

Canon Inc.

Imaging Group Business Strategy Conference

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November 18, 2025

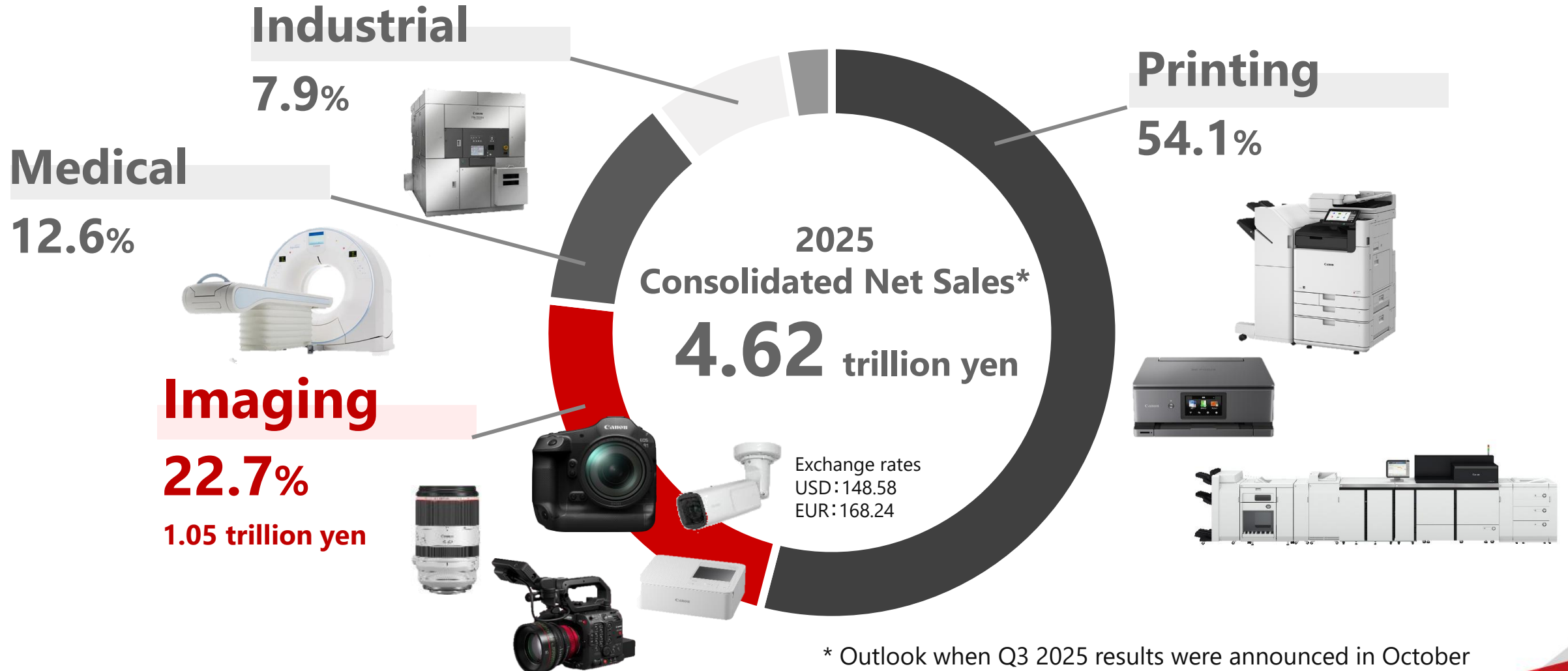


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Agenda

- 1. Imaging Group Overview**
- 2. Camera Strategy**
- 3. Network Camera Strategy**
- 4. New Business Areas**

Imaging Group's Position Within Canon



Imaging Group Business/Product Overview

Integrated Camera Business

EOS R System

Professional
Camcorders

Broadcast Lenses

Other



Network Camera Business



Network Cameras



Video Management Software/Cloud Services



Video Analytics Software



Other & New Areas

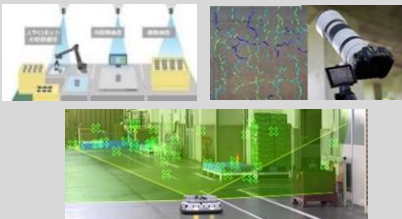
3D Imaging



Components

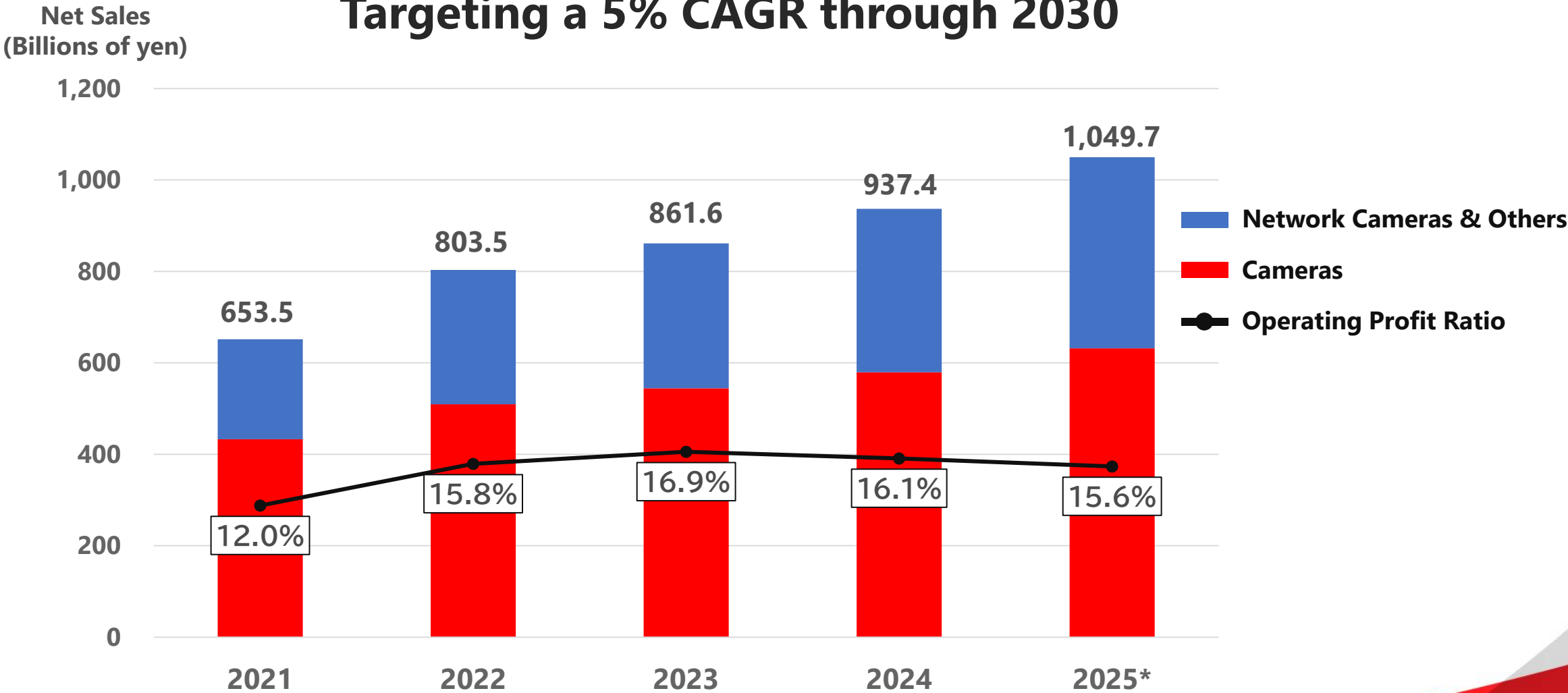


Imaging Data Usage



Imaging Group P&L

Net Sales: Projected to exceed 1 trillion yen in 2025
Targeting a 5% CAGR through 2030



* Outlook when Q3 2025 results were announced in October

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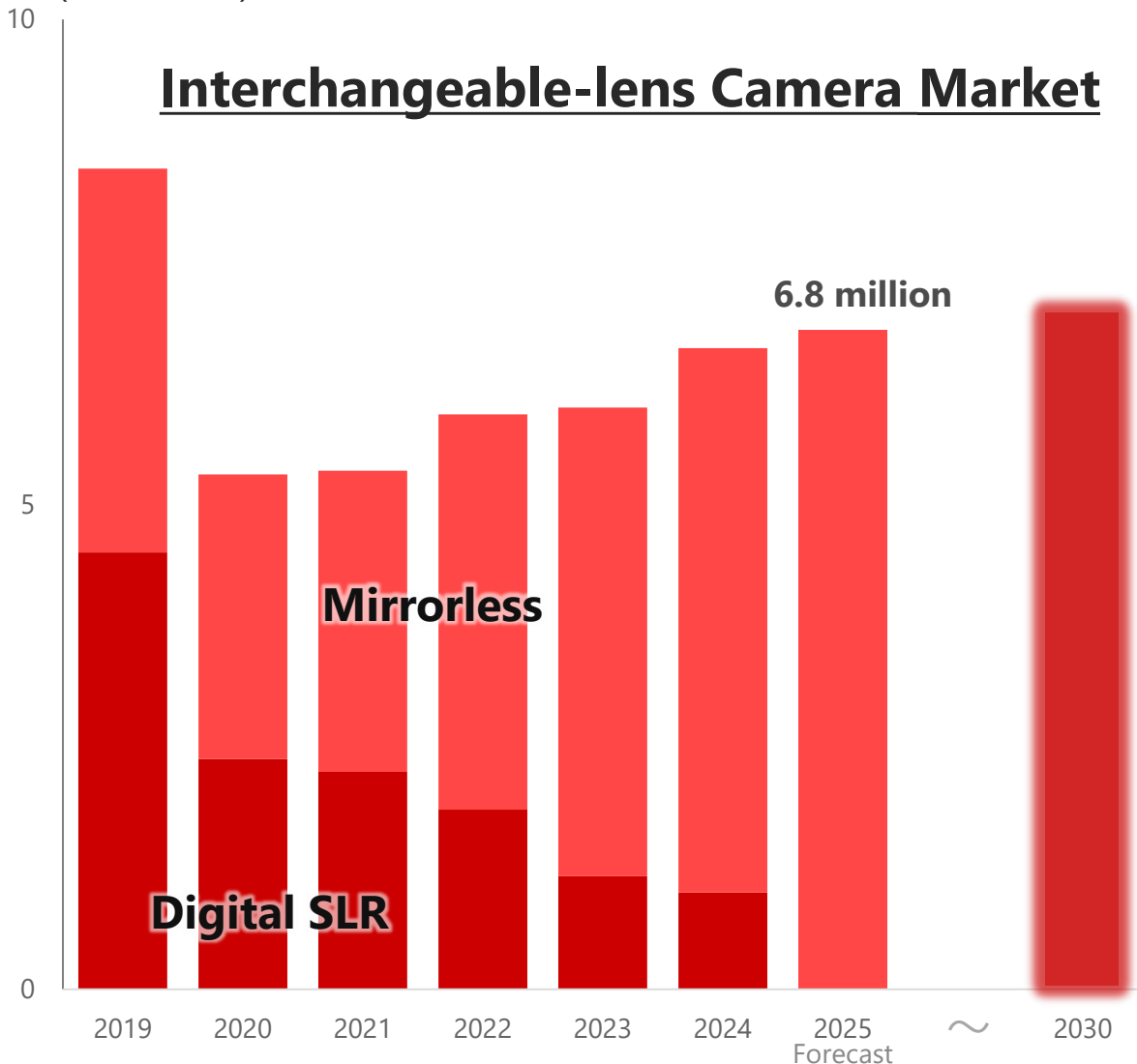
Camera Market Trend

Source : CIPA (2019-2024)
Canon est. (2025-2030)

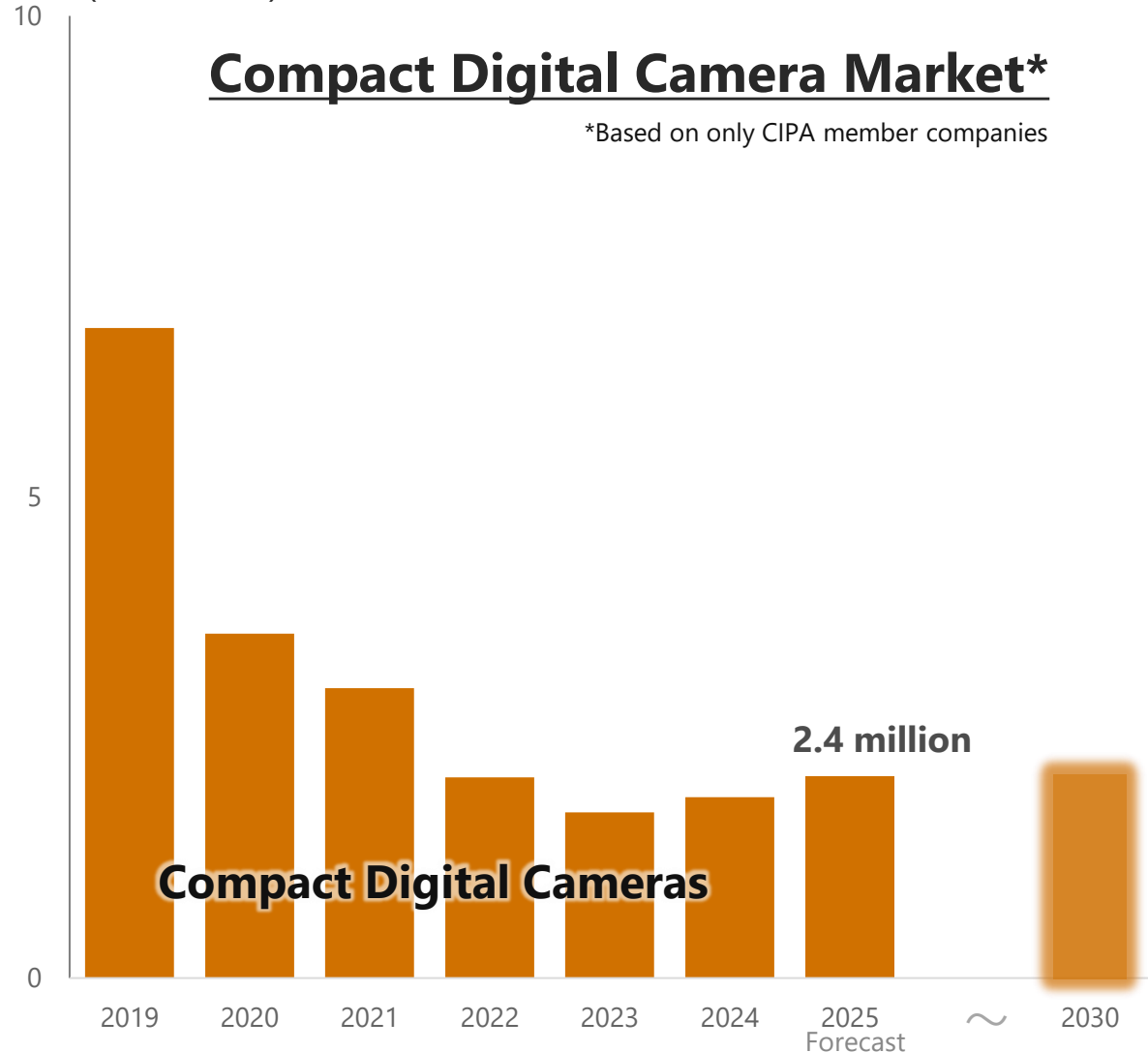
Canon

Modest growth projected in interchangeable-lens and compact digital camera markets through 2030

Units (in millions)



Units (in millions)



Changes in Market : Customer Needs

Growing diversity in image capture needs and expansion of new user segments

Photography

Hybrid

Videography

Sports & News

Professional
Photographer

Enthusiasts

Personal
Photography
& Hobbies

Creator

Production

Film &
Broadcasting



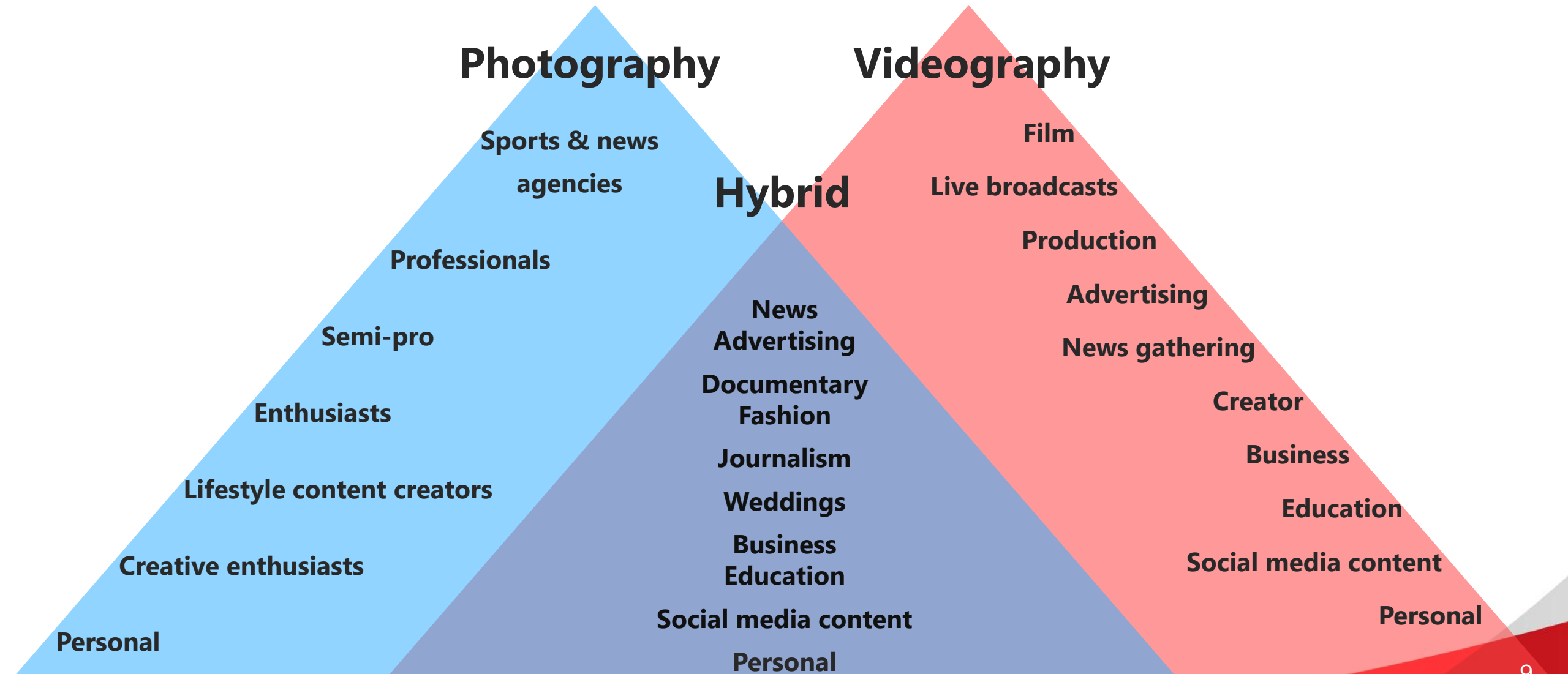
Seamless integration of photography & videography

Blurring line between B2C & B2B

Expansion of new user segments

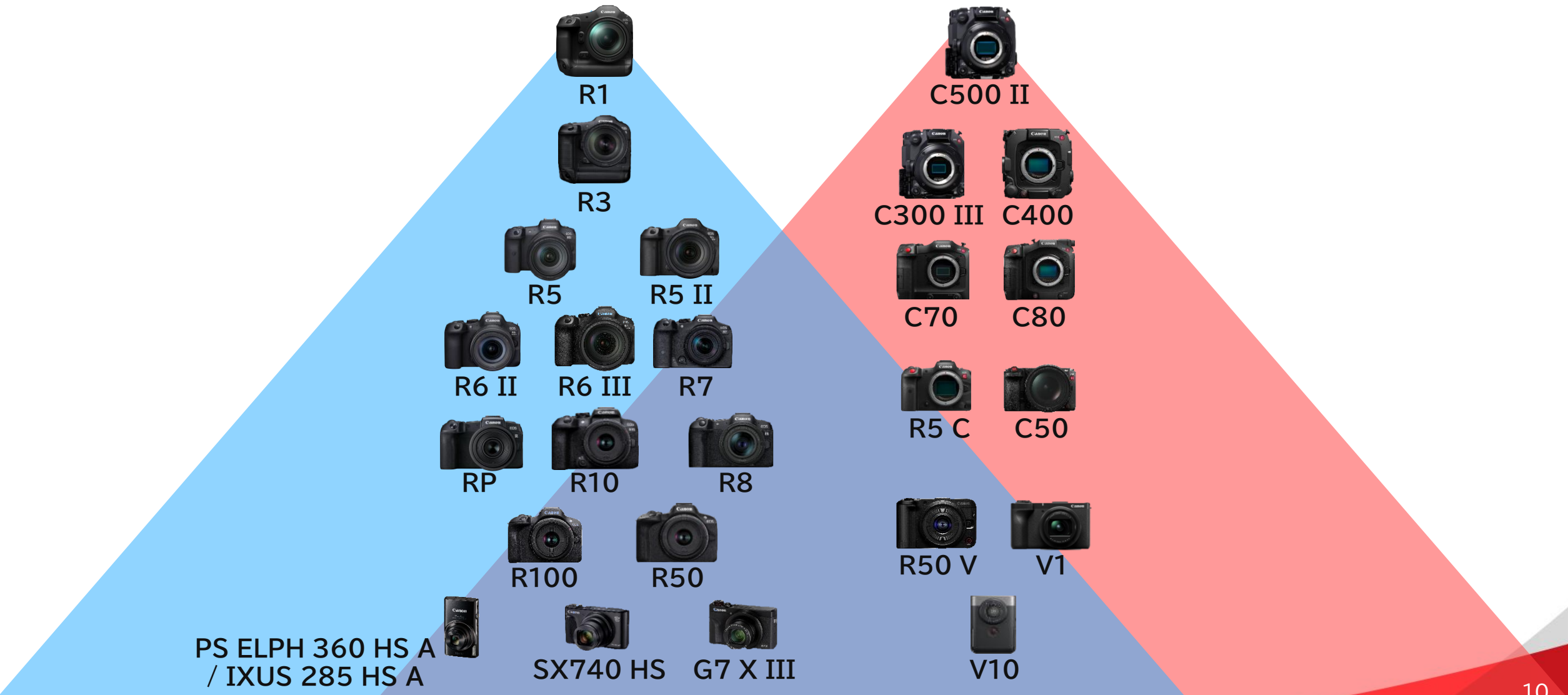
Changes in Market : Industry Trends

Integration of photo and video markets driven by changes in user needs



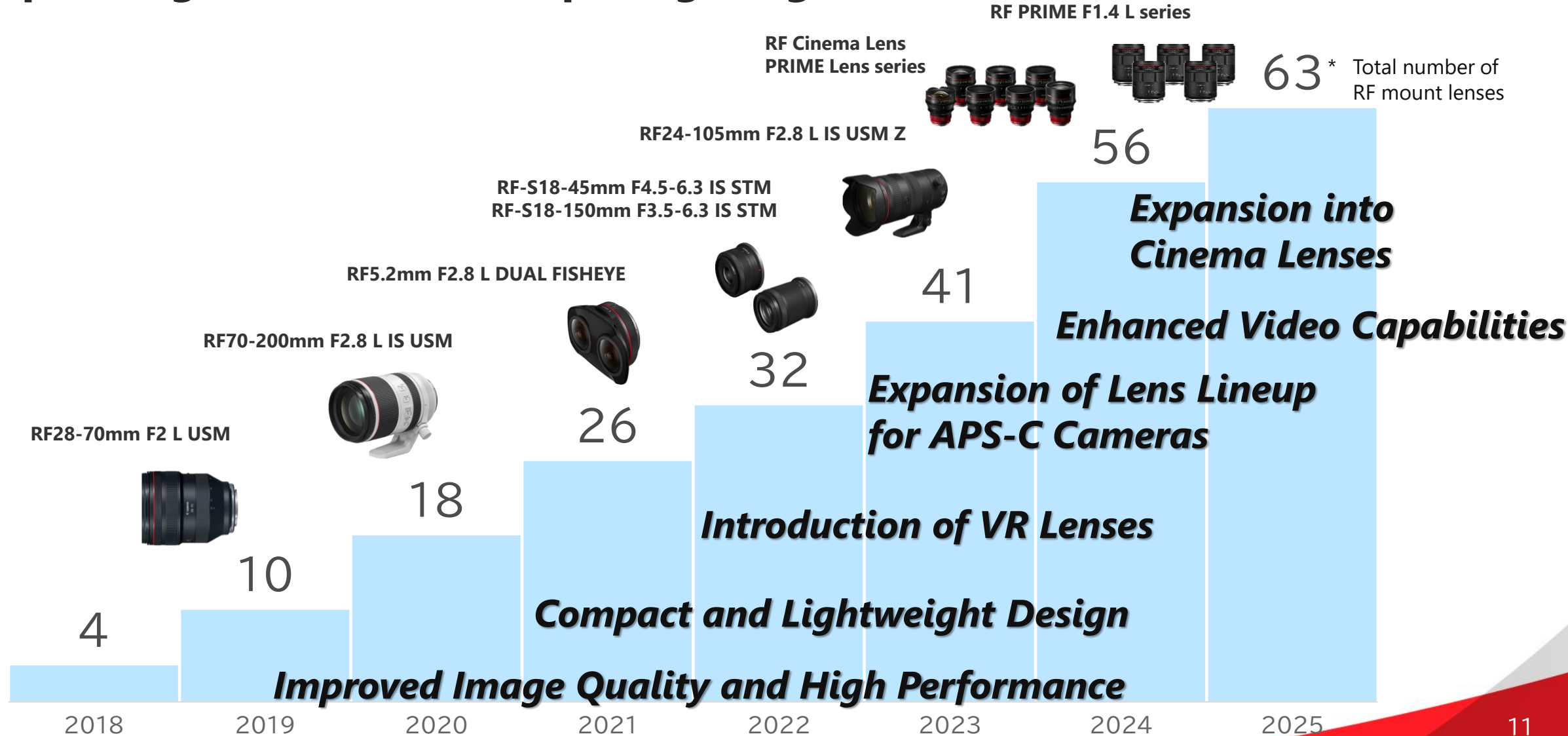
Camera Lineup Strategy

Seamless full-lineup strategy for photo and video



Lens Lineup Strategy

Expanding the RF lens lineup, targeting 100 lenses in the medium-term

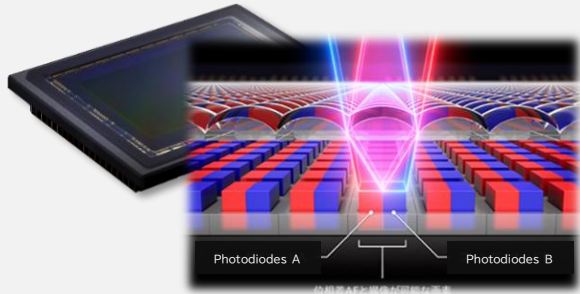


Camera Technology Innovations to Meet Customer Needs

Refining advanced camera and lens technologies to deliver products that continue to earn customer support



AF



Dual Pixel CMOS AF

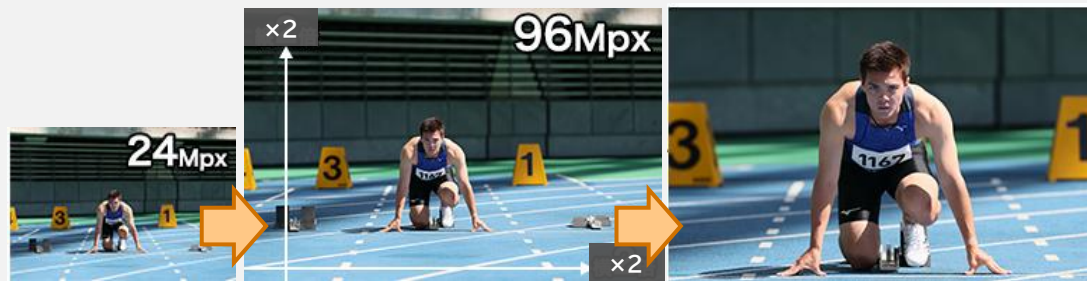


AI Subject recognition & Tracking

Image Processing and Reliability

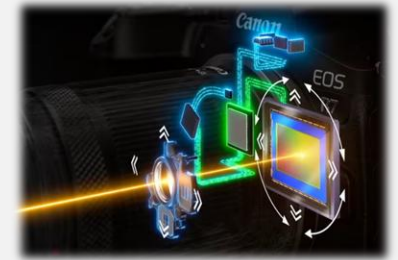


DIGIC



AI In-camera upscaling
Authenticity

System



Coordinated IS



High-speed communication

Lens Technology Innovations to Meet Customer Needs

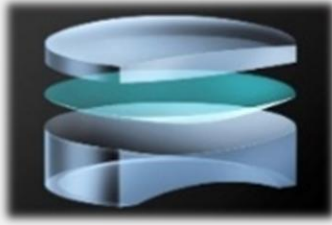
Refining advanced camera and lens technologies to deliver products that continue to earn customer support



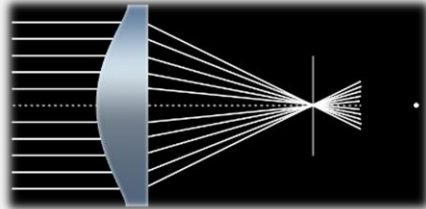
Optical



Fluorite

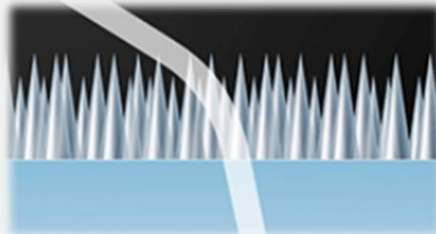


BR lenses

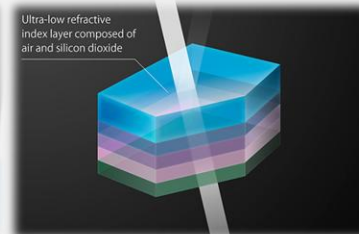


Aspherical lenses

Coating

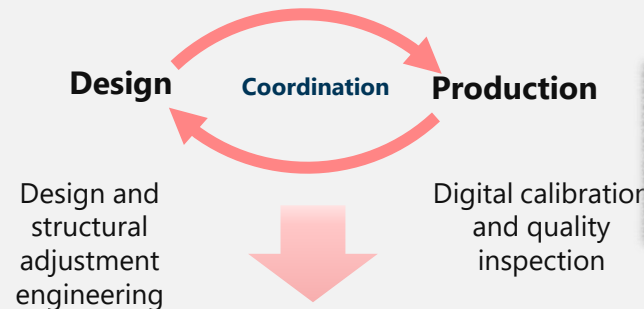


SWC



ASC

Production Technology



Mass production technology for lenses that achieve near-perfect alignment with design specs.

Drive Systems



VCM



Nano USM



STM

- BR lens : Blue Spectrum Refractive Optics Lens
- SWC : Subwavelength Structure Coating
- ASC : Air Sphere Coating
- VCM : Voice Coil Motor
- Nano USM : Nano Ultrasonic Motor
- STM : Stepping Motor

Compact Digital Camera Strategy

Addressing new imaging needs and gaining support from new users

Photo-centric hybrid



Flat high-zoom & Slim-compact



ELPH 360 HS A
/ IXUS 285 HS A

Video-centric



PowerShot V1



Persistent demand for still photography

Social Media • Sharing
Selfies



Growing video demand

Vlog • Streaming
Content creation

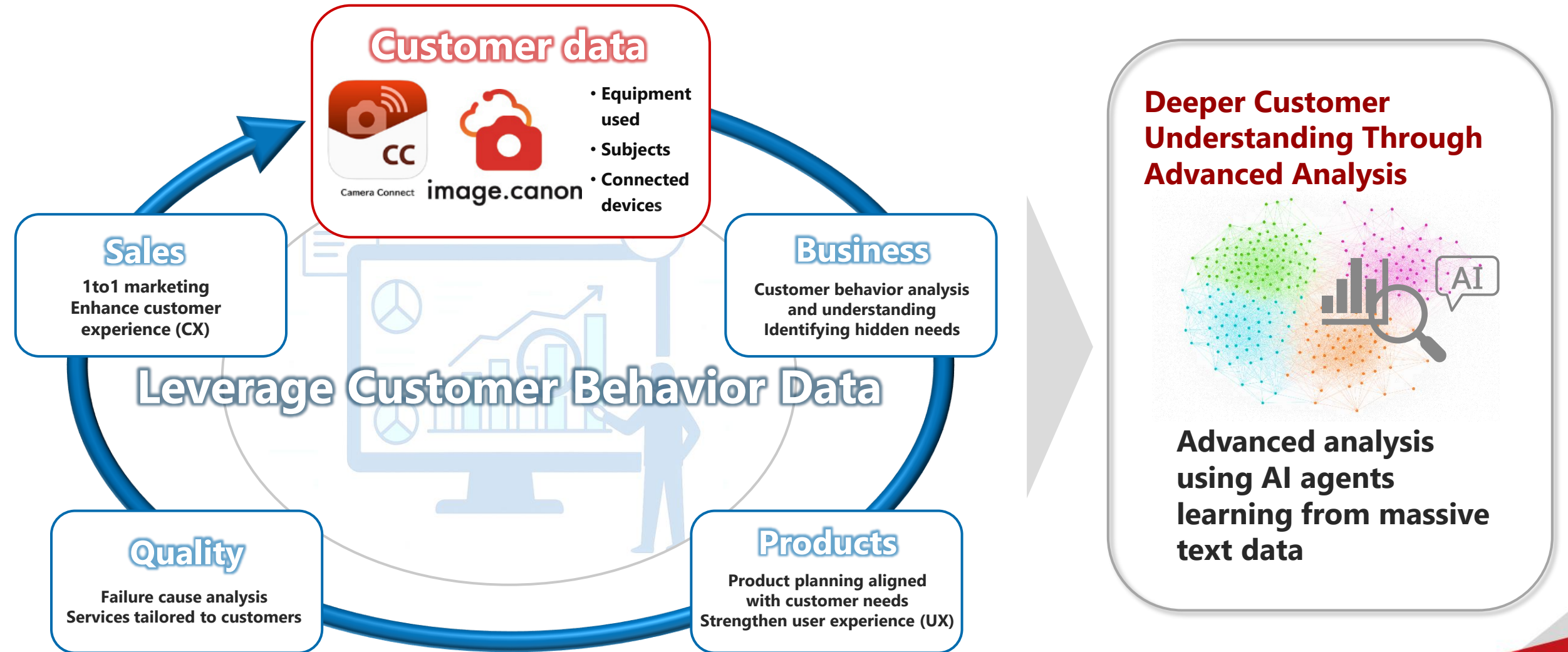


Unique values smartphones can't provide

Reality & Imperfection
Joy of capturing images
Self expression

Leveraging Customer Behavior Data

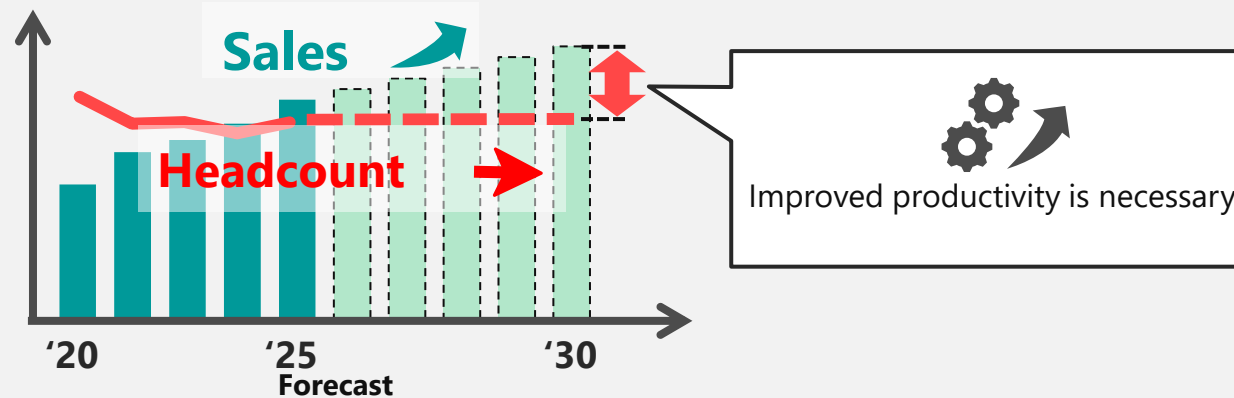
Enhancing business operations and service delivery by leveraging customer data



Enhancing Profitability Through Improved Productivity **Canon**

Carrying out measures to improve productivity across entire commercialization processes

Image of sales and headcount



Planning

Thoroughly utilize IT tools to strengthen data driven business operations



Development

Build an efficient R&D structure to improve performance and shorten development lead-time



Production

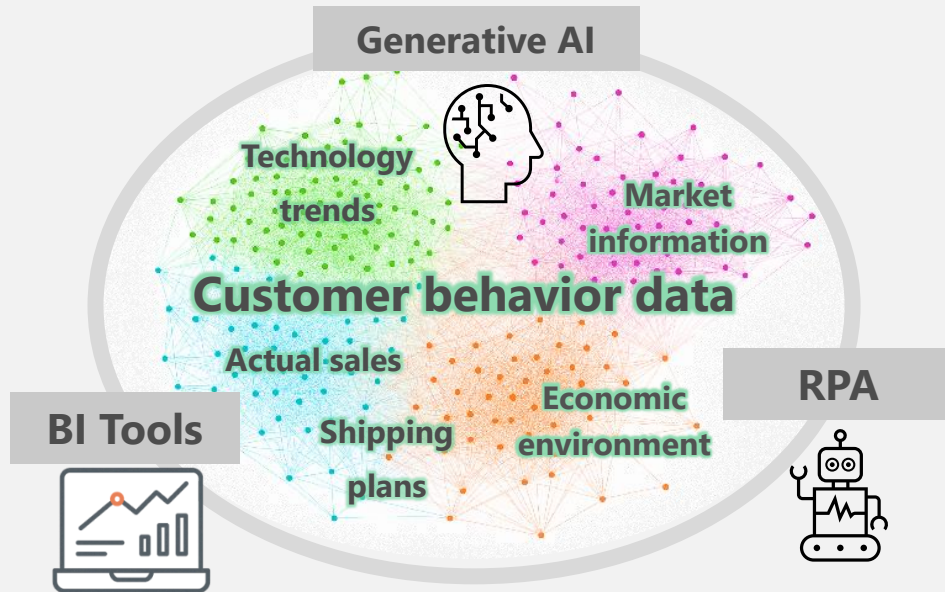
Construct an optimized production system to deliver high-quality products at low cost

Initiatives to Improve Productivity (Planning & Development)



Planning

Leverage IT Tools



- ✓ Strengthening sales capabilities through planning that accurately captures needs
- ✓ Transformation into creative and strategic operations



Development

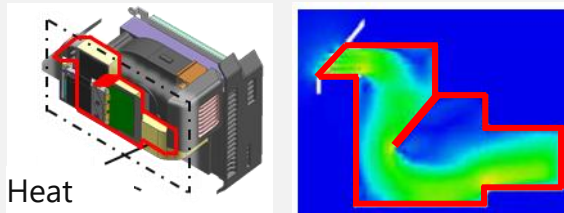
Utilize Simulation

Ex. Drop Test Simulation



Accurately reproduce movements inside lens barrel

Ex. AI Model for Heat Dissipation



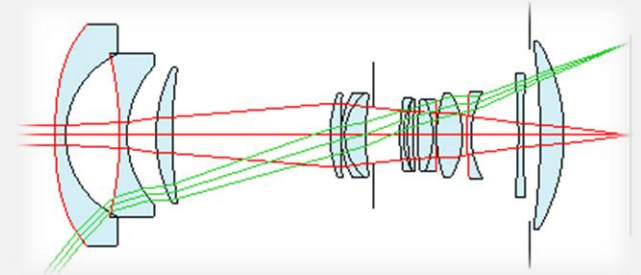
Heat dissipation duct

Analyze large volume of shapes using machine learning

Next Expansion of AI model applications

Optimize Development Process

Ex. Lens design automation



Next AI Utilization for efficiency enhancement

Ex. Automated Testing



Vibration test

Next Expansion of automated testing scope

Initiatives to Improve Productivity (Production)



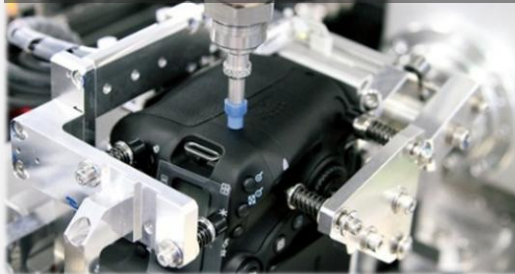
Production (Automation & DX Measures)

Cameras

Main
assembly

Unit
assembly

Camera: Main Assembly Automation



Goal Automation of the entire assembly process

Lens

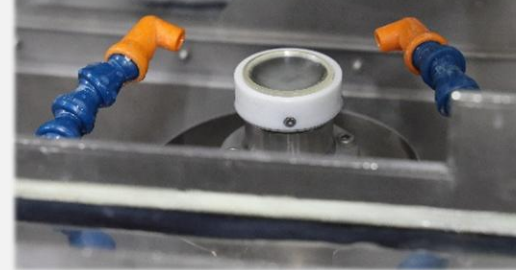
Early-stage
glass
processing

Later-stage
glass
processing

Main
assembly

Unit
assembly

Glass processing Automation



*Medium and large lot size

Goal Automation of the entire glass processing

Lens assembly Automation



*Medium and large lot size

Goal Automation of the entire assembly process

DX



- Efficiency of production plan formulation
- Visualization of production progress and inventory

Goal Optimization of human resources



"Takumi" (craftsman)

Passing Down Ultra-High-Precision Lens Craftsmanship

Continue to Drive Growth in Camera Market



Market Share
2024

**No.1 market share for 22 consecutive years
in interchangeable-lens camera market**

(2003 to 2024)



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4. New Business Areas

Overview of Group Companies

- Company : Axis Communications
- CEO : Ray Mauritsson
- HQ : Lund, Sweden
- Joined the Gr. : 2015
- Net sales : Approx. 18.7 billion Swedish krona



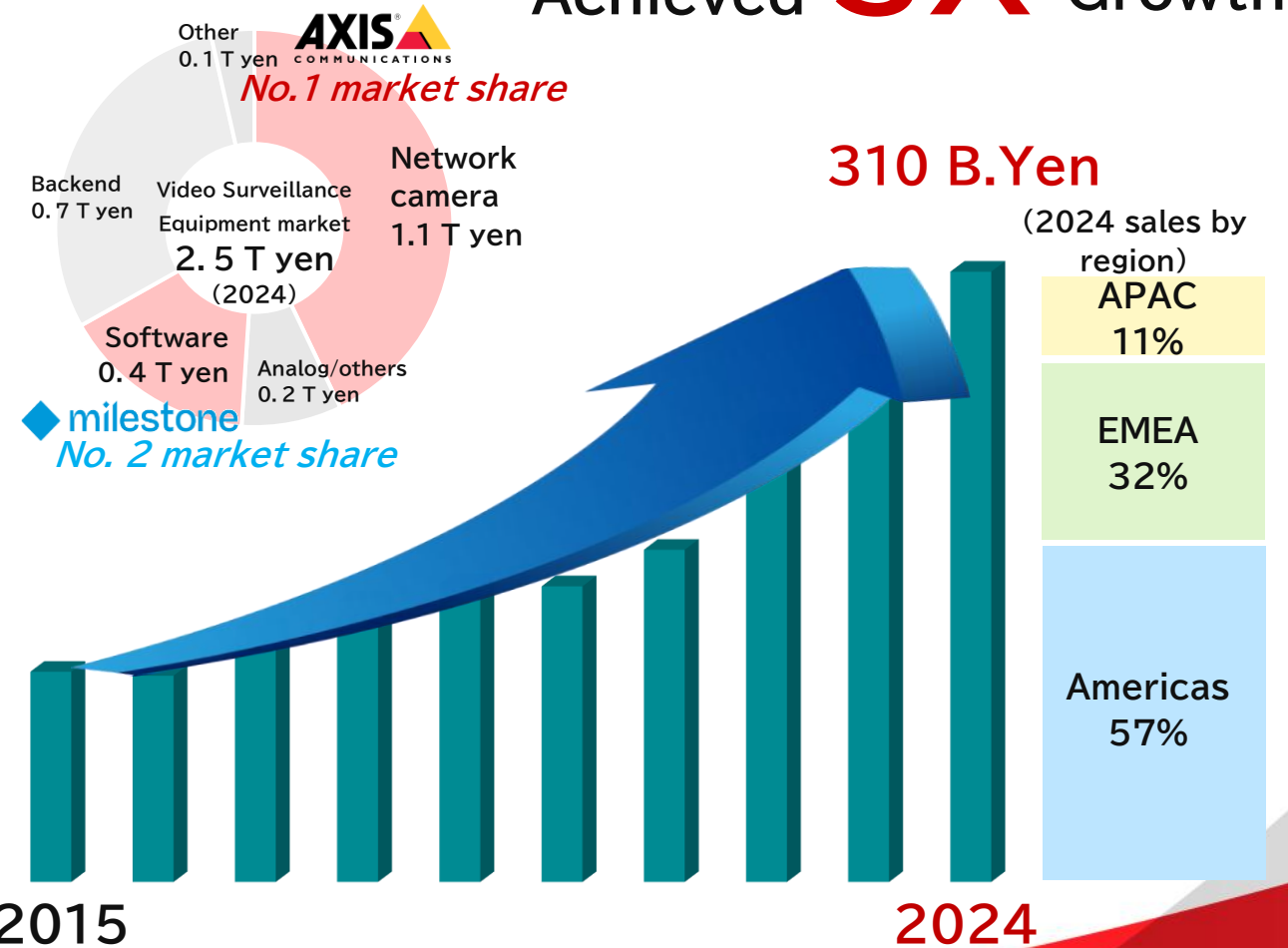
- Company : Milestone Systems
- CEO : Thomas Jensen
- HQ : Copenhagen, Danmark
- Joined the Gr. : 2014 (Integration of BriefCam and Milestone – 2025)
- Net sales : Approx. 2 billion Danish kroner



Sales Trend

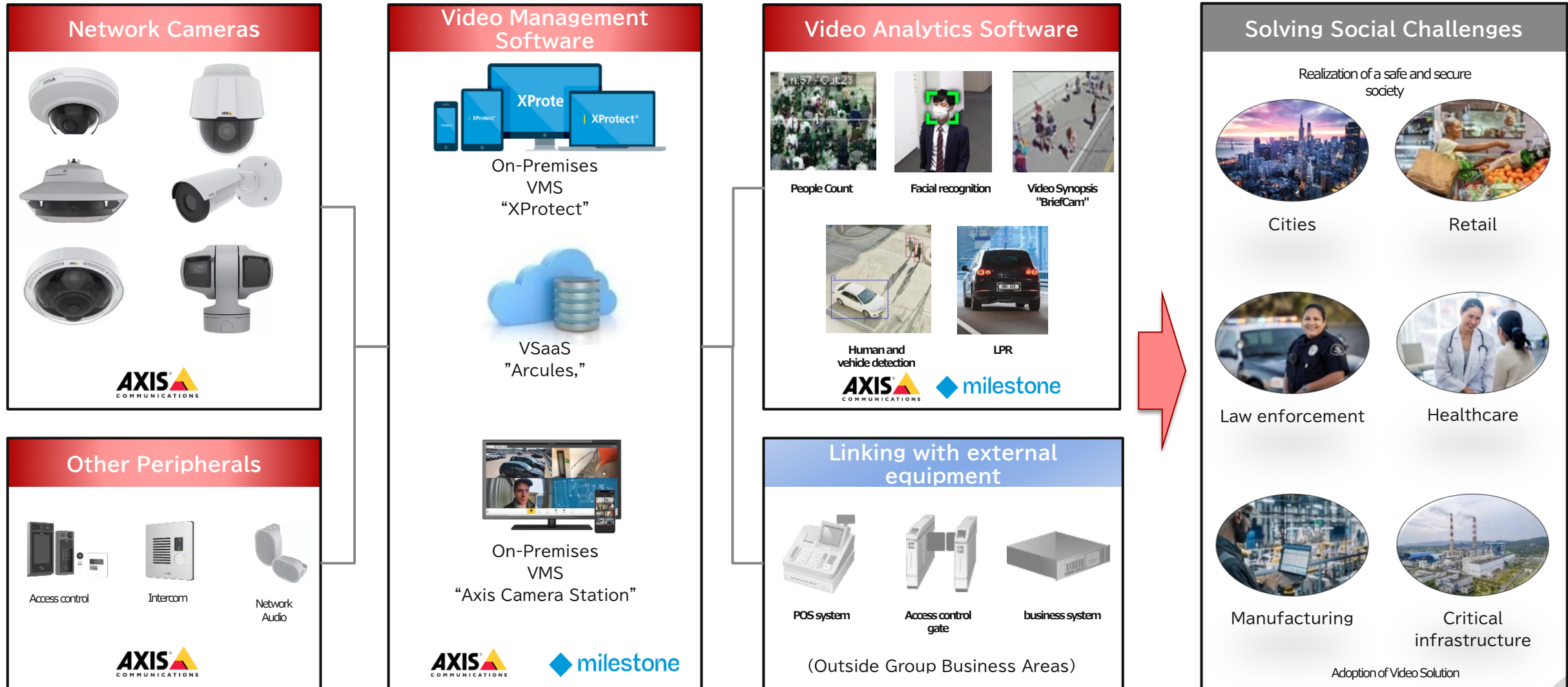
Over the past 10 years (2015 to 2024),

Achieved **3X** Growth



※source : Omdia “Video Surveillance & Analytics Market Share Database – 2025” (world excluding China)

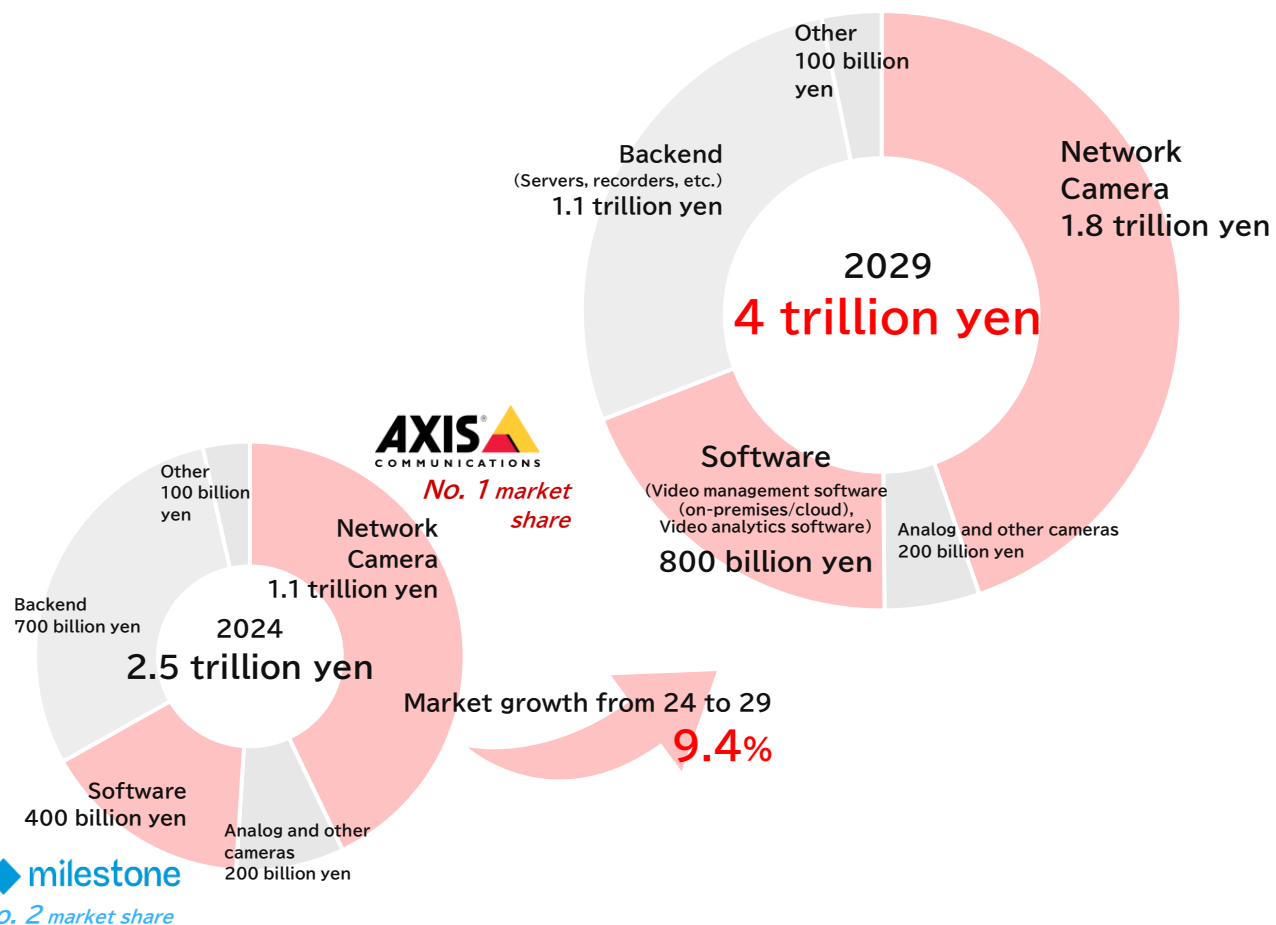
Network Camera Business Group Products



Future Market Trends

Continued Growth in “Safety and Security” Demand and Rising Demand for “Video Solutions”
Driving Market Expansion

Video Surveillance Equipment Market Size Forecast



Key Trends in Market Expansion



Network camera market

- ✓ Advancement of Network Camera Technology
- ✓ Increasing Importance of Cybersecurity Risk Management
- ✓ Accelerated Integration with Peripheral Devices and Sensors



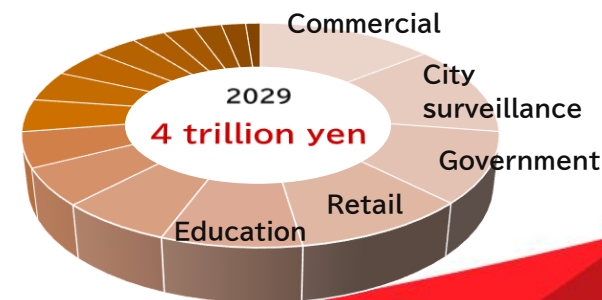
Software market

- ✓ Cloud-Based Video Management Software Market and Expansion of AI-Powered Video Analytics
- ✓ Deepening Focus on AI Ethics and Data Privacy
- ✓ Accelerated Integration with External Systems and Non-Video Data



Market by Application

- ✓ Growing Demand Driven by Top 5 Key Segments (Approx. 55% of Market)



Strengths of Axis



1. Industry-Leading Diverse Product Portfolio and Technology Partnerships
2. Robust Two-Tier Sales Network and Service Framework
3. Strong Brand Power Built Through Years of Industry Leadership

Product Portfolio

Video Surveillance

Network camera products

Core Video Products



Bullet Box



PTZ Dome



Panorama Onboard

Expanded video product



Thermal Special camera



Explosion-protected Radar

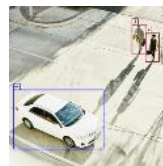


Bodyworn camera Modular

Software & Solutions



Video management software



Analytics

Peripheral & New Area

Audio, Intercom Access Control



Network Audio

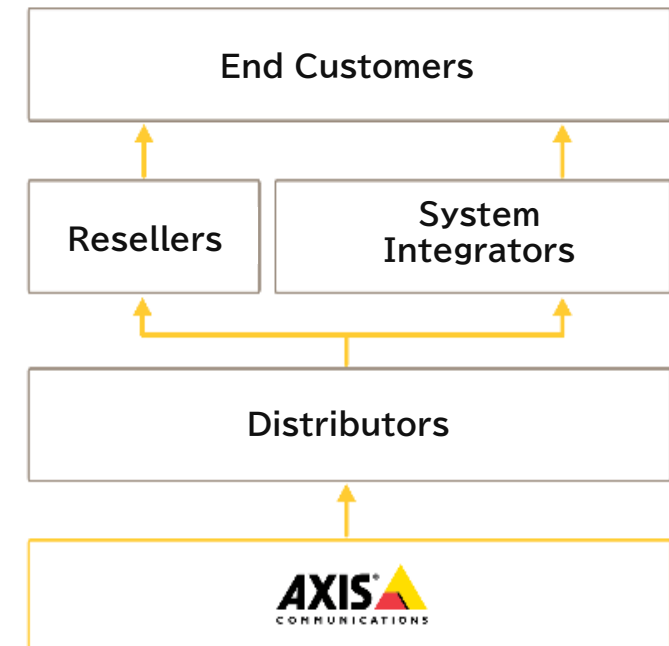


Access control



Intercom

Two-tier Business Model

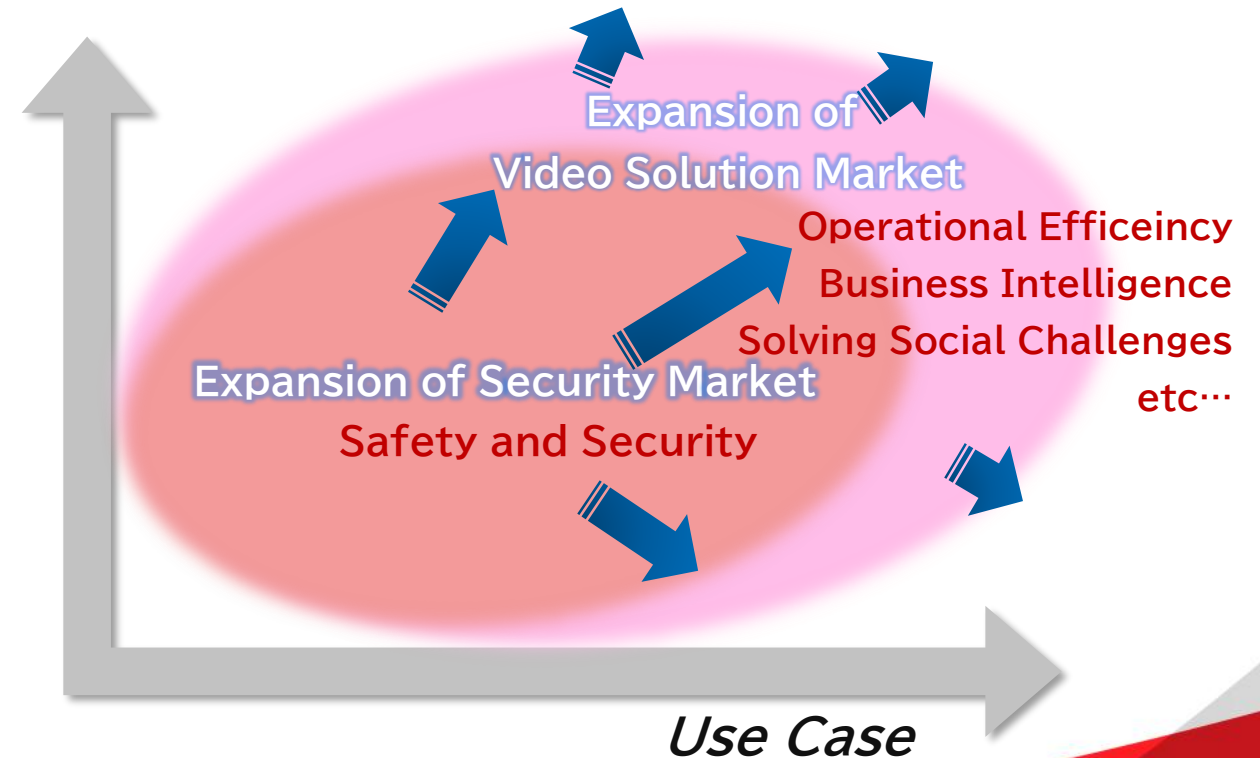
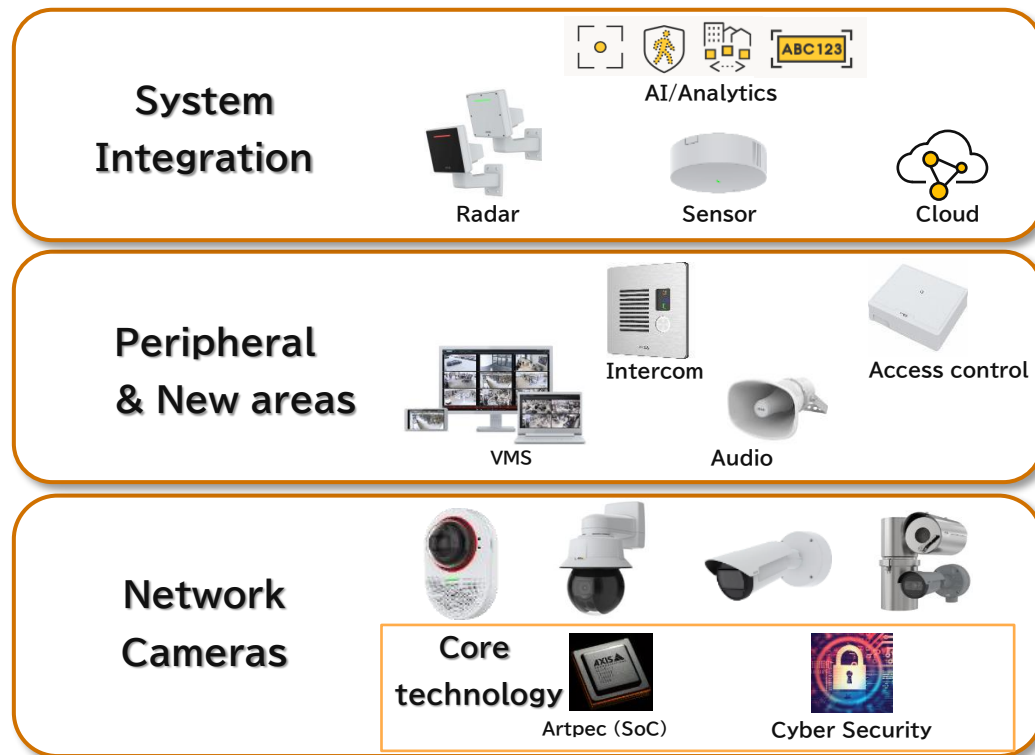


Axis Business Expansion Strategy



- Strengthen Core Technologies and Portfolio of Network Cameras
- Further Expansion of Security Business through Strengthening New Domains
- Expansion into Video Solution Areas (Operational Efficiency and Business Intelligence) through System Integration

Portfolio



Strengths of Milestone and Its Business Expansion Strategy

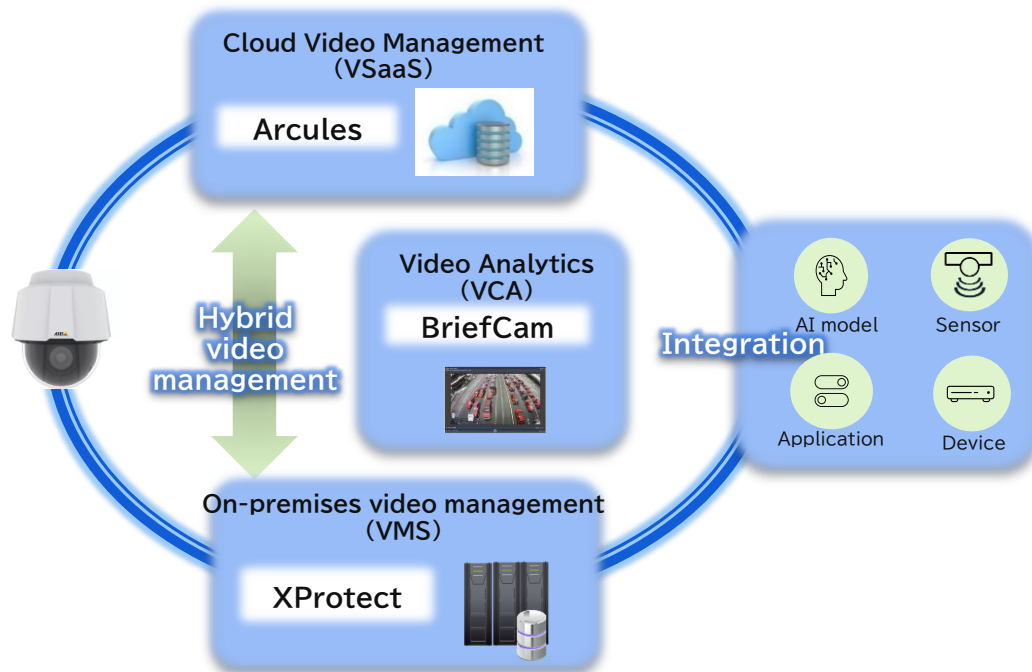


Strengths

1. Scalable Product Portfolio Offering XProtect, Arcules and BriefCam across On-premises and Cloud
2. Industry-leading Technology and Sales Partners Built on an Open Platform
3. Strong Brand Power Built Through Years of Industry Leadership

Expansion Strategy

- Providing Comprehensive Solutions Through Enhanced AI Analytics and Integration with Non-Video Data
- Accelerating VSaaS Business Model Through Strengthened Cloud and Hybrid Capabilities
- Reinforcing “Responsible Technology” for AI Ethics and Privacy Protection



Innovating for a smarter, safer world



CAGR

More than

10%

2030 target

More than

500B Yen

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New Business Areas

3D Imaging

EOS VR SYSTEM

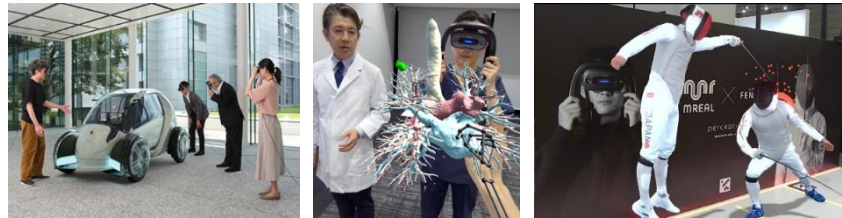
High-quality 3D VR shooting lenses

VR viewing devices & content creation
Partner collaboration



MREAL

Fusion of digital 3D images & real world
Manufacturing, Medical, Entertainment



Volumetric Video

Real-time 3D generation

New viewing experience for sports and entertainment



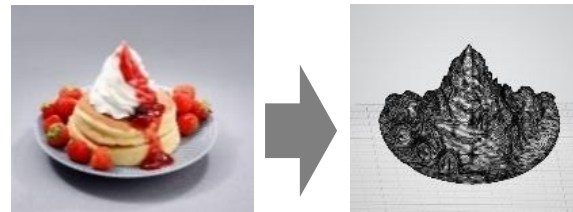
- 3D streaming
- 3D advertising
- 3D data usage

Rolled out for demonstration at Tokyo Dome and studios

EOS Image Quality 3D

EOS additional features

One shot 3D generation



One shot photography

3D digitalization

- Photo booth
- Digital signage
- CG creation
- E-commerce
- Archive

Components

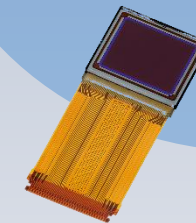
Leveraging
in-house technology

In-house
devices



SPAD
SENSOR

Optical
technologies



μOLED module

Conclusion

Continuing to solve customers' diverse challenges and enrich lifestyles

