

▶ Messages from Our Outside Directors



Outside Director Motoki Ozaki

Born June 6, 1949

Apr. 1972 Joined Kao Soap Co., Ltd. (currently Kao Co., Ltd.)

Jun. 2002 Director and Executive Officer, Kao Co., Ltd.

Jun. 2004 President and CEO, Executive Officer, Kao Co., Ltd.

Jun. 2012 Director and Chairman of the Board, Kao Co., Ltd. (retired March 2014)

Jun. 2012 Director of the Kao Foundation for Arts & Sciences (to the present)

Mar. 2014 President, Association for Corporate Support of the Arts (to the present)

Jun. 2014 President, New National Theater Foundation (to the present)

Jun. 2015 Nomura Securities Co., Ltd. Outside Director (to the present)

Jun. 2016 Honda Motor Company Co., Ltd. Outside Director (to the present)

Jun. 2019 Casio Computer Co., Ltd. Outside Director (to the present)

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

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

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

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

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

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

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

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



Outside Director
Michiko Chiba

Born June 27, 1961
 Apr. 1984 Joined Tokyo Metropolitan Government
 Oct. 1989 Joined Showa Ota & Co. (currently Ernst & Young ShinNihon LLC)
 Mar. 1993 Registered as Certified Public Accountant
 Jul. 2010 Senior Partner at Ernst & Young ShinNihon LLC
 Aug. 2013 Member of Governance Council of Ernst & Young ShinNihon LLC
 Feb. 2016 Deputy Chair of Governance Council of Ernst & Young ShinNihon LLC (retired August 2016)
 Sep. 2016 Certified Public Accountant at Chiba Certified Accountant Office (to the present)
 Jun. 2018 Casio Outside Audit & Supervisory Board member
 Mar. 2019 DIC Corporation Outside Audit & Supervisory Board member (to the present)
 Jun. 2019 TDK Corporation Outside Audit & Supervisory Board member (to the present)
 Jun. 2019 Casio Computer Co., Ltd. Outside Director and Audit & Supervisory Committee member (to the present)

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

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

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



Outside Director
Hiroto Abe

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

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

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

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