

Canon Inc.
2024 Corporate Strategy Conference

Imaging Group

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Imaging Group Business Areas

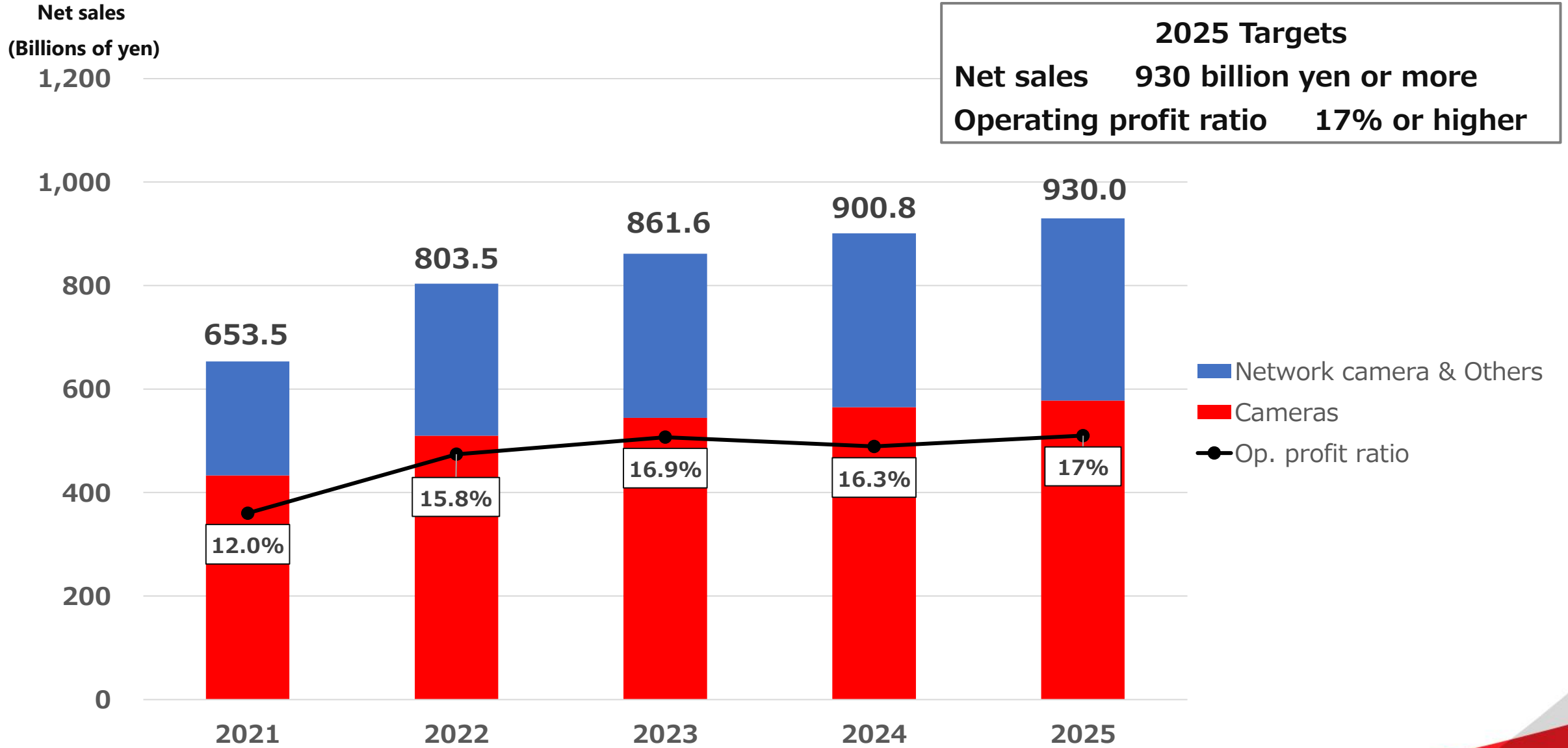
Expand role of imaging from “**shooting & viewing,**” to “**experiencing**”
& “**utilizing**” and creating new business in those areas

Experience

Utilization



P&L



Results & Challenges up to 2023 and Strategies & Measures Over Next 2 Years

Results & Challenges up to 2023

■ Results

- Imaging Group : Significant sales and profit growth, net sales 861.6 billion yen (vs. 2021 +31.8%), profitability 16.9% (vs. 2021 +4.9 points)
- Cameras : Maintained No. 1 share of interchangeable-lens camera market for 21 consecutive years
Expanded EOS R system range by launching entry-class models EOS R50, EOS R100
- Network Cameras: Axis continued to renew record sales with strong sales growth
- Other new bus. : Enhance measures in 3D imaging area
Launched ultra-high-sensitivity camera MS-500, which incorporates SPAD sensor

■ Challenges

1. Maintaining growth and high profitability amid global inflation and unstable global conditions
2. How to respond to diversifying values, needs, and viewing forms due to the spread from 2D to 3D as well as other factors



Strategies & Measures Over Next 2 Years

1. Establish Absolute Position in Mirrorless Camera Market
2. Expand Network Camera Business Through Group Collaboration
3. Strengthen Profit Structure by Improving Productivity
4. Expand Systems for 3D Imaging

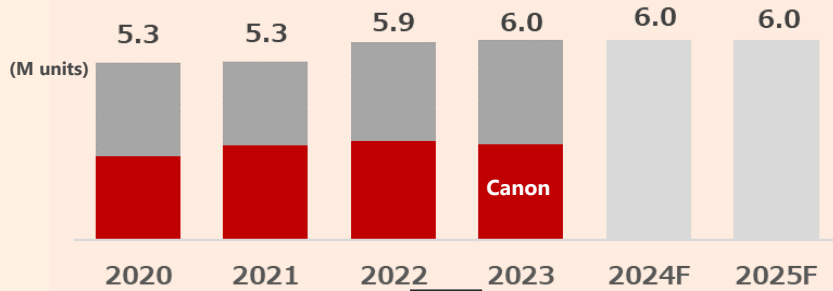
1. Establish Absolute Position in Mirrorless Camera Market

Achieve overwhelming No. 1 share in mirrorless camera market with full lineup of EOS R system

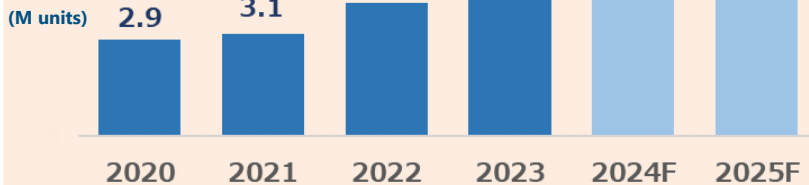
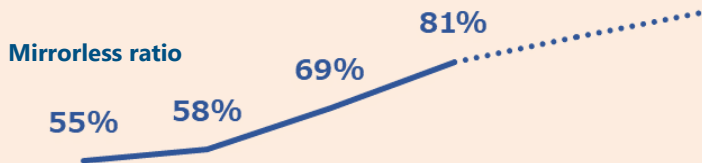
Interchangeable-lens camera market

2003 - 2023

No. 1 share for 21 consecutive years



Mirrorless camera Market



Source: '20-'23 CIPA, '24-'25 Canon est.

Further enhancement of EOS R system



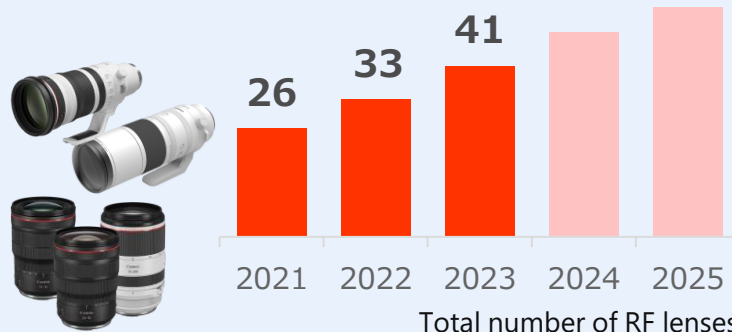
Creator

Press

Extend to video-oriented customer base

Social media post

Continued support for professionals



Total number of RF lenses

2. Expand Network Camera Business Through Group Collaboration

Enhance market position through further acceleration of Canon Group synergies

Network Camera Market

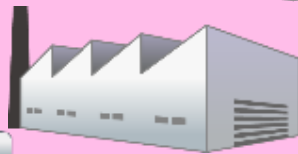
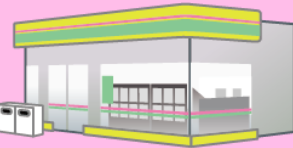
Expand from security to video solutions for double-digit growth

Video Solutions Market

Increase productivity
Resolve labor shortage
Substitute skilled labor

Security Market

Safety
&
Security



Canon Group Measures

Strengthen combined hardware and software solutions

Hardware

Overwhelming Network Camera Lineup



Software

Industry-leading video management and video analytics solutions

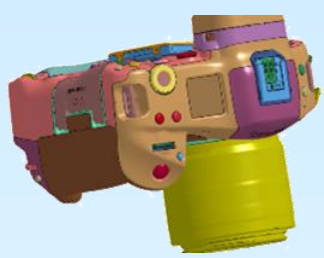


3. Strengthen Profit Structure by Improving Productivity

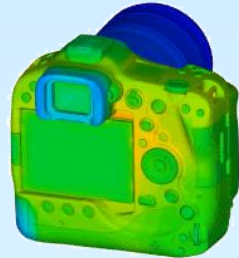
Build structure for efficient development and optimal production, utilizing cutting-edge technologies

Efficient Development Structure

Use of Simulation

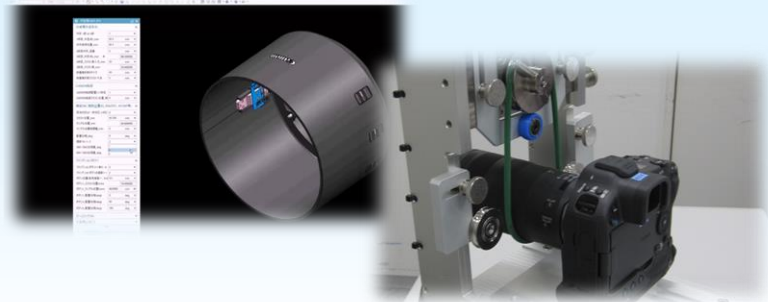


Drop Impact



Heat

Automation

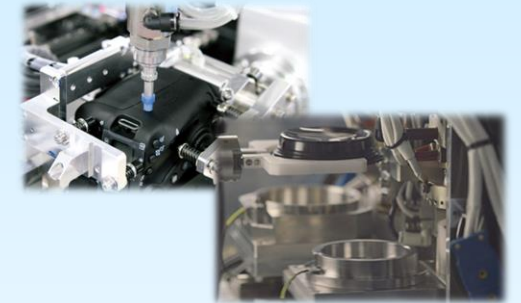


Optimal Manufacturing Structure

DX promotion



Automation



In-house production



4. Expand Systems for 3D Imaging

Deliver an unprecedented sense of realism and immersion through input/output collaboration

Volumetric Video

Wide shooting area
Multiple people
Real-time 3D generation



Realize and enhance
3D distribution paid services

EOS VR SYSTEM

High-quality VR image
shooting with L lens



Expand content viewing experience
System expansion

MREAL

Smooth fusion of
digital stereoscopic images
and real world



Expand business area
System expansion