

## Message from the President

**Creating something where there was nothing before. At Casio, we call that going from “0” to “1,” and we’ve been doing it since the beginning. In fact, that’s the essence of our unchanging corporate creed, “Creativity and Contribution”—and our commitment to further progress for the world.**



In June 2007, Casio celebrated 50 years in business.

It all started in 1957, when we invented the world’s first compact, fully-electric calculator, the 14-A. Since then, thanks to the support of all of our many stakeholders, we have created many other revolutionary products. We are in the business of developing totally unique and original products—making something from nothing—and we call it going from “0” to “1.”

Casio reached a major milestone in 1972 with the development of the Casio Mini. This product was a huge hit, selling 6 million units of a single model and single-handedly creating an entirely new market for personal calculators. At the same time, by generating demand for large quantities of IC chips, the Casio Mini gave a huge boost to Japan’s semiconductor industry.

This is just one example of how Casio’s innovative products provide entirely new kinds of value to the world—not only creating new demand and stimulating other industries, but also giving rise to whole new forms of cultural expression.

I think you can see what we mean by our corporate creed, “Creativity and Contribution.” For Casio, creativity means finding new ways to meet universal needs, or in other words, developing innovative products that everyone needs but no other company has ever produced. Naturally, consumers do not have a definite idea of what products they potentially need. But our commitment as a manufacturer is this: we will envision what people really need and deliver products that meet that need. When customers discover the product, they experience true delight: “Wow! That’s exactly what I wanted!”

It’s no exaggeration to say that the story of Casio for the last half century has been all about fulfilling our corporate creed by giving people products that they really need.

At present, Casio’s businesses fit broadly into two categories. The first is businesses in massive but very competitive markets—things like digital cameras and cellular phones. The second is businesses in mature markets where Casio maintains a strong share—products such as timepieces, electronic dictionaries, and electronic musical instruments. In the first category, which we call “Expansive Businesses,” we strive to maintain a strong share and stable profits through innovative product development and creation of new demand. In the latter category, which we call “Stable

Businesses,” our priority is maintaining consistently high profit by providing new kinds of value.

At Casio, we regard the period beginning with our 51st year in business as our “second birth,” and we intend to transform the company into a “new Casio” while also maintaining the solid business base we have built over the years.

To achieve this, first we will develop new themes in each business that will be a part of the new foundation, in order to ensure the sustainable growth of the company in the future. Toward this end, we will strengthen organizations charged with developing these themes, and focus on themes that clearly have great potential value. In addition, with every business leader taking full management responsibility, Casio will work to strengthen all of its business structures. This effort will include selection and concentration of our businesses. We will also actively promote young employees who have demonstrated a grasp of the basics of business—profit, responsibility, and challenge—and steadily entrust them with the company’s management.

As we take these steps, Casio will continue to be a company that is useful to the world, offering joy and excitement to people everywhere. In the next 50 years, too, we intend to keep taking the lead in creating new culture.

Needless to say, we will continue to carefully protect the irreplaceable natural environment in all aspects of our business activities worldwide. In response to today’s increasingly serious environmental issues, Casio will actively invest in conservation, doing its part in building a sustainable global community.

Finally, we are committed to listening carefully to the expectations and requirements of the communities where Casio does business. By listening to all of our stakeholders and responding to their hopes, we will make Casio a company that is indispensable to human society.

A handwritten signature in black ink that reads "Kazuo Kashio". The signature is written in a cursive, flowing style.

**Kazuo Kashio**  
President and CEO