

## Our Thoughts



Bringing together hopes and ideas with technologies to create a future beyond imagining

### Our Dedication to Achieving Our Purpose

In this section, the Directors of Business Units of the Canon MJ Group, the President of Canon IT Solutions Inc., and the President of Canon System & Support Inc. discuss their own dedication to achieving our Purpose.

*If we imagine a joyous, prosperous future, technology will catch up to make it possible.*

There are many aspects of our daily lives that we had not even imagined 5 or 10 years ago. The ubiquity of smartphones has made cashless payment widespread. Smartphones are being linked to household appliances and even serving as door keys. Robots clean the floors for us and bring out our orders at restaurants. It would be impossible to list every way our lives have changed.

AI is being used to make predictions and produce optimal solutions. With the growth of social media, information reaches every corner of the world in the blink of an eye. I believe we can realize our Group's Purpose by imagining advances that would make our lives more comfortable and sharing them throughout the company.



Director of Consumers Business Unit Koichi Mikami

*I want us to continue to be a "true partner" to our customers by creating new value together.*

In the Enterprise segment, we have lived up to the expectations of our customers by connecting Canon's products and diverse technologies (solutions and expertise) with our customers' wide range of needs and issues. At the heart of this history has been our desire to be a "true partner" to our customers—to be the first one our customers turn to when they have problems.

I think that the creation of a future beyond imagining in our Purpose consists of "always being a true partner" that surpasses customer expectations to collaboratively create new value previously unimagined by our customers. I hope that we will always be an organization in which each and every member interprets this in their own words and continues to proactively take on challenges.



Director of Enterprise Business Unit Hiroyuki Matsumoto

*Tackling social issues along with our customers to create a future full of hope and joy*

Canon ITS has encapsulated its ideals for fiscal 2025 in VISION 2025, its long-term vision, with the key message of being a "co-creating company that paves the way to the future through its advanced ICT and its motivated and energetic employees." This reflects our desire to shape the future for our customers and our society by further refining our technologies and further motivating our employees, and to continue to be a company that can think

together with our customers and can create new business together.

Each and every employee will see this vision, as well as the Canon MJ Group's Purpose that extends beyond it, as something they play an active role in, and will strive to use our strengths, the technologies we use to create new value, to help customers solve social issues. Through this, we will aim to create a future full of hope and joy.



President of Canon IT Solutions Inc. Akira Kanazawa

*Resonating with even more people and turning the ideals of communities into realities through a chain reaction of value*

Our strengths are our diverse partner channels and our large, nationwide customer base.

Our work is driven by the belief that by creating value together with our partners and supplying it to our many customers, we enable our customers' businesses to grow, contributing to local communities.

Our vision is to create these chain reactions of value and invigorate all of Japan. In addition to our solution provision capabilities, which we have refined through our attentiveness to our customers, I hope

that we will also enhance our future-oriented marketing capabilities, working with our partners to design ideals for the futures of our customers and communities.

I am sure that if each and every member of our staff shares this vision as their own story and puts it into practice, based on passion and resolute conviction, we can resonate with even more people and shape the futures of communities.



Director of Area Business Unit Yasuyuki Uotani

*Contributing to the development of our customers and the realization of a richer community beyond it*

Canon S&S works the most closely with Japanese customers of any company in the Canon Group. We leverage IT to support customer evolution, such as by providing solutions that combine Canon's strengths, imaging technologies, and IT. By supporting the evolution of our customers, we aim to contribute to their sustained development and the realization of a richer

community beyond it. To accomplish this, we turn to our Purpose as the foundation of our efforts to create new value aligned with changes in markets and society. We will constantly evolve, striving to achieve sustainable growth and to increase our corporate value.



President of Canon System & Support Inc. Takeshi Hiraga

# Our Path to Business Transformation and the Formulation of Our Purpose

**We have expanded our business domains, staying a step ahead of customer and market changes.**  
**We embody our Purpose and strive for sustainable growth.**

Director & Senior Vice President  
 In charge of Group Corporate Planning,  
 Group Communication, and  
 Group Service & Support  
 Director of Marketing Headquarters  
**Hatsumi Hirukawa**



Since it was founded, the Canon MJ Group has expanded its business domains, starting by selling state-of-the-art Canon products and advancing into the IT solutions business through M&As and other initiatives. The speeds at which technologies are developing and customer needs are changing are accelerating. We have formulated our Purpose to solve a broader range of social issues, which are growing more complex and sophisticated, and to increase the cohesive force of the Group. In this section, we will look at what led to the formulation of the Purpose.

## Expanding Sales Channels and Our Customer Base through Advanced Canon Products

The Canon MJ Group was established in 1968 as a sales company for Canon's business machines. Looking to deliver Canon's sophisticated products to customers nationwide, the Group diversified and strengthened its sales channels by establishing regional sales companies and partnering with stores. Through these efforts, we were able to expand our customer base, nurture our marketing capabilities, and increase the power of the Canon brand throughout Japan. To provide even greater added value to customers, we took the lead in the digitalization of various products. In 1982, we made Fuji System Development Inc., which we invested in and made an affiliated company in 1978, a subsidiary and launched our software business, starting to propel our independent business.

Then, in the 1980s, in order to meet diversifying customer needs, we expanded our business to include selling workstations, servers and the like from Apple Computer Inc. and other companies, reinforcing our trading company function. In the 1990s, with the popularization of the internet, we expanded our workforce of personnel who were versed in computers, servers and networks.

We adopted technologies that would enable us to provide unique added value in line with the changing times, and we reinforced personnel and organizations involved in these technologies. As a result, in 1990, we were certified by the Ministry of International Trade and Industry as a systems integrator.

## Reinforcing Systems Integration for Various Business Categories and Expanding into the Customer Mission-Critical Operations Field

In the 2000s, we expanded into the customer mission-critical operations field with the intent of shifting the focus of our business from hardware to software in order to forge closer bonds with customers. In 2003, we made Sumitomo Metal System Solutions Co., Ltd., which boasted strengths in systems integration for the manufacturing and distribution industries as well as security, a subsidiary; in 2007, we acquired Argo 21 Corporation, a company that was highly competitive in the financial and public sectors; and in 2008, we established Canon IT Solutions Inc. through the integration of these subsidiaries.

As a result, we expanded our business domains to encompass mission-critical system development and the infrastructure business, and we established a structure that provided support for entire IT life cycles for customer IT systems, from planning and design to development, assembly, maintenance, and operation.

Notable examples of this include the opening of Nishi-Tokyo Data Center and the launch of service in Building No. 1 from 2012 and in Building No. 2 from 2020. In addition to advanced security and seismic performance, our owned data center boasted high levels of operational quality to expand our IT outsourcing and cloud service businesses.

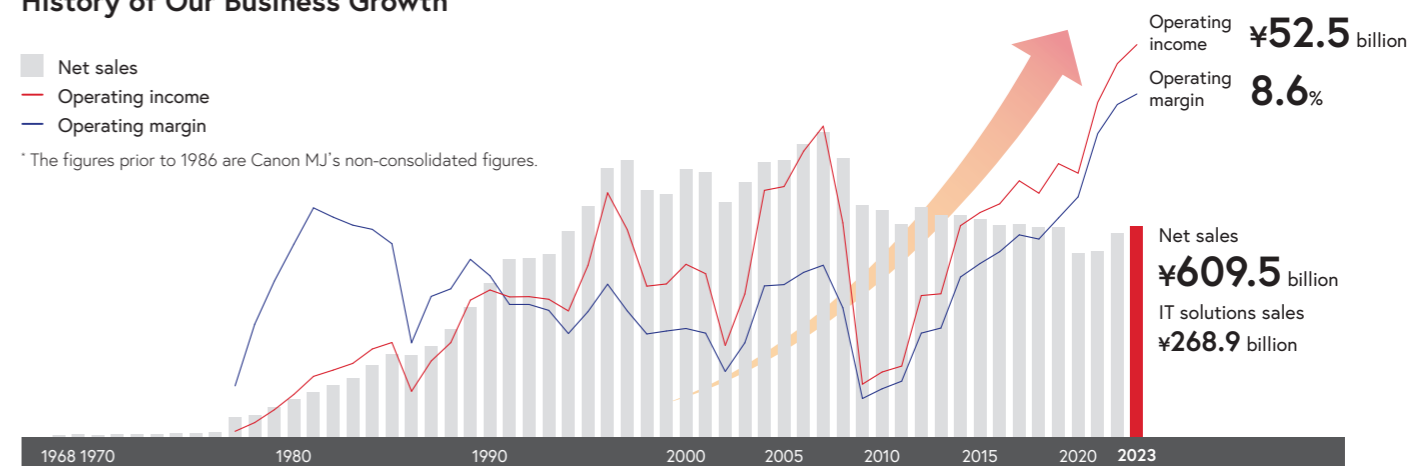
## Transforming into Customer-Based Organization Structure and Strengthening Our Financial Structure and Management Foundation

Based on our customer-centric approach, we set out to strengthen our corporate structure to be able to efficiently provide the most optimal solutions with greater added value by fully understanding and identifying the specific issues and needs of each customer. Accordingly, in 2018 we reorganized our corporate structure from one based on product and sales channels to one based on markets and customers. Meanwhile, we endeavored to enhance profitability by withdrawing from businesses in certain fields where we felt it was difficult to add value, focusing on areas and industries where we can demonstrate our strengths, and shifting to a strategy based on customer segments.

In this way, ever since the Group was founded, we have demonstrated an enterprising nature, which is part of Canon's corporate DNA, constantly responding to changes in our customers and markets, taking on new challenges, and expanding our business domains. Through this process, we have welcomed many new companies to the Group.

We will continue to invest in growth, thereby expanding our business operations and assembling an even more diverse set of partners. In January 2024, we announced our Purpose—the significance of our presence in society—as we stride toward the future along with our customers, all of the employees of the Group working together as one, bringing together their different backgrounds and work styles.

## History of Our Business Growth



## [Social trends]



## Predict social trends and promote well-tailored management strategies

### [Transformation of management strategies]

1960s to 1970s	1980s	1990s	2000s	2010s	2020s
Expands sales channels through sale of cameras and business machines 1968 Canon Business Machines Sales Inc. established Canon Business Machine Services Inc. established 1969 Canon Camera Sales Co., Ltd. established 1971 Canon Sales Co., Inc. established	Strengthens sale of PCs and servers, etc., of other companies 1981 The Company lists on the Second Section of the Tokyo Stock Exchange 1982 Acquires Fuji System Development Inc. (Canon Software) 1983 The Company lists on the First Section of the Tokyo Stock Exchange Forms sales alliance with Apple Computer Inc. 1985 Forms sales alliance with IBM Japan, Ltd. for workstations and PCs	Begins IT infrastructure business 1990 Becomes Ministry of International Trade and Industry-certified systems integrator Forms sales alliance with Sun Microsystems Japan K.K. Forms sales alliance with Floating Point Systems, Inc. Forms sales alliance with Digital Equipment Corporation Japan 1991 Forms sales alliance with Cray Research, Inc. 1992 Forms sales alliance with Silicon Graphics, Inc.	Strengthens mission-critical systems integration Enters medical IT market 2003 Acquires Sumitomo Metal System Solutions Co., Ltd. Begins selling ESET 2006 Acquires FMS Inc. (now Canon ITS Medical Inc.) 2007 Acquires Argo 21 Corporation 2008 Canon IT Solutions Inc. established	Launches IT outsourcing and cloud services 2012 Nishi-Tokyo Data Center Building No. 1 begins services 2012 Canon ITS establishes Canon IT Solutions (Thailand) Co., Ltd. 2013 Canon ITS acquires Material Automation (Thailand) Co., Ltd. 2018 Establishes joint venture ESET Japan Inc. together with ESET, spol. s r.o.	Strengthens maintenance and operations services 2020 Nishi-Tokyo Data Center Building No. 2 completed 2023 Acquires TOKYO NISSAN COMPUTER SYSTEM CO., LTD. (now TCS Inc.) 2024 Acquires Primagest, Inc.

## Our Path to Business Transformation and the Formulation of Our Purpose

### Formulating Our Purpose By Combining “What We Are” with “What Kind of Society We Want to Create”

In formulating our Purpose, our Sustainability Promotion Committee, chaired by the President and composed of business heads, such as Directors of Business Units, while exploring the history of the Canon MJ Group, discussed the role we had played in society, our strengths, and our unique qualities—in other words, “what the Canon MJ Group is.” At the same time, the Committee also looked at changes in the environment around us, future forecast data, and the like, to discuss “what kind of society we want to create.” Upper management and business officers put the Canon MJ Group’s

history and future direction into words, debated what direction the Group should take in the future, and fine-tuned the phrasing of this Purpose into its final form.

In creating this Purpose, during the latter half of the deliberations, Sustainability Promotion Committee meetings were held jointly with Brand Strategy Committee meetings, and participants discussed how to share this Purpose in and outside the Group and what initiatives to carry out to instill the Purpose.



### Aspiration Incorporated in Each and Every Word of Our Purpose

“Hopes and ideas” of our Purpose include hopes and ideas of our stakeholders in the midst of the growing complexity of social issues, along with the Canon MJ Group’s cherished self-motivated drive.

“Technologies” not only refer to the technologies we have developed through our imaging and IT efforts, but also include skills, such as creativity, proposal skills, listening skills, and communication skills, and knowledge and expertise, including experience, personal connections, and industry knowledge. These technologies are those not only of the Canon MJ Group but also of its diverse business partners.

“Create” was chosen to clearly express our desire to apply our pioneering spirit, through which we have continually opened up new markets.

The Purpose’s symbol mark uses individual circles that differ in size and color, to represent diverse hopes, ideas and technologies. The infinite ring of these circles evokes the image of the endless circulation of the new future.



Bringing together hopes and ideas with technologies to create a future beyond imagining

### Sharing and Passing on These Hopes and Ideas

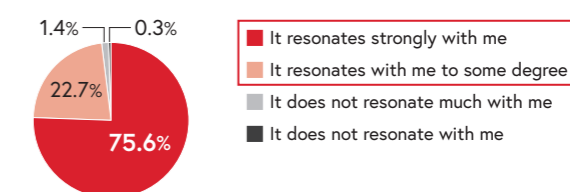
When we light a fire within the people who will shape the future, we light a fire in the future of our company. Led by this concept, in August 2023 we began holding “Miraibi (‘Future Light’) Talks,” direct dialogues between the President and employees. From August to December 2023, a total of nine Miraibi Talks were conducted, attended by 1,237 employees. In the Miraibi Talks, the President conveyed the aspirations incorporated in the Purpose to attendees, and employees have shared it, as remarked by some attendees’ comment that the talks reaffirmed that their own hopes and ideas had the same orientation as that of the Group. The Group will continue to organize a variety of different dialogues between management and employees.



### Greater Resonance with the Purpose

To promote a greater understanding of the Purpose among Group employees, the Group positioned the nine-month period between the internal release in April 2023 and the public announcement as an internal instillation period. Various measures were used, such as showing videos explaining the Purpose to all employees. In an internal questionnaire administered in September 2023, 98.3% of employees responded that the Purpose resonated with them, and 75.6% responded that the Purpose strongly resonated with them.

Canon MJ Group questionnaire about the degree to which the Purpose resonated with employees



### Embodying the Purpose

The Canon MJ Group has continued to develop new markets led by its enterprising nature, part of its corporate DNA. One of the Group’s strengths, and one of its distinctive qualities, is that its employees are always taking on new challenges to identify with people’s hopes and ideas and to work together with them to create a brighter future. To publicize this stance, these measures, and the hopes and ideas that underlie them, in October 2023 the Group created Mirai Angle, our owned media site, on the Group’s website. It presents comments from individual employees to provide stakeholders with a broader and deeper understanding of the Group employees that embody the Purpose.

▶ [canon.jp/mirai-angle](https://canon.jp/mirai-angle) (in Japanese only)



### Declaring Ourselves as a MIRAI Marketing Company

In tandem with this public announcement of our Purpose, we have also declared ourselves as a MIRAI Marketing Company to demonstrate our resolve to continuing to tackle an even broader range of future societal issues by working with diverse stakeholders and leveraging our marketing strengths.

We will strive to communicate with our varied stakeholders in ways befitting a MIRAI Marketing Company, a symbolic representation of what we, the Canon MJ Group, are.



### Further Ensuring Our Sustainable Growth

The Group began by selling advanced Canon products, and has evolved, looking into the future, so that we can provide our customers with what they need, such as PCs, infrastructure, and mission-critical systems. Technologies are advancing at startling speeds. The pace at which market and customer needs are changing is accelerating. In this age of growing societal uncertainty, the Canon MJ Group, led by its Purpose, will further collaborate with stakeholders, creating and working together. Through this, we will continue to

evolve so that we can solve an even wider range of societal issues.

In every interaction we have with our stakeholders, the employees featured in Mirai Angle, and all of our Group employees, will embody our Purpose as they boldly take on the challenges of creating new value, free of the restrictions of convention. We hope that all of our stakeholders will look forward to the future of the Canon MJ Group.