

**Canon Inc.**

**2026 – 2030**

# **Excellent Global Corporation Plan Phase VII**

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**Canon**

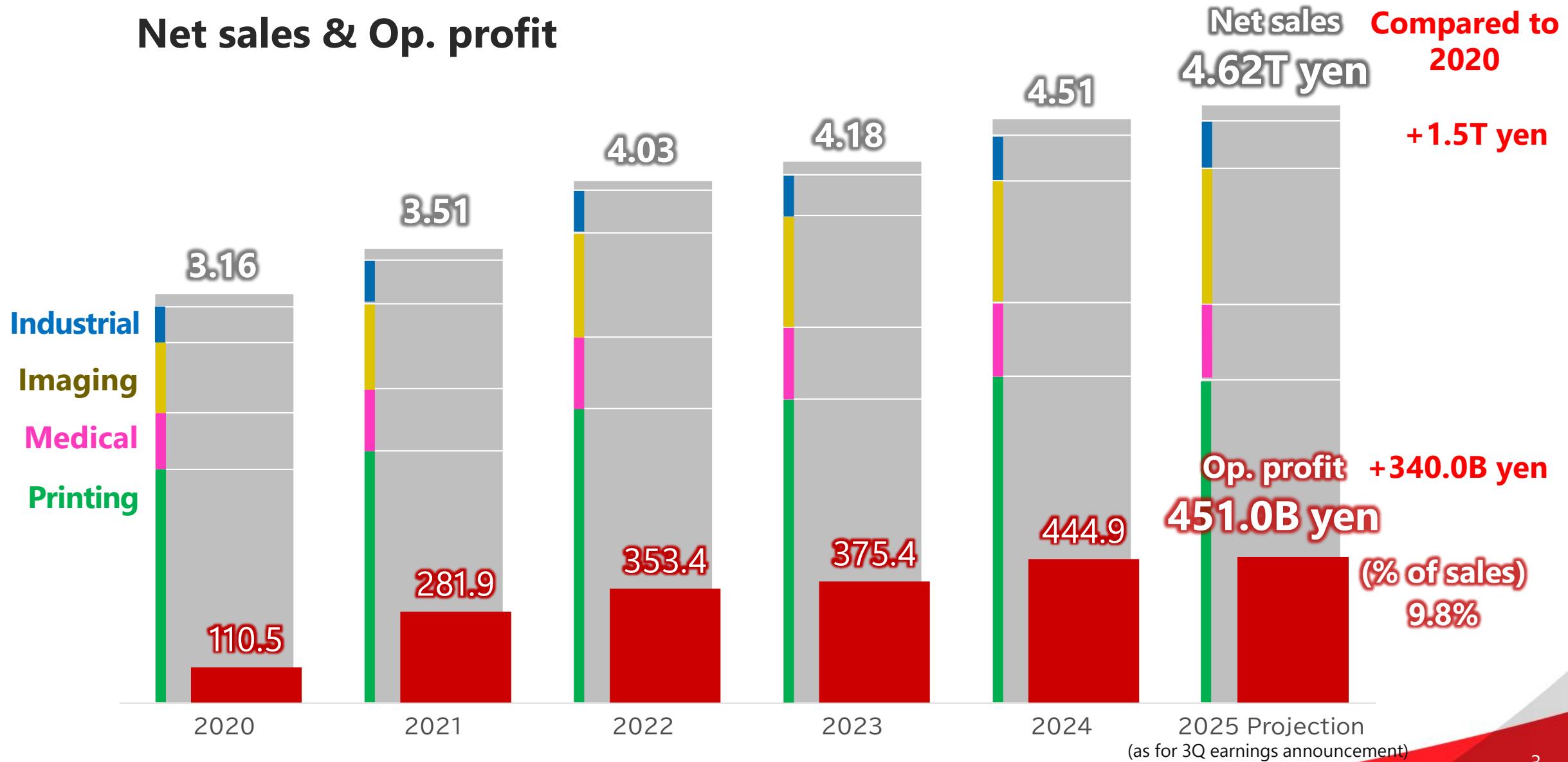
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# Agenda

- **Phase VI** ----- P3
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# Review of Phase VI

## Net sales & Op. profit



## Achieve new growth through innovations in productivity

M&amp;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

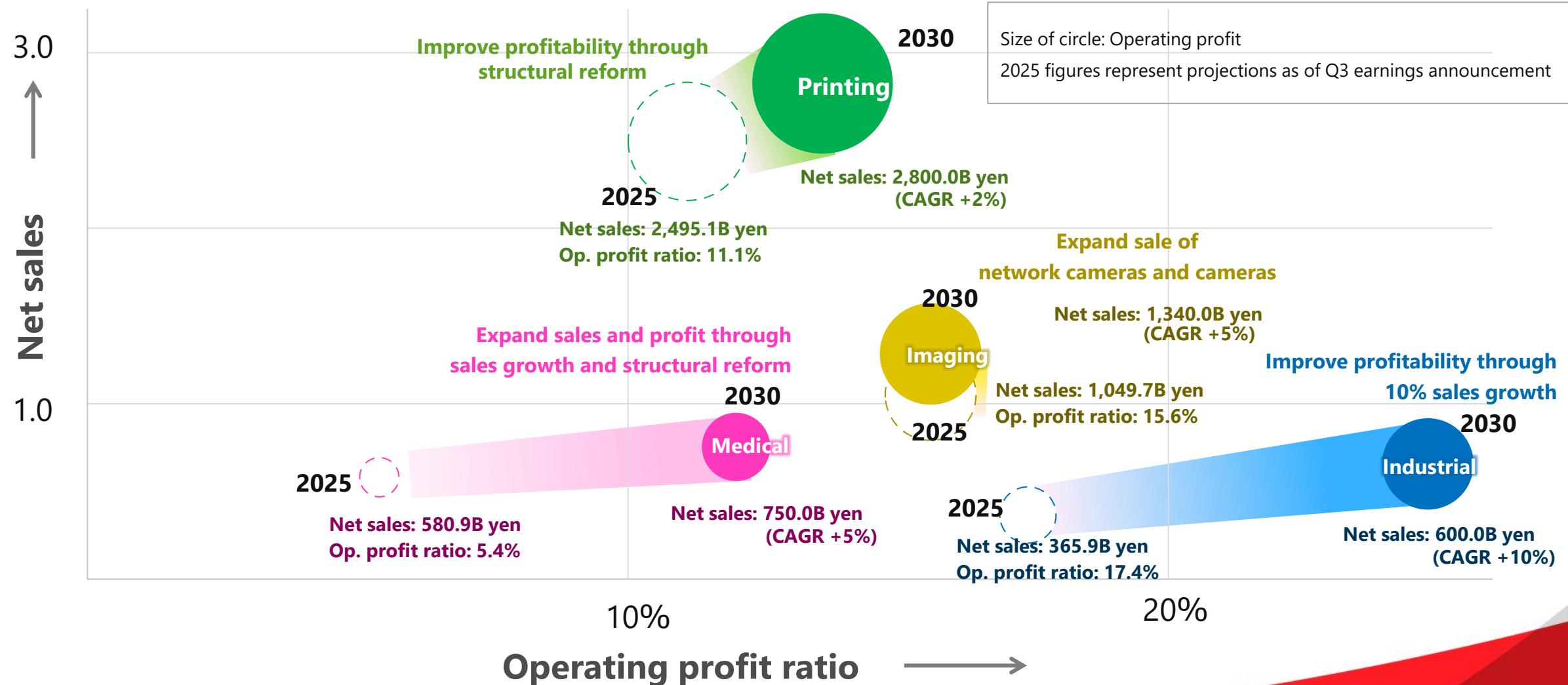
- Sales reform
- Production reform
- Medical business

**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

2024

**In United States &  
Asia**

**Optimize  
organizational  
structure**

2025-2026

**In Europe**

**Review  
organizational  
structure and ratio  
between direct and  
indirect sales**

## 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**



2025



2030

- 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

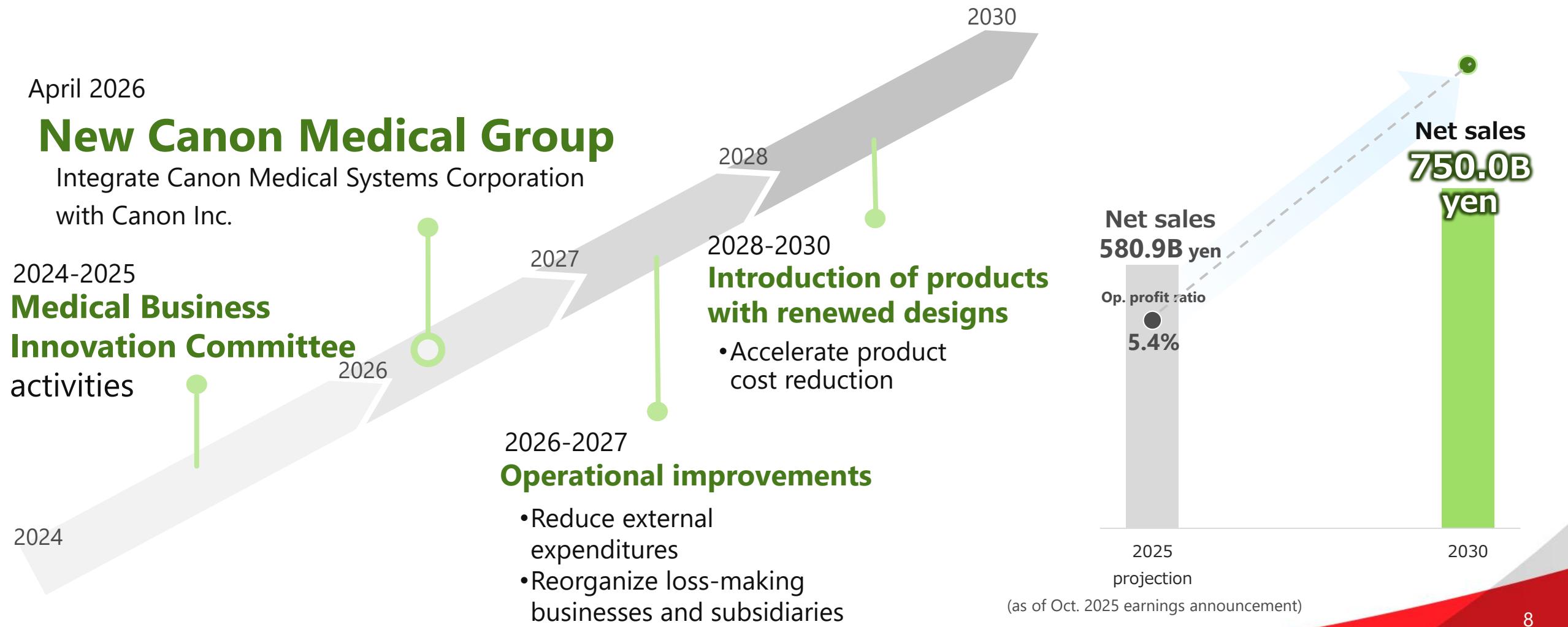
- Hardware products and units that do not need special technology to produce

#### Strengthen in-house production system

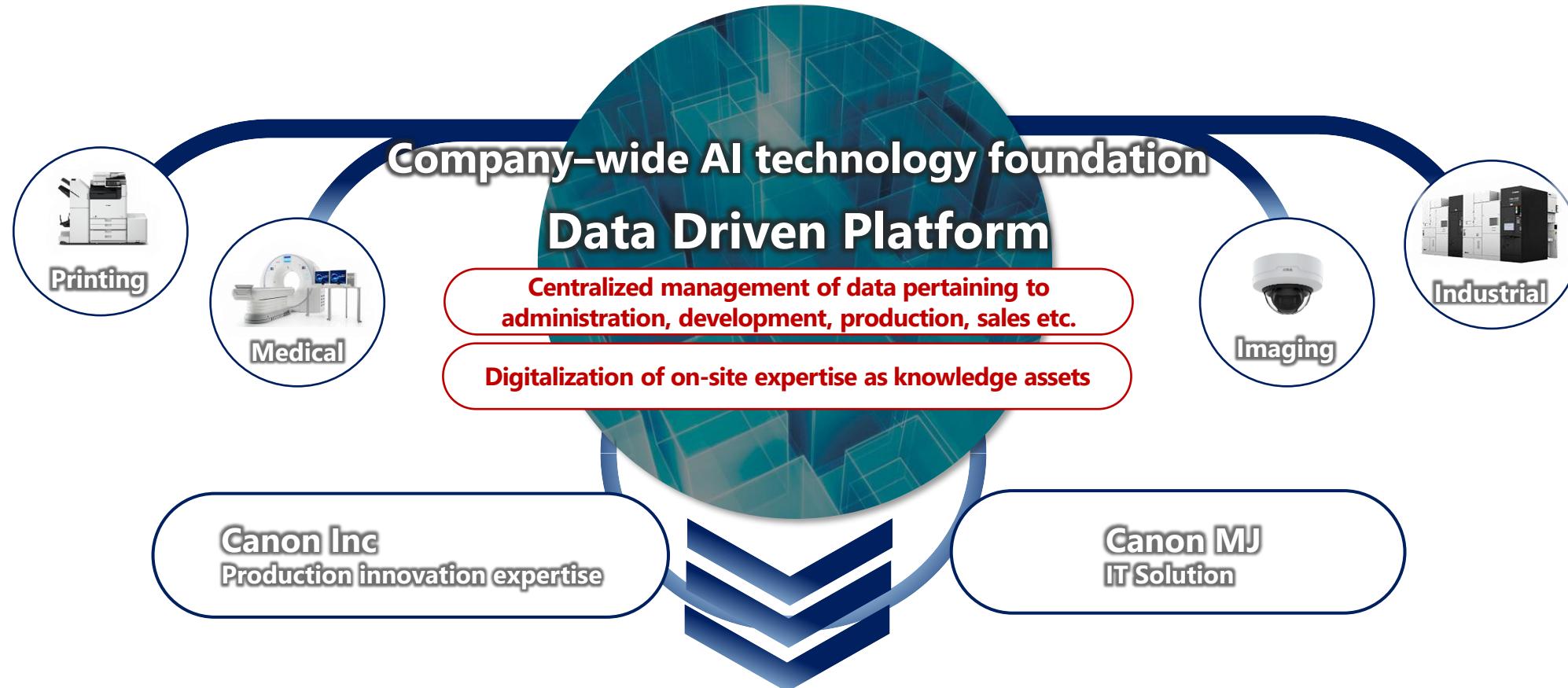
##### Promote production automation in Printing

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

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

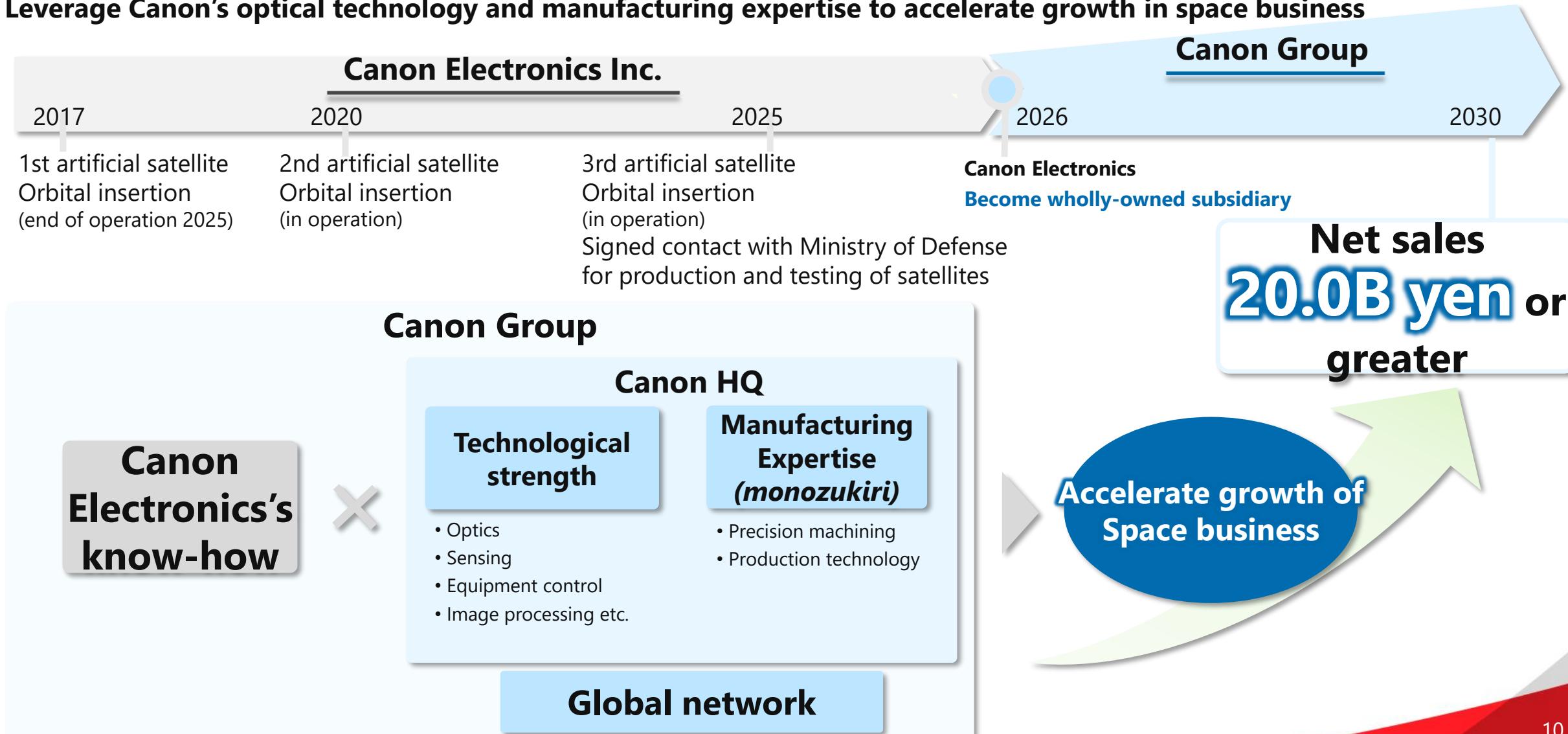


- Improve profitability by leveraging Canon Inc.'s strength in hardware and expanding sales of software and services

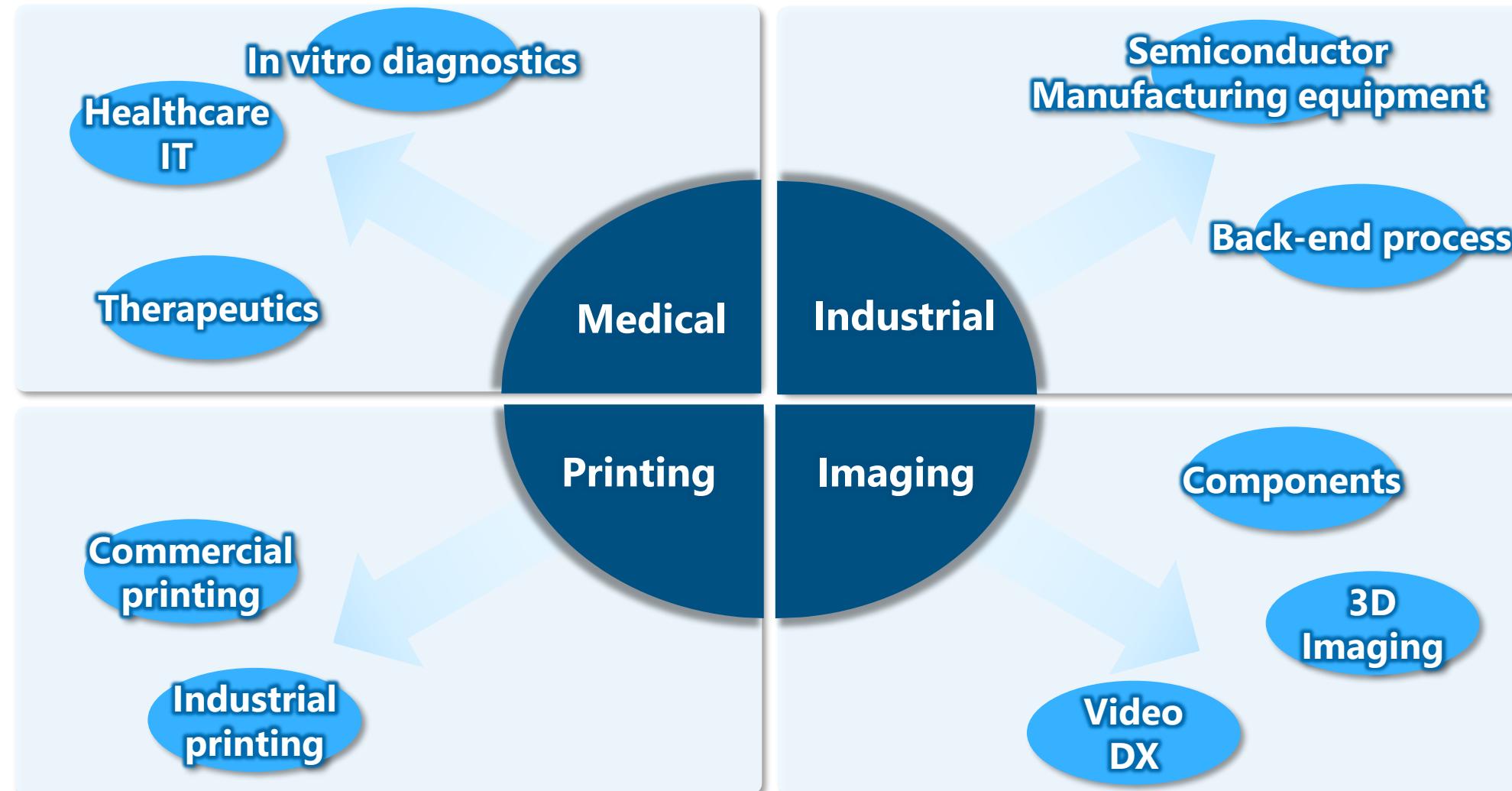


## Create Solutions Business

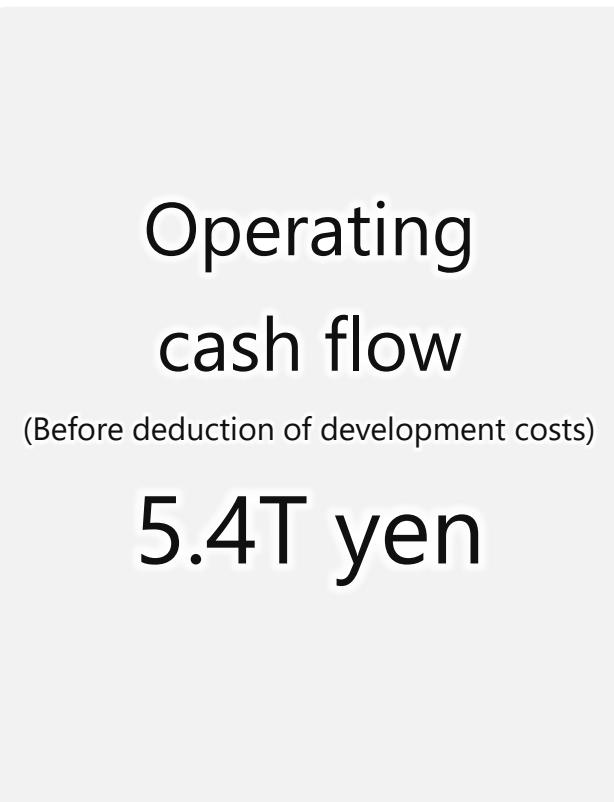
- Make Canon Electronics, which is engaged in the space industry, a wholly-owned subsidiary
- Leverage Canon's optical technology and manufacturing expertise to accelerate growth in space business



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



## ■ Active cash allocation in growth areas



Interest-bearing debt

### Active investment in growth areas

Investment in existing businesses **3T yen**

Active investment in growth areas with particular focus on Industrial, Medical, and Space

### Stable shareholder returns

Shareholder returns **1T yen** or greater

Basic policy of progressive dividend with target payout ratio of 40%  
Flexible share buybacks

### Strategic investment

Max. **2T yen**

M&A, additional growth investment, and additional shareholder returns, according to the situation

## ■ 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**

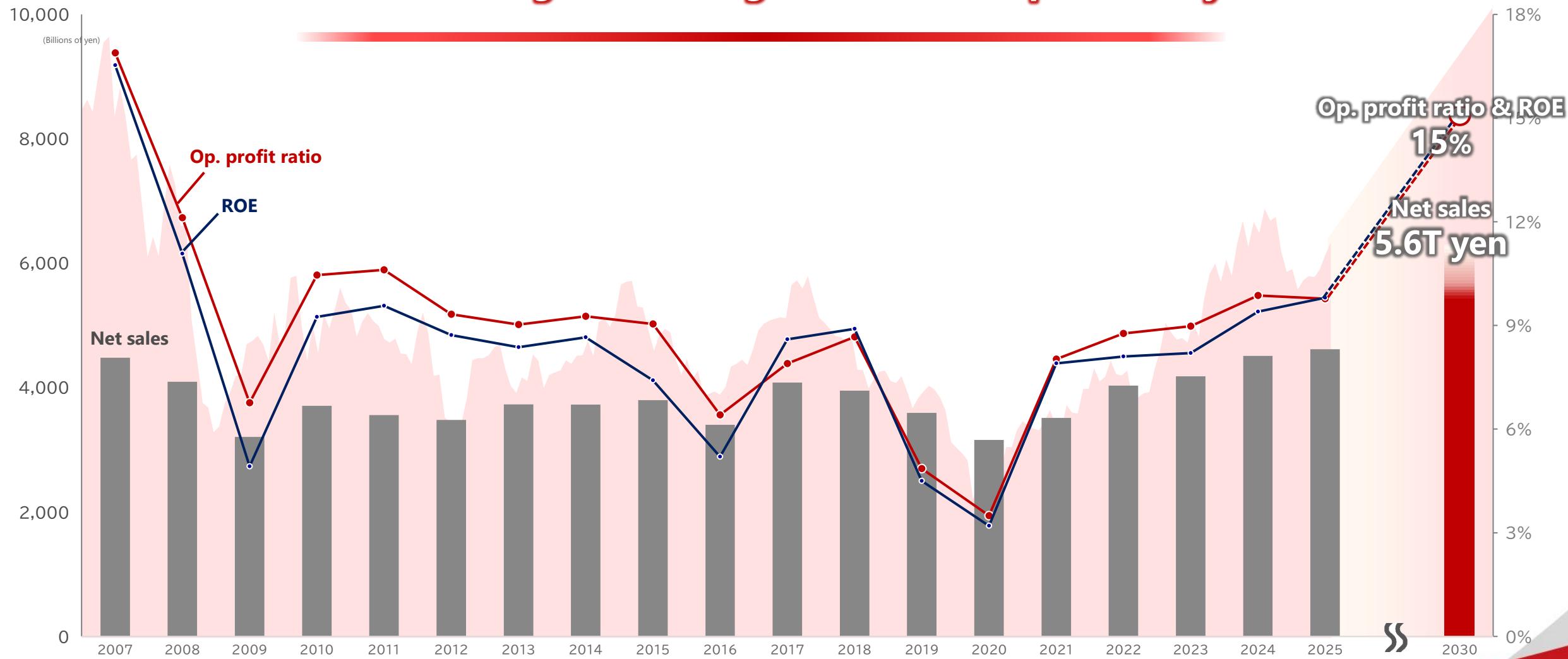
- Asset reduction through structural reform

**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.

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