

**Canon Inc.**

**2024 Corporate Strategy Conference**

# **Printing Group**

**March 8, 2024**

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**Head of Printing Group**



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# Phase VI Strategies & Measures and Results & Challenges

## Strategies & Measures

- **Business strategy**  
 Expand profit in existing business areas and expand sales in new business areas through enhanced business structural reform  
**monozukuri innovation**      Strengthen product development capability through deeper Group collaboration  
    Enhance product strength through full deployment of platform innovation
- **Sales innovation**  
 Highly efficient sales through expansion of smart products  
 Strengthen sales capability through Group synergy



## Results up to 2023 & Challenges

- Significantly progress in development of next-generation new products in synergy areas by strengthening product development capability through Group collaboration
- Made progress in *monozukuri* innovation which led to renewal and strengthening of lineup of products with advanced essential performance, resulting in improved market evaluation
- Steadily increasing sales of digital service products, but further expansion of business development by industry is needed

# Business Strategy & Business Structural Reform

## Business Strategy

Expand profit in existing business areas and expand sales in new business areas through enhanced business structural reform

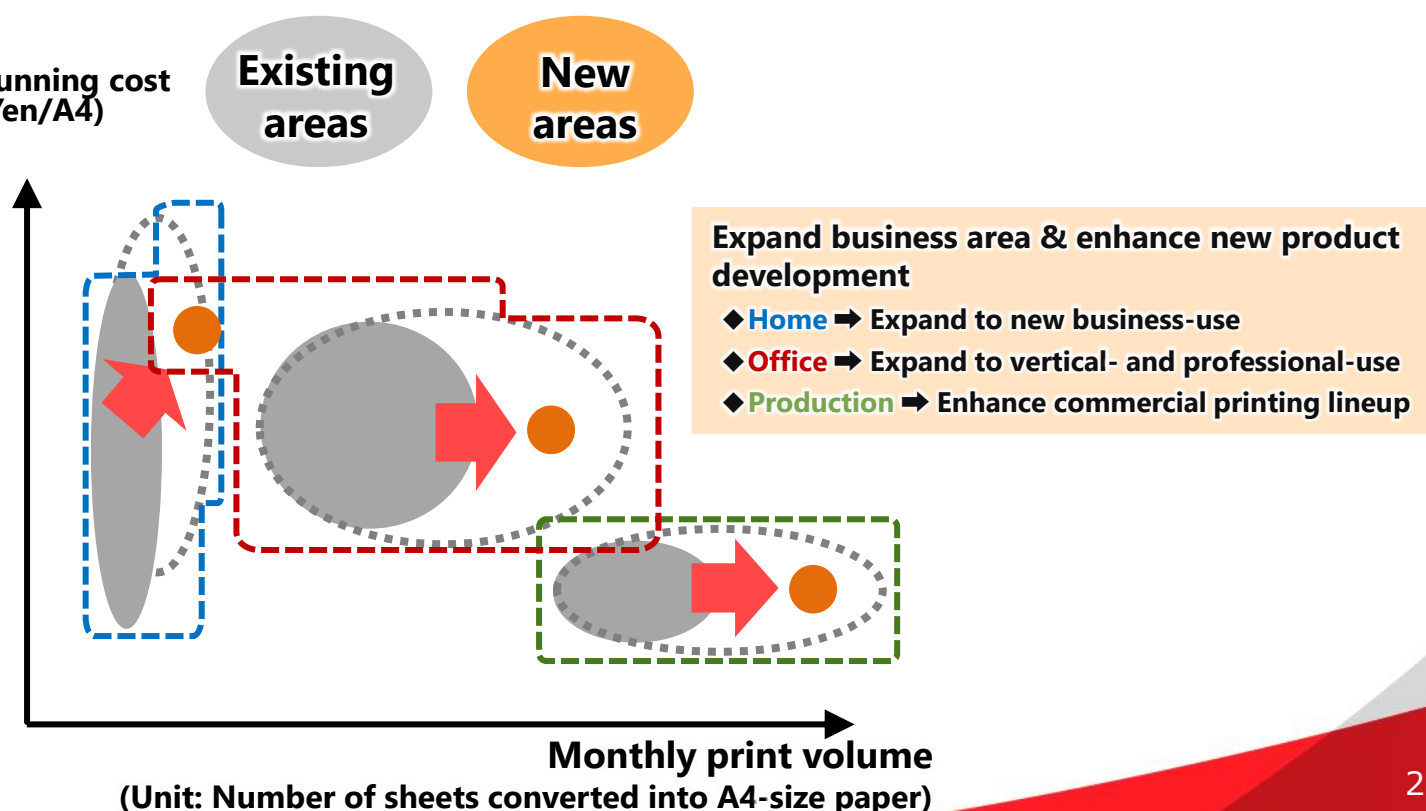
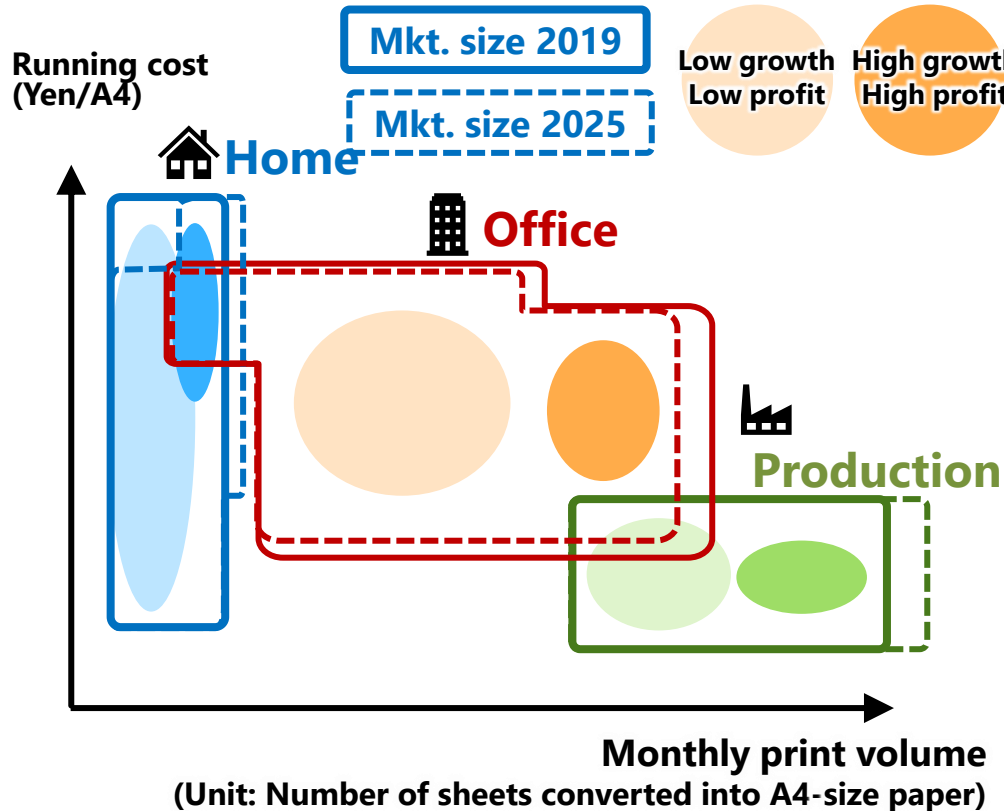
## Priority Measures

### ■ *monozukuri* innovation

- Strengthen product development capability through deeper Group collaboration
- Enhance product strength through full deployment of platform innovation

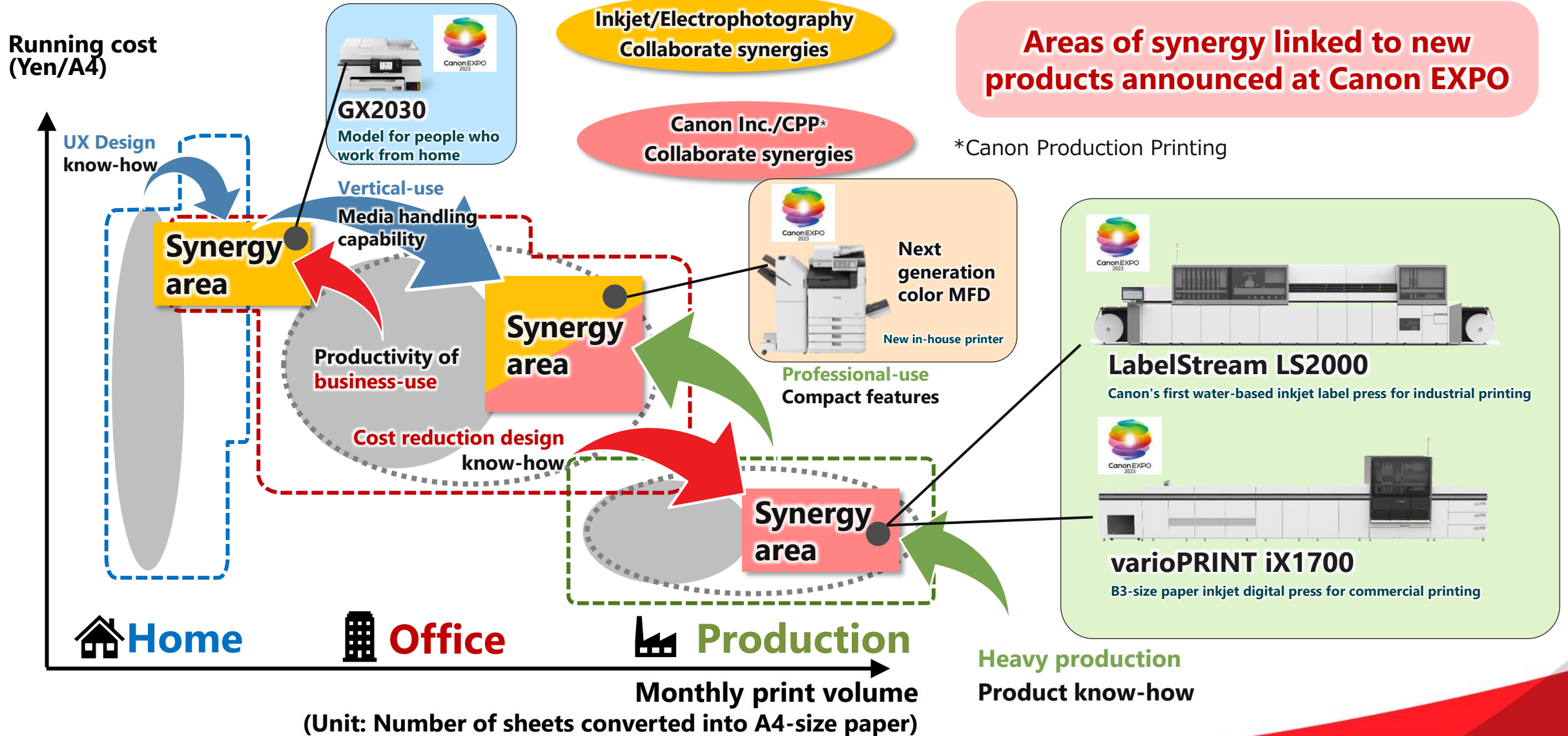
### ■ Sales innovation

- Highly efficient sales through expansion of smart products
- Strengthen sales capability through Group synergy



# Launch new products through progress in *monozukuri* innovation

## ■ Progress in Group collaboration and Progress in platform innovation



# Production Market and Canon Product Position

## Commercial Printing

\*PV: Print volume (Converted in to A4-size paper)

	2022	CAGR	2025
Analog PV	23.1 Trillion sheets	-3.1%	21.1 Trillion sheets
Digital PV	0.8 Trillion sheets	+4.0%	0.9 Trillion sheets
Digital ratio	3.4%		4.2%

## Industrial Printing

	2022	CAGR	2025
Trillion sheets	11.1	+2.0%	11.7
Trillion sheets	0.1	+21%	0.1
Trillion sheets	0.7%		1.2%

Market

Segment

A3+ equip.

B3 equip.

B2 equip.

Continuous feed equip.

Label

Folding carton

Corrugated packaging

Market share

Co. A (25%)

Co. C (41%)

Co. C (65%)

Canon (30%)

Co. A (33%)

Co. C (55%)

Co. E (26%)

Canon (25%)

Co. B (29%)

Co. A (22%)

Co. D (17%)

Co. C (30%)

Co. F (45%)

Co. H (22%)

'22 WW Units share

Co. B (23%)

Canon (25%)

Co. I (13%)

Co. C (15%)

Co. G (9%)

—

Co. C (17%)

Canon

Existing area



Launched 2022

New area



Existing area



New area



(Source: Research company data and Canon est.)

# Expand Products for Production Market

## Commercial printing

A3+ equip.

B3 equip.

B2 equip.

Continuous feed equip.

Existing area

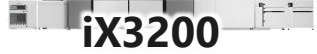
New area

Existing area

V1350



varioPRINT  
iX3200



NEW



ProStream

V1000



varioPRINT  
iX1700



ColorStream

V900



## Industrial printing

Label



Folding carton



Corrugated packaging



New area

NEW



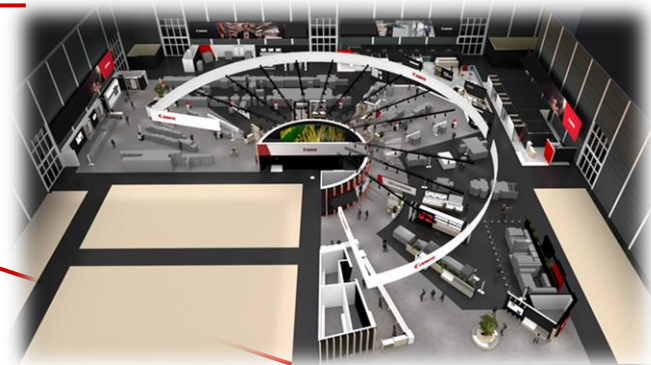
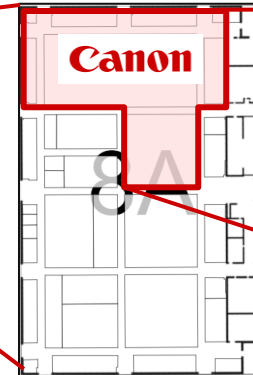
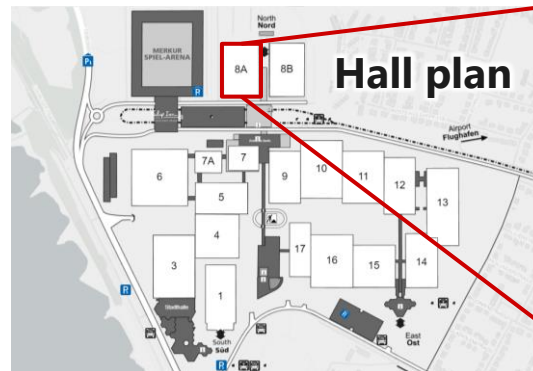
LabelStream  
LS2000



# drupa 2024

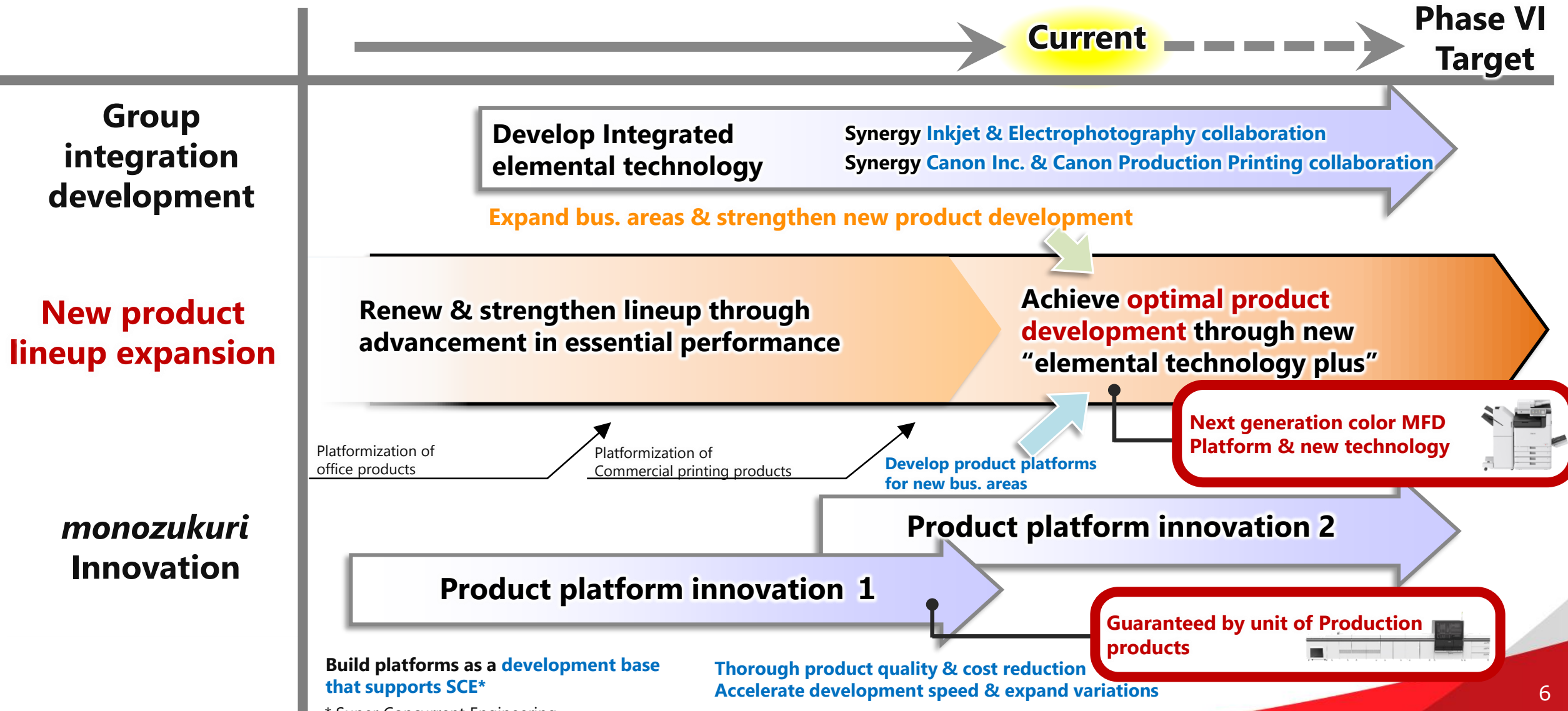
May 28 – June 7  
Düsseldorf, Germany

Largest exhibition  
among  
Japanese manufacturers



# Progress in Product Development Through *monozukuri* Innovation

■ Enhance product strength through full deployment of product platform innovation



\* Super Concurrent Engineering

# Secured two **NO.1** rankings in J.D. Power 2023 **color MFD customer satisfaction survey**



**Large & Medium Office Market category<sup>1</sup>**  
**No. 1 in overall customer satisfaction**



**Small Office Market category<sup>2</sup>**  
**No. 1 in overall customer satisfaction**



1) 5,672 companies with 30 or more employees surveyed

2) 2,125 companies with 5 or more, but less than 30 employees surveyed



# W/W market share situation and targets

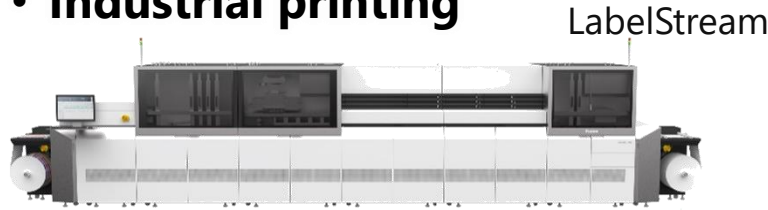
(Source: Research company data and Canon est.)

	2022	2023	Phase VI Targets
<b>Production</b> • Commercial printing Continuous feed  • Commercial printing A3+  • Large format Graphic arts(GA)/CAD	<u>1st</u> <b>30%</b> Enhance product strength through collaborative development -----> +4pt	<u>1st</u> <b>34%</b>	UP
	<u>2nd</u> <b>25%</b> Expand sales of imagePRESS V-series to <b>secure No. 1 share</b> -----> +2pt	<u>1st</u> <b>27%</b>	UP
	<u>2nd</u> <b>30%</b> Strengthen product lineup -----> +1pt	<u>2nd</u> <b>31%</b>	UP
<b>Office</b> • A3 B/W & Color	<u>1st</u> <b>18%</b> 3 consecutive years No.1 Through Enhancement of essential performance -----> ±0pt	<u>1st</u> <b>18%</b>	UP
<b>Prosumer</b> • Inkjet Home & business	<u>3rd</u> <b>27%</b> Reconstruct product lineup -----> ±0pt	<u>3rd</u> <b>27%</b>	UP

# Representative products of Printing Group

## Production

### • Industrial printing



### • Commercial printing Continuous feed ProStream



### • Commercial printing B3 varioPRINT



### • Large format



### • Commercial printing A3+ imagePRESS



## Prosumer

PIXMA



MAXIFY



### imageCLASS

i-SENSYS



imagePROGRAF



## Office

### imageRUNNER ADVANCE DX



## ■ New expansion through large-scale production equip.

**Platform concept**  
 Classify products into classes,  
 1. **Standardized frame** by class  
 2. **Shared assembly process** by platform  
 3. **Shared digital design assets** by platform

Thorough product quality

Cost reduction

Accelerated Development

Expand variations

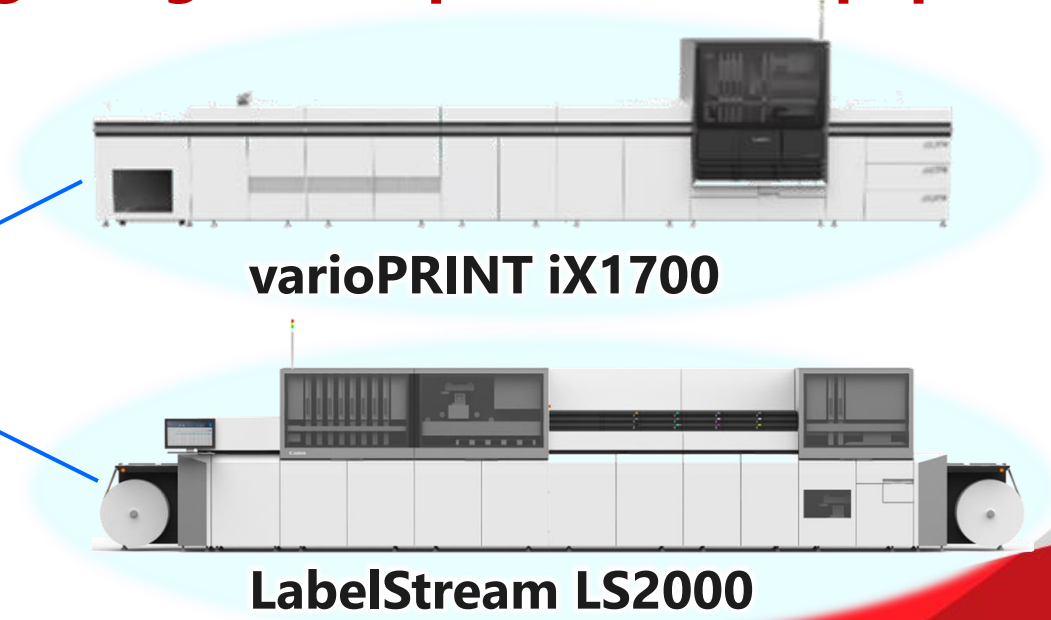
## New axis of expansion through large-scale production equip.

**Guaranteed by unit through platform architecture**

Individual units (functional modules) separately guaranteed for performance

Ease of installation (Serviceability) Improvement

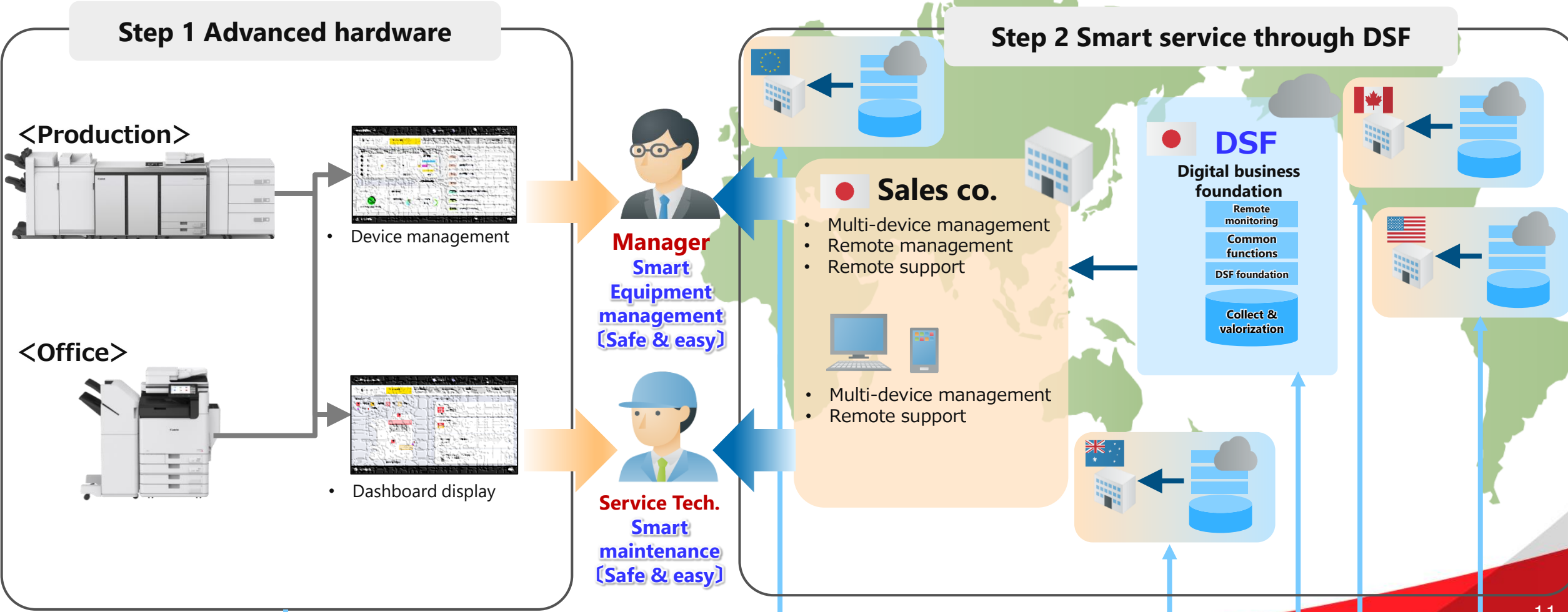
Ease of maintenance



# Highly efficient sales through smart products

Limitless pursuit of safety, security, easeness, and comfort **Data-driven Service Foundation**

Obtained ISO/IEC 27001, 27017 certification in 2023



# Promote GX responsive manufacturing

Progress

## Progress in 2023

Address **decarbonization and resource recycling** within **product lifecycle**

- Environmental specs. actualized in products
- Environmental specs. actualized in supply chain
- Green measures

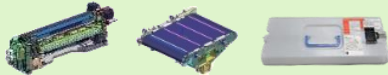
Expand production of recycled products, supply products

• Recycled products

Europe/  
Remanufactured equip.  
New series launch  
April & December



• Supply products  
Service unit



Utilize recycle sites in Japan/U.S./Europe

**Disposal/Recycle**

- Remanufactured equip.
- Reuse of periodical replaceable parts
- Refill of consumables

**Raw material**

- Product weight reduction
- Use of recycled materials

Increase usage rate of recycled plastics

Expand to products from 2024



Expand use to mainly exterior

Product CFP computation/Enhanced public disclosure

Publicly disclosed  
387 models  
(2023-end)

製品名	品名	単位	値
CFP計算対象	CFP計算対象	kg-CO2eq	3,000
CFP計算対象	CFP計算対象	kg-CO2eq	24
CFP計算対象	CFP計算対象	kg-CO2eq	48
CFP計算対象	CFP計算対象	kg-CO2eq	600
CFP計算対象	CFP計算対象	kg-CO2eq	470
CFP計算対象	CFP計算対象	kg-CO2eq	3000

Development of recycled PET plastic

Easy to recover recycled PET  
Flame retardant and as hard as polycarbonate

Recycled PET & additives  
(Showcased at Canon EXPO 2023)

**Use/Maintain**

- Longer life parts and units
- Low energy consumption

Long life consumables

TEC

Number of loads

Transport route

**Distribution**

- Decarbonization of logistics
- Eliminate disposable packaging

Expansion of non-EPS packaging



Expand to office and prosumer products

Pulp mold & corrugated packaging

Increase rate of introduction of renewable energy

2023, 100% of energy used at 5 mfg. sites converted to renewable energy (Thailand, Vietnam, China)



Environmentally friendly design of office equip.



Energy consumption  
Max. approx. 15% reduction

Reuse toner container  
Possible doubling of PV per container

iR-ADV DX  
C3900F series  
(May 2023 launch)

# 2025 Targets (Printing Group)

