



Results Briefing

for Fiscal Year Ended March 31, 2025

May 13, 2025

CASIO COMPUTER CO., LTD.

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I. Results Summary for Fiscal Year Ended March 31, 2025

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CASIO

Billions of yen

	Q4(Jan-Mar)		YoY Change	
	FY March 2024 Results	FY March 2025 Results	Amount increase or decrease	Percent increase or decrease
Net sales	67.5	66.0	-1.6	97.7%
Operating profit	2.4	3.0	0.6	125.9%
OPM	3.5%	4.6%		
Ordinary profit	3.8	2.9	-0.8	77.5%
Net Income Attributable to Owners of the Parent	1.9	3.8	1.9	197.7%
EPS (yen)	8.29	16.67		
Average exchange rate(yen)	U.S. Dollar	148.6	152.6	
	Euro	161.3	160.5	
	Chinese Yuan	20.6	20.9	

Consolidated Results for Q4(Jan-Mar) of FY March 2025

CASIO

Billions of yen

		Q4(Jan-Mar)		YoY Change	
		FY March 2024 Results	FY March 2025 Results	Amount increase or decrease	Percent increase or decrease
Timepieces	Net sales	40.6	41.1	0.6	101.4%
	Operation profit	4.1	4.3	0.2	103.7%
	OPM	10.2%	10.4%		
Consumer	Net sales	21.8	21.0	-0.8	96.5%
	Operation profit	-0.1	0.3	0.5	-
	OPM	-	1.6%		
System Equipment	Net sales	2.2	2.1	-0.1	94.6%
	Operation profit	0.4	0.2	-0.2	56.0%
	OPM	18.8%	11.1%		
Others	Net sales	3.0	1.7	-1.2	58.1%
	Operation profit	-0.5	-0.2	0.3	-
	OPM	-	-		
Adjustment	Operation profit	-1.5	-1.7	-0.1	-
Total	Net sales	67.5	66.0	-1.6	97.7%
	Operating profit	2.4	3.0	0.6	125.9%
	OPM	3.5%	4.6%		

*Starting from FY March 2025, Casio partially revised its financial result management classification in response to changes in the System Equipment segment and the profit structure. As a result, the handheld terminal and electronic cash register businesses, which were previously recorded in the System Equipment segment, were recorded in Other as discontinued businesses. (The same revised classification is used for the results of the previous fiscal year.) Discontinued businesses included in the Others segment in the Q4: Sales 0.6 billion yen; Operating profit -0.3 billion yen

Consolidated Results for Q4(Apr-Mar) of FY March 2025



	Billions of yen			
	Q4(Apr-Mar)		YoY Change	
	FY March 2024 Results	FY March 2025 Results	Amount increase or decrease	Percent increase or decrease
Net sales	268.8	261.8	-7.1	97.4%
Operating profit	14.2	14.2	0.0	100.2%
OPM	5.3%	5.4%		
Ordinary profit	17.9	14.1	-3.8	78.9%
Net Income Attributable to Owners of the Parent	11.9	8.1	-3.8	67.7%
EPS (yen)	50.91	35.22		

Average exchange rate(yen)	U.S. Dollar	144.6	152.6
	Euro	156.8	163.7
	Chinese Yuan	20.1	21.1

		Billions of yen			
		Q4(Apr-Mar)		YoY Change	
		FY March 2024 Results	FY March 2025 Results	Amount increase or decrease	Percent increase or decrease
Timepieces	Net sales	167.0	166.1	-0.9	99.5%
	Operation profit	20.9	20.3	-0.6	97.0%
	OPM	12.5%	12.2%		
Consumer	Net sales	84.5	82.1	-2.5	97.1%
	Operation profit	1.9	2.2	0.2	112.8%
	OPM	2.3%	2.6%		
System Equipment	Net sales	7.3	6.4	-0.9	88.1%
	Operation profit	0.4	-0.4	-0.8	-
	OPM	6.0%	-		
Others	Net sales	10.0	7.1	-2.8	71.5%
	Operation profit	-2.9	-1.6	1.3	-
	OPM	-	-		
Adjustment	Operation profit	-6.1	-6.2	-0.0	-
Total	Net sales	268.8	261.8	-7.1	97.4%
	Operating profit	14.2	14.2	0.0	100.2%
	OPM	5.3%	5.4%		

*Starting from FY March 2025, Casio partially revised its financial result management classification in response to changes in the System Equipment segment and the profit structure. As a result, the handheld terminal and electronic cash register businesses, which were previously recorded in the System Equipment segment, were recorded in Other as discontinued businesses. (The same revised classification is used for the results of the previous fiscal year.)

Discontinued businesses included in the Others segment in the Q4(Apr-Mar): Sales 3.5 billion yen; Operating profit -1.9 billion yen

Timepiece Business: Fourth Quarter Result

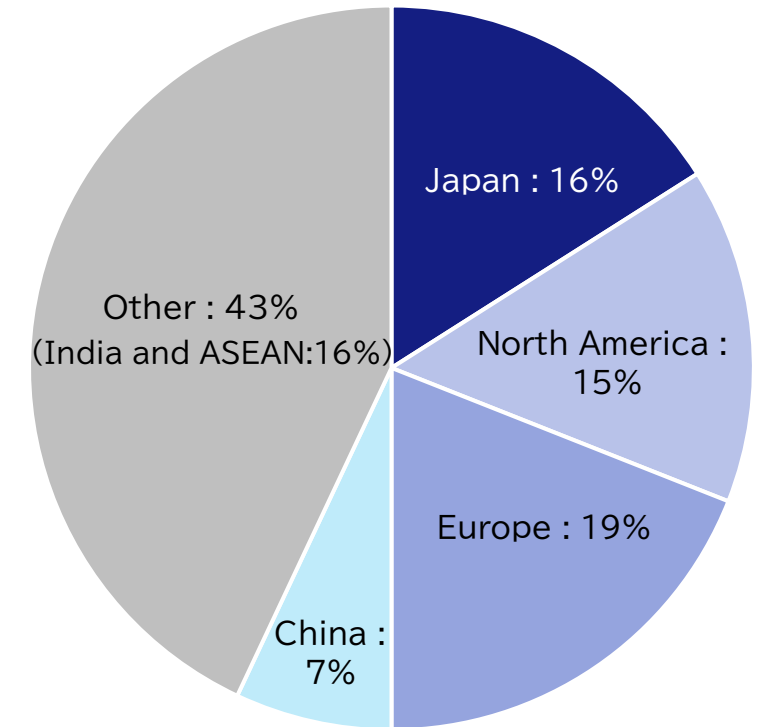
CASIO

Billions of yen

	H1 Results	Q4 (Jan-Mar)		H2 Results	Full year Results
		FY March 2024 Results	FY March 2025 Results		
Net sales	85.4	40.6	41.1	80.8	166.1
OPM	14.3%	10.2%	10.4%	10.0%	12.2%

- Sales growth was in line with the plan in all regions, except China.
- Sales of G-SHOCK models in the medium- and high-price range grew steadily.
- Sales of CASIO WATCH were strong worldwide.

Sales by Region



※Q4 (Jan-Mar) Results

YoY (in local currencies) Overall:+1%

Japan:-1%

- Inbound tourist sales increased gradually.
- Sales of high-end products remained strong at directly-managed stores and mass retailers.

North America:+12%

- Sales were strong in e-commerce, which has been strengthened in response to the online shift in purchasing behavior
- Inventory replenishment of top-selling products progressed steadily.

Europe:+3%

- Sales remained firm in Europe overall.
- Sales were strong in Spain where a local brand ambassador was appointed.

China:-33%

- The economic outlook remained uncertain, and sales were sluggish.

Other:+6%

- In India, sales outperformed the forecast, driven by online sales overall, although in-store sales, including specialty stores, were also strong.
- In ASEAN countries, growing demand for CASIO WATCH models offset a decline in other models.

Percentage of sales by region (based on yen figures)

Japan 16%, North America 15%, Europe 19%, China 7%, Other 43% (India and ASEAN 16%)

E-commerce sales percentage

Overall: more than 20%, Japan: more than 30%, North America: less than 40%, Europe: High-20%, China: more than 30%

G-SHOCK percentage (including BABY-G): Approx. 44% (of which, metal models: 12%; resin models: 32%)

G-SHOCK unit sales: Approx. 1.6 million units, of which approx. 150,000 units were BABY-G *Approx. 1.8 million units in 4Q of previous year, of which approx. 200,000 units were BABY-G

G-SHOCK (Metal, MR-G)

- Sales of the GM-2110D, featuring a lustrous metallic colored dial, were strong worldwide, especially in Europe.
- Sales of the GMW-B5000D, a full metal version with a G-SHOCK original design, were firm worldwide.
- Sales of the MRG-B2100R, with a design inspired by the blue ink used in Japanese ink-wash painting and calligraphy, were firm worldwide.



GM-2110D



GMW-B5000D



MR-G
MRG-B2100R

G-SHOCK (sports)

- Sales of the GBD-200, which is equipped with functions useful for training, remained strong in Europe and Other regions.
- Sales of the DW-H5600, which is equipped with optical and acceleration sensors, remained firm in Japan and North America.



G-SQUAD
GBD-200



G-SQUAD
DW-H5600

G-SHOCK (resin)

- Sales of the octagonal 2100 line, such as the GA-2100 and the GA-B2100, remained strong worldwide.
- The GW-M5610U in the 5600 line, which inherited the design of the DW-5000C, was popular in Japan and Europe.
- Sales of the GWG-B1000, the flagship model in the MASTER OF G MUDMASTER line, were strong in Europe and Other regions.



GA-B2100



GW-M5610U



MASTER OF G
MUDMASTER
GWG-B1000

Other

- Sales of CASIO WATCH models were strong in all regions.
- Sales of EDIFICE models remained strong, primarily in Europe and Other regions.



EDIFICE
EFR-S108DJ



CASIO Collection
STANDARD
AW158



CASIO
CLASSIC
AQ-230A

■ EdTech (Education)

Billions of yen

	H1 Results	Q4 (Jan-Mar)		H2 Results	Full year Results
		FY March 2024 Results	FY March 2025 Results		
Net sales	34.1	16.2	16.0	26.6	60.7
OPM	14.1%	9.2%	8.4%	3.2%	9.3%

- Sales remained firm in Germany and back-to-school demand in the southern hemisphere progressed as planned.

*Q4 breakdown:

Net sales: Scientific and standard calculators approx. 75%,
electronic dictionaries, etc. approx. 25%

OPM: Scientific and standard calculators approx. 13.5%

Operating profit: Electronic dictionaries, etc. approx. - ¥0.3 billion

*Full year breakdown:

Net sales: Scientific and standard calculators approx. 84%,
electronic dictionaries, etc. approx. 16%

OPM: Scientific and standard calculators approx. 16.3%

Operating profit: Electronic dictionaries, etc. approx. - ¥2.6 billion

■ Sound (Electronic Musical Instrument)

Billions of yen

	H1 Results	Q4 (Jan-Mar)		H2 Results	Full year Results
		FY March 2024 Results	FY March 2025 Results		
Net sales	10.4	5.6	5.1	11.0	21.4
Operating profit	-2.2	-1.6	-1.0	-1.3	-3.5

- Sales of high-end Privia models were strong.
- Challenging market conditions continued worldwide, including in Europe.

単位:億円

	H1 Results	Q4 (Jan-Mar)		H2 Results	Full year Results
		FY March 2024 Results	FY March 2025 Results		
Net sales	3.1	2.2	2.1	3.3	6.4
Operating profit	-0.3	0.4	0.2	-0.1	-0.4

HR Solution Business (CHS)/Management Support for Small and Medium Businesses

- Sales were firm, with the impact of the ransomware attack finished.

Medium-Term Management Plan: Summary of Second Year – Resolving Issues to Increase Corporate Value

In the first year of the plan (FY March 2024), the three mainstay businesses faced a challenging market environment all at the same time.

1. **Downturn in Timepiece Business** due to sluggish market conditions in China, where there is a high percentage of sales.
2. **Sluggish market conditions for electronic musical instruments** as the special stay-at-home demand during the pandemic dropped off.
3. **Sharp contraction of the electronic dictionary market** in Japan due to introduction of ICT in education.

Based on the concept of “creating new sources of value in the market and growing unrivaled, one-of-a-kind brands,” we decided to solve business structure issues as the first priority in increasing corporate value.

To solve these issues,

1. Adjust business portfolio

- Adjustment of business portfolio based on purpose and capital efficiency

2. Optimize personnel structure

- Transition to a lean management structure alongside portfolio adjustment

3. Reform corporate culture

- Establishment of purpose/values and realization of ideal employee profile

Implemented structural reform of unprofitable businesses

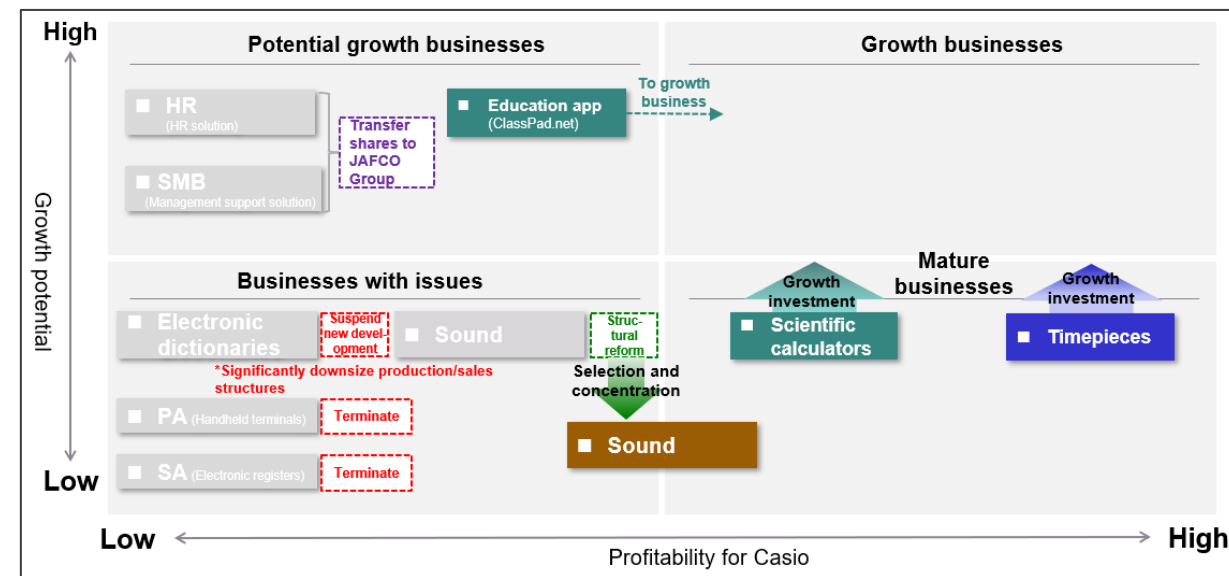
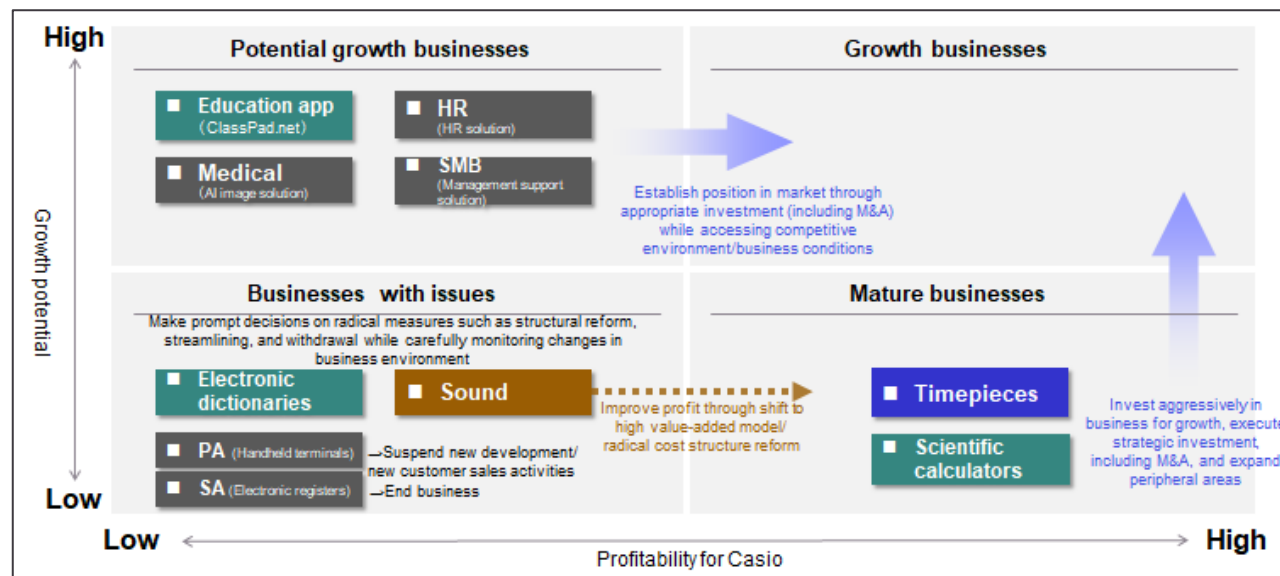
Restructured unprofitable businesses that were generating significant losses to establish a portfolio that facilitates concentration of company-wide resources on consumer businesses

- **System Equipment:** Ended the handheld terminal and electronic cash register businesses, transfer HR/SMB businesses
- **Sound:** Halved lineup, withdrew from unprofitable areas, and conducted major review of personnel structure
- **Electronic Dictionaries:** Suspended new hardware development, significantly downsized sales structure in response to market contraction

As of May 2024



As of May 2025



Overall

- **Steadily implemented structural reform**
 - Reduced company-wide fixed costs through optimization of personnel structure (approx. 650 employees)
- **Adjusted business portfolio**
 - Implemented additional structural reform in electronic dictionary/Sound businesses
 - Transferred HR/SMB businesses to an external partner

Timepiece

- Decreased G-SHOCK sales percentage despite slight increase in sales percentage of G-SHOCK metal models
- Significantly expanded business in India with success of ambassador initiatives
- D2C sales remained firm in Europe and the U.S.

EdTech
(Education)

- Sales of scientific calculators remained firm, mainly in Europe, and flat overall in emerging countries impacted by macro-economic environment
- Steady expanded number of schools introducing education apps

Sound
(Electronic Musical Instruments)

- Worked to expand sales of high value-added genres (Privia Upper Grade, new CELVIANO models, etc.)
- Impacted worldwide slump in electronic musical instrument market

Main KPIs	FY March 2024 Results	FY March 2025 Results
G-SHOCK metal sales percentage <small>* Against whole G-SHOCK sales</small>	29 %	30 %
India/ASEAN sales percentage	14 %	16 %
D2C sales percentage <small>* Sales at directly managed stores/direct e-commerce</small>	8 %	9 %
Scientific calculator sales volume	2,203 mil. units	2,100 mil. units
Schools introducing Casio Group apps <small>*Includes schools introducing Libry</small>	815 schools	886 schools
Sales percentage of high value-added genres	59 %	62 %

II. Full Year Forecasts for Fiscal Year Ending March 2026 / Medium-Term Management Policies

Radical structural reform and creation of a lean base

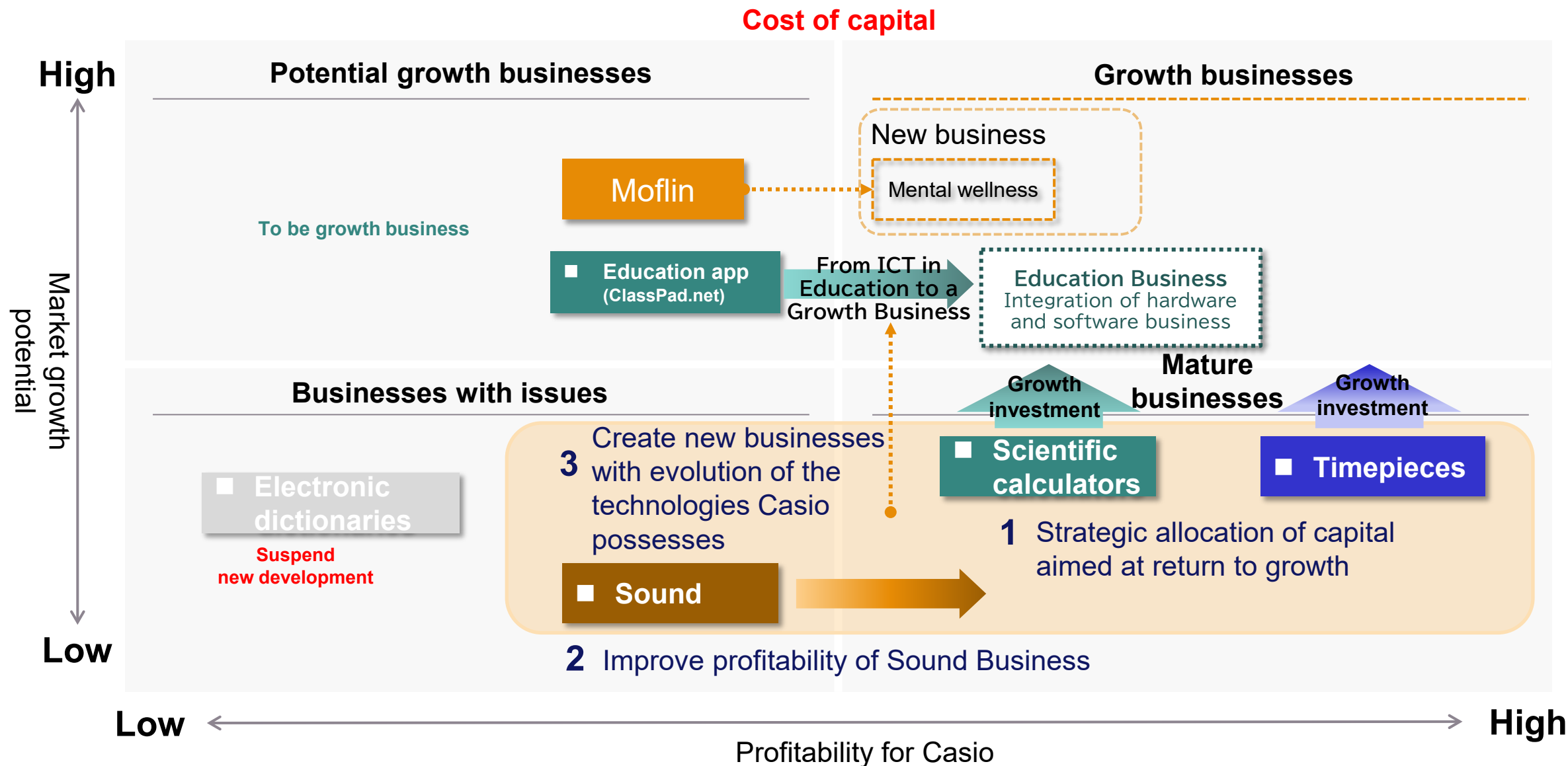
**Strengthened profit base
FY2024 – FY2025**

- 1. Restructured business portfolio (radical approach to unprofitable businesses)**
- 2. Optimized personnel structure**
- 3. Reformed organizational culture (established Purpose and Values)**

Turnaround to growth path

**Implement reforms and create innovation
FY2026 –**

- 1. Return core businesses to growth and reorganize business portfolio**
- 2. Create new businesses utilizing existing assets**
- 3. Strengthen management foundation to enhance ability to execute growth strategy**



1. Establish growth path

- Prioritize allocation of management resources to return to growth of Timepiece/Education businesses
- Create new business domains by expanding existing peripheral areas and evolving the technologies Casio possesses

2. Strengthen management foundation

- Strengthen governance
- Strengthen information security



Improvement in ROE

3. Promote human resources strategy

- Introduce incentives and evaluation system that lead to growth for every employee
- Ensure merit system based on objective facts

Consolidated forecasts (excluding impact of U.S. tariff)

Billions of yen

	FY March 2025 Result	FY March 2026 Plan			
				Full Year Plan	Percent increase or decrease
		H1 Plan	H2 Plan		
Net sales	261.8	132.0	138.0	270.0	103.1%
Operating profit	14.2	11.0	13.0	24.0	168.6%
OPM	5.4%	8.3%	9.4%	8.9%	
Ordinary profit	14.1	10.5	12.5	23.0	162.8%
Net Income Attributable to Owners of the Parent	8.1	8.0	8.5	16.5	204.6%
EPS (yen)	35.22	35.08	37.27	72.35	

Assumed exchange rate(yen)	
U.S. Dollar	145
Euro	160
Chinese Yuan	20.2

Timepiece) Percentage of sales to the U.S. and composition of production areas for the U.S. market

	Timepiece
U.S. sales percentage	approx. 13%
Prod-uction areas for U.S. market	Japan approx. 5%
	Thai approx. 50%
	China approx. 45%

* EdTech (calculator): Percentage of sales to the U.S. approx. 7%,
Composition of production areas for the U.S. market Thai 100%

Sound(EMI): Percentage of sales to the U.S. approx. 17%,
Composition of production areas for the U.S. market China 100%

Response policy

- Ascertain decline in sales volume due to lower demand, optimize promotions, and implement price increases
- Assess each country's progress in negotiations on U.S. tariffs while implementing plans to transfer production to other sites or other OEMs

Forecasts by segment (excluding impact of U.S. tariff)

Billions of yen

		FY March 2025 Result	FY March 2026 Plan			
					Full Year Plan	Percent increase or decrease
			H1 Plan	H2 Plan		
Timepieces	Net sales	166.1	83.0	93.0	176.0	105.9%
	Operating profit	20.3	11.0	14.0	25.0	123.3%
	OPM	12.2%	13.3%	15.1%	14.2%	
Consumer	Net sales	82.1	45.0	42.0	87.0	106.0%
	Operating profit	2.2	4.5	2.5	7.0	323.5%
	OPM	2.6%	10.0%	6.0%	8.0%	
Others	Net sales	13.5	4.0	3.0	7.0	-
	Operating profit	-2.0	-1.5	-0.5	-2.0	-
Adjustment	Operating profit	-6.2	-3.0	-3.0	-6.0	-
Total	Net sales	261.8	132.0	138.0	270.0	103.1%
	Operating profit	14.2	11.0	13.0	24.0	168.6%
	OPM	5.4%	8.3%	9.4%	8.9%	

Business plan of Consumer segment

Billions of yen

		H1 Plan	H2 Plan	Full Year Plan
EdTech	Net sales	35.0	29.0	64.0
	Operating profit	5.3	2.7	8.0
	OPM	15.1%	9.3%	12.5%
Sound	Net sales	10.0	13.0	23.0
	Operating profit	-0.8	-0.2	-1.0
	OPM	-	-	-

*As the System Equipment segment has been combined with the Others segment from the current fiscal year, results for the previous fiscal year are stated using the same segment classifications.

Non-continuing businesses included in the Others segment for the full-year plan for FY March 2026: Net sales ¥2.5 billion, Operating profit ¥-2.0 billion

Timepiece Business: Strategies by Product Line



◆ Strengthen region marketing according to the stage of the brand

Japan

- Strengthen approach to distribution targeting preferences for high-end products, primarily MR-G, G-SHOCK full metal models, and OCEANUS
- Raise profile among youth and foreign visitors to Japan using SHIBU HACHI BOX in front of Shibuya Station



North America

- Further reinforce by expanding popular standard models sold through e-commerce and launching models exclusive to direct e-commerce, etc.
- Strengthen social media content targeting Gen-Z



Europe

- Enhance communication of the G-SHOCK brand story through pan-European brand ambassador Central Cee and local brand ambassadors
- Expand directly managed stores strategically as sites for communicating the brand



ASEAN

- Appoint brand ambassadors that match the target users in each country to communicate a consistent brand story and appeal to empathy
- Utilize consumer information obtained through the ASEAN store network in product planning and promotions to increase precision



Thailand: Muay Thai



Indonesia



Philippines

India

- Further increase profile of the G-SHOCK brand by continuing to utilize two major brand ambassadors
- Expand touchpoints, including stores, from eight major cities to 33 cities, with growth of middle-income segment

◆ India/ASEAN sales percentage

FY March 2025

16 %

FY March 2026

18 %



Work to improve profitability by continuing to strengthen brand marketing focused on G-SHOCK metal lines and creating new design categories

◆ Expand G-SHOCK medium- to high-price range categories

- Increase value added with new shapes utilizing new materials and processing technologies and digital technology
- Develop efficient promotions by strategically limiting the number of models
- Work to increase brand value by strengthening the global consistency of the G-SHOCK brand



◆ G-SHOCK metal sales percentage

* Against whole G-SHOCK sales

FY March 2025

30 %

FY March 2026

35 %

◆ Initiatives to create new G-SHOCK design categories

- Realize magnetic holding structure technology and Shock Release Hand
- Develop new designs that shape the G-SHOCK identity



◆ Expand directly managed stores and direct e-commerce business

- Retain loyal customers (Casio fans) with digital marketing
- Strengthen CRM marketing by leveraging deep data on user purchase history and owned products

◆ D2C sales percentage

* Sales at directly managed stores/direct e-commerce

FY March 2025

9 %

FY March 2026

12 %

Steadily strengthen business profitability by developing products to enhance user experience for scientific calculators and gaining new users by strengthening GAKUHAN activities (creating demand)

■ Scientific calculators

◆ Expand sales of New ClassWiz and increase convenience by developing products to enhance user experience

- Reflect feedback from classrooms to improve and strengthen user interface and expand areas of use

◆ Expand market share of genuine products by working with the relevant national agencies to strengthen control of counterfeit products

◆ Strengthen initiatives to address social and educational issues

- e.g.: Expand Spain's "Women Do Science" activities that support women in STEM throughout Europe

◆ Continue to strengthen demand creation/popularization and expansion activities in priority countries

- Continue activities in Egypt, Bangladesh, Thailand, and Indonesia



◆ Scientific calculator sales volume

FY March 2025

FY March 2026

2,100
mil. units

2,300
mil. units

*Revision of plan given market environment

■ Standard calculators

◆ Strengthen retention worldwide

- Strengthen retention through launch of new product Comfy and campaign for the 60th anniversary of the Casio electronic calculator



Comfy



Campaign site for the 60th anniversary of Casio electronic calculators

■ Education apps

◆ Continue to strengthen basic performance of ClassPad.net

◆ Expand the number of user schools through synergies with the Libry service

- Provide Q.Bank, a new tool that can prepare original exam questions and supplementary teaching materials in the cloud in the cloud



◆ Schools introducing Casio Group apps (Includes schools introducing Libry)

FY March 2025

FY March 2026

886
schools

1,200
schools

*Revised plan given market environment

Strengthen business structure by steadily implementing structural reform and expand share by continuing to increase brand recognition of high value-added genres

◆ Expand sales by gaining new customers for Privia Upper Grade models

- Strengthen lifestyle appeal by working with partners in other industries, such as interior design
- Increase touchpoints in new exclusive electronic musical instrument distribution and non-electronic musical instrument distribution

◆ Expand share of new medium- and high-grade CELVIANO

- Transform the brand value with the industry's most prestigious pianists (use in content, etc.)

◆ Ensure execution of business structure reform and monitor profit and loss after reform

- Withdraw sales from unprofitable areas
- Improve development and production efficiency through a review of the produce line up

◆ Expand user segments by proposing new playing styles

- Create new experience value using new technologies



◆ Sales percentage of high value-added genres

FY March 2025

FY March 2026

62 %



70 %

Utilizing the assets Casio possesses, including technologies, establish strategic new business domains in future growth markets and strengthen initiatives for new business creation

◆ Provide products and services that touch people's hearts, starting with AI robotic pet Moflin

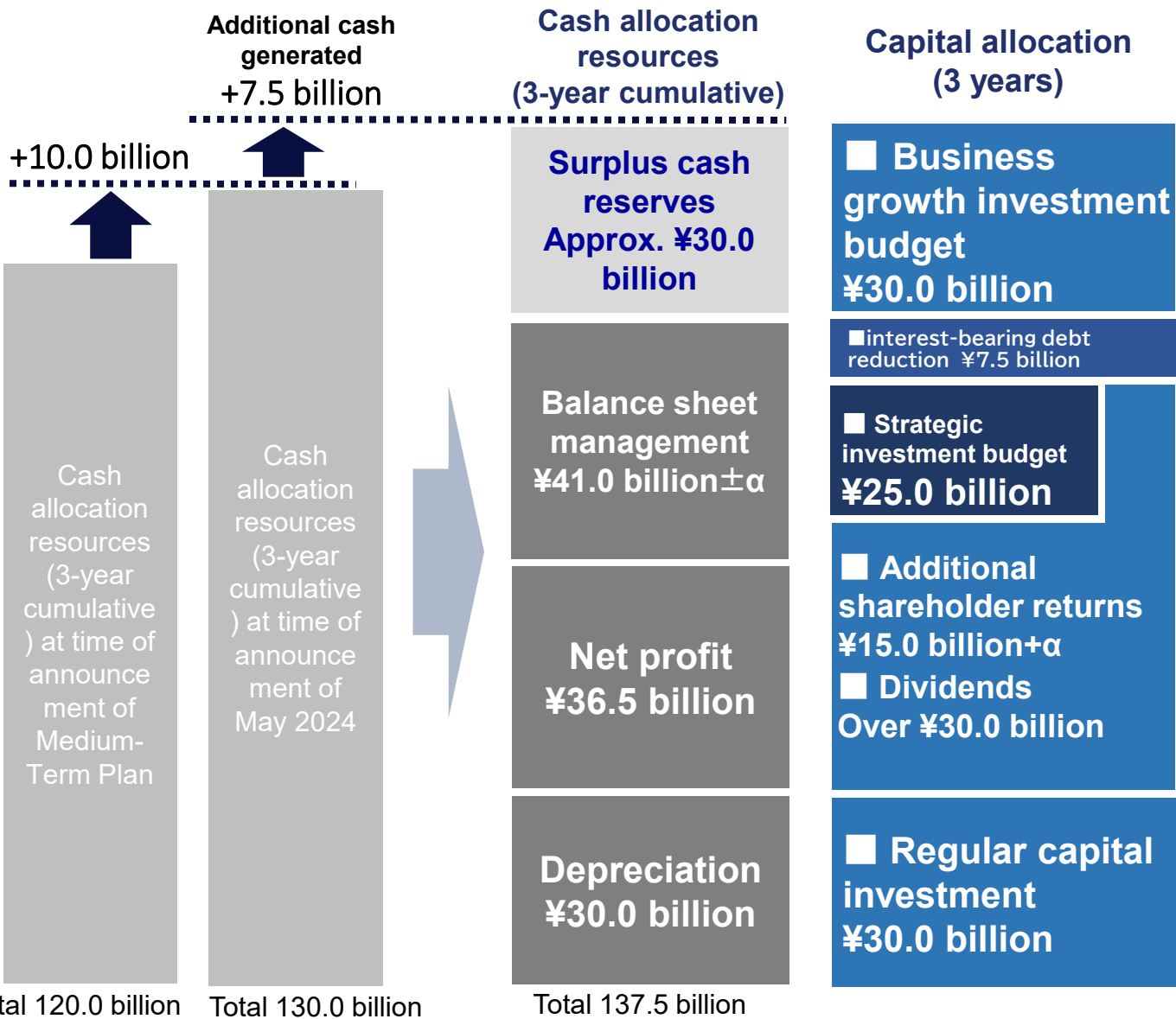
- Launched Moflin, an AI robotic pet that evolves emotionally through daily human contact based on the concept of “Always there for you,”
- Aim to expand business and solve social issues in the mental wellness area going forward



◆ Create new businesses in future growth market by utilizing the assets Casio possesses

- Establish strategic new business domains by extending business areas based on existing businesses and the assets Casio possesses
- Roll out new products and services that can establish a unique position in new business domains





Basic Policy (no change)


- Set “business growth investment budget” to encourage investment in core businesses
- Also set “strategic investment budget” for alliances, etc.
⇒ Consider using unused portion for additional shareholder returns
- Use surplus funds as source of cash allocation
- Improve return on capital by streamlining balance sheet and boosting shareholding returns

Progress status

- FYE March 2025 additional cash generation +7.5 billion yen
⇒ Allocate to reducing interest-bearing debt

	FY March 2024 Results	FY March 2025 Results		FY March 2026 targets * Before factoring in the impact of tariffs
ROE	5.3%	3.6%	➡	7~8% level
ROIC	3.6%	3.6%	➡	approx. 6%
ROIC = operating profit after tax ÷ average invested capital at the beginning and end of the period (interest-bearing liabilities + net assets)				
Liquid cash reserves	¥144.7 billion	¥141.1 billion	➡	¥100.0 billion level
Equity ratio	66%	66%	➡	Just over 60%
Dividend payout ratio	88.4%	127.8%	➡	(Average over next 3 years) 80% level
DOE	4.7%	4.6%	➡	5% level
Total payout ratio	164.1%	183.3%	➡	120%~180%

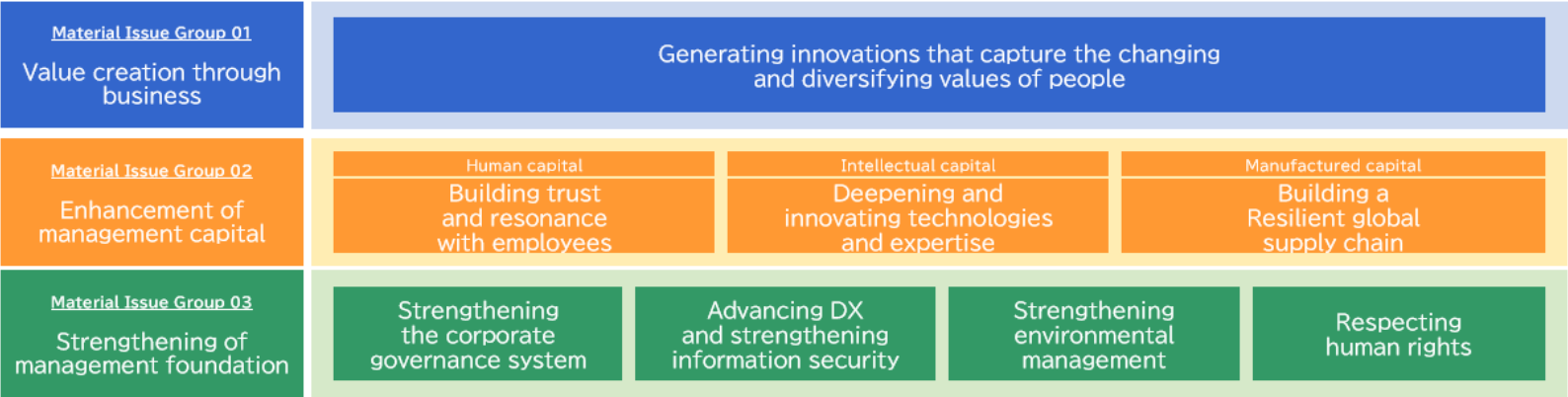
Based on Casio’s business environment, maximize organizational and employee performance and strengthen human capital management leading to enhancement and growth of corporate value

Health and productivity management	Ensure organizational capacity	Autonomous human resources	Human resource management
<p>Policy</p> <p>Promote in accordance with the Casio Basic Policy on Health with the aim of maintaining and improving health for employees to maximize their potential</p>	<p>Policy</p> <p>Improve organizational capacity by fostering DX and IT human resources needed for future business promotion</p>	<p>Policy</p> <p>Foster high-performance human resources with autonomous and rapid responses to changes in the business environment</p>	<p>Policy</p> <p>Train managerial personnel in order to develop a workplace environment in which diverse human resources can fulfil their potential and play active roles</p>
<p>Priority measures</p> <ul style="list-style-type: none">• Improve health literacy• Maintain and promote women’s health• Measures to counter lifestyle diseases, etc. <div><p>2025 健康経営銘柄 KENKO Investment for Health</p></div> <p>■ Recognized under the “White 500” Certified Health & Productivity Management Outstanding Organizations Recognition Program</p>	<p>Priority measures</p> <ul style="list-style-type: none">• Implement IT education and security education by target for all employees• Foster advanced DX human resources <p>Raise overall IT skills of all employees</p>	<p>Priority measures</p> <ul style="list-style-type: none">• Career training• Register career plans and create concrete training policy	<p>Priority measures</p> <ul style="list-style-type: none">• Train executive candidates (exchange-type program with other industries)• Train next-generation executive candidates• Train next managers

Foster human resources with the capability to transform operations and create new value and further enhance organizational capacity by steadily implementing priority measures and utilizing digital technology

Strengthen initiatives to contribute to the realization of a sustainable world and sustainable growth and value creation for Casio

◆Addressing material Issues



Established targets and KPIs on identified material issues in FY March 2025 to ensure internal dissemination and promotion of activities

Verify performance on targets and KPIs each year with ongoing publication of performance reviews

◆Sustainability: Main initiatives

- Initiatives to reduce environmental impact
 - Adopt environmentally-friendly materials and eco-packaging
 - Develop collaboration models with environmental protection groups



Recycled paper packaging



ICERC Japan

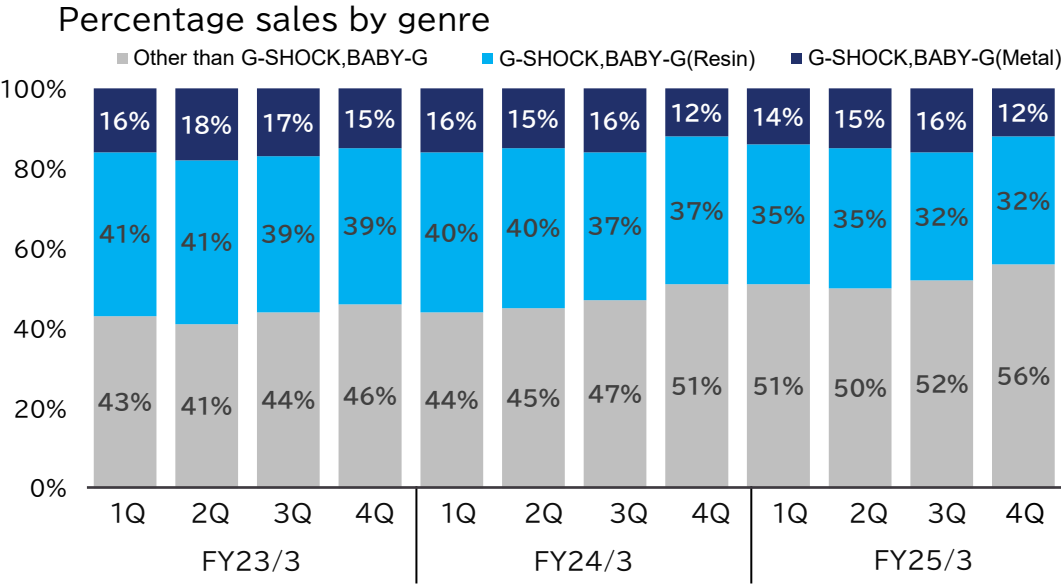
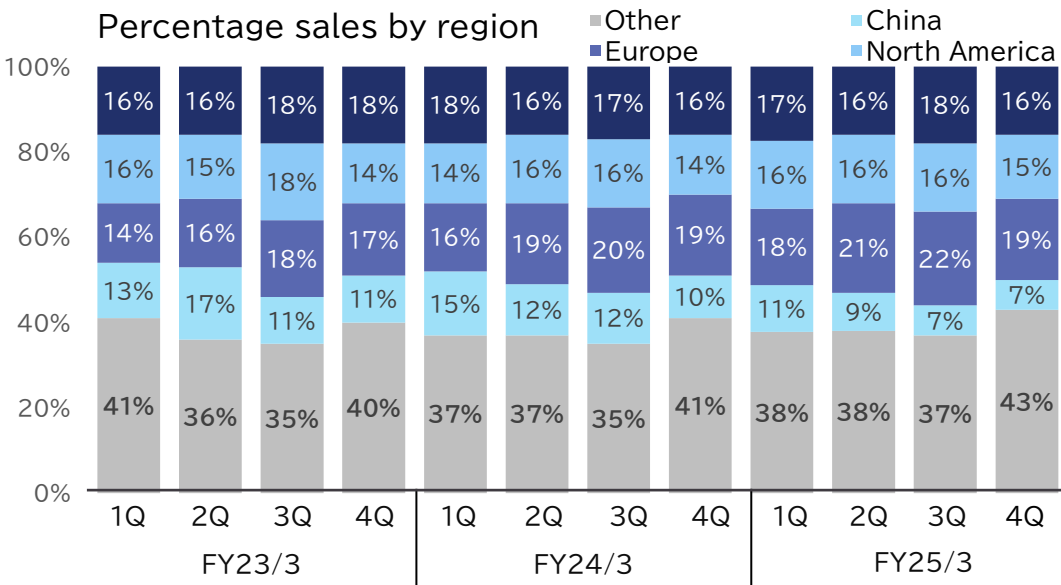
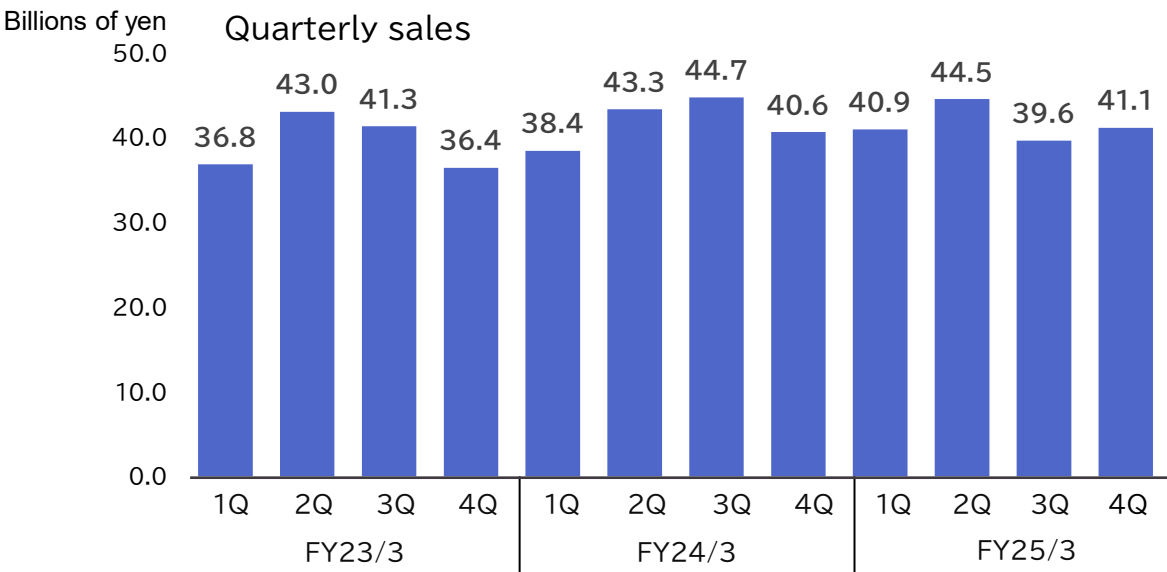
- Expand initiatives on social issues (human rights)
 - Further increase brand value by “winning customer affinity” through donations or real-life experiences



G-SHOCK model (launched October 2024) to support the Pink Ribbon campaign that stresses the importance of early detection, diagnosis, and treatment of breast cancer
*Donation of 5% of Japan sales to certified NPO J.POSH (Japan Pink Ribbon of Smile and Happiness)

Appendices

		FOREX Sensitivity RMB impact of ¥0.1 move	
Assumed yearly exchange rate(yen)		Net sales	Operating profit
U.S. Dollar	145	¥1.0 billion	-¥0.05 billion
Euro	160	¥0.30 billion	¥0.20 billion
Chinese Yuan	20.2	¥0.10 billion	¥0.05 billion

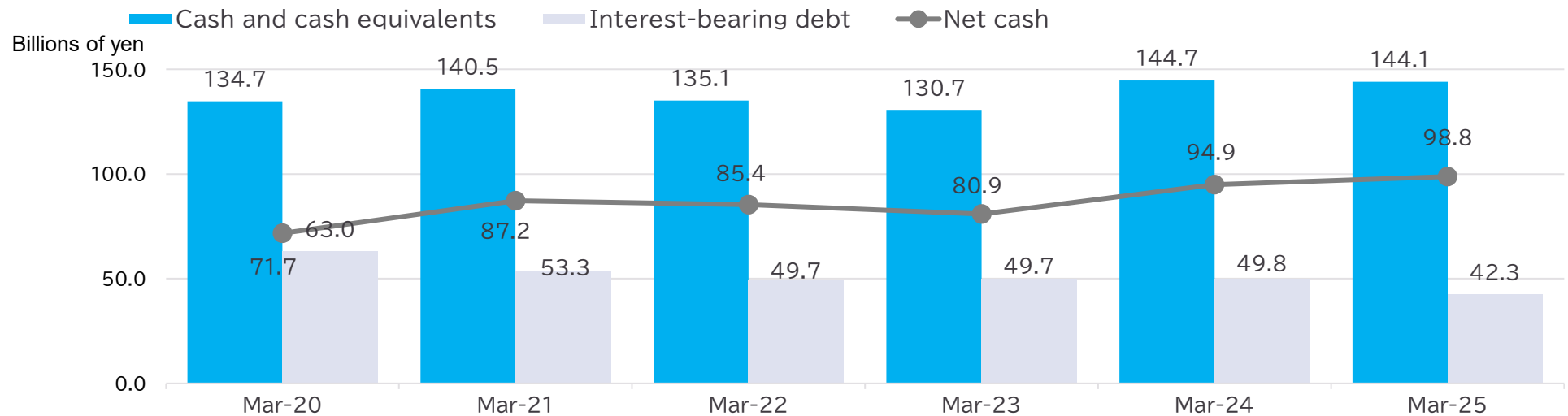


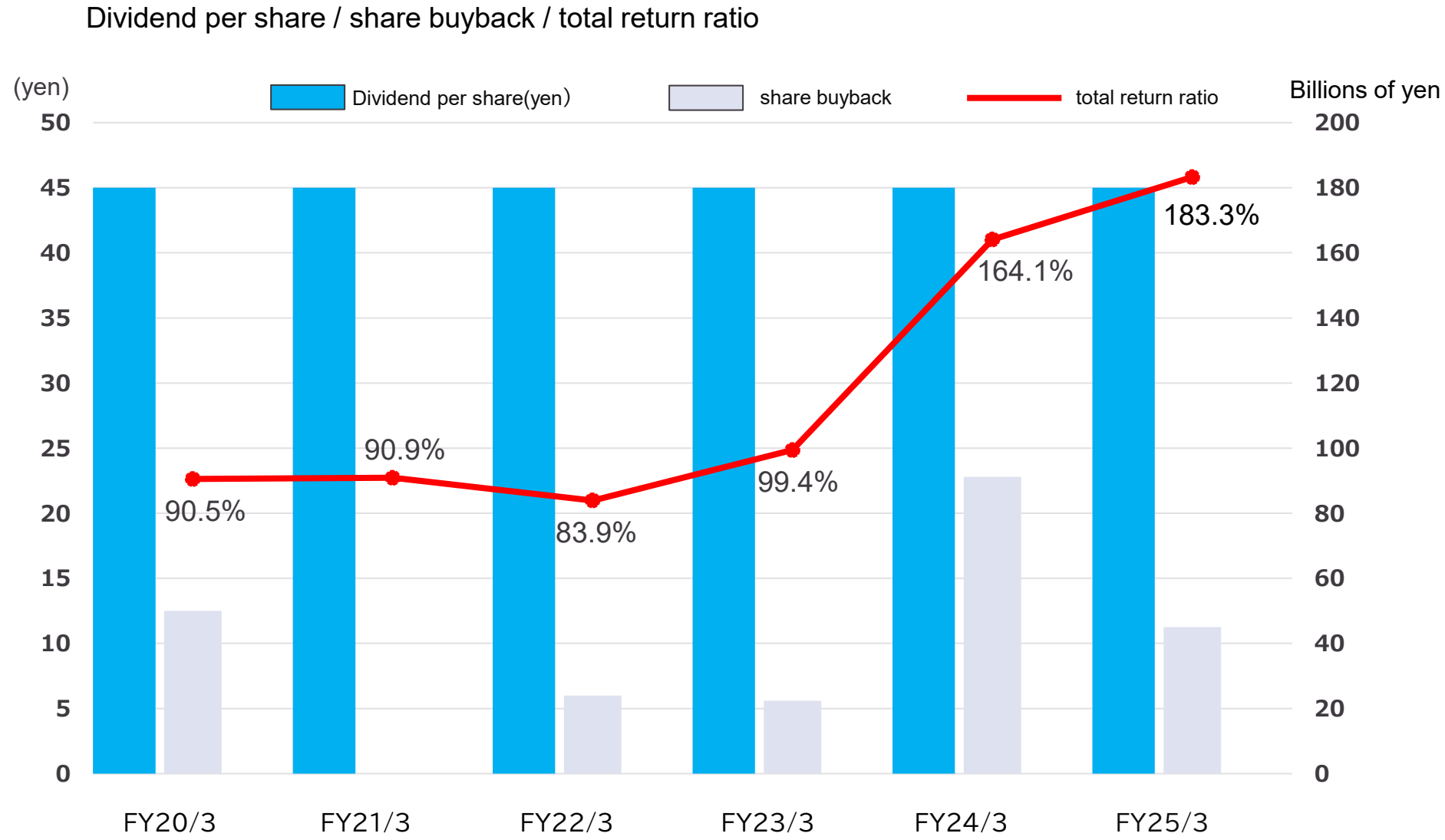
Consolidated balance sheets

CASIO

Billions of yen

	March-end, 2020	March-end, 2021	March-end, 2022	March-end, 2023	March-end, 2024	March-end, 2025
Total asset	334.1	332.0	337.3	335.2	349.9	331.6
Total liabilities	131.6	120.1	118.4	113.6	118.7	112.7
Equity ratio	60.6%	63.8%	64.9%	66.1%	66.1%	64.0%
D/E ratio	0.31	0.25	0.23	0.22	0.22	0.19
Cash and cash equivalents	134.7	140.5	135.1	130.7	144.7	141.1
interest-bearing debt	63.0	53.3	49.7	49.7	49.8	42.3
Net cash	71.7	87.2	85.4	80.9	94.9	98.8





Forward-looking Statements

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

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

(Note) This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

CASIO