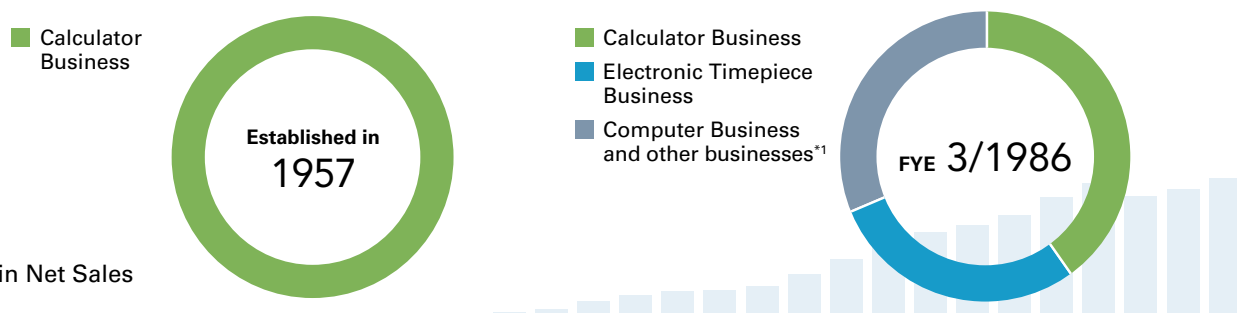


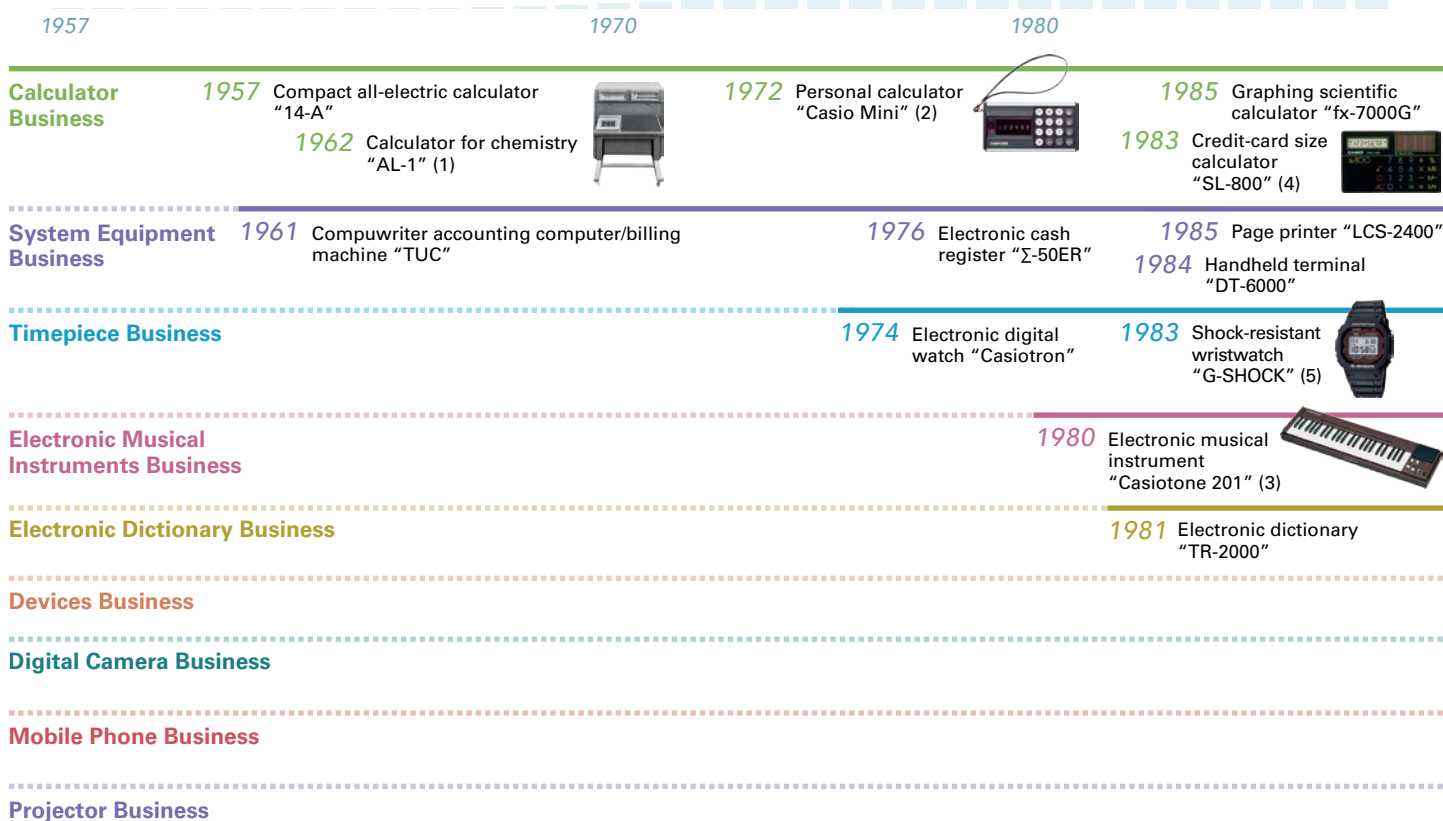
# Our Value Creation Journey

Since its establishment in 1957, Casio has passed down the development philosophy that invention is the mother of necessity. This means that rather than developing products based on user demand, we create the products that society requires. Casio continues to identify latent needs among customers and proposes new value to society while realigning its business portfolio according to the times.

## Transitions in Business Composition



## Transitions in Net Sales



Products (1) to (7) above are registered in the National Museum of Nature and Science's Essential Historical Materials for Science and Technology.

## 1950s

Casio Computer Co., Ltd. was founded in 1957 after successfully developing the world's first compact all-electric calculator. Solving the speed, noise, and operability problems of calculators of the time, it brought greater efficiency to office work. This was truly an instance of a culture being created through inventions born of necessity.

## 1970s

Using the technology and know-how cultivated in calculators, Casio introduced one developed product after another, including electronic typewriters, scientific calculators, and electronic watches. Each of these products were smaller and more personal and were equipped with functions not previously available. Casio's presence grew worldwide as the new value proposed with uses that differed from past products was recognized.

## 1980s

In 1983, Casio released G-SHOCK, which overturned conventional watch wisdom of the day. It established new value in a shock-resistant watch that could withstand unprecedented impacts and vibrations. Later, it gained support among sports players and as a fashion accessory among young people. To this day, the brand remains unrivaled all over the world.

\*1 Main products: Electronic musical instruments, small LCD televisions, portable radios, system equipment

\*2 Main products: Calculators, label printers, electronic dictionaries, LCD televisions and other video equipment, digital cameras, electronic musical instruments

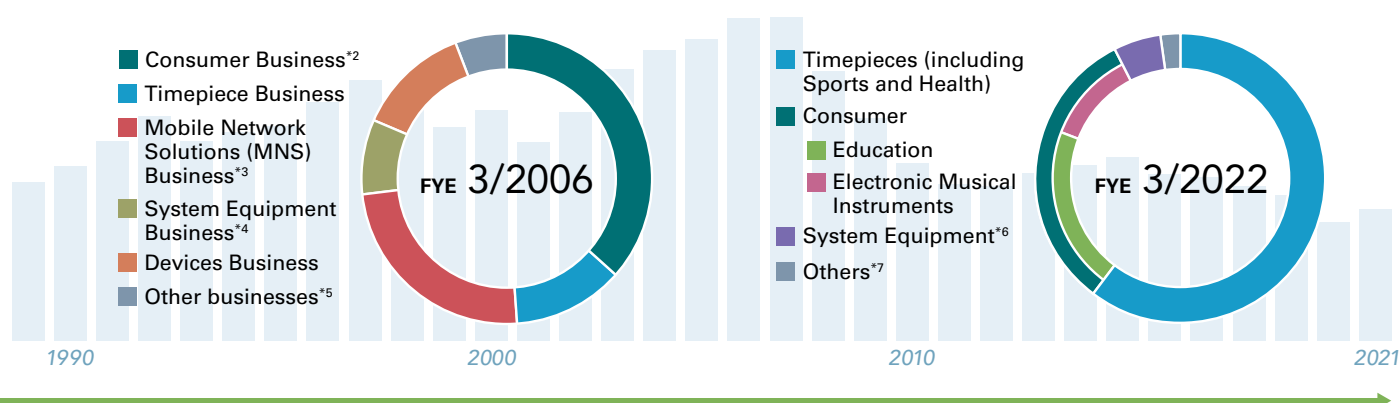
\*3 Main products: Mobile phones, handheld terminals

\*4 Main products: Electronic cash registers (including point-of-sale systems), office computers, page printers, data projectors

\*5 Main products: Factory automation systems, molds, toys, etc.

\*6 Main products: Handheld terminals, electronic cash registers, management support systems, data projectors, etc.

\*7 Main products: Formed parts, molds, etc.



1989 Office information processor  
"ADPS R1"

1999 Wristwatch with GPS  
sensor "PRT-1GPJ" (7)



1996 "Ex-word XD-500"

1990 Launched outside sales of LCD panels

1995 Digital camera with  
LCD monitor "QV-10" (6)



2000 Cellular phone with water and  
shock resistance "C303CA"

2003 Projector "XJ-350"

2010 Mercury-free high-brightness projector  
"XJ-A145"

## 1990s

Casio benefited from the increasing support of G-SHOCK among adults and women. We also continued developing products with functions, including the world's first digital camera for consumers with an LCD monitor, an electronic dictionary with in-depth content, and a shock/water-proof mobile phone. We continued making new proposals to society and promoted diversification.

## 2000s

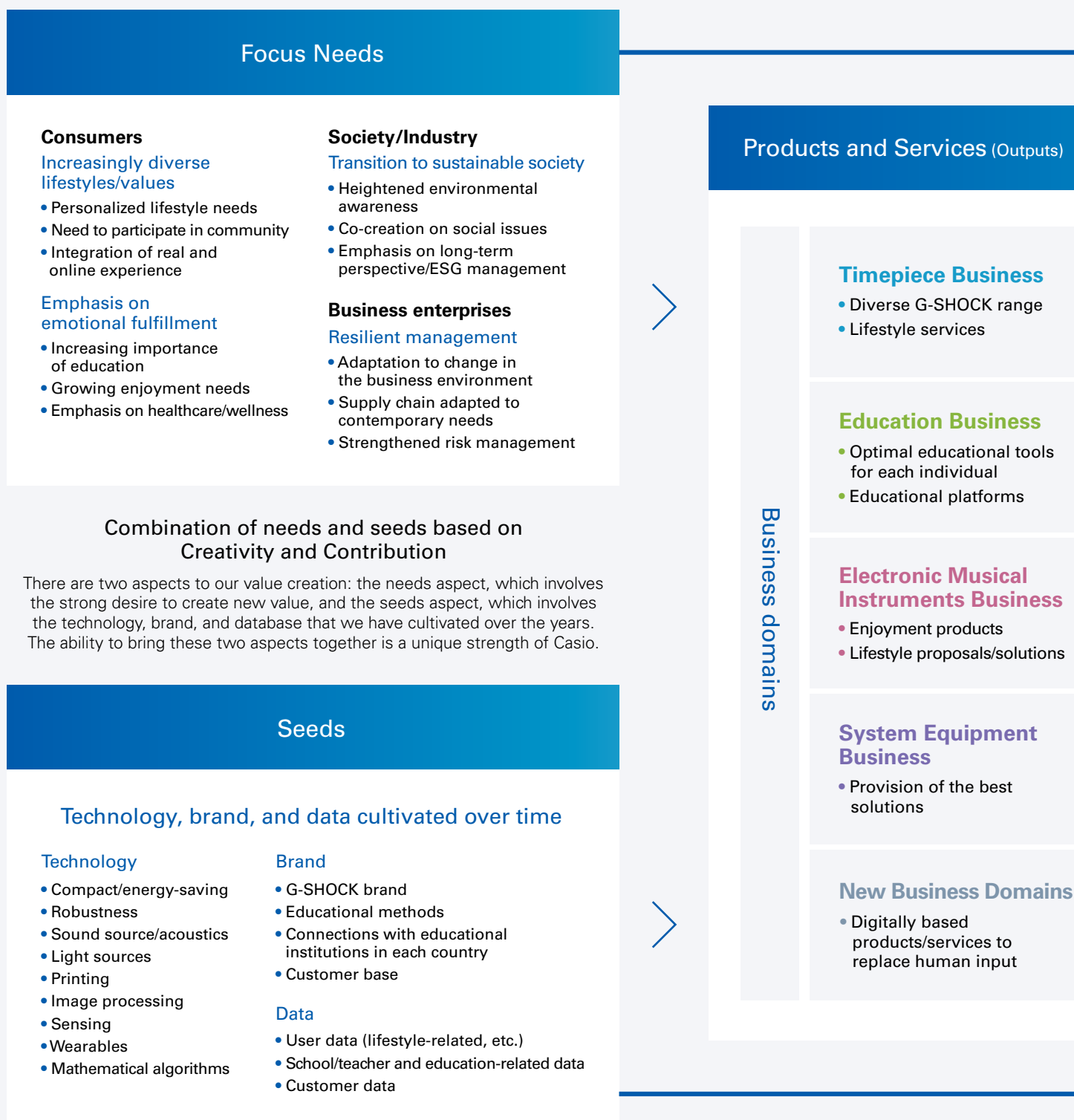
In the early 2000s, we introduced new products to the global market, and sales were on the rise. In the latter half of the 2000s, however, the profitability of the mobile phone and device businesses in particular deteriorated, and combined with the financial crisis of 2007–2008 caused the markets that Casio had nurtured to dampen.

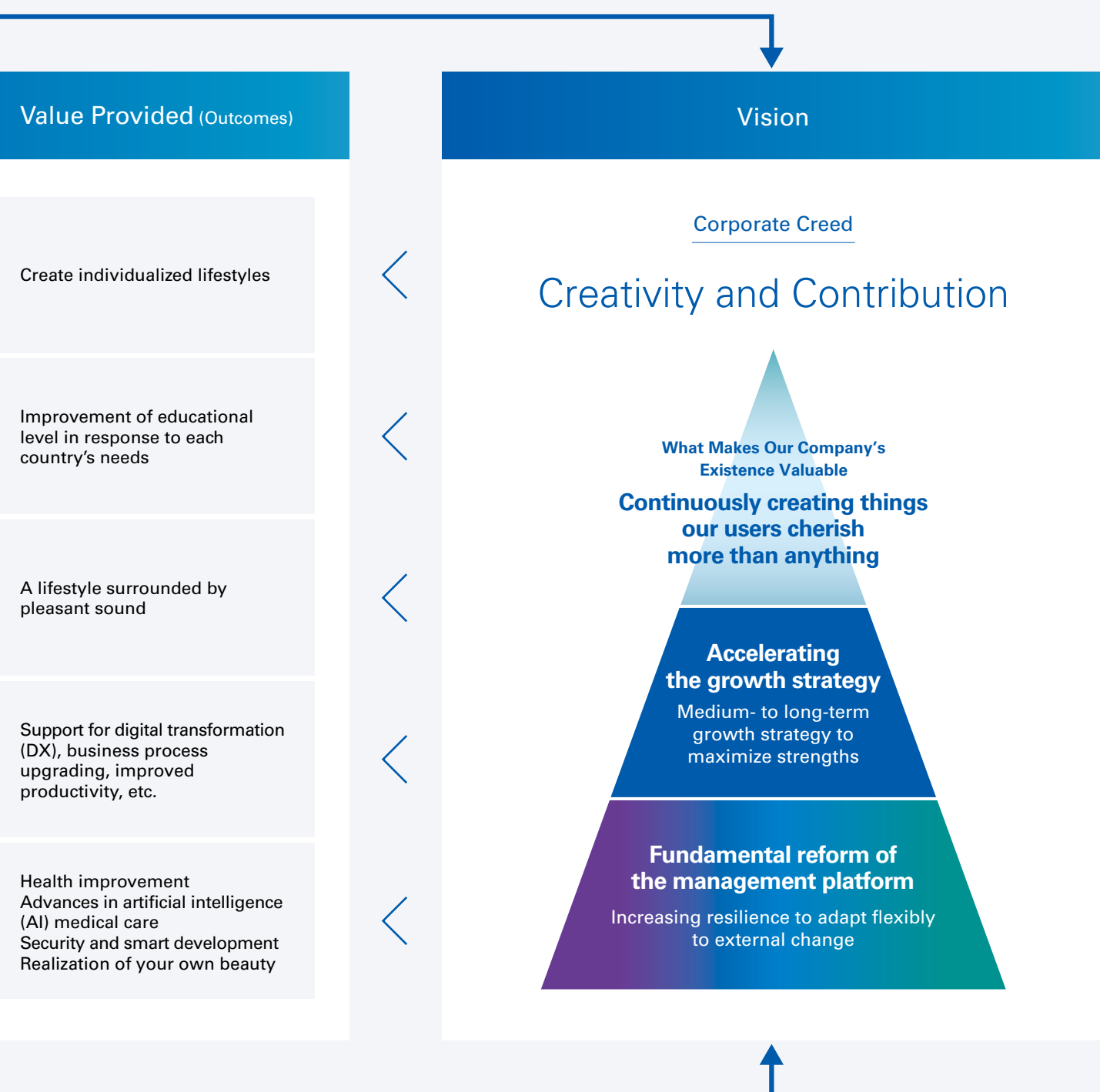
## 2010s

While the Timepiece and Educational Scientific Calculator Business continued to grow steadily, we began a fundamental review of our business portfolio. We transferred and withdrew from the consumer-targeted Compact Digital Camera Business, as well as the Devices and Mobile Phone businesses which saw a decline in profitability, shifting our policy to that of concentrating management resources in businesses that will continue creating value into the future.

# Value Creation Model

Guided by its corporate philosophy of Creativity and Contribution, Casio has outlined its future corporate vision based on the needs of society and its customers and on the business seeds it has nurtured over time. What makes Casio's existence valuable is continuously creating things our users cherish more than anything. To fulfill that aim, Casio has set out a medium- to long-term vision as a basis for backcasting to outline the value to be provided (outcomes) and the future direction in terms of products and services to be offered (outputs) in each of its business domains.





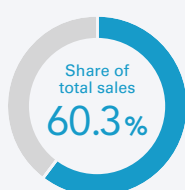
# Businesses and Products in FYE 3/2022

Casio deals in timepieces, educational products, electronic musical instruments, system equipment, and other businesses around the world, and each of these products and services is characterized by its own distinctiveness. The driving force behind our value creation is each of the 10,000 employees who produce Casio's strengths in its technology and brand.

## Business Segments/Sectors

### Timepiece

Combining robust design and other functional features with a strong fashion sense, G-SHOCK has become an unparalleled world-class lifestyle brand.



Timepieces

### Education

Among our products aimed at raising educational standards worldwide are scientific calculators that have a majority market share in 100 countries, electronic dictionaries incorporating educational methodology, and comprehensive learning platforms.



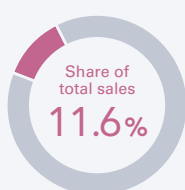
Electronic dictionaries



Calculators

### Electronic Musical Instruments

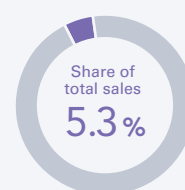
Aiming to expand the enjoyment market, which delivers personalized access to enjoying music, we provide electronic musical instruments featuring the Slim & Smart concept, proposing a new lifestyle surrounded by pleasant sounds.



Electronic musical instruments

### System Equipment

We provide customers in distribution, retail, transport, logistics, and other industries with optimal solutions in both hardware and software that contribute to improvements in operational efficiency, productivity, and other areas.



Electronic cash registers



Handheld terminals

### Others

- Formed parts
- Molds, etc.



## Regional Segments

Asia,  
Others **42.4 %**

106,928 million yen

Japan **25.3 %**

63,821 million yen

Net sales  
**252,322**  
million yenEurope **18.8 %**

47,473 million yen

North  
America **13.5 %**

34,100 million yen

## Financial Results

Net sales

**252.3** billion yen

Operating profit

**22.0** billion yen

Operating margin

**8.7 %**

Free cash flows

**10.3** billion yen

Return on equity (ROE)

**7.4 %**

Dividend

**45.00** yen