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# 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 & 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. We will continue to review the policy as needed in response to changes in the business environment.

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

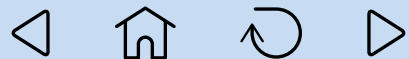
Date of establishment: October 15, 2021

Date of revision: January 24, 2025

Fujio Mitarai  
Chairman & CEO  
Canon Inc.



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



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### Promotion System

Canon has established an internal Human Rights Secretariat, headed by the CFO, who serves as the executive in charge of human rights, to pursue 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. 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 the planning and promotion of human rights initiatives and activities aimed at ensuring appropriate disclosure.

Reference: Risk Management Committee (→P87)

### 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 (→P51), 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 also assess the risk of human rights violations for the partner.

In 2025, the organizations\* selected by the Human Rights Secretariat were subject to human rights due diligence, and the implementation rate reached 100%. Canon will continue to reinforce efforts to prevent and mitigate human rights risks.

\* All business units (including related group companies), headquarters administrative divisions with a high potential impact on human rights risks, and other group companies (original-product-owning companies and regional sales headquarters)

### Drawing on Insights from External Experts

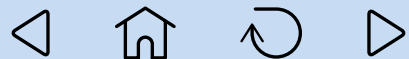
We are actively organizing dialogues with external experts to effectively implement human rights due diligence. By participating in human rights training programs hosted by the United Nations Development Programme (UNDP) and in seminars hosted by law firms, we gather information on current societal trends to use as a reference for our human rights response going forward. In 2025, we continued to take part in seminars and engaged in dialogue with experts, gathering information on human rights laws and regulations, including the EU Corporate Sustainability Due Diligence Directive, and are now considering our response.

### Ongoing Monitoring

As mentioned above, Canon regularly verifies the status of compliance with the commitments stated in the Canon Group Human Rights Policy. We are also reviewing the Group’s human rights initiatives in accordance with social demand, dialogue with stakeholders, and Canon’s business operation.

#### Showcasing Canon’s Human Rights Initiatives at a METI Training Program for Vietnamese Businesses

From February 27 to March 5, 2025, a Training Program for the Promotion of Responsible Business Conduct in Vietnam was held for Vietnamese companies that do business with Japanese companies or are considering doing so. The program was planned by Japan’s Ministry of Economy, Trade and Industry. We introduced our human rights initiatives to the executives and managers of the Vietnamese companies taking part in the training.



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Salient Human Rights Risks for Canon

We have identified 11 items as salient human rights risks that may arise in 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. Almost all Group companies in Japan and overseas have also established internal reporting systems to enable employees to report specific human rights concerns in local languages.

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

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		●			P60 Diversity, Equity and Inclusion
Harassment		●			P53 Prevention of Harassment
Child labor	●				P53 Respect for Human Rights in the Supply Chain
Forced labor	●				P53 Respect for Human Rights in the Supply Chain
Unpaid wages/low wages	●				P53 Respect for Human Rights in the Supply Chain
Excessive overtime work	●	●			P52 Prevention of Excessive Overtime Work P53 Respect for Human Rights in the Supply Chain
Occupational health and safety	●	●			P63 Occupational Safety and Health and Productivity Management
Protection of privacy		●	●		P91 Protecting Personal Information
Procurement of conflict minerals				●	p79 Addressing the Issue of Responsible Minerals Sourcing
Noise, environment pollution at operational sites				●	P14 Environment
Health damage or accident caused by product			●		P71 Product Responsibility

Both the internal and external systems give careful consideration to protecting the privacy of informants, such as allowing anonymous reporting, to ensure that informants are not treated unfairly for reporting.

For reports of potential compliance violations, we investigate the facts and ultimately determine whether a violation has taken place. Based on the findings, in cases where a compliance violation has been recognized, we take necessary measures to remedy the problem and prevent recurrence.

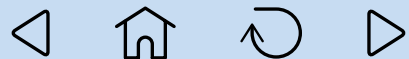
The table below indicates the number of reported human rights-related whistleblowing reports, reported cases, and reported cases in which compliance violations were found, over the past three years. There was no case of serious human rights related compliance violation.

Reports, cases, and compliance violations (at year-end)

	(no.)		
	2023	2024	2025
Reported whistleblowing reports during the year	83	123	121
Reported cases during the year	94	140	141
Reported cases in which investigations were completed and compliance violations were found	17	27	29
Discrimination, harassment	14	23	25
Labor management	3	4	4

\* In cases where a single report contains multiple complaints, it is treated as one report and each complaint is counted as a separate case.

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



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**Human Rights Awareness Training**

Canon since 2021 has been carrying out human rights awareness training programs 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.

Canon positioned this activity under the Risk Management Committee starting in 2025 and set a target of achieving a 100% implementation rate\* for human rights education and awareness activities across the Group over the three-year period from 2025 to 2027. The rate as of the end of 2025 was 80%. We will continue to strengthen these education and awareness activities, aiming to further enhance the awareness of human rights among all employees.

\* Implementation rate at Group companies selected by the Risk Management Committee secretariat to undertake human rights education activities

**Stakeholder Engagement**

The OECD Due Diligence Guidance for Responsible Business Conduct states that it is important for companies to engage with stakeholders at each stage such as when identifying and assessing the actual or potential adverse impact caused by corporate activities or 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 (in Japan) 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 dialogue, we identified trends in corporate responses to human rights issues and are exchanging opinions on a wide range of concerns, including the active participation of women in the workforce, issues involving lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons and persons 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.

**Human Rights Training for All Employees at Canon U.S.A.**

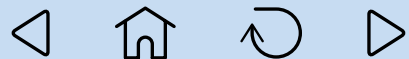
Canon U.S.A. offers human rights training to all employees. The training explains how modern slavery such as human trafficking and forced labor breach fundamental human rights, as well as the company's commitments to respecting human rights and the responsibilities of managers and workers. It also covers how to recognize warning signs and apply best practices to uphold compliance.

**Comment from an Employee from the Procurement Division Who Underwent Training**

The training strongly reinforced that human rights risks, particularly modern slavery, can extend deep into the supply chain, which is a critical area for Procurement. I recognized the potential for hidden risks and gaps in regulatory or ethical compliance behind our first-tier suppliers. I plan to immediately incorporate the enhanced due diligence and red flag identification practices into our supplier qualification and ongoing monitoring, ensuring our contract language and future procurement processes proactively uphold Canon's ethical sourcing commitments.



Maureen Reyes  
Procurement Division  
Canon U.S.A., Inc



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**Our Respect for the Human Rights of Employees**

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

In 2025, Canon completed a human rights risk assessment at 64 Canon Group production sites in Japan and overseas using the RBA's Self-Assessment Questionnaire (SAQ). Through this assessment, Canon confirmed that there were no cases of child labor or forced labor, and verified the actual conditions regarding worker's freedom of association and collective bargaining rights.

Regarding the actual conditions identified to date through our risk assessments, we have implemented 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

In addition, Canon conducts internal audits, including on-site inspections, and undergoes regular external audits. In 2025, 9 sites worldwide underwent Validated Assessment Program (VAP) audits, a third-party auditing program of the RBA. The number of sites holding valid certification as of the end of December 2025 is as follows:

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

	Number of ranked sites
Platinum	14
Gold	4
Silver	7

\* Includes sites that underwent VAP audits and obtained certification in 2024

Facilities audited in 2025 received feedback including in the following areas and are taking corrective measures:

**Improvements Made Following the 2025 VAP Audit**



Management of consecutive working days



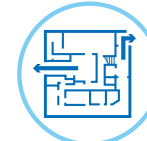
Improvements to employee protective equipment



Improvements to deficiencies in hazard labeling for chemical substances



Installation of emergency eyewash and shower facilities



Improvements to deficiencies in evacuation route maps

**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.

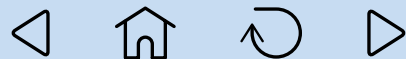
To prevent child labor, we thoroughly check the age of employees when they enter the company, and we have developed a response flow in case an employee who is under the minimum working age is found. In addition, young workers under the age of 18 are prohibited from working any overtime or night time,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

**Prevention of Excessive Overtime Work**

We have instituted a system to accurately ascertain the working hours of employees at production sites in Asia 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.



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**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, 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. We carried out an e-learning program on preventing harassment for all employees of Canon Inc. in 2024. Furthermore, from 2025, we have been enhancing our training content and gradually rolling it out to our domestic Group companies.

**Respect for Human Rights in the Supply Chain**

Canon joined the RBA in 2019, with the aim of strengthening our initiatives for social responsibility within the supply chain, and formulated the Canon Supplier Code of Conduct, based on the RBA Code of Conduct. We communicate the Canon Supplier Code of Conduct to suppliers and also request the parts and materials suppliers of our main business products (major suppliers), to sign a compliance agreement on the RBA Code of Conduct. The RBA Code of Conduct has been translated into over 20 languages, including English, Chinese, Japanese, Thai, and Vietnamese.

In line with our support for the Keidanren-led Declaration of Partnership Building initiative, Canon is also 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.



**Responsible Business Alliance**

Advancing Sustainability Globally

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

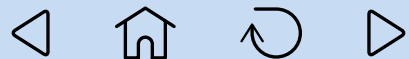
Reference: Supply Chain Management (→P77)  
Canon Sustainability Supplier Guidelines  
<https://global.canon/en/procurement/pdf/ssg-e.pdf>

**Risk Identification and Assessment for Parts and Materials Suppliers**

We request that major suppliers conduct annual self-assessments using the RBA-approved SAQ to identify, evaluate, and prevent human rights risks at suppliers, such as child labor, forced labor, unreasonable restrictions on movement, or excessive working hours.

After assessing and analyzing SAQ responses received from suppliers, we provide feedback and request improvements as needed. For some suppliers, we also conduct online meetings and on-site inspections to verify their SAQ responses. We confirm that suppliers have put internal regulations and systems regarding human rights in place, working to strengthen the framework for compliance with the Canon Supplier Code of Conduct across the supply chain. The following are examples of matters we verified in 2025 to confirm compliance and propose improvements:

- Regulations for establishing reporting channels and their implementation status, and we provided advice to suppliers whose regulations did not clearly state that anonymous reporting was possible.
- Notices of working conditions in the native languages for foreign employees are being presented and implemented.
- Regulations regarding harassment prevention are in place and awareness-raising measures such as posting notices and distributing pamphlets are implemented.
- Necessary health and safety permits and licenses are fully obtained and submitted, and updated as appropriate.
- Safety measures for machinery and inspection rules, as well as the maintenance of evacuation routes and disaster prevention equipment at manufacturing sites.



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### Assessing and Identifying Risks for On-site Service Providers and Labor Agencies

Since 2022, we have also been carrying out risk assessments relating to labor, health and safety, the environment, and ethics for major on-site service providers contracted by our core business production sites, including security, cleaning, and food service, labor agencies, and facility or dormitory management companies. We have worked in collaboration with suppliers to address the risks identified to date. The following are specific examples:

- We verified that employees were being charged for essential work items such as uniforms and tools, and requested improvements accordingly. We subsequently confirmed that the collected amounts were refunded to employees and that the system was revised.
- Company regulations stipulating the imposition of fines and pay cuts as disciplinary measures were being applied, so we requested that the regulations be revised and confirmed that they had been.
- Since short-term workers were not provided with pay slips that clearly stated their working hours and wage rates, we advised the company to create and provide more detailed wage statements.
- We instructed a company to ensure that the transportation of heavy objects of a certain weight or more is carried out by two or more people, and confirmed that pregnant women were not engaged in such tasks.
- As measures to restrict access to personal information were not in place at a supplier, we requested that a framework be established to manage access and confirmed that password-setting and other rules were put in place.

### Comment from an Employee in Charge of an On-site Supplier Inspection

Managing the supply chain is a highly complex challenge, but we believe it is important to protect workers' rights and ensure safe and fair working conditions. At Canon, we work every day to ensure the Canon Supplier Code of Conduct is implemented not only in our own operations but throughout our supply chain together with our suppliers.

After collecting and confirming SAQ responses from suppliers, we conduct on-site inspections and examine the responses for the RBA elements: Labor, Health and Safety, Environment, Ethics, and Management Systems. When a risk is identified, we work closely with the supplier to understand the situation and implement corrective actions. Even for answers identified as low risk, we verify their reliability and, when necessary, review supporting documents that substantiate them.

Through this communication, our initiatives have been highly valued by suppliers, leading to stronger partnerships aimed at continuous improvement of working conditions. Looking ahead, we will continue working with our suppliers to create positive change and build a more sustainable future.



Marivic Liwag  
Purchasing Control  
Canon Business  
Machine (Phils), Inc.

### Compliance with Modern Slavery Act

Based on the laws and regulations of each country, such as the UK's Modern Slavery Act 2015, Australia's Modern Slavery Act 2018, and Canada's Supply Chains Act, Group companies subject to such laws publish statements outlining their policies and efforts to eliminate human trafficking, forced labor, and other illegal activities from their supply chains.

- Reference: Canon Europa N.V., Canon Europe Ltd., and Canon (UK) Ltd. Modern Slavery Act Statement [https://canon.a.bigcontent.io/v1/static/modern-slavery-statement-2024\\_09ccb9c4636a405eb7289940e7c00716](https://canon.a.bigcontent.io/v1/static/modern-slavery-statement-2024_09ccb9c4636a405eb7289940e7c00716)
- Reference: Canon Australia Pty Ltd. Modern Slavery Statement <https://www.canon.com.au/about-canon/compliance/csr>
- Reference: Canon Canada Inc. Modern Slavery Statement [https://www.canon.ca/dam/about/Org/Corporate-Profile/Statements/CCI\\_Report-on-Forced-and-Child-Labour-Report-2025\\_FINAL\\_EN\\_042825.pdf](https://www.canon.ca/dam/about/Org/Corporate-Profile/Statements/CCI_Report-on-Forced-and-Child-Labour-Report-2025_FINAL_EN_042825.pdf)
- Reference: Axis Modern Slavery Act Transparency Statement [https://www.axis.com/dam/public/permalink/159280/axis-modern-slavery-act--transparency-statement-2025-en-US\\_159280.pdf](https://www.axis.com/dam/public/permalink/159280/axis-modern-slavery-act--transparency-statement-2025-en-US_159280.pdf)

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# 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.

### 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

## Management of Human Capital

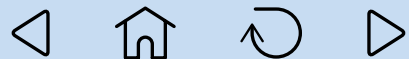
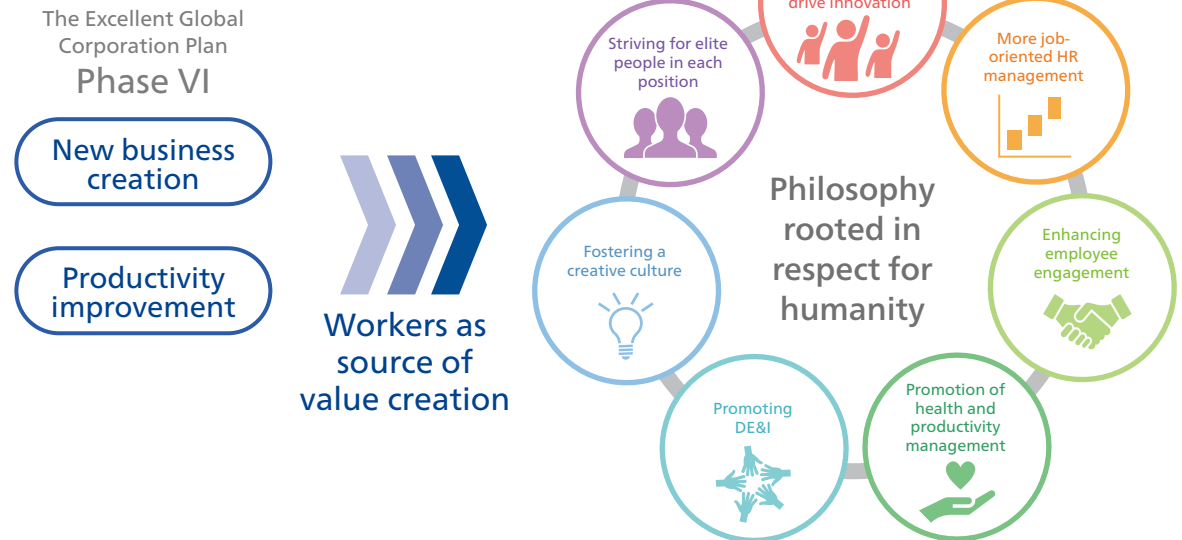
Respect for humanity has been a vital element of Canon’s DNA since foundation. Based on this philosophy, we see a talented workforce as the main source of value creation and seek to actively invest to maximize the value of human capital. In the five-year plan, “the Excellent Global Corporation Plan Phase VI,” which concluded in 2025, Canon has been advancing productivity improvements and transforming its portfolio through the creation of 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.

In addition, under “the Excellent Global Corporation Plan Phase VII,” which started in 2026, we will aim to achieve new growth through innovations in productivity.

## 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.



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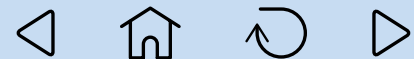
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**Hiring and Retaining Talent**

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 2025, Canon Inc. and Group companies in Japan actively continued their recruitment programs, resulting in the hiring of 2,094 employees in total. Canon has established various programs and systems, such as a career matching system (→P69) 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 (→P58).

In terms of non-employee workers, a total of 7,376 people worked at the Canon Group as of the end of 2025. 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 43% of new recruits at Canon Inc. in 2025, which was 3.9 times the equivalent

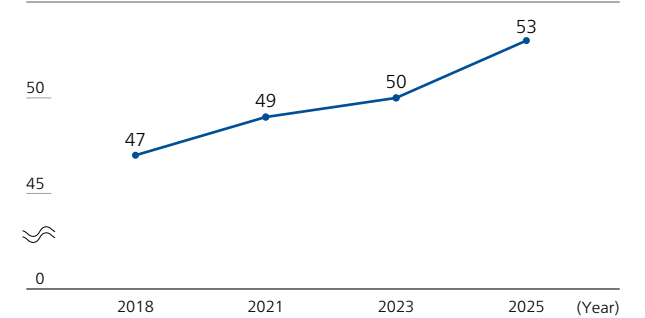
ratio from 2015. We will continue to actively recruit employees mid-career and promote suitable candidates to managerial positions.

**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, Canon Inc. conducts 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 the measures is ascertained using the next edition of the survey. The 2025 opinion survey generated a high response rate of 98.5%, and the proportion of positive responses increased across most categories compared to the previous survey, including personal growth and the overall perception of the company. 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. One concrete initiative was the CAMP training program, which adopted the theme of “Think Engagement” in 2024. The program drew around 1,800 people from 140 departments, who came together to discuss ways to enhance engagement in their own departments. We have also compiled in-house best practices in a Best Practice Handbook to guide efforts to roll out initiatives aimed at improving the workplace culture across the Group. On the other hand, other issues have come to light, including with understanding the

direction of the company, which we will aim to address by disseminating more robust information on management policies and other topics and by implementing CAMP training. To enhance engagement going forward, 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.

**Employee Engagement\***  
(%)



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

**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 (→P67).

For example, within the region overseen by Canon Europe, the HR globalization ratio\* is 84% for presidents and 94% for managerial positions.

\* Ratio of non-Japanese in CEO/managerial positions

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### 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 40,000 local employees. In every region of the world, Canon ensures its employees are paid substantially more than the local minimum wage.

Reference: 2025 Comparison of Canon's Minimum Wage to Local Minimum Wage  
<https://global.canon/ja/sustainability/report/pdf/data-2026-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.

\* The Canon Workers' Union consists of employees from Canon Inc., Canon Marketing Japan, Fukushima Canon, and Ueno Canon Materials.

#### 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 is working to enhance the various employee benefit programs it offers, covering each stage of life from hiring to retirement, enabling employees to work with peace of mind.

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 plan various events for employees and family members that incorporate the local culture of each region, developing benefit programs 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

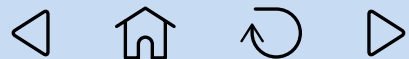
Canon works diligently to ensure that employee work hours comply with the laws of each country and region where it operates, targeting reductions in hours where appropriate.

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 2025 was 18.9 days. Total hours worked per employee were 1,708, a 91-hour decrease from 2010 (1,799 hours), when activities to reduce total working hours began.

### Flexible Work Styles

Canon promotes 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



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achieve work-life balance and taking steps to aid the development of the next generation.

**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, and Employees Undergoing Medical Treatment**

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 2025, 452 employees (359 men, 93 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. has 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.

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

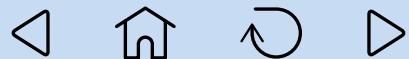
by up to two hours a day. A total of 24 employees began using our nursing care leave system in 2025.

To assist employees living with illnesses in balancing work with medical treatment, we have also put in place systems to support flexible ways of working, including accumulated illness and injury leave, leave that can be taken in half-hour increments, and programs enabling employees to take leave of up to three years. For employees requiring particular work-related consideration, managers, occupational physicians, occupational health nurses, and HR staff coordinate to provide individual support through the workplace environment, including in terms of workstyles and job suitability.

In addition, 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 2025 End
(1) Promote use of work-life balance programs with aim of raising participation rate.	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>While female employees typically make up the majority of those taking advantage of the programs, the number of male employees is also increasing significantly.</li> </ul>
(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"> <li>Using total work hours as an indicator for work-life balance, bolster measures to encourage use of paid leave and maintain an appropriate level.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Due to productivity gains and the promotion of work-life balance, total work hours decreased by 91 hours compared to 2010.</li> </ul>
(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"> <li>Continue reaching out to local regions and communities and implement appropriate initiatives from April 2024 to March 2027.</li> </ul>	<ul style="list-style-type: none"> <li>Continued to carry out the following initiatives                             <ol style="list-style-type: none"> <li>Unique learning programs for children, including an environmental education outreach program and career education</li> <li>Photography classes</li> <li>Tag rugby lessons, rugby meet-and-greet events, etc.</li> </ol> </li> </ul>



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**External Recognition**

Canon Inc., Canon Marketing Japan, Oita Canon Materials, Fukushima Canon, Canon Precision, Canon IT Solutions, and Canon System & Support 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 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 2025, combined employee membership in the Canon Workers' Union totaled 21,453, with a union membership rate of 78% 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 2025, there were 46,969 employees in unions that belonged to the Canon Group Workers' Union Conference, for a union membership rate of 80% 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\* for employees of major overseas Canon Group companies is 79%.

\* 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.

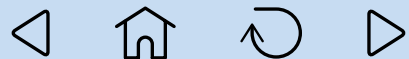
The minimum official notification period is four weeks for personnel transfers requiring relocation, two weeks for assignments not requiring relocation, and one week for other types of transfers.

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

**System for Gathering Employee Feedback**

Canon Inc. is working to foster a more comfortable working environment, where the company and its employees are on an equal footing and where the views of every employee are heard. As part of this effort, we provide training to all line managers following the employee opinion survey. In the training, managers review the survey results to identify issues within their own organizations and discuss steps to address them. (→P56 Enhancing Employee Engagement)

We have also set up a number of hotlines where qualified, specialized HR staff can provide support suited to the circumstances of individual employees. Hotline staff address a wide range of inquiries, including career development and ways of balancing work with childcare or nursing care. We also strive to create a better working environment by responding quickly to various workplace concerns, such as harassment, while strictly maintaining the confidentiality of employees seeking consultation.



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# 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 Canon's pro-diversity, equity, and inclusion 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.

- Ratio of female managers: Increase to 10% or more by the end of 2030
- Rate of men taking childcare leave: Increase to 100% or more by the end of 2030

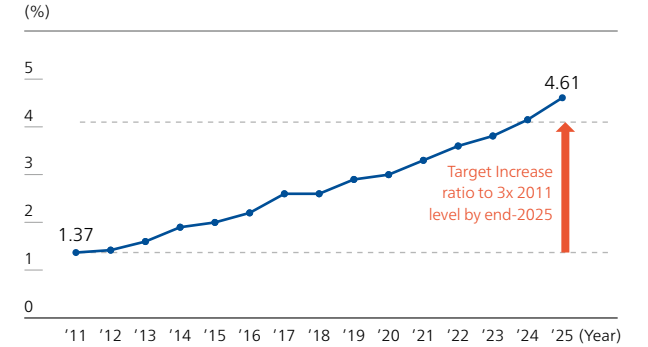
## Promoting the Active Participation of Women

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 guided by KPIs. For example, at Canon Inc., we organize leadership training for women as part of efforts to develop female candidates for managerial positions, and provide opportunities for female employees to learn about how to chart a self-directed career path and about leadership. Since its launch in 2012, a cumulative total of 315 women have completed the training program. As a result, in 2024, we achieved our target of tripling the ratio of female managers by the end of 2025 compared to 2011, our KPI for women's participation in the workplace, well ahead of schedule. In 2026, we set a new target of increasing the ratio of female managers to 10% or more by the end of 2030, and have begun taking steps to achieve this target. In the future, we will aim to achieve parity between the ratio of female managers and the percentage of women overall in the company (17.1% at end-2025). We are also supportive of the Keidanren's challenge of achieving 30% female executives by 2030.\*

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

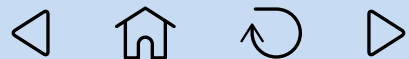
Ratio of Female Managers (%)



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. 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.



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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 ratio 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.

2025 Base Salary and Total Salary per Employee by Gender (Canon Inc.)

		Female : Male
Base pay	Management	100 : 105
	Non-management employees	100 : 113
Total pay	Management	100 : 108
	Non-management employees	100 : 121

Comment from a Participant in Leadership Training for Women

I completed the leadership training for women in 2024, the 12th time the program was held. Through active learning about new business creation, I acquired leadership skills as well as a strategic management perspective, practical skills, and the ability to discern the essence of market principles and customer value. The experience of respecting diverse values and building consensus while gaining more in-depth mutual understanding was a chance for me to revisit my own values, which has become the foundation for my approach to inclusive leadership after the training. My fellow program participants are also a valuable asset, as we continue to support and encourage one another going forward.



Mio Kikuno  
Digital Printing Business Operations

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.

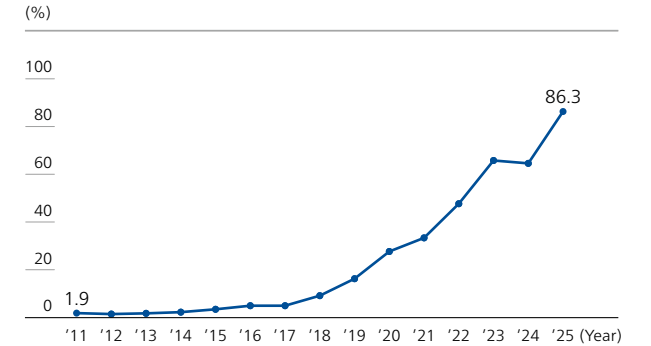


Encouraging Men to Participate in Childcare

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.

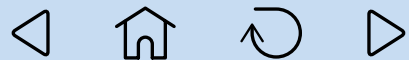
At Canon Inc. and Group companies in Japan, we organize roundtable talks by, and publish interviews with men who have used childcare leave-related systems, and we hold seminars to introduce our childcare-related programs to male employees. These initiatives have proven effective: Average childcare leave taken by male employees of Canon Inc. in 2025 was 94 days per year. The rate of men taking childcare leave at Canon Inc. has also increased significantly, to 86.3% in 2025, up from just 1.9% in 2011—in 2023, we reached our target of increasing this ratio to 50% or more by 2025, ahead of schedule. In 2026, we set a new target of increasing the rate of men taking childcare leave to 100% or more by the end of 2030, and are stepping up efforts to achieve this goal.

Rate of men taking childcare leave



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 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. At Canon Inc., a cumulative total of 25,346 employees took part in this training between 2023 and 2025.



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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 Senior Talents**

Canon Inc. has introduced a postretirement hiring system that extends employment for five years, up to age 65. This allows employees to continue working with peace of mind after reaching the mandatory retirement age of 60. Our postretirement hiring open recruitment system, available to rehired employees, supports the independent career development of such employees while addressing the needs of organizations seeking personnel with extensive skills and knowledge. Furthermore, we have established a flexible work system, including shortened working hours, to enable employees to work in ways that suit their life stage. As of the end of 2025, 2,730 rehired employees were active in various workplaces in the Group, with 85% of employees reaching retirement age taking advantage of the rehiring 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 rate at Canon Inc. for people with disabilities was 2.7% in 2025, 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 2025. 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 1,111 employees participated in this training up to and including 2025.

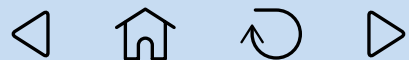
\*1 According to the World Programme of Action concerning Disabled Persons adopted by the United Nations in 1982, society is made up of many different types of people, and it is normal for people with and without disabilities to coexist in all settings. Therefore, we should create an environment in which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



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# Occupational Safety and Health and Productivity 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 form 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 and productivity 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 2025

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 and Productivity 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 (2025-2027)

#### Priority Targets

- Improving productivity  
Reducing presenteeism\*  
Reducing absenteeism
- Revitalizing individuals and organizations  
Improving work engagement  
Improving employee engagement

#### Initiatives

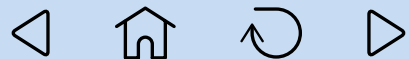
1. Mental health-related measures
2. Lifestyle disease prevention
3. Improving health literacy

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

## Occupational Safety and Health

### Prevention of Workplace Accidents

In 2025, there were four cases of serious occupational accidents at Canon Inc. and Group companies in Japan relating to the use of machinery (getting pinched or caught). There were two accidents requiring time off work 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.



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**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 2025, approximately 34% 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 27,582 people received such training up to and including 2025.

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.



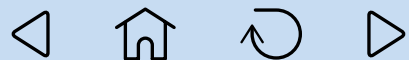
A poster created in Chinese encouraging employees to wear protective equipment to promote safe work



A poster created in Vietnamese warning about falls

**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.



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**Health and Productivity Management**

**Health and Productivity Management Strategy Map**

The ultimate goal of promoting health and productivity management is to improve employee well-being. By visualizing specific measures and expected outcomes in the health and productivity management strategy map below, we are clarifying our health and productivity management story and making our measures more effective.

**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.

We conduct mental health stress checks for workers, with 96.9% of employees at Canon Inc. undergoing such assessments in 2025. 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.

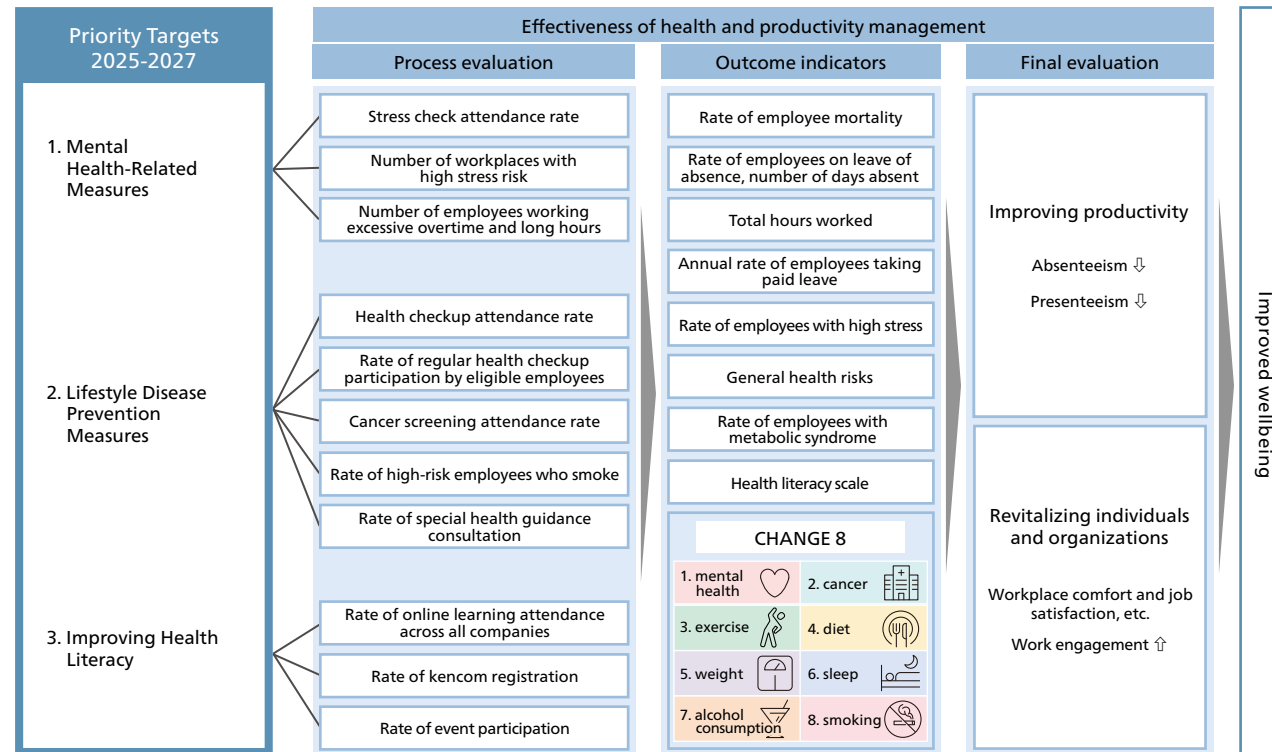
We identify the priority health areas and steps based on an analysis of the employee data gained from workplace health assessments. For example, lack of sleep, smoking, rapid eating, and other factors were linked with the onset of metabolic syndrome through an analysis of physical exam data. Smoking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

**Measures to Address Cancer**

In our efforts to address cancer, Canon aims to create workplaces where employees can feel safe and secure by raising employee awareness about health, improving the cancer screening attendance rate, and providing support for treatment. First, we encourage the use of cancer screening programs for the early detection and treatment of cancer. Canon Inc. and Group companies in Japan have set a 70% screening rate target and are taking various steps to increase this rate. Specifically, we are fostering an environment that makes it easier for employees to

Health and Productivity Management Strategy Map



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attend screening, such as providing financial assistance through the Canon Health Insurance Union and holding regular cancer screening appointment drives with health support staff. As a result, the screening rate at Canon Inc. reached 52% as of the end of March 2025. We also seek to raise employee health awareness by highlighting the importance of the prevention and early detection of cancer through a range of educational initiatives, including hosting various seminars and disseminating information. In recent years, we have stepped up our efforts regarding women’s health, such as by broadcasting online seminars focused specifically on the Pink Ribbon campaign. We also support employees attending cancer treatment in balancing their work and treatment, such as by setting up a consultation desk to enable them to continue to feel safe and secure in their work.

**Comment from an Occupational Physician**

Grounded in the intersection of the Health First principle and the *San-ji* Spirit, health support at Canon involves management, employees, and the health support departments all carrying out their respective roles. It is critical to analyze health checkup results and employee data, and to develop measures and set priorities based on scientific evidence. We also focus on creating systems that encourage healthy behavior, such as distributing reports that visualize the degree of health across the organization. I believe Canon’s distinctive approach to health and productivity management is about maximizing the capabilities of individuals and organizations to generate corporate results and ensuring that every employee can feel healthy and happy in their work.



Hirotaka Takada  
Chief Occupational Physician  
Human Resources Management & Organization  
Headquarters  
Canon Inc.

**Improving Health Literacy**

We are promoting health activity targets in the eight Canon Health ActioNGoals 8 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 also provide online learning programs tailored to different job positions and ages, including specific age characteristics, 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.

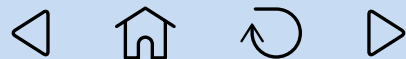
**Health Training for Contract Workers**

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

**External Recognition**

The efforts of Canon Inc. to prevent occupational accidents and promote health and safety were recognized with a Safe Workplace Creation Award at the fiscal 2024 SAFE (Safer Action for Employees) Awards sponsored by the Ministry of Health, Labour and Welfare.

Canon’s ongoing progressive health support initiatives, based on the Health First principle we have upheld since the company’s founding, continue to gain recognition. We have been certified for nine years in a row in the Large Enterprise category of the “White 500” Health & Productivity scheme jointly administered by the Japanese Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi. We have also been certified as a “Sports Yell Company” by the Japan Sports Agency, recognizing that we are a company that actively promotes sports activities to improve employee health.



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# 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 training (OJT) 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 330 operational sites\* worldwide as of the end of 2025 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 2025, a total of 1,010 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.

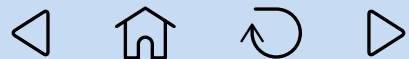
This program in principle requires students to complete a master’s or doctoral course before studying abroad. Since it was launched in 1984, a total of 132 employees have participated, studying at universities abroad. With the aim of continually acquiring the latest technology, we plan to select several 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 2025, a total of 19,040



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engineers from Group companies in Japan took part in 309 related programs. Since 2023, we have also offered training to systematically build general DX literacy for Canon employees across all job types. We also offer Group-wide courses on AI, programming, and data utilization, helping numerous employees gain a more in-depth understanding of leading-edge technologies, regardless of their job type or department. Additionally, in collaboration with universities and research institutes, we are developing a curriculum to cultivate engineers with advanced specialization, seeking to raise up the next generation of engineering human resources.

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 send engineers to the Top SE (system engineer) Course sponsored by Japan’s National Institute of Informatics, which aims to train software engineers; to the Smart SE Course sponsored by Waseda University, a business course in the field of AI, IoT, and big data technologies; and to the Data Science Full-Scale Training Program sponsored by UTokyo Extension Co., Ltd., which aims to systematically instill key methodologies in the field of data science.



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 2025, the center hosted 29 online training sessions at six overseas production sites, with a total of 160 participants.

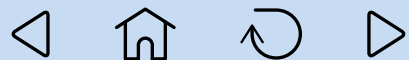
Additionally, to promote participation in training at overseas production sites, we have emphasized the “Training for Site Trainers.” In 2025, we held 4 online trainer training sessions, with 11 participants. Training conducted by site trainers was expanded at each site, with approximately 3,200 participants in 2025.

Furthermore, we have introduced and operated the “Skills Certification System” at overseas sites, maintaining the same standards as in Japan. In 2025, we conducted certifications in seven job categories, including injection molding, manufacturing of PCB (printed circuit boards), and measurement, at seven sites in Thailand, Vietnam, Malaysia, and other locations, with approximately 300 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.



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On average, Canon Inc. employees spent about 26 hours on average in training in 2025. Related training costs per employee amounted to approximately ¥167,000 at Canon Inc., and about ¥99,000 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**

To evaluate the conduct and performance of all employees under our position-based pay system, supervisors have individual meetings with each team member three times a year: at the start, midpoint, and end.

These meetings are held to confirm duties and targets, monitor progress, and discuss future career development based on a "career sheet" filled out by the employee.

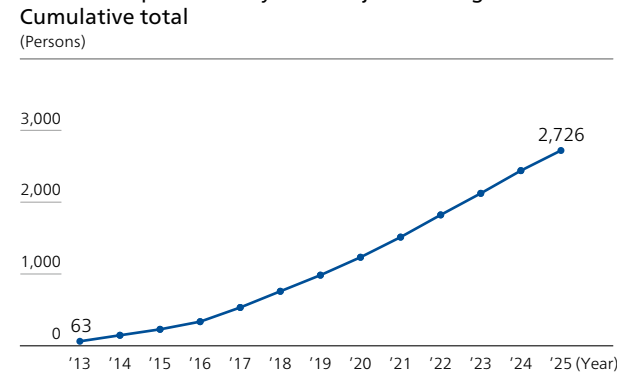
When discussing the evaluation, supervisors offer advice and guidance on improving results and work performance. This enables employees to objectively understand their own strengths and weaknesses, which aids them in achieving further growth. Supervisors also use this information in future development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

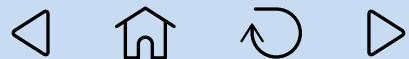
We also provide a trainee-style career matching system featuring a combination of training and internal recruitment. Employees who wish to take on new work challenges in a field where they have no experience can receive training opportunities to gain requisite skills, and then take up a position based on their skill level. In 2025, a total of 281 moved jobs via our internal recruitment system.

Transferred personnel by internal job offering



■ **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.



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■ **Post-Retirement Career and Life-plan Training**

We hold Creative Life Seminars for employees when they reach the ages of 50 and 54 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 2025, 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 have created new e-learning content. We promote the use of subscription services for content useful in the workplace that is optimized for self-directed learning, encouraging employees to follow their interests in learning a wide range of content.

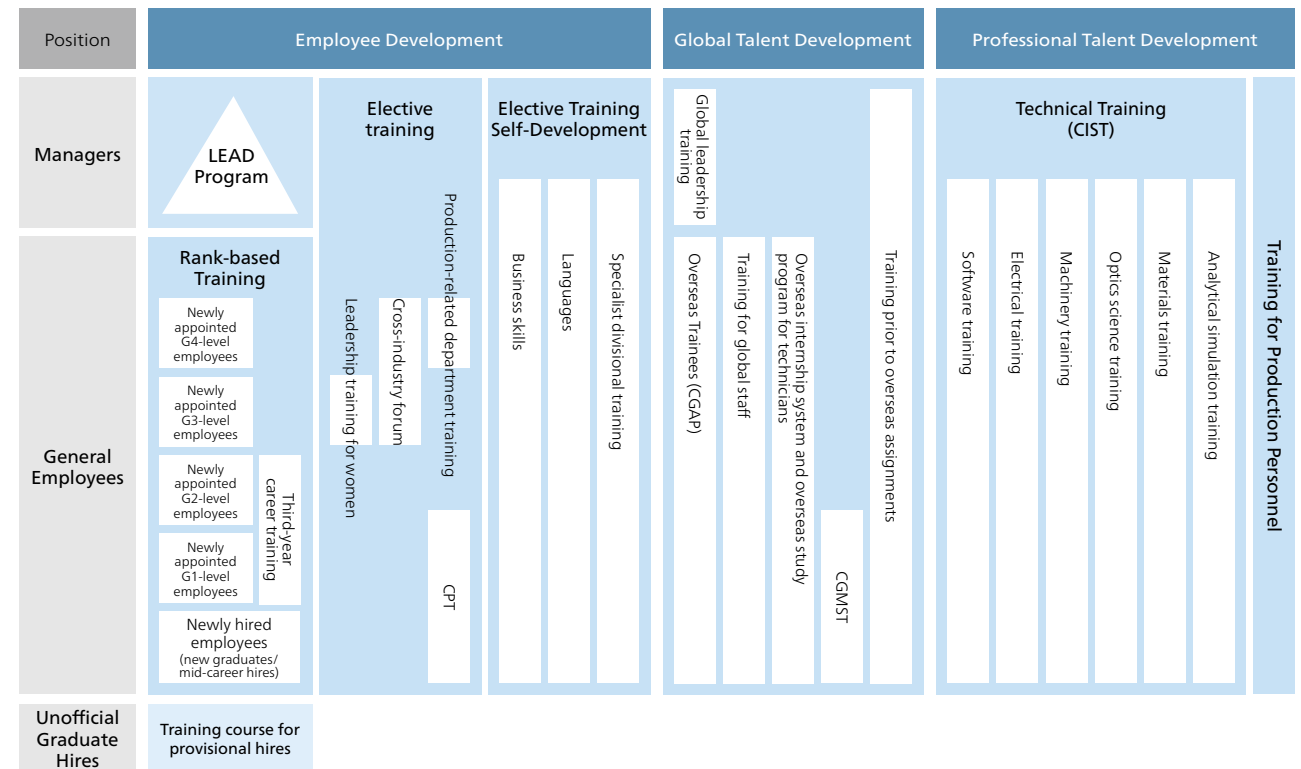
**Various Certification and Award Programs**

Canon has established various sets of awards to recognize the achievements of Group employees.

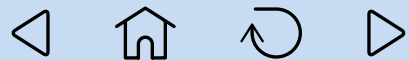
The Canon Summit Awards honor Group companies, divisions, teams, and individuals who have made significant contributions to the development of Canon’s activities and product areas. Other awards include: the Canon Group Invention Awards, for employees who have contributed to invention and intellectual 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**



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



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# Product Responsibility

Canon makes every effort to provide high-quality products and services that customers can use safely, with peace of mind, and with satisfaction.

## Quality Management

### Approach to Quality

In 1964, Canon determined that its basic quality concept\* is to ensure that customers have “no claims, no trouble,” and has since striven to earn the trust and heartfelt satisfaction of customers around the world by providing products and services of surpassing quality. Based on this mindset, the Canon Group’s firm commitment is to adhere to the Canon Quality motto that incorporates the three keywords “Safety + Smartness + Satisfaction” — the elements we view as essential to product and service quality. We are dedicated to improving the quality of products and services over their lifecycles.



\*“To contribute to the growth of the company and prosperity of the world, with the realization of ‘no claims, no trouble’ as our goal, based upon the company’s corporate philosophy and aims.” (Canon Quality Assurance Basic Regulations, Article 2)

### Quality Assurance System

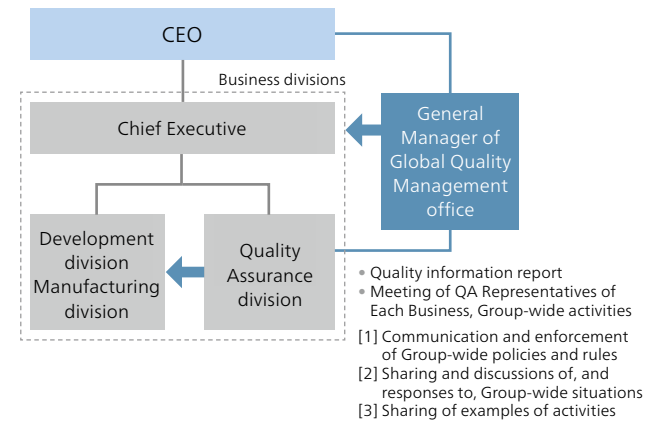
At Canon, we have developed an in-house quality management system that we follow assiduously. The system has three defining characteristics, as outlined below.

- (1) Fulfills all the requirements of the international quality assurance standard ISO 9001\*<sup>1</sup>
- (2) Incorporates the concept of “substantial safety”<sup>\*2</sup> as standard for quality management
- (3) Introduces a framework for checking quality in product commercialization processes to ensure reliable product safety standards\*<sup>3</sup>

Using our in-house quality management system as a base, the various Headquarters divisions at Canon implement rigorous quality control by building quality assurance (QA) systems that are optimized for the characteristics of each business, as well as in compliance with the legal and regulatory standards of each country and region.

Under Canon’s quality governance set-up, the quality assurance division within each business division works independently of the development and manufacturing divisions. The Global Quality Management Office, a separate entity reporting directly to the CEO, also oversees quality assurance activities by each business division.

### Quality Governance Framework



\*<sup>1</sup> The in-house regulations governing Canon’s quality management system have been recognized by the International Register of Certificated Auditors (IRCA) as an alternative standard to ISO 9001 since 2017.

\*<sup>2</sup> This means safety not only in terms of what is required by laws and statutes, but also any safety issue that can reasonably be expected to arise during customer use even if not regulated or mandated by law.

\*<sup>3</sup> This involves setting QA standards that must be satisfied for each of the stages in the development of Canon products from development and design to production and shipping. At each checkpoint along the development path, the QA framework requires a decision on whether the QA standard is satisfied to ensure rigorous control of product quality.

### Education and Raising Quality Awareness

Canon employs a range of measures to instill high employee awareness of the need to maintain outstanding quality and attain further quality improvements, and to help employees gain related knowledge.

We continually communicate our basic concept and motto on quality, while also conducting annual Group-wide surveys of employees to ascertain the degree of quality awareness. Each November, during our designated Quality Month, we also hold a Quality Awards ceremony to recognize groups selected from among submissions within the Canon Group for activities that achieved outstanding results in quality improvement. We host a Quality Fair at the same time, with exhibits showcasing award-winning activities and seminars on quality-related topics. By sharing this information online, we promote better quality awareness across the Group as well as the horizontal adoption of best practices.



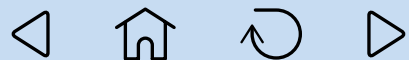
Quality Fair



Quality Awards ceremony

We provide online educational courses on quality for all employees and have developed a tiered training curriculum for Group companies in Japan and abroad. Alongside this, we have training programs customized to the specific circumstances and issues of each division, and we also conduct on-site training at production sites.

We also focus attention on training related to product safety, including a wide range of online and other training courses aimed at all levels from new employees to managers on product safety regulations and technology used in creating designs for safe products.



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Furthermore, to prevent serious quality issues—a growing concern in society at large—from occurring at Canon, we developed online learning programs for all employees and rolled them out across the Group in Japan. We also invited outside experts to give lectures on preventing quality issues, tailored both to directors and senior managerial staff and to managerial and general staff.

Training Completion for Canon Inc. (2025)

Lecture	Number of attendees
Basic Online Course on Quality (7 components)	12,231 people (cumulative)
Tiered Course on Quality (new employees, general/managerial staff)	12,698 people (cumulative)
Online Course on Product Safety Regulations (11 components)	11,174 people (cumulative)
Training Course on Technology for Safety Design (4 components)	125 people

Ensuring Product Safety

Voluntary Action Plan Based on the Basic Policy on Product Safety

Canon Inc. believes one of its important missions as a manufacturer is to provide safe products to customers. With this in mind, we formulated a Basic Policy on Product Safety that Canon Group companies strictly adhere to.

Based on this policy, Canon Inc. and Group companies formulate and follow individual Voluntary Action Plans for Product Safety suited to their business format, working to ensure product safety while remaining customer-focused.

Besides using online training courses to help ensure such information is disseminated and followed, we continually update every Canon Group company involved in the sale, repair or servicing of products with the latest safety information for repairs and part exchanges.

Moreover, we comply fully with government laws and notices, and have developed a system for immediate reporting, for example, in the unlikely event of an accident involving one of our products.

■ 2025 Activities Scorecard for Canon Inc.

- Carried out review by senior management based on the Voluntary Action Plan for Product Safety (conducted annually since 2008)
- Continued efforts to raise awareness among customers about smoke emission from counterfeit batteries and the safe handling of electric cords and plugs, etc.
- Continued implementation of product safety training and emphasis on the importance of product safety during basic training on quality
- Continued implementation of e-learning course for all employees to promote understanding of the Voluntary Action Plan for Product Safety
- Revised the internal standards relating to product/chemical safety

Establishment of In-house Product Safety Technical Standards

Canon has established its own safety standards (for substantial safety) for all Canon products, which take into account customer safety as well as legally stipulated product safety standards.

For example, Canon’s safety-conscious standards call for the use of plastics that are more flame resistant than the law requires, and we implement double-protection schemes for important safety-related components. We regularly revise these standards in light of technological advances as well as changes in how customers use our products, and changes in customer demands regarding safety.

We use our proprietary safety standards to apply rigorous quality controls to all products within a framework for checking quality across product commercialization processes. Ensuring that all our

products are safe to use, we never release to market any product not meeting the standards.

■ Main Approaches to Safety Technology

- Conduct safety assessments that address human factors (physical function, abilities, thinking and behavior), taking into account the variety of possible operations a user may perform
- Conduct safety-confirmation testing based on abnormal voltage waveforms in commercial power supplies confirmed at marketing sites in each country and region
- Hypothesize abnormalities, such as glitches or malfunctions, and conduct stricter safety-evaluation testing than is required by the laws of each country or region

Quality Assessment During Development

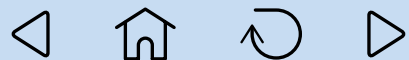
■ Creation of Assessment Environment for the Delivery of Safe Products

Canon has testing facilities for accurate and detailed evaluation of all aspects of product safety in line with official standards and any applicable laws or regulations, including the measurement of chemical emissions, noise, biological safety, EMC\*1, and flame resistance ratings.

ISO and IEC\*2 accreditation enable Canon to use in-house facilities for the rigorous testing required to apply for safety/environmental labels for Canon products worldwide. This includes one of the largest, most advanced electromagnetic anechoic chambers in Japan, as well as various other world-class facilities. High-level, reliable quality evaluation is built into Canon’s product development process.

\*1 Electromagnetic compatibility testing. Testing for electromagnetic interference caused by a product or its power source that may affect the operation of other equipment, and testing for electromagnetic susceptibility of the product itself that may result in malfunction.

\*2 International Electrotechnical Commission, an international standardization group that formulates standards on electrical and digital technologies.



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**Varied Safety-Oriented Initiatives**

■ **Safety Assessments of Chemical Emissions from Products**

Canon assesses the chemical emissions from its printers, multifunction printers, and other products. Our assessments include measurements of data necessary for acquisition of Germany's Blue Angel environmental label.

To ensure the safety of customers using Canon products, we have also defined our own internal safety standards based on the guidelines for indoor air quality and indicators as set by major bodies in Japan, the US and Europe, along with the related international standards. We also check that our products conform to these standards.

The in-house laboratory conducting these assessments has received accreditation from Germany's Federal Institute for Materials Research and Testing (BAM) and is therefore capable of conducting the assessments required for applications for Blue Angel certification. It has also received ISO/IEC 17025 accreditation to conduct measurements in a fair and neutral manner.

Our evaluation protocols appropriately reflect the most up-to-date knowledge, such as the adoption of the ISO/IEC 28360-1 international standard for measuring chemical emissions, which was revised in November 2021.



Chemical emission evaluation testing laboratory

■ **Biological Safety Assessments for Ink, Toner, and Other Consumables**

Canon assesses the safety of its ink, toner, and other consumables, enabling customers to use its printers and MFPs with confidence.

For example, with regard to the materials for ink and toner, we carry out assessments related to genotoxicity, thought to be closely linked to carcinogenicity, using bacterial reverse mutation tests and in vitro mammalian cell micronucleus tests.

Canon's testing laboratories are highly reliable and have been certified by Japan's Ministry of Health, Labour and Welfare as in compliance with Good Laboratory Practice (GLP)\*1 standards in the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc. (Chemical Substances Control Law). Canon's laboratories also comply with GLP standards set by the Organization for Economic Cooperation and Development (OECD). Furthermore, Canon became the first in Japan to have its in vitro mammalian cell micronucleus test certified as in compliance with the GLP standards in the Chemical Substances Control Law.

Canon is actively working on the use of alternatives to animal testing in chemical safety assessments. Besides researching and utilizing information on Integrated Approaches to Testing and Assessment (IATA) including the use of alternative testing data\*2, we are making progress in conducting in-house testing according to OECD Test Guidelines.

\*1 The standard for the management, testing and reporting of facilities and organizations that operate as testing agencies conducting chemical substance safety assessments. Testing according to GLP standards ensures reproducibility and data reliability. GLP standards set by the OECD were enacted in 1981, and since then, member countries have developed domestic laws and regulations based on these standards. Facilities certified as compliant under Japan's GLP standards in the Chemical Substances Control Law must have their certification renewed every three years, which involves receiving a new conformity screening prior to the expiration of the certification's validity period.

\*2 Canon does not conduct animal tests on ink, toner, or other consumables, unless required by laws or regulations, or requested by authorities, or where such testing is essential to safeguard customer safety. When conducting animal tests, we must comply with the "3Rs (Three Rs)," which are the basic principles of animal testing worldwide. This is stipulated in our internal rule regarding chemical safety.



Safety assessment of chemical substances in GLP-compliant facilities

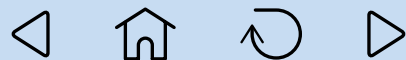
■ **Assessing the Safety of Medical Devices**

Canon assesses the safety of medical devices based on ISO 14971 standards for the risk management of medical devices to ensure the health and safety of patients and users. For example, we do not simply identify hazards related to electrical, mechanical, or thermal energy in general. We also identify various related hazards such as biological safety, use error due to inappropriate usability, and cybersecurity, confirming throughout the lifecycle that anticipated risks have been reduced to an acceptable level.

**Ensuring Quality and Reliability in Parts Procurement**

Canon actively pursues activities to ensure the quality and reliability of procured parts and materials used in products, so that they can be used for years with confidence.

To ensure product quality, we have devised technical checklists by type for important procured components; we also maintain a quality assurance framework to ascertain the technical capabilities of suppliers prior to any new parts procurement. To enhance quality, we work together with suppliers to optimize quality control systems and manufacturing processes. Also, to detect and resolve quality defects at an early stage, we are working to apply and upgrade X-ray CT scanning, thermal



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analysis, and other high-precision nondestructive analysis technologies, as well as chemical analysis to elucidate the causes of material degradation and contamination with impurities.

Product/Service Security Measures

Measures to Address Vulnerabilities in Canon Products/Services

Network connectivity via the cloud or smartphones is increasingly enhancing the benefits from Canon products and services. On the other hand, there is a growing need for measures against the increasing cybersecurity risks, including the risk of loss of personal information or confidential data. Canon focuses on the potential cybersecurity risks from the product development stage to prevent any problems. In case specific security issues are identified, a system is set up to prevent or mitigate any negative impact on customers.

Development Process

We formulate the security requirements for Canon Group products and services based on regulatory information and the technology trends adopted by industry bodies, software vendors and other parties. The requirements are reflected in the development process by utilizing a secure development process that must include compulsory review checks and vulnerability testing. To prevent recurrence of past vulnerabilities, final quality sign-off requires prior completion of a vulnerability assessment stage within a company-wide process.

Education and Training

Product/service vulnerabilities response is a highly specialized area in which it is necessary to acquire and track the latest technical progress as well as increasingly sophisticated attack methods. Canon defines career and

skill levels for its new software engineers, customer service engineers and security specialists, and has designed a level-specific security training curriculum to develop human resources. Support to the onsite vulnerability testing is provided as a follow-up to also build practical skills alongside the theoretical knowledge base.

Activities of Product Security Incident Response Team (Canon PSIRT)

We created the in-house Canon PSIRT team to respond to security issues as they arise in the field.

Working in the framework of METI's Early Warning Partnership and collaborating with the external groups such as JPCERT\*<sup>1</sup> Coordination Center and FIRST\*<sup>2</sup>, Canon PSIRT pays close attention to vulnerability related

developments in the field, and gathers the latest information. Canon PSIRT website is published as a window to receive vulnerability information from researchers worldwide, and to release customer advisories on vulnerabilities of Canon products and services in a timely manner, thus ensuring cybersecurity response is on a world standard level.

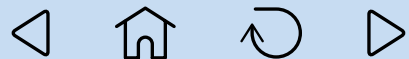
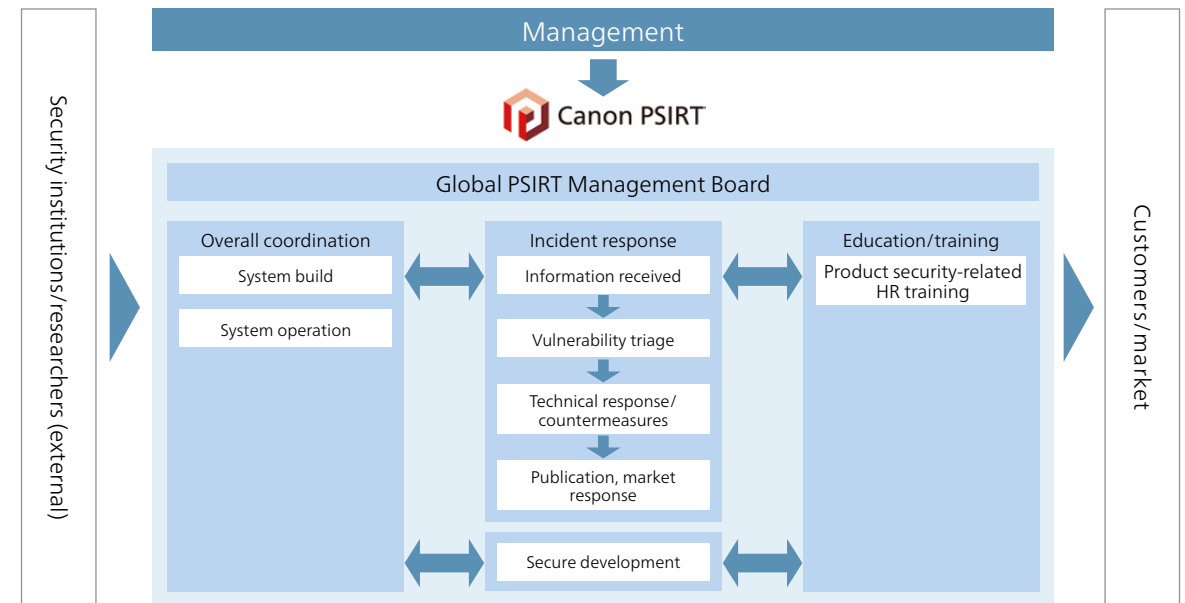


Canon PSIRT

\*1 JPCERT: Japan Computer Emergency Response Team  
 \*2 FIRST: Forum of Incident Response and Security Teams (a global community of cybersecurity incident response teams from government entities, educational institutions and companies in countries and regions worldwide)

Reference: Canon PSIRT  
<https://psirt.canon>

Framework for Responding to Product and Service Security Issues



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**After-sales Support**

**Enhancing After-Sales Services in Various Countries and Regions**

After-sales service is crucial to enabling customers to use our products with confidence. Canon is putting efforts into expanding the after-sales service network to be able to provide the same level of prompt, reliable support anywhere in the world.

For example, to enhance customer usability and more easily resolve issues, we are expanding customer support services globally through our website. In addition to posting FAQs, product specifications, user manuals, and other support information, the latest driver software is also available for download. Support information and software are both based on content shared worldwide, while including needed local content for each country or region. Group marketing companies then localize the content in various languages.

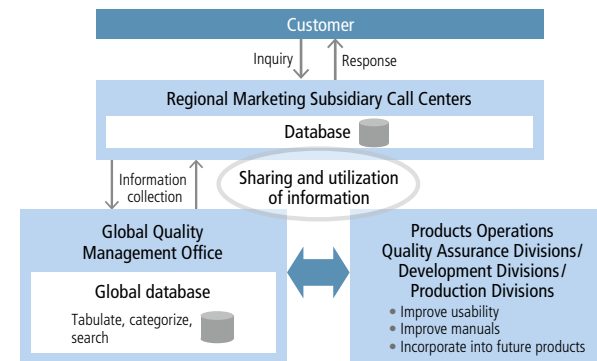
We continually monitor how customers use content and analyze survey responses and other data, feeding back the results to divisions producing content to constantly make updates and improve customer usability. We are also working to offer more user-friendly services by optimizing content to support the greater use of a wider range of information devices.

**Market Information Collection and Analysis, Feedback**

In order to achieve even greater customer satisfaction, Canon conducts product evaluations from the customer's perspective at the development stage, and incorporates customer feedback and requests in its development and design processes.

For example, using a framework called the Call Information Collection and Analysis System, we built a database of customer feedback and requests received by call centers at our marketing companies worldwide, and manage this data centrally. Development divisions take advantage of this data to enhance customer usability, such as improving display methods on product control panels or simplifying the steps needed to connect to wireless LAN. Information gleaned from customers is shared internally throughout the Group, including development divisions, production divisions and marketing companies, and used to improve each local site.

**Call Information Collection and Analysis System**



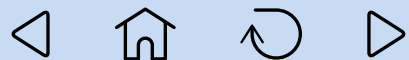
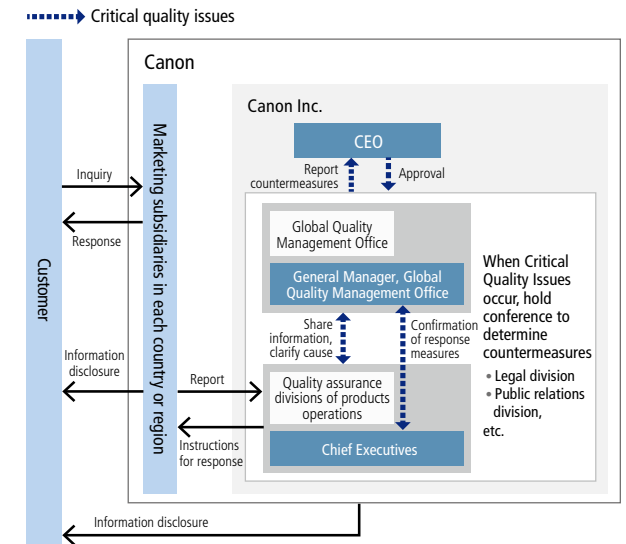
**Process for Responding to Quality Issues**

Should a quality issue arise, Canon has systems in place to promptly and appropriately investigate the cause, repair products free of charge, and disclose quality information. We also keep our customers informed about product quality issues and remedial procedures by

placing product advisory statements in various newspapers and on our website.

There were no such statements in 2025. Should a quality issue arise, our marketing companies in each country or region, which serve as the contact point for customers, file a report with the quality assurance division of the respective Canon Inc. Headquarters division (products operations). The quality assurance division then investigates the cause of the issue as well as countermeasures. Moreover, in the event of a major issue, related Headquarters divisions (products operations), the Global Quality Management Office, legal division, and public relations division are consulted concerning response measures, and after the matter is reported to the CEO, action is promptly taken.

**Process for Response to Quality Issues**



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## Improving Product Usability

### Providing Information on the Appropriate Use of Products

#### ■ Pursuing Usability for Canon Products

From consumer products to industrial equipment, to ensure the greatest possible ease of understanding and use for customers with a wide range of needs, Canon carries out usability testing using both internal and external monitors, online surveys, and usability expert reviews at the product development stage.

We objectively test human factors, including physical characteristics, perception, judgment, and operating burden, to develop products that customers can use comfortably and with ease. We built a dedicated monitoring test room equipped to allow detailed observation and recording of the behavior and actions of testers as they operate devices, including even hand movements.

#### ■ Promoting Universal Design

Canon strives to develop people-friendly products by pursuing functionality, operability, and convenience from the customer’s perspective in actual usage situations. As part of this effort, we have adopted a universal design approach through which we endeavor to create products from a customer perspective from the design stage onward, facilitating use by all customers, regardless of age, gender, nationality, or physical ability. At Canon, we approach product design and development from the perspective of making the customer “look like a natural.”

For example, we evaluate and test usability, accessibility, and comfort from various perspectives, regarding aspects such as text sizes that are easy to read and color designs that are easy to recognize for people with various visual sensitivities. Information obtained from these activities is valuable in the development of more user-friendly products.

Moreover, aiming to encourage efforts in universal design, we distribute a guidance booklet to all development divisions that addresses the physical characteristics of users and various other issues that arise during product use, and conduct training to enhance knowledge in this area. We also create customer-oriented pamphlets and post website content among other steps to share information both inside and outside the company about the universal design initiatives underway at Canon.

#### ■ Product Accessibility

Canon is working to increase the accessibility of its products in order to make them easy to use for the elderly and persons with disabilities.

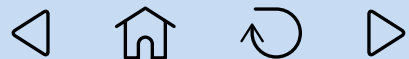
Section 508 of the United States Rehabilitation Act requires that agencies of the federal government only purchase products that meet stipulated accessibility standards. The results of Section 508 accessibility evaluations of Canon products have been collected into a VPAT\* and made available on the Canon U.S.A. website. To facilitate ready access for our developers, content on Section 508 stipulations is also made available internally in the form of Accessibility Evaluation Guidelines. In Europe, the latest update for the European Accessibility Act, an EU Directive, was promulgated in 2021. European Standard EN 301 549, which is consistent with Section 508 standards, is now beginning to be adopted for government procurement, not only in Europe but also globally.

\* Voluntary Product Accessibility Template, a document that evaluates how accessible a particular product is according to Section 508 standards.

### Universal Design Action Guidelines

- **Ease of use in every aspect**  
Beginning with a complete understanding of customers’ usage scenarios, we use every means in our designs to provide usability suitable for the customers’ usage objectives and situations.
- **Aim for products and services that people want to use**  
We seek out and generate innovative ideas that go beyond mere improvements to create products and services that customers naturally want to use.
- **Put the latest technologies to use**  
We take advantage of Canon’s most advanced technologies to enhance customer convenience and realize richer and more comfortable living and working conditions.

Reference: Canon’s Universal Design  
<https://global.canon/en/design/ud/>



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# Supply Chain Management

As a manufacturer with global business operations, Canon conducts procurement activities that take the environment and society into consideration.

## Basic Approach

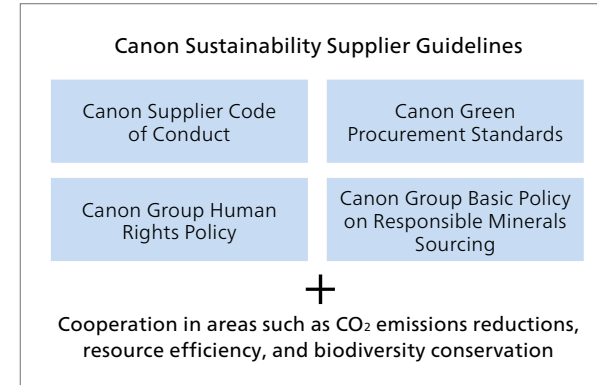
Having formed partnerships with suppliers worldwide, from whom it purchases considerable numbers of components, such as electronic parts, mechanical parts, units and materials, Canon believes it has a responsibility as a global manufacturer to consider the social and environmental impact of its procurement activities. In 2019, in line with this approach, Canon joined the Responsible Business Alliance (RBA), a coalition of companies that promotes socially responsible global supply chains.

Besides focusing on legal and regulatory compliance related to procurement from a global standpoint, Canon believes in the importance of dealing with suppliers in a fair and transparent manner. We promote an open procurement approach utilizing a broad base of suppliers worldwide.

## Policies

Canon's Procurement Policy establishes our basic stance on procurement, with the emphasis placed on observing corporate ethics, environmental conservation, and fair and equitable business conduct. We are working to develop a socially responsible global supply chain on issues such as labor, occupational health and safety, the environment, corporate ethics and management systems. We have also formulated the Canon Supplier Code of Conduct, based on the RBA Code of Conduct. In July 2024, we also formulated and distributed to suppliers the Canon Sustainability Supplier Guidelines, which summarize our initiatives for addressing climate change, human rights, and other important issues related to sustainability; requests for supplier cooperation and surveys; and the standards set out in the Canon Supplier Code of Conduct and Canon Green Procurement Standards. Based on these guidelines, we will continue to

strengthen sustainable procurement in our supply chain. Our Procurement Policy and the Canon Sustainability Supplier Guidelines are published on our website to inform all stakeholders.



To strengthen cooperation with our major suppliers, we hold a procurement annual meeting to explain procurement policies, request compliance with the Canon Sustainability Supplier Guidelines, and report on related activities. In addition, we raise awareness of the code by conducting an annual survey of our suppliers worldwide, while also asking first-tier suppliers to ensure their supply chain (Canon's second-tier suppliers) understand and comply with the Canon Sustainability Supplier Guidelines.

In 2025, we requested all major suppliers to comply with the Canon Sustainability Supplier Guidelines.

Reference: Procurement Policy  
<https://global.canon/en/procurement/policy.html>  
 Reference: Canon Supplier Code of Conduct  
<https://global.canon/en/procurement/pdf/coc-e.pdf>  
 Reference: Canon Sustainability Supplier Guidelines  
<https://global.canon/en/procurement/pdf/ssg-e.pdf>

## Promotion System

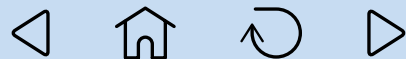
The executive officer in charge of the Procurement Headquarters at Canon Inc. oversees and promotes procurement activities across the Group. A central unit has also been established to manage internal controls, including setting rules, monitoring operational status, and training staff.

Furthermore, policy items and significant matters regarding legal violations and risks relating to business operations are deliberated by the Risk Management Committee (→P87) in terms of ways of responding to business risks and needed measures, with a framework for relevant reporting to the CEO and Board of Directors.

## Initiatives with Suppliers

### Supplier Evaluation

Before starting business dealings with a new supplier, Canon conducts an assessment based on the Canon Sustainability Supplier Guidelines and other reference standards of whether the company fulfills all requisite standards in terms of corporate ethics, environmental conservation (chemical substance management, prevention of air pollution and water pollution, proper disposal of waste, initiatives aimed at conserving energy and resources, reduction of GHG, and biodiversity conservation), finance, and production structure. Only those suppliers who meet these criteria are accepted as suppliers. We aim to preferentially deal with suppliers evaluated highly in our comprehensive assessment including our annual supplier survey as well as each supplier's trade performance. In addition, we conduct on-site audits of suppliers with low evaluations, providing guidance and instruction for improvement. In particular, Canon may choose to terminate business with suppliers if they are not complying with laws and social norms covering areas such as human rights, labor, and the environment.



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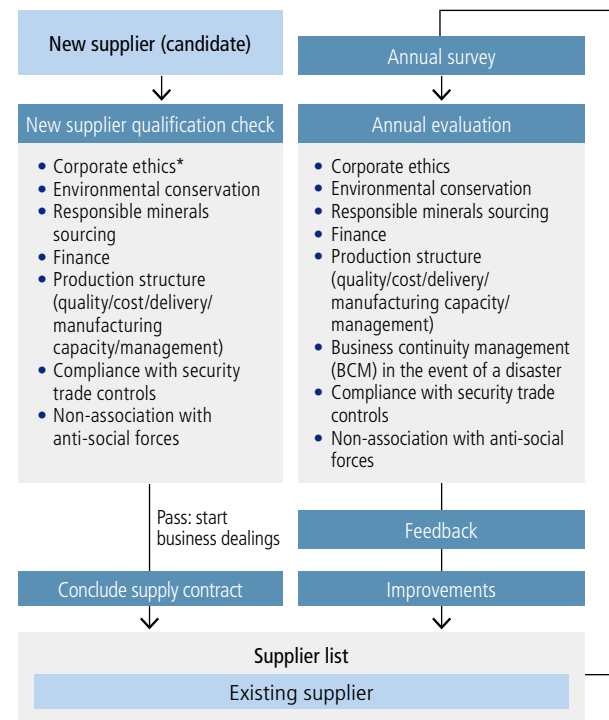
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\* Corporate ethics covers areas including legal compliance, product safety, management of confidential information, human rights, labor, health and safety, and intellectual property right protection.

We request major suppliers to sign an agreement concerning actions related to the RBA Code of Conduct. In 2025, agreements were signed with 367 of 374 major suppliers, equivalent to a consent rate of 98.1%.

Canon also uses an RBA-approved Self-Assessment Questionnaire (SAQ) to identify and assess labor, health and safety, environmental, and ethical risks. Our goal is to consistently achieve a risk assessment response rate of over 95 percent. The response rate was 99.5 percent in 2025 (372 responses out of 374 companies surveyed).

Suppliers that did not reply to the survey were followed up individually. No businesses were identified as high risk among major suppliers, but we provided feedback on the results to our major suppliers and requested that they identify weaknesses and improve on them.

We also conduct online meetings and arrange site visits to help verify the SAQ responses of a select number of major suppliers.

For more detailed information concerning human rights with regard to our suppliers, please refer to Respecting Human Rights (→P48)

**Green Procurement and Guidance to Suppliers**

In the environmental area, Canon has established Canon Green Procurement Standards, which outline its environment-related requests to suppliers, and makes compliance with the standards mandatory for all transactions. We view a supplier’s environmental management as consisting of two interrelated elements: business activities and parts and materials. We require that the supplier must operate effective environmental management in each of the four frameworks labeled A–D in the following diagram. If a supplier is found to have a negative impact on the environment, we immediately demand corrective action be taken and check the status of improvements made.

Requirements of the Canon Green Procurement Standards

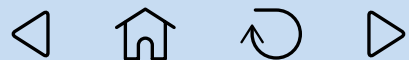
	Environmental management system	Performance
Business activities	<b>A: Environmental management system for business activities</b> Construction and operation of an environmental management system for business activities	<b>B: Performance of business activities</b> - Compliance with environment-related laws and regulations - Compliance with other applicable legal requirements - Non-use of prohibited substances - Reduced use of substances targeted for reduced levels of use - Preventative measures against soil and groundwater pollution
Parts & materials	<b>C: Management of chemical substances in products</b> Construction and operation of system for management of chemical substances in products	<b>D: Performance of parts and materials</b> - No prohibited substances are contained - No use-restricted substances are contained after a specified period

■ Evaluation of supplier (A-C) ■ Evaluation of parts and materials (D)

For more detailed information concerning our management of chemical substances in products, please refer to Chemical Substances (→P37)

Specifically, to actively maximize resource efficiency as stated in the Environmental Assurance Philosophy of the Canon Group Environmental Charter, we require suppliers throughout the supply chain to put in place and operate an environmental management system aimed at reducing the environmental impact of their business activities.

It was already Canon’s practice to check the organization and environmental performance of a supplier’s business activities and any corrective measures taken. Now, we have further strengthened our risk management to help prevent pollution in our supply chain. For example, in order to ensure compliance with stricter regulations, we are taking measures to boost information gathering and analysis activities regarding laws and regulations on wastewater and emissions in emerging countries. We also conduct risk management in plating processes, where there is a relatively high risk of environmental pollution associated with wastewater treatment as a certain volume of heavy metals is used. Expanding the scope of risk management in this way helps ensure pollution prevention.



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### Cooperation with Suppliers

Canon is enhancing its cooperative relationships with suppliers through implementation of the EQCD concept (→P14).

Specifically, as part of our environmental initiatives, we are working in partnership with suppliers to reduce CO<sub>2</sub> emissions using varied measures such as emissions visualization and the adoption of parts and materials with lower CO<sub>2</sub> emissions; to promote materials recycling; and to promote regulatory compliance relating to chemical substances.

In addition, as part of our initiatives to improve quality, besides clarifying evaluation standards, we are looking at cooperative approaches that utilize supplier feedback to help raise quality.

#### ■ Collaboration with Suppliers in 2025

Canon Hi-Tech (Thailand) (CHT) is working with suppliers to improve its packaging methods with the aim of reducing plastic waste and the volume of packaging materials. Instead of plastic bags, the subsidiary uses cardboard corner coverings to package parts. It has also reduced the use of stretch film to wrap the pallets used in shipping. CHT is also reusing packaging materials with its suppliers.



Meeting with suppliers (rear)

Canon Precision is collaborating with suppliers to take action to save energy, seeking to step up the pace of reducing environmental impact across the supply chain. This includes visiting suppliers to share case studies of improvements and to check the status of their activities. The company also lends measuring equipment to suppliers to enable them to visualize electricity and air usage, and make improvements accordingly. In 2025, Canon Precision carried out activities with two suppliers, contributing to a reduction of 6.16 t-CO<sub>2</sub>e in emissions (yielding a cumulative reduction of 30.81 t-CO<sub>2</sub>e among four companies since 2024). It plans to implement further measures going forward, including reducing emissions generated in logistics by making transportation more efficient.

#### Comments from a Supplier Collaborating in Reducing Environmental Impact

Since relocating and rebuilding our factory in January 2024, our company has been making efforts to reduce its environmental impact. After having multiple meetings and getting advice from Canon Precision, however, we were able to further reduce our environmental footprint by focusing on optimizing compressor air, something that is easy to overlook. This was a very meaningful initiative, as we were able to discover new insights that will lead to continued improvements going forward.



Takuya Maeda  
Aomori Factory Manager  
TOMOKU CO., LTD.

Canon also worked with Nidec to calculate primary data on raw material CO<sub>2</sub> emissions for that company's fan motors, incorporating this data for the first time into the calculation of life cycle CO<sub>2</sub> emissions for Canon's office multifunction printers (→P24).

### Hotline for Risks in the Supply Chain

Canon has set up a hotline to allow anyone inside or outside the company to anonymously report any concerns about the supply chain. This enables whistleblowers to share any specific concerns or information relating to human rights or other responsible business practices, such as instances of child labor or forced labor. This process is detailed in the Canon Supplier Code of Conduct and publicized.

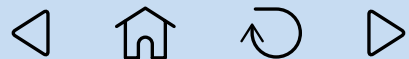
Reference: Responsible Business Conduct Hotline  
<https://global.canon/en/contact/csr/csr-form-e.html>

### Addressing the Issue of Responsible Minerals Sourcing

Products manufactured and sold by the Canon Group and numerous other corporations contain materials that originate from a variety of minerals. These materials are sourced through diverse supply chains from their places of origin throughout the world. Mineral mining sites, smelters or other processing sites for some of those materials have been shown to have links to armed groups, serious human rights violations or environmental destruction. Corporations are therefore being called upon to exercise their social responsibility by identifying conflict/high-risk regions and avoiding the use of materials supplied from business operators disrespecting human rights or environmental conservation in those regions.

To reassure customers using Canon products, we are working with suppliers and industry bodies on responsible mineral sourcing initiatives.

Reference: Canon Group Basic Policy on Responsible Minerals Sourcing  
<https://global.canon/en/sustainability/society/conflict/policy/>



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**Due Diligence**

Canon investigates the countries of origin of minerals and exercises due diligence, following the 5-step framework recommended by the Organization for Economic Co-operation and Development (OECD) in its Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Guidance).

Based on a common Group-wide policy and survey reporting system, Canon identifies products that could contain certain metals or minerals and then conducts investigations of the parts and materials in question, tracing up the supply chain to determine places of origin. Canon exercises due diligence to identify human rights and environmental risks in conflict-affected and high-risk areas around the world.

**Risk Identification and Evaluation**

Tin, tantalum, tungsten and gold (3TG) produced in the Democratic Republic of the Congo (DRC) and neighboring countries are said to have been used in some cases to provide funding for armed groups allegedly responsible for serious human rights violations, environmental destruction, illegal mining, and other issues. These are generally referred to as “conflict minerals.” Canon conducts risk assessments for 3TG extracted from regions around the world that are at high risk due to conflict or other factors, including the DRC and neighboring countries.

Furthermore, we are conducting risk assessments on cobalt, a non-3TG mineral that has attracted growing global attention due to concerns over human rights risks at mining locations.

In identifying and evaluating the above risks, Canon uses the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT) published by the Responsible Minerals Initiative (RMI\*),

as well as internally developed formats based on survey indicators where necessary. We use the results of these surveys to inform risk-mitigation efforts in this area.

\* An international program that plays a leading role in the response to conflict minerals.

**Initiatives to Reduce Risk**

Supplier cooperation is essential in identifying places of origin for minerals and related smelters. Besides assisting eligible suppliers by compiling a guidance manual for our surveys, we also encourage suppliers to ascertain and use only those smelters confirmed as conformant by the RMI. Where significant risk is found, we seek to mitigate it by requesting that suppliers switch to a supply chain with lower mineral procurement risk.

Canon established a page entitled “Procedure for the Submission of Concerns Regarding Mineral Risk” on its official website to recognize such risks in the early stage. Parties with specific concerns and/or information regarding circumstances of extraction, trade, handling and export of minerals in conflict-affected and high-risk areas as they pertain to Canon product supply chains (such as facts indicating that those minerals are the source of funds for armed groups in conflict-affected areas and human rights violations) can contact Canon through this page.

Reference: Procedure for the Submission of Concerns Regarding Mineral Risk  
<https://global.canon/en/contact/conflict/conflict-form-e.html>

**Cooperation with Industry Groups**

Since April 2015, Canon has supported the activities of the RMI, an international program focused on addressing the issue of conflict minerals.

In Japan, Canon is active as a leading member of the Responsible Minerals Trade Working Group (RMTWG) of the Japan Electronics and Information Technology Industries Association (JEITA).

**2025 Surveys and Disclosure**

In 2025, Canon requested CMRT/EMRT-based surveys relating to 3TG and cobalt sourcing from eligible suppliers. The response rates were approximately 91.7% for 3TG and 90.9% for cobalt (tentative response rate as of March 23, 2026)

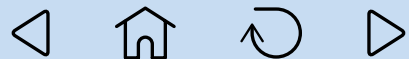
Based on the survey responses, there is no evidence pointing towards significant human rights or environmental risks in Canon’s supply chain. However, the complex nature of the supply chain makes it difficult to identify specific smelters or in many cases to obtain clear responses. Given these and a range of other survey challenges, Canon is working for further risk identification and improvement.

In line with OECD Guidance, the assessment framework of Canon Group surveys, the results, risk analyses and information relating to specific smelters are published annually in the Conflict Minerals Report on Canon’s website.

The Responsible Minerals Sourcing Report (3TG) is audited by independent private-sector experts to provide assurance that the Group’s initiatives on conflict minerals investigation conform to international standards in the form of the OECD Guidance.

A total of nine Canon Group production sites underwent VAP audits by the RBA in 2025. The audited sites have been recognized by an outside auditing organization as being compliant with standards for ‘D. Ethics 7. Responsible Mineral Sourcing’ of the RBA Code of Conduct.

Reference: Responsible Minerals Sourcing Report (3TG)  
<https://global.canon/en/sustainability/society/conflict/>



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# 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. Guided by this thinking, we harness the technology we have cultivated through our business to contribute to the sustainable development of local communities, both through educational and sociocultural support activities and through the provision of medical care in impoverished regions.

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, academic study, 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 Group Executive for Sustainability Headquarters promotes sociocultural support activities across the entire Canon Group. We have a framework for periodically reporting important matters to the Chairman & CEO, the Vice Chairman & CFO, and the President & COO\* 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.

\* As of April 2026.

## Major Initiatives

### Canon Young People Programme Harnesses the Power of Positive Visual Storytelling

Canon Europe partners with local NGOs across Europe, the Middle East, and Africa through the Canon Young People Programme (CYPP) to empower disadvantaged youth. The program promotes sustainable futures by teaching visual storytelling and critical thinking aligned with the SDGs, and offering hands-on experience in photography and video.

In 2025, Canon celebrated the 10th anniversary of CYPP, marking a significant milestone with 10,000 young people engaged. Research conducted by the University

of Northampton’s Institute for Social Impact & Innovation (ISII) confirms that CYPP has delivered significant and lasting impact on young people, communities, and partner organizations worldwide.

The Independent ISII evaluation highlights that, through visual storytelling and skills training, CYPP empowers young people to address local social and environmental challenges, develop leadership capacity, and explore new career paths. Over the past decade, by working with more than 40 partners across 36 countries, alumni have emerged as community leaders, entrepreneurs, and agents of change.



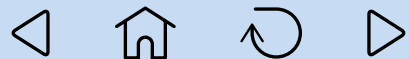
CYPP participants photographing wildlife in Botswana

### Comment from a CYPP Alumni

CYPP gave me my first encounter with a camera in 2020, when I was introduced to photography through Wild Shots Outreach (WSO). I quickly discovered my abilities, capabilities, and passion. Photography helped me tap into a whole new dimension of learning about photography, about wildlife conservation, and about myself. Now, on the 10th anniversary of CYPP, I am a Programme Leader. In this position, I am able to coach, encourage, and empower the next generation from African communities like my own. Through CYPP, my mission is to change the narrative, to give young people like me a voice, and to make photography and wildlife conservation more diverse and inclusive.



Karabo Magakane  
WSO Programme Leader



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**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.

Through partnerships with local organizations, educational institutions, event organizers, and with the assistance of Canon Ambassadors and trainers, the *Miraisha* Programme has trained a total of 7,900 participants, including 300 who participated in 2025. Canon has also created a training program to develop local photographers and videographers as Canon-accredited trainers for the *Miraisha* Programme. By 2025, a total of 21 Canon Certified *Miraisha* trainers were



*Miraisha* students participating in practical hands-on shooting sessions in Nigeria

working throughout Africa, three of whom were recruited as Canon Group employees.

**Inclusivity Initiatives Using Elevated Printing Technology**

Canon Europe is currently hosting the World Unseen campaign in different regions of EMEA, challenging people to see the world from new perspectives. As part of the campaign, which began in 2024, a photo exhibition was held using Canon’s imaging and printing technologies to allow visually impaired people to experience photography. 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 2025, across the EMEA region, from Europe to the Middle East and South Africa, we continued to hold photography exhibitions, offering new experiences and inspiration to visitors. Our approach to such exhibits has started to influence other major exhibitions. For example, at the 2025 Ocean Photographer of the Year marine photography competition and exhibition, Canon’s elevated printing technology was adopted for displays in both London and Cape Town.



The grand prize photograph for Ocean Photographer of the Year, which used Canon’s elevated printing technology

**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 enhances the experience for both in-person and virtual visitors, inspiring deeper engagement with our national parks and global environmental conservation.

In 2025, Canon’s 4K Outdoor PTZ Camera captured a bison herd chasing away a grizzly bear from the live-stream of Old Faithful geyser.



Live stream recording from Old Faithful using Canon’s 4K outdoor Pan Tilt Zoom (PTZ) Camera

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**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 5,746 people visited these centers in 2025, with 707 receiving free eyeglasses, and 408 patients being referred for treatment in hospital. More than 21,000 beneficiaries were reached through the 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 55th school in 2025 in an impoverished area in the mountainous region of northeastern Vietnam.



Opening ceremony for the 55th school in 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. Furthermore, to foster greater interest in scientific technology, we provided opportunities for disadvantaged public elementary school children to visit science museums.

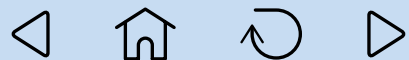
In a Charity Goods Fair organized at Canon Inc., employees donated children's goods, picture books, and other unused household items in addition to recycled items to be sold at an in-house bazaar. The company matched the proceeds generated by the sales, donating the funds to organizations supporting education and medical services in Asian countries, including Myanmar, Laos, and Cambodia.

**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 (ASTRUM Corp.) 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, and these are made into large posters and donated. By leveraging the strengths of both companies, the project supports children's memory-making and helps to raise awareness of the arts and contributes to regional revitalization. This program was implemented at eight schools in 2025.



Children creating murals



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**Preserving Precious 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 Japan’s 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 Kyoto craftsmanship 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 2025, a high-resolution facsimile of the “*Landscapes, Flowers, and Trees of the Four Seasons*” folding screen, a work that never leaves the Smithsonian’s National Museum of Asian Art, was donated to the National Institutes for Cultural Heritage. A high-resolution facsimile of the “*Arrival of the Southern Barbarians*” folding screen held by The Cleveland Museum of Art was donated to Nagasaki Prefecture, while a high-resolution

facsimile of the “*Peafowl and Phoenixes*” folding screen was donated to the city of Izumi in Osaka Prefecture. Furthermore, as part of support for efforts to aid rebuilding after the Noto Peninsula Earthquake, a high-resolution facsimile of “*Maple Tree*,” a National Treasure now preserved at Chishaku-in Temple in Kyoto, was donated to the city of Nanao in Ishikawa Prefecture, after which outreach classes were conducted at local elementary and junior high schools.

In the city of Nakadomari in Aomori Prefecture as well, it was announced that the fusuma (sliding door) painting



The special exhibition at the Miyakoshi residence

“*Birds and Flowers of Spring and Summer*” held in the Shimuan annex of the historic Miyakoshi family residence was a pair with the “*Birds and Flowers of Autumn and Winter*” fusuma painting found in the collection of the British Museum. Following the announcement, a high-resolution facsimile of the latter painting that had been donated to Tanzan Shrine in 2018 as part of the Tsuzuri Project was put on display at the Miyakoshi residence. Around 6,000 visitors came to view the paintings at special spring and autumn exhibitions.

**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 2025, the team held career education classes and tag rugby workshops at 29 elementary schools, with a total of 3,018 students participating. The team also hosted the “Eagles Cup 2025” mini-rugby tournament for rugby schools from the region at their training ground at Canon Sports Park in Tokyo.



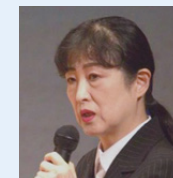
“Eagles Cup 2025” mini-rugby tournament

**Comment from the Curator of the Ishikawa Nanao Art Museum**

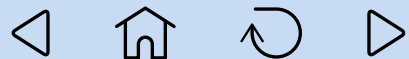
I would like to express my gratitude for the Tsuzuri Project's donation of the high-resolution facsimile of the “*Maple Tree*” painting in support of the Noto Peninsula earthquake reconstruction efforts in September 2025. We received many words of joy and celebration from the citizens of Nanao and others in the disaster-affected region who watched the news coverage of the donation ceremony.

“*Maple Tree*” is a representative work of the group of *kinpeki shōhekiga* (gold-leaf wall and sliding-door paintings) that were passed down to Chishaku-in Temple in Kyoto from Shoun Zenji Temple, which Toyotomi Hideyoshi built for his eldest son, Tsurumatsu, who died young at three years old. The artist, Hasegawa Touhaku, was a painter from Nanao here in Noto. The giant maple tree with its branches stretching to the left and right against a magnificent gold-leaf background reflects the splendor of the Momoyama period. Meanwhile, the autumn flowers painted in front of the tree bloom daintily, as if to ensure that Tsurumatsu never feels lonely.

This is a beautifully executed reproduction, faithfully recreated with genuine gold-leaf applied by skilled artisans and using high-resolution technology that allows the raised shell-white pigment to remain visible even when viewed up close. In addition to its use in educational programs for children in collaboration with the Board of Education, the reproduction will be used in cultural heritage outreach activities and to further showcase the appeal of Touhaku’s works.



Yoko Kitahara  
Curator  
Ishikawa Nanao Art  
Museum



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**Contributing to Society Through Academic Study and Research**

**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 17 years, the foundation has disbursed a total of 250 research grants totaling ¥4.6 billion. It enjoys recognition from universities and public research institutions across Japan as a distinctive research grant foundation providing an average project grant of around ¥30 million yen per project for the “Science and Technology that Achieve a Good Future” program, and about ¥20 million for the “Science and Technology that Create New Industries” program—relatively high amounts mainly awarded to fledgling research projects and young researchers just starting out.

Under the “Science and Technology that Achieve a Good Future” program, the foundation provides grants for innovative scientific and technological research aimed at solving social issues expected to arise in the future. Three projects were selected in 2025, including “Development of Water Use Efficiency Control Technology for Plants to Achieve Harmonization of Water, Greenery, and Microorganisms.”

Under the “Science and Technology that Create New Industries” 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 2025, 12 projects were selected, including “Rapid AI-Driven Drug Discovery for Rare and Intractable Diseases” and “Development of Large-scale Integrated Circuits Operational at High Temperature.”

We also held an online seminar for the general public in 2025, featuring three researchers who had previously received research grants. They delivered presentations introducing their cutting-edge research results and approaches to solving social issues while touching on the potential of smell, taste, and other sensory functions. Participants ranged from teenagers to people in their 60s and, considering the many questions and comments received on the day, they seem to have experienced firsthand the usefulness and intrigue of science.

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



16th 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 pass on various emerging ideas to the next generation.

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



Presentation by CIGS researchers on global management strategies