

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.

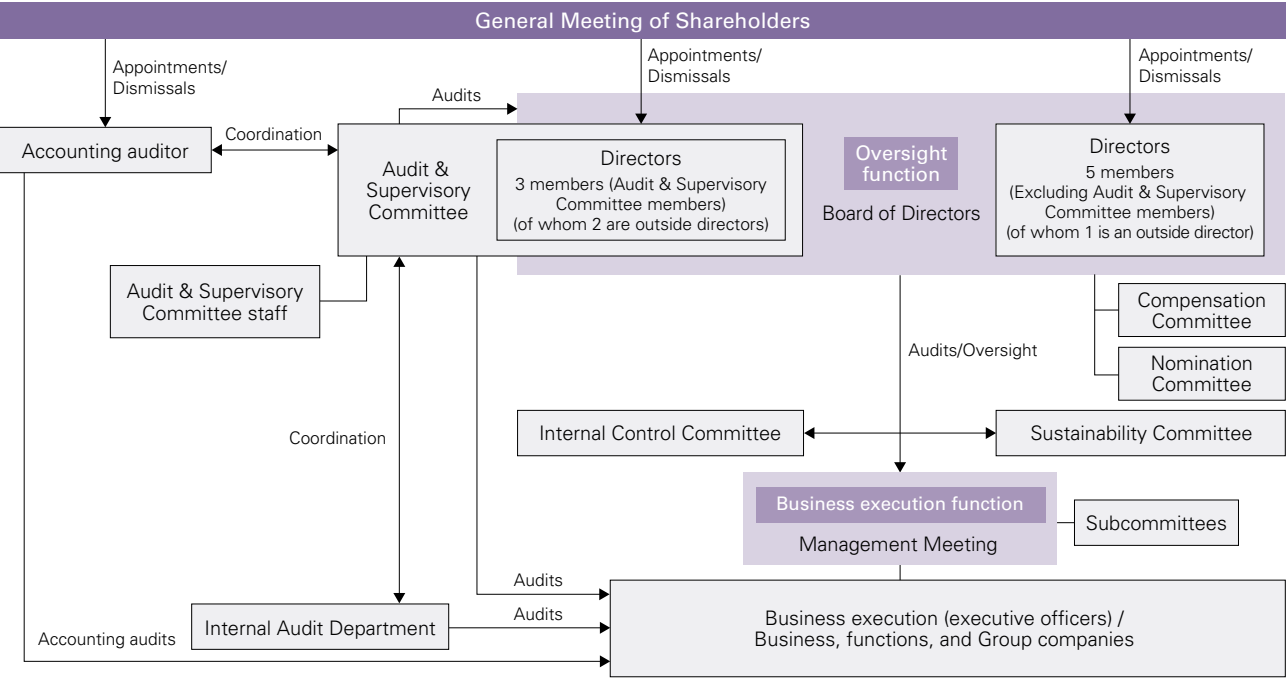
Composition of the Board of Directors

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

Diagram of Corporate Governance System



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.

Corporate Governance

opinions as necessary to ensure adequate and appropriate decision making by the Board of Directors.

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.

Reason for Appointment as an Outside Director

OZAKI Motoki Independent Director	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	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	Mr. Abe possesses rich experience from working overseas for a <i>sogo shosha</i> (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.

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

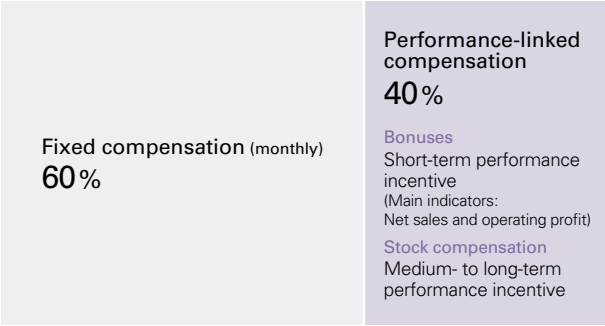
To ensure the sustainable growth of the Company, our basic policy for director compensation is to offer incentives that ensure competitive compensation levels while promoting a healthy entrepreneurial spirit. In principle, this policy applies regardless of position.

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



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

FYE 3/2020 Compensation

Executive category	Total compensation amount	Total amount by compensation type		Number of applicable executives
Directors (Excluding Audit & Supervisory Committee members and outside directors)	317 million yen	Fixed compensation	74 million yen	7
		Performance-linked compensation		
		Bonuses	14 million yen	
		Restricted stock compensation	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:
- Amounts paid to directors do not include employee wages paid to directors with managerial duties.
  - 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).
  - 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.
  - 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).
  - 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.
  - 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.

# Risk Management and Compliance

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 Policy

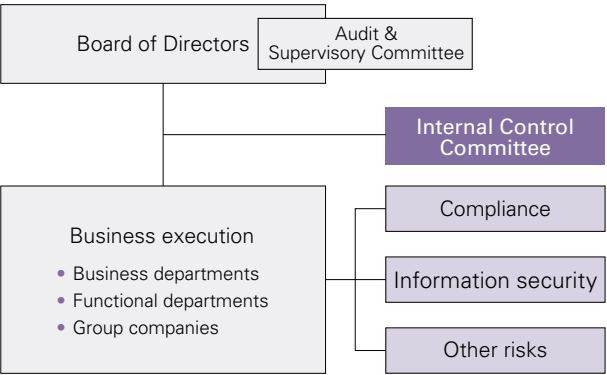
At Casio, we are promoting risk management under the basic policy to predict risks, implement preventative measures to minimize potential losses, and, if losses are incurred, implement effective follow-up measures to ensure business continuity.

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.

## Business Continuity Initiatives

At Casio, we have established the Risk Management Manual to ensure appropriate responses are taken in the event of unpredicted situations, which focuses on ensuring the safety of directors and employees and their families and preserving the corporate assets.

We also are working to enhance our business continuity plan (BCP). A BCP outlines procedures to promote rapid safety confirmation for directors and employees, rapid assessments of damage, rapid business recovery, and overall business continuity in the event that a future situation, such as a large-scale earthquake directly underneath the Tokyo metropolitan area, forces a suspension of operations. This plan is centered on the global supply chain and aims to minimize losses and reassure our business partners and customers. In emergencies, we will establish a response headquarters to direct limited resources in the continued provision of products and services around the world.

## Compliance Risk Management

We review laws and regulations related to business promotion in addressing risk management in terms of compliance, with the Internal Control Committee in charge of verifying whether appropriate measures are taken by the lead department associated with each law. We take corrective measures in case of deficiencies as well as conduct regular monitoring.

## Export Control

While supplying products to over 140 countries in the world, Casio designates export control managers within its relevant departments to ensure strict compliance with export control. Specifically, we have established self-management regulations, the Casio Security Trade Control Compliance Program, to ensure strict adherence to the laws and regulations and implement annual self-audit. In addition to Japanese laws, we have established a management structure to address US Export Administration Regulations to enhance our global export control.

## Whistleblower Hotline

Casio has established a Whistleblower Hotline for internal and external reports and inquiries concerning compliance as well as an external hotline specifically for consultations from its business partners. Moreover, in addition to support in Japan, we have also set up the framework to assist global Group employees in English and Chinese. As stipulated by internal regulations, the use of this whistleblowing platform will not result in the user's disadvantage while personal information will be protected.

## Incidents during the Fiscal Year under Review

Casio Electronics Co. Ltd. (UK subsidiary) was subjected to an on-site investigation by the Competition & Markets Authority and, as a result, had to pay a fine related to an antitrust violation during the fiscal year under review. Additionally, an illegal money transfer by a former employee of Casio Europe GmbH (German subsidiary) came to light.

The Casio Group (the Company and its consolidated subsidiaries) takes this situation seriously, and is fully committed to reinforce compliance, including following through on measures stated above, and enhance our internal control structure and prevent recurrence.



## Messages from Our Outside Directors



**OZAKI Motoki**  
Outside Director

The social change that Casio must focus on in the midst of this new normal is that new relationships are being built between people as they connect digitally and are conscious of social distancing, moving away from the object-oriented society of before.

These relationships will not be confined to a single organization, but instead, there will be a shift to building new relationships in which people can share their values and interests. Through this process, diverse values will be created with greater individuality. I believe such an era is coming.

Casio needs to engage in global activities as “one CASIO” in order to survive in a society that is navigating a new normal, and that is what I expect Casio to do from a medium- to long-term standpoint.

To realize one CASIO, it is essential to standardize work, coordinate, and share a social corporate philosophy across the entire Group. Under that structure, the Company must engage in business development and promotion of operations centered on consumers seeking new relationships. The result will be that deeply loyal Casio consumers will increase globally, boosting the importance of the Company’s existence and its value.

As an outside director, my role is, in the short term, to monitor current risks and efficiency. In the medium to long term, I hope to work with employees to make sure that Casio’s corporate strategies are consistent with and address societal changes such as the above.



**CHIBA Michiko**  
Outside Director

In these times of uncertainty caused by COVID-19, it is necessary to aim to become a strong, resilient, and flexible organization capable of quickly implementing measures for improvement. These measures must be implemented according to the times by bringing together internal and external wisdom on a global basis even in the event of an unpredictable situation.

Based on the corporate creed of “Creativity and Contribution,” the Company must promote further efforts to contribute to society.

Building up new corporate value is important for ensuring sustainability and continuing to be needed by society. First, the Company needs to be one that management and employees can be proud of. To make that happen, I believe it is important to increase expertise at both the individual and company level, keep building up knowledge, and communicate with respect for one another. The Company needs to become an organizational entity that fosters the creation of new value, combining the strengths, knowledge, and individuality of each of its members.

I hope to fulfill my duties as a member of the Audit & Supervisory Committee, which underpins trust—the foundation of a company’s sustainable growth.



**ABE Hirotomo**  
Outside Director

We are facing an unprecedented crisis. COVID-19 has brought about great changes not only to our everyday lives but also to the market environment surrounding the Company and consumer behavior. Reshaping the values that had been considered the norm, it will be necessary to exercise creativity and exert efforts to create new value. Together, I hope to consider issues such as what is required of the Company under a rapidly changing socioeconomic environment and how the Company can contribute to society.

The Company transitioned to a company with an Audit & Supervisory Committee structure last year, but there are still some issues that require improvement from a governance standpoint. This year marks the second year of the transition, and as an outside director and Audit & Supervisory Committee member, I hope to work on further strengthening internal control and increasing management efficiency. To achieve this, it will also be necessary to build an audit structure that does not require people to move from place to place. Audit activities are also limited due to COVID-19, but I will cooperate with relevant departments to enhance the strength of internal control through efficient activities.

The word “crisis” comes from the Latinized form of the Greek word “krisis,” which refers to a turning point that could signify either danger or an opportunity. I hope to work together during this turning point and turn this crisis into an opportunity.

Directors



**KASHIO Kazuhiro**  
**Representative Director, Chairman of the Board**

Apr. 1991 Joined Casio Computer Co., Ltd.  
Jul. 2007 Executive Officer, Deputy Senior General Manager of Corporate Management Division  
Jun. 2011 Executive Officer, Member of the Board, Senior General Manager of Digital Imaging Division  
Apr. 2013 Executive Officer, Member of the Board, Senior General Manager of Emerging Business Headquarters  
Oct. 2013 Executive Officer, Member of the Board, Head of Consumer and System Product, Senior General Manager of Emerging Business Headquarters  
May 2014 Director, Senior Executive Managing Officer, Senior General Manager of Business Headquarters of Consumer Product and System Solution  
Jun. 2015 President & COO  
Jun. 2018 President & CEO



**YAMAGISHI Toshiyuki**  
**Director, Member of the Board**

Apr. 1985 Joined Casio Computer Co., Ltd.  
Apr. 2009 General Manager of Business Management Department, Corporate Management Division  
Dec. 2010 Executive Officer, Senior General Manager of Corporate Management Division  
Jun. 2013 Director, Senior General Manager of Corporate Management Division  
May 2014 Director, Executive Officer, Senior General Manager of Corporate Management Division  
Jan. 2018 Director, Executive Officer responsible for Drastic Management Reform  
Apr. 2018 Director, Executive Officer, Senior General Manager of Corporate Management Division  
Oct. 2019 Director, Executive Officer responsible for General Affairs, Public Relations, and Corporate Communications  
Jun. 2020 Director, Executive Officer responsible for ESG Strategy



**OZAKI Motoki**  
**Outside Director, Member of the Board**

Apr. 1972 Joined Kao Soap Co., Ltd. (currently Kao Co., Ltd.)  
Jun. 2002 Director and Executive Officer, Kao Co., Ltd.  
Jun. 2004 Representative Director, President and 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 (retired June 2020)  
Jun. 2019 Casio Computer Co., Ltd. Outside Director



**UCHIYAMA Tomoyuki**  
**Director, Audit & Supervisory Committee Member**

Apr. 1980 Joined Casio Computer Co., Ltd.  
Sep. 2000 Vice President, Casio Corporation of America  
Apr. 2002 Vice President, Casio Inc.  
Sep. 2013 Finance Division  
Oct. 2013 Director at Yamagata Casio, Co., Ltd.  
Jun. 2017 Audit & Supervisory Board member (full-time)  
Jun. 2019 Director, Audit & Supervisory Committee member (full-time)



**TAKANO Shin**  
**Director, Member of the Board**

Apr. 1984 Joined Casio Computer Co., Ltd.  
Nov. 2007 General Manager of Accounting Department  
Dec. 2009 Executive Officer, Senior General Manager of Finance Division  
Jun. 2015 Director, Executive Officer, Senior General Manager of Finance Division



**KASHIO Tetsuo**  
**Director, Member of the Board**

Apr. 1992 Joined Casio Computer Co., Ltd.  
Oct. 2004 Casio Soft Co., Ltd. Member of the Board  
Feb. 2005 Casio Information Services Co., Ltd. Member of the Board  
Jun. 2008 Executive Officer, CS General Manager of Global Marketing Headquarters  
Jun. 2016 Senior Executive Officer, CS General Manager  
Apr. 2018 Senior Executive Officer, Senior General Manager of CS Headquarters  
Jun. 2019 Director, Executive Officer, Senior General Manager of CS Headquarters



**CHIBA Michiko**  
**Outside Director, Audit & Supervisory Committee Member**

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 Established Chiba Certified Accountant Office (to the present)  
Jun. 2018 Audit & Supervisory Board member of Casio Computer Co., Ltd.  
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, Audit & Supervisory Committee member



**ABE Hiroto**  
**Outside Director, Audit & Supervisory Committee Member**

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 (retired March 2009)  
Apr. 2009 Meiji Gakuin University, Professor of Law (retired March 2011)  
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

## Executive Officers



**KASHIO Kazuhiro**  
**President & CEO**



**MASUDA Yuichi**  
**Senior Executive Managing Officer**  
Senior General Manager, Development Headquarters; Senior General Manager, Timepiece Business Unit



**KASHIO Takashi**  
**Executive Managing Officer**  
Senior General Manager, Global Marketing Headquarters



**MORIYA Koji**  
**Executive Officer**  
Manager, Office of the President; Responsible for Building Next-Generation R&D Environment



**INADA Nobuyuki**  
**Executive Officer**  
Deputy Senior General Manager, Production Headquarters; General Manager, Logistics Department



**IGUCHI Toshiyuki**  
**Executive Officer**  
Senior General Manager, Sports & Healthcare Incubation Center



**YAMAGISHI Toshiyuki**  
**Executive Officer**  
Responsible for ESG Strategy of the Company



**TAKANO Shin**  
**Executive Officer**  
Senior General Manager, Finance Division



**KASHIO Tetsuo**  
**Executive Officer**  
Senior General Manager, CS Headquarters



**OTA Shinji**  
**Executive Officer**  
Senior General Manager, Educational Business Unit



**TAMURA Seiji**  
**Executive Officer**  
Responsible for Public Relations & Investor Relations



**KATO Tomoo**  
**Executive Officer**  
Senior General Manager, Overseas Sales Division, Global Marketing Headquarters



**ITOH Shigenori**  
**Executive Officer**  
Chairman and CEO, Casio America, Inc.



**MOCHINAGA Nobuyuki**  
**Executive Officer**  
Deputy Senior General Manager, Development Headquarters; Responsible for Engineer Personnel



**NAKAYAMA Jin**  
**Executive Officer**  
Senior General Manager, Business & Technology Development Center



**KAWAI Tetsuya**  
**Executive Officer**  
Deputy Senior General Manager, Development Headquarters; Senior General Manager, Development Promotion Unit



**AOSHICA Yukio**  
**Executive Officer**  
Senior General Manager, Domestic Sales Division, Global Marketing Headquarters



**SHINODA Yutaka**  
**Executive Officer**  
Senior General Manager, Production Headquarters



**NARUTAKI Yasumasa**  
**Executive Officer**  
General Manager, Corporate Management Department



**TANAKA Toru**  
**Executive Officer**  
CEO, Casio (China) Co., Ltd.