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- Results Briefing for Year Ended March 31, 2021**
 - Business Outlook for Year Ending March 31, 2022**

May 13, 2021

CASIO COMPUTER CO., LTD.

Forward-looking Statements

Earnings estimates and expectations that are not historical fact included in this report are forward-looking statements.

Although such forward-looking statements reflect the judgment of management based on information currently available to it, various factors could cause actual results to differ materially.

Financial Results for Year Ended March 31, 2021

Consolidated Results for FY March 2021

Billions of yen

Consolidated Results	FY March 2021 4Q			FY March 2020		
	FY March 2020 4Q	FY March 2021 4Q	YoY Change	FY March 2020	FY March 2021	YoY Change
Net sales	61.3	61.0	0%	280.8	227.4	-19%
Operating profit	3.8	4.2	+12%	29.1	15.4	-47%
OPM	6.2%	6.9%		10.4%	6.8%	
Ordinary profit	3.6	4.7	+30%	28.5	16.3	-43%
Net income	-1.6	1.9	-	17.6	12.0	-32%
EPS (yen)	-6.53	8.02		72.23	49.52	

Net Sales and Operating Profit by Segment

Billions of yen

		Consolidated Results	FY March 2020 4Q	FY March 2021 4Q	YoY Change	FY March 2020	FY March 2021	YoY Change
Net Sales	Consumer		52.6	54.3	+3%	245.1	204.0	-17%
	System equipment		7.3	5.3	-28%	30.1	18.7	-38%
	Others		1.4	1.4	-1%	5.6	4.8	-15%
	Total		61.3	61.0	0%	280.8	227.4	-19%
Operating profit	Consumer		6.5	7.7	+18%	39.0	28.5	-27%
	System equipment		-1.0	-1.0	-	-2.7	-4.8	-
	Others		0.1	0.0	-	0.3	0.3	-15%
	Adjustment		-1.9	-2.4	-	-7.6	-8.6	-
	Total		3.8	4.2	+12%	29.1	15.4	-47%

Year-on-Year Sales, by Business

YoY sales in local currencies

	1Q	2Q	3Q	4Q	April	(Reference) YoY sales in April in the previous year
Timepieces	-42%	-17%	-18%	+4%	+107%	-5%
Educational scientific calculators	-50%	-29%	-17%	-5%	+66%	-19%
Electronic dictionaries	-36%	-36%	-1%	-19%	+80%	-10%
Electronic musical instruments	+27%	+14%	+34%	+35%	+27%	+50%
Other system Equipment (PA, SA and other)	-35%	-35%	-31%	-14%	+19%	-36%
Total	-38%	-20%	-14%	-2%	+80%	-4%

Timepiece Business Overview (Growth Expansion Businesses)

4Q Results / Full Year Results

- In 4Q, sales of both G-SHOCK and products other than G-SHOCK increased YoY. In particular, sales of G-SHOCK metal models grew significantly, up 26% YoY.
- Sales in China recovered dramatically from last year's COVID-19 pandemic (4Q: +54% YoY, full year: +22%)
- E-commerce sales expanded considerably, driven by strong direct e-commerce sales in Europe and the U.S. (4Q: +25% YoY)

(Billions of yen)

			2H	Full year
	3Q	4Q		
Net Sales	38.4	32.4	70.8	131.3
OPM	23%	13%	18%	18%
Sales change (in local currencies)	-20% (-18%)	+5% (+4%)	-10% (-9%)	-20% (-19%)

Background of OPM in 4Q

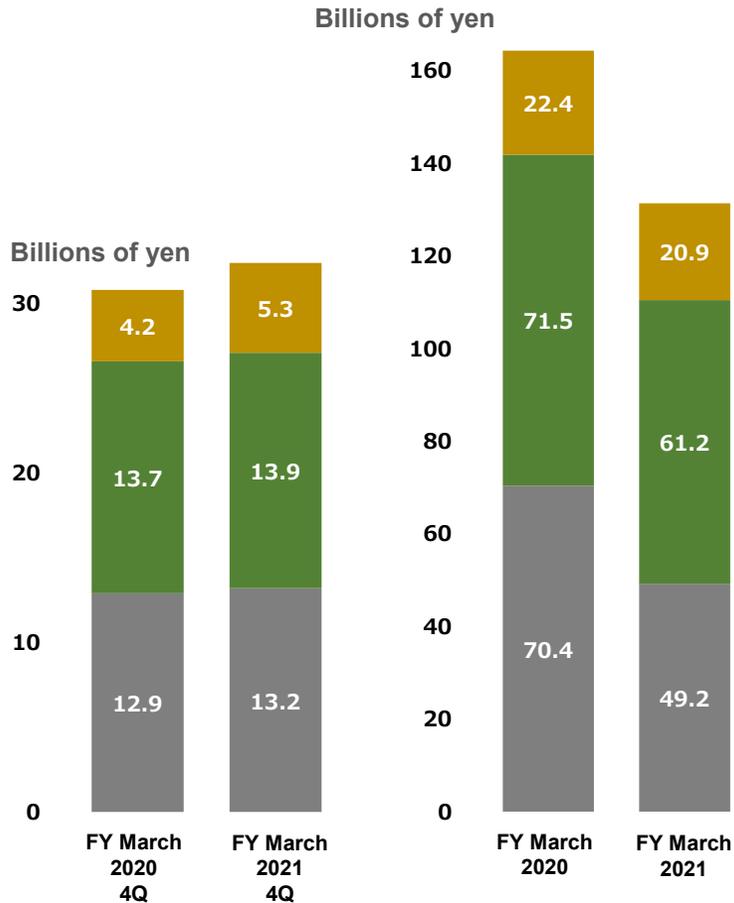
As sales were on the rise, invested strategic sales promotion expenses as planned (strategic expenses in the 4Q had a significant effect on the current year.)

- Details
- Investment to expand direct e-commerce outside Japan
 - Investment for EC event from Chinese New Year onward
 - Online product presentation outside Japan (emerging countries in Asia), etc.

Timepiece Business Overview (Growth Expansion Businesses)

By Genre

- G-SHOCK, BABY-G (Metal)
- G-SHOCK, BABY-G (Resin)
- Other than G-SHOCK, BABY-G



■ 4Q sales: ¥32.4 billion, OPM: 13%
(sales +5% YoY, +4% in local currencies)

- Sales volume and average unit prices
- Timepiece total: volume +1%, unit price +4% in yen/+3% in local currencies

■ Sales of G-SHOCK metal models remained strong
■ Among G-SHOCK resin models, sales of GA-2100 and G-SQUAD were strong

- Strong sales for full metal model GMW-B5000 series continued, primarily in China and Japan
- Sales of GA-2100, featuring an octagonal case, were strong, primarily among young people in Europe and the U.K.
- Strong sales continued in all regions, primarily Europe and the U.S., for G-SQUAD GBD-H1000, which is ideal for working out
- Strong sales of G-SHOCK WOMEN GMA-S120MF, primarily in China, continued and the fan base among women is growing

■ Although challenging conditions remained for products other than G-SHOCK, sales of OCEANUS and EDIFICE recovered gradually and increased slightly YoY

- Due to the impact of COVID-19, fresher demand in Japan faced difficult conditions
- For OCEANUS, sales of Manta and CACHALOT remained strong
- EDIFICE sales continued to expand in China



G-SHOCK
Full metal
GMW-B5000GD



G-SHOCK
GA-2100



G-SQUAD
Equipped with heart
Rate monitor and
GPS function
GBD-H1000



G-SHOCK
WOMEN
GMA-S120MF



OCEANUS
Manta
OCW-S5000E



EDIFICE
EFR-303L

Timepiece Business Overview (Growth Expansion Businesses)

Overview by region: YoY in local currencies

Sales in China recovered dramatically in 4Q, and secured 22% YoY growth for the full year

■ Japan (YoY 4Q: -8%/full year: -34%)

Decrease in foot traffic in physical stores due to sharp increase in number of people infected with COVID-19 around the New Year period

■ North America (YoY 4Q: +6%/full year: -9%)

Direct e-commerce sales remained strong

■ Europe (YoY 4Q: +10%/full year: -18%)

Although sales at physical stores struggled due to strengthening of restrictions on going out, e-commerce sales increased

■ China (YoY 4Q: +54%/full year: +22%)

Both physical store and e-commerce sales recovered dramatically from last year's COVID-19 pandemic

■ Other (YoY 4Q: -8%/full year: -31%)

Impact from spread of COVID-19 infections in emerging countries (India, Brazil, etc.)

Online/offline sales results

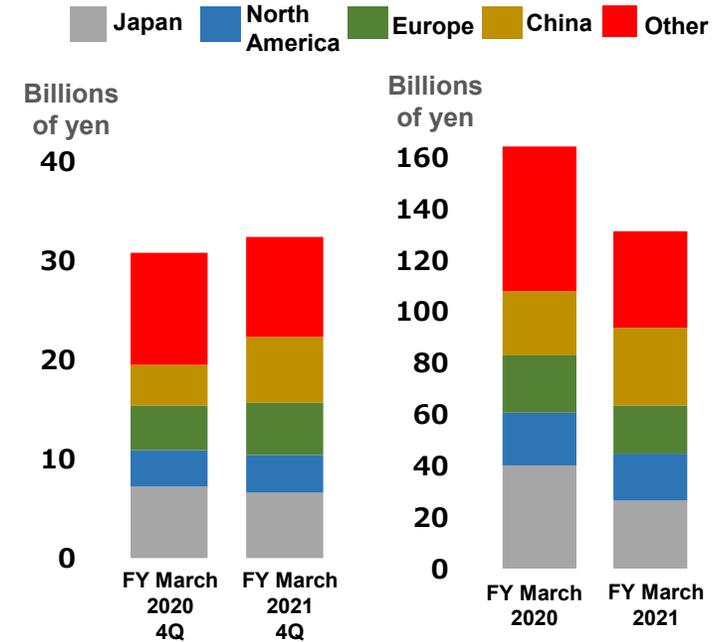
Overall: large increase in 4Q e-commerce sales +25% YoY

(4Q/full-year e-commerce sales percentage slightly over 30%)

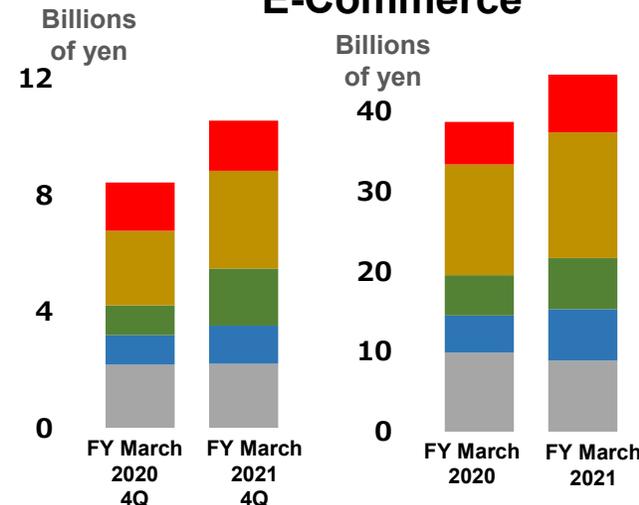
■ China: 4Q e-commerce sales percentage slightly over 50%

■ Europe and U.S.: Direct e-commerce sales continued to grow (Direct e-commerce 4Q YoY: North America 2.4-fold growth, Europe 2.0-fold growth)

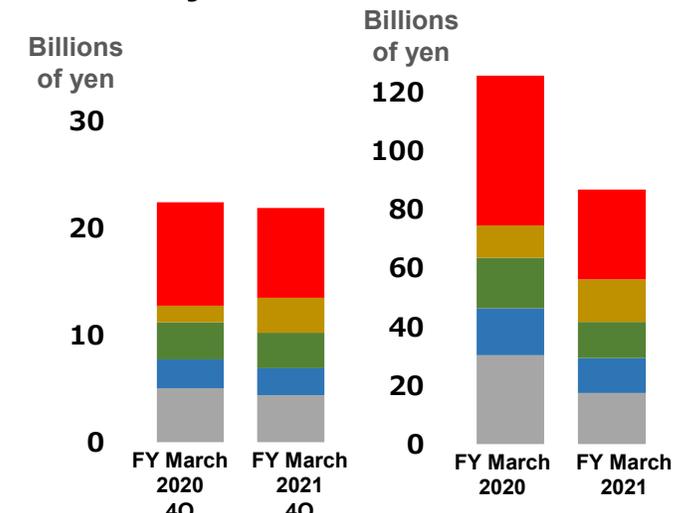
By Region



E-Commerce



Physical stores



Educational Scientific Calculator Business (Growth Expansion Businesses)

4Q Results / Full Year Results

(Billions of yen)

				Full year
	3Q	4Q	2H	
Net Sales	6.7	7.7	14.4	29.0
OPM	7%	18%	13%	9%
Sales change (in local currencies)	-19% (-17%)	-5% (-5%)	-12% (-11%)	-28% (-27%)

- Scientific calculators: Among emerging countries, school closures and at-home learning continued in India, Africa, and Central and South America

- Standard calculators: Sales recovered to a positive level compared with the previous fiscal year, mainly due to capture of remote work demand



**ClassWiz
FX-991EX**

Businesses Needing Better Profitability

4Q Results / Full Year Results

(Electronic dictionaries, electronic musical instruments, projectors, other systems equipment, etc.)

- Sales and profit growth in electronic musical instruments continued due to completion of structural reforms and driven by stay-at-home demand

(Billions of yen)

				Full year
	3Q	4Q	2H	
Net Sales	16.1	19.4	35.5	61.6
OPM	-3%	5%	1%	-4%
Sales change	+2%	-7%	-3%	-12%

*4Q breakdown:

Net sales: electronic dictionaries approx. 33%; electronic musical instruments approx. 37%; projectors approx. 3%, other systems equipment approx. 24%; and other (label printers)

Operating profit: projectors -0.6 billion yen

Businesses Needing Better Profitability

Electronic Music Instruments

- Sales continued to expand due to stay-at-home demand
- Strategic Slim & Smart products as percentage of electronic musical instruments reached 45% (as of 4Q)
- Full year OPM approaching double-digit level



Electronic dictionaries

- Impact of restrained buying of student models despite a trend of recovery in demand



PA

- Gained business opportunities through expansion of Android line-up with trend of recovery in sales to a slight YoY decrease although impact of COVID-19 remains



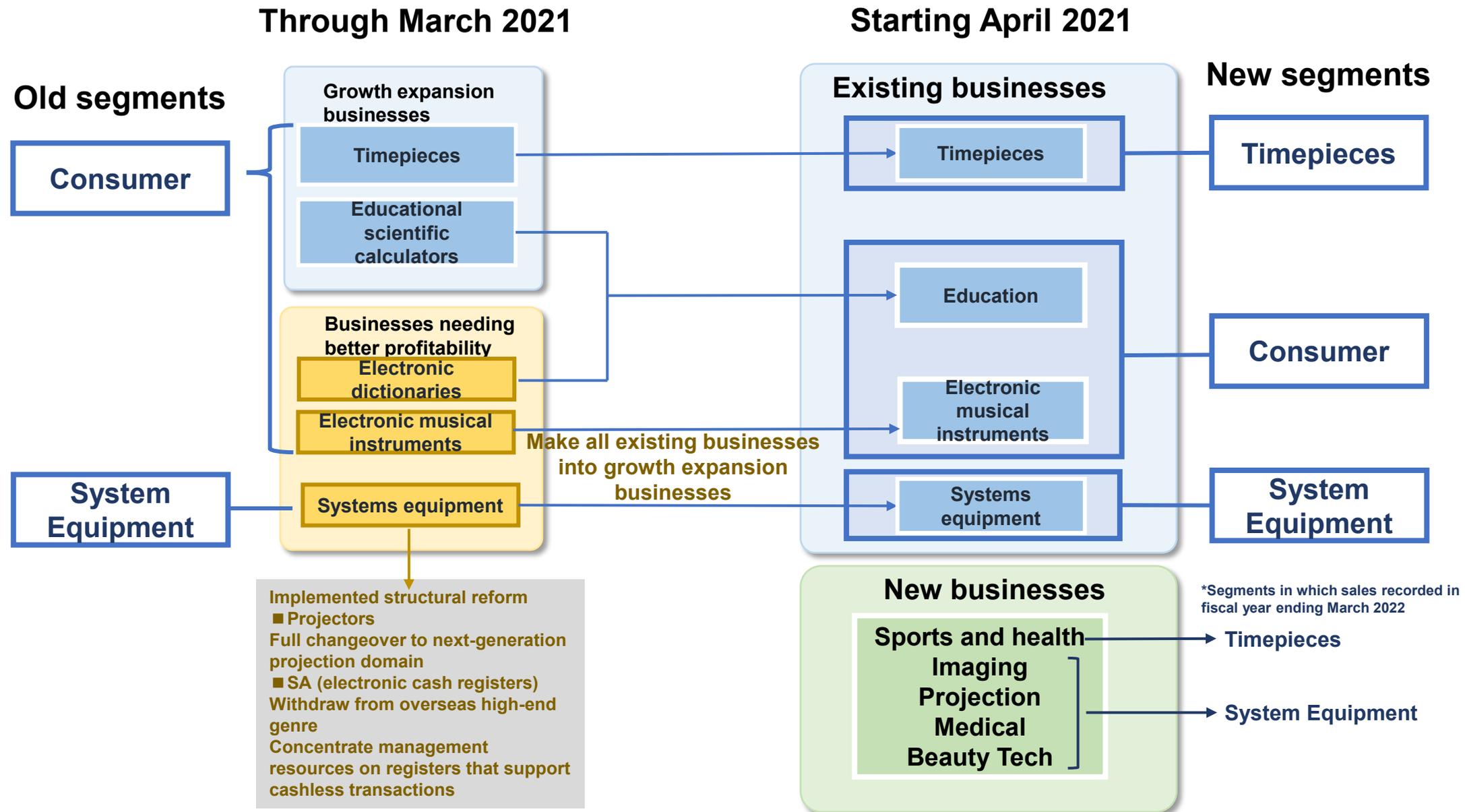
SA

- Sales decreased due to impact of COVID-19



Business Outlook for Fiscal Year Ending March 31, 2022

Changes in Segments Disclosed



FY March 2022 Forecasts

Billions of yen

Consolidated	FY March 2021	FY March 2022 Financial Forecasts				FY March 2022 Financial Forecasts	
		1H	YoY Change	2H	YoY Change	Full year	YoY Change
Net sales	227.4	125.0	+20%	140.0	+13%	265.0	+17%
Operating profit	15.4	10.0	+137%	16.5	+48%	26.5	+72%
OPM	6.8%	8.0%		11.8%		10.0%	
Ordinary profit	16.3	9.0	+97%	15.5	+32%	24.5	+50%
Net income	12.0	6.0	+15%	11.0	+62%	17.0	+42%
EPS (yen)	49.52	24.73		45.34		70.07	

FY March 2022 Financial Forecasts—Net Sales and Operating Profit by Segment

Billions of yen

	Consolidated	FY March 2020	FY March 2022 Financial Forecasts			
			1H	2H	Full year	YoY Change
Net Sales	Timepieces	131.3	77.0	83.0	160.0	+22%
	Consumer	72.7	38.0	44.0	82.0	+13%
	System equipment	18.7	7.5	10.5	18.0	-4%
	Others	4.8	2.5	2.5	5.0	+5%
	Total	227.4	125.0	140.0	265.0	+17%
Operating profit	Timepieces	23.1	14.0	16.0	30.0	+30%
	Consumer	5.4	1.5	5.0	6.5	+20%
	System equipment	-4.8	-0.5	0.5	0.0	-
	Others	0.3	0.0	0.0	0.0	-
	Adjustment	-8.6	-5.0	-5.0	-10.0	-
Total	15.4	10.0	16.5	26.5	+72%	

Plan Details for Year Ending March 31, 2022

■ The plan for the fiscal year ending March 31, 2022 has been revised, considering that the impact of COVID-19 has persisted longer than initially assumed.

	FY March 2022		
	Net sales	Operating profit	OPM
Timepieces (incl. sports & health)	160.0	30.0	19%
Consumer	82.0	6.5	8%
Education (educational scientific calculators/electronic dictionaries)	55.0	5.0	9%
Electronic musical instruments	27.0	1.5	6%
System Equipment	18.0	0.0	0%
Existing businesses	15.0	0.0	0%
New businesses (other than sports & health)	3.0	—	
Other	5.0	0.0	0%
Adjustment	—	-10.0	
Total	265.0	26.5	10%

*Net sales of new businesses are shown in the Timepiece segment for sports & health and the System Equipment segment for other new businesses.

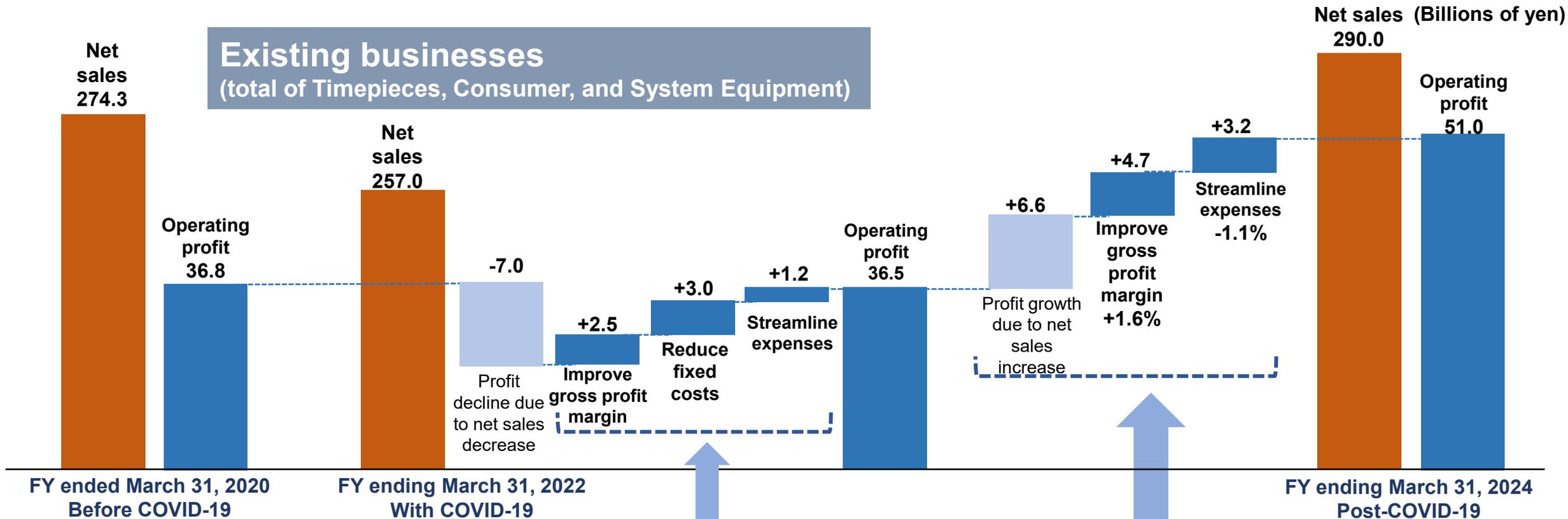
	(Billions of yen)	
	Net sales	Operating profit
Business plan under the post-COVID-19 scenario (announce in 2Q)	280.0	32.0
Main changes		
• Timepieces: Revision of OPM		+1.0
• Scientific calculators. Continued COVID-19 impact	-15.0	-3.0
• Dictionaries: Continued COVID-19 impact	-1.5	-0.5
• Musical instruments { Impact of semi-conductor procurement	-1.5	-0.5
{ Increased strategic investment in new products, etc.		-0.5
• New: Positive additional investment for future growth based on recent signs	+3.0	-2.0
Post-revision plan for FY March 2022	265.0	26.5

Business Targets for the Fiscal Year Ending March 31, 2024 under the Post-COVID-19 Scenario

- The impact of COVID-19 is assumed to continue for one to two years from now, with the fiscal year ending March 31, 2024 expected to be post-COVID-19.

		Post-COVID-19 business targets			(Billions of yen)
		FY March 2024			
		Net Sales	Operating Profit	OPM	
Timepieces		170.0	37.0	22%	
Consumer		98.0	12.5	13%	
	Education (educational scientific calculators/electronic dictionaries)	68.0	9.0	13%	
	Electronic musical instruments	30.0	3.5	12%	
System Equipment		22.0	1.5	7%	
Other		5.0	0.0	-	
New Businesses		30.0	5.0	17%	
Adjustment		-	-8.0		
Total		325.0	48.0	15%	

Structural Reform (Effect from profit improvement of existing businesses)



Improve profit structure (initiatives over last three years)

- Thorough verification of cost-benefit performance (streamline expenses)
- Radical review of fixed costs (eliminate waste)
- Rebuilding of distribution platform • Consolidation and closure of sales sites
- Rationalization of indirect personnel (voluntary early retirement incentive program)

Overall optimal effects from structural reform (initiatives in previous fiscal year, implementation of PDCA continuous improvement)

- Promotion of group-wide DX ⇒ shorten SCM cycles, reduce production lead times, introduce PLM, improve demand forecasting accuracy
- Full-scale operation of digital marketing (lock in loyal fans, increase LTV) • Strengthen direct e-commerce
- Raising of productivity through workstyle and corporate culture reforms • Rebuilding of management base (strengthen matrix management)

Business Management Policy in and after Fiscal Year Ending March 31, 2022

- During the “with COVID-19” period, secure minimum 10% OPM, and set the portion that exceeds 10% as the limit for strategic investment. However, **it is strictly a limit**. Will contribute to **increasing OPM if not used**.
- **The hurdle rate for each business is set at OPM of 5%**
- As for new businesses, the plan is to become to profitability in the fiscal year ending March 31, 2024 and return of invested funds through cash generated over the subsequent three years

	With COVID-19		Post-COVID-19	
	FY March 2022	FY March 2023	FY March 2024	
Net sales	¥265.0 billion	-	¥325.0 billion	During “with COVID-19” period, secure minimum 10% OPM with excess portion as the limit for strategic investment
Operating profit	¥26.5 billion	-	¥48.0 billion	
OPM	10%	Over 10%	15%	
OPM: Timepieces	19%	-	22%	Hurdle rate: OPM over 5%*
Consumer	8%	-	13%	
System Equipment	0%	Profitable	7%	
Profit: New businesses	Strategic investment	Strategic investment	¥5.0 billion	Plan: profitability and return of invested funds over subsequent three year

*Assuming the weighted average cost of capital is approximately 6% (ROIC by business ≥ over 6%) and invested capital turnover is 1.7 times
 ⇒ OPM ≥ 5% (hurdle rate)

Invested capital calculated using “business approach” and effective tax rate estimated at 30%

Strategy by Business

Start of New Casio

Fiscal year ended March 31, 2021

A year of preparation for a new era

Casio's vision for after the economy normalizes, based on initiatives in anticipation of post-COVID-19

■ Growth expansion businesses (timepieces, educational scientific calculators)

• Returned to high growth + high profit

■ Businesses needing better profitability

All concerns eliminated

• Electronic musical instruments/dictionaries and English conversation ⇒ **profit structure established**

• Projectors/other systems equipment

⇒ **business structure transformed**

■ New businesses

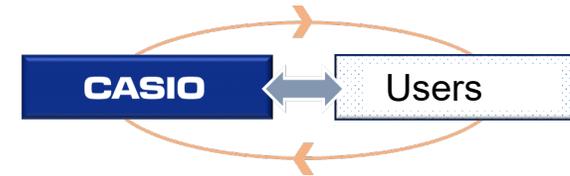
• “Only 1” recurring businesses suited to new era established

■ Group-wide structural reform/rebuilding of management base

• Management base reformed through radical transformation, including supply chain, value chain, and workstyle reform

Starting fiscal year ending March 31, 2022

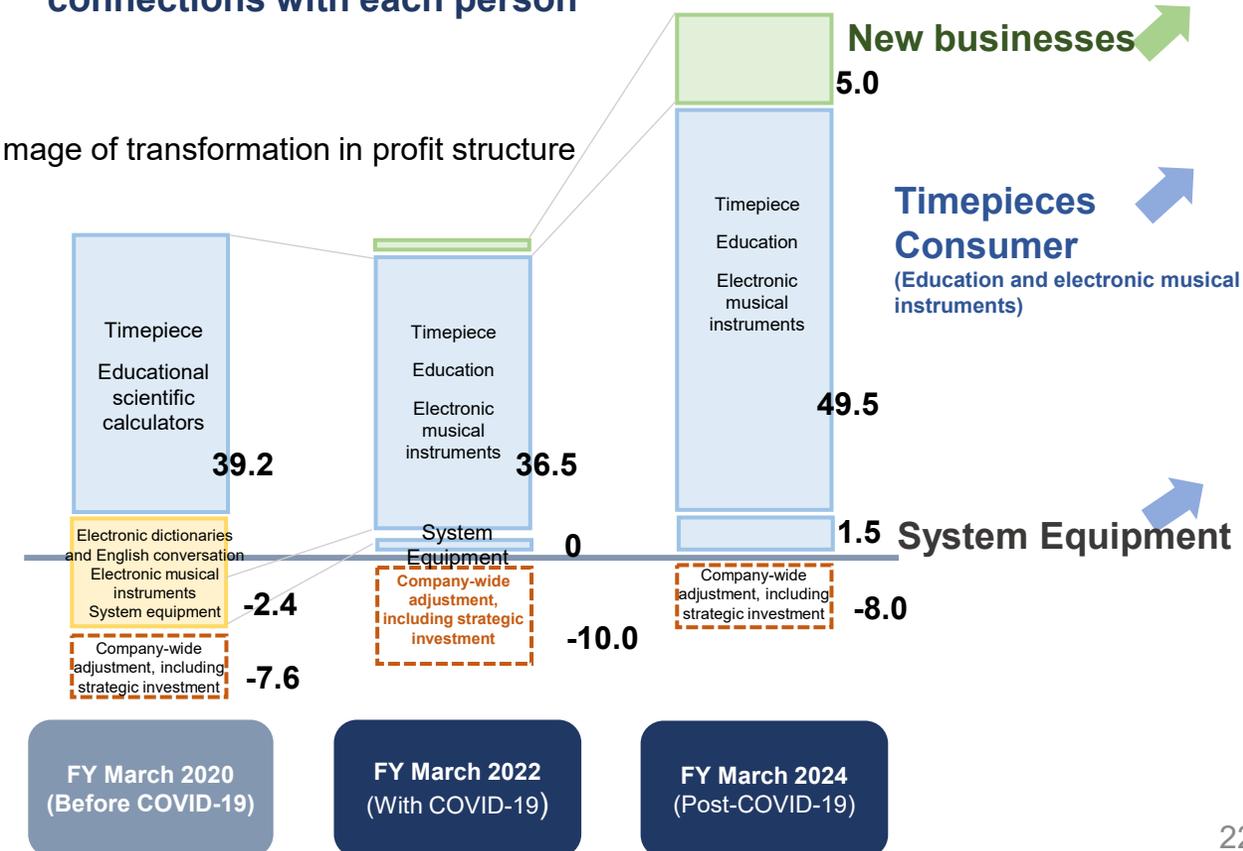
Start of New Casio



- ✓ New matrix management system
- ✓ Data driven management
- ✓ One to one marketing, etc.

Continue deep, long-term direct connections with each person

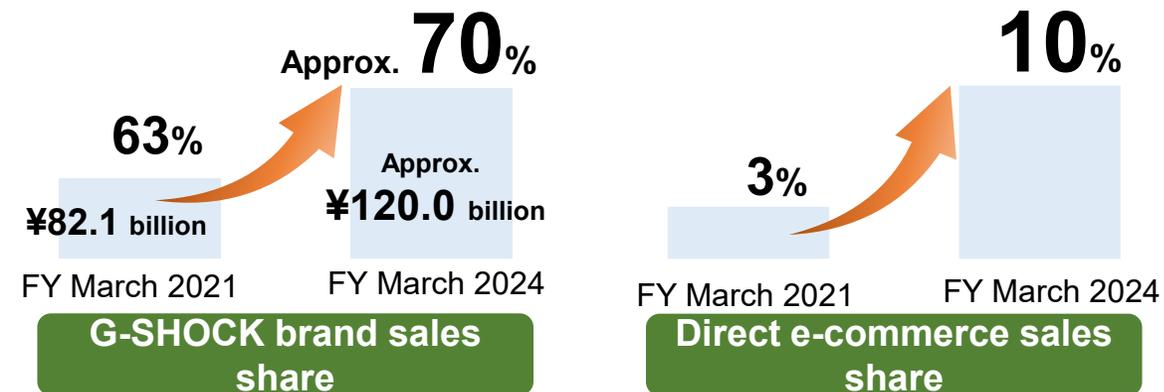
Image of transformation in profit structure



Timepiece Business

Strengthen profit structure by increasing G-SHOCK brand share of sales as well as share of sales from direct e-commerce

	FY March 2022	FY March 2024
Net sales	¥160 billion	¥170 billion
OPM	19%	22%



Strategy background

- Flat market trend for timepiece market
- Continued strong demand for G-SHOCK due to establishment of unique market and brand (global fan base of 5 million with 50 million supporters)
- China: growth in both physical stores + e-commerce
- North America/Europe: growth driven by direct e-commerce success
- Big market potential in China and also relatively big potential in India and ASEAN
- Big growth potential in women's market and sports and health market

Initiatives

Increase share of sales of G-SHOCK brand and expand loyal fans

- Leverage and expand G-SHOCK fan community with digital marketing
- Revise service menu based on user information collected and expand loyal fans

Increase direct e-commerce sales ratio

- Globally launch direct e-commerce (web-based/app) for ease of purchase
- Enhance customer convenience by linking store and warehouse information, etc.
Ref. Direct e-commerce in April 2021 (YoY): 1.6 times in North America, 1.4 times in Europe, 1.7 times in UK

Focus on emerging country markets with big growth potential

- Aim to expand sales through strategic investment focused on China and ASEAN and increasing recognition

Expand women's market and sports and health market

- Expand sales of big growth potential G-SHOCK WOMEN and G-SQUAD

Direct E-Commerce Example (Renewed Casio portal site in Japan)

Strengthened product information, simplified product search, and strengthened mobile user support

March 4 Portal site renewed
April 6 Launched connection with direct e-commerce



Direct e-commerce status in Japan (comparison of March and April)

No of visits

About **6** times higher

No. of purchases

About **1.4** times higher

Unit price

About **20%** higher

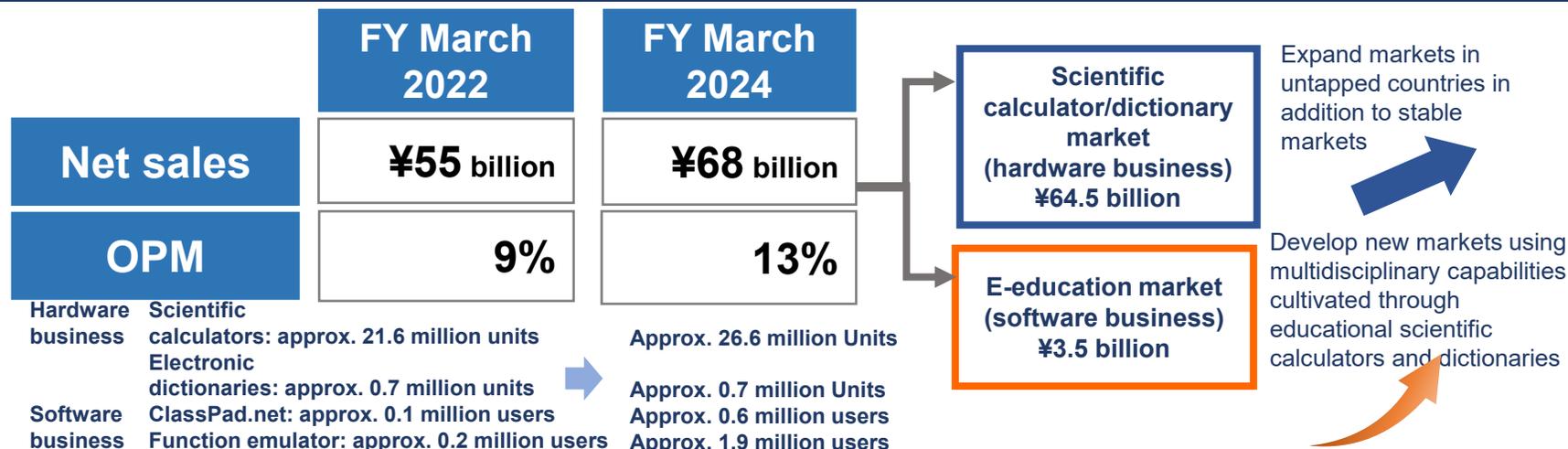
Sales

About **1.6** higher
(Up 3 times YoY during Golden Week in May in Japan)

- High rating of renewed portal site
- Aim to expand sales through further ongoing improvements

Education Business

Continue contributing to global education by providing products (software and hardware) to match any educational environment



With COVID-19 patterns	Calculators/dictionaries	Learning tools/emulators
1. School attendance (face-to-face)		 Digital notes + Math learning tool + Dictionary function
2. At home (interactive)		
3. Self-directed study (non-interactive)		 Emulators

Strategy background

- Recovery in demand for scientific calculators alongside resumption of face-to-face lessons and introduction of interactive online lessons
- Many schools in Europe, the U.S., and China reopening in current fiscal year with many in other areas expected to reopen from next fiscal year
- Increase in global need for online learning/testing
- Ahead-of-schedule start of Japan GIGA School project

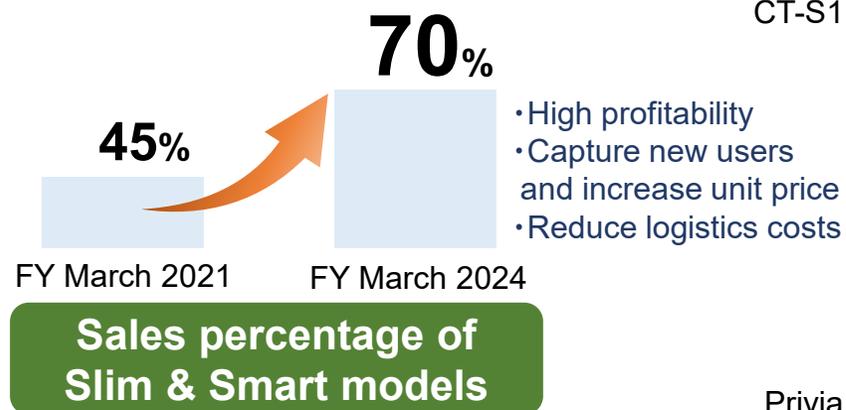
Initiatives

- Hardware business**
 - Scientific calculators: next-generation educational environment compatible hardware that is ideal for digital lessons
 - Electronic dictionaries: introduce models for customization strategy
- Software business**
 - Launch service in April 2021 for “ClassPad.net” a comprehensive learning platform that allows lessons to be completed at one site (in Japan)
 - Develop apps for smartphone and digital teaching materials (scientific calculator tools that are useful for learning even during COVID-19 pandemic)
 - Math tools and automated grading in testing/e-learning

Electronic Musical Instrument Business

Expand business by creating “hobbyist/personal needs” market

	FY March 2022	FY March 2024
Net sales	¥27 billion	¥30 billion
OPM	6%	12%



Casiotone CT-S1



Privia PX-S1000



Strategy background

- Structural reform completed early
- Successful creation of new market, assisted by stay-at-home demand, to transform into third growth business
- Continuous growth of the enjoying oneself market suited to lifestyle of new era with large potential demand

Initiatives

Further actualize “hobbyist/personal needs” market

- Uncover latent needs with line-up that suits diverse needs and provides new kinds of enjoyment
- Facilitate individualized enjoyment by linking hardware with apps

Strengthen specialized distribution

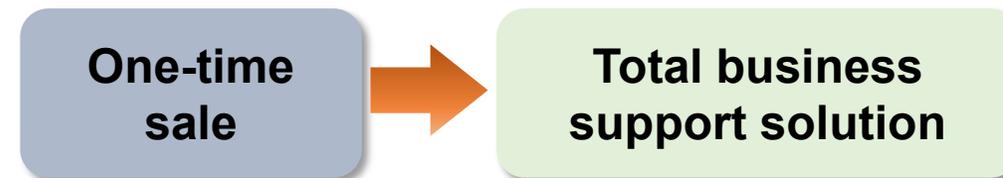
- Capture specialized distribution of musical instruments as main sales channel
- Link strategic information dissemination with direct e-commerce

System Equipment Business

Aim for business with stable profit by solving customers' challenges and developing win-win relationships with them

	FY March 2022	FY March 2024
Net sales	¥15 billion	¥22 billion
OPM	0%	7%

Convert into total solution business



Strategy background

PA

- Expanded e-commerce, logistical challenges, and increased non face-to-face business due to COVID-19
 - ✓ Transport and logistics: labor shortages due to sharp increase in freight
 - ✓ Distribution: expansion of e-commerce and streamlining of physical stores
 - ✓ Manufacturing: BCP (standardization/transmission of skills)
- **Acceleration of DX addressing labor shortages and business standardization**

SA

- Advanced digitization with major changes in methods of in-store settlements
 - **Acceleration of cashless settlements and store DX**

Initiatives

PA (handheld terminals)

- Achieve streamlining and higher productivity of customers' businesses with strong hardware and solutions that leverage it



SA (electronic cash registers)

- Provide support for business model transformation of individual stores with digitized services focused on settlements



New Businesses

Launch “Only 1” recurring businesses that meet the needs of the new era

	FY March 2022	FY March 2024
Net Sales	¥3.0 billion	¥30.0 billion
Operating Profit	—	¥5.0 billion

FY March 2022

Aim for sales of ¥3.0 billion as first year for full-scale operation of new businesses

Starting FY March 2024

Secure operating profit of ¥5.0 billion or more in each fiscal year

FY March 2022 – FY March 2024

Sports & health	<ul style="list-style-type: none"> ◆ Running ◆ Walking 	<ul style="list-style-type: none"> • March 2021: Launched co-creation business with ASICS, begin providing Runmetrix • October 2021: Begin providing Walkmetrix
Imaging	<ul style="list-style-type: none"> ◆ Surveillance/security ◆ FA/inspection 	<ul style="list-style-type: none"> • Business negotiations • Contract development of endpoint compact facial recognition unit (mass production planned from 2022)
Projection	<ul style="list-style-type: none"> ◆ Communication domain ◆ Embedded domain 	<ul style="list-style-type: none"> • March 2021: Launched first product FORESIGHT VIEW • Business negotiations
Medical	<ul style="list-style-type: none"> ◆ Dermatology/cosmetic surgery and beauty ◆ Obstetrics/gynecology 	<ul style="list-style-type: none"> • Accelerate overseas expansion • Plan to launch AI diagnostic support service in spring 2023
Beauty Tech	<ul style="list-style-type: none"> ◆ Nail printer 	<ul style="list-style-type: none"> • PoC • Steady implementation aimed at business establishment

Provide new running experience

- ✓ Your own “smartphone personal coach”
- ✓ Coaching through objective and specialist checking whether running form and training methods are correct
- ✓ Important indicators for improving performance + indicators for continuing to run without problems

Target value	FY March 2022	FY March 2024
No. of app members (active users)	240,000 (120,000)	3.5 million (1.8 million)

Results in Japan (March – April)

March 2021 Start of service

Downloads: approx. 15,500

Approx. 5,100 units

Approx. 1,500 units

App users buy hardware

Active users

Approximately **half** of those who downloaded are active users

Retention (WAU)

Approximately **70%** of motion sensor users

Recurring business base

Make it possible to analyse data on **user attributes and usage status**
 Activity location/by age data/frequency of use/distance per use/ full marathon forecasts, etc.

Develop new sales channels

Leading sports stores nationwide
ASICS directly-managed stores

Capture new customers through new sales channels

Running

March 2021

Runmetrix

Increase physical strength (exercise with a clear motivation)

Walking

October 2021

Walkmetrix

Promote health/presymptomatic (eliminate vague anxieties and concerns)

Aim to be No.1 in the running and walking market!

Features of endpoint AI camera

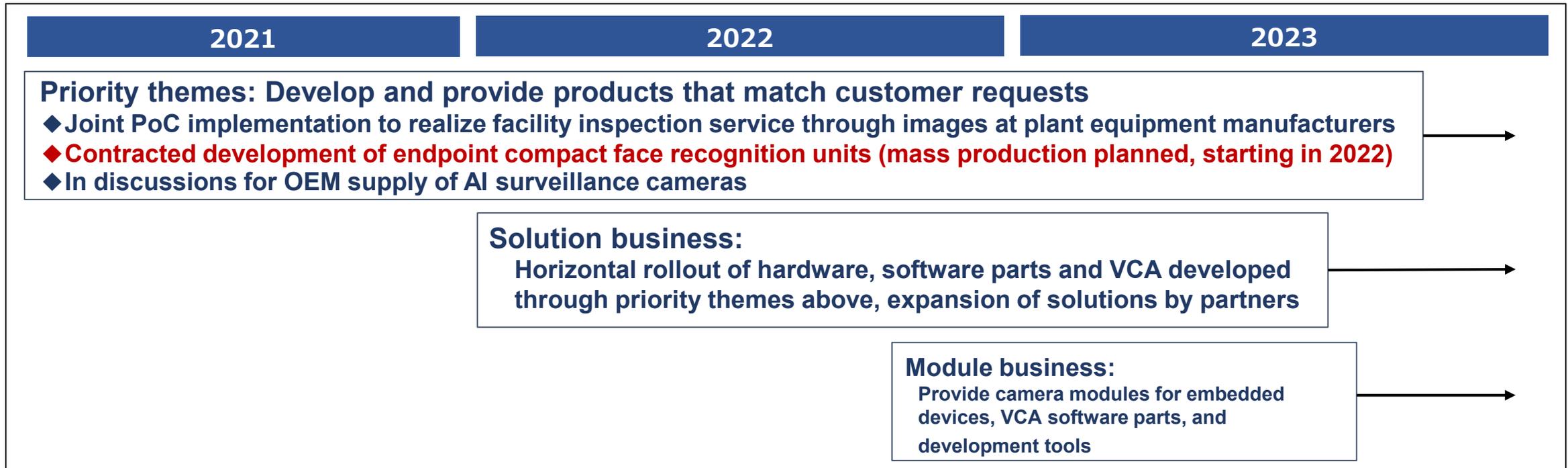
■ AI processing executed in camera

- **Enhanced AI recognition accuracy enabled by in-camera processing**
Original Casio image processing for AI based on non-compressed images
- **Improved installation flexibility due to independent operability, low power consumption and low heat generation**

■ Installation plan: video content analysis (VCA)

- Facial recognition, human tracking, vehicle tracking, human attribute estimation, people counting, object recognition, traffic flow management, etc.
- Customer-developed AI can be installed in camera using tools

Business implementation plan and status



Projection Business (New Businesses)

Expansion of embedded domains

Launch rollout of modules to certain high-growth domains

Smart factory



Smart home



Smart building



Smart factory		Smart home		Smart building	
2019	2024	2019	2024	2019	2024
\$153.6 billion	\$244.8 billion	\$87.7 billion	\$123.4 billion	\$60.7 billion	\$105.8 billion

Resource: MARKETSandMARKETS
Smart Factory Market by Technology
-Global Forecast to 2024

Resource: MARKETSandMARKETS
Smart Home Market
-Global Forecast to 2025

Resource: MARKETSandMARKETS
Smart Building Market
- Global Forecast to 2024

First compact engine

World's smallest and lightest* in 2,000lm brightness, A5 size class

*As of March 31, 2021
As an ISO/IEC 21118 compliant 2,000 lumen and higher projector, research by Casio Computer

Implementing business negotiations with companies in growth market industries

Communication domain rollout

Launch sales of first product FORESIGHT VIEW

Portable compact size with large screen.
Significant expressive power.

SMART-STYLE PROJECTOR
FORESIGHT VIEW



Enhance effectiveness of valuable face-to-face opportunities
A5 size with 2,000lm brightness

Launched sales of first product in March 2021

Sales results
220 units: ¥30 million

Development of revived Casio projection business

2020

2021

2022

2023

First: 2,000lm engine

Second/third engines

Launch projection engines and terminals

Expand projection solutions

Establish unique market position in domains where Casio can leverage its original resources

Medical Business (New Businesses)

From development of medical cameras to provision of AI diagnosis support services

In addition to hardware and software, develop cloud-based technology (AI), and provide comprehensive services for dermatologists

Providing (since May 2019)

- Dermoscope DZ-S50
- Dermocamera DZ-D100
- Image management software D'z IMAGE VIEWER

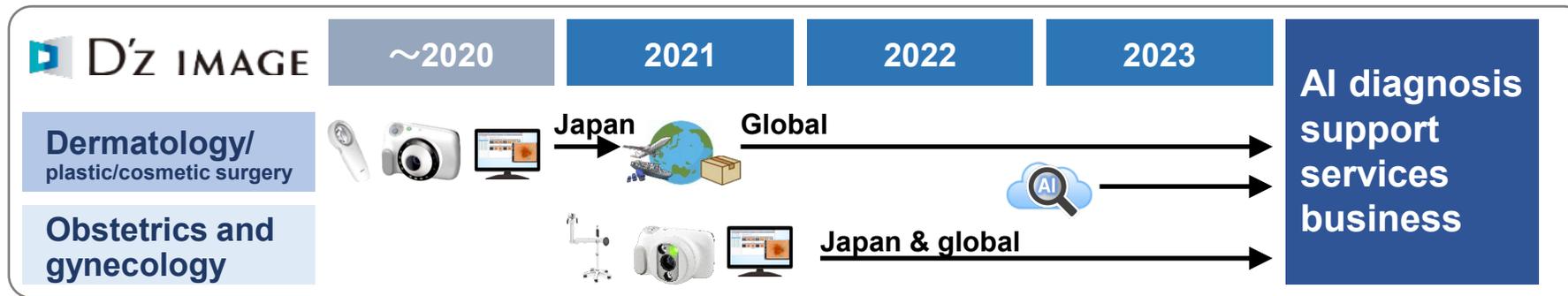


Under development (planned for spring 2023)

- AI diagnosis support service
 - Image diagnosis system using AI
 - AMED-selected project
 - Joint research with Shinshu University



Medical camera line-up and expansion outside Japan



Cumulative sales results
 Dermocamera: Approx. 1,350 units
 Dermoscope: Approx. 800 units

↓ Purchased by over 10% dermatologist in Japan

Expansion outside Japan started January 2021



Globally provide comprehensive medical device services through hardware, software, and cloud-based technology to form new business pillar

Results (first phase: Oceania)
 Dermocamera: 80 units
 Dermoscope: 80 units

PoC for paid services targeting commercialization of nail printer and related services

Implementation of PoC for provision of new nail experience through seven channels since last August

Evaluations of approximately 4,000 users

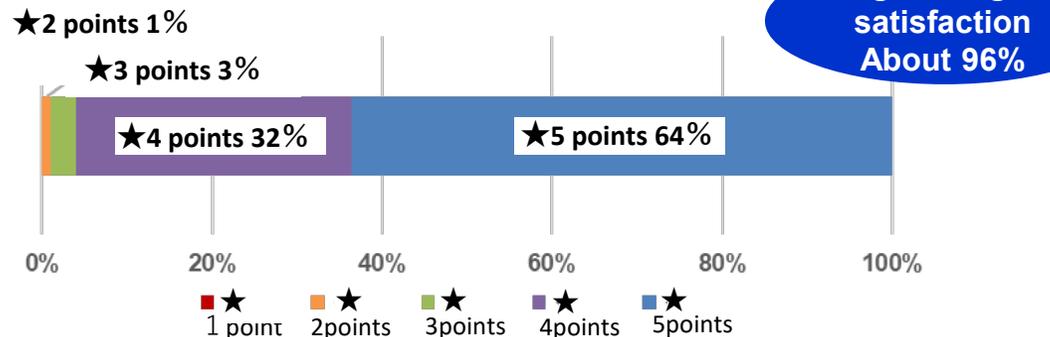
- High rating of print quality that allows highly defined printing right to the tip of the nail
- High rating for Kosé collaborative designs, which are popular, long running designs
- Very high motivation to use the service again

Evaluations and feedback from seven channels

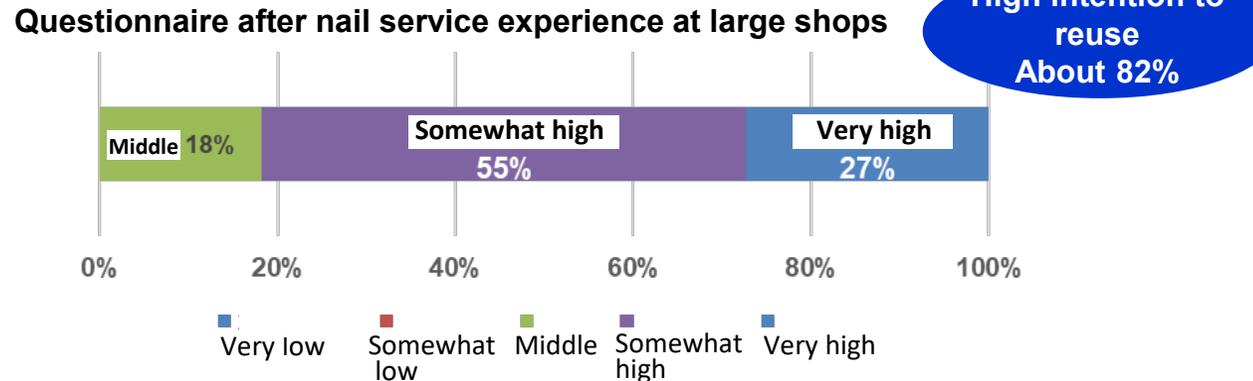
- Can be implemented over 1-year PoC without problems
- Some distribution channels achieved sales KPIs and some channels saw significant achievements
- High rating of print quality
- Expectations of increase in customer satisfaction and unit price
- Requests for both one-time sale and monthly billing models



Satisfaction of nail service experiencers



Intention to reuse nail service



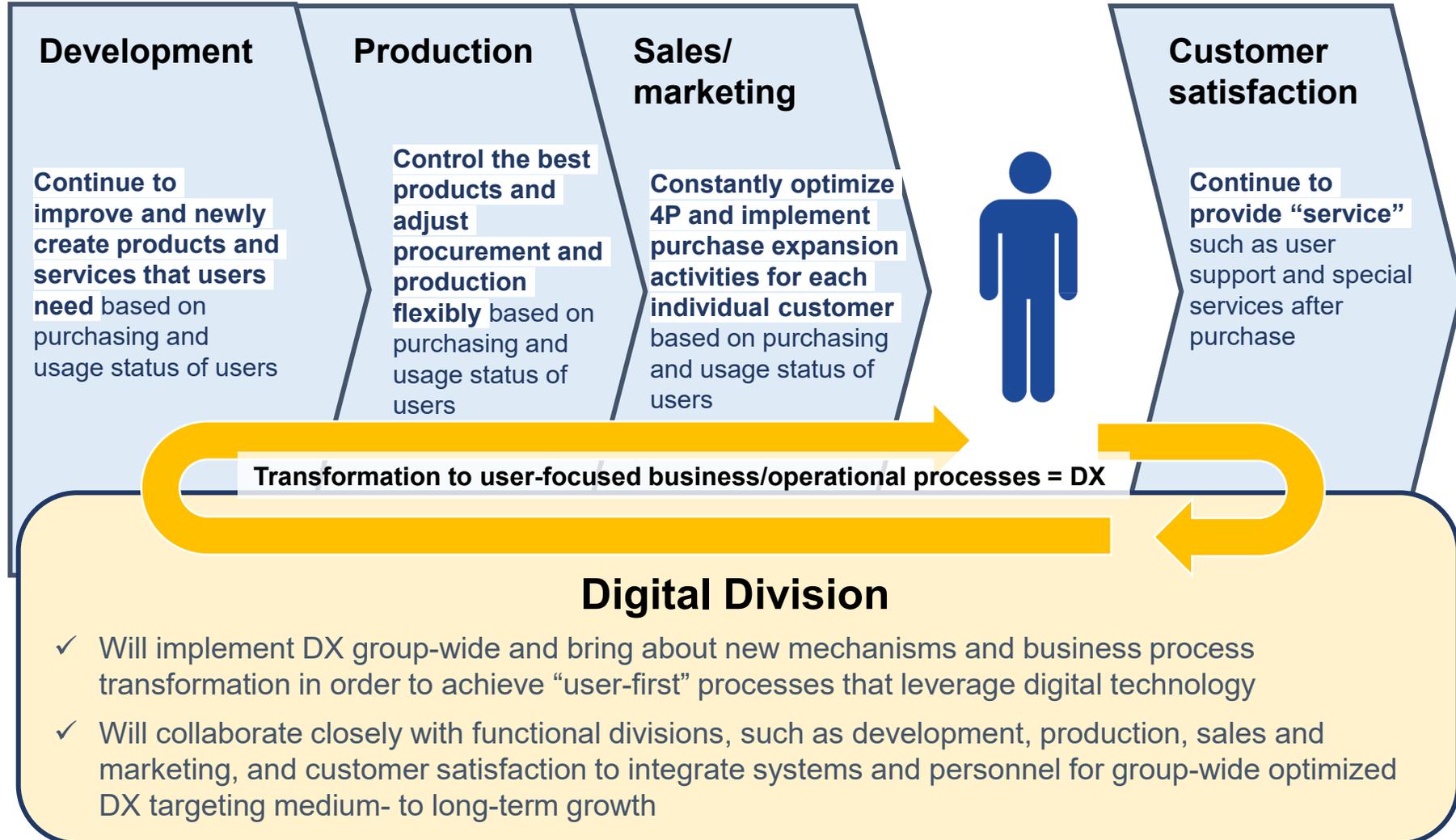
Next phase

Given results of PoC for paid service, Casio and Kosé are considering business model assuming early-stage commercialization

Other

Structural Reform (Building a DX Promotion System)

New Digital Division established, with responsibility for overall strategy development through implementation for leveraging DX to transform the value chain, including development, production, sales and marketing, and customer satisfaction, with a focus on users



Full-Scale Operation of Digital Marketing

Global rollout

CASIO Global Marketing System

(mechanism for connecting directly with users around the world and delivering just-right products and services)

Full-scale operation starting with Japan in April 2021 with plans for worldwide introduction, including North America, Europe, China, and ASEAN during current fiscal year

1. One-to-one communication tool

Build a mechanism that determines the products and services users want based on all user data and automatically delivers the right information at the right time through e-mail, internet browser, and advertising, etc.

2. Original Casio e-commerce platform

Build a mechanism that globally integrates management of Casio product information, materials, and content, etc., as well as a platform to facilitate operation of direct e-commerce in countries around the world with different market environments

3. Integrated user database

Centrally manage global user data and integrate registered data through e-commerce usage data, service usage data through digital behavior data, for utilization in various situations



PIM/DAM/CMS: Mechanisms for globally integrated management and operation of product information and materials, contents

- ✓ Individual proposals for each user on website/online store
- ✓ Provide various services that link directly-managed stores with online operations
- ✓ Ascertain needs from user data and disseminate the appropriate individual e-mail advertising at the right time

Online trade fair

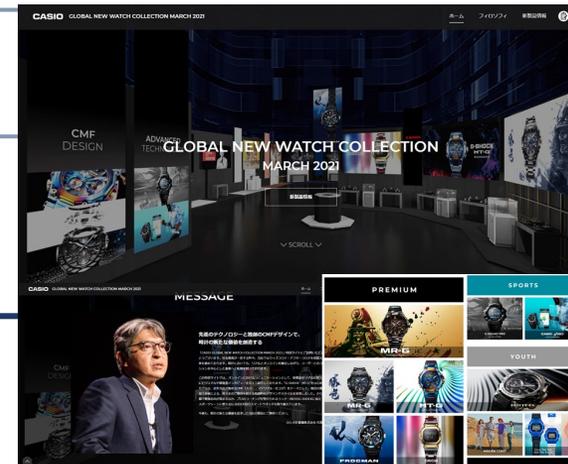
Watch exhibition (Basel)



Change promotion method

Online watch product presentation

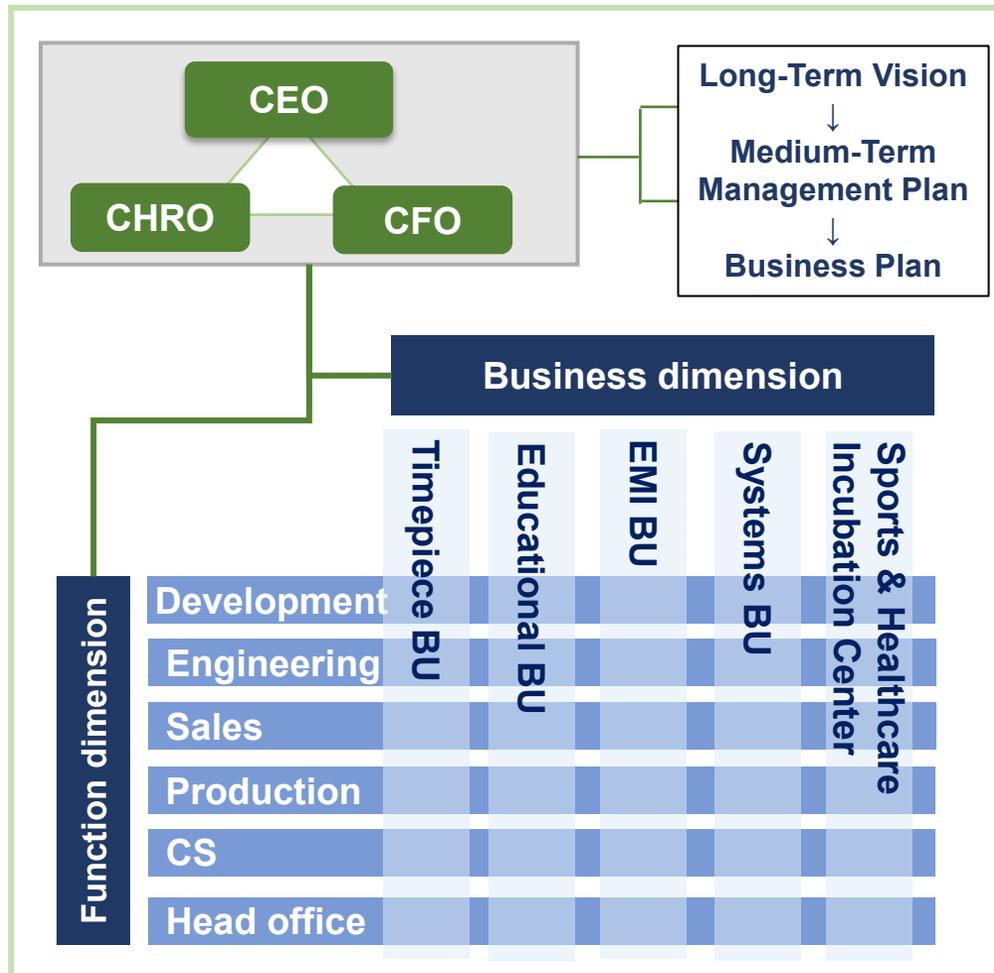
- ✓ Increased frequency 1 time/year → 4 times/year
- ✓ Sought to increase fans by deepening product understanding among distributors and media
- ✓ Strengthened connection of global marketing and local marketing



Strengthen Management Base

New matrix management to achieve group-wide optimization

The CEO, CHRO, and CFO will act as one unit, while the heads of the business and function dimensions will form a responsibility structure for decision-making that takes into account broad perspectives



◆ Clarification of responsibility

Each business and function formulates and commits to a business plan and investment/expense plan based on its medium-term plan

◆ Delegation of authority

Each organization acts under newly granted authority to responsibly execute its own plans while responding to continual changes in the business environment

ESG Initiatives

Initiatives designed to help build a decarbonized society based on Casio's Basic Policies on the Environment

- Greenhouse gas reduction targets now **validated by SBTi**
At the same time, Casio **endorsed the TCFD recommendations** and disclosed information based on them

SBTi: Greenhouse gas reduction targets aligned with level required by Paris Agreement
TCFD: International initiative requiring assessment and disclosure of financial impact of risks and opportunities posed by climate change

- Conversion of electricity at three main business sites to renewable energy with planned reductions in CO2 emission of 4,600t (15% of Scopes 1 & 2) annually in addition to **plans to join RE100** (scheduled for July 2021)

RE100: International initiative under which companies aim to provide 100% of the electricity used in their business through renewable energy



Casio's greenhouse gas reduction targets

Scopes 1 & 2: 38% reduction by FY2031, compared to FY2019, and net zero by FY2051

Casio's Basic Policies on the environment

Aiming to help build a more sustainable world, we will commit ourselves to the following objectives, which will be tackled strategically in response to requests from the international community, looking to realize them through fresh approaches by thinking outside the box and addressing issues throughout the entire value chain. 1) Realizing a decarbonized society; 2) Building a recycling society; 3) Living in harmony with nature

Reference: Inclusion in ESG indexes

- [Dow Jones Sustainability Index](#) (included in Asia Pacific section for three straight years)
- [FTSE4 Good Index](#) (included for five straight years)
- [MSCI WORLD ESG Leaders Index](#) (included for eleven straight years)

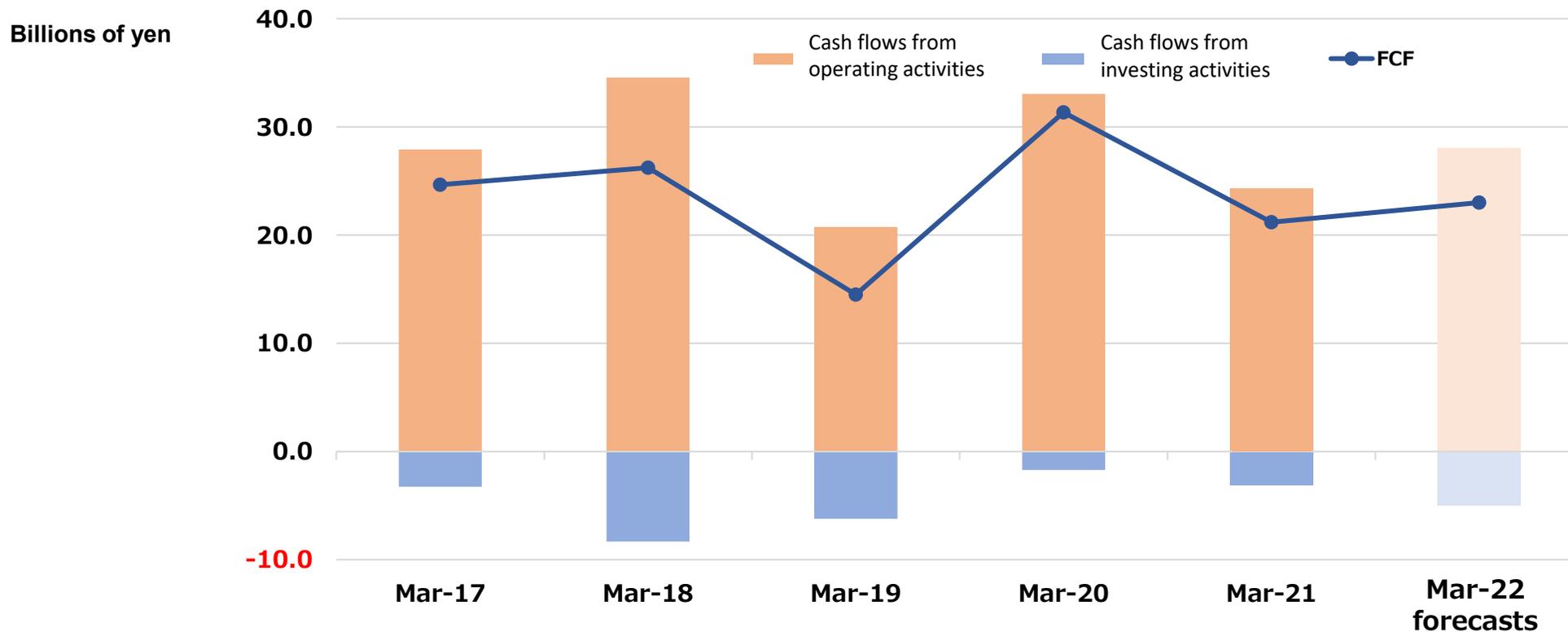
Included in all four indexes selected by GPIF

- [FTSE Blossom Japan Index](#)
- [MSCI Japan ESG Select Leaders Index](#)
- [MSCI Japan Empowering Women \(WIN\) Index](#)
- [S&P/JPX Carbon Efficient Index](#)

Free Cash Flow Generation Capability and Shareholder Returns Policy

Cash flow

Maintain ample free cash flow (approx. ¥25.0 bn./year)



Shareholder returns policy

- Keep ¥45 dividend unchanged for current fiscal year with focus on link with business results and stable dividends *Year-end dividend to be determined at the Ordinary General Meeting of Shareholders
- Prioritize cash on hand in emergency situation (however will flexibly consider share buyback depending on market conditions)

Impact of Foreign Exchange Rate Fluctuations

FOREX Sensitivity: March 2022 (Major currencies)

U.S. Dollar
Euro
Chinese Yuan

Assumed yearly exchange rate
¥108
¥126
¥16.3

Yearly impact of one yen fluctuations RMB impact of ¥0.1 move	
Net sales	Operating profit
¥1.0 billion	—*
¥0.35 billion	¥0.25 billion
¥0.18 billion	¥0.12 billion

* Impact of dollar-yen fluctuation is minimal as exports and imports are nearly in equilibrium

Actual Exchange Rate: March 2021 (YoY)

U.S. Dollar
Euro
Chinese Yuan

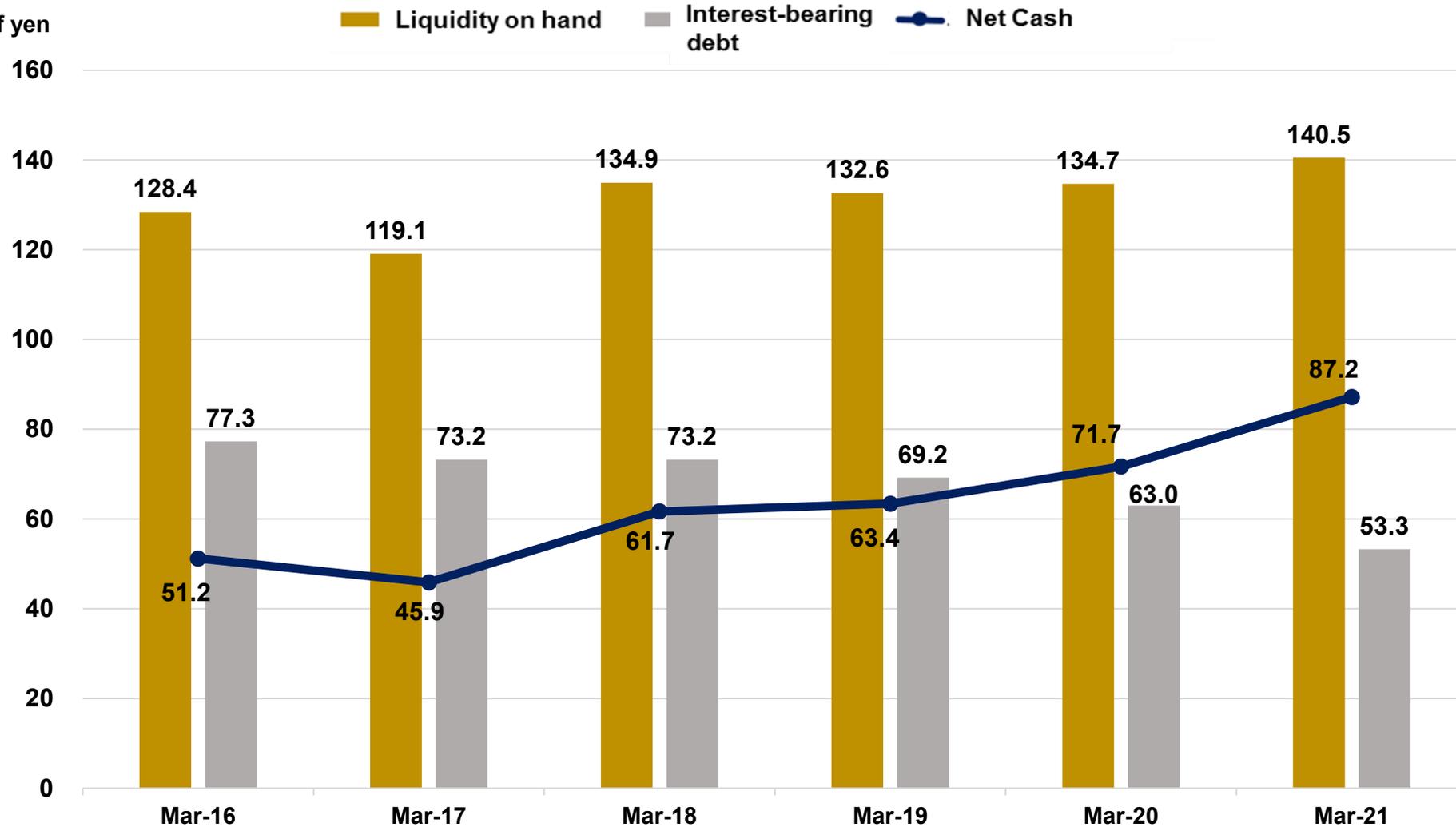
4Q
¥105.9 (-¥3.0)
¥127.7 (+¥7.6)
¥16.4 (+¥0.8)

Full year
¥106.1 (-¥2.7)
¥123.7 (+¥2.9)
¥15.7 (¥+0.1)

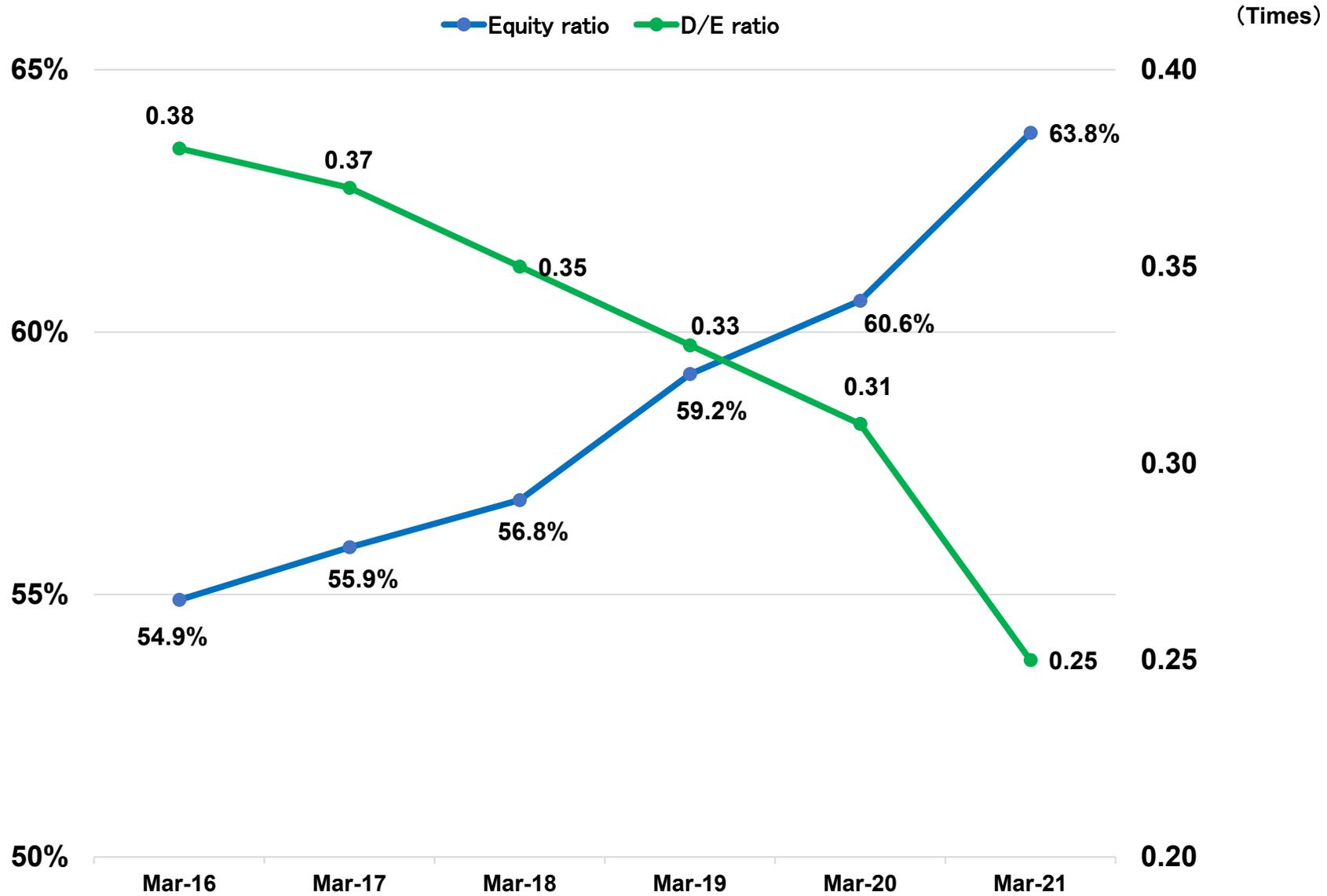
Financial Condition

■ Liquidity on hand / Interest-bearing debt / Net cash

Billions of yen



Equity ratio / D/E ratio



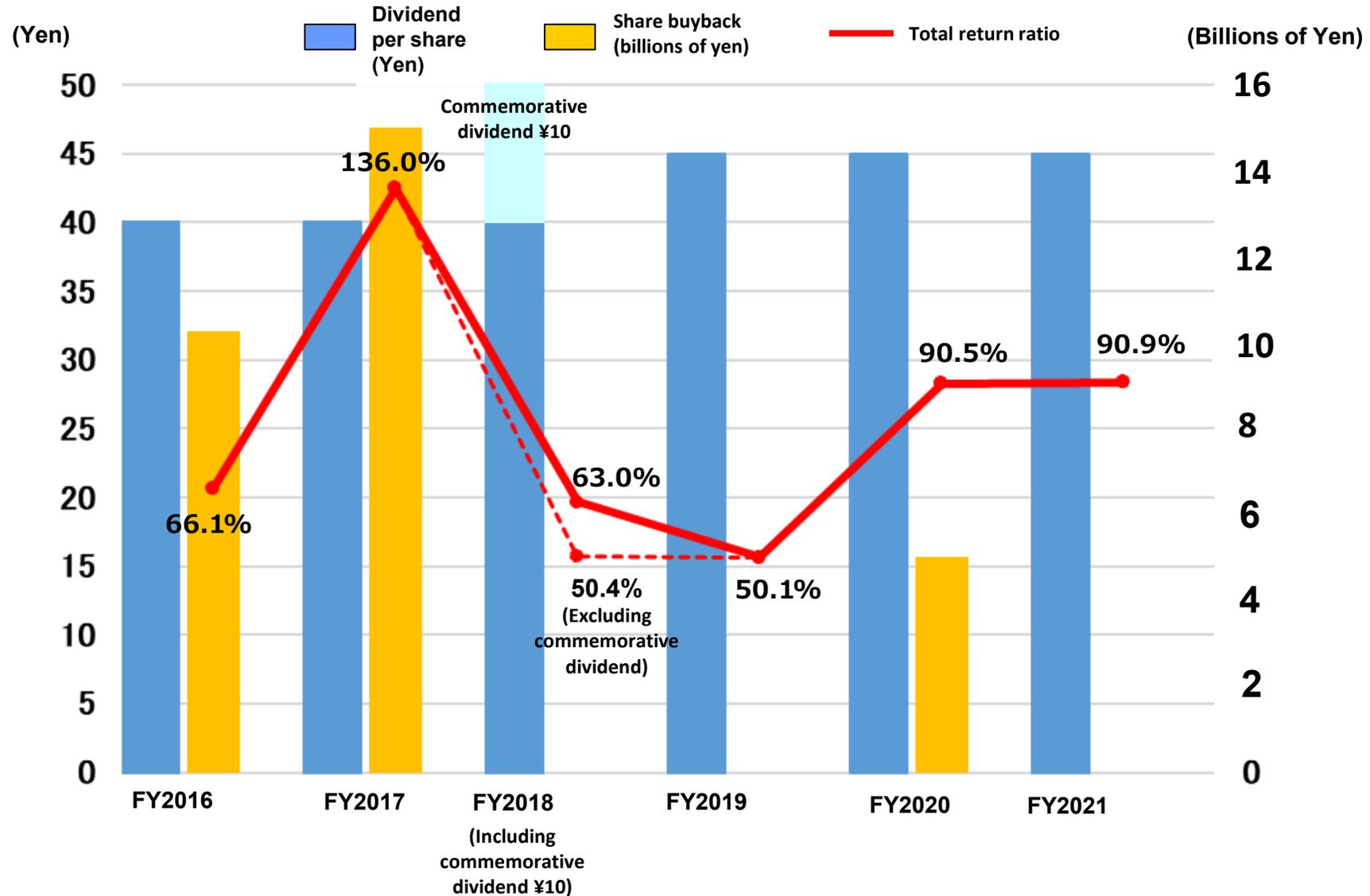
■ Pension finance

▪ Pension finance maintains excess reserves (fiscal consolidation)

Billions of yen

	March 2017	March 2018	March 2019	March 2020	March 2021
Pension assets	69.3	68.4	65.2	60.0	66.4
Retirement benefit obligation (A)	56.7	55.7	54.3	53.2	51.8
Amount of excess reserves (B)	+12.6	+12.7	+10.8	+6.8	+14.6
Excess rate (B ÷ A)	+22%	+23%	+20%	+13%	+28%
Average of 28 electronics and machinery companies	-27%	-26%	-25%	-28%	—

■ Dividend per share / share buyback / total return ratio



CASIO