CONTENTS

- 01 Profile
 - **01** Casio Corporate Creed Creativity and Contribution
 - 02 Casio History
 - 04 Business Model
 - 06 Business Summary
 - 08 Global Expansion
 - 10 Financial & Nonfinancial Highlights
- 12 Strategies for Sustainable Growth
 - 12 Message from the President & CEO
 - 20 Four Growth Strategies of the Medium-Term Management Plan
 - 20 Timepiece Business
 - 24 Educational Computer Business
 - 28 New Businesses
 - 30 Profitability Improvement Initiative
 - 32 Medium-Term Management Plan: Building Business Platform for Medium- to Long-Term Corporate Value Improvement
 - 34 Medium-Term Management Plan: Stimulating Our Organization and Human Resources

- **36** Platform for Growth
 - **36** Corporate Governance
 - 40 Compliance
 - 41 Risk Management
 - **42** Messages from Our Outside Directors
 - 44 Board of Directors
 - 46 Executive Officers
- 48 Financial Section
 - 48 Consolidated Eleven-Year Summary
 - 50 Financial Review
 - 54 Consolidated Balance Sheets
 - 56 Consolidated Statements of Income
 - 57 Consolidated Statements of Comprehensive Income
 - 58 Consolidated Statements of Changes in Net Assets
 - 59 Consolidated Statements of Cash Flows
 - **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 year.

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.