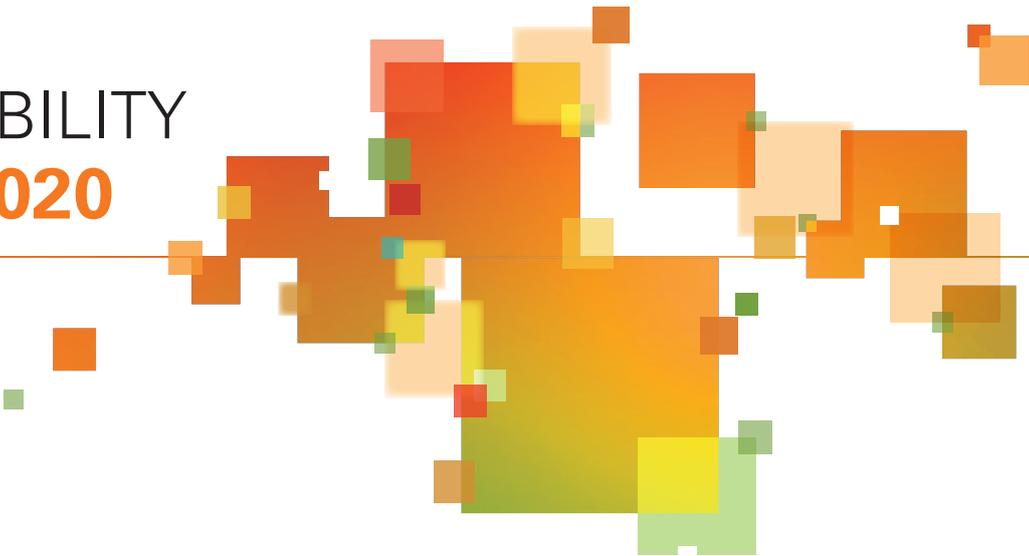


SUSTAINABILITY
REPORT **2020**



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Editorial Policy

Sustainability Website

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

Sustainability Report 2020

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

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

> [Independent Opinion on the Sustainability Report](#)

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

For details on Casio's management and financial information, visit the [Investor Relations site](#).

Scope of the report

- *Period*

This report covers fiscal 2020 (April 1, 2019 to March 31, 2020), and also includes some information pertaining to years before and after fiscal 2020.

- *Issued*

January 2020

(Previous publication: December 2020, next publication planned: November 2021)

- *Boundary*

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

Guidelines used as a reference

- GRI Standards, Global Reporting Initiative
- *Environmental Reporting Guidelines* (2007 Edition) issued by Japan's Ministry of the Environment
- ISO 26000 Guidance on Social Responsibility
(GRI Guidelines and ISO 26000 content indices are posted on the website.)

Inquiries

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Forecasts and forward-looking statements

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

Corporate Overview

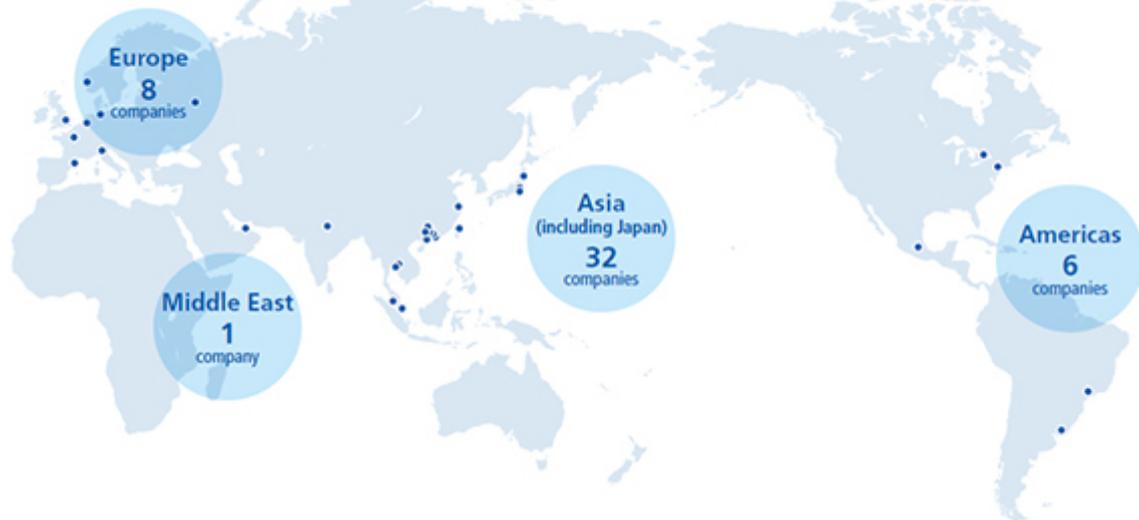
Company data

Name	Casio Computer Co., Ltd.
Headquarters	1-6-2, Hon-machi, Shibuya-ku, Tokyo, Japan, 151-8543
Established	June 1, 1957
President and CEO	KASHIO Kazuhiro
Employees *	11,193 (consolidated)
Paid-in capital *	¥48,592 million
Net Sales *	¥280,750 million (consolidated)
Operating income *	¥29,064 million (consolidated)
Ordinary income *	¥28,481 million (consolidated)
Net income *	¥17,588 million (consolidated)
Major Products	Timepieces, Electronic Dictionaries, Calculators, Label Printers, Electronic Musical Instruments, Handheld Terminals, Cash Registers, Management Support Systems, Data Projectors, Formed Parts, Molds

* as of March 31, 2020

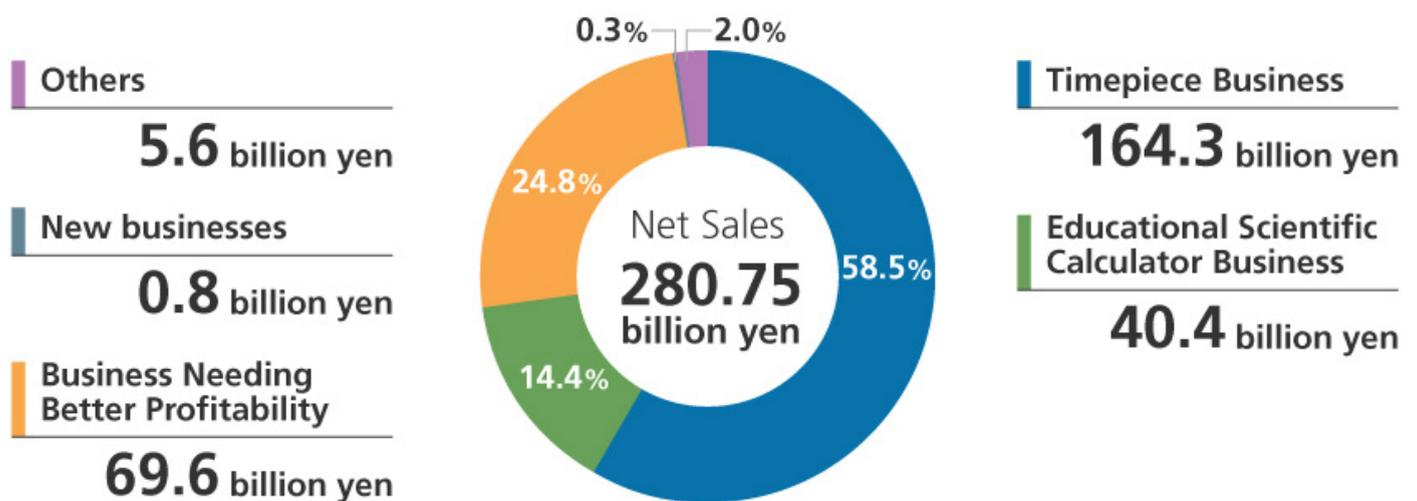
Group companies by region

Group companies by region



Sales by business and region

Sales by business



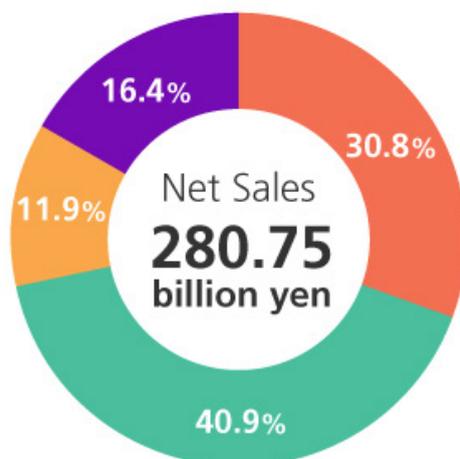
Sales by region

Europe

46.1 billion yen
(YoY change -9.2%)

North America

33.4 billion yen
(YoY change -11.9%)



Japan

86.4 billion yen
(YoY change -8.6%)

Asia & Others

114.8 billion yen
(YoY change -0.1)

as of March 31, 2020

Message from the President

Leveraging “Creativity and Contribution” to provide new social value and help build a sustainable world

How the Casio Corporate Creed Drives Value Creation

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

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

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

It is precisely initiatives like these that create new cultural trends, enrich people’s lifestyles, and make the world a better place. This is the kind of sustainability we pursue at Casio, characterized by growth and progress for both Casio and society. As environmental, social and governance (ESG) considerations become ever more important too, we aim to go beyond merely responding to external requests.

Simply put, we make contributing to society through creativity our primary goal. Then, we seek to identify the core problems that must be solved to achieve this goal. Identifying core problems also ensures the effective functioning of our initiatives on the environment, human resource development, workplace environment improvement, human rights and compliance.



Building a Sustainable Corporate Foundation

To deliver on our corporate creed of “Creativity and Contribution” and remain a trusted company by making a difference in the world, we need to not only create products and provide them to the world, but also use our imagination and action ability to offer products that support society and foster cultural development. We like to call this “Creativity for Contribution.” And you have my assurance that we think about what it means to support society from a global perspective, in terms of contributing to sustainability.

The key to this is leveraging our business activities to help achieve the Sustainable Development Goals (SDGs), a set of targets the international community is working to achieve by 2030. Given this, in the fiscal year ended in March 2020, we set sustainability goals for each business in line with our Medium-Term Management Plan and articulated which of the 17 SDGs Casio will focus on.

Going forward, we will link these goals to our business plan for the post-COVID-19 world, use our focus SDGs as the basis for our business targets, and set specific KPIs. We will also work to enhance awareness of the risks posed by climate change, which threatens the entire globe, and publicly declare our support for the Task Force on Climate-related Financial Disclosures (TCFD), then disclose information based on the TCFD recommendations. In addition, we will revise the medium- and long-term emissions targets for greenhouse gases that we had previously set to align them with our new SBT standards. We will also join the RE100 and take specific initiatives, including changes to our supply chain. As a first step, starting this fiscal year, we are preparing to use “market-based standards” as well as “location-based standards” for calculating greenhouse gases, which will help to identify the specific results we have achieved.

Reforming and Continuing to Strengthen Governance

Management initiatives are essential if we are to continue offering society new value, and governance reforms lie at the core of this. In order to make prompt decisions and reinforce management oversight functions, in June 2019 Casio transitioned to “a company with an audit & supervisory committee” structure. At the same time, we revised the standards for selecting outside directors and reduced the number of directors. Along with this overhaul of the board, we brought in members with a wealth of experience and knowledge in a range of areas including corporate management, increasing the percentage of outside directors from 29% to 38%. With this new system, the directors are holding lively discussions from a long-term viewpoint. We are seeing the fruits of governance reform, but strengthening corporate governance is a process that never ends. We will continue to reinforce the system in light of results such as the board of directors’ evaluation of effectiveness.

There are still issues with governance on the enforcement side. This fiscal year, we discovered that a former employee of our subsidiary in Germany had committed fraud. We took this misconduct very seriously. The Internal Control Committee, established in April 2020, is helping to strengthen internal controls and Group governance. Going forward, we will work to create a culture in which employees themselves take the initiative in risk management.

Cooperating with Stakeholders

Dialogue, including sharing plans and progress and incorporating outside perspectives, is important in raising corporate value. I have personally invested in enhancing our dialogue with shareholders and investors, seeking to discuss and share our thoughts on management, the issues we face, and our progress—both challenges and opportunities. We will continue to engage in sincere IR, embracing the perspective of investors.

Dialogue with customers, business partners and local communities is also important, and dialogue with employees will be particularly crucial, going forward. As the central players here, it is vital that employees work together to envision and create Casio's future. Toward this end, we will continue to enhance internal communications and foster proactive debate and discussion. I believe that this is the shortest path to further growth and development. While always staying true to our origins, we are repositioning Casio with a focus on giving back to society by continuing to create value for society in today's "new normal." I invite you to have high hopes for Casio.



KASHIO Kazuhiro
President & CEO

Casio's Sustainability Concept

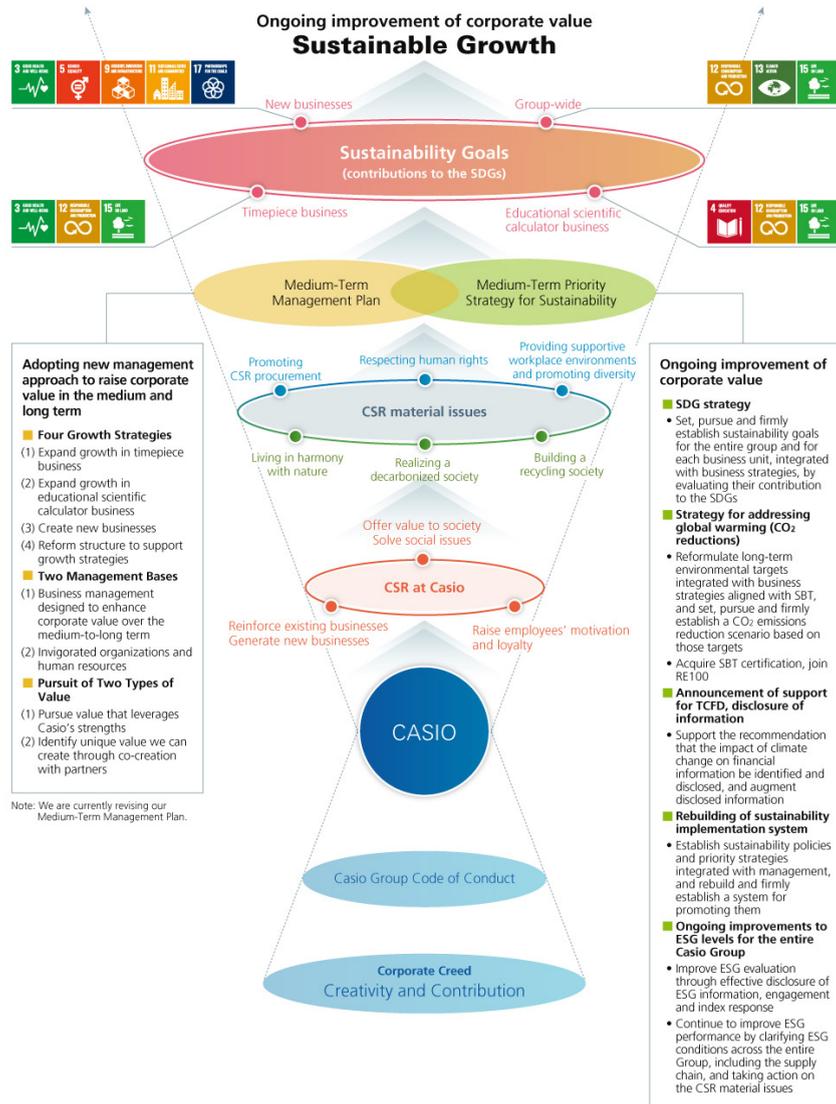
Pursue Sustainable Growth for Both Company and Society

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

At Casio, we believe that continuing to put this creed into practice will deliver long-term sustainable growth for both our company and society.

Founded on this philosophy and code of conduct, Casio got its start by developing a groundbreaking electronic calculator. Since the beginning, we have always considered what our social responsibilities are as a manufacturer that provides useful inventions to the world. This is how we define CSR at Casio, and to make it specific, we have identified several issues with large social impact as material issues for Casio.

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



> Corporate Creed and Sustainability Management

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

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

> Vision and Materiality

Casio’s sustainability management approach is one where the group works to meet the expectations of society by helping to solve environmental and social issues through business operations, while achieving sustainable growth. Casio must continue to be useful to society, while also maintaining the respect of its employees.

Learn more about the Casio vision and material issues.

> Medium-Term Priority Strategies for Sustainability

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

Read about policy and progress made on sustainability initiatives over the past two years and the medium-term priority strategy. Also review a schematic diagram of sustainability management.

> Sustainability Goals

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

Read more about SDG initiatives in each business.

Casio's Corporate Creed and Sustainability Management

The Corporate Creed of “Creativity and Contribution”

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

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

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

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

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

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

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

Casio has identified three material issues, shown below, to guide its efforts to address social and environmental issues that relate directly and indirectly to its business operations. By addressing these issues the company aims to help build a more sustainable global society.

The world today is faced with many complex economic, environmental and social problems of a very serious nature. Humanity as a whole needs to consider its own best future, and then find ways to move in that direction. If economic activities are to be maintained on this planet with limited resources, every member of society must try to help achieve sustainability.

Casio is determined to do its part to find solutions for social and environmental issues while continuing to provide new value to society, based on its corporate creed of “Creativity and Contribution.” Casio will steadily pursue specific initiatives while always seeking to conceive of ideal solutions for each issue.

Charter of Creativity for Casio and Casio Common Commitment

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

Charter of Creativity for Casio

First Chapter

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

Second Chapter

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

Third Chapter

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

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

[> Charter of Creativity for Casio and Casio Common Commitment](#)

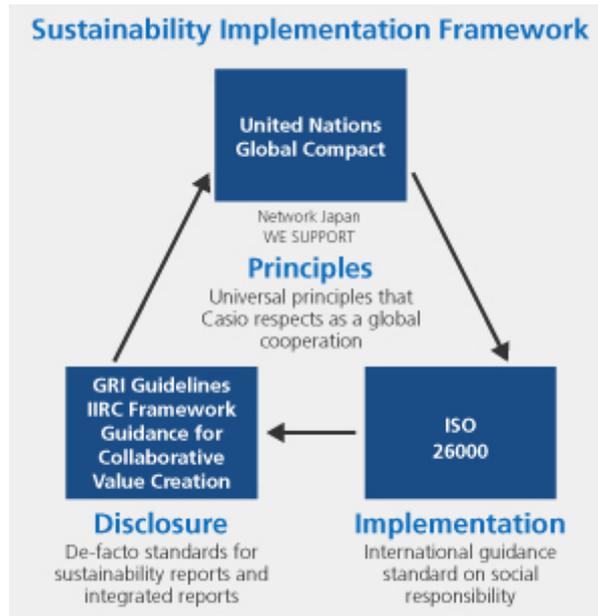
Assessing Internal Familiarity with Casio’s Sustainability Approach

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

Sustainability Implementation Framework

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

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



United Nations Global Compact

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

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

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

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

10 Principles of the UN Global Compact

Human Rights

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

Labor Standards

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

Environment

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

Anti-Corruption

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

FY2020 Participation in Global Compact Network Japan

(GCNJ) Subcommittees

- GC Internal Education and Research Subcommittee
- SDG Subcommittee
- ESG Subcommittee
- Reporting Research Subcommittee

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

Medium-Term Priority Strategies for Sustainability

Progress in Fiscal 2020 with Medium-Term Priority Strategies for Sustainability (Fiscal 2020-2022)

Medium-Term Priority Strategies (Fiscal 2020-2022) and Progress Made

Ongoing improvement of corporate value	Strengthen corporate governance	Reinforce and firmly establish governance system by rebuilding model design, supervision and execution structure and decision-making process	
	Strengthen risk management	Reinforce and establish risk management system by rebuilding key risk management, emergency response and response to important laws	
	Make sustainability indices a management target	Establish sustainability goals for each BU through an environmental assessment of SDGs and integrate them with business strategy	
		Restructure long-term environmental targets, establish scenarios for reducing CO ₂ linked with them and integrate them with business strategy	
	Ensure ongoing improvement of ESG evaluation	Improve evaluations by making ESG status visible throughout the Group, continuing to raise level and disclosing information promptly	
		Improve ESG evaluation through effective disclosure of ESG information, engagement and index response	

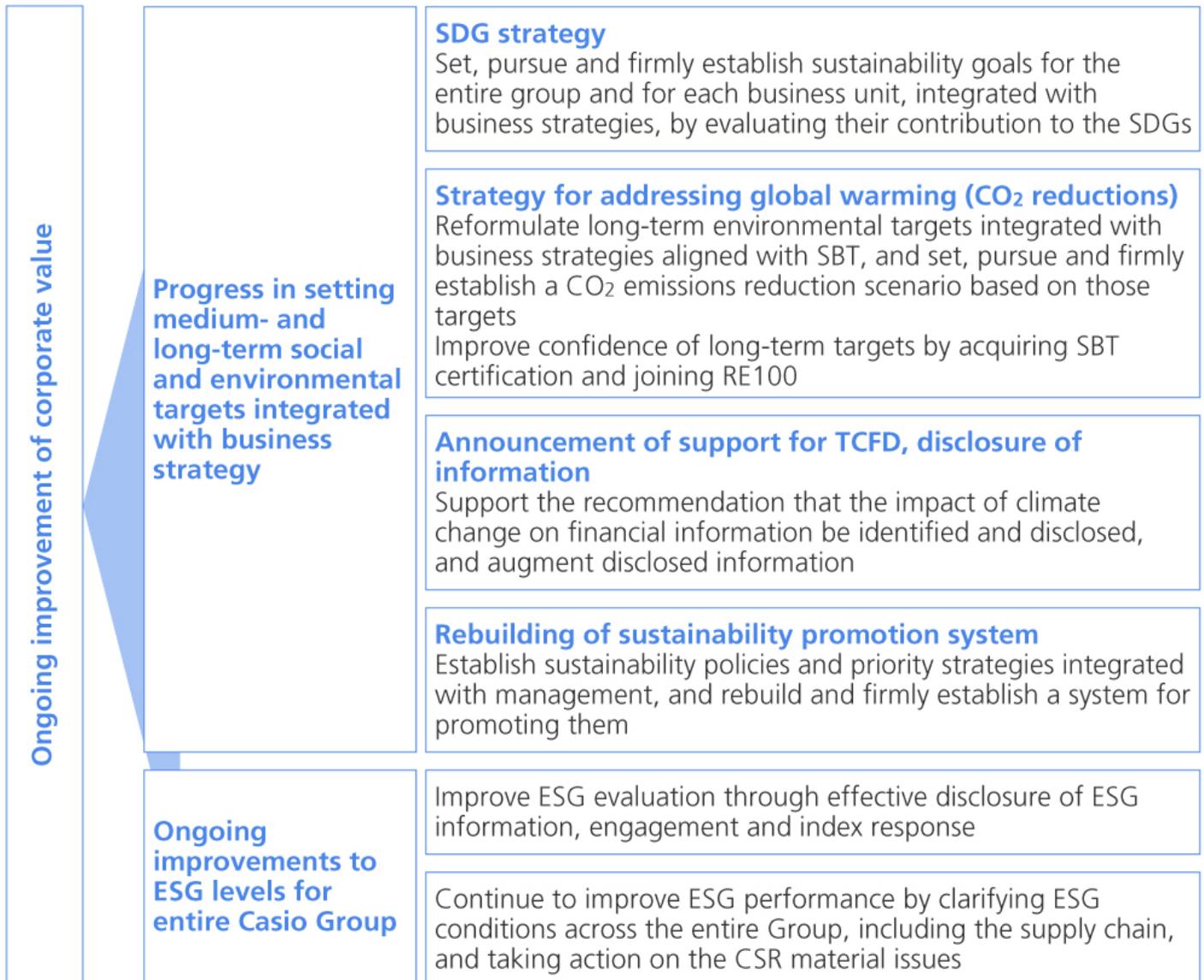
Of the medium-term priority strategies described above, the progress made in fiscal 2020 toward achieving the fiscal 2022 goals set for E (environment) and S (society) issues is described below.

Priority	Targets	KPI (FY2022 goal)	Progress made in fiscal 2020
Make sustainability indices a management target	Restructure long-term environmental targets, establish scenarios for reducing CO ₂ linked with them and integrate them with business strategy	New long-term environmental targets established, and CO ₂ reduction scenario based on them devised; In addition, SBT certification completed, RE100 initiative joined early, and renewable energy adoption policies established for entire Group	In addition to establishment of a CO ₂ reduction scenario for the medium and long term, the following progress was made: A Scope 3 medium-term reduction goal was set (shown below), a commitment letter was submitted to SBT, and Casio indicated that it intends to receive certification Scope 3 medium-term reduction goal: Ensure 70% of major suppliers set reduction goals by fiscal 2025
	Establish sustainability goals for each BU through an environmental assessment of SDGs and integrate them with business strategy	SDG targets established for each BU, linked with medium-term business strategies, and first round completed Results evaluated based on KPI and utilized in setting targets for the next period	SDG targets for each BU, linked to medium-term business strategies, were set, and related goals were disclosed
Ensure ongoing improvement of ESG evaluation	Improve evaluations by making ESG status visible throughout the Group, continuing to raise level and disclosing information promptly	In light of the status of progress with materiality in fiscal 2019, three-year plans established for new materiality to start fiscal 2021 during fiscal 2020, and results evaluated based on KPI	Progress made with materiality in fiscal 2019, results assessed, and material issues revised This process confirmed the progress of efforts to prevent corruption, so it was decided to remove this item from the material issues. Some progress was also seen on other issues, but it was decided to continue moving ahead with those.
	Improve ESG evaluation through effective disclosure of ESG information, engagement and index response	Effective response to key indices such as FTSE, MSCI and DJSI continued, reselected for DJSI World index and stayed on FTSE and MSCI and remained in a position to be selected for ESG investment	In light of the establishment of the Medium-Term Management Plan, Casio released its first integrated report. Casio continued to be included in key indices, including the DJSI Asia Pacific Index.

Medium-term priority strategies for sustainability (fiscal 2020-2021)

In light of progress made in fiscal 2019, Casio decided to move ahead with medium-term priority strategies for E (environment) and S (society) in fiscal 2021 and fiscal 2022 and to set more specific targets.

Medium-term priority strategies (fiscal 2020-2021)



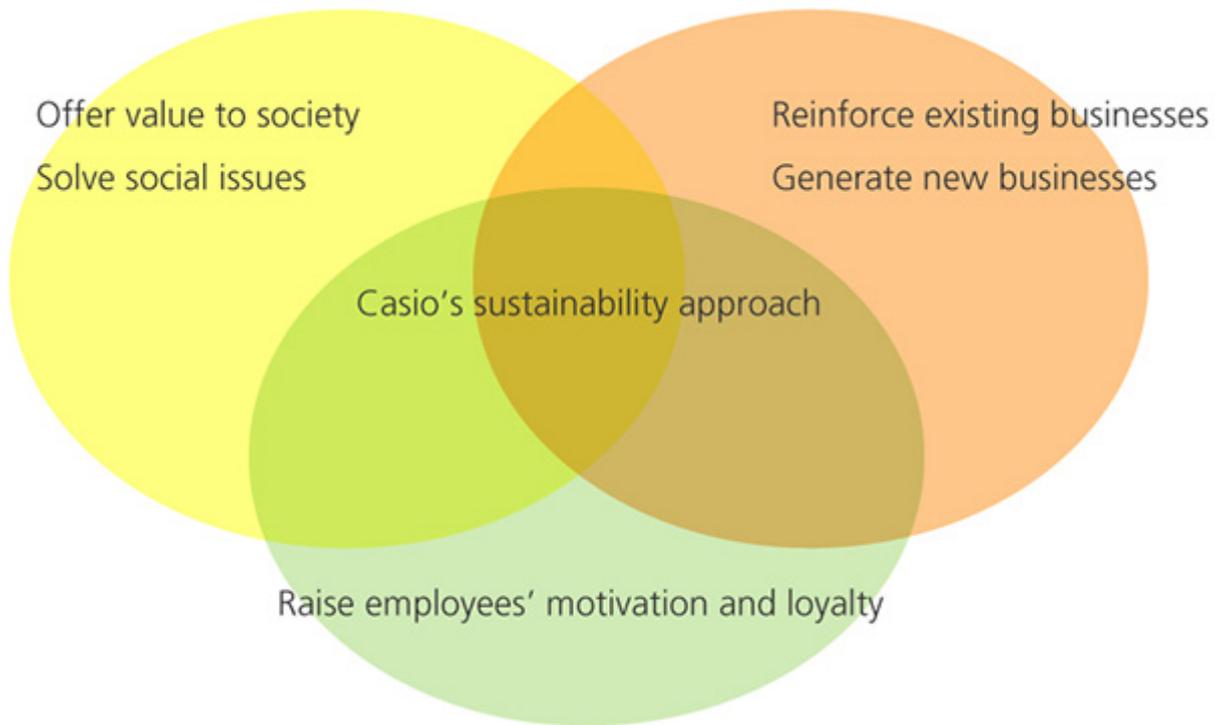
The KPI for each strategy is as follows:

Priority	Issues to pursue	KPI (FY2022 goals)
<p>Progress in setting medium- and long-term social and environmental targets integrated with business strategy</p>	<p>SDG strategy Set, pursue and firmly establish sustainability goals for the entire group and for each business unit, integrated with business strategies, by evaluating their contribution to the SDGs</p>	<p>Sustainability goals for the entire group and for each BU that are integrated with the business strategy established, and the first phase completed Results evaluated based on the KPI and used to set targets for the next phase</p>
	<p>Strategy for addressing global warming (CO₂ reductions) Reformulate long-term environmental targets integrated with business strategies aligned with SBT, and set, pursue and firmly establish a CO₂ emissions reduction scenario based on those targets Improve confidence of long-term targets by acquiring SBT certification and joining RE100</p>	<p>Long-term environmental targets based on new SBT standards set, and a CO₂ reduction scenario based on this devised SBT certification completed, RE100 initiative joined and renewable energy adoption policies established for entire Group</p>
	<p>Announcement of support for TCFD, disclosure of information Support the recommendation that the impact of climate change on financial information be identified and disclosed, and augment disclosed information</p>	<p>Support for TCFD announced and disclosure in line with its requirements augmented</p>
	<p>Rebuilding of sustainability promotion system Establish sustainability policies and priority strategies integrated with management, and rebuild and firmly establish a system for promoting them</p>	<p>A Sustainability Committee under the board of directors formed to discuss policies and strategies; in addition, by meeting in line with the PDCA cycle, measures reliably promoted</p>
<p>Ongoing improvements to ESG levels for entire Casio Group</p>	<p>Improve ESG evaluation through effective disclosure of ESG information, engagement and index response</p>	<p>Effective response to key indices such as FTSE, MSCI and DJSI continued, reselected for DJSI WORLD index, stayed on FTSE and MSCI and remained in a position to be selected for ESG investment</p>
	<p>Continue to improve ESG performance by clarifying ESG conditions across the entire Group, including the supply chain, and taking action on the CSR material issues</p>	<p>In light of progress with materiality through fiscal 2021, the next materiality promotion plan established, and results evaluated based on KPI</p>

Vision and Materiality

Casio's Sustainability Management Approach

Casio's sustainability management approach is one where the group works to meet the expectations of society by helping to solve environmental and social issues through business operations, while achieving sustainable growth. Casio must continue to be useful to society, while also maintaining the respect of its employees.



Material Issues for Casio

Approach

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

KPI and Performance

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

Material Issues for Casio	FY2020 Targets and KPI	FY2020 Performance	Evaluation	FY2021 Targets and KPI
Realizing a low-carbon society	Acquire SBT certification and obtain RE100 membership	Pursued SBT certification Reestablished long-term CO ₂ reduction targets and reduction scenario	△	Acquire SBT certification and obtain RE100 membership
	Reduce greenhouse gas emissions (Scope 1 and 2) for the entire Casio Group by 9.6% compared with FY2014	Reduced the greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 24.54% compared to FY2014, based on a revised calculation method (location-based standard)	*	Reduce the greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 6.3% compared to FY2019, based on a new calculation method (market-based standard)
	Create a supplier survey	Supplier survey was investigated with relevant departments	○	Investigate CO ₂ emissions reduction targets for suppliers
Building a recycling society	Maintain the Casio Green Star product sales ratio at 74% or more	Sales ratio: 74%	◎	Maintain the Casio Green Star product sales ratio at 76% or more
	Achieve a recycling rate for business site waste of at least 90%	Recycling rate: 94%	◎	Achieve a recycling rate for Casio Group site waste of at least 95% Reduce the amount of waste generated by entire Casio Group by at least 1% compared to the previous fiscal year
	Reduce water usage by 1% compared with FY2019	Reduced to 417,900 m ³	◎	Reduce water usage for Casio Group by at least 1% compared to FY2019
Living in harmony with nature	Ensure that 80% of product catalog paper used in Japan is paper from certified forests	Calculation currently underway	-	Ensure that 80% of product catalog paper used in Japan is paper from certified forests
Promoting CSR procurement	(1) Implement CSR education at Casio sites and at suppliers, and continue to hold awareness raising campaign during one vendor meeting in China	Implemented CSR education at Casio sites and at suppliers, and held awareness raising campaign during one vendor meeting in China	○	(1) Implement CSR education at Casio sites and at suppliers, and continue to hold awareness raising campaign during one vendor meeting in China
	(2) Implement annual audit follow-up Continue audits requested by customers at production sites Carry out production site audit and document surveys Continue onsite audits at suppliers	Performed CSR-related audits requested by customers at three manufacturing sites as well as follow-up In China, conducted onsite inspections at 4 suppliers In Thailand, conducted onsite inspections at 8 suppliers	○	(2) Implement annual audit follow-up Continue performing audits requested by customers at production sites Carry out production site audit and document surveys Continue onsite audits at suppliers

Material Issues for Casio	FY2020 Targets and KPI	FY2020 Performance	Evaluation	FY2021 Targets and KPI
Providing supportive workplace environments and promoting diversity	<ul style="list-style-type: none"> Maintain childcare leave usage rate for eligible employees of 90% or more Maintain a rate of employee return after childcare leave of 90% or more (regular employees) 	<ul style="list-style-type: none"> Achieved childcare leave usage rate for eligible employees of 100% Achieved a rate of employee return after childcare leave of 100% (regular employees) 	◎	<ul style="list-style-type: none"> Maintain childcare leave usage rate for eligible employees of 90% or more Maintain a rate of employee return after childcare leave of 90% or more (including contract employees)
	Achieve a female employee recruitment rate of 25% or more	13 of the 42 employees who joined the company in April 2020 were women (30.9%)	◎	Achieve a female employee recruitment rate of 25% or more
	Maintain legally mandated employment rate of people with disabilities at 2.2% or more (consolidated group in Japan) <ul style="list-style-type: none"> Hire nine people with disabilities at Casio Computer (Number of people determined by a point system) 	Employment rate for the Casio Group (consolidated group in Japan): 2.14% (as of April 1, 2020) <ul style="list-style-type: none"> Hired 13 people with disabilities at Casio Computer 	△	Maintain legally mandated employment rate of people with disabilities at 2.3% or more
	Follow-up measure implementation rate for annual checkups: 80% or more	<ul style="list-style-type: none"> Follow-up measure implementation rate: 80.6% Revised system so that people who make efforts on their own to become healthy can earn points, gave points to healthy employees and those whose checkup results have improved, and implemented a health incentive program that offers health-related products based on points 	○	Follow-up measure implementation rate for annual checkups: 80% or more
	<ul style="list-style-type: none"> Ascertain the actual mental illness rate Implement e-learning training for new employees and managers Implement skill improvement training by job type for young employees (August) 	<ul style="list-style-type: none"> Ascertained mental illness rate on a consolidated basis (fiscal year end) e-learning for new employees (not implemented) Provided training to new officers (August) Implemented skill improvement training by job type for young employees (August) 	△	<ul style="list-style-type: none"> Ascertain the actual mental illness rate Implement e-learning training for new employees Implement training for new managers Implement skill improvement training by job type for young employees

Material Issues for Casio	FY2020 Targets and KPI	FY2020 Performance	Evaluation	FY2021 Targets and KPI
	<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 April) Ascertain health risk rates by department (April) Implement workplace analysis and feedback (May) 	<ul style="list-style-type: none"> Ascertained the rate of employees with high stress (February) Consultations provided by industrial physicians to interested employees (February to April) Ascertained health risk rates by department (April) Implemented workplace analysis and feedback (May) 	○	<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 April) Ascertain health risk rates by department (April) Implement workplace analysis and feedback (May)
Respecting human rights	(1) Check human rights issue and implement feedback: All sales group companies (100%)	Implementation was delayed until June 2020 due to large-scale internal reorganization and impact of COVID-19 pandemic	×	(1) Check human rights issue and implement feedback: All sales group companies (100%)
	(2) Implement human rights education for CSR leaders: Entire Casio Group in Japan (100%), following the replacement of CSR leaders	Tomoko Shiroki, Managing Director of certified NPO ACE, gave a talk and workshop in June 2019 on business and human rights	○	(2) Implement human rights education for Sustainability leaders:
	(3) Develop a grievance mechanism; establish the mechanism and put into full operation	Completely refurbished web-based external hotline in May 2019, complied with Europe's GDPR, and set up a new mechanism that allows whistleblowers and the hotline office to communicate directly on a semi-anonymous basis (reporter gives real name to external hotline but is kept anonymous to the company)	○	(3) Ensure familiarity with hotlines and channels

*Not evaluated, as the calculation method was revised during the fiscal year

Materiality specification process

Step 1: Specification of issues with significance to the company

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

Step 2: Specification of issues with significance to stakeholders

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

Step 3: Summarization and finalization

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

Step 4: KPI formulation and implementation

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

Step 1: Specification of issues with significance to the company

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

Step 2: Specification of issues with significance to stakeholders

Based on the G4 Sustainability Reporting Guidelines, the 46 aspects were divided into six areas: economic, environment, labor practices, human rights, society, and product responsibility. The importance of each area was then identified through dialogue with stakeholders closely related to Casio.

Questionnaires were also given to customers and employees, and aspects with high significance to stakeholders were identified. In addition, questionnaires and interviews with experts were carried out on the respective topics. These processes enabled Casio to identify society’s expectations, resulting in a list of issues with significance to Casio stakeholders.

Economic



Takeshi Mizuguchi, Professor
Takasaki City University of Economics

[More detail](#)

Environment



Sadayoshi Tobai
Conservation Director, WWF Japan

[More detail](#)

Labor Practices



Hiroki Sato, Professor
Chuo Graduate School of Strategic
Management

[More detail](#)

Human Rights



Makoto Teranaka, Visiting Professor
Tokyo Keizai University

[More detail](#)

Society



Kaori Kuroda, Executive Director
CSO Network Japan

[More detail](#)

Product Responsibility



Kikuko Tatsumi, Executive Advisor
Nippon Association of Consumer Specialists

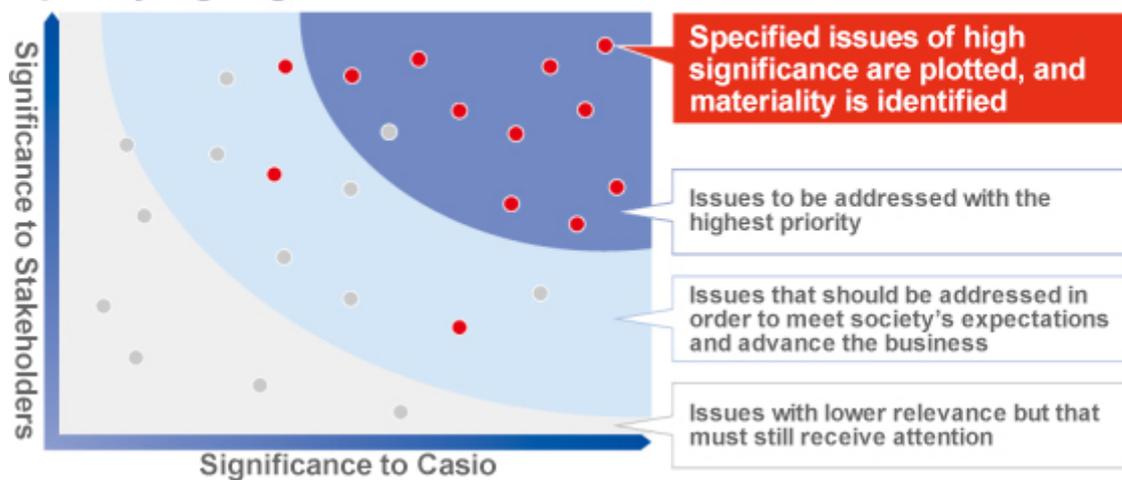
[More detail](#)

Step 3: Summarization and finalization

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

Material Issues for Casio

Specifying Significance of Issues



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

Step 4: KPI formulation and implementation

KPI Formulation

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

[* For more information on KPI, see “KPI and Performance” above.](#)

Materiality Review

Reviewing the material issues specified in fiscal 2017, Casio looked at its efforts over the three years through the end of fiscal 2019. Based on this review, Casio decided to continue to address the same issues, other than “preventing corruption,” for one more year. In fiscal 2021, Casio continues to address to these issues, considering the impact of the COVID-19 pandemic.

In fiscal 2020, Casio set sustainability goals for each business to address. However, in fiscal 2021, Casio plans to revise these goals in line with revisions of the Medium-Term Management Plan for the post-COVID-19 world. Casio will also review the material issues in line with revisions of sustainability goals and re-prioritize social responsibilities in a way that reinforces the sustainability goals.

Sustainability Goals

SDG-Based Initiatives

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



In 2019, Casio incorporated SDG efforts into its business operations by establishing sustainability goals for each business unit to accompany its Medium-Term Management Plan. Currently, Casio is reviewing the Plan in consideration of the impact of the COVID-19 pandemic. Next, Casio will re-set specific KPIs for the sustainability goals it will achieve under the revised Medium-Term Management Plan.

Sustainability Goals

Timepiece Business

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



Educational Scientific Calculator Business

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



New Businesses

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



Business Needing Better Profitability

- Provide opportunities to acquire broad knowledge
- Use projectors to develop educational infrastructure and effective learning environments

Reduce environmental impact: Reduce resource use in business activities



Company-wide

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



Sustainability Management

Sustainability Implementation System

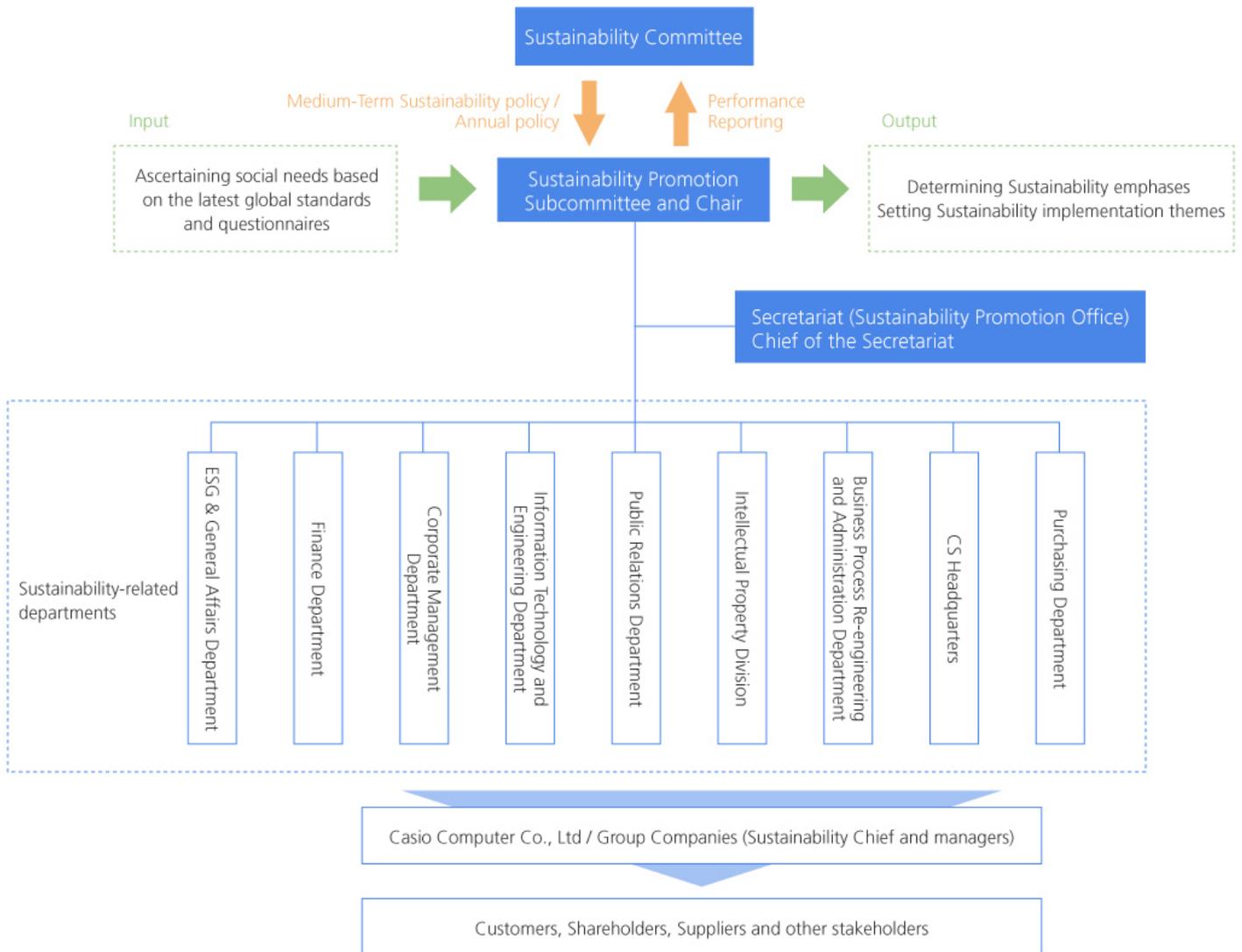
Sustainability Committee and Sustainability Promotion Subcommittee

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 CO₂ 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 ₂ emissions	Set Scope 3 medium-term reduction targets; selected "encouraging suppliers to implement initiatives to reduce their CO ₂ emissions" as a priority theme	Ongoing	Carry out a CO ₂ emissions survey of key suppliers; form agreements on CO ₂ 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.

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

Social Trends

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

Casio Initiatives

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

2010s: Integrating CSR into Management Strategy

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

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

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

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

Social Trends

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

Casio Initiatives

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

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

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

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

External Evaluation

Independent Opinion on the Sustainability Report 2020

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.

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

THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

SNAM Sustainability Index



Sompo 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.

FTSE Blossom Japan Index



FTSE Blossom
Japan

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.

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.



Environmental Report



> **Material Issues for Environmental Performance**

> **Environmental Management**

> **Environmental Action Plan (Targets and Performance)**

> **Realizing a Decarbonized Society**

> **Building a Recycling Society**

> **Living in Harmony with Nature**

> **Environmental Data**

> **Environmental Compliance**

> **Environmental FAQ**

Material Issues for Environmental Performance



Realizing a Decarbonized Society

Social Issue

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

In 2015, the United Nations Sustainable Development Goals (SDGs) and the COP21 Paris Agreement were adopted as stepping stones in solving these problems. The objective of the Paris Agreement is to keep a global temperature rise this century well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius. To achieve that goal, the agreement set out the target of net zero emissions of greenhouse gases by the second half of this century.

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

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

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



Importance for the Casio Group

Except for a few processes, Casio plants mainly perform final product assembly. This means there is no material or electronic component production within the Casio Group, so direct greenhouse gas emissions are relatively low. Casio's power consumption is also minimal compared to companies in other industries. Nevertheless, there is still much Casio can do to help achieve decarbonization, such as switching the Group's energy sources to green electricity. Casio can also bring about significant improvements by reducing the indirect greenhouse gas emissions that are generated in its value chain.

Casio products are an integral part of people's lives. They help to make work, learning, daily activities and hobbies more convenient and rewarding. Since the business of supplying these products to markets depends upon society remains safe and secure, the climate crisis poses a major risk to Casio's business that must be addressed.

Over its history, Casio has continued to pursue development and marketing of products that are smaller, lighter, thinner, and more energy efficient. It has also focused on delivering products that function in a wide range of usage environments. By continuing with these efforts, Casio aims to help minimize the environmental impact from the use of its products. Moreover, Casio's waterproof watches and other robust products will continue to function even in a climate crisis environment. In this respect, Casio may have even greater opportunities to support consumers going forward.

Targets and Action Plan

With the aim of helping to build a decarbonized society, Casio has been pursuing targets for greenhouse gas emissions throughout its value chain. In response to international developments, however, Casio has now revised its medium and long-term targets.

Casio had already set targets to reduce its emissions by 26% and 80% by the end of fiscal 2031 and fiscal 2051, respectively, compared to fiscal 2014. This was in line with targets set by the Japanese government. Going forward, however, Casio has raised its targets to 38% and 100%, respectively, compared to fiscal 2019.

These challenging new targets are designed to help hold global warming to 1.5 degrees Celsius or less. In order to ensure numerical validity during long-term target management, Casio has now adopted the market-based standard for calculating its CO₂ emission factor for electricity. This calculation standard is now being applied, starting with the fiscal 2019 results.

Historical environmental performance data based on previous reduction targets is for reference only.

For more information on Casio's calculation method, see ["Calculation Standards" under "Environmental Performance Data."](#)

Casio has also set new targets for Scope-3 greenhouse gas emissions in the value chain: a 30% reduction in the total volume of emissions from purchased goods and services (Category 1) and the use of sold products (Category 11) by fiscal 2031, compared to fiscal 2019.

Greenhouse gas emissions reduction plan (Scopes 1 and 2) based on Casio's previous medium and long-term targets



Greenhouse gas emissions reduction plan (Scopes 1 and 2) based on Casio's new long-term targets



Medium and long-term targets and Performance

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

Medium and long-term targets	FY2020 Targets	FY2020 Performance	Evaluation	FY2021 Targets
Long-term target: Reduce to zero the total volume of Casio Group's greenhouse gas emissions (Scopes 1 and 2) by FY2051.	Acquire SBT certification and join RE100	Promoted SBT certification acquisition Revised long-term CO ₂ emissions reduction targets and scenarios	△	Acquire SBT certification and join RE100
Medium-term target: Reduce the total volume of Casio Group's market-based greenhouse gas emissions (Scopes 1 and 2) by 38% compared to FY2019 by FY2031.	Reduce the total volume of Casio Group's location-based greenhouse gas emissions (Scopes 1 and 2) by 9.6% compared to FY2014	Reduced the greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 24.54% compared to FY2014, based on a revised calculation method (location-based standard)	Not evaluated, as the calculation method was revised during the fiscal year	Reduce the greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 6.3% compared to FY2019, based on a new calculation method (market-based standard)
Reduce the total volume of greenhouse gas emissions from purchased goods and services (Category 1) and the use of sold products (Category 11) by 30% by FY2031, compared to FY2019	Establish a supplier survey	Supplier survey was investigated with relevant departments	○	Investigate CO ₂ emissions reduction targets for suppliers

Activity Results

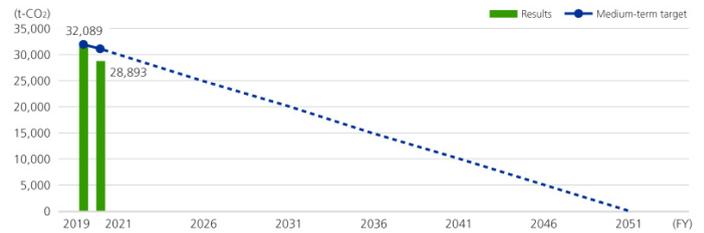
Greenhouse gas emissions in business operations (Scope 1 and 2)

When the emissions results for fiscal 2020 were evaluated using the new calculation standards for the recently revised medium and long-term targets, there was a 24.54% reduction compared to fiscal 2014. This already represents an achievement of the previous medium-term target. Going forward, in addition to practicing energy-saving activities and introducing high-efficiency equipment, Casio will also seek to use more renewable energy. It aims to acquire SBT certification and join RE100, based on efforts to achieve its new reduction targets for greenhouse gas emissions.

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



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



Greenhouse gas emissions (Scopes 1 and 2) based on the new location-based standard

		FY2014 (Base year)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2031
CO ₂ emissions	CO ₂ emissions	39,298	38,065	37,267	37,142	33,869	32,090	29,653	-	-
	Reduction rate	-	3.14%	5.17%	5.49%	13.82%	18.34%	24.54%	-	-
Medium-term target	CO ₂ emissions	39,298	38,697	38,096	37,495	36,894	36,293	35,692	35,091	29,080
	Reduction rate	-	1.53%	3.06%	4.59%	6.12%	7.65%	9.18%	10.71%	26.00%

Greenhouse gas emissions (Scopes 1 and 2) based on the new market-based standard

(t-CO₂)

		FY2014 (Base year)	FY2020	FY2021	FY2031
CO ₂ emissions	CO ₂ emissions	32,089	28,893	-	-
	Reduction rate	-	9.96%	-	-
Medium-term target	CO ₂ emissions	32,089	31,073	30,057	19,895
	Reduction rate	-	3.17%	6.33%	38.00%

Scope 3

Casio calculates greenhouse gas emissions in its own business operations (Scope 1 and Scope 2) and also emissions throughout the entire value chain, upstream as well as downstream (Scope 3) by unit of emissions. Since emissions from “purchased goods and services” (Category 1) account for 60% or more of Casio’s Scope-3 CO₂ emissions, the Casio Group will promote activities to reduce greenhouse gas emissions across the value chain, chiefly by encouraging its main suppliers to establish targets for greenhouse gas reduction.

› [CO₂ Emissions throughout the Entire Value Chain](#)



Building a Recycling Society

Social Issue

Rapid economic growth brings with it problems such as the depletion of natural resources, the destruction of nature due to extraction of resources, and pressure on landfill sites for waste and pollution around them, accompanying the increase in resources consumed. In this situation, the 3Rs (Reduce and Reuse waste and Recycle resources) have become increasingly important in order to utilize the world's finite resources effectively. In recent years, moreover, the low effective utilization rate for waste plastic and environmental pollution caused by ocean plastic waste have become issues of global concern. To address these issues, efforts from a life-cycle perspective must go beyond the range of a single company's business activities to include suppliers and users.



Importance for the Casio Group

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

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

Targets and Action Plan

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

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

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

Medium and long-term targets and Performance

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

Medium and long-term targets	FY2020 Targets	FY2020 Performance	Evaluation	FY2021 Targets
Increase Casio Green Star product sales ratio to 90% by fiscal 2026	Maintain the Casio Green Star product sales ratio at 74% or more	Casio Green Star Product sales ratio: 74%	◎	Raise the Casio Green Star product sales ratio at 76% or more
Achieve 100% recycling rate for business site waste by fiscal 2031	Achieve a recycling rate for business site waste of at least 90%	Achieved a recycling rate of 94.0%	◎	Achieve a recycling rate for Casio Group site waste of at least 95% Reduce the amount of waste generated by entire Casio Group by at least 1% compared to the previous fiscal year
-	Reduce water usage by 1% compared to FY2019	Reduced water usage by 9%	◎	Reduce water usage for Casio Group by at least 1% compared to the previous fiscal year



Living in Harmony with Nature

Social Issues

A company's relationship with biodiversity in its business operations depends on the industry it is in as well as business conditions. No matter the kind of company, however, essential benefits from the ecosystem, including oxygen, water, and food, are vital to the lives of the employees who work there and to the people who purchase and use the company's products. If ecosystem services were to deteriorate worldwide and the earth's overall biodiversity were to decline further, it would be detrimental to the daily lives of consumers and have major implications for the business operations of any company. In other words, since a company's business activities depend on human beings, there is no company for which biodiversity is totally unrelated. The most important aspect of the social challenge represented by biodiversity is the fact that many people do not fully appreciate the value and the risks of the blessings received from the ecosystem, which are taken for granted. That is why "mainstreaming biodiversity" has become an internationally critical issue.



Importance for the Casio Group

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

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

Meanwhile, Casio sells the G-SHOCK and Baby-G watch brands, which stand up to use in harsh natural environments, as well as the PROTREK watch brand, which is equipped with sensors that are useful in outdoor activities. In the G-SHOCK and Baby-G lineup, Casio came out with Dolphin & Whale models, made since 1994 in collaboration with International Cetacean Education Research Centre (ICERC) Japan, with a view toward environmental protection. Casio's collaboration with ICERC Japan reached the milestone of 25 years in 2019. Under the PROTREK brand, Casio has collaborated with The Nature Conservation Society of Japan (NACS-J) since 2018 and released a Golden Eagle model, a sea turtle model, and a model dedicated to *Shijimiaeoides divinus*, which is an endangered butterfly found only in Japan. Through this collaboration, Casio has started to support efforts to protect these endangered species.

These activities involve contributions made by providing products, Casio's main business, to help raise mainstream awareness of the social challenge of biodiversity. By supporting the biodiversity conservation movement, Casio can also maintain a virtuous cycle where its good practices generate ever better business results.

Targets and Action Plan

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

Going forward, Casio will introduce new biodiversity initiatives, carrying out activities with an "outside-in" approach and "multi-stakeholder partnerships" in mind, seeking to create shared value (CSV) that focuses on opportunities.

In addition, with the United Nations Decade on Biodiversity coming to an end in 2020, reviews of this past decade are being made worldwide. Casio plans to update its Biodiversity Guidelines after carefully confirming the outcome of the 15th meeting of the Conference of the Parties to the Convention on Biological Diversity (COP 15) and ascertaining post-2020 targets, the successor of the Aichi Biodiversity targets.

Casio Group Biodiversity Guidelines

Basic Policy

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

Specific Initiatives

1 . *Business Activities:*

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

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

2 . *Impact Assessment:*

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

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

3 . *Information Disclosure:*

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

4 . *Community Involvement:*

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

5 . *Full Employee Participation:*

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

Casio Group Paper Procurement Policy

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

Scope: All paper products procured by the Casio Group worldwide

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

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

Structure

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

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

Medium and long-term targets and Performance

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

Theme	Medium and long-term targets	FY2020 Targets	FY2020 Performance	Evaluation	FY2021 Targets
Living in harmony with nature	Increase the use of sustainable paper to 100% by FY2031	Ensure that 80% of product catalog paper used in Japan is paper from certified forests	Calculation currently underway	-	Ensure that 80% of product catalog paper used in Japan is paper from certified forests
		Finalize definition of “sustainable paper”	Due to difficulties in obtaining the basic information needed to define “sustainable paper,” the definition has not yet been finalized	×	Re-examine medium and long-term targets, including the definition of sustainable paper

Environmental Management

Environmental Vision and Environmental Policy

In 2012, Casio established the Casio Environmental Vision 2050, a long-term environmental management policy with a target year of 2050, and has carried out a variety of initiatives since then. During that time, the move toward decarbonization has accelerated worldwide since the Paris Agreement of 2015. Since the concept of “low-carbon” is now out of step with its long-term vision, since 2019 Casio has been pursuing the revised vision of “realizing a decarbonized society.” In fiscal 2020, Casio revised its environmental policy, establishing the new Casio Group Environmental Policy.

In line with the Environmental Vision and Environmental Policy, given below, Casio will strive to become a leading environmental company, as demonstrated by its commitment to visionary global initiatives to help build a more sustainable world.

Casio Environmental Vision 2050

With a target year of 2050, the Casio Group will create and implement its own visionary initiatives to promote the sustainable use of energy and resources and facilitate the healthy coexistence of all living things, the planet’s greatest assets.

Casio’s aim is to become a leading environmental company that contributes not only to a sound and sustainable global environment but also to the spiritual richness of people’s lives. Casio’s unique way of achieving this is by creating new value and lifestyle possibilities that give rise to markets and cultural phenomena never seen before.

To become a leading environmental company, Casio will apply its spirit of going from “0” to “1,” or creating “something” from “nothing,” to develop unique environmental initiatives and create products and services that make the most of its innovative ideas and leading technologies, focusing in particular on the following areas:

- Realizing a decarbonized society
- Building a recycling society
- Living in harmony with nature

Casio Group Environmental Policy

Basic Philosophy

In light of the intent of the Paris Agreement and the SDGs, and based on the Casio Environmental Vision 2050, the Casio Group will help build a more sustainable world by appropriately recognizing environmental challenges that Casio's business affects and attempting to solve those challenges through its main business.

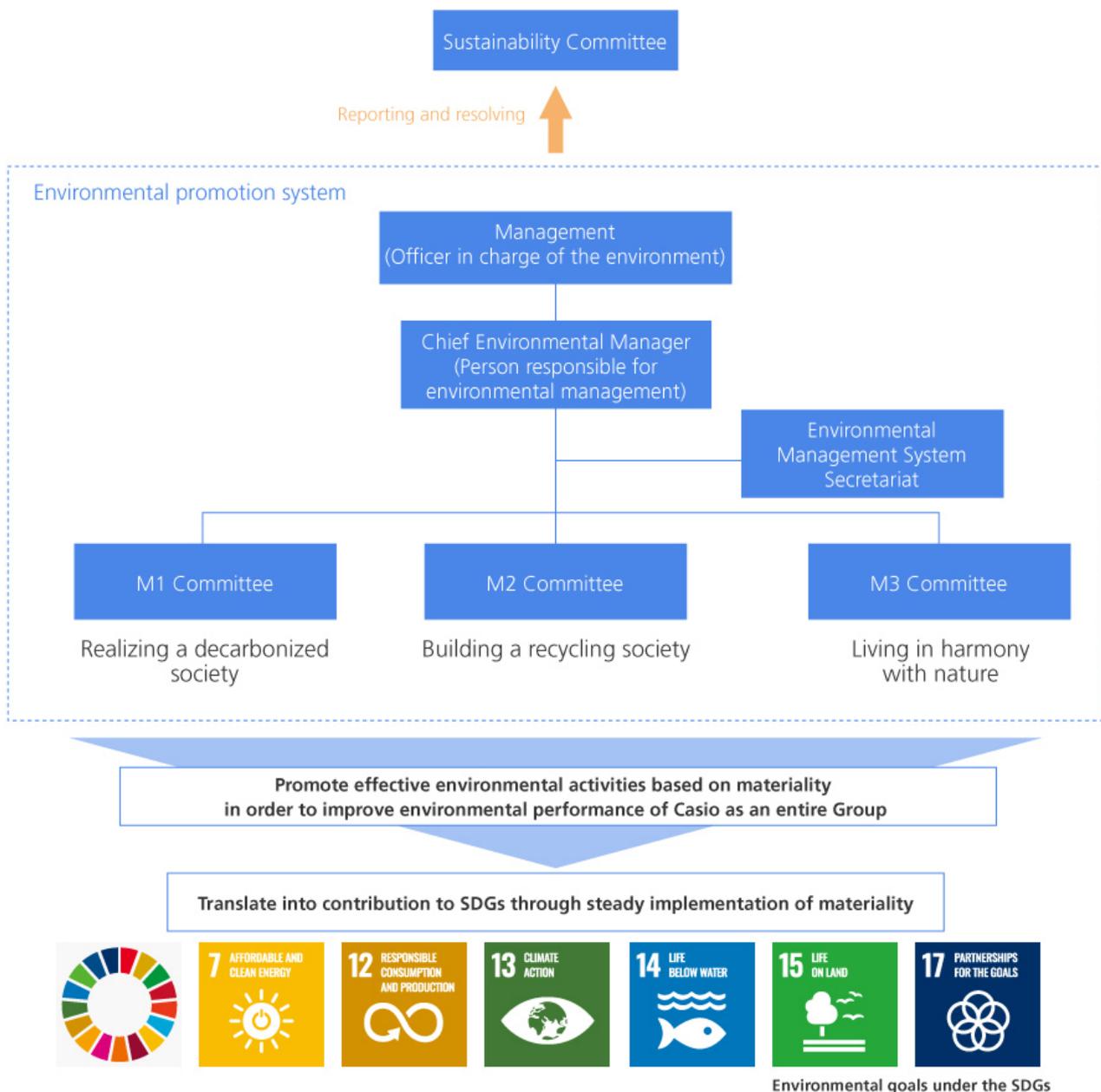
Basic Policies

1. Aiming to help build a more sustainable world, we will commit ourselves to the following objectives, which will be tackled strategically in response to requests from the international community, looking to realize them through fresh approaches by thinking outside the box, and by addressing issues throughout the entire value chain:
 - (1) Realizing a decarbonized society: Achievement of medium- to long-term goals in the reduction of GHG including CO₂
 - (2) Building a recycling society: Minimization of environmental impact throughout the value chain
 - (3) Living in harmony with nature: Minimization of negative impact to biodiversity through our main business
2. To achieve the above objectives, we will work at establishing effective and efficient organizational structures and systems that will translate into improvements in environmental performance.
3. In addition, we will steadily respond to environmental challenges, social demands, and the expectations of stakeholders.
 - (1) We will strive to prevent environmental pollution by complying with environmental laws and regulations as well as other requirements that we have agreed to.
 - (2) We will carry out activities to adapt to and mitigate climate change.
 - (3) We will engage in social contribution activities in the environmental field.
 - (4) We will participate in and contribute to environmental conservation activities in local communities.
 - (5) We will make the Environmental Policy well-known to all members of the Casio Group.
 - (6) We will make the Environmental Policy available to stakeholders.

Implementation System

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

In the new system, there is a concern that variations will appear between departments in the level of involvement in and awareness of the environmental management system. This is why Casio has clarified the relationship between “committee activities” and “the core business of departments.” Casio will continue working to improve the environmental performance of the entire Group while remaining aware of issues related to implementing a Group-wide environmental management system.



List of ISO 14001 Certified Sites

Certified and registered site		Date acquired	Remarks
Casio Computer Co., Ltd.	Headquarters (including seven sales sites)	December 2000	In April 2017, Casio integrated ISO 14001 certifications for these 3 sites
	Hamura R&D Center	October 2000	
	Hachioji R&D Center	October 2000	
Yamagata Casio Co., Ltd.	Headquarters	November 1997	
Casio Business Service Co., Ltd.	Headquarters	January 2000	
Casio Techno Co., Ltd.	Headquarters	May 2002	
Casio Human Systems Co., Ltd.		December 2001	
Casio Computer (Hong Kong) Ltd.		December 1999	
Casio (Thailand) Co., Ltd.		July 2012	
Casio Taiwan Co., Ltd.		December 2001	
Casio Electronics (Shenzhen) Co., Ltd.		February 2002	
Casio Electronic Technology (Zhongshan) Co., Ltd.		April 2002	
Casio Electronics (Shaoguan) Co., LTD.		January 2018	

* The percentage of Group employees at sites with ISO certification has reached 71%.

Environmental Education

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

Environmental Action Plan (Targets and Performance)

Under its Environmental Vision 2050, Casio has established Environmental Action Plan targets from a global perspective, and is carrying out environmental activities accordingly. Here are the targets and performance for fiscal 2020, along with the targets for fiscal 2021 based on the current results.

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

Theme	Medium and Long-term Targets	FY2020 Targets	FY2020 Performance	Evaluation	FY2021 Targets
Realizing a decarbonized society	Long-term target: Reduce to zero the total volume of Casio Group's greenhouse gas emissions (Scopes 1 and 2) by FY2051	Acquire SBT certification and join RE100	Promoted SBT certification acquisition Revised long-term CO ₂ emissions reduction targets and scenarios	△	Acquire SBT certification and join RE100
	Medium-term target: Reduce the total volume of Casio Group's market-based greenhouse gas emissions (Scopes 1 and 2) by 38% compared to FY2019 by FY2031	Reduce the total volume of Casio Group's location-based greenhouse gas emissions (Scopes 1 and 2) by 9.6% compared to FY2014	Reduced the greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 24.54% compared to FY2014, based on a revised calculation method (location-based standard)	Not evaluated, as the calculation method was revised during the fiscal year	Reduce the greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 6.3% compared to FY2019, based on a new calculation method (market-based standard)
	Reduce the total volume of greenhouse gas emissions from purchased goods and services (Category 1) and the use of sold products (Category 11) by 30% compared to FY2019 by FY2031	Establish a supplier survey	Continued to plan a supplier survey	○	As part of efforts to lower greenhouse gas emissions for Casio Group (Scope 3), reduce the total volume of greenhouse gas emissions from purchased goods and services (Category 1) and the use of sold products (Category 11) by 30% compared to FY2019 by FY2031

Theme	Medium and Long-term Targets	FY2020 Targets	FY2020 Performance	Evaluation	FY2021 Targets
Building a recycling society	Increase the percentage of sales accounted for by Green Star products to 90% by FY2026	Maintain the Casio Green Star product sales ratio at 74% or more	Casio Green Star Product sales ratio: 74%	◎	Raise the Casio Green Star product sales ratio at 76% or more
	Achieve 100% recycling rate for business site waste by FY2031	Achieve a recycling rate for business site waste of at least 90%	Achieved a recycling rate of 94.0%	◎	Achieve a recycling rate for Casio Group site waste of at least 95% Reduce the amount of waste generated by entire Casio Group by at least 1% compared to the previous fiscal year
	-	Reduce water usage by 1% compared to FY2019	Reduced water usage by 9%	◎	Reduce water usage for Casio Group by at least 1% compared to the previous fiscal year
Living in harmony with nature	Increase the use of sustainable paper to 100% by FY2031	Ensure that 80% of product catalog paper used in Japan is paper from certified forests	Calculation currently underway	-	Ensure that 80% of product catalog paper used in Japan is paper from certified forests
		Finalize definition of "sustainable paper"	Due to difficulties in obtaining the basic information needed to define "sustainable paper," the definition has not yet been finalized	×	Re-examine medium and long-term targets, including the definition of sustainable paper

Realizing a Decarbonized Society

Business Sites Initiatives

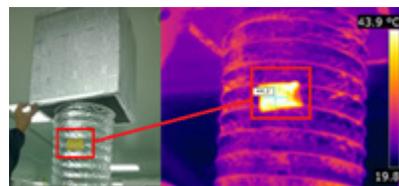
Initiatives at Casio (Thailand) Co., Ltd.

Using insulation to reduce energy use

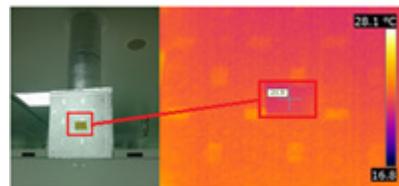
The company reduced the air-conditioning cooling load by installing insulation around the exhaust ports of the reflow system and dryer to block heat conduction. This reduced energy use by 4,651 Kwh per year.



Reflow systems insulation



Before installation
(surface temperature 44.2°C)



After installation
(surface temperature 21.9°C)

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

Introducing buses to reduce CO₂ emissions

The company has 52 buses that it provides for employees to use for their daily commute. Around 2,300 employees use these commuting buses. This measure accounts for an annual reduction of CO₂ emissions of 1,664 tons.

Item		Consumption rate (km/L) ^{*1}	Distance (km) ^{*2}	Emission coefficient (kg-CO ₂ /L) ^{*3}	Amount ^{*4}	Days/year	GHG emission (kg-CO ₂ /year)	Special notes
Before introduction	Motor cycle (gasoline)	50	60	2.32166	1,840 people	264	1,353,323	
	Car (gasoline)	14.763	60	2.32166	460 people	264	1,145,874	
	Total	-	-	-	-	-	2,499,198	
After introduction	Bus (diesel)	2.6	60	2.58496	53 units	264	834,664	
Difference before and after introduction		-	-	-	-	-	1,664,534	Reduction

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

*2 Employees' average commuting distance (round trip)

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

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



Commuting buses at Casio (Thailand)

Installing a unique solar system

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



Solar panels



Electric rooftop exhaust fans for heat discharge



Daytime warehouse lighting



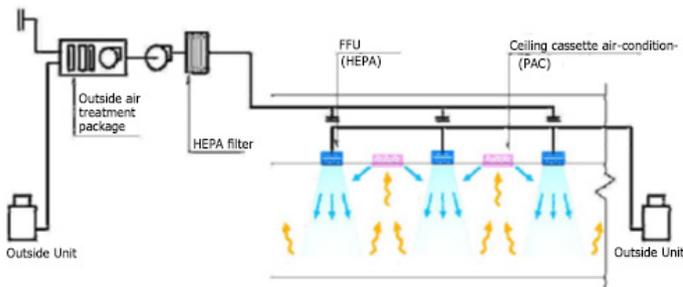
Reservoir agitator for air circulation

Initiatives at Yamagata Casio Co., Ltd.

Introducing the latest energy-saving air-conditioning systems

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

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



Air-conditioning system at Yamagata Casio



Clean room with latest air-conditioning system

Initiatives at Casio America

Casio America has been carrying out energy-saving measures for many years.

In 2018, the company again won an ENERGY STAR Award from the U.S. Environmental Protection Agency (EPA).

The award recognized Casio America's efforts to ascertain data on and efficiently manage electricity usage at its data center, and its initiatives to use a building management system to more effectively use cooling and heating.

This ENERGY STAR Award was the fifth the company has received, following 2012, 2013, 2016 and 2017. Casio America has also signed a contract with a retail electric power provider for 100% green electricity.

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



Casio America, Inc.



ENERGY STAR plaque

Initiatives at Hachioji R&D Center

The Hachioji R&D Center has installed automatic blinds and grows a green wall of vegetation at its facility to reduce CO₂ emissions. The automatic blinds calculate the location of the sun, use sensors to detect the strength of the sunlight, and open and close automatically, thereby reducing the cooling and heating load. Since 2012, the Center has also grown a green wall of vegetation as a summertime energy-saving measure in an effort to reduce the cooling load even more. Through a process of trial and error to balance watering, fertilization, and sunlight, currently, the green wall (planted with two kinds of morning glories) grew splendidly to a size of 8.5 meters wide by 10 meters tall. Local residents even stopped by to take photos of it. This initiative to grow a green wall of vegetation has entered Hachioji's Green Wall of Vegetation Contest in the "organization grouping" since 2017 and won awards two years running, including the first place award in 2017.



Green wall of vegetation at the Hachioji R&D Center



Award certificate and first place gift

Installation of LED Lighting

Casio is installing LED lighting at its business sites to reduce electricity consumption. Thus far, it has installed LED lighting at many Casio sites, including the Hatsudai Head Office, Hamura R&D Center, Hachioji R&D Center, Yamagata Casio, Casio Electronics (Shenzhen) Co., Ltd., Casio (Thailand) Co., Ltd., Casio America, Inc., and Casio Electronics (Shaoguan) Co., Ltd., and other sites. The installed LED lighting has brought about substantial CO₂ emissions reductions.



LED lighting in Casio Electronics (Shenzhen)'s lobby



LED lighting in Casio (Thailand)'s plant



LED lighting in Yamagata Casio's plant

Logistics Process Initiatives

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

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

Four products obtain Eco Rail Mark certification

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

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

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

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

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



Eco Rail Mark



Promoting a modal shift to rail transport



Environmentally friendly rail containers

Building a Recycling Society

Developing Eco-products (Casio Green Star Products)

In order to minimize the environmental impact of its products, Casio is promoting the development of environmentally friendly products in every aspect of planning and design. In 1993, Casio began product assessment in order to systematize and promote its development of eco products. New products had to undergo a preliminary assessment for their environmental impact and meet certain criteria in order to be certified as Casio Green Products. Casio has developed many environmentally friendly products.

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

Casio Green Star Products System and Assessment Items



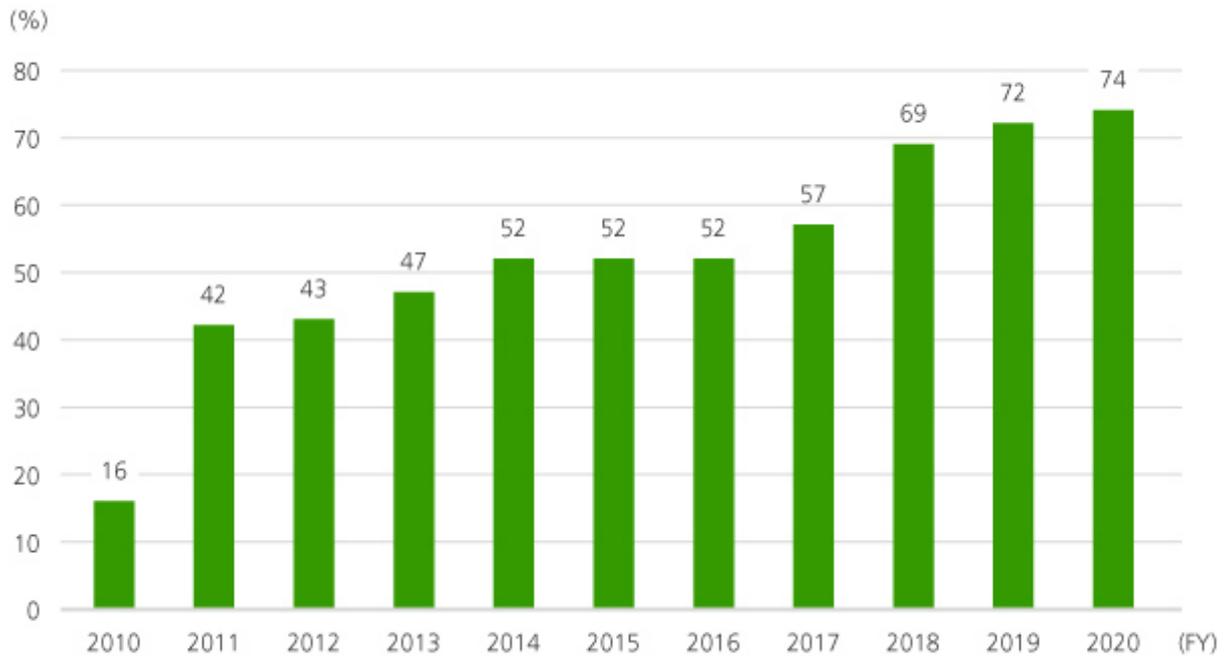
Casio Super Green Star Products	Products that have higher environmental performance
Casio Green Star Products	Products with a particularly good assessment

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

Casio Green Star Product Sales Ratio

Casio is accelerating the development of environmentally friendly products, aiming to see Casio Green Star Products make up 90% of total sales by fiscal 2026. Their share of sales reached 74% in fiscal 2020, achieving the target for that year of 74% or higher. Additionally, four new models were certified as Casio Super Green Star Products, the highest rank of environmental products. Going forward, Casio will continue to develop products that are even more environmentally friendly.

Casio Green Products and Casio Green Star Products



Casio Super Green Star Products

So far, 40 product models have been certified as Casio Super Green Star Products. Some of the certified products (product series) are featured here.

FY2020



Data projector [XJ-F211WN](#)

Environmental Features

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



Data projector [XJ-S400U](#)

Environmental Features

- Light flux of 15.7 lm/w
- Does not use a mercury light source



Data projector [XJ-UT352WN](#)

Environmental Features

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



Scientific calculator [fx-9860GIII](#)

Environmental Features

- Energy consumption during use reduced by 50%
- Product size (volume) reduced by 23%
(compared to Casio's fx-9860GII model)

FY2019

Scientific Calculator * Energy consumption during use reduced by 50%



GRAPH +35 E

FY2017

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



SL-760ECO, SL-760GT



SL-305ECO, SL-300AECO



JF-120ECO



DF-120ECO



DS-2DB

Projector * Light flux of at least 12 lm/w



XJ-F10X, F100W, F20XN, XJ-F210WN



XJ-UT351W, UT351WN



XJ-V1, XJ-V10X, V100W, V110W

Casio Green Star Products

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

Calculator [JS-20WK](#)



Environmental Features

- Solar battery powered
- Contains at least 40% recycled plastic (gross weight ratio of plastic)

Electronic dictionary [XD-SX4800](#)



Environmental Features

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

Scientific Calculator [FX-JP900](#)



Environmental Features

- Solar battery powered
- Transport efficiency increased by 34% by reducing packaging (compared to Casio's FX-375ES model)

Label printer [EC-K10\(Lateco\)](#)



Environmental Features

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

Electronic musical instrument [PX-S3000](#)



Environmental Features

- Energy consumption during use reduced by 36% (compared to Casio's PX-320 model)
- Loading efficiency increased by 52% in a 40 feet container

Watch [OCW-P2000/GWF-A1000](#)



Environmental Features

- Solar battery powered
- Shock-resistant structure

Handheld terminal [DT-X400](#)



Environmental Features

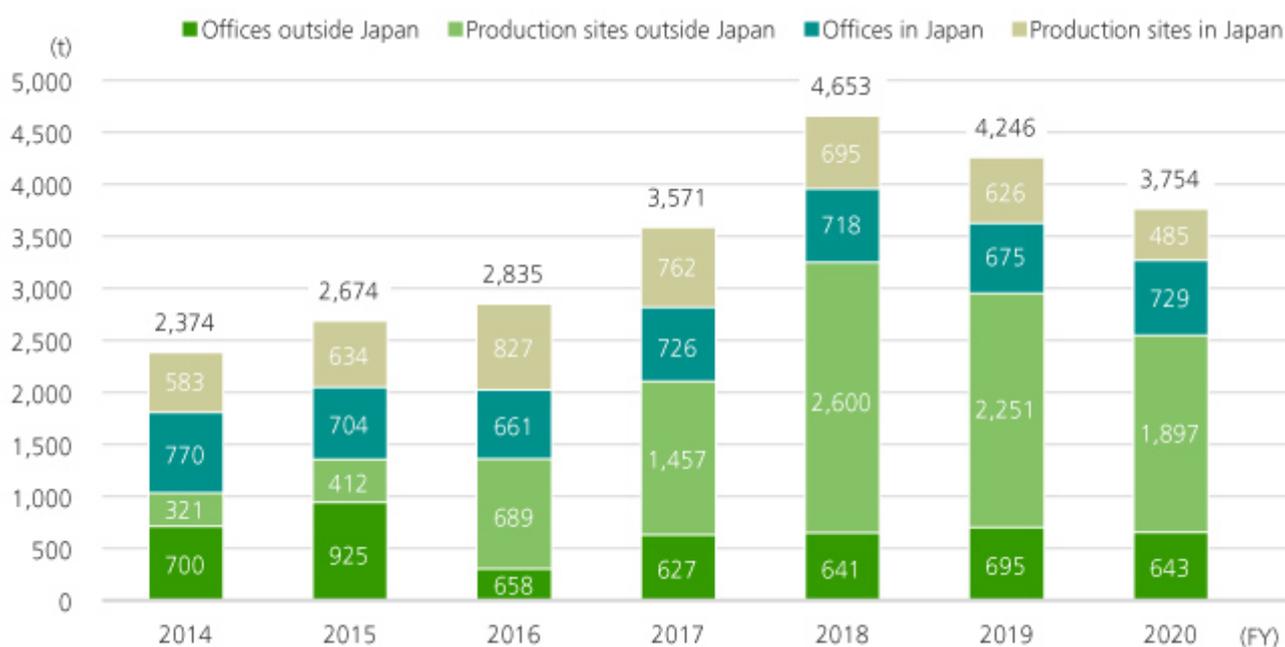
- Energy consumption during use reduced by 47% (compared to Casio's IT-G400 model)

Reducing and Recycling Waste

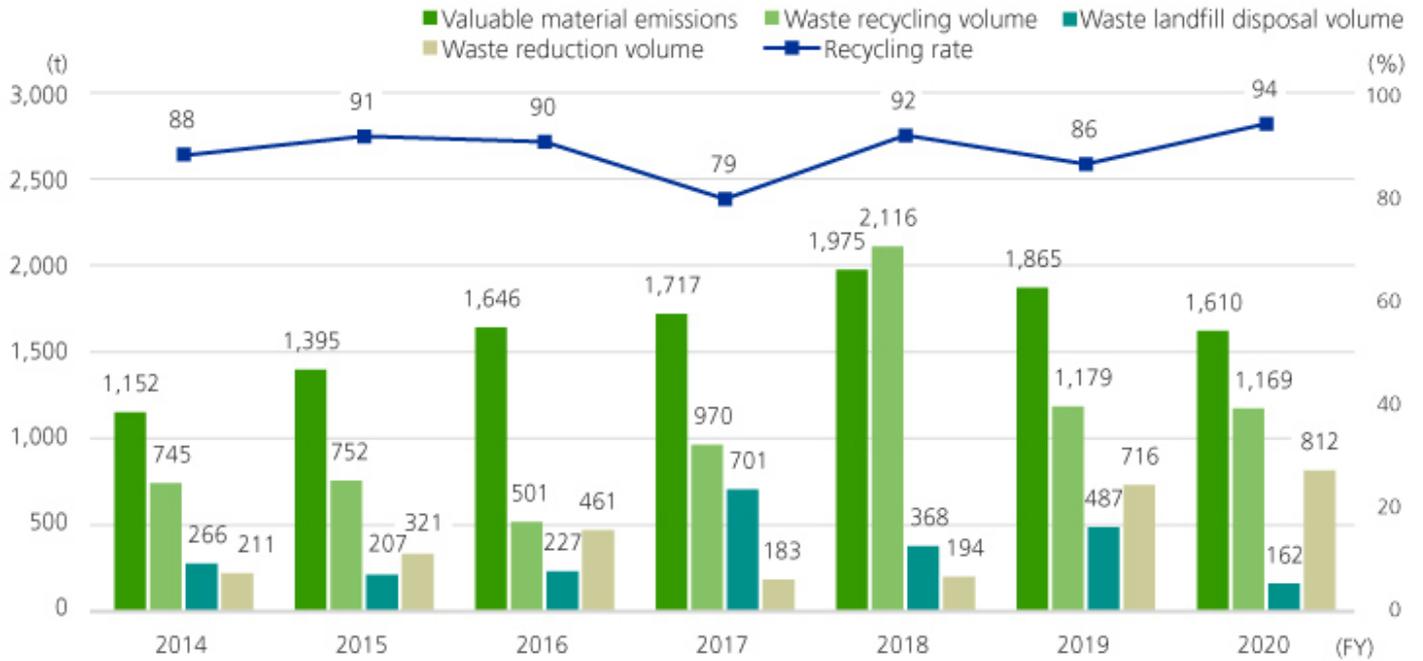
Casio is working to reduce and recycle the waste generated in its business activities. Generation of waste, etc. (total of waste and valuable material) has been on the rise since fiscal 2017, but the main reason for this is the increasing number of production sites outside Japan. In fiscal 2020, the total amount was reduced from the previous year as a result of efforts to reduce the generation of waste and improvements in the accuracy of calculation for the amount of the waste at production sites outside Japan.

In addition, Casio has set a target recycling rate of 100%, aiming for zero landfill disposal. In fiscal 2020, due to improvements in the accuracy of calculation for the amount of waste, the fiscal 2020 target of 90% was achieved. The majority of landfill disposal is non-industrial waste, and it is disposed based on the administrative management of each country or region. Going forward, however, Casio will make efforts to increase its recycling rate by considering switching to recycling consignment according to the status of recycling facilities in each area.

Generation of waste

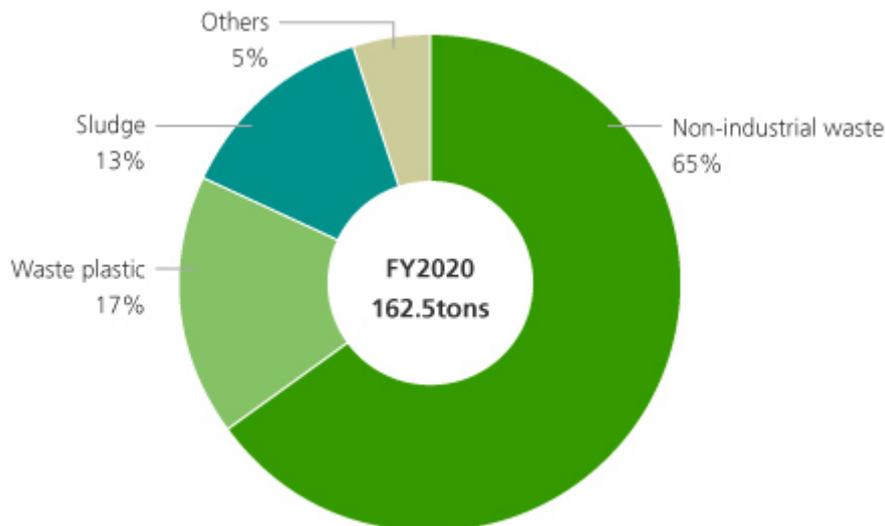


Disposal breakdown and recycling rate for generation of waste, etc.



Recycling rate = (Valuable material generated + Waste recycling volume) / (Valuable material generated + Waste recycling volume + Waste landfill disposal volume)

Breakdown of landfill disposal (by category)



Collection and Recycling

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

Product recycling efforts

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

Recycling with No Waste Disposal

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



Product Recycling in Europe

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

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

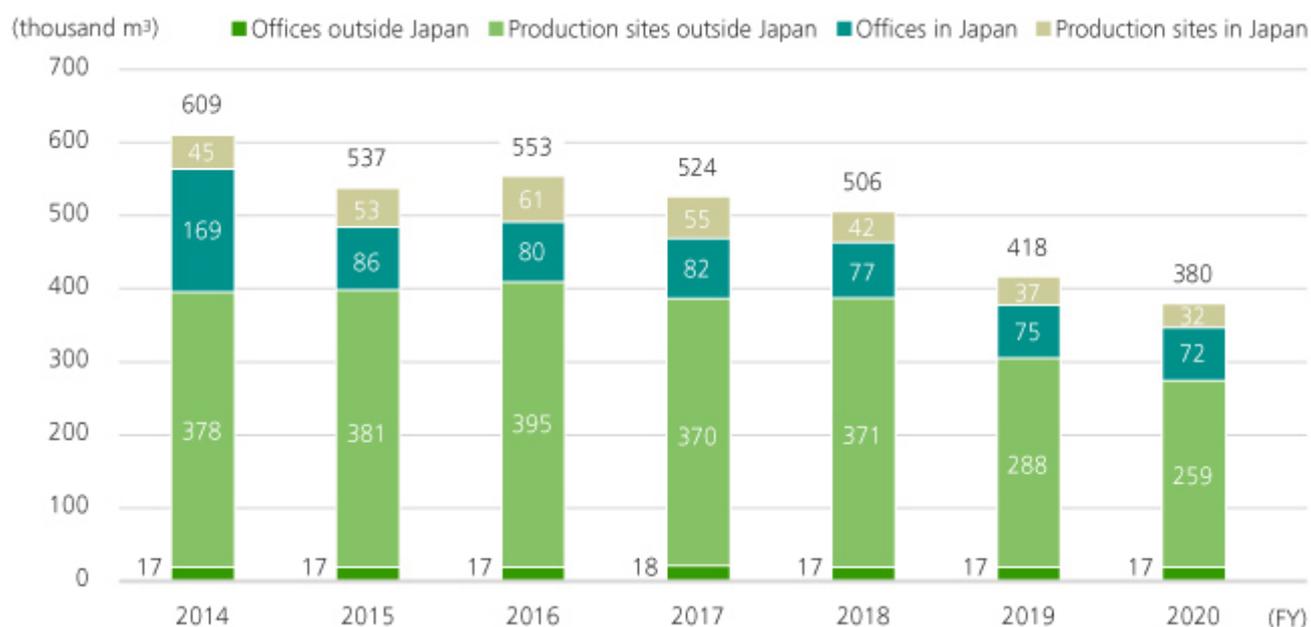
Casio fulfills its obligations by participating in collection and recycling organizations with government authorization.

Reducing water usage

Based on the characteristics of Casio's business, the majority of water usage in its business activities is used by employees, with water usage for production activities limited to such things as washing a few components. For this reason, minimization of water usage at the main sites that have continued to operate an environmental management system for many years has advanced to a certain level. Casio has therefore reached the situation where there are big fluctuations only in years with circumstances that differ from usual business activities, such as the discontinuation or new establishment of sites.

In fiscal 2020, water usage was 380,000 m³, a 9.2% reduction from fiscal 2019, driven by the establishment of targets for production sites and efforts to reduce water usage. Going forward, Casio will keep working to reduce water usage.

Changes in input of water resources



Living in Harmony with Nature

Using Sustainable Paper

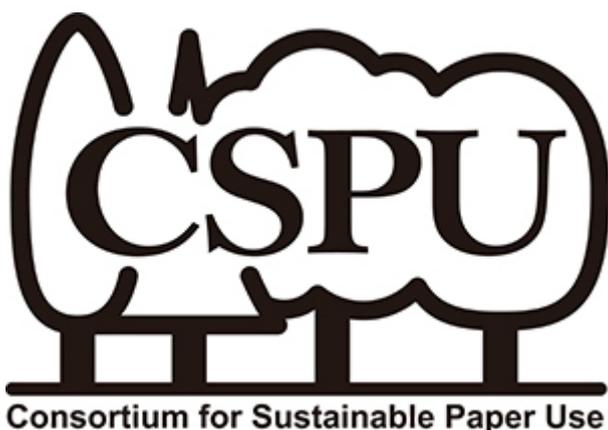
Nowadays, a variety of raw materials are used to make paper, but generally, widely available paper products are made from wood. Depending on the kind of forest from which that wood was cut, there might be adverse effects on biodiversity, such as the destruction of forests with a high conservation value as the habitat for precious wildlife, or cases that infringe on the rights of indigenous peoples.

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

Participation in the Consortium for Sustainable Paper Use

In June 2014, Casio joined the Consortium for Sustainable Paper Use. Casio has been working hard as a dedicated member of the Consortium. The Consortium was established in November 2013 by five companies that are making progressive efforts related to their use of paper, the WWF Japan, and Response Ability, Inc, which promotes corporate sustainability. By enabling each member to promote uses of paper that are environmentally and socially responsible from their various perspectives, the Consortium hopes to expand the sustainable use of paper throughout the broader society.

The Casio Group Paper Procurement Policy, formulated in 2015, was also based on exchange of information with member companies and other such external input.



Member of Consortium

Details regarding the consortium can be found on the WWF Japan website below.

> [“Consortium for Sustainable Paper Use” WWF Japan website](#) 

Paper Procurement

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

[> Paper Procurement Policy](#)

Promoting Use of Certified Paper

Since fiscal 2017, Casio has established targets for the percentage of paper from certified forests used for product catalogues and has been working hard to increase the percentage used based on environmental management systems.

Biodiversity Preservation at Business Sites

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

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



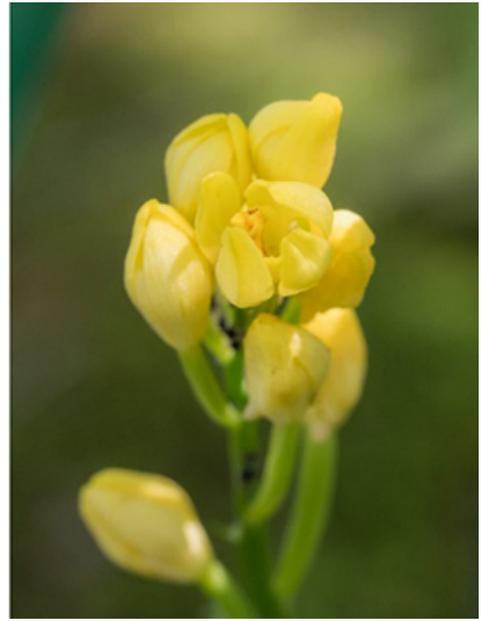
Powdered Oakblue butterfly, a species in the family *Lycaenidae*

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

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

> [List of plants at the Casio Group's main sites in 2017\(PDF\)](#) (PDF / 372KB)

> [List of insects at the Casio Group's main sites in 2017\(PDF\)](#) (PDF / 331KB)



Golden Orchid (*Cephalanthera falcata*)



Silver Orchid (*Cephalanthera erecta*)



Adder's-tongue (*Ophioglossum petiolatum*)



Lespedeza tomentosa / *Canthophorus niveimarginatus*

Preservation Activities at Hamura R&D Center

Two rare plants, the Golden Orchid and Silver Orchid, have been confirmed growing on the grounds of the Hamura R&D Center. A protection team of employee volunteers planned to photograph the plants again in 2020 as part of their observation of the plants' lifecycle from germination to flowering and fruiting. However, due to COVID-19 pandemic measures, access to the site has been restricted, and this curtailed the activities of the volunteers. However, it was confirmed that each previously identified individual plant is thriving, despite differences in the environments surrounding each specific habitat.



Golden Orchid on March 27, 2020



Golden Orchid on April 14, 2020



Golden Orchid on April 22, 2020



Golden Orchid (enlarged photo) on April 22, 2020

There was a plan to once again use automated time-lapse photography to capture a Golden Orchid during its predicted blooming period during a string of holidays in May 2020. However, this was not possible due to pandemic measures that prevented employee access to the site.

The protection team at Hamura R&D Center set up a camera in 2019



Preservation Activities at the Yamanashi Office of Yamagata Casio

On the advice of the expert agency, labels were used to mark protected species including the plants *Lespedeza tomentosa*, which is listed in Yamanashi Prefecture's Red Data Book, as well as *Potentilla chinensis*, Siberian *Lespedeza juncea*, *Thesium chinense*, which is the larval food plant for the insect *Canthophorus niveimarginatus*, and other grassland plants. These plants were carefully left when weeding. As a result, they grew healthier and were confirmed to have flowered and fruited.



Chinese cinquefoil



Siberian *Lespedeza juncea*

In April 2019, a protection team of employee volunteers was launched at the Yamanashi Office and began propagating individuals from seeds collected the previous fall, based on a management plan drafted by outside experts. The seeds planted in the bare earth as well as those planted in pots sprouted and grew.

> [Management plan for preservation and improvement of grassland biodiversity \(in Japanese\)\(PDF\)](#) (PDF / 2.4MB)



Planting seeds



Yamanashi protection team after planting seeds



Siberian Lespedeza juncea planted in bare earth



Siberian Lespedeza juncea planted in a pot

The grassland plants, including rare species, seen at the Yamanashi Office are thought to have been living in this location since before it became the business site's grounds. The periodic mowing conducted for grounds upkeep since the site was established is thought to have fostered a favorable habitat. Accordingly, the grounds were mowed as usual in May 2019.



Before mowing



After mowing



Before mowing



After mowing

Since then, the protected plants on the office grounds have grown and multiplied steadily. Thanks to the preservation efforts, the once-limited number of individual plants has been successfully increased. Along with preservation and improvement of biodiversity, the risk of species disappearance at this site has also been lowered. In addition, the plants were also labeled with signs to improve employee understanding, and the inclusion of updated information in this report is also helping to raise biodiversity awareness.



Lespedeza tomentosa cultivation



Siberian *Lespedeza juncea* cultivation

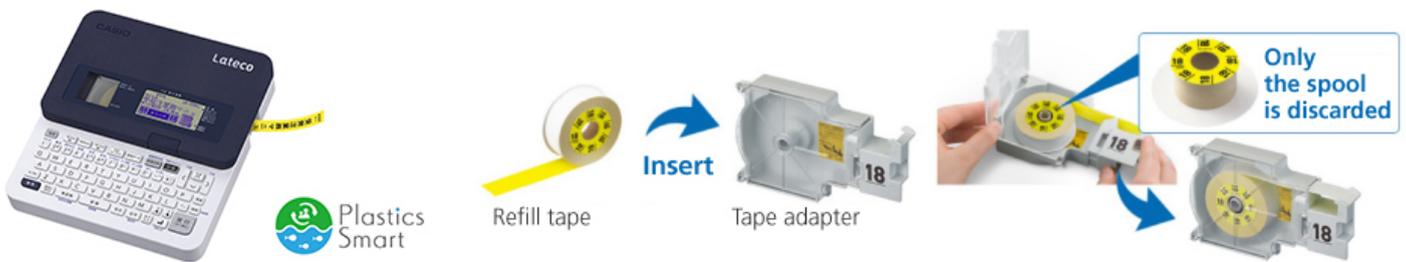
Contributing Through Casio's Business to Social Issues Related to Biodiversity

Lateco Label Writer Reduces Plastic Waste

Plastic pollution in the oceans is a global environmental issue that has been receiving a lot more international attention in recent years. For its new Lateco label writer, Casio redesigned the conventional model to minimize wasteful margins on the edge of the tape, while creating a tape cartridge that can be reused. As a result, the amount of plastic waste generated by using Lateco has been significantly reduced compared to previous Casio models. This product redesign has been well received not only by users who care about avoiding waste but also by NPOs and other community organizations that have been working for many years to reduce the amount of litter that ends up in rivers. Other appreciative stakeholders include the third-party organizations that certify compliance with the ISO 14000 environmental management standards. The product is also registered with the Plastics Smart Campaign of Japan's Ministry of the Environment.

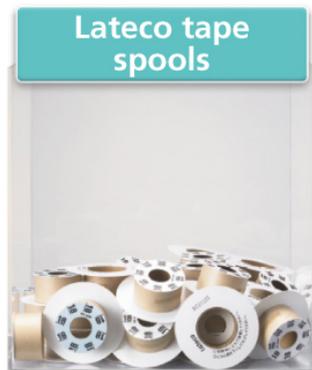
> [Lateco product information \(in Japanese\)](#)

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



Plastic waste is significantly reduced when changing the tape

Cartridge is reused



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

Plastic waste
Reduced by approx.
97%*

Conventional model waste versus Lateco

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

Conventional model waste versus Lateco

Employee Volunteers Participate in Litter Cleanup Event

As part of a seminar on ocean plastic pollution sponsored by Japan's four electrical and electronic industry associations, the instructor invited Casio to share its Lateco redesign initiative as a case study.

> [The Biodiversity Working Group, The Four Electrical and Electronic Industry Associations](#)

In order to enhance employee understanding of the social issue of ocean plastic pollution via workplace activities, in December 2019, volunteers from relevant departments were invited to participate in the "Furusato Cleanup 2019 in Arakawa."

For most of the participants, it was their first time to pick up litter along a river, and many were shocked to see how much inland trash gets carried down the river and out into the sea. A considerable amount of garbage was collected by the large team of participants, and they saw the importance of continuing this cleanup activity. The employees also reaffirmed their belief in reducing plastic waste through Casio's core business activities, such as redesigning products like Lateco.

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



Furusato Cleanup 2019 in Arakawa

Preserving Biodiversity through Collaboration with Environmental Protection Groups

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

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

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



“Love The Sea And The Earth” logo

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

In its collaboration with Aqua Planet, Casio acts as an official supporter of the International Year of the Reef, promoted by Japan’s Ministry of the Environment.

Casio’s support of ICERC Japan, through the ongoing creation of dolphin and whale watch models that began in 1994, reached its 26th year in 2020.



ICERC Japan: Collaboration models in 2020



Aqua Planet collaboration model in 2020



WILDLIFE PROMISING collaboration models in 2020



Earthwatch Japan collaboration model in 2020

Official Supporter of the International Year of the Reef 2018

The International Coral Reef Initiative, which is a framework for international cooperation in the preservation of coral reefs and related ecosystems, designated 2018 as the third International Year of the Reef (IYOR). In response, Japan's Ministry of the Environment, in collaboration with diverse actors, carried out activities in Japan in the name of IYOR 2018. The slogan for those activities was: "Connect, Spread, and Support Each Other."

Casio is supporting the preservation of coral reefs through its BABY-G collaboration model with Aqua Planet. Meanwhile, Yamagata Casio's underwater transceiver product, Logosease, also contributes to coral reef preservation activities. In this way, Casio acted as an official supporter, keeping in mind contribution within a multi-stakeholder partnership, as expressed by the slogan.



Casio Coral Field

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

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

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



Casio Coral Field (2020)



Casio Coral Field (2018)

Talk show held to discuss the marine environment

A special event was held in June 2019 to mark the 25th anniversary of Casio's support for ICERC Japan. The company hosted a talk show and invited three guests working to protect the oceans: Nao Sagara, the representative of ICERC Japan, Ritsuko Tanaka, the chairwoman of Aqua Planet, and Ryo Minemizu, an underwater photographer. The guests talked about the problems affecting marine ecosystems today, such as plastic pollution and the impact of coral reef destruction on marine biodiversity. They also shared things that consumers can do to reduce their impact and communicated to the audience the importance of protecting the oceans.



Talk show

Contributing to Coral Reef Conservation Activities with Logosease

On October 14, 2018, WWF Japan's Coral Reef Conservation and Research Centre organized the First Kikaijima Reef Check on the island of Kikaijima in Kagoshima Prefecture, Japan. As part of its activities as an official supporter of the International Year of the Reef appointed by the Ministry of the Environment, Yamagata Casio cooperated by providing Logosease as equipment to be used during the reef check.

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



Underwater transceiver, Logosease



[> Logosease](#)

The coral coverage at the reef check point was 51.25%, with a lot of massive coral, especially a species called hamasango, in the family Poritidae, being seen. Some 10 years ago, a variety called Araki hamasango was discovered to be 432 years old based on a core sample taken by The University of Tokyo. That coral was confirmed to be alive during this reef check and, at over 440 years old, is the oldest hamasango in Japan.

Yonemori Diving Service, which provided photos from the reef check, commented: "At first, it was hard to talk and hear with the Logosease, but we got used to them soon enough and then it became easy to hear and talk. Especially on a dive involving work, such as a reef check or a class, Logosease is really useful and, moreover, it allows us to communicate with the ship. It is a wonderful product."



In March 2019, the final debriefing session for the International Year of the Reef was held in Tokyo. Many companies and organizations that took part as official supporters, as well as groups of young people—high school and university students—reported on the coral reef conservation activities that they took during the year and received certificates of appreciation from the Minister of the Environment. While activities conducted under the name International Year of the Reef came to an end with the close of 2018, Casio will continue to support coral reef conservation.



March 2019: Presenting at the final debrief of official supporters of the International Year of the Reef and receiving a certificate of appreciation



Representatives of the companies and organizations that were official supporters



Certificate of appreciation from the Minister of the Environment

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

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

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



Participating in NACS-J Studies

Prompted by the start of support with the launch of The Nature Conservation Society of Japan golden eagle-themed collaboration model, Casio employees began to participate in actual protection activities. In a study conducted by NACS-J in Nagano Prefecture in May 2018, participants recorded the number of shoots on *Sophora flavescens* (a larval food plant) and how many eggs had been laid on each shoot. Although it is simple and unexciting work, the data obtained through the study forms the scientific basis for how far apart the *Sophora flavescens* can be planted. By participating in this study, Casio employees could get a feel for the kind of collaboration that is possible for them in the future to help protect the *Shijimiaeoides divina*.

Casio also collaborated in the *Shijimiaeoides Divina* Summit that NACS-J held in Tokyo in March 2019. People who are engaged in protection activities in their respective hometowns in Nagano and Kumamoto prefectures, where the two remaining habitats in Japan are located, interacted for the first time at the summit. It was also explained that promoting the pasturing of red cows as a livestock business in the Aso area protects the habitat of the *Shijimiaeoides divina*. By participating in this event, Casio could learn that consumption of red cow as a food, which seems unrelated, can contribute to protection of the *Shijimiaeoides divina*.



Counting *Shijimiaeoides divina* eggs laid on shoots of the larval food plant *Sophora flavescens*



Shijimiaeoides divina eggs



Shijimiaeoides divina



Shijimiaeoides Divina Summit

Education

Casio Forest

On August 29, 2018, Casio signed a “Tokyo Waterworks: Corporate Forest (Naming Rights)” agreement with the Tokyo Metropolitan Government’s Bureau of Waterworks. Within 2018, two activity sessions were held in Casio Forest after signing the agreement.

In the second year of activities, 2019, as the first activity of the year, in May, broad-leaf trees (Japanese maple and Mongolian oak) were planted and the “Hundred Year Forest” managed by the Tokyo Metropolitan Government’s Bureau of Waterworks was toured. The area of the water source forest managed by the Bureau of Waterworks had become deforested for a time during the confusion of the Meiji Restoration, and various forest functions declined as a result. Later, however, through the efforts of the Bureau of Waterworks, conservation activities were started, and they have continued for over 100 years. This area, covering some 24,000 hectares, plays an important role in conservation of the global environment, with functions related to various social issues such as conservation of biodiversity and absorption of CO₂ in addition to watershed protection. The part that we have agreed to look after? the Casio Forest? is no more than about one-ten-thousandth of that area. Even so, it takes a lot of hard work to manage this amount of land, bringing home the realization of just how immense is the task of managing the whole water source forest.



Planting Japanese maple and Mongolian oak



Touring the “Hundred Year Forest”

After the first task of tree planting was completed in May 2019, weeding became the main activity for maintaining the important water source that is the Casio Forest.

Weeding, which needs to be continued for several years after tree planting, is the most back-breaking work in growing a forest. It could also be described as the perfect opportunity to learn first-hand why forests across the country have become degraded. The first weeding session was planned for July 2019 as an important learning opportunity, but unfortunately it rained on the scheduled date. Instead, the volunteers built birdhouses using the wood from certified forests, an activity that had been prepared in case of rain.

When the volunteers made birdhouses in 2018, they could barely complete three. This time, however, those with experience from the previous year became the leaders, and a total of seven new birdhouses were built. The effort was further supported by an instructor from the Tokyo Metropolitan Government's Bureau of Waterworks, who gave an informative talk on why birdhouses can help protect the forest.

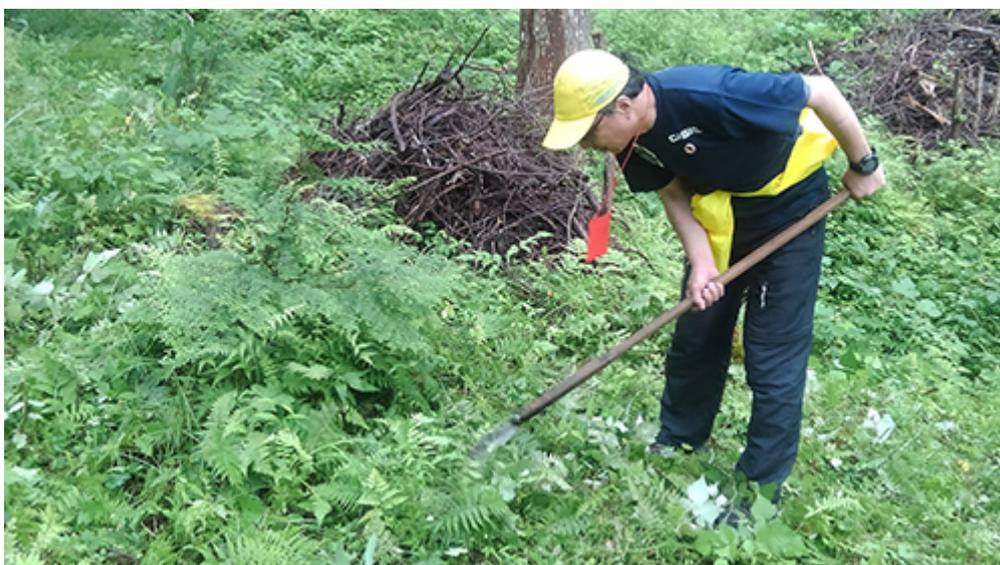


Nesting birds prey on harmful insects in the trees



A total of seven new birdhouses were built

By the time the birdhouses were complete, the rain had stopped and they were put aside for later installation. The short remaining time was used to gain some weeding experience.



Weeding around saplings using a scythe

The plan was to hold two activity sessions in 2019, just like in 2018, but a third session was added for November 2019. This was because the volunteers wanted to install the birdhouses they had built on the rainy day in July. They were also interested in seeing the three birdhouses that had been installed in 2018, understanding that, if birds had used them for nesting, they could be cleaned for use again.

During the visit to the Casio Forest in November, when all three birdhouses installed the previous year were opened, a large amount of nesting material was discovered. Undeterred by light rain, the participants were pleased with the high nesting rate, and completed the installation of all the new birdhouses.



Carefully opening a birdhouse



A large amount of nesting material discovered



Working together to install new birdhouses at various heights

The contributions to social issues that companies are expected to make to help achieve the SDGs must go beyond just grasping social issues as mere knowledge. To make an actual contribution, each and every employee must embrace various social issues as their own and address them earnestly. On-site experiences in the Casio Forest lead to deeper understanding of the needs and level of difficulty of social issues related to the global environment and can be used as an outside-in trigger to create new business activities that will contribute solutions. Additionally, in the near future, Casio will share these learning opportunities via multi-stakeholder partnerships related to the company and promote mutual exchange to search for solutions to complex social issues that are too difficult to solve alone.



Volunteers ready to clean old birdhouses and install new ones in the rain

Arakawa River Clean-aid

The focus on the problem of plastic waste in the oceans has been growing year by year. It has been known for a long time that plastic waste causes adverse effects, for example, when eaten mistakenly by ocean creatures. However, one cause of the increasing attention given to this problem in recent years is the fact that microplastic (less than 5 mm), created through the action of ultraviolet light and waves breaking plastic waste released into the oceans down into fine particles, could result in hazardous substances dissolved in seawater becoming concentrated up through the food chain of ocean creatures. As for methods to dispose of plastic waste, methods that rely on combustion cannot avoid the generation of CO₂, which causes concern about climate change. While the effects on human health of consuming marine products have not been elucidated in detail, if a precautionary approach is to be taken, the same as with climate change, measures must be implemented on a global scale before it is too late.

In order to deepen awareness of this social issue from the perspective of biodiversity, Casio held an investigational clean up (collecting garbage while counting each type of garbage) in the lower basin of the Arakawa River on July 12, 2018 in conjunction with classroom learning commissioned from Arakawa Clean-aid Forum (ACF), an NPO that has been working the problem of garbage in the rivers and seas for over 20 years.

In intense heat, 12 employees collected garbage washed ashore for an hour over an 85m stretch with the objective of personalizing social issues through onsite experience and exploring contributions through core business. The employees collected 34 bags (45 liters) of garbage, mainly food trays and plastic bottles. From this initiative, each participant learned the serious reality that large volumes of plastic flow into the sea via the river. Much of this garbage is used containers and packaging. As Casio uses plastic in its products and packaging materials, the company cannot claim that it is not involved in the problem of marine pollution. Spurred by this experience, Casio will continue to examine initiatives.



Classroom learning led by Kazuyuki Imamura, Executive Director of ACF



Collecting garbage while counting each type of garbage



It was tough work under the blazing sun, but that brought home the depth of the problem all the more.



In-house Lecture on the Problem of Ocean Waste

The problem of ocean waste is becoming worse around the world. To spread awareness within the company of this issue, Casio invited Professor Shigeru Fujieda of Kagoshima University's Regional Co-creation Center For Industry and Society, who has studied this problem for many years, to give a talk, entitled "Let's Think about the Problem of Ocean Waste," at a company-wide environmental conference held in May 2019. Professor Fujieda, who is also a director of the Japan Environmental Action Network (JEAN), has continued to visit various locations around Japan to investigate the sources of ocean waste. His research tracking sources of waste internationally, focusing on lighters handed out at eating and drinking establishments (with the name and phone numbers of the establishments printed on the lighters) as an original survey method, was very helpful to know as a company that conducts business globally. Professor Fujieda also stressed the importance of "knowing the problem + taking action." In light of the need to continually collect ocean waste and reduce its generation, Professor Fujieda revealed expectations on Casio, including corporate support for activities and the use of technology to contribute to solutions.



Professor Shigeru Fujieda of Kagoshima University's Regional Co-creation Center For Industry and Society



Attendees listening to the lecture

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

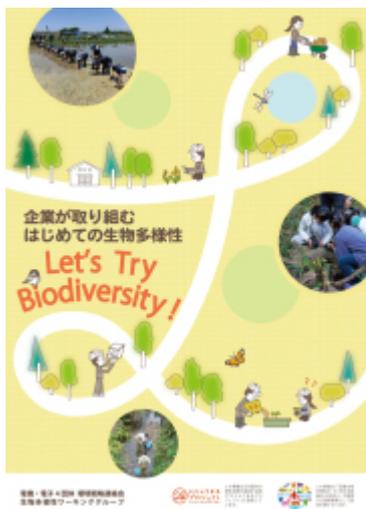
In fiscal 2017, Casio started taking part in The Biodiversity Working Group of the 4 electrical and electronic industry associations (JEMA: The Japan Electrical Manufacturers' Association, JEITA: Japan Electronics and Information Technology Industries Association, CIAJ: Communications and Information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

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

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

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

- > [The Biodiversity Working Group, The 4 Electrical and Electronic industry Associations](#)
- > [Let's Try Biodiversity! \(LTB\)](#)
- > [Seminar to Learn About Biodiversity Conservation Activities](#)



LTB cover



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



Presentation on Lateco at the LTB seminar



Walking along the Arakawa River with collection bags and tongs



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



Participants from various companies and the rubbish they collected

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



> [Database of examples of biodiversity conservation activities](#)

> [Nijyu-maru Project](#)

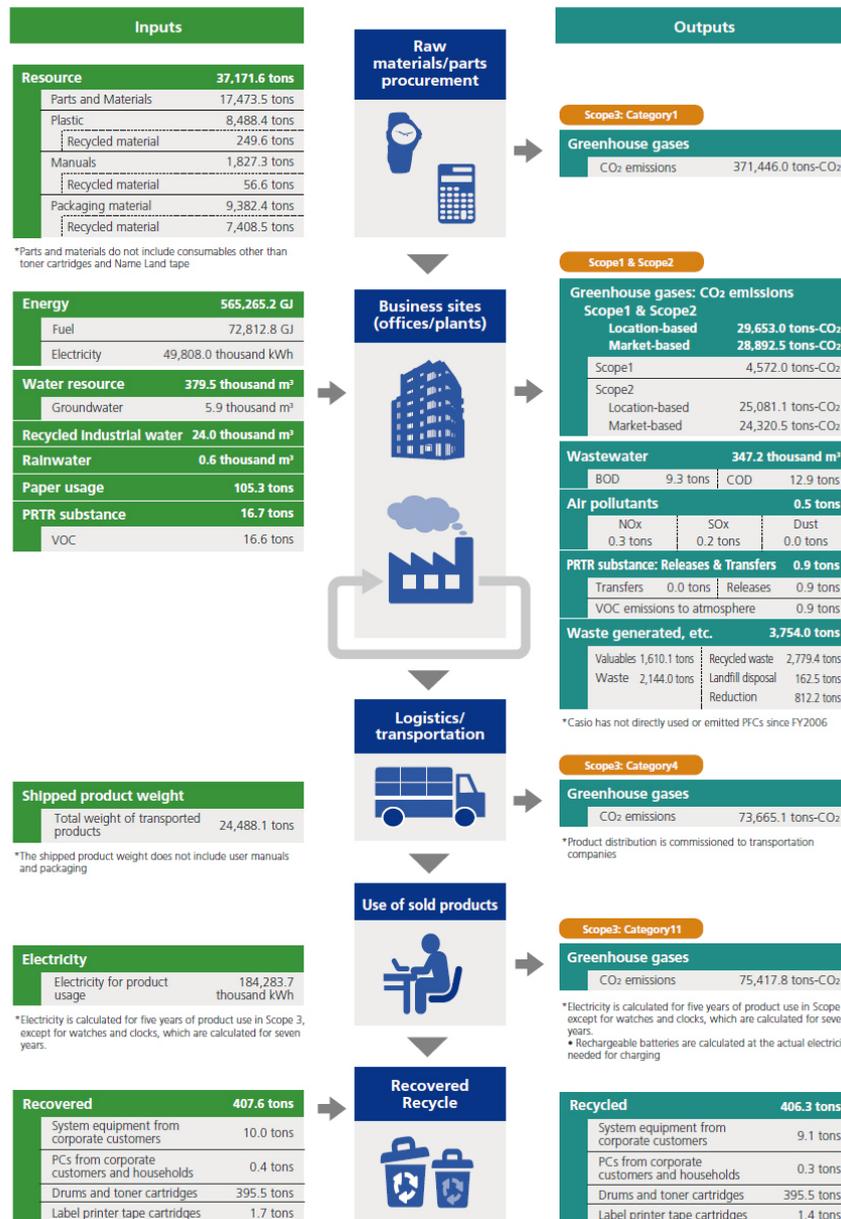
Environmental Data

Material Balance

What is a material balance?

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

Material balance in business activities (fiscal 2020)



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

Third-party verification

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

Casio commissioned SGS Japan Co., Ltd. to conduct the audit in fiscal 2020. The audit covered greenhouse gas emissions (Scope 1, 2 and Categories 1, 4 and 11 of Scope 3), water intake, waste and emissions of atmospheric pollutants (NO_x, SO_x and dust). Of the sites covered by SGS, on-site surveys were conducted at the Yamagata Casio Co., Ltd. (Yamanashi) and Hamura R&D Center.

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

[> See the third-party verification statement for fiscal 2020.](#)  (PDF / 3.5MB)

Environmental Performance Data of Each Site

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

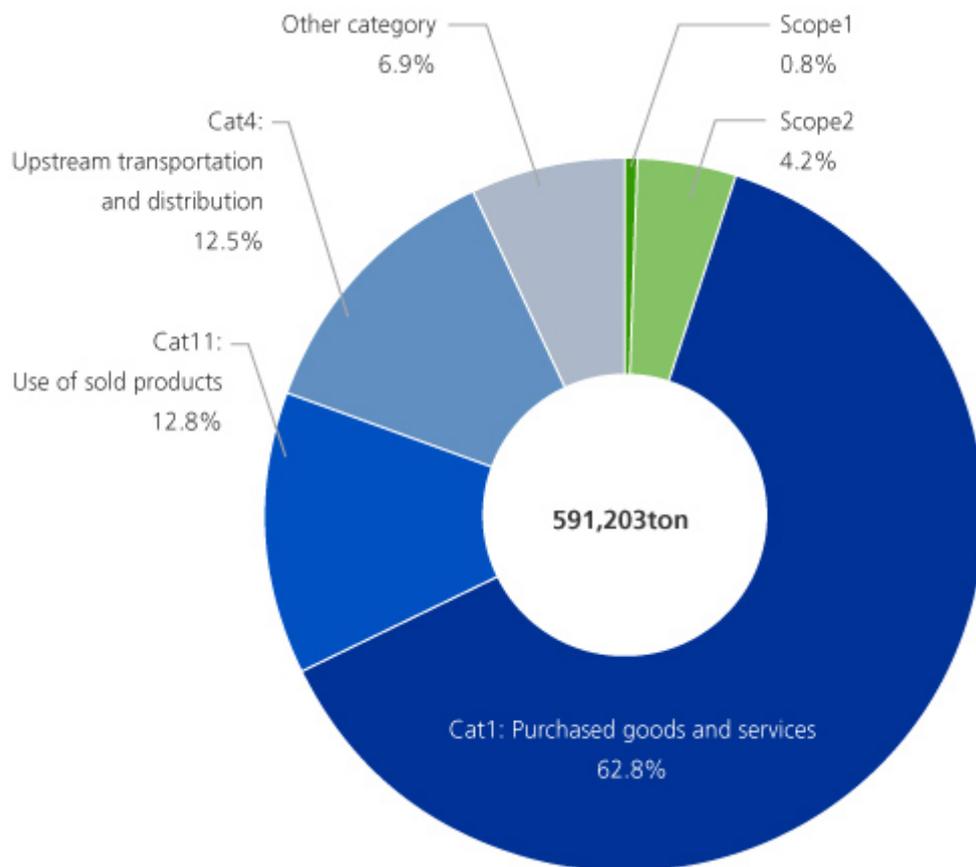
[> Overseas Group Companies \(206KB\)](#) 

CO₂ Emissions Throughout the Entire Value Chain

Casio has identified and calculated greenhouse gas emissions produced by its own business activities (Scope 1 and Scope 2) and emissions located upstream and downstream in the overall value chain (Scope 3). Casio has calculated CO₂ emissions for 11 out of 15 categories of Scope 3 CO₂ emissions, excluding four categories with little impact, with reference to the GHG Protocol, which is the international standard. Scope 3 emissions accounted for approximately 95% of all emissions in fiscal 2020, which is similar to the previous fiscal year. Within Scope 3, purchased goods and services accounted for the greatest share, about 63%.

Going forward, Casio will promote efforts to reduce greenhouse gas emissions throughout the entire value chain with a particular focus on encouraging major suppliers to set targets for greenhouse gas emission reductions with regard to CO₂ emissions related to purchased goods and services.

CO₂ Emissions Throughout the Entire Value Chain



Scope/Category		CO ₂ emissions in fiscal 2020	
		t-CO ₂	Percentage
Scope 1		4,572	0.8%
Scope 2	Location-based	25,081	4.2%
	Market-based	24,321	-
Scope 3		561,550	95.0%
1 Purchased goods and services		371,446	62.8%
2 Capital goods		16,698	2.8%
3 Fuel- and energy-related activities not included in Scope 1 or Scope 2		3,991	0.7%
4 Upstream transportation and distribution		73,665	12.5%
5 Waste generated in operations		110	0.0%
6 Business travel		1,455	0.2%
7 Employee commuting		1,796	0.3%
8 Upstream leased assets		1,967	0.3%
9 Downstream transportation and distribution		-	-
10 Processing of sold products		-	-
11 Use of sold products		75,418	12.8%
12 End of life treatment of sold products		9,756	1.7%
13 Downstream leased assets		-	-
14 Franchises		-	-
15 Investments		5,248	0.9%
Total	Location-based	591,203	100.0%
	Market-based	590,443	-

* Scope 2

Location-based CO₂ emissions were calculated using the CO₂ emission factor given in the [Calculation Standards](#). To calculate the market-based CO₂ emissions for sites in Japan, the adjusted CO₂ emission factor for each electric utility was used. This is the emission factor for each electric power company as stipulated in Japan's Act on Promotion of Global Warming Countermeasures. For calculation of emissions from sites outside Japan, please refer to the [Calculation Standards](#).

Environmental Performance Data

Greenhouse gas emissions (Scope1 and Scope2)

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

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Scope1	6,043.2	5,729.3	5,483.1	5,678.4	5,670.1	5,268.0	4,572.0
Scope2	33,254.6	32,335.8	31,784.1	31,463.8	28,198.4	26,822.1	25,081.1
Total	39,297.8	38,065.1	37,267.2	37,142.2	33,868.6	32,090.2	29,653.0
Casio Group coverage	-	-	-	-	99.5%	99.5%	99.3%

(t-CO₂)

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

*2 No greenhouse gas emissions other than CO₂.

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

	FY2019	FY2020
Scope1	5,268.0	4,572.0
Scope2	26,821.0	24,320.5
Total	32,089.0	28,892.5
Casio Group coverage	99.5%	99.3%

(t-CO₂)

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

*2 No greenhouse gas emissions other than CO₂.

(Breakdown by type of site)

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

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Production sites in Japan	8,562.8	8,522.2	8,819.8	7,778.7	6,619.9	5,887.5	4,610.7
Office sites in Japan	10,221.0	9,662.8	8,710.3	10,401.4	8,664.0	7,754.3	7,491.0
Production sites outside Japan	14,369.3	13,884.3	13,756.9	12,902.1	12,708.8	12,872.9	12,421.2
Office sites outside Japan	6,144.6	5,995.9	5,980.2	6,059.9	5,875.8	5,575.6	5,130.2

(t-CO₂)

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

*2 No greenhouse gas emissions other than CO₂.

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

	(t-CO ₂)	
	FY2019	FY2020
Production sites in Japan	6,142.7	4,876.9
Office sites in Japan	7,497.9	7,085.3
Production sites outside Japan	12,872.9	12,421.2
Office sites outside Japan	5,575.6	4,509.1

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

*2 No greenhouse gas emissions other than CO₂.

Energy usage

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

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Fuel		96,935 (26,926)	90,796 (25,221)	86,724 (24,090)	89,821 (24,950)	90,124 (25,034)	83,424 (23,173)	72,813 (20,226)
Electricity	Non-renewable energy	559,283 (56,614)	561,198 (56,827)	573,755 (58,102)	557,631 (56,452)	534,638 (54,098)	512,236 (51,838)	478,733 (48,432)
	Renewable energy	-	-	-	-	-	15,137 (1,518)	13,719 (1,376)
Total		656,218 (83,540)	651,994 (82,048)	660,479 (82,192)	647,453 (81,403)	624,762 (79,132)	610,797 (76,530)	565,265 (70,034)
Casio Group coverage		-	-	-	-	99.5%	99.5%	99.3%

Waste related data

Generation of waste, etc.

	(t)						
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Total discharge	2,373.5	2,674.3	2,835.1	3,570.8	4,652.7	4,245.9	3,754.0
Reduction	211.0	321.0	461.2	182.8	194.0	715.9	812.2
Landfill disposal	265.5	207.2	227.0	701.3	368.1	486.6	162.5
Recycled	1,897.0	2,146.1	2,146.9	2,686.6	4,090.6	3,043.4	2,779.4
Recycling rate	87.7%	91.2%	90.4%	79.3%	91.7%	86.2%	94.5%
Casio Group coverage	-	-	-	-	90.4%	90.2%	90.4%

Recycling rate = Recycled waste/(Recycled waste+ Landfill disposal)

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

(t)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Production sites in Japan	582.9	634.4	827.3	761.6	694.6	625.8	484.8
Office sites in Japan	769.9	703.6	661.1	725.5	718.0	674.9	728.5
Production sites outside Japan	320.6	411.6	689.1	1,456.9	2,599.6	2,250.6	1,897.2
Office sites outside Japan	700.2	924.7	657.6	626.8	640.5	694.6	643.5

Water resources

(thousand m³)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Tap water/industrial water	520.8	530.1	547.0	518.1	500.1	412.4	373.6
Groundwater	87.9	7.3	5.6	5.8	5.9	5.5	5.9
Total	608.7	537.4	552.6	523.9	506.0	417.9	379.5
Casio Group coverage	-	-	-	-	83.6%	84.6%	84.9%

(Breakdown by type of site)

(thousand m³)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Production sites in Japan	44.9	52.9	60.9	55.1	41.5	37.3	32.2
Office sites in Japan	168.6	85.9	79.7	81.5	76.7	75.2	72.1
Production sites outside Japan	377.7	381.5	394.8	369.7	371.1	288.4	258.6
Office sites outside Japan	17.4	17.2	17.2	17.7	16.7	16.9	16.6

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

(t)

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

Scope of Data

The scope of the environmental performance data for fiscal 2020 is shown below.

Period covered: April 1, 2019 – March 31, 2020

Sites covered: 73 Casio Group sites

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

Numerical data on environmental performance for each site is listed separately.

Production sites in Japan (3 sites)	<ul style="list-style-type: none"> • Yamagata Casio Co., Ltd. • Yamagata Casio Co., Ltd. (Yamanashi) • Casio Electronic Manufacturing Co., Ltd.
Office sites in Japan (44 sites)	<ul style="list-style-type: none"> • Casio Computer Co., Ltd. (Headquarters) • Casio Computer Co., Ltd. (Hamura R&D Center) • Casio Computer Co., Ltd. (Hachioji R&D Center) • Casio Computer Co., Ltd. (32 sales sites) (Kudan, Osaka, Sendai, Saitama, Nagoya, Hiroshima, Fukuoka and other sites) • Casio Techno Co., Ltd. (Headquarters) • Casio Techno Co., Ltd. (Technical Center) • Casio Techno Co., Ltd. (West Japan Repair Center) • Casio Marketing Advance Co., Ltd. • Casio Business Service Co., Ltd. (Headquarters) • Casio Business Service Co., Ltd. (Kofu) • Casio Information Service Co., Ltd. • CXD Next Co., Ltd. • Hatsudai Estate Building • Replex Inc. <p>* Data for Casio Human Systems Co., Ltd., and Casio Communication Brains Co., Ltd. have been included in the data for the sites where they are located.</p>
Production sites outside Japan (4 sites)	<p>Asia (4 sites)</p> <ul style="list-style-type: none"> • Casio (Thailand) Co., Ltd. • Casio Electronic Technology (Zhongshan) Co., Ltd. • Casio Timepiece (Dongguan) Co., Ltd. • Casio Electronics (Shaoguan) Co., Ltd.
Office sites outside Japan (22 sites)	<p>Asia (9 sites)</p> <ul style="list-style-type: none"> • Casio Electronics (Shenzhen) Co., Ltd. • Casio Computer (Hong Kong) Ltd. • Casio (Guangzhou) Co., Ltd. • Casio India Co., Pvt. Ltd. • Casio (China) Co., Ltd. • Casio Taiwan Co., Ltd. • Casio Soft (Shanghai) Co., Ltd. • Casio Singapore Pte., Ltd. • Guangzhou Casio Techno Co., Ltd. <p>Europe (8 sites)</p> <ul style="list-style-type: none"> • Casio Europe GmbH • Casio Electronics Co., Ltd. • Casio France S.A. • Casio Espana S.L. • Casio Scandinavia AS • Casio Benelux B.V. • Casio Italia S.r.l. • Limited Liability Company Casio

	Middle East (1 site) • Casio Middle East FZE
	Americas (4 sites) • Casio America, Inc. • Casio Canada Ltd. • Casio Mexico Marketing, S. de R. L. de C.V. • Casio Brasil Comercio De Produtos Eletronicos Ltda.

Calculation Standards

1. Overall

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

2. Inputs

- (1) Energy input amount
 - All fossil fuels and power used in business activities are totaled for sites indicated in the Scope of Data.
 - Includes fuel usage by company vehicles, but does not include energy used for contracted logistics services, commuting, and business trips.
 - Crude oil equivalent is calculated in accordance with Japan’s Act on the Rational Use of Energy.
- (2) Water resource input amount
 - Usage amounts of tap water, industrial water and groundwater are combined.
 - Sites for which it is difficult to monitor water usage due, for example, to an office lease agreement, are not included in the scope of calculation.
- (3) Paper usage amount
 - Managed and tabulated based on the purchased amounts of paper used in printers, fax machines, and copy machines each year.
 - The weight of one sheet is determined for each paper size, and weights are calculated based on the amounts purchased.
- (4) PRTR substance input amount
 - Calculated for chemical substances subject to Japan’s PRTR Act whose annual amount handled per substance is 0.05 tons or more at each site.
 - Calculated for VOC inputs subject to a follow-up survey of achievements related to the four electrical and electronic industry associations’ control of VOC emissions whose annual amount handled is 0.05 tons or more at each site.

3. Outputs

(1) CO₂ emissions

- To calculate CO₂ emissions from the use of fuel, coefficients were used based on unit calorific values by fuel type and emission factors related to the use of fuel, as stipulated by Japan's Act on Promotion of Global Warming Countermeasures.

- CO₂ conversion coefficients for electricity were applied as follows.

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

*1 IEA emission factors 2019

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

(2) Wastewater

- Calculated from amounts at sites that measure wastewater amounts. Sites that do not measure wastewater amounts but can ascertain tap water use treat the amount of tap water used as their wastewater amount.

- At sites with special facilities that fall under the Water Pollution Prevention Act and/or the Sewer Act, water quality surveys are conducted based on applicable laws, and confirmation is made that emissions are below regulatory limits. Since fiscal 2014, the applicable facilities have not been operating.

- In the case of discharge into public sewer systems, figures are shown if voluntary measurements are taken.

(3) Air pollutants

- Calculated at sites that have smoke generating facilities based on the concentration measurements and gas emissions at each facility.

- Yamagata Casio, Hamura R&D Center and Casio Electronics (Shaoguan) are included in tabulation of results.

- Concentrations of dust emissions, NO_x, and SO_x, which must be managed by law, are measured at target sites, to confirm that they are below regulation levels.

- The following substances are not used at any Casio site: dichloromethane, trichlorethylene, tetrachlorethylene, chloroform, vinyl chloride monomer, 1,3-butadiene, benzene, acrylonitrile, 1,2-dichloroethane, formaldehyde, trinickel disulfide, nickel nitrate, and acetaldehyde.

(4) PRTR

- Release and transfer quantities are calculated for each chemical substance subject to Japan's PRTR Act whose annual usage is 0.05 tons or more at each site.

- Calculated for VOC outputs to air subject to a follow-up survey of achievements related to the four electrical and electronic industry associations' control of VOC emissions whose annual amount handled is 0.05 tons or more at each site.

(5) Waste

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

(6) Base year figures

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

4. Scope 3 calculation methods

Category 1	Purchased goods and services	Amount of activity: Amount of purchased consumables, raw materials, and packaging materials, salaries of temporary staff, purchased tap water, industrial water, and advertising expenses. Unit: Calculated by multiplying each item by the emissions unit of the purchased amount and adding together the total. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.0 issued by Japan's Ministry of Environment and CFP COMMUNICATION PROGRAM DB version 1.01.
Category 2	Capital goods	Amount of activity: Amount of capital investment by all consolidated subsidiaries. Unit: Calculated by multiplying the emissions unit corresponding to the amount of capital investment. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.0 issued by Japan's Ministry of Environment.
Category 3	Fuel-and-energy-related activities (not included in Scope 1 or 2)	Amount of activity: Amount of purchased electricity and fuels. Unit: Calculated by multiplying the emissions unit of each type and adding together the total. Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.0 issued by Japan's Ministry of Environment and CFP COMMUNICATION PROGRAM DB version1.01.
Category 4	Upstream transportation and distribution	Amount of activity: Amount of product distribution for which Casio Computer Co., Ltd. pays the burden of expense. Unit: Calculated by multiplying the weight and transportation distance by the emissions unit of each transportation type and adding together the total. (Trucks: Specific fuel consumption using the improved ton/kilo method. Trains, ships and airplanes: CO ₂ emissions output level using the conventional ton/kilo method)

Category 5	Waste generated in operations	<p>Amount of activity: Emissions of each type of waste.</p> <p>Unit: Calculated by multiplying the emissions unit of each type and adding together the total.</p> <p>Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.0 issued by Japan's Ministry of Environment.</p>
Category 6	Business travel	<p>Amount of activity: Number of domestic and overseas employees.</p> <p>Unit: Emissions unit per employee.</p> <p>Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.0 issued by Japan's Ministry of Environment.</p>
Category 7	Employee commuting	<p>Amount of activity: Transportation expenses paid to employees.</p> <p>Unit: Calculated by estimating the train/car ratio from employee commuting style, multiplied by the emissions unit of the amount of transportation expenses for each style and adding together the total.</p> <p>Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.0 issued by Japan's Ministry of Environment.</p>
Category 8	Upstream leased assets	<p>Amount of activity: Domestic G-SHOCK stores, sales area for digital paintings and other and number of business days.</p> <p>Unit: Calculated by determining the total sales area, and multiplying the emissions unit of the sales area. The number of business days is calculated on a pro-rate basis.</p> <p>Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.0 issued by Japan's Ministry of Environment.</p>
Category 9	Downstream transportation and distribution	<p>Transportation to retailers from the distribution hubs of regular sales companies is outside the scope of Casio's expense payment. Since this is difficult to ascertain and the CO₂ emissions are deemed to be fairly small compared to Category 4 upstream transportation and distribution, it is not included in calculations.</p>
Category 10	Processing of sold products	<p>Although one of our group companies provides name printing and other services, emissions of CO₂ and other substances from this business activity is included in Scopes 1 and 2.</p>
Category 11	Use of sold products	<p>Amount of activity: Electricity used by those products that produce electricity consumption, out of products sold by Casio Computer Co., Ltd. in that year.</p> <p>Unit: Use of products is calculated by multiplying the emissions unit of each product for the supported period (five years; seven years for timepieces).</p> <p>Regarding the use period, relevant industrial standards are followed. In cases when such an industrial standard does not exist, Casio defines the use period. Regarding electricity, CO₂ emissions were calculated by applying the country-specific IEA emission factors, the international standard. (In the case of countries for which factors are not available, the global average factor was used.)</p> <p>Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.0 issued by Japan's Ministry of Environment.</p>
Category 12	End of life treatment of sold products	<p>Amount of activity: Emissions from the product itself and container packaging materials.</p> <p>Unit: Calculated by multiplying the emissions unit of each type and adding together the total.</p> <p>Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.0 issued by Japan's Ministry of Environment.</p>
Category 13	Downstream leased assets	<p>Due to the disposal of relevant buildings, it is not subject to calculation from fiscal 2016.</p>
Category 14	Franchises	<p>The franchise formula is not used.</p>
Category 15	Investments	<p>Amount of activity: Emissions from equity method affiliates and companies which hold specific annual stocks and constructive stocks.</p> <p>Unit: Calculated by multiplying the emissions from investment destinations by the equity method ratio or the share holding ratio.</p>

Environmental Accounting

Overview of fiscal 2020 performance

In fiscal 2020, environmental accounting showed that investment in environmental conservation decreased from the previous fiscal year, and costs and the economic benefits (real effects) associated with environmental conservation measures also decreased.

Investments in environmental conservation, including energy saving systems, were valued at ¥13 million. The costs of environmental conservation included ¥508 million for recycling products, parts, and toner cartridges and other consumables and ¥382 million for energy saving, air and water pollution measures and the like, bringing the total to ¥890 million. The economic benefits associated with environmental conservation measures were ¥677 million due to real effects including business revenue from recycling activities.

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

Environmental conservation costs (April 2019 - March 2020)

Category by business activity		Environmental investment (¥ million)	Environmental expenses (¥ million) ^{*1}
Main initiatives			
Business area costs (costs arising in the main areas of business activity (manufacturing, processing, sales, distribution etc.))		13	271
(1) Pollution prevention cost	Preventing air and noise pollution	2	35
(2) Global environmental conservation cost	Maintenance of energy-saving systems	10	160
(3) Resource circulation cost	Processing, reducing in volume, and recycling of general and industrial waste	1	76
Upstream/downstream cost ^{*2}	Collection and recycling of products, parts, supplies	-	508
Administration cost	Secretariat operation costs, environmental information disclosure	-	108
R&D cost	R&D for reduction of environmental impact	-	-
Social activity cost	Participation in, donations to, and support for environmental conservation organizations	-	3
Total		13	890

*1 Depreciation costs are included in the expenses.

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

Economic benefits of environmental conservation (April 2019 - March 2020)

Type of benefit		Amount (¥ million)
Actual benefit (benefit that contributes to profits as a result of the promotion of environmental conservation measures) ^{*3}		
Profits	Business revenue from recycling of used products, etc.	607
Cost reduction	Cost reduction through energy saving activities	69
	Reduction of waste processing costs arising from resource saving or recycling	1
Total		677

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

Environmental conservation effect

Types of environmental conservation effects	Environmental performance indicator	Unit	FY2019	FY2020	Environmental conservation effect
Environmental conservation effect relating to resources used in business activities	Water resources	Thousand m ³	418	362	56
Environmental conservation effect relating to environment impact and waste generated by business activities	CO ₂ emissions ^{*4}	Tons-CO ₂	35,796	28,598	7,198
	Waste emissions	Tons	4,244	3,754	490

*4 See ["Calculation Standards" in the "Environmental Performance Data"](#) section for the calculation of CO₂ emissions for electricity.

Scope of data compilation for accounting: Casio Computer Co., Ltd., and consolidated subsidiaries in and outside Japan.
Reference guideline: Environmental Accounting Guidelines 2005, Ministry of the Environment, Japan.

Environmental Compliance

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

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

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

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

Each of these sites regularly implements conditions management and improvement activities by measuring concentrations of dust, SO_x, and NO_x in exhaust emissions, based on voluntary standards and standards established by national and local governments. They also measure wastewater quality (water containing harmful substances). Moreover, the sites measure and report usage conditions for harmful atmospheric pollutants, as well as handling quantities and atmospheric emissions of volatile organic compounds (VOCs).

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

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

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

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

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

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

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

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

Compliance Relating to Chemical Substances Contained in Products

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

Casio consolidated the requirements of various laws on chemical substances contained in products and has incorporated them into the Casio Green Procurement Standards. Then, the development and design departments established a system to ensure compliance with regulations worldwide by checking a database to see whether a part or material to be included in a product meets the Casio Green Procurement Standards.

Further, when making shipment decisions, a chemical substance audit is conducted to check compliance with chemical laws and regulations in the sales region and make sure that all the parts and materials used in a product meet the chemical substance standards.

Environmental Laws and Regulations Related to Casio Products and Green Procurement

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

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

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

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

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

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

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

> [Major environmental laws and regulations related to Casio products in 2020](#)  (PDF / 205KB)

As an initiative to help prevent climate change in the procurement stage, Casio requests suppliers not to use greenhouse gases in the manufacturing process, and also to ascertain and reduce their emissions of CO₂. In the development and design stages, Casio promotes product development by setting targets that surpass its competitors' products with the best energy consumption efficiency in the same category.

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

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

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

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

Compliance Relating to Power Consumption

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

Compliance Relating to Climate Change Measures

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

1. Act on the Rational Use of Energy

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

2. Act on the Promotion of Global Warming Countermeasures

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

3. Environmental Regulations in Tokyo

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

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

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

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

[> Fiscal 2019](#)  (PDF / 0.99MB)

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

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

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

Compliance Relating to Environmental Information Disclosure

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

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

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

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

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

Compliance with Environmental Laws

Casio was not subject to any legal violations, penalties, fines, or lawsuits relating to the environment in fiscal 2020.

Social Report



> **Material Issues for Social Performance**

> **Quality Assurance**

> **Activities to Improve Customer Satisfaction**

> **Intellectual Property Initiatives**

> **Supply Chain Management**

> **Making the Most of Human Resources and Maintaining Optimal Workplace Environments**

> **Human Resource Development**

> **Occupational Safety and Health**

> **Respect for Human Rights**

> **Social Contribution Activities**

Material Issues for Social Performance



Implementing CSR Procurement

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.

Targets and Action Plan

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.

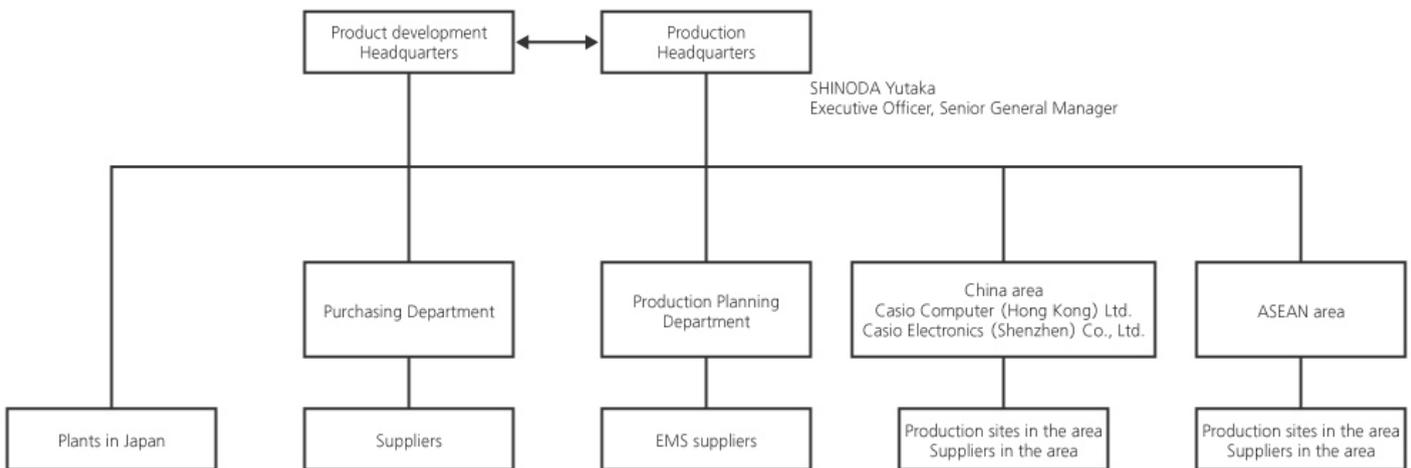
Casio is also managing its supply chain more successfully by introducing a regular monitoring system that ensures that these guidelines are properly fulfilled.

[> 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 [Partners 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 39% for Japan, 49% for the China area, and 12% for the ASEAN area.

KPI and Performance for Material Issues

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

Material Issues for Casio	FY2020 Targets and KPI	FY2020 Performance	Evaluation	FY2021 Targets and KPI
Promoting CSR procurement	(1) Implement CSR education at Casio sites and at suppliers, and hold awareness raising campaign during one vendor meeting in China	Implemented CSR education at Casio sites and at suppliers, and held awareness raising campaign during one vendor meeting in China Presentation on human rights issues made by Casio headquarters	○	(1) Implement CSR education at Casio sites and at suppliers, and hold awareness raising campaign during one vendor meeting in China
	(2) Implement annual audit follow-ups Implement onsite audit follow-ups for production sites and suppliers	Conducted follow-ups for CSR audits requested by customers at 3 production sites In China, conducted onsite inspections at 4 suppliers In Thailand, conducted onsite inspections at 8 suppliers	○	(2) Implement annual audit follow-ups Continue audits of production sites, and those based on customer requests Implement production site audits, and document investigations Continue supplier onsite audits



Providing Supportive Workplace Environments and Promoting Diversity

Social Issue

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



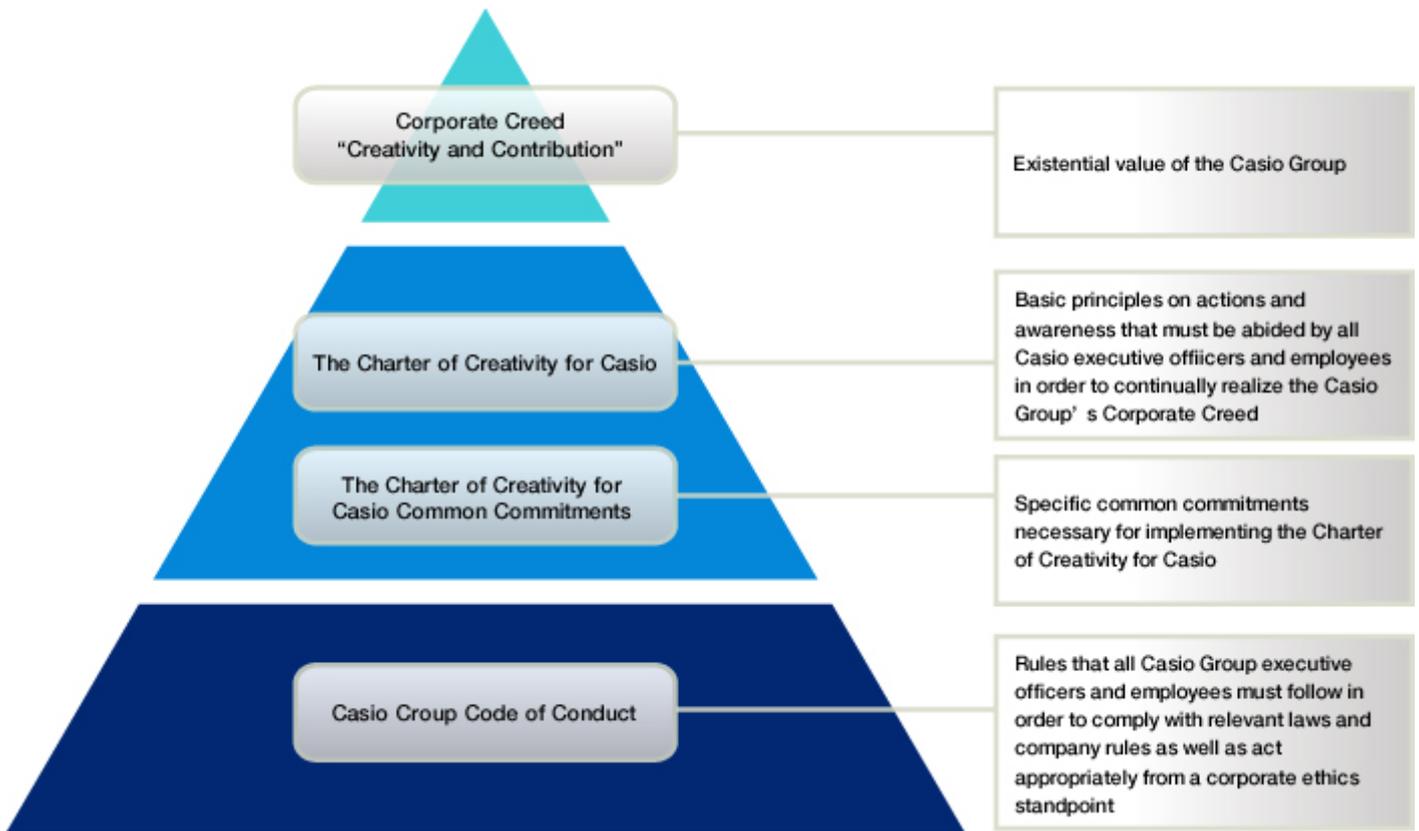
Importance for the Casio Group

The Casio Group has approximately 11,000 employees, including human resources with diverse individuality and skills. For Casio to expand further, it is essential to continue providing environments that allow these human resources to reach the full potential of their abilities.

If personnel systems and workplace environments do not respond to new demands with the changing times, vitality as a corporate organization is lost and competitiveness could decline. Therefore, as a corporation, Casio remains constantly aware of changes in society and employees and believes that it is vital to establish a workplace environment that responds to change appropriately.

Targets and Action Plan

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



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

Establishing sound workplaces

- We embrace the diversity of our employees in terms of their personality, individuality, cultural background, values and opinions, and will strive to create sound workplaces that integrate such diversity.
- We recognize the importance of maintaining a work-life balance and will flexibly embrace a variety of different ways of working.
- We will maintain a safe, hygienic, and comfortable workplace environment, and will strive each day to prevent workplace accidents and injuries as well as illnesses.
- We will proactively take part in initiatives to maintain and promote better health. We will be considerate of not only our own health, but the health of those around us.

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

Theme

Human affairs reform to establish a new corporate culture

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

- Create an innovative and exciting workplace in which everyone can constantly create new customer value
- Employ a benefits and evaluation system that stimulates creative and innovative behavior and appropriately rewards contributions and performance
- Build a human resource development system that supports employees' independent pursuit of their job responsibilities and career development

Pursuit of workstyle reform

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

Diversity initiatives

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

KPI and Performance for Material Issues

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

FY2020 Targets and KPI	FY2020 Performance	Evaluation	FY2021 Targets and KPI
<ul style="list-style-type: none"> Achieve childcare leave usage rate for eligible employees of 90% or more Achieve rate of employee return after childcare leave of 90% or more (regular employees) 	<ul style="list-style-type: none"> Achieved childcare leave usage rate for eligible employees of 100% Achieved a rate of employee return after childcare leave of 100% (regular employees) 	◎	<ul style="list-style-type: none"> Achieve childcare leave usage rate for eligible employees of 90% or more Achieve rate of employee return after childcare leave of 90% or more (including contract employees)
Achieve a female employee recruitment rate of 25% or more	13 of the 42 employees who joined the company in April 2020 were women (30.9%)	◎	Achieve a female employee recruitment rate of 25% or more
Maintain legally mandated employment rate of people with disabilities at 2.2% or more <ul style="list-style-type: none"> Hire nine people with disabilities at Casio Computer * Number of people determined by a point system	Employment rate for the Casio Group (consolidated group in Japan): 2.14% (as of April 1, 2020) <ul style="list-style-type: none"> Hire 13 people with disabilities at Casio Computer 	△	Maintain legally mandated employment rate of people with disabilities at 2.3% or more



Respect for Human Rights

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.

Related SDGs

5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 
10 REDUCED INEQUALITIES 	

Importance for the Casio Group

Casio operates its business on a global scale, but these business activities can only take place with the support of various stakeholders. Casio understands that, in the course of pursuing its business activities, it could possibly have a negative impact on the human rights of stakeholders, including diverse groups such as employees, customers, and business partners’ workers. An inadequate response to human rights issues can develop into serious management risks such as significant decline in corporate brand value, product boycotts, and suspension of business transactions by suppliers.

Casio recognizes respect for human rights as an important sustainability issue as it continues to expand its business globally and will continue to step up initiatives in this area based on international norms related to human rights.

Policy

Since December 2010, Casio has been a signatory to and participated in the UN Global Compact, which consists of 10 principles related to human rights, labour, environment, and anti-corruption advocated by the United Nations. Moreover, Casio long ago spelled out its commitment to the prohibition of discrimination, the prohibition of child and forced labor, and the prohibition of harassment in the Casio Group Code of Conduct and put that commitment into practice. In June 2013, as part of an overall reconsideration of the content of the code, Casio revised its Code of Conduct, explicitly stating a commitment to uphold and respect international norms relating to human rights, such as the Universal Declaration of Human Rights, and to respect basic labor rights.

Recognizing the importance of ensuring effectively functioning global governance related to respect for human rights going forward, Casio held dialogues with group employees outside Japan and experts^{*1} in the process of drafting the Casio Group Basic Policy on Respect for Human Rights. The policy specifies, among other things, the group's commitment to supporting and respecting international codes of conduct for human rights, including the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenant on Economic, Social and Cultural Rights (ICESCR)), the International Covenant on Civil and Political Rights (ICCPR), and the Declaration on Fundamental Principles and Rights at Work from the International Labour Organization (ILO). It also specifies the group's commitment to carrying out initiatives related to respect for human rights based on the UN's Guiding Principles on Business and Human Rights and to continuously performing human rights due diligence^{*2} after the framework for that purpose is established. From here on, Casio will thoroughly communicate this policy throughout the group and carry out initiatives in accordance with it.

Other than the above, Casio has identified the following as the current priority issues related to human rights in this policy.

Casio Group Priority Issues Related to Human Rights

(1) Elimination of discrimination, (2) prohibition of child labor and forced labor, (3) respect for basic labor rights, (4) appropriate payment of wages and management of working hours, (5) respect for diversity, (6) support for achieving work-life balance, (7) ensuring a safe workplace environment and support for promoting health

Casio's codes and policies are reviewed on a regular basis. On November 1, 2016, they were partially revised based on changes to international norms concerning human rights that affect the Casio Group, including enforcement of the UK's Modern Slavery Act in 2015. Going forward, Casio employees will be made thoroughly aware of these revised codes and policies and various initiatives will be taken.

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Casio also recognizes the importance of spreading the idea of respect for human rights outside its organization together with its entire supply chain. All suppliers have been made aware of Casio's Supplier Guidelines, which clearly mandate respect for human rights and prohibit discrimination. In addition to requesting compliance, Casio strives to verify implementation using questionnaires and other means.

^{*1} See the feature story, "[Casio's Commitment to Human Rights](#)" in the 2013 Sustainability Report for details.

^{*2} Human rights due diligence refers to the continuous process for recognizing, avoiding and mitigating any negative impacts Casio has on society using preventative means.

[> Casio Group Code of Conduct](#)

[> Casio Group Policy on Human Rights](#)  (PDF / 42KB)

[> Implementing CSR Procurement](#)

System

Initiatives on respect for human rights are promoted led by the Sustainability Promotion Department, the Human Resources Department, and the Supply Chain Control Unit.

KPI and Performance for Material Issues

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

FY2020 Targets and KPI	FY2020 Performance	Evaluation	FY2021 Targets and KPI
Check human rights issue and implement feedback: All group sales companies (100%)	Implementation was delayed until June 2020 due to large-scale internal reorganization and impact of COVID-19 pandemic	×	Check human rights issue and implement feedback: All group sales companies (100%)
Implement human rights education for Sustainability leaders Casio Group companies in Japan, along with CSR leader replacement (100%)	Tomoko Shiroki, Managing Director of certified NPO ACE, gave a talk and workshop in June 2019 on business and human rights	○	Implement human rights education for Sustainability leaders:
Develop a grievance mechanism; establish the mechanism and put into full operation	Completely refurbished web-based external hotline in May 2019, complied with Europe's GDPR, and set up a new mechanism that allows whistleblowers and the hotline office to communicate directly on a semi-anonymous basis (reporter gives real name to external hotline but is kept anonymous to the company)	○	Ensure familiarity with hotlines and channels

Quality Assurance

Management

Social Background

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



Risks and Opportunities

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

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



Policy

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

Quality Concept

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

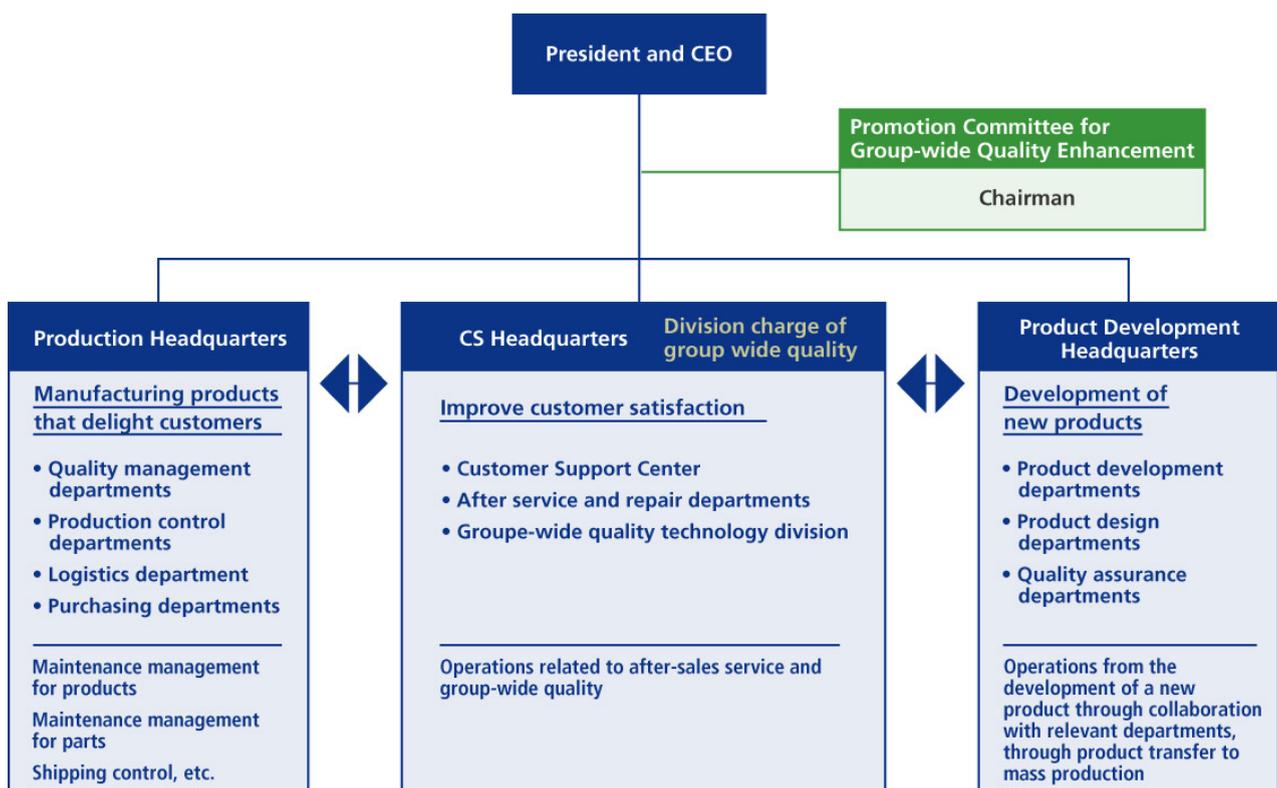
Quality Management Policies

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

System

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

Quality assurance system



As the division in charge of group-wide quality management, the CS Headquarters is working hard to ensure quality, with the cooperation of all departments, while always pursuing the best solutions for customers. The Casio Group shares the awareness that “Quality First” is the foundation of all operations, and the Promotion Committee for Group-Wide Quality Enhancement shares information on quality, product safety, and product regulations in order to raise the level of awareness across the entire group. An ISO9001 quality management system is employed at all manufacturing sites using the PDCA cycle, and “quality-first proposals” are made, incorporating improvements to processes and quality. All of this is part of Casio’s tireless effort to maximize quality.

List of ISO 9001 Certified Sites

Classification	Certified and Registered Sites	Initial Version Registration Date
Development, Production and Service Sites in Japan	System Product Development Unit, Development Headquarters, Casio Computer Co., Ltd.	June 25, 1999
	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

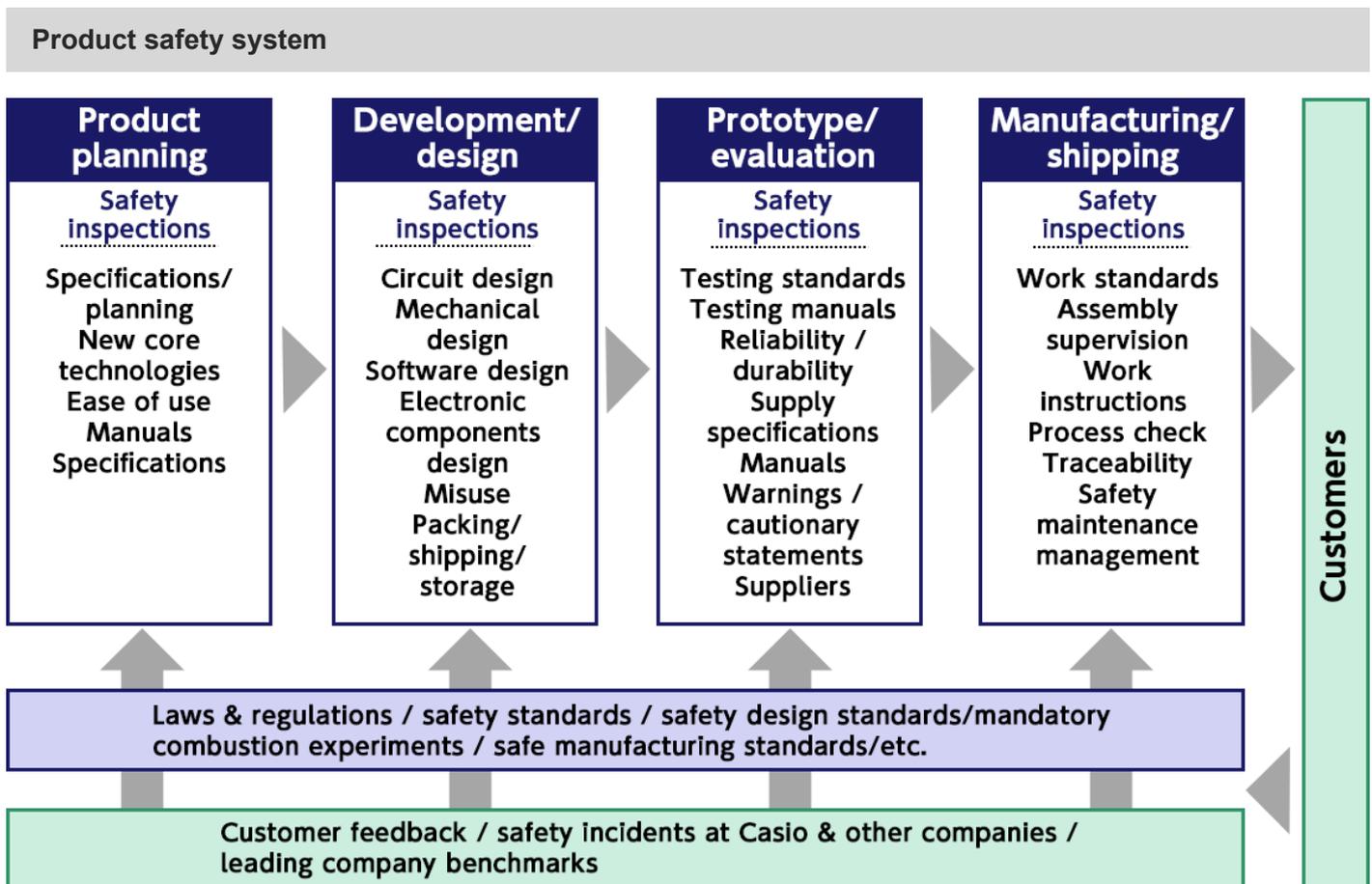
Activity Results

Offering Users Peace of Mind

Casio believes that safety is the most important aspect of its products, as it ensures the protection of customers' property and person. As shown in the diagram below, Casio performs safety audits* at every stage, starting with product planning, and refers to the Casio Product Safety Design Standards to ensure safety in the manufacturing process. In fiscal 2020, in order to further enhance the safety of lithium ion batteries, Casio added internally shared design standards to the Casio Product Safety Design Standards, established an evaluation standards guide for plant audits (for the parts inside the battery) and is deploying these standards group-wide.

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

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



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

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

In fiscal 2020, a new notice was posted in "Important Notifications on Product Safety." This was a precautionary statement on the appropriate use of products (handling of an AC adapter) and was intended to ensure safer use.

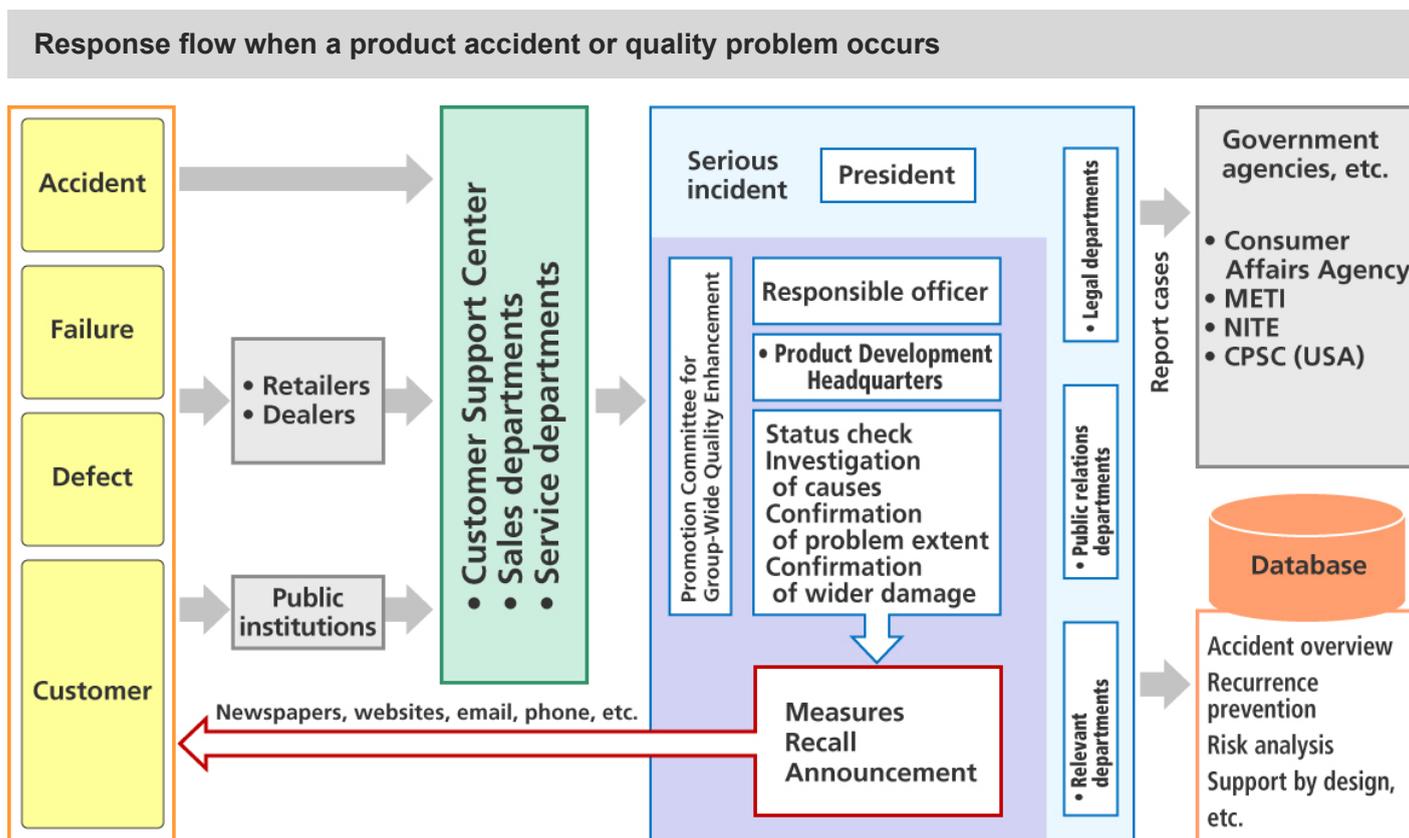
Education and Awareness Activities

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

1. Quality management education: Importance of maintenance management in manufacturing and practical explanations
2. Quality assurance education: Practical training from the quality assurance supervisors on improving quality

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

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



Activities to Improve Customer Satisfaction

Management

Social Background

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

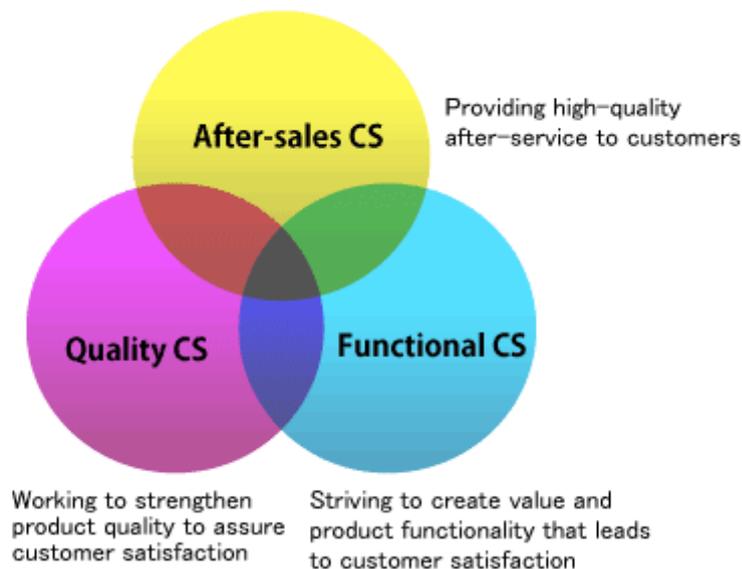


Risks and Opportunities for the Casio Group

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

Policy

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



Under these three major CS activities, 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 (after-sales CS).

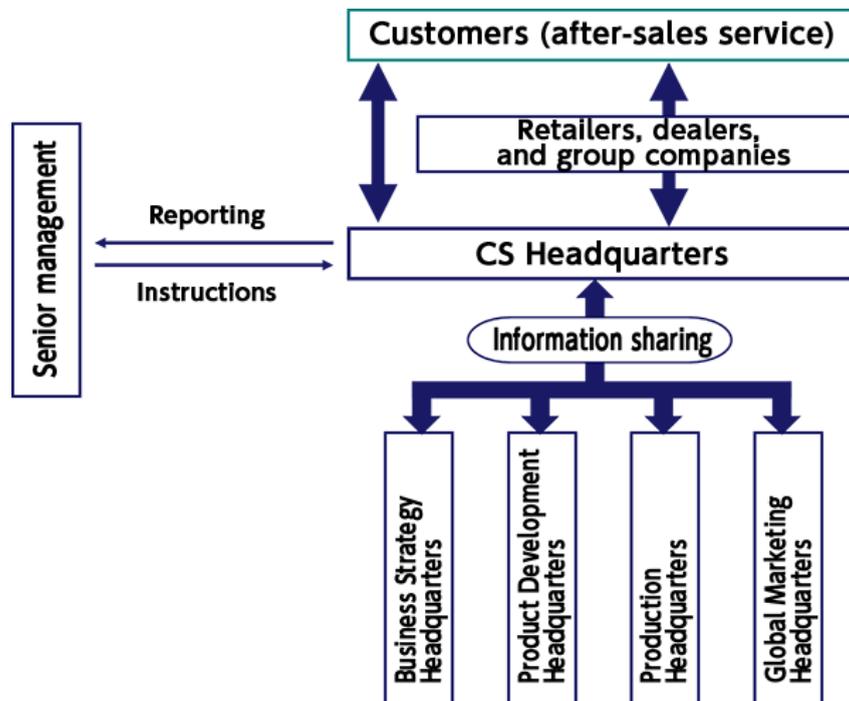
Casio is also striving to ensure that customer feedback from in and outside Japan is always delivered directly to the right place within the company, and to take unified improvement measures. Casio is also constantly working to improve product functions (functional CS).

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

System

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

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



Activity Results

Customer Service Initiatives in Japan

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

Emphasizing the sensibility of “consideration”

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

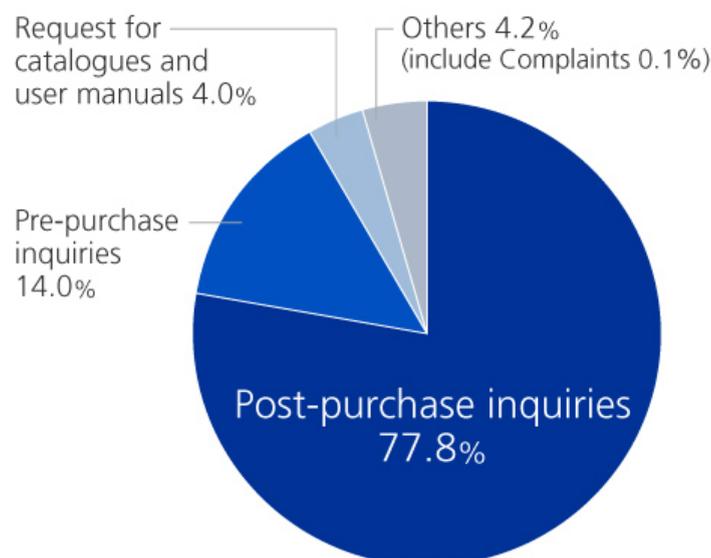
To meet the increasingly diverse needs of customers, chat support is being introduced, in addition to conventional customer service by telephone and email. Casio will continue to expand the products that this covers and augment the subjects that customers can consult on.

This will provide customer service in real time. In addition, Casio regularly conducts satisfaction surveys concerning customer service provided, and then makes the necessary improvements. The company is constantly striving to improve customer satisfaction.

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. In response to changes in consumer habits due especially to the popularization of smartphones, Casio is working to provide online customer service content that allows customers to find answers to product problems themselves. Going forward, the customer support website will continue to be enhanced, including better compatibility with user manuals.



Breakdown of Customer Inquiries in Japan (Fiscal 2020, Consumer Products)

Supporting Customers Outside Japan

The Customer Support Center in Japan strives to raise customer satisfaction in all regions in which it operates by working closely with similar centers set up at local sales companies in each region.

Improving the customer support website

Casio is striving to provide mechanisms that allow users to resolve problems themselves, primarily by augmenting the FAQ section on its customer support websites around the world, which serve as an important touchpoint for customer interaction.

Item	Fiscal 2020	
	Overseas	Japan
Timepieces	74.7%	34.4%
Calculators	10.7%	3.4%
Electrical musical instruments	7.4%	6.2%
Other Consumer Products	4.1%	27.2%
System Equipment	3.1%	28.7%
Total	100.0%	100.0%

Breakdown of Product Inquiries (Fiscal 2020, Overseas/Japan)

Customer Satisfaction Initiatives in Japan

The service departments at Casio, which are responsible for customer satisfaction in after-sales service, continue to work to improve repair skills, product knowledge and skills for communicating with customers in order to provide after-sales service that satisfies customers. In addition, Casio is building a questionnaire system using its website and 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 who have actually experienced the company's repair services, 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. The company also encourages technicians to study foreign languages so that they can quickly adapt to the daily advancements in product functions and provide service quality that satisfies customers. Casio Techno has also introduced educational programs on the history of the industry, customer interaction skills and the philosophy behind Casio products. By training employees so that they are expert not only in repair skills but in their customer response and product knowledge, the company aims to provide customers with even higher quality, detail-oriented services. Casio believes that it can promise to provide customers with services that deliver peace of mind and happiness precisely because each individual employee is constantly working to acquire advanced technical skills and become a person who can please and earn the trust of customers.

Pursuing convenience for customers

The Akihabara, Yokohama, Nagoya, Osaka and Fukuoka Service Stations offer a quick battery replacement service (batteries can be replaced in about 60 minutes). They also provide one-day repair services such as a rush repair service for students who need their electronic dictionaries repaired on the same day. Casio's online repair request service, which has been in operation since 2015, allows customers to pick up their repaired products at FamilyMart convenience stores in Japan, among other services. This new system is part of Casio's ongoing efforts to improve convenience tailored to meet customer needs and lifestyles.

Raising brand value

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



G-SHOCK STORE GINZA

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

Customer Satisfaction Initiatives outside Japan

Outside Japan, a total of 930 companies, including 12 local subsidiaries and 918 repair partners, carry out after-sales service for Casio brand products (as of March 2020).

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

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

Repair centers operated by group companies outside Japan



Germany: Data projector repair technique training
September 2019



Myanmar: Timepiece repair technique training
April 2019



Thailand: Timepiece repair technique training
April 2019

To ensure that customers outside Japan feel comfortable and confident in their use of Casio products, support information is provided online in 21 languages other than Japanese. The headquarters in Japan uses a system that allows it to maintain this support information directly to ensure overall uniformity and speedier provision of information.

Casio receives many inquiries from customers on how to adjust the time on their watches. This fiscal year, Casio offered a Time Adjustment tool on its support page that enables users to easily adjust the time by following a few steps.

Welcome to Customer Support

Technical Support



FAQs



Manuals



Downloads



Time Adjustment



Daylight Saving Time (DST) / Summer Time Adjustment



Computer OS compatibility



Smartphone compatibility



Video Tutorials

Notes

Online support sites

Intellectual Property Initiatives

Management

Social Background

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

Risks and Opportunities for the Casio Group

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

Policy

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

Intellectual property goals

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

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

Role of the Intellectual Property Department

Since its founding, Casio has worked to develop innovative new technologies and products that are completely original and have never existed before. The protection of these development results through the creation of intellectual property rights is vital to ensuring corporate competitiveness. At the same time, protecting Casio brands and designs from counterfeiting by securing intellectual property rights is also an important activity for the company. The Intellectual Property Department aims to secure intellectual property rights on a global level. Its role is to utilize patent, design, and trademark rights in order to help establish competitive advantage for corporate management. The center also broadly manages intellectual property (rights) such as copyrights and trade secrets as well as general intangible properties, while signing contracts with third parties and resolving disputes.

System

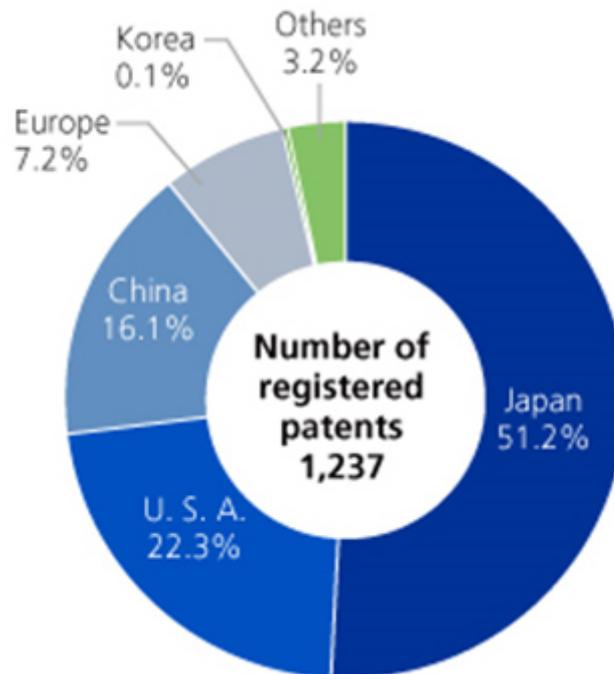
The Intellectual Property Department is located within the Product Development Headquarters, an organization created to enhance cooperation between all departments related to product development. While collaborating closely with relevant departments on a daily basis, the Intellectual Property Department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

Activity Results

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

1. Patent application and rights acquisition activities

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



2. Intellectual property rights utilization

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

3. Patent expert system

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

Here are details of specific activities.

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

4. Invention award system

Since 1968, Casio has had an award system for those employees that contribute to inventions and designs. By increasing the incentive for inventors and designers, the system fosters the desire for in-house engineers to take on the challenge of discovering new technologies. In accordance with Article 35 (Inventions by Employees) of Japan's revised Patent Act, which took effect in April 2005, Casio has revised its environment for employee inventors. It updated its intellectual property rules and created a consultation process in which the employee inventors can voice opinions in the revision of the rules. It also implemented a system for employee inventors to file an objection to monetary reward amounts. Additionally, Article 35 (Inventions by Employees) of Japan's newly 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." The rules are revised as needed to respond to the expectations of employee inventors and adapt to the changing times and evolving environment.

Based on this award system, the Intellectual Property Department works to properly evaluate intellectual property results and to recognize and reward outstanding engineers and designers.

5. Intellectual property training system

In order to create a stronger awareness about the acquisition of intellectual property, Casio holds intellectual property seminars to deepen employee understanding and interest in intellectual property. The company also distributes relevant information online (through intellectual property website content), and uses outside educational organizations such as the Japan Intellectual Property Association and the Japan Institute of Invention and Innovation. In this way, the company is promoting various intellectual property education activities.

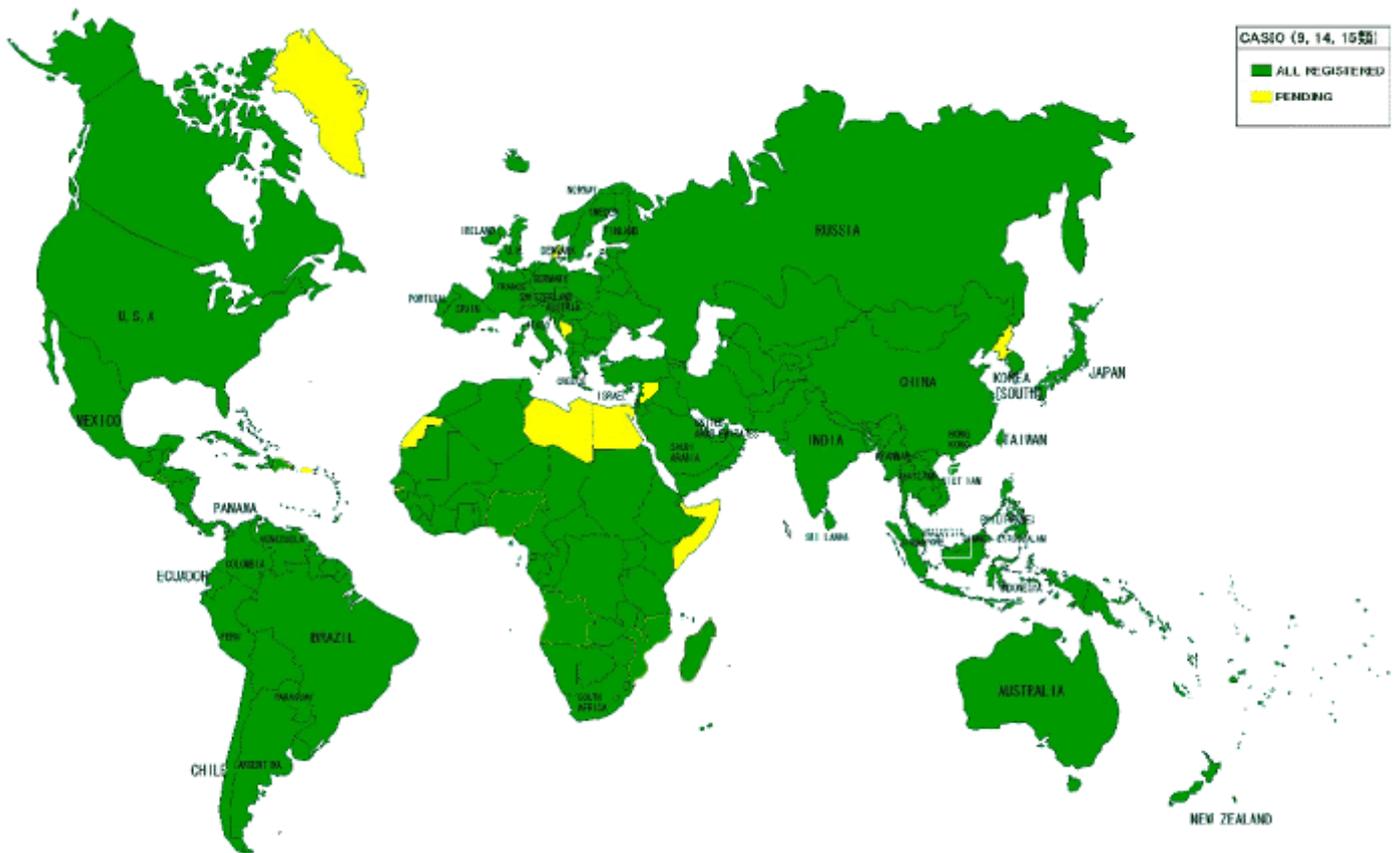
6. Brand support activities

Protecting rights to the Casio brand

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

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

Trademarking of the Casio Brand Design rights acquisition (as of March 31, 2020)

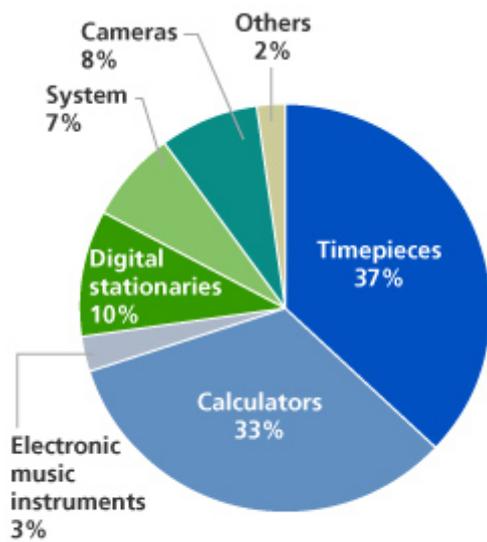


Casio has registered the Casio brand for product trademarks in the countries indicated in green. In the countries indicated in yellow, Casio trademarks have not yet been registered due to various reasons. These reasons include delays in trademark examination in some fields, lack of a trademark registration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

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

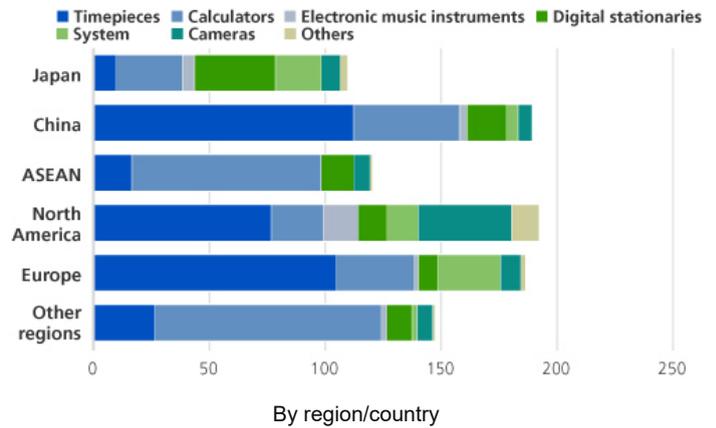
While avoiding the risk of infringing upon the design or trademark rights of other companies, Casio is actively promoting business support activities based on the strengthening of Casio's own design and trademark rights.

Design rights acquisition (as of March 31, 2020)



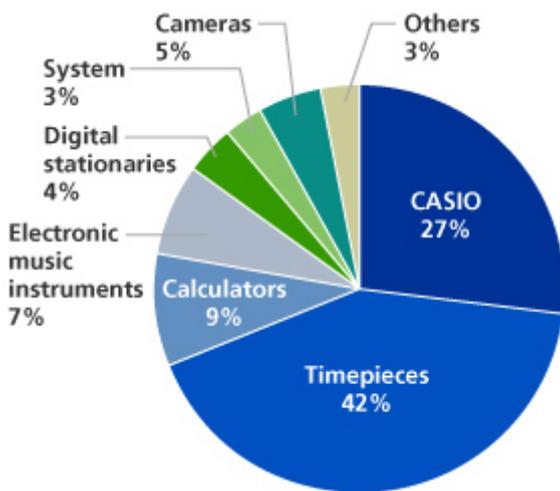
Current number in effect:
949 design rights

By product type

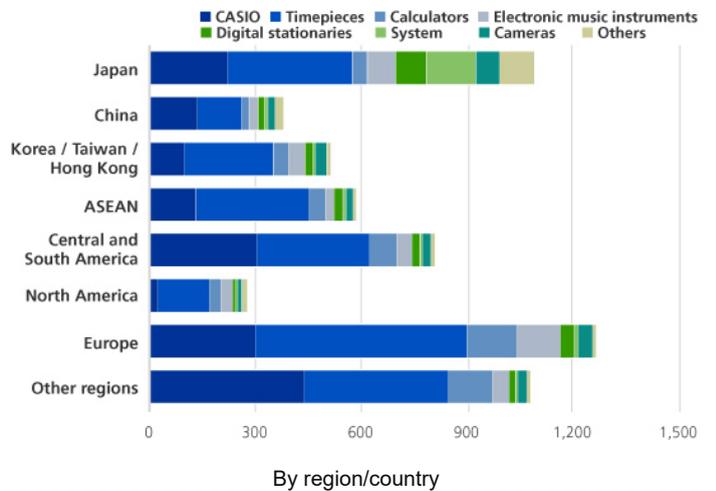


By region/country

Trademark rights acquisition (as of March 31, 2020)



By product type



By region/country

Counterfeit product removal and consumer protection activities

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

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.

Briefing on Procurement Policies in Japan

This year, Casio invited 200 participants from about 150 business partners to a business strategy briefing for the first time in Japan. The future direction for products, development and technologies were laid out for each product category, and Casio asked business partners to actively make proposals with the aim of “co-creation.”



No decision has been made yet about a briefing this year due to the COVID-19 pandemic.

Supplier message



Hiroyoshi Mori
Executive Officer, and General Manager,
Sales Department
General Co., Ltd.

The General Group, whose corporate creed is to create what cannot be imagined, aims to help build a prosperous society by supplying its products. We have manufacturing sites in Japan, China and Malaysia and our products are available around the world. Living up to the eight principles in our Charter of Action, we not only provide quality products, but also consider social norms and the environment as we make the most of our business to help build a sustainable world.

We have worked with Casio for about 30 years now, in particular providing tape cartridges for Casio's NameLand product. In recent years, we have also been involved with the development of inkjet-related products. Going forward, we will follow Casio's Procurement Policies. As a partner to Casio, we hope to contribute to the creation of products that enchant, surprise and delight their users.

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. Business partners who have made particularly impressive contributions are recognized at these briefings.



H.W. Chan, Managing Director, FAIR
FUTURE INDUSTRIAL LTD.

Comments on CSR by H.W. Chan, Managing Director, FAIR FUTURE INDUSTRIAL LTD.

I want to work together with Casio on CSR activities to create a future in which both companies flourish. With this goal, I consider various aspects such as human rights, safety and the environment.

No decision has been made yet about a briefing this year due to the COVID-19 pandemic.

Comprehensive Management of CSR Performance

In fiscal 2008, Casio started conducting a questionnaire survey^{*1} 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 2020 questionnaire was sent to 175 companies in Japan, and the response rate was 100%, clearly indicating suppliers' high level of interest in CSR fulfillment. Responses were received from 301 companies (235 companies in China and 66 companies in Thailand), also 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 2020, Casio conducted onsite inspections at 4 companies in China. In Thailand, it conducted onsite inspections at 8 companies. Even with the suspension in inspections caused by the flooding, it has cumulatively covered almost all suppliers in Thailand. Going forward, Casio will continue onsite inspections with the aim of instilling commitment to CSR throughout the supply chain.

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

^{*1} 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.](#) (PDF)

Questionnaire results

Questionnaire given to a total of 476 suppliers

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

Status of responses by CSR category

China and Thailand

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

As a result, the evaluation scores were lower than last year, 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	4.3
III Environment	4.5
IV Fair Trading	4.4
V Product Quality and Safety	4.6
VI Information Security	4.4
VII Contribution to Society	3.7
Total	4.4



Japan

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

Japan responses by CSR category

	Responses by CSR category
0 Overall Promotion of Corporate Social Responsibility	3.7
I Human Rights and Labor	4.2
II Occupational Health and Safety	4.2
III Environment	4.3
IV Fair Trading	4.0
V Product Quality and Safety	4.3
VI Information Security	4.1
VII Contribution to Society	3.4
Total	4.1



Selection of new suppliers

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

Promotion of green procurement with business partners

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

[Click here for more details](#)



Responsible minerals sourcing

Where minerals such as tin, tantalum, tungsten, gold (3TG) are mined in conflict-affected or high-risk areas such as the Democratic Republic of Congo (DRC), the revenue from the mining and trading of these minerals is a source of funding for armed groups and anti-government forces carrying out atrocities and human rights abuses. Minerals sourced from such conflict-affected or high-risk areas have the potential to promote conflict, human rights violations and environmental degradation.

Casio considers mining to be an intensive process involving social and environmental risks, and believes the mining of metals and minerals, including conflict minerals (3TG) and those in the DRC, as well as other minerals and minerals in other regions, must be managed.

Casio's stance is that we want no part in any human rights violations or environmental destruction. While sourcing minerals that originate in conflict-affected or high-risk areas, we will not, by any means, tolerate, knowingly profit from, contribute to, assist with or facilitate the commission by any party of any form of human rights violations or abuses, or support operations that result in the degradation of socioeconomic and environmental stability.

Casio also requires its suppliers to adhere to this policy and expects them to support and promote compliance within the supply chain.

As part of this responsible minerals sourcing policy, Casio will:

Conduct due diligence on prioritized minerals in accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas;

Require suppliers to conduct due diligence on prioritized minerals in accordance with OECD Guidance and provide routine reporting using the tools developed by the Responsible Minerals Initiative (RMI) to enable supply chain transparency;

Work cooperatively with its supply chain, industry groups (RMI), government, civil society, and other organizations to develop the supply of responsibly sourced minerals when sourcing prioritized minerals that originate in conflict-affected or high-risk areas;

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

Continue to collect relevant information regarding industry trends in the US, customer reactions and movements in the EU and other regions;

Adopt a policy of using minerals that are legally mined or acquired, even where those minerals were mined in the Democratic Republic of Congo (DRC) or its neighboring countries, and regardless of any conflict in that region;

Making the Most of Human Resources and Maintaining Optimal Workplace Environments

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

Supporting Advancement of Women

Casio actively and continuously carries out a variety of measures with the aim of supporting all women on the job so that they can fully demonstrate their abilities. Casio actively promotes ambitious and talented employees, and the number of women in senior staff positions increased from four in fiscal 2011 to 30 in fiscal 2020.

In order to promote the advancement of women even more in the future, Casio has established the goal of 5% of women in senior staff positions by 2020. The company plans to actively implement measures to foster ambition for promotion among women who are candidates for senior staff positions and to take measures to support the career formation of young women.

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

woman in senior staff positions (Casio Computer Co., Ltd.)

(FY)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Number of woman in senior staff positions (number of managers)	4(3)	13(5)	16(8)	20(10)	20(9)	24(10)	24(11)	27(10)	26(11)	30(11)
Percentage of woman employees in senior staff positions (percentage of managers)	0.4% (0.9%)	1.3% (1.5%)	1.7% (2.1%)	2.0% (2.0%)	2.1% (1.9%)	2.6% (2.1%)	2.6% (2.3%)	2.9% (2.0%)	2.9% (2.3%)	3.6% (2.8%)

* Casio regards senior staff as professional staff and classifies them as managers or specialists in positions other than managerial jobs.

* A manager means a person at the department manager level or higher.

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.

Furthermore, Casio introduced commuting support measures for employees with disabilities, thereby allowing them to work staggered hours in October 2015. The aim was to reduce obstacles and secure safety during commuting, according to the nature of the employee's disability. This move was in response to requests from employees with disabilities, and also addressed legal requirements to prevent discrimination against people with disabilities by providing reasonable accommodation of their needs.

The company aims to create an environment in which all Casio employees can work enthusiastically and enjoy job satisfaction, regardless of level of ability. Casio actively hires people who display creativity and have the desire to work and take on challenges, and gives them a stage on which to play an active role.

Percent of workforce with disabilities

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

	As of April 1, 2017	As of April 1, 2018	As of April 1, 2019	As of April 1, 2020
Casio Computer Co., Ltd.	1.87%	1.98%	1.88%	2.08%
Group companies in Japan	2.00%	2.14%	1.99%	2.14%

Encouraging Non-Japanese Employees to Play Active Roles

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



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



Prayer room

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

In accordance with the revised Act for Stabilization of Employment of Older Persons, Casio's Senior Employee Program provides retirement-age employees with employment opportunities, and to effectively utilize the skills and know-how that these individuals have accumulated over the course of their careers. Under the program, Casio offers continued employment with reasonable treatment according to past performance and the roles and responsibilities assumed after retirement age. The system creates workplaces where seniors can continue using their career skills and expertise within the Casio group. In July 2019, we fully revised Senior Employee Program to continue to build workplaces in which seniors can play an even more active role.

Clarifying roles when hiring senior employees

Casio has revised its system so that ratings assigned by role and responsibilities clarify the expectations for each role, and treatment is determined based on the rating. This results in well-balanced treatment that rewards senior employees who are particularly dynamic and make significant contributions to the company. In addition, Casio aims to improve treatment levels for all senior employees to make those who are rehired with the new treatment terms feel that their role is worthwhile.

Raising awareness of the need for career planning when looking ahead to 50s and 60s

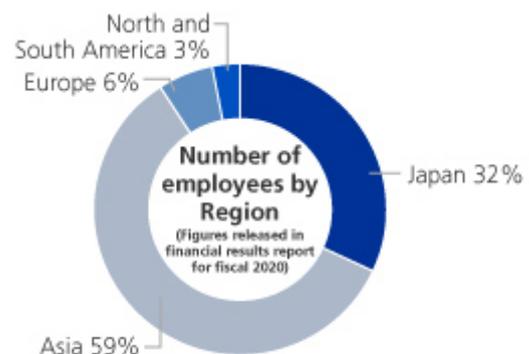
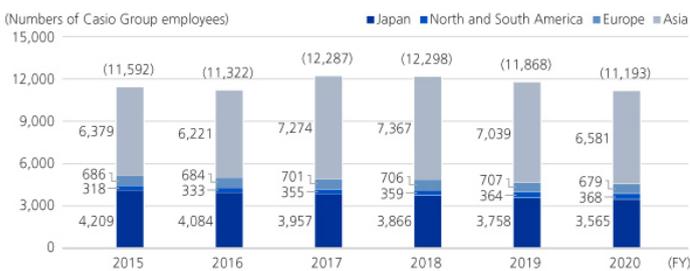
When employees reach mandatory retirement age and become eligible for re-employment as a senior employee, their roles and compensation levels will change. Therefore, Casio believes that it is necessary for employees to prepare in advance a forward-looking career plan, in order to continue working enthusiastically during the retirement transition from a regular position to re-employment as a senior employee.

To this end, Casio provides employees who have reached the age of 49 with career training and gives them opportunities to imagine the changes in their own environment and the world generally, lay out a vision for their career going forward and consider what is necessary to achieve that. Employees who have reached the age of 58 are given a separate opportunity to learn about internal and outside programs after retirement.

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)



Total employees of Casio Group: 11,193

Initiatives in Hiring

The Casio Group Code of Conduct states that “we will respect all fundamental human rights, and will not engage in any form of discrimination.” Casio provides equal employment opportunities to anyone with the desire to work. Casio agrees with Keidanren’s charter of corporate ethics on recruitment and strives to avoid excessive early hiring of undergraduate university students to minimize any impact on their studies. It also conducts voluntary explanation meetings at universities around the country, publishes video of company introduction seminars via online media, and participates in selection events for Japanese international students studying overseas. In this way, Casio is striving to provide opportunities to many students so as not to disadvantage students based on where they are from or their academic circumstances.

This year all interviews for hiring was carried out online due to the COVID-19 pandemic. Further, Casio quickly introduced measures aimed at minimizing the risk of infection and the burdens on students caused by moving.

Providing internships

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

Ensuring Fair Evaluation and Compensation

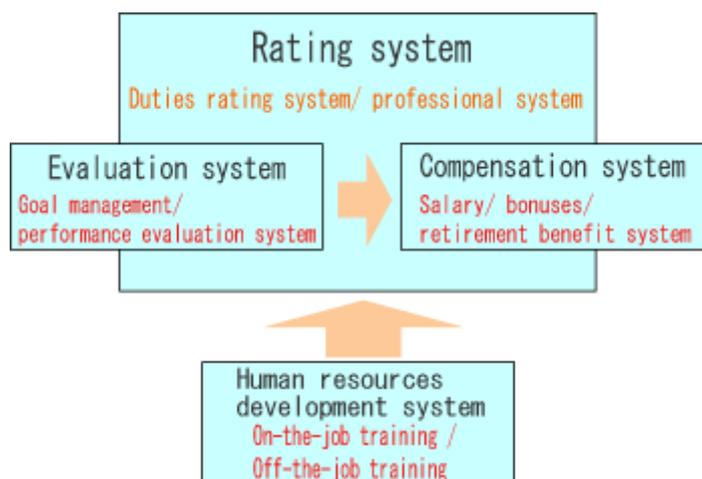
Based firmly on a foundation of fairness, Casio aims to continuously improve its human resource system in light of changes in the social environment. Within that system, the present basic human resources policy combines a role-based system that grades individual employees based on the extent of their roles with a performance-based approach to evaluation and compensation based mainly on outcomes of job performance within their roles. In addition, Casio strives to find the optimal balance between employee growth and vitalization and expanding the company by promoting HR policies that prioritize the following perspectives.

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

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.

- Biannual evaluation (reflected in compensation): Goal management
Challenging goals have been introduced, based on a system in which each individual sets a goal (theme) at the start of the fiscal year and results are evaluated at the end of the fiscal year, in order to respect employees' motivation to take up challenges and encourage more independent action.
- Full-year evaluation (reflected in salary raises and promotions): Biannual evaluation + process evaluation
Considers the performance process evaluation, including initiatives that will lead to future results

Main human resources system



Education for Fair Evaluation and Compensation

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

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

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

Human resources data

Number of employees hired in Japan (As of end of March 2020)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	2,253	653	2,906(82%)
Women	449	207	656(18%)
Total	2,702	860	3,562

(Reference)

Non-regular employees	529	615	1,144
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Number of employees hired in Japan (April 1, 2020)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	29 (69%)	11	40
Women	13 (31%)	2	15
Total	42	13	55

Average years of service in Japan (As of end of March 2020)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	19.6	18.3	19.3
Women	14.9	22.8	17.4
Total	18.8	19.3	18.9

Average employee age in Japan (As of end of March 2020)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	47.8	48.7	48.0
Women	41.8	48.0	43.7
Total	46.8	48.4	47.2

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.

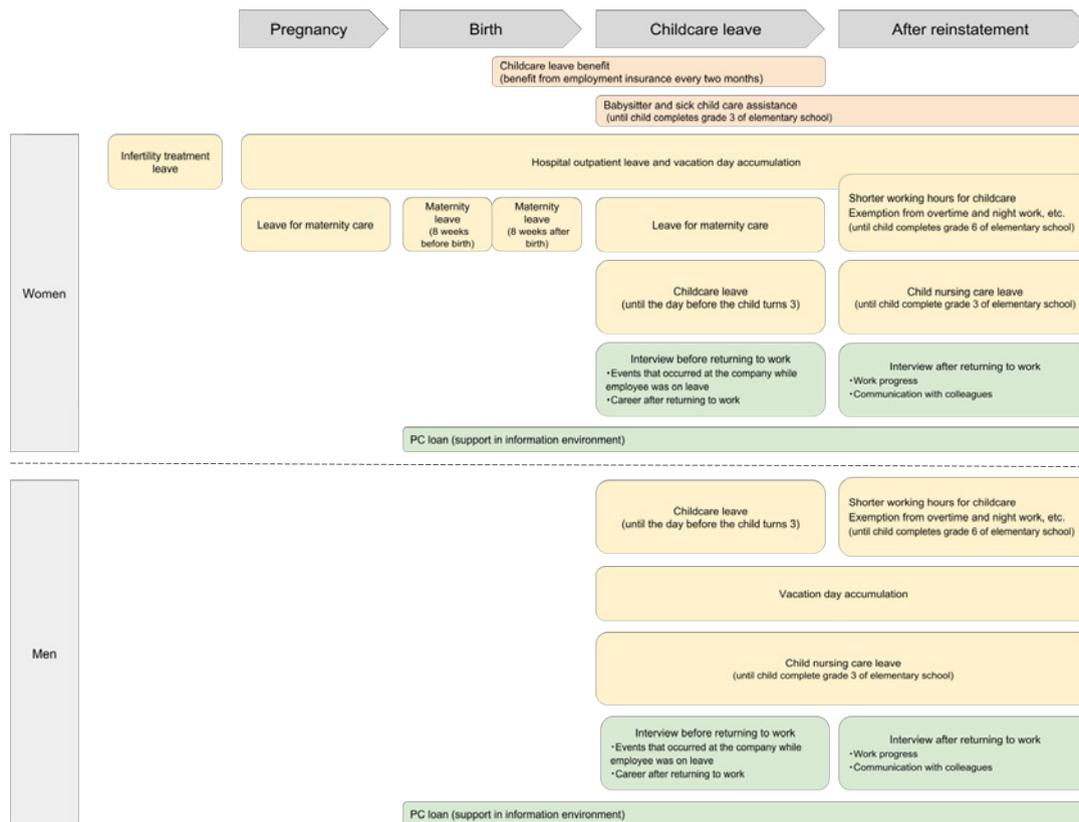
Introduction of staggered commuting times

Casio has introduced staggered commuting times to improve employees' work-life balance. This is intended to ensure that employees can concentrate on their work and maximize their performance.

Helping employees balance work and parenting

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

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



Helping employees balance work and family nursing care

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

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

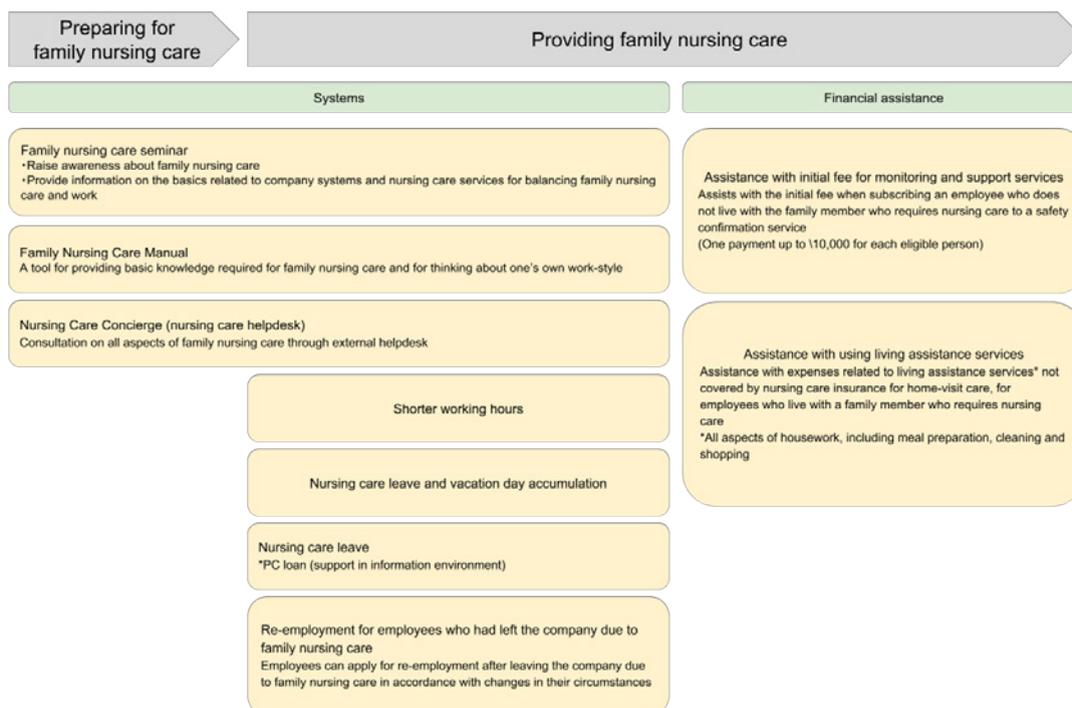
One such program is the Nursing Concierge Desk. This consultation desk assists people who require nursing care and offers a place where employees that do not know who to talk to or where to find the information they need can go for consults and to find solutions. Many nursing issues cannot be solved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

Primary subjects

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

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

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



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

	Number of employees taking leave (figure in parentheses is men)				
	FY2016	FY2017	FY2018	FY2019	FY2020
Childcare leave and return program	46(0)	55(0)	69(2)	67(7)	68(10)
Percentage of employees that return to work after taking childcare leave	100%	100%	100%	100%	100%
Childcare leave and return program	3(1)	3(2)	5(2)	4(3)	1(1)
Shorter working hours system for childcare and nursing care	77(0)	78(1)	85(0)	92(2)	101(1)
Child nursing care leave	13(1)	15(2)	23(4)	21(2)	20(1)
Nursing care leave	3(2)	4(4)	8(5)	6(5)	9(5)

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

Vacation and leave programs

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

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

	FY2016	FY2017	FY2018	FY2019	FY2020
Rate of taking paid vacation	71.1%	72.2%	69.7%	70.4%	73.1%

* The FY2018 and FY2019 figures above have been revised since the last year report due to the discovery of errors.

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.)

	FY2016	FY2017	FY2018	FY2019	FY2020
Overtime hours (monthly average)	19.3	18.6	18.5	17.9	17.2
Total annual working hours	1,931	1,917	1,905	1,891	1,869

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.)

	FY2016	FY2017	FY2018	FY2019	FY2020
Percentage of all employees	64%	64%	65%	65%	64%
Percentage excluding managerial positions	98%	98%	98%	97%	96%

Human Resource Development

Management

Social Background

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



Policy

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

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

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

System

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

Activity Results

Overview of Human Resource Development

Training system

		Career development support measures	OJT	OFF-JT					
			Measures to train existing works to make them professionals	Training for specific job grade	Training for selected employees	Skill selective training, distance learning	Global	Other	
Management positions	Senior General Manager Consulting Engineer Senior Principal Staff	Rank 4							
	General Manager Senior Engineer Senior Staff	Rank 3							
	Manager Advisory Engineer Supervisor	Rank 2		Management Guidance	Evaluator Training	Manager Training	Section Manager Career Training		
	Chief Engineer Chief	Rank 1							
General employees	G3								
	G2								
	G1-2								
	T	G1-1		OJT-MAP New Hire Mentor	Second-Year Training First-Year Follow-up Training New Employee Training				
Senior employees									

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

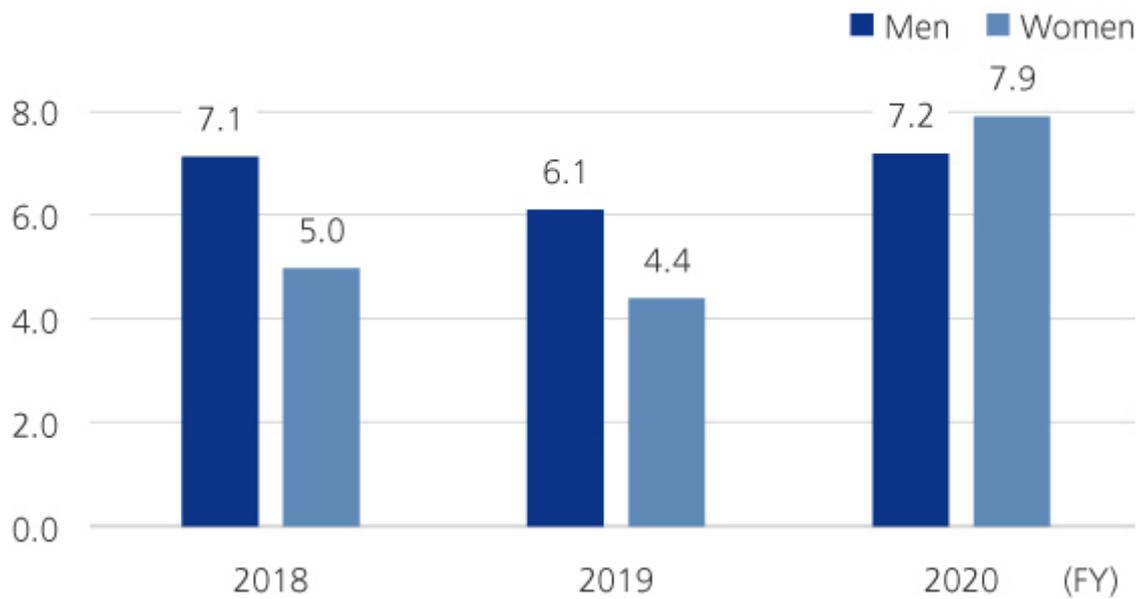
The company emphasizes on-the-job (OJT) training to improve practical skills, complemented by off-the-job (off-JT) training to provide theoretical knowledge. The necessary HR development measures are taken for all levels in the internal ranking system and Casio is always working to make improvements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

In fiscal 2020, Casio introduced a Career Support Program (discussed below) as a career development support measure so that individual employees could work independently with motivation and energy. Casio provides the support needed for individual employees to lay out their own career, based on a system in which they take stock of their own career once a year and consider their future career plans.

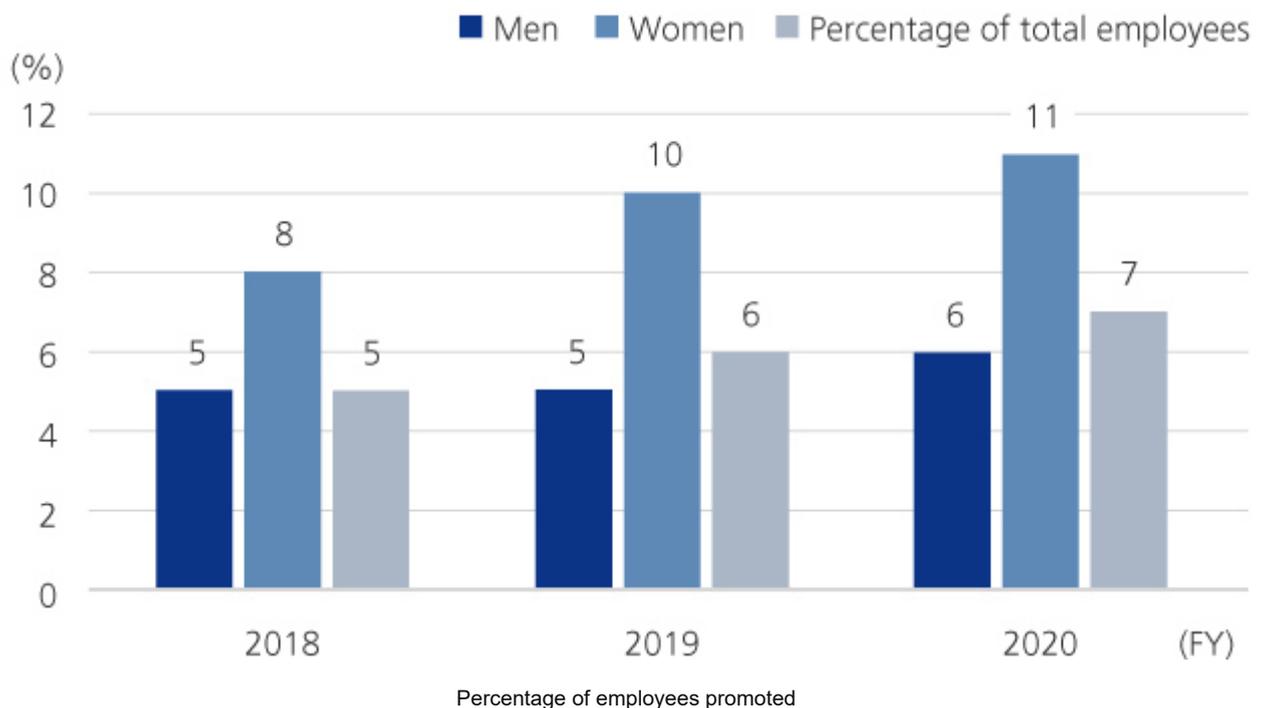
Annual average number of hours of training (Casio Computer Co., Ltd.)

The annual average training hours in fiscal 2020 were 7.2 hours for men and 7.9 hours for women (6.1 hours for men and 4.4 hours for women in fiscal 2019). In fiscal 2020, some training was cancelled due to the impact of the COVID-19 pandemic. Casio will ensure training hours in fiscal 2021 by increasing online training and other measures.

Average number of hours of training



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



Surveys and Verification Relating to Utilization and Development of Human Resources

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

Overview of fiscal 2020 and future issues

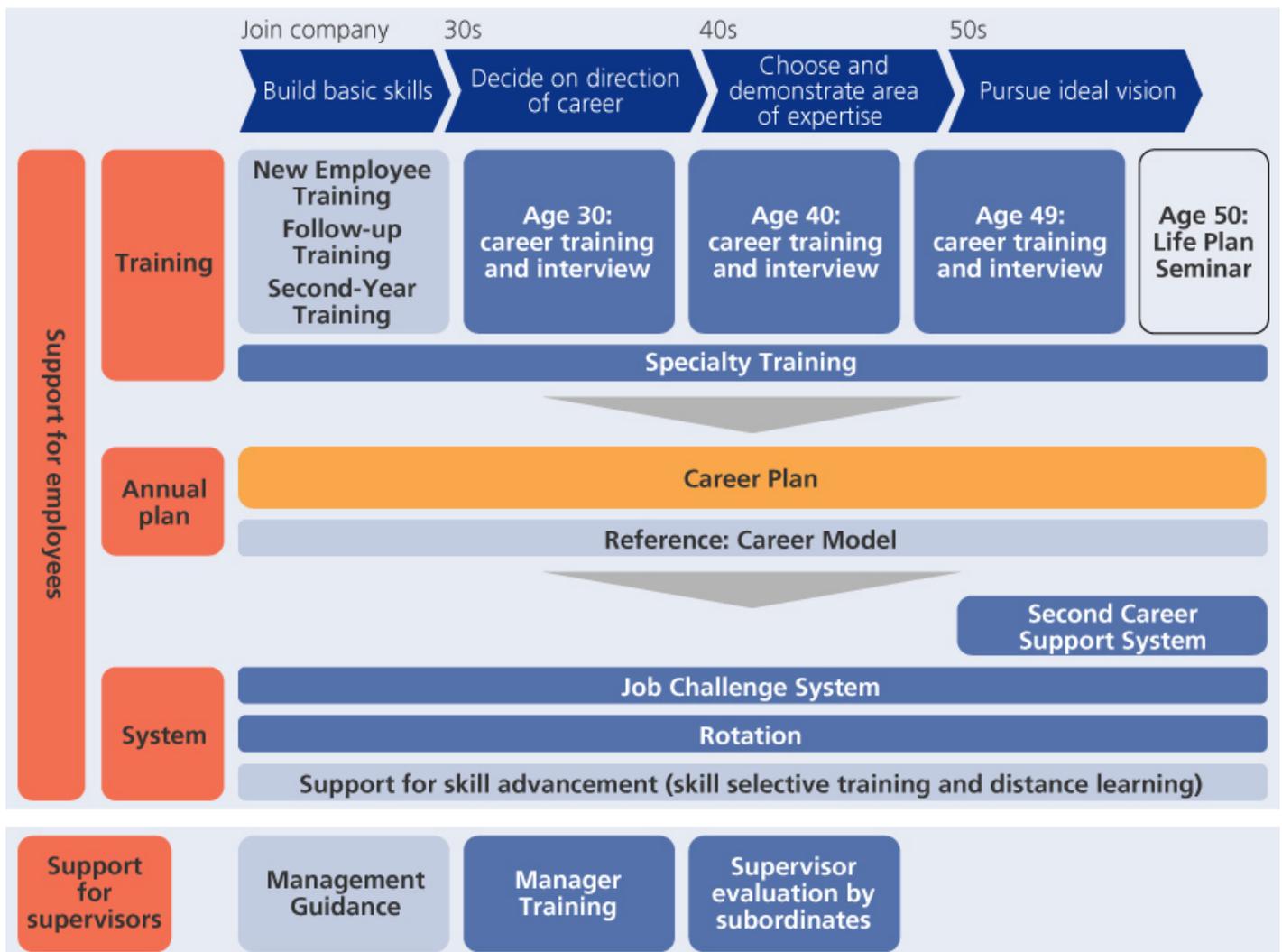
In fiscal 2020, Casio introduced a career support system and also developed a system enabling employees to regularly consider their careers so that they can work with vitality. To accompany this, Casio updated its manager training to further encourage employees' autonomy.

In fiscal 2021, Casio aims to make improvements based on its surveys and interviews of attendees to further augment the career support system. Moreover, Casio will increase its online training and set up a system that enables employees to participate in training in a flexible manner.

Main Human Resource Development Programs

Career Support System

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



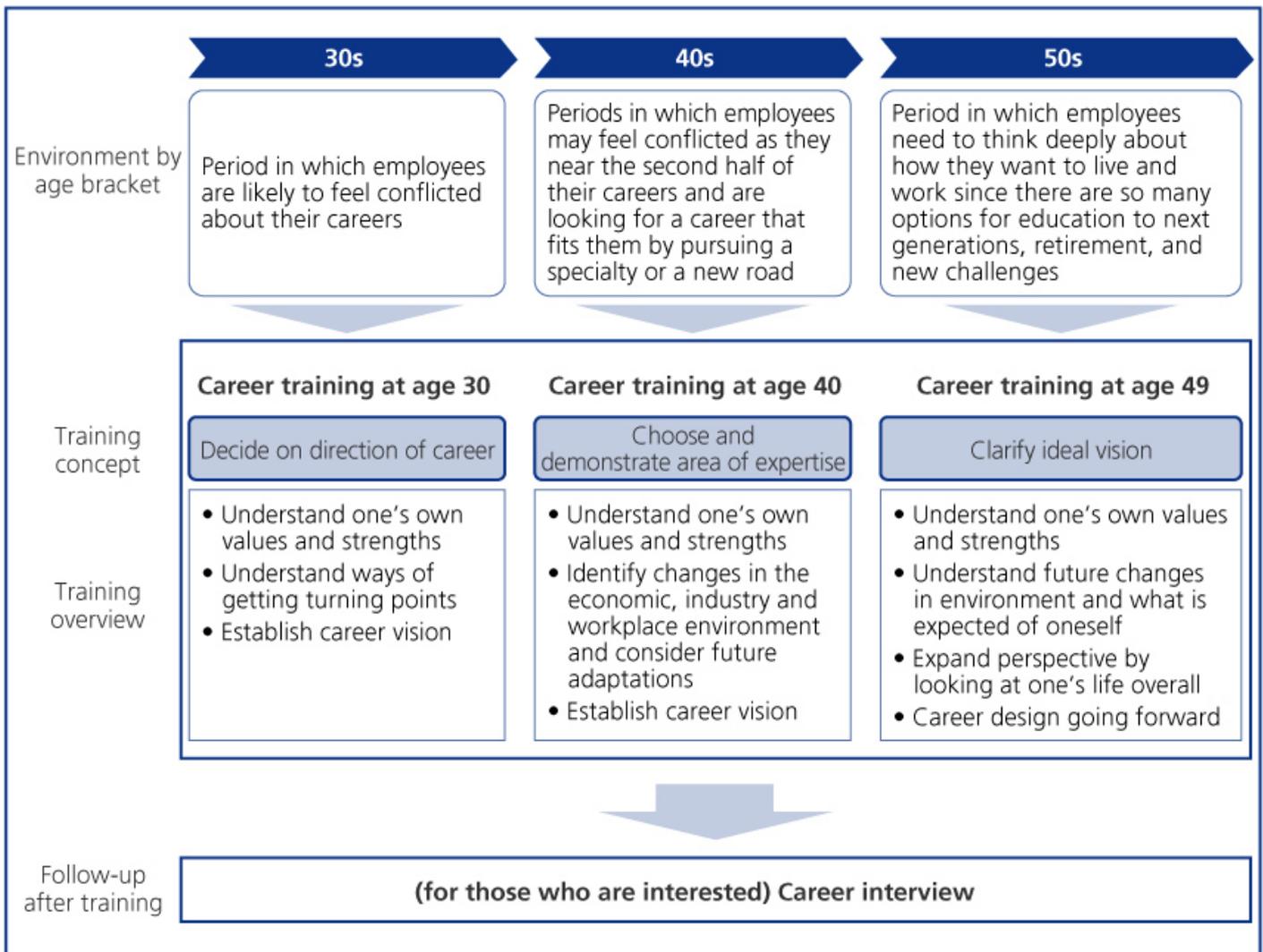
Career Plan

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

Career Training

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

In fiscal 2020, 195 employees received career training. Casio will continue to support career development on an ongoing basis.



Specialist Training Support

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

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

Manager Training

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

Job Challenges

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

Second Career Support

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

New Employee Training, Follow-up Training, Second-Year Training

Training for young employees is offered for new entrants as well as for first-year and second-year employees so that they can learn the basics of being a Casio employee and look back at their own approach to work.

Skill Selective Training

The training targets all regular employees, for the objective of effectively and efficiently acquiring diverse skills required for work operations, in a training program that allows employees to select from a large variety of training courses. The targeted skills are divided into three categories: specialized skills, strategic skills, and interpersonal skills.

Beginning in fiscal 2020, Casio systematized the skills needed for young employees to systematically train young employees. The program was changed so that employees in their first through fifth years as new graduate hires attend the designated skill training once a year. This is intended to improve the basic skills of young employees.

TERAKOYA

This program uses workshops and seminars with specific themes to connect people who have something to say or who want to learn something, thus using this shared goal to build personal networks and improve individuals' skills. People from a wide range of occupations and backgrounds gather together in the same place to discuss the same theme at workshops and seminars, regardless of hierarchy. This is an opportunity to build personal networks that will be useful in work and is expected to be a catalyst in stimulating communication overall.

Techno Power

This is an exhibition event held annually for the objectives of stimulating engineers, and sharing and accumulating technology. In Techno Power, Casio solicits new technology and know-how created in-house and recognizes projects with outstanding levels of technology and/or excellence of concept. This encourages venturing into new technology by establishing a forum for announcing results and offering recognition.

In-house specialist seminars

These are lectures by outside trailblazers in advanced technology and innovators who were able to develop revolutionary new products and create new businesses.

Recent themes have been selected from multi-faceted perspectives, going beyond technology trends. They include leading-edge technology trends with high levels of originality and technology, and ways of thinking to create new products. Approximately 200 employees took part.

Language exams

Opportunities to take language exams such as TOEIC and VERSANT are offered three times a year, and their motivation to study is raised by regularly providing opportunities to measure the effect of their studies.

Right Person for the Right Job

In fiscal 2020, Casio introduced the Job Challenge System to place the right people in the right jobs by valuing employees' intentions and support their independent career planning. Additionally, career interviews are conducted with those who desire one and support provided as appropriate when employees consider their career direction. Casio also makes its intranet and database available to the managers of each department to allow them to conduct comprehensive assessment of the human resource development information on their subordinates, which they then utilize for training within the department.

Additionally, in order to make it easier to reflect employees' wishes in the ordinary course of business, employees declare a task that they would like to attempt and this intention is shared with their supervisors and made use of in task assignment and rotation.

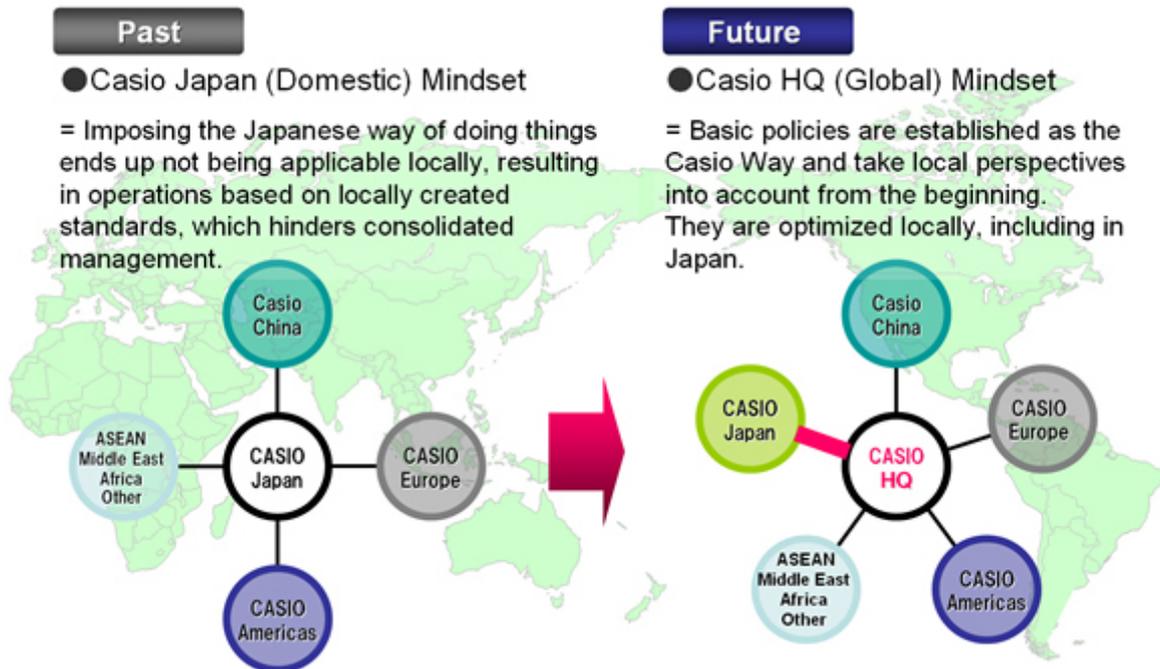
Global Human Resources Strategy

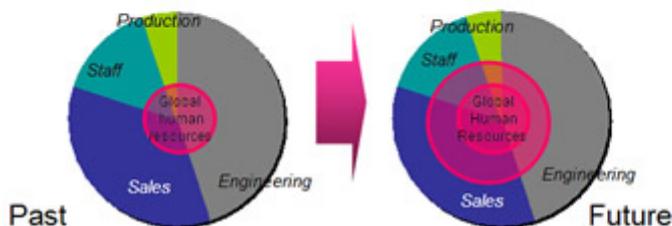
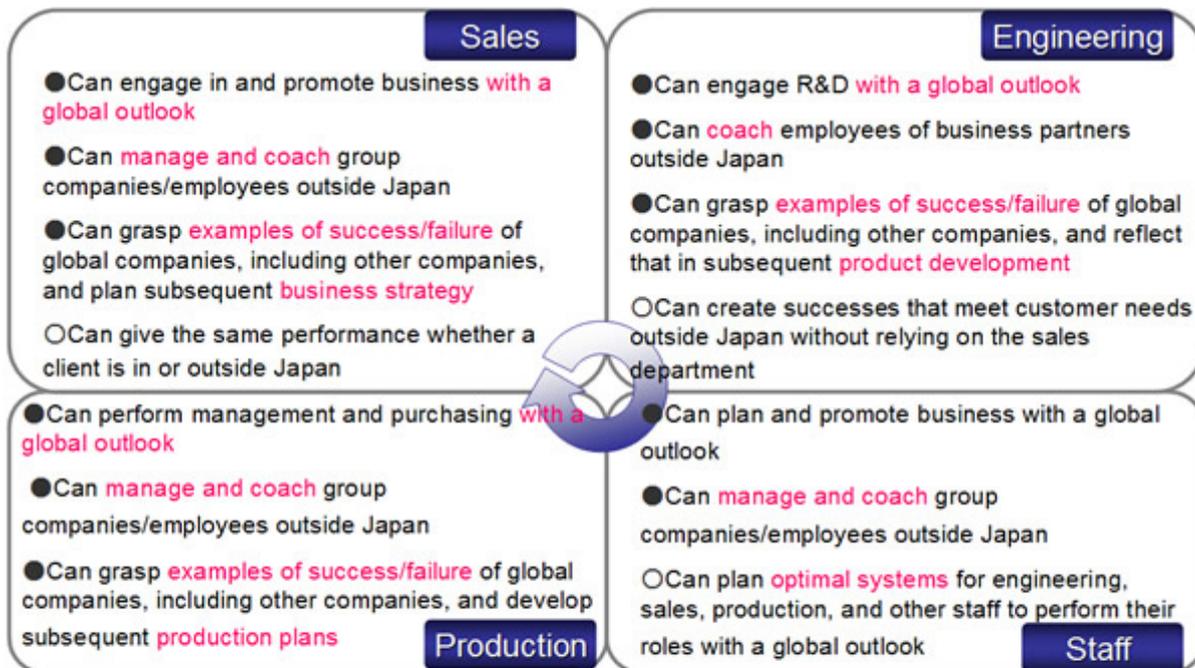
Casio is reinforcing its global expansion in all business fields, including existing and new businesses. Casio has started creating a global human resources strategy for group companies outside Japan. This project includes the enhancement of human resources functions and the establishment of a system for developing human resources who are prepared to meet global standards.

Vision of global talent

Casio's employees around the world must always think from the headquarters' perspective in order to demonstrate leadership. The human resources department uses various opportunities and tools to convey and share with employees messages on the importance of thinking of Japan as just one area in the world and of changing one's mindset to work with a global outlook.

Vision of global talent





Increasing the percentage of human resources able to win in the global arena will create business resources for the future

Human resources who can win anywhere in the world

Requirements of human resources who can win in Japan

1. Ability to develop strategy
2. Ability to promote business
3. Ability to embrace the challenge of innovation
4. Ability to create user value
5. Ability to manage organizations/human resources
6. Ability to negotiate
7. Ability to demonstrate expertise

To demonstrate those abilities in a foreign environment...

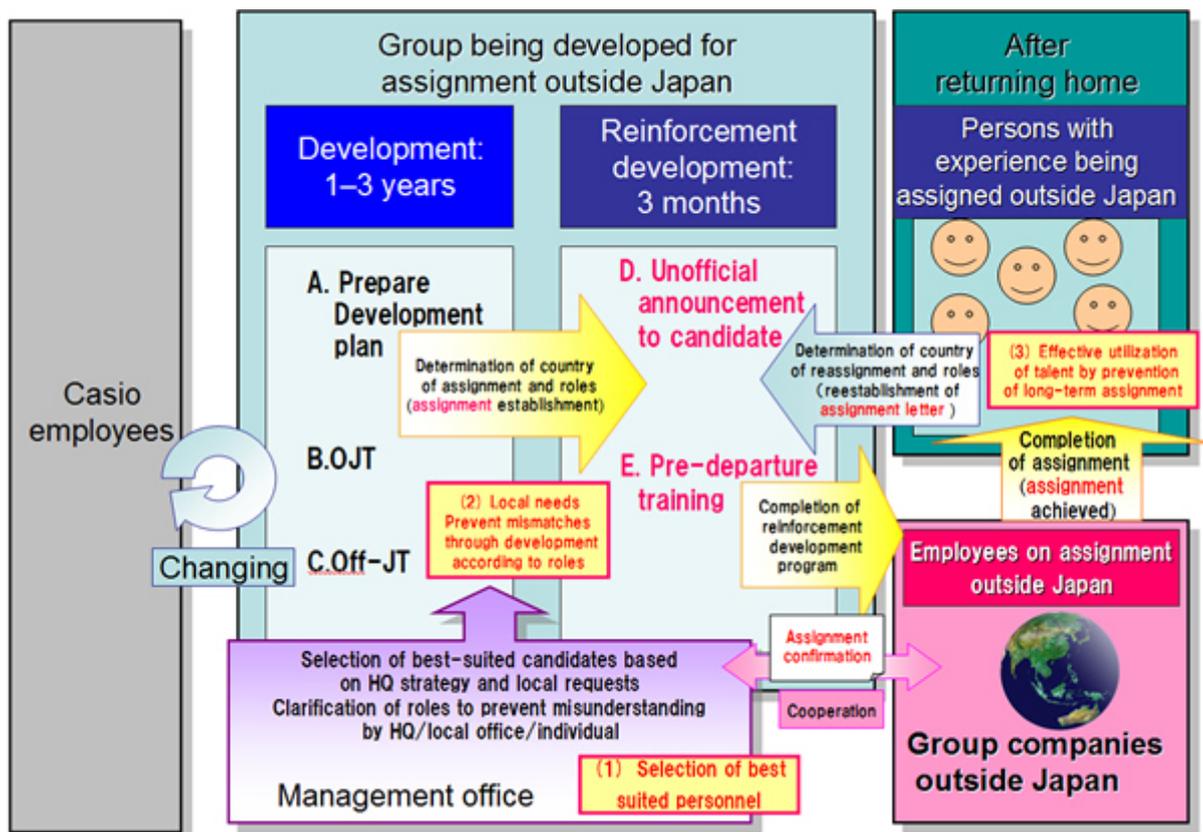
Global talent

- | | |
|----------------|---|
| Skills | <ol style="list-style-type: none"> 1. Skill in winning trust
Wins trust from zero by being logical and reasonable (vs. Japanese sense of duty and obligation) 2. Global management skills
Can manage (decision-making) and coach local operations (vs. Casio Japan imposing its way of doing things) 3. Language abilities |
| Mindset | <ol style="list-style-type: none"> 1. Identity
Competitive as an individual, not just a position (vs. just being a member of an organization) 2. Flexibility/stability
Can adapt to a foreign environment, including outside Japan (vs. negative transformation when outside Japan) 3. Respect for cultural and philosophical differences
Understands and accepts differences in each country (vs. thinking that Japan is superior) |

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

It is important to increase the number of human resources with the aptitude for assignment outside Japan. At the same time, however, Casio is endeavoring to develop local employees and create more opportunities for their promotion. It does this by sending people on assignments outside Japan only to perform roles that cannot be done by local employees and by clarifying their division of roles with local employees. Casio will establish a table of standards and develop a check system to enable its employees around the world to shine by placing the right people in the right jobs.

Example: Image of the use of the table of standards for the roles of persons sent on assignment outside Japan

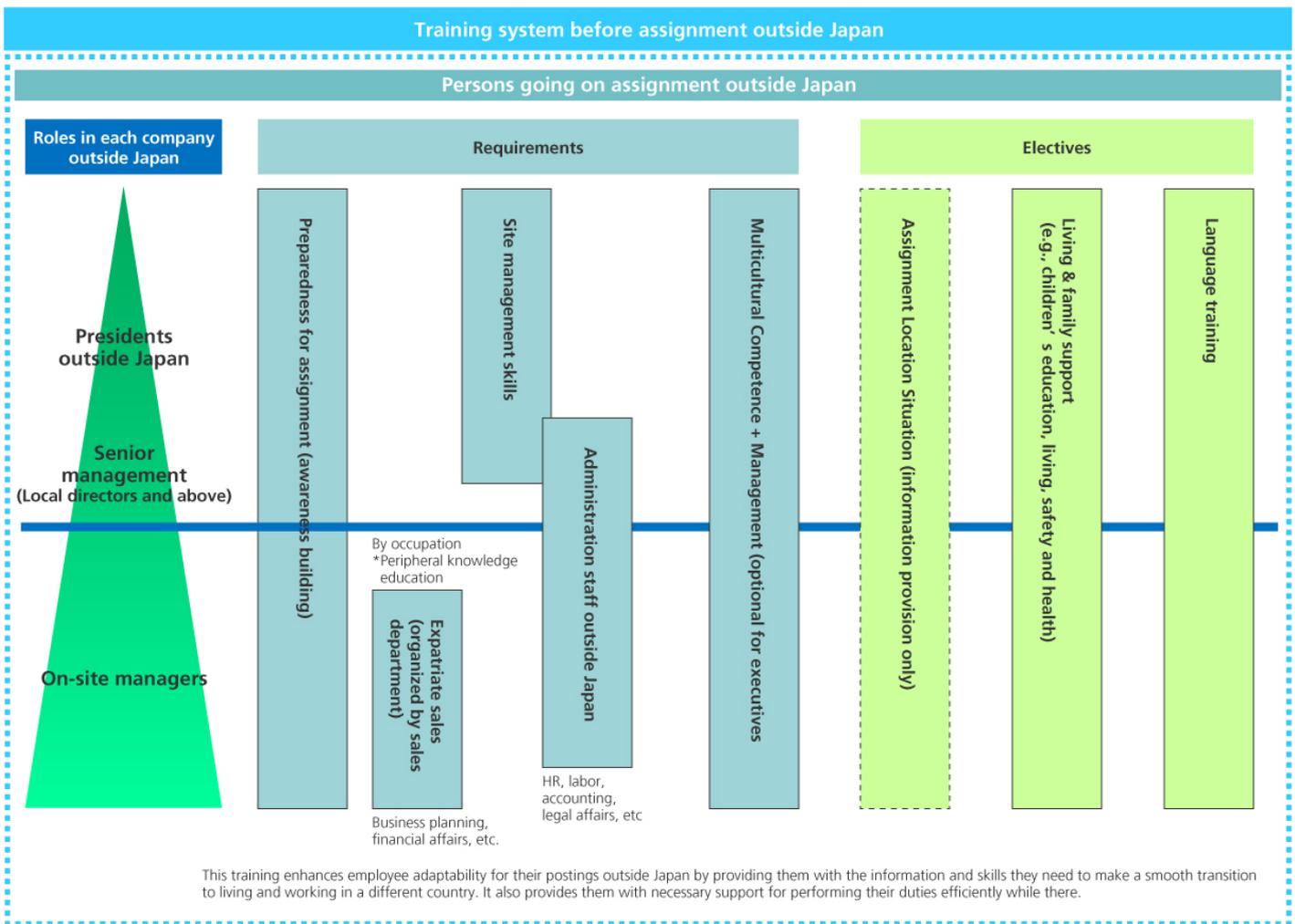


Provision of local information to persons going on assignment outside Japan and development of multicultural management skills

Casio systematically provides grade-based training to persons going on assignment outside Japan according to their mission at the location of assignment.

The company provides Site Management Skills Training for senior management, and Multicultural Management Skills Training and Lectures on Assignment Location Situation for all persons going on assignment outside Japan. Additionally, Casio provides educational information for accompanying children, and other efforts to strengthen on-location living support.

Training system before assignment outside Japan

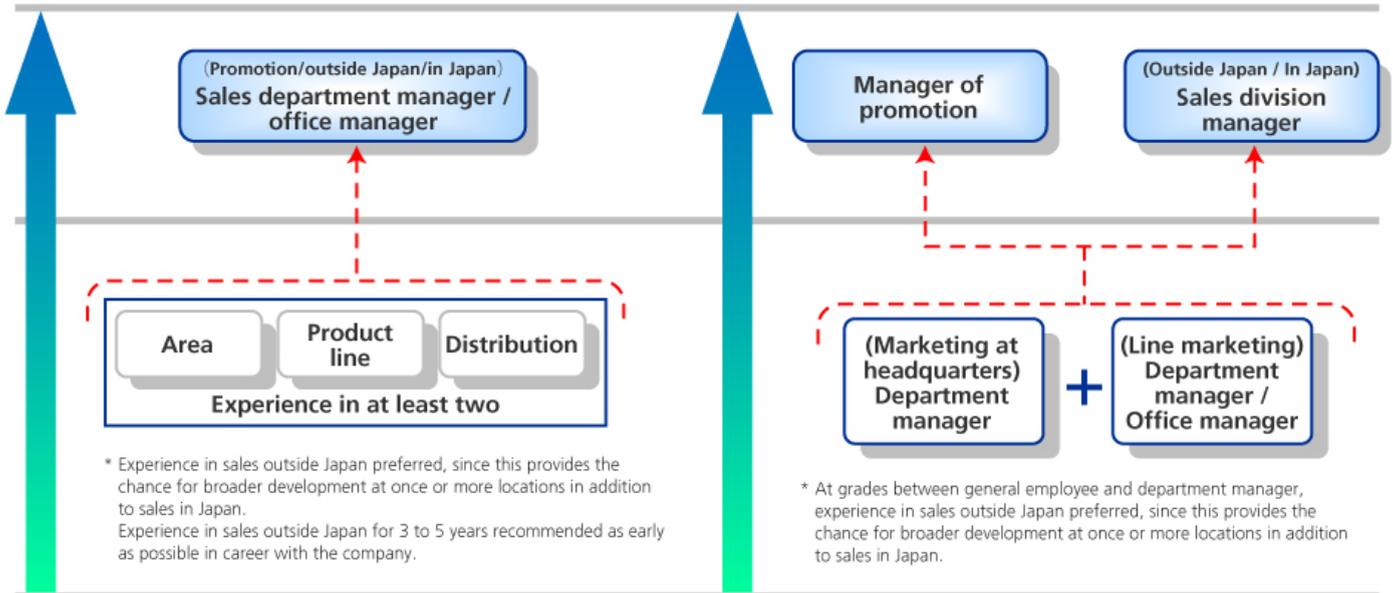


*1 Learning multicultural communication skills and practical points for managing highly diverse teams

Global career path

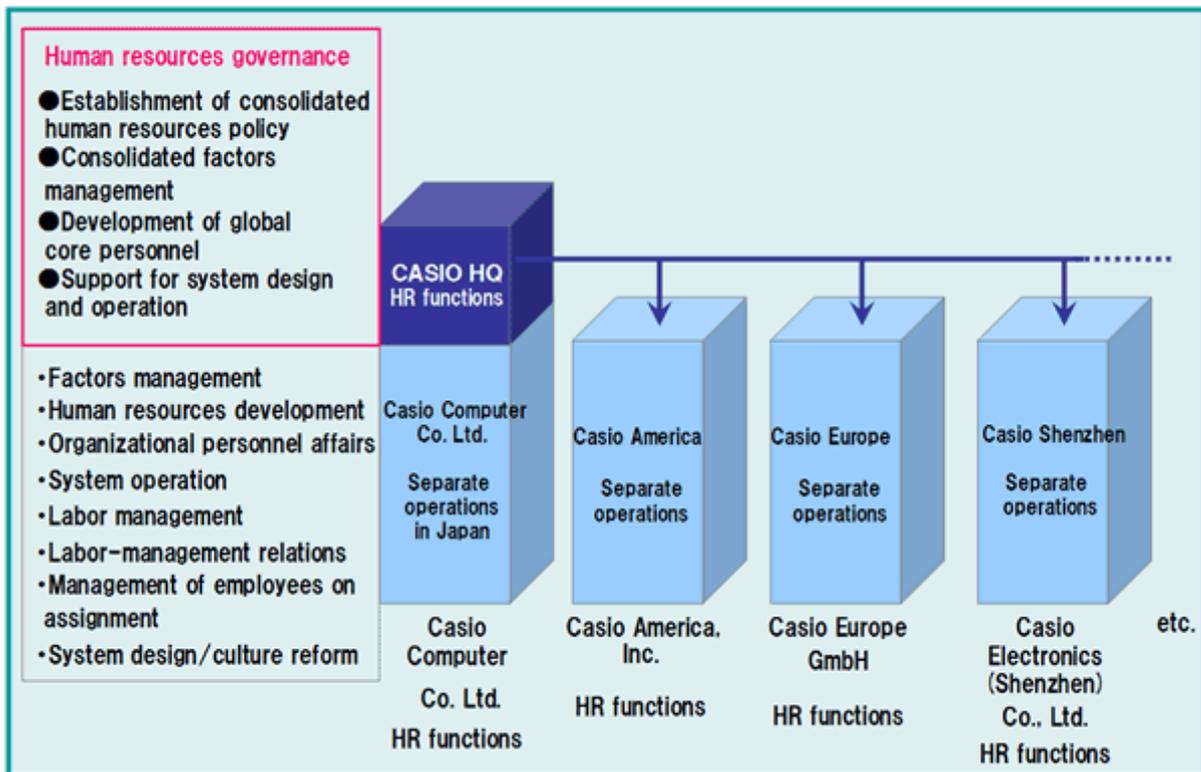
In order to continuously develop global human resources, it is not enough to use a direct approach from the human resources department to employees; people who can develop global human resources must be developed and promoted as managers so that employees can grow through their work in the field. Accordingly, Casio has developed its conventional career path into a global career path. So that employees in addition to those involved in sales outside Japan will have even a broader perspective, the company has enhanced personnel placement to give employees wide-ranging experience before they become section chiefs, department managers, and division managers. This approach will be used in future human resources development and placement planning.

Global career path (sales)



Global human resources governance system

Casio actively engages in exchanges of opinions on what the Casio Group perspective should be about local problems and circumstances. The headquarters human resource division also directly dialogues with and provides advice on system design to members of human resources departments at local companies.



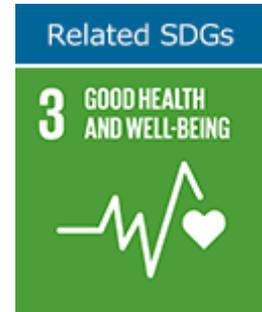
Occupational Safety and Health

Management

Social Background

As damage to health as well as mental health issues due to excessive work have come to be regarded as a social problem in recent years, Casio recognizes that maintaining and promoting the physical and mental health of employees is important.

Casio introduced a work-from-home system as a measure to address the COVID-19 pandemic, and also began online visits between employees and industrial doctors and medical staff.



Risks and Opportunities for the Casio Group

Each and every employee must be able to work safely and in good health in order to perform at his or her full potential. Based on various laws and work regulations such as Japan's Industrial Safety and Health Act, Casio makes group-wide efforts to create workplace environments where all employees can work with peace of mind in order to maintain and enhance the health of employees and prevent occupational injuries or their reoccurrence. Group companies outside Japan comply with their local laws and regulations and also implement similar measures.

Policy

Section 4 of the Casio Group Code of Conduct calls on employees to proactively take part in initiatives to maintain and promote better health. Casio is promoting employee health throughout the entire group.

Casio Group Basic Policy on Maintaining and Promoting Health

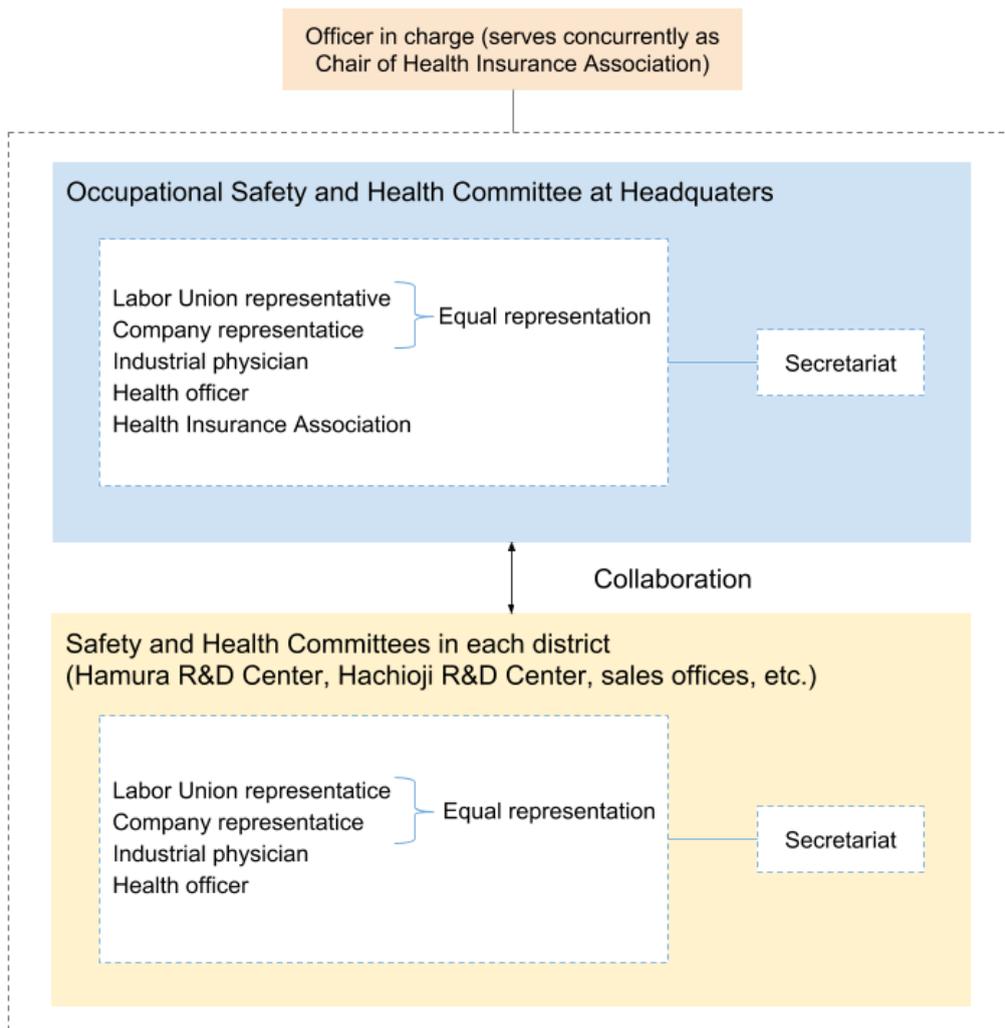
We will proactively take part in initiatives to maintain and promote better health.
We will be considerate of not only own health, but the health of those around us.

System

Systems for promoting occupational safety, health, and health management

The company's officer in charge serves concurrently as the Chair of its Health Insurance Association, which makes for smooth collaboration between them. Casio and its Health Insurance Association work together to promote employee safety, health, and health management. The Occupational Safety and Health Committees in each of its business locations are made up of people selected by the company and the Labor Union in equal proportions, and they deliberate on the following matters related to the safety and health of employees once a month.

1. Matters related to the basic measures to be taken to prevent hazards and health impairment for employees
2. Matters related to the basic measures to be taken in order to maintain and promote the health of employees
3. Matters related to the causes of occupational accidents and measures to prevent their reoccurrence
4. In addition to the matters listed in all three items above, matters related to important events concerning the prevention of health impairment for employees and the maintenance and promotion of health (Article 22, Industrial Safety and Health Act)



KPI and Performance for Material Issues

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

FY2020 Targets and KPI	FY2020 Performance	Evaluation	FY2021 Targets and KPI
Follow-up measure implementation rate for annual checkups: 80% or more	<ul style="list-style-type: none"> Follow-up measure implementation rate: 80.6% Revised system so that people who make efforts on their own to become healthy can earn points, gave points to healthy employees and those whose checkup results have improved, and implemented a health incentive program that offers health-related products based on points 	○	Follow-up measure implementation rate for annual checkups: 80% or more
<ul style="list-style-type: none"> Ascertain the actual mental illness rate Implement e-learning training for new employees and managers Implement skill improvement training by job type for young employees (August) 	<ul style="list-style-type: none"> Mental illness rate on a consolidated basis (fiscal year end): 0.5% e-learning for new employees (not implemented) Provided training to new managers (August, December) Implemented skill improvement training by job type for young employees (August) 	△	<ul style="list-style-type: none"> Ascertain the actual mental illness rate Implement e-learning training for new employees Implement training for new managers Implement skill improvement training by job type for young employees
<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 April) Ascertain health risk rates by department (April) Implement workplace analysis and feedback (May) 	<ul style="list-style-type: none"> Ascertained the rate of employees with high stress (February) Consultations provided by industrial physicians to interested employees (February to April) Ascertained health risk rates by department (April) Implemented workplace analysis and feedback (May) 	○	<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 April) Ascertain health risk rates by department (April) Implement workplace analysis and feedback (May)

Activity Results

Regular Health Checks

Regular health checks for employees at Casio are more thorough than legally mandated: they include many additional items intended to help employees maintain their health and to prevent lifestyle-related diseases. Nearly 100% of employees come for the health checks every year. The mobile health check clinic equipped with digital high-resolution X-ray equipment visits worksites for regular health checks of younger employees. Employees 35 and older have their regular health checks at a hospital rather than in the mobile clinic, and for the gastric examination, employees can choose between high-resolution X-ray and endoscope. Employees 40 and older can opt to receive a full medical checkup. The rules for follow-up are also being standardized, and Casio aims to improve the follow-up implementation rate for those whose health check revealed any concerns. In addition, Casio introduced a program that rewards employees who work to improve their health by giving them points for achieving goals set in advance. This is aimed at educating individual employees about their health and encouraging them to make improvements. Employees on overseas assignments are also required to undergo a routine health check once a year, with an industrial physician offering guidance based on the results.

Initiatives to Counter Lifestyle-Related Diseases



Healthy menu

In the effort to prevent lifestyle-related illnesses, Casio, together with the Casio Health Insurance Association, is promoting initiatives that focus on exercise and healthy eating. Employees who have been given special health recommendations for treatment for metabolic issues by a healthcare professional are offered support for lifestyle improvement. This is done by having the employee review their lifestyle habits and set personal goals for exercise and diet. The employee cafeterias provide healthy menu choices featuring a balance of calories and nutrition.

Quit Smoking Campaigns

Casio is conducting quit smoking campaigns worldwide. Smoking is prohibited on the premises of all group companies in Japan and also prohibited during working hours, whether in or outside the company.

Initiatives to Counter Infectious Diseases

Casio believes that it is important to prevent infectious diseases as part of its programs for employee health. The company provides information on infectious diseases, raises awareness, and issues reminders in its in-house bulletins, and it also began providing influenza vaccinations to those employees who wanted one in fiscal 2019. Casio also collects information disseminated by Japan's Ministry of Foreign Affairs and others on infectious disease epidemics overseas that could be relevant to people on overseas business trips and informs and alerts people posted in the countries concerned. The company provides information on vaccines and local infectious diseases (dengue fever, malaria, hepatitis, etc.) for employees who have been assigned to work overseas in the guidance carried out before a posting and works on preventative strategies.

COVID-19 Countermeasures

Casio has introduced a telework system that enables employees to work from home earlier than originally planned, and has also set up staggered commuting times, commutes using personal cars, and the use of online meetings to reduce opportunities for direct interaction in the case of employees who must come in to work to the office or plant.

Initiative to Prevent Working Long Hours

Casio thoroughly manages appropriate working times in order to manage employee health.

In order to prevent the damaging health, all employees that work 80 hours or more of overtime in a month must be interviewed by an industrial physician. The physician then checks the employee's health condition, and provides the person with advice and guidance. In this way, Casio is working to prevent health problems from overwork, and to ensure employees observe appropriate working hours.

Mental Health Care Initiatives

In addition to the stress check system established in December 2015, Casio has continuously maintained a mental health education and support system for some time to support the mental health of its employees.

As part of this system, Casio Computer Co., Ltd. has initiated an e-Learning Program, a Self-Checkup, and a Stress Test by Organization for all of its employees, seeking to raise awareness of mental health issues. Specifically for the purpose of reducing the rate of mental health problems among younger employees, a Stress Management Program has been created for employees in their second year. The program includes lectures and practice exercises for improving interaction with superiors and colleagues, and it also covers communication skills and mental health issues. For those in leadership positions, a separate e-Learning Program, Mental Health Management Training, and the Manual for Managers are provided in an effort to ensure everyone understands the importance of stress management in organizations.

In addition, Casio has an in-house mental health physician and an external Mental Health and Life Hotline in place to offer employees counseling in and outside the company at all times. The external hotline has a system that allows the families of employees to get counseling as well. Further, in order to strengthen support for employees who are on leave, Casio distributes the Guide to Mental Health that can be read by employees and their families to make it easy to ascertain the processes and procedures for leave.

Similar support systems are in place at group companies in Japan, and they are providing support so that employees can work with energy and satisfaction.

Preventing Occupational Accidents



Disaster prevention drill at the head office

Casio is committed to the goal of zero occupational injuries and operates regular safety programs with the aim of maintaining an accident-free record at all Casio work sites. In addition, each site and group company conducts fire and disaster prevention/evacuation drills.

Occupational injuries at Casio Computer Co., Ltd. (in the last five years)

Year	Injury frequency rate ^{*1}		Injury severity rate ^{*2}		Number of work-related fatalities
	Casio	Manufacturers	Casio	Manufacturers	Casio
2015	0	1.06	0	0.06	0
2016	0.39	1.15	0	0.07	0
2017	0	1.02	0	0.08	0
2018	0	1.20	0	0.10	0
2019	0.60	1.20	0.002	0.10	0

*1 Number of deaths and injuries, per 1 million actual cumulative working hours, resulting from occupational accidents.

*2 Work days lost per 1,000 actual cumulative working hours; indicates accident severity

* The term "occupational injuries" here includes injuries or illnesses (requiring at least 1 day off work) and deaths of workers in connection with the performance of their jobs.

Number of incidents, by gender and department

	Number by gender				Number by department		
	Men	Women	Total	Of which, number of worker days off	Headquarters	Development department	Sales office
2015	5	5	10	0	0	0	10
2016	6	8	14	2	0	2	12
2017	3	10	13	0	2	1	10
2018	5	3	8	0	3	1	4
2019	3	6	9	1	1	0	8

Respect for Human Rights

Considering Human Rights in Corporate Activities

Checking for Human Rights Issues

Casio has been taking stock of human rights issues since 2012, using ISO 26000 as a guide. In order to strengthen its due diligence, Casio sought the advice of experts and, in February 2014, created its own tool for checking the status of human rights, taking the Danish Institute for Human Rights' Human Rights Compliance Assessment Quick Check as a reference. Casio will use the new tool to make effective assessments and conduct education relating to human rights. Using the tool, Casio took stock of the status of initiatives addressing human rights issues at Casio Computer Co., Ltd. and at group companies in and outside Japan in fiscal 2015. The secretariat performed issue analysis based on the gathered data, and the results were provided as feedback to the group companies. Since fiscal 2017, Casio has been checking for human rights issues, alternating year by year between checking all group production companies, and checking Casio Computer Co., Ltd. and all group sales companies. In fiscal 2019, a human rights checkup was conducted at eight group production companies and feedback was provided by the secretariat.

In June 2020, human rights checkups were conducted at 27 group sales companies in and outside Japan. 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.

Casio Computer Co., Ltd. and group companies in Japan held the Sustainability Leaders Meeting, which was attended by about 100 employees, in June 2019. Tomoko Shiroki, Managing Director of the certified NPO ACE was invited to give a lecture on business and human rights and conduct a workshop.

The Sustainability Leaders who participated in this meeting are feeding the content back to their respective departments in an effort to spread awareness and understanding of the issue.

Preventing Sexual Harassment and Power Harassment

Casio has stipulated in the Casio Group Code of Conduct that it will not engage in any acts that ignore individuality, and will not countenance sexual harassment and power harassment. The company has issued Guidelines to Prevent Sexual Harassment and established a hotline. A full-time hotline officer is available to respond to issues raised by telephone, fax, e-mail and postal mail, demonstrating Casio's determination to prevent harassment and quickly address any issues which arise. Moreover, in its employment regulations and disciplinary rules, Casio has specified that persons who commit sexual harassment or power harassment will be subject to discipline.

Awareness of preventing harassment is especially stressed in training sessions for managers.

Establishment of Employee Hotline

Casio has established a special hotline on the company's intranet for employee concerns and inquiries on corporate culture, human relations, pay and working conditions. Additionally, the Whistleblower Hotline provides consultation about and responds to reports of human rights infringements.

> [Whistleblower Hotline](#)

Social Contribution Activities

Management

Social Background

As a corporate group that operates businesses both in and outside of Japan, Casio recognizes that meeting the expectations of local communities and building good relationships are essential for Casio to sustain its business at each site.



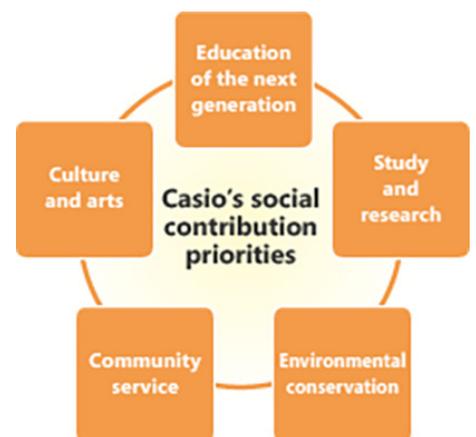
Risks and Opportunities for the Casio Group

Casio believes that it can contribute to sustainability in society, while also increasing the trust of stakeholders, by meeting the expectations of local communities.

Policy

Casio's social contribution initiatives aim to help build a healthy, spiritually rich society. The five priority areas are education of the next generation, study and research, environmental conservation, community service, and culture and arts.

Casio takes a proactive approach to these initiatives, seeking to communicate with various stakeholders in order to determine how it can be most helpful as a good corporate citizen. In this process, Casio seeks to make innovative social contributions, leveraging its unique expertise and management resources as well as the broad range of knowledge and experience possessed by its employees.



System

Casio promotes community-based social contribution activities focused on the ESG and General Affairs Department while collaborating with related departments and group companies inside and outside Japan in accordance with the company's policy on social contribution activities.

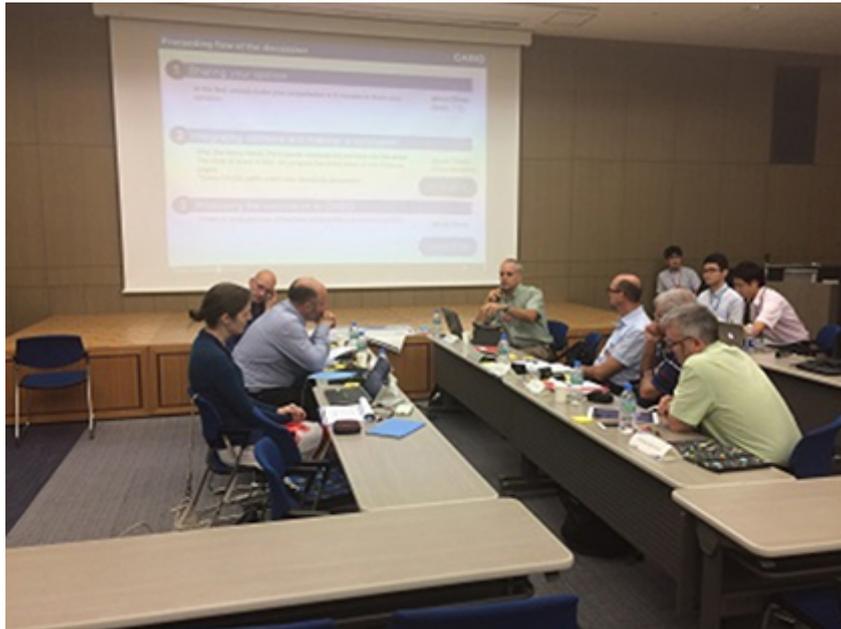
Activity Results

Raising up the next generation

Contributing to education through the core business

Casio's GAKUHAN initiative, which is a core driver of the scientific calculator business and an original business model developed by Casio, is designed to help schools and teachers provide better education by giving them support. Casio's scientific calculators account for more than half of the global market. With the objective of providing better math education around the world, Casio customizes calculator functions that are tailored to educational needs in each country. Casio provides calculators that are customized so that the mathematical terms (in the local language) match the country's textbooks and also match the mathematics curriculum in each country. Casio also gives teachers ongoing instruction on how to use the scientific calculators even after the products are sold. In addition, Casio helps to raise the academic strengths of students by proposing math curricula and developing educational materials, then holding trial classes in which students use scientific calculators and verify their benefits.

GAKUHAN activities have so far been conducted through cooperation with the education ministries and teachers in each country concerned. However, Casio is also promoting initiatives in collaboration with university research institutions and NPOs.



GAKUHAN conference with invited participants from the education ministries of various countries and key persons from education circles

Invention Ideas Workshop Helps Elementary School Students to Think Up Useful Inventions

Since 2017, developers at Casio Computer Co., Ltd. have been serving as instructors for the Invention Ideas Workshop for elementary school children to have fun while thinking up an invention that is useful for someone. The Kashio Toshio Memorial Foundation launched the workshop in 2017, the 60th anniversary of the establishment of Casio Computer Co., Ltd., in order to convey the commitment to contribute to society by creating inventions of Toshio Kashio, one of Casio Computer's founders who came up with numerous inventions. A team of developers from Casio Computer, including G-SHOCK developer Kikuo Ibe, served as instructors and got children to think up ideas for "watches that are useful for someone." After introducing the G-SHOCK development story and doing some mental exercises as preparation for thinking outside the box, the instructors and staff got children to come up with ideas while chatting with them.

The children came up with fun ideas at each of the workshops, including a watch that wakes you up with a light instead of an alarm when you oversleep, a watch that sucks up mice within a 100m radius, a watch that becomes an innertube if you start to sink underwater, a watch that knows your health, and a watch that can help you with your homework when you don't know what to do.

In fiscal 2020 the touring workshop visited five elementary schools across Japan, and a total of 158 pupils. All of the participants received a Hatsumeika no Tamago ("Inventor of the Future") certificate from the staff to take home together with their work.



Workshop



Presentation of ideas

Participation as a theme sponsor in Mono-Coto Innovation 2019

Casio Computer Co., Ltd. participated as a theme sponsor in Mono-Coto Innovation 2019, sponsored by Curio School Co., Ltd. Collaborating on the event were Casio's Design Division and Casio's Consumer Product Development Division, which is in charge of label printers. (The division names are as of the time of the event.) This is a participatory program that brings together talented junior high and high school students from around the country to work on teams to compete in solving an issue proposed by companies.

This program helped these Generation Z students become familiar with the Casio brand and recognize Casio as a company that grapples with problems with the same mindset as Generation Z. They saw that Casio earnestly worked to solve their issues in the four months from the preliminary competition to the finals, experiencing the fun and difficulties involved in making things.

The young designers and engineers who worked with the students were also stimulated by the concepts and ideas that the younger generation came up with so flexibly. Casio's involvement with this program was also reported in various media, making this a good opportunity for the public to learn about Casio's commitment to "Creativity and Contribution."

This year's group came in second place with their work on the theme of "things that make everyday actions more exciting," but the program didn't end there. Casio plans to create prototypes and test the team's proposals in the hope that they will address future needs.



Working on development with the Casio employee team



High school student team and Casio mentor team

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. These events are sponsored by the Mainichi Shimbun, Mainichi Media Cafe, and Mainichi Elementary School Newspaper. At the recent events held in August 2019, a Casio employee held a calculator disassembly and reassembly workshop under the theme of "Secrets of the Calculator." About 60 children participated.

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.



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 2020, Casio participated in the organization's career education program conducted at four elementary and junior high schools in Shibuya, Tokyo, near the head office of Casio Computer Co., Ltd. A total of 53 employees visited classrooms and engaged with the students. In addition, as a new initiative, Casio held meetings with other companies that also support Key Person 21 to exchange views, and 21 people participated.



Industry-academia partnership with Musashino Art University

Casio began an industry-academia partnership project with Musashino Art University in fiscal 2018 to support foreign students in their Japanese language studies.

In fiscal 2019, the project, which aims to get the word out about the many cultures coexisting in Japan, got underway with interviews conducted by university students of organizations active on the front lines. The students are supervised by Jumpei Miyo, Associate Professor of Japanese Applied Linguistics, and Shinichi Yonetoku, Professor of Moving Images, and a Casio employee works with the student project team as a mentor. They worked closely with an employment agency that connects Japanese companies and foreign students, a foreigner support organization in which parents and their children participate, and a Japanese language school at which students learn Japanese and IT skills at the same time. The interviews, conducted from the students' unique perspective, were recorded on video.

In February 2019, the results were presented at Musashino Art University's Design Lounge (Akasaka, Minato-ku), where students gave their presentations and shared documentary films to representatives from 25 organizations, including The Society for Teaching Japanese as a Foreign Language, publishing companies, Japanese language schools, and the university.

Casio values the efforts of non-Japanese to learn the Japanese language, and the company will continue to support Japanese language education through this kind of industry-academic collaboration.



My Dream Backpack Program

Casio (China) Co., Ltd. began a charitable activity called “My Dream Backpack” in order to support the education of impoverished children in rural areas in September 2014.

The activity involves providing each child with a school backpack they can use every day, filled with stationery and learning materials. Useful educational equipment is also donated to each school, according to its needs. These classroom tools include Casio digital pianos, calculators, electronic dictionaries, printers, short-focus data projectors, and digital cameras.

Donations in fiscal 2020

- Two elementary schools in Fujian and Guangxi Provinces



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.



Thirty-sixth All-China Physics Contest



Twelves Shanghai International Studies University Casio Cup Speech Contest for Chinese university and graduate students in the Japanese language department



Tenth National High School Student Speech Contest



Thirty-third Chinese Chemistry Olympiad

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 37 years, the Foundation has provided a total of about ¥1,867.49 million in 1,418 grants.



The 37th grant presentation ceremony (fiscal 2020)

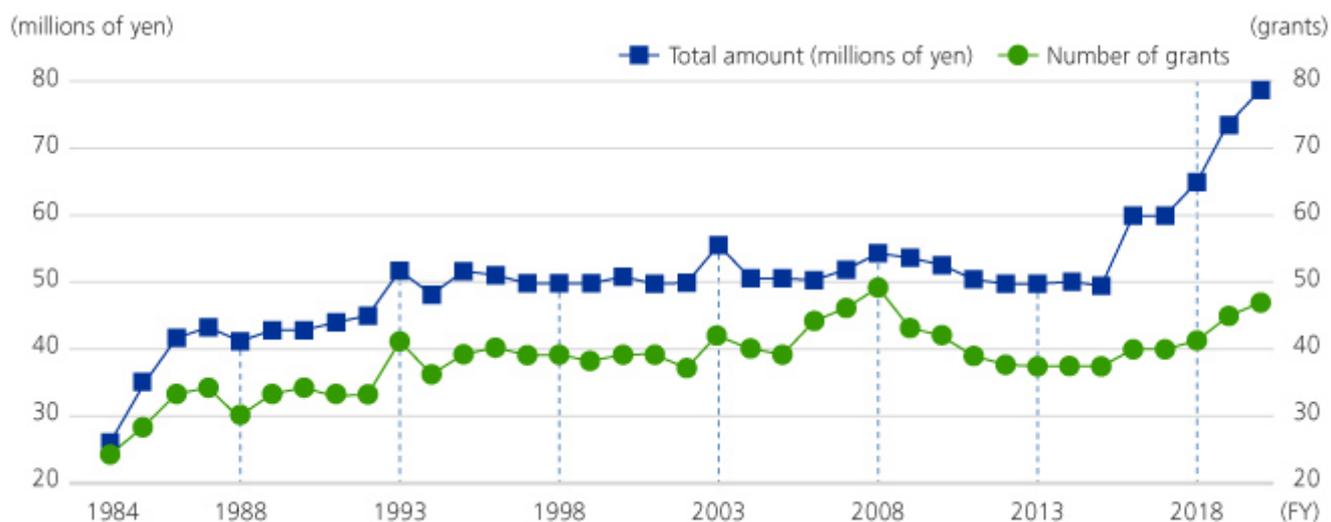
Grants in fiscal 2020

Adding to its existing 22 basic categories in six fields, the Foundation established a special topic (research aimed at problem-solving on the subject of the global environment) considered to be important based on changes in the global environment over the past few years.

After asking 208 universities to submit research topic proposals, 244 proposals were received from 94 universities. Based on a rigorous selection process, a total of 78.85 million yen in grants was awarded to 47 different proposals. More than 90% of the grant recipients are in their thirties or forties, and many young researchers representing the promise of the next generation attended the grant presentation ceremony held in December 6, 2019.

Special topic	8 grants	40.0 million yen
Group A (Electronics and Mechanical Engineering)	23 grants	22.90 million yen
Group B (Medicine and Physiology)	8 grants	8.0 million yen
Group C (Humanities)	8 grants	7.95 million yen

Grants from the Casio Science Promotion Foundation



* 2019: 47 grants, 78.85 million yen

Message from a grant recipient

Our research is intended to empirically and quantitatively identify the impact that decarbonization would have on industry and the economy. Many Japanese industries use large amounts of energy in the manufacturing process. What would the future of these industries look like if we removed carbon from this? That is the issue we are interested in pursuing in our research. Our research is divided into two parts. In the first part, we use a macro-econometric model. This is joint research carried out with Meijo University's Professor Soocheol Lee and Cambridge Econometrics, founded as a commercial spin-off from the University of Cambridge. We will simulate the impact on the Japanese economy and industries if CO₂ were to be dramatically reduced to achieve decarbonization.

The second part is joint research with a young researcher named Ikuma Kurita. Using data on individual companies, we will empirically confirm whether the profitability of companies who are seriously working to reduce their environmental impact is higher or lower than the profitability of companies who are not engaging in this effort. We will primarily use data sets with information on companies in developed countries.

We aspire to identify a way in which decarbonization can be balanced with economic and industrial development, and that will keep us dedicated to our daily research. The research grant we have received for this research is a great motivator, and we are very grateful for this opportunity

Toru Morotomi
Professor, Graduate School of Global Environmental Studies and
Graduate School of Economics, Kyoto University



Environmental Conservation

Leveraging products for environmental conservation

Casio supports the activities of environmental conservation groups by collaborating with them to develop and sell special-themed product models.



ICERC Japan



Earthwatch Japan



Aqua Planet



Wildlife Promising

The Nature Conservation Society of Japan

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

Adopting tulips and Ohga lotus plants

Hamura City, located in Tokyo, is promoting cultivation of tulips and other plants as an effort to preserve fallow rice fields and to make effective use of rice fields after their crops have been harvested. As part of its social contribution, Casio has been a foster-sponsor for the tulips and for Ohga lotus plants since 2004.

A number of varieties bloom in the greatest tulip field in the Kanto region, which is planted with approximately 400,000 bulbs in roughly 23,000m² 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.



Gift of mercury measurement devices to Myanmar through UNEP

In February 2020, Casio donated mercury measurement devices to Myanmar through the Japan Association for the United Nations Environment Programme (UNEP).

In Myanmar, an estimated 170,000 mineworkers use toxic mercury to refine gold dust. Breathing in the mercury vapors that burn off in the process and eating fish contaminated with mercury can cause very serious health problems.

2020 is the deadline for the phase-out of the manufacture, import and export of many products that contain mercury, stipulated in the Minamata Convention on Mercury. As the manufacturer that developed the world's first mercury-free projector, Casio donated high-performance mercury measurement devices to Myanmar's Ministry of Natural Resources and Environmental Conservation (MONREC), which UNEP supports. In this way, Casio supported the reduction and elimination of the use of mercury at gold digging sites, which is an effort that MONREC pursues. Kakuko Nagatani-Yoshida, the Regional Coordinator for Chemicals, Waste and Air Quality at UNEP's Asia and Pacific Office, stated that "Casio has made a major contribution to the monitoring of mercury in Myanmar and its ability to detect mercury." Hla Maung Thein, the Director General of MONREC's Environmental Conservation Department, expressed his gratitude, saying "These mercury measurement devices improve the quality of activities not only at sites contaminated with mercury in Myanmar, but for the environmental conservation sector overall."



Casio presents the document to UNEP



UNEP donates mercury measurement devices to Myanmar

Community Service

Support for Cherry Marathon in Higashine City

Yamagata Casio has been supporting the Cherry Marathon in Higashine City since 2004. The company's intention is to become an enterprise that is appreciated by the local residents not only for its corporate activities, but also for its contribution to the local community and Higashine City.

At the 18th annual marathon held in 2019, many Casio employee runners and about 30 water station volunteers participated in the event. In order to forge even deeper relationships of cooperation and trust with local residents, the company will continue to actively promote this kind of community contribution activity.



Casio employees volunteering at a water station

Culture and the Arts

By sponsoring symphony orchestras and cultural facilities, Casio provides people with opportunities to feel delight and deep emotion and promotes the development of culture and the arts.

- Sponsorship of the NHK Symphony Orchestra
- Sponsorship of the Tokyo Philharmonic Orchestra

Helping to resolve social issues with Ittan Partner

Ittan Partner is a project in Japan organized by the Agriculture and Welfare National Council of the Shizensaibai Party that encourages corporations to support rice cultivation at a welfare center for one season. The project supports welfare centers with their projects to convert abandoned farming land into rice paddies and to work with people with disabilities on the land to grow rice using natural cultivation (shizensaibai) without agricultural chemicals and chemical fertilizers. Then, corporations buy the rice harvested from one tenth of a hectare (ittan) for a set price regardless of the yield. The aims are to combine job satisfaction and increase income (to support financial independence) for people with disabilities, revitalize abandoned farming land, and provide safe food.

Endorsing the aims of the project, Casio has been supporting two tenths of a hectare's worth of rice per year since 2017. As a part of its educational programs, the company also recruited volunteers to work with people using the welfare center to carry out rice planting in spring and harvesting in autumn. A total of 162 employees and family members took part. The employees who took part had impactful experiences as they actually communicated with people with disabilities. This is expected to lead to new perspectives and learning that cannot be obtained through everyday life and work.

Along with Ittan Partner, in addition to contributing to solving the social issue that is the aim of the project, Casio hopes that the awareness and learning of these employees will promote understanding of people with disabilities and lead to new projects, products and services designed to solve social issues. Harvested rice was provided in employee cafeterias to spread awareness of this activity within the company and also given to three children's cafeterias close to Casio headquarters.



Planting rice



Harvesting rice in a team with everyone from the welfare center



Harvested rice provided in employee cafeteria

Supporting and participating in Respite Trip organized by Oyako Haneyasume

The non-profit organization Oyako Haneyasume provides support for children with serious diseases or disabilities and their families in Japan. It runs a program (Respite Trip) to support family travel under which a third party provides temporary substitute care so that families who are usually swamped providing nursing care can take a short break. Casio began volunteer participation in the Respite Trip in fiscal 2017, and a total of 33 employees volunteered through fiscal 2020, including in the Sibling Camp. Casio has provided full-scale support, including donations, as the first corporate sponsor, since fiscal 2018.

Three families were invited to the Respite Trip held in August 2019, and four employee volunteers took part. (For the first time, one Casio employee family was invited.) 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.”



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



Supporting bread and dessert sales by Hope Employment Center Shibuya's Shibuya Marufuku

Since October 2014, staff from Hope Employment Center Shibuya's Shibuya Marufuku, which is located in Shibuya-ku Tokyo, have been visiting the headquarters of Casio Computer Co., Ltd., to sell bread and desserts once or twice each month. The proceeds help support the independence of people with disabilities.

Hope Employment Center Shibuya's Shibuya Marufuku is a support site for steady employment run by the non-profit Hope Worldwide Japan, which provides vocational training opportunities and employment to people with disabilities. Under the philosophy of "happy workers create happy customers," the center makes and sells delicious and heartwarming handmade breads and desserts. The people participating at the center are working towards their respective goals.

The visiting bake sales are very popular with Casio employees, and the company will keep supporting the center.



Bake sale table

Support for People's Hope Japan

People's Hope Japan is an NGO involved in international cooperation. It provides support for activities focused on educating people in developing Asian countries about insurance and healthcare. As a company that supports the organization's mission, Casio has been corporate sponsor since 2006.

Assistance for disaster victims

●Supporting victims of the Great East Japan Earthquake

Donation to Tsunami Orphans

In order to assist orphans who lost their parents in the 2011 Great East Japan Earthquake, Casio has been donating to the Ashinaga Great East Japan Earthquake & Tsunami Orphans Fundraising Campaign since fiscal 2012. In fiscal 2020, Casio donated 2 million yen, as it did the previous year (accumulated total: 21 million yen). Casio plans to continue to donate to the campaign through 2021.

Supporting the Sanriku Volunteer Divers

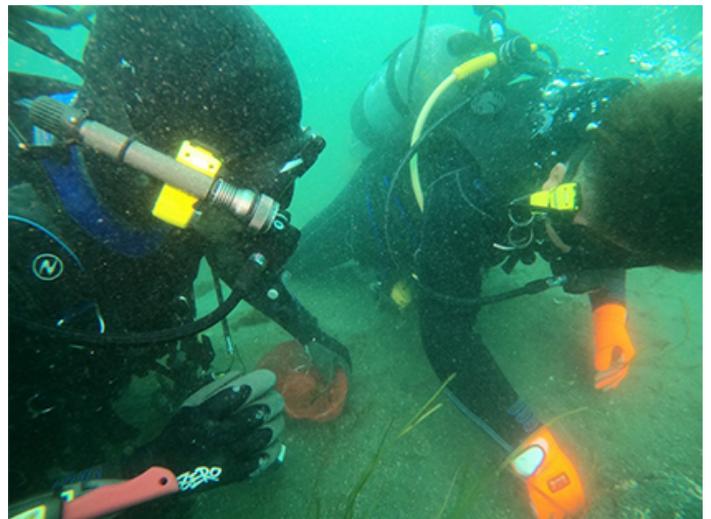
Yamagata Casio Co., Ltd. supported the activities of the Sanriku Volunteer Divers, providing four sets of Logosease underwater communication equipment and one set of terrestrial equipment to enable communication between the land and water.

Sanriku Volunteer Divers is a non-profit organization that conducts activities aimed at restoring the Sanriku coast, which was damaged by the Great East Japan Earthquake. The group strives for restoration in the true sense, ranging from work to remove debris such as ropes from aquaculture facilities damaged by the tsunami through the release of abalone spats, surveys of rocky shore denudation, transplant of eelgrass, mother algae installation and creating mechanisms to restore delivery of seafood to consumers.

Hiroshi Sato, the group's representative, commented, "Our hands are often full when we work in the water, like when we are replanting seaweed beds, and Logosease is really helpful since it enables us to talk directly without having to write."



Logosease



Logosease supports the underwater work of Sanriku Volunteer Divers
(transplant of eelgrass)

●Support for relief and recovery from the typhoon no. 19 of 2019 in Japan

Casio donated funds as described below to support relief for the victims of the typhoon no. 19 in 2019 and to help with the reconstruction of the affected areas. The company also provided matching funds for any donations made by employees.

1. Support donation: 5 million yen

Donated to Japan Platform, an emergency humanitarian aid organization

2. Relief donation: About 2.69 million yen (about 1.19 million yen in donations from employees and 1.5 million yen in contributions from Casio Computer Co., Ltd.)

Donated to Japanese Red Cross Society

●Support for COVID-19 pandemic

Casio carried out the following activities to help end the COVID-19 pandemic as soon as possible and restore social and economic activity.

- Donation of 1 million yuan to the Red Cross Society of China (about 15 million yen)
- Support grant given to medical sites
- Free online services for scientific calculators
- Pledged support for the Open COVID-19 Declaration

Governance



> **Corporate Governance**

> **Corruption Prevention
Initiatives / Compliance**

> **Risk Management**

Corporate Governance

Corporate Governance System

To promote sustainable growth and medium- to long-term improvements to our corporate value, we position swift decision-making, the proper performance of duties, and strengthening our management oversight functions as core issues for the Company. To ensure appropriate responses to these issues, we are strengthening the Board of Directors' oversight functions. To accelerate and optimize business execution based on appropriate supervision by the Board of Directors, with a resolution passed on June 27, 2019 at the General Meeting of Shareholders, we switched from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee structure. The total number of directors increased from seven to eight, and the percentage of outside directors from 28.6% to 37.5%.

Board of Directors

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

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

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

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

Audit & Supervisory Committee

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

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

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

Nomination and Compensation Committees

We have established voluntary Nomination and Compensation committees as advisory bodies under the Board of Directors to increase the transparency and appropriateness of the processes for nominating directors and determining their compensation.

When requested by the Board of Directors, the Nomination Committee submits proposals to the Board of Directors concerning the agenda for the General Meeting of Shareholders such as the appointment and dismissal of directors and recommendations on selection standards for director candidates.

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

Executive Officer System and Executive Officers

Executive officers are delegated certain authority to execute business according to the policies established by and under the supervision of the Board of Directors. Matters important to the execution of business are discussed at committee meetings that are attended by relevant executive officers and directors.

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

Composition of the Board of Directors

We believe that it is necessary for the Board of Directors to be comprised of members with diverse perspectives, experience, and skills in order to ensure effective management and oversight functions. As such, in addition to inside directors who are familiar with the Company's business, our Board of Directors is comprised of outside directors possessing broad knowledge and extensive experience in corporate management, science, administration, finance and accounting, law, and other fields. Outside directors bring in external perspectives and increase management transparency. The Company also appoints outside directors to further strengthen the oversight function regarding the execution of business. They are experts who can provide opinions and advice from a wide variety of perspectives, including that of stakeholders, and are invited to Board of Directors' meetings and other meetings.

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

Positions and Responsibilities of Directors

Position	Name	Nomination Committee	Compensation Committee	Attendance at Board of Directors' meetings	Years of service as director (or Audit & Supervisory Board member)
President & CEO	KASHIO Kazuhiro	○	○	14/15 (93%)	9
Director and Executive Officer	YAMAGISHI Toshiyuki	○		15/15 (100%)	7
Director and Executive Officer	TAKANO Shin		○	15/15 (100%)	5
Director and Executive Officer	KASHIO Tetsuo			11/11 (100%)	1
Director (Outside)	OZAKI Motoki	●		9/11 (82%)	1
Director and Full-Time Audit & Supervisory Committee Member	UCHIYAMA Tomoyuki			15/15 ^{*1} (100%)	3 ^{*2}
Director and Audit & Supervisory Committee Member (Outside)	CHIBA Michiko	○	○	15/15 ^{*1} (100%)	2 ^{*2}
Director and Audit & Supervisory Committee Member (Outside)	ABE Hirotomo		●	11/11 (100%)	1

□: Outside Director ●: Committee Chair ○: Committee Member

*1 Including attending four times as Audit & Supervisory Board member.

*2 Years of service as Audit & Supervisory Board member and director of the Company. Appointed as director in June 2019.

Directors' Training

Based on the belief that directors must continue to advance their skills and knowledge to sufficiently fulfill their roles, we actively promote self-improvement by directors. The Company continuously offers the support, including the provision of information, opportunities, and cost reimbursements, necessary for self-improvement. We continuously offer information to promote a better understanding of our business operations, particularly for outside directors. This includes planning and providing opportunities, both at the time of appointment and throughout the term of their appointment, to participate in important internal meetings, tour domestic and overseas plants and offices, and attend internal research seminars.

Directors who are members of the Audit & Supervisory Committee are provided opportunities for skills improvement necessary for their roles and responsibilities through information provision by the Japan Audit & Supervisory Board Members Association and participation in seminars.

Outside Directors

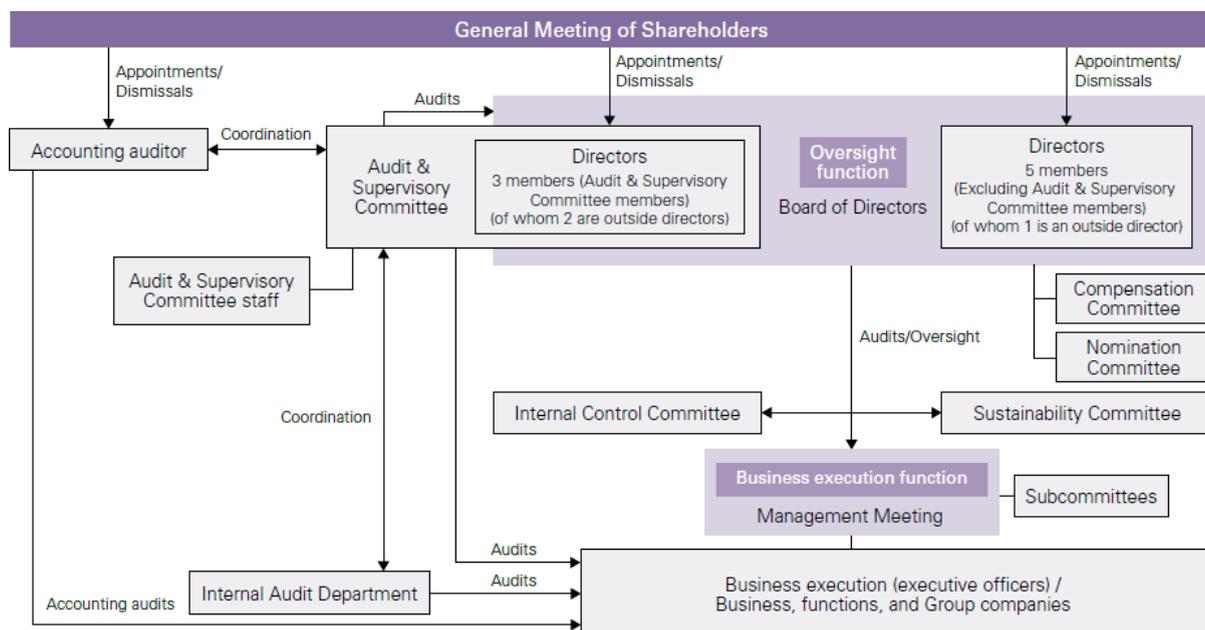
Outside directors are appointed in order to enhance corporate transparency by incorporating external perspectives into management and further strengthening oversight of operations. The Company appoints experts who are able to provide opinions and advice from stakeholder and other diverse perspectives to the Board of Directors meetings and other meetings.

The three outside directors make suggestions as needed to ensure the validity and appropriateness of decision-making by the Board.

Reason for Appointment as an Outside Director

OZAKI Motoki	Independent Director	Nomination Committee Chair	Mr. Ozaki was appointed for his numerous years of management experience at major corporations and to utilize his objective perspective based on his vast experience and knowledge in overall Company management.
CHIBA Michiko	Independent Director	Audit & Supervisory Committee member Nomination Committee member Compensation Committee member	Ms. Chiba possesses expertise in finance and accounting and extensive auditing experience as a certified public accountant. Ms. Chiba was appointed to provide audits and oversight of general management at the Company as an outside director from a fair and neutral position as a highly professional and objective third party.
ABE Hirotomo	Independent Director	Audit & Supervisory Committee member Compensation Committee Chair	Mr. Abe possesses rich experience from working overseas for a sogo shosha (general trading company) and special knowledge based on his research and work in the legal field as a graduate school professor. He was appointed to provide audits and oversight of general management at the Company as an outside director from a fair and neutral position as a highly professional and objective third party.

Diagram of Corporate Governance System



Internal Auditing

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

Analysis and Evaluation of Board of Directors' Effectiveness

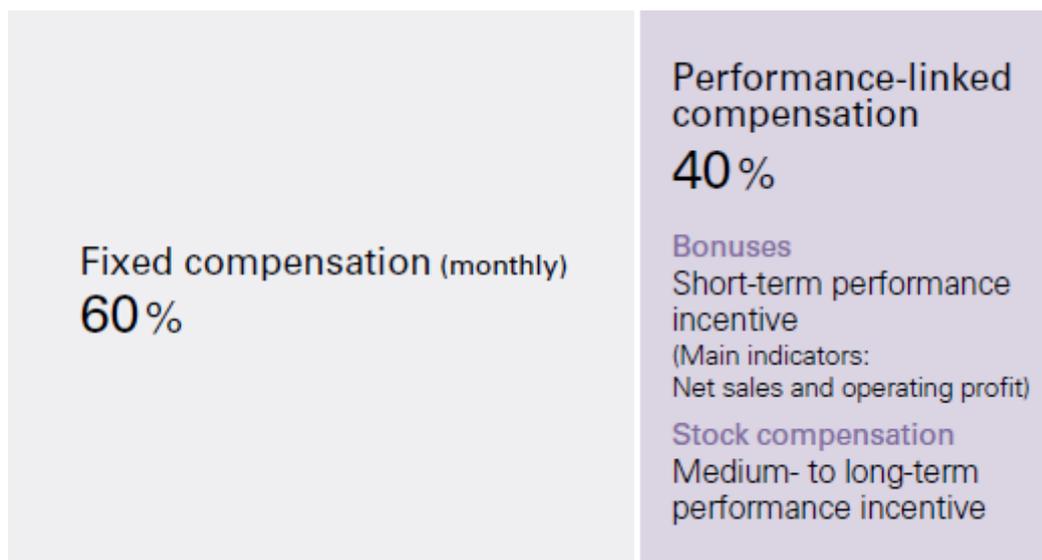
With an awareness of the changes in the roles expected of the Board of Directors, we evaluate the effectiveness of the Board of Directors and conduct reviews aimed at strengthening organizational and operational governance. In fiscal year ended March 2019, we conducted interviews of outside directors regarding points of improvement related to the role, function, and implementation of the Board of Directors' meetings. From these interviews, we received opinions such as the need to review standards for meeting agendas, and to enhance meeting materials. We are working to address these opinions. In fiscal year ended March 2020, we conducted a survey of directors (including Audit & Supervisory Committee members) and received opinions such as the need to propose agenda items earlier and discuss them from a more strategic and long-term standpoint. Based on these opinions, we will work on further increasing the effectiveness of the Board and making continuous improvements.

Director Compensation

To ensure the sustainable growth of the Company, our basic policy for director compensation is to offer incentives that ensure competitive compensation levels while promoting a healthy entrepreneurial spirit. In principle, this policy applies regardless of position. Compensation is comprised of fixed compensation (monthly) and performance-linked compensation (bonuses and stock compensation), but in principle, to place greater emphasis on performance-linked compensation, the percentages are 60% and 40%, respectively. This percentage may be adjusted based on individual role. Performance-linked compensation is comprised of bonuses (short-term performance incentive) and stock compensation (medium- to long-term performance incentive). Of the aforementioned performance-linked compensation, bonus levels are set based primarily on net sales and operating profit for the fiscal year because we believe that these best reflect the results of management efforts to improve business performance. Specifically, they are based on performance relative to net sales and operating profit goals and actual figures. Business conditions and other qualitative factors are also reflected in bonus amounts. A restricted stock compensation plan has been introduced since fiscal year ended March 2020 to provide incentives for continuously improving the corporate value of the Company and to promote further value sharing with shareholders.

The process for determining compensation is for the structure and general framework to be deliberated on at meetings of the Compensation Committee chaired by an outside director after benchmarking with competitors for each position and the results to be submitted to the Board of Directors. The Board of Directors reviews the report to make their decision.

Director Compensation Composition



FYE 3/2020 Compensation

Executive category	Total compensation amount	Total amount by compensation type		Number of applicable executives
		Fixed compensation		
Directors (Excluding Audit & Supervisory Committee members and outside directors)	317 million yen	Fixed compensation	74 million yen	7
		Performance-linked compensation		
		Bonuses Restricted stock compensation	14 million yen 28 million yen	
		Special reward for service	200 million yen	
Audit & Supervisory Committee members (Excluding outside directors)	11 million yen	Fixed compensation	11 million yen	1
Audit & Supervisory Board members (Excluding outside Audit & Supervisory Board members)	3 million yen	Fixed compensation	3 million yen	1
Outside directors	32 million yen	Fixed compensation	32 million yen	7

Notes:

1. Amounts paid to directors do not include employee wages paid to directors with managerial duties.
2. At the 63rd General Meeting of Shareholders held on June 27, 2019, a resolution was passed setting the maximum compensation amount for directors (excluding Audit & Supervisory Committee members) at less than a total of 400 million yen per year (less than 30 million yen per year for outside directors). This does not include employee wages paid to directors with managerial duties. At the same meeting, within the above maximum compensation amount for directors (excluding Audit & Supervisory Committee members and outside directors), the maximum amount for restricted stock compensation was set at less than 100 million yen per year (and a maximum of 80,000 shares).
3. At the 63rd General Meeting of Shareholders held on June 27, 2019, a resolution was passed setting the maximum compensation amount for directors (Audit & Supervisory Committee members) at a total of less than 70 million yen per year.

4. At the 51st General Meeting of Shareholders held on June 28, 2007, a resolution was passed setting the maximum compensation amount for Audit & Supervisory Board members at a total of less than 70 million yen per year for four members. However, this does not include the provision for retirement benefits for directors (and other officers).
5. As of June 27, 2019, we switched from a company with an Audit and Supervisory Board to a company with an Audit & Supervisory Committee structure.
6. Based on the resolution at the 63rd General Meeting of Shareholders, the late KASHIO Kazuo, former representative director, was offered a special reward for service of 200 million yen.

Takeover Defense Measures

Takeover defense measures have not been established.

Dialogues with Shareholders

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

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

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

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

Basic Views on Internal Control System and Progress on System Development

The Casio Group has established the Charter of Creativity for Casio, Casio Common Commitment and Casio Code of Conduct based on the corporate creed of "Creativity and Contribution." The following systems have been implemented to ensure proper business operation.

1. System to ensure that performance of duties by directors and employees of the Company and group companies comply with the Articles of Incorporation and relevant laws and regulations
 - a. Based on laws, the Articles of Incorporation, and rules for the Board of Directors, the Board of Directors decides important issues relating to legal requirements and management of the Company and group companies, and prevents violations of the law or the Articles of Incorporation by monitoring the performance of duties by the directors.

- b. In order to comply with relevant laws and regulations regarding the performance of duties, specific documents such as policies and rules are prepared. Awareness of these are promoted throughout the Company and each group company after various committees, such as the Internal Control Committee, have examined and deliberated on them.
- c. The Whistleblower Hotline has been established with internal and external channels and operates as the point of contact for inquiries and reporting on problems related to legal violations and other compliance matters. The Company ensures that whistleblowers are not penalized.
- d. The Company and group companies are not involved with antisocial forces, which pose a threat to social order and public safety, in any way, and the entire organization is resolute in refusing any improper demands.
- e. The validity and operational adequacy of the above-mentioned rules are improved through internal audits and continual review, in order to prevent any misconduct.

2. System for retaining and managing information relating to performance of duties by directors and employees of the Company and group companies

Each department retains and manages information relating to the performance of duties by the directors and employees concerned, based on the Document Management Rules and other rules.

3. Risk management rules and other systems at the Company and group companies

- a. The Company and group companies have a system to manage risks that can have a significant impact on management. The system is promoted in a unified way by the relevant departments and the Secretariat for the Internal Control Committee, based on the Risk Management Rules.
- b. Fundamental Policies on Product Safety and an implementation system have been established with an understanding that maintaining customer confidence in product safety is an important management issue.

4. System to ensure the efficient performance of duties by directors and employees of the Company and group companies

- a. Board of Directors meetings are held to discuss important management issues facing the Company and group companies and make decisions swiftly and in a reasonable manner. Such meetings are held at least once a month in principle.
- b. The Company's executive officers, directors (including Audit & Supervisory Committee Members) attend meetings of the executive officers to discuss and decide on the execution of important business matters. They ensure group-wide coordination and smooth implementation of measures.
- c. Detailed execution procedures are outlined in the Executive Decision Making Authority Rules and the Group Company Decision Making Authority Rules.
- d. Group companies have created a system for performance of duties based on consolidated management plans, the Group Company Decision Making Authority Rules, and various basic group policies.

5. System to ensure proper operations at the Company and group companies

- a. To ensure proper operations, the Company and group companies have various rules based on the Charter of Creativity for Casio, Casio Common Commitment, and Casio Code of Conduct.
- b. The Company assigns certain directors or executive officers based on a system under which directors and officers are responsible for specific group companies. The relevant directors and executive officers perform group company management through a system that requires reporting to and approval by the Company, in accordance with the Group Company Decision Making Authority Rules. They also perform monitoring as necessary.

c. The Company and the group companies have built a system to ensure the adequacy and reliability of financial reporting. After internal controls related to business flow and financial reporting are inspected, they are documented and evaluated, and revised to improve them.

6. System for employees that assist Audit & Supervisory Committee in the performance of their duties, and the independence of those employees from the directors (excluding directors who are Audit & Supervisory Committee Members)

- a. Employees are appointed to assist Audit & Supervisory Committee in their duties.
- b. Matters concerning the appointment, transfer, evaluation or discipline of employees who assist Audit & Supervisory Committee require prior consent from the Audit & Supervisory Committee.

7. System for the Company's directors and employees and group companies' directors, auditors, and employees to report to the Audit & Supervisory Committee; other systems for reporting to the Audit & Supervisory Committee; and systems to ensure that audits by the Audit & Supervisory Committee are performed effectively

- a. Whenever something that is likely to cause significant damage to the Company or group companies, facts pertaining violation of the law or the Articles of Incorporation, or facts pertaining to illegal conduct of business are discovered, the Company's directors and employees must immediately report it to the Audit & Supervisory Committee.
- b. Whenever something that likely to cause significant damage to the Company or group companies, facts pertaining to a violation of the law or the Articles of Incorporation, or facts pertaining to illegal conduct of business are discovered, the directors, auditors and employees of a group company must immediately report it to the Company officer in charge of the group company, and that officer must immediately report it to the Audit & Supervisory Committee.
- c. Whenever a group company's directors, auditors and employees determine that a management action or guidance from the Company may violate the law, or may present a compliance issue, they must report it to the Audit & Supervisory Board Members.
- d. The Company's directors and employees and the directors, auditors and employees of group companies will provide reports and information in response to requests from Audit & Supervisory Committee.
- e. The Company's Internal Audit Department periodically reports the results of audits of the Company and group companies to the Audit & Supervisory Committee.
- f. The Whistleblower Hotline Secretariat reports the status of whistleblower reports and measures taken to the Audit & Supervisory Committee.
- g. The Company and group companies ensure that people who have made a report to the Audit & Supervisory Committee are not penalized.
- h. The Company promptly processes any requests it receives for the prepayment or reimbursement of expenses arising from the performance of duties by the Audit & Supervisory Committee.
- i. Audit & Supervisory Committee Members may attend any important internal meeting of the Company.
- j. Important ringi approval documents of the Company and group companies are reported to the Audit & Supervisory Committee after approval.

> [Corporate Governance Report](#) 

Corruption Prevention Initiatives / Compliance

Casio Group Code of Conduct

Casio established the Casio Group Code of Conduct to make explicit its expectations that all executives and employees follow international norms, laws and ordinances applicable in each country and region, as well as all company rules, and also act with high ethical standards and good sense in their day-to-day work. On June 1, 2013, Casio revised the code, in order to better meet the expectations of the international community and capture trends in the social environment including the issuance of ISO 26000, the international guidance standard on social responsibility, in November 2010; Casio having joined the UN Global Compact in December 2010; and Casio having adopted the UN's Guiding Principles on Business and Human Rights in June 2011. Since then, Casio has been working to ensure everyone is fully aware of the revised code, group-wide. Here are the three main revisions to the Code of Conduct.

1. Points concerning issues of high concern to the international community such as human rights, supply chain management, and anti-corruption were revised
2. The respective roles of executives and employees were clearly stipulated
3. Content was improved to indicate common policies that apply to the worldwide group.

Also, on November 1, 2016, Code of Conduct provisions for "respect for human rights" were partially revised. This was based on changes to international norms concerning human rights that affect the Casio Group, including enforcement of the UK's Modern Slavery Act in 2015.

The revised Code of Conduct was prepared in Japanese, English, and Chinese, and is translated into other employee languages as necessary. Education on the new code is carried out across the entire group, with the aim of further deepening understanding of its content. Along with this education, a compliance questionnaire is conducted once every two years. The results and identified issues then are shared group-wide to promote continued improvement.

Provisions of the Casio Group Code of Conduct

I. General Provisions

1. **Purpose**
2. **Scope**
3. **Compliance**

II. Code of Conduct

1. *Enabling Value Creation*
 - 1-1. Provision of Products and Services Beneficial to Society

2. Fulfilling Our Corporate Social Responsibilities

- 2-1. Respect for Human Rights
- 2-2. Environmental Conservation
- 2-3. Sound Initiatives across the Entire Supply Chain
- 2-4. Harmony with Society

3. Building Customer Trust

- 3-1. Provision of Safety and Peace of Mind to Customers.

4. Establishing Sound Workplaces

- 4-1. Establishment of Employee-friendly Workplace Environments.

5. Ensuring Correct Actions

- 5-1. Compliance with Laws
- 5-2. Prohibition of Bribery and Restrictions on Business Entertainment and Gift-giving
- 5-3. Fair Competition and Transactions
- 5-4. Prohibition of Insider Trading
- 5-5. Thorough Security Trade Control
- 5-6. Prohibition of Involvement with Anti-social Forces
- 5-7. Separation of Personal Affairs from Business
- 5-8. Information Protection
- 5-9. Protection and Utilization of Intellectual Properties.

6. Building a Relationship of Trust with Society

- 6-1. Promotion of Communication with Society

III. Maintenance

1. Establishment, Revision and Abolishment of this Code of Conduct

2. Reporting of Violations

3. Handling Violations

› [Casio Group Code of Conduct](#)

Compliance Risk Management

Based on its Basic Risk Management Policies, Casio has built a system for efficient management of risks, with an emphasis on compliance risk.

To build this system, Casio identified 70 laws relating to its businesses and listed measures being taken to comply with each law. Casio determined priorities based on the possibility of a risk materializing and its potential impact on company management. Casio then planned and implemented individual measures and developed an overall management system.

In the risk management process at Casio, departments responsible for certain risks develop measures in a planned way to avoid and reduce these risks. The Risk Management Secretariat performs comprehensive management through the use of plan-do-check-act (PDCA) cycles. The Internal Audit Department also audits this entire mechanism. Accordingly, as of the end of fiscal 2011, it was confirmed that the relevant departments had the necessary measures in place for management of all risks, and an overview of the entire situation was obtained. Moreover, in 2019, Casio's Internal Control Committee conducted compliance risk management to strengthen internal controls. Given the sharp changes in the environment, fiscal 2021, the Committee is currently working to take stock of risks facing the Group worldwide. This includes identifying and analyzing risks, and reinforcing the Casio Group's compliance risk management system.

Education and Awareness Raising

Casio regularly provides educational programs on sustainability to group employees worldwide. The objectives are to promote and instill understanding of the corporate creed and sustainability and to ensure awareness of and compliance with the Casio Code of Conduct.

In fiscal 2020, Casio held lectures and workshops on the SDGs for new hires. It also held lectures and workshops for about 100 sustainability leaders selected from each division at Casio Computer Co., Ltd. and from Group companies in Japan.

Casio will continue to improve the sustainability literacy of employees while promoting the corporate creed, through group-wide education and awareness raising activities.

Whistleblower Hotline

As a way to ensure compliance, including respect for human rights, and to maintain sound governance, Casio set up a Whistleblower Hotline in April 2006. The hotline has been functioning with neutrality and fairness across all of its internal and external contact points.

Operating on a basis of impartiality, the hotline follows up on all whistleblower reports and consultations, and takes resolute measures against any improper behavior discovered. Effort is put into preventing issues before they grow into real problems.

The contractor operating the external contact point of the Whistleblower Hotline was changed in April 2015. Now Casio employees can utilize online whistleblower consultation and report filing in English and Chinese, and telephone consultation and reporting is also available in English. This has given employees at group companies outside Japan better access to the hotline. To ensure even greater hotline awareness, Casio will strive to further increase group-wide understanding of the system in fiscal 2016, using a special intranet site with information on whistleblower protection in Japanese, English, and Chinese.

In addition to internal hotlines, in fiscal 2018, an external whistleblower hotline was established exclusively for suppliers in October 2017.

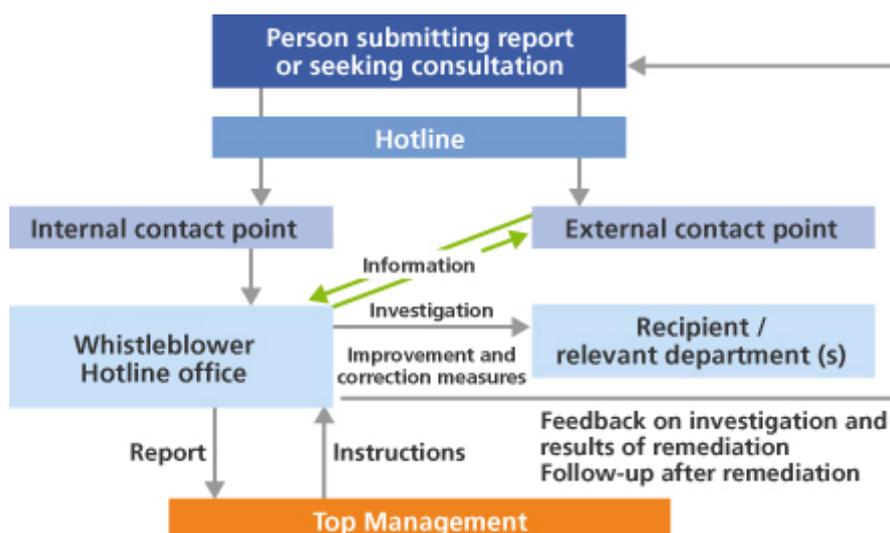
In May 2019, the Internet-based external whistleblower hotline was overhauled to comply with Europe’s GDPR and to enable whistleblowers to interact directly with the Whistleblower Hotline Office on a half-anonymous basis (actual name given to external whistleblower hotline but anonymous to the company).

In fiscal 2020, seven issues were reported to the Hotline. Of these, three concerned harassment, three were reports of violations of internal rules, and one was a report of a privacy violation. All of the reports were addressed properly, and the issues resolved.

Fiscal 2020 cases reported to Whistleblower Hotline

Breakdown of whistleblower report	Harassment	Internal rule violation	Privacy violation
No. of cases	3	3	1

Whistleblower Hotline



Export Control

Export control, or security trade control, aims to maintain international peace and security. It involves regulations on the export of goods and technology that could be diverted for the development of weapons of mass destruction or other weaponry. The regulations are designed to prevent such goods and technology from reaching countries and regions of concern or terrorist organizations.

In 1987, the Export Control Security Program of Casio Computer Co., Ltd. (a compliance program) was established in order to make sure proper measures are taken to ensure the security of exports. The program has since been continually updated along with changes in the Japanese Export Control Regulation.

Casio has appointed employees responsible for export control in relevant departments as part of an internal system to ensure observance of the program.

As the Exporter Compliance Standards took effect in April 2010, Casio has been striving to maintain and manage its system by conducting voluntary annual audits while ensuring thorough legal compliance, in response to the revision of applicable laws and regulations. Efforts include the strengthening of training activities at group companies in Japan.

Casio has also established a management system for complying not only with Japanese export laws but also with US Export Administration Regulations. The company is working to improve global export management, including the implementation of export management training in fiscal 2013, at group companies in the UK and Germany, and in fiscal 2014 at a group company in the US.

In June 2019, Casio brought in a lecturer from the Japan Machinery Center for Trade and Investment for a session on “managing exports to guarantee safety” at the Hamura R&D Center. Fifty-four employees working in fields related to exports from the Development Headquarters, Global Marketing Headquarters, CS Headquarters, Business & Technology Development Center and Yamagata Casio, a Group company, attended. They not only learned the basics, but also grew their understanding of non-applicability case studies and other companies’ case studies.

Under today’s increasingly sophisticated trade situation, Casio always collects the latest information and strives to ensure safe export control.

Fair Competition and Trading

For any responsible company, engaging in fair competition and transactions is essential. Casio is strengthening its compliance system to ensure that employees have an accurate understanding of Japan’s Act on Prohibition of Private Monopolization and Maintenance of Fair Trade and Act against Unjustifiable Premiums and Misleading Representations, and comply with these laws thoroughly. (Casio Group Code of Conduct: 5-3. Fair Competition and Transactions)

Initiatives for Compliance with Competition Laws (Anti-monopoly Laws) in Each Country

In fiscal 2020, Casio established the Competition Law Compliance Program for Group companies in and outside Japan. Casio is working to prevent risks by carrying out training as part of its global compliance system and conducting compliance surveys, among other initiatives.

Initiatives for Compliance with Advertising Laws

In order to prevent inappropriate descriptions and labeling as well as excessive premium giveaways, Casio provides guidance via a consultation desk staffed by experts. It also offers ongoing education for employees and employs opinions from customers as feedback to ensure that product descriptions and labeling are all proper.

Sales departments at Casio have distributed a Sales Compliance Card to their employees as a tool to promote fair competition and trade. These employees are required to carry the card. In addition to the Charter of Creativity for Casio and excerpts from the Casio Group Code of Conduct, the card contains a compliance test, as well as contact information for a consultation service, and the number for the Whistleblower Hotline. Whenever a salesperson is in doubt over a course of action during daily sales activities, he or she can use this card as a guide to quickly perform a self-assessment or consult with a knowledgeable expert.

In addition, a dedicated department conducts internal inspections to make sure that no unfair trade or action violating Japan's Antitrust Act and other laws are being taken and that product labeling and information would not cause misunderstanding on the part of customers, as part of regular monitoring.

Casio Sales Compliance Card (revised version)

The image shows a Casio Sales Compliance Card. At the top left, it says "カシオ創造憲章" (Casio Charter of Creativity) and "CASIO". Below this are three chapters:

- 第1章 私たちは独創性を大切にし、普遍性のある必要を創造します。
- 第2章 私たちは社会に役立ち、人々に喜びと感動を提供します。
- 第3章 私たちはプロフェッショナルとして、常に誠実で責任ある言動を貫きます。

On the right side, there is a framed calligraphic logo that says "創造 貢献" (Creativity Contribution).

Below the chapters is a section titled "カシオグループ倫理行動規範 (項目)" (Casio Group Code of Conduct (Items)). This section is divided into two columns:

II-1 価値創造のために	II-5 自らの行動を正すために
[1-1 社会に有用な商品・サービスの提供]	[5-1 法令等の遵守]
II-2 社会への責任を果たすために	[5-2 贈収賄の禁止、および接待、贈答の制限等]
[2-1 人権の尊重]	[5-3 公正な競争と取引]
[2-2 地球環境の保全]	[5-4 インサイダー取引の禁止]
[2-3 サプライチェーン全体での健全な取り組み]	[5-5 安全保障貿易管理の徹底]
[2-4 社会との調和]	[5-6 反社会勢力への関与の禁止]
II-3 お客様の信頼を得るために	[5-7 公私の区別][5-8 情報の保護]
[3-1 お客様への安全・安心の提供]	[5-9 知的財産の創造・保護と活用]
II-4 良い職場を創るために	II-6 社会との信頼関係をつくるために
[4-1 働きやすい職場環境の構築]	[6-1 社会とのコミュニケーションの促進]

Subcontract Act Compliance Initiatives

Casio has established a Compliance Committee on Japan's Act against Delay in Payment of Subcontract Proceeds, Etc., to Subcontractors (Subcontract Act) which includes group companies, and is striving to ensure all transactions comply with the law. Under the annual basic plan of the Committee, each group company in Japan drafts its own action plan, and maintains proper transactions with subcontractors based on the use of PDCA cycles. In particular, employees that deal directly with suppliers and outsourcers are provided with the necessary knowledge through in-house seminars and classes sponsored by the relevant government authorities. In fiscal 2020, 3,557 Casio employees attended in-house seminars, and 49 people also participated in classes sponsored by the Japan Fair Trade Commission and by the Small and Medium Enterprise Agency. This training helped to raise compliance awareness and provided employees with the knowledge they need.

Various efforts were made to encourage understanding, such as conducting training sessions with original teaching materials prepared to suit the unique transaction conditions of various group companies.

The Compliance Committee also obtains the latest information from government websites and email notification services, and sends the information directly to committee members. The news is also posted on the committee's website, and shared with the entire group.

In offices where subcontract transactions are handled, independent audits are carried out on an ongoing basis. Casio confirms that proper, compliant transactions are executed, by inspecting the document record of the entire series of transactions from ordering to payment.

Casio will continue to promote understanding of the Subcontract Act among its employees, and work to strengthen its system for even better compliance.

The company will strive to promote even sounder transactions and create value with suppliers, based on revisions to the Subcontract Act compliance standards in fiscal 2017, along with the revised Act on the Promotion of Subcontracting Small and Medium-sized Enterprises and its standards, and will take all necessary steps to address the consumption tax hike in Japan, which went into effect in fiscal 2020.

In fiscal 2020, Casio received no warnings or fines under the Subcontract Act.

Corruption Prevention Initiatives

Based on ISO 26000, the international guidance standard for social responsibility, from 2012 to 2013 Casio took stock of the main CSR challenges facing each group company in and outside Japan, assessing and analyzing the status of their initiatives. The issue that rose to the surface as a challenge warranting priority attention alongside respect for human rights was fair business practices—in other words, corruption prevention initiatives.

The Casio Group Code of Conduct prohibits bribery including restrictions on illegal and improper business entertainment and gift-giving. Still, in light of recent developments including the ongoing globalization of business, the tightening of regulations, and more robust efforts to detect bribery, there is a need to further strengthen the handling of bribery risks throughout the Casio Group. Accordingly, Casio issued the Casio Guidance on the Prohibition of Bribery (for the Casio Group) in July 2014 and the Manual on the Prohibition of Bribery (for Casio Computer Co., Ltd.) in October 2014.

The Casio Guidance on the Prohibition of Bribery articulates the Group's basic stance and philosophy on the prohibition of bribery, including the prohibition of facilitation payments. The Manual on the Prohibition of Bribery specifies the structure and mechanisms for the prevention of bribery, including the designation of persons responsible for compliance, education and training, auditing, and the Whistleblower Hotline, as well as specific rules such as a limit on the monetary amount of business entertainment and gift-giving. Additionally, Casio headquarters encourages each site to produce local rules and manuals in an effort to strengthen the mechanisms for the prohibition of bribery throughout the group.

In fiscal 2021, Casio's Internal Control Committee is taking stock of compliance risks, and the secretariat will analyze any issues identified, provide feedback on the results to the Group companies, and encourage improvements.

Tax Affairs

The Casio Group Code of Conduct stipulates that all officers and employees in the Casio Group must comply with international norms, applicable laws in each country and region, and company rules in their daily activities as the Casio Group engages in its global business.

This also applies to tax affairs. The Group strives to maintain its tax compliance by paying taxes appropriately in compliance with each country's tax laws, including transfer pricing taxation and anti-tax haven measures, as well as international rules and other statutes.

Casio Computer Co., Ltd. transitioned to a "Company with an Audit & Supervisory Committee" structure in June 2019. This separation of oversight and execution will strengthen corporate governance functions. The Company is also working to build an execution system that ensures a prompt, flexible response to changes in the business environment and helps to raise corporate value. Casio promotes compliance by regularly providing education to ensure understanding of and familiarity with the Casio Code of Conduct. However, in fiscal 2020, Casio Electronics Co., Ltd. (a subsidiary in the UK) was inspected by the UK's Competition and Market's Authority, and the company was assessed a fine for violating competition law. In addition, in fiscal 2020, it was discovered that a former employee of Casio Europe GmbH (a German subsidiary) had fraudulently transferred money. The Casio Group takes these incidents very seriously, and in addition to once again improving its compliance measures, the Group will further strengthen its internal management system and do its utmost to prevent any recurrence.

Risk Management

Basic Policy

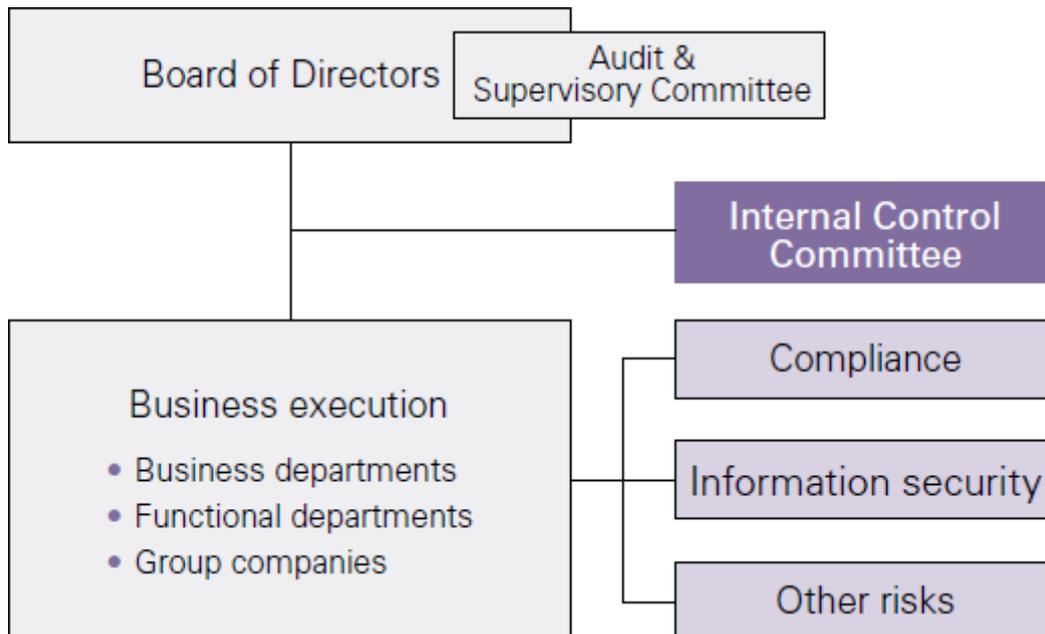
At Casio, we are promoting risk management under the basic policy to predict risks, implement preventative measures to minimize potential losses, and, if losses are incurred, implement effective follow-up measures to ensure business continuity.

Moreover, we have established the Casio Group Code of Conduct for all officers and employees to act with high ethical values and good sense in addition to obey international norms, applicable laws in each country and region, as well as company rules.

Internal Control Committee

The Internal Control Committee is established as an independent organization under the Board of Directors that will deliberate and make decisions on policies and tasks concerning internal control in general within the Casio Group in order to realize an effective, streamlined, and fail-proof risk management structure which carries out cross-sectional integration of compliance, information security, and other risk management functions.

Compliance and Risk Management Structure



Risk Management Structure

Risks that pose a serious impact on management are managed following the structure below based on the Risk Management Rules through collaboration among relevant organizations under the supervision of the Internal Control Committee.

Basic Structure

We will continue to develop education, training, and procedural manuals that serve as the foundation of Companywide risk management to prevent losses and minimize the impact on Company operations in the event of an incident.

Response Implementation Structure

This will serve as a total structure that ensures stable business continuity by enabling effective initial response, including prompt status assessment and information communication, and appropriate decision-making in the event of an incident.

Implementation of Global Risk Survey

In order to effectively conduct risk management, we predict various risks that may involve the Casio Group, and conduct global risk surveys to identify the frequency and impact of risks occurring and assess if appropriate measures are taken. Currently, we have identified three important risks—competition law, privacy law, and cybersecurity—and are implementing the following measures.

Competition Law

We have established the Antitrust Compliance Program to be shared and promoted at all global locations and are conducting employee education. In Japan, the Act against Unjustifiable Premiums and Misleading Representations Compliance Committee was established by relevant departments, and awareness promotion activities, including development of self-management regulations and education, are being implemented. Moreover, we are striving to provide guidance through the responsible staff office, share customer opinions and feedback, and share case studies from self-audits and improvements implemented in relevant departments. Going forward, we will conduct regular audits based on the implementation status of education, and further enforce this program.

Privacy Law

As laws and regulations concerning personal information become more stringent globally, in order to promote business using data worldwide, we must adhere to the privacy laws of each country. To this end, we have established the DPO Team, which tracks legal trends of each country, ensures the appropriate handling of personal information—from acquiring to storage, usage, and disposal—and conducts employee education and regular audits.

Cybersecurity

We have established the Computer Security Incident Response Team (CSIRT) so that we can take accurate response to information security incidents that are on the rise and take rapid action in the case of an incident. While implementing technical measures within the Group backed mainly by the Information Technology & Engineering Department, we are working on defining rules and conducting education among employees.

Response to the COVID-19 Pandemic

The COVID-19 pandemic has significantly affected Casio's business, severing the supply chain of components from China for a time and requiring sales stores to pause operations around the world. Casio launched a task force in late January 2020 tasked with ensuring the safety of customers, business partners, and employees and their families, and is making preventing the spread of the virus a top priority. Casio is also working with related divisions both within and outside the Company, and doing all it can to minimize the impact of the pandemic on its business. As a specific initiative to prevent the spread of the virus among employees, Casio moved up the introduction of its planned remote work system for those employees that could work at home. Employees who had to be on site to do their jobs were asked to come in on a staggered schedule, commute in their own cars, and use online meetings to reduce opportunities for interaction.

With these measures, Casio worked hard to sustain its business even in periods when the coronavirus outbreak was at its worst. The Company is committed to providing the products and services that customers need, as well as to fulfilling its social responsibility for the business continuity of its business partners.

Business Continuity Plan (BCP) Initiatives

In order to respond to emergencies with the resources of the company organization, Casio has created a Crisis Management Manual for securing the safety of all employees, executives, and their families, preserving corporate assets. Sequential updates of the manual keep pace with changes in the business environment, and the company is taking practical initiatives at the same time. Specifically, the following measures have already been undertaken:

- Implementation of regular evacuation drills and general lifesaving classes for employees
- Distribution of emergency assistance kits to employees and additional disaster stockpiling
- Disaster prevention drill with the local community and provision of an open area for a temporary evacuation site

However, in the Great East Japan Earthquake, which struck in March 2011, circumstances were encountered that far exceeded previous expectations. Casio used the lessons learned to identify various points for improvement. These points were reflected in a largely-revised Crisis Management Manual based on the premise of responding to a major earthquake with Tokyo at its epicenter. Casio also produced the Disaster Handbook for the families of its employees to deepen understanding of disaster countermeasures in the home and promote disaster readiness.

Together with the initiatives above, Casio is working to enhance its business continuity plan (BCP). In the event of an emergency that interrupts business operations, such as a major earthquake with an epicenter in the Tokyo area, the plan outlines measures for the rapid confirmation of executive and employee whereabouts and well-being, as well as damage conditions, and the quick recovery and maintenance of operations. This mechanism is focused on Casio's global supply chain. For example, if the headquarters suffers a disaster, an emergency headquarters is set up at the appropriate key site, based on a priority determined in advance. Under the direction of the headquarters, the aim is to minimize damage by continuing to provide products and services to customers worldwide based on limited resources. Through rapid restoration of business operation, the confidence of business partners and customers is maintained.

Information System Disaster Response Measures

Establishing comprehensive systems to support business activities has become increasingly important to ensuring business continuity. In addition to being prepared for natural disasters such as earthquakes and typhoons, Casio provides employees with a remote work environment so they can stay home during outbreaks of disease, such as the COVID-19 pandemic.

To counter the risk of disaster, Casio utilizes robust external data centers with quake-absorbing structures and in-house power generation and ensures the safety of its important servers. Moreover, in addition to ensuring information security, particularly the communication environment (portal site for employees, e-mail, online meetings, etc.), the company uses external services to enhance security.

As a result of these responses, Casio has been able to make a smooth transition to remote work and to support business continuity on the systems side, adapting even to the state of emergency declared by the Japanese government due to the coronavirus.

Information Security

Casio strives to appropriately manage and handle all of its information assets, including information that it collects from customers and suppliers.

Casio has established Information Security Rules and implemented regular education for employees to continuously raise awareness of information security and ensure the implementation of safety measures.

Additionally, Casio implements measures in compliance with laws and regulations outside Japan, including the EU's General Data Protection Regulation (GDPR), which covers the handling of personal information of European users.

Education and Awareness Raising

Information security cannot rely only on technical measures; it is also important for everyone handling information to know the required safety procedures, and to incorporate them into their work habits. At Casio, all officers and employees receive regular information security training through e-learning. The training covers general information security, as well as protection of personal information and other compliance matters, based on changes in society and in the company's business environment. Information security is being improved by providing this training content in a timely manner.

In addition, an information security handbook summarizing basic matters in clear, concise content for users has been issued to raise awareness throughout the Casio Group. The handbook has been translated and is used for training and awareness building by companies outside Japan.

Initiatives to Prevent Information Leakage

As an initiative to prevent information leakage, Casio ensures, as an organizational measure, that all employees handling information understand and follow necessary safety procedures. Casio has established internal rules regarding such matters as limitations on taking information or information devices off company premises and on sending emails externally, as well as proper information disposal. Training is provided on these rules in an effort to raise awareness and strengthen measures to prevent information leakage.

As a technical safety measure, Casio is strengthening its ability to monitor unauthorized access to its websites and suspicious transmissions on its internal network, in order to upgrade its preparedness against the recently growing threat of targeted attacks and other external attacks such as those from malware.

Accompanying the growth of remote work, Casio has further strengthened security measures at end points, such as the computers used by employees, and has deployed a multilayered defense system.

Information Security Certification and Initiatives

As an initiative to prevent information leakage, Casio ensures, as an organizational measure, that all employees handling information understand and follow necessary safety procedures. Casio has established internal rules regarding such matters as limitations on taking information or information devices off company premises and on sending emails externally, as well as proper information disposal. Training is provided on these rules in an effort to raise awareness and strengthen measures to prevent information leakage.



As a technical safety measure, Casio is strengthening its ability to monitor unauthorized access to its websites and suspicious transmissions on its internal network, in order to upgrade its preparedness against the recently growing threat of targeted attacks and other external attacks such as those from malware.

Internal measures include the installation of security software and patches on company PCs, and a multi-layered defense has been created.



JQA-IM0536

Scope of application/operations for ISO27001 certification:

Information Technology & Engineering Department Casio Computer Co., Ltd.

Planning, development, maintenance and operation of internal information systems supporting the manufacture, sale and service operations for electronic devices at Casio Computer Co., Ltd. and each group company, and the development, maintenance and operation of network infrastructure for the Casio Group

*1 Privacy Mark: A program where the Japan Information Processing Development Corporation, a public-service foundation, evaluates the adequacy of corporate protective measures related to the handling of personal data. Companies that are found to have adequate protective measures in place are certified and permitted to display the Privacy Mark.

*2 A program whereby a company establishes a system for using, maintaining, and protecting information within the applicable scope (e.g., business, locations) based on international standards for information security management systems, and a certification body conducts audits of the system and issues certifications.

Stable Supply of Products

Approach to Stable Product Supply

Delivering a stable supply of products is one of the most important responsibilities of a manufacturer, and is required to ensure customer satisfaction and loyalty.

Casio aims to optimize the innovation process by leveraging its robust platforms for purchasing and manufacturing technologies. This allows Casio to consistently provide the market with high-quality products at reasonable prices while raising customer satisfaction.

Policies on Stable Product Supply

- Formulate and execute on strategy to achieve optimal production
Casio formulates and executes a “site strategy,” “technology strategy” and “investment strategy” to achieve an optimal and stable supply chain.
- Pursue faster speed and greater efficiency in production, sales, and inventory process
Casio works every day to raise the speed and enhance efficiency with the aim of optimizing production, sales and inventory by assessing the entire supply chain and always considering the customer’s perspective.

Supply Network Is Highly Responsive to Changes in Demand

Demand has changed dramatically due to the impact of the COVID-19 pandemic in fiscal 2021. Casio aims to optimize production, sales and inventory, without sticking to previous divisions of rules and systems. Examples of specific activities include early achievement of supply chain reforms and engineering reforms aimed at the post-COVID period.

- Supply chain reform (Optimize production, sales and inventory with the minimum amount of resources and staff)
 - Promote automation of operations (reduce steady-state operations)
 - Introduce production linked to real demand (PSI linked, inventory reductions)
 - Optimize/introduce IT for functions of production and management sites (procurement, manufacturing, logistics)
- Engineering reforms (Raise product value and achieve competitive advantages in QCD)
 - Make costs and processes for product planning/development through manufacturing visible and seamless
 - Strengthen LSM (raise profitability after commercialization)
 - Achieve zero-defect, ultra-low-cost design and manufacture

Diversifying Production Risk and Producing Core Components In-house

Casio maintains a stable supply of products by having each production site manufacture multiple product items, and by ensuring that two different sites can produce any given Casio product.

The company is also increasing the internal production of components in order to protect newly created technologies and to reduce parts procurement risk.

Production sites for individual products

Contract manufactures

Timepieces, Calculators,
Electronic Musical Instruments

Casio Electronic Technology (Zhongshan) Co., Ltd.

Calculators, Electronic Dictionaries,
Electronic Musical Instruments

Casio Electronics (Shaoguan) Co., Ltd.

Timepieces

Casio Timepiece (Dongguan) Co., Ltd.

Manufacturing and sales of
metal parts of watches

Yamagata Casio Co., Ltd.

Timepieces, Calculators, Data Projectors,
Smart Outdoor Watches

Yamagata Casio Co., Ltd. (Yamanashi Office)

System equipment, Cash Registers

Contract manufactures

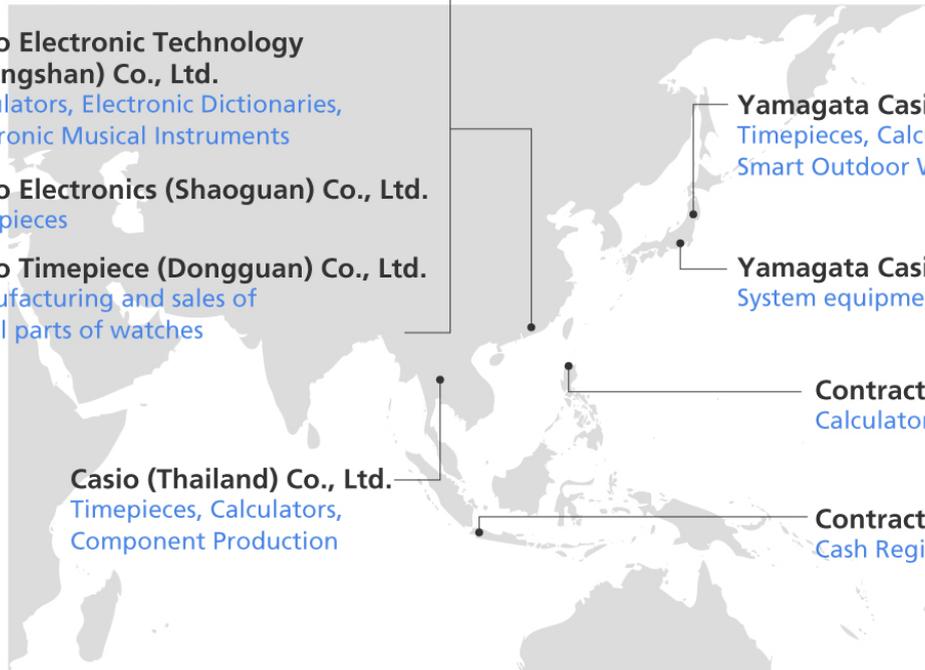
Calculators

Casio (Thailand) Co., Ltd.

Timepieces, Calculators,
Component Production

Contract manufactures

Cash Registers



Production Sites

Yamagata Casio Co., Ltd.

Yamagata Casio, Casio's only manufacturing site in Japan, plays a key role as the Casio Group's "mother plant." Yamagata Casio is supporting reforms to overseas production sites—seeking to build manufacturing systems not overly affected by labor costs—by sharing technologies from Japan (Yamagata). Yamagata Casio has implemented reforms to quality processes by introducing a completely automated line for watches, automated sensitivity testing, and an automated line for scientific calculators. Meanwhile, it has strengthened its core technologies by refining precision molding and processing technologies. The company aims to create the Casio version of the smart factory, including at overseas plants.

Casio Electronic Technology (Zhongshan) Co., Ltd.

Casio Electronic Technology (Zhongshan) is located in the Huanan region of China. It is one of the central hubs for manufacturing the main Casio products. As labor costs and production costs rise, the company is automating production and reorganizing by adopting technology from Yamagata Casio (the mother plant), striving to cut manufacturing costs. The company is taking steps to become a Casio-style smart factory.

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102-8	Information on employees and other workers	Prioritizing local hiring and promotion at subsidiaries outside Japan Making the Most of Human Resources and Maintaining Optimal Workplace Environments Annual Securities Report (in Japanese only)
102-9	Supply chain	Material Issues for Social Performance: Implementing CSR Procurement
102-10	Significant changes to the organization and its supply chain	None
102-11	Precautionary Principle or approach	Corruption Prevention Initiatives / Compliance Risk Management Respect for Human Rights Environmental Compliance Environmental laws and regulations relating to Casio products and green procurement
102-12	External initiatives	United Nations Global Compact Avoiding any use of conflict minerals
102-13	Membership of associations	United Nations Global Compact

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Disclosures No.	Description	Related Page
102-14	Statement from senior decision-maker	Message from the President
102-15	Key impacts, risks, and opportunities	Message from the President Vision and Materiality Material Issues for Environmental Performance Material Issues for Social Performance Risk Management Environmental Action Plan (Targets and Performance) Annual Securities Report (in Japanese only)

Ethics and integrity

Disclosures No.	Description	Related Page
102-16	Values, principles, standards, and norms of behavior	Corporate Creed and Sustainability Management Casio Environmental Vision 2050 Casio Group Code of Conduct
102-17	Mechanisms for advice and concerns about ethics	Whistleblower Hotline

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102-18	Governance structure	Corporate Governance Sustainability Implementation System
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102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability Implementation System
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102-22	Composition of the highest governance body and its committees	Corporate Governance Corporate Governance Report 
102-23	Chair of the highest governance body	Corporate Governance Corporate Governance Report 
102-24	Nominating and selecting the highest governance body	Corporate Governance Corporate Governance Report 
102-25	Conflicts of interest	Corporate Governance Corporate Governance Report  Annual Securities Report (in Japanese only)
102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate Governance Sustainability Implementation System Environmental Management

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102-33	Communicating critical concerns	Corporate Governance Whistleblower Hotline
102-34	Nature and total number of critical concerns	-
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102-36	Process for determining remuneration	Annual Securities Report (in Japanese only) Corporate Governance Report 
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102-41	Collective bargaining agreements	Annual Securities Report (in Japanese only)
102-42	Identifying and selecting stakeholders	Vision and Materiality Stakeholder Engagement
102-43	Approach to stakeholder engagement	Vision and Materiality Stakeholder Engagement
102-44	Key topics and concerns raised	Vision and Materiality Independent Opinion on the Sustainability Report 2020

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102-55	GRI content index	GRI Content Index
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103-2	The management approach and its components	Vision and Materiality Material Issues for Environmental Performance Material Issues for Social Performance Environmental Management Quality Assurance Activities to Improve Customer Satisfaction Intellectual Property Initiatives Human Resource Development Occupational Safety and Health Whistleblower Hotline
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205-1	Operations assessed for risks related to corruption	Corruption Prevention Initiatives
205-2	Communication and training about anti-corruption policies and procedures	Corruption Prevention Initiatives
205-3	Confirmed incidents of corruption and actions taken	None

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304-2	Significant impacts of activities, products, and services on biodiversity	Material Issues for Environmental Performance : Living in Harmony with Nature Biodiversity Preservation at Business Sites Contributing Through Casio's Business to Social Issues Related to Biodiversity
304-3	Habitats protected or restored	Material Issues for Environmental Performance : Living in Harmony with Nature Biodiversity Preservation at Business Sites Contributing Through Casio's Business to Social Issues Related to Biodiversity
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Material Issues for Environmental Performance : Living in Harmony with Nature Biodiversity Preservation at Business Sites

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305-4	GHG emissions intensity	Material Issues for Environmental Performance : Realizing a Decarbonized Society Material Balance CO₂ Emissions throughout the Entire Value Chain Environmental Performance Data
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403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational Safety and Health
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408-1	Operations and suppliers at significant risk for incidents of child labor	Material Issues for Social Performance: Implementing CSR Procurement Supply Chain Management Respect for Human Rights

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