

# Governance

## Corporate Governance

### Basic Views and Structure

#### Basic Views

In order to establish a sound corporate governance structure and continuously raise corporate value, Canon Inc. believes that it is essential to improve management transparency and strengthen management supervising functions. At the same time, a sense of ethics and mission held by each executive and employee of a company is very important in order to achieve continuous corporate growth and development.

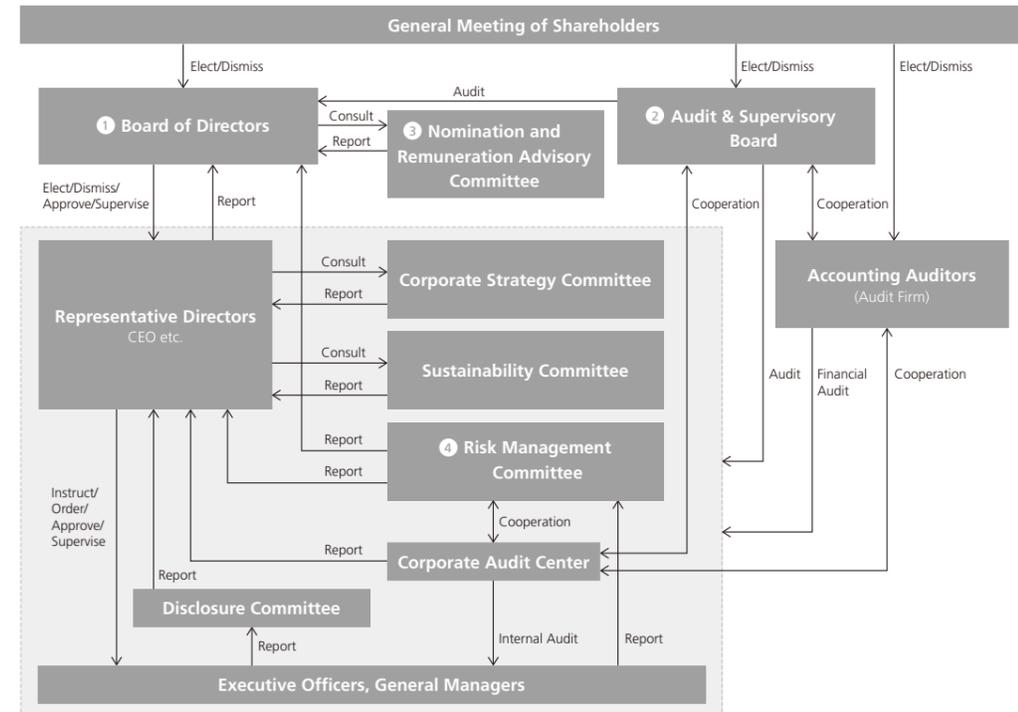
▶ An Overview of Corporate Governance <https://global.canon/en/ir/strategies/governance.html>

#### Governance Structure

##### Changes in corporate governance structure

2010	<ul style="list-style-type: none"> <li>Reduced the number of Directors (from 25 to 17)</li> </ul>
2014	<ul style="list-style-type: none"> <li>Appointed Outside Directors (two)</li> </ul>
2015	<ul style="list-style-type: none"> <li>Appointed female Executive Officer</li> <li>Measures to assess effectiveness of Board of Directors</li> </ul>
2016	<ul style="list-style-type: none"> <li>Reduced the number of Directors (from 17 to 6)</li> <li>Established Nomination and Remuneration Advisory Committee</li> <li>Established the Independence Standards for Independent Directors/Audit and Supervisory Board Members</li> </ul>
2024	<ul style="list-style-type: none"> <li><b>Appointed a female Director</b> Appointed Akiko Ito as Outside Director</li> <li><b>Increased the number of Directors (from 5 to 10)</b> Increased the number of Directors to enhance the functionality of the Board of Directors and to develop the next generation of management</li> <li><b>Established the Sustainability Committee</b> Established to share information and conduct preliminary deliberations with the aim of ensuring appropriate and effective judgement by the CEO and Board of Directors regarding sustainability-related matters that the Canon Group should respond to or address</li> </ul>
2025	<ul style="list-style-type: none"> <li>Appointed a female Audit &amp; Supervisory Board Member Appointed Yuka Shigetomi as Outside Audit &amp; Supervisory Board Member</li> </ul>

##### Corporate governance structure



\* The light gray boxes represent the organizations executing operations.

▶ For details on each organization, please refer to the corporate governance section on the Canon Inc. website. <https://global.canon/en/sustainability/governance/corporate-governance/management/>

### (1) Board of Directors



Inside (6 persons)



Outside (4 persons)

The Board of Directors handles important decision-making and oversees the execution status of business operations in accordance with laws and regulations. Other decision-making and execution is conducted by the CEO and other Representative Directors, while Executive Officers appointed by a resolution of the Board of Directors handle decision-making and execution as the persons responsible for the respective business domains or functions under the direction and supervision of Representative Directors. In order to ensure the soundness of management, a system is in place that includes two or more Independent Outside Directors, accounting for at least one third of the Board of Directors.

#### Board Policies in the Appointment of Senior Management and the Nomination of Director Candidates

Director candidates are people that have the ability to fairly and effectively execute duties and, in principle, are selected from people that have met the following requirements, regardless of personal attributes such as gender, nationality, age, etc.

##### Requirements of Director candidates

Representative Directors and Executive Directors	Have a true understanding of the corporate philosophy and code of conduct of the Company. At the same time, have broad familiarity with the Company's businesses and operations, gained through, for example, Executive Officer experience. Have the ability to make effective decisions that overlook multiple businesses and functions. In addition to this, the CEO shall be a person with the ability to lead the Canon Group, having, in particular, a wealth of knowledge and skill related to management and a clear vision and a strong sense of responsibility.
Independent Outside Directors	In addition to meeting the independence standard that is separately determined by the Board of Directors, have an abundance of experience and superior insight in areas that cannot be adequately covered by internally appointed directors in fields such as risk management, law, and economics.

#### Reasons for Appointment of Outside Directors

In accordance with Japan's Corporate Governance Code of the financial instruments exchange (Principle 4-9) and our "Independence Standards for Independent Directors/Audit and Supervisory Board Members," Canon Inc. appoints Outside Directors for the following reasons:

▶ Independence Standards for Independent Directors/Audit and Supervisory Board Members <https://global.canon/en/ir/strategies/governance.html>

Name	Reasons for Appointment
Yusuke Kawamura	Yusuke Kawamura has a wealth of experience as an Outside Director along with capacity as an expert with respect to financial and securities systems as well as strategy for managing financial institutions, given that he worked at a securities company and subsequently served in various positions, including as a university professor, a commissioner of councils of Japan's Ministry of Finance and Financial Services Agency, and an Executive Counselor of the Japan Securities Dealers Association. The Company elected him as an Outside Director in the hope that he will furnish particularly useful advice, drawing on his wealth of experience and high level of expertise regarding finance and securities, especially when taking part in discussions on M&A and ESG-related topics from a shareholder and investor perspective.
Masayuki Ikegami	Masayuki Ikegami has been involved in various matters, including corporate cases, in legal professions over many years, having served in important roles at the High Public Prosecutors Office in both Nagoya and Osaka and as a Justice of the Supreme Court for seven years. The Company has selected him as an Outside Director in the hope that he can provide insightful opinions and supervision, particularly regarding internal control systems and corporate governance, including from the perspective of ensuring corporate compliance, based on his abundant experience and advanced knowledge.
Masaki Suzuki	Masaki Suzuki worked for many years at the Ministry of Finance, before transferring to the Ministry of the Environment, where he held important positions such as Vice-Minister. After retiring from the ministry, he also served as the representative director of a private financial institution. The Company has selected him as an Outside Director in the hope that he can provide insightful opinions particularly concerning the areas of corporate finance and environment, in addition to opinions and supervision based on his managerial experience at financial institutions which require a high degree of appropriateness and compliance.
Akiko Ito	Akiko Ito joined the Ministry of Construction (currently the Ministry of Land, Infrastructure, Transport and Tourism) as a technical official, served as its first female Director (Director of Housing Bureau), and was responsible for policies for regional revitalization, including human resource development and job and town development, before becoming Commissioner of the Consumer Affairs Agency. Since retiring from the Consumer Affairs Agency, she has continued to participate in research in related fields, while serving as the Outside Director of a corporation. The Company has selected her as an Outside Director in the hope that she can provide insightful advice and supervision particularly from the perspective of clients and consumers, as well as advice related to the active promotion of diverse human resources.

# Corporate Governance

## Board of Directors Meeting Status in 2024

Number of times held	10 times
Main agenda items	Status of execution of duties; performance reports and sales profit plans; direction of business strategy; risk management; evaluation of the effectiveness of the Board of Directors; Directors, Audit & Supervisory Board Members, Executive Officers, and other important personnel matters; significant organizational changes; convocation of the Ordinary General Meeting of Shareholders; review of strategic shareholdings; share buybacks etc.

Breakdown of agendas at the Board of Directors



## Analyzing and Evaluating the Effectiveness of the Board of Directors

Once a year, a questionnaire survey of Directors and Audit & Supervisory Board Members on the items below is conducted. Based on the result of the questionnaire survey, analysis and evaluations regarding the effectiveness of the entire Board of Directors are carried out at the Board of Directors' meeting.

- Concerning the operation of the Board of Directors (including the appropriateness of when documents are distributed, how often meetings are held, and the time spent deliberating)
- Concerning the roles (the decision making and supervisory function) of the Board of Directors (including the appropriateness of agenda items and agenda criteria of the Board of Directors as well as appropriateness etc. of content that is reported)
- Concerning the roles of Outside Directors and Audit & Supervisory Board Members (including the necessity of training, etc., regarding the understanding of company affairs and corporate structure)

In fiscal 2024, the Board of Directors made continuous efforts to vitalize deliberations at the Board of Directors, such as providing advance explanations on proposals to Outside Directors and the Audit & Supervisory Board, sharing information on management through the attendance of Outside Directors at Corporate Strategy Meetings, etc., regular exchanges of opinions between Outside Directors and the Audit & Supervisory Board. As not only directors in charge of business execution but also Outside Directors and the Audit & Supervisory Board made positive and useful comments, it was evaluated that there were no problems with the effectiveness of the Board of Directors.

In the future, yearly analysis and evaluations will be continued and an overview of the results will be disclosed. At the same time, when necessary, efforts will be made to improve the running of the Board of Directors meetings.

## (2) Audit & Supervisory Board



Inside (2 persons) Outside (3 persons)

As a body which is in charge of the audit of operations, under the principles of autonomy, which is independent from the Board of Directors, Canon has full-time Audit & Supervisory Board Members that are familiar with Canon Inc.'s businesses or its management structure, and Independent Outside Audit & Supervisory Board Members that have extensive knowledge in specialized areas such as law, finance and accounting, and internal control. The Audit & Supervisory Board, which is composed of these individuals, cooperates with Canon's Accounting Auditors and internal audit division, oversees the status of duty execution of operations and corporate assets to secure the soundness of management.

In accordance with auditing policies and plans decided at Audit & Supervisory Board meetings, the Audit & Supervisory Board Members attend Board of Directors' meetings and other internal important gatherings such as Corporate Strategy Committee meetings. They are also able to listen to reports from Directors and employees, review documents related to important decisions, and conduct audits by investigating, etc., the situation of businesses and property of Canon Inc. and its subsidiaries. Additionally, the Office of Audit & Supervisory Board Members is independent from the control of the Directors, etc., and it has a dedicated staff. The Audit & Supervisory Board Members can order headquarters management and other operations to conduct investigations in cases of necessity. In this way, the Audit & Supervisory Board plays a role in monitoring management, conducting strict audits of Directors' execution of duty, including the status of development of the internal control system. Furthermore, the Audit & Supervisory Board Members cooperate closely with the Accounting Auditors and Canon Inc.'s internal auditing arm, and such cooperation services to improve each monitoring function.

## (3) Nomination and Remuneration Advisory Committee



Inside (1 person) Outside (5 persons)

With regard to the nomination of candidates for Directors and Audit & Supervisory Board Members and the election of Executive Officers (including the selection of a successor to the chief executive officer position), the CEO recommends candidates from among those who are recognized to meet predetermined requirements, and after confirming the fairness and appropriateness of the recommendation by the Nomination and Remuneration Advisory Committee, the proposal of candidates is submitted to the Board of Directors for deliberation.

With the aim of ensuring the transparency and objectivity of the remuneration decision-making process as well as the validity of the remuneration system, the Committee, after examining the rationale of the remuneration system, including calculation standards of the basic remuneration, bonus, and the granting standards of stock-type compensation stock option plan, reports to the Board of Directors to the effect that the system is reasonable.

## Succession Plan for the CEO

The succession plan for the CEO is one of the key themes that will lead to sustainable growth and medium- to long-term enhancement of corporate value. The CEO, under his own responsibility, assigns tasks to candidates, checks and evaluates the progress, and selects and develops candidates, through a training system for senior management, training programs for selected executive officers, a system for accumulating management experience through the transfer of persons who have been selected as executive officers and involvement in Company-wide project.

## Executive Compensation

The remuneration of Representative Directors and Executive Directors consists of basic remuneration, a bonus, and stock-type compensation stock options. As for the breakdown of remuneration, in view of the importance of addressing management from a medium- to long-term perspective, the Company's basic stand is to emphasize the level and stability of basic remuneration. In addition to this, consideration is also given to improved performance in a single year and the pursuit of shareholder interest.

Basic Remuneration	Approx. 50%	Basic remuneration consists of a fixed amount of monetary remuneration paid monthly as consideration for the performance of duties of Directors. The amount is prescribed according to each Director's position and the degree to which the Director contributes in this role and the total remuneration amount is within the limit approved at the General Meeting of Shareholders.
Bonus	Approx. 30%	As a reward for Director service over a one-year term, Directors receive a bonus once a year for which consolidated income before income taxes is used as a financial indicator to measure the results of annual Group-wide corporate activities. The total amount of the Director's bonus is determined by multiplying such consolidated income with a given predetermined coefficient that corresponds with the Director's position. It is also determined through individual assessment based on the degree to which the Director has contributed in this role. Matters including whether a payment is allowed or the total amount of bonus as calculated above, are deliberated during the General Meeting of Shareholders every year.
Stock-type Compensation Stock Options	Approx. 20%	Once a year, stock acquisition rights on Canon Inc.'s shares are granted with the intent of providing additional incentive for Directors to further contribute to the improvement of medium- and long-term performance and raise corporate value through sharing the benefits and risks of share price fluctuations with Canon Inc.'s shareholders. The total amount of the stock acquisition rights is within the amount approved at the General Meeting of Shareholders and the number of stock acquisition rights granted is calculated based on the amount determined by the Director's position, the consolidated income before income taxes in the previous year as well as the degree to which the Director has contributed in this role, and the stock price level at the time of granting. As remuneration is linked to the achievements throughout one's term in office, Canon Inc. has a system in place that allows the exercising of acquisition rights at the time of retirement.

# Corporate Governance

## (4) Risk Management Committee

### Basic Approach to Risk Management

At Canon, we recognize that to ensure proper operations and to continually improve corporate value, implementation and maintenance of a risk management system to deal with significant risks that the Group may face in business operations is vital.

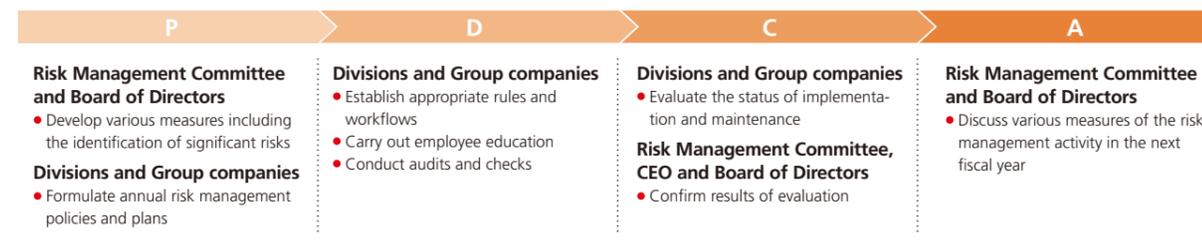
### Risk Management System

Canon has established a risk management committee based on a resolution of the Board of Directors. Chaired by the CFO, the committee has established three subcommittees: the Financial Risk Management Subcommittee, Compliance Subcommittee, and Business Risk Management Subcommittee.

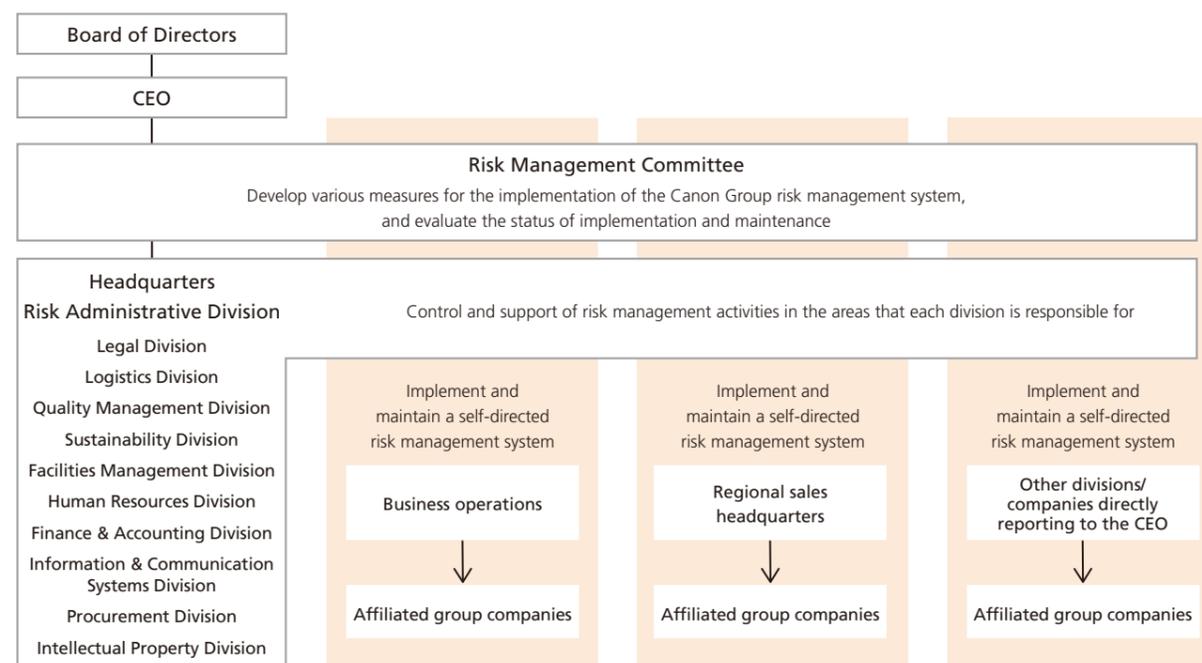
The Risk Management Committee develops various measures to implement Canon's risk management system, including identifying any significant risks that the Group may face in the course of business, including violations of laws and regulations or corporate ethics, inappropriate financial reporting, environmental issues, quality issues or information leaks.

Canon administrative divisions responsible for various risks associated with business activities, including the Legal Division, Logistics Division, Quality Management Division, Human Resources Division, Finance & Accounting Division, belong to the relevant subcommittee and according to their areas of responsibility, control and support the risk management activities of each Canon Inc. division and Group company.

### Processes for implementation and maintenance of risk management system



### Risk management system



Under this system, each Canon division and Group company implements and maintains a self-directed risk management system and makes a yearly report to the Risk Management Committee on the results of its activities. Having received the report of each subcommittee, division, and Group company, the Risk Management Committee evaluates the status of implementation and maintenance of the risk management system and reports its findings to the CEO and Board of Directors. The evaluation conducted in 2024 found no material flaws in the system.

### Group-wide Risk Management Communication

During training for newly appointed executives at Canon Group companies, participants are educated on the importance of autonomously implementing and maintaining a risk management system at each company, and the role of executives in implementing and maintaining such a system. Furthermore, at Canon Inc. and Group companies in Japan, we distribute the Canon Group Risk Management Handbook to directors and executives. In the training for newly appointed general managers and managers, the handbook is used to educate them on the importance of risk management and the role of management in constructing the risk management system. In addition, an intranet site provides all Group employees with timely information, including our approach to risk management and updates on activities.

### Financial Risk Management

Canon Inc.'s internal control over financial reporting is maintained and performed in accordance with the basic framework of internal control established in the revision of the "Standards and Practice Standards for Management Assessment and Audit concerning Internal Control over Financial Reporting (Opinion)" issued by the Business Accounting Council. The Financial Risk Management Subcommittee carries out activities to strengthen internal controls pertaining to financial risks for the entire Canon Group, including compliance with Japan's Companies Act and Financial Instruments and Exchange Act. Specifically, the Subcommittee works to achieve qualitative improvements in ensuring the reliability of financial reporting across the entire Group by supporting autonomous activities and voluntary education at each Group company and ensuring that each company takes the initiative in implementing a PDCA cycle for business procedures regarding financial risks.

### Promoting Compliance

The Compliance Subcommittee works to promote corporate ethics across the Group in accordance with the Canon Group Code of Conduct, developing and regularly reviewing the Group's compliance system. As a result of these initiatives, Canon had another year free from material fines or other sanctions in 2024.

### Promoting Business Risk Management

The Business Risk Management Subcommittee is responsible for identifying significant operational risks in terms of their potential impact and managing them. Action policies and plans for each identified significant risk are decided in cooperation with the responsible divisions across the Group, and system implementation and risk mitigation activities are promoted through each business division and the responsible division at each Group company.

### Addressing Cybersecurity Risks

As for information security risks that are an increasing global threat, while working on countermeasures against information leakage from within the Group and cyberattacks from outside, we are also taking other steps such as raising the awareness of employees at a Group-wide level. In the unlikely event that an information security incident occurs, we have established a dedicated team, CSIRT\*, to deal with it promptly.

Furthermore, since we are working to boost the convenience of our products and services by connecting them to the cloud and smartphones via networks, as a key initiative, we are working on countermeasures against cybersecurity risks, such as leakage of personal and confidential information, from the development stage.

\* Computer Security Incident Response Team: A general term for an organization that responds to incidents and accidents related to computer security

# Corporate Governance

## Listed Subsidiaries

### Views and Policies on Group Management

The Company, from a Group management perspective, conducted a review of listed subsidiaries, which resulted in a reduction of such companies from eight in 2007 to two currently, namely Canon Marketing Japan Inc. and Canon Electronics Inc. The Company believes that if each company in the Canon Group, including these listed subsidiaries, fulfills its social responsibility through corporate activities rooted in Canon's corporate philosophy of *kyosei*, and continues to strive to realize *kyosei*, this will lead to sustainable growth and medium- to long-term improvement in corporate value.

From the perspective of risk management, the Company is further promoting the sharing of policies and information and the development of systems throughout the Group, including listed subsidiaries, in order to control risks related to compliance, internal control, and economic security, and to carry out activities related to sustainability, such as measures to address decarbonization and global warming, and efforts to respect human rights. On the other hand, from the viewpoint of respecting the interests of minority shareholders of the Company and listed subsidiaries, the Company considers it an important management policy of the Canon Group to continue a system that enables listed subsidiaries to conduct flexible management while maintaining a high degree of independence from the Company. Therefore, the Company does not intervene in the decisions of listed subsidiaries on specific matters. We also review the effectiveness of the listing of our subsidiaries as appropriate to ensure that they are always able to conduct their business activities in an optimal manner in this ever-changing business environment.

### Significance of Holding Listed Subsidiaries

Canon Marketing Japan Inc., in addition to selling Canon products, operates its own business lines, such as IT solutions. As for Canon Electronics Inc., in addition to contract manufacturing from the Company, it sells its own products and engages in new space-related businesses. Both subsidiaries have Canon-related businesses and their own businesses, and while taking advantage of their strengths as members of the Canon Group, they maintain decision-making and financing methods independent of our Company in order to expand their non-Canon businesses. In addition, they maintain their listing based on the comprehensive judgment that the expansion of business partners through their creditworthiness as listed companies and the securing of excellent human resources, will contribute to the maximization of the Group's value.

### Measures to Ensure the Effectiveness of the Governance System of Listed Subsidiaries

These two subsidiaries operate independently of the Company. In addition, the Company's officers do not concurrently serve as officers of the two subsidiaries. Both subsidiaries, to improve governance, have established a Nomination and Remuneration Advisory Committee, the majority of which is composed of independent Outside Officers. The Company fully respects the decisions of the committees in the selection and dismissal of Directors and the remuneration determination process.

In addition, in transactions between the Company and the two subsidiaries, the Company endeavors not to unduly harm the interests of respective minority shareholders of the Company and the two subsidiaries by, for example, applying arms-length rules from the viewpoint of ensuring appropriateness. Canon Marketing Japan Inc. and Canon Electronics Inc. both have special committees that deliberate and review the risks of conflicts of interest between controlling shareholders and minority shareholders and strive to mitigate such risks.

## Constructive Dialogue with Shareholders

### Policy

For sustainable growth and to help improve corporate value over a medium- to long-term perspective, Canon Inc. engages in constructive dialogue with shareholders through the Ordinary General Meeting of Shareholders, corporate strategy conferences, financial results conferences, and interviews with major institutional investors.

### Structure to Promote Dialogue

The Investor Relations (IR), Shareholders Relations (SR), Sustainability, and Legal divisions work together to promote dialogue, which is overseen by the Executive Vice President & CFO. For analysts and institutional investors, the CEO hosts an annual corporate strategy conference, and the CFO hosts quarterly financial results conferences. In addition, we continue to provide prompt and

accurate disclosure of business conditions by posting materials on Canon Inc.'s website. Furthermore, we established an English IR website for overseas investors, to disclose the same information at the same time as in Japan.

Additionally, the Company provides opportunities to meet with Executive Officers, Outside Directors, Audit & Supervisory Board members, as necessary, to engage in dialogue with analysts and institutional investors in Japan and overseas. As for the opinions or requests that are obtained through dialogue with shareholders, accordingly, the department in charge reports to the CFO and the CFO reports important matters to the CEO or the Board of Directors.

### Status of Dialogue with Shareholders

The Company actively provides opportunities for dialogue and information provision throughout the year. Depending on the topic, dialogue with shareholders and investors is carried out by the IR Promotion Division, which is in charge of IR, the Corporate Governance Center, which is in charge of SR, the Executive Officer in charge of these two divisions, the Sustainability Division, or the Human Resources Division. The dialogue covers a wide range of topics, including business performance and business policies, governance, and sustainability, depending on the time of year and the requests of investors.

Specifically for SR, the Company increased opportunities to meet with institutional investors, particularly in Japan, and made efforts to explain the Company's views on its governance and executive structure in a more thorough manner than before, as well as to listen closely to expectations and opinions of investors regarding the Company, as well as their views on the exercise of voting rights, and to engage in a frank exchange of views. The Company also engages in direct dialogue with investors at the management level, while last year, the CFO and outside directors held individual meetings.

The issues pointed out through dialogue are shared with each director and used as a reference for management discussions at the Company in an effort to further enhance corporate value.

## The Role of Canon's Outside Directors

While Outside Directors participate in important business decisions, we are also strongly expected to closely monitor the due process of the Board of Directors, which is the management decision-making body, to ensure that decisions are transparent, accurate, and fair, and are made with shareholder interests in mind. When making resolutions or monitoring the Board of Directors, it is extremely important that we have sufficient information to make the correct decisions.

At Canon, Outside Directors are provided with sufficient advance explanations, as necessary, regarding proposals to be submitted to the Board of Directors. Outside Directors also participate in meetings of the Corporate Strategy Committee, the Risk Management Committee, the Nomination and Remuneration Advisory Committee, and other committees, where we gather a great deal of information on current business conditions and issues. Since Canon is a "Company with Audit & Supervisory Board," we hold meetings with Outside Audit & Supervisory Board Members as well as engage in in-depth dialogue with our full-time and independent Audit & Supervisory Board Members to exchange information and discuss internal controls and other issues.

In addition to these activities, we visit production sites to see the actual conditions of manufacturing and receive explanations and unfiltered opinions from the production divisions. We also attend various award ceremonies for R&D, manufacturing, inventions, and quality, and listen to the awardees' stories, which gives us good opportunities to gain a deeper understanding of the Company. Of course, if we have any questions, we can always ask them individually, and we can also ask the relevant divisions to look into various things in depth so that we can gain a more comprehensive understanding of the Company. Canon's Outside Directors are provided with a wealth of information, which is put to good use in decision-making and monitoring, and encourages very lively discussions.



Outside Director  
**Yusuke Kawamura**

# Directors, Audit & Supervisory Board Members, and Executive Officers

## Directors

									
<b>Fujio Mitarai</b> Chairman & CEO	<b>Toshizo Tanaka</b> Executive Vice President & CFO Group Executive, Public Affairs Headquarters Group Executive, Sustainability Headquarters Senior General Manager, Corporate Governance Center	<b>Toshio Homma</b> Executive Vice President & CTO Head of Printing Group	<b>Kazuto Ogawa</b> Executive Vice President & Director Group Executive, Global Marketing Strategy Headquarters	<b>Hiroaki Takeishi</b> Senior Managing Director Head of Industrial Group Chairman & CEO, Canon Tokki Corporation	<b>Minoru Asada</b> Senior Managing Director Group Executive, Finance & Accounting Headquarters Chief, PSI Optimization Project	<b>Yusuke Kawamura</b> Outside Independent Mar. 2021: Director (current)	<b>Masayuki Ikegami</b> Outside Independent Mar. 2024: Director (current)	<b>Masaki Suzuki</b> Outside Independent Mar. 2024: Director (current)	<b>Akiko Ito</b> Outside Independent Mar. 2024: Director (current)

**Skills Matrix** Canon Inc. operates businesses globally with very different market environments. As a whole, the Board of Directors, which oversees important decision-making and execution, needs to possess skills in the following seven areas.

Corporate Management	●		●	●	●		●		
Global	●	●	●	●	●		●		
Business Experience			●	●	●				
Technology and Development			●		●				
Finance and Accounting	●	●					●		●
Risk Management	●	●		●			●	●	●
ESG	●	●					●	●	●

\* The table above indicates up to five areas in which we expect each person to particularly demonstrate their skills. It does not represent the entirety of each person's experience, knowledge, or skills.

<b>Corporate Management:</b> Skills as a senior level executive of a listed company that does business globally	<b>Finance and Accounting:</b> Skills as a financial accounting expert, derived from being a financial accounting officer of a listed company, a certified public accountant, etc.
<b>Global:</b> Global awareness and experience obtained through working overseas, global marketing, etc.	<b>Risk Management:</b> Skills as an expert in risk management, including compliance, and internal control systems
<b>Business Experience:</b> Business management skills in the Company's business domain	<b>ESG:</b> Knowledge and experience in ESG
<b>Technology and Development:</b> Knowledge and R&D experience in the Company's core competence technologies	

## Audit & Supervisory Board Members

				
<b>Chikahiro Okayama</b> Mar. 2024: Audit & Supervisory Board Member (current)	<b>Takeshi Morikawa</b> <span>New</span> Mar. 2025: Audit & Supervisory Board Member (current)	<b>Yutaka Tanaka</b> <span>Outside</span> Mar. 2019: Audit & Supervisory Board Member (current)	<b>Koichi Kashimoto</b> <span>Outside</span> Mar. 2018: Audit & Supervisory Board Member (current)	<b>Yuka Shigetomi</b> <span>Outside</span> <span>New</span> Mar. 2025: Audit & Supervisory Board Member (current)

## Executive Officers

<b>Executive Vice Presidents</b>				
<b>Hideki Ozawa</b> President & CEO, Canon (China) Co., Ltd.	<b>Toshio Takiguchi</b> Head of Medical Group President & CEO, Canon Medical Systems Corporation	<b>Go Tokura</b> Head of Imaging Group		
<b>Senior Managing Executive Officers</b>				
<b>Seymour Liebman</b> Executive Vice President, Canon U.S.A., Inc.	<b>Takayuki Miyamoto</b> Chief Executive, Medical Systems and Components Operations	<b>Katsumi Iijima</b> Group Executive, Digital Business Platform Development Headquarters Chief, Medical Business Innovation Project	<b>Soichi Hiramatsu</b> Senior General Manager, Global Logistics Management Center Senior General Manager, Economic Security Office	<b>Takashi Takeya</b> Group Executive, Procurement Headquarters
<b>Hisahiro Minokawa</b> Group Executive, Human Resources Management & Organization Headquarters	<b>Ritsuo Mashiko</b> President, Oita Canon Inc.			

## Executive Officers

<b>Managing Executive Officers</b>				
<b>Kazuhiko Nagashima</b> Deputy Chief Executive, Medical Systems and Components Operations	<b>Yoichi Iwabuchi</b> Group Executive, Information & Communication Systems Headquarters	<b>Tamaki Hashimoto</b> Unit Executive, Solution & Recurring Product Business Unit	<b>Katsuhiko Shinjo</b> Group Executive, Core Technology Development Headquarters	<b>Masaki Omori</b> Group Executive, Production Engineering Headquarters
<b>Takeshi Ichikawa</b> Group Executive, Device Technology Development Headquarters	<b>Akiko Tanaka</b> Deputy Chief Executive, Medical Systems and Components Operations	<b>Hideki Sanatake</b> Group Executive, Corporate Intellectual Property and Legal Headquarters	<b>Saijiro Endo</b> Senior General Manager, Digital Printing Development Technology Planning & Management Center	<b>Isao Kobayashi</b> President & CEO, Canon U.S.A., Inc.
<b>Katsuyoshi Soma</b> President, Fukushima Canon Inc.	<b>Yoshiyuki Koshimizu</b> Senior General Manager, Digital Printing Business Planning & Management Center	<b>Toshiyuki Ishii</b> President & CEO, Canon Singapore Pte. Ltd.	<b>Masahide Kinoshita</b> Chief Executive, Peripheral Products Operations	
<b>Executive Officers</b>				
<b>Hideito Kotani</b> Unit Executive, IMG Business Unit 3	<b>Toshiyuki Matsuda</b> Deputy Chief Executive, Peripheral Products Operations	<b>Hiroto Okawara</b> Executive Manager, Medical Systems and Components Operations	<b>Shunji Sawa</b> Plant Manager, Toride Plant	<b>Makoto Kambe</b> Group Executive, Facilities Management Headquarters
<b>Hiroto Fujimori</b> Senior General Manager, Public Relations and IR Center	<b>Katsuhito Sakurai</b> Unit Executive, Device Development Unit	<b>Takahito Miura</b> Senior General Manager, Global Legal Administration Center	<b>Seiya Miura</b> Unit Executive, Semiconductor Production Equipment Unit	<b>Shinichi Yoshida</b> President & CEO, Canon Europa N.V. President & CEO, Canon Europe Ltd.
<b>Hisashi Tachizaki</b> Deputy Chief Executive, Medical Systems and Components Operations President, Canon Healthcare USA, Inc.	<b>Kohei Iida</b> Senior Principal Analyst, Global Marketing Strategy Headquarters	<b>Yasufumi Inoue</b> Senior Principal Analyst, Global Logistics Management Center	<b>Manabu Kato</b> Unit Executive, IMG Business Unit 1	<b>Yuki Sudo</b> Senior General Manager, Human Resources Management & Organization Center

▶ The career summaries, concurrent positions, and reasons for appointment of each director are disclosed in the Notice of Convocation of the Ordinary General Meeting of Shareholders <https://global.canon/en/ir/share/meeting/e124conv.pdf>