

Employees

▶▶▶ Human Rights (Respect for Human Rights, Prohibition of Discrimination)

In addition to participating in the UN Global Compact, Casio has spelled out its strong commitment to human rights in the Casio Group Code of Conduct, which is being thoroughly implemented throughout the group.

Policy concerning respect for human rights and prohibition of discrimination / expanding awareness

The Casio Group Code of Conduct mandates that the Casio Group complies with all laws, respects all fundamental human rights, will not engage in any form of discrimination, and will not use or permit any form of child or forced labor. The Code of Conduct also stipulates that Casio will respect the diversity of individuals and their unique personalities, will not engage in any acts that ignore individuality, including discrimination based on gender, creed, religion, ethnicity, social status, physical disability, or any other discriminator, and will not permit acts of violence, sexual harassment, or power harassment.

Casio shares the Code of Conduct with group companies in and outside Japan and attempts to ensure it is thoroughly understood in order to expand awareness of these human rights. Additionally, Casio Computer Co., Ltd., provides human rights education at training sessions given to new hires and employees before and after promotion and appointment to managerial positions.

In keeping with its participation in the UN Global Compact, which it joined in December 2010, Casio will continue to carry out its business operations with full consideration for human rights.

▶▶▶ Building Workplaces for a Diverse Workforce

Casio respects the human rights of every individual, and strives to continually expand the creation of employment opportunities for people, regardless of their gender or any disabilities they may have.

Policy on respect for human resources diversity

The Casio Group Code of Conduct states that "we will respect all fundamental human rights." In line with this

policy, Casio is working to create workplaces that truly respect diversity.

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 created a Working Group for Female Employee Advancement in April 2008, and has been actively encouraging its activities.

Focusing on changing both employee mindset and behavior, Casio held a seminar for female employees and managers to encourage women's active involvement. The seminar created an opportunity for women and their supervisors to think about how to make the most of female employees' enthusiasm for work and channel it into fulfilling careers. Lectures by outside instructors as well as exchanges of opinions and information among the female employees helped the women gain insight about their career plans and get new ideas about how to approach their work.

Additionally, starting in fiscal 2011, Casio has been intro-

ducing female employees who are active within the company on a section of its intranet entitled "Interviews with Inspired Casio Women." This is helping employees share information among each other and raise motivation.

From here on Casio will continue to actively and effectively take actions aimed at building a corporate culture that fully supports the job satisfaction and career advancement of women.



At a meeting of the Working Group for Female Employee Advancement

Initiatives for hiring persons with disabilities

Casio hires people who display creativity and have the desire to work and take on challenges, regardless of any disabilities they may have. The company is creating workplace environments that allow every individual to display their full abilities and aptitudes.

The percentage of the workforce with disabilities in the Casio Group is 1.86%, higher than Japan's legally mandated rate.

■ Percent of workforce with disabilities

	As of April 1, 2009	As of April 1, 2010	As of April 1, 2011
Casio Computer Co., Ltd	1.83%	1.93%	1.93%
Group companies in Japan	1.52%	1.60%	1.80%
Average for consolidated group companies in Japan	1.67%	1.76%	1.86%

Encouraging the hiring of seniors / supporting the lives and employment of seniors

For seniors, 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 over the course of their careers. The system enables employees that wish to work past the age of retirement to continue using their career skills and expertise within the Casio group.

Each year, Casio holds Life Planning 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. 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.



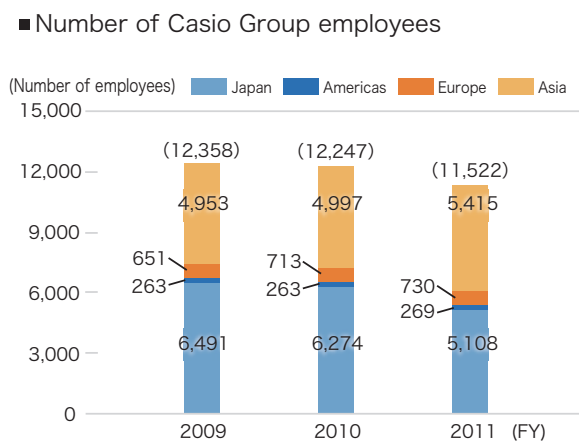
Life Planning Seminars

Prioritizing local hiring and promotion at subsidiaries outside Japan

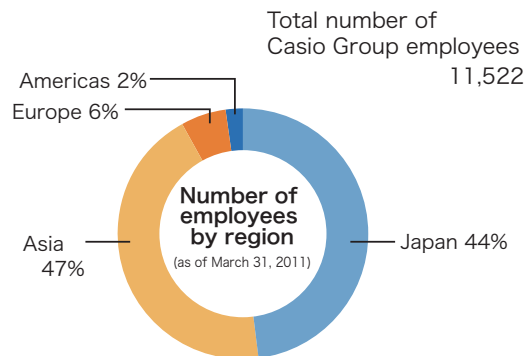
Along with the globalization of its operations, Casio is actively pursuing local hiring at its sites outside Japan. The aim is to promote management that is responsive to

local conditions in each country, as a truly global company. This is being done not just in manufacturing, but also in various other fields.

■ Number of Casio Group employees



■ Casio Group employees by region (FY2011)



* This includes only regular employees.

▶▶▶ Creating Supportive Workplaces

Casio creates work environments and systems that enable all employees to demonstrate their full potential.

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

■ Number of employees taking childcare leave / returning from childcare leave (Casio Computer Co., Ltd.)

	FY2009	FY2010	FY2011
Number of employees taking childcare leave	26	32	30
Number of employees returning from childcare leave	25	31	30
Return rate	96.2%	96.9%	100.0%

nursing care. Casio's programs for child care support surpass legal requirements in Japan. During the three-year period from fiscal 2008 through 2010, over 90% of the eligible women at Casio Computer Co., Ltd., took childcare leave in connection with childbirth.

As a result of these initiatives, in July 2009, the Japanese Ministry of Health, Labour and Welfare granted Casio the Kurumin mark for helping to foster the next generation. This certification recognizes Casio as a company that actively supports employees' efforts to balance their work and family lives.



Kurumin mark for helping to foster the next generation



Discussion meeting on work-life balance

Main employee leave programs

Program	Description
Vacation Day Accumulation	Employees can accumulate a maximum of 30 unused vacation days to carry over to the following year, but which will expire at the end of that year. The leave days can be used if the employee gets sick or injured, or in order to care for a family member.
Refresh Leave	This program grants five days of leave for every 10 years worked.
Childcare Leave	An employee can take this leave until the day before the child turns one year and six months, or until March 31 after the child turns one. The employee can also reduce working hours, up to two hours per day, from the time that the employee returns to work until the child completes grade three of elementary school.
Nursing Care Leave	An employee can obtain up to one year of nursing care leave per eligible family member. After that, the employee can also reduce working hours, up to two hours per day, as long as the reason for nursing care leave continues.
Re-employment of Employees that Retire for Childcare or Nursing Care Reasons	This program enables the re-hiring of employees that retire in order to give birth, care for a child, or care for a family member, when they are ready to come back to work.
Child Nursing Care Leave	An employee with a child that has not yet completed grade three of elementary school, can take up to five days off per year (or ten days when there are two or more eligible children) in order to care for the child when sick or injured, or in order to take the child for vaccinations or medical appointments.
Hourly Leave	Employees can take their annual paid leave in hourly increments, for a maximum of five days per year.

Response to the Great East Japan Earthquake

Vacation Day Accumulation: Earthquake exceptional measures
Casio made accumulated vacation days usable in the following situations as a measure in response to the earthquake disaster. Furthermore, in this case, accumulated vacation days were allowed to be taken even if all of an employee's annual paid vacation had not been used yet. (Usually, accumulated vacation days cannot be taken until all annual paid vacation days have been used.)

(1) When an employee or his/her family was afflicted by the disaster and the employee's help was needed to evacuate from the area or for recovery

(2) When an employee intended to serve as a volunteer supporting the disaster-affected area

Work structure in response to scheduled blackouts

In response to scheduled blackouts during working hours implemented as a result of the earthquake disaster, Casio introduced a staggered time schedule including 1-2 hour flexes in addition to the usual work system as a temporary measure in order to make the most efficient use of time so that work would not back up and development lag behind in each department.

Effectively appointing and deploying employees

Casio works to maintain a healthy corporate culture where fairness is valued in all promotion decisions. The company uses a merit-driven system combined with a performance-based approach to evaluate employees and determine compensation.

Policy for fair evaluation and compensation

Based firmly on a foundation of fairness, Casio aims to continuously improve its human resource system in light of changes in the social environment. Within that system, the present basic human resources policy combines a role-based system that grades individual employees based on the extent of their roles with a performance-based approach to evaluation and compensation based mainly on outcomes of job performance

within their roles.

In addition to the above policy, Casio will place a premium on the six points of view listed below as it pushes ahead with innovative personnel measures. By taking this approach, Casio aims to strike the optimal balance between the growth and revitalization of society and the expansion and growth of the company.

- Respect of will: Grant significance to the individual's will and intentions
- Human resources development: Create opportunities for the acquisition of knowledge and skills needed in work
- Significance of abilities: Grant significance to abilities demonstrated through work
- Right person for the right job: Reflect individual wishes in job requests
- Priority distribution: Distribute limited management resources as efficiently as possible
- Stable employment: Strive to create workplaces where employees can work according to their abilities

Education for fair evaluation and compensation

Casio provides newly appointed managers with evaluator training in an effort to improve their evaluation, leadership, and interviewing skills. Additionally, all managers are evaluated by their colleagues and subordinates about once every three years. The results are fed back

to managers during training sessions to encourage continual improvement. An overview of the evaluation and compensation system is posted on the company intranet to keep all employees thoroughly informed about this system.

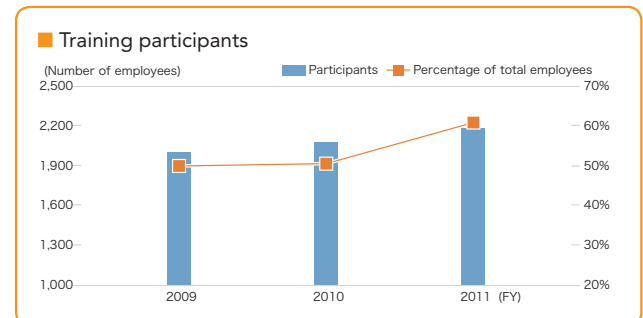
Overview of human resource development

Casio has various human resource development programs designed to develop creative employees who are eager to take on challenges and to train 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 providing environments that enable them to overcome challenges through personal determination and effort.

Accordingly, the company emphasizes on-the-job (OJT) training to improve practical skills, complemented

by off-the-job (off-JT) training to provide theoretical knowledge. In recent years, the training system has been improved to ensure even more effective, efficient skill development via a broader 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 an important 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.

● Group-wide Job Posting System

This system seeks to satisfy both the company's business needs and employees' career paths, 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 for young employees becomes a place for learning the basics of being a Casio employee, and offers opportunities for employees to consider their own career paths, 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

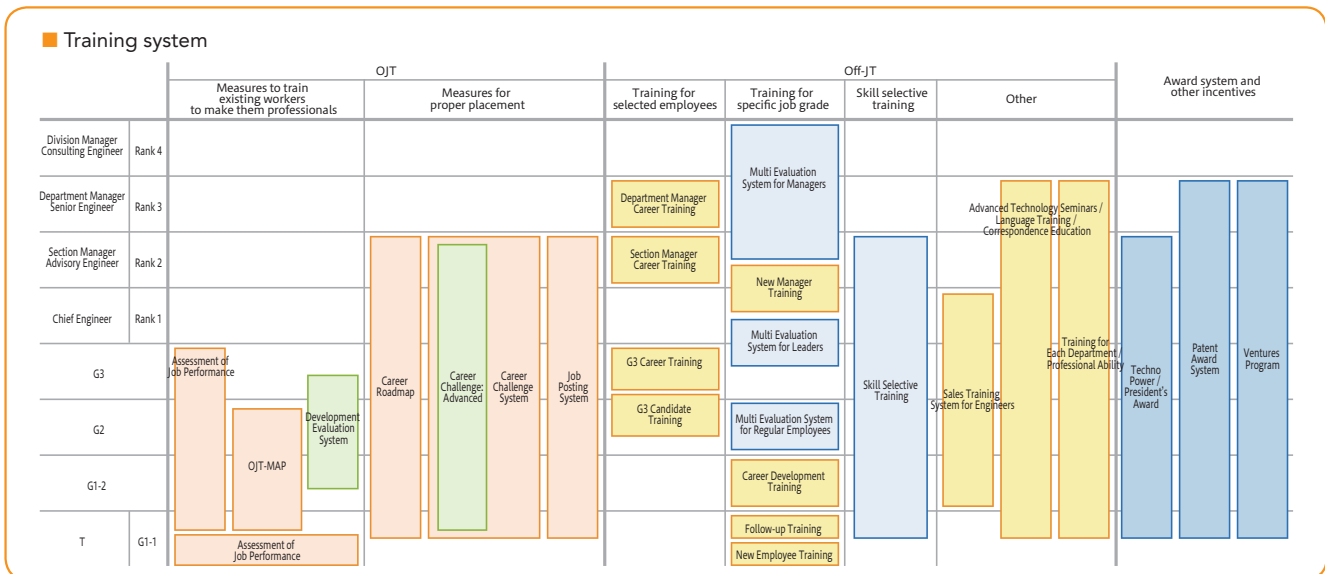
This is a technology exhibition held annually for the objective of stimulating engineers, and of sharing and accumulating technology, serving as a place for recognizing technology superiority, patentability, completeness, and other in-house advanced technology.

● 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 fostering a development mindset and the will to take on challenges.

● Intrapreneurship Program

Casio established its Intrapreneurship Program in April 2010 to foster the desire to take on challenges and expand opportunities for new business development. The program allows individual employees to make their own business proposals to top management. Those employees whose proposals are approved as management themes become the project leaders, and then work to realize the goals they proposed.



Right person for the right job

The Career Challenge System, Career Challenge: Advanced System, and Job Posting System are offered every year, and the company strives to place the right people in the right jobs by valuing employees' intentions.

Additionally, career interviews are conducted with those who desire one and support provided as appropriate when employees consider their career direction.

▶▶▶ Initiatives for Health and Safety

Casio undertakes various measures to maintain and enhance the health of all employees and prevent occupational injuries.

Approach and policies

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 in all of its business locations. The committees' industrial physicians, occupational health managers, and labor and management representatives design and implement policies tailored to each workplace, doing

all they can to keep employees physically and mentally healthy and to ensure occupational safety. Committee activities are reported to employees via the intranet. Casio also runs campaigns to raise employee awareness about occupational 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: 2,809 people participated in fiscal 2011. 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 and initiatives in different regions, in order to create menus that meet needs and develop recommendations for improving employee health.



Healthy menu selections in the cafeteria

Initiative to prevent working long hours

Casio is carrying out an initiative to prevent the damaging health effects to the brain or heart which can be caused by 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. Going forward, Casio will keep working to transform the employee mindset, encouraging the adoption of more productive working styles.

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, a Self-Checkup, and a Stress Test by Organization for all its employees. A separate e-Learning Program and a Program for Managers have also been created for those in leadership positions. All of these programs are designed to improve awareness of mental health issues.

In addition, Casio has an in-house mental health physician and an external Physical and Mental Health Hotline in place to offer counseling in and outside the company.

In fiscal 2011, Casio prepared to establish the same kind of support system for group companies in Japan, in order to ensure that all group employees can perform their jobs in good health.

Quit smoking campaign

Under Japan's Health Promotion Act that came into effect in 2003, smoking is prohibited in all company buildings. Starting in fiscal 2011, Casio and its Health Insur-

ance Association have been cooperating in the implementation of a concrete Quit Smoking Encouragement Program that uses stop smoking aid products.

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 has made good progress on equipping worksites with automatic external defibrillators (AEDs) and other emergency equipment.

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

(FY)	Injury frequency rate*1		Injury severity rate*2	
	Casio	Manufacturers	Casio	Manufacturers
FY2007 (Jan.–Dec. 2006)	1.11	1.02	0.027	0.110
FY2008 (Jan.–Dec. 2007)	0.33	1.09	0.004	0.100
FY2009 (Jan.–Dec. 2008)	0.51	1.12	0.005	0.100
FY2010 (Jan.–Dec. 2009)	0.19	0.99	0.001	0.080
FY2011 (Jan.–Dec. 2010)	0.20	0.98	0.001	0.090

*1 Number of deaths and injuries, per 1 million actual cumulative working hours, resulting from occupational accidents.

*2 Work days lost per 1,000 actual cumulative working hours; indicates accident severity

* The term "occupational injuries" here includes injuries or illnesses (requiring at least 1 day off work) and deaths of workers in connection with the performance of their jobs.