

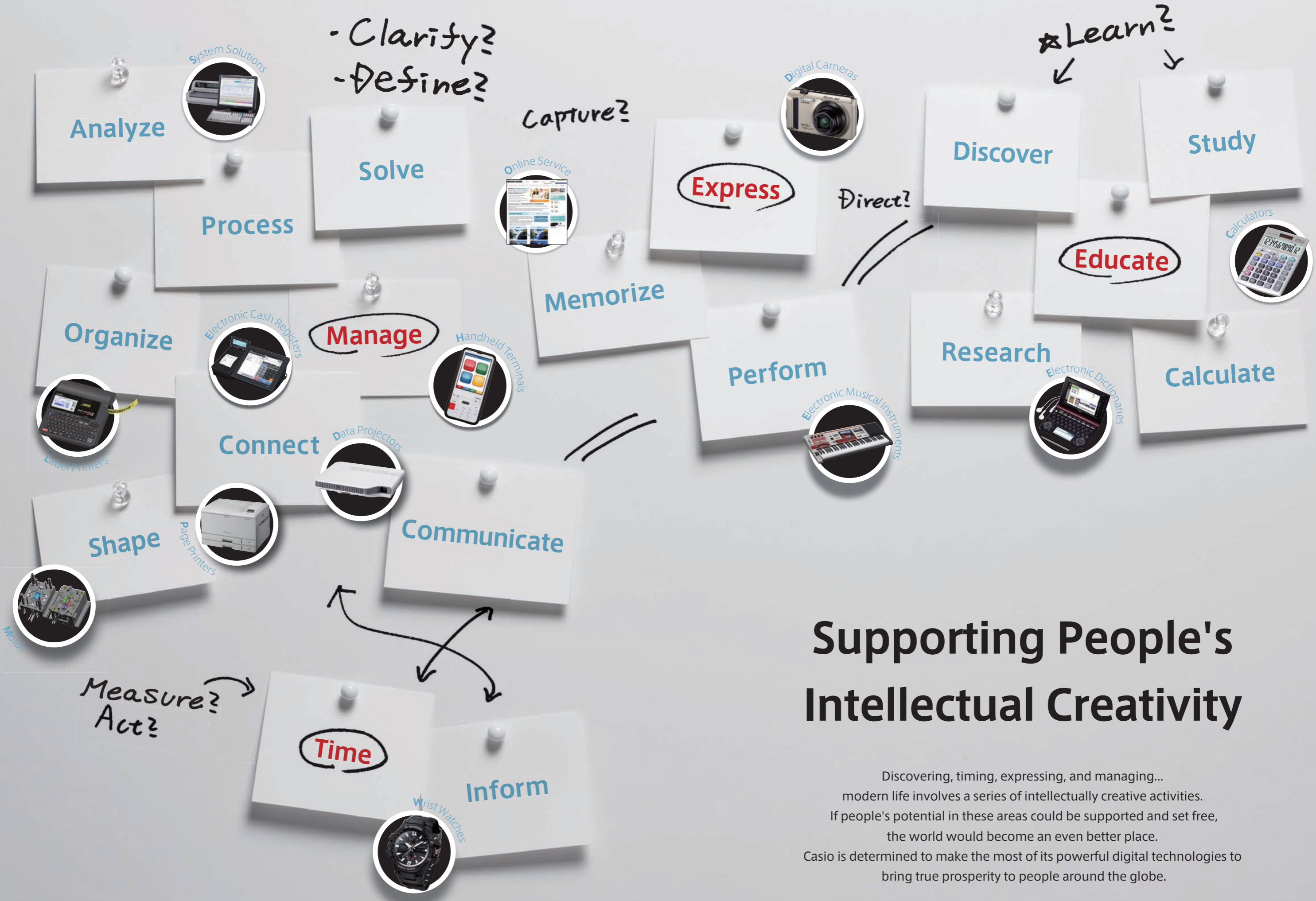
# CASIO

CORPORATE REPORT 2012

**CASIO**<sup>®</sup>

CASIO COMPUTER CO.,LTD.

<http://world.casio.com/>



# Supporting People's Intellectual Creativity

Discovering, timing, expressing, and managing... modern life involves a series of intellectually creative activities. If people's potential in these areas could be supported and set free, the world would become an even better place. Casio is determined to make the most of its powerful digital technologies to bring true prosperity to people around the globe.



# The Key to Creating New Value Is Always Starting from Zero

President and CEO **Kazuo Kashio**

Casio was founded in 1957 with the development of a revolutionary calculator. Casio's small, fast calculator greatly increased office efficiency, and before long people had their own personal calculators. Thanks to this technology, it is easy now for anyone to perform calculations, leaving people free to concentrate on creative thinking. Over the years, Casio has developed many other groundbreaking products. Our watches became critical tools for planning and living daily life. Our electronic dictionaries provide a wealth of knowledge in a tiny package. Our electronic musical instruments deliver the joy of playing music for people of all skill levels, and our digital cameras make it easy to turn the excitement of the moment into a precious memory. All of these developments supported people's intellectual creativity, and that is the essence of how we see Casio's role in the world.

Casio's corporate creed is "Creativity and Contribution." In other words, Casio plays a useful role in the lives of people by creating new products and services that did not exist before. Our consistent approach to product development is to never copy others, but to create something from nothing and produce new value by going from "0" to "1." In our unceasing quest to find out what people truly need, we continue to provide consumers with unique features that no one has ever thought of before.

Casio has been selling its products outside Japan since the 1960s. In addition to the Casio brand name, which is instantly recognizable worldwide, we have also developed many strong product brands. Leveraging these powerful assets, our aim today is to achieve even broader and deeper penetration of the global market. In 2012, we began full-scale direct sales in Brazil, as part of our development of high-growth emerging markets. We also recently built a new plant in Thailand to enhance our total production capacity. Our highly efficient production system continues to evolve, ensuring the timely provision of high-quality Casio products anywhere in the world.

There is potentially unlimited demand for products that can fulfill human needs that are not currently being met. As we discover new unmet needs and create completely new markets, it benefits not only Casio's specific stakeholders, but also society as a whole. We believe that creating new value and paving the way for a more affluent and diverse future helps to build a more sustainable world and fosters human development. Casio intends to contribute to the advancement of humankind by improving our own technologies and constantly seeking to re-invent ourselves.

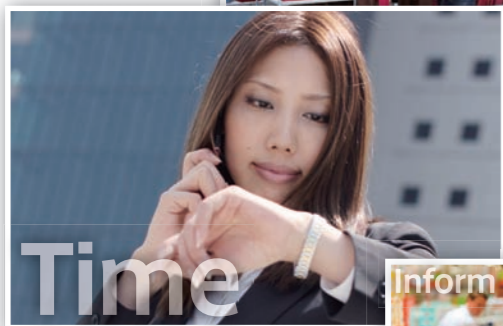
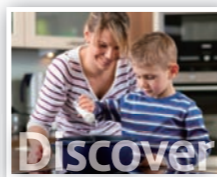
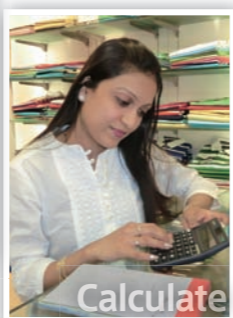
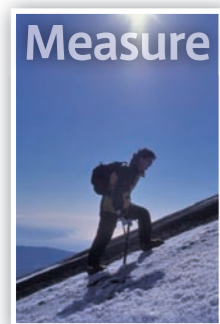






# Providing Solutions for Every Situation Where People Need to Think Creatively

From personal life to the frontlines of business—human intellectual creativity has never been more valuable or wide-reaching in its impact. Casio's goal is to help customers develop their creative abilities and create new value, by providing the kind of unique products and services that only Casio can provide.



## Educate



Electronic Dictionaries



Calculators



Label Printers



Photo Printers

▶ P. 07

## Time



Wrist Watches



Clocks

▶ P. 09

## Express



Digital Cameras



Online Service



Electronic Musical Instruments

▶ P. 11

## Manage



Handheld Terminals



Page Printers



Electronic Cash Registers



Data Projectors



System Solutions



Molds

▶ P. 13





# Focusing on Education Today to Support the Future

- Electronic Dictionaries
- Calculators
- Label Printers
- Photo Printers

## Making Education Better: Innovative Products and Creative Initiatives

The calculator is loved by people around the world as a personal tool that supports their daily intellectual activities. A pioneer in this field, Casio has provided more than one billion calculators over the years. Casio offers several types of calculators to promote mathematics education, including school calculators that are easy to use and make teaching easy, as well as scientific calculators for advanced users, and graphing scientific calculators that display charts and graphs in vivid color.

Going beyond just creating the products themselves, Casio hosts Global Teachers Meetings that foster discussion about scientific calculators. This initiative brings mathematics educators from around the world together to share their experiences with scientific calculators in the classroom. Learning from one another, they compare notes, for instance, about the educational benefits of using color graphing scientific calculators. This information is compiled by Casio and fed into the product development process to create calculators that are even more useful to teachers and their students.

Casio is not only determined to

keep providing new product features, but also to continue to propose new educational uses for calculators to support the advancement of mathematics education.

## Helping to Foster the Love of Learning

Casio is helping students with intellectual curiosity to set their sights high and learn efficiently by providing advanced product features that make the most of its unique technologies.

Using Picture Plot on a Casio graphing calculator, points can be plotted on photos or illustrations to

graphically express the movement of an object. The user can derive a function graph that matches an image while comparing it with regression calculation results. When used like this to analyze familiar events in daily life, the calculator increases interest in learning, and promotes deeper understanding.

Casio commands the largest\* share of the Japanese market for electronic dictionaries, with a share of over 50%. The company is aggressively improving

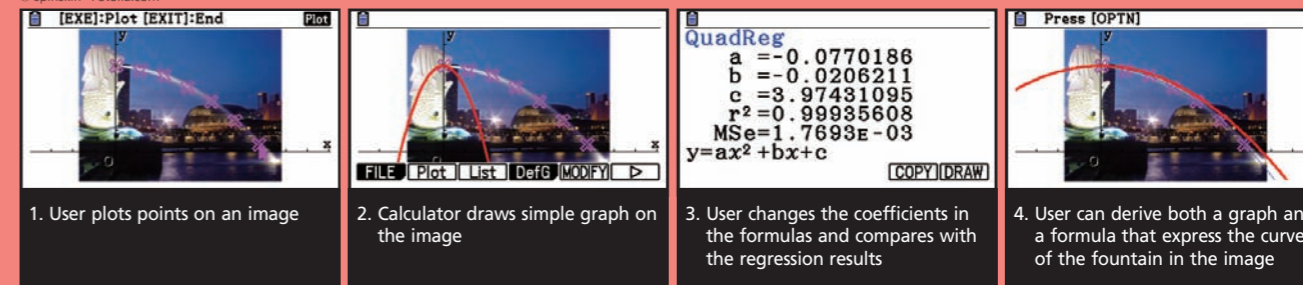
the ease of use of these devices by adopting intuitive touch screens, and easy-to-read color displays. The company has also incorporated a Native Pronunciation feature that makes use of advanced audio technology optimized for language learning. With recordings of native English pronunciations of about 100,000 words, Casio electronic dictionaries offer features that help users not only to read and write, but also to listen and speak the

language. Each device holds many dictionaries and also contains other high-quality content from various publishers such as study guides and even a home medical guide.

By providing even greater value in calculators and electronic dictionaries than people expect, Casio is fostering the love of learning, not just in school, but in everyday life.

\*According to a 2011 GfK Japan survey

© spinskin - Fotolia.com



Picture Plot: Enabling regression calculation and graphing of various events, all on the graphing calculator screen

- 1 EX-word electronic dictionary (XD-D10000) has extensive content for professionals including researchers, translators, and academic experts
- 2 EX-word compact electronic dictionary (XD-C500) includes 50 diverse volumes of content
- 3 EX-word electronic dictionary (E-D99) helps Chinese high-school students learn English
- 4 Heavy Duty Calculator (JS-20DT) offers ease of use and quality
- 5 Twin LCD calculator (JV-220W) displays calculation and screen memory on separate screens
- 6 Graphing scientific calculator (fx-CG20) applies various functions using an advanced graphing feature
- 7 Scientific calculator (fx-993ES) features natural mathematical display that can show fractions, formulas and symbols such as  $\sqrt{\quad}$ , just like in a textbook
- 8 NAME LAND label printer (KL-G1) is easy to use in offices and homes
- 9 memopri label printer (MEP-T10) can output handwritten notes as labels
- 10 Purinsharu postcard and photo printer (PCP-2000) boasts a large 8" color LCD for ease of viewing







# Reliable Companions Deliver Accurate Information Anywhere

- Wrist Watches
- Clocks

## Providing Much More Value Than Just the Right Time

People act based on plans. Timekeeping capabilities represent a type of social infrastructure that is essential to daily life. With punctuality so important, the primary requirement for a timepiece is always to show the correct time. Casio seeks to go beyond this by providing a variety of other useful kinds of information, striving to create watches ready to support their owners as they expand their horizons and enjoy life more. Casio's timepiece concept is "Moving Time Forward," which means constantly pushing the

envelope on what timekeeping and timepieces can do for people. Making full use of electronics, Casio seeks to provide added value by equipping its watches to provide the many kinds of data needed by people on the go.

Casio's latest experiment with this concept has enabled some of its watch models to link with smartphones. Using a wireless connection based on Bluetooth® v4.0 technology, these watches enable wearers to get notification of a phone call or email arrival on their watches and can also perform interactive communication and operation between the devices.

Casio currently has six flagship watch brands—G-SHOCK, Baby-G, OCEANUS, EDIFICE, SHEEN, and PRO TREK—sold around the world. As a regular exhibitor at BASELWORLD, the world's largest international watch and jewelry trade show, Casio is actively implementing its global marketing strategy.

## Innovation Driven by Electronics and Commitment to Toughness

Casio has developed its watches based on the qualities of "electronic," "advanced," and "youthful," as op-

posed to the traits of "mechanical," "traditional," and "handcrafted" pursued by fine jewelry watches. One of the results is the Smart Access feature, Casio's own technology for usability. This feature enables a wealth of information to be provided based on the independent movement of the watch's hands. Moreover, with just a touch of the crown button, functions can be operated smoothly and easily.

Of course, it is pointless to offer advanced functions and simple operation unless the product can be used in any situation. Consequently, Casio has continued to work on the development of products with tough construction, typified by its G-SHOCK watches. The resistance of the robust watchcase to drops or vibration helps owners to access information with confidence and ease no matter where they are.

Casio technologies are "Moving Time Forward."



BASELWORLD 2012: About 1,800 companies gathered in Basel, Switzerland to showcase their latest products and technologies. Casio promoted its newest watches, with a focus on Smart Access.

G-SHOCK watches are built with tough, shock-resistant construction (1 GW-A1000, 2 GLX-150) G-SHOCK with Bluetooth® v4.0 technology for linking with a smartphone (3 GB-6900) OCEANUS solar-powered, radio-controlled watch exudes high quality and functional beauty (4 OCW-S2000) EDIFICE metal analog watch expresses dynamism and energy (5 EQW-A1100DB) Elegant SHEEN metal watch for women (6 SHW-1503D) Tough Baby-G watches for women offer functionality and fashion appeal (7 BGA-152, 8 BGA-160, 9 BLX-5600) PRO TREK watches for outdoor activities are equipped with various sensors (10 PRX-7000T) PHYS watch for runners can measure lap times (11 STW-1000) Interior clock also displays the temperature and humidity (12 ICL-700J)







1



2



3



4



5

# Expanding the Joy of Creativity and Self-Expression

- Digital Cameras
- Online Service
- Electronic Musical Instruments



## Capturing the Beauty of a Moment and Creating Artworks for Self-Expression



Casio High Speed Technology: Catching the decisive moment with high-speed burst shooting that far outperforms any SLR camera.

Casio uses its digital technologies to spark people's creativity and supports their efforts to freely express themselves. For instance, Casio's ultra high-speed burst shooting and high-speed image processing technologies enable people to capture vivid images of a world that cannot even be seen by the naked eye. The company's exceptional high-speed technologies give Casio's cameras advanced functions such as the stress-free Rapid Shutter, and Super Resolution Zoom, which combines

multiple high-speed images to sharpen the clarity of images of distant subjects. These features enable Casio cameras to quickly capture the subject in any situation and convert it to a beautiful visual expression. HS Night Shot merges images taken with high-speed burst shooting to produce bright, sharply focused shots of scenes that appear dark to the naked eye, without using a flash. Casio's digital technologies meet the diverse needs of camera users.

By further advancing these technologies, Casio is enabling users to share the joy of expression with other people. Casio Imaging Square is an online service that lets anyone easily create their

own artworks by digitally applying various artistic effects to photos they have taken. The joy of expression grows when people share the works of art they have created and share feedback and evaluations with each other.

## Getting Ever Closer to Authentic Sound and Performance Experiences

Casio has introduced numerous electronic musical instruments, driven by the belief that as many people as possible should get to experience the fun of playing music. While continually embracing the challenge of innovating in the field of sound technology, Casio has developed functions that allow even beginners to discover the joy of musical performance.

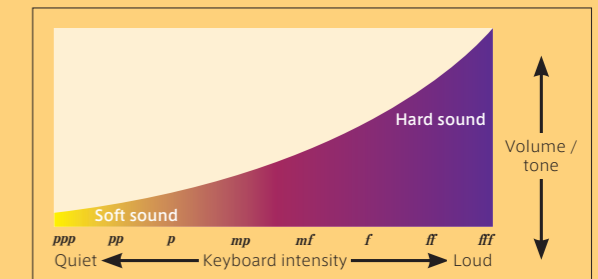
Casio puts its digital technology to good use to recreate the subtle nuances of acoustic instrument sounds

precisely. Just like an acoustic piano, the Casio digital piano seamlessly and smoothly changes the sound intensity according to the degree of finger pressure on the keys. Furthermore, with a keyboard that offers both dependable play response and a silky feel, the Casio digital piano enables expressive performance approximating that of a grand piano. Meanwhile, some Casio electronic keyboards offer Lighting Keys that gently prompt the player's fingering by illuminating the keys to be played. Functions like these provide a wonderful performance experience for electronic musical instrument users.

For its synthesizers, Casio has continued to pursue its own sound rooted in digital technology. The XW series of

synthesizers feature Casio's new Hybrid Processing sound source for yet another advancement in sound technology. The powerful, unique sound of a Casio XW is unmistakable.

Casio wants to help as many people as possible to experience the joy of playing music. That's what drives the constant innovation of the Casio Sound.



The sound source technology in Casio's digital piano offers smooth, seamless sound change, based on Casio's own Morphing Technology and filter circuits.

- 1 Flagship EXILIM model (EX-ZR300) delivers high-speed shooting and high-speed image processing
- 2 Compact EXILIM digital camera (EX-ZR20) with HS Night Shot captures bright images in the dark without using a flash
- 3 EXILIM digital camera (EX-ZS150) has a wide-angle 24-mm lens equivalent to 35-mm film
- 4 EXILIM digital camera (EX-TR150) enables users to enjoy shooting from various angles with a swiveling LCD and a freely rotating frame
- 5 Imaging Square is an online service that enables users to create fantastic works of art from their photos using various kinds of image processing. No special knowledge or skills needed.
- 6 Groove Synthesizer (XW-G1) is packed with a wealth of functions and sounds for playing club music
- 7 Stylish Privia digital piano (PX-735) replicates the keyboard feel and sound of a grand piano
- 8 Key Lighting Keyboard (LK-211) lets beginners enjoy a variety of pre-programmed instructional pieces by following illuminated keys
- 9 High-Grade Keyboard (CTK-7200) enables advanced music production all in one unit



6



7



8



9





1



2



3



4



5

# Connecting Business Organizations Organically to Accelerate Success

- Handheld Terminals
- Page Printers
- Electronic Cash Registers
- Data Projectors
- System Solutions
- Molds

## Supporting the Corporate Frontlines with Efficient Business Products

Going beyond its support for intellectual creativity in people's personal lives, Casio has developed and provides a wide range of tools for use on the frontlines of business: in offices, stores and warehouses. In addition to increasing the efficiency of operations in various kinds of workplaces, these products provide support for the intellectually creative tasks involved in managing advanced organizations.

Take Casio's compact communication terminals equipped with wireless

networking capabilities, for example. These products enable sales staff helping customers in retail stores to rapidly confirm inventory and immediately re-order products when inventory is low, as well as to exchange information with headquarters. With products like these, Casio seeks to support businesses by facilitating better communication between management and the frontlines.

Casio's page printers offer both environmental and cost performance, in addition to quickly producing beautiful printouts. By providing the industry's first printer toner with carbon offset, and printing tools to



Compact communication terminals: Focusing on communication between in-store sales staff and customers, as well as with headquarters; helping to streamline business processes and improve management efficiency (adopted by the Uniqlo business of Fast Retailing Co., Ltd.).

support cost and paper saving, Casio offers product specifications that can reduce costs while still meeting the latest printing needs of companies.

Casio is using its digital technologies to elevate the original roles of its products to even higher levels, thereby supporting the creative process in the business environment.

## Solving Management Issues by Making Technology Responsive to People

The tough design technology that Casio has developed for consumer products is also built into its business tools. Casio handheld terminals are designed to withstand being dropped from a height, and some models can even survive a fall of three meters. They also provide superior levels of water- and dust-resistance, ready for dusty locations, wet weather conditions, low-temperature warehouses,

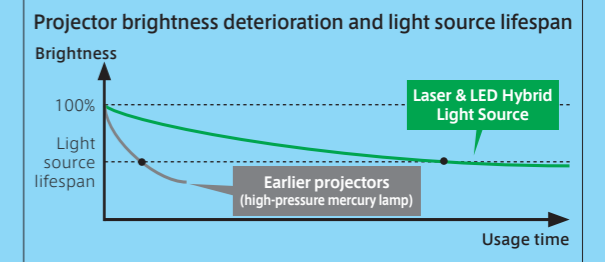
and other extreme operating environments.

Casio practices universal design, aiming to ensure that people of any age, gender, or ability can use its products safely and comfortably. Seeking to further improve ease of use for its handheld terminals, for instance, Casio incorporated feedback from a wide range of users in various locations into the basic design. The result delivers easier scanning, more comfortable portability, and simpler keypad operation.

Casio's environmentally friendly projectors are all equipped with its revolutionary new Laser & LED Hybrid Light Source. Vastly improving on the conventional mercury lamp, Casio's light source lasts for approximately 20,000

hours, and has greatly reduced the time and cost involved in lamp replacement. It has earned high praise from all quarters.

Casio is convinced that the best way to support its customer's businesses is to start by thinking about the people who will actually use its products. Each and every product represents a Casio answer to a problem that companies face.



Featuring a light source that lasts about ten times longer than the high-pressure mercury lamp in a previous Casio projector model. Due to its slower brightness deterioration, the projected image remains sharp for a long time.



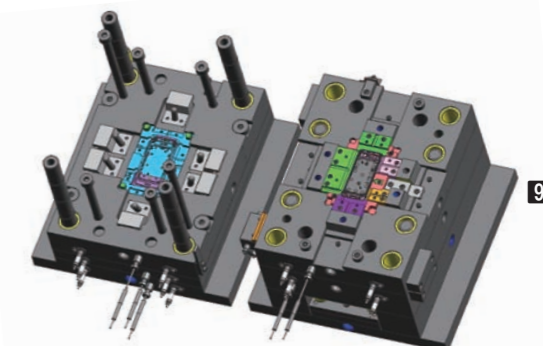
6



7



8



9



# TOURNEAU

**Tourneau TimeMachine**  
12 East 57th Street New York, NY 10022

## Providing brands that match customer values

The Tourneau luxury watch retailer was founded in 1900, and it has 38 locations across the U.S. Tourneau TimeMachine, its flagship shop, was opened in New York in 1997. Among the collections that the store carries is the Casio brand.

Working at this New York location, Ms. Ho explained, "While customers look for various things in a watch, such as fashion appeal, sporty function, or a classic look, the Casio lineup provides a selection that meets diverse customer needs." The best-selling Casio product in the shop is the G-SHOCK Aviator series. "Many customers that choose Casio are well aware of the value that the brand provides. They consider whether a watch is offering what they are looking for in a timepiece, and if they are satisfied, they will purchase it. Such customers value Casio watches highly."



Displaying Casio products in cutting-edge watch category at the store. Many young people buy them as gifts.

**Assistant Store Director**  
Ms. Maria Ho



## Improving Service through Onboard Ticket Sales

When you ride the Polish Regional Railways, you'll notice the conductor walking through the cars with a black terminal in one hand. She's holding a Casio-made information device called a handheld terminal. Working on trains from the capital Warsaw to the westernmost city of Szczecin, a conductor, Ms. Chojnacka, stated, "This terminal has greatly expanded the services we can offer passengers on board." With the handheld terminal, the conductor can issue tickets and confirm timetables. Previously, passengers needed to line up at the station ticket window, but now they can quickly buy a ticket after getting on the train. "Since I can instantly access train connection information, I can assist busy passengers to purchase the most advantageous ticket." The route is used by many students, commuters and business customers. Casio's handheld terminal is contributing to the improvement of both operational efficiency and service quality.



Issuing a ticket on the train. The conductor can also scan the barcode of a ticket purchased by a customer online and check it on the spot.

**Conductor**  
Przewozy Regionalne sp. z o.o.  
Ms. Alicja Chojnacka



# Polish Regional Railways

Warsaw East Railway Station

# Providing Customers with New Value Only Casio Technologies Can Deliver

## Contributing to Discovery and Fascination

Science Center NEMO was opened by Queen Beatrix in 1997, and it is the largest science museum in the Netherlands. It allows visitors to learn about science and technology in a fun way. The museum's unique and varied exhibits, videos, and workshops are designed to stimulate the five senses. Casio projectors provide the kind of technical support the museum needs to captivate visitors and allow them to make new discoveries. Mr. Jouke Konijn, NEMO Facilities Manager, explained, "Since the lifespan of a Casio projector light source is very long, it has saved us a lot of the time and costs involved in the maintenance of them. We can therefore take more time to enhance the other exhibitions."



About 30 Casio projectors are operating in the museum. Providing reliable presentations using long-life high-brightness technology.



**Facilities Manager**  
Mr. Jouke Konijn



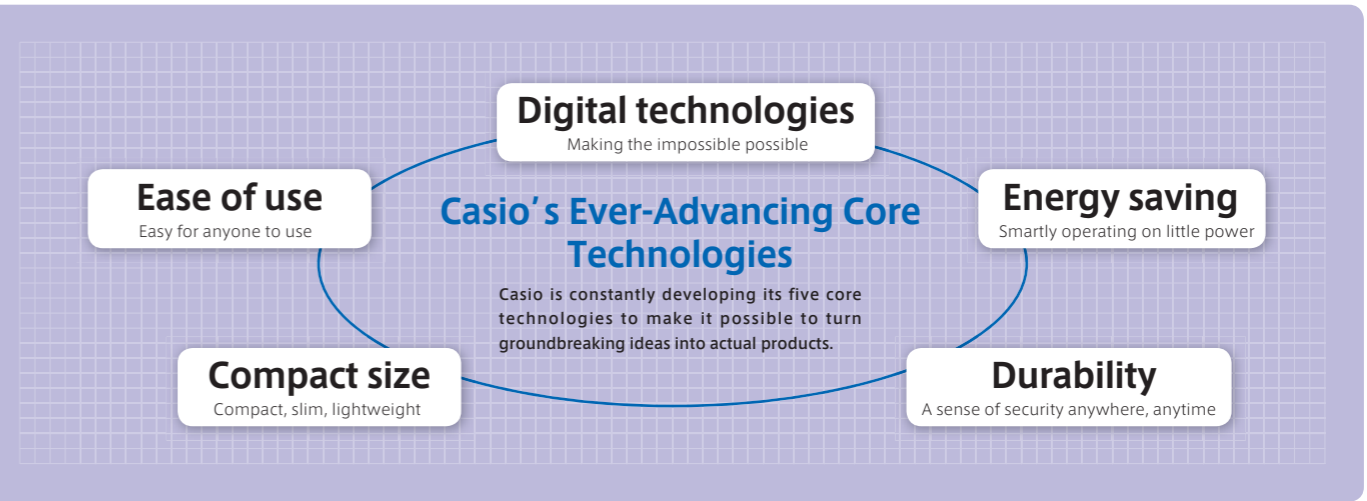
# NEMO

**Science Center NEMO**  
Oosterdok 2  
1011 VX Amsterdam



# Creating Originality with New Ideas and Technologies

## Development Principles



Product planning that accurately targets customer needs and the advanced technologies required to realize those plans: these are the two driving forces behind Casio's pursuit of innovative products that generate new demand.

### Product Development for Social Progress and Better Living

Casio's product development concept involves "going from 0 to 1." Since its inception, the company has consistently sought to improve people's lifestyles by providing products that did not exist before, and thereby supporting social progress. Casio's aim is always to develop products that generate their own demand. Casio has been relentlessly pursuing its own advancement by building the outstanding product planning abilities, ideas, and creativity it needs to achieve this aim.

Nevertheless, the creation of products with new value based on latent customer needs cannot be achieved by armchair thinkers. Sometimes product development engineers need to experience challenging product usage environments, and actually assess for themselves the

true value of their products.

While maintaining a global perspective, Casio is also developing and providing products that precisely target particular national and regional needs. Casio's calculator with selectable Indian number display was the first to adopt the traditional Indian method of inserting a comma after the thousand position, and then after every subsequent two digits (i.e. hundred thousand, ten million, etc.). The company also launched an oriental electronic keyboard featuring the 54 tones and 83 rhythms characteristic of the major musical regions of the Middle and Near East, namely, the Arab / Maghreb, Khaleeji, Iran, and Oriental regions. Thousands of different products have been launched by Casio the world over, including dynamic product proposals for high-growth newly emerging markets.

In order to translate unique product concepts like these into competitive

products, a high level of technical expertise is needed. Only a technology leader can overcome the various hurdles involved. This is why Casio constantly works to develop advanced technologies and is taking on the challenge of pioneering new fields.

### Dedicated Efforts to Protect Intellectual Property

Casio actively seeks to generate income through the proper management and utilization of the intellectual property arising from its R&D. By obtaining patents in and outside Japan, the company secures the rights to its inventions, and accumulates intellectual property assets. In order to promote smooth corporate operations on a global level, the Casio brand is protected with 2,024 registered trademarks in its various business categories, in 197 countries and regions around the world.

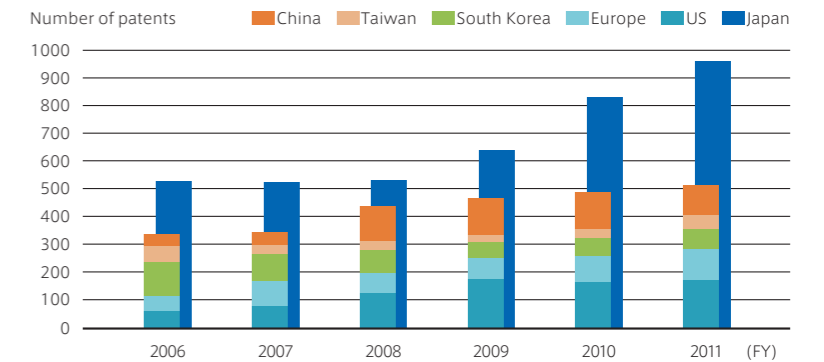


Hamura Research and Development Center in Tokyo, Japan



### Product developers conduct verification in the field

Engineers developing PRO TREK outdoor watches wear their products while rock climbing or mountain climbing in the snow, in order to check the performance and convenience for themselves.



### Global Patent Portfolio

Casio is promoting global patent application and acquisition activities, particularly in the US, where intellectual property competition is intense, as well as in Asia, mainly in China, where market growth has been considerable.

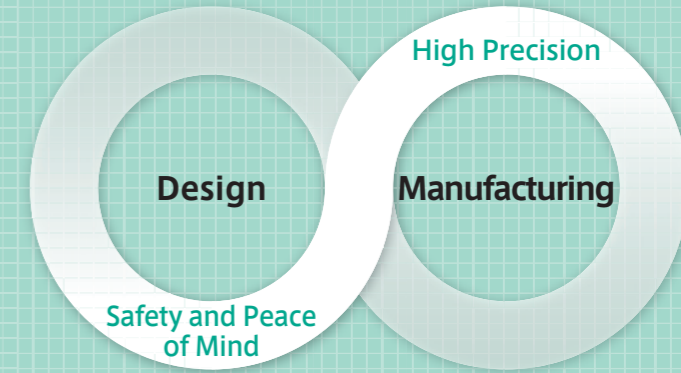


# Pursuing Casio Quality: Always a Step Above

## Quality Policy

### Commitment to Superior Craftsmanship Maintains Quality

To ensure that customers can use its products safely and with peace of mind, Casio carries out testing and evaluation based on strict quality standards, starting in the design stage. The company also employs high-precision production technology to deliver exact manufacturing.



Casio uses its own stringent quality assurance systems to ensure that its products are highly reliable. Committed to delivering safe and reliable products that the whole world can trust, Casio continues to raise the bar on quality.

### Verifying Solid Performance Starting in the Design Stage

Casio develops and delivers products that satisfy people's needs in a variety of circumstances around the world. The company understands that consumers want products that will work properly in any kind of environment, with safety and reliability. The reliability of the Casio brand has been built on this conviction.

That is why Casio pursues superior quality right from the initial design stage. This quality is not limited to theories on the drawing board, but includes actual performance testing using prototypes. The company carries out thorough investigation of product performance in harsh environments by testing resistance to dropping, vibration, light, and saltwater. Testing is conducted under high and low temperatures, and in dry and humid circumstances, and the effects of a

power failure or static electricity are also checked. In addition to usage in harsh environments, a variety of other potential risks are investigated, including burden on the user during normal operation conditions. Only product designs that meet strict internal quality standards are moved on to the manufacturing process.

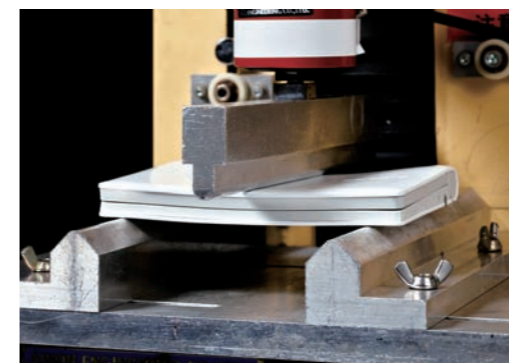
### High-Precision Processing Ensures Assembly to Design Specs

Manufacturing involves accurate processing and assembly of minute parts into high-precision products. The company has integrated the best of its production technologies in order to realize stable manufacturing that minimizes variation in product quality.

One example is Casio's Tough Movement, found in its slim radio-controlled analog watches, including OCEANUS and G-SHOCK models. In

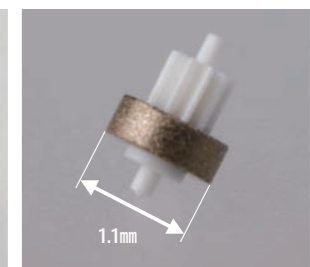
a special clean room isolated behind a set of two entranceways, Casio has an automated production line where small gears measuring about a millimeter in diameter are incorporated into modules with precision tolerances of one hundredth of a millimeter. Thanks to its state-of-the-art technology, Casio is able to perform this assembly of minuscule parts with speed and accuracy.

Even in the product assembly process, each product undergoes a final quality check including a waterproof performance inspection. Only those products that meet stringent quality standards are shipped. In this way, Casio ensures that each product reaching the customer delivers a high level of reliability, based on careful measures taken throughout the entire product creation process.



### Pressure testing on an electronic dictionary

Applying load to the center of the product body, resistance to load from the top is checked.



### Tough Movement and a minuscule part

This tiny part measuring just 1.1 millimeters is used in Casio's Tough Movement. Plastic gears are molded together with a magnet, in order to realize a high level of accuracy.

Watch production line in Yamagata, Japan



# Environmentally Friendly Manufacturing and Distribution

## Environmental Performance



Casio believes in helping to build a more sustainable world together with customers by providing products that reduce environmental impact. The company also carries out environmental protection measures in a variety of business processes.

### Creating Products that Save Energy and Resources

Casio uses its original technologies and culture of ingenuity to make products ever more compact and energy efficient, while also implementing energy-and resource-saving measures in its operations. For example, in the area of digital cameras, Casio has used cutting-edge technology to shorten the time required for sophisticated image processing, thereby reducing camera power consumption. With a multi-core engine that distributes processing between two CPUs, Casio digital cameras are the first to come with a reconfigurable processor that allows the circuits to rewrite themselves, enabling high-speed processing.

Casio also has a number of initiatives aimed at avoiding the use of chemicals harmful to the environment whenever possible. For its digital projectors, Casio

has developed an original Laser & LED Hybrid Light Source that does not contain any mercury, while still providing a brightness of over 2,000 lumens.

The company collects genuine Casio consumables free of charge, including used printer cartridges, and actively carries out product reuse and recycling.

Working with product owners, Casio will keep proactively creating environmentally friendly products that help to ensure a healthy future for the earth.

### Reducing CO<sub>2</sub> Emissions from Logistics

Casio is reducing its environmental impact with a focus on CO<sub>2</sub> emissions reduction, even in its logistics processes.

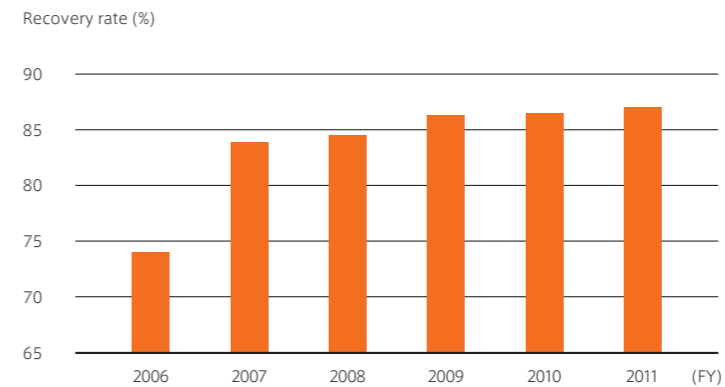
In order to combine transport routes according to ever-changing trends in consumer regions, Casio has been flexibly restructuring its logistics bases on a global scale. Bases in Europe were con-

solidated in 2009, followed by Japanese sites in 2012. Casio revises its logistics routes in order to shorten transport distances, and is working on direct shipment of products from production sites to major purchasers.



In Japan, Casio is undertaking a modal shift by using more rail transport, which has a low environmental impact, for the shipping of products to its logistics centers around the country.

Casio is making shipments more compact and lightweight by being more innovative with the shape of product packaging and the type of buffer material, while also rethinking other package contents. This reduces both the CO<sub>2</sub> emissions during transport and the amount of packaging material needed.



### Recovery rate for used consumables from page printers

Parts and units removed from recovered consumables are reconditioned. Those passing inspection standards are then reused for products.



### Content review led to more compact, lightweight box

Package size and weight were reduced by eliminating the included CD-ROM and providing the information online instead.



European central warehouse in Norderstedt, Germany



## Company data (as of March 31, 2012)

**Name:** Casio Computer Co., Ltd.  
**Headquarters:** 1-6-2, Hon-machi, Shibuya-ku, Tokyo, Japan  
**Tel.:** +81-3-5334-4111  
**Established:** June 1, 1957  
**Paid-in capital:** ¥48,592 million  
**Employees:** 11,663 (consolidated)

## Directors (as of July 21, 2012)

### Directors

#### President and CEO

Kazuo Kashio\*

#### Executive Vice President

Yukio Kashio\*

#### Senior Managing Director

Fumitsune Murakami\*

#### Managing Directors

Akinori Takagi\*

Hiroshi Nakamura\*

Akira Kashio\*

#### Directors

Susumu Takashima\*

Koichi Takeichi\*

Yuichi Masuda\*

Kazuhiro Kashio\*

Hirokazu Ishikawa

\* Directors with \* mark serve concurrently as corporate officer.

### Corporate Auditors

#### Statutory Auditors (full time)

Yasushi Terao

Tadashi Takasu

#### Corporate Auditor

Hironori Daitoku

### Corporate Officers

The following list excludes corporate officers also serving as director, who are listed above.

Osamu Ohno

Atsushi Yazawa

Nobuyuki Mochinaga

Tetsuro Izumi

Koji Moriya

Hitoshi Nakamura

Tetsuo Kashio

Toshiharu Okimuro

Hideyuki Toyama

Takashi Kashio

Jin Nakayama

Shin Takano

Toshiyuki Yamagishi

Makoto Kobayashi

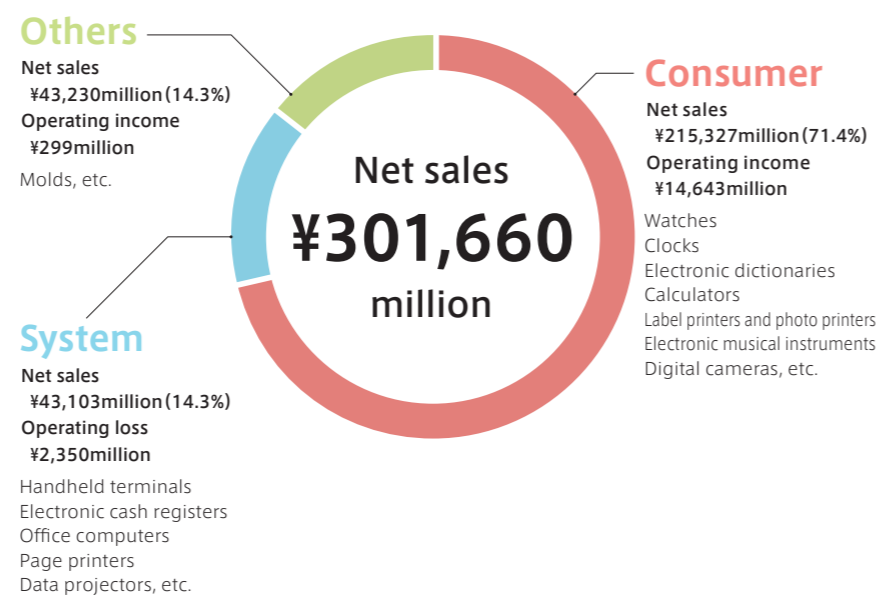
Masayuki Uehara

Shigenori Itoh

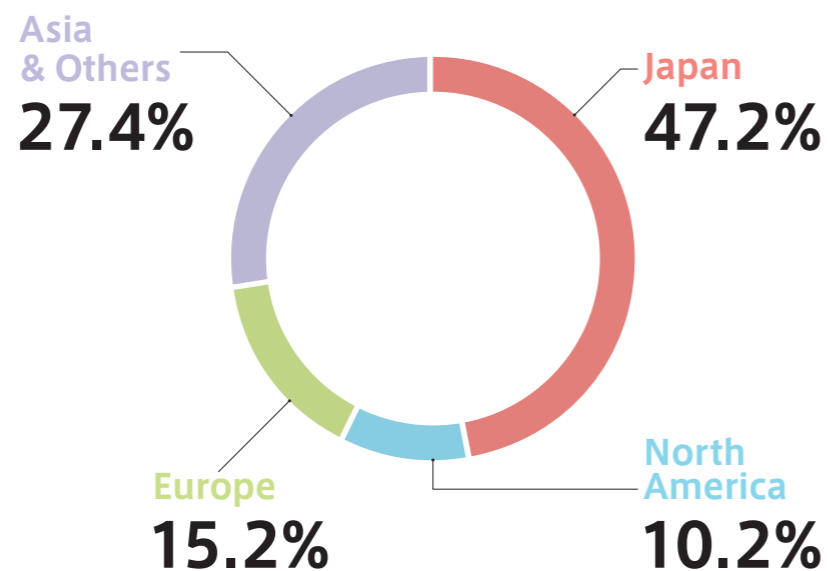
## Net Sales and Income (Fiscal Year Ended March 31, 2012)

■ Net sales	¥301,660 million
■ Operating income	¥9,065 million
■ Ordinary income	¥6,980 million
■ Net income	¥2,556 million

## Sales and operating income by reportable segment



## Sales by region



## History of Casio

- 1957** Four Kashio brothers start commercial production of the world's first all-electric compact calculator, the 14-A. Casio Computer Co., Ltd., founded.
- 1965** 001 transistor-based electronic desktop calculator released.
- 1966** Export of electronic desktop calculators to overseas markets begins.
- 1967** Europe office established in Switzerland.
- 1970** Casio Inc., a sales subsidiary, established in the US. Casio stock listed on the second section of the Tokyo Stock Exchange.
- 1972** Casio stock transferred to the first section of the Tokyo Stock Exchange. Casio Mini, the world's first personal electronic calculator, released.
- 1974** Casiotron digital wristwatch released.
- 1978** Casio Taiwan Co., Ltd., a production subsidiary, established.
- 1980** Casio Tone electronic keyboards released.
- 1981** TR-2000 electronic dictionary released.
- 1983** First G-SHOCK shock-resistant wristwatch released.
- 1985** China office established in Beijing.
- 1989** ADPS R1, an office information processing device that requires no user program, released.
- 1995** QV-10, a digital camera with an LCD monitor, released. FKT-100 radio-controlled watch released.
- 2000** C303CA, a waterproof, shock-resistant cellular phone, introduced for sale by the IDO/DDI Cellular Group.
- 2002** EXILIM, then the world's thinnest, wearable card-sized digital camera, released.
- 2003** Charter of Creativity for Casio established. Casio enters the data projector market.
- 2004** OCEANUS, a solar-powered radio-controlled watch with full metal case, released.
- 2006** Casio achieves total sales of 1 billion calculators worldwide.
- 2008** EX-F1 high-speed burst shooting digital camera released.
- 2009** Casio achieves total sales of 50 million G-SHOCK watches.
- 2011** Imaging Square online service launched.

## Group companies

### Japan

Yamagata Casio Co., Ltd.  
 Casio Electronic Manufacturing Co., Ltd.  
 Casio Techno Co., Ltd.  
 Casio Human Systems Co., Ltd.  
 Casio Information Systems Co., Ltd.  
 CXD Next Co., Ltd.  
 Casio Marketing Advance Co., Ltd.  
 Casio Business Service Co., Ltd.  
 Casio Communication Brains Inc.  
 MAS Inc.  
 PhotoHighway Japan Co., Ltd.

### Asia

Casio Taiwan Co., Ltd.  
 Casio Electronics (Shenzhen) Co., Ltd.  
 Casio Computer (Hong Kong) Ltd.  
 Casio (Guangzhou) Co., Ltd.  
 Casio Electronic Technology (Zhongshan) Co., Ltd.  
 Casio (Shanghai) Co., Ltd.  
 Casio India Co., Pvt. Ltd.  
 Casio Singapore Pte., Ltd.  
 Casio (Thailand) Co., Ltd.

### Americas

Casio Canada Ltd.  
 Casio America, Inc.  
 Casio Mexico Marketing, S. de R. L. de C.V.  
 Casio Brasil Comercio De Produtos Eletronicos Ltda.  
 Casio Latin America S.A.  
**Europe**  
 Casio Electronics Co., Ltd.  
 Casio Europe GmbH  
 Casio France S.A.  
 Casio Benelux B.V.  
 Casio Scandinavia AS  
 Casio Espana, S.L.  
 Limited Liability Company Casio  
 Casio Italia S.r.l.



# Our Philosophy

Casio Philosophy Personified by Each and Every Employee

## Creativity and Contribution

Casio's corporate creed is "Creativity and Contribution." This means contributing to society by providing products with innovative functions never seen before. Products with new functions can be useful in the lives of a great number of people, and help to move society forward. In other cases, these products can bring enjoyment to many people and drive new cultural trends. Popularizing original new products creates new markets, and promotes the development of various support industries. This is how Casio makes a broad-ranging contribution to society simply by providing outstanding products and services.



Germany  
**Oliver Ottens**  
Accounting

I try to bring a little light into the finance field and make our numbers and statements more understandable to our stakeholders.



UK  
**Rute Bernardino**  
Retail

Every day is different at Casio London, and that gives me great pleasure. What I keep in mind the most are the words "perfection" and "professionalism." I strive to contribute to society by provide close-to-perfect customer service.



Russia  
**Anna Gritsay**  
Sales

I enjoy performing my job through communication. While sharing my experience with colleagues, I would like to help create a more convenient world through high-tech products.



China (Zhongshan)  
**Xiao Jian**  
Quality

I am committed to improving the production process and quality of watches. I am striving to earn the satisfaction and confidence of customers through the products manufactured by Casio Zhongshan



China (Shanghai)  
**Zhang Jing**  
Finance

I want to help minimize risk and maximize profit by staying aware and on top of the latest legal trends relating to finance and taxation.



Brazil  
**Aya Tamaki**  
Logistics

I am proud of my team because we apply creativity to resolve each new logistical challenge that comes up in the complex Brazilian market.



Canada  
**Marc Kirkey**  
Sales

I'm very fortunate to be surrounded by such great colleagues. I'm working to help create a positive workplace environment that brings out the best in everyone.



France  
**Annelise Mangin**  
Marketing

I always work to provide customer-oriented communication across various promotional campaigns in order to help customers understand the value of the Casio brand.



India  
**Rekha Adhikari**  
Sales

My mission is providing the right product at the right place and the right price. I am delighted when a strategy I've come up with helps customers get Casio products and enjoy life more.



Japan (Tokyo)  
**Masatoshi Ohtaka**  
Development

I strive to design user-friendly products from the user's perspective. If a device I have worked on helps to improve efficiency for a customer, it makes me very happy.



Japan (Yamagata)  
**Chika Seino**  
Production

I want to attract orders from all over the world and to contribute to Japan's manufacturing reputation by making and providing molds that meet customer needs in even shorter timeframes.



Mexico  
**Beatriz Alejandra Fernandez Pinon**  
Sales and Marketing

I think a person's character comes out in her work. Since joining Casio, I have learned new things every day. I am becoming an even better person, and doing even better work.



Dubai  
**Taleih Al Halaby**  
Marketing

I would like to contribute to the improvement of mathematics education in the Middle East and Africa region, by providing even more teachers and students with Casio calculators.



Japan (Tokyo)  
**Daisuke Sugiura**  
Design

By creating beautiful designs and compelling products, I hope to provide Casio appeal that satisfies customers around the world.



US  
**Greg Dean**  
Marketing

I enjoy speaking directly with Casio's customers and end users. It is a rewarding experience when I hear their appreciation of the high-quality products we design and produce.