

Responsibilities to Employees



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; and achieving both corporate development and employee growth under optimal conditions.

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

Casio's strong commitment to human rights is spelled out in the Casio Group Code of Conduct, which is being thoroughly implemented throughout the group.



▶ 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.



▶ Creating Supportive Workplaces

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



▶ Effectively appointing and deploying employees

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



▶ Initiatives for Health and Safety

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



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.

Casio has participated in the UN Global Compact since December 2010, and upholds its universal principles in areas such as human rights and labor.

Casio also recognizes the importance of ensuring that its entire supply chain, including suppliers, adheres to these principles. All suppliers have been made aware of Casio's Supplier Guidelines, which clearly requests respect for human rights and prohibits discrimination. In addition to requesting compliance, Casio strives to verify execution using questionnaires and other means.

Preventing sexual harassment and power harassment

Casio has stipulated in the Casio Group Code of Conduct that it will not engage in any acts that ignore individuality, and will not countenance sexual harassment and power harassment. The company has issued Guidelines to Prevent Sexual Harassment and established a hotline. A full-time hotline officer is available to respond to issues raised by telephone, fax, e-mail and postal mail, demonstrating Casio's determination to prevent harassment and quickly address any issues which arise. Moreover, in its employment regulations, Casio has specified that persons who commit sexual harassment or power harassment will be subject to discipline.

Establishment of employee hotline

Casio has established a special hotline on the company's intranet for employee concerns and inquiries on corporate culture, human relations, pay and working conditions.

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.

In fiscal 2012, Casio held educational seminars for all of the group's female employees. These seminars provided a forum for female employees to acquire more of the skills they need to realize their career ambitions and to practice more effective communication by better understanding their own and others' mindsets.



Educational seminars

Additionally, Casio has been introducing female employees who are active within the company on a section of its intranet entitled "Interviews with Inspired Casio Women" to help female employees to gain insight into their own careers.

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.

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.

Percent of workforce with disabilities

| | As of April 1, 2010 | As of April 1, 2011 | As of April 1, 2012 |
|---|---------------------|---------------------|---------------------|
| Casio Computer Co., Ltd. | 1.93% | 1.93% | 1.91% |
| Group companies in Japan | 1.60% | 1.80% | 1.32% |
| Average for consolidated group companies in Japan | 1.76% | 1.86% | 1.64% |

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.

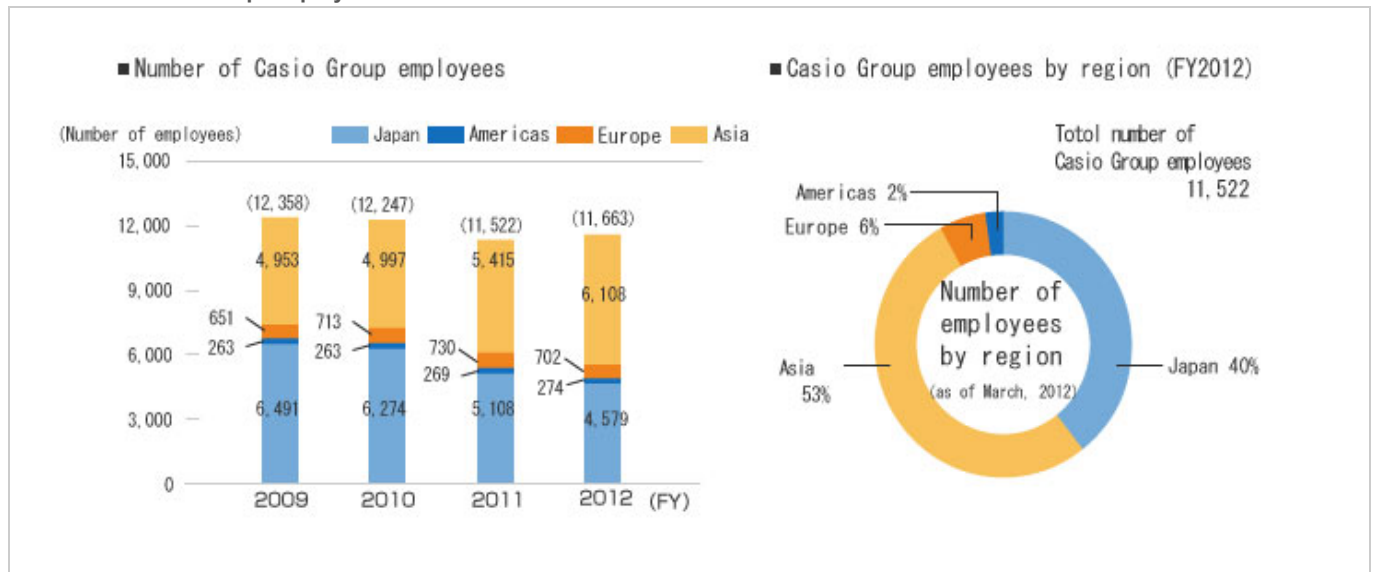


Life Planning Seminars

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



* This includes only regular employees

Initiatives in hiring

The Casio Group Code of Conduct states that "we will respect all fundamental human rights, and will not engage in any form of discrimination." Casio provides equal employment opportunities to anyone with the desire to work.

Casio also endorses the Japan Business Federation's charter of hiring ethics. The company strives to avoid early hiring of undergraduate university students to minimize any impact on their studies, and conducts hiring events at different times during the day and week. In this way, Casio is striving to provide hiring opportunities to as many students as possible.

Human resources data

Number of employees in Japan

(As of end of March 2012)

| | Casio Computer Co., Ltd. | Group companies in Japan | Total |
|--------|--------------------------|--------------------------|-------------|
| Male | 2,272 | 1,646 | 3,918 (86%) |
| Female | 336 | 311 | 647 (14%) |
| Total | 2,608 | 1,957 | 4,565 |

Average employee age in Japan

(As of end of March 2012)

| | Casio Computer Co., Ltd. | Group companies in Japan | Total |
|--------|--------------------------|--------------------------|-------|
| Male | 45.7 | 45.7 | 45.7 |
| Female | 38.7 | 40.0 | 40.0 |
| Total | 44.8 | 44.9 | 44.9 |

Average years of service in Japan

(As of end of March 2012)

| | Casio Computer Co., Ltd. | Group companies in Japan | Total |
|--------|--------------------------|--------------------------|-------|
| Male | 20.0 | 18.8 | 18.9 |
| Female | 14.1 | 16.2 | 16.1 |
| Total | 19.2 | 18.5 | 18.5 |

* Not including Hitachi employees at Casio Hitachi Mobile Communications

Number of employees hired in FY 2012 in Japan

(April 1, 2011)

| | Casio Computer Co., Ltd. | Group companies in Japan | Total |
|--------|--------------------------|--------------------------|---------|
| Male | 19 | 7 | 26(63%) |
| Female | 11 | 3 | 14(37%) |
| Total | 30 | 10 | 40 |

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. 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.

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

| | FY2010 | FY2011 | FY2012 |
|--|--------|--------|--------|
| Number of employees taking childcare leave | 32 | 30 | 34 |
| Number of employees returning from childcare leave | 31 | 30 | 34 |
| Return rate | 96.9% | 100.0% | 100.0% |



Kurumin mark for helping to foster the next generation



Discussion meeting on work-life balance

Initiatives to improve productivity

Casio Computer Co., Ltd., is working to reduce annual work hours, and is carrying out the "Daily Improvement: Zero Overtime Movement" with an eye to changing work styles and improving productivity. This is part of a larger work-style reform initiative that aims to achieve zero overtime with no decline in the quality of work. The aim is to comprehensively raise the quality of work, which in turn will drive improvement in Casio's business performance. Managers and supervisors use a Web-based system that enables them to track and manage the working hours of their subordinates.

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 four times a year (February, May, September, and November). At these conferences, management and labor, together representing the entire group, exchange opinions about current conditions at the company. 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.

In fiscal 2012, Casio revised its retirement allowance and pension system. The company formed a special committee of management and labor representatives from companies in the group, and held repeated discussions. Casio introduced a point-based retirement allowance system, abolished the life pension system, and raised the ratio of defined contribution pensions, shifting to a more balanced system.

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. |

Casio Thailand Receives Outstanding Establishment on Labor Relations and Welfare Award for Sixth Consecutive Year

Casio Thailand places importance on improving quality of life in the local community, while contributing to economic and social development that makes local residents self reliant. Using this CSR activity policy, the company has established guidelines and is carrying out various initiatives. Based on a positive evaluation of the activities and results under this policy, Casio Thailand has received an award from the Thai Ministry of Labour and Social Welfare as an outstanding company in the area of labor relations and employee welfare. The company has received this award for six consecutive years.

The company received high marks in all five evaluation areas for the award: (1) codification of human resources and labor union policies; (2) wage and salary systems; (3) hotline establishment; (4) employee welfare programs; and (5) CSR activities.

Effectively appointing and deploying employees

Casio works to maintain a healthy corporate culture where fairness and impartiality are 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.

Additionally, the company puts a premium on the following points of view:

- 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

In addition to the above policy, Casio will place a premium on these points of view 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. Casio's fair personnel system ensures that there are no differentials between male and female employees in areas such as salary, evaluations and conditions. The company evaluates each employee at an interview twice a year. Casio uses evaluation sheets to notify employees about the results of evaluations, a mechanism designed to improve transparency and ensure that evaluation of employees is highly credible.

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.

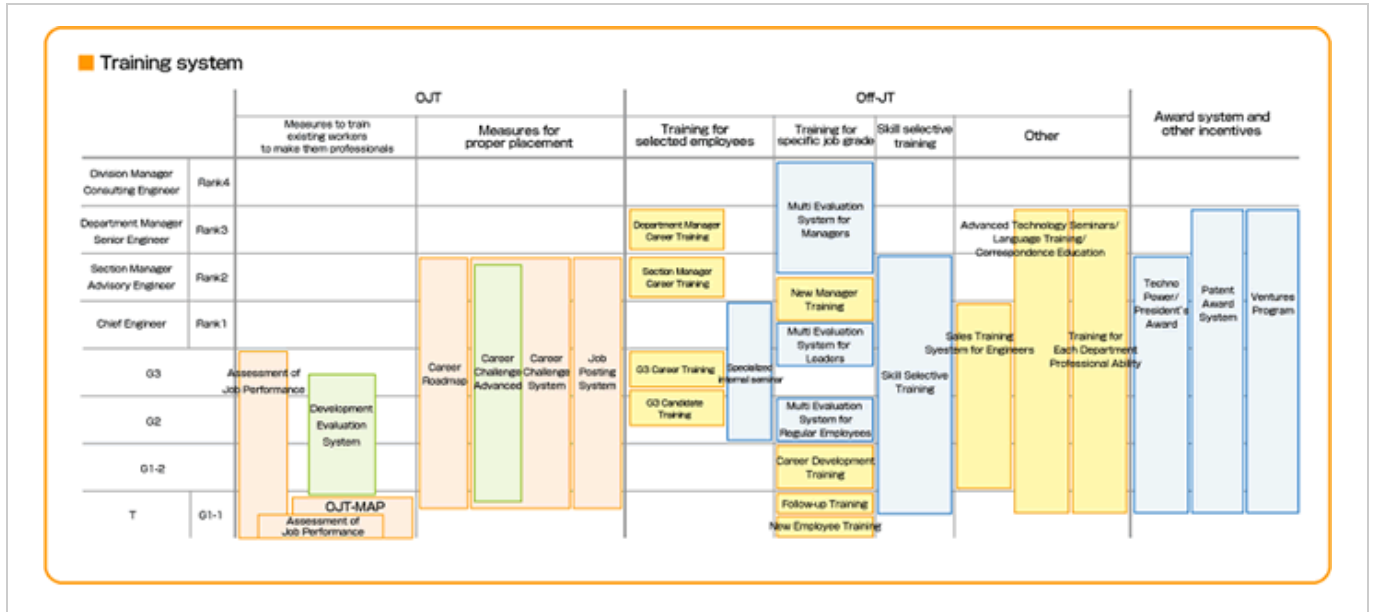
Overview of human resource development

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.

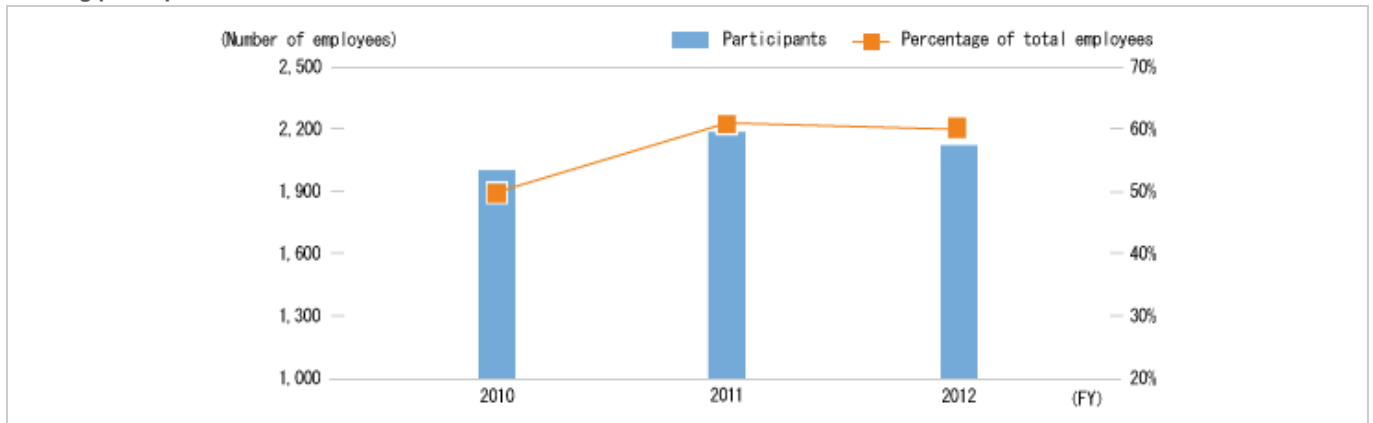
Accordingly, the company emphasizes on-the-job (OJT) training to improve practical skills, complemented by off-the-job (off-JT) training to provide theoretical knowledge. In recent years, the training system has been improved to ensure even more effective, efficient skill development via a broader choice of training courses.

Training System

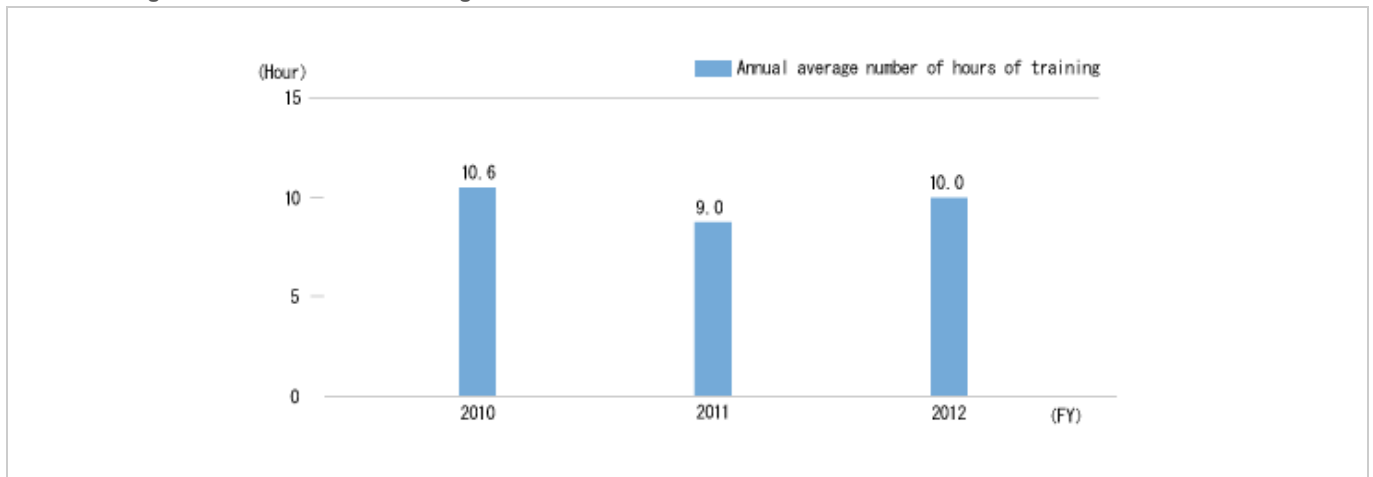


Casio conducts the necessary training for all the job grades in its in-house ranking system, and the company is working constantly to upgrade and enhance its human resource development system. As part of this system, Casio offers measures to train existing workers to make them professionals and training for specific job grades to all eligible employees. The human resource training page on the company's intranet explains each system of training as well as showing comments from employees who have used the system. Casio endeavors to encourage utilization of the system and support employee education by presenting success stories and good news.

Training participants



Annual average number of hours of training



Surveys and verification relating to utilization and development of human resources

In off-the-job training, questionnaires are given to employees every time they attend a training session, and their requests and opinions are used to help make improvements in the following fiscal year and beyond. In on-the-job training, when employees register for the Career Challenge System (described below), they can register their opinions about the system itself. Furthermore, when the company establishes new systems, it verifies the system through prior interviews and trial runs with the aim of achieving more effective operation.

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.

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.

In-house specialist seminars

Casio holds in-house specialist seminars for young employees in engineering and marketing-related positions. At the seminars, departmental managers pass on expertise and the aspirations of the company directly by introducing case studies from Casio itself. This raises the levels of specialist skills in the respective areas of engineering or marketing while passing on Casio's company culture.

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. It also functions as an opportunity for network building within the company, as employees from different occupational categories attend the same training.

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 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 promising 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. Casio also makes its intranet and database available to the managers of each department to allow them to conduct comprehensive assessment of the human resource development information on their subordinates, which they then utilize for training within the department.

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: 2,321 people participated in fiscal 2012. 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.

In a new initiative for fiscal 2012, Casio held a total of 16 "Seminars to Improve Your Eating Patterns" at its Japanese sites, and 450 employees took part.



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.

Casio has been steadily establishing the same kind of support system for group companies in Japan, in order to ensure that employees are able to work with vigor and satisfaction.

Quit smoking campaign

Under the Japanese Health Promotion Act that came into effect in 2003, smoking is prohibited in all company buildings. Since fiscal 2011, Casio and its Health Insurance Association have been cooperating in the implementation of a practical Quit Smoking Encouragement Program that provides smoking-cessation aids. A number of employees have been able to quit through the program.

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.

In fiscal 2012, two incidents requiring the use of an AED occurred. However, thanks to the immediate action taken, both persons recovered to full health.

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 |
| 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 |
| FY2012 (Jan.–Dec. 2011) | 0.00 | 1.05 | 0.000 | 0.080 |

*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.