

Message from the Chairman

To enhance corporate value while remaining “uniquely Casio”—that is the role and mission of governance.

KASHIO Kazuhiro

Representative Director
and Chairman



The essence of governance for Casio

Following its transition to a new corporate structure in 2023, Casio is now entering an era of transformation. Under President MASUDA, executive departments are engaged in strenuous efforts to drive innovation so that we can reemerge as a new Casio. For us members of the Board of Directors, it is important not merely to make suggestions and give advice, but also to take concrete action to help realize this goal. That is why I make an important point of always staying in close touch with business execution. In general, governance means that the Board of Directors monitors executive functions, but at Casio I think that governance means staying in touch with frontline business execution and helping to strengthen its effectiveness. Our role is to join in the drive for corporate innovation to adapt to the new era and facilitate our rebirth as the new Casio.

Casio now and challenges for the future

Our current business stagnation is the result of both external and internal factors. Among the external factors with the greatest impact is the rapid change in our business environment. The internal factors include a weakening of resilience to the changing times. Among the specific issues are that the medium- to long-term business vision that we aspire to has not been sufficiently clarified, the departmental division of operations is hindering the achievement of plan targets for the fiscal year ending March

31, 2025, and Casio's strengths in team power and spirit of challenge have not been properly utilized.

Going forward, Casio will tackle these challenges head-on to reemerge as the new Casio. Casio is rich in the strengths it will need to effect this rebirth. To name a few: it provides products that people use in daily life; it commands unique and inimitable markets that it has built together with its users; it has direct connections with its users; and it has many proprietary technologies that are involved in people's lives.

Currently however, Casio is not taking sufficient advantage of this potential. To put it differently, at the moment, our greatest strength of being “uniquely Casio” is not coming through.

But what is “uniquely Casio”? It means benefiting from team power and spirit of challenge to realize aspirations that are unique to Casio. By restoring this spirit, I am absolutely confident that we can achieve rebirth as the new Casio.

Purpose project to restore the uniquely Casio spirit Companywide

Casio launched its Purpose project in order to drive innovation for rebirth as the new Casio, reexamine its strengths, and establish a clear future direction. The Purpose project will share Casio's aspirations and concerns with the more than 2,000 employees and officers who are responsible for imagining its future and also with its

business partners. We have discussed exhaustively what we mean by uniquely Casio aspirations (the kind of innovation we need) and by uniquely Casio culture (strengths and weaknesses and the values we cherish).

As a result, we defined the corporate Purpose as "Through the power to put wonder at hand, bring new levels of joy to lives one by one." We then defined our Values, which are the values and convictions needed to fulfill this Purpose. Based on this new Purpose, we want to unite Companywide to reestablish a culture that will take on the challenge of generating new innovation.

Renewing uniquely Casio innovation

We will return to a uniquely Casio culture by reemerging as an innovative company. Innovation that is uniquely Casio means creating new lifestyles that did not exist before (global niche markets). In each of our businesses, we will proclaim the medium- to long-term vision that we aspire to and propose and explore new lifestyles. To realize these visions, it is essential that we progress actively with the evolution and application of original technologies. That is Casio's approach to business and the kind of innovation we should aim for.

Moreover, a uniquely Casio culture is one where team power and spirit of challenge are directed sustainably to fulfilling our medium- to long-term vision. We believe that it

is by continuing to face the challenge of aspiration that we can be uniquely Casio.

Casio's Purpose: Generating innovation that spreads aspiration and joy in society

As chairman of the Board of Directors, I have been engaged in daily dialogue with shareholders, investors, and other stakeholders. My feeling is that their main expectation from Casio is that we should create new markets that did not exist before. To meet this expectation, I want to focus on activities to improve not only short-term business performance but also long-term value, which means generating innovation.

Casio's social mission, based on the corporate creed of Creativity and Contribution, is to create new value and bring innovation to society. In terms of addressing social issues, the Sustainable Development Goals (SDGs) require that we also minimize any negative impact on society. At the same time, Casio's social significance and mission is as a positive influence that delivers aspiration, hope, and joy.

I am committed to returning to those roots and working in coordination with the CEO, who holds executive responsibility, to reliably achieve our rebirth as an innovative company. My sincere request to shareholders and investors is that they should support us by taking the long view in forming their expectations of Casio and assessing our future progress.

Continuing direct dialogue between management and frontline employees

The executive team attaches importance to direct dialogue with frontline employees and organizes exchange meetings at regular intervals. Casio Chairman KASHIO Kazuhiro visits internal departments and projects as well as Group bases in Japan and overseas to engage in dialogue with young and mid-career employees. This activity, which began in 2020 in response to employee suggestions and continued online during the COVID-19 pandemic, has resulted in a rich exchange of opinions. It serves not only to reinforce employees' grasp of Casio's corporate creed and history, its current position and future direction, but also as an opportunity for employees to raise with management any questions or issues they have in their daily work, thus deepening mutual understanding and empowering each individual to act on their own initiative.

Now that we have set out our Purpose, we will move on to practical action to fulfill it. I am therefore committed to supporting each individual frontline employee to further develop their spirit of challenge and co-creative ability in order to continue the work of proposing and exploring new lifestyles with our Purpose, "Through the power to put wonder at hand, bring new levels of joy to lives one by one," as our guide.

