## Canon business manual assignment



Develop a business manual for Canon Global which provides future new employees to obtain information about the company. In other words how the company works, the processes of the company, the products sold by the company, communication strategies set out by the company, the history, the way of working and overall the company's organization and structure.

From the perspective of the company, the main purpose of the business manual is to give future and current employees a complete overview of their organization. This also is an advantage for the company in having well trained trainees which may increase the knowledge of its staff. The context of this assignment is to develop and improve the skills of the trainees, current staff and also the future employees to be completely familiarized with the company's organization in an efficient way, without wasting time and money. 2. Table of Contents . Preface2 2. Table of Contents3 3. Executive Summary 4. Explanations of Abbreviations 5. Visual Aids 6. Introduction 77. Business Manual 87. 1 Organizational Structure 87. 1. 1 Structure 87. 1. 2 Organizational chart 97. 2 Canon Global's resources 107. 2. 1 Resources 10 7. 3 Canon Global's cultural and social 11 7. 3. 1 Cultural and social aspects11 7. 4 Canon Global's Strategy12 7. 4. 1 Strategy12 7. 4. 2 Mission12 7. 4. 3 Vision12 7. 4. 4 Primary goal13 7. 4. 5 Secondary goal13 7. 4. 6 Legal form13 7. 4. 7 Profit/non-profit13 . 4. 8 Canon Global worldwide13 7. 5 Canon Global's Communication Structure14 7. 5. 1 Communication structure14 7. 6 Canon's Product Portfolio15 7. 6. 1 Product portfolio15 7. 7 Canon Global's Business Culture17 7. 7. 1 Canon Global's philosophy17 7. 7. 2 Business culture17 7. 7. 3 Logo of Canon Global17 7. 7. 4 Rewarding 18 7. 7. 5 Opportunities for development 18 7. 8 Canon Global's

HRM processes19 7. 8. 1 The HRM processes19 7. 9 Canon Global's Financial Position20 7. 9. 1 Income Statement20 7. 9. 2 Balance Sheet20 7. 9. Canon's Debt Ratio20 7. 9. 4 Cash Flow21 7. 10 Canon Global's Sustainability and Social Responsibility22 8. Conclusion23 9. Bibliography24 10. Appendices25 10. 1. The SWOT Analysis of Canon25 10. 2. CONSOLIDATED STATEMENTS OF INCOME26 10. 3. CONSOLIDATED BALANCE SHEETS27 10. 4. My Job Profile and Notification Preferences (snapshot)28 3. Executive Summary Canon aims to have the number 1 position in each of its core businesses by using technological innovations. They also aim for expanding their business operations through diversification.

To ensure success for all stakeholders, they deliver profitability, growth, job fulfillment and have a positive impact on the community. Canon's vision is to contribute to global prosperity and the well-being of mankind, which will lead to continuing growth and bring the world closer to achieve their vision: "All people, regardless of race, religion or culture, harmoniously living and working together into the future". The board of Canon Global consists of 25 directors. Important matters are ratified by the board of directors and executive committee.

Canon Global has established committees to address important management issues. In order to further improve the company's management and the execution of duties in an effective way, the company introduced the Executive Officer System from April 1, 2008. The corporate auditors conduct strict audits through attending board of directors meetings, executive committee meetings and other meetings of various committees. The company has a contract with Ernst; Young Shin Nihon LLN to audit its

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financial statements. Canon global consists of 165, 318 consolidated employees all over the world.

Canon current assets are divided as follows: cash and cash equivalents; short-term investments; trade receivables, net, inventories, prepaid expenses and others, which total amount of: \$20, 497, 744. Canon noncurrent assets: noncurrent receivables, investments, property, plant and equipment, net, intangible assets, net and other. The total amount of both current and noncurrent assets is \$41, 134, 711 (information date 30th September, 2009). Intangible assets consist primarily of software and license fees. Goodwill and other intangibles assets are at least tested once for impairment, annually in the fourth quarter of each year.

From the perspective of YPC, Canon Global is a company which wants to be appreciated, trusted and respect worldwide. Therefore it responds not only to the demands of developed countries, but also to the various needs and problems communities are facing throughout the world. The business culture of Canon Global is related to Canon's corporate philosophy "Kyosei". It shapes Canon Global's mission and values, the way Canon treats their people and conducts their business. Canon Global consists of 3 head quarters: one in Europe, one in U. S. A. and one in Japan. Every subsidiary of Canon has established a wide range of individual commercial units.

Every head quarter has an essential own corporate strategy center. Every command or strategies will first be sent to the head quarter. Further, the head quarter will inform the individual commercial units in their region.

Competency Based Interviews, Work Related Tests, Presentations and

Psychometric Testing are the various methods of assessment used as Canon's general recruitment criteria. The process is distinctively designed for the specific vacancy applied for by the applicant. However, it all starts with a personal profile which can be created on the company's website.

Canon's operating result in 2007 totaled \$6, 740 million, while net income totaled \$4, 284 million. These results occurred due mainly to the 7% increase in operating profit. A solid rise of digital cameras and several other products and along with the positive effect of currency exchange rates, also contributed to the results. However, in 2008, the global economy had a great effect on the financial position of Canon. The rapid deterioration of the world economy in 2008 led Canon to a decline of 37. 4% from previous year. The net income of 2008 also recorded a decrease of 36. 7%. 4. Explanations of Abbreviations

Complex terms used in this report are being explained here. YPCYoung Professional Corporation CEOChief Executive Officer COOChief Operating Officer CSACanadian Standards Association PRCPeople's Republic of China EMEAEurope, Middle East and Africa 5. Visual Aids Table 1: Organizational chart of Canon Global page 3 Table 2: Number of employees of Canon Global page 4 Table 3: Autographs of CEO Fuji Mitarai and of COO Tsuneij Uchidapage 5 Table 4: Overview of all the major operational sites of Canon Global page 8 Table 5: Evolution of Canon Global's logo page 11 Table 6: Canon Global debt ratiopage 14 6. Introduction

CANON global is a Japanese company which produces electronics. You could divide it in 3 categories: Business Machines (e. g. computers, printers),

Cameras, Optical and other products. Our definition about the world is "All people, regardless of race, religion or culture, harmoniously living and working together into the future" Canon's vision is to contribute to global prosperity and the well-being of mankind, which will lead to continuing growth and bring the world closer to achieving our vision. Therefore basing our business culture on "Kyosei ". We would like all employees to have one focus while working for Canon

Global. That future employees has an effective and efficient way of getting familiarized with the company. A business manual was necessary for the improvement of Canon Global's efficiency in training employees. 7. Business Manual 7. 1 Organizational Structure 7. 1. 1 Structure With a Board consisting of 25 Directors, none of which are Outside Directors, the Company pursues rational and effective management decision-making. Important matters are ratified by the Board of Directors and Executive Committee, which, in principle, are based on full participation of the Company's Directors.

The Company has also established committees to address important management themes with the aim of complementing the business operation structure and facilitating efficient decision-making while, at the same time, realizing a mutual supervisory function for such matters as compliance and ethics. In addition, to further enhance the Company's system for the execution of duties and manage the business more flexibly and effectively, the Company introduced the Executive Officer System from April 1, 2008.

The Corporate Auditors of which there are five, including three Outside Corporate Auditors, in accordance with audit policies and allocation of responsibilities, conducts strict audits through attending Broad of Directors meeting, Executive Committee meetings and other meetings of various committees, listening to operating reports from Directors and others, inspecting documents of important resolutions, and investigating the Company's business situation and assets, to fulfill its monitoring function of the Board of Directors in the performance of its duties.

For a complete overview of the company's structure, see table 1 "
Organizational chart of Canon Global". Furthermore, based on internal audit rules, the Corporate Audit Center (internal auditing) conducts audits covering such areas as internal control systems, and provides assessments ad proposals. The various relevant administrative divisions also work with the Corporate Audit Center to audit such areas as product quality, environmental issues, information security and physical security.

Regarding external audits, with the aim of monitoring the independency of the accounting firm, the Company introduced a prior approval system by the Board of Corporate Auditors for contents of auditing and other service contracts and relevant fess. Based on policies and procedures of the prior approval for both auditing and non-auditing services, each contract is closely reviewed for prior approval. The Company has an auditing service contract with Ernst & Young Shin Nihon LLC to audit its financial statements.

To check the validity of the audit, the Company's Corporate Auditors receive detailed explanations, including documents, from the Accounting Auditors

about the quality management system regarding audits. 7. 1. 2

Organizational chart Table [ 1 ] Organizational chart of Canon Global 7. 2

Canon Global's Resources 7. 2. 1 Resources Canon current assets are divided as follows: Cash and cash equivalents; Short-term investments; Trade receivables, net; Inventories; Prepaid expenses and other which are with total amount of \$20, 497, 744.

Canon also has some noncurrent assets: Noncurrent receivables; Investments; Property, plant and equipment, net; Intangible assets, net and other. The total amount of both current and noncurrent assets is \$41, 134, 711 (information from September 30, 2009) As you can see in Table 2 the human capital of Canon company consist of 165, 318 consolidated employees all over the world. The main headquarter which is the biggest one is in Japan where 74, 831 employees work. This is about 40% of all Canon employees.

Others headquarter are situated all over the world with 90, 487 employees. Table [ 2 ] Number of employees of Canon Global Goodwill and other intangibles assets with indefinite useful lives are not amortized, but are instead tested of impairment annually in the fourth quarter of each year, or more frequently if indicators of potential impairment exist. Intangible assets with finite useful lives, consisting primarily of software and license fees, are amortized using the straight-line method over the estimates useful lives, which range from 3 to years for software and 5 to 10 years for license fees. Certain costs incurred in connection with developing or obtaining internal use software are capitalized. These costs consist primarily of payments made to third parties and the salaries of employees working on such

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software development. Costs incurred in connection with developing internal use software are capitalized at the application development stage. In addition, Canon develops or obtains certain software to be sold where related costs are capitalized after establishment of technological feasibility.

Intangible assets developed during the year ended December 31, 2008 totaled \$517, 033 thousand, which are subject to amortization and primarily consist of software (\$428, 418 thousand), which is mainly for internal use, and license fees (\$24, 363 thousand). 7. 3 Canon Global's Cultural and Social Aspects 7. 3. 1 Cultural and social aspects "Under the corporate philosophy of kyosei, Canon provides products and services with the aim of contributing to society through its technological excellence, while at the same time promoting social and cultural support activities in response to the various needs and problems facing communities worldwide.

We tackle a range of important social issues, including protection of the global environments, relief activities for disaster-stricken areas, the growth and development of the international community, educating and nurturing young people, social welfare, and development of the arts, culture and sports. We will continue to promote our social and cultural support activities in accordance with the local needs of each community.

Through these activities we aim to fulfill our social responsibilities as good corporate citizen, contributing solutions to various social problems for the benefit of the Earth and humanity, and striving to be a company that is appreciated, trusted, and respected worldwide. We hope this booklet will help you to better understand the range of social and cultural activities

undertaken by the Canon Group, and that this will enhance communication between Canon and the communities in which Canon operates. "Perceived by:

Table [ 3 ] Autographs of CEO Fuji Mitarai and of COO Tsuneij Uchida Under the corporate philosophy of Kyosei, the range of Canon's social and cultural support activities has expanded to cover such areas as humanitarian aid and disaster relief, conservation of environment, social welfare, local communities, education and science, and art, culture and sports. In the past few years, many parts of the world have suffered natural disasters. In response, Canon has made and collected monetary donations, while its employees have volunteered in a range of support activities, including visiting afflicted areas to offer assistance.

In its activities, Canon's support, not limited to short intervals of time, provides ongoing assistance to people and organizations in need. Its aim is to provide wide-ranging support by working in partnership with groups that have a broad outlook and inclusive values. The company promotes the practice of Kyosei in its daily working operations and through its numerous environmental conservation and social contribution activities all over the world.

Canon will continue to make the best possible use of the resources it has built up over many years, such as its personnel, capital, technologies and infrastructure, working as a good corporate citizen to tackle problems and contributing to a society in which all people can live their lives to the fullest.

\* Canon is a company which wants to be appreciated, trusted and respected

worldwide. Therefore it responses not only to developed countries' demands but also to various needs and problems facing communities all over the world. Canon works with the whole humanity, without any cultural exceptions.

A prove of this are Canon's subsidiaries which are in Americas, Europe, Russia, Middle East and Africa with over a 23 000 employees. (Perceived by: YPC) 7. 4 Canon Global's Strategy 7. 4. 1 Strategy Canon aims to become a truly excellent global company, joining the ranks of the world's top 100 companies. Canon aims to have the No. 1 position in each of its core businesses. They try to realize this by using technological innovations. The company is focusing on the development of both key components to produce competitive products, and platform technologies that can be shared company-wide.

Diversification and globalization have bettered Canon's corporate value.

Canon is expanding in the domains of medical imaging, intelligent robots and safety. Canon is expanding their business to continue growing in and after 2010 and secure their long term growth. Group companies are also independently diversifying their businesses by exploiting their own unique technical specialties and regional advantages. In order to boost international competitiveness and ensure consistent product quality, Canon works on establishing fully automated production lines built around automated machinery and robots.

Canon is working on globally optimizing their production system that does not only considers production costs, but also transport costs and

employment practices. 7. 4. 2 Mission To be the preferred supplier they will be easy to deal with and provide quality, value for money, products and services. To ensure success for all stakeholders they deliver profitability, growth, job fulfilment and have a positive impact on the community. 7. 4. 3 Vision Canon's definition about the world is broader than the usual: " All people, regardless of race, religion or culture, harmoniously living and working together into the future. Canon's vision is to contribute to global prosperity and the well-being of mankind, which will lead to continuing growth and bring the world closer to achieving their vision. 7. 4. 4 Primary goal Achieving the overwhelming No. 1 position worldwide in all current core businesses 7. 4. 5 Secondary goal Expanding business operations through diversification 7. 4. 6 Legal form Canon has a lot of companies across the world, all these companies have their own legal form. The headquarter in Japan has a incorporated form for instance. 7. 4. 7 Profit/non-profit

Fujio Mitarai became Canon's 6th company president in 1995, and in 1996 the Excellent Global Corporation Plan was launched. This turned the corporate mindset from partial to total optimization and from a focus on sales to a focus on profits, the new plan was the start of the innovations that characterize today's Canon. 7. 4. 8 Canon Global worldwide In 1988 canon announced its launch with the First Global Corporation Plan, which introduces the corporate philosophy of kyosei. Many canon companies where built at that time. \*" Canon Research Centre Europe Ltd. " was established in the U.

K. \*" Canon Opto (Malaysia) Sdn. Bhd. " is established. \*" Canon Business

Machines de Mexico, S. A. de C. V. " is established. \*" Nagahama Canon Inc.

" is established in Japan. After that Canon became the first Japanese

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company to qualify for an in-house certification system using the CSA mark (Canadian electrical safety standard). In 1990 there were also many canon cooperation's established. \*" Canon Information Systems, Inc. " was established in the U. S. A. \*" Canon Research Center America, Inc. " is established. \*" Canon Information Systems Research Australia Pty. Ltd. \*" Canon Information Systems R&D Europe Ltd. "(today, Canon Research Centre France S. A. S). \*" Canon Zhuhai, Inc. " is established in the PRC. \*" Canon Hi-Tech (Thailand) Ltd. " \*" Niigata Canotech Co. , Inc. " (today, Canon Imaging Systems Inc. ) is established. 7. 5 Canon Global's Communication Structure 7. 5. 1 Communication structure Canon global also known as Canon Inc, where the headquarters is located in Japan. The chairman and CEO: Fujio Mitarai, president and COO: Tsuneji Uchida. Canon Inc. has subsidiaries.

The company is managed by the 3 regions where it is located, each region has his own headquarter. There is a head quarter in Europe, The United States and Japan. Canon Europe and Canon USA are subsidiaries of Canon Inc, which is located in Japan. The headquarters of Canon Europe, located in the United Kingdom is managing the activities in Europe, Middle East and Africa. Every subsidiary of Canon has extended their present by establishing a wide range of individual commercial units through every region, see table 4 "Overview of all the major operational sites of Canon Global".

Table [ 4 ] Overview of all the major operational sites of Canon Global Canon has in each of the three regions his own corporate strategy center. This is an essential part for the head quarter in each region. From the corporate strategy center, every strategy, goals, changes or any other commands will

be sent to the head quarter. Further, the individual commercial units of Canon will be informed by the head quarter. Shares of Canon Inc. are listed at the following stock exchanges: Tokyo, Osaka, Nagoya, Fukuoka, Sapporo and New York. Stakeholders are being updated through regular meetings.

Financial data's, results or any other reports can be found on the website of Canon global. This information is regularly updated on the website per quarter. 7. 6 Canon's Product Portfolio 7. 6. 1 Product portfolio Canon Global is a multinational. All the customers of Canon Global benefit from consumer and professional imaging products including leading photographic equipment, printers, scanners and binoculars. In addition, the "Business Solutions" of Canon, offer a vast portfolio of print and document solutions for small and medium businesses, large corporations and governments.

Below, a quick overview of the different products that Canon Global sells.

Photo| Product| Types| | Cameras| - Digital Compact- Digital SLR- EF LensesMedia Storage| | Camcorder| - High Definition- Flash Memory- DVD- Mini DV|
| Printers| - Ink Jet- SELPHY Compact- Photo Printers- Laser| | Office Print &
Copy Solutions| - Office Black & White Printers- Office Color| | Scanners| Flatbed- Flatbed with Film- High Speed- Document Scanners| | Facsimile| Ink Jet- Laser| Multinationals| - Ink Jet- Laser| | Binoculars| - Image
Stabilization| | Personal Copiers| - Analogue- Digital| | Document Imaging
Systems| - High Speed- Document Scanners- Digital Microfilm- Scanners| |
Professional Print & Copy Solutions| - Black and White Production- Digital
Color Production- Color Controllers and RIP's| | Large Format Solutions| Large Format Printers- Solutions; Services| | Calculators| - RecycledHandheld- Desk Display- Scientific| | Projectors| - Multimedia- Projectors|
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Visual Communication Cameras | - Visual Communication Cameras | | Consumables For Work - Understanding Canon Copier Technology- Canon Media- Canon Accessories | Consumables For Home | - Laser Fax toner cartridges- i-SENSYS toner cartridges- LaserBase toner cartridges- LaserShot toner cartridges | | Solutions | - Document Accounting - Document Management- Document Distribution- Security | | Services | - Managed Print Services- Consulting services- Implementation Services- Maintenance Services | Industrial Products | - Broadcast Products - Medical Systems -Semiconductor Equipment | Handy Terminal Solutions | - Canon Handy Terminal Solutions | Industrial Components | - Canon Precision Inc. Office | 7. 7 Canon Global's Business Culture 7. 7. 1 Canon Global's philosophy The business culture of Canon Global is related to Canon's corporate philosophy " Kyosei". "Kyosei" is a Japanese word that means living and working together for the common good - a principle that is embraced by all Canon employees. Kyosei" shapes Canon Global's mission and values, the way Canon treats their people and conducts their business. 7. 7. 2 Business culture Canon Global is located in Tokyo, Japan. Tokyo is a city with a mixture of globalization interacting with domestic developments. Such a legacy also seems to be the backbone of Canon Global's corporate outlook which is based on creating ground-breaking technology and achieving a global platform for innovation, noted by the chairman of Canon Global, Fujio Mitarai. Culture and tradition are very important to Canon Global that has its first 35mm camera in 1935. Takeshi Mitarai was one of the original founders of Canon Global.

He developed two strategies that would separate Canon Global from similar companies; first, to create "unique technology" and secondly, to establish "a global viewpoint". Culture and diversifying seemed to be one of the most important characteristics of Canon Global. Diversifying the products of Canon Global was the key in maintaining Canon Global's prestigious position in the global market. Canon Global's success was due to two ingredients: "a culture of global unity and Canon Global's own original technology". 7. 7. 3 Logo of Canon Global The Canon logo, with its red color, is familiar to all people around the world. But before reaching its present form, the logo underwent a number of changes.

Below, a quick overview of the evolution of Canon Global's logo. 1934| | The engraved Kwanon logo was used on cameras trial-manufactured by the Company (but not actually released in the market). | 1935| | The Canon logo is registered as a trademark. Prominent features were already inherent in the refinement process. | 1953| | Unification of the logo. The image was further refined to achieve an overall balance. | 1956| | The current logo was the culmination of painstaking and meticulous design efforts. | Table [ 5 ] Evolution of Canon Global's logo 7. 7. 4 Rewarding The performance of Canon Global's culture recognizes and rewards the effort and success of every employee.

Every employee has the opportunity to be rewarded through a "company-wide-recognition-scheme", the so called "3 selfs". Canon Global continually benchmarks salaries to ensure they are on the same level with other in the marketplace and, if it is appropriate for your role within the company. Employees of Canon Global can enhance their own level op payment by

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earning bonuses and commission. Canon Global provides for certain employees benefits including the provision of a company car, Blackberry<sup>™</sup>, laptop, holidays and a generous pension contribution. All the employees will benefit from eligible discounts on Canon's products through a very attractive staff purchase scheme. 7. 7. 5 Opportunities for development

At Canon Global, all employees get a clear job grading, allowing the employee to identify and follow a career development path. The essence of Canon Global is to inspire and empower their employees to explore their creative potential, personally or professionally. The training that employees have, reflects this positive attitude, and putting the employee in control of his/her own development. At Canon Global it doesn't matter what role you have in the organization, there will be always be training and development possibilities through e-learning, coaching and on the job training courses. 7. 8 Canon Global's HRM processes 7. 8. 1 The HRM processes

Canon recruitment method begins with recruiting suitable candidates. Canon Global believes in the process of obtaining our objective of 'Committed and Competent employees'. People with vision, innovation, ambition and that are confident to embrace challenges. Through a personal profile (see appendix 10. 4.) which can be created on the company's website Canon informs you directly via email of potential vacancies that may interest you. This includes job descriptions listing the competencies vital for that role. Based on your input the profile makes known to Canon your area of interest, job level that you are interested in and language(s) choice for notifications.

This personal profile is internationally designed. Based on your chosen location you're recruited to a subsidiary in that region once successful in meeting the company's standards of the various methods of assessment. Competency Based Interviews, Work Related Tests, Presentations and Psychometric Testing are the various methods of assessment used as CANON's general recruitment criteria. For each position a process of competency based interviews, work related tests, presentations, psychometric testing is applied. However the process is distinctively designed for the specific vacancy applied for by the applicant. Canon focuses more on specific recruitment criteria.

For example during the competency based interviews, hiring for an HRM position, the individual should provide evidence that demonstrates he/she has the specific competency at that level required for the position. This will differ if the individual had interest in the area of finance; again assessed through a competency based interview, however, structured for that vacancy. Psychometric tests administered through Canon then offer further related information and aids the recruitment process by ensuring all candidates are justly treated. Applicant also undergoes assessment of ability to deliver presentations. This measures candidates' verbal communication skills and even persuasiveness. LONDON, 1 May 2009 – Canon Europe announces today plans to move to a new headquarters in London. The decision follows a strategic review, which will see the consolidation of sales and marketing functions in the UK and key departments moving to London from Canon Europa N. V. in Amstelveen. The new Canon Europe headquarters will be located in Stockley Park, near Heathrow. The move is

designed to support improved communications and better decision making across the EMEA region and create a more effective organization to support Canon's customers. " Canon is moving 226 jobs from the European headquarter in Amstelveen to London. The staff were relocated to the new headquarter.

This only includes for employees in the management department of Canon. For people who cannot or don't want to be transferred to the London, Canon will find a appropriate solution or replacement. 7. 9 Canon Global's Financial Position 7. 9. 1 Income Statement Based on Canon's consolidated statement of Income See appendix 10. 2 for Income Statement 2007 Canon's financial statement of income marked an all-time high in 2007. Canon's operating result in 2007 totalled ? 768. 4 billion (U. S \$6, 740 million) while net income for the year totalled (? 488. 3 billion U. S \$ 4, 284 million). Both results marked all-time highs of the company. These results occurred due mainly to the 7% increase in operating profit.

This increase was achieved through a solid rise in sales of digital cameras, colour network MFDs and laser beams printers, along with the positive effect of favourable currency exchange rates. In addition to the increase was the launch of new products, cost-reduction efforts, and an implemented change in the accounting method used to calculate depreciation of fixed assets at the start of the second quarter of the year. 2008 The global economy in 2008 had a great effect on the financial position of Canon in 2008. The rapid deterioration of the economy led to decrease in the financial numbers compared to the previous year. Canon's operating result in 2008 totalled ? 481. 1 billion (U. S \$5, 287 million), a decline of 37. 4% from previous year https://assignbuster.com/canon-business-manual-assignment/

while net income also recorded a decrease of 36. % totalling U. S \$ 3, 397. Even though the continued launch of new products and ongoing cost-cutting efforts, such factors as the sharp appreciation of the yen, falling product prices along with the rise in prices of materials led to a decline in the gross profit. As a result, gross profit decreased by 13, 8% totalling ? 1, 938, 0 billion (U. S \$ 21, 297 million). 7. 9. 2 Balance Sheet Based on Canon Global's consolidated balance sheet See appendix 10. 3 for Consolidated Balance Sheet Canon's balance sheet in 2008 reflects an obvious decrease in assets as well as liabilities as opposed to its previous year. 7. 9. 3 Canon's Debt Ratio | 2008 | 2007 | Dec. 1 | Dec. 31 | Total Debt / Total Assets | 0. 40% | 0. 60% Table [ 6 ] Canon Global debt ratio As noticeable in table 6 " Canon Global debt ratio", Canon has decreased its liabilities over the year therefore decreasing its debt ratio from 0.6% in 2007 to 0.4% in 2008.7.9.4 Cash Flow In 2008, Canon generated cash flow from operating activities of ? 616. 7 billion (U. S \$6, 777 million), a decrease of ? 222. 6 billion (U. S \$2, 446 million) compared with the previous year, mainly reflecting the decrease in net income. Cash flow from investing activities totalled? 472. 5 billion (U. S. \$5, 192 million), a year-on-year increase of ? 40. 0 billion (U.

S \$440 million), mainly due to the acquisition of shares of Hitachi Displays, Ltd. toward the launch of Canon's display business. As a result, free cash flow totalled ? 144. 2 billion (U. S \$1, 585 million), a decline of ? 262. 6 billion (U. S \$2, 885 million). Cash flow from financing activities recorded an outlay of ? 277. 6 billion (U. S \$3, 050 million), mainly resulting from the dividend payout of ? 145. 0 billion (U. S \$1, 594 million) and the purchase of treasury stocks totalling ? 100. 0 billion (U. S \$1, 100 million). Consequently, cash and

cash equivalents decreased by? 265. 3 billion (U. S. \$2, 915 million) to ? 679. 2 billion (U. S. \$7, 464 million) from the end of the previous year, including the ? 131. 9 billion (U.

S \$1, 450 million) negative impact of currency translation adjustments due to the appreciation of the yen. 7. 10 Canon Global's Sustainability and Social Responsibility The promotion of improved management quality at Canon, with business operations across the globe, requires the enhanced tryst and cooperation of stakeholders worldwide. Canon is working to increase the trust of its stakeholders by maintaining and improving compliance quality and safety, and implementing employment initiatives and other measures that form the basis of corporate management towards sincerely addressing themes that contribute to the realization of a sustainable society. Canon also has a focus on the environment and the quality at the same time.

Through technological innovation, Canon pursues the maximization of resource efficiency to gain greater value from fewer war materials and reduced environmental impact through greater management efficiency. In short, improved management quality that eliminates waste, are activities designed to alleviate environmental burden. In order to maintain its sustainable Canon •Provide products base on proprietary imaging technologies that meet customers' need and society's expectations. Canon has continuously leveraged its original imaging technologies to develop its operations since beginning as a camera manufacturer. Canon's businesses now extend beyond information products and business machines to include semiconductor equipment and a wide spectrum of other fields. Is developing business activities rooted in interactions with local people and the

community as a truly, global corporation. In line with Canon's corporate philosophy of kyosei, Canon respect the laws, customs and cultures of each country and region in which its approximately 160, 000 employees work in 245 consolidated subsidiaries (as of December 31, 2008). These employees support the Canon brand, which is a registered trademark in more than 190 countries and regions. •Is raising management quality based on a commitment to Phase III of the Excellent Global Corporation Plan. •Is pursuing activities focused on five materiality themes: -Technological Innovation Promoting Environmentally Conscious Management -Creating a Corporate Culture and Supporting a Diverse Workforce -Promoting Social and Cultural Contributions -Strengthening Corporate Governance and Compliance 8. Conclusion Canon Global is a multinational company operating in various regions. Our management goals are achieving the number one position worldwide and expanding business operations. "Kyosei", a Japanese word meaning living and working together for the common of good is embraced trough out Canon Global's employees. Canon Global greatly values all employees in different ways. We believe in making opportunities for career development.

Role is not an issue within the organization, therefore Canon Global provides training and development possibilities through e-learning, coaching and on the job training courses. We would like future employees as well as current staff to be fully familiarized with all the aspects of Canon Global. In result this business manual, making it easy for the future employees to transition into the company as efficient and effective as possible. Next to that, for current employees to further develop their knowledge about the company. 9.

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products of Canon not eminent) 10. 2. CONSOLIDATED STATEMENTS OF INCOME 10. 3. Consolidated Balance Sheets 10. 4. My Job Profile and Notification Preferences (snapshot) Required fields are denoted by My Job Profile | Complete the following section so we can actively search for matching jobs. We will notify you when we do find a match. | Where would you like to work? Multiple selections are possible. Use the Control Key CTRL/Control key on Windows or the Command key on Macintosh when you click to select multiple items. | Location| | | | | What function or functions are you interested to work in? Multiple selections are possible. | Area of interest| | | | What experience levels of position are you interested in? Multiple selections are possible. | Job level| | | | | From the list of 10 languages below, please select all those you are interested to receive job notification emails in. (Any other additional language requirements will appear in specific job advertisements. ) Multiple selections are possible. | Languages| | | | | | My Notification Preferences |

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