

Message from the CHRO

To realize the management strategy, we are implementing a human resource strategy based around the twin themes of maximizing human and organizational performance and promoting a mindset of Challenge, Change, and Collaboration. In this way, we aim to generate a corporate culture where each individual employee feels motivated and energized in their work.

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Casio's approach to human resources

Human resources are quite simply our most important management resource. A business can grow only by growing its human resources. To realize the management strategy, it is important to upgrade our training system so that employees can acquire abilities that lead to results and to maximize employee motivation so that they utilize their abilities to the fullest.

As part of the medium- to long-term management strategy for the period up to 2030, which is currently in the process of formulation, we are designing a human resource strategy whose key themes are maximizing human and organizational performance to realize the management strategy and promoting a mindset of Challenge, Change, and Collaboration.

Future direction of the human resource strategy

In our human resource strategy going forward, we will strengthen human resources by first of all visualizing the human resource portfolio and then concentrating on securing and training the strategically necessary human resources. We will drive continuous improvement of education and training in skills, career, management, and other areas. We will also strengthen programs for systematic staff transfer and rotation, develop reskilling

programs, and introduce more advanced initiatives to recruit human resources from outside. In the fiscal year ended March 31, 2022, in addition to introducing a revised specialist system for promoting exceptionally capable employees without necessarily giving them managerial responsibility, we launched a new system for senior employees aged 60 to 65 years, and a system for recruiting employees of 65 years or above whose abilities and roles are particularly valued. Through these systems, we will benefit from the abilities of a diverse range of employees.

In the area of human resources development, each department is also taking independent action through initiatives of its own. For example, the Global Marketing Headquarters has launched a knowledge management program to identify intellectual property in the form of knowledge and skills held by individuals that other employees can learn, while the Development Headquarters has started a new system to register engineers with strong expertise, rich experience, and wide-ranging human networks as "technology concierges" and promote sharing of knowledge and exchange among engineering staff. In addition, each of the headquarters is engaged in active initiatives to promote technical upskilling. Education on cutting-edge technology is provided for instance through CAE University courses to deepen understanding of CAE* analysis and the TERAKOYA study program that encourages intellectual exchange within the Company and also invites speakers from other companies.

To create an arena that empowers human resources,

we are rolling out a project to build the next-generation environment that aims to promote diverse work styles and co-creation. At the same time, we are working to drive diversity and inclusion (D&I) and enhance health and productivity management. We see the low ratios of female employees and female managers as an urgent management issue for D&I, and will respond for instance by enhancing various sessions for female managers and female employees. Meanwhile, we emphasize diversity not only of gender but also values, and will strengthen diversity communication and diversity management going forward.

In the area of health and productivity management, we are engaged in a range of initiatives to encourage employees to take self-motivated action based on a strong awareness of health. This aims at creating the supportive and energizing environment described in the Casio Basic Health Policy, where each individual can perform at their best. Under my supervision as CHRO, the system for promoting health and productivity management is centered on a newly established health and productivity management promotion team, which rolls out activities Companywide.

In parallel, under the theme of enhancing organizational strength, we will respond to the results of an employee engagement survey and a range of other analyses by identifying organizational issues from the

perspective of strategy realization and studying organizational structures for realizing the strategies of each business and function. Additionally, we will put in place frameworks and systems to optimize human resource allocation in each corporate organization.

* CAE: Computer-aided engineering, a system of manufacturing support using computer simulation.

Changing the corporate culture

As a medium- to long-term goal, I would like to transform the corporate culture itself by driving these strategies forward. Our aim is a corporate culture that respects diversity and where each individual employee feels motivated and energized in their work. In the New CASIO C30 Project, which seeks to build a medium- to long-term management strategy, we set out the 5Cs as the values we emphasize. Two of these, Contribution and Creativity, are objectives, while Challenge, Change, and Collaboration are methods, in other words a mindset to be shared by all corporate organizations. By nurturing a culture marked by entrepreneurship and continuous challenge that adapts flexibly to environmental change and emphasizes collaboration as the way to a user-first approach, we want to make sure that Casio is a company people are proud to work for.

Urgent priority issues for human resource and organizational strategy

