

Canon's Growth Strategy and Sustainability

Since 1996, the Canon Group has endeavored to promote medium- to long-term growth through the "Excellent Global Corporation Plan."

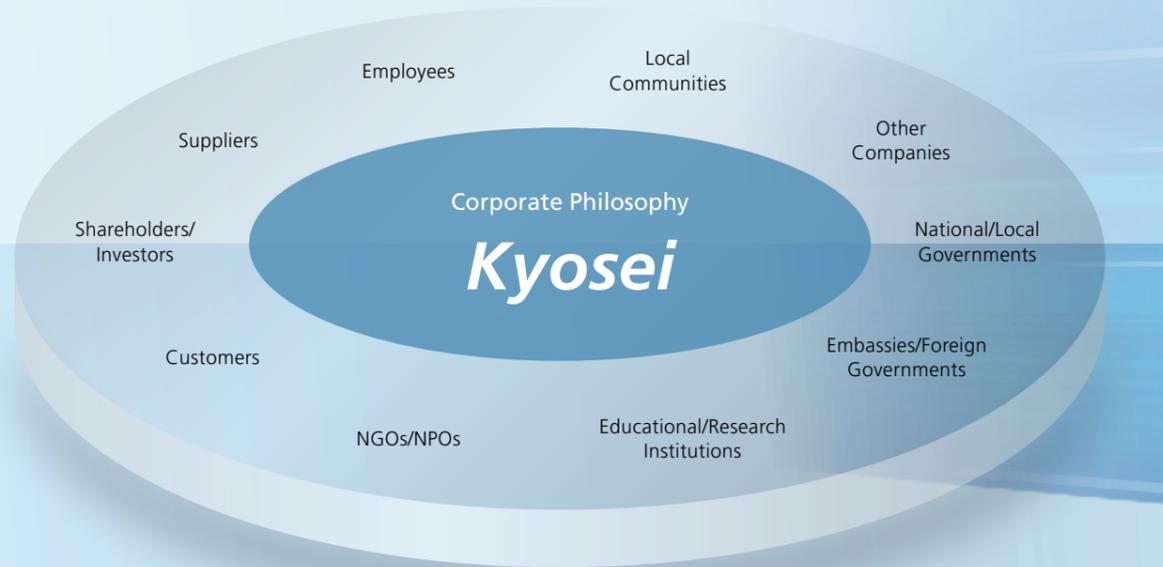
In 2016, Canon entered Phase V of the Excellent Global Corporation Plan—a growth strategy based on the social and industrial shifts seen in recent years. At the same time, Canon has identified material CSR topics that the Company has been addressing for some time in line with its business strategy. As illustrated in the diagram below, "Responding to people and society as a good corporate citizen" is already a fundamental element of Canon's corporate philosophy of *kyosei*. The Company also endeavors to help resolve social issues affecting global society by advancing the following topics: "Creating new value and solving social issues" and "Protecting and conserving the global environment."



Committed to being a truly excellent company admired and respected worldwide

Excellent Global Corporation Plan Phase V: Key Strategies

- 1 Establish new production system to achieve 45% cost-of-sales ratio
- 2 Reinforce/expand new businesses while creating future businesses
- 3 Restructure global sales network in line with market shifts
- 4 Enhance R&D capabilities through open innovation
- 5 Create globally dynamic management structure based on trio of regional HQs
- 6 Foster internationally competent human resources based on global perspective
- 7 Re-instill the Canon Spirit as a foundation for new growth



Contributing to the realization of a better society