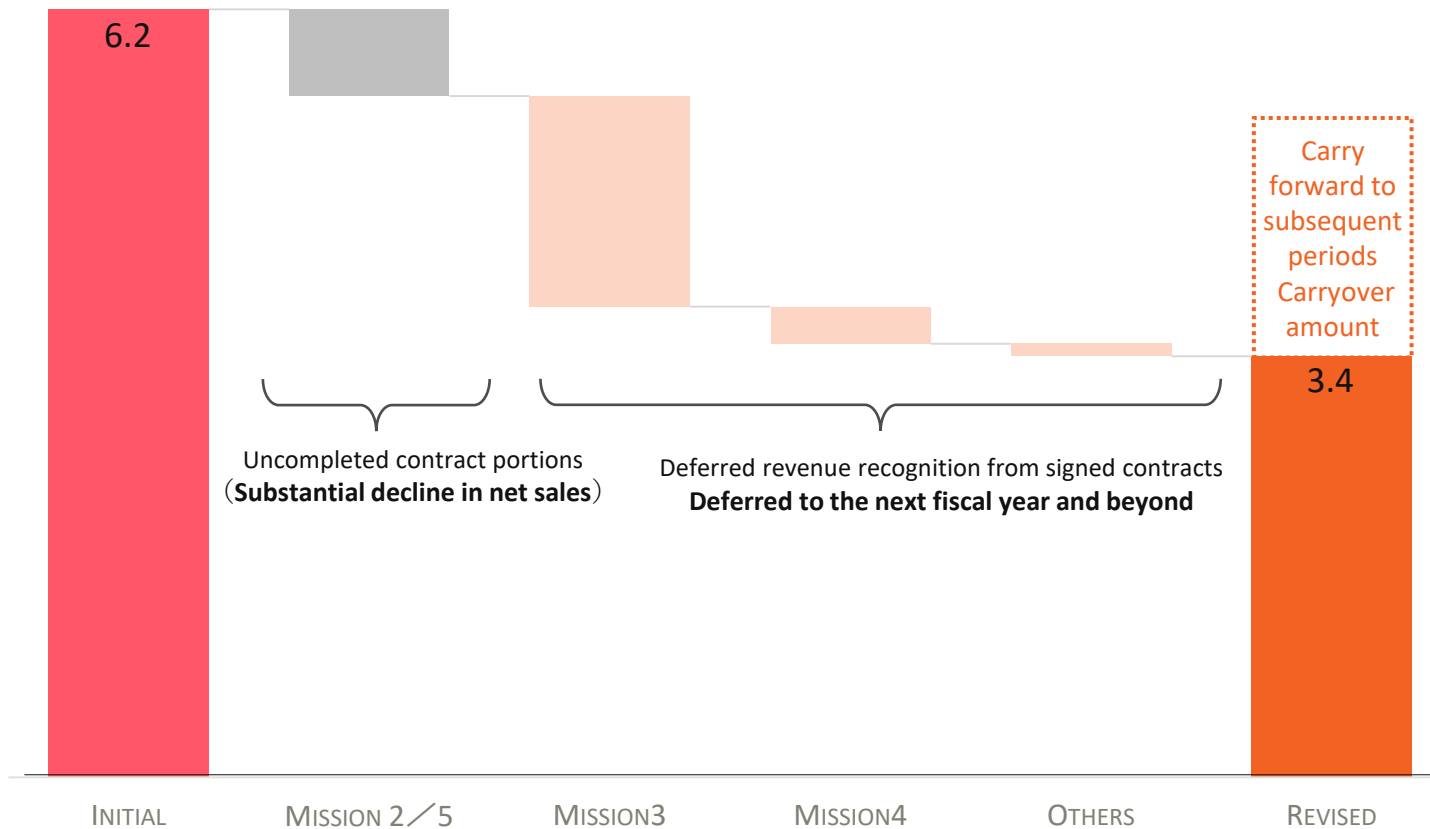
05.

Appendix

- ▶ 01. Executive Summary
- ▶ 02. Business Highlights
- ▶ 03. Revision of Financial Forecast
- ▶ 04. Financial Highlights
- ▶ **05. Appendix**

(For reference) Even on an accounting revenue basis, the actual decline in net sales is minimal, with the majority being deferred to the next fiscal year and beyond. The primary reason for this deferral is the time required to achieve the performance specifications for the new engines to be used in Missions 3 and 4

(Billion of Yen)



Point: Comparison with Initial Forecast

(For reference)

- We believe that project revenue—which combines accounting-based net sales with grant income such as SBIR—more accurately reflects the company’s fundamental strength and is therefore the appropriate metric
- For reference, even when using accounting-based net sales (left chart), the primary factors driving the sales decline remain similar (see P22)
- Note that the sales-based metric does not include most SBIR grant income (Mission 4), which is recorded as non-operating revenue in accounting

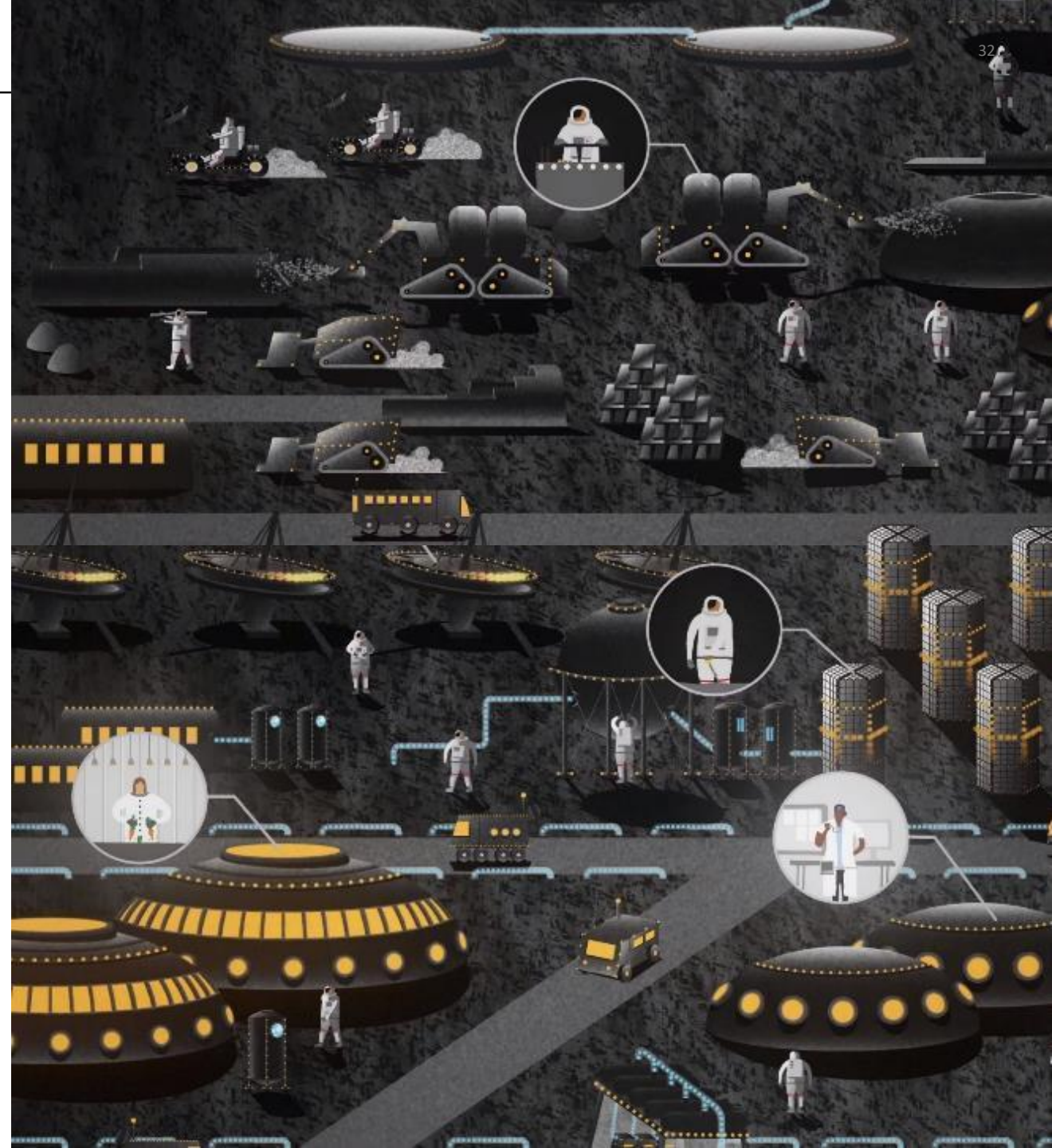
(1) Commercial Lunar Payload Service

EXPAND OUR PLANET. EXPAND OUR FUTURE.

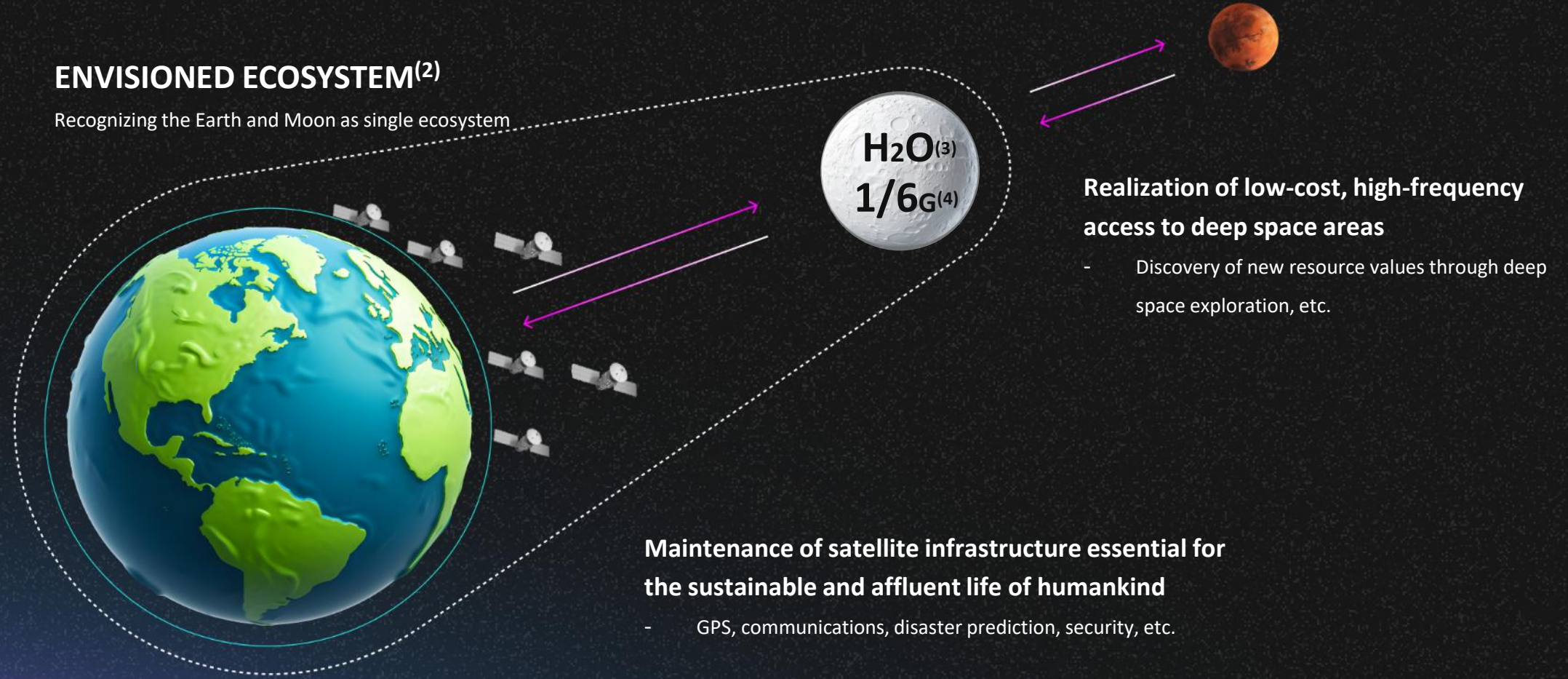
Creation of a world where the Earth and the Moon are one ecosystem, establishing a new economy on the Moon.

“Moon Valley 2040” concept

Imagine a future where water on the Moon helps build infrastructure by industries like construction, manufacturing, energy, and communications. By the 2040s, 1,000 people live on the Moon and 10,000 visit each year.



It is estimated that there is a large amount of water⁽¹⁾ on the lunar surface, and the possibility of benefiting life on Earth by using the moon as a “supply base” for fuel derived from water, will be examined.



(1) <https://science.nasa.gov/moon/moon-water-and-ices/>

(2) The image shown on this slide is for illustrative purposes only.

(3) According to the study cited in note (1), water may be widely distributed on the lunar surface, and water extracted from the regolith could be electrolysed to separate hydrogen and oxygen and used as a fuel source for future deep space exploration.

(4) Because the moon has 1/6 of Earth's gravity, the cost of launching is theoretically lower than Earth's.

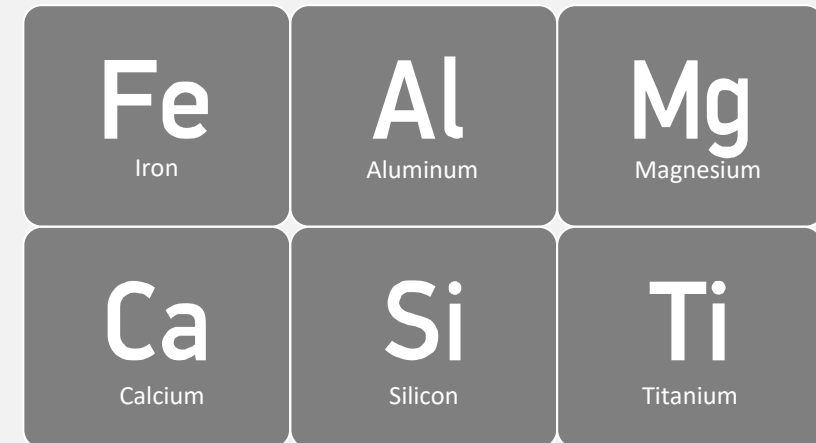
There may be a variety of rare metals on the moon, and movement towards commercialization is beginning as the U.S. Department of Energy's contracted to purchase Helium-3 mined from the moon by private companies in the future⁽¹⁾.

Increasing attention to Helium-3



- While the amount of Helium-3, which its market price is estimated to be \$150K/g⁽²⁾, is very limited on Earth in the natural state, it is estimated that there are about 1.1Mn tons⁽³⁾ (with Market value of \$165Qn⁽⁴⁾) of it to be existed on the lunar surface.
- In addition to demand for use in cooling quantum computers, Helium-3 also holds promise as a potential energy source via nuclear fusion. ⁽²⁾
- In May 2025, the U.S. Department of Energy has agreed to purchase future mined Helium-3 from a private company for the first time. ⁽¹⁾

Various types of rare metals⁽⁵⁾



- It has been pointed out that various kinds of rare metals may exist on the lunar surface.
- It is expected to be used not only for bringing back to Earth but also for building materials for lunar infrastructure.

(1) <https://energynews.pro/en/united-states-signs-historic-agreement-for-helium-3-extracted-from-the-moon/>

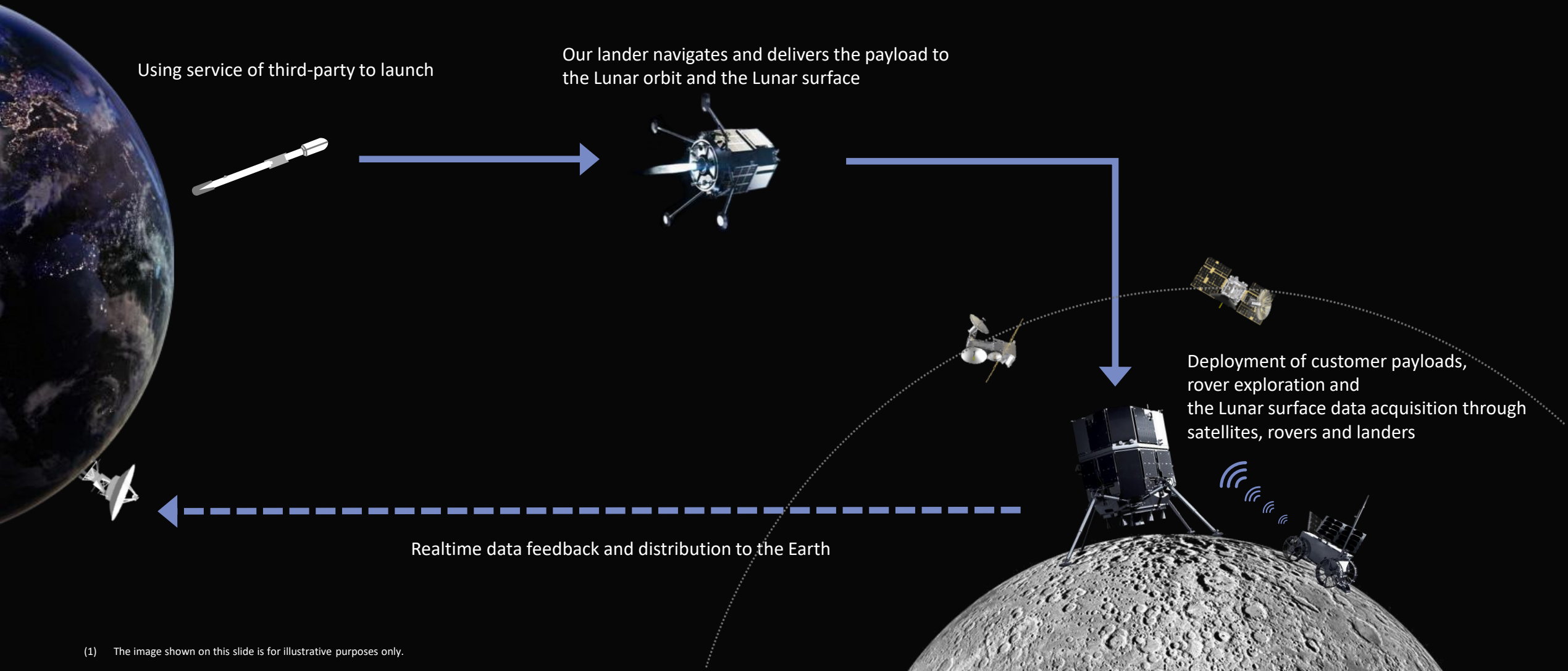
(2) <https://thequantuminsider.com/2025/09/17/bluefors-enters-deal-to-secure-lunar-helium-3-supply-from-interlune/>

(3) https://balerionspace.substack.com/p/the-helium-3-imperative?utm_campaign=post

(4) Calculated by market unit price of \$150K/g multiplied by 1.1 million tons.

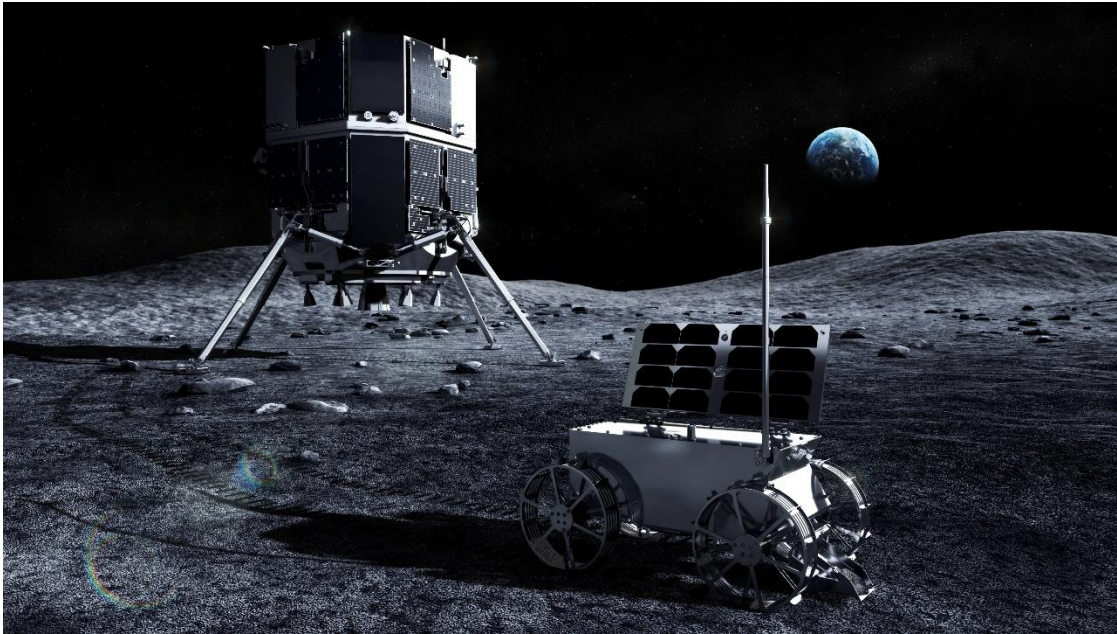
(5) Popular Science (<https://www.popsci.com/elements-mine-on-the-moon/>), European Space Agency (https://www.esa.int/Enabling_Support/Preparing_for_the_Future/Space_for_Earth/Energy/Helium-3_mining_on_the_lunar_surface)

Using third-party launcher, Our lander is launched into outer space on an external vendor's rocket. After landing, our lander and rover explore and acquire data from the lunar surface.



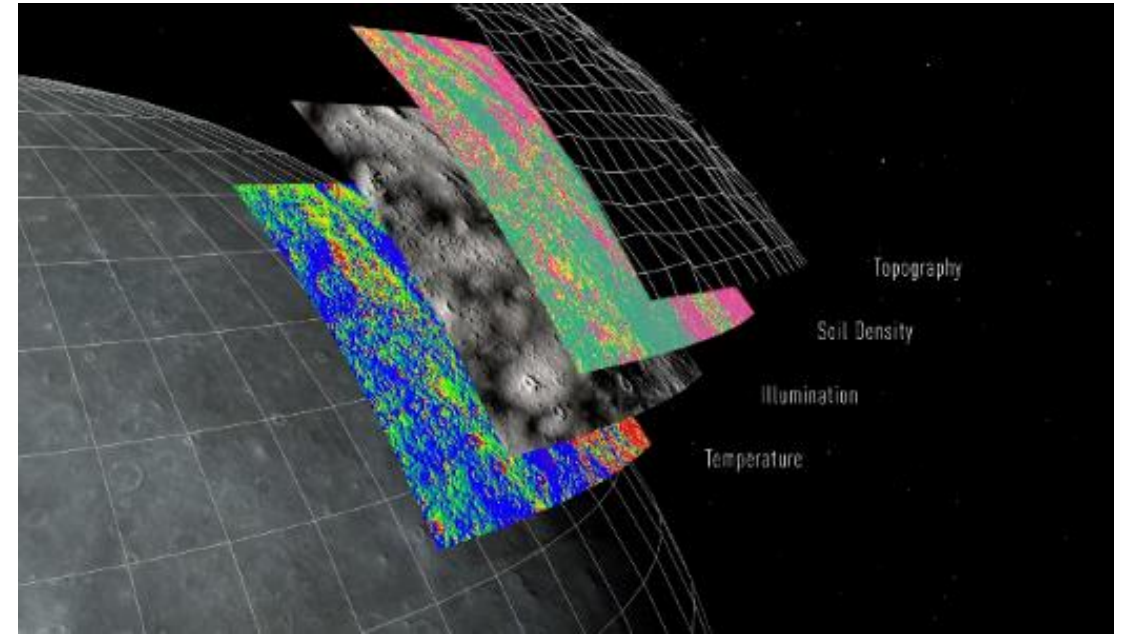
(1) The image shown on this slide is for illustrative purposes only.

Payload services are the core of our business. We aim for further growth through the establishment of data services



Payload Services: Our core service driving our net sales

- Transport customers' payloads to the lunar orbit and lunar surface
- Contracting payload services with clients with our **estimated unit price of \$1.5Mn/kg⁽¹⁾**
- Customers will acquire significant data from the payloads by conducting experiments as needed



Data Services: Future Growth Drivers

- Customers are expected to acquire significant data from payloads transported by ispace
- Access to the database accumulated through high frequency missions will be provided to customers in the future
- Net sales from data services began to be recorded from FY2026/3 Q1

(1) Estimation as of October 6, 2025. The estimated unit price is expected to decrease for a certain level.

(Completed in 2022)

Mission 1 overview

Highlights

- In 2022, ispace became the **1st commercial company to successfully launch a lunar lander**

Technological Achievements

- Required **hardware functions worked appropriately**, and no technical problem was found in the hardware of the lander
- The software issue related to the landing phase has been identified and **improvements are being implemented for Mission 2**

Sustainable Business Model

- Contracts with **non-cancellation and non-repayment policy** allowed us to secure mission revenue despite the outcome of the mission.
- The **world's first lunar insurance** provided ¥3.7Bn

Hardware



(Former) Series 1 lander

Size

Approx. 2.3m tall by 2.6m wide
(standing, legs deployed)

Mass

Approx. 1,000kg (Wet: fully fueled)
Approx. 340kg (Dry: unfueled)

Design Payload Capacity

Up to 30kg

Payload Customer Sales Completed

P : Private-sector G : Government

(from the left. No logos of two Canadian companies)

Total net sales: **\$9Mn⁽¹⁾**

Niterra

مركز محمد بن راشد
للفضاء
MOHAMMED BIN RASHID SPACE CENTRE

JAXA

- 🇯🇵 P Niterra: solid-state battery
- 🇸🇦 G MBRSC: rover
- 🇯🇵 G JAXA: Transformable lunar robot
- 🇨🇦 P Mission Control Space Services: AI flight Computer
- 🇨🇦 P Canadensys Aerospace: Camera

(1) out of the total contract amount of \$10Mn, \$0.7Mn was not received and not recognized due to the incomplete lunar landing

Mission 1 Overview - Success Milestones

**Achieved 8 out of 10 Success Milestones, despite not being able to achieve lunar landing.
Acquired valuable data until the end of landing sequence**

Success 1 ✓
Completion of Launch Preparations
Completed Nov 28, 2022

Success 2 ✓
Completion of Launch and
Deployment
Completed Dec 11, 2022

Success 3 ✓
Establishment of a
Steady Operation State
(Initial Critical Operation Status)
Completed Dec 16, 2022

Success 4 ✓
Completion of first orbital
control maneuver
Completed Dec 15, 2022

Success 5 ✓
Completion of
stable deep-space flight
operations for one month
Completed Jan 11, 2023

Success 6 ✓
Completion of all deep space
orbital control maneuvers
before LOI
Completed Mar 18, 2023

Success 7 ✓
Reaching the lunar
gravitational field and
lunar orbit
Completed Mar 21, 2023

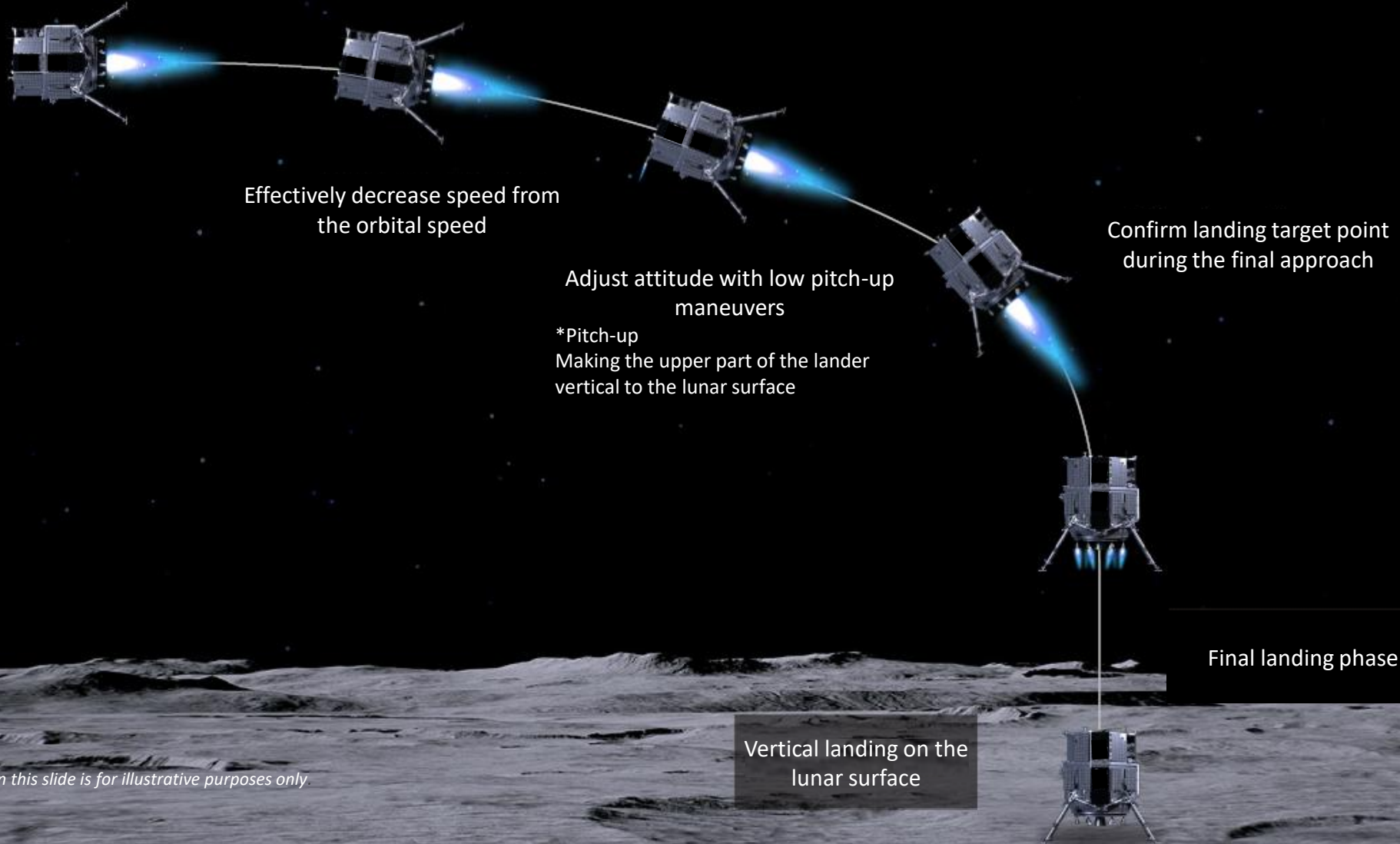
Success 8 ✓
Completion of all orbit
control maneuvers in lunar
orbit
Completed Apr 14, 2023

Success 9
Completion of lunar landing
Not completed

Success 10
Establishment of a
steady system state
after lunar landing
Not completed

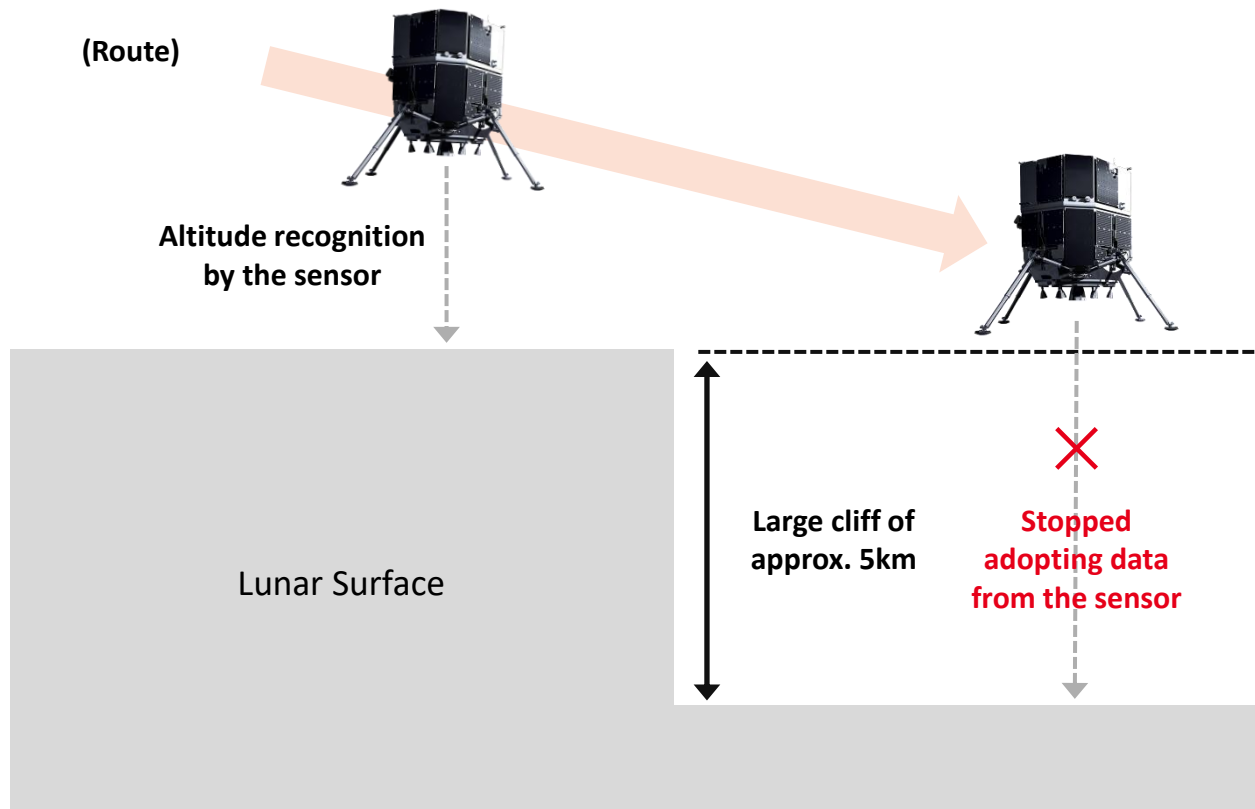
Mission 1 Overview - Achievements

Became the first private company to reach the final lunar landing phase. Gained valuable data that can be used in future missions, and established the policy for Mission 2 and beyond, considering the results of Mission 1



※ The image shown on this slide is for illustrative purposes only.

The cause of failure is “mis-recognition of altitude”: The lander judged sudden and unexpected altitude change measured by a sensor as a breakdown, which had been remedied for Mission 2



- In the final phase of landing, the sensor noticed sudden altitude change
- The system judged this as misinformation caused by breakdown and stopped to adopt altitude data from the sensor



- In fact, the sudden altitude change of approx. 5km recognized by the sensor was correct as there was a cliff.
- In reality, the lander was way above the moon surface, however, it got into the final landing phase and eventually ran out of fuel and dropped to the surface

(Completed in 2025)



Mission 2 overview

Hardware



RESILIENCE

- Size: Approx. 2.3m tall by 2.6m wide (legs deployed)
- Mass: Approx. 1,000kg (Wet: fully fueled), Approx. 340kg (Dry: unfueled)
- Design Payload Capacity: Up to 30kg



TENACIOUS™

- Design: Lightweight to withstand vibrations during transit to the lunar surface
- Mass: approx. 5kg
- Design Payload Capacity: up to 1kg

Highlights

- An R&D mission aimed at verifying technologies related to lunar landing and lunar exploration
- Although the final lunar landing was not achieved, the mission successfully demonstrated reliable transportation capability to lunar orbit
- The cause of the landing failure was a hardware issue in the laser range finder (LRF)
- Corrective actions will be made to incorporate further improvements into subsequent missions, including a review of the landing sensors and expanded technical support from JAXA
- As for payload contracts, the net sales to be recognized decreased by \$1.5Mn to a total of \$14.5Mn; however, no refunds or compensation for damages were incurred, and the financial impact of the failed landing is limited
- **Recorded our first data service net sales of ¥23Mn** in Q1

Payload Customer

Sales Completed

P : Private-sector A : Academia G : Government

(from the left)

Total net sales:
\$14.5Mn⁽¹⁾

- P Takasago Thermal Engineering: water-splitting experiment
- P euglena: lunar algae-cultivation equipment
- A National Central University, Taiwan: deep space radiation probe
- P BANDAI NAMCO: “GOI Space Century Charter” plate
- P Artist, Mikael Genberg: Moonhouse (artwork)

(1) As of August 8, 2025. Numbers are rounded down to the nearest whole number. Of the total contract amount of \$16Mn, \$1.5Mn was not received due to the incomplete lunar landing, resulting in a decrease in recognition of total net sales.

Mission 2 Milestones

Phase 4 of Success 9 was completed, and the lander continued its descent in a vertical attitude. However, telemetry was lost approx. two minutes before the scheduled landing time, indicating a hard landing

(1) Success 9 is divided into six phases, with Phase 4 "Braking Burn & Pitch-up"

▶ **Success 1 ✓**
Completion of Launch Preparations
Completed on Jan. 14, 2025

▶ **Success 2 ✓**
Completion of Launch and Deployment
Completed on Jan. 15, 2025

▶ **Success 3 ✓**
Establishment of a Steady Operation State
Completed on Jan. 15, 2025

▶ **Success 4 ✓**
Completion of first Orbital Control Maneuver
Completed on Jan. 17, 2025

▶ **Success 5 ✓**
Completion of Lunar Flyby
Completed on Feb. 15, 2025

▶ **Success 6 ✓**
Completion of all Deep-Space Orbital Control Maneuvers before LOI
Completed on Apr. 24, 2025


▶ **Success 7 ✓**
Enter Lunar Orbit
Completed on May 7, 2025

▶ **Success 8 ✓**
Completion of all Orbital Control Maneuvers in Lunar Orbit
Completed on May 31, 2025

▶ **Success 9**
Completion of Lunar Landing Sequence
Incomplete

▶ **Success 10**
Establish Steady System State after Landing
Incomplete

As with Mission 1, the landing phase revealed remaining challenges in altitude recognition. However, the technical cause differed from that of Mission 1, as a hardware issue occurred in the modified component.

	Mission 1 (launched in 2022)	Mission 2 (launched in 2025)
Landers Used		<ul style="list-style-type: none"> • Through Missions 1 and 2, which were both R&D missions, the same model (RESILIENCE lander) was used • Mission 1 has demonstrated that the hardware functioned properly • Due to the discontinuation of manufacturing by the previous supplier, only the hardware of the laser range finder (LRF) was changed from that used in Mission 1
Success Milestone	Of the 10 success milestones, up to Success 8 (Completion of all Orbital Control Maneuvers in Lunar Orbit) has been achieved	
Cause Location	The issue was commonly related to altitude recognition; however, the underlying causes differed between Mission 1 and Mission 2. The issue from Mission 1 has been resolved	
Technical Factors	<ul style="list-style-type: none"> • Software (landing and descent algorithm) • A 5 km steep crater just before the landing point was not sufficiently incorporated into the verification of the terrain on the approach path 	<ul style="list-style-type: none"> • Hardware (LRF, a sensor measuring range) • The LRF failed to function at the expected altitude, causing delays in altitude measurements • Possibility that the LRF performance during descent was below pre-mission expectations, or that the LRF may have malfunctioned or degraded during flight
The Resulting Event During Landing	The lander detected an unexpected altitude change caused by a crater and interpreted it as a sensor malfunction, so it did not adopt the majored altitude and hovered at an altitude of 5 km. Ultimately, fuel ran out, and the lander made a hard landing	It is thought that the timing of acquiring valid data from the LRF was delayed, resulting in insufficient deceleration and a hard landing

Approx. two weeks after the landing failure, a thorough telemetry analysis was conducted, and determined that the LRF was the technical cause. Further factor analysis as part of the development of subsequent missions to be implemented.

Possible factors for the delay in obtaining valid LRF data (our assessment)

- Unexpected performance of LRF during the descent phase
- Hardware failure or performance degradation of LRF during the flight

Further possible factors (our assessment)

- Albedo characteristics
- Laser incidence angle and laser output
- Performance at high speeds
- Deterioration due to radiation effects



In the above photo, the red frame shows the LRF. It is installed on the side of the lander.

Corrective actions based on the analysis of the above factors

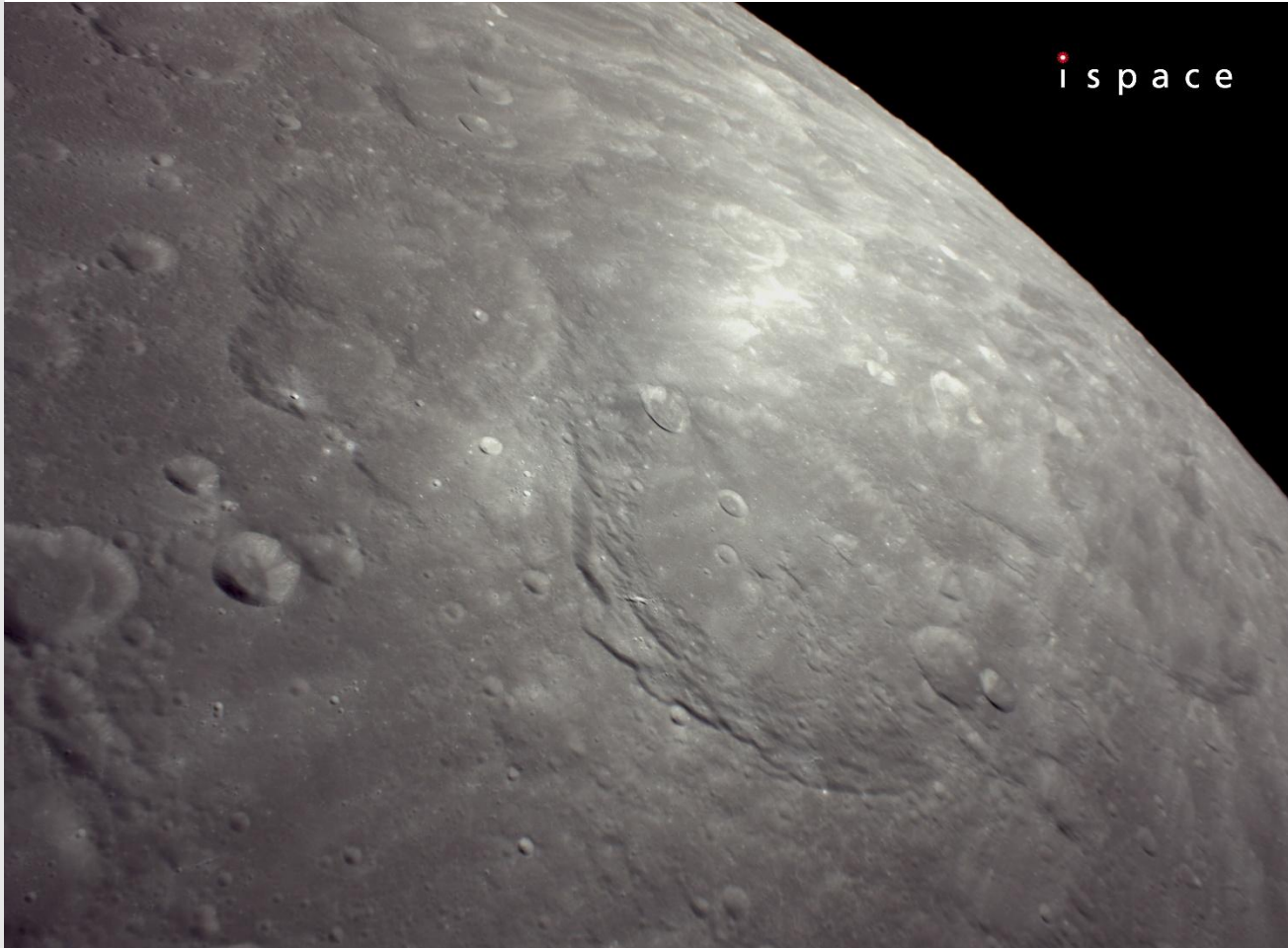
Corrective Actions for Landing Sensors

- **Enhancement of verification strategy and plan** for landing sensors, including LRF
- **Improvement of the selection, configuration, and operation** of landing sensors, including LRF

Broader Enhancement Measures

- Establishment of an **“External Review Task Force”** including third-party experts
- **Expansion of technical support from JAXA**

The financial impact of the incomplete landing of Mission 2 remains limited. Secured sufficient liquidity through cash and cash equivalents exceeding ¥260Mn as of June 2025.



Impact on payload contracts for Mission 2

Although the incomplete landing resulted in \$1.5Mn⁽¹⁾ in unrecognized net sales, there will be **no refunds or compensation** under any of the payload contracts

Impact on development costs for subsequent missions

Increased development costs for Mission 3 and Mission 4 are estimated to **total approx. ¥1.5Bn**⁽²⁾

Impact on the schedule of subsequent missions

The incomplete landing will have no impact on launch schedule for Mission 3 and Mission 4⁽³⁾

(1) Of the total contract amount of \$16Mn, \$1.5Mn was not received due to the incomplete lunar landing, resulting in a decrease in recognition of total net sales

(2) As of August 8, 2025

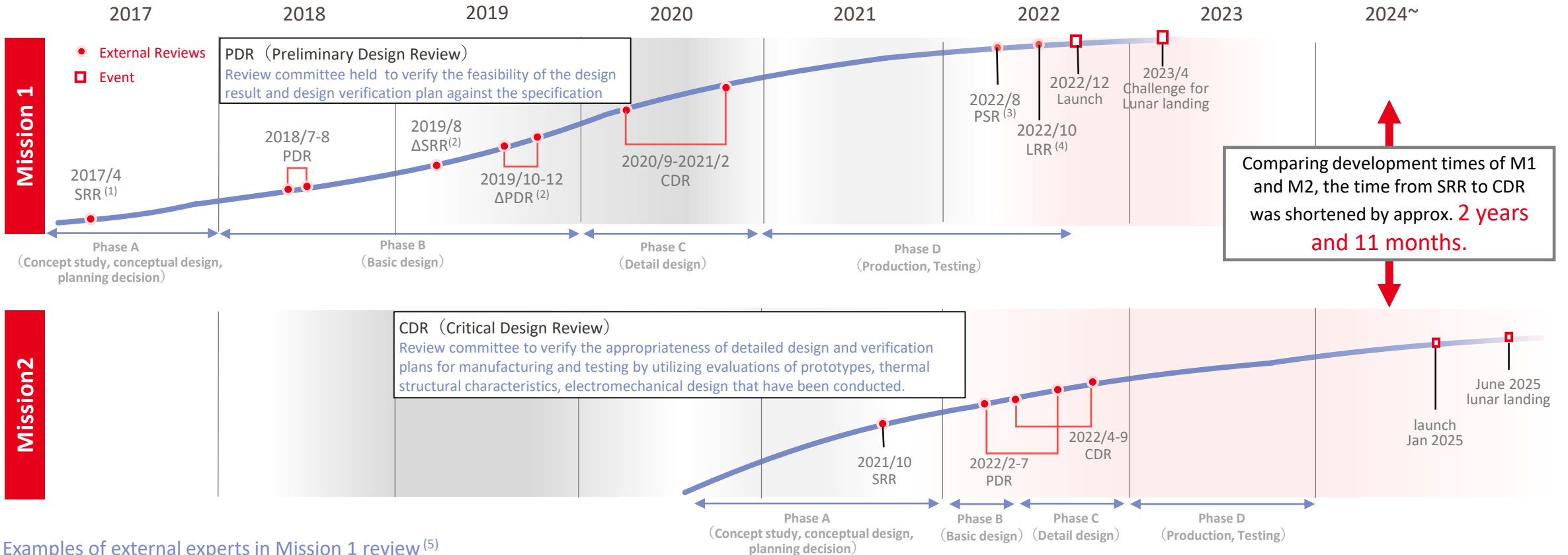
(3) As of August 8, 2025. The impact on the Mission 4 schedule due to the engine delivery delay for Mission 3 is under review

Despite the incomplete landing, the results obtained from Mission 2 will be fully utilized to enhance the success of future missions.

- Achievement 1** Demonstrated consecutive **reliable transportation capability to lunar orbit**
- Achievement 2** **Acquired landing sequence data under different conditions** through two separate missions
- Achievement 3** The deviation from the target landing site was within a 1 km radius, demonstrating the effectiveness of the **guidance, navigation and control system**
- Achievement 4** **Significant improvement** in both development and operations through the lessons learned from Mission 1
 - Development Period Reduced: Approx. **40%**
 - Development Cost Reduced: Approx. **50%**
 - Period from Launch to Initial Operational Phase Completion Reduced: Approx. **60%**
- Achievement 5** **Recorded our first data service revenue of ¥23Mn in Q1**



To increase the probability of mission success, we conduct reviews at each milestone. PDR and CDR, two particularly important KPIs, will be scheduled immediately before large investment. Quality and efficiency improve through several mission cycles.

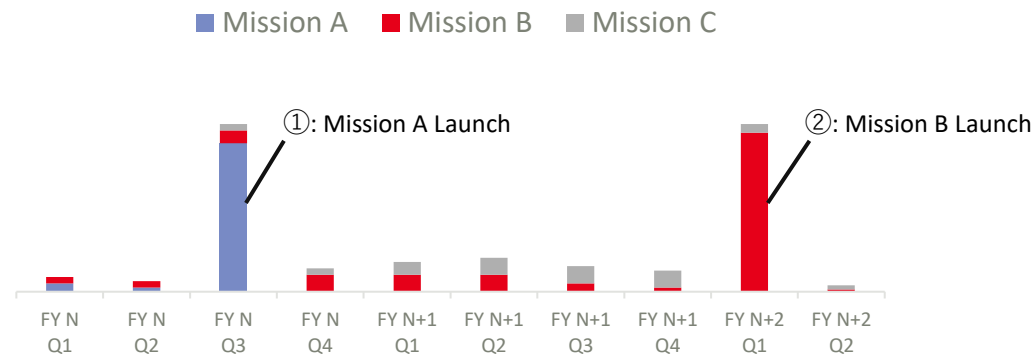
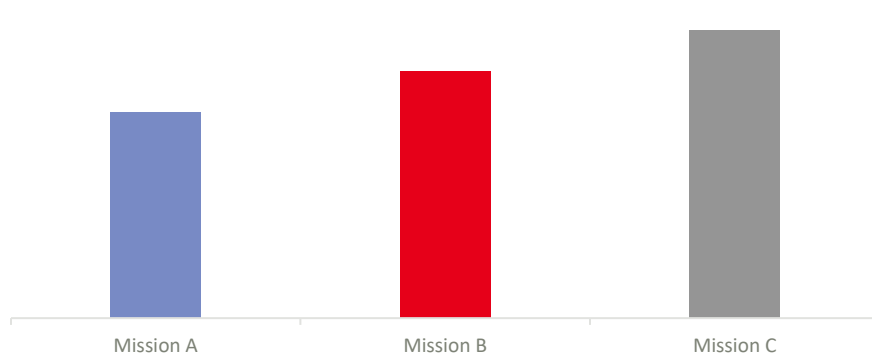


Examples of external experts in Mission 1 review⁽⁵⁾

SRR		PDR		CDR	
	Associate Professor Funase Tokyo University		Professor Inatani, Institute of Space and Astronautical Science		Professor Nakasuka, University of Tokyo
	Professor Inatani, Institute of Space and Astronautical Science	Other 30 Domestic and international specialists			Institute of Space and Astronautical Science, Professor Takashima
					Professor Zhao, Kyushu Institute of Technology

(1) System Requirement Review : A review committee that approves the start of system design after verifying the consistency between business requirements and system requirements (2) The specifications of the Lander have been changed, so the program was conducted again.(3) Pre-shipment Review : An review committee that verifies test results and approves transportation to the launch site (4) Launch Readiness Review : An review committee that confirms the completion of the integration work into the rocket and approves the launch and transition to initial operations. (5) Information is as of the review committee was held

Since quarterly sales fluctuate depending on the timing of the mission, our KPI is total contract amount per mission



Total contract amount⁽¹⁾

- The total contract amount will be recorded in sales through 2-3 years. The total contract amount per mission = the cumulative sales per mission.
- Thus, the total contract amount is a leading indicator of future sales.
- Compared to quarterly sales, how much contract amount that we have already acquired is an indicator that directly reflects our business progress.

Quarterly Sales⁽¹⁾

- Under the cost recovery method, as shown in ① and ② above, sales are significantly increased at the timing of mission launch and mission completion.
- These quarters with increased sales are due to one-time sales (costs) based on the accounting method, thus, it does not necessarily reflect the fundamental progress of our business.

(1) The above graph is for illustrative purposes only and does not represent actual total contract amounts or quarterly sales. Net sales may not be fully recognized for the total contract amount depending on the success or failure of each mission.

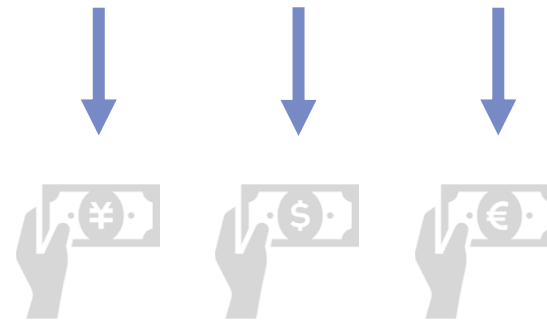
The impact on sales depending on mission outcome



Contracts with non-cancellable and non-refundable policies

- Our payload contracts are non-cancellable due to customer reasons and non-refundable in principle, thus, there is no obligation to refund the amount that has already been paid⁽¹⁾

⁽¹⁾ This does not apply in cases of material breach of contract



Approx. 90% of the funds will be paid before launch

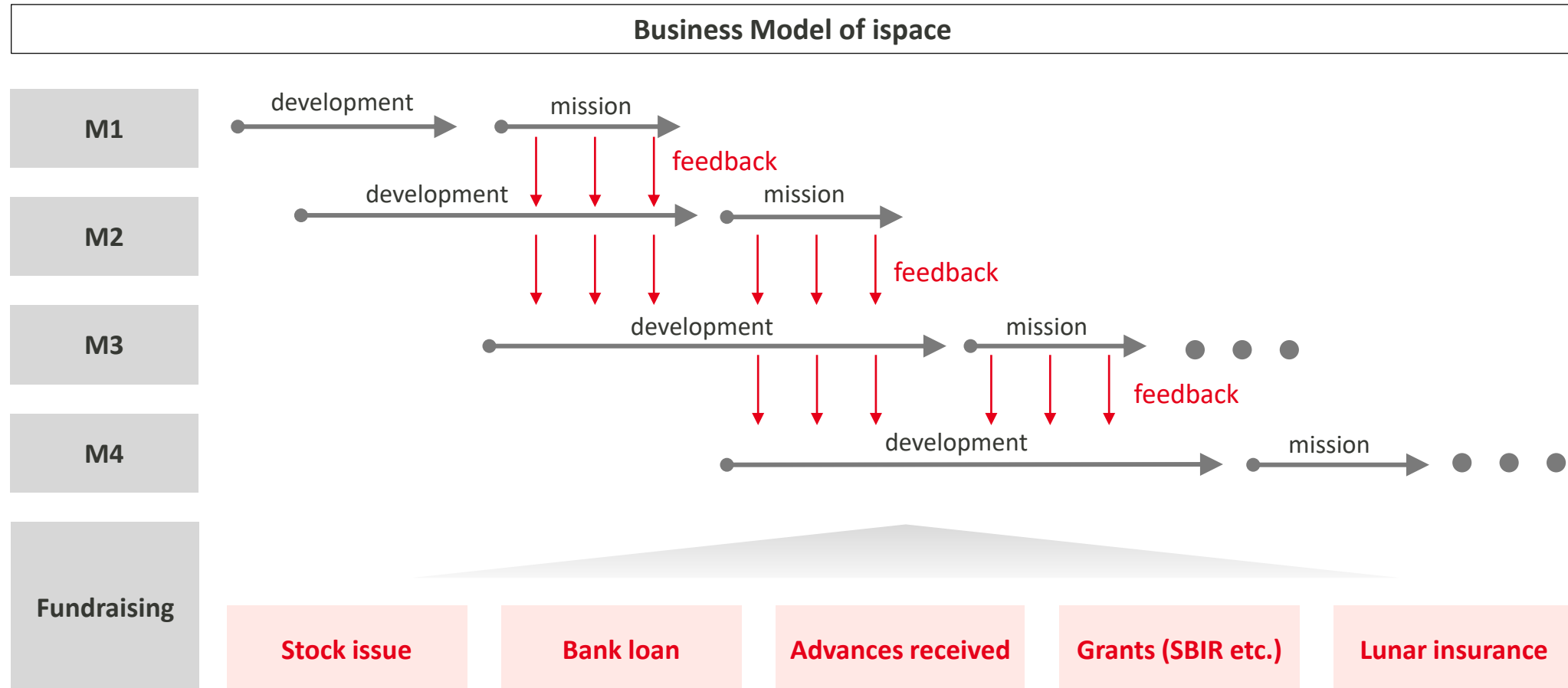
- On average, approx. 90% of the contract amount for all payload service agreements signed for Mission 1 through Mission 3 are paid before the launch⁽¹⁾
- Even if a portion of the payment milestones are after mission launch, the payment will be made as per milestone progress, regardless of mission success



Mission 1 and 2 only had an 8% impact

- For Mission 1, \$0.7Mn out of the total contract amount of \$10Mn was not recognized as net sales due to the unsuccessful lunar landing. Similarly, for Mission 2, \$1.5Mn out of the \$16 million contract amount was not recognized as net sales
- The impact of the incomplete lunar landings was limited, averaging around 8%

Our business model involves multiple missions, developed in parallel; feedback from the preceding mission is transferred to the subsequent mission in a timely and appropriate manner to enhance the maturity of the technology. This model is essential to build a strong financial foundation to support multiple missions at once.

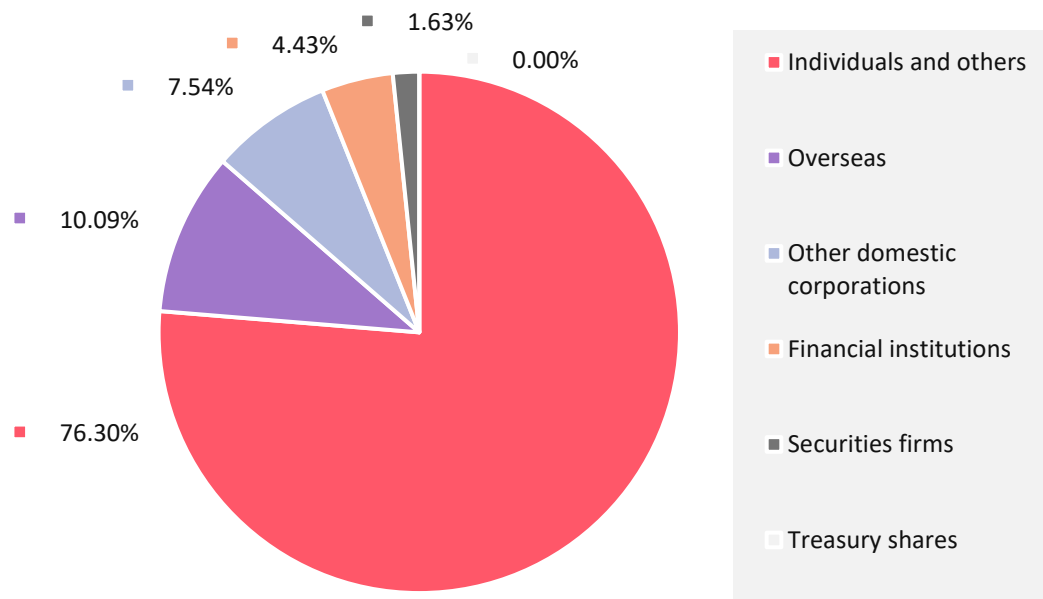


The # of individual shareholders has increased, reaching 103K as of the end of Sep. With the capital increase announced in Oct, we will advance our business with the support of even larger # of retail shareholders

of Shares Issued and Shareholders as of September 30,2025

Number of shares issued	105,901,043 shares
Number of shareholders	103,296

Classification by Type of Shareholder as of September 30,2025



Major Shareholders (Top 10) as of September 30,2025

No.	Name of Shareholder	# of Shares Owned	Ratio of Shares Owned
1	Takeshi Hakamada	9,000,000*	8.50
2	Incubate Fund 3 Investment Partnership LLC	5,992,580	5.66
3	Tohru Akaura	2,636,603	2.49
4	IF GROWTH OPPORTUNITY FUND 1, L.P.	2,135,720	2.02
5	Sumitomo Mitsui Trust Bank Limited	1,968,500	1.86
6	Development Bank of Japan Inc.	1,747,880	1.65
7	BNY GCM CLIENT ACCOUNT JPRD AC ISG	1,355,151	1.28
8	IF SPV I Investment Partnership	1,174,880	1.11
9	STATE STREET BANK AND TRUST COMPANY 505019	986,000	0.93
10	SHIMIZU CORPORATION	873,960	0.83

* The number and ratio of shares owned by ispace CEO & Founder, Takeshi Hakamada, have decreased by 3MM shares compared to the previous half-year period (as of Sep 30, 2024). This is pursuant to the stock lending agreement entered into with CVI Investments, Inc., the allottee under the Equity Program announced on Oct 11, 2024, the allottee borrowed 3MM shares from Mr. Hakamada as of Feb 17, 2025. Therefore, Mr. Hakamada's ownership of shares and shareholding ratio have temporarily decreased. **Please note that commitment of Mr. Hakamada to the management of ispace will not be affected**

	FY2024/3					FY2025/3					FY2026/3		
	M1 Completion								M2 Launch				
	Q1	Q2	Q3	Q4	Full-Year	Q1	Q2	Q3	Q4	Full-Year	Q1	Q2	Q3
(Millions of yen)													
Net Sales ⁽¹⁾	815	514	496	530	2,357	635	706	647	2,755	4,743	1,165	1,028	549
Cost of sales	243	400	377	407	1,428	528	609	483	879	2,499	934	877	1,599
Gross Profit	571	114	118	123	928	107	97	163	1,877	2,244	231	150	△1,049
Gross Profit Margin	70.1%	22.2%	23.9%	23.3%	39.4%	16.9%	13.8%	25.3%	68.1%	47.3%	19.9%	14.7%	-
SG&A	1,681	1,045	1,826	1,876	6,429	2,402	1,536	2,863	5,238	12,039	2,475	2,069	1,736
R&D	1,065	571	1,060	1,137	3,834	1,411	791	1,506	4,022	7,730	1,236	1,043	425
Salary and Allowance	222	208	296	269	997	475	297	413	337	1,522	518	421	633
Other	392	265	469	469	1,598	516	447	943	880	2,786	721	604	677
Operating Profit/Loss	△1,109	△931	△1,707	△1,752	△5,501	△2,295	△1,439	△2,699	△3,362	△9,795	△2,243	△1,918	△2,786
Foreign exchange losses (gains)	288	115	△499	737	641	858	△2,223	1,896	△1,175	△644	△304	810	1,585
Other	△553	△66	△125	△491	△1,237	△139	△552	△186	△18	△895	△331	△473	△580
Ordinary Profit/Loss	△1,375	△882	△2,332	△1,507	△6,097	△1,576	△4,214	△989	△4,555	△11,334	△2,878	△1,581	△1,780
Net Profit/Loss	△1,374	2,912	△2,374	△1,529	△2,366	△1,579	△4,812	△973	△4,581	△11,945	△2,879	△1,584	△1,783

(1) Currently using the cost recovery method for sales recognition for Mission 1 to Mission 3, respectively, and expects sales to increase in tandem with the increase in cost accruals since the cost accruals as cost are recognized in sales. If sales in excess of cost accruals are not booked at the time of mission completion, they will be accounted for in a lump-sum transaction.

(Millions of yen)	FY2024/3				FY2025/3				FY2026/3		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Current Assets Total	10,078	13,525	13,485	21,784	21,220	22,527	20,181	19,067	30,742	24,953	38,598
Cash and Deposit	7,611	11,522	9,676	14,315	12,673	13,153	13,233	13,117	26,460	20,078	34,273
Short Term Advances	1,877	1,486	3,158	4,228	4,928	5,622	5,706	3,620	3,358	3,747	3,042
Non-Current Assets Total	1,756	4,878	4,828	5,248	5,341	6,018	6,649	8,121	8,221	10,183	12,219
Property and equipment	476	1,000	2,126	2,462	3,092	3,480	3,929	4,859	4,804	5,103	5,822
Long Term Advances	1,140	3,616	2,465	2,560	1,965	2,310	2,473	2,997	3,110	4,781	5,815
Total Assets Total	11,835	18,403	18,314	27,033	26,561	28,545	26,831	27,189	38,964	35,137	50,818
Current Liabilities Total	4,346	7,913	7,772	10,503	12,076	9,081	7,310	3,854	3,896	4,703	4,830
Advances Received ⁽¹⁾	3,265	3,932	3,618	3,190	3,214	3,758	3,305	2,695	2,320	1,938	1,991
Long Term Liabilities Total	4,871	4,877	6,866	6,784	6,471	14,081	14,907	16,326	31,293	29,329	29,412
Long Term Debt	4,570	4,570	6,570	6,538	6,224	13,830	14,701	16,096	31,095	29,177	28,979
Liability Total	9,217	12,790	14,639	17,288	18,548	23,162	22,218	20,182	35,189	34,034	33,972
Net Assets Total	2,617	5,612	3,675	9,745	8,013	5,383	4,613	7,007	3,775	1,103	16,845
Liability & Net Assets Total	11,835	18,403	18,314	27,033	26,561	28,545	26,831	27,189	38,964	35,137	50,818
(Interest-Bearing Debt)	5,029	8,020	10,020	12,518	14,054	18,083	17,231	16,096	31,595	30,867	30,669

(1) Total of contract liabilities and advance payments

Disclaimer

- This presentation was prepared by ispace, inc. (referred to as the “Company”, “ispace”, or “we” herein) solely for informational purposes.
- This document contains forward-looking statements, which reflect the Company's assumptions and outlook for the future and estimates based on information available to the Company and the Company's plans and expectations as of the date of this document or other date indicated. There can be no assurance that the relevant forecasts and other forward-looking statements will be achieved. Please note that significant differences between the forecasts and other forward-looking statements and actual results may arise due to various factors, including changes or adverse outcomes in the development or operations of our missions, changes in customers' plans and needs, competition, changes in the legal and regulatory environment, and other factors. Accordingly, readers are cautioned against placing undue reliance on any such forward looking statements. Also note that this document includes information which has not been audited or reviewed by an independent certified public accountant or audit corporation, and includes financial information based on past financial statements or accounting documents as well as management figures not based on financial statements or accounting documents. The Company has no obligation to update or revise any information contained in this document based on any subsequent developments except as required by applicable law or stock exchange rules and regulations.
- This document is an English translation of the original Japanese language document and has been prepared solely for reference purposes. No warranties or assurances are given regarding the accuracy or completeness of this English translation. In the event of any discrepancy between this English translation and the original Japanese language document, the original Japanese language document shall prevail in all respects.
- Unless context is required otherwise, the financial figures used in this presentation are on a consolidated basis.
- The information in connection with or prepared by companies or third parties other than the Company is based on publicly available and other information as cited, and the Company has not independently verified the accuracy or appropriateness of it, and makes no representations with respect to, any information derived from such third-party sources.