

# A History of Value Creation

Ever since Canon was founded, we have grown through innovation to meet the needs of the times based on our Enterprising Spirit. We have created generations of competitive products and services by pursuing a basic strategy of globalization and diversification.

**Thinking on Value Creation**

- Creating products and services that meet society's expectations 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

**Consolidated Net Sales**

**Globalization**  
Early focus on expanding internationally through global brand development

Japan   Americas   Europe   Asia and Oceania   Overseas\*  
\* Net sales figures outside Japan prior to 1971 consolidated in "Overseas" category.



**Evolution of Business Plans**

Premier Company Plan

First

1960s

1970s

1980s

**Societal Issues and Global Trends**

High economic growth

Advance of electronics technology

**Product/Business Development and Activities**

**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



**Diversification**  
Creation of new businesses by integrating existing technologies with new state-of-the-art advances

**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



**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



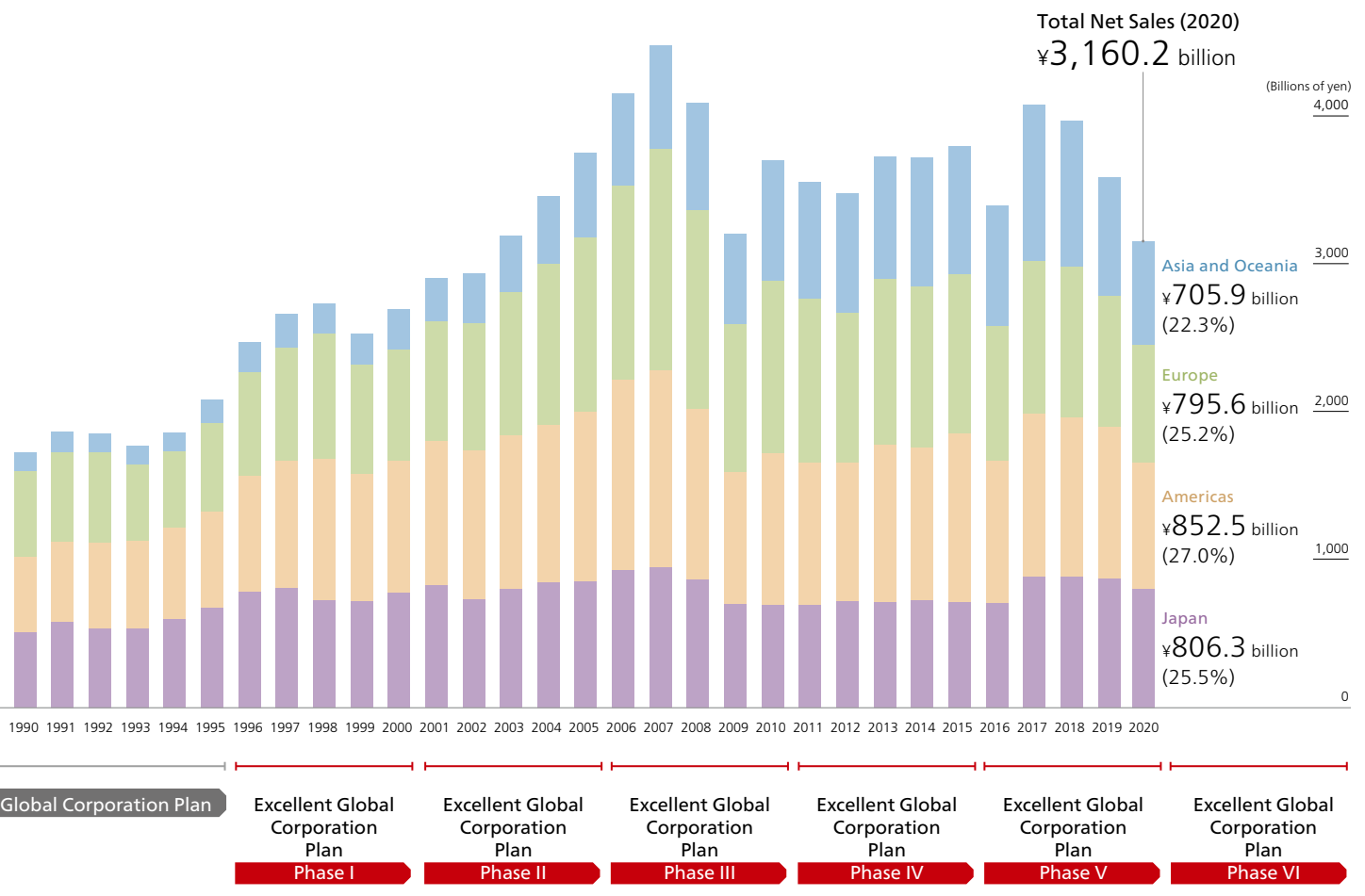
**1984 Launch of world's smallest, lightest laser printer**  
Contributed to the realization of desktop publishing, followed by the rapid spread of laser printers



**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



**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



1990s

2000s

2010s

Digitalization and networking technology advanced with the development of IT

Adoption and expansion of AI and IoT

Increasing environmental awareness

**1990**  
**Start of toner cartridge recycling program**

Quickly recognizing the large volume of consumed cartridges as an issue for companies, started a recycling program

**1996**  
**Launch of ELPH (IXY or IXUS in other regions), the world's smallest film camera with Advanced Photo System (APS)**

Global hit due to innovative, high-end design and easy portability for daily use

**1998**  
**Launch of digital X-ray radiography equipment for medical use**

Elimination of film enabled instant imaging after exposure, and environmental breakthrough since developer fluid wasn't needed



**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



PowerShot S100 DIGITAL ELPH / DIGITAL IXUS

**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

**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 an experiential showroom