


Message from the CHRO



Human resources are the most important resource for creating value. I will create an organization that continues to produce results, increasing our corporate value, by making our Company a better and more satisfying place to work, leveraging the individuality of our employees.

NAKAYAMA Jin

Representative Director
Senior Executive Managing
Officer and CHRO

Casio's Approach to Human Resources

There is no doubt that human resources are the most important resource for creating value. Only human resources can produce innovation. It is through the growth of its employees that a company can grow.

Casio established a top management system with the CEO, CHRO, and CFO directing the company under this new management structure from April 2021. This is a strong message which not only shows that human resources are important, but also shows that a human resource strategy linked with a management strategy is vital. As the speed of change surrounding companies and individuals increases, it is necessary to respond quickly and flexibly with a human resource strategy in the same way a company would with a management strategy.

Having been in charge of consumer business and new business development, the significance of my appointment as a director and CHRO is to capitalize on my business and management experience. While promoting the strategies of each business and function, I will create, as CHRO, an organization that continues to produce results by making Casio an easier and more enjoyable place to work, leveraging the individuality of our employees.

Key Issues in Casio's Human Resource Strategy

The issues for us in promoting a human resource strategy can be seen from a short, medium and long-term perspective.

In the short term, we will strengthen the activities of the personnel department and address the challenges we face in terms of the balance and structure of our employees. With regard to the kinds of activities we will be doing, we will work to improve communications to build healthy relations between labor and management, and we will strengthen how we share information internally, thoroughly implementing any systems. In particular, the specialist system we revised in the fiscal year ended March 2021 will be used to appoint exceptionally capable employees without giving them any management responsibilities. It will be steadily implemented as an essential system for utilizing the skills and capabilities of a diverse range of employees. With respect to the age range of our employees, we are seeing fewer people in their 40s and many more in their 50s and above as a result of our long-standing hiring practices according to business trends. As such, in addition to improving how we recruit specialist personnel in line with business strategies, we will recruit employees who can be the Company's next management, and design a system that allows employees in their 50s to continue to play an active role. The small percentage of female employees and managers is also an issue for us. As well as focusing on diversity initiatives in terms of systems and policies, we will set up a number of sessions between

female managers and employees to create an environment where female employees can play an active role by finding role models and building a network across departments.

In the medium term, we will redesign our human resource strategy to build an environment, programs, and systems, that can make the most of employees' individuality and abilities. To get feedback from our employees, we are now holding on-site meetings where the CEO, CFO and myself can talk with employees. We will also carry out an employee engagement survey during the fiscal year ending March 2022 so we can identify and examine any issues. In order to develop our human resources, it is crucial for us to not only provide education and training, but also to provide opportunities for managers to improve their management skills and help them to grow and take on new challenges. As a part of these opportunities, we are proceeding with systematic personnel changes and rotations, but the problem is that we haven't been able to tie these changes to individual career plans or any form of talent management. We will continue to look at how to build the best personnel system for Casio, including the acquisition, training, placement, assessment and treatment of our human resources.

Based on this idea, a project to build the next-generation environment is underway with regards to the working

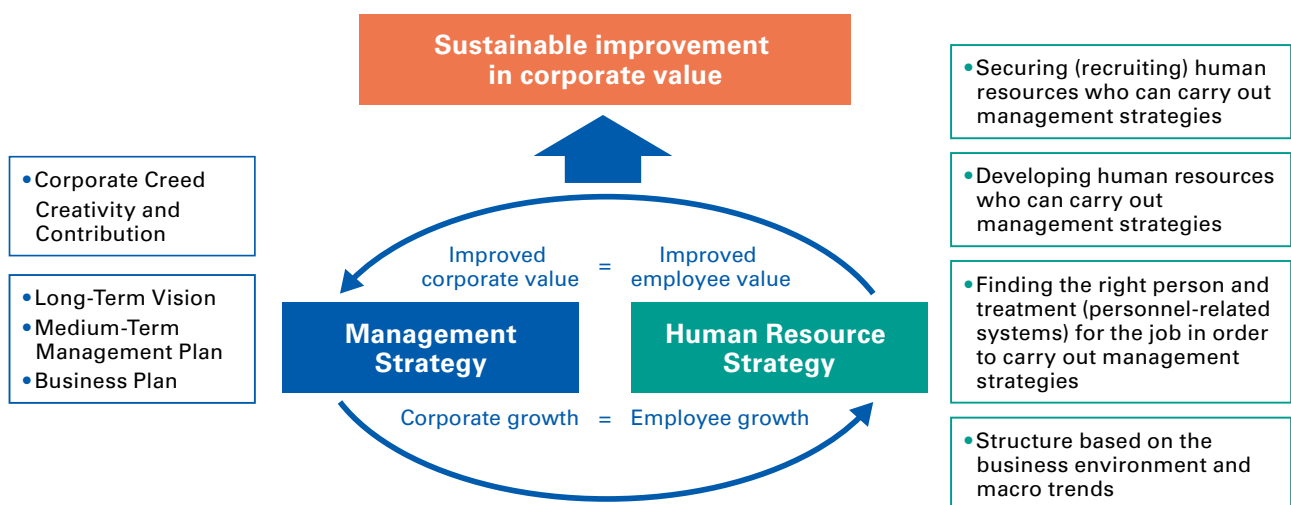
environment and work styles. We will establish three sites in Tokyo at Hatsudai, Hamura (in Tokyo), and a new city office complete with spaces for co-creation where employees can choose how and where they want to work, including at home.

Our Corporate Culture

From a medium- to long-term perspective, we will change our corporate culture by advancing these strategies. Our goal is to be an organization that respects diversity and allows each and every employee to work happily and with satisfaction. When I was head of division, I thought the job of the person in charge was to create a vision and motivate employees. Even now that I am the CHRO, the basic idea hasn't changed. Engaging with employees is important because what motivates them is different for each employee. Likewise, Casio's corporate culture should change drastically with steady progression on a human resource strategy that responds to all the different changes and which is best for each and every employee. I would like to give employees the opportunity to feel that they are growing by benefiting society with drive and ambition.

My greatest wish is to make Casio a company employees feel happy to work for.

CHRO Policy



Linking the human resource strategy to the management strategy to improve corporate performance and achieve sustainable improvements in corporate value