

What are the foundations of Casio's value creation?

What are Casio's guidelines for strengthening corporate governance?

What are Casio's key initiatives in nonfinancial areas?





Part 03

Foundations for Value Creation

We are working for swift decision-making, appropriate execution of business, and improved management soundness and transparency to combine corporate growth with the realization of a sustainable global society.

In April 2023, Casio introduced a new management structure to promote organizational reform with the objective of achieving medium- to long-term increase in corporate value. The new structure will further strengthen the oversight functions of the Board of Directors and promote speedier and more effective execution of business in order to respond rapidly to change and manage the associated risk appropriately.

On the environmental front, we are working toward the building of a recycling society by addressing the core issues of realizing a decarbonized society, building a recycling society, and living in harmony with nature.



The essence of transformation, as pursued by Casio

Strengthening employee-driven organizational management

OZAKI Motoki

Outside Director
Chair of the Nomination Committee,
Member of the Compensation Committee



In light of environmental changes, preparing for the next era under a new structure

During the four years since I became an outside director in 2019, I have monitored whether management supervision and execution are properly separated and functioning respectively in the interest of stronger governance, discussed next-generation development and the next president as chair of the Nomination Committee, and reviewed the director compensation system as a member of the Compensation Committee.

These past four years have been truly eventful with the pandemic, the growing debate on balancing environmental and economic concerns, and geopolitical shifts away from an American hegemony as shown in the war in Ukraine. With these and other factors, Casio's business has found itself in a commensurately difficult situation. When I first became an outside director, I remember feeling that Casio was just at the right time for a generational shift from the founding generation to the next. Then, amid these four years of uncertainty about the future, there was a growing sense of alarm about what to do going forward, leading to a great deal of momentum to prepare for a new era under a new structure.

Accelerating business execution and strengthening risk management

Under the new management structure launched in April 2023, Casio will enhance corporate value by strengthening business execution and management supervision. The

emphasis with respect to business execution is accelerating decision-making. This business environment is changing at breakneck speed, meaning that to swiftly adapt to changes it is necessary to accelerate the unification and centralization of business execution more than ever. Over the past four years, Casio has focused on standardizing operations and strengthening cross-organizational functions, but these efforts have not been sufficient. We will continue to monitor the status of building such a matrix organization.

In terms of supervision, Casio is further strengthening risk management. Aggressively engaging in new businesses and global businesses in order to create future business pillars creates increasing risks commensurately. We will monitor closely how Casio should proceed with the management of these risks, including the path to Casio's ideal state for the future of its business execution.

While speedy business execution and risk management have traditionally been carried out by founders and founding members in a top-down fashion and harmonized at the highest levels, from now on these responsibilities will fall on the organization. In order for management to function in an organization, it is essential for employees to have the spirit and initiative to follow the right path, and it is also necessary to have an open corporate culture where people can freely express their opinions. If the Company and its employees can change in accordance with changes in the business environment while inheriting and respecting Casio's core culture, this will become a new weapon at the Company's disposal.

Continuously polishing plans, guided by the core policies

Currently, Casio's biggest management challenge is building what could become a clear pillar to support the Company going forward, both in its core and new businesses. The Company must determine how it can further strengthen its core businesses and establish new businesses in the midst of a drastically changing business environment. Furthermore, it must answer the question of how to run these two types of businesses in harmony to drive the Company forward. To solve such issues, under the new management structure, Casio devised and announced its Basic Policies for 2030 Goal Achievement as a medium- to long-term guideline, as well as a medium-term management plan through the fiscal year ending March 31, 2026. This new plan is backcasted from these policies and guideline, based on the policy to create new value sources originating in user needs and grow unrivaled, one-of-a-kind brands.

Measures are still being discussed under the core policies, but the important thing here, given that Casio finds itself in an era of such drastic change, is to maintain the Company's core direction and vision while polishing details and rolling out plans according to the situation. Specifically, how will Casio proceed toward 2030 as area strategies and brand positioning change from moment to moment? What constitutes a business that is uniquely Casio amid the need to change not only its manufacturing but also its business model itself? To consider this is to consider the very essence of corporate activities. As an outside director, I will monitor and support efforts to adapt to changes.

For uniquely Casio diversity and sustainability

Casio has traditionally focused on a pay-per-product, hardware-centric business. However, going forward it must explore a shift to recurring businesses in which hardware and services are provided as a package and charged on a subscription basis.

Accordingly, the Company needs to develop human resources who can expand its recurring business worldwide

in the years to come. Casio must take a hard look at how it can design services that will appeal to people around the world, but no matter how diligent the brainstorming, there may be cases where it is difficult to do so from a purely Japanese mindset. Therefore, I believe it is necessary to hire a diverse workforce, both from Japan and overseas, and have everyone work together to create world-class services. These efforts will embody the kind of diversity that is uniquely Casio.

Sustainability is also an area of extreme importance. In this area, Casio needs to interact with international organizations and gather information to monitor developments in international standards. Based on this information, Casio should think about how it can demonstrate its presence as a Japanese company, and create a standard that is unique to the Company.

Exploring skills matrix enhancement

The Board of Directors had previously consisted of three outside directors, with a fourth outside director newly joining in June 2023. I feel that the current Board of Directors is functioning very well, partly thanks to active comments from its outside directors. There is also smooth provision of information to outside directors, with presentation meetings held in advance of Board meetings, as well as detailed lectures on items discussed at the Management Meeting. The information obtained here is very useful for monitoring.

In terms of enhancing Casio's matrix-style management, it will be necessary to strengthen the organization's marketing function. In addition, global risk management as mentioned earlier, as well as addressing environmental issues and insights in the digital and IT fields, will also be required. I look forward to continuing our discussions at the Board of Directors on how to increase the number of highly specialized personnel in these areas.

With these ideas in mind, I will act as an outside director to enhance the corporate value of Casio.



SUHARA Eiichiro
Outside Director
Member of the Nomination
Committee, Member of
the Compensation Committee

Building on strengths and managing from a long-term perspective

On assuming the position of outside director, I learned about the path taken by Casio so far by reading a book written by the founders, among other materials. It is my hope that Casio will further its evolution utilizing these foundations.

As a new outside director, I am committed to contributing to greater diversity and effectiveness of the Board of Directors and, as a result, to increasing shareholder value.

I am particularly interested in focusing on Casio's

strengths and hope to help with its management from a long-term perspective. While it is natural to correct shortcomings, from the perspective of establishing competitive advantage, it is an important management issue to focus on and enhance the strengths that should be the source of competitiveness, which in turn will increase shareholder value.

Especially in the manufacturing industry, which has a long value-add chain from research and development to manufacturing and sales, it is difficult to achieve results in a short period of time, meaning that efforts are necessary over the long term.

In the *World's Most Trustworthy Companies 2023* published by U.S.-based magazine *Newsweek*, Casio ranked 16th within the consumer goods industry category. It was also the third Japanese company in this category. To me, this was proof of the magnitude of appreciation and expectations placed on Casio by consumers around the world. I hope that everyone at Casio will live up to these expectations with great pride and strive to create new value.



ABE Hirotomo
Outside Director
Audit & Supervisory
Committee Member,
Member of the Nomination
Committee, Chair of
the Compensation Committee

Toward proper operation of the director compensation system and improved effectiveness of the Board of Directors

Sharing value with shareholders through a revised compensation system

An appropriate director compensation system serves as an incentive to carry out their responsibilities toward medium- and long-term corporate growth. Director compensation systems have also been positioned as an important element of corporate governance. Japan's Corporate Governance Code, as revised in June 2021, also requires corporate compensation committees to establish a compensation system in accordance with their own compensation policy and to properly operate this system. At Casio, the Compensation Committee met in June 2023 to discuss compensation incentives that incentivize a healthy entrepreneurial spirit. So that Casio's directors

further share value with shareholders, we have decided to implement a policy in which performance evaluation will be conducted not only based on financial aspects but also on non-financial evaluation indicators for the purpose of determining individual director bonuses, and in which this will be reflected in their compensation. Non-financial evaluation indicators specifically refer to Casio's sustainability disclosures, including its contribution to the environment and contribution to measures for effective use of human capital. Through these revisions to the compensation system and the stock compensation system already in place, we expect that incentives for sustainability management will function appropriately, while ensuring that directors share value with shareholders.

Ensuring diversity at the Board of Directors

The revised Corporate Governance Code calls for greater diversity in the membership of the Board of Directors. Specifically, the Board of Directors "should be well balanced in knowledge, experience, and skills in order to fulfill its roles and responsibilities, and it should be constituted in a manner to achieve both diversity, including gender, international experience, work experience and age, and appropriate size." On the other hand, it is also important that the composition of the Board of Directors be appropriately managed, taking into account the circumstances of each company. Use of the term "diversity" tends to emphasize representation in terms of gender and nationality.

However, prioritization should lean toward identifying the skills and other expertise that the Board of Directors should have in light of its business strategies. In other words, a priority issue is to have “a view on the appropriate balance between knowledge, experience, and skills of the board as a whole and also on diversity and appropriate board size”



YAMAGISHI Toshiyuki
Executive Officer,
Member of the Board,
Responsible for Corporate
Governance Strategy

Maximizing the functions of the Board of Directors and continuously enhancing corporate value

Enhancing corporate governance is the foundation of enhancing corporate value.

To meet the expectations of stakeholders by continuously increasing corporate value, Casio recognizes that it is crucially important not only to ensure swift decision-making and proper performance of duties, but also to strengthen management oversight functions in order to enhance management soundness and transparency. We are accordingly pursuing a range of initiatives to strengthen and enhance corporate governance.

In Casio's 2022 Integrated Report, I stated that in corporate governance it is of utmost importance to vitalize the functions of the Board of Directors. Ahead of Casio's meetings of the Board of Directors, members receive sufficient presentations, including background information on agenda items, to facilitate substantive discussions. Based on the results from the previous annual evaluation of the effectiveness of the Board of Directors, in the fiscal year ending March 31, 2024, we have been working to strengthen effective supervision on the business execution side through discussions from a medium- to long-term and strategic perspective and by checking the progress of the medium-term management plan. Recently, we have had a wide range of constructive discussions on important and high-profile topics, such as ways to achieve management that is conscious of cost of capital and stock price, strategies for human capital investment, and policies for determining director compensation.

(Supplementary Principle 4.11.1). In that sense, the Company will explore adding new items to its skill matrix going forward, including IT, DX, and the utilization of human capital, while considering measures to enhance the effectiveness of the Board of Directors.

In addition, it is important to consider the composition of the Board of Directors in order to enhance its functions. To this end, Casio has added one new outside director in June 2023 in emphasizing the process of lively discussions among directors with various values and different expertise. We will continue to review the skills matrix while taking into account the Company's particular business traits and future vision and discussing from a medium- to long-term perspective what kind of composition the Board of Directors should have so that the Board can autonomously and consistently fulfill its supervisory function.

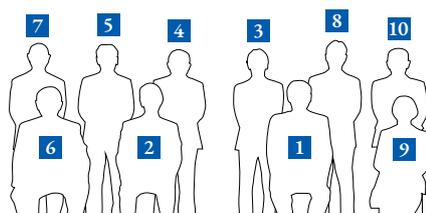
Furthermore, in April 2023, the Company transitioned to a new management structure that further promotes the separation of supervisory and executive functions in order to ensure improved performance while responding rapidly to risks that affect its business.

Appropriate risk response

The Company's business environment is in a state of profound and daily change, driven by factors such as the pandemic and global political and economic circumstances. To rapidly adapt to this change and develop an environment that supports appropriate risk-taking, it is necessary to strengthen Casio's resilience. This resilience will be based on thorough risk management and an “R-PDCA” management cycle that adds Research to Plan, Do, Check, and Act, and is capable of detecting issues early, sharing information, and carrying out agile and rapid response to risks. To evolve its risk management, Casio updated its internal control system in 2020 to strengthen its risk management system. Furthermore, the Board of Directors now discusses risks affecting the Company from various perspectives, including compliance, geopolitics, and information security, in a comprehensive manner.

Strengthening and enhancing corporate governance is, in my opinion, vitally important. In order to put in place the optimal corporate governance system for our stakeholders and society, I will continue with constant review, updating the system in response to changing conditions.

Directors



1 KASHIO Kazuhiro

Representative Director, Chairman of the Board

- Apr. 1991** Joined Casio Computer Co., Ltd.
- Jul. 2007** Executive Officer, Deputy Senior General Manager of Corporate Management Division
- Jun. 2011** Executive Officer, Member of the Board, Senior General Manager of Digital Imaging Division
- Apr. 2013** Executive Officer, Member of the Board, Senior General Manager of Emerging Business Headquarters
- Oct. 2013** Executive Officer, Member of the Board, Head of Consumer and System Product, Senior General Manager of Emerging Business Headquarters
- May 2014** Director, Senior Executive Managing Officer, Senior General Manager of Business Headquarters of Consumer Product and System Solution
- Jun. 2015** President and COO
- Apr. 2021** Representative Director, President and CEO
- Apr. 2023** Representative Director and Chairman of the Company (to the present)

2 MASUDA Yuichi

Representative Director, Chairman of the Board

- Apr. 1978** Joined Casio Computer Co., Ltd.
- Jun. 2006** Executive Officer, Senior General Manager of Timepiece Product Development Headquarters of the Company
- Apr. 2009** Executive Officer, Senior General Manager of Timepiece Product Company
- Jun. 2009** Director, Member of the Board, Executive Officer, Manager of Timepiece Product Division of the Company
- May 2014** Director, Member of the Board, Senior Executive Managing Officer, Manager of Timepiece Product Division of the Company
- Jun. 2019** Senior Executive Managing Officer, Senior General Manager Headquarters, Senior General Manager of Timepiece Business Headquarters of the Company
- Apr. 2021** Senior Executive Managing Officer, Senior General Manager of the Company
- Apr. 2023** President, CEO, and CHRO of the Company
- Jun. 2023** Representative Director, President and CEO, and CHRO of the Company (to the present)

6 OZAKI Motoki

Outside Director, Member of the Board

- Apr. 1972** Joined Kao Soap Co., Ltd. (currently Kao Co., Ltd.)
- Jun. 2002** Director and Executive Officer, Kao Co., Ltd.
- Jun. 2004** Representative Director, President and Executive Officer, Kao Co., Ltd.
- Jun. 2012** Director and Chairman of the Board, Kao Co., Ltd. (retired March 2014)
- Jun. 2012** Director of the Kao Foundation for Arts & Sciences (retired March 2021)
- Mar. 2014** President, Association for Corporate Support of the Arts (retired March 2023)
- Jun. 2014** President, New National Theater Foundation (retired June 2022)
- Jun. 2015** Nomura Securities Co., Ltd. Outside Director
- Jun. 2016** Honda Motor Company Co., Ltd. Outside Director (retired June 2020)
- Apr. 2019** Outside Director (Member of the Audit and Supervisory Committee) of Nomura Securities Co., Ltd. (retired in June 2021)
- Jun. 2019** Casio Computer Co., Ltd. Outside Director (to the present)

7 SUHARA Eiichiro

Outside Director, Member of the Board

- Aug. 1974** Joined Mitsubishi Pencil Co., Ltd.
- Mar. 1980** Director of Mitsubishi Pencil Co., Ltd.
- Mar. 1982** Managing Director of Mitsubishi Pencil Co., Ltd.
- Mar. 1985** Director, Vice President of Mitsubishi Pencil Co., Ltd.
- Mar. 1987** Representative Director, President of Mitsubishi Pencil Co., Ltd.
- Jun. 2015** Outside Director of Eisai Co., Ltd. (retired in June 2018)
- Mar. 2019** Representative Director, Chairman and President of Mitsubishi Pencil Co., Ltd.
- Mar. 2020** Representative Director, Chairman of Mitsubishi Pencil Co., Ltd. (to the present)
- Jun. 2020** Outside Audit & Supervisory Board Member of FUJI KYUKO CO., LTD. (to the present)
- Jun. 2023** Casio Computer Co., Ltd. Outside Director (to the present)

8 ABE Hirotomo

Outside Director, Audit & Supervisory Committee Member

- Apr. 1980** Joined Mitsui & Co., Ltd.
- Sep. 1988** Manager of Legal Department, Mitsui & Co. (Brazil) S.A.
- Apr. 1992** Assistant General Manager of Legal Department, Mitsui & Co. (USA) Inc.
- Oct. 2002** General Manager of Legal Department, Mitsui & Co. (Europe) Plc
- May 2005** Europe, Africa, and Middle East Headquarters, General Counsel & Chief Compliance Officer, Mitsui & Co., Ltd. (retired March 2009)
- Apr. 2009** Professor of Law, Meiji Gakuin University (retired March 2011)
- Apr. 2011** Professor of Law, Hitotsubashi University Graduate School
- Jun. 2019** Outside Director, Audit & Supervisory Committee Member, Casio Computer Co., Ltd. (to the present)
- Apr. 2021** Emeritus Professor, Hitotsubashi University (to the present)
- Apr. 2021** Professor, Nagoya University of Commerce and Business, Graduate School of Management (to the present)
- Mar. 2022** Outside Director of OUTSOURCING Inc. (to the present)



3 TAKANO Shin

Director, Member of the Board

- Apr. 1984** Joined Casio Computer Co., Ltd.
- Nov. 2007** General Manager of Accounting Department
- Dec. 2009** Executive Officer, Senior General Manager of Finance Division
- Jun. 2015** Director, Executive Officer, Senior General Manager of Finance Division
- Apr. 2021** Director, Executive Managing Officer, and CFO (to the present)

4 KASHIO Tetsuo

Director, Member of the Board

- Apr. 1992** Joined Casio Computer Co., Ltd.
- Oct. 2004** Member of the Board, Casio Soft Co., Ltd.
- Feb. 2005** Member of the Board, Casio Information Services Co., Ltd.
- Jun. 2008** Executive Officer, CS General Manager of Global Marketing Headquarters, Casio Computer Co., Ltd.
- Jun. 2016** Senior Executive Officer, CS General Manager
- Apr. 2018** Senior Executive Officer, Senior General Manager of CS Headquarters
- Jun. 2019** Director, Executive Officer, Senior General Manager of CS Headquarters
- Apr. 2021** Director, Executive Managing Officer, Senior General Manager of CS Headquarters (to the present)

5 YAMAGISHI Toshiyuki

Director, Member of the Board

- Apr. 1985** Joined Casio Computer Co., Ltd.
- Apr. 2009** General Manager of Business Management Department, Corporate Management Division
- Dec. 2010** Executive Officer, Senior General Manager of Corporate Management Division
- Jun. 2013** Director, Senior General Manager of Corporate Management Division
- May 2014** Director, Executive Officer, Senior General Manager of Corporate Management Division
- Jan. 2018** Director, Executive Officer Responsible for Drastic Management Reform
- Apr. 2018** Director, Executive Officer, Senior General Manager of Corporate Management Division
- Oct. 2019** Director, Executive Officer Responsible for General Affairs, Public Relations, and Corporate Communications
- Jun. 2020** Director, Executive Officer Responsible for ESG Strategy
- Feb. 2022** Director, Executive Officer Responsible for Corporate Governance Strategy (to the present)

9 CHIBA Michiko

Outside Director, Audit & Supervisory Committee Member

- Apr. 1984** Joined Tokyo Metropolitan Government
- Oct. 1989** Joined Showa Ota & Co. (currently Ernst & Young ShinNihon LLC)
- Mar. 1993** Registered as Certified Public Accountant
- Jul. 2010** Senior Partner at Ernst & Young ShinNihon LLC
- Aug. 2013** Member of Governance Council of Ernst & Young ShinNihon LLC
- Feb. 2016** Deputy Chair of Governance Council of Ernst & Young ShinNihon LLC (retired August 2016)
- Sep. 2016** Established Chiba Certified Accountant Office (to the present)
- Jun. 2018** Audit & Supervisory Board member of Casio Computer Co., Ltd.
- Mar. 2019** Outside Audit & Supervisory Board Member, DIC Corporation (retired in March 2023)

- Jun. 2019** Outside Audit & Supervisory Board Member, TDK Corporation (retired in June 2023)
- Jun. 2019** Outside Director, Audit & Supervisory Committee Member, Casio Computer Co., Ltd. (to the present)
- Apr. 2022** Certified Public Accountants and Auditing Oversight Board Member, Financial Services Agency (to the present)
- Jun. 2022** Outside Director, Audit & Supervisory Committee Member of NTT DOCOMO, INC. (to the present)
- Jun. 2023** Outside Director, Audit & Supervisory Committee Member of Nikon Corporation (to the present)

10 YAMAGUCHI Akihiko

Director, Audit & Supervisory Committee Member

- Apr. 1979** Joined Casio Computer Co., Ltd.
- Apr. 2011** Senior General Manager of Sales Administration Division, Global Marketing Headquarters
- Apr. 2012** Senior General Manager of Sales Planning & Administration Department, Global Marketing Headquarters
- Oct. 2019** Senior General Manager of BPR Planning & Promotion Department, Global Marketing Headquarters
- Jun. 2021** Director, Audit & Supervisory Committee Member (to the present)

Executive Officers



MASUDA Yuichi
President, CEO,
and CHRO



KASHIO Takashi
Senior Executive
Managing Officer
Senior General Manager,
Corporate Communication
Headquarters



TAKANO Shin
Executive Managing
Officer and CFO



KASHIO Tetsuo
Executive Managing
Officer
Senior General Manager,
CS Headquarters



MOCHINAGA
Nobuyuki
Executive Managing
Officer
Senior General Manager,
NB Center



OTA Shinji
Executive Managing
Officer
Senior General Manager,
EdTech Business Unit



ITOH Shigenori
Executive Managing
Officer
Senior General Manager,
Global Marketing
Headquarters



KAWAI Tetsuya
Executive Managing
Officer
Senior General Manager,
Development Headquarters



YAMAGISHI
Toshiyuki
Executive Officer
Responsible for Corporate
Governance Strategy of
the Company



SHINODA
Yutaka
Executive Officer
Responsible for
Environmental Strategy of
the Company & Building
Next-Generation
Environment



INADA Nobuyuki
Executive Officer
General Manager,
Logistics Department



TAMURA Seiji
Executive Officer
Responsible for
Investor Relations &
Financial Strategy



KATO Tomoo

Executive Officer

Chairman and CEO,
Casio America, Inc.



NARUTAKI Yasumasa

Executive Officer

Senior General Manager,
Corporate Management
Division



TANAKA Toru

Executive Officer

CEO, Casio (China) Co., Ltd.



YAMASHITA Kazuyuki

Executive Officer

Managing Director,
Casio Europe GmbH



MAEDA Takaki

Executive Officer

Senior General Manager,
Sound Business Unit



FUJII Shigenori

Executive Officer

Senior General Manager,
System Business Unit



FUKUSHI Takumi

Executive Officer

Senior General Manager,
Production Headquarters



TAKAHASHI Oh

Executive Officer

Senior General Manager,
Timepiece Business Unit



YANAGI Kazunori

Executive Officer

Senior General Manager,
Business Innovation Center,
Development Headquarters



ONO Tetsuro

Executive Officer

Senior General Manager,
Overseas Sales Division,
Global Marketing
Headquarters



KAWAI Yoshinori

Executive Officer

Senior General Manager,
Domestic Sales Division,
Global Marketing
Headquarters



KOBAYASHI Yasuhiro

Executive Officer

Responsible for
Human Resources

Management

Corporate Governance

Corporate governance system

To promote sustainable growth and medium- to long-term improvements to our corporate value, we position swift decision-making, the proper performance of duties, and strengthening our management oversight functions as core issues for the Company. To ensure appropriate responses to these issues, we are strengthening the Board of Directors' oversight functions. To accelerate and optimize business execution based on appropriate supervision by the Board of Directors, with a resolution passed on June 27, 2019 at the General Meeting of Shareholders, we switched to a company with an Audit & Supervisory Committee structure. Currently, the Board of Directors has 10 members, with at least one-third of the seats reserved for outside directors to strengthen its oversight function.

Board of Directors

The Board of Directors is chaired by the chairman of the Board and consists of 10 members. To strengthen the management platform, we have adopted a system with two representative directors. In addition, to strengthen the corporate governance system, the 67th Ordinary General

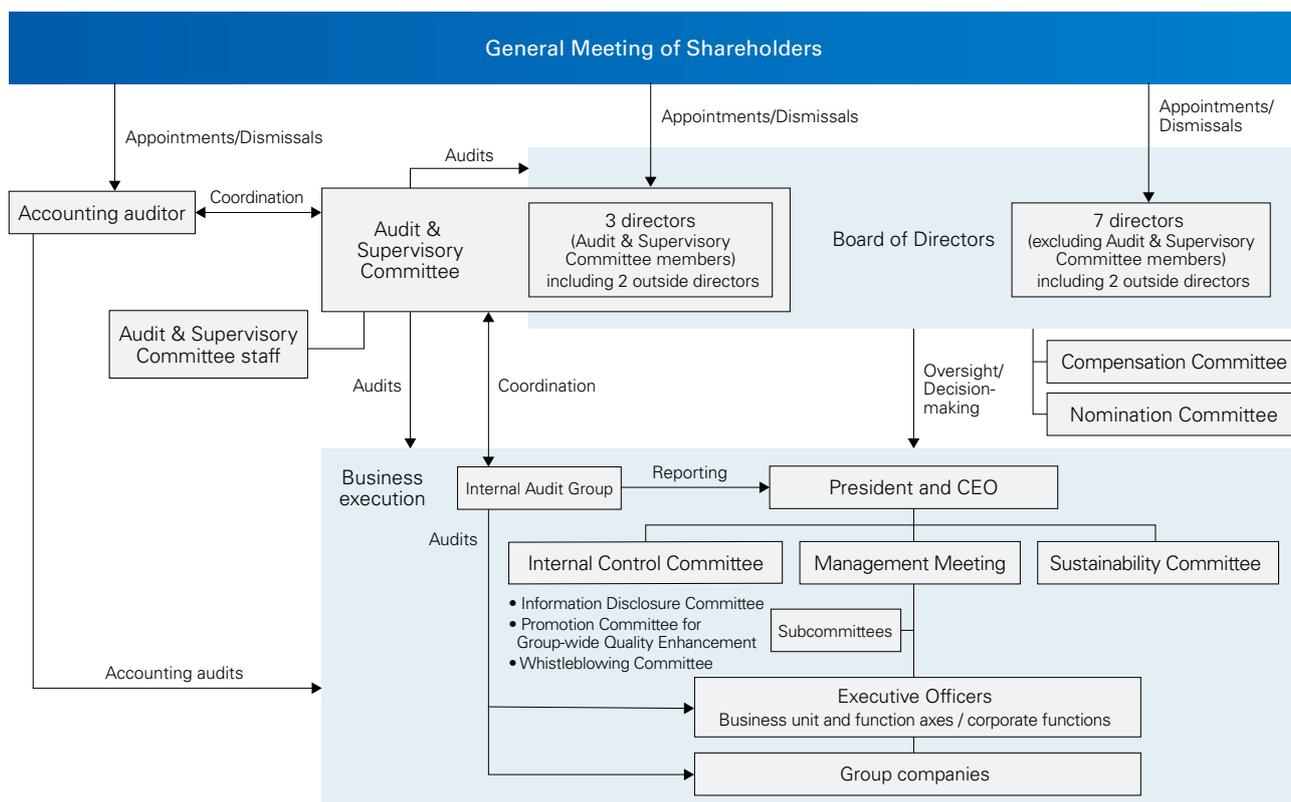
Meeting of Shareholders of June 29, 2023, resolved to increase the number of outside directors by one. As a measure to strengthen the oversight function, at least one-third of the seats on the Board of Directors (four of the 10 seats) are reserved for outside directors.

- Seven directors (excluding directors who are Audit & Supervisory Committee members [of whom, two are outside directors])
- Three directors serving as Audit & Supervisory Committee members (of whom, two are outside directors)

The term for directors (excluding directors serving as Audit & Supervisory Committee members) shall be one year in order to clarify management responsibilities and enable them to respond to rapid changes in operating environments.

The Board of Directors is responsible for the function of decision-making and overseeing business execution by management. The Board discusses and makes decisions on important management matters specified in laws and regulations, the Articles of Incorporation, and the Rules on the Board of Directors. To increase efficiency and agility in the execution of business, the Board of Directors delegates executive authority to executive officers on matters that do not meet the standards set for referral to the Board of Directors in laws and regulations, the Articles of Incorporation,

Diagram of corporate governance system



and the Rules on the Board of Directors.

In the fiscal year ended March 31, 2023, the Board of Directors met a total of 15 times. The attendance of each director at the meetings of the Board of Directors during the period is as shown in the table "Composition of the Board of Directors." The subjects of its discussions and deliberations included reports on the state of business and the progress of business performance, as well as matters requiring regular resolution such as the approval of the financial accounts and the convocation of the General Meeting of Shareholders, and important matters relating to business management and management policy considered with reference to the results of the evaluation of the effectiveness of the Board of Directors. These included future business development in light of the international situation, strategic business investment, the building of an environment for the next generation, initiatives to realize sustainability, and internal control issues in the Group.

Audit & Supervisory Committee

The Audit & Supervisory Committee is comprised of three directors who are Audit & Supervisory Committee members. The chair of the Audit & Supervisory Committee is selected by the committee members from among those members

who are outside directors. The current chair is ABE Hiroto.

In order to ensure the soundness and transparency of business management, Audit & Supervisory Committee members attend Board of Directors' meetings and other important meetings including committee meetings and the Management Meeting and voice their opinions, as necessary, to ensure appropriate decision-making.

Audit & Supervisory Committee members also exercise strict oversight by meeting regularly to communicate with the representative directors, soliciting information and reports from directors (excluding directors who are Audit & Supervisory Committee members) and others, and reading the documentation for resolutions on important matters.

Nomination and Compensation committees

With the aim of strengthening the transparency, independence, objectivity, and accountability of the process for nominating directors and determining their remuneration, we have arbitrarily established the Nomination Committee and the Compensation Committee as advisory bodies under the Board of Directors to obtain appropriate involvement and advice from independent outside directors.

When requested by the Board of Directors, the Nomination Committee, after due deliberation, submits

Composition of the Board of Directors

	Name	Gender	Nomination Committee	Compensation Committee	Expertise and experience (skills matrix)					Attendance at Board of Directors' meetings in FYE 3/2023	Years of service as director/ Audit & Supervisory Committee member
					Management and management strategy	Management of key departments	Finance and accounting	Law/risk management	Global business		
Directors	KASHIO Kazuhiro	♂	○	○	✓	✓			✓	15/15 (100%)	12
	MASUDA Yuichi	♂	○	○		✓			✓	-/- (-%)	Appointed June 2023
	TAKANO Shin	♂		○		✓	✓	✓		15/15 (100%)	8
	KASHIO Tetsuo	♂				✓			✓	15/15 (100%)	4
	YAMAGISHI Toshiyuki	♂	○		✓	✓		✓		15/15 (100%)	10
	OZAKI Motoki	♂	●	○	✓				✓	15/15 (100%)	4
	SUHARA Eiichiro	♂	○	○	✓				✓	-/- (-%)	Appointed June 2023
Audit & Supervisory Committee Members	ABE Hiroto	♂	○	●				✓	✓	15/15 (100%)	4
	CHIBA Michiko	♀	○	○			✓	✓		15/15 (100%)	5 ^{*1}
	YAMAGUCHI Akihiko	♂				✓			✓	15/15 (100%)	2

♂: Outside director ●: Chair ○: Committee member ♂: Male ♀: Female

*1 Years of service as Audit & Supervisory Board member and director of the Company; appointed as director in June 2019

Note: The above table is not an exhaustive listing of the directors' expertise and experience.

Management

Corporate Governance

proposals to the General Meeting of Shareholders concerning the nomination and removal of directors and recommendations on selection standards for director candidates.

When requested by the Board of Directors, the Compensation Committee deliberates on and submits proposals to the Board of Directors concerning the agenda for the General Meeting of Shareholders such as compensation for directors and recommendations on such matters as policies related to the director compensation system and its framework.

Executive officer system and executive officers

Executive officers are delegated certain authority to execute business according to the policies established by and under the supervision of the Board of Directors. The management structure is based on business management according to a matrix for which the two axes are business units and functions. We have introduced a structure of three chief

officers—CEO, CHRO, and CFO—for management from the optimal Companywide perspective to strengthen governance functions.

Under this structure, a weekly Management Meeting is held to bring together the officers in charge of the various business units and functions to discuss important matters, share information, and expedite the execution of business.

Executive officers are nominated based on competence and performance history and are selected by the Board of Directors from among elite human resources capable of contributing to the further growth of consolidated operations. The term of office is one year, the same as for directors (other than directors who are Audit & Supervisory Committee members).

Composition of the Board of Directors

We believe that it is necessary for the Board of Directors to be

Reason for appointment as an outside director

<p>OZAKI Motoki Independent Director</p>	<p>Mr. OZAKI possesses many years of management experience at Kao Corporation. Drawing on this experience, he has contributed greatly to invigorating the discussions of the Board of Directors and improving its effectiveness by making highly valuable and timely comments and proposals on the management of the Company in general from an objective and varied perspective based on his extensive experience and deep knowledge. He was appointed additionally for his contribution as the chair of the Nomination Committee and as a member of the Compensation Committee to discussions on improving the transparency and effectiveness of the director appointment process and to discussions looking into the process for determining director compensation.</p>	<p>(Newly appointed) SUHARA Eiichiro Independent Director</p>	<p>Mr. SUHARA was active for many years at Mitsubishi Pencil Co., Ltd., where he displayed outstanding skill in business management and played an important role in the company's sustainable growth and corporate value increase. Taking an objective and varied perspective based on his extensive experience and deep knowledge, he has contributed to invigorating the discussions of the Board of Directors and improving its effectiveness. He was appointed additionally for his contribution as a member of the Nomination Committee and the Compensation Committee to discussions on improving the transparency and effectiveness of the director appointment process and to discussions looking into the process for determining director compensation.</p>
<p>ABE Hirotomo Independent Director</p>	<p>Mr. ABE possesses extensive experience of working overseas for a general trading company and specialist knowledge based on his research and other activities as a graduate school student and professor in the fields of law and business management. He has contributed greatly to invigorating the discussions of the Board of Directors and improving its effectiveness by commenting actively on the management of the Company in general from these specialist perspectives. He was appointed additionally for his contribution as a member of the Nomination Committee and as the chair of the Compensation Committee to discussions on improving the transparency and effectiveness of the director appointment process and to discussions looking into the process for determining director compensation.</p>	<p>CHIBA Michiko Independent Director</p>	<p>Ms. CHIBA possesses expertise in finance and accounting and extensive auditing experience as a certified public accountant. She has contributed greatly to invigorating the discussions of the Board of Directors and improving its effectiveness by commenting actively on the management of the Company in general from these specialist perspectives. She was appointed additionally for her contribution as a member of the Nomination Committee and the Compensation Committee to discussions on improving the transparency and effectiveness of the director appointment process and to discussions looking into the process for determining director compensation.</p>

comprised of members with diverse perspectives, experience, and skills in order to ensure effective management and oversight functions. As such, in addition to inside directors who are familiar with the Company's business, our Board of Directors is comprised of outside directors possessing broad knowledge and extensive experience in corporate management, science, administration, finance and accounting, law, and other fields.

Outside directors bring in external perspectives and increase management transparency. The Company also appoints outside directors to further strengthen the oversight function regarding the execution of business. They are experts who can provide opinions and advice from a wide variety of perspectives, including that of stakeholders, and are invited to Board of Directors' meetings and other meetings.

For the selection of director candidates, a skills matrix has been prepared presenting an overview of the knowledge, experience, abilities, and other attributes expected of directors (see table "Composition of the Board of Directors"). In addition to the expertise and experience indicated in the matrix, the selection of director candidates aims to achieve a balance in terms of diversity, affiliations (independence), years of service, and other attributes. With additional consideration given to changes in the business environment and other factors, the aim is to achieve a Board of Directors in which composition will promote the strengthening of corporate governance and corporate value increase.

The Company engages in ongoing review of the optimal composition of the Board of Directors.

Directors' training

Based on the belief that directors must continue to advance their skills and knowledge if they are to sufficiently fulfill their roles, we actively promote self-improvement by directors. The Company continuously offers the support, including the provision of information, opportunities, and cost reimbursements, necessary for self-improvement.

We continuously offer information to promote a better understanding of our business operations, particularly for outside directors. This includes planning and providing opportunities, both at the time of appointment and throughout the term of their appointment, to participate in important internal meetings, tour domestic and overseas plants and offices, and attend internal research seminars. Directors who are members of the Audit & Supervisory Committee are provided opportunities for skills improvement necessary for their roles and responsibilities through information provision by the Japan Audit & Supervisory Board Members Association and participation in seminars.

Internal auditing

The Internal Audit Group, which consists of seven members (including one who is a member of the Audit & Supervisory Committee staff), formulates an annual audit plan (reviewed every six months) in light of the risk situation and, in accordance with the plan, audits the status of organizational management based on common Group standards. The Internal Audit Group then reports the results to directors as appropriate to maintain and strengthen the internal control and monitoring system. Meanwhile, the Internal Audit Group exchanges information and opinions with the Audit & Supervisory Committee on a regular basis and holds monthly meetings with it. When planning internal audits and after conducting them, the Internal Audit Group submits a report on the audit items to the Audit & Supervisory Committee, and the two work together in this way to improve the efficiency and effectiveness of the audit function.

Analysis and evaluation of the Board of Directors' effectiveness

With an awareness of the changes in the roles expected of the Board of Directors, we evaluate the effectiveness of the Board of Directors and conduct reviews aimed at strengthening organizational and operational governance.

In the fiscal year ended March 31, 2023, as in the previous fiscal year, we conducted a survey of the directors (including Audit & Supervisory Committee members) to identify potential improvements to the role, functions, operational management, and other aspects of the Board of Directors.

This resulted in the finding that the allocation of discussion time to key management issues had been found to promote constructive discussion. Elsewhere, opinions were expressed on ensuring diversity on the Board of Directors and on the proportion of outside directors. Additionally, the opinion was expressed that there was a need to strengthen the effectiveness of the business execution oversight function by conducting discussion from a strategic and medium- to long-term perspective and by monitoring the progress of the three-year medium-term management plan. Based on the results of this evaluation, we will work to further increase the effectiveness of the Board and make continuous improvements.

Director compensation

The compensation of executives of the Company is as stipulated below.

Performance-linked compensation

Performance-linked compensation in the form of bonuses is decided based on an evaluation of the results of management efforts to strengthen initiatives aimed at improving corporate performance, increasing corporate value, and achieving sustainable growth for society. Specifically, the decision is made with reference to the degree of attainment of financial targets (based on the indicators of operating profit, net sales, and return on equity [ROE] as shown in the consolidated financial accounts) and non-financial targets (sustainability indicators), as well as after comparing each indicator with the previous fiscal year's performance.

Director compensation composition



Breakdown of non-monetary compensation

We have introduced a system of non-monetary compensation

in the form of restricted stock compensation. The aim is not only to provide an incentive toward continuous increase in corporate value, but also to further reinforce the sense of value sharing with shareholders. The number of shares allocated to each individual is calculated by dividing a figure representing a fixed proportion of the individual's total annual compensation by the stock price.* A restriction on stock transfer applies until the director's retirement.

* Closing price on the day before the Board of Directors' meeting at which allocation is approved

Resolutions of the General Meeting of Shareholders on director compensation

A resolution was passed at the 63rd Ordinary General Meeting of Shareholders held on June 27, 2019, setting the maximum combined annual compensation amount at a total of 400 million yen for directors (excluding directors who are Audit & Supervisory Committee members but including a maximum annual amount of 30 million yen for outside directors) and a total of 70 million yen for directors who are Audit & Supervisory Committee members. The above compensation does not include employee salaries paid to directors with concurrent employee duties. The number of directors as of the close of the above General Meeting of Shareholders (excluding directors who were Audit & Supervisory Committee members) was five (including one outside director), and the number of directors who were Audit & Supervisory Committee members was three. At the same meeting, the maximum combined annual amount of restricted stock compensation for the directors (excluding Audit & Supervisory Committee members and outside directors) was set, within the above limits on director compensation, at a total of 100 million yen (maximum 80,000 shares). As of the close of the above General Meeting of Shareholders, the number of applicable directors was four.

Compensation for FYE 3/2023

Executive category	Total compensation amount	Total amount by compensation type		Number of applicable executives
Directors (excluding Audit & Supervisory Committee members and outside directors)	196 million yen	Fixed compensation	117 million yen	5
		Performance-linked compensation	78 million yen	
		Non-monetary compensation included in the above figure	43 million yen	
Audit & Supervisory Committee members (excluding outside directors)	15 million yen	Fixed compensation	15 million yen	1
Outside directors	33 million yen	Fixed compensation	33 million yen	3

Note: Amounts paid to directors do not include employee wages paid to directors with managerial duties.

Agreed policy on the content of the individual directors' compensation

(1) Method of deciding agreed policy on the content of the individual directors' compensation

To set the agreed policy on the content of the individual directors' compensation, the Board of Directors advised the Compensation Committee on the formulation of draft proposals, and the Board of Directors' meeting held on March 25, 2021, adopted an agreed policy with acceptance of the content of the submitted proposals.

(2) Outline content of the agreed policy

The two points indicated below form the basic policy on the compensation of directors (excluding directors who are Audit & Supervisory Committee members; the same applies below), which is designed to function as a healthy incentive toward sustainable growth.

- Compensation is set at a competitive level with a view to attracting external human resources.
- Compensation is designed to serve as an incentive promoting a healthy entrepreneurial spirit.

The level of compensation is set according to the role expected of the position, with market benchmarking for reference.

The compensation of directors other than outside directors is composed of a fixed component supplemented by a performance-linked component made up of bonuses and stock compensation. In view of their particular duties, the compensation of outside directors consists of fixed compensation only.

To give greater emphasis to performance-linked compensation, the relative weights of the compensation components are set at 60% for fixed compensation and 40% for performance-linked compensation (of the performance-linked compensation, 25% consists of bonuses and 15% of stock compensation). However, these proportions may be adjusted according to the individual role.

Regarding the timing of the payment of compensation, the period from July of each year until the following June is the period for which the annual compensation amount is paid, with the fixed compensation paid in monthly installments. Bonuses are paid in December and June, while stock compensation is provided in a single allocation in July.

Delegation of responsibility for decision on individual directors' compensation

To decide the individual directors' compensation, the Compensation Committee, chaired by an outside director, discusses aspects of director compensation such as the compensation system and compensation level in response to a request from the Board of Directors and submits proposals to the Board of Directors, based on which the Board of Directors

delegates to the chairman of the Board and the president and CEO the responsibility for deciding the individual compensation in accordance with the compensation limits adopted by the General Meeting of Shareholders and the agreed policy on compensation. The chairman of the Board and the president and CEO confer with the directors who are Compensation Committee members before deciding on individual compensation based on the proposals submitted by the committee and with reference to performance in terms of both oversight of business management and business execution. The reason for the delegation of the decision on individual compensation to the chairman of the Board and the president and CEO is that these officers are considered the most appropriate to evaluate the department that the director is in charge of based on an overview of the Company's performance, etc.

Dialogues with shareholders

We recognize that it is crucial to build a long-term, trust-based relationship with our shareholders and investors through proactive dialogue, so we have a dedicated executive officer responsible for investor relations (IR) activities under the direction of our president and CEO.

Our internal structure promotes a common awareness of the importance of dialogue with shareholders. We collaborate on IR activities by gathering and accumulating necessary information from the networks linking relevant departments. Directors or executive officers directly engage in IR activities as necessary depending on theme and content. In addition to sharing opinions received through shareholder interactions with the Board of Directors, we also share information at the Management Meeting and on other occasions as necessary to reflect those opinions in measures aimed at improving corporate value.

To ensure the management of insider information during IR activities, we have outlined rules concerning the handling of important undisclosed information and work to ensure strict implementation of those rules. Part of our response measures includes requiring that meetings are attended by multiple people.

In addition to communication through individual meetings, other measures for IR management include holding quarterly earnings briefings for institutional investors and securities analysts where the president and CEO or executive officer responsible for IR provides a summary of financial results and future outlook. To promote further understanding of our Company, we are enhancing external communications by listing various IR information on our website and have established a help desk for receiving inquiries from shareholders.

Risk Management and Compliance

Basic approach

At Casio, we are promoting risk management based on predicting risks, implementing preventative measures to minimize potential losses, and, if losses are incurred, implementing effective follow-up measures to ensure business continuity. We have also put in place the Casio Business Conduct Guidelines, which indicate a concrete code of conduct important in ensuring that Group directors and employees practice the corporate creed of “Creativity and Contribution” in their conduct of business. These guidelines ensure that directors and employees comply with laws and regulations and conduct themselves appropriately from an ethical standpoint.

Internal Control Committee

The Internal Control Committee integrates internal control-related functions such as compliance, information security, and risk and crisis management across the Company to realize an effective, streamlined, and fail-proof risk management structure. It also deliberates and makes decisions on policies and issues concerning internal control in general within the Group.

In June 2022, with the aim of further promoting the appropriate, sound, and efficient corporate management that is the objective of internal control, we altered the status of the Internal Control Committee, previously an independent organization, by transferring it to the business execution side. In this way, we established a structure able to respond to the full range of risk, including from a compliance standpoint, by working in coordination with the Management Meeting to visualize corporate management in terms of its appropriateness, soundness, and effectiveness.

Risk management structure

The business environment surrounding the Casio Group is changing rapidly, and in order to quickly adapt to changes amid increasing uncertainty, it is necessary to identify signs of risks likely to affect the Casio Group’s business on a global basis and swiftly take necessary measures against them.

Under the supervision of the Internal Control Committee, Casio is working to visualize the status of

risks Group-wide and to manage these in a centralized way. This activity is aimed at minimizing the impact on the Group’s business and is continuously monitored by the Board of Directors.

Addressing important risks

To conduct effective risk management, Casio carries out global risk surveys to identify the frequency and impact of risk events and to check that appropriate countermeasures are in place, working to strengthen its ability to address risks. In particular, Casio has identified geopolitical risks, information security, and other risks that could affect the Casio Group’s business as important risks and implements countermeasures accordingly.

1. Geopolitical risks

Since we do business on a global scale, we are exposed to various risks arising from political and economic conditions in each region. After analyzing the degree of impact if a given risk were to emerge in each phase of procurement, production, logistics, and sales, we prepare appropriate countermeasure plans, including measures for the supply chain and ensuring employee safety.

2. Information security

We respond effectively to information security incidents, which are on an increasing trend, and work to continuously raise the level of information security management in terms of both routine activity (pre-incident) and follow-up activity (post-incident). To enable us to take the necessary response measures in the event of an incident, we have established the Computer Security Incident Response Team (CSIRT). The Information Technology & Engineering Department takes the lead role in implementing technical measures across the Group and also works on formulating rules and conducting education for employees.

Business continuity plan (BCP)

We have created a Risk Management Manual to ensure our ability to respond to unpredictable incidents. The manual outlines our response as a corporate organization and focuses on securing the safety of directors and employees and their families, as well as on preserving corporate assets. In parallel, we are taking steps to strengthen the BCP. In the event of a major disaster occurring, we will set up a headquarters to coordinate the emergency response in line with the business continuity manual. The aim will be to maintain the provision of products and services to countries around the world to minimize the impact on our business and promote the rapid recovery of business operations, in

this way reassuring business partners and customers.

To likewise fulfill our corporate responsibility to society and local communities, we give consideration to how we can contribute to disaster emergency response and disaster recovery and how we can support the disaster prevention and mitigation measures of central and local government.

Compliance structure

Recognizing that compliance is the foundation that underpins our corporate activities, Casio believes that it is important to earn the trust of society through corporate activities based not only on legal compliance but also on high ethical standards. To ensure rigorous legal and regulatory compliance, Casio regularly reviews laws and regulations relevant to its businesses, and the Internal Control Committee checks that the competent department for each of these is taking appropriate measures. In addition, we ensure that all directors and employees are familiar with the Casio Business Conduct Guidelines.

In October 2023, the Compliance Office was established in the Legal Department as an organization to oversee and manage compliance operations within the Casio Group, with the aim of ensuring thorough legal compliance and fostering a culture of integrity.

Competition law

We have established the Antitrust Compliance Program and promote full familiarity with its content by distributing a compliance manual to all global locations, where we also conduct related employee education. We have also carried out audits of competition law compliance and discussed and implemented measures in response to the issues that emerged from the audit results as part of ongoing efforts to ensure that the program content becomes still more firmly embedded.

In Japan, the Compliance Committee for the Act against Unjustifiable Premiums and Misleading Representations was established by relevant departments, and awareness promotion activities, including development of self-management regulations and education, are being implemented. Moreover, we are striving to provide guidance through the responsible staff office, share customer opinions and feedback, and share case studies from self-audits and improvements implemented in relevant departments.

Privacy law

As laws and regulations concerning personal information

become more stringent globally, in order to promote business using data worldwide, we must adhere to the privacy laws of each country. To further strengthen existing systems in this area, in March 2021 we established a dedicated organization to manage compliance with global privacy law. The Section of Overseas Personal Data Protection tracks legal trends in each country, ensures the appropriate handling of personal information from acquisition through storage and utilization to disposal, and conducts employee education and regular audits.

We review laws and regulations relevant to the conduct of business operations, with the Internal Control Committee in charge of verifying that appropriate measures have been taken by the competent department for each law. We take corrective measures in case of deficiencies as well as conduct regular monitoring.

Export control

To conduct appropriate export control, we established the Export Control Security Program of Casio Computer Co., Ltd. (a compliance program) as self-management regulations. Employees responsible for export control in relevant departments have been appointed to ensure the reliable implementation of the program. We have strengthened educational activities for domestic Group companies as part of measures to respond to revisions or other changes to relevant laws and regulations and ensure full compliance. Annual self-audits are a further part of our approach to maintaining and managing relevant systems. In addition to Japanese laws, we have established a management structure to address U.S. Export Administration Regulations to enhance our global export control.

Whistleblower Hotline

Casio has established the Whistleblower Hotline for internal and external reports and inquiries concerning compliance as well as an external hotline specifically for consultations from its business partners. Moreover, in addition to support in Japan, we have also set up the framework to assist global Group employees in English and Chinese. As stipulated by internal regulations, the use of this whistleblowing platform will not result in the user's disadvantage, and personal information will be protected.

In 2021, we reformed the operational system in order to be able to respond more appropriately to reports and inquiries.

Management Environment

Basic approach

Casio has established the Casio Environmental Vision and the Casio Group Environmental Policy with the aim of realizing a sustainable global society in the future. As part of this, we position the three issues of realizing a decarbonized society, building a recycling society, and living in harmony with nature as core issues to be resolved over the long term.

For details, please see “Vision and Basic Policies on the Environment” on our website.

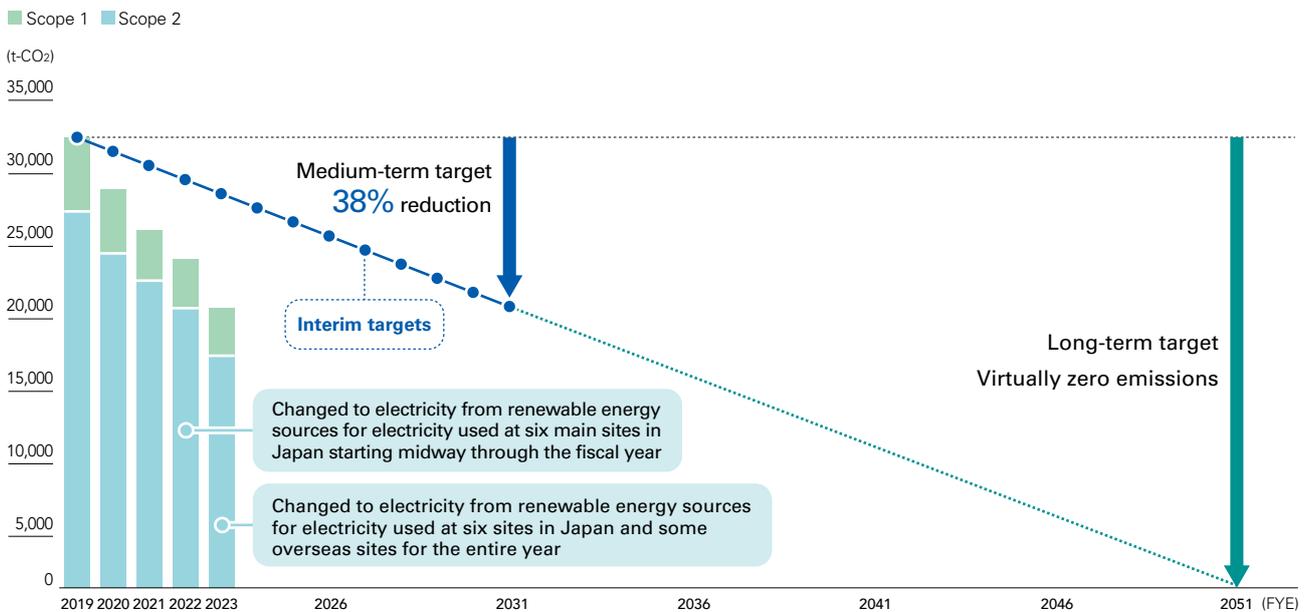
<https://world.casio.com/csr/environment/management/>

Initiatives toward realizing a decarbonized society

Many Casio products are characterized by compactness, light weight, slimline profile, and energy efficiency, reflecting a business model based on low CO₂ emissions during product utilization. Nevertheless, as a manufacturer, we need to take further serious steps for CO₂ emissions reduction going forward.

We have set medium- to long-term CO₂ emissions reduction targets, which we are implementing in line with the SBTi and RE100 international frameworks.

Medium- to long-term CO₂ emissions reduction targets (Scope 1 and 2)



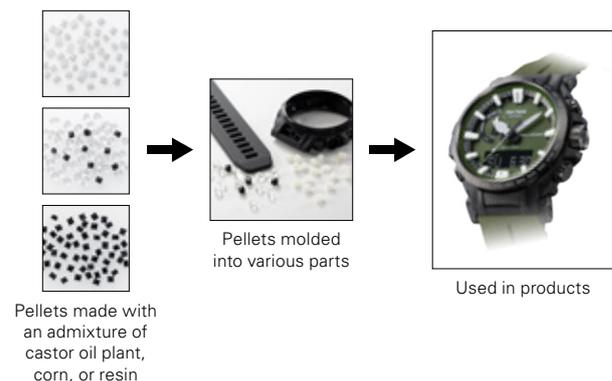
Initiatives toward building a recycling society

We are exploring new materials that promise to reduce environmental impact but without lowering the quality standards we have established over time to ensure that customers can continue to use our products reliably and safely. As an enterprise engaged in manufacturing, we are committed to taking concrete action toward building a sustainable society.

Sale of products made with bioplastics

One of the examples is the PRO TREK wristwatch, which has been a hit with people who take part in outdoor

activities such as hiking and watersports. In 2022, we updated the brand slogan to “One with Nature” and adopted environment-friendly options for the product and



packaging raw materials. In this way, we are working to make brands that develop in harmony with nature.

In the area of materials, we are expanding the range of products containing biomass plastics made with substances extracted from castor oil plant and corn. The raw material biomass consists of plant material that has captured atmospheric CO₂ during its growth cycle. Its use is therefore expected to help limit the CO₂ emissions generated when the product is disposed of by incineration. It also contributes to reducing the use of exhaustible resources.

Reducing plastic packaging and replacing with recycled materials

Packaging for timepieces naturally has a functional role to protect the product from contamination and damage, but we also regard it as important for awakening a sense of excitement as the product is held in the hands before opening.

For G-SHOCK, which celebrated its 40th anniversary in 2023, we have set two targets: to reduce the use of plastic and to adopt recycled materials when using plastic or paper. We are now progressing with the development of packaging that is environment-friendly while also retaining the design values characteristic of G-SHOCK.



40th anniversary commemorative model: the outer package adopts recycled paper with vegetable ink used for the printing, while the inner package is made with 100% recycled plastic

Switch from plastic to paper packaging

The packaging of regular calculators and scientific calculators often consisted of a plastic cover to make it easy to check the product shape and size and the feel of the keypad. Starting from June 2023, the packaging has successively been switched to paper materials in Japan. Together with overseas markets, where paper packaging has already been introduced, this will allow an annual reduction of approximately 340 tons in the use of plastic.

By simultaneously switching to more compact packaging, we have also realized greater efficiency in transportation operations, contributing to the reduction of CO₂ emissions.



As part of our responsibility as a manufacturer, we are pursuing initiatives for environmental impact reduction not only in the end product used by the customer, but also in its packaging and at the preceding stages of planning, design, manufacture, and transportation.

Initiatives toward living in harmony with nature

In the Casio timepiece brands G-SHOCK, BABY-G, and PRO TREK, we have assembled product ranges in which appeal lies in their pursuit of functions, performance, and design adapted to use in a variety of abundant natural environments on land and at sea where conditions are sometimes extreme. We accordingly believe that we have a duty to contribute through these brands to conservation of the natural environment.

We have commercialized watch models created in collaboration with nature conservation organizations. We are committed to increasing our support for the activities of environmental protection groups.

Collaboration model partner organizations

- ICERC Japan (International Cetacean Education Research Centre)
- Aqua Planet
- Earthwatch Japan
- The Nature Conservation Society of Japan