Table of Contents

What Makes Our Company's **Existence Valuable**

Continuously creating things our users cherish more than anything

Accelerating the growth strategy

Medium- to long-term growth strategy to maximize strengths

Fundamental reform of the management platform

Increasing resilience to adapt flexibly to external change

Casio's Value 4 Our Value Creation Journey Creation 6 Value Creation Model 8 Businesses and Products in FYE 3/2022 Messages 10 Message from the CEO 16 Message from the CHRO 18 Message from the CFO 20 Financial and Nonfinancial Highlights 23 Background to Formulation **Direction of** Management 24 Direction of Business and **Up to 2030** Management 25 Material Issues **Specific** 27 Business Strategy **Strategies** 37 Strategy by Function 42 Management Platform Strategy 46 ESG Message from Corporate Officers 48 Corporate Governance Management 54 Risk Management and Compliance 56 Messages from **Our Outside Directors**

Financial Section

- 62 Consolidated 11-Year Summary
- 64 Consolidated Balance Sheets

58 Members of the Board 60 Executive Officers

- 66 Consolidated Statements of Income
- 67 Consolidated Statements of Comprehensive Income
- 68 Consolidated Statements of Changes in Net Assets
- 70 Consolidated Statements of Cash Flows
- 71 Notes to Consolidated Financial Statements
- 106 Independent Auditor's Report
- 110 Company Data
- 111 Stock Information

Specific Strategies

Editing Policy

Casio issues an Integrated Report to inform on its medium- to long-term strategy and its initiatives for sustainability as part of value creation for the sustainable development of its own business and society. We also hope that the report will promote better communication with stakeholders and lead to improvements in future initiatives. In the editing of the report, we referred to the Integrated Thinking Principles and Integrated Reporting Framework of the Value Reporting Foundation (VRF), the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation of the Ministry of Economy, Trade and Industry, and other guidelines.

From the fiscal year ended March 31, 2022, the Timepiece Business, previously included in the Consumer Business, was made an independent reporting segment in order to clarify the business sectors within the Consumer Business and its profit structure.

Disclosure System

Integrated Report

Since 2019, Casio has published the Integrated Report to inform on its value creation for achieving sustainable growth with society.

Sustainability Website

We publish information to provide a comprehensive report on our sustainability activities by creating a website that provides excellent searchability.

https://world.casio.com/csr/

Sustainability Report 2022 (Scheduled to be published in December 2022)

We provide a downloadable version (PDF) of the information published on our Sustainability Website.

This PDF allows the batch printing of all information as well as printing of desired sections.

Production Team

The editorial team was headed by Executive Managing Officer and CFO TAKANO Shin, who assumed editorial responsibility, while the role of editorial office manager was shared by SHINODA Yutaka, executive officer responsible for Environmental Strategy of the Company & Building Next-Generation Environment, and TAMURA Seiji, executive officer responsible for Public Relations & Investor Relations. Office support was provided by the Investor Relations Department and the Sustainability Promotion Office. The editorial office played the central role in coordinating and conducting interviews with relevant departments and those in charge. It also held planning and editorial meetings with the participation of the Chief Executive Officer (CEO) to discuss and design the report.



TAKANO Shin Director, Member of the Board **Executive Managing** Officer and CFO

To visualize Casio's approach to value creation, we will share information within and outside Casio on our vision and on what makes our Company's existence valuable and use this to promote understanding of our approach among employees and its firm embedding in our organization.



SHINODA Yutaka **Executive Officer** Responsible for **Environmental Strategy** of the Company & **Building Next-Generation** Environment

To continuously strengthen business management from a long-term and sustainable perspective, we emphasize an Integrated Report production process based on discussion within and outside the company.



TAMURA Seiji **Executive Officer** Responsible for Public Relations & Investor Relations

Through its ongoing evolution, we hope that the Integrated Report can serve to support dialogue with stakeholders.

Notes on Forward-Looking Statements

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