

## To Our Stakeholders

### Message from the Chairman & CEO



#### Business Report for Fiscal 2015

Initiatives to strengthen each of our businesses generated good results for fiscal 2015, the year ended March 31, 2015. Consolidated net sales increased 5.2% compared with the previous fiscal year to ¥338.3 billion, and operating income increased 38.3% to ¥36.7 billion. Net income increased 65.1% compared with the previous fiscal year to ¥26.4 billion. Net income per share increased 68.3% to a record ¥100.8.

The timepiece business continue to perform well. Other products contributed to results as well, including unique, high-end digital cameras and localized calculators designed for in-market needs in countries such as India and China.

#### Management Strategies and Specific Initiatives

We will enhance profitability in existing businesses while establishing new businesses that will become core operations in the future. In the timepiece business, we will increase sales of GPS hybrid radio-controlled solar-powered watches and models that connect to a smartphone via Bluetooth®. We have also introduced a unique genre of new digital camera products. We plan to promote these businesses by aggressively using CASIO Signage.

We expect to generate growth by expanding our lineup of

localized calculators and our lineup of high-end electronic musical instruments while introducing DJ equipment for young demographics. We also intend to make the projector business profitable by introducing strategic models with high cost performance.

In our new businesses, we will promote CASIO Signage, which is a powerful sales promotion tool. In addition, we will develop a highly original wrist terminal.

The Casio Group has formulated new medium-term management targets to generate additional growth. We plan to double earnings compared with fiscal 2015 during the three years ending March 31, 2018. We need to expand in the robust timepiece business and other consumer product businesses, stabilize earnings in the systems solutions business for corporate customers, and generate steady growth in new businesses in order to achieve our targets. We will require a potent management organization with strong leadership to establish comprehensive management initiatives to achieve all of our goals. We have therefore initiated a management organization in which I will work in tandem with the Casio Group's new President and Chief Operating Officer. I will cooperate with our new President on initiatives I cannot handle alone to build a management foundation that will endure well into the future.

Profile

To Our Stakeholders

Casio's Strength

Special Features

Financial Highlights

Management  
Foundation

Financial Section

Corporate Data

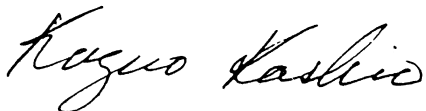
## To Our Stakeholders

## Message for Shareholders

We will steadily enhance management under a policy that links shareholder returns to performance. We are targeting increased profitability and return on equity (ROE). Moreover, we will increase cash dividends per share to ¥35.00 from ¥25.00 based on our robust results for fiscal 2015.

Our new President and management organization will do everything possible to meet shareholder expectations. We are inspired by your continued support.

Kazuo Kashio  
Chairman and Chief Executive Officer



## Message from the President &amp; COO

**We will develop original products that exceed everyone's expectations.**

I would like to take this opportunity to introduce myself to investors. I am the Casio Group's new President and Chief Operating Officer, Kazuhiro Kashio.

My challenges are to generate growth by complementing the timepiece business that is driving our results with stronger growth in other businesses while building a balanced management organization.

The key to enhancing the ability of our businesses to grow is putting our corporate creed of "Creativity and Contribution" into practice when we manufacture products. Casio has consistently created unique and completely original products. We have astonished people, and that is why our products are a must-have fixture of their lives. One of our roles in society is to manufacture products that create new lifestyle value, which I believe is crucial to our long-term development.

We will continue to exceed the expectations of the Casio fans who have supported the Group by delivering products that are unique to Casio because only we can make them. I intend to devote myself to managing the Casio Group in cooperation with Chairman Kazuo Kashio to drive growth higher. We are counting on your continued support.



## Biography of the New President and COO

<b>Name</b>	Kazuhiro Kashio
<b>Date of Birth</b>	1966 Jan. 22 (49 years old)
<b>Career</b>	1991 Apr. Joined Casio Computer Co., Ltd.
	2007 Jun. Executive Officer, Management Strategy Division
	Jul. Executive Officer, Deputy Senior General Manager, Management Strategy Division
	2011 Jun. Executive Officer, Member of The Board, Senior General Manager, DI Business Division
	2014 May Senior Executive Managing Officer, Member of The Board, Senior General Manager, Business Headquarters of Consumer Product and System Solution (Current)

Kazuhiro Kashio  
President and Chief Operating Officer

