

Imaging Division

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We will contribute to making people's lives more fulfilling through the supply of mirrorless cameras and other innovative products."



Shigemi Sugimoto
Imaging Division Head

<ul style="list-style-type: none"> Unique technologies accumulated by concentrating on mirrorless cameras Competencies in designing and manufacturing compact, lightweight, high-performance lenses Maintain high share in mirrorless camera market (domestic) <p>S Strengths</p>	<ul style="list-style-type: none"> Low shares of large United States and Chinese markets <p>W Weaknesses</p>
<ul style="list-style-type: none"> Expected increase in replacement purchase and additional purchase traditional single-lens-reflex cameras based on accelerated shift to mirrorless cameras throughout the market <p>O Opportunities</p>	<ul style="list-style-type: none"> Intensified competition in mirrorless camera market Further evolution of smartphones and tablets <p>T Threats</p>

Operating Environment and Forecasts

Facing a rapid decrease of the digital camera market, we proceeded with structural transformation to shift to a more lean structure. We thus sought to realize a business structure that will enable the Imaging Division to continue generating profits, in case of a decrease in sales, by optimizing cost structures and enhancing sales activities pertaining to high-value-added interchangeable lens products.

Meanwhile, the competition in the mirrorless camera market is fierce due to shift to mirrorless cameras by competitors. We are focusing on development of Micro Four Thirds mirrorless cameras. We will continuously enhance sales of mirrorless cameras through selection and focus and risk control.

Market Shares and Portfolios

Domestic Market Share (Mirrorless Cameras)



Digital Cameras



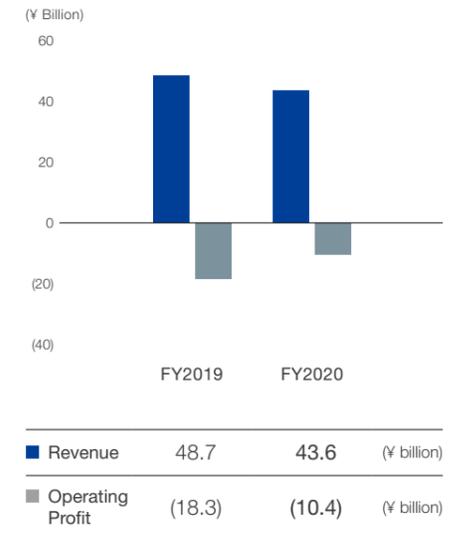
Others



Priority Measures

1 Advance Ongoing Business Structure Reforms	<ul style="list-style-type: none"> Focus on the development of high-value-added mirrorless cameras (primarily OM-D series) and interchangeable lenses (PRO series) Develop a business structure that allows for improved efficiency in launching new products and mass production
2 Improve Responsiveness to Market Changes	<ul style="list-style-type: none"> Monitor the market size and our share and respond to changes in environment by improving efficiency in each location and function, and advancing the selection and focus of target market segments throughout our businesses
3 Minimize Inventory Risks	<ul style="list-style-type: none"> Reduce product supply lead times and lower risks associated with unbalanced inventory distribution among local regions to shorten inventory turnover periods

Results



Measures to Improve Profitability

We are focusing on both the development of interchangeable lenses and high-value-added mirrorless lenses. In July 2020, we disclosed a lens development roadmap, which is mainly focused on the PRO series. We will continue enhancing the

lens lineup to make full use of the Micro Four Thirds System's high image quality and unrivaled portability made possible by its compactness and light weight.

