

# Appointing and Effectively Deploying Qualified Workers

Casio has built a sound corporate culture by appointing qualified workers through a fair process, using a merit-driven system and a performance-based approach.

## Philosophy and Policies

Casio's human resource system is based on fairness and designed to maximize "Creativity and Contribution," the corporate creed. The company continually reviews its personnel system, as it seeks to better reflect the changes in the surrounding environment.

Under Casio's merit-driven system, employees are rewarded according to the abilities required for their position, irrespective of their academic background, age, or length of service. To complement this, Casio's performance-based approach determines the grade and compensation of employees based on the results they actually achieve in their assigned roles. The objective of Casio's human resource system is to strike an optimal balance between the development of employees under the merit-driven system, and the growth of the company that is facilitated by the performance-based approach.

### Human resource system

Casio's human resource system consists of three subsystems: the Grade System, Appraisal System and Compensation System.

The Grade System forms the base of Casio's human resource system. The Qualification System applies to non-managerial employees, who are promoted based on the growth of their ability to perform their duties. The Professional System applies to managers and specialists, who are graded and ranked based on their individual functions and accomplishments.

In the Appraisal System, employees are evaluated in three areas, namely, target achievement under management

by objectives, work performance (competency) in their job type, and contribution made toward the department. The evaluation is made on a five-point scale, relative to other employees, and the results are reflected in remuneration. Superiors discuss the evaluation results individually with each employee in order to seek a high level of understanding.

The Compensation System applies a salary range that is based on job grade under the principle of a merit-based competitive salary. Pay raises are given in harmony with performance evaluation and salary levels. Bonuses are distributed in a balanced way, depending on the evaluation.

### Human resource development

Casio has various programs for human resource development with the intention of developing creative employees that are eager to take on challenges and training professionals with early tracking into specialized fields.

There are two basic types of employee professionals at Casio. One is the strategic generalist that passes on the company's corporate culture. The other is the technical specialist that passes on the company's unique technology and know-how.

Casio approaches the development of these employees with the philosophy that people grow through their work, and that the source of growth is one's drive. Based on this belief, Casio supports its employees to grow and improve their skills by providing them with an environment in which new abilities are constantly required. The company also gives employees opportunities to rise to challenges by relying on their own determination and hard work.

For this reason, Casio's system of human resource development is rooted in skills improvement through actual work, or on-the-job training (OJT). Various supplementary training programs, including systematic study of theory, are also offered as off-the-job training (Off-JT).

### Organization of Casio's human resources system

		OJT			Off-JT			Award system		
		Measures to train existing workers to make them professionals	Measures for proper placement	Training for Selected Employees	Training for Specific Job Grade	Skill selective training	Other			
Division Manager Consulting Engineer	Rank 4				Multi Evaluation System for Managers					
Department Manager Senior Engineer	Rank 3			Department Manager Career Training						
Section Manager Advisory Engineer	Rank 2		Career Roadmap Career Challenge: Advanced Career Challenge System Job Posting System	Section Manager Career Training	New Manager Training	Skill Selective Training	Sales Training System for Engineers Advanced Technology Seminars / Language Training / Correspondence Education Training for Each Department / Professional Ability	Techno Power / President's Award Patent Award System		
Chief Engineer	Rank 1									
Assistant Manager		Assessment of Job Performance		Assistant Manager Career Training						
Supervisor		OJT-MAP Development Evaluation System		Assistant Manager Candidate Training						
Senior Staff					Career Development Training					
Staff Entry-level		Mentor for New Employee			Follow-up Training New Employee Training					