

Social Report



Quality Assurance	Activities to Improve Customer Satisfaction	Intellectual Property Initiatives
Implementing CSR Procurement	Supply Chain Management	Providing Supportive Workplace Environments and Promoting Diversity
Making the Most of Human Resources and Maintaining Optimal Workplace Environments	Human Resource Development	Occupational Safety and Health
Respect for Human Rights	Considering Human Rights in Corporate Activities	Contributing to education through EdTech business
Social Contribution Activities		

Quality Assurance

Management

Social Issue

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.

Importance for the Casio Group

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 also believes that environmental conservation and contributing to a recycling-oriented society are corporate responsibilities.



Policy

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

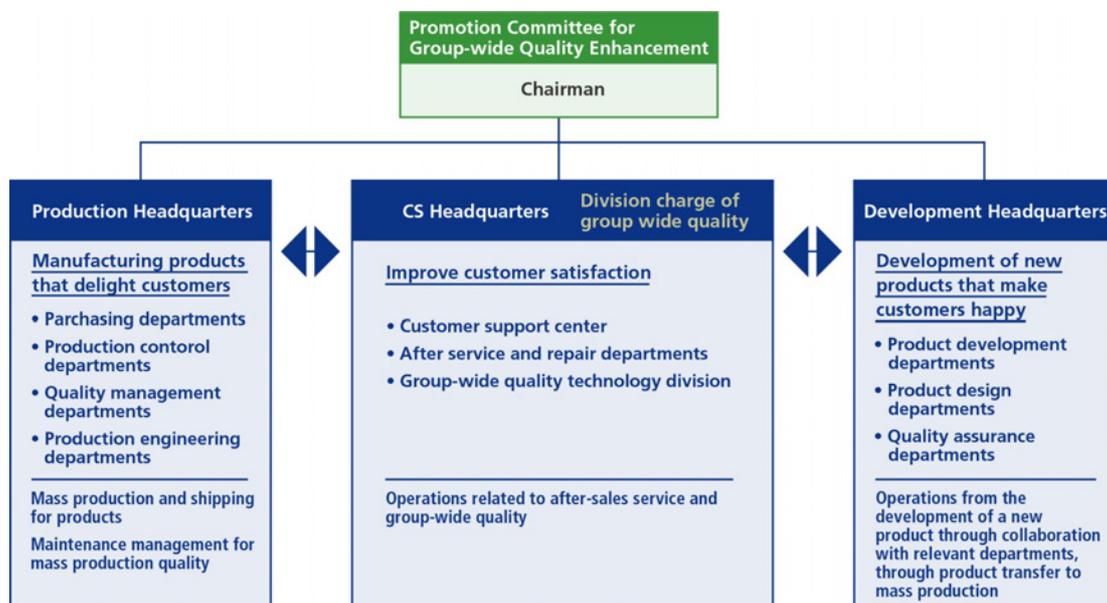
Quality Management Policies

- 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 improve quality with the cooperation of the Production Headquarters and the Development Headquarters, while always pursuing the best solutions for customers.

The Casio Group shares the awareness that quality is the foundation of all operations, and the Promotion Committee for Group-Wide Quality Enhancement shares information on product quality, safety, and regulations in each country in order to raise the level of awareness across the entire group. An ISO 9001 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	ISO 9001 Certified and Registered Sites	Certified 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) Utilizing Tools from the National Institute of Technology and Evaluation (NITE) to Conduct Risk

Assessments for Products, with Packaged Data Linked to Each Item (Flammability Test)

In order to maintain product safety, Casio carries out design and inspection based on Product Safety Design Standards and Product Safety Manufacturing Standards. Casio utilizes NITE's product risk assessment support tools (data) for these standards to incorporate this assessment into its product design process. After confirming that there are no problems from a design perspective, we evaluate safety in the event of an emergency by conducting product combustion tests and lithium-ion battery overcharge and nail piercing tests. In this way, Casio strives to improve the effectiveness of product risk assessment by implementing a package that connects NITE's data to the actual items used in each test.

(2) Initiatives to Prevent “Silent Changes”^{*1}

Casio is working to expand its internal analysis activities in order to maintain product quality, ensure safety, and prepare for potential risks. As part of its efforts to prevent “silent changes,” Casio identifies which products require priority safety controls and regularly samples mass-produced products. Casio then implements morphological observations, chemical analysis, component analysis using physical property evaluation, and safety confirmation tests. At the same time, Casio collects data that helps it to provide guidance and supervision to its suppliers, while providing feedback to suppliers and related departments throughout the company to help prevent the occurrence or recurrence of product accidents.

^{*1}. When specifications or components are changed for reasons such as cost reduction and delivered to the customer without obtaining their approval.

Offering Users Peace of Mind

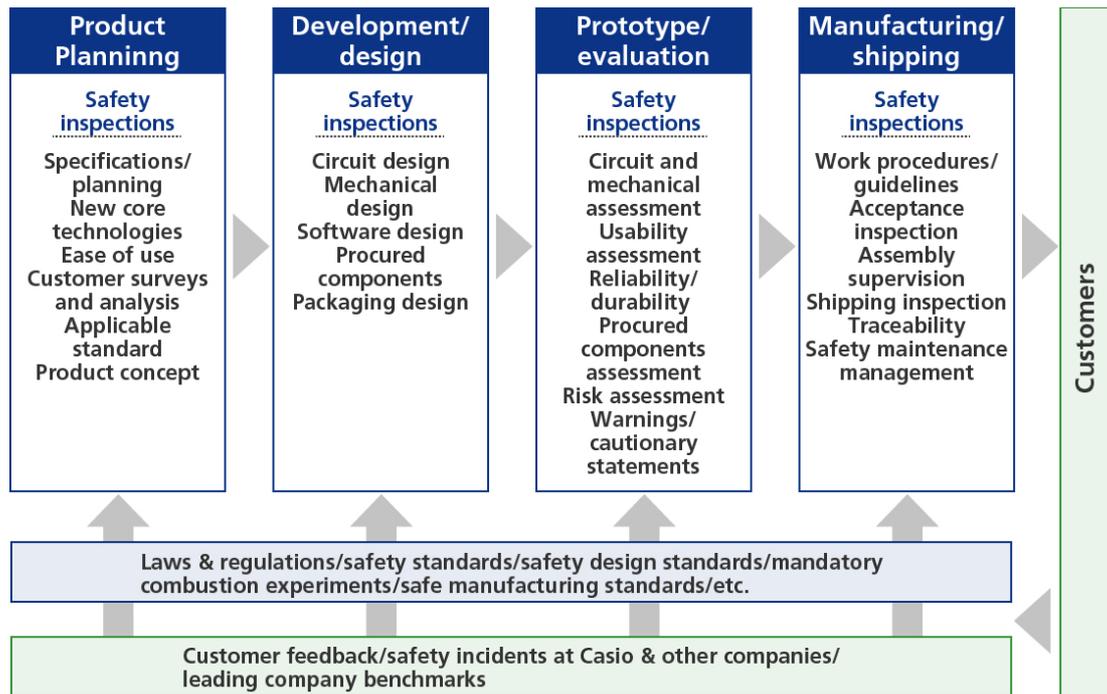
Casio believes that safety is the most important aspect of its products, as it ensures the protection of customers' property and person. As shown in the diagram below, Casio performs safety audits^{*} at every stage, starting with product planning, and refers to the Product Safety Design Standards to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

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

^{*} Safety audits: Design audits conducted based on the Product Safety Design Standards

Products that contain new technology components undergo a review based on the Safety Design Standards from the customer perspective. 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 Japan's 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. However, in the unlikely event of a product-related accident or a quality problem, the company has clarified procedures for managing them and has established systems capable of responding appropriately as well as a response flow based on the in-house accident operating procedures. As shown in the diagram below, these include the prompt in-house communication of information, the issuance of notifications and reports to customers and relevant administrative agencies, and efforts to identify causes, corrective actions, and measures to prevent any future recurrence.

Activities to Improve Customer Satisfaction

Management

Social Issue

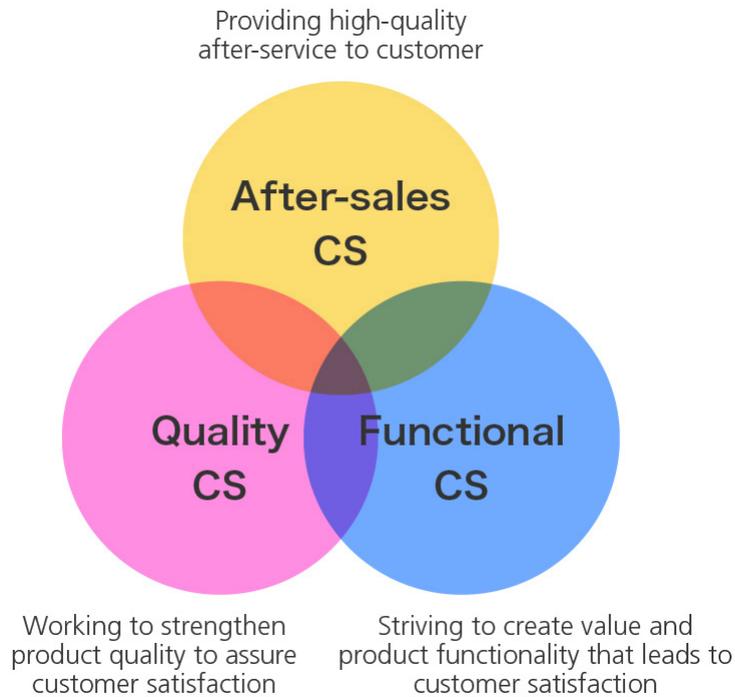
In recent years, customers have been using a variety of information channels including social media, shifting from the approach of merely buying what they want toward a practice of greater awareness of how they will use a product in their daily lives. In accordance with this, Casio believes it is important to provide products and services that will increase customer satisfaction.

Importance for the Casio Group

Due to these changes in the awareness of customers, it has become more difficult to differentiate Casio's products from the products of other companies on the basis of product functionality alone. Casio believes it is important to increase confidence in the company's brand and improve customer satisfaction by analyzing customer perspectives collected from social media and a variety of other information channels, as well as data on products brought in for repairs, and incorporating this analysis into product development leveraging cooperation among the relevant departments.

Policy

We leverage creativity to raise customer expectations and generate excitement while enriching peoples' minds, hearts and lives worldwide. 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

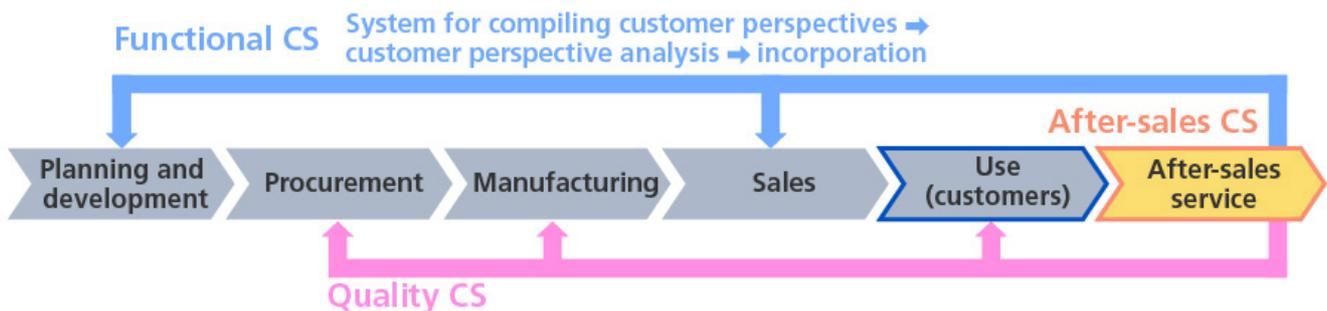
Casio is making various efforts to ensure that customers are satisfied with its after-sales service. These efforts include enhancing staff training programs to improve product knowledge, repair technical skills, and customer service skills. Casio is also working to boost customer service quality by having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

Functional CS

Casio is also striving to ensure that customer feedback around the world 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 around the world. It focuses on early detection, rapid response and prevention of recurrence of problems.



From product planning and development to after-sales service, Casio works closely with customers who use our products to envisage the ideals for those products, and implements group-wide improvement activities such as proposing improvements to product development and providing services that enhance customer satisfaction. With three main customer satisfaction activities as the basic policy, Casio consolidates customer perspectives from a user-first point of view and strives to leverage cooperation across organizations, including at the senior management level, in the sharing of the information and its use in improving after-sales service.

In July 2023, the CS Headquarters also released internal guidelines for all employees to increase their understanding of customer satisfaction. Casio encourages each and every employee to recognize and take action on the opportunities they have to take the initiative on customer satisfaction in the course of their duties.

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 working to acquire product knowledge and improve customer service quality, in an effort to ensure that all customers will become lifelong Casio fans. 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.

The Customer Support Center also works to reliably collect customer feedback, and improve the customer experience in ways suited to each particular region by facilitating smooth cooperation with the customer support centers set up at local sales companies around the world.

Emphasizing the sensibility of “consideration”

The Center is constantly working to expand its channels of communication with customers, as communication styles diversify with changing social trends. The Center works hard to provide the support that customers expect via each channel.

In these efforts, the Customer Support Center strives to respect customers and 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.

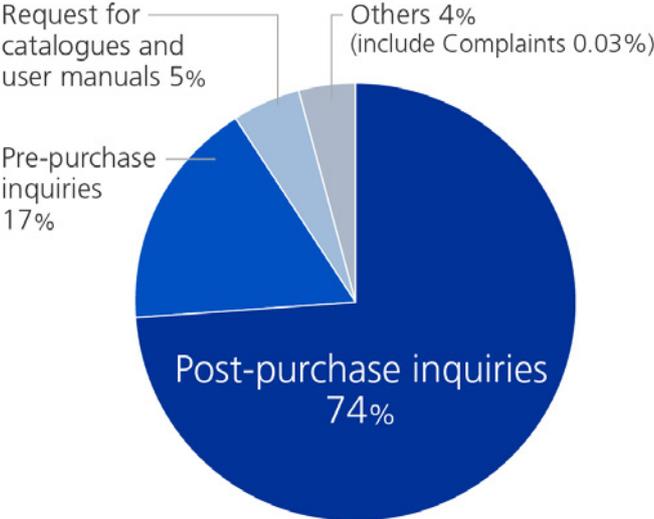
At the same time, Casio takes a resolute stance against the emerging social issue of harassment by customers, and has formulated a company-wide response policy with respect to it.

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 of Customer Inquiries in Japan (Fiscal 2023, Consumer Products)

Item	Fiscal 2023	
	Japan	Overseas
Timepieces	41.1%	78.7%
Education (calculators, electronic dictionaries)	9.6%	16.5%
Electrical Musical Instruments	7.2%	3.5%
Other Consumer Products	13.1%	0.6%
System Equipment	29.0%	0.7%
Total	100.0%	100.0%

Breakdown of Product Inquiries

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 continuously advancing product functions and provide service quality that satisfies customers.

By training employees so that they are expert not only in repair skills but also possess extensive product knowledge and are good at responding to customers, 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 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 (completed in about 60 minutes). They also provide one-day repair services for electronic dictionaries that are in particularly high use by students.

Casio's online repair request service allows customers to pick up their repaired products at 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. There are eight of these maintenance booths, such as the one in the G-SHOCK STORE NAGOYA, which opened at Maruei Galleria in Nagoya-shi, Aichi in August 2022. 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 SHIBUYA



G-SHOCK STORE NAGOYA

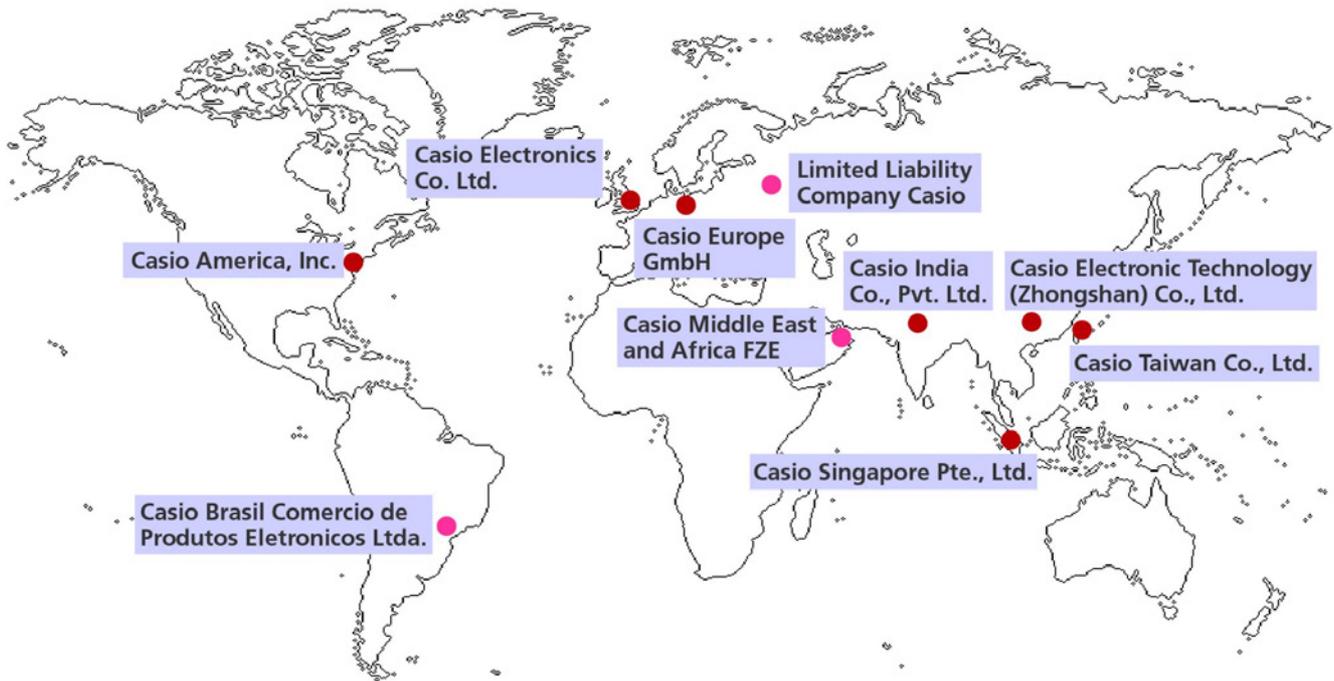
Customer Satisfaction Initiatives outside Japan

Outside Japan, a total of 929 companies, including 10 local subsidiaries and 919 partners, carry out after-sales service for Casio products (as of March 2023).

Casio holds regular technical skill courses for repair technicians in order to raise repair skill levels, aiming to ensure that customers around the world receive high-quality repair services. In addition, Casio constantly surveys and improves repair times, repair quality and costs at each site. In 2022, Casio was forced to limit after-sales service activities worldwide due to the impact of COVID-19 but worked to maintain and improve skill levels at sites actively using online training.

Casio will continue to work with its service sites to further improve the after-sales service for Casio products.

Repair centers operated by group companies outside Japan



In China, Casio trialed an online skills contest that saw participants compete on repair skills and customer service, with the goal of boosting the morale of partner companies and enhancing its systems for cooperation with them. In the Middle East, the local companies worked together with the sales division to improve customer satisfaction by expanding the service awareness activities which were so well received in Dubai to other countries around the UAE.

Casio Headquarters periodically held remote quality control circles involving repair sites outside Japan. Through inspections at repair sites, it strived to solve issues experienced in each country. Casio will carry out remote quality control circle activities at sites outside Japan on a continual basis in the future, and it will connect these efforts to further enhancement of worldwide repair quality.

Intellectual Property Initiatives

Management

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.

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.

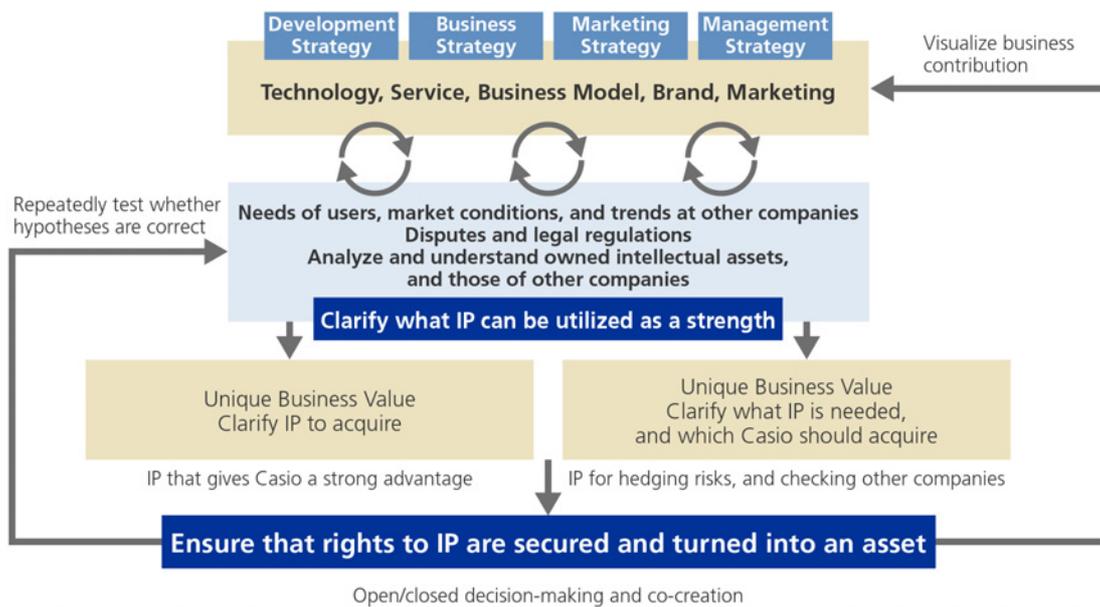
Since its founding, Casio has worked to develop innovative new technologies and products that are completely original and have never existed before. Casio recognizes that it must protect these development outcomes by obtaining intellectual property rights to ensure its corporate competitiveness. Meanwhile, the company also promotes the value of the Casio brand and Casio design as visual assets by securing intellectual property rights and protecting them as well, which serves to increase brand value.

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 and services 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 engages actively in intellectual property efforts based on strategies it has developed under the slogan, "A frontline offense on intellectual property." Casio establishes these strategies from a medium-to long-term perspective based on close cooperation with those on the frontlines of research and development, design, marketing, and other functions. Moreover, by coordinating its strategies for intellectual property, management, and business, Casio seeks to create value for the future as it strives to deliver continually growing corporate value.

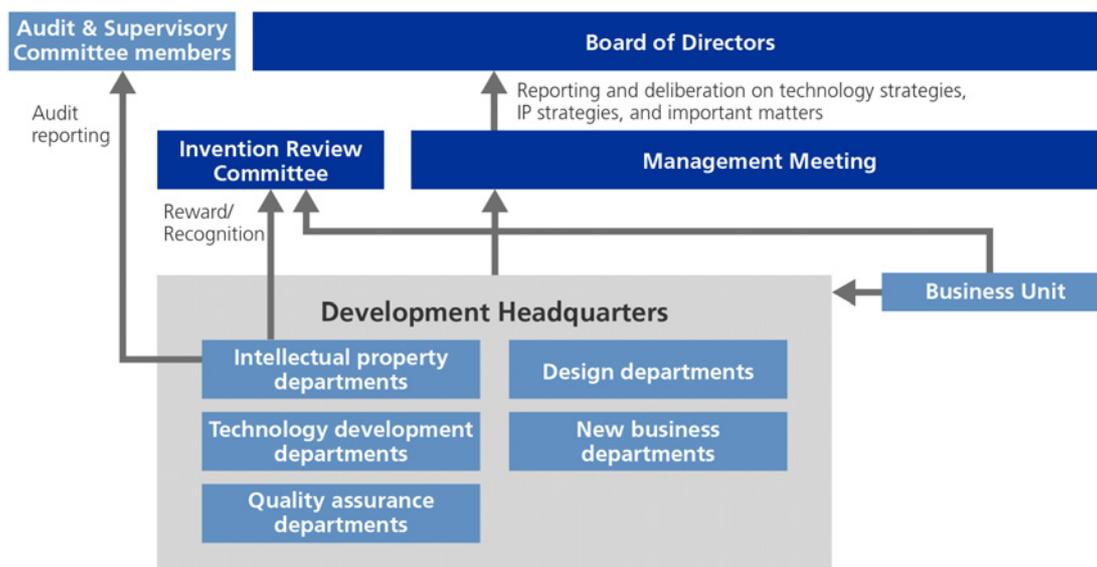
Basic Policy on Intellectual Property Strategy



System

The Intellectual Property Unit is located within the Development Headquarters. While collaborating closely with relevant departments on a daily basis, the Intellectual Property Unit is working to maximize the value and promote the effective utilization of intellectual property created by Casio during the research and development process and during business activities in general. Casio is also working to construct a governance system that will support group-wide investment decisions, asset management, and valuation systems.

Governance System Related to Intellectual Property



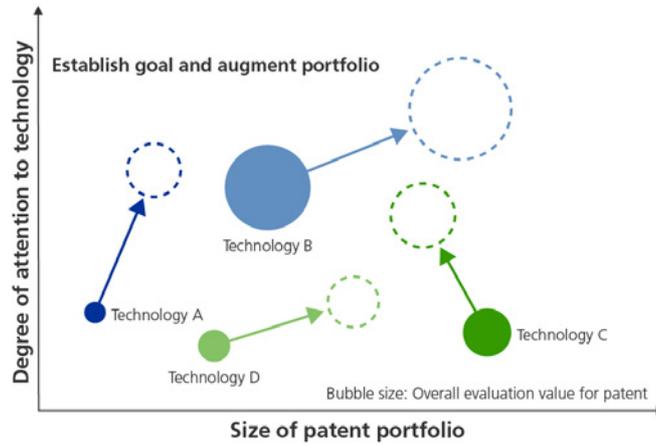
Activity Results

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.

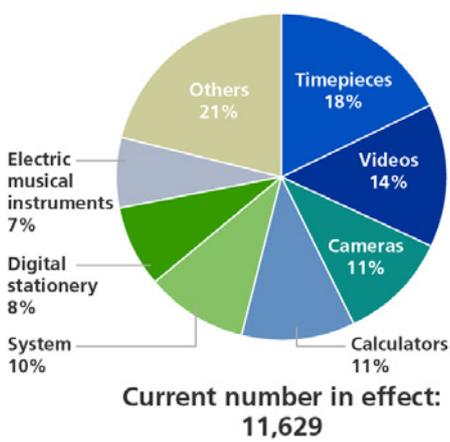
1. Acquisition and utilization of patents, designs, and trademarks

Casio is actively working to build its IP portfolio by leveraging intellectual property strategy and analysis. For patents in particular, Casio analyzes and evaluates the patents it holds for each technology, establishes goals, and then augments portfolio.

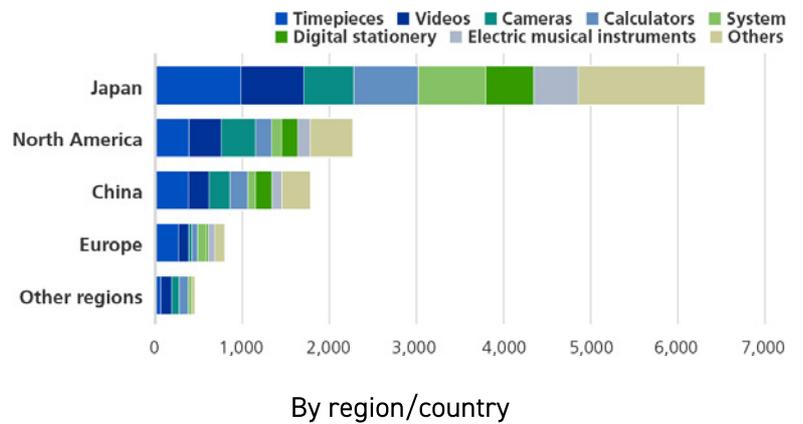
In addition to securing intellectual property rights, Casio works to ensure freedom of operations by preventing legal claims from other companies and earns profits by licensing its technologies to other companies (including cross licensing). The company also uses intellectual property as a barrier to deter other companies from entering the same business, and carries out activities to establish competitive advantage for corporate management.



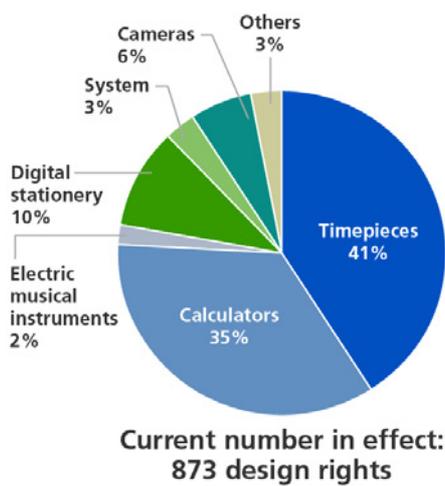
Patent portfolio (As of March 31, 2023)



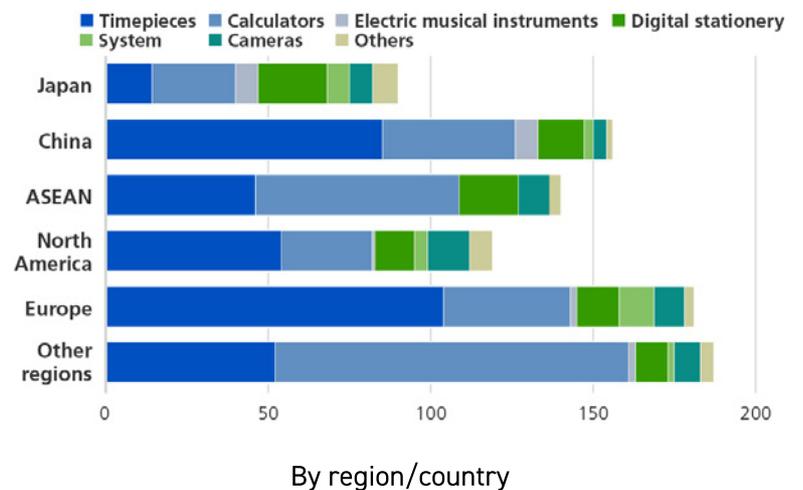
By product type



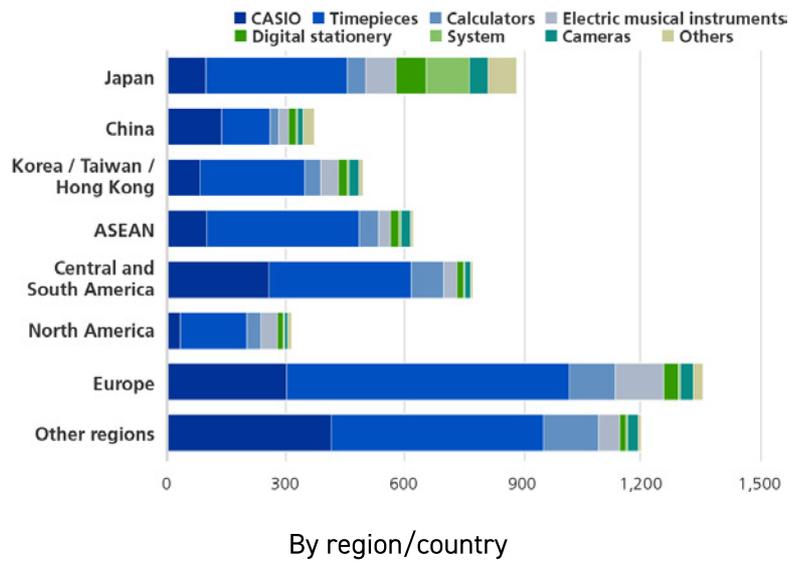
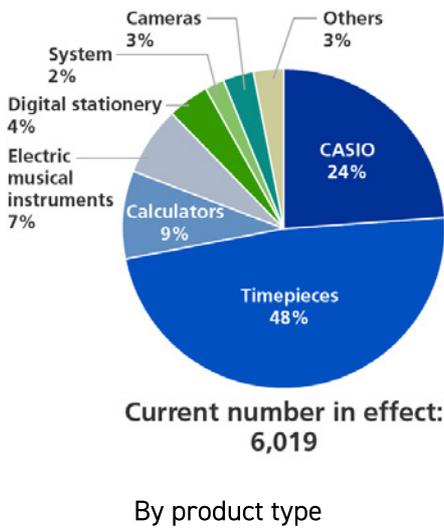
Design rights acquisition (as of March 31, 2023)



By product type



Trademark rights acquisition (as of March 31, 2023)



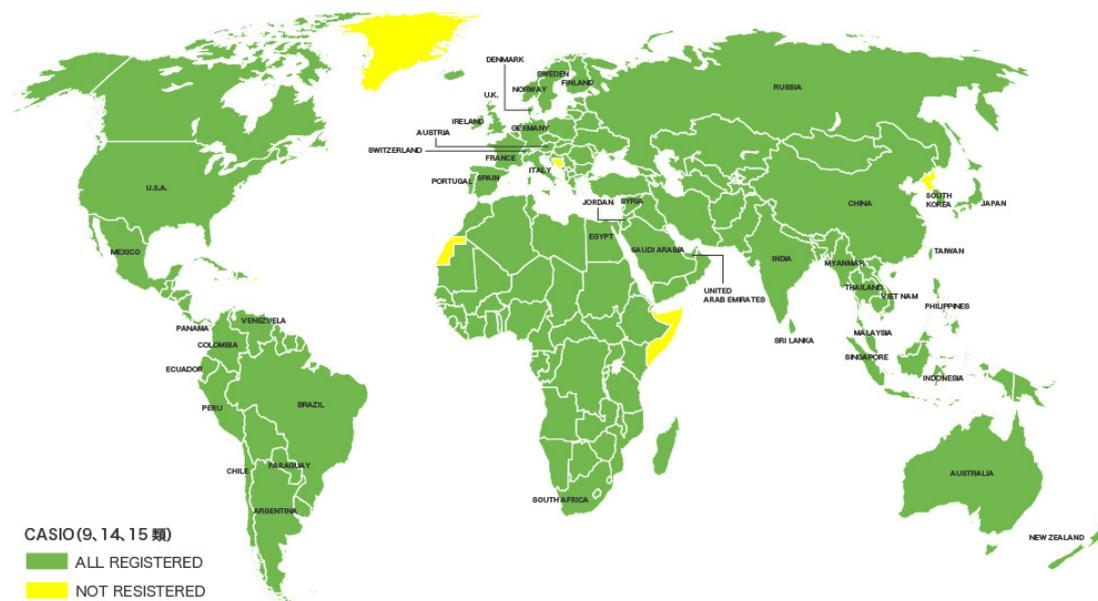
2. Utilizing intellectual property rights for brand management

Protecting rights to the Casio brand

In order to promote smooth corporate operations on a global level, Casio has obtained 1,427 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 (as of March 31, 2023)



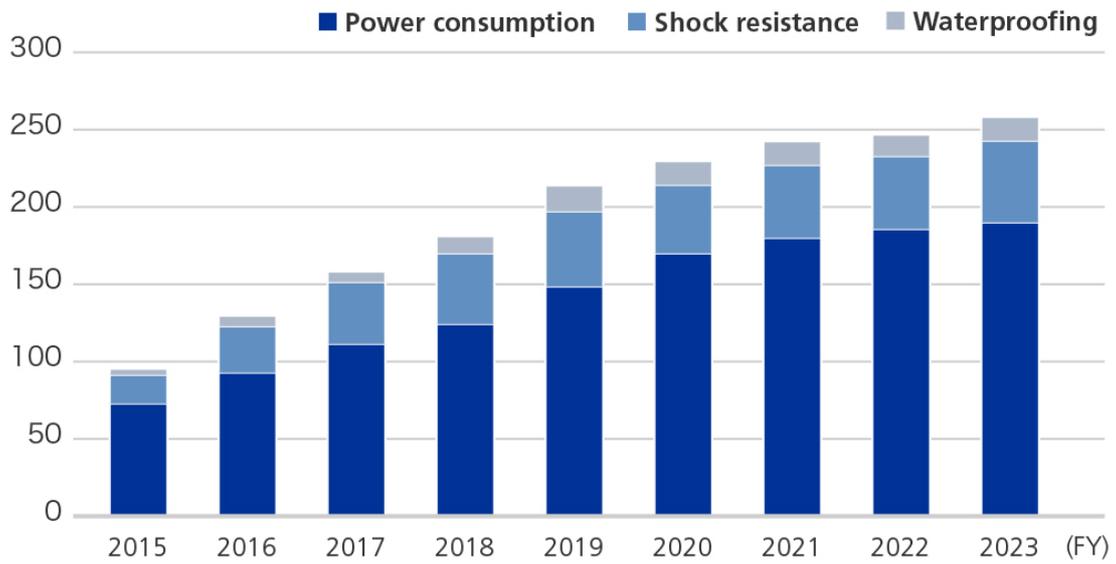
Casio has registered the Casio brand for trademarks for main products in the countries indicated in green. In the countries indicated in yellow, Casio trademarks have not yet been registered due to various reasons. These reasons include delays in trademark examination in some fields, lack of a trademark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

G-SHOCK Branding

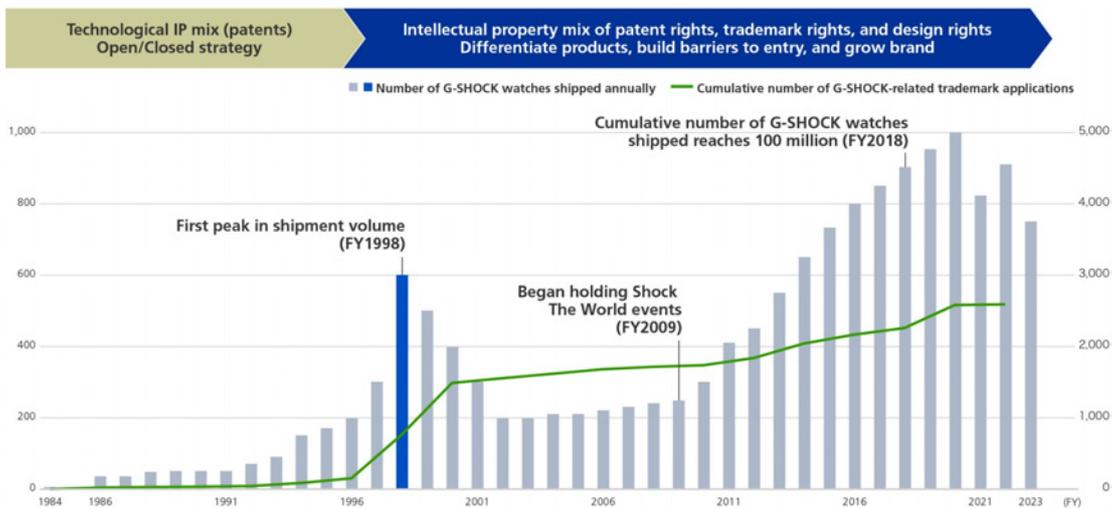
The advent of G-SHOCK created the entirely new value of toughness for wristwatches at a time when they were still just a fragile tool to tell time. Even now, 40 years after the first G-SHOCK came out, Casio continues to add to the number of patents it holds on technologies related to shock resistance, waterproofing, and power consumption, all of which support “toughness.” Today, G-SHOCK watches continue to evolve.

Eventually, G-SHOCK watches developed into a way for people to express themselves, bringing even more new unique value to the wristwatch market leveraging youth fashion. In 1997, G-SHOCK reached a peak in shipment volume, and Casio focused on registration of trademarks and design rights with an awareness of their role as countermeasures against counterfeits. Since then, as globalization has advanced, Casio has secured multifaceted rights to brand elements that reflect the brand identity (G-SHOCK uniqueness) to support various objectives, including promotional initiatives such as the Shock The World events. As Casio has made the most of its intellectual property mix to differentiate its products and create barriers to entry, intellectual property rights have played an important role in the growth of G-SHOCK into a global brand.

Number of Patents Related to G-SHOCK Toughness



Number of G-SHOCKS Shipped Annually and Number of Related Patent Applications



Risk Management Designed to Eliminate Brand Damage

Casio is striving to eliminate damage to the brands of Casio products and services using multifaceted risk management. Amid a diversification in customer touch points, Casio avoids the risk of infringing upon the design or trademark rights of other companies by conducting IP clearance surveys in collaboration with its product planning and marketing departments at an early stage. At the same time, Casio focuses on ensuring the proper application of trademarks and countering efforts such as infringement applications by others.



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 counterfeits 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 eliminate the damage caused by counterfeits by exposing factories that make counterfeit goods and agents that sell counterfeit goods, intercepting counterfeits at customs, monitoring and eliminating counterfeits sold on the Internet, and pursuing lawsuits against agents that sell counterfeit goods.

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 business and technology field as patent experts. While cooperating with the Intellectual Property Unit from an engineer perspective, these patent experts work to strengthen the intellectual property abilities of their respective organizations.

Here are details of specific activities.

1. Sharing technology and development trends at Casio and other companies with the Intellectual Property Unit
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

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 complaints regarding 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 Unit 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.

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.

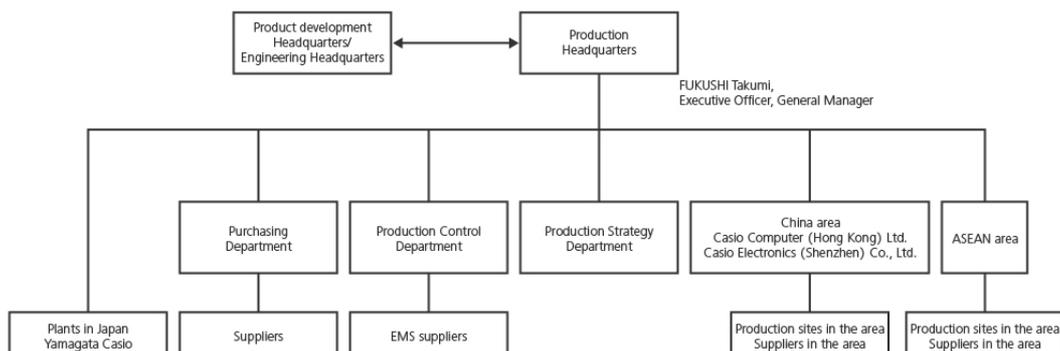
Casio is also managing its supply chain more successfully by introducing a regular monitoring system that ensures that these guidelines are properly fulfilled.

> [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, 51% for the China area, and 14% 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	FY2023 Targets and KPI	FY2023 Performance	Evaluation	FY2024 Targets and KPI
Promoting CSR procurement	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits at a total of 12 suppliers in China and Thailand	Implemented CSR education at Casio sites and at suppliers, and implemented onsite audits at a total of 8 suppliers in China and Thailand	○	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits at a total of 12 suppliers in China and Thailand
	(2) Conduct CSR surveys	Conducted CSR surveys of 405 suppliers worldwide Surveys collected from 404 of 405 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, 2021 and 2022, 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 2023, we are engaging in ongoing communication with suppliers.

Supplier Message



Notani Yasuo
Managing Director,
Executive Officer
TAMAPACK CO., LTD.

Tamapack has been doing business with Casio for many years. We work on the packaging for various products developed and sold by Casio, and we have contributed to society alongside Casio by designing, manufacturing, purchasing, and selling packages, cardboard boxes, packaging materials, and other products, as well as with temporary staffing and contracting.

We currently supply mainly packages for watches from our locations overseas. But the global pandemic had a huge effect on our supply chain due to the shutdowns, logistical disruptions, material supply shortages, soaring fuel prices, and exchange rate fluctuations it brought about. Fortunately, this did not hinder our delivery schedule to customers, and we will continue to provide a stable supply of products by further strengthening our systems.

As a member of the Meiwa Pax Group, Tamapack's supply chain is expanding as we increase collaboration with other Meiwa Pax Group companies. We are working on sustainability initiatives with consideration of the circumstances in each country, and we are taking on various challenges in product manufacturing as we work to help achieve the SDGs, as set out in our Group Policy. Most recently, we have proposed replacing plastic products with products made from natural materials, such as pulp mold trays, pulp mold packages, cotton bags, and paper trays. And we have also commercialized such products.

Tamapack recognizes that our business activities and activities based on our CSR Philosophy/Policy have an impact on our stakeholders and society. Going forward, we will continue to monitor and improve our business activities and strive to increase our corporate value in order to maintain the trust placed in us as a company, and contribute to a better future.

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, 2021 and 2022, 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 2023, 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 2023 questionnaire was sent to 146 companies in Japan, and responses were received from 145 companies, for a response rate of 99.34%, clearly indicating suppliers' high level of interest in CSR fulfillment. For suppliers outside Japan, responses were received from 259 companies (198 companies in China and 61 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 2022, Casio postponed onsite inspections in China and ASEAN countries due to the spread of COVID-19. Even with the suspension in inspections due to the COVID-19 pandemic, it has cumulatively covered almost all suppliers. 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 405 suppliers

Responses to all questions received from 404 suppliers (99.8% 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	4.4
IV Fair Trading	4.4
V Product Quality and Safety	4.6
VI Information Security	4.4
VII Contribution to Society	3.7
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	3.9
I Human Rights and Labor	4.4
II Occupational Health and Safety	4.3
III Environment	4.3
IV Fair Trading	4.1
V Product Quality and Safety	4.5
VI Information Security	4.2
VII Contribution to Society	3.4
Total	4.2



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



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, 452 responses were received in fiscal 2023. The response rate was 99.8%.

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.

Casio adopts a policy of using minerals that are legally mined or acquired and are not involved in conflicts, even when those minerals were mined in the Democratic Republic of Congo (DRC) or its neighboring countries, and regardless of any conflict in that region.

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 & Inclusion

Approach and Policy

Social Issue

People are the most important of all the management resources involved in corporate activities. 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.

Policy

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 Casio Business Conduct Guidelines include the following commitments.

Respecting employee diversity and fostering supportive work environments

1. We welcome the participation of diverse employees and work together in harmony to create a better working environment.
 2. We conduct fair and impartial personnel evaluations and develop human resources who actively take on challenges with a positive spirit.
 3. We promote initiatives to maintain and improve individuals' health and promote healthy workplaces.
- 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 and revitalized the organization and human resources with the following three basic principles to establish a corporate culture that ensures that sustainable growth and development are linked to management strategies.

- 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

Investing in Human Capital

Casio will work on the following four points in fiscal 2024 as part of its efforts to manage human capital for creating value.

1. Promoting health and productivity management
2. Ensuring organizational capabilities
3. Fostering independent personnel
4. Strengthening management

Targets and Action Plan

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

Theme	KPI	FY2023 Targets	FY2023 Performance	Evaluation	FY2024 Targets	FY2031 Targets
Promoting health and productivity management	(1) Compulsory leave and internal leave related to childbirth and childcare	Achieve birth and childcare leave usage rate for eligible male employees of 50%	78.2% * Percentage of eligible men utilizing childcare leave (full-time employees): 52.1% * Percentage of eligible women utilizing childcare leave (full-time employees): 94.4%	◎	80%	100% for both men and women (in real terms)
	(2) Percentage of employees taking reexaminations recommended after regular health checkups	(None because this item was newly added in 2023)	78.6%	-	80%	80%
	(3) Percentage of employees maintaining an appropriate weight		69.7%	-	70%	70%
	(4) Percentage of employees who smoke		13.3%	-	13.1%	10%
Fostering independent personnel	(5) Career training coverage rate (full-time employees)		30.1%	-	38.2%	95%
	(6) Total number of employees with experience using the Job Challenge system		124 people	-	146 people	300 people
Strengthen management	(7) Number of future executive candidates		4 people	-	10 people	50 people
	(8) Number of women who are candidates for training as future managers		7 people	-	17 people	90 people
	(9) Percentage of managerial positions held by women		6.7%	-	7%	10%
	(10) Difference in wages for men and women who are full-time employees		74.6% *All workers: 66.0%	-	75%	80%
Other	(11) Percentage of newly hired graduates who are women		25% or more	Of the 52 employees who joined the company in April 2023, 16 (31%) were women.	◎	25% or more
	(12) Legally mandated employment rate of people with disabilities	Consolidated: 2.3% or more	Consolidated: 2.46% (as of April 2023)	◎	Consolidated: 2.5% or more	Consolidated: 2.7% or more

Making the Most of Human Resources and Maintaining Optimal Workplace Environments

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

Casio has been implementing diversity and inclusion initiatives to create conditions where all employees can work enthusiastically and enjoy job satisfaction, regardless of gender, nationality, age, and disability, to create innovation in an environment that brings together diverse values.

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 was 21 (6.7%) in fiscal 2023.

In 2022, Casio launched training for women in the leadership class, seeking to foster women as candidates for managerial positions. Casio plans to implement a range of measures to promote the active participation of women and to vigorously support the career formation of women.

Additionally, Casio has continued to work for 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.

Women in management positions (Casio Computer Co., Ltd.)

(FY)	2019	2020	2021	2022	2023
Number of women who are managers	10	11	14	18	21
Percentage of women who are managers	2.7%	3.6%	4.5%	5.7%	6.7%

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, and it has been further expanding the number of farms since July 2023. 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, 2019	As of April 1, 2020	As of April 1, 2021	As of April 1, 2022	As of April 1, 2023
Casio Computer Co., Ltd.	1.88%	2.08%	2.35%	2.28%	2.24%
Group companies in Japan	1.99%	2.14%	2.29%	2.33%	2.46%

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

Casio's Senior/Elder Employee Program provides employees retiring at age 60 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 senior employees 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/elder 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/elder 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

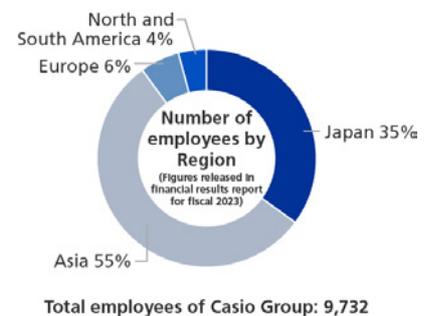
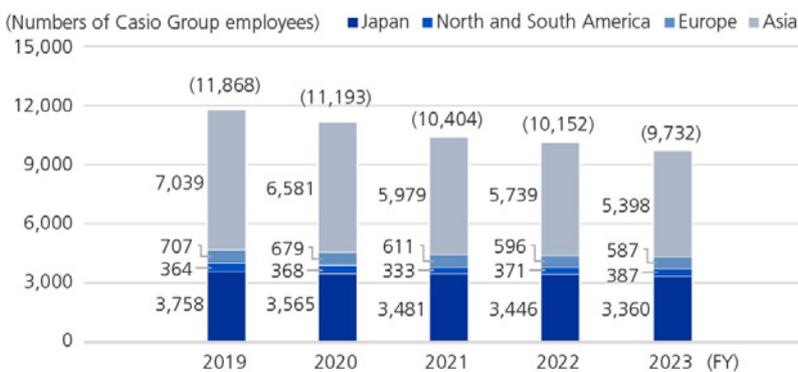
In order for employees to continue working enthusiastically subsequent to finding themselves in new roles with amended compensation after reaching mandatory retirement age and being re-employed as a senior/elder employee, Casio believes employees need to prepare in advance forward-looking career plans. 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

Casio is providing workplace-hosted internships aimed at giving students an insight into what “work” is and what a “job” is as they search for a job. After the COVID-19 pandemic, Casio arranged online internships and provided programs that allowed students to understand the work in a short period of time without affecting their studies.

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.

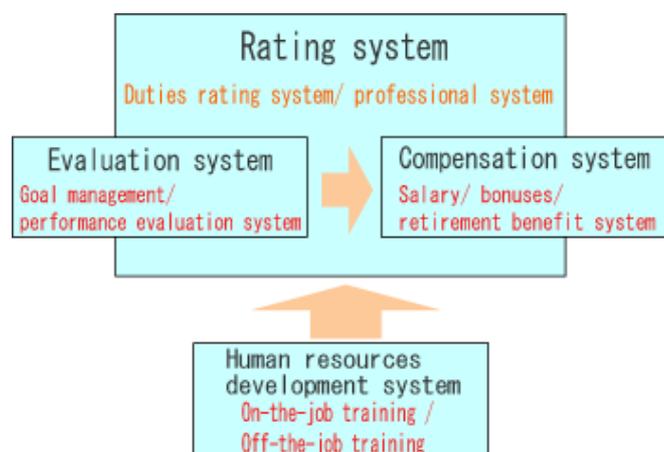


The evaluation system was overhauled in fiscal 2020. Up until then, the evaluations carried out every six months were linked to the full-year evaluation and reflected in salary raises and promotions (single track). Now that evaluations of more diverse employees are required, it has become increasingly 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 new managers to take evaluation and interviewing training in an effort to improve their management 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 2023) * Regular employees

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	1,996	632	2,628 (78%)
Women	529	207	736 (22%)
Total	2,525	839	3,364

(Reference)

Non-regular employees	683	535	1,218
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Number of new graduate employees hired in Japan (April 1, 2023) *Regular employees

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	36 (69%)	6	42
Women	16 (31%)	1	17
Total	52	7	59

Number of mid-career employees hired in Japan (April 1, 2022 – March 31, 2023)***Regular employees**

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	67 (74%)	6	73
Women	23 (26%)	3	26
Total	90	9	99

Average years of service in Japan (As of end of March 2023)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	18.5	20.3	18.9
Women	13.8	23.9	16.6
Total	18.2	21.1	18.4

Average employee age in Japan (As of end of March 2023)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	47.2	48.6	48.6
Women	42.2	49.4	44.2
Total	46.2	48.6	46.8

**Employee Retention Rate
(3 years after joining Casio Computer Co., Ltd., including mid-career hires)**

	End of March 2022	End of March 2023
Retention rate	88.9%	94.6%

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 staggered commuting

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.

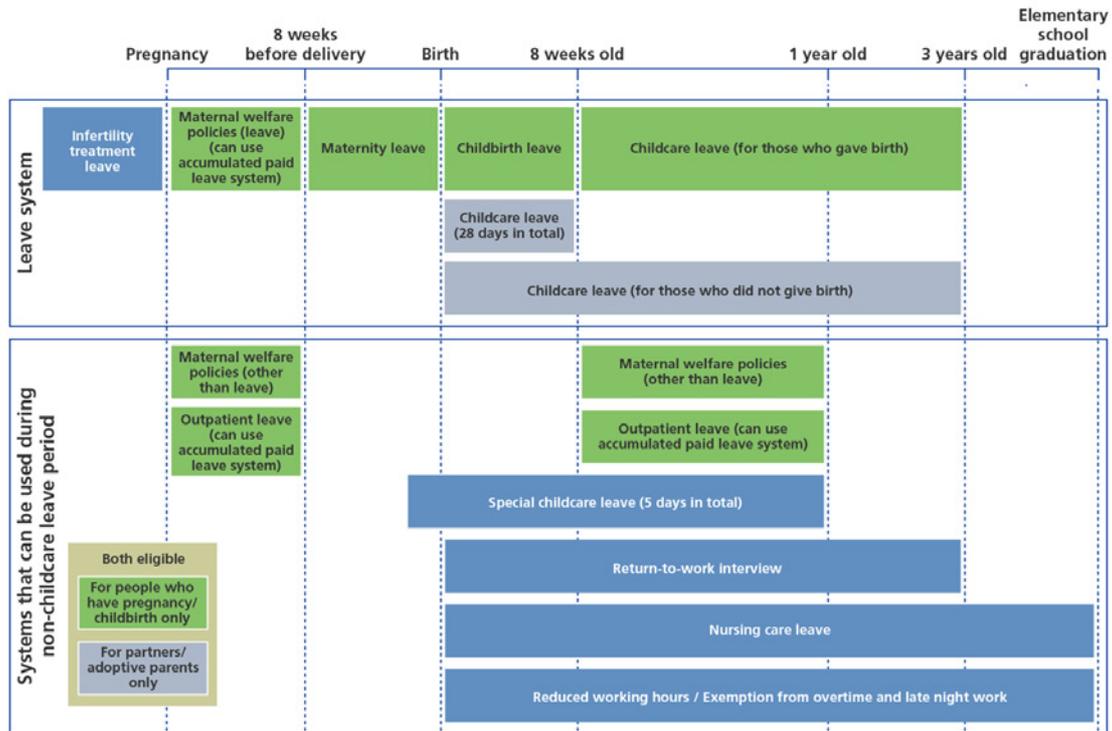
Introduction of sideline business and dual employment

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.

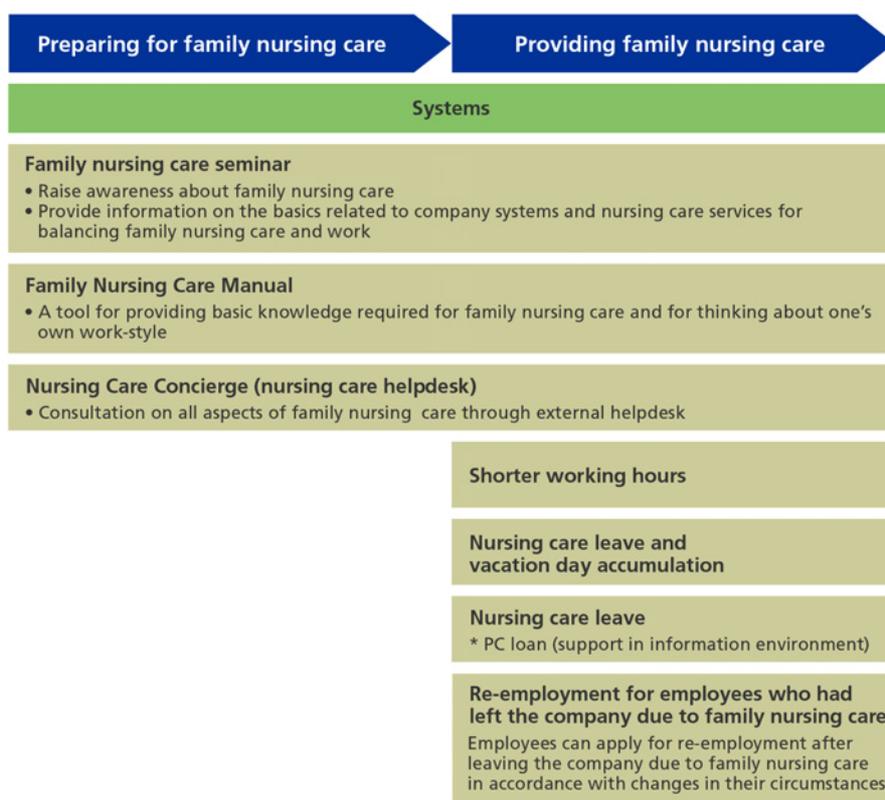
One such program is online nursing care consultation. This program assists people who require nursing care for a family member and offers a place where employees that do not know who to talk to or where to find the information they need can go for consults and to find solutions.

Primary subjects

- Nursing care insurance
- Nursing care facilities and housing
- At-home nursing care
- Family relationships

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 programs (Casio Computer Co., Ltd.)



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

Number and percentage of employees taking leave (figure in parentheses is men)						
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Childcare leave and return program	17(6)	24(10)	19(4)	26(16)	41(24)	17(6)
Percentage of employees taking childcare leave (women)	84.6%	116.6%	88.2%	125.0%	94.4%	84.6%
Percentage of employees taking childcare leave (men)	15.3%	23.2%	9.5%	34.7%	52.1%	15.3%
Percentage of employees that return to work after taking childcare leave	4(3)	1(1)	1(0)	0(0)	1(0)	4(3)
Nursing care leave and return program	92(2)	101(1)	89(1)	138(0)	78(0)	92(2)
Shorter working hours system for childcare and nursing care	21(2)	20(1)	4(1)	10(4)	9(3)	21(2)
Child nursing care leave	6(5)	9(5)	11(9)	11(7)	12(5)	6(5)
Nursing care leave	17(6)	24(10)	19(4)	26(16)	41(24)	17(6)

* The number and percentage of employees taking childcare leave excludes temporary employees.

* The percentage of employees taking childcare leave is calculated based on the provisions of Japan's Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991), and the proportion taking childcare leave, etc., under Article 71, Section 4, Item 1 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the Ministry of Labor No. 25 of 1991).

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).

Rate of taking annual paid vacation (Casio Computer Co., Ltd.)

	FY2019	FY2020	FY2021	FY2022	FY2023
Rate of taking paid vacation	70.4%	73.1%	59.1%	62.8%	62.5%

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.)

	FY2019	FY2020	FY2021	FY2022	FY2023
Overtime hours (monthly average)	17.9	17.2	16.0	18.2	18.1
Total annual working hours	1,891	1,869	1,896	1,914	1,903

*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.)

	FY2019	FY2020	FY2021	FY2022	FY2023
Percentage of all employees	65%	64%	67%	67%	65%
Percentage excluding managerial positions	97%	96%	97%	98%	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 the continual growth of employees drives ongoing improvements in corporate value, 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 implements 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.

In fiscal 2024, as part of its investment in human capital to create value, Casio is focusing on ensuring organizational capabilities, fostering independent personnel, and strengthening management.

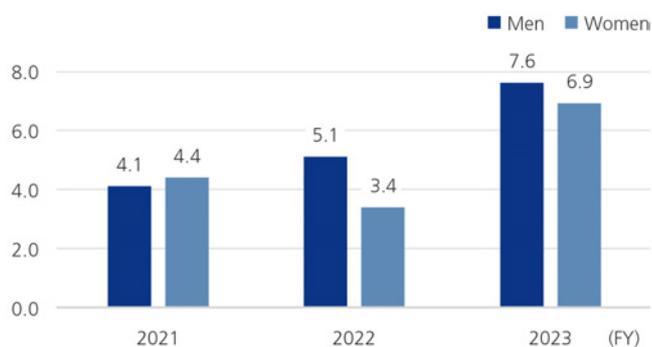
System

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.

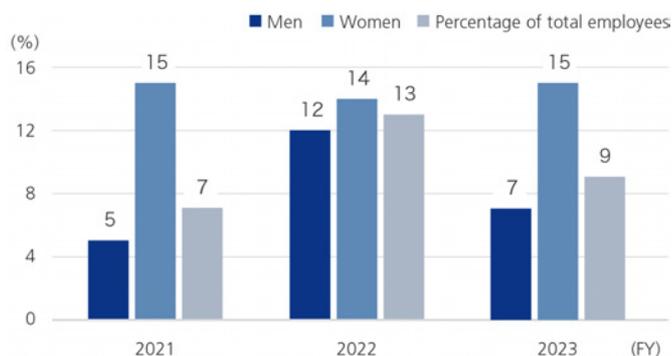
Annual average number of hours of training (Casio Computer Co., Ltd.)

The annual average training hours in fiscal 2023 were 7.6 hours for men and 6.9 hours for women (5.1 hours for men and 3.4 hours for women in fiscal 2022). In fiscal 2023, Casio worked to enhance training, including career training, diversity training, and executive candidate development training. In fiscal 2024, the company has continued enhancing and ensuring time for training with the aim of developing human resources in line with management policy.

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 training, questionnaires are given to employees after they attend a training session, and their requests and opinions are used to help make improvements in the following fiscal year and beyond. In addition, the Career Plan System (described below) lets employees take stock of their careers and register their future career aspirations. This content is then used by the company for personnel distribution and to plan training and improvements for the next fiscal year.

Overview of fiscal 2023 and future issues

As part of its priority measures for fiscal 2023, Casio worked to enhance diversity training, career training, and training for executive candidates.

Diversity training incorporated elements of diversity into coaching training for department managers, and provided opportunities to deepen mutual understanding among employees from different backgrounds. Casio also conducted unconscious bias training for all employees to increase their understanding of unconscious biases and preconceptions.

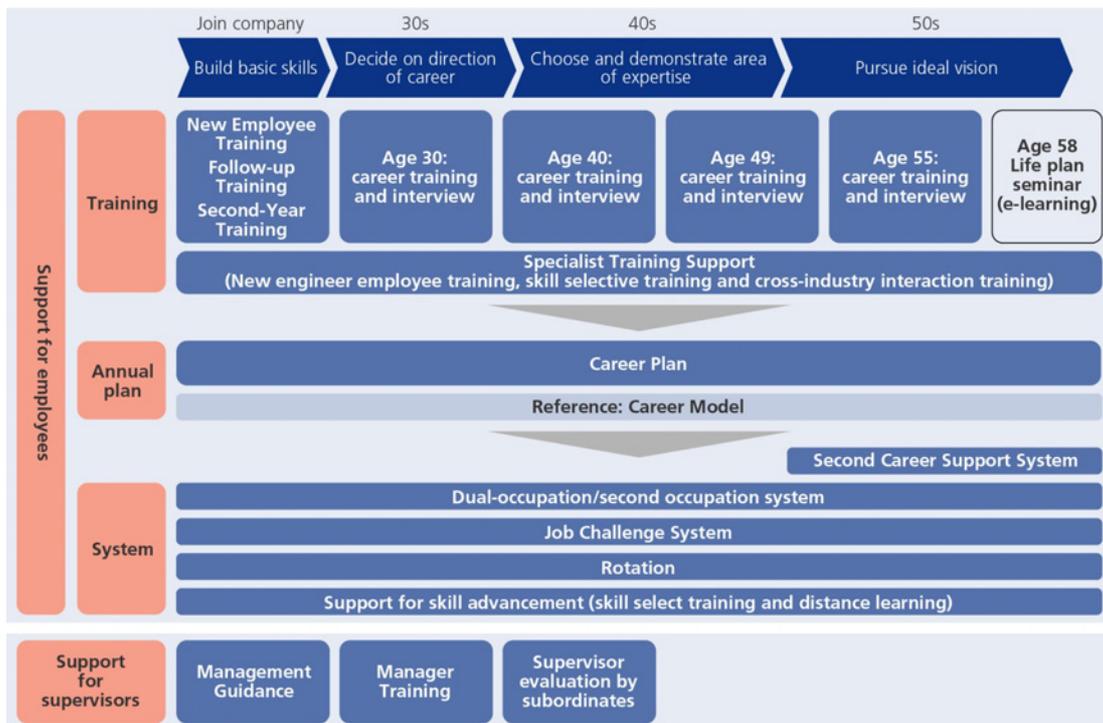
For career training, Casio strengthened support for employee career development by introducing new career training for employees who are 55 years old, in addition to the career training for those aged 30, 40, and 49 which it has already been carrying out. Concerning training for executive candidates, Casio conducted cross-industry interaction training for division managers and women leaders in addition to training for department managers, to support their growth as future executive candidates.

In fiscal 2024, as part of its investment in human capital to create value, Casio focused on ensuring organizational capabilities, fostering independent personnel, and strengthening management. To ensure organizational capabilities, Casio focused on promoting digital transformation (DX) training, and providing employees with the skills and knowledge necessary to adapt to the rapidly changing business environment. Casio will also enhance its career support systems to foster the development of independent personnel. And we will strive to improve the level of management throughout the group by promoting measures tailored to each target group based on criteria such as role or rating.

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.

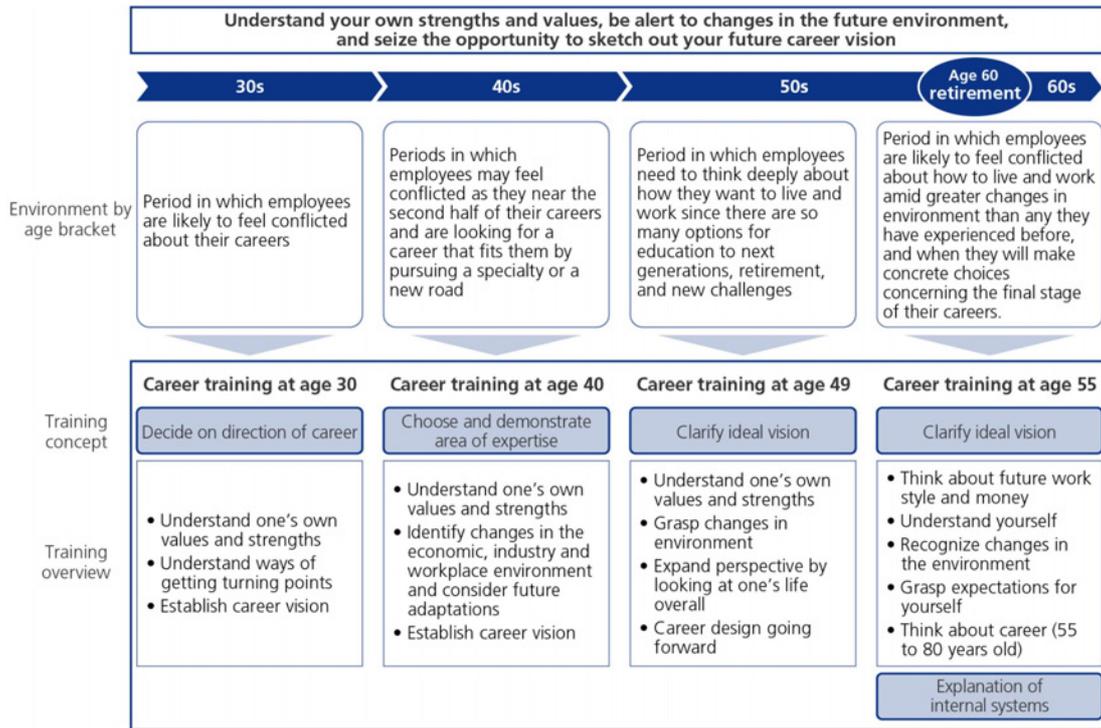


Career Plan

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, 49 and 55), and participate in career training and career interviews as an opportunity to consider their work style. In fiscal 2023, Casio added new training for 55-year-olds. Moreover, 268 employees received career training in fiscal 2023, resulting in a career training coverage rate of 30.1% for full-time employees. Casio will continue to conduct training to support career development on an ongoing basis.



Specialist Training Support

Casio implements 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 design thinking 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. Casio also provides cross-industry association training in which employees are selected to participate with engineers from other companies in learning skills together to help broaden their perspectives and accelerate the speed of their growth.

Executive Candidate Development Training

To foster the development of executive candidates, Casio conducts cross-industry interaction training for division and department managers, and women leaders. Training for division and department managers follows a program designed to help them acquire the perspectives, mindset, and management skill required of executives. For women leaders, Casio implements a program designed to foster a leadership mindset and improve leadership skills. In both cases, Casio aims to broaden outlooks and perspectives through cross-industry interaction, and to help participants form personal connections outside of the company. In fiscal 2023, Casio trained 4 future executive candidates and 7 women as future department manager candidates, using the measures for developing executive candidates outlined above.

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 (coaching, etc.), 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. In fiscal 2023, 31 people utilized this system, bringing the total number of participants to 124.

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 mainly in their 50s consider their life plans and devise an independent approach to their life and work.

New Employee Training, New Employee Annual 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 particular, Casio implements a year-round training program for new employees. Training is also provided for on-the-job training staff and managers to whom new employees are assigned to increase the program's effectiveness.

Measures to Support Skill Improvement

This system was established to allow employees to independently select and acquire the skills they feel the need to perform their work. The company offers both selective skills training and distance learning. The selective skills training allows employees to choose from a variety of training courses conducted in the form of external public lectures.

The training targets all regular employees, for the objective of individual employees autonomously selecting and acquiring the skills they feel are necessary to perform their work. Employees can select from a variety of in-house training courses and external training courses that are open to the public.

The targeted skills are divided into three categories: specialized skills, strategic skills, and interpersonal skills. Beginning in fiscal 2021, 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 skill training once a year. In addition, in fiscal 2024 we introduced video-based learning to enhance autonomous learning.

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, 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. The aim of these is to allow development engineers, mainly, to understand technological trends, encourage a development mindset, and foster a willingness to take on challenges. 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.

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.

Establishment of standards for the roles of persons sent on assignment outside Japan

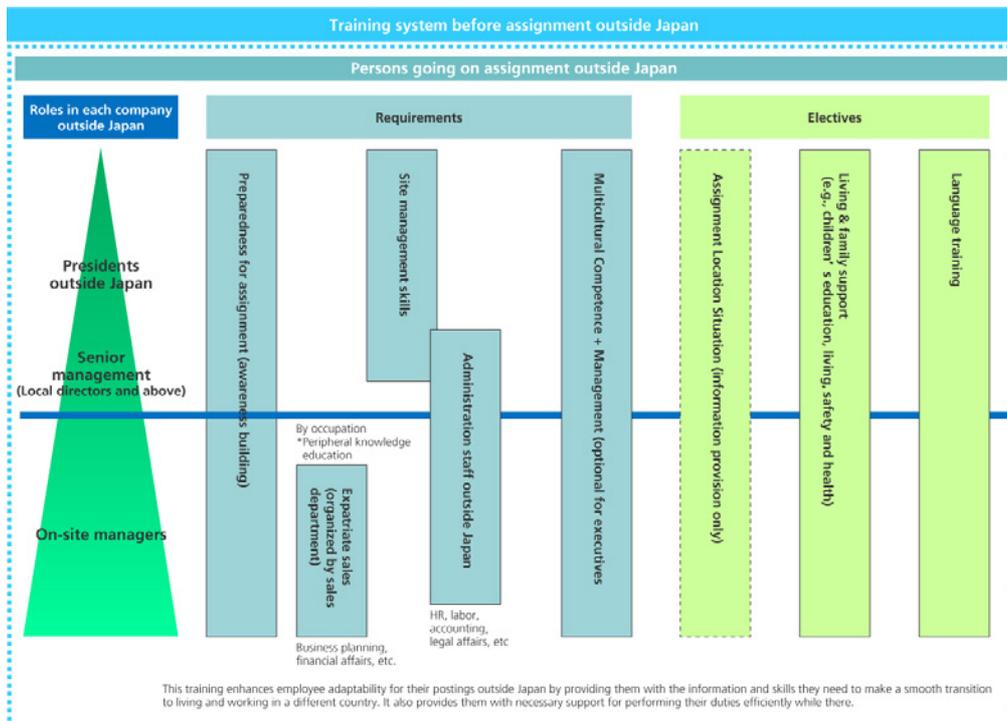
It is important to increase the number of human resources with the aptitude for assignment outside Japan. At the same time, however, Casio is endeavoring to develop local employees and create more opportunities for their promotion. It does this by sending people on assignments outside Japan only to perform 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.

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



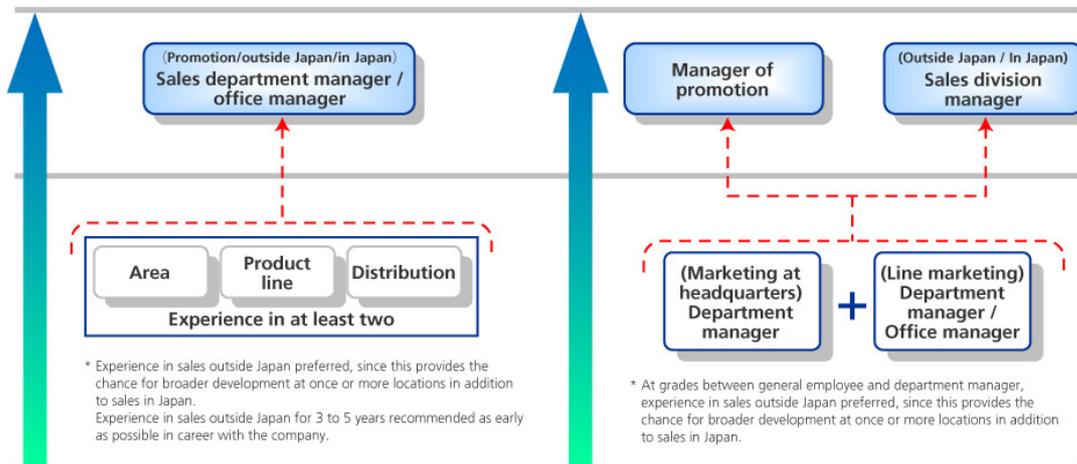
*1 Learning multicultural communication skills and practical points for managing highly diverse teams

*2 Opportunities for those transferred abroad to improve their language skills

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 implements 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. Moreover, while the rate of employees whose health check revealed any concerns and the rate of employees with high stress are lower than the national average, there are still a certain number of such employees. With the average age of employees on the rise, it is also essential to take preventive measures against lifestyle-related diseases and to create an environment that supports work-life balance so that workers can continue working while receiving medical treatment. In light of these issues, Casio established nine priorities and promoted various measures in 2022. Group companies outside Japan comply with their local laws and regulations and also implement similar measures.

Health Declaration (Health and Productivity Policy)

Casio has established the Casio Basic Policy on Health to guide its efforts to promote health, and the company makes group-wide efforts to address health and productivity management. The goal is to promote and maintain the health of each employee as a foundation on which they can maximize their individual potential, for they are the source of corporate growth.

Casio Basic Policy on Health

We aim to create a workplace environment that enables each and every employee to work enthusiastically with peace of mind and to maximize their performance through their work. To this end, each and every employee will strive to think independently and to act with a high level of awareness about health.

Selection under 2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program

The Certified Health & Productivity Management Outstanding Organizations Recognition Program is a commendation program launched by Japan's Ministry of Economy and Industry in 2016 for the commendation of large and medium and small-sized enterprises implementing particularly outstanding health and productivity management. The Casio Group will constantly review issues for health and strive to improve productivity by further maintaining and promoting the health of employees.



Strategic Map for Health and Productivity Management 

The overall mission of the company's health and productivity management is to achieve the targets related to absenteeism, presenteeism, and work engagement, as set forth in the strategic map.

Item	Targets	FY2023 Performance
Absenteeism	Reduce percentage of days off from labor production year-on-year	1.20%
Presenteeism	Reduce underperforming employee rate (21 points or higher on Wfun presenteeism test) to less than 20%	19.8%
Work engagement	Improve work engagement score to 3.5 points or higher (out of 5)	3.58 points

The basis for setting these targets is the recognition that they are the most effective in addressing the management issues that need to be solved through health and productivity management (implementing our Basic Policy). Casio believes that promoting each of these health and productivity management measures to achieve these targets is extremely important and effective from the standpoints of both addressing management issues and promoting employee health. That is why Casio has shown the links between these measures and their effects on the strategic map.

* Number of days off from labor production = Total number of days off due to injury or illness / Total number of working days

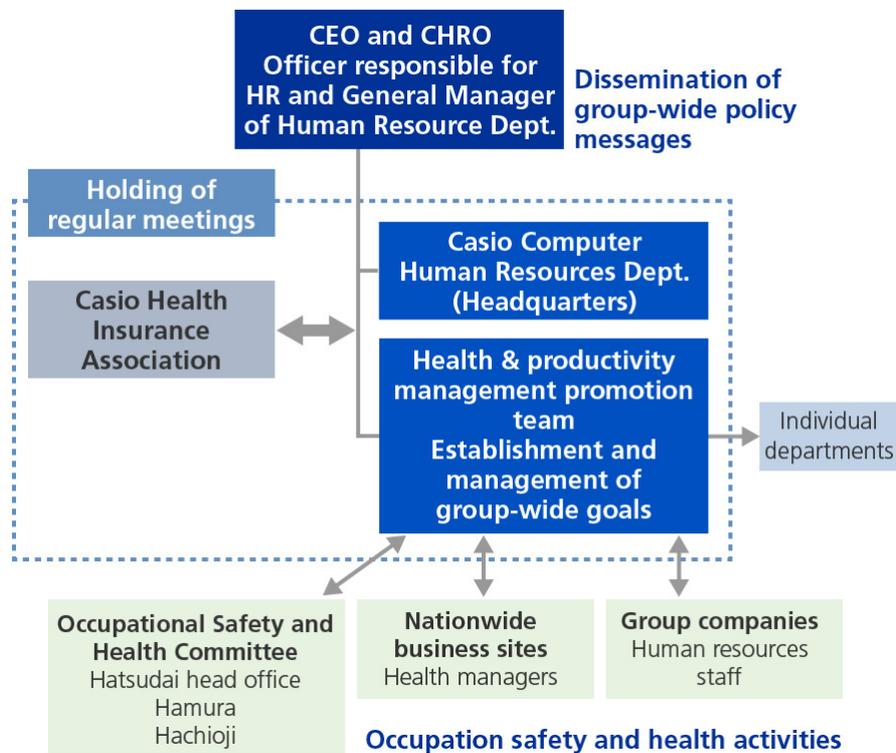
Underperforming employee rate = Number of employees with 21 or more Wfun points / Number of Wfun examinees (Wfun: Work Functioning Impairment Scale)

Work Engagement Score = Average score for three questions related to "energy," "enthusiasm," and "immersion" on motivation survey

Health and Productivity Organization and System

1. System

Casio has set up a health and productivity system led by the CHRO as well as a health and productivity promotion team to promote and enhance measures and works to promote cross-organizational measures. Since the President and CEO also concurrently serves as CHRO, the entire group is encouraged by senior management to work together to promote employee safety, health, and health management.



The Health and Productivity Management Promotion Team cooperates closely with the Casio Health Insurance Association to encourage various measures to promote health and productivity. In addition, the Occupational Safety and Health Committee works to incorporate the opinions of employees on health and productivity management.

2. Compliance

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 matters related to the safety and health of employees once a month.

KPI and Performance for Material Issues

The targets for fiscal 2024 are based on the results from fiscal 2023. They are intended to further promote health and productivity management. Casio will continue to strive for further improvements going forward.

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

FY2023 Targets and KPI	FY2023 Performance	Evaluation	FY2024 Targets and KPI
Raise awareness of health <ul style="list-style-type: none"> • Rate of regular health checkups: 100% • 80% or more of employees taking recommended reexamination after regular health checkups 	<ul style="list-style-type: none"> • Rate of regular health checkups: 99.6% • Rate of employees taking recommendation reexamination after regular health checkups: 78.6% 	△	Raise awareness of health <ul style="list-style-type: none"> • Rate of regular health checkups: 100% • 80% or more of employees taking recommended reexamination after regular health checkups
Measures to support employees with mental health issues <ul style="list-style-type: none"> • Ascertain the actual mental illness rate • Ascertain the mental health leave rate • Implement e-learning training for new employees • Implement training for new managers • Provide follow-up training for second-year employees • Provide e-learning training for all managers 	<ul style="list-style-type: none"> • Mental illness rate 0.8% (0.8% on a consolidated basis) • Mental health leave rate 0.3% (0.4% on a consolidated basis) • Implemented e-learning for new employees • Provided training to new managers • Provided e-learning training for all managers 	◎	Measures to support employees with mental health issues <ul style="list-style-type: none"> • Reduce the actual mental illness rate • Implement e-learning training for new employees • Implement training for new managers • Provide follow-up training for second-year employees • Provide e-learning training for all managers
<ul style="list-style-type: none"> • Ascertain the rate of employees with high stress (February) • Consultations provide by industrial physicians to interested employees (February to March) • Ascertain health risk rates by department (March) • Hold consultations for departments in need of improvement (from July) 	<ul style="list-style-type: none"> • Stress check participation rate: 96.7% • Rate of employees with high stress: 9.83% • Consultations provided by industrial physicians to interested employees • Ascertained health risk rates by department • Implemented workplace analysis and feedback • Implemented improvement activities through consultations for departments in need of improvement 	◎	<ul style="list-style-type: none"> • Improve stress check participation rate • Reduce the rate of employees with high stress • Consultations provide by industrial physicians to interested employees • Ascertain health risk rates by department • Implement workplace analysis and feedback • Implement improvement activities through consultations for departments in need of improvement

Activity Results

Initiatives to Raise Awareness of Health



Casio held seminars as a part new employee training, rank-based career training, and training for newly appointed managers to help employees acquire necessary knowledge and skills. Casio also provided employees with education on building a workplace environment that gives consideration to health, maintaining and promoting mental health, and raising awareness of health. In addition, in July, Casio Computer Co., Ltd. held health events conducted by clinic nurses. In an effort to increase employee interest in health, the company held Body Composition Measurement Sessions at the head office and Leg Strength Measurement Sessions at the Hamura Technology Center, using these events as opportunities to encourage good exercise habits. The company also conducted surveys on health literacy when it carried out employee stress checks.

Item	Target	FY2023 performance
Health literacy*	Improve health literacy score compared to previous year (out of a total of 5 points)	3.76 points

* Measured using the Communicative and Critical Health Literacy (CCHL) scale

Initiatives to Revitalize the Workplace

Casio implemented initiatives that included "Tsunagaru Hiroba," a section of the intranet bulletin board that takes applications for seminars and appeals widely to the company overall, the "Tsunagari Café," where employees who share the same life stage and concerns come together to talk to each other, and "Thanks Cards" to promote communication, build trusting relationships, and boost motivation. Casio also promoted communication between employees through many volunteer activities such as collecting plastic waste and cooperation between agriculture and welfare.

Initiatives for Balance between Work and Medical Treatment

Casio provided support for work life balance to help combine work and medical treatment as one of the priorities for health and productivity management to enable employees to play active roles with peace of mind despite having an illness. Casio is working to create an environment in which employees can easily take advantage of its support system. It has set up an internal portal site related to support for work-life balance which provides information about the support system and related systems. Medical staff have acquired expertise as coordinators for combining work and medical treatment and are available for consultations.

Maintaining and Promoting Women's Health

Casio Computer Co., Ltd. held an online seminar related to women's health issues that employees and their families could participate in together. The event was held twice during fiscal 2023 (in September and March). In September, 314 people participated (an attendance rate of about 10%), and in March, 536 people participated (an attendance rate of about 16%). At the seminar held in March, the company worked to foster deeper knowledge and common understanding by showing three targeted types of videos: videos made for all employees, for managers, and for women. (The average level of satisfaction with the women's health seminars was 4.1/5 points. Investment in seminars: Approximately 600,000 yen)

The company created a page on the internal portal site entitled "Maintenance and Promotion of Women's Health" that provides information on women's health and established a consultation service provided by in-house medical professionals.

The company has set up a women's break room in a corner of its in-house clinic. It includes areas where women can rest and recover from menstrual symptoms and lactation spaces for women who have returned to work after giving birth.

The system also subsidizes the cost of gynecological cancer screenings (gynecologic cancer and breast cancer) for women in the workforce and family members over 30 years old. (Number of people utilizing the system: 1,364 women, 1,388 family members and voluntary-continued insurance system users. Estimated investment amount: Approx. 13.5 million yen) Employees can undergo medical examinations at any medical institution during working hours.

Initiatives to Support Employees with Mental Health Issues

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.

For the purpose of reducing the rate of mental health problems among younger employees, an e-Learning Program for new employees and a follow-up training (including stress management) for employees in their second year have been created. 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, New Manager Guidance, 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.

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 provided influenza vaccinations to those employees who wanted one from fiscal 2019 to 2020. In addition, Casio offered the COVID-19 vaccine in the workplace from 2021 to 2022. The vaccine up to the third dose has been administered to about 13,000 people, including Casio Group employees, their family members, temporary employees, and partner companies' employees. In the guidance for employees who have been assigned to work overseas offered before a posting, medical staff provide information on vaccines and local infectious diseases (dengue fever, malaria, hepatitis, etc.) and work on preventative strategies. The company also collects information disseminated by Japan's Ministry of Foreign Affairs and others on infectious disease epidemics and informs and alerts people posted in the countries concerned.

Initiative for Persons Working Long Hours

Casio thoroughly manages appropriate working times in order to manage employee health. In order to prevent the damaging health, all employees who work 80 hours or more of overtime in a month must be interviewed by an industrial physician. Casio also encourages employees who work 45 hours or more of overtime in a month to have a voluntary interview to check on their health condition and be provided with advice and guidance. In this way, Casio is working to prevent health problems from overwork, and to ensure employees observe appropriate working hours.

Initiatives to Counter Lifestyle-Related Diseases

Regular health checks for employees at Casio are more thorough than legally mandated: they include many additional items, such as cancer screening, intended to help employees maintain their health and to prevent lifestyle-related diseases. Nearly 100% of employees come for the health checks every year. 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.

In terms of measures to counter lifestyle-related diseases, Casio, together with the Casio Health Insurance Association, is promoting collaborative health initiatives that focus on exercise and diet. For specific health guidance, Casio's medical staff have also participated in joint initiatives between the company and the Casio Health Insurance Association.

The employee cafeterias regularly hold meetings among related personnel about the food services, and they always provide menu options featuring a balance between calories and nutrition.

(FY)	2019	2020	2021	2022	2023
Percentage of employees with a healthy weight*	71.2	67.7	68.0	68.9	69.7

*BMI between 18.5 and 25.0

Measures against Aggravation of Illness

The Casio Health Insurance Association offers a 6-month health guidance program for individuals who are at high risk, regularly receive treatment at healthcare facilities, and need to improve some of their health indicators. The Association provides dietary guidance and a meal delivery service using a meal analysis app, and it also offers exercise guidance (walking, suggesting apps). (Participation rate: 100%, Treatment continuation rate for high-risk patients: 100%)

Sleep Support

To ensure good sleep habits, Casio provides videos to help employees improve their quality of sleep, subsidizes the cost of SAS tests, and has installed refreshment rooms. The Casio Health Insurance Association also offers a Sleep Improvement Program for people facing sleep problems. The program uses data collected through wearable devices to help people develop sleep habits that work for them.

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. On World No Tobacco Day (WNTD), held on May 31, Casio checked the level of understanding among all employees by having them watch videos concerning tobacco and their health based on the concept of quitting smoking (graduating from the habit of smoking).

The Casio Health Insurance Association has added a non-smoking section to its Health Promotion Incentive Program as an incentive to stop smoking. Moreover, the Association actively engaged in anti-smoking measures, such as introducing an online smoking cessation program, and fully refunding the participation fee for those who successfully quit smoking.

(FY)	2019	2020	2021	2022	2023
Smoking rate	17.8	19.4	16.9	13.5	13.3

Preventing Occupational Accidents

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. Casio also made use of e-learning and other methods to inform and educate. In addition, each site and group company conducts fire and disaster prevention/evacuation drills.

- Earthquake countermeasures (earthquake countermeasures handbooks and survival cards) and preparation of emergency supplies
- Emergency response procedures and AED operating procedures
- Emergency contact/safety confirmation systems

One of the occupational health and safety hazards on the job is the use of company vehicles. There is always some risk of an accident occurring when driving a company vehicle. Accordingly, Casio conduct internal training on the operation of company vehicles, in an effort to reduce risk. The Occupational Safety and Health Committee also regularly reports on the occurrence of occupational accidents and discusses ways to prevent their recurrence.

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
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
2021	0	1.31	0	0.06	0
2022	0	1.25	0	0.08	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

Year	Number by gender				Number by department		
	Men	Women	Total	Of which, number of worker days off	Headquarters	Development department	Sales office
2018	5	3	8	0	3	1	4
2019	3	6	9	1	1	0	8
2020	2	2	4	0	0	2	2
2021	1	4	5	0	1	0	4
2022	8	7	15	0	6	5	4

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. In June 2013, as part of an overall reconsideration of the content of the code, Casio revised its Code of Conduct (currently, the Casio Business Conduct Guidelines), 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

In addition to working to thoroughly disseminate these codes and policies, Casio will periodically consider whether they need to be re-examined in light of human rights issues that may arise due to societal trends or the business environment, and revise them as necessary.

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 Business Conduct Guidelines](#)

[Casio Group Policy on Human Rights](#) 

[Implementing CSR Procurement](#)

System

Initiatives on respect for human rights are led by the Corporate Communication Headquarters (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

FY2023 Targets and KPI	FY2023 Performance	Evaluation	FY2024 Targets and KPI
Implement human rights checkups and feedback at all production group companies	Reviewed human rights check tool again, as in FY2022	×	Implement human rights checkups and feedback at all production group companies
(2) Implement human rights education for Sustainability Leaders	Invited outside experts and held a seminar for Sustainably Leaders about the human rights issues that affect the company from the perspective of business and human rights and about efforts to incorporate the necessary respect for human rights in corporate activities in November 2022	○	(2) Implement human rights education for Sustainability Leaders

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 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 uses the 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.

From fiscal 2017 to fiscal 2021, Casio checked for human rights issues, alternating year by year between checking group production companies and group sales companies.

In fiscal 2022 and fiscal 2023, Casio reviewed the results of the human rights checkups it had conducted since 2016, as well as its human rights checkup tool, and prepared new human rights checkups, which are set to start in fiscal 2024. 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 2023, 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 and human rights initiatives, and levels of comprehension were evaluated.

In addition, Casio invited an outside expert to provide a lecture for Sustainability Leaders at Casio Computer and Casio group companies in Japan. The lecture was held on human rights issues related to Casio and initiatives on respect for human rights required for corporate activities taking the approach of "business and human rights."

Preventing Harassment

Casio has stipulated in the Casio Business Conduct Guidelines that it will not engage in any acts that ignore individuality, and will not countenance sexual, power, maternity or any other form of harassment. The company has issued Guidelines to Prevent Harassment and established a hotline. The hotline is available to respond to issues raised by telephone or e-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 harassment will be subject to discipline. As an educational measure, Casio has conducted annual harassment prevention training for officers and all employees of the Group in Japan (including persons on assignment outside Japan) in accordance with the revision of laws and regulations in 2020, and will continue to thoroughly raise awareness of preventing harassment.

Establishment of Employee Hotline

Casio has established a point of contact for labor-management consultation (Grievance Committee) to address employee concerns and inquiries on corporate culture, human relations, and pay and working conditions and strives to create an environment in which employees feel comfortable about seeking consultations. Additionally, the Whistleblower Hotline provides consultation about and responds to reports of human rights infringements.

[Whistleblower Hotline](#)

Contributing to Society with Education Solutions

Casio's education solutions statement is "Boost your curiosity." Curiosity is the starting point for learning. Curiosity generates interest. Casio believes that these are important elements that enrich people's lives. Based on this statement, Casio is 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.

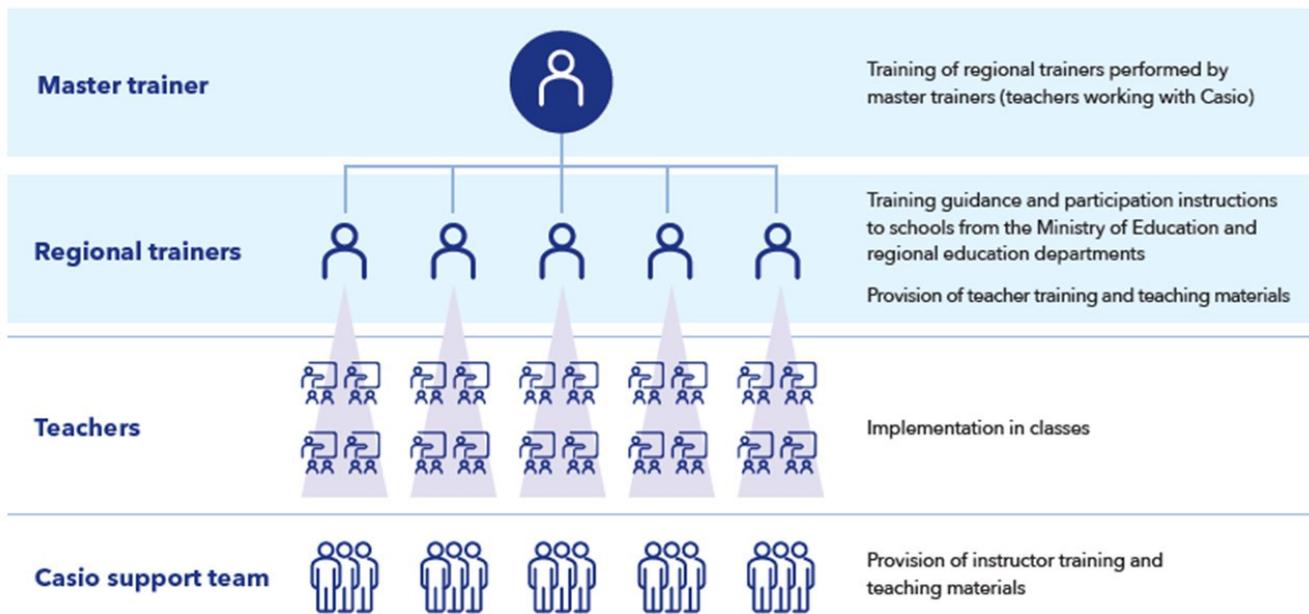
It is one thing to purchase a scientific calculator, but teachers and students need to know how to use scientific calculators properly for classes and exams. For more than 30 years, Casio has been actively supporting teachers and students around the world with its GAKUHAN activities. In addition to providing 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 70 models in 19 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.

* Scientific calculators with natural display only

“Casio Teacher Training System” for people who teach in countries around the world



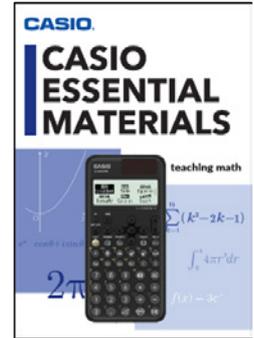
Casio is engaged in initiatives around the world to advance curricular reforms focusing on mathematics and science education, which are fundamental to technology. One of the things that support these efforts is Casio’s teacher training. Casio provides comprehensive support, from dispatching “master trainers” (teachers working with Casio), who are responsible for developing regional trainers, to ensuring that every teacher is able to provide classes that use scientific calculators.

Casio Essential Materials: Original teaching materials that support mathematics classes that use scientific calculators

The status of usage of scientific calculators varies by country and region. In order to improve situations where scientific calculators have never been used before, where usage was subject to restrictions, and where usage was not appropriate, Casio developed original teaching materials.

These materials encompass all teaching modules for higher secondary level mathematics, and support the introduction and usage of scientific calculators. When students are able to achieve a suitable and sufficient understanding and usage of scientific calculators, they are able to deepen their understanding of and interest in mathematics.

As for teachers, they are able to learn the required usage of scientific calculators for the next lesson as supplemental materials.



Introducing instructional teaching materials that follow along with a series of higher secondary level mathematics classes! Here's a sample of the content!

Study Guide

The concepts to be learned for a topic and an explanation of definitions and formulas. Includes key points to be learned, regardless of whether scientific calculators are used.

Exercise and Check

Includes information about how to use scientific calculators to verify the concepts and formulas to be learned for the topic. This exercise can not only be used for teaching, but can also be used by students for self-study.

Proof

Explains about the concepts, definitions and formulas to be learned for the topic. Includes information about what to learn regardless of whether scientific calculators are used or not.

Casio is engaged in promoting projects linked to the future of learners through coordination with national and regional governments

G2G EDU-Port Japan

Mathematics education business in Indonesia and Thailand selected as a project by the Ministry of Education, Culture, Sports, Science and Technology

G2G EDU-Port Japan is a project of the Ministry of Education, Culture, Sports, Science and Technology that promotes the development of Japan-style education outside Japan. Casio is running a program in Indonesia and Thailand on “inquiry-based mathematics”. We support the expansion and establishment of these practices. Aiming to improve mathematics education through classroom development, we are considering support for other countries as well.

Case 1: Indonesia

In Indonesia, based on the national policy of developing human resources to increase international competitiveness, Casio is engaged in educational reforms aimed at increasing capabilities centered around Higher-Order Thinking Skills (HOTS), such as analysis, evaluation, and imagination. Institutions related to the Ministry of Education have a great interest in the benefits of and educational activities related to Casio’s scientific calculators. We have begun supporting classes for first-year high school students in the state of Jakarta, where a new curriculum will be implemented in 2024.



Case 2: Thailand

Casio held discussions with organizations related to the Ministry of Education of Thailand on the use of scientific calculators, with an eye on addressing disparities in academic ability between cities and countryside regions. With this information in mind, Casio conducted a pilot class with first-year high school students. In subsequent testing, classes that engaged in inquiry-based classes that used scientific calculators had higher instances of correct answers given compared to classes that were taught using more traditional methods, without the use of scientific calculators. Casio was able to verify the effectiveness of its scientific calculators.



Effectiveness assessment of scientific calculators at a model school in the state of Lagos, Nigeria

In coordination with the Lagos State Ministry of Education, Casio engaged in a project to assess the effectiveness of scientific calculators as they related to inquiry-based learning. Teaching materials were provided to six model schools, with Casio implementing teacher training and classes that use the scientific calculators. The results of a survey of the benefits were reported to the Ministry of Education.



These reports were presented at "The Lagos Education Conference", in which many education-related personnel participated, including the Permanent Secretary of the Federal Ministry of Education, the Senior Deputy Registrar of the West Africa Examination Council, and the Commissioner of the Lagos State Ministry of Education.



Our activities were commended by the Commissioner of the Lagos State Ministry of Education as an example of successful collaboration between government and private sector.

Casio advanced the efficiency of learning through scientific calculator technology, and demonstrated classes that are capable of developing students' problem-solving skills. The project was a success, and in the future, Casio plans to conduct teacher training over a wide area of the state of Lagos, covering 1,000 people at 500 schools, with plans to expand into other states as well.

Support for the International Physics Olympiad 2023 Supporting a dream platform for children who love physics

The International Physics Olympiad is a tournament that aims to have youth at the high school level and below compete in physics and to encourage the development of physics through international exchanges. The 2023 event was held in Tokyo, where Casio provided its ClassWiz fx-82CW scientific calculators. 392 children from 84 countries who participated in the contest were able to challenge themselves to solve difficult problems by using the fx-82CW. It is our hope that this event will serve as an impetus for the participating children to achieve even bigger dreams around the world.



Women Do Science Making science more familiar for everyone

The number of women who are active in scientific fields remains small worldwide.

In order to make science something that feels more familiar to female students, Casio Spain and Casio France are putting the spotlight on female scientists by distributing content that introduces the personal history and areas of research of each of them.

We believe that showing good role models to younger generations is another way to support learning, and are pouring effort into such activities.

Donation of used scientific calculators to Zimbabwe To increase children's mathematics abilities, leading to their aspirations

There are places around the world where poverty has rendered the educational environment less than sufficient. One such area is the eastern Nyanga district of the Republic of Zimbabwe. Casio UK has been collecting scientific calculators that can still be used but were scheduled to be disposed of from various schools around the UK, and has been donating them to the eastern Nyanga district since 2019. These activities extend beyond simply providing the scientific calculators as gifts, and include conducting workshops created in collaboration with educators on how to use scientific calculators and how to incorporate them into lessons. All of this is in support of a better educational environment for the children.

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. More than 10 publishing companies have provided content over a period of two years.

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.

Over the two year period from April 2021 to March 2023, more than 1,000 schools in total adopted the beta version, the trial version, and the full commercial product version. In August 2023, ClassPad.net became ClassPad.net Version.5. The new version supports active learning, which has been widely sought after in classrooms in recent years. It does this with, for instance, its simultaneous editing function, which makes it possible for multiple students to edit a single note at the same time, and its template function.

In November 2022, ClassPad.net received the GIGA School Special Category Award in the 19th Japan e-Learning Awards.

Casio will continue to strengthen its products and support various forms of learning by pursuing co-creation with schools, while listening to feedback from classrooms.



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.



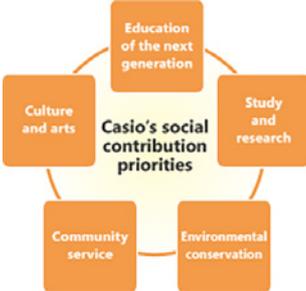
Risks and Opportunities for the Casio Group

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 under the leadership of the Sustainability Promotion Department in the Corporate Communication Headquarters 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 "inventions that are useful for people." 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.

In fiscal 2023, workshops were held in Memuro-cho, Kasai, Hokkaido and Yokohama, Kanagawa Prefectures. The children came up with some fun ideas, including a stuffed animal that guides you home, a combination hoe/shovel that automatically ploughs the fields in Memurocho, Hokkaido, shoes that can walk on the sea, and a clock that can tell a person's personality using colors in Yokohama.



Workshop

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 2023, Casio exhibited products at the events held in August 2022 and in March 2023. Employees who wanted to volunteer used games such as quizzes and magic tricks to teach the children about the features of Casio products with environmentally friendly designs, which are "small, lightweight, slim, and energy-saving," as well as the history of the evolution of calculators, the inside of calculators, and the fun of calculations. Casio will continue to provide support for the education of children who will lead the next generation by offering activities like this.



Workshop

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 in fiscal 2017.

In fiscal 2023, Casio held career education programs for three elementary and junior high schools in Shibuya Ward, where Casio Computer Co., Ltd. is headquartered, with the participation of 22 employees.

The lecture-based program “Here Come Some Interesting Workers!” aims to provide an opportunity for students to learn about diverse lifestyles and think about their own future. In this program, employees shared stories about their own elementary and junior high school days, failures at work, and other episodes and discussed what they wanted to communicate. During the final question time, the children asked so many questions that there was not enough time to answer. Casio also implemented “Favorites Bingo & Job Map,” a hands-on program that aims to bring out children's independence by helping them learn about how the things they like and value are connected to jobs in society. Employees formed groups with the children, fostered deep communication while talking about what they like, and supported them in discovering the “excitement engine” that they each have inside them.



Results of Collaboration with Key Person 21

	No. of times program implemented	No. of employee participants	No. of students program implemented for
FY2017	3	12	186
FY2018	3	34	227
FY2019	3	31	229
FY2020	4	53	248
FY2021	3	7	245
FY2022	3	30	229
FY2023	3	22	204
Total	22	189	1568

Industry-academia partnership with Musashino Art University

Casio began an industry-academia partnership project with Musashino Art University in fiscal 2018. The starting point for this project is supporting foreign students in their Japanese language studies. Students of Musashino Art University collect information on various initiatives that support multicultural coexistence in Japan and disseminate and share the findings they gain through these activities with society. Casio draws on its insights in the education business and promotion to support the students.

The project in fiscal 2023 addressed the theme of multicultural coexistence and art. The project explored the question of what role art can play in promoting multicultural coexistence by interviewing people in three different positions: artists, art project planners, and researchers. Afterwards, based on the results, an event called “Do you know our world? Multicultural coexistence encountered through art” was held with three panelists, a panel session, and group discussions.

For more information, see the following site.

[CASIO × MAU Multicultural Co-existence Promotion Project](#)



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.



The 31th China National Biology Olympiad



15th Japan-China Research Casio Cup



15th Shanghai International Studies University Casio Cup Speech Contest for Chinese Undergraduates and Postgraduates Majoring in Japanese

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 40 years, the Foundation has provided a total of about ¥2,120.207 million in 1,603 grants.

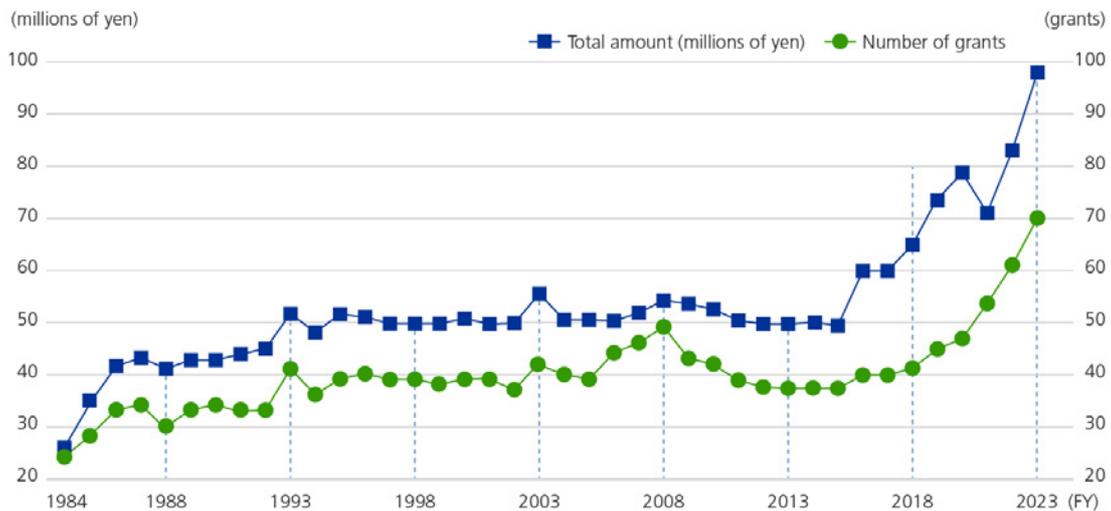
Grants in fiscal 2023

Adding to its existing 22 basic categories in six fields, the Foundation established a special topic (research aimed at problem-solving to achieve the SDGs) 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 95 universities. Based on a rigorous selection process, a total of 98.0 million yen in grants was awarded to 70 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.

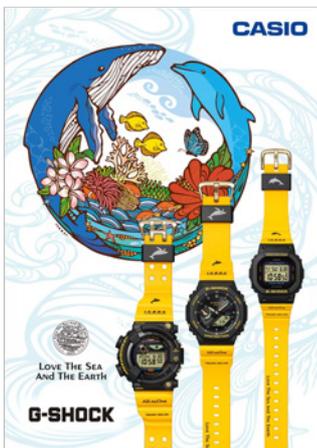
Grants from the Casio Science Promotion Foundation



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



The Nature Conservation Society of Japan

Hayama Beach Cleanups

In March 2021, Casio Computer concluded an Agreement on Collaboration to Reduce Plastic Waste with the town of Hayama (Miura District, Kanagawa Prefecture, Mayor: YAMANASHI Takahito). As part of this agreement, Casio decided to participate in the beach cleanups carried out by Hayama, providing support for more advanced environmental conservation activities.

Casio employee volunteers took part in beach cleanups in May 2022. Engaging in activities with other local people not only deepened exchanges with them but also increased employee awareness of environmental problems, particularly micro plastics.

Casio will continue to discuss with the town of Hayama what the local government and companies can do together to reduce plastic waste in addition to beach cleanups.



Some of the waste collected



Group photograph of participants

Casio Forest

In August 2018, Casio Computer concluded the Tokyo Waterworks: Corporate Forest (Naming Rights) Agreement with the Tokyo Metropolitan Government's Bureau of Waterworks. Based on this agreement, a 2.46 hectare portion of the water conservation forest managed by the Bureau of Waterworks was designated as Casio Forest, contributing to the maintenance and management of water conservation forest land and providing opportunities for employees to engage in volunteer activities.



For more information, see the [Living in Harmony with Nature](#) section.

Supporting the Sanriku Volunteer Divers

Yamagata Casio Co., Ltd. has been supporting the activities of the Sanriku Volunteer Divers since 2016 by loaning them Logosease dive transceivers, which the company developed and manufactures, free of charge.

Sanriku Volunteer Divers is a non-profit organization established with the aim of recovery from the Great East Japan Earthquake. The organization continued its efforts to support the revival of the fishing industry and the restoration of the beautiful sea and rivers in Sanriku, which was completely transformed by the tsunami. Now that it is reaching a turning point in the "recovery," the organization's activities are focused on restoring the marine environment and supporting fishing industry in the area. In addition, the organization actively engages in environmental education for local children.

Recent years have seen the serious damage of ocean desertification, in which large numbers of sea urchins eat up all the seaweed that has begun to grow, causing the rock surface to become completely white. Sanriku Volunteer Divers has been carrying out activities to regenerate seaweed beds, including monitoring the marine environment, removing and transplanting sea urchins and other creatures, and growing seaweed. In addition, in the past, fishing industry operators regarded the divers as "poachers" and were skeptical about the steady efforts to regenerate the seaweed beds. However, in the areas where seaweed beds have been regenerated through the steady efforts of the divers, sea urchins grow well, abalone have increased, and resources have been recovering. As a result, there has been a big change in local views and awareness, and the local fishing industry operators and divers now actively interact with each other. Activities aimed at deepening their understanding of each other, such as diving tours to observe fish farms, have also led to discovery of new potential in the fishing industry as a resource for tourism.

In the fishing industry, and aquaculture in particular, the active involvement of human beings in maintaining and improving the marine environment in order to make the use of marine resources sustainable leads to the cultivation of the seas and the protection of marine biodiversity. In particular, as they form a huge carbon dioxide sink, the regeneration of seaweed beds is also an important initiative from the perspective of action to address global warming. Volunteers and local fishing industry workers should not be the only people responsible for such marine environment conservation activities. However, as ocean desertification and other such problems occur in the ocean, the severity of the situation is not yet well known, and there has been no progress in public initiatives. In such circumstances, the activities of Sanriku Volunteer Divers, which have already produced results, are playing a very important role as a model for similar initiatives which have started or should start across the country.

Many of the people who take part in the activities of Sanriku Volunteer Divers are ordinary recreational divers and snorkelers, and it can be said they are at the forefront of marine environmental regeneration activities. Yamagata Casio hopes that supporting these activities by loaning its Logosease underwater communication devices, which recreational divers can easily use, will help to foster initiatives to protect the abundance of the oceans as well as concrete measures to address climate change.



Logosease



Logosease supports the underwater work of Sanriku Volunteer Divers (seaweed bed regeneration)

Community Service

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. Casio has an R&D center in the city and 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 23,000m² of rice fields, and many tourists visit the tulip festival held in April each year.

Casio became the owner of about 500m² of one 1,000m² 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.



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 and the 2021 and 2022 marathons were implemented online, Casio will continue to actively engage in such community contribution activities to further strengthen cooperation and trust with local residents.



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. 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 children's cafeterias close to Casio headquarters.

Due to the COVID-19 pandemic, employee volunteers were not able to take part in the farm work in fiscal 2021 and fiscal 2022. However, the work resumed in June 2022, with 20 Casio employees and their family members taking part in the rice planting experience. In October 2022, 17 Casio employees and their family members took part in harvesting rice.

Since 2017, a total of 199 Casio employees and their family members have taken part in the farm work.



Participants of all ages harvest rice and hang it to dry over the rice paddy

Supporting and participating in Respite Trip organized by Oyako Haneyasume

The certified 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 fiscal 2021 and 2022, Respite Trip was canceled due to the COVID-19 pandemic. However, it was resumed in July 2022. 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

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.



Disassembly and separation of tape cartridges and ink ribbon cassettes

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

Casio donated funds to assist people affected by the earthquake that occurred near the border of Turkey and Syria in February 2023 and to help with reconstruction in the disaster-affected area.

Support donation: 5 million yen

Donated to United Nations High Commissioner for Refugees (UNHCR)