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Securities Code: 6952

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Start date of measures for electronic provision: June 3, 2025

Dear Shareholders,

Yuichi Masuda

Representative Director, President and
CEO

CASIO COMPUTER CO., LTD.

6-2, Hon-machi 1-chome, Shibuya-ku,
Tokyo

Notice of the 69th Ordinary General Meeting of Shareholders

We are pleased to announce the holding of the 69th Ordinary General Meeting of Shareholders of CASIO COMPUTER CO., LTD. (the “Company”).

When convening the Meeting, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the Company’s website. Please access the website below to review the information.

The Company’s website: <https://www.casio.co.jp/ir/meeting/> (in Japanese)

In addition to posting matters subject to measures for electronic provision on the website above, the Company also posts this information on the website of the Tokyo Stock Exchange (TSE), the information of which is provided below.

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

Access the TSE website by using the internet address shown above, enter “CASIO COMPUTER” in “Issue name (company name)” or the Company’s securities code “6952” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”

To shareholders who will not be attending the meeting in person, we request that you exercise your voting rights in advance via the Internet, etc., or in writing (by mail). Accordingly, please review Reference Materials for the General Meeting of Shareholders below and exercise your voting rights by no later than 5:30 p.m. on Thursday, June 26, 2025.

Details

1. Date and Time: Friday, June 27, 2025, at 10:00 a.m. (The reception starts at 9:00 a.m.)
2. Place: Cerulean Tower Ballroom (B2F), Cerulean Tower Tokyu Hotel
26-1, Sakuragaoka-cho, Shibuya-ku, Tokyo
3. Purpose of the Meeting:
Matters to be reported:
 1. Business Report, Consolidated Financial Statements and Audit Reports of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee for the 69th Fiscal Year (from April 1, 2024 to March 31, 2025)
 2. Non-Consolidated Financial Statements for the 69th Fiscal Year (from April 1, 2024 to March 31, 2025)

Matters to be resolved:

- Proposal 1: Appropriation of Surplus
 - Proposal 2: Partial Amendments to the Articles of Incorporation
 - Proposal 3: Election of Five (5) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
 - Proposal 4: Election of Three (3) Directors Who Are Audit and Supervisory Committee Members
 - Proposal 5: Election of One (1) Substitute Director Who Is an Audit and Supervisory Committee Member
4. Arrangements in convening the Meeting
 - (1) If you exercise your voting rights in writing (by mail) and neither approval nor disapproval of each proposal is indicated on the voting form, the Company will deem that you indicated your approval of the proposal.
 - (2) If you exercise your voting rights more than once via the Internet, the vote exercised last will be recorded as the effective vote.
 - (3) If you exercise your voting rights both via the Internet and in writing, the vote exercised via the Internet will be recorded as the effective vote.
- © If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of before and after the revisions will be posted on each of the websites mentioned above.

Reference Materials for the General Meeting of Shareholders

Proposal 1: Appropriation of Surplus

The Company considers maintaining and expanding the profit to shareholders as an important management issue of the Company, and based on its basic dividend policy of maintaining stable dividends to shareholders, determines the distribution of profits by taking into account all factors such as profit levels, financial position, the dividend payout ratio, and the outlook regarding future business development and financial results.

As for the year-end dividend for the current fiscal year, the Company proposes the following.

1. Type of dividend property:

Cash

2. Item concerning allocation of dividend property and its total amount:

Dividend per share of common shares of the Company: ¥22.50

Total amount of dividend: ¥5,131,043,483

Since the interim dividend in the amount of ¥22.50 has been distributed, the annual dividend for the current fiscal year would be ¥45 per share.

3. Effective date of dividend of surplus:

June 30, 2025

Proposal 2: Partial Amendments to the Articles of Incorporation

1. Reason for the Proposal

The number of Directors (excluding Directors who are Audit and Supervisory Committee Members) in Article 19 of the current Articles of Incorporation will be amended from not more than 18 to not more than 10 in order to adjust the number of Directors to better suit current business conditions, as well as to ensure that the Board of Directors responds flexibly to changes in the management environment and conducts prompt and accurate decision-making.

2. Details of Amendment

The details of the amendment are as below.

(Amendments underlined)

Current Articles of Incorporation	Proposed amendments
Articles 1 through 18 (Omitted) Chapter IV Directors and Board of Directors Article 19. (Number of Directors) 1. The Company shall have <u>not more than 18</u> Directors (excluding Directors who are Audit and Supervisory Committee Members). 2. The Company shall have not more than five Directors who are Audit and Supervisory Committee Members. Articles 20 through 37 (Omitted)	Articles 1 through 18 (No change) Chapter IV Directors and Board of Directors Article 19. (Number of Directors) 1. The Company shall have <u>not more than 10</u> Directors (excluding Directors who are Audit and Supervisory Committee Members). 2. The Company shall have not more than five Directors who are Audit and Supervisory Committee Members. Articles 20 through 37 (No change)

Proposal 3: Election of Five (5) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all eight (8) Directors (excluding Directors who are Audit and Supervisory Committee Members; applicable to the rest of this proposal) will expire at the conclusion of this Meeting.

This time, the Company proposes the election of five (5) Directors including two (2) Outside Directors, a decrease of three (3) Directors, in order to respond flexibly to changes in the business environment and make prompt and appropriate decisions. Candidates for Director are decided by the Board of Directors based on a report by the Nomination Committee, which is chaired by an Outside Director and a majority of whose members are Outside Directors.

Moreover, this proposal has been considered by the Audit and Supervisory Committee, and no particular comments were made.

The candidates for Directors are as follows:

No.	Name	Position and areas of responsibility in the Company	Attributes of candidate
1	Kazuhiro Kashio	Representative Director and Chairman	[Reappointment]
2	Shin Takano	Director, Member of the Board, Executive Managing Officer and CFO	[Reappointment]
3	Seiji Tamura	Executive Officer, Responsible for Investor Relations & Financial Strategy	[Newly appointed]
4	Eiichiro Suhara	Outside Director, Member of the Board	[Reappointment] [Outside] [Independent]
5	Kako Kurasawa		[Newly appointed] [Outside] [Independent]

[Reappointment]

[Newly appointed]

[Outside]

[Independent]

Candidate to be reappointed as Director

Candidate to be newly appointed as Director

Candidate for Outside Director

Independent Officer under the provisions of the Tokyo Stock Exchange

No. 1	Kazuhiro Kashio	Date of birth: January 22, 1966	Number of the Company’s shares owned Number of Board of Directors meetings attended	923,707 13/13 (100%)
[Reappointment]	Career summary, position and areas of responsibility in the Company			
Special Interest in the Company None	April	1991	Joined the Company	
	July	2007	Executive Officer, Deputy Senior General Manager of Corporate Management Division of the Company	
	June	2011	Director, Member of the Board, Executive Officer, Senior General Manager of Digital Imaging Division of the Company	
	April	2013	Director, Member of the Board, Executive Officer, Senior General Manager of Emerging Business Headquarters of the Company	
	October	2013	Director, Member of the Board, Executive Officer, Head of Consumer and System Product, Senior General Manager of Emerging Business Headquarters of the Company	
	May	2014	Director, Member of the Board, Senior Executive Managing Officer, Senior General Manager of Business Headquarters of Consumer Product and System Solution of the Company	
	June	2015	Representative Director, President and COO of the Company	
	April	2021	Representative Director, President and CEO of the Company	
The number of the Company’s shares owned is those actually held, including shares in SMBC Trust Bank Ltd. (Kashio Founders Trust Account).	April	2023	Representative Director and Chairman of the Company (to the present)	
	Significant concurrent positions outside the Company			
	None.			
Reasons for nomination as candidate for Director				
Mr. Kazuhiro Kashio has successively assumed duties at primary business departments such as Business Management, Emerging Business, and Consumer Product and System Solution, continuously making great contributions to the Company’s growth and expansion. He has striven to achieve medium- to long-term enhancement of the Company’s corporate value by leading its management as Representative Director, President since 2015, and as Representative Director, President and CEO since 2021. The Company nominated him as a candidate for Director as he has appropriately made decisions and supervised execution of duties in respect to important matters of general management as Representative Director and Chairman since April 2023.				

No. 2	Shin Takano	Date of birth: February 26, 1961	Number of the Company's shares owned Number of Board of Directors meetings attended	32,061 13/13 (100%)
[Reappointment]	Career summary, position and areas of responsibility in the Company			
Special Interest in the Company None	April	1984	Joined the Company	
	November	2007	General Manager of Accounting Department of the Company	
	December	2009	Executive Officer, Senior General Manager of Finance Division of the Company	
	June	2015	Director, Member of the Board, Executive Officer, Senior General Manager of Finance Division of the Company	
	April	2021	Director, Member of the Board, Executive Managing Officer and CFO of the Company (to the present)	
	Significant concurrent positions outside the Company			
	None.			
	Reasons for nomination as candidate for Director			
	Mr. Shin Takano has continued to make significant contributions to strengthening the Group's management foundation for many years by overseeing the finance division, building and promoting various financial strategies. He has striven to achieve medium- to long-term enhancement of the Company's corporate value by leading decision-making on important management matters from a finance perspective as Executive Managing Officer and CFO since April 2021. In consideration of those abundant experiences and achievements, the Company nominated him as a candidate for Director, believing that he would be able to, as Director, appropriately make decisions and supervise execution of duties in respect to important matters of general management.			
	Other matters regarding candidate for Outside Director			
	Mr. Shin Takano is scheduled to assume the position of Representative Director, President and CEO upon approval at this Meeting. and the Board of Directors meeting following the conclusion of this Meeting.			

No. 3	Seiji Tamura	Date of birth: March 3, 1965	Number of the Company’s shares owned Number of Board of Directors meetings attended	12,610 – / – (–%)
[Newly appointed]	Career summary, position and areas of responsibility in the Company			
Special Interest in the Company None	April	1988	Joined the Company	
	February	2016	General Manager Responsible for Investor Relations, Funds Department, Finance Division of the Company	
	June	2018	Executive Officer, Responsible for Public Relations & Investor Relations of the Company	
	April	2019	Executive Officer, Responsible for Public Relations, Investor Relations & Sustainability of the Company	
	October	2019	Executive Officer, Senior General Manager of Corporate Management Division and Responsible for Investor Relations of the Company	
	June	2020	Executive Officer, Responsible for Public Relations & Investor Relations of the Company	
	April	2023	Executive Officer, Responsible for Investor Relations & Financial Strategy of the Company (to the present)	
	Significant concurrent positions outside the Company None.			
	Reasons for nomination as candidate for Director Mr. Seiji Tamura has served for many years in the Company’s finance, public relations, investor relations, and corporate management divisions, where he has established the Group’s management strategies and striven to strengthen the management foundation. In addition, as Executive Officer, Responsible for Investor Relations & Financial Strategy of the Company, he is currently working to improve capital efficiency. In consideration of those abundant experiences and achievements, the Company nominated him as a candidate for Director, believing that he would be able to, as Director, appropriately make decisions and supervise execution of duties in respect to important matters of general management.			
	Other matters regarding candidate for Director Mr. Seiji Tamura is a newly appointed candidate for Director.			

No. 4	<div> <div>Eiichiro Suhara</div> <div> Date of birth: July 19, 1948 </div> <div> Number of the Company's shares owned 0 Number of Board of Directors meetings attended 12/13 (92%) </div> </div>
<div> [Reappointment] [Outside] [Independent] </div> <div> Special Interest in the Company None </div>	<p>Career summary, position and areas of responsibility in the Company</p> <p>August 1974 Joined Mitsubishi Pencil Co., Ltd.</p> <p>March 1980 Director of Mitsubishi Pencil Co., Ltd.</p> <p>March 1982 Managing Director of Mitsubishi Pencil Co., Ltd.</p> <p>March 1985 Director, Vice President of Mitsubishi Pencil Co., Ltd.</p> <p>March 1987 Representative Director, President of Mitsubishi Pencil Co., Ltd.</p> <p>June 2015 Outside Director of Eisai Co., Ltd. (Retired in June 2018)</p> <p>March 2019 Representative Director, Chairman and President of Mitsubishi Pencil Co., Ltd.</p> <p>March 2020 Representative Director, Chairman of Mitsubishi Pencil Co., Ltd. (to the present)</p> <p>June 2020 Outside Audit & Supervisory Board Member of FUJI KYUKO CO., LTD. (to the present)</p> <p>June 2023 Outside Director, Member of the Board of the Company (to the present)</p> <p>Significant concurrent positions outside the Company</p> <p>Representative Director and Chairman of Mitsubishi Pencil Co., Ltd., Outside Audit & Supervisory Board Member of FUJI KYUKO CO., LTD.</p> <p>Reasons for nomination as candidate for Outside Director and outline of expected role</p> <p>Mr. Eiichiro Suhara has demonstrated excellent management skills for many years at Mitsubishi Pencil Co., Ltd. and has played an important role in that company's continued growth and enhancement of its corporate value. Since assuming the role of Director of the Company in June 2023, he has made extremely useful comments and recommendations on the Company's overall management, as needed, at the Board of Directors meetings from an objective and multifaceted perspective based on his abundant experiences and extensive insight, and has greatly contributed to revitalizing discussions and improving the effectiveness of the Board of Directors. In addition, as a member of the Nomination Committee and Remuneration Committee, he has contributed to discussions aimed at improving the transparency and effectiveness of the process of selecting directors and discussions regarding the review of the process of determining directors' remuneration. Based on the above, the Company has nominated him as a candidate for Outside Director in the hope that he will continue to provide advice and supervision on the Company's overall management.</p> <p>Other matters regarding candidate for Outside Director</p> <ol style="list-style-type: none"> 1. Mr. Eiichiro Suhara is a candidate for Outside Director. 2. Mr. Eiichiro Suhara is currently an Outside Director, Member of the Board of the Company, and at the conclusion of this Meeting, his tenure as Outside Director, Member of the Board will have been two (2) years. 3. Mr. Eiichiro Suhara satisfies the requirements of the Company's Independence Criteria for Outside Officers (page 17). The Company has designated him as Independent Officer under the provisions of the Tokyo Stock Exchange, and registered him as such with the Stock Exchange. When his reappointment is approved, he is to continue to be an Independent Officer. Also, he serves as Representative Director, Chairman of Mitsubishi Pencil Co., Ltd. There are no special relationships between the Group and said company's group. 4. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has concluded an agreement for limitation of liability with Mr. Eiichiro Suhara to limit his liability for damages under Article 423, paragraph (1) of the said Act to the minimum amount of liability stipulated in Article 425, paragraph (1) of the said Act. When his reappointment is approved, the Company intends to continue the agreement with him.

No. 5	<div> <div> <div>Kako Kurasawa</div> <div>Date of birth: December 29, 1963</div> </div> <div> <div>Number of the Company's shares owned</div> <div>0</div> </div> <div> <div>Number of Board of Directors meetings attended</div> <div>- / - (-%)</div> </div> </div>
<div> <div>[Newly appointed]</div> <div>[Outside]</div> <div>[Independent]</div> </div> <div> <div>Special Interest in the Company</div> <div>None</div> </div>	<div> <div>Career summary, position and areas of responsibility in the Company</div> <div> <div>April 1986</div> <div>Joined Komatsu Ltd.</div> </div> <div> <div>April 2009</div> <div>General Manager of CSR Division of Komatsu Ltd.</div> </div> <div> <div>April 2019</div> <div>Councilor of Foundation for Advanced Studies on International Development (FASID) (to the present)</div> </div> <div> <div>April 2021</div> <div>Deputy General Manager of Sustainability Promotion Division and General Manager of CSR Division of Komatsu Ltd.</div> </div> <div> <div>September 2022</div> <div>Principal of Sustainability Division, Corporate Planning Department of Tokio Marine Holdings, Inc.</div> </div> <div> <div>June 2023</div> <div>Outside Director of MAX Co., Ltd. (to the present)</div> </div> <div> <div>April 2024</div> <div>In business (sole proprietor) as a sustainability and global human resources development consultant (to the present)</div> </div> </div> <div> <div>Significant concurrent positions outside the Company</div> <div>Councilor of Foundation for Advanced Studies on International Development (FASID), Outside Director of MAX Co., Ltd.</div> </div> <div> <div>Reasons for nomination as candidate for Outside Director and outline of expected role</div> <div>Ms. Kako Kurasawa has been engaged in sustainability-related duties and other work at Komatsu Ltd., the Foundation for Advanced Studies on International Development, and Tokio Marine Holdings, Inc. for many years, contributing to the formulation and implementation of corporate strategies aimed at sustainable growth from a global perspective. With her objective and multifaceted perspective based on her abundant experiences and extensive insight, she is expected to contribute to revitalizing discussions and improving the effectiveness of the Board of Directors. In addition, on assumption of the position of Director, as a member of the Nomination Committee and Remuneration Committee, she is expected to contribute to discussions aimed at improving the transparency and effectiveness of the process of selecting directors and discussions regarding the review of the process of determining directors' remuneration. Based on the above, the Company judges that she will appropriately carry out her duties as an Outside Director and has therefore nominated her as a new candidate for Outside Director in the hope that she will provide advice and supervision on the Company's overall management.</div> </div> <div> <div>Other matters regarding candidate for Outside Director</div> <div> <ol style="list-style-type: none"> Ms. Kako Kurasawa's name on her family register is Kako Kuroda. Ms. Kako Kurasawa is a newly appointed candidate for Director, Member of the Board. Ms. Kako Kurasawa is a candidate for Outside Director, Member of the Board. Ms. Kako Kurasawa satisfies the requirements of the Company's Independence Criteria for Outside Officers (page 17). When her election is approved, the Company intends to register her as Independent Officer under the provisions of the Tokyo Stock Exchange. She also serves as a Councilor of Foundation for Advanced Studies on International Development, but there are no special relationships between the Group and said foundation. When the election of Ms. Kako Kurasawa is approved, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company intends to conclude an agreement for limitation of liability with her to limit her liability for damages under Article 423, paragraph (1) of the said Act to the minimum amount of liability stipulated in Article 425, paragraph (1) of the said Act. </div> </div>

[Special note regarding all candidates for Directors]

The Company has entered into a directors and officers liability insurance policy with an insurance company to cover damages incurred by the insured as a result of assuming responsibility for the performance of their duties, and litigation expenses incurred as a result of receiving claims related to the pursuit of such responsibility. Among the candidates for Director in this proposal, those candidates for reelection are already insureds under the policy, and will continue to be such after their election. Moreover, the candidates for new election will become insureds after their election. The term of the directors and officers liability insurance policy is one year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.

Proposal 4: Election of Three (3) Directors Who Are Audit and Supervisory Committee Members

The terms of office of all three (3) Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this Meeting.

Accordingly, the Company proposes the election of three (3) Directors who are Audit and Supervisory Committee Members.

Prior consent to this proposal has been obtained from the Audit and Supervisory Committee.

The candidates for Directors who are Audit and Supervisory Committee Members are as follows:

No.	Name	Position and areas of responsibility in the Company	Attributes of candidate
1	Hiroto Abe	Outside Director, Member of the Board (Member of the Audit and Supervisory Committee)	[Reappointment] [Outside] [Independent]
2	Natsuyo Hara		[Newly appointed] [Outside] [Independent]
3	Akihiko Yamaguchi	Director, Member of the Board (Full-time Member of the Audit and Supervisory Committee)	[Reappointment]

[Reappointment]

[Newly appointed]

[Outside]

[Independent]

Candidate to be reappointed as Director

Candidate to be newly appointed as Director

Candidate for Outside Director

Independent Officer under the provisions of the Tokyo Stock Exchange

No. 1	Hiroto mo Abe	Date of birth: November 1, 1957	Number of the Company’s shares owned Number of Board of Directors meetings attended Number of Audit and Supervisory Committee meetings attended	0 13/13 (100%) 14/14 (100%)
[Reappointment] [Outside] [Independent]	Career summary, position and areas of responsibility in the Company			
Special Interest in the Company None	April	1980	Joined MITSUI & CO., LTD.	
	September	1988	Manager of Legal Department of MITSUI & CO. (BRASIL) S.A	
	April	1992	Assistant General Manager of Legal Department of MITSUI & CO. (U.S.A.), INC.	
	October	2002	General Manager of Legal Department of MITSUI & CO. EUROPE PLC	
	May	2005	General Counsel & Chief Compliance Officer of Europe, Africa and the Middle East Business Unit of MITSUI & CO., LTD. (retired in March 2009)	
	April	2009	Professor, Faculty of Law of Meijigakuin University (retired in March 2011)	
	April	2011	Professor, Graduate School of Law of Hitotsubashi University	
	June	2019	Outside Director, Member of the Board (Audit and Supervisory Committee Member) of the Company (to the present)	
	April	2021	Professor Emeritus of Hitotsubashi University (to the present)	
	April	2021	Professor, Business School, Nagoya University of Commerce and Business (to the present)	
March	2022	Outside Director (Audit and Supervisory Committee Member) of Outsourcing Inc. (to the present)		
Significant concurrent positions outside the Company				
Professor, Business School, Nagoya University of Commerce and Business, Outside Director (Audit and Supervisory Committee Member) of Outsourcing Inc.				
[Reasons for nomination as candidate for Outside Director who is an Audit and Supervisory Committee Member and outline of expected role]				
Mr. Hiroto mo Abe has an abundant experience working overseas at a general trading company, as well as specialist knowledge based on research in the legal field at graduate schools and experience as a professor, etc. From these professional perspectives, he actively speaks out on the Company’s overall management, and has greatly contributed to revitalizing discussions and improving the effectiveness of the Board of Directors. In addition, as the Chair of the Remuneration Committee and a member of the Nomination Committee, he has contributed to discussions to examine the determination process of Director’s remuneration, and discussions aimed at improving the transparency and effectiveness of the process of selecting directors. Based on the above, the Company judges that he will continue to audit and supervise the Company’s overall management from a fair and neutral third-party perspective as an Outside Director and has therefore nominated him as a candidate for Outside Director who is an Audit and Supervisory Committee Member.				

	<p>Other matters regarding candidate for Outside Director</p> <ol style="list-style-type: none"> 1. Mr. Hirotomo Abe is a candidate for Outside Director. 2. Outsourcing Inc., where Mr. Hirotomo Abe has been serving as an Outside Director since March 2022, has disclosed an investigative report from an external investigation committee concerning doubts relating to the application procedures for employment adjustment subsidies in Outsourcing Inc. and five of its consolidated subsidiaries in November 2023. The investigative report revealed that Outsourcing Inc. and its five consolidated subsidiaries engaged in the fraudulent receipt of employment adjustment subsidies. This led to the correction of the annual securities reports and consolidated financial results for previous fiscal years. This incident originated before Mr. Hirotomo Abe assumed the role of Outside Director, and he was unaware of the facts until they came to light. However, since becoming an Outside Director of Outsourcing Inc. in March 2022, he has worked toward strengthening internal controls, including improvement of the internal reporting system and enhancing compliance. After these incidents were discovered, he actively participated in formulating measures to prevent recurrence based on the findings of the external investigation committee. Additionally, in November 2023, he was appointed as the chair of the governance committee aimed at rebuilding a healthy corporate culture and strengthening internal controls, and he delivered the improvement report to the Board of Directors of Outsourcing Inc., fulfilling his responsibilities as Outside Director of that company. 3. Mr. Hirotomo Abe is currently an Outside Director, Member of the Board of the Company, and at the conclusion of this Meeting, his tenure as Outside Director, Member of the Board will have been six (6) years. He is scheduled to assume the position of Outside Director of the Board (Audit and Supervisory Committee Member) of ISUZU MOTORS LIMITED in June 2025. 4. Mr. Hirotomo Abe satisfies the requirements of the Company's Independence Criteria for Outside Officers (page 17). The Company has designated him as Independent Officer under the provisions of the Tokyo Stock Exchange, and registered him as such with the Stock Exchange. When his reappointment is approved, he is to continue to be an Independent Officer. Also, he is a professor at the Business School at Nagoya University of Commerce and Business. However, there are no special relationships between the Group and said school. 5. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has concluded an agreement for limitation of liability with Mr. Hirotomo Abe to limit his liability for damages under Article 423, paragraph (1) of the said Act to the minimum amount of liability stipulated in Article 425, paragraph (1) of the said Act. When his reappointment is approved, the Company intends to continue the agreement with him.
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No. 2	<div> <div>Natsuyo Hara</div> <div>Date of birth: July 6, 1966</div> <div> Number of the Company's shares owned 0 Number of Board of Directors meetings attended – / – (–%) Number of Audit and Supervisory Committee meetings attended – / – (–%) </div> </div>
<div> [Newly appointed] [Outside] [Independent] </div> <div> Special Interest in the Company None </div>	<p>Career summary, position and areas of responsibility in the Company</p> <p>April 1989 Joined The Saitama Bank, Ltd. (currently Saitama Resona Bank, Limited)</p> <p>October 1995 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>April 2000 Registered as a Certified Public Accountant</p> <p>July 2018 General Manager of the Office of the Chairperson of the Board of Deloitte Tohmatsu Group and Deloitte Touche Tohmatsu LLC</p> <p>June 2019 D&I Leader of Deloitte Tohmatsu Group</p> <p>July 2019 Partner of Deloitte Touche Tohmatsu LLC (Deloitte Tohmatsu Group) (scheduled to retire in May 2025)</p> <p>April 2020 Audit & Assurance Talent Leader of Deloitte Asia Pacific Limited (scheduled to retire in May 2025)</p> <p>Significant concurrent positions outside the Company None.</p> <p>[Reasons for nomination as candidate for Outside Director who is an Audit and Supervisory Committee Member and outline of expected role] Ms. Natsuyo Hara has expertise regarding finance and accounting gained as a Certified Public Accountant and abundant auditing experience. She is expected to actively speak out on the Company's overall management from these professional perspectives, and contribute to revitalizing discussions and improving the effectiveness of the Board of Directors. In addition, on assumption of the position of Director who is an Audit and Supervisory Committee Member, as a member of the Nomination Committee and Remuneration Committee, she is expected to contribute to discussions aimed at improving the transparency and effectiveness of the process of selecting directors and discussions regarding the review of the process of determining directors' remuneration. Based on the above, the Company judges that she will audit and supervise the Company's overall management from a fair and neutral third-party perspective as an Outside Director and has therefore nominated her as a new candidate for Outside Director who is an Audit and Supervisory Committee Member.</p> <p>Other matters regarding candidate for Outside Director</p> <ol style="list-style-type: none"> Ms. Natsuyo Hara is a new candidate for Director who is an Audit and Supervisory Committee Member. Ms. Natsuyo Hara is a candidate for Outside Director. In June 2025, she is scheduled to assume the positions of Outside Director (Audit and Supervisory Committee Member) of LIFENET INSURANCE COMPANY and Audit & Supervisory Board Member of TOMY Company, Ltd., as well as establishing the Natsuyo Hara CPA Office and registering as a tax accountant. Ms. Natsuyo Hara satisfies the requirements of the Company's Independence Criteria for Outside Officers (page 17). When her election is approved, the Company intends to register her as Independent Officer under the provisions of the Tokyo Stock Exchange. When the election of Ms. Natsuyo Hara is approved, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company intends to conclude an agreement for limitation of liability with her to limit her liability for damages under Article 423, paragraph (1) of the said Act to the minimum amount of liability stipulated in Article 425, paragraph (1) of the said Act.

No. 3	<div><div>Akihiko Yamaguchi</div><div>Date of birth: January 28, 1961</div></div> <div><div>Number of the Company’s shares owned</div><div>3,000</div></div> <div><div>Number of Board of Directors meetings attended</div><div>13/13 (100%)</div></div> <div><div>Number of Audit and Supervisory Committee meetings attended</div><div>14/14 (100%)</div></div>
[Reappointment]	<div><div>Career summary, position and areas of responsibility in the Company</div><div><div>April1979</div><div>Joined the Company</div></div><div><div>April2011</div><div>General Manager of Sales Administration Division of Global Marketing Headquarters of the Company</div></div><div><div>April2012</div><div>General Manager of Sales Planning & Administration Department of Global Marketing Headquarters of the Company</div></div><div><div>October2019</div><div>General Manager of BPR Planning & Promotion Department of Global Marketing Headquarters of the Company</div></div><div><div>June2021</div><div>Director, Member of the Board (Full-time Audit and Supervisory Committee Member) of the Company (to the present)</div></div></div>
Special Interest in the Company None	<div><div>Significant concurrent positions outside the Company</div><div>None.</div></div> <div><div>[Reasons for nomination as candidate for Director who is an Audit and Supervisory Committee Member]</div><div>Since joining the Company, Mr. Akihiko Yamaguchi has been engaged in sales management operations for many years, and has experience in internal control and company-wide management reform projects, mainly at Group companies, which he is using to strengthen the management foundations of the Company as a Director who is an Audit and Supervisory Committee Member. In consideration of those abundant experiences and achievements, the Company newly nominated him as a candidate for Director who is an Audit and Supervisory Committee Member, believing that he would be able to appropriately perform audit and supervise functions on important matters of general management of the Company.</div></div> <div><div>[Other matters regarding candidate for Director]</div><div>Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has concluded an agreement for limitation of liability with Mr. Akihiko Yamaguchi to limit his liability for damages under Article 423, paragraph (1) of the said Act to the minimum amount of liability stipulated in Article 425, paragraph (1) of the said Act. When his reappointment is approved, the Company intends to continue the agreement with him.</div></div>

[Special note regarding all candidates for Directors who are Audit and Supervisory Committee Members]

The Company has entered into a directors and officers liability insurance policy with an insurance company to cover damages incurred by the insured as a result of assuming responsibility for the performance of their duties, and litigation expenses incurred as a result of receiving claims related to the pursuit of such responsibility. Among the candidates for Director who is an Audit and Supervisory Committee Member in this proposal, those candidates for reelection are already insureds under the policy, and will continue to be such after their election. Moreover, the candidate for new election will become an insured after their election. The term of the directors and officers liability insurance policy is one year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.

Proposal 5: Election of One (1) Substitute Director Who Is an Audit and Supervisory Committee Member

The appointment of Mr. Kunimitsu Ijuin, who was elected as a Substitute Director who is an Audit and Supervisory Committee Member at the 68th Ordinary General Meeting of Shareholders on June 27, 2024, is effective until the commencement of this General Meeting of Shareholders, and therefore the Company proposes the election of one (1) Substitute Director who is an Audit and Supervisory Committee Member as a contingency against an insufficient number of Directors who are Audit and Supervisory Committee Members provided for by laws and regulations.

The effectiveness of this election may be nullified, only prior to the Substitute Director's assumption of the position, by resolution of the Board of Directors with the consent of the Audit and Supervisory Committee.

Prior consent to this proposal has been obtained from the Audit and Supervisory Committee.

The candidate for Substitute Director who is an Audit and Supervisory Committee Member is as follows:

Candidate	<div> <div>Kunimitsu Ijuin</div> <div> Date of birth: January 25, 1964 Number of the Company's shares owned 0 </div> </div>			
<div> [Candidate for Substitute Outside Director who is an Audit and Supervisory Committee Member] Special Interest in the Company None </div>	Career summary October 1987 Joined Tohmatsu Awoki & Sanwa (currently Deloitte Touche Tohmatsu LLC) March 1991 Registered as a Certified Public Accountant July 2000 Manager of North China Region, Deloitte Beijing Office July 2006 Partner, Head of China Division in Headquarters of Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) July 2011 Partner of Deloitte Touche Tohmatsu LLC (retired in July 2020) July 2020 Certified Public Accountant of Ijuin CPA Office (to the present) January 2023 Joined SUZETTE HOLDINGS Co., Ltd. February 2023 General Manager of Accounting and Information Systems Division of SUZETTE HOLDINGS Co., Ltd. (retired in January 2024)			
	Significant concurrent positions outside the Company Certified Public Accountant of Ijuin CPA Office Reasons for nomination as candidate for Substitute Outside Director who is an Audit and Supervisory Committee Member and outline of expected role Mr. Kunimitsu Ijuin has expertise in finance and accounting gained as a Certified Public Accountant and through abundant auditing experience. In addition, he has many years of experience in China-related corporate support services. He is expected to actively speak out on the Company's overall management from these professional perspectives, and contribute to revitalizing discussions and improving the effectiveness of the Board of Directors. In addition, on assumption of the position of Director who is an Audit and Supervisory Committee Member, as a member of the Nomination Committee and Remuneration Committee, he is expected to contribute to discussions aimed at improving the transparency and effectiveness of the process of selecting directors and discussions regarding the review of the process of determining directors' remuneration. Based on the above, the Company judges that he would be able to audit and supervise the Company's overall management from a fair and neutral third-party perspective as an Outside Director and has therefore nominated him as a candidate for Substitute Outside Director who is an Audit and Supervisory Committee Member. Other matters regarding candidate for Substitute Outside Director 1. Mr. Kunimitsu Ijuin is a candidate for Substitute Outside Director. 2. Mr. Kunimitsu Ijuin satisfies the requirements of the Company's Independence Criteria for Outside Officers (page 17). When he assumes the position of Director who is an Audit and Supervisory Committee Member, the Company intends to designate and register him as Independent Officer under the provisions of the Tokyo Stock Exchange. He is an executive of Ijuin CPA Office. However, there are no special relationships between the Group and said office. In addition, he was a General Manager of Accounting and Information Systems Division of SUZETTE HOLDINGS Co., Ltd. However, there are no special relationships between the Group and said company. 3. When Mr. Kunimitsu Ijuin assumes the position of Director who is an Audit and Supervisory Committee Member, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company intends to conclude an agreement for limitation of liability with him to limit his liability for damages under Article 423, paragraph (1) of the said Act to the minimum amount of liability stipulated in Article 425, paragraph (1) of the said Act.			

[Special note regarding candidate for Substitute Director who is an Audit and Supervisory Committee Member]

The Company has entered into a directors and officers liability insurance policy with an insurance company to cover damages incurred by the insured as a result of assuming responsibility for the performance of their duties, and litigation expenses incurred as a result of receiving claims related to the pursuit of such responsibility. When Mr. Kunimitsu Ijuin assumes the position of Director who is an Audit and Supervisory Committee Member, he will be included as an insured under the policy.

<Reference 1> Independence Criteria for Outside Officers

The Company determines that an outside officer is independent if he or she does not fall under any of the following categories.

1. A person who does not fulfill the qualification requirements for outside directors and outside supervisory auditors as stipulated by the Companies Act.
2. Major business partner of the Company and its group companies, or an executive thereof (an executive refers to an executive director, executive officer, and important employee such as a corporate officer; hereinafter, the same)
3. A party whose major business partner is the Company and its group companies, or an executive thereof.
4. A party which is a major shareholder of the Company, or an executive of a major shareholder of the Company.
5. An executive of a company of which the Company or a group company is a major shareholder.
6. A certified public accountant or a person who belongs to an audit firm that serves as the accounting auditor of the Company and its group companies.
7. A consultant, accounting professional, or legal professional receiving a significant amount of monetary consideration or other property from the Company and its group companies besides officer remuneration (if the entity receiving such property is a corporation, association or other form of organization, this refers to an individual who belongs to such organization [an officer or an important employee; hereinafter, the same]).
8. A person who belongs to an organization receiving a large amount of donations from the Company and from its group companies.
9. An executive at a company at which an executive of the Company or of a group company of the Company serves as an officer.
10. A person to whom any of Items 2 through 9 above apply during the three-year period prior to assuming the position.
11. A relative of a person to whom any of Items 2 through 10 above apply (a spouse or a relative within the second degree of kinship).

<Reference 2> Composition of the Board of Directors

If Proposal 3 and Proposal 4 are approved and adopted as originally proposed, the composition of the Board of Directors will be as follows:

Name		Position and areas of responsibility after the general meeting (Scheduled)	Gender	Nomination Committee (Scheduled)	Remuneration Committee (Scheduled)	Expertise and experience (skills matrix)							
						Corporate management	Global	Finance and accounting	Governance and risk management	Innovation and marketing	Technology and R&D	Human resources development	Sustainability and ESG
Directors	Kazuhiro Kashio	Director and Chairman	Male	●	●	●	●		●	●	●		
	Shin Takano	Representative Director, President and CEO	Male	●	●	●	●	●	●				
	Seiji Tamura	Director, Member of the Board, Executive Officer	Male					●	●				●
	Eiichiro Suhara	Outside Director, Member of the Board	Male	●	●	●	●		●	●	●		
	Kako Kurasawa	Outside Director, Member of the Board	Female	●	●				●			●	●
Audit and Supervisory Committee Members	Hiroto Abe	Outside Director, Member of the Board (Member of the Audit and Supervisory Committee) Chair of Audit and Supervisory Committee	Male	● Chair	●		●		●				●
	Natsuyo Hara	Outside Director, Member of the Board (Member of the Audit and Supervisory Committee)	Female	●	● Chair		●	●	●				
	Akihiko Yamaguchi	Director, Member of the Board (Full-time Member of the Audit and Supervisory Committee)	Male				●		●				

The above list does not represent all the expertise and experience possessed by each person.