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September 5, 2025

To whom it may concern,

3-1 Ofuka-cho, Kita-ku, Osaka
I'LL INC.

Tetsuo Iwamoto, President & Representative Director
(Code No.: 3854 TSE Prime)

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Announcement on Personnel Changes for Directors and Executive Officers

I'LL INC. (the “Company”) hereby announces that at its Board of Directors meeting held today, it has passed the following resolutions on personnel changes for its Directors and Executive Officers.

These personnel changes will be officially decided at the 35th Ordinary General Meeting of Shareholders scheduled to be held on October 24, 2025 and at a subsequent meeting of the Board of Directors.

1. Appointment of Directors (excluding Directors who are Audit Committee Members)

Candidate	Current title	Appointment category
Tetsuo Iwamoto	President and Representative Director	Reappointed
Ryoma Iwamoto	Director, Vice President, General Manager of Business Partner Promotion Division, General Manager of Corporate Planning Division, Head of CROSS Division	Reappointed
Koji Ozaki	Senior Managing Director, Head of System Solutions Business	Reappointed
Masashi Doi	Managing Director, Head of System Solutions Business	Reappointed
Hiroataka Yamamoto	Managing Director, General Manager of CROSS Division	Reappointed
Yasuhiro Toda	Director, General Manager of Business Administration Division	Reappointed
Takayoshi Miyakubo	Director, General Manager of Human Resources Department, Business Administration Division	Reappointed
Takao Ikemoto	Director, General Manager of CROSS Development Department, CROSS Division	Reappointed
Yoshihide Okuda	Outside Director	Reappointed
Bunmei Shimojima	Outside Director	Reappointed
Hisamasa Masawaki	Outside Director	Reappointed
Michiko Kanai	—	New Appointment

Note: Koji Ozaki's name in the family register is Koji Kumagai.

Note: Yoshihide Okuda, Bunmei Shimojima, Hisamasa Masawaki and Michiko Kanai are candidates for Outside Directors.

Note: If the reappointment of Yoshihide Okuda, Bunmei Shimojima, Hisamasa Masawaki and Michiko Kanai is approved, the Company will renew their registration as independent officers (outside directors) with the Tokyo Stock Exchange. Furthermore, if the appointment of Michiko Kanai is approved, the Company similarly plan to designate her as independent officers (outside directors).

(2)Proposed New Director: Name and Brief Biography

Name (Date of Birth)	Brief History, Position and Responsibilities at Our Company (Significant Concurrent Positions)	Number of shares of our company held
Michiko Kanai (January 10, 1975)	July 1997: Joined Elcompass Co., Ltd. February 1999: Joined Index Co., Ltd. February 2003: Joined DeNA Co., Ltd. February 2014: Appointed Representative Director of Growth Engine Inc. (current position) May 2021: Appointed Outside Director of Tabio Corp. (current position)	— shares

Note: There are no special interests between the candidate for new director and the Company.

2. Appointment of Directors Serving as Audit Committee Members

Candidate	Current title	Appointment category
Hitoshi Oguro	Director, Standing Audit Committee Member	Reappointed
Yoshio Mita	Outside Director, Audit Committee Member	Reappointed
Hironori Iwatani	Outside Director, Audit Committee Member	Reappointed

Note: Yoshio Mita and Hironori Iwatani are candidates for outside directors. Should their reappointment be approved, the Company intends to continue reporting both individuals to the Tokyo Stock Exchange as independent officers (outside directors).

3. Appointment of Executive Officers

Candidate	Current title	Appointment category
Takashi Mizoguchi	Executive Officer, General Manager of Tokyo Metropolitan Area System Division	Reappointed
Jiro Kakitani	Executive Officer, General Manager of Kansai System Division, and General Manager of Tokai System Division	Reappointed
Mitsunori Nakamura	Executive Officer, General Manager of System Management Division	Reappointed
Hidetomo Ueda	Executive Officer, General Manager of CROSS Business Management	Reappointed
Toshiyuki Fujita	Executive Officer, General Manager of Technical Solutions Division	Reappointed
Noriyo Sato	General Manager of Solutions Management Division	New Appointment