

# Sustainability Management

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## Approach to Sustainability

Canon formulated an Approach to Sustainability in October 2021.

### Approach to Sustainability

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

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

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

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

### Key Sustainability-related Guidelines

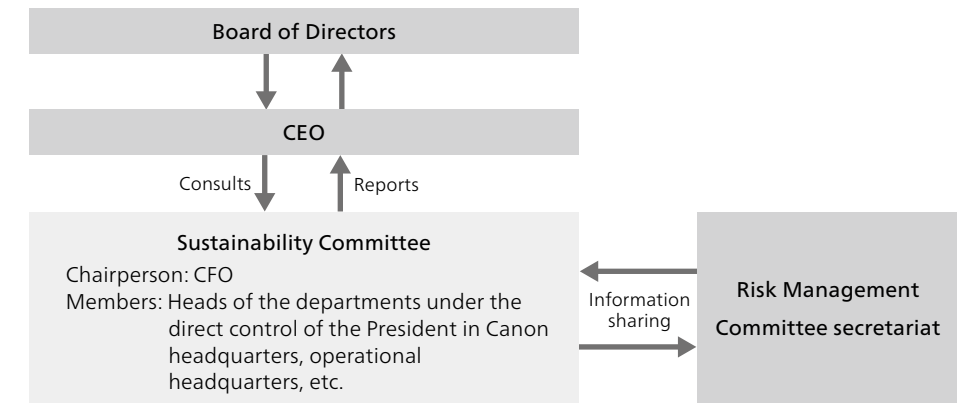
- [Canon Group Environmental Charter](#)
- [Canon Group Environmental Vision](#)
- [Canon Group Biodiversity Policy](#)
- [Canon Group Water Resources Policy](#)
- [Canon Group Human Rights Policy](#)
- [Canon Group CSR Activity Policy](#)
- [Universal Design Action Guidelines](#)
- [Canon Group Code of Conduct \(→P88\)](#)
- [Canon Sustainability Supplier Guidelines](#)
- [Canon Group Basic Policy on Responsible Minerals Sourcing](#)

## Sustainability Promotion System

Canon Inc. has established the Sustainability Committee to serve as an advisory body to the CEO, with the aim of organizing sustainability-related information and conducting prior deliberation of various topics to support the CEO and Board of Directors in making appropriate and effective decisions related to the sustainability measures and initiatives undertaken in the Canon Group. Committee members are appointed by the CEO from among the heads of the departments under the direct control of the President in Canon headquarters, operational headquarters, etc., and the CFO serves as the chairperson. The committee ordinarily meets once every fiscal half-year, but extraordinary meetings can also be convened if the Chair deems it necessary. In 2025, the committee met three times to discuss non-financial disclosure in the Annual Securities Report; material issues and related metrics and targets; and reporting on sustainability activities. In addition, the committee held lectures by invited external experts in order to facilitate deliberations based on changes in the sustainability landscape and the latest domestic and international trends. All matters deliberated by the committee were reported to the CEO.

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

### Sustainability Committee Structure



Please refer to the following URL for the positioning of the Sustainability Committee within the corporate governance structure.

Reference: Corporate Governance

<https://global.canon/en/sustainability/governance/corporate-governance/management/>



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■ Engagement in Initiatives

- Responsible Business Alliance (RBA)
- Responsible Minerals Initiative (RMI)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Science Based Targets initiative (SBTi)
- Japan Climate Initiative (JCI)
- WIPO GREEN
- 30by30 Alliance for Biodiversity
- CMP Consortium

Developing Company-wide Initiatives

At Canon, we utilize various opportunities to help develop a sustainability mindset across the Group and to further revitalize sustainability-related activities. Moreover, we assess the results achieved under the business policies of each operating division and manufacturing and marketing company under a consolidated performance evaluation system, as well as the results of their various environmental and social contribution activities, to raise awareness among executives.

We also conduct a wide range of training for managers and employees as part of our efforts to raise sustainability awareness. In 2025, a total of 23,063 employees from the global Canon Group took part in training focused on ways of improving sustainability in daily operations. Separately, we conduct regular sustainability awareness surveys of Canon Inc. employees, drawing on the findings to propose ways of further boosting employee awareness of sustainability issues.

Additionally, we pursue various activities seeking to instill the level of proper sustainability practices across the Group. These include information-sharing sessions for the sustainability representatives of Group companies, sustainability awards and related educational campaigns, and other sustainability-themed events.

■ Examples of Activities Conducted in 2025

- Sustainability lectures by outside experts
- Diversity program with sessions led by employees with hearing impairments
- Sustainability Photo Competition
- Food Waste Reduction event (canteen)
- Reports and online channel distributing varied range of sustainability-related information

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

Diversity program Experiencing the World of the Hearing Impaired

Taught by hearing-impaired employees, the diversity program Experiencing the World of the Hearing Impaired helps employees better understand their colleagues with hearing impairments. The hands-on sessions incorporating games provide an opportunity to consider diversity in hearing and learn about how to communicate with the hearing impaired.

Eight program workshops were organized in 2025, involving an overall total of 257 participants from Canon Inc. and domestic Group companies.



Experiencing the World of the Hearing Impaired (diversity workshop)

# Stakeholder Engagement GRI2-12 GRI2-29

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Canon conducts ongoing dialogue with various stakeholders to deepen mutual understanding. In addition to addressing societal issues at the national or local level, we are working to upgrade Canon initiatives and disclosures in alignment with stakeholder interests. The table below outlines communication methods employed in our business activities for important dialogues with stakeholder groups. The report also

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

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

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

💬 : Comments from Stakeholders

| Stakeholder             | Topics of Interest   | Main Communication Methods  | Related Information   |
|-------------------------|--|---|---|
| Customers               | <ul style="list-style-type: none"> <li>Provision of high-value-added products and services of high quality</li> <li>Provision of appropriate information on products and services</li> <li>Responding to inquiries</li> <li>Improving customer support</li> </ul>  | <ul style="list-style-type: none"> <li>Customer advice centers</li> <li>Service centers</li> <li>Website/social media</li> <li>Customer satisfaction surveys</li> <li>Showrooms</li> </ul>  | <ul style="list-style-type: none"> <li>After-sales support (→P75)</li> </ul>  |
| Shareholders/ Investors | <ul style="list-style-type: none"> <li>Medium- to long-term management strategy aimed at achieving continued growth</li> <li>Financial condition</li> <li>Business plan and related progress</li> <li>ESG activities</li> </ul>  | <ul style="list-style-type: none"> <li>General meeting of shareholders</li> <li>Corporate strategy conference</li> <li>Financial results conferences</li> <li>Individual meetings with institutional investors</li> <li>Integrated Report, Annual Securities Report</li> <li>Investor relations website</li> </ul>  | <ul style="list-style-type: none"> <li>Investor Relations<br/> <a href="https://global.canon/en/ir/">https://global.canon/en/ir/</a></li> </ul>   |
| Suppliers               | <ul style="list-style-type: none"> <li>Procurement policies</li> <li>Requests to address social issues</li> <li>Analysis of business trends and supplier performance</li> <li>Product/technology trends</li> <li>Improved efficiency of the chemical substance information transmission scheme</li> </ul>  | <ul style="list-style-type: none"> <li>Procurement annual meeting</li> <li>Supplier surveys</li> <li>Business briefings to suppliers</li> <li>Onsite supplier briefings</li> <li>Technology exhibitions by suppliers</li> <li>Promotion of green procurement</li> </ul>   | <ul style="list-style-type: none"> <li>Utilization and development of the chemSHERPA system for information sharing on chemical substances (→P38)</li> <li>Respect for human rights in the supply chain (→P53)</li> <li>Supply chain management (→P77)</li> <li>Supplier collaborating in reducing environmental impact (→P79) 💬</li> </ul>   |
| Employees               | <ul style="list-style-type: none"> <li>Improvement in workplace environments</li> <li>Management policies</li> <li>Maintenance of employee benefit programs</li> <li>Support for career development</li> <li>Maintenance of personnel evaluation system</li> <li>Maintenance of workplace safety system</li> <li>Cultivation of high company morale</li> </ul> | <ul style="list-style-type: none"> <li>Labor-management conferences and committees</li> <li>Information sharing from top management</li> <li>Training programs</li> <li>Career matching system</li> <li>Whistleblower system</li> <li>Employee awareness surveys</li> <li>Safety and Health Committee</li> <li>Compliance meetings</li> <li>Human resource hotline</li> </ul> | <ul style="list-style-type: none"> <li>Employee involved in the business of recycling multifunction printers (→P17) 💬</li> <li>Winners of Environmental Award (→P18) 💬</li> <li>Production site using new activity support system (→P25) 💬</li> <li>Sales company representative (→P33) 💬</li> <li>Procurement Division employee who underwent training (→P51) 💬</li> <li>Employee in charge of on-site supplier inspection (→P54) 💬</li> <li>Participant in leadership training for women (→P61) 💬</li> <li>Occupational physician (→P66) 💬</li> </ul> |

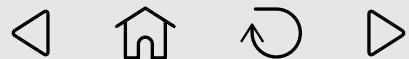
💬 : Comments from Stakeholders

| Stakeholder                        | Topics of Interest   | Main Communication Methods   | Related Information  |
|------------------------------------|--|--|--|
| Local Communities                  | <ul style="list-style-type: none"> <li>Fulfilling responsibilities as corporate citizen to participate in local community activities</li> <li>Contributions to local communities through business operations</li> <li>Protection/conservation of local community ecosystems</li> </ul> | <ul style="list-style-type: none"> <li>Emergency disaster-relief assistance</li> <li>Disaster-preparedness and crime-prevention drills</li> <li>Involvement in local groups/ organizations</li> <li>Ecosystem protection/conservation activities</li> <li>Local events and volunteer activities</li> <li>Environmental education and awareness activities</li> </ul>   | <ul style="list-style-type: none"> <li>Biodiversity (→P41)</li> <li>Sociocultural support activities (→P81)</li> <li>Museum curator (→P84) 💬</li> </ul>  |
| Other Companies                    | <ul style="list-style-type: none"> <li>Industry trends</li> <li>Product/technology trends</li> <li>Addressing social issues that affect multiple industry sectors</li> </ul>   | <ul style="list-style-type: none"> <li>Participation in environmental technology initiatives</li> <li>Participation in standardization for common foundational technologies of IoT systems</li> </ul>  | <ul style="list-style-type: none"> <li>Collaborating with other companies and leveraging each other’s strengths to support education (→P83)</li> </ul>   |
| Central/Local Governments          | <ul style="list-style-type: none"> <li>Legal/regulatory compliance</li> <li>Trends in government policy</li> </ul>   | <ul style="list-style-type: none"> <li>Opinion exchange with central government agencies and local government authorities</li> <li>Dialogue with economic organizations and industry groups</li> <li>Cooperation in surveys and questionnaires</li> </ul>  | <ul style="list-style-type: none"> <li>Cooperation with Industry Groups (→P80)</li> </ul>  |
| Educational/ Research Institutions | <ul style="list-style-type: none"> <li>Optical technology</li> <li>Cutting-edge technology</li> <li>Joint research</li> <li>Environmental education</li> </ul>   | <ul style="list-style-type: none"> <li>Joint R&amp;D projects</li> <li>Company overview and business briefing</li> <li>Visits to Canon Foundation grant recipients</li> <li>Internship programs</li> <li>Meetings with research institutions, including collaborative projects with industry and academia</li> <li>Providing committee members to various academic societies</li> <li>Providing instructors for outreach classes and industry-academia collaborative programs</li> </ul> | <ul style="list-style-type: none"> <li>Contributing to society through academic study and research (→P85)</li> <li>Environmental communication (→P19)</li> </ul>   |
| NGOs/NPOs                          | <ul style="list-style-type: none"> <li>Issues affecting global society such as refugee issues and poverty</li> <li>Disaster relief support</li> <li>Ecosystem protection/conservation</li> <li>Supply chain risks</li> </ul>   | <ul style="list-style-type: none"> <li>Collaborative biodiversity conservation projects</li> <li>Humanitarian and disaster-relief activities in disaster-affected areas</li> <li>Collaboration to achieve a green supply chain</li> </ul>  | <ul style="list-style-type: none"> <li>Biodiversity (→P41)</li> <li>Sociocultural support activities (→P81)</li> <li>Coral reef restoration project team (→P45) 💬</li> <li>Canon Young People Programme alumni (→P81) 💬</li> </ul> |

**External Recognition**

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

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



# Material Issues GRI2-23 GRI2-25 GRI3-1 GRI3-2 GRI3-3

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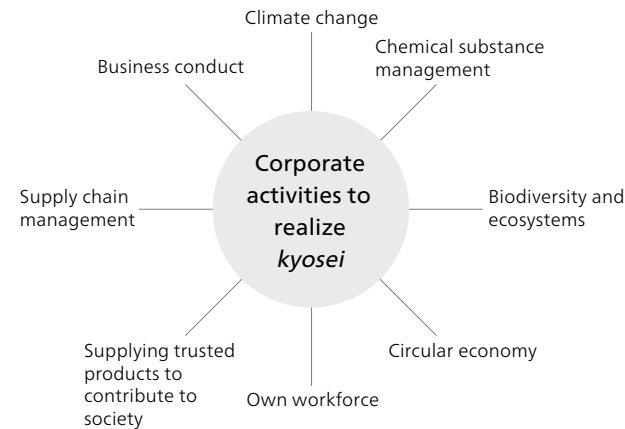
## Identification of Material Issues

Based on our corporate philosophy of *kyosei*, Canon has worked to grasp evolving social trends and maintain sound governance while developing its businesses by effectively leveraging a corporate DNA that consists of respect for humanity, emphasis on technology and an enterprising spirit, as well as resources including a robust financial base, a wealth of human capital, and sophisticated technologies.

In 2025, in line with changes to the business environment and in issues facing society, we identified eight material issues on sustainability to help realize *kyosei*, selecting from various business activities consistent with Canon’s medium- to long-term business plans.

## Material Issues Identified

- Climate change
- Chemical substance management
- Biodiversity and ecosystems
- Circular economy
- Own workforce
- Supplying trusted products to contribute to society
- Supply chain management
- Business conduct



## Identification Process

### STEP 1: Acknowledging issues

The major issues for Canon were identified after considering societal trends, laws, regulations and guidelines relating to sustainability, and with reference to the views of outside experts.



### STEP 2: Evaluating issues

Issues identified were evaluated based on their likelihood and degree of importance, both now and in the future, taking account of the environmental and societal impact of our business activities as well as the financial impact on Canon of environmental and societal factors (risks/opportunities).



### STEP 3: Evaluating appropriateness

From the issues evaluated, candidates for material issues were chosen by taking into consideration the views of stakeholders inside and outside the Group, such as institutional investors, NGOs, non-profits, experts, and our employees, on what will help to realize our corporate philosophy of *kyosei*.



### STEP 4: Selecting material issues

The material issues identified in the previous step were discussed in the Sustainability Committee and finally selected by CEO approval.

Besides these identified material issues, we position sociocultural support activities as critical to capitalizing on the technology and expertise developed through our business activities to support the ongoing development of local communities—something that has always been and remains a key focus for the company.



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**Why the Material Issues Are Important**

|   |  |
|---|--|
| <p><b>Climate change</b></p>                                      | <p>We recognize that climate change could have a significant negative effect on our business stemming from the risk of climate-related impacts, such as operational stoppages caused by natural disasters, higher regulatory compliance costs, reputational damage from non-compliance, or the loss of sales opportunities.</p> <p>At the same time, we believe responding to climate change is important because there are also opportunities to increase sales arising from higher demand for products that help customers adapt to climate change while reducing costs from improvements in energy efficiency, thereby supporting growth in profits.</p>  |
| <p><b>Chemical substance management</b></p>                       | <p>Canon regards supplying customers with safe products as a fundamental part of our mission as a manufacturer. Our product development complies with in-house standards modeled on the most stringent regulations in the world. Moreover, to avoid the risk of significant harm to human health or the environment, we believe in the importance of ensuring that emissions of chemical substances from Group business sites stay within regulatory limits.</p>   |
| <p><b>Biodiversity and ecosystems</b></p>                         | <p>We recognize the importance of addressing nature-related issues to help prevent the loss of economic activity or other negative consequences for the ongoing development of society and Canon. Mitigating the risk of water shortages and water pollution has become an issue of societal importance. We believe addressing water-related issues is critical to our business sustainability since significant water resources are required in manufacturing processes for Canon products.</p>   |
| <p><b>Circular economy</b></p>                                    | <p>In line with the Canon Group Environmental Charter, we pursue maximum efficiency in our use of resources to support the sustainable development of society. With fears of resource depletion fueling global interest in recycling, Canon recognizes the importance of working as a manufacturer to help make society more focused on recycling. Demand is growing for products and consumables that can contribute to the circular economy, in turn leading to the creation of business opportunities. Canon is pursuing strategies to promote the ongoing recycling of resources to maximize the value generated by resource efficiency.</p>   |
| <p><b>Own workforce</b></p>                                       | <p>“Respect for humanity” has been an element of Canon’s DNA since its foundation. Based on this philosophy, we manage our human capital to maximize its value as the main source of our value creation. Ensuring that workplaces allow employees to play an active role with mutual respect for diversity is essential to generating innovation, which relies on employees being able to fulfil their potential by drawing on their individuality and skills, based on a range of perspectives and ideas. We also think ensuring the health and safety of employees is the foundation of a good business. Guided by this thinking, Canon respects the diversity of employees, including their culture, customs, language, and ethnicity. We pursue the fair recruitment of human resources based on merit, irrespective of age, gender, or ability, and strive to create safe, secure working environments for employees.</p> |
| <p><b>Supplying trusted products to contribute to society</b></p> | <p>Based on Canon’s basic quality concept of “No Claims, No Trouble,” we strive continually to ensure customers can use our products and services with Safety, Smartness, and Satisfaction, and we therefore recognize the selection of these quality indicators as extremely important.</p>   |
| <p><b>Supply chain management</b></p>                             | <p>Canon purchases electronic parts, mechanical parts, units, and materials from suppliers around the world based on collaborative relationships. We recognize that we have a responsibility to promote sustainable procurement activities together with our suppliers.</p>  |
| <p><b>Business conduct</b></p>                                    | <p>We are convinced that conducting business appropriately grounded in fostering a transparent and sustainable corporate culture, as well as in developing internal frameworks and processes that support proper business operations is the foundation for earning the trust of all Canon’s stakeholders.</p>  |



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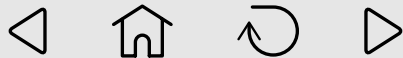
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Materiality Metrics and Targets

The following table outlines metrics and targets related to the eight identified material issues. The United Nations Sustainable Development Goals (SDGs) relating to each Material Issue are also shown.

| Material issues (Relevant SDGs)   | Initiative  | Metric  | Target (deadline)  | Change in metric/target | Scope   | Results/achievements   | Status   |
|---|---|---|--|-------------------------|---------|--|--|
| <b>Climate change</b><br>                | Reduce Scope 1 & 2 emissions  | SBT absolute emission reduction: Scope 1 & 2 emissions  | 42% reduction compared to 2022 level (by 2030)   | Ongoing                 | Canon   | 6.3% reduction   | Further improvements are needed to achieve the target.   |
|   | Reduce Scope 3 emissions  | SBT absolute emission reduction: Scope 3 emissions  | 25% reduction compared to 2022 level (by 2030)   | Ongoing                 | Canon   | 19.4% reduction  | On track to achieve the target   |
|   | Reduce Life Cycle CO <sub>2</sub> emissions   | Life Cycle CO <sub>2</sub> emissions Index (average annual improvement per product unit)  | - Average annual improvement of 3%<br>- Cumulative 50% improvement over 2008   | Ongoing                 | Canon   | - Average annual improvement of 3.59% (between 2008 to 2025)<br>- Cumulative 45.5% improvement over 2008 | - Average annual improvement: Achieved<br>- Cumulative improvement over 2008: On track to achieve the target   |
| <b>Chemical substance management</b><br> | Ensure environmental regulatory compliance by Group sites   | Regulatory value for wastewater effluent applicable to each site  | Keep wastewater effluent at 80% of regulatory value (annually)   | New                     | Canon*1 | Implemented  | Achieved   |
|   | Assess, manage, and reduce use of controlled chemical substances in products, and related emissions | Cease the procurement of any items containing prohibited chemical substances  | In principle, deliveries by suppliers of items containing prohibited chemical substances to cease 12 months prior to any regulatory ban (annually) | Ongoing                 | Canon   | Implemented  | Achieved   |
| <b>Biodiversity and ecosystems</b><br>  | Reduce use of water resources   | Water usage per basic unit  | Annual 1% improvement in per-unit usage  | Ongoing                 | Canon*2 | 0.9% improvement   | The target has not been achieved due to factors such as an increased production ratio of products with high water usage. We aim to achieve the target through thorough management of usage suitable for the processes. |
| <b>Circular economy</b><br>            | Promote resource efficiency at every stage (Produce, Use, Recycle)                                  | Resource recycling rate for Printing Business products*3  | 50% (by 2030)  | Ongoing                 | Canon   | 16.7%  | Further promote resource circulation initiatives to achieve the target   |
|   |   | Reduction of virgin resource usage in new toner cartridge products by recycling cartridges  | Consistent use of recycled materials in toner cartridge products (annually)  | New                     | Canon   | Recycled materials used  | Achieved   |
|   |   | Waste emissions from medical business operations  | 1% reduction in annual rate (annually)   | New                     | Canon   | 4.2%   | Achieved   |
|   |   | Proportion of interchangeable-lens digital cameras, interchangeable lenses, and digital compact cameras newly released in the year with packaging materials eliminating single-use plastics*4 | 100% (by 2030)   | New                     | Canon   | 90%  | On track to achieve the target   |
|   |   | Proportion of i-line and KrF lithography equipment shipped in 2001 or later still operational   | 95% (by 2030)  | New                     | Canon   | 92.6%  | On track to achieve the target   |

\*1 Sites covered by ISO 14001 certification  
 \*2 Production/development sites within ISO 14001 certification  
 \*3 Excluding OEM products  
 \*4 This refers to petroleum-derived plastics, and excludes the raw materials used for labels, coatings, and adhesives



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| Material issues (Relevant SDGs)                                | Initiative   | Metric  | Target (deadline)   | Change in metric/target | Scope                                   | Results/achievements   | Status   |
|--|--|---|---|-------------------------|---|--|--|
| <b>Own workforce</b><br>                                       | Promote diversity  | Ratio of female managers  | 10% (by 2030)   | Revised                 | Canon Inc.                              | 4.6%   | Achieved 2025 target in 2024, ahead of schedule  |
|  |  | Rate of men taking childcare leave  | 100% (by 2030)  | Revised                 | Canon Inc.                              | 86.3%  | Achieved 2025 target in 2024, ahead of schedule  |
|  | Promote internal recruitment   | Number of people recruited internally   | Ensure everyone serves as an operational asset by putting the right people in the right jobs and creating a framework to support self-directed career development by employees (annually)                                 | New                     | Canon Inc.                              | 281 persons  | Efforts ongoing  |
|  | Increase engagement  | Engagement scores   | Target continuous improvement in scores via measures to invigorate the workplace culture, such as training managers using feedback from employee surveys and providing support for young employees (once every two years) | New                     | Canon Inc.                              | 53%  | Efforts ongoing  |
|  |  | Cancer screening attendance rate (40 years and above)   | 70% (annually)  | New                     | Canon Inc. and domestic Group companies | 52%*5  | Screening rates are increasing gradually, but target has not been reached. We continue to focus on increasing screening rates for colon cancer and cancers specific to women in particular |
| <b>Supplying trusted products to contribute to society</b><br> | Create safe and secure working environments                                    | Number of machinery-related accidents   | 0 (annually)  | Ongoing                 | Canon Inc. and domestic Group companies | 4 cases  | Group-wide simultaneous check of residual risk management status regarding machinery-related accidents   |
|  |  | Number of accidents caused by highly hazardous chemical substances  | 0 (annually)  | Ongoing                 | Canon Inc. and domestic Group companies | 2 cases  | Confirm management status during Chemical Substances Awareness Month and appropriately conduct risk assessments of chemical substances   |
|  | Respecting human rights  | Implementation rate of human rights due diligence   | 100% (annually)   | New                     | Canon*6                                 | 100%   | Achieved   |
|  | Implementation rate of human rights-related education and awareness activities | 100% (by 2027*7)  | New   | Canon*8                 | 80%                                     | On track to achieve  |  |
| <b>Supply chain management</b><br>                             | Ensure rigorous operation of Proprietary Quality Management System             | Achievement level of Quality Standard in product realization process for Canon-branded products                     | 100% at product launch (annually)   | New                     | Canon                                   | 100%   | Achieved   |
|  | Ensure appropriate and thorough response to product security issues            | Implement responses to vulnerabilities identified in Canon-branded products   | 100% (annually)   | New                     | Canon                                   | 100%   | Achieved   |
|  | Raising quality awareness  | Implement basic quality training  | 100% of newly hired employees and newly appointed divisional managers (annually)  | New                     | Canon Inc.                              | Newly hired employees: 100%<br>Newly appointed divisional managers: 100% | Achieved   |
|  | Holding quality-related events   | Holding continually, Quality Month events and the Quality Awards (annually)   |   | New                     | Canon*9                                 | Implemented  | Achieved   |
| <b>Business conduct</b><br>                                    | Request suppliers to adhere to Canon sustainability policies                   | Completion rate of requests to major suppliers to comply with Canon Sustainability Supplier Guidelines              | 100% (annually)   | New                     | Canon*10                                | 100%   | Achieved   |
|  | Undertake risk assessments on suppliers  | Proportion of major suppliers completing SAQs (Self-Assessment Questionnaires)                                      | At least 95% (annually)   | New                     | Canon*10                                | 99.5%  | Achieved   |
|  | Promoting corporate ethics   | Number of serious compliance violations   | 0 (annually)  | New                     | Canon                                   | 0 results found  | Achieved   |
|  | Promoting corporate ethics   | Adoption of Canon Group Code of Conduct by Board of Directors or equivalent entity across all Canon Group companies | Every company in principle (annually)   | New                     | Canon*11                                | Adopted  | Achieved   |
|  | Institute internal whistleblowing system                                       | Establishment of whistleblower hotline at all Canon Group companies   | Every company in principle (annually)   | New                     | Canon*11                                | Established  | Achieved   |

\*5 Reporting period: FY2024 (April 2024–March 2025); FY2025 results due to be disclosed in the next report

\*6 Group companies selected by the Human Rights Secretariat to implement human rights due diligence

\*7 Three-year period from 2025 to 2027

\*8 Group companies selected by the Human Rights Secretariat to implement human rights education and awareness activities

\*9 Major worldwide development/production subsidiaries and regional sales headquarters

\*10 Major production companies (domestic/overseas)

\*11 Companies subject to assessment under financial reporting internal controls (refer to Annual Securities Report)

