

# A History of Value Creation

Since its founding in 1937, Canon has grown by creating value through continuous self-transformation to meet the needs of society in every era.

Social and Environmental Value

- Creating products and services that meet society's expectation through new technologies and staying ahead of the times
- Helping more people enjoy richer lives
- Constant pursuit of excellence in environmental, quality, cost, and delivery performance

## 1960s

Societal Issues and Global Trends

High economic growth

### Development of Products and Businesses

1961

#### Launch of Canonet

A low-priced model with internal automatic exposure mechanism rapidly became a hit product. Helped to popularize photography



1964

#### Launch of Canola 130, the world's first 10-key electronic calculator

This model condensed the previous format with 10 keys for each number column into a single 10-key format. The 10-key format goes on to become the de facto standard



## 1970s

Advance of electronics technology

1970

#### Launch of Japan's first domestically produced plain-paper copier (PPC)

Successfully commercialized a plain-paper copier that did not use the patent of US Xerox Corporation. Contributed to the advance of office automation



NP-1100

1970

#### Launch of Japan's first domestically produced semiconductor lithography equipment

Using its camera lens technology, succeeded in commercializing a stepper. Subsequent contributions to the development of semiconductor devices included the world's first sub-micron level print line width



PPC-1

## 1980s

1984

#### Launch of world's smallest, lightest laser printer

Contributed to the realization of desktop publishing, followed by the rapid spread of laser printers



LBP-8

1985

#### Launch of the world's first inkjet printer using Bubble Jet technology

Subsequently developed superior miniaturization and color printing technologies, leading to the popularization of high-resolution, full-color printing at home



BJ-80

1987

#### Launch of CLC-1, the world's first digital full-color copying machine

In an era dominated by monochrome copying, realized high-resolution, full-color copying, marking the start of a new era

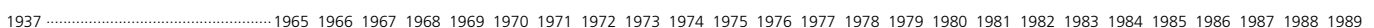


CLC-1

### Consolidated Net Sales

Japan Americas Europe Asia and Oceania Overseas\*

\* Net sales figures outside Japan prior to 1971 consolidated in "Overseas" category.



**Economic Value**  
Total Net Sales (2019) ¥3,593.3 billion

(Billions of yen)  
4,000

1990s

2000s

2010s

Digitalization and networking technology advanced with the development of IT

Increasing environmental awareness

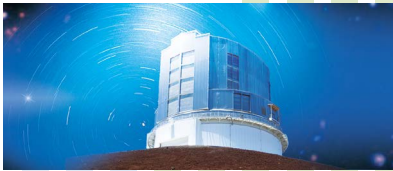
Adoption and expansion of AI and IoT

**Asia and Oceania**  
¥809.2 billion (22.5%)

3,000

1990  
**Start of toner cartridge recycling program**  
Quickly recognizing the large volume of consumed cartridges as an issue for companies, started a recycling program

1999  
**Developed and manufactured a corrector for the Subaru Telescope**  
Enabled cosmic observation over a wide field and expedited research aimed at illuminating the origins of space



Subaru Telescope (USA Hawaii)

2000  
**Launch of iR series new-generation network MFDs**  
Realized seamless linking of input and output of paper and digital documents and enabled digitization of paper documents and output from remote locations

2000  
**Launch of PowerShot S100 DIGITAL ELPH (DIGITAL IXUS in other regions), the world's smallest, lightest digital compact camera**  
A high-image-quality digital camera that was stylish and easy to carry became a hit product

2007  
**Expansion of industrial equipment business**  
Canon Tokki (formerly Tokki) joined the Group. Contributed to spread of devices using OLED displays through successful realization of OLED panel manufacturing equipment in the 2010s

2010  
**Expansion of digital commercial printing business**  
Canon Production Printing (formerly Océ) joined the Group. Promoted advanced digital printing that doesn't require plates

2011  
**Launch of Cinema EOS System**  
New possibilities in visual expression for the motion picture production industry

2015  
**Strengthening of network camera field**  
Leading global company Axis Communications joined the Group. Expanded Canon's presence in the field of public security

2016  
**Expansion of the medical business**  
Canon Medical Systems (formerly Toshiba Medical Systems) joined the Group. Expanded businesses that serve patients and medical institutions

2018  
**Opened the Canon Eco Technology Park, an automated recycling plant**  
Developed as a site for communicating environmental activities. The plant, designed for recycling MFDs and toner cartridges in a clean environment, includes experiential showroom

**Europe**  
¥882.5 billion (24.6%)

2,000

**Americas**  
¥1,029.1 billion (28.6%)

1,000

Excellent Global Corporation Plan → P27-28 "Evolution of Business Plans"

Phase I	Phase II	Phase III	Phase IV	Phase V
Total optimization and profitability	Increased competitiveness through digitalization	Reinforcing existing businesses and expanding into new areas	Enhancing growth and manufacturing capabilities	New growth through a grand strategic transformation
1996-2000	2001-2005	2006-2010	2011-2015	2016-2020

**Japan**  
¥872.5 billion (24.3%)

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1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019