

Approach (Society)

GRI2-23
GRI2-25
GRI3-2
GRI3-3

Why Is this Important?

Human Rights and Labor	Respecting Human Rights	Canon recognizes that its business activities, including supply chains, can impact human rights in various negative ways. We believe in the importance of identifying notable human rights risks and taking countermeasures to prevent or mitigate such risks.	P46–51
	Hiring and Treatment of Human Resources/ Diversity, Equity and Inclusion	Enterprises that operate globally have employees with varied personalities and values. Mutual respect for such diversity is critical in maximizing the potential of every individual, leading to the creation of original innovations. It also demands attractive working environments that can enable everyone to play an active part. In line with this thinking, Canon respects the diversity of each employee, including culture, customs, language, and ethnicity. We promote fair recruitment and utilization of human resources, irrespective of gender, age or disability.	P52–59
	Occupational Safety and Health Management	The health and safety of employees is a fundamental tenet of corporate activities. Canon believes it is essential to create safe, secure work environments for employees. This is critical to ensuring the workplace helps to foster vitality and improve productivity.	P60–62
	Human Resource Development and Personal Growth	Employee growth is the source of being competitive in business. Canon has developed a HR systems based around on-the-job training (OJT) in the workplace, while also providing career development support to help individual employees realize their goals.	P63–66
Sociocultural Support Activities	Canon recognizes that business enterprises only thrive when society as a whole flourishes. While striving for the company’s own growth through sound and fair business activities, we believe it is important mission to help bring about a better society as a good corporate citizen.		P67–72

Relevant Guidelines

- UN International Bill of Human Rights
- The International Labour Organization (ILO) International Labour Standards
- The United Nations Guiding Principles on Business and Human Rights
- Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises on Responsible Business Conduct
- Children’s Rights and Business Principles developed by the UN Global Compact
- UN Sustainable Development Goals (SDGs)

Canon Sustainability Report 2025

[Message from the CEO](#)

[Canon’s Corporate Philosophy](#)

[Canon Group Overview](#)

[Sustainability at Canon](#)

[Environment](#)

[Society](#)

[> Approach \(Society\)](#)

[Activity Report](#)

[Respecting Human Rights](#)

[Hiring and Treatment of Human Resources](#)

[Diversity, Equity and Inclusion](#)

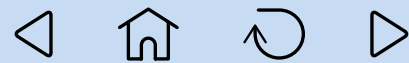
[Occupational Safety and Health Management](#)

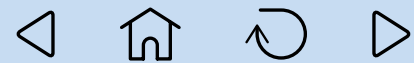
[Human Resource Development and Personal Growth](#)

[Sociocultural Support Activities](#)

[Management Foundation](#)

[Third-party Assurance](#)





Activity Report

Respecting Human Rights

Canon respects the human rights of all stakeholders involved in its business activities, including employees and business partners.

Basic Approach

Based on the UN Guiding Principles on Business and Human Rights, Canon respects the human rights of employees, business partners and other stakeholders involved in its business activities. Based on the advice of outside experts, Canon works to ensure human rights using the following measures: (1) formulating and reviewing the human rights policy; (2) undertaking

human rights due diligence; (3) instituting and operating a grievance mechanism; (4) conducting human rights awareness training; (5) activities aimed at engaging with stakeholders on human rights issues; and (6) addressing human rights risks in the supply chain. In 2021, the Canon Group Human Rights Policy was established with the approval of the Chairman and

CEO of Canon Inc. as part of promoting efforts to respect human rights. This policy is available to our stakeholders in various countries and regions worldwide via the Canon website. Taking into account global trends and societal expectations for Canon, we revised the Canon Group Human Rights Policy in January 2025.

Canon Group Human Rights Policy

Since Canon’s founding in 1937, all employees have been treated the same on a fair and equal basis, without any discrimination due to gender, age or occupation. This stance was based on a complete respect for humanity.

Following half a century of operations, we adopted our corporate philosophy of *kyosei* in 1988. *Kyosei* is the aspiration to create a society in which all people, regardless of race, religion or culture, live and work together for the common good. It sets the goal of human happiness and prosperity above the profits earned by any single company or nation. *Kyosei* expresses our commitment to and global aspiration for a respect for humanity and makes clear the company’s firm stance to working together with stakeholders around the world to achieve this.

This policy expresses the Canon Group’s commitment to respect human rights and to take measures to protect human rights under the corporate philosophy stated above, which we embed into our operational policies and procedures. We promote human rights initiatives based on this policy under the responsibility of the executive in charge of human rights.

1. Respect for Human Rights

Canon commits to respect internationally recognized human rights across its business activities, as set out in the International Bill of Human Rights, International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, UN Guiding Principles on Business and Human Rights, and Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises on Responsible Business Conduct. Specifically, Canon commits to respect fundamental human rights, prohibit discrimination, harassment or violence based on such factors as race, nationality, gender, religion and creed, promote diversity, prohibit child labor and forced labor (including human trafficking), prohibit unreasonable restriction on movement, respect freedom of association and the right to collective bargaining in accordance with the laws and regulations of each country and region, pay employees wages equal to or greater than legally mandated wages, prevent excessive overtime work and grant appropriate holidays, ensure occupational health and safety, prevent occupational injuries, protect privacy, and promote responsible minerals sourcing.

2. Human Rights Due Diligence

In accordance with the UN Guiding Principles on Business and Human Rights, Canon conducts human rights due diligence to identify adverse human rights impacts that are linked to its business activities, and to prevent or mitigate any adverse impacts. In consideration of the findings of human rights due diligence, Canon will review and update this policy, where necessary.

3. Grievance Mechanism

Canon establishes and operates an effective internal and external reporting system to understand adverse human rights impacts that are linked to its business activities. When Canon identifies that it has caused or contributed to adverse human rights impacts, Canon will take appropriate steps to remedy the situation.

4. Awareness Training

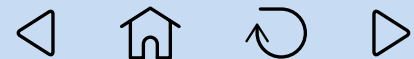
Canon conducts human rights awareness training on a continuous basis to enable its executives and employees to deepen their understanding of international initiatives relating to human rights and this policy, and to respond appropriately to human rights issues.

5. Dialogue with Stakeholders

Canon communicates its human rights approach, as stated in this policy, to stakeholders through our website and other communication channels. In a series of initiatives under this policy, Canon learns from the human rights expertise of external experts and has dialogue with stakeholders such as employees and suppliers who are or could potentially be affected by our business activities in relation to human rights.

Canon seeks to contribute to our stakeholders’ understanding of the international circumstances surrounding human rights. By cooperating with surveys and audits conducted by Canon, as well as with our responses to the risks uncovered through our initiatives, we encourage our stakeholders to join Canon in addressing human rights issues.

Reference: Canon Group Human Rights Policy
<https://global.canon/en/sustainability/society/human-rights/pdf/hr-policy-e.pdf>



Promotion System

At Canon, the CFO holds the responsibility as the executive of human rights, while the sustainability, legal, and human resources divisions of Canon Inc. serve as the secretariat, pursuing human rights initiatives. The secretariat formulates an overall plan for human rights initiatives, establishes and operates grievance mechanisms, conducts stakeholder engagement, and reports important matters to the executive in charge. Potential human rights violation risks have been identified as a significant risk by the Risk Management Committee established by a resolution of the Board of Directors. Each Canon Inc. division and Group company is implementing initiatives to prevent and mitigate human rights risks. The results are evaluated annually by the Risk Management Committee and reported to the CEO and Board of Directors.

We also established a Human Rights Working Group in April 2024 under direction of the Sustainability Committee, which engages in activities aimed at ensuring appropriate human rights disclosure.

Reference: Risk Management Committee (→P80)

Implementation of Human Rights Due Diligence

Based on the UN Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct, we undertake human rights due diligence across the Group, as one of the activities under the Risk Management Committee. Each Canon Inc. division and Group company identifies and assesses the potential adverse human rights impacts in their respective business activities, including the supply chain, and identifies the salient human rights risks. The secretariat subsequently aggregates, analyzes, and evaluates the risks for the various organizations and,

through stakeholder engagement (→P49), identifies salient human rights risks for Canon. In assessing human rights risks, we also refer to the human rights risk country/region index provided by the Responsible Business Alliance (RBA). Additional measures have been initiated to prevent or mitigate salient human rights risks identified by Canon Inc. divisions or Group companies where it is believed current actions are deemed insufficient.

We also assess human rights risks for new businesses. For example, when conducting an acquisition, we examine the target company’s compliance with labor standards, health and safety laws, and other regulations as part of our due diligence. When launching a business with a new business partner, we assess the risk of human rights violations for the partner.

As part of an International Labour Organization (ILO) project entitled “Building Responsible Value Chains in Asia” funded by the METI* in Japan, Canon’s initiatives in this area were cited as an example of good corporate practices in Japan and featured in an article on the JETRO website.

In 2024, Canon’s efforts to use the existing monitoring indicators of our human resources divisions for human rights due diligence were presented as a good practice at an event attended by representatives from India’s Ministry of Labour and relevant government departments, employers’ and workers’ organizations, the Japanese embassy, and various companies.

* Ministry of Economy, Trade and Industry

Feature: Human Rights Due Diligence in Action – Insights from Japanese Companies (Japanese website only)
<https://www.jetro.go.jp/biz/areareports/special/2023/0302/45d4ef866d20d8b4.html>

Sharing Canon’s Human Rights Due Diligence Efforts in a Webinar

On March 14, 2024, the ILO Office for Japan, the Japan External Trade Organization (JETRO), and the Global Compact Network Japan (GCNJ) co-hosted a webinar entitled “Human Rights Due Diligence—Where to Begin?” showcasing the good practices of Japanese companies and tools related to human rights and labor rights. Canon introduced its human rights due diligence and other human rights initiatives, using examples to answer practical questions from participants.

Dialogues with Outside Experts

We are actively organizing dialogues with external experts to effectively implement human rights due diligence. By participating in human rights training programs hosted by the United Nations Development Programme (UNDP) and in seminars hosted by law firms, we gather information on current societal trends and on good practices at other companies, to use as a reference for our human rights response going forward. In 2024, we participated in seminars and engaged in individual dialogues with experts, gathering information on human rights laws and regulations, including the EU Corporate Sustainability Due Diligence Directive, which is due to come into effect in 2027, and are now considering our response.

Canon Sustainability Report 2025

Message from the CEO

Canon's Corporate Philosophy

Canon Group Overview

Sustainability at Canon

Environment

Society

Approach (Society)

> Activity Report

Respecting Human Rights

Hiring and Treatment of Human Resources

Diversity, Equity and Inclusion

Occupational Safety and Health Management

Human Resource Development and Personal Growth

Sociocultural Support Activities

Management Foundation

Third-party Assurance

Salient Human Rights Risks for Canon

We have identified 11 items as salient human rights risks that may arise in the Canon's business activities, including the supply chain. These include discrimination based on factors such as race, gender, or religion; harassment; child labor; forced labor; unpaid wages/low wages; excessive overtime work; occupational health and safety; and protection of privacy. As shown in the table below, various measures are taken to prevent and mitigate these risks.

Grievance Mechanism

Canon Inc. has set up an internal reporting system through which employees can report specific human rights concerns. We also work to raise awareness of the

reporting system via the company intranet and training programs, among other measures, and are taking steps to ensure its appropriate use.

Canon Inc. also has a reporting system through which external stakeholders can report specific human rights concerns associated with Canon's corporate activities.

Both the internal and external systems maintain the privacy of informants to ensure that Canon does not treat them unfairly for reporting. We also take into consideration the convenience of informants, such as enabling anonymous reporting.

The facts in any reported case are investigated, where it is received. If it is ultimately deemed that there is a problem, we take necessary measures to remedy the problem and prevent recurrence, including

issuing warnings or guidance to the employees at fault or relevant departments, as well as disciplinary action or transfers.

We have established similar internal reporting systems at almost all Group companies, both in Japan and overseas, enabling employees to report concerns in local languages.

The table below indicates reported human rights-related cases and reported cases where compliance violations were found over the past three years. There were no cases of serious human rights-related compliance violations.

Salient Human Rights Risks for Canon

	Rights-holders				Measures taken by Canon
	Suppliers/ Contractors	Canon employees	Customers/ Consumers	Local communities	
Discrimination based on such factors as race, gender, or religion		●			P57 Diversity, Equity and Inclusion
Harassment		●			P50 Prevention of Harassment
Child labor	●				P51 Respect for Human Rights in the Supply Chain
Forced labor	●				P51 Respect for Human Rights in the Supply Chain
Unpaid wages/low wages	●				P51 Respect for Human Rights in the Supply Chain
Excessive overtime work	●	●			P49 Prevention of Excessive Overtime Work P51 Respect for Human Rights in the Supply Chain
Occupational health and safety	●	●			P60 Occupational Safety and Health Management
Protection of privacy		●	●		P88 Protecting Personal Information
Procurement of conflict minerals				●	p93 Addressing the Issue of Responsible Minerals Sourcing
Noise, environment pollution at operational sites				●	P12 Environment
Health damage or accident caused by product			●		P73 Product Responsibility

Reported Human Rights-related Cases and Compliance Violations (no.)

		2022	2023	2024
Annual reported cases (as of year-end)		110	94	140
Reported cases in which investigations were completed and compliance violations were found (as of year-end)		21	17	27
Category	Discrimination, harassment	16	14	23
	Labor management	5	3	4

Responsible Business Conduct Hotline
<https://global.canon/en/contact/csr/csr-form-e.html>

Canon Sustainability Report 2025

Message from the CEO

Canon's Corporate Philosophy

Canon Group Overview

Sustainability at Canon

Environment

Society

Approach (Society)

> Activity Report

Respecting Human Rights

Hiring and Treatment of Human Resources

Diversity, Equity and Inclusion

Occupational Safety and Health Management

Human Resource Development and Personal Growth

Sociocultural Support Activities

Management Foundation

Third-party Assurance

Human Rights Awareness Training

Since 2021, we have been carrying out human rights awareness training program for employees to instill basic knowledge about business and human rights and raise awareness of the Canon Group Human Rights Policy and other human rights initiatives at Canon. Training programs held overseas reflect national and local characteristics, with each company optimizing the content and translating it into each language.

Participation Rates in the Canon Group Human Rights Awareness Training Program

FY	2021	2022	2023-2024
Target	Canon Inc.	Group companies in Japan	Group companies outside Japan
Participation Rate	92.5%	98.2%	98.0%

To further improve the working environment and help deepen mutual understanding between the company and employees, Canon Vietnam has issued an employee handbook, covering the Canon Group Code of Conduct, the RBA Code of Conduct, and the internal rules of Canon Vietnam, including respect for human rights.



Stakeholder Engagement

The OECD Due Diligence Guidance for Responsible Business Conduct states that it is important for companies to engage with stakeholders when identifying and assessing the actual or potential adverse impact caused by corporate activities, and when devising measures to prevent or mitigate such impact. In addition to the Canon Workers' Union, Canon is engaged in dialogue with institutional investors, suppliers, and business partners.

Stakeholder Engagement: Example 1 (Canon Workers' Union)

To identify and assess salient human rights risks and to consider measures for prevention, we organized dialogues with the union relating to issues that represent human rights risks for employees, including discrimination based on factors such as race, gender, or religion; harassment; excessive overtime work; occupational health and safety; and protection of privacy. Through dialogues in 2024, we identified trends in corporate responses to human rights issues and exchanged opinions on a wide range of concerns, including the active participation of women in the workforce, issues involving lesbian, gay, bisexual, trans and queer (LGBTQ+) and people with disabilities, and consultations about harassment and efforts to address these issues, as well as concerns about employee career development and telework and other types of flexible work styles. The results of these discussions are taken into consideration when we identify and assess salient human rights risks for Canon and consider preventive measures.

Stakeholder Engagement: Example 2 (Business Partner, Industrial Equipment)

Canon develops, manufactures and sells semiconductor steppers and other industrial equipment on a global basis.

One of the salient human rights risks in the industrial equipment sector is the risk of accident or worker injury to employees of Canon or subcontractors during the transport or the installation of equipment. The massive size and mass of these systems means that any lack of OHS care could result in a serious accident such as being caught in machinery or falling from a height. As well as taking steps to prevent injury to its employees, Canon Inc. regularly discusses safety issues with delivery/installation subcontractors, including examples of near-misses and rule violations, and related problems.

Respect for Human Rights of Employees

Prevention of Excessive Overtime Work

We have instituted a system to accurately ascertain the working hours of employees at overseas production sites deemed to be subject to a notably high risk of excessive overtime work. Actual results on working time management, including overtime work, are reported annually to the HR division of Canon Inc. Work guidelines were introduced to Canon Group production companies based in Asia in 2015 as part of human rights risk-related initiatives. In 2022, we overhauled these guidelines to make them consistent with RBA standards, extending them to all our domestic and overseas Group production companies.

Respect for Freedom of Association and the Right to Collective Bargaining

As stated in the Canon Group Human Rights Policy, Canon respects freedom of association and the right to collective bargaining. We also strive to address various labor issues by promoting dialogue between labor and management. For example, the labor agreement between Canon Inc. and the Canon Workers' Union commits both sides to work in good faith to peacefully resolve issues in a timely manner.

Canon Sustainability Report 2025

Message from the CEO

Canon's Corporate Philosophy

Canon Group Overview

Sustainability at Canon

Environment

Society

Approach (Society)

> Activity Report

Respecting Human Rights

Hiring and Treatment of Human Resources

Diversity, Equity and Inclusion

Occupational Safety and Health Management

Human Resource Development and Personal Growth

Sociocultural Support Activities

Management Foundation

Third-party Assurance

Prevention of Harassment

In line with the principle of respect for humanity that Canon has followed since its foundation, Canon not only prohibits discrimination on such factors as gender or occupation, but also maintains a zero-tolerance policy on harassment, which it communicates to all management executives and employees. In addition to sexual harassment and abuse of authority (power harassment), Canon Inc.'s employment rules and Harassment Prevention Provisions prohibit other forms of harassment, including maternity harassment. These provisions have been disseminated throughout Group companies in Japan, and many have instituted similar rules based on them. In a further effort to maintain a comfortable workplace environment, Canon Inc. and its many Group companies in Japan have established a Harassment Hotline. Confidentiality surrounding employee consultations is strictly maintained and a firm guarantee against unfair treatment is provided to victims and informants. In terms of preventing harassment, regular liaison meetings are held for persons responsible at Canon Inc. operational sites and Group companies in Japan, enabling the operational status of hotlines to be monitored and shared. Meeting participants review procedure manuals and share knowledge on how to respond to reports of harassment.

Additionally, in order to address the diversification of values resulting from recent changes in work styles, lifestyles, and communication methods, it is important for each employee to have a proper, common understanding of harassment. Therefore, we carried out an e-learning program on preventing harassment for all employees of Canon Inc. in 2024, and plan to gradually roll out the program to Group companies in Japan going forward.

Evaluation & Improvement of Human Rights Risk-related Activities at Canon Group Production Sites

We are using the RBA's Self-Assessment Questionnaire (SAQ) to assess the risk of human rights violations at 64 Canon Group production sites worldwide and confirm that the sites are not making use of child labor or forced labor and are respecting workers' freedom of association and right to collective bargaining, and identified risks at some sites and made the following improvements:

- Made regulations clearly state that the company will not retain originals of personal ID documents or other personal documents
- Conducted evacuation drills when it is dark outside
- Established a framework for giving reasonable consideration to requests related to employee disabilities, religious practices, etc.

In addition, Canon conducts internal audits, including on-site inspections, and undergoes regular external audits. In 2024, 22 sites worldwide underwent VAP audits by the RBA. The number of sites holding valid certification as of the end of February 2025 is as follows:

Sites with RBA VAP Audit Certification* (as of end-February 2025)

	Number of ranked sites
Platinum	14
Gold	3
Silver	7

* Includes sites that underwent VAP audits and obtained certification in 2023

Some items were pointed out at sites that were audited in 2024, and we are taking corrective actions as follows:

Items Identified and Addressed through the 2024 VAP Audit



Management of working hours and wages of workers, including on-site service providers, and employee cost burden



Maintenance of emergency exits, evacuation routes, and disaster prevention equipment



Evacuation route maps, evacuation signs



Expansion of languages needed for safety and health information



First aid kit management, signs directing use of protective equipment

After Undergoing the RBA VAP Audits

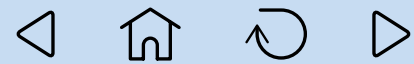
We have seen improvements in the corporate culture and the engagement of our employees through the activities related to the RBA.

In getting ready for the VAP audit, we first conducted an internal audit based on the RBA's requirements. We looked at the actual situation, including whether employee's working hours were within the standards and whether their wages were paid properly. If necessary, we improved our management system by reviewing internal rules and processes and adjusting them appropriately. Through these measures, we also strengthened our cooperation with the various divisions, including human resources, health and safety, and procurement.

One employee commented: "The company's commitment to the RBA Code of Conduct really showed that they care about our human rights." This gave me a strong sense that our employees also had a positive take on the company's initiatives for VAP audit.



Amber Shabbir
Corporate Compliance Division
Canon Virginia



**Prevention of Child and Forced Labor and
Unreasonable Restrictions on Movements**

We use the RBA's SAQ at Canon Group production sites in Japan and overseas. Based on the survey responses, we confirm that there is no evidence of child or forced labor or any unreasonable restrictions on workers' movements on the site or while at work. In addition, to mitigate the risk of forced labor, we have confirmed through the SAQ that Group companies do not retain originals of employee personal ID documents or other personal documents, and that they have put regulations in place that clearly stipulate this.

To prevent child labor, we thoroughly check the age of employees when they enter the company, and we have developed a response flow in case an employee who is under the minimum working age is found. In addition, young workers under the age of 18 are prohibited from working any overtime or night time, or engaging in dangerous work, thereby giving consideration to their health.

Respect for Human Rights in the Supply Chain

Canon joined the RBA in 2019, with the aim of further improving the CSR model of our supply chain. We formulated the Canon Supplier Code of Conduct, based on the RBA Code of Conduct, to promote procurement activities that take proper account of labor, health and safety, environmental concerns, and management systems. We also collect letters of agreement concerning adherence to the Code of Conduct from major suppliers. In addition, by conducting annual questionnaire-based self-assessments, we are working to identify, assess, and prevent human rights risks among our suppliers, including the use of child or forced labor, unreasonable movement restrictions, or excessive working hours. For some major suppliers, Canon verifies the results of the self-assessments and conducts on-site audits, providing advice on preventing and mitigating human

rights risks as needed. In line with our support for the Keidanren-led Declaration of Partnership Building initiative, Canon is committed to cooperation and co-existence with business partners and strives to avoid unreasonable requests for cost reductions, orders with short turnarounds that do not reflect appropriate cost bearing, and requests for sudden changes in specifications. We also make efforts to set prices that take into account the impact of higher labor costs. Canon is also working with suppliers and industry bodies on responsible mineral sourcing initiatives. In addition, we issued the Canon Sustainability Supplier Guidelines in July 2024, summarizing our efforts in recent years to address key issues for achieving sustainability, including climate change and human rights, as well as our requests for cooperation from suppliers and surveys. Going forward, we will reinforce our efforts to promote sustainable procurement in the supply chain together with our business partners.



Responsible Business Alliance

Advancing Sustainability Globally

Responsible Business Alliance (RBA): A coalition of companies promoting socially responsible global supply chains

Reference: Supply Chain Management (→P90)
Canon Sustainability Supplier Guidelines
<https://global.canon/en/procurement/pdf/ssg-e.pdf>

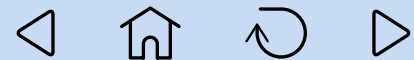
Ongoing Monitoring

Canon continuously monitors compliance with the content set out in the Canon Group Human Rights Policy. We also pursue ongoing efforts to improve our identification and assessment methods for human rights due diligence, and periodically review them throughout the Group. We also review the Group's human rights initiatives in accordance with social demand, dialogue with stakeholders, and Canon's business operation.

Compliance with Modern Slavery Act

Canon identifies the risks of forced labor, human trafficking, or child labor within the Group and in our supply chain and publishes an annual statement in accordance with the slavery laws of various countries.

Reference: Compliance with Modern Slavery Act (→P94)



Hiring and Treatment of Human Resources

We strive to create an attractive, motivational workplace environment for employees.

Basic Approach

Canon believes that in order to become a truly excellent global corporation, each employee must be an "excellent person."

Based on this recognition, we are building a corporate culture that encourages an enterprising spirit by guaranteeing respect for the values of ambition, responsibility and mission, as well as fair and impartial assignments, evaluations, and treatment based on merit.

The *San-ji* (Three Selves) Spirit has been a central guiding principle for Canon since its founding. The three "selves" refer to 1) self-motivation: proactively taking the initiative; 2) self-management: conducting oneself responsibly and with accountability; and 3) self-awareness: knowing one's position, roles and circumstances.

Canon encourages all employees to embrace the *San-ji* Spirit as they pursue their work with a positive and forward-looking attitude, and promotes this approach at Group companies worldwide.

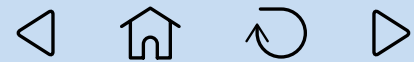
Management of Human Capital

Respect for humanity has been a vital element of Canon's DNA since foundation. Based on this philosophy, we see a talented workforce as the main source of value creation and seek to actively invest to maximize the value of human capital. During the Excellent Global Corporation Plan Phase VI our aims are to raise productivity and to transform Canon's business portfolio by creating new businesses. Our initiatives to help realize these goals focus on recruiting, retaining and developing

people with innovative talents, and on fostering a free and open organizational culture to maximize the value created based on diversity of people and ideas. Alongside this, we have adopted a remuneration system more focused on job-based roles, irrespective of age or gender, to ensure we have the best people in each position. In addition, we try to support the physical and mental health of every employee through a variety of means to assist them in fulfilling their individual potential. Using a comfortable and rewarding work environment to help enhance engagement, we aim to foster the growth of both individuals and the company.

Guiding Principles	
Three Selves	Adhere to the principles of self-motivation, self-management and self-awareness in day-to-day activities
Meritocracy	Make vitality (V), specialty (S), originality (O), and personality (P), daily pursuits
Internationalism ...	Strive to become a culturally sensitive, internationally minded, sincere and active person
Familism	Strengthen trust and understanding of others and work together in a spirit of harmony
Health First	Live by the motto "healthy and happy" and work to cultivate character





Promotion System

Canon Group companies inside and outside Japan implement HR policies in line with national and regional laws and regulations, while also collaborating on various related Group-wide initiatives.

Hiring and Retaining Talent

Canon seeks to hire and retain talent that can drive globalization and innovation in its businesses with the ultimate goal of sustainable growth. With this in mind, we follow a uniform policy for hiring, job placement and human resource development.

In 2024, Canon Inc. and Group companies in Japan actively continued their recruitment programs, resulting in the hiring of 2,025 employees in total. Canon has established various programs and systems, such as a career matching system (→P65) and a work-life balance program for employees engaged in childcare or nursing care to support the continued employment of all employees so that they remain motivated and can maximize their skills and abilities over the long term (→P55).

In terms of non-employee workers, a total of 7,460 people worked at the Canon Group as of the end of 2024. Canon generally outsources services such as security, cleaning and the operation of onsite worker canteens, based on corporate contracts.

Increased Use of Mid-Career Hires

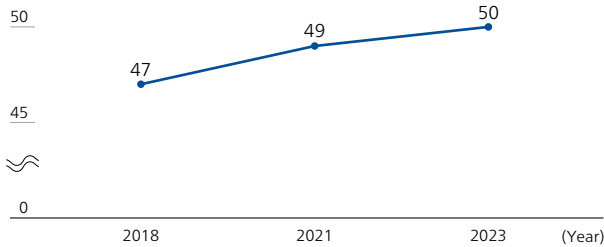
Besides utilizing internal personnel, we are also hiring experienced workers who can contribute immediately to support our business portfolio transformation. Specific recruitment initiatives include posting position vacancy details to the Canon Group website; encouraging those who previously left Canon for unavoidable reasons (including moving to other firms or due to the assignment of a spouse) to return to Canon; and asking employees to refer suitable family members, friends or

acquaintances. We contact potential recruits with matching characteristics or specialist expertise directly, too, alongside the use of recruitment referrals. Mid-career hires constituted 31% of new recruits at Canon Inc. in 2024, which was 2.4 times the equivalent ratio from 2014. Going forward, we will further increase the ratio of experienced employees in our hiring and also actively promote them to managerial positions.

Enhancing Employee Engagement

Believing that the enthusiastic work of individual employees who are aligned with the business philosophy and corporate strategy will translate into the growth of Canon, we have developed measures to enhance employee engagement. As a first step, we conduct an employee survey every two years to gauge workforce opinions on the organization. After a multifaceted analysis of the survey results, we hold a training event in the year after the survey for all line managers known as CAMP (Canon Active Management Program). This training involves the managers at each workplace discussing the HR issues at that site to help formulate specific measures for improving engagement. The effectiveness of these measures is ascertained using the

Employee Engagement
(%)



Note: Percentage of positive responses for categories related to engagement, such as a sense of fulfillment, personal growth, and a comfortable working environment

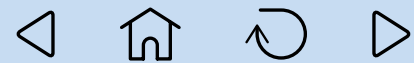
next edition of the survey. In the 2023 employee opinion survey, the proportion of positive responses increased across all categories compared to the previous survey, including the level of autonomy in work assignments and personal growth. In particular, we have seen steady improvement in categories related to engagement, such as a sense of fulfillment, personal growth, and a comfortable working environment. The theme of the CAMP training program held in 2024 was “Think Engagement” to help further promote this. A total of around 1,800 people from 140 departments took part in the program. The best examples of initiatives to improve workplace culture were collated within the “Best Practice Handbook.” We will continue to identify organizational issues from a variety of perspectives and link these efforts to different HR policies to support the growth of employees and the company.

Promoting Globalization of Executive Management

As part of promoting the development of globalized management, Canon appoints appropriate personnel, regardless of nationality, as presidents, executive officers, and managers of subsidiaries in each country and region where it operates (→P63).

For example, within the region overseen by Canon Europe, the HR globalization ratio* is 86% for presidents and 93% for managerial positions.

* Ratio of non-Japanese in CEO/managerial positions



Creating Local Employment Opportunities at Production Sites

In order to help stimulate local communities and economies through job creation, we focus on local employment at production sites.

For example, our production sites in Asia employ over 50,000 local employees. In every region of the world, Canon ensures its employees are paid substantially more than the local minimum wage.

Reference: 2024 Comparison of Canon's Minimum Wage to Local Minimum Wage
<https://global.canon/en/sustainability/report/pdf/data-2025-e.pdf>

Fair and Impartial Compensation System Salary Linked to Duties and Performance

Canon Inc. has introduced a position-based pay system to evaluate and compensate individuals fairly and impartially, regardless of gender or age.

In this system, remuneration is based on duties and performance. Basic pay scales incorporate the level of position in the company based on responsibilities and other factors. An employee's achievements as well as work-related processes and performance during the year are evaluated to determine annual remuneration. Bonuses reflect individual achievements and company performance. In 2021, to enhance further the balance of Canon's remuneration system, the level of "OS" (for OutStanding) was added to the individual evaluation scale to recognize special contributions in the development of groundbreaking or innovative products, or for other types of superlative achievement at work. Employees awarded an evaluation of OS are paid a special annual bonus.

This system is being promoted across the Group worldwide, and has been adopted by most Group companies in Japan and manufacturing subsidiaries in Asia. Systems for determining compensation based on duties and performance have already been established at Canon U.S.A. and Canon Europe, along with other

Group companies in those regions, as well as Group marketing companies in Asia.

Regarding basic salary amounts and increases as well as calculation and payment of bonuses, a wage committee meets with the Canon Workers' Union (Japan) three or four times a year to check whether remuneration is being paid in accordance with the rules of the labor agreement. The minutes of these meetings are made available to all employees. The committee also facilitates discussions between labor and management on the implementation and improvement of the compensation system.

Corporate Pension Plan

At Canon Inc., we offer employees the defined-benefit Canon Corporate Pension as a form of performance-based pay—a role- and grade-based retirement system—to supplement their public pension and contribute to a more comfortable retirement. A company-run pension fund manages pension assets, so employees do not need to provide any additional funds. Canon Inc. also offers a defined-contribution pension plan with matching contributions, which, coupled with the defined-benefit pension plan, provides solid financial security.

Other Group companies in Japan have also set up their own corporate pension plans.

Employee Benefit Programs

Canon offers various employee benefit programs, covering each stage of life from hiring to retirement, enabling employees to lead comfortable and enjoyable lives.

For example, as well as providing staff canteens and sporting facilities, Canon funds or subsidizes programs and clubs that bring together people with shared interests to foster better workplace communication. We host various events for employees and family members that incorporate the local culture of each region. In addition, benefit programs have been developed in

line with employee needs.

With a view to securing their futures, in addition to national social insurance programs, employees of Canon Inc. and Canon Group companies in Japan are eligible for added benefits that include a corporate pension plan as well as membership in our welfare association and health insurance society. Canon Inc. also offers a voluntary employee stock ownership plan, a savings plan and group life insurance policies, among other benefits.

Reducing Total Work Hours

Canon works diligently to ensure that employee work hours comply with the laws of each country and region where it operates, targeting reductions in hours where appropriate.

For example, at Canon Inc., we have been reviewing and revising work practices. We have promoted an open vacation program where employees can take five consecutive days of vacation once per year. We have also encouraged the taking of paid leave in various ways, such as having employees submit a plan for taking five or more days of annual vacation at their first meeting with their supervisor in the new year. Average paid leave taken in 2024 was 17.6 days. Total hours worked per employee were 1,730, a 69-hour decrease from 2010 (1,799 hours), when activities to reduce total working hours began.

Flexible Work Styles

We promote flexible work styles in line with national and regional employment customs.

For instance, in 2005, Canon Inc. formulated an action plan following the guidelines of Japan's Ministry of Health, Labour and Welfare, and is encouraging the adoption of flexible work styles while helping employees achieve work-life balance and taking steps to aid the development of the next generation.

Canon Sustainability Report 2025

Message from the CEO

Canon's Corporate Philosophy

Canon Group Overview

Sustainability at Canon

Environment

Society

Approach (Society)

> Activity Report

Respecting Human Rights

Hiring and Treatment of
Human Resources

Diversity, Equity and Inclusion

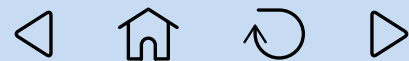
Occupational Safety and
Health Management

Human Resource Development
and Personal Growth

Sociocultural Support Activities

Management Foundation

Third-party Assurance



Promoting Flexible Work Styles

Canon Inc. has several leave programs that enable employees to take time off flexibly in line with personal circumstances, including a program that facilitates leave in 30-minute blocks for reasons such as childcare, nursing care, injury or illness. We also have a long-service leave system where those employed for certain numbers of years can then take a vacation to refresh. In 2020, we introduced a remote working system aimed at boosting productivity by promoting flexible work styles not limited by time or location. The current initiatives make up the eighth phase of the action plan spanning the three-year period from April 2024 to March 2027.

In addition, Canon Inc. conducts surveys on flexible work styles to assess the circumstances and needs of employees, aiming to create a flexible workplace environment.

A System for Supporting Working Parents/ Care Givers

To enable employees to focus on childcare responsibilities with peace of mind, Canon Inc. offers an array of programs that go beyond the legally stipulated minimum requirements, including a childcare leave program that enables employees to take leave until their child reaches the age of three, and a system for reducing work hours to support childcare, making it possible for employees to reduce their workday by up to two hours until their child has finished the third grade of primary school. In 2024, 442 employees (337 men, 105 women) started to utilize our childcare leave system.

Furthermore, to support employees who are undertaking fertility treatment, we have put in place a fertility treatment subsidy program that subsidizes 50% of treatment costs (excluding costs covered by health insurance), up to a ceiling of ¥1 million, together with a fertility treatment leave program to enable employees to take leave for the period required for treatment. Furthermore, we have implemented a system that allows male employees whose spouses have given birth to take

two days of paternity leave.

In addition, to support the work-life balance of those in our local community, Canon Inc. established Poppins Nursery School Tamagawa. Located on our property adjacent to the Shimomaruko headquarters, the school is certified by the Tokyo Metropolitan Government and open to local residents. Approximately 60 children are enrolled at the school.

To help employees caring for aged relatives, we provide various support systems that go beyond the legally stipulated minimum requirements, including nursing care leave available for up to one year, sympathy money, and a system for reduced work hours to support nursing care, enabling employees to reduce their workday by up to two hours a day. A total of 17 employees began using our nursing care leave system in 2024.

Hotlines have been set up at each of our operational sites to handle employee inquiries about these systems.

Action Plan Phase VIII (from April 2024 to March 2027)

Action Plan	Measures	Results as of 2024 End
(1) Promote use of work-life balance programs with aim of raising participation rate.	<ul style="list-style-type: none"> Continue leave programs, hold related discussions and information seminars, and provide individuals with materials and online training and hold interviews on leave-related systems and procedures for people wishing to take leave. Hold seminars to assist both male and female employees seeking to balance work and childcare by increasing their understanding of related systems and providing related career support. 	<ul style="list-style-type: none"> While female employees typically make up the majority of those taking advantage of the programs, the number of male employees is also increasing significantly.
(2) Support diverse work styles while promoting further reform by encouraging work styles that do not rely on overtime; by continuing efforts to promote use of paid leave; and by maintaining an appropriate level of total work hours.	<ul style="list-style-type: none"> Using total work hours as an indicator for work-life balance, bolster measures to encourage use of paid leave and maintain an appropriate level. 	<ul style="list-style-type: none"> Designating July–September as Work-Life Balance months, implemented earlier work hours and continued efforts to promote work style reforms. Provided employee benefit programs to encourage self-development during the period of earlier work hours. Due to productivity gains and the promotion of work-life balance, total work hours decreased by 69 hours compared to 2010.
(3) Continuing from Phase VII, carry out community contribution activities open to participation by children — who are the future of our communities — through social contribution activities.	<ul style="list-style-type: none"> Continue reaching out to local regions and communities and implement appropriate initiatives from April 2024 to March 2027. 	<ul style="list-style-type: none"> Continued to carry out the following initiatives (1) Unique learning programs for children, including environmental education outreach program and career education (2) Photography classes (3) Tag rugby lessons, rugby meet-and-greet events, etc.

Comment from a Male Employee after
Childcare Leave

My children are currently aged three and one. I have taken childcare leave on three occasions, based on our family circumstances. I feel that spending quality time with my growing children each day while I was on childcare leave was an irreplaceable part of my life. Another important outcome was how my wife and I were able to raise the children as a team, which I feel will be important for fostering our family culture in the future.

I am grateful to my co-workers for their respect for my wishes and the warmth of their support. It gives me a sense of security from working at Canon and motivates me in my work.



Kyohei Akiyama
 Peripheral Products
 Operations
 Canon Inc.

External Recognition

Canon Inc., Canon Marketing Japan, Oita Canon Materials, Fukushima Canon, Canon Precision, and Canon IT Solutions have all been granted "Platinum Kurumin" accreditation by the Japanese Ministry of Labour, Health and Welfare to recognize that their family-friendly HR policies and initiatives are of a particularly high standard. The Kurumin Mark recognizes activities by companies to support childrearing activities.



Supporting Employees' Volunteer Activities

Canon Inc. has in place a volunteer leave system for interested employees. Under this system, employees wishing to participate in volunteer activities certified by the company may take up to one year of leave (two years and four months in the case of JICA Japan Overseas Cooperation Volunteers).

Worker-Management Relations

At Canon Inc. and Canon Group companies in Japan, worker-management relations are founded on the principle of prior consultation, that is, finding solutions through thorough discussion. Candid discussions between management and the labor union are held whenever policies that affect wages, working hours, safety and health, and benefit programs are to be implemented.

Canon Inc. convenes a Central Worker/Management Conference with the Canon Workers' Union*1 to exchange opinions and information spanning a range of subjects. The CEO and other senior management attend the conferences.

In addition, special committees have been created to establish programs and enact new policies relating to wages, working hours, OHS issues, and benefit programs, based on discussions between labor and management. As of July 2024, combined employee membership in the Canon Workers' Union totaled 22,328, with a union membership rate of 79% for Canon Inc.'s workforce. The working conditions for non-unionized workers of Canon Inc. are stipulated via our employment regulations.

The annual Canon Group Workers' Union Conference is held for Group companies in Japan and representatives from Canon Inc. to enable discussions on working conditions, the status of the business, and other issues. The conference brings together 18 Group workers' unions and executives from 23 Group companies in Japan. As of the end of 2024, there were 48,083 employees in unions that belonged to the Canon Group Workers' Union Conference, for a union membership rate of 82% in the workforce of the 23 Group companies in Japan.

Dialogue-based proper labor-management relations are also maintained within Group companies outside Japan, in accordance with national and regional labor laws. The union membership rate*2 for employees of major overseas Canon Group companies is 77%.

*1 The Canon Workers' Union consists of employees from Canon Inc., Canon Marketing Japan, Fukushima Canon, and Ueno Canon Materials.
*2 Calculated for companies that have internal workers' unions.

Minimum Notification Period for Changes in Work Duties

Canon Inc. has included a minimum notification period clause in its labor agreement to ensure personnel transfers do not negatively impact the lives of employees.

The minimum official notification period is four weeks for personnel transfers requiring relocation, two weeks for assignments not requiring relocation, and one week for other types of transfers.

Additionally, Group companies worldwide have established minimum notification periods in accordance with the laws and regulations of the countries and regions where they operate.

Diversity, Equity and Inclusion

We aspire to be a company that grows by openly accepting and working with people having different characteristics and values.

Basic Approach

Guided by the corporate philosophy of *kyosei*, Canon believes in the importance of allowing individual employees with varied personalities and values to fulfil their potential by playing an active role, without restricting opportunities. In line with this thinking, we respect diversity of culture, customs, language, and ethnicity, and actively encourage recruitment and deployment of employees, regardless of gender, age or disability.

Promotion System

Canon Inc. established Vital workforce and Value Innovation through Diversity (VIVID) in 2012 as a horizontally integrated organization to help promote diversity across the company. Headed by the CFO of Canon Inc. and governed by its own policies, VIVID is engaged in a range of initiatives.

These policies are published on Canon's home page and the Intranet.



Reference: VIVID Activities Policy
<https://global.canon/en/sustainability/society/pdf/vivid-activities-policy-e.pdf>

Major Policies and KPIs

Two themes of our pro-diversity policies are "Promoting the Active Participation of Women" and "Encouraging Men to Participate in Childcare." We are taking a range of measures and have set specific targets and KPIs as defined below.

- Increase ratio of female managers by 3x by end-2025 from 2011 level
- Increase ratio of male employees taking childcare leave to at least 50% by end-2025

* The year before VIVID was introduced.

Promoting the Active Participation of Women

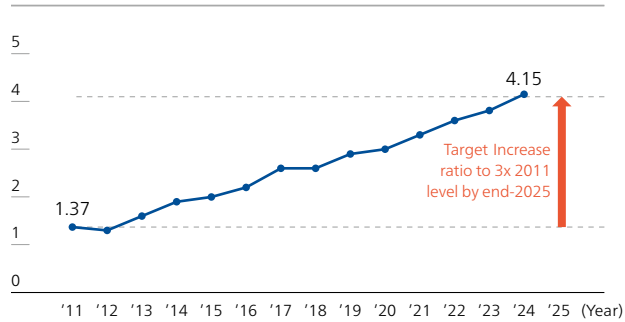
Canon is committed to providing equal opportunities according to ability and fair treatment for all, irrespective of gender.

In Japan, in addition to formulating action plans and disclosing information as mandated by the Act on the Promotion of Female Participation and Career Advancement in the Workplace, we are conducting our own original initiatives. For example, at Canon Inc., we organize leadership training for women as part of efforts to develop female candidates for managerial positions. Using the theme of developing a new business proposal, the training provides an opportunity to develop leadership qualities. Since its launch in 2012, a cumulative total of 291 women have completed the training program. The tangible result of these initiatives was seen in 2024, when we achieved our target for increasing the ratio of female managers, our KPI for women's participation in the company, well ahead of the original end-2025 deadline. Going forward, we will look to step up the recruitment of female engineers and technicians and, in the future, aim

to achieve parity between the ratio of female managers and the percentage of women overall in the company (17.0% at end-2024). We are also supportive of the Keidanren's challenge of achieving 30% of female executives by 2030.*

* Raise the ratio of female executives to 30% or more by 2030

Ratio of Female Managers (%)



Furthermore, we hold return-to-work seminars for employees returning from childcare leave and their supervisors, and provide mentoring by female managers. By hosting lectures and interviews with female executives and organizing events to share the experiences of female managers, we are creating opportunities that help raise awareness around working with purpose and balancing work with life events.

Group companies in Japan are promoting a range of initiatives to support career development for women, including roundtable discussions between presidents and female employees and surveys to gauge awareness, as well as networking events with female leadership

candidates inside and outside the company, career advancement training, and career training for women who have returned from childcare leave.

Outside Japan as well, to coincide with International Women's Day, since 2020 Group companies in the Middle East and Africa have begun the SHE RISE Program, an in-house campaign to encourage the active participation of women. Canon U.S.A. is also running a project called Women in Leadership Levels (WiLL) to support the participation of women through a variety of opportunities, including networking events, lectures, and mentoring. In addition, Canon Europe formulated a set of diversity and inclusion commitments, and is monitoring and reviewing these in the regions it oversees. The commitments include activities to raise awareness of diversity and recruitment of diverse personnel.

Canon Inc. applies the same remuneration system to all employees, regardless of gender. The pay disparity between men and women at Canon is mainly due to the lower proportion of women in managerial roles. Going forward, we aim to eliminate this disparity by increasing the ratio of women managers through initiatives to boost female participation, as discussed above.

2024 Base Salary and Total Salary per Employee by Gender (Canon Inc.)

Female : Male		
Base pay	Management	100 : 105
	Non-management employees	100 : 115
Total pay	Management	100 : 106
	Non-management employees	100 : 123

Comment from a Participant in Leadership Training for Women

I took part in the leadership training for women in 2023, which was the 11th year this course was conducted. Lectures and groupwork over a period of half a year helped me to think deeply about how to be a leader. By verbalizing many of the vague worries and anxieties that are part of the daily work of a mid-career employee and by sharing and discussing these with the group, I received many hints on how such issues could be resolved. After the training, I feel much more optimistic about how I can utilize my strengths to display leadership and find ways to address the issues we face in my business division.



Naoko Iwao
Peripheral Products
Operations
Canon Inc.

External Recognition

Canon Inc., Canon Components, Fukui Canon Materials, and Fukushima Canon were granted Grade 3 Eruboshi certification for their outstanding efforts to empower women in the workplace, while Canon Marketing Japan and Canon IT Solutions were granted Grade 2 certification. The Eruboshi certification is granted by the Japanese Ministry of Health, Labour and Welfare based on satisfying certain evaluation criteria.



Encouraging Men to Participate in Childcare

Canon is promoting initiatives to encourage men to participate in childcare, with the goal of realizing a society where men and women participate equally as parents.

At Canon Inc. and Group companies in Japan, we organize roundtable talks by, and publish interviews with men who have used childcare leave-related systems, and we hold seminars to introduce our childcare-related programs to male employees. These initiatives have proven effective: average childcare leave taken by male employees of Canon Inc. in 2024 was 87 days per year; moreover, the childcare leave participation rate for the same group was 64.6% in 2024, up from just 1.9% in 2011. As a result, Canon's KPI to increase the childcare leave participation rate for male employees to at least 50% by 2025 was achieved ahead of target.

LGBTQ+ Inclusion

The Canon Group Code of Conduct emphasizes respect for the individual and prohibits discrimination based on race, religion, nationality, gender, age, sexual orientation or gender identity. Our initiatives also cover sexual minorities, including LGBTQ+ persons. With the goal of eliminating all forms of discrimination from the workplace, training for managers includes education on preventing discrimination. In addition, we make use of various opportunities to educate employees, such as departmental staff meetings and compliance meetings. The Barrier-free Mindsets training program, which we provide for employees of Canon Inc. and Canon Group companies in Japan, features content relating to sexual minorities and aims to deepen understanding of related issues. The Barrier-free Mindsets program is an online training module that aims to help employees understand the problems and hurts created by barriers within society, along with the many issues experienced by those with disabilities or members of sexual minorities, plus related points to consider. In 2024,

around 92% of Canon Inc. employees, including senior management, received this training.

Another provision to promote a barrier-free environment is gender-neutral washrooms. We also provide counseling and consultation services with a specialist counselor.

Utilizing the Abilities of Veteran Employees

Canon Inc. was among the pioneers of the postretirement hiring system in Japan. In 1977, we became one of the first Japanese companies to adopt a mandatory retirement age of 60, to allow veteran employees to maximize the benefits of their extensive knowledge and experience. We further raised the upper age limit for re-employment to 65 in 2007. In addition, we have established a system that allows employees to work flexibly according to their stage in life, including shortened working hours. As of the end of 2024, 2,575 employees rehired after reaching retirement age were active in the Group, 83% of which were rehired under the post-retirement hiring system.

Proactive Support for the Participation of People with Disabilities in Society

Respecting the ideal of normalization*¹, Canon proactively employs persons with disabilities at Canon Inc. and Canon Group companies in Japan.

The employment ratio at Canon Inc. for people with disabilities was 2.62% in 2024, exceeding the statutory minimum of 2.5%. Our recruitment processes also include workplace experience days and site tours to ensure all recruits can adapt quickly to life at work.

Moreover, we are doing our utmost to make workplaces more comfortable and accessible for people with disabilities by improving facilities, including providing greater barrier-free access. We are also working to expand the range and nature of jobs for people with disabilities.

Canon Wind*² primarily hires people with intellectual disabilities. It maintains a high employee retention rate, with a payroll of 25 persons at the end of December 2024. Employees perform specific roles tailored to those with disabilities, while receiving lifestyle support services as well. With the help of our engineering divisions, we have created special jigs to enable employees to be a part of EOS-series camera production. By utilizing a rational approach and the cooperation of related departments, we are creating a work environment that enables disabled people to contribute in an efficient and reliable manner, thereby deriving more satisfaction from work. Canon Wind has been recognized as a progressive leader in this field, which included receiving an MHLW award for excellence in the employment of disabled persons in 2020.



Production of EOS series cameras

Canon Inc. and Group companies in Japan have set up on-site hotlines after the 2016 amendment of the Promotion of Employment of Disabled Persons Law prohibiting discrimination and mandating reasonable consideration for people with disabilities. Canon's measures to prevent discrimination against people with disabilities and ensure reasonable consideration at each

site include providing individual consultations and personalized assistance or instruction during evacuation training drills and disaster preparedness training.

Since 2004, Canon Inc. and Canon Group companies in Japan have organized training courses and created e-learning modules to ensure workplaces are attentive to the needs of the hearing impaired. The training provides an accurate understanding of hearing impairments and introduces sign language to help promote smoother workflow. A total of 1,053 employees participated in this training up to and including 2024.

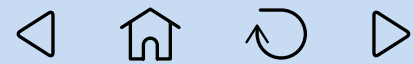
*¹ According to the World Programme of Action concerning Disabled Persons adopted by the United Nations in 1982, society is made up of many different types of people and it is normal for people with and without disabilities to coexist in all settings. Therefore, we should create an environment in which all people can live and work together.

*² A subsidiary of Oita Canon formed in 2008 as a joint venture with the Social Welfare Corporation Gyouun Welfare Association with the aim of promoting employment for persons with intellectual disabilities.

Support for Balancing Work and Nursing Care

Preventing the flow of people leaving their jobs to provide nursing care for family members has become an important social issue in Japan, which has a falling birthrate and an aging society. At Canon, we are taking steps to reduce the number of employees leaving work for nursing care by promoting activities to support them in balancing both priorities. Canon Inc. and Group companies in Japan hold nursing care seminars, conduct interviews with employees engaged in nursing care, and offer information on steps to take when a relative begins to need care and on nursing care-related systems, both public and internal.

Since 2020, we have been holding online nursing care seminars in cooperation with local authorities.



Occupational Safety and Health Management

We pursue initiatives aimed at improving occupational safety and health so employees can feel safe and secure in their work environment.

Basic Approach

Based on the principle that “management without safety is not management,” the safety and health of employees forms the foundation of business activities at Canon.

Moreover, in line with the “Health First” principle, we take a proactive stance on the promotion of health management to ensure employees stay healthy in body and mind.

Promotion System

Canon has established the Central Safety and Health Committee as its highest body overseeing safety and health activities. Chaired by the CFO of Canon Inc., the committee establishes its central activity policies and plans for safety and health, while labor and management also work together to promote the elimination of occupational accidents, the maintenance and improvement of health, traffic safety, fire and disaster prevention, and the creation of pleasant workplaces.

In line with labor agreements, management also works with unions to ensure working conditions are safe for employees.

Canon Inc. and Group companies in Japan have established safety and health teams at each operational site, and set targets based on the situation at each site in line with the policies of the Central Safety and Health Committee, to build healthy and safe work environments for all workers, including those of contractors. We also hold health and safety conferences with contractors to maintain and improve health and safety on site.

We are applying an integrated approach across the Group’s overseas production sites, while taking into consideration the specific circumstances of each region and Group company.

Priority Targets and Initiatives

Occupational Safety and Health (OSH)

Canon strives to create workplaces that are safe and secure. Canon Inc. and Group companies in Japan have worked on the following priority targets and initiatives.

Priority Targets for 2024

- 1. Eliminate all types of machinery-related accidents (0 cases)
- 2. Eliminate accidents caused by highly hazardous chemical substances (0 cases)

Priority Initiatives

- 1. Canon Group Occupational Safety and Health Management System
- 2. Risk assessments
- 3. Enhanced employee OSH awareness
- 4. Transition to autonomous chemical substances management system

Health Management

Canon Inc. and Group companies in Japan have declared their commitment to addressing the following priority targets and initiatives through the Central Safety and Health Committee. Health care initiatives carried out in collaboration with the health insurance union include long-term health targets and measures formulated in line with health care plans based on an analysis of medical cost and diagnostic data.

The Central Safety and Health Committee Medium-Term Plan (2022-2024)

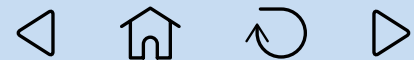
Priority Targets

- 1. Reduce number of lost work days
- 2. Reduce presenteeism*
- 3. Reduce number of people at high risk
- 4. Reduce number of people with metabolic syndrome
- 5. Establish practice of taking cancer screening tests

Initiatives

- 1. Mental health-related measures
- 2. Lifestyle disease prevention
- 3. Improving health literacy
- 4. Anti-infection measures

* Decrease in productivity when an employee comes to work with health issues



Occupational Safety and Health

Prevention of Workplace Accidents

In 2024, serious occupational accidents requiring time off work at Canon Inc. and Group companies in Japan comprised two cases relating to use of machinery (getting pinched or caught). There were no accidents caused by hazardous chemical substances. We are taking steps to prevent accidents from reoccurring, in terms of both education and equipment, such as investigating the underlying cause of any accident, retraining workplace personnel, and improving the operability of machinery. We conduct a thorough safety inspection and risk assessment to determine if similar risks exist at the site where any accident occurs. In addition, information about accidents is promptly shared with Group companies, particularly production sites, to prevent similar occurrences elsewhere.

Promoting Effective Operation of Canon Group Occupational Safety and Health Management System

We are expanding the Canon Group Occupational Safety and Health Management System in an effort to promote autonomous safety and health activities across countries and regions. System requirements are based on the Occupational Safety and Health Management System of the Japan Industrial Safety and Health Association and reflect Canon Inc.’s standards and rules. We are also working to cultivate best practices across all sites based on reciprocal supervision as well as develop measures to tackle a variety of issues.

As of the end of December 2024, approximately 31% of Canon Inc. and Canon Group production companies around the world had acquired ISO 45001 certification.

Reference: ISO 45001 Certifications
<https://global.canon/en/sustainability/society/pdf/iso45001-e.pdf>

Entrenchment of Risk Assessments and Promotion of Effective Use

To help prevent accidents, Canon conducts risk assessments for all installed machinery and related

operations based on common Group-wide standards. For all operations with high risk of injury, illness, or accident, we take appropriate risk mitigation measures and manage any residual risk. Recognizing the especially serious risks posed by machinery-related accidents, we review existing equipment at least once a year. For new businesses, we also identify and evaluate risks from the R&D stage and implement OHS measures based on risk assessment outcomes.

To ensure common standards are applied to risk assessment across the Canon Group, we provide online learning programs for workplace managers and employees with responsibility for equipment operations to deepen their understanding of assessment methods. In addition, if a specific risk is identified, all relevant workers are notified of the risk and given the requisite training, including steps to confirm understanding and mastery of any new work processes.

Improving Health and Safety Awareness by Enhancing Education and Training

Whenever an occupational accident occurs at Canon, we immediately brief all operational sites in Japan and overseas production sites, as well as publish the causes and countermeasures on our intranet to prevent a similar accident from occurring elsewhere.

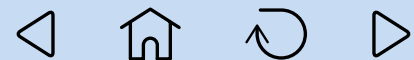
To help eliminate workplace accidents, we also provide training to managers involved in on-site workplace risk assessment, along with online learning programs to ensure all employees involved with risk assessments have a good understanding of assessment objectives and procedures. A total of 15,234 people received such training up to and including 2024.

In addition, we are also taking steps to foster a workplace culture that is constantly aware of health and safety. For example, at Canon Inc. and Group companies in Japan, we provide health and safety training and use original awareness-raising posters and leaflets to educate employees about checking and enforcing basic safety behaviors in their work.

Canon is working to implement an occupational safety and health management system overseas, mainly at its production sites, on the same level as in Japan. For example, to help employees understand health and safety matters in their native language, we make effective use of work manuals, health and safety training materials, posters, leaflets, and other materials prepared by Canon Inc. in Japanese, English, Chinese, and Vietnamese to suit the situation of each site. At Canon Vietnam, we are making a focused effort to promote activities for early prevention of hazards by raising employees’ health and safety awareness. These include an experiential training facility called the Safety Experience Ring that enables trainees to experience the importance of safety through simulated hazard experiences, as well as risk assessment activities and a program for sharing improvement proposals based on on-site experience.

Transition to Autonomous Chemical Substances Management System

Besides working to realize full legal and regulatory compliance through proper chemical substances management, Canon has adopted measures to try to minimize worker exposure to chemicals, based on chemical substance risk assessments that place the highest priority on preventing related employee health issues. In response to the significant recent revisions to OHS laws and regulations, Canon is moving away from the traditional approach based on regulation of individual chemicals to a system of autonomous chemical substances management in which workers choose which measures to apply to prevent exposure. We have promoted improved levels of oversight with chemicals by appointing supervisors responsible for managing chemical substances at each operational site as well as staff in charge of ensuring that workers use appropriate protective equipment at each workplace.



Health Management

Mental Health-Related Measures

Canon conducts a variety of programs to promote comprehensive mental health at Group companies in Japan. These incorporate four types of care: self-care, care from workplace supervisors, care from occupational health staff, and care from external organizations. There are also programs to promote primary, secondary, and tertiary prevention. Specific measures include illness recovery and return-to-work support programs, and training programs to help HR and health management personnel build the relevant skills.

Canon conducts mental health stress checks for workers, with 96.2% of employees at Canon undergoing such assessments in 2024. In addition to check-ups with an occupational physician, any employees showing signs of high stress receive individualized health consultations. In addition, the results of grouped data analysis are distributed to management. The results inform worksite meetings on mental health, in conjunction with the results of the employee opinions survey. Completion rates exceed 90% for online mental health training for managers aimed at enhancing workplace support capabilities.

Lifestyle Disease Prevention

We are taking thorough measures to prevent the onset of serious illness among our employees. These include having all employees at Canon Inc. and Group companies in Japan receive an annual health check-up, and providing personalized follow-up and educational measures based on a common quantitative standard and action standards.

We identify the priority health areas and steps based on an analysis of the employee data gained from workplace health assessments. For example, lack of sleep, smoking, rapid eating, and other factors were linked with the onset of metabolic syndrome through an analysis of physical exam data. Smoking is completely banned inside workplaces at Canon Inc. and all Group

companies in Japan, and we provide seminars and online programs to help employees quit smoking.

Based on cooperation with health insurance unions, the provision of health guidance from expert providers has resulted in a decline in the numbers of employees either at high risk of metabolic syndrome or subject to specific health guidance. To prevent and detect cancers, we utilize the cancer screening system of the Canon Health Insurance Union, while ensuring a balance between treatment and work for employees living with cancer.

Improving Health Literacy

We are promoting health activity targets in eight areas (mental health, cancer, exercise, diet, weight, sleep, alcohol consumption, and smoking) across Canon Inc. and Group companies in Japan. We compile a Health Report for each organizational unit using the results of health checks and data on healthy activities. Workplaces use this information to undertake health initiatives. Regarding sleep, we use individualized approaches for those identified as high-risk, and we have conducted an education campaign about sleep for all employees, including those at Group companies. Data suggest that these efforts are translating to improvements in sleep and the results of health checks. Separately, we continue to disseminate health information via ICT and host walking events, among other activities for employees. We provide online learning programs tailored to different ranks and ages, including specific age characteristics and gender-related information, plus an opt-in, points-based self-health management system.

Canon Group companies outside Japan also conduct health support programs and initiatives tailored to the characteristics of each region. Canon Hi-Tech Thailand, Canon USA, Inc., and Canon (China) Co., Ltd. are among the companies that organize mental health seminars by occupational physicians as part of efforts to raise awareness of various health issues.

In addition, the Canon Health Call service provided by the health insurance union offers personal health support to Canon Group employees, including employees on

overseas assignments and their families, on a 24/7 basis.

Infectious Disease Prevention

Canon Inc. provides online education courses and other training to staff traveling or being assigned overseas related to HIV, malaria, and other infectious diseases, based on information put out by the Quarantine Information Office of Japan’s Ministry of Health, Labour, and Welfare. In addition, the company also recommends various vaccinations depending on the destination country or region, based on information from both the Quarantine Information Office and the Ministry of Foreign Affairs, and covers the cost of such vaccinations.

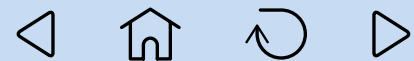
Health Training for Contract Workers

With increasing rates of heat stroke occurring in both indoor and outdoor worksites throughout Japan, we provide ongoing training to contract workers on heat stroke prevention. We also take preventative measures in the workplace environment.

External Recognition

For five years in a row to 2023, Canon Inc. was selected as a “Health & Productivity Stock” under a scheme administered jointly by the Japanese Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). In addition, in 2024, Canon has been certified for eight years in a row in the Large Organization category of the “White 500” Health & Productivity scheme jointly administered by METI and Nippon Kenko Kaigi. Our progressive health management approach, which is based on the “Health First” principle to which we have adhered since Canon’s earliest days, has received external recognition in these ways.





Human Resource Development and Personal Growth

We provide all employees the opportunity to build and advance their career.

Basic Approach

Based on the principle of “respect for human rights,” a constant element of our corporate DNA since the company’s foundation, we actively invest in human resources since we regard the growth of employees as a source of business competitiveness.

We support employee growth through a system of training/study programs and traineeships, based on the desire of every individual to grow in line with the *San-ji* (Three Selves) spirit, along with on-the-job (OJT) training that relies on support provided by superiors and workplace colleagues.

We have also created specialist in-house bodies and programs to support business strategy in certain domains. Developing next-generation leaders, software engineers and other human resources will help to drive Canon’s future growth.

Promotion System

Led by the Human Resources Management & Organization Headquarters, Canon has put in place a wide range of HR development systems, based on the idea of “developing our people in-house.” As a rule, this means training the course trainers in-house as well.

Technical HR development committees have been established for each specialist area. Composed of in-house experts from each field, the groups discuss related HR development issues and training set-ups to support the systematic development of specialist engineering human resources.

In addition, we have created systems to allow Canon engineers to gain the latest external knowledge and technical skills through assignments to universities and research institutions in Japan and abroad.

Developing Globally Minded Personnel

With 345 operational sites* worldwide as of the end of 2024 the globalization of Canon’s operations is proceeding apace. Against this backdrop, we are stepping up training to develop human resources with leadership abilities that can be utilized on the international stage.

* Number of operational sites includes Canon Inc., consolidated subsidiaries and equity-method affiliates.

Vitalizing Human Resources Through International Assignments

Canon established the Canon Global Assignment Policy (CGAP) as an international assignment system for its Group companies worldwide to stimulate international personnel exchanges, not only from Japan to other countries, but also from other countries to Japan and within the international Canon Group. The goal of this program is to promote global business cooperation and the development of human resources capable of functioning at the global level.

CGAP is an international personnel dispatch policy shared by our Group companies, and personnel assignment policies in each respective country or region are based on it. Combining these policies allows us to promote personnel exchanges and to share basic philosophies and systems, while providing for flexibility in dealing with the special characteristics of each region, such as laws and culture

For example, in Europe and the United States we have the US/Europe Exchange Program, which enables employees with at least three years of service to participate in a personnel exchange for a period of one year; and, in Asia we have the ASIA CGAP, which is a

one-year training program in Europe and the United States for developing executive management candidates from Asia.

As of the end of 2024, a total of 1,077 employees were deployed on international assignments under these programs.

Global Training for Young Employees

In order to help employees acquire language and international business skills, Canon Inc. has established a system to allow employees to gain overseas work experience early in their careers.

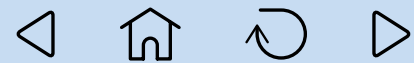
In 2020, we launched the Canon Global Marketing & Sales Trainee Program for new employees. With the aim of fostering human resources who will play an active role in Canon’s future global marketing fields, participants spend a year and a half both in Japan and overseas acquiring sales experience and language proficiency.

The Overseas Study Program for Technicians is intended to develop engineers and technicians who can function internationally, as well as enable them to acquire skills that they can use to contribute to Canon’s core businesses in the future. This program began in 1984, and to date, a total of 131 employees have participated in the program, studying at universities abroad. With the aim of continually acquiring the latest technology, we plan to select several employees each year for overseas study.

Fostering Experts in Various Fields

Development of Human Resources in Engineering

To aid development of next-generation engineering human resources, Canon Inc. has built specialization-specific training set-ups for machinery, electronics,



optics, materials, software, and other areas. We have also set up committees to oversee development of human resources across these core specializations. Each committee develops rank-based training programs for personnel from new hires and junior engineers to experienced leaders, as well as conducting courses and implementing other initiatives. We also provide training in some non-core specializations such as analytical technology. In 2024, a total of 26,094 engineers from Group companies in Japan took part in 140 related programs. Since 2021, we have also held online training to build general IT literacy for Canon employees across all job types. In 2023, we augmented this further with DX literacy courses to help build literacy in DX-related areas; 7,268 staff took the course.

In 2023, to help recognize advanced technical knowledge, we added the "Top Scientist" and "Top Engineer" designations to our HR system. Recipients are selected by a special committee once a year and are recognized as engineers who drive Canon's technology. This system promises to boost the motivation of engineers and enable them to further contribute to Canon's business success.

Development of Software Engineers

Canon Inc. set up the Canon Institute of Software Technology (CIST) in 2018 to cultivate software engineers. Programs at CIST provide systematic support for the development of human resources in this area, from upskilling for engineers within product development teams to providing basic training for new recruits and people joining from other occupational fields.

Elsewhere, we have sent 4 people to the "Top SE (system engineer) course" programs hosted by the National Institute of Informatics; and 3 people to the "Smart SE course" business school program organized by Japan's Waseda University that focuses on AI, IoT and Big Data technologies.



Based in Tokyo, the CIST develops software engineers



Software engineer training at CIST

Global Development of Manufacturing Personnel at Production Sites

Canon Inc.'s Monozukuri Advancement Center takes the lead in focusing on the development of personnel supporting production activities.

In 2024, the center hosted 71 online training sessions at nine overseas production sites, with a total of 360 participants.

Additionally, to promote participation in training at overseas production sites, we have emphasized the "Training for Site Trainers." In 2024, we held 15 online trainer training sessions, with 48 participants. Training conducted by site trainers was expanded at each site, with approximately 3,800 participants in 2024.

Furthermore, we have introduced and operated the "Skills Certification System" at overseas sites, maintaining the same standards as in Japan. In 2024, we conducted certifications in seven job categories, including injection molding, manufacturing of PCB (printed circuit boards), and metal pressing, at six sites in Thailand, Vietnam, Malaysia, and other locations, with approximately 400 participants.

Human Resource Development System

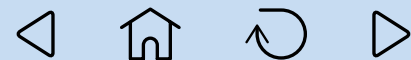
To motivate employees and enhance skill specialization, Canon Inc. maintains an educational system for rank-based, elective, and self-development training that is in principle open to all employees.

Rank-based training is carried out to help employees more readily understand and fulfill their respective roles and to foster awareness of the actions and behaviors defined by Canon's guiding principles. We also supplement this with elective training that includes e-learning programs and other programs.

On average, Canon Inc. employees spent about 27 hours on average in training in 2024. Related training costs per employee amounted to approximately ¥173,000 at Canon Inc., and about ¥93,000 at major Canon Group companies in Japan and overseas marketing companies.

Managerial Development

For the development of management personnel, we operate the Canon Management School and the Canon Leadership Development (LEAD) Program. The Canon Management School, aimed at division managers and



general managers, is designed to develop top-class management leaders. Led by our CEO, the school invites as instructors experts from such fields as politics, foreign diplomacy, economics, and science and technology. The program has produced many of our Group executives. The LEAD Program is designed to help candidates switch to a management-oriented mindset and develop their leadership abilities while also reinforcing strategy planning and execution capabilities. It provides training prior to and after appointments to management positions, as well as assessments prior to appointments. Our goal is to further reinforce efforts to systematically cultivate the next generation at Canon, concentrating on the development of management personnel as well as personnel for global, technological, and manufacturing roles. These training programs cover such issues as harassment prevention and compliance.

Canon Inc.'s Career Development Support Programs

■ Regular Performance and Career Reviews

Since we evaluate the conduct and performance of every employee under our position-based pay system, supervisors have meetings with all their team members individually three times a year—at the start, midpoint, and end—to confirm duties and targets, monitor progress, and discuss future career development based on a "career sheet" filled out by the employee.

When discussing the evaluation, supervisors offer advice and guidance on improving results and work performance. This enables employees to objectively understand their own strengths and weaknesses, which aids them in achieving further growth. Supervisors also use this information in future development plans for the employee.

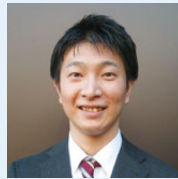
■ Career Matching System

Canon Inc. has also established an internal career matching system to support its employees in pursuing satisfying careers. The system matches the right people to the right jobs, promotes internal mobility of human resources, and brings greater vitality to the company.

We also provide a trainee-style career matching system featuring a combination of training and internal recruitment. Employees who wish to take on new work challenges in a field where they have no experience can receive training opportunities to gain requisite skills, and then take up a position based on their skill level. In 2024, a total of 317 moved jobs via our internal recruitment system.

Comment from a Trainee-Style Career Matching System User

After joining the company as an office worker, I worked in the Printing Business in the manufacture and sale of printers. However, I wanted to change jobs due to my interest in software and developing apps in my spare time. In addition to lectures on programming, algorithms and other topics, I learned the basics of being an engineer through more than a month of team-based development exercises. Currently I am involved in the development of cloud services for distributing printer applications and firmware. Utilizing my prior work experience and what I learned from the training program, I can be involved in development operations using my bird's-eye perspective of manufacturing processes. Looking ahead, I want to develop my technical skills as a software engineer further and become an engineer who contributes to society.



Takafumi Suzuki
Digital Printing Business
Operations
Canon Inc.

■ Career Development Support for Young Employees

To create an environment where young employees feel at ease and can demonstrate their potential, we follow a three-pronged system involving support from superiors, senior employees and HR. We are upgrading the support offered especially to new employees in the first three years at the company by establishing various training opportunities as well as one-on-one meetings. On first entering the company, we conduct an aptitude test to evaluate aspects such as personality and motivation, while assisting superiors in promoting self-understanding and autonomous career development. We also use monthly pulse surveys to gauge job satisfaction, work relationships, health status and other items. These help to visualize motivation and identify any employees who need follow-up at an early stage. To help new recruits settle quickly, the system also features young HR staff known as "Accompanied Crew" who work alongside the new employees to provide additional support, including holding one-on-one discussions with anybody identified as requiring follow-up via the pulse surveys and organizing social events. Moreover, to ensure close support, we appoint staff from other departments to act as "sibling" mentors for individual young employees. In 2022, we introduced a special training program for young employees in their third year with the company aimed at fostering greater awareness of career development. The program features group work sessions with employees at the same career stage and individual meetings with in-house career counselors. These initiatives have shown positive results in terms of reducing numbers quitting work and preventing mental health issues, with some saying these moves made them feel "the company was looking out for them." Going forward, we will continue to provide support to young employees, while analyzing and utilizing the data collected from the various surveys.

Canon Sustainability Report 2025

Message from the CEO

Canon's Corporate Philosophy

Canon Group Overview

Sustainability at Canon

Environment

Society

Approach (Society)

> Activity Report

Respecting Human Rights

Hiring and Treatment of Human Resources

Diversity, Equity and Inclusion

Occupational Safety and Health Management

Human Resource Development and Personal Growth

Sociocultural Support Activities

Management Foundation

Third-party Assurance

■ **Post-Retirement Career and Life-plan Training**
Canon holds Creative Life Seminars for employees when they reach the ages of 50 and 54 in order to help them plan for their retirement years. By providing employees with an opportunity to think about their life plan and career plan at an early stage, we help them to systematically plan and prepare for life after the age of 60.

■ **Supporting Organizational Invigoration**
Canon aims to realize individual and organizational growth at the same time as achieving success in business. To this end, we have established a dedicated division for organizational development, which supports organizational invigoration through consulting on increasingly diverse organizational challenges, post-activity support, and rank-specific training. As of 2024, the division has provided support to 469 divisions and 16,600 employees, including Group companies worldwide.

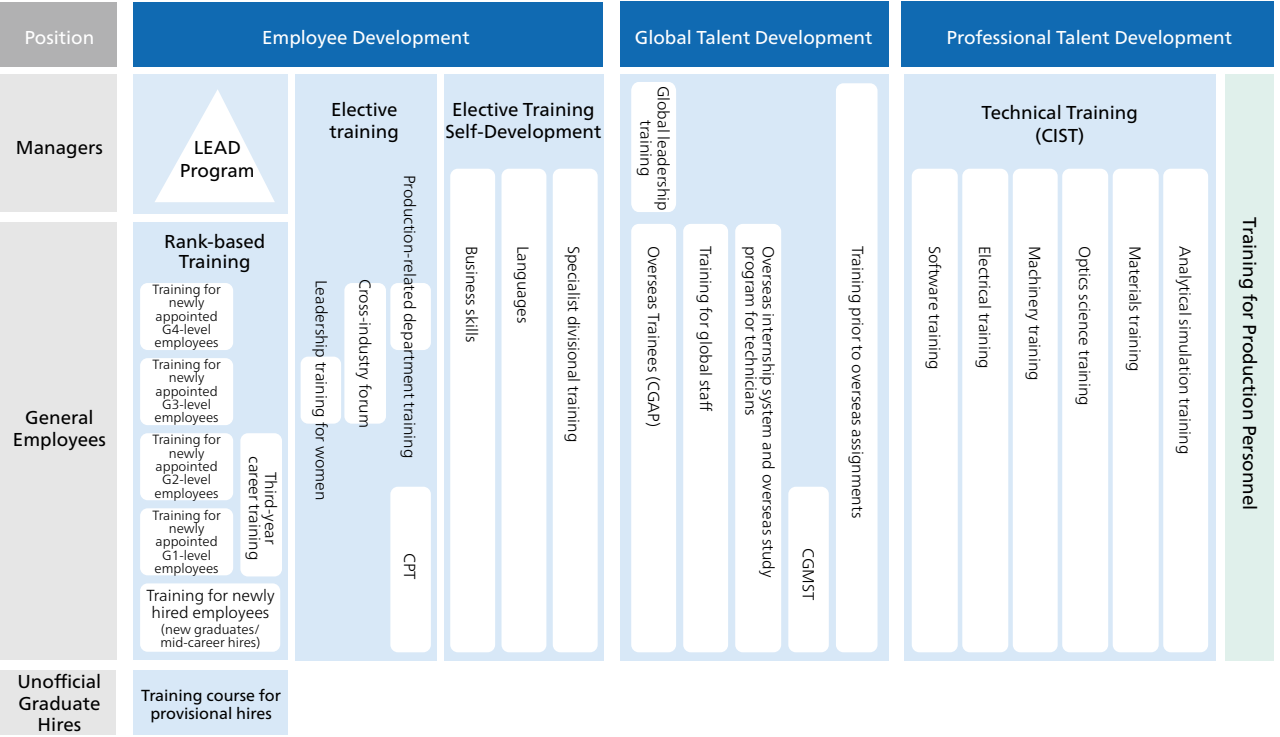
■ **Other Career Development Support**
To offer a more diverse range of learning opportunities and support the career development of self-motivated employees, we are developing e-learning content.

Various Recognition and Award Systems to Honor Achievements

Canon has established various sets of awards to recognize the achievements of Group employees.
The Canon Summit Awards honor Group companies, divisions, teams, and individuals who have made significant contributions to the development of Canon's activities and product areas. Other awards include: the Canon Group Invention Awards, for employees who have contributed to invention and intellectual property

activities; the Quality Awards and Production Innovation Award, for outstanding contributions to quality improvement and productivity enhancement; the Meister Certification and Award, for individuals who have contributed to manufacturing with a wide range of skills; the Canon Master Craftsman Certification and Award to honor exceptional skills deserving further in-house cultivation; and the Environmental Awards, to recognize excellent environmental activities.

Canon Inc.'s Human Resource Development System



CPT: Canon Production Trainee
CGAP: Canon Global Assignment Policy
CGMST: Canon Global Marketing & Sales Trainee
CIST: Canon Institute of Software Technology

Sociocultural Support Activities

We are contributing to the sustainable development of local communities using technology and knowledge gained in business.

Basic Approach

Contributing to society through business activities has been the ethos underpinning our corporate culture ever since Canon was founded. Based on this thinking, in the important field of social contribution activities, we are engaged in educational and sociocultural support activities that use the technologies Canon has cultivated over many years in the Imaging Group and the Printing Group, and participate in projects that provide medical services to impoverished regions, drawing on the technologies of the Medical Group. These activities are instrumental to four industry-oriented groups we have positioned as means of boosting our competitiveness in the key strategies under our medium- to long-term management plan. Canon is leveraging the technology and knowledge cultivated through these businesses to help bring about the sustainable development of regional communities.

Furthermore, we support the Children’s Rights and Business Principles formulated by UNICEF jointly with the United Nations Global Compact and Save the Children. In support of the next generation, Canon is engaged in activities to help protect the rights of children.

Policies

Based on the Canon Group CSR Activity Policy, we are engaged in activities that support the arts, culture and sports; in providing humanitarian aid and disaster relief; and in activities that enrich local communities while also taking care of the global environment. Under this policy, we are developing sociocultural support activities across the Canon Group by leveraging the Group’s strengths in terms of advanced technological capabilities, global business development expertise, and diverse, specialized human resources.

Reference: Canon Group CSR Activity Policy
<https://global.canon/en/sustainability/society/pdf/csr-activity-e.pdf>

Promotion System

The Sustainability Headquarters at Canon Inc. oversees and promotes sociocultural activities across the entire Canon Group. The Group Executive for Sustainability Headquarters, who is an executive officer of Canon Inc., reports important matters periodically to the Chairman & CEO and Executive Vice President for approval.

Moreover, staff in charge of social contribution activities at Group companies around the world regularly share information on such matters, while we actively use our intranet and social media platforms to share with employees information about Group activities, how social issues are being addressed (SDGs, etc.), and other related topics to promote sociocultural support activities across the Group.

Major Initiatives

Miraisha Programme Aims to Increase Employment Opportunities and Technical Skills in Africa

High youth unemployment is a severe problem in Africa. Moreover, while demand is increasing for photography, video production, and printing, most of this business is done by foreign companies because local skill levels often do not reach international standards. In response to this situation, Canon Central and North Africa has been promoting its *Miraisha* Programme, a social investment initiative in Africa. *Miraisha* is a portmanteau of the Japanese word *mirai*, meaning future, and the Swahili word *maisha*, meaning life. Through the program, Canon aims to improve the technical skills of local young people and increase employment

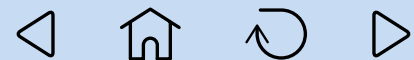
opportunities for local young people in Africa’s growing photography, video production, and print industries.

Workshops in photography, film-making, and professional printing have been conducted in 13 countries throughout Africa. In 2024, we conducted training in Cameroon, Democratic Republic of the Congo, Kenya, Morocco, and Nigeria.

Through partnerships with local organizations, educational institutions, event organizers, and with the assistance of Canon Ambassadors, and Trainers, the *Miraisha* Programme has so far provided training to more than 7,000 workshop participants. In 2024, 600 people participated, bringing the total to 7,600 participants trained. Canon has also created a training program to develop local photographers and videographers as Canon-accredited trainers for the *Miraisha* Programme. By 2024, a total of 21 Canon Certified *Miraisha* trainers were working throughout Africa, three of whom were recruited as Canon Group employees.



Miraisha students participating in a photography workshop in Morocco



Canon Young People Programme Harnesses the Power of Positive Visual Storytelling

Canon Europe is working with local NGOs across Europe, the Middle East and Africa (EMEA) to reach out to local communities through the Canon Young People Programme (CYPP). Targeting young people from disadvantaged backgrounds, this initiative aims to create a better, more sustainable future by introducing participants to the power of creative visual storytelling and critical thinking in line with the SDGs, and providing them with opportunities to learn about creative expression using photography and video.

In 2024, CYPP workshops were held across EMEA in 32 countries, supporting over 1,725 young people to have their voices heard and their stories told through 527 days of creative storytelling workshops. These included workshops in a bomb shelter in Zaporizhzhia, Ukraine, and in a wildlife reserve in Botswana, Southern Africa.



The First Lady of Iraq, Shanaz Ibrahim Ahmed, presents Canon Young People Programme certificates to young students in Iraq

Inclusivity Initiatives Using Elevated Printing Technology

Canon Europe is currently hosting the World Unseen campaign in different regions of Europe, allowing visually impaired people to experience photography through Canon's imaging and printing technology.

Works by renowned photographers, including Sebastião Salgado, are printed using Canon's UV-curable large-format flatbed printers, which utilize ink thickness

to create a raised effect, allowing people to experience them through touch. In 2024, 27 exhibitions were held in the EMEA region. The campaign was also showcased at drupa 2024 in Germany, the world's largest international trade fair for the printing and media industry, where visitors had the chance to experience some sample photographs created with elevated printing. There are plans for the exhibition to be held in various other countries in 2025.



Works utilizing elevated printing technology

Feedback from one of the World Unseen exhibition partners

The Royal National Institute of Blind People (RNIB) is very proud to partner with Canon. This exhibition is a wonderful initiative for inclusion. The exhibited works taught us that everyone has different perspectives, and these diverse worldviews affect our emotions in various ways.

Photography has a lot of influence, and I was really moved by the creative courage to use elevated printing. This is not just an art exhibition; it demonstrates the power of photography beyond the images taken.



Anna Tylor
Chair of the Board
of Trustees
Royal National Institute
of Blind People

The Research and Education Program "Eyes on Yellowstone" Made Possible by support from Canon U.S.A. Helps to Communicate the Importance of Environmental Conservation

Canon U.S.A. donates products and funds to Yellowstone Forever, the official nonprofit partner of a globally renowned Yellowstone National Park in the U.S.A. to support initiatives such as surveillance activities targeting endangered wildlife species.

Eyes on Yellowstone allows Yellowstone's scientists and managers to break new ground in conservation, endangered species protection, and the application of cutting-edge science and technology to park wildlife and ecosystem management. The data collected from these projects have educated and inspired millions of people around the world. Eyes on Yellowstone helps enrich the visitor experience—real and virtual—and encourages the public to become more involved in national parks and, more broadly, environmental protection.

In 2024, Canon U.S.A.'s donated 4K Outdoor PTZ Camera captured the Wapiti Lake Wolf Pack from the live-stream of Old Faithful geyser.



Live stream recording of the Wapiti Lake Wolf Pack from Old Faithful using a Canon 4K remote camera

The 4E's Project in India

Canon India carries out the 4E's Project in partnership with the NGO Humana People to People India. The project provides various forms of assistance in the four fields of eye care, education, environment, and empowerment to impoverished villages near to the Canon India offices.

Especially in the field of eye-care, Canon strives to provide improved medical assistance to the people with vision impairment by utilizing its technology from the Medical Group that Canon plans to further strengthen and expand its operation as part of the priority business strategy. In India, despite the fact that 80% of cataracts, a major cause of visual impairment, are believed to be preventable or treatable, the issue is lack of access to appropriate diagnostic or therapeutic care due to insufficiently developed healthcare infrastructure.

Canon India opens vision centers in selected villages to provide eye examinations using equipment made by Canon. A total of 4,448 people visited these centers in 2024, with 852 receiving free eyeglasses, and 356 patients being referred for treatment in hospital. There were 26,450 beneficiaries in the entire 4E's Project.



Eye testing at a vision center in India

Support for Education in Asia

Canon supports the education of children across Asia who will become leaders of the next generation.

Respecting the right of every child to receive an education, we have set up 11 Canon Hope Elementary Schools in China to provide a better educational environment through improved access to education.

In Vietnam, since 2007 we have been pursuing the Canon Friendship School Chain Project, which involves constructing school buildings, providing desks and chairs, and donating school supplies to improve the learning environment for children. We opened our 54th school in 2024 in an impoverished area in the mountainous region of northeastern Vietnam.

In Thailand as well, Canon staff are engaged in ongoing volunteer activities to support children in impoverished areas in receiving a high-quality education in conducive environments. Employees visit schools to repair facilities, take photographs for student IDs, and donate Canon products and daily necessities.

A Charity Goods Fair was organized at Canon Inc. to allow employees to donate cameras and lenses to be sold at an in-house bazaar. The company matched the proceeds generated by the sales, and donated the funds to organizations supporting education and medical services in Asian countries, including Thailand, Laos, and Cambodia.



Opening ceremony for the 54th school in Vietnam

Collaborating with Other Companies and Leveraging Each Other's Strengths to Support Education

Since 2014, the Canon Marketing Japan Group has been working with Pentel Co., Ltd. on the Memories of School Building Project, which supports the creation of final memories of school buildings that are to be demolished due to rebuilding, closure, or amalgamation. Children draw on the entire school building and the scenes they capture with digital cameras are made into large posters and donated. By leveraging the strengths of both companies, the project supports children's memory-making and contributes to the raising of awareness in the arts and regional revitalization.



Children creating murals

Disaster Relief Activities

The Canon Group donated a total of ¥40 million through the Japanese Red Cross Society to support recovery efforts in the aftermath of the Noto Peninsula Earthquake in January 2024 and the torrential rain disaster in the same area in September of the same year. In addition, employee fundraising was carried out for each disaster, and the funds collected were donated to Japan Platform. Also, Canon Marketing Japan's Tohoku Reconstruction Promotion Office in Sendai continued to hold photography workshops in the areas affected by the Great East Japan Earthquake.

Preserving Ancient Japanese Cultural Assets for the Future Through the Tsuzuri Project

Canon and Kyoto Culture Association (NPO) have been running the Cultural Heritage Inheritance Project, commonly known as the Tsuzuri Project, since 2007.

Many of Japanese precious ancient cultural assets have limited viewing opportunities, often because they have been moved overseas or are preserved in storage as designated national treasures. The Tsuzuri Project combines Canon’s imaging technology with traditional craftsmanship from Kyoto to create high-resolution facsimiles that are as faithful to the original as possible. The facsimiles are utilized in a range of ways, including in public exhibitions held by the donating institution and for educational purposes.

In 2024, a high-resolution facsimile of folding screen masterpiece “Maple Leaves on a Stream (front), Mountain Views (reverse)” by Ikeda Koson, a work that never leaves the Smithsonian’s National Museum of Asian Art, was donated to the city of Agano in Niigata Prefecture, which is believed to be the artist’s hometown. In addition, a high-resolution facsimile of “Waves at Matsushima” by Ogata Korin, housed in the Museum of Fine Arts, Boston, was donated to Kyoto City University of Arts. Moreover, a special exhibition, “Must-See National Treasures and Masterpieces: A Miraculous Collection Realized by High-resolution Facsimiles” featuring 15 high-resolution facsimiles produced in the Tsuzuri Project, was held at the Okayama City Museum, attracting about 10,000 visitors. The exhibition provided visitors an opportunity to appreciate Japan’s cultural heritage due to the unique viewing method made possible with high resolution facsimiles. With no glass cases installed, visitors could get up close to works by renowned artists such as Tawaraya Sotatsu, Ogata Korin, Katsushika Hokusai, and Ito Jakuchu, and also experience the world of these works through projection mapping.



Tsuzuri Project works on display in Okayama

Message from the Director of University Art Museum, Kyoto City University of Arts

In October 2023, our university campus relocated close to Kyoto Station, the gateway to Kyoto. At this important time, as we start to set our sights on becoming a vibrant hub of art as a new “creative site,” we are deeply grateful for the Tsuzuri Project’s donation of the high-resolution facsimile of “Waves at Matsushima” by Ogata Korin.



Akiko Kasuya
Kyoto City University of Arts
Director, University Art Museum

This high-resolution facsimile is of a masterpiece housed in the Museum of Fine Arts, Boston, where Ogata Korin’s unique style is really apparent. It is highly regarded for its dynamic depiction of wave crests, among other features, and is known as a renowned work that is rarely seen in Japan. With the donation of this elaborately crafted and high-quality finished facsimile, which features fine brushwork and hand-applied gold leaf, not only students studying art but also visitors to our university can always closely view and appreciate the charm of this replica. This is profoundly significant and valuable for the future. I certainly hope this initiative will continue in the future.

Contributing to Society Through Rugby

Canon Inc. manages the Yokohama Canon Eagles, part of Japan’s Rugby League One, with the aim of creating and sharing thrilling experiences with sports fans and local residents through the sport of rugby.

As a social contribution activity targeting elementary, junior high, and high school students nationwide, the team holds career education classes and tag rugby workshops run by current Eagles players and staff. The goal is to contribute to the healthy development of children through rugby by letting them experience the importance of team play and the joy of physical activity.

In 2024, the team held career education classes and tag rugby workshops at 27 elementary schools, with a total of 2,612 students participating. The team also hosted the “Eagles Cup 2024” mini-rugby tournament for rugby schools from the region at their training ground at Canon Sports Park in Tokyo.



“Eagles Cup 2024” mini-rugby tournament

Supporting Research Activities that Contribute to the Sustainable Development of Humankind Through the Canon Foundation

The Canon Foundation was established in 2008 with the aim of contributing to the development of science and technology. Operating completely independently of Canon's business activities, it provides assistance in a wide range of science and technology research fields. The foundation's aim has been to create new value for society by adopting an approach of supporting research that addresses cutting-edge fields of science and technology. Based on this concept, the foundation supports two research programs, focusing on the themes of "Science and Technology that Achieve a Good Future" and "Science and Technology that Create New Industries."

Over the past 16 years, the Canon Foundation has disbursed a total of 235 research grants totaling ¥4.3 billion. The foundation enjoys recognition from universities and public research institutions across Japan as a distinctive research grant foundation which provides an average project grant of around ¥18 million—a relatively high amount mainly for fledgling research projects and young researchers just starting out.

In the former, the foundation provides grants for innovative scientific and technological research aimed at solving social issues expected to arise in the future. In 2024, a total of three projects were selected, including "Enhancing the rice nutrient recycling capacity for sustainable food production without reliance on large fertilizer inputs."

In the latter program, the foundation provides grants for innovative and original scientific and technological research that leads to the creation of new industries not yet known to the world. In 2024, a total of 11 projects were selected. For example, "Restoration and emergence of brain functions by neural fiber transplantation" and "A novel radiocarbon detection technology using ultra-sensitive laser spectroscopy."

In 2024, we also held an online seminar for the general public, featuring four researchers who had previously received research grants. They delivered presentations on cutting-edge research that aims to protect the future of food, touching on topics such as the future of Japanese agriculture. Participants ranged from teenagers to those in their 60s, and considering the many questions and comments received on the day, they most likely experienced firsthand the usefulness and intrigue of science.

Reference: Canon Foundation website
<https://jp.foundation.canon/eng/index.html>



15th Research Grant Award Ceremony

Canon Institute for Global Studies Aims to Help Address Problems Faced by Humankind

The Canon Institute for Global Studies (CIGS) is a non-profit private-sector think tank established in 2008 as a general incorporated foundation.

In this era of globalization, CIGS analyzes the status quo and offers strategic recommendations from the perspective of how Japan should position itself in the world. Its specific areas of research are centered around three pillars: macroeconomics, energy and environment, and foreign affairs and security.

In the area of macroeconomics, CIGS conducts research on how to achieve healthy economic growth from a broad perspective. Also, as Asia, particularly China, becomes a key player in the global economy, the institute looks at what economic analysis methods exist and what policy-making mechanisms are most desirable.

In the area of energy and environment, CIGS conducts research based on a dynamic approach to see how issues in these fields—which might be constraining economic growth—can be transformed into drivers of growth.

In the area of foreign affairs and security, the institute researches how Japan should consider its role, addressing both urgent issues and long-term strategies.

Other than this, CIGS delves into policy discussions on a wide range of issues and current and future situations, including healthcare schemes, agriculture and forestry, fiscal and social security, and the Chinese economy. Through these activities, CIGS is building a global knowledge network to ensure that various emerging ideas are effectively passed on to the next generation.

Reference: The Canon Institute for Global Studies
<https://cigs.canon/en/>



Japanese and French economic and financial experts leading a workshop on the economics of aging

Other Major Sociocultural Support Activities

Humanitarian Aid and Disaster Relief

Donations

We donated ¥40 million through the Japanese Red Cross Society to support the areas rocked by the Noto Peninsula Earthquake in January 2024 and then the torrential rain that occurred in the same areas in September of the same year. In addition, support was provided to those affected by the earthquake in Taiwan in April, the typhoon in Asia in September, and the hurricane in the U.S. in October.



Donating relief supplies to support organizations during the flooding in Thailand

Cooperation with UN Support Programs

Canon helped sponsor the Refugee Film Festival, organized by Japan for UNHCR^{*1}, with the cooperation of the UNHCR Representation in Japan. We also participate in activities to support the Japan Association for the World Food Programme^{*2}.

^{*1} The national partner of UNHCR in Japan

^{*2} The national partner of the World Food Programme (WFP) in Japan

Local Communities

Making Strides Against Breast Cancer Walk

2024 marks Canon U.S.A.'s 26th anniversary as a flagship sponsor of the Making Strides Against Breast Cancer Walk. The funds raised and donated by Canon U.S.A. go to the American Cancer Society to support breast cancer research, education, and patient services.

URL:

<https://www.usa.canon.com/about-us/community-and-social-involvement/walk-for-american-cancer-society>



Canon U.S.A. employees taking part in a charity walk

Food Donations

We carry out food drives and food bank activities to donate food to organizations in need at our Shimomaruko headquarters and at other Group locations in Japan and overseas.

Education and Science

Junior Photographers

This project organizes nature-themed photography classes for children with the aims of raising environmental awareness and fostering richer artistic sensitivity. In 2024, photography workshops were held at 21 locations, attended by 753 participants. An exhibition was also held to commemorate the 20th anniversary of the project.



An elementary school student participating in a photography class

Internship Program for Students

Group companies conducted various internships, including programs aimed at supporting the career development of students. Canon Inc. offered a total of 2,043 internships to students on administrative, technical or specialist tracks in 2024.

Art, Culture, and Sports

Oita International Wheelchair Marathon

As an official partner, Canon Inc. supports the Oita International Wheelchair Marathon, which started as the world's first international marathon exclusively for wheelchair users. Many Canon Group employees have volunteered to help run this event.



Wheelchair marathon event in progress