Canon Inc.

2024 Corporate Strategy Conference

Imaging Group

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Imaging Group Business Areas

Expand role of imaging from "shooting & viewing," to "experiencing" & "utilizing" and creating new business in those areas

Experience

Utilization

Volumetric Video

MR

EOS VR

3D Image Experience

New Concept Cameras

IP Remote Cameras

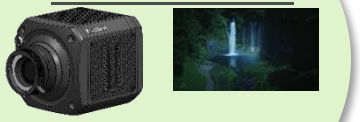
EOS R

CINEMA EOS

Professional Camcorders

Shooting & Viewing

Advanced Surveillance



Ultra-high-sensitivity Cameras

Video DX

VISION EDITION
Infrastructure Inspection SaaS

Broadcast lens

Network Cameras & Imaging Solutions

Smart Mobility

Component Solutions

Key Components

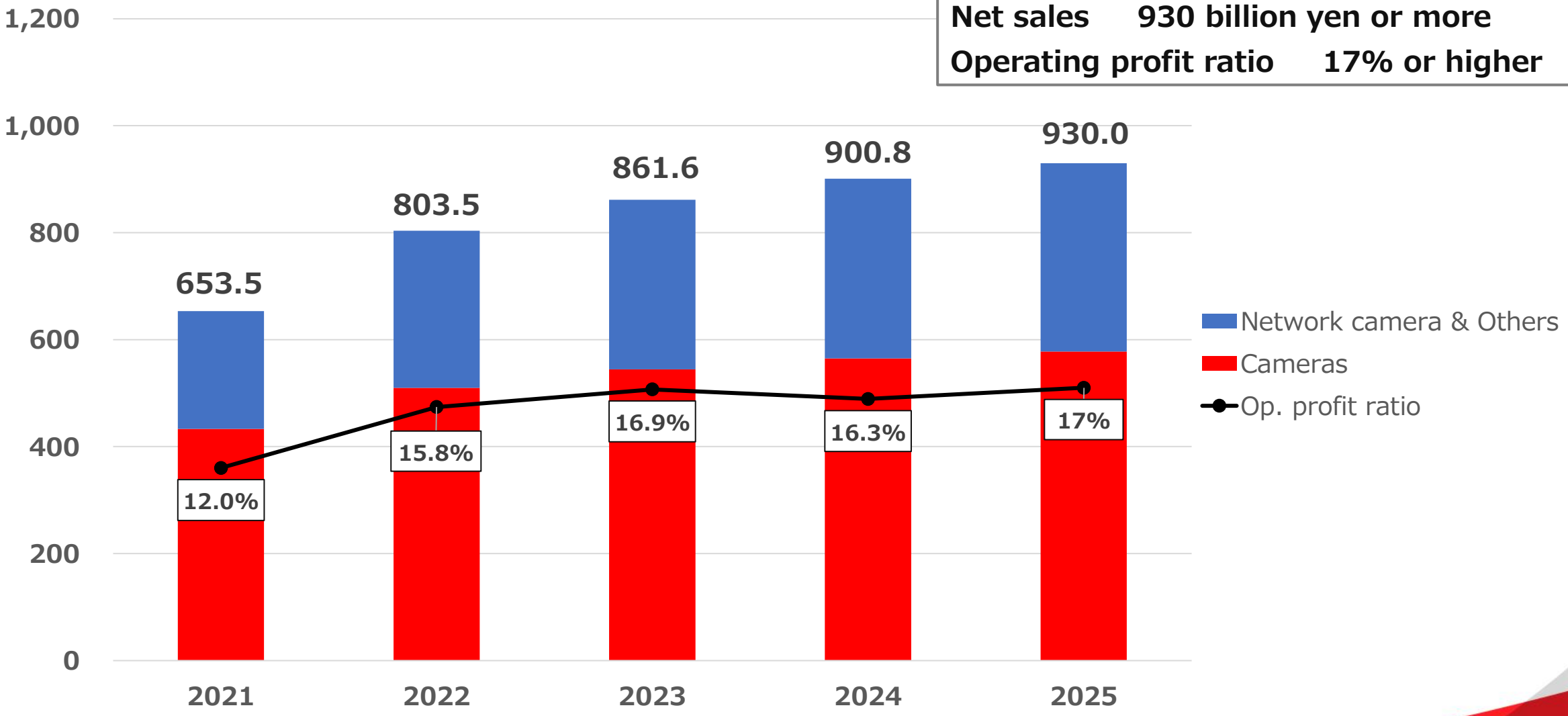
P&L

Net sales
(Billions of yen)

2025 Targets

Net sales 930 billion yen or more

Operating profit ratio 17% or higher



Results & Challenges up to 2023 and Strategies & Measures Over Next 2 Years

Results & Challenges up to 2023

■ **Results**

Imaging Group：	Significant sales and profit growth, net sales 861.6 billion yen (vs. 2021 +31.8%), profitability 16.9% (vs. 2021 +4.9 points)
Cameras：	Maintained No. 1 share of interchangeable-lens camera market for 21 consecutive years Expanded EOS R system range by launching entry-class models EOS R50, EOS R100
Network Cameras:	Axis continued to renew record sales with strong sales growth
Other new bus.：	Enhance measures in 3D imaging area Launched ultra-high-sensitivity camera MS-500, which incorporates SPAD sensor

■ **Challenges**

1． Maintaining growth and high profitability amid global inflation and unstable global conditions
2． How to respond to diversifying values, needs, an viewing forms due to the spread from 2D to 3D as well as other factors

Strategies & Measures Over Next 2 Years

1. Establish Absolute Position in Mirrorless Camera Market
2. Expand Network Camera Business Through Group Collaboration
3. Strengthen Profit Structure by Improving Productivity
4. Expand Systems for 3D Imaging

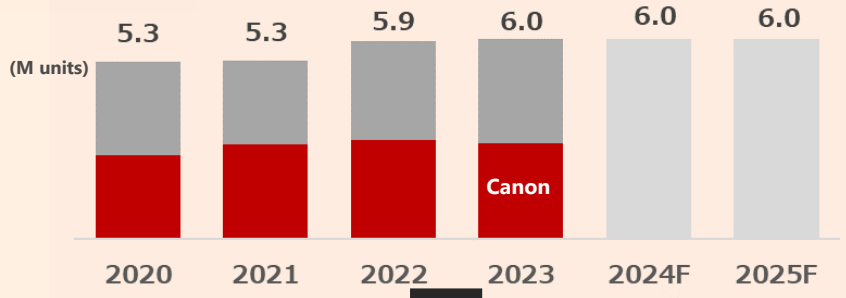
1. Establish Absolute Position in Mirrorless Camera Market

Achieve overwhelming No. 1 share in mirrorless camera market with full lineup of EOS R system

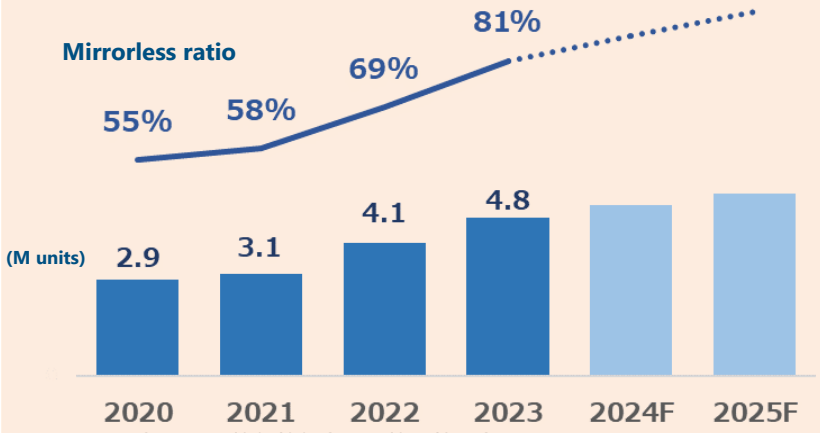
Interchangeable-lens camera market

2003 - 2023

No. 1 share for 21 consecutive years

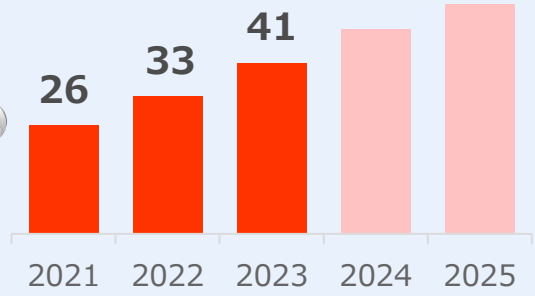


Mirrorless camera Market



Source: '20-'23 CIPA, '24-'25 Canon est.

Further enhancement of EOS R system



Total number of RF lenses

Creator

Press

Social media post

2. Expand Network Camera Business Through Group Collaboration

Enhance market position through further acceleration of Canon Group synergies

Network Camera Market

Expand from security to video solutions for double-digit growth

Canon Group Measures

Strengthen combined hardware and software solutions

Hardware — **Overwhelming Network Camera Lineup**

Canon

AXIS COMMUNICATIONS

Software — **Industry-leading video management and video analytics solutions**

milestone

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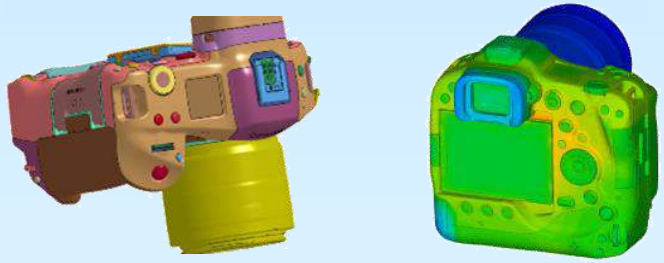
BriefCam

3. Strengthen Profit Structure by Improving Productivity

Build structure for efficient development and optimal production, utilizing cutting-edge technologies

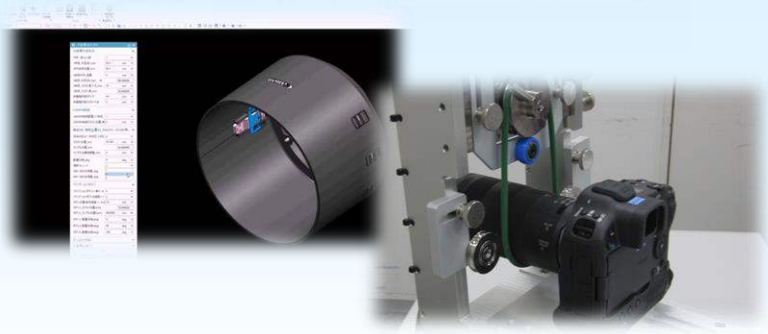
Efficient Development Structure

Use of Simulation



Drop Impact　　Heat

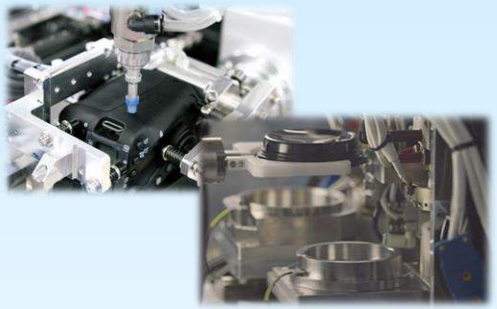
Automation



Optimal Manufacturing Structure

DX promotion

Automation



In-house production

4. Expand Systems for 3D Imaging

Deliver an unprecedented sense of realism and immersion through input/output collaboration

Volumetric Video

Wide shooting area
Multiple people
Real-time 3D generation

Realize and enhance
3D distribution paid services

EOS VR SYSTEM

High-quality VR image shooting with L lens

Expand content viewing experience
System expansion

MREAL

Smooth fusion of digital stereoscopic images and real world

Expand business area
System expansion