THE CANON STORY
2025 / 2026

Corporate Philosophy

Kyosei

Canon's corporate philosophy is *kyosei*.
It conveys our dedication to seeing all people, regardless of culture, customs, language or race, harmoniously living and working together in happiness into the future. Unfortunately, current factors related to economies, resources and the environment make realizing *kyosei* difficult.

Canon strives to eliminate these factors through corporate activities rooted in *kyosei*. Truly global companies must foster good relations with customers and communities, as well as with governments, regions and the environment as part of their fulfillment of social responsibilities.

For this reason, Canon's goal is to contribute to global prosperity and the well-being of humankind as we continue our efforts to bring the world closer to achieving *kyosei*.

Canon's Corporate DNA

Behind Canon's 80-year history and development as a business lies its corporate DNA: a respect for humanity, an emphasis on technology, and an enterprising spirit that the company has consistently passed on since its foundation. The enterprising spirit on which Canon was started as a venture company, and the relentless drive to distinguish itself through technology, permeate the company, and have continued to provide society with new advances. These motivating factors are in turn supported by a respect for humanity, which encompasses meritocracy and an emphasis on good health. Canon is committed to passing its corporate DNA on to future generations to ensure the company grows for another 100, or even 200, years.

Respect for Humanity

Emphasis on Technology

Enterprising Spirit

The San-ji (Three Selfs) Spirit

The Three Selfs, the foundation of the company's guiding principles that have been passed down since Canon was founded, are self-motivation, self-management and self-awareness. For Canon, which strives to be a truly excellent global corporation while maintaining the legacy of its corporate DNA, the Three Selfs continue to serve as the company's most important guiding principles.

Self-motivation:
Take the initiative and be proactive in all things
Self-management:
Conduct oneself with responsibility and accountability
Self-awareness:
Understand one's situation and role in all situations

Self-motivation

Self-management

Self-awareness

Contents

Change is evolution, transformation is progress.
Canon will continue to move forward in order to achieve its goal of *kyosei*.

Just as the Industrial Revolution transformed people's lives, innovation continually reshapes societies. Globally, the accelerated development of AI and other innovations are fundamentally changing our values and how we live and do business. It's imperative for companies to adapt quickly to these changes and constantly evolve with the times.

Canon has completely overhauled its business portfolio in light of technological advances and other factors, reorganizing its structure and forming four "pillar" industry-oriented groups for the Printing, Medical, Imaging, and Industrial businesses. Under this new portfolio, we are further enhancing our business competitiveness by establishing future technologies, bolstering production technologies, and deepening technological ties across organizations. We are also creating new innovations to support more comfortable and more prosperous life-styles, business environments, and a safer, more secure society.

Change is evolution, transformation is progress. Based on our foundational DNA of an enterprising spirit and the San-ji (Three Selfs) Spirit, Canon will always contribute to society through technology and continue to transform ourselves, as we aim to become a truly excellent global corporation that is admired and respected around the world.

Beneath our relentless self-transformation, however, is our unwavering corporate philosophy of *kyosei*, which asks: What should Canon do as a member of the international community to help realize a society in which people everywhere understand, respect, and support each other? We will continue to move forward and take on this challenge as a united Group.

Fujio Mitarai
Chairman & CEO
Canon Inc.

Excellent Global Corporation Plan
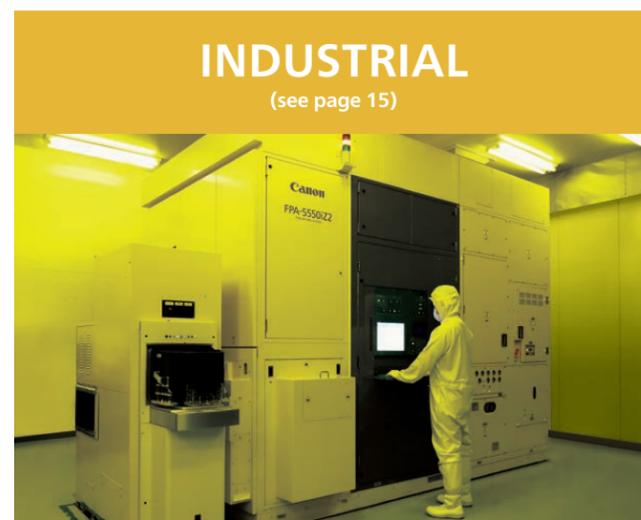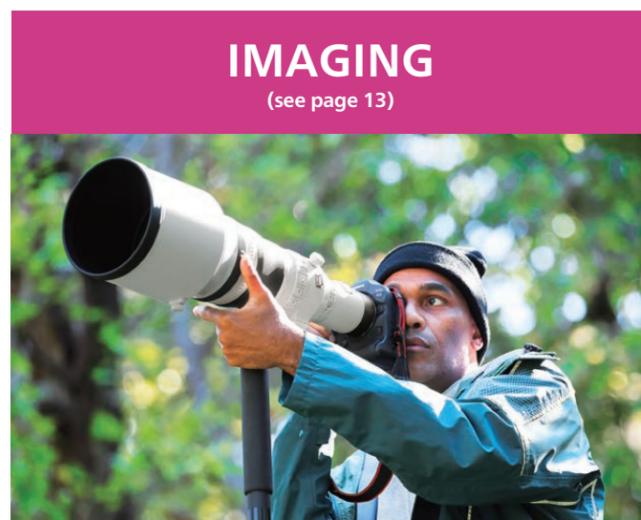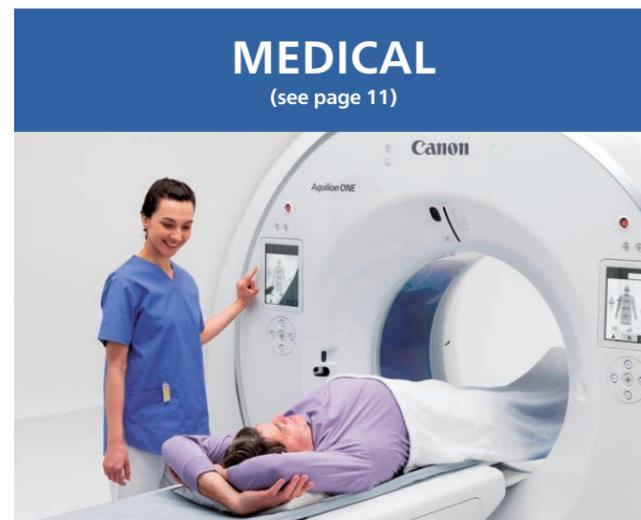## Phase VI 2021–2025

In 1996, Canon launched the Excellent Global Corporation Plan, a medium- to long-term management program focused on major reforms and ambitious objectives, with the goal of becoming a truly excellent company that is admired and respected around the world.

In 2021, Phase VI of the plan commenced under the policy of accelerating the corporate portfolio transformation by improving productivity and creating new businesses, and to this end various activities are under way.

Management targets (2025)

- Net sales — ¥4.5 trillion or more
- Operating profit ratio — 12% or more
- Net income ratio — 8% or more
- Shareholders' equity ratio — 65% or more

Key Strategy 1
Thoroughly strengthen the competitiveness of industry-oriented business groups

- Expand and reorganize the entire company, shifting from product-oriented groups to four industry-oriented groups
- Strengthen the organization by reviewing the technical capabilities and business areas from a group-wide perspective
- Improve development and production within each group and create new businesses while also pursuing M&A and related business

PRINTING
(see page 9)

MEDICAL
(see page 11)

IMAGING
(see page 13)

INDUSTRIAL
(see page 15)

Key Strategy 2
Improve group-wide productivity through extensive reinforcement of Canon's global headquarters function

- Reinforce central functions to support growth strategies of industry-oriented groups

Thorough cash flow management

Renewed focus on thorough cash flow management undertaken to reinforce Canon's solid financial foundation in preparation for a major investment or a future economic crisis. Accelerated debt repayment associated with M&A to ensure a strong financial position.

Establish a more dynamic and merit-based HR management system

In line with diversifying employment and work styles, Canon has implemented a HR management system to boost employee productivity. Through training programs aligned to the business portfolio and an in-house career shift system, Canon assigns each person to the most suitable role.

Promote cost reduction initiatives across the whole Group

Canon pursues cost reduction through the adoption of automation and in-house production, which includes production technology, development, design, procurement and factories. The company also strives to realize a globally optimized procurement network and streamlined logistics.

Focus on innovations for new product development and respond to dramatic changes in the business environment

While further strengthening the headquarters' R&D functions, which contribute to the profitability of each industry group, Canon will promptly respond to changes in the business environment such as carbon neutrality and ensure economic security across the entire company.

Phase I 1996–2000
To strengthen its financial structure, Canon transformed its mindset to a focus on total optimization and profitability. The company introduced various business innovations, including the selection and consolidation of business areas, and reform activities in such areas as production and development.

Phase II 2001–2005
Aiming to become No. 1 in all major business areas, Canon focused on strengthening product competitiveness and stepped up efforts to digitize products. The company also conducted structural reforms across all Canon Group companies around the world.

Phase III 2006–2010
Canon moved ahead with such growth strategies as enhancing existing businesses and expanding into new areas while also thoroughly implementing supply chain management and IT reforms.

Phase IV 2011–2015
Canon's management policy has shifted from a strategy targeting expansion of scale to one aimed at further strengthening the company's financial structure. Through M&A activities, the company's business was restructured at the foundational level to introduce new growth engines for future expansion.

Phase V 2016–2020
Pursuing new growth, Canon initiated expansion of its four new businesses and completed the first stage of the grand strategic transformation, which involved transitioning the company's business portfolio.

Toward a new society, and a world yet to emerge.

As a leading creator in its four industry domains —
Printing, Medical, Imaging, and Industrial,
Canon is always innovating toward a sustainable future
in which people lead prosperous lives.
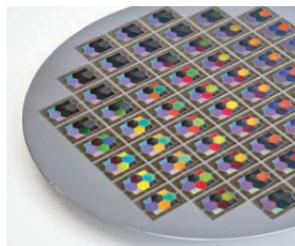
PRINTING

Safe, secure, simple, and convenient prints — anytime, anywhere.

A continuous feed printer that enables ultra-high-speed, high-quality digital printing

Office MFDs offer excellent functionality including quiet, high-speed printing and scanning

The value of printing in a digital society

Despite the advances in digital society, the value of paper in thought processes, collaborations, and enjoyment of daily life has not changed. Paper remains a foundation for humanity's intellectual activities. Canon developed, from the ground up, electrophotography and inkjet printing, which are both major digital printing technologies. Canon is working to create a society in which all types of content can be printed beautifully, safely, securely, simply, and conveniently, anytime, anywhere, the way you want — whether at home, in the office, or even at commercial printers.

Printed matter is an essential tool in knowledge formation

Achieving both smaller carbon footprints and office MFDs with advanced functionality

Office multifunction devices (MFDs) are accelerating digital transformation (DX). Canon promotes full-scale office DX with services that seamlessly integrate high-performance, user-friendly MFDs with the cloud. And by extending MFDs' print management technology, Canon provides printing environments that let people work from anywhere. The company also works to cut CO_2 emissions and promote resource recycling in each of the design, production, and reuse stages, as it strives to make products with advanced functionality while minimizing their environmental impact.

Laser printers provide fast continuous printing and quick warm-up

Generating new value for commercial and industrial printing through technological innovation

Digital printing enables commercial printers, who print items like books, catalogs, posters, direct mailings, and forms, to meet client needs like on-demand printing and variable printing — where each copy is different — that was difficult to handle with analog printing. Canon has launched a line of high-resolution, high-speed printers including sheet-fed and continuous-feed models of digital commercial presses and large-format printers for printing posters and technical drawings. The company has also made a full-scale entry into the industrial printing field for labels, packaging, and similar materials with products that address the needs of industrial printers.

Inkjet printers can be used for both work and personal printing

MEDICAL

Canon supports the development of healthcare through technology in order to promote healthy life.

CT systems that support more accurate diagnosis and reduced patient burden through higher image quality and lower exposure doses

Deep learning* is used to minimize image noise. Our MRI also features noise reduction technology.

Creating new clinical value with a range of diagnostic imaging systems

In advanced medicine, diagnostic imaging is indispensable. In CT, MRI, and ultrasound diagnostic imaging systems, Canon employs image noise reduction technology that uses deep learning technology.* As well as contributing to early detection of diseases with high-definition images, the burden on patients is reduced by lower exposure dose and shorter examination times. In addition, Canon is promoting clinical research inside and outside Japan, exploring the clinical application of photon counting CT, which allows high-precision image quality at a relatively lower exposure dose.

Healthcare IT reducing the burden on healthcare professionals

Recently, advances in medical equipment and the increase in examinations have led to longer image interpretation times and a greater burden on radiologists. Using a vast amount of image data from clinical practice and obtaining analysis results through deep learning,* Canon assists in image interpretation for cerebral stroke and bone metastases. With integrated time series display of patient diagnostic images, medication histories, and vital information including body temperature and blood pressure, Canon also focuses on digital transformation to reduce the burden on healthcare professionals.

*Deep learning is used in the design stage. The system does not have self-learning capabilities.

Growing need for medical care

As societies age, there is a growing need for health promotion, disease prevention, and advanced testing, diagnosis, and treatment. The Medical Group of Canon is responding to expectations from medical practice in the fields of diagnostic imaging, healthcare IT, and in vitro diagnosis, while accelerating globalization. Canon is committed to providing even better quality medical care with advanced technology while working together with medical institutions in the US, as well as universities and other partners around the world.

PCCT used in clinical research at National Cancer Center, Japan

X-ray angiography system that uses X-rays to visualize the condition of vessels in real-time
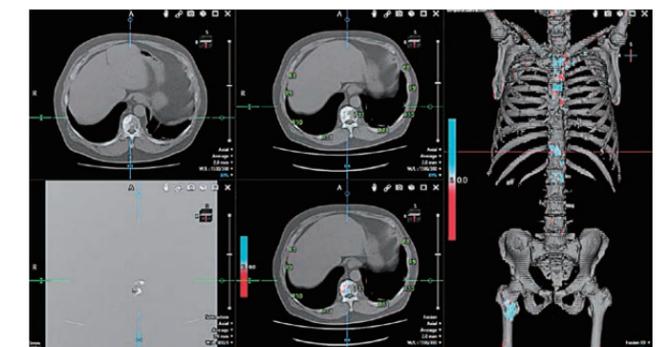

Image interpretation software to support observation of changes to bone over time

IMAGING

Creating an array of imaging solutions catering from personal safety and security to abundant lifestyles.

Canon's mirrorless cameras and super-telephoto lenses are widely used to shoot fast-moving sports action

Imaging technology that opens the way to society's future

Imaging technology from Canon, a world leader in cameras and imaging, is evolving by pairing optical technology with AI and other digital technologies. Canon stands at the forefront of many new technologies, such as VR, AR, MR, volumetric video and other 3D technologies, video content analytics, and robotic vision. The company provides imaging solutions that solve social challenges, from factory automation to daily life, and new imaging experiences that bring joy to people.

MR is used in training to understand the structure of lungs in 3D

Network cameras watch over community safety and security

Network camera systems contribute to society's digital transformation

Network camera systems are a key part of the infrastructure that looks after society, such as protecting communities from crime and monitoring river conditions. Canon's strength is the synergy between the Group's technologies, including cameras, video management systems that record and manage camera images, video content analysis software, and cloud-based video monitoring. In addition to ensuring the safety and security of society, it makes contributions to society's digital transformation, such as monitoring road traffic levels and automating inspections and testing for the manufacturing and logistics industries.

At the forefront of advances in photography and video culture

Canon's camera business, in an effort to go beyond the cutting edge, has enhanced its lineup of cameras and lenses, starting with the EOS R system, as it strives to push the bounds of photography to meet diverse imaging needs. For the video production frontlines, the company developed the CINEMA EOS SYSTEM, which meets the demands of professionals for color reproduction, skin tone expressions, and ease of handling, in addition to a remote camera system that opens up new possibilities while ensuring high image quality and efficient shooting workflows.

Cameras made for vlogging offer easy and convenient video recording
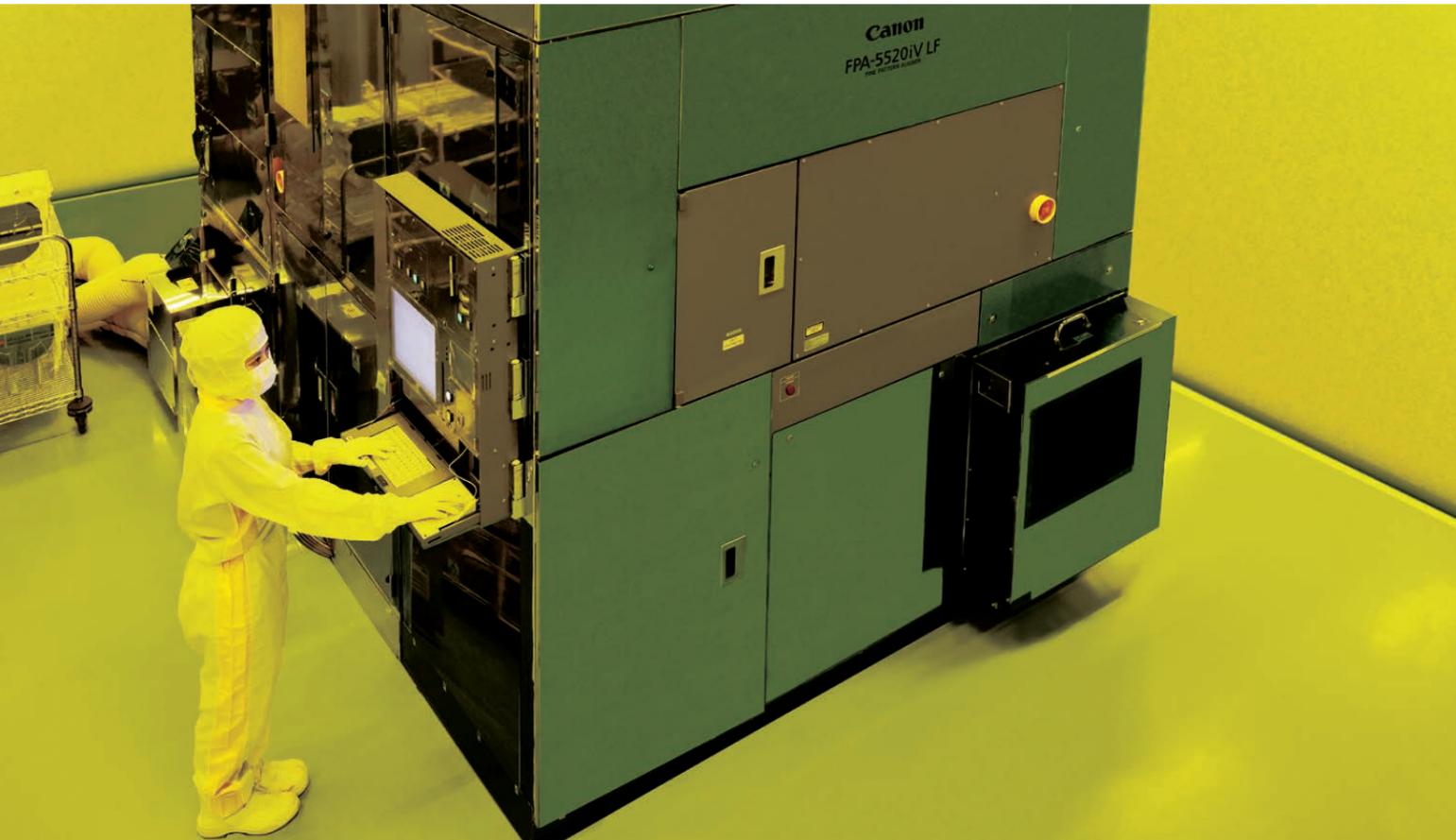

The CINEMA EOS SYSTEM provides excellent handling for diverse shooting styles

Remote cameras move according to the instructions of the main camera operator
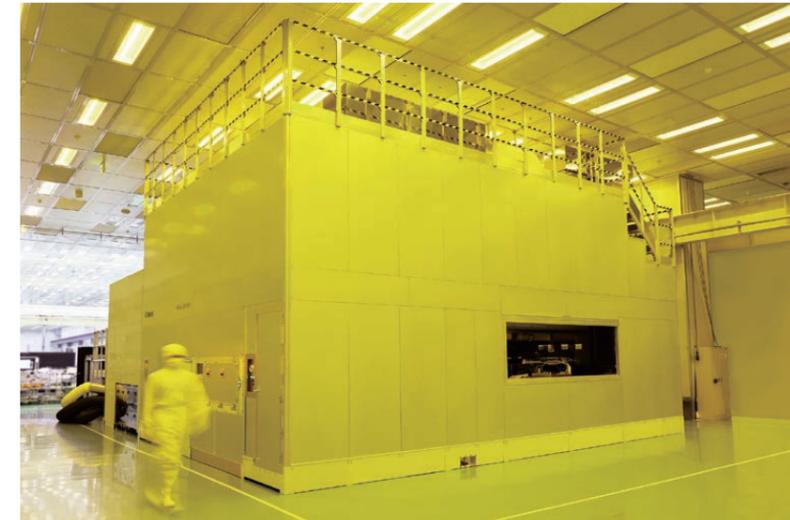
INDUSTRIAL

Canon's super-precision technology is pushing the leading edge in semiconductors and displays.

Lithography equipment for advanced packaging of semiconductors used in generative AI and other systems

Canon continues to support advanced electronics manufacturing

The electronics industry must innovate further to provide an abundant and sustainable society. At Canon, Optical Products Operations of Canon Inc., together with Group companies Canon ANELVA, Canon Machinery, and Canon Tokki, supplies production systems that cover many manufacturing processes for semiconductors, the technological base of all industries, and displays, an interface that connects people and IT. By honing its super-precision technology as a Group, Canon supports the advancement of manufacturing needed for society to progress.

Semiconductor device production processes

Semiconductor chip manufacturing process (excerpt)

Wafer → Wafer bonding → Deposition → Exposure (Front-end) → Die bonding → Inspection → Semiconductor chip

Canon ANELVA | Canon | Canon Machinery

Semiconductor device

Package substrate manufacturing process (excerpt)

Substrate → Deposition → Exposure (Back-end) → Cutting → Coining → Package substrate

Canon ANELVA | Canon | Canon Machinery

Canon ANELVA's modular sputtering equipment offers configuration flexibility

Covering a major part of semiconductor production processes

Canon contributes to many of the semiconductor production processes. For the lithography process, Canon's lithography equipment is used worldwide for mass production of power devices, for which demand is growing, and other semiconductors. The Industrial Group also offers nanoimprint technology for the production of superfine circuit patterns. For the film deposition process, it manufactures sputtering equipment that forms thin metal films, and for the chip bonding process, it manufactures die bonders that handle semiconductor chips. For high-performance packaging processes, which involve stacking multiple semiconductor chips or integrating chips with multiple functions, Canon enables larger chip integrations with its connecting lithography technology, which supports the soaring semiconductor production for AI applications.

Canon Machinery's die bonder bonds semiconductor chips with high speed and precision

FPD lithography equipment forms circuits by projecting high-resolution images on large substrates

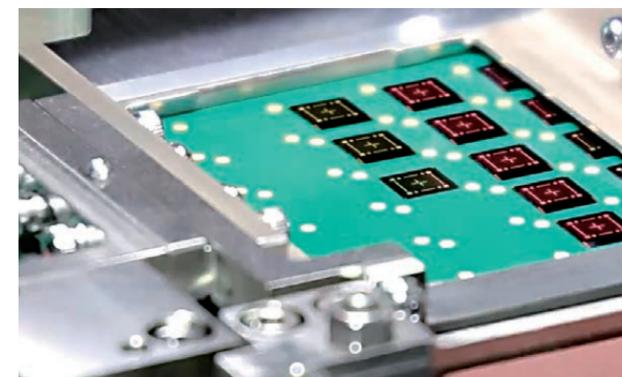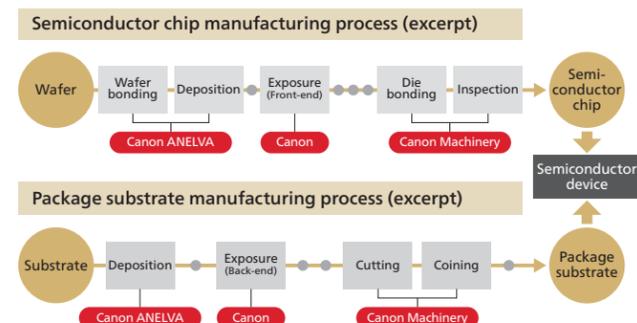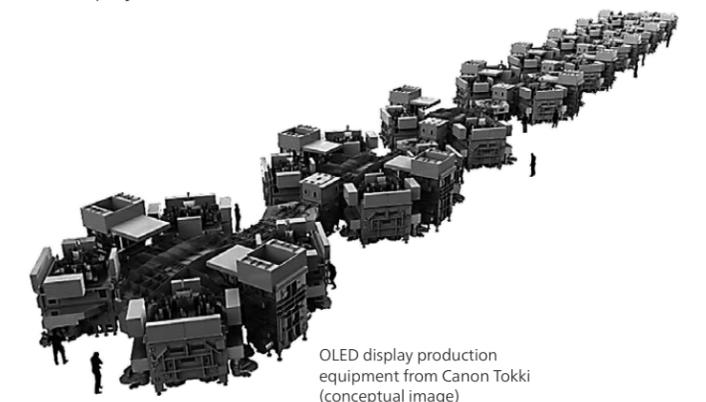### Canon technology spearheads the production of various displays

Canon plays a vital role in the lithography and deposition processes in the production of LCD and OLED displays. Flat panel display (FPD) lithography equipment exposes display circuits on large substrates. With this super-precision technology, Canon supports the production of high-quality displays, from smartphones to large-screen high-definition TVs.

In addition to the lithography process for OLED display production, Canon was the first company to mass-produce deposition equipment necessary for layering organic materials on glass substrates. In these ways, Canon is assisting the evolution of displays.

OLED display production equipment from Canon Tokki (conceptual image)

Sustainability

Canon proactively engages in sustainability activities to realize a sustainable society, based on its corporate philosophy of *kyosei*.
By providing greater value using fewer resources throughout the entire product lifecycle, Canon aims to enable enriched lifestyles while protecting the global environment.
In addition, Canon takes the initiative in many sociocultural support activities.

Canon Eco Technology Park (Bando City, Ibaraki Prefecture)

Initiatives to reduce CO$_2$ emissions and recycle resources

Canon aims to achieve net-zero CO$_2$ emissions for the entire product lifecycle by 2050. Canon's targets for 2030 have been verified by SBTi,* and Canon is taking steps to further enhance environmental initiatives.

At the Canon Eco Technology Park, which operates based on a "clean and silent" design concept that redefines the idea of a recycling plant, the company conducts advanced resource recycling, such as a fully auto-mated recycling line for toner and ink cartridges and remanufacturing office MFDs. The park runs environmental classes for elementary school students in the showroom built adjacent to the factory. It also serves as a hub for disseminating information on Canon's environmental initiatives.

*Science Based Targets initiative, a global organization that promotes setting greenhouse gas emission reduction targets in line with scientific data

The showroom at Canon Eco Technology Park highlighting environmental initiatives

Presentations on Canon's recycling and remanufacturing initiatives

Remanufacturing office multifunctional devices

Canon's office MFDs are designed to account for their environmental impact during their entire lifecycle, and the latest models achieve a parts reuse rate of over 90%. To do this, collected used products are disassembled, cleaned, and inspected down to the component level, and are reused if they meet the criteria. After being reassembled with replacement parts and checked to ensure they meet the same quality standards as new products, they are shipped.

Used office multifunctional devices are remanufactured to be used again

Developing regionally-tailored biodiversity conservation activities

Biodiversity is a cornerstone of a sustainable society. As a symbol of its activities based on the Canon Group Biodiversity Policy, Canon has been promoting the bird-themed Canon Bird Branch Project at operational sites globally since 2015. For example, on the premises of Canon headquarters, the company maintains the Shimomaruko Forest, a green zone with a variety of trees. Here, employees conduct monthly surveys of the birds that visit the forest and have set up bird baths and nesting boxes to create a bird-friendly environment.

Promoting biodiversity conservation activities in the Shimomaruko Forest at Canon headquarters

Promoting respect for human rights in areas including supply chains

With the globalization of business, customers and business partners increasingly insist on working with those companies that meet certain standards regarding actions for the global environment and society. To this end, Canon established the Canon Group Human Rights Policy and promotes initiatives to respect human rights, including education for employees and awareness-raising activities. In addition, in order to raise CSR standards throughout supply chains, Canon joined the Responsible Business Alliance (RBA), which promotes socially responsible global supply chains, and works to ensure business partners cooperate in promoting human rights.
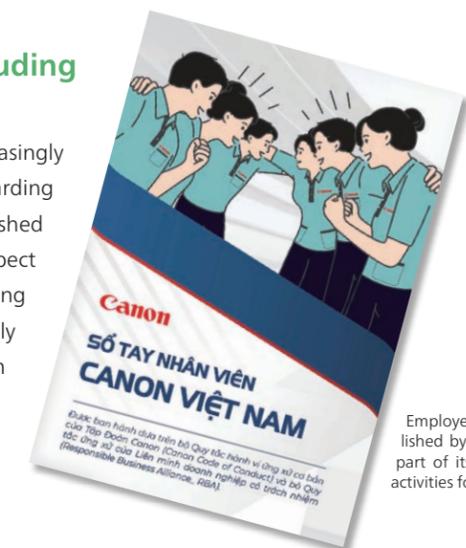
Employee Handbook, published by Canon Vietnam as part of its awareness-raising activities for employees

A high-resolution facsimile of *Maple Leaves on a Stream* (front), *Mountain Views* (reverse) by Ikeda Koson, held by the Smithsonian's National Museum of Asian Art, has been returned to Agano City, Niigata Prefecture, where it is believed the artist spent his early years

Ikeda Koson / National Museum of Asian Art, Smithsonian Institution, Freer Collection, Purchase — Harold P. Stern Memorial Fund and funds provided by the Friends of the National Museum of Asian Art in appreciation of James W. Lintott and his exemplary service to the Galleries as chair of the Board of Trustees (2011-2015), F2014.7.1-2
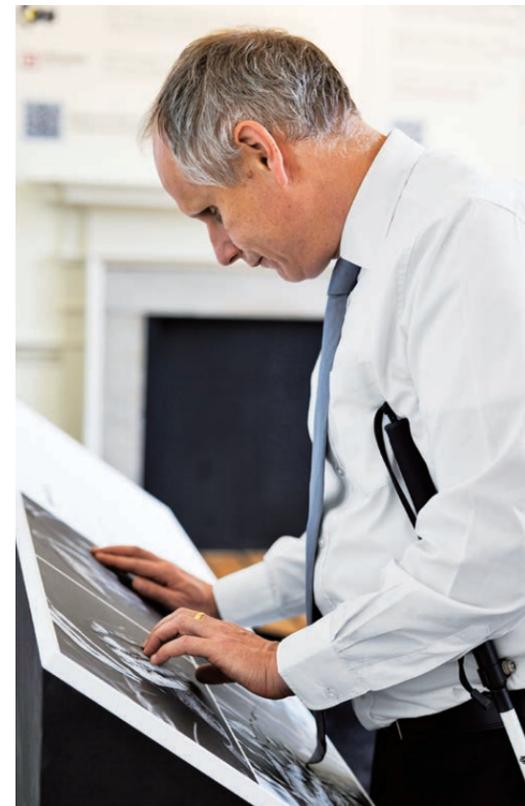

The high-resolution facsimile can be viewed intently up close without a glass case

High-resolution data are captured with minimal impact on cultural assets

The Tsuzuri Project passes on Japan's ancient cultural assets to future generations

The Tsuzuri Project has been active since 2007 as a joint cultural support initiative between Canon and Kyoto Cultural Association. Many of Japan's precious ancient cultural assets are rarely available for public viewing, as they are either in collections overseas or carefully preserved as national treasures. The Tsuzuri Project produces high-resolution facsimiles that faithfully reproduce the original cultural properties by combining Canon's image capturing, processing, and printing technologies with the skills of Kyoto's traditional artisans. The facsimiles are donated to the temples, shrines, local governments, or museums with connections to the originals, and are used in a variety of settings, including public exhibitions by the recipients and in classes at schools. To date, the project has produced high-resolution facsimiles of over 60 works by such artists as Katsushika Hokusai, Tawaraya Sotatsu, and Ogata Korin. In ways not possible with the originals, the facsimiles are used in place of the originals and enable people to become better acquainted with Japanese cultural properties.

A work created using elevated printing technology

Elevated prints communicate the emotion of photos to everyone, including people with sight loss

Canon Europe hosts World Unseen exhibitions, where people with sight loss can appreciate photos by means of Canon's imaging and printing technology. The works of leading photographers are reproduced with UV-curing large-format flatbed printers that print raised textures with differing thicknesses of ink, allowing people to experience photos through touch. In 2024, 27 exhibitions were held in locations in Europe, the Middle East, and Africa. The exhibition was also held at Germany's drupa 2024, the world's largest event for the printing and packaging industry.

Experiencing a photograph through touch

Worldwide education programs to train young people for a brighter future

As a leader in the imaging field, Canon focuses on projects that foster creativity and technical skills among young people who will lead the way toward a sustainable future. Canon holds photography and videography workshops around the world. And in Africa, the company assists skills training programs for young people who aspire to work in the photography, printing, and creative industries.

A young Nigerian (left) participates in a photography workshop

A six-month workshop held in a refugee camp in Jordan

Innovation

Canon is working to transform its research and development to become more innovative and responsive to social issues.

The company is leading the way into the future through technological innovation, combining technologies that form the basis of value creation,

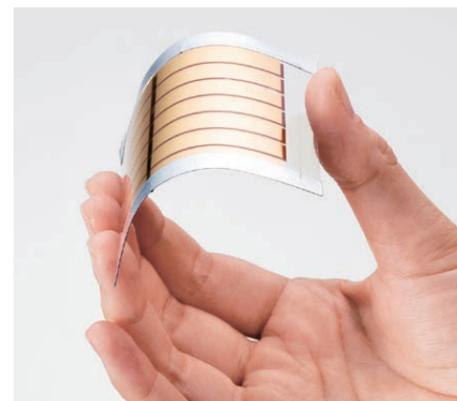such as materials development and manufacturing, with technologies from its Group companies.

Many applications are expected for perovskite solar cells

Light — Transparent electrode
Electron transport layer
Perovskite layer
Newly developed, high-performance material
Covers the uneven perovskite layer
Hole transport layer
Electrode

Cross-sectional view of a perovskite solar cell

New material increases durability without compromising power generation efficiency, making use of material technologies from photosensitive drums used in Canon's office MFDs

Developing a new material that provides both durability and manufacturability to next-generation solar cells

Perovskite solar cells have the excellent properties of being thin, light, and bendable, but they suffer from durability and manufacturability issues. Canon has developed a high-performance material that protects the perovskite layer, the most important of the solar cell's multiple layers, which may potentially improve their manufacturing stability. In the future, Canon's high-performance material is expected to play a role in applying the solar cells to many use cases where conventional silicon solar cells cannot be installed.

Leading the world, Canon manufactured eight gyrotrons for ITER

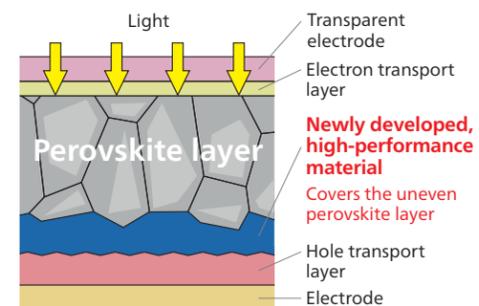## Canon technology is helping realize the dream of nuclear fusion energy

Nuclear fusion energy is attracting attention as a next-generation energy source that produces almost no CO_2 or radioactive waste. Canon Electron Tubes & Devices is in charge of manufacturing gyrotrons, a core component of the ITER's experimental fusion reactor, which is the result of a global effort. Development is underway to improve the gyrotrons' performance and reliability, as they emit microwaves to trigger fusion reactions at temperatures of over 100 million degrees Celsius.

Sorting black plastics with the Raman spectroscopy technique

Canon has developed a technique that accurately identifies the material type of black plastic fragments, which had been difficult to measure when sorting. A Canon galvanometer scanner precisely controls laser light that shines on and measures each plastic fragment. Applying Canon's detection and analysis technology, the system reliably sorts materials, whether they are black or other colors. The technique is expected to dramatically increase the amount of high-demand recycled plastic and help form a circular economy.

The plastic sorting system combines measurement and control technologies

A high-resolution satellite photo taken from CE-SAT-IE over Honolulu

Taking on the space business challenge — from satellite development to launch

Canon Electronics has entered the space business, building on its precision machinery and optics technologies. Three micro-satellites have been launched into space to transmit high-resolution satellite images of the Earth's surface and astronomical objects, thanks to various sensors and mechanics developed in-house by Canon Electronics.

SPACE ONE, an affiliate, is working toward Japan's first private-sector rocket launches.

The CE-SAT-IE micro-satellite was launched in February 2024

Manufacturing & Quality

Canon has been pursuing the ultimate in manufacturing operations by thoroughly promoting automation and in-house production, while at the same time actively working to pass on the fine craftsmanship and knowledge of skilled workers and invigorating creativity and ingenuity on factory floors.

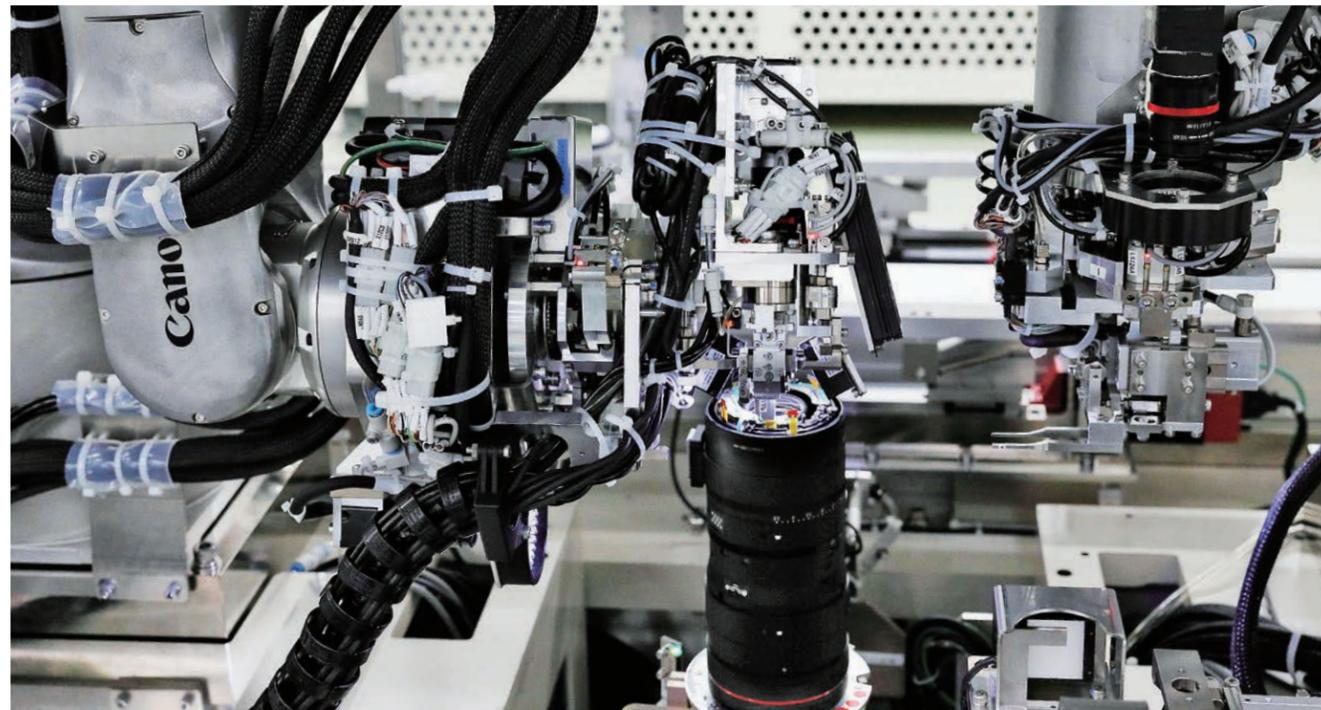The company also strives to ensure and improve Canon Quality at each product lifecycle stage while staying true to its foundational "No Claims, No Trouble" basic quality concept adopted in 1964, in order to gain the trust of customers and satisfy their expectations.

Automated production line for interchangeable lenses

Improved quality and productivity through automation and in-house production

Canon considers its commitment to manufacturing and resulting perfection to be one of its major strengths. It shares technologies respectively developed in diverse businesses across their divisional boundaries. Departments responsible for development, design, production engineering, and manufacturing engineering, and factories work together to hone Canon's manufacturing capabilities including automation and in-house production. Canon is expanding in-house production of key devices and components including CMOS sensors, developing products with automation-oriented designs, and automating the manufacturing process through assembly, inspection, sorting, and packaging using equipment developed and manufactured in-house.
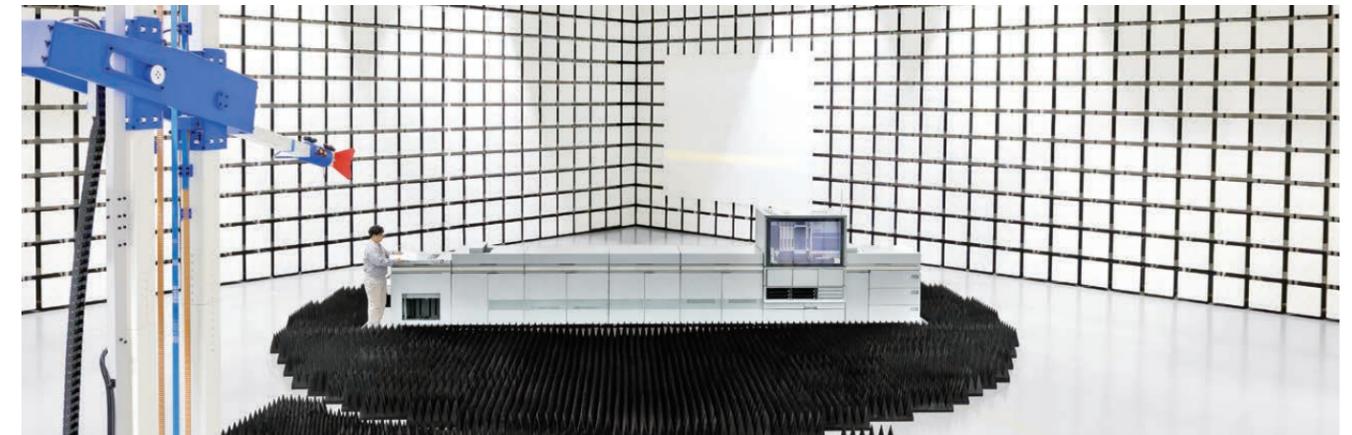
Quality tests on a digital commercial printer performed in an anechoic chamber that is not affected by electromagnetic interference

Pursuing Canon Quality without compromises

To maintain and improve Canon Quality, which is a pledge of safety, smartness, and satisfaction to customers, the company has a complete array of internal quality testing facilities that comply with public standards and related regulations and adhere to rigorous quality testing and quality control procedures. In addition, Canon has systems in place to respond quickly to changes in the legal and security landscape.

Product evaluation test at a plant

Meister and Master Craftsmen systems for honing skills and passing down expertise

To pass on its excellent manufacturing capabilities to following generations while continually innovating, Canon has two certification systems: for Master Craftsmen, who are the most skilled technicians, and for Meisters, who help advance product assembly and component processing with their extensive skills and knowledge. Under these systems, skilled workers pass their valuable expertise to the next generation, and their superb know-how spurs the evolution of automation and manufacturing.

Master Craftsman of lens polishing

A top-class Meister improves the productivity of photosensitive drums
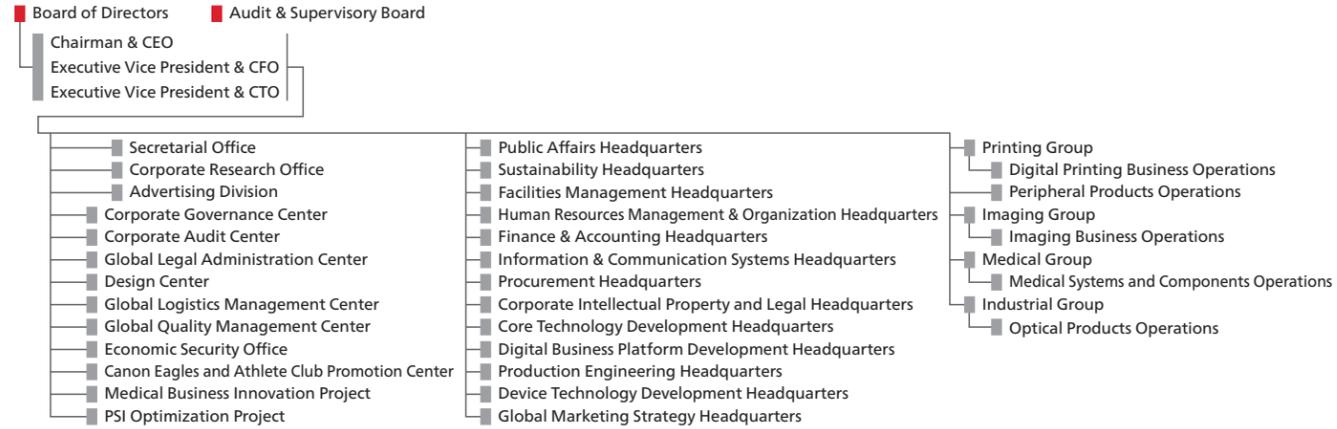
Organization of Canon Inc.

(As of April 1, 2025)

Corporate Organization

- Board of Directors
- Audit & Supervisory Board

Chairman & CEO
Executive Vice President & CFO
Executive Vice President & CTO

- Secretarial Office
- Corporate Research Office
- Advertising Division
- Corporate Governance Center
- Corporate Audit Center
- Global Legal Administration Center
- Design Center
- Global Logistics Management Center
- Global Quality Management Center
- Economic Security Office
- Canon Eagles and Athlete Club Promotion Center
- Medical Business Innovation Project
- PSI Optimization Project

- Public Affairs Headquarters
- Sustainability Headquarters
- Facilities Management Headquarters
- Human Resources Management & Organization Headquarters
- Finance & Accounting Headquarters
- Information & Communication Systems Headquarters
- Procurement Headquarters
- Corporate Intellectual Property and Legal Headquarters
- Core Technology Development Headquarters
- Digital Business Platform Development Headquarters
- Production Engineering Headquarters
- Device Technology Development Headquarters
- Global Marketing Strategy Headquarters

- Printing Group
  - Digital Printing Business Operations
  - Peripheral Products Operations
- Imaging Group
  - Imaging Business Operations
- Medical Group
  - Medical Systems and Components Operations
- Industrial Group
  - Optical Products Operations

Board of Directors (As of April 1, 2025) *Outside

Directors

Fujio Mitarai
Chairman & CEO

Toshizo Tanaka
Executive Vice President & CFO
Group Executive, Public Affairs Headquarters
Group Executive, Sustainability Headquarters
Senior General Manager, Corporate Governance Center

Toshio Homma
Executive Vice President & CTO
Head of Printing Group

Kazuto Ogawa
Executive Vice President & Director
Group Executive, Global Marketing Strategy Headquarters

Hiroaki Takeishi
Senior Managing Director
Head of Industrial Group
Chairman & CEO, Canon Tokki Corporation

Minoru Asada
Senior Managing Director
Group Executive, Finance & Accounting Headquarters
Chief, PSI Optimization Project

Yusuke Kawamura
Director*

Masayuki Ikegami
Director*

Masaki Suzuki
Director*

Akiko Ito
Director*

Audit & Supervisory Board Members

Audit & Supervisory Board Members
Chikahiro Okayama   Takeshi Morikawa

Audit & Supervisory Board Members*
Yutaka Tanaka   Koichi Kashimoto   Yuka Shigetomi

Executive Officers

Executive Vice Presidents

Hideki Ozawa
President & CEO, Canon (China) Co., Ltd.

Toshio Takiguchi
Head of Medical Group
President & CEO, Canon Medical Systems Corporation

Go Tokura
Head of Imaging Group

Senior Managing Executive Officers

Seymour Liebman
Executive Vice President, Canon U.S.A., Inc.

Takayuki Miyamoto
Deputy Chief Executive, Medical Systems and Components Operations

Katsumi Iijima
Senior General Manager, Digital Business Platform Development Headquarters
Chief, Medical Business Innovation Project

Soichi Hiramatsu
Senior General Manager, Global Logistics Management Center
Senior General Manager, Economic Security Office

Takashi Takeya
Group Executive, Procurement Headquarters

Hisahiro Minokawa
Group Executive, Human Resources Management & Organization Headquarters

Ritsuo Mashiko
President, Oita Canon Inc.

Managing Executive Officers

Kazuhiko Nagashima
Deputy Chief Executive, Medical Systems and Components Operations

Yoichi Iwabuchi
Group Executive, Information & Communication Systems Headquarters

Tamaki Hashimoto
Unit Executive, Solution & Recurring Product Business Unit

Katsuhiko Shinjo
Group Executive, Core Technology Development Headquarters

Masaki Omori
Group Executive, Production Engineering Headquarters

Takeshi Ichikawa
Group Executive, Device Technology Development Headquarters

Akiko Tanaka
Deputy Chief Executive, Medical Systems and Components Operations

Hideki Sanatake
Group Executive, Corporate Intellectual Property and Legal Headquarters

Saijiro Endo
Senior General Manager, Digital Printing Development Technology Planning & Management Center

Isao Kobayashi
President & CEO, Canon U.S.A., Inc.

Katsuyoshi Soma
President, Fukushima Canon Inc.

Yoshiyuki Koshimizu
Senior General Manager, Digital Printing Business Planning & Management Center

Toshiyuki Ishii
President & CEO, Canon Singapore Pte. Ltd.

Masahide Kinoshita
Chief Executive, Peripheral Products Operations

Executive Officers

Hideto Kotani
Unit Executive, IMG Business Unit 3

Toshiyuki Matsuda
Deputy Chief Executive, Peripheral Products Operations

Hiroto Okawara
Executive Manager, Medical Systems and Components Operations

Shunji Sawa
Plant Manager, Toride Plant

Makoto Kambe
Group Executive, Facilities Management Headquarters

Hirotomo Fujimori
Senior General Manager, Public Relations and IR Center

Katsuhito Sakurai
Unit Executive, Device Development Unit

Takahito Miura
Senior General Manager, Global Legal Administration Center

Seiya Miura
Unit Executive, Semiconductor Production Equipment Unit

Shinichi Yoshida
President & CEO, Canon Europa N.V.
President & CEO, Canon Europe Ltd.

Hisashi Tachizaki
Deputy Chief Executive, Medical Systems and Components Operations
President, Canon Healthcare USA, Inc.

Kohei Iida
Senior Principal Analyst, Global Marketing Strategy Headquarters

Yasufumi Inoue
Senior Principal Analyst, Global Logistics Management Center

Manabu Kato
Unit Executive, IMG Business Unit 1

Yuki Sudo
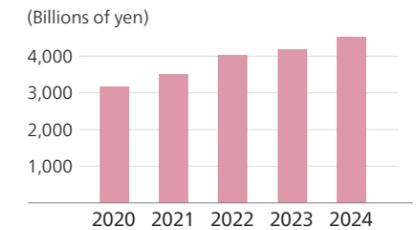Senior General Manager, Human Resources Management & Organization Center

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Canon By the Numbers

(As of December 31, 2024)
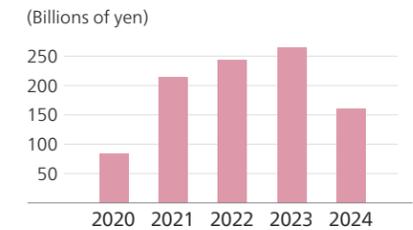
Business Results

Net sales

¥4,509.8 billion

(Billions of yen)
4,000 / 3,000 / 2,000 / 1,000
2020 2021 2022 2023 2024

Gross profit to net sales ratio

47.5 %

(%)
50 / 45 / 40
2020 2021 2022 2023 2024

Net income

¥160.0 billion

(Billions of yen)
250 / 200 / 150 / 100 / 50
2020 2021 2022 2023 2024

Innovation in Technology

R&D expenses

¥337.3 billion

(Billions of yen)
400 / 300 / 200 / 100
2020 2021 2022 2023 2024
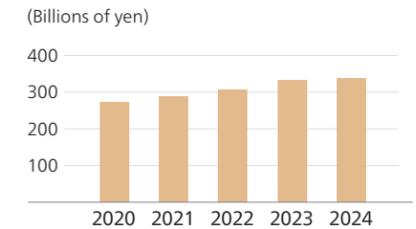
No. of patents held

Over 80,000

U.S. patent grants ranking

Top 10 for 41 straight years[1]

United States Patent

Fairness of Working Conditions

Total annual hours worked

1,730 hours[2]

Annual paid leave taken

88.0 %[3]

Average paternity leave length[4]

87 days

Paternity leave take-up rate[5] 64.6%

*1. No. 1 Japanese firm for 20 straight years, based on figures released by IFI Claims Patent Services; *2. Total annual hours worked per Canon Inc. employee, based on a survey of employees, part-time employees, and re-hired workers; *3. Average usage rate of annual paid leave (20 days) granted by Canon Inc.; *4. Total number of days taken by employees at Canon Inc. who finished paternity leave in the current year, divided by the number of employees who finished paternity leave; *5. The number of employees at Canon Inc. who had a child born in the current year and who started paternity leave, divided by the number of employees who had a child born in the current year

Yesterday and Today

Canon has grown by implementing technology development and management strategies that are ahead of the times. Looking forward, the company will continue to strategically strengthen the entire Group's competitiveness, with globalization and diversification at the core, and deliver valuable products and services that enrich people's lives.

1936
Hansa Canon, Canon's first commercialized high-end camera
The first made-in-Japan 35mm focal-plane shutter camera to bear the Canon trademark.

1964
Canola 130, the world's first 10-key electronic calculator
Canon started diversifying into the business machine field, making use of its precision machine technology from its cameras.

1970
NP-1100, Japan's first plain-paper copier
Canon used its own technology to commercialize the plain-paper copier, which had been patented by other firms, thereby helping to popularize copiers.

1979
LBP-10, a laser printer with a semiconductor laser
Canon, with the LBP-10, shrunk laser printers to desktop sizes. Through further miniaturization, laser printers quickly became ubiquitous.

1987
EOS series of SLR cameras with autofocus
The camera and its all-electronic mount evolved into a long series of fast, comfortable, high-resolution interchangeable-lens AF cameras.

2000
PowerShot S100 DIGITAL ELPH (DIGITAL IXUS), a compact digital camera
This high-quality, highly functional, and stylish camera that was easy to carry around dominated the digital camera market.

2007
imagePRESS C7000VP, Canon's full-fledged entry into commercial printing
Fast speeds for high productivity even with thick paper, and high-quality digital printing with little graininess on all kinds of media.

2021
X-ray CT diagnostic system that utilizes deep learning
Achieving much lower noise and higher resolutions, the system enables precise examinations with X-ray doses on par with regular checkups.

1941
CX-35, Japan's first indirect X-ray camera
The camera was designed for mass screening for early tuberculosis detection. Takeshi Mitarai, a former doctor, pushed for its commercialization.

1970
PPC-1, Japan's first semiconductor lithography system
Using camera lens technology, Canon successfully commercialized the PPC-1. For over 50 years since then, Canon has contributed to the advancement of semiconductor devices.

1976
AE-1, a microcontroller-loaded camera that kicked off an AE boom in SLRs
Automatic exposure (AE) greatly simplified the control of SLRs, which had been hard to use, making the AE-1 a huge worldwide hit.

1985
BJ-80, the world's first bubble-jet inkjet printer
The BJ-80 laid the foundation for subsequent inkjet printers with proprietary technology for heating and ejecting ink.

1998
CXDI-11, a digital radiography system for medical use
Displaying captured images in about 3 seconds after exposure, the filmless CXDI-11, with no developing fluid, was also an environmental breakthrough.
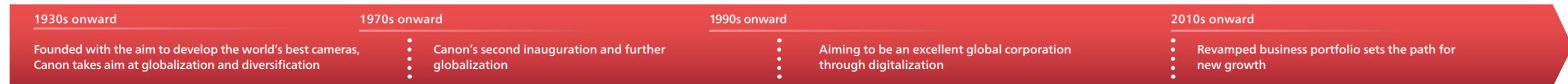
2000
imageRUNNER series of next-generation network multifunction devices (MFDs)
This series seamlessly integrated the input and output of paper and digital documents, enabling paper-document digitization and remote printing.

2011
Cinema EOS System, Canon's full-scale entry into the video production market
Compact and light, with beautiful bokeh effects and many other expressions, it features in many fields, including film and video production.

2023
FPA-1200NZ2C, a semiconductor manufacturing system with nanoimprint technology
This next-generation semiconductor manufacturing system achieves lower costs, finer geometries, and much less power consumption in operation.

1930s onward	1970s onward	1990s onward	2010s onward
Founded with the aim to develop the world's best cameras, Canon takes aim at globalization and diversification	Canon's second inauguration and further globalization	Aiming to be an excellent global corporation through digitalization	Revamped business portfolio sets the path for new growth

1933	Precision Optical Instruments Laboratory is founded	1970	First overseas production site established in Taiwan	1990	Cartridge collection and recycling program launched	2010	Océ[3] (Netherlands) joins Group
1937	Precision Optical Industry, Co., Ltd. is founded	1971	Two sales companies merge to form Canon Sales Co., Inc.[1]	1996	Excellent Global Corporation Plan starts	2014	Molecular Imprints, Inc. (U.S.) joins Group
1947	Company name changed to Canon Camera Co., Inc.	1978	Product-based business division structure is adopted	2005	ANELVA Corporation (now Canon ANELVA) joins Group	2015	Axis Communications (Sweden) joins Group
1955	First overseas branch is opened in New York	1984	Provision begins of OEM laser printers to HP[2]		NEC Machinery Corporation (now Canon Machinery) joins Group	2016	Toshiba Medical Systems[4] joins Group
1969	Company name changed to Canon Inc.	1988	Second inauguration announced and corporate *kyosei* philosophy adopted	2007	Tokki (now Canon Tokki) joins Group	2024	Business partnership with Heidelberg (Germany) for sheetfed inkjet printing

*1. Now Canon Marketing Japan Inc. *2. Hewlett-Packard Co. *3. Now Canon Production Printing *4. Now Canon Medical Systems

Takeshi Mitarai
President: 1942 to 1974
Chairman: 1974 to 1984

Takeo Maeda
President: 1974 to 1977

Ryuzaburo Kaku
President: 1977 to 1989
Chairman: 1989 to 1997
Honorary Chairman: 1997 to 1999

Keizo Yamaji
President: 1989 to 1993

Hajime Mitarai
President: 1993 to 1995

Fujio Mitarai
President: 1995 to 2006, Chairman, President, and CEO: 2006
Chairman and CEO: 2006 to 2012, Chairman, President, and CEO: 2012 to 2016
Chairman and CEO: 2016 to 2020, Chairman, President, and CEO: 2020 to present

Tsuneji Uchida
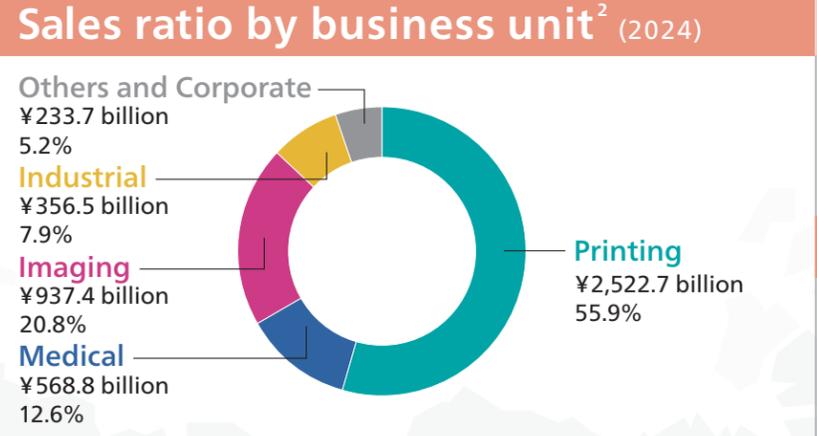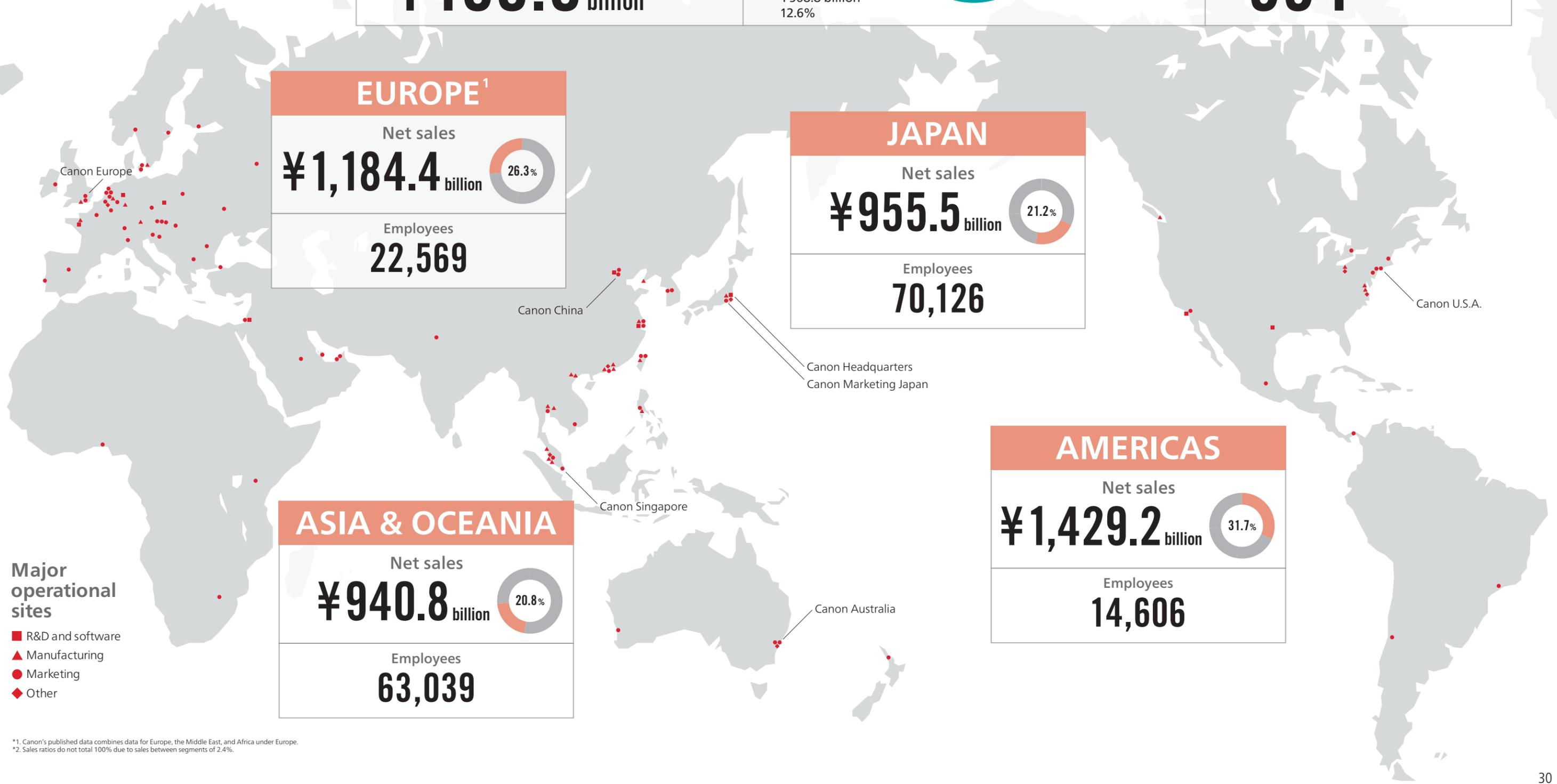President and COO: 2006 to 2012

Masaya Maeda
President and COO: 2016 to 2020

CANON DASHBOARD

As of December 31, 2024

Net sales (2024)
¥4,509.8 billion

Net income (2024)
¥160.0 billion

Sales ratio by business unit[2] (2024)

- Others and Corporate ¥233.7 billion 5.2%
- Industrial ¥356.5 billion 7.9%
- Imaging ¥937.4 billion 20.8%
- Medical ¥568.8 billion 12.6%
- Printing ¥2,522.7 billion 55.9%

Employees
170,340

Consolidated subsidiaries
334

EUROPE[1]

Net sales
¥1,184.4 billion — 26.3%

Employees
22,569

Canon Europe

JAPAN

Net sales
¥955.5 billion — 21.2%

Employees
70,126

Canon Headquarters
Canon Marketing Japan

Canon China

AMERICAS

Net sales
¥1,429.2 billion — 31.7%

Employees
14,606

Canon U.S.A.

ASIA & OCEANIA

Net sales
¥940.8 billion — 20.8%

Employees
63,039

Canon Singapore

Canon Australia

Major operational sites

- ■ R&D and software
- ▲ Manufacturing
- ● Marketing
- ◆ Other

*1. Canon's published data combines data for Europe, the Middle East, and Africa under Europe.
*2. Sales ratios do not total 100% due to sales between segments of 2.4%.

Canon