

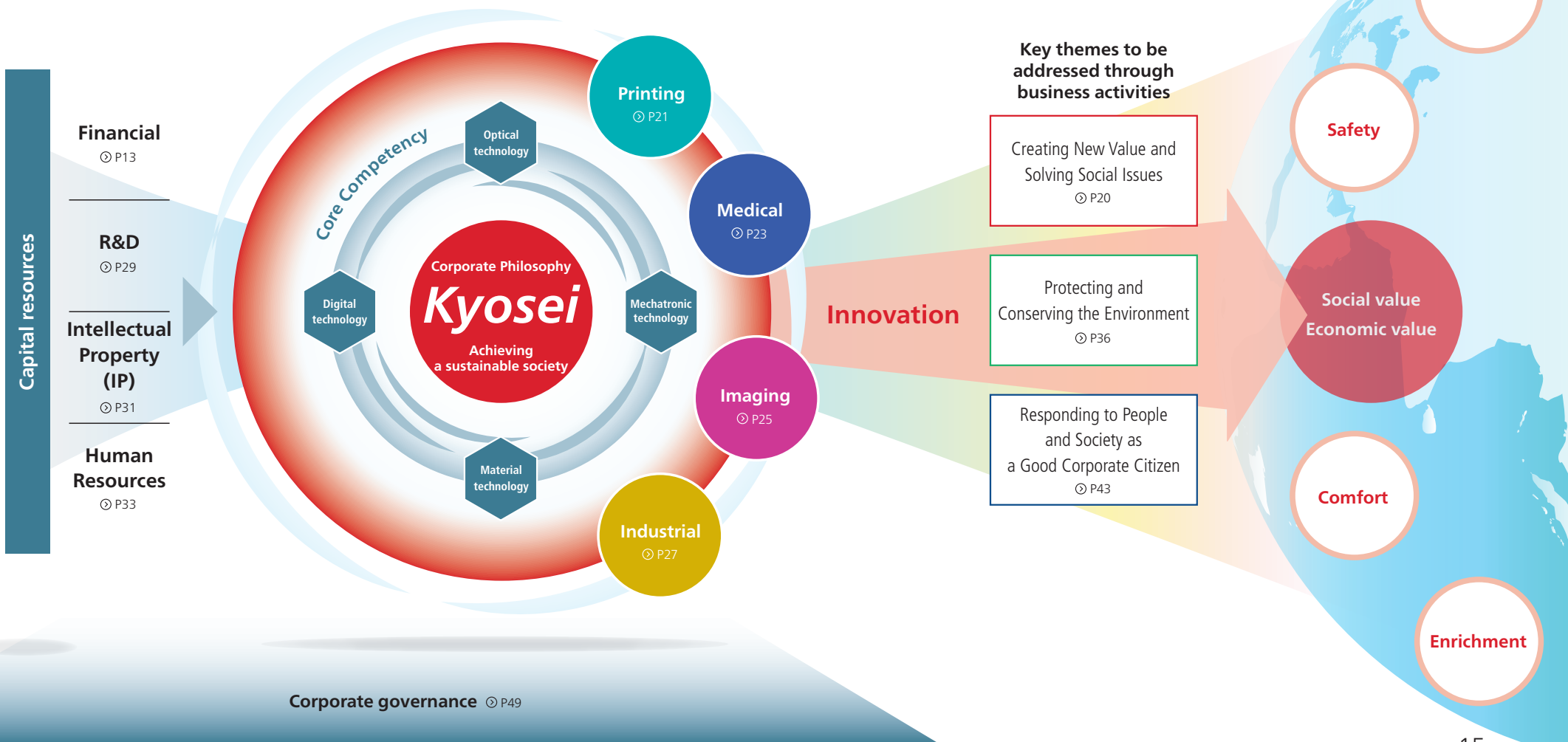
# Value Creation Process

Based on the corporate philosophy of kyosei, Canon is working to establish competitive advantages and maximize business value through the business activities of our four industry-oriented business groups by making full use of our abundant management resources and core competency technologies.

Furthermore, we have identified three key themes to be addressed through our business activities and will create new value that contributes to enhancing security, safety, comfort, and enrichment of society.

Through this value-creation process, Canon aims to achieve both social and economic value, and contribute to achieving a sustainable society and the enhancement of corporate value.

**Business strategies**  
Excellent Global Corporation Plan Phase VII



# Key Themes and SDGs

## Process to identify key themes

At Canon, we selected key themes using a three-step process, as outlined below. "Creating New Value and Solving Social Issues" and "Protecting and Conserving the Environment" were identified as themes of particularly high stakeholder interest. In addition, we selected "Responding to People and Society as a Good Corporate Citizen" as a third supporting key theme.

**STEP 01**

**Identifying potential issues**

Based on past initiatives and its medium- to long-term management plan, Canon reviewed various business activities against a range of metrics and identified 65 priority areas that it should address.

**STEP 02**

**Gauging stakeholder expectations**

Stakeholders were surveyed via a questionnaire on issues identified in Step 1

**STEP 03**

**Selecting key themes**




- Key themes were narrowed down to two with particularly high stakeholder interest plus one supporting theme (total of three)
- Approved by management after review by Sustainability related departments

## Stakeholder Questionnaire Survey\*

Canon carries out stakeholder questionnaire surveys to better understand the social issues stakeholders are interested in as well as the expectations they have of the Company in response to trends within and outside the Group. We use the survey results along with the opinions of sustainability experts, investors, and others to evaluate the validity of the key themes and review them as appropriate. We also use the surveys to analyze the impact of Canon's business activities on society and further improve our corporate activities.

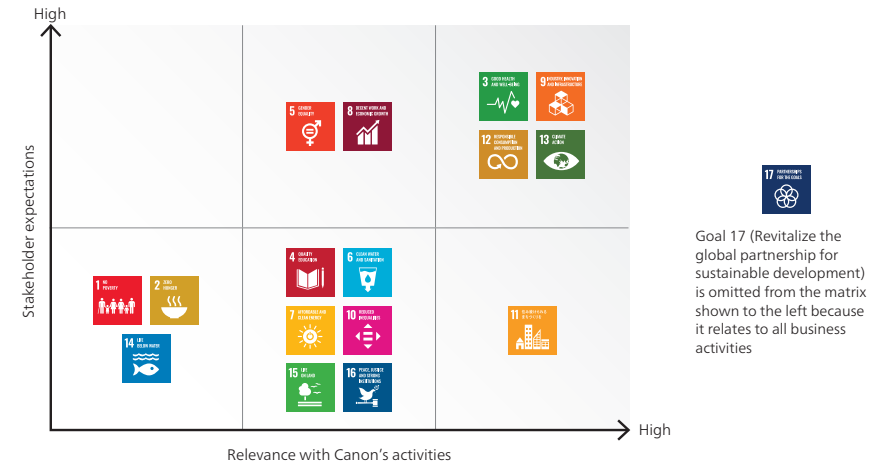
\*Stakeholder Questionnaire Survey Outline: Stakeholders including consumers, suppliers, investors/analysts, NPOs, civic groups, persons affiliated with universities/research institutions, and national/local governments in Japan, the Americas, Europe, Asia, and other regions (total: 100 stakeholders)

### Three key themes

Identified key theme	Stakeholder expectations (excerpts)	Typical measures	Related SDGs
<b>Creating New Value and Solving Social Issues</b>	<ul style="list-style-type: none"> <li>Development of medical technology that contributes to human health and the prevention of disease</li> <li>Advancing security technology to contribute to the safety and security of society</li> <li>Development of products and technologies that lead to affluence and delight for people in the fields of photography and imaging</li> </ul>	<ul style="list-style-type: none"> <li>We are working to create new value and address social issues through the business activities of the Printing, Medical, Imaging, and Industrial groups P20-28</li> </ul> 	<b>3 9 11 17</b>
<b>Protecting and Conserving the Environment</b>	<ul style="list-style-type: none"> <li>Promotion of energy conservation and utilization of renewable energy</li> <li>Reuse and recycling of used products</li> <li>Reduction of waste and prevention of water and soil pollution</li> </ul>	<ul style="list-style-type: none"> <li>We are disclosing information to meet the needs of our stakeholders, including content in line with TCFD Recommendations P37-39</li> <li>We are working throughout product lifecycles to achieve net-zero GHG emissions by 2050 P38-39</li> <li>We are reducing resource consumption and realizing advanced resource recycling P40</li> <li>We are promoting management of the entire supply chain, including management of chemical substances in products P41</li> </ul> 	<b>12 13 17</b>
<b>Responding to People and Society as a Good Corporate Citizen</b>	<b>Human Rights and Labor</b>	<ul style="list-style-type: none"> <li>Respect for basic human rights and prevention of discrimination and harassment</li> <li>Appropriate wage and working hour management</li> </ul>	<ul style="list-style-type: none"> <li>We respect human rights, including by formulating the Canon Human Rights Policy and identifying human rights-related risks P43-46</li> <li>We promote activities across the supply chain that consider the needs of the global environment, people, and society P47-48</li> </ul> 
	<b>Social Contribution</b>	<ul style="list-style-type: none"> <li>Utilizing business activities to contribute to social welfare</li> <li>Support for nurturing the students and children who will lead the next generation</li> </ul>	

## Contributing to Achievement of SDGs via key themes

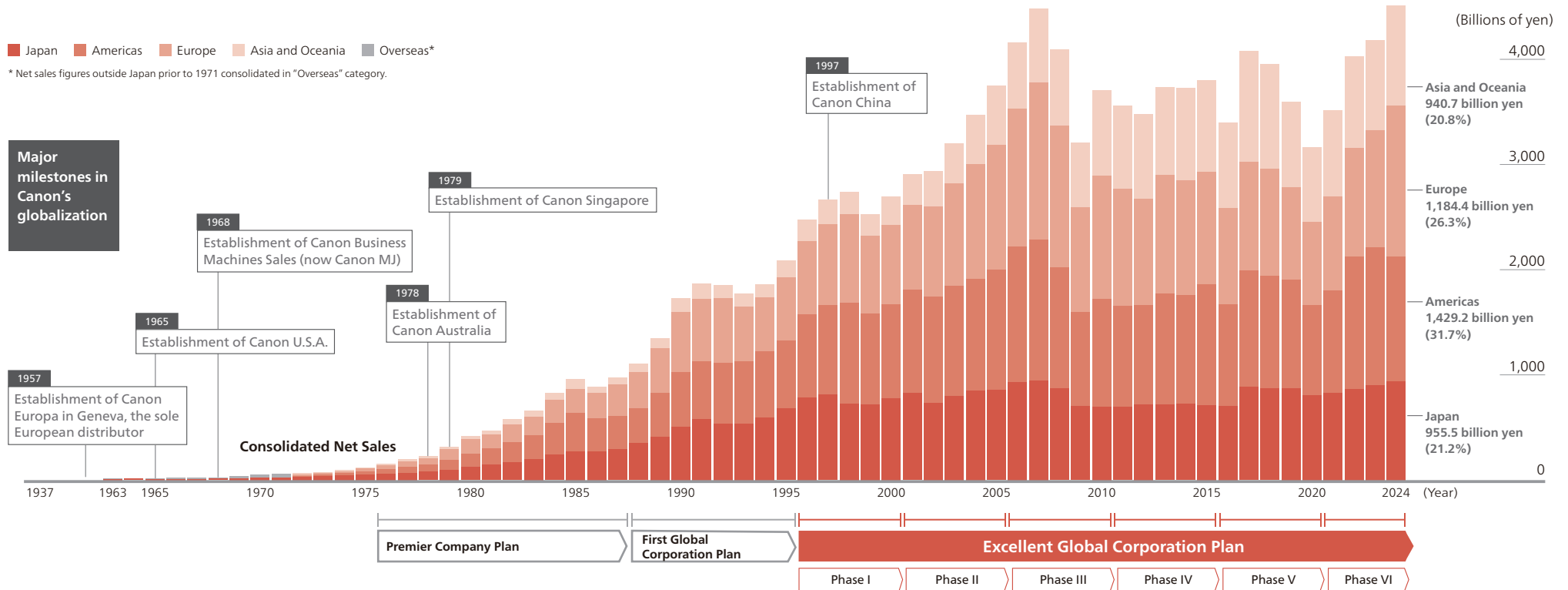
Canon is contributing to the achievement of the SDGs through various business activities. The chart below plots each SDG according to stakeholder expectations as gauged via our survey, versus the degree of relevance for Canon's activities based on the three key themes we identified. While gauging any shifts in societal expectations as accurately as possible, Canon contributes to the achievement of the SDGs through the effective utilization of its proprietary technology and solutions.



# History of Canon — Globalization

Canon was quick to expand internationally and has since grown into a global brand

Net sales by region (2024)  
**4,509.8 billion yen**



**1950s**

- Corporate headquarters and factory consolidated in Shimomaruko in 1950
- Established first overseas site in New York in 1955

**1960s**

- Began sales in the US of products such as Canonflex, Canonet, and Canola 130

**1970s**

- Established first production facility outside of Japan, Canon Taiwan, in 1970
- Established first production site in Europe in Germany in 1972

**1980s**

- Began OEM supply of laser printers to Hewlett-Packard (US) in 1984

**1990s**

- Launched the Excellent Global Corporation Plan in 1996 to enhance international competitiveness

**2000 onwards**

- Listed on the New York Stock Exchange in 2000 (delisted in March 2023)

# History of Canon

## Current Globalization

(as of Dec.31, 2025)

Net sales (2025)

**¥4,624.7 billion**

Employees

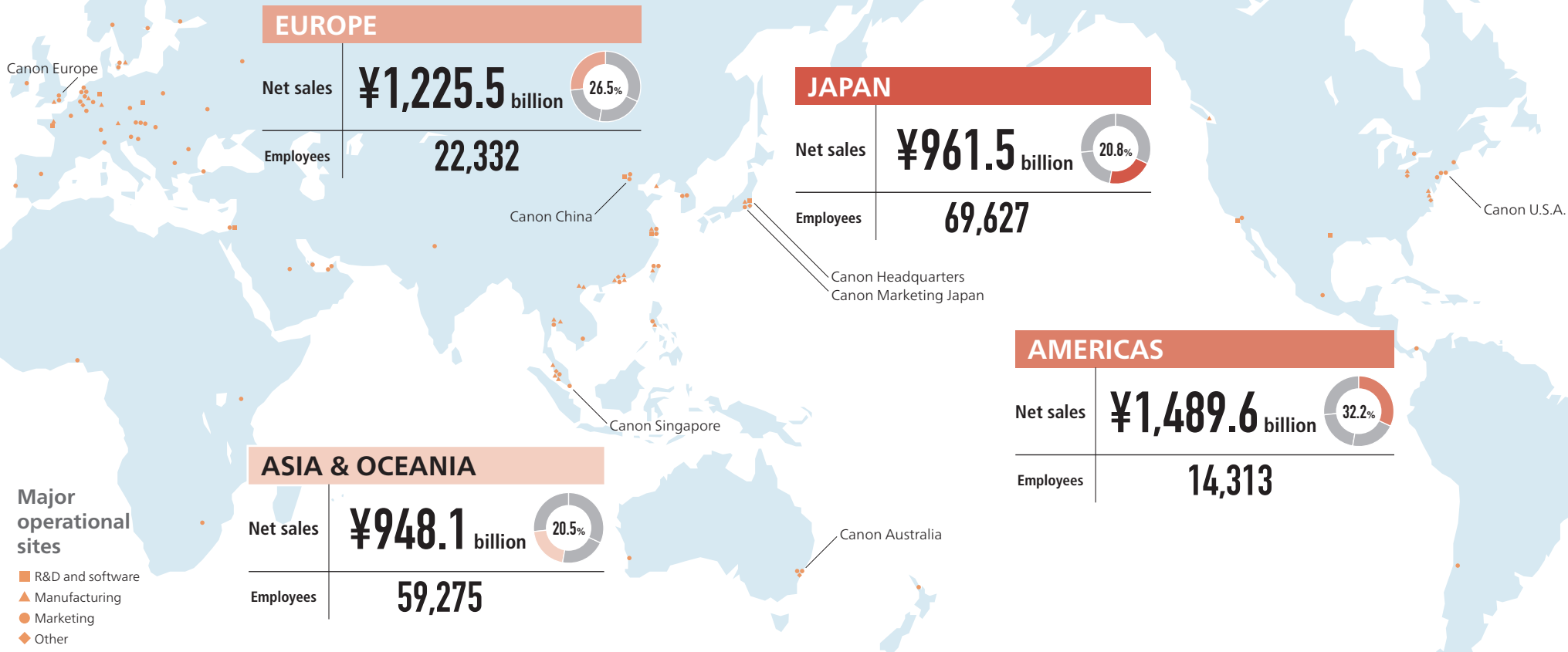
**165,547**

Net income (2025)

**¥332.1 billion**

Consolidated subsidiaries

**321**



# History of Canon — Diversification

Canon has always created new businesses by integrating existing technologies with new state-of-the-art advances

## Timeline of major products

- 1934** Kwanon prototype, Japan's first domestically produced 35mm rangefinder camera
- 1936** Launch of the Hansa Canon, our first commercial high-end 35mm camera
- 1941** Launch of the CX-35, Japan's first domestically produced 35mm indirect X-ray camera
- 1961** Launch of the Canonet, Canon's first mid-range 35mm camera
- 1964** Launch of the Canola 130, the world's first ten-key calculator
- 1967** Launch of the Canonet, Canon's first mid-range 35mm camera
- 1970** Launch of the PPC-1, Japan's first domestically produced semiconductor lithography equipment
- 1970** Launch of the NP-1100, Japan's first domestically produced plain-paper copier
- 1971** Launch of the F-1, a system camera for professional photographers
- 1976** Launch of the CR-45NM, the world's first non-mydiatric retinal camera
- 1976** Launch of the AE-1, a model equipped with a microcomputer, that expanded the user base for single-lens reflex (SLR) cameras
- 1979** Launch of the LBP-10, the world's first desktop laser beam printer using a semiconductor laser
- 1982** Launch of the mini copier PC-10, the world's first cartridge-type copying machine
- 1985** Launch of the BJ-80, the world's first inkjet printer using Bubble Jet technology
- 1986** Launch of the MPA-1500 LCD lithography equipment
- 1987** Launch of the Color Laser Copier 1 (CLC-1), the world's first digital full-color copying machine
- 1987** Launch of the EOS series, an autofocus SLR system
- 1989** Launch of the EOS-1, the flagship model in the EOS series
- 1998** Launch of sales for the CXDI-11, a digital X-ray radiography equipment for medical use
- 1998** Entry into the large-format printer market for graphics 1985 Launch of the BJ-W7000
- 2000** Launch of the imageRUNNER series of network MFDs
- 2001** Launch of the EOS-1D, a top-of-the-line professional digital AF camera
- 2001** Full-fledged entry into the video production market with the Cinema EOS System
- 2007** Full-fledged entry into the digital commercial printing market Launch of the imagePRESS C7000VP
- 2018** Launch of the EOS R, the first model in the EOS R System
- 2019** Launch of the world's first MRI system featuring noise reduction reconstruction technology that utilizes deep learning
- 2021** Launch of CT system featuring Precise IQ Engine, a super-resolution reconstruction technology that utilizes deep learning
- 2023** Launch of next-generation semiconductor manufacturing equipment that uses nanoimprint lithography

## Key events driving diversification

Printing	Medical	Imaging	Industrial	New businesses
<ul style="list-style-type: none"> <li>2010: Océ (now Canon Production Printing), a major manufacturer of commercial and industrial printers, joins the Group</li> <li>2022: Edale, a manufacturer of label and packaging printers, joins the Group</li> </ul>	<ul style="list-style-type: none"> <li>2016: Toshiba Medical Systems (now Canon Medical Systems), a major medical device company, joins the Group</li> <li>2019: Quality Electrodynamics (QED), a developer of high-frequency coils, a core component of MRI machines, joins the Group</li> <li>2021: Redlen Technologies, a developer of radiation detection technology for photon counting CT, joins the Group</li> <li>2023: Minaris Medical, a manufacturer of in-vitro diagnostic pharmaceuticals and automated analyzers, joins the Group</li> </ul>	<ul style="list-style-type: none"> <li>2014: Milestone Systems, a leading provider of video management software, joins the Group</li> <li>2015: Axis Communications, a major network camera manufacturer, joins the Group</li> <li>2018: BriefCam, a provider of video content analytics software, joins the Group</li> </ul>	<ul style="list-style-type: none"> <li>2005: ANELVA (now Canon ANELVA), a manufacturer of vacuum and thin-film technologies, and NEC Machinery (now Canon Machinery), a provider of automation and semiconductor manufacturing equipment, join the Group</li> <li>2007: Tokki (now Canon Tokki), a provider of OLED manufacturing equipment, joins the Group</li> <li>2014: Molecular Imprints (now Canon Nano Technologies), a developer of nanoimprint lithography equipment, joins the Group</li> </ul>	<ul style="list-style-type: none"> <li>2023: Canon acquires technology from Kyoto Seisakusho for mass production of cells for use in treatment and other clinical applications</li> <li>2026: Canon Electronics was made a wholly owned subsidiary, positioning the space business as a future growth driver</li> </ul>