

## Independent Opinion

This year, Casio has issued its first CSR report to directly address its corporate social responsibility. It is noteworthy that the company presents its management philosophy through the top management's voices, makes efforts to disclose detailed information in the environmental area and is attempting to expand the scope of its efforts and reporting to its overseas operations, which account for 40% of the company's total sales.

I would like to make the following suggestions to make the report better in the future:

The definition of CSR varies from one organization to another. Casio should take a close look at the question of how Casio interprets CSR and communicate its basic stance. In addition, it should understand that stakeholders are not limited to today's customers, business partners and employees. The ecosystem and future generations are also important stakeholders.

In the communication aspect, the company seems to aim for comprehensiveness. I would like to see more efforts devoted to making the report easy to understand. The report can give a "human" touch by sharing actions in the processes, accomplishments, problems, challenges, and lessons learned from failures as well as negative information. It is also possible to make the report come alive by creating feature sections of especially important topics. In the sections relating to environmental accounting and LCA analysis, what Casio sees beyond the numbers and what it plans to do as a result should be communicated. By doing so, the connection between philosophy and actions will become clear. Additionally, the interactive communication with stakeholders should constitute a part of PDCA cycle to improve the efforts on CSR.

As for market, I would like to see the company discuss how its next generation products that are under development will impact CSR and sustainability, and what its thoughts are on new business models for creating sustainable values so as to move beyond environmental efficiency improvements through reductions in the size and weight of its products.

With respect to the environment, there is room for improvements. Its report on greenhouse gases emissions is not easy to understand. The company's substantive efforts on renewable energies are not readily observable though in this century Japan is said to have to reduce 80 percent of its emissions.

In the section about employees and the society, efforts in such areas as employees' safety, support to the nurturing of the next generation of people, human resource development, factory tours and Kids' ISO14001 can be valued. The report would be better by having voices of employees and people from local communities. It is troublesome that the company does not report on equal employment for both genders, such as data on the breakdown of managers by gender, statement of philosophy on promoting women, and recognition of the current situation and efforts.



I request and remain hopeful that Casio achieve improvements in its various activities on CSR and make continuous efforts for "communication and listening."

**Junko Eda**, Co-Chief Executive Japan for Sustainability

## Message from the Auditor ··· Reflection on the Publication of the CSR Report

The publication of the CSR Report this year affords Casio opportunities for communication with a wider scope of multi-stakeholders than the traditional stakeholders interested in the environmental issues. I am hopeful that this will enable Casio to determine tasks for sustained growth and to acquire valuable insights for solving them.

At the same time, I recognize the necessity and importance for Casio to strengthen the system to respond precisely to the opinions and questions from multi-stakeholders regarding broad aspects of CSR.

I request all stakeholders to offer continuous support and cooperation for Casio to become an enterprise that can co-exist and prosper with the society. In my capacity as the corporate auditor, I will help enhance the internal control system that centers on CSR management so that Casio's corporate governance is steadfastly executed.



**Yoshinobu Yamada**, Auditor

## From the Editors

This report was presented as CASIO CSR report. Particular emphasis was placed on readability and comprehensive coverage of the Casio Group's entire CSR activities, from the perspectives of market, environment, employee and society.

Continuing the tradition that started last year, a discussion among Mr. Mita, Chairman of the Sustainable Management Forum of Japan, Casio's president and its vice president is once again included with the hope that we convey Casio's philosophy toward CSR management through the direct voices of its top management to the best of our abilities.

Some suggestions for improvement were received regarding last year's "Stakeholder Dialog to Read Sustainability Report," the "Independent Message" and the "Questionnaire." We incorporated these suggestions as much as possible in our editorial policies in response.

Nevertheless, there are some points that were pointed out in the past which we have not yet been able to address. These will be among the tasks for this fiscal year, along with the points raised by Ms. Junko Eda of Japan for Sustainability, who expressed her third party opinion in this year's report.

We editors hope to hear frank views and opinions from many readers and reflect them on Casio's CSR activities. We therefore ask for your assistance and understanding.



In conclusion, we would like to express our deepest gratitude to all individuals who helped us prepare this report.

**Editors of the CSR Report**