

**Canon Inc.**  
**2025 Corporate Strategy Conference**

# **Imaging Group**

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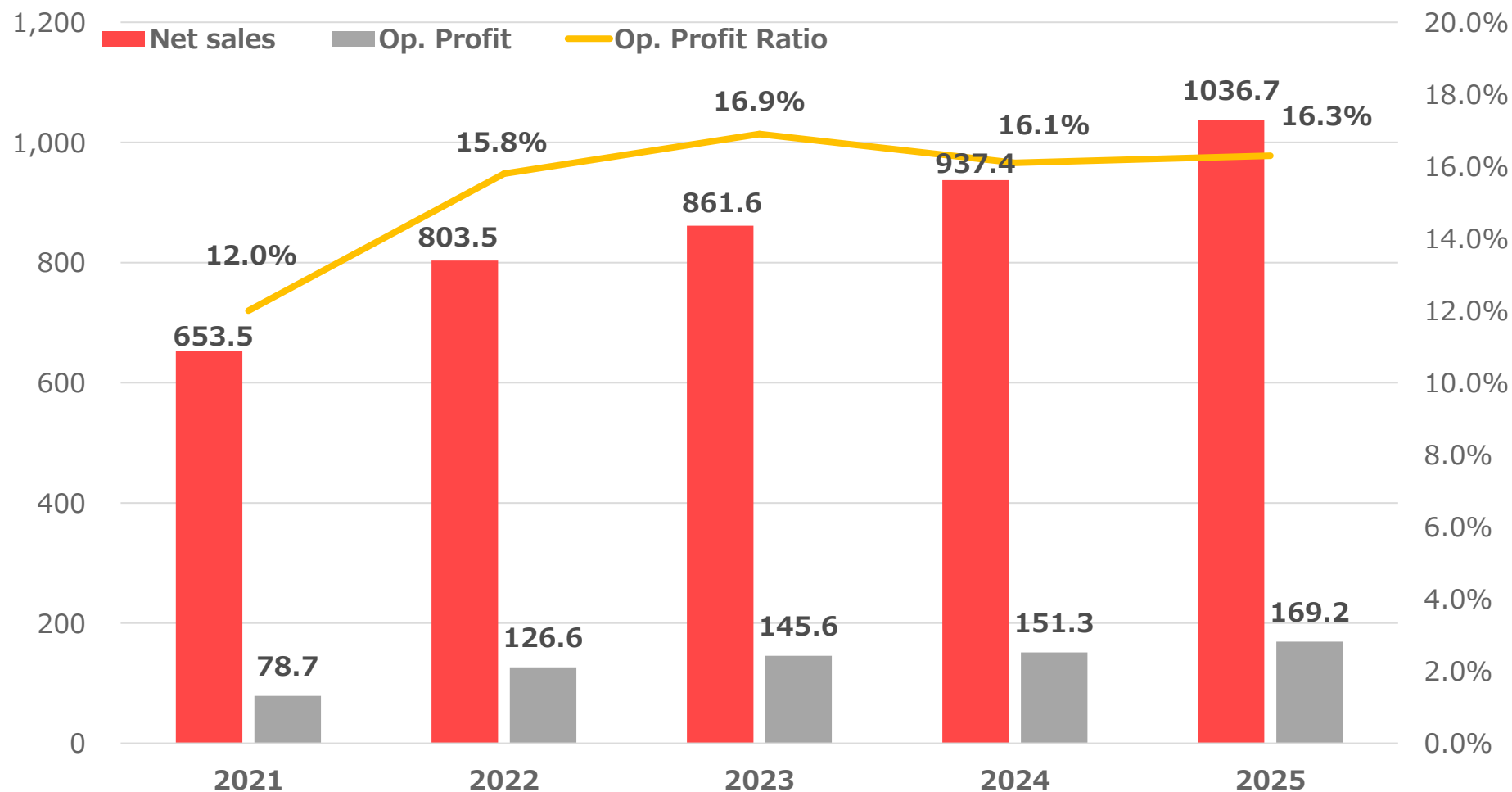


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\*Some images have been deleted.

Net sales/Op. Profit (Billions of yen)

Op. Profit Ratio



# Results up to 2024 & Challenges and Strategies & Measures

## Results up to 2024 & Challenges

### ■ Results

- Cameras : Maintained No. 1 share of interchangeable-lens camera market for 22 consecutive years  
: Expanded lineup by launching new mirrorless cameras like the flagship EOS R1, and reaching a cumulative total of 56\* RF mount lenses  
: Released new CINEMA EOS SYSTEM to meet the wide range of video content production needs
- Network Cameras : Four consecutive years of double-digit revenue growth. Milestone integrated BriefCam and Arcules to strengthen solutions business
- Other New Bus. : Enhanced measures in 3D imaging area

### ■ Challenges

- 1 . Maintain growth and high profitability amid global inflation and unstable global conditions
- 2 . Respond to diversified values and market needs

\*The number of models includes cinema lenses



## Strategies & Measures for future growth

1. Establish a dominant position in the camera market
2. Grow network camera business through group collaboration
3. Strengthen profit structure by improving productivity
4. Expand into new business areas

# 1. Establish a Dominant Position in the Camera Market

Provide products and services, leveraging advanced optical and camera technologies to meet diverse needs

Press

Extend to  
video-oriented  
customer base

Creator

Social  
media post

Win support from  
younger generations

Absolute trust from  
professionals

- Achieve an overwhelming No.1 share in mirrorless camera market by continuously introducing attractive products that can be realized only by the EOS R system
- Expand lineup of hybrid cameras and lenses to meet the needs of both still photography and video shooting
- Provide young people with a different value experience from smartphones
- Improve functions and performance of cameras and lenses using technologies including AI
- Provide top quality service and support with the aim of zero downtime, ensuring professionals work without any stoppages

## 2. Grow Network Camera Business Through Group Collaboration

Enhance market position through further acceleration of Canon Group synergies

### [Network Camera Market]

Continuous growth by expanding from security to video solutions



### [Canon Group Measures]

Strengthen combined hardware and software solutions

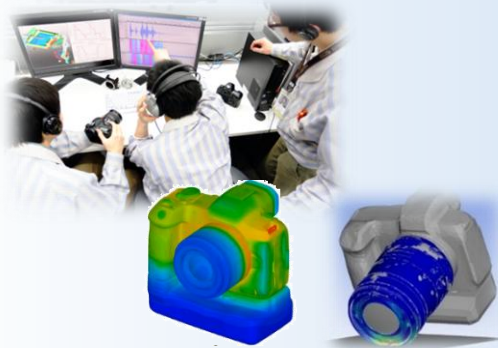


# 3. Strengthen Profit Structure by Improving Productivity

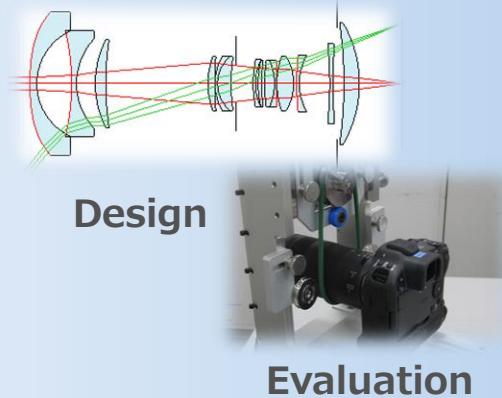
Build structure for efficient development and optimal production, utilizing leading-edge technologies

## Efficient Development Structure

### Use of Simulation

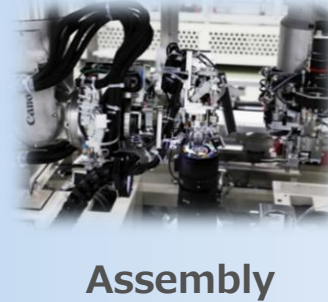


### Automation



## Optimal Manufacturing Structure

### Automation



### In-house production



## Use of AI Technology



## 4. Evolve into New Business Areas

### Expand use cases of 3D imaging

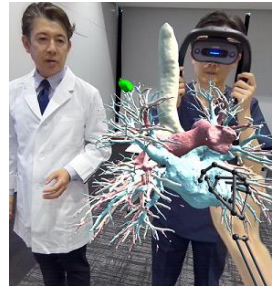
#### EOS VR SYSTEM

High-quality 3D/VR  
Image shooting



#### MREAL

Seamless fusion of digital  
3D images and real world



#### Volumetric Video

Real-time 3D generation



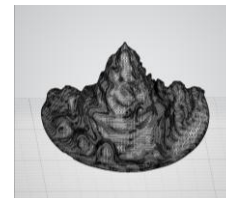
PoC operations at Tokyo Dome  
and Studios

#### EOS image quality 3D

Generate high-quality 3D  
data using single shot by EOS



Single shot



3D data  
conversion

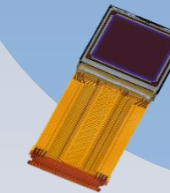
### Start Component Business

Utilize In-House  
Technologies

In-House  
Devices



SPAD  
SENSOR



μOLED Module

Optical  
Technology

