

March 13, 2026

ACSL Ltd.

## ACSL to Implement a Total 10% Wage Increase Over the Next Three Years

- ACSL will enhance employee compensation with the aim of maximizing human capital, as part of its medium-term management plan “ACSL Accelerate FY26,” which sets forth the Company’s core policy and six strategic initiatives and targets a return to profitability within the next three years.
- The Company will implement measures equivalent to a total 10% wage increase over the next three years .
- This initiative is part of efforts to strengthen the organizational foundation—including engineering talent—that underpins ACSL’s growth strategy to achieve profitability within three years.

ACSL Ltd. (ACSL) hereby announces that it has decided to implement measures equivalent to a total 10% wage increase over the next three years (the “Initiative”). The Initiative aims to enhance employee compensation as part of ACSL’s efforts to “maximize human capital,” which is positioned as a critical driver of sustainable growth in the Company’s medium-term management plan, ACSL Accelerate FY26. The plan outlines the Company’s core policy and six strategic initiatives, and targets a return to profitability within the next three fiscal years.

### ■ Overview of the Initiative

Under ACSL Accelerate FY26, the Company is promoting a growth strategy that targets average annual revenue growth of 20% or more and a gross margin of 40% or higher, with the Company expecting to return to profitability within the next three years. This strategy is supported by six strategic initiatives including drone evolution with advanced technologies, the full-scale expansion of the U.S. business, and enhanced contribution to defense and security, as ACSL works toward becoming “a trusted partner for those that build safety and security around the world.”



**Core Policy and Six Strategic Initiatives** | ACSL

As a trusted global manufacturer supporting safety and security, we unite internal and external strengths to develop, scale, and deliver technologies that exceed customer expectations and create value for all stakeholders.

- 1 Drone evolution with advanced technologies**  
Next-generation AI-based autonomous control
- 2 Building a resilient supply chain**  
Procurement network with multiple sites and economic security
- 3 Full-scale expansion of U.S. business**  
Stronger sales network and business base in the U.S.
- 4 Contribution to defense and security**  
Establish a trusted position in defense sectors in Japan and overseas
- 5 Domestic Infrastructure Maintenance**  
Replacement with Domestic Drones in Infrastructure Maintenance
- 6 Strengthening a financial base**  
Financial structure for growth and sustainability

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Excerpt from Medium-Term Management Plan ‘ACSL Accelerate FY26’

To effectively execute these strategies, it is essential to strengthen the organizational environment so that engineers and other core talent can fully demonstrate their capabilities. ACSL therefore positions

investment in human capital as an important management priority.

Under the Initiative, ACSL will implement wage increases equivalent to a total of 10% on a phased basis over the next three years, with an annual benchmark of approximately 3%, based on a personnel evaluation system that reflects individual roles and performance. In the first year, the Company has already implemented a wage increase of approximately 3.4% in line with the plan. These measures aim to enhance long-term employee development and engagement, while strengthening the Company's sustainable competitiveness.

ACSL will also continue fostering an inclusive work environment where its diverse, multinational workforce—one of the Company's key strengths—can thrive. This will contribute to securing high-caliber talent and supporting the Company's medium- to long-term organizational growth.

Guided by its mission “Liberate Humanity Through Technology,” ACSL remains committed to delivering value to society while building an environment where every employee can achieve sustainable growth.

#### **ACSL Ltd.**

ACSL is a manufacturer that develops and mass-produces industrial drones made in Japan under the mission, “Liberate humanity through technology.” Leveraging proprietary autonomous control technologies and high reliability, our products contribute to the maintenance of social infrastructure and the enhancement of safety and security across a wide range of fields, including aerial photography, inspection, logistics, and disaster response.

For more information, please visit <https://www.acsl.co.jp/en/> .

#### *Attention*

*This document is an unofficial translation of the press release dated March 13, 2026, and is provided for reference purposes only. In the event of any discrepancy between the English and Japanese versions, the Japanese original shall prevail.*