THE CANON STORY

2026/2027

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.

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

Contents

“Change is evolution, transformation is progress.” Through technology and business innovation, Canon continues to move toward its goal of *kyosei*.

New technologies emerge, industries transform, and societies change…

Since the Industrial Revolution, innovation has brought about profound transformations across the globe. Currently, the accelerating advancement of AI and other technological innovations are reshaping our way of life, the way we conduct business, and even our values. It is imperative for companies to adapt quickly to these changes and constantly evolve alongside society.

Based on the idea that “Change is evolution, transformation is progress,” Canon overhauled its previous business portfolio in light of technological advances. In 2026, in order to reach the next stage of growth, we launched a new five-year management plan—Phase VII of our Excellent Global Corporation Plan. With Printing, Medical, Imaging, and Industrial as our four foundational pillars for growth, we established seven strategies and a framework in which a small group of elite talent delivers maximum results. In this phase, we aim to further bolster our business competitiveness and focus on the space industry, regenerative medicine, and other new business areas.

Canon’s corporate philosophy of *kyosei*, established in 1988, embodies our commitment to building a society where all people can live harmoniously, transcending differences in culture and customs, and to preserving our irreplaceable global environment for future generations. Today, as we face many pressing societal challenges, Canon is harnessing technology to realize more comfortable and prosperous lifestyles and business environments, while also contributing to a safer, more secure society, guided by our foundational DNA of an enterprising spirit and the San-ji (Three Selfs) Spirit. We will continue to embrace challenges and forge a path toward a better future, as we aim to become a truly excellent global corporation that is admired and respected around the world.

Fujio Mitarai
Chairman & CEO
Canon Inc.

Excellent Global Corporation Plan

Phase VII
2026–2030

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. From 2026 Canon starts Phase VII. Accelerating reforms through seven strategies, under the slogan “Achieve new growth through innovations in productivity.”

Strategies

1 Improve productivity in development

2 Improve productivity in manufacturing divisions

3 Improve productivity in sales

4 Review assets worldwide

5 Build management information systems

6 Improve productivity of human resources

7 Deepen sustainability management

2030 Management Targets

Net sales	¥5.6 trillion or more
Operating profit ratio	15% or more
Return on equity (ROE)	15% or more

*Based on exchange rate of USD=¥150, EUR=¥175

Canon’s Road to Phase VII

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

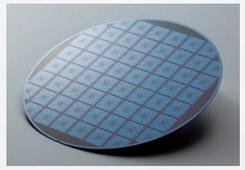
Canon’s management policy has shifted from a strategy targeting expansion of scale to one aimed at further strengthening the company’s financial structure. Through M&A activities, the company’s business was restructured at the foundational level to introduce new growth engines for future expansion.

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.

Phase VI 2021–2025

Strengthened competitiveness of businesses by reorganizing them into four industry-oriented groups, under basic policy of “promoting portfolio transformation through improved productivity and new business creation.”



Solutions for a brighter tomorrow

Through continuous innovation across its four business segments—Printing, Medical, Imaging, and Industrial—Canon creates new possibilities for customers worldwide.

Printing

Scan here for details

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

Safe, secure, simple, and convenient prints

Canon is committed to creating a world where you can print exactly as you wish, anytime, anywhere.

Printed matter is an essential tool in knowledge formation

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 by commercial printers.

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

Achieving both smaller carbon footprints and office MFDs with advanced functionality

Canon promotes the full-fledged digital transformation of offices through services that seamlessly integrate user-friendly, highly functional office MFDs with the cloud. Its MFD print management technology provides extended printing functionality for remote work from anywhere. The company has also streamlined maintenance and support operations with generative AI-powered service solutions. Additionally, it works to cut CO_2 emissions and recycle resources at every stage of the product—design, production, and reuse—to advance its dual goals of enhancing product functionality and minimizing environmental impact.

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.

On-demand printers provide high productivity and reliability

Medical

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

Made for patients, made for health professionals

Medical systems continue to evolve, leading to more accurate diagnosis and treatment.

Scan here for details

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

Combining high image quality with low exposure doses to support rapid and accurate diagnosis

Diagnostic imaging plays a key role in modern healthcare. Canon continues to improve the quality of clinical images (X-ray CT, MRI, ultrasound, etc.) which are essential for accurate diagnosis. By leveraging deep learning[1] technologies to reduce image noise, we have achieved great advances in image quality based on high-resolution image data acquired over many years. In diagnostic modalities involving X-rays, these advances help to reduce both the scan time and exposure dose, minimizing the burden on patients. We also conduct joint research with leading medical institutions and universities around the world to promote the clinical implementation of the next-generation of CT technology, photon-counting CT.

Automated biochemical analyzer that performs sample testing to assist in the early detection of colorectal cancer and other diseases

Healthcare IT reducing the burden on healthcare professionals

The increasing number of examinations and the improving capabilities of diagnostic imaging systems have led to an explosion in the amount of image data. This places a greater burden on physicians, who need more time to interpret such large amounts of data. Canon's deep learning[1] technology can analyze a huge amount of clinical image data and quickly display the clinical findings, including bone metastases and intracerebral hemorrhage or ischemia, leading to faster clinical decision-making. Canon is also focusing on the digital transformation of healthcare to reduce the burden on medical staff by displaying integrated timelines of patients' diagnostic images, treatment history, and vital signs such as body temperature, blood pressure, and so on.

Introduction of the world's first[2] whole-body multiposition CT[3] for scanning patients in the standing or sitting position

CT scans are usually performed with the patient in the supine position. Based on joint research with Keio University School of Medicine, Canon has introduced a whole-body multiposition CT system that can scan patients in the supine, standing, and sitting positions. This not only reduces the burden on patients, but also allows the early detection and evaluation of conditions that are affected by weight-loading, helping to improve patients' quality of life (QOL).

Multiposition CT scanner that can acquire images in three different positions: supine, standing, and sitting

*1. Deep learning is used in the design stage. The system does not have self-learning capabilities. *2. First whole-body CT scanner capable of multiposition scanning (as of April 2, 2025, based on research by Canon) *3. General term for a CT system that can scan patients in three positions: supine, standing, and sitting

Imaging

The flagship mirrorless EOS R1 camera combines speed and intelligence

Going beyond what's possible today to help shape tomorrow through imaging

Canon's imaging solutions add color to daily life and underpin public infrastructure.

Scan here for details

Network cameras contribute to logistics and inventory management

Network camera systems help solve societal challenges

Network camera systems are essential for security, disaster prevention, and other public infrastructure. Canon meets the needs of each customer by combining the Group's powerful technologies that make up these systems, including cameras, video management systems, video analytics software, and cloud-based video surveillance. It has also introduced many imaging solutions driving digital transformations in society, such as monitoring road traffic and automating inspections and checks in manufacturing and logistics. In this way, Canon helps solve societal challenges through the power of imaging.

Compact digital cameras for video creators looking to expand their palette of visual expressions

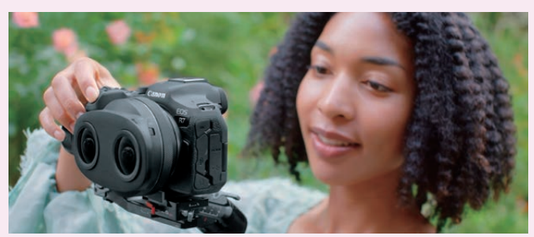
At the forefront of advances in photography and video culture

Since its founding, Canon has continued to evolve its cameras to meet the needs of both professional and amateur users. It has strengthened its camera and lens lineups, including the EOS R System of mirrorless cameras, to respond to growing demand for video. Canon also develops compact digital cameras that pursue image creation beyond what smartphones can achieve. Meanwhile, the Cinema EOS System meets the demanding color reproduction and expressive requirements of professionals, and has expanded to include a new remote camera system. These solutions are now being offered to broadcasters and other organizations seeking both high image quality and more efficient production workflows.

3D imaging is shaping the future

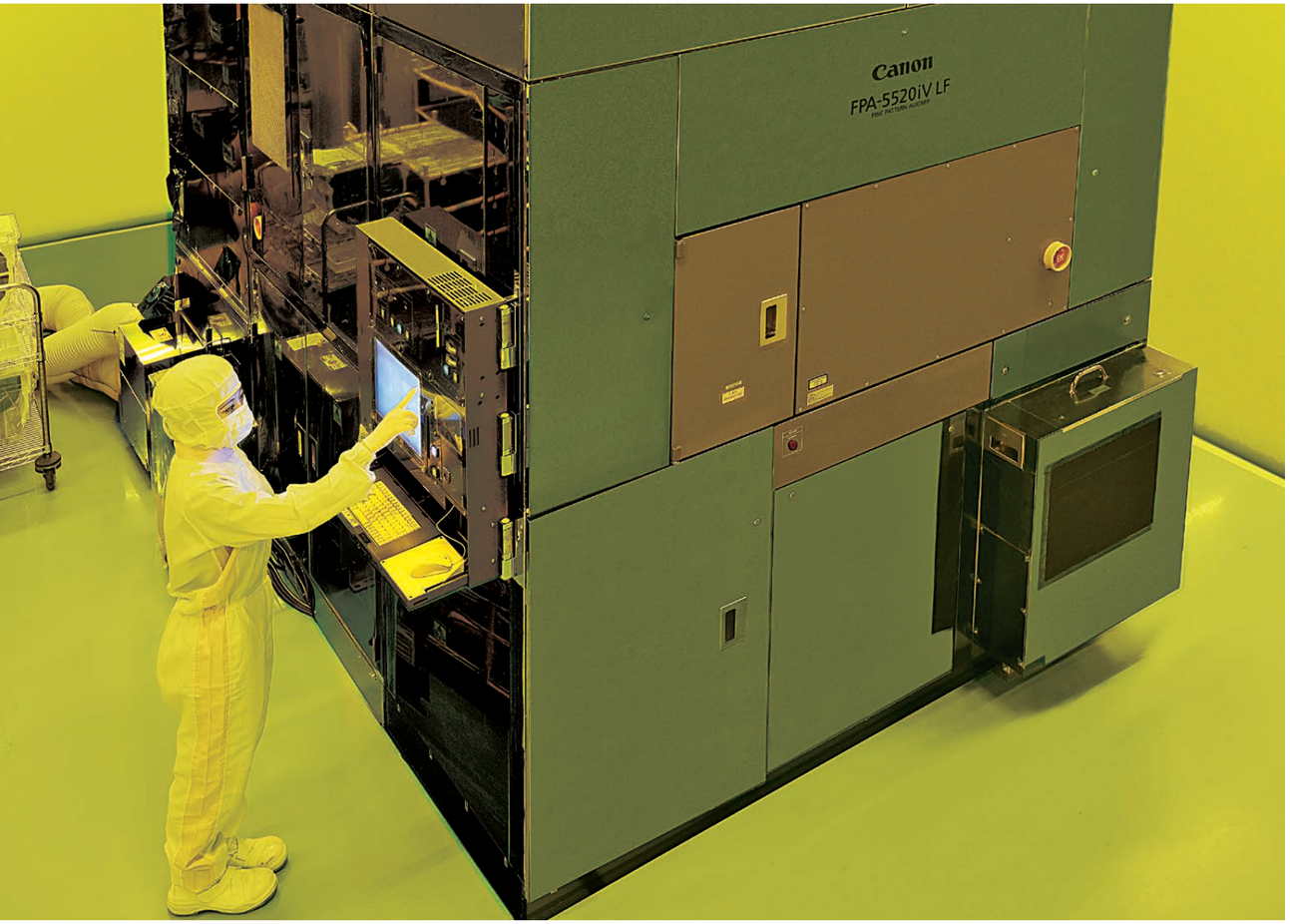
Canon is meeting expectations in the rapidly growing 3D imaging field (which involves the digitizing and visualizing of spatial information) with its proprietary 3D imaging technologies. The EOS VR System, for example, captures 3D video simply by attaching a special lens to a camera, eliminating the need for extensive setups. Canon also developed Dual Pixel 3D technology, which converts captured data into high-resolution 3D data. The company is now further expanding the potential of 3D imaging with volumetric video, which captures actual spaces as 3D data, and with MREAL, MR* video that seamlessly blends reality with 3D CG.

*MR: Mixed reality



The EOS VR System is powered by proprietary technology

Industrial

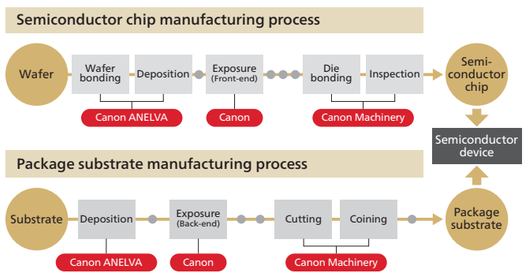


Semiconductor lithography equipment for advanced packaging used in the manufacture of semiconductors for AI and other applications

Ultra precision manufacturing equipment underpinning the digital economy

Canon supports global semiconductor and display production with super-precision technology.

Semiconductor device production processes

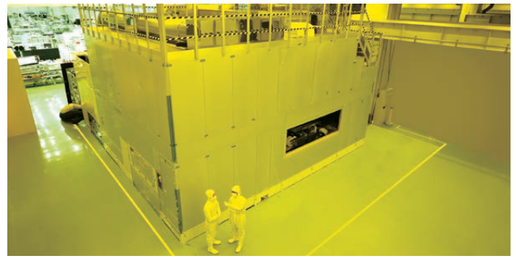


Scan here for details

Canon ANELVA's modular sputtering equipment offers configuration flexibility

Broad coverage of semiconductor production processes helps stabilize advanced chip supplies

Semiconductor chips are used in various products. The Canon Group works together to provide a wide range of production equipment. Its lithography equipment forms circuit patterns, while Canon ANELVA's sputtering equipment forms thin metal films. Canon's lithography equipment has made a significant contribution to the development of semiconductors for AI applications, particularly in packaging processes that require the integration of multiple functions and precise alignment of fine layers. The company is also at the forefront of advanced lithography that stitches multiple exposure areas to form a single large package, while Canon Machinery's die bonders securely mount chips on lead frames.



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

Super-precision technology behind the fine resolution of ever-larger high-quality displays

High-definition displays, including those in smartphones, PCs, and 4K and 8K TVs, are ubiquitous and essential in today's digital society. Canon's flat-panel display (FPD) lithography equipment, which transfers fine display circuit patterns onto large glass substrates, supports OLED and LCD display production with super-precision technology. Adoption of OLED displays is growing, due to their ability to reproduce deep blacks, as well as their thin, lightweight, and energy-efficient design. Canon Tokki, which realized mass production of OLED displays with world-leading vapor deposition equipment, is focused on developing technology for vapor deposition that works with new production equipment and new materials.

Nanoimprint lithography enables miniaturization while significantly reducing energy consumption for advanced semiconductor production

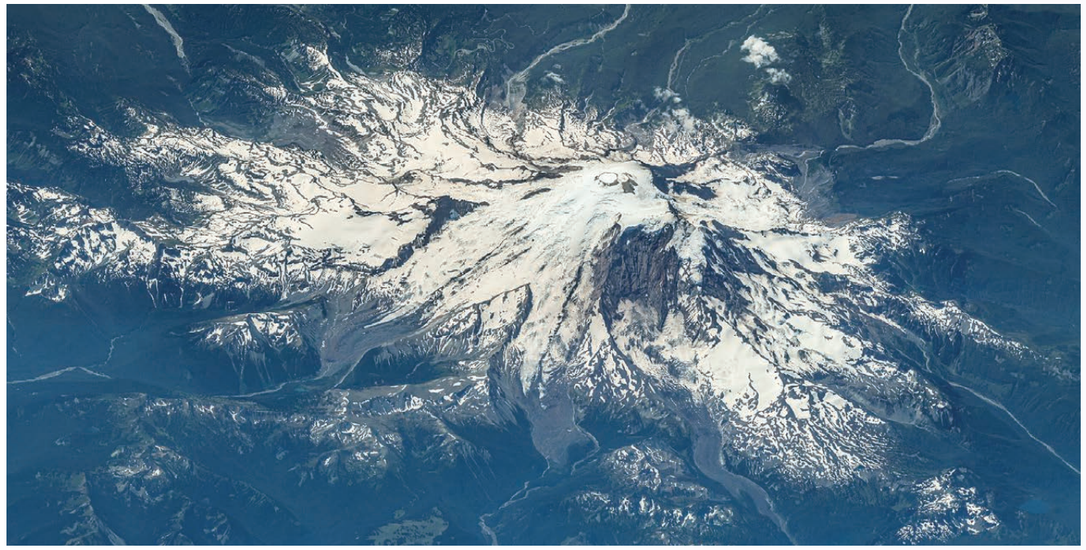
Semiconductor devices have continued to evolve, achieving higher performance through finer circuit geometries. Canon's nanoimprint lithography (NIL) technology transfers superfine circuit patterns like a stamp, greatly reducing the power consumed by production processes to approximately one-tenth of conventional methods. It has also developed technology to suppress tiny-particle generation and contamination—a long-standing challenge—and is now pushing toward the cutting-edge 2-nm node.* NIL technology can be applied to wafer surface planarization—a critical process in advanced semiconductor production—providing strong backing for the manufacturing of advanced semiconductors.

*Nodes are a naming convention for the generations of semiconductor production process technologies.

Canon's nanoimprint semiconductor production equipment

Innovation

Canon continues to generate innovative products and solutions that will pave the way to a brighter future by integrating its original technology platforms with advanced technologies.

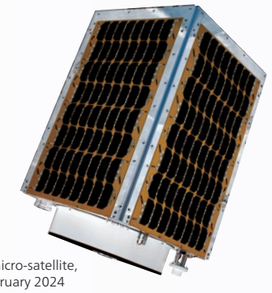


A high-resolution satellite image taken by CE-SAT-IE over Mt. Rainier (Washington, U.S.)

Satellite images are taken and verified from a ground control room

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

As the space business continues to expand and grow steadily across fields ranging from rocket and satellite development, production, and launch to communications, satellite imagery, and location based services, Canon Electronics has entered the sector by leveraging its core strengths in precision machinery and optical technologies. Three microsatellites have already been launched into space, delivering high-resolution satellite images of the Earth's surface and astronomical objects, thanks to the sensors and mechanics developed by the company to control the satellites' orientation. SPACE ONE, an affiliate of Canon Electronics, is working toward Japan's first private rocket launches.



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

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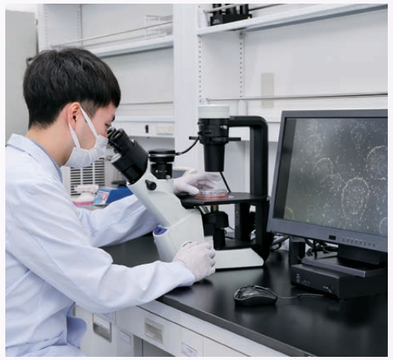


Observing the growth of autologous iPS cells

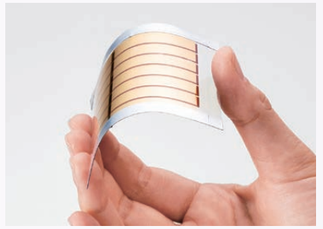
Joint R&D to establish autologous iPS cells* and automated cell culture processes

Autologous iPS cells, which are produced from the patient's own cells, are attracting great interest as a new technology for avoiding immune rejection in regenerative medicine. Leveraging its many years of experience in manufacturing processes and quality control technologies, Canon is conducting advanced research together with CiRA Foundation to produce autologous iPS cells at low cost and with consistent quality. We are currently working to develop a practical system that automates the entire process, from the establishment of iPS cells to long-term cell culture.

*The process in which cells maintain their original characteristics, and gain the ability to proliferate and differentiate into various cell types

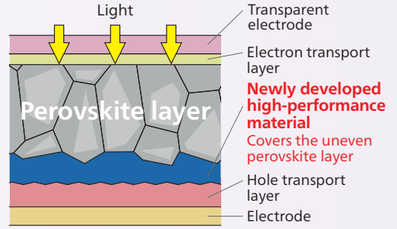
Development of new materials to address the challenges of perovskite solar cells

Perovskite solar cells, which offer outstanding features such as being thin, lightweight, and flexible, also face challenges in terms of durability and mass production. Canon has developed a high-performance material that protects the perovskite layer, the most important of the solar cell's layers, which may potentially improve manufacturing stability. The company has developed high-performance materials to address other issues, which it hopes will bring about the widespread use of perovskite solar cells.



Perovskite solar cells are expected to find many applications

Canon is developing new durable materials for high-efficiency power generation

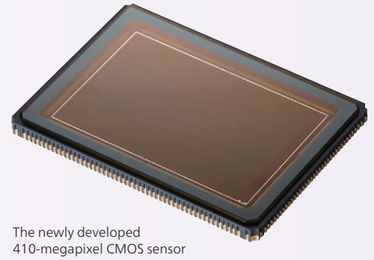


Cross-sectional view of a perovskite solar cell that includes the newly developed high-performance material

410 MP 35mm full-frame CMOS sensor with the world's highest pixel count*

This newly developed CMOS sensor has a resolution equivalent to 24K, 198 times the resolution of today's common Full HD (2K) format. The sensor provides high-quality images and videos that still have plenty of resolution even after editing and cropping footage shot at wide angles. Equally impressive is the smooth video motion, achieved through ultra-high-speed signal readout. The sensor, suited for 35mm camera lenses, will enable applications in many fields where ultra-high resolution is required, such as surveillance, healthcare, and industry.

*As of January 21, 2025 (according to a survey by Canon)



The newly developed 410-megapixel CMOS sensor

Sustainability

Scan here for details

Promoting biodiversity conservation activities in the Shimomaruko Forest at the Canon headquarters (Ota-ku, Tokyo)

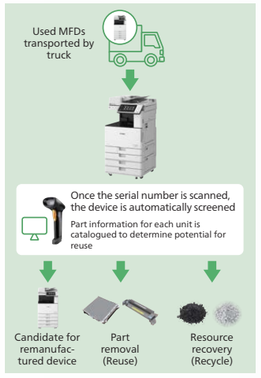
Canon Eco Technology Park (Bando, Ibaraki)

Addressing global climate change

Canon has set a goal of achieving net-zero greenhouse gas (GHG) emissions from its business activities by 2050. To this end, the company identifies and works to cut GHG emissions across entire product lifecycles, from sourcing raw materials and producing components to product use and recycling. Canon's emission reduction targets through 2030 have already been certified by the SBTi,* and the company provides updates on its progress toward these targets.

*Science Based Targets initiative: An international NPO that supports and certifies companies and financial institutions that set science-based GHG emission reduction targets

Used office multifunctional devices are remanufactured to be used again



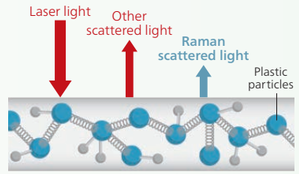
Digital core technology streamlines collection and recycling

Remanufacturing office multifunctional devices

Canon's latest MFD models, which are designed with lifecycle environmental impact reduction in mind, boast a parts reuse rate of over 90%.* Canon sorts collected used products by their service time, print counts, and failure histories. The company strips them down to the component level, cleans and inspects the parts, and reuses those that meet standards. The products are then reassembled with replacement parts, tested to the same quality standards as new products, and shipped out to once again be used in offices.

*By weight

A compact, desktop-sized plastic analyzer



Target plastic substance

Laser light is shone on plastics to capture Raman-scattered light

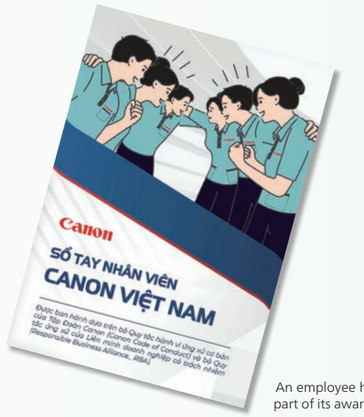
Sorting black plastics with the Raman spectroscopy technique

Black plastics are widely used in household electronics and automobile upholstery. When sorting plastic pieces by material type during recycling, black plastic pieces are difficult to identify and therefore cannot be sorted. As a result, such plastics are instead reused as fuel. Canon has developed a device that analyzes black plastic pieces with high precision by irradiating plastics with a laser and efficiently measuring Raman-scattered light, which reveals material-specific characteristics. This efficient analysis helps maximize the volume of plastics that can be recycled.

Developing regionally-tailored biodiversity conservation activities

Biodiversity is a cornerstone of a sustainable society. Canon has been promoting the bird-themed Canon Bird Branch Project at operational sites around the world since 2015. For example, on the premises of the 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.

A Eurasian goshawk visits the Canon headquarters



An employee handbook published by Canon Vietnam as part of its awareness-raising activities for employees

Promoting respect for human rights in areas including supply chains

With the globalization of business, customers and business partners increasingly insist on working with companies that meet certain standards on the global environment and social responsibility. To this end, Canon established the Canon Group Human Rights Policy and promotes initiatives to respect human rights, which includes employee education and awareness-raising activities. In order to raise sustainability standards throughout supply chains, Canon joined the Responsible Business Alliance (RBA),* which promotes socially responsible global supply chains. The company also works with business partners to secure their cooperation in promoting human rights.

*An alliance of companies promoting social responsibility in global supply chains

Special exhibition of a high-resolution facsimile of *Birds and Flowers of Autumn and Winter* (left), held by the British Museum, and *Spring Flowers and Birds* (right), held by the Miyakoshi family (Nakadomari, Aomori Prefecture)

High-resolution facsimiles that can be viewed up close in full detail

Outreach classes offered at elementary and junior high schools as part of reconstruction support (Nanao, Ishikawa Prefecture)

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

The Tsuzuri Project: Harnessing Canon technology to preserve cultural assets for future generations

The Tsuzuri Project has been active since 2007 as a joint social contribution initiative between Canon and the Kyoto Culture Association. Many of Japan's precious ancient cultural assets are rarely available for public viewing, as they are either stored in collections overseas or carefully preserved as national treasures. The Tsuzuri Project produces high-resolution facsimiles that faithfully reproduce the originals by combining Canon's imaging technologies with the skills of Kyoto's traditional artisans. While the originals are carefully preserved, the facsimiles are used in a variety of settings such as displays in local communities with historical connections to the original works, shrines and temples, museums, and educational institutions.

Worldwide education programs that offer a brighter future for young people

As a leading imaging company, Canon works with local NGOs in 32 countries and regions across Africa, Europe, and the Middle East to engage with local communities and promote the Canon Young People Programme, which targets young people who have few opportunities to receive meaningful support. As part of its activities aligned with the UN's SDGs, the company runs workshops that foster young people's creative expressions through photography and video.

A workshop held at a wildlife reserve (South Africa)

Young people participating in a workshop (Italy)

The 4Es Project: Providing wide-ranging support in India

In collaboration with local NGOs, Canon India provides support for eye care, education, the environment, and empowerment (the 4Es) in villages near its offices where access to support is limited. For eye care, the company has established vision centers in villages where residents cannot ordinarily access the examinations and treatments necessary for cataract prevention and treatment due to a lack of medical infrastructure. The screenings are provided using Canon's ophthalmic equipment.

An eye exam being conducted in India

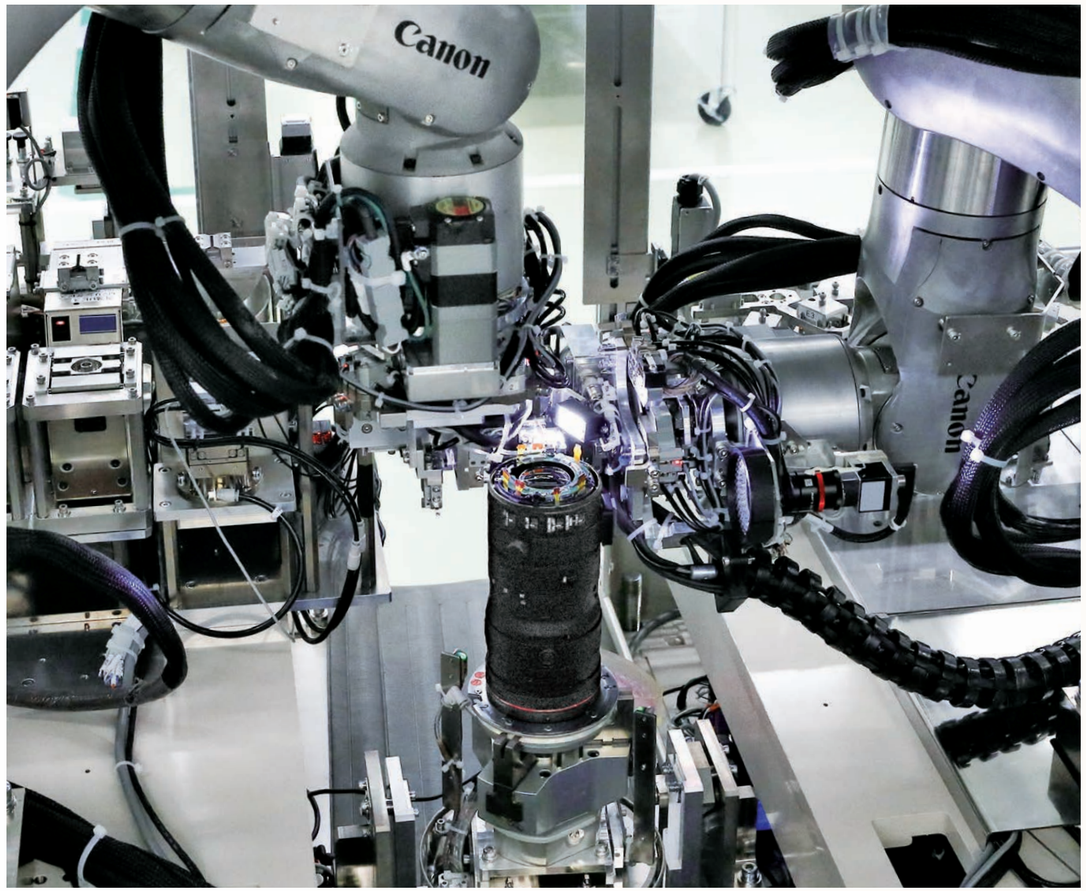
Supporting education through infrastructure development and other activities

Various vocational training programs are held to promote self-reliance and empowerment

Manufacturing & Quality

For details about Manufacturing

For details about Quality



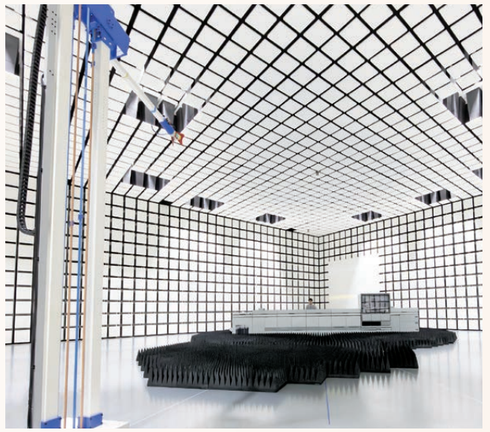
Automated production line for interchangeable lenses

Improved quality and productivity through automation and in-house production

Manufacturing has long been central to Canon's approach. The company shares technologies developed by different businesses across divisional boundaries. Departments responsible for development, design, production engineering, and manufacturing plants work together to hone Canon's manufacturing capabilities, including automation and in-house production. While promoting the in-house production of CMOS sensors and other key devices and components, it also designs products with ease of automation in mind. It has automated processes ranging from product assembly and inspection to sorting and packaging using equipment developed and produced in-house.

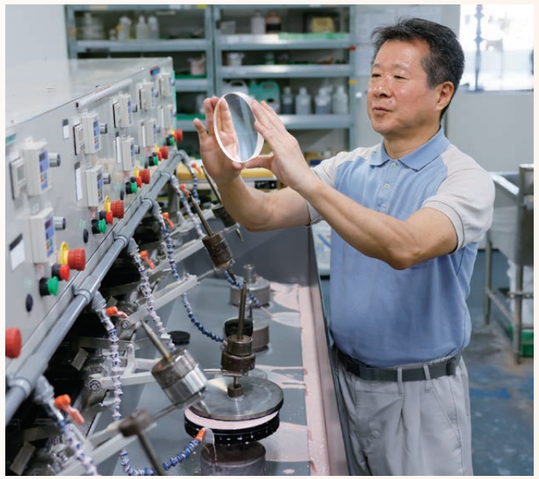
Upholding its fundamental quality philosophy and pursuing "Canon Quality" without compromise

Guided by the fundamental philosophy of "No Claims, No Troubles" established in 1964, Canon works to maintain and enhance Canon Quality—a pledge of safety, reassurance, and satisfaction. The company has fully equipped in-house testing facilities that comply with public standards and relevant laws and regulations where it conducts rigorous environmental testing and quality control. In addition to legally mandated safety standards, Canon has established its own safety standards that account for safety from the customer's perspective to ensure that it always provides high-quality products.



Quality tests on a digital commercial printer performed in an anechoic chamber that is not affected by electromagnetic interference

Low-temperature testing of digital cameras



A lens-processing Master Craftsman

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

To pass on its excellent manufacturing capabilities to future generations while continually innovating, Canon has two certification systems: Master Craftsmen, who are the most skilled technicians, and 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.

Organization of Canon Inc.

For details about Organization

For details about Management

(As of April 1, 2026)

Corporate Organization

- Board of Directors
  - Chairman & CEO
  - Vice Chairman & CFO
  - Vice Chairman & CTO
  - President & COO
- Audit & Supervisory Board

- Secretarial Office
- Corporate Research Office
- Corporate Governance Center
- Corporate Audit Center
- Global Legal Administration Center
- Design Center
- Global Logistics Management Center
- Global Quality Management Center
- Canon Eagles and Athlete Club Promotion Center
- PSI Optimization Project
- AX Strategy Project

- Public Affairs Headquarters
- Corporate Communications Headquarters
- Sustainability Headquarters
- General Affairs 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 Headquarters
- Device Technology Development Headquarters
- Space Business Planning Project
- 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, 2026) *Outside

Directors

Chairman & CEO
Fujio Mitarai

Vice Chairman & CFO
Toshizo Tanaka
Senior General Manager, Corporate Governance Center

Vice Chairman & CTO
Toshio Homma
Head of Printing Group

President & COO
Kazuto Ogawa
Group Executive, Global Marketing Strategy Headquarters

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

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

Director*
Yusuke Kawamura

Director*
Masayuki Ikegami

Director*
Masaki Suzuki

Director*
Akiko Ito

Director*
Atsumi Arima

Audit & Supervisory Board Members

Audit & Supervisory Board Members
- Ikuko Naruse
- Takeshi Morikawa

Audit & Supervisory Board Members*
- Yutaka Tanaka
- Yuka Shigetomi
- Kaori Asakura

Executive Officers

Executive Vice Presidents

Hideki Ozawa Chairman & CEO, Canon (China) Co., Ltd.	**Toshio Takiguchi** Head of Medical Group Chairman, Canon Medical Systems Corporation	**Go Tokura** Head of Imaging Group Chief, Space Business Planning Project

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** Group Executive, Digital Business Platform Development Headquarters Chief, AX Strategy Project	**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 Headquarters	**Takeshi Ichikawa** Group Executive, Device Technology Development Headquarters	**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.	**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	**Hideto Kotani** Unit Executive, IMG Business Unit 3 Deputy Chief, Space Business Planning Project	**Shunji Sawa** Plant Manager, Toride Plant

Executive Officers

Makoto Kambe Group Executive, General Affairs Headquarters Group Executive, Sustainability Headquarters Director, Canon Eagles and Athlete Club Promotion Center	**Hirotomo Fujimori** Group Executive, Corporate Communications Headquarters	**Toshiyuki Matsuda** Deputy Chief Executive, Peripheral Products Operations	**Hiroto Okawara** Executive Manager, Medical Systems and Components Operations	**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 General Manager, Global Logistics Management Center	**Manabu Kato** Unit Executive, IMG Business Unit 1	**Yuki Sudo** Senior General Manager, Human Resources Management & Organization Center	**Akira Yoshida** President, Canon Production Printing Holding B.V.
Kazumasa Yoshikawa Unit Executive, IMG Development Unit	**Eisuke Katsuyama** Group Executive, Public Affairs Headquarters	**Kazuhiro Tomoi** Deputy Group Executive, Procurement Headquarters				

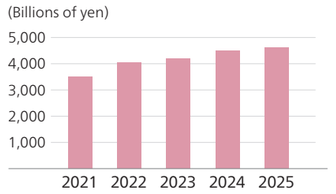
Canon in numbers

(As of December 31, 2025)

Business Results

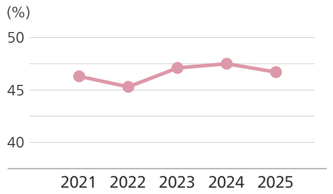
Net sales

¥4,624.7 billion



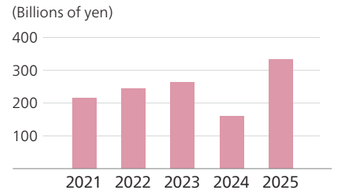
Gross profit to net sales ratio

46.7%



Net income

¥332.1 billion



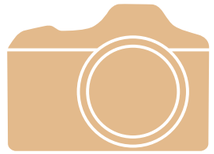
Global Market Share by Volume[1]

Office MFDs (A3 models)

Global market share No. 1 19%

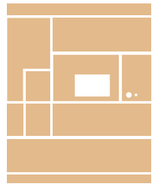
Interchangeable-lens cameras

Global market share No. 1 43%



Semiconductor lithography systems

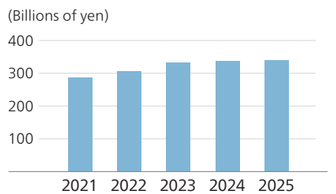
Global market share No. 2 41%



Innovation in Technology

R&D expenses

¥339.3 billion



No. of patents held

Over 90,000

U.S. patent grants ranking

Top 10 for 42 straight years[2]

*1. Canon's estimated figures for 2025 (as of March 31, 2026) *2. Based on figures released by IFI Claims Patent Services

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.

Scan here for details

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, based on 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 took the digital camera market by storm.

2007
imagePRESS C7000VP, Canon's full-fledged entry into commercial printing
Offered 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 is used 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
Founded with the aim of developing the world's best cameras, Canon takes aim at globalization and diversification

1933 Precision Optical Instruments Laboratory is founded
1937 Precision Optical Industry, Co., Ltd. is founded
1947 Company name changed to Canon Camera Co., Inc.
1955 First overseas branch is opened in New York
1969 Company name changed to Canon Inc.

1970s onward
Canon's second inauguration and further globalization

1970 First overseas production site established in Taiwan
1971 Two sales companies merge to form Canon Sales Co., Inc.[1]
1978 Product-based business division structure is adopted
1984 Provision begins of OEM laser printers to HP[2]
1988 Second inauguration announced and corporate *kyosei* philosophy adopted

1990s onward
Aiming to be an excellent global corporation through digitalization

1990 Cartridge collection and recycling program launched
1996 Excellent Global Corporation Plan starts
2005 ANELVA Corporation (now Canon ANELVA) joins Group
NEC Machinery Corporation (now Canon Machinery) joins Group
2007 Tokki (now Canon Tokki) joins Group

2010s onward
Revamped business portfolio sets the path for new growth

2010 Océ[3] (Netherlands) joins Group
2014 Molecular Imprints, Inc.[4] (U.S.) joins Group
2015 Axis Communications (Sweden) joins Group
2016 Toshiba Medical Systems[5] 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 Nanotechnologies *5. 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 2026
Chairman and CEO: 2026 to present

Tsuneji Uchida
President and COO:
2006 to 2012

Masaya Maeda
President and COO:
2016 to 2020

Kazuto Ogawa
President and COO:
2026 to present

Canon Dashboard

As of December 31, 2025

Net sales (2025)

¥4,624.7 billion

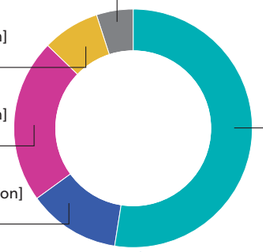
$29,456 million

Net income (2025)

¥332.1 billion

$2,115 million

Sales ratio by business unit[2] (2025)



- **Others and Corporate**: 5.1%, ¥237.1 billion [$1,510 million]
- **Industrial**: 7.8%, ¥361.1 billion [$2,300 million]
- **Imaging**: 22.8%, ¥1,054.9 billion [$6,719 million]
- **Medical**: 12.6%, ¥580.6 billion [$3,698 million]
- **Printing**: 53.9%, ¥2,494.4 billion [$15,888 million]

Employees

165,547

Consolidated subsidiaries

321

EUROPE[1]

Net sales	¥1,225.5 billion $7,806 million 26.5%
Employees	22,332

JAPAN

Net sales	¥961.5 billion $6,124 million 20.8%
Employees	69,627

ASIA & OCEANIA

Net sales	¥948.1 billion $6,039 million 20.5%
Employees	59,275

AMERICAS

Net sales	¥1,489.6 billion $9,487 million 32.2%
Employees	14,313

Canon Europe
Canon China
Canon Singapore
Canon Australia
Canon Headquarters
Canon Marketing Japan
Canon U.S.A.

Major operational sites

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

• U.S. dollar amounts are translated from yen at the rate of JPY 157 = U.S. $1, the approximate exchange rate on the Tokyo Foreign Exchange Market as of December 30, 2025, solely for the convenience of the reader.
*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 2.2%.

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