

CONTENTS

01	Profile	36	Platform for Growth
01	Casio Corporate Creed - Creativity and Contribution	36	Corporate Governance
02	Casio History	40	Compliance
04	Business Model	41	Risk Management
06	Business Summary	42	Messages from Our Outside Directors
08	Global Expansion	44	Board of Directors
10	Financial & Nonfinancial Highlights	46	Executive Officers
12	Strategies for Sustainable Growth	48	Financial Section
12	Message from the President & CEO	48	Consolidated Eleven-Year Summary
20	Four Growth Strategies of the Medium-Term Management Plan	50	Financial Review
20	Timepiece Business	54	Consolidated Balance Sheets
24	Educational Computer Business	56	Consolidated Statements of Income
28	New Businesses	57	Consolidated Statements of Comprehensive Income
30	Profitability Improvement Initiative	58	Consolidated Statements of Changes in Net Assets
32	Medium-Term Management Plan: Building Business Platform for Medium- to Long-Term Corporate Value Improvement	59	Consolidated Statements of Cash Flows
34	Medium-Term Management Plan: Stimulating Our Organization and Human Resources	60	Notes to Consolidated Financial Statements
		87	Independent Auditor's Report
		88	Company Data
		89	Stock Information

Editing Policy

We publish information for the purpose of reporting on medium- to long-term strategies towards achieving a sustainable society and Casio initiatives related to CSR (Corporate Social Responsibility). We also hope publishing this report will increase communication with stakeholders and lead to improvements in future Casio initiatives. Amounts indicated on P12 to P31 are shown with figures rounded off to the nearest 100 million yen.

Integrated Report

Beginning this fiscal year, Casio publishes this Integrated Report to convey our medium- to long-term strategies for achieving sustainable growth with society.

CSR & Environment Website

We publish information to provide a comprehensive report on Casio CSR activities and to create a website that provide excellent searchability.
<https://world.casio.com/csr/>

Sustainability Report 2019

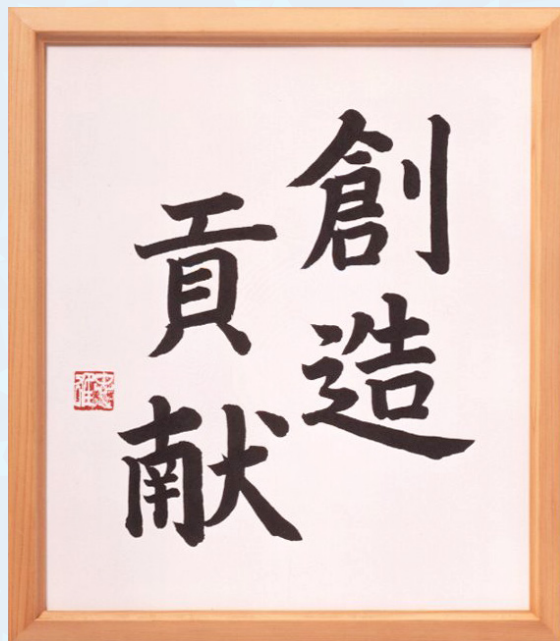
We provide a downloadable version (PDF) of the information published to our CSR & Environment Website. This PDF allows the batch printing of all information as well as printing of desired sections.

Notes on Forward-Looking Statements

Earnings estimates and statements that are not objective facts included in this Integrated Report are judgments made based on information available at the time this report was created, but this information does contain risks and uncertainties. Actual earnings may differ from indicated estimates due to various factors including economic conditions, market trends, and currency rates.

Casio Corporate Creed

Creativity and Contribution



Creativity for Contribution

The Casio corporate philosophy is Creativity and Contribution. This refers to our commitment to benefitting society by maximizing the unique strengths of the Casio Group to create new markets that meet the changing needs of society.

Through Creativity for Contribution, we aim to be a corporation that continuously creates new value, the type of value that blends seamlessly into the lifestyles of our customers.

History of Value Creation at Casio

Casio Computer Co., Ltd. was founded by the four Kashio brothers Tadao, Toshio, Kazuo, and Yukio. Applying their respective expertise, they founded Casio Computer in 1957 after successfully developing the world's smallest electronic calculator. The second oldest brother Toshio, who was in charge of development, embraced the unique belief that invention is the mother of necessity. He believed not in developing the products based on user demand, but using the products we develop to create new demand among users. This became the development philosophy that advanced digital technology and helped provide society with new products and inventions, including calculators, timepieces, and electronic musical instruments. Today, this is the philosophy through which Casio continues to create new value.



Drove popularity of digital wristwatches

1974 Featuring an automated calendar that doesn't require adjustments Casiotron electronic digital watch



Optimization of office and storefront administration

1961 World's first compewriter accounting computer/billing machine "TUC"



1976 Electronic cash register "Σ-50ER"



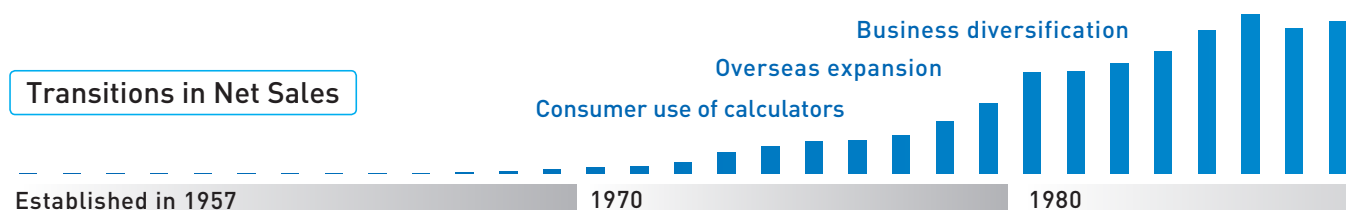
Dynamic optimization of computation work

1957 "14-A," the world's first compact all-electric calculator enabling quiet and high-speed calculations



Creation of the personal calculator market

1972 Expanded use of calculators to user households
Casio Mini – The world's first personal calculator





Environmental load reduction at point of use

2010 World's first mercury-free high luminescence projector "XJ-A145"

Projector Business



Expanded usage occasions and applications for mobile phones

1999 Shock/water-proof mobile phone "C303CA"

2010 Sold off mobile phone business



Creation of electronic dictionary market

1996 Electronic dictionary "XD-500" featuring full dictionary content

2016 Achieved total global electronic dictionary shipments exceeding 30 million units

Electronic Dictionary Business



Creation of compact digital camera market

1995 Digital camera "QA-10," a filmless camera that allows users to check photos on the spot

2018 Withdrew from compact digital camera business



Promoted industry by supplying electronic devices

1990 Launched outside sales of LCD panels

2010 Sold off device business

Expanded use of electronic musical instruments

1980 Casiotone 201, an electronic musical instrument for enjoying performances featuring the real sounds of various instruments

2019 Achieved total global electronic musical instrument shipments exceeding 90 million units

Musical Instrument Business



Disrupted the conventional concept of the wristwatch to rapidly expand watch applications

1983 Achieved innovative function of drop resistance Shock-resistant wristwatch G-SHOCK

2017 Achieved total global G-SHOCK shipments exceeding 100 million units

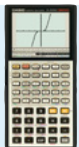
Timepiece Business

1985 LCD shutter-type page printer "LCS-2400"



1989 "ADPS R1," an office information processor requiring no user programming

System Equipment Business



Realizing effective mathematics learning by enabling use in class

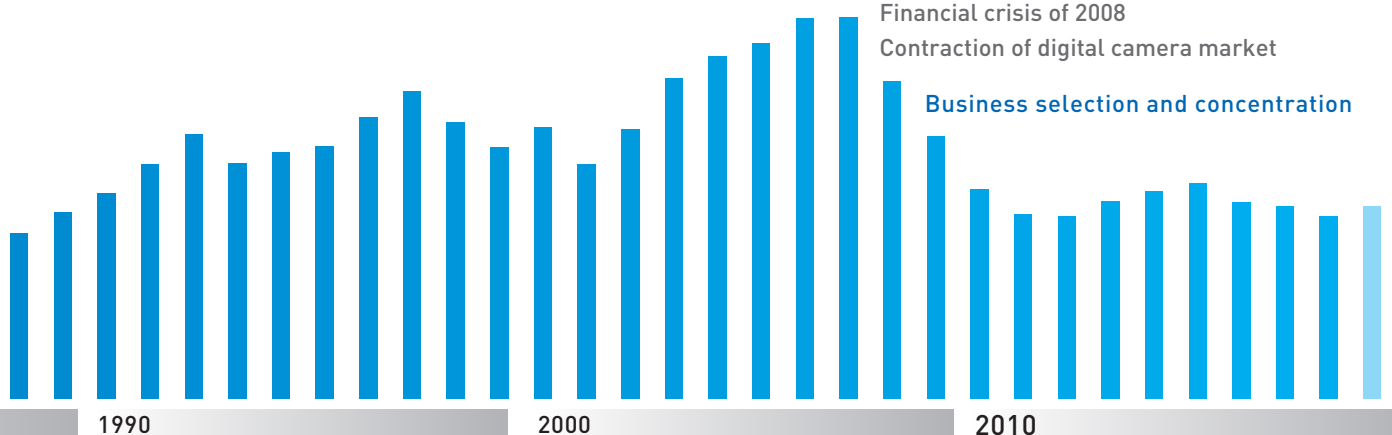
1986 World's first graphing scientific calculator "fx-7000G" aiming at visual understanding of scientific formulas

2019 Total global shipments of calculators exceed 1.6 billion units

Educational Computer Business

Financial crisis of 2008
Contraction of digital camera market

Business selection and concentration



Business Model

Value Unique to Casio

Value unique to Casio refers to maximizing the strengths of the Casio Group and linking those strengths with latent market needs to create new customer value.

Maximizing our strengths means to continue achieving innovation in our proprietary technologies and assets such as our robust G-SHOCK technology and the GAKUHAN business model.

Discovering latent market needs means to apply Casio's unique creativity towards identifying the latent needs that exist in megatrends.

Social Capital

Financial capital

Manufacturing capital

Intellectual capital

Human capital

Social and relationship capital

Natural capital

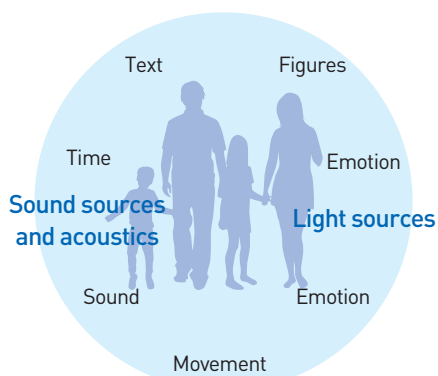
Maximizing Strengths

Diverse and creative technology related to people

Fusion of functional value and sensory value

Compact and energy-saving

Robustness



Printing

Image processing

Sensing algorithm

G-SHOCK brand

GAKUHAN business model

Both stakeholders and fans of Casio

Identifying latent needs

Market

Strong and unique market centered on the G-SHOCK brand

Mathematics education markets worldwide

New students matriculating each year

People learning and enjoying music

Educational workplaces looking to improve learning efficiency

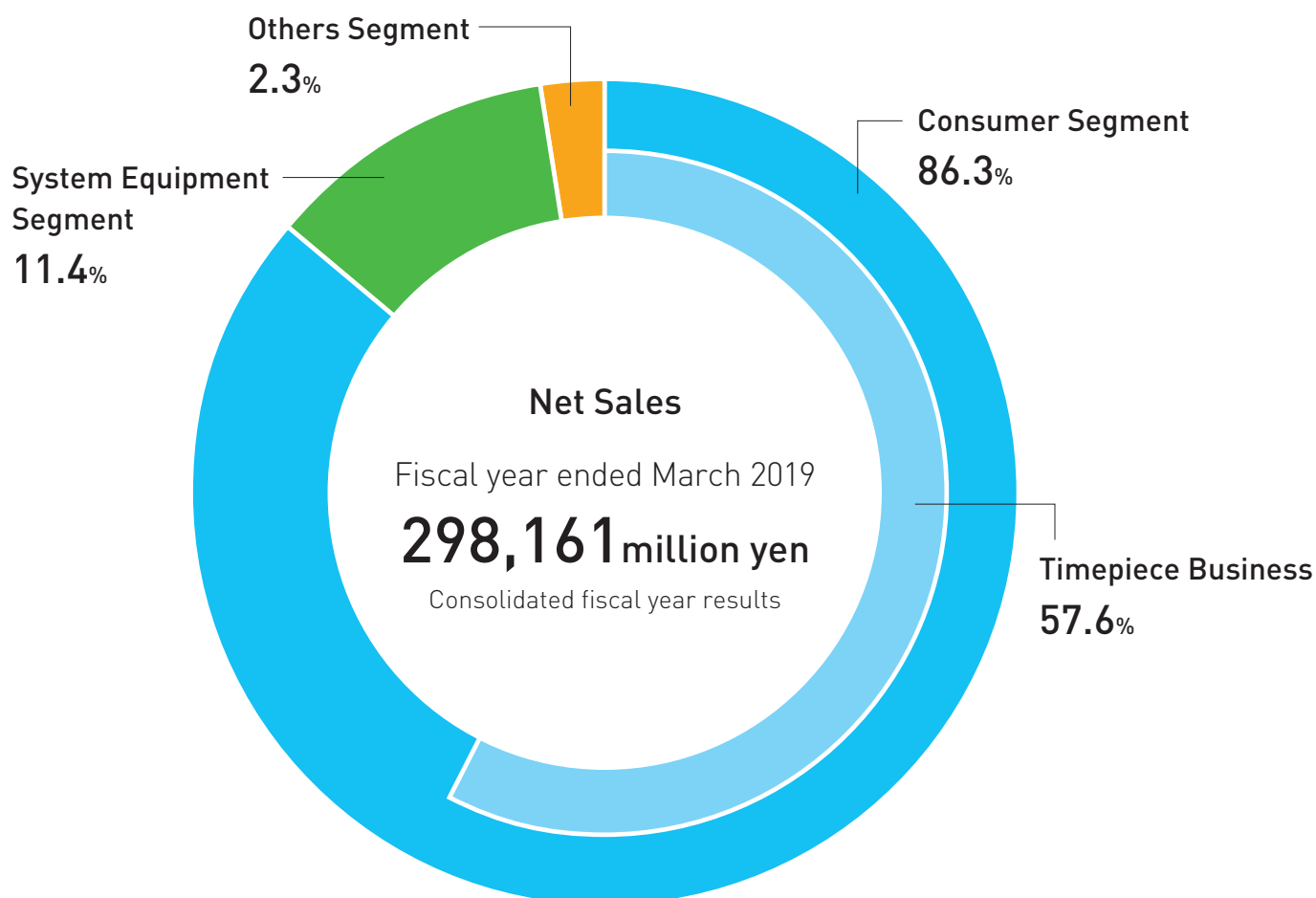
Small franchises looking to improve management efficiency

Finished products and services that address the latent needs of users help provide people with the surprise and value that leads to new experiences. Such products and services grow to become a valuable part of people's daily lifestyles. Creating a familiar and valuable life partner; something whose existence is so familiar that users may not realize the product is made by Casio until they hold it in their hand. Working together with users to foster the growth of new markets. Providing the new surprise and value that fosters the continuous evolution of the user experience. This represents the value creation process embraced by Casio.

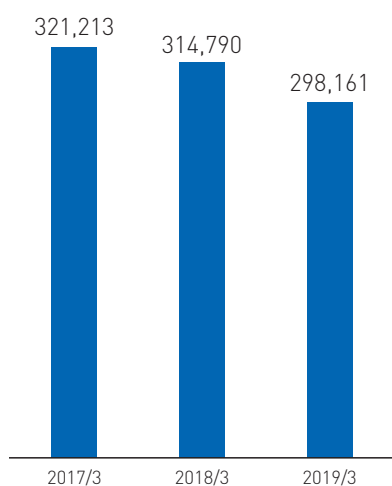


Business Summary

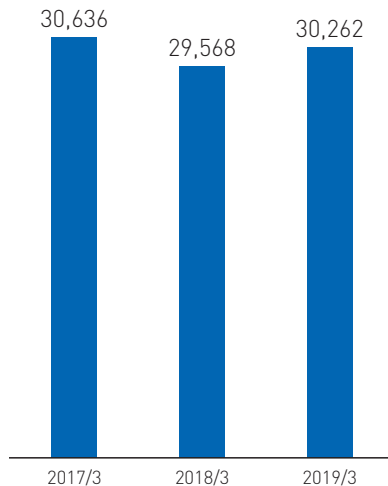
Net sales decreased due to the impact of the withdrawal from the compact camera business in the fiscal year ended March 2018, and economic slowdown in China and Europe, as well as the impact of changes in the external environment such as currency depreciation in emerging economy nations. However, we implemented structural reforms to improve our profit structure. As a result, we recorded decreased net sales and increased profits for the full year, with net sales of 298,161 million yen and operating profit of 30,262 million yen. Profit attributable to owners of parent was 22,135 million yen with earnings per share (EPS) improving to 89.86 yen.



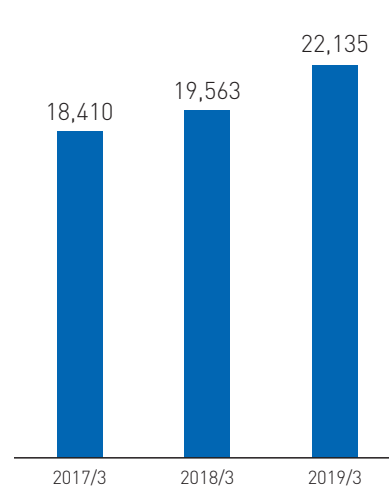
Net Sales
(millions of yen)



Operating Profit
(millions of yen)



Profit Attributable to Owners of Parent
(millions of yen)



Consumer

Major Products

Watches, clocks, electronic dictionaries, calculators, label printers, electronic musical instruments, etc.

Annual Results

Segment net sales were 257,354 million yen (down 4.3% YoY) due to our withdrawal from the compact camera business but the benefits of structural improvements resulted in segment profit of 38,232 million yen (up 9.1% YoY).

• Timepiece Business

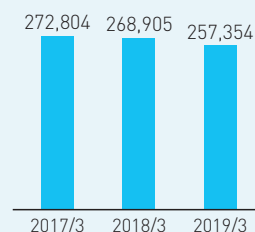
Performance was favorable thanks to strong sales of metal products, including the full metal spec model GMW-B5000, the first in the original G-SHOCK 5000 series (G-SHOCK annual sales: 9.5 million units). We maintained a high level of profitability despite economic slowdown and other difficult changes in the external environment.

• Educational Computer Business

Sales of calculators remained favorable thanks to stable scientific calculator sales to student markets (scientific calculator annual sales: 23.6 million units). We also secured profitability for sales of electronic dictionaries, which have also been a strong seller to students. We also launched a web app business providing compatibility with the electronic testing and electronic textbook markets. This marks the start of a new pillar for the Educational Computer Business. In the musical instruments business, the Privia PX-S1000, compact digital piano, launched in February, has been well-received by the market.

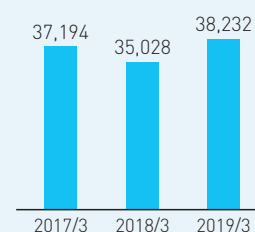
Net Sales

(millions of yen)



Segment Profit

(millions of yen)



System Equipment

Major Products

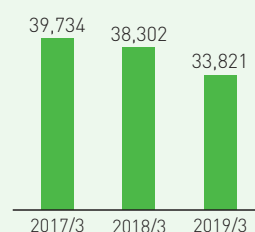
Handy terminals, electronic cash registers, management support systems, data projectors, etc.

Annual Results

Thanks to the withdrawal from the printer business and other low-profitability businesses in FY2017, fiscal year ended March 2018 profitability improved significantly and resulted in recording an operating profit. However, in FY2019, due in part to the postponement of special orders for legally mandated cash registers in France, net sales were 33,821 million yen (down 11.7% YoY) and operating losses were 910 million yen (previous FY resulted in segment profit of 583 million yen).

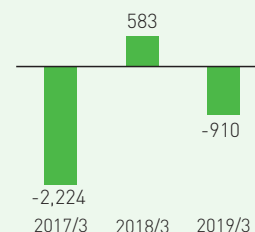
Net Sales

(millions of yen)



Segment Profit (Loss)

(millions of yen)



Others

Major Products

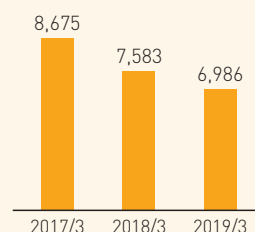
Formed parts, molds, etc.

Annual Results

This segment includes formed parts, molds, and other proprietary businesses of Group companies, and recorded net sales of 6,986 million yen (down 7.9% YoY) and segment profit of 336 million yen (down 41.1% YoY).

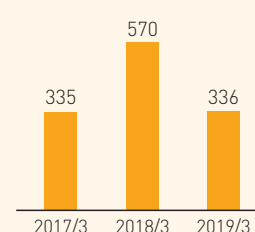
Net Sales

(millions of yen)



Segment Profit

(millions of yen)



- Head office, Sales companies, Other
- Production companies

Asia, Others

Net Sales

(millions of yen)



Employees

(No. of people)



Europe

Net Sales

(millions of yen)



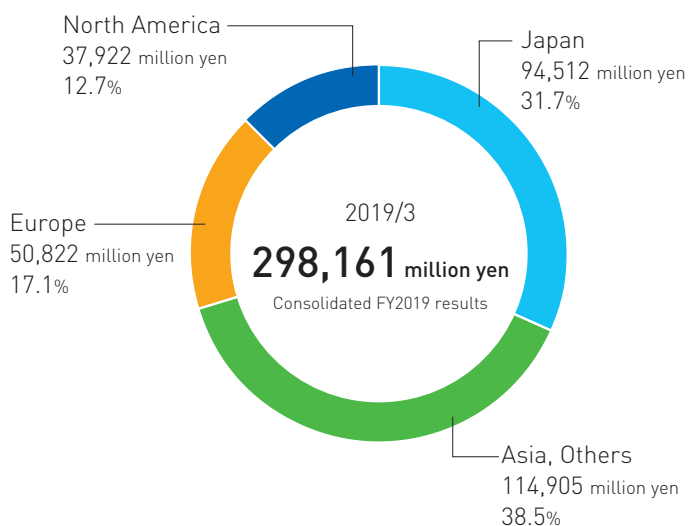
Employees

(No. of people)



Casio Timepiece (Dongguan) Co., Ltd.
 Casio Electronics (Shaoguan) Co., Ltd.
 Casio India Co., Pvt. Ltd.
 Casio (Thailand) Co., Ltd.
 Casio Marketing (Thailand) Co., Ltd.
 Casio Malaysia Sdn. Bhd.
 Casio (China) Co., Ltd.
 Casio Taiwan Co., Ltd.
 Casio Computer (Hong Kong) Ltd.
 Casio Electronics (Shenzhen) Co., Ltd.
 Casio Electronic Technology (Zhongshan) Co., Ltd.
 Casio (Guangzhou) Co., Ltd.
 Casio Singapore Pte., Ltd.

Ratio of Net Sales



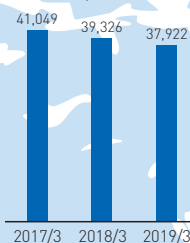
Employee Composition



North America

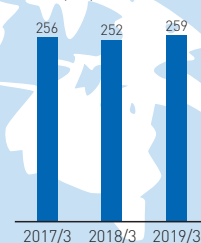
Net Sales

(millions of yen)



Employees

(No. of people)



Casio Canada Ltd.

Casio America, Inc.

Casio Mexico Marketing, S. de R. L. de C.V.

Casio Brasil Comercio de Produtos Eletronicos Ltda.

Casio Latin America S.A.

Yamagata Casio Co., Ltd.

Casio Electronic Manufacturing Co., Ltd.

Casio Computer Co., Ltd.

Casio Techno Co., Ltd.

Casio Human Systems Co., Ltd.

Casio Information Systems Co., Ltd.

CXD Next Co., Ltd.

Casio Marketing Advance Co., Ltd.

Casio Business Service Co., Ltd.

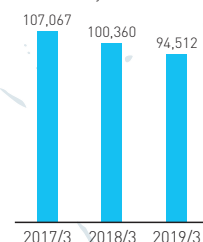
Casio Communication Brains Inc.

riplex Inc.

Japan

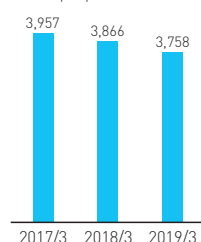
Net Sales

(millions of yen)

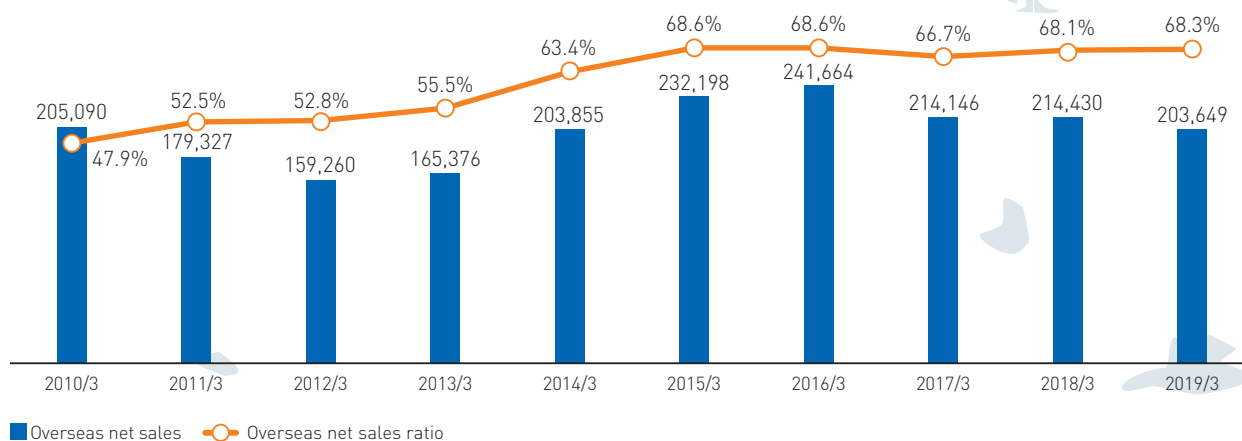


Employees

(No. of people)



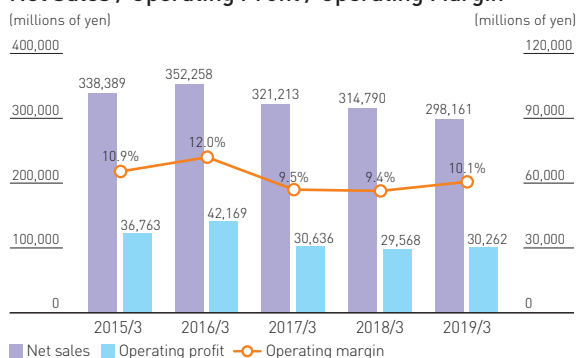
Transitions in Overseas Net Sales and Ratio of Sales (millions of yen)



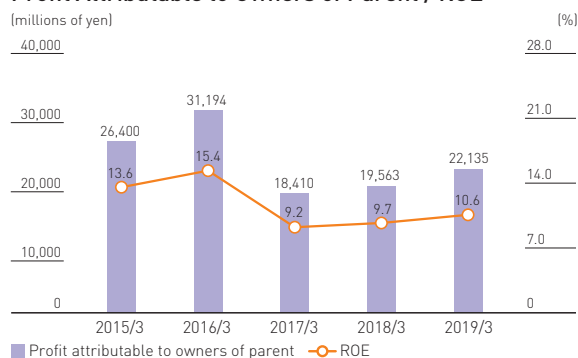
■ Overseas net sales ○ Overseas net sales ratio

Financial Highlights

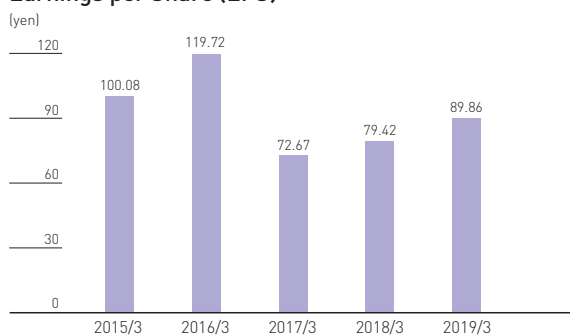
Net Sales / Operating Profit / Operating Margin



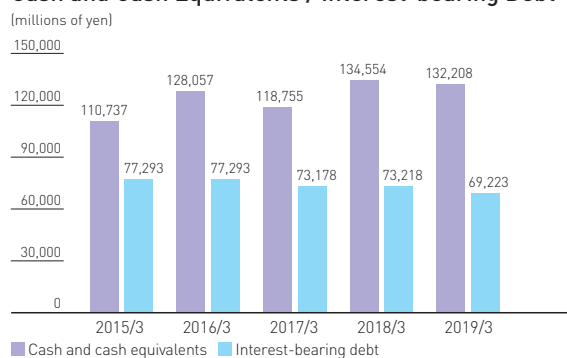
Profit Attributable to Owners of Parent / ROE



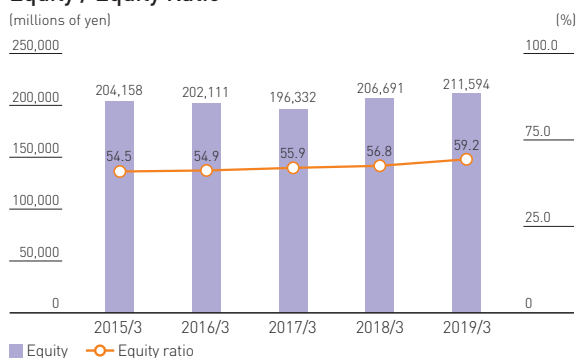
Earnings per Share (EPS)



Cash and Cash Equivalents / Interest-bearing Debt

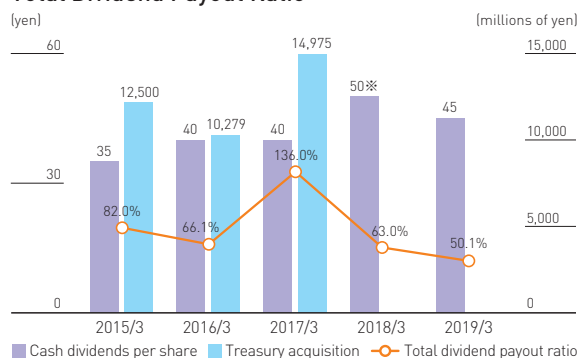


Equity / Equity Ratio



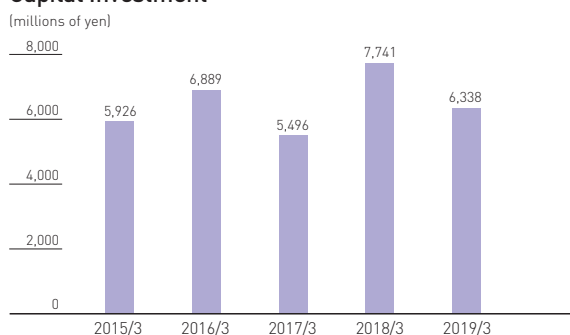
* As of FYE 3/2019, we apply the Partial Amendments to Accounting Standards for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018). These accounting standards have been applied retroactively for figures prior to FYE 3/2018.

Cash Dividends per Share / Treasury Acquisition / Total Dividend Payout Ratio

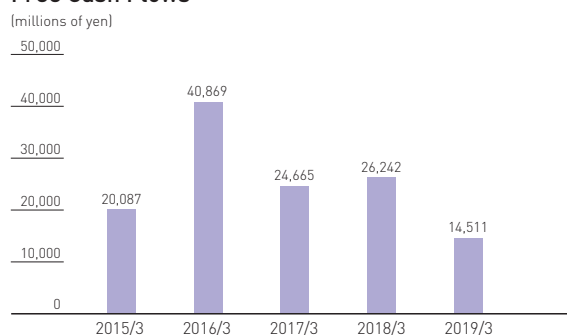


*The per share amount of 50 yen for FYE 3/2018 includes a 60th anniversary commemorative dividend of 10 yen.

Capital Investment

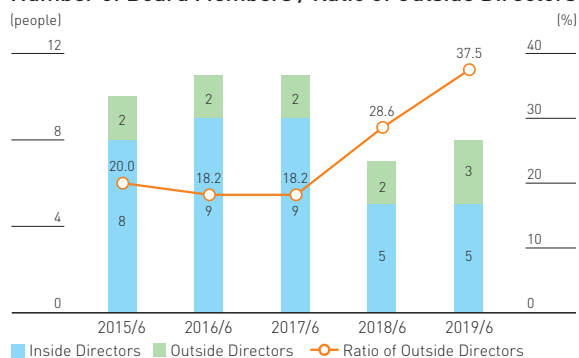


Free Cash Flows



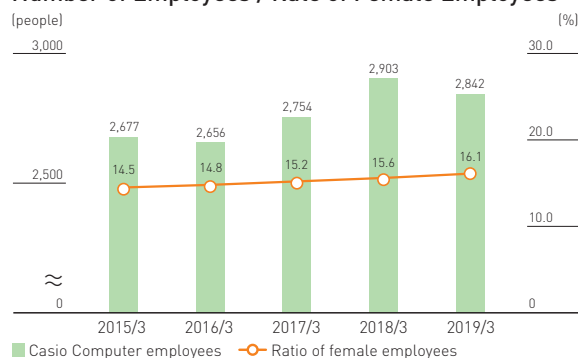
Nonfinancial Highlights

Number of Board Members / Ratio of Outside Directors

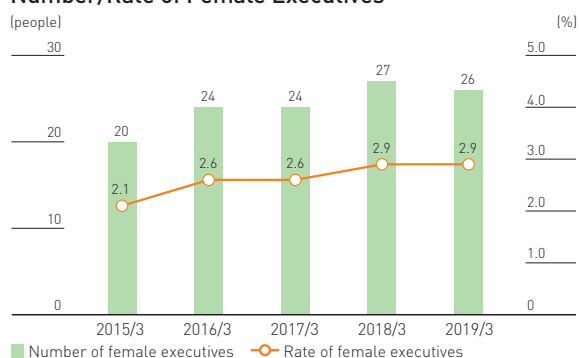


*In accordance with a resolution passed at the Regular General Meeting of Shareholders convened on June 27, 2019, we switched from a company with an Audit and Supervisory Board to a company with an Audit & Supervisory Committee Structure.

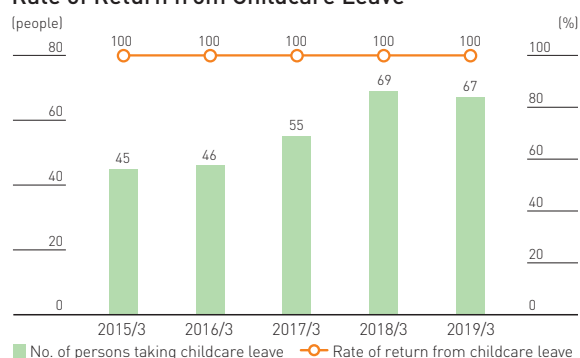
Number of Employees / Rate of Female Employees*1



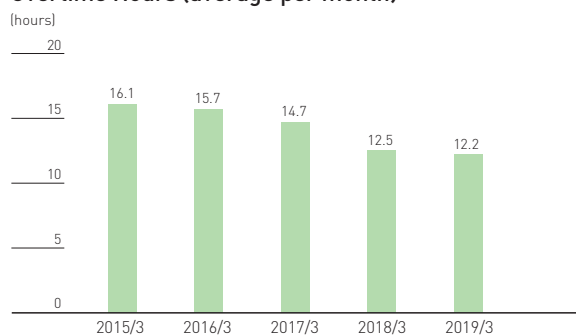
Number/Rate of Female Executives*1



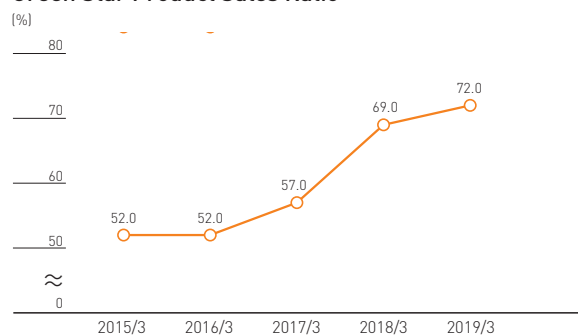
No. of Persons Taking Childcare Leave / Rate of Return from Childcare Leave*1



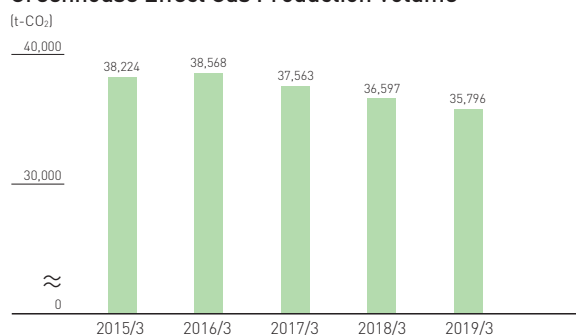
Overtime Hours (average per month)*2



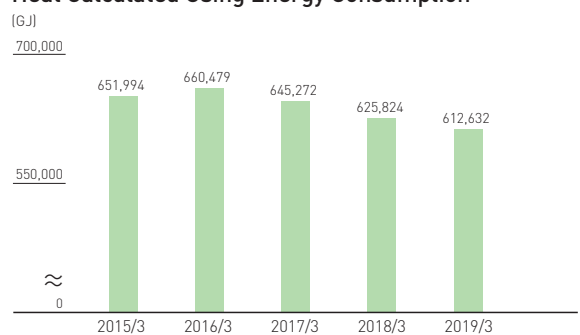
Green Star Product Sales Ratio



Greenhouse Effect Gas Production Volume



Heat Calculated Using Energy Consumption



*1: Total for Casio Computer

*2: Includes Casio Computer and domestic Group companies