

Canon Inc.

2026 – 2030

Excellent Global Corporation Plan Phase VII

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Chairman & CEO**

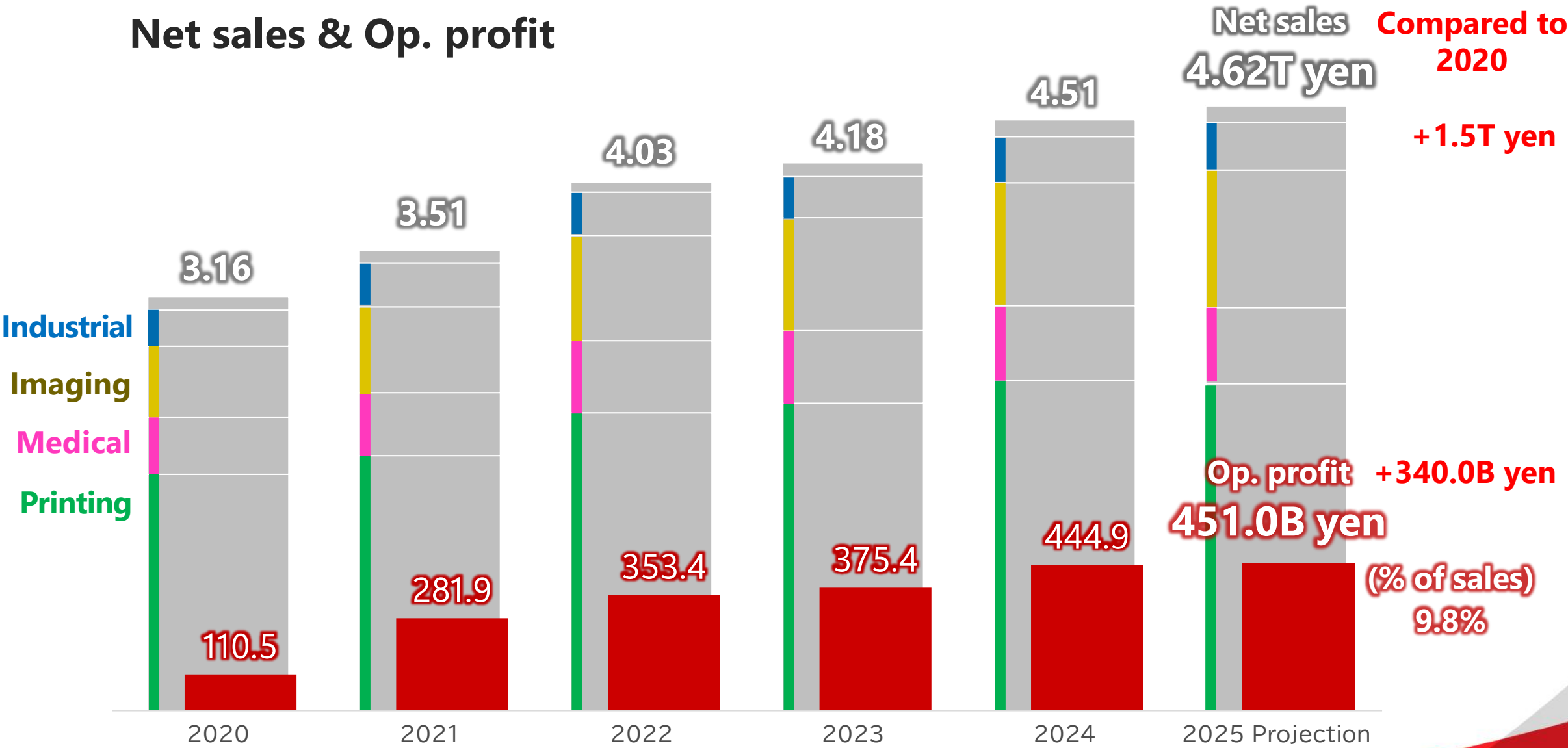
January 15, 2026



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Net sales & Op. profit



Note: 2024 figures exclude the impact of impairment loss tied to Medical business.

Achieve new growth through innovations in productivity

M&A

Net sales

4,616B yen

5T yen

5.6T yen

'26-'28 CAGR 3%

'29-'30 CAGR 6%

Op. profit ratio

9.8%

12%

15%

ROE

9.8%

12%

15%

2025 Projection
(as for 3Q earnings announcement)

2028

2030

Structural reform completion

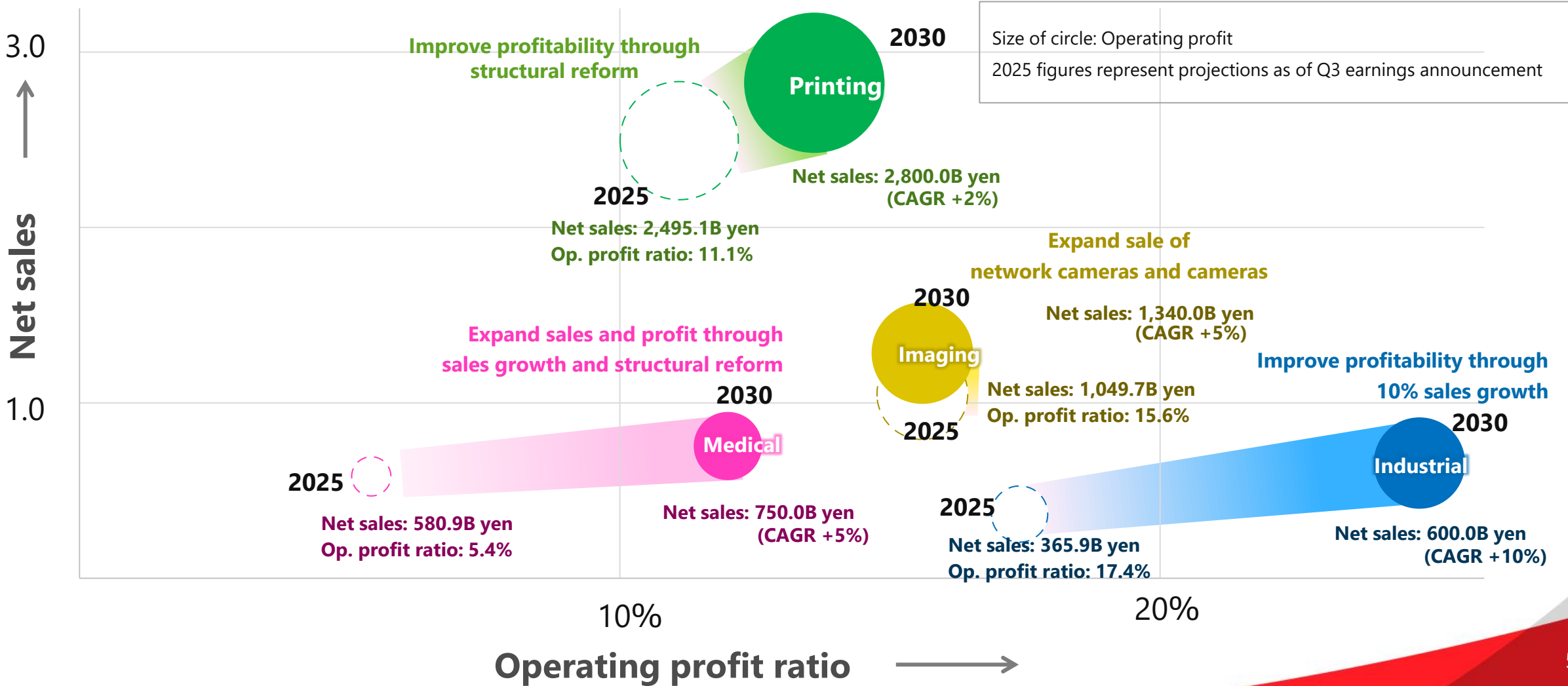
- Sales reform
- Production reform
- Medical business

New products that broaden business area contribute to performance

- Nanoimprint
- Photon Counting CT
- Industrial printing equipment

Expand profits in growth areas by redistributing cash to Industrial and Medical that is earned from Printing and Imaging, which are cash cow businesses

(Trillions of yen)



- **Aiming for further growth by raising efficiency in the sales system in mature markets and strengthening sales capabilities in emerging markets**

Sales structure reform



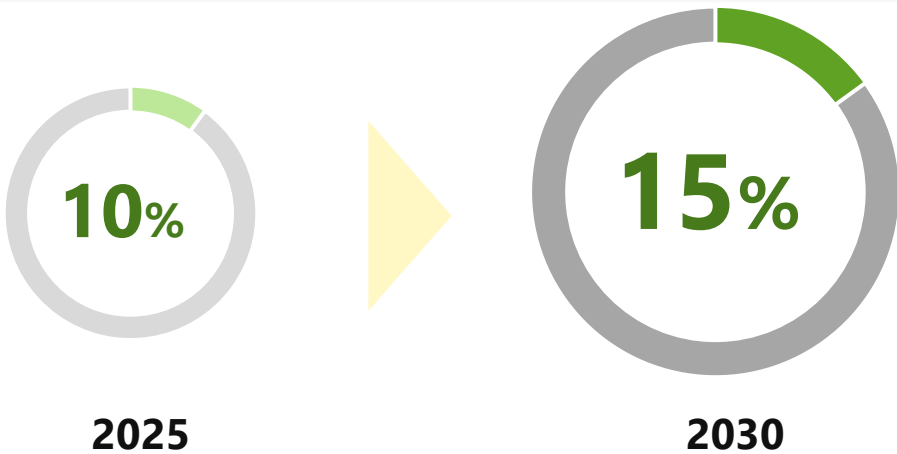
Expansion in emerging markets

Key regions

Africa, Middle East, India, Indonesia, Latin America etc.

- High GDP growth rate
- Potential for increased market share

Emerging markets sales composition ratio



- Review global production system and rebuild it into a structure that enhances competitiveness in line with the times
- Thoroughly improve efficiency by actively utilizing external resources and further enhancing production automation

Consolidate overseas mfg. sites for hardware

Rebuild production system for optimal performance by 2028

- ✓ **30% reduction** in workforce
- ✓ **40% reduction** in workspace
- ✓ **50% reduction** in work in process inventory
- ✓ Improvement in utilization rate
- ✓ Asset reduction

New production system (Printing Group)

Slim&Vital

Optimize production resources

Outsource manufacturing

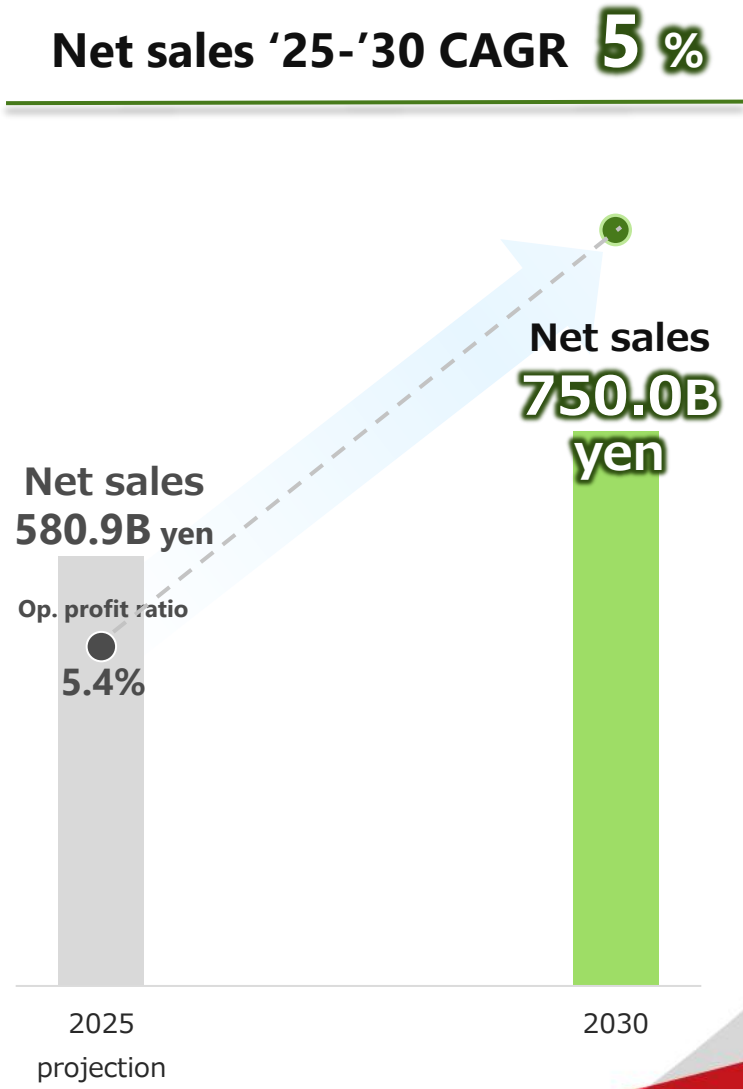
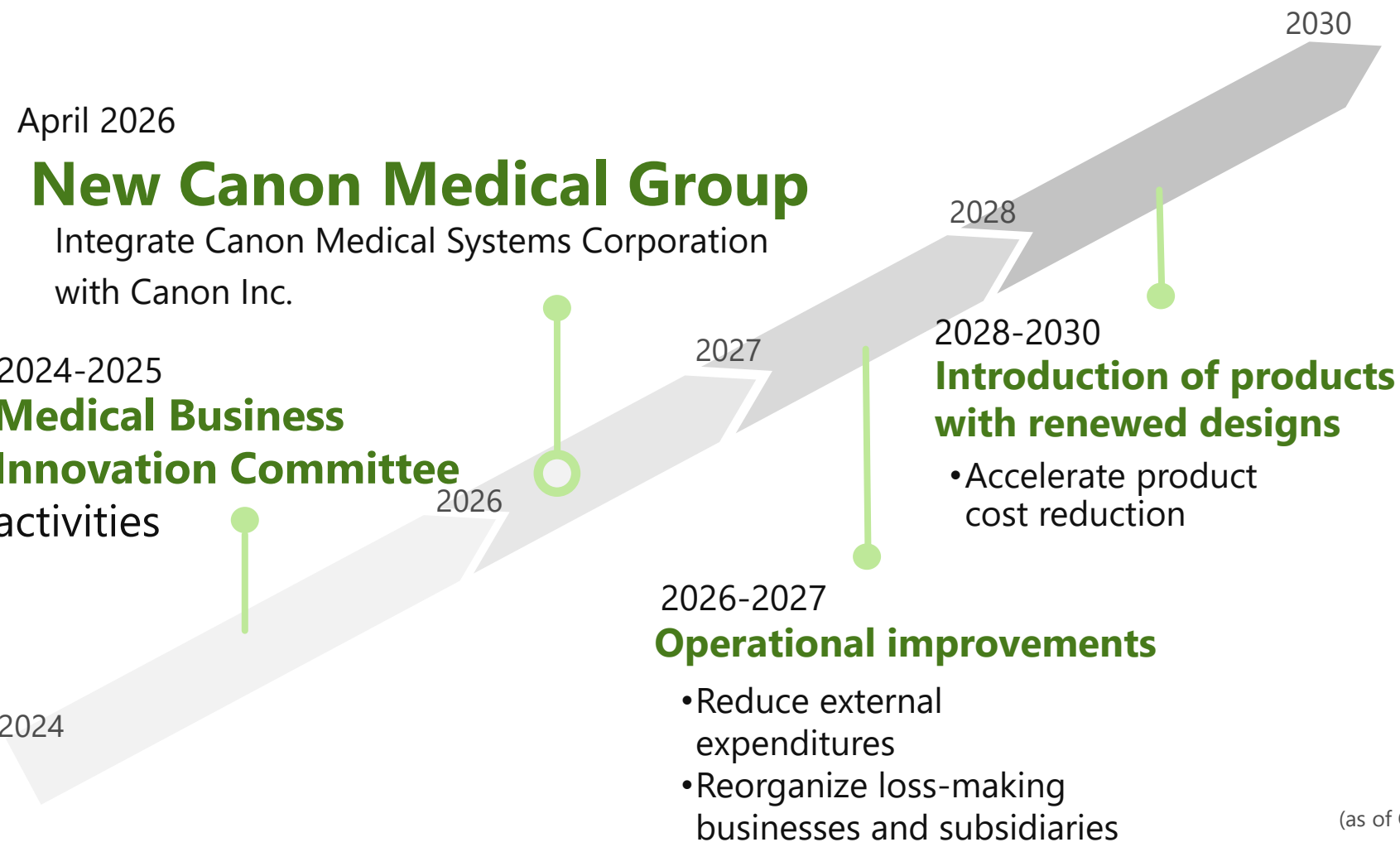
- Hardware products and units that do not need special technology to produce

Strengthen in-house production system

Promote production automation in Printing

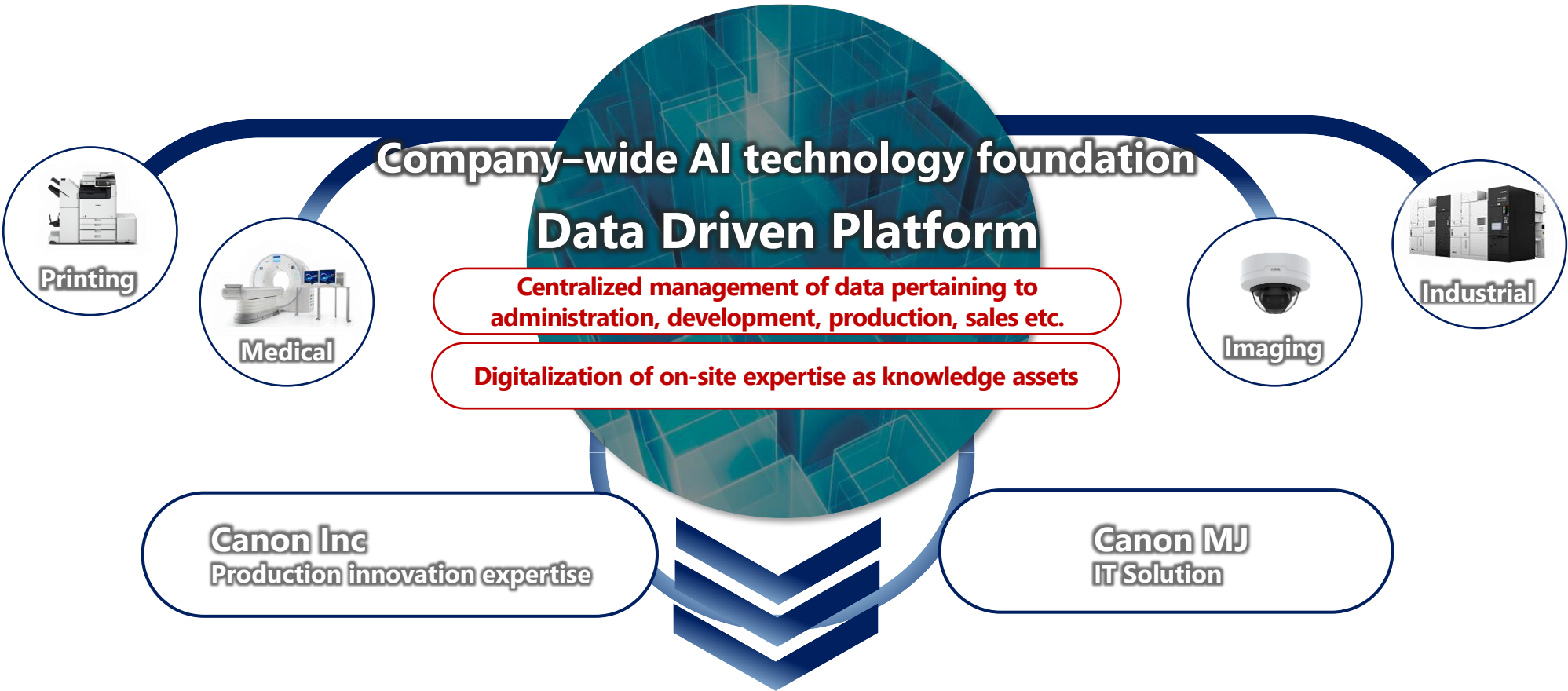
- Collaborative cells with humans and robots
- DX of inspection process
- Automation of parts logistics

■ **Integrate Canon Medical Systems Corporation with Canon Inc.**



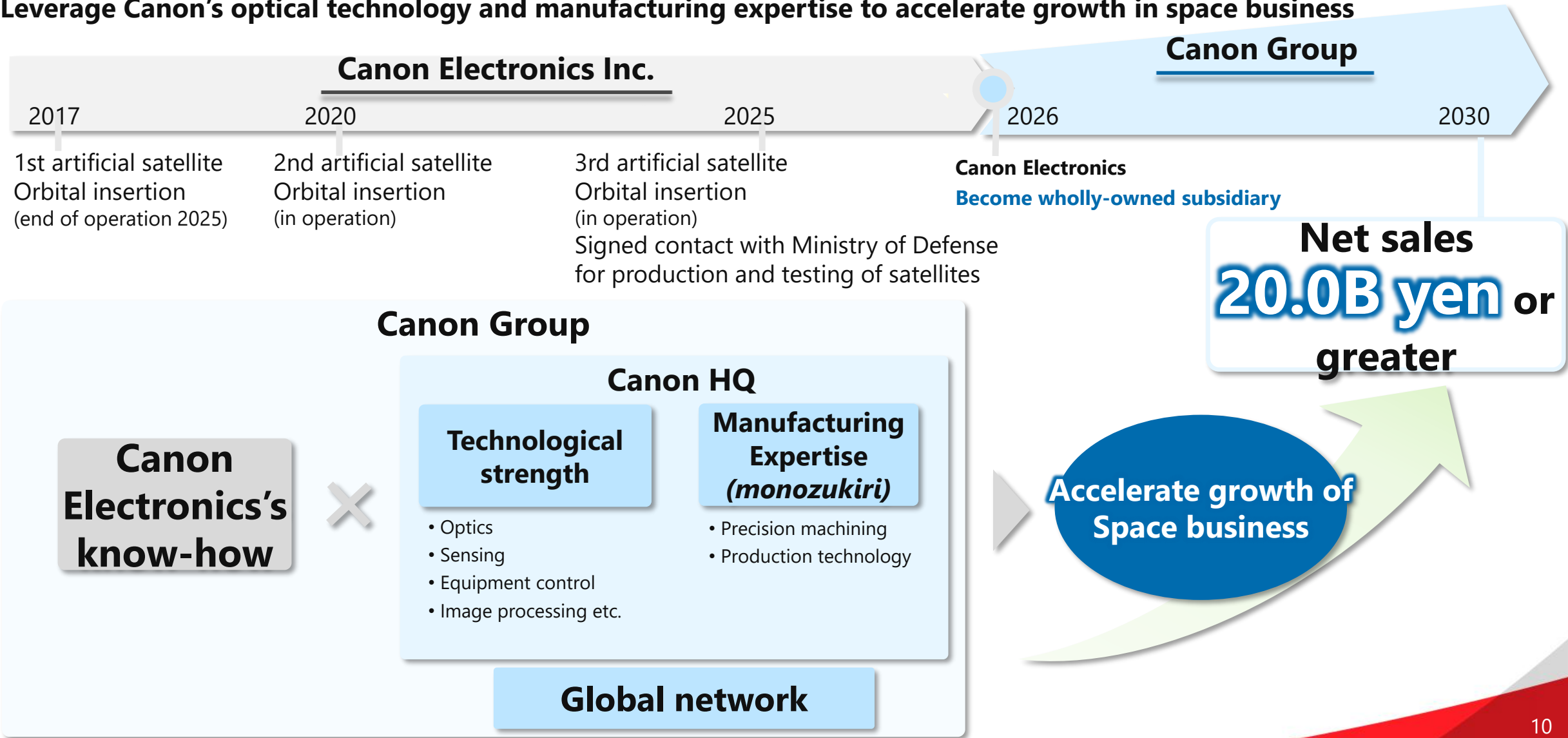
(as of Oct. 2025 earnings announcement)

- Improve profitability by leveraging Canon Inc.'s strength in hardware and expanding sales of software and services

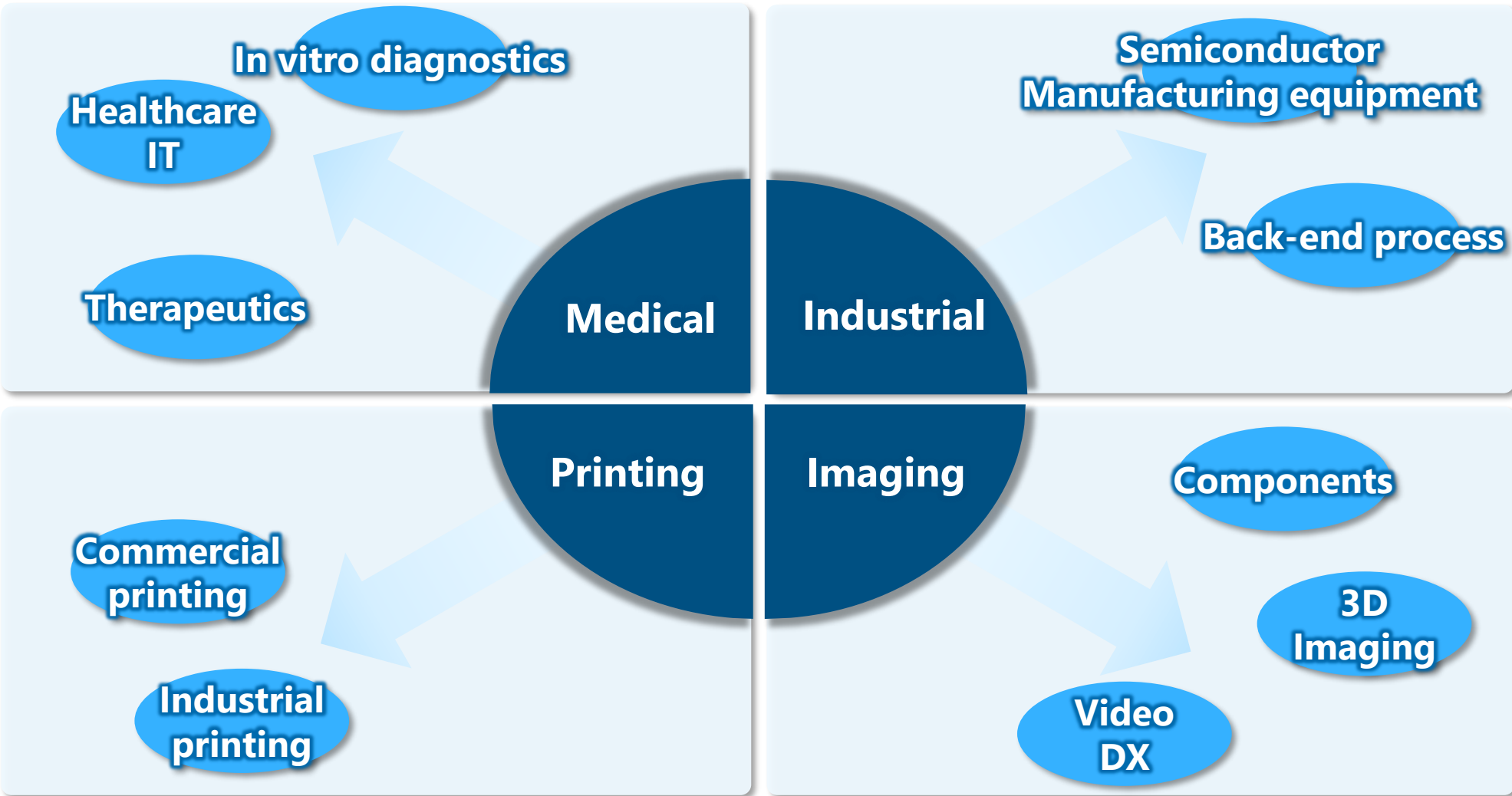


Create Solutions Business

- Make Canon Electronics, which is engaged in the space industry, a wholly-owned subsidiary
- Leverage Canon's optical technology and manufacturing expertise to accelerate growth in space business



■ Expand business area through organic growth investment and M&A



■ Active cash allocation in growth areas



■ Achieve ROE of 15% in 2030

	2025	2028	2030
ROE	9.8%	12%	15%
Net income ratio	7.1%	8.6%	10.5%
Total asset turnover ratio	0.8	0.8	0.8
Financial leverage	1.74	1.74	1.8

Profitability improvement

- Improvement in net income ratio through structural reform
- Profit contribution from growth areas

Asset efficiency improvement

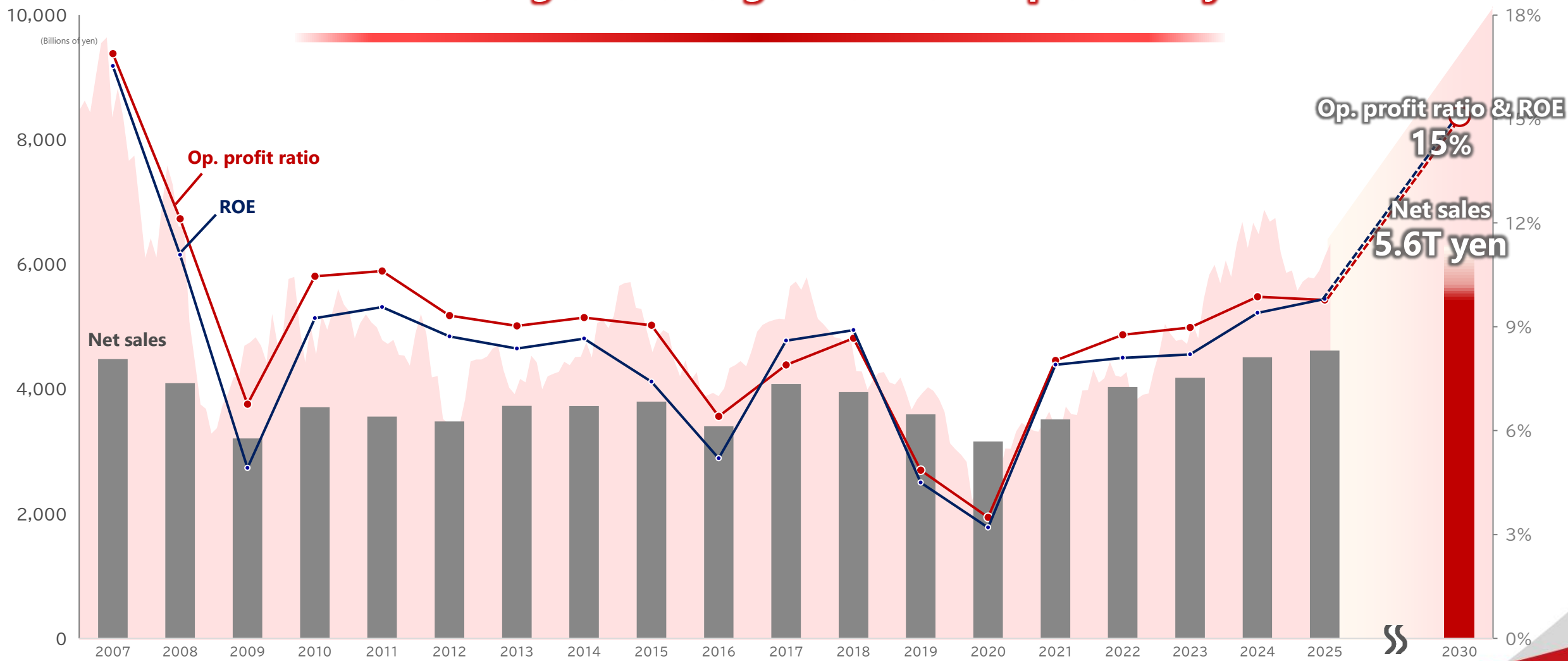
- Asset reduction through structural reform

Financial leverage

- Utilize borrowing in cases of large-scale M&A

Closing

Achieve new growth through innovations in productivity



Note: 2024 figures exclude the impact of impairment loss tied to Medical business.

Canon