

Sustainability Report 2023

Contents

Contents	2
-----------------------	---

Editorial Policy	3
-------------------------------	---

Corporate Overview	5
---------------------------------	---

Message from the President	6
---	---

Casio's Sustainability Concept

Casio's Sustainability Concept	10
--------------------------------------	----

Casio's Corporate Creed and Sustainability Management.....	12
---	----

Environmental and Social Material Issues	17
---	----

Sustainability Goals	23
----------------------------	----

Information Disclosure Based on TCFD Recommendations	25
---	----

Identifying New Material Issues	28
---------------------------------------	----

Sustainability Management

Sustainability Implementation System...	32
---	----

History of Sustainability Management...	34
---	----

Stakeholder Engagement	39
------------------------------	----

External Evaluation	41
---------------------------	----

Environmental Report

Environmental Management	49
--------------------------------	----

Realizing a Decarbonized Society	53
--	----

Analysis and Disclosure of Climate Change Risks and Opportunities Based on the TCFD Recommendations.....	59
---	----

Business Sites Initiatives	61
----------------------------------	----

Logistics Process Initiatives	65
-------------------------------------	----

Building a Recycling Society	67
------------------------------------	----

Product Initiatives	70
---------------------------	----

Initiatives in Business Activities	78
--	----

Collection and Recycling	81
--------------------------------	----

Living in Harmony with Nature	83
-------------------------------------	----

Contributing Through Casio's Business to Social Issues Related to Biodiversity.....	88
--	----

Biodiversity Preservation at Business Sites	95
--	----

Preservation Activities at Hamura R&D Center	98
---	----

Preservation Activities at the Yamanashi Office of Yamagata Casio.....	100
--	-----

Using Sustainable Paper	103
-------------------------------	-----

Education	105
-----------------	-----

The Biodiversity Working Group, The 4 Electrical and Electronic Industry Associations	113
---	-----

Material Balance	115
------------------------	-----

CO ₂ Emissions Throughout the Entire Value Chain	116
--	-----

Environmental Data	118
--------------------------	-----

Environmental Compliance.....	140
-------------------------------	-----

Social Report

Quality Assurance.....	147
------------------------	-----

Activities to Improve Customer Satisfaction.....	153
---	-----

Intellectual Property Initiatives.....	160
--	-----

Implementing CSR Procurement.....	171
-----------------------------------	-----

Supply Chain Management	175
-------------------------------	-----

Providing Supportive Workplace Environments and	
--	--

Promoting Diversity & Inclusion	183
---------------------------------------	-----

Making the Most of Human Resources and Maintaining Optimal Workplace Environments	186
---	-----

Human Resource Development	199
----------------------------------	-----

Occupational Safety and Health	210
--------------------------------------	-----

Respect for Human Rights	222
--------------------------------	-----

Considering Human Rights in Corporate Activities	225
---	-----

Contributing to Society with Education Solutions	227
---	-----

Social Contribution Activities	234
--------------------------------------	-----

Governance

Corporate Governance	249
----------------------------	-----

Corruption Prevention Initiatives/ Compliance	264
--	-----

Risk Management	271
-----------------------	-----

GRI Content Index	278
-------------------------	-----

Editorial Policy

Sustainability Website

An easily searchable site that offers comprehensive information on Casio's sustainability initiatives and how they are helping to build a sustainable world.

Sustainability Report 2023

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 reader convenience.

*This report is scheduled to be published at the end of February 2024.

An 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](#)

Please also refer to the Integrated Report for efforts to enhance corporate value from the medium- to long-term perspective, including sustainability. Detailed information on corporate profile, management, and finances can be found on the following website.

[Integrated Report](#)

[Investor Relations](#)

[Corporate](#)

Scope of the report

- **Period**

This report covers fiscal 2023 (April 1, 2022 to March 31, 2023), and also includes some information pertaining to years before and after fiscal 2023.

- **Boundary**

Casio Computer Co., Ltd. and consolidated subsidiaries

The name "Casio" in this report indicates the Casio Group. Further clarification is provided in each case, as needed.

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

Casio Computer Co., Ltd.

Sustainability Promotion Office, Corporate Communication Headquarters

Address: 1-6-2 Honmachi, Shibuya-ku, Tokyo 151-8543 Japan

Tel.: +81-3-5334-4901

E-mail csr-report@casio.co.jp

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
Representative Director, President, CEO, and CHRO	MASUDA Yuichi
Employees	10,152 (consolidated)*
Paid-in capital	¥48,592 million*
Net Sales	¥263,831 million (consolidated)*
Operating income	¥18,164 million (consolidated)*
Ordinary income	¥19,570 million (consolidated)*
Net income	¥13,079 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, 2023

CASIO Group

Historical Data

Top Message

Our Commitment to Sustainability as a Member of the International Community

Pursuing Sustainable Growth for Casio and the World

The Casio corporate creed of “Creativity and Contribution” captures our founders' vision of contributing to society by offering products with unprecedented, innovative functionality. Our unwavering commitment to putting this creed into practice, I am convinced, will help drive sustainable growth for both Casio and the world.

In the spring of 2023, we announced a Medium- and Long-Term Management Policy of “creating new sources of value in the market and growing unrivaled, one-of-a-kind brands,” positioning it as foundational to achieving our goals for 2030. Maintaining a sustainability-focused mindset will be critical to our efforts to fulfill this policy. This is why we have made “the sustainability management required to make sustainable contributions to society” the core of the infrastructure strategies we are executing to ensure we meet our aims.

Rather than regarding business and sustainability as separate from one another, we are integrating the concept of sustainability into our core business operations and linking it to the contributions we make as a company. This means we are asking every employee to consider sustainability a matter of personal relevance. Since 2015, we have been working to foster this kind of consciousness by implementing our Sustainability Leader training program. We have also more clearly identified focus areas by reviewing our material issues for the current fiscal year. Going forward, we will accelerate efforts to promote sustainability for both Casio and the wider world. To accomplish this, our management will focus on business activities that leverage Casio strengths and generate innovation, while also addressing climate change, enhancing human capital, giving full consideration to human rights, and strengthening corporate governance.



Addressing Climate Change Via Our Business Activities

A series of announcements have declared the summer of 2023 the hottest summer on record in the history of global observation. I feel this may have prompted a further shift in the way people think about climate change.

As a responsible manufacturing company, we develop products with low environmental impact. Our products are compact, lightweight, and slim, and energy efficiency is one of our strengths. I am determined to further strengthen our approach to sustainable business development across the entire value chain, for instance by working harder to decarbonize our manufacturing processes.

Casio is committed to making steady progress on its medium- and long-term greenhouse gas emissions reduction targets, which are one form of benchmark in this regard. In addition to setting targets for reducing direct emissions from the entire Casio Group (Scope 1) and indirect emissions associated with energy use (Scope 2), we are classifying emissions from the value chain related to Casio's business activities into relevant Scope 3 categories and aggregating them. We have set emissions reduction targets for sectors with particularly large emissions and are pursuing emissions reductions in all Scope 3 categories.

Invigorating Human Resources Programs to Foster Independent People and Drive Sustainable Organizational Growth

Fostering independent personnel entails a pair of important issues: developing human resources who think and act proactively; and building a climate in which all are free to engage in their work in a self-directed manner. Casio takes a three-pronged approach to this with a focus on three specific programs: promoting health and productivity management; fostering independent personnel; and strengthening management.

Casio regards health and productivity management to be a fundamental component of routine business operations and has focused on this issue, as demonstrated by the Casio Basic Policy on Health. Additionally, to equip human resources for today's era of digital transformation (DX), in 2021 we established a Digital Division to promote relevant retraining of existing employees and expand mid-career recruitment efforts in line with our future business strategies.

In terms of fostering independent personnel, Casio has adopted a vision of the ideal employee as one who thinks and acts proactively, and thereby contributes to the company's growth and development. We aim to foster an organizational culture in which employees are equipped to grasp changes in the world pertinently, adapt their responses flexibly, perceive the essence of issues in order to build new frameworks, and promote the evolution of the organization as a whole while sharing their expertise with colleagues.

The future calls upon us to create new value by combining the strengths of employees' diverse values. The leadership skills of those in management positions are also an important factor in building an open-minded work environment where our diverse people can apply their abilities to the fullest extent and all can play an active role. At Casio, we value diversity among the people tasked with organizational decision-making. Accordingly, we are working to enhance management skills overall and taking specific steps to ensure more women serve in management positions.

Constantly Promoting Respect for Human Rights, Raising Awareness and Taking Action

At Casio, we are aware that our global operations carry the potential to negatively impact the human rights of diverse stakeholders. As we further expand our operations worldwide, we will continue to bolster our initiatives to live up to global standards, making respect for human rights an essential component of our efforts to practice sustainability.

Back in 2014, we established the Casio Group Policy on Human Rights, and we continue to confirm the status of initiatives for human rights protection taken by our Group companies both in and outside Japan using an original Casio tool. Casio also provides all trade partners with Supplier Guidelines clarifying stipulations regarding respect for human rights, including prohibitions of discrimination, and requesting their compliance with our policies. We conduct surveys and take other steps to strengthen the implementation and management of these policies. We are practicing human rights due diligence throughout the Group by implementing PDCA cycles to drive ongoing improvement at each site.

Steadily Enhancing Corporate Governance

Casio has complied with Japan's Corporate Governance Code to ensure ever-higher degrees of corporate transparency and fairness. In April 2023, Casio transitioned to a new framework that further clarified the roles and responsibilities of those in executive and supervisory positions. This is helping to ensure the robust functioning of a proactive approach to governance, which will in turn drive sustainable growth and the medium- to long-term enhancement of corporate value. This will also yield steady improvements in business performance and ensure that we are prepared to address risks swiftly and effectively.

As we build the future of Casio, we will keep making the most of our strengths in innovation, while at the same time honoring our heritage, including the vision of our founders.

Masuda Yuichi

Representative Director, President, CEO, and CHRO

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.

[More](#)

Environmental and Social Material Issues

For Casio, as a corporate group pursuing business development globally, it is extremely important to advance initiatives that are responsive to the expectations of the international community. In accordance with this understanding, Casio has identified material issues in need of prioritization in response to the Global Reporting Initiative (GRI) G4 guidelines issued in May 2013. Learn more about Environmental and Social Material Issues.

[More](#)

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. Currently, Casio is reviewing its sustainability goals, taking into account changes made to its business operating structure in order to deliver on the goals of the new Medium-Term Management Plan.

Read more about SDG initiatives in each business.

[More](#)

Disclosure Based on TCFD Recommendations

In April 2021, Casio expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Here, Casio discloses information based on the TCFD recommendations.

[More](#)

Identifying New Material Issues

With the formulation of CasioBasic Policies for 2030 and medium-term management plan, we have augmented existing material issues for corporate social responsibility (CSR) with additional issues aimed at achieving sustainable corporate growth. This has resulted in eight material issues organized into three groups: value creation through business, enhancement of management capital, and strengthening of management foundation.

[More](#)

Casio's Corporate Creed and Sustainability Management

The Corporate Creed of “Creativity and Contribution”

Since its establishment, Casio has placed value on the concept of “Creativity and Contribution,” which is its 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 Business Conduct Guidelines (previous name: 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 Guidelines are reviewed and revised 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 six 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

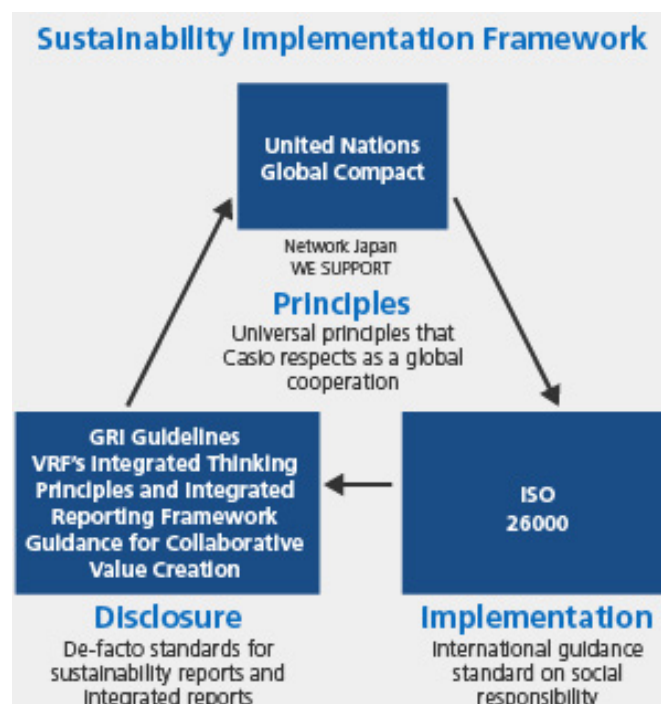
Assessing Internal Familiarity with Casio's Sustainability Approach

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 Business Conduct Guidelines, 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 Integrated Reporting Framework published by the Value Reporting Foundation (VRF) 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. Casio products are distributed and sold 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 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.

FY2023 Participation in Global Compact Network Japan (GCNJ) Subcommittees

- SDG Subcommittee
- ESG Subcommittee
- Reporting Research Subcommittee
- CSV Subcommittee

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

Environmental and Social Material Issues

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 (Items marked ★ are environmental action targets as well)

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

Material Issues for Casio	FY2023 Targets and KPI	FY2023 Performance	Evaluation	FY2024 Targets and KPI
Realizing a decarbonized society★	Reduce the market-based greenhouse gas emissions (Scopes 1 and 2) of group companies by 12.7% compared to FY2019	Reduced 38% compared to FY2019	◎	Reduce the market-based greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 16% compared to FY2019
	Move forward with survey of supply chain	Conducted supply chain survey	◎	Aggregate results of the FY2023 supply chain survey and consider response
Building a recycling society★	Raise the Casio Green Star product sales ratio at 80% or more	Casio Green Star Product sales ratio: 74.3%	○ *1	Raise the Casio Green Star product sales ratio at 80% or more
	Reduce the amount of waste generated by entire Casio Group (including valuable waste) by at least 3% compared to FY2020	Reduced waste generated by Casio Group (including valuable waste) by 34.3% compared to FY2020	◎	Reduce the amount of waste (including valuable waste) generated by entire Casio Group by at least 4% compared to FY2020
	Achieve a recycling rate*2 for Casio Group site waste of at least 96%	Recycling rate for Casio Group: 93.9%	○ *1	Achieve a landfill disposal rate*3 for Casio Group site waste of at least 4%
	Reduce water usage for Casio Group by at least 3% compared to FY2020	Reduced water usage for Casio Group by 23.9% compared to FY2020	◎	Reduce water usage for Casio Group by at least 4% compared to FY2020
Living in harmony with nature★	Examine re-setting of medium and long-term targets	Collected and analyzed world trends	△	Examine re-setting of medium and long-term targets

Material Issues for Casio	FY2023 Targets and KPI	FY2023 Performance	Evaluation	FY2024 Targets and KPI
Promoting CSR procurement	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits at a total of 12 suppliers in China and Thailand	Implemented CSR education at Casio sites and at suppliers, and implemented onsite audits at a total of 8 suppliers in China and Thailand	○	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits at a total of 12 suppliers in China and Thailand
	(2) Conduct CSR surveys	Conducted CSR surveys of 405 suppliers worldwide Surveys collected from 404 of 405 companies	○	(2) Conduct CSR surveys Conduct CSR surveys of all suppliers, and collect surveys from all of them
Providing supportive workplace environments and promoting diversity & inclusion	■ Promoting health and productivity management Compulsory leave and internal leave related to childbirth and childcare Percentage of eligible men taking birth or childcare leave: 50%	78.2% * Percentage of eligible men utilizing childcare leave (full-time employees): 52.1% * Percentage of eligible women utilizing childcare leave (full-time employees): 94.4%	◎	80%
	Percentage of employees taking regular health checkups: 100%	99.6%	△	100%
	Percentage of employees taking reexaminations recommended after regular health checkups (None because this item was newly added in 2023)	78.6%	-	80%
	Percentage of employees maintaining an appropriate weight (None because this item was newly added in 2023)	69.7%	-	70%
	Percentage of employees who smoke (None because this item was newly added in 2023)	13.3%	-	13.1%
	Measures to support employees with mental health issues • Ascertain the actual mental illness rate • Ascertain mental illness leave rate • Implement e-learning training for new employees • Implement training for new managers • Provide follow-up training for second-year employees • Provide e-learning training for all managers	• Percentage of employees with mental illness:: 0.8% (consolidated: 0.8%) • Percentage of employees taking mental health leave: 0.3% (consolidated: 0.4%) • Implement e-learning training for new employees • Implement training for new managers • Provide follow-up training for second-year employees • Provide e-learning training for all managers	◎	• Reduce the percentage of employees with mental illness • Reduce percentage of employees taking mental health leave • Ascertain mental illness leave rate • Implement training for new managers • Provide follow-up training for second-year employees • Provide e-learning training for all managers
	• Ascertain the rate of employees with high stress (February) • Consultations provide by industrial physicians to interested employees (February to March) • Ascertain health risk rates by department (March) • Implement workplace analysis and feedback (March) • Hold consultations for departments in need of improvement (from July)	• Stress check participation rate: 96.7% • Percentage of employees with high stress: 9.83% • Consultations provided by industrial physicians to interested employees • Ascertained health risk rates by department • Implemented workplace analysis and feedback • Implemented improvement activities by consultants for departments in need of improvement	◎	• Raise stress check participation rate • Reduce percentage of employees with high stress • Consultations provide by industrial physicians to interested employees • Ascertain health risk rates by department • Implement workplace analysis and feedback • Implement improvement activities by consultants for departments in need of improvement
	■ Fostering independent personnel Career training coverage rate (full-time employees) (None because this item was newly added in 2023)	30.1%	-	38.2%

Material Issues for Casio	FY2023 Targets and KPI	FY2023 Performance	Evaluation	FY2024 Targets and KPI
	Total number of employees with experience using the Job Challenge system (None because this item was newly added in 2023)	124 people	-	146 people
	■ Number of future executive candidates Number of future executive candidates (None because this item was newly added in 2023)	4 people	-	10 people
	Number of women who are candidates for training as future managers (None because this item was newly added in 2023)	7 people	-	17 people
	Percentage of managerial positions held by women (None because this item was newly added in 2023)	6.7%	-	7%
	Difference in wages for men and women who are full-time employees (None because this item was newly added in 2023)	74.6% *All workers: 66.0%	-	75%
	■ Other Percentage of newly hired graduates who are women 25% or more	31% (Of the 52 employees who joined the company in April 2023, 16 were women)	◎	25% or more
	Legally mandated employment rate of people with disabilities Consolidated: 2.3% or more	Consolidated: 2.46% (as of April 2023)	◎	Consolidated: 2.5% or more
Respecting human rights	Implement human rights checkups and feedback at all production group companies	Reviewed human rights check tool again, as in FY2022	×	Implement human rights checkups and feedback at all production group companies
	Implement human rights education for Sustainability Leaders	Invited outside experts and held a seminar for Sustainability Leaders about the human rights issues that affect the company from the perspective of business and human rights and about efforts to incorporate the necessary respect for human rights in corporate activities in November 2022	○	Implement human rights education for Sustainability Leaders

*1 ○ evaluation determined based on at least 80% achievement of the target figure.

*2 Recycling rate = (Amount of valuable waste generated + Amount recycled) ÷ (Amount of valuable waste generated + Amount recycled + final landfill disposal amount) × 100

*3 Casio had been using the recycling rate as an indicator for the entire group, but in order to stay consistent with its medium-to-long-term targets and after scrutinizing indicators for the entire group, Casio has decided to use the landfill disposal rate as an indicator for the entire group, starting with the fiscal 2024 targets.

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.

* KPI: Key Performance Indicator

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

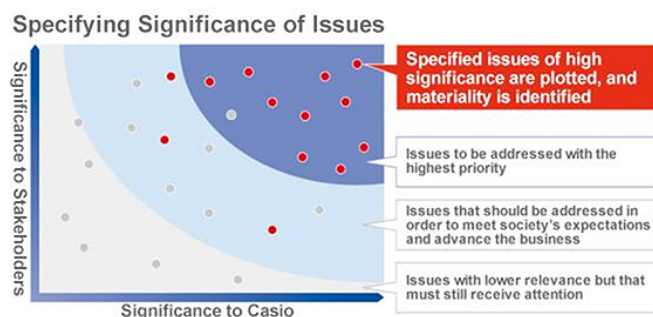
Kikuko Tatsumi, Executive Advisor
Nippon Association of Consumer
Specialists

[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



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

Casio continually worked to improve its efforts to address conventional material issues up through fiscal 2022. Continuing in fiscal 2023, the company is addressing and reviewing its current material issues while re-confirming its vision for fiscal 2030, its recognition of medium- and long-term environmental impacts, and the strategic direction for each business and function.

Sustainability Goals

SDG-Based Initiatives

The Sustainable Development Goals (SDGs) were unanimously adopted by world leaders at the United Nations Sustainable Development Summit in 2015. 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. However, due to the impact of COVID-19, Casio decided to revise the Medium-Term Management Plan itself and to reconsider its sustainability goals accordingly. At present, Casio is reviewing the sustainability goals in terms of contributing to social issues through its businesses, planning primarily around business dimensions, and reducing environmental impact through its businesses, planning based on functional dimensions. In this process, Casio is also taking into account changes in its operational structure designed to fulfill the new Medium-Term Management Plan.

Casio will announce the sustainability goals and KPIs for each business on this website, as soon as they are finalized.

While aiming to maximize corporate value in 2030, Casio sees the three years of the current plan as a time for restoring profitability and for investing into new growth areas. This period is also a time for building the foundations of sustainability management. Further, in the process of reviewing materiality, Casio redefined the social issues that each material topic affects, accomplishes, and contributes to. Casio is currently continuing to formulate business strategy based on a medium- to long-term perspective and will revise strategy in accordance with progress while continuing to address the challenge of solving social issues through its business activities.

As each business domain contributes solutions to different social issues, Casio intends to specify sustainability goals and KPIs for each business domain and to steadily reflect the issues in its business activities and implement continuous initiatives. Casio will post its sustainability goals and KPIs for each business domain on this website when they have been finalized.

Information Disclosure Based on TCFD Recommendations

In April 2021, Casio announced its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and disclosed information based on the recommendations as follows. Based on this, Casio is working to strengthen its governance relating to climate change, formulate strategies based on climate-change risk and opportunity analysis, and disclose climate-related financial risk information.



Governance

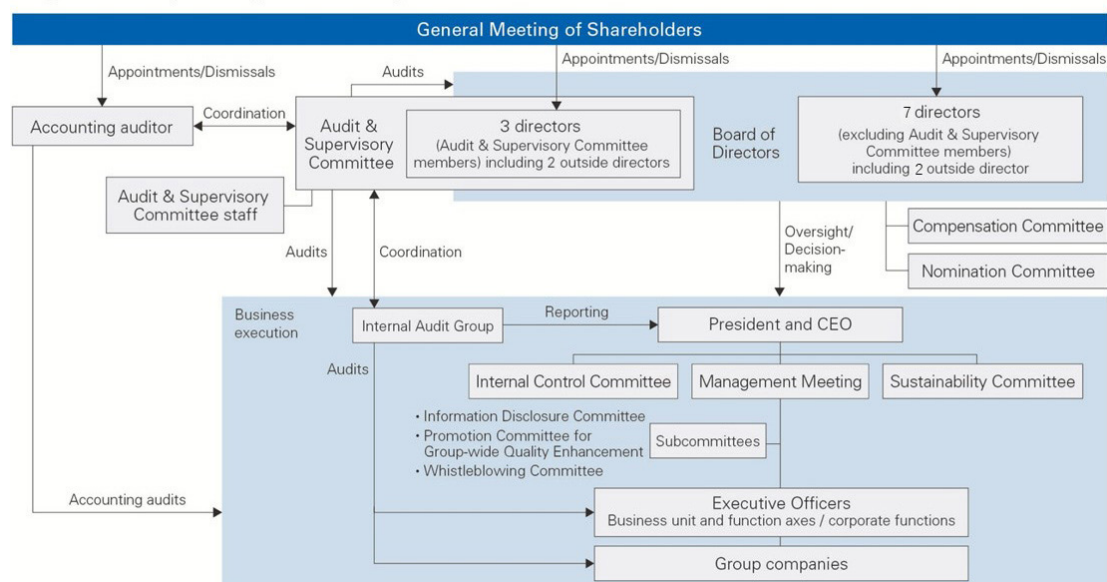
Casio has included climate change issues within its governance and management systems addressing sustainability.

Casio now has a system in place for appropriate oversight of management decision-making and monitoring of progress related to important sustainability issues, including climate change. The Sustainability Committee works closely with the Management Meeting, and its membership mainly consists of the CEO, CHRO, CFO and the heads of each business and each functional headquarters, who manage business operations. The committee fully discusses important sustainability issues and reports the results to the Board of Directors.

* Please refer below diagram of corporate governance system.

Corporate Governance System

Diagram of corporate governance system



Strategy

In line with the TCFD recommendations, Casio has assessed the risks and opportunities posed by the impact of climate change that the Group faces in terms of their level of importance based on the likelihood of occurrence and the impact on business.

Casio will conduct regular analysis of the identified risks in light of future changes in the environment.

Results of Assessment based on Scenario Analysis

Category	Assumed scenario	Assessment items		Priority measures	Timeframe	Financial impact
1.5°C scenario (transition risks)	■ Strict regulations to address climate change will be enforced around the world, and increases in temperature will be kept within a certain range. ■ There will be no major increase in natural disasters. ■ Population and income growth will continue, primarily in emerging countries. ■ Carbon tax and other burdens will increase, and energy and material prices will rise sharply.	Initiatives to address key issues set out in the Casio Group Basic Policies on the Environment	Realizing a decarbonized society	• Active introduction of renewable energy • Systematic introduction of high-efficiency facilities • Promotion of supply chain optimization • Conservation of forest resources	Short- to long-term	Medium
			Building a recycling society	• Promotion of circular economy • Shift to environmentally-friendly materials	Short- to long-term	Medium
3°C scenario (physical risks)	■ GHG emissions cannot be reduced sufficiently, and temperatures will continue to increase. ■ Natural disasters will increase and expand in terms of both frequency and scale. ■ Population growth will continue, primarily in emerging countries, but the income gap with developed countries will expand. ■ The effect of carbon tax and similar measures will be limited.	Damage to business sites due to natural disasters		• Promotion of supplier disaster assessments • Enhancement of supply chain BCM effectiveness	Short- to medium-term	Small
		Damage to business sites due to rising sea levels		• Reconstruction of global production and procurement systems	Medium- to long-term	Large
Opportunities	Common to 1.5°C/3°C scenarios	Provision of opportunities to develop environmental technologies		• Expansion in products with longer service life, low power consumption, and multiple functions and development of system for reusing and recycling products • Provision of service value utilizing the internet • Provision of support for customer reductions in energy consumption • Expansion of customer contact by strengthening e-commerce • Provision of educational opportunities to emerging countries	Short- to long-term	Large

Timeframes — Short term: up to 2024 Medium-term: up to 2030 Long-term: up to 2050

Risk Management

At Casio, the Sustainability Committee manages climate change-related risk appropriately.

Casio has a system in place in which the relevant organizations deal appropriately with other risks, including natural disaster risk, in collaboration with each other under the supervision of the Internal Control Committee while working closely with the Management Meeting.

* Please refer above diagram of corporate governance system.

Indicators and targets

Casio positions realizing a decarbonized society as a key issue in the Casio Group Basic Policies on the Environment, has established the following targets for reducing GHG emissions, and has had its targets validated by the Science Based Targets initiative.

Casio aims to reduce its Scope 1 and 2 emissions by 38%* compared to fiscal 2019 levels before the end of 2031 and is aiming for net zero emissions by 2051.

(1) For Categories 1 and 11 of Scope 3 emissions, the aim is for a 30% reduction compared to fiscal 2019, by 2031.*

(2) To achieve these goals, Casio has joined RE100 and is actively adopting renewable energy, while working with its business partners to reduce greenhouse gas emissions in the supply chain.

* SBT-validated targets



Identifying New Material Issues

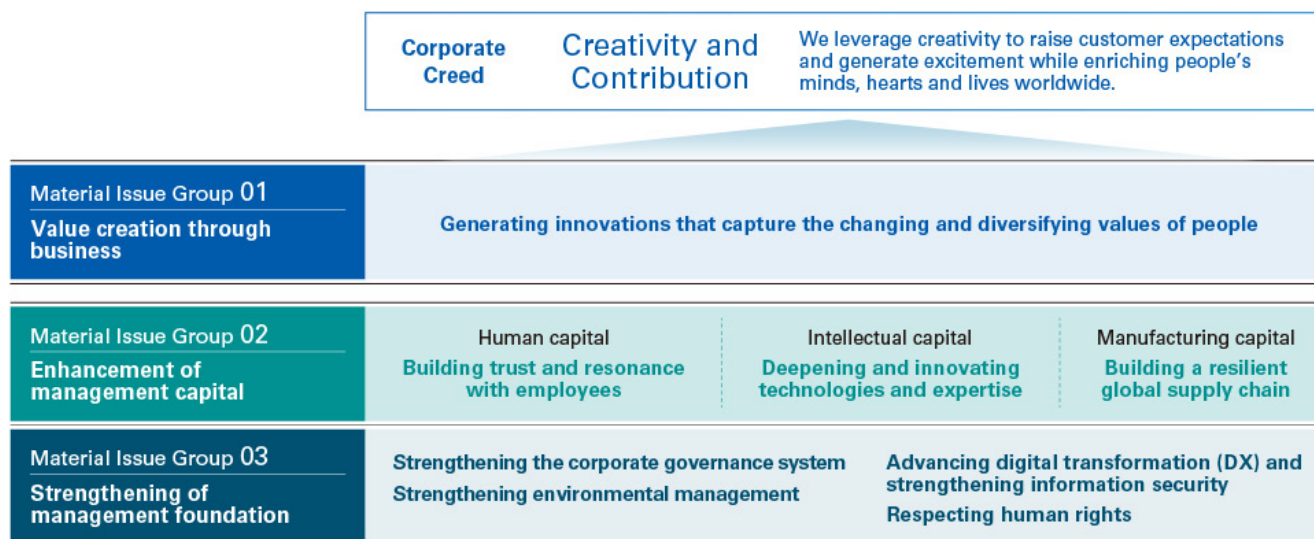
With the formulation of Casio's Basic Policies for 2030 and medium-term management plan, we have augmented existing material issues for corporate social responsibility (CSR) with additional issues aimed at achieving sustainable corporate growth. This has resulted in eight material issues organized into three groups: value creation through business, enhancement of management capital, and strengthening of management foundation.

Objective and process in identifying new material issues

In response to the release of the 4th edition of the Global Reporting Initiative (GRI) Guidelines, Casio identified in 2015 a series of material issues requiring its attention, and has been utilizing the PDCA cycle within sustainable management to make progress in these areas. Now, in an environment undergoing dramatic changes, Casio believes that the best course of action is to return to its tradition and essence of value creation as a foundation for generating innovation. To this end, Casio has redefined its material issues to be more in line with its management strategy, identifying new issues to better drive actionable initiatives.

These material issues are divided into three groups: value creation through business, enhancement of management capital, and strengthening of management foundation. Within value creation through business, we aim to create new innovations that meet and exceed consumer needs, in line with the core concept of our Basic Policies for 2030 Goal Achievement. Enhancement of management capital and strengthening of management foundation are designed to support achievement of value creation through business. With particular emphasis on three kinds of management capital—human capital, intellectual capital, and manufactured capital—we have selected issues under four themes to achieve strengthening of management foundation.

New material issues



To identify its material issues, Casio first created an issue list using a political, economic, social, and technological (PEST) analysis of environmental changes and social conditions with importance for the Company. We then prepared a list of key environmental and social issues based on various guidelines, and identified risks and opportunities for each. Each issue was then evaluated for its importance level, taking into account the state of its countermeasures. Issues important to Casio and important with respect to the environment and society were integrated, forming three groups and our hypothetical material issue set. This hypothesis was then tested for validity in sessions with our top management and external experts, after which material issues were finalized by approval of the Board of Directors.

Identification process



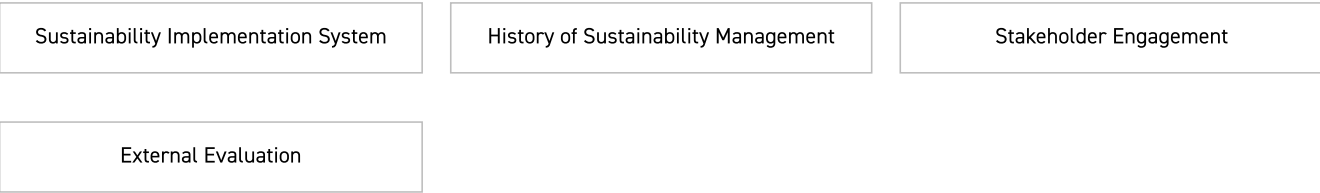
Specific initiatives, targets, and KPIs

Initiatives for each material issue contribute to the achievement of the Sustainable Development Goals (SDGs), and we will proactively advance each with the aim of resolving issues and providing this contribution. To achieve value creation through business, we will generate innovation in our five businesses and cultivate one-of-a-kind value sources. Each material issue will have established targets and key performance indicators (KPI), including continuation of any existing targets or KPIs. We will manage the progress of these and implement a steady PDCA cycle to realize our Basic Policies for 2030 and the goals of the new medium-term management plan.

Material issues		Specific initiatives	Major related SDGs
Value creation through business	Generating innovations that capture the changing and diversifying values of people	Creating a one-of-a-kind market position Timepieces Creating new user lifestyles EdTech Providing products, services, and learning materials sparking learner curiosity Sound Providing products and services that offer new experiences related to sound System Equipment Creating solutions through co-creation with businesses and users Next Core Eliminating global medical disparities with diagnostic imaging services combining medical cameras with AI technology Providing a human resource data platform that supports sustainable growth of companies and their employees (people)	
	Enhancement of management capital	• Health and productivity management • Ensuring organizational capabilities (Upgrading to skills required for business strategy, developing specialized digital and DX human resources) • Cultivating autonomous human resources (Further enhancing needed autonomous human resources and career support systems) • Strengthening management (Creating value through DE&I management)	
Enhancement of management capital	Intellectual capital Deepening and innovating technologies and expertise	• Continuously deepening and innovating owned and proven technologies and expertise (Robustness, compact design, low power consumption, sound source/acoustics, image processing, etc.) • Acquiring and implementing new technologies and expertise (AI utilization, sensor application, wireless communication, etc.) • Executing a "green recovery" • Cultivating new businesses	
	Manufactured capital Building a resilient global supply chain*	• Practicing sustainability management in the supply chain (CSR procurement, addressing conflict mineral issues) • Rebuilding business continuity management (BCM) for the supply chain	
Strengthening of management foundation	Strengthening the corporate governance system	• Ensuring transparency in compensation and nominations • Improving effectiveness of the Board of Directors • Ensuring diversity of directors • Complying with competition laws • Preventing corruption • Engaging stakeholders in dialogue	
	Advancing DX and strengthening information security	• Building a user-centric value chain with DX Business foundation DX (1) Sales DX (D2C/digital marketing) (2) Development DX (establishment of product lifecycle management [PLM]) (3) Production DX (supply chain management [SCM] transformation/smart factories) (4) Customer satisfaction (CS) DX • Information security countermeasures/cybersecurity countermeasures/protection of personal information	
	Strengthening environmental management*	• Responding to climate change • Supporting a recycling society • Living in harmony with nature	
	Respecting human rights*	• Conducting initiatives for human rights based on international norms	

*1, *2, *3, *4 These issues have been inherited from the previous six material issues and will continue to be managed as such. Please see the following for details about our [previous material issues](#).

Sustainability Management

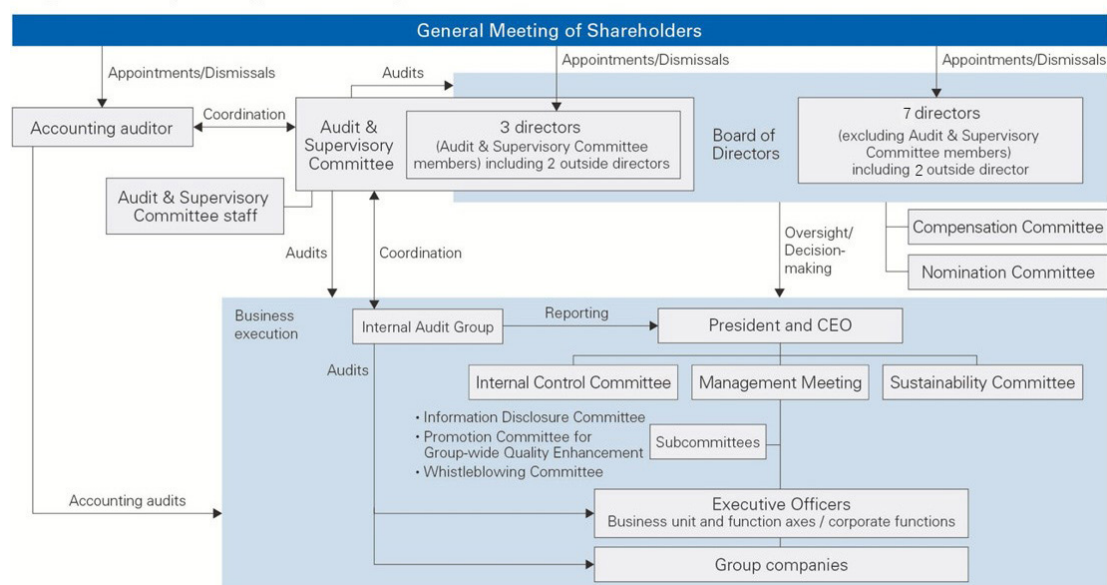


Sustainability Implementation System

Sustainability Implementation System

In fiscal 2021, Casio amended its existing CSR implementation system and established the Sustainability Committee. The Committee discusses important sustainability issues, including climate change, working closely with the Management Meeting. It also ensures that heads of each business and each functional headquarters fully discuss these issues, and then reports the results to the Board of Directors. Casio now has a system in place for appropriate oversight of management decision-making and monitoring of progress related to important sustainability issues.

Diagram of corporate governance system



Themes that were deliberated on by the Sustainability Committee from fiscal 2021 through the beginning of fiscal 2023 and put into practice are outlined below, along with plans for fiscal 2023.

No.	Theme	Fiscal 2021/2022/2023 performance	Fiscal 2024 plan
1	Amend medium- and long-term greenhouse gas emissions reduction targets and join related global initiatives	At the end of fiscal 2022, received validation that Casio's greenhouse gas reduction targets are aligned with the SBT scenario of "Well below 2 °C." In October 2021, joined RE100 to demonstrate Casio's firm commitment to reduction activities.	Continued efforts to reduce greenhouse gas emissions
2	Announce support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and disclose relevant information	Announced support for TCFD recommendations and began disclosing climate-related information in April 2021 Performed scenario analysis at related departments in each segment, formulated strategy based on analysis of risks and opportunities, and disclosed them on the Sustainability website	Formulate an implementation plan to deepen scenario analysis
3	Formulate an action plan (scenario) for greenhouse gas emissions reduction by FY2031	Formulated a scenario for scope 1 & 2 emissions reduction by FY2031 Switched to renewable energy-derived electricity at six major business sites in Japan	• Promote measures for reducing scope 1 & 2 emissions based on a FY2031 scenario • Verify actual conditions of scope 3 emissions and formulate a reduction scenario
4	Reconstruct the environmental vision/environmental policy	Formulated environmental philosophy system and plan consisting of an environmental vision, environmental policy, and action targets in October 2021	Coordinate with each functional headquarters to formulate an environmental philosophy system and identify specific promotion themes
5	Reestablish sustainability goals	Implemented target-based organization of SDGs to aim for according to business unit/function	Specify SDGs and targets according to business unit/function and formulate KPIs based on their mid-term business plans
6	Redefine materiality		Review existing definitions of economic and social material aspects based on corporate growth strategy
7	Disclose non-financial information in the Securities Report		Collaborate with relevant departments to ensure disclosure in line with Japan's Financial Services Agency guidance

History of Sustainability Management

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.

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
2020	●	Reset medium-term greenhouse gas emissions reduction targets
2021	●	Greenhouse gas emissions reduction targets validated by SBTi
	●	Endorsed recommendations of the Task Force on Climate-related Financial Information Disclosures
	●	Generally reassessed the Casio Environmental Vision 2050 and Casio Group Environmental Policy and restructured them to create the Casio Group Environmental Principles

Stakeholder Engagement

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	Developing and providing high-quality products and services that are socially useful Ensuring stable product supply Providing proper, customer-oriented information that is easy to understand Improving customer satisfaction Providing fast and accurate support to customers Properly managing customer information	Daily sales activities Customer Support Center Customer satisfaction surveys Casio's official website and social media Exhibitions and events
Suppliers	Fair and equitable transactions Requesting CSR implementation and providing support	Daily procurement activities Holding vendor conferences Sustainability questionnaires Whistleblower hotline for suppliers
Shareholders and investors	Timely and appropriate information disclosure Appropriate profit returns	General Meeting of Shareholders Financial result briefings Management briefings Investor Relations website Integrated report Financial reports (shareholder newsletter) Responding to questionnaires from ESG evaluation organizations
Employees	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	Casio intranet and internal newsletter Group Workers' Labor-Management Conference Occupational Safety and Health Committees Career challenge system Whistleblower hotline for employees Employee training Employee questionnaire
Local communities	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	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 business activities Complying with environmental laws Protecting biodiversity	—
NGO/NPO	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

Quality Assurance

Activities to Improve Customer Satisfaction

Intellectual Property Initiatives

Suppliers and Casio

Supply Chain Management

Respect for Human Rights

Shareholders and investors and Casio

Investor Relations

Employees and Casio

Making the Most of Human Resources and Maintaining Optimal Workplace Environments

Human Resource Development

Occupational Safety and Health

Respect for Human Rights

Local communities and Casio

Social Contribution Activities

Environmental Activities

Building a Recycling Society

Realizing a Decarbonized Society

Living in Harmony with Nature

External Evaluation

Independent Opinion on the Sustainability Report 2023

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 implements CSR, ESG and sustainability initiatives at the frontline level, with a focus on reducing the company's environmental impact and ensuring socially responsible procurement.

Casio is now at a stage where the commitment and initiative of top management and the systems for training the employees who play important roles in execution must go even further to address major social issues such as decarbonization and human rights in a concrete manner on a global scale.

Commendable efforts by Casio

- Regarding CSR initiatives at its suppliers, Casio has adopted a five-point scale for the response options on its questionnaire on CSR implementation in the supply chain in order to ascertain more accurately how suppliers are reducing their environmental impact and protecting the human rights of workers and added a question related to greenhouse gas emissions. The company received responses from 452 of 453 suppliers in Japan, China and Thailand and provided feedback based on the overall results. In terms of cumulative transaction value, Casio visited 76% of its suppliers in China and 56% in Thailand on site. 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.

Moving forward, I hope that Casio improves the questions to increase the accuracy of responses regarding biodiversity and human rights, including the technical intern trainee system and harassment. I also hope Casio adds more questions and shares specific cases to encourage suppliers to reduce GHG emissions and take action on human rights, and that the level of suppliers' CSR initiatives will be raised by sharing specific cases.

Points for improvement while commending progress to date

- Regarding environmental management, Casio aims for a 38% reduction in GHG emissions by fiscal 2031 and net zero emissions by fiscal 2051, with a 30% reduction in Scope 3 emissions by fiscal 2031, all compared to fiscal 2019. As an initiative based on SBT, RE100, and TCFD membership, Casio has introduced renewable energy at its major sites in Japan and obtained third-party verification of renewable energy usage. In addition, Casio is conducting scenario analysis and planning countermeasures based on the TCFD guidelines, mainly at the management level of each business unit and promoting a change in packaging from plastic to paper, including recycled paper, for electronic calculators and watches. I particularly commend these initiatives. Moving forward, I hope this will lead to more sustainable use of forestry resources, including improvement in traceability in the procurement of paper, the use of which is expanding due to the shift away from plastic, in addition to an increase in the recycling rate and consideration of the ecosystem in the production and use of paper.
- Regarding biodiversity preservation, I applaud Casio for introducing more collaborative watch models made with NGOs and conducting impact surveys at major sites in Japan in fiscal 2018. Moving forward, I continue to have high hopes that Casio will work with local research organizations and NGOs on conservation activities in the countries where its main production and sales sites are located, as well as using watches with thermometer and hygrometer functions as an opportunity to contribute to biodiversity.
- In terms of making workplaces more supportive, it is commendable that the percentage of employees, including non-regular employees, of Casio Computer Co., Ltd. who utilize leaves of absence or the shorter working hours system for childcare or nursing care has reached 4.4%. It is particularly commendable that the percentage of eligible men in the workplace who utilize childcare leave has reached 52% and that KPIs have been set for measures related to lifestyle diseases, smoking, and mental health as part of Casio's initiatives for health and productivity management. At the same time, going forward, I hope that Casio will work 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, thereby leading to reduction of total working hours and increased uptake of paid leave. Meanwhile, I am concerned that Casio's rate of employment for persons with disabilities has fallen below the level of Japan's legally mandated rate. At the same time, going forward, as I have reiterated in the past, I continue to have high hopes that, along with regular interviews of employees every quarter, the company will build communities for each type of disability and occupation, while promoting even more supportive workplaces.

Points for improvement

- Looking at the group-wide CSR, ESG and sustainability implementation 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 mainly to human rights and greenhouse gas emissions reduction. In addition, I would like to repeat my recommendation that the company encourage value creation for the near-term future and initiatives on the frontlines with Sustainability Leaders who serve as facilitators in the field lines, and 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 human rights, I commend Casio for establishing the Basic Policy on Respect for Human Rights and having its own tool for checking the status of human rights, which it reviews. At the same time, I am concerned that the management system, including due diligence, has not subsequently become firmly established. Looking to the future, I continue to strongly hope that the company will establish a human rights due diligence implementation system in each business unit based on the commitment of the senior management and the Sustainability Committee, in order to prepare for demands for the expansion of initiatives mainly from Europe, and that the company will build an implementation system that is integrated into daily management, for instance, incorporating human rights efforts into the performance evaluation criteria for managers.
- 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.

Points requiring progress in efforts as a global company

- Regarding corporate governance, especially the role of the Board of Directors, I commend the company for positioning prompt decision-making, appropriate business execution, and the strengthening of management oversight as important issues, and for structuring and operating the Board of Directors in a manner that will help achieve these goals. At the same time, I hope that the Board will evolve so that its structure and operation demonstrate the initiative that may signal a vision and policy for long-term value creation required by TCFD, TNFD and other organizations.
- In the area of increasing and making the most of employee diversity across the entire Casio Group, I find it commendable that Casio appointed a Chief Human Resource Officer (CHRO) and has started to establish a skill registration system, but I have continued concerns that policies, targets, plans, and persons responsible have not been established, no global HR meetings have been held. 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 and make human rights and sustainability the core of its human resources development system.

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.

International Institute for Human, Organization and the Earth (IIHOE) (in Japanese)



Inclusion in Environment, Social and Governance (ESG) Indices

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.



SOMPO Sustainability Index

In June 2017, Casio Computer was selected for inclusion in the SOMPO Sustainability Index created by Sompo Japan Nipponkoa Asset Management Co., Ltd. Based on this unique active index, SNAM launched the SOMPO 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 SOMPO Sustainability Index. In addition, the Government Pension Investment Fund (GPIF) has been applied to the three components listed below among the environmental, social, and governance (ESG) indices selected in July 2017.



In addition, Casio has been included in the four components listed below among the environmental, social, and governance (ESG) indices selected by Japan's Government Pension Investment Fund (GPIF) in July 2017.

FTSE Blossom Japan Index

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 Blossom
Japan

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.

FTSE Blossom Japan Sector Relative Index

Developed by FTSE Russell, the FTSE Blossom Japan Sector Relative Index is designed to be sector-neutral, reflecting the relative performance of Japanese companies with superior environmental, social, and governance (ESG) performance in their respective sectors. In order to promote the transition to a low-carbon economy, companies with particularly high greenhouse gas emissions are included in the index only if they are recognized for their improvement efforts based on the TPI Management Quality Score.



FTSE Blossom
Japan Sector
Relative Index

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 Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

MSCI Japan Empowering Women Index

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.

2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

* 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.

S&P/JPX Carbon Efficient Index

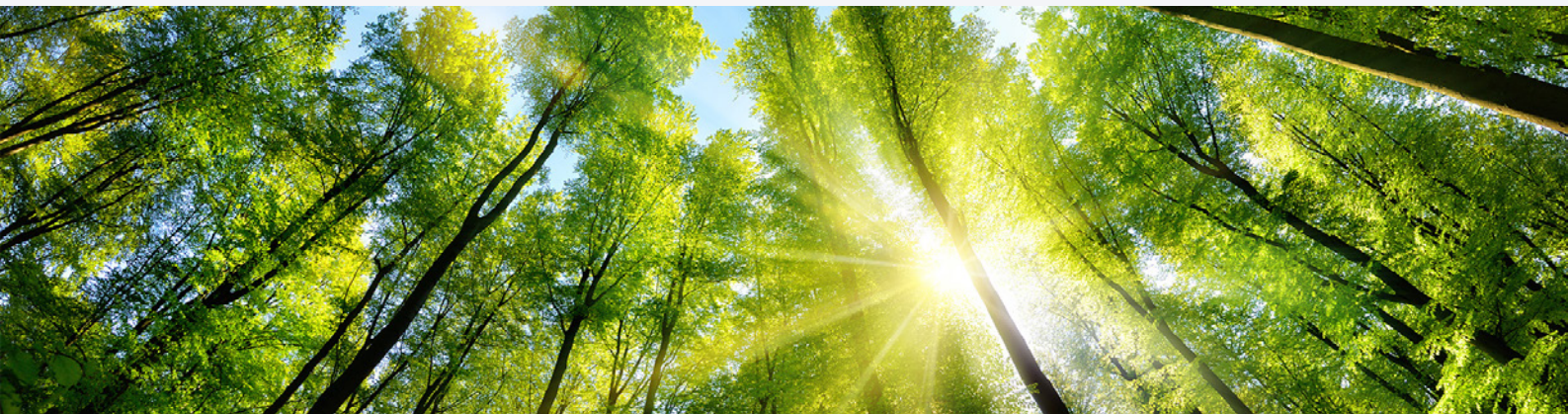
The S&P/JPX Carbon Efficient is designed to measure the performance of companies in the Tokyo Stock Price Index (TOPIX), while overweighting or underweighting those companies that have lower or higher levels of carbon emissions per unit of revenue.



Morningstar Japan ex-REIT Gender Diversity Tilt Index

The Morningstar Japan ex-REIT Gender Diversity Tilt Index uses the data and scoring methodology provided by Equileap and is designed to emphasize companies with established gender diversity policies embedded in their corporate culture and that are committed to equal opportunities for employees, irrespective of their gender.

Environmental Report



Environmental Management	Realizing a Decarbonized Society	Building a Recycling Society
Living in Harmony with Nature	Material Balance	Environmental Compliance
Environmental FAQ		

Environmental Management

Vision and Basic Policies on the Environment

In 2012, Casio established the Casio Environmental Vision 2050, a long-term environmental management policy that looks ahead to the year 2050, and launched a range of initiatives. In 2021, Casio undertook a complete review of the policy to ensure that it does not fall behind the drastic and rapid changes surrounding the environment, and restructured the Casio Group Environmental Principles, which comprise the following elements.

- Casio Group Environmental Vision
- Casio Group Basic Policies on the Environment
- Casio Group Environmental Action Guidelines
- Casio Green Targets 2024

Building on the same shared principles, this restructuring unifies all of the elements, from the Casio Group Environmental Vision at the top, down to the Casio Green Targets 2024, which are targets for separate environmental initiatives taken by each organization. The restructuring also ensures that long-term policies and short-term initiatives are integrated and consistent.

Positioned just below the Vision, the Casio Group Basic Policies on the Environment establish long-term approaches for addressing the three material environmental issues of realizing a decarbonized society, building a recycling society, and living in harmony with nature. Next, the Casio Group Environmental Action Guidelines establish a course of action for each value chain from a life-cycle perspective. Finally, Casio Green Targets 2024 includes target and KPI for 3 years to be set according to the functions of each organization based on the long-term goals of key environmental issues, and will be promoted in a clear positioning.

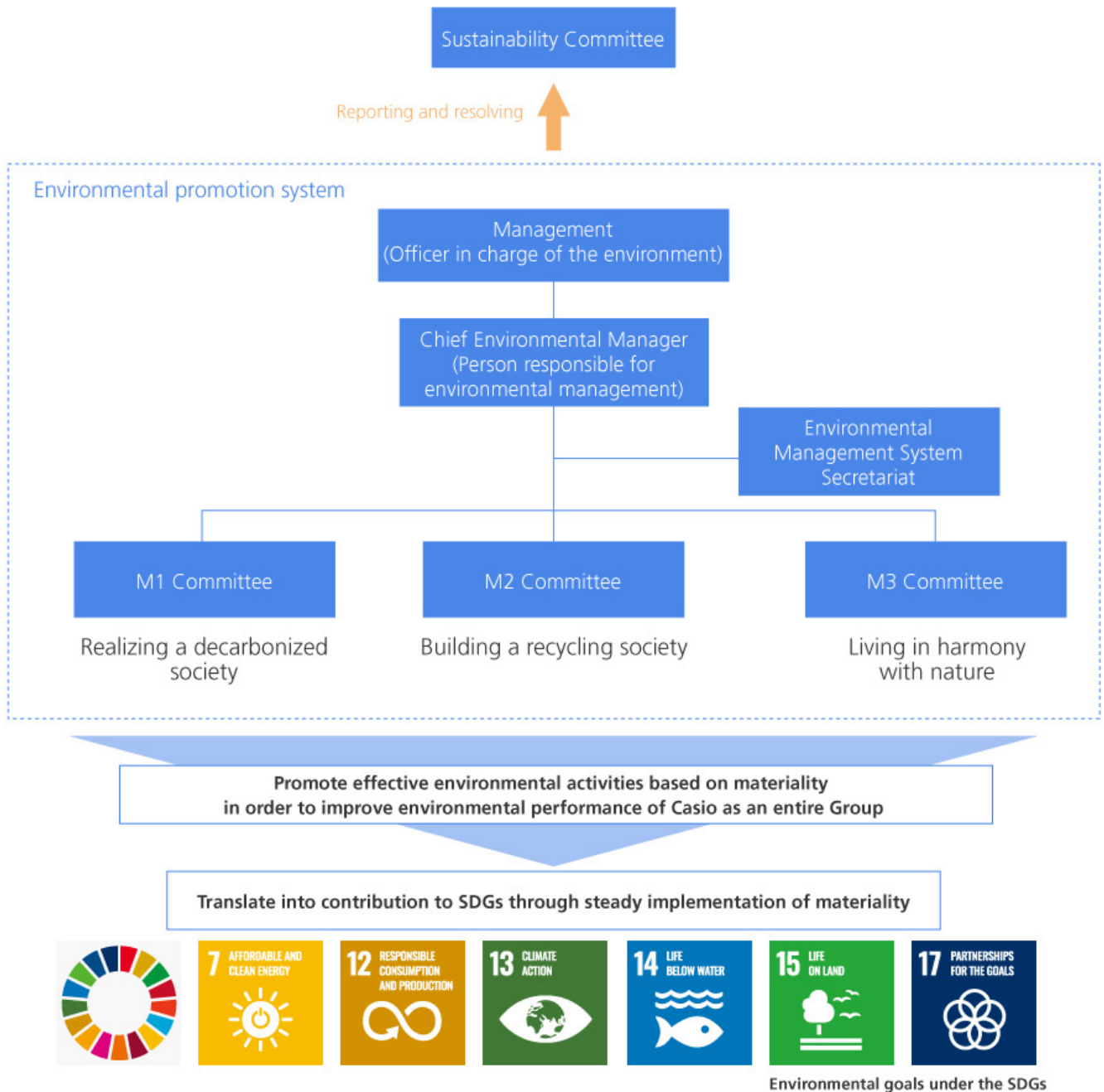
Casio Group Environmental Principles

Casio Group Environmental Principles	
Casio Group Environmental Vision	A healthy global environment is the foundation of all economic activity. Casio is reducing environmental impact across its business activities to help build a resilient, sustainable world for future generations to enjoy.
Casio Group Basic Policies on the Environment	To achieve the Casio Group Environmental Vision, Casio is proactively focusing on three material issues and taking a defined long-term approach to each. Material issues (1) Realizing a decarbonized society: Reduce greenhouse gas emissions to zero by 2050 (2) Building a recycling society: Minimize business waste, minimize use of newly mined resources, maximize collection of used products/packaging (3) Living in harmony with nature: Preserve and sustainably use biodiversity
Casio Group Environmental Action Guidelines	To fulfill the Casio Group Basic Environmental Policy, Casio has categorized business activities into seven life-cycle stages and established a specific course of action to guide efforts at each stage. Life cycle  Seven stages and courses of action 1. Planning/Development: Leverage design to reduce environmental impact and develop products/services utilizing environmentally friendly technologies and materials (to offer environmental value) 2. Procurement: Collaborate with suppliers to reduce environmental impact when procuring parts and raw materials 3. Manufacturing: Minimize environmental impact of Group sites and the entire supply chain 4. Distribution: Reduce environmental impact by cutting greenhouse gas emissions from product delivery, etc. 5. Marketing/Sales: Reduce environmental impact by marketing for environmental value and using online marketing 6. Product Use/Services: Reduce environmental impact from product use and after-sales services 7. Collection/Recycling: Maximize collection/recycling of used products and packaging
Casio Green Targets 2024	Casio has identified efforts to make at each stage of business activity and will pursue them to achieve its targets and KPIs for the three years through fiscal 2025. The targets and KPIs are based on the long-term approaches to addressing the material issues set out by the Basic Policies on the Environment, and they will be updated every three years.

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.

We intend to integrate each fiscal year's efforts to achieve the Casio Green Targets 2024 into the work of these committees, a step which would dovetail ISO 14001 committee activities into the core business of each organization.



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 2020	
Casio Human Systems Co., Ltd.		December 2001	
Casio Computer (Hong Kong) Ltd.		November 2020	
Casio (Thailand) Co., Ltd.		July 2012	
Casio Taiwan Co., Ltd.		October 2007	
Casio Electronics (Shenzhen) Co., Ltd.		February 2002	
Casio Electronic Technology (Zhongshan) Co., Ltd.		October 2006	
Casio Electronics (Shaoguan) Co., LTD.		January 2018	
Casio Timepiece (Dongguan) Co., Ltd.		September 2019	

* The percentage of Group employees at sites with ISO certification has reached 76.0%.

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.

Realizing a Decarbonized Society

Approach and Policy

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 Sustainable Development Goals (SDGs) were established as part of the 2030 Agenda for Sustainable Development adopted at the United Nations Sustainable Development Summit, and the Paris Agreement was adopted at the 21st Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21). 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 above pre-industrial levels instead of 2°C. In addition, the Working Group I Report component of the IPCC Sixth Assessment Report released in August 2021 states, "It is unequivocal that human influence has warmed the atmosphere, ocean and land. Widespread and rapid changes in the atmosphere, ocean, cryosphere and biosphere have occurred."

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,” making this its long-term target in accordance with the Paris Agreement long-term climate goal.

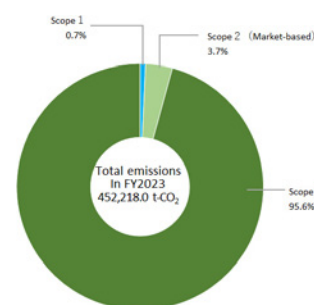
In April 2021, based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD),*¹ Casio strengthened its governance relating to climate change, formulated strategies based on climate-change risk and opportunity analysis, and disclosed climate-related financial risk information. In 2022, Casio conducted a scenario analysis to identify risks and opportunities and assess the impacts.

Information Disclosure Based on TCFD Recommendations

*1 TCFD: Established by the Financial Stability Board (FSB), an international body that monitors and makes recommendations about the global financial system, this initiative aims to help companies understand and disclose the financial impact of their climate change risks and opportunities.

Importance for the Casio Group

Greenhouse gas emissions related to the Casio Group include direct emissions from the entire Group (Scope 1) and indirect emissions associated with the Group's overall energy use (Scope 2), as well as emissions from the value chain such as procurement and manufacturing of raw materials, logistics, sales, and product disposal (Scope 3). Scope 3 accounted for 95.6% of total emissions in fiscal 2023.



Based on this, Casio has set targets for Scope 3 in addition to Scope 1 and 2, and is implementing measures to contribute to a decarbonized society.



In 2020, in order to gain a more detailed understanding of its greenhouse gas emissions and contribute to a decarbonized society based on objective indicators, Casio revised its criteria for calculating greenhouse gas emissions and its medium- to long-term targets to bring them into line with scientific knowledge.

RE100

Casio then requested the Science Based Targets initiative (SBTi),*² an international initiative, to validate its revised calculation criteria and medium-term targets. In April 2021, the SBTi recognized that Casio's approach is in line with Well-Below 2°C and validated that Casio's criteria and targets are based on scientific evidence. Moreover, in December 2021, Casio joined RE100,*³ an international initiative that promotes the use of 100% electricity from renewable energy sources in business activities, and has been making various efforts to reach this target.

*2 SBTi

An initiative promoted by several international NGOs (CDP, the United Nations Global Compact, World Resources Institute [WRI] and the World Wide Fund for Nature [WWF]) to encourage private companies and other organizations to set science-based targets for greenhouse gas emission reduction and help achieve the goals of the Paris Agreement. The SBTi provides validation of science-based greenhouse gas reduction targets that comply with the Paris Agreement.

*3 RE100

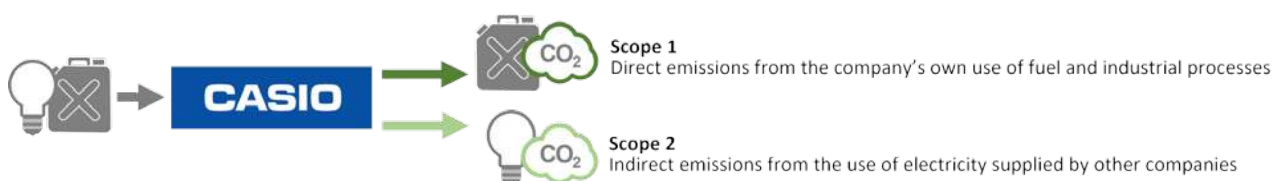
RE100 is an international initiative operated by The Climate Group, an international environmental NGO, in partnership with the Carbon Disclosure Project (CDP). It is composed of companies that are working toward using 100% electricity from renewable energy sources in their business activities.

Greenhouse Gas Emissions from the Entire Group (Scope 1 and 2)

Approach and Policy

The Casio Group has a variety of sites in addition to production sites, including R&D centers that mainly conduct testing and research and offices that carry out sales, maintenance, and overall Group management. Energy is used for the activities at each site, producing GHG emissions.

As these emissions are covered by Group-wide direct emissions (Scope 1) and indirect emissions associated with use of energy (Scope 2), Casio has set targets for Scopes 1 and 2 and is promoting Group-wide reductions.

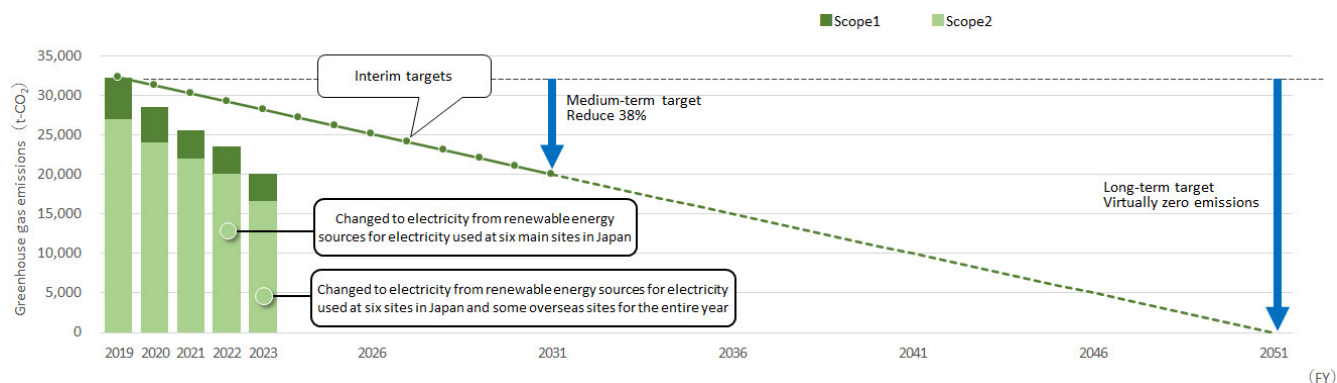


Targets and Performance

The Casio Group has set the following long-term and medium-term targets for Scope 1 and 2 emissions and is carrying out emission reduction activities.

	Scope 2 calculation method	Scope 1 + Scope 2 combined target		
		Base year	Target year	Reduction rate for target year
Long-term target	Market-based	-	FY2051	Virtually zero emissions
Medium-term target	Market-based	FY2019	FY2031	38%

Casio has also set interim targets for each fiscal year and is confirming the status of achievement.



In fiscal 2022, Casio switched the electricity used at six sites in Japan to electricity from renewable energy sources, starting midway through the fiscal year, in order to reduce GHG emissions. In fiscal 2023, Casio switched the electricity used at some overseas sites to electricity from renewable energy sources for the entire year, in addition to the sites in Japan that were switched during fiscal 2022, and achieved the interim targets. As a result, in fiscal 2023, Casio achieved a rate of reduction on par with the medium-term target. Aside from their emissions-reduction effect, these steps were considered necessary to address future trends such as rising costs related to the use of renewable energy and changes in the scale of the group's activities.

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

Medium and long-term targets	FY2023 Targets	FY2023 Performance	Evaluation	FY2024 Targets
Long-term target: Reduce to zero the total volume of Casio Group's greenhouse gas emissions (Scopes 1 and 2) by FY2051	Reduce the market-based greenhouse gas emissions (Scopes 1 and 2) of group companies by 12.7% compared to FY2019.	Reduced 38% compared to FY2019	○	Reduce the market-based greenhouse gas emissions (Scopes 1 and 2) of Casio Group by 16% compared to FY2019.
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.				

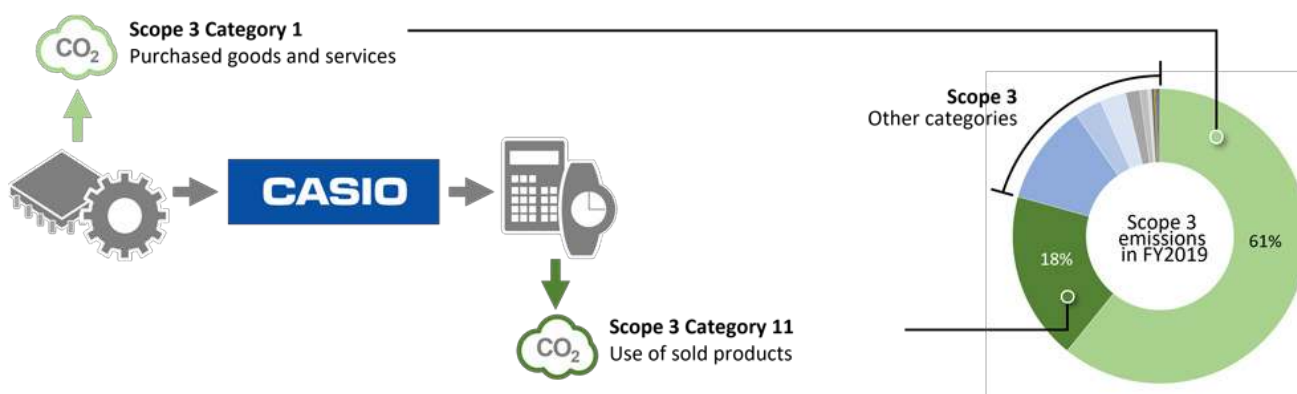
Greenhouse Gas Emissions from the Value Chain (Scope 3)

Approach and Policy

Emissions from the value chain related to Casio's business activities are classified and calculated for each Scope 3 category. Casio has set targets for categories with particularly large emissions and is working to reduce Scope 3 emissions overall.

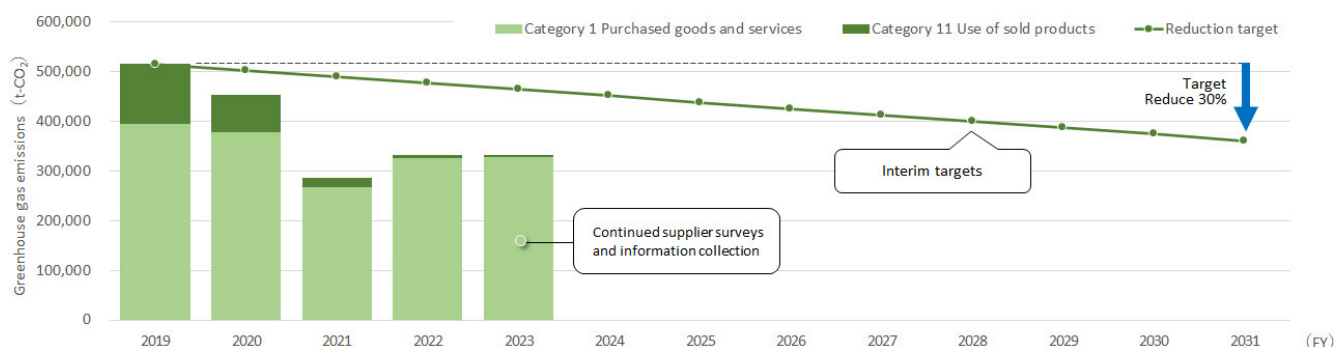
Targets and Performance

Casio has set targets for Scope 3 emission reductions with fiscal 2019 as the base year. GHG emissions associated with purchased goods and services (Category 1) and use of sold products (Category 11) accounted for more than three-quarters of total Scope 3 emissions as of fiscal 2019. Casio has set the following targets with a focus on these emissions and is carrying out emission reduction activities.



Casio has also set interim targets for each fiscal year and is confirming the status of achievement.

Target categories	Base year	Target year	Reduction rate for target year
Category 1: Purchased goods and services Category 11: Use of sold products	FY2019	FY2031	30%



Emissions in Category 1 (purchased goods and services) have continuously trended somewhat higher since fiscal 2021. This is likely the result of the downward trend in the impact of COVID-19 and the ongoing increase in product manufacturing activities. Since emissions associated with raw materials purchased from the supply chain account for the largest portion of Category 1 emissions, Casio is working to address the supply chain as a key measure. In fiscal 2022, Casio started carrying out supply chain surveys on GHG emissions reductions and collecting information.

Emissions in Category 11 (use of sold products) have continued to decrease significantly since fiscal 2020. It is thought that this can mainly be attributed to a decrease in sales of product groups with relatively high GHG emissions related to use by customers from fiscal 2020 onward due to Casio's business strategy.

The actual total of Category 1 and 11 emissions for fiscal 2023 saw a rate of reduction exceeding the fiscal 2031 target, mainly due to a significant reduction in Category 11.

However, careful monitoring of the achievement of interim targets for each fiscal year will continue to be required, as there may still be changes in the impact of COVID-19 from fiscal 2022 onward, which could also result in changes to Casio's business strategy.

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

Medium and long-term targets	FY2023 Targets	FY2023 Performance	Evaluation	FY2024 Targets
Reduce 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	Move forward with survey of supply chain	Conducted supply chain survey	○	Aggregate results of the FY2023 supply chain survey and consider response

Analysis and Disclosure of Climate Change Risks and Opportunities Based on the TCFD Recommendations

Analysis and Disclosure of Climate Change Risks and Opportunities Based on the TCFD Recommendations

In October 2010, Casio set a target of achieving net zero greenhouse gas (GHG) emissions from its business activities by fiscal 2051.

In April 2021, Casio's GHG emissions reduction target for fiscal 2031 was validated as consistent with the Well-Below 2°C scenario based on scientific evidence by the Science Based Targets initiative (SBTi), an international organization that reviews GHG reduction targets.

Casio is working to reduce GHG emissions and address global warming in accordance with long-term targets validated by internationally respected organizations.

Meanwhile, global warming is intensifying the severity of climate change around the world, and this is expected to have a major impact of corporate performance over the long term. If warming proceeds unchecked, the weather disasters that have already become apparent will be even more severe. Moreover, sea levels are expected to rise, having a significant impact on business sites located in coastal areas.

Casio's business partners in the supply chain may also be affected by these developments, and disruptions to parts procurement, logistics, and other business operations can be expected.

In April 2021, Casio announced its support for the recommendations of the TCFD, which sets out standards for disclosure on business impacts related to climate change, and began disclosing information on the impact of climate change on its business activities. In the second year of disclosure, Casio decided to identify risks and opportunities involved in the long-term impacts of climate change using the scenario analysis method, to assess the impact of these risks and opportunities, and to consider the measures to be taken in response.

Casio held five rounds of scenario analysis between February and May 2022 for its four core businesses: timepieces, education, electronic musical instruments, and systems equipment. Casio appointed core staff from product planning, mechanical design, procurement, logistics, and sales and marketing divisions covering the entire value chain to conduct the analysis and contracted an outside expert to facilitate the process.

Since discussions faced some limitations due to the need to hold the main sessions online to prevent the spread of COVID-19, voluntary meetings were set up for further study of each product item. As a result, the assessments of impact became more varied in each session due to the differences in provision of value to users, market, and strategy between businesses. The final session closed with presentations to the officers responsible for each business and the officer responsible for finance and investor relations.

The results of the sessions were compiled by the Sustainability Promotion Office and, after deliberation by the Board of Directors, "Results of Assessment based on Scenario Analysis" was added to the section on Information Disclosure Based on TCFD Recommendations on Casio's Sustainability website.

Casio will continue to carry out scenario analysis on a regular basis in the future to raise the level of precision as well as to further enhance the quality and quantity of information disclosed.

Business Sites Initiatives

Business Sites Initiatives

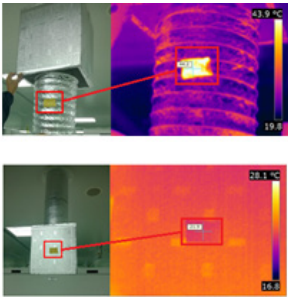
Initiatives at Casio (Thailand) Co., Ltd.

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 and this has helped to reduce greenhouse gas emissions.



Reflow systems insulation



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

Introducing buses to reduce CO₂ emissions

The company has 40 buses that it provides for employees to use for their daily commute. Employees use these commuting buses and this has helped to reduce greenhouse gas emissions.



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



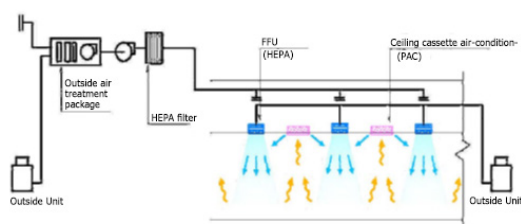
Reservoir agitator
for air circulation

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.



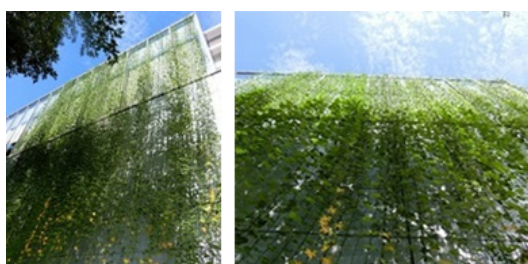
Air-conditioning system at Yamagata Casio



Clean room
with latest air-conditioning system

Initiatives at 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

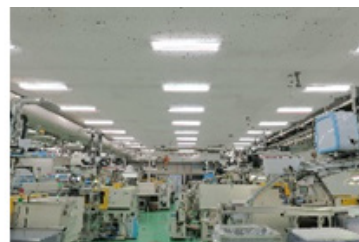
Casio is installing LED lighting at its business sites to reduce electricity consumption. Thus far, it has installed LED lighting at many Casio sites, including the Hatsudai Head Office, Hamura R&D Center, Hachioji R&D Center, Yamagata Casio, Casio Electronics (Shenzhen) Co., Ltd., Casio (Thailand) Co., 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

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:** Considering and promoting direct shipping to distribution centers in Japan from manufacturing sites outside Japan and direct shipping to business partners 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-thirteenth 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

Approach and Policy

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.



Recognizing this social background, Casio is moving ahead with various initiatives, including activities in its own business as well as activities that include suppliers and cover the entire product lifecycle.

Importance for the Casio Group

Amid more widespread depletion of natural resources and the destruction of nature caused by the extraction of resources, investment in new natural resources for manufacturing products not only exacerbates the depletion of resources, but can also increase the impacts on the environment and ecosystem. These impacts may also lead to risks such as increases in the cost of raw materials.

The recycling rate of the waste produced by Casio's business activities has reached more than 80% over the past few years. However, about 15 or 20% of waste is still disposed of in the environment without being recycled. This includes plastics and other waste which remain in the environment for long periods of time, and their impact on environmental pollution and ecosystems is a cause for concern.

The same concerns that apply to the waste produced by our own business activities apply to the disposal of products after use by customers. It can be said that proactive efforts to ensure recycling them into resources are required. For the Casio Group, which operates a broad range of consumer businesses, this is also important in terms of securing customer trust.

Targets and Action Plan

Casio is working to build a recycling-oriented society both through product initiatives and initiatives in business activities.

In product initiatives, the company has set a target for expanding the number of Casio Green Star Products, a designation which indicates environmentally friendly product manufacturing through the various stages from development and design to use of the product by customers, to recycling after use.

In initiatives in business activities, Casio has set a target of zero emissions* of waste produced by its business activities. As part of its efforts to achieve zero emissions, Casio has set targets for reducing the amount of waste produced by its business activities and increasing the recycling rate of such waste. In addition, the Company has set a target for reducing water usage in business activities. Casio is also working on this issue by taking initiatives for voluntary collection and recycling of used products and components disposed of as a result of product use.

* Casio Group's definition of zero emissions: $\text{Landfill disposal rate} = (\text{final landfill disposal amount} \div \text{amount of waste generated}) \times 100$ is 1% or less.

Medium-Term targets and Performance

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

	Medium and long-term targets	FY2023 Target	FY2023 Performance	Evaluation	FY2024 Targets
Product initiatives	Increase Casio Green Starproduct sales ratio to 90% by FY2026	Maintain the Casio GreenStar product sales ratio at 80% or more	Casio Green StarProduct salesratio: 74.3%	○ *2	Raise the Casio Green Starproduct sales ratio at 80%or more
Initiatives in Business Activities	Achieve zero emissions*1 of waste at business sites by FY2031	Reduce the amount ofwaste generated by entireCasio Group (includingvaluable waste) by at least 3% compared to FY2020	Reduced waste generated by Casio Group (including valuable waste) by 34.3% compared toFY2020	◎	Reduce the amount of waste (including valuable waste) generated by entire Casio Group by at least 4% compared to FY2020
		Achieve a recycling rate*3 for Casio Group site waste ofat least 96%	Recycling rate for Casio Group: 93.9%	○ *2	Achieve a landfill disposal rate*4 for Casio Group site waste of at least 4% or less
	—	Reduce water usage for Casio Group by at least 3%compared to FY2020	Reduced waterusage for Casio Group by 23.9% compared toFY2020	◎	Reduce water usage for Casio Group by at least 4% compared to FY2020

*1 Casio Group's definition of zero emissions:Landfill disposal rate =(final landfill disposalamount ÷ amount of waste (including valuable waste) generated) × 100 is 1% or less.

*2 ○ evaluation determined based on at least 80% achievement of the target figure.

*3 Recycling rate = (amount of valuable waste generated + amount of resources recycled) ÷ (amount of valuable waste generated + amount of recycled + final landfill disposal amount) x 100

*4 Considering carefully the consistency of the indicators between the medium- and long-term targets, CASIO has decided that the entire group use the landfill disposal rate instead of the recycling rate as an indicator starting with the target for FY2024.

Product Initiatives

Product Initiatives

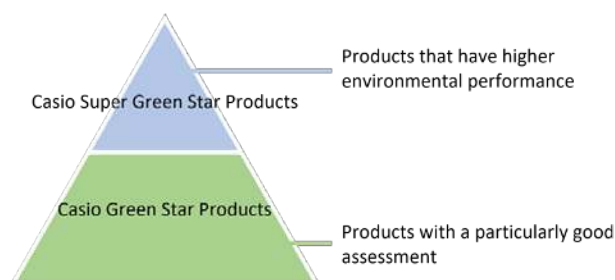
Approach and Policy

Casio pursues product development with consideration for environmental impact throughout the product lifecycle, from the product development and design stage, to use by customers, to disposal and recycling after use.

Casio began its own product assessment program in 1993, commencing assessment of the environmental impact of new products and certifying those that met certain standards as Casio Green Products. This process produced a large number of environmentally friendly products.

In 2009, Casio began its program to certify Casio Green Star Products under more rigorous assessment standards. In 2016, a further program to certify Casio Super Green Star Products under even higher assessment standards was also commenced. Since then, Casio has continued to develop products with consideration for environmental impact.

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



[Click here](#) to see products certified as Casio Green Star Products and Casio Super Green Star Products to date.

Casio takes measures to consider environmental impact for each product, and these are expected to have a positive effect on building a recycling-oriented society.

Initiatives in Product Materials

PRO TREK/G-SHOCK using environment friendly biomass plastic

PRO TREK/G-SHOCK series using biomass plastic parts launched in 2022



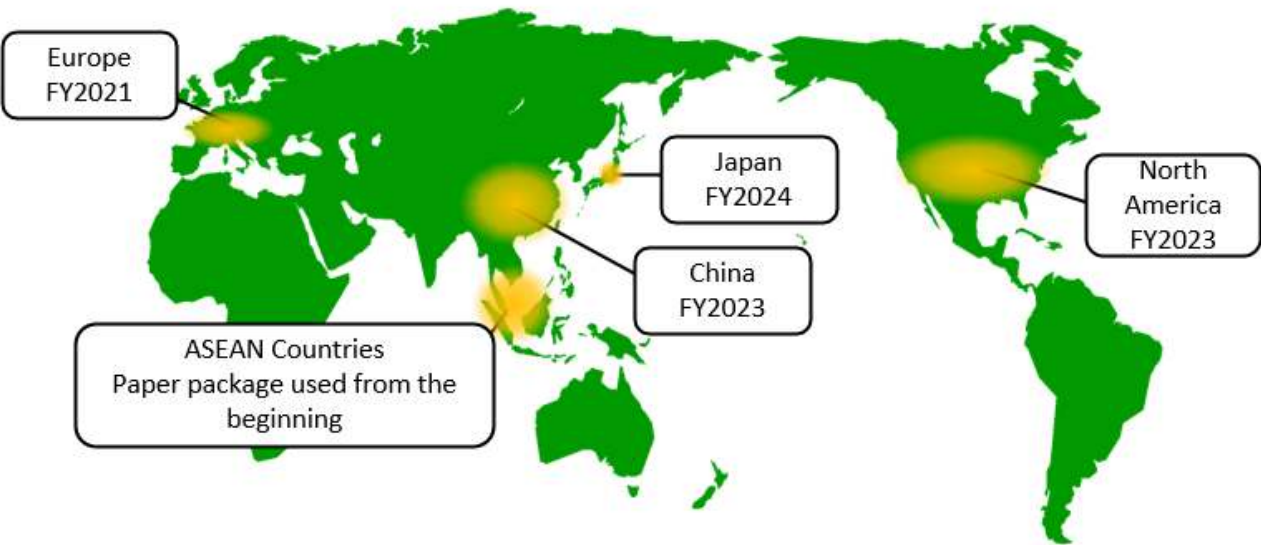
	Watch front case	Band	Watch back cover
MATERIALS		CASIO's environment friendly biomass plastics parts are produced using materials derived from castor seeds, corn and other raw materials	
BAIOMASS PLASTICS	 Glass Fiber Reinforced Resins	 Urethane Resins	 Glass Fiber Reinforced Resins

Packaging materials using recycled paper as main raw material

Initiatives in Calculator Product Packaging

Casio is reducing the use of plastic packaging by introducing paper packaging in calculator products line.

Following the introduction of paper packaging in some emerging markets of ASEAN, where paper packaging was already being used, the introduction of paper packaging began in Europe in 2020, North America and China in 2022, and full-scale introduction into Japan started in June 2023.



In contrast to conventional plastic packaging, which allows consumers to see the product from the outside, paper packaging does not allow the product to be seen. Casio has taken this into consideration in packaging design by, for instance, including a picture of the product and printing the product name and category in large lettering so that users will avoid misidentifying it. Casio has also given consideration to efficiency of transport by making the packaging as compact as possible.



Previous package
Transparent plastic package showing the product

New package
Paper package with the picture faithfully reproducing the product design

Initiatives in Watch Product Packaging

Watch Product Packaging Initiatives

For watch products, Casio is working to change the product packaging for each product group to packaging made primarily of recycled paper or recycled plastic.

Initiatives in Casio Collection (General Watches)

Starting in 2021 Casio switched to packaging that uses recycled paper as a raw material and decreased the amount of plastic used by 82% compared to conventional packaging (used by Casio).



Paper packaging

Initiatives in PRO TREK series

In addition to adopting packaging made from recycled paper, Casio uses inks made from plant-based raw materials which release fewer volatile organic compounds than conventional petroleum solvent-based inks.



Initiatives in MY G-SHOCK

Each MY G-SHOCK, which allows customers to build their own custom watch by selecting the components, is cradled inside a special pulp-molded case packaged in a plastic-free exterior paper box.



Initiatives in G-SHOCK 40th Anniversary Model “Adventurer’s Stone” Series

This 40th Anniversary G-SHOCK model, and the mineral-inspired series to which it belongs, use pulp-molded paper packaging. Casio also uses vegetable oil inks for the printing on the outer box.



Initiatives in G-SHOCK FROGMAN 30th Anniversary Model

This model is not only made with biomass resin components, but also comes in special packaging made from laminated paper board.



Initiatives in G-SHOCK 40th Anniversary Edition “Flare Red”

The 40th Anniversary Edition “Flare Red MTG-B 3000 FR / GWG-2040 FR” G-SHOCK watches are packaged in an inner box made from 100% recycled plastic. The outer box is made of recycled paper and printed on with plant-based inks which release fewer volatile organic compounds than conventional petroleum solvent-based inks.



Initiatives Related to Product Usage

Each watch model supports Casio's original solar power system that reduces battery usage.

Tough Solar

This original Casio solar-charging system employs solar panels that convert light even from fluorescent lamps and other sources, combined with an internal rechargeable battery. It generates ample power for smooth operation of power-hungry functions, from measurements to radio wave reception, Bluetooth® connectivity, lights, and alarms. Also includes a Power-Saving function that automatically engages when the watch is left for a certain period in a dark location.



Solar-Assisted Charging

Use USB charging for training functions such as GPS tracking and heart rate monitor, as well as smart functions such as notifications and step tracker. Time display is powered solely by solar charging, even when battery runs low.

Solar Charging

Time display is powered solely by solar charging, even when the battery runs low.

USB Charging

For training functions and smart functions, use a USB cable for charging.



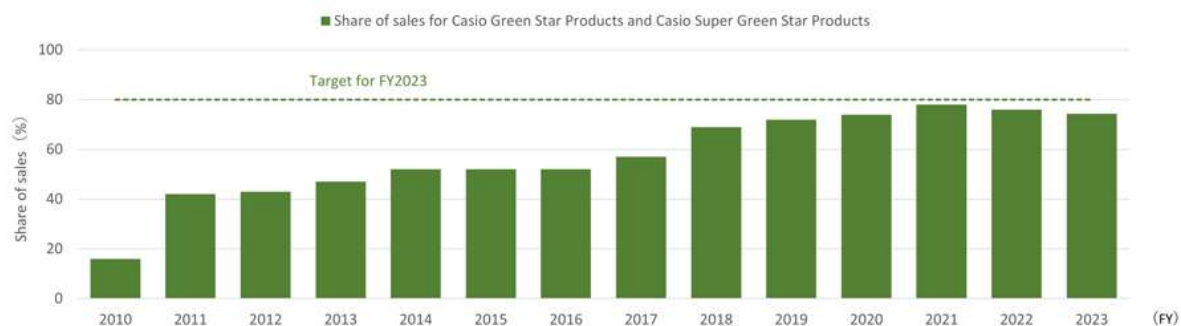
Solar Charging System

Converts light from fluorescent lamps and other sources with a solar-charging system that reduces the need for regular battery replacement.



Targets and Performance

Casio has set a target for Casio Green Star Products and Casio Super Green Star Products to account for 90% of sales by FY 2026. Casio has also set target figures for each fiscal year and is verifying the status of achievement.



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

Medium and long-term targets	FY2023 Target	FY2023 Performance	Evaluation	FY2024 Targets
Increase Casio Green Star Products' share of sales to 90% by fiscal 2026	Maintain the Casio Green Star Products' share of sales at 80% or more	Casio Green Star Products' share of sales: 74.4%	○	Raise the Casio Green Star Products' share of sales at 80% or more

Initiatives in Business Activities

Initiatives in Business Activities

Casio's efforts to promote resource recycling are guided by its targets to achieve zero emissions of waste and reduce water usage by the Group. As part of its efforts to achieve zero emissions, Casio strives to reduce the amount of waste generated by its business activities and to increase the waste recycling rate, as well. The company is also taking initiatives for voluntary collection and recycling of used products.

Reducing and Recycling Waste

Approach and Policy

The Casio Group has set a zero-emissions targets for waste generated by its business activities and is working hard to recycle resources. As part of its initiatives for achieving zero emissions, Casio has set targets for reducing waste generated from its business activities and for promoting the recycling of such waste.

Targets and Performance

Casio has set targets for each fiscal year and is verifying the status of achievement. For FY 2023, Casio set targets to reduce the amount of generation of waste (including valuables) by at least 3% compared to fiscal 2020 and to achieve a recycling rate of 96% or higher.



In fiscal 2023, continuing efforts to reduce emissions at each Group site allowed Casio to achieve its fiscal 2023 target for total reduction of wastes and valuable wastes.

Meanwhile, Casio has been able to closely approach its recycling rate target by implementing countermeasures primarily at sites with low recycling rates and sharing information on good practices that contribute to improvement

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

Medium and long-term target	FY2023 Target	FY2023 Performance	Evaluation	FY2024 Target
Achieve zero emissions *1 of waste at business sites by FY2031	Reduce the amount of generation of waste (including valuable waste) by entire Casio Group by at least 3% compared to FY2020	Reduced the amount of waste (including valuable waste) generated by Casio Group by 34.3% compared to FY2020.	◎	Reduce the amount of waste (including valuable waste) generated by Casio Group by at least 4% compared to FY2020.
	Achieve a recycling rate *2 for Casio Group sitewaste of at least 96%	Achieved 93.9% recycle rate for entire Casio Group	○ *3	Achieve a landfill disposal rate for entire Casio Group site of at least 4% or less

*1 Casio Group's definition of zero emissions:

Landfill disposal rate = (final landfill disposal amount ÷ amount of waste generated [including valuable waste]) × 100 is 1 or less.

*2 Recycling rate = (Amount of valuable waste generated + Amount recycled) ÷ (Amount of valuable waste generated + Amount recycled + final landfill disposal amount) × 100

*3 ○ evaluation determined based on at least 80% achievement of the target figure.

*4 Casio had been using the recycling rate as an indicator for the entire group, but in order to stay consistent with its medium-to-long-term targets and after scrutinizing indicators for the entire group,

Reducing water usage

Approach and Policy

Water resources are essential in maintaining human activities. However, in recent years, water-related risks, including increasing demand due to population growth and decreasing supply due to climate change, have become a cause for concern, and Casio business activities could face similar risks.

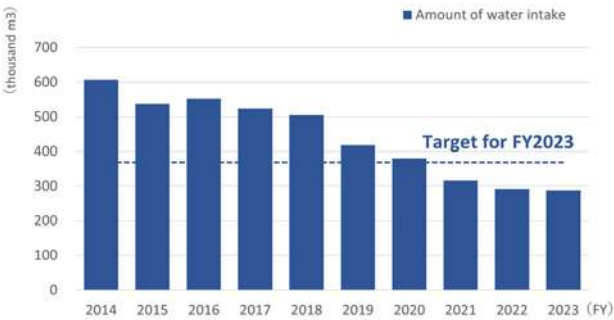
The Casio Group uses a limited amount of water in production activities, to wash a few of the components in production activities. Use for applications such as air conditioning and domestic-type use account for the majority of the water used by the Casio Group. The domestic-type use of water is important in terms of maintaining hygienic at its sites.

When Casio conducted an evaluation of water stress levels^{*1} with a focus on access to water for hygiene at production sites with relatively high water usage, one out of all the Group's production sites was found to be under water stress. Despite the relatively low level of overall water stress, Casio has set a target of continually reducing water usage for the entire Group, and is working to reduce risk related to use of water resources.

^{*1} The Baseline Water Stress indicator presented in WRI Aqueduct Water Risk Atlas 3.0. Casio assessed sites where the Baseline Water Stress is High or more as under water stress.

Targets and Performance

Casio has set targets for each fiscal year and is verifying the status of achievement. For FY 2023, the company set a target of reducing water use by at least 3% compared to FY 2020.



In addition to the water used in production activities, a large proportion of the Casio Group's total water use comes from water used daily by employees at its facilities. In fiscal 2023, as the effects of the COVID-19 pandemic have subsided, there was a slight increase in total water consumption compared to the previous year and achieved the target.

Evaluation ◎: All targets met, ○ : Most targets met, △ : Remaining issues outweigh results, × : No progress made			
FY2023 Target	FY2023 Performance	Evaluation	FY2024 Target
Reduce water usage for Casio Group by at least 3% compared to FY2020	Reduced water usage for Casio Group by 23.9% compared to FY2020	◎	Reduce water usage for Casio Group by at least 4% compared to FY2020

Collection and Recycling

Recycling of Products and Packaging in Compliance with Laws and Regulations

Casio recycles products and packaging at the end of their useful life, complying with laws and regulations around the world.

Major environmental laws and regulations related to Casio products

Recycling of End-of-life Products

In disposing of end-of-life products, Casio complies with laws and regulations in various countries and regions around the world, including the Small Home Appliance Recycling Law in Japan, the Waste from Electrical and Electronic Equipment (WEEE) Directives in the EU, the Electronic Equipment Recycling Laws of China and other countries and regions around the world.

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.

Recycling of Containers and Packaging

Casio complies with the laws and regulations on recycling for each country and region in its processing of containers and packaging, including the Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging in Japan, the Packaging and Packaging Waste Directive in the EU, the RoHS in China, the regulations concerning hard plastic containers in each U.S. state, and the packaging collection programs of each Canadian province.

Product recycling efforts

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



Living in Harmony with Nature

Approach and Policy

Social Issues

The Kunming-Montreal Global Biodiversity Framework (GBF) was adopted at the 15th Conference of the Parties to the Convention on Biological Diversity (CBD/COP15) held in Montreal Canada in December 2022. This framework is the successor to the Aichi Biodiversity Targets (in place until 2020) and lays out international targets for 2030. The most noteworthy aspect of the GBF is the aim to build a “nature-positive world by 2030.” Alongside “carbon neutrality” and “circular economy,” this aim rounds out the three key phrases for addressing environmental problems. These three phrases are intimately related to solving the problems facing the global environment, which is the foundation for human society, and the international community recognizes the need to address societal transformation in an integrated manner.

In parallel with the move to adopt the GBF, TNFD is being considered to succeed TCFD as a new guideline for disclosing corporate financial information. The release of the official version (v1.0) in September 2023 is expected to encourage investment by companies in helping the world to become nature positive. In light of these international investment trends, delays in recognizing and responding to the company's business risks related to biodiversity and natural capital will have a negative impact, while preemptively harnessing the company's core business to contribute to the goal of becoming nature positive, thereby generating profit, will have a positive impact.



Importance for the Casio Group

The GBF shows that Casio needs to take actions which will have a more direct impact on restoring biodiversity. But indicators that will be effective enough to measure the degree of achievement are still being developed. However, waiting for these will cause the company to fall behind. So, Casio must first look at the current state of decline in biodiversity and what can be done to reverse it, and think about solutions in light of its own strengths.

Casio possesses hardware and software technologies refined as it created compact electronic devices over the years, as well as unique ideas that are difficult to imitate and management decisions which support those ideas. This has allowed Casio to deliver products to the world that have surprised other companies. Casio recognizes that it is expected to create new businesses that attract the attention of investors around the world by channeling these characteristics toward the goal of restoring biodiversity.

Targets and Action Plan

Casio formulated the Biodiversity Guidelines in March 2011 and the Paper Procurement Policy in 2015. At the time, these were formulated in the context of the Aichi Targets. But years have passed since then, and Casio needs to review them in light of the requirements TNFD or the GBF adopted last year at CBD/COP15. Casio is also in the process of reconstructing its future management vision, so it will revise the guidelines and policy in line with the vision based on international trends.

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.

Target and Performance

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

Theme	Medium and long-term targets	FY2023 Targets	FY2023 Performance	Evaluation	FY2024 Targets
Living in harmony with nature	Increase the use of sustainable paper to 100% by FY2031	Examine re-setting of medium and long-term targets	Collected and analyzed world trends	△	Examine re-setting of medium and long-term targets

Structure

In 2015, Casio identified three environmentally material issues. To address one of these, “Living in harmony with nature,” the third environmentally 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. The committee is considering the medium- and long-term targets, but as a short-term action plan managed under ISO14001, it is working to make efforts to promote biodiversity mainstream within the group by promoting measures emphasizing employee volunteerism, such as protections teams for rare plants, caring for the Casio Forest, and river cleanup activities.

With growing public expectations for Casio to show leadership 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, carry out an education campaign (WILD MIND GO! GO!) to encourage biodiversity mainstreaming outside of the company, and further expand and strengthen initiatives that promote grassroots volunteerism among employees.

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

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

Lateco Label Writer Reduces Plastic Waste

The issue of plastic waste in the oceans has become increasingly important as a global environmental problem. Ocean waste includes discarded petroleum-derived fishery materials, as well as waste such as disposable plastic containers and packaging originating on land that flow into the ocean via rivers. It is becoming clear that such waste has an impact on marine ecosystems, and there are concerns about its impact on the marine products used as food. 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 initiative was recognized in 2021 when Lateco tape won Eco Mark Award 2021 Best Product. The product is also registered with the Plastics Smart Campaign of Japan's Ministry of the Environment.

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

[Eco Mark Award 2021 Best Product \(in Japanese\)](#)

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



EC-K10



EC-P10



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

As a partner in the Plastics Smart Campaign by Japan's Ministry of the Environment, in March 2022 Casio also concluded an agreement on collaboration to reduce plastic waste with Higashine City, Yamagata Prefecture. This followed an earlier agreement we concluded with the town of Hayama in Miura District, Kanagawa Prefecture in March 2021. Hayama is implementing an environmentally mindful initiative called the Hayama Clean Program. This initiative has much in common with Casio's recognition of the issue of plastic waste and the initiatives it is taking to reduce it. By concluding this agreement, Casio will work on mutual cooperation and further promotion. Yamagata Casio, a Casio group company, is also taking part in the agreement with Higashine City and has plans to participate in a variety of activities in Higashine City in the future.

Komagane City in Nagano Prefecture, ktk INC., and Casio aim to bring about a resource-recycling society by collaborating to reduce plastic waste.

[Agreement on Collaboration to Reduce Plastic Waste concluded with Higashine City, Yamagata Prefecture](#)

[Agreement on Collaboration to Reduce Plastic Waste concluded with Hayama \(in Japanese\)](#)

[Three-Party Agreement with Komagane City in Nagano Prefecture and ktk INC. \(in Japanese\)](#)

Employee Volunteers Participate in Litter Cleanup Event

The problem of plastic pollution in the oceans is an important issue with respect to biodiversity because of the various adverse effects it has on marine organisms. It is also a social issue that jeopardizes the sustainable use of marine resources as food for humanity. The amount of land-generated waste flowing into the ocean through rivers is so high that, to address this problem, the world must first reduce the use of single-use plastics.

For four consecutive years since 2019, employee volunteers primarily from Lateco-related departments participated in the Furusato Cleanup in Arakawa. They even sought to foster greater understanding of these social issues through hands-on activity.

This event usually draws several hundred participants, but the organizing office has held a smaller event for the past three years as a measure to control the spread of COVID-19. Under these circumstances, the energetic collection of waste that had drifted ashore or been illegally dumped in Arakawa in cooperation with many other people while taking infection control measures earned a certain degree of recognition.



Before and After the clean-up event



All participants including CASIO volunteer staff

The site where waste was collected in November 2021 had more waste drifted ashore than ever before, and we were given responsibility for the difficult sections in recognition of our good efforts on the two previous occasions. Despite the cold wind, the employee volunteers worked without flinching alongside participants from other citizen groups to collect as much waste as time allowed. This year, too, quite a lot of waste was collected, and everyone was able to share a sense of accomplishment particularly because it was a group effort. In addition, they were able to reaffirm the meaning of continuing these kinds of onsite activities and the importance of reducing plastic waste through business activities by redesigning Casio products like Lateco.

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. As the manufacturer of these brands, Casio believes in its responsibility to protect natural environments. Casio leverages its main business activities to achieve this and has been developing collaboration watch models with a number of environmental protection groups each year. The name recognition and product appeal of the Casio brand helps energize each collaborating group's environmental protection activities and public awareness of them.

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

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, and Earthwatch Japan, and Casio also supports these groups by providing these products and sharing information.

Casio's support of ICERC Japan, through the ongoing creation of dolphin and whale watch models that began in 1994, reached its 29th year in 2023.



ICERC



Aqua Planet



Nature Conservation
Society of Japan



Earthwatch Japan

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 three years after planting, the mature coral is now home to small fish.

Contributing to Coral Reef Conservation Activities with Logosease

The Kikaijima Reef Check was held on October 18, 2020 to ascertain the health of the coral reef on the island of Kikaijima in Kagoshima Prefecture. Yamagata Casio assisted by providing Logosease diver communication devices.



Underwater transceiver,
Logosease

Logosease

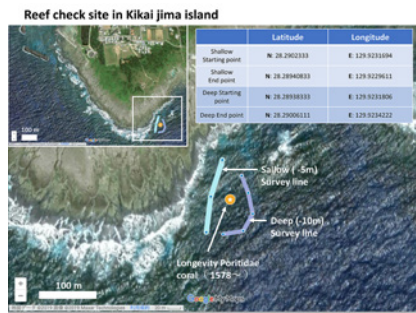


Reef Check is a coral reef monitoring program conducted on a volunteer basis using an internationally uniform technique to investigate the soundness of coral reefs worldwide. The purpose is to reduce the human impact on coral reefs by recording the condition of fish and other creatures living on coral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

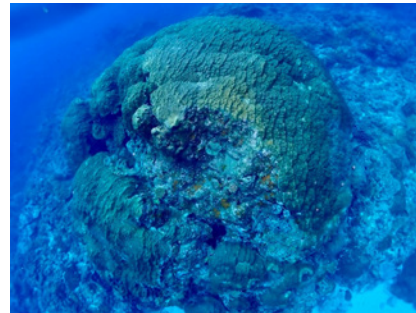
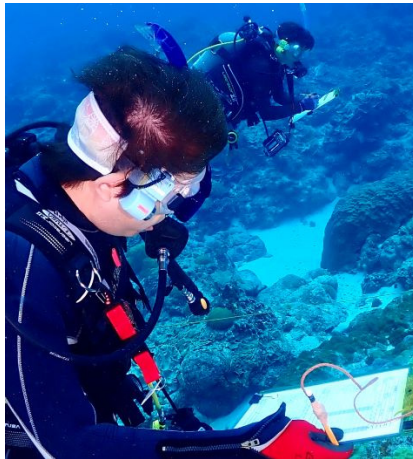
Since the recruiting of volunteer divers from outside the island was curbed because of COVID-19, the Reef Check was conducted only by divers from WWF JAPAN, the KIKAI Institute for Coral Reef Sciences, Amami Marine Life Research Association, Yonemori Diving Service, and divers from the island.

The Reef Check was conducted in good weather with visibility around 40m. The health of the coral reef, which was everyone's concern, was found to be unchanged from 2019. It was still in good condition with little bleaching.

Yonemori Diving Service provided photos of the Reef Check. It commented that, "Logosease underwater transceivers are essential to communication underwater, and they were extremely valuable during the Reef Check. Basically, the Reef Check is conducted in pairs or groups of three, so we appreciate being able to precisely communicate by voice when confirming, collaborating, and giving signals."



Source: KIKAI Institute
for Coral Reef Sciences



Biodiversity Preservation at Business Sites

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. Rare species including 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.

In addition, for two consecutive years in 2022 and 2023, raptor thrushes conducted nesting activities on the property, and their chicks successfully left the nest.

Rare species 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, members of the protection team formed by employee volunteers are working on protection from pests and trials of onsite propagation, including artificial pollination, and other measures to avoid the loss of rare species. They have also observed organisms on the grounds throughout the year and confirmed new individuals of the Silver Orchid and Golden Orchid, which were not found during the survey by outside experts. At the Yamanashi Office of Yamagata Casio, employee volunteers are working on management of green space (grass cutting) that is suited to rare species and to propagate individuals, as well as to remove non-native species that have a negative impact on preserving the environment for rare species.

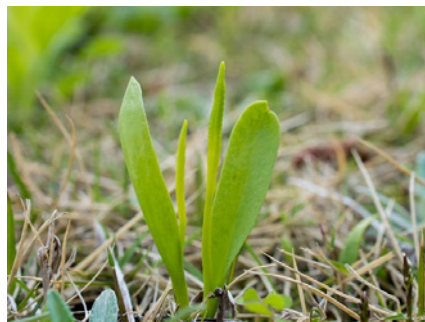
Hamura R&D Center



Golden Orchid
(*Cephalanthera falcata*)
on April 25, 2022



Newly discovered individual
of Silver Orchid
(*Cephalanthera erecta*)
on April 28, 2022



Adder's-tongue
(*Ophioglossum petiolatum*)
on April 22, 2022

Yamanashi Office of Yamagata Casio



Lespedeza tomentosa
in August 20, 2019



Canthophorus niveimarginatus
and *Thesium chinense*,
which is the larval food plant
for the insect on April 22, 2022

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: Canthophorus niveimarginatus Plant: Lespedeza tomentosa
Casio Business Service Co., Ltd. (Kofu)	82	160	Plant: Rorippa cantoniensis

List of plants at the Casio Group's main sites in 2017 

List of insects at the Casio Group's main sites in 2017 

Preservation Activities at Hamura R&D Center

For two years in 2020 and 2021, Casio's activities to preserve rare species on its grounds were restricted in line with restrictions on movement due to the COVID-19 pandemic. However, beginning in 2022, while giving consideration to infection risk, it was again possible to carry out artificial pollination and bagging aimed at propagating the Golden Orchid and Silver Orchid on the grounds of the Hamura R&D Center of Casio Computer Co., Ltd. In 2023, the Hamura R&D Center also carried out artificial pollination and bagging, and two new Golden Orchids and one new Silver Orchid were discovered at different locations on its grounds at around the same time.



Two golden orchids found at Hamura R&D center on 21 April,2023

To address aging buildings, reconstruction is planned at the Hamura R&D Center in the near future. Therefore, in preparation for the eventuality that transplantation becomes necessary, young trees (*Quercus serrata*, *Lithocarpus edulis*) from species that can form symbiotic relationships with their surroundings were planted, with reference to academic literature. In addition, in order to avoid the adverse impact of *Japanagromyza tokunagai* and aphids, employee volunteers put up new nets using new methods and improvements.



Planting in rainy weather
thought to be good for taking root



New net with new method

Furthermore, in 2022, Japanese sparrowhawks, which are birds of prey, nested in a zelkova tree on the grounds of the Hamura R&D Center. The Japanese sparrowhawks previously nested in a park on the south side of the grounds. However, they nested in the same zelkova tree in 2023, the following year, perhaps deciding they could raise their young more safely on the grounds, and chicks left the nest for the second year in a row.



Location of the Japanese
sparrowhawks' nest



Parent bird and three chicks

Preservation Activities at the Yamanashi Office of Yamagata Casio

It is known that the rare plants on the grounds of the Yamanashi Office of Yamagata Casio are species suited to that environment, as they were accustomed to the grasslands there, which were part of rural life up until around the year 1900. Generally speaking, however, species suited to this environment are being lost today, as artificial management and human involvement is no longer practiced to ensure usability of the grasslands. However, the management of green space (grass cutting) on the grounds of the Yamanashi Office happens to be similar to the artificial grassland management of past times. As a result, these species have been preserved.

From this perspective, in addition to the plants *Lespedeza tomentosa* (which is listed as an endangered species by Japan's Ministry of the Environment and by Kanagawa Prefecture), and *Thesium chinense* (which is the food plant for the insect *Canthophorus niveimarginatus*), *Potentilla chinensis*, Siberian *Lespedeza juncea*, and *Lespedeza virgata* have been identified as relatively rare grass species for protection based on the advice of experts.

[Management plan for preservation and improvement of grassland biodiversity \(in Japanese\)](#) 



Chinese cinquefoil



Siberian Lespedez



Lespedeza virgata

In light of the rare species growing in the grounds of the Yamanashi Office of Yamagata Casio, the protection team of employee volunteers is continuing the management of green space (grass cutting) that has not changed significantly from the past as a specific protection measure. The protection team is also working to raise seedlings of rare species from seeds collected in the fall and to propagate individuals.

As a result, it has been possible to increase the number of individuals and decrease the risk of loss. On the other hand, *Desmodium paniculatum*, which is known to threaten the habitat of rare species, has invaded the grounds unnoticed over the past few years, grown into large plants, and begun to disperse a large number of seeds.



Desmodium paniculatum



Increase in seeds



Seeds easily stick to clothes

Desmodium paniculatum, from the southeast of North America and known as a naturalized plant, has been included on the Invasive Alien Species (IAS) List from Japan's Ministry of the Environment and the Ministry Agriculture, Forestry and Fisheries, being known as difficult to eradicate once introduced, due to its strong rhizomes, high ability to disperse seeds because of its sticky fruit, and tendency to grow rapidly near rivers. Left unchecked, it may endanger the habitat of rare plants, yet the protection team aims to avoid using chemicals such as herbicides too readily. Therefore, in 2022, an attempt was made to remove the rhizomes using a small pickaxe, as a way of eliminating the plant without using herbicide. However, digging out the rhizomes of a single plant was a lot of work, and, because the work was done while there were many seeds on the plant, a large number of seeds stuck to clothing, and the only choice was to give up and cut off the parts of the plants above the ground.



Desmodium paniculatum
on the company property



Tying with string with many seeds
on the plant



Attempting to eliminate the
rhizomes using a small pickaxe

Therefore, in 2023, employee volunteers collected information to enable them to identify Desmodium paniculatum from the characteristics of its leaves before the formation of seeds and pinpoint the location of individuals at an early stage. Following that, a hoe (like those used for planting etc., in Casio Forest), with good digging capacity, was tried, and the rhizomes were removed relatively easily.



Tying the spreading limbs
with string



Digging up the rhizomes
with a hoe



Desmodium paniculatum rhizomes
that were dug up



Team members from the Yamanashi Office of Yamagata Casio who took part in digging up
Desmodium paniculatum rhizomes

There may still be *Desmodium paniculatum* rhizomes in the ground, and the aim is to completely eradicate them from the grounds by continuing to take measures next year and beyond, with the hope of protecting the growing environment for rare plants.

Using Sustainable Paper

Using Sustainable Paper

Nowadays, a variety of raw materials are used to make paper, but the most widely available material is wood pulp. Because wood used for wood pulp is often grown in distant forests, the global environment can be negatively impacted before the users of the paper realize it is happening. Although some of the world's production sites for raw materials practice eco-friendly sustainable forest management, in other cases high conservation value forests home to precious wildlife are being destroyed, and the rights of Indigenous peoples are being violated.

Considering indirect impacts on biodiversity within the supply chain, Casio established a Paper Procurement Policy in June 2015. Based on this policy, Casio confirms on an ad hoc basis that suppliers do not use 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. Moreover, in order to preferentially use reliable paper from certified forests to help increase the use of socially sustainable paper, Casio has set internal targets for the paper used in product catalogs and other materials in Japan and is monitoring the rate of usage of paper from certified forests.

Paper Procurement

Casio carries out ad hoc checks (most recently in 2019) to confirm that its suppliers do not use paper products from paper manufacturers that have been identified as problematic based on an independent investigation conducted by an international NGO. If it turns out, based on the confirmation results, that a product comes from one of the paper manufacturers 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 and the rights of Indigenous peoples.

[Paper Procurement Policy](#)

Promoting Use of Certified Paper

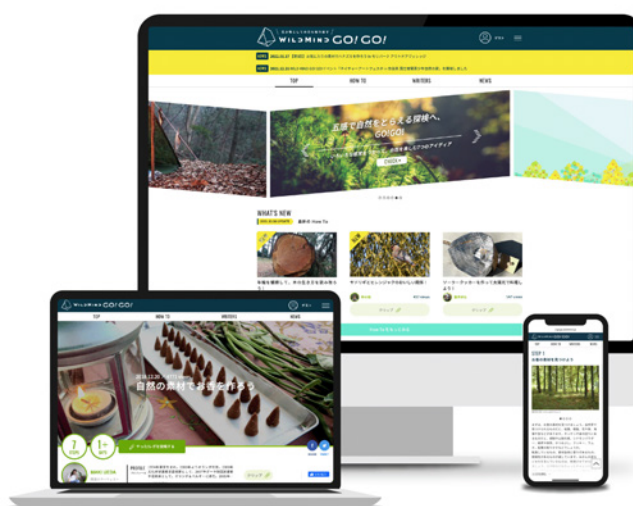
Since fiscal 2017, Casio has set a target for the percentage of FSC®-certified paper used for product catalogs and monitors the situation. This was done for product catalogs for the Japanese market that were ordered by the advertising department, to ensure that the actual situation could be monitored. Since then, however, orders have been diversifying. Accordingly, in fiscal 2023, Casio expanded the scope to include product catalogs for the Japanese market ordered by sales departments for all items sold in Japan from general printing companies. The percentage of FSC®-certified paper used was recalculated in line with this expansion of the scope, which resulted in a temporary decrease in the current percentage used. However, more detailed monitoring of each item is now possible.

One of the challenges in continuing to implement these measures related to the procurement of paper is how to assess their priority and effectiveness in terms of the biodiversity measures Casio should take, given the large amount of resources required to compile the results. The Global Biodiversity Framework (GBF) adopted at the 15th Conference of the Parties to the Convention on Biological Diversity (CBD/COP15) included various important targets seeking to build a nature-positive world, but no statements linked to increased use of paper from certified forests as a way of restoring biodiversity have yet been found among these targets. However, Casio will continue with its internal target management and monitoring with discussions on biodiversity indicators, which the international community has indicated are required, yet to be concluded.

Education

“WILD MIND GO! GO!” Website Promotes Nature Experience

The National Biodiversity Strategy and Action Plan 2023 – 2030 formulated by Japan’s Ministry of the Environment points out that the concept of biodiversity is not yet socioeconomically mainstream, and states that this is a fundamental reason for loss of biodiversity. Furthermore, the analysis presented in the national strategy states, “Low awareness of the importance of biodiversity and its relationship to daily life is not conducive to behavior and decision-making that give consideration to living things. To address the insufficient mainstreaming of biodiversity, social values and behavior must be changed and there is a strong requirement to increase interest and understanding by providing education and opportunities to experience nature, first of all.” Casio is in accord with this analysis and is implementing the WILD MIND GO! GO! initiative to provide solutions for the needs of society through its own business activities.



[WILD MIND GO! GO! \(In Japanese\)](#)

WILD MIND GO! GO! offers people of all ages a creatively curated selection of experiences crafted by over 80 specialists, including outdoor experts, artists, designers, and scientists. Currently, this selection of ideas for over 200 hands-on experiences can be viewed easily by anyone on a computer or smartphone free of charge. People can experience nature in familiar natural terrain, such as parks, woodlands, and dry riverbeds. Participants can also report back on their experiences and share them with others. People who have participated in these experiences report they have exciting adventures and make a variety of amazing discoveries in a familiar natural environment.



October,2022: Fire lighting



December,2022: Making "Shimekazari"
Japanese traditional decorations of New Year

The ambitious goal of WILD MIND GO! GO! is to offer ideas for hands-on experiences that give people a fresh taste of the allure of nature and connect them to their natural environment. This is designed to restore an awareness of the abundant "power as a living being" that is innate to every person. The foundation for learning is the acquisition of knowledge, but compared to learning from movies or written texts, which offer a limited amount of information, hands-on experiences in natural terrain can be said to have unlimited informational content. In a nutshell, "some things you can't understand unless you try them yourself."



June,2023: Making a butter knife
with greenwood working



July,2023: Rock balancing

Hands-on experiences add a dimension that goes beyond intellectual understanding, including an emotional impact and even the opportunity to sometimes make mistakes. It is precisely the understanding gained from experience and learning through repeated doing that leave an indelible impression on the body and soul. One example is a feeling of symbiosis with nature. A meaningful relationship is born with a part of nature, by eating it, using it, etc. The nature you felt detached from before becomes nature that personally concerns you.

Casio continues to promote WILD MIND GO! GO! to encourage more and more people to experience and understand the nature all around them firsthand, to recapture their own "power as a living being." Some parts of the WILD MIND GO! GO! events are monetized to make this activity more sustainable.

CASIO Forest

Casio entered into the “Tokyo Waterworks: Corporate Forest (Naming Rights)” agreement with the Tokyo Metropolitan Government’s Bureau of Waterworks in August 2018 and commenced activities aimed at forest conservation. The activities largely focus on two main aspects. The first is utilization of the forest as a place for educating employees. This involves providing them with opportunities to observe the forest and experience forest work as a valuable learning opportunity, thereby deepening the understanding of employees about how the global environment is an important foundation for the sustainability of human society and forests are a form of natural capital that play a major role in this. The second involves taking ownership of needs in forest conservation based on these on-site experiences, considering what kind of contributions can be made through the business fields Casio specializes in, and translating them into practice.

[Signed the Tokyo Waterworks: Corporate Forest \(Naming Rights\) agreement \(in Japanese\)](#)



Thinning in May,2023



Weeding in August,2023

The Tokyo Metropolitan Government has been managing approximately 25,000 hectares of water source forest in the area straddling the border with Yamanashi Prefecture since the Meiji Era. "CASIO's Forest" comprises 2.46 hectares of the area and our voluntary staff can contribute to the management through on-site work three times a year, but their involvement is confined to a small portion. Nevertheless, the area is expansive enough to allow for various work experiences and provides an effective scope for understanding the challenges surrounding forest conservation.

Activities in "Casio's Forest" are organized by voluntary employees. We aim to attract employees with a slight interest in global environmental issues. While recruitment is challenging due to the lack of mandatory participation as part of their job, there is a merit in activating intellectual curiosity asking what experiences they would like to gain and learn during their precious day off. Focusing on this aspect, making a plan and carrying out the program with employee-centered creativity, our goal is to maximize the impact of education and enlightenment at the individual level and gradually expand the initiative throughout the entire company.



Supplementary planting in September 2023:

Carrying 125 Mongolian oak seedlings raised by employee volunteer "acorn foster parents" to the site for supplementary planting with guidance from experts

Located at an altitude of 1,200 meters, the weather in Casio Forest is subject to change. When it rains on the day of an activity, there is an indoor program that involves making birdhouses for wild birds using forest-certified materials. Tokyo has been installing birdhouses in water source forests since 1962 to encourage breeding of wild birds that prevent damage caused by disease and pests in forests, and could be described as a pioneer of nature-based solutions (NBS). Installation of the birdhouses started in Casio Forest in 2019. However, during the cleaning of the insides of the birdhouses in fall each year, there was evidence that creatures other than small wild birds were using them. Therefore, installation of additional birdhouses in different sizes and shapes began on a trial basis in 2022.



Making Birdhouses in July 2019:
Birdhouse-making as a rainy-day program



Cleaning and reinstalling birdhouses in November
2022: A variety of additional birdhouses installed

Casio Forest activities had to be scaled down in 2020 and 2021 during the COVID-19 pandemic. However, in 2022, the Tokyo Metropolitan Government's Bureau of Waterworks held an online lecture called "Business Trip! Corporate Forest" at Casio's environmental conference, looking to resume full-scale, post-pandemic activities. Also in 2022, the "acorn foster parent initiative" was launched so that employees who cannot take part in work onsite can contribute indirectly. An additional 125 Mongolian oaks raised from acorns collected at the site were planted in September 2023. Furthermore, starting in fiscal 2024, significance as a health and productivity management measure was added to the activities, and pre-work exercises guided by the HR Department were offered for the purposes of health tourism and supporting the acquisition of exercise habits. As a result of these initiatives, the number of employees who participate in activities has gradually increased, and a total of 242 employees had taken part as of the end of September 2023.

Bureau of Waterworks Tokyo Metropolitan Government: “Tokyo Waterworks: Corporate Forest (Naming Rights)” (in Japanese)

FY2019 Activities in the Casio Forest (in Japanese)

May 2019: Tree planting (in Japanese) 

July 2019: Birdhouse making (in Japanese) 

November 2019: Birdhouse cleaning and installation (in Japanese) 

November 2020: Birdhouse cleaning and re-installation (in Japanese) 

October 2021: Birdhouse cleaning and re-installation / Collecting Mongolian oak acorns (in Japanese) 

August 2022: Weeding and temporary planting of Mongolian oaks (in Japanese) 

October 2022: Tokyo Metropolitan Government's Bureau of Waterworks online lecture “Business Trip! Corporate Forest”

November 2022: Birdhouse cleaning and reinstallation / Commencement of Mongolian oak acorn seeding – foster parent activities (in Japanese) 

May 2023: Birdhouse observation/thinning (in Japanese) 

September 2023: Supplementary planting of 125 Mongolian oaks (in Japanese) 



Installing a birdhouse up high
using climbing equipment



Exercises as a health and productivity
management measure



Supplementary planting in September, 2023

The second season of the three-year agreement related to Casio Forest will end in fiscal 2024, and the agreement is due for renewal in August 2024. When renewing the agreement, it is important to evaluate the original objectives. In this respect, the functions for educating employees are gradually improving, but the element of learning about climate change countermeasures designed to achieve carbon neutrality is still inadequate. It is important to include education and enlightenment related to CO₂ emissions from energy use in daily life and fixing of CO₂ through absorption by forests and use of forests as materials. In addition, the ultimate aim is contributing to social issues leveraging the specialized fields of Casio's own business, and this is still a work in progress. Casio will move forward with creativity and ingenuity, aware that the question of how to address these issues is the challenge for the third season of the agreement.

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

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

In terms of recent noteworthy initiatives, the working group spent more than a year from the draft stage analyzing the impact of the electrical and electronic industry in the lead up to the adoption of the Kunming-*Montreal* Global Biodiversity Framework (GBF), the new global framework with a target year of 2030, at the 15th Conference of the Parties to the Convention on Biological Diversity (CBD/COP15) held in Montreal, Canada in December 2022. The working group compiled the results of the analysis as GBF23 Target Guidance and held a guidance seminar for member companies (as a member of the working group, Casio also participated in the process).

Casio also showed the working group members around Casio Forest, a project it is conducting based on an agreement with the Bureau of Waterworks, Tokyo Metropolitan Government. The forest is a case study of Nature-based Solutions(NbS), which are attracting attention as a way to build a nature-positive world by 2030, as sought by the GBF. Across 25,000 hectares of forest managed by the Bureau of Waterworks as a source of tap water, about 4,000 birdhouses have been installed to encourage breeding of wild birds, aiming to prevent damage caused by pests and diseases. Casio has also implemented this initiative in the Casio Forest, which is part of the water source forest.



Working group members listening carefully to a lecture by the Bureau of Waterworks, Tokyo Metropolitan Government



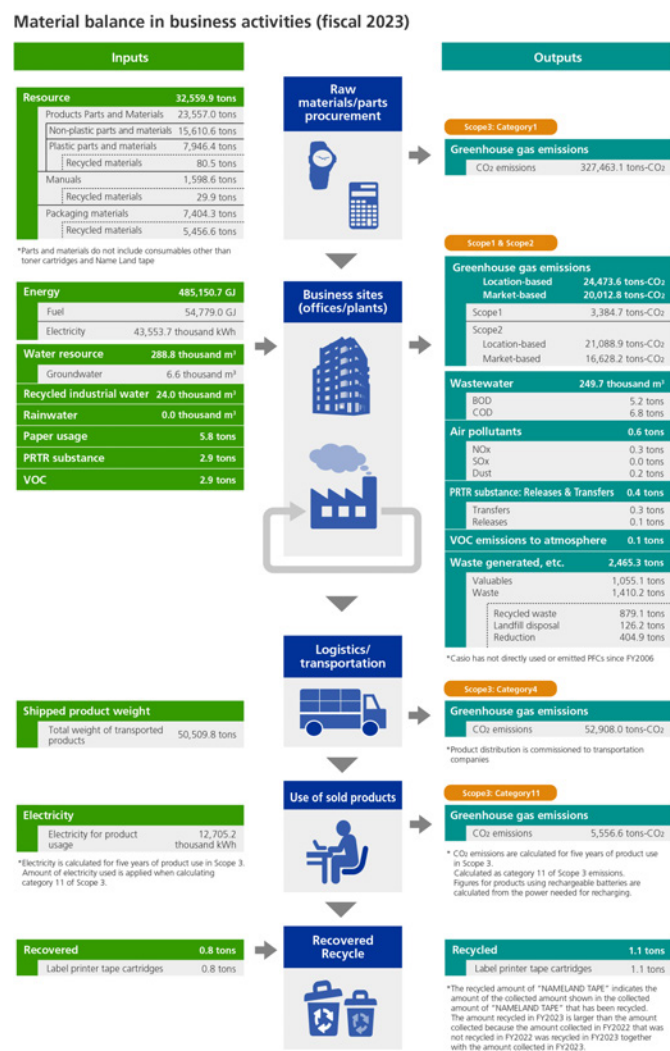
The working group visits a mountain stream next to Casio Forest to experience the source of the Tamagawa River

The Biodiversity Working Group of Japan's four electrical and electronic industry associations has collected data on the initiatives of electrical and electronic companies. This data is provided to the Nijyu-maru Project (Double 20 campaign) of the Japan Committee for the International Union for Conservation of Nature. Casio's initiatives are registered in these databases, along with those of other companies.

Material Balance

Material Balance

The material balance shows Casio's fiscal 2023 business activities in terms of the energy and resources used in activities (input) and the products and environmental impact resulting from these activities (output). Casio strives to identify a wide range of environmental impact, from the materials used in products, customers' use of products, and the recovery of used products, not just the input/output resulting from its own business activities.



View as PDF

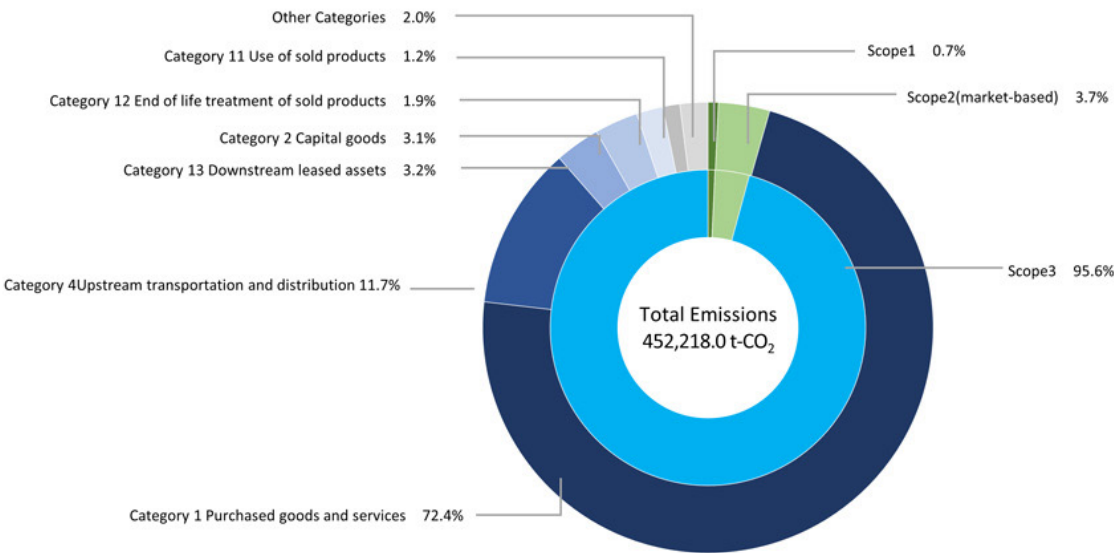
About third party verification

Please refer to [Environmental Performance Data](#) for site-specific data and detailed environmental data.

CO₂ Emissions Throughout the Entire Value Chain

CO₂ Emissions Throughout the Entire Value Chain

Casio identifies and calculates the greenhouse gas emissions (Scope 1 and Scope 2) produced by its business activities as well as emissions from sources upstream and downstream in the overall value chain (Scope 3). However, some of the categories in Scope 3 are omitted from the calculations or have been deemed inapplicable, and calculations have not been made for those. The results for fiscal 2022 are shown here.



Scope/Category		CO ₂ emissions in fiscal 2023	
		t-CO ₂	Percentage
Scope1		3,384.7	0.7%
Scope2	Location-based	21088.9	-
	Market-based	16628.2	3.7%
Scope3		432,205.1	95.6%
	1 Purchased goods and services	327,463.1	72.4%
	2 Capital goods	14,112.0	3.1%
	3. Fuel-and energy-related activities not included in Scope1 or Scope2	3,432.8	0.8%
	4. Upstream transportation and distribution	52908.0	11.7%
	5. Waste generated in operations	92.4	0.0%
	6. Business travel	1265.2	0.3%
	7. Employee commuting	1,497.0	0.3%
	8. Upstream leased assets	111.4	0.0%
	9. Downstream transportation and distribution	Omitted from calculations	-
	10. Processing of sold products	Omitted from calculations	-
	11. Use of sold products	✓ 5556.6	1.2%
	12. End of life treatment of sold products	8,572.7	1.9%
	13. Downstream leased assets	14,577.5	3.2%
	14. Franchises	N/A	-
	15. Investments	2,616.5	0.6%
Total	Location-based	456,678.7	-
	Market-based	452,218.0	100%

* Items subject to third-party verification are marked ✓.

For calculation of location-based and market-based CO₂ emissions, please refer to the [Calculation Standards](#).

For Scope 3, calculations are not made for category 9 (downstream transportation and distribution) because of the difficulty of identifying such emissions and since the volume of greenhouse gas emissions can be deemed considerably less than in category 4.

Calculations are also not made for category 10 (processing of sold products) because it is considered that service business such as putting names on products carried out by Group companies falls into this category, and calculations are made for the greenhouse gas emissions related to these activities.

Calculations are not made for category 14 because Casio does not operate a franchise business.

Scope 3 accounts for an extremely high percentage of emissions compared to Scope 1 and Scope 2, amounting to 95.6% of overall emissions. This is the same pattern noted in the previous fiscal year, and is an important factor to consider when assessing greenhouse gas emissions related to Casio's activities.

Category 1 (purchased goods and services) in Scope 3 accounts for 72.4% overall, and in reducing emissions from Casio's activities overall, initiatives targeting category 1 in Scope 3 are particularly important.

Environmental Data

Greenhouse gas emissions (Scope1 and Scope2)

Greenhouse gas emissions (Scope1 and Scope2)

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

(t-CO₂)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Scope1	6,043.2	5,729.3	5,483.1	5,619.2	5,670.1	5,268.0	4,572.0	3,618.5	3,477.1	✓ 3,384.7
Scope2	33,372.5	32,252.5	31,703.5	29,923.5	28,182.1	27,147.7	24,616.4	22,322.9	23,281.4	✓ 21,088.9
Total	39,415.7	37,981.8	37,186.6	35,542.7	33,852.3	32,415.7	29,188.4	25,914.4	26,758.5	24,473.6
Casio Group coverage	-	-	-	-	99.5%	99.0%	98.4%	98.7%	99.7%	99.8%



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

*No greenhouse gas emissions other than CO₂.

w *Items subject to third-party verification are marked with "✓".

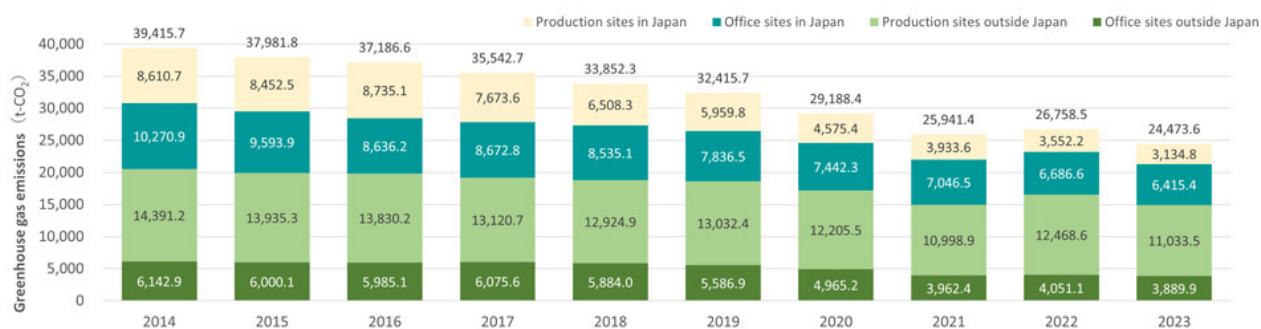
*The coverage ratio is calculated based on the number of employees as a percentage of the data compiled for the range of organizations shown in the calculation criteria.

*The data before FY2023 has been recalculated using the CO₂ emissions conversion factor from the electricity usage criteria for each fiscal year specified in the location standards.

Greenhouse gas emissions (Scopes 1 and 2) calculated using the location-based standard: Breakdown by type of site

(t-CO₂)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Production sites in Japan	8,610.7	8,452.5	8,735.1	7,673.6	6,508.3	5,959.8	4,575.4	3,933.6	3,552.2	3,134.8
Office sites in Japan	10,270.9	9,593.9	8,636.2	8,672.8	8,535.1	7,836.5	7,442.3	7,046.5	6,686.6	6,415.4
Production sites outside Japan	14,391.2	13,935.3	13,830.2	13,120.7	12,924.9	13,032.4	12,205.5	10,998.9	12,468.6	11,033.5
Office sites outside Japan	6,142.9	6,000.1	5,985.1	6,075.6	5,884.0	5,586.9	4,965.2	3,962.4	4,051.1	3,889.9



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

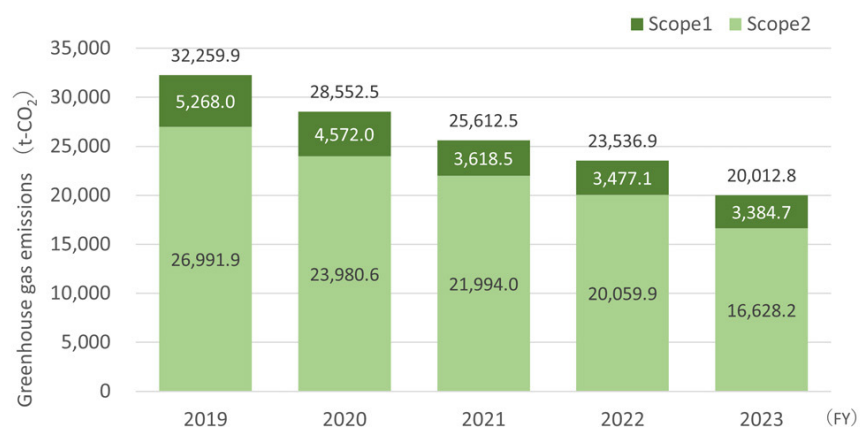
*No greenhouse gas emissions other than CO₂.

*The data before FY2023 has been recalculated using the CO₂ emissions conversion factor from the electricity usage criteria for each fiscal year specified in the location standards.

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

(t-CO₂)

	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 1	5,268.0	4,572.0	3,618.5	3,477.1	✓ 3,384.7
Scope 2	26,991.9	23,980.6	21,994.0	20,059.9	✓ 16,628.2
Total	32,259.9	28,552.5	25,612.5	23,536.9	20,012.8
Casio Group coverage	99.0%	98.4%	98.7%	99.7%	99.8%



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

*No greenhouse gas emissions other than CO₂.

*Items subject to third-party verification are marked with "✓".

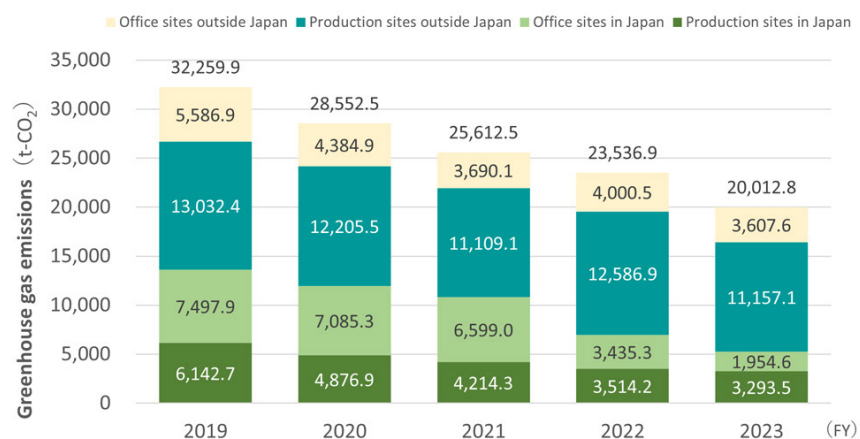
*The coverage ratio is calculated based on the number of employees as a percentage of the data compiled for the range of organizations shown in the calculation criteria.

*The data before FY2023 has been recalculated using the CO₂ emissions conversion factor from the electricity usage criteria for each fiscal year specified in the location standards.

Greenhouse gas emissions (Scopes 1 and 2) calculated using the market-based standard: Breakdown by type of site

(t-CO₂)

	FY2019	FY2020	FY2021	FY2022	FY2023
Production sites in Japan	6,142.7	4,876.9	4,214.3	3,514.2	3,293.5
Offices in Japan	7,497.9	7,085.3	6,599.0	3,435.3	1,954.6
Production sites outside Japan	13,032.4	12,205.5	11,109.1	12,586.9	11,157.1
Offices outside Japan	5,586.9	4,384.9	3,690.1	4,000.5	3,607.6



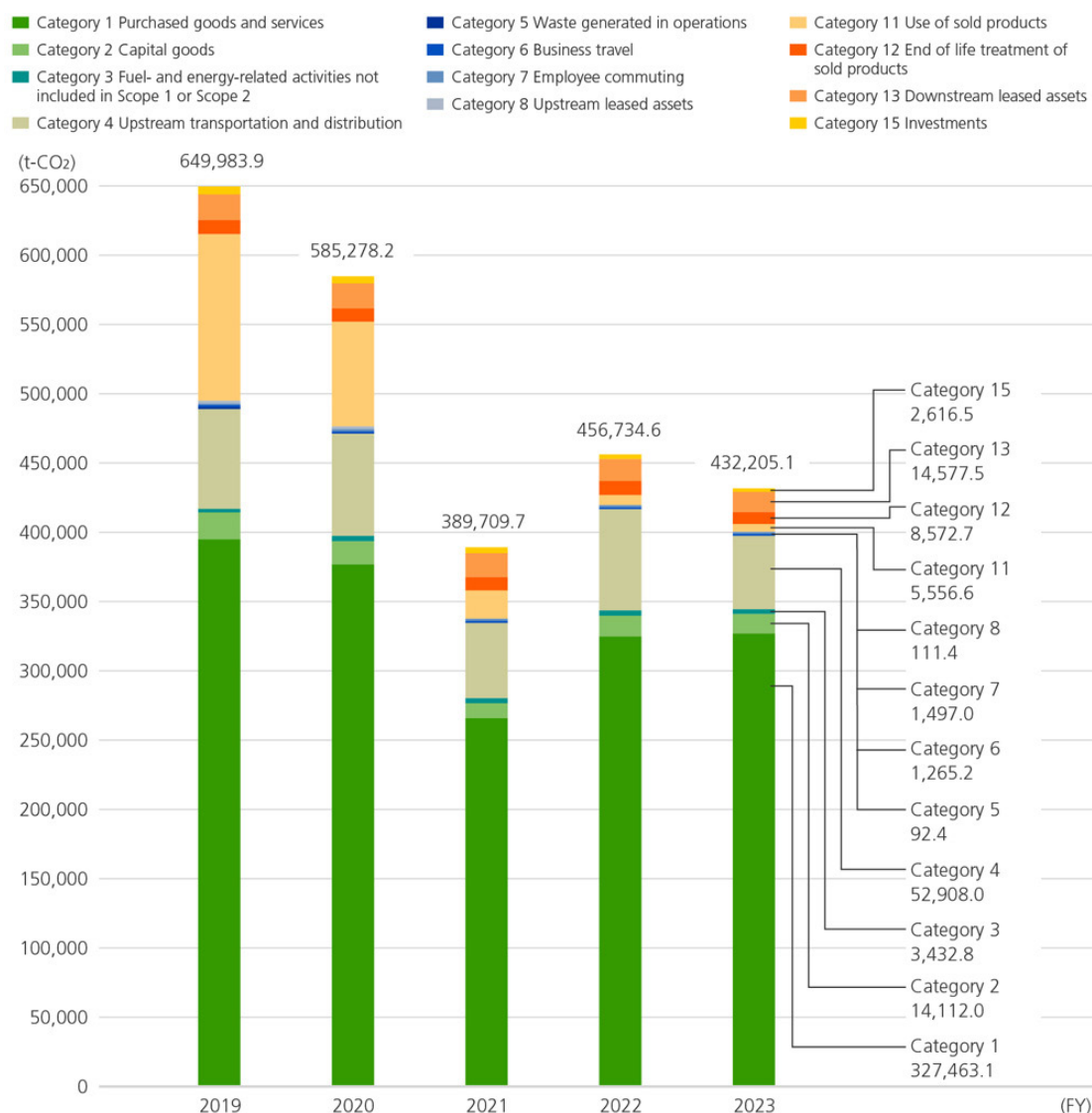
*Emissions based on the location-based standard. See "[Calculation Standards](#)" in the "Environmental Performance Data" section for details.

*No greenhouse gas emissions other than CO₂.

*The data before FY2023 has been recalculated using the CO₂ emissions conversion factor from the electricity usage criteria for each fiscal year specified in the location standards.

Greenhouse gas emissions (Scope 3)

	FY2019		FY2020		FY2021		FY2022		FY2023	
	t-CO2	Percentage	t-CO2	Percentage	t-CO2	Percentage	t-CO2	Percentage	t-CO2	Percentage
Category 1 Purchased goods and services	395,394.2	60.8%	377,261.3	64.5%	266,362.5	68.4%	325,258.3	71.2%	327,463.1	75.8%
Category 2 Capital goods	19,467.0	3.0%	16,698.4	2.9%	10,799.6	2.8%	15,073.0	3.3%	14,112.0	3.3%
Category 3 Fuel- and energy-related activities not included in Scope 1 or Scope 2	2,556.3	0.4%	3,988.5	0.7%	3,597.2	0.9%	3,745.2	0.8%	3,432.8	0.8%
Category 4 Upstream transportation and distribution	71,956.1	11.1%	73,665.1	12.6%	54,328.4	13.9%	73,048.0	16.0%	52,908.0	12.2%
Category 5 Waste generated in operations	1,357.5	0.2%	130.7	0.0%	117.9	0.0%	98.6	0.0%	92.4	0.0%
Category 6 Business travel	1,542.8	0.2%	1,455.1	0.3%	1,352.5	0.4%	1,319.8	0.3%	1,265.2	0.3%
Category 7 Employee commuting	1,074.0	0.2%	1,796.4	0.3%	1,497.0	0.4%	1,497.0	0.3%	1,497.0	0.4%
Category 8 Upstream leased assets	2,136.7	0.3%	1,966.6	0.3%	118.9	0.0%	105.1	0.0%	111.4	0.0%
Category 9 Downstream transportation and distribution	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation
Category 10 Processing of sold products	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation	Excluded from calculation
Category 11 Use of sold products	120,165.0	18.5%	75,417.8	12.9%	20,372.3	5.2%	7,196.2	1.6%	√5,556.6	1.3%
Category 12 End of life treatment of sold products	10,171.6	1.6%	9,653.5	1.7%	9,611.6	2.5%	10,136.9	2.2%	8,572.7	2.0%
Category 13 Downstream leased assets	18,482.0	2.8%	17,997.0	3.1%	17,277.0	4.4%	15,837.3	3.5%	14,577.5	3.4%
Category 14 Franchises	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Category 15 Investments	5,680.7	0.9%	5,248.0	0.9%	4,274.9	1.1%	3,419.3	0.8%	2,616.5	0.6%
Total	649,983.9	100%	585,278.2	100%	389,709.7	100%	456,734.6	100%	432,205.1	100%



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

*Items subject to third-party verification are marked with "√".

*The data before FY2023 has been recalculated using the CO₂ emissions conversion factor from the electricity usage criteria for each fiscal year specified in the location standards.

Energy usage

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

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
	Fuel	96,934.7 (26,926.3)	90,795.7 (25,221.1)	86,723.6 (24,089.9)	88,939.1 (24,705.3)	90,124.0 (25,034.5)	83,424.0 (23,173.3)	72,812.8 (20,225.8)	59,280.4 (16,466.8)	56,680.3 (15,744.5)	54,779.0 (15,216.4)
Electricity	Non-renewable energy	559,283.3 (56,613.7)	561,198.3 (56,826.6)	573,755.0 (58,101.6)	556,167.5 (56,301.4)	534,642.9 (54,098.0)	527,373.1 (53,356.2)	478,732.9 (48,432.0)	436,394.8 (44,165.5)	405,924.8 (40,964.7)	325,183.1 (32,767.3)
	Renewable energy	-	-	-	-	-	0.0 (0.0)	13,719.4 (1,376.1)	10,678.2 (1,071.0)	66,483.0 (6,835.1)	105,188.6 (10,786.3)
	Total	656,218.1 (83,540.1)	651,994.0 (82,047.7)	660,478.6 (82,191.6)	645,106.6 (81,006.7)	624,766.9 (79,132.5)	610,797.0 (76,529.6)	565,265.2 (70,033.8)	506,353.4 (61,703.3)	529,088.1 (63,544.4)	485,150.7 (58,770.1)
	Casio Group coverage	-	-	-	-	99.5%	99.0%	98.4%	98.7%	99.7%	99.8%



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

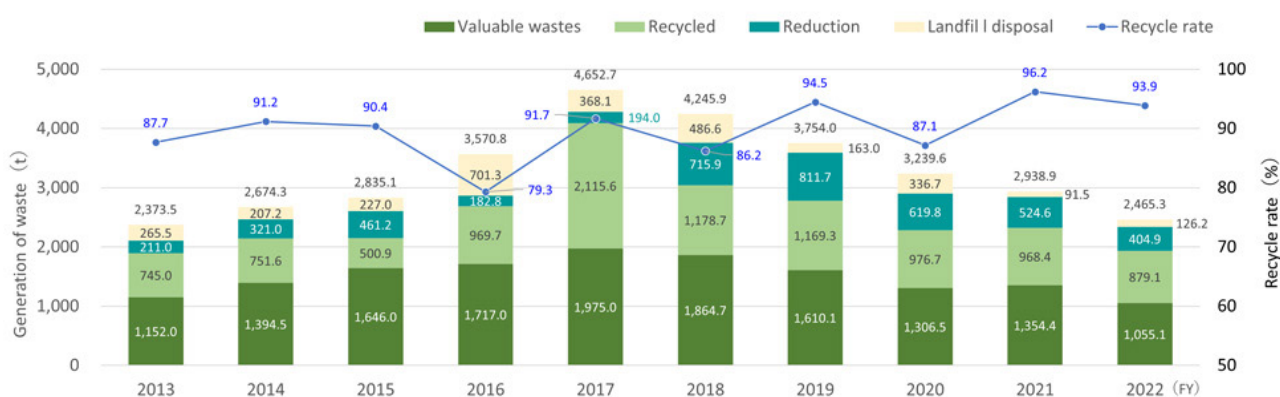
*The coverage ratio is calculated based on the number of employees as a percentage of the data compiled for the range of organizations shown in the calculation criteria.

Waste related data

Generation of waste, etc.

(t)

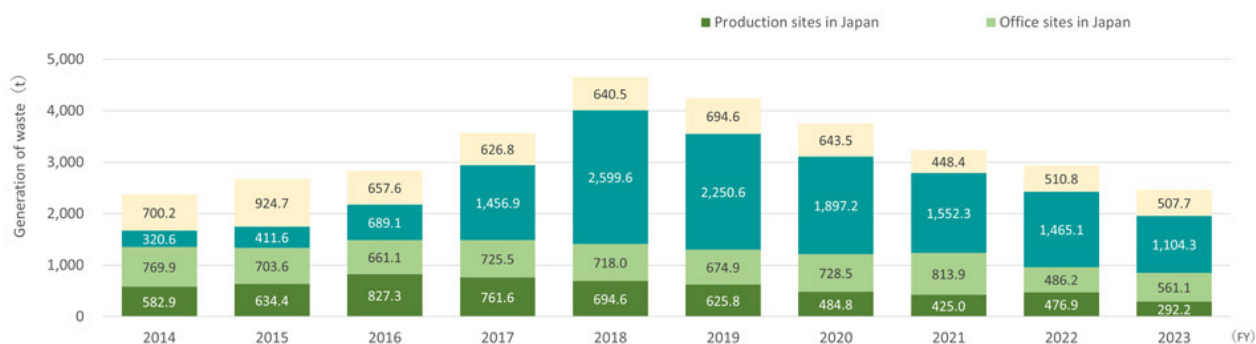
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total generation of waste, etc.	2,373.5	2,674.3	2,835.1	3,570.8	4,652.7	4,245.9	3,754.0	3,239.6	2,938.9	2,465.3
Valuable wastes	1,152.0	1,394.5	1,646.0	1,717.0	1,975.0	1,864.7	1,610.1	1,306.5	1,354.4	✓ 1,055.1
Wastes	1,221.5	1,279.8	1,189.1	1,853.8	2,677.7	2,381.2	2,144.0	1,933.1	1,584.5	✓ 1,410.2
Recycled	745.0	751.6	500.9	969.7	2,115.6	1,178.7	1,169.3	976.7	968.4	879.1
Reduction	211.0	321.0	461.2	182.8	194.0	715.9	811.7	619.8	524.6	404.9
Landfill disposal	265.5	207.2	227.0	701.3	368.1	486.6	163.0	336.7	91.5	126.2
Recycle rate *1	87.7%	91.2%	90.4%	79.3%	91.7%	86.2%	94.5%	87.1%	96.2%	93.9%
Landfill disposal rate *2	11.2%	7.7%	8.0%	19.6%	7.9%	11.5%	4.3%	10.4%	3.1%	5.1%
Casio Group coverage	-	-	-	-	90.4%	91.4%	89.3%	91.0%	91.4%	91.6%



Emissions of waste: Breakdown by type of site

(t)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Production sites in Japan	582.9	634.4	827.3	761.6	694.6	625.8	484.8	425.0	476.9	292.2
Office sites in Japan	769.9	703.6	661.1	725.5	718.0	674.9	728.5	813.9	486.1	561.1
Production sites outside Japan	320.6	411.6	689.1	1,456.9	2,599.6	2,250.6	1,897.2	1,552.3	1,212.0	1,104.3
Office sites outside Japan	700.2	924.7	657.6	626.8	640.5	694.6	643.5	448.4	510.8	507.7



*Recycling rate (%) = (Amount of valuable resources generated + Amount of resources recycled) / (Amount of valuable resources generated + Amount of resources recycled + Final landfill disposal amount))

*Landfill disposal rate (%) = (Final landfill disposal amount ÷ Total amount of waste and valuable resources) × 100

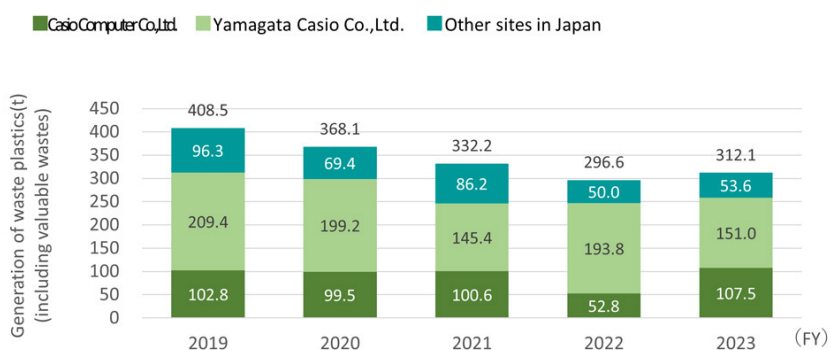
Generation of waste plastics (including valuable waste) at sites in Japan

(t)

	FY2019	FY2020	FY2021	FY2022	FY2023
Casio Computer Co., Ltd.* ¹	102.8	99.5	100.6	52.8	107.5
Yamagata Casio Co., Ltd.* ²	209.4	199.2	145.4	193.8	151.0
Other sites in Japan	96.3	69.4	86.2	50.0	53.6
Total	408.5	368.1	332.2	296.6	312.1

*¹ Head office, Hamura R&D Center, Hachioji R&D Center, Hatsudai Estate Building, and other sites in Japan.

*² Head office and Yamanashi Office



Water resources

(thousand m3)

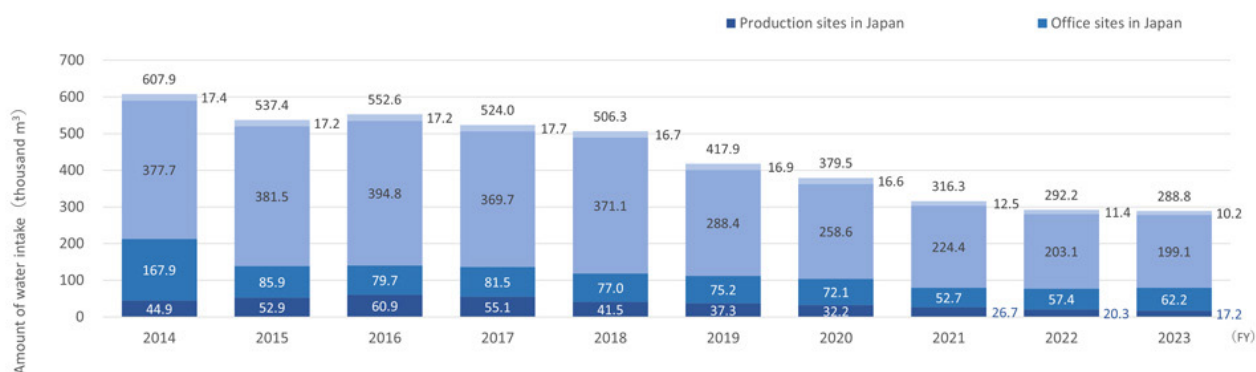
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Tap water/industrial water	520.1	530.1	547.0	518.1	500.4	412.4	373.6	311.3	286.5	282.2
Groundwater	87.9	7.3	5.6	5.8	5.9	5.5	5.9	5.0	5.7	6.6
Total	607.9	537.4	552.6	524.0	506.3	417.9	379.5	316.3	292.2	✓ 288.8
Casio Group coverage	-	-	-	-	83.6%	85.2%	84.5%	78.3%	86.4%	85.6%



(Breakdown by type of site)

(thousand m3)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Production sites in Japan	44.9	52.9	60.9	55.1	41.5	37.3	32.2	26.7	20.3	17.2
Office sites in Japan	167.9	85.9	79.7	81.5	77.0	75.2	72.1	52.7	57.4	62.2
Production sites outside Japan	377.7	381.5	394.8	369.7	371.1	288.4	258.6	224.4	203.1	199.1
Office sites outside Japan	17.4	17.2	17.2	17.7	16.7	16.9	16.6	12.5	11.4	10.2



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

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Products(parts and materials)	25,669.0	26,209.0	24,676.0	28,745.0	23,615.2	22,437.6	25,961.9	25,601.8	26,032.2	23,557.0
Non-plastic parts and materials	11,295.0	13,049.0	11,698.0	14,760.0	12,107.1	13,614.3	17,473.5	16,679.8	16,758.8	15,610.6
Plastic parts and materials	14,374.0	13,160.0	12,978.0	13,985.0	11,508.1	8,823.3	8,488.4	8,922.0	9,273.4	7,946.4
Recycle materials	1,239.0	877.0	439.0	244.0	238.6	220.0	249.6	71.8	85.2	80.5
recycle rate	8.6%	6.7%	3.4%	1.7%	2.1%	2.5%	2.9%	0.8%	0.9%	1.0%
Instruction manuals	3,235.0	3,790.0	3,683.0	3,122.0	3,059.0	2,481.2	1,827.3	1,305.1	1,590.5	1,598.6
Recycle materials	77.0	221.0	88.0	149.0	156.1	116.7	56.6	39.9	30.2	29.9
Recycle rate	2.4%	5.8%	2.4%	4.8%	5.1%	4.7%	3.1%	3.1%	1.9%	1.9%
Packaging materials	12,308.0	12,148.0	11,720.0	11,821.0	11,301.0	10,481.9	9,382.4	8,250.0	9,136.1	7,404.3
Recycle materials	9,732.0	9,457.0	9,061.0	9,173.0	8,864.0	8,340.9	7,408.5	6,701.3	7,246.1	5,456.6
Recycle rate	79.1%	77.8%	77.3%	77.6%	78.4%	79.6%	79.0%	81.2%	79.3%	73.7%

Models Certified as Casio Green Star Products and Casio Super Green Star Products

Some of the certified products (product series) are featured here.

Casio Super Green Star Products

FY2023

Watch PRO TREK



PRW-35



PRW-6900Y



PRW-3400



PRW-6611Y



PRG-340

Environmental features

- Contains at least 70% biomass plastics (by total weight of plastics).
- Solar-powered

Watch G-SHOCK



GW-9500



GW-8230B



GBD-H2000

Environmental features

- Contains at least 70% biomass plastics (by total weight of plastics)
- Solar-powered
- Shock-resistant structure
- Product weight reduction

FY2022



Embedded projection module LH-200

Environmental Features

- Light flux of 15.4 lm/w
- Does not use a mercury light source
- Product size (volume) reduced by 38% (compared to Casio XJ-A132 model)
- Product size (weight) reduced by 35% (compared to Casio XJ-A132 model)
- Transport efficiency increased by 115% by reducing packaging (compared to Casio XJ-A132 model)
- Package plastic reduced by 26% (compared to Casio XJ-A132 model)



Refill tape cartridge for label printer EC-K10

(Lateco) XB-6WE and others

Environmental Features

- Reduced plastic waste from cartridge disposal by using a tape refill method
- Awarded Eco Mark Award 2021 Best Product

FY2021



**Smart Style Projector FORESIGHT VIEW
CX-F1, CX-E1**

Environmental Features

- Light flux of 16.6 lm/w
- Does not use a mercury light source
- Product size (volume) reduced by 38% (compared to Casio's XJ-A132 model)
- Product size (weight) reduced by 30% (compared to Casio's XJ-A132 model)
- Transport efficiency increased by 115% by reducing packaging (compared to Casio's XJ-A132 model)
- Package plastic reduced by 26% (compared to Casio XJ-A132 model)



Scientific calculator GRAPH35+E II

Environmental Features

- Energy consumption during use reduced by 50%
- Product size (volume) reduced by 23%
- Transport efficiency increased by 93% by reducing packaging (compared to Casio's GRAPH75+E-L-EH model)

FY2020



Data projector XJ-F211WN

Environmental Features

- Light flux of 14.8 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

FY2017

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



SL-305ECO、

SL-300AECO



JF-120ECO



DF-120ECO

Casio Green Star Products

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

Calculator JS-20DC



Environmental Features

- Solar battery powered
- Contains at least 62% recycled plastic (gross weight ratio of plastic)
- Package plastic reduced by 24% (compared to Casio JS-20WK model)

Electronic dictionary XD-SX9810



Environmental Features

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

Scientific Calculator fx-JP700CW



Environmental Features

- Solar battery powered
- Transport efficiency increased by 82% by reducing packaging (compared to Casio fx-570SPX II model)
- Package plastic reduced by 90% by changing packaging from blister packaging to a paper box (compared to Casio FX-85EX-S 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 KL-G2 model)
- Reduced plastic waste from cartridge disposal by using a tape refill method

Watch DW-H5600 / ECB-2000TP



Environmental Features

- Solar battery powered
- Shock-resistant structure

Clock TQ-770J/IQ-151



Environmental Feature

- Discontinued use of polyvinyl chloride

Electronic musical instrument PX-S1100



Environmental Features

- Product size (volume) reduced by 36%
- Loading efficiency increased by 52% in a 40 feet container (compared to Casio PX-120 model)
- Energy consumption during use reduced by 44% (compared to Casio PX-120 model)

Handheld terminal DT-X450



Environmental Features

- Energy consumption during use reduced by 31% (compared to Casio DT-X400 model)

Scope of Data

The scope of the environmental performance data for fiscal 2022 is shown below.

Period covered: April 1, 2022 – March 31, 2023

Sites covered: 63 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

Please visit the following pages for data of each site.

[Sites in Japan](#) 

[Sites outside Japan](#) 

Production sites in Japan (2 sites)	* Yamagata Casio Co., Ltd. * Yamagata Casio Co., Ltd. (Yamanashi)
Office sites in Japan (20 sites)	* Casio Computer Co., Ltd. (Headquarters) * Casio Computer Co., Ltd. (Hamura R&D Center) * Casio Computer Co., Ltd. (Hachioji R&D Center?[including Casio Electronic Manufacturing Co., Ltd.]) * Casio Computer Co., Ltd. (8 sales sites)(Northern Japan Sales Dept. under Sendai, Kanto Sales Dept. under Saitama, Kanto Sales Dept. under Kudan, Chubu Sales Dept. under Nagoya, West Japan Sales Dept. under Osaka, West Japan Sales Dept. under Hiroshima, Kyushu Sales Dept. under Fukuoka and other sites) * Casio Business Service Co., Ltd. (Headquarters) * Casio Business Service Co., Ltd. (Kofu) * Casio Techno Co., Ltd. (Headquarters) * Casio Techno Co., Ltd. (Technical Center) * Casio Techno Co., Ltd. (West Japan Repair Center) * Casio Marketing Advance Co., Ltd. * CXD Next Co., Ltd. * Hatsudai Estate Building * Replex Inc. * 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.
Production sites outside Japan (4 sites)	Asia (4 sites) * Casio (Thailand) Co., Ltd. * Casio Electronic Technology (Zhongshan) Co., Ltd. * Casio Timepiece (Dongguan) Co., Ltd. * Casio Electronics (Shaoguan) Co., Ltd.
Office sites outside Japan (24 sites)	Asia (11 sites) * Casio Electronics (Shenzhen) Co., Ltd. * Casio Computer (Hong Kong) Ltd. * Casio (China) Co., Ltd. * Casio (Guangzhou) Co., Ltd. * Casio India Co., Pvt. Ltd. * Casio Taiwan Co., Ltd. * Casio Soft (Shanghai) Co., Ltd. * Casio Singapore Pte., Ltd. * Casio Malaysia Sdn. Bhd * Casio Marketing (Thailand) Co., Ltd. * Guangzhou Casio Techno Co., Ltd.
	Europe (7 sites) * Casio Europe GmbH * Casio Electronics Co., Ltd. * Casio France S.A. * Casio Espana S.L. * Casio Benelux B.V. * Casio Italia S.r.l. * Limited Liability Company Casio
	Middle East (1 site) * Casio Middle East and Africa FZE
	Americas (5 sites) * Casio America, Inc. * Casio Canada Ltd. * Casio Mexico Marketing, S. de R. L. de C.V. * Casio Brasil Comercio De Produtos Eletronicos Ltda. * Casio Latin America S.A.

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) Results have been retrospectively re-calculated for some of the past performance data published in editions of the Sustainability Report prior to fiscal 2023, when determined to require re-calculation in order to ensure data reliability.

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.
- . The coefficients for each type of energy provided in Japan's Act on Rationalizing Energy Use were applied for the unit joule used to convert energy into joules.

(2) Water resource input amount

- . 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) Office 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) Chemical substance input amount

- . Calculated for chemical substances subject to Japan's PRTR Act.
- . As a general rule, calculated for substances whose annual amount handled is 0.05 tons or more at each site.

(5) Volatile organic compound (VOC) input amount

- . Calculated for substances subject to investigation presented in the Voluntary Action Plan on Reducing VOC Atmospheric Emissions formulated by the four electrical and electronic industry associations
- . As a general rule, calculated for substances 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Location-based standard		IEA*1	IEA	IEA	IEA	IEA	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*2	Emission factors for each electric power company in Japan*2	Emission factors for each electric power company in Japan*2	Emission factors for each electric power company in Japan*2
	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)	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)	Emission factors for each electric power company (if not applicable, IEA emission factor is used)

*1 International Energy Agency (IEA) emission factors 2021 edition

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

(2) Wastewater

- . As a general rule, wastewater measured at each site is tabulated. However, water intake is regarded and tabulated as wastewater for sites where wastewater cannot be ascertained.
- . Where biological oxygen demand (BOD) and chemical oxygen demand (COD) are measured at sites that measure wastewater quality, total annual wastewater is multiplied to calculate BOD emissions and COD emissions.

(3) Air pollutants

- . Calculated for particulate and smoke generating facilities subject to Japan's Air Pollution Control Act.
- . The three sites with target facilities in the results for fiscal 2023 are the headquarters of Yamagata Casio Co., Ltd., the Hamura R&D Center of Casio Computer Co., Ltd., and Casio (Thailand) Co., Ltd.
- . Emissions of dust, NO_x, and SO_x, which are subject to management under the Air Pollution Control Act, are calculated based on measurement values at the target sites.
- . 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) Chemical substance release and transfer amount

- . Calculated for chemical substances subject to Japan's PRTR Act.
- . As a general rule, calculated release and transfer amounts are for substances whose annual amount handled is 0.05 tons or more at each site.

(5) Volatile organic compound (VOC) outputs to air

- . Calculated for substances subject to investigation presented in the Voluntary Action Plan on Reducing VOC Atmospheric Emissions formulated by the four electrical and electronic industry associations.
- . As a general rule, calculated outputs to air are for substances whose annual amount handled is 0.05 tons or more at each site.

(6) Waste and valuable waste

- . Waste and valuable waste generated through the business activities of sites are tabulated.
- . Waste disposed of by processors, general waste from business operations, and valuable waste from each site are included in the calculation.

(7) Parts/materials, instruction manuals, packaging usage, and recycled materials

- . The amount of recycled materials used in packaging is shown as a value calculated by multiplying packaging usage by the coefficient indicated in Japan's Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging.

4. Scope 3 calculation methods

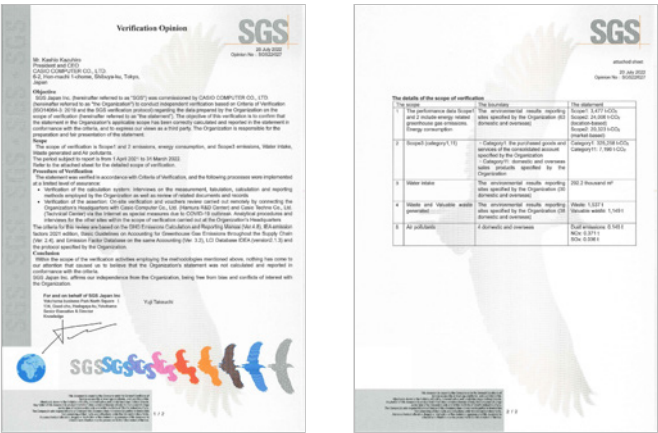
Category 1	Purchased goods and services	Calculated by multiplying the amount of activity by the unit. Amount of activity: Amount of consumables, raw materials, tap water, industrial water, advertising expenses and salaries of temporary staff. Unit: Emissions unit of the purchased amount of each item of the amount of activity (Source: Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.3 issued by Japan's Ministry of Environment and LCI database IDEA version 2.1.3.)The amount of activity was carefully reviewed and emissions were recalculated retroactively for past fiscal years accordingly.
Category 2	Capital goods	Calculated by multiplying the amount of activity by the unit. Amount of activity: Amount of capital investment by all consolidated subsidiaries. Unit: Emissions unit corresponding to the amount of capital investment.(Source: Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.3 issued by Japan's Ministry of Environment)
Category 3	Fuel-and-energy-related activities (not included in Scope 1 or 2)	Calculated by multiplying the amount of activity by the unit. Amount of activity: Amount of used electricity and fuels. Unit: Emissions unit of each type of fuel and electricity (Source: Emission factor database for calculating organizational GHG emissions throughout the supply chain, version 3.3, issued by Japan's Ministry of Environment, and Carbon Footprint Communication Program Basic Database version 1.01)
Category 4	Upstream transportation and distribution	Calculated by multiplying the amount of activity by the unit for each transportation route, and then adding these together. Amount of activity: Transportation volume and distance per transportation route among the product distribution for which Casio Computer Co., Ltd. pays the burden of expense. Unit: Fuel consumption unit based on transported weight and transportation distance (Source: For trucks: specific fuel consumption using the improved ton/kilo method. For trains, ships and airplanes: CO2 emissions output level using the conventional ton/kilo method)
Category 5	Waste generated in operations	Calculated by multiplying the amount of activity by the unit for each type of waste, and then adding these together. Amount of activity: Emissions of each type of waste. Unit: Emissions unit of each type of waste (Source: Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.2 issued by Japan's Ministry of Environment) The unit was carefully reviewed and emissions were recalculated retroactively for past fiscal years accordingly.
Category 6	Business travel	Calculated by multiplying the amount of activity by the unit. Amount of activity: Number of domestic and overseas employees. Unit: Emissions unit per employee. (Source: Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.3 issued by Japan's Ministry of Environment)
Category 7	Employee commuting	Calculated by multiplying the amount of activity by the unit. Amount of activity: The amount of payment equivalent to commuting by train and car (bus) is estimated from the transportation expenses paid to employees. Unit: Emissions unit for commuting by train and car (Source: Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.3 issued by Japan's Ministry of Environment)
Category 8	Upstream leased assets	Calculated by multiplying the amount of activity by the unit. Amount of activity: Sales area of G-SHOCK stores in Japan (pro-rated by the number of business days in the reporting year). Unit: Emissions unit per sales area (Source: Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.3 issued by Japan's Ministry of Environment)
Category 9	Downstream transportation and distribution	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.
Category 10	Processing of sold products	Name printing for products and other services provided by group companies. However, since emissions of GHGs from this business activity is included in Scopes 1 and 2, it is not included in calculations for this category.
Category 11	Use of sold products	Calculated by multiplying the amount of activity by the unit for each product model sold and the country of sale during the relevant fiscal year. These are then added together to calculate the total. Amount of activity: Power consumption, lifetime use period, and sales volume by product model. The lifetime use period is calculated using industry standards, if any, or assuming a five-year product life if not specified. Unit: Emissions unit of electricity use (Source: IEA country-specific emission factors. If country-specific emission factors are not available, the global average factor is applied.)
Category 12	End of life treatment of sold products	The emissions from each material used in products sold during the fiscal year are used as the amount of activity, and the value is calculated by multiplying by the unit for each material. These are then added together to calculate the total. Amount of activity: Amount of each material used in the product itself and in the container packaging materials. Unit: Emissions unit of each type of material (Source: Emission factor database for calculating organizational GHG emissions throughout the supply chain version 3.3 issued by Japan's Ministry of Environment)
Category 13	Downstream leased assets	Casio inquires with the users of each leased asset about the amount of CO2 emissions, and uses the data they provide to calculate the total amount of emissions.
Category 14	Franchises	The franchise formula is not used.
Category 15	Investments	Calculated by multiplying the emissions from investment destinations (equity method affiliates and companies which hold specific annual stocks and constructive stocks, etc.) by the equity method ratio or the shareholding ratio.

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 of environmental data in fiscal 2023. The audit covered greenhouse gas emissions (Scope 1, Scope 2, and Category 1 and 11 of Scope 3), water intake, waste, variable waste, and emissions of atmospheric pollutants (NOx, SOx and dust). Of the sites audited by SGS, on-site surveys were conducted at the headquarters of Casio Computer Co., Ltd., and the headquarters of Yamagata Casio Co., Ltd.

Third-party verification statement



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 14 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).

In addition, to address leaks of fluorocarbon gas, which is used in air conditioning and refrigeration equipment and has a global warming potential several thousand times that of CO₂, Casio works to ascertain filling and recovery volume by ensuring that all sites implement simple inspections and periodic inspections based on Japan's Act on Rational Use and Appropriate Management of Fluorocarbons, as well as ensuring that they participate in database management.

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 with Environmental Laws and Regulations Related to Casio Products

1. Regulations on the concentration of specified chemical substances

Casio strives to limit the concentration of specified chemical substances that are regulated by a country's laws and regulations to at or below the mandated level, ensure that human health is not affected, and minimize the impact on the ecosystem. As countries in the EU, the US and other countries on the forefront of environmental measures, as well as emerging countries in Asia, Central and South America and the Middle East, reinforce and expand environmental laws and regulations, Casio has established the Expert Sub-Committee on Environmental Law below the Promotion Committee for Group-wide Quality Enhancement. In this sub-committee, divisions involved in development, design, quality assurance, procurement, production, sales and services share information, set guidelines for responding as well as rules, and ensure that the PDCA cycle is always functioning. The Casio Green Procurement Standards serve as the operating standards and set the rules for parts and materials, while the Casio Green Database functions as the management system that determines whether a part or material can be used in Casio products.

Major environmental laws and regulations related to Casio products

	Product			Packaging		Battery	
	Collection and Recycling	Hazardous Substances	Energy Conservation	Collection and Recycling	Hazardous Substances	Collection and Recycling	Hazardous Substances
Global conventions		Convention on Persistent Organic Pollutants (POPs), Mercury Convention			Convention on POPs		Mercury Convention
Japan	Small Electronic Devices Recycling Act		Energy Conservation Law	Container and Packaging Recycling Law		Recycling Law	Act on Preventing Environmental Pollution from Mercury
China	China WEEE	China RoHS	China Energy Label	China RoHS			China RoHS
South Korea	South Korea RoHS/WEEE/ELV		South Korea Energy Conservation Law	South Korea Recycling Law		South Korea Recycling Law	South Korea batteries regulation
Taiwan		Taiwan RoHS				Battery recycling regulations	Regulations on heavy metal in batteries
Australia			External power energy efficiency regulations				
India	India e-waste law			India Packaging waste regulations		India Packaging waste regulations	
Viet Nam	Viet Nam WEEE	Viet Nam RoHS				Viet Nam WEEE	
Indonesia	Household waste regulations						
Singapore		Singapore Environmental Protection Management Act					Singapore Environmental Protection Management Act
Thailand	Thailand WEEE (draft)						
Philippines	Philippines WEEE (draft)						
Bangladesh	Bangladesh E-waste management regulations						
EU	WEEE	RoHS REACH Biocidal Product Regulations POP Regulation	ErP	EU Directive on Packaging and Packaging Waste		Batteries directive	
UK	UK-WEEE	UK-RoHS/REACH/POPs/BPR	UK-ErP	UK packaging waste regulations		UK batteries regulations	
Norway		Chemical substance regulations					
Serbia	Serbia WEEE & RoHS					Serbia batteries directive	
Ukraine		Ukraine RoHS	Ukraine ErP				
Eurasian Economic Commission		Eurasian RoHS	Eurasian ErP				
Belarus			Belarus ErP				
US	Each state's TV/PC recycling laws	TSCA Each state's mercury regulations, California Proposition 65, California SB50, federal and California regulations on formaldehyde, safer consumer product regulations, each state's flame retardant regulation, California regulations on jewelry	US federal law, and external power supply efficiency regulations in each state	California's Rigid Plastic Packaging Container recycling program, and rigid plastic container labeling regulations, Packaging EPR laws in US	Each state's packaging and heavy metal regulations	Each state's rechargeable battery recycling regulations	
Canada	Each state's electric appliance recycling regulations	Products Containing Mercury Regulations, Canada Chemical substance regulations Directive concerning testing for formaldehyde emissions	Federal and each state's external power energy efficiency regulations	Each state's packaging material collection programs			Regulation on Products Containing Mercury
Mexico			Energy consumption labeling regulations, External power energy efficiency regulations				
Brazil	Brazil Solid Waste Law	Brazil RoHS (draft)		Brazil Solid Waste Law		Brazil Solid Waste Law	Brazil batteries regulation
Argentina	Argentina WEEE (draft)					Argentina WEEE (draft)	Argentina batteries regulation
Peru	Peru WEEE						
Paraguay							Paraguay batteries regulation
Columbia						Columbia batteries regulation	
Turkey	Turkey WEEE & RoHS		Turkey ErP	Turkey packaging regulation		Turkey batteries regulation	
Israel	Israel WEEE			Israel packaging regulations			
Jordan	Jordan WEEE (draft)	Jordan RoHS (draft)	Jordan ErP				
Gulf countries		Gulf countries RoHS (draft)					
UAE		UAE-RoHS					
Saudi Arabia		Saudi Arabia RoHS				Saudi Arabia batteries regulation	

2. Regulations on energy efficiency for power consumption

Countries also have environmental laws and regulations on power source efficiency for products that connect to AC power. Starting in the development stage, Casio assesses whether a product subject to environmental laws and regulations meets requirements, and then submits requests for approval to the relevant authorities.

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 Energy Saving and 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)

* Casio has been exempt from the requirement to submit reports since fiscal 2020, and no longer submits reports. It has been confirmed that the total energy usage on a crude oil equivalent basis at all relevant business sites has been less than 3,000kL/year since fiscal 2020.

> [Fiscal 2018](#) 

> [Fiscal 2017](#) 

> [Fiscal 2015](#) 

> [Fiscal 2014](#) 

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 2022.

Social Report



Quality Assurance	Activities to Improve Customer Satisfaction	Intellectual Property Initiatives
Implementing CSR Procurement	Supply Chain Management	Providing Supportive Workplace Environments and Promoting Diversity
Making the Most of Human Resources and Maintaining Optimal Workplace Environments	Human Resource Development	Occupational Safety and Health
Respect for Human Rights	Considering Human Rights in Corporate Activities	Contributing to education through EdTech business
Social Contribution Activities		

Quality Assurance

Management

Social Issue

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.

Importance for the Casio Group

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 of mind can lead to stronger corporate competitiveness. Casio also believes that environmental conservation and contributing to a recycling-oriented society are corporate responsibilities.



Policy

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.

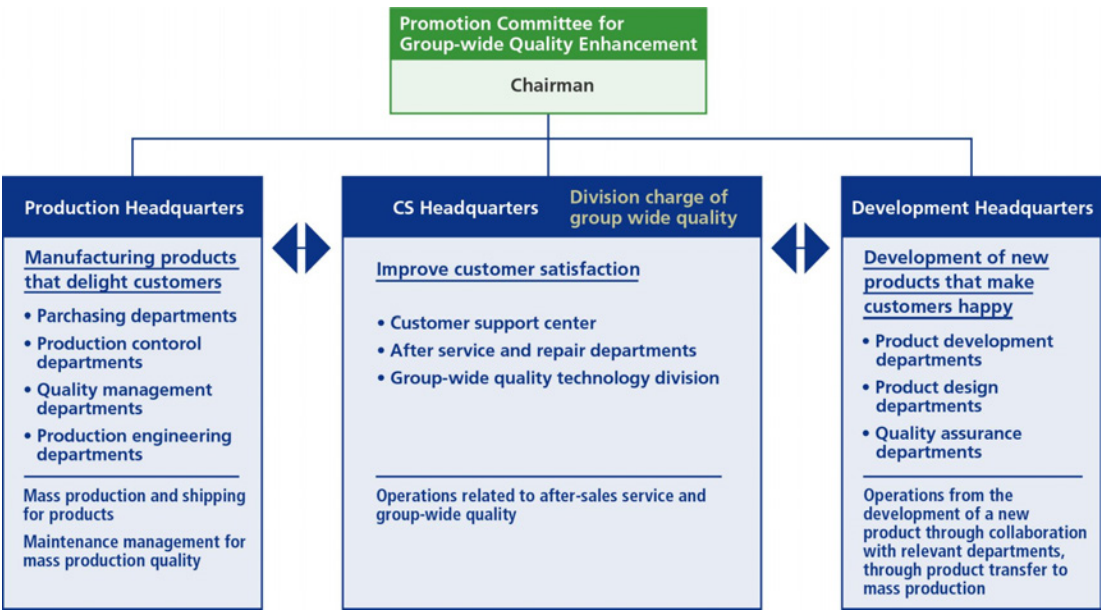
Quality Management Policies

- 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 improve quality with the cooperation of the Production Headquarters and the Development Headquarters, while always pursuing the best solutions for customers.

The Casio Group shares the awareness that quality is the foundation of all operations, and the Promotion Committee for Group-Wide Quality Enhancement shares information on product quality, safety, and regulations in each country in order to raise the level of awareness across the entire group. An ISO 9001 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	ISO 9001 Certified and Registered Sites	Certified Date
Development, Production and Service Sites in Japan	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

(1) Utilizing Tools from the National Institute of Technology and Evaluation (NITE) to Conduct Risk

Assessments for Products, with Packaged Data Linked to Each Item (Flammability Test)

In order to maintain product safety, Casio carries out design and inspection based on Product Safety Design Standards and Product Safety Manufacturing Standards. Casio utilizes NITE's product risk assessment support tools (data) for these standards to incorporate this assessment into its product design process. After confirming that there are no problems from a design perspective, we evaluate safety in the event of an emergency by conducting product combustion tests and lithium-ion battery overcharge and nail piercing tests. In this way, Casio strives to improve the effectiveness of product risk assessment by implementing a package that connects NITE's data to the actual items used in each test.

(2) Initiatives to Prevent “Silent Changes”^{*1}

Casio is working to expand its internal analysis activities in order to maintain product quality, ensure safety, and prepare for potential risks. As part of its efforts to prevent “silent changes,” Casio identifies which products require priority safety controls and regularly samples mass-produced products. Casio then implements morphological observations, chemical analysis, component analysis using physical property evaluation, and safety confirmation tests. At the same time, Casio collects data that helps it to provide guidance and supervision to its suppliers, while providing feedback to suppliers and related departments throughout the company to help prevent the occurrence or recurrence of product accidents.

^{*1}. When specifications or components are changed for reasons such as cost reduction and delivered to the customer without obtaining their approval.

Offering Users Peace of Mind

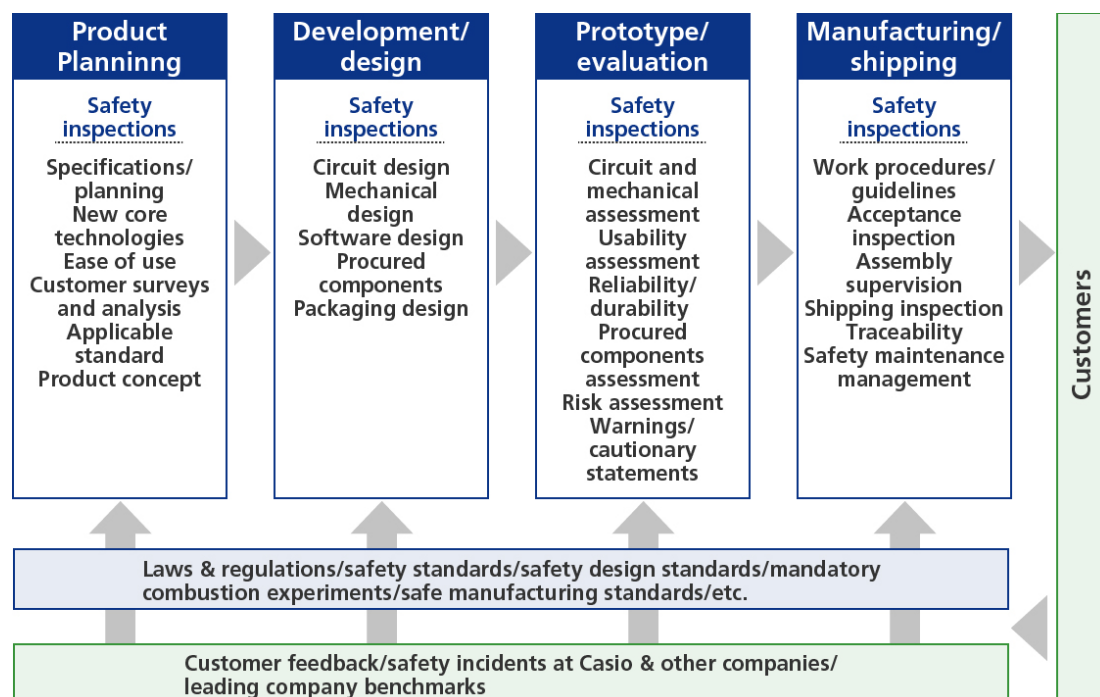
Casio believes that safety is the most important aspect of its products, as it ensures the protection of customers' property and person. As shown in the diagram below, Casio performs safety audits^{*} at every stage, starting with product planning, and refers to the Product Safety Design Standards to ensure safety in the manufacturing process.

Accompanying the regular revision of the Product Safety Design Standards, we regularly revise the Product Safe Manufacturing Standards as well to guarantee safety.

^{*} Safety audits: Design audits conducted based on the Product Safety Design Standards

Products that contain new technology components undergo a review based on the Safety Design Standards from the customer perspective. Usual rank products are checked for safe design by their respective business division, thereby ensuring that all products undergo a safe design review.

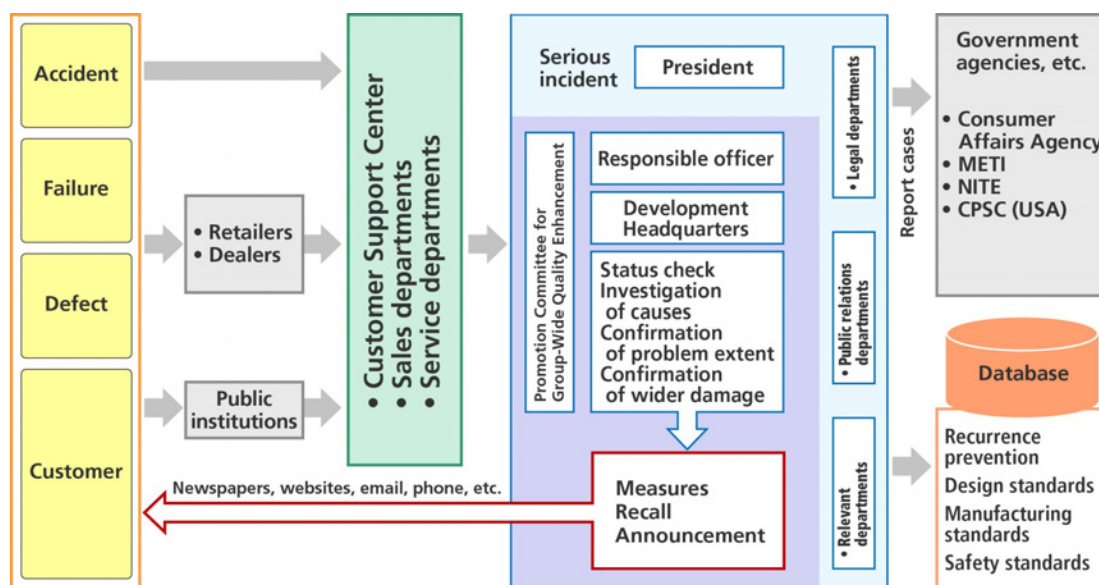
Product safety system



To comply with Japan's 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. However, in the unlikely event of a product-related accident or a quality problem, the company has clarified procedures for managing them and has established systems capable of responding appropriately as well as a response flow based on the in-house accident operating procedures. As shown in the diagram below, these include the prompt in-house communication of information, the issuance of notifications and reports to customers and relevant administrative agencies, and efforts to identify causes, corrective actions, and measures to prevent any future recurrence.

Response flow when a product accident or quality problem occurs



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. At the Group-wide Quality Enhancement Committee, Quality Managers' Meeting, Market QC Meeting, and Manufacturing QC Meeting, the relevant departments share information and work on education and awareness raising activities from the standpoint of preventing recurrence of issues and taking preventive measures.

Providing Information on Safe Use of Products

Providing Product Information

Casio provides the appropriate information to customers to enable them to use the company's product and services safely.

- (1) Information is provided in the Precautions for Product Use section of user manuals.
- (2) Information is provided in the Important Notifications on Product Safety section of the corporate website.

Providing Information on Laws and Regulations

Casio appropriately displays a mark that indicates the results of compliance with laws and regulations in the country where a product is sold. There were no violations of laws and regulations, voluntary regulations, etc., related to laws and regulations in each country in fiscal 2023 (April 2022 – March 2023).

Activities to Improve Customer Satisfaction

Management

Social Issue

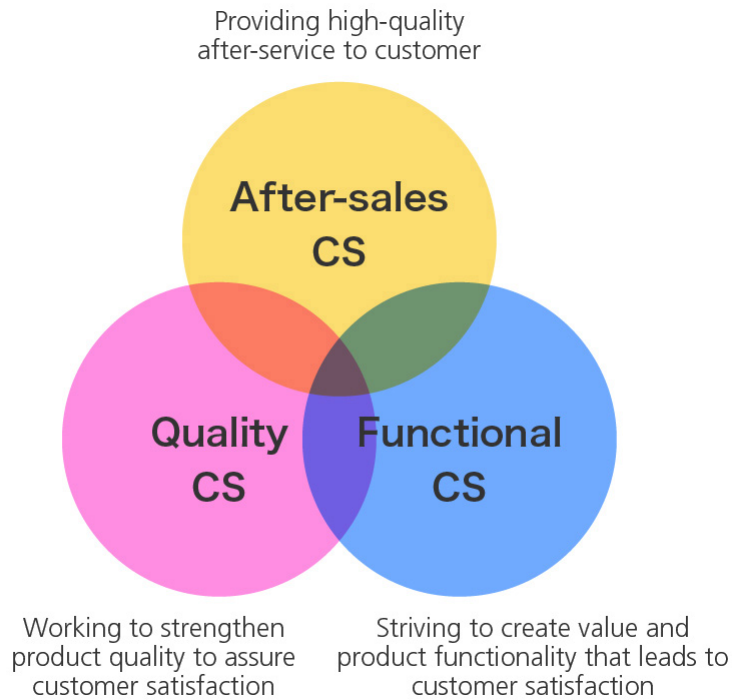
In recent years, customers have been using a variety of information channels including social media, shifting from the approach of merely buying what they want toward a practice of greater awareness of how they will use a product in their daily lives. In accordance with this, Casio believes it is important to provide products and services that will increase customer satisfaction.

Importance for the Casio Group

Due to these changes in the awareness of customers, it has become more difficult to differentiate Casio's products from the products of other companies on the basis of product functionality alone. Casio believes it is important to increase confidence in the company's brand and improve customer satisfaction by analyzing customer perspectives collected from social media and a variety of other information channels, as well as data on products brought in for repairs, and incorporating this analysis into product development leveraging cooperation among the relevant departments.

Policy

We leverage creativity to raise customer expectations and generate excitement while enriching peoples' minds, hearts and lives worldwide. 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.



After-sales CS

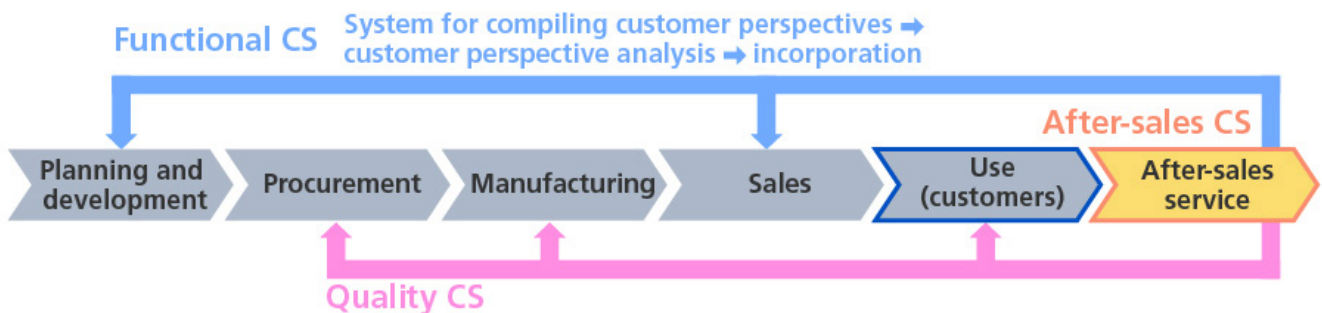
Casio is making various efforts to ensure that customers are satisfied with its after-sales service. These efforts include enhancing staff training programs to improve product knowledge, repair technical skills, and customer service skills. Casio is also working to boost customer service quality by having staff acquire public qualifications and by improving customer service sites.

Functional CS

Casio is also striving to ensure that customer feedback around the world 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.

Quality CS

Casio compiles and analyzes information on customer inquiries and product defects around the world. It focuses on early detection, rapid response and prevention of recurrence of problems.



From product planning and development to after-sales service, Casio works closely with customers who use our products to envisage the ideals for those products, and implements group-wide improvement activities such as proposing improvements to product development and providing services that enhance customer satisfaction. With three main customer satisfaction activities as the basic policy, Casio consolidates customer perspectives from a user-first point of view and strives to leverage cooperation across organizations, including at the senior management level, in the sharing of the information and its use in improving after-sales service.

In July 2023, the CS Headquarters also released internal guidelines for all employees to increase their understanding of customer satisfaction. Casio encourages each and every employee to recognize and take action on the opportunities they have to take the initiative on customer satisfaction in the course of their duties.

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 working to acquire product knowledge and improve customer service quality, in an effort to ensure that all customers will become lifelong Casio fans. 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.

The Customer Support Center also works to reliably collect customer feedback, and improve the customer experience in ways suited to each particular region by facilitating smooth cooperation with the customer support centers set up at local sales companies around the world.

Emphasizing the sensibility of “consideration”

The Center is constantly working to expand its channels of communication with customers, as communication styles diversify with changing social trends. The Center works hard to provide the support that customers expect via each channel.

In these efforts, the Customer Support Center strives to respect customers and 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. Casio also continuously strives to improve the value of the customer experience by conducting periodic satisfaction surveys concerning customer service response and making relevant improvements.

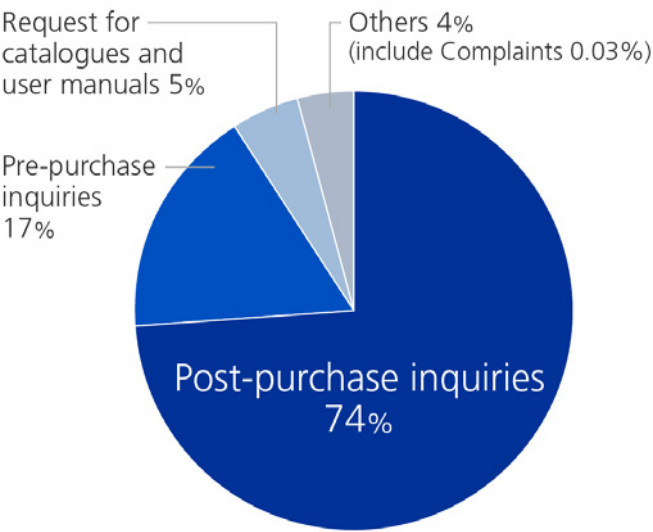
At the same time, Casio takes a resolute stance against the emerging social issue of harassment by customers, and has formulated a company-wide response policy with respect to it.

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.

Specifically, Casio is striving to provide mechanisms that allow users to resolve problems themselves, by providing content designed from the customer's perspective on its customer support websites, which serve as important touchpoints for customer interaction. Similarly, we are working in cooperation with local customer support centers to augment FAQ sections on customer support websites around the world.



Breakdown of Customer Inquiries in Japan (Fiscal 2023, Consumer Products)

Item	Fiscal 2023	
	Japan	Overseas
Timepieces	41.1%	78.7%
Education (calculators, electronic dictionaries)	9.6%	16.5%
Electrical Musical Instruments	7.2%	3.5%
Other Consumer Products	13.1%	0.6%
System Equipment	29.0%	0.7%
Total	100.0%	100.0%

Breakdown of Product Inquiries

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 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, 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 — so that they can quickly adapt to continuously advancing product functions and provide service quality that satisfies customers.

By training employees so that they are expert not only in repair skills but also possess extensive product knowledge and are good at responding to customers, Casio Techno 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 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 (completed in about 60 minutes). They also provide one-day repair services for electronic dictionaries that are in particularly high use by students.

Casio's online repair request service allows customers to pick up their repaired products at 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. There are eight of these maintenance booths, such as the one in the G-SHOCK STORE NAGOYA, which opened at Maruei Galleria in Nagoya-shi, Aichi in August 2022. 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 SHIBUYA



G-SHOCK STORE NAGOYA

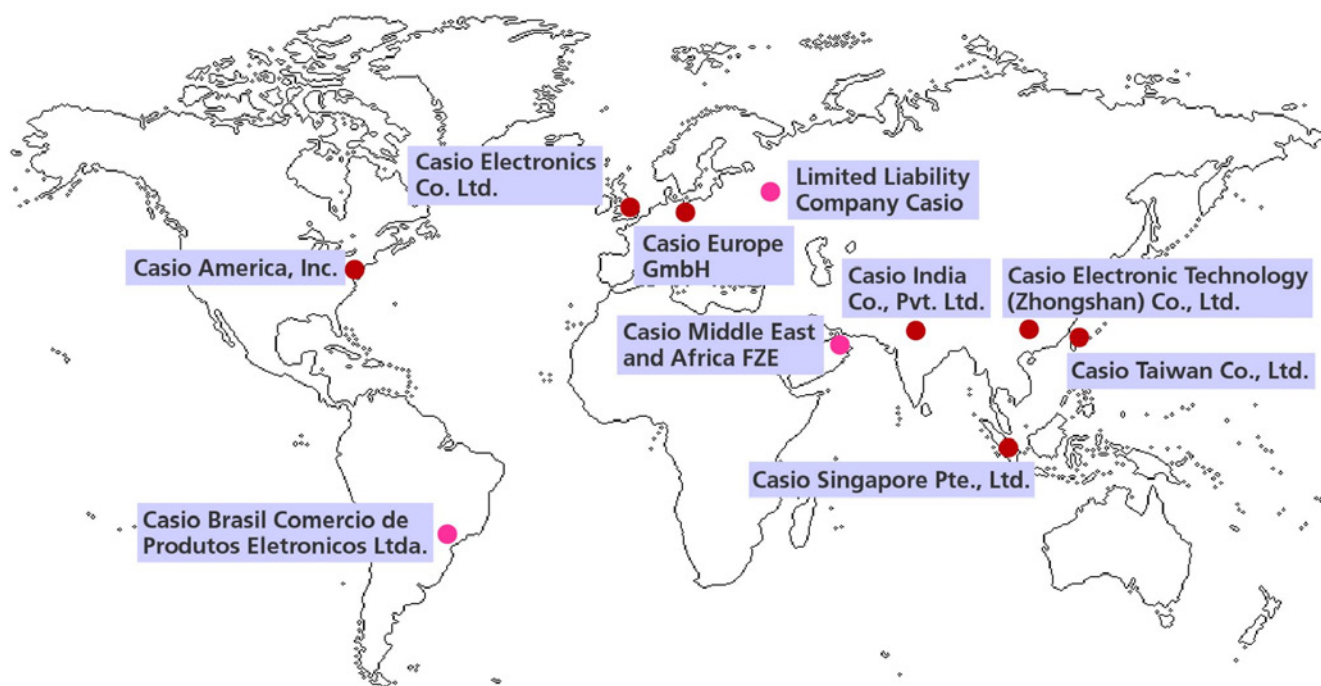
Customer Satisfaction Initiatives outside Japan

Outside Japan, a total of 929 companies, including 10 local subsidiaries and 919 partners, carry out after-sales service for Casio products (as of March 2023).

Casio holds regular technical skill courses for repair technicians in order to raise repair skill levels, aiming to ensure that customers around the world receive high-quality repair services. In addition, Casio constantly surveys and improves repair times, repair quality and costs at each site. In 2022, Casio was forced to limit after-sales service activities worldwide due to the impact of COVID-19 but worked to maintain and improve skill levels at sites actively using online training.

Casio will continue to work with its service sites to further improve the after-sales service for Casio products.

Repair centers operated by group companies outside Japan



In China, Casio trialed an online skills contest that saw participants compete on repair skills and customer service, with the goal of boosting the morale of partner companies and enhancing its systems for cooperation with them. In the Middle East, the local companies worked together with the sales division to improve customer satisfaction by expanding the service awareness activities which were so well received in Dubai to other countries around the UAE.

Casio Headquarters periodically held remote quality control circles involving repair sites outside Japan. Through inspections at repair sites, it strived to solve issues experienced in each country. Casio will carry out remote quality control circle activities at sites outside Japan on a continual basis in the future, and it will connect these efforts to further enhancement of worldwide repair quality.

Intellectual Property Initiatives

Management

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.

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.

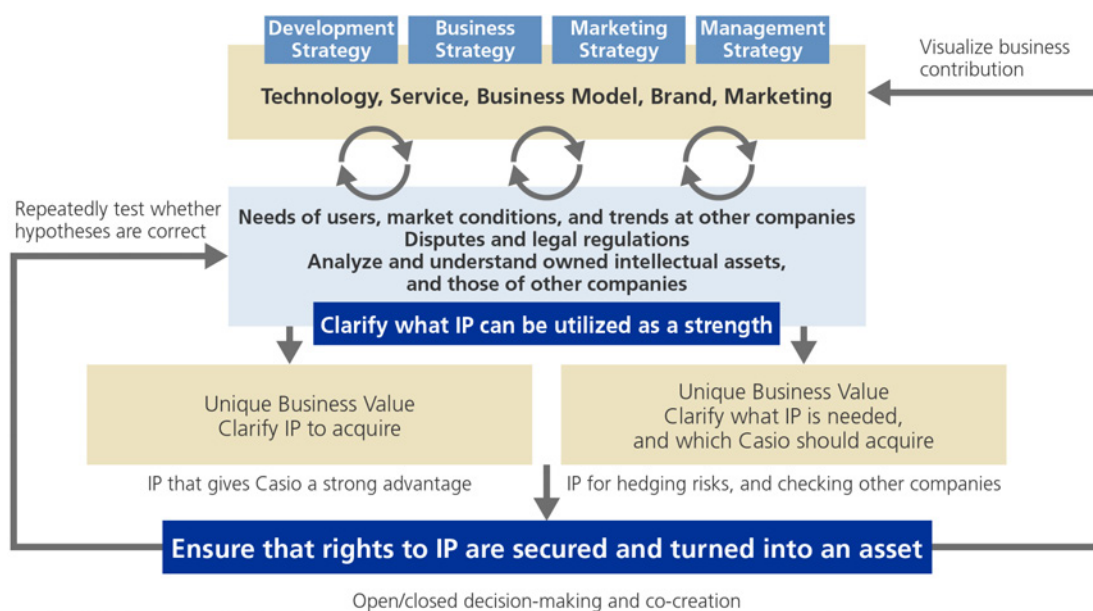
Since its founding, Casio has worked to develop innovative new technologies and products that are completely original and have never existed before. Casio recognizes that it must protect these development outcomes by obtaining intellectual property rights to ensure its corporate competitiveness. Meanwhile, the company also promotes the value of the Casio brand and Casio design as visual assets by securing intellectual property rights and protecting them as well, which serves to increase brand value.

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 and services 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 engages actively in intellectual property efforts based on strategies it has developed under the slogan, "A frontline offense on intellectual property." Casio establishes these strategies from a medium-to long-term perspective based on close cooperation with those on the frontlines of research and development, design, marketing, and other functions. Moreover, by coordinating its strategies for intellectual property, management, and business, Casio seeks to create value for the future as it strives to deliver continually growing corporate value.

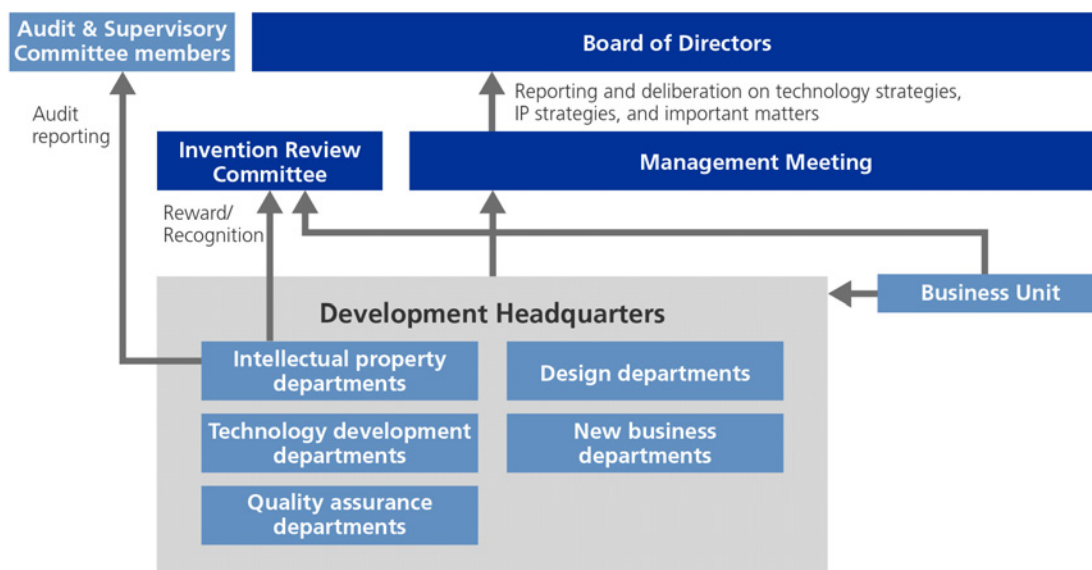
Basic Policy on Intellectual Property Strategy



System

The Intellectual Property Unit is located within the Development Headquarters. While collaborating closely with relevant departments on a daily basis, the Intellectual Property Unit is working to maximize the value and promote the effective utilization of intellectual property created by Casio during the research and development process and during business activities in general. Casio is also working to construct a governance system that will support group-wide investment decisions, asset management, and valuation systems.

Governance System Related to Intellectual Property



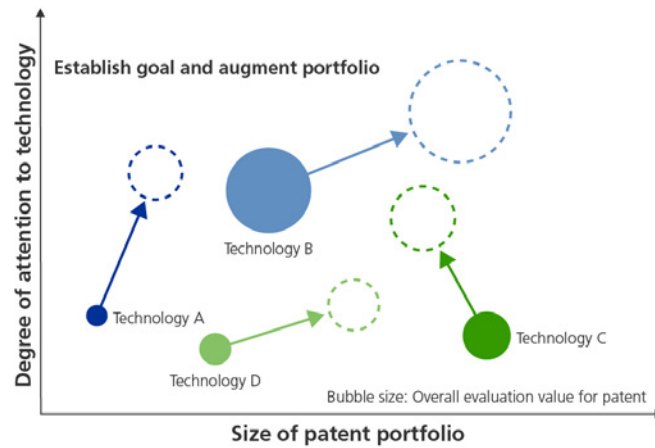
Activity Results

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.

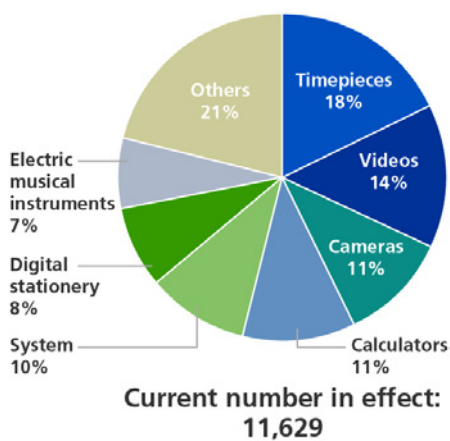
1. Acquisition and utilization of patents, designs, and trademarks

Casio is actively working to build its IP portfolio by leveraging intellectual property strategy and analysis. For patents in particular, Casio analyzes and evaluates the patents it holds for each technology, establishes goals, and then augments portfolio.

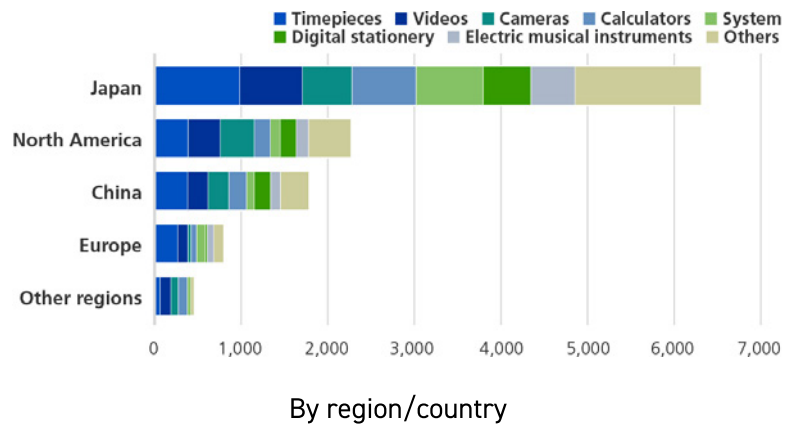
In addition to securing intellectual property rights, Casio works to ensure freedom of operations by preventing legal claims from other companies and earns profits by licensing its technologies to other companies (including cross licensing). The company also uses intellectual property as a barrier to deter other companies from entering the same business, and carries out activities to establish competitive advantage for corporate management.



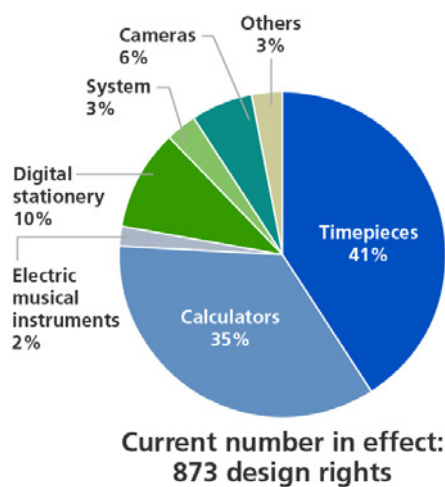
Patent portfolio (As of March 31, 2023)



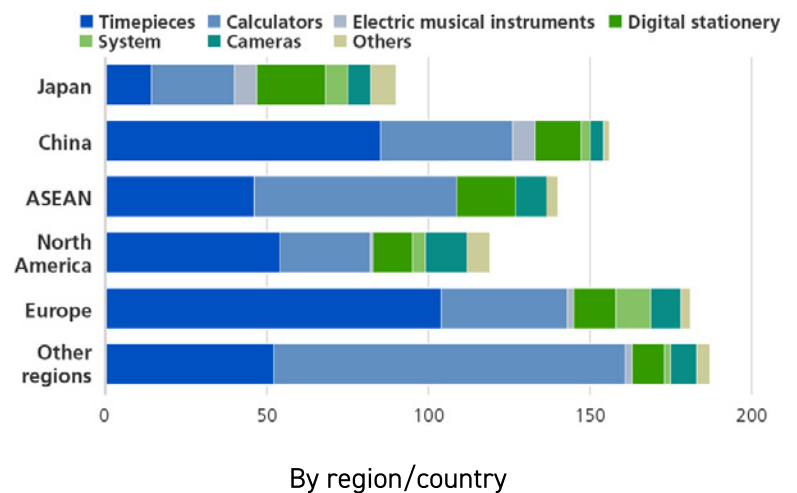
By product type



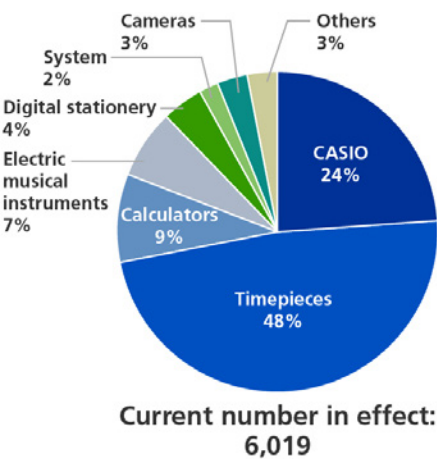
Design rights acquisition (as of March 31, 2023)



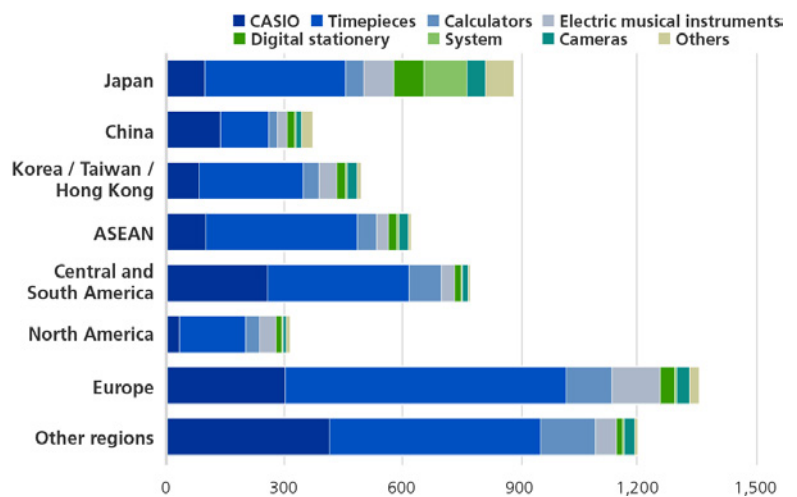
By product type



Trademark rights acquisition (as of March 31, 2023)



By product type



By region/country

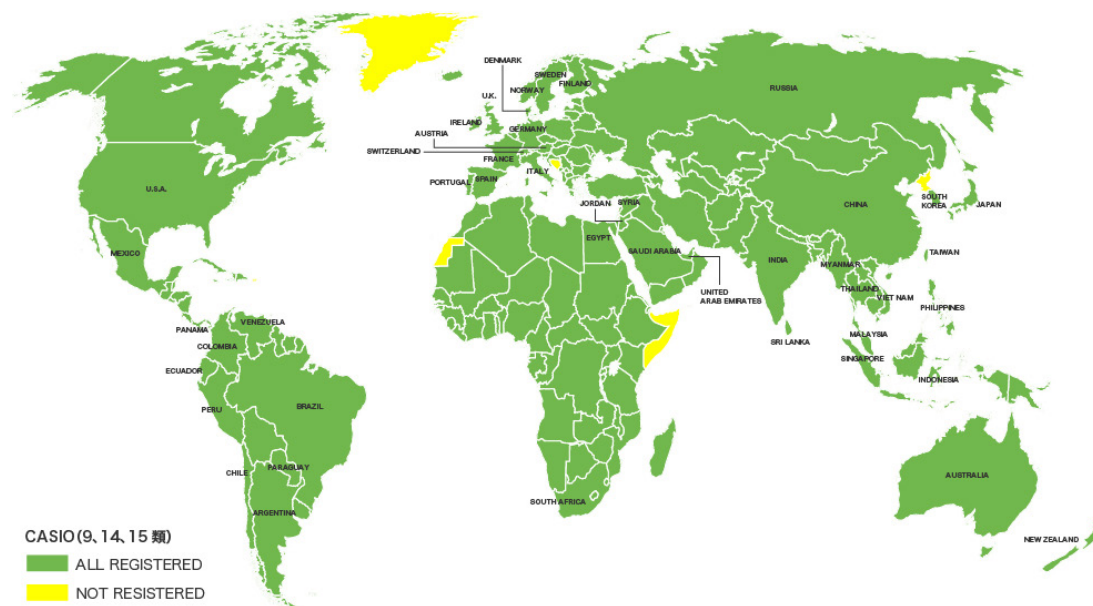
2. Utilizing intellectual property rights for brand management

Protecting rights to the Casio brand

In order to promote smooth corporate operations on a global level, Casio has obtained 1,427 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 (as of March 31, 2023)



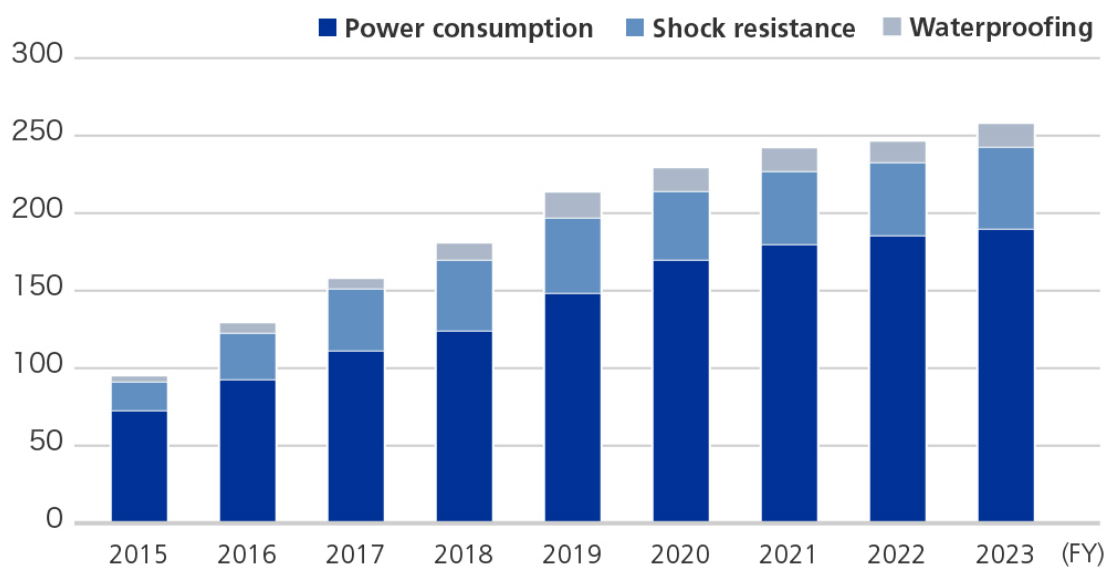
Casio has registered the Casio brand for trademarks for main products in the countries indicated in green. In the countries indicated in yellow, Casio trademarks have not yet been registered due to various reasons. These reasons include delays in trademark examination in some fields, lack of a trademark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

G-SHOCK Branding

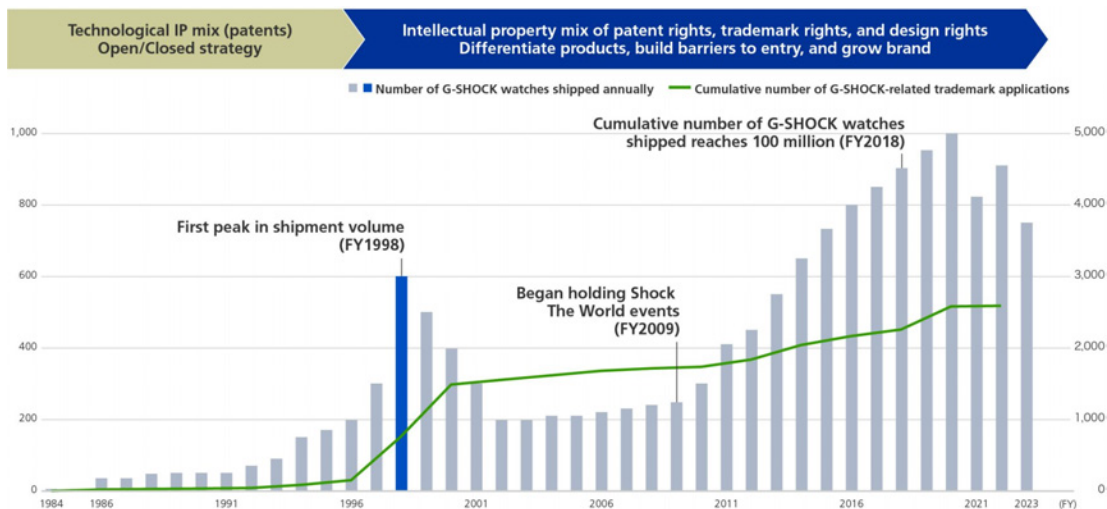
The advent of G-SHOCK created the entirely new value of toughness for wristwatches at a time when they were still just a fragile tool to tell time. Even now, 40 years after the first G-SHOCK came out, Casio continues to add to the number of patents it holds on technologies related to shock resistance, waterproofing, and power consumption, all of which support “toughness.” Today, G-SHOCK watches continue to evolve.

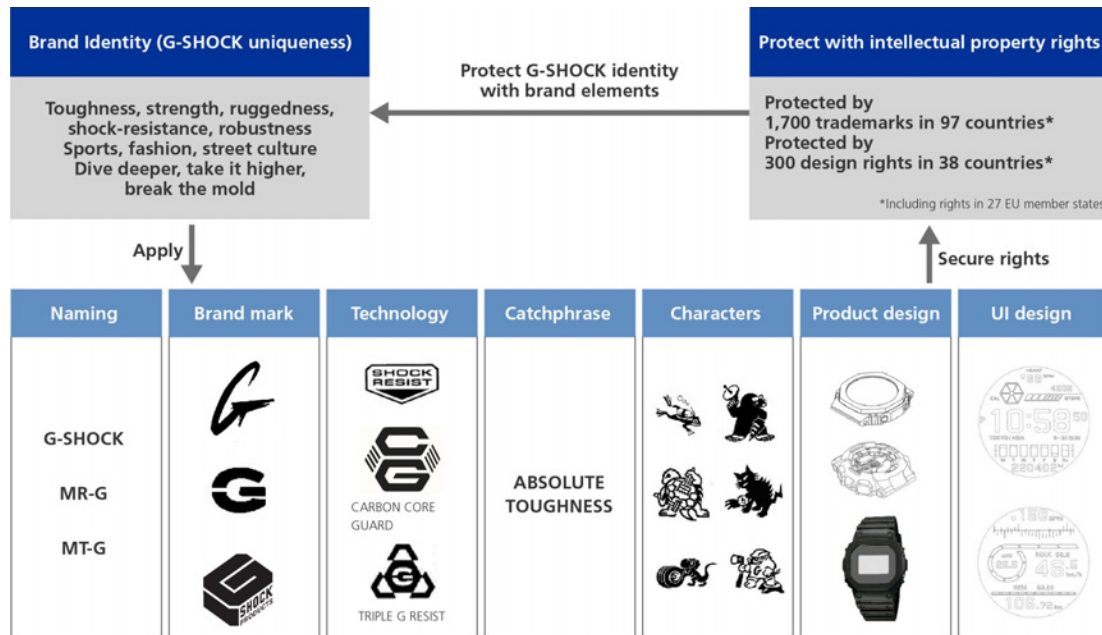
Eventually, G-SHOCK watches developed into a way for people to express themselves, bringing even more new unique value to the wristwatch market leveraging youth fashion. In 1997, G-SHOCK reached a peak in shipment volume, and Casio focused on registration of trademarks and design rights with an awareness of their role as countermeasures against counterfeits. Since then, as globalization has advanced, Casio has secured multifaceted rights to brand elements that reflect the brand identity (G-SHOCK uniqueness) to support various objectives, including promotional initiatives such as the Shock The World events. As Casio has made the most of its intellectual property mix to differentiate its products and create barriers to entry, intellectual property rights have played an important role in the growth of G-SHOCK into a global brand.

Number of Patents Related to G-SHOCK Toughness



Number of G-SHOCKS Shipped Annually and Number of Related Patent Applications





Visualizing Brand Value by Obtaining a Three-Dimensional Trademark

The shape of the original G-SHOCK model is registered as a three-dimensional trademark based on shape alone. Casio has been able to semi-permanently monopolize this shape, allowing it to protect a wide array of products that use it, regardless of their color or material. This is the first time that the shape of a wristwatch itself, without logos or characters, has been so registered. This was widely reported by media outlets, helping G-SHOCK to gain even further recognition. Going forward, Casio will continue to take on the challenge of acquiring various trademark rights in tandem with its business strategies, always striving to increase the brand value of G-SHOCK, which is a driver of growth for Casio.



Risk Management Designed to Eliminate Brand Damage

Casio is striving to eliminate damage to the brands of Casio products and services using multifaceted risk management. Amid a diversification in customer touch points, Casio avoids the risk of infringing upon the design or trademark rights of other companies by conducting IP clearance surveys in collaboration with its product planning and marketing departments at an early stage. At the same time, Casio focuses on ensuring the proper application of trademarks and countering efforts such as infringement applications by others.



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 counterfeits 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 eliminate the damage caused by counterfeits by exposing factories that make counterfeit goods and agents that sell counterfeit goods, intercepting counterfeits at customs, monitoring and eliminating counterfeits sold on the Internet, and pursuing lawsuits against agents that sell counterfeit goods.

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 business and technology field as patent experts. While cooperating with the Intellectual Property Unit from an engineer perspective, these patent experts work to strengthen the intellectual property abilities of their respective organizations.

Here are details of specific activities.

1. Sharing technology and development trends at Casio and other companies with the Intellectual Property Unit
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

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 complaints regarding monetary reward amounts. Additionally, Article 35 (Inventions by Employees) of Japan's 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."

In October 2020, with the objective of incentivizing the development of technologies that contribute to the business, as well as the creation of inventions and designs, Casio reviewed its award assessment standards and revised its regulations, creating an award system that delivers increased incentives for inventors and designers. Casio will continue to revise its regulations in the future in accordance with the changing times and environment, while taking into consideration requests from inventors and designers, as well. Based on this award system, the Intellectual Property Unit works to properly evaluate intellectual property results and to recognize and reward outstanding engineers and designers.

5. Intellectual property training system

Casio offers various types of intellectual property education to deepen employee understanding and interest in intellectual property. These include holding intellectual property seminars, using its internal portal site to distribute relevant information (through intellectual property portal site content), and making use of material from outside educational organizations such as the Japan Intellectual Property Association and the Japan Institute of Invention and Innovation. Casio remains committed to taking a variety of educational measures in the future to improve literacy regarding intellectual property rights.

Implementing CSR Procurement

Approach and Policy

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.

Policy

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.

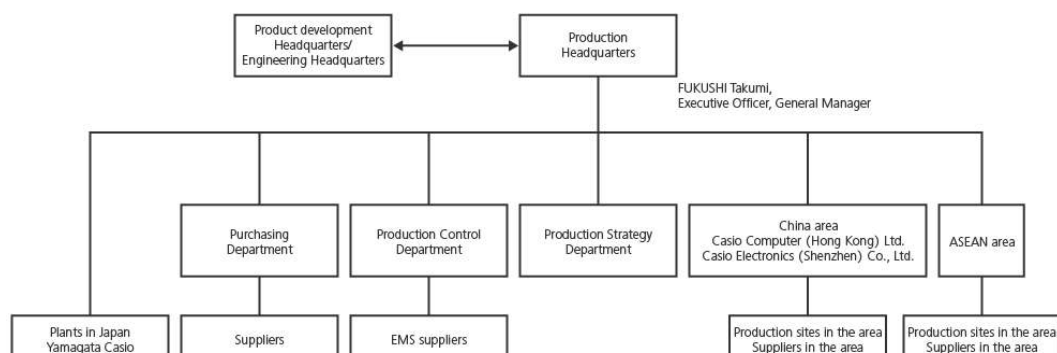
Casio is also managing its supply chain more successfully by introducing a regular monitoring system that ensures that these guidelines are properly fulfilled.

> [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 Supplier 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 35% for Japan, 51% for the China area, and 14% for the ASEAN area.

Targets and Action Plan

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

Material Issues for Casio	FY2023 Targets and KPI	FY2023 Performance	Evaluation	FY2024 Targets and KPI
Promoting CSR procurement	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits at a total of 12 suppliers in China and Thailand	Implemented CSR education at Casio sites and at suppliers, and implemented onsite audits at a total of 8 suppliers in China and Thailand	○	(1) Implement CSR education at Casio sites and at suppliers, and implement onsite audits at a total of 12 suppliers in China and Thailand
	(2) Conduct CSR surveys	Conducted CSR surveys of 405 suppliers worldwide Surveys collected from 404 of 405 companies	○	(2) Conduct CSR surveys Conduct CSR surveys of all suppliers, and collect surveys from all of them

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.

Business Strategy Briefing in Japan

In 2019, Casio invited 200 participants from about 150 business partners to a business strategy briefing. In 2020, 2021 and 2022, however, the briefing was postponed due to the impact of the COVID-19 pandemic. While no decision has been made yet about a briefing in 2023, we are engaging in ongoing communication with suppliers.

Supplier Message



Notani Yasuo
Managing Director,
Executive Officer
TAMAPACK CO., LTD.

Tamapack has been doing business with Casio for many years. We work on the packaging for various products developed and sold by Casio, and we have contributed to society alongside Casio by designing, manufacturing, purchasing, and selling packages, cardboard boxes, packaging materials, and other products, as well as with temporary staffing and contracting.

We currently supply mainly packages for watches from our locations overseas. But the global pandemic had a huge effect on our supply chain due to the shutdowns, logistical disruptions, material supply shortages, soaring fuel prices, and exchange rate fluctuations it brought about. Fortunately, this did not hinder our delivery schedule to customers, and we will continue to provide a stable supply of products by further strengthening our systems.

As a member of the Meiwa Pax Group, Tamapack's supply chain is expanding as we increase collaboration with other Meiwa Pax Group companies. We are working on sustainability initiatives with consideration of the circumstances in each country, and we are taking on various challenges in product manufacturing as we work to help achieve the SDGs, as set out in our Group Policy. Most recently, we have proposed replacing plastic products with products made from natural materials, such as pulp mold trays, pulp mold packages, cotton bags, and paper trays. And we have also commercialized such products.

Tamapack recognizes that our business activities and activities based on our CSR Philosophy/Policy have an impact on our stakeholders and society. Going forward, we will continue to monitor and improve our business activities and strive to increase our corporate value in order to maintain the trust placed in us as a company, and contribute to a better future.

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. In 2020, 2021 and 2022, however, the briefing was postponed due to the impact of the COVID-19 pandemic. While no decision has been made yet about a briefing in 2023, we are engaging in ongoing communication with suppliers.

Comprehensive Management of CSR Performance

In fiscal 2008, Casio started conducting a questionnaire survey* 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 2023 questionnaire was sent to 146 companies in Japan, and responses were received from 145 companies, for a response rate of 99.34%, clearly indicating suppliers' high level of interest in CSR fulfillment. For suppliers outside Japan, responses were received from 259 companies (198 companies in China and 61 companies in Thailand), 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 2022, Casio postponed onsite inspections in China and ASEAN countries due to the spread of COVID-19. Even with the suspension in inspections due to the COVID-19 pandemic, it has cumulatively covered almost all suppliers. 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.

*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. 

Questionnaire results

Questionnaire given to a total of 405 suppliers

Responses to all questions received from 404 suppliers (99.8% 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 2019, 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

	esponses by CSR category
0 Overall Promotion of Corporate Social Responsibility	3.8
I Human Rights and Labor	4.5
II Occupational Health and Safety	4.4
III Environment	4.4
IV Fair Trading	4.4
V Product Quality and Safety	4.6
VI Information Security	4.4
VII Contribution to Society	3.7
Total	4.3



[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	3.9
I Human Rights and Labor	4.4
II Occupational Health and Safety	4.3
III Environment	4.3
IV Fair Trading	4.1
V Product Quality and Safety	4.5
VI Information Security	4.2
VII Contribution to Society	3.4
Total	4.2



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](#)

Improving CSR across the supply chain



Avoiding Any Use of Conflict Minerals

Some minerals, such as tin, tantalum, tungsten, and gold, produced in the Democratic Republic of Congo (DRC) and neighboring African countries have become a source of funding for armed groups and anti-government forces carrying out atrocities. They are called conflict minerals because of their potential to promote conflict, human rights violations, and environmental destruction.

Wanting no part in human rights violations and environmental destruction, Casio's stance is to completely avoid the use of conflict minerals. The group will continue its efforts to avoid the use of such minerals by working closely with suppliers.

In January 2013, Casio revised its Procurement Policies and Supplier Guidelines, adding a ban on the use of conflict minerals. A question about policies to avoid the use of conflict minerals was also added to the CSR questionnaire sent to suppliers in Japan.

In fiscal 2014, Casio group companies surveyed suppliers worldwide about the use of conflict minerals, using the EICC & GeSI* Conflict Minerals Reporting Template. Worldwide, 452 responses were received in fiscal 2023. The response rate was 99.8%.

There are inherent difficulties in conflict mineral investigation, as strict survey implementation requires going all the way back up the supply chain to the smelters. Casio will continue to collect relevant information including customer reactions and industry trends in the US, EU and other regions.

Casio adopts a policy of using minerals that are legally mined or acquired and are not involved in conflicts, even when those minerals were mined in the Democratic Republic of Congo (DRC) or its neighboring countries, and regardless of any conflict in that region.

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

Reduction of Greenhouse Gas Emissions by Suppliers

In calculating greenhouse gas emissions, Casio differentiates between emissions from its own business activities (Scope 1 and Scope 2) and those occurring throughout the value chain, from both upstream and downstream sources (Scope 3). Among these, greenhouse gas emissions resulting from purchased goods and services account for over 60% of total emissions. In order to reduce this category of greenhouse gas emissions, Casio is working to promote emissions reduction activities throughout the entire value chain, with a focus on encouraging key suppliers to set emissions reduction goals.

As of the first fiscal year in which these activities were undertaken, the current status of relevant efforts for respondents to the fiscal 2021 CSR survey was verified. Starting in fiscal 2022, these verification efforts will be further expanded to include greenhouse gas emissions for each individual supplier and the specific status of actual activities being pursued.

At present, Casio is working to determine activity policies for the coming fiscal year and beyond, taking into account results obtained in fiscal 2021, as well as to implement the PDCA cycle, with the aim of achieving a 30% reduction of greenhouse gas emissions by fiscal 2031 in comparison with fiscal 2019 levels as a group-wide objective.

Providing Supportive Workplace Environments and Promoting Diversity & Inclusion

Approach and Policy

Social Issue

People are the most important of all the management resources involved in corporate activities. 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 10,000 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.

Policy

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 Casio Business Conduct Guidelines include the following commitments.

Respecting employee diversity and fostering supportive work environments

1. We welcome the participation of diverse employees and work together in harmony to create a better working environment.
 2. We conduct fair and impartial personnel evaluations and develop human resources who actively take on challenges with a positive spirit.
 3. We promote initiatives to maintain and improve individuals' health and promote healthy workplaces.
- 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 and revitalized the organization and human resources with the following three basic principles to establish a corporate culture that ensures that sustainable growth and development are linked to management strategies.

- 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

Investing in Human Capital

Casio will work on the following four points in fiscal 2024 as part of its efforts to manage human capital for creating value.

1. Promoting health and productivity management
2. Ensuring organizational capabilities
3. Fostering independent personnel
4. Strengthening management

Targets and Action Plan

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

Theme	KPI	FY2023 Targets	FY2023 Performance	Evaluation	FY2024 Targets	FY2031 Targets
Promoting health and productivity management	(1) Compulsory leave and internal leave related to childbirth and childcare	Achieve birth and childcare leave usage rate for eligible male employees of 50%	78.2% * Percentage of eligible men utilizing childcare leave (full-time employees): 52.1% * Percentage of eligible women utilizing childcare leave (full-time employees): 94.4%	◎	80%	100% for both men and women (in real terms)
	(2) Percentage of employees taking reexaminations recommended after regular health checkups	(None because this item was newly added in 2023)	78.6%	-	80%	80%
	(3) Percentage of employees maintaining an appropriate weight		69.7%	-	70%	70%
	(4) Percentage of employees who smoke		13.3%	-	13.1%	10%
Fostering independent personnel	(5) Career training coverage rate (full-time employees)		30.1%	-	38.2%	95%
	(6) Total number of employees with experience using the Job Challenge system		124 people	-	146 people	300 people
Strengthen management	(7) Number of future executive candidates		4 people	-	10 people	50 people
	(8) Number of women who are candidates for training as future managers		7 people	-	17 people	90 people
	(9) Percentage of managerial positions held by women		6.7%	-	7%	10%
	(10) Difference in wages for men and women who are full-time employees		74.6% *All workers: 66.0%	-	75%	80%
Other	(11) Percentage of newly hired graduates who are women	25% or more	Of the 52 employees who joined the company in April 2023, 16 (31%) were women.	◎	25% or more	25% or more
	(12) Legally mandated employment rate of people with disabilities	Consolidated: 2.3% or more	Consolidated: 2.46% (as of April 2023)	◎	Consolidated: 2.5% or more	Consolidated: 2.7% or more

Making the Most of Human Resources and Maintaining Optimal Workplace Environments

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

Casio has been implementing diversity and inclusion initiatives to create conditions where all employees can work enthusiastically and enjoy job satisfaction, regardless of gender, nationality, age, and disability, to create innovation in an environment that brings together diverse values.

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 management positions was 21 (6.7%) in fiscal 2023.

In 2022, Casio launched training for women in the leadership class, seeking to foster women as candidates for managerial positions. Casio plans to implement a range of measures to promote the active participation of women and to vigorously support the career formation of women.

Additionally, Casio has continued to work for 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.

Women in management positions (Casio Computer Co., Ltd.)

(FY)	2019	2020	2021	2022	2023
Number of women who are managers	10	11	14	18	21
Percentage of women who are managers	2.7%	3.6%	4.5%	5.7%	6.7%

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.

In addition, Casio introduced employment in an indoor farm setting in April 2021, and it has been further expanding the number of farms since July 2023. This is intended to offer increased opportunities and to support the independence among those who experienced difficulty working in conventional office settings. The Casio Group is committed to contributing to building a society in which these employees are able to maintain active positions with even greater satisfaction and enthusiasm.

Percent of workforce with disabilities

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

	As of April 1, 2019	As of April 1, 2020	As of April 1, 2021	As of April 1, 2022	As of April 1, 2023
Casio Computer Co., Ltd.	1.88%	2.08%	2.35%	2.28%	2.24%
Group companies in Japan	1.99%	2.14%	2.29%	2.33%	2.46%

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

Casio's Senior/Elder Employee Program provides employees retiring at age 60 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 senior employees can continue using their career skills and expertise within the Casio group. In addition, Casio offers flexible work arrangements allowing adjustments to hours and numbers of work days in consideration, for example, of needs to balance caregiving and work.

Clarifying roles when hiring senior/elder employees

Casio has ranked senior employees by clarifying the expectations for each role and assigning by role and responsibilities, and treatment is determined based on this ranking. 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/elder employees to make those who are rehired with the new treatment terms feel that their role is worthwhile.

Supporting self-directed career creation mindful of second careers

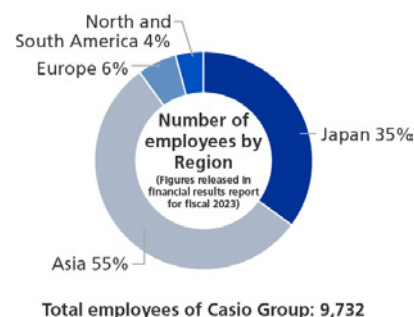
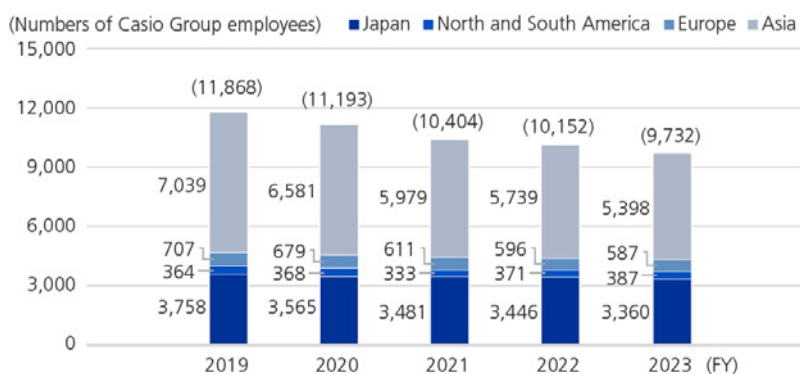
In order for employees to continue working enthusiastically subsequent to finding themselves in new roles with amended compensation after reaching mandatory retirement age and being re-employed as a senior/elder employee, Casio believes employees need to prepare in advance forward-looking career plans. To this end, Casio provides employees with career training to offer opportunities to prepare self-directed career plans and consider what will be necessary in order to achieve these plans.

Casio also offers a range of support for second careers for employees who wish to pursue activities outside the company.

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)



Providing internships

Casio is providing workplace-hosted internships aimed at giving students an insight into what “work” is and what a “job” is as they search for a job. After the COVID-19 pandemic, Casio arranged online internships and provided programs that allowed students to understand the work in a short period of time without affecting their studies.

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

Casio revised its rating system for management positions in fiscal 2022 to clarify the roles and skills of specialists for each rating to enable career paths and growth not only as managers but also as specialists to ensure a concrete vision. The common definition table for all occupational categories has been enhanced, and definition tables specific to occupational categories have been clarified as well. In addition, the list of names for specialists, which previously existed in an intermixed form, has been properly arranged.

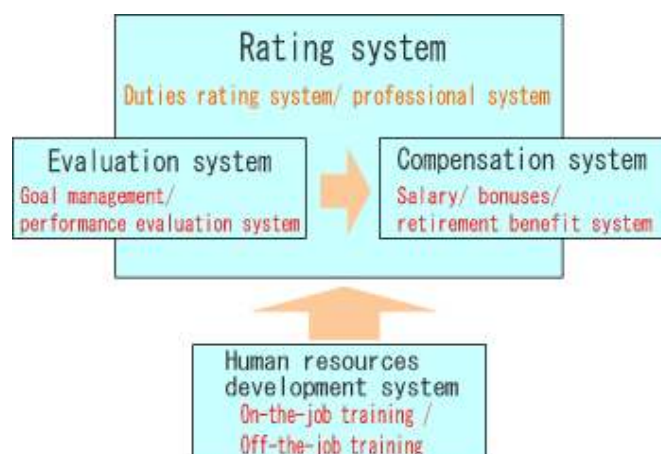


The evaluation system was overhauled in fiscal 2020. Up until then, the evaluations carried out every six months were linked to the full-year evaluation and reflected in salary raises and promotions (single track). Now that evaluations of more diverse employees are required, it has become increasingly 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.

In fiscal 2021, this was extended to group companies in Japan as well, and an approach unified across the group was advanced.

- 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 new managers to take evaluation and interviewing training in an effort to improve their management 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 2023) * Regular employees

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	1,996	632	2,628 (78%)
Women	529	207	736 (22%)
Total	2,525	839	3,364

(Reference)

Non-regular employees	683	535	1,218
-----------------------	-----	-----	-------

Number of new graduate employees hired in Japan (April 1, 2023) *Regular employees

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	36 (69%)	6	42
Women	16 (31%)	1	17
Total	52	7	59

Number of mid-career employees hired in Japan (April 1, 2022 – March 31, 2023)

*Regular employees

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	67 (74%)	6	73
Women	23 (26%)	3	26
Total	90	9	99

Average years of service in Japan (As of end of March 2023)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	18.5	20.3	18.9
Women	13.8	23.9	16.6
Total	18.2	21.1	18.4

Average employee age in Japan (As of end of March 2023)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Men	47.2	48.6	48.6
Women	42.2	49.4	44.2
Total	46.2	48.6	46.8

Employee Retention Rate (3 years after joining Casio Computer Co., Ltd., including mid-career hires)

	End of March 2022	End of March 2023
Retention rate	88.9%	94.6%

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

In 2020, Casio introduced telecommuting, staggered commuting, and a “self biz” dress code. Staggered commuting times serve to improve employees' work-life balance to ensure they can concentrate on their work and maximize their performance. With the newly adopted “self biz” approach, dress code guidelines have been unified as well, giving employees the freedom to select the attire they feel is appropriate for the time, place, and occasion.

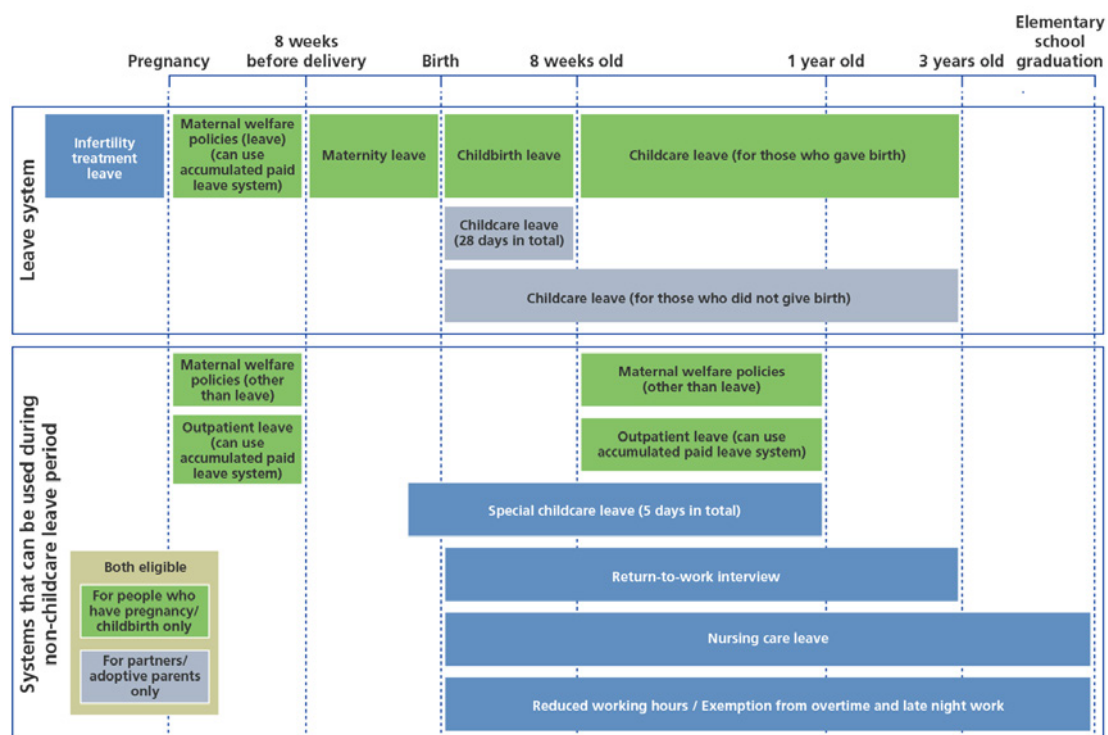
Introduction of sideline business and dual employment

Starting in March 2020, a system allowing sideline business and dual employment was introduced as a flexible approach to diverse ways of working. Restrictions on sideline business pursuits such as subcontracting arrangements or sole proprietorships outside working hours have been lifted for all employees, and dual employment with other companies for up to two days per week has been approved for employees over 50. The system is intended to improve employees' skills, increase their autonomy/independence, and expand opportunities for them to flourish.

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.

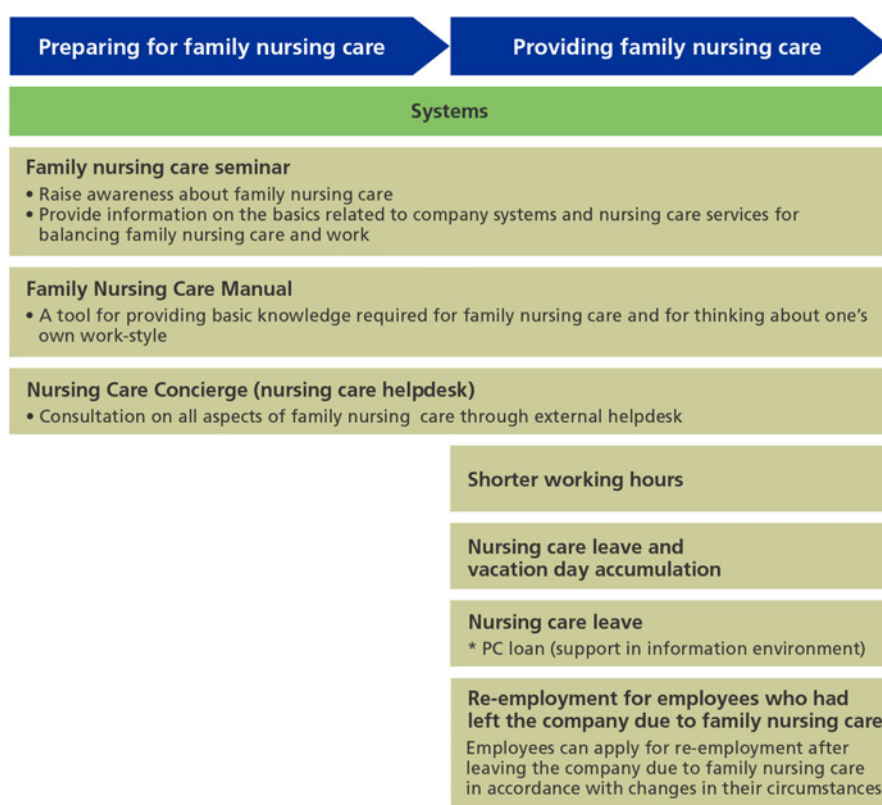
One such program is online nursing care consultation. This program assists people who require nursing care for a family member and offers a place where employees that do not know who to talk to or where to find the information they need can go for consults and to find solutions.

Primary subjects

- Nursing care insurance
- Nursing care facilities and housing
- At-home nursing care
- Family relationships

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

Number and percentage of employees taking leave (figure in parentheses is men)						
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Childcare leave and return program	17(6)	24(10)	19(4)	26(16)	41(24)	17(6)
Percentage of employees taking childcare leave (women)	84.6%	116.6%	88.2%	125.0%	94.4%	84.6%
Percentage of employees taking childcare leave (men)	15.3%	23.2%	9.5%	34.7%	52.1%	15.3%
Percentage of employees that return to work after taking childcare leave	4(3)	1(1)	1(0)	0(0)	1(0)	4(3)
Nursing care leave and return program	92(2)	101(1)	89(1)	138(0)	78(0)	92(2)
Shorter working hours system for childcare and nursing care	21(2)	20(1)	4(1)	10(4)	9(3)	21(2)
Child nursing care leave	6(5)	9(5)	11(9)	11(7)	12(5)	6(5)
Nursing care leave	17(6)	24(10)	19(4)	26(16)	41(24)	17(6)

* The number and percentage of employees taking childcare leave excludes temporary employees.

* The percentage of employees taking childcare leave is calculated based on the provisions of Japan's Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991), and the proportion taking childcare leave, etc., under Article 71, Section 4, Item 1 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the Ministry of Labor No. 25 of 1991).

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 annual paid vacation (Casio Computer Co., Ltd.)

	FY2019	FY2020	FY2021	FY2022	FY2023
Rate of taking paid vacation	70.4%	73.1%	59.1%	62.8%	62.5%

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.)

	FY2019	FY2020	FY2021	FY2022	FY2023
Overtime hours (monthly average)	17.9	17.2	16.0	18.2	18.1
Total annual working hours	1,891	1,869	1,896	1,914	1,903

*In FY2021, time taken off for all types of vacations decreased, while overall annual working hours increased.

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.)

	FY2019	FY2020	FY2021	FY2022	FY2023
Percentage of all employees	65%	64%	67%	67%	65%
Percentage excluding managerial positions	97%	96%	97%	98%	97%

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 the continual growth of employees drives ongoing improvements in corporate value, 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 implements 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.

In fiscal 2024, as part of its investment in human capital to create value, Casio is focusing on ensuring organizational capabilities, fostering independent personnel, and strengthening management.

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

	OJT		Career Support System	OFF-JT																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
	Measures to train existing works to make them professionals			Training for specific job grade		Training for selected employees	Skill Improvement Support	By theme																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
				Career stage	Rank/position																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Management positions	Rank 4						Cross-Industry Management Interaction Training (division managers)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											

Casio's human resources development is based on the three elements of the company's desired human resources (creativity, communication, and self-actualization) and various measures and programs that incorporate these elements have been established.

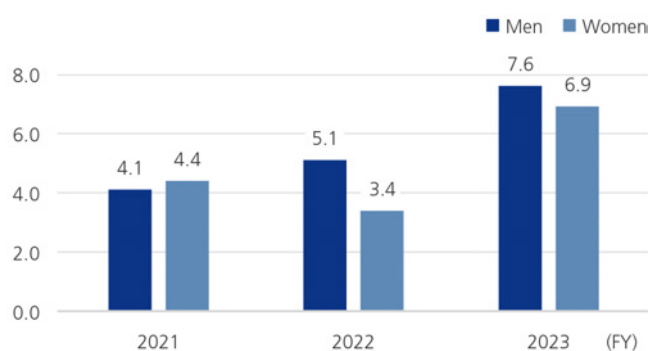
The company emphasizes on-the-job (OJT) training to improve practical skills, complemented by off-the-job (off-JT) training. The necessary HR development measures are taken for all levels in the internal ranking system and Casio is always working to make improvements and expand its measures.

In addition, Casio provides a Career Support System (discussed below) to enable each individual employee to work with motivation and enthusiasm, as well as a support system providing employees the opportunity to take stock of their own careers annually and consider their future career plans.

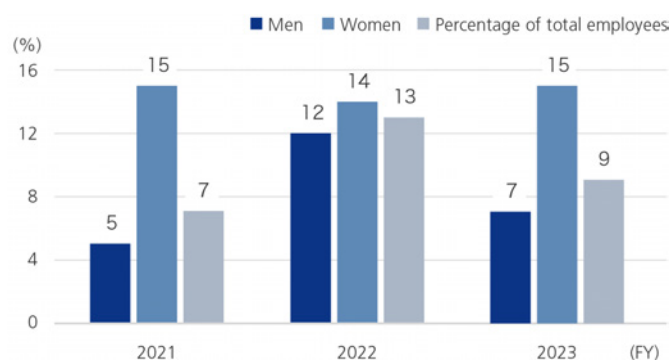
Annual average number of hours of training (Casio Computer Co., Ltd.)

The annual average training hours in fiscal 2023 were 7.6 hours for men and 6.9 hours for women (5.1 hours for men and 3.4 hours for women in fiscal 2022). In fiscal 2023, Casio worked to enhance training, including career training, diversity training, and executive candidate development training. In fiscal 2024, the company has continued enhancing and ensuring time for training with the aim of developing human resources in line with management policy.

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 training, questionnaires are given to employees after they attend a training session, and their requests and opinions are used to help make improvements in the following fiscal year and beyond. In addition, the Career Plan System (described below) lets employees take stock of their careers and register their future career aspirations. This content is then used by the company for personnel distribution and to plan training and improvements for the next fiscal year.

Overview of fiscal 2023 and future issues

As part of its priority measures for fiscal 2023, Casio worked to enhance diversity training, career training, and training for executive candidates.

Diversity training incorporated elements of diversity into coaching training for department managers, and provided opportunities to deepen mutual understanding among employees from different backgrounds. Casio also conducted unconscious bias training for all employees to increase their understanding of unconscious biases and preconceptions.

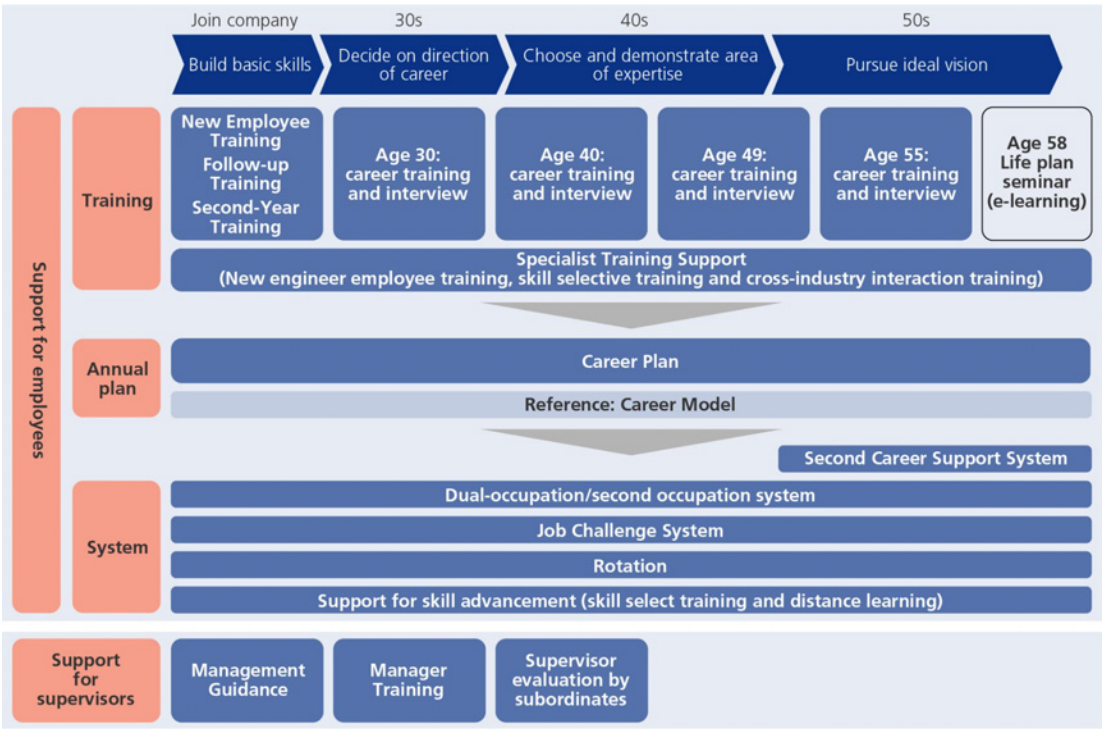
For career training, Casio strengthened support for employee career development by introducing new career training for employees who are 55 years old, in addition to the career training for those aged 30, 40, and 49 which it has already been carrying out. Concerning training for executive candidates, Casio conducted cross-industry interaction training for division managers and women leaders in addition to training for department managers, to support their growth as future executive candidates.

In fiscal 2024, as part of its investment in human capital to create value, Casio focused on ensuring organizational capabilities, fostering independent personnel, and strengthening management. To ensure organizational capabilities, Casio focused on promoting digital transformation (DX) training, and providing employees with the skills and knowledge necessary to adapt to the rapidly changing business environment. Casio will also enhance its career support systems to foster the development of independent personnel. And we will strive to improve the level of management throughout the group by promoting measures tailored to each target group based on criteria such as role or rating.

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.

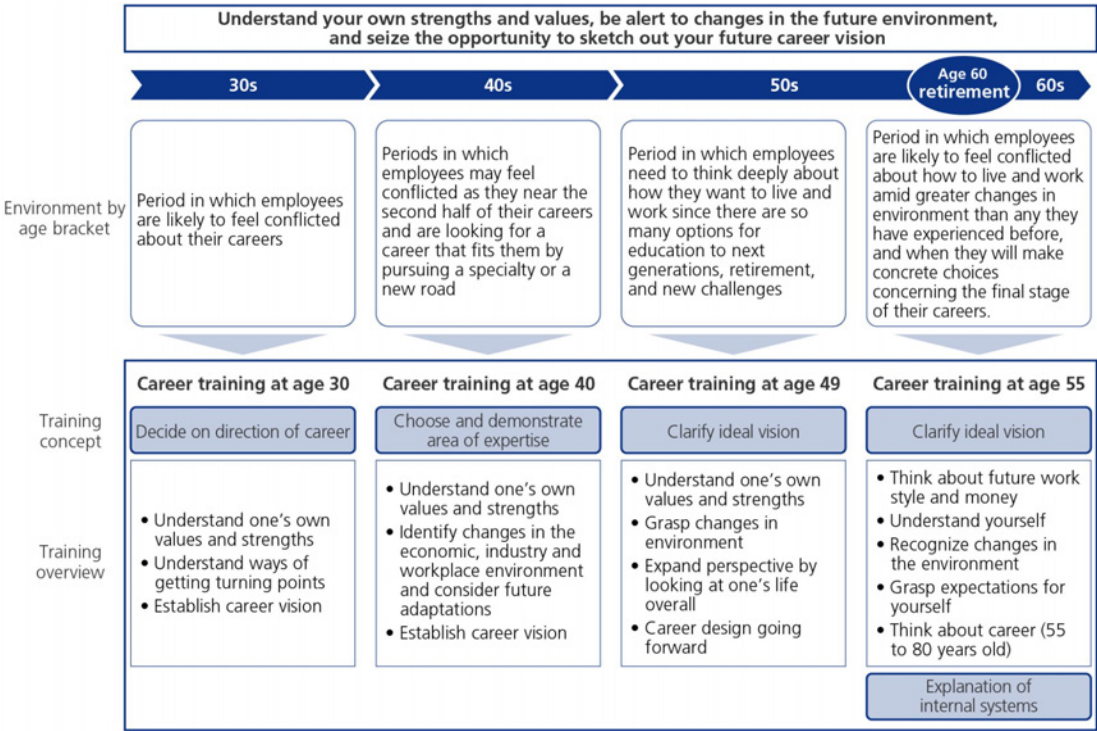


Career Plan

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, 49 and 55), and participate in career training and career interviews as an opportunity to consider their work style. In fiscal 2023, Casio added new training for 55-year-olds. Moreover, 268 employees received career training in fiscal 2023, resulting in a career training coverage rate of 30.1% for full-time employees. Casio will continue to conduct training to support career development on an ongoing basis.



Specialist Training Support

Casio implements 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 design thinking 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. Casio also provides cross-industry association training in which employees are selected to participate with engineers from other companies in learning skills together to help broaden their perspectives and accelerate the speed of their growth.

Executive Candidate Development Training

To foster the development of executive candidates, Casio conducts cross-industry interaction training for division and department managers, and women leaders. Training for division and department managers follows a program designed to help them acquire the perspectives, mindset, and management skill required of executives. For women leaders, Casio implements a program designed to foster a leadership mindset and improve leadership skills. In both cases, Casio aims to broaden outlooks and perspectives through cross-industry interaction, and to help participants form personal connections outside of the company. In fiscal 2023, Casio trained 4 future executive candidates and 7 women as future department manager candidates, using the measures for developing executive candidates outlined above.

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 (coaching, etc.), 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. In fiscal 2023, 31 people utilized this system, bringing the total number of participants to 124.

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 mainly in their 50s consider their life plans and devise an independent approach to their life and work.

New Employee Training, New Employee Annual 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.

In particular, Casio implements a year-round training program for new employees. Training is also provided for on-the-job training staff and managers to whom new employees are assigned to increase the program's effectiveness.

Measures to Support Skill Improvement

This system was established to allow employees to independently select and acquire the skills they feel the need to perform their work. The company offers both selective skills training and distance learning. The selective skills training allows employees to choose from a variety of training courses conducted in the form of external public lectures.

The training targets all regular employees, for the objective of individual employees autonomously selecting and acquiring the skills they feel are necessary to perform their work. Employees can select from a variety of in-house training courses and external training courses that are open to the public.

The targeted skills are divided into three categories: specialized skills, strategic skills, and interpersonal skills. Beginning in fiscal 2021, 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 skill training once a year. In addition, in fiscal 2024 we introduced video-based learning to enhance autonomous learning.

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, 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. The aim of these is to allow development engineers, mainly, to understand technological trends, encourage a development mindset, and foster a willingness to take on challenges. 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.

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.

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

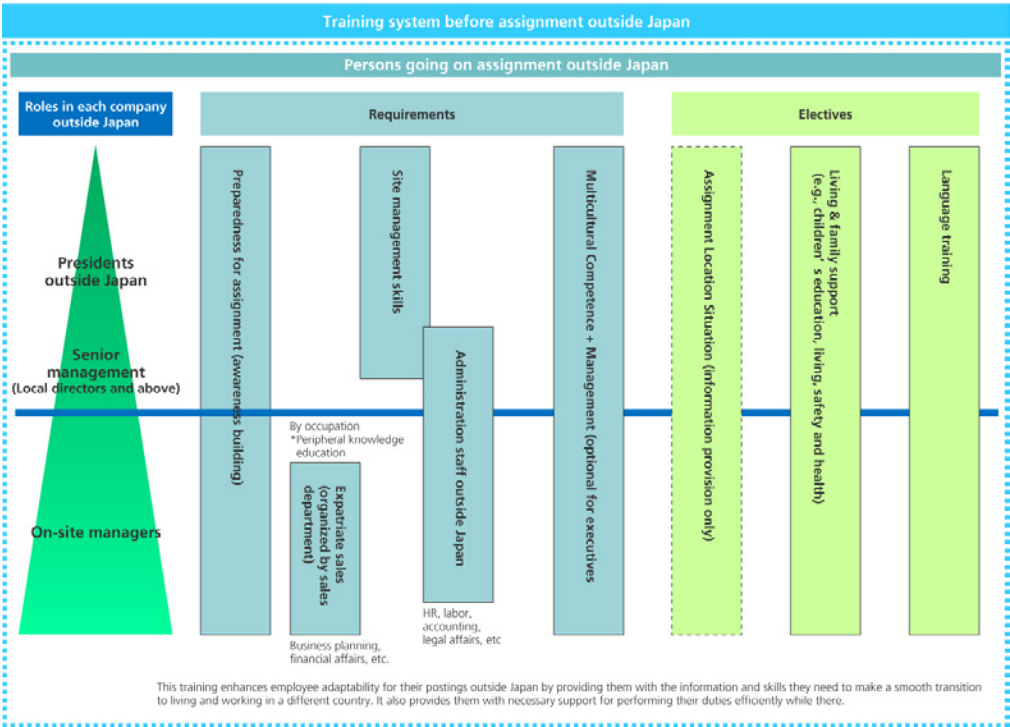
It is important to increase the number of human resources with the aptitude for assignment outside Japan. At the same time, however, Casio is endeavoring to develop local employees and create more opportunities for their promotion. It does this by sending people on assignments outside Japan only to perform 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.

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



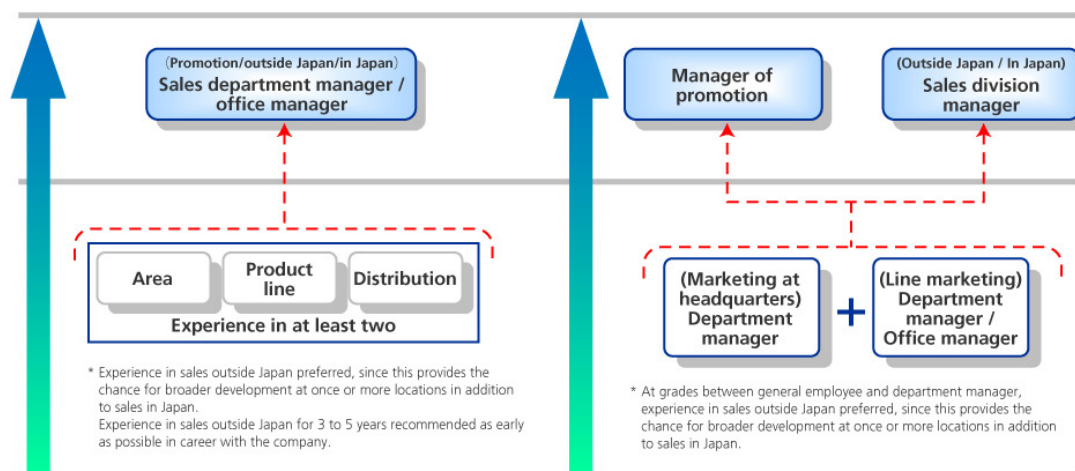
*1 Learning multicultural communication skills and practical points for managing highly diverse teams

*2 Opportunities for those transferred abroad to improve their language skills

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 implements 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. Moreover, while the rate of employees whose health check revealed any concerns and the rate of employees with high stress are lower than the national average, there are still a certain number of such employees. With the average age of employees on the rise, it is also essential to take preventive measures against lifestyle-related diseases and to create an environment that supports work-life balance so that workers can continue working while receiving medical treatment. In light of these issues, Casio established nine priorities and promoted various measures in 2022. Group companies outside Japan comply with their local laws and regulations and also implement similar measures.

Health Declaration (Health and Productivity Policy)

Casio has established the Casio Basic Policy on Health to guide its efforts to promote health, and the company makes group-wide efforts to address health and productivity management. The goal is to promote and maintain the health of each employee as a foundation on which they can maximize their individual potential, for they are the source of corporate growth.

Casio Basic Policy on Health

We aim to create a workplace environment that enables each and every employee to work enthusiastically with peace of mind and to maximize their performance through their work. To this end, each and every employee will strive to think independently and to act with a high level of awareness about health.

Selection under 2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program

The Certified Health & Productivity Management Outstanding Organizations Recognition Program is a commendation program launched by Japan's Ministry of Economy and Industry in 2016 for the commendation of large and medium and small-sized enterprises implementing particularly outstanding health and productivity management. The Casio Group will constantly review issues for health and strive to improve productivity by further maintaining and promoting the health of employees.



Strategic Map for Health and Productivity Management

The overall mission of the company's health and productivity management is to achieve the targets related to absenteeism, presenteeism, and work engagement, as set forth in the strategic map.

Item	Targets	FY2023 Performance
Absenteeism	Reduce percentage of days off from labor production year-on-year	1.20%
Presenteeism	Reduce underperforming employee rate (21 points or higher on Wfun presenteeism test) to less than 20%	19.8%
Work engagement	Improve work engagement score to 3.5 points or higher (out of 5)	3.58 points

The basis for setting these targets is the recognition that they are the most effective in addressing the management issues that need to be solved through health and productivity management (implementing our Basic Policy). Casio believes that promoting each of these health and productivity management measures to achieve these targets is extremely important and effective from the standpoints of both addressing management issues and promoting employee health. That is why Casio has shown the links between these measures and their effects on the strategic map.

* Number of days off from labor production = Total number of days off due to injury or illness / Total number of working days

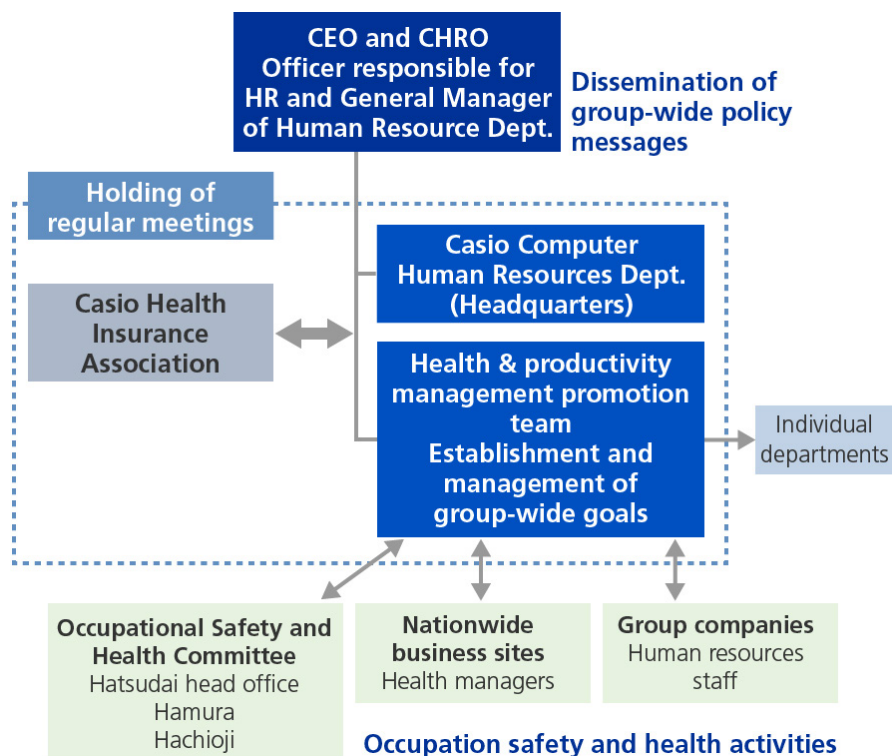
Underperforming employee rate = Number of employees with 21 or more Wfun points / Number of Wfun examinees (Wfun: Work Functioning Impairment Scale)

Work Engagement Score = Average score for three questions related to "energy," "enthusiasm," and "immersion" on motivation survey

Health and Productivity Organization and System

1. System

Casio has set up a health and productivity system led by the CHRO as well as a health and productivity promotion team to promote and enhance measures and works to promote cross-organizational measures. Since the President and CEO also concurrently serves as CHRO, the entire group is encouraged by senior management to work together to promote employee safety, health, and health management.



The Health and Productivity Management Promotion Team cooperates closely with the Casio Health Insurance Association to encourage various measures to promote health and productivity. In addition, the Occupational Safety and Health Committee works to incorporate the opinions of employees on health and productivity management.

2. Compliance

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 matters related to the safety and health of employees once a month.

KPI and Performance for Material Issues

The targets for fiscal 2024 are based on the results from fiscal 2023. They are intended to further promote health and productivity management. Casio will continue to strive for further improvements going forward.

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

FY2023 Targets and KPI	FY2023 Performance	Evaluation	FY2024 Targets and KPI
Raise awareness of health • Rate of regular health checkups: 100% • 80% or more of employees taking recommended reexamination after regular health checkups	• Rate of regular health checkups: 99.6% • Rate of employees taking recommendation reexamination after regular health checkups: 78.6%	△	Raise awareness of health • Rate of regular health checkups: 100% • 80% or more of employees taking recommended reexamination after regular health checkups
Measures to support employees with mental health issues • Ascertain the actual mental illness rate • Ascertain the mental health leave rate • Implement e-learning training for new employees • Implement training for new managers • Provide follow-up training for second-year employees • Provide e-learning training for all managers	• Mental illness rate 0.8% (0.8% on a consolidated basis) • Mental health leave rate 0.3% (0.4% on a consolidated basis) • Implemented e-learning for new employees • Provided training to new managers • Provided e-learning training for all managers	◎	Measures to support employees with mental health issues • Reduce the actual mental illness rate • Implement e-learning training for new employees • Implement training for new managers • Provide follow-up training for second-year employees • Provide e-learning training for all managers
• Ascertain the rate of employees with high stress (February) • Consultations provide by industrial physicians to interested employees (February to March) • Ascertain health risk rates by department (March) • Hold consultations for departments in need of improvement (from July)	• Stress check participation rate: 96.7% • Rate of employees with high stress: 9.83% • Consultations provided by industrial physicians to interested employees • Ascertained health risk rates by department • Implemented workplace analysis and feedback • Implemented improvement activities through consultations for departments in need of improvement	◎	• Improve stress check participation rate • Reduce the rate of employees with high stress • Consultations provide by industrial physicians to interested employees • Ascertain health risk rates by department • Implement workplace analysis and feedback • Implement improvement activities through consultations for departments in need of improvement

Activity Results

Initiatives to Raise Awareness of Health



Casio held seminars as a part new employee training, rank-based career training, and training for newly appointed managers to help employees acquire necessary knowledge and skills. Casio also provided employees with education on building a workplace environment that gives consideration to health, maintaining and promoting mental health, and raising awareness of health. In addition, in July, Casio Computer Co., Ltd. held health events conducted by clinic nurses. In an effort to increase employee interest in health, the company held Body Composition Measurement Sessions at the head office and Leg Strength Measurement Sessions at the Hamura Technology Center, using these events as opportunities to encourage good exercise habits. The company also conducted surveys on health literacy when it carried out employee stress checks.

Item	Target	FY2023 performance
Health literacy*	Improve health literacy score compared to previous year (out of a total of 5 points)	3.76 points

* Measured using the Communicative and Critical Health Literacy (CCHL) scale

Initiatives to Revitalize the Workplace

Casio implemented initiatives that included “Tsunagaru Hiroba,” a section of the intranet bulletin board that takes applications for seminars and appeals widely to the company overall, the “Tsunagari Café,” where employees who share the same life stage and concerns come together to talk to each other, and “Thanks Cards” to promote communication, build trusting relationships, and boost motivation. Casio also promoted communication between employees through many volunteer activities such as collecting plastic waste and cooperation between agriculture and welfare.

Initiatives for Balance between Work and Medical Treatment

Casio provided support for work life balance to help combine work and medical treatment as one of the priorities for health and productivity management to enable employees to play active roles with peace of mind despite having an illness. Casio is working to create an environment in which employees can easily take advantage of its support system. It has set up an internal portal site related to support for work-life balance which provides information about the support system and related systems. Medical staff have acquired expertise as coordinators for combining work and medical treatment and are available for consultations.

Maintaining and Promoting Women's Health

Casio Computer Co., Ltd. held an online seminar related to women's health issues that employees and their families could participate in together. The event was held twice during fiscal 2023 (in September and March). In September, 314 people participated (an attendance rate of about 10%), and in March, 536 people participated (an attendance rate of about 16%). At the seminar held in March, the company worked to foster deeper knowledge and common understanding by showing three targeted types of videos: videos made for all employees, for managers, and for women. (The average level of satisfaction with the women's health seminars was 4.1/5 points. Investment in seminars: Approximately 600,000 yen)

The company created a page on the internal portal site entitled "Maintenance and Promotion of Women's Health" that provides information on women's health and established a consultation service provided by in-house medical professionals.

The company has set up a women's break room in a corner of its in-house clinic. It includes areas where women can rest and recover from menstrual symptoms and lactation spaces for women who have returned to work after giving birth.

The system also subsidizes the cost of gynecological cancer screenings (gynecologic cancer and breast cancer) for women in the workforce and family members over 30 years old. (Number of people utilizing the system: 1,364 women, 1,388 family members and voluntary-continued insurance system users. Estimated investment amount: Approx. 13.5 million yen) Employees can undergo medical examinations at any medical institution during working hours.

Initiatives to Support Employees with Mental Health Issues

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.

For the purpose of reducing the rate of mental health problems among younger employees, an e-Learning Program for new employees and a follow-up training (including stress management) for employees in their second year have been created. 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, New Manager Guidance, 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.

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 provided influenza vaccinations to those employees who wanted one from fiscal 2019 to 2020. In addition, Casio offered the COVID-19 vaccine in the workplace from 2021 to 2022. The vaccine up to the third dose has been administered to about 13,000 people, including Casio Group employees, their family members, temporary employees, and partner companies' employees. In the guidance for employees who have been assigned to work overseas offered before a posting, medical staff provide information on vaccines and local infectious diseases (dengue fever, malaria, hepatitis, etc.) and work on preventative strategies. The company also collects information disseminated by Japan's Ministry of Foreign Affairs and others on infectious disease epidemics and informs and alerts people posted in the countries concerned.

Initiative for Persons Working Long Hours

Casio thoroughly manages appropriate working times in order to manage employee health. In order to prevent the damaging health, all employees who work 80 hours or more of overtime in a month must be interviewed by an industrial physician. Casio also encourages employees who work 45 hours or more of overtime in a month to have a voluntary interview to check on their health condition and be provided with advice and guidance. In this way, Casio is working to prevent health problems from overwork, and to ensure employees observe appropriate working hours.

Initiatives to Counter Lifestyle-Related Diseases

Regular health checks for employees at Casio are more thorough than legally mandated: they include many additional items, such as cancer screening, intended to help employees maintain their health and to prevent lifestyle-related diseases. Nearly 100% of employees come for the health checks every year. 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 system offering incentives to promote good health. Using this system, points earned based on the results of regular checkups can be exchanged for relevant health-related products with the goals of raising health consciousness among group employees while offering employee rewards in accordance with their level of health. 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.

In terms of measures to counter lifestyle-related diseases, Casio, together with the Casio Health Insurance Association, is promoting collaborative health initiatives that focus on exercise and diet. For specific health guidance, Casio's medical staff have also participated in joint initiatives between the company and the Casio Health Insurance Association.

The employee cafeterias regularly hold meetings among related personnel about the food services, and they always provide menu options featuring a balance between calories and nutrition.

(FY)	2019	2020	2021	2022	2023
Percentage of employees with a healthy weight*	71.2	67.7	68.0	68.9	69.7

*BMI between 18.5 and 25.0

Measures against Aggravation of Illness

The Casio Health Insurance Association offers a 6-month health guidance program for individuals who are at high risk, regularly receive treatment at healthcare facilities, and need to improve some of their health indicators. The Association provides dietary guidance and a meal delivery service using a meal analysis app, and it also offers exercise guidance (walking, suggesting apps). (Participation rate: 100%, Treatment continuation rate for high-risk patients: 100%)

Sleep Support

To ensure good sleep habits, Casio provides videos to help employees improve their quality of sleep, subsidizes the cost of SAS tests, and has installed refreshment rooms. The Casio Health Insurance Association also offers a Sleep Improvement Program for people facing sleep problems. The program uses data collected through wearable devices to help people develop sleep habits that work for them.

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. On World No Tobacco Day (WNTD), held on May 31, Casio checked the level of understanding among all employees by having them watch videos concerning tobacco and their health based on the concept of quitting smoking (graduating from the habit of smoking).

The Casio Health Insurance Association has added a non-smoking section to its Health Promotion Incentive Program as an incentive to stop smoking. Moreover, the Association actively engaged in anti-smoking measures, such as introducing an online smoking cessation program, and fully refunding the participation fee for those who successfully quit smoking.

(FY)	2019	2020	2021	2022	2023
Smoking rate	17.8	19.4	16.9	13.5	13.3

Preventing Occupational Accidents

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. Casio also made use of e-learning and other methods to inform and educate. In addition, each site and group company conducts fire and disaster prevention/evacuation drills.

- Earthquake countermeasures (earthquake countermeasures handbooks and survival cards) and preparation of emergency supplies
- Emergency response procedures and AED operating procedures
- Emergency contact/safety confirmation systems

One of the occupational health and safety hazards on the job is the use of company vehicles. There is always some risk of an accident occurring when driving a company vehicle. Accordingly, Casio conduct internal training on the operation of company vehicles, in an effort to reduce risk. The Occupational Safety and Health Committee also regularly reports on the occurrence of occupational accidents and discusses ways to prevent their recurrence.

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
2018	0	1.20	0	0.10	0
2019	0.60	1.20	0.002	0.10	0
2020	0	1.21	0	0.07	0
2021	0	1.31	0	0.06	0
2022	0	1.25	0	0.08	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

Year	Number by gender				Number by department		
	Men	Women	Total	Of which, number of worker days off	Headquarters	Development department	Sales office
2018	5	3	8	0	3	1	4
2019	3	6	9	1	1	0	8
2020	2	2	4	0	0	2	2
2021	1	4	5	0	1	0	4
2022	8	7	15	0	6	5	4

Respect for Human Rights

Approach and Policy

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.

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. In June 2013, as part of an overall reconsideration of the content of the code, Casio revised its Code of Conduct (currently, the Casio Business Conduct Guidelines), 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

In addition to working to thoroughly disseminate these codes and policies, Casio will periodically consider whether they need to be re-examined in light of human rights issues that may arise due to societal trends or the business environment, and revise them as necessary.

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 Business Conduct Guidelines

Casio Group Policy on Human Rights

Implementing CSR Procurement

System

Initiatives on respect for human rights are led by the Corporate Communication Headquarters (Sustainability Promotion Department), the Human Resources Department, and the Supply Chain Control Unit.

Targets and Action Plan

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

FY2023 Targets and KPI	FY2023 Performance	Evaluation	FY2024 Targets and KPI
Implement human rights checkups and feedback at all production group companies	Reviewed human rights check tool again, as in FY2022	×	Implement human rights checkups and feedback at all production group companies
(2) Implement human rights education for Sustainability Leaders	Invited outside experts and held a seminar for Sustainably Leaders about the human rights issues that affect the company from the perspective of business and human rights and about efforts to incorporate the necessary respect for human rights in corporate activities in November 2022	○	(2) Implement human rights education for Sustainability Leaders

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 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 uses the 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.

From fiscal 2017 to fiscal 2021, Casio checked for human rights issues, alternating year by year between checking group production companies and group sales companies.

In fiscal 2022 and fiscal 2023, Casio reviewed the results of the human rights checkups it had conducted since 2016, as well as its human rights checkup tool, and prepared new human rights checkups, which are set to start in fiscal 2024. 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.

In fiscal 2023, respect for human rights was taken up as one of the CSR material issues for Casio in the course of sustainability training, which is held once per year. Training was provided on matters including the Casio Group Policy on Human Rights and human rights initiatives, and levels of comprehension were evaluated.

In addition, Casio invited an outside expert to provide a lecture for Sustainability Leaders at Casio Computer and Casio group companies in Japan. The lecture was held on human rights issues related to Casio and initiatives on respect for human rights required for corporate activities taking the approach of "business and human rights."

Preventing Harassment

Casio has stipulated in the Casio Business Conduct Guidelines that it will not engage in any acts that ignore individuality, and will not countenance sexual, power, maternity or any other form of harassment. The company has issued Guidelines to Prevent Harassment and established a hotline. The hotline is available to respond to issues raised by telephone or e-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 harassment will be subject to discipline. As an educational measure, Casio has conducted annual harassment prevention training for officers and all employees of the Group in Japan (including persons on assignment outside Japan) in accordance with the revision of laws and regulations in 2020, and will continue to thoroughly raise awareness of preventing harassment.

Establishment of Employee Hotline

Casio has established a point of contact for labor-management consultation (Grievance Committee) to address employee concerns and inquiries on corporate culture, human relations, and pay and working conditions and strives to create an environment in which employees feel comfortable about seeking consultations. Additionally, the Whistleblower Hotline provides consultation about and responds to reports of human rights infringements.

[Whistleblower Hotline](#)

Contributing to Society with Education Solutions

Casio's education solutions statement is "Boost your curiosity." Curiosity is the starting point for learning. Curiosity generates interest. Casio believes that these are important elements that enrich people's lives. Based on this statement, Casio is developing and supplying education tools that meet the needs of the classroom and support modern education.

GAKUHAN Activities — Supporting Math Education with Scientific Calculators

Casio supplies scientific calculators for use in education settings in some 100 countries and regions worldwide. The mission is not just to supply calculators, but to support teachers and students, who are the end users in education settings. In addition to fostering human resources who are needed by the governments of these countries, we hope to help children realize their dreams of attending university and becoming a doctor, engineer, or whatever else they want to be.

In Japan, scientific calculators are largely seen as tools for university students in science and mathematics, whereas many countries incorporate scientific calculators into their junior and senior high school education. In the U.S., Europe, Australia, and other countries, scientific calculators are used by nearly all students at those earlier levels. Their use is being driven by changes in mathematics education around the world. There is growing recognition that the power of technology is essential to the study of statistics and programming in an IT-driven world. For example, leveraging technology to perform complex calculations enables a greater focus on nurturing problem-solving and thinking skills.

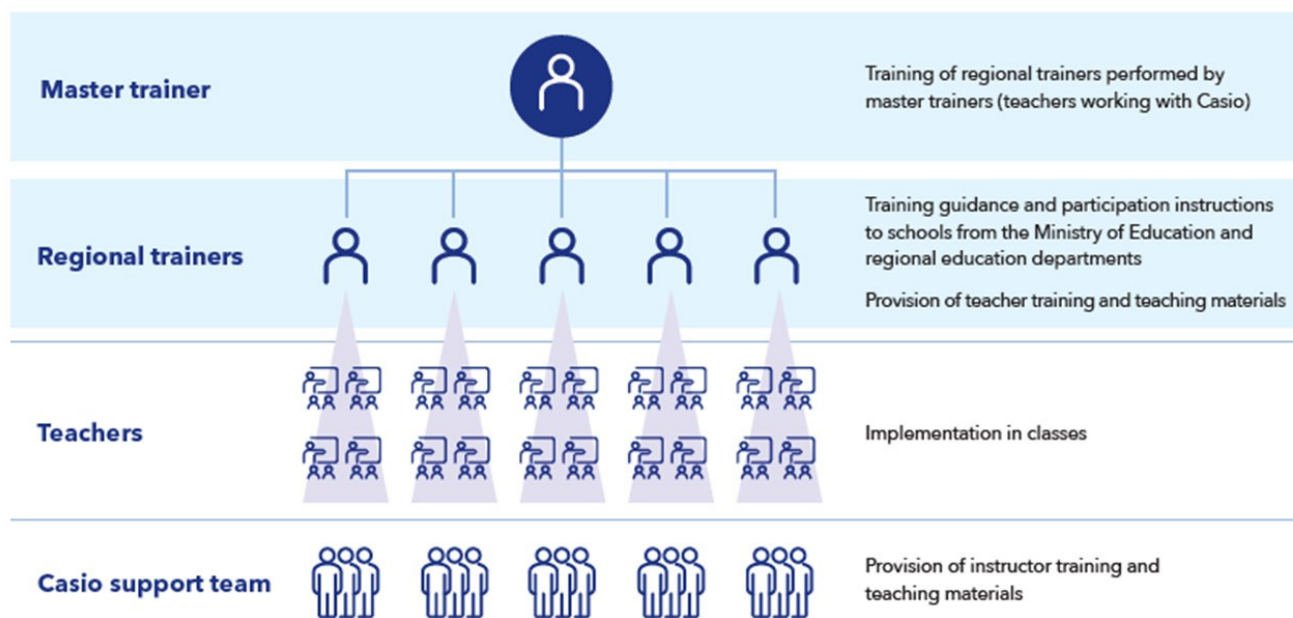
It is one thing to purchase a scientific calculator, but teachers and students need to know how to use scientific calculators properly for classes and exams. For more than 30 years, Casio has been actively supporting teachers and students around the world with its GAKUHAN activities. In addition to providing training and teaching materials for educators, Casio is implementing a pilot project aimed at improving academic skills, as a way to support better education and build optimal learning environments.

Anchoring these activities is Casio product development, which provides customization according to government course guidelines, languages, and curricula in each region. With the aim of developing true educational tools that support learning, Casio engineers visit schools and join classes to grasp the needs in education settings, which are reflected in the product specifications. In this way, Casio develops localized models that are tailored to national and regional requirements, currently offering 70 models in 19 regions.*

Casio can customize scientific calculators in short cycles to rapidly reflect the needs of education settings, utilizing large-scale integration (LSI) and automated assembly suited for high-mix low-volume production. GAKUHAN activities also facilitate product development that reflects the needs of education settings and support learning environments that foster thinking skills. In Europe and the U.S., students and teachers already know how to operate scientific calculators, and in recent years the axis has begun to shift to emerging economies including ASEAN countries.

* Scientific calculators with natural display only

“Casio Teacher Training System” for people who teach in countries around the world



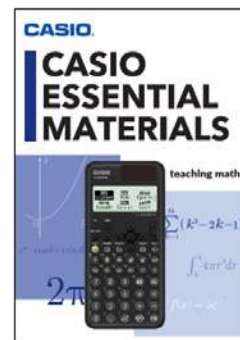
Casio is engaged in initiatives around the world to advance curricular reforms focusing on mathematics and science education, which are fundamental to technology. One of the things that support these efforts is Casio's teacher training. Casio provides comprehensive support, from dispatching “master trainers” (teachers working with Casio), who are responsible for developing regional trainers, to ensuring that every teacher is able to provide classes that use scientific calculators.

Casio Essential Materials: Original teaching materials that support mathematics classes that use scientific calculators

The status of usage of scientific calculators varies by country and region. In order to improve situations where scientific calculators have never been used before, where usage was subject to restrictions, and where usage was not appropriate, Casio developed original teaching materials.

These materials encompass all teaching modules for higher secondary level mathematics, and support the introduction and usage of scientific calculators. When students are able to achieve a suitable and sufficient understanding and usage of scientific calculators, they are able to deepen their understanding of and interest in mathematics.

As for teachers, they are able to learn the required usage of scientific calculators for the next lesson as supplemental materials.



Introducing instructional teaching materials that follow along with a series of higher secondary level mathematics classes! Here's a sample of the content!

Study Guide

The concepts to be learned for a topic and an explanation of definitions and formulas. Includes key points to be learned, regardless of whether scientific calculators are used.

Exercise and Check

Includes information about how to use scientific calculators to verify the concepts and formulas to be learned for the topic. This exercise can not only be used for teaching, but can also be used by students for self-study.

Proof

Explains about the concepts, definitions and formulas to be learned for the topic. Includes information about what to learn regardless of whether scientific calculators are used or not.

Casio is engaged in promoting projects linked to the future of learners through coordination with national and regional governments

G2G EDU-Port Japan

Mathematics education business in Indonesia and Thailand selected as a project by the Ministry of Education, Culture, Sports, Science and Technology

G2G EDU-Port Japan is a project of the Ministry of Education, Culture, Sports, Science and Technology that promotes the development of Japan-style education outside Japan. Casio is running a program in Indonesia and Thailand on “inquiry-based mathematics”. We support the expansion and establishment of these practices. Aiming to improve mathematics education through classroom development, we are considering support for other countries as well.

Case 1: Indonesia

In Indonesia, based on the national policy of developing human resources to increase international competitiveness, Casio is engaged in educational reforms aimed at increasing capabilities centered around Higher-Order Thinking Skills (HOTS), such as analysis, evaluation, and imagination. Institutions related to the Ministry of Education have a great interest in the benefits of and educational activities related to Casio’s scientific calculators. We have begun supporting classes for first-year high school students in the state of Jakarta, where a new curriculum will be implemented in 2024.



Case 2: Thailand

Casio held discussions with organizations related to the Ministry of Education of Thailand on the use of scientific calculators, with an eye on addressing disparities in academic ability between cities and countryside regions. With this information in mind, Casio conducted a pilot class with first-year high school students. In subsequent testing, classes that engaged in inquiry-based classes that used scientific calculators had higher instances of correct answers given compared to classes that were taught using more traditional methods, without the use of scientific calculators. Casio was able to verify the effectiveness of its scientific calculators.



Effectiveness assessment of scientific calculators at a model school in the state of Lagos, Nigeria

In coordination with the Lagos State Ministry of Education, Casio engaged in a project to assess the effectiveness of scientific calculators as they related to inquiry-based learning. Teaching materials were provided to six model schools, with Casio implementing teacher training and classes that use the scientific calculators. The results of a survey of the benefits were reported to the Ministry of Education.



These reports were presented at "The Lagos Education Conference", in which many education-related personnel participated, including the Permanent Secretary of the Federal Ministry of Education, the Senior Deputy Registrar of the West Africa Examination Council, and the Commissioner of the Lagos State Ministry of Education.

Our activities were commended by the Commissioner of the Lagos State Ministry of Education as an example of successful collaboration between government and private sector.



Casio advanced the efficiency of learning through scientific calculator technology, and demonstrated classes that are capable of developing students' problem-solving skills. The project was a success, and in the future, Casio plans to conduct teacher training over a wide area of the state of Lagos, covering 1,000 people at 500 schools, with plans to expand into other states as well.

Support for the International Physics Olympiad 2023

Supporting a dream platform for children who love physics

The International Physics Olympiad is a tournament that aims to have youth at the high school level and below compete in physics and to encourage the development of physics through international exchanges. The 2023 event was held in Tokyo, where Casio provided its ClassWiz fx-82CW scientific calculators. 392 children from 84 countries who participated in the contest were able to challenge themselves to solve difficult problems by using the fx-82CW. It is our hope that this event will serve as an impetus for the participating children to achieve even bigger dreams around the world.



Women Do Science

Making science more familiar for everyone

The number of women who are active in scientific fields remains small worldwide.

In order to make science something that feels more familiar to female students, Casio Spain and Casio France are putting the spotlight on female scientists by distributing content that introduces the personal history and areas of research of each of them.

We believe that showing good role models to younger generations is another way to support learning, and are pouring effort into such activities.

Donation of used scientific calculators to Zimbabwe

To increase children's mathematics abilities, leading to their aspirations

There are places around the world where poverty has rendered the educational environment less than sufficient. One such area is the eastern Nyanga district of the Republic of Zimbabwe. Casio UK has been collecting scientific calculators that can still be used but were scheduled to be disposed of from various schools around the UK, and has been donating them to the eastern Nyanga district since 2019. These activities extend beyond simply providing the scientific calculators as gifts, and include conducting workshops created in collaboration with educators on how to use scientific calculators and how to incorporate them into lessons. All of this is in support of a better educational environment for the children.

Supporting Online Study through ClassPad.net

Alongside GAKUHAN activities, Casio has newly provided the ClassPad.net solution for education settings for use during and after the COVID-19 pandemic. ClassPad.net is a comprehensive study platform that integrates study content such as online dictionaries with the use of digital notes.

Since 2018, Casio has operated ClassPad.net as a mathematics tool solution that uses technology from the equation processing system that Casio developed for scientific calculators outside Japan. The new ClassPad.net was upgraded in collaboration with seven education publishers, emerging as an online study tool containing study content for six academic subjects in the high school curriculum in Japan, with added features that are useful for online study. More than 10 publishing companies have provided content over a period of two years.

A beta launch was released in April 2021 with restricted features, followed by a full launch in September 2021. Previous digital study tools required the use of multiple applications such as dictionary and other applications, depending on what they were to be used for. The new ClassPad.net fully integrates digital notes and study content, helping to nurture the thinking skills of students and enabling them to study more efficiently. Since data is saved to the cloud, students can use the solution at school or from home as long as they have a personal computer, tablet or other device. With ClassPad.net, study becomes an interactive process between students and teachers.

Over the two year period from April 2021 to March 2023, more than 1,000 schools in total adopted the beta version, the trial version, and the full commercial product version. In August 2023, ClassPad.net became ClassPad.net Version.5. The new version supports active learning, which has been widely sought after in classrooms in recent years. It does this with, for instance, its simultaneous editing function, which makes it possible for multiple students to edit a single note at the same time, and its template function.

In November 2022, ClassPad.net received the GIGA School Special Category Award in the 19th Japan e-Learning Awards.

Casio will continue to strengthen its products and support various forms of learning by pursuing co-creation with schools, while listening to feedback from classrooms.



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 under the leadership of the Sustainability Promotion Department in the Corporate Communication Headquarters 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

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 "inventions that are useful for people." 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.

In fiscal 2023, workshops were held in Memuro-cho, Kasai, Hokkaido and Yokohama, Kanagawa Prefectures. The children came up with some fun ideas, including a stuffed animal that guides you home, a combination hoe/shovel that automatically ploughs the fields in Memurocho, Hokkaido, shoes that can walk on the sea, and a clock that can tell a person's personality using colors in Yokohama.



Workshop

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. 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.

In fiscal 2023, Casio exhibited products at the events held in August 2022 and in March 2023. Employees who wanted to volunteer used games such as quizzes and magic tricks to teach the children about the features of Casio products with environmentally friendly designs, which are “small, lightweight, slim, and energy-saving,” as well as the history of the evolution of calculators, the inside of calculators, and the fun of calculations. Casio will continue to provide support for the education of children who will lead the next generation by offering activities like this.



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 2017.

In fiscal 2023, Casio held career education programs for three elementary and junior high schools in Shibuya Ward, where Casio Computer Co., Ltd. is headquartered, with the participation of 22 employees.

The lecture-based program “Here Come Some Interesting Workers!” aims to provide an opportunity for students to learn about diverse lifestyles and think about their own future. In this program, employees shared stories about their own elementary and junior high school days, failures at work, and other episodes and discussed what they wanted to communicate. During the final question time, the children asked so many questions that there was not enough time to answer. Casio also implemented “Favorites Bingo & Job Map,” a hands-on program that aims to bring out children's independence by helping them learn about how the things they like and value are connected to jobs in society. Employees formed groups with the children, fostered deep communication while talking about what they like, and supported them in discovering the “excitement engine” that they each have inside them.



Results of Collaboration with Key Person 21

	No. of times program implemented	No. of employee participants	No. of students program implemented for
FY2017	3	12	186
FY2018	3	34	227
FY2019	3	31	229
FY2020	4	53	248
FY2021	3	7	245
FY2022	3	30	229
FY2023	3	22	204
Total	22	189	1568

Industry-academia partnership with Musashino Art University

Casio began an industry-academia partnership project with Musashino Art University in fiscal 2018. The starting point for this project is supporting foreign students in their Japanese language studies. Students of Musashino Art University collect information on various initiatives that support multicultural coexistence in Japan and disseminate and share the findings they gain through these activities with society. Casio draws on its insights in the education business and promotion to support the students.

The project in fiscal 2023 addressed the theme of multicultural coexistence and art. The project explored the question of what role art can play in promoting multicultural coexistence by interviewing people in three different positions: artists, art project planners, and researchers. Afterwards, based on the results, an event called “Do you know our world? Multicultural coexistence encountered through art” was held with three panelists, a panel session, and group discussions.

For more information, see the following site.

[CASIO × MAU Multicultural Co-existence Promotion Project](#)



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.



The 31th China National Biology Olympiad



15th Japan-China Research Casio Cup



15th Shanghai International Studies University Casio Cup Speech Contest for Chinese Undergraduates and Postgraduates Majoring in Japanese

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 40 years, the Foundation has provided a total of about ¥2,120.207 million in 1,603 grants.

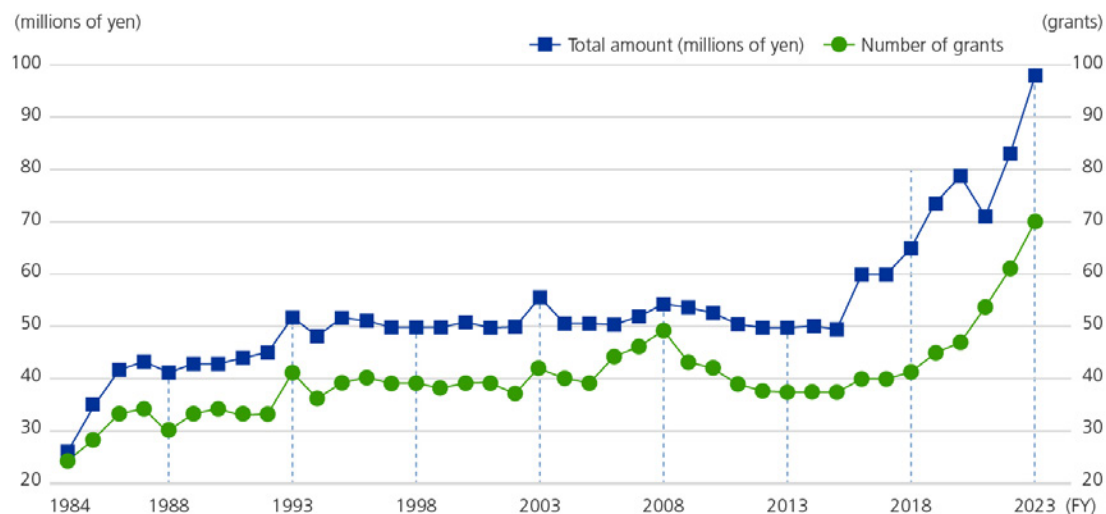
Grants in fiscal 2023

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

After asking 204 universities to submit research topic proposals, 192 proposals were received from 95 universities. Based on a rigorous selection process, a total of 98.0 million yen in grants was awarded to 70 different proposals.

The grant presentation ceremony scheduled for December 4 was canceled due to the COVID-19 pandemic. This year again, more than 90% of the grant recipients were in their twenties through forties, so the grants went to support the activities of young researchers representing the promise of the next generation.

Grants from the Casio Science Promotion Foundation



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



The Nature Conservation Society of Japan

Hayama Beach Cleanups

In March 2021, Casio Computer concluded an Agreement on Collaboration to Reduce Plastic Waste with the town of Hayama (Miura District, Kanagawa Prefecture, Mayor: YAMANASHI Takahito). As part of this agreement, Casio decided to participate in the beach cleanups carried out by Hayama, providing support for more advanced environmental conservation activities.

Casio employee volunteers took part in beach cleanups in May 2022. Engaging in activities with other local people not only deepened exchanges with them but also increased employee awareness of environmental problems, particularly micro plastics.

Casio will continue to discuss with the town of Hayama what the local government and companies can do together to reduce plastic waste in addition to beach cleanups.



Some of the waste collected



Group photograph of participants

Casio Forest

In August 2018, Casio Computer concluded the Tokyo Waterworks: Corporate Forest (Naming Rights) Agreement with the Tokyo Metropolitan Government's Bureau of Waterworks. Based on this agreement, a 2.46 hectare portion of the water conservation forest managed by the Bureau of Waterworks was designated as Casio Forest, contributing to the maintenance and management of water conservation forest land and providing opportunities for employees to engage in volunteer activities.



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

Supporting the Sanriku Volunteer Divers

Yamagata Casio Co., Ltd. has been supporting the activities of the Sanriku Volunteer Divers since 2016 by loaning them Logosease dive transceivers, which the company developed and manufactures, free of charge.

Sanriku Volunteer Divers is a non-profit organization established with the aim of recovery from the Great East Japan Earthquake. The organization continued its efforts to support the revival of the fishing industry and the restoration of the beautiful sea and rivers in Sanriku, which was completely transformed by the tsunami. Now that it is reaching a turning point in the "recovery," the organization's activities are focused on restoring the marine environment and supporting fishing industry in the area. In addition, the organization actively engages in environmental education for local children.

Recent years have seen the serious damage of ocean desertification, in which large numbers of sea urchins eat up all the seaweed that has begun to grow, causing the rock surface to become completely white. Sanriku Volunteer Divers has been carrying out activities to regenerate seaweed beds, including monitoring the marine environment, removing and transplanting sea urchins and other creatures, and growing seaweed. In addition, in the past, fishing industry operators regarded the divers as "poachers" and were skeptical about the steady efforts to regenerate the seaweed beds. However, in the areas where seaweed beds have been regenerated through the steady efforts of the divers, sea urchins grow well, abalone have increased, and resources have been recovering. As a result, there has been a big change in local views and awareness, and the local fishing industry operators and divers now actively interact with each other. Activities aimed at deepening their understanding of each other, such as diving tours to observe fish farms, have also led to discovery of new potential in the fishing industry as a resource for tourism.

In the fishing industry, and aquaculture in particular, the active involvement of human beings in maintaining and improving the marine environment in order to make the use of marine resources sustainable leads to the cultivation of the seas and the protection of marine biodiversity. In particular, as they form a huge carbon dioxide sink, the regeneration of seaweed beds is also an important initiative from the perspective of action to address global warming. Volunteers and local fishing industry workers should not be the only people responsible for such marine environment conservation activities. However, as ocean desertification and other such problems occur in the ocean, the severity of the situation is not yet well known, and there has been no progress in public initiatives. In such circumstances, the activities of Sanriku Volunteer Divers, which have already produced results, are playing a very important role as a model for similar initiatives which have started or should start across the country.

Many of the people who take part in the activities of Sanriku Volunteer Divers are ordinary recreational divers and snorkelers, and it can be said they are at the forefront of marine environmental regeneration activities. Yamagata Casio hopes that supporting these activities by loaning its Logosease underwater communication devices, which recreational divers can easily use, will help to foster initiatives to protect the abundance of the oceans as well as concrete measures to address climate change.



Logosease



Logosease supports the underwater work of Sanriku Volunteer Divers (seaweed bed regeneration)

Community Service

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. Casio has an R&D center in the city and 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.



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.

In addition to participating in the marathon as runners, Casio employees also cooperate indirectly, including by helping out at water stations during the event. Although the 2020 marathon was canceled due to COVID-19 pandemic and the 2021 and 2022 marathons were implemented online, Casio will continue to actively engage in such community contribution activities to further strengthen cooperation and trust with local residents.



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

Other

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. 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 children's cafeterias close to Casio headquarters.

Due to the COVID-19 pandemic, employee volunteers were not able to take part in the farm work in fiscal 2021 and fiscal 2022. However, the work resumed in June 2022, with 20 Casio employees and their family members taking part in the rice planting experience. In October 2022, 17 Casio employees and their family members took part in harvesting rice.

Since 2017, a total of 199 Casio employees and their family members have taken part in the farm work.



Participants of all ages harvest rice and hang it to dry over the rice paddy

Supporting and participating in Respite Trip organized by Oyako Haneyasume

The certified 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.

In fiscal 2021 and 2022, Respite Trip was canceled due to the COVID-19 pandemic. However, it was resumed in July 2022. 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.”



Respite Trip

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

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

Casio donated funds to assist people affected by the earthquake that occurred near the border of Turkey and Syria in February 2023 and to help with reconstruction in the disaster-affected area.

Support donation: 5 million yen

Donated to United Nations High Commissioner for Refugees (UNHCR)

Governance



Corporate Governance	Corruption Prevention Initiatives/ Compliance	Risk Management
----------------------	--	-----------------

Corporate Governance

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 to a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee structure. Currently, the Board of Directors has 10 members, with at least one-third of the seats reserved for outside directors to strengthen its oversight function.

Board of Directors

The Board of Directors is chaired by the chairman of the Board and consists of 10 members. To strengthen the management platform, we have adopted a system with two representative directors. In addition, to strengthen the corporate governance system, the 67th Ordinary General Meeting of Shareholders of June 29, 2023, resolved to increase the number of outside directors by one. As a measure to strengthen the oversight function, at least one-third of the seats on the Board of Directors (four of the 10 seats) are reserved for outside directors.

- Seven directors (excluding directors who are Audit & Supervisory Committee members (of whom, two are outside directors))
- 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.

In the fiscal year ended March 31, 2023, the Board of Directors met a total of 15 times. The attendance of each director at the meetings of the Board of Directors during the period is as shown in the table "Composition of the Board of Directors." The subjects of its discussions and deliberations included reports on the state of business and the progress of business performance, as well as matters requiring regular resolution such as the approval of the financial accounts and the convocation of the General Meeting of Shareholders, and important matters relating to business management and management policy considered with reference to the results of the evaluation of the effectiveness of the Board of Directors. These included future business development in light of the international situation, strategic business investment, the building of an environment for the next generation, initiatives to realize sustainability, and internal control issues in the Group.

Audit & Supervisory Committee

The Audit & Supervisory Committee is comprised of three directors who are Audit & Supervisory Committee members. The chair of the Audit & Supervisory Committee is selected by the committee members from among those members who are outside directors. The current chair is ABE Hirotomo.

In order to ensure the soundness and transparency of business management, Audit & Supervisory Committee members attend Board of Directors' meetings and other important meetings including committee meetings and the Management Meeting 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 representative directors, 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

With the aim of strengthening the transparency, independence, objectivity, and accountability of the process for nominating directors and determining their remuneration, we have arbitrarily established the Nomination Committee and the Compensation Committee as advisory bodies under the Board of Directors to obtain appropriate involvement and advice from independent outside directors.

When requested by the Board of Directors, the Nomination Committee, after due deliberation, submits proposals to the General Meeting of Shareholders concerning the nomination and removal of directors and recommendations on selection standards (including a succession plan) 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. The management structure is based on business management according to a matrix whose two axes are business units and functions. We have introduced a structure of three chief officers—CEO, CHRO, and CFO—for management from the optimal Companywide perspective to strengthen governance functions.

Under this structure, a weekly Management Meeting is held to bring together the officers in charge of the various business units and functions to discuss important matters, share information, and expedite the execution of business. Executive officers 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 of office is one year, the same as for directors (other than directors who are Audit & Supervisory Committee members).

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.

For the selection of director candidates, a skills matrix has been prepared presenting an overview of the knowledge, experience, abilities, and other attributes expected of directors (see table "Composition of the Board of Directors"). In addition to the expertise and experience indicated in the matrix, the selection of director candidates aims to achieve a balance in terms of diversity, affiliations (independence), years of service, and other attributes. With additional consideration given to changes in the business environment and other factors, the aim is to achieve a Board of Directors whose composition will promote the strengthening of corporate governance and corporate value increase.

The Company engages in ongoing review of the optimal composition of the Board of Directors.

Composition of the Board of Directors

	Name	Gender	Nomination Committee	Compensation Committee	Expertise and experience (skills matrix)					Attendance at Board of Directors' meetings in FYE 3/2023	Years of service as director/ Audit & Supervisory Committee member
					Management and management strategy	Management of key departments	Finance and accounting	Law/risk management	Global business		
Directors	KASHIO Kazuhiro		○	○	◆	◆			◆	15/15 (100%)	12
	MASUDA Yuichi		○	○		◆			◆	-/- (-%)	Appointed June 2023
	TAKANO Shin			○		◆	◆	◆		15/15 (100%)	8
	KASHIO Tetsuo					◆			◆	15/15 (100%)	4
	YAMAGISHI Toshiyuki		○		◆	◆		◆		15/15 (100%)	10
	OZAKI Motoki ☆		●	○	◆				◆	15/15 (100%)	4
	SUHARA Eiichiro ☆		○	○	◆				◆	-/- (-%)	Appointed June 2023
Audit & Supervisory Committee Members	ABE Hirotomo ☆		○	●				◆	◆	15/15 (100%)	4
	CHIBA Michiko ☆		○	○			◆	◆		15/15 (100%)	5*1
	YAMAGUCHI Akihiko					◆			◆	15/15 (100%)	2

☆ : Outside Director ● : Chair ○ : Committee member

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

*2 The above table is not an exhaustive listing of the directors' expertise and experience.

Directors' Training

Based on the belief that directors must continue to advance their skills and knowledge if they are 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.

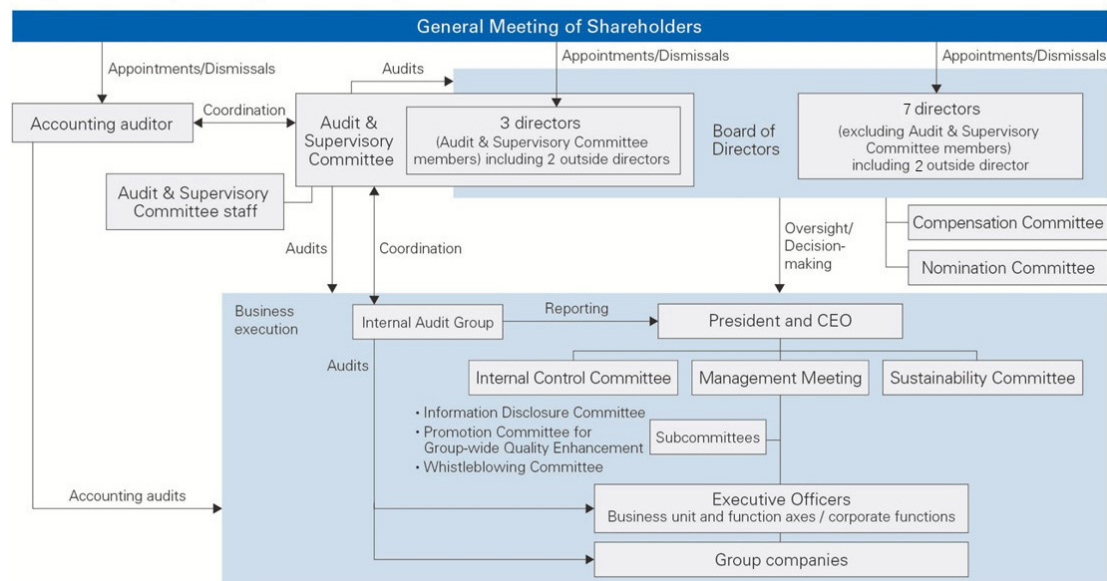
The three outside directors make suggestions as needed to ensure the validity and appropriateness of decision-making by the Board.

Reason for Appointment as an Outside Director

OZAKI Motoki	Independent Director	Mr. OZAKI possesses many years of management experience at Kao Corporation. Drawing on this experience, he has contributed greatly to invigorating the discussions of the Board of Directors and improving its effectiveness by making highly valuable and timely comments and proposals on the management of the Company in general from an objective and varied perspective based on his extensive experience and deep knowledge. He was appointed additionally for his contribution as the chair of the Nomination Committee and as a member of the Compensation Committee to discussions on improving the transparency and effectiveness of the director appointment process and to discussions looking into the process for determining director compensation.
SUHARA Eiichiro	Independent Director	Mr. SUHARA was active for many years at Mitsubishi Pencil Co., Ltd., where he displayed outstanding skill in business management and played an important role in the company's sustainable growth and corporate value increase. Taking an objective and varied perspective based on his extensive experience and deep knowledge, he has contributed to invigorating the discussions of the Board of Directors and improving its effectiveness. He was appointed additionally for his contribution as a member of the Nomination Committee and the Compensation Committee to discussions on improving the transparency and effectiveness of the director appointment process and to discussions looking into the process for determining director compensation.
ABE Hirotomo	Independent Director	Mr. ABE possesses extensive experience of working overseas for a general trading company and specialist knowledge based on his research and other activities as a graduate school student and professor in the fields of law and business management. He has contributed greatly to invigorating the discussions of the Board of Directors and improving its effectiveness by commenting actively on the management of the Company in general from these specialist perspectives. He was appointed additionally for his contribution as a member of the Nomination Committee and as the chair of the Compensation Committee to discussions on improving the transparency and effectiveness of the director appointment process and to discussions looking into the process for determining director compensation.
CHIBA Michiko	Independent Director	Ms. CHIBA possesses expertise in finance and accounting and extensive auditing experience as a certified public accountant. She has contributed greatly to invigorating the discussions of the Board of Directors and improving its effectiveness by commenting actively on the management of the Company in general from these specialist perspectives. She was appointed additionally for her contribution as a member of the Nomination Committee and the Compensation Committee to discussions on improving the transparency and effectiveness of the director appointment process and to discussions looking into the process for determining director compensation.

Diagram of corporate governance system

Diagram of corporate governance system



Internal Auditing

The Internal Audit Group, which consists of seven members (including one who is a member of the Audit & Supervisory Committee staff), formulates an annual audit plan (reviewed every six months) in light of the risk situation and, in accordance with the plan, audits the status of organizational management based on common Group standards. The Internal Audit Group then reports the results to directors as appropriate to maintain and strengthen the internal control and monitoring system. Meanwhile, the Internal Audit Group exchanges information and opinions with the Audit & Supervisory Committee on a regular basis and holds monthly meetings with it. When planning internal audits and after conducting them, the Internal Audit Group submits a report on the audit items to the Audit & Supervisory Committee, and the two work together in this way to improve the efficiency and effectiveness of the audit function.

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.

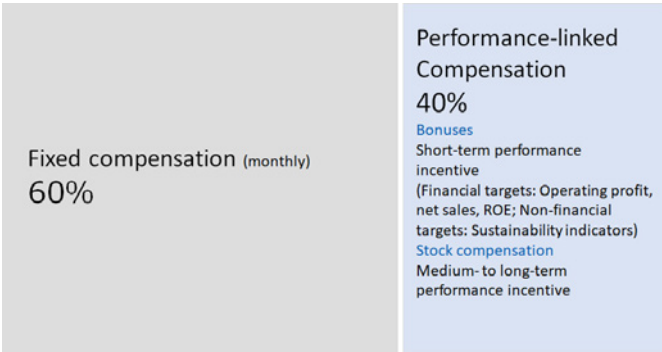
In the fiscal year ended March 31, 2022, as in the previous fiscal year, we conducted a survey of the directors (including Audit & Supervisory Committee members) to identify potential improvements to the role, functions, operational management, and other aspects of the Board of Directors.

This resulted in the finding that the allocation of discussion time to key management issues had been found to promote constructive discussion. Elsewhere, opinions were expressed on ensuring diversity on the Board of Directors and on the proportion of outside directors. Additionally, the opinion was expressed that there was a need to strengthen the effectiveness of the business execution oversight function by conducting discussion from a strategic and medium- to long-term perspective and by monitoring the progress of the three-year medium-term management plan. Based on the results of this evaluation, we will work to further increase the effectiveness of the Board and make continuous improvements.

Director Compensation

The compensation of directors of the Company is as stipulated below.

Director Compensation Composition



Performance-Linked Compensation

Performance-linked compensation in the form of bonuses is decided based on an evaluation of the results of management efforts to strengthen initiatives aimed at improving corporate performance, increasing corporate value, and achieving sustainable growth for society. Specifically, the decision is made with reference to the degree of attainment of financial targets (based on the indicators of operating profit, net sales, and return on equity [ROE] as shown in the consolidated financial accounts) and non-financial targets (sustainability indicators), and after comparing each indicator with the previous fiscal year's performance.

Breakdown of non-monetary Compensation

We have introduced a system of non-monetary compensation in the form of restricted stock compensation. The aim is not only to provide an incentive toward continuous increase in corporate value, but also to further reinforce the sense of value sharing with shareholders. The number of shares allocated to each individual is calculated by dividing a figure representing a fixed proportion of the individual's total annual compensation by the stock price.* A restriction on stock transfer applies until the director's retirement.

* Closing price on the day before the Board of Directors meeting at which allocation is approved.

Resolutions of the General Meeting of Shareholders on Director Compensation

A resolution was passed at the 63rd Ordinary General Meeting of Shareholders of June 27, 2019, setting the maximum combined annual compensation amount at a total of 400 million yen for the directors (excluding directors who are Audit & Supervisory Committee members but including a maximum annual amount of 30 million yen for the outside directors) and a total of 70 million yen for directors who are Audit & Supervisory Committee members. The above compensation does not include employee salaries paid to directors with concurrent employee duties. The number of directors as of the close of the above General Meeting of Shareholders (excluding directors who were Audit & Supervisory Committee members) was five (including one outside director), and the number of directors who were Audit & Supervisory Committee members was three. At the same meeting, the maximum combined annual amount of restricted stock compensation for the directors (excluding Audit & Supervisory Committee members and outside directors) was set, within the above limits on director compensation, at a total of 100 million yen (maximum 80,000 shares). As of the close of the above General Meeting of Shareholders, the number of applicable directors was four.

Agreed Policy on the Content of the Individual Directors' Compensation

(1) Method of deciding agreed policy on the content of the individual directors' compensation

To set the agreed policy on the content of the individual directors' compensation, the Board of Directors advised the Compensation Committee on the formulation of draft proposals, and the Board of Directors' meeting held on March 25, 2021, adopted an agreed policy with acceptance of the content of the submitted proposals.

(2) Outline content of the agreed policy

The two points indicated below form the basic policy on the compensation of directors (excluding directors who are Audit & Supervisory Committee members; the same applies below), which is designed to function as a healthy incentive toward sustainable growth.

- Compensation is set at a competitive level with a view to attracting external human resources
- Compensation is designed to serve as an incentive promoting a healthy entrepreneurial spirit

The level of compensation is set according to the role expected of the position, with market benchmarking for reference.

The compensation of directors other than outside directors is composed of a fixed component supplemented by a performance-linked component made up of bonuses and stock compensation. In view of their particular duties, the compensation of outside directors consists of fixed compensation only.

To give greater emphasis to performance-linked compensation, the relative weights of the compensation components are set at 60% for fixed compensation and 40% for performance-linked compensation (of the performance-linked compensation, 25% consists of bonuses and 15% of stock compensation). However, these proportions may be adjusted according to the individual role.

Regarding the timing of the payment of compensation, the period from July of each year until the following June is the period for which the annual compensation amount is paid, with the fixed compensation paid in monthly installments. Bonuses are paid in December and June, while stock compensation is provided in a single allocation in July.

Delegation of Responsibility for Decision on Individual Directors' Compensation

To decide the individual directors' compensation, the Compensation Committee, chaired by an outside director, discusses aspects of director compensation such as the compensation system and compensation level in response to a request from the Board of Directors and submits proposals to the Board of Directors, based on which the Board of Directors delegates to the chairman of the Board and the president and CEO the responsibility for deciding the individual compensation in accordance with the compensation limits adopted by the General Meeting of Shareholders and the agreed policy on compensation. The chairman of the Board and the president and CEO confer with the directors who are Compensation Committee members before deciding on individual compensation based on the proposals submitted by the committee and with reference to performance in terms of both oversight of business management and business execution. The reason for the delegation of the decision on individual compensation to the chairman of the Board and the president and CEO is that these officers are considered the most appropriate to evaluate the department which the director is in charge of based on an overview of the Company's performance, etc.

Compensation for FYE 3/2023

Executive category	Total compensation amount	Total amount by compensation type		Number of applicable executives
Directors (Excluding Audit & Supervisory Committee members and outside directors)	196 million yen	Fixed compensation	117 million yen	5
		Performance-linked compensation	78 million yen	
		Non-monetary compensation	43 million yen	
		included in the above figure		
Audit & Supervisory Committee members (Excluding outside directors)	15 million yen	Fixed compensation	15 million yen	1
Outside directors	33 million yen	Fixed compensation	33 million yen	3

Notes:

1. Amounts paid to directors do not include employee wages paid to directors with managerial duties.
2. The total amount of non-monetary compensation for directors (excluding Audit & Supervisory Committee members and outside directors) is made up of 37 million yen in performance-linked compensation.

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 and 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 the Management Meeting and on other occasions as necessary to reflect those opinions in measures aimed at improving 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 and CEO or executive officer responsible for IR provides a summary of financial results and future outlook. 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 Business Conduct Guidelines 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 is 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 the Group Companies

- a. The Company and the 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 the Group Companies

- a. Board of Directors meetings are held to discuss important management issues facing the Company and the Group Companies. Such meetings are held at least once a month, in principle, to enable decisions to be made swiftly and in a reasonable manner.
- b. The Company's executive officers and directors (including Audit & Supervisory Committee members) attend Management Meeting 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. The 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 the Group Companies have various rules based on the Charter of Creativity for Casio, Casio Common Commitment, and Casio Business Conduct Guidelines.
- 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 the 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 (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 the 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 the 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 these to the Audit & Supervisory Committee.
- b. Whenever something that likely to cause significant damage to the Company or the 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 Committee.
- d. The Company's directors and employees and the directors, auditors and employees of the Group Companies will submit reports and information in response to requests from the Audit & Supervisory Committee.
- e. The Company's Internal Audit Department periodically reports the results of audits of the Company and the 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 the 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 the Group Companies are reported to the Audit & Supervisory Committee after approval.

Corruption Prevention Initiatives/Compliance

Corruption Prevention Initiatives/Compliance

Casio Business Conduct Guidelines

Compliance with laws and regulations as well as ethically appropriate behavior are fundamental prerequisites for all executives and employees to put the Casio corporate creed of “Creativity and Contribution” into practice across the company’s businesses. In March 2022, Casio established the Casio Business Conduct Guidelines, which specifically outline important codes of conduct, replacing the previous Casio Group Code of Conduct.

Contents of the Casio Business Conduct Guidelines

1. Developing high-quality products and services and continuing to serve society
2. Careful environmental considerations in all business activities
3. Ensuring fair, honest, and appropriate transaction activities
4. Respecting human rights in all aspects of business activities
5. Respecting employee diversity and fostering supportive work environments
6. Appropriate disclosure of corporate information and constructive stakeholder dialogue
7. Promoting social contribution activities to help realize a sound and spiritually rich society
8. Performing comprehensive risk management of any hazards such as natural disasters, information security breaches, and sudden changes in the business environment
9. Senior management and heads of organizations' responsibility for setting a good example of leadership by fully observing the Casio Business Conduct Guidelines and ensuring they are completely known to everyone

> [Casio Business Conduct Guidelines](#) 

Compliance System

Casio recognizes that compliance is the foundation for all corporate activities. Accordingly, Casio believes it is important to win the trust of society by ensuring all of its corporate activities are based not only on legal compliance, but also on high ethical values. To ensure legal compliance in the conduct of business, Casio's Internal Control Committee inventories relevant laws and regulations and confirms that the responsible departments take appropriate measures to comply. The Casio Business Conduct Guidelines are also made known to all executives and employees.

In addition, in October 2023, Casio set up the Compliance Office in the Legal Department to serve as an organization responsible for the overall management of compliance. In these and other ways, Casio is always working to ensure legal compliance and foster a culture of integrity.

Competition Law

We have established the Antitrust Compliance Program and distributed the Compliance Manual to all global sites and are conducting employee education. We are also endeavoring to further entrench this program by carrying out audits on antitrust compliance, reviewing responses to problems identified by audits, and implementing measures.

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, in March 2021, we established the Office for Personal Data Protection outside Japan, a dedicated office for addressing global privacy laws. The office works to strengthen compliance structure by tracking legal trends of each country, ensuring the appropriate handling of personal information—from acquiring to storage, usage, and disposal—and conducting employee education and regular audits.

In the conduct of business, Casio's Internal Control Committee inventories relevant laws and regulations and confirms that the responsible departments take appropriate measures to comply. If any deficiencies are found, corrective measures are taken and regular monitoring is conducted.

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 fiscal 2023, Casio revised its compliance program in line with the revision of Japan's Foreign Exchange and Foreign Trade Act and shared information throughout the group regarding legal revisions relating to the situation in Ukraine.

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 implements PDCA cycles. In fiscal 2021, in-house seminar subjects were expanded and made available to all employees. Moreover, employees that deal directly with suppliers and outsourcers are always provided with the necessary knowledge through classes sponsored by the relevant government authorities

In-house training sessions are designed to provide a more concrete understanding by taking actual subcontracting transactions and associating them to specific business operations. 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.

In addition, Casio has announced the "Partnership-Building Declaration," making clear its approach to co-prosperity among large enterprises and SMEs.

Corruption Prevention Initiatives

Casio 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, 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 in order to further strengthen the handling of bribery risks throughout the Casio Group.

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.

The Casio Business Conduct Guidelines, established in March 2022, clearly mandate zero-tolerance of bribery, and Casio is working to ensure that this policy is thoroughly enforced.

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.

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 2023, eleven issues were reported to the Hotline. Of these, five concerned harassment, and six had to do with other issues. Seven issues have been brought to a satisfactory resolution.

Earlier, in 2021, Casio changed the operational system to ensure highly appropriate responses to whistleblower reports and requests for consultation. The changes included:

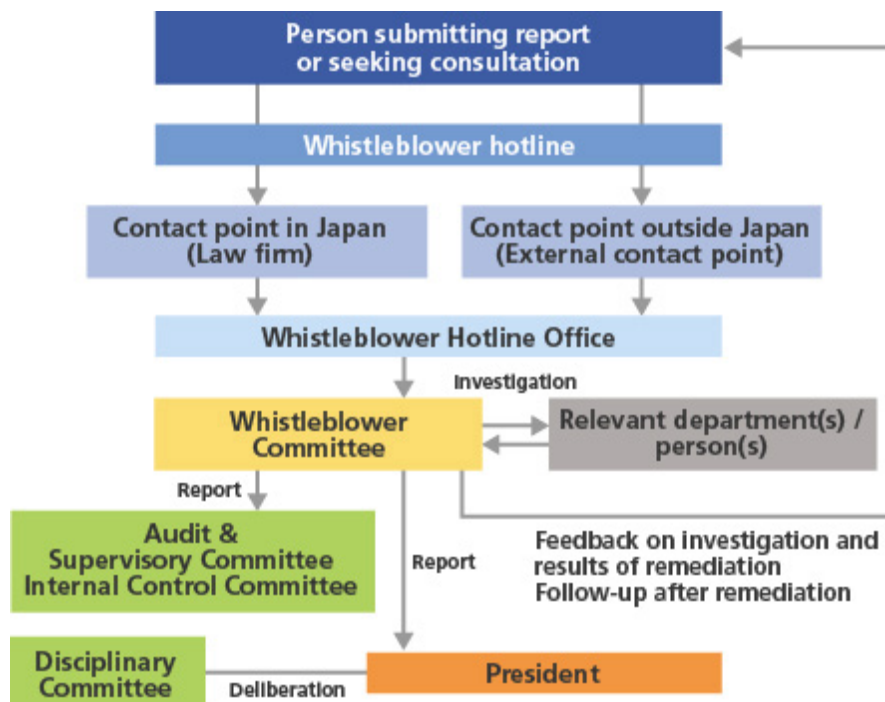
- (1) utilizing attorneys to ensure objectivity, confidentiality, and a sense of security at the contact point;
- (2) reinforcing appropriate response by the right person in the right place, including experts, while ensuring the confidentiality of whistleblowers, as an appropriate response throughout the handling process;
- (3) reinforcing final confirmation in the same manner as above to ensure the confidentiality of whistleblowers and appropriate responses; and
- (4) revision of the Basic Rules for the Whistleblower Hotline in conjunction with the change in the operational system.

In January 2022, Casio started to disclose the number and summaries of disciplinary actions within the company.

Fiscal 2022 cases reported to Whistleblower Hotline

Breakdown of whistleblower report	Harassment	Other
No. of cases	5	6

Whistleblower Hotline



Risk Management

Risk Management

Basic Approach

Casio pursues risk management under the basic policy to predict risks, implements preventative measures to minimize potential losses, and, if losses are incurred, takes effective follow-up measures to ensure business continuity. In addition, Casio has established the Casio Business Conduct Guidelines, which specifically outline important codes of conduct for executives and employees of the Casio Group in implementing the Casio corporate creed of “Creativity and Contribution” across the company’s businesses. Casio works to ensure that executives and employees comply with laws and regulations and engage in appropriate conduct from an ethical perspective based on the guidelines.

Internal Control Committee

The Internal Control Committee carries out cross-sectional integration of functions related to internal control, including compliance, information security, and risk and crisis management, to realize an effective, streamlined, and fail-proof risk management structure. It also deliberates and makes decisions on policies and responses to issues concerning internal control in general within the Casio Group.

In June 2022, the Internal Control Committee was transitioned from an independent organization to the business execution side of Casio's corporate structure in order to further promote appropriate, sound, and efficient business operations, which is the purpose of internal control. In cooperation with the Management Meeting, the Internal Control Committee visualizes and checks business operations from the viewpoint of appropriateness, soundness, and efficiency, thereby ensuring the reliability of the system for addressing various risks, including compliance aspects.

Risk Management Structure

The business environment surrounding the Casio Group is changing rapidly. In order to respond promptly to change amid increasing uncertainty, it is necessary to identify the signs of risks that are expected to affect the Group's business and take the required countermeasures with speed on a global basis. Under the supervision of the Internal Control Committee, Casio works to visualize and centrally manage the status of group-wide risks and to minimize the impact on the Group's business, with continuous monitoring by the Board of Directors.

Responding to Important Risks

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. In particular, Casio has identified risks including geopolitical risk and information security that affect the Group's business as important risks, and it is implementing countermeasures.

1) Geopolitical Risk

In the course of engaging in business activities on a global basis, various risks are expected to arise due to the political and economic conditions in each region. Casio prepares appropriate measures to secure the supply chain and ensure the safety of employees after analyzing the level of impact when a risk arises in each aspect of business activities, including procurement, production, logistics, and sales.

2) Information Security

In addition to responding appropriately to the increasing number of information security incidents, Casio is continuously strengthening its information security management level, both in normal times (proactive measures) and in emergency situations (post-incident measures). We have established the Computer Security Incident Response Team (CSIRT) so that 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 Plan (BCP)

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.

Casio is also working to strengthen its business continuity plan (BCP). In the event of a major disaster, Casio establishes a Business Continuity Task Force and conducts an emergency response based on the Business Continuity Manual to continue providing products and services to countries around the world. In doing so, we aim to live up to the trust of our business partners and customers by minimizing damage and quickly restoring business operations.

From the standpoint of corporate responsibility to society and local communities, we also consider contributing to disaster response and recovery efforts, as well as cooperating with national and local government disaster prevention and mitigation measures.

Information System Disaster Response Measures

Casio expanded its remote work system as a measure to control the spread of COVID-19. Meanwhile, it is more important than ever to build system infrastructure for supporting business continuity in natural disasters such as earthquakes, typhoons, and torrential rain. In addition, the stable operation of IT systems for business continuity is also becoming increasingly important with the digital transformation (DX) of business.

In this context, Casio employs a cloud environment and robust external data centers with quake-absorbing structures and in-house power generation as measures for ensuring business continuity. These measures ensure construction and operation of systems that can flexibly and quickly respond to business changes while ensuring the safety and availability of important servers.

Moreover, while ensuring information security, particularly in the communication environment (portal site for employees, e-mail, online meetings, etc.), the company uses external services for BCP measures.

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 articulated information protection rules along with its Information Security Rules and implements regular education for employees to continuously raise awareness of information security and ensure the implementation of safety measures. Additionally, Casio has established an organizational structure to ensure compliance with laws and regulations on privacy protection outside Japan, including the EU's General Data Protection Regulation (GDPR), which covers the handling of personal information of European users. We are also strengthening measures to respond to the increase in cyber-attacks due to recent changes in international circumstances.

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 Computer Co., Ltd., all officers and employees receive regular information security training through e-learning. The employees eligible for this training have been expanded to include those at Group companies in and outside Japan. 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, to raise daily awareness, we have issued an information security handbook summarizing basic matters in clear, concise content and conduct targeted attack email training to prepare for possible contingencies as part of our training and awareness-building efforts.

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 requires employees to apply for permission before taking information or information devices off company premises. We have also established internal rules regarding such matters as limitations 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 attack emails and other external attacks such as those from malware via phishing emails. Furthermore, accompanying the growth of remote work and the use of cloud services, Casio has deployed a multilayered defense system including the establishment and introduction of a Zero Trust Network that includes security measures for computers used by employees and the abolition of the use of password-protected compressed files, which can become a hotbed of malware infection.

As a measure to cope with the increasing use of the cloud environment, Casio has established guidelines and security checklists for cloud use and disclosed them internally to strengthen measures to ensure safe use of the cloud environment.

Information Security Certification and Initiatives

Casio has focused on established a system for prioritizing the protection of personal information, publicly disclosed its Privacy Policy on its website, and remains committed to the safe and appropriate handling of personal information. In December 2005, Casio Computer Co., Ltd. obtained Privacy Mark^{*1} certification and has maintained it since.



Casio's Information Systems Department obtained information security management system (ISO 27001)^{*2} certification in November 2007. In February 2023, the certification was renewed, with the scope of certification expanded to include the entire Digital Division in response to the further advancement of digitalization.



JQA-IM0536

Scope of application/operations for ISO27001 certification

Digital Division, 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.

Supply Network Is Highly Responsive to Changes in Demand

The demand/procurement environment is changing drastically this fiscal year due to the impact of COVID-19 and the changing situation in China and Russia. 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 PLM (raise profitability after commercialization)
 - Achieve zero-defect, ultra-low-cost design and manufacture
- Sustainable supply of products

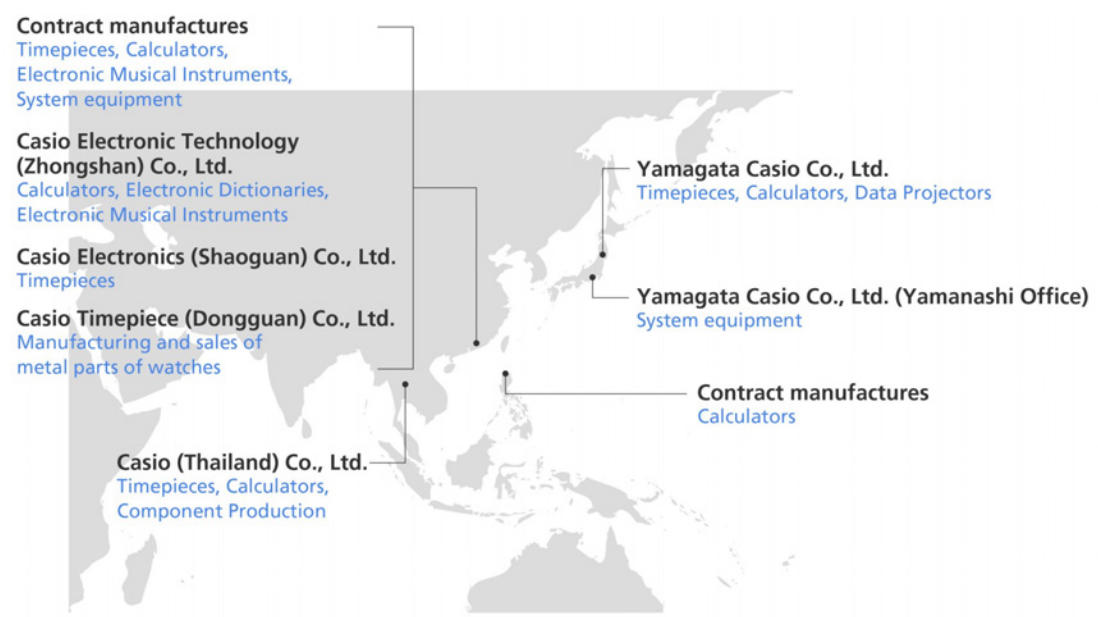
Casio seeks to increase the value of its products by actively adopting components and materials intended to contribute to a sustainable society, such as solar-powered components, renewable materials, and biomass plastics.

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



GRI Content Index

GRI-Standards

Organizational profile

Disclosures No.	Description	Related Page
102-1	Name of the organization	Corporate Overview
102-2	Activities, brands, products, and services	Product information Corporate Overview
102-3	Location of headquarters	Corporate Overview
102-4	Location of operations	Corporate Overview
102-5	Ownership and legal form	Corporate Overview
102-6	Markets served	Corporate Overview
102-7	Scale of the organization	Corporate Overview Prioritizing local hiring and promotion at subsidiaries outside Japan Making the Most of Human Resources and Maintaining Optimal Workplace Environments Financial Results
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	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 Compliance with Environmental Laws and Regulations Related to Casio Products Information Disclosure Based on TCFD Recommendations
102-12	External initiatives	United Nations Global Compact Responsible minerals sourcing
102-13	Membership of associations	United Nations Global Compact Information Disclosure Based on TCFD Recommendations

Strategy

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 Environmental and Social Material Issues Risk Management Information Disclosure Based on TCFD Recommendations 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 Group Environmental Principles Casio Business Conduct Guidelines
102-17	Mechanisms for advice and concerns about ethics	Whistleblower Hotline

Governance

Disclosures No.	Description	Related Page
102-18	Governance structure	Corporate Governance Sustainability Implementation System
102-19	Delegating authority	Sustainability Implementation System
102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability Implementation System
102-21	Consulting stakeholders on economic, environmental, and social topics	Corporate Governance Sustainability Implementation System
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
102-27	Collective knowledge of highest governance body	Sustainability Implementation System Environmental Management
102-28	Evaluating the highest governance body's performance	Sustainability Implementation System Environmental Management
102-29	Identifying and managing economic, environmental, and social impacts	Sustainability Implementation System Corporate Governance Environmental Management Information Disclosure Based on TCFD Recommendations
102-30	Effectiveness of risk management processes	Sustainability Implementation System Basic Views on Internal Control System and Progress on System
102-31	Review of economic, environmental, and social topics	Sustainability Implementation System Corporate Governance Environmental Management
102-32	Highest governance body's role in sustainability reporting	—
102-33	Communicating critical concerns	Corporate Governance Whistleblower Hotline
102-34	Nature and total number of critical concerns	—
102-35	Remuneration policies	Corporate Governance Annual Securities Report (in Japanese only) Corporate Governance Report
102-36	Process for determining remuneration	Corporate Governance Annual Securities Report (in Japanese only) Corporate Governance Report
102-37	Stakeholders' involvement in remuneration	—
102-38	Annual total compensation ratio	—
102-39	Percentage increase in annual total compensation ratio	—

Stakeholder engagement

Disclosures No.	Description	Related Page
102-40	List of stakeholder groups	Environmental and Social Material Issues Stakeholder Engagement
102-41	Collective bargaining agreements	Annual Securities Report (in Japanese only) Making the Most of Human Resources and Maintaining Optimal Workplace Environments
102-42	Identifying and selecting stakeholders	Environmental and Social Material Issues Stakeholder Engagement
102-43	Approach to stakeholder engagement	Environmental and Social Material Issues Stakeholder Engagement
102-44	Key topics and concerns raised	Environmental and Social Material Issues Independent Opinion on the Sustainability Report 2022

Reporting practice

Disclosures No.	Description	Related Page
102-45	Entities included in the consolidated financial statements	Scope of the report
102-46	Defining report content and topic Boundaries	Environmental and Social Material Issues
102-47	List of material topics	Environmental and Social Material Issues
102-48	Restatements of information	Environmental Performance Data
102-49	Changes in reporting	None
102-50	Reporting period	Scope of the report
102-51	Date of most recent report	Scope of the report
102-52	Reporting cycle	Scope of the report
102-53	Contact point for questions regarding the report	Scope of the report
102-54	Claims of reporting in accordance with the GRI Standards	Sustainability Report 2020 has been prepared in accordance with the Core option of the GRI Sustainability Reporting Standards.
102-55	GRI content index	GRI Content Index
102-56	External assurance	Third-party verification

Management Approach

Disclosures No.	Description	Related Page
103-1	Explanation of the material topic and its Boundary	Environmental and Social Material Issues
103-2	The management approach and its components	Environmental and Social Material Issues Environmental Management Quality Assurance Activities to Improve Customer Satisfaction Intellectual Property Initiatives Human Resource Development Occupational Safety and Health Whistleblower Hotline
103-3	Evaluation of the management approach	Environmental and Social Material Issues

Economic Performance

Disclosures No.	Description	Related Page
201-1	Direct economic value generated and distributed	Financial Results
201-2	Financial implications and other risks and opportunities due to climate change	Information Disclosure Based on TCFD Recommendations
201-3	Defined benefit plan obligations and other retirement plans	Annual Securities Report (in Japanese only)
201-4	Financial assistance received from government	—

Market Presence

Disclosures No.	Description	Related Page
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—
202-2	Proportion of senior management hired from the local community	—

Indirect Economic Impacts

Disclosures No.	Description	Related Page
203-1	Infrastructure investments and services supported	—
203-2	Significant indirect economic impacts	—

Procurement Practices

Disclosures No.	Description	Related Page
204-1	Proportion of spending on local suppliers	Implementing CSR Procurement

Anti-corruption

Disclosures No.	Description	Related Page
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

Anti-competitive Behavior

Disclosures No.	Description	Related Page
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—

Materials

Disclosures No.	Description	Related Page
301-1	Materials used by weight or volume	Material Balance Environmental Performance Data
301-2	Recycled input materials used	Material Balance Environmental Performance Data Product Initiatives
301-3	Reclaimed products and their packaging materials	Material Balance

Energy

Disclosures No.	Description	Related Page
302-1	Energy consumption within the organization	Material Balance Environmental Performance Data Environmental Performance Data of Each Site
302-2	Energy consumption outside of the organization	—
302-3	Energy intensity	—
302-4	Reduction of energy consumption	Environmental Performance Data
302-5	Reductions in energy requirements of products and services	—

Water

Disclosures No.	Description	Related Page
303-1	Water withdrawal by source	Material Balance Environmental Performance Data of Each Site Environmental Performance Data Calculation Standards
303-2	Water sources significantly affected by withdrawal of water	—
303-3	Water recycled and reused	Material Balance Environmental Performance Data Calculation Standards Environmental Performance Data of Each Site

Biodiversity

Disclosures No.	Description	Related Page
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	—
304-2	Significant impacts of activities, products, and services on biodiversity	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	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	Living in Harmony with Nature Biodiversity Preservation at Business Sites

Emissions

Disclosures No.	Description	Related Page
305-1	Direct (Scope 1) GHG emissions	Realizing a Decarbonized Society Material Balance CO2 Emissions throughout the Entire Value Chain Environmental Performance Data Environmental Performance Data of Each Site
305-2	Energy indirect (Scope 2) GHG emissions	Realizing a Decarbonized Society Material Balance CO2 Emissions throughout the Entire Value Chain Environmental Performance Data Environmental Performance Data of Each Site
305-3	Other indirect (Scope 3) GHG emissions	Realizing a Decarbonized Society CO2 Emissions throughout the Entire Value Chain Material Balance Environmental Performance Data
305-4	GHG emissions intensity	Realizing a Decarbonized Society Material Balance CO2 Emissions throughout the Entire Value Chain Environmental Performance Data
305-5	Reduction of GHG emissions	Realizing a Decarbonized Society Environmental Performance Data
305-6	Emissions of ozone-depleting substances (ODS)	—
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Material Balance Environmental Performance Data of Each Site

Effluents and Waste

Disclosures No.	Description	Related Page
306-1	Water discharge by quality and destination	Material Balance Environmental Performance Data of Each Site
306-2	Waste by type and disposal method	Building a Recycling Society Material Balance Environmental Performance Data Environmental Performance Data of Each Site
306-3	Significant spills	—
306-4	Transport of hazardous waste	—
306-5	Water bodies affected by water discharges and/or runoff	—

Environmental Compliance

Disclosures No.	Description	Related Page
307-1	Non-compliance with environmental laws and regulations	Compliance with Environmental Laws

Supplier Environmental Assessment

Disclosures No.	Description	Related Page
308-1	New suppliers that were screened using environmental criteria	—
308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management

Employment

Disclosures No.	Description	Related Page
401-1	New employee hires and employee turnover	Environmental and Social Material Issues Making the Most of Human Resources and Maintaining Optimal Workplace Environments
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Making the Most of Human Resources and Maintaining Optimal Workplace Environments
401-3	Parental leave	Making the Most of Human Resources and Maintaining Optimal Workplace Environments

Labor / Management Relations

Disclosures No.	Description	Related Page
402-1	Minimum notice periods regarding operational changes	Communication between labor and management

Occupational Health and Safety

Disclosures No.	Description	Related Page
403-1	Workers representation in formal joint management-worker health and safety committees	Occupational Safety and Health Communication between labor and management
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
403-3	Workers with high incidence or high risk of diseases related to their occupation	—
403-4	Health and safety topics covered in formal agreements with trade unions	—

Training and Education

Disclosures No.	Description	Related Page
404-1	Average hours of training per year per employee	Human Resource Development
404-2	Programs for upgrading employee skills and transition assistance programs	Human Resource Development
404-3	Percentage of employees receiving regular performance and career development reviews	Human Resource Development

Diversity and Equal Opportunity

Disclosures No.	Description	Related Page
405-1	Diversity of governance bodies and employees	Making the Most of Human Resources and Maintaining Optimal Workplace Environments
405-2	Ratio of basic salary and remuneration of women to men	Providing Supportive Workplace Environments and Promoting Diversity & Inclusion

Non-discrimination

Disclosures No.	Description	Related Page
406-1	Incidents of discrimination and corrective actions taken	Supply Chain Management Respect for Human Rights Considering Human Rights in Corporate Activities Whistleblower Hotline

Freedom of Association and Collective Bargaining

Disclosures No.	Description	Related Page
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Making the Most of Human Resources and Maintaining Optimal Workplace Environments

Child Labor

Disclosures No.	Description	Related Page
408-1	Operations and suppliers at significant risk for incidents of child labor	Implementing CSR Procurement Supply Chain Management Respect for Human Rights Considering Human Rights in Corporate Activities

Forced or Compulsory Labor

Disclosures No.	Description	Related Page
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Implementing CSR Procurement Supply Chain Management Respect for Human Rights Considering Human Rights in Corporate Activities

Security Practices

Disclosures No.	Description	Related Page
410-1	Security personnel trained in human rights policies or procedures	—

Rights of Indigenous Peoples

Disclosures No.	Description	Related Page
411-1	Incidents of violations involving rights of indigenous peoples	—

Human Rights Assessment

Disclosures No.	Description	Related Page
412-1	Operations that have been subject to human rights reviews or impact assessments	Supply Chain Management Respect for Human Rights Considering Human Rights in Corporate Activities
412-2	Employee training on human rights policies or procedures	Respect for Human Rights Considering Human Rights in Corporate Activities
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—

Local Communities

Disclosures No.	Description	Related Page
413-1	Operations with local community engagement, impact assessments, and development programs	—
413-2	Operations with significant actual and potential negative impacts on local communities	—

Supplier Social Assessment

Disclosures No.	Description	Related Page
414-1	New suppliers that were screened using social criteria	—
414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management

Public Policy

Disclosures No.	Description	Related Page
415-1	Political contributions	—

Customer Health and Safety

Disclosures No.	Description	Related Page
416-1	Assessment of the health and safety impacts of product and service categories	Offering users peace of mind
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Offering users peace of mind

Marketing and Labeling

Disclosures No.	Description	Related Page
417-1	Requirements for product and service information and labeling	Product Initiatives
417-2	Incidents of non-compliance concerning product and service information and labeling	Compliance with Environmental Laws Quality Assurance
417-3	Incidents of non-compliance concerning marketing communications	—

Customer Privacy

Disclosures No.	Description	Related Page
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None

Socioeconomic Compliance

Disclosures No.	Description	Related Page
419-1	Non-compliance with laws and regulations in the social and economic area	None