



First Quarter Results Briefing

for Fiscal Year Ending March 31, 2024

August 3, 2023

CASIO COMPUTER CO., LTD.

Consolidated Results for 1Q of FY March 2024



Billions of yen

	Q1 (Apr-Jun)		
	FY March 2023 Results	FY March 2024 Results	YoY Change
Net sales	61.3	62.7	102%
Operating profit	4.8	4.3	89%
OPM	7.9%	6.9%	
Ordinary profit	5.7	6.1	107%
Net income	4.2	3.4	82%
EPS (yen)	17.60	14.48	

Average exchange rate(yen)	U.S. Dollar	129.6	137.4
	Euro	138.1	149.5
	Chinese Yuan	19.6	19.6

Billions of yen

		Q1 (Apr-Jun)		
		FY March 2023 Results	FY March 2024 Results	YoY Change
Timepieces	Net sales	36.8	38.4	104%
	Operating profit	5.6	5.6	0.0
	OPM	15.1%	14.5%	
Consumer	Net sales	20.6	20.8	101%
	Operating profit	1.8	1.0	-0.8
	OPM	9.0%	4.8%	
System equipment	Net sales	2.7	2.2	82%
	Operating profit	-0.8	-0.8	-0.0
	OPM	-	-	
Others	Net sales	1.2	1.3	102%
	Operating profit	0.1	0.1	-0.0
	OPM	8.7%	7.1%	
Adjustment	Operating profit	-1.9	-1.5	-0.4
Total	Net sales	61.3	62.7	102%
	Operating profit	4.8	4.3	-0.5
	OPM	7.9%	6.9%	

Billions of yen

			FY March 2024
	1H	2H	Full year
Net sales	125.0	140.0	265.0
Operating profit	6.0	10.0	16.0
OPM	4.8%	7.1%	6.0%
Ordinary profit	5.5	9.5	15.0
Net income	3.5	7.0	10.5
EPS (yen)	14.81	29.81	44.62

Billions of yen

				FY March 2024
		1H	2H	Full year
Timepieces	Net sales	76.0	86.0	162.0
	Operating profit	9.5	12.5	22.0
	OPM	12.5%	14.5%	13.6%
Consumer	Net sales	41.5	44.5	86.0
	Operating profit	1.5	2.0	3.5
	OPM	3.6%	4.5%	4.1%
System equipment	Net sales	5.0	7.0	12.0
	Operating profit	-1.5	-1.0	-2.5
	OPM	-	-	-
Others	Net sales	2.5	2.5	5.0
	Operating profit	0.0	0.0	0.0
	OPM	0%	0%	0%
Adjustment	Operating profit	-3.5	-3.5	-7.0
Total	Net sales	125.0	140.0	265.0
	Operating profit	6.0	10.0	16.0
	OPM	4.8%	7.1%	6.0%

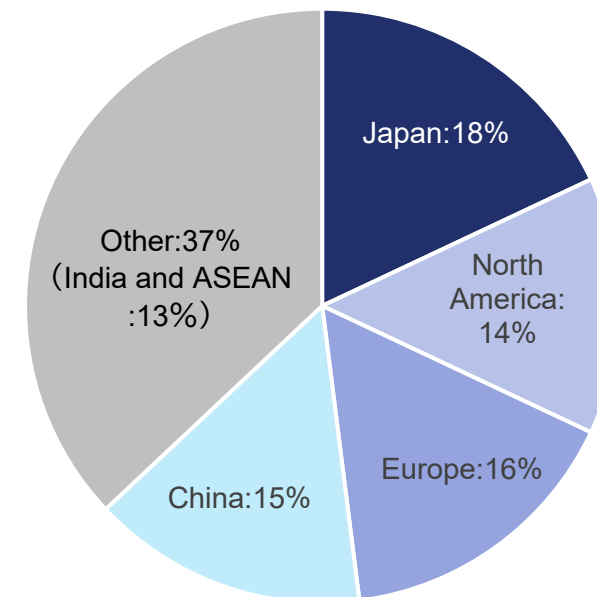
Timepiece Business: First Quarter Results

Billions of yen

	Q1 (Apr-Jun)		1H (Initial plan)	Full year (Initial plan)
	FY March 2023 Results	FY March 2024 Results		
Net sales	36.8	38.4	76.0	162.0
Operating profit	5.6	5.6	9.5	22.0
OPM	15.1%	14.5%	12.5%	13.6%

- Sales increased slightly YoY (in local currencies) (+0.5%)
- Although G-SHOCK brand sales volume declined, unit prices increased.

Sales by Region



G-SHOCK percentage (including BABY-G): Approx. 56% (of which, metal models: 16%; resin models: 40%)

G-SHOCK unit sales: Approx. 1.9 million units, of which approx. 200,000 units were BABY-G

*Approx. 2.2 million units in 1Q of previous year, of which approx. 300,000 units were BABY-G

G-SHOCK (Metal, MR-G, MT-G)

- GMW-B5000D and GMW-B5000GD, which have a design that carries on the lineage of the first model, were popular in Japan and China.
- Sales of the MTG-B3000PRB in the MT-G series, which has rainbow IP applied to the top bezel, were strong in Japan.



G-SHOCK
GMW-B5000D



G-SHOCK
MTG-B3000PRB

G-SHOCK (Sports)

- G-SQUAD, a lightweight sports line that includes DW-H5600, which has the same form as the first-ever G-SHOCK, and GBD-H2000, compatible with multiple sports, drove sales on a global basis.



G-SHOCK
GW-H5600



G-SHOCK
GBD-H2000

G-SHOCK (Resin)

- Sales remained strong in various countries due to the roll out of the octagonal 2100 line variations, such as GA-2100 and GA-B2100.
- GW-8230NT-4, a commemorative model of FROGMAN, which celebrates its 30th anniversary this year, was popular in Japan and on a global basis.



G-SHOCK
GA-2100



G-SHOCK
GW-8230NT-4

Other

- ECB-2000NIS, an EDIFICE and NISMO collaboration model, was popular, mainly in Japan, India, and the ASEAN region.
- Sales of the Vintage series remained strong in Europe.



EDIFICE
ECB-2000NIS



Vintage Series
A100

YoY (in local currencies) Overall: +0.5%

Japan: +15%

- G-SHOCK store sales expanded significantly YoY.
- Inbound demand at urban specialty stores and mass retailers experienced a recovery trend.

North America: -12%

- Despite a moderate recovery in consumer trends, the decrease in the number of physical stores had an impact.
- There were strong sales of limited-edition models for directly managed stores and e-commerce, introduced as an initiative to strengthen e-commerce,

Europe: +9%

- Sales remained strong in all European countries.
- Sales remained strong in France, and fashion chain sales aimed at youth in Germany were strong,

China: +8%

- Consumer trends continued to change.
- Maintained the top brand ranking at the big two e-commerce sites.
- Inventory optimization progressed.

Other: -6%

- Sales volume of G-SHOCK basic models decreased, impacted by inflation in some ASEAN countries.
- Sales were strong in India, Malaysia, Vietnam, and the Near and Middle East.

*YoY adjustments of the impact due to changes in commercial distribution in China and Other

Percentage of sales by region
(based on yen figures)

Japan 18%, North America 14%, Europe 16%, China 15%, Other 37% (India and ASEAN 13%)

E-commerce sales percentage

Overall: 20% range, Japan: 30% range, North America: 40% range, Europe: about 30%, China: About 50%

Direct e-commerce sales

YoY in 1Q: Japan 1.5 times higher, North America 0.9 times higher, Europe 1.2 times higher)

Aim to increase ratio of G-premium

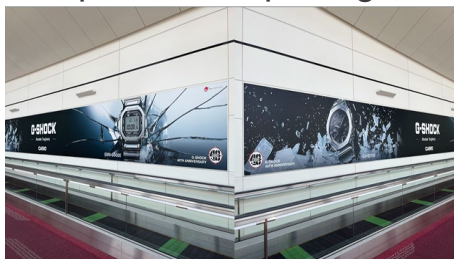
- In order to raise **recognition of metal G-SHOCK**, speed up expansion of recognition through mass media advertising, and appoint ambassadors who are effective at communicating the brand identity to the target consumer groups to maximize the effects.



Advertising on the big 4 media + online

Respond to recovery of inbound demand and normalization in movement of people

- Respond to the recovery of inbound demand and normalization in the global movement of people by developing outdoor advertisements at airports and opening stores, etc. in airport facilities.



Examples in Japan: Narita/Haneda



Opened exclusive distributorship in the complex directly connected to Changi International Airport on July 7, 2023



MADE IN JAPAN sales space

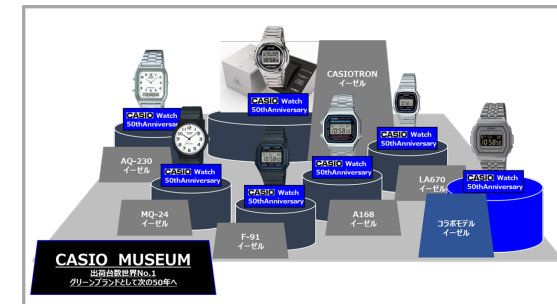
G-SHOCK BASIC

- Revive the Shock The World campaign, which could not be implemented during COVID-19, and rebuild promotions aimed at youth.



Leverage the Casio brand

- To increase demand in price zones below G-SHOCK mainly in Other regions, promote the brand history and establish a CASIO MUSEUM corner (in-store measures), in addition to working to raise recognition of G-SHOCK.



China

Cost-effective measures with clear targeting

- Leverage G-SHOCK recognition, open stores in high-end malls, and market with ambassadors for target users.

G-Premium

- Continue promoting on social media and other media for youth such as TikTok livestreaming and WeChat mini program.
- Shift to experience/interaction-focused communication.

G-SHOCK

India

Leverage past successes and know-how in entering undeveloped markets

- Develop 5600/2100 series colors and launch rugged models for India.
- Appoint famous influencers (athletes, actors) and run experience-focused events with influencers invited.

G-SHOCK

ASEAN

Strengthen structures and implement marketing tailored for each country

- Unify brand image (strengthen brands and streamline operations) and support localization in line with brand policy (marketing/promotion measures).
- Strengthen the sales structure and increase the number of personnel.
- Develop high-end distribution and open flagship stores in high-end malls in countries where G-SHOCK brand recognition is high.

G-Premium

- Open stores in malls and other areas where middle-class consumers congregate to increase touchpoints.

G-SHOCK

CASIO brand

Europe

Implement more precise marketing and promotion aimed at target users (apply successes in France to Germany and other countries)

- Develop products based around 2100 series.
- Appoint influencers that resonate with Gen Z (rappers, etc.).
- Outdoor advertising and event-based advertising with influencers.
- Gift with Purchase (GWP) promotions at flagship stores.

G-SHOCK

Billions of yen

	Q1 (Apr-Jun)		1H (Initial plan)	Full year (Initial plan)
	FY March 2023 Results	FY March 2024 Results		
Net sales	15.0	16.4	30.0	60.0
OPM	14%	14%	10%	9%

*1Q breakdown:
 Net sales: Scientific and standard calculators approx. 91%,
 electronic dictionaries, etc. approx. 9%
 OPM: Scientific and standard calculators approx. 21%
 Operating profit: Electronic dictionaries, etc. approx. - ¥0.9 billion

Scientific Calculators

- Business steadily expanded in all regions accompanying normalization of classrooms after the pandemic.
- New Classwiz, a new, highly profitable model, expanded into other countries starting with Europe in the previous fiscal year, and sales remained strong.
- Some sell in sales for back to school in North America, France, the UK, and other countries were recorded early in 1Q.

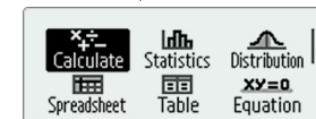
Standard Calculators

- Sales were in line with the forecast in Other regions due to effect of price increases, despite lower sales volume.

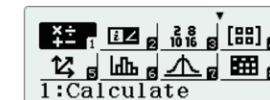
New ClassWiz



Easier to view, new functions added



* Previous ClassWiz

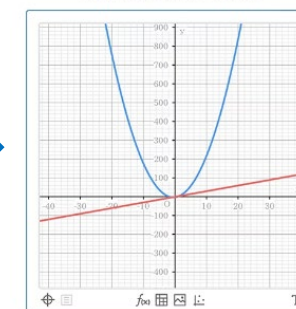


Online graph display function

Generate & scan QR code



Graph on smart device



Electronic Dictionaries

- Sales were lower than the initial forecast due to optimization of distributor inventory.

Scientific Calculators

- Casio mathematics education activities continue to be selected as an **EDU-Port Japan*** Supported Project implementing Japanese-style education overseas (July 2023 – March 2025)
 - * EDU-Port Japan: a public-private initiative to introduce Japanese-style education overseas.
 - Holding practical classes with nine schools in four Thai cities and six schools in Jakarta, Indonesia as pilot schools since June 2021.
 - With this selection, the number of schools has expanded significantly to over 100 Thai schools and all high schools in Jakarta with implementation of practical classes.
- Continue **GAKUHAN activities*** for countries where new demand can be created and countries where the adoption rate is expected to increase (expand markets in regions where scientific calculators are not widely available) to expand the business.
 - * **GAKUHAN activities** (proving effect of using calculators in the classroom and supporting improvements and retention in teaching quality of all teachers, etc.)
- Work to establish distribution and expand market share in priority countries for measures to address counterfeit products.

Electronic Dictionaries

- Respond to decrease in in-school sales meetings and changes in the format of sales meetings due to the impact of COVID-19, strengthen e-commerce and rebuild touchpoints

Web App

- Change the sales structure for schools in Japan. Newly appoint personnel dedicated for apps and establish a structure to work between them and personnel in charge of both apps and hardware to strengthen proposal capabilities.
- In Germany, strengthen the organizational structure by employing (1) staff with experience in software sales; (2) staff with experience in approaching state and local governments; (3) web development staff; and (4) school technical support staff, etc.

Billions of yen

	Q1 (Apr-Jun)		1H (Initial plan)	Full year (Initial plan)
	FY March 2023 Results	FY March 2024 Results		
Net sales	5.6	4.4	11.5	26.0
Operating profit	-0.2	-1.3	-1.5	-2.0

Digital Pianos

- The market slowdown continued in North America, China, and Other regions. Normalization of distributor inventory requires time.
- The number of high-end Privia model (Privia Upper Grade) retailers in Japan increased.
- Online sales in Europe experienced recovery trend due to marketing on social media.



Privia PX-S7000

Keyboards

- In Japan, price increases had an effect, and key lighting keyboard sales were strong. Sales remained weak in Other regions.



Casiotone LK-520

Enhance the Privia brand

- Strengthen marketing and promotion for high-end Privia model (Privia Upper Grade)
 - Utilize pan-European ambassadors and appoint local influencers that match the lifestyle of each country.
 - As the number of stores dealing our products is steadily increasing, further increase the stores through the use of dedicated fixtures and in-store events.
- Launch new products for Privia 20th anniversary (2024)
 - Develop campaigns with launch of the 20th anniversary limited commemorative model, strengthen social media communication, and implement collaborative campaigns with distributors in each country.
 - Plan collaboration with interior brands and major distributors.

Strengthen middle to high-end products

- Plan to launch several CELVIANO products incorporating new technologies developed by Privia Upper Grade into price ranges where CELVIANO has not yet been available.

- **Conducted global analysis of high-end Privia model (Privia Upper Grade) purchasers and confirmed that the purchaser group matches Casio target customer group**
- **Further establish niche market by actualizing “hobbyist/personal needs” market**
 - Medium level or higher skills
 - Key factors in purchase: color/design, key touch/response, sound/acoustic function
 - Users valued “design match with home interior” + “musical instrument performance”

Promote cost reduction

- Promote cost reduction through man-hour reduction and model optimization.

Billions of yen

	Q1 (Apr-Jun)		1H (Initial plan)	Full year (Initial plan)
	FY March 2023 Results	FY March 2024 Results		
Net sales	2.7	2.2	5.0	12.0
Operating profit	-0.8	-0.8	-1.5	-2.5
OPM	-	-	-	-

HR Solution Business (CHS)

- The introduction of the Hito-Compass talent management system progressed.
- Supported customer replacement of the ADPS HR integration system and engaged in cross selling of Hito-Compass.

Handheld Terminals (PA)

- Responded to orders with consideration for profitability.

Future Measures

- Focus on profitability and curb investment in new development and sales promotion, etc., and allocate management resources to growth sectors only.
- Streamline sales system and change sales structure: CHS/PA and SA/SMB cross sales structure

Cash Registers (SA)

- There was a recovery trend for Bluetooth cash registers. Various campaigns were conducted for EZ Cashless, and the number of contracts and ratio with cash registers increased.

Management support for small-scale enterprises business (SMB)

- Provided replacement proposals for target customers together with invoicing system support in Japan.
- Gained new customers leveraging IT introduction subsidies.

G-SHOCK secured three-dimensional trademark



DW-5000C
(the first model launched in 1983)

The Japan Patent Office granted a three-dimensional trademark registration for the shape of the first G-SHOCK model on June 26. *Registration no.: 6711392

Casio initiated its project to register the 3D trademark based on a desire to increase the visibility of the value inherent in the very first G-SHOCK – the masterpiece of the brand – a value that may not be apparent to the eye.

This is the first time a 3D trademark has ever been registered in Japan for the shape of a wristwatch alone, without logos or text.

Full-scale introduction of paper packaging for calculators



Casio began full-scale introduction of paper packaging for calculators shipped in Japan starting in June 2023.*

Casio plans to phase out all plastic packaging and switch to paper packaging, including for models being rolled out outside Japan.

* Overseas, Casio is gradually switching to paper packaging, starting with its introduction in Europe in 2020.

PX-S7000 won “iF Gold Award”



A digital piano, watch and scientific calculator from Casio were winners of the internationally prestigious German iF Design Award 2023.*

The Privia PX-S7000 digital piano became the first Casio product to win the highest honor, the iF Gold Award. The G-SHOCK MRG-B5000 watch and the ClassWiz CW series scientific calculator won the iF Design Award.

*Each year, the iF Design Award is conferred upon a select group of products with outstanding design by iF International Forum Design GmbH, which is based in Hannover, Germany and is one of the world’s oldest independent design forums.

Casio won Invention Prize in 2023 National Commendation for Invention



The design of the Casio digital camera for dermatological observation won an Invention Prize at the 2023 National Commendation for Invention organized by the Japan Institution of Invention and Innovation.

This was the second time Casio won the prize, following an earlier win in 2004 for the design of the world’s thinnest, card-sized digital camera.

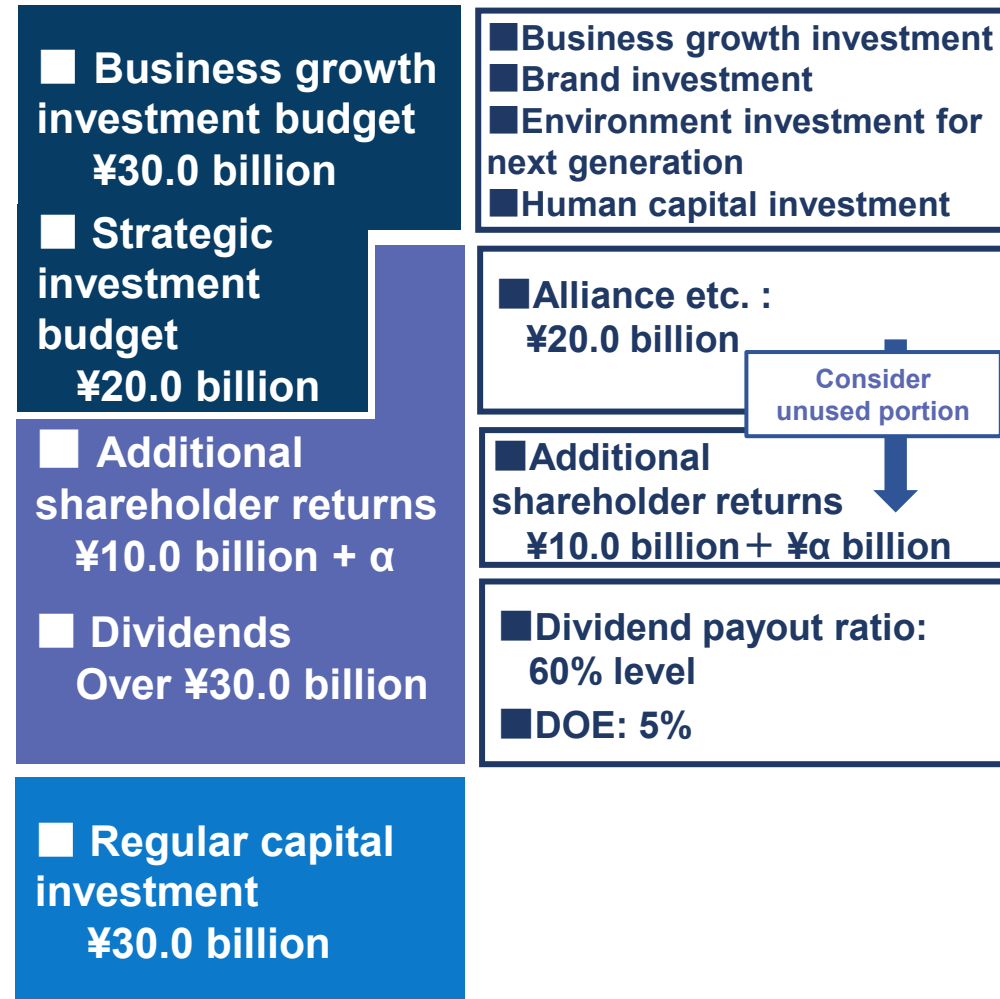
*The commendation began in 1919 with the aim of contributing to improvement of science and technology and industrial development in Japan by conferring prizes on inventions, ideas and designs making major achievements, or inventions expected to produce major achievements in the future due to their excellence.

Appendices

Cash allocation resources (3-year cumulative)



Capital allocation (3 years)



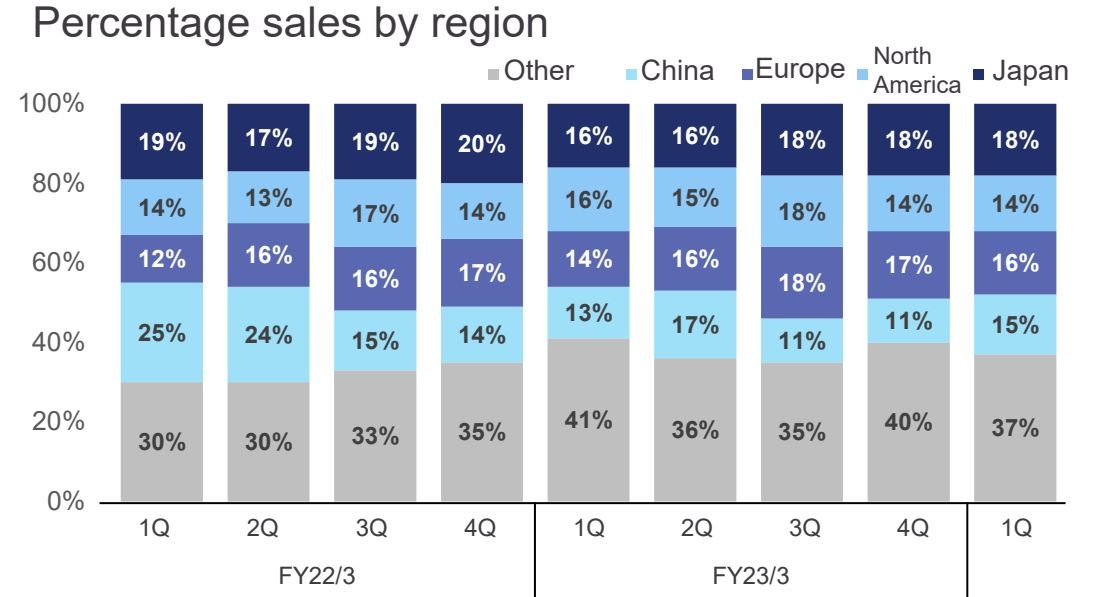
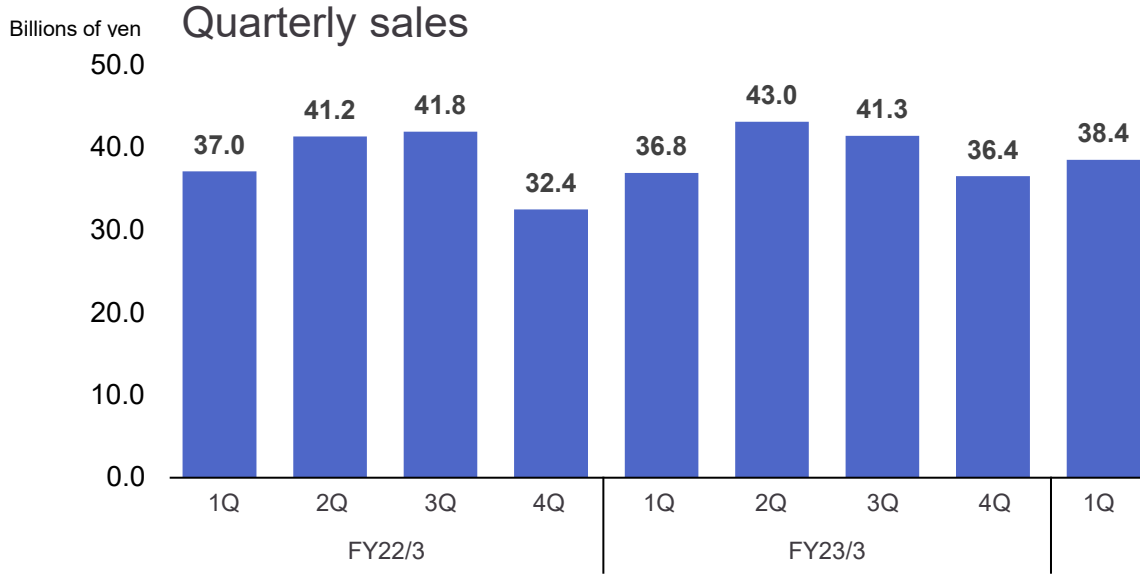
As the component treated as expenses constitutes net profit, it is returned as cash and allocated to the growth investment budget in and after the next fiscal year

Strategic investment budget to realize discontinuous growth

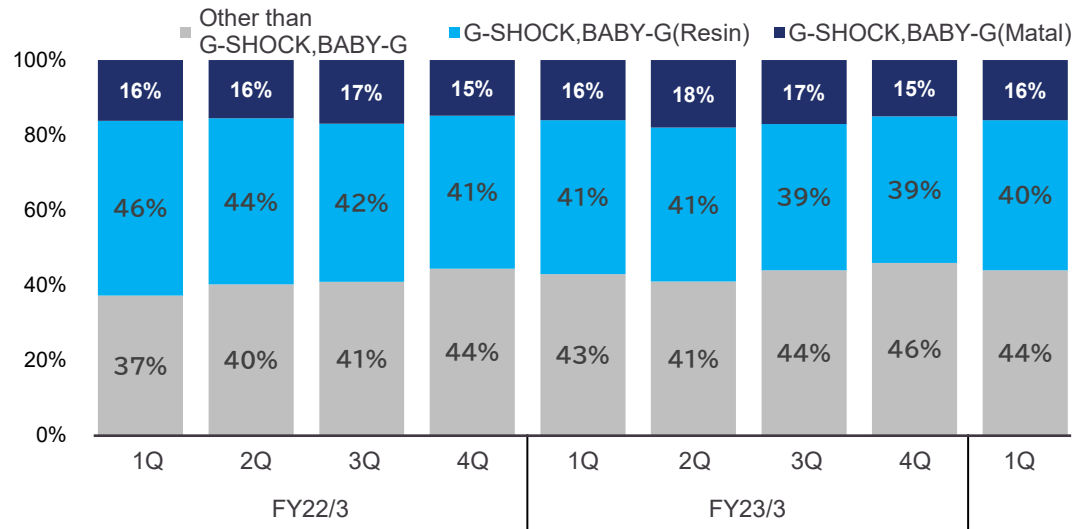
Consider additional shareholder returns for unused portion

	FY March 2023 (Previous FY)		FY March 2026 (In 3 years time)	Policies
ROE	5.9%	➔	Over 10%	<ul style="list-style-type: none"> • Ensure return on capital that exceeds the cost of capital • Consider streamlining invested capital if there are no suitable strategic investment projects
ROIC	4.7%	➔	Over 8%	
<p>ROIC = operating profit after tax ÷ average invested capital at the beginning and end of the period (interest-bearing liabilities + net assets)</p>				
Liquid cash reserves	¥130.7 billion	➔	¥100.0 billion level	<ul style="list-style-type: none"> • Effectively use surplus cash after ensuring financial security
Equity ratio	66%	➔	Just over 60%	
<p>(Average over next 3 years)</p>				
Dividend payout ratio	82.3%	➔	60% level	<ul style="list-style-type: none"> • Dividend policy : business performance-linked and stable dividends • Enhance shareholder returns by financing the business growth investment budget and strategic investment budget with surplus cash reserves
DOE	4.9%	➔	5% level	
Total payout ratio	99.4%	➔	80%~120%	

Timepiece Business: Supplemental Data



Percentage sales by genre

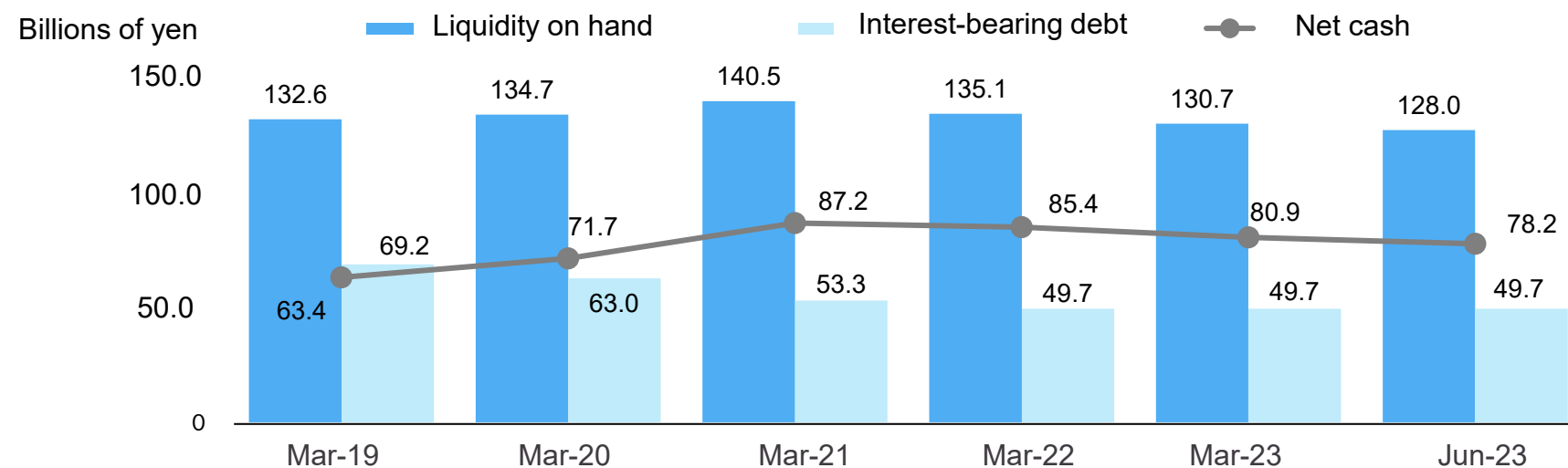


Assumed exchange rate(yen)		FOREX Sensitivity RMB impact of ¥0.1 move	
		Net sales	Operating profit
U.S. Dollar	¥130	¥1.0 billion	-¥0.05 billion
Euro	¥145	¥0.30 billion	¥0.20 billion
Chinese Yuan	¥19.4	¥0.16 billion	¥0.08 billion

Actual Exchange Rate	Q1(Apr-Jun)	
	FY March 2023 Results	FY March 2024 Results
U.S. Dollar	129.6	137.4
Euro	138.1	149.5
Chinese Yuan	19.6	19.6

Consolidated balance sheets

	March-end, 2019	March-end, 2020	March-end, 2021	March-end, 2022	March-end, 2023	June-end, 2023
Total asset	357.5	334.1	332.0	337.3	335.2	336.6
Total liabilities	145.9	131.6	120.1	118.4	113.6	114.4
Equity ratio	59.2%	60.6%	63.8%	64.9%	66.1%	66.0%
D/E ratio	0.33	0.31	0.25	0.23	0.22	0.22
Cash and cash equivalents	132.6	134.7	140.5	135.1	130.7	128.0
interest-bearing debt	69.2	63.0	53.3	49.7	49.7	49.7
Net cash	63.4	71.7	87.2	85.4	80.9	78.2



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