

Purpose of the Canon MJ Group

Value Creation Process



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



Customers



Business partners



Shareholders and investors



Educational and research institutions



Students



Public agencies and local governments



NGOs and NPOs



Local communities



Employees

Societal changes being focused on by the Canon MJ Group

- Conserve and protect the global environment
- Popularize and accelerate digitalization
- Accelerate workstyle reforms
- Promote change in the workforce

Material issues that meet the expectations and needs of stakeholders

- Coexist in harmony with the global environment [▶ Page 73](#)
- Improve organizational capabilities to enable diverse human resources to thrive [▶ Page 77](#)
- Promote responsible supply chains [▶ Page 79](#)
- Promote risk and crisis management [▶ Page 80](#)
- Implement sound governance [▶ Page 43](#)
- Provide solutions that advance people's daily lives, work, and society

Value we create

Social value [▶ Page 81](#)

Enrich lives

Achieve **diverse working styles** (work) through increased productivity

Realize a **safe and secure** society

Economic value

ROE **8.7%**

Net sales **¥609.5 billion**

ITS sales **¥268.9 billion**

Operating income **¥52.5 billion**

Payout ratio **43%**

(As of December 31, 2023)

Source of value creation

Human capital [▶ Page 29](#)

Number of Employees
16,089

Systems engineers
Approx. **4,000**

Number of employees completing DX certification/DX business certification exams
13,887
*Percentage of employees: 86.3%

Number of employees receiving DX certification/DX business certification standard level or higher
5,742

Number of employees receiving DX certification/DX business certification professional level
608

Total number of training hours
660,000 hours
*Training hours per person: 41.0 hours
(As of December 31, 2023)

Financial capital [▶ Page 25](#)

Robust financial structure
Ability to generate ample cash

Intellectual capital [▶ Page 70](#)

High-quality Canon products
Relationship of trust with customers
Exploration and provision of advanced

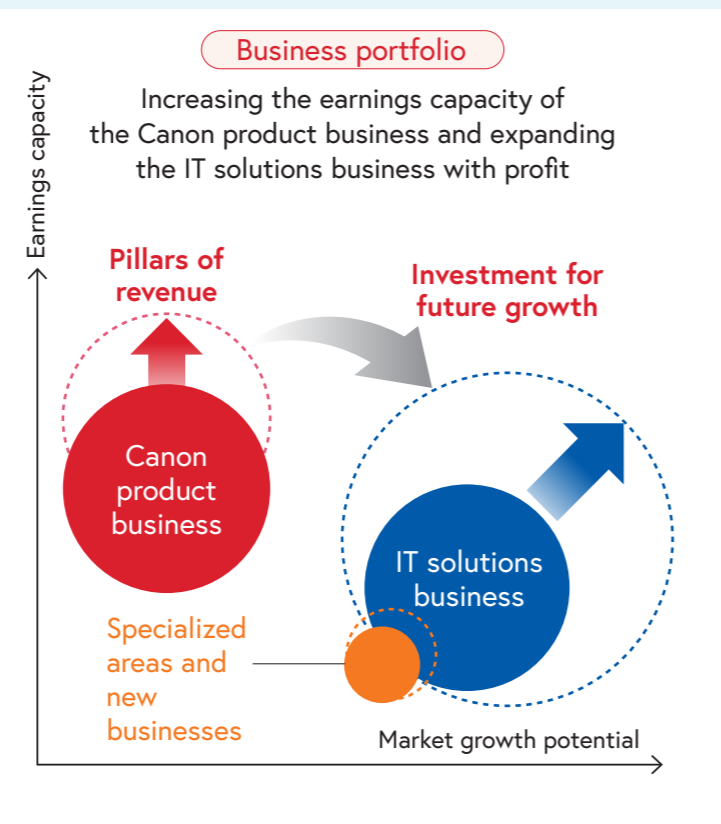
Social and relationship capital

Customer segments in various scales
Various and diverse business partners

Business activities

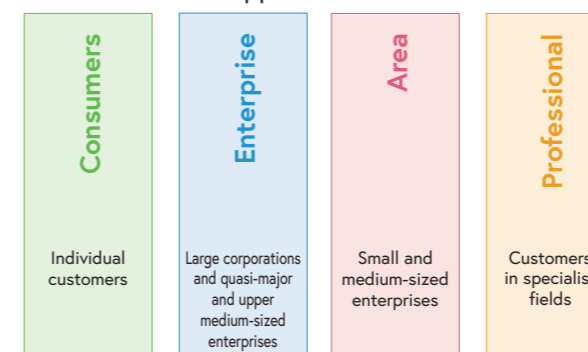
Long-Term Management Objectives (2021-2025) / Medium-Term Management Plan (2022-2025) [▶ Page 51](#)

2025 Vision | Professional corporate group that solves social and customer issues using ICT and the power of humans



Customer- and market-based organizational structure

Deep understanding of customers through customer-centric approach [▶](#) Developing together with customers



Research & Business Development [▶ Page 23](#)

Creation of new businesses based on social issues



Creation of solutions that anticipate changes in the times and diverse needs

The "Three Selves" spirit: self-motivation, self-management, and self-awareness