

# Sustainability Management

## Sustainability Implementation System

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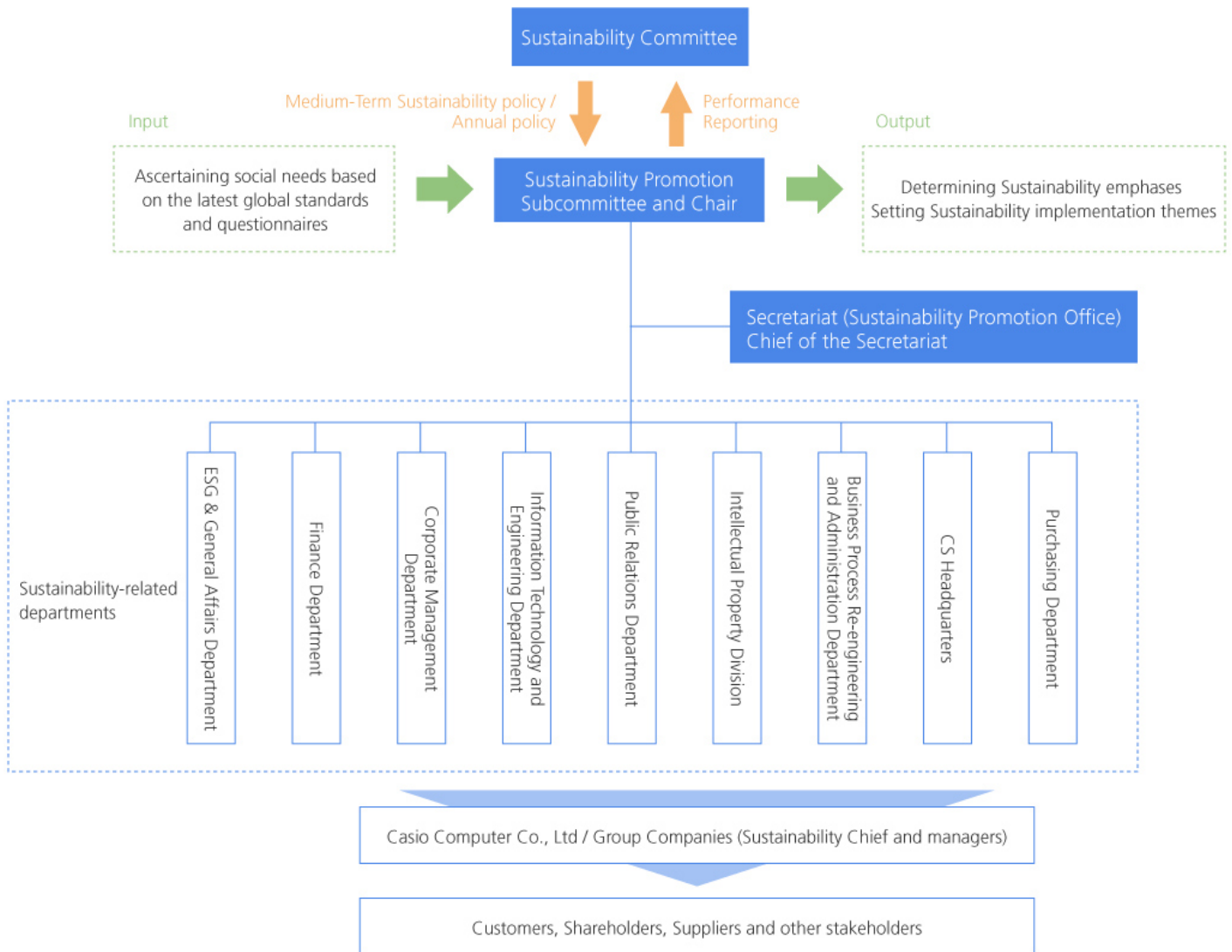
### **Sustainability Committee and Sustainability Promotion Subcommittee**

In fiscal 2018, Casio revised its CSR Committee system. Under the new system, the CSR Committee is chaired by Casio's president, and its members include all the company directors, audit & supervisory board members and executive officers. In fiscal 2020, this system was reorganized further. The officer in charge of sustainability was made the committee chair, and the heads of all headquarters and business divisions made members. The Sustainability Promotion Subcommittee and Environmental Meeting were set up under the jurisdiction of this system, and the name was changed to the Sustainability Committee.

In order to respond to the expectations of society, the Sustainability Promotion Subcommittee identifies social issues to be addressed, and implements measures to help resolve them. As the core CSR organization, the subcommittee is composed of CSR chiefs and managers from staff-related departments at Casio Computer Co., Ltd., and all Casio group companies worldwide, and is administrated by a Secretariat. A regular meeting is held every six months, and the subcommittee activities are promoted throughout the year based on the management cycle of the fiscal year. At the start of the fiscal year, the Secretariat checks progress made on various CSR themes in the previous year. It then creates an overview of conditions for future progress, the expectations of society, and environmental changes. Priority themes for action are determined for each fiscal year, and a specific action plan is formulated. Under the action plan, ongoing themes are continued and new themes are introduced.

New themes are established upon ascertaining the current situation and challenges, and also according to requests from CSR-related departments. The CSR-related departments promote theme initiatives through programs formulated based on the original objectives and the plan for the year concerned. They also evaluate progress made on the initiatives at the end of the fiscal year, identify issues based on the results and achievements, and use them when planning improvements for the next fiscal year.

## Sustainability Implementation System



In fiscal 2020, four themes were pursued: (1) set sustainability goals by business unit; (2) make the most of employee diversity; (3) encourage suppliers to implement initiatives to reduce their CO<sub>2</sub> emissions; and (4) build a global risk management system. The following table outlines the progress made on these themes in fiscal 2020 and the results achieved.

## Individual themes for fiscal 2020 and implementation status and fiscal 2021 plan

No	Theme	Fiscal 2020 performance	Status	Fiscal 2021 plan
1	Set sustainability goals by business unit	Analyzed opportunities and risks related to SDGs by each business unit; identified related Sustainability Goals and disclosed them in integrated report	Ongoing	Reexamine Sustainability Goals and KPIs by business unit; reflect the results in activity plans and pursue PDCA activities
2	Make the most of employee diversity	Adding to women and people with disabilities, senior employees included in the scope of the theme, "make the most of employee diversity"	Ongoing	Increase the percentage of women hired and people with disabilities hired, provide career training and job challenges for senior employees
3	Encourage suppliers to implement initiatives to reduce their CO <sub>2</sub> emissions	Set Scope 3 medium-term reduction targets; selected "encouraging suppliers to implement initiatives to reduce their CO <sub>2</sub> emissions" as a priority theme	Ongoing	Carry out a CO <sub>2</sub> emissions survey of key suppliers; form agreements on CO <sub>2</sub> emissions reduction targets with suppliers
4	Build a global risk management system	Rebuilt the management system for internal controls; set up an Internal Control Committee	Ongoing	Publish Casio Business Conduct Guidelines as a basis for internal controls and strive to familiarize employees with them throughout the entire Group

## History of Sustainability Management

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

### 1990s: Establishing Environmental Management

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

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

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

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

### Social Trends

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

## Casio Initiatives

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

## 2000s: Shifting to CSR Management

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

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

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### Social Trends

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

## Casio Initiatives

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

## 2010s: Integrating CSR into Management Strategy

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

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

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

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### Social Trends

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



## Casio Initiatives

2010	●	Corporate Report becomes Sustainability Report
	●	Joined the United Nations Global Compact
2011	●	Casio Group Biodiversity Guidelines established
2012	●	Analyzed current status for ISO 26000
	●	CSR Communication Book issued
	●	Replaced the Casio Environmental Vision with the Casio Environmental Vision 2050, and the Casio Environmental Declaration with the Casio Environmental Declaration 2020
2014	●	Casio Group Basic Policy on Respect for Human Rights established
	●	Joined the Consortium for Sustainable Paper Use
2015	●	Casio Group Paper Procurement Policy established
	●	CSR materiality studied
	●	CSR Leader system established at Casio Computer
2016	●	Material issues identified
2017	●	CSR Leader system expanded to group companies in Japan
2019	●	Transitioned from a “Company with a Board of Corporate Auditors” structure to a “Company with an Audit & Supervisory Committee” structure
	●	Established sustainability goals for each business to address

## Stakeholder Engagement

### Main stakeholders of the Casio Group

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

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

Main Stakeholder Group	Main Casio Group Responsibilities	Main Dialogue Opportunities / Information Disclosure
Customers	<ul style="list-style-type: none"> <li>Providing appealing, safe, and reliable products</li> <li>Ensuring stable product supply</li> <li>Providing the proper information regarding products</li> <li>Improving customer satisfaction</li> <li>Providing fast and accurate support to customers</li> <li>Properly managing customer information</li> </ul>	<ul style="list-style-type: none"> <li>Daily sales activities</li> <li>Customer Support Center</li> <li>Customer satisfaction surveys</li> <li>Casio's official website and social media</li> <li>Exhibitions and events</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>Fair and equitable transactions</li> <li>Requesting CSR implementation and providing support</li> </ul>	<ul style="list-style-type: none"> <li>Daily procurement activities</li> <li>Holding vendor conferences</li> <li>Sustainability questionnaires</li> <li>Whistleblower hotline for suppliers</li> </ul>
Shareholders and investors	<ul style="list-style-type: none"> <li>Timely and appropriate information disclosure</li> <li>Appropriate profit returns</li> </ul>	<ul style="list-style-type: none"> <li>General Meeting of Shareholders</li> <li>Management briefings</li> <li>Investor Relations website</li> <li>Integrated report</li> <li>Financial reports (shareholder newsletter)</li> <li>Responding to questionnaires from ESG evaluation organizations</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Respecting human rights</li> <li>Promoting diversity and inclusion</li> <li>Promoting balance of work and family life</li> <li>Human resource recruitment and utilization</li> <li>Fair evaluation and treatment</li> <li>Industrial health and safety and employee health promotion</li> </ul>	<ul style="list-style-type: none"> <li>Casio intranet and internal newsletter</li> <li>Group Workers' Labor-Management Conference</li> <li>Occupational Safety and Health Committees</li> <li>Career challenge system</li> <li>Whistleblower hotline for employees</li> </ul>
Local communities	<ul style="list-style-type: none"> <li>Respecting and preserving regional cultures</li> <li>Activities that contribute to local communities</li> <li>Preventing accidents and disasters at sites</li> <li>Providing support to disaster-stricken regions where sites are located</li> </ul>	<ul style="list-style-type: none"> <li>Factory and workplace tours</li> <li>School visit program</li> <li>Internships</li> <li>Employee participation in local volunteer activities and community events</li> </ul>

Main Stakeholder Group	Main Casio Group Responsibilities	Main Dialogue Opportunities / Information Disclosure
Global environment	Environmental consideration in product development Environmentally responsible production activities Complying with environmental laws Protecting biodiversity	-
NPO/NGO	Protecting the environment, human rights, and biodiversity Support for local communities and cultural activities	Responding to questionnaires Holding dialogues Implementing social contribution programs together with NGOs and NPOs

## Details of activities

<b>Customers and Casio</b>	<b>Suppliers and Casio</b>	<b>Shareholders and investors and Casio</b>
<ul style="list-style-type: none"> <li>&gt; <a href="#">Quality Assurance</a></li> <li>&gt; <a href="#">Activities to Improve Customer Satisfaction</a></li> <li>&gt; <a href="#">Intellectual Property Initiatives</a></li> </ul>	<ul style="list-style-type: none"> <li>&gt; <a href="#">Supply Chain Management</a></li> <li>&gt; <a href="#">Respect for Human Rights</a></li> </ul>	<ul style="list-style-type: none"> <li>&gt; <a href="#">Investor Relations</a></li> </ul>
<b>Employees and Casio</b>	<b>Local communities and Casio</b>	<b>Environmental Activities</b>
<ul style="list-style-type: none"> <li>&gt; <a href="#">Making the Most of Human Resources and Maintaining Optimal Workplace Environments</a></li> <li>&gt; <a href="#">Human Resource Development</a></li> <li>&gt; <a href="#">Occupational Safety and Health</a></li> <li>&gt; <a href="#">Respect for Human Rights</a></li> </ul>	<ul style="list-style-type: none"> <li>&gt; <a href="#">Social Contribution Activities</a></li> </ul>	<ul style="list-style-type: none"> <li>&gt; <a href="#">Building a Recycling Society</a></li> <li>&gt; <a href="#">Realizing a Decarbonized Society</a></li> <li>&gt; <a href="#">Living in Harmony with Nature</a></li> </ul>

## External Evaluation

### Independent Opinion on the Sustainability Report 2020

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

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

#### Commendable efforts by Casio

- Regarding [CSR initiatives](#) at its suppliers, Casio revised the response options on its questionnaire on CSR implementation in the supply chain to a five-point scale in order to ascertain more accurately how suppliers are reducing their environmental impact and protecting the human rights of workers. The company received responses from all 496 suppliers in Japan, China and Thailand and provided feedback based on the overall results. It also visited 12 companies in China and Thailand based on the results of the previous year's responses. These 12 companies account for 74% of the total monetary value of transactions in China and 58% in Thailand. Casio has continued to ascertain the situation and make it transparent, while providing awards and presenting case studies at meetings to explain its material procurement policy to suppliers. The revision of the scale of response choices on its questionnaire is especially commendable as it represents a level that could become the industry's de facto standard. In the future, I hope that Casio will provide more opportunities and offer better methods for suppliers to learn best practices from one another, so that feedback can be utilized with even higher accuracy, matched to the level of supplier CSR initiatives.
- Casio has established a Basic Policy on [Respect for Human Rights](#) and has its own tool for checking the status of human rights, and it continues to provide feedback to group companies concerning the overall survey results. It has expanded its whistleblower hotlines to give access to suppliers and discloses the number of reports to these hotlines. In order to make the policies, tools and systems more effective on the frontlines in the future, I again recommend that they be incorporated into goals for managers and evaluation criteria, and also that they be linked with the Sustainability Leader system. I look forward to seeing the company build a compliance promotion system integrated daily management.

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

- Looking at the group-wide [Sustainability Implementation System](#) structure, it is admirable that Casio established high material goals and KPIs and is managing progress. Going forward, I recommend that the scope of discussions by the Sustainability Committee be expanded based on the updated Medium-Term Management Plan. In addition, in order to encourage value creation for the near-term future with a view to the SDGs and to encourage initiatives on the front lines by Sustainability Leaders, I would like to repeat my recommendation that messages from top management be translated into multiple languages and delivered to workplaces around the world. This will increase opportunities for diverse front-line employees to get a more immediate and deeper understanding of CSR trends at the head office and at sites in various countries.

- With regard to its [medium- to long-term environmental management policy and environmental management promotion system](#), Casio has specified the long-term goals of a 38% reduction in greenhouse gas (GHG) emissions by fiscal 2031 and zero emissions by fiscal 2051, as well as a 30% reduction in Scope 3 emissions by fiscal 2031, all compared to fiscal 2019. While the efforts to obtain science-based target (SBT) certification and join the RE100 (Renewable Energy 100%) and TCFD initiatives and to develop and market the label writer Lateco, which avoids single-use cartridges, are commendable, I strongly urge Casio to create a long-term GHG reduction roadmap. In particular, I recommend that Casio devise scenarios that would help raise sustainability both for the environment and Casio's own businesses, in order to dramatically reduce GHG emissions over the entire product life cycle, including creating new value. I also hope that these medium and long-term measures will be achieved with the support of customers, including improvement of the recycling rate at the time of product disposal.
- I again applaud Casio for introducing more watches based on collaboration with NGOs to [preserve biodiversity](#), and for continuing to expand preservation activities based on surveys conducted at major sites in Japan and participation in river cleanup activities. I have high expectations that, going forward, Casio will continue to release models that will help conserve nature and biodiversity worldwide. At the same time, I hope the company will advance efforts to procure paper with an emphasis on sustainability while reducing plastic waste, which has a substantial impact on rivers and marine ecosystems.
- In terms of [making workplaces more supportive](#), it is commendable that Casio has a 100% rate of return by employees who took childcare leave and that the percentage of employees of Casio Computer Co., Ltd., who utilize leaves of absence or the shorter working hours system for childcare or nursing care has reached 7.36%. I would also like to give Casio credit for improving the rate of employees who follow up on health risks identified during regular checkups, for setting up a nursing concierge desk, and for the health insurance association's resumption of a subsidy system for employees going through smoking cessation treatment. At the same time, I recommend setting KPIs for initiatives related to lifestyle-related diseases, smoking, and mental health, and sharing with employees and workplaces the progress made against them, as well as working to advance analytical and management approaches so that the diverse work styles that were promoted due to COVID-19 measures can be tied to higher productivity and value creation.

## Points for improvement

- In the area of [increasing and making the most of employee diversity](#) across the entire Casio Group, I find it commendable that Casio has begun preparations to build a human resource database, but I have continued concerns that policies, targets, plans, and persons responsible have not been established, no global HR meetings have been held, and KPIs continue to be no more than defensive indicators. Going forward, I recommend concrete planning for portfolio-based global human resources management that crosses departmental and company boundaries, to be achieved during the 2030s. Casio needs an integrated system to promote the development, exchange and evaluation of human resources recruited worldwide, and to expand its human resource database including information on staff hired in each country. I hope that Casio will develop strategies and systems for the proactive utilization of human resource diversity.
- I am concerned that Casio continued not to meet Japan's legally mandated rate of [employment for persons with disabilities](#) in 2019. Along with regular interviews of employees every quarter, I hope the company will continue to build communities for each type of disability and occupation, while promoting even more supportive workplaces.

- Regarding the environmental impact reduction data in this report, it is commendable that details are provided on the principal sites in and outside Japan including group companies. My hope, however, would be that Casio do more than just explain its programs. It should continue to increase the level of accuracy of group reporting, by proactively disclosing not only environmental data, but also governance, personnel and procurement initiatives and data.

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



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

> <https://blog.canpan.info/iihoe/> (in Japanese)

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

**Dow Jones Sustainability Indices**

The Dow Jones Sustainability Indices (DJSI) evaluate the sustainability of numerous companies from the perspectives of economic, environmental, and social responsibility performance. They were developed jointly by S&P Dow Jones Indices, a provider of global financial indices, and RobecoSAM of Switzerland, which conducts surveys and rates companies as socially responsible investments. Casio Computer Co., Ltd., was selected for inclusion in the DJSI Asia Pacific indices in September 2019.



**FTSE4Good Index**

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



## MSCI ESG Leaders Indexes

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

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## SNAM Sustainability Index

In June 2017, Casio Computer was selected for inclusion in the SNAM Sustainability Index created by Sompo Japan Nipponkoa Asset Management Co., Ltd. (SNAM). Based on this unique active index, SNAM launched the SNAM Sustainable Investment Fund in August 2012. This is a responsible investment product for pension funds and institutional investors that invests in a wide range of companies with high ratings based on factors. After the companies are selected with a focus on the results of ESG surveys by research firms, the portfolio weights are determined based on the SNAM Sustainability Index.



Sompo Sustainability Index

## FTSE Blossom Japan Index

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

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



FTSE Blossom  
Japan

## MSCI Japan ESG Select Leaders Index

2020 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX

Created by MSCI Inc., the MSCI Japan ESG Select Leaders Index is made up of companies with high ESG performance from among the top 500 Japanese corporations by market capitalization.

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## MSCI Japan Empowering Women Index

2020 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

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

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## S&P/JPX Carbon Efficient Index

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

