

Press Release

June 27, 2025 ispace, inc.

ispace Announces Reappointment of Board Members

Tokyo–June 27, 2025–ispace, inc. (ispace) (<u>TOKYO: 9348</u>), a global lunar exploration company, announced that 7 members of its Board of Directors were reappointed at the 15th Ordinary General Meeting of Shareholders held on June 27, 2025. In addition, Founder & CEO Takeshi Hakamada was reappointed as Representative Director at the Board of Directors meeting held later in the day.

Reappointed members of the Board of Directors are:

Representative Director:	Takeshi Hakamada, Founder & CEO
Director:	Jumpei Nozaki, CFO & Executive Business Director
External Director:	Tohru Akaura, General Partner & Co-Founder, Incubate Fund KK
External Director:	Koichi Kawana, President and Representative Director, Lublyst Inc.
External Director:	Kazuko Nakada, Representative Director, actuali inc.
External Director:	Kojiro Hatada, President and CEO, Innovative Space Carrier Inc.
External Director:	Takashi Makino, Advisor, IHI Corporation

Yuji Inoue, Standing Audit & Supervisory Board Member, as well as Yoshihide Todoroki and Agasa Naito, External Audit & Supervisory Board Members, will continue to serve in their respective roles. Shinichiro Mori was newly appointed as an External Alternate Audit & Supervisory Board Member to replace Maki Setogawa, who resigned the position at the start of the General Meeting of Shareholders.

External Alternate Audit & Supervisory Board member: Shinichiro Mori, Managing Partner, Mori & Partners

"The ispace team worked together as one to achieve the objectives of Mission 2, but we must continue to work for a future successful landing during our next mission. We deeply regret that we were unable to meet the expectations of our HAKUTO-R partners, shareholders, and all those who have supported and encouraged us," said Takeshi Hakamada, Founder & CEO of ispace. "However, we view this as an opportunity to strengthen our company and, together with the board of directors who have been reappointed, we will take action to restore trust and ensure the success of the next mission. We continue to move forward as pioneers, striving to expand humanity's living sphere into space and create a sustainable world, in line with ispace's vision."

"We will take the results of Mission 2 seriously and work with our external directors, who have diverse perspectives and extensive experience, to strengthen our governance even further. As CFO and Executive Director of Business Operations, I will promote financial strategies and business development that are unique to ispace and contribute to sustainable growth," said Jumpei Nozaki, CFO & Executive Business Director of ispace.

Statements from Members of the Board

Comment from Tohru Akaura, General Partner & Co-Founder, Incubate Fund KK

"At the moment of Mission 2's landing, I shared the same sense of tension as a member of the ispace team. The results cannot be described as disappointing or regrettable. ispace is now being asked to make new preparations and demonstrate its resolve to step on the gas again. We will never give up. We will not allow this to be a world where failure is not an option. I am committed to creating a societal structure where capital flows toward challenges."

Comment from Koichi Kawana, President and Representative Director, Lublyst Inc.

"I watched the live broadcast of Mission 2 with a mixture of excitement and tension, similar to what I felt when working on overseas plant construction sites in the past. Mission 2 suffered a hard landing. However, I believe that true success will come after repeated challenges. ispace is now being tested for its courage. We will provide generous support to build the "muscle" of the organization so that ispace can make its missions technically and commercially viable and continue to execute them from every perspective."

Comment from Kazuko Nakata, Representative Director, actuali inc.

"I watched the landing sequence of Mission 2 quietly. After the landing, I immediately recognized the importance of taking responsibility for explaining the situation, and strongly advised maintaining transparency, honesty, and avoiding ambiguous explanations. I believe that an honest and straightforward stance, coupled with clear and thoughtful communication, is the only way to build trust. I will persistently work with the management team to forge this path."

Comments from Kojiro Hatada, President and CEO, Innovative Space Carrier Inc.

"Many government officials and JAXA representatives attended the live broadcast of Mission 2's landing, and I felt the government's expectations for commercial activities in the private sector. Through this challenge, I realized the technical hurdles we face, but ispace has a responsibility to pioneer this business. We will actively collaborate and engage with relevant government ministries and agencies to ensure that ispace's activities contribute to the revitalization of Japan's space industry. We will also deepen our cooperation with the government, which is essential for making the space industry a new key industry, and accelerate progress in this area."

Comment from Takashi Makino, Advisor, IHI Corporation

"I watched Mission 2 as a space engineer. A landing with no room for error is an extremely challenging operation. The two hard landings must be taken seriously, and thorough cause analysis and transparent explanations are essential. We also need to involve third parties to enhance cause analysis and technical evaluations, thereby improving technical reliability. ispace's technical capabilities, which have enabled them to attempt a lunar landing in a short period of time solely through private-sector efforts, are truly remarkable. I am committed to contributing to the further enhancement of these technical capabilities."

About ispace, inc. (https://ispace-inc.com)

ispace, a global lunar resource development company with the vision, "Expand our planet. Expand our future.", specializes in designing and building lunar landers and rovers. ispace aims to extend the sphere of human life into space and create a sustainable world by providing high-frequency, low-cost transportation services to the Moon. The company has business entities in Japan, Luxembourg, and the United States with more than 250 employees worldwide. For more information, visit: www.ispace-inc.com and follow us on X: @ispace_inc.

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