Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

September 7, 2026

To whom it may concern,

3-1 Ofuka-cho, Kita-ku, Osaka
I'LL INC.
Tetsuo Iwamoto, President & Representative Direct
(Code No.: 3854 TSE Prime)
Contact: Yasuhiro Toda, General Manager of
Business Administration Division & Director
Phone: +81-6-6292-1170 (main number)

Notice Regarding Revisions to the Executive Officer System and Personnel Changes Among Directors and Executive Officers

I'LL INC. (the "Company") hereby announces that, at a meeting of the Board of Directors held today, the Company resolved to make partial revisions to the Executive Officer System and to make personnel appointments for directors and executive officers, as described below.

Please note that this matter will be formally decided at the 36th Annual General Meeting of Shareholders, scheduled for October 23, 2026, and at a subsequent meeting of the Board of Directors.

1. Purpose of the Revision to the Executive Officer System

We are revising the Executive Officer System with the aim of enhancing the effectiveness of corporate governance by more clearly separating management decision-making and oversight functions from operational execution functions, while further strengthening our ability to carry out business operations in a flexible and efficient manner.

2. Overview of the System Revision

(1) Executive Officers will be delegated authority to execute business operations based on business policies determined by the Board of Directors and will carry out such operations under the supervision of the Board of Directors.
(2) The following new executive officer titles will be established in addition to the current "Senior Managing Executive Officer," "Managing Executive Officer," "Senior Executive Officer," and "Executive Officer": "President and Executive Officer" and "Vice President and Executive Officer."
(3) We will abolish the following titles for directors (excluding directors who are members of the Audit and Supervisory Committee): "President and Director," "Vice President and Director," "Senior Managing Director," and "Managing Director."
(4) Directors (excluding directors who are members of the Audit and Supervisory Committee) may concurrently serve as executive officers.

3. Effective Date of the System Revision

Friday, October 23, 2026

4. Executive Appointments Following System Revisions

(1) Appointment of Directors (excluding directors who are members of the Audit and Supervisory Committee)

① Candidates for Directors (excluding directors who are members of the Audit and Supervisory Committee)

Candidate	Current title	Appointment category
Tetsuo Iwamoto	President and Representative Director	Reappointed
Ryoma Iwamoto	Executive Vice President, Head of the SX (Sales Transformation) Division, and Head of the Corporate Planning Division, and in charge of the CROSS Business Division	Reappointed
Koji Ozaki	Senior Managing Director, Head of System Solutions Business	Reappointed
Masashi Doi	Managing Director, Head of System Solutions Business	Reappointed
Hirotaka Yamamoto	Managing Director, General Manager of CROSS Division	Reappointed
Yasuhiro Toda	Director, General Manager of Business Administration Division	Reappointed
Yoshihide Okuda	Outside Director	Reappointed
Bunmei Shimojima	Outside Director	Reappointed
Hisamasa Masawaki	Outside Director	Reappointed
Michiko Kanai	Outside Director	Reappointed

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 plans to continue filing these four individuals with the Tokyo Stock Exchange as independent directors (outside directors).

② Directors Scheduled to Step Down (excluding directors who serve as members of the Audit and Supervisory Committee)

Name	Current title	Appointment category
Takayoshi Miyakubo	Director, General Manager of Human Resources Department, Business Administration Division	Resignation
Takao Ikemoto	Director, General Manager of CROSS Development Department, CROSS Division	Resignation

Note: Directors Takayoshi Miyakubo and Takao Ikemoto (excluding directors who serve on the Audit and Supervisory Committee) will retire upon the conclusion of the 36th Annual General Meeting of Shareholders due to the expiration of their terms of office.

(2) Appointment of Executive Officers and Selection of Executive Officers with Titles

① Candidates for Executive Officer

Candidate	Current title	Appointment category
Tetsuo Iwamoto	President and Representative Director	New Appointment
Ryoma Iwamoto	Executive Vice President, Head of the SX (Sales Transformation) Division, and Head of the Corporate Planning Division, and in charge of the CROSS Business Division	New Appointment
Koji Ozaki	Senior Managing Director, Head of System Solutions Business	New Appointment
Masashi Doi	Managing Director, Head of System Solutions Business	New Appointment
Hirotaka Yamamoto	Managing Director, General Manager of CROSS Division	New Appointment
Yasuhiro Toda	Director, General Manager of Business Administration Division	New Appointment
Takayoshi Miyakubo	Director, General Manager of Human Resources Department, Business Administration Division	New Appointment
Takao Ikemoto	Director, General Manager of CROSS Development Department, CROSS Division	New Appointment
Koshi 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
Hidetomo Ueda	Executive Officer, General Manager of CROSS Business Management	Reappointed
Toshiyuki Fujita	Executive Officer, General Manager of Technical Solutions Division	Reappointed
Noriyo Sato	Executive Officer, General Manager of the Solutions Management Division	Reappointed

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

② Candidates for Executive Officer Positions

Candidate	Job Title	Current title
Tetsuo Iwamoto	President and Executive Officer	President and Representative Director
Ryoma Iwamoto	Vice President and Executive Officer	Executive Vice President, Head of the SX (Sales Transformation) Division, and Head of the Corporate Planning Division, and in charge of the CROSS Business Division
Koji Ozaki	Senior Managing Executive Officer	Senior Managing Director, Head of System Solutions Business
Masashi Doi	Managing Executive Officer	Managing Director, Head of System Solutions Business

Hirotaka Yamamoto	Managing Executive Officer	Managing Director, General Manager of CROSS Division
Yasuhiro Toda	Senior Executive Officer	Director, General Manager of Business Administration Division
Takayoshi Miyakubo	Senior Executive Officer	Director, General Manager of Human Resources Department, Business Administration Division
Takao Ikemoto	Senior Executive Officer	Director, General Manager of CROSS Development Department, CROSS Division
Koshi Mizoguchi	Senior Executive Officer	Executive Officer, General Manager of Tokyo Metropolitan Area System Division

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

(For your reference)
The Company's corporate governance structure and executive officer structure following the 36th Annual General Meeting of Shareholders, scheduled for October 23, 2026, and the subsequent Board of Directors meeting will be as follows.

Board of Directors

Name	New Job Title
Tetsuo Iwamoto	Representative Director, President, and Executive Officer
Ryoma Iwamoto	Director, Executive Vice President, Head of the SX (Sales Transformation) Division,and Head of the Corporate Planning Division, and in charge of the CROSS Business Division
Koji Ozaki	Director, Senior Managing Executive Officer, Head of System Solutions Business Division
Masashi Doi	Director, Managing Executive Officer, Head of System Solutions Business Division
Hirotaka Yamamoto	Director, Managing Executive Officer, General Manager of CROSS Division
Yasuhiro Toda	Director, Senior Executive Officer, General Manager of Business Administration Division
Yoshihide Okuda	Outside Director
Bunmei Shimojima	Outside Director
Hisamasa Masawaki	Outside Director
Michiko Kanai	Outside Director
Hitoshi Oguro	Director, Standing Audit Committee Member
Yoshio Mita	Outside Director, Audit Committee Member
Hironori Iwatani	Outside Director, Audit Committee Member

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

Executive Officer Structure

Name	New Job Title
Takayoshi Miyakubo	Senior Executive Officer, General Manager of Human Resources Department, Business Administration Division
Takao Ikemoto	Senior Executive Officer, General Manager of CROSS Development Department, CROSS Division
Koshi Mizoguchi	Senior Executive Officer, General Manager of Tokyo Metropolitan Area System Division
Jiro Kakitani	Executive Officer, General Manager of Kansai System Division, and General Manager of Tokai System Division
Hidetomo Ueda	Executive Officer, General Manager of CROSS Business Management
Toshiyuki Fujita	Executive Officer, General Manager of Technical Solutions Division
Noriyo Sato	Executive Officer, General Manager of the Solutions Management Division