

**Canon Inc.**

# **Imaging Group Business Strategy Conference**

**Go Tokura**  
**Executive Vice President**  
**Head of Imaging Group**

**November 18, 2025**

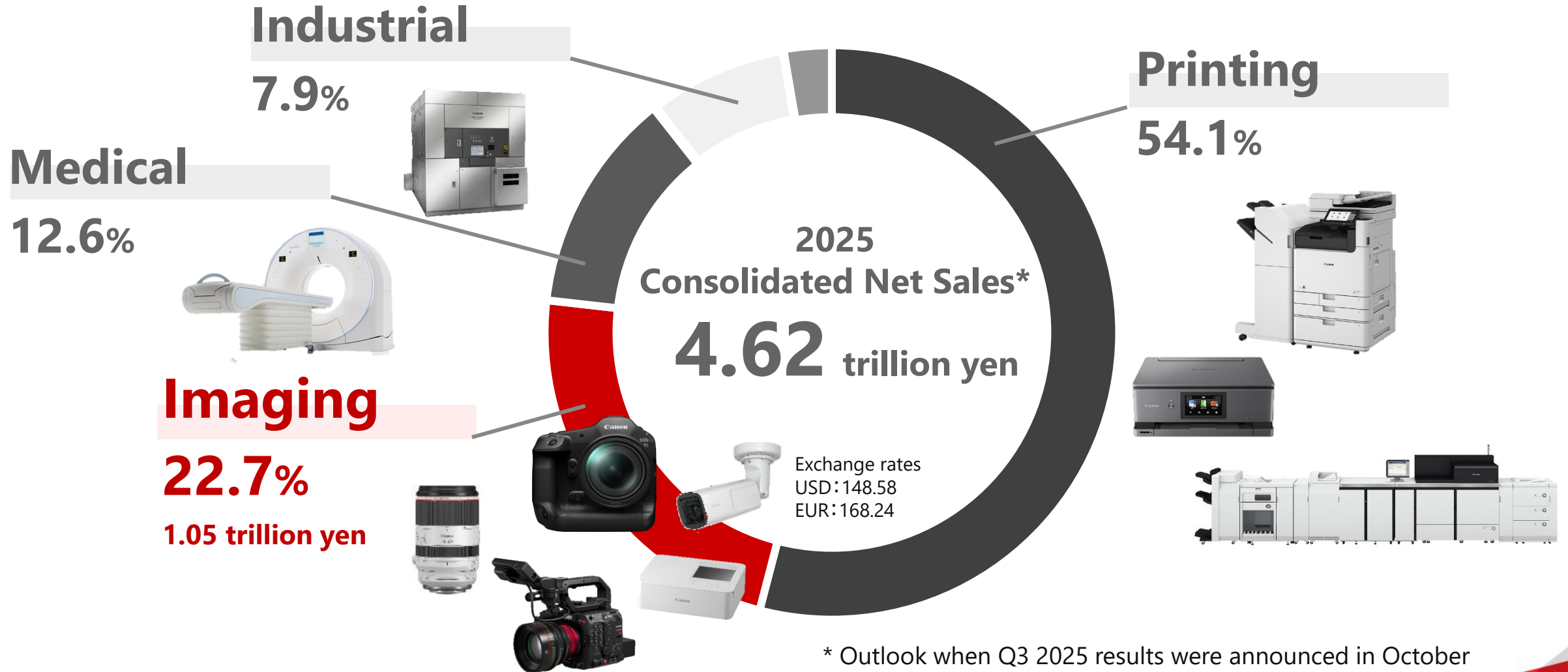


This presentation contains forward-looking statements with respect to future results, performance and achievements that are subject to risk and uncertainties and reflect management's views and assumptions formed by available information. All statements other than statements of historical fact are statements that could be considered forward-looking statements. When used in this document, words such as "anticipate," "believe," "estimate," "expect," "intend," "may," "plan," "project" or "should" and similar expressions, as they relate to Canon, are intended to identify forward-looking statements. Many factors could cause the actual results, performance or achievements of Canon to be materially different from any future results, performance or achievements that may be expressed or implied by such forward-looking statements, including, among others, changes in general economic and business conditions, changes in currency exchange rates and interest rates, introduction of competing products by other companies, lack of acceptance of new products or services by Canon's targeted customers, inability to meet efficiency and cost reduction objectives, changes in business strategy and various other factors, both referenced and not referenced in this presentation. Should one or more risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described herein. Canon does not intend or assume any obligation to update these forward-looking statements.

# Agenda

- 1. Imaging Group Overview**
- 2. Camera Strategy**
- 3. Network Camera Strategy**
- 4. New Business Areas**

# Imaging Group's Position Within Canon



# Imaging Group Business/Product Overview

## Integrated Camera Business

EOS R System

Professional  
Camcorders

Broadcast Lenses

Other



## Network Camera Business



Network Cameras



Video Management Software/Cloud Services



Video Analytics Software



## Other & New Areas

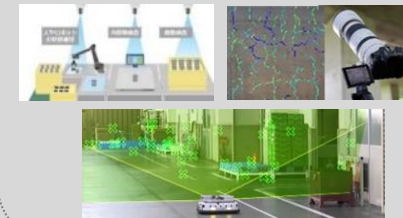
### 3D Imaging



### Components

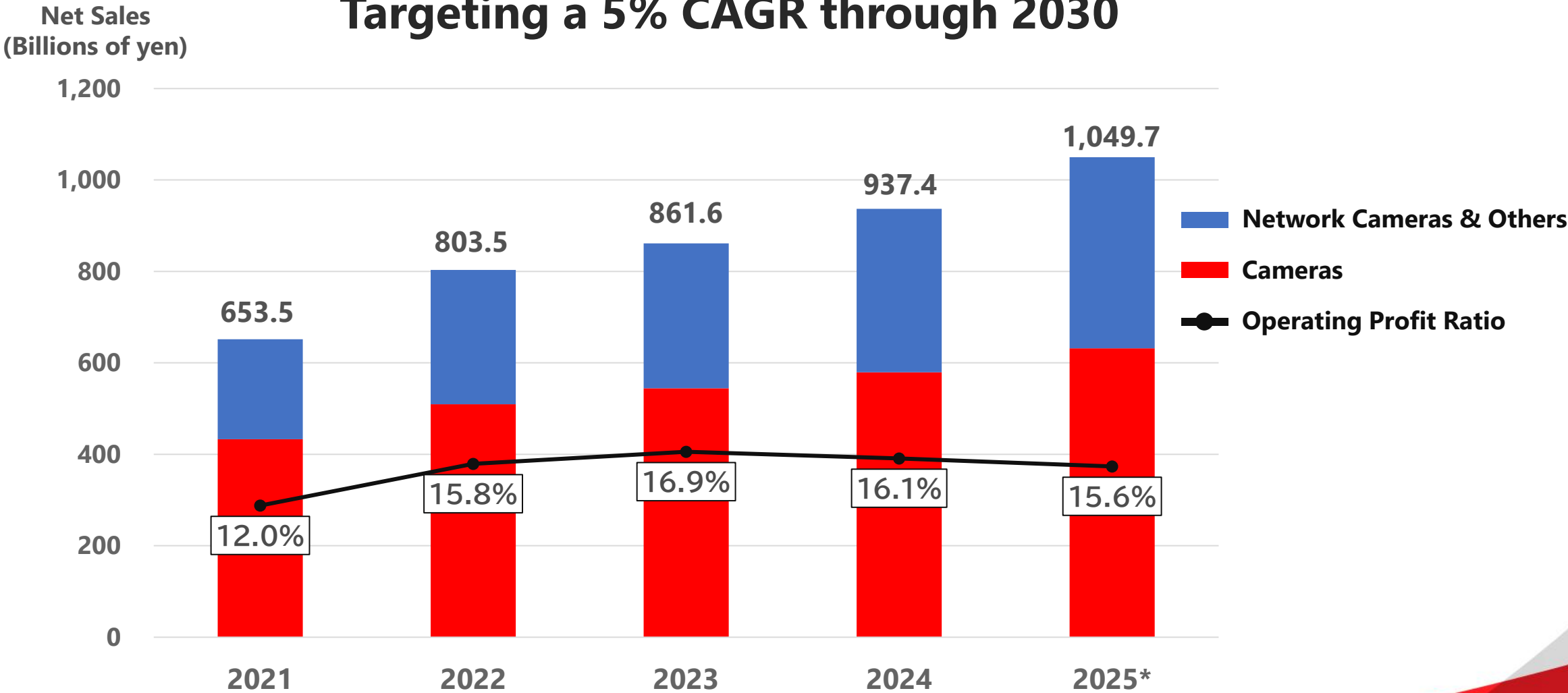


### Imaging Data Usage



# Imaging Group P&L

**Net Sales: Projected to exceed 1 trillion yen in 2025**  
**Targeting a 5% CAGR through 2030**



\* Outlook when Q3 2025 results were announced in October

# Agenda

1. Imaging Group Overview
- 2. Camera Strategy**
3. Network Camera Strategy
4. New Business Areas

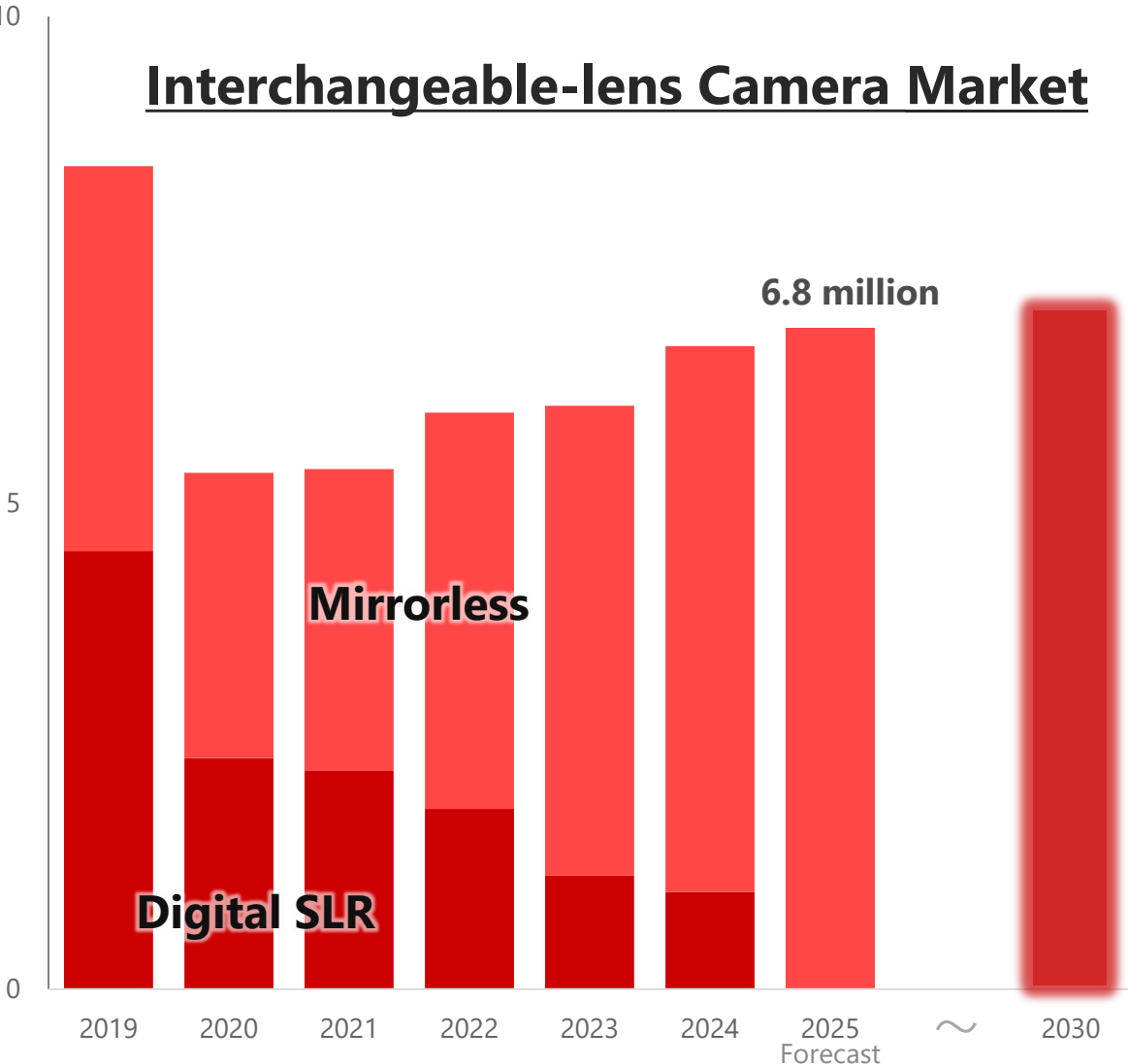
# Camera Market Trend

Source : CIPA (2019-2024)  
Canon est. (2025-2030)

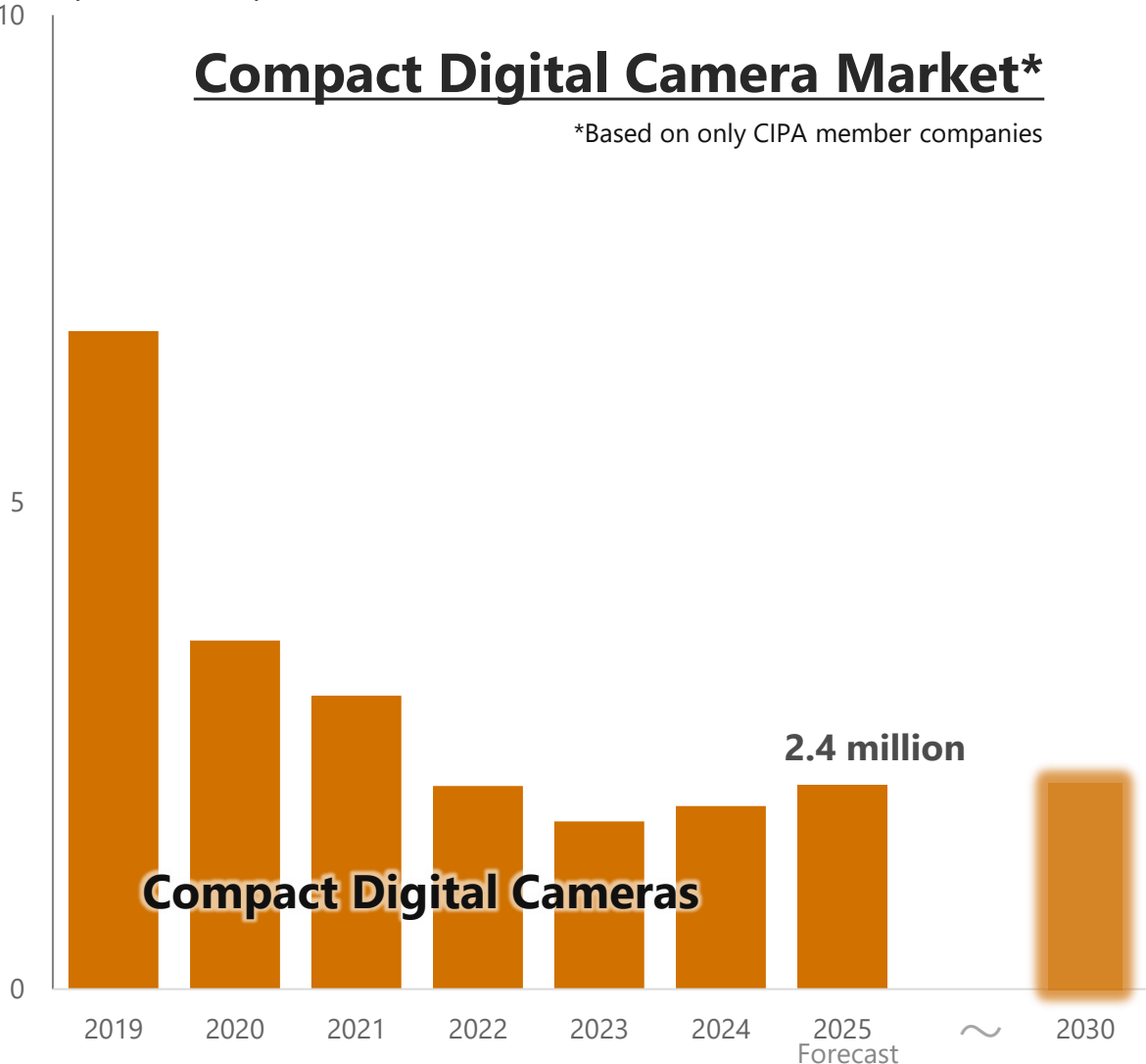
Canon

Modest growth projected in interchangeable-lens and compact digital camera markets through 2030

Units ( in millions)



Units ( in millions)



# Changes in Market : Customer Needs

Growing diversity in image capture needs and expansion of new user segments

Photography

Hybrid

Videography

Sports & News

Professional  
Photographer

Enthusiasts

Personal  
Photography  
& Hobbies

Creator

Production

Film &  
Broadcasting



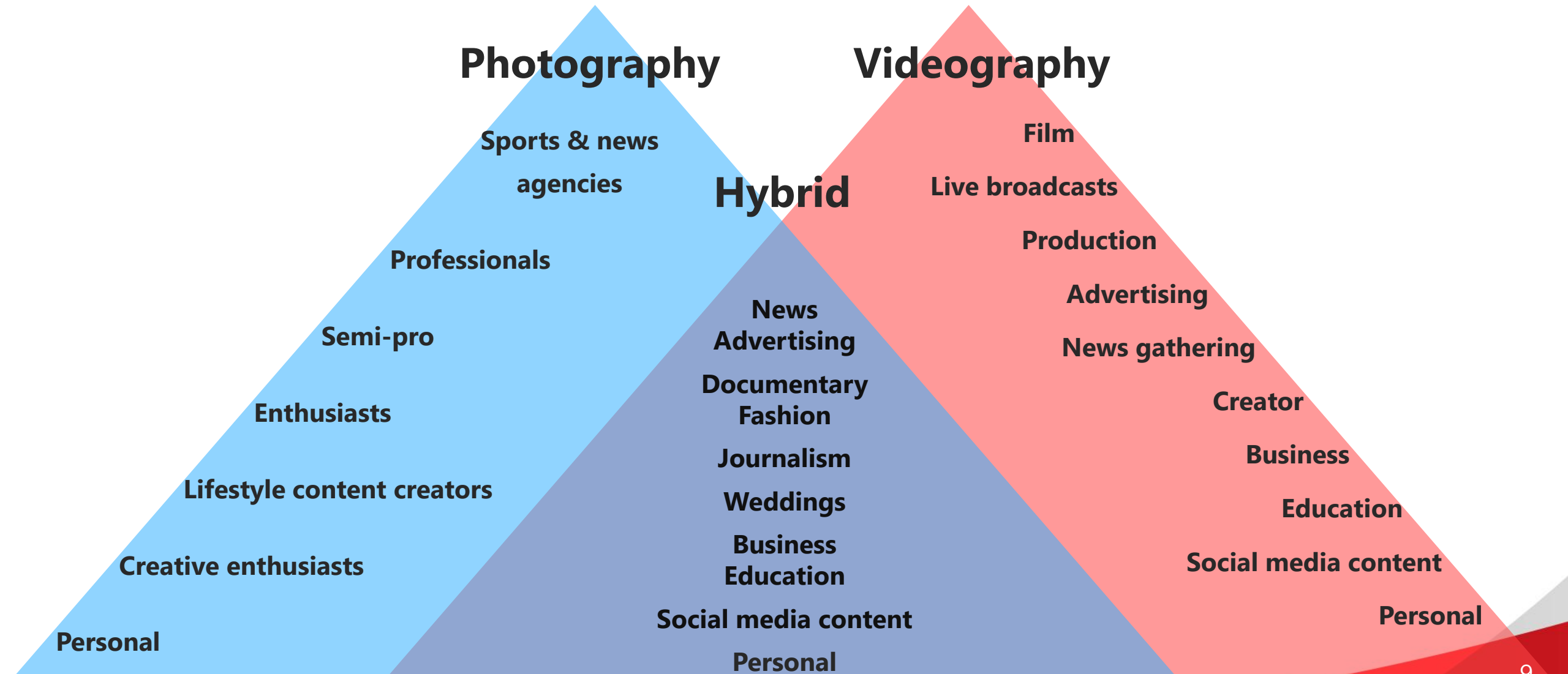
Seamless integration of photography & videography

Blurring line between B2C & B2B

Expansion of new user segments

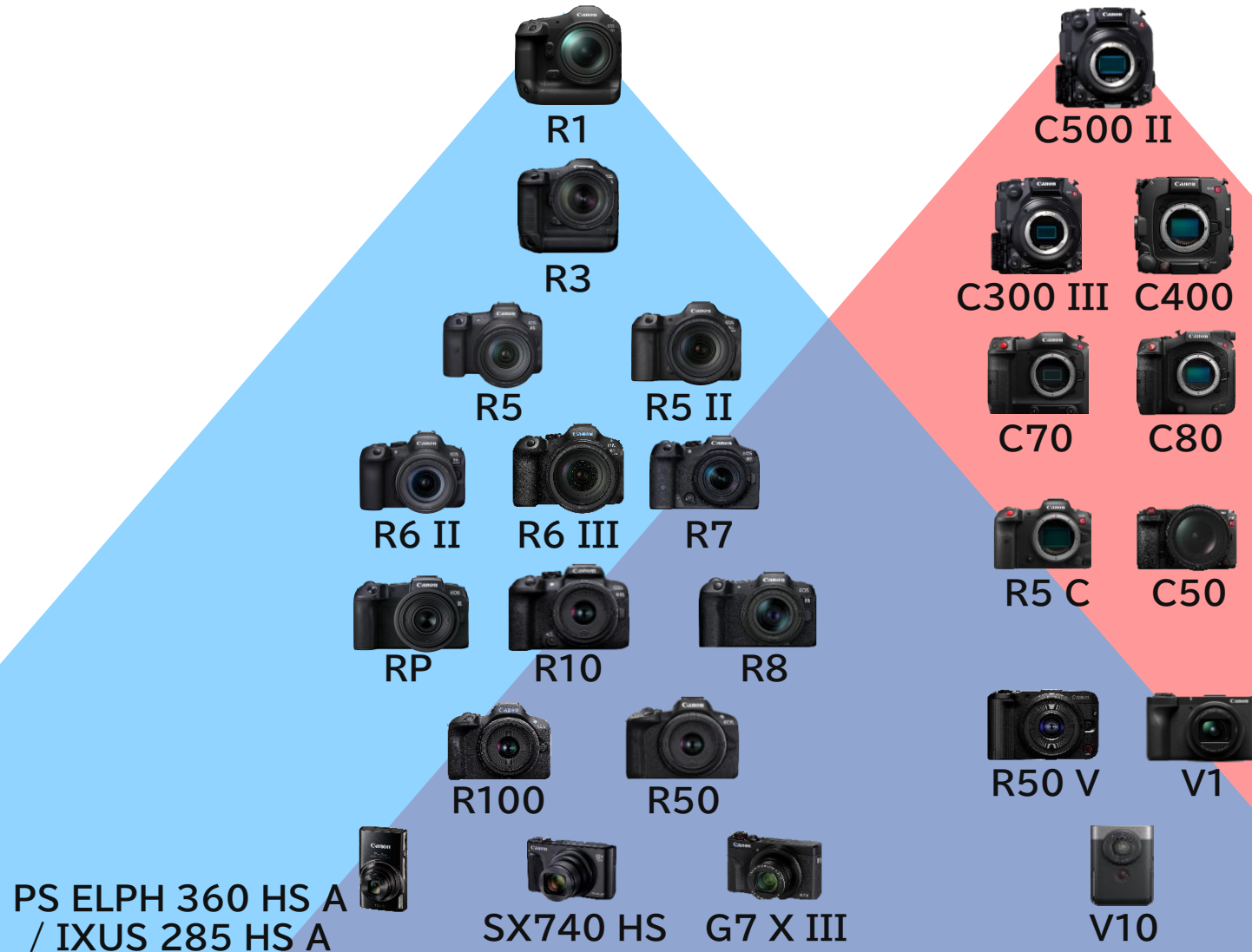
# Changes in Market : Industry Trends

Integration of photo and video markets driven by changes in user needs



# Camera Lineup Strategy

Seamless full-lineup strategy for photo and video



# Lens Lineup Strategy

Expanding the RF lens lineup, targeting 100 lenses in the mid-term

RF PRIME F1.4 L series

RF Cinema Lens  
PRIME Lens series

64\* Total number of  
RF mount lenses

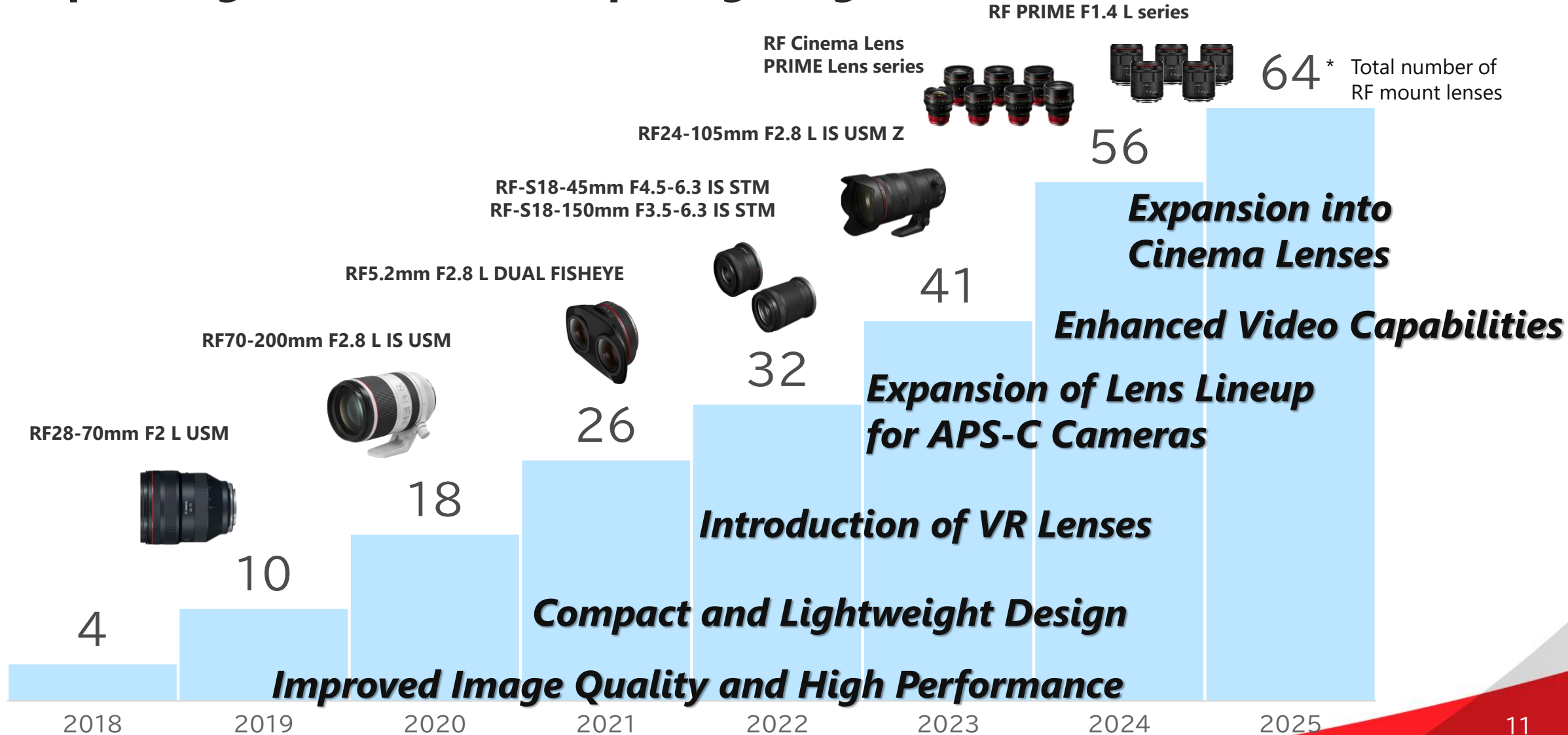
RF24-105mm F2.8 L IS USM Z

RF-S18-45mm F4.5-6.3 IS STM  
RF-S18-150mm F3.5-6.3 IS STM

RF5.2mm F2.8 L DUAL FISHEYE

RF70-200mm F2.8 L IS USM

RF28-70mm F2 L USM

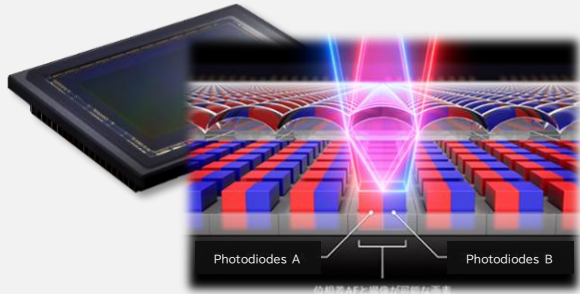


# Camera Technology Innovations to Meet Customer Needs

Refining advanced camera and lens technologies to deliver products that continue to earn customer support



## AF



Dual Pixel CMOS AF

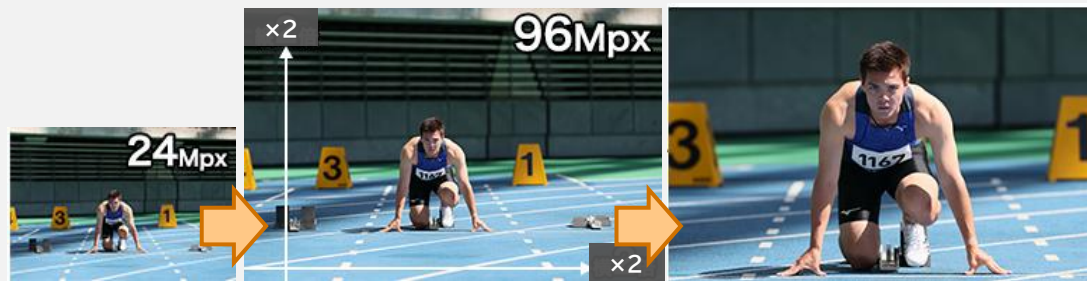


AI Subject recognition & Tracking

## Image Processing and Reliability

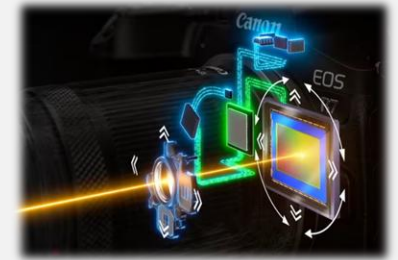


DIGIC



AI In-camera upscaling  
Authenticity

## System



Coordinated IS



High-speed communication

# Lens Technology Innovations to Meet Customer Needs

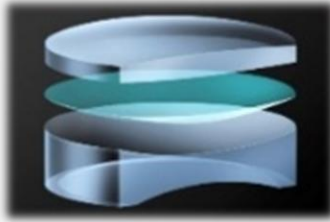
Refining advanced camera and lens technologies to deliver products that continue to earn customer support



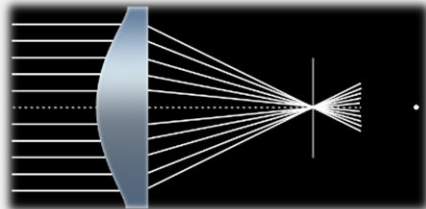
## Optical



Fluorite

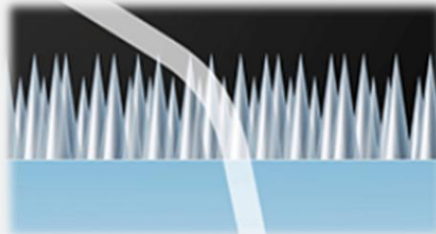


BR lenses

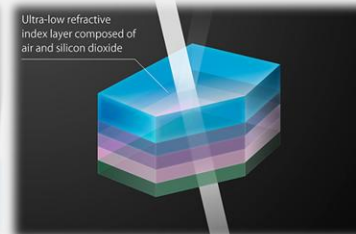


Aspherical lenses

## Coating



SWC



ASC

## Drive Systems



VCM



Nano USM



STM

## Production Technology

Design

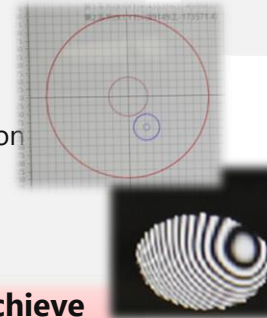
Cooperation

Production

Design and structural adjustment engineering

Digital calibration and quality inspection

Mass production technology for lenses that achieve near-perfect alignment with design specs.



BR lens  
SWC  
ASC  
VCM  
Nano USM  
STM

: Blue Spectrum Refractive Optics Lens  
: Subwavelength Structure Coating  
: Air Sphere Coating  
: Voice Coil Motor  
: Nano Ultrasonic Motor  
: Stepping Motor

# Compact Digital Camera Strategy

Addressing new imaging needs and gaining support from new users

## Photo-centric hybrid



## Flat high-zoom & Slim-compact



ELPH 360 HS A  
/ IXUS 285 HS A



## Video-centric



PowerShot V1



## Persistent demand for still photography

Social Media • Sharing  
Selfies



## Growing video demand

Vlog • Streaming  
Content creation

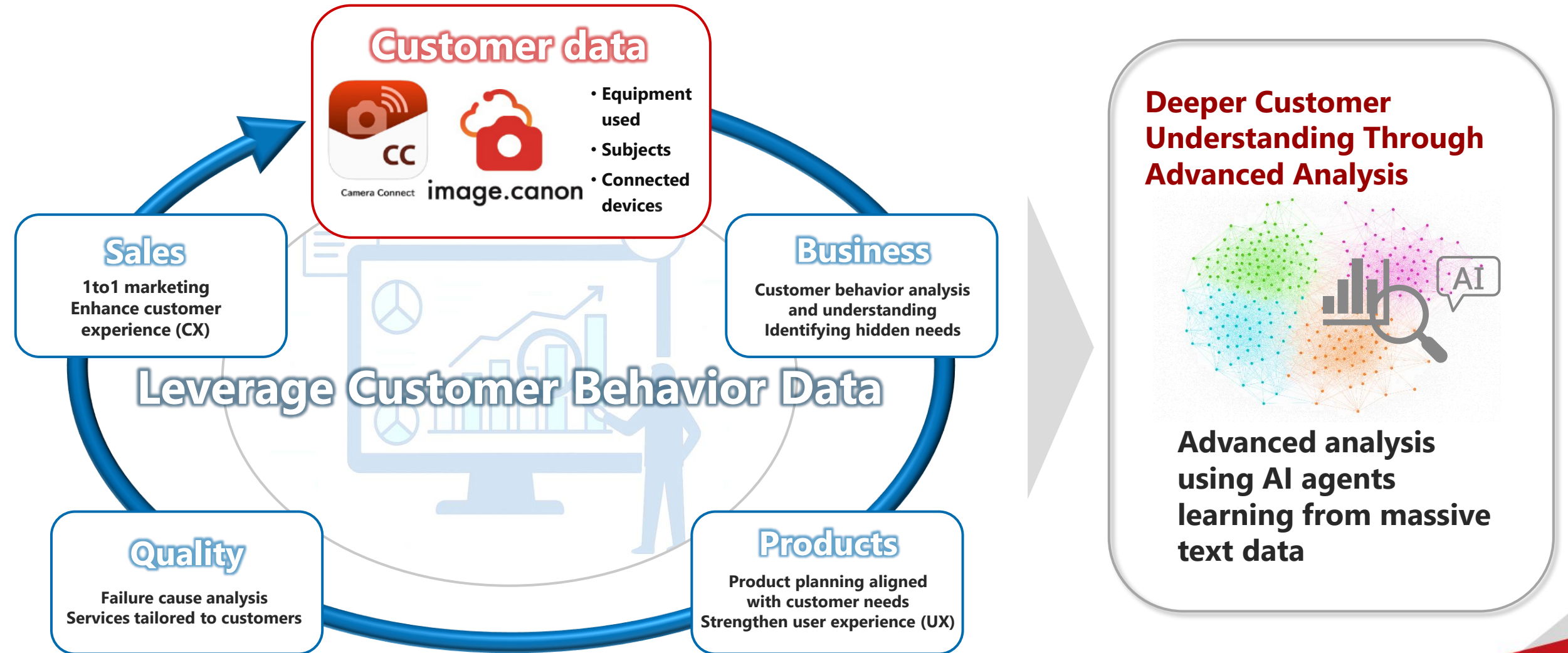


## Unique values smartphones can't provide

Reality & Imperfection  
Joy of capturing images  
Self expression

# Leveraging Customer Behavior Data

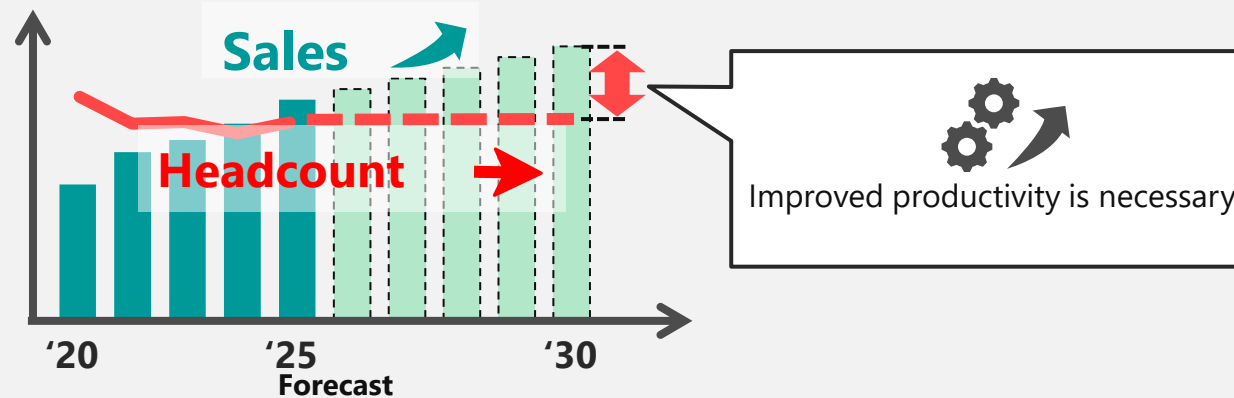
Enhancing business operations and service delivery by leveraging customer data



# Enhancing Profitability Through Improved Productivity **Canon**

Carrying out measures to improve productivity across entire commercialization processes

## Image of sales and headcount



### Planning

Thoroughly utilize IT tools to strengthen data driven business operations



### Development

Build an efficient R&D structure to improve performance and shorten development lead-time



### Production

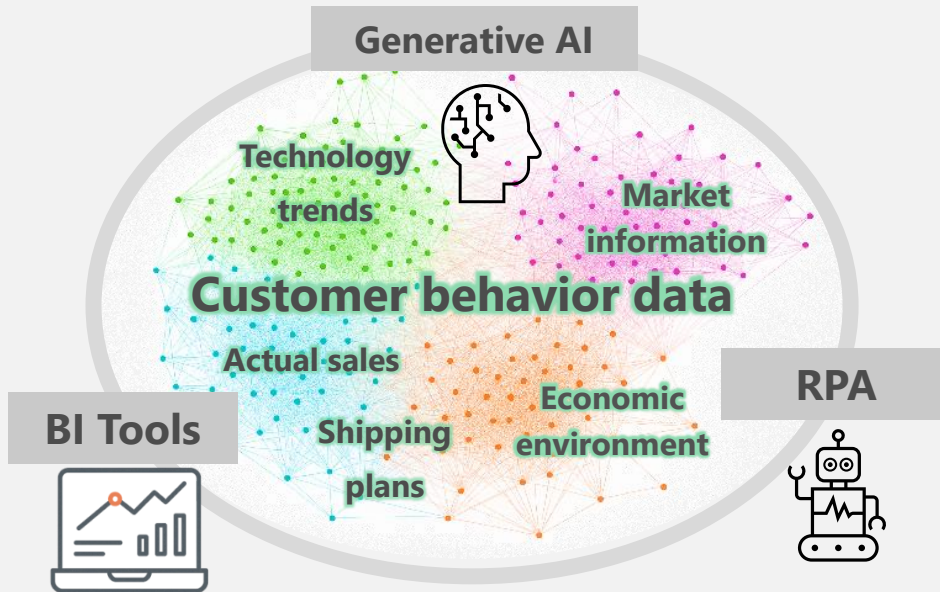
Construct an optimized production system to deliver high-quality products at low cost

# Initiatives to Improve Productivity (Planning & Development)



## Planning

### Leverage IT Tools



- ✓ Strengthening sales capabilities through planning that accurately captures needs
- ✓ Transformation into creative and strategic operations



## Development

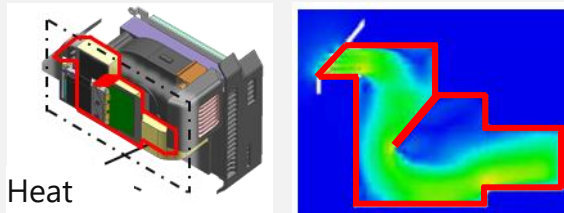
### Utilize Simulation

Ex. Drop Test Simulation



Accurately reproduce movements inside lens barrel

Ex. AI Model for Heat Dissipation

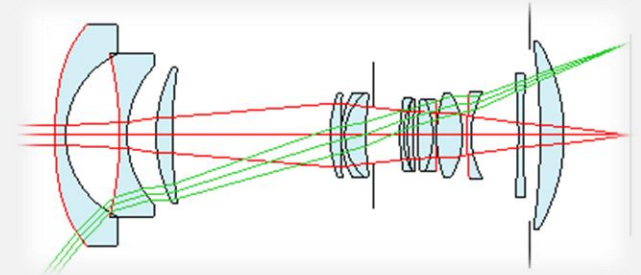


Heat dissipation duct  
Analyze large volume of shapes using machine learning

Next Expansion of AI model applications

### Optimize Development Process

Ex. Lens design automation



Next AI Utilization for efficiency enhancement

Ex. Automated Testing



Next Expansion of automated testing scope

# Initiatives to Improve Productivity (Production)



## Production (Automation & DX Measures)

### Cameras

Main  
assembly

Unit  
assembly

Camera: Automation of Main Assembly



**Goal** Automation of entire assembly process

### DX



- Efficiency of production plan formulation
- Visualization of production progress and inventory

**Goal** Optimization of human resources

### Lens

Glass  
processing  
(Front-end)

Glass  
processing  
(Back-end)

Main  
assembly

Unit  
assembly

Automation of glass processing



\*Medium- and large-lot production

**Goal** Automation of entire glass processing steps

Automation of lens assembly



\*Medium- and large-lot production

**Goal** Automation of entire assembly process



Master craftsman

Passing Down Ultra-High-Precision Lens Craftsmanship

# Continue to Drive Growth in Camera Market



**No.1 market share for 22 consecutive years  
in interchangeable-lens camera market**

(2003 to 2024)

Market Share  
2024



# Agenda

1. Imaging Group Overview
2. Camera Strategy
- 3. Network Camera Strategy**
4. New Business Areas

# Network Camera Business Overview

## Overview of Group Companies

- Company : Axis Communications
- CEO : Ray Mauritsson
- HQ : Lund, Sweden
- Joined the Gr. : 2015
- Net sales : Approx. 18.7 billion Swedish krona



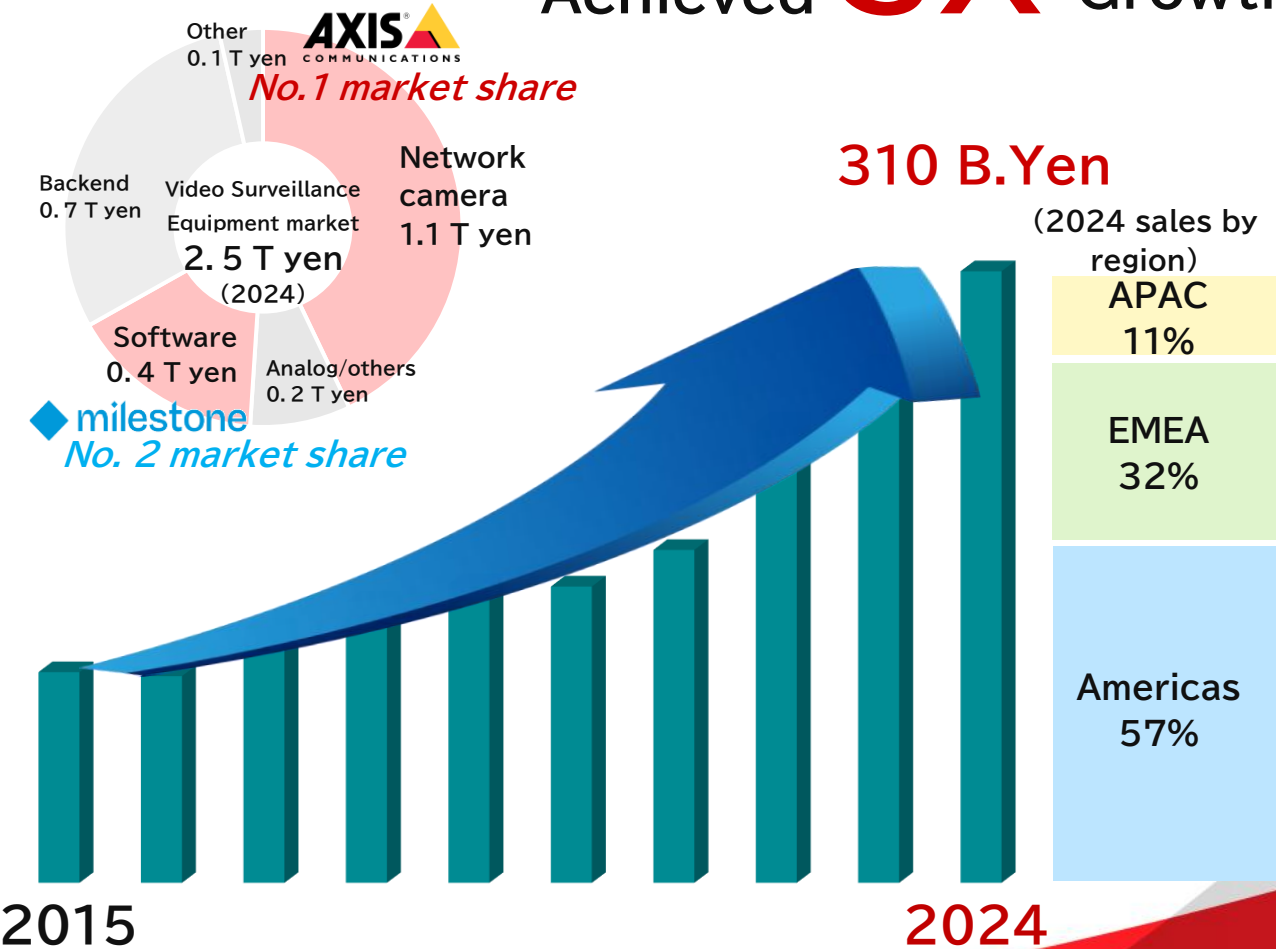
- Company : Milestone Systems
- CEO : Thomas Jensen
- HQ : Copenhagen, Danmark
- Joined the Gr. : 2014 (Integration of BriefCam and Milestone – 2025)
- Net sales : Approx. 2 billion Danish kroner



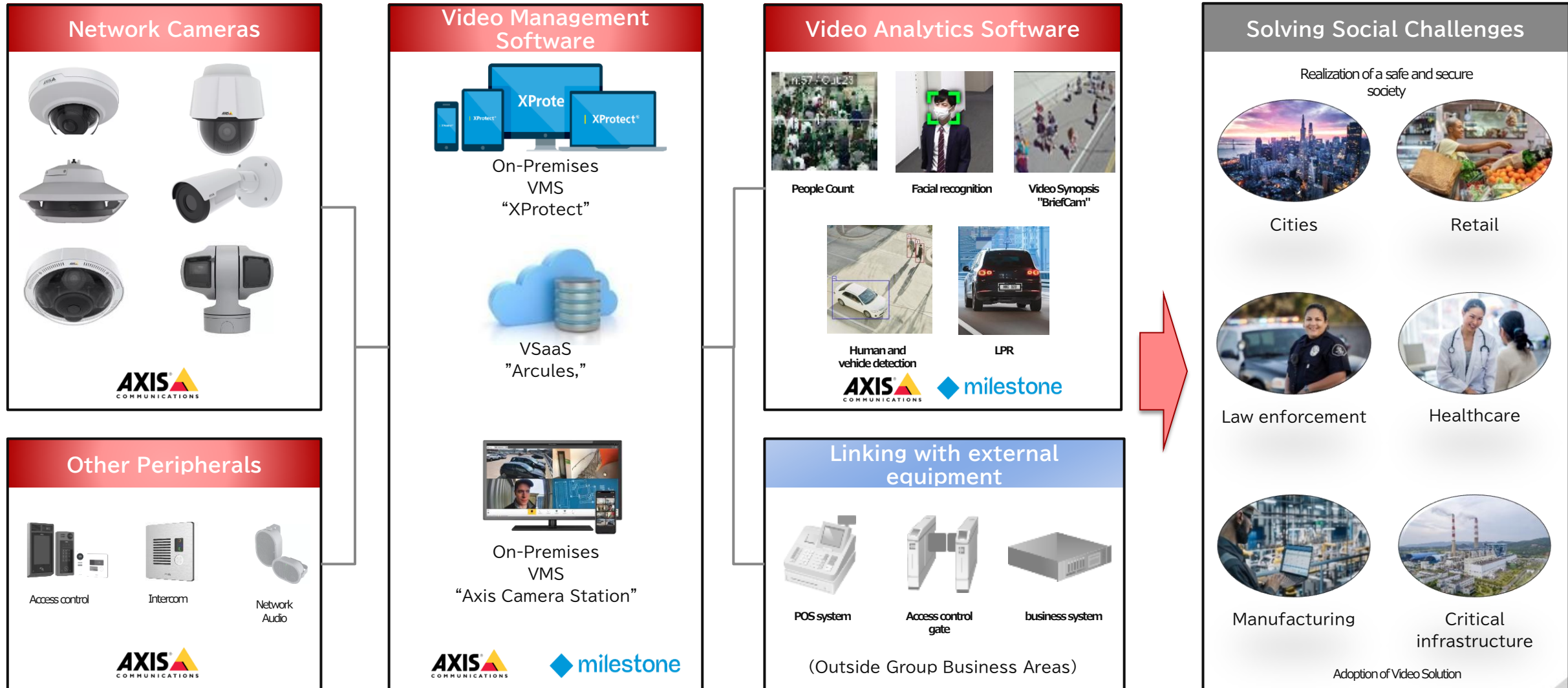
## Sales Trend

Over the past 10 years (2015 to 2024),

Achieved **3X** Growth



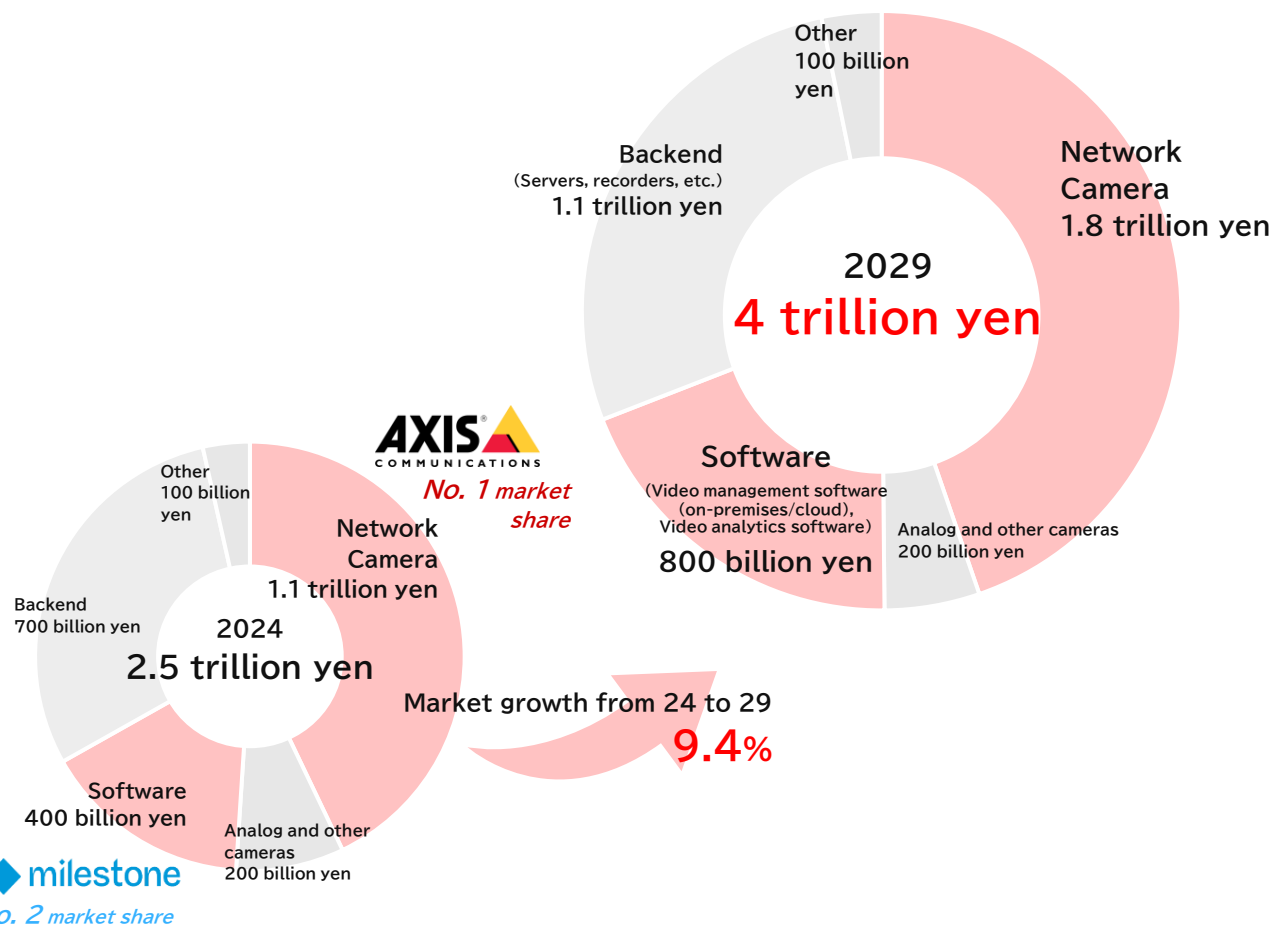
# Network Camera Business Group Products



# Future Market Trends

Continued Growth in “Safety and Security” Demand and Rising Demand for “Video Solutions”  
Driving Market Expansion

## Video Surveillance Equipment Market Size Forecast



## Key Trends in Market Expansion



### Network camera market

- ✓ Advancement of Network Camera Technology
- ✓ Increasing Importance of Cybersecurity Risk Management
- ✓ Accelerated Integration with Peripheral Devices and Sensors



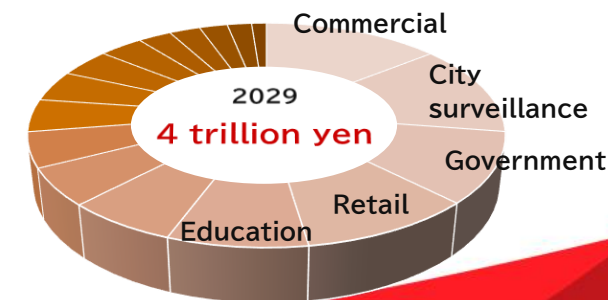
### Software market

- ✓ Cloud-Based Video Management Software Market and Expansion of AI-Powered Video Analytics
- ✓ Deepening Focus on AI Ethics and Data Privacy
- ✓ Accelerated Integration with External Systems and Non-Video Data



### Market by Application

- ✓ Growing Demand Driven by Top 5 Key Segments (Approx. 55% of Market)



# Strengths of Axis



1. Industry-Leading Diverse Product Portfolio and Technology Partnerships
2. Robust Two-Tier Sales Network and Service Framework
3. Strong Brand Power Built Through Years of Industry Leadership

## Product Portfolio

### Video Surveillance

#### Network camera products

##### Core Video Products



Bullet Box



PTZ Dome



Panorama Onboard

##### Expanded video product



Thermal Special camera



Explosion-protected Radar

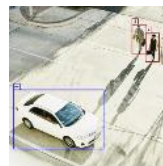


Bodyworn camera Modular

#### Software & Solutions



Video management software



Analytics

### Peripheral & New Area

#### Audio, Intercom Access Control



Network Audio

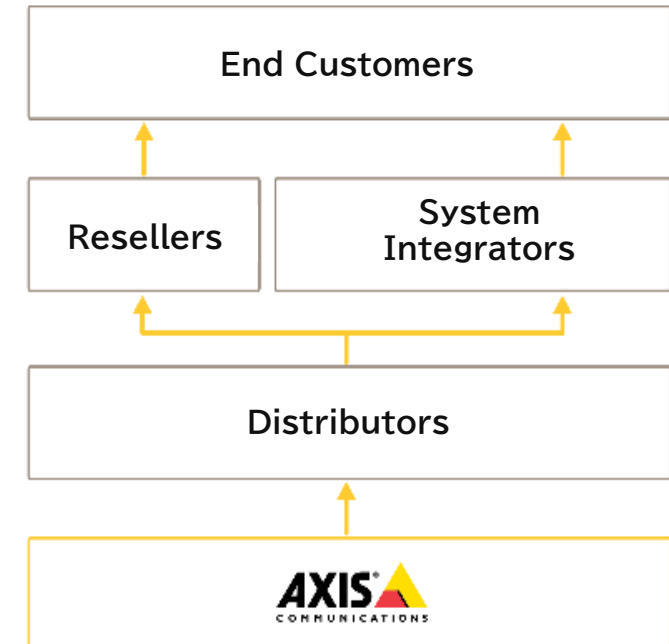


Access control



Intercom

## Two-tier Business Model

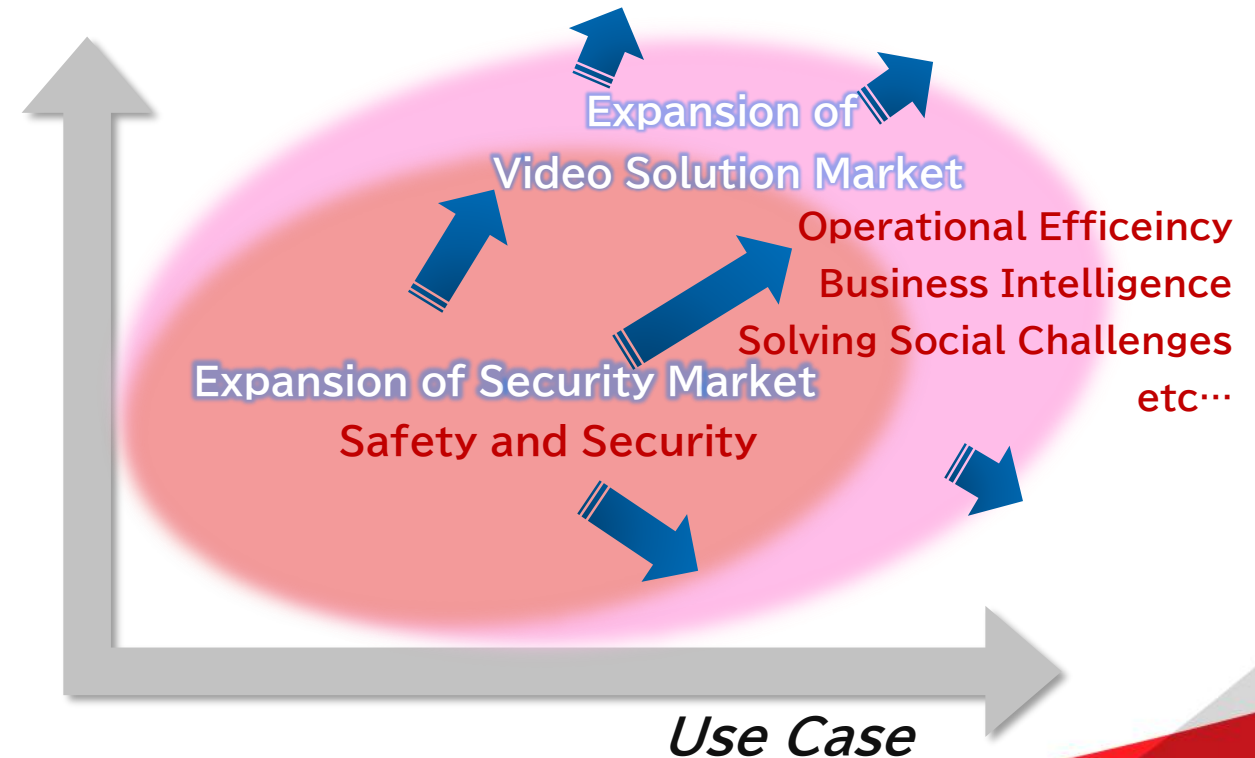
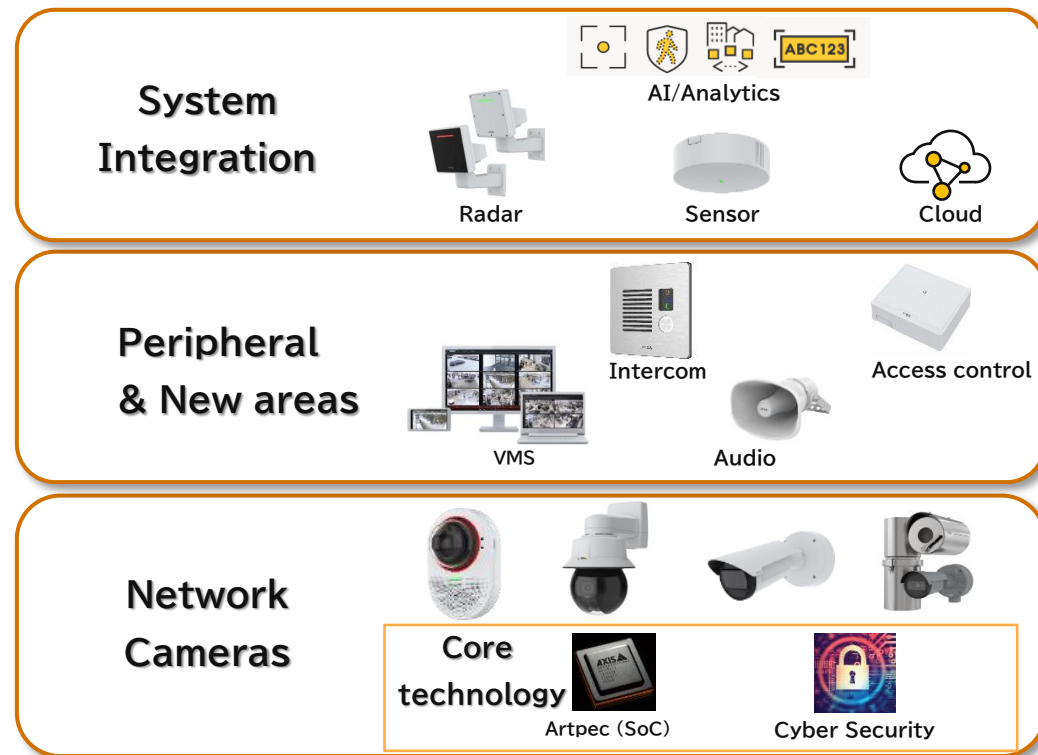


# Axis Business Expansion Strategy



- Strengthen Core Technologies and Portfolio of Network Cameras
- Further Expansion of Security Business through Strengthening New Domains
- Expansion into Video Solution Areas (Operational Efficiency and Business Intelligence) through System Integration

## *Portfolio*



# Strengths of Milestone and Its Business Expansion Strategy

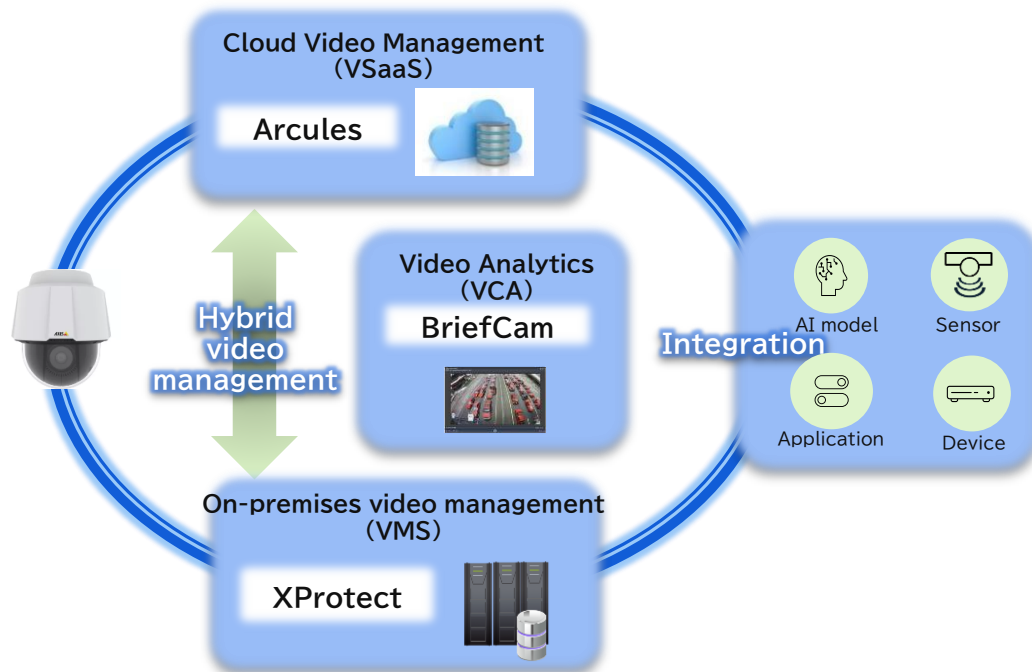


## Strengths

1. Scalable Product Portfolio Offering XProtect, Arcules and BriefCam across On-premises and Cloud
2. Industry-leading Technology and Sales Partners Built on an Open Platform
3. Strong Brand Power Built Through Years of Industry Leadership

## Expansion Strategy

- Providing Comprehensive Solutions Through Enhanced AI Analytics and Integration with Non-Video Data
- Accelerating VSaaS Business Model Through Strengthened Cloud and Hybrid Capabilities
- Reinforcing “Responsible Technology” for AI Ethics and Privacy Protection



# Innovating for a smarter, safer world



CAGR

More than

**10%**

2030 target

More than

**500B Yen**

# Agenda

- 1. Imaging Group Overview**
- 2. Camera Strategy**
- 3. Network Camera Strategy**
- 4. New Business Areas**

# New Business Areas

## 3D Imaging

### EOS VR SYSTEM

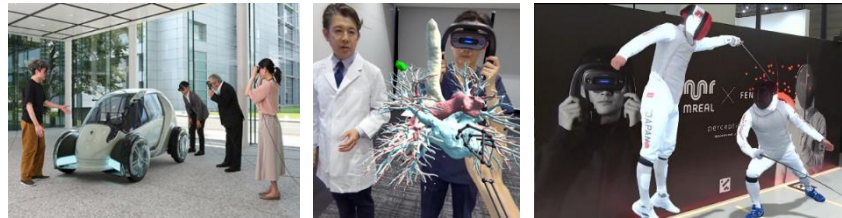
High-quality 3D VR shooting lenses

VR viewing devices & content creation  
Partner collaboration



### MREAL

Fusion of digital 3D images & real world  
**Manufacturing, Medical, Entertainment**



### Volumetric Video

Real-time 3D generation

New viewing experience for sports and entertainment



- 3D streaming
- 3D advertising
- 3D data usage

Rolled out for demonstration at Tokyo Dome and studios

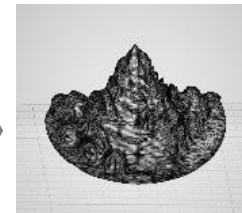
### EOS Image Quality 3D

EOS additional features

**One shot 3D generation**



One shot photography



3D digitalization

- Photo booth
- Digital signage
- CG creation
- E-commerce
- Archive

## Components

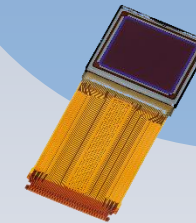
Leveraging  
in-house technology

In-house  
devices



SPAD  
SENSOR

Optical  
technologies



μOLED module

# Conclusion

Continuing to solve customers' diverse challenges and enrich lifestyles

