

Canon Inc.
2025 Corporate Strategy Conference

Imaging Group

March 7, 2025

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Executive Vice President

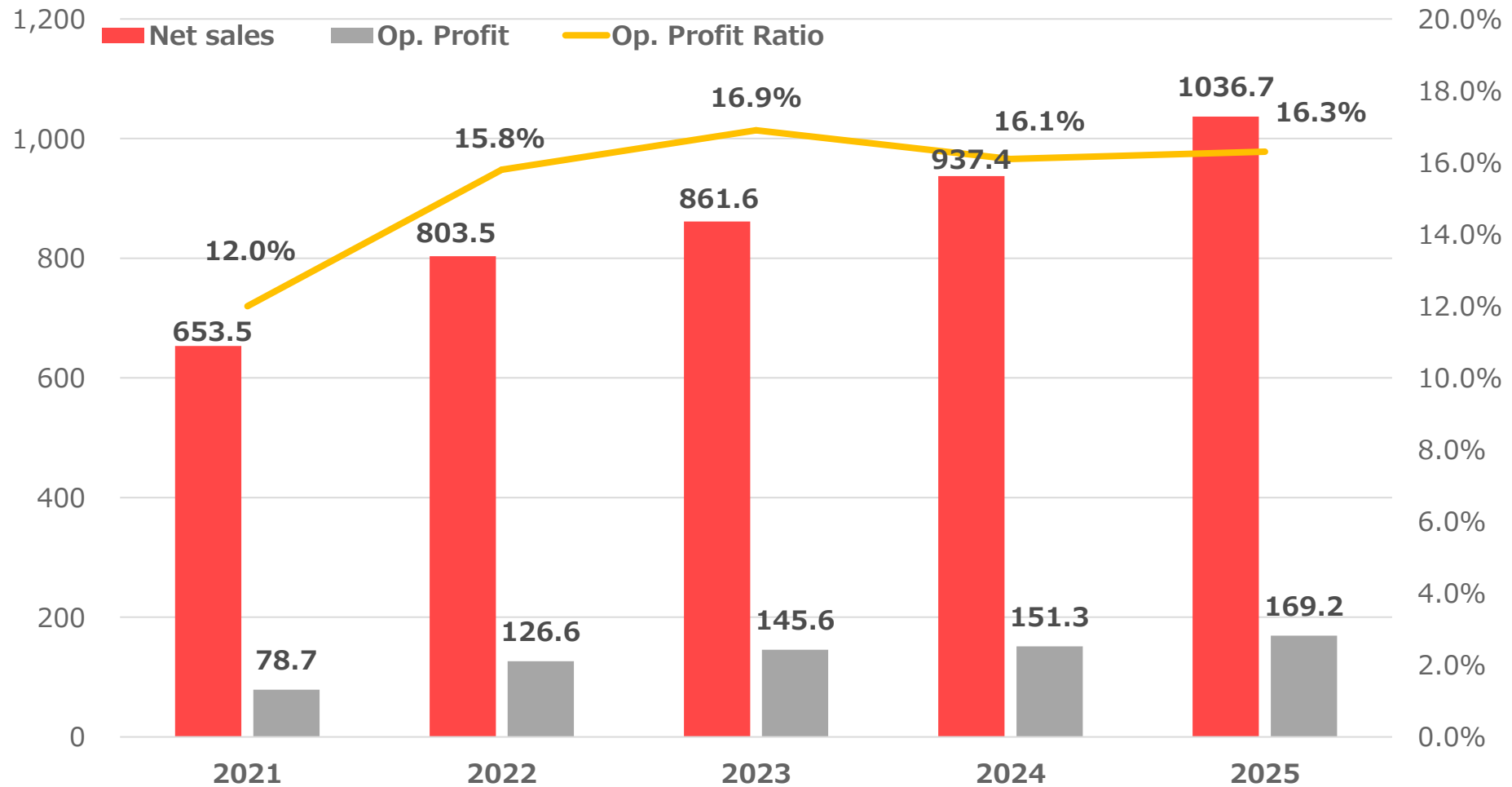
Head of Imaging Group

Canon

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Net sales/Op. Profit (Billions of yen)

Op. Profit Ratio



Results up to 2024 & Challenges and Strategies & Measures

Results up to 2024 & Challenges

■ Results

- Cameras : Maintained No. 1 share of interchangeable-lens camera market for 22 consecutive years
 - : Expanded lineup by launching new mirrorless cameras like the flagship EOS R1, and reaching a cumulative total of 56* RF mount lenses
 - : Released new CINEMA EOS SYSTEM to meet the wide range of video content production needs
- Network Cameras : Four consecutive years of double-digit revenue growth. Milestone integrated BriefCam and Arcules to strengthen solutions business
- Other New Bus. : Enhanced measures in 3D imaging area

■ Challenges

1. Maintain growth and high profitability amid global inflation and unstable global conditions
2. Respond to diversified values and market needs

*The number of models includes cinema lenses



Strategies & Measures for future growth

1. Establish a dominant position in the camera market
2. Grow network camera business through group collaboration
3. Strengthen profit structure by improving productivity
4. Expand into new business areas

1. Establish a Dominant Position in the Camera Market

Provide products and services, leveraging advanced optical and camera technologies to meet diverse needs

Press



Creator

Social media post



- Achieve an overwhelming No.1 share in mirrorless camera market by continuously introducing attractive products that can be realized only by the EOS R system
- Expand lineup of hybrid cameras and lenses to meet the needs of both still photography and video shooting
- Provide young people with a different value experience from smartphones
- Improve functions and performance of cameras and lenses using technologies including AI
- Provide top quality service and support with the aim of zero downtime, ensuring professionals work without any stoppages

2. Grow Network Camera Business Through Group Collaboration

Enhance market position through further acceleration of Canon Group synergies

[Network Camera Market]

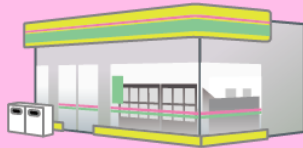
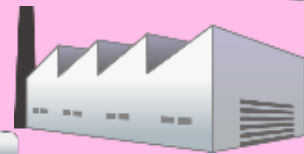
Continuous growth by expanding from security to video solutions

Video Solutions Market

Increase productivity
Resolve labor shortage
Improve business process

Security Market

Safety & Security



Hardware

Overwhelming Network Camera Lineup

Canon

SPAD
SENSOR



AXIS
COMMUNICATIONS



Software

Industry-leading video management and video analytics solutions

milestone

Arcules



XProtect



BriefCam

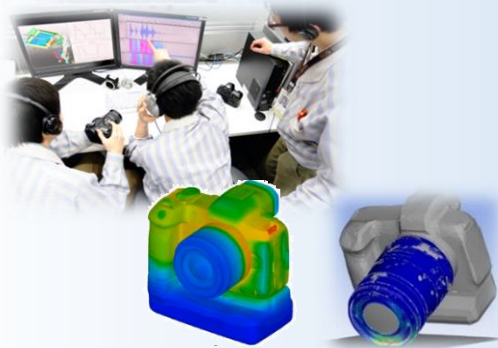


3. Strengthen Profit Structure by Improving Productivity

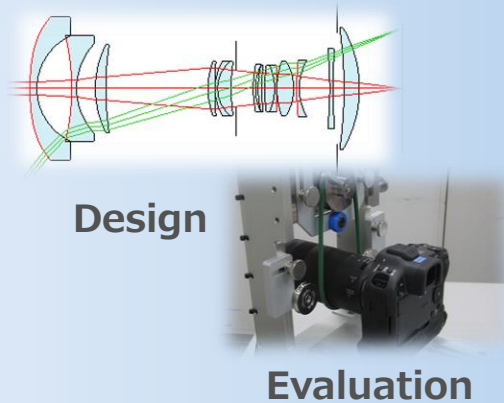
Build structure for efficient development and optimal production, utilizing leading-edge technologies

Efficient Development Structure

Use of Simulation

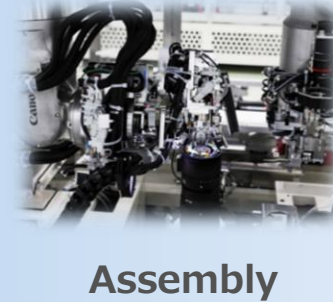


Automation



Optimal Manufacturing Structure

Automation



In-house production



Use of AI Technology



4. Evolve into New Business Areas

Expand use cases of 3D imaging

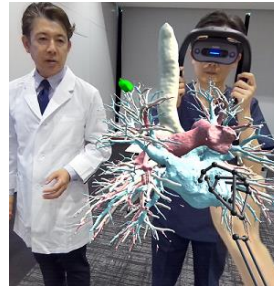
EOS VR SYSTEM

High-quality 3D/VR
Image shooting



MREAL

Seamless fusion of digital
3D images and real world



Volumetric Video

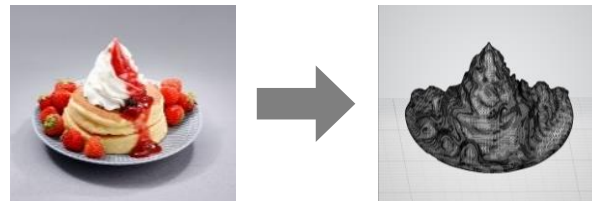
Real-time 3D generation



PoC operations at Tokyo Dome
and Studios

EOS image quality 3D

Generate high-quality 3D
data using single shot by EOS



Single shot

3D data
conversion

Start Component Business

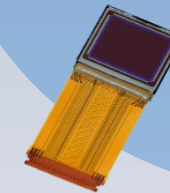
Utilize In-House
Technologies

In-House
Devices

Optical
Technology



SPAD
SENSOR



μOLED Module