

# CASIO CORPORATE REPORT 2011

**CASIO**

CASIO COMPUTER CO., LTD.  
<http://world.casio.com/>



Cover image: This image was created with Casio's online service, Imaging Square, by applying the "Thick Oil Painting" artwork effect to the photo at left. (See page 9 for more on Imaging Square.)



Corporate Creed

# 創造 貢獻

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.

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.



**1995**  
FKT-100 radio-controlled watch released.

**2000**  
C303CA, a water-proof, 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.

CASIO CORPORATE REPORT 2011

## CONTENTS

01 Corporate Creed/History of Casio	19 Communication to Foster Shared Awareness
03 Message from the President	21 Group-wide Environmental Management
05 Products and Services	23 Leveraging IT and Improving Management to Build a Stronger Company
09 Creating Limitless Enjoyment with Digital Art	25 Casio and Employees
11 Offering Products that Reflect Diverse Lifestyles and Cultures	27 Social Contribution by the Casio Group
13 The Casio Group's Global Reach	29 Net Sales and Income
15 Product Development Capability for Creating Value	30 Company data
17 Rapid and Efficient Manufacturing	

For detailed information on Casio's CSR activities, visit the Casio website to read the Sustainability Report.

# We are always aiming to provide new value and be a company essential to society.



President & CEO

*Kazuo Kasai*

## Great East Japan Earthquake

The recent Great East Japan Earthquake has inflicted unimaginable damage. Many people suffered enormous destruction, including Casio customers and suppliers. Along with our heartfelt condolences to these victims, I would like to express our hopes for a speedy recovery. I would also like to take this opportunity to express gratitude for all the heartfelt support that the people of Japan have received from around the world. Some Casio sites were also affected by the disaster, but through the cooperation of all employees, we were able to rapidly restore business operations. Although there has been some impact on the business, we are taking various measures to minimize it. Casio will continue to help with reconstruction by providing various forms of support, always based on the needs of people in the disaster-struck region and creative ideas about how to provide assistance.

## Providing new value to the world

Casio was founded with the invention of the world's first compact, fully electric calculator in 1957. At that time, Japanese businesses mainly used foreign-made, electric-powered mechanical calculators. Casio's breakthrough calculator however, was smaller and quieter while offering more rapid calculation. Since it provided much better performance in many areas, it immediately penetrated the calculator market. Developing a completely novel product that has never existed before—like that calculator—is exactly how we provide new value to the world. Over the more than 50 years that followed, Casio has developed more world-firsts and a whole range of other original products, including personal calculators, digital watches, electronic musical instruments, electronic dictionaries, and digital cameras. We have

consistently kept providing new value to the world. As we help to make people's lives more convenient and comfortable, and the world recognizes the value of what we do, whole new markets and cultural developments emerge. This is how we are realizing our corporate creed, "Creativity and Contribution." It is simply in Casio's "DNA" to make something from nothing—to go from "0" to "1".

## Building a more sustainable world

Casio began focusing on environmental issues early on, and we have been working to reduce the environmental impact of our products. We strive to offer products with high performance that are consistently compact, lightweight, slim, and energy efficient. Going beyond product development, our environmental initiatives include action plans for the management of business sites with, for instance, medium and long-term greenhouse gas emission reduction targets and activities for the protection of biodiversity. By exchanging opinions with stakeholders, Casio is also working to help solve social problems in various fields relating to our business management. In the area of school education in particular, we continue to hold meetings with teachers in Japan and around the world. We strive to research their teaching methods, and use their feedback for product development. In our product development, Casio continues to work on making daily life more convenient for people worldwide. This includes market-specific development of products such as a calculator with Indian digit grouping. Meanwhile, in order to ensure that future generations will inherit an even better world, Casio is continuing to fund pioneering and creative research by young researchers through the Casio Science

Promotion Foundation. In addition to the target areas of electronics and mechanical engineering, the funded fields include natural sciences relating to health and energy conservation, as well as the cultural sciences. In this way, Casio is contributing broadly to the future of science and technology. Casio is also continuing to educate the next generation based on unique programs offered for children who will be the opinion leaders and citizens of tomorrow.

To build a more sustainable world, Casio is striving to realize its corporate creed, "Creativity and Contribution." While continuing to provide the world with new value, we are helping to solve relevant environmental and social issues using an approach that is integrated with our business activities. Our balanced initiatives are based on the triple bottom line of economic, environmental, and social performance.

## Participating in the Global Compact

Casio products are produced with the cooperation of not just our group companies, but many component makers and consignment manufacturers around the world. As a company with global operations, Casio respects international standards relating to human rights, labor, environment and anti-corruption. By fulfilling our corporate social responsibilities, Casio is promoting the ongoing development of the international community. As part of these efforts, Casio joined the UN Global Compact in December 2010. In the near future, the principles of the Global Compact will be incorporated explicitly into various aspects of our corporate management, and we will disclose progress updates at the appropriate times. This report highlights the main initiatives taken by Casio in fiscal 2011. I encourage all of our stakeholders to review the information provided here.

# Products and Services

Casio provides products and services for consumers that foster intellectually stimulating and comfortable lifestyles, while also offering products and services for professionals that increase business creativity and productivity.

\* The products and services presented here are based on business composition as of June 2011.



## FOR CONSUMERS

### Timepieces

Casio provides highly appealing timepieces under the G-Shock, Oceanus, Protrek, and other brands. Casio's timepiece product development and marketing approach are unique, driven by advanced electronic technologies, such as a solar-powered radio-controlled function that can receive standard time signals from six radio towers worldwide. In 2009, Casio surpassed the 50-million mark for G-Shock watches sold. Casio has the top share of the global market for radio-controlled watches (Casio survey).



GW-9300



Baby-G  
BGA-131



SHEEN  
SHE-7506



OCEANUS  
OCW-T1000



EDIFICE  
EQW-M1100



PRO TREK  
PRW-2000

### Digital Cameras

Casio digital cameras deliver outstanding performance in fundamentals like image quality and battery life, but that's not all. They also offer people entirely new ways to do digital photography made possible by Casio's high-speed image processing technology and ultra high-speed burst shooting, and a revolutionary function for creating composite moving images right on the camera. Casio is constantly redefining what the digital camera can do.



EX-TR100



EX-ZR100



EX-H20G

▶ See pages 9-10 for information on Imaging Square, an online service driven by Casio's powerful digital camera technologies.

### EX-word



XD-B4800

XD-B10000

### Electronic Dictionaries

At over 50%, Casio has the top share of the electronic dictionary market in Japan (according to a 2010 GfK Japan survey). The company offers a full lineup of products for diverse customer segments including high school students, foreign language learners, and businesspeople. While delivering ease of use through intuitive touch-panel operations and easy-view color screens, Casio's electronic dictionaries appeal to the universal desire to learn and are packed with all the resources people need to get the job done.

### Calculators

Casio also commands the largest portion of the calculator market in Japan, with a share of over 50% (according to a 2010 GfK Japan survey). The company has sold over 1 billion units worldwide. The diverse lineup of models ranges from practical business calculators that meet the needs of accounting and finance experts, to scientific calculators that are useful for mathematics education. Casio calculators are popular worldwide thanks to their convenient functions and superior quality.



### Label printers and photo printers

Casio products meet a diverse range of printing needs from the home to the office. Casio's unique label printers and photo printers can be used as stationery tools. The Name Land conveniently prints beautiful labels, and the Purinsharu prepares and prints custom postcards without a computer.



### Cellular phones

Casio develops innovative cellular phones for the Japanese and US markets. Casio's cellular phones make the most of toughness technologies from the company's other waterproof and shock-resistant products and offer advanced camera performance based on Casio's work with the Exilim digital camera.

\*The cellular phone business is operated by NEC Casio Mobile Communications, Ltd.



### Electronic musical instruments

Casio aims to make the joy of music accessible to as many people as possible by providing a diverse lineup of instruments. Casio offers electric pianos with the beautiful sound and rich power of expression of a grand piano, as well as high-grade keyboards that offer the enjoyment of making.



## FOR PROFESSIONALS

### Handheld terminals

Casio is bringing the benefits of IT to a variety of different industries with its extensive lineup of durable, intuitive handheld terminals. These range from communication terminals for improving retail customer service, to handheld terminals for logistics that have special features for people working up high in a warehouse.



### Data projectors

All Casio's data projectors are equipped with its original Laser & LED Hybrid Light Source. This technology offers high brightness without using a lamp containing mercury, which is hazardous to the environment. These advanced, next-generation projectors have been well received by many kinds of users.



### Page printers

Casio's page printers are both environmentally friendly and economical, leveraging a unique, all-in-one system that includes the main printer unit, the toner and the printing software. Casio was the first in the industry to offer toner featuring a carbon offset, and also provides free printing tools to help users save paper. Users appreciate all these advanced features.



### Electronic cash registers

Casio has the largest share of the electronic cash register market in Japan (according to a 2010 RJC Research survey), thanks to an extensive offering of functions and uses. With the 2007 development of the Net Register service, which enables users to perform sales tracking and management over an Internet connection, Casio cash registers are popular with restaurants and retailers.



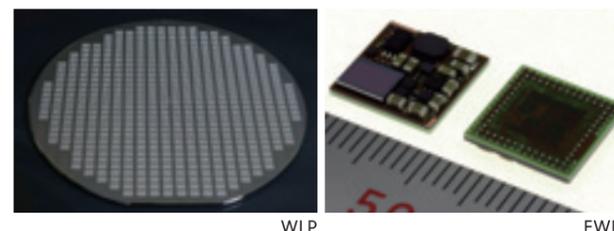
### System Solutions

Casio Information Systems develops specialized systems for various industries, business types, and operations. One such system solution is Rakuichi, which provides support for sales management, accounting, and payroll operations at small and medium-size companies. Casio Human Systems offers the ADPS Personnel System and other tools to support the effective use of human resources.



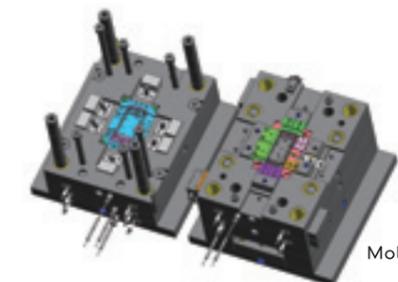
### Electronic components

Casio Micronics is engaged in consignment production of cutting-edge semiconductor packages (WLP), which are used in many devices including smartphones. Kofu Casio manufactures electronic components such as small and medium-sized STN/TN LCDs.



### Molds and plastic molding

Utilizing the molding technologies it has developed for making Casio products, Yamagata Casio is engaged in consignment production of molds, and the molding of plastic parts for cellular phones and electronic components in automobiles.



# Creating Limitless Enjoyment with Digital Art

Casio is using its advanced digital camera technology to provide a revolutionary new online service that allows anyone to enjoy making art.

## New Imaging SquareOnline Service Turns Photography into Art

In its development of digital cameras, Casio has been striving to reinvent photography, allowing users to go beyond just taking photos of subjects as they are to do amazing things that are only possible with digital technology. This effort is behind Casio's Dynamic Photo function, which allows a moving subject to be extracted from one photo and then animated against another background image—right on the camera—as well as HDR-ART, which brings out colors that are more vibrant than reality.

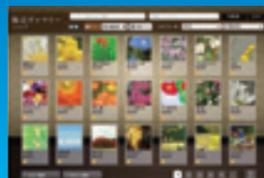
Based on further advances in these technologies, in January 2011 Casio launched Imaging Square, an online service that allows anyone to create works of art using the photos they have taken.

Imaging Square allows members to create unique works by taking images from a digital camera or cellular phone, and enhancing them with various art effects made possible by digital processing. By using the tools on the Imaging Square website, users can easily produce highly artistic images of all kinds. Photos that were once merely saved and viewed can now be used as material for creative artistic expression, offering people a whole new way to express themselves with photography.

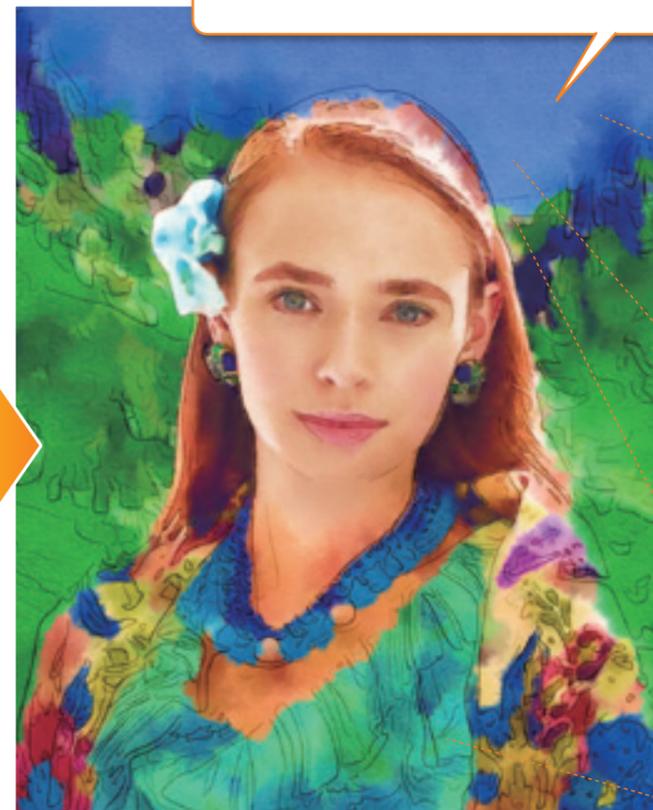
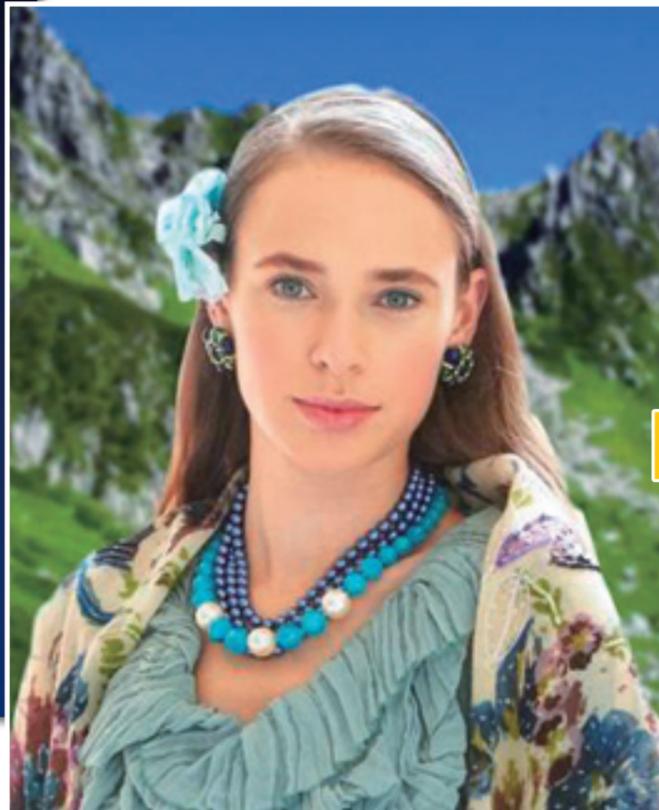


## Social Media Features Make Imaging Square a Community

The fun of Imaging Square is not just making pieces of art, but also connecting and sharing with other members. Users can create their own portfolio just like a professional artist, receive comments and feedback from other users. All of this only makes it even more fun to keep creating new pieces. The site is also connected with social media sites like Facebook and Twitter, making it easy for users to comment on their own artwork, and to comment on other people's work.



## Creating New Enjoyment from a Single Photo



### 1. Virtual Painter for Creating Painterly Effects

The Virtual Painter tool applies special effects to photos, making them look like an oil painting, watercolor painting, color pencil sketch, or other genre of art. The natural-looking effect appears as if someone actually drew or painted the images, and has won warm praise from professional artists.

#### Virtual Painter-01

By digitizing the look of textured paper and color tone, together with the effect of paint, Virtual Painter produces realistic artwork quality that appears to be painted or drawn on actual watercolor paper, with all of its subtle texture and feel.

#### Virtual Painter-02

When people draw or paint, they do it in predictable ways, such as first making an outline and then filling it in, drawing prominent subjects first, and painting long vertical objects with vertical strokes. Virtual Painter recreates these characteristically human painting and drawing processes, to produce images with a human-like touch.

#### Virtual Painter-03

Virtual Painter recreates the characteristic movement of the paintbrush. At the beginning of the stroke the paint will be thicker, and then thin out towards the end.

#### Virtual Painter-04

When colors overlap, the way they mix and blend will be different depending on the type of paint. With Virtual Painter, these differences have been captured using algorithms, and the blending in overlapping areas has been calculated in order to recreate images that really look like oil or watercolor paintings.

### 2. HDR-ART Craft Produces Artistic Photographic Effects

By removing color information from a photo, and re-synthesizing it by changing the saturation and contrast, HDR-ART Craft allows the user to create an artistic photo with colors that are more vibrant than reality. People can produce dramatic art pieces, which are closer to their original impressions and memories, thanks to this unique image processing technology.



### 3. DP Animation for Creating New Pictures

DP Animation allows users to identify objects such as people or pets in an image and replace the background with a different one for scenes that could never happen in reality. Users can even use photos with painterly effects or HDR-ART as the background. Furthermore, a subject can be brought to life and animated in a dance sequence coordinated with music.



New functions and services will continue to be added to Imaging Square to enable users to enjoy art more fully as part of their everyday lives. With Imaging Square, Casio is facilitating interaction among its customers, while also enabling them to create a new cultural phenomenon.

**IMAGING SQUARE**

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

# Offering Products that Reflect Diverse Lifestyles and Cultures

In its effort to cultivate high-growth emerging markets, Casio is very intentional about developing products that suit the lifestyles and cultures of various countries and regions.

## A Global Company Aiming to Capture Growth Markets

Casio offers digital products that meet universal needs and wants—for things like calculating, keeping time, making music, and creating images. This is why Casio products are loved all around the world. However, as culture and customs differ in the various regions and countries of the globe, products need to be tailored to these differences. By carefully responding to these regional needs, Casio is aiming to provide products that will be used by even more people, while strengthening its competitiveness in global markets.

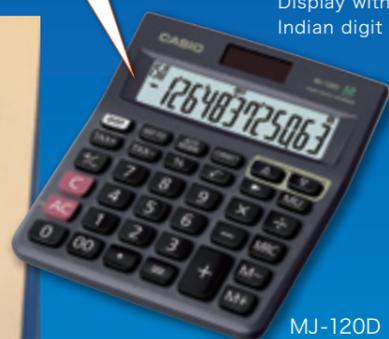


### India

## First in the Industry to Offer Indian Digit Grouping



Display with Indian digit grouping



MJ-120D

◀ As many stores in India use calculators instead of cash registers, a calculator that displays numbers the way local people are used to seeing them is very handy.

## Calculator with Indian Digit Grouping

Although inserting a punctuation mark after every third digit is the standard way to write long numbers internationally, in India, a comma is usually inserted after the thousand position, and then after every subsequent two digits (i.e. hundred thousand, ten million, etc.). Casio was the first company to introduce a calculator that

adopts this regional custom. The calculator was developed based on the idea of Casio staff in India, and consumer appreciation of the product is steadily growing. Of course, the calculator can also display the regular three-digit grouping for numbers. Casio excels at providing products that are tailored to meet consumer needs.

### China

## An Easier Way to Input Chinese

## Electronic Dictionary with Easy Pinyin Input

The same Chinese syllable can have different meanings depending on one of four distinct pronunciations. Therefore, in order to input Chinese using a keyboard, a combination of Roman letters and tonal marks (a standardized system called pinyin) is used. Usually the tonal marks are input by typing a certain numeral after the syllable. However, Casio has developed an electronic Chinese dictionary that makes tonal mark input much quicker by offering a touch panel for selecting the tone. This product is a result of Casio's continual pursuit of ways to make products easier for consumers to use, and Casio has obtained a patent for this input method.



E-B99

▼ Quick and easy input using a touch panel



### Middle and Near East

## Making It Easier for Middle Eastern Customers to Enjoy Familiar Musical Tones and Rhythms

## Oriental Keyboard

Casio's new Oriental Keyboard has been generating a lot of interest. It features 54 tones and 83 rhythms that are characteristic of the major musical regions of the Middle and Near East, namely, the Arab / Maghreb, Khaleeji, Iran, and Oriental regions. With the touch of a button, the keyboard pitch can be lowered one-quarter tone, for a sound not used in Western music. Furthermore, the keyboard can reproduce the sounds of distinctive Middle Eastern instruments such as the oud and kanoon. This gives Middle Eastern musicians access to familiar traditional tones in an easy to use digital keyboard.

◀ With a compact design, it is portable enough to be taken anywhere people want to enjoy Middle Eastern music.



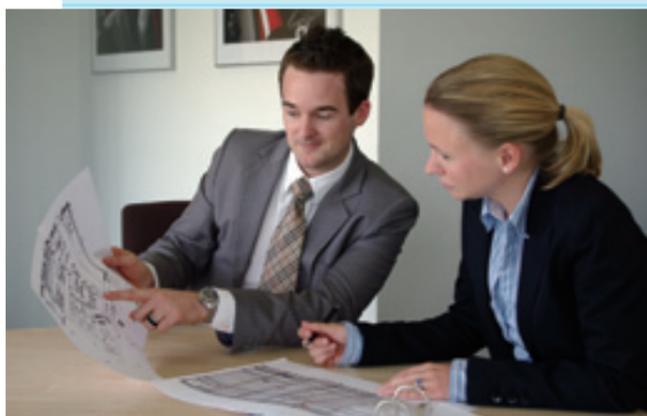
AT-3

Regions of Distinct Musical Culture in the Middle and Near East



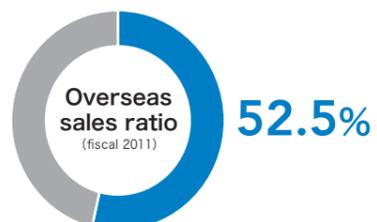
# The Casio Group's Global Reach

The Casio Group is developing a truly global business, leveraging a network of manufacturing, logistics, and sales sites that span every region of the world.



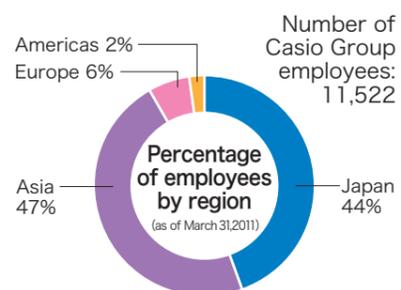
Partners:  
About **20,000** companies  
in **125** countries

Casio works with business partners around the world to perform various corporate activities from procuring materials and equipment to make products to selling the final products. As transactions with these partners grow, Casio and its partners prosper together, contributing to the development of both the global economy and local communities.



Employees worldwide:  
**11,522**

The Casio Group worldwide consists of 45 consolidated companies including development, production, and sales sites, and employs 11,522 people (as of March 31, 2011). Casio is actively recruiting and employing local staff, in order to promote business globalization.



Percentage of countries where the Casio brand has been trademarked:

**97.4%**

\*187 of the 192 members of the United Nations

In order to promote smooth corporate operations on a global level, Casio Computer Co., Ltd., protects the Casio brand with 1,738 registered trademarks in 187 countries around the world, most of which are product trademarks.

Website visitors:

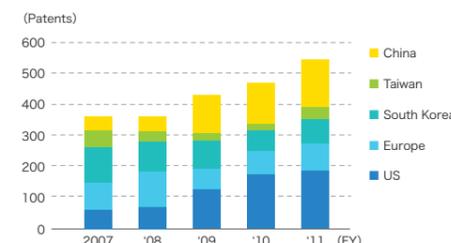
**80%** from outside Japan

Casio maintains various websites in order to provide product and corporate information to people around the world. About 80% of all Casio page views are on sites created for customers outside Japan.

Number of patents acquired, worldwide:

**534**

Along with the globalization of its business activities, Casio Computer Co., Ltd., is working to strengthen its efforts to secure patents overseas. The company is particularly active in obtaining patents in the US, where disputes over intellectual property are frequent, and in various Asian countries, including China, where markets are growing rapidly.



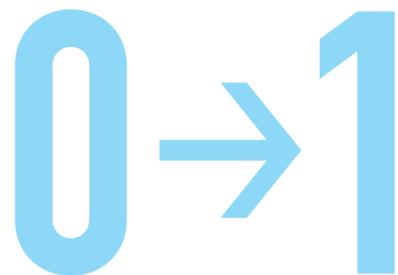
## Exhibiting at US CES Every Year Since 1973

The Consumer Electronics Show (CES) is the largest event of its kind in the US and one of the very biggest anywhere in the world. Each year the US Consumer Electronics Association organizes this show for home appliances, information technology, communication devices, and electronics. Casio has been exhibiting at CES every year since 1973. Over the years, Casio has unveiled many new products and innovations at this exhibition.



# Product Development Capability for Creating Value

Developing products with new value helps to create new cultural trends. Casio's product development involves creating something from nothing—going from “0” to “1”.



## The Unique “Beautility” of Creating Something from Nothing

Casio's product development process emphasizes innovative planning. The only way to create new value that customers have never imagined is to think outside the box. The EXILIM EX-TR100, for example, features a bold design that completely transforms the conventional digital camera. With a rotating LCD and frame configuration, the EX-TR100 offers a totally new way to use a digital camera, maximizing the enjoyment of easy photo taking. This product design is distinctively “Casio,” integrating beautiful design and highly utilitarian function.



\* Screen displaying HDR-ART effect

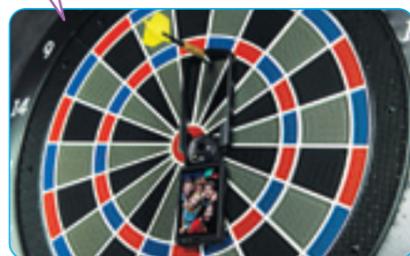
## Design Creates New Uses

The EX-TR100 enables photography from angles that used to be impossible, based on various camera positioning possibilities such as hand held, self standing, and hanging on a wall. The standing position also makes it easy to capture movies. Of course, Casio's cutting-edge imaging engine ensures great picture quality.

Held like a camcorder

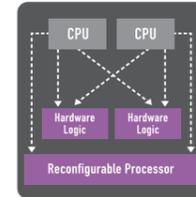
Standing on its own

Hanging on a wall



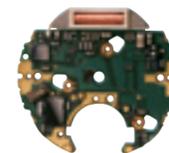
### 01 Digital technologies

The EXILIM Engine HS for digital cameras instantly performs complicated image processing via its reconfigurable processor, which enables operations to be resourced flexibly to the optimum hardware circuits, along with a multi-CPU design that performs decentralized processing at high speeds. This results in beautiful images with reduced noise, based on the automatic detection of photographic conditions such as backlighting or a night scene.



### 02 Energy saving

Casio has developed the industry's first all-band CMOS receiver LSI, which integrates the analog circuit that receives radio waves with the digital circuit that processes data. The LSI can be used for radio-controlled watches, enabling them to maintain operational stability with an ultra-low power level that is 1/1,000<sup>th</sup> of that required by ordinary communication devices such as cellular phones. The technology has already been applied in Casio watches featuring Multiband 6 technology that can receive radio signals worldwide.



## CASIO CORE-TECHNOLOGY

### The Five Core Technologies: Constantly Advancing

To develop products based on totally original ideas, Casio continually works to create advancements in five core technology areas.

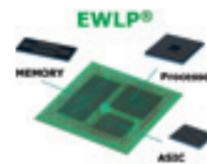
### 03 Durability

The glass face, buttons, and back case of every G-Shock watch are all designed not to make direct contact with the ground if dropped. Further, the heart of the watch is protected from shocks by a design that keeps the internal module suspended in a hollow structure. Important parts inside the module are also protected by buffer materials.



### 04 Compact size

WLP<sup>1</sup> is a high performance, compact, highly reliable, low-cost, material-conserving semiconductor packaging technology. Applications of it are rapidly expanding, particularly for smartphones. Casio has also developed a high-density packaging technology, EWLP<sup>2</sup> in which the WLP itself is embedded in the motherboard.



\* 1.WLP: Wafer level package, an LSI package that enables rerouting of copper traces, formation of electrode terminals, and encapsulation of chips in epoxy resin, all on an intact wafer.  
\* 2.EWLP: Embedded wafer level package.

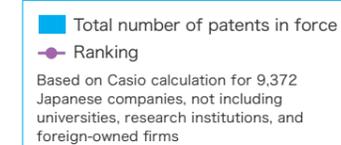
### 05 Ease of use

Casio's high-end calculator models have a special feature that ensures reliable key punching. The surfaces of the keys for 1 through 9 are concave, while the keys at the bottom such as “zero” have a gentle convex shape, making it easier to move the fingers across the keypad.

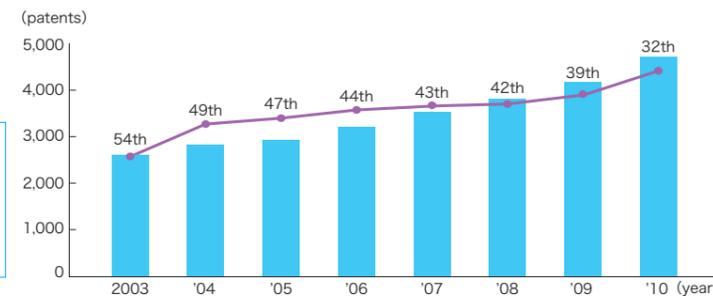


## Steady Acquisition of Intellectual Property

In order to strengthen its intellectual property, Casio puts great effort into patent applications and rights acquisition. The number of maintained patents in Japan has been rapidly expanding in recent years (excluding patents that expire at the end of each year).



Number of maintained patents in Japan and ranking (not including patents that expired at the end of each year)



### Taking on the Challenge of Next-Generation Technology

The new G-SHOCK equipped with Bluetooth Low Energy, a short-range wireless communication technology, is redefining what the wristwatch can do. By linking this G-SHOCK to a smartphone via Bluetooth, for example, the wearer can use the watch to operate his or her phone, and view the

### G-SHOCK Watch with Bluetooth LowEnergy Interfaces with Smartphones

subject lines of any emails received. In the future, the watch will also be able to link up with health devices, game machines, PCs and other everyday devices, thereby turning the wristwatch into a multi-function information device. This will greatly expand the convenience of watches.

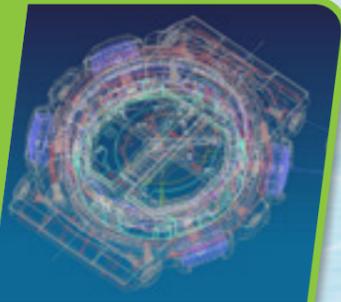
# Rapid and Efficient Manufacturing

Casio always keeps pace with the latest manufacturing technology, and has synchronized its entire supply chain for efficient operation.

## Synchronizing all processes from upstream to downstream

Casio produces over 100 million product units per year, including peripheral devices. In order to quickly and efficiently deliver a large number of products such as several thousand types of watches, all the processes from design and procurement to manufacturing and logistics must be performed in a synchronized fashion. By ascertaining the latest market demand data, forecasting future changes, and conveying the necessary information to each process simultaneously, Casio prepares production plans that adapt to continually changing demand.

### Design



#### Sharing design data and using it for each process

Design affects all subsequent processes in ways that determine the amounts of materials used, the labor required in manufacturing, and the energy required for transportation. Accordingly, excess needs to be removed, the number of parts minimized, and inefficiency thoroughly eliminated in the design process. Design at Casio is all carried out using 3D computer-aided design, and the design data is shared internally over the company intranet. The data is then used in all sorts of downstream processes. For example, it is used to check the necessary components for manufacturing, to create manufacturing molds, and to prepare diagrams for user manuals.

### Procurement



#### Adjusting procurement quantities in accordance with market fluctuations

Production plans change on a daily basis in accordance with fluctuations in market demand. In order to avoid inventory shortages or surpluses, it is necessary to have detailed control, even of parts procurement. Casio is continually adjusting its procurement quantities based on the latest production plans through an online network connecting the headquarters and plants. In order to work together with suppliers on social and environmental issues, Casio has established its Procurement Policies, and promotes CSR activities throughout its supply chain with efforts such as supplier briefings and questionnaire surveys.

### Production



#### Global system of production in optimal locations

Casio carries out production in optimal locations through international specialization. Production is assigned to principal plants in Japan, China, and Thailand, as well as other locations, based on the site characteristics in each country, including technical capability, distance to markets, ease of materials procurement, and labor costs. In order to ensure stable provision of products, Casio ensures that two sites can produce any given product. In order to increase the competitiveness of Casio products and businesses, the company maintains its own production technology, and works to produce parts within the Casio Group.

### Logistics



#### Focusing on efficiency while reducing costs and CO2 emissions

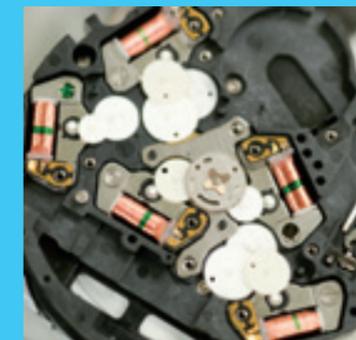
Casio has worked hard to find ways to deliver products as efficiently and quickly as possible. The company looks for optimal transport methods requiring the least cost and time, in response to sales plans and freight circumstances. Examples include the consolidation of logistics facilities and their relocation to ensure the shortest routes. The optimal box size is calculated based on the size of the shipping container. By packing boxes without wasting container space, Casio is working to reduce CO2 emissions along with logistics costs.

## Continually evolving production technology

### Tough Movement : A gem of high-precision assembly

The OCEANUS line of solar-powered radio-controlled watches with full metal cases features Casio's Tough Movement technology. The movement itself is shock resistant, and the watch automatically resets even very slight variances to the correct time using standard time signals.

The movement is manufactured by Yamagata Casio Co., Ltd., which has the Casio Group's most advanced manufacturing technology. The manufacturing line is located in a special clean room that is protected by double entrances. Tiny gears as small as 2.2 millimeters in diameter produced by Casio are assembled into modules with an accuracy of one hundredth of a millimeter using an assembly device that has an image recognition



processing function. The program that controls the manufacturing equipment brings together the technical capability of Casio Computer Co., Ltd. and the manufacturing expertise developed by Yamagata Casio. The accumulation of technologies for high-precision assembly is what makes the production of the Tough Movement possible.

# Communication to Foster Shared Awareness

Casio utilizes various forms of communication in order to help customers understand the new value that the company provides through its products.

## 1 Shock the World

Casio conveys the “toughness” that is the essence of G-SHOCK to young people using fashion, music, sports, and art. After the success of the “Shock the World” event in New York in 2008, the initiative was expanded to various locations around the world, including 19 cities in 2009, and 23 cities in 2010.

### G-SHOCK taking the world by storm

“Shock the World” is an opportunity for Casio to communicate the G-SHOCK message directly to consumers, and has been very successful in various locations around the world. The aim is to give the brand a bigger stage and immerse the public in the G-SHOCK brand worldview.

The world-tour format of the events is a concept befitting the G-SHOCK brand, which is loved around the globe. The events emphasize live communication. By presenting a mix of product information and youth culture, and by inviting various performers such as musicians and dancers, visitors are able to come together and share an experience, unified by the common language that is G-SHOCK.



## A M E R I C A



## E U R O P E



## A S I A



## 2 Global Teachers Meeting

In late August 2010, Casio invited mathematics teachers from North America, Europe and Australia to its Tokyo headquarters. The teachers took part in a meeting on the topic of effective education using color graphing scientific calculators. They discussed ways to make scientific calculators even more useful in the classroom.

### Joining with teachers to consider new ways to use scientific calculators

In North America and Europe, scientific calculators are widely used in mathematics classrooms. As the top calculator manufacturer, Casio is actively working to develop products that are useful for education, such as graphing scientific calculators equipped with high resolution color screens, in order to meet the needs and expectations of classrooms worldwide. As part of these efforts, Casio places emphasis on communication with teachers, who are the ones actually in the classroom using scientific calculators. By exchanging opinions, the company teams up with educators to think of ways to make calculators easier to use as a teaching tool.



## 3 Musical instrument contest in China

The Soong Ching Ling Foundation is a Chinese public institution engaged in international exchange and philanthropy. In 1986, the Foundation held its first nationwide keyboard competition in China. The competition has been held every other year since that time. Casio began supporting the event in 1988, and became the event organizer last year, the 13<sup>th</sup> year of the competition.

### Contest conveys the fun of music

People enjoy playing instruments in various ways, but performing for others helps to promote proficiency and increases satisfaction. Instead of just supplying products to the market, providing opportunities for musicians to perform in public is an important way to communicate the enjoyment of music. Casio supports a nationwide keyboard contest in China. In August 2010, children selected from among 7,000 applicants from across China gathered in the city of Guilin for the competition. There they impressed the audience with their fantastic performances.



# Group-wide Environmental Management

In order to help realize a sustainable society, the Casio Group is actively addressing climate change and protecting biodiversity.

## Casio's environmental management

Since its founding, Casio has worked to create products that are ever more compact, slim, lightweight, and energy efficient. In Japan where natural resources are scarce, the question has always been how to produce products by conserving materials and energy in order to increase product value. Casio's craftsmanship is rooted in the approach of reducing environmental impact. In addition to making environmentally friendly products, Casio practices environmental management through initiatives to reduce its environmental impact in all corporate activities including production, sales, logistics, and materials procurement. The group has articulated the priority areas for its efforts in the Casio Environmental Declaration.

### Casio Environmental Declaration

1. CO<sub>2</sub> reduction and absorption
2. Utilization of clean energy
3. Effective use of resources
4. Adoption of renewable energy in business activities
5. Protection of ecosystems



## Medium and long-term environmental initiatives

The most important item in the Casio Environmental Declaration is the aim to reduce CO<sub>2</sub> emissions, an objective being actively pursued by the entire international community. To do its part as a manufacturer in this global effort, Casio has established specific medium and long-term numerical targets for CO<sub>2</sub> emissions reduction to be achieved by fiscal 2021 and 2051.

The sustainability of human society is premised on coexistence with all other organisms and the protection of biodiversity. Companies must therefore also strive to avoid harming ecosystems and encourage the survival of diverse life forms, as part of their corporate activities. Casio evaluates the impact of its activities on ecosystems, takes the steps needed to minimize that impact, and strives to ensure that this irreplaceable planet will be preserved for future generations.

### Initiatives to reduce CO<sub>2</sub> emissions

Casio has set a long-term target of an 80% reduction in CO<sub>2</sub> emissions compared to fiscal 2006, by fiscal 2051, and a medium-term target of a 30% reduction compared to fiscal 2006, by fiscal 2021. The company has also challenged itself to become carbon neutral through carbon offsets, and by reducing CO<sub>2</sub> emissions through products such as electronic dictionaries and data projectors that facilitate paperless lifestyles.

### Initiatives for biodiversity protection

On March 31, 2011, Casio established its Biodiversity Guidelines. Based on these, the company has begun evaluating the impact of its business activities on biodiversity, and is conducting a survey of its suppliers according to the revised content of the Green Procurement Standards. Casio is steadily pursuing initiatives to protect biodiversity.

## Using Technology to Create Environmentally Friendly Products

Casio makes the most of its technical strengths to create products with minimal environmental impact. Whether solar-powered radio-controlled watches that operate on natural light alone, electronic dictionaries that save reams

of paper with each small device, or digital cameras that do not need film or developing chemicals, Casio products help people save resources and energy in their daily lives.



### Establishing Casio Green Products and achieving targets

In order to promote the creation of environmentally friendly products, in fiscal 2002 Casio established its own system of Green Products that must meet or exceed certain standards, based on a preliminary evaluation of the product's environmental impact. In fiscal 2009, Casio achieved its target for the percent of Green Products in total sales, reaching 84%. In fiscal 2010 and 2011, Casio achieved this target again with levels above 80% both years.

### Establishment of new Casio Green Star Products with an even higher target

In fiscal 2010, Casio established a new Green Star Product certification system for products that create a new trend that helps to build a more sustainable world. Among the regular Green Products, Green Star Products must meet one or more criteria when it comes to outstanding environmental features. Casio has set a fiscal 2013 target for percent of Green Star Products in total sales of 30%. Certified products display the Green Star Mark as evidence of their environmental performance.



### Assessment criteria for each product

Green Product Assessment	Casio Green Star Product Assessment
Promotes recycling (labeling of materials contained)	Power consumption during use reduced by 20%
Designed for recycling	Solar batteries used and Eco Mark acquired (calculators)
Components of products can be separated, disassembled	Use of solar batteries (timepieces)
Improved recyclability	Comes with a 10-year battery (timepieces)
Reduced resource volume	Body volume reduced by 20% or more
Reduced resource weight	Weight reduced by 20% or more
Improved energy efficiency	Load ratio improved by 20% or more due to more compact packaging
Regulated use of chemical substances	Uses 30% or greater recycled plastic by weight
Recyclability of batteries	Uses 25% or greater bioplastics by weight
Recycling label on batteries	Contains no specific hazardous chemical substances (polyvinyl chloride)
Regulatory compliance	Improvement of 10% or more on an LCA environmental assessment
Components of packaging can be separated, disassembled	Improvement of 10% or more on product environmental efficiency
Regulated use of packaging materials	Has functions and services that make considerable contributions to environmental performance (excluding above criteria)
Preserves the natural environment	● When products meet the Green Product standards and also fulfill a criterion above.
	● 90 points or more, out of a total 100 points possible

\*Casio Green Star Product certification standards may vary for some products.  
\*These standards will be periodically revised to keep pace with environmental advances.

## Green Star Product Example

### Mercury-free data projector



XJ-M255



**Environmental Features**

- Mercury is not used in the light source.
- Energy consumption during use reduced by 21% (compared to Casio's XJ-568)
- Transport efficiency increased by 30% by downsizing the package (compared to Casio's XJ-568)
- Energy and material saving design, recognized from JECA Mark (acquired No. 1014008, 1014009)

This mercury-free data projector features Casio's original Laser & LED Hybrid Light Source, instead of the usual mercury lamp. Without the use of toxic mercury, the projector offers high brightness and can project clear images even in a brightly lit room. This feature contributes greatly to its environmental performance, and also makes possible the 20% or more reduction in power consumption. These characteristics qualified it for certification as a Green Star Product.

## Emergency measures to deal with power shortages after the Great East Japan Earthquake

In order to cope with the lower power supplies available after the Great East Japan Earthquake, the Casio Group has implemented emergency measures in order to reduce its electrical consumption in Japan. In order to save electricity during peak hours, employee days off changed from Saturday and Sunday to Wednesday and Sunday during the summer, while working hours have been adjusted at some manufacturing facilities. A portion of office lighting is turned off and air conditioner settings have been adjusted. Some elevators are shut down, and the period for Cool Biz summer business attire has been expanded. Going forward, the Casio Group will be engaged in other energy-saving activities, as well.



# Leveraging IT and Improving Management to Build a Stronger Company

Casio makes the most of cutting-edge information technology to enhance management efficiency for the entire group. The policies and frameworks for the reliable execution of management have also been clearly stipulated.



## IT » "Group Cloud"—Executing unified management

Cloud computing is gaining a lot of attention in the world of information technology. This delivery model provides users with a high level of service by linking up multiple computer networks. In order to realize smooth and unified management that maximizes synergies among group companies, Casio is constructing a "Group Cloud."

### Creating cloud infrastructure through the integration of servers

Since 2004, Casio has been integrating the servers spread throughout the group. Along with centralizing its servers with "virtual technology" that enables multiple servers to run on one machine, and streamlining system operations, Casio is creating cloud infrastructure that makes it easy to share databases and link separate systems together. By reducing the number of servers, implementation costs are lowered, and CO<sub>2</sub> emissions are also curtailed. By fiscal 2011, the company had used this integration process to eliminate 600 of its roughly 1,000 servers, and this has lowered power consumption by about 900,000 kilowatts per year. This represents an annual CO<sub>2</sub> emissions reduction of about 326 tons.

### Operation systems that can be used worldwide

In order to carry out unified administration of group management information and share backbone operations such as production, sales and accounting, Casio uses an integration method called enterprise resource planning (ERP). Transition toward the sharing of internal systems such as human resource and payroll management is also being carried out. Using the cloud infrastructure, Casio is now working to standardize its sales systems for overseas sales offices, so that they can be accessed anywhere in the world. This will enable rapid market entry and sales growth in emerging economies.

### Monitoring group management information in real time

Group-wide operation data is being centralized in the cloud. Casio is working to construct a management information system that enables real-time access to various types of internal and external information necessary for the formulation of group management strategy. Based on a continual inflow of data, the progress of management plans is ascertained, and appropriate measures can be quickly devised. By enabling all group companies to share the same information, the same analysis perspective, and the same indicators within the cloud, the Casio Group is able to create and execute a unified strategy.

### Addressing risk of disaster

Casio's system also provides assurance against the risk of disasters including power outages. The mainframe system that supports important operations has been decentralized into two data centers: one inside and the other outside the company. In the event that either data center becomes incapacitated due to an earthquake or other disaster, the other center can operate as the mainframe system for the entire company.

## MANAGEMENT » Pursuing sound, objective management

Casio's goal has always been to create original products that help support the progress of society. The corporate creed, "Creativity and Contribution," expresses this aspiration, inherited from Casio's founders. While carefully maintaining this creed, and sharing it with everyone working at Casio, the company is carrying out various initiatives in order to increase its corporate value, and strives to practice highly transparent management as a responsible corporate citizen.

### Charter of Creativity for Casio

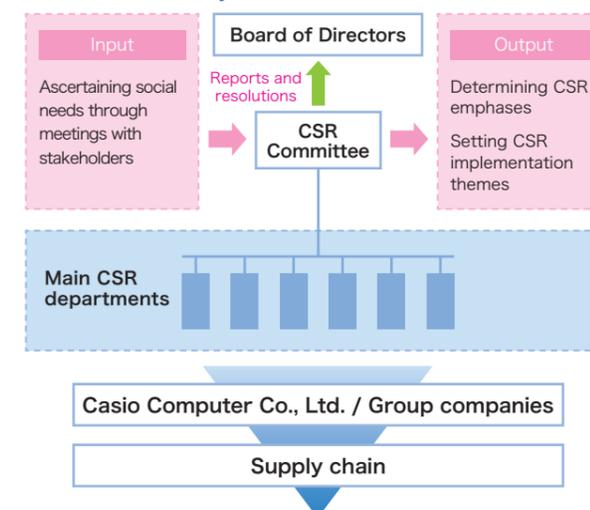
Casio's long-time corporate creed, "Creativity and Contribution," which refers to contributing to society through business activities, is a relevant and contemporary concept of CSR. In order to ensure employees maintain awareness of and apply this corporate creed, Casio has established the Charter of Creativity for Casio and the more specific Casio Common Commitment. These cover the three key aspects of CSR—economy, environment, and society—as well as the company's approach to compliance.

- First Chapter** ..... We will value creativity, and ensure that our products meet universal needs\*.
- Second Chapter** ..... We will strive to be of service to society, providing customers with delight, happiness, and pleasure.
- Third Chapter** ..... We will back up our words and actions with trustworthiness and integrity, and work as professionals.
- \*To create innovative products that everyone needs but no other company has ever produced. At Casio, this is the mission not only of product development, but of every other part of the business.

### CSR Committee

Casio has established a CSR Committee under its board of directors, as a framework for reliably promoting CSR management. The company sets initiative themes based on the needs of society as ascertained through communication with stakeholders. The main CSR departments establish annual plans for theme promotion, and strive to resolve issues using management cycles.

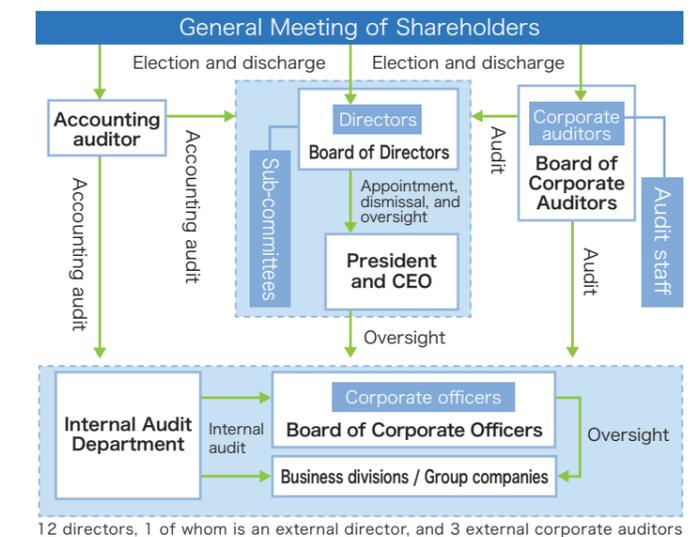
#### CSR Committee System



### Corporate Governance

Casio recognizes that quick decision-making, proper execution of operations, and a robust management oversight function that increases the integrity and transparency of business management are extremely important factors in achieving business goals and continuing to raise corporate value. Casio has worked to strengthen its corporate governance through improvements such as the introduction of a corporate officer system and the appointment of external directors and external corporate auditors.

#### Corporate governance framework



### Compliance

Casio's effort to achieve total compliance management of employee conduct uses three main tools: the Casio Group Code of Conduct, and a risk management system and whistleblower hotlines based on the Code.

#### Casio Group Code of Conduct

The Casio Group Code of Conduct was established as a basis for each individual Casio executive and employee to make specific decisions in their daily work and personal lives.

#### Risk Management

By establishing Basic Risk Management Policies and a Risk Management Committee, Casio has been promoting the implementation of risk management measures using management cycles. The CSR Committee is now monitoring the status of progress in risk management.

#### Whistleblower Hotlines

Casio has internal and external whistleblower hotlines, and strives for the early detection and prevention of compliance problems. In addition to protecting the identity of whistleblowers, the hotlines operate on a basis of impartiality, and resolute measures are taken to address any improper conduct discovered.

### Joining the Global Compact

As a global company, Casio has joined the United Nations Global Compact in order to contribute to the sustainable growth of the international community. Along with raising the awareness of employees concerning this

effort through messages from top management, Casio participates in Global Compact sectional meetings organized under certain themes, and is working to deepen understanding of the Compact.



# Casio and Employees

In order for Casio and its employees to continue growing together, the company has created various frameworks that support employees in their work and enable them to more fully exercise their talents.



## Providing Equal Opportunities

Believing that work opportunities should be open to all, Casio provides equal opportunity in all areas including hiring and career selection.



### Equal opportunities in recruitment

The Casio Group Code of Conduct clearly states that "we will respect all fundamental human rights, and will not engage in any form of discrimination," and "we will not use or permit any form of child or forced labor." This code is followed by all group companies, and hiring activities at each Casio site are carried out in accordance with this policy, to ensure equal opportunity employment.

### Career Challenge system helps employees chart their future

Casio's Career Challenge system is a program that lets employees choose the type of career they would like to pursue. The in-house program allows employees to register their job experience and current skills and declare the type of job they would like to have. There is also a program, somewhat similar to the free agent system in professional sports, which allows employees who have worked in a job for a certain length of time to be given special consideration in new job openings, thereby offering employees opportunities to gain new job experiences.

## Connecting with employees and their families

Casio fosters workplace environments that enable employees to feel supported in their daily activities. The company also works to create connections with the family members of employees.



### Parents and children learning together in the office

Casio America holds an event called, "Take Your Kids to Work Day." Open to children aged 8 to 12, the aim of the program is to deepen parent-child relationships by allowing employees to join their kids in hands-on learning activities like calculator assembly.

### Support for mothers who are breastfeeding

At Casio Thailand, 90% of employees are women. In order to ensure the healthy growth of infants through adequate breastfeeding, the company has set up an in-house facility that allows mothers to pump breast milk during work hours. In a hygienic room equipped with air purifiers, there are breast milk storage packs supplied by the local government, as well as a special space in a refrigerator to store the milk. A special instructor is also available to provide guidance on how to pump the breast milk and store it safely. For five consecutive years (since 2006), Casio Thailand has received an award from the Thai Ministry of Labour and Social Welfare as an outstanding company in the area of labor relations and employee welfare.



### Fostering exchange between employees



In order to deepen rapport between employees, Casio America holds "Holiday Lunches." These seasonal lunchtime events include summer barbecues and Christmas parties complete with decorations.

## Developing true professionals

Recognizing that the abilities of employees are its most valuable asset, Casio is working to develop truly professional human resources.



### Engineers obtaining specialized knowledge in the workplace

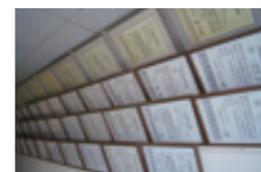
In order to create outstanding products, one must have a deep understanding of consumer needs. Engineers in charge of product development not only pursue new technology, but also go out into the field in order to experience for themselves the situations in which products are used, thereby deepening their specialized knowledge. For example, one of the developers of the Protrek outdoor watch used by mountain climbers actually scales rock faces and snow-capped peaks in order to ascertain personally what kind of performance and convenience is necessary in these harsh environments.

### Seminars on the latest social trends

At its Hamura R&D Center in Tokyo, Casio invites outside facilitators to come and give seminars on the latest market and technology trends. Interested employees sign up to attend these seminars. In 2010, seminars were held on the topics of augmented reality (AR), electronic dictionaries, and the Chinese and Indian markets.

### Developing highly skilled manufacturing engineers

Yamagata Casio provides employees with manufacturing technology education in order to develop engineers with a high level of manufacturing expertise. The company continues to increase the number and level of qualified engineers, leveraging a program that encourages acquisition of national certifications in the skill areas of plastic molding, mold creation, and electrical discharge machining. Yamagata Casio is also working on in-house transmission of acquired skills through courses given by proficient employee engineers.



# Social Contribution by the Casio Group

Casio aims to help create a healthier, kinder society. Some of Casio's unique social contribution activities are highlighted below.

## Community Contribution



## Contributing to education and scholarship



## Community Contribution

As a member of local communities, Casio promotes communication with residents, and carries out locally based activities.

### A. Supporting the Cherry Marathon in Yamagata

Yamagata Casio has been supporting the Cherry Marathon in Higashine City since 2004. The company's intention is to become an enterprise that is appreciated by local residents not only for its corporate activities, but also for its contribution to the local community and

Higashine City. At the marathon held in 2011, Yamagata Casio provided prizes as a corporate sponsor and set up a sales booth. About 80 Yamagata Casio employees also participated in the event as runners, cheering squad members, and route volunteers.

### B. Hosting school tours

Kofu Casio provides factory tours to interested elementary school groups. The students also learn about product creation through hands-on activities such as calculator dismantling and assembly, and get a lesson on

global environmental issues. Casio's Hachioji R&D Center also provides facility tours and on-site classes to local elementary school students.

### C. Supporting flood victims in Thailand

In the autumn of 2010, there was major flooding in Thailand, causing widespread destruction. Casio Thailand and its employees got together to raise money for the victims, while also sending relief supplies such as food

and candles for distribution by the governments of the affected regions. Casio Thailand employees participated in the distribution of relief aid, and they also delivered relief supplies directly to disaster victims.

### D. Providing recycling disassembly work to workshops employing people with disabilities

Casio Business Service Co., Ltd., consigns disassembly and sorting of disposed products and sales promotion materials to workshops for people with disabilities. The workshops include the Ome Welfare Workshop in Tokyo run by the NPO Yuai-gakuen, and the Support

Site for Continued Work in Shizuoka operated by the NPO Popuri. This initiative promotes recycling while also assisting people with mental and physical disabilities to become more independent.

## Contributing to education and scholarship

Using its own expertise and management resources, Casio is carrying out activities with the aim of promoting the intellectual development of society.

### E. Providing a high precision calculation service

Casio Computer Co., Ltd., seeks to give back to society the calculation expertise it has developed over many years as a calculator manufacturer. To do so, the company is providing a free online service called *Keisan* which allows users to perform a variety of calculations. The site

offers over 600 calculation libraries including operations necessary for advanced mathematics, as well as features useful in everyday life, such as calendar-related tools and measurement unit converters. *Keisan* is widely used in both the home and the workplace.

### F. Supporting the Casio Science Promotion Foundation

Casio contributes to the development of science and technology by supporting the Casio Science

Promotion Foundation.

#### Casio Science Promotion Foundation

The Casio Science Promotion Foundation was established in 1982 by the four Kashio brothers and former chairman Shigeru Kashio (all founders of Casio) in order to promote scientific research in Japan. The Foundation provides research grants for pioneering and creative research in the early stages. Recently, the Foundation donated 10 million yen to three universities in the Tohoku region, which suffered substantial damage in the major earthquake of March 2011, in order to assist in the recovery of their research activities.

### Great East Japan Earthquake

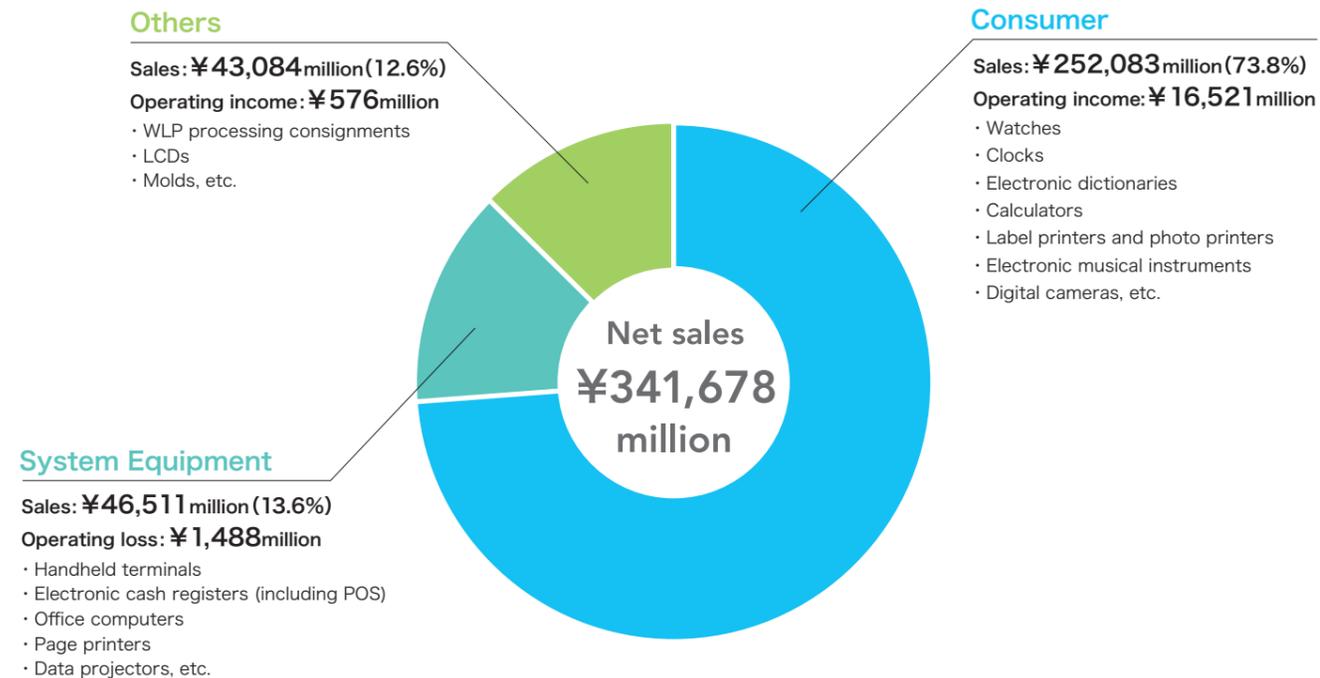
The Casio Group donated a total of 55 million yen in relief funds to help the victims of the Great East Japan Earthquake and assist in the recovery effort. The company also matched the donations of its employees with an equal or greater amount. Including personnel outside Japan, Casio Group employees donated a total of about 10.57 million yen, which was matched by Casio Computer Co., Ltd., with an additional 22 million yen, for a total of 32.57 million yen. Regular donations will also be

made to support children that lost their parents in the disaster. Then, in this fiscal year, another contribution of 5 million yen was made, which will be followed by an annual donation of 2 million yen for the next ten years, for a total of 25 million yen. Accordingly, the total contribution pledged by the Casio Group for this disaster is 102 million yen. Casio has also donated products such as table and wall clocks, as well as digital cameras with GPS and calculators.

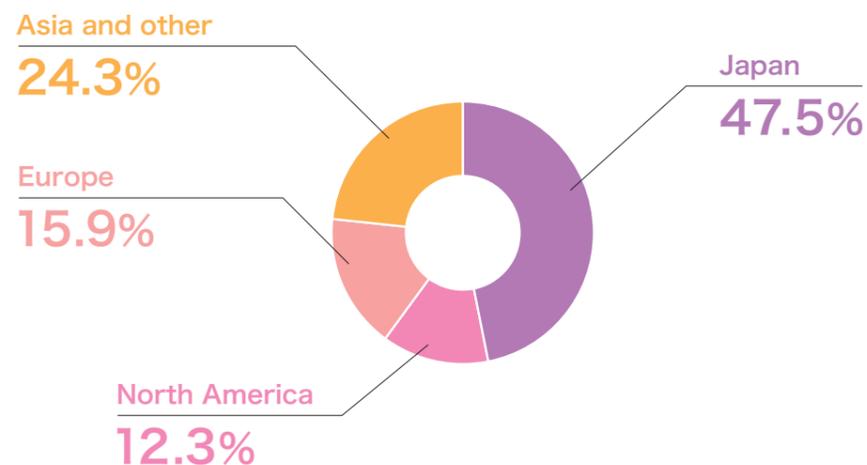
# Net Sales and Income (Fiscal Year Ended March 31, 2011)

■ Net sales	¥341,678 million
■ Operating income	¥12,042 million
■ Ordinary income	¥11,702 million
■ Net income	¥5,682 million

## Sales and operating income by reportable segment



## Sales by region



## Company data (as of March 31, 2011)

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	2,629

## Directors (As of June 29, 2011)

### Directors

#### President and CEO

Kazuo Kashio\*

#### Executive Vice President and Representative Director

Yukio Kashio\*

#### Senior Managing Director

Fumitsune Murakami\*  
(Senior General Manager, Consumer Division)

#### Managing Directors

Akinori Takagi\*  
(responsible for finance and investor relations)

Hiroshi Nakamura\*  
(Senior General Manager, Global Marketing Headquarters)

Akira Kashio\*  
(Deputy Senior General Manager, Global Marketing Headquarters,  
and Senior General Manager, System Product Division)

### Directors

Tadashi Takasu\*  
(responsible for intellectual property and environment)

Susumu Takashima\*  
(responsible for research and development)

Koichi Takeichi\*  
(Senior General Manager, General Affairs and Personnel Department)

Yuichi Masuda\*  
(Senior General Manager, Timepieces Division)

Kazuhiro Kashio\*  
(Senior General Manager, DI Division)

Hirokazu Ishikawa  
(external director)

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

## Corporate Auditors

### Statutory Auditors (full time)

Takeshi Honda (external auditor)

Yasushi Terao (external auditor)

### Corporate Auditor

Hironori Daitoku (external auditor)

## Corporate Officers

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

Osamu Ohno  
(Senior General Manager, Production & Purchasing Division)

Atsushi Yazawa  
(General Manager, Information Technology Department)

Nobuyuki Mochinaga  
(Senior General Manager, VP Division)

Koji Moriya  
(General Manager, Strategy Department, Global Marketing Headquarters)

Hitoshi Nakamura  
(Deputy General Manager, Domestic Marketing Department, Global Marketing Headquarters)

Tetsuo Kashio  
(General Manager, CS Department, Global Marketing Headquarters)

Toshiharu Okimuro  
(Deputy General Manager, Overseas Marketing Department, Global Marketing Headquarters)

Hideyuki Toyama  
(General Manager, Personnel Department)

Tetsuro Izumi  
(Deputy Senior General Manager, System Product Division, and President, CXD Next, Co., Ltd.)

Takashi Kashio  
(General Manager, Advertising Division, and President, Casio Communication Brains Inc.)

Jin Nakayama  
(Senior General Manager, QV Division)

Shin Takano  
(Senior General Manager, Finance Department)

Toshiyuki Yamagishi  
(Senior General Manager, Corporate Management Department)

Makoto Kobayashi  
(General Manager, Secretarial and External Affairs Department)

# About Casio Computer Co., Ltd.