

**Canon Inc.**  
**2025 Corporate Strategy Conference**


# **Canon Overall Strategy**

**March 7, 2025**

**Fujio Mitarai**  
**Chairman & CEO**

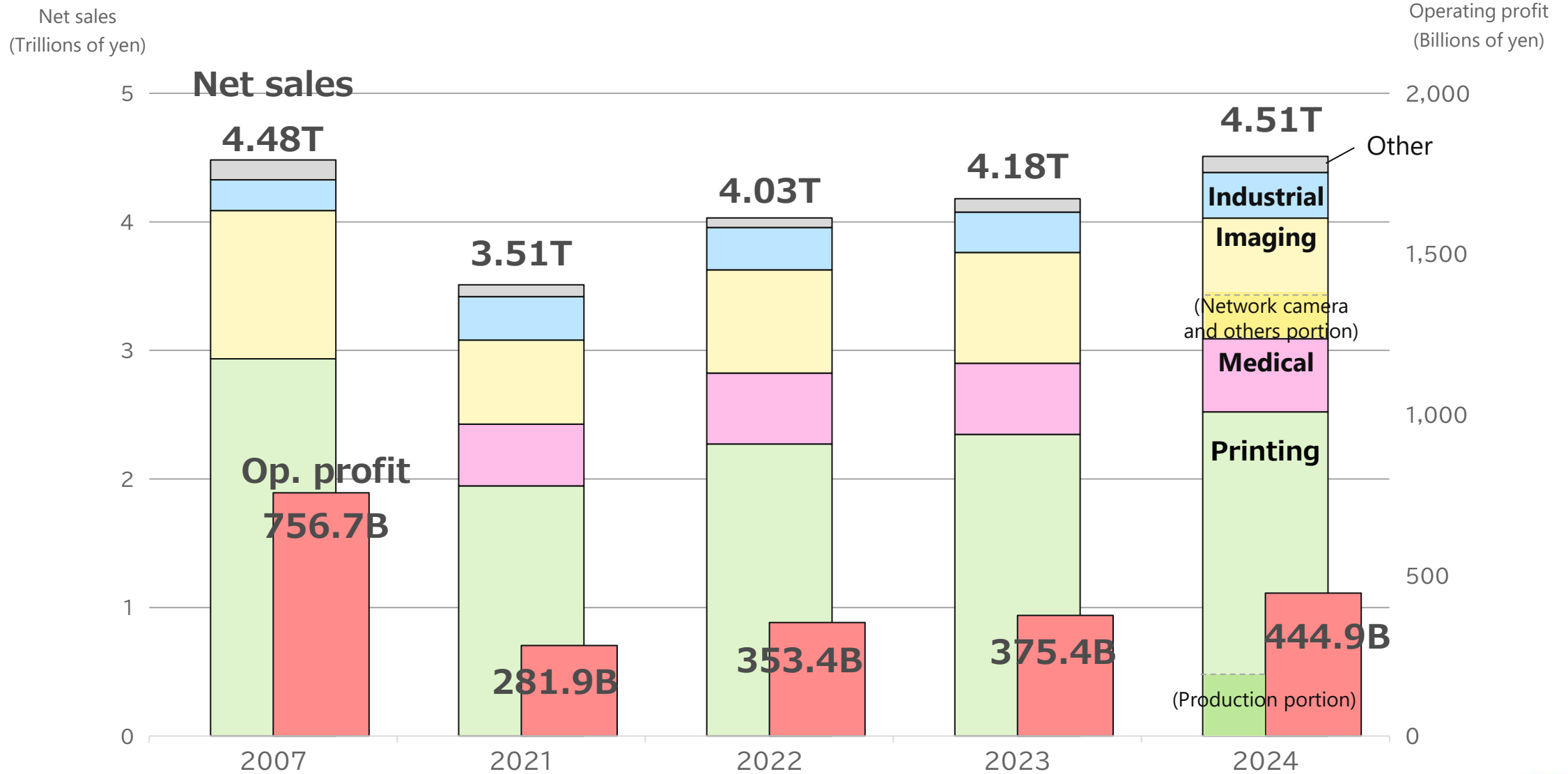


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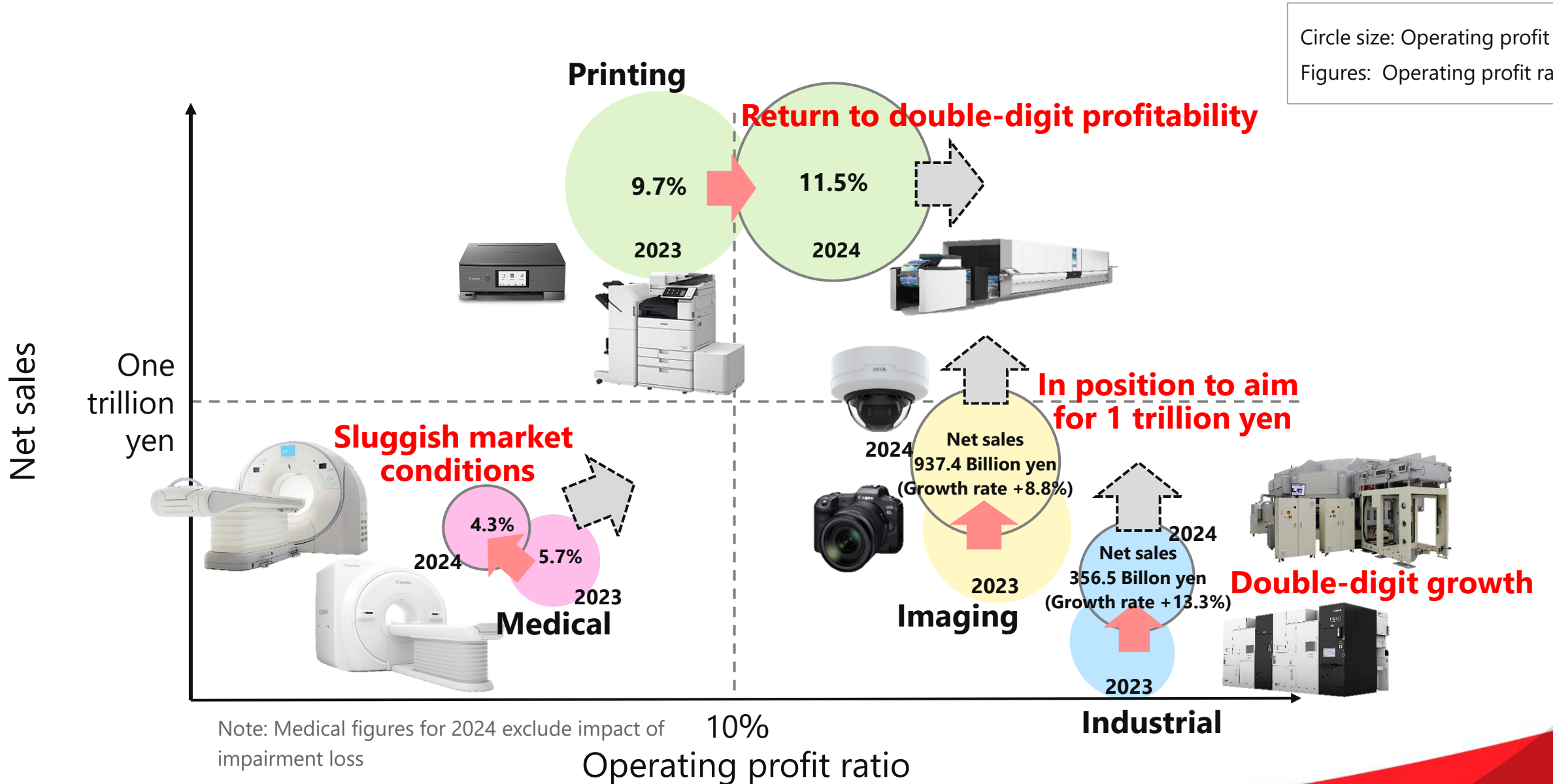
■ **Review of 2024**

# Net sales & operating profit



Note: 2024 excludes impact of impairment loss on medical business.

# Performance by industry-oriented business group



■ **Towards Phase VII (2026 - )**

# Three Reforms for Greater Growth

## Towards greater growth

### Three structural reforms

#### Sales

##### Review of sales structure

- Reorganization
- Review of sales channel

#### Medical business

##### Canon Inc. & CMSC integration

- Dedicating human, technology, know-how and other resources

#### Production

##### Review and consolidation of production sites

- Bring back to Japan, high value-added products
- Investigate outsourcing of production

# Cash flow

## Acquire new growth drivers

(Billions of yen)

	2021	2022	2023	2024	2025
<b>Op. cash flow</b>	<b>451.0</b>	<b>262.6</b>	<b>451.2</b>	<b>606.8</b>	<b>651.0</b>

<b>Growth investment</b>	R&D	287.3	306.7	331.9	337.3	355.0
	CapEx	177.4	188.5	230.3	237.0	250.0
	M&A	31.8	5.9	54.6	32.7	100.0
	<b>Total</b>	<b>496.4</b>	<b>501.1</b>	<b>616.8</b>	<b>607.0</b>	<b>705.0</b>
<b>Shareholders return</b>	Dividend	88.9	119.3	131.0	141.5	149.4
	Buybacks	0.0	100.0	100.0	200.0	100.0
	<b>Total</b>	<b>88.9</b>	<b>219.3</b>	<b>231.0</b>	<b>341.5</b>	<b>249.4</b>
<b>Debt repayment</b>	<b>174.8</b>	<b>-74.9</b>	<b>-82.0</b>	<b>-126.7</b>	<b>95.0</b>	

Actively invest in products and services that will become new pillars

Support the growth of new businesses. Acquire new growth businesses.



# Evolution of business portfolio management

## 【Effort areas by Group】

		Printing	Medical	Imaging	Industrial
Profitability	Sales expansion		◎		◎
	Profitability improvement	◎	◎		
Asset turnover ratio	Asset reduction	◎		○	

## 【Operating profit/Total assets

【Billions of yen】

2024	Printing	Medical*	Imaging	Industrial	Corp. & Others	Total
Net sales	2,522.7	568.8	937.4	356.5	124.4	4,509.8
Op. profit	289.9	24.7	151.3	68.9	-89.9	444.9
Op. profit ratio	11.5%	4.3%	16.1%	19.3%	-	9.9%
Total assets	1,354.9	421.5	425.5	238.6	3,329.0	5,769.6

\*Excludes impact of impairment loss

# 共生

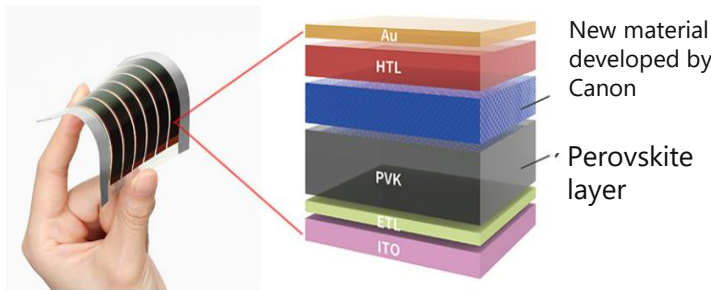
Realizing a sustainable society

## What is expected of companies is to “solve social issues” through business

Canon products and technologies that contribute to solving social issues



**FPA-1200NZ2C**  
Semiconductor manufacturing equipment that uses Nanoimprint



Development of high-performance material for perovskite solar cells

Established company-wide organization that promotes sustainability activities

### Sustainability Committee

《Important themes》

Climate change

Human rights

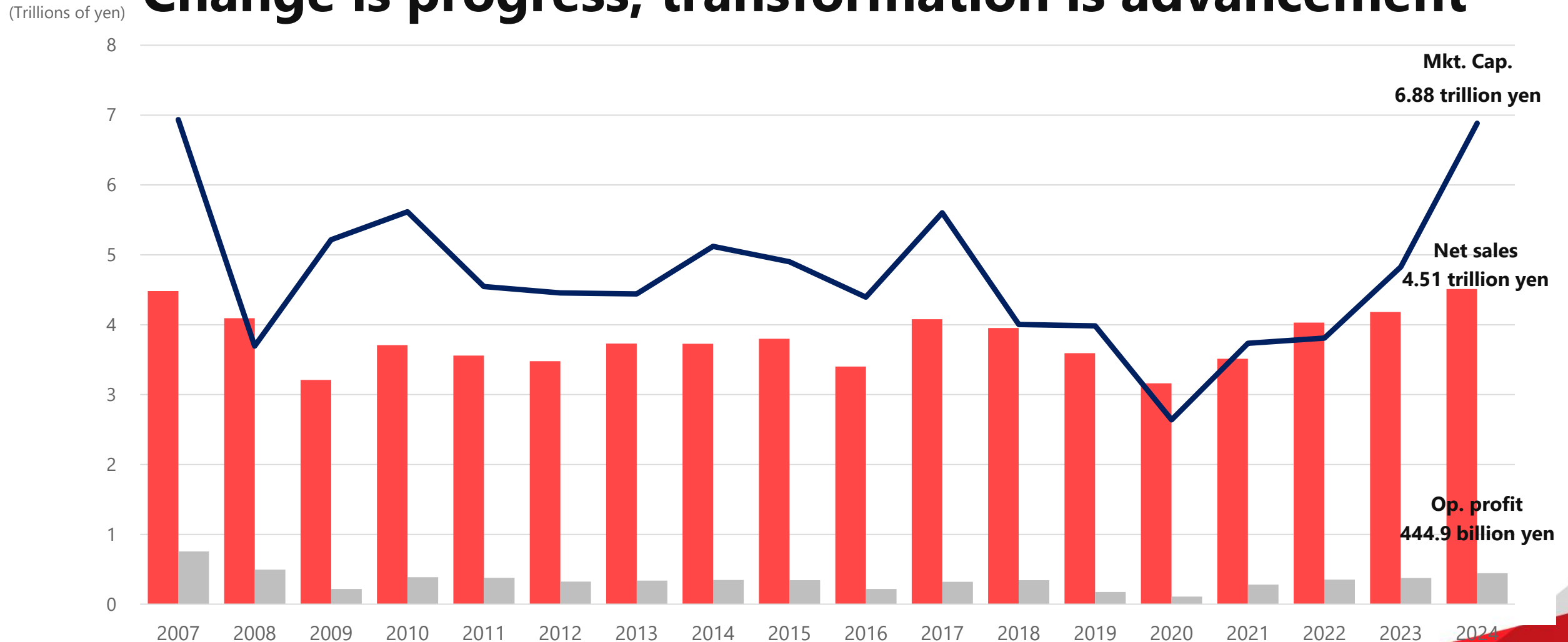
Human capital

Materiality

## ■ Summary

# Summary

## Promoting change based on the idea that “Change is progress, transformation is advancement”



Note: 2024 figures exclude impairment loss on goodwill linked to medical business.