

April 30, 2025
ACSL Ltd.

Notice Regarding Change (Resignation) and Appointment of Representative Directors

ACSL Ltd. (ACSL or the Company) hereby announce that, at the meeting of the Board of Directors held on April 30, 2025, ACSL resolved to change and appoint Representative Directors as follows.

1. Reason for the Change

On April 30, 2025, Satoshi Washiya, Representative director and CEO of ACSL, tendered his resignation from the position of Representative Director and Board Director for personal reasons.

In response to this, the Board of Directors resolved to accept his resignation and to appoint Kensuke Hayakawa and Shoji Terayama, both currently serving as Board Directors, as Representative Directors of the Company.

Following the resignation, the number of Board Directors remains in compliance with the requirements set forth in the Companies Act and the Articles of Incorporation of the Company.

2. Details of the Change

Name	New Position	Former Position
Kensuke Hayakawa	Representative Director, Co-CEO	Board Director, CFO
Shoji Terayama	Representative Director, Co-CEO	Board Director, COO
Satoshi Washiya	—	Representative Director, CEO

3. Effective Date of the Change

April 30, 2025

4. Biographies of the Newly Appointed Representative Directors

Name	Kensuke Hayakawa	
Birthday	March 30, 1988	
Biography	2012 April McKinsey & Company, Inc. 2015 February KKR Capstone 2017 March ACSL CFO & CAO 2017 June Board Director, CFO & CAO	

	2020 June	Board Director, CFO (Current post)
Number of shares held	263,800	

Name	Shoji Terayama	
Birthday	February 13, 1976	
Biography	1999 April	Nissho Iwai Corporation
	2007 April	Erns & Young Transaction advisory service
	2011 June	Boston Consulting Group
	2017 June	OMRON Corporation
	2021 June	General Manager, Robot Business Promotion Project, OMRON Corporation
	2023 May	ACSL CSO
	2024 March	Board Director, COO (Current post)
Number of shares held	—	

5. Other Information

Following the resignation of Representative Director Satoshi Washiya, the Board of Directors deliberated on the appointment of new Representative Directors.

To drive sustainable growth through business expansion and enhanced competitiveness, the Company recognizes the need for a management structure that offers both strategic agility and diverse perspectives.

Accordingly, the Board has resolved to appoint Kensuke Hayakawa, Board Director and CFO, and Shoji Terayama, Board Director and COO, as Co- CEOs in a leadership structure designed to leverage their complementary strengths.

By instituting a framework in which the two Co-CEOs mutually reinforce and provide checks and balances for one another, ACSL aim not only to accelerate growth but also to further enhance corporate governance.

ACSL will continue to actively incorporate the independent viewpoints and specialized expertise of its external directors, as the Company pursue a balanced approach to long-term value creation and robust governance.

Attention

This document is an unofficial translation of the timely disclosure on April 30, 2025 by ACSL and this is for reference purpose only. In case of a discrepancy between the English and Japanese versions, the Japanese original shall prevail.