

Teaming with Employees

Casio provides support to employees so that they can continually improve their skills and fulfill the desire to take on new challenges. As employees experience personal and professional growth, the company grows as well.

Basic Personnel Policies

At Casio, the human resources mission is organized around two themes: contributing to the development of the company through the growth of all employees based on their desire to always take on challenges and make improvements, as well as achieving both corporate development and employee growth under optimal conditions.

Respect for Human Rights

The Casio Group Code of Conduct states that "we will respect all fundamental human rights, and will not engage in any form of discrimination," and "we will not use or permit any form of child or forced labor." The Code of Conduct has been disseminated and is well understood throughout the group.

In April 2007, Casio issued Guidelines to Prevent Sexual Harassment, and established a hotline, and continues to strive to resolve problems and prevent harassment.

Building Workplaces for a Diverse Workforce

Initiatives to enhance the role of female employees

By promoting environments and systems that enable employees to further demonstrate their abilities, Casio is developing a greater number of professional employees, with the aim of raising productivity for the entire company. As part of these efforts, Casio has created a Working Group for Female Employee Advancement, and is actively encouraging its activities.

In fiscal 2009, the company implemented a management e-learning program for the advancement of female employees, with the aim of creating a change in the awareness of managers, while stressing the importance of eliminating out-dated thinking.

At the same time, Casio held a female employee advancement seminar for women in its workforce. The seminar included a lecture by the president of the company, activity reports from working group members, a lecture by an outside instructor, and a chance for participants to exchange opinions and information. The event served to deepen the understanding of female employees concerning the significance and importance of their own activities in the company, and provided an opportunity to promote changes in awareness and behavior.

Casio will continue to pursue effective development of human resources in order to promote more opportunities for female employees.

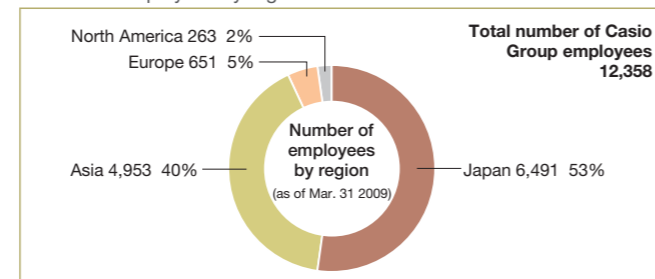


Activities of the Female Employees Working Group

Actively appointing local personnel at subsidiaries outside Japan

Along with the globalization of its operations, Casio is pursuing local hiring at its sites outside Japan. This is being done not just in manufacturing, but also in various other fields and job types.

Number of employees by region



Overseas Employee Messages

My job involves planning for the personnel and general affairs system, managing general administration work, and developing staff. I am always thinking about ways to hire the right employees and increase their motivation, while improving labor relations and linking the growth of the company and employees. Based on these ideas, I must constantly come up with new proposals to improve the current situation, and I find this challenge very worthwhile and motivating.

I will continue to improve my specialized knowledge and skills, provide support to the sales department, and demonstrate the value of the administrative department. By working together with other departments, I am working for the further development of Casio Shanghai.

Zhu Li

Deputy Manager, Personnel and General Affairs Department, Casio (Shanghai) Co., Ltd.



Since July 2008, I have been the deputy manager of the General Affairs Department. Every day I strive to understand the Japanese way of thinking, and work to create a better working environment for employees.

About 70% of our employees are female, and many of them return to work after taking maternity leave. The great thing about our company is that employees can advance in their careers by working hard, regardless of their gender.

My future goal is to improve the general affairs function, and to come up with management methods that enable improved efficiency.

Huang Yanhao

Deputy Manager, General Affairs Department, Casio Electronics (Shenzhen) Co., Ltd.



Initiatives for hiring persons with disabilities and seniors

Casio is building work environments that enable employees to fully display their abilities and aptitudes, irrespective of any disabilities they may have. The company actively hires individuals with the determination and creativity to take on challenges. As of April 1, 2009, the ratio of the workforce at Casio Computer Co., Ltd., with disabilities was 1.83%. This is higher than the average rate of 1.59% at private companies in Japan, and meets the legally recommended rate of 1.8%.

Casio has introduced a Casio Senior Staff Program and a Senior Employee Program at all group companies in Japan. The purpose of these programs is to provide retirement-age employees with employment opportunities, and to effectively utilize the skills and know-how that these individuals have accumulated during their careers.

Creating Supportive Workplaces

Initiatives to help employees balance work and family life

Casio is working to build a supportive work environment that permits all employees to fulfill their job responsibilities and demonstrate their full potential on the job. Casio aims to be a place where people can achieve their desires for their own lifestyles and life stages. As part of this effort, Casio has set up a Special Committee on Measures to Aid the Nurturing of the Next Generation of Children. Through the exchange of information between the company and union, and while also considering the opinions of employees, the committee is working to build an employee support system that adjusts work schedules for family responsibilities such as child and nursing care. Casio's programs for child care support surpass legal requirements in Japan. Child care leave is available until a child reaches age two, and the shortened working hours program can be utilized until a child completes third grade. During the three-year period from fiscal 2007 through 2009, over 90% of the eligible women at Casio Computer Co., Ltd., took childcare leave in connection with childbirth.

Casio Computer Co., Ltd., is working to reduce annual work hours, and is carrying out a "Daily Improvement 'Zero Overtime Movement'" with an eye to changing work styles and improving productivity.

Vacations

With the goal of shortening the hours worked by employees each year, Casio is promoting an environment and culture that encourages employees to fully utilize paid vacation time.

In fiscal 2009, 59.2% of paid vacation days were utilized at Casio Computer Co., Ltd. The average number of paid vacation days taken was 10.5 full days and 4.4 half days.

Casio also offers a Vacation Day Accumulation Program. Under the program, when an employee is unable to work due to injury or illness, or the care needs of a family member, part of his or her unclaimed paid vacation days that otherwise would expire is carried over and made available for use. Furthermore, after each decade of service, employees are granted an extra five days off.

Combining Casio pension plans

Until now, Casio has had a Casio Corporate Pension Fund and a Casio Group Corporate Pension Fund. However, personnel transfers requiring employees to switch from one fund to the other made it impossible to maintain the pension benefits accumulated by the employees concerned. To address the problem, a specialized committee was set up with members from labor and management. The committee fully discussed all related issues, and made preparations for integration of the two pension funds. As a result, on October 1, 2008, the Ministry of Health, Labour and Welfare approved the fund integration, enabling the maintenance of pension benefits, and facilitating the active transfer of personnel within the group.

Communication between labor and management

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.

At the core of this labor-management communication is the Group Workers' Labor-Management Conference, which is held twice a year. At these conferences, opinions from management and labor, together representing the entire group, are exchanged. In addition, close communication is maintained at various other levels, including the Central Labor-Management Meeting, the Division Labor-Management Meeting, and the Sales Chapter Labor-Management Meeting. Casio operates on a union-shop basis; as a rule, all employees except for managers are members of the union.

Helping senior staff prepare for retirement

Each year, Casio holds Senior Life Seminars for employees who have just reached age 53 or age 58. The seminars cover topics such as the pension system, as well as living costs, taxes, and health after retirement. This provides participants with an awareness of these issues while they are still working, and helps them plan their post-retirement lives. In fiscal 2009, 159 employees attended the seminars. Taught by an outside instructor, the seminars also provide financial information including details on the costs required to sustain full retirement. These learning opportunities have been well received by participants.



Senior Life Seminar

Motivating Employees to Take on Challenges

Policies for effectively appointing and deploying employees

In order to achieve fairness and to maximize "Creativity and Contribution," Casio's human resource system is being continually improved. Under Casio's merit-driven system, employees are rewarded when they demonstrate the abilities required for their position, no matter their academic background or age. To complement this, Casio's performance-based approach determines compensation based on employees' actual results on the job. Casio's human resource system aims to strike an optimal balance between the development of employees under the merit-driven system, and the growth of the company facilitated by the performance-based approach.

Overview of 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. Under the system, the Qualification System applies to non-managerial employees, who are promoted based on the growth of their ability to perform their duties, and the Professional System applies to managers and specialists, who are graded and ranked based on their individual functions and accomplishments. Casio gives ample opportunities for employees to grow and improve their skills by offering training and gives them chances to move up by conducting in-house interviews.

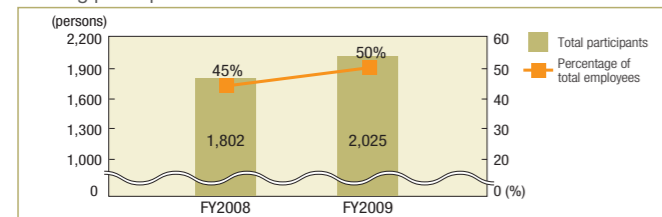
In the Appraisal System, employees are evaluated in three areas, namely, target achievement under management by objectives, work performance (competency) in their job type, and contribution made toward the department. The evaluation is made on a five-point scale. Managers discuss the evaluation results 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 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.

Overview of human resource development

Casio has various programs with the intention of developing creative employees that are eager to take on challenges and training professionals with early tracking into specialized fields. Casio aims to develop professionals in the form of strategic generalists who pass on the company's corporate culture, and technical specialists who pass on the company's unique technology and know-how. For this purpose, based on the convictions that people grow through their work and that the source of growth is personal motivation, Casio helps employees improve their skills by fostering environments that require the development of new abilities. Accordingly, the company emphasizes on-the-job training to improve practical skills, complemented by off-the-job training to

Training participants



Each year, about half of Casio employees receive some form of training.

provide theoretical knowledge. In recent years, an effective training system has been created featuring a choice of training courses.

Main Human Resource Development Programs

• Career Challenge System

This system lets employees periodically register their careers, skills, and personal challenges with the company, and serves as a reference for assisting managers to determine policies on developing their subordinates and future placement planning.

• Career Challenge: Advanced

This program preferentially places employees who have been in their current career position for a rather long time and hope to challenge themselves to pursue work environments and careers that require new skills, for the objective of self-improvement and making further contributions to the company, in their desired divisions, if their desires meet the needs of the new department.

• Job Posting System

This system seeks to satisfy both the company's business needs and employee career direction, and is a program for priority placement of suitable people, based on selection of candidates for jobs which the company offers. It is operated jointly with other Casio group companies.

• New Employee Training, Follow-up Training, Career Development Training,

Training directed at young employees becomes a place for learning the basics of being a Casio employee, and offers opportunities for employees to consider their own career directions, with training for new entrants as well as one-year and three-year employees.

• Skill Selective Training

The training targets all regular employees, for the objective of effectively and efficiently acquiring diverse skills required for work operations, in a training program that allows employees to select from a large variety of training courses.

• Techno Power

This is a technology exhibition held annually for the objective of stimulating engineers, and of sharing and accumulating technology, serving as a place for recognizing technology superiority, patentability, completeness, and other in-house advanced technology.



Training in progress

• Advanced Technology Seminars

These are in-house seminars mainly targeting engineers, using case studies of innovators at other companies who were able to develop revolutionary new manufacturing methods and create new businesses, for the objective of understanding advanced technology trends and of nurturing a development mindset and the will to take on challenges.

For more details visit the following site.

Casio's Human Resources Development System

URL <http://www.casio.co.jp/saiyou/teiki/reference.html> (in Japanese)

Initiatives for Health and Safety

Based on Japan's Industrial Safety and Health Act, various other legal requirements, and Casio's employment regulations, the entire Casio Group is dedicated to building an environment which ensures that all employees can work with peace of mind. Casio strives to maintain and enhance employee health and to prevent occupational injuries and eliminate any chance of recurrence if one does occur. Similar measures have been adopted at group companies outside Japan in compliance with each nation's laws and regulations.

Occupational health and safety activities

Casio has established Occupational Safety and Health Committees everywhere Casio operations are located. The committees' industrial physicians, occupational health managers, and labor and management representatives promote policies tailored to each workplace, so as to keep employees physically and mentally healthy and to ensure occupational safety. Committee activities are reported to employees on the company's intranet, and Casio also organizes activities to educate employees about labor safety and health.

Initiatives for managing and promoting employee health

Casio goes beyond employee health management. It also seeks, by taking active measures to promote better health, to improve employee motivation and raise productivity.

Employees receive regular health checks that are more thorough than legally mandated, in order to maintain and enhance their health and to help prevent lifestyle-related diseases. An increased number of industrial physicians have been stationed at principal Casio sites, and careful health management activities are being carried out, including offering health guidance to employees after their regular health checks.

In the effort to prevent lifestyle-related illnesses, Casio is promoting initiatives that focus on exercise and healthy eating. From September to November every year, Casio holds a Walking Campaign at its sites across Japan: 3,523 people participated in fiscal 2009. In this way, Casio is providing opportunities for employees and their families to improve their health through exercise.

The employee cafeterias provide healthy menu choices featuring a balance of calories and nutrition. Wellness Fairs are also held at all Casio cafeterias.

Casio holds "employee cafeteria conferences" attended by the employees and medical staff of company sites as well as those who run its cafeterias. The purpose of the meetings is to report and share information on conditions in different regions and how



Wellness Fair menu at an employee cafeteria

the company is responding, in order to ensure that employees are always provided with a healthy dining experience.

Initiatives to discourage overwork

Casio is carrying out an initiative to prevent damaging health effects to the brain or heart from accumulated fatigue due to long working hours. In order to ensure proper work schedules, all employees that work 80 hours or more of overtime in a month must be interviewed by an industrial physician. The physician then checks the employee's health condition, and provides the person with advice and guidance. In this way, Casio is working to prevent health problems from overwork, and to ensure employees observe appropriate working hours.

Mental health care initiatives

Casio has established a mental health education system to support the mental health of its employees. As part of this system, Casio Computer Co., Ltd., has initiated an e-Learning Program and a Self-Checkup for all its employees. A separate e-Learning Program and a Program for Managers have also been created for those in leadership positions. In addition to working to improve awareness of mental health issues, Casio has in-house clinics and an external Physical and Mental Health Hotline in place to offer counseling in and outside the company.

Safety initiatives

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. In addition, each site and group company conducts fire and disaster prevention/evacuation drills, as well as general lifesaving classes to ensure emergency preparedness. The company is also moving aggressively to equip worksites with automatic external defibrillators (AEDs) and other emergency equipment.

Occupational injuries at Casio Computer Co., Ltd. (in the last four years)

	Injury frequency rate ^{*1}		Injury severity rate ^{*2}	
	Casio	Manufacturers	Casio	Manufacturers
FY2006	0.60	1.01	0.002	0.090
FY2007	1.11	1.02	0.027	0.110
FY2008	0.33	1.09	0.004	0.100
FY2009	0.51	1.12	0.005	0.100

*1. Represents the number of deaths and injuries, per 1 million actual cumulative working hours, resulting from occupational accidents. (Deaths and injuries from occupational accidents ÷ Cumulative actual working hours) × 1,000,000

*2. Work days lost per 1,000 actual cumulative working hours; indicates accident severity (Cumulative work days lost ÷ Cumulative actual working hours) × 1,000

* Including employees transferred in from other companies, but not including employees transferred out to other companies, or part-time employees

* 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.