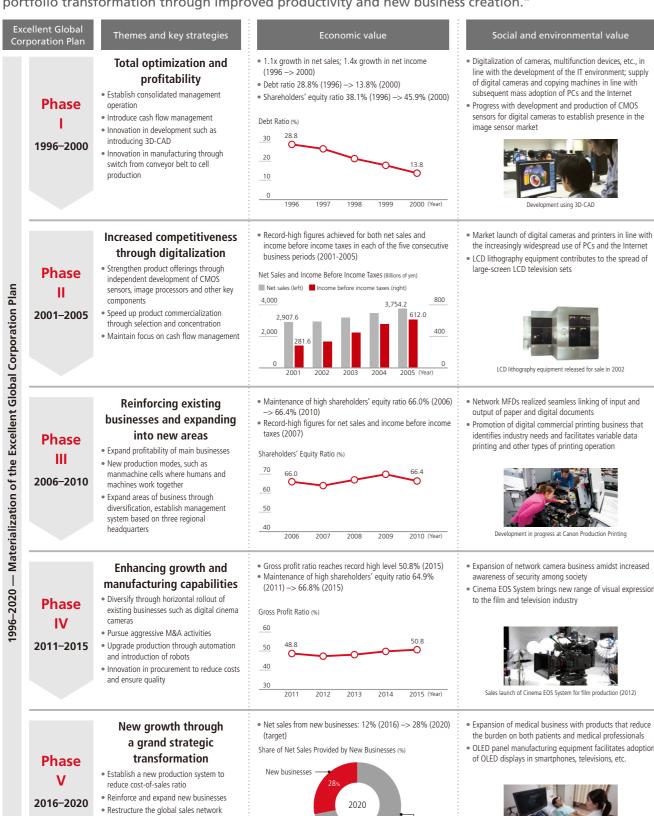
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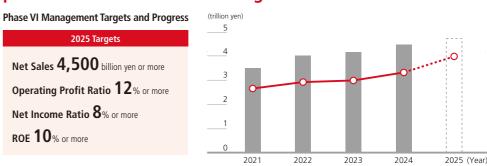
Evolution of Business Plans

Based on the Excellent Global Corporation Plan inaugurated in 1996, Canon has continued to aspire to be a company that people in various countries and regions worldwide admire and respect by contributing to society using technology. In 2021, we started Phase VI of the plan. Continuing the success achieved in Phase V, this next stage of Canon's development focuses on the core policy of "promoting portfolio transformation through improved productivity and new business creation."



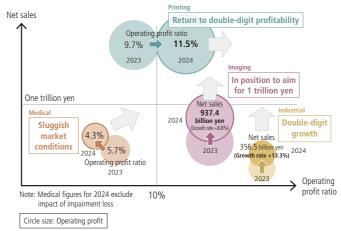
Phase VI ²⁰²¹⁻²⁰²⁵

Accelerate our productivity improvement and corporate portfolio transformation through new business creation



Main Strategies

Strengthen and Expand Respective Industry-oriented Business Groups



Printing Group P21

- Satisfy diversified printing needs by offering a wide variety
 of printing equipment from printers for homes and offices
 to commercial printers, and, at the same time, offer new
 printing solutions needed in the era of digital transformation
- Establish solid positions in our new business fields such as commercial and industrial printing to increase sales

Medical Group P23

■ Net sales (left) - Operating profit ratio (right)

* Figures for 2024 exclude the impact of impairment losses

- Bolster our sales capability and presence in overseas markets, centering on the United States, a country with advanced healthcare
- Strengthen the competitiveness of diagnostic imaging systems and acquire the world's No. 1 share in CT to establish a solid position in the industry

Imaging Group P25

- Offer a digital camera lineup that meets both the still image photography needs of professional photographers and the diverse video shooting needs of social media users and online creators
- Enhance product lineup of network cameras in terms of both hardware and software to address the market needs for shop operation and production control at manufacturing sites, in addition to surveillance applications

Industrial Group P27

- Increase production capacity in response to strong demand for semiconductor lithography equipment
- Conduct joint evaluation and verification for mass production with semiconductor manufacturers with the goal of expanding sales of nanoimprint semiconductor lithography systems

2 Promote Production Structure Reform

- Avoid supply chain disruption and geopolitical risks
- Consolidate production sites in countries and regions with political and social stability
- Reinforce automation technology and technology for in-house production to promote the return of production of high-valueadded products to Japan

3 Drive Development Innovation

- Deploy concurrent development Company-wide, which requires cooperation with production engineering divisions and manufacturing sites for joint work, in order to quickly bring products with superior quality and cost to market
- Aim to further improve development productivity by utilizing digital transformation (DX) and simulation technology to reduce development time and costs for prototyping, etc.

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