

# Sustainability Management

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## Approach to Sustainability

Since 1988, Canon has been striving to uphold our corporate philosophy of *kyosei* (living and working together for the common good) in order to contribute to worldwide prosperity and happiness.

A society in which all people live and work together, respecting one another and coexisting happily, regardless of culture, customs, language, ethnicity, or region. And a society in harmony with nature, able to preserve Earth’s abundant resources for future generations.

To realize such a society, Canon will create new value through the power of innovation and technology, providing world-first technologies and world-leading products and services while also contributing to solutions for the problems our society faces. By providing greater value while using fewer resources throughout all product lifecycles, we aim to enable affluent lifestyles while protecting the environment.

Through our corporate activities, Canon proactively works toward realizing a sustainable society.

Reference: Approach to Sustainability (formulated in October 2021)

## Sustainability Promotion System

The Canon Sustainability Headquarters was established to promote sustainability across Canon, headed by the director with responsibility for sustainability. Besides promoting sustainability activities across the entire Canon Group, for specialized issues, departments such as Legal Affairs, Human Resources, Quality Assurance and Procurement undertake initiatives leveraging their expertise.

In 2024, we established the Sustainability Committee as an advisory body to the CEO to boost information-sharing and deliberative capabilities to support the CEO and Board of Directors in appropriate and effective decision-making relating to the sustainability measures and initiatives being undertaken within Canon at the parent and consolidated levels. The committee meetings are held twice a year respectively, and extraordinary meetings are held when the chairperson of the committee deems it necessary. The members of the Committee are appointed by the CEO from among the heads of the departments under the direct control of the President in Canon headquarters, operational headquarters, etc., and the CFO serves as the chairperson. We have also set up various working groups under the aegis of the committee to study and make

proposals on sustainability-related issues. Comprising the general managers of the sustainability-related departments, these working groups can consult with outside experts where appropriate.

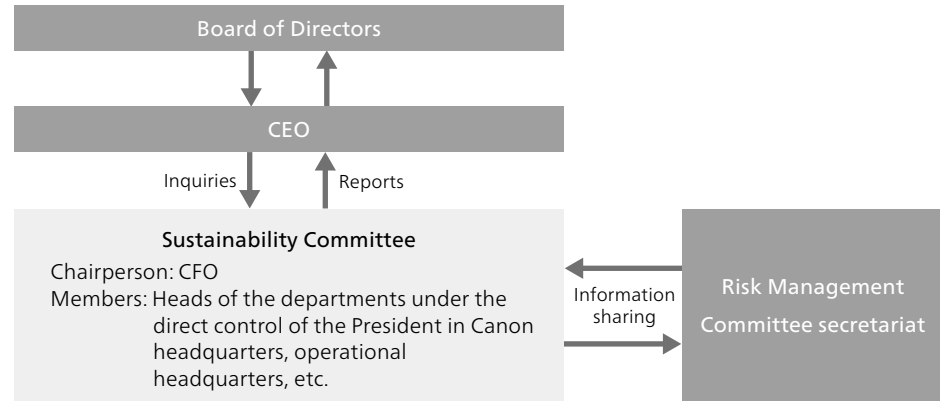
In 2024, the committee shared information on the disclosure standards stipulated in the European Sustainability Reporting Standards (ESRS) and the International Sustainability Standards Board (ISSB) and other bodies, as well as sustainability issues of Canon and its responses. In addition to that, sustainability study sessions\* by outside experts were also organized to help enhance the knowledge of committee members.

\* #1: “Sustainability and Corporate Value”

#2: “The Importance of Sustainability in Creating Corporate Value”

Information on specific sustainability-related activities can be found elsewhere in this report.

## Sustainability Committee Structure



## Key Sustainability-related Guidelines

- [Canon Group Environmental Charter](#)
- [Canon Group Environmental Vision](#)
- [Canon Group Biodiversity Policy](#)
- [Canon Group Water Resources Policy](#)
- [Canon Group Human Rights Policy](#)
- [Canon Group CSR Activity Policy](#)
- [Universal Design Action Guidelines](#)
- [Canon Group Code of Conduct \(→P85\)](#)
- [Canon Sustainability Supplier Guidelines](#)
- [Canon Group Basic Policy on Responsible Minerals Sourcing](#)

Developing Company-wide Initiatives

To revitalize activities and help develop a sustainability mindset across the Canon Group, we share the direction of sustainability activities and related details at meetings such as our global management conferences for the senior managers of major Group companies. Moreover, we assess the results achieved under the business policies of each operating division and manufacturing and marketing company under a consolidated performance evaluation system, as well as the results of their various environmental and social contribution activities, to raise awareness among executives.

We conduct regular surveys of Canon Inc. employees, using questionnaires to gauge the awareness of day-to-day sustainability issues and related activities. The survey in 2024 received 22,685 replies. We analyze and utilize the collated survey findings to propose ways of further boosting employee awareness of sustainability issues.

Other initiatives aimed at developing our sustainability activity programs across the Canon Group include training courses for employees and executives; information sessions at Group companies organized by sustainability representatives; and awards for sustainability, among other promotional activities.

Examples of Activities Conducted in 2024

- Sustainability lectures by outside experts
- Diversity program featuring visually impaired employees as guest speakers
- Sustainability Photo Competition
- Food Waste Reduction event (canteen)
- Reports and online channel distributing varied range of sustainability-related information

Reference: Canon Sustainability Channel  
<https://global.canon/en/sustainability/policy/#anchor01>

Awards System to Motivate Group-wide Enthusiasm

The annual Environmental Awards have showcased outstanding examples of environmental impact-reduction activities since 2009 with the aim of stimulating more intra-Group environmental activities and building motivation. Besides products and services, the awards highlight programs at Group sites worldwide to save energy and resources and protect biodiversity; entries from any division are permitted. Activities selected for awards are publicized on the intranet and via internal communications to foster environmental

71 entries from domestic/overseas Group companies in 2024

awareness within the Canon Group and improve performance by sharing examples of the best practices.

Among the entries from Group companies worldwide, one Grand Prize and four Merit Prizes were awarded in 2024. The winning entries represented a wide range of activities from product development to individual Group site initiatives, including newly developed products featuring significantly lower CO<sub>2</sub> emissions, elimination of plastic packaging, use of recycled materials, and major reductions in energy usage at datacenters.

Comment by Award Recipient

Our entire team focused on contributing to the environment by trying to develop ways of conserving resources and power. Being recognized with an award makes us proud to know that our efforts have had a positive impact on all Group employees, and it has encouraged us to redouble our efforts to address environmental issues.



Environmental Award ceremony



Kenji Watanabe  
Canon Inc.  
Peripheral Products Operations

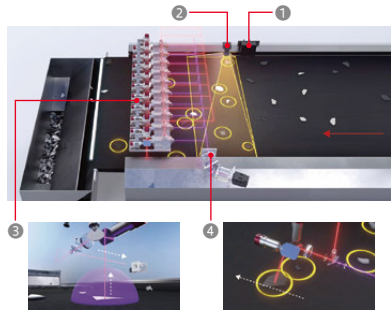
# Creating Positive Environmental and Social Impacts Through Products, Technologies and Solutions

Leveraging our advanced technologies, Canon will be a source of innovation with our ever-evolving products and services that adapt to changing social needs and a changing business environment, as well as with a variety of IT/AI-based solutions.

## Canon-developed Technology for Sorting Plastics Equipment to Revolutionize Recycling

Realizing a circular economy based on the promotion and expansion of plastics recycling has become an urgent issue in recent years.

Canon has developed plastics-sorting equipment that uses tracking Raman spectroscopy which enables simultaneous sorting of black and other-colored plastics, which has been hard to achieve using conventional technical approaches. In this way, Canon contributes to improving productivity and maximizing plastic recycling through recycling technology, thereby contributing to realizing resource-efficiency.



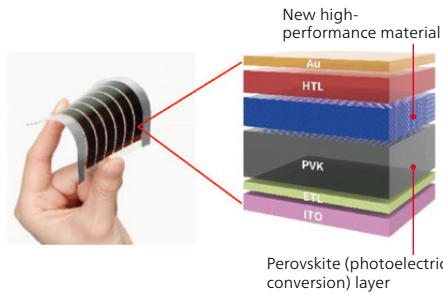
- 1 Non-Contact Displacement Sensor measures the movement of the conveyor belt
- 2 Image recognition system recognizes position and brightness of pieces
- 3 Galvano scanners control the direction of laser light to track and illuminate each plastic piece
- 4 Raman scattering is detected by proprietary light spectrum unit and analyzed by recognition software

How the tracking Raman spectroscopy plastics sorter works

## High-performance Materials to Realize a Decarbonized Society

Gaining attention as the next generation of solar technology, perovskite solar cells are lighter and more flexible than conventional silicon-based solar cells. They also offer greater freedom in terms of installation location because they can generate power from interior light, and they are expected to lower capital investment costs.

A novel high-performance material to cover the perovskite (photoelectric conversion) layer is being developed by Canon that would improve the durability of perovskite solar cells and the stability of their mass production.



- (L) Perovskite solar cell
- (R) Structure of perovskite solar cell with newly developed high-performance material

## Nanoimprint Lithography (NIL) Technology Enables Significantly Lower Power Usage

Compared with conventional approaches, nanoimprint lithography (NIL) technology developed by Canon enables production of chips with circuit resolution of 15nm or smaller at greatly reduced cost with significant power savings. NIL is considered to revolutionize the semiconductor industry.

The radical simplification of the chip production process using NIL reduces power consumption by up to 90% compared to existing lithographic methods.



Nanoimprint lithography equipment

## Toward Realizing Fusion Reactors as a Next-generation Energy Source

Nuclear fusion is attracting attention as a potential next-generation energy source because it generates no CO<sub>2</sub> emissions or high-level radioactive waste.

Collaborating with the National Institutes for Quantum Science and Technology, Canon Electron Tubes & Devices Co., Ltd. has developed "Gyrotron", the world's first triple-frequency plasma heating device. By controlling the movement of internal electrons, gyrotrons can beam high-energy microwaves into the reactor. High power output with relatively low energy consumption has been realized by electronic control technologies and the optimization of the device design using simulations.

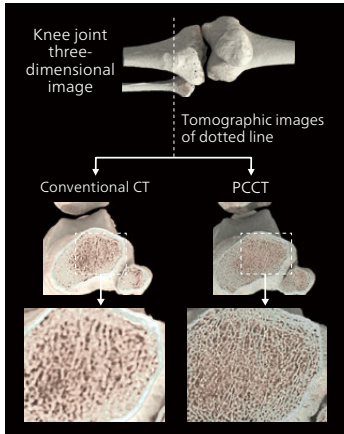


Gyrotron, the world's first triple-frequency plasma heating device

### Next-generation CT: Better for Patient Care

Photon-counting CT (PCCT) represents the next evolution of CT technology for early detection of disease. By converting the image-generating X-rays directly into electric signals, PCCT can create much clearer images than conventional CT.

The Canon PCCT technology can also enable imaging of bone and small structure at greater detail, improving diagnostic accuracy, and is also expected to enable the diagnosis of conditions that was not previously possible. It also significantly reduces noise in the image, allowing for imaging with less X-ray radiation, thereby reducing exposure for patients.



Comparison of PCCT and conventional CT images

### Portable Diagnostic Ultrasound System

Ultrasound equipment has evolved hugely in recent years, both in the early detection and prevention of disease, and as a guide for medical treatment. No longer limited to bedside and diagnostic applications inside the hospital, portable ultrasound devices can be used anytime, anywhere, such as for medical care in homes or remote areas; in emergency and disaster settings with no access to power; and at sporting events to check the condition of athletes. Canon is helping medical professionals to undertake appropriate diagnostic scans quickly by supplying portable ultrasound equipment for delivering high-quality images within a variety of settings.



Portable diagnostic ultrasound device

### Canon Uses AI-based Imaging Technology for Social Infrastructure Inspection Service

Deterioration of bridges, tunnels and other social infrastructure has become an issue in recent years. Conventional approaches require specialist equipment and staff to do visual inspections, but are problematic due to engineer shortages, costs and safety.

We have developed a social infrastructure inspection service that utilizes AI to detect cracks and other defects in images taken by cameras. This helps solve the problem without

specialist equipment or technology while also avoiding CO<sub>2</sub> emissions. By combining AI with imaging technology, Canon aims to contribute to maintaining social infrastructure in an eco-friendly way.



Infrastructure inspections using Canon cameras

### Inclusivity Initiatives Using Elevated Printing Technology

Canon has developed a unique elevated printing technology involving the building up of layers of UV-curable inks. We have applied this technology to help restore ancient Egyptian cultural heritage, and the reproduction of the texture and gloss of famous oil paintings for donation to art museums.



Tactile applications using elevated printing technology

In 2024, we used the elevated printing technology to support an experiential photography exhibition in Austria. By capturing specific hand movements that express music through sign language, we helped create tactile photos for inclusive enjoyment by people with and without visual impairments.

### New Specialist "R&B" Entity Established to Develop Future-oriented Solutions for Societal Issues

In 2024, Canon Marketing Japan established a specialized organization for Research and Business Development (R&B) that will take a future-oriented approach as it strives to create new businesses to solve social issues. Focused on the two domains of well being and business transformation, the varied strands of the R&B approach to value creation include investing in startups with innovative technologies and other creative ideas; pursuing an open innovation approach in collaboration with partners from industry, government and academia; and fostering business accelerator programs.

Reference: Research & Business Development  
<https://corporate.canon.jp/en/profile/rb>

Please refer to the Integrated Report for more detailed information on how Canon creates new value and addresses societal issues through products, technologies and solutions.

<https://global.canon/en/ir/library/integrated.html>



Sustainability Management

Creating Positive Environmental and Social Impacts Through Products, Technologies and Solutions

> Stakeholder Engagement

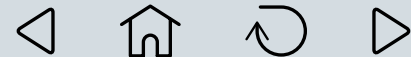
Material Topics

Environment

Society

Management Foundation

Third-party Assurance



Stakeholder Engagement GRI2-12 GRI2-29

Canon conducts ongoing dialogue with various stakeholders to deepen mutual understanding. In addition to addressing societal issues at the national or local level, we are working to upgrade Canon initiatives and disclosures in alignment with stakeholder interests. We have held discussions about the content of this report with multiple external experts on sustainability. The table below outlines communication methods employed in our business activities for important dialogues with stakeholder groups. The report also

Stakeholder	Topics of Interest	Main Communication Methods	Key Relevant Sections in Report
Customers	<ul style="list-style-type: none"><li>• Provision of high-value-added products and services of high quality</li><li>• Provision of appropriate information on products and services</li><li>• Responding to inquiries</li><li>• Improving customer support</li></ul>	<ul style="list-style-type: none"><li>• Customer advice centers</li><li>• Service centers</li><li>• Website/social media</li><li>• Customer satisfaction surveys</li><li>• Showrooms</li></ul>	<ul style="list-style-type: none"><li>• Creating positive environmental and social impacts through products, technologies and solutions (→P07)</li><li>• After-sales support (→P76)</li></ul>
Educational/ Research Institutions	<ul style="list-style-type: none"><li>• Optical technology</li><li>• Cutting-edge technology</li><li>• Joint research</li><li>• Environmental education</li></ul>	<ul style="list-style-type: none"><li>• Joint R&amp;D projects</li><li>• Introductory and operational briefings</li><li>• Visits to Canon Foundation grant recipients</li><li>• Internship programs</li><li>• Meetings with research institutions, including collaborative projects with industry and academia</li><li>• Providing committee members to various academic societies</li><li>• Outreach classes and instructor dispatch</li></ul>	<ul style="list-style-type: none"><li>• Supporting research activities that contribute to the sustainable development of humankind through the Canon Foundation (→P71)</li><li>• Environmental communication (→P16)</li></ul>
Employees	<ul style="list-style-type: none"><li>• Improvement in workplace environments</li><li>• Management policies</li><li>• Maintenance of employee benefit programs</li><li>• Support for career development</li><li>• Maintenance of personnel evaluation system</li><li>• Maintenance of workplace safety system</li><li>• Cultivation of high company morale</li></ul>	<ul style="list-style-type: none"><li>• Labor-management conferences and committees</li><li>• Information sharing from top management</li><li>• Training programs</li><li>• Career matching system</li><li>• Whistleblower system</li><li>• Employee awareness surveys</li><li>• Safety and Health Committee</li><li>• Compliance meetings</li><li>• Human resource hotline</li></ul>	<ul style="list-style-type: none"><li>• Male employees taking childcare leave (→P55)</li><li>• Participants in leadership training for women (→P58)</li><li>• Trainee-style career matching system users (→P65)</li><li>• Supervisors for Voluntary Action Plan (VAP) audit-related measures (→P50)</li></ul>
NGOs/NPOs	<ul style="list-style-type: none"><li>• Issues affecting global society such as refugee issues and poverty</li><li>• Disaster relief support</li><li>• Ecosystem protection/conservation</li><li>• Supply chain risks</li></ul>	<ul style="list-style-type: none"><li>• Collaborative biodiversity conservation projects</li><li>• Humanitarian and disaster-relief activities in disaster-affected areas</li><li>• Collaboration to achieve a green supply chain</li></ul>	<ul style="list-style-type: none"><li>• Disaster relief activities (→P69)</li><li>• Reduction of supply chain environmental risk in partnership with China's Institute of Public &amp; Environmental Affairs (IPE) (→P92)</li></ul>
Local Communities	<ul style="list-style-type: none"><li>• Fulfilling responsibilities as corporate citizen to participate in local community activities</li><li>• Contributions to local communities through business operations</li><li>• Protection/conservation of local community ecosystems</li></ul>	<ul style="list-style-type: none"><li>• Emergency disaster-relief assistance</li><li>• Disaster-preparedness and crime-prevention drills</li><li>• Involvement in local groups/organizations</li><li>• Ecosystem protection/conservation activities</li><li>• Local events and volunteer activities</li><li>• Environmental education and awareness activities</li></ul>	<ul style="list-style-type: none"><li>• Biodiversity (→P39)</li><li>• Sociocultural support activities (→P67)</li></ul>

includes comments from employees as well as external parties on the stakeholder impacts of Canon's business activities.

Any external inquiries may be directed to the Canon website\*. All opinions or requests are promptly shared with, and answered by, the relevant division.

\* Inquiries about Canon  
<https://global.canon/en/contact/inquiry/inquiry-form-e.html>

Stakeholder	Topics of Interest	Main Communication Methods	Key Relevant Articles and URLs in Report
Shareholders/ Investors	<ul style="list-style-type: none"><li>• Medium- to long-term management strategy aimed at achieving continued growth</li><li>• Status of business portfolio transformation</li><li>• Financial condition</li><li>• Business plan and related progress</li><li>• ESG activities</li></ul>	<ul style="list-style-type: none"><li>• General meeting of shareholders</li><li>• Corporate strategy conference</li><li>• Financial results conferences</li><li>• Individual meetings with institutional investors</li><li>• Integrated Report, Annual Securities Report</li><li>• Investor relations website</li></ul>	<ul style="list-style-type: none"><li>• Investor Relations <a href="https://global.canon/en/ir/">https://global.canon/en/ir/</a></li></ul>
Suppliers	<ul style="list-style-type: none"><li>• Procurement policies</li><li>• Requests to address social issues</li><li>• Analysis of business trends and supplier performance</li><li>• Product/technology trends</li><li>• Improved efficiency of the chemical substance information transmission scheme</li></ul>	<ul style="list-style-type: none"><li>• Procurement annual meeting</li><li>• Supplier surveys</li><li>• Business briefings to suppliers</li><li>• Onsite supplier briefings</li><li>• Technology exhibitions by suppliers</li><li>• Promotion of green procurement</li></ul>	<ul style="list-style-type: none"><li>• Utilization and development of the chemSHERPA system for information sharing on chemical substances (→P36)</li><li>• Respect for human rights in the supply chain (→P51)</li><li>• Supply chain management (→P90)</li></ul>
Central/Local Governments	<ul style="list-style-type: none"><li>• Legal/regulatory compliance</li><li>• Trends in government policy</li></ul>	<ul style="list-style-type: none"><li>• Opinion exchange with central government agencies and local government authorities</li><li>• Dialogue with economic organizations and industry groups</li><li>• Cooperation in surveys and questionnaires</li></ul>	<ul style="list-style-type: none"><li>• Cooperation with Industry Groups (→P94)</li></ul>
Other Companies	<ul style="list-style-type: none"><li>• Industry trends</li><li>• Product/technology trends</li><li>• Addressing social issues that affect multiple industry sectors</li></ul>	<ul style="list-style-type: none"><li>• Participation in environmental technology initiatives</li><li>• Participation in standardization for common foundational technologies of IoT systems</li></ul>	<ul style="list-style-type: none"><li>• Collaborating with other companies and leveraging each other's strengths to support education (→P69)</li></ul>

External Recognition

Canon has received awards and citations from various external bodies for the efforts it has made to satisfy stakeholder expectations. Please refer to the URL below for further details.

Reference: Recognition  
<https://global.canon/en/sustainability/recognition/index.html>

Material Topics

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Overview of Material Topics

In 2022, based on the GRI Standards as revised in 2021, Canon identified the material topics outlined below by considering the environmental and social impacts of Group activities – both positive and negative, direct and indirect. Topic identification was based on management discussions and the four-step processes described below.

- Step 1: Identify social issues using various indicators, including different international frameworks and sustainability surveys, and based on direct dialogue with stakeholders
- Step 2: Gauge the impact that Group business activities and actions taken in line with the medium- to long-term management plan have on the environment and society

- Step 3: Evaluate the significance of the impacts for each of the issues
- Step 4: Validate the selections and priorities in the assessment results through dialogue with external sustainability experts

To confirm the suitability of material topics, Canon conducts an annual review of surveys of sustainability trends from countries and regions worldwide, together with an analysis of related regulatory systems.

In 2024, Canon also began reviewing material topics in terms of compliance with global sustainability disclosure standards as set out by the International Sustainability Standards Board (ISSB) and the European Sustainability Reporting Standards (ESRS).

Targets and Results for Identified Material Topics

★: Target met, good  
☆: Target partially met

	Material topics	Significance	Goals	Main targets	Results, achievements in 2024 (KPIs)	Status
Environmental domain	Climate change	Very important	Achieve net zero CO <sub>2</sub> emissions over entire product lifecycles by 2050	In line with SBTi criteria, reduce Scope 1* & 2* GHG emissions by 42% and Scope 3* (category 1, 11) GHG emissions by 25% compared to 2022 by 2030	Reduced Scope 1 & 2 GHG emissions by 12.8% and Scope 3 (category 1, 11) GHG emissions by 17.7% compared to 2022 (→P23)	★
				Lifecycle CO <sub>2</sub> emissions improvement index per product 3%-per-year average improvement, 50% improvement in 2030 compared to 2008	Annual average of 3.76% (2008-2023) (→P24)	★
	Resource efficiency	Very important	• Contain new resource input and use recycled materials • Completely eliminate single-use plastics in packaging materials	Total waste generation per basic unit: 1% improvement	2.2% improvement (→P30)	★
				Resource recycling rate for printing products in 2025: 20%. In 2030: 50%	Approx. 17% (→P31)	☆
	Chemical substances	Very important	Careful management of chemical substances in products and in manufacturing	Emissions of controlled chemical substances per basic unit: 1% improvement	0.9% deterioration (→P36)	The target has not been achieved due to the deterioration of efficiency resulting from factors such as increased usage accompanying quality improvements from the cleaning process. We aim to achieve the target through thorough management of emissions suitable for the processes.
				Prohibit inclusion of designated chemical substances in products one year before ban	No prohibited substances in products (→P36)	

\* Scope 1: Direct emissions (city gas, LPG, light oil, kerosene, non-energy-related greenhouse gases, etc.)  
Scope 2: Indirect emissions (from use of electricity, steam, etc.)  
Scope 3: Supply chain-related emissions (emissions from purchased goods and services, upstream transportation and distribution, and utilization of sold products).

Canon Sustainability Report 2025

Message from the CEO

Canon’s Corporate Philosophy

Canon Group Overview

Sustainability at Canon

Sustainability Management

Creating Positive Environmental and Social Impacts Through Products, Technologies and Solutions

Stakeholder Engagement

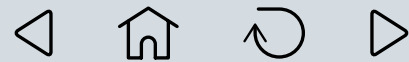
> Material Topics

Environment
















Society

Management Foundation

Third-party Assurance



★: Target met, good  
☆: Target partially met

	Material topics	Significance	Goals	Main targets	Results, achievements in 2024 (KPIs)	Status
Environmental domain	<div>Biodiversity</div> <div></div>	Important	<ul style="list-style-type: none"><li>Conserve biodiversity from a global perspective while considering diverse local characteristics</li><li>Reduce impact on biodiversity of all business activities and promote social contribution activities that help conserve biodiversity</li></ul>	“Consideration for biodiversity centered on operational sites”: Ascertain impact of business activities on biodiversity, conserve animal and plant habitats around operational sites	<ul style="list-style-type: none"><li>Expanded Bird Branch activities (→P39)</li><li>Shimomaruko Woodland registered in the OECM international database (→P40)</li><li>Oita Plant of Oita Canon and Canon Medical Systems Head Office registered as “Nature Symbiosis Sites” (→P40)</li></ul>	★
				Water usage per basic unit: 1% improvement	0.6% improvement (→P39)	The target has not been achieved due to the deterioration of efficiency resulting from factors such as an increased production ratio of products with high water usage. We aim to achieve the target through thorough management of usage suitable for the processes.
Social domain	<div>Human rights and labor</div> <div></div>	Very important	Respect the human rights of all stakeholders involved in Canon’s business activities	Mitigate risks by conducting human rights due diligence	<ul style="list-style-type: none"><li>Identifying salient human rights risks in business activities, including supply chain (→P48)</li><li>Self-audits by sites in Japan and overseas using RBA tools: 64 sites (→P50)</li><li>Expanding human rights training as part of human rights awareness activities for employees</li></ul>	★
			Environments that maximize the individuality and potential of employees, ensure mutual respect for diversity, and empower employees	Canon Inc.: Increase ratio of female managers by 3x by end-2025 from 2011 level  Canon Inc.: Increase ratio of male employees taking childcare leave to at least 50% by end-2025	<ul style="list-style-type: none"><li>Ratio of female managers at Canon Inc.: 4.2% (→P57)</li>  Ratio of male employees taking childcare leave at Canon Inc.: 64.6% (→P58)</ul>	★  ★
			Safe, secure workplace environments for employees	Canon Inc. and Group companies in Japan: Eliminate all types of machinery-related accidents (0 cases)  Canon Inc. and Group companies in Japan: Eliminate accidents caused by highly hazardous chemical substances (0 cases)	Canon Inc. and Group companies in Japan: All types of machinery-related accidents (2 cases) (→P61)  Canon Inc. and Group companies in Japan: Accidents caused by highly hazardous chemical substances (0 cases) (→P61)	  ★
	<div>Sociocultural support activities</div> <div></div>	Important	Contributing to the realization of a better society as a good corporate citizen	Promote sociocultural support activities in global and local communities by leveraging the Group’s advanced technological capabilities, global business development expertise, and diverse, specialized human resources	<ul style="list-style-type: none"><li>Workshops for the Canon Young People Programme aimed at fostering creativity and expressiveness in young people held across 32 countries with 1,725 attendees (→P68)</li><li>Participants in <i>Miraisha</i> Programme aiming to increase employment opportunities and technical skills in Africa: About 600 (→P67)</li><li>Beneficiaries in 4E’s Project providing multi-faceted assistance in India: 26,450 (→P69)</li><li>Visitors to Tsuzuri Project special exhibition preserving ancient Japanese cultural assets for the future: About 10,000 (→P70)</li></ul>	★