

Independent Directors/Auditors (ID/A) Notification Form

1. Basic information

Company Name	Canon Inc.		Code	7751
Submission Date	2026/2/25	(Scheduled) Revision Date	2026/3/27	
Reason for Submitting ID/A Notification	Resignation of Outside Audit & Supervisory Board Member (Mr. Koichi Kashimoto) and Appointment of Outside Director and Outside Audit & Supervisory Board Member			
<input checked="" type="checkbox"/> All persons who satisfy the qualifications of ID/A are designated as ID/As (*1)				

2. Information on Independence of ID/As and Outside Officers

#	Name	Outside Director/ Company Auditor	ID/A	Attributes (*2-3)													Details of Change	Consent of the Officer	
				a	b	c	d	e	f	g	h	i	j	k	l	N/A			
1	Yusuke Kawamura	Outside Director	○														○		Yes
2	Masayuki Ikegami	Outside Director	○														○		Yes
3	Masaki Suzuki	Outside Director	○														○		Yes
4	Akiko Ito	Outside Director	○														○		Yes
5	Atsumi Arima	Outside Director	○								△							New appointment	Yes
6	Yutaka Tanaka	Outside Company Auditor	○														○		Yes
7	Yuka Shigetomi	Outside Company Auditor	○														○		Yes
8	Kaori Asakura	Outside Company Auditor	○														○	New appointment	Yes

3. Explanation of the Attributes of the ID/As and the Reasons for their Appointment

#	Explanation of the Attributes (*4)	Reasons for Appointment (*5)
1		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 elected him as an 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. In addition, he is designated an Independent Director/Audit & Supervisory Board Member, as the Company judged that a conflict of interest with ordinary investors is unlikely, which is in accordance with the guidelines of the stock exchanges in Japan and the Company.
2		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 elected him as an 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. In addition, he is designated an Independent Director/Audit & Supervisory Board Member, as the Company judged that a conflict of interest with ordinary investors is unlikely, which is in accordance with the guidelines of the stock exchanges in Japan and the Company.
3		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 elected him as an 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. In addition, he is designated an Independent Director/Audit & Supervisory Board Member, as the Company judged that a conflict of interest with ordinary investors is unlikely, which is in accordance with the guidelines of the stock exchanges in Japan and the Company.

4		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 elected her as an Outside Director in hopes that she can provide insightful advice and supervision, particularly from the perspective of clients, consumers, and organizational management. In addition, she is designated an Independent Director/Audit & Supervisory Board Member, as the Company judged that a conflict of interest with ordinary investors is unlikely, which is in accordance with the guidelines of the stock exchanges in Japan and the Company.
5	Ms. Atsumi Arima previously served as an executive person at Mizuho Bank, Ltd., which is a shareholder of the Company, with a shareholding ratio of approximately 2.6% (calculated by subtracting the number of treasury shares from total shares issued). Mizuho Bank, Ltd. is also a major lender to the Company. However, eight years have passed since her retirement from Mizuho Bank, Ltd.	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 elected her as an 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. In addition, she is designated an Independent Director/Audit & Supervisory Board Member, as the Company judged that a conflict of interest with ordinary investors is unlikely, which is in accordance with the guidelines of the stock exchanges in Japan and the Company.
6		Mr. Yutaka Tanaka had for many years served as a judge in charge of civil cases, and subsequently has been engaging in corporate legal affairs as an attorney and as a law school professor. The Company elected him as an Outside Audit & Supervisory Board Member as it desires to leverage his considerable experience and high level of expert knowledge about legal affairs to further enhance the Company's auditing system. In addition, he is designated an Independent Director/Audit & Supervisory Board Member, as the Company judged that a conflict of interest with ordinary investors is unlikely, which is in accordance with the guidelines of the stock exchanges in Japan and the Company.
7		Ms. Yuka Shigetomi has obtained practical experience in corporate accounting over many years as a certified public accountant in Japan, the U.S., and Hong Kong, as well as an abundance of international experience through her service at the overseas office of one of the world's largest audit firms. The Company elected her as an Outside Audit & Supervisory Board Member because it expects that, in addition to her qualifications as an expert in corporate accounting, her wealth of knowledge on topics such as risk management and ESG from a global perspective will help the Company to conduct appropriate audits more effectively. In addition, she is designated an Independent Director/Audit & Supervisory Board Member, as the Company judged that a conflict of interest with ordinary investors is unlikely, which is in accordance with the guidelines of the stock exchanges in Japan and the Company.
8	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.	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 elected her as an Outside Audit & Supervisory Board Member to leverage her abundant knowledge and experience to further enhance appropriate auditing of the Company. In addition, she is designated an Independent Director/Audit & Supervisory Board Member, as the Company judged that a conflict of interest with ordinary investors is unlikely, which is in accordance with the guidelines of the stock exchanges in Japan and the Company.

4. Supplementary Explanation

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 & Supervisory Board Members, in order to clarify the standards for ensuring independence of Independent Directors/Audit & 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 at the address provided below.
<https://global.canon/en/ir/strategies/pdf/standard.pdf>

- *1 Check the box if all of the outside officers who meet the qualifications for an ID/A have been reported as ID/As.
Checklist of board member attributes
- *2
- An executive of the listed company or its subsidiary
 - A director or accounting advisor who is not an executive of the listed company or its subsidiary. (limited to case of the outside company auditor)
 - A director or accounting advisor who is not an executive of the listed company's parent company
 - A company auditor of the listed company's parent company (limited to case of the outside company auditor)
 - An executive of the listed company's sister company
 - An entity or an executive of the entity for which the listed company is a major client
 - The listed company's major client or an executive of said client
 - A consulting firm, accounting firm, or legal firm which receives a large amount of money or other assets from the company, in addition to their remuneration as an
 - A major shareholder of the listed company (if the major shareholder is a legal entity, its executive)
 - An executive of a client of the listed company (excluding cases falling under f., g. or h.) (applies to outside officer him/herself only)
 - An executive of another company that holds cross-outside directorships/auditorships with the listed company (applies to outside officer him/herself only)
 - An executive of an entity receiving donations from the listed company (applies to outside officer him/herself only)
- Please note that the above notations of items a through l are a summary of the wording of the items specified in the TSE's regulations.
- *3 Please use "○" when the outside officer presently falls or has recently fallen under the category; and "△" when they fell under the category in the past.
Please use "●" when a close relative of the outside officer presently falls or has recently fallen under the category; and "▲" when a close relative of them fell under the category in the past.
- *4 If any of the item a through l apply, please state to that effect and outline thereof.
- *5 Please state the reason for the appointment of the ID/A.
- *6 If a situation arises in which the listed company is unable to secure at least one ID/A and one outside director, this will constitute a violation of the code of corporate conduct under the Securities Listing Regulations. In such case, please contact a Tokyo Stock Exchange listed company representative immediately.