

Corporate Governance

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 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 Regular General Meeting of Shareholders, we switched from a company with an Audit and Supervisory Board to a company with an Audit & Supervisory Committee Structure.

Strengthening Corporate Governance

With the transition to a company with an Audit & Supervisory Committee Structure, in June 2018 we abolished the three-member Audit & Supervisory Board and increased the number of directors from seven to eight. As a result, the total number of board members decreased by two to eight and the ratio of outside directors increased from 28.6% to 37.5%.

We also are reevaluating nomination standards for outside directors as we shift towards increasing the number of board members with corporate management experience and invigorate the Board of Directors.

Board of Directors and Directors

The Board of Director is chaired by the President and CEO, and is comprised of the eight members including three outside directors.

- Five directors (excluding directors serving as Audit and Supervisory Committee members and of which, one is an outside director)
- Three directors serving as Audit and Supervisory Committee members (of which, two are outside directors)

The term for directors (excluding directors serving as Audit and 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 overseeing decision-making and 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 the 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, and the Rules on the Board of Directors.

Outside Directors

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

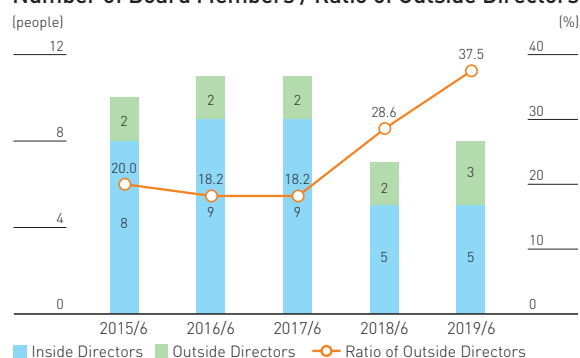
and from the perspective of social contribution and are invited to Board of Directors meetings and other meetings.

The three outside directors comment and state their opinions as necessary to ensure adequate and appropriate decision making by the Board of Directors.

Reason for Appointment as an Outside Director

Motoki Ozaki Independent Officer	Reason for Appointment as an Outside Director Mr. Ozaki was appointed for his numerous years of management experience at major corporations and the desire to apply his vast experience and knowledge towards Company management.
Michiko Chiba Independent Officer	Reason for Appointment as an Outside Director Ms. Chiba possesses expertise in finance and accounting and extensive auditing experience as a certified public accountant. Ms. Chiba was nominated to serve as an outside director from a fair and neutral position as an objective third-party.
Hiroto Abe Independent Officer	Reason for Appointment as an Outside Director Mr. Abe has vast experience working overseas at general trading companies and, as a university graduate school professor, has expertise and experience in the field of legal affairs. Mr. Abe was nominated to serve as an outside director from a fair and neutral position as an objective third-party.

Number of Board Members / Ratio of Outside Directors



*In accordance with a resolution passed at the Regular General Meeting of Shareholders convened on June 27, 2019, we switched from a company with an Audit and Supervisory Board to a company with an Audit & Supervisory Committee Structure.

Audit and Supervisory Committee

The Audit and Supervisory Committee is comprised of three directors who are Audit and Supervisory Committee members. An inside director shall serve as committee chair and two outside directors are committee members.

In order to ensure the soundness and transparency of business management, Audit and Supervisory Committee

members attend Board of Directors meetings and other important meetings and committee meetings and voice their opinions, as necessary, to ensure appropriate decision-making. Audit and Supervisory Committee members also exercise strict oversight by meeting regularly with the President and CEO of the company, soliciting information and reports from directors (excluding directors who are Audit and Supervisory Committee members) and others, and reading the documentation for resolutions on important matters.

Audit and Supervisory Committee Members

Chairman:	Tomoyuki Uchiyama, Director
Members:	Michiko Chiba, Outside Director; Hiroto Abe, Outside Director

Nomination Committee

When requested by the Board of Directors, the Nomination Committee submits proposals to the General Meeting of Shareholders concerning the nomination and removal of directors and recommendations on selection standards for director candidates.

Nomination Committee members

Chairman:	Motoki Ozaki, Outside Director
Members:	Kazuhiro Kashio, President; Toshiyuki Yamagishi, Director; Michiko Chiba, Outside Director; Hiroto Abe, Outside Director

Compensation Committee

When requested by the Board of Directors, the Compensation Committee submits proposals to the General Meeting of Shareholders concerning compensation for directors and recommendations on policies related to decisions on director's compensation.

Compensation Committee members

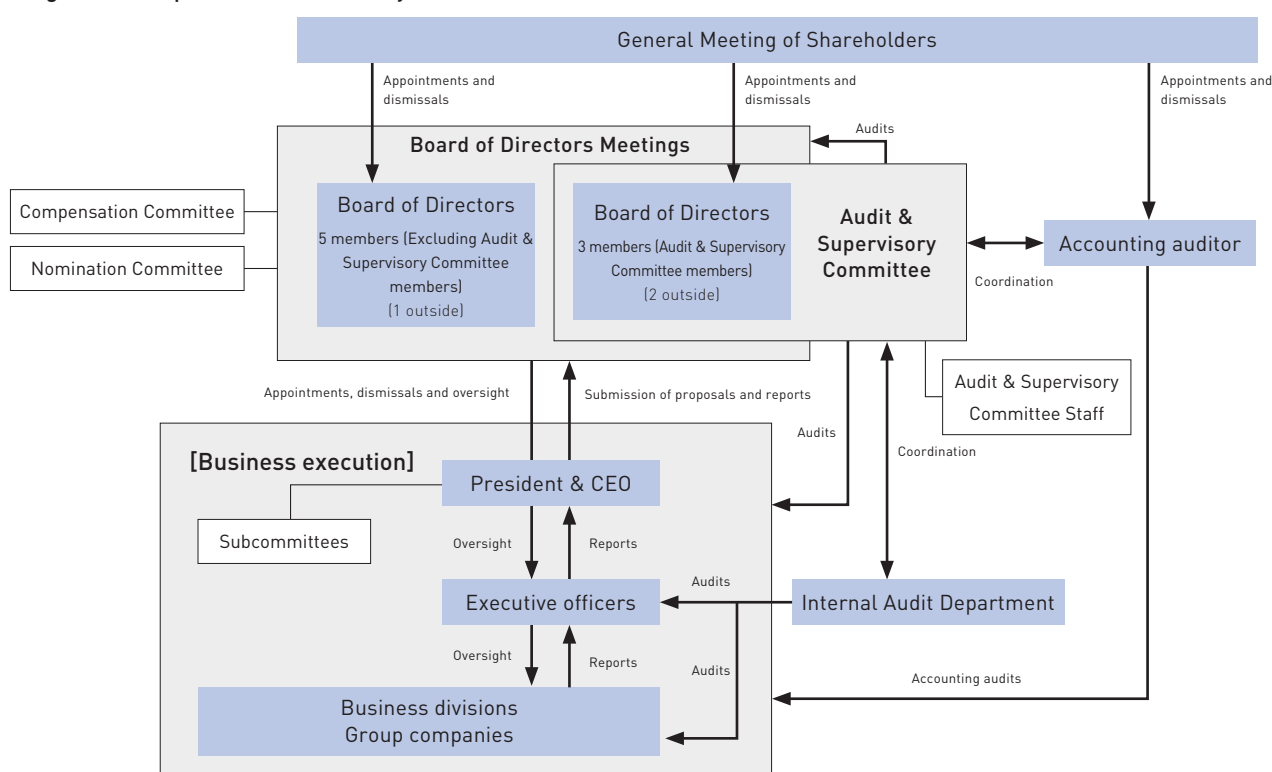
Chairman:	Hiroto Abe, Outside Director
Members:	Kazuhiro Kashio, President; Shin Takano, Director; Michiko Chiba, Outside Director

Executive Officer System/ 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. Matters important to the execution of business are discussed at committee meetings that are attended by relevant executive officers and directors.

Executive officer candidates are nominated based on competence and performance history and are selected from among elite human resources capable of contributing to the further growth of consolidated operations. The term for executive officers shall be one year.

Diagram of Corporate Governance System



Methods for Calculating Director Compensation Amounts

To ensure the sustainable growth of the company, our basic policy for Director compensation is to offer incentives that ensure competitive compensation levels while promoting a healthy entrepreneurial spirit. In principle, compensation is comprised of 60% fixed salary (monthly) and 40% performance-linked compensation (bonuses and stock options).

Of the abovementioned performance-linked compensation, bonus levels are set based on performance relative to net sales and operating profit goals and actual sales figures. Business conditions and other qualitative factors are reflected in bonus amounts. For stock-related compensation, on June 27, 2019 the General Meeting of Shareholders voted to adopt a system for stock compensation with transfer restrictions. Compensation for outside directors is comprised solely of a fixed monthly compensation amount.

Director's 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. This includes planning and providing opportunities for outside directors, 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 Supervisory and Authority 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 Department consists of four auditors who audit the status of organizational management based on common group standards and work to strengthen internal controls. Dedicated staff have been allocated to directors who are members of the Audit & Supervisory Committee (including outside director) to assist them in their work and they exchange information on a daily basis and they hold regular quarterly meetings. They also plan internal audits, provide a summary report based on the items audited after internal audits have been conducted, and work together to improve the efficiency and effectiveness of the audit function. The results of internal audits are reported to directors (excluding directors who are members of the Audit & Supervisory Committee).

TOB Defense Measures

We do not implement TOB defense measures.

Analysis and Evaluation of 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.

FY2019 compensation

Executive category	Total compensation amount	Total amount by compensation type	Number of applicable executives
Directors (excluding outside directors)	197 million yen	Fixed compensation 151 million yen	9
		Performance-linked compensation 45 million yen	
Audit & Supervisory Board Members (excluding outside Audit & Supervisory Board Members)	13 million yen	Fixed compensation 13 million yen	1
Total amount for outside executives	33 million yen	Fixed compensation 33 million yen	5

Notes

- 1) Amounts paid to directors do not include employee wages paid to directors with managerial duties.
- 2) At the 53rd General Meeting of Shareholders held on June 26, 2009, a resolution was passed setting the maximum compensation amount for directors as less than a total of 700 million yen per year for 12 directors (however, this does not include amounts paid as employee wages to directors with managerial duties and deferred amounts for executive retirement bonuses).
- 3) At the 51st General Meeting of Shareholders held on June 28, 2007, a resolution was passed setting the maximum compensation amount for Audit & Supervisory Board Members as less than a total of 70 million yen per year for four members (however, this does not include deferred amounts for executive retirement bonuses).
- 4) For FY2020, the compensation structure was revised via a resolution passed at the 63rd General Meeting of Shareholders held on June 27, 2019.

In FY2019, we conducted interviews of directors and Audit & Supervisory Board members regarding points of improvement related to the role, function, and implementation of the Board of Directors' meetings. From these interviews, we received opinions such as the need to review standards for meeting agendas, and enhance meeting materials. We are applying these evaluation results towards increasing meeting efficacy and making continuous improvements.

Dialogues With Shareholders

We view proactive dialogues to promote building long-term, trust-based relationships with our shareholders and investors as critical to elevating our corporate value. Under the direction of our President & CEO, our executive officer responsible for IR oversees corporate IR activities.

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 executive officer meetings as necessary to reflect those opinions in measures aimed at increasing 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 conferences for institutional investors and securities analysts where the President or executive officer responsible for IR provides a summary of financial results, introduces earnings forecasts, and explains operations. 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.

Casio reinforces compliance to support healthy corporate management.

Compliance Risk Management

At Casio, we have identified 70 laws related to our business operations and conducted assessments to confirm the status of our response to each law. After assigning priority to initiatives based on the possibility of risk occurrence and the potential impact on business, we organized a structure for proposing and implementing individual countermeasures as well as a general management structure. The lead department associated with each risk conducts the organized planning of risk avoidance and reduction measures and the secretariat applies the PDCA cycle to implement comprehensive management. The Internal Audit Department conducts audits of this entire framework. We currently are transitioning to a framework that includes conducting regular checks of new laws and legal revisions to identify major issues as topics to be addressed. Under this framework, the committee secretariat conducts risk audits as necessary to regularly monitor the status of countermeasures implemented thus far and to confirm the appropriateness of implementation. To address the intent of the Companies Act revisions enacted in May 2015, we are shifting our risk management focus on overseas compliance.

Whistleblower Hotline

To ensure compliance that protects human rights, Casio has established a Whistleblower Hotline. In addition to support in Japan, we also are focused on promoting understanding among our global Group employees by creating a framework that supports English and Chinese language. We also have established an external Whistleblower Hotline specifically for consultations from our business partners.

Export Control

Casio designates export control managers within our departments involved in export management to ensure strict compliance with export management. We are addressing the enactment of the Exporter Compliance Standards by enhancing educational activities for Group companies in Japan in order to respond to relevant legal revisions and reinforce legal compliance. At the same time, we conduct annual self-audits to ensure we are properly maintaining and managing our structure.

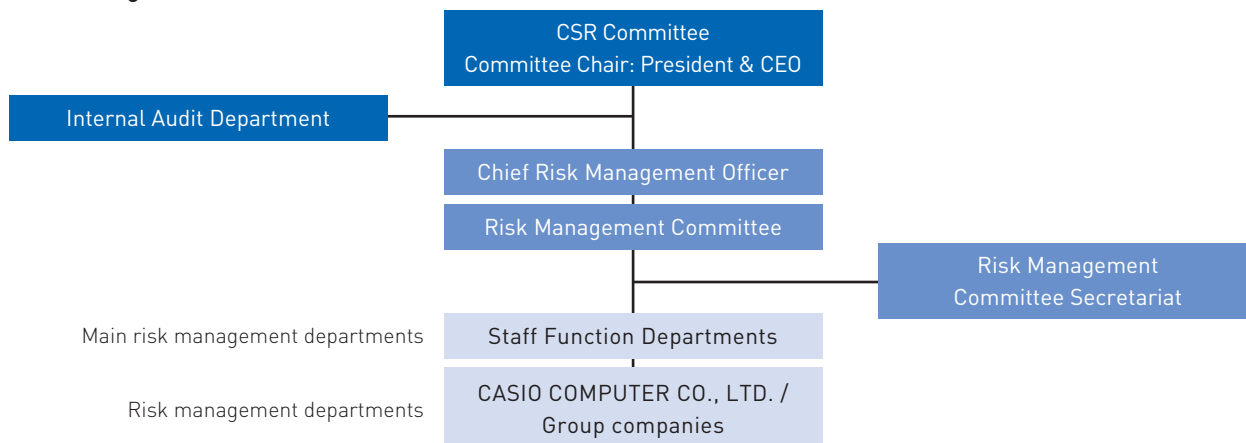
In addition to Japanese laws, we also have established a management structure to address US Export Administration Regulations to enhance our global export management.

Antitrust Law and the Act Against Unjustifiable Premiums and Misleading Representations

Casio is enhancing our compliance structure related to the Antitrust Law and the Act against Unjustifiable Premiums and Misleading Representations. We have established an Act against Unjustifiable Premiums and Misleading Representations Compliance Committee, which is comprised of members from all related departments, outlined voluntary management rules, and implemented education and other measures via our company intranet to promote awareness. Casio also provides guidance through a response help desk, shares customer opinions and feedback, and shares case studies from self-audits and improvements implemented in relevant departments.

The Sales Department distributes Sales Compliance Cards to employees and requires that they carry these cards with them at all times as a way to promote understanding and awareness of fair competition and transactions.

Risk Management Structure



Casio appropriately responds to our operating environment to ensure business continuity and improve our corporate value.

Basic Policy

At Casio, we work to ensure business stability and security by responding appropriately to the various risks that impact our operating environment. Under the supervision of the director responsible for risk management, our basic policy is to predict risks, implement preventative measures to minimize potential losses and, if losses are incurred, implement effective follow-up measures to ensure business continuity and improve our corporate value.

Risk Management Structure

1. We have established an appropriate risk management structure through these risk management activities led by relevant departments, which act in accordance with Risk Management Rules, and activities are overseen by the CSR Committee.
2. We have created a Risk Management Manual to ensure our ability to respond to unpredictable incidents. The Risk Management Manual outlines our response as a corporate organization and focuses on securing the safety of directors and employees and their families, and on preserving corporate assets.
3. In accordance with the Fundamental Policies on Product Safety, we draft and implement voluntary action plans related to product safety. We strive to make constant improvements and through quality visualization, quality information sharing, and meetings on quality policy and measures, we conduct quality assurance activities that span all business departments.
4. We have established a secretariat for supervising all quality activities, managing progress, and conducting evaluations. Furthermore, we have established an Audit Department for monitoring the appropriateness of our risk management activities.

Creating a Structure for the Future

With the companywide organizational reforms implemented in June 2018, we are creating the following three structures to be overseen by the new Corporate Governance Division.

i. Basic Structure

We will redevelop the education, training, and procedural manuals that serve as the foundation of company-wide risk management to prevent losses and minimize the impact on company operations in the event of an incident.

ii. Liaison Structure

We will improve a structure that ensures business continuity and our ability to meet the needs of stakeholders by enabling smooth and rapid status assessments, and by ensuring that information is conveyed rapidly to management and relevant departments.

iii. Response Implementation Structure

We will conceive and create a total structure that ensures stable business continuity by enabling effective initial response and appropriate decision-making in the event of an incident that results in losses.

Business Continuity Initiatives

We also are working to enhance our business continuity plan (BCP). A BCP outlines procedures to promote rapid safety confirmation for directors and employees, rapid assessments of damage, rapid business recovery and overall business continuity in the event a future situation, such as a large-scale earthquake directly underneath the Tokyo Metropolitan area, forces a suspension of operations. This structure is centered on the global supply chain and aims to minimize losses and reassure our business partners and customers. In the event our main office is damaged in a disaster, we will establish a response headquarters to direct limited resources in the continued provision of products and services around the world based on a pre-assigned order of priority for major plants and offices.

Disaster Countermeasures for Information Systems

As a countermeasure against the possibility of earthquake damage to our information systems, we have established redundancy between our internal data center and a reinforced external data center that is located in a quake-absorbing structure and is equipped with an internal power generator. We have finished migrating core workflow servers and other important servers to external data centers to establish an environment that is capable of continuous operation. We also have migrated our email systems to external services.

▶ Messages from Our Outside Directors



Outside Director

Motoki Ozaki

Born June 6, 1949

Apr. 1972 Joined Kao Soap Co., Ltd. (currently Kao Co., Ltd.)
 Jun. 2002 Director and Executive Officer, Kao Co., Ltd.
 Jun. 2004 President and CEO, 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 (to the present)
 Mar. 2014 President, Association for Corporate Support of the Arts (to the present)
 Jun. 2014 President, New National Theater Foundation (to the present)
 Jun. 2015 Nomura Securities Co., Ltd. Outside Director (to the present)
 Jun. 2016 Honda Motor Company Co., Ltd. Outside Director (to the present)
 Jun. 2019 Casio Computer Co., Ltd. Outside Director (to the present)

My background is in operations and management at a commodities manufacturer. I also have served as an outside director at multiple global Japanese companies.

Amid the diversification of consumer values, businesses today must carefully ascertain market changes and respond based on a medium- and long-term global perspective.

I will use my cumulative experience to contribute towards improving Casio's corporate value and strengthening corporate governance.

Casio is embarking on a new start towards achieving true growth.

I expect Casio management to think beyond existing concepts and strive for innovation as it strives to adapt to changes in the business environment.

I also expect each member of the Board of Directors to apply their individual expertise towards active deliberations to further stimulate Board of Directors' meetings.

Further improving corporate value will require that Casio improve both its economic value and social value.

To strengthen governance, we must establish organizational management as a unified global company to increase transparency and monitor business execution. I will embrace this goal as I strive to fulfill my duties as an outside director.



Outside Director Michiko Chiba

Born June 27, 1961
 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 Certified Public Accountant at Chiba Certified Accountant Office (to the present)
 Jun. 2018 Casio Outside Audit & Supervisory Board member
 Mar. 2019 DIC Corporation Outside Audit & Supervisory Board member (to the present)
 Jun. 2019 TDK Corporation Outside Audit & Supervisory Board member (to the present)
 Jun. 2019 Casio Computer Co., Ltd. Outside Director and Audit & Supervisory Committee member (to the present)

I believe a critical role of an outside director is to offer an outside perspective on deliberations by the Board of Directors, which exists within a corporate culture cultivated over a long period of time. I will apply my experience at an audit firm as an auditor responsible for accounting audits and monitoring corporate operations. I hope to appropriately engage in matters that can be difficult to judge and evaluate based solely on an internal perspective.

Casio recently shifted to an Audit & Supervisory Committee structure. The number of companies adopting an Audit & Supervisory Committee structure now represents nearly 30% of all listed companies. Amid growing expectations for improved third-party management supervision, this change demonstrates Casio's commitment to governance. I look forward to the Board of Directors further engaging in deliberations related to the company's medium and long-term business strategy and supervisory functions. To ensure the success of Casio's medium-term management plan, I will support the creation of a culture that encourages a challenging spirit and a framework for implementing the plan, as well as engage in monitoring the implementation of the plan.

In my interactions with company employees, I am always impressed by their passionate explanations of company technology and products. I truly sense their pride as a Casio employee and their commitment to the Casio spirit. Casio's unique innovation and advanced technology has created numerous products and services. For Casio to sustain this ability to create value, the company must be evaluated for its agility in responding to and ethical position on social issues.



Outside Director Hirotomo Abe

Born November 1, 1957
 Apr. 1980 Joined Mitsui & Co., Ltd.
 Sep. 1988 Mitsui & Co. (Brazil) S.A. Manager of Legal Department
 Apr. 1992 Mitsui & Co. (USA) Inc. Assistant General Manager of Legal Department
 Oct. 2002 Mitsui & Co. Europe Plc General Manager of Legal Department
 May 2005 Mitsui & Co., Ltd. Europe, Africa, and Middle East Headquarters, General Counsel & Chief Compliance Officer
 Apr. 2009 Meiji Gakuin University, Professor of Law
 Apr. 2011 Hitotsubashi University Graduate School Professor of Law (to the present)
 Jun. 2019 Casio Computer Co., Ltd. Outside Director and Audit & Supervisory Committee member (to the present)

I believe the role of an outside director is to apply an objective perspective towards checking corporate governance and voicing impartial opinions. As a member of the Audit & Supervisory Committee, I will respect executive management policies while focusing on corporate audits and supervision. I will apply my many years of experience related to legal affairs, compliance, and governance support to contribute to strengthening the management platform. Furthermore, I want to apply my nearly 20 years of experience working overseas to contribute to the further development of Casio global operations.

The transition to an Audit & Supervisory Committee structure further strengthens Casio corporate governance. From June, the Nomination Committee and the Compensation Committee were established as an advisory body supervised by the outside directors to create an operating structure with an even higher degree of transparency. I will work to maintain and support corporate governance that enables balanced decision-making and supervisory functions.

Casio has applied proprietary digital technology to create new culture. Casio is a company with employees who embrace the founding spirit of the Four Kashio Brothers, men who passionately faced problems head-on. Moving forward, I expect Casio will take a leading role in technological innovation in the fields of healthcare and education.

**Tetsuo Kashio****Shin Takano****Toshiyuki Yamagishi****Kazuhiro Kashio**

Director

Shin Takano

Apr. 1984 Joined Casio Computer Co., Ltd.
 Nov. 2007 General Manager of Accounting Department
 Jun. 2008 Accounting General Manager, Finance Division
 Dec. 2009 Executive Officer, Senior General Manager of Finance Division
 Jun. 2015 Director, Executive Officer, Senior General Manager of Finance Division

President and CEO

Kazuhiro Kashio

Apr. 1991 Joined Casio Computer Co., Ltd.
 Apr. 1992 Vice President of Mas Inc.
 Apr. 2001 President of Casio Communication Brains, Inc.
 Jan. 2005 Vice President of Casio Inc.
 Jul. 2007 Executive Officer, Deputy Senior General Manager of Corporate Management Division
 Jun. 2011 Director, Senior General Manager of Digital Imaging Division
 May 2014 Director, Senior Executive Managing Officer, Senior General Manager of Business Headquarters of Consumer Product and System Solution
 Jun. 2015 President and COO
 Jun. 2018 President and CEO

Director

Tetsuo Kashio

Apr. 1992 Joined Casio Computer Co., Ltd.
 Oct. 2004 Casio Soft Co., Ltd. Member of the Board
 Feb. 2005 Casio Information Services Co., Ltd. Member of the Board
 Jun. 2008 Executive Officer, CS General Manager of Global Marketing Headquarters
 Jun. 2016 Senior Executive Officer, CS General Manager
 Apr. 2018 Senior Executive Officer, Senior General Manager of CS Headquarters
 Jun. 2019 Executive Officer, Senior General Manager of CS Headquarters

Director

Toshiyuki Yamagishi

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



Motoki Ozaki

Tomoyuki Uchiyama

Michiko Chiba

Hirotomo Abe

Director, Audit & Supervisory Committee member

Tomoyuki Uchiyama

Apr. 1980 Joined Casio Computer Co., Ltd.
 Sep. 2000 Vice President, Casio Corporation of America
 Apr. 2002 Vice President, Casio Inc.
 Sep. 2013 Finance Division
 Oct. 2013 Finance Division and Director at Yamagata Casio, Co., Ltd.
 Jun. 2017 Audit & Supervisory Board member [full-time]
 Jun. 2019 Director, Audit & Supervisory Committee member [full-time]

Outside Director, Audit & Supervisory Committee Member

Hirotomo Abe

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

Outside Director

Motoki Ozaki

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 (to the present)
 Mar. 2014 President, Association for Corporate Support of the Arts (to the present)
 Jun. 2014 President, New National Theater Foundation (to the present)
 Jun. 2015 Nomura Securities Co., Ltd. Outside Director (to the present)
 Jun. 2016 Honda Motor Company Co., Ltd. Outside Director (to the present)
 Jun. 2019 Casio Computer Co., Ltd. Outside Director

Outside Director, Audit & Supervisor Committee Member

Michiko Chiba

Apr. 1984 Joined Tokyo Metropolitan Government
 Oct. 1989 Joined Showa Ota & Co. (current 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. (to the present)
 Mar. 2019 DIC Corporation Outside Audit & Supervisory Board member (to the present)
 Jun. 2019 TDK Corporation Outside Audit & Supervisory Board member (to the present)
 Jun. 2019 Outside Director, Audit & Supervisory Committee member (part-time)

Executive Officers (as of October 1, 2019)



President and CEO

Kazuhiro Kashio



Executive Officer

Toshiyuki Yamagishi

Responsible for General Affairs, Public Relations, and Corporate Communications



Senior Executive Managing Officer

Yuichi Masuda

Senior General Manager of Product Development Headquarters, Senior General Manager of the Timepiece Business Unit, Business Strategy Headquarters



Executive Officer

Shin Takano

Senior General Manager of Finance Division



Executive Managing Officer

Takashi Kashio

Senior Managing Director, Domestic Sales and Marketing Division, Senior General Manager, Global Marketing Headquarters



Executive Officer

Tetsuo Kashio

Senior General Manager of CS Headquarters



Executive Officer

Shigenori Itoh

Chairman/CEO, Casio America, Inc.



Executive Officer

Nobuyuki Mochinaga

Senior General Manager of Consumer Product Development Unit, Product Development Headquarters



Executive Officer

Jin Nakayama

General Manager of Business & Technology Development Center and Senior General Manager of Imaging Development



Executive Officer

Atsushi Yazawa

Senior General Manager, Production Headquarters



Executive Officer

Seiji Tamura

Senior General Manager, Corporate Management Division and responsible for IR



Executive Officer

Koji Moriya

Responsible for Building Next-Generation R&D Environment



Executive Officer

Tetsuro Izumi

Responsible for Structural Reforms



Executive Officer

Masayuki Uehara

Responsible for Global School Sales (Language) and Learning UP Communications



Executive Officer

Tomoo Kato

Senior General Manager, Overseas Sales Division of Global Marketing Headquarters



Executive Officer

Nobuyuki Inada

Production Headquarters Deputy Senior General Manager and Supply Chain Department, General Manager of Logistics



Executive Officer

Tetsuya Kawai

Deputy General Manager, Product Development Headquarters and Senior General Manager of Timepiece Development



Executive Officer

Toshiyuki Iguchi

Business & Technology Development Center, responsible for New Business Projects



Executive Officer

Yukio Aoshika

Deputy Senior Managing Director, Domestic Sales and Marketing Division, Global Marketing Headquarters



Executive Officer

Shinji Ota

Senior General Manager, Educational Computer Business Unit, Business Strategy Headquarters



Executive Officer

Shinichi Nakamura

General Manager, HR Department