

CSR Communication Book 2014

Welcoming the Challenge of Helping to
Build a Sustainable Global Society

CASIO



Casio is determined to keep contributing to society by providing products which have innovative functions never seen before. The people at Casio embrace this challenge throughout their daily work, based on the Casio corporate creed of “Creativity and Contribution.” *CSR Communication Book 2014* has been structured and produced in line with the three chapters of the Charter of Creativity for Casio, which represents the solemn pledge of everyone working at Casio.

Chapter 1 highlights Casio’s efforts to meet universal needs. Chapter 2 looks at how frontline employees are taking on the challenge of delivering delight, happiness and pleasure. Chapter 3 focuses on how Casio is developing professional employees that can be effective worldwide. Each chapter provides a unique perspective on the Charter of Creativity for Casio.

Casio is striving to become a leading environmental company, and so the CSR Communication Book includes information on annual environmental performance. This edition also covers recent workshops where employees discussed ways for Casio to continue its pursuit of “Creativity and Contribution” in the future.

For more detailed and comprehensive information, visit the Casio Sustainability website, which is based on the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines.

<http://world.casio.com/csr/>

This book is designed to communicate Casio’s heritage and present determination—to keep making something from nothing, to keep going from “0” to “1.”

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At Casio, creativity is born from a desire to meet universal needs. Innovative ideas and techniques can transform even a blank sheet of paper into unlimited possibilities. After being expertly folded into the shape of an airplane, the piece of paper can be launched into the sky. Just like this, by going from nothing (0) to something (1), Casio offers new value to people around the world.



We will keep creating universal value in order to help build a more sustainable global society.

Kazuo Kashio

President & CEO

The Next Inventions That Will Change Society

Casio Computer Co., Ltd., has contributed to the development of society, from its first day to the present, by continually creating innovations and providing them to the world. As we move into the future, we will never waver from this corporate creed of “Creativity and Contribution.”

When a product has universal value—when everyone sees it as an essential—demand for it will never disappear. Many of the products we have created over the years demonstrate this: the Casio Mini, which was the world’s first personal calculator; the G-SHOCK brand of shock-resistant watches; and the QV-10, one of the very first consumer-grade LCD digital cameras. Good inventions like these bring new value to the world, create new markets and culture, and contribute to the development of society. As we look at the future of our business at Casio, we believe that our mission is to keep inventing new products and services that will provide new value—on a level that equals or surpasses our past achievements.

Addressing Social Issues with Creativity

The world today faces many challenging social and environmental issues. At Casio, we are determined to ensure that our core business contributes creative solutions to these issues.

Respect for human rights, which Casio has been focusing intently on for the last two years, is one example. In July 2014, we established and announced the Casio Group Basic Policy on Respect for Human Rights. We also created a tool for monitoring the status of human rights observance and used it to take stock of efforts to address human rights issues at all production and sales sites in and outside Japan. Going forward, we will strengthen human rights due diligence group-wide.

We continue to deliver on our long-term commitment to tackling other pressing social and environmental issues. One of our priorities is education, where products like our calculators make a difference around the world. We are also very concerned with “realizing a low-carbon society,” “building a recycling society,” and “living in harmony with nature.”

The key constructs of our vision of a sustainable global society are: resource recyclability, biodiversity, fairness across generations, and fairness across regions.

To help us achieve these commitments, we have been strengthening the non-financial factors of corporate value such as governance, environmental performance, and CSR. We are enhancing our non-financial reporting based on the latest international standards for CSR reports, and actively disclosing information related to these initiatives.

The Growth of Each and Every Employee Drives Casio Creativity

While helping to build a sustainable global society and improving corporate value, it is important for Casio to keep providing products and services that are backed up by completely original ideas, as well as technologies so unique that they can’t be copied even by others who want to. These are the results of Casio creativity—this is what it means to go from “0” to “1,” making something from nothing. The secret to all this Casio creativity is the talent and energy of our employees.

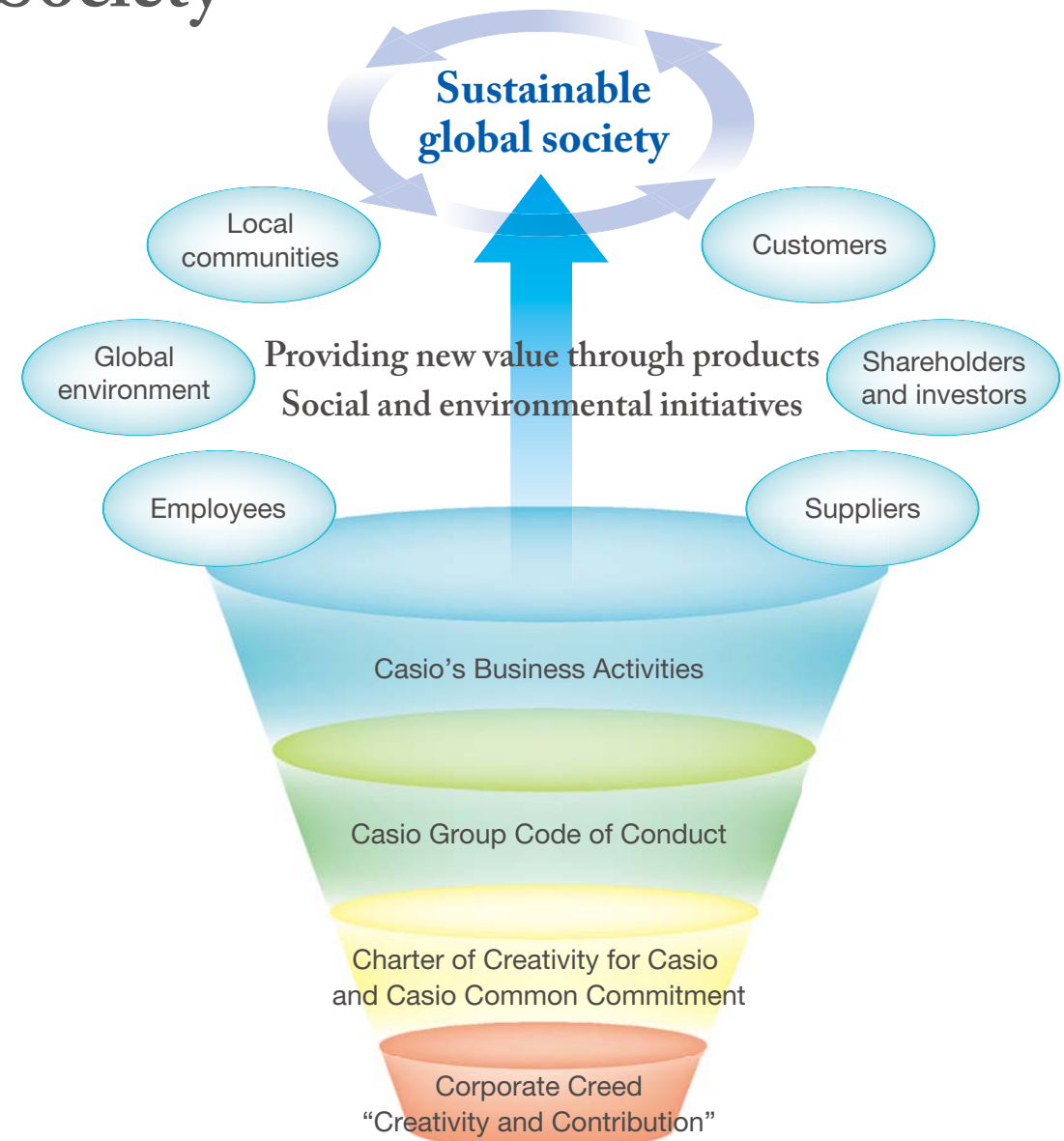
Let me say a word right here to all Casio employees: I ask that each of you think for yourself about the kind of society you want to create and the kind of company you want Casio to be, and then take action accordingly. I would also like you to think about how your work is connected to and benefits society, and to bring that awareness into your day-to-day tasks. I’m convinced that you are the source of the Casio creativity of the future.

This book presents the major CSR initiatives of the Casio Group in fiscal 2014. I am confident that we can keep on making positive contributions in the future through our core business by sharing our vision for society with stakeholders and continuing to meet their expectations. I look forward to hearing your frank opinions of our efforts.

Welcoming the Challenge of Helping to Build a Sustainable Global Society

Casio's corporate creed of "Creativity and Contribution" expresses the company founders' aspiration to contribute to society by creating innovative products that have never existed before. Casio works hard to ensure that all of its employees fully appreciate the meaning of this corporate creed. Casio people are the key to contributing to the development of a sustainable global society. Casio's clear stance on CSR and its inspired employees, together, ensure that the company's business continually makes something from nothing, by going from "0" to "1."

To stay on track to fulfilling its corporate creed, Casio has established three foundational documents. The Charter of Creativity for Casio outlines the basic principles, mindset and conduct expected from everyone at Casio, while the Casio Common Commitment provides specific conduct guidelines for implementing the Charter. The Casio Group Code of Conduct establishes norms for ethical conduct and requires all Casio Group executives and employees to comply with relevant laws and internal rules.



Keywords for a sustainable global society

Casio uses four specific keywords, shown below, to focus its efforts to address social and environmental issues that relate directly and indirectly to its business operations. By addressing these issues, Casio aims to enhance the sustainability not only of its business, but also of all of the societies around the world where people enjoy Casio products.

Resource recyclability

Social and economic activities on a planet with limited resources

Biodiversity

Respecting the uniqueness of all living organisms and recognizing their interdependence

Fairness across generations

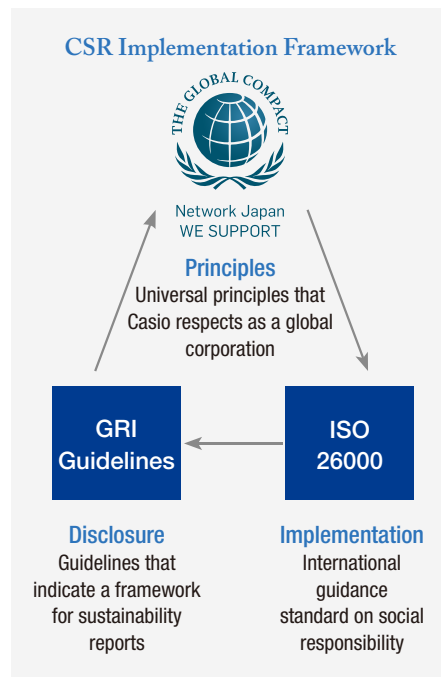
The current generation properly appreciating the legacy of previous generations and passing it on to future generations

Fairness across regions

Fairly distributing wealth and assets across regions

CSR Implementation Framework

Considering the global business operations, it is extremely important for Casio to promote initiatives based on the expectations of the international community. As an enterprise with a worldwide reach, Casio has endorsed and is guided by the universal principles of the UN Global Compact. Using the ISO 26000 international guidance standard on social responsibility, Casio analyzes its current progress and establishes action plans for improvement. The company also discloses its CSR performance in accordance with GRI Sustainability Reporting Guidelines.



Identifying materiality (important CSR issues)

World trends when it comes to building a more sustainable global society are changing. Companies are now expected to carry out strategic initiatives to help make human societies more sustainable through their core business activities. Casio, which is expanding its business worldwide, is no exception. There is demand for Casio to make more targeted contributions through its business, built upon the long track record Casio has of creating something from nothing, or going from “0” to “1.” As part of these evolving trends, in May 2013 the fourth version of GRI’s international guidelines for sustainability reporting, *GRI Guidelines (G4)*, were issued. The new version reflects a shift from comprehensive information disclosure to disclosure focused on materiality. In response, starting with the sustainability report to be issued in 2016, Casio plans to clearly articulate materiality and give it priority attention.

Action so far and next steps

Fiscal 2014 performance

Reviewing the current situation

- Casio held workshops with employees to identify how to keep advancing its business of going from “0” to “1” to help build a more sustainable global society. Participants shared their views of Casio’s uniqueness and their visions for the company, discussing what has to be done to close the gap between today and tomorrow. (See p.22 for details.)
- Casio solicited opinions from external experts on the topic of stakeholders’ expectations of Casio. For details, see: <http://world.casio.com/csr/expect2casio>

Fiscal 2015 agenda

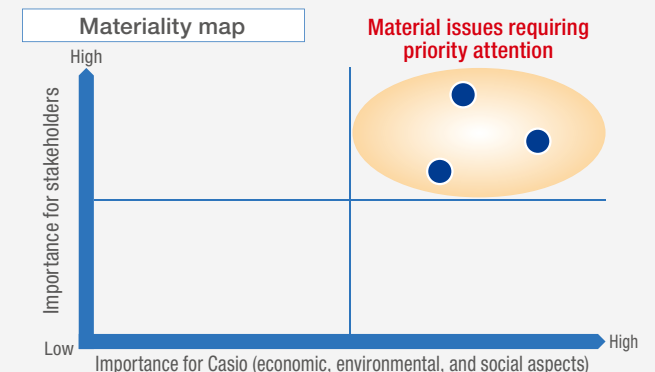
Prioritizing issues

- Casio will draw up a detailed list of issues according to business field and region and organize them in order of precedence for the company (horizontal axis in figure below).
- Casio will conduct interviews with stakeholders and organize issues deemed important from stakeholders’ points of view (vertical axis in figure below).

Fiscal 2016 agenda

Identification of materiality

- The CSR Committee will make the final decision on materiality for Casio based on the results of deliberation over the horizontal and vertical axes.
- Casio plans to disclose the identified materiality in its sustainability report.



The Charter of Creativity: First Chapter

We will value creativity, and ensure that our products meet universal needs.

Casio is taking its spirit of challenge to a whole new level, capitalizing on its creative strength. This section presents some excerpts from a message to Casio employees by Kazuhiro Kashio, Senior Executive Managing Officer and Senior General Manager, Business Headquarters of Consumer Product and System Solution, about how Casio is going to pursue sustainable development together with the broader society.



From product creation to service creation

Casio has now reached a major turning point in its business. Since our inception, we have continued to grow by providing society with a wide range of innovative products. However, now that the conditions for manufacturing have changed dramatically, conventional product and market development methods are no longer enough.

Over the years, Casio has helped to make daily life more convenient for people using its original digital technologies, helping society to transition from an analog

world to a digital world. In a sense, we have now reached the final stage of this process, and the digital product market has become saturated. For us to continue growing with society in a sustainable manner, we need to move to a whole new level.

To describe the transition we are looking to make, I use the phrase, “going from product creation to service creation.” Service creation means rather than merely selling products and having the relationship end there, Casio needs to strengthen its direct connection with the end user.

This is done by creating major services that are loved by many people, and establishing them as part of the culture. Society no longer needs products that are just short-lived fads.

This is why it no longer makes sense to just try and think of a product that will sell. We need to first consider what kinds of services will make people's lives more enjoyable and convenient—services which they can continue to use with satisfaction. Then the necessary hardware can be developed.

Competitive educational and wearable products

Casio has developed the creativity of going from “0” to “1” as our greatest strength. We are proud of our track record with Casio's signature educational products and wearable styles.

The best example of our educational products is the electronic dictionary. Casio has earned a strong market share as many Japanese students choose Casio dictionaries when they enter high school. They are confident about the outstanding dictionary content and convenience, which have been continually improved using feedback from classrooms. This is a product market that Casio created from zero.

The same can be said for scientific calculators, which Casio has developed mainly for schools outside Japan. Developed with the aim of making calculation fast, Casio calculators are used in classes

and exams worldwide as a practical and effective problem solving tool. In some countries, government approval is required before they are permitted in classrooms. Accordingly, Casio has worked with local teachers to create pilot schools and do serious research about calculator effectiveness in education.

Efforts like these go beyond just marketing product hardware. By getting more deeply involved in the classroom, Casio has been helping to improve education itself.

Meanwhile, when it comes to wearable style, Casio has produced a number of revolutionary products. One example is the G-SHOCK shock-resistant watch; Casio has sold over 70 million worldwide. It is safe to say that G-SHOCK has transformed the watch from a tool to tell time, into a tool for self-expression.



Kazuhiro Kashio

Senior Executive Managing Officer, and Senior General Manager, Business Headquarters of Consumer Product and System Solution

Expanding globally in multiple fields



EW-ID2000 electronic dictionary captures the Indonesian market

Leveraging the competitive advantages that we have developed in educational and wearable products, Casio will continue to firmly take the lead in these areas. We will also continue to build on these advantages in new markets.

For example, there are many services that could be provided using watches, since they are digital devices that remain continually on the wearer's wrist. They could monitor the wearer's stress levels using body temperature and heart rate. The watch could also emit a biofeedback signal to help the wearer calm down.

Casio also intends to actively expand in the field of sports. So far we have developed numerous sports watches,

and have sponsored the Casio World Open Golf Tournament for many years. However, it is unfortunate that Casio has no sports-based business. By expanding our utilization of sport, Casio can also help improve the health of people around the world. The 2020 Tokyo Olympics will be one such opportunity.

Another priority for Casio is the further global development of our business. When you take a very long-term perspective and consider the world several decades from now, the disparities in spending power between developed and developing countries will definitely be much smaller. In the near future, emerging markets in particular will be much larger.

By providing our products and services as part of this growth process, we want to contribute to the creation of a more prosperous global society.

For example, in 2014, Casio launched its electronic dictionaries in Southeast Asia, starting with Indonesia. Although foreign language education is being emphasized in this region, the problem is a shortage of language teachers. So Casio is working to enhance its electronic dictionary content to meet the various needs of different countries and regions. We are working to help make the educational environment even better.

Maximizing the intrinsic value offered by Casio

If we want to keep coming up with one breakthrough product after another, we have to tackle the issues that Casio currently faces.

Firstly, like most for-profit companies, I admit we have sometimes tended to emphasize short-term profitability, which, I think, can cause us to overlook what consumers really need. Since resources have been concentrated on products that are easy to distribute, over the years there has been a tendency to avoid investing in the future, due to the risks.

Secondly, our product organizations have become separated from each other, making it hard for us to efficiently promote Casio characteristics among products

across the company. For example, the global hit product G-SHOCK has a major feature of "toughness." Due to our organizational structure however, we were not able to sufficiently transfer this feature to our tablet computers and other products.

To overcome this challenge, it is important for us to first eliminate the walls between organizations. In order to overcome "horizontal" barriers between the product organizations, it is necessary to revise the organizational and communication methods. Even the "vertical" barriers between management and front-line employees need to be eliminated as much as possible. From now on, it will be essential to have top-down implementation

of a strong policy for finding ways to ensure that all products demonstrate Casio characteristics. To do that, I hope that there will be more grassroots generation of candid opinions on what kind of future Casio should be seeking.

We are striving to build a company where people in various positions have a sense of unity and are all working towards the same goals. We want to be always thinking about what is really important for consumers and for society. A company with true Casio characteristics is one that meets these challenges with creativity and technical expertise.

Aiming for further growth by rediscovering the original advantages of Casio

What I would like to emphasize is the fact that Casio's strength lies in its creativity and ability to go from "0" to "1." Now we need to go beyond our conventional product creation, and promote business development through service creation, which aims for a sustainable contribution to customers and society. As we enter this new stage, the creative power of Casio will certainly be needed.

In order for Casio to develop sustainably together with society, I hope that everyone at Casio will think conscientiously about what they need to do personally, and take action accordingly. Rather than taking a narrow view of your own job or your own department's work, it is important to take a broad long-term

view from the perspective of the entire company. We need people who think seriously about future benefits for customers and the growth of the company. Casio needs people with a strong spirit and the ability to take on new challenges, even if they sometimes voice objections to the opinions of those around them.

The starting point that led to Casio becoming the company it is today was a free and vigorous atmosphere. It is essential that we unearth this original asset of the company, which has become buried over time. On your own or in groups, I hope that you will earnestly re-examine the value of the Casio brand, so that all Casio employees can join together and make the next leap forward into the future.



The Charter of Creativity: Second Chapter

We will strive to be of service to society, providing customers with delight, happiness, and pleasure.

Casio products are created based on a desire to provide delight, happiness and pleasure to people through innovative ideas. One example of this is the Logosease created by Yamagata Casio Co., Ltd.



Adding value to production, in order to further enhance the Casio brand

Located in Higashine, Yamagata Prefecture, Yamagata Casio is the Group's only production base in Japan. While producing high-end watches, the company serves as the "mother factory," overseeing numerous production sites outside Japan. The company's president, Masaki Isozaki, remarked that he is conscious of the fact the Yamagata Casio is the last remaining Casio production site in Japan, so it maintains the high product creation standards that Casio has had since its inception.

Given the accelerated shift in production offshore by the entire industry, what is the purpose of keeping a production plant in Japan? Yamagata Casio came up with an answer to this question. Rather than just making things, it could be a production site that helps to improve the corporate brand.

"The development department creates new products, and the sales department markets the product value to customers,"

explained Isozaki. "By also adding value to the production frontlines, we knew we could help create a brand power trinity of production, development and sales." This idea led to the realization of new initiatives such as the "Premium Production Line in YAMAGATA," which produces multi-function analog watches using highly specialized technicians.

In order to build a company that provides delight, happiness and pleasure, as outlined in the Charter of Creativity for Casio, Isozaki occasionally encourages employees to demonstrate *tekito fuki*. It is an expression used by Meiji-era educator Jo Nijima, and means "full of spirit and conviction, and not easily swayed by others."

"I want employees to have a sense of ownership and think about what they can do personally to protect the Casio brand," said Isozaki. "I believe the role of management is to provide challenging



Masaki Isozaki
President & CEO
Yamagata Casio Co., Ltd.

opportunities to employees who have a desire to take on challenges." One of the products that have been produced by this "Yamagata Casio Spirit" is the Logosease, an underwater two-way radio for divers.

Enabling natural conversation underwater



Takashi Suzuki
Manager, Marine System Division

In 2009, Takashi Suzuki, now Manager of Yamagata Casio's Marine System Division, thought to himself how great it would be to have a two-way radio for natural conversation underwater. The idea came to him after his eldest daughter, almost 10 at the time, declared that she wanted to try scuba diving.

"In order to obtain a junior divers certification, a child must be accompanied by a parent or guardian. So I studied the manual with her, and went with her to practices in

the pool. I looked forward to the day we finally passed the exam, and went diving together in the ocean for the first time. I imagined her saying to me, 'Thanks Dad!' Somehow, I had forgotten that it was impossible for us to talk underwater."

In today's era of telecommunications, you can talk to almost anyone, no matter where they are on the planet, or even in space. Despite this, Suzuki would not be able to hear his daughter's voice

underwater, even if she was right in front of him. To resolve this frustrating situation, he began a development project for a new communication product. He started with just vague ideas, such as the possibility of using bone conduction, and the details were still quite unclear.

“Of course the prototype had to be tested underwater. However, since the divers could only be submerged for limited periods of time, even with oxygen tanks, and since we had no waterproof testing equipment, it was a very challenging testing environment. Occasionally, we spent days

in the pool. At the same time, it was a big advantage to have access to Casio’s production expertise and facilities for making waterproof electronic devices.”

With numerous prototype versions and improvements, it took over three years before the Logosease was finally ready to launch.

Logosease design realized through industry-university cooperation

Kazuhiro Isawa of the Research and Development Department, Marine System Division, was involved in the final design of the Logosease. He was studying product design at the nearby Tohoku University of Art and Design. After joining Yamagata Casio, which did not even have a design department at that time, he worked on the first design of the finished product.

When Isawa joined the project, the prototype was still a large box with cables attached

to it. At that point, the issue was how to miniaturize the device while maintaining all the functions. “Since the product engineers were right next to me, I had the great advantage of working while being bombarded with their opinions. That was helpful, in a way, but on the other hand, I found myself always thinking ahead about what they would have trouble with, and this tempted me to make the device fit the conventional mold.”

During the final design process, the Communal Creation Design Laboratory at the Tohoku University of Art and Design, Izawa’s alma mater, became a major source of inspiration. Professor Isao Uehara, the laboratory director, was asked to oversee the design of the finished product. His feedback opened up new perspectives on the design, and led to the creation of the current compact Logosease.

“I think being in the same geographic area enabled us to bridge the usual gap between the corporate and academic worlds in order to exchange ideas and realize a new product,” said Isawa. “The project was stimulating for both sides, and very advantageous.” For Isawa, the important thing in design is to always use one’s imagination



Product and its prototypes

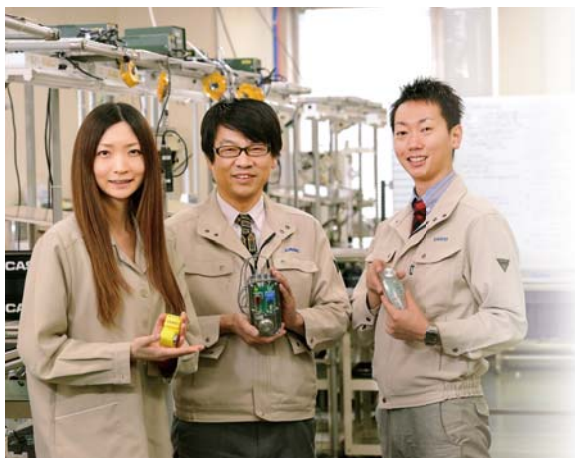
and to consider what the end user will think about the product. While participating in this project, Isawa also got his diving certification, and used his new perspective as a diver to help him with the design.

Isawa spoke passionately about his future ambitions. “In my current job, I am also asked to do a lot of graphic design work. Whenever I tell my superior that I lack confidence to do something because it is outside of my specialty, he replies that I am still too young to have a set specialty. That is certainly true. Therefore, I would like to further hone my design skills and use my abilities to make an even greater contribution to the Yamagata Casio brand.”



Kazuhiro Isawa
Research and Development Department,
Marine System Division

Really felt the benefit of the product



Like Isawa, Chiemi Haga of the Sales Promotion Team, Marine Systems Division, also decided to get her diving certification once she became involved in the Logosease project. Four months before the launch of the Logosease, she was transferred from her job in the general affairs department to a sales position with the project. Haga recalled being worried about the new assignment, as she had never thought about doing sales before.

After her transfer, her first mission was to obtain her diver's certification. Not being a strong swimmer, she had never imagined herself as a diver. "However, once I started using the pre-launch Logosease during the training," said Haga, "I was very reassured to hear the voice of the instructor while underwater. I really felt the benefit of the product."

After the launch, she participated in diving-related exhibitions, and visited diving shops as part of sales activities. Since the

Logosease cannot be used on land, Haga let customers listen to recordings of conversations made underwater with the device. Sometimes the customers were doubtful that conversation was actually possible, or asked why it was necessary to speak underwater. When she finally got feedback from customers that had bought the Logosease, she was overjoyed to hear that the product was really useful to them and made their diving experience a lot better.

The Logosease is now being used not only for leisure diving, but also for rescue operations. It has been well received as a product that immediately solved the problems experienced with conventional underwater communication devices used at disaster sites. That equipment was large and difficult to carry due to cumbersome cables.

"I am very happy to know that our product is being used in the field to save

lives, as well as to increase safety and peace of mind," said Haga. "My hope is to further expand the product's use, and to have more people tell me that it has become a natural part of their diving experience."



Chiemi Haga

Sales Promotion Team, Marine System Division

Offering new possibilities underwater and on land



The product's benefits have won a lot of praise. This year, the Prefectural Marine High School, located in Hitachinaka, Ibaraki Prefecture, began using the Logosease for diving training at sea. Kenichi Kitada, the instructor in charge of the training, is impressed with the product. "I realized that students were much more at ease while diving in the ocean for the first time, just by being able to hear my voice. Compared to previous communication methods such as hand signals, the Logosease has greatly increased the range

of communication. As students can also be quickly warned to avoid trouble, I am very satisfied with the added safety it provides."

President Masaki Isozaki was enthusiastic about Takashi Suzuki's original idea for the Logosease and instructed him to start the project. "In an underwater world where there was absolutely no verbal communication," said Isozaki, "the Logosease has enabled people to converse. For this reason alone, I think the product still has a lot more potential applications. For example, enabling conversation between people in

and outside aquarium tanks, and taking on the challenge of talking to dolphins underwater. It will open up a lot more opportunities for fun underwater activities. It may even provide some useful applications outside the aquatic environment as well."

Making products that provide customers with delight, happiness and pleasure—the Logosease embodies this aspect of Casio's Charter of Creativity. Supported by the ideas of many people and the Yamagata Casio Spirit, this philosophy is still being advanced today.

We will back up our words and actions with trustworthiness and integrity, and work as professionals.

In order to realize the corporate creed of “Creativity and Contribution,” what kinds of professional employees does Casio need worldwide? We asked top managers at Casio Group companies outside Japan about the kind of professional employees they are seeking to develop. We also talked with individual employees chosen as examples of these professional qualities.



Casio (Thailand) Co., Ltd.



(left) **Sadao Karisasu**
President*

(right) **Naiyana Na Ranong**
General Manager, Bangkok Office

*Position at the time of interview

Motto: “The company is its people”

Karisasu: Casio has a very good reputation in Thailand. As a result, people with experience working at Casio are considered to be preferred human resources by Thai companies. The fact that Casio makes mainly consumer products such as watches and calculators is one reason for its high name recognition.

Given the currently challenging business conditions, we have been focusing on employee skills improvement, using the motto, “The company is its people.” We want to develop human resources that can consider what they ought to do, take action, and then tell others about it. Casio Thailand is raising up self-motivated employees, who do not just wait for instructions or make excuses that something cannot be done. Above all we are fostering human resources with the ability and willingness to understand other cultures. While knowledge and wisdom are also important for

doing one's job, the ability to take action is paramount. Even if an action results in failure, it can still serve as experience for personal growth. This is the kind of professional we are trying to develop.

Achieving growth by “learning from differences”

Ranong: As General Manager of Casio's Bangkok Office, I am mainly responsible for finance and for liaison with government agencies. Having been with Casio (Thailand) since it was first established, I have had many opportunities to learn and achieve personal growth through my direct experience of the way Casio (Thailand) has been built up from nothing to where it is today.

When tackling my work, I attach particular importance to identifying the highest possible target that we should be striving to achieve in whatever it is that we are working on. I then go on

from this to think about what I personally need to do, what stage we are at now, and what constraints we need to deal with. Even when you feel that you simply don't have the capabilities needed to achieve what you have been asked to do, in many cases it is possible to find a solution if you change your perspective. The important thing is to think about possible solutions from different angles.

While there are some differences between Thailand and Japan in terms of culture, etc., one could also say that these represent opportunities for “learning from differences.” Both Thai people and Japanese people value the importance of delivering high-quality products to customers, so those differences that do exist do not really constitute any kind of serious obstacle. I hope to see Casio become a company that is renowned throughout the world not only for its scale of operations, but also for being a truly global brand that is popular with young and old, men and women alike.

Casio Electronic Technology (Zhongshan) Co., Ltd.



(left) **Noboru Miyashita**
President

(right) **Xiong Yun**
Deputy Manager, Second DGD Manufacturing Section, Production Engineering Department, Manufacturing Division

Higher brand recognition than in Japan

Miyashita: The Casio brand is widely recognized in China, and you could even say that it is even more famous here than in Japan. However, intellectual property rights management has not been thorough enough, and we sometimes have to deal with the issue of counterfeit products. Prices are also rising throughout China, which tends to increase our costs. This means we have to put our heads together to somehow achieve cost reductions.

There are differences in Chinese and Japanese culture and thinking, and it also becomes difficult when political issues between the two countries become confused with plant management issues. Moreover, even with similar laws, the interpretation of those laws can differ by region in China.

Despite these circumstances, our local Chinese staff are very reliable. Rather than just

following instructions, I encourage them to develop their own measures in accordance with company policy, and take action on the front-lines, in order to improve production efficiency and reduce costs.

Aiming to create the best plant in the Casio Group

Xiong: As a section chief for the production of Casio consumer products such as electronic dictionaries and scientific calculators, I am responsible for production line and personnel management, efficiency improvement, and process quality assurance. Casio is a brand that everyone knows in China. When I started working at the company, I got a renewed appreciation for the company's commitment to quality and the importance it places on its brand image. Despite the language and cultural differences, I intend to keep learning

while getting an even deeper appreciation of Casio's corporate culture, philosophy, and policies.

With 1,600 employees now under my direction, I also serve as an intermediary between them and my superiors. Therefore, I report diligently to my supervisor on things such as work deployment, progress, problems, and resolution methods. Sometimes it is difficult when production efficiency falls after the hiring of a large number of new employees. However, we are striving to raise overall operational capability by increasing motivation and providing opportunities for friendly rivalry, such as manager conferences. Targets are also set for individual employees and departments, and the achievement levels are ascertained.

My ambition is to help build a creative company that is continually profitable and properly fulfills its social responsibilities. All the employees of Casio Zhongshan are united in our goal to become the No. 1 plant in the Casio Group.

Casio America, Inc.



(left) **Shigenori Ito**
Chairman

(right) **Dennis Burke**
General Manager of Operations

Strengthening brand marketing for vision realization

Ito: Awareness of the Casio brand is generally high in the United States, and G-SHOCK is very popular, especially with young people. The established image of G-SHOCK as a cool brand has had significant impact not only in North America, but also worldwide. Now we need to further extend this cool image to the entire Casio brand. Despite continual efforts to make the Casio brand popular with consumers, this is also a competitive market that quickly eliminates weak products. So we are keenly aware of the importance of ongoing product planning that is focused on the market.

What we want from employees as professionals is the ability to create a vision that is not complacent, to clarify the mission, and to then form and promote a strategy for its realization. To do this, employees need to have creativity

and expertise in their respective fields. Also, they must always have conviction and try their best. Finally, they must take responsibility for the results, and value communication with those around them.

Being prepared for today, tomorrow, and the future

Burke: As General Manager of Operations at Casio America, Inc. (CAI), I have overall responsibility for order management and for ensuring that delivery and warehousing operations are handled efficiently, etc.

The key priority for me as head of Distribution is to have a clear vision and strategy, and to share it with my team members. This is not just a case of informing them about the vision; it is vital that team members are fully committed to realizing the vision. Fortunately, I have

some outstanding team members working with me; I see my responsibility as being to stimulate their enthusiasm and keep up their motivation.

In my own work, I am constantly striving to keep up with the latest trends in logistics and distribution. My role is to ensure that CAI's Distribution division is fully prepared not just for today, but also for tomorrow and the more distant future; I would like to see CAI have the finest Distribution division in the world, both now and in years to come. What is needed above all in order to achieve this is to approach our work with enthusiasm, and to have a carefully thought-out vision and strategy in place, and then implement that vision and strategy effectively.

Casio Europe GmbH



(left) **Kazuyuki Yamashita**
President

(right) **Andreas Schult**
Senior Sales Manager for Electronic Musical Instruments, Consumer Products

Change, challenge and contribution are the prerequisites for professionals

Yamashita: Scientific calculators have been adopted for mathematics classes in many European countries, and Casio has become a familiar and trusted brand for many students. The recognition level of G-SHOCK is improving each year, and Casio is becoming known as a brand that sells good, reliable watches.

Although Europe is one region, it is of course made up of various cultures, languages and national identities. It can sometimes be difficult to promote business expansion while respecting all these differences, but my job is very rewarding. Even if we create a unified policy for all of Europe, it is often implemented differently in each area. Rather than insisting that things be done uniformly, we consider what is important as the next step for each area and product, and then strive to provide the necessary support.

The qualities I look for in local staff are a firm understanding of the company's policies and targets, the ability to analyze the current situation objectively, and the determination to never give up. The criteria for professionals at Casio Europe involve three C's—a determination to actively bring about change, an uncompromising willingness to take on challenges, and a desire to contribute to society, the company, and the team.

Never giving up, no matter how difficult the circumstances

Schult: Having previously served as Sales Manager for Watches and for Digital Imaging, I am currently in charge of sales for Casio's musical instruments division, responsible for sales throughout Europe (except the U.K.). What I feel is particularly important is to carefully monitor market and customer status, so as to be able

to identify their needs, and then use this information as the basis for target setting and sales activities. Whatever the problem, employees need to work together as one to deal with it, and they must share the outcome as well.

Dealing with customers with different cultures, languages and national characteristics on a daily basis is very interesting and motivating. Satisfying the varying needs of different markets is challenging, and I am faced with a wide range of problems every day, but my motto is "never give up, no matter how difficult the circumstances."

My goal at present is to help Casio's keyboards and pianos grow to become the market leader in Europe. I believe that Casio's products provide value that other brands cannot match. I would also like to have Casio come to be seen as a fast-moving, innovative company, and as a cool, forward-looking brand that is actively promoting the development of the "3C" sector.

Casio India Co., Pvt. Ltd.



(left) **Masao Naka**
President

(right) **Kulbhushan Seth**
Vice President

Overcoming the “reality gap” between India and Japan

Naka: In India, Casio is known as a high-quality brand, especially for calculators and electronic musical instruments. On the other hand, I think our greatest strength lies in our ability to provide numerous affordable products in the volume segment. Along with aiming to enhance our high-quality brand image even for watches, we are currently working to increase overall sales.

A challenging part of my regular work is trying to bridge the “reality gap” between the head office in Japan and our operations here. The key is knowing how to convey the very different conditions at the local site to the head office staff in a way that they can understand. Conversely, it is also essential to explain the philosophy and ideas as well as the product and sales strategies of the head office to the local

staff here, and ensure that they embrace these perspectives. Moreover, I am working to develop human resources with highly developed communication skills that can also create and execute concrete plans for target achievement.

Striving to bring happiness and satisfaction to as many people as possible

Seth: As Vice President for Sales & Marketing, I exercise overall supervision over the Sales & Marketing staff. My mission is to formulate the strategy for Casio India, and then to create an environment in which both our staff and our partner companies can fulfill their maximum potential in striving to implement this strategy. I endeavor to undertake in-depth analysis of the business environment on an ongoing basis, so that we can formulate forward-thinking

strategies in response to the changes in the business environment, and to train our staff, so that they are able to make decisions rapidly even in the most challenging of circumstances.

Working at a company like Casio which has operations all over the world, in countries where people speak different languages and have different cultures, one needs to pay special attention to communication. Making the effort to understand other people’s culture and ways of thinking can help to create an environment in which people can work together easily and effectively.

In the future, I hope to see Casio India develop into a market-leading company in every sector in which it operates, and I hope that, during this process, we can bring happiness and satisfaction to as many people as possible. I also believe that, rather than being just a Japanese company, Casio should be a truly multinational corporation with global reach.

Casio (China) Co., Ltd.



(right) **Hiromi Oba**
Chairman

(left) **Lu Shuyin**
Assistant Section Chief, SP
Communications Department

Taking on the challenge of creative thinking

Oba: We have been steadily promoting Casio brand awareness in China. However, the entire value of the Casio brand has not yet been fully conveyed here, aside from individual product images, and our product categories such as watches and electronic dictionaries. Since online shopping is now booming in China, in addition to better meeting the needs of this purchasing method, we need to focus on enhancing added value and improving brand strength. Eliminating vertical organizational divisions and making effective use of management resources across product categories are also pressing issues.

Therefore, I would really like local staff to cultivate the spirit of embracing challenges. Rather than being limited by preconceptions and previous experience, it is important for employees to continually adapt their work styles in response to the rapidly changing external

environment. We need to develop human resources that improve their specialized skills according to their ambitions, are happy to receive guidance from superiors and senior colleagues, and can be relied on by those around them. I would like them to acquire a wide range of skills including communication and teamwork, as well as the abilities to understand situations, make decisions, and then execute them.

Wanting people to fall in love with Casio

Lu: Since I am in the brand publicity department, my work involves improving the Casio brand image, communicating with the media, and blog management. Our biggest issue at the moment is how to improve the overall image of the Casio brand.

When I do my work I always strive to act in positive ways. Once I have a clear target, I make

up my mind to overcome any difficulties that I encounter. It is important for me to maintain the spirit of embracing challenges, and to always take action on my decisions. Although I can speak Japanese, it is still difficult for me to understand the full nuance of what is being said. Therefore, I would like to increase my opportunities to communicate with Japanese staff as much as possible. By putting myself in the other person’s position and trying to understand what they are saying, I can then confirm my understanding of that person’s message using my own words.

Because I love Casio, my goal is to enable more Chinese consumers to know how great it is, and to have them fall in love with the brand just like me. In addition to offering safety, reliability, ease of use, and individuality, Casio products allow people to enjoy diverse lifestyles, while bringing delight into their daily lives. Through publicity activities, I want to help further promote this image of the Casio brand.

Casio's goal is to conserve the global environment and help build a more sustainable world while achieving energy and resource saving by developing products that leverage our core competence in compact, lightweight, slim, and energy-efficient technologies.



Akira Kashio, Senior Executive Managing Officer

The Casio Environmental Vision 2050 and the Casio Environmental Declaration 2020 set out our environmental management objectives—the vision looking to the year 2050 and the declaration setting action guidelines for the milestone year of 2020. At Casio, we create products that are compact, lightweight, slim, and energy efficient, as well as products which help to realize a paperless society, and we implement our own environmental management policies. In doing this, we focus on three priorities: (1) realizing a low-carbon society, (2) building a recycling society, and (3) living in harmony with nature and preserving biodiversity. We believe that these efforts will further improve the strength of the Casio brand, presenting Casio as a leading environmental company.

Realizing a low-carbon society

In April 2014, the current Japanese government administration approved a resolution on a new Basic Energy Plan. In preparation for the COP21 conference to be held in Paris, France at the end of 2015, the plan includes consideration of

new goals for climate change policies beyond the year 2020 as well as international frameworks for achieving those goals. In Japan, Nippon Keidanren (Japan Business Federation) issued its Commitment to a Low Carbon Society in April 2013. Casio has announced its participation in the Commitment. Responding to society's needs, we are working hard on energy conservation, seeking to reduce average annual per-unit energy consumption by 1% by 2020. In addition, in order to ascertain the greenhouse gas emissions produced by our entire supply chain, we are expanding the range of our Scope 3 assessments to include 12 categories and disclosing the results of those assessments. Allowing us to clearly picture the CO₂ emissions at each level of our business activities—Scope 1, 2, and 3—we believe this effort will help Casio to further reduce emissions.

Building a recycling society

As we work to make compact, lightweight, slim, and energy-efficient products, we are designating products that fulfill our own higher eco product standards as Casio Green

Star Products. Our goal is to see these products account for 50% of total fiscal 2015 sales.

In fiscal 2014, in response to the passage of the Small Electronic Appliance Recycling Act, we established the required product specifications for improving recyclability. Since then, we have applying these specifications in the product development and design processes and continuously implementing improvements.

Living in harmony with nature and preserving biodiversity

Based on the Casio Group Biodiversity Guidelines, Casio has been implementing a pilot environmental impact study on “paper” since fiscal 2013. This fiscal year, we are expanding the scope of this study and looking at whether the user manuals and pamphlets that accompany Casio products, as well as the various paper products used in our offices, pose any problem with regard to biodiversity preservation. We also take biodiversity into consideration when formulating paper procurement policies.

Casio Environmental Vision 2050

With a target year of 2050, the Casio Group will create and implement its own visionary initiatives to promote the sustainable use of energy and resources and facilitate the healthy coexistence of all living things, the planet's greatest assets.

Casio's aim is to become a leading environmental company that contributes not only to a sound and sustainable global environment but also to the spiritual richness of people's lives. Casio's unique way of achieving this is by creating new value and lifestyle possibilities that give rise to markets and cultural phenomena never seen before.

To become a leading environmental company, Casio will apply its spirit of going from "0" to "1," or creating "something" from "nothing," to develop unique environmental initiatives and create products and services that make the most of its innovative ideas and leading technologies, focusing in particular on the following areas:

Realizing a low-carbon society

Building a recycling society

Living in harmony with nature

Casio Environmental Declaration 2020

Action guidelines for 2020

1. Realizing a low-carbon society

The Casio Group will provide products and services that make an even greater contribution to the reduction and absorption of CO₂ emissions. In addition to expanding products and services that use energy sources that are friendly to people and the planet, including solar, wind, and hydro power, Casio will incorporate these renewable energy sources into its own business operations.

2. Building a recycling society

The Casio Group intends to further enhance resource productivity through the efficient use of water and other precious resources of the planet, including the reuse of resources and the utilization of alternate materials.

3. Living in harmony with nature

The Casio Group is promoting awareness of the need to take care of the planet through biodiversity preservation activities, while working to achieve harmony between business activities and the cycles of nature.

Environmental Highlights

"Visualizing" CO₂ in the supply chain

Building a low-carbon society is one of the medium- to long-term goals of the Casio Environmental Vision 2050 and the Casio Environmental Declaration 2020. This will require not only efforts from within the Casio Group, but also a commitment to reducing CO₂ emissions both upstream and downstream in the supply chain. For this reason, Casio has calculated emissions for each category in an effort to help everyone involved "visualize CO₂."

CO₂ emissions for the entire Casio Group supply chain in fiscal 2014 were 550,747 t-CO₂.

- Scope 1 direct emissions (e.g., fossil fuels, natural gas) were calculated at 5,210 t-CO₂.
- Scope 2 indirect emissions (e.g., electricity) were calculated at 33,169 t-CO₂.
- Scope 3 other emissions (e.g., use of sold products and end-of-life treatment of sold products, transportation and distribution, employee commuting, lease assets, and investments) were calculated for 12 of 15 categories (with the three lowest-impact categories excluded). When CO₂ emissions were calculated pursuant to the GHG Protocol that serves as the international standard, emissions for fiscal 2014 stood at 512,368 t-CO₂.

As a result, Scope 3 accounted for more than 90% of entire supply chain emissions. Within Scope 3, purchased goods and services accounted for the greatest share, about 56%. On the other hand, low emissions for use of sold products are attributed largely to the energy-efficient designs for which Casio products are known.

In the future, the following issues will be addressed:

- Improve calculation accuracy in each category
- Propose and implement emission reduction measures for each category within Scope 3
- Develop measures for reducing emissions both upstream and downstream in the supply chain

For information on results calculated for fiscal 2013, see the website of the Ministry of the Environment of Japan (in Japanese).

http://www.gvc.go.jp/business/files/jp2013/pdf_casio.pdf

Casio Welcomes Environmental Challenges

Seeking to do its part in building a more sustainable global society, Casio is working to ensure that its product creation process is entirely environmental friendly. This means the entire product lifecycle from design, manufacturing and distribution, to product use and recycling.

Reducing the Environmental Impact of Business Activities

Realizing a low-carbon society



Medium- and long-term targets for greenhouse gas emissions reduction and FY2014 results

Medium-term target

To reduce the total volume of global greenhouse gas emissions from business activities by 30% compared to FY2006, by FY2021



Long-term target

To reduce the total volume of global greenhouse gas emissions from business activities by 80% compared to FY2006, by FY2051



* Business activities: This indicates activities of production sites and offices in Japan and overseas, and does not include CO₂ emissions from logistics, product usage, or employee travel.

CO₂ emissions for the Casio group overall in fiscal 2014 were 38,379 tons-CO₂, down 18.3% compared to fiscal 2013, for a total 71.0% reduction since fiscal 2006. Due to the closure of the production subsidiary Hong Kong Casio (Panyu Plant) and energy conservation activities that included power economizing efforts by the entire Casio Group, the total amount of energy used by the entire Casio Group was down about 12.8% from fiscal 2013, on a crude oil equivalent basis.

Logistics target for CO₂ emissions reduction

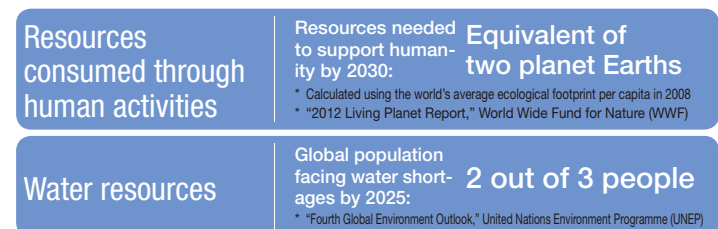
Achieve by FY2016 a 20% reduction in CO₂ emissions* from logistics in Japan per unit of sales, compared to FY2011



* Scope covers processes relating to product sales, not including processes relating to materials procurement and recycling

In fiscal 2014, emissions were 35.6% lower than in fiscal 2011, already achieving the target. Nevertheless, Casio will keep working to further reduce CO₂ emissions. In August 2011, the logistics center was relocated from Suzuka City, Mie Prefecture to Toda City, Saitama Prefecture. In January 2012, the Eastern Distribution Center in Koto-ku, Tokyo was amalgamated with the logistics center. Through this staged effort, Casio reduced the number of consumer distribution centers in Japan from five to four. This transition not only shortened transportation distances, but also facilitated a modal shift from truck to rail, helping to further reduce CO₂ emissions. In fiscal 2013, Casio began an initiative to send products manufactured overseas directly to the Western Distribution Center in Osaka. This allows transport distances to be shortened significantly by cutting out transit through the Toda Logistics Center.

Building a recycling society



Target for water usage reduction and FY2014 results

Japan production sites

Reduce water usage by 5% by FY2016 compared to FY2011.



In fiscal 2014, Casio achieved a reduction of 45,000 m³, about 31% compared to fiscal 2011, thereby hitting its target. This significant decrease is attributed to personnel reductions at Yamagata Casio and the closure of the Murayama Factory. Casio will continue to pursue further reductions. Figures were not calculated for Yamagata Casio (Yamanashi Office) in the base year, but results from this site are included in actual figures for fiscal 2014.

Production sites outside Japan

Reduce water usage by 5% by FY2016 compared to FY2011.



In fiscal 2014, Casio achieved a reduction of 246,000 m³, about 42.5% compared to fiscal 2011, thereby hitting its target. This is attributed to the closure of the Panyu Factory of Casio Computer (Hong Kong). Casio will continue to strive to achieve further reductions.

• Living in harmony with nature •

Biodiversity

Decline in global biodiversity over the last 30 years: **28%**

* "2012 Living Planet Report," World Wide Fund for Nature (WWF)

► Biodiversity preservation targets

Based on the Casio Group Biodiversity Guidelines, commence a biodiversity impact study for products and sites and examine and implement measures, to reduce biodiversity impact by fiscal 2016, which will include procurement.

For products

Consider details concerning design, procurement, manufacture, packaging, sales, logistics and recycling of products

For sites

Consider details concerning location and operation of plants and offices

FY2014 Conduct a pilot study based on the impact survey sheet prepared in cooperation with NPOs/NGOs. Examine strategy and direction for programs in light of the pilot study and its analysis and response to the Action Plan and Guidelines for the Electrical and Electronics Industries.

FY2015 Based on results in FY2014, make improvements to the impact study sheet and the structure of the study and expand the scope of the impact study, taking priority level into consideration. Examine measures for biodiversity in procurement.

FY2016 Analyze the results up to FY2015, identify issues and establish and implement action themes to reduce biodiversity impact.

In fiscal 2014, Casio conducted pilot studies of paper use associated with both its products and offices in Japan, and found no major problems in either area. In fiscal 2015, Casio is focusing on surveying its businesses in Japan, and it plans to formulate a paper procurement plan in Japan within the fiscal year.

Creating Products That Make an Environmental Contribution



■ Calculators



JS-20WK-N

- Solar battery powered
- Contains at least 40% recycled plastic (gross weight ratio of plastic)

■ Electronic dictionaries



XD-U18000

- Transport efficiency increased by 54% by reduced packaging (compared to Casio XD-SP6600)

■ Label printers



KL-G1

- Energy consumption during use reduced by 27% (compared to Casio KL-M40)

■ Digital cameras



EX-ZR1300

- Transport efficiency increased by 78% by reduced packaging (compared to Casio EX-Z1200)

■ Data projectors



XJ-UT310WN

- Do not use a mercury light source
- Energy consumption during use reduced by 30% (compared to Casio XJ-ST145)

■ Electronic musical instruments



AP-450BK

- Energy consumption during use reduced by 67% (compared to Casio AP-400)

■ Watches



From left:
OCW-S3000
SHW-1507SG

- Solar battery powered

■ Page printers



GE6000

- Energy consumption during use reduced by 67% (TEC value compared to Casio N6100)

■ Handheld terminals



DT-970

- Energy consumption during use reduced by 33%
- Product size reduced by 18% (compared to Casio DT-930)

Creating the Future at Casio: Casio Employees' Thoughts about Future Strategy

As we aim to help build a sustainable global society, what does society expect from Casio, and what issues does Casio have to tackle? These questions were posed to Casio employees in two special in-house workshops on future strategy.

Young Employees Envision the Future at Casio

On April 14, 2014, Casio held a workshop with 29 young employees in their late twenties to early thirties—the people who will carry Casio forward into the next generation. The theme of the workshop was reaffirming Casio's uniqueness and considering the kind of future the company should seek to create. The purpose was to give employees the chance to articulate a future for Casio that they could create with their own efforts, to reflect upon what needs to be done to incorporate this vision into their day-to-day work, and to come up with their own ways of tackling these challenges.

During the workshop, the participants engaged in discussions following the flow outlined below, taking a fresh look at themselves from the outside through the perspective of stakeholders and painting a picture of their future.

The participants saw the strength of the Casio brand as driven by the company's ability to go from "0" to "1," which is the company's original spirit, as well as toughness. Taking various social background factors into consideration, they generated many ideas about how to accelerate and evolve manufacturing in a way that is true to Casio, in order to further reinforce the company's brand strength in the future. Their views, which went into good detail on key concepts, included the importance of continuing to propose new things to society and aspiring to be a company that continues to embrace challenges by making the most of the strengths of young people to build "a new Casio."

Workshop feedback from the participants included remarks such as, "I was able to see the essence of CSR," "Opportunities like this should be created more often, as they form the basis for

thinking about work," and "I was surprised that we had a similar awareness of issues, regardless of the departments we belong to. I felt that now really is the time to take action." Some also pointed out challenges, including, "I was unable to express my deeper opinions, so in the ideas we proposed, I felt I was relying on other's thoughts to reach my own objective."

Although the workshop was four hours long, the time seemed to fly by, as the content of the discussions was so absorbing. The young employees who participated were able to reaffirm the roles that they are expected to play. Going forward, Casio will continue to think of new and creative ways to bolster its efforts to enable all employees to engage in their work in a future-oriented manner. The company will keep providing opportunities like this one for employees to contemplate the future from their own perspective.

Flow of the workshop with young employees



1
Participate in CSR seminar to learn about changes in the social environment



2
Discuss in teams their own understanding of Casio's uniqueness



3
Contemplate expectations of Casio from stakeholders' perspective and share results with everyone



4
Discuss in groups how society will have changed by 2020 and what Casio should strive to be like at that time, and what Casio must work at now to achieve that vision



5
Share ideas with everyone via presentations by each group



Creating the Future: What Initiatives Should Casio Address on a Priority Basis?

Following the workshop with young employees, Casio held a workshop with the 44 members of the CSR Committee on May 28, 2014. Building on the results of the first workshop with young employees, the discussion focused on materiality for Casio (important CSR issues) with the objective of thinking of detailed action strategies aimed at achieving a sustainable global society.

Participants considered beforehand what Casio should address in the future, looking from the internal perspective of Casio's uniqueness and the external view of stakeholders' expectations. The workshop started with individuals sharing their own ideas. They ended up selecting those matters that Casio will give priority to, making reference to the 46 aspects specified in the Global Reporting Initiative (GRI), which is the international

guideline for sustainability reporting. The results of discussions in each group were then shared with everyone.

Key concepts in social trends relating to Casio that came up in the workshop included: Japan's dwindling birth rate and aging population, globalization, environmental problems, and supporting the advancement of developing countries. Issues that the members felt deserved priority attention were: contributing to social issues through the core business ("Creativity and Contribution"), contributing to the environment through the core business, and strengthening human resources measures such as hiring, workplace environment, and education.

Having a meeting of the CSR Committee in a discussion format was a new approach that produced a number of discoveries. Feedback from the participants

included opinions such as, "The workshop format enabled us to have very meaningful discussions," and "It is important to tie the discussions into future output," as well as many forward-looking opinions such as, "We have to make clear what the Casio uniqueness is that has been lost and get back to being the old feisty Casio," and "Women's opinions should also be included in the CSR Committee."

Casio is aiming to identify and report on materiality in its 2016 sustainability report. Moving forward, Casio will continue to make use of this workshop format to advance these discussions in and outside the company.

Flow of the CSR Committee workshop

1



Share in each group what should be addressed in the future while making use of Casio's uniqueness, which participants had considered beforehand

2



Discuss materiality for Casio (important CSR issues) in each group

3



Share with everyone via presentations by each group

Corporate Overview

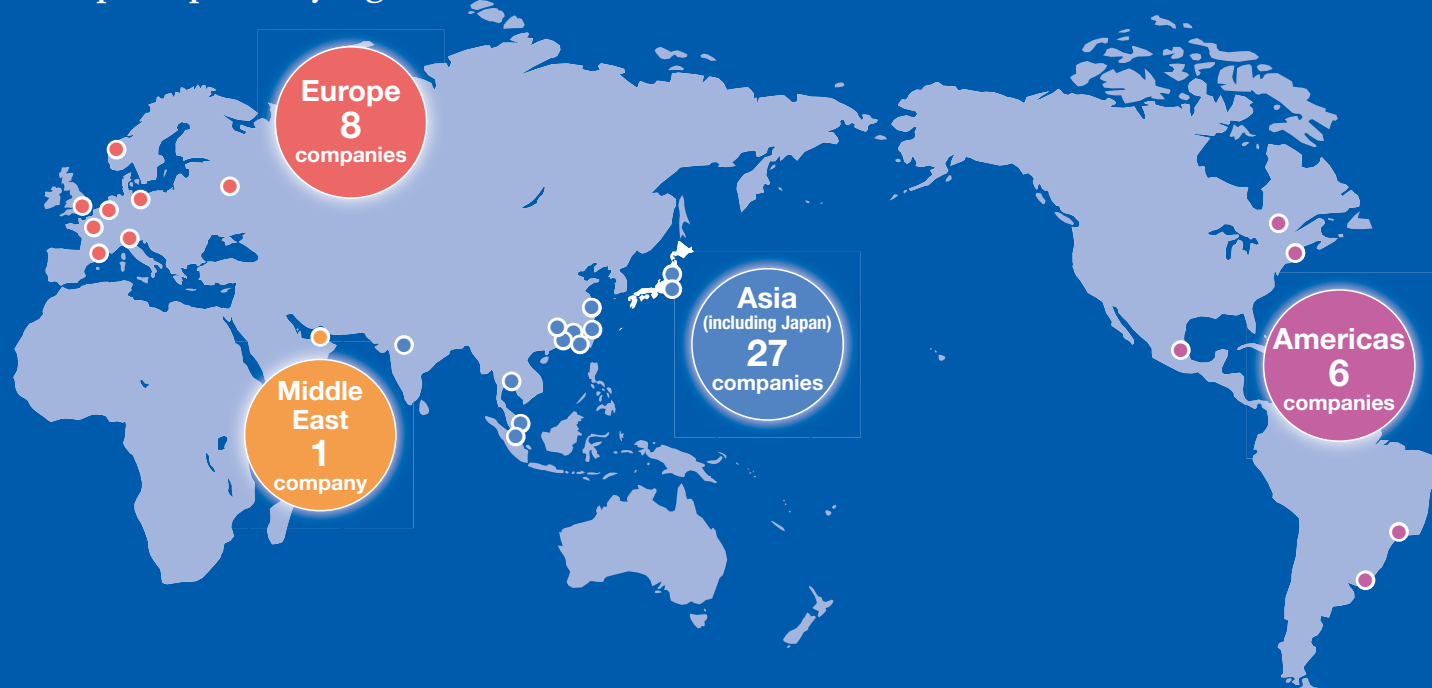
Company data

- ◆ Name: Casio Computer Co., Ltd.
- ◆ Headquarters: 1-6-2, Hon-machi, Shibuya-ku, Tokyo, Japan, 151-8543
- ◆ Established: June 1, 1957
- ◆ President and CEO: Kazuo Kashio
- ◆ Employees: 2,728 (consolidated: 10,992)
- ◆ Paid-in capital: ¥48,592 million
- ◆ Net sales: ¥321,761 million (consolidated)
- ◆ Operating income: ¥26,576 million (consolidated)
- ◆ Ordinary income: ¥25,743 million (consolidated)
- ◆ Net income: ¥15,989 million (consolidated)

* As of March 31, 2014

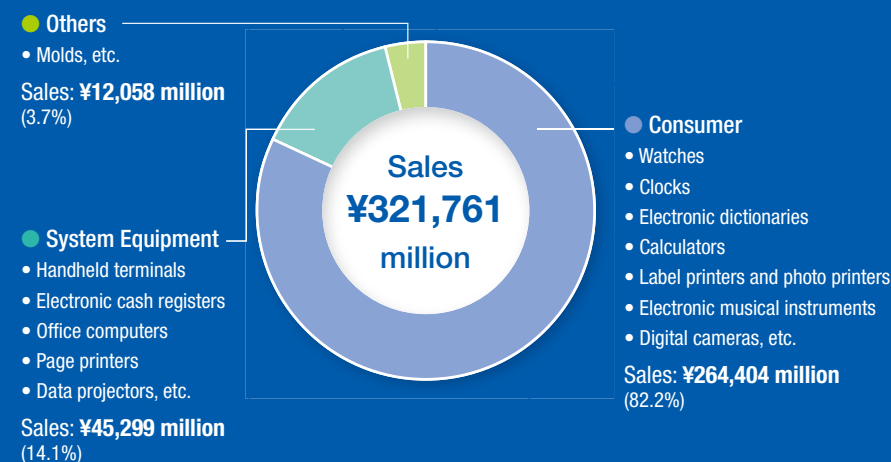
CASIO

Group companies by region



Sales by segment and region

Sales by segment



Sales by region

