



SUSTAINABILITY REPORT  
2021



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# Editorial Policy

## Sustainability Website

An easily searchable site that offers comprehensive information on Casio's sustainability initiatives.

## Sustainability Report 2021

A report containing information from the Sustainability website that can be downloaded in PDF format. It may be printed in part or in its entirety, for your reader convenience.

An independent opinion independent opinion from an outside expert has been obtained and included as an objective assessment of the report overall. Third-party verification of environmental performance data has also been obtained to ensure reliability.

Independent Opinion on the Sustainability Report

[Third-party Verification Certificate](#) (PDF / 3.5 MB)

For details on Casio's management and financial information, visit the Investor Relations site.

## Scope of the report

- **Period**

This report covers fiscal 2021 (April 1, 2020 to March 31, 2021), and also includes some information pertaining to years before and after fiscal 2021.

- **Issued**

November 2021

(Previous publication: January 2021, next publication planned: October 2022)

- **Boundary**

Some information in this report applies only to the parent company, Casio Computer Co., Ltd., while other material refers to the entire Casio Group. Further clarification is provided in each case, as needed. The name "Casio" in this report indicates the Casio Group, while "Casio Computer Co., Ltd.," refers specifically to the parent company.

## | Guidelines used as a reference

- GRI Standards, Global Reporting Initiative
- Environmental Reporting Guidelines (2007 Edition) issued by Japan's Ministry of the Environment
- ISO 26000 Guidance on Social Responsibility

(GRI Guidelines and ISO 26000 content indices are posted on the website.)

## | Inquiries

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## | Forecasts and forward-looking statements

The future forecasts and forward-looking statements published in this report for Casio Computer Co., Ltd., and the Casio Group are based on information available at the time of publication. These forecasts and statements include potential risk and uncertainty, and the reader should be aware that the actual results of business activities may differ from these predictions.

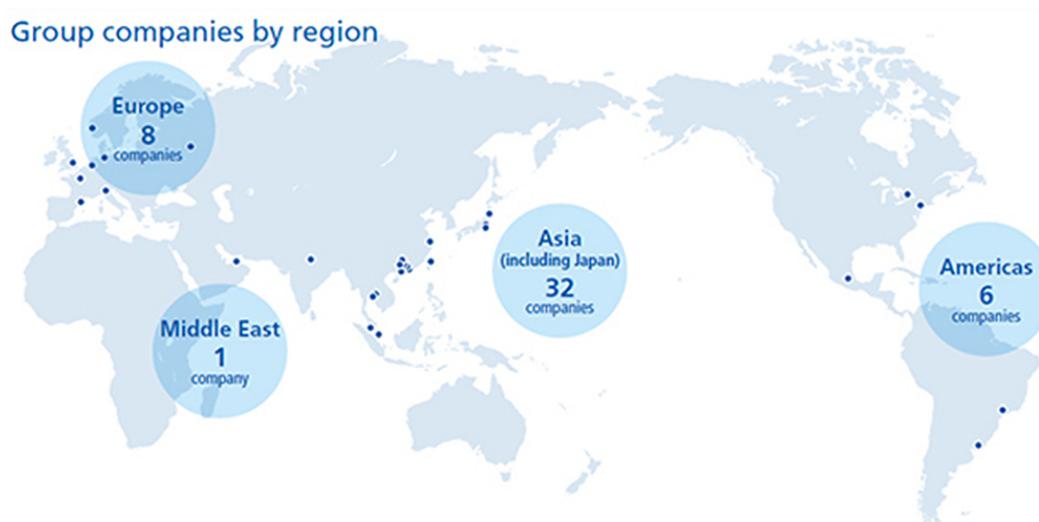
# Corporate Overview

## Company data

Name	Casio Computer Co., Ltd.
Headquarters	1-6-2, Hon-machi, Shibuya-ku, Tokyo, Japan, 151-8543
Established	June 1, 1957
President and CEO	KASHIO Kazuhiro
Employees	10,404 (consolidated)*
Paid-in capital	¥48,592 million*
Net Sales	¥227,440 million (consolidated)*
Operating income	¥15,372 million (consolidated)*
Ordinary income	¥16,321 million (consolidated)*
Net income	¥12,014 million (consolidated)*
Major Products	Timepieces, Electronic Dictionaries, Calculators, Label Printers, Electronic Musical Instruments, Handheld Terminals, Cash Registers, Management Support Systems, Data Projectors, Formed Parts, Molds

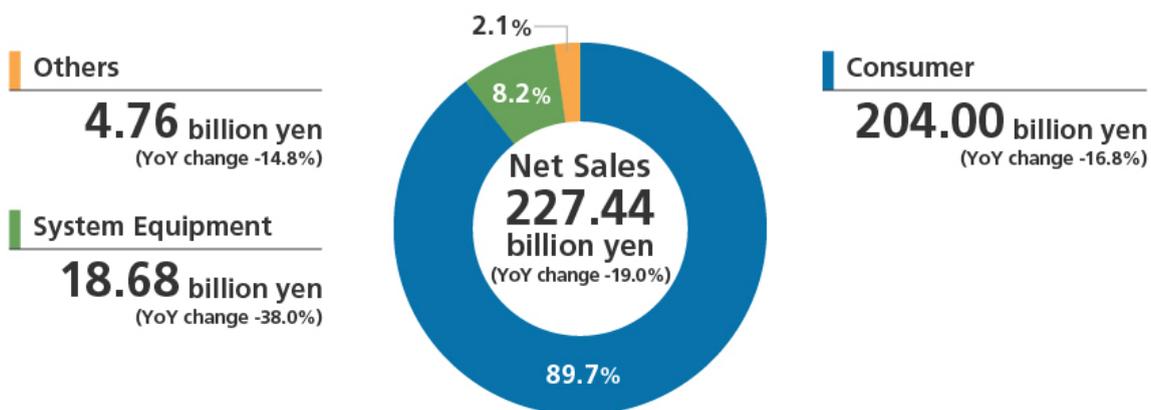
\* as of March 31, 2021

## Group companies by region

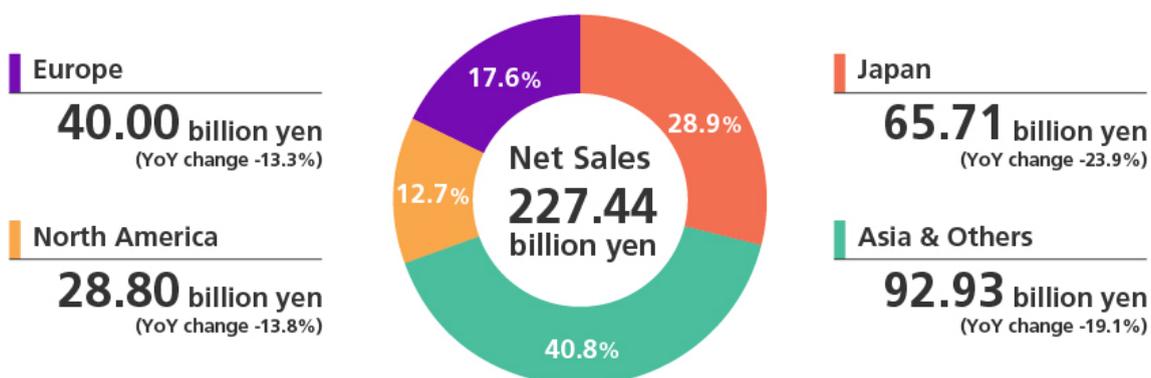


## Sales by business and region

### Sales by business



### Sales by region



as of March 31, 2020

# Message from the President

## Creating new cultural trends by forging deep and lasting connections with each and every user and providing the value people need in changing times

### | Casio Sustainability Goals

At Casio, we deeply value our corporate creed of “Creativity and Contribution.” All of our growth has come from putting this creed into action. By practicing creativity, we have provided new value to the world, transforming lifestyles and sparking new cultural trends. This is one way we give back to the world. Everything starts with the creed, which declares our ambition to leverage our inventions to make people’s lives more fulfilling—that’s “contribution.” At the very beginning when Casio developed the world’s first compact all-electric calculator, the real value we offered was not just the ability to perform calculations easily and quickly; rather, we made calculation itself accessible and convenient for everyone.

There have been many Casio “firsts”—the personal calculator, the shock-resistant watch, and the slimmest digital camera (at the time of its launch), just to name a few. All of these inventions expanded the circumstances in which our products could be used as well as the diversity of their users. Casio’s products made it so anyone could make calculations at any time, so users could know the precise time even in harsh environments, so people could carry a camera in their shirt pocket and take pictures whenever they wanted to. Countless users around the world have enjoyed the new value we created in these fields.

At Casio, we also understand the advantage of making the new value we offer part of new culture. That is what really cements our contribution to people’s lives and to the broader society. Take scientific calculators, for example. For many years now, we have worked closely with government ministries of education and schools in various countries around the world to develop mathematics curricula. As a result, our scientific calculators are often selected as recommended class supplies. This process enables Casio to support the education of about 23 million students around the world every year, primarily first-year high school students. The virtuous cycle we have promoted has contributed to math education, which helps foster students’ ability to think.

Providing new value to the world in this way transforms lifestyles and sparks new cultural trends. This is how we continue to be of service to each and every user, and it represents the kind of sustainability we pursue at Casio, characterized by growth and progress for both Casio and the world.

As environmental, social and governance (ESG) considerations become ever more important too, we aim to go beyond merely responding to external requests. Simply put, we make “Creativity *for* Contribution” our primary goal. Then, we seek to identify the core problems that must be solved to achieve this goal. Identifying core problems also ensures the effective functioning of our initiatives for solving environmental and social issues, on human resource development, workplace environment improvement, and so on.



## | Reforming Governance and Strengthening Our Management Structure

To meet the demands of the changing times and continue to provide new value, we recognize that it is important for us to strengthen our management infrastructure.

In April 2021, we introduced a management execution system with three c-suite officers (CEO, CHRO, and CFO). This system enables optimal company-wide decision-making. We also adopted a management matrix with business and function dimensions. Under this system, front-line worksites conduct business efficiently and autonomously at their discretion and with responsibility.

Meanwhile, in June 2019, Casio revised standards for selecting outside directors and reduced the number of directors on the Board of Directors, which is responsible for making prompt decisions and fulfilling management oversight functions. With this overhaul of the board, we brought in members with a wealth of experience and knowledge in a range of areas including corporate management. Since then, the directors have been holding lively discussions considering the long-term perspective, and we are seeing the fruits of this governance reform. Going forward, we will continue to reinforce the governance system in light of the Board of Directors' evaluation of effectiveness.

## | Addressing Sustainability Material Issues

One sustainability material issue for Casio at this moment is working to realize a decarbonized society. Casio's greenhouse gas reduction targets have been certified by SBTi as science-based targets. To achieve these targets, in July 2021, we switched the electricity used at our five major sites in Japan to renewable energy, and we are also working to reduce greenhouse gas emissions across the value chain.

It is also essential that we leverage our business activities to help achieve the Sustainable Development Goals (SDGs), a set of targets the international community is working to achieve by 2030. In fiscal 2020, we articulated which of the SDGs Casio will focus on as sustainability goals for each of our businesses. At present, we are using our focus SDGs as the basis for reaffirming our business targets, and working to set new KPIs based on our business plan for the post-COVID-19 world.

This series of measures is positioned between the Board of Directors and the business execution function. By ensuring that the Sustainability Committee, composed of the heads of each business and the heads of each functional headquarters, discusses these measures thoroughly and then reports the results to the Board of Directors, we ensure the right steps are given approval as management issues before taking action.

## | Building a Corporate Culture That Supports "Creativity for Contribution"

Casio has been carrying out various ESG initiatives to achieve its vision of sustainability. We are keenly aware of the importance of taking a long-term point of view. I believe that building a corporate culture that encourages this practice will be the key to making a difference in the world in the long term. This is why we strive for purpose-driven management at Casio and engage in dialogue with employees, aiming to foster an organizational culture in which employees, as stakeholders in the company, work together with management and one another to envision Casio's future and then put that shared vision into action. I am convinced that this will lead to employees working enthusiastically and at peak performance, with the right talent in the right positions, thereby maximizing the value Casio provides to each and every customer.

## | Cooperating with Stakeholders

Dialogue with stakeholders, including sharing strategic direction and progress as well as incorporating outside perspectives, is important for raising corporate value. I personally make a point of participating in dialogues with shareholders and investors. These dialogues yield various suggestion and insights, and they have become indispensable to our management approach.

Going forward, we will continue to enhance Casio's value as a company that is needed by society by achieving "Creativity *for* Contribution" while making the most of dialogue with stakeholders. I invite you to have high hopes for Casio.

**KASHIO Kazuhiro**

Representative Director,

President and CEO

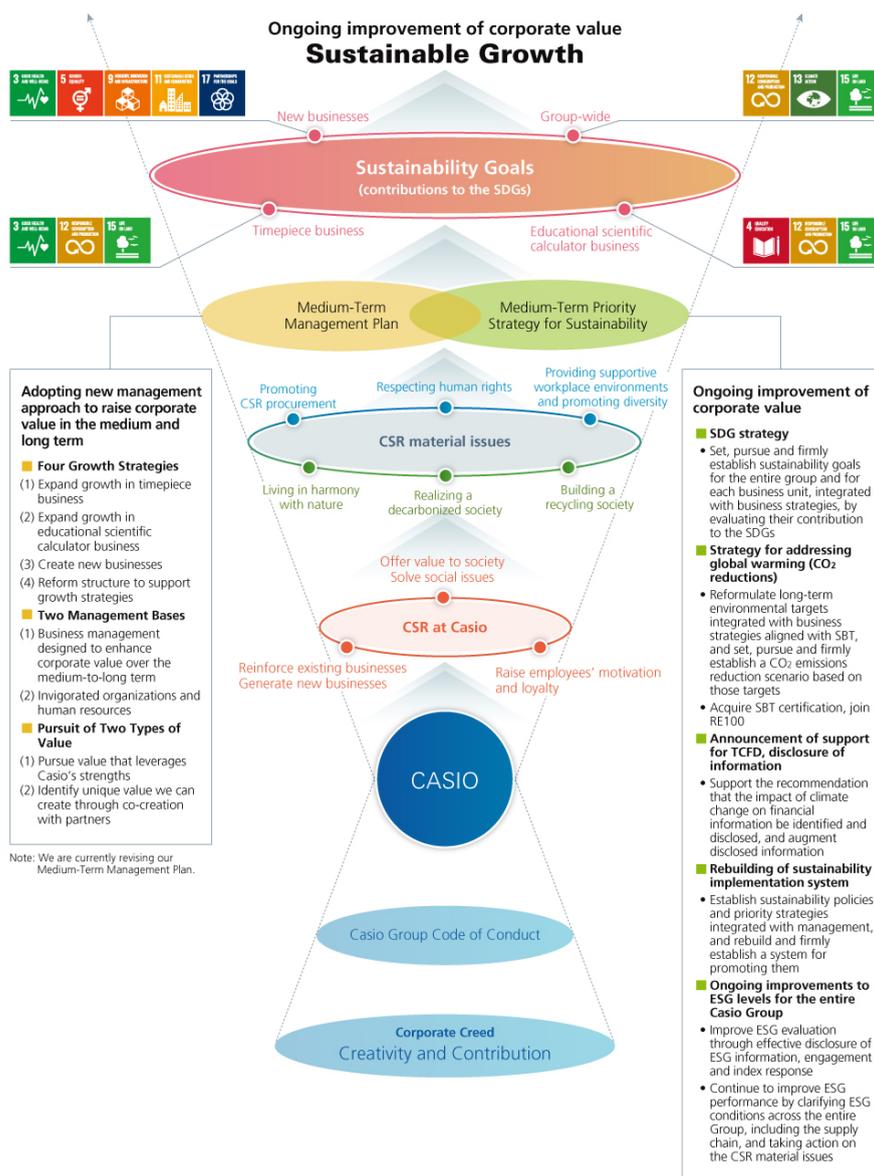
# Casio's Sustainability Concept

## Pursue Sustainable Growth for Both Company and Society

The Casio corporate creed, "Creativity and Contribution," reflects our founders' aspiration to give back to society by offering truly innovative products that never existed before.

At Casio, we believe that continuing to put this creed into practice will deliver long-term sustainable growth for both our company and society. Founded on this philosophy and code of conduct, Casio got its start by developing a groundbreaking electronic calculator. Since the beginning, we have always considered what our social responsibilities are as a manufacturer that provides useful inventions to the world. This is how we define CSR at Casio, and to make it specific, we have identified several issues with large social impact as material issues for Casio.

As part of our management strategy, we established the Casio Medium-Term Priority Strategy for Sustainability, and we are moving ahead by linking those initiatives with our Medium-Term Management Plan. Each business sets specific targets for these plans and strategies and implements them, seeking to achieve sustainable growth for both the company and society.



## Corporate Creed and Sustainability Management

Casio believes that part of its social responsibility is to pass down the corporate creed, "Creativity and Contribution," to all of its employees without fail. Casio is determined to ensure that its businesses, which make something from nothing, or go from "0" to "1," continue to make a consistent contribution to a more sustainable global society.

Learn more about the Casio corporate creed and its participation in the United Nations Global Compact.

## Environmental and Social Material Issues

For Casio, as a corporate group pursuing business development globally, it is extremely important to advance initiatives that are responsive to the expectations of the international community. In accordance with this understanding, Casio has identified material issues in need of prioritization in response to the Global Reporting Initiative (GRI) G4 guidelines issued in May 2013. Learn more about Environmental and Social Material Issues.

## Medium-Term Priority Strategies for Sustainability

In pursuing sustainability, Casio is building a system, devising strategies and targets, and using the PDCA cycle.

Read about policy and progress made on sustainability initiatives over the past two years and the medium-term priority strategy.

Also review a schematic diagram of sustainability management.

## Sustainability Goals

In 2019, Casio set sustainability goals for each business to address, in line with its Medium-Term Management Plan, and identified which SDGs Casio will seek to contribute to. Casio is determined to reflect the SDGs in how it does business.

Read more about SDG initiatives in each business.

# Casio's Corporate Creed and Sustainability Management

## The Corporate Creed of “Creativity and Contribution”

Since its establishment, Casio has placed value on the concept of “Creativity and Contribution,” which is its corporate philosophy.

This refers to our commitment to benefiting society by maximizing the unique strengths of the Casio Group to create new culture according to the changing times.

Through “Creativity for Contribution,” we aim to be a corporation that continuously creates new value, the type of value that blends seamlessly into the lifestyles of our customers.

## Welcoming the Challenge of Helping to Build a More Sustainable Global Society

In recent years, there has been widespread concern over the sustainability of human civilization in its current form. While economic activity has enriched the lives of many people, it has also put great strain on the global environment and social systems. Cooperation is needed to overcome this global crisis and leave a sustainable global society to future generations. In order to achieve this, proactive initiatives need to be taken by individuals, companies, governments, and international organizations. A company has a much larger impact on society than an individual, and corporate activities are responsible for some of the current impact on the planet. This is why society now has much greater expectations for companies to actively implement their own initiatives to help resolve sustainability issues, or in other words, to fulfill their corporate social responsibility (CSR). In recent years, investment in enterprises based on environmental, social and governance (ESG) criteria has grown exponentially worldwide. Given this trend, companies that neglect their CSR initiatives and fail to fulfill their social responsibilities no longer hold any appeal for investors, and the continued existence of such companies holds no value for society.

Casio's corporate creed of “Creativity and Contribution” expresses the company's concept of using creativity in order to contribute—in other words, creating innovative products and services with original Casio technology to give back to society. Everyone working at Casio fully appreciates this corporate creed, and the company is always striving to help build a more sustainable global society by pursuing business activities designed to make something from nothing, or go from “0” to “1.” This is Casio's CSR approach.

The Casio Group Code of Conduct is used as a guide for all officers and employees of the Group, ensuring compliance with applicable laws and internal regulations and appropriate conduct from an ethical point of view. Based on changes in and outside the Casio Group, the Code of Conduct was revised in June 2013 and again in November 2016 to meet new standards in areas where the international community has high expectations and demands, such as human rights, supply chain management, and anti-corruption measures.

Casio has identified six material issues, shown below, to guide its efforts to address social and environmental issues that relate directly and indirectly to its business operations. By addressing these issues the company aims to help build a more sustainable global society. The world today is faced with many complex economic, environmental and social problems of a very serious nature. Humanity as a whole needs to consider its own best future, and then find ways to move in that direction. If economic activities are to be maintained on this planet with limited resources, every member of society must try to help achieve sustainability. Casio is determined to do its part to find solutions for social and environmental issues while continuing to provide new value to society, based on its corporate creed of "Creativity and Contribution." Casio will steadily pursue specific initiatives while always seeking to conceive of ideal solutions for each issue.

## | Charter of Creativity for Casio and Casio Common Commitment

In 2003, Casio adopted the Charter of Creativity for Casio and Casio Common Commitment, a promise from everyone working at Casio. They are designed to ensure that Casio employees will be aware of the corporate creed at all times, and act upon it. These promises cover the three key aspects of CSR—economy, environment, and society—as well as the company's approach to compliance.

### **Charter of Creativity for Casio**

#### First Chapter

We will value creativity, and ensure that our products meet universal needs\*.

#### Second Chapter

We will strive to be of service to society, providing customers with delight, happiness, and pleasure.

#### Third Chapter

We will back up our words and actions with trustworthiness and integrity, and work as professionals.

\*To create innovative products that everyone needs but no other company has ever produced. At Casio, this is the mission not only of product development, but of every other part of the business.

### Charter of Creativity for Casio and Casio Common Commitment

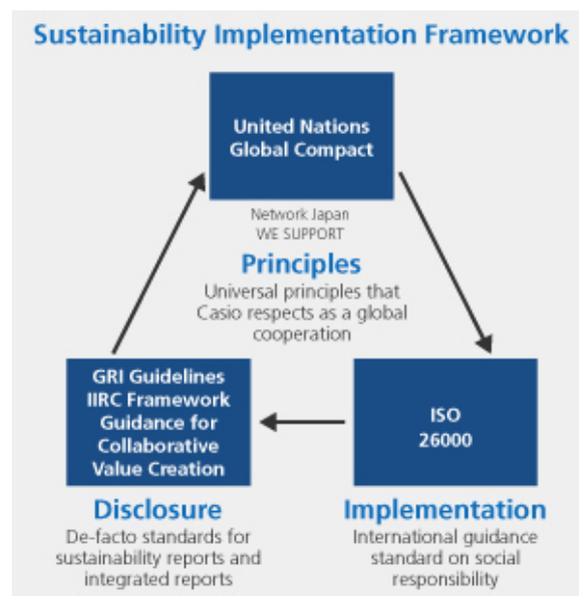
## | Assessing Internal Familiarity with Casio's Sustainability Approach

Every two years, all employees of group companies in Japan are given a comprehensive questionnaire on the Charter of Creativity for Casio and Casio Common Commitment, the Casio Group Code of Conduct, and the Whistleblower Hotline. The results are used to analyze employees' familiarity with these principles and resources. The results of the questionnaire are also used to develop various measures to ensure that employees have a good understanding.

## Sustainability Implementation Framework

Casio joined the UN Global Compact in 2010. The company upholds the ten principles of the Global Compact, which concern human rights, labour, the environment and anti-corruption, and it has also fully adopted the corporate commitments.

The company draws on the ISO 26000 guidance standard on social responsibility in implementing CSR. Casio has been working to enhance its CSR programs to meet the requirements of the international community by, for example, using the Global Reporting Initiative (GRI) Guidelines, which are international standards, for its sustainability reports. For its integrated report, Casio uses the IIRC Framework and the Japanese Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation to select the topics to cover.



## United Nations Global Compact

Casio products are made through cooperation not just within the Casio Group, but with many other parts and consignment manufacturers. Through global distribution, over 100 million Casio products are sold each year in 140 countries around the world.

In order for consumers worldwide to purchase Casio products with confidence, the company believes that it must support and adhere to common global principles for sustainable growth for the international community, beginning with Casio's global supply chain.

This is why, in December 2010, the company president signed a letter of commitment to support the principles of the United Nations Global Compact. With that step, Casio joined the compact, and it has been making employees thoroughly aware of it ever since, group-wide. While pursuing specific initiatives for the realization of the Global Compact principles, Casio is also appropriately disclosing progress.

Casio is also active at the local network level of the UN Global Compact, serving as a member of the Japanese Global Compact Network Japan (GCNJ).

## | 10 Principles of the UN Global Compact

### Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

### Labor Standards

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

### Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

### Anti-Corruption

10. Businesses should work against all forms of corruption, including extortion and bribery.

## | FY2021 Participation in Global Compact Network Japan (GCNJ) Subcommittees

GC Internal Education and Research Subcommittee

SDG Subcommittee

ESG Subcommittee

Reporting Research Subcommittee

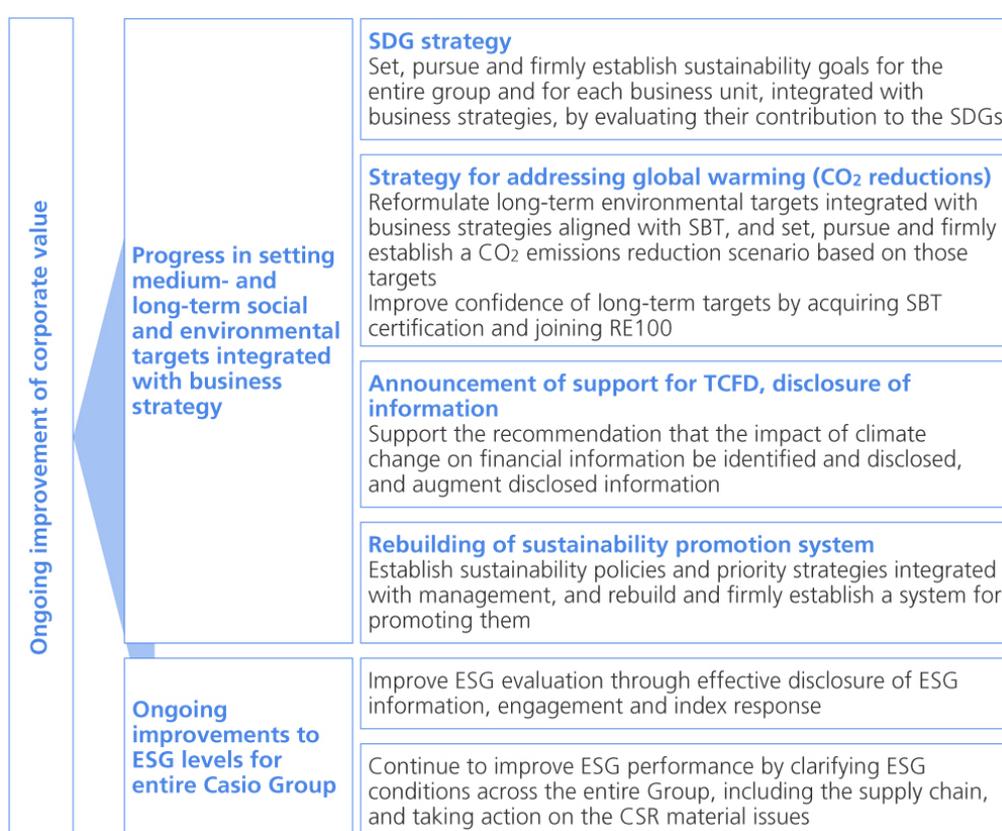
Related Links: [United Nations Global Compact](#)

# Medium-Term Priority Strategies for Sustainability

## Medium-term priority strategies for sustainability (fiscal 2021-2022)

In fiscal 2021, in light of progress made during the preceding fiscal years, Casio decided to place particular emphasis on the material issues toward the realization of a decarbonized society and the rebuilding of the sustainability promotion system in its medium-term priority strategies for E (environment) and S (society) for fiscal 2021 and fiscal 2022. These were laid out and advanced as described below.

### | Medium-term priority strategies (fiscal 2021-2022)



Progress made in fiscal 2021 toward reaching the above-described medium-term priority strategies' goals for fiscal 2022 is as shown below.

Priority	Issues to pursue	KPI (FY2022 goals)	Progress made in FY2021
<p><b>Progress in setting medium- and long-term social and environmental targets integrated with business strategy</b></p>	<p>SDG strategy Set, pursue and firmly establish sustainability goals for the entire group and for each business unit, integrated with business strategies, by evaluating their contribution to the SDGs</p>	<p>Sustainability goals for the entire group and for each BU that are integrated with the business strategy established, and the first phase completed Results evaluated based on the KPI and used to set targets for the next phase</p>	<p>Reviewed the mid-term business plans for each business and functional headquarters, upon which the medium-term sustainability goals are based. Also arranged SDGs embraced by Casio in the following areas: contributing to social issues through business; and reducing the environmental impact through business.</p> <p><u>Sustainability Goals</u></p>
	<p>Strategy for addressing global warming (CO<sub>2</sub> reductions) Reformulate long-term environmental targets integrated with business strategies aligned with SBT, and set, pursue and firmly establish a CO<sub>2</sub> emissions reduction scenario based on those targets Improve confidence of long-term targets by acquiring SBT certification and joining RE100</p>	<p>Long-term environmental targets based on new SBT standards set, and a CO<sub>2</sub> reduction scenario based on this devised SBT certification completed, RE100 initiative joined and renewable energy adoption policies established for entire Group</p>	<p>Enhanced Casio's medium- and long-term greenhouse gas reduction targets to conform with SBT's new standards in October 2020, as shown below, and submitted them to the SBTi to request validation that these targets are based on scientific evidence.</p> <p>As a result, received validation from SBTi that the Casio fiscal 2030 targets are aligned with the scientific evidence-based goal of limiting global warming to well below 2°C.</p> <p>Casio Greenhouse Gas Reduction Targets Validated by SBTi</p> <p>New Enhanced Greenhouse Gas Reduction Targets:</p> <ul style="list-style-type: none"> <li>■ Scopes 1 &amp; 2 <ul style="list-style-type: none"> <li>• 38% reduction by FY2031, compared to FY2019</li> <li>• Net zero emissions by FY2050</li> </ul> </li> <li>■ Scope 3 <ul style="list-style-type: none"> <li>• 30% reduction of greenhouse gas emissions from the use of purchased goods and services (category 1) and use of sold products (category 11) by FY2031, compared to FY2019</li> </ul> </li> </ul> <p>In addition, Casio formulated a concrete greenhouse gas (scopes 1 &amp; 2) emissions reduction scenario for FY2031 aimed at achieving these targets and put it into practice.</p>

Priority	Issues to pursue	KPI (FY2022 goals)	Progress made in FY2021
	<p>Announcement of support for TCFD, disclosure of information</p> <p>Support the recommendation that the impact of climate change on financial information be identified and disclosed, and augment disclosed information</p>	<p>Support for TCFD announced and disclosure in line with its requirements augmented</p>	<p>In addition to enhancing greenhouse gas reduction targets to conform with the new SBTi standards, also announced support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and disclosed relevant financial information.</p> <p>Casio will continue to work to strengthen its governance relating to climate change, formulate strategies based on climate-change risk and opportunity analysis, and disclose climate-related financial risk information.</p> <p><u><a href="#">Information Disclosure Based on TCFD Recommendations</a></u></p>
	<p>Rebuilding of sustainability promotion system</p> <p>Establish sustainability policies and priority strategies integrated with management, and rebuild and firmly establish a system for promoting them</p>	<p>A Sustainability Committee under the board of directors formed to discuss policies and strategies; in addition, by meeting in line with the PDCA cycle, measures reliably promoted</p>	<p>The Sustainability Committee is positioned between the board of directors and the Management Committee. It is chaired by the director in charge of ESG strategy, and its members include the CFO, CHRO, leaders of each business, and officers in charge of staff divisions. The committee began making concrete deliberations in FY2021. Key issues relating to sustainability are discussed by officers in the committee, the results of deliberations are reported to the board of directors and are then put into practice following necessary procedures.</p>
<p><b>Ongoing improvements to ESG levels for entire Casio Group</b></p>	<p>Improve ESG evaluation through effective disclosure of ESG information, engagement and index response</p>	<p>Effective response to key indices such as FTSE, MSCI and DJSI continued, reselected for DJSI WORLD index, stayed on FTSE and MSCI and remained in a position to be selected for ESG investment</p>	<p>A considerably updated integrated report was issued in FY2021 and was selected as one of the "most-improved integrated reports" by the GPIF.</p> <p>In addition, Casio is continuing to update its sustainability report with the improvement of access to published information. Casio will continue to review aspects such as the report structure, with the aim of creating reports that are even more easily understandable. For details on the adoption of ESG indices, refer to <u><a href="#">External Evaluation</a></u>.</p>
	<p>Continue to improve ESG performance by clarifying ESG conditions across the entire Group, including the supply chain, and taking action on the CSR material issues</p>	<p>In light of progress with materiality through fiscal 2021, the next materiality promotion plan established, and results evaluated based on KPI</p>	<p>Regarding the clarification of ESG conditions in the supply chain, the Production Headquarters responsible for procurement plans to enhance the contents of the annually-conducted supplier CSR surveys. With regard to FY2021, Casio began conducting surveys concerning greenhouse gas emissions and the setting of greenhouse gas emissions reduction targets in particular, beginning with suppliers in Japan.</p>

# Environmental and Social Material Issues

## Environmental and Social Material Issues

### | Approach

As a company with a global reach, it is extremely important for Casio to pursue initiatives that meet the expectations of the international community. The worldwide movement to build more sustainable societies continues to evolve, year by year. Companies today are expected to carry out strategic initiatives as part of their core business activities. Casio is no exception. Even more so, as a company known for “creating something from nothing,” Casio must strategically implement social contribution measures that are integrated with its business activities. Responding to these trends, Casio has specified the issues with the greatest significance (materiality) to its practice of social responsibility, in accordance with the G4 Sustainability Reporting Guidelines issued by GRI in May 2013. Going forward, the company will take action on each of the specified issues, and will apply the plan-do-check-act (PDCA) cycle to these efforts to ensure the highest level of socially responsible management.

## KPI and Performance (Items marked ★ are environmental action targets as well)

Evaluation ◎: All targets met, ○ : Most targets met, △ : Remaining issues outweigh results, × : No progress made

Material Issues for Casio	FY2021 Targets and KPI	FY2021 Performance	Evaluation	FY2022 Targets and KPI
Realizing a low-carbon society	Reduce the greenhouse gas emissions (Scopes 1 and 2) of group companies by 6.3% compared to FY2019, based on a market-based standard	Reduced 20.3% compared to FY2019	○	Reduce the greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 9.5% compared to FY2019, based on a market-based standard
Building a recycling society	Maintain the Casio Green Star product sales ratio at 76% or more	Casio Green Star Product sales ratio: 78%	◎	Maintain the Casio Green Star product sales ratio at 80% or more
	Reduce the amount of waste generated by entire Casio Group by at least 1% compared to the previous fiscal year Achieve a recycling rate for Casio Group site waste of at least 95%	Reduced waste generated by Casio Group by 13.7% compared to the previous fiscal year Recycling rate for Casio Group: 87.1%	△	Reduce the amount of waste generated by entire Casio Group by at least 1% compared to FY2020 Achieve a recycling rate for Casio Group site waste of at least 95%
	Reduce water usage for Casio Group by at least 1% compared to FY2019	Reduced water usage for Casio Group by 16.7%	◎	Reduce water usage for Casio Group by at least 2% compared to FY2020
Living in harmony with nature	Ensure that 80% of product catalog paper used in Japan is paper from certified forests	74%	△	Ensure that 80% of product catalog paper used in Japan is paper from certified forests
	Re-examine medium and long-term targets, including the definition of sustainable paper	Collected and analyzed world trends	△	Continue to re-examine medium and long-term targets, including the definition of sustainable paper
Promoting CSR procurement	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits in China	Implemented CSR education at Casio sites and at suppliers, and implemented onsite audits at 8 suppliers in China	○	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits at a total of 10 suppliers in China and Thailand
	(2) Conduct CSR surveys	Conducted CSR surveys of 455 suppliers worldwide Surveys collected from 454 of 455 companies	○	(2) Conduct CSR surveys Conduct CSR surveys of all suppliers, and collect surveys from all of them

Material Issues for Casio	FY2021 Targets and KPI	FY2021 Performance	Evaluation	FY2022 Targets and KPI
Providing supportive workplace environments and promoting diversity	<ul style="list-style-type: none"> <li>Maintain childcare leave usage rate for eligible employees of 90% or more</li> <li>Maintain a rate of employee return after childcare leave of 90% or more (including contract employees)</li> </ul>	<ul style="list-style-type: none"> <li>Achieved childcare leave usage rate for eligible employees of 100%</li> <li>Achieved a rate of employee return after childcare leave of 100% (including contract employees)</li> </ul>	◎	<ul style="list-style-type: none"> <li>Maintain childcare leave usage rate for eligible employees of 90% or more</li> <li>Maintain a rate of employee return after childcare leave of 90% or more (including contract employees)</li> </ul>
	Achieve a female employee recruitment rate of 25% or more	5 of the 30 employees who joined the company in April 2021 were women (16.7%)	△	Achieve a female employee recruitment rate of 25% or more
	Maintain legally mandated employment rate of people with disabilities at 2.3% or more	Employment rate of people with disabilities: 2.29% (as of April 1, 2021)	○	Maintain legally mandated employment rate of people with disabilities at 2.3% or more
	Follow-up measure implementation rate for annual checkups: 80% or more	<ul style="list-style-type: none"> <li>Follow-up measure implementation rate: 74.3%</li> <li>Reason 1 The implementation of follow-up measures was delayed due to COVID-19-influenced delays to regular checkup visits</li> <li>Reason 2 There were employees who rejected the offer of visits to medical institutions for follow-up measures due to COVID-19 pandemic</li> </ul>	△	Follow-up measure implementation rate for annual checkups: 80% or more
	<ul style="list-style-type: none"> <li>Ascertain the actual mental illness rate</li> <li>Implement e-learning training for new employees</li> <li>Implement training for new managers</li> <li>Implement skill improvement training by job type for young employees</li> </ul>	<ul style="list-style-type: none"> <li>Mental illness rate on a consolidated basis (fiscal year end): 0.5%</li> <li>Implement e-learning training for new employees (October)</li> <li>Implement training for new managers (September, January)</li> <li>Implement skill improvement training by job type for young employees (November)</li> </ul>	○	<ul style="list-style-type: none"> <li>Ascertain the actual mental illness rate</li> <li>Implement e-learning training for new employees</li> <li>Implement training for new managers</li> <li>Implement skill improvement training by job type for young employees</li> </ul>
	<ul style="list-style-type: none"> <li>Ascertain the rate of employees with high stress (February)</li> <li>Consultations provide by industrial physicians to interested employees (February to April)</li> <li>Ascertain health risk rates by department (April)</li> <li>Implement workplace analysis and feedback (May)</li> </ul>	<ul style="list-style-type: none"> <li>Ascertained the rate of employees with high stress (February)</li> <li>Consultations provided by industrial physicians to interested employees (February to March)</li> <li>Ascertained health risk rates by department (March)</li> <li>Implemented workplace analysis and feedback (March)</li> </ul>	○	<ul style="list-style-type: none"> <li>Ascertained the rate of employees with high stress (February)</li> <li>Consultations provided by industrial physicians to interested employees (February to March)</li> <li>Ascertained health risk rates by department (March)</li> <li>Implemented workplace analysis and feedback (March)</li> </ul>
Respecting human rights	(1) Check human rights issue and implement feedback: All sales group companies (100%)	Implemented survey for 27 sales sites in and outside Japan in June 2020, and responses received from all. Feedback given as well. (100%)	○	(1) Review checks for human rights issues implemented in the past and formulate a promotion policy for fiscal 2023 and beyond.
	(2) Implement human rights education for Sustainability leaders:	Implementation postponed due to major internal organizational reform and the impact of COVID-19.	×	(2) Implement human rights education for Sustainability leaders:
	(3) Develop a grievance mechanism; establish the mechanism and put into full operation	Re-examined the move to an operational structure capable of a more suitable response.	—	—

\* Performance was not evaluated due to revision of the criteria for calculation during the fiscal year

# Materiality specification process

## **Step 1: Specification of issues with significance to the company**

In fiscal 2015, Casio made a detailed list of CSR issues with reference to its business areas, and prioritized them based on relevance to its own activities.

## **Step 2: Specification of issues with significance to stakeholders**

In fiscal 2016, Casio sent a questionnaire to its stakeholders and conducted interviews in order to organize the issues by their significance to stakeholders.

## **Step 3: Summarization and finalization**

Based on the results of the processes in steps 1 and 2, in fiscal 2016 Casio formally specified its material issues with the approval of the director in charge of CSR.

## **Step 4: KPI formulation and implementation**

Casio formulated key performance indicators (KPI) with reference to the specified material issues, thereby enabling each responsible department to evaluate its CSR initiatives quantitatively. In fiscal 2017, Casio is implementing related activities using the plan-do-check-act (PDCA) cycle.

### | Step 1: Specification of issues with significance to the company

Regarding the 46 "aspects" indicated in the G4 Sustainability Reporting Guidelines from GRI, Casio analyzed the risks to the company for each aspect and the degree of impact that they would have on Casio. The aspects were used to evaluate matters at various levels, including business segments, value chains for each segment, and regions of operation. This shaped the identification of the most significant aspects. The departments charged with CSR responsibilities also examined the identified aspects, and finalized them for use in their own processes.

### | Step 2: Specification of issues with significance to stakeholders

Based on the G4 Sustainability Reporting Guidelines, the 46 aspects were divided into six areas: economic, environment, labor practices, human rights, society, and product responsibility. The importance of each area was then identified through dialogue with stakeholders closely related to Casio. Questionnaires were also given to customers and employees, and aspects with high significance to stakeholders were identified. In addition, questionnaires and interviews with experts were carried out on the respective topics. These processes enabled Casio to identify society's expectations, resulting in a list of issues with significance to Casio stakeholders.

Economic

Takeshi Mizuguchi, Professor

Takasaki City University of Economics

More detail

Environment

Sadayoshi Tobai

Conservation Director, WWF Japan

More detail

Labor Practices

Hiroki Sato, Professor

Chuo Graduate School of Strategic Management

More detail

Human Rights

Makoto Teranaka, Visiting Professor

Tokyo Keizai University

More detail

Society

Kaori Kuroda, Executive Director

CSO Network Japan

More detail

Product Responsibility

Kikuko Tatsumi, Executive Advisor

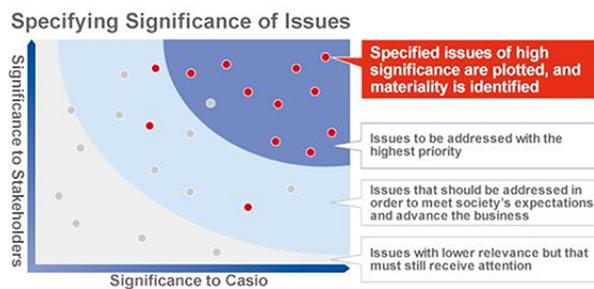
Nippon Association of Consumer Specialists

More detail

### | Step 3: Summarization and finalization

By mapping the aspects identified in steps 1 and 2, Casio specified eight material issues, with a focus on aspects given a high priority. Finally, with the approval of the director in charge of CSR, the issues with medium-term materiality to the Casio Group were defined.

#### Material Issues for Casio



Material Issues for Casio	Material Aspects	Boundary	
		Internal	External
Building a recycling society	Products and services	●	●
Realizing a low-carbon society	Energy	●	●
	Emissions	●	●
Living in harmony with nature	Biodiversity	●	●
Promoting CSR procurement	Supplier environmental assessment	●	●
	Supplier assessment for labor practices	●	●
	Supplier human rights assessment	●	●
	Supplier assessment for impacts on society	●	●
Providing supportive workplace environments and promoting diversity	Employment	●	
	Diversity and equal opportunity	●	
Respecting human rights	Investment	●	●
	Non-discrimination	●	●
	Freedom of association and collective bargaining	●	●
	Child labor	●	●
	Forced or compulsory labor	●	●
	Human rights assessment	●	●
	Human rights grievance mechanism	●	●
Preventing corruption	Anti-corruption	●	●
Maximizing economic performance	Economic performance	●	●

## | Step 4: KPI formulation and implementation

### KPI Formulation

Casio investigated key performance indicators (KPI) with reference to the specified material issues, in order to enable the responsible departments to evaluate their initiatives quantitatively. With the approval of the CSR Officer, the KPI were finalized, and efforts are underway in fiscal 2017 to ensure high performance.

\* For more information on KPI, see "KPI and Performance" above.

## Materiality Review

Casio continually worked to improve its efforts to address conventional material issues up through fiscal 2021. Likewise, in fiscal 2021, the company plans to continue addressing its current material issues, as well as reviewing the overall approach it takes to material issues, taking into consideration the shifts occurring in the way materiality is viewed in today's social context.

# Sustainability Goals

## SDG-Based Initiatives

The Sustainable Development Goals (SDGs) were unanimously adopted by world leaders at the United Nations Sustainable Development Summit. The SDGs outline priority global issues to be resolved by 2030 and specify common targets for the world. They indicate specific opportunities to put the planet on a sustainable path, including eliminating poverty and hunger, and pursuing clean energy, climate action, and peaceful societies.

In 2019, Casio incorporated SDG efforts into its business operations by establishing sustainability goals for each business unit to accompany its Medium-Term Management Plan.

In consideration of revisions made to the business operations framework, Casio is currently conducting a review. New goals will be announced via this website as soon as they have been determined.



## | Sustainability Goals

### Timepiece Business

- Promote user health by providing and supporting sporting experiences through watches and wrist devices
- Reduce environmental impact: Reduce resource use in business activities



### Educational Scientific Calculator Business

- Promote even better math education by providing products designed to meet specific educational needs in different countries
- Help improve educational levels by training math teachers to use scientific calculators in their classrooms
- Reduce environmental impact: Reduce resource use in business activities



### New Businesses

- Provide personal health and beauty support to individual customers through digital means
- Create social infrastructure that gives people greater peace of mind in their daily lives
- Use open innovation to create more experiences that offer innovative customer value



### Business Needing Better Profitability

- Provide opportunities to acquire broad knowledge
- Use projectors to develop educational infrastructure and effective learning environments
- Reduce environmental impact: Reduce resource use in business activities



### Company-wide

- Reduce environmental impact: Reduce resource use in business activities
- Reduce environmental impact: Reduce waste



# Information Disclosure Based on TCFD Recommendations

In April 2021, Casio announced its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and disclosed information based on the recommendations as follows. Based on this, Casio is working to strengthen its governance relating to climate change, formulate strategies based on climate-change risk and opportunity analysis, and disclose climate-related financial risk information.



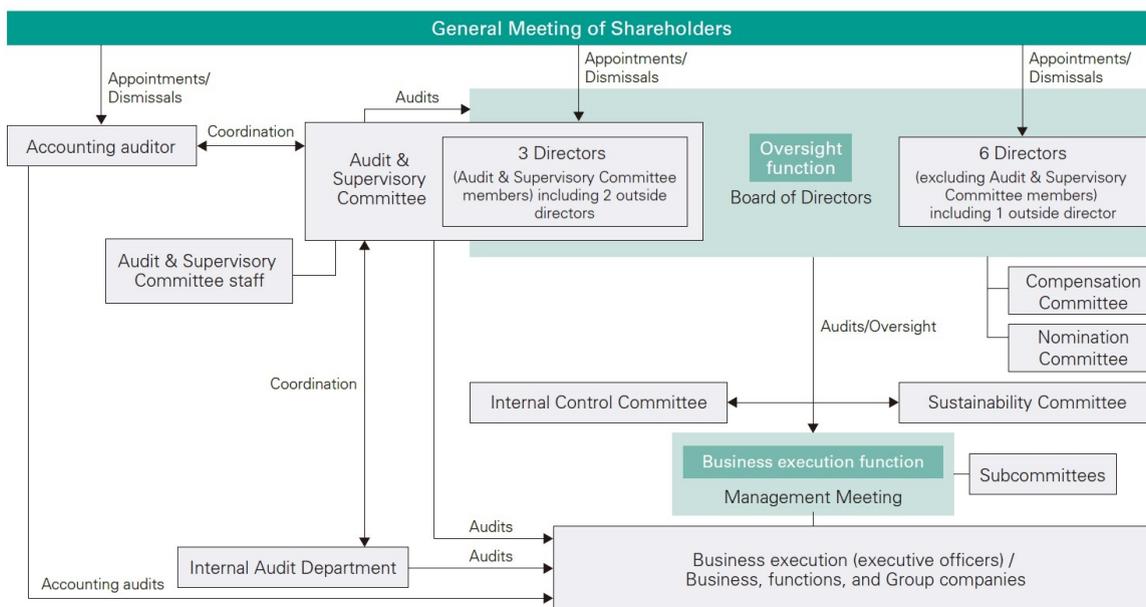
Category	Casio Initiatives
Governance	<p><b>Climate change issues have been included within Casio's governance and management systems addressing sustainability.</b></p> <p>Casio now has a system in place for appropriate oversight of management decision-making and business execution as they relate to important sustainability issues, including climate change. The Sustainability Committee, which reports directly to the Board of Directors, is chaired by a director appointed by the president. The committee discusses and reports on important sustainability issue findings relevant to Casio.</p>
Strategy	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Transition risks: Increased energy costs from the adoption of renewable energy, capital investment related to renewable energy and energy saving, and increased business costs due to new regulations such as carbon taxes</li> <li>• Physical risks: Business continuity risk resulting from larger-scale natural disasters caused by climate change, and rising insurance premiums, etc.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Greater environmental contribution through business and other activities including the supply of products and services</li> </ul> <p>Using scenario analysis, Casio will continue to analyze climate change-related risks and opportunities, as well as their potential impact, including on business models and value chains, and incorporate this analysis into its business strategies.</p>
Risk Management	<p><b>Casio ascertains and manages risk as follows.</b></p> <p>In addition to collecting and analyzing data on climate change impact for its relevant businesses, Casio evaluates its vulnerability to large-scale natural disasters caused by climate change, and implements necessary measures to ensure business continuity.</p>
Indicators and targets	<p><b>Casio has adopted the following greenhouse gas emission reduction targets.</b></p> <p>Casio aims to reduce its Scope 1 and 2 emissions by 38%* compared to fiscal 2019 levels before the end of 2031 and is aiming for net zero emissions by 2051.</p> <p>For Categories 1 and 11 of Scope 3 emissions, the aim is for a 30% reduction compared to fiscal 2019, by 2031.*</p> <p>To achieve these goals, Casio is actively adopting renewable energy, while working with its business partners to reduce greenhouse gas emissions in the supply chain.</p> <p>* SBT-certified targets</p>

# Sustainability Management

## Sustainability Implementation System

### | Sustainability Committee

Casio has amended its CSR implementation system and established a Sustainability Committee positioned between its Board of Directors and Management Committee. Since the beginning of fiscal 2022, in accordance with revisions to the business execution structure, the committee has been chaired by the director in charge of ESG strategy, with its members including the CFO, CHRO, heads of each business, heads of each functional headquarters, and officers in charge of staff departments. Important functions of the committee are to ensure that key issues relating to sustainability are candidly discussed by officers on the committee and to ensure that all committee members develop a consensus understanding of those issues. The results of the committee's deliberations are reported to the Board of Directors and then put into practice, following necessary procedures. In addition, the state of progress regarding each issue is continually monitored.



Themes that were deliberated on by the Sustainability Committee from fiscal 2021 through the beginning of fiscal 2022 and put into practice are outlined below, along with plans for fiscal 2022.

No.	Theme	Fiscal 2021 performance	Fiscal 2022 plan
1	Amend medium- and long-term greenhouse gas emissions reduction targets and join related global initiatives	Enhanced Casio's greenhouse gas emissions reduction targets to meet the latest SBTi criteria	<ul style="list-style-type: none"> <li>Receive validation from SBTi that Casio's targets are aligned with the scientific evidence-based goal of limiting global warming to well below 2 °C (validation already received)</li> <li>Join RE100</li> </ul>
2	Announce support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and disclose relevant information	Announced support for TCFD recommendations and began disclosing climate-related information regarding governance, strategy, risk management, indices, and targets	Perform scenario analysis and formulate strategy based on analysis of risks and opportunities
3	Formulate an action plan (scenario) for greenhouse gas emissions reduction by FY2031	Formulated a scenario for scope 1 & 2 emissions reduction by FY2031	<ul style="list-style-type: none"> <li>Promote measures for reducing scope 1 &amp; 2 emissions based on a FY2031 scenario</li> <li>Verify actual conditions of scope 3 emissions and formulate a reduction scenario</li> </ul>
4	Reconstruct the environmental vision/environmental policy	Formulated environmental philosophy system and plan consisting of an environmental vision, environmental policy, and action targets	Coordinate with each functional headquarters to formulate an environmental philosophy system and identify specific promotion themes
5	Reestablish sustainability goals	Implemented target-based organization of SDGs to aim for according to business unit/function	Specify SDGs and targets according to business unit/function and formulate KPIs based on their mid-term business plans

# History of Sustainability Management

Casio's CSR activities have evolved with social trends over the years. This section reviews that history, showing the increasing importance of management focused on social responsibility.

## | 1990s: Establishing Environmental Management

The 1990s was a decade of growing public criticism of corporate practices, with repeated corporate scandals in Japan. Compliance measures were advanced, including the establishment of codes of conduct by large companies. Also, the issue of global warming came to light, and global environmental problems became apparent. Against this backdrop, many Japanese companies shifted to environmental management.

Casio established its Environmental Conservation Committee in 1991 and began to pursue environmental management. In 1993, the Casio Environmental Charter was established. This led to environmental activities across the Casio Group relating to both products and production/business sites.

As a company with a global presence, Casio understands that it is vital to comply with international norms as well as the applicable laws and regulations in each country and region. In 1998, the Casio Code of Ethics was created to ensure that all officers and employees act based on high ethical standards and sound judgment.

● CSR management reinforcement   ● Environmental initiative   ● Information disclosure   ● Social Trends

### Social Trends

1990	●	Action Program to Arrest Global Warming established
1991	●	Act for Promoting the Utilization of Recycled Resources takes effect
	●	Keidanren Global Environment Charter established
1993	●	Basic Environment Act takes effect
1994	●	United Nations Framework Convention on Climate Change takes effect
1996	●	ISO 14001 international environmental standard created
1997	●	Kyoto Protocol adopted by the third session of the Conference of the Parties (COP3)
1998	●	Act on Rationalizing Energy Use revised
	●	Act on Promotion of Global Warming established

## Casio Initiatives

1991	●	Casio Environmental Conservation Committee launched
1993	●	Casio Environmental Charter and Environmental Fundamental Policies established
1997	●	Environmental activities reported on the Casio website
	●	ISO 14001 certification acquired by Aichi Casio and Yamagata Casio
1998	●	Casio Group Code of Conduct established
	●	ISO 14001 certification acquired by Kofu Casio, Kochi Casio, Casio Korea, and Casio Electromex (Mexico)
1999	●	Green Procurement Guidelines established
	●	Environmental Report first published
	●	First exhibit at Eco-Products
	●	ISO 14001 certification acquired by Casio Electronics

## | 2000s: Shifting to CSR Management

In addition to environmental efforts, CSR themes including human rights, labor relations, society, and product liability began to be discussed in the 2000s. CSR reports also started coming out as part of stakeholder communication efforts. A growing number of companies established CSR offices and appointed officers in charge of CSR. These efforts took place in the context of management strategy, as an indispensable element for sustainable development of the company.

In 2003, Casio reviewed its corporate creed, "Creativity and Contribution," in light of the times, and established the Charter of Creativity for Casio to set the course for CSR management. In 2004, Casio established its CSR Promotion Office and CSR Committee. In 2005, the Casio Group identified its key stakeholder segments and started issuing the CSR Report, which clearly described the Group's responsibilities to each segment.

● CSR management reinforcement   ● Environmental initiative   ● Information disclosure   ● Social Trends

## Social Trends

2000	●	United Nations Global Compact initiated
	●	Sustainability Reporting Guidelines issued by the Global Reporting Initiative (GRI)
	●	Containers and Packaging Recycling Act established
2001	●	Green Purchasing Act established
	●	Act on the Promotion of Effective Utilization of Resources, the Waste Management and Public Cleansing Act, and the Basic Act on Establishing a Sound Material-Cycle Society established
2002	●	World Summit on Sustainable Development held in Johannesburg
	●	Act concerning Pollutant Release and Transfer Register (PRTR Act) established
2003	●	WEEE and RoHS Directives take effect
2005	●	Kyoto Protocol takes effect
2006	●	JEITA issues Supply Chain CSR Deployment Guidebook

## Casio Initiatives

2000	●	ISO 14001 certification acquired for production sites in Japan and four Casio Computer business sites
	●	Environmental accounting introduced
	●	Green Procurement Standards issued and business partner briefing sessions begin
2001	●	Casio Taiwan and Casio Software acquire ISO 14001 certification
2002	●	Casio Electronics (Shenzhen), Casio Electronics (Zhongshan), and Casio Techno headquarters acquire ISO 14001 certification
2003	●	The Charter of Creativity for Casio established
2004	●	CSR Promotion Office and CSR Committee launched
	●	Environmental Report becomes Environmental Management Report
2005	●	Environmental Management Report becomes the CSR Report
	●	RoHS compliance achieved for all products sold in Europe
2006	●	CSR Report and Corporate Profile combined to create Corporate Report
2009	●	Casio Environmental Charter becomes the Casio Environmental Vision, and the Basic Environmental Policy becomes the Casio Environmental Declaration

## | 2010s: Integrating CSR into Management Strategy

In the 2010s, the attitude of external stakeholders toward companies has been changing dramatically. In particular, more companies are highlighting their own business activities based on how they address issues targeted under the Sustainable Development Goals (SDGs) adopted at the United Nations in 2015. Many investors have begun to look at corporate CSR activities as part of investment criteria, labeling them as environmental, social, and governance (ESG) information. As a result, companies are starting to actively promote CSR as part of their management strategies.

Casio has also worked to meet the expectations of society through participation in international frameworks such as the United Nations Global Compact and the ISO 26000 standards for social responsibility. In 2016, Casio established a process for identifying materiality in dialogue with various stakeholders and incorporating public expectations into its CSR management.

Since 2018, Casio looking at how it can help achieve the SDGs. In 2019, in tandem with its Medium-Term Management Plan, Casio identified which of the 17 SDGs that it will contribute to and set sustainability goals for each business to address.

● CSR management reinforcement   ● Environmental initiative   ● Information disclosure   ● Social Trends

## Social Trends

2010	●	ISO 26000 standard created
2013	●	G4 Sustainability Reporting Guidelines released
	●	International Integrated Reporting Framework announced by the IIRC
2014	●	Fifth Assessment Report released by the United Nations Intergovernmental Panel on Climate Change (IPCC)
2015	●	Sustainable Development Goals (SDGs) adopted at the UN
	●	Japan's Government Pension Investment Fund (GPIF) signs the Principles for Responsible Investment (PRI)
	●	ISO 14001 standard revised
	●	Paris Agreement adopted
2016	●	GRI Standards released

## Casio Initiatives

2010	●	Corporate Report becomes Sustainability Report
	●	Joined the United Nations Global Compact
2011	●	Casio Group Biodiversity Guidelines established
2012	●	Analyzed current status for ISO 26000
	●	CSR Communication Book issued
	●	Replaced the Casio Environmental Vision with the Casio Environmental Vision 2050, and the Casio Environmental Declaration with the Casio Environmental Declaration 2020
2014	●	Casio Group Basic Policy on Respect for Human Rights established
	●	Joined the Consortium for Sustainable Paper Use
2015	●	Casio Group Paper Procurement Policy established
	●	CSR materiality studied
	●	CSR Leader system established at Casio Computer
2016	●	Material issues identified
2017	●	CSR Leader system expanded to group companies in Japan
2019	●	Transitioned from a “Company with a Board of Corporate Auditors” structure to a “Company with an Audit & Supervisory Committee” structure
	●	Established sustainability goals for each business to address
2020	●	Reset medium-term greenhouse gas emissions reduction targets
2021	●	Greenhouse gas emissions reduction targets validated by SBTi
	●	Endorsed recommendations of the Task Force on Climate-related Financial Information Disclosures

# Stakeholder Engagement

## | Main stakeholders of the Casio Group

Casio strives to ascertain and understand how its operations impact the environment and society and what kind of contributions it can make. It then identifies stakeholder groups and strives to implement appropriate measures for each.

Companies must not become complacent in their efforts to pursue sustainability and maintain social trust. The first step in earning stakeholders' understanding and trust for the initiatives of the company is listening to what they have to say. Good communication is a necessity, and it is not a one-way street. Companies must find solutions that benefit both their stakeholders and their business, as well as the global society as a whole. By actively disclosing information to stakeholders, and creating opportunities for dialogue with them, Casio finds out what stakeholders expect, evaluates its existing activities, and plans future initiatives.

Main Stakeholder Group	Main Casio Group Responsibilities	Main Dialogue Opportunities / Information Disclosure
Customers	Providing appealing, safe, and reliable products Ensuring stable product supply Providing the proper information regarding products Improving customer satisfaction Providing fast and accurate support to customers Properly managing customer information	Daily sales activities Customer Support Center Customer satisfaction surveys Casio's official website and social media Exhibitions and events
Suppliers	Fair and equitable transactions Requesting CSR implementation and providing support	Daily procurement activities Holding vendor conferences Sustainability questionnaires Whistleblower hotline for suppliers
Shareholders and investors	Timely and appropriate information disclosure Appropriate profit returns	General Meeting of Shareholders Financial result briefings Management briefings Investor Relations website Integrated report Financial reports (shareholder newsletter) Responding to questionnaires from ESG evaluation organizations
Employees	Respecting human rights Promoting diversity and inclusion Promoting balance of work and family life Human resource recruitment and utilization Fair evaluation and treatment Industrial health and safety and employee health promotion	Casio intranet and internal newsletter Group Workers' Labor-Management Conference Occupational Safety and Health Committees Career challenge system Whistleblower hotline for employees Employee training Employee questionnaire
Local communities	Respecting and preserving regional cultures Activities that contribute to local communities Preventing accidents and disasters at sites Providing support to disaster-stricken regions where sites are located	Factory and workplace tours School visit program Internships Employee participation in local volunteer activities and community events
Global environment	Environmental consideration in product development Environmentally responsible production activities Complying with environmental laws Protecting biodiversity	—
NGO/NPO	Protecting the environment, human rights, and biodiversity Support for local communities and cultural activities	Responding to questionnaires Holding dialogues Implementing social contribution programs together with NGOs and NPOs

## Details of activities

### | Customers and Casio

Quality Assurance

Activities to Improve Customer Satisfaction

Intellectual Property Initiatives

### | Employees and Casio

Making the Most of Human Resources and Maintaining Optimal Workplace Environments

Human Resource Development

Occupational Safety and Health

Respect for Human Rights

### | Suppliers and Casio

Supply Chain Management

Respect for Human Rights

### | Local communities and Casio

Social Contribution Activities

### | Shareholders and investors and Casio

Investor Relations

### | Environmental Activities

Building a Recycling Society.

Realizing a Decarbonized Society.

Living in Harmony with Nature

## External Evaluation

### Independent Opinion on the Sustainability Report 2021

The opinion presented here was written based on the content of this report, interviews with Casio personnel responsible for procurement, human resources, environmental and CSR initiatives.

Casio uses management cycles for its CSR initiatives, with a focus on reducing the company's environmental impact and ensuring socially responsible procurement. Casio is now at a stage where we can expect that these efforts, including the upgraded human rights measures, will expand into company-wide initiatives that include top management and human resource departments.

#### | Commendable efforts by Casio

- Regarding CSR initiatives at its suppliers, Casio revised the response options on its questionnaire on CSR implementation in the supply chain to a five-point scale in order to ascertain more accurately how suppliers are reducing their environmental impact and protecting the human rights of workers. The company received responses from all 454 suppliers in Japan, China and Thailand and provided feedback based on the overall results. The revision of the scale of response choices on its questionnaire is especially commendable as it represents a level that could become the industry's de facto standard. Moving forward, I hope that improvements will be made to the questions to improve the accuracy of responses regarding greenhouse gas emissions reduction and human rights, and that suppliers' CSR initiatives will effectively evolve to reach a higher level, with sharing of specific cases, introduction of electric power suppliers, and so on.
- Casio has established a Basic Policy on Respect for Human Rights and has its own tool for checking the status of human rights, and it continues to provide feedback to group companies concerning the overall survey results. It has expanded its whistleblower hotlines to give access to suppliers and discloses the number of reports to these hotlines. Looking to the future, I continue to strongly hope that an implementation framework for human rights due diligence will be established based on the commitment of the company's senior management, including its Sustainability Committee, in order to prepare for demands for the expansion of initiatives mainly from Europe. I look forward to seeing the company build a compliance promotion system with integrated daily management, such as incorporation of compliance efforts into the performance evaluation criteria for managers.

#### | Points for improvement while commending progress to date

- Looking at the group-wide CSR implementation structure, it is admirable that Casio established high material goals and KPIs and is managing progress. Going forward, I recommend that the scope of discussions by the Sustainability Committee be expanded mainly to human rights and greenhouse gas emissions reduction. In addition, in order to encourage value creation for the near-term future and to encourage initiatives on the front lines by Sustainability Leaders, I would like to repeat my recommendation that messages from top management be translated into multiple languages and delivered to workplaces around the world. This will increase opportunities for diverse front-line employees to get a more immediate and deeper understanding of CSR trends at the head office and at sites in various countries.

- With regard to its medium- to long-term environmental management policy and environmental management promotion system, Casio has specified the long-term goals of a 38% reduction in greenhouse gas (GHG) emissions by fiscal 2031 and zero emissions by fiscal 2051, as well as a 30% reduction in Scope 3 emissions by fiscal 2031, all compared to fiscal 2019. I admire the efforts to obtain science-based target (SBT) certification and join the RE100 (Renewable Energy 100%) and TCFD initiatives and to develop and market the label writer Lateco, which avoids single-use cartridges. Looking forward, I hope the company will encourage greenhouse gas emissions reduction efforts by raw materials suppliers by sharing case studies, cooperating with other companies in the industry, and so on, starting with measures with minimum customer impact at the stage of use, while taking an overall view of the product life cycle.
- Regarding biodiversity preservation, I applaud Casio for introducing more collaborative watch models made with NGOs, and for expanding conservation efforts based on surveys conducted at major sites in Japan, while taking care to prevent the spread of infectious disease, as well as its links with NGOs. I have high expectations that, going forward, Casio will continue to release models that will help conserve nature and biodiversity worldwide. At the same time, I hope the company will advance efforts to procure paper with an emphasis on sustainability while reducing plastic waste, which has a substantial impact on rivers and marine ecosystems.
- In terms of making workplaces more supportive, it is commendable that Casio has a 100% rate of return by employees who took childcare leave and that the percentage of employees of Casio Computer Co., Ltd., who utilize leaves of absence or the shorter working hours system for childcare or nursing care has reached 6.57%. I would also like to give Casio credit for improving the rate of employees who follow up on health risks identified during regular checkups, for setting up a nursing concierge desk, and for the health insurance association's resumption of a subsidy system for employees going through smoking cessation treatment. At the same time, I recommend setting KPIs for initiatives related to lifestyle-related diseases, smoking, and mental health, and sharing with employees and workplaces the progress made against them, as well as working to advance analytical and management approaches so that the diverse work styles that were promoted due to COVID-19 measures can be tied to higher productivity and value creation.

## | Points for improvement

- In the area of increasing and making the most of employee diversity across the entire Casio Group, I find it commendable that Casio appointed a Chief Human Resource Officer (CHRO), but I have continued concerns that policies, targets, plans, and persons responsible have not been established, no global HR meetings have been held, and KPIs continue to be no more than defensive indicators. Going forward, I recommend concrete planning for portfolio-based global human resources management that crosses departmental and company boundaries, to be achieved during the 2030s. Casio needs an integrated system to promote the development, exchange and evaluation of human resources recruited worldwide, and to expand its human resource database including information on staff hired in each country. I hope that Casio will develop strategies and systems for the proactive utilization of human resource diversity.
- I am concerned that Casio's rate of employment for persons with disabilities was slightly lower than Japan's legally mandated rate in 2020. Along with regular interviews of employees every quarter, I hope the company will continue to build communities for each type of disability and occupation, while promoting even more supportive workplaces.
- Regarding the environmental impact reduction data in this report, it is commendable that details are provided on the principal sites in and outside Japan including group companies. My hope, however, would be that Casio do more than just explain its programs. It should continue to increase the level of accuracy of group reporting, by proactively disclosing not only environmental data, but also governance, personnel and procurement initiatives and data.

**Hideto DeDe Kawakita, Chief Executive Officer International Institute for Human, Organization and the Earth (IIHOE)**

Profile of IIHOE: International Institute for Human, Organization and the Earth (IIHOE) is a nonprofit organization (NPO) that has been supporting NPO management and CSR capacity building since 1994.

[International Institute for Human, Organization and the Earth \(IIHOE\)](#) (in Japanese)



## **Inclusion in Environment, Social and Governance (ESG) Indices**

### **| FTSE4Good Index**

The FTSE4Good Index, developed by FTSE Russell, an index and data provision services company capitalized by the London Stock Exchange Group, evaluates corporate sustainability in terms of environmental, social, and governance aspects. Casio Computer Co., Ltd., has been included in the FTSE4Good Index since June 2016.



**FTSE4Good**

### **| MSCI ESG Leaders Indexes**

MSCI ESG Leaders Indexes, developed by MSCI (Morgan Stanley Capital Investment), consist of companies that are excellent in environmental, social and governance (ESG) aspects. Casio Computer Co., Ltd., had been included every year in its predecessor, the MSCI Global Sustainability Indexes\* since October 2010.



\* THE INCLUSION OF CASIO COMPUTER CO., LTD. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF CASIO COMPUTER CO., LTD. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

### **| SOMPO Sustainability Index**

In June 2017, Casio Computer was selected for inclusion in the SOMPO Sustainability Index created by Sompo Japan Nipponkoa Asset Management Co., Ltd. Based on this unique active index, SNAM launched the SOMPO Sustainable Investment Fund in August 2012. This is a responsible investment product for pension funds and institutional investors that invests in a wide range of companies with high ratings based on factors. After the companies are selected with a focus on the results of ESG surveys by research firms, the portfolio weights are determined based on the SOMPO Sustainability Index. In addition, the Government Pension Investment Fund (GPIF) has been applied to the three components listed below among the environmental, social, and governance (ESG) indices selected in July 2017.



In addition, the Government Pension Investment Fund (GPIF) has been applied to the three components listed below among the environmental, social, and governance (ESG) indices selected in July 2017.

## | FTSE Blossom Japan Index

Developed by FTSE Russell, the FTSE Blossom Japan Index tracks the performance of firms with outstanding compliance activities that meet diverse standards for ESG performance.



FTSE Blossom  
Japan

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that CASIO COMPUTER CO., LTD. has been independently assessed according to the FTSE Blossom Japan Index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

## | MSCI Japan Empowering Women Index

Created by MSCI Inc., the MSCI Japan Empowering Women Index is made up of members of various industries with excellent records in promoting and maintaining gender diversity. The companies are selected from among the top 500 Japanese corporations by market capitalization.

2021 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

\* THE INCLUSION OF CASIO COMPUTER CO., LTD. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF CASIO COMPUTER CO., LTD. BY MSCI OR ANY OF ITS AFFILIATES.

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## | S&P/JPX Carbon Efficient Index

The S&P/JPX Carbon Efficient is designed to measure the performance of companies in the Tokyo Stock Price Index (TOPIX), , while overweighting or underweighting those companies that have lower or higher levels of carbon emissions per unit of revenue.



# Environmental Report



Realizing a Decarbonized Society



Building a Recycling Society



Living in Harmony with Nature

Environmental Management

Environmental Data

Environmental Compliance

Environmental FAQ

# Environmental Management

## Restructuring to Create New Environmental Principles

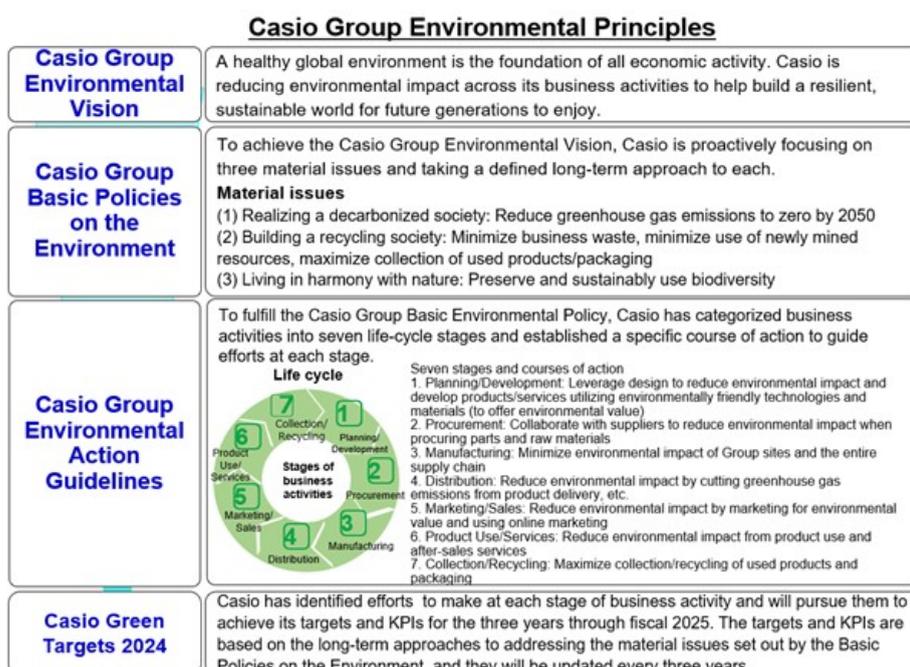
In October 2021, Casio conducted a general reassessment of the existing Casio Environmental Vision 2050 and Casio Group Environmental Policy, and restructured them to create the Casio Group Environmental Principles, which comprise the following elements.

- Casio Group Environmental Vision
- Casio Group Basic Policies on the Environment
- Casio Group Environmental Action Guidelines
- Casio Green Targets 2024

Building on the same shared principles, this restructuring unifies all of the elements, from the Casio Group Environmental Vision at the top, down to the Casio Green Targets 2024, which are targets for separate environmental initiatives taken by each organization. The restructuring also ensures that long-term policies and short-term initiatives are integrated and consistent.

Positioned just below the Vision, the Casio Group Basic Policies on the Environment establish long-term approaches for addressing the three material environmental issues of realizing a decarbonized society, building a recycling society, and living in harmony with nature. Next, the Casio Group Environmental Action Guidelines establish a course of action for each value chain from a life-cycle perspective. Finally, the Casio Green Targets 2024 include targets and KPIs for the coming three years, which are based on the long-term approaches for addressing material environmental issues and tailored to each organization's function. Thus, they represent clearly defined indicators to guide reliable implementation. Each fiscal year, efforts to meet the Casio Green Targets 2024 will be defined consistently with ISO 14001 activities.

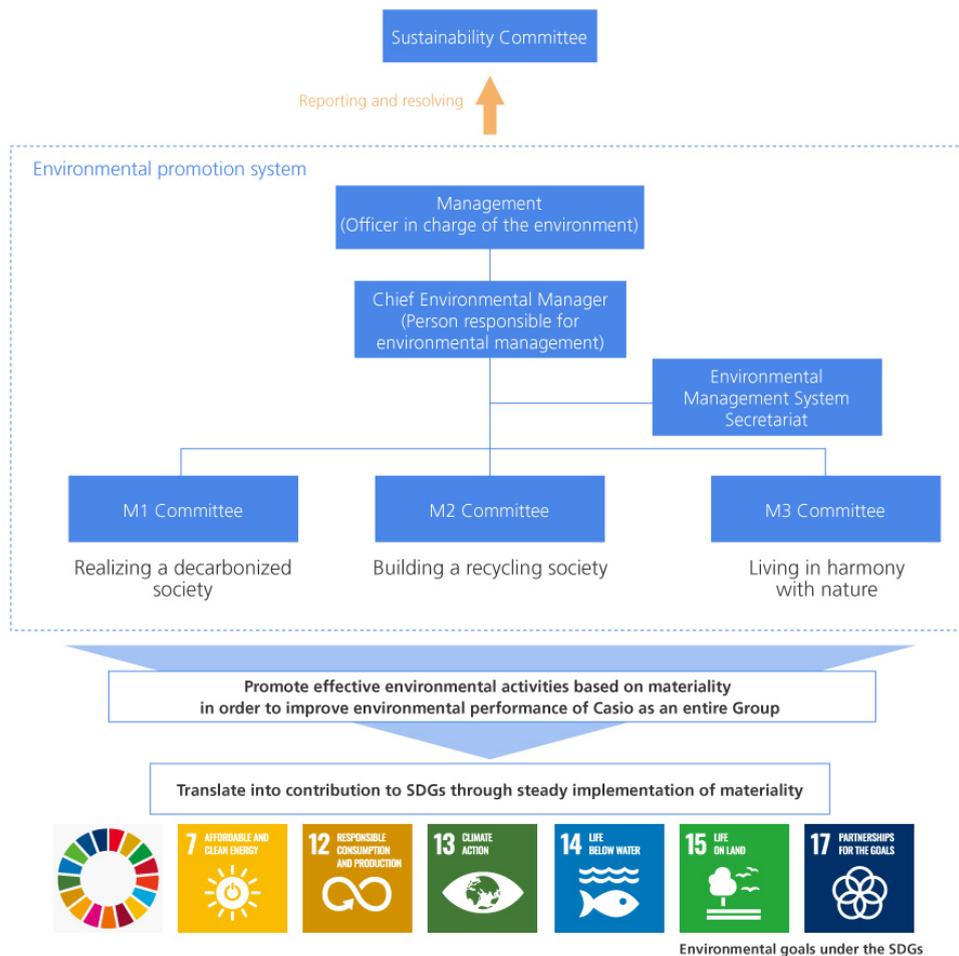
### | Casio Group Environmental Principles



## Implementation System

In 2016, Casio started to integrate its environmental management system into a group-wide system. First, the ISO 14001 certifications for the three main sites of Casio Computer Co., Ltd.—the headquarters, the Hamura R&D Center, and the Hachioji R&D Center—were integrated under ISO 14001:2015 certification in 2017. In addition, the company established committees to handle its three areas of material environmental goals and, as necessary, set up working groups underneath them in which committee members participate and engage in activities related to their respective areas. The system was changed to a materiality-based, top-down structure rather than the previous structure, which was based on individual departments and bottom-up. Casio will continue to manage environmental activities effectively as an entire Group using ISO 14001.

We intend to integrate each fiscal year's efforts to achieve the Casio Green Targets 2024 into the work of these committees, a step which would dovetail ISO 14001 committee activities into the core business of each organization.



## | List of ISO 14001 Certified Sites

Certified and registered site		Date acquired	Remarks
Casio Computer Co., Ltd.	Headquarters (including seven sales sites)	December 2000	In April 2017, Casio integrated ISO 14001 certifications for these 3 sites
	Hamura R&D Center	October 2000	
	Hachioji R&D Center	October 2000	
Yamagata Casio Co., Ltd.	Headquarters	November 1997	
Casio Business Service Co., Ltd.	Headquarters	January 2000	
Casio Techno Co., Ltd.	Headquarters	May 2020	
Casio Human Systems Co., Ltd.		December 2001	
Casio Computer (Hong Kong) Ltd.		November 2020	
Casio (Thailand) Co., Ltd.		July 2012	
Casio Taiwan Co., Ltd.		October 2007	
Casio Electronics (Shenzhen) Co., Ltd.		February 2002	
Casio Electronic Technology (Zhongshan) Co., Ltd.		October 2006	
Casio Electronics (Shaoguan) Co., LTD.		January 2018	

\*The percentage of Group employees at sites with ISO certification has reached 71.7%.

## | Environmental Education

Casio provides employees with environmental education in order to promote environmental activities smoothly. In addition to general education to raise awareness and promote understanding of the environment, each committee and working group identifies the competencies required for each activity at the beginning of the fiscal year and provides specific education in accordance with an annual plan for those who need to upgrade their competency following an evaluation of the competency of each committee member.

# Realizing a Decarbonized Society



## Approach and Policy

### | Social Issue

The increasing intensity of harmful weather events in recent years has been attributed to rising greenhouse gas emissions. River flooding and landslides caused by heavy rains have impacted livelihoods and taken lives, and economic losses continue to rise around the world. There is now a growing crisis awareness, not only in international political arenas such as the United Nations, but also in the business world, and in the financial sector in particular.

In 2015, the Sustainable Development Goals (SDGs) were established as part of the 2030 Agenda for Sustainable Development adopted at the United Nations Sustainable Development Summit, and the Paris Agreement was adopted at the 21st Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21). The objective of the Paris Agreement is to keep a global temperature rise this century well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius. To achieve that goal, the agreement set out the target of net zero emissions of greenhouse gases by the second half of this century.

Moreover, in October 2018, the Intergovernmental Panel on Climate Change (IPCC) released the Special Report on Global Warming of 1.5°C, which is based on scientific knowledge and stresses that many of the impacts of climate change could be avoided by limiting global warming to 1.5°C above pre-industrial levels instead of 2°C.

In this way, international awareness has evolved from “global warming” to “climate change,” and now to “climate crisis.” Based on this heightened understanding, Casio has revised its social mission from “helping to achieve a low-carbon society” to “helping to build a decarbonized society.”

In order to promote emissions reduction targets that are consistent with scientific knowledge concerning the achievement of decarbonization, Casio has set its long-term targets.



In April 2021, based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD),\*<sup>1</sup> Casio strengthened its governance relating to climate change, formulated strategies based on climate-change risk and opportunity analysis, and disclosed climate-related financial risk information.

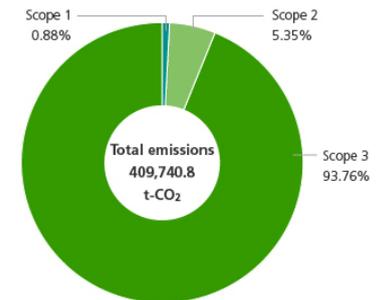
\*1 TCFD: Established by the Financial Stability Board (FSB), an international body that monitors and makes recommendations about the global financial system, this initiative aims to help companies understand and disclose the financial impact of their climate change risks and opportunities.

## | Importance for the Casio Group

Greenhouse gas emissions related to the Casio Group include direct emissions from the entire Group (Scope 1) and indirect emissions associated with the Group's overall energy use (Scope 2), as well as emissions from the value chain such as procurement and manufacturing of raw materials, logistics, sales, and product disposal (Scope 3). Scope 3 accounts for 93.76% of total emissions.

Based on this, Casio has set targets for Scope 3 in addition to Scope 1 and 2, and is implementing measures to contribute to a decarbonized society.

In 2020, in order to gain a more detailed understanding of its greenhouse gas emissions and contribute to a decarbonized society based on objective indicators, Casio revised its criteria for calculating greenhouse gas emissions and its medium- to long-term targets to bring them into line with scientific knowledge.



Casio then requested the Science Based Targets initiative (SBTi),\*<sup>2</sup> an international initiative, to validate its revised calculation criteria and medium-term targets. In April 2021, the SBTi recognized that Casio's approach is in line with Well-Below 2°C and validated that Casio's criteria and targets are based on scientific evidence.

Going forward, the Casio Group will advance various initiatives to achieve the medium- and long-term goals that have been validated by the SBTi.

\*2 SBTi

An initiative promoted by several international NGOs (CDP, the United Nations Global Compact, World Resources Institute [WRI] and the World Wide Fund for Nature [WWF]) to encourage private companies and other organizations to set science-based targets for greenhouse gas emission reduction and help achieve the goals of the Paris Agreement. The SBTi provides validation of science-based greenhouse gas reduction targets that comply with the Paris Agreement.

# Greenhouse Gas Emissions from the Entire Group (Scope 1 and 2)

## | Approach and Policy

With the exception of a small number of processes, assembly of final products is the main operation at Casio Group plants. Since the Casio Group is not engaged in any materials manufacturing or electronic component production businesses, direct greenhouse gas emissions in the process of assembly of final products is relatively small, and power consumption is not as large as it is for companies in other industries.

In light of this situation, Casio is promoting the use of low-carbon energy such as renewable energy in addition to implementing measures such as energy conservation for direct emissions from the entire Group (Scope 1) and indirect emissions associated with energy use (Scope 2).

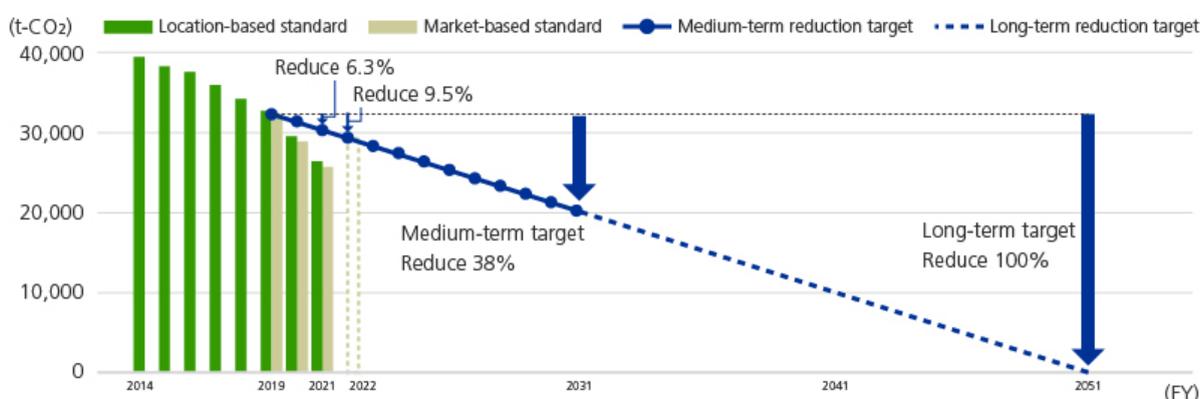
With regard to Scope 2, in order to promote the use of renewable energy and objectively assess the resulting changes in greenhouse gas emissions, Casio reports emissions calculated using both the location-based standard and the market-based standard.

## | Targets and Performance

For Scope 1 and 2 emissions combined based on the market-based standard, Casio set a medium-term target of a 38% reduction by fiscal 2031, compared to fiscal 2019, and a long-term target of zero emissions by fiscal 2051.

Additionally, based on the medium-term target, Casio set a target of a 6.3% reduction compared to fiscal 2019 (equivalent to emissions of 30,026 t-CO<sub>2</sub>) by fiscal 2021 and is carrying out emission reduction activities.

	Scope 2 calculation method	Scope 1 + Scope 2 combined target		
		Base year	Target year	Reduction rate for target year
Long-term target	Market-based standard	-	FY2051	100%
Medium-term target	Market-based standard	FY2019	FY2031	38%



In fiscal 2021, Casio actively took steps such as implementing energy-saving activities and introducing high-efficiency equipment at each site. Furthermore, with a decrease in vehicle-based movement and a decrease in energy consumption at plants and offices due to an increase in telecommuting as a result of COVID-19 pandemic, emissions were down by 20.3% compared to fiscal 2019 (equivalent to 25,555.3 t-CO<sub>2</sub> based on the fiscal 2021 calculation standards).

With regard to fiscal 2022, as of April 2021, it is possible that the COVID-19 pandemic will impact performance results. In view of this, and based on the medium-term target, Casio has set a target of a 9.5% reduction compared to fiscal 2019 (equivalent to 29,010.9 t-CO<sub>2</sub> based on the fiscal 2021 calculation standards) by fiscal 2022. Casio is also promoting the use of renewable energy with the aim of joining RE100.\*<sup>3</sup>

\*3 RE100: An environmental initiative whose members are committed to meeting 100% of their electricity needs from renewable energy sources.

Evaluation ◎: All targets met, ○ : Most targets met, △ : Remaining issues outweigh results, × : No progress made

Medium and long-term targets	FY2021 Targets	FY2021 Performance	Evaluation	FY2022 Targets
Long-term target: Reduce to zero the total volume of Casio Group's greenhouse gas emissions (Scopes 1 and 2) by FY2051	Reduce the greenhouse gas emissions (Scopes 1 and 2) of group companies by 6.3% compared to FY2019, based on a market-based standard	Reduced 20.3% compared to FY2019	○	Reduce the greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 9.5% compared to FY2019, based on a market-based standard
Medium-term target: Reduce the total volume of Casio Group's market-based greenhouse gas emissions (Scopes 1 and 2) by 38% compared to FY2019 by FY2031.				

## Greenhouse Gas Emissions from the Value Chain (Scope 3)

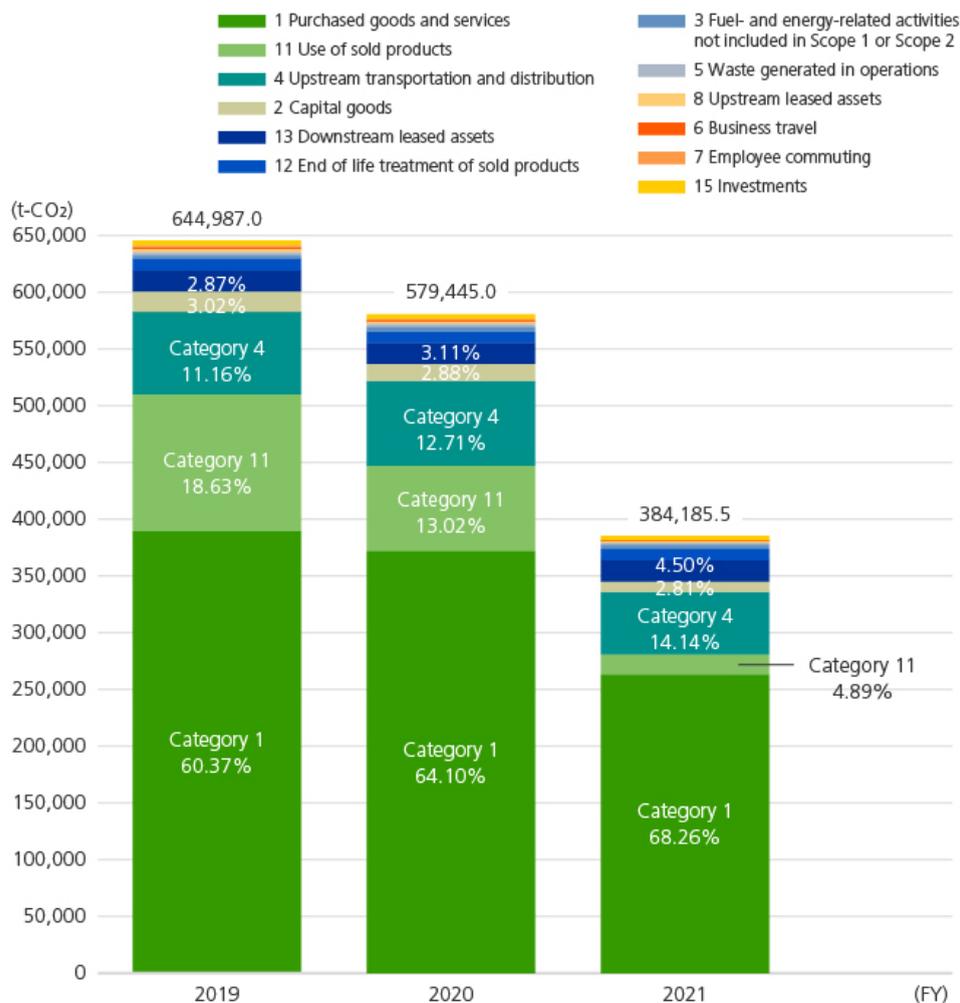
### | Approach and Policy

Scope 3 emissions account for 93.76% of all greenhouse gases emitted in association with Casio's business activities (Scopes 1, 2, and 3).

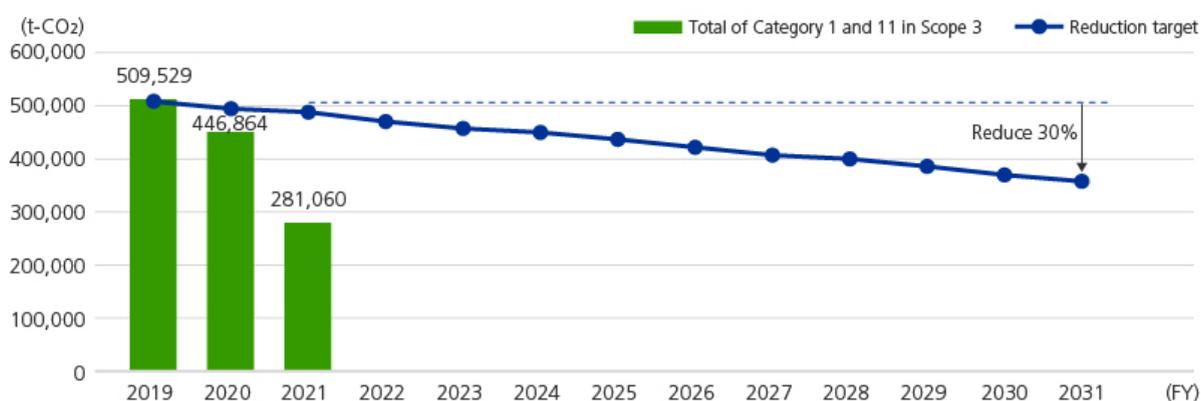
Casio considers it essential to reduce emissions, including across the value chain, in order to contribute to a decarbonized society. The Group sets targets for priority categories and works to reduce greenhouse gas emissions throughout the value chain, including by calling on suppliers to commit to making reductions.

### | Targets and Performance

For Casio, purchased goods and services (Category 1) and use of sold products (Category 11) account for 94% of total Scope 3 emissions as of fiscal 2019. Targeting these emissions, Casio has set the medium- to long-term target of a 30% reduction by fiscal 2031, compared to fiscal 2019, and is promoting activities to reduce greenhouse gas emissions.



Target categories	Base year	Target year	Reduction rate for target year
Category 1: Purchased goods and services Category 11: Use of sold products	2018	2030	30%



In fiscal 2021, in addition to making efforts to objectively ascertain Scope 3 emissions as a whole and reduce greenhouse gas emissions throughout the value chain, mainly by urging major suppliers to set targets for reducing greenhouse gas emissions, there were special circumstances caused by the COVID-19 pandemic. As a result, Casio achieved a 44.84% reduction in emissions compared to fiscal 2019.

Medium and long-term targets	FY2021 Targets	FY2021 Performance	Evaluation	FY2022 Targets
Reduce greenhouse gas emissions from purchased goods and services (Category 1) and the use of sold products (Category 11) by 30% by FY2031, compared to FY2019	Survey suppliers' greenhouse gas reduction targets	Started survey of supply chain in Japan	○	Start survey of supply chain outside Japan and keep moving forward with survey of supply chain in Japan

## Business Sites Initiatives

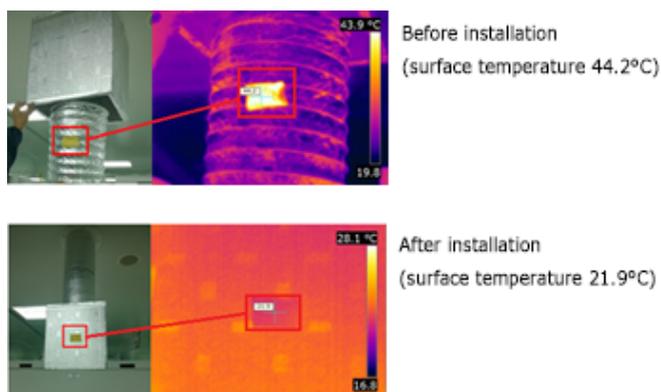
### | Initiatives at Casio (Thailand) Co., Ltd.

#### Using insulation to reduce energy use

The company reduced the air-conditioning cooling load by installing insulation around the exhaust ports of the reflow system and dryer to block heat conduction. This reduced energy use by 4,651 Kwh per year.



Reflow systems insulation



Surface temperature decreased from 44.2°C to 21.9°C.

#### Introducing buses to reduce CO<sub>2</sub> emissions

The company has 40 buses that it provides for employees to use for their daily commute. Around 2,100 employees use these commuting buses. This measure accounts for an annual reduction of CO<sub>2</sub> emissions of 1,600 kg.

Item		Consumption rate (km/L)*1	Distance (km)*2	Emission coefficient (kg-CO <sub>2</sub> /L)*3	Amount*4	Days/year	GHG emission (kg-CO <sub>2</sub> /year)	Special notes
Before introduction	Motor cycle (gasoline)	50	60	2.32166	1,710 people	263	1,252,944	
	Car (gasoline)	14.763	60	2.32166	427 people	263	1,059,641	
	Total	-	-	-	-	-	2,312,585	
After introduction	Bus (diesel)	2.6	60	2.58496	45 units	263	705,992	
Difference before and after introduction		-	-	-	-	-	1,606,593	Reduction

\*1 Value published by the Ministry of Science and Technology of the Kingdom of Thailand

\*2 Employees' average commuting distance (round trip)

\*3 Based on the Casio Group's calculation standard (emission coefficient from Japan's Act on Promotion of Global Warming Countermeasures)

\*4 The number of people commuting by motorcycle or car before introduction was calculated as 80% of all employees commuting by motorcycle and 20% commuting by car.



Commuting buses at Casio (Thailand)

### Installing a unique solar system

Casio (Thailand) has installed its own photovoltaic system to take advantage of the tropical sunlight. Electric power generated by the solar panels is used to power electric roof fans to draw heat out of buildings, as well as for powering daytime lighting in a warehouse and agitating a reservoir for oxygenation.



Solar panels



Electric rooftop exhaust fans for heat discharge



Daytime warehouse lighting



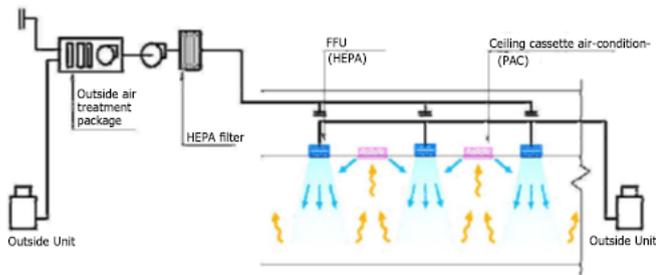
Reservoir agitator for air circulation

## | Initiatives at Yamagata Casio Co., Ltd.

### Introducing the latest energy-saving air-conditioning systems

A new watch plant that started operations in May 2018 uses the latest energy-saving air-conditioning systems, such as an air-conditioning system with several air-conditioners with FFUs\*1 and ceiling cassettes, zoning and separate air-conditioning for clean rooms. These systems enable efficient operation according to the production situation.

\*1 FFU: Fan-filter unit. A system that passes air sucked in by the fan through a filter to purify it before sending it out as clean air.



Air-conditioning system at Yamagata Casio



Clean room with latest air-conditioning system

## | Initiatives at Casio America

Casio America has been carrying out energy-saving measures for many years. In five years (2011, 2012, 2013, 2017, and 2018) it was recognized under the International ENERGY STAR Program.\*1 Casio America has also signed a contract with a retail electric power provider for 100% green electricity.

Going forward, Casio America will continue to carry out environmentally friendly initiatives to help achieve a sustainable society.

\*1 The International ENERGY STAR Program is an international energy conservation scheme for office equipment (ENERGY STAR). The U.S. Environmental Protection Agency (EPA) has set product power consumption and other standards, and products that meet these standards are allowed to use the International ENERGY STAR logo.



Casio America, Inc.



ENERGY STAR plaque

## | Initiatives at Hachioji R&D Center

The Hachioji R&D Center has installed automatic blinds and grows a green wall of vegetation at its facility to reduce CO<sub>2</sub> emissions. The automatic blinds calculate the location of the sun, use sensors to detect the strength of the sunlight, and open and close automatically, thereby reducing the cooling and heating load. Since 2012, the Center has also grown a green wall of vegetation as a summertime energy-saving measure in an effort to reduce the cooling load even more. Through a process of trial and error to balance watering, fertilization, and sunlight, currently, the green wall (planted with two kinds of morning glories) grew splendidly to a size of 8.5 meters wide by 10 meters tall. Local residents even stopped by to take photos of it. This initiative to grow a green wall of vegetation has entered Hachioji's Green Wall of Vegetation Contest in the "organization grouping" since 2017 and won awards two years running, including the first place award in 2017.



Green wall of vegetation at the Hachioji R&D Center



Award certificate and first place gift

## | Installation of LED Lighting

Casio is installing LED lighting at its business sites to reduce electricity consumption. Thus far, it has installed LED lighting at many Casio sites, including the Hatsudai Head Office, Hamura R&D Center, Hachioji R&D Center, Yamagata Casio, Casio Electronics (Shenzhen) Co., Ltd., Casio (Thailand) Co., Ltd., Casio America, Inc., and Casio Electronics (Shaoguan) Co., Ltd., and other sites. The installed LED lighting has brought about substantial CO<sub>2</sub> emissions reductions.



LED lighting in Casio Electronics  
(Shenzhen)'s lobby



LED lighting in Casio (Thailand)'s plant



LED lighting in Yamagata Casio's plant

## Logistics Process Initiatives

Casio is actively reducing its environmental impact by striving to reduce CO2 and waste emissions arising from logistics. In order to reduce CO2 emissions in the logistics process, Casio is promoting the following three action plans.

- Shortening transport distances: Promoting direct shipping to distribution centers in Japan from manufacturing sites outside Japan and direct shipping to business partners outside Japan in quantity lots
- Promoting a modal shift: Actively using modes of transport with low environmental impact such as rail for transport between sites
- Improving loading efficiency and reducing transport volume: Improving the packaging design of electronic dictionaries, musical instruments electronic cash registers, and other products, and reducing the volume of packaging

### | Four products obtain Eco Rail Mark certification

On February 28, 2013, Casio obtained Eco Rail Mark certification from the Railway Freight Association for four products: clocks, digital pianos, electronic keyboards and electronic cash registers.

The Eco Rail Mark indicates that a product or company is proactively addressing global environmental issues by using rail freight transport. Rail transport produces about one-eleventh of the CO2 emissions of commercial trucking, making it an environmentally friendly method of transport with a low environmental impact.

The criteria for certification are utilization of rail for at least 30% of land freight transport for distances of 500km or more for a product, and utilization of rail for at least 15% of land freight transport for distances of 500km or more for a company.

Casio obtained Eco Rail Mark certification as a company in October 2009 and successfully obtained product certification as a result of further expanding rail transport due to the relocation, amalgamation and closure of business sites.

Casio now actively uses rail mainly for inhouse transport from its logistics center in Saitama Prefecture to distribution centers in Osaka and Fukuoka. Going forward, Casio will make active efforts to reduce environmental impact by pursuing environmentally friendly transport.



Eco Rail Mark



Promoting a modal shift to rail transport



Environmentally friendly rail containers

# Building a Recycling Society



## Approach and Policy

### | Social Issue

Rapid economic growth brings with it problems such as the depletion of natural resources, the destruction of nature due to extraction of resources, and pressure on landfill sites for waste and pollution around them, accompanying the increase in resources consumed. In this situation, the 3Rs (Reduce and Reuse waste and Recycle resources) have become increasingly important in order to utilize the world's finite resources effectively. In recent years, moreover, the low effective utilization rate for waste plastic and environmental pollution caused by ocean plastic waste have become issues of global concern.

Recognizing this social background, Casio is moving ahead with various initiatives, including activities in its own business as well as activities that include suppliers and cover the entire product lifecycle.

### | Importance for the Casio Group

When the depletion of resources becomes more serious, the cost of raw materials increases, and there are concerns that this will have a major impact on production. Moreover, as a manufacturer, it is essential to develop eco products that help to build a sustainable world, and the expectations and demands of customers are also increasing. In this situation, delays in the development could lead to the loss of support from and selection by customers. Since Casio products often contain some plastic, Casio recognizes that the use of this resource is one of the major impacts that it has on the environment. To address this impact, Casio has been working to further improve its product design by selecting materials that are easy to recycle and developing smarter product configurations. By creating new technologies and improving resource efficiency, Casio will continue to reduce its environmental impact and costs.

Waste produced in business activities could also cause environmental pollution due to landfill disposal and other issues. To address this challenge, Casio strives to achieve zero landfill for the waste produced by its business activities.



## | Targets and Action Plan

Casio aims to help build a recycling-oriented society and is pursuing conservation of resources and resource recycling throughout the entire value chain.

In product initiatives, the company creates eco products by focusing on environmental performance from the development and design stage through recycling after use. These eco products are compact, lightweight, have a long life, and feature a recyclable design. Products that meet Casio's own standards are certified as Casio Green Star Products and Casio Super Green Star Products.

Casio strives to reduce waste and improve the recycling rate at each business site, aiming for zero landfill disposal.

## | Medium-Term targets and Performance

Evaluation ◎: All targets met, ○ : Most targets met, △ : Remaining issues outweigh results, × : No progress made

Medium and long-term targets	FY2021 Target	FY2021 Performance	Evaluation	FY2022 Targets
Increase Casio Green Star product sales ratio to 90% by fiscal 2026	Maintain the Casio Green Star product sales ratio at 76% or more	Casio Green Star Product sales ratio: 78%	◎	Raise the Casio Green Star product sales ratio at 80% or more
Achieve zero emissions of waste at business sites by FY2031  * Casio Group's definition of zero emissions: Landfill disposal rate = (final landfill disposal amount ÷ amount of waste generated) × 100 is 1% or less.	Reduce the amount of waste generated by entire Casio Group by at least 1% compared to the previous fiscal year  Achieve a recycling rate for Casio Group site waste of at least 95%	Reduced waste generated by Casio Group by 13.7% compared to the previous fiscal year  Recycling rate for Casio Group: 87.1%	△	Reduce the amount of waste generated by entire Casio Group by at least 2% compared to FY2020  Achieve a recycling rate for Casio Group site waste of at least 95%
—	Reduce water usage for Casio Group by at least 1% compared to the previous fiscal year	Reduced water usage for Casio Group by 16.7%	◎	Reduce water usage for Casio Group by at least 2% compared to FY2020

## Developing Eco-products (Casio Green Star Products)

### | Approach and Policy

Casio is promoting the development of environmentally friendly products from aspect of development and design to recycling after product use. In 1993, Casio began product assessment. New products had to undergo a preliminary assessment for their environmental impact and meet certain criteria in order to be certified as Casio Green Products. Casio has developed many environmentally friendly products.

Since fiscal 2010, Casio has offered products with particularly low environmental impact under more rigorous assessments of environmental performance as Casio Green Star Products. In fiscal 2017, the Group started offering Casio Super Green Star Products, which have even greater environmental performance. Since then, Casio has been working to develop even better environmentally friendly products.

### | Targets and Performance

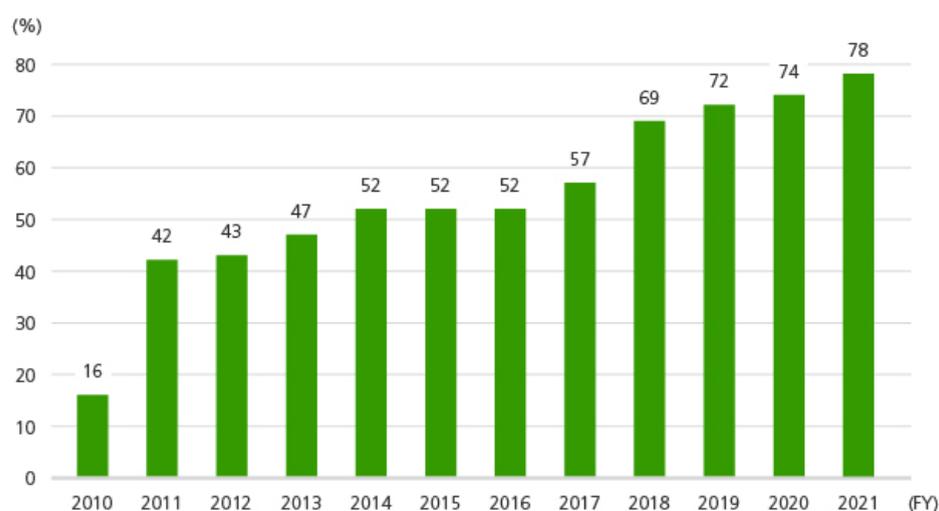
Casio has set a medium- to long-term target for Casio Green Star Products to comprise 90% of total sales by fiscal 2026 and is moving forward with efforts to achieve that target. Based on the medium- to long-term target, Casio set a fiscal 2021 target for Casio Green Star Products to comprise 76% or more of total sales, and that target has been achieved.

Additionally, three new models were certified as Casio Super Green Star Products.

For fiscal 2022, Casio has set a target for Casio Green Star Products to comprise 80% or more of total sales and is carrying out initiatives to achieve that target.

Medium and long-term targets	FY2021 Target	FY2021 Performance	Evaluation	FY2022 Targets
Increase Casio Green Star Products' share of sales to 90% by fiscal 2026	Maintain the Casio Green Star Products' share of sales at 76% or more	Casio Green Star Product' share of sales: 78%	○	Raise the Casio Green Star Products' share of sales at 80% or more

### Casio Green Star Products' Share of Sales



## Casio Green Star Products System and Assessment Items



Casio Super Green Star Products	Products that have higher environmental performance
Casio Green Star Products	Products with a particularly good assessment

Product environmental assessment items	
1. Promotes recycling	7. Recyclability of batteries
2. Designed for recycling	8. Recycling label on batteries
3. Components of Products can be separated, disassembled	9. Regulatory compliance
4. Improved recycling	10. Components of packaging can be separated, disassembled
5. Improved energy efficiency	11. Regulated user of packaging materials
6. Regulated use of batteries	12. Preserves the natural environment

### | Casio Super Green Star Products

So far, 16 product models have been certified as Casio Super Green Star Products. Some of the certified products (product series) are featured here.

#### FY2021



**Smart Style Projector FORESIGHT VIEW CX-F1, CX-E1**

#### Environmental Features

- Light flux of 16.6 lm/w
- Does not use a mercury light source
- Product size (volume) reduced by 38% (compared to Casio's XJ-A132 model)
- Product size (weight) reduced by 30% (compared to Casio's XJ-A132 model)
- Transport efficiency increased by 115% by reducing packaging (compared to Casio's XJ-A132 model)
- Package plastic reduced by 26% (compared to Casio XJ-A132 model)



**Scientific calculator GRAPH35+E II**

#### Environmental Features

- Energy consumption during use reduced by 50%
- Product size (volume) reduced by 23%
- Transport efficiency increased by 93% by reducing packaging (compared to Casio's GRAPH75+E-L-EH model)

**FY2020**



**Data projector XJ-F211WN**

**Environmental Features**

- Light flux of 14.8 lm/w
- Does not use a mercury light source



**Data projector XJ-UT352WN**

**Environmental Features**

- Light flux of 13.2 lm/w
- Does not use a mercury light source

**FY2017**

**Calculator \*Contains at least 70% recycled plastic (percentage of gross weight of plastic)**



SL-760ECO,  
SL-760GT



SL-305ECO,  
SL-300AECO



JF-120ECO



DF-120ECO



DS-2DB

**| Casio Green Star Products**

See some products that were certified as Casio Green Star Products (photos show product examples).

**Calculator JS-20DC**



**Environmental Features**

- Solar battery powered
- Contains at least 62% recycled plastic (gross weight ratio of plastic)
- Package plastic reduced by 24% (compared to Casio JS-20WK model)

**Electronic dictionary XD-SX4800**



**Environmental Features**

- Transport efficiency increased by 91% by reducing packaging (compared to Casio XD-SP6600 model)

### Scientific Calculator FX-85EX-W (European specifications)



#### Environmental Features

- Solar battery powered
- Transport efficiency increased by 172% by reducing packaging (compared to Casio FX-85EX-S model)
- Package plastic reduced by 90% by changing packaging from blister packaging to a paper box (compared to Casio FX-85EX-S model)

### Electronic musical instrument CT-S400



#### Environmental Features

- Product size (volume) reduced by 44%
- Loading efficiency increased by 20% in a 40 feet container (compared to Casio CT-X700 model)

### Handheld terminal IT-G600



#### Environmental Features

- Energy consumption during use reduced by 18% (compared to Casio IT-G400 model)

### Label printer EC-K10 (Lateco)



#### Environmental Features

- Blank space at the beginning and end of the tape reduced by 76% compared to the conventional model (compared to Casio KL-G2 model)
- Reduced plastic waste from cartridge disposal by using a tape refill method

### Watch GST-B400 / OCW-T4000A



#### Environmental Features

- Solar battery powered
- Shock-resistant structure (only GST-B400)

# Reducing and Recycling Waste

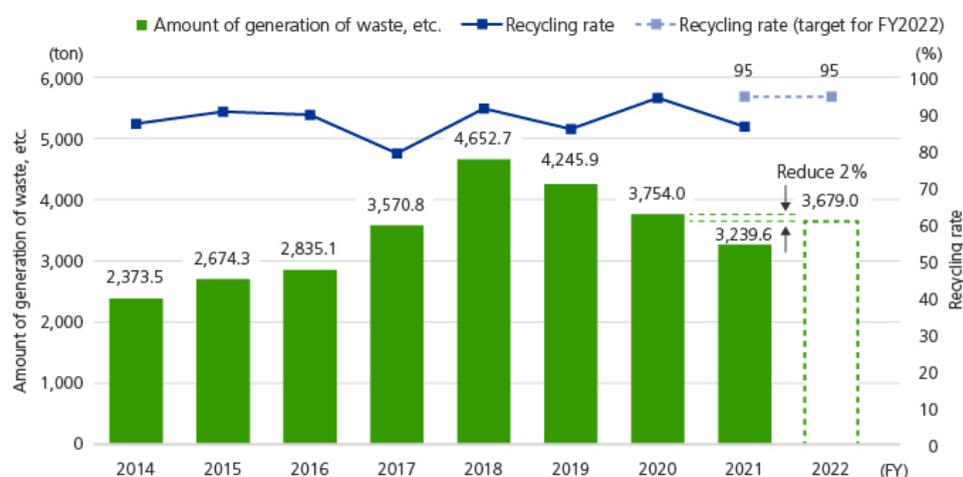
## | Reducing and Recycling Waste

Casio promotes the 3Rs in order to contribute to the effective use of limited resources in a way that is of benefit to society. The Company has set a medium- to long-term target to achieve zero emissions by fiscal 2031 for Group-wide waste generated by business activities and is working hard to achieve it.

## | Targets and Performance

For fiscal 2021, Casio set the target of reducing the amount of generation of waste, etc. (the total amount of waste and valuables) by 1% compared to fiscal 2020 (equivalent to 3,716 tons), and set the target of achieving a recycling rate of at least 95%. Efforts were made to achieve these targets.

Medium and long-term targets	FY2021 Target	FY2021 Performance	Evaluation	FY2022 Targets
Achieve zero emissions of waste at business sites by FY2031	Reduce the amount of generation of waste, etc., by entire Casio Group by at least 1% compared to the previous fiscal year	Reduced the amount of generation of waste, etc., by Casio Group by 13.7% compared to the previous fiscal year	○	Reduce the amount of generation of waste, etc., by entire Casio Group by at least 2% compared to FY2020
	Achieve a recycling rate for Casio Group site waste of at least 95%	Achieved a recycling rate for Casio Group: 87.1%	×	Achieve a recycling rate for Casio Group site waste of at least 95%



In fiscal 2021, Casio took initiatives to reduce waste and increase the recycling rate as well as improve the way waste is measured. In addition, with the increase in telecommuting due to the COVID-19 pandemic, the amount of generation of waste, etc., by plants and offices decreased. The effect resulted in a 13.7% reduction compared to fiscal 2020 (equivalent to 3,239.6 tons). As for the recycling rate, Casio achieved 87.1%, attributable to the fact that waste that could not be recycled was temporarily generated in the process of business site integration for the purpose of improving business efficiency.

For fiscal 2022, in view of the possibility, as of April 2021, that the COVID-19 pandemic will affect performance results, Casio set a target of reducing the amount of generation of waste, etc., by 2% compared to fiscal 2020 (equivalent to 3,679 tons) and the target of a waste recycling rate of at least 95%, based on the medium- and long-term targets. Efforts are being made to achieve these targets.

## Reducing water usage

### | Approach and Policy

Seeking to help build a society that recycles resources, Casio sets annual targets for water usage throughout the Group and is advancing initiatives at each business site.

Based on the characteristics of Casio's business, the majority of water usage in its business activities is used by employees, with water usage for production activities limited to such things as washing a few components. On the other hand, Casio's main sites have used environmental management to push forward the minimization of water use, which has advanced to a certain level.

### | Targets and Performance

For fiscal 2021, Casio continued to implement water use reduction measures, setting a target of achieving a 1% reduction compared to fiscal 2020 (equivalent to 376,000 m<sup>3</sup>). Efforts are being made to achieve this target.

FY2021 Target	FY2021 Performance	Evaluation	FY2022 Targets
Reduce water usage for Casio Group by at least 1% compared to the previous fiscal year	Reduced water usage for Casio Group by 16.7% compared to the previous fiscal year	○	Reduce water usage for Casio Group by at least 2% compared to FY2020



In fiscal 2021, Casio focused on reducing water usage at its sites. In addition, with the increase in telecommuting due to the COVID-19 pandemic, water usage at plants and offices decreased. The effect resulted in a 16.7% reduction compared to fiscal 2020 (equivalent to 316,700 m<sup>3</sup>).

For fiscal 2022, in view of the possibility, as of April 2021, that the COVID-19 pandemic will affect performance results, Casio set a target of a 2% reduction compared to fiscal 2020 (equivalent to 371,900 m<sup>3</sup>). Efforts are being made to achieve this target.

## Collection and Recycling

This section describes Casio's initiatives in the area of product collection and recycling.

### | Product recycling efforts

The collection of used products includes activities that are performed to comply with relevant laws, and activities that are performed by companies voluntarily. This section introduces Casio's voluntary used-product recycling activities.

#### Recycling with No Waste Disposal

Casio is recovering and dismantling used tape cartridges and ink ribbon cassettes, and utilizing the materials to make the same products again. Casio actively requests the cooperation of product users in this effort.



### | Product Recycling in Europe

European recycling regulations include the Waste Electrical and Electronic Equipment (WEEE) Directive, the Battery Directive and the Packaging Directive.

These regulations provide a framework under which manufacturers collect and recycle end-of-life products and are obliged to bear the costs of doing so.

Casio fulfills its obligations by participating in collection and recycling organizations with government authorization.

# Living in Harmony with Nature



## Approach and Policy

### | Social Issues

The deterioration of biodiversity on a global scale has been a concern for some time in international discussions, but the international consensus today is that almost none of the Aichi Biodiversity Targets, which were established to address the problem, have been achieved.

#### Global Biodiversity Outlook 5

The role that companies play in stopping that kind of deterioration of biodiversity through SDG initiatives is promising, but the impacts a company's business activities have on biodiversity vary by industry type and business conditions. The creation of the TNFD is being championed because it provides a framework that appropriately assesses and discloses impacts on biodiversity according to each company's business characteristics.

#### Task Force for Nature-related Financial Disclosures (TNFD)

Behind the progressive deterioration of biodiversity is the difficulty of providing a simple explanation of the concept of biodiversity. Furthermore, the majority of people live in urban areas, and despite benefitting from ecosystems such as water, air, and food on a daily basis, they live far from the places where that decline is advancing. As a result, they have a hard time understanding it as an immediate problem (this phenomenon is called "telecoupling").

When choosing behaviors in business activities and various day-to-day settings, it must become second nature to consider the impacts on biodiversity that those behaviors will have on distant places. In other words, biodiversity must be "mainstreamed."



## | Importance for the Casio Group

Manufacturing of Casio products consists mainly of assembling the final products. The Casio Group does not operate businesses in the raw materials and component devices that are used in its products. For this reason, operations in the Group's plants and other sites have very few direct impacts on biodiversity. We cannot deny, however, that direct impacts on biodiversity could take place in the supply chain from which Casio procures raw materials and devices. If biodiversity-associated issues within the supply chain were to occur, they would represent a risk that could interfere with Casio's business by making it difficult to procure raw materials and devices.

Furthermore, if ocean plastic pollution, which has received increasing attention in recent years, were to see no prospect for a solution and worsen, or if the bioaccumulation of hazardous substances, for example, were to be verified, it would increase the likelihood of tighter regulations on the plastics used in product bodies and packaging. That would likely make it difficult to keep using plastic materials as before, creating a risk that Casio would have to address.

Meanwhile, Casio sells the G-SHOCK and Baby-G watch brands, which stand up to use in harsh natural environments, as well as the PROTREK watch brand, which is equipped with sensors that are useful in outdoor activities. In the G-SHOCK and Baby-G lineup, Casio came out with Dolphin & Whale models, made since 1994 in collaboration with International Cetacean Education Research Centre (ICERC) Japan, with a view toward environmental protection. Casio's collaboration with ICERC Japan reached the milestone of 26 years in 2020. Under the PROTREK brand, Casio has continued to collaborate with The Nature Conservation Society of Japan (NACS-J) since 2018 and released a Golden Eagle model, a sea turtle model, an Oze model, and a model dedicated to *Shijimiaeoides divinus*, which is an endangered butterfly found only in Japan. Through this collaboration, Casio has started to support efforts to protect these endangered species.

These activities involve contributions made by providing products, Casio's main business, to help raise mainstream awareness of the social challenge of biodiversity. They can also help to strengthen Casio watch brands.

## | Targets and Action Plan

In March 2011, Casio formulated the Casio Group Biodiversity Guidelines, under which it carries out various activities. Given that Casio operations have little direct impact on biodiversity, due to the characteristics of its business, the company has implemented the Paper Procurement Policy since June 2015, as one way to focus on its indirect impact in the supply chain.

However, the COVID-19 pandemic, seen as a disease transmissible between humans and animals, is also an issue of biodiversity. In addition, the post-Aichi Biodiversity Targets are scheduled to be determined at the 15th meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD) (COP 15) in 2021. In this way, international trends are undergoing significant and unforeseen changes. With a firm grasp of these international trends, Casio will reassess its medium- and long-term policies and targets through 2022.

## **Casio Group Biodiversity Guidelines**

### **Basic Policy**

The Casio Group recognizes that its existence and business activities depend on the benefits afforded by biodiversity, and that these activities also have an impact on biodiversity. Casio emphasizes biodiversity preservation activities as well as efforts to fight climate change. By including biodiversity preservation in environmental management and creating a system for implementation, the Casio Group is working to build a more sustainable world.

### **Specific Initiatives**

#### **1. Business Activities:**

Casio will help to build a more sustainable world by creating and providing products and services that encourage consumers to care more about the environment. This will be done by learning from nature and developing technologies that utilize this wisdom.

- Facilitating a paperless society
- Contributing to resource saving by developing original technology
- Developing products with care for nature

#### **2. Impact Assessment:**

Casio will survey and analyze its impact on biodiversity through activities including R&D, design, procurement, manufacturing, logistics, sales, product use, disposal, and recycling, and at its office and plant locations. It will establish improvement measures and implement them starting with areas of highest environmental impact and benefit.

- Actively taking initiatives for proper procurement of parts (leather, wood, paper, etc.) and materials (mineral resources, etc.) that depend on ecosystem services.
- Conducting questionnaire surveys across the supply chain in order to check ecosystem protection efforts for parts and materials that make up products.
- Establishing impact assessment methods (checklists and indices) for the Casio Group

#### **3. Information Disclosure:**

Casio will strive to improve social awareness of biodiversity, by actively disclosing the results of its environmental activities.

#### **4. Community Involvement:**

Casio will actively support activities that contribute to biodiversity preservation by NPOs and NGOs, government agencies, and local citizens.

#### **5. Full Employee Participation:**

Casio is aiming for activities that involve the participation of all employees, by increasing understanding of biodiversity preservation, and training employees to act on their own initiative.

## Casio Group Paper Procurement Policy

**Purpose:** To preserve biodiversity by protecting and sustainably using the forest resources which provide the raw material for paper.

**Scope:** All paper products procured by the Casio Group worldwide

**Policy:** Casio will procure paper for use in its business activities according to the following standards:

1. Paper must be made from trees harvested in accordance with the laws and regulations governing the logging area concerned.
2. Products must not come from companies that are destroying any forest with high conservation value or that are a source of serious environmental or social issues.
3. Priority must be given to reliable certified paper or recycled paper.

## Target and Performance

Evaluation ◎: All targets met ○ : Most targets met △ : Remaining issues outweigh results × : No progress made

Theme	Medium and long-term targets	FY2021 Targets	FY2021 Performance	Evaluation	FY2022 Targets
Living in harmony with nature	Increase the use of sustainable paper to 100% by FY2031。	Ensure that 80% of product catalog paper used in Japan is paper from certified forests	74.0%	△	Ensure that 80% of product catalog paper used in Japan is paper from certified forests
		Re-examine medium and long-term targets, including the definition of sustainable paper	Collected and analyzed world trends	△	Continue to re-examine medium and long-term targets, including the definition of sustainable paper

Regarding fiscal 2021 circumstances related to medium- and long-term targets, user needs for types of product catalogs that are distributed for free at stores and other locations have greatly changed due to the COVID-19 pandemic. Numerical values continue to be calculated, but the actual contents of the medium- and long-term targets will be reevaluated.

## | Structure

In 2015, Casio identified three environmentally material issues. To address one of these, “Living in harmony with nature,” the third material issue, Casio established the “M3 committee,” which is an objective of the ISO 14001 environmental management system, in 2017. The M3 committee is driving Casio’s adoption of paper from certified forests for product catalogues used in Japan. It conducted a biodiversity survey of Casio’s main business sites in Japan, leading to the discovery of rare plants already growing on the company’s property, species found on the Red Lists published by Japan’s Ministry of the Environment. To promote the mainstreaming of biodiversity from within the company, the M3 committee carry out conservation activities emphasized employee volunteerism such as protection teams for these rare plants and the Casio Forest.

With growing public expectations for Casio to take the lead on social issues through its business activities, Casio will strive to further link its efforts for mainstreaming biodiversity to the core operations of its business divisions, and continue to carry out initiatives that promote grassroots volunteerism among employees.

# Contributing Through Casio's Business to Social Issues Related to Biodiversity

## | Lateco Label Writer Reduces Plastic Waste

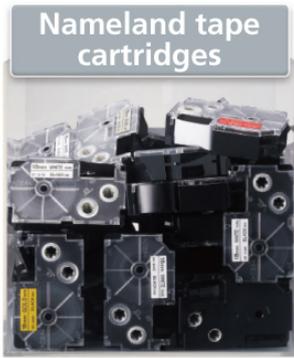
Plastic pollution in the oceans is a global environmental issue that has been receiving a lot more international attention in recent years. Ocean waste includes discarded fishery materials such as fishing nets made of petroleum-derived synthetic fibers, as well as waste such as disposable plastic containers and packaging originating on land that flow into the ocean via rivers. Such waste has a huge impact on marine ecosystems. For its new Lateco label writer, Casio redesigned the conventional model to minimize wasteful margins on the edge of the tape, while creating a tape cartridge that can be reused. As a result, the amount of plastic waste generated by using Lateco has been significantly reduced compared to previous Casio models. This product redesign has been well received not only by users who care about avoiding waste but also by NPOs and other community organizations that have been working for many years to reduce the amount of litter that ends up in rivers. Other appreciative stakeholders include the third-party organizations that certify compliance with the ISO 14000 environmental management standards. The product is also registered with the Plastics Smart Campaign of Japan's Ministry of the Environment.

[Lateco product information \(in Japanese\)](#)

[Plastics Smart Campaign at Japan's Ministry of the Environment \(in Japanese\)](#)



Plastic waste is significantly reduced when changing the tape  
Cartridge is reused



	Nameland tape cartridge	Lateco tape spool
1 piece	25 g	0.6 g
400 pieces	1,006 g	24 g
100 pieces	2,514 g	60 g

Plastic waste  
Reduced by approx.  
97%\*

Conventional model waste versus Lateco

\* Nameland 18-mm tape cartridge waste compared to Lateco 18-mm tape spool waste

Conventional model waste versus Lateco

First Agreement for the Plastics Smart Campaign by the Ministry of the Environment

### Concluding an Agreement on Collaboration to Reduce Plastic Waste with Hayama

The town of Hayama in Miura District, Kanagawa Prefecture is implementing the Hayama Green Program as an environmentally mindful initiative. This initiative has much in common with our recognition of the issue of plastic waste and the initiatives we are taking to reduce it. This is why Casio concluded an agreement for mutual cooperation and further promotion.

[Agreement on Collaboration to Reduce Plastic Waste concluded with Hayama \(in Japanese\)](#)

### Employee Volunteers Participate in Litter Cleanup Event

Continuing from 2019, 13 employee volunteers primarily from Lateco-related departments participated in the Furusato Cleanup 2020 in Arakawa. The event sought to foster greater understanding of the social issue of ocean plastic waste through hands-on activity.

This event usually draws several hundred participants, but this year participation from the general public was not called for by the organizing office due to the COVID-19 pandemic. Instead, the event gathered about 50 participants, solely through word of mouth spread by persons involved. In 2019, the event had been postponed due to a typhoon, which significantly decreased the number of participants. However, Casio employees did participate in and contribute to the event, forging a connection with the organizing office. That connection helped lead to participation this year, and careful attention was paid to infection control measures to keep everyone safe.

[Furusato Cleanup \(in Japanese\)](#)



First, waste that drifted ashore was collected from among the reeds.



Next, waste was collected from illegal dumping sites.



A group photo of Casio employees and all other participants

Many of the employee volunteers this year were participating for the second time after joining in 2019. Working alongside participants from other citizen groups, they supported first-time participants and started by collecting waste among the reeds that had drifted ashore. Next, volunteers tackled sites where illegally dumped waste had accumulated. This included foul-smelling garbage, but they persevered as long as time allowed. This year, too, quite a lot of waste was collected together with the other participants, and everyone was able to share a sense of accomplishment particularly because it was a group effort. In addition, they were able to reaffirm the meaning of continuing these kinds of onsite activities and the importance of reducing plastic waste through business activities by redesigning Casio products like Lateco.

## | Preserving Biodiversity through Collaboration with Environmental Protection Groups

Casio has developed many brands of watch products such as G-SHOCK, BABY-G, and PROTREK.

These Casio brands deliver functions, performance, and designs suited to the many diverse activities and situations in which people use their watches. Many of those envisioned situations are beautiful and sometimes harsh natural landscapes, including a wide range of land and ocean environments. In order to preserve the value of its watch brands, Casio believes in its responsibility as a manufacturer to help protect these natural environments. Determined to help solve the issue via its main business activities, Casio has been developing collaboration watch models with environmental protection groups while also providing support for their activities.

### G-SHOCK and BABY-G Collaboration Models for the “Love the Sea and the Earth” Project

Based on a theme of “Love the Sea and the Earth,” Casio has developed G-SHOCK and BABY-G brand products with environmental protection groups such as the International Cetacean Education Research Centre (ICERC Japan), Aqua Planet, Earthwatch Japan, and Wildlife Promising, and Casio also supports these groups by providing these products and sharing information.

Casio’s support of ICERC Japan, through the ongoing creation of dolphin and whale watch models that began in 1994, reached its 27th year in 2021.



ICERC Japan: Collaboration models in 2021

“Love The Sea And The Earth” logo



Aqua Planet  
collaboration model  
in 2021



Earthwatch Japan  
collaboration model  
in 2020



WILDLIFE PROMISING collaboration models in 2020

## Casio Coral Field

In 2018, Casio began providing support for Aqua Planet, an NPO that preserves and restores coral, which is chaired by actress Ritsuko Tanaka. In January 2018, the Casio coral field was established in the seas of Ishigaki, Okinawa Prefecture, and 200 coral "seedlings" were planted with the objective for them to reproduce in three years' time.

The Casio coral field lies to the south of Ishigakijima island, Okinawa Prefecture in shallow seas about 4 meters deep at high tide. The coral coexists with a phytoplankton called zooxanthella, and coral seedlings from more than seven resilient varieties, including Acropora Copiosa Nemenzo in the genus Acropora of the family Acroporidae, were planted.

These coral seedlings were ones that had been newly collected with permission and divided seedlings cultivated in other coral fields. More than three years after planting, the mature coral is now home to small fish.



Casio Coral Field (2020)



Casio Coral Field (2018)



## Contributing to Coral Reef Conservation Activities with Logosease

The Kikaijima Reef Check was held on October 18, 2020 to ascertain the health of the coral reef on the island of Kikaijima in Kagoshima Prefecture. Yamagata Casio assisted by providing Logosease diver communication devices.



Underwater transceiver, Logosease

[Logosease](#)

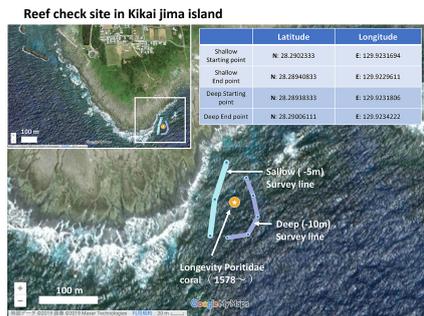


Reef Check is a coral reef monitoring program conducted on a volunteer basis using an internationally uniform technique to investigate the soundness of coral reefs worldwide. The purpose is to reduce the human impact on coral reefs by recording the condition of fish and other creatures living on coral reefs as well as the condition of the seafloor to assess the health of coral reefs and raise awareness about their protection.

Since the recruiting of volunteer divers from outside the island was curbed because of COVID-19, the Reef Check was conducted only by divers from WWF JAPAN, the KIKAI Institute for Coral Reef Sciences, Amami Marine Life Research Association, Yonemori Diving Service, and divers from the island.

The Reef Check was conducted in good weather with visibility around 40m. The health of the coral reef, which was everyone's concern, was found to be unchanged from 2019. It was still in good condition with little bleaching.

Yonemori Diving Service provided photos of the Reef Check. It commented that, "Logosease underwater transceivers are essential to communication underwater, and they were extremely valuable during the Reef Check. Basically, the Reef Check is conducted in pairs or groups of three, so we appreciate being able to precisely communicate by voice when confirming, collaborating, and giving signals."



Source: KIKAI Institute for Coral Reef Sciences



### | PRO TREK Collaboration Model with The Nature Conservation Society of Japan (NACS-J)

In 2018, Casio began providing support for The Nature Conservation Society of Japan (NACS-J) through its outdoor watch brand PRO TREK. By releasing watch models in collaboration with the NACS-J, Casio has been supporting the conservation of specific species.

For the first such effort, in 2018, Casio released a collaboration model with the motif of a golden eagle (listed as an endangered species (IB) in the Japanese Ministry of the Environment's Red Data Book 2019). In the second year, Casio debuted a collaboration model featuring the *Shijimiaeoides divina* (a butterfly listed as an endangered species (IA) in the same book). In 2020, a collaboration model was launched showcasing loggerhead turtles (listed as an endangered species (IB) in the 2020 book). In 2021, a collaboration model was released with the motif of Oze, which is the birthplace of the predecessor to the NACS-J.



## Biodiversity Preservation at Business Sites

In 2017, Casio commissioned an expert outside agency (Ryokusei Research Institute Inc.) to conduct a biodiversity survey at the Group's main sites in Japan. As shown in Table 1, the results found that many species of insects and plants make their home at these sites. Most notably, Golden Orchid (*Cephalanthera falcata*), which is included on the Ministry of the Environment's species Red List, and Silver Orchid (*Cephalanthera erecta*) and stalked adder's-tongue (*Ophioglossum petiolatum*), both of which are on Tokyo's Red List of threatened species, were found at the Hamura R&D Center in Hamura, Tokyo. Rare plants and insects including the plant *Lespedeza tomentosa* Sieb. ex Maxim. and the insect *Canthophorus niveimarginatus* (Scott), which are included on Yamanashi Prefecture's Red List of threatened species, were found at the Yamanashi Office of Yamagata Casio Co., Ltd. in the city of Fuefuki. In light of these results, employee volunteers are continuing to undertake conservation activities with advice from the expert agency.

At the Hamura R&D Center, a protection team of employee volunteers has been monitoring site biodiversity throughout the seasons. They have been able to confirm several additional species, such as the Powdered Oakblue butterfly (*Arhopala bazalus*, a species in the family *Lycaenidae*), that were not found during a recent survey by outside experts. Although the additional species are not rare, the employees plan to further investigate and list them.

### | Results of a survey of biodiversity at main business sites in Japan (Table 1)

site	Number of species		Remarkable insects and plants
	Insects	Plants	
Casio Computer Co., Ltd.			
Headquarters	55	82	
Hamura R&D Center	105	187	Plants: Golden Orchid, Silver Orchid, ophioglossum petiolatum
Hachioji R&D Center	51	110	Plant: Ophioglossum petiolatum
Yamagata Casio Co., Ltd.			
Headquarters	82	173	
Yamanashi	91	150	Insect: <i>Canthophorus niveimarginatus</i> Plant: <i>Lespedeza tomentosa</i>
Casio Electronic Manufacturing Co., Ltd.	58	108	
Casio Business Service Co., Ltd. (Kofu)	82	160	Plant: <i>Rorippa cantoniensis</i>

[List of plants at the Casio Group's main sites in 2017 \(PDF / 369KB\)](#)

[List of insects at the Casio Group's main sites in 2017 \(PDF / 328KB\)](#)

### | Preservation Activities at Sites

Please visit the following pages to learn about efforts being made at each site.

[Hamura R&D Center](#)

[Yamanashi Office of Yamagata Casio](#)

## Using Sustainable Paper

Nowadays, a variety of raw materials are used to make paper, but generally, the most widely available material is wood. Because wood used for paper raw materials is often grown in distant forests, the global environment can be negatively impacted before the users of the paper realize it is happening. This telecoupling, as it is called, is an issue that must be considered. Although some of the world's production sites for raw materials practice eco-friendly sustainable forest management, in other cases high conservation value forests home to precious wildlife are being destroyed, and the rights of indigenous peoples are being violated.

Focusing on indirect impacts on biodiversity within the supply chain, Casio established a Paper Procurement Policy in June 2015. Based on this policy, Casio is especially committed to refraining from using paper products that come from paper manufacturers that are suspected of destruction of any forest with high conservation value or of involvement in raw material procurement that ignores the rights of indigenous peoples. Casio preferentially uses reliable paper from certified forests to help increase the use of socially sustainable paper.

Meanwhile, to address the COVID-19 pandemic, Casio has been reassessing work styles. With working from home and activity-based working (ABW) on the upswing, Casio has achieved an unprecedented decrease in the amount of office paper used. This has led to reevaluating measures based on the Paper Procurement Policy.

### | Paper Procurement

To make sure that it does not use paper products that are especially problematic, Casio periodically confirms that its suppliers do not use paper products from paper manufacturers that have been identified as dubious based on an independent investigation conducted by an international NGO related to the protection of wildlife. If it turns out, based on the confirmation results, that a product comes from one of the papermakers in question, Casio switches to products from a different paper manufacturer. By continuing such confirmation and switching of paper products, Casio exercises its indirect influence on the supply chain in an effort to minimize its indirect negative effects on biodiversity.

[Paper Procurement Policy](#)

### | Promoting Use of Certified Paper

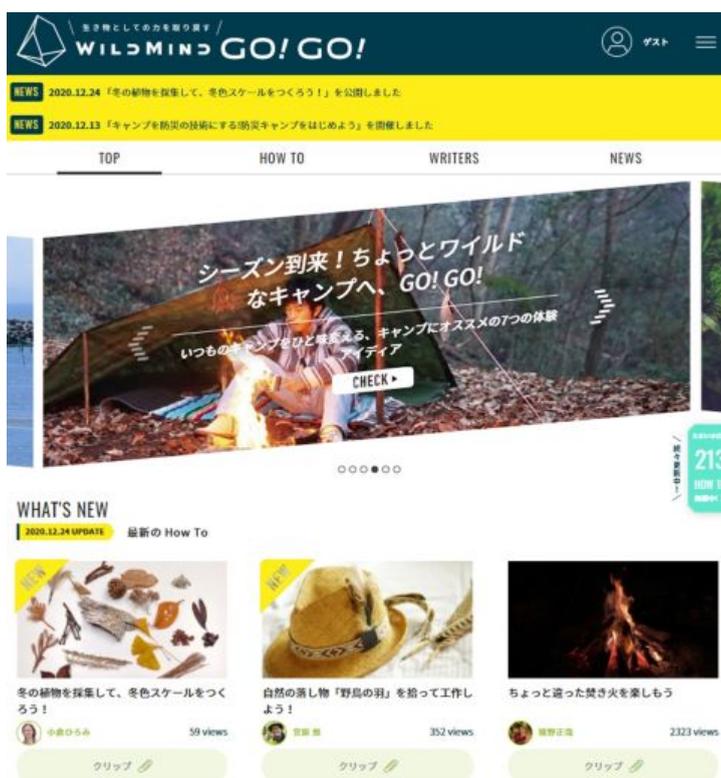
Since fiscal 2017, Casio has established targets for the percentage of FSC®-certified paper used for product catalogues and has been working hard to increase the percentage used based on environmental management systems. However, a change has taken place in the way Casio products are purchased by users due to the COVID-19 pandemic. Along with this, product catalog needs have also greatly changed. Accordingly, Casio continues to reassess the medium- and long-term targets.

## Education

### | “WILD MIND GO! GO!” Website Promotes Nature Experience

Many people worldwide are working hard to stop deteriorating biodiversity around the world, but the decline has yet to be halted.

One of the contextual factors influencing today's deteriorating biodiversity is that the issue is hard for many people to understand. Providing a precise answer is not always easy, even when someone is asking for an explanation. Another factor is that modern ways of life have removed most contact with nature from many people's daily lives. Casio is working to improve these factors by operating the website, “WILD MIND GO! GO!” This free online platform offers ideas for various experiences where people can easily encounter nature up close, and in familiar places.



WILD MIND GO! GO! (In Japanese)

WILD MIND GO! GO! offers people of all ages a creatively curated selection of experiences crafted by over 80 specialists, including outdoor experts, artists, designers, and scientists. Currently, this selection of ideas for over 200 hands-on experiences can be viewed easily by anyone on a computer or smartphone free of charge. People can experience nature in familiar natural terrain, such as parks, woodlands, and dry riverbeds. Participants can also report back on their experiences and share them with others.

People who have participated in these experiences report they have exciting adventures and make a variety of amazing discoveries in a familiar natural environment.



October 2020: Hands-on experience starting a friction fire



April 2021: Making an oil lamp

The ambitious goal of WILD MIND GO! GO! is to offer ideas for hands-on experiences that give people a fresh taste of the allure of nature and connect them to their natural environment. This is designed to restore an awareness of the abundant “power as a living being” that is innate to every person. The foundation for learning is the acquisition of knowledge, but compared to learning from movies or written texts, which offer a limited amount of information, hands-on experiences in natural terrain can be said to have unlimited informational content. In a nutshell, “some things you can’t understand unless you try them yourself.”



March 2021: Crafting decorations using feathers from wild birds



September 2020: Making ramie rope

Hands-on experiences add a dimension that goes beyond intellectual understanding, including an emotional impact and even the opportunity to sometimes make mistakes. It is precisely the understanding gained from experience and learning through repeated doing that leave an indelible impression on the body and soul. One example is a feeling of symbiosis with nature. A meaningful relationship is born with a part of nature, by eating it, using it, etc. The nature you felt detached from before becomes nature that personally concerns you.

Casio continues to promote WILD MIND GO! GO! to encourage more and more people to experience and understand the nature all around them firsthand, to recapture their own "power as a living being."

## | CASIO Forest

Casio entered into the "Tokyo Waterworks: Corporate Forest (Naming Rights)" agreement with the Tokyo Metropolitan Government's Bureau of Waterworks on August 29, 2018. Based on this agreement, Casio is conducting conservation activities on 2.46 hectares of an approximately 25,000-hectare water conservation forest owned by Tokyo, which it has named "CASIO Forest."

[Signed the Tokyo Waterworks: Corporate Forest \(Naming Rights\) agreement \(in Japanese\)](#)

Activities are carried out by employee volunteers on days off. During the three years from 2018 to 2020, a total of 55 employees and their family members worked hard conducting onsite volunteer activities on six occasions.



Preparatory field work in October 2018: Fallen branches and other leftover materials after thinning were cleared away to expose the ground for planting

[Bureau of Waterworks Tokyo Metropolitan Government: "Tokyo Waterworks: Corporate Forest \(Naming Rights\)" \(in Japanese\)](#)

[FY2019 Activities in the Casio Forest \(in Japanese\)](#)

[May 2019: Tree planting \(in Japanese\)](#)

[July 2019: Birdhouse making \(in Japanese\)](#)

[November 2019: Birdhouse cleaning and installation \(in Japanese\)](#)

[November 2020: Birdhouse cleaning and re-installation \(in Japanese\)](#)

In the Tokyo Waterworks maintenance project for water conservation forests, the CASIO Forest area is designated for development of a forest of mixed conifers and deciduous trees. Just before the agreement was signed, the timber was cut to renew the woods as a water conservation forest. CASIO's activities began with preparatory field work, which laid the groundwork to plant broad-leaf trees at the site. After this preparatory field work, 50 Mongolian oak and 50 Japanese maple trees were planted, for a total of 100 trees.



Planting Trees in May 2019: 50 Mongolian oak and 50 Japanese maple trees were planted

As is the nature of a water conservation forest, CASIO Forest is located deep in the mountains far from the city center. The forest is a two-hour drive from the Hamura R&D Center in Hamura City outside of Tokyo, and because it sits at approximately 1,200 meters above sea level, the weather can be unpredictable. Often, by the time volunteers get to the site, the weather has turned rainy, making outdoor work impossible. To address this, an indoor program has been developed, where volunteers make birdhouses for wild birds using certified wood from Tama. This program has been held twice, and a total of 10 birdhouses have been installed in CASIO Forest.



Making Birdhouses in July 2019: Birdhouse-making as a rainy day program

The COVID-19 pandemic also impacted the CASIO Forest activities in 2020. Out of concern for infection risk, the usual activity of taking a chartered bus as a group to the forest site was cancelled.

On the other hand, Tokyo's provision of tap water is an important lifeline in resident's daily lives, and management of nature in the water conservation forests continued despite the coronavirus crisis. Furthermore, transmission between humans and animals is said to be why the COVID-19 pandemic originated, and since it is also a biodiversity issue, it is necessary to consider adapting to be able to live with the coronavirus.

Given this, careful consideration was given to fiscal 2021 activities and participation was limited to people who have joined in the past. Three participants, including persons from the secretariat, cleaned and re-installed the ten birdhouses in the CASIO Forest in November 2020. This activity is thought to enable wild birds in the CASIO Forest to continue nestbuilding.



Cleaning Birdhouses in November 2020: Participants check the interior of a birdhouse with their creatively constructed tool using a smartphone

Tokyo Waterworks has installed around 4,000 birdhouses in water conservation forests. This aims to encourage nestbuilding by wild birds, which eat harmful insects, thereby decreasing damage from those insects to the trees that make up the water conservation forests. In other words, the activity endeavors to resolve problems by utilizing the power of nature, since insect control using pesticides is unsuitable in water conservation forests that serve as the source of people's drinking water. This can be called a nature-based solutions (NbS).

Ogouchi Dam is a reservoir for water flowing from water conservation forests and can be considered gray infrastructure, while water conservation forests that function to maintain a low sedimentation rate for the dam can be called green infrastructure. The combination of the two is likely to receive more and more attention going forward as a method of global environmental conservation. This means that water conservation forests not only secure tap water and preserve biodiversity, but also help absorb CO<sub>2</sub>, which is key to climate change, and thus they are related to multiple goals contained in the SDGs.

CASIO Forest promotes greater understanding of the importance of these issues thanks to the hard work of participating employee volunteers. To contribute to the resolution of global environmental issues, Casio will continue promoting these activities to create opportunities for employees to think about what the company can do for biodiversity in its business activities.

# The Biodiversity Working Group, The 4 Electrical and Electronic Industry Associations

In fiscal 2017, Casio started taking part in The Biodiversity Working Group of the 4 electrical and electronic industry associations (JEMA: The Japan Electrical Manufacturers' Association, JEITA: Japan Electronics and Information Technology Industries Association, CIAJ: Communications and Information Network Association of Japan, JBMIA: Japan Business Machine and Information System Industries Association).

In March 2018, the working group published a booklet, "Let's Try Biodiversity! (LTB)," for enterprises wishing to commence biodiversity conservation initiatives in the future. The working group also holds annual seminars to share information on biodiversity preservation with member companies.

As examples of its activities in fiscal 2020, the working group produced a publication to help address the problem of marine plastic pollution (LTB Pick Up! Let's Reduce Ocean Plastic Pollution by Working on Land!). It also held a practical seminar for member companies on the same issue (Learn About Biodiversity Conservation Activities: What Companies Can Do to Reduce Plastic in the Oceans). At the request of the seminar instructor, Kazuyuki Imamura, Director of the non-profit Arakawa River Clean-aid Forum, Casio gave a presentation on Lateco, a new label writer designed to reduce plastic waste. Casio employee volunteers also participated in a cleanup on the banks of the Arakawa River, which was part of the seminar program, and helped capture the event using a video drone.

Details regarding the working group can be found on the JEMA website below.

[The Biodiversity Working Group, The 4 Electrical and Electronic Industry Associations \(in Japanese\)](#)

[Let's Try Biodiversity! \(LTB\) \(in Japanese\)](#)

[Seminar to Learn About Biodiversity Conservation Activities \(in Japanese\)](#)



LTB cover



Let's Reduce Ocean Plastic Pollution  
by Working on Land!



Presentation on Lateco at the LTB  
seminar



Walking along the Arakawa River with collection bags and tongs



Sorting the litter into waste-specific bags for counting and disposal



Participants from various companies and the rubbish they collected

Casio's initiatives related to biodiversity conservation were registered in a database of examples of biodiversity conservation activities produced by the Biodiversity Working Group of the 4 electrical and electronic industry associations. Along with the database, Casio's initiatives are also registered in the Nijyu-maru Project (Double 20 campaign) of the Japan Committee for the International Union for Conservation of Nature.

[Database of examples of biodiversity conservation activities \(in Japanese\)](#)

### Nijyu-maru Project

In 2020, working group meetings were held remotely due to the COVID-19 pandemic, and activities such as onsite tours were halted to prevent the spread of infection. The working group has referenced and shared examples of how various companies are creatively responding to this situation and carrying out activities for biodiversity preservation.

In addition, looking toward the 15<sup>th</sup> meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD/COP15), which is scheduled to be held in China in October 2021, discussions on biodiversity preservation, including post-Aichi Targets, are intensifying worldwide. The working group gathers and shares information on international trends, such as the Taskforce on Nature-related Financial Disclosures (TNFD) and SBTs for Nature, and considers industry responses. Casio is proud to participate in these efforts.



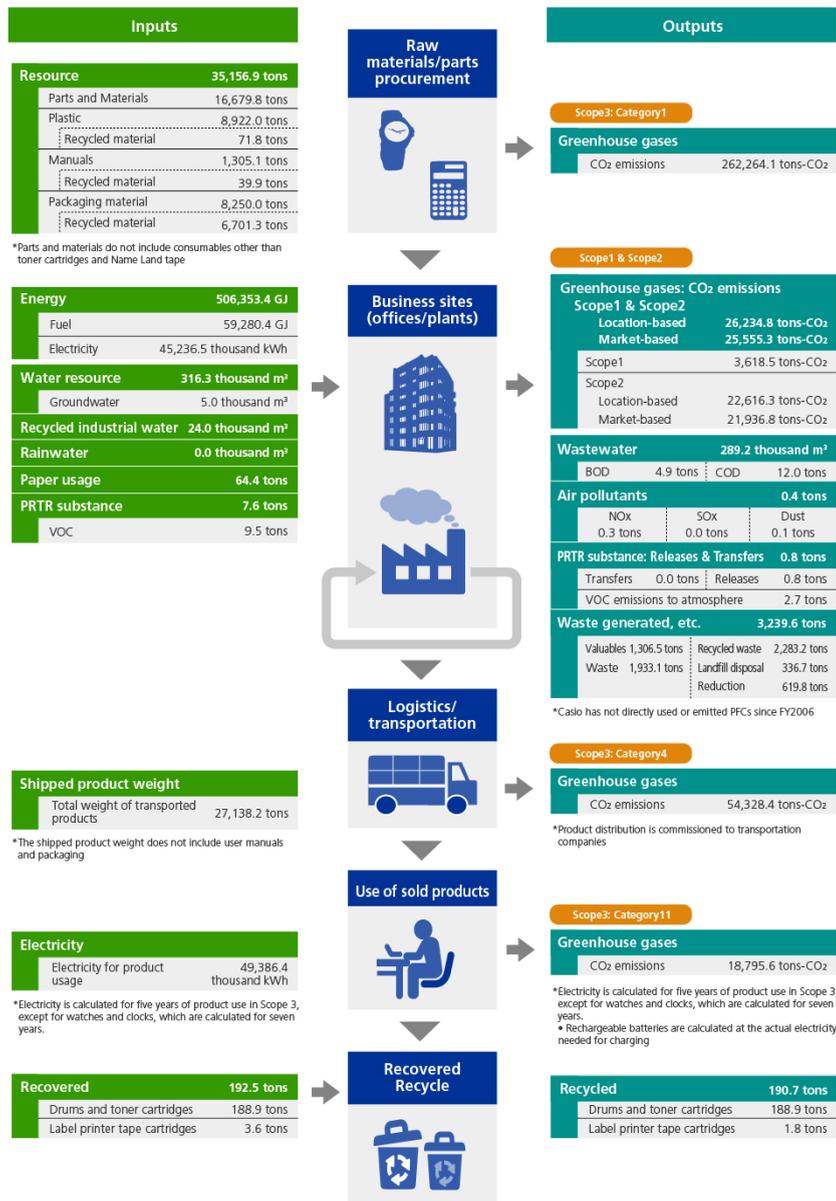
# Environmental Data

## Material Balance

| What is material balance?

The material balance shows the overall picture for energy and resources used in the process of Casio's business activities including R&D, design, parts procurement, manufacturing, distribution, recovery and recycling, and the energy used in the process of product use by customers (inputs) plus the environmental impacts that are produced in each of those processes (outputs).

Material balance in business activities (fiscal 2021)



[View as PDF \(472KB\)](#)

## | Third-party verification

In order to ensure the reliability of its environmental data reporting, in fiscal 2011 Casio began requesting third-party verification.

Casio commissioned SGS Japan Co., Ltd. to conduct the audit of environmental data in fiscal 2021. The audit covered greenhouse gas emissions (Scope 1, 2 and Categories 1 and 11 of Scope 3), water intake, waste, and emissions of atmospheric pollutants (NO<sub>x</sub>, SO<sub>x</sub> and dust). Of the sites covered by SGS, on-site surveys were conducted at the Hachioji R&D Center and Casio Business Service Co., Ltd. (Kofu).

Sites at which water usage and waste were difficult to ascertain, such as leased offices, are not included in the scope of calculation.

[See the third-party verification statement for fiscal 2021. \(PDF / 673kB\)](#)

Environmental Performance Data of Each Site

[Group Companies in Japan \(243KB\)](#)

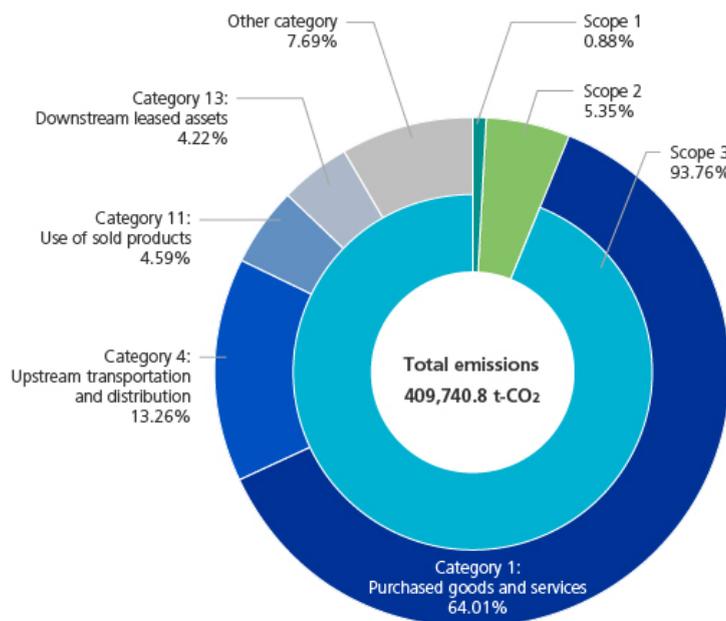
[Overseas Group Companies \(206KB\)](#)

## CO<sub>2</sub> Emissions Throughout the Entire Value Chain

Casio has identified and calculated greenhouse gas emissions produced by its own business activities (Scope 1 and Scope 2) and emissions located upstream and downstream in the overall value chain (Scope 3). Casio has calculated CO<sub>2</sub> emissions for 11 out of 15 categories of Scope 3 CO<sub>2</sub> emissions, excluding four categories with little impact, with reference to the GHG Protocol, which is the international standard. Scope 3 emissions (in the categories Casio calculated) accounted for approximately 93.76% of all emissions in fiscal 2021, which is similar to the previous fiscal year. Within Scope 3, purchased goods and services accounted for the greatest share, about 64.01%.

Going forward, Casio will promote efforts to reduce greenhouse gas emissions throughout the entire value chain with a particular focus on encouraging major suppliers to set targets for greenhouse gas emission reductions with regard to CO<sub>2</sub> emissions related to purchased goods and services.

### | CO<sub>2</sub> Emissions Throughout the Entire Value Chain



Scope/Category		CO <sub>2</sub> emissions in fiscal 2021	
		t-CO <sub>2</sub>	Percentage
Scope 1		3,618.5	0.88%
Scope 2	Location-based	22,616.3	-
	Market-based	21,936.8	5.35%
Scope 3		384,185.5	93.76%
1 Purchased goods and services		262,264.1	64.01%
2 Capital goods		10,799.6	2.64%
3 Fuel- and energy-related activities not included in Scope 1 or Scope 2		3,580.2	0.87%
4 Upstream transportation and distribution		54,328.4	13.26%
5 Waste generated in operations		110.7	0.03%
6 Business travel		1,527.5	0.37%
7 Employee commuting		1,497.0	0.37%
8 Upstream leased assets		118.9	0.03%
9 Downstream transportation and distribution		-	-
10 Processing of sold products		-	-
11 Use of sold products		18,795.6	4.59%
12 End of life treatment of sold products		9,611.6	2.35%
13 Downstream leased assets		17,277.0	4.22%
14 Franchises		-	-
15 Investments		4,274.9	1.04%
Total	Location-based	410,420.4	-
	Market-based	409,740.8	100.00%

\* Scope 2

For calculation of location-based and market-based CO<sub>2</sub> emissions, please refer to the [Calculation Standards](#).

## Environmental Performance Data

| Greenhouse gas emissions (Scope1 and Scope2)

### Greenhouse gas emissions (Scopes 1 and 2) calculated using the location-based standard

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Scope1	6,043.2	5,729.3	5,483.1	5,619.2	5,670.1	5,268.0	4,572.0	3,618.5
Scope2	33,245.7	32,327.2	31,812.2	30,020.9	28,282.9	27,154.2	24,818.7	22,616.3
Total	39,288.9	38,056.5	37,295.3	35,640.1	33,953.0	32,422.2	29,390.6	26,234.8
Casio Group coverage	-	-	-	-	99.5%	99.5%	99.3%	99.5%

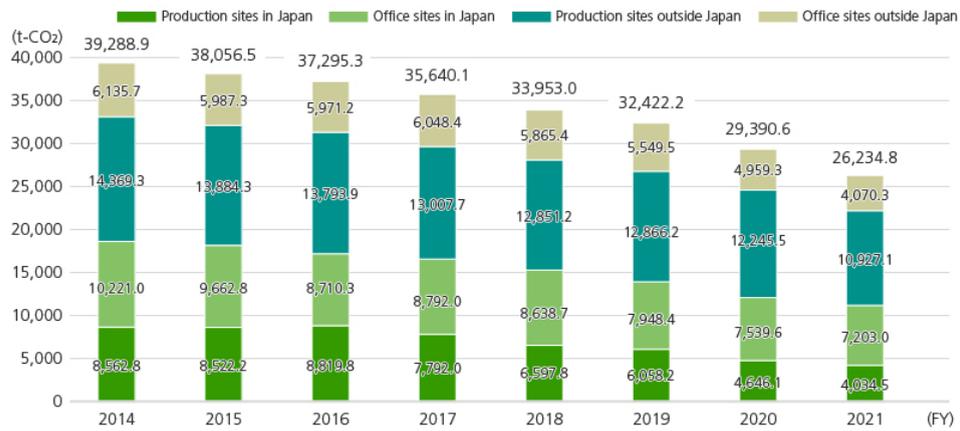


\*1 Emissions based on the location-based standard. See "Calculation Standards" in the "Environmental Performance Data" section for details.

\*2 No greenhouse gas emissions other than CO<sub>2</sub>.

### Greenhouse gas emissions (Scopes 1 and 2) calculated using the location-based standard: Breakdown by type of site

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Production sites in Japan	8,562.8	8,522.2	8,819.8	7,792.0	6,597.8	6,058.2	4,646.1	4,034.5
Office sites in Japan	10,221.0	9,662.8	8,710.3	8,792.0	8,638.7	7,948.4	7,539.6	7,203.0
Production sites outside Japan	14,369.3	13,884.3	13,793.9	13,007.7	12,851.2	12,866.2	12,245.5	10,927.1
Office sites outside Japan	6,135.7	5,987.3	5,971.2	6,048.4	5,865.4	5,549.5	4,959.3	4,070.3



\*1 Emissions based on the location-based standard. See "Calculation Standards" in the "Environmental Performance Data" section for details.

\*2 No greenhouse gas emissions other than CO<sub>2</sub>.

### Greenhouse gas emissions (Scopes 1 and 2) calculated using the market-based standard

(t-CO<sub>2</sub>)

	FY2019	FY2020	FY2021
Production sites in Japan	5,268.0	4,572.0	3,618.5
Office sites in Japan	26,788.2	24,014.8	21,936.8
Production sites outside Japan	32,056.2	28,586.7	25,555.3
Office sites outside Japan	99.5%	99.3%	99.5%



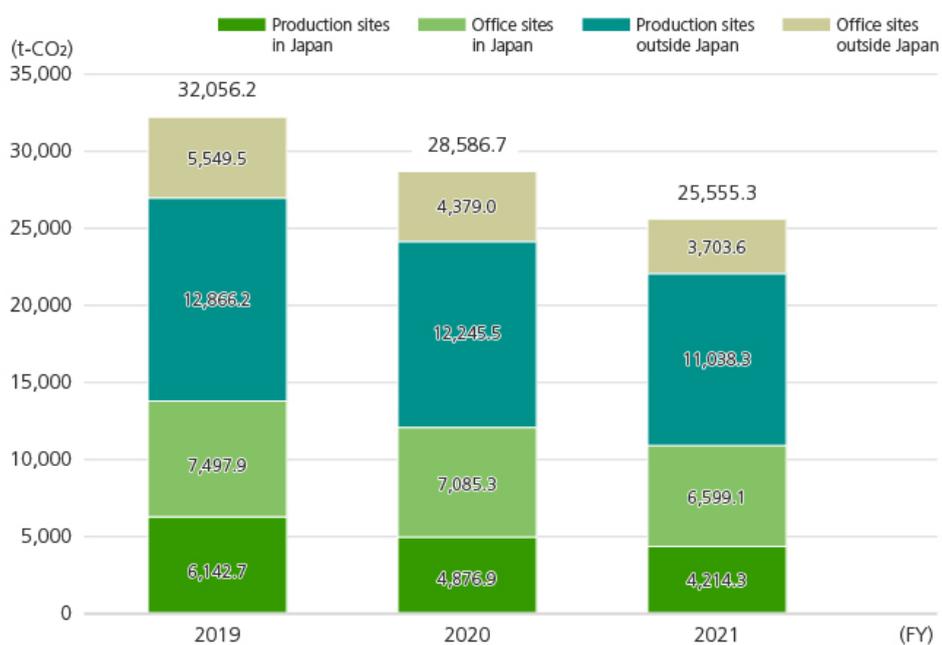
\*1 Emissions based on the location-based standard. See "Calculation Standards" in the "Environmental Performance Data" section for details.

\*2 No greenhouse gas emissions other than CO<sub>2</sub>.

## Greenhouse gas emissions (Scopes 1 and 2) calculated using the market-based standard: Breakdown by type of site

(t-CO<sub>2</sub>)

	FY2019	FY2020	FY2020
Production sites in Japan	6,142.7	4,876.9	4,214.3
Offices in Japan	7,497.9	7,085.3	6,599.1
Production sites outside Japan	12,866.2	12,245.5	11,038.3
Offices outside Japan	5,549.5	4,379.0	3,703.6



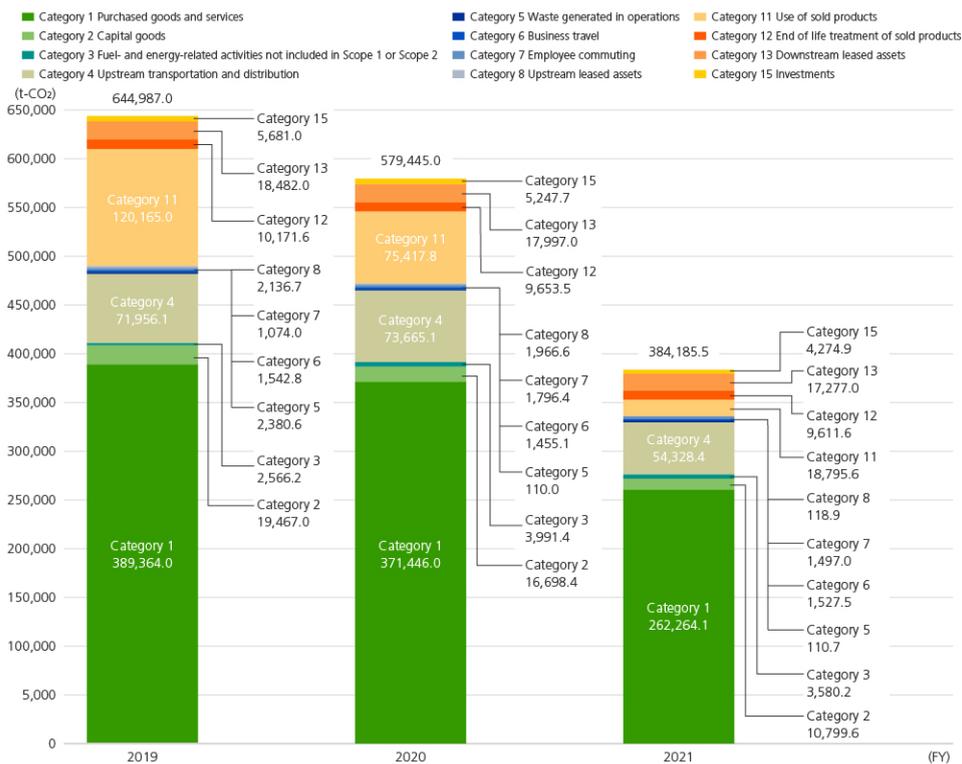
\*1 Emissions based on the location-based standard. See ["Calculation Standards"](#) in the "Environmental Performance Data" section for details.

\*2 No greenhouse gas emissions other than CO<sub>2</sub>.

# Greenhouse gas emissions (Scope 3)

(t-CO<sub>2</sub>)

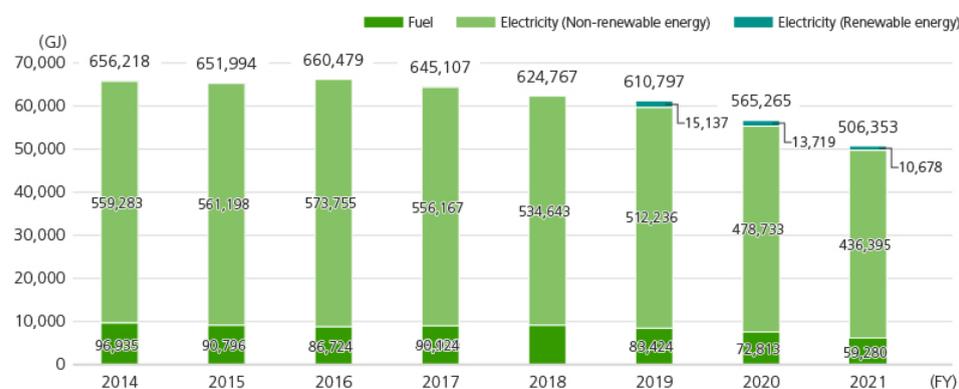
	FY2019		FY2020		FY2021	
	t-CO <sub>2</sub>	Percentage	t-CO <sub>2</sub>	Percentage	t-CO <sub>2</sub>	Percentage
Category 1 Purchased goods and services	389,364.0	60.37%	371,446.0	64.10%	262,264.1	68.26%
Category 2 Capital goods	19,467.0	3.02%	16,698.4	2.88%	10,799.6	2.81%
Category 3 Fuel- and energy-related activities not included in Scope 1 or Scope 2	2,566.2	0.40%	3,991.4	0.69%	3,580.2	0.93%
Category 4 Upstream transportation and distribution	71,956.1	11.16%	73,665.1	12.71%	54,328.4	14.14%
Category 5 Waste generated in operations	2,380.6	0.37%	110.0	0.02%	110.7	0.03%
Category 6 Business travel	1,542.8	0.24%	1,455.1	0.25%	1,527.5	0.40%
Category 7 Employee commuting	1,074.0	0.17%	1,796.4	0.31%	1,497.0	0.39%
Category 8 Upstream leased assets	2,136.7	0.33%	1,966.6	0.34%	118.9	0.03%
Category 9 Downstream transportation and distribution	Excluded from calculation					
Category 10 Processing of sold products	Excluded from calculation					
Category 11 Use of sold products	120,165.0	18.63%	75,417.8	13.02%	18,795.6	4.89%
Category 12 End of life treatment of sold products	10,171.6	1.58%	9,653.5	1.67%	9,611.6	2.50%
Category 13 Downstream leased assets	18,482.0	2.87%	17,997.0	3.11%	17,277.0	4.50%
Category 14 Franchises	Not applicable					
Category 15 Investments	5,681.0	0.88%	5,247.7	0.91%	4,274.9	1.11%
<b>Total</b>	<b>644,987.0</b>	<b>100%</b>	<b>579,445.0</b>	<b>100%</b>	<b>384,185.5</b>	<b>100%</b>



## Energy usage

Figures in parentheses ( ) are MWh. Other figures are GJ.

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Fuel		96,934.7 (26,926.3)	90,795.7 (25,221.1)	86,723.6 (24,089.9)	88,939.1 (24,705.3)	90,124.0 (25,034.5)	83,424.0 (23,173.3)	72,812.8 (20,225.8)	59,280.4 (16,466.8)
Electricity	Non-renewable energy	559,283.3 (56,613.7)	561,198.3 (56,826.6)	573,755.0 (58,101.6)	556,167.5 (56,301.4)	534,642.9 (54,098.0)	512,236.3 (51,838.0)	478,732.9 (48,432.0)	436,394.8 (44,165.5)
	Renewable energy	-	-	-	-	-	15,136.8 (1,911.6)	13,719.4 (1,376.1)	10,678.2 (1,071.0)
Total		656,218.1 (83,540.1)	651,994.0 (82,047.7)	660,478.6 (82,191.6)	645,106.6 (81,006.7)	624,766.9 (79,132.5)	610,797.0 (76,922.9)	565,265.2 (70,033.8)	506,353.4 (61,703.3)
Casio Group coverage		-	-	-	-	99.5%	99.5%	99.3%	99.5%

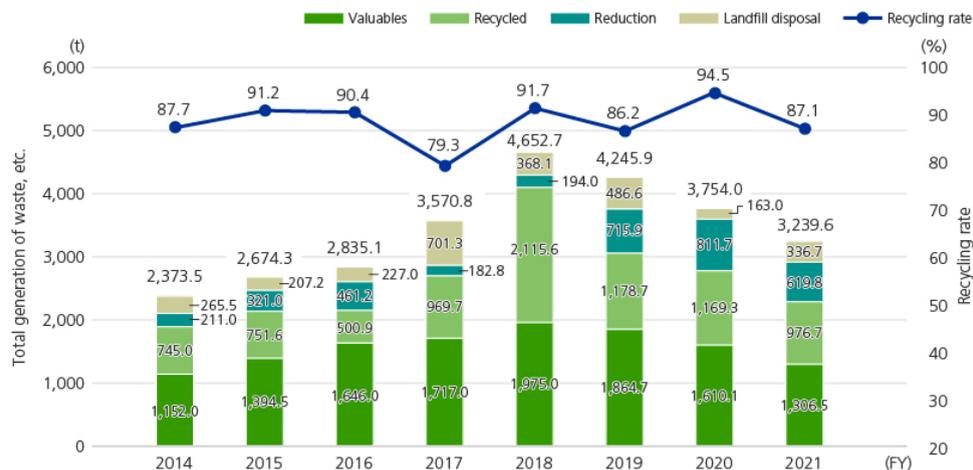


## Waste related data

### Generation of waste, etc.

(t)

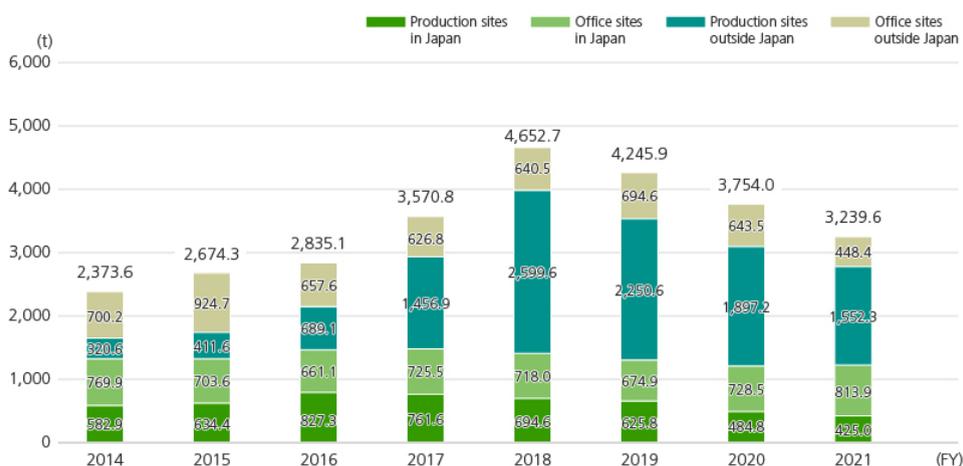
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Valuables	1,152.0	1,394.5	1,646.0	1,717.0	1,975.0	1,864.7	1,610.1	1,306.5
Recycled	745.0	751.6	500.9	969.7	2,115.6	1,178.7	1,169.3	976.7
Reduction	211.0	321.0	461.2	182.8	194.0	715.9	811.7	619.8
Landfill disposal	265.5	207.2	227.0	701.3	368.1	486.6	163.0	336.7
Total generation of waste, etc.	2,373.5	2,674.3	2,835.1	3,570.8	4,652.7	4,245.9	3,754.0	3,239.6
Recycling rate	87.7%	91.2%	90.4%	79.3%	91.7%	86.2%	94.5%	87.1%
Casio Group coverage	-	-	-	-	90.4%	90.2%	90.4%	91.0%



**(Emissions of waste, etc. by type of site)**

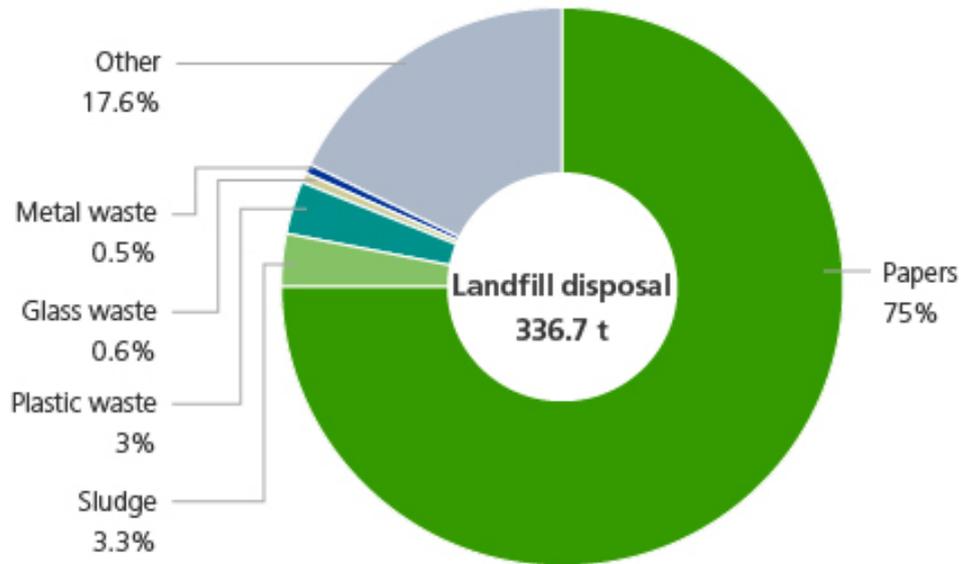
(t)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2021
Production sites in Japan	582.9	634.4	827.3	761.6	694.6	625.8	484.8	425.0
Office sites in Japan	769.9	703.6	661.1	725.5	718.0	674.9	728.5	813.9
Production sites outside Japan	320.6	411.6	689.1	1,456.9	2,599.6	2,250.6	1,897.2	1,552.3
Office sites outside Japan	700.2	924.7	657.6	626.8	640.5	694.6	643.5	448.4



**(Landfill disposal)**

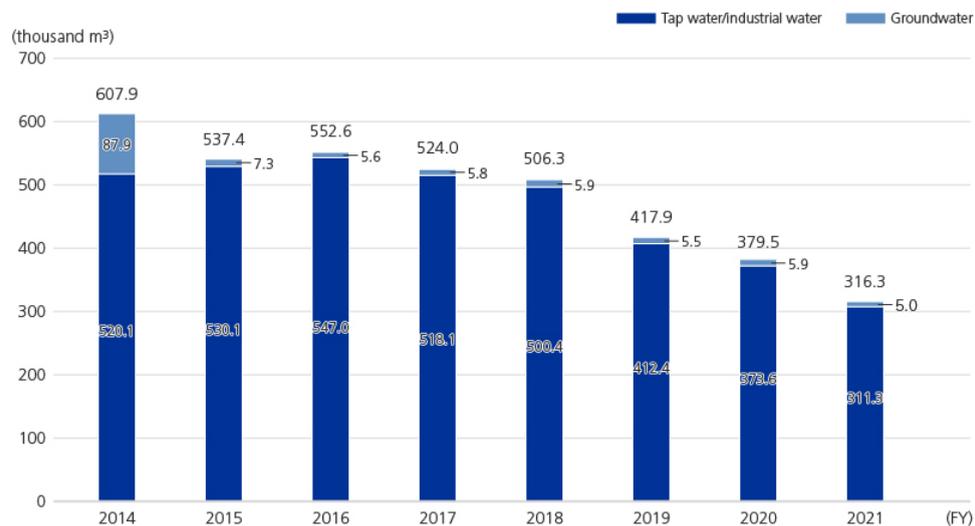
	Landfill disposal (t)	Percentage
Papers	252.7	75%
Sludge	11.0	3.3%
Plastic waste	10.0	3%
Glass waste	2.2	0.6%
Metal waste	1.6	0.5%
Other	59.2	17.6%
Total	336.7	100%



## Water resources

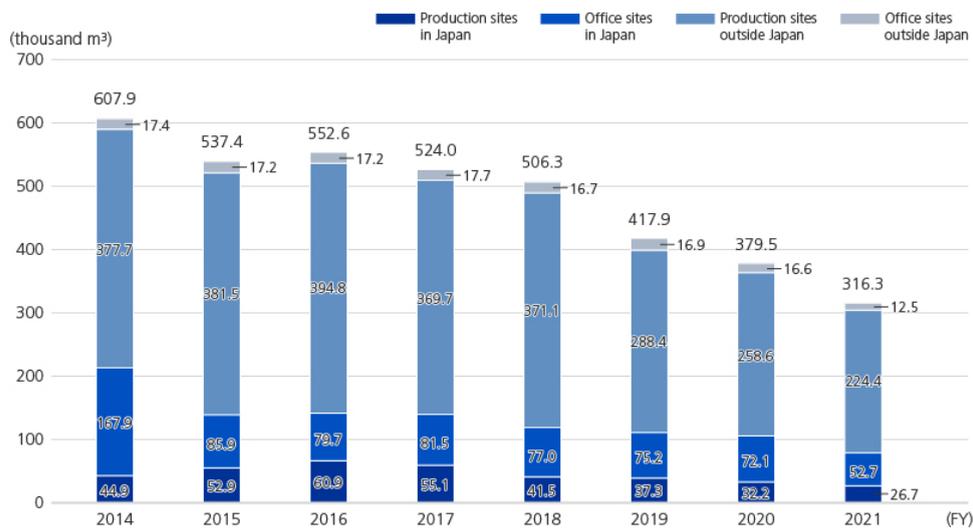
(thousand m<sup>3</sup>)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Tap water/industrial water	520.1	530.1	547.0	518.1	500.4	412.4	373.6	311.3
Groundwater	87.9	7.3	5.6	5.8	5.9	5.5	5.9	5.0
<b>Total</b>	<b>607.9</b>	<b>537.4</b>	<b>552.6</b>	<b>524.0</b>	<b>506.3</b>	<b>417.9</b>	<b>379.5</b>	<b>316.3</b>
Casio Group coverage	-	-	-	-	83.6%	84.6%	84.9%	85.7%



### (Breakdown by type of site)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Production sites in Japan	44.9	52.9	60.9	55.1	41.5	37.3	32.2	26.7
Office sites in Japan	167.9	85.9	79.7	81.5	77.0	75.2	72.1	52.7
Production sites outside Japan	377.7	381.5	394.8	369.7	371.1	288.4	258.6	224.4
Office sites outside Japan	17.4	17.2	17.2	17.7	16.7	16.9	16.6	12.5



## Usage of parts, materials, instruction manuals, packaging materials and recycle materials

(t)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Usage of parts and materials	25,669.0	26,209.0	24,676.0	28,745.0	24,396.8	22,437.6	25,961.9	16,679.8
recycle materials	1,239.0	877.0	439.0	244.0	238.6	220.0	249.6	71.8
recycle rate	4.8%	3.3%	1.8%	0.8%	1.0%	1.0%	1.0%	0.4%
Usage of instruction manuals	3,235.0	3,790.0	3,683.0	3,122.0	3,059.0	2,481.2	1,827.3	1,305.1
recycle materials	77.0	221.0	88.0	149.0	156.1	116.7	56.6	39.9
recycle rate	2.4%	5.8%	2.4%	4.8%	5.1%	4.7%	3.1%	3.1%
Usage of packaging materials	12,308.0	12,148.0	11,720.0	11,821.0	11,301.0	10,481.9	9,382.4	8,250.0
recycle materials	9,732.0	9,457.0	9,061.0	9,173.0	8,864.0	8,340.9	7,408.5	6,701.3
recycle rate	79.1%	77.8%	77.3%	77.6%	78.4%	79.6%	79.0%	81.2%

## Scope of Data

The scope of the environmental performance data for fiscal 2021 is shown below.

Period covered: April 1, 2020 – March 31, 2021

Sites covered: 65 Casio Group sites

However, sites for which it is difficult to monitor water usage and waste generation due, for example, to an office lease agreement, are not included in the scope of calculation.

Numerical data on environmental performance for each site is listed separately

Production sites in Japan (3 sites)	<ul style="list-style-type: none"> <li>• Yamagata Casio Co., Ltd.</li> <li>• Yamagata Casio Co., Ltd. (Yamanashi)</li> <li>• Casio Electronic Manufacturing Co., Ltd.</li> </ul>
Office sites in Japan (37 sites)	<ul style="list-style-type: none"> <li>• Casio Computer Co., Ltd. (Headquarters)</li> <li>• Casio Computer Co., Ltd. (Hamura R&amp;D Center)</li> <li>• Casio Computer Co., Ltd. (Hachioji R&amp;D Center)</li> <li>• Casio Computer Co., Ltd. (25 sales sites)(Kudan, Osaka, Sendai, Saitama, Nagoya, Hiroshima, Fukuoka and other sites)</li> <li>• Casio Business Service Co., Ltd. (Headquarters)</li> <li>• Casio Business Service Co., Ltd. (Kofu)</li> <li>• Casio Techno Co., Ltd. (Headquarters)</li> <li>• Casio Techno Co., Ltd. (Technical Center)</li> <li>• Casio Techno Co., Ltd. (West Japan Repair Center)</li> <li>• Casio Marketing Advance Co., Ltd.</li> <li>• CXD Next Co., Ltd.</li> <li>• Hatsudai Estate Building</li> <li>• Replex Inc.</li> </ul> <p>* Data for Casio Human Systems Co., Ltd., and Casio Communication Brains Co., Ltd. have been included in the data for the sites where they are located.</p>
Production sites outside Japan (4 sites)	<p>Asia (4 sites)</p> <ul style="list-style-type: none"> <li>• Casio (Thailand) Co., Ltd.</li> <li>• Casio Electronic Technology (Zhongshan) Co., Ltd.</li> <li>• Casio Timepiece (Dongguan) Co., Ltd.</li> <li>• Casio Electronics (Shaoguan) Co., Ltd.</li> </ul>
Office sites outside Japan (21 sites)	<p>Asia (9 sites)</p> <ul style="list-style-type: none"> <li>• Casio Electronics (Shenzhen) Co., Ltd.</li> <li>• Casio Computer (Hong Kong) Ltd.</li> <li>• Casio (China) Co., Ltd.</li> <li>• Casio (Guangzhou) Co., Ltd.</li> <li>• Casio India Co., Pvt. Ltd.</li> <li>• Casio Taiwan Co., Ltd.</li> <li>• Casio Soft (Shanghai) Co., Ltd.</li> <li>• Casio Singapore Pte., Ltd.</li> <li>• Guangzhou Casio Techno Co., Ltd.</li> </ul> <p>Europe (7 sites)</p> <ul style="list-style-type: none"> <li>• Casio Europe GmbH</li> <li>• Casio Electronics Co., Ltd.</li> <li>• Casio France S.A.</li> <li>• Casio Espana S.L.</li> <li>• Casio Benelux B.V.</li> <li>• Casio Italia S.r.l.</li> <li>• Limited Liability Company Casio</li> </ul> <p>Middle East (1 site)</p> <ul style="list-style-type: none"> <li>• Casio Middle East FZE</li> </ul> <p>Americas (4 sites)</p> <ul style="list-style-type: none"> <li>• Casio America, Inc.</li> <li>• Casio Canada Ltd.</li> <li>• Casio Mexico Marketing, S. de R. L. de C.V.</li> <li>• Casio Brasil Comercio De Produtos Eletronicos Ltda.</li> </ul>

# Calculation Standards

## 1. Overall

- (1) Items with no input, usage, handling or discharge performance have been left blank.
- (2) Figures are rounded off to the second decimal point, in the specified units (figures shown as "0.0" are less than "0.05").
- (3) When total Casio Group values for VOC inputs/emissions and PRTR are 1 ton or more, data is shown separately for the individual site.

## 2. Inputs

### (1) Energy input amount

- All fossil fuels and power used in business activities are totaled for sites indicated in the Scope of Data.
- Includes fuel usage by company vehicles, but does not include energy used for contracted logistics services, commuting, and business trips.
- Crude oil equivalent is calculated in accordance with Japan's Act on the Rational Use of Energy.

### (2) Water resource input amount

- Usage amounts of tap water, industrial water and groundwater are combined.
- Sites for which it is difficult to monitor water usage due, for example, to an office lease agreement, are not included in the scope of calculation.

### (3) Paper usage amount

- Managed and tabulated based on the purchased amounts of paper used in printers, fax machines, and copy machines each year.
- The weight of one sheet is determined for each paper size, and weights are calculated based on the amounts purchased.

### (4) PRTR substance input amount

- Calculated for chemical substances subject to Japan's PRTR Act whose annual amount handled per substance is 0.05 tons or more at each site.
- Calculated for VOC inputs subject to a follow-up survey of achievements related to the four electrical and electronic industry associations' control of VOC emissions whose annual amount handled is 0.05 tons or more at each site.

## 3. Outputs

### (1) CO<sub>2</sub> emissions

- To calculate CO<sub>2</sub> emissions from the use of fuel, coefficients were used based on unit calorific values by fuel type and emission factors related to the use of fuel, as stipulated by Japan's Act on Promotion of Global Warming Countermeasures.
- CO<sub>2</sub> conversion coefficients for electricity were applied as follows.

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Location-based standard		IEA*1	IEA	IEA	IEA	IEA	IEA	IEA	IEA
Market-based standard	Sites in Japan	-	-	-	-	-	Emission factors for each electric power company in Japan*2	Emission factors for each electric power company in Japan	Emission factors for each electric power company in Japan
	Sites outside Japan	-	-	-	-	-	Emission factors for each electric power company (if not applicable, IEA emission factor is used)	Emission factors for each electric power company (if not applicable, IEA emission factor is used)	Emission factors for each electric power company (if not applicable, IEA emission factor is used)

\*1 International Energy Agency (IEA) emission factors 2020 edition

\*2 Emission factors after adjustment for each electric power company as stipulated by Japan's Act on Promotion of Global Warming Countermeasures

## (2) Wastewater

- Calculated from amounts at sites that measure wastewater amounts. Sites that do not measure wastewater amounts but can ascertain tap water use treat the amount of tap water used as their wastewater amount.
- At sites with special facilities that fall under the Water Pollution Prevention Act and/or the Sewer Act, water quality surveys are conducted based on applicable laws, and confirmation is made that emissions are below regulatory limits. Since fiscal 2014, the applicable facilities have not been operating.
- In the case of discharge into public sewer systems, figures are shown if voluntary measurements are taken.

## (3) Air pollutants

- Calculated at sites that have smoke generating facilities based on the concentration measurements and gas emissions at each facility.
- Yamagata Casio, Hamura R&D Center, Casio (Thailand) Co., Ltd., and Casio Electronics (Shaoguan) are included in tabulation of results.
- Concentrations of dust emissions, NOx, and SOx, which must be managed by law, are measured at target sites, to confirm that they are below regulation levels.
- The following substances are not used at any Casio site: dichloromethane, trichlorethylene, tetrachlorethylene, chloroform, vinyl chloride monomer, 1,3-butadiene, benzene, acrylonitrile, 1,2-dichloroethane, formaldehyde, trinickel disulfide, nickel nitrate, and acetaldehyde.

(4) PRTR

- Release and transfer quantities are calculated for each chemical substance subject to Japan's PRTR Act whose annual usage is 0.05 tons or more at each site.
- Calculated for VOC outputs to air subject to a follow-up survey of achievements related to the four electrical and electronic industry associations' control of VOC emissions whose annual amount handled is 0.05 tons or more at each site.

(5) Waste

- Waste is tabulated as the total amount of industrial waste generated when product is transferred from a Casio site to the processor, general waste derived from sites, and the quantity of valuables.
- Sites for which it is difficult to monitor waste generation due, for example, to an office lease agreement, are not included in the scope of calculation.

(6) Base year figures

- For the evaluation of greenhouse gases and energy conservation, emissions and usage of divested businesses are excluded from data in and after the base year in accordance with the GHG Protocol.
- For sites that were included in the scope in and after the base year due to acquisition, etc., historical data on emissions and use is only added to historical data for fiscal years in and after the base year when it is available in accordance with the GHG Protocol, which is the international standard.

4. Scope 3 calculation methods

Category 1	Purchased goods and services	Amount of activity: Amount of purchased consumables, raw materials, and packaging materials, salaries of temporary staff, purchased tap water, industrial water, and advertising expenses. Unit: Calculated by multiplying each item by the emissions unit of the purchased amount and adding together the total. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.1 issued by Japan's Ministry of Environment and LCI database IDEA version 2.1.3.
Category 2	Capital goods	Amount of activity: Amount of capital investment by all consolidated subsidiaries. Unit: Calculated by multiplying the emissions unit corresponding to the amount of capital investment. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.1 issued by Japan's Ministry of Environment.
Category 3	Fuel-and-energy-related activities (not included in Scope 1 or 2)	Amount of activity: Amount of purchased electricity and fuels. Unit: Calculated by multiplying the emissions unit of each type and adding together the total. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.1 issued by Japan's Ministry of Environment and LCI database IDEA version 2.1.3.
Category 4	Upstream transportation and distribution	Amount of activity: Amount of product distribution for which Casio Computer Co., Ltd. pays the burden of expense. Unit: Calculated by multiplying the weight and transportation distance by the emissions unit of each transportation type and adding together the total. (Trucks: Specific fuel consumption using the improved ton/kilo method. Trains, ships and airplanes: CO <sub>2</sub> emissions output level using the conventional ton/kilo method)
Category 5	Waste generated in operations	Amount of activity: Emissions of each type of waste. Unit: Calculated by multiplying the emissions unit of each type and adding together the total. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.1 issued by Japan's Ministry of Environment.
Category 6	Business travel	Amount of activity: Number of domestic and overseas employees. Unit: Emissions unit per employee. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.1 issued by Japan's Ministry of Environment.

Category 7	Employee commuting	Amount of activity: Transportation expenses paid to employees. Unit: Calculated by estimating the train/car ratio from employee commuting style, multiplied by the emissions unit of the amount of transportation expenses for each style and adding together the total. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.1 issued by Japan's Ministry of Environment.
Category 8	Upstream leased assets	Amount of activity: Domestic G-SHOCK stores, sales area for digital paintings and other and number of business days. Unit: Calculated by determining the total sales area, and multiplying the emissions unit of the sales area. The number of business days is calculated on a pro-rate basis. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.1 issued by Japan's Ministry of Environment.
Category 9	Downstream transportation and distribution	Transportation to retailers from the distribution hubs of regular sales companies is outside the scope of Casio's expense payment. Since this is difficult to ascertain and the CO <sub>2</sub> emissions are deemed to be fairly small compared to Category 4 upstream transportation and distribution, it is not included in calculations.
Category 10	Processing of sold products	Although one of our group companies provides name printing and other services, emissions of CO <sub>2</sub> and other substances from this business activity is included in Scopes 1 and 2.
Category 11	Use of sold products	Amount of activity: Electricity used by those products that produce electricity consumption, out of products sold by Casio Computer Co., Ltd. in that year. Unit: Use of products is calculated by multiplying the emissions unit of each product for the supported period (five years; seven years for timepieces). Regarding the use period, relevant industrial standards are followed. In cases when such an industrial standard does not exist, Casio defines the use period. Regarding electricity, CO <sub>2</sub> emissions were calculated by applying the country-specific IEA emission factors, the international standard. (In the case of countries for which factors are not available, the global average factor was used.)
Category 12	End of life treatment of sold products	Amount of activity: Emissions from the product itself and container packaging materials. Unit: Calculated by multiplying the emissions unit of each type and adding together the total. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.1 issued by Japan's Ministry of Environment.
Category 13	Downstream leased assets	In cases when relevant leased assets exist, Casio inquires with the users each asset (building) about the amount of CO <sub>2</sub> emissions, and uses the data they provide to calculate the total amount of emissions.
Category 14	Franchises	The franchise formula is not used.
Category 15	Investments	Amount of activity: Emissions from equity method affiliates and companies which hold specific annual stocks and constructive stocks. Unit: Calculated by multiplying the emissions from investment destinations by the equity method ratio or the shareholding ratio.

# Verification Statement

## Verification Statement



26 July 2021  
Statement No : SGS21/027

CASIO COMPUTER CO., LTD.

### Objective

SGS Japan Inc. (hereinafter referred to as "SGS") was commissioned by CASIO COMPUTER Co., Ltd. (hereinafter referred to as "the Organization") to conduct independent verification based on Criteria of Verification (ISO14064-3: 2006 and the SGS verification protocol) regarding the data prepared by the Organization on the scope of verification (hereinafter referred to as "the assertion"). The objective of this verification is to confirm that the assertion in the Organization's applicable scope has been correctly calculated and reported in the assertion in conformance with the criteria, and to express our views as a third party.

### Scope

The scope of verification is Scope1 and 2 emissions, energy consumption, and Scope3 emissions, Water intake, Waste generated and Air pollutants.

The period subject to report is from 1 April 2020 to 31 March 2021.

Refer to the attached sheet for the detailed scope of verification.

### Procedure of Verification

The assertion was verified in accordance with Criteria of Verification, and the following processes were implemented at a limited level of assurance:

- Verification of the calculation system: Interviews on the measurement, tabulation, calculation and reporting methods employed by the Organization as well as review of related documents and records
- Verification of the assertion: On-site verification and vouchers review carried out remotely by connecting the Organization's Headquarters with Casio Computer Co., Ltd. (Hachioji R&D Center) and Casio Business Service Co., Ltd. (Kofu) via the Internet as special measures due to COVID-19 outbreak. Analytical procedures and interviews for the other sites within the scope of verification carried out at the Organization's Headquarters.

The criteria for this review are based on the GHG Emissions Calculation and Reporting Manual (Ver.4.7), IEA emission factors 2020 edition, Basic Guidelines on Accounting for Greenhouse Gas Emissions throughout the Supply Chain (Ver. 2.3), and Emission Factor Database on the same Accounting (Ver. 3.1), LCI Database IDEA (version2.1.3) and the protocol specified by the Organization.

### Conclusion

Within the scope of the verification activities employing the methodologies mentioned above, nothing has come to our attention that caused us to believe that the Organization's assertion was not calculated and reported in conformance with the criteria.

SGS Japan Inc. affirms our independence from the organization, being free from bias and conflicts of interest with the Organization.

For and on behalf of SGS Japan Inc  
Senior Executive & Director  
Certification and Business Enhancement

Yuji Takeuchi



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attached sheet

26 July 2021  
Statement No : SGS21/027

**The details of the scope of verification**

The scope	The boundary	The assertion
1 The performance data Scope1 and 2 include energy related greenhouse gas emissions. Energy consumption	environmental results reporting sites specified by the Organization (65 domestic and overseas)	Scope1: 3,619t-CO2 Scope2: 22,616t-CO2 (location-based) Scope2: 21,937t-CO2 (market-based)
2 Scope3 (category1,11)	<ul style="list-style-type: none"> <li>category1: the purchased goods and services of the consolidated account specified by the Organization</li> <li>category11: domestic and overseas sales products specified by the Organization</li> </ul>	Category1: 262,264t-CO2 Category11: 18,796t-CO2
3 Water intake	environmental results reporting sites specified by the Organization (35 domestic and overseas)	316.3 thousand m3
4 Waste generated	environmental results reporting sites specified by the Organization (39 domestic and overseas)	3,240t
5 Air pollutants	4 domestic and overseas	Dust emissions: 0.108t NOx: 0.291t SOx: 0.037t

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# Environmental Accounting

## | Overview of fiscal 2021 performance

In fiscal 2021, environmental accounting showed that investment in environmental conservation was about the same as in the previous fiscal year, and that costs and the economic benefits (real effects) associated with environmental conservation measures decreased.

Investments in environmental conservation, including energy saving systems, were valued at ¥14 million. The costs of environmental conservation included ¥467 million for recycling products, parts, and toner cartridges and other consumables and ¥342 million for energy saving, air and water pollution measures and the like, bringing the total to ¥809 million. The economic benefits associated with environmental conservation measures were ¥479 million due to real effects including business revenue from recycling activities.

Moving forward, Casio will accurately ascertain and disclose the effects of its environmental management activities from an economic perspective and will strive to engage in efficient and effective environmental conservation efforts.

## | Environmental conservation costs (April 2020 – March 2021)

Category by business activity		Environmental investment (¥ million)	Environmental expenses (¥ million)*1
Main initiatives			
Business area costs (costs arising in the main areas of business activity (manufacturing, processing, sales, distribution etc.))		14	235
(1) Pollution prevention cost	Preventing air and noise pollution	3	26
(2) Global environmental conservation cost	Maintenance of energy-saving systems	11	147
(3) Resource circulation cost	Processing, reducing in volume, and recycling of general and industrial waste	-	62
Upstream/downstream cost*2	Collection and recycling of products, parts, supplies	-	487
Administration cost	Secretariat operation costs, environmental information disclosure	0	103
R&D cost	R&D for reduction of environmental impact	-	-
Social activity cost	Participation in, donations to, and support for environmental conservation organizations	-	4
Total		14	809

\*1 Depreciation costs are included in the expenses.

\*2 Costs arising before and after the processes of the main business activities.

## Economic benefits of environmental conservation (April 2020 – March 2021)

Type of benefit		Amount (¥ million)
Actual benefit (benefit that contributes to profits as a result of the promotion of environmental conservation measures)*3		
Profits	Business revenue from recycling of used products, etc.	413
	Cost reduction	
	Cost reduction through energy saving activities	59
	Reduction of waste processing costs arising from resource saving or recycling	7
Total		479

\*3 Only economic benefits that could be aggregated were included, and deemed benefits based on estimates were not included.

## Environmental conservation effect

Types of environmental conservation effects	Environmental performance indicator*4	Unit	FY2020	FY2021	Environmental conservation effect
Environmental conservation effect relating to resources used in business activities	Water resources	Thousand m <sup>3</sup>	380	316	64
Environmental conservation effect relating to environment impact and waste generated by business activities	CO <sub>2</sub> emissions	Tons-CO <sub>2</sub>	28,893	25,555	3,338
	Waste emissions	Tons	3,754	3,240	514

\*4 Figures for fiscal 2021 are based on the "Calculation Standards." Figures for fiscal 2020 are based on the "Calculation Standards" of the Sustainability Report 2020.

Scope of data compilation for accounting: Casio Computer Co., Ltd., and consolidated subsidiaries in and outside Japan.

Reference guideline: Environmental Accounting Guidelines 2005, Ministry of the Environment, Japan.

# Environmental Compliance

Here is an overview of Casio's environmental compliance initiatives.

## Standards Management and Audits: Regular Internal Audits and Third-party Audits

There are 13 Casio sites which have obtained ISO 14001 certification.

Of these, three sites belonging to Casio Computer Co., Ltd. (Headquarters, Hamura R&D Center, and Hachioji R&D Center) began working under integrated certification in fiscal 2018.

Each of these sites regularly implements conditions management and improvement activities by measuring concentrations of dust, SO<sub>x</sub>, and NO<sub>x</sub> in exhaust emissions, based on voluntary standards and standards established by national and local governments. They also measure wastewater quality (water containing harmful substances). Moreover, the sites measure and report usage conditions for harmful atmospheric pollutants, as well as handling quantities and atmospheric emissions of volatile organic compounds (VOCs).

Further, each site trains internal environmental auditors, conducts internal audits, and also undertakes regular third-party audits by external organizations. If there is any non-conformity, corrective measures are taken in accordance with internally specified procedures and continuous improvement activities are carried out.

With a view to strengthening Casio's environmental risk management and improving its environmental performance in the future, internal environmental auditors are expected to play a role as front-line leaders of environmental compliance. Toward this end, they are enhancing their ability to perceive environmental risks, increasing their specialized knowledge of environmental laws and regulations as well as chemicals management, and also identifying issues and proposing improvements.

## Compliance Audits in the Phases of Product Development, Design, and Manufacturing

In recent years, laws and regulations on the environmental performance of products have become stricter. In addition to stricter regulations in EU nations and US states, stronger laws are also being discussed and enacted in the newly emerging economies of Asia and Latin America, referencing those already established by developed countries. In some cases, the newer laws are based on the established ones, but they often have small differences in the specific requirements. It is vital for Casio to interpret these regulations properly, and make whatever product adjustments are needed.

Casio has established an Expert Sub-Committee on Environmental Law within its Product Regulation Committee. The sub-committee includes representatives from technology, development/design, procurement, sustainability, sales and service departments. It checks information on environmental laws and regulations and studies measures to ensure compliance with them. The members share information, rapidly establish reasonable response policies, and confirm response progress not only for currently established laws and regulations but also for new laws and regulations currently being considered. Through these activities, they provide support for development, design, manufacturing, and sales departments. They also share information on product regulations other than those related to the environment (such as electrical safety, radio, and wireless regulations), in an effort to comprehensively rationalize Casio's response to product regulations.

The Expert Sub-Committee on Environmental Law focuses on investigating and checking the following matters:

- Gathering and sharing legal information from and with sources such as industrial associations, sales companies in each region, information services, and other companies in the same industry
- Analyzing and interpreting legal information
- Ensuring obligations are met by manufacturing, import, export, and sales entities
- Creating development and design standards, and conducting inspections
- Improving the usage efficiency for design support tools (database of chemical substances contained in products, etc.)

Casio carries out environmental assessments of each product before new products ship to market, to check to ensure environmental design that complies not only with laws and regulations but also with Casio internal rules.

## **Compliance Relating to Chemical Substances Contained in Products**

Countries around the world have implemented new laws pertaining to chemical substances contained in electrical and electronics products, while existing laws continue to be strengthened each year. Individual laws and regulations vary in terms of the applicable chemical substances, regulated applications, exempt applications, threshold values, scope, and requirements (content restrictions, labeling, and information provision, etc.).

Casio consolidated the requirements of various laws on chemical substances contained in products and has incorporated them into the Casio Green Procurement Standards. Then, the development and design departments established a system to ensure compliance with regulations worldwide by checking a database to see whether a part or material to be included in a product meets the Casio Green Procurement Standards. Further, when making shipment decisions, a chemical substance audit is conducted to check compliance with chemical laws and regulations in the sales region and make sure that all the parts and materials used in a product meet the chemical substance standards.

# Environmental Laws and Regulations Related to Casio Products and Green Procurement

As a company with operations around the world, Casio must comply with the laws and standards of many different countries.

This is why Casio starts with the design and procurement stages to ensure that its products comply with restrictions on specified chemical substances in parts and materials, while complying with obligations for labeling, information provision and energy-saving standards for finished products.

Covering the procurement stage, Casio has formulated Casio Green Procurement Standards to cover the legal regulations for the chemical substances contained in Casio products, and is procuring its parts and materials in accordance with those standards. To ensure that Casio products comply with the latest laws and standards around the world, the Casio Green Procurement Standards are constantly reviewed and updated. Thus, by procuring parts and materials that meet its own strict standards, Casio can be confident that its product development meets legal requirements worldwide. Casio also ensures the compliance of its products by scientifically verifying and analyzing the content of chemical substances in parts and materials used.

In the design stage, the company confirms that all parts and materials that will go into a completed Casio product meet the Casio Green Procurement Standards. Products are approved for production only after confirmation using a database of the chemical substances contained in procured materials.

Casio selects recyclable materials and provides symbol marks and the necessary information to ensure separate collection, complying with the relevant laws and standards worldwide on product recovery and recycling as well as on chemical substances contained in products.

In response to laws and regulations requiring more energy-saving designs (such as the ErP Ecodesign Directive), Casio is creating technical documents and other internal standards.

The table below shows the principal environmental laws relating to the distribution of Casio products in countries around the world.

[Major environmental laws and regulations related to Casio products in 2021](#) (PDF / 205KB)

As an initiative to help prevent climate change in the procurement stage, Casio requests suppliers not to use greenhouse gases in the manufacturing process, and also to ascertain and reduce their emissions of CO<sub>2</sub>. In the development and design stages, Casio promotes product development by setting targets that surpass its competitors' products with the best energy consumption efficiency in the same category.

## **Compliance Relating to the Proper Collection, Recycling, and Disposal of Used Products**

Countries around the world also have regulations for the collection and recycling of used electrical and electronics products, packaging materials, and batteries. Companies must comply with the requirements of each law including product design to save resources and facilitate recycling, labeling and information provision to promote user participation in the sorted collection of products for recycling, as well as information provision for proper product disposal.

Casio evaluates products in terms of resource savings, ease of dismantling, recycling potential, and recycled material content. Confirmation is also made to see whether the recycling labels and displayed information meet legal requirements worldwide.

In response to the enactment of Japan's Small Electronic Devices Recycling Act in April 2013, Casio has put together a project team including employees involved in every product category (such as designers), aiming to ensure products being developed are easily recyclable. Casio is asking intermediate processors and metal smelters who recycle used small household appliances to participate in interviews regarding dismantling methods and other issues. The lessons learned are being incorporated into product environmental assessments, helping Casio to develop products that are easy to recycle.

## **Compliance Relating to Power Consumption**

There are also regulations on power consumption and efficiency for electrical and electronics products including external power supplies and chargers, based on product categories and power source types. Companies must also meet various requirements relating to power consumption and efficiency, including regulations that require the meeting of minimum standards and those that mandate the display of power consumption information. Casio confirms the applicable regulations for each of its products, and carries out product development and design to meet the requirements. Approval applications and reports are made to the relevant agencies as necessary.

## **Compliance Relating to Climate Change Measures**

Casio has measures addressing regulations around the globe, but this section focuses on the steps Casio is taking to comply with the laws and regulations in Japan that apply to its relatively large business facilities.

## 1. Act on the Rational Use of Energy

Pursuant to the requirements of the Energy Conservation Law, Casio is taking various steps such as addressing the rational use of energy at the business level. Casio Computer Co., Ltd. and Yamagata Casio are both currently designated as specified businesses. Since fiscal 2010, Casio has been regularly submitting reports and medium and long-term plans on this issue. In accordance with the determination standards relating to the rational use of energy at plants and facilities, Casio has created the new position of energy management supervisor and has been promoting the rational use of energy and other measures.

## 2. Act on the Promotion of Global Warming Countermeasures

Casio does not exceed the standards for emissions of greenhouse gases other than CO2 arising from energy use set by Japan's Act on the Promotion of Global Warming Countermeasures. It is complying with requirements for the reporting of greenhouse gas emissions, by regularly submitting reports under the Act on the Rational Use of Energy.

## 3. Environmental Regulations in Tokyo

Under the Tokyo Metropolitan Environmental Security Ordinance's Carbon Reduction Reporting Program, if the total energy usage on a crude oil equivalent basis for a business' several small and medium-sized facilities set up within the Tokyo Metropolitan Area reaches 3,000 kl/year or higher, the business must submit a report including the status of initiatives to save energy at each facility.

The requirement to submit a report and make information public in accordance with the Carbon Reduction Countermeasures Reporting Program does not currently apply to Casio. However, below are the reports Casio submitted previously (in Japanese).

[Tokyo Carbon Reduction Reporting Program on the Tokyo Metropolitan Government website \(In Japanese\)](#)

Published Data of Casio Computer Co., Ltd. (In Japanese)

[Fiscal 2019](#) (PDF / 1.00MB)

[Fiscal 2018](#) (PDF / 858KB)

[Fiscal 2016](#) (PDF / 302KB)

[Fiscal 2015](#) (PDF / 297KB)

## **Compliance Relating to Environmental Information Disclosure**

There is a growing international movement calling for the creation of information disclosure standards for companies.

Along with the need for Japanese standards to coincide with the International Financial Reporting Standards (IFRS), there is a movement calling for the provision of Management Commentaries (MC) as a form of disclosure of non-financial and corporate forecast information. In other words, companies will need to disclose non-financial data which describes the connections between the company's current situation, business strategy, risks, and financial performance, and other relevant information.

In order to provide its stakeholders with the proper environmental information in a way that it is easy to understand, Casio has the following aims.

1. To adopt more accurate indices relating to environmental impact, and to provide comparable information
2. To provide non-financial information including environmental information that indicates the connections with corporate strategy
3. To explain the capability of environmental information to improve corporate performance

Along with working to disclose environmental information, Casio will promote international disclosure standards for non-financial information, and work towards standardization.

## **Compliance with Environmental Laws**

Casio was not subject to any legal violations, penalties, fines, or lawsuits relating to the environment in fiscal 2021.

# Social Report



Implementing CSR Procurement



Providing Supportive Workplace Environments and Promoting Diversity



Respect for Human Rights

Quality Assurance

Activities to Improve Customer Satisfaction

Intellectual Property Initiatives

Supply Chain Management

Making the Most of Human Resources and Maintaining Optimal Workplace Environments

Human Resource Development

Occupational Safety and Health

Respect for Human Rights

Contributing to Society with Education Solutions

Social Contribution Activities

# Quality Assurance

## Management

### | Social Background

In recent years, there has been growing public concern over product quality and safety. Casio remains keenly aware that it must do its very best for customers. Casio believes it can offer trust and peace of mind to customers by providing high-quality, exceptionally safe products and delivering premium-quality services to complement those products.

### | Risks and Opportunities

Once an accident related to quality and safety occurs, it can pose a problem for the survival of the company, by damaging consumer trust in the brand. On the other hand, providing high-quality and safe products and services that provide peace of mind can lead to stronger corporate competitiveness.

Casio believes it is important not only to provide products and services that delight customers, but also to win acceptance from the whole of society and achieve sustainable prosperity based on mutual trust. Toward this end, Casio Quality includes everything from the quality of individual products, to environmental protection and recycling. Casio recognizes that the role of quality assurance is to deliver quality that satisfies customers in every possible way.



### | Policy

At Casio, the following basic approach and policies have been established to promote product quality, and they are used as indicators to gauge quality activities.

#### **Quality Concept**

Casio maintains a strong quality assurance system, based on its belief in "Quality First." This system requires all employees to make quality their first concern in every task they perform, enabling the company to offer products and services that please and impress customers. The company's commitment to quality supports its corporate growth and makes social contributions possible, while at the same time winning customers' trust and giving them peace of mind

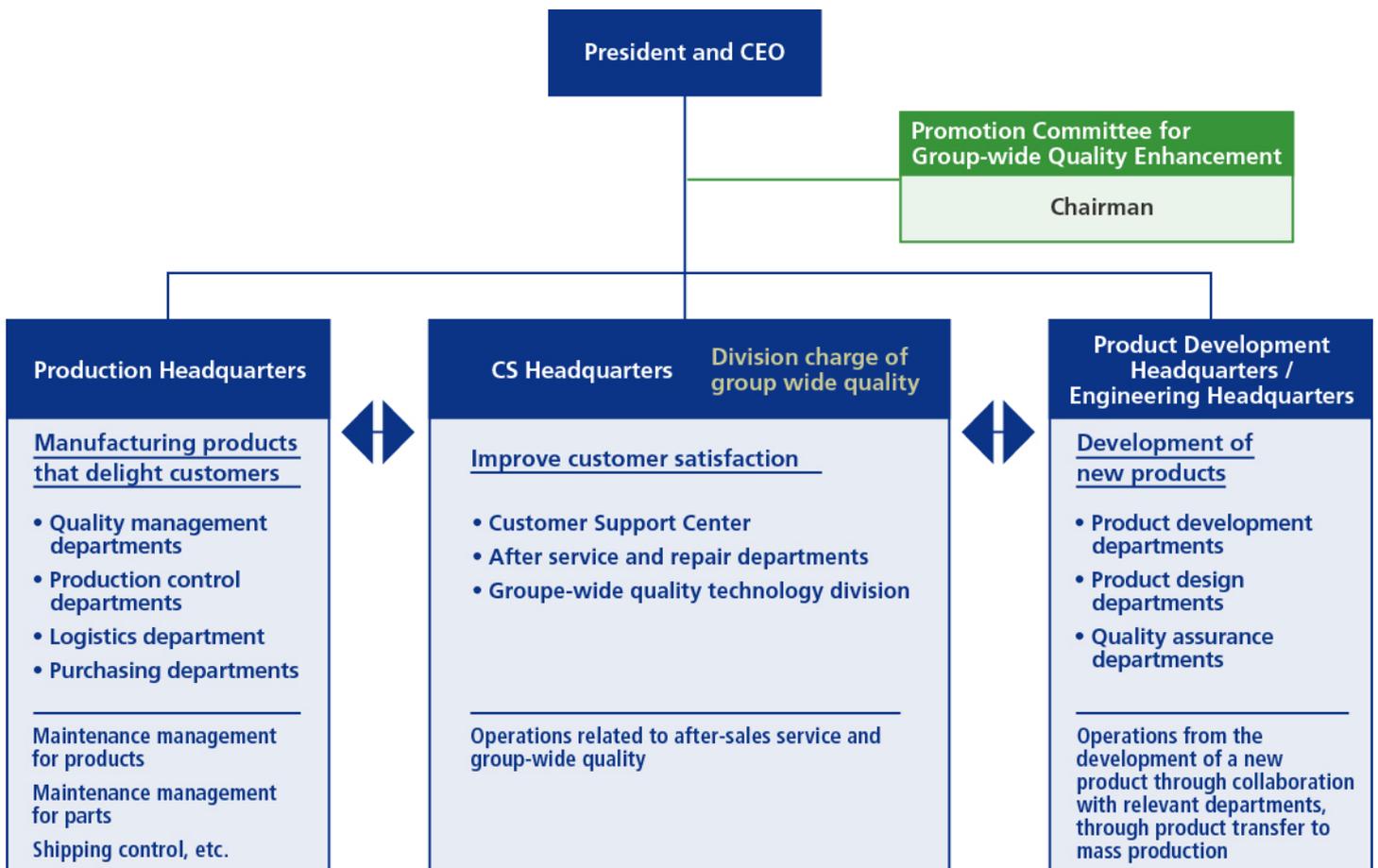
## Quality Management Policies

- To build a good corporate image, we offer products and services that please and impress our customers, gain their strong trust, and ensure their peace of mind.
- We respond to our customers' requests and inquiries with sincerity and speed, and reflect their valuable comments in our products and services.
- In all our business processes, we base our actions on the Principle of the Five "Gens"—in Japanese, *genba* (on site), *genbutsu* (actual goods), *genjitsu* (reality), *genri* (theory) and *gensoku* (rule)—and adhere to the basics of business operations.
- We capture and analyze quality assurance activities quantitatively, using reliable data, and use the analysis to make continuous improvements. We also maintain a quality information system that enables the sharing of quality information and prevention of problems before they occur, and prevents recurrence of quality problems.

## System

In order to carefully maintain and improve Casio Quality, the company has created the quality assurance system shown in the diagram below. The Promotion Committee for Group-wide Quality Enhancement meets twice a year. It pursues activities such as making quality data accessible and easy to understand, and sharing quality information, while passing resolutions on quality policy and measures. The results are used for quality assurance activities in each division.

### Quality assurance system



As the division in charge of group-wide quality management, the CS Headquarters is working hard to ensure quality, with the cooperation of all departments, while always pursuing the best solutions for customers.

The Casio Group shares the awareness that “Quality First” is the foundation of all operations, and the Promotion Committee for Group-Wide Quality Enhancement shares information on quality, product safety, and product regulations in order to raise the level of awareness across the entire group. An ISO9001 quality management system is employed at all manufacturing sites using the PDCA cycle, and “quality-first proposals” are made, incorporating improvements to processes and quality. All of this is part of Casio’s tireless effort to maximize quality.

#### List of ISO 9001 Certified Sites

Classification	Certified and Registered Sites	Initial Version Registration Date
Development, Production and Service Sites in Japan	Yamagata Casio Co., Ltd.	December 16, 1994
	Casio Techno Co., Ltd.	May 21, 2004
Production Sites outside Japan	Casio Electronic Technology (Zhongshan) Co., Ltd.	October 26, 2006
	Casio (Thailand) Co., Ltd.	July 13, 2012
	Casio Electronics (Shaoguan) Co., Ltd.	April 5, 2017

## Activity Results

### (1) Plant Audits During the COVID-19 Pandemic

Casio carries out plant audit periodically to maintain quality and ensure safety. With the complications to in-person travel between countries since the COVID-19 pandemic began last year, we have begun performing remote plant audits. Since these audits began in fiscal 2021, we have verified that quality is maintained, identifying issues as necessary. Additionally, we plan to continue our use of remote audits along with in-person audits in the future, putting to good use the advantages offered by remote audits, including how they enable the participation of many involved personnel and allow video recordings to be preserved.

### (2) Products in General: Improved Confirmation of Safety through Combustion Experiments, etc.

Casio maintains safety design standards, safe manufacturing standards, etc., to guarantee product safety, and we perform combustion experiments as part of this system. After verifying that no issues with design have been identified, we perform actual combustion experiments to verify the results in worst-case scenarios.

#### | Offering Users Peace of Mind

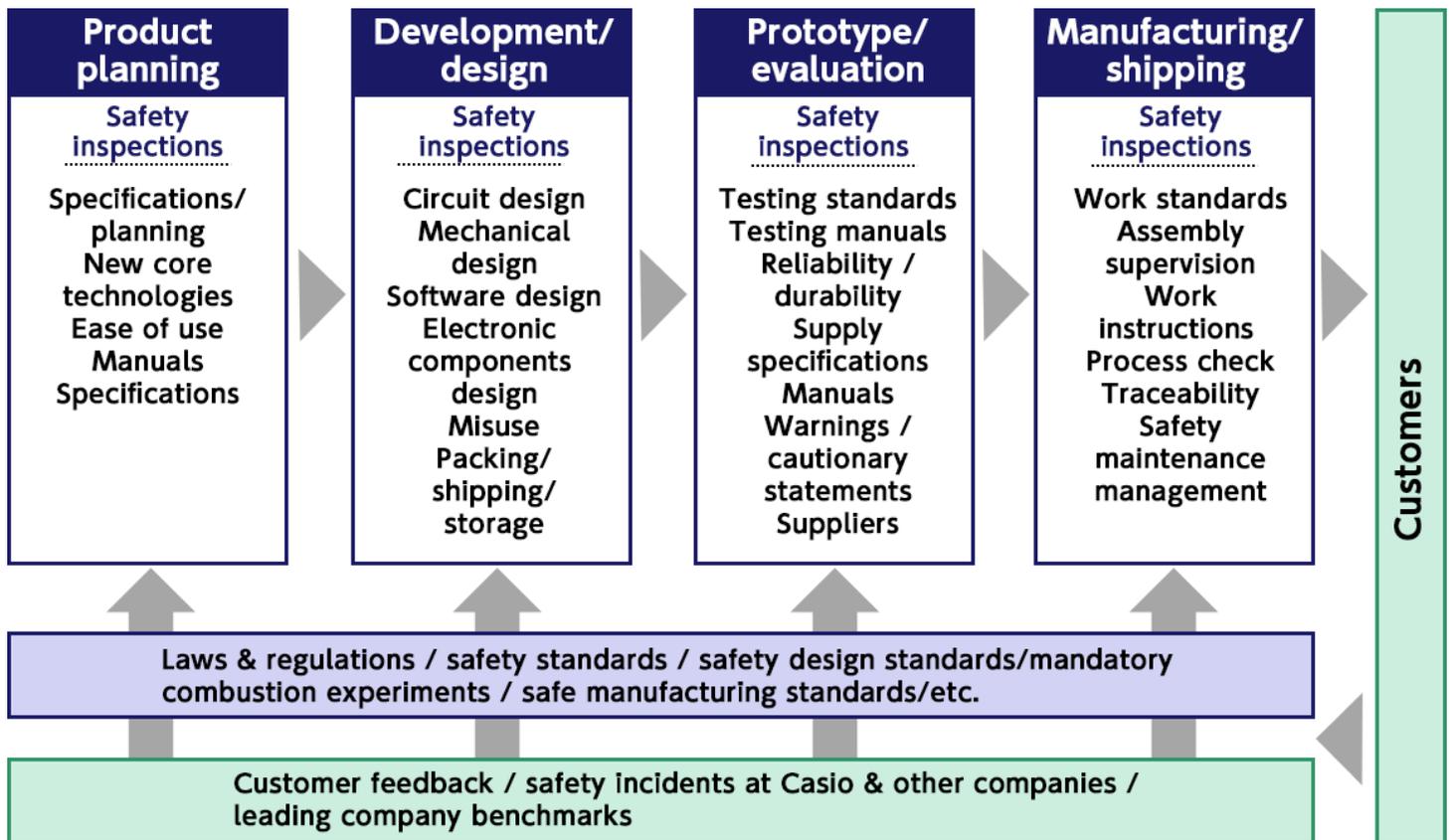
Casio believes that safety is the most important aspect of its products, as it ensures the protection of customers’ property and person. As shown in the diagram below, Casio performs safety audits\* at every stage, starting with product planning, and refers to the Casio Product Safety Design Standards to ensure safety in the manufacturing process.

Accompanying the regular revision of the Casio Safety Design Standards, we regularly revise the Casio Safe Manufacturing Standards as well to guarantee safety.

\* Safety audits: Design audits conducted based on the Casio Safe Design Standards

New products are divided into products with “new technology components” and products of the “usual rank.” Then, products that contain new technology components undergo an objective safe design review based on Casio’s own safe design standards. Usual rank products are checked for safe design by their respective business division, thereby ensuring that all products undergo a safe design review.

**Product safety system**



To comply with the legislative intent of Japan’s recently revised Consumer Product Safety Act, which went into force on May 14, 2007, the Casio board of directors has adopted the Fundamental Policies on Product Safety. Based on these policies, Casio has put in place the Product Safety Voluntary Action Plan which specifies the details of the steps to be taken.

Casio takes all possible measures to prevent product quality problems and product-related accidents. Still, the company is prepared for the unlikely event of a product-related accident. It has reengineered its response systems for handling these situations and established procedures for managing them. These include the steady, timely collection and dissemination of accident information, the issuance of notifications and reports to customers and relevant administrative agencies, prompt, appropriate response measures, efforts to identify causes, and measures to prevent any future recurrence.

In fiscal 2021, a notice for handling of an AC adapter was updated in “Important Notifications on Product Safety.”

### Education and Awareness Activities

It is very important that all employees have a strong awareness of quality so that Casio quality can be maintained. To this end, the first quality education program is given to all new employees.

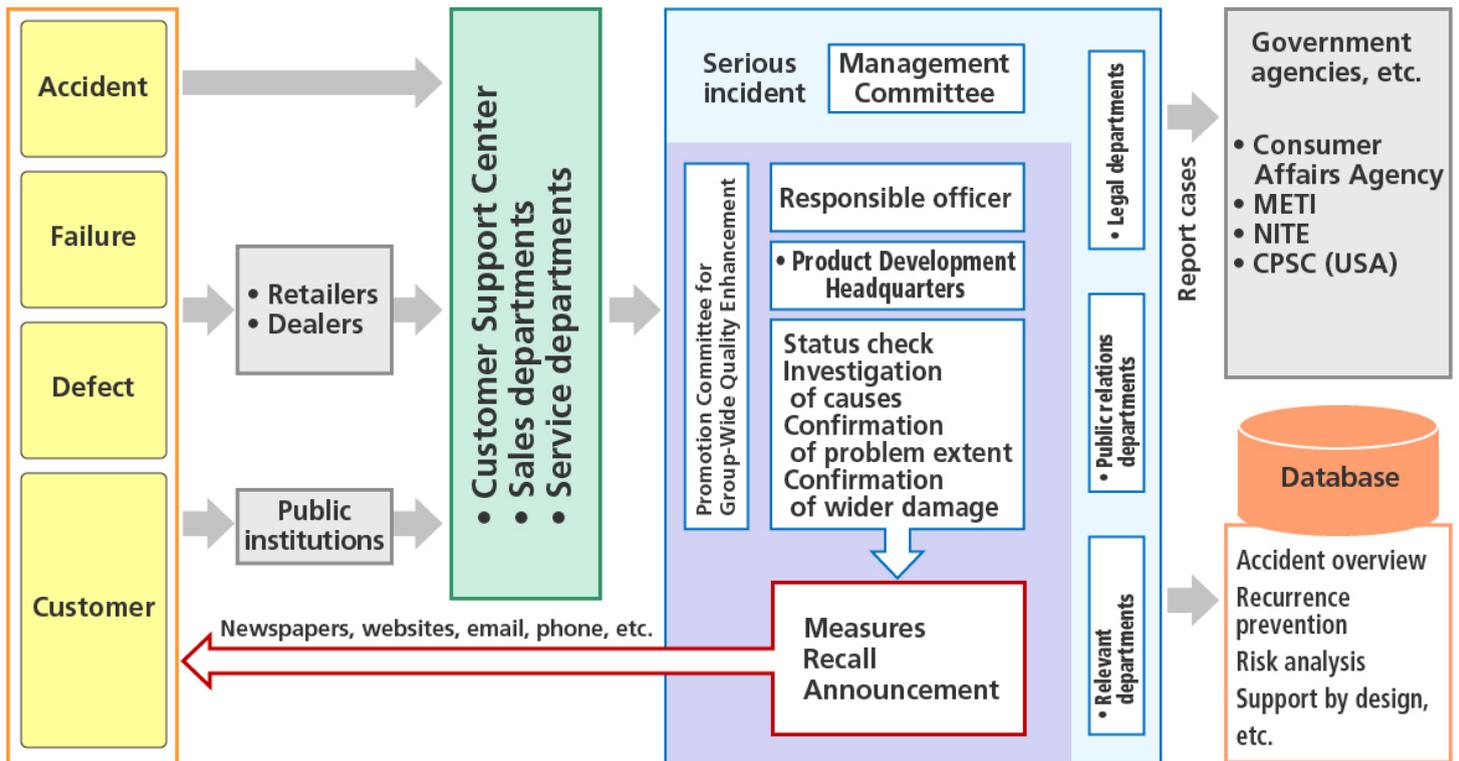
1. Quality management education: Importance of maintenance management in manufacturing and practical explanations

2. Quality assurance education: Practical training from the quality assurance supervisors on improving quality

New employees experience quality management for themselves with on-the-job training in manufacturing at Yamagata Casio.

After they are assigned to their divisions, they participate in actual quality meetings and on-the-job training is given, covering issues in the market as well.

### Response flow when a product accident or quality problem occurs



# Activities to Improve Customer Satisfaction

## Management

### | Social Background

Due to product commodification and the heightening of consumer awareness, there is an even greater necessity to listen to customer feedback and improve customer satisfaction levels. Also, with the advancement and popularization of smartphones, information and opinions from one individual can be shared instantly worldwide, from any location at any time, via websites and social media.

### | Risks and Opportunities for the Casio Group

As the product commoditization trend progresses, product differentiation becomes difficult based only on product functions. This is why Casio believes it is important to earn and maintain customer confidence and trust in the Casio brand. This is done by quickly obtaining customer feedback and using it to improve products, while also quickly responding to customer dissatisfaction and promptly resolving customer issues.

### | Policy

Casio reviews its business models and business cycles from a user-first perspective across the entire group. Through three major customer satisfaction (CS) activities, Casio is working to improve after-sales service and product quality. It is using consumer feedback to improve products and services, in order to maintain customer trust and provide peace of mind.



After-sales CS: Casio is making various efforts to ensure that customers are satisfied with its after-sales service. These efforts include enhancing staff training programs to improve product knowledge, repair technical skills, and customer service skills. Casio is also working to boost customer service quality by having staff acquire public qualifications and by improving customer service sites.

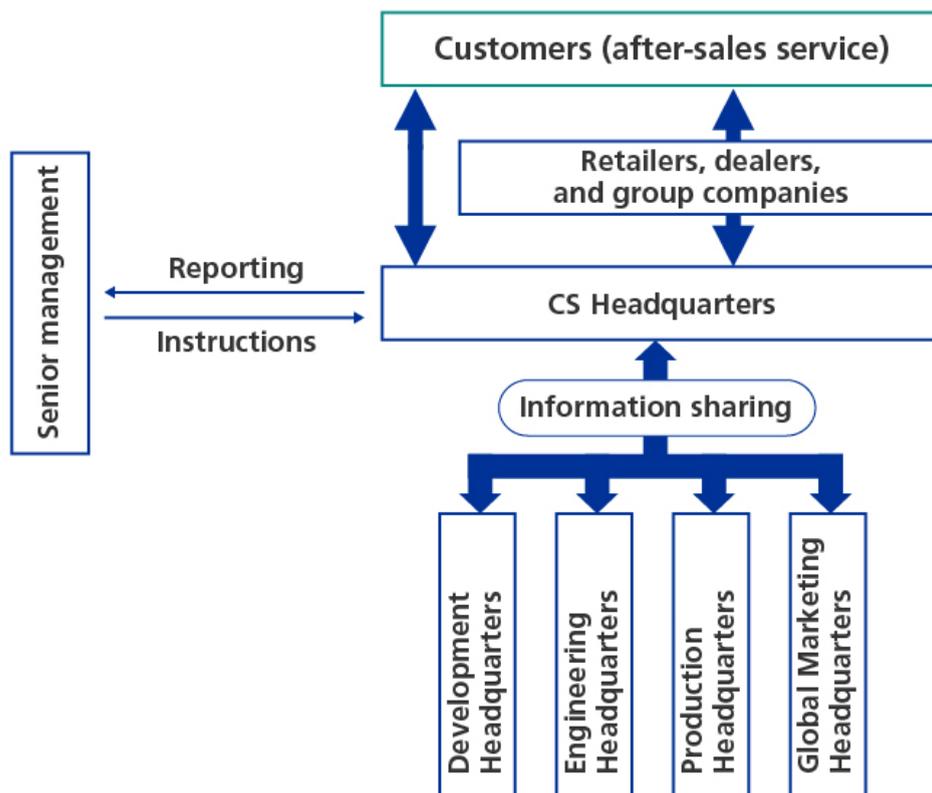
Functional CS: Casio is also striving to ensure that customer feedback from in and outside Japan is always delivered directly to the right place within the company, and to take unified improvement measures. Casio is also constantly working to improve product functions.

Quality CS: Casio compiles and analyzes information on customer inquiries and product defects in and outside Japan. It focuses on early detection, rapid response and prevention of recurrence of problems.

## | System

Casio has established a CS Headquarters to consolidate customer feedback from a user-first perspective and is striving to improve customer satisfaction with three main customer satisfaction activities as the basic policy.

The consolidated customer feedback is also reported to senior management and shared with the Business Strategy Headquarters, Global Marketing Headquarters, Product Development Headquarters, Engineering Headquarters, and Production Headquarters. This allows the information to be utilized for improving product development and after-sales service.



## Activity Results

### | Customer Service Initiatives in Japan

In order to respond to customer inquiries regarding Casio products, a customer contact department was created in 1981. Today, members of the Customer Support Center are continuously working to acquire product knowledge and improve customer service quality so that customers can use their Casio products with satisfaction. In addition, by steadily providing customer feedback to relevant departments within the company, the center is actively working to ensure that the voice of the customer is reflected in product creation and service development.

In addition, the Center is working to improve the customer experience in each particular region by facilitating smooth cooperation with the customer support centers set up at local sales companies in each region outside Japan.

#### **Emphasizing the sensibility of “consideration”**

The Customer Support Center respects customers and is working to serve them based on the wish to be helpful. At the same time, the staff do not simply answer callers' questions; they strive to accurately grasp the core reasons for each inquiry, and to propose appropriate solutions, while emphasizing good interpersonal communication.

Casio also continuously strives to improve the value of the customer experience by conducting periodic satisfaction surveys concerning customer service response and making relevant improvements. Also, in accordance with the diversification of communication styles due to the acceleration of digital transformation, we are working to expand chat support, which is in high demand with customers. We plan to make continual system enhancements in the future as well, including expanding the products covered and the subjects customers can consult about.

#### **Sharing customer feedback and making improvements from the customer's perspective**

The center shares opinions and inquiries received from customers with relevant departments such as the development and sales departments. This customer feedback is then used to make even better products and services.

At the same time, Casio is actively working on improvement from customer's perspective, based on analysis of customer feedback.

Specifically, Casio is striving to provide mechanisms that allow users to resolve problems themselves, by providing content designed from the customer's perspective on its customer support websites, which serve as important touchpoints for customer interaction. Similarly, we are working in cooperation with local customer support centers to augment FAQ sections on customer support websites around the world.



Breakdown [AM1] of Customer Inquiries in Japan (Fiscal 2021, Consumer Products)

Item	Fiscal 2021	
	Overseas	Japan
Timepieces	75.0%	41.1%
Calculators	13.7%	3.0%
Electrical Musical Instruments	4.6%	6.6%
Other Consumer Products	4.7%	23.1%
System Equipment	2.0%	26.2%
Total	100.0%	100.0%

Breakdown of Product Inquiries (Fiscal 2021, Overseas/Japan)

## | Customer Satisfaction Initiatives in Japan

The service departments at Casio, which are responsible for customer satisfaction in after-sales service, continue to work to improve repair skills, product knowledge and skills for communicating with customers in order to provide after-sales service that satisfies customers. In addition, Casio is building a questionnaire system using its text messages in an effort to earn even greater customer trust and respond immediately to ever-changing needs. By listening to the evaluations and opinions of customers, Casio is working hard to develop a service system that prioritizes customer needs and lifestyles and improves convenience.

### **Reliable service quality**

Casio Techno, which repairs Casio products, strives to help its employees earn public certifications and professional qualifications such as first-class and second-class watch repair technician certification – a Japanese national certification – so that they can quickly adapt to the daily advancements in product functions and provide service quality that satisfies customers.

By training employees so that they are expert not only in repair skills but in their customer response and product knowledge, Casio Techno aims to provide customers with even higher quality, detail-oriented services. Casio believes that it can promise to provide customers with services that deliver peace of mind and happiness precisely because each individual employee is constantly working to acquire advanced technical skills and become a person who can please and earn the trust of customers.

### **Pursuing convenience for customers**

The Akihabara, Yokohama, Nagoya, Osaka and Fukuoka Service Stations offer a quick battery replacement service (batteries can be replaced in about 60 minutes). They also provide one-day repair services such as a rush repair service for students who need their electronic dictionaries repaired on the same day.

Casio's online repair request service, which has been in operation since 2015, allows customers to pick up their repaired products at FamilyMart convenience stores in Japan, among other services. This new system is part of Casio's ongoing efforts to improve convenience tailored to meet customer needs and lifestyles.

### **Raising brand value**

G-SHOCK stores, which are directly operated by Casio, also feature a maintenance booth dedicated to providing after-sales services. By having Casio employees provide consistent services from sales to after-sales service, Casio is striving to raise its brand value by energizing communication with users.



G-SHOCK STORE GINZA

Casio will continue to adjust and enhance its services to match customer needs for each product to ensure that customers remain loyal fans of Casio products.

## | Customer Satisfaction Initiatives outside Japan

Outside Japan, a total of 962 companies, including 12 local subsidiaries and 974 repair partners, carry out after-sales service for Casio brand products (as of March 2021).

Casio holds regular technical skill courses for service technicians in each region in order to raise repair skill levels, aiming to ensure that Casio customers around the world receive high-quality repair services. In addition, Casio constantly surveys and improves repair times, quality and costs at its repair centers. In fiscal 2021, Casio implemented training sessions utilizing online and video content.

Casio responds flexibly and promptly to sudden problems such as the COVID-19 pandemic and has taken steps such as changing warranty periods during lockdown and sending masks to sites where they are needed. Casio will continue to work with its service sites to further improve the after-sales service for Casio products worldwide.

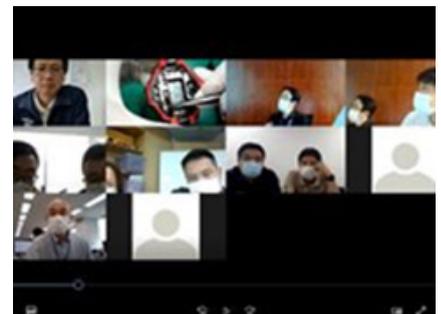
### Repair centers operated by group companies outside Japan



Online technical training for timepieces 9 sessions outside Japan



Online technical training for handheld terminals



Online technical training for repair, including dictionaries 3 sessions outside Japan

In fiscal 2021, Casio began performing remote audits of repair sites outside Japan. Amid the continuing complications of travel between countries due to the worldwide spread of COVID-19, we strived to accurately grasp the conditions at our repair sites around the world and to maintain and improve them by continuously carrying out remote environment inspections.

We also periodically held remote quality control circles involving repair sites outside Japan. Through these, we shared the results of environment inspections, exchanged opinions about making further improvements, shared repair-related issues experienced in each country, and engaged in discussions on these topics. We were able to make dramatic time and cost reductions compared with previous modes of communication such as telephone calls and in-person overseas travel. This made it possible to communicate more frequently and with a greater number of personnel involved as well, and as a result, we were able to further deepen levels of mutual understanding with the sites.

We will continue to carry out remote audits of sites outside Japan and remote quality control circle activities on a continual basis in the future, and we will connect these efforts to further enhancement of worldwide repair quality.

# Intellectual Property Initiatives

## Management

### | Social Background

With the innovation in information and communication technologies in recent years, next-generation industries such as AI, IoT, and big data are gaining momentum, while economic globalization and industry transformation are also accelerating. Given this situation of increasingly fierce global competition to produce innovation, companies need to pursue cutting-edge intellectual property initiatives in order to improve their international competitiveness.

### | Risks and Opportunities for the Casio Group

Intellectual property is an intangible asset created through the intellectual creativity of people, and it cannot be monopolized in a visible manner. If it cannot be protected in some manner, there is a risk that it will be easily stolen or copied by others. When investing large sums into research to complete an invention, only to see it stolen away, the whole point of the investment is lost, and there is a risk that investment could decline, resulting in a decrease in new technology development. As a result, Casio's technical and business divisions work together in line with its management strategy on intellectual property initiatives. Casio actively pursues intellectual property application rights for priority technology areas and newly developed products aimed at the future, and utilizes these rights to protect intellectual property globally in key countries. These efforts are designed to protect Casio's business and contribute to corporate profits.

### | Policy

Casio takes a medium- to long-term perspective in order to increase its technology management ability, and is systematically promoting research and development for the creation of future business. While recognizing R&D results as intellectual property, Casio is taking steps to ensure that they are properly managed and utilized in order to secure profits. Casio places importance on intellectual property as an important measure of corporate value. In order to effectively promote intellectual property activities, Casio has set the following goals for promoting intellectual property activity, and implements them group-wide for effective utilization of intellectual property.

#### **Intellectual property goals**

Casio is working to increase its intellectual property capacity using the following goals.

- Increase the intellectual property capacity of Casio
- Protect technology and products globally with strong intellectual property capacity
- Guarantee creative technology and product development through strong intellectual property capacity

## **Role of the Intellectual Property Department**

Since its founding, Casio has worked to develop innovative new technologies and products that are completely original and have never existed before. The protection of these development results through the creation of intellectual property rights is vital to ensuring corporate competitiveness. At the same time, protecting Casio brands and designs from counterfeiting by securing intellectual property rights is also an important activity for the company.

The Intellectual Property Department aims to secure intellectual property rights on a global level. Its role is to utilize patent, design, and trademark rights in order to help establish competitive advantage for corporate management.

The center also broadly manages intellectual property (rights) such as copyrights and trade secrets as well as general intangible properties, while signing contracts with third parties and resolving disputes.

### **| System**

The Intellectual Property Department is located within the Product Development Headquarters, an organization created to enhance cooperation between all departments related to product development. While collaborating closely with relevant departments on a daily basis, the Intellectual Property Department is working to maximize the value and promote the effective utilization of intellectual property created by Casio in the research and development stage.

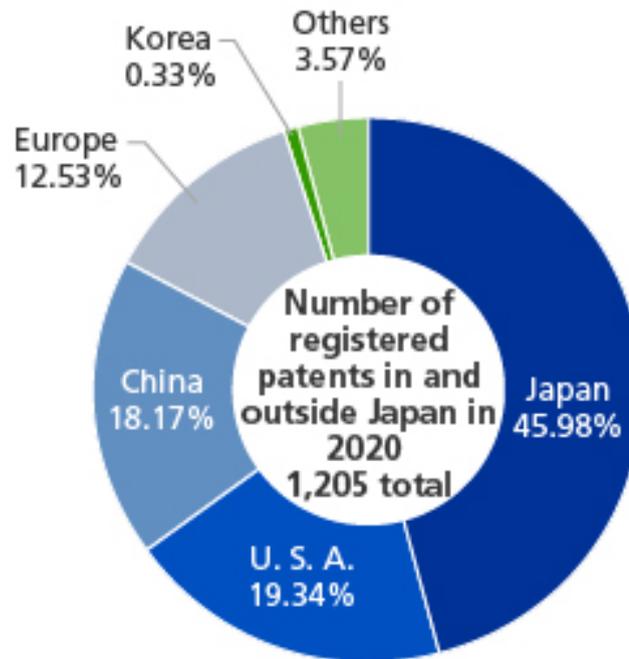
## **Activity Results**

Casio implements various intellectual property activities. Casio actively utilizes the intellectual property that it has accumulated over the years, and carries out activities to protect its businesses. The company conducts ongoing R&D necessary for sustained growth, and has put in place various systems for producing new intellectual property.

### **1. Patent application and rights acquisition activities**

Casio constructs patent nets based on patent application and registration in priority fields (selection and concentration), and actively promotes activities for the acquisition of effective patents based on quality improvement. The company carries out patent application and rights acquisition activities worldwide, including in the USA, China, South Korea, Taiwan, and other Asian countries.

## Global patent portfolio (fiscal 2021)



## 2. Intellectual property rights utilization

In addition to securing intellectual property rights for its inventions and other proprietary developments, Casio works to ensure freedom of operations by preventing legal claims from other companies and earns profits by licensing its technologies to other companies (including cross licensing). The company also uses intellectual property as a barrier to deter other companies from entering the same business, and carries out activities to establish competitive advantage for corporate management. In particular, Casio takes stringent measures to combat counterfeit products, and cooperates with government agencies to remove fakes from the marketplace.

## 3. Patent expert system

Casio initiated a patent expert system in 1994 in order to promote the ongoing creation of outstanding intellectual property. With the aim of business strengthening through stronger intellectual property, engineers with high-level understanding of technologies and leadership skills have been assigned to each division as patent experts. While cooperating with the Intellectual Property Department from positions within their respective divisions, these patent experts work to strengthen the intellectual property abilities of their respective organizations.

Here are details of specific activities.

1. Patent activity planning based on ascertainment of technology and development trends at Casio and other companies, as well as target management
2. Discovering and updating inventions
3. Evaluation of patent applications, determination of direction for patent creation according to business strategy, as well as evaluation of patent maintenance
4. Surveys of patents at other companies, patent infringement avoidance, and patent risk management
5. Creation of new businesses centered on intellectual property

## 4. Invention award system

Since 1968, Casio has had an award system for those employees that contribute to inventions and designs. By increasing the incentive for inventors and designers, the system fosters the desire for in-house engineers to take on the challenge of discovering new technologies. In accordance with Article 35 (Inventions by Employees) of Japan's revised Patent Act, which took effect in April 2005, Casio has revised its environment for employee inventors. It updated its intellectual property rules and created a consultation process in which the employee inventors can voice opinions in the revision of the rules. It also implemented a system for employee inventors to file an objection to monetary reward amounts. Additionally, Article 35 (Inventions by Employees) of Japan's revised Patent Act, which is intended to resolve instability in the attribution of rights to inventions by employees, took effect in April 2016. Accordingly, Casio updated its rules specifying that the attribution of the right to receive patents originally goes to the employer (Company), in order to resolve such problems as "procedures for joint inventions made with employees of other companies" and "double transfer of inventions by employees."

In October 2020, with the objective of incentivizing the development of technologies that contribute to the business, as well as the creation of inventions and designs, Casio reviewed its award assessment standards and revised its regulations, creating an award system that delivers increased incentives for inventors and designers. Casio will continue to revise its regulations in the future in accordance with the changing times and environment, while taking into consideration requests from inventors and designers, as well. Based on this award system, the Intellectual Property Department works to properly evaluate intellectual property results and to recognize and reward outstanding engineers and designers.

## 5. Intellectual property training system

Casio offers various types of intellectual property education to deepen employee understanding and interest in intellectual property. These include holding intellectual property seminars, using its internal portal site to distribute relevant information (through intellectual property portal site content), and making use of material from outside educational organizations such as the Japan Intellectual Property Association and the Japan Institute of Invention and Innovation. Casio remains committed to taking a variety of educational measures in the future to improve literacy regarding intellectual property rights.

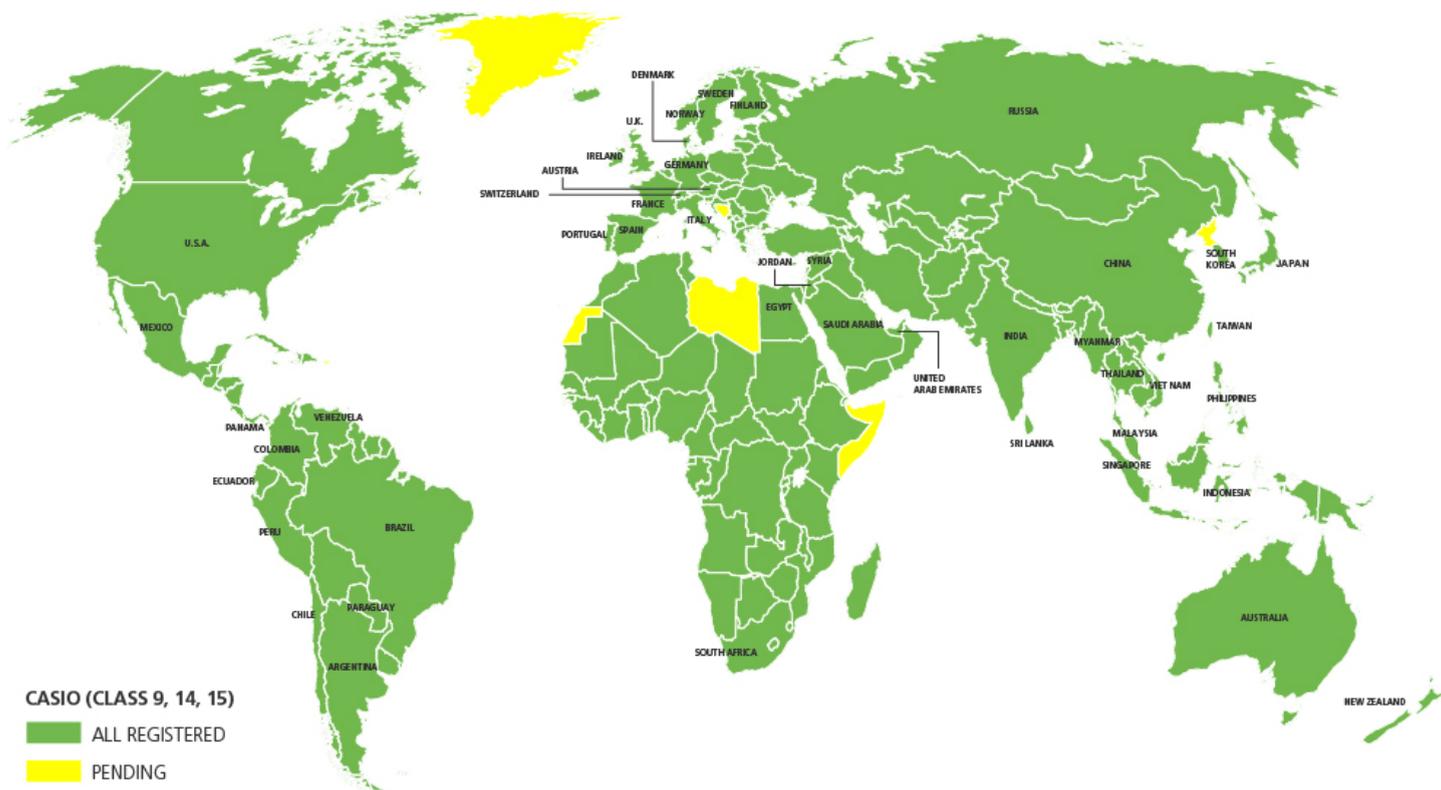
## 6. Brand support activities

### **Protecting rights to the Casio brand**

In order to promote smooth corporate operations on a global level, Casio has obtained 1,660 registered trademarks in 192 countries around the world, most of which are product trademarks, in order to protect the Casio brand. To further strengthen protection of rights to the Casio trademark, the company has been seeking official recognition of the Casio mark as a well-known trademark in various countries. This type of certification has already been obtained in several emerging countries.

In recent years there have been more trademark applications by other companies—mainly in emerging economies such as China and India—which try to mimic the well-known Casio brand. As a result Casio has been strengthening its monitoring activities and its efforts to prevent the trademarking of look-alike brands.

**Trademarking of the Casio Brand Design rights acquisition (as of March 31, 2021)**

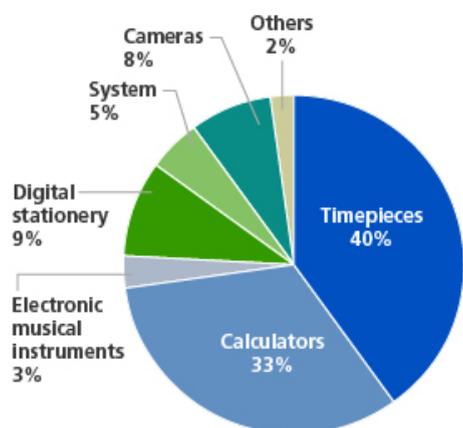


Casio has registered the Casio brand for product trademarks in the countries indicated in green. In the countries indicated in yellow, Casio trademarks have not yet been registered due to various reasons. These reasons include delays in trademark examination in some fields, lack of a trademark registration system, or applications not being accepted due to the politician situation.

**Activities for minimizing risk entailed by new product naming and design, as well as rights acquisition**

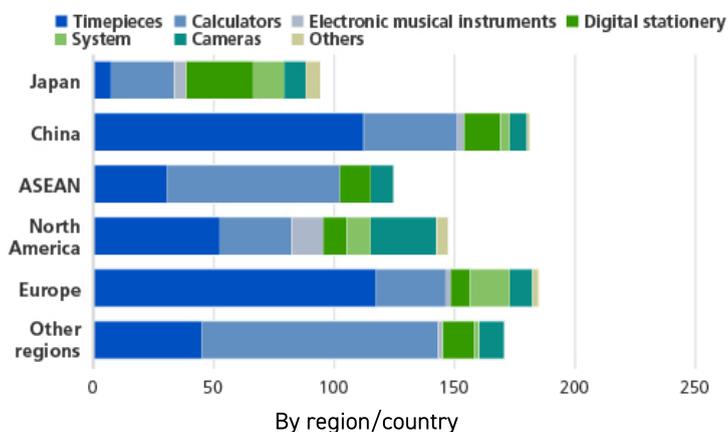
While avoiding the risk of infringing upon the design or trademark rights of other companies, Casio is actively promoting business support activities based on the strengthening of Casio's own design and trademark rights.

**Design rights acquisition (as of March 31, 2021)**



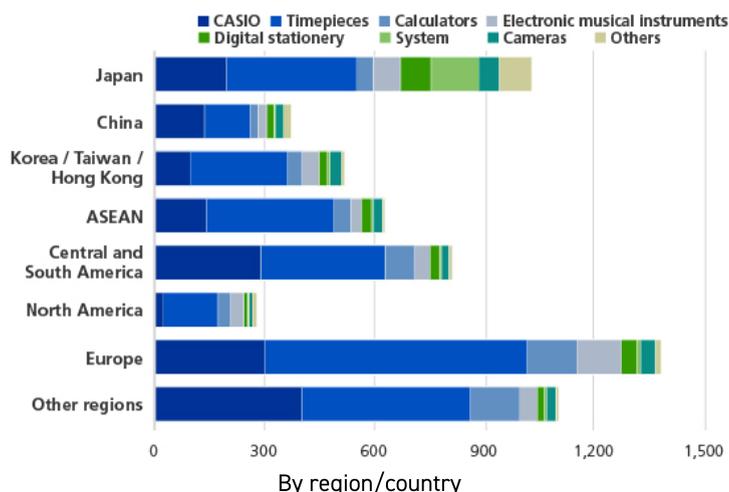
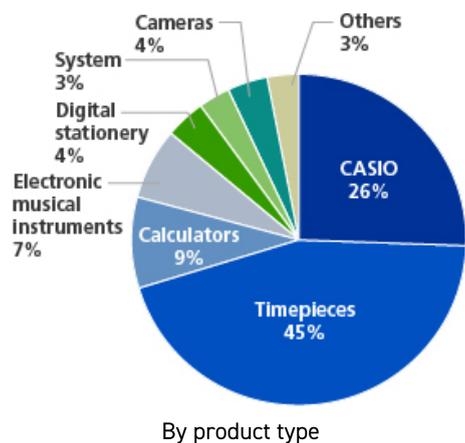
**Current number in effect: 901 design rights**

By product type



By region/country

**Trademark rights acquisition (as of March 31, 2021)**



**Counterfeit product removal and consumer protection activities**

The development of information and communications technology in recent years has facilitated the extensive spread of counterfeit goods on the Internet. Casio products are no exception to the damage caused by counterfeits. In order to guard consumers from the damage of fake products and to protect the Casio brand and increase its value, Casio has established a department tasked with counterfeit countermeasures and is taking action to get counterfeits off the market. Casio will continue to actively cooperate with efforts by government authorities to stamp out counterfeits by exposing factories that make counterfeit goods and stores that sell them, intercepting counterfeits at customs, monitoring and eliminating counterfeits sold on the Internet, and pursuing lawsuits against intellectual property violators.

# Implementing CSR Procurement

## Approach and Policy

### | Social Issue

The rapid globalization of corporate operations has brought to light human rights violations, labor problems, and issues with environmental destruction, mainly at suppliers in developing countries. Casio recognizes that companies must undertake CSR efforts not only in their own organization but also throughout the entire supply chain.

### | Importance for the Casio Group

Casio is involved in many businesses, including timepieces, educational scientific calculators and musical instruments, and the Group procures materials from a wide range of suppliers in Japan, China and ASEAN countries. If suppliers anywhere in the world violate human rights, cause labor problems or harm the environment, Casio would face various risks: transactions with business partners could be suspended, the Casio brand could suffer reputational damage, suppliers' employees could go on strike, and lawsuits could be filed, among other possibilities. Casio believes that pursuing sustainability initiatives across its entire supply chain will not only reduce these social and environmental risks, but also ensure that it can procure the needed materials safely and stably. For both these reasons, Casio is determined to fulfill its social responsibilities throughout its supply chain.

### | Policy

Casio has established Procurement Policies in order to execute its social responsibility to conduct fair and equitable transactions throughout the supply chain. The policies cover matters including legal compliance, respecting human rights, labor, safety, and health, as well as environmental protection such as biodiversity preservation and risk control of chemical contents and information security. Casio constantly improves its socially responsible procurement by obtaining the understanding and support of suppliers for the policies and building strong partnerships.

#### Procurement Policies

Casio aims to fulfill its social responsibilities, including compliance with relevant laws and social norms, and protection of the environment, through fair and equitable transactions throughout the supply chain by strengthening partnership with suppliers.

##### 1. Fair and equitable transactions

Casio carries out fair and equitable transactions by providing equal opportunities to all suppliers (and candidates) in and outside Japan in accordance with its internally established procedures.

## **2. Compliance with laws and social norms**

Casio's procurement activities comply with all relevant laws, social norms, standards and treaties worldwide, including the protection of human rights, the prohibition of child labor, forced labor and discrimination, and avoiding the use of conflict minerals, and respect for freedom of association, the right to associate, and the right to collective bargaining, as well as ensure that absolutely no contact is made with organized criminal elements. Therefore, Casio requires its suppliers to observe the same legal and social requirements.

## **3. Environmental protection**

Casio helps to protect the global environment through environmentally friendly procurement, which is based on the Casio Environmental Vision and Casio's Environmental Declaration, in cooperation with suppliers.

## **4. Strengthening partnership with suppliers**

Casio builds up relationship of trust with its suppliers through reciprocal efforts, such as merging and complementing mutual technological development abilities, supply chain cooperation, compliance with laws and social norms and protection of the global environment, which will benefit both parties.

## **5. Policies on supplier selection and transaction continuation**

Casio initiates and continues transactions with suppliers based on comprehensive evaluation criteria, which include compliance with laws and social norms, environmental protection, proper information security, respect for intellectual property, sound and stable corporate management, superior technological development ability, right price and quality, stable supply capabilities and electronic transaction systems.

## **6. Securing right price and quality**

Casio endeavors to secure right price and quality in order to provide its customers with stable supply of optimal products, which ensures that Casio gains the full confidence of customers around the world.

## **7. Prohibition of personal-interest relationships**

Casio does not allow any employees to have personal-interest relationships with any suppliers.

In order to ensure compliance with the Procurement Policies together with its suppliers, Casio has established the Supplier Guidelines (available at link below). All of Casio's suppliers in Japan and elsewhere have agreed to these guidelines to help Casio fulfill its social responsibilities.

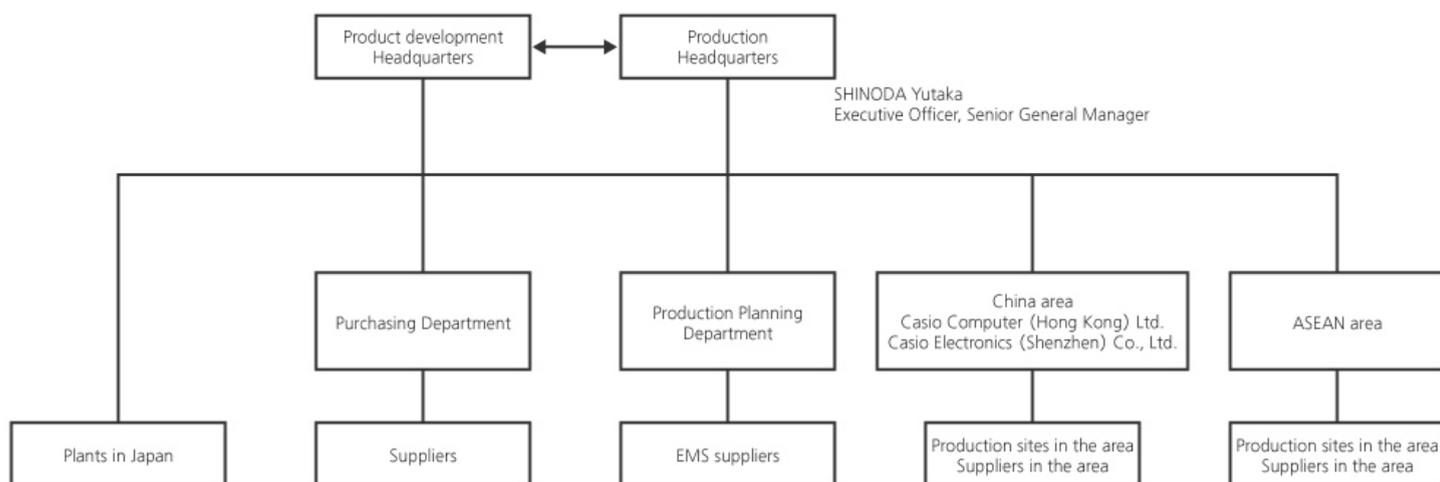
Casio is also managing its supply chain more successfully by introducing a regular monitoring system that ensures that these guidelines are properly fulfilled.

[Supplier Guidelines](#)

## | System

An executive officer, who is also the senior general manager of the Production Headquarters, is responsible for the system, and a department has been established to promote CSR procurement within the Supply Chain Control Unit at Casio Computer Co., Ltd. The department is working to promote CSR throughout the supply chain while collaborating with relevant organizations such as the CSR promotion departments and production sites.

In addition, a Supplier Hotline has been set up as a contact point for reports from suppliers concerning any potential fraud or compliance violations by Casio employees.



### Casio Supply Chain

Casio carries out broad procurement over three regions, namely Japan, the China area, and the ASEAN area.

For a regional breakdown of the total value of Casio's procurement, the ratios are approximately 35% for Japan, 54% for the China area, and 11% for the ASEAN area.

## | Targets and Action Plan

Evaluation ◎: All targets met, ○ : Most targets met, △ : Remaining issues outweigh results, × : No progress made

Material Issues for Casio	FY2021 Targets and KPI	FY2021 Performance	Evaluation	FY2022 Targets and KPI
Promoting CSR procurement	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits in China	Implemented CSR education at Casio sites and at suppliers, and implemented onsite audits at 8 suppliers in China	○	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits at a total of 10 suppliers in China and Thailand
	(2) Conduct CSR surveys	Conducted CSR surveys of 455 suppliers worldwide Surveys collected from 454 of 455 companies	○	(2) Conduct CSR surveys Conduct CSR surveys of all suppliers, and collect surveys from all of them

# Supply Chain Management

## Supply Chain CSR Procurement

### | Disseminating Supplier Guidelines

Casio carries out the majority of its production outside Japan at Casio plants and manufacturing subcontractors (electronic manufacturing services). Every year, Casio holds briefings on its Procurement Policies in Southern China.

Initially, these briefings simply involved Casio explaining its business policies to suppliers and asking them to undertake initiatives. Since fiscal 2010, however, Casio has been using these briefings as an opportunity for two-way communication. Suppliers are invited to participate actively, for instance by asking those with exemplary CSR initiatives to present examples of their efforts to promote and improve CSR. This enables the sharing of useful case studies and know-how for addressing CSR. By working collaboratively with its suppliers in this way, Casio is continually improving the level of CSR performance in its supply chain.

In June 2009, Casio revised the Basic Business Agreement it signs with suppliers in Japan. Clauses were added to require measures such as legal compliance, respect for human rights, and environmental protection. The new agreement is being rolled out steadily.

Since 2019, a business strategy briefing has also been held in Japan every year to explain Casio's procurement strategy and policies. In this way, Casio has set up opportunities to explain its Procurement Policies to major suppliers all over the world and is actively sharing and exchanging information to build close reciprocal relationships.

### | Business Strategy Briefing in Japan

In 2019, Casio invited 200 participants from about 150 business partners to a business strategy briefing. In 2020, however, the briefing was postponed due to the impact of the COVID-19 pandemic. While no decision has been made yet about a briefing in 2021, we are engaging in ongoing communication with suppliers.

## | Supplier Message



Takao Maruyama  
President  
SHINDENSHI Co., Ltd.

### Offering Distinctive Technology and Reliable Quality Creation

At Shindenshi, we have focused on the manufacturing and sales of all types of products with magnetic applications, particularly coil windings, since our establishment. We handle all stages of production for various types of coil windings, from development to trial manufacturing and mass production, at plants in and outside Japan.

In our partnership with Casio Computer Co., Ltd., starting with the first watch movement coil we produced in 1986, we have been proud to engage in the lengthy processes spanning from development through mass production for components including radio wave antenna coils and choke coils. With watch movement coils in particular, we have come to possess technology capable of stably winding copper wire, which is now known as ultrafine wire, starting from the stage of collaboration. As we work day by day to produce these components, we take great pride in the fact that they are being used to supply the brands Casio develops, including the world-renowned G-SHOCK.

Looking forward, guided by our motto of “stability, continuation, and innovation,” we offer our endorsement of the Procurement Policies, pledge to strengthen our CSR activities, and hope to make ongoing contributions to Casio as a strong partner.

## | Briefing on Procurement Policies in China

Casio carries out the majority of its production outside Japan at Casio plants and manufacturing subcontractors (electronic manufacturing services). Every year, Casio holds briefings on its Procurement Policies in Southern China. In 2020, however, the briefing was postponed due to the impact of the COVID-19 pandemic. While no decision has been made yet about a briefing in 2021, we are engaging in ongoing communication with suppliers.

## | Comprehensive Management of CSR Performance

In fiscal 2008, Casio started conducting a questionnaire survey\* of principal suppliers in Japan on CSR performance in order to confirm the status of CSR procurement. In fiscal 2010, the survey was expanded to include suppliers in China and Thailand.

Based on the fiscal 2012 survey results and changes in society's expectations, the questionnaire for suppliers was revised in fiscal 2013. Overlapping questions were eliminated and a new theme, policies for avoiding conflict minerals, was added.

The fiscal 2021 questionnaire was sent to 156 companies in Japan, and responses were received from 155 companies, for a response rate of 99.4%, clearly indicating suppliers' high level of interest in CSR fulfillment. For suppliers outside Japan, responses were received from 299 companies (233 companies in China and 66 companies in Thailand), for a response rate of 100%. Again, the great concern for CSR fulfillment among suppliers is clear. Casio compiles and analyses the response data, and shares the results with suppliers, along with Casio's approach to CSR procurement.

Since fiscal 2011, Casio has been conducting onsite audits of major suppliers in China and Thailand with local staff members of the CSR promotion projects launched at sites in those countries. In fiscal 2012, the company started planning onsite inspections performed mainly by local Casio staff, and the number of visits is increasing.

In fiscal 2021, Casio conducted onsite inspections at 8 companies in China. In Thailand, it conducted onsite inspections at 8 companies. Even with the suspension in inspections caused by the flooding, it has cumulatively covered almost all suppliers in Thailand. Going forward, Casio will continue onsite inspections with the aim of instilling commitment to CSR throughout the supply chain.

CSR inspections were also conducted at the request of a major distribution customer at three of Casio's plants.

\*The questionnaire was prepared in accordance with a Supplier Checklist for CSR Procurement based upon the Guidebook for Supply Chain Implementation of CSR Procurement published by the Japan Electronics and Information Technology Industries Association (JEITA). It covered: (1) human rights and labor conditions; (2) health and safety; (3) the environment; (4) fair transactions and ethics; (5) quality and consumer safety; (6) information security; and (7) social contribution.

[A list of the items included in each category of the questionnaire is available here.](#)

### Questionnaire results

Questionnaire given to a total of 476 suppliers

Responses to all questions received from 476 suppliers (100% response rate)

Status of responses by CSR category

China and Thailand

An abstract five-point evaluation system (for example: 5 = sufficient measures, 3 = not enough measures, and 1 = no measures) was used until fiscal 2018. Starting in 2019 however, specific achievement levels are listed for each and every question, just like in Japan, which started doing this in fiscal 2018. This helps to more objectively assess the current state of CSR activities at suppliers. In addition, the guidelines for further improvement have also been clarified.

As a result, the evaluation scores were lower than 2019, but there were no serious problems requiring an urgent response. In addition, points for improvement were progressively clarified for each supplier and improvement measures were requested.

### Responses by CSR category in China and Thailand

	Responses by CSR category
0 Overall Promotion of Corporate Social Responsibility	3.8
I Human Rights and Labor	4.5
II Occupational Health and Safety	4.4
III Environment	4.5
IV Fair Trading	4.4
V Product Quality and Safety	4.7
VI Information Security	4.4
VII Contribution to Society	3.8
Total	4.3



Japan

Points for improvement were progressively clarified for each supplier and, after discussion, improvement measures were requested.

**Japan responses by CSR category**

	Responses by CSR category
0 Overall Promotion of Corporate Social Responsibility	3.7
I Human Rights and Labor	4.4
II Occupational Health and Safety	4.3
III Environment	4.3
IV Fair Trading	4.0
V Product Quality and Safety	4.5
VI Information Security	4.1
VII Contribution to Society	3.3
Total	4.1



**Selection of new suppliers**

Based on the Procurement Policies, before Casio starts doing business with a new supplier, a comprehensive evaluation is carried out. The prospective supplier is checked based on the following criteria: compliance with laws and social norms, environmental protection measures, proper data protection, respect for intellectual property rights, management soundness and stability, outstanding technology development capabilities, ability to provide the desired price, quality, and a stable supply, and capabilities for online transactions.

**Promotion of green procurement with business partners**

With the cooperation of suppliers, the Technical Planning Department in the CS Headquarters at Casio Computer Co., Ltd. is promoting green procurement that considers supplier measures to protect the global environment.

[Click here for more details](#)

**Improving CSR across the supply chain**



## Fiscal 2021 Achievements

Carried out the conflict mineral survey for the eighth year with the cooperation of group companies in and outside Japan.

### | Avoiding Any Use of Conflict Minerals

Some minerals, such as tin, tantalum, tungsten, and gold, produced in the Democratic Republic of Congo (DRC) and neighboring African countries have become a source of funding for armed groups and anti-government forces carrying out atrocities. They are called conflict minerals because of their potential to promote conflict, human rights violations, and environmental destruction.

Wanting no part in human rights violations and environmental destruction, Casio's stance is to completely avoid the use of conflict minerals. The group will continue its efforts to avoid the use of such minerals by working closely with suppliers.

In January 2013, Casio revised its Procurement Policies and Supplier Guidelines, adding a ban on the use of conflict minerals. A question about policies to avoid the use of conflict minerals was also added to the CSR questionnaire sent to suppliers in Japan.

In fiscal 2014, Casio group companies surveyed suppliers worldwide about the use of conflict minerals, using the EICC & GeSI\* Conflict Minerals Reporting Template. Worldwide, 480 responses were received in fiscal 2021. The response rate was 100% in fiscal 2021 (99.6% in fiscal 2021).

There are inherent difficulties in conflict mineral investigation, as strict survey implementation requires going all the way back up the supply chain to the smelters. Casio will continue to collect relevant information including customer reactions and industry trends in the US, EU and other regions.

As a member of the Responsible Mineral Trade Working Group of the Japan Electronics and Information Technology Industries Association (JEITA), Casio is also working to improve conflict mineral survey activities in the supply chain through industry collaboration.

### | Reduction of Greenhouse Gas Emissions by Suppliers

In calculating greenhouse gas emissions, Casio differentiates between emissions from its own business activities (Scope 1 and Scope 2) and those occurring throughout the value chain, from both upstream and downstream sources (Scope 3). Among these, greenhouse gas emissions resulting from purchased goods and services account for over 60% of total emissions. In order to reduce this category of greenhouse gas emissions, Casio is working to promote emissions reduction activities throughout the entire value chain, with a focus on encouraging key suppliers to set emissions reduction goals.

As of the first fiscal year in which these activities were undertaken, the current status of relevant efforts for respondents to the fiscal 2021 CSR survey was verified. Starting in fiscal 2022, these verification efforts will be further expanded to include greenhouse gas emissions for each individual supplier and the specific status of actual activities being pursued.

At present, Casio is working to determine activity policies for the coming fiscal year and beyond, taking into account results obtained in fiscal 2021, as well as to implement the PDCA cycle, with the aim of achieving a 30% reduction of greenhouse gas emissions by fiscal 2031 in comparison with fiscal 2019 levels as a group-wide objective.

# Providing Supportive Workplace Environments and Promoting Diversity

## Approach and Policy

### | Social Issue

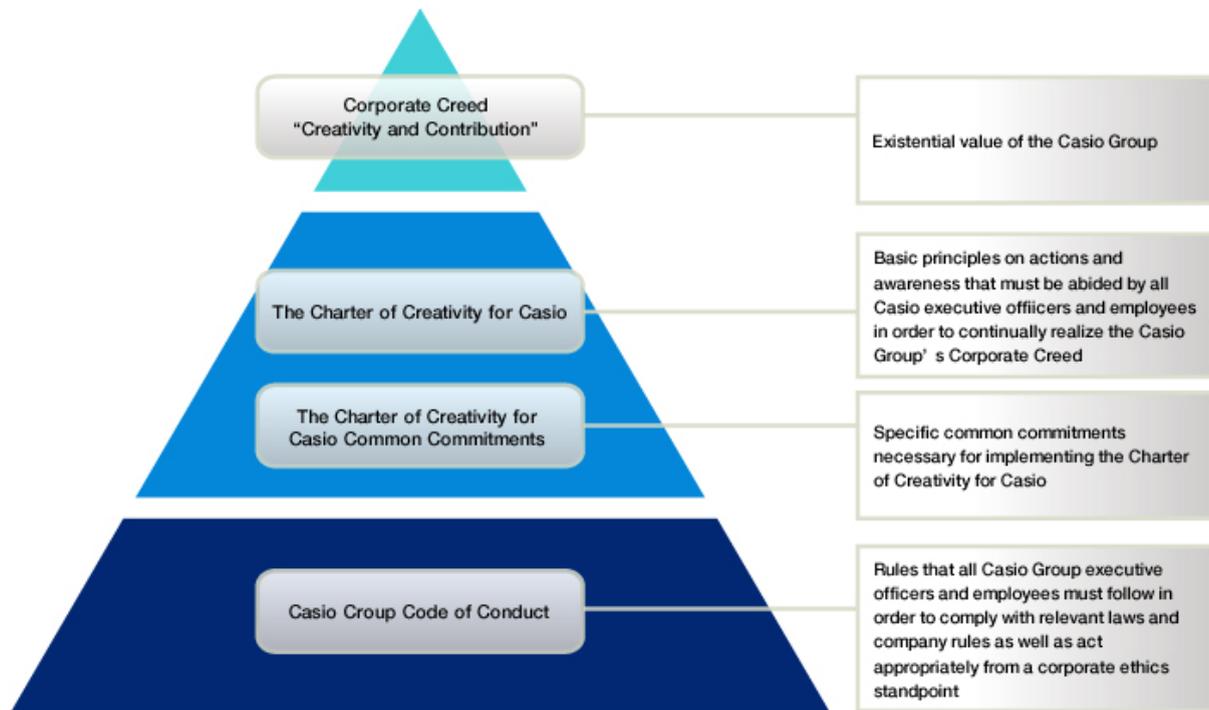
Management resources include goods, money, and information, but it is people who actually make corporate activities happen. To survive intense corporate competition and keep growing, Casio recognizes that it must constantly maximize the value of the management resource that its people represent. Casio is committed to addressing issues like the aging population and declining birthrate, decrease in the working population, and growing diversity of work-styles, and recognizes that this will require building a workplace environment that empowers each and every employee to perform at an even higher level.

### | Importance for the Casio Group

The Casio Group has approximately 10,000 employees, including human resources with diverse individuality and skills. For Casio to expand further, it is essential to continue providing environments that allow these human resources to reach the full potential of their abilities. If personnel systems and workplace environments do not respond to new demands with the changing times, vitality as a corporate organization is lost and competitiveness could decline. Therefore, as a corporation, Casio remains constantly aware of changes in society and employees and believes that it is vital to establish a workplace environment that responds to change appropriately.

### | Targets and Action Plan

In order to continually realize its corporate creed, Casio has put in place the Charter of Creativity, which sets out the basic principles around the awareness and actions expected of Casio people. However, the Charter would have no meaning if not practiced and embodied; simply stating principles is not enough. It can be said that what all employees actually do on the job constitutes the true practice and embodiment of these values.



In order to fulfill the Charter of Creativity, the Code of Conduct has been set out as follows.

### **Establishing sound workplaces**

We embrace the diversity of our employees in terms of their personality, individuality, cultural background, values and opinions, and will strive to create sound workplaces that integrate such diversity.

We recognize the importance of maintaining a work-life balance and will flexibly embrace a variety of different ways of working.

We will maintain a safe, hygienic, and comfortable workplace environment, and will strive each day to prevent workplace accidents and injuries as well as illnesses.

We will proactively take part in initiatives to maintain and promote better health. We will be considerate of not only our own health, but the health of those around us.

Casio strives to build environments that allow employees to perform to their full potential based on this policy.

## | Theme

### **Human affairs reform to establish a new corporate culture**

Casio has launched human affairs reform initiatives to establish a corporate culture that ensures that sustainable growth and development are linked to management strategies. Casio works to revitalize the organization and human resources with the following three basic principles.

Create an innovative and exciting workplace in which everyone can constantly create new customer value

Employ a benefits and evaluation system that stimulates creative and innovative behavior and appropriately rewards contributions and performance

Build a human resource development system that supports employees' independent pursuit of their job responsibilities and career development

### Pursuit of workstyle reform

Casio is currently engaged in making workstyle reforms that create a dynamic company atmosphere and a workplace that motivates every employee while making it easy for them to perform well. For example, Casio has introduced staggered commuting times, a work-from-home system, utilizes online meetings, and has removed all regulations on attire while at work.

### Diversity initiatives

Casio has been implementing diversity initiatives to create conditions where all employees can work enthusiastically and enjoy job satisfaction, regardless of gender, nationality, age, or level of ability.

## | Targets and Action Plan

Evaluation ◎: All targets met, ○ : Most targets met, △ : Remaining issues outweigh results, × : No progress made

FY2021 Targets and KPI	FY2021 Performance	Evaluation	FY2022 Targets and KPI
<ul style="list-style-type: none"> <li>Maintain childcare leave usage rate for eligible employees of 90% or more</li> <li>Maintain rate of employee return after childcare leave of 90% or more (including contract employees)</li> </ul>	<ul style="list-style-type: none"> <li>Achieved childcare leave usage rate for eligible employees of 100%</li> <li>Achieved a rate of employee return after childcare leave of 100% (including contract employees)</li> </ul>	◎	<ul style="list-style-type: none"> <li>Maintain childcare leave usage rate for eligible employees of 90% or more</li> <li>Maintain rate of employee return after childcare leave of 90% or more (including contract employees)</li> </ul>
Achieve a female employee recruitment rate of 25% or more	Five of the 30 employees who joined the company in April 2021 were women (16.7%)	△	Achieve a female employee recruitment rate of 25% or more
Achieve legally mandated employment rate of people with disabilities at 2.3% or more	Employment rate of people with disabilities: 2.29% (as of April 1, 2021)	○	Achieve legally mandated employment rate of people with disabilities at 2.3% or more

# Making the Most of Human Resources and Maintaining Optimal Workplace Environments

## Diversity and Work Environment Initiatives That Make Casio a Great Place to Work

### | Supporting Advancement of Women

Casio actively and continuously carries out a variety of measures with the aim of supporting all women on the job so that they can fully demonstrate their abilities. Casio actively promotes ambitious and talented employees, and the number of women in management positions increased from four in fiscal 2011 to 32 in fiscal 2021.

Casio had established a goal of raising the percentage of management positions held by women to 5% by 2020. While this target was not reached, the company plans to implement a range of measures to promote the active participation of women and to vigorously support the career formation of women.

Additionally, in some years, the percentage of women hires is somewhat low in the hiring of new graduates. Accordingly, Casio has set goals for the percentage of women in the hiring of new graduates joining the company every spring from fiscal 2020 of at least 25%. The company plans to expand the number of women who apply to be engineers by aggressively targeting technically minded women in its PR.

#### Woman in management positions (Casio Computer Co., Ltd.)

(FY)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Number of woman in management positions (number of managers)	13(5)	16(8)	20(10)	20(9)	24(10)	24(11)	27(10)	26(11)	30(11)	32(12)
Percentage of woman employees in management positions (percentage of managers)	1.3% (1.5%)	1.7% (2.1%)	2.0% (2.0%)	2.1% (1.9%)	2.6% (2.1%)	2.6% (2.3%)	2.9% (2.0%)	2.9% (2.3%)	3.6% (2.8%)	4.1% (3.2%)

### | Employing People with Disabilities and Encouraging Them to Play Active Roles

Casio is creating workplace environments that allow every individual to display their full abilities and aptitudes.

Upon request, it provides hands-on training in the workplace before hiring in an effort to dispel anxiety about actually working there and to eliminate gaps between expectations and reality.

Casio has also adopted and uses a follow-up system for persons with disabilities throughout the group. This system is intended to constantly aim for the most suitable environment in light of the opinions of both the workplace and persons with disabilities by conducting periodic interviews after a person with disabilities joins the company so they are not left alone to face any anxieties or problems. The interviews help to quickly resolve any problems, check aptitude for work duties based on actual performance of those duties, and facilitate the provision of care if a disability has changed with the passage of time. In ways like this, Casio is working hard to increase the retention rate. Casio also invites sign language interpreters to company events to help convey information to the hearing impaired.

Casio is carrying out initiatives aimed at making it an easier place to keep working by incorporating the opinions of persons with disabilities regarding issues such as environmental retrofitting focused on ensuring safety, measures to increase awareness in workplaces where persons with disabilities work, and measures to further establish their position in the workplace.

In addition, Casio introduced employment in an indoor farm setting in April 2021. This is intended to offer increased opportunities and to support the independence among those who experienced difficulty working in conventional office settings. The Casio Group is committed to contributing to building a society in which these employees are able to maintain active positions with even greater satisfaction and enthusiasm.

### Percent of workforce with disabilities

Casio is boosting recruitment in order to raise the employment rate of people with disabilities.

	As of April 1, 2018	As of April 1, 2019	As of April 1, 2020	As of April 1, 2021
Casio Computer Co., Ltd.	1.98%	1.88%	2.08%	2.35%
Group companies in Japan	2.14%	1.99%	2.14%	2.29%

## | Encouraging Non-Japanese Employees to Play Active Roles

Casio is working to create workplace environments that allow non-Japanese employees to relax and continue working long term after joining the company. Casio has implemented initiatives that take account of linguistic, cultural, customs and other differences. These initiatives include adding English descriptions to cafeteria menus and illustrations of types of meat to accommodate dietary restrictions based on religious precepts, the provision of special leave to take part in important events in employees' home countries and to create opportunities to meet with family and relatives in their home countries once every few years, and the establishment of a prayer room at the company for Muslim employees. Casio's non-Japanese employees play active roles in diverse workplaces while displaying their individuality.



English menu description (bottom); pork mark (upper right)



Prayer room

## | Encouraging Seniors to Play an Active Role / Supporting the Lives and Employment of Seniors

In accordance with the revised Act for Stabilization of Employment of Older Persons, Casio's Senior Employee Program provides retirement-age employees with employment opportunities, and to effectively utilize the skills and know-how that these individuals have accumulated over the course of their careers. Under the program, Casio offers continued employment with reasonable treatment according to past performance and the roles and responsibilities assumed after retirement age. The system creates workplaces where seniors can continue using their career skills and expertise within the Casio group. In addition, Casio offers flexible work arrangements allowing adjustments to hours and numbers of work days in consideration, for example, of needs to balance caregiving and work.

### Clarifying roles when hiring senior employees

Casio has ranked senior employees by clarifying the expectations for each role and assigning by role and responsibilities, and treatment is determined based on this ranking. This results in well-balanced treatment that rewards senior employees who are particularly dynamic and make significant contributions to the company. In addition, Casio aims to improve treatment levels for all senior employees to make those who are rehired with the new treatment terms feel that their role is worthwhile.

### Supporting self-directed career creation mindful of second careers

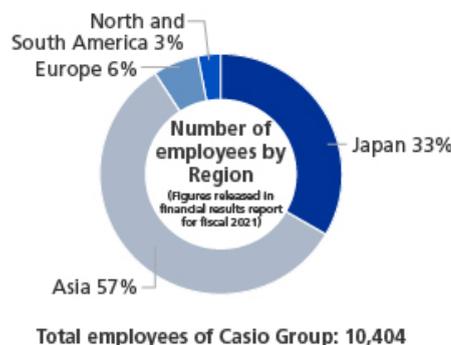
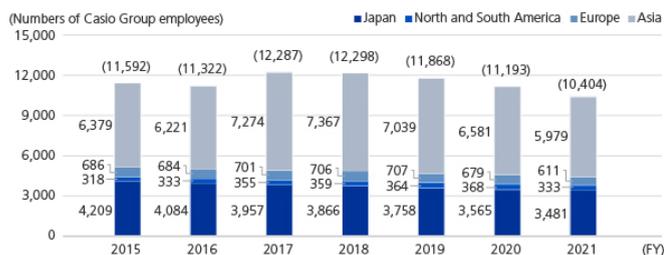
In order for employees to continue working enthusiastically subsequent to finding themselves in new roles with amended compensation after reaching mandatory retirement age and being re-employed as a senior employee, Casio believes employees need to prepare in advance forward-looking career plans. To this end, Casio provides employees with career training to offer opportunities to prepare self-directed career plans and consider what will be necessary in order to achieve these plans.

Casio also offers a range of support for second careers for employees who wish to pursue activities outside the company.

## | Prioritizing Local Hiring and Promotion at Subsidiaries outside Japan

Along with the globalization of its operations, Casio is actively pursuing local hiring at its sites outside Japan. The aim is to promote management that is responsive to local conditions in each country, as a truly global company. This is being done not just in manufacturing, but also in various other fields.

### Number of Casio Group regular employees (global breakdown)



### Providing internships

As it becomes difficult for students to get time to think about work due to a shrinking job hunting period in Japan, Casio is providing workplace-hosted internships aimed at giving students an insight into what “work” is and what a “job” is.

## | Ensuring Fair Evaluation and Compensation

Based firmly on a foundation of fairness, Casio aims to continuously improve its human resource system in light of changes in the social environment. Within that system, the present basic human resources policy combines a role-based system that grades individual employees based on the extent of their roles with a performance-based approach to evaluation and compensation based mainly on outcomes of job performance within their roles.

In addition, Casio strives to find the optimal balance between employee growth and vitalization and expanding the company by promoting HR policies that prioritize the following perspectives.

- Respect of will: Grant significance to the individual's will and intentions
- Human resources development: Create opportunities for the acquisition of knowledge and skills needed in work
- Significance of abilities: Grant significance to abilities demonstrated through work
- Right person for the right job: Reflect individual wishes in job requests
- Priority distribution: Distribute limited management resources as efficiently as possible
- Stable employment: Strive to create workplaces where employees can work according to their abilities

Casio revised its rating system for management positions in fiscal 2022 to clarify the roles and skills of specialists for each rating to enable career paths and growth not only as managers but also as specialists to ensure a concrete vision. The common definition table for all occupational categories has been enhanced, and definition tables specific to occupational categories have been clarified as well. In addition, the list of names for specialists, which previously existed in an intermixed form, has been properly arranged.



The evaluation system was overhauled in fiscal 2020. Up until then, the evaluations carried out every six months were linked to the full-year evaluation and reflected in salary raises and promotions (single track). Now that evaluations of more diverse employees are required, it has become increasingly difficult to balance all the different elements in these evaluations. Accordingly, Casio introduced a double-track evaluation that encourages motivation to take up challenges and change one's actions.

In fiscal 2021, this was extended to group companies in Japan as well, and an approach unified across the group was advanced.

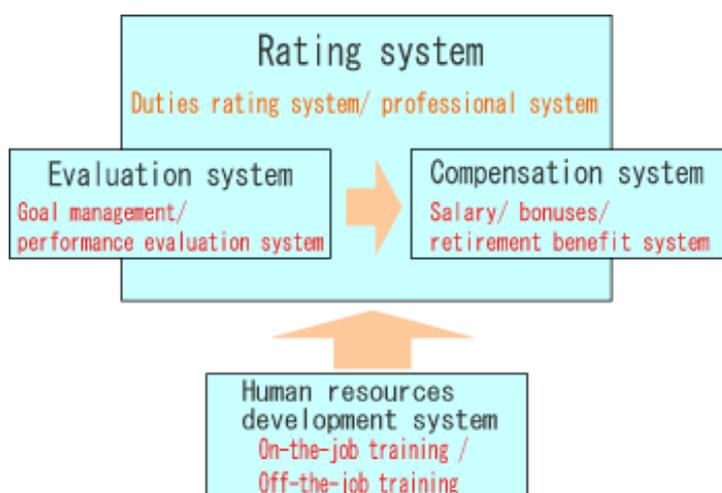
- Biannual evaluation (reflected in compensation): Goal management

Challenging goals have been introduced, based on a system in which each individual sets a goal (theme) at the start of the fiscal year and results are evaluated at the end of the fiscal year, in order to respect employees' motivation to take up challenges and encourage more independent action.

- Full-year evaluation (reflected in salary raises and promotions): Biannual evaluation + process evaluation

Considers the performance process evaluation, including initiatives that will lead to future results

## Main human resources system



## Education for Fair Evaluation and Compensation

All employees have performance interviews twice a year to discuss their evaluation results.

Casio requires managers to take evaluator training in an effort to improve their evaluation, leadership, and interviewing skills, in order to operate its human resources system fairly and appropriately.

Additionally, an overview of the evaluation and compensation system is posted on the company intranet to keep all employees thoroughly informed about this system. The company not only works with evaluators, but has also cooperated with the labor union to produce a Goal Setting and Evaluation Interview Handbook to help deepen understanding between supervisors and their subordinates and ensure fairness in operations.

## Human resources data

### Number of employees hired in Japan (As of end of March 2021)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	2,116	681	2,797 (80%)
Women	470	214	684 (20%)
Total	2,586	895	3,481

(Reference)

Non-regular employees	586	584	1,170
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### Number of employees hired in Japan (April 1, 2021)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	25 (83%)	6	31
Women	5 (17%)	0	5
Total	30	6	36

### Average years of service in Japan (As of end of March 2021)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	19.7	18.6	19.4
Women	14.6	23.4	17.4
Total	18.8	19.8	19

### Average employee age in Japan (As of end of March 2021)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	47.8	47.4	47.7
Women	42.1	47.5	43.8
Total	46.8	47.4	46.9

## | Initiatives to Support Work-Life Balance

Casio appreciates the importance of work-life balance and is striving to create environments that accommodate diverse work-styles in a flexible manner. The company will continue to promote the establishment of systems and environments aimed at creating an environment where diverse human resources can work easily and display their maximum performance.

### Introduction of telecommunicating, staggered commuting, and a “self biz” dress code

In 2020, Casio introduced telecommuting, staggered commuting, and a “self biz” dress code. Staggered commuting times serve to improve employees’ work-life balance to ensure they can concentrate on their work and maximize their performance. With the newly adopted “self biz” approach, dress code guidelines have been unified as well, giving employees the freedom to select the attire they feel is appropriate for the time, place, and occasion.

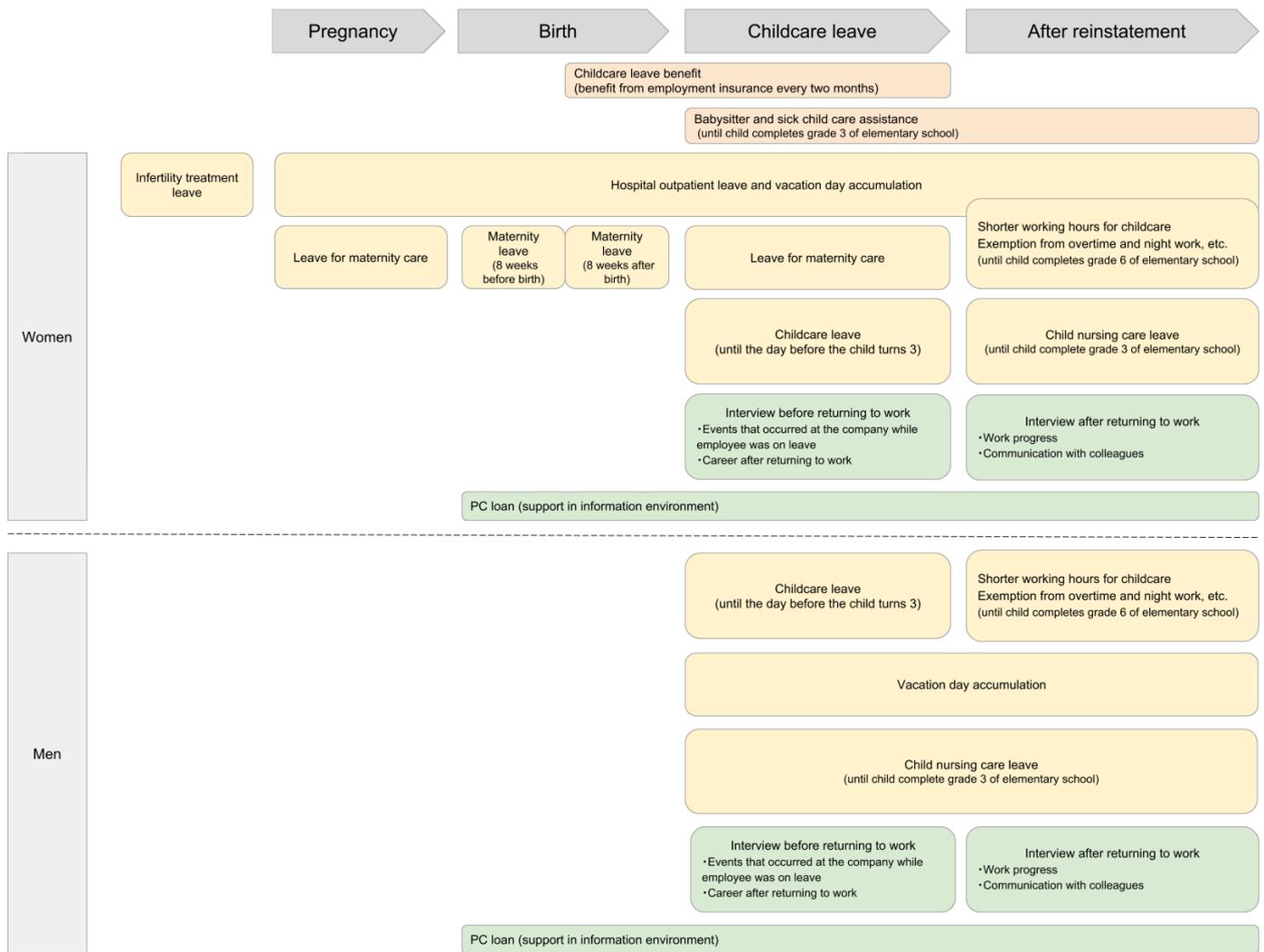
### Introduction of sideline business and dual employment

Starting in March 2020, a system allowing sideline business and dual employment was introduced as a flexible approach to diverse ways of working. Restrictions on sideline business pursuits such as subcontracting arrangements or sole proprietorships outside working hours have been lifted for all employees, and dual employment with other companies for up to two days per week has been approved for employees over 50. The system is intended to improve employees’ skills, increase their autonomy/independence, and expand opportunities for them to flourish.

### Helping employees balance work and parenting

Casio has introduced programs that enable employees under restrictions caused by parenting to feel at ease and to demonstrate their full potential on the job. The company has developed programs that help employees balance work and parenting, such as a shorter working hours system for childcare.

## Childcare and leave programs (Casio Computer Co., Ltd.)



## Helping employees balance work and family nursing care

Problems with family nursing care can happen to anyone and come about unexpectedly.

Casio has made efforts to enhance its systems to support family nursing care so that the company can provide as much help as possible to balance the needs of work and family nursing care and employees can provide family nursing care without their work performance suffering, thereby avoiding leaving the company due to family nursing care.

One such program is the Nursing Concierge Desk. This consultation desk assists people who require nursing care and offers a place where employees that do not know who to talk to or where to find the information they need can go for consults and to find solutions. Many nursing issues cannot be solved with a single consult and require a long-term response. This service is used by about 50 employees every year.

## Primary subjects

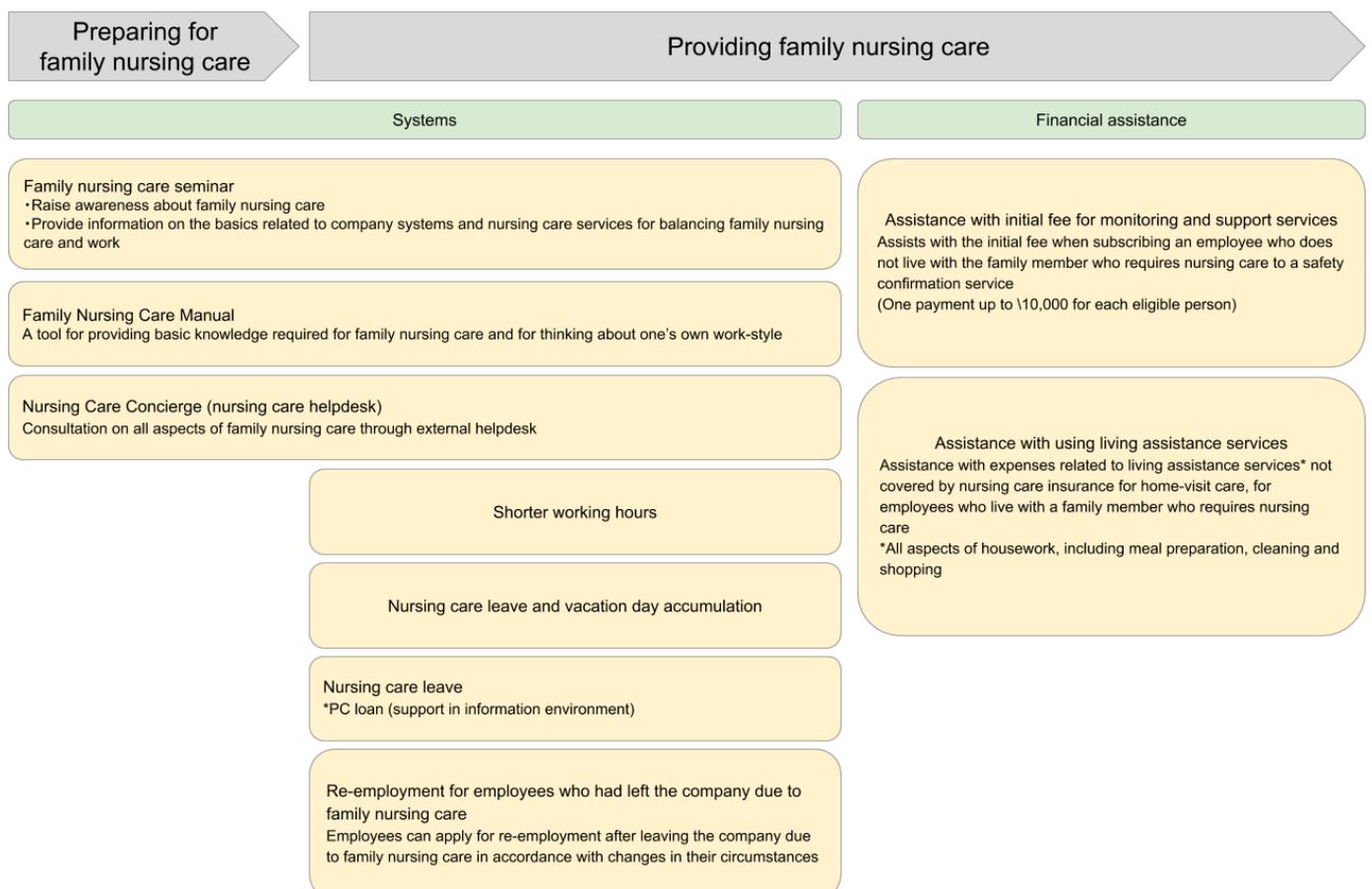
- Proxies for nursing care insurance applications
- Referrals to care managers, setting up meetings
- Support for nursing care for parents of employees stationed overseas
- Referrals to nursing service businesses, setting up visits
- Referrals to nursing facilities, arrangements for visits
- Referrals to out-of-pocket services (not covered by nursing insurance)

In addition, Casio has prepared a nursing information site with information both those providing and receiving nursing care need to live in comfort. The site also lists key points about nursing that are useful to know.

## Family nursing care seminar

Casio held its fifth family nursing care seminar. Topics included ways remote care has been impacted by the COVID-19 pandemic's travel restrictions and ways nursing care has been impacted by the introduction of telecommuting and staggered commuting times in conjunction with workstyle reforms. Participants were offered the opportunity to learn about subjects ranging from an overview of the nursing care insurance system to balancing work and family nursing care during the COVID-19 pandemic. The seminar was held online and had 483 attendees in all.

## Family nursing care programs (Casio Computer Co., Ltd.)



## Number of employees taking leave related to childcare and family nursing care and uptake rates (Casio Computer Co., Ltd.)

	Number of employees taking leave (figure in parentheses is men)				
	FY2017	FY2018	FY2019	FY2020	FY2021
Childcare leave and return program	55(0)	69(2)	67(7)	68(10)	65(10)
Percentage of employees that return to work after taking childcare leave	100%	100%	100%	100%	100%
Childcare leave and return program	3(2)	5(2)	4(3)	1(1)	1(0)
Shorter working hours system for childcare and nursing care	78(1)	85(0)	92(2)	101(1)	89(1)
Child nursing care leave	15(2)	23(4)	21(2)	20(1)	4(1)
Nursing care leave	4(4)	8(5)	6(5)	9(5)	11(9)

\* Childcare leave return-to-work percentage does not include temporary workers

## Vacation and leave programs

Program	Description
Vacation Day Accumulation	The annual paid vacation expires in two years. However, employees can accumulate a maximum of 30 unused vacation days to carry over up to four days per year. The leave days can be used if the employee gets sick or injured, in order to care for a family member, safe motherhood measures, or volunteering
Refresh Leave	This program grants five days of leave at the 10-year, 20-year, and 30-year milestones of work.
Leave to accommodate spouse's overseas assignment	This system allows employees to take a leave of up to three years when the individual will accompany his or her spouse on a posting outside Japan.
Infertility treatment leave	This system enables employees to take a one-year leave of absence in order to undergo infertility treatment.
Hourly paid leave	This system permits employees to take annual paid vacation in hourly increments.
Time off in lieu	In the case of overtime or holiday work, this system allows employees to reduce working hours in the days that follow, in 1 minute increments (Extra allowance, such as overtime pay, is also provided accordingly).

## Vacation and leave programs

	FY2016	FY2017	FY2018	FY2019	FY2021
Rate of taking paid vacation	71.1%	72.2%	69.7%	70.4%	59.1%

## | Initiatives to Improve Productivity

Casio is working to make dramatic improvements in work and work efficiency company wide, as well as raising productivity and reducing working hours. Improving productivity gives all employees work-life balance and creates an environment in which they can work with energy.

## Overtime work and total annual working hours (Casio Computer Co., Ltd.)

	FY2017	FY2018	FY2019	FY2020	FY2021
Overtime hours (monthly average)	18.6	18.5	17.9	17.2	16.0
Total annual working hours	1,917	1,905	1,891	1,869	1,896

\*In FY2021, time taken off for all types of vacations decreased, while overall annual working hours increased.

## | Communication between Labor and Management

Casio operates on a union-shop basis; as a rule, all employees except for managers are members of the union. Through regular communication between management and the labor union, Casio hopes to raise the awareness of employees about their participation in the management of the company. Casio values close communication between labor and management and maintains a good relationship.

At the core of this labor-management communication is the Group Workers' Labor-Management Conference, which is held four times a year (February, May, September, and November). At these conferences, management and labor, together representing the entire group, exchange opinions about current conditions at the company. Casio is also working toward even smoother operation of human resource systems by holding various regular labor-management talks.

The labor-management agreement stipulates that the revision or elimination of human resource labor related systems is carried out via labor-management discussions. This process is carried out over a sufficient period of time and involves the sharing of issues by both labor and management.

### **Changes in the proportion of labor union members (Casio Computer Co., Ltd.)**

	FY2017	FY2018	FY2019	FY2020	FY2021
Percentage of all employees	64%	65%	65%	64%	67%
Percentage excluding managerial positions	98%	98%	97%	96%	97%

# Human Resource Development

## Management

### | Social Background

In a rapidly changing business environment with diverse work styles, Casio believes that for companies to respond to these changes flexibly and continue to grow, it is crucial not only that companies drive skill development, but that companies and employees build "win-win" relationships and create an environment in which both can continue to grow.

### | Policy

In the belief that companies grow and expand together with each employee's independent growth, Casio has developed a system that allows employees to take the initiative in acquiring the necessary skills and will continue to support each employee's individual growth.

Casio will reinforce its initiatives supporting employees' career development. In particular, Casio holds career training and meetings at key turning points in careers in each age bracket, expands training that supports careers as specialists as well as training that supports supervisors' work and career.

In addition, Casio will continue to provide training tailored to each rank so that each employee can acquire the basic knowledge and skills needed to carry out their roles.

### | System

The Human Resources Department considers group-wide strategy related to human resource development and plans and implements common, group-wide education. Individual departments and the Human Resources Department collaborate to plan and implement education for the specialist skills required by each department.

# Activity Results

## Overview of Human Resource Development

### Training system

		OJT		OFF-JT										
		Measures to train existing works to make them professionals		Career Support System	Training for specific job grade	Training for selected employees	Skill Improvement Support	Global	Other					
Management positions	Rank 4													
	Rank 3													
	Rank 2	Seminars on Development of Climates for Cultivation		Career Plan	Manager Training				Training Before Overseas Assignments	Language Exam (TOEIC)	Training for Mid-career Hires	Harassment Prevention Training	Mentor System	
			Newly-Appointed Manager Training											
Rank 1	Newly-Appointed Guidance Chief Training				Assessment Training	Skill Selective Training	Distance Learning	Technical Sales Dispatch System						
					Cross-Industry Engineer Interaction Training									
General employees	G3													
	G2													
	G1-2				Career Training at Age 30	Career Training at Age 40	Career Training at Age 49							
	T	G1-1	OJT-MAP			Second-Year Follow-up Training	First-Year Follow-up Training	New Employee Training						
Senior employees														

Casio has various human resource development programs designed to develop creative employees who are eager to take on challenges and to train professionals with early tracking into specialized fields.

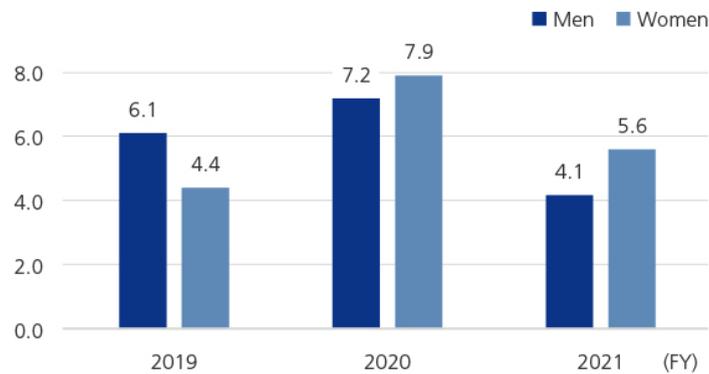
The company emphasizes on-the-job (OJT) training to improve practical skills, complemented by off-the-job (off-JT) training to provide theoretical knowledge. The necessary HR development measures are taken for all levels in the internal ranking system and Casio is always working to make improvements and expand its measures.

In addition, Casio provides a Career Support System (discussed below) to enable each individual employee to work with motivation and enthusiasm, as well as a support system providing employees the opportunity to take stock of their own careers annually and consider their future career plans.

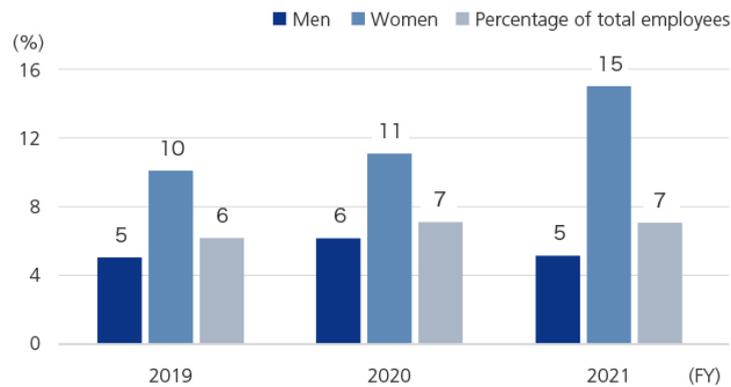
### Annual average number of hours of training (Casio Computer Co., Ltd.)

The annual average training hours in fiscal 2021 were 4.1 hours for men and 5.6 hours for women (7.2 hours for men and 7.9 hours for women in fiscal 2020). In fiscal 2021, Casio promoted the online provision of training due to the influence of COVID-19. In fiscal 2022, the company promoted dual online and face-to-face training. Casio is committed to enhancing and ensuring time for training.

#### Average number of hours of training



#### Proportion of employees receiving regular assessment of their performance and career development progress



## | Surveys and Verification Relating to Utilization and Development of Human Resources

In off-the-job training, questionnaires are given to employees every time they attend a training session, and their requests and opinions are used to help make improvements in the following fiscal year and beyond. In on-the-job training, when employees register for the Career Plan System (described below), they can register their opinions about the system itself. Furthermore, when the company establishes new systems, it verifies the system through prior interviews and trial runs with the aim of achieving more effective operation.

#### Overview of fiscal 2021 and future issues

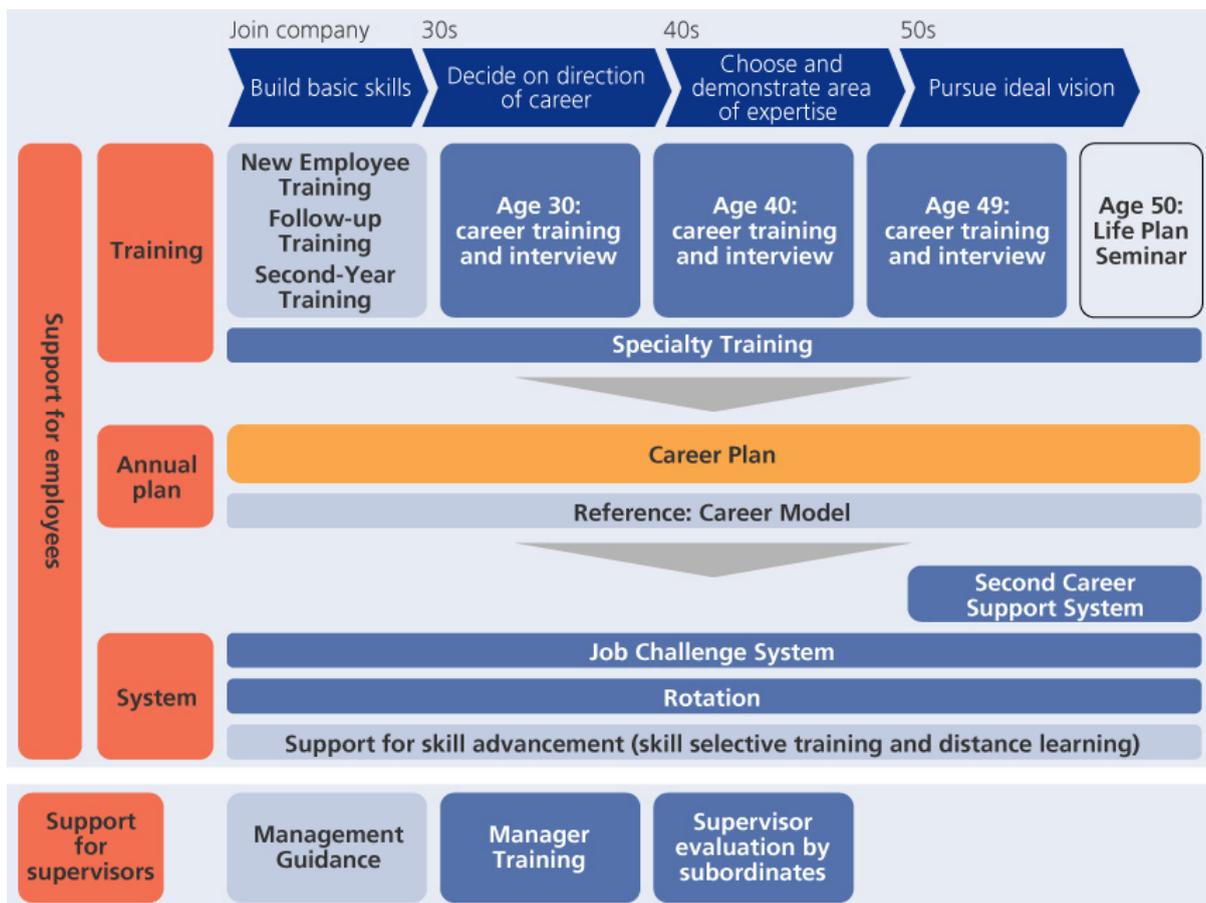
In fiscal 2021, all training was moved online, as face-to-face training could not be provided due to the COVID-19 pandemic. Leveraging the advantages offered by the online format, several short-time training sessions were conducted, and skills and knowledge were conveyed with greater efficiency. Also, in order to establish a work environment offering greater peace of mind, harassment prevention training was provided to all employees, including officers. With the career support system introduced in 2019 entering its second term, a system offering employees opportunities to reflect on their own careers on a regular basis in order to pursue their work enthusiastically took root. Manager-oriented training for coaching intended to bring out more autonomy in employees was promoted also, which helped develop a supportive climate within the company.

In fiscal 2022, Casio plans to offer both online and face-to-face training sessions depending on the purpose. Also, to meet the demands of the “new normal” of the current era, the company plans to systematically maintain and improve training for newly hired-employees, training for staff in charge of on-the-job training and managers to whom newly-hired employees are assigned, all of which is intended to efficiently cultivate a diverse range of employees.

## | Main Human Resource Development Programs

### Career Support System

In an environment changing for both companies and employees, Casio believes that by supporting individual employees in creating careers they find satisfying, employees can work with energy and a sense that their jobs are meaningful and worthwhile, while companies can grow and expand alongside their employees. To achieve this, Casio will provide support so that individual employees can plan their own careers based on a process in which they take stock of their own careers and consider their future career plans once a year.



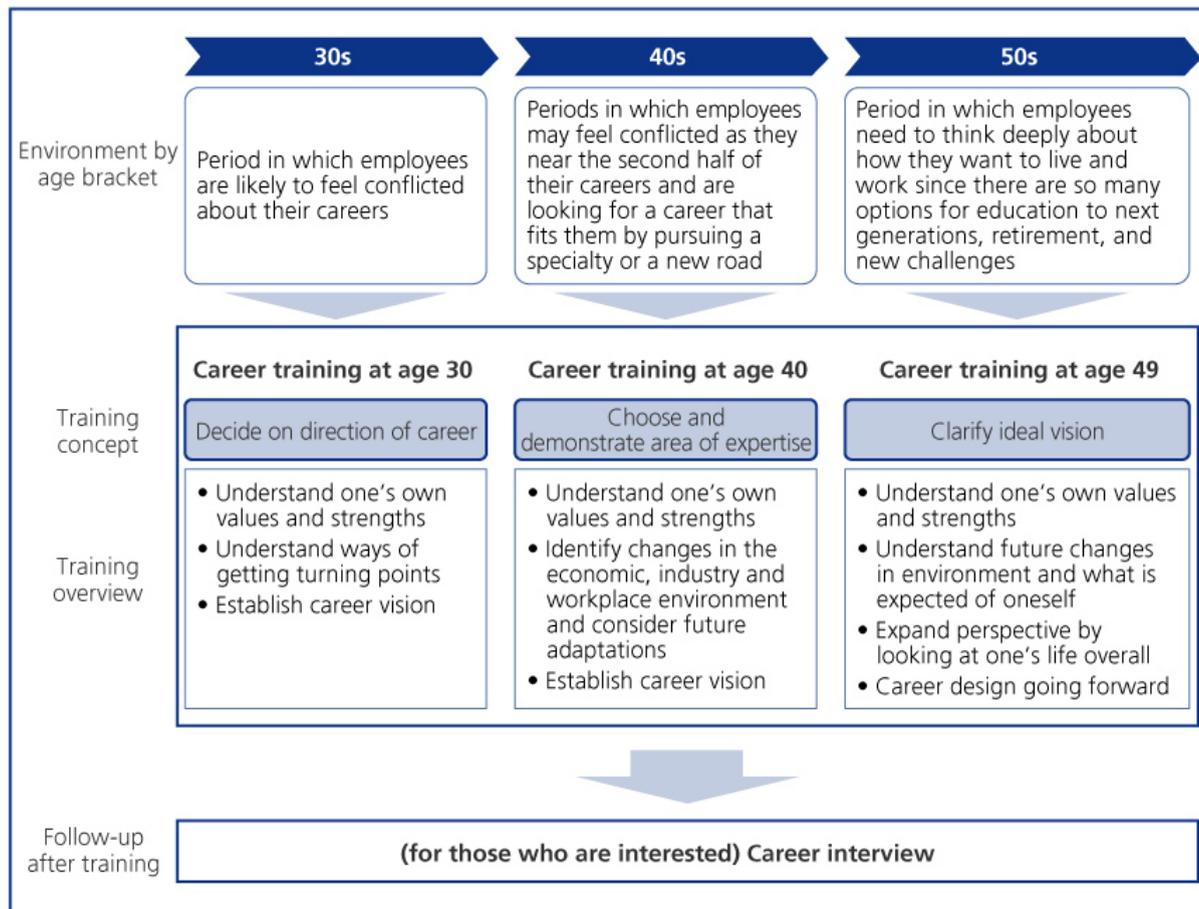
### Career Plan

In this system, employees take stock of their own careers and plan out their future career once a year. In their career plans, employees state the future direction of their careers and the work they would like to do. Supervisors provide feedback, and it is utilized as a reference in employees' training rotations and educational opportunities.

## Career Training

Employees take another look at themselves at key turning points in their careers (at ages 30, 40 and 49), and participate in career training and career interviews as an opportunity to consider their work style.

In fiscal 2021, 150 employees received career training. Casio will continue to support career development on an ongoing basis.



## Specialist Training Support

Casio will increase its training menu and expand its training aimed at engineers wanting to advance their expertise in order to support the careers of employees as specialists. In training for new hire engineers, Casio provides group training and creative planning workshops aimed at giving them basic technology skills. This is part of Casio's efforts to develop employees' basic skills as engineers.

In addition, Casio helps employees improve their expertise by offering skill selective training (specialized skills) so that employees can acquire the necessary skills in their own engineering field. Employees can choose the subjects they need from about 600 courses. In addition, Casio provides support to broaden its employees' perspectives and accelerate the speed of their growth. For example, Casio offers cross-industry association training in which employees are selected to participate with engineers from other companies in learning skills together and stimulating each other as they grapple with issues. Casio will continue to increase measures to raise engineer specialized skills.

## **Manager Training**

Appropriate management by supervisors is essential for employees as they independently shape their careers. With this aim, managers are given training on practical content such as how to run an organization in which subordinates will act independently and management methods that will motivate subordinates, as well as training to deepen their understanding on goal (KPI) setting, evaluations and feedback interviews in the new evaluation system.

## **Job Challenges**

This system supports people who want to take up the challenge of new work and work with which they have no experience. By recruiting based on divisions' needs and rotating human resources actively, the organization is energized and employees are assigned to the right position. Senior employees, who were not covered by the previous job assignment system, are eligible for this program. Casio will provide an environment in which employees can utilize the wealth of experience they have built up and can perform with great energy even after retirement age.

## **Second Career Support**

Casio has introduced a career change support service and a dual-occupation/second occupation system and supports employees in realizing their career paths to help employees in their 50s and 60s consider their life plans and devise an independent approach to their life and work.

## **New Employee Training, Follow-up Training, Second-Year Training**

Training for young employees is offered for new entrants as well as for first-year and second-year employees so that they can learn the basics of being a Casio employee and look back at their own approach to work.

In fiscal 2022, to meet the demands of the "new normal" of the current era, Casio will expand training opportunities for newly hired employees and will provide training for staff in charge of on-the-job training and supervisors who have newly-hired employees under their command.

## **Skill Selective Training**

The training targets all regular employees, for the objective of effectively and efficiently acquiring diverse skills required for work operations, in a training program that allows employees to select from a large variety of training courses. The targeted skills are divided into three categories: specialized skills, strategic skills, and interpersonal skills.

Beginning in fiscal 2020, Casio systematized the skills needed for young employees to systematically train young employees. The program was changed so that employees in their first through fifth years as new graduate hires attend the designated skill training once a year. This is intended to improve the basic skills of young employees.

## **TERAKOYA**

This program uses workshops and seminars with specific themes to connect people who have something to say or who want to learn something, thus using this shared goal to build personal networks and improve individuals' skills. People from a wide range of occupations and backgrounds gather together in the same place to discuss the same theme at workshops and seminars, regardless of hierarchy. This is an opportunity to build personal networks that will be useful in work and is expected to be a catalyst in stimulating communication overall.

## **Techno Power**

This is an exhibition event held annually for the objectives of stimulating engineers, and sharing and accumulating technology. In Techno Power, Casio solicits new technology and know-how created in-house and recognizes projects with outstanding levels of technology and/or excellence of concept. This encourages venturing into new technology by establishing a forum for announcing results and offering recognition.

## **In-house specialist seminars**

These are lectures by outside trailblazers in advanced technology and innovators who were able to develop revolutionary new products and create new businesses.

Recent themes have been selected from multi-faceted perspectives, going beyond technology trends. They include leading-edge technology trends with high levels of originality and technology, and ways of thinking to create new products. Approximately 200 employees took part.

## **Language exams**

Opportunities to take language exams such as TOEIC and VERSANT are offered three times a year, and their motivation to study is raised by regularly providing opportunities to measure the effect of their studies.

## | Right Person for the Right Job

In fiscal 2020, Casio introduced the Job Challenge System to place the right people in the right jobs by valuing employees' intentions and support their independent career planning. Additionally, career interviews are conducted with those who desire one and support provided as appropriate when employees consider their career direction. Casio also makes its intranet and database available to the managers of each department to allow them to conduct comprehensive assessment of the human resource development information on their subordinates, which they then utilize for training within the department.

Additionally, in order to make it easier to reflect employees' wishes in the ordinary course of business, employees declare a task that they would like to attempt and this intention is shared with their supervisors and made use of in task assignment and rotation.

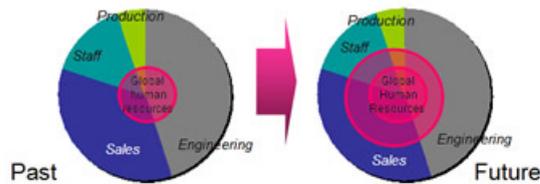
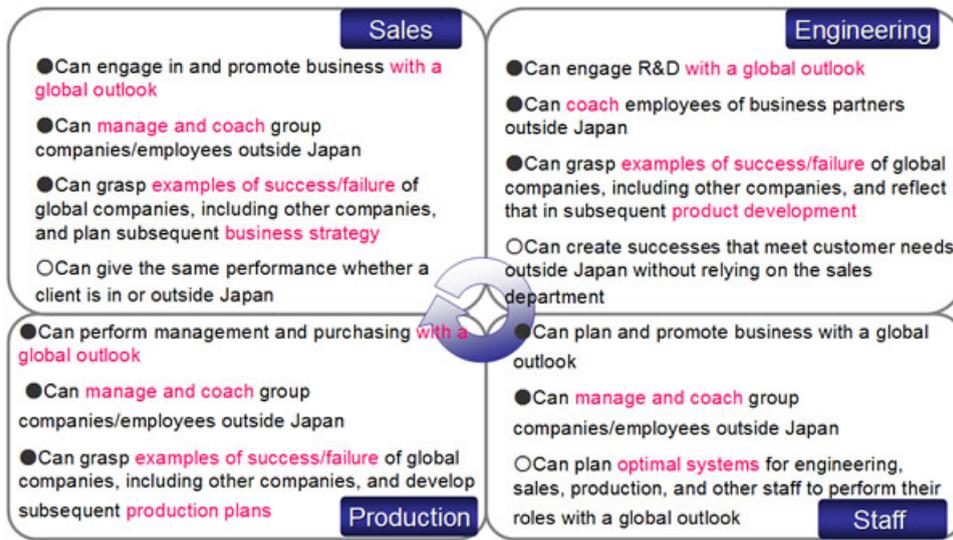
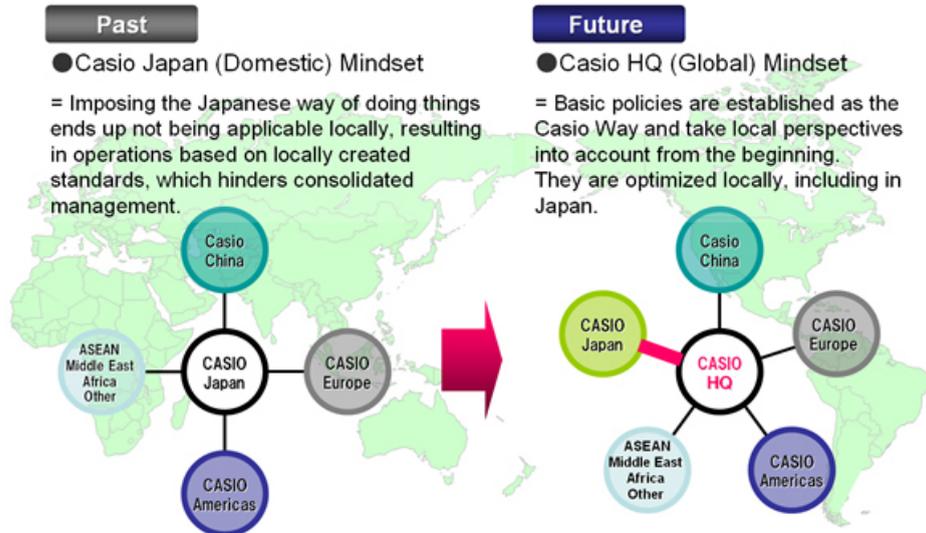
## | Global Human Resources Strategy

Casio is reinforcing its global expansion in all business fields, including existing and new businesses. Casio has started creating a global human resources strategy for group companies outside Japan. This project includes the enhancement of human resources functions and the establishment of a system for developing human resources who are prepared to meet global standards.

## **Vision of global talent**

Casio's employees around the world must always think from the headquarters' perspective in order to demonstrate leadership. The human resources department uses various opportunities and tools to convey and share with employees messages on the importance of thinking of Japan as just one area in the world and of changing one's mindset to work with a global outlook.

Vision of global talent



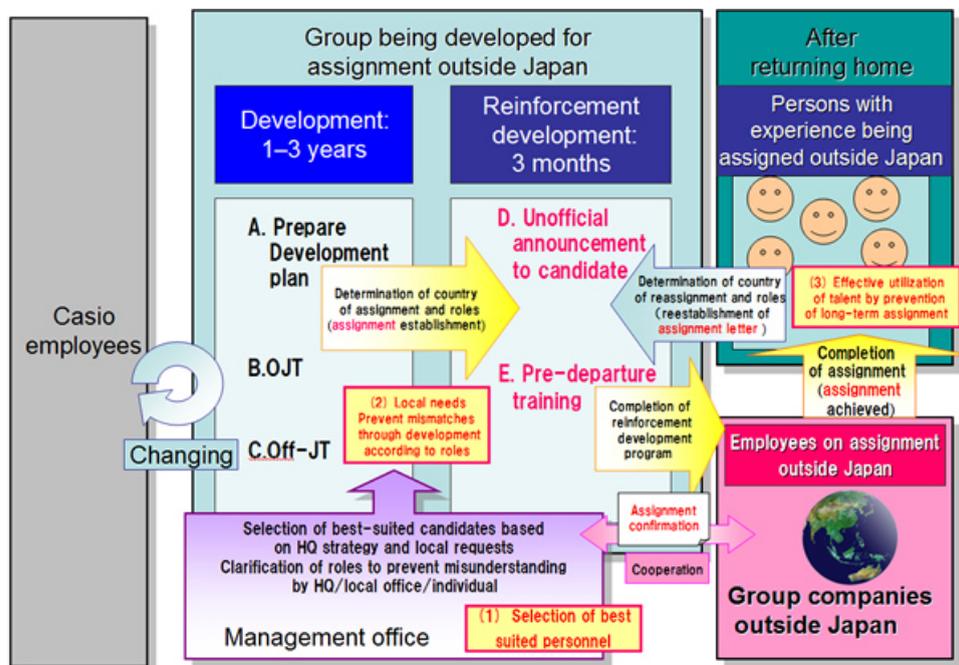
Increasing the percentage of human resources able to win in the global arena will create business resources for the future



**Establishment of standards for the roles of persons sent on assignment outside Japan**

It is important to increase the number of human resources with the aptitude for assignment outside Japan. At the same time, however, Casio is endeavoring to develop local employees and create more opportunities for their promotion. It does this by sending people on assignments outside Japan only to perform roles that cannot be done by local employees and by clarifying their division of roles with local employees. Casio will establish a table of standards and develop a check system to enable its employees around the world to shine by placing the right people in the right jobs.

**Example: Image of the use of the table of standards for the roles of persons sent on assignment outside Japan**

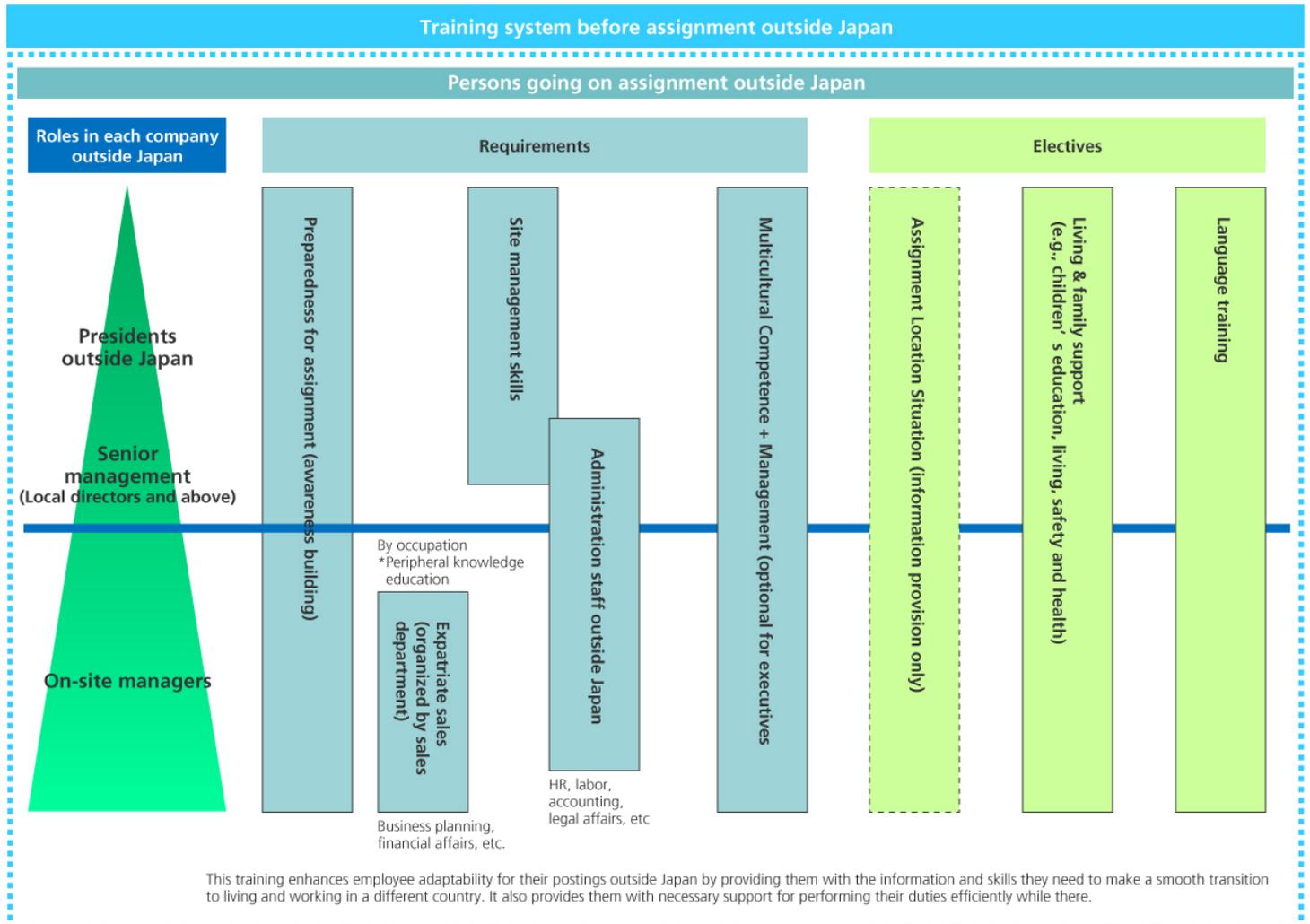


## Provision of local information to persons going on assignment outside Japan and development of multicultural management skills

Casio systematically provides grade-based training to persons going on assignment outside Japan according to their mission at the location of assignment.

The company provides Site Management Skills Training for senior management, and Multicultural Management Skills Training and Lectures on Assignment Location Situation for all persons going on assignment outside Japan. Additionally, Casio provides educational information for accompanying children, and other efforts to strengthen on-location living support.

### Training system before assignment outside Japan

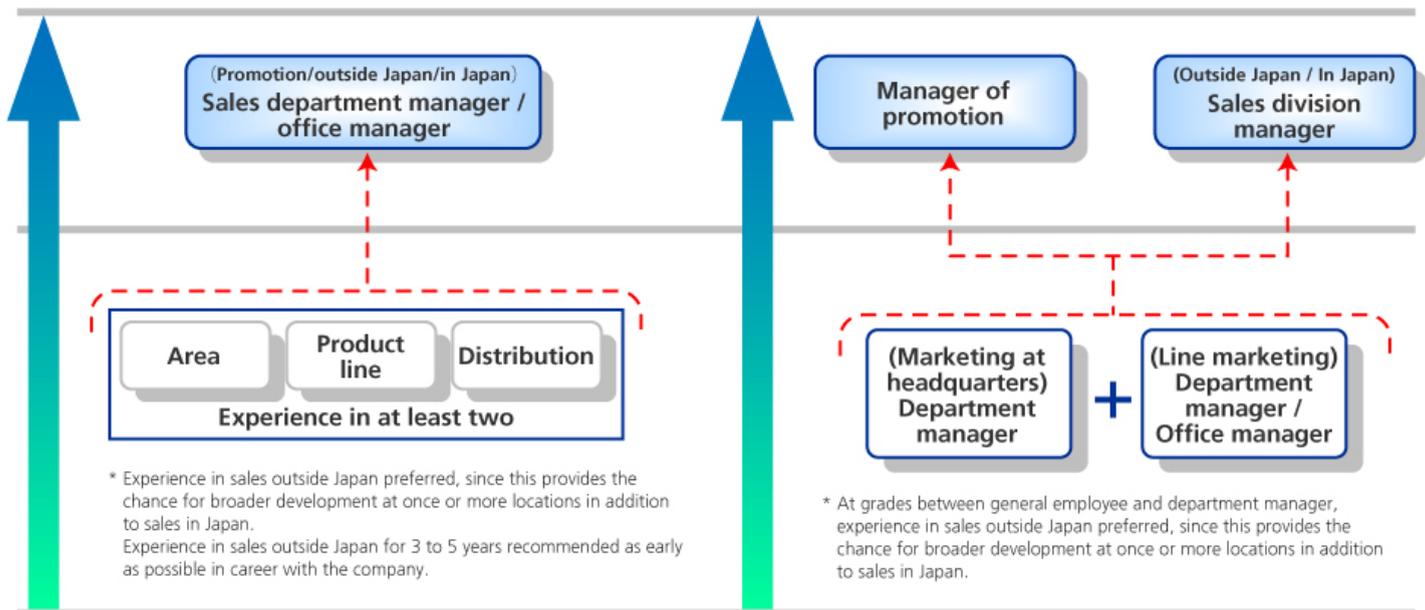


\*1 Learning multicultural communication skills and practical points for managing highly diverse teams

### Global career path

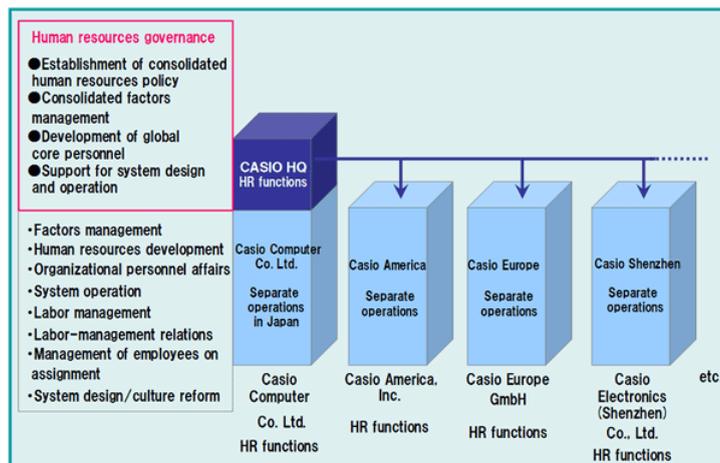
In order to continuously develop global human resources, it is not enough to use a direct approach from the human resources department to employees; people who can develop global human resources must be developed and promoted as managers so that employees can grow through their work in the field. Accordingly, Casio has developed its conventional career path into a global career path. So that employees in addition to those involved in sales outside Japan will have even a broader perspective, the company has enhanced personnel placement to give employees wide-ranging experience before they become section chiefs, department managers, and division managers. This approach will be used in future human resources development and placement planning.

## Global career path (sales)



## Global human resources governance system

Casio actively engages in exchanges of opinions on what the Casio Group perspective should be about local problems and circumstances. The headquarters human resource division also directly dialogues with and provides advice on system design to members of human resources departments at local companies.



# Occupational Safety and Health

## Management

### | Social Background

As damage to health as well as mental health issues due to excessive work have come to be regarded as a social problem in recent years, Casio recognizes that maintaining and promoting the physical and mental health of employees is important.

Casio introduced a work-from-home system as a measure to address the COVID-19 pandemic, and also began online visits between employees and industrial doctors and medical staff.

### | Risks and Opportunities for the Casio Group

Each and every employee must be able to work safely and in good health in order to perform at his or her full potential. Based on various laws and work regulations such as Japan's Industrial Safety and Health Act, Casio makes group-wide efforts to create workplace environments where all employees can work with peace of mind in order to maintain and enhance the health of employees and prevent occupational injuries or their reoccurrence. Group companies outside Japan comply with their local laws and regulations and also implement similar measures.

### | Policy

Section 4 of the Casio Group Code of Conduct calls on employees to proactively take part in initiatives to maintain and promote better health. Casio is promoting employee health throughout the entire group.

#### Casio Group Basic Policy on Maintaining and Promoting Health

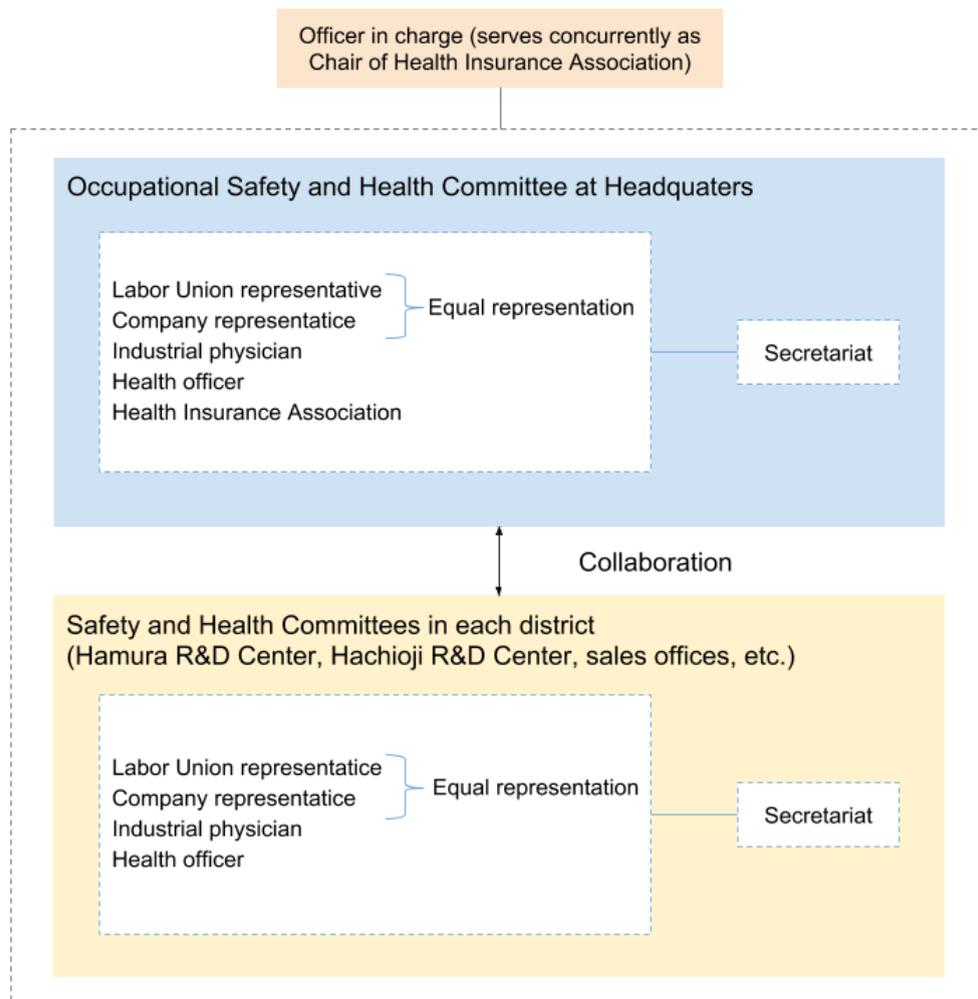
We will proactively take part in initiatives to maintain and promote better health.

We will be considerate of not only own health, but the health of those around us.

**Systems for promoting occupational safety, health, and health management**

The company's officer in charge serves concurrently as the Chair of its Health Insurance Association, which makes for smooth collaboration between them. Casio and its Health Insurance Association work together to promote employee safety, health, and health management. The Occupational Safety and Health Committees in each of its business locations are made up of people selected by the company and the Labor Union in equal proportions, and they deliberate on the following matters related to the safety and health of employees once a month.

1. Matters related to the basic measures to be taken to prevent hazards and health impairment for employees
2. Matters related to the basic measures to be taken in order to maintain and promote the health of employees
3. Matters related to the causes of occupational accidents and measures to prevent their reoccurrence
4. In addition to the matters listed in all three items above, matters related to important events concerning the prevention of health impairment for employees and the maintenance and promotion of health (Article 22, Industrial Safety and Health Act)



## KPI and Performance for Material Issues

Evaluation ◎: All targets met, ○ : Most targets met, △ : Remaining issues outweigh results, × : No progress made

FY2021 Targets and KPI	FY2021 Performance	Evaluation	FY2022 Targets and KPI
Follow-up measure implementation rate for annual checkups: 80% or more	Follow-up measure implementation rate: 74.3% Reason 1 The implementation of follow-up measures was delayed due to COVID-19-influenced delays to regular checkup visits Reason 2 There were employees who rejected the offer of visits to medical institutions for follow-up measures due to COVID-19 pandemic.	△	Follow-up measure implementation rate for annual checkups: 80% or more
<ul style="list-style-type: none"> <li>Ascertain the actual mental illness rate</li> <li>Implement e-learning training for new employees and managers</li> <li>Implement skill improvement training by job type for young employees (August)</li> </ul>	<ul style="list-style-type: none"> <li>Mental illness rate on a consolidated basis (fiscal year end): 0.5%</li> <li>e-learning for new employees (October)</li> <li>Provided training to new managers (September, January)</li> <li>Implemented skill improvement training by job type for young employees (November)</li> </ul>	△	<ul style="list-style-type: none"> <li>Ascertain the actual mental illness rate</li> <li>Implement e-learning training for new employees and managers</li> <li>Implement training for new managers</li> <li>Implement skill improvement training by job type for young employees</li> </ul>
<ul style="list-style-type: none"> <li>Ascertain the rate of employees with high stress (February)</li> <li>Consultations provide by industrial physicians to interested employees (February to April)</li> <li>Ascertain health risk rates by department (April)</li> <li>Implement workplace analysis and feedback (May)</li> </ul>	<ul style="list-style-type: none"> <li>Ascertained the rate of employees with high stress (February)</li> <li>Consultations provided by industrial physicians to interested employees (February to March)</li> <li>Ascertained health risk rates by department (March)</li> <li>Implemented workplace analysis and feedback (March)</li> </ul>	○	<ul style="list-style-type: none"> <li>Ascertain the rate of employees with high stress (February)</li> <li>Consultations provide by industrial physicians to interested employees (February to March)</li> <li>Ascertain health risk rates by department (March)</li> <li>Implement workplace analysis and feedback (March)</li> </ul>

## Activity Results

### Regular Health Checks

Regular health checks for employees at Casio are more thorough than legally mandated: they include many additional items intended to help employees maintain their health and to prevent lifestyle-related diseases. Nearly 100% of employees come for the health checks every year. The mobile health check clinic equipped with digital high-resolution X-ray equipment visits worksites for regular health checks of younger employees. Employees 35 and older have their regular health checks at a hospital rather than in the mobile clinic, and for the gastric examination, employees can choose between high-resolution X-ray and endoscope. Employees 40 and older can opt to receive a full medical checkup. The rules for follow-up are also being standardized, and Casio aims to improve the follow-up implementation rate for those whose health check revealed any concerns. In addition, Casio introduced a system offering incentives to promote good health. Using this system, points earned based on the results of regular checkups can be exchanged for relevant health-related products with the goals of raising health consciousness among group employees while offering employee rewards in accordance with their level of health.

Employees on overseas assignments are also required to undergo a routine health check once a year, with an industrial physician offering guidance based on the results.

## | Initiatives to Counter Lifestyle-Related Diseases



Healthy menu

In the effort to prevent lifestyle-related illnesses, Casio, together with the Casio Health Insurance Association, is promoting initiatives that focus on exercise and healthy eating. Employees who have been given special health recommendations for treatment for metabolic issues by a healthcare professional are offered support for lifestyle improvement. This is done by having the employee review their lifestyle habits and set personal goals for exercise and diet. The employee cafeterias provide healthy menu choices featuring a balance of calories and nutrition.

## | Quit Smoking Campaigns

Casio is conducting quit smoking campaigns worldwide. Smoking is prohibited on the premises of all group companies in Japan and also prohibited during working hours, whether in or outside the company. Casio health insurance has introduced an online smoking cessation program as a means of supporting efforts to quit smoking. Casio has achieved top-ranked levels of success industry-wide in its efforts to support smoking cessation.

## | Initiatives to Counter Infectious Diseases

Casio believes that it is important to prevent infectious diseases as part of its programs for employee health. The company provides information on infectious diseases, raises awareness, and issues reminders in its in-house bulletins, and it also began providing influenza vaccinations to those employees who wanted one in fiscal 2019. Casio also collects information disseminated by Japan's Ministry of Foreign Affairs and others on infectious disease epidemics overseas that could be relevant to people on overseas business trips and informs and alerts people posted in the countries concerned. The company provides information on vaccines and local infectious diseases (dengue fever, malaria, hepatitis, etc.) for employees who have been assigned to work overseas in the guidance carried out before a posting and works on preventative strategies.

### **COVID-19 Countermeasures**

Casio has introduced a telework system that enables employees to work from home earlier than originally planned, and has also set up staggered commuting times, commutes using personal cars, and the use of online meetings to reduce opportunities for direct interaction in the case of employees who must come in to work to the office or plant.

### **COVID-19 Vaccination in the Workplace**

Cooperating with the Japanese government's appeal to accelerate the pace of COVID-19 vaccination, Casio began offering the COVID-19 vaccine in the workplace on June 24, 2021. The vaccine has been administered to about 5,000 people, including Casio Group employees, their family members, temporary employees, and partner companies' employees.

## | Initiative to Prevent Working Long Hours

Casio thoroughly manages appropriate working times in order to manage employee health. In order to prevent the damaging health, all employees that work 80 hours or more of overtime in a month must be interviewed by an industrial physician. The physician then checks the employee's health condition, and provides the person with advice and guidance. In this way, Casio is working to prevent health problems from overwork, and to ensure employees observe appropriate working hours.

## | Mental Health Care Initiatives

In addition to the stress check system established in December 2015, Casio has continuously maintained a mental health education and support system for some time to support the mental health of its employees.

As part of this system, Casio Computer Co., Ltd. has initiated an e-Learning Program, a Self-Checkup, and a Stress Test by Organization for all of its employees, seeking to raise awareness of mental health issues. Specifically for the purpose of reducing the rate of mental health problems among younger employees, a Stress Management Program has been created for employees in their second year. The program includes lectures and practice exercises for improving interaction with superiors and colleagues, and it also covers communication skills and mental health issues. For those in leadership positions, a separate e-Learning Program, Mental Health Management Training, and the Manual for Managers are provided in an effort to ensure everyone understands the importance of stress management in organizations.

In addition, Casio has an in-house mental health physician and an external Mental Health and Life Hotline in place to offer employees counseling in and outside the company at all times. The external hotline has a system that allows the families of employees to get counseling as well. Further, in order to strengthen support for employees who are on leave, Casio distributes the Guide to Mental Health that can be read by employees and their families to make it easy to ascertain the processes and procedures for leave.

Similar support systems are in place at group companies in Japan, and they are providing support so that employees can work with energy and satisfaction.

## | Preventing Occupational Accidents



Disaster prevention drill at the head office

Casio is committed to the goal of zero occupational injuries and operates regular safety programs with the aim of maintaining an accident-free record at all Casio work sites. In addition, each site and group company conducts fire and disaster prevention/evacuation drills.

### Occupational injuries at Casio Computer Co., Ltd. (in the last five years)

Year	Injury frequency rate*1		Injury severity rate*2		Number of work-related fatalities
	Casio	Manufacturers	Casio	Manufacturers	Casio
2016	0.39	1.15	0	0.07	0
2017	0	1.02	0	0.08	0
2018	0	1.20	0	0.10	0
2019	0.60	1.20	0.002	0.10	0
2020	0	1.21	0	0.07	0

\*1 Number of deaths and injuries, per 1 million actual cumulative working hours, resulting from occupational accidents.

\*2 Work days lost per 1,000 actual cumulative working hours; indicates accident severity

\* The term "occupational injuries" here includes injuries or illnesses (requiring at least 1 day off work) and deaths of workers in connection with the performance of their jobs.

### Number of incidents, by gender and department

	Number by gender				Number by department		
	Men	Women	Total	Of which, number of worker days off	Headquarters	Development department	Sales office
2016	6	8	14	2	0	2	12
2017	3	10	13	0	2	1	10
2018	5	3	8	0	3	1	4
2019	3	6	9	1	1	0	8
2020	2	2	4	0	0	2	2

# Respect for Human Rights

## Approach and Policy

### | Social Issue

In recent years, as corporate activity has expanded on a global scale, human rights have become a major social issue. This includes the problem of conflict minerals, child labor, forced labor, and the occurrence of accidents due to poor working environments throughout corporate supply chains. In this situation, Casio recognizes that corporations are expected to address human rights issues in accordance with international standards such as the United Nations' Guiding Principles on Business and Human Rights.

### | Importance for the Casio Group

Casio operates its business on a global scale, but these business activities can only take place with the support of various stakeholders. Casio understands that, in the course of pursuing its business activities, it could possibly have a negative impact on the human rights of stakeholders, including diverse groups such as employees, customers, and business partners' workers. An inadequate response to human rights issues can develop into serious management risks such as significant decline in corporate brand value, product boycotts, and suspension of business transactions by suppliers.

Casio recognizes respect for human rights as an important sustainability issue as it continues to expand its business globally and will continue to step up initiatives in this area based on international norms related to human rights.

### | Policy

Since December 2010, Casio has been a signatory to and participated in the UN Global Compact, which consists of 10 principles related to human rights, labour, environment, and anti-corruption advocated by the United Nations. Moreover, Casio long ago spelled out its commitment to the prohibition of discrimination, the prohibition of child and forced labor, and the prohibition of harassment in the Casio Group Code of Conduct and put that commitment into practice. In June 2013, as part of an overall reconsideration of the content of the code, Casio revised its Code of Conduct, explicitly stating a commitment to uphold and respect international norms relating to human rights, such as the Universal Declaration of Human Rights, and to respect basic labor rights.

Recognizing the importance of ensuring effectively functioning global governance related to respect for human rights going forward, Casio held dialogues with group employees outside Japan and experts\*1 in the process of drafting the Casio Group Basic Policy on Respect for Human Rights. The policy specifies, among other things, the group's commitment to supporting and respecting international codes of conduct for human rights, including the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenant on Economic, Social and Cultural Rights (ICESCR)), the International Covenant on Civil and Political Rights (ICCPR), and the Declaration on Fundamental Principles and Rights at Work from the International Labour Organization (ILO). It also specifies the group's commitment to carrying out initiatives related to respect for human rights based on the UN's Guiding Principles on Business and Human Rights and to continuously performing human rights due diligence\*2 after the framework for that purpose is established. From here on, Casio will thoroughly communicate this policy throughout the group and carry out initiatives in accordance with it.

Other than the above, Casio has identified the following as the current priority issues related to human rights in this policy.

#### Casio Group Priority Issues Related to Human Rights

(1) Elimination of discrimination, (2) prohibition of child labor and forced labor, (3) respect for basic labor rights, (4) appropriate payment of wages and management of working hours, (5) respect for diversity, (6) support for achieving work-life balance, (7) ensuring a safe workplace environment and support for promoting health

Casio's codes and policies are reviewed on a regular basis. On November 1, 2016, they were partially revised based on changes to international norms concerning human rights that affect the Casio Group, including enforcement of the UK's Modern Slavery Act in 2015. Going forward, Casio employees will be made thoroughly aware of these revised codes and policies and various initiatives will be taken.

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Casio also recognizes the importance of spreading the idea of respect for human rights outside its organization together with its entire supply chain. All suppliers have been made aware of Casio's Supplier Guidelines, which clearly mandate respect for human rights and prohibit discrimination. In addition to requesting compliance, Casio strives to verify implementation using questionnaires and other means.

\*1 See the feature story, "Casio's Commitment to Human Rights" in the 2013 Sustainability Report for details.

\*2 Human rights due diligence refers to the continuous process for recognizing, avoiding and mitigating any negative impacts Casio has on society using preventative means.

#### Casio Group Code of Conduct

#### Casio Group Policy on Human Rights (PDF / 42KB)

#### Implementing CSR Procurement

### | System

Initiatives on respect for human rights are promoted led by the Sustainability Promotion Department, the Human Resources Department, and the Supply Chain Control Unit.

### | Targets and Action Plan

Evaluation ◎: All targets met, ○ : Most targets met, △ : Remaining issues outweigh results, × : No progress made

FY2021 Targets and KPI	FY2021 Performance	Evaluation	FY2022 Targets and KPI
(1) Check human rights issue and implement feedback: All group sales companies (100%)	Implemented survey for 27 sales sites in and outside Japan in June 2020, and responses received from all. Feedback given as well. (100%)	○	(1) Review checks for human rights issues implemented in the past and formulate a promotion policy for fiscal 2023 and beyond.
(2) Implement human rights education for Sustainability leaders Casio Group companies in Japan, along with CSR leader replacement (100%)	Implementation postponed due to major internal organizational reform and the impact of COVID-19.	×	(2) Implement human rights education for Sustainability leaders:
(3) Develop a grievance mechanism; establish the mechanism and put into full operation	Re-examined the move to an operational structure capable of a more suitable response.	○	

# Respect for Human Rights

## Considering Human Rights in Corporate Activities

### | Checking for Human Rights Issues

Casio has been taking stock of human rights issues since 2012, using ISO 26000 as a guide. In order to strengthen its due diligence, Casio sought the advice of experts and, in February 2014, created its own tool for checking the status of human rights, taking the Danish Institute for Human Rights' Human Rights Compliance Assessment Quick Check as a reference. Casio will use the new tool to make effective assessments and conduct education relating to human rights. Using the tool, Casio took stock of the status of initiatives addressing human rights issues at Casio Computer Co., Ltd. and at group companies in and outside Japan in fiscal 2015. The secretariat performed issue analysis based on the gathered data, and the results were provided as feedback to the group companies. Since fiscal 2017, Casio has been checking for human rights issues, alternating year by year between checking all group production companies, and checking Casio Computer Co., Ltd. and all group sales companies. In fiscal 2021, a human rights checkup was conducted at 27 group sales companies in and outside Japan and feedback was provided by the secretariat.

Going forward, each site will make improvements based on the feedback by applying the PDCA cycle, in order to enhance human rights due diligence throughout the group.

### | Education and Awareness-Raising

Casio regularly provides internal education for Casio Computer Co., Ltd. and group companies in and outside Japan in order to spread awareness about respect for human rights.

In fiscal 2021, respect for human rights was taken up as one of the CSR material issues for Casio in the course of sustainability training, which is held once per year. Training was provided on matters including the Casio Group Policy on Human Rights while human rights in daily life and levels of comprehension were evaluated.

### | Preventing Sexual Harassment and Power Harassment

Casio has stipulated in the Casio Group Code of Conduct that it will not engage in any acts that ignore individuality, and will not countenance sexual harassment and power harassment. The company has issued Guidelines to Prevent Sexual Harassment and established a hotline. A full-time hotline officer is available to respond to issues raised by telephone, fax, e-mail and postal mail, demonstrating Casio's determination to prevent harassment and quickly address any issues which arise. Moreover, in its employment regulations and disciplinary rules, Casio has specified that persons who commit sexual harassment or power harassment will be subject to discipline. Awareness of preventing harassment is especially stressed in training sessions for managers.

### | Establishment of Employee Hotline

Casio has established a special hotline on the company's intranet for employee concerns and inquiries on corporate culture, human relations, pay and working conditions. Additionally, the Whistleblower Hotline provides consultation about and responds to reports of human rights infringements.

#### Whistleblower Hotline

# Contributing to Society with Education Solutions

Casio listens to the needs of teachers in education settings worldwide, developing and supplying education tools that meet the needs of the classroom and support modern education.

## GAKUHAN Activities – Supporting Math Education with Scientific Calculators

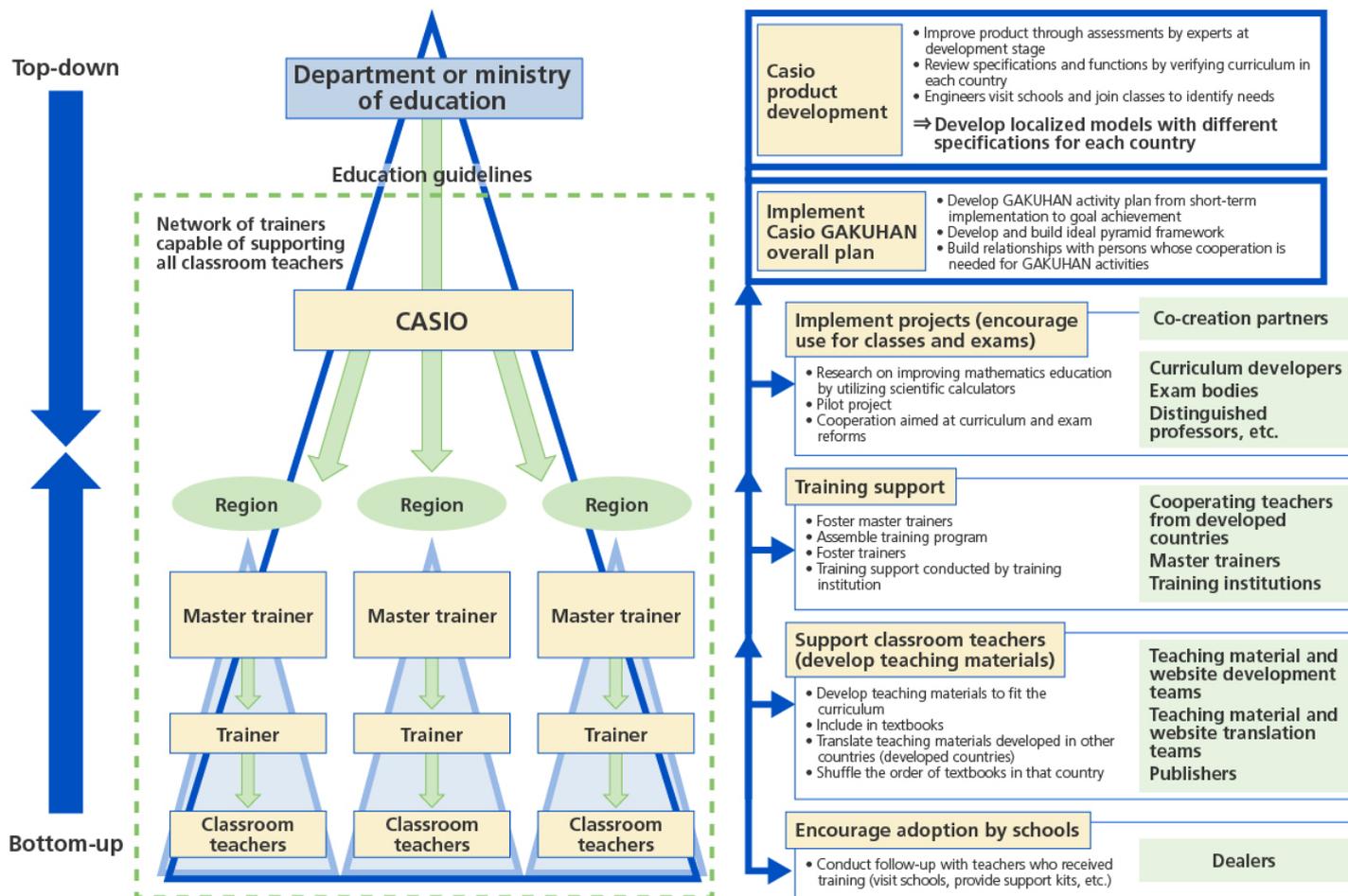
Casio supplies scientific calculators for use in education settings in some 100 countries and regions worldwide. The mission is not just to supply calculators, but to support teachers and students, who are the end users in education settings. In addition to fostering human resources who are needed by the governments of these countries, we hope to help children realize their dreams of attending university and becoming a doctor, engineer, or whatever else they want to be.

In Japan, scientific calculators are largely seen as tools for university students in science and mathematics, whereas many countries incorporate scientific calculators into their junior and senior high school education. In the U.S., Europe, Australia, and other countries, scientific calculators are used by nearly all students at those earlier levels. Their use is being driven by changes in mathematics education around the world. There is growing recognition that the power of technology is essential to the study of statistics and programming in an IT-driven world. For example, leveraging technology to perform complex calculations enables a greater focus on nurturing problem-solving and thinking skills. It is one thing to purchase a scientific calculator, but teachers and students need to know how to use scientific calculators properly for classes and exams. For more than 30 years, Casio has been actively supporting teachers and students around the world with its GAKUHAN activities. In addition to providing training and teaching materials for educators, Casio is implementing a pilot project aimed at improving academic skills, as a way to support better education and build optimal learning environments.

Anchoring these activities is Casio product development, which provides customization according to government course guidelines, languages, and curricula in each region. With the aim of developing true educational tools that support learning, Casio engineers visit schools and join classes to grasp the needs in education settings, which are reflected in the product specifications. In this way, Casio develops localized models that are tailored to national and regional requirements, currently offering 61 models in 18 regions. Casio can customize scientific calculators in short cycles to rapidly reflect the needs of education settings, utilizing large-scale integration (LSI) and automated assembly suited for high-mix low-volume production.

GAKUHAN activities also facilitate product development that reflects the needs of education settings and support learning environments that foster thinking skills. In Europe and the U.S., students and teachers already know how to operate scientific calculators, and in recent years the axis has begun to shift to emerging economies including ASEAN countries.

## | Features and Framework of GAKUHAN Activities



## | GAKUHAN Pyramid

Education is implemented by classroom teachers providing instruction (bottom-up), based on education guidelines (top-down) from national governments.

The GAKUHAN pyramid consists of both top-down (education-based) and bottom-up activities and is Casio's own system for efficiently supporting mathematics education with scientific calculators.

## | Trainer Network

In each region, Casio builds a network of trainers in the order of master trainers, trainers, and classroom teachers. It is extremely critical to foster the needed master trainers.

Casio fosters master trainers to achieve and perpetuate the following:

- (1) Improve quality of training (create needed training program)
- (2) Build environment that enables trained teachers to use scientific calculators in their teaching (develop teaching materials)

## GAKUHAN Activities outside Japan

### | Striving to end educational inequalities in Thailand

ASEAN countries are making progress in reforming their education curriculums, pursuing national strategies that focus on fostering human resources for industry. It is critically important to improve science and mathematics skills upon a foundation built with advanced mathematics education.

In 2018, Thailand adopted an upper secondary school curriculum that utilizes technologies such as scientific calculators in lessons. However, as scientific calculators had not been used commonly, Casio helped by conducting teacher training on the use of scientific calculators.

In 2020, Casio launched a project in Bangkok to supply upper secondary schools with lesson plans that utilize scientific calculators. Thirty-two upper secondary schools in a western Bangkok district participated in the project, which ran through March 2021.

The project's intermediary report revealed that students who had taken classes or short tests utilizing scientific calculators displayed a 21% improvement in exam results compared with their past scores.

Thailand presently faces geographic inequalities in education between urban and rural areas. Expanding the project from Bangkok to other regions will increase scientific calculator utilization and reduce inequalities in education in Thailand.



## Expanding GAKUHAN's Reach Online

### | Supporting mathematics teachers in Indonesia in collaboration with the education ministry

In the State of West Sumatra in Indonesia, Casio conducted ten seminars in 2020 on utilizing scientific calculators in online lessons, to support schools that had closed their doors due to the COVID-19 pandemic.

In recent years, Indonesia has been focusing on STEM\* education to improve academic performance, and the nation is strengthening its science and mathematics education. In September 2018, Casio signed a partnership agreement with the Indonesian government to develop the skills of teachers and students in STEM education. As part of the initiative, Casio is cooperating with the department of education in the State of West Sumatra to initiate training for mathematics teachers on utilizing scientific calculators in lessons. Teachers from more than 400 schools have received the training, which to date makes up more than 70% of all schools in West Sumatra.

In October 2020, Casio launched a series of webinars on utilizing scientific calculators in online lessons, in response to school closures in Indonesia due to the COVID-19 pandemic. To support teachers in West Sumatra and communicate the advantages of using scientific calculators as a study tool in online lessons, Casio is working with local education officials and mathematics teacher associations to increase the adoption and retention of mathematics lessons that use scientific calculators.

\*STEM stands for "science, technology, engineering, and mathematics."

## | Conducting online workshops in Portugal in cooperation with a globally known teacher

In October 2020, Casio collaborated with Professor José Jorge Teixeira, awardee of the Global Teacher Prize 2020, to conduct an online workshop for teachers on techniques for utilizing scientific calculators and emulator software<sup>\*1</sup> in science lessons in Portugal. Portugal is focusing on a government-led initiative to improve the quality of science and mathematics subjects, to strengthen STEM education in the nation. For example, science classes at high schools in Portugal use tools such as sensors and data loggers<sup>\*2</sup> in addition to scientific calculators, to conduct practical lessons on measuring data from natural phenomena and calculating the values. With the support of Portugal's National Teachers' Federation, Casio has been conducting certified training and supplying teaching materials for mathematics and science teachers. More than 300 teachers attended this online workshop, which was designed to support teachers who are unable to conduct in-person lessons due to the COVID-19 pandemic. Casio will continue implementing the GAKUHAN activities to support education settings.

\*1 Emulator software is an on-screen scientific calculator that performs calculations exactly the same as an actual scientific calculator.

\*2 Device that logs (saves) various data measured and collected using sensors.

## | Implementing GAKUHAN activities in the Philippines with the cooperation of government authorities

Casio implements a wide range of GAKUHAN activities in the Philippines. This includes supporting the adoption of scientific calculators and providing support for online lessons, encompassing support for school education during the COVID-19 pandemic. Schools in the Philippines initially shut their doors in March 2020 due to the spread of COVID-19. A plan for students to start the new school year in August was postponed until October. In response, Casio published programs for educators on the portal site of the Philippines' Department of Education. A total of 20 programs were published from July to December 2020. The programs were designed to help teachers to conduct online lessons using emulator software that displays a scientific calculator on devices such as PCs and tablets and actually performs calculations. As a result of these initiatives, there was a threefold increase in the number of user downloads of the emulator software from the previous year. Usage of emulator software in online lessons is increasing. Casio will continue to support education improvements in the Philippines through the GAKUHAN activities.



## Casio Mathematics Education Activities in Indonesia and Thailand Selected as MEXT EDU-Port Japan Supported Project

In July 2021, Casio's mathematics education activities in Indonesia and Thailand were selected by Japan's Ministry of Education, Culture, Sports, Science and Technology as an EDU-Port Japan Supported Project implementing Japanese-style education overseas. EDU-Port Japan is a public-private initiative to proactively introduce Japanese-style education in other countries. GAKUHAN activities were selected to serve as a model for improving education by developing class content, providing a template for implementation overseas. With its selection, Casio will receive assistance in coordinating with local institutions through the Japanese-Style Education Public-Private Collaborative Platform. Going forward, Casio will cooperate with local teachers and other stakeholders connected by the platform in Indonesia and Thailand. Casio will aim to develop inquiry-based lessons utilizing scientific calculators to foster proactive learning among upper secondary school students, establishing a model for implementation overseas.

EDU-Port Japan website: <https://www.eduport.mext.go.jp/en/>

## Supporting Online Study through ClassPad.net

Alongside GAKUHAN activities, Casio has newly provided the ClassPad.net solution for education settings for use during and after the COVID-19 pandemic. ClassPad.net is a comprehensive study platform that integrates study content such as online dictionaries with the use of digital notes.

Since 2018, Casio has operated ClassPad.net as a mathematics tool solution that uses technology from the equation processing system that Casio developed for scientific calculators outside Japan. The new ClassPad.net was upgraded in collaboration with seven education publishers, emerging as an online study tool containing study content for six academic subjects in the high school curriculum in Japan, with added features that are useful for online study.

A beta launch was released in April 2021 with restricted features, followed by a full launch in September 2021.

Previous digital study tools required the use of multiple applications such as dictionary and other applications, depending on what they were to be used for. The new ClassPad.net fully integrates digital notes and study content, helping to nurture the thinking skills of students and enabling them to study more efficiently. Since data is saved to the cloud, students can use the solution at school or from home as long as they have a personal computer, tablet or other device. With ClassPad.net, study becomes an interactive process between students and teachers. Casio is looking at adding curriculum content in the future to support elementary through high school curriculums, for schools with high rates of deployment of personal computers that have already adopted the "one student, once computer" plan of MEXT's Giga School Concept. Support for the curriculum of universities and other places of higher education is also being considered. Casio will strengthen its initiatives that are co-created with schools, to support various forms of learning.

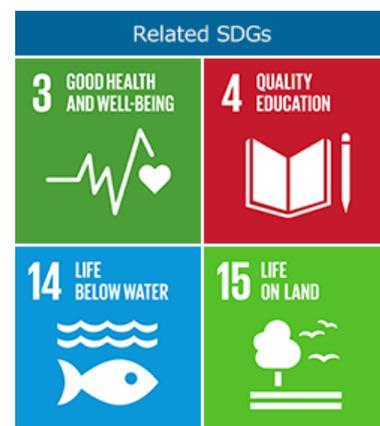


# Social Contribution Activities

## Management

### | Social Background

As a corporate group that operates businesses both in and outside of Japan, Casio recognizes that meeting the expectations of local communities and building good relationships are essential for Casio to sustain its business at each site.



### | Risks and Opportunities for the Casio Group

Casio believes that it can contribute to sustainability in society, while also increasing the trust of stakeholders, by meeting the expectations of local communities.

### | Policy

Casio's social contribution initiatives aim to help build a healthy, spiritually rich society. The five priority areas are education of the next generation, study and research, environmental conservation, community service, and culture and arts.

Casio takes a proactive approach to these initiatives, seeking to communicate with various stakeholders in order to determine how it can be most helpful as a good corporate citizen. In this process, Casio seeks to make innovative social contributions, leveraging its unique expertise and management resources as well as the broad range of knowledge and experience possessed by its employees.



### | System

Casio promotes community-based social contribution activities focused on the ESG and General Affairs Department while collaborating with related departments and group companies inside and outside Japan in accordance with the company's policy on social contribution activities.

## Activity Results

### | Invention Ideas Workshop Helps Elementary School Students to Think Up Useful Inventions

Since 2017, developers at Casio Computer Co., Ltd. have been serving as instructors for the Invention Ideas Workshop for elementary school children to have fun while thinking up an invention that is useful for someone.

The Kashio Toshio Memorial Foundation launched the workshop in 2017, the 60th anniversary of the establishment of Casio Computer Co., Ltd., in order to convey the commitment to contribute to society by creating inventions of Toshio Kashio, one of Casio Computer's founders who came up with numerous inventions. A team of developers from Casio Computer, including G-SHOCK developer Kikuo Ibe, served as instructors and got children to think up ideas for "watches that are useful for someone." After introducing the G-SHOCK development story and doing some mental exercises as preparation for thinking outside the box, the instructors and staff got children to come up with ideas while chatting with them.

The children came up with fun ideas at each of the workshops, including a watch that wakes you up with a light instead of an alarm when you oversleep, a watch that sucks up mice within a 100m radius, a watch that becomes an innertube if you start to sink underwater, a watch that knows your health, and a watch that can help you with your homework when you don't know what to do.

In fiscal 2021, the workshop was postponed, as face-to-face activities could not be conducted due to the COVID-19 pandemic.



Workshop (FY2020)



Presentation of ideas (FY2020)

### | Calculator Disassembly and Reassembly Workshops at Kids' Events

With a desire to convey the excitement of product creation to children, the leaders of tomorrow, Casio Computer Co., Ltd. has been involved in kids' events since 2014. In this workshop, the children took apart actual calculators with their own hands. Then they learned to how to reassemble them, how a calculator works, and what kind of environmentally friendly features it has.

In fiscal 2021, the workshop was not held due to the COVID-19 pandemic.



Workshop (FY2020)

## | Supporting Key Person 21

Key Person 21 is a certified non-profit organization for youth career education. It promotes activities to bring out the potential in each child and nurture their ability to choose a future that suits them. As a company that focuses on educating the next generation and promoting educational initiatives, Casio shares the mission of Key Person 21, and so began supporting the organization.

Since it was not possible to visit schools due to the COVID-19 pandemic, in fiscal 2021 Casio held online career education programs for three elementary schools in Shibuya Ward, where Casio Computer is headquartered, with the cooperation and participation of 18 employees. The teachers praised Casio for these programs as a valuable learning opportunity, since various school events had been canceled.

Facebook Live Broadcast Screenshot:

**【1日目3/27】わくわくエンジンEXPO/教育から始まる地域創生を語る2日間**  
 限定公開  
 2,488 回視聴・2021/03/27 にライブ配信  
 102 2 共有 保存 ...

**上位のチャットのリプレイ**

- かいいいなあ
- hiroshi ikeda 中等教育学校6年間、さまざまなプロジェクト、探求活動、行事の企画・運営等を通して、わくわくしながら、そして様々な困難を乗り越えた生徒のみなさんが、社会に世界に出た時にその経験をどのように生かすのか？それを考えるとわくわくします。
- 本田 律 おおー、またまた豪華な応援回〜！
- 清水 えん 池田次長様、応援ありがとうございます！
- Makoto Horisaki わくわくエンジンのアップデート！に共感します。様々な経験を振り返る時、わくわくエンジンの観点から考えるとどうなるんだろう？っていつも思っちゃいます。その度に再認識できたり、新たな発見があったり。
- Fumikazu Yasui 生徒会長が、みんながわくわくエンジンを発揮できる生徒会・学校にしていきたい、と言っていたのがとてもすてきだと思います。
- hiroshi ikeda 先日行われた探求の発表会にも参加させていただきました。生徒のみなさんひとりが、自身の興味関心をベースに練り上げた問題意識を追究する姿に感銘を受けました。そして、互いの発表を聞いたり、質問したりするを通して、刺激を受け、高め合っている様子が印象に残っています。知識だけでなく感性や意欲を交流させてい他のでは？その経験は未来のエンジンに必ず繋がると思います。

## | Industry-academia partnership with Musashino Art University

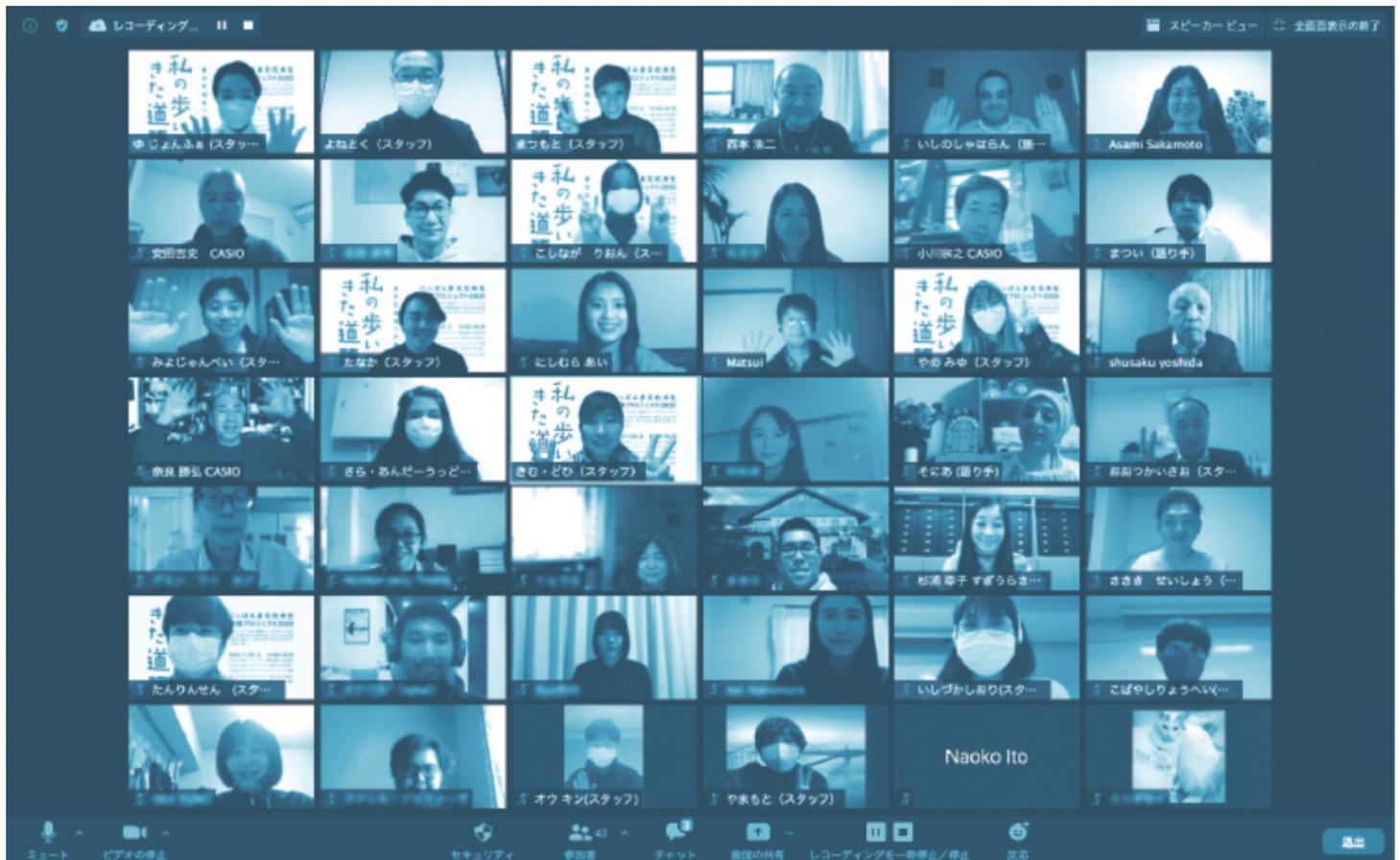
Casio began an industry-academia partnership project with Musashino Art University in fiscal 2018 to support foreign students in their Japanese language studies.

In fiscal 2021, the project, which aims to promote the many cultures coexisting in Japan, was carried out both in person and online. The students were supervised by Jumpei Miyo, Associate Professor of Japanese Applied Linguistics, and Shinichi Yonetoku, Professor of Moving Images, and a Casio employee works with the student project team as a mentor. The members interviewed five people of their choice online. Through dialogues with interviewees from various countries—Iran, China, the United States, Tunisia, and Japan—the participants delved into their respective multicultural coexistence. The process was captured as a documentary film.

In January 2021, the project held an online event titled “The Path I Have Walked: Dialogue about Multicultural Coexistence.” In addition to the five interviewees, 28 other people also participated in the event. Among them were students studying Japanese in Indonesia and Vietnam, taking advantage of one positive aspect of online events.

In March 2021, as the culmination of efforts to date, a book titled *Multicultural Coexistence Through Industry-Academia Partnership: Japanese Language Education Designed by Casio and Musabi* was released by Kurosio Publishers.

Casio values the efforts of non-Japanese to learn the Japanese language, and the company will continue to support Japanese language education through this kind of industry-academic collaboration.



## | Co-sponsorship of education contest

Casio (China) Co., Ltd. provides support for efforts to train the next generation of human resources by co-sponsoring an education contest.



Thirteenth Japan-China Research Casio Cup



Thirteenth Shanghai International Studies University Casio Cup Speech Contest for Chinese university and graduate students in the Japanese language department



Eighteenth Casio Electronic Keyboard Competition

## | Study and Research

### Support for the Casio Science Promotion Foundation

Casio is contributing to the development of science and technology by supporting the Casio Science Promotion Foundation.

#### About the Foundation

The Casio Science Promotion Foundation was established in 1982 by the four Kashio brothers and the former chairman, Shigeru Kashio. The Foundation provides research grants with the principle objective of fostering pioneering and creative research in the early stages by young researchers who are persevering with challenging research on limited funding. This is based on the philosophy that advanced R&D should be promoted in various fields, in order to fulfill the Foundation's mission of helping Japan contribute to the world as a nation of advanced technology.

The Foundation provides grants in a wide range of scientific fields—from cutting-edge device research in electronic and mechanical engineering to natural sciences related to telecommunications, AI, IoT, environmental electronics, health, sports, and health engineering—as well as in the cultural sciences including human resources development, human behavior and information and communication technology (ICT) in education. Over the last 38 years, the Foundation has provided a total of about ¥1,939.24 million in 1,472 grants.

#### Grants in fiscal 2021

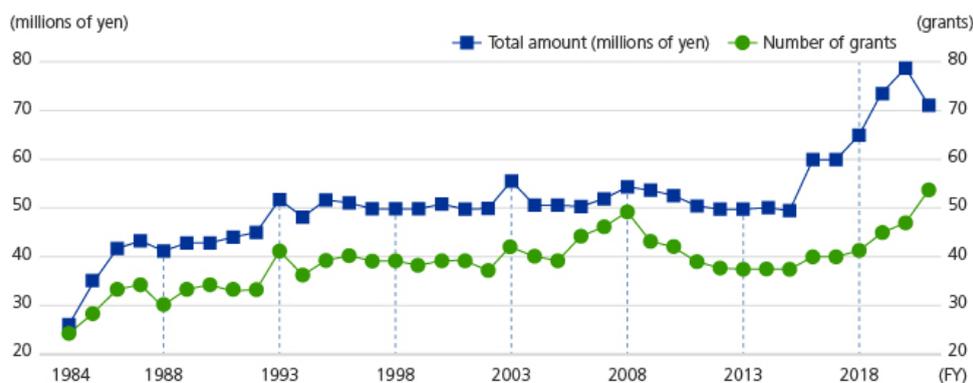
Adding to its existing 22 basic categories in six fields, the Foundation established a special topic (research aimed at problem-solving on the subject of the global environment) considered to be important based on changes in the global environment over the past few years.

After asking 204 universities to submit research topic proposals, 192 proposals were received from 77 universities. Based on a rigorous selection process, a total of 71.75 million yen in grants was awarded to 54 different proposals.

The grant presentation ceremony scheduled for December 4 was canceled due to the COVID-19 pandemic. This year again, more than 90% of the grant recipients were in their twenties through forties, so the grants went to support the activities of young researchers representing the promise of the next generation.

Special topic	8 grants	40.0 million yen
Group A (Electronics and Mechanical Engineering)	23 grants	22.90 million yen
Group B (Medicine and Physiology)	8 grants	8.0 million yen
Group C (Humanities)	8 grants	7.95 million yen

### Grants from the Casio Science Promotion Foundation

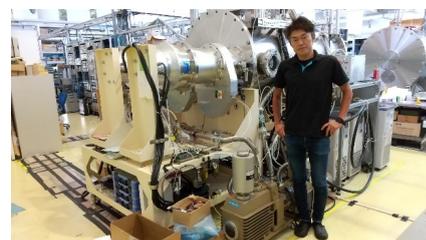


### Message from a grant recipient

It is estimated that more than 500,000 pieces space trash (debris), including small pieces, exist in orbit around the Earth. These are the remnants of rockets and satellites that humankind has launched so far. The number of pieces of debris increases year by year, as the rate of increase in debris exceeds the rate of decline due to natural falling. This can be said to be an environmental problem on a global and international scale because debris collisions are occurring.

In the research for which we received the grant, we are improving an electrodeless plasma thruster capable of operating at a high power of several kW or more. In order to maintain the distance between a satellite and debris while decelerating the debris through exposure of space trash to plasma flow, we are developing an innovative technology that reduces the net thrust applied to the thruster to zero. So far, we have succeeded in proof of principle. Now, by improving performance in the future, we believe that this research will lead to the development of new debris removal technology that can contribute to sustainable space development and the development of the space industry. We are very grateful for the large grant received for this research and look forward to support in the future.

Kazunori Takahashi  
Associate Professor, Graduate School of Engineering, Tohoku University



In front of the Mega-HPT electrodeless plasma thruster experimental device

## | Environmental Conservation

### Leveraging products for environmental conservation

Casio supports the activities of environmental conservation groups by collaborating with them to develop and sell special-themed product models.



ICERC Japan



Earthwatch Japan



Aqua Planet



Wildlife Promising



The Nature Conservation Society of Japan

For more information, see the Living in [Harmony with Nature](#) section.

### Adopting tulips and Ohga lotus plants

Hamura City, located in Tokyo, is promoting cultivation of tulips and other plants as an effort to preserve fallow rice fields and to make effective use of rice fields after their crops have been harvested. As part of its social contribution, Casio has been a foster-sponsor for the tulips and for Ohga lotus plants since 2004.

A number of varieties bloom in the greatest tulip field in the Kanto region, which is planted with approximately 400,000 bulbs in roughly 23,000m<sup>2</sup> of rice fields, and many tourists visit the tulip festival held in April each year.

Casio became the owner of about 500m<sup>2</sup> of one 1,000m<sup>2</sup> paddy field and helps to cultivate the Ohga lotus. The descendants of local farmers in Hamura city cultivate the Ohga lotus in fallow rice fields, and the flowers bloom from mid-July through to mid-August. The Ohga lotus plant is an ancient form of lotus from the Yayoi Period (about 2,000 years ago) discovered in the Kemigawa ruins in Chiba Prefecture under the guidance of the late Dr. Ichiro Oga in 1951.



## | Community Service

### **Support for Cherry Marathon in Higashine City**

Yamagata Casio has been supporting the Cherry Marathon in Higashine City since 2004. The company's intention is to become an enterprise that is appreciated by the local residents not only for its corporate activities, but also for its contribution to the local community and Higashine City.

In addition to participating in the marathon as runners, Casio employees also cooperate indirectly, including by helping out at water stations during the event. Although the 2020 marathon was canceled due to COVID-19 pandemic, Casio will continue to actively engage in such community contribution activities to further strengthen cooperation and trust with local residents.



Casio employees volunteering at a water station

## | Culture and the Arts

By sponsoring symphony orchestras and cultural facilities, Casio provides people with opportunities to feel delight and deep emotion and promotes the development of culture and the arts.

- Sponsorship of the NHK Symphony Orchestra
- Sponsorship of the Tokyo Philharmonic Orchestra

## | Other

### **Helping to resolve social issues with Ittan Partner**

Ittan Partner is a project in Japan organized by the Agriculture and Welfare National Council of the Shizensaibai Party that encourages corporations to support rice cultivation at a welfare center for one season. The project supports welfare centers with their projects to convert abandoned farming land into rice paddies and to work with people with disabilities on the land to grow rice using natural cultivation (shizensaibai) without agricultural chemicals and chemical fertilizers. Then, corporations buy the rice harvested from one tenth of a hectare (ittan) for a set price regardless of the yield. The aims are to combine job satisfaction and increase income (to support financial independence) for people with disabilities, revitalize abandoned farming land, and provide safe food.

Endorsing the aims of the project, Casio has been supporting two tenths of a hectare's worth of rice per year since 2017. As a part of its educational programs, the company also recruited volunteers to work with people using the welfare center to carry out rice planting in spring and harvesting in autumn. A total of 162 employees and family members took part. The employees who took part had impactful experiences as they actually communicated with people with disabilities. This is expected to lead to new perspectives and learning that cannot be obtained through everyday life and work.

Along with Ittan Partner, in addition to contributing to solving the social issue that is the aim of the project, Casio hopes that the awareness and learning of these employees will promote understanding of people with disabilities and lead to new projects, products and services designed to solve social issues. Harvested rice was provided in employee cafeterias to spread awareness of this activity within the company and also given to three children's cafeterias close to Casio headquarters.



Planting rice



Harvested rice provided in employee cafeteria

### **Supporting and participating in Respite Trip organized by Oyako Haneyasume**

The non-profit organization Oyako Haneyasume provides support for children with serious diseases or disabilities and their families in Japan. It runs a program (Respite Trip) to support family travel under which a third party provides temporary substitute care so that families who are usually swamped providing nursing care can take a short break. Casio began volunteer participation in the Respite Trip in fiscal 2017, and a total of 33 employees volunteered through fiscal 2020, including in the Sibling Camp. Casio has provided full-scale support, including donations, as the first corporate sponsor, since fiscal 2018.

In 2020, Respite Trip was canceled due to the COVID-19 pandemic. However, Casio will continue to provide support for this program, which creates time and space to completely relax for children and families who need to recuperate, as a valuable activity that fulfills the SDG pledge to “leave no one behind.”



Respite Trip (FY2020)

### **Product disassembly and separation work contracted to a welfare workspace**

Aiming to be a company that is good for people and environmentally friendly, Casio Business Service Co., Ltd., has contracted disassembly and separation work of Casio products to a welfare workspace operated by a social welfare corporation as part of its recycling initiatives in product disposal since 2000. Recently, the workspace has been disassembling and separating mainly used tape cartridges and ink ribbon cassettes collected at Casio Eco Stations. At the welfare workspace, which enrolls persons with disabilities, most of the work is light work such as making bags and presentation boxes and folding leaflets.

Work such as disassembly and separation increases their concentration and ability to keep going on a task, which also gives the workers a high sense of fulfillment on the job. This initiative is considered to support the independence of workers through social education and the acquisition of morals and rules. As part of its CSR initiatives, Casio Business Service will continue contracting out this work to help support the independence of workers.



WorkDisassembly and separation of tape cartridges and ink ribbon cassettes shop (FY2020)

### **Support for People's Hope Japan**

People's Hope Japan is an NGO involved in international cooperation. It provides support for activities focused on educating people in developing Asian countries about insurance and healthcare. As a company that supports the organization's mission, Casio has been corporate sponsor since 2006.

### **Assistance for disaster victims**

#### **● Supporting victims of the Great East Japan Earthquake**

##### **Donation to Tsunami Orphans**

In order to assist orphans who lost their parents in the 2011 Great East Japan Earthquake, Casio has been donating to the Ashinaga Great East Japan Earthquake & Tsunami Orphans Fundraising Campaign since fiscal 2012. In fiscal 2021, Casio donated 2 million yen, as it did the previous year (accumulated total: 23 million yen). Casio plans to continue to donate to the campaign through fiscal 2022.

##### **Supporting the Sanriku Volunteer Divers**

Yamagata Casio Co., Ltd. supported the activities of the Sanriku Volunteer Divers, providing four sets of Logosease underwater communication equipment and one set of terrestrial equipment to enable communication between the land and water.

Sanriku Volunteer Divers is a non-profit organization that conducts activities aimed at restoring the Sanriku coast, which was damaged by the Great East Japan Earthquake. The group strives for restoration in the true sense, ranging from work to remove debris such as ropes from aquaculture facilities damaged by the tsunami through the release of abalone spats, surveys of rocky shore denudation, transplant of eelgrass, mother algae installation and creating mechanisms to restore delivery of seafood to consumers.

Hiroshi Sato, the group's representative, commented, "When investigating debris, the water sometimes quickly becomes cloudy, but we can work with peace of mind because we're able to check where other divers are and communicate with one another with Logosease. At sites of seaweed bed regeneration, it is very helpful because teams can communicate wirelessly when working together in the water more than 10 meters apart. Also, during seaweed bed regeneration, we have material input from the ship, and Logosease allows us to operate safely underwater while communicating with the ship. By using a full facemask in combination with Logosease, very clear conversation is possible even on wireless radio."



# Governance



Corporate Governance

Corruption Prevention Initiatives /  
Compliance

Risk 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 from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee structure. Currently, the Board of Directors has nine members, with 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 President & CEO and is comprised eight members including three outside directors. To strengthen the management platform, we have adopted a system with two representative directors.

- Six directors (excluding directors serving as Audit & Supervisory Committee members and of whom, one is an outside director)
- 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, and the Rules on the Board of Directors.

### | 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 and committee meetings 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 President & CEO of the Company, 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

We have established voluntary Nomination and Compensation committees as advisory bodies under the Board of Directors to increase the transparency and appropriateness of the processes for nominating directors and determining their compensation.

When requested by the Board of Directors, the Nomination Committee, after due deliberation, submits 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 whose 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 officer candidates 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 for executive officers shall be one year.

## | Composition of the Board of Directors

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

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

## Composition of the Board of Directors

	Name	Nomination Committee	Compensation Committee	Expertise and experience					Attendance at Board of Directors meetings	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	○	○	◆	◆			◆	14/14 (100%)	10
	NAKAYAMA Jin	○			◆			◆	-/- (-%)	Appointed in June 2021
	TAKANO Shin		○		◆	◆	◆		14/14 (100%)	6
	KASHIO Tetsuo				◆			◆	14/14 (100%)	2
	YAMAGISHI Toshiyuki			◆	◆		◆		14/14 (100%)	8
	OZAKI Motoki	●	○	◆				◆	14/14 (100%)	2
Audit & Supervisory Committee Member	ABE Hiroto	○	●				◆	◆	14/14 (100%)	2
	CHIBA Michiko	○	○			◆	◆		14/14 (100%)	3 <sup>*1</sup>
	YAMAGUCHI Akihiko				◆			◆	-/- (-%)	Appointed in June 2021

□: Outside director ●: Chairman ○: Committee member

\*1 Years of service as Audit & Supervisory Board member and director of the Company. Appointed as director in June 2019.

\*2 The above table is not an exhaustive listing of the directors' expertise and experience

## 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.

## Outside Directors

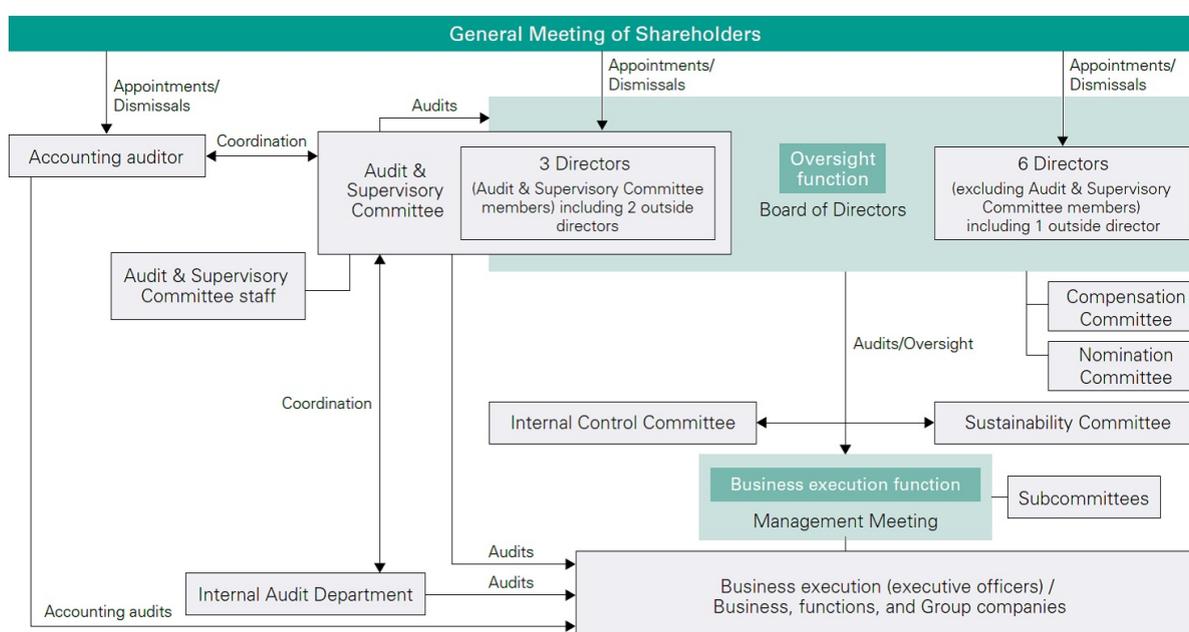
Outside directors are appointed in order to enhance corporate transparency by incorporating external perspectives into management and further strengthening oversight of operations. The Company appoints experts who are able to provide opinions and advice from stakeholder and other diverse perspectives to the Board of Directors meetings and other meetings.

The three outside directors make suggestions as needed to ensure the validity and appropriateness of decision-making by the Board.

## Reason for Appointment as an Outside Director

OZAKI Motoki	Independent Director	Nomination Committee Chair	Mr. Ozaki possesses many years of management experience at major corporations. He was appointed additionally for his contribution as chair of the Nomination Committee to discussions on improving the transparency and effectiveness of the director appointment process.
ABE Hiroto	Independent Director	Audit & Supervisory Committee member Compensation Committee Chair	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 legal field. He was appointed additionally for his contribution as chair of the Compensation Committee to discussions looking into the process for determining director compensation.
CHIBA Michiko	Independent Director	Audit & Supervisory Committee member Nomination Committee member Compensation Committee member	Ms. Chiba possesses expertise in finance and accounting and extensive auditing experience as a certified public accountant. 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.

## Diagram of Corporate Governance System



## | Internal Auditing

The Internal Audit Department consists of three 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 directors) to assist them in their work and they exchange information on a daily basis and 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).

## | 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.

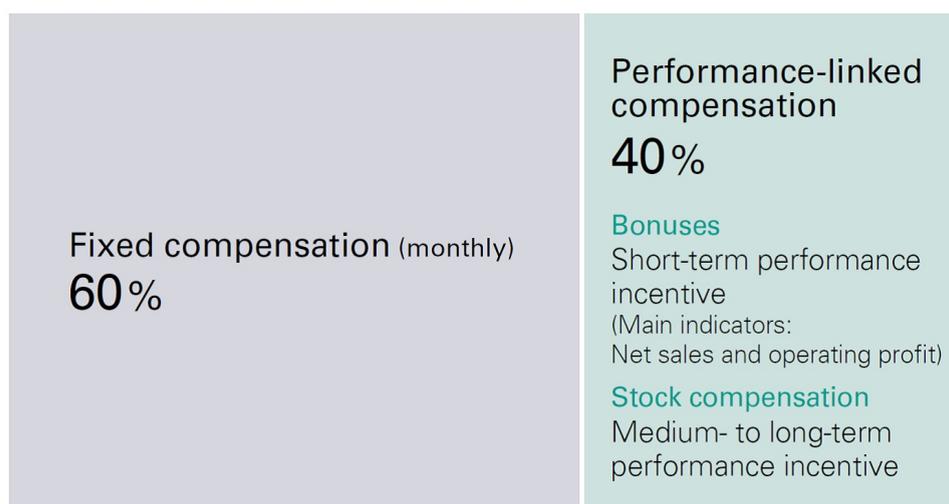
In the fiscal year ended March 2021, as in the previous year, we conducted a survey of the directors (including Audit & Supervisory Committee members) to identify potential improvements to the role, functions, operational management, and other aspects of the Board of Directors.

From the responses received, we were able to confirm the evaluation that positive results had been achieved by initiatives to invigorate the deliberations of the Nomination and Compensation Committees and the discussions of the Board of Directors, and to strengthen the oversight function of the Board of Directors. On the other hand, the opinions were also expressed that there was a need to propose agenda items still earlier, to take a more strategic and medium- to long-term perspective, and to hold discussions aimed at strengthening governance. In response to these comments, we will work to further increase the effectiveness of the Board and achieve continuous improvement.

## | Director Compensation

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

### Director Compensation Composition



## | Performance-Linked Compensation

Performance-linked compensation paid in the form of bonuses is based primarily on consolidated net sales and consolidated operating profit as these are thought to be the indicators that best reflect the results of management efforts to improve performance. Specifically, the payments are based on the actual figures for consolidated net sales and consolidated operating profit for the relevant fiscal year and on performance relative to targets. Business conditions and other qualitative factors are also reflected in bonus amounts.

## | 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 General Meeting of Shareholders of June 27, 2019, setting the maximum combined annual compensation amount at a total of 400 million yen for the directors (excluding directors who are Audit & Supervisory Committee members but including a maximum annual amount of 30 million yen for the 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.

## | 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 of 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.

### **(3) Reason for the judgment by the Board of Directors that the content of the individual directors' compensation for the fiscal year ended March 2021 is in accordance with the agreed policy**

The decision on the individual compensation was made in discussion with directors serving as Compensation Committee members based on the Committee's submitted proposals. It was therefore judged by the Board of Directors to be in accordance with the agreed policy.

#### **| 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 President & CEO KASHIO Kazuhiro to assume 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 President & CEO

confers with the directors who are Compensation Committee members before deciding on individual compensation based on the proposals submitted by the Compensation Committee. The reason for the delegation of the decision on individual compensation to the President & CEO is that the President & CEO is considered the most appropriate to evaluate the department which the director is in charge of based on an overview of the Company's performance, etc.

#### **Compensation for the Fiscal Year Ended March 2021**

Executive category	Total compensation amount	Total amount by compensation type		Number of applicable executives
Directors (Excluding Audit & Supervisory Committee members and outside directors)	136 million yen	Fixed compensation	76 million yen	4
		Performance-linked compensation	59 million yen	
		Non-monetary compensation included in the above figure	37 million yen	
Audit & Supervisory Committee members (Excluding outside directors)	15 million yen	Fixed compensation	15 million yen	1
Outside directors	32 million yen	Fixed compensation	32 million yen	3

Notes:

1. Amounts paid to directors do not include employee wages paid to directors with managerial duties.
2. The total amount of non-monetary compensation for directors (excluding Audit & Supervisory Committee members and outside directors) is made up of 37 million yen in performance-linked compensation.

## | 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 IR activities under the direction of our President & 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 & CEO 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.

## | Basic Views on Internal Control System and Progress on System Development

The Casio Group has established the Charter of Creativity for Casio, Casio Common Commitment and Casio Code of Conduct based on the corporate creed of "Creativity and Contribution." The following systems have been implemented to ensure proper business operation.

### **1. System to ensure that performance of duties by directors and employees of the Company and group companies comply with the Articles of Incorporation and relevant laws and regulations**

- a. Based on laws, the Articles of Incorporation, and rules for the Board of Directors, the Board of Directors decides important issues relating to legal requirements and management of the Company and group companies, and prevents violations of the law or the Articles of Incorporation by monitoring the performance of duties by the directors.
- b. In order to comply with relevant laws and regulations regarding the performance of duties, specific documents such as policies and rules are prepared. Awareness of these are promoted throughout the Company and each group company after various committees, such as the Internal Control Committee, have examined and deliberated on them.
- c. The Whistleblower Hotline has been established with internal and external channels and operates as the point of contact for inquiries and reporting on problems related to legal violations and other compliance matters. The Company ensures that whistleblowers are not penalized.
- d. The Company and group companies are not involved with antisocial forces, which pose a threat to social order and public safety, in any way, and the entire organization is resolute in refusing any improper demands.
- e. The validity and operational adequacy of the above-mentioned rules are improved through internal audits and continual review, in order to prevent any misconduct.

## **2. System for retaining and managing information relating to performance of duties by directors and employees of the Company and group companies**

Each department retains and manages information relating to the performance of duties by the directors and employees concerned, based on the Document Management Rules and other rules.

## **3. Risk management rules and other systems at the Company and group companies**

a. The Company and group companies have a system to manage risks that can have a significant impact on management. The system is promoted in a unified way by the relevant departments and the Secretariat for the Internal Control Committee, based on the Risk Management Rules.

b. Fundamental Policies on Product Safety and an implementation system have been established with an understanding that maintaining customer confidence in product safety is an important management issue.

## **4. System to ensure the efficient performance of duties by directors and employees of the Company and group companies**

a. Board of Directors meetings are held to discuss important management issues facing the Company and group companies and make decisions swiftly and in a reasonable manner. Such meetings are held at least once a month in principle.

b. The Company's executive officers, directors (including Audit & Supervisory Committee Members) attend meetings of the executive officers to discuss and decide on the execution of important business matters. They ensure group-wide coordination and smooth implementation of measures.

c. Detailed execution procedures are outlined in the Executive Decision Making Authority Rules and the Group Company Decision Making Authority Rules.

d. Group companies have created a system for performance of duties based on consolidated management plans, the Group Company Decision Making Authority Rules, and various basic group policies.

## **5. System to ensure proper operations at the Company and group companies**

a. To ensure proper operations, the Company and group companies have various rules based on the Charter of Creativity for Casio, Casio Common Commitment, and Casio Code of Conduct.

b. The Company assigns certain directors or executive officers based on a system under which directors and officers are responsible for specific group companies. The relevant directors and executive officers perform group company management through a system that requires reporting to and approval by the Company, in accordance with the Group Company Decision Making Authority Rules. They also perform monitoring as necessary.

c. The Company and the group companies have built a system to ensure the adequacy and reliability of financial reporting. After internal controls related to business flow and financial reporting are inspected, they are documented and evaluated, and revised to improve them.

## **6. System for employees that assist Audit & Supervisory Committee in the performance of their duties, and the independence of those employees from the directors (excluding directors who are Audit & Supervisory Committee Members)**

a. Employees are appointed to assist Audit & Supervisory Committee in their duties.

b. Matters concerning the appointment, transfer, evaluation or discipline of employees who assist Audit & Supervisory Committee require prior consent from the Audit & Supervisory Committee.

**7. System for the Company's directors and employees and group companies' directors, auditors, and employees to report to the Audit & Supervisory Committee; other systems for reporting to the Audit & Supervisory Committee; and systems to ensure that audits by the Audit & Supervisory Committee are performed effectively**

- a. Whenever something that is likely to cause significant damage to the Company or group companies, facts pertaining violation of the law or the Articles of Incorporation, or facts pertaining to illegal conduct of business are discovered, the Company's directors and employees must immediately report it to the Audit & Supervisory Committee.
- b. Whenever something that likely to cause significant damage to the Company or group companies, facts pertaining to a violation of the law or the Articles of Incorporation, or facts pertaining to illegal conduct of business are discovered, the directors, auditors and employees of a group company must immediately report it to the Company officer in charge of the group company, and that officer must immediately report it to the Audit & Supervisory Committee.
- c. Whenever a group company's directors, auditors and employees determine that a management action or guidance from the Company may violate the law, or may present a compliance issue, they must report it to the Audit & Supervisory Board Members.
- d. The Company's directors and employees and the directors, auditors and employees of group companies will provide reports and information in response to requests from Audit & Supervisory Committee.
- e. The Company's Internal Audit Department periodically reports the results of audits of the Company and group companies to the Audit & Supervisory Committee.
- f. The Whistleblower Hotline Secretariat reports the status of whistleblower reports and measures taken to the Audit & Supervisory Committee.
- g. The Company and group companies ensure that people who have made a report to the Audit & Supervisory Committee are not penalized.
- h. The Company promptly processes any requests it receives for the prepayment or reimbursement of expenses arising from the performance of duties by the Audit & Supervisory Committee.
- i. Audit & Supervisory Committee Members may attend any important internal meeting of the Company.
- j. Important ringi approval documents of the Company and group companies are reported to the Audit & Supervisory Committee after approval.

# Corruption Prevention Initiatives / Compliance

## | Casio Group Code of Conduct

Casio established the Casio Group Code of Conduct to make explicit its expectations that all executives and employees follow international norms, laws and ordinances applicable in each country and region, as well as all company rules, and also act with high ethical standards and good sense in their day-to-day work. On June 1, 2013, Casio revised the code, in order to better meet the expectations of the international community and capture trends in the social environment including the issuance of ISO 26000, the international guidance standard on social responsibility, in November 2010; Casio having joined the UN Global Compact in December 2010; and Casio having adopted the UN's Guiding Principles on Business and Human Rights in June 2011. Since then, Casio has been working to ensure everyone is fully aware of the revised code, group wide. Here are the three main revisions to the Code of Conduct.

1. Points concerning issues of high concern to the international community such as human rights, supply chain management, and anti-corruption were revised
2. The respective roles of executives and employees were clearly stipulated
3. Content was improved to indicate common policies that apply to the worldwide group.

Also, on November 1, 2016, Code of Conduct provisions for "respect for human rights" were partially revised. This was based on changes to international norms concerning human rights that affect the Casio Group, including enforcement of the UK's Modern Slavery Act in 2015.

The revised Code of Conduct was prepared in Japanese, English, and Chinese, and is translated into other employee languages as necessary. Education on the new code is carried out across the entire group, with the aim of further deepening understanding of its content. Along with this education, a compliance questionnaire is conducted once every two years. The results and identified issues then are shared group-wide to promote continued improvement.

## | Provisions of the Casio Group Code of Conduct

### I . General Provisions

1. *Purpose*
2. *Scope*
3. *Compliance*

### I I . Code of Conduct

1. *Enabling Value Creation*
  - 1-1. Provision of Products and Services Beneficial to Society
2. *Fulfilling Our Corporate Social Responsibilities*
  - 2-1. Respect for Human Rights
  - 2-2. Environmental Conservation
  - 2-3. Sound Initiatives across the Entire Supply Chain
  - 2-4. Harmony with Society

### 3. *Building Customer Trust*

3-1. Provision of Safety and Peace of Mind to Customers.

### 4. *Establishing Sound Workplaces*

4-1. Establishment of Employee-friendly Workplace Environments.

### 5. *Ensuring Correct Actions*

5-1. Compliance with Laws

5-2. Prohibition of Bribery and Restrictions on Business Entertainment and Gift-giving

5-3. Fair Competition and Transactions

5-4. Prohibition of Insider Trading

5-5. Thorough Security Trade Control

5-6. Prohibition of Involvement with Anti-social Forces

5-7. Separation of Personal Affairs from Business

5-8. Information Protection

5-9. Protection and Utilization of Intellectual Properties.

### 6. *Building a Relationship of Trust with Society*

6-1. Promotion of Communication with Society

## **I I I . Maintenance**

1. *Establishment, Revision and Abolishment of this Code of Conduct*

2. *Reporting of Violations*

3. *Handling Violations*

## Casio Group Code of Conduct

# **Compliance Risk Management**

Based on its Basic Risk Management Policies, Casio has built a system for efficient management of risks, with an emphasis on compliance risk.

To build this system, Casio identified 70 laws relating to its businesses and listed measures being taken to comply with each law. Casio determined priorities based on the possibility of a risk materializing and its potential impact on company management. Casio then planned and implemented individual measures and developed an overall management system.

In the risk management process at Casio, departments responsible for certain risks develop measures in a planned way to avoid and reduce these risks. The Risk Management Secretariat performs comprehensive management through the use of plan-do-check-act (PDCA) cycles. The Internal Audit Department also audits this entire mechanism. Accordingly, as of the end of fiscal 2011, it was confirmed that the relevant departments had the necessary measures in place for management of all risks, and an overview of the entire situation was obtained.

Moreover, in 2019, Casio's Internal Control Committee conducted compliance risk management to strengthen internal controls. In fiscal 2021, the Committee took stock of compliance risks at the global level. This process included identifying and analyzing risks, and reinforcing the Casio Group's compliance risk management system.

## Education and Awareness Raising

Casio regularly provides educational programs on sustainability to group employees worldwide. The objectives are to promote and instill understanding of the corporate creed and sustainability and to ensure awareness of and compliance with the Casio Code of Conduct.

In fiscal 2021, e-learning was implemented for Group employees both in and outside Japan, focusing on sustainability, trends in the SDGs, Casio material issues, and the whistleblower system. An outside speaker gave a remote lecture on the topic of “basic knowledge of CSR and recent trends” to approximately 100 sustainability leaders who were chosen from various departments at Casio Computer and throughout the Casio Group in Japan.

Casio will continue to improve the sustainability literacy of employees while promoting the corporate creed, through group-wide education and awareness raising activities.

## Whistleblower Hotline

As a way to ensure compliance, including respect for human rights, and to maintain sound governance, Casio set up a Whistleblower Hotline in April 2006. The hotline has been functioning with neutrality and fairness across all of its internal and external contact points.

Operating on a basis of impartiality, the hotline follows up on all whistleblower reports and consultations, and takes resolute measures against any improper behavior discovered. Effort is put into preventing issues before they grow into real problems.

The contractor operating the external contact point of the Whistleblower Hotline was changed in April 2015. Now Casio employees can utilize online whistleblower consultation and report filing in English and Chinese, and telephone consultation and reporting is also available in English. This has given employees at group companies outside Japan better access to the hotline. To ensure even greater hotline awareness, Casio will strive to further increase group-wide understanding of the system in fiscal 2016, using a special intranet site with information on whistleblower protection in Japanese, English, and Chinese.

In addition to internal hotlines, in fiscal 2018, an external whistleblower hotline was established exclusively for suppliers in October 2017.

In May 2019, the Internet-based external whistleblower hotline was overhauled to comply with Europe's GDPR and to enable whistleblowers to interact directly with the Whistleblower Hotline Office on a half-anonymous basis (actual name given to external whistleblower hotline but anonymous to the company).

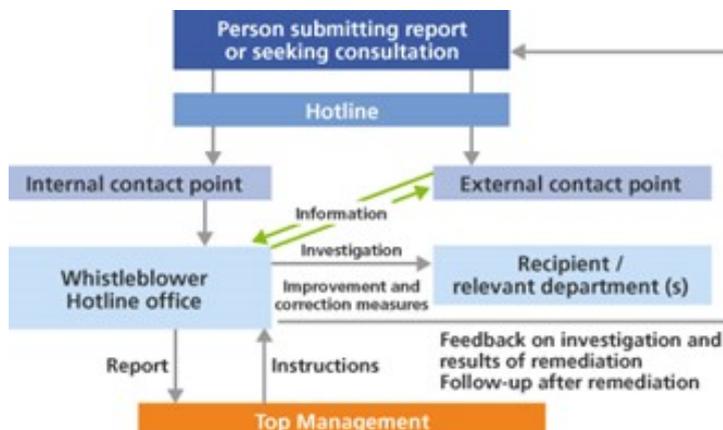
In fiscal 2021, six issues were reported to the Hotline. Of these, four concerned harassment, and two were reports of violations of internal rules. Investigations into the two reports of violations have been concluded, while investigations into the other issues are ongoing.

In fiscal 2022, Casio is reassessing the system and considering changes to the operational system to ensure more appropriate responses. The following are some examples of the changes being considered: (1) utilizing attorneys to ensure expertise, confidentiality, and a sense of security at the contact point; (2) establishing a Whistleblower Committee for appropriate response throughout the handling process; and (3) ensuring final confirmation by the executives responsible.

### Fiscal 2021 cases reported to Whistleblower Hotline

Breakdown of whistleblower repor	Harassment	Internal rule violation
No. of cases	4	2

### Whistleblower Hotline



## Export Control

Export control, or security trade control, aims to maintain international peace and security. It involves regulations on the export of goods and technology that could be diverted for the development of weapons of mass destruction or other weaponry. The regulations are designed to prevent such goods and technology from reaching countries and regions of concern or terrorist organizations.

In 1987, the Export Control Security Program of Casio Computer Co., Ltd. (a compliance program) was established in order to make sure proper measures are taken to ensure the security of exports. The program has since been continually updated along with changes in the Japanese Export Control Regulation.

Casio has appointed employees responsible for export control in relevant departments as part of an internal system to ensure observance of the program.

As the Exporter Compliance Standards took effect in April 2010, Casio has been striving to maintain and manage its system by conducting voluntary annual audits while ensuring thorough legal compliance, in response to the revision of applicable laws and regulations. Efforts include the strengthening of training activities at group companies in Japan.

Casio has also established a management system for complying not only with Japanese export laws but also with US Export Administration Regulations. The company is working to improve global export management, including the implementation of export management training in fiscal 2013, at group companies in the UK and Germany, and in fiscal 2014 at a group company in the US.

The first online lecture on “export control security” was held in November 2020. As in the previous year, the speaker was from the Japan Machinery Center for Trade and Investment. The 83 employees who attended were in fields related to exports from the Development Headquarters, Global Marketing Headquarters, CS Headquarters, Business & Technology Development Center and Yamagata Casio, a group company. In addition to learning about basic matters and trends brought by tension in China-United States relations, they also broadened their knowledge of topics including non-applicability case studies and case studies from other companies.

Under today’s increasingly sophisticated trade situation, Casio always collects the latest information and strives to ensure safe export control.

## Fair Competition and Trading

For any responsible company, engaging in fair competition and transactions is essential. Casio is strengthening its compliance system to ensure that employees have an accurate understanding of Japan's Act on Prohibition of Private Monopolization and Maintenance of Fair Trade and Act against Unjustifiable Premiums and Misleading Representations, and comply with these laws thoroughly.

(Casio Group Code of Conduct: 5-3. Fair Competition and Transactions)

## Initiatives for Compliance with Competition Laws (Anti-monopoly Laws) in Each Country

In fiscal 2020, Casio established the Competition Law Compliance Program for Group companies in and outside Japan. Casio is working to prevent risks by carrying out training as part of its global compliance system and conducting compliance surveys, among other initiatives.

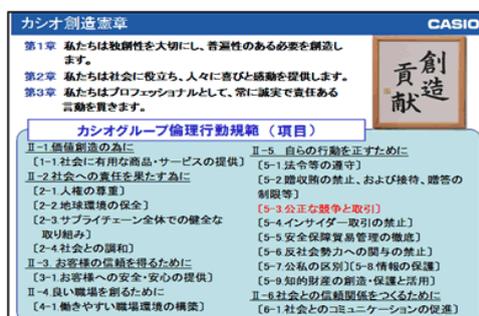
## Initiatives for Compliance with Advertising Laws

In order to prevent inappropriate descriptions and labeling as well as excessive premium giveaways, Casio provides guidance via a consultation desk staffed by experts. It also offers ongoing education for employees and employs opinions from customers as feedback to ensure that product descriptions and labeling are all proper.

Sales departments at Casio have distributed a Sales Compliance Card to their employees as a tool to promote fair competition and trade. These employees are required to carry the card. In addition to the Charter of Creativity for Casio and excerpts from the Casio Group Code of Conduct, the card contains a compliance test, as well as contact information for a consultation service, and the number for the Whistleblower Hotline. Whenever a salesperson is in doubt over a course of action during daily sales activities, he or she can use this card as a guide to quickly perform a self-assessment or consult with a knowledgeable expert.

In addition, a dedicated department conducts internal inspections to make sure that no unfair trade or action violating Japan's Antitrust Act and other laws are being taken and that product labeling and information would not cause misunderstanding on the part of customers, as part of regular monitoring.

### Casio Sales Compliance Card (revised version)



## Subcontract Act Compliance Initiatives

Casio has established a Compliance Committee on Japan's Act against Delay in Payment of Subcontract Proceeds, Etc., to Subcontractors (Subcontract Act) which includes group companies, and is striving to ensure all transactions comply with the law. Under the annual basic plan of the Committee, each group company in Japan implements PDCA cycles. In fiscal 2021, in-house seminar subjects were expanded and made available to all employees. Moreover, employees that deal directly with suppliers and outsourcers are always provided with the necessary knowledge through classes sponsored by the relevant government authorities

In fiscal 2021, 3,040 Casio employees attended in-house seminars, and 12 people also participated in classes sponsored by the Japan Fair Trade Commission and by the Small and Medium Enterprise Agency. This training helped to raise compliance awareness and provided employees with the knowledge they need.

Various efforts were made to encourage understanding, such as conducting training sessions with original teaching materials prepared to suit the unique transaction conditions of various group companies.

The Compliance Committee also obtains the latest information from government websites and email notification services, and sends the information directly to committee members. The news is also posted on the committee's website, and shared with the entire group.

In offices where subcontract transactions are handled, independent audits are carried out on an ongoing basis. Casio confirms that proper, compliant transactions are executed, by inspecting the document record of the entire series of transactions from ordering to payment. Casio will continue to promote understanding of the Subcontract Act among its employees, and work to strengthen its system for even better compliance. The company will strive to promote even sounder transactions and create value with suppliers.

In fiscal 2021, Casio received no warnings or fines under the Subcontract Act.

In addition, Casio announced the "Partnership-Building Declaration," making clear its approach to co-prosperity among large enterprises and SMEs.

## Corruption Prevention Initiatives

Based on ISO 26000, the international guidance standard for social responsibility, from 2012 to 2013 Casio took stock of the main sustainability challenges facing each group company in and outside Japan, assessing and analyzing the status of their initiatives. The issue that rose to the surface as a challenge warranting priority attention alongside respect for human rights was fair business practices—in other words, corruption prevention initiatives.

The Casio Group Code of Conduct prohibits bribery including restrictions on illegal and improper business entertainment and gift-giving. Still, in light of recent developments including the ongoing globalization of business, the tightening of regulations, and more robust efforts to detect bribery, there is a need to further strengthen the handling of bribery risks throughout the Casio Group. Accordingly, Casio issued the Casio Guidance on the Prohibition of Bribery (for the Casio Group) in July 2014 and the Manual on the Prohibition of Bribery (for Casio Computer Co., Ltd.) in October 2014.

The Casio Guidance on the Prohibition of Bribery articulates the Group's basic stance and philosophy on the prohibition of bribery, including the prohibition of facilitation payments. The Manual on the Prohibition of Bribery specifies the structure and mechanisms for the prevention of bribery, including the designation of persons responsible for compliance, education and training, auditing, and the Whistleblower Hotline, as well as specific rules such as a limit on the monetary amount of business entertainment and gift-giving. Additionally, Casio headquarters encourages each site to produce local rules and manuals in an effort to strengthen the mechanisms for the prohibition of bribery throughout the group.

Casio is striving to firmly grasp and improve circumstances based on the determination of compliance risk conducted by the Internal Control Committee in fiscal 2021.

## **Tax Affairs**

The Casio Group Code of Conduct stipulates that all officers and employees in the Casio Group must comply with international norms, applicable laws in each country and region, and company rules in their daily activities as the Casio Group engages in its global business. This also applies to tax affairs. The Group strives to maintain its tax compliance by paying taxes appropriately in compliance with each country's tax laws, including transfer pricing taxation and anti-tax haven measures, as well as international rules and other statutes.

# Risk Management

## | Basic Policy

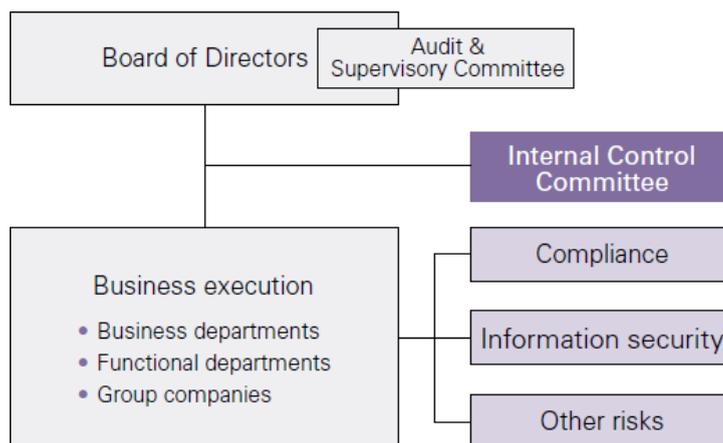
At Casio, we are promoting risk management under the basic policy to predict risks, implement preventative measures to minimize potential losses, and, if losses are incurred, implement effective follow-up measures to ensure business continuity.

Moreover, we have established the Casio Group Code of Conduct for all officers and employees to act with high ethical values and good sense in addition to obey international norms, applicable laws in each country and region, as well as company rules.

## | Internal Control Committee

The Internal Control Committee is established as an independent organization under the Board of Directors that will deliberate and make decisions on policies and tasks concerning internal control in general within the Casio Group in order to realize an effective, streamlined, and fail-proof risk management structure which carries out cross-sectional integration of compliance, information security, and other risk management functions.

### Compliance and Risk Management Structure



## | Risk Management Structure

Risks that pose a serious impact on management are managed following the structure below based on the Risk Management Rules through collaboration among relevant organizations under the supervision of the Internal Control Committee.

### Basic Structure

We will continue to develop education, training, and procedural manuals that serve as the foundation of Companywide risk management to prevent losses and minimize the impact on Company operations in the event of an incident.

### Response Implementation Structure

This will serve as a total structure that ensures stable business continuity by enabling effective initial response, including prompt status assessment and information communication, and appropriate decision-making in the event of an incident.

## | Implementation of Global Risk Survey

In order to effectively conduct risk management, we predict various risks that may involve the Casio Group, and conduct global risk surveys to identify the frequency and impact of risks occurring and assess if appropriate measures are taken. Currently, we have identified three important risks—competition law, privacy law, and cybersecurity—and are implementing the following measures.

### **Competition Law**

We have established the Antitrust Compliance Program to be shared and promoted at all global locations and are conducting employee education. We are also endeavoring to further entrench this program by carrying out audits on antitrust compliance, reviewing responses to problems identified by audits, and implementing measures.

In Japan, the Act against Unjustifiable Premiums and Misleading Representations Compliance Committee 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. Going forward, we will conduct regular audits based on the implementation status of education, and further enforce this program.

### **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 this end, in March 2021, we established the Office for Personal Data Protection outside Japan, a dedicated office for addressing global privacy laws. The office tracks legal trends of each country, ensures the appropriate handling of personal information—from acquiring to storage, usage, and disposal—and conducts employee education and regular audits.

### **Cybersecurity**

We have established the Computer Security Incident Response Team (CSIRT) so that we can take accurate response to information security incidents that are on the rise and take rapid action in the case of an incident. While implementing technical measures within the Group backed mainly by the Information Technology & Engineering Department, we are working on defining rules and conducting education among employees.

## | Response to the COVID-19 Pandemic

The impact of the COVID-19 pandemic is long lasting. The economy has slowed, primarily affecting consumer spending and corporate production, and these extremely harsh conditions continue.

Casio launched a task force in late January 2020 tasked with ensuring the safety of customers, business partners, and employees and their families, and is making preventing the spread of the virus a top priority. Casio is also working with related divisions both within and outside the Company, and doing all it can to minimize the impact of the pandemic on its business.

Casio introduced remote work early on as a specific initiative to prevent the spread of infection among employees and has enlarged the scope of application to strengthen its existing efforts on work-style reform. Employees who have to be on site to do their jobs are asked to come in on a staggered schedule, commute in their own cars, and use online meetings to reduce opportunities for interaction. In addition, Casio is working with regional health authorities to promote the creation of vaccination opportunities for employees and other persons in an effort to protect customers, business partners, and local communities. Casio has donated nursing calculators and masks made by Yamagata Casio that use Casio's own technology to support medical sites.

With these measures, Casio worked hard to sustain its business even in periods when the coronavirus outbreak was at its worst. The Company is committed to providing the products and services that customers need, as well as to fulfilling its social responsibility for the business continuity of its business partners.

## **Business Continuity Plan (BCP) Initiatives**

In order to respond to emergencies with the resources of the company organization, Casio has created a Crisis Management Manual for securing the safety of all employees, executives, and their families, preserving corporate assets. Sequential updates of the manual keep pace with changes in the business environment, and the company is taking practical initiatives at the same time. Specifically, the following measures have already been undertaken:

- Implementation of regular evacuation drills and general lifesaving classes for employees
- Distribution of emergency assistance kits to employees and additional disaster stockpiling
- Disaster prevention drill with the local community and provision of an open area for a temporary evacuation site

However, in the Great East Japan Earthquake, which struck in March 2011, circumstances were encountered that far exceeded previous expectations. Casio used the lessons learned to identify various points for improvement. These points were reflected in a largely revised Crisis Management Manual based on the premise of responding to a major earthquake with Tokyo at its epicenter. Casio also produced the Disaster Handbook for the families of its employees to deepen understanding of disaster countermeasures in the home and promote disaster readiness. Furthermore, Casio has adopted a safety confirmation system and is introducing it to Group companies to enable information on the safety of employees and their families to be promptly confirmed when a disaster occurs.

Together with the initiatives above, Casio is working to enhance its business continuity plan (BCP). In the event of an emergency that interrupts business operations, such as a major earthquake, the plan outlines measures for the rapid confirmation of executive and employee whereabouts and well-being, as well as damage conditions, and the quick recovery and maintenance of operations. In the event of a disaster, a business continuity headquarters is set up, and it implements emergency measures based on the business continuity manual. The aim is to minimize damage by continuing to provide products and services to customers worldwide. Through rapid restoration of business operation, the confidence of business partners and customers is maintained.

From the perspective of corporate responsibility to society and local communities, Casio is also considering contributing to disaster emergency measures and disaster recovery, and cooperating with national and local authorities in disaster prevention and disaster reduction measures.

## | Information System Disaster Response Measures

Establishing comprehensive systems to support business activities has become increasingly important to ensuring business continuity. In addition to being prepared for natural disasters such as earthquakes and typhoons, Casio provides employees with a remote work environment so they can stay home during outbreaks of disease, such as the COVID-19 pandemic. Furthermore, the importance of IT systems to business continuity, in the context of digital transformation, is becoming even greater.

Casio employs a cloud environment and robust external data centers with quake-absorbing structures and in-house power generation as measures for ensuring business continuity. These measures ensure construction and operation of systems that can flexibly and quickly respond to business changes while ensuring the safety and availability of important servers.

Moreover, while ensuring information security, particularly in the communication environment (portal site for employees, e-mail, online meetings, etc.), the company uses external services for BCP measures.

As a result of these responses, Casio has been able to make a smooth transition to remote work and to support business continuity on the systems side, adapting even to the state of emergency declared by the Japanese government due to the coronavirus.

## Information Security

Casio strives to appropriately manage and handle all of its information assets, including information that it collects from customers and suppliers. Casio has articulated information protection rules along with its Information Security Rules and implements regular education for employees to continuously raise awareness of information security and ensure the implementation of safety measures. Additionally, Casio has established an organizational structure to ensure compliance with laws and regulations on privacy protection outside Japan, including the EU's General Data Protection Regulation (GDPR), which covers the handling of personal information of European users.

## | Education and Awareness Raising

Information security cannot rely only on technical measures; it is also important for everyone handling information to know the required safety procedures, and to incorporate them into their work habits. At Casio Computer Co., Ltd., all officers and employees receive regular information security training through e-learning. The employees eligible for this training have been expanded to include those at Group companies in Japan, and this fiscal year we are also working to provide training to Group companies outside Japan.

The training covers general information security, as well as protection of personal information and other compliance matters, based on changes in society and in the company's business environment. Information security is being improved by providing this training content in a timely manner. In addition, an information security handbook summarizing basic matters in clear, concise content has been issued to raise awareness on daily basis. The handbook is used for training and awareness building.

## | Initiatives to Prevent Information Leakage

As an initiative to prevent information leakage, Casio ensures, as an organizational measure, that all employees handling information understand and follow necessary safety procedures. Casio requires employees to apply for permission before taking information or information devices off company premises. We have also established internal rules regarding such matters as limitations on sending emails externally, as well as proper information disposal. Training is provided on these rules in an effort to raise awareness and strengthen measures to prevent information leakage.

As a technical safety measure, Casio is strengthening its ability to monitor unauthorized access to its websites and suspicious transmissions on its internal network, in order to upgrade its preparedness against the recently growing threat of targeted attack emails and other external attacks such as those from malware via phishing emails.

Accompanying the growth of remote work, Casio has further strengthened security measures at end points, such as the computers used by employees, and has deployed a multilayered defense system.

## | Information Security Certification and Initiatives

As an initiative to prevent information leakage, Casio ensures, as an organizational measure, that all employees handling information understand and follow necessary safety procedures. Casio has established internal rules regarding such matters as limitations on taking information or information devices off company premises and on sending emails externally, as well as proper information disposal. Training is provided on these rules in an effort to raise awareness and strengthen measures to prevent information leakage.

As a technical safety measure, Casio is strengthening its ability to monitor unauthorized access to its websites and suspicious transmissions on its internal network, in order to upgrade its preparedness against the recently growing threat of targeted attacks and other external attacks such as those from malware.

Internal measures include the installation of security software and patches on company PCs, and a multi-layered defense has been created.



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## | Scope of application/operations for ISO27001 certification:

Information Technology & Engineering Department, Digital Division, Casio Computer Co., Ltd.

Planning, development, maintenance and operation of internal information systems supporting the manufacture, sale and service operations for electronic devices at Casio Computer Co., Ltd. and each group company, and the development, maintenance and operation of network infrastructure for the Casio Group

\*1 Privacy Mark: A program where the Japan Information Processing Development Corporation, a public-service foundation, evaluates the adequacy of corporate protective measures related to the handling of personal data. Companies that are found to have adequate protective measures in place are certified and permitted to display the Privacy Mark.

\*2A program whereby a company establishes a system for using, maintaining, and protecting information within the applicable scope (e.g., business, locations) based on international standards for information security management systems, and a certification body conducts audits of the system and issues certifications.

## Stable Supply of Products

### | Approach to Stable Product Supply

Delivering a stable supply of products is one of the most important responsibilities of a manufacturer, and is required to ensure customer satisfaction and loyalty.

Casio aims to optimize the innovation process by leveraging its robust platforms for purchasing and manufacturing technologies. This allows Casio to consistently provide the market with high-quality products at reasonable prices while raising customer satisfaction.

### | Supply Network Is Highly Responsive to Changes in Demand

Demand has changed dramatically due to the impact of the COVID-19 pandemic in fiscal 2021. Casio aims to optimize production, sales and inventory, without sticking to previous divisions of rules and systems. Examples of specific activities include early achievement of supply chain reforms and engineering reforms aimed at the post-COVID period.

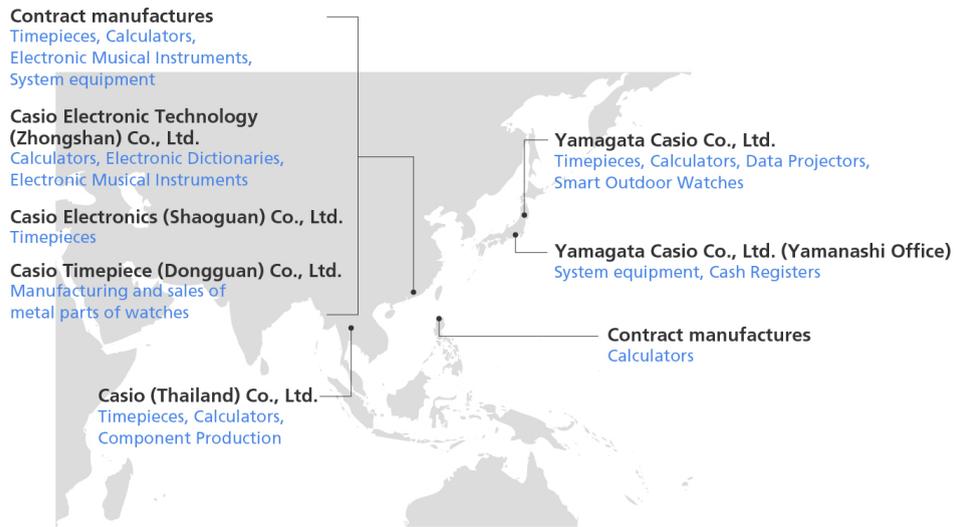
- Supply chain reform (Optimize production, sales and inventory with the minimum amount of resources and staff)
  - Promote automation of operations (reduce steady-state operations)
  - Introduce production linked to real demand (PSI linked, inventory reductions)
  - Optimize/introduce IT for functions of production and management sites (procurement, manufacturing, logistics)
- Engineering reforms (Raise product value and achieve competitive advantages in QCD)
  - Make costs and processes for product planning/development through manufacturing visible and seamless
  - Strengthen PLM (raise profitability after commercialization)
  - Achieve zero-defect, ultra-low-cost design and manufacture

### | Diversifying Production Risk and Producing Core Components In-house

Casio maintains a stable supply of products by having each production site manufacture multiple product items, and by ensuring that two different sites can produce any given Casio product.

The company is also increasing the internal production of components in order to protect newly created technologies and to reduce parts procurement risk.

## Production sites for individual products



# GRI Content Index

## GRI-Standards

### Organizational profile

Disclosures No.	Description	Related Page
102-1	Name of the organization	<a href="#">Corporate Overview</a>
102-2	Activities, brands, products, and services	<a href="#">Product information</a> <a href="#">Corporate Overview</a>
102-3	Location of headquarters	<a href="#">Corporate Overview</a>
102-4	Location of operations	<a href="#">Corporate Overview</a>
102-5	Ownership and legal form	<a href="#">Corporate Overview</a>
102-6	Markets served	<a href="#">Corporate Overview</a>
102-7	Scale of the organization	<a href="#">Corporate Overview</a> <a href="#">Prioritizing local hiring and promotion at subsidiaries outside Japan</a> <a href="#">Making the Most of Human Resources and Maintaining Optimal Workplace Environments</a> <a href="#">Financial Results</a>
102-8	Information on employees and other workers	<a href="#">Prioritizing local hiring and promotion at subsidiaries outside Japan</a> <a href="#">Making the Most of Human Resources and Maintaining Optimal Workplace Environments</a> Annual Securities Report (in Japanese only)
102-9	Supply chain	<a href="#">Implementing CSR Procurement</a>
102-10	Significant changes to the organization and its supply chain	None
102-11	Precautionary Principle or approach	<a href="#">Corruption Prevention Initiatives / Compliance Risk Management</a> <a href="#">Respect for Human Rights</a> <a href="#">Environmental Compliance</a> <a href="#">Environmental laws and regulations relating to Casio products and green procurement</a>
102-12	External initiatives	<a href="#">United Nations Global Compact</a> <a href="#">Responsible minerals sourcing</a>
102-13	Membership of associations	<a href="#">United Nations Global Compact</a>

## Strategy

Disclosures No.	Description	Related Page
102-14	Statement from senior decision-maker	<a href="#">Message from the President</a>
102-15	Key impacts, risks, and opportunities	<a href="#">Message from the President</a> <a href="#">Environmental and Social Material Issues</a> <a href="#">Risk Management</a> <a href="#">Environmental Action Plan (Targets and Performance)</a> Annual Securities Report (in Japanese only)

## Ethics and integrity

Disclosures No.	Description	Related Page
102-16	Values, principles, standards, and norms of behavior	<a href="#">Corporate Creed and Sustainability Management</a> <a href="#">Casio Group Environmental Principles</a> <a href="#">Casio Group Code of Conduct</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Whistleblower Hotline</a>

## Governance

Disclosures No.	Description	Related Page
102-18	Governance structure	<a href="#">Corporate Governance</a> <a href="#">Sustainability Implementation System</a>
102-19	Delegating authority	<a href="#">Sustainability Implementation System</a>
102-20	Executive-level responsibility for economic, environmental, and social topics	<a href="#">Sustainability Implementation System</a>
102-21	Consulting stakeholders on economic, environmental, and social topics	<a href="#">Corporate Governance</a> <a href="#">Sustainability Implementation System</a>
102-22	Composition of the highest governance body and its committees	<a href="#">Corporate Governance</a> Corporate Governance Report
102-23	Chair of the highest governance body	<a href="#">Corporate Governance</a> Corporate Governance Report
102-24	Nominating and selecting the highest governance body	<a href="#">Corporate Governance</a> Corporate Governance Report
102-25	Conflicts of interest	<a href="#">Corporate Governance</a> Corporate Governance Report Annual Securities Report (in Japanese only)
102-26	Role of highest governance body in setting purpose, values, and strategy	<a href="#">Corporate Governance</a> <a href="#">Sustainability Implementation System</a> <a href="#">Environmental Management</a>
102-27	Collective knowledge of highest governance body	<a href="#">Sustainability Implementation System</a> <a href="#">Environmental Management</a>

Disclosures No.	Description	Related Page
102-28	Evaluating the highest governance body's performance	<a href="#">Sustainability Implementation System</a> <a href="#">Environmental Management</a>
102-29	Identifying and managing economic, environmental, and social impacts	<a href="#">Sustainability Implementation System</a> <a href="#">Corporate Governance</a> <a href="#">Environmental Management</a>
102-30	Effectiveness of risk management processes	<a href="#">Basic Views on Internal Control System and Progress on System</a>
102-31	Review of economic, environmental, and social topics	<a href="#">Sustainability Implementation System</a> <a href="#">Corporate Governance</a> <a href="#">Environmental Management</a>
102-32	Highest governance body's role in sustainability reporting	—
102-33	Communicating critical concerns	<a href="#">Corporate Governance</a> <a href="#">Whistleblower Hotline</a>
102-34	Nature and total number of critical concerns	—
102-35	Remuneration policies	<a href="#">Corporate Governance</a> Annual Securities Report (in Japanese only) Corporate Governance Report
102-36	Process for determining remuneration	<a href="#">Corporate Governance</a> Annual Securities Report (in Japanese only) Corporate Governance Report
102-37	Stakeholders' involvement in remuneration	—
102-38	Annual total compensation ratio	—
102-39	Percentage increase in annual total compensation ratio	—

## Stakeholder engagement

Disclosures No.	Description	Related Page
102-40	List of stakeholder groups	<a href="#">Environmental and Social Material Issues</a> <a href="#">Stakeholder Engagement</a>
102-41	Collective bargaining agreements	Annual Securities Report (in Japanese only)
102-42	Identifying and selecting stakeholders	<a href="#">Environmental and Social Material Issues</a> <a href="#">Stakeholder Engagement</a>
102-43	Approach to stakeholder engagement	<a href="#">Environmental and Social Material Issues</a> <a href="#">Stakeholder Engagement</a>
102-44	Key topics and concerns raised	<a href="#">Environmental and Social Material Issues</a> <a href="#">Independent Opinion on the Sustainability Report 2020</a>

## Reporting practice

Disclosures No.	Description	Related Page
102-45	Entities included in the consolidated financial statements	<a href="#">Scope of the report</a>
102-46	Defining report content and topic Boundaries	<a href="#">Environmental and Social Material Issues</a>
102-47	List of material topics	<a href="#">Environmental and Social Material Issues</a>
102-48	Restatements of information	<a href="#">Environmental Performance Data</a>
102-49	Changes in reporting	None
102-50	Reporting period	<a href="#">Scope of the report</a>
102-51	Date of most recent report	<a href="#">Scope of the report</a>
102-52	Reporting cycle	<a href="#">Scope of the report</a>
102-53	Contact point for questions regarding the report	<a href="#">Scope of the report</a>
102-54	Claims of reporting in accordance with the GRI Standards	Sustainability Report 2020 has been prepared in accordance with the Core option of the GRI Sustainability Reporting Standards.
102-55	GRI content index	GRI Content Index
102-56	External assurance	<a href="#">Third-party verification</a>

## Management Approach

Disclosures No.	Description	Related Page
103-1	Explanation of the material topic and its Boundary	<a href="#">Environmental and Social Material Issues</a>
103-2	The management approach and its components	<a href="#">Environmental and Social Material Issues</a> <a href="#">Environmental Management</a> <a href="#">Quality Assurance</a> <a href="#">Activities to Improve Customer Satisfaction</a> <a href="#">Intellectual Property Initiatives</a> <a href="#">Human Resource Development</a> <a href="#">Occupational Safety and Health</a> <a href="#">Whistleblower Hotline</a>
103-3	Evaluation of the management approach	<a href="#">Environmental and Social Material Issues</a>

## Economic Performance

Disclosures No.	Description	Related Page
201-1	Direct economic value generated and distributed	<a href="#">Financial Results</a>
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">Realizing a Decarbonized Society</a>
201-3	Defined benefit plan obligations and other retirement plans	Annual Securities Report (in Japanese only)
201-4	Financial assistance received from government	—

## Market Presence

Disclosures No.	Description	Related Page
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—
202-2	Proportion of senior management hired from the local community	—

## Indirect Economic Impacts

Disclosures No.	Description	Related Page
203-1	Infrastructure investments and services supported	—
203-2	Significant indirect economic impacts	—

## Procurement Practices

Disclosures No.	Description	Related Page
204-1	Proportion of spending on local suppliers	<a href="#">Implementing CSR Procurement</a>

## Anti-corruption

Disclosures No.	Description	Related Page
205-1	Operations assessed for risks related to corruption	<a href="#">Corruption Prevention Initiatives</a>
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Corruption Prevention Initiatives</a>
205-3	Confirmed incidents of corruption and actions taken	None

## Anti-competitive Behavior

Disclosures No.	Description	Related Page
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—

## Materials

Disclosures No.	Description	Related Page
301-1	Materials used by weight or volume	<a href="#">Material Balance</a> <a href="#">Environmental Performance Data</a>
301-2	Recycled input materials used	<a href="#">Material Balance</a> <a href="#">Environmental Performance Data</a>
301-3	Reclaimed products and their packaging materials	<a href="#">Material Balance</a>

## Energy

Disclosures No.	Description	Related Page
302-1	Energy consumption within the organization	<a href="#">Material Balance</a> <a href="#">Environmental Performance Data</a> <a href="#">Environmental Performance Data of Each Site</a>
302-2	Energy consumption outside of the organization	<a href="#">Material Balance</a> <a href="#">Environmental Performance Data</a> <a href="#">Calculation Standards</a>
302-3	Energy intensity	<a href="#">Realizing a Decarbonized Society</a> , <a href="#">Environmental Performance Data</a>
302-4	Reduction of energy consumption	<a href="#">Realizing a Decarbonized Society</a> , <a href="#">Environmental Performance Data</a>
302-5	Reductions in energy requirements of products and services	—

## Water

Disclosures No.	Description	Related Page
303-1	Water withdrawal by source	<a href="#">Material Balance</a> <a href="#">Environmental Performance Data of Each Site</a> <a href="#">Environmental Performance Data</a> <a href="#">Calculation Standards</a>
303-2	Water sources significantly affected by withdrawal of water	—
303-3	Water recycled and reused	<a href="#">Material Balance</a> <a href="#">Environmental Performance Data</a> <a href="#">Calculation Standards</a> <a href="#">Environmental Performance Data of Each Site</a>

## Biodiversity

Disclosures No.	Description	Related Page
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	—
304-2	Significant impacts of activities, products, and services on biodiversity	<a href="#">Living in Harmony with Nature</a> <a href="#">Biodiversity Preservation at Business Sites</a> <a href="#">Contributing Through Casio's Business to Social Issues Related to Biodiversity</a>
304-3	Habitats protected or restored	<a href="#">Living in Harmony with Nature</a> <a href="#">Biodiversity Preservation at Business Sites</a> <a href="#">Contributing Through Casio's Business to Social Issues Related to Biodiversity</a>
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	<a href="#">Living in Harmony with Nature</a> <a href="#">Biodiversity Preservation at Business Sites</a>

## Emissions

Disclosures No.	Description	Related Page
305-1	Direct (Scope 1) GHG emissions	<a href="#">Realizing a Decarbonized Society, Material Balance</a> <a href="#">CO2 Emissions throughout the Entire Value Chain Environmental Performance Data</a> <a href="#">Environmental Performance Data of Each Site</a>
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Realizing a Decarbonized Society, Material Balance</a> <a href="#">CO2 Emissions throughout the Entire Value Chain Environmental Performance Data</a> <a href="#">Environmental Performance Data of Each Site</a>
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">CO2 Emissions throughout the Entire Value Chain Material Balance</a>
305-4	GHG emissions intensity	<a href="#">Realizing a Decarbonized Society, Material Balance</a> <a href="#">CO2 Emissions throughout the Entire Value Chain Environmental Performance Data</a>
305-5	Reduction of GHG emissions	<a href="#">Realizing a Decarbonized Society,</a>
305-6	Emissions of ozone-depleting substances (ODS)	—
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<a href="#">Material Balance</a> <a href="#">Environmental Performance Data of Each Site</a>

## Effluents and Waste

Disclosures No.	Description	Related Page
306-1	Water discharge by quality and destination	<a href="#">Material Balance</a> <a href="#">Environmental Performance Data of Each Site</a>
306-2	Waste by type and disposal method	<a href="#">Building a Recycling Society, Material Balance</a> <a href="#">Environmental Performance Data</a> <a href="#">Environmental Performance Data of Each Site</a>
306-3	Significant spills	—
306-4	Transport of hazardous waste	—
306-5	Water bodies affected by water discharges and/or runoff	—

## Environmental Compliance

Disclosures No.	Description	Related Page
307-1	Non-compliance with environmental laws and regulations	<a href="#">Compliance with Environmental Laws</a>

## Supplier Environmental Assessment

Disclosures No.	Description	Related Page
308-1	New suppliers that were screened using environmental criteria	—
308-2	Negative environmental impacts in the supply chain and actions taken	—

## Employment

Disclosures No.	Description	Related Page
401-1	New employee hires and employee turnover	<a href="#">Environmental and Social Material Issues</a> <a href="#">Making the Most of Human Resources and Maintaining Optimal Workplace Environments</a>
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Making the Most of Human Resources and Maintaining Optimal Workplace Environments</a>
401-3	Parental leave	<a href="#">Making the Most of Human Resources and Maintaining Optimal Workplace Environments</a>

## Labor / Management Relations

Disclosures No.	Description	Related Page
402-1	Minimum notice periods regarding operational changes	<a href="#">Communication between labor and management</a>

## Occupational Health and Safety

Disclosures No.	Description	Related Page
403-1	Workers representation in formal joint management-worker health and safety committees	<a href="#">Occupational Safety and Health</a> <a href="#">Communication between labor and management</a>
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<a href="#">Occupational Safety and Health</a>
403-3	Workers with high incidence or high risk of diseases related to their occupation	—
403-4	Health and safety topics covered in formal agreements with trade unions	—

## Training and Education

Disclosures No.	Description	Related Page
404-1	Average hours of training per year per employee	<a href="#">Human Resource Development</a>
404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">Human Resource Development</a>
404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">Human Resource Development</a>

## Diversity and Equal Opportunity

Disclosures No.	Description	Related Page
405-1	Diversity of governance bodies and employees	<a href="#">Making the Most of Human Resources and Maintaining Optimal Workplace Environments</a>
405-2	Ratio of basic salary and remuneration of women to men	—

## Non-discrimination

Disclosures No.	Description	Related Page
406-1	Incidents of discrimination and corrective actions taken	<a href="#">Supply Chain Management</a> <a href="#">Respect for Human Rights</a> <a href="#">Considering Human Rights in Corporate Activities</a>

## Freedom of Association and Collective Bargaining

Disclosures No.	Description	Related Page
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Making the Most of Human Resources and Maintaining Optimal Workplace Environments</a>

## Child Labor

Disclosures No.	Description	Related Page
408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">Implementing CSR Procurement</a> <a href="#">Supply Chain Management</a> <a href="#">Respect for Human Rights</a> <a href="#">Considering Human Rights in Corporate Activities</a>

## Forced or Compulsory Labor

Disclosures No.	Description	Related Page
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Implementing CSR Procurement</a> <a href="#">Supply Chain Management</a> <a href="#">Respect for Human Rights</a> <a href="#">Considering Human Rights in Corporate Activities</a>

## Security Practices

Disclosures No.	Description	Related Page
410-1	Security personnel trained in human rights policies or procedures	—

## Rights of Indigenous Peoples

Disclosures No.	Description	Related Page
411-1	Incidents of violations involving rights of indigenous peoples	—

## Human Rights Assessment

Disclosures No.	Description	Related Page
412-1	Operations that have been subject to human rights reviews or impact assessments	<a href="#">Supply Chain Management</a> <a href="#">Respect for Human Rights</a> <a href="#">Considering Human Rights in Corporate Activities</a>
412-2	Employee training on human rights policies or procedures	<a href="#">Respect for Human Rights</a> <a href="#">Considering Human Rights in Corporate Activities</a>
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—

## Local Communities

Disclosures No.	Description	Related Page
413-1	Operations with local community engagement, impact assessments, and development programs	—
413-2	Operations with significant actual and potential negative impacts on local communities	—

## Supplier Social Assessment

Disclosures No.	Description	Related Page
414-1	New suppliers that were screened using social criteria	—
414-2	Negative social impacts in the supply chain and actions taken	<a href="#">Supply Chain Management</a>

## Public Policy

Disclosures No.	Description	Related Page
415-1	Political contributions	—

## Customer Health and Safety

Disclosures No.	Description	Related Page
416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Offering users peace of mind</a>
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<a href="#">Offering users peace of mind</a>

## Marketing and Labeling

Disclosures No.	Description	Related Page
417-1	Requirements for product and service information and labeling	<a href="#">Casio Super Green Star Products</a>
417-2	Incidents of non-compliance concerning product and service information and labeling	—
417-3	Incidents of non-compliance concerning marketing communications	—

## Customer Privacy

Disclosures No.	Description	Related Page
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None

## Socioeconomic Compliance

Disclosures No.	Description	Related Page
419-1	Non-compliance with laws and regulations in the social and economic area	<a href="#">Corruption Prevention Initiatives / Compliance</a>