



Notice of Convocation of the Ordinary General Meeting of Shareholders for the 125th Business Term

Photograph location: Fujinomiya City, Shizuoka Pref.
Photographed with EOS R5 Mark II
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DATE AND TIME	March 27 (Friday), 2026 at 10:00 a.m. (Japan time) (The reception will commence at 9:00 a.m.)
PLACE	Headquarters of the Company 30-2, Shimomaruko 3-chome, Ohta-ku, Tokyo
MATTERS TO BE RESOLVED	Item No.1 Dividend from Surplus Item No.2 Election of Eleven Directors Item No.3 Election of Two Audit & Supervisory Board Members Item No.4 Grant of Bonus to Directors

The Notice of Convocation, Reference Documents for General Meeting of Shareholders, and part of the Business Report will be sent to shareholders who did not submit a Request for Delivery of Documents.



Based on our philosophies of “respect for humanity” and “emphasis on original technology,” Canon was founded in 1937 as a camera manufacturer and continued to grow for 30 years under the high ideal of “building the world’s best cameras using our own technology.”

Against the backdrop of internationalization in the 1960s, we achieved further growth through structural transformation aimed at “globalization” and “diversification.”

Additionally, in the increasingly internationalized world, we marked the 50th anniversary of our founding in 1987. And, in 1988, we announced our second founding, introducing the new corporate philosophy of “*kyosei*” (living and working together for the common good).

In accordance with this philosophy of “*kyosei*,” Canon will continue its business activities aimed at corporate growth and development in the interest of global prosperity and the well-being of humankind.

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To Our Shareholders

We are pleased to present our notice of convocation of the Ordinary General Meeting of Shareholders for the 125th Business Term (from January 1, 2025 to December 31, 2025).

In 2025, the global economy continued to grow at a moderate pace. While the European economy, which was affected by geopolitical risks, saw only a gradual recovery, and the economic slowdown in China persisted, the U.S. economy remained solid despite the impact of tariff policies.

We were also affected by U.S. tariff policies. However, we posted sales growth in our medical, network camera, and semiconductor manufacturing equipment businesses, where medium- to long-term market expansion is expected. Sales also grew for interchangeable-lens cameras with the launch of new products. As a result, net sales grew for the fifth consecutive year, enabling us to achieve the target we set in our five-year management initiative, Phase VI (2021 to 2025) of the “Excellent Global Corporation Plan.” Operating profit also improved to nearly 10%. Over these five years, we have achieved substantial growth in both sales and profits.

For the term-end dividend, in appreciation of the continued support of our shareholders, we will propose a distribution of 80.00 yen per share at the Ordinary General Meeting of Shareholders for the 125th Business Term. As such, our dividend for the year, including our interim dividend of 80.00 yen per share, will amount to 160.00 yen per share, representing an increase of 5.00 yen relative to our annual dividend for the 124th Business Term, and a return to the pre-COVID-19 level.

The year 2026 marks the first year of our new five-year management initiative, Phase VII (2026 to 2030) of the “Excellent Global Corporation Plan.” We will continue to evolve, fearlessly embracing change to achieve further growth. Although navigating through this challenging business environment will be difficult, the Canon Group will work in a concerted effort to meet the challenges, and achieve its goal by maintaining the momentum built in Phase VI.

We look forward to our shareholders’ continued support and encouragement.

March, 2026

Chairman & CEO

FUJIO MITARAI



TO OUR SHAREHOLDERS

CANON INC.30-2, Shimomaruko 3-chome,
Ohta-ku, Tokyo

Chairman & CEO Fujio Mitarai

NOTICE OF CONVOCAION OF THE ORDINARY GENERAL MEETING OF SHAREHOLDERS FOR THE 125TH BUSINESS TERM

Notice is hereby given that the Ordinary General Meeting of Shareholders for the 125th Business Term (the “Meeting”) of Canon Inc. (the “Company”) will be held as described below.

As you can exercise your voting rights via the internet or in writing, we strongly encourage you to do so if choosing not to travel to the Meeting venue on the date of the Meeting. The voting deadline via the internet or in writing is **5:00 p.m. on March 26 (Thursday), 2026 (Japan time).** **(If exercising your voting rights in writing, your vote must arrive at the manager of the register of shareholders no later than the aforementioned deadline.)**

1. DATE AND TIME:	March 27 (Friday), 2026 at 10:00 a.m. (Japan time) (The reception will commence at 9:00 a.m.)
2. PLACE:	Headquarters of the Company 30-2, Shimomaruko 3-chome, Ohta-ku, Tokyo (Please see the map at the end of this notice.)
3. MATTERS CONSTITUTING THE PURPOSE OF THE MEETING	<p>Matters to be Reported:</p> <ol style="list-style-type: none"> 1. Reports on the contents of the Business Report and Consolidated Financial Statements for the 125th Business Term (from January 1, 2025 to December 31, 2025), and reports on the Auditing Results of Accounting Auditor and Audit & Supervisory Board regarding the Consolidated Financial Statements. 2. Reports on the content of the Non-Consolidated Financial Statements for the 125th Business Term (from January 1, 2025 to December 31, 2025). <p>Matters to be Resolved upon:</p> <p>Proposals:</p> <ul style="list-style-type: none"> Item No.1 - Dividend from Surplus Item No.2 - Election of Eleven Directors Item No.3 - Election of Two Audit & Supervisory Board Members Item No.4 - Grant of Bonus to Directors

1. Measures for Electronic Provision of the Shareholders Meeting Reference Documents

Upon convening the Meeting, the Company takes Measures for Electronic Provision of the information that includes the contents of Reference Documents for General Meeting of Shareholders, Business Report, Consolidated Financial Statements and Non-Consolidated Financial Statements pursuant to provisions of the Corporation Law of Japan and the Company's Articles of Incorporation. This information is posted on the websites listed below. Please access either website to view it.

(1) Company's website ("Shareholders' Meeting" page of the "Investor Relations" section)

Please access the website below and see "The Ordinary General Meeting of Shareholders for the 125th Business Term (March 27, 2026)."

<https://global.canon/en/ir/share/meeting.html>



(2) Tokyo Stock Exchange website (Listed Company Search)

Please access the website below, input "Canon" into "Issue name (company name)" or "7751" into "Code," click "Search," then "Basic information" of Canon Inc. and select "Documents for public inspection/PR information," "Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting."

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>



2. Documents not included in the Documents Delivered for Shareholders

In addition to this Notice of Convocation, documents including the contents of the Business Report, the Consolidated Financial Statements, and the Non-Consolidated Financial Statements will be sent to shareholders who submitted a Request for Delivery of Documents. However, the following contents are not included in these documents, based on the provisions of laws, regulations, and the Company's Articles of Incorporation: "Stock Acquisition Rights, etc. of the Company" of the Business Report; "Consolidated Statement of Equity" and "Notes to Consolidated Financial Statements" of the Consolidated Financial Statements; and "Non-Consolidated Statement of Changes in Net Assets" and "Notes to Non-Consolidated Financial Statements" of the Non-Consolidated Financial Statements. These documents are posted on each of the websites described in 1. above as "Matters Omitted from the Notice of Convocation and the Materials for the Ordinary General Meeting of Shareholders." Please access one of the websites to read them.

These matters have been subject to audit, whereby the Audit & Supervisory Board Members have prepared the Audit Report of Audit & Supervisory Board and the Accounting Auditor has prepared the Audit Report of Accounting Auditor.

3. Changes in the contents of Shareholders Meeting Reference Documents

Any changes in information that includes the contents of Reference Documents for General Meeting of Shareholders, Business Report, Consolidated Financial Statements and Non-Consolidated Financial Statements will be posted on each of the websites described in 1. above.

4. Cautionary matters concerning attending the Meeting in person

- (1) Upon attending the Meeting, please present the Voting Form delivered by the Company to the receptionist at the place of the Meeting.
- (2) If you exercise your voting rights by proxy, the proxy should also be a shareholder with voting rights for the Meeting. The proxy is requested to present the Voting Form for exercising your voting rights by proxy, documents that prove the proxy, and the Voting Form under the name of the proxy to the receptionist at the place of the Meeting.

5. Exercise of voting rights via the internet or in writing

Please refer to "Guidance Notes on the Exercise of Voting Rights via the Internet or in Writing" on the following page.

Guidance Notes on the Exercise of Voting Rights via the Internet or in Writing

Shareholders may exercise their voting rights prior to the Meeting via the internet or in writing (using the Voting Form), instead of attending the Meeting in person.

Exercise of Voting Rights via the Internet

1. Method of Scanning the QR Code Using Smartphones, etc. for Exercising Voting Rights

- (1) Please access the website for exercising voting rights by scanning the QR Code* printed on the lower right-hand side of the Voting Form.



* "QR Code" is a registered trademark of DENSO WAVE INCORPORATED.

- (2) Please exercise your voting rights by following the directions on the screen. Please note that exercising voting rights by using this method is available only once. Therefore, if you wish to revise your for/against selections, please exercise your voting rights again using "Method of Entering the Code for the Exercise of Voting Rights" as described on the right.

2. Method of Entering the Code for the Exercise of Voting Rights

- (1) Please access the website for exercising voting rights specified by the Company (<https://soukai.mizuho-tb.co.jp/>).
- (2) Please enter the Code for the Exercise of Voting Rights and password printed on the lower left-hand corner of the reverse side of the Voting Form, and exercise your voting rights by following the directions on the screen.



Voting deadline: No later than 5:00 p.m. on March 26 (Thursday), 2026 (Japan time)

Exercise of Voting Rights in Writing (Using the Voting Form)

Please indicate your for/against for each of the proposals on the Voting Form and send it to us by postal mail.



- For Item No.2 and Item No.3, please indicate your vote as follows:
If you approve of all of the candidates: Mark the "贊" (for) box with a "○"
If you are opposed to all of the candidates: Mark the "否" (against) box with a "○"
If you are opposed to some of the candidates: Mark the "贊" (for) box with a "○," and indicate the numbers for the candidates that you are opposed to
- In the event that your for/against of any proposal is not indicated on the Voting Form, the proposal shall be considered as an indication of for.

To arrive no later than 5:00 p.m. on March 26 (Thursday), 2026 (Japan time)

Voting deadline: (Voting Forms that arrive at our manager of the register of shareholders (Mizuho Trust & Banking Co., Ltd.) no later the aforementioned deadline shall be deemed valid.)

1. Treatment of Voting Rights Which Are Exercised More Than Once

- If you exercise your voting rights twice, via the internet and in writing, we will only accept the exercise of your voting rights via the internet as effective.
- If you exercise your voting rights more than once via the internet, we will only accept the last exercise of your voting rights as effective.

2. For Inquiries with Respect to the Exercise of Voting Rights via the Internet

Please contact:

Stock Transfer Agency Department of Mizuho Trust & Banking Co., Ltd.
Telephone: 0120-768-524 (toll-free, available in Japan only, 9:00 a.m. to 9:00 p.m.)

To Institutional Investors

The electronic voting platform for institutional investors operated by Investor Communications Japan Inc. is available for institutional investors that have applied to use such platform in advance.

REFERENCE DOCUMENTS FOR GENERAL MEETING OF SHAREHOLDERS

Item No.1: Dividend from Surplus

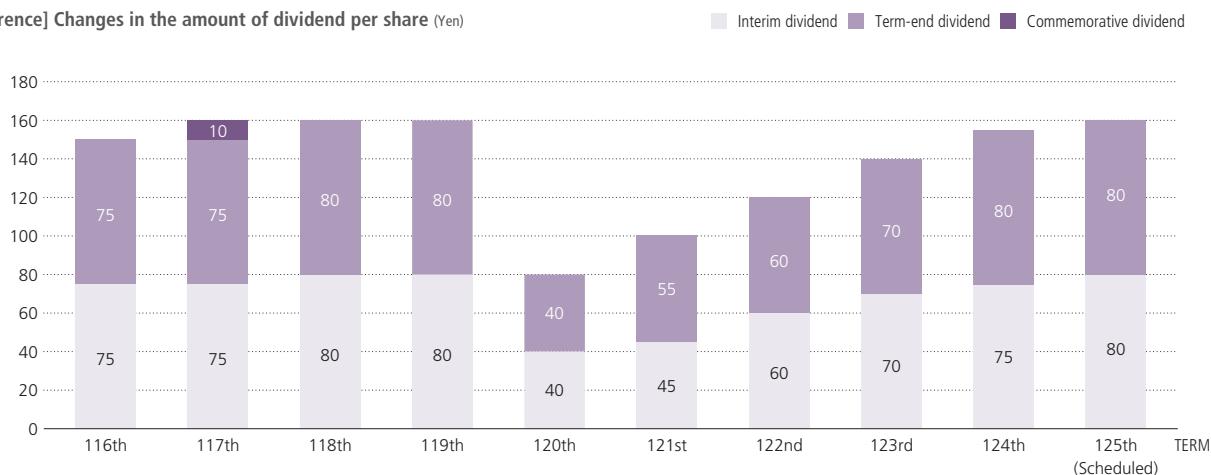
The basic policy of the Company is to provide a stable return and actively return profits to shareholders, mainly in the form of a dividend, taking into consideration medium-term profit forecasts along with planned future investments, cash flow and other factors.

In accordance with the above basic policy, we propose a term-end dividend of 80.00 yen per share for the current business term.

As we have already paid an interim dividend of 80.00 yen per share, the full-year dividend will be 160.00 yen per share (an increase of 5.00 yen from the previous term).

1. Kind of the dividend property	Cash
2. Matters regarding allocation of the dividend property and its total amount	80.00 yen per one common share of the Company Total amount of dividend 70,289,991,440 yen
3. Effective date of the distribution of the dividend from surplus	March 30, 2026

[Reference] Changes in the amount of dividend per share (Yen)



Item No.2: Election of Eleven Directors

The terms of office of all of the ten Directors will expire at the end of this Meeting. Accordingly, we propose the election of eleven Directors, increasing the number of Directors by one to further strengthen the management structure.

The Company has a basic policy that the focus of the organizational structure of the Board of Directors is on the Directors that oversee company-wide business strategies or execution and the Directors that oversee multiple business fields or headquarters functions, while at least two Independent Outside Directors are appointed while also assuring that they account for one third or more of the total number of Directors, in order to secure sound management.

The candidates for Director, based on this basic policy, are as follows:

Candidate No.	Name	Current Position, Responsibilities, etc. at the Company	Board of Directors Meeting Attendance
1	Fujio Mitarai Reappointed	Chairman & CEO	100% (10/10)
2	Toshizo Tanaka Reappointed	Executive Vice President & CFO Group Executive of Public Affairs Headquarters Group Executive of Sustainability Headquarters Senior General Manager of Corporate Governance Center	100% (10/10)
3	Toshio Homma Reappointed	Executive Vice President & CTO Head of Printing Group Chief Executive of Digital Printing Business Operations	100% (10/10)
4	Kazuto Ogawa Reappointed	Executive Vice President & Director Group Executive of Global Marketing Strategy Headquarters	100% (10/10)
5	Hiroaki Takeishi Reappointed	Senior Managing Director Head of Industrial Group Chief Executive of Optical Products Operations	100% (10/10)
6	Minoru Asada Reappointed	Senior Managing Director Group Executive of Finance & Accounting Headquarters Chief of PSI Optimization Project	100% (10/10)
7	Yusuke Kawamura Reappointed Outside Director Independent Director	Director	100% (10/10)
8	Masayuki Ikegami Reappointed Outside Director Independent Director	Director	100% (10/10)
9	Masaki Suzuki Reappointed Outside Director Independent Director	Director	100% (10/10)
10	Akiko Ito Reappointed Outside Director Independent Director	Director	100% (10/10)
11	Atsumi Arima Newly appointed Outside Director Independent Director	—	—

Note: The attendance figures above constitute attendance of the Board of Directors meetings by the respective candidates for Directors during the 125th business term.



Candidate No. **1**

Reappointed

(Male)

Fujio Mitarai

Date of birth
Sep. 23, 1935

Number of the Company's shares held
153,144 shares

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1961: Entered the Company
Mar. 1981: Director
Mar. 1985: Managing Director
Mar. 1989: Senior Managing Director
Mar. 1993: Executive Vice President
Sep. 1995: President
Mar. 2006: Chairman, President & CEO
May 2006: Chairman & CEO (*daihyō torishimariyaku kaichō*)
Mar. 2012: Chairman & CEO (*daihyō torishimariyaku kaichō ken shachō*)
Mar. 2016: Chairman & CEO (*daihyō torishimariyaku kaichō*)
May 2020: Chairman & CEO (*daihyō torishimariyaku kaichō ken shachō*) (present)

[Important concurrent post]

· Audit & Supervisory Board Member of The Yomiuri Shimbus Holdings

[Reasons for being selected as a candidate]

Mr. Fujio Mitarai has supervised the Company's management as a CEO over the course of many years and has accomplished many things, such as significantly increasing profitability through management reform including production reform, and building a foundation for the transformation of the Company's business structure for new areas where growth is expected. The Company has selected him as a candidate for Director upon determining that his wealth of expertise and ability related to management, gained from being chairman of Keidanren ("Japan Business Federation"), and holding many important positions in other organizations, are vital to the Company's management.



Candidate No. **2**

Reappointed

(Male)

Toshizo Tanaka

Date of birth
Oct. 8, 1940

Number of the Company's shares held
25,810 shares

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1964: Entered the Company
Mar. 1995: Director
Mar. 1997: Managing Director
Mar. 2001: Senior Managing Director
Mar. 2007: Executive Vice President & Director
Mar. 2008: Executive Vice President & CFO (present)
Apr. 2011: Group Executive of Finance & Accounting Headquarters
Mar. 2014: Group Executive of Human Resources Management & Organization Headquarters
Apr. 2017: Group Executive of Facilities Management Headquarters
Mar. 2018: Group Executive of Public Affairs Headquarters (present)
Apr. 2018: Group Executive of Finance & Accounting Headquarters
Jul. 2023: Senior General Manager of Corporate Governance Center (present)
Apr. 2025: Group Executive of Sustainability Headquarters (present)

[Reasons for being selected as a candidate]

Mr. Toshizo Tanaka has contributed greatly to building the Company's strong financial position while working for many years as CFO. The Company has selected him as a candidate for Director upon determining that his extensive expertise, insight, and wide range of experience, gained from managing overall corporate administration, are vital to the Company's management.



Candidate No. **3**

Reappointed

(Male)

Toshio Homma

Date of birth
Mar. 10, 1949

Number of the Company's shares held
83,052 shares

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1972: Entered the Company
Jan. 1995: Senior General Manager of Copying Machine Development Center
Mar. 2003: Director
Apr. 2003: Group Executive of Business Promotion Headquarters
Jan. 2007: Chief Executive of L Printer Products Operations
Mar. 2008: Managing Director
Mar. 2012: Senior Managing Director
Group Executive of Procurement Headquarters
Mar. 2016: Executive Vice President
Apr. 2016: Chief Executive of Office Imaging Products Operations
Mar. 2017: Executive Vice President & In charge of Office Business
Apr. 2020: Executive Vice President & CTO & In charge of Printing Business
Chief Executive of Digital Printing Business Operations (present)
Apr. 2021: Executive Vice President & CTO (present)
Head of Printing Group (present)

[Reasons for being selected as a candidate]

Mr. Toshio Homma accomplished great things in the commercialization of large-format printing systems after being engaged in the development and commercialization of copying machines over the course of many years. Also, he led procurement reform and contributed to creating a structure to support reducing the cost-of-sales ratio. He is currently in charge of and managing the overall printing business including commercial printing, while also managing the Company's technological R&D as CTO. The Company has selected him as a candidate for Director upon determining that his broad knowledge and experience are vital to the Company's management.



Candidate No. **4**

Reappointed

(Male)

Kazuto Ogawa

Date of birth
Apr. 5, 1958

Number of the Company's shares held
7,500 shares

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1981: Entered the Company
Apr. 2005: President & CEO of Canon Singapore Pte. Ltd.
Mar. 2008: President & CEO of Canon Canada Inc.
Apr. 2011: Executive Officer of the Company
Feb. 2014: Executive Vice President of Canon (China) Co., Ltd.
Apr. 2016: Managing Executive Officer of the Company
Apr. 2018: President & COO of Canon U.S.A., Inc.
Apr. 2021: Senior Managing Executive Officer of the Company
Jan. 2024: Group Executive of Global Marketing Strategy Headquarters (present)
Mar. 2024: Executive Vice President & Director (present)

[Reasons for being selected as a candidate]

Mr. Kazuto Ogawa had been assigned to overseas group companies for about 10 years before he served as president of a sales subsidiary in Singapore, president of a sales subsidiary in Canada, vice president of regional sales headquarters in Asia, and president of regional sales headquarters in the Americas. He demonstrated outstanding leadership at these respective positions, as he steadily improved performance of the sales company in the U.S. through structural reforms and new business development in the midst of the COVID-19 pandemic. The Company has selected him as a candidate for Director upon determining that his extensive global experience and business management skills are indispensable for Canon's management.



Hiroaki Takeishi

Date of birth
Mar. 20, 1964

Number of the Company's shares held
10,600 shares

Candidate No. **5**

Reappointed

(Male)

Brief personal record, position, responsibilities and important concurrent posts

As of
Jul. 1990: Entered the Company
Jul. 2008: Senior General Manager of Semiconductor Production Equipment Design Center 2
Jul. 2009: Senior General Manager of Semiconductor Production Equipment PLM Center 1
Jan. 2012: Group Executive of Semiconductor Production Equipment Group Optical Products Operations
Apr. 2012: Executive Officer
Jul. 2016: Deputy Chief Executive of Optical Products Operations
Jan. 2017: Chief Executive of Optical Products Operations (present)
Apr. 2017: Managing Executive Officer
Apr. 2021: Senior Managing Executive Officer
Head of Industrial Group (present)
Chairman & CEO of Canon Tokki Corporation (present)
Mar. 2024: Senior Managing Director (present)

[Reasons for being selected as a candidate]

Mr. Hiroaki Takeishi had long been engaged in the development of semiconductor manufacturing equipment, playing a central role. Since 2012, he has been responsible for the semiconductor manufacturing equipment business and has made great contribution in strengthening and nurturing the business. Currently, he oversees the entire business of Canon's Industrial Group, including organic LED deposition systems. The Company has selected him as a candidate for Director upon determining that his experience and knowledge with both technical and business management aspects in the industrial business field, which is one of the pillars of Canon's businesses going forward, are indispensable for the management of the Company.



Minoru Asada

Date of birth
Jun. 18, 1962

Number of the Company's shares held
11,579 shares

Candidate No. **6**

Reappointed

(Male)

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1985: Entered the Company
Apr. 2016: Senior General Manager of Group Management Center of Finance & Accounting Headquarters
Apr. 2017: Executive Officer
Apr. 2018: Deputy Group Executive of Finance & Accounting Headquarters
Sep. 2018: Executive Vice President & COO of Océ Technologies B.V. (currently, Canon Production Printing Netherlands B.V.)
Dec. 2018: President & CEO of Océ Holding B.V. (currently, Canon Production Printing Holding B.V.)
Apr. 2020: Managing Executive Officer of the Company
Jan. 2023: Group Executive of Finance & Accounting Headquarters (present)
Apr. 2023: Senior Managing Executive Officer
Jan. 2024: Audit & Supervisory Board Member (Outside) of OHARA INC. (present)
Mar. 2024: Chief of PSI Optimization Project (present)
Senior Managing Director (present)

[Important concurrent post]

- Audit & Supervisory Board Member (Outside) of OHARA INC.

[Reasons for being selected as a candidate]

Mr. Minoru Asada had been engaged in accounting in Japan and overseas for many years and has made substantial contribution to strengthening our group's financial structure. In 2018, he assumed the position of president of the Dutch subsidiary for the manufacture and sales of commercial printing systems, where he succeeded in restoring sound management by encouraging thorough streamlining and new product development. He is currently the Group Executive of the Finance & Accounting Headquarters at Canon Inc., which oversees the group's accounting operations. The Company has selected him as a candidate for Director upon determining that his advanced accounting and financial expertise and experience in operating subsidiaries are indispensable to the Company's management.



Yusuke Kawamura

Date of birth
Dec. 5, 1953

Number of the Company's shares held
3,100 shares

Candidate No. **7**

Reappointed **Outside Director**

(Male) **Independent Director**

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1977: Entered Daiwa Securities Co. Ltd.
Jan. 1997: General Manager of Syndicate Department of Daiwa Securities Co. Ltd.
Apr. 2000: Professor of Faculty of Economics and the Graduate School of Economics of Nagasaki University
Apr. 2010: Senior Managing Director of Daiwa Institute of Research Ltd.
Jan. 2011: Commissioner of Fiscal System Council of Ministry of Finance
Apr. 2012: Deputy Chairman of Daiwa Institute of Research Ltd.
Feb. 2013: Commissioner of Business Accounting Council of Financial Services Agency
Jun. 2017: Outside Director of Mitsui Sugar Co., Ltd. (currently Mitsui DM Sugar Co., Ltd.)
Apr. 2019: Executive Counselor of the Japan Securities Dealers Association
Apr. 2020: Chairman & CEO of Institute of Glocal Policy Research (present)
Jun. 2020: Outside Director of Toyo Aluminium K.K. (present)
Mar. 2021: Director of the Company (present)
Apr. 2021: Outside Director (Audit & Supervisory Committee Member) of Mitsui DM Sugar Holdings Co., Ltd. (currently Mitsui DM Sugar Co., Ltd.) (present)
Jun. 2024: Outside Director (Audit & Supervisory Committee Member) of The Shoko Chukin Bank, Ltd. (present)

[Important concurrent posts]

- Outside Director (Audit & Supervisory Committee Member) of Mitsui DM Sugar Co., Ltd.
- Chairman & CEO of Institute of Glocal Policy Research
- Outside Director of Toyo Aluminium K.K.
- Outside Director (Audit & Supervisory Committee Member) of The Shoko Chukin Bank, Ltd.

[Reasons for being selected as a candidate and expected roles]

Mr. Yusuke Kawamura has a wealth of experience as an Outside Director along with capacity as an expert with respect to financial and securities systems as well as strategy for managing financial institutions, given that he worked at a securities company and subsequently served in various positions, including as a university professor, a commissioner of councils of Japan's Ministry of Finance and Financial Services Agency, and an Executive Counselor of the Japan Securities Dealers Association. The Company has selected him as a candidate for Outside Director in hopes that he will furnish particularly useful advice drawing on his wealth of experience and high level of expertise regarding finance and securities, especially when taking part in discussions on M&A and ESG-related topics from a shareholder and investor perspective.



Masayuki Ikegami

Date of birth
Aug. 29, 1951

Number of the Company's shares held
2,000 shares

Candidate No. **8**

Reappointed **Outside Director**

(Male) **Independent Director**

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1977: Appointed as Public Prosecutor
Jun. 2006: Deputy Vice-Minister of Justice of Ministry of Justice
Oct. 2008: Public Prosecutor of Supreme Public Prosecutors Office
Aug. 2011: Deputy Prosecutor-General of Supreme Public Prosecutors Office
Jul. 2012: Superintending Prosecutor of Nagoya High Public Prosecutors Office
Jan. 2014: Superintending Prosecutor of Osaka High Public Prosecutors Office
Oct. 2014: Justice of the Supreme Court
Aug. 2021: Retired from Justice of the Supreme Court
Mar. 2023: Registered as an attorney (present)
Mar. 2024: Director of the Company (present)

[Important concurrent post]

- Attorney

[Reasons for being selected as a candidate and expected roles]

Mr. Masayuki Ikegami has been involved in various matters, including corporate cases, in legal professions over many years, having served in important roles at the High Public Prosecutors Office in both Nagoya and Osaka and as a Justice of the Supreme Court for seven years. The Company has selected him as a candidate for Outside Director in hopes that he can provide insightful opinions and supervision, particularly regarding internal control systems and corporate governance, including from the perspective of ensuring corporate compliance, based on his abundant experience and advanced knowledge.



Masaki Suzuki

Date of birth
Apr. 18, 1955

Number of the Company's shares held
4,500 shares

Candidate No. **9**

Reappointed **Outside Director**

(Male) **Independent Director**

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1978: Joined Ministry of Finance
Jul. 2007: Deputy Vice Minister for Policy Planning and Co-ordination of Minister's Secretariat of Ministry of Finance
Jul. 2008: Councillor of Minister's Secretariat of Ministry of the Environment
Sep. 2012: Deputy Vice Minister of Minister's Secretariat of Ministry of the Environment
Jul. 2014: Vice-Minister of the Environment of Ministry of the Environment
Jul. 2015: Retired from Ministry of the Environment
Oct. 2015: Chairman and Representative Director of AEON Bank, Ltd.
Jun. 2016: Chairman of AEON Financial Service Co., Ltd.
Mar. 2017: Executive Officer in charge of Comprehensive Financial Business of AEON Co., Ltd.
Jun. 2023: Outside Director of FP Partner Inc. (present)
Mar. 2024: Director of the Company (present)
Aug. 2024: Outside Director of OHBA CO., LTD. (present)
Jun. 2025: Director (part-time) of Hankyu Hanshin Properties Corp. (present)

[Important concurrent posts]

- Outside Director of FP Partner Inc.
- Outside Director of OHBA CO., LTD.
- Director (part-time) of Hankyu Hanshin Properties Corp.

[Reasons for being selected as a candidate and expected roles]

Mr. Masaki Suzuki worked for many years at the Ministry of Finance, before transferring to the Ministry of the Environment, where he held important positions such as Vice-Minister. After retiring from the ministry, he also served as the representative director of a private financial institution. The Company has selected him as a candidate for Outside Director in hopes that he can provide insightful opinions particularly concerning the areas of corporate finance and environment, in addition to opinions and supervision of business execution based on his managerial experience at financial institutions which require a high degree of appropriateness and compliance.



Akiko Ito

Date of birth
Feb. 28, 1962

Number of the Company's shares held
1,600 shares

Candidate No. **10**

Reappointed **Outside Director**

(Female) **Independent Director**

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1984: Joined Ministry of Construction
Sep. 2014: Councillor of Cabinet Secretariat
Deputy Director General of Secretariat of the Headquarters for Overcoming Population Decline and Vitalizing Local Economy in Japan
Jun. 2016: Deputy Director-General of Ministry of Land, Infrastructure, Transport and Tourism
Jul. 2017: Director-General of Housing Bureau of Ministry of Land, Infrastructure, Transport and Tourism
Jul. 2018: Councillor of Cabinet Secretariat
Director General for Regional Revitalization, Secretariat of the Headquarters for Overcoming Population Decline and Vitalizing Local Economy in Japan
Jul. 2019: Commissioner of Consumer Affairs Agency
Jul. 2022: Retired from Consumer Affairs Agency
Jun. 2023: Outside Director of ITOCHU Corporation (present)
Mar. 2024: Director of the Company (present)

[Important concurrent post]

- Outside Director of ITOCHU Corporation

[Reasons for being selected as a candidate and expected roles]

Ms. Akiko Ito joined the Ministry of Construction (currently the Ministry of Land, Infrastructure, Transport and Tourism) as a technical official, served as Director of Housing Bureau, and was subsequently responsible for policies for regional revitalization, including human resource development and job and town development, before becoming Commissioner of the Consumer Affairs Agency. Since retiring from the Consumer Affairs Agency, she has continued to engage in related fields, while serving as the outside director of a corporation. The Company has selected her as a candidate for Outside Director in hopes that she can provide insightful advice and supervision, particularly from the perspective of clients, consumers, and organizational management.



Atsumi Arima

Date of birth
Aug. 11, 1962

Number of the Company's shares held
0 shares

Candidate No. **11**

Newly appointed **Outside Director**

(Female) Independent Director

Brief personal record, position, responsibilities and important concurrent posts

As of
Apr. 1986: Joined The Dai-Ichi Kangyo Bank, Limited (currently Mizuho Financial Group, Inc.)
Apr. 2014: Executive Officer and General Manager of Corporate Advisory Department of Mizuho Bank, Ltd.
Apr. 2016: Executive Officer and General Manager of International Business Department of Mizuho Bank, Ltd.
Dec. 2017: Resigned from Mizuho Bank, Ltd.
May 2020: Outside Director of Takashimaya Company, Limited (present)
Jun. 2021: Outside Director of SEIBU HOLDINGS INC. (present)
Jun. 2024: Outside Director of The Shoko Chukin Bank, Ltd. (present)

[Important concurrent post]

- Outside Director of Takashimaya Company, Limited
- Outside Director of SEIBU HOLDINGS INC.
- Outside Director of The Shoko Chukin Bank, Ltd.

[Reasons for being selected as a candidate and expected roles]

Ms. Atsumi Arima has abundant practical experience and specialized knowledge from her time spent working at a major financial institution, where she served critical roles in its corporate advisory and international business departments. She also has plentiful experience as an outside director. The Company has selected her as a candidate for Outside Director in hopes that she can leverage this experience and her advanced knowledge of risk management in the field of finance to provide appropriate advice on the Company's management and supervision of business execution.

- Notes: 1. None of the candidates for the Directors has any special interest in the Company.
2. Mr. Yusuke Kawamura, Mr. Masayuki Ikegami, Mr. Masaki Suzuki, Ms. Akiko Ito, and Ms. Atsumi Arima are candidates for Outside Directors defined by Article 2, Paragraph 3, Item 7 of the Enforcement Regulations of the Corporation Law of Japan.
3. FP Partner Inc., where Mr. Masaki Suzuki serves as Outside Director, received a business improvement order from the Kanto Local Finance Bureau in August 2025, due to the insufficient establishment of effective systems, including systems for the management of business operations as an insurance agency and the management of insurance solicitation operations. Mr. Suzuki regularly provides suggestions at board meetings from the perspective of legal compliance and compliance-oriented management at the aforesaid company. After the issuance of the business improvement order, he made recommendations and expressed opinions regarding the formulation of an improvement plan and the implementation of improvements in line with this plan.
4. Although Mr. Yusuke Kawamura, Mr. Masayuki Ikegami and Ms. Akiko Ito do not have the experience of being involved in the management of a company other than in a position of an outside director or outside audit & supervisory board member, the Company judges that they will appropriately perform their duties as Outside Director as outlined above in "Reasons for being selected as a candidate and expected roles."
5. Mr. Yusuke Kawamura will have served as Outside Director of the Company for five years as of the end of this Meeting. Mr. Masayuki Ikegami, Mr. Masaki Suzuki and Ms. Akiko Ito will have served as Outside Director of the Company for two years as of the end of this Meeting.
6. The Company has entered into contracts with Mr. Yusuke Kawamura, Mr. Masayuki Ikegami, Mr. Masaki Suzuki and Ms. Akiko Ito which set forth the limitation on their damage compensation liabilities resulting from negligence of his or her duties, pursuant to the provisions of Article 427, Paragraph 1 of the Corporation Law of Japan and the Company's Articles of Incorporation to the amount provided by laws and regulations. Should they be elected to the position of Director, the Company will continue the aforementioned contract with them. Moreover, should Ms. Atsumi Arima be elected to the position of Director, the Company will enter into a contract with same terms with her.
7. The Company has entered into a directors and officers liability insurance contract with an insurance company as specified in the provision of Article 430-3, Paragraph 1 of the Corporation Law of Japan, whereby the Company's Directors serve as the insured parties. The insurance covers damages that could arise under situations where an insured party bears liability in regard to performance of his or her duties or where the insured party becomes subject to a claim seeking to hold him or her liable in that regard. Every Director candidate is to be insured under the directors and officers liability insurance contract should they be elected. The contract is to be renewed in September 2026.
8. The Company has notified Mr. Yusuke Kawamura, Mr. Masayuki Ikegami, Mr. Masaki Suzuki and Ms. Akiko Ito as independent directors to each stock exchange in Japan on which the Company is listed as provided under the regulations of each stock exchange. Should they and Ms. Atsumi Arima be elected to the position of Director, the Company will make each of them and Ms. Atsumi Arima an independent director. Ms. Atsumi Arima previously served as an executive person at Mizuho Bank, Ltd., which is a shareholder and major lender to the Company. However, eight years have passed since her retirement from Mizuho Bank, Ltd., and the Company has determined that it will not affect her independence.
9. Ms. Akiko Ito is registered as Akiko Noda in Japan's Family Register System.

Additional Note for English Translation:

Mr. Fujio Mitarai, Mr. Toshizo Tanaka and Mr. Toshio Homma are Representative Directors.

[Reference] Overall Skills of the Board of Directors

In accordance with the philosophy of “kyosei,” the Company’s aim is to create new value through the power of technology and innovation toward realizing a better society, to provide world-first technologies and world-leading products and services, and to contribute to solving social issues.

With this in mind, we operate businesses in diverse fields with different market environments, from BtoB to BtoC, all over the world.

Given this background of the Company, in order for the Board of Directors to continue to make appropriate decisions and supervise business execution, and steadily achieve management goals, we believe that all members must share the philosophy of “kyosei,” and that the Board of Directors as a whole must cover at least the seven skills in the areas listed in the table below, including market and technological expertise in the Company’s business areas, management skills at a large company with a wide range of activities, a sophisticated international mindset, and advanced knowledge of ESG.

Note: The table below indicates up to five areas in which we expect each person to particularly demonstrate their skills. It does not represent the entirety of each person’s experience, knowledge, or skills.

Candidates for Directors * Candidate for Outside Director	Skills to be Possessed by the Board of Directors Overall						
	Corporate Management	Global Understanding	Business Experience	Technology and Development	Finance and Accounting	Risk Management	ESG
	Skills as a senior level executive of a listed company that does business globally, and the like	Global awareness/ experience obtained through working overseas, global marketing, etc.	Business management skills in the Company’s business domain	Knowledge and R&D experience in the Company’s core competence technologies	Skills as a financial accounting expert, derived from being a financial accounting officer of a listed company, a certified public accountant, etc.	Skills as an expert in risk management, including compliance, and internal control systems	Knowledge and experience in ESG
Fujio Mitarai	●	●			●	●	●
Toshizo Tanaka		●			●	●	●
Toshio Homma	●	●	●	●			
Kazuto Ogawa	●	●	●			●	
Hiroaki Takeishi	●	●	●	●			
Minoru Asada	●	●			●	●	
Yusuke Kawamura *					●	●	●
Masayuki Ikegami *						●	●
Masaki Suzuki *					●	●	●
Akiko Ito *						●	●
Atsumi Arima *						●	●

Item No.3: Election of Two Audit & Supervisory Board Members

The term of office of Audit & Supervisory Board Members Mr. Chikahiro Okayama and Mr. Koichi Kashimoto will expire at the end of this Meeting. Accordingly, we propose the election of two Audit & Supervisory Board Members.

The Company has a basic policy to have Audit & Supervisory Board Members that are familiar with the Company's businesses or its management structure, or that have extensive knowledge in specialized areas such as law, finance and accounting, and internal controls. The candidates for Audit & Supervisory Board Member, based on this basic policy, are as follows:

Prior to our proposal of this item, we have already obtained the consent of the Audit & Supervisory Board.



Candidate No. **1**

Ikuko Naruse

Date of birth
Oct. 16, 1962

Number of the Company's shares held
0 shares

Brief personal record, position and important concurrent posts

As of
Apr. 1985: Entered the Company
Jan. 2011: General Manager of Corporate Systems Product Commercialization Promotion Department of Office Imaging Products Operations
Jul. 2017: Deputy Senior General Manager of NVS Business Management Center of NVS Business Promotion Headquarters
Jul. 2018: Senior General Manager of NVS Business Management Center of Image Solutions Business Operations
Jan. 2026: Senior Principal Engineer of IMG Business Unit III of Imaging Business Operations (present)

Newly appointed

(Female)

[Reasons for being selected as a candidate]

Ms. Ikuko Naruse has been engaged in the development and commercialization of copying machines over the course of many years in the Company's business divisions. She was subsequently involved in the solutions business using network camera systems from the time of its launch. Given the experience and knowledge she has gained in all facets of business management, including as manager of the division responsible for promoting the development, production, and sales strategies of the solutions business, the Company has selected her as a candidate for Audit & Supervisory Board Member in the belief that she can contribute to more effective auditing.



Candidate No. **2**

Kaori Asakura

Date of birth
Aug. 26, 1968

Number of the Company's shares held
0 shares

Brief personal record, position and important concurrent posts

As of
Apr. 1991: Joined The Dai-ichi Mutual Life Insurance Company (currently The Dai-ichi Life Insurance Company, Limited)
Apr. 2009: Manager of Equity Investment Research Center of Equity Investment Department of The Dai-ichi Mutual Life Insurance Company
Apr. 2014: Deputy General Manager of Equity Investment Department of The Dai-ichi Life Insurance Company, Limited
Apr. 2015: Deputy General Manager of Loan Department of The Dai-ichi Life Insurance Company, Limited
Apr. 2017: Deputy General Manager of Economic Research Department of Dai-ichi Life Research Institute Inc.
Apr. 2018: General Manager of Life Design Research Department and General Manager of Economic Research Department of Dai-ichi Life Research Institute Inc.
Apr. 2020: Director and General Manager of Corporate Planning Department of Dai-ichi Life Research Institute Inc.
Apr. 2022: Managing Director and General Manager of Corporate Planning Department of Dai-ichi Life Research Institute Inc.
Apr. 2024: Managing Director of Dai-ichi Life Research Institute Inc.
Apr. 2025: Senior Managing Director of Dai-ichi Life Research Institute Inc. (present)

Newly appointed

Outside Audit & Supervisory Board Member

(Female)

Independent Audit & Supervisory Board Member

[Reasons for being selected as a candidate]

Ms. Kaori Asakura has been engaged for many years in securities analysis and other roles at a major life insurance company, and possesses highly specialized knowledge relating to economics and finance. She also manages overall business administration, including human resources, at the corporate group's think tank. The Company has selected her as a candidate for Outside Audit & Supervisory Board Member to leverage her abundant knowledge and experience to further enhance appropriate auditing of the Company.

Notes: 1. None of the candidates for Audit & Supervisory Board Member has any special interest in the Company.

2. Ms. Kaori Asakura is a candidate for Outside Audit & Supervisory Board Member defined by Article 2, Paragraph 3, Item 8 of the Enforcement Regulations of the Corporation Law of Japan.
3. Should Ms. Kaori Asakura be elected to the position of Audit & Supervisory Board Member, the Company will enter into a contract with her which sets forth the limitation on her damage compensation liabilities resulting from negligence of her duties, pursuant to the provisions of Article 427, Paragraph 1 of the Corporation Law of Japan and the Company's Articles of Incorporation to the amount provided by laws and regulations.
4. The Company has entered into a directors and officers liability insurance contract with an insurance company as specified in the provision of Article 430-3, Paragraph 1 of the Corporation Law of Japan, whereby the Company's Audit & Supervisory Board Members serve as the insured parties. The insurance covers damages that could arise under situations where an insured party bears liability in regard to performance of his or her duties or where the insured party becomes subject to a claim seeking to hold him or her liable in that regard. Should each candidate be elected to the position of Audit & Supervisory Board Member, each person is to be insured under the directors and officers liability insurance contract. The contract is to be renewed in September 2026.
5. Should Ms. Kaori Asakura be elected to the position of Audit & Supervisory Board Member, the Company will notify her as an independent audit & supervisory board member to each stock exchange in Japan on which the Company is listed as provided under the regulations of each stock exchange. Ms. Kaori Asakura is from The Dai-ichi Life Insurance Company, Limited, which is also a shareholder of the Company, with a shareholding ratio of approximately 1.4% (calculated by subtracting the number of treasury shares from total shares issued). The Company also has transactions with The Dai-ichi Life Insurance Company, Limited, mainly based on insurance contracts, but the annual transaction amount is less than 1% of the annual net sales of the Company and The Dai-ichi Life Insurance Company, Limited. For these reasons, the Company has determined that these circumstances will not affect her independence.
6. Ms. Kaori Asakura is registered as Kaori Yoshino in Japan's Family Register System.

[Reference] "Independence Standards for Independent Directors/Audit and Supervisory Board Members" of the Company

The Company established the "Independence Standards for Independent Directors/Audit and Supervisory Board Members," resolved by the Board of Directors with the consent of all Audit and Supervisory Board Members, in order to clarify the standards for ensuring independence of Independent Directors/Audit and Supervisory Board Members of the Company, taking into consideration Japan's Corporate Governance Code (Principle 4.9) and the independence criteria set by securities exchanges in Japan. The standards are posted on the Company's website (<https://global.canon/en/ir/strategies/governance.html>).

Item No.4: Grant of Bonus to Directors

We propose that bonus be granted to the six Directors excluding Outside Directors, in office as of the end of this term, which totals 581,100,000 yen.

Remuneration for the Company's Directors consists of a basic remuneration, a bonus, and stock-type compensation stock options.

The Nomination and Remuneration Advisory Committee has furnished its confirmation with respect to the aforementioned bonus amount in accordance with the "Policy on Decisions on the Content of Remunerations for Individual Directors" stipulated at the meeting of the Board of Directors. Therefore, we have determined that it is appropriate.

BUSINESS REPORT (From January 1, 2025 to December 31, 2025)

Current Conditions of the Canon Group

(1) Business Progress and Results

General Business Conditions

The global economy during the 125th Business Term (from January 1, 2025 to December 31, 2025), continued to grow at a moderate pace. While the European economy, which was affected by geopolitical risks, saw only a gradual recovery, and the economic slowdown in China persisted due to the slump in the real estate market, the U.S. economy remained solid despite the impact of tariff policies.

We posted sales growth in businesses such as medical, network cameras, and semiconductor manufacturing equipment supported by market growth. And for office multifunction devices (MFDs), inkjet printers and cameras, we maintained high market shares backed by competitive product lineups, which led to higher sales than the previous term. As a result, we achieved record high consolidated net sales of 4,624.7 billion yen for this term (up 2.5% from the previous term).

Despite the impact of increased costs due to additional U.S. tariffs, consolidated operating profit was 455.4 billion yen (up 62.8% from the previous term) and consolidated net income attributable to Canon Inc. was 332.1 billion yen (up 107.5% from the previous term), through our efforts to control logistics costs, production costs, and selling expenses.

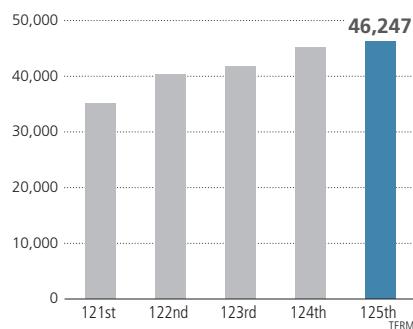
We have made steady progress in the transformation of our business portfolio and the structural reforms set out in our five-year management initiative, Phase VI of the “Excellent Global Corporation Plan.” Over these five years, we have achieved substantial growth in both sales and profits.

Highlights of Results

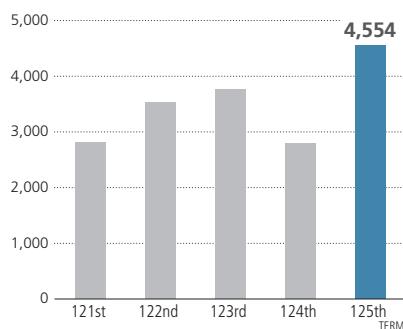
- As a result of medical, network camera and other growth businesses as well as growth in camera sales, consolidated net sales increased by 2.5% in comparison to the previous term.
- In addition to increased sales, profitability rose through the effects of sales structural reforms that were implemented in the previous term. As a result, consolidated net income attributable to Canon Inc. increased by 107.5% compared to the previous term.

Changes in Net Sales and Profits

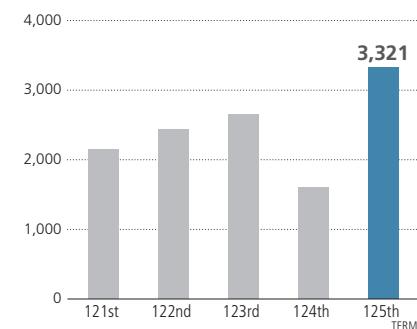
Net Sales (100 MILLIONS OF YEN)



Operating Profit (100 MILLIONS OF YEN)



Net Income Attributable to Canon Inc. (100 MILLIONS OF YEN)



Constitution of Sales by Region

Asia & Oceania

20.5%
Sales 9,481

Americas

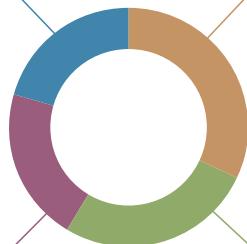
32.2%
Sales 14,896

Japan

20.8%
Sales 9,615

Europe

26.5%
Sales 12,255



(100 MILLIONS OF YEN)

Constitution of Sales by Operations

(100 MILLIONS OF YEN)

Industrial Business Unit

7.8%
Sales 3,611
Change from the Previous Term 2.7%

Imaging Business Unit

22.8%
Sales 10,549
Change from the Previous Term 12.5%

Medical Business Unit

12.6%
Sales 5,806
Change from the Previous Term 2.1%

Others and Corporate

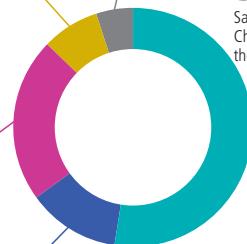
5.1%
Sales 2,371
Change from the Previous Term 1.4%

Printing Business Unit

53.9%
Sales 24,944
Change from the Previous Term (1.1)%

Total

Sales 46,247
Change from the Previous Term 2.5%



Notes: 1. In order to manage the performance of each reportable segment more appropriately, Canon has changed its performance management method for intercompany transactions in the Industrial Business Unit. Accordingly, the figures for the previous term have also been restated.

2. The totals do not amount to 100% because the consolidated sales of each business unit include the sales relating to intersegment transactions.

Business Conditions by Operations

Printing Business Unit

As for commercial and industrial printers, we started to supply digital printing equipment to Heidelberg Druckmaschinen AG, a leading company of offset printing equipment, as well as expanded our sales channels, which led to increased sales of cut sheet equipment. We expect sales to increase further in 2026 by expanding our product lineup.

For office MFDs, we will work to expand our market share through the progressive introduction of core products of the imageFORCE series, our first new series in 15 years, which incorporates new technologies that significantly enhance product functionality.

While unit sales grew for inkjet printers, mainly refillable ink tank models, sales of laser printers declined substantially due to shipment adjustments resulting from a deterioration in market conditions.

As a result, on a consolidated basis, sales for this business unit decreased by 1.1% to 2,494.4 billion yen in comparison to the previous term.



New-series office MFDs featuring upgraded functions

Medical Business Unit

As for diagnostic imaging equipment, including CT, MRI, and diagnostic X-ray systems, we increased sales in the United States, a key market for our growth, by gaining orders from major hospitals, ranked among the top ten in the world. Sales also grew steadily in emerging markets, particularly in Latin America and Asia. In April, we launched the Aquilion Rise, a multi-position CT system that enables patient imaging not only in the conventional couch (supine) position, but also in standing and sitting positions. We are also preparing for the introduction of Photon Counting CT, our next-generation CT system. Going forward, we aim to achieve further sales growth through groundbreaking new products.

The Medical Business Innovation Committee, which was launched in 2024, is making steady progress in its efforts to improve profitability. In April 2026, Canon Medical Systems Corporation will be integrated into Canon Inc., and under this new structure, we plan to advance to the next stage and accelerate our efforts to innovate this business.

As a result, on a consolidated basis, sales for this business unit increased by 2.1% to 580.6 billion yen in comparison to the previous term.



CT system that enables imaging in standing and sitting, in addition to couch (supine) position

Imaging Business Unit

As for interchangeable-lens cameras, we expanded sales, particularly of entry-level models, amid an increase in camera users, especially young people. We boosted sales through the launch of new mirrorless cameras, namely the EOS R50 V, in April, and the EOS R6 Mark III, a core model for advanced amateurs, in November, and also through an increase in production of compact digital cameras, for which demand is growing, particularly among young people.

As for network cameras, the market continues to grow, driven mainly by the security sector. Leveraging our strong sales channels in Europe and the United States, we firmly captured expanding demand. Through this, we significantly increased sales of both network camera hardware and software to achieve double-digit full-year sales growth again this year.

As a result, on a consolidated basis, sales for this business unit increased by 12.5% to 1,054.9 billion yen in comparison to the previous term, exceeding the 1 trillion yen mark.



Full-frame mirrorless camera that meets the demands of professionals with advanced imaging performance

Industrial Business Unit

As for semiconductor lithography equipment, supported by strong AI-related demand, we posted a large increase in the sales of our equipment used in back-end process applications, which set the industry standard for leading-edge semiconductor packaging. We also increased sales of sputtering and other equipment for use in the production of HBM and other advanced semiconductor devices. As for Nanoimprint, our next-generation semiconductor manufacturing equipment, we are already shipping systems to customers, and the on-site evaluation of this equipment for use in mass production is progressing smoothly.

For FPD (Flat Panel Display) lithography equipment, as the earnings of panel manufacturers improved, there was an increase in new investment for IT panels installed in notebook PCs and tablets, as well as additional investment for smartphones with increasingly high functional capabilities. This led to an increase in unit sales.

As a result, on a consolidated basis, sales for this business unit increased by 2.7% to 361.1 billion yen in comparison to the previous term.



Semiconductor lithography equipment for advanced back-end processes, which is experiencing sales growth amid AI-related demand

(2) Business Challenges and Countermeasures

Canon has formulated a new five-year management initiative, Phase VII (2026-2030) of the “Excellent Global Corporation Plan,” with the basic policy of “Achieve new growth through innovations in productivity.”

In addition to continuing to strengthen and expand our four industry-oriented business groups, to realize overall growth, we will also engage in creating and developing new businesses, including full entry into the space business and the expansion of business scope through M&A activities.

Although we expect the business environment to remain challenging amid ongoing political and economic uncertainty, all divisions, including development, procurement, production, and sales, will work in a concerted effort to execute the key initiatives outlined below, enabling us to evolve into a company of an even higher level.

1. Reform the business structure

We believe that improving productivity and raising asset efficiency are crucial foundations for accelerating growth, and we will complete the business structural reforms that we initiated in Phase VI. Regarding sales, we will raise efficiency by restructuring our European operations and reviewing our sales channels. For production, we will reorganize and consolidate our domestic and overseas production sites to improve the capacity utilization rate at each site, while also promoting the reform of production methods. In the medical business, we will fully leverage Canon’s expertise and resources to accelerate business innovation activities under the new structure.

2. Promote development innovations

Under such circumstances where the world is rapidly changing and competition is becoming more severe, it is important to swiftly launch products that are superior in terms of quality and cost. We will utilize simulation technologies and AI to shorten development time and reduce costs for prototypes, etc., with the aim of further increasing development productivity. In addition, amid the progressive emergence of technological innovations with the potential to transform the world, it is vital that we constantly and actively adopt the latest technologies to further enhance the added value of our products. To achieve this, we will establish systems for extensive global research and engage in investment and M&A activities with companies involved in leading-edge technologies, to rapidly gain access to the technologies we need.

3. Enhance the productivity of human resources

To enhance our competitiveness, we must challenge ourselves to thoroughly enhance productivity and establish a structure that achieves maximum results with a highly skilled, more refined team of human resources. People are at the core of productivity innovation, and we will strategically acquire and develop experts in fields such as AI and data science, while also reviewing internal personnel allocation to accelerate the shift of talent into growth areas. Furthermore, regarding business processes, we will expand the use of AI from product design to all company operations, driving further transformation and establishing a high-efficiency, high-wage system.

4. Address cybersecurity risks

As for information security risks that are an increasing global threat, while working on countermeasures against information leakage from within the Group and cyberattacks from outside, we are also taking other steps such as raising the awareness of employees at a group-wide level. In the event that an information security incident occurs, we have established a dedicated team, CSIRT*, to deal with it promptly.

* Computer Security Incident Response Team (generic term that refers to an organization that deals with incidents and accidents related to computer security)

REFERENCE

Sustainability Initiatives

Expectations for corporations to address sustainability issues such as climate change and human rights have been increasing. Under the corporate philosophy of “*kyosei*,” Canon creates new value through the power of innovation and technology and provides world-first technologies and world-leading products and services, enhancing corporate value while also contributing to solutions to social issues.

(1) Climate Change

Canon aims to achieve net-zero greenhouse gas (GHG) emissions from the business activities by 2050. To that end, by 2030, Canon aims to reduce Scope 1^{(*)1} and 2^{(*)2} GHG emissions by 42% and to reduce Scope 3^{(*)3} (Category 1 and 11) GHG emissions by 25%, both compared to 2022 levels. These emission reduction targets were approved by the Science Based Targets initiative (SBTi), an international initiative to encourage companies to set GHG emission reduction targets based on climate science. Canon has also engaged in scenario analysis, referring to the SSBJ Standards for sustainability-related disclosures in Japan. Beginning last year, Canon discloses the results of its identification of climate-related risks and opportunities and its analysis of their financial impact in its annual securities reports (*yuukashouken houkokusho*).^{(*)4} As a result of these initiatives, Canon was selected for the A list under climate change category in 2025 by the international non-profit organization CDP, which administers one of the world’s largest platforms for environmental information disclosure.

(2) Tsuzuri Project

The “Tsuzuri Project,” a joint project organized by Canon and the Kyoto Culture Association (NPO), is a social contribution activity that produces high-resolution facsimiles of precious cultural assets with limited viewing opportunities. The project enables the utilization of the

facsimiles in various situations, such as public exhibitions at recipients’ sites, and for use in educational fields. In 2025, as part of its support for the reconstruction after the Noto Peninsula Earthquake, the project donated a high-resolution facsimile of the painting “Maple Tree,” a designated National Treasure owned by Chishakuin Temple, to Nanao City in Ishikawa Prefecture, and held visiting classes for elementary and junior high school students in the city. The project also donated three works held in overseas museums to the municipalities and museums with historical connections to them.

An advanced mirrorless camera developed by Canon was used to capture images of the original works, after which Canon applied its proprietary color-matching system and image processing. The facsimiles were then output using a large-format inkjet printer with 12-color pigment ink. Finally, Kyoto master craftsmen applied gold leaf to the facsimiles and mounted them as folding screens (*byobu*) or sliding doors (*fusuma*), achieving an exceptionally faithful reproduction of the original work.

Canon is also pursuing other initiatives to address social issues, including initiatives to promote resource recycling, protect biodiversity, and ensure respect for human rights, as well as donations to help those affected by natural disasters. For more details about Canon’s sustainability activities, please refer to its Sustainability Report, Integrated Report, and corporate website.^{(*)5} All reports can be downloaded from the website.

*1 Direct GHG emissions produced by a business operator itself (through fuel combustion, manufacturing processes, etc.)

*2 Indirect emissions produced by the use of electricity, heat, steam, etc. supplied by other companies

*3 Indirect emissions produced except for Scope 1 and 2 (emissions from other companies associated with the business’s activities)

*4 <https://global.canon/en/ir/library/yuuhou.html>

*5 <https://global.canon/en/sustainability/>



Visiting classes using a high-resolution facsimile of the National Treasure “Maple Tree”

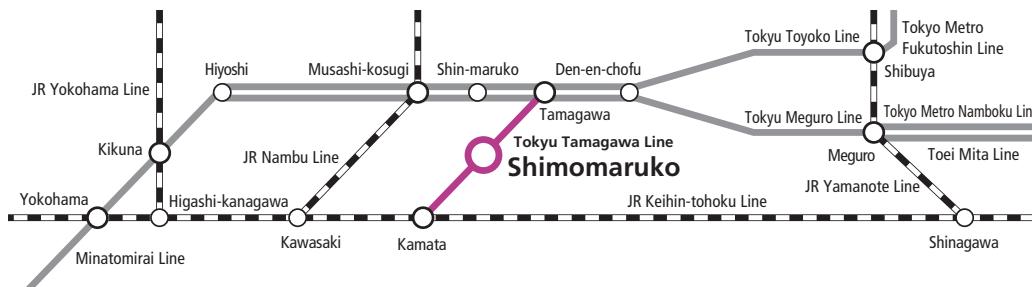


Bird survey at Canon Global Headquarters

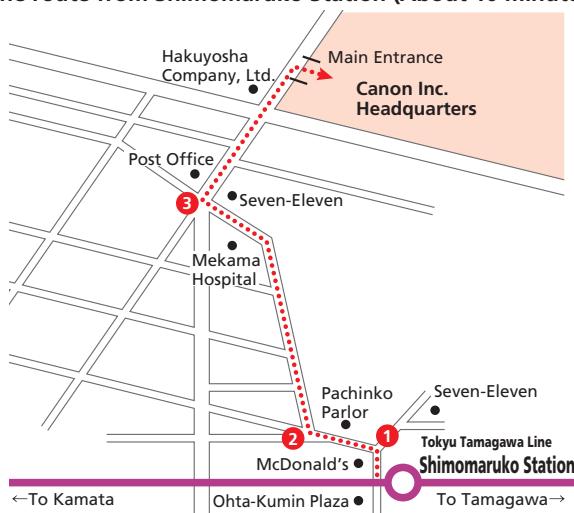
Guide Map to the Venue of the General Meeting of Shareholders

Information about transportation

Station: **Shimomaruko** Station of the Tokyu Tamagawa Line



The route from Shimomaruko Station (About 10 minutes walk)



Headquarters of the Company 30-2, Shimomaruko 3-chome, Ohta-ku, Tokyo

- 1 After exiting from the station, turn left at McDonald's on the corner.
- 2 Take the right at the junction of three roads.
- 3 Turn right at Seven-Eleven convenience store on the corner and go straight. The main entrance of Canon Headquarters is on your right, across from a dry cleaner's (Hakuyosha Company, Ltd.).

Please note that no gift will be provided.
Thank you for your understanding.

There will be a dedicated area
for wheelchair users at the venue.
Our staff will guide you upon your arrival.

Canon
CANON INC.

30-2, Shimomaruko 3-chome, Ohta-ku, Tokyo 146-8501

Website: <https://global.canon/en/>