

Canon Inc.

2023 Corporate Strategy Conference

Printing Group

March 6, 2023

Toshio Homma

Executive Vice President & CTO

Head of Printing Group

Canon

This presentation contains forward-looking statements with respect to future results, performance and achievements that are subject to risk and uncertainties and reflect management's views and assumptions formed by available information. All statements other than statements of historical fact are statements that could be considered forward-looking statements. When used in this document, words such as "anticipate," "believe," "estimate," "expect," "intend," "may," "plan," "project" or "should" and similar expressions, as they relate to Canon, are intended to identify forward-looking statements. Many factors could cause the actual results, performance or achievements of Canon to be materially different from any future results, performance or achievements that may be expressed or implied by such forward-looking statements, including, among others, changes in general economic and business conditions, changes in currency exchange rates and interest rates, introduction of competing products by other companies, lack of acceptance of new products or services by Canon's targeted customers, inability to meet efficiency and cost reduction objectives, changes in business strategy and various other factors, both referenced and not referenced in this presentation. A detailed description of these and other risk factors is included in Canon's annual report on Form 20-F, which is on file with the United States Securities and Exchange Commission. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described herein. Canon does not intend or assume any obligation to update these forward-looking statements.

Printing Group Key Strategies

■ Phase VI Basic Policy

Promote new growth strategies that demonstrate group integration effects

■ Key Strategies (Phase VI, this year)

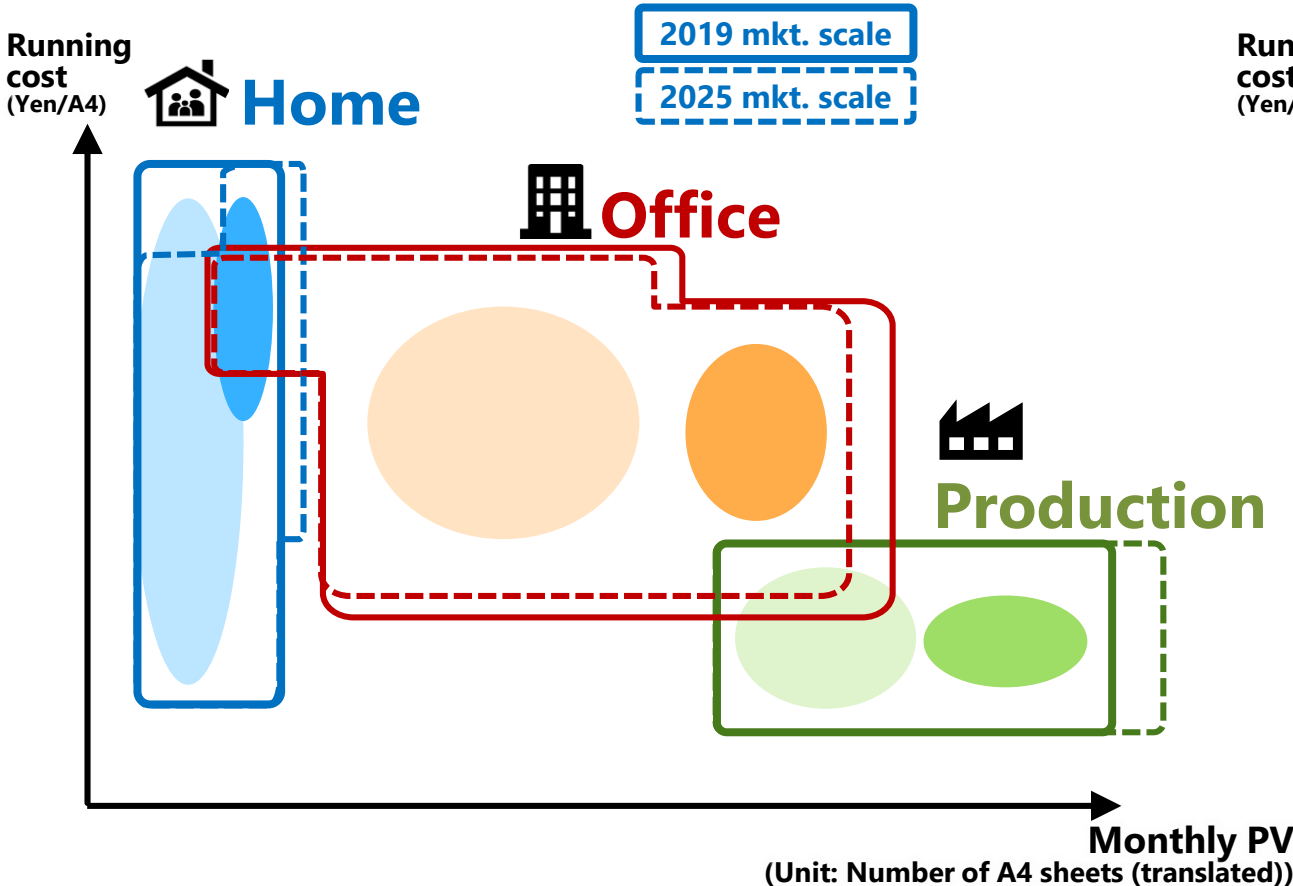
- 1. Expand target business areas and develop optimal products**
- 2. Strengthen product development capability through manufacturing innovation**
- 3. Strengthen digital services products**
- 4. Promote environmentally friendly manufacturing**

1. Expand target business areas and develop optimal products

1-1. Re-segment mkt. & define key markets

① Defined Mkts.

(Source: Research co. data and internal analysis)

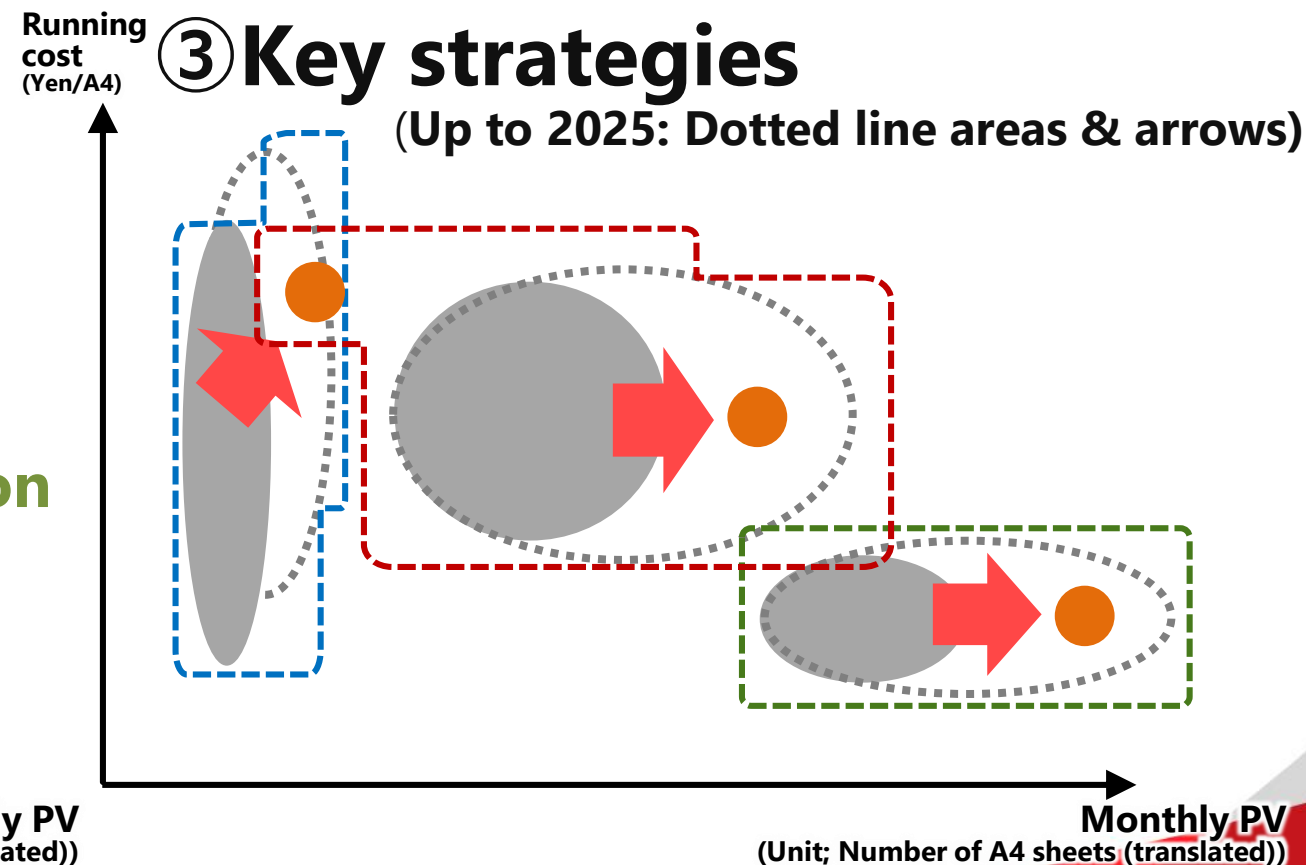


② Traditional

(2019: Gray areas)

③ Key strategies

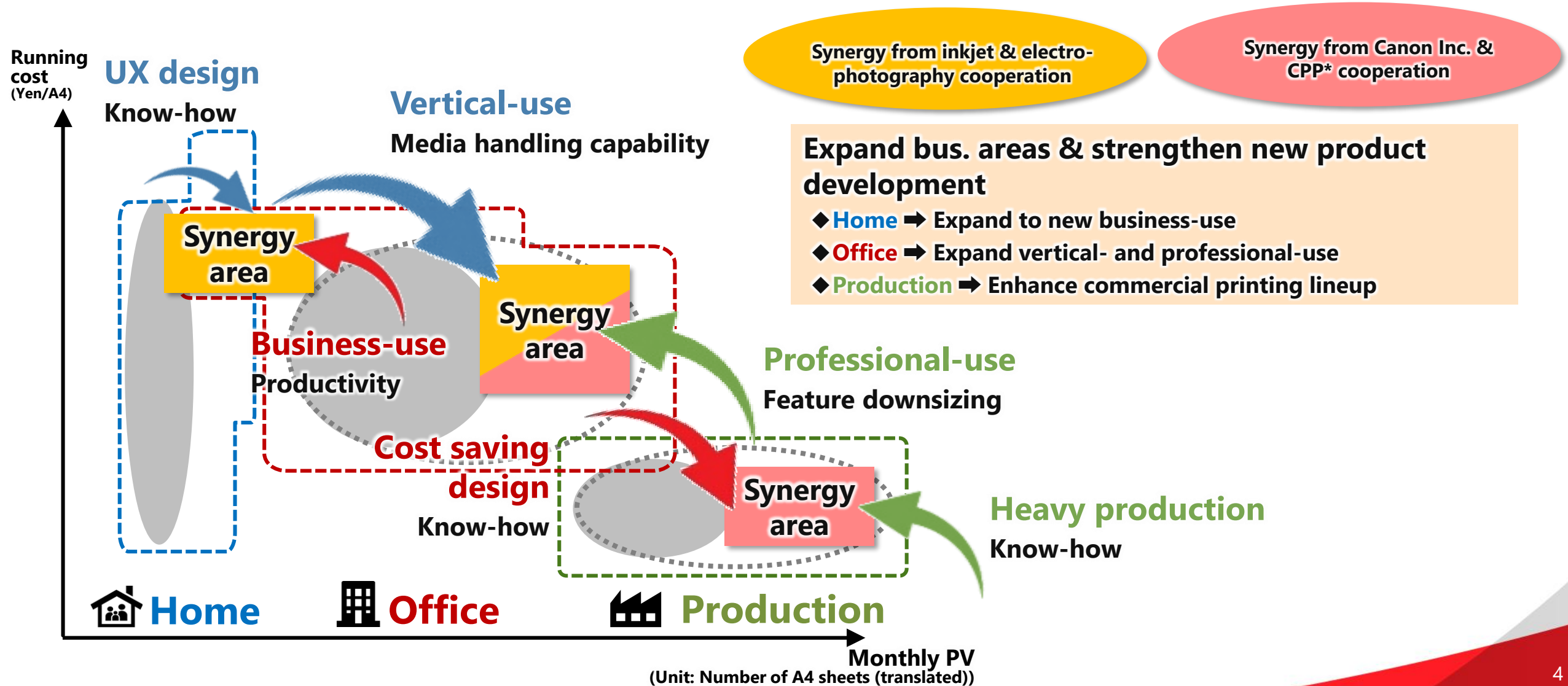
(Up to 2025: Dotted line areas & arrows)



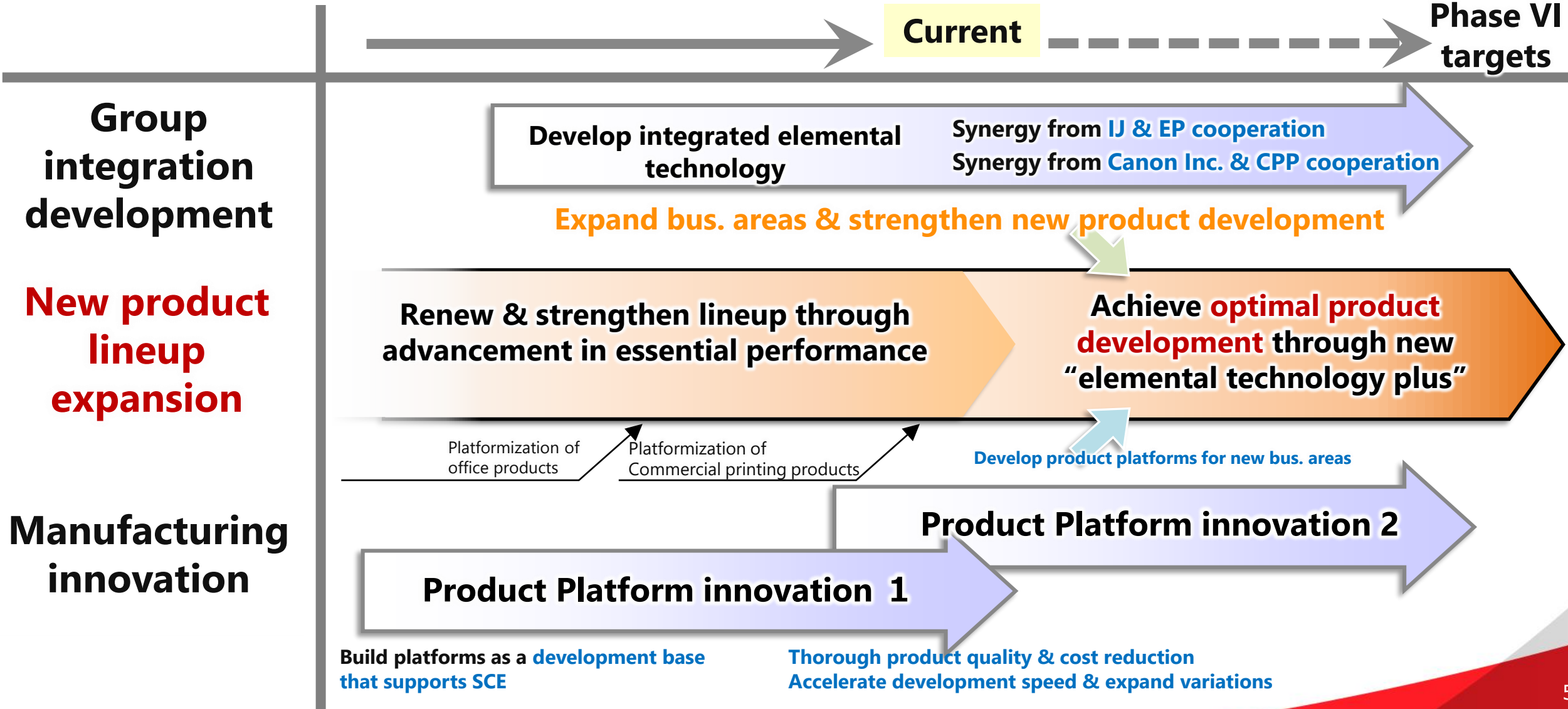
1. Expand target business areas and develop optimal products

1-2. Expand product development capability through group cooperation

* Canon Production Printing



■ 2-1. Manufacturing innovation & preparation of product lineup

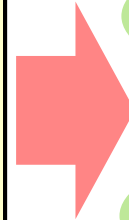


2-2. Expand platform development

Platform concept

Classify products into classes,

- ① **Standardized frame** by class
- ② **Shared assembly process** by platform
- ③ **Shared digital design assets** by platform

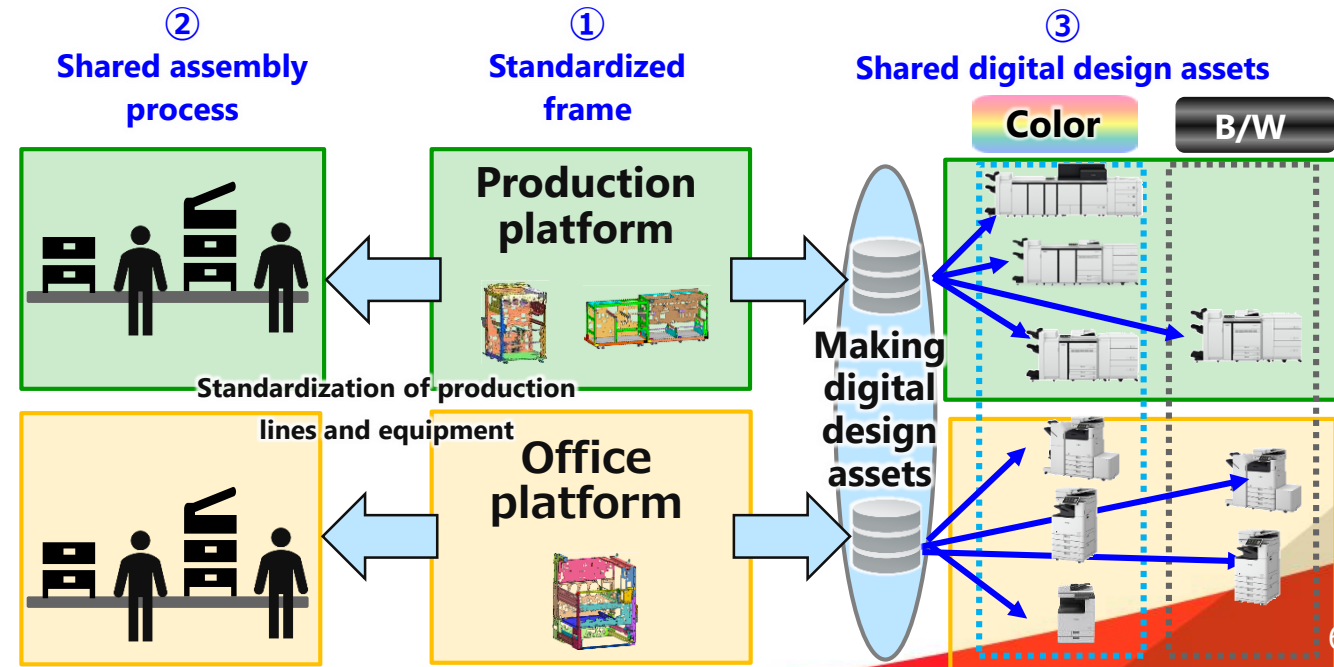
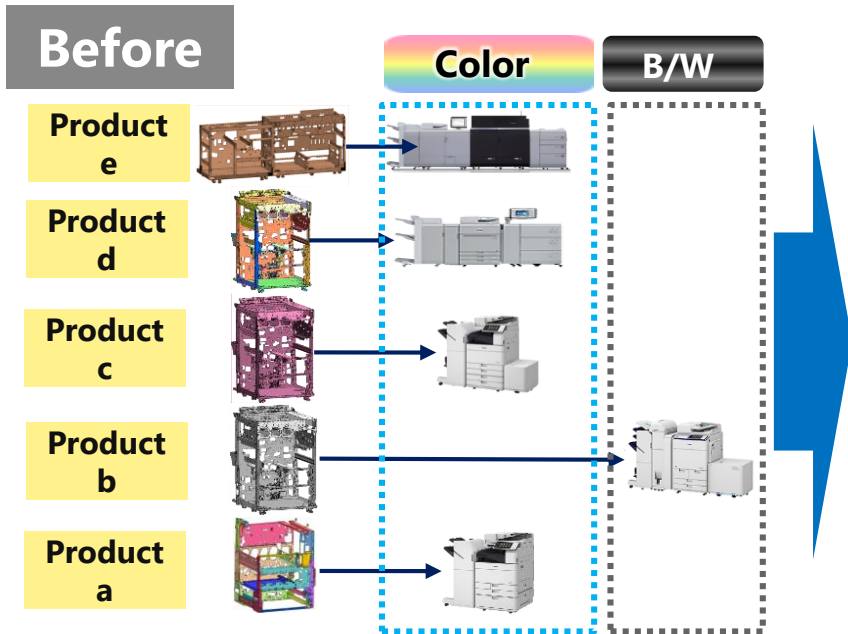


Completed product quality

Reduce Cost

Accelerate development

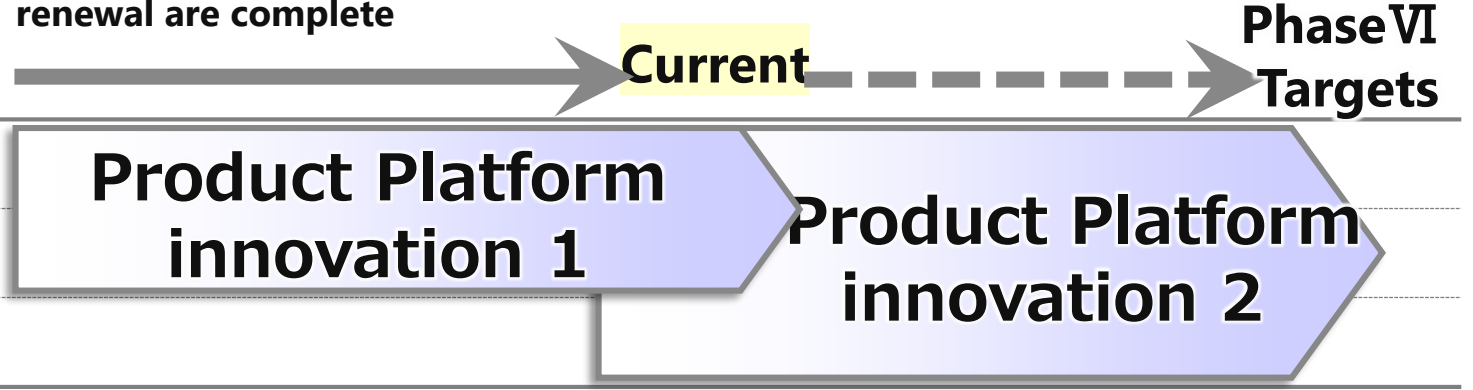
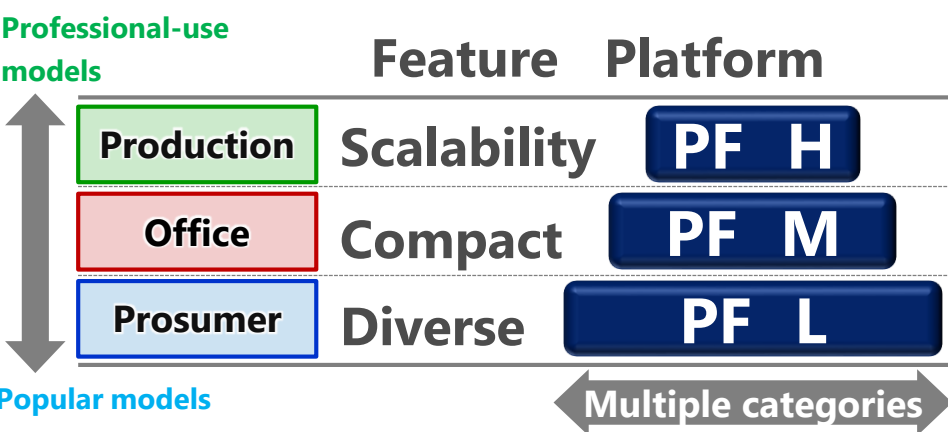
Expand variations



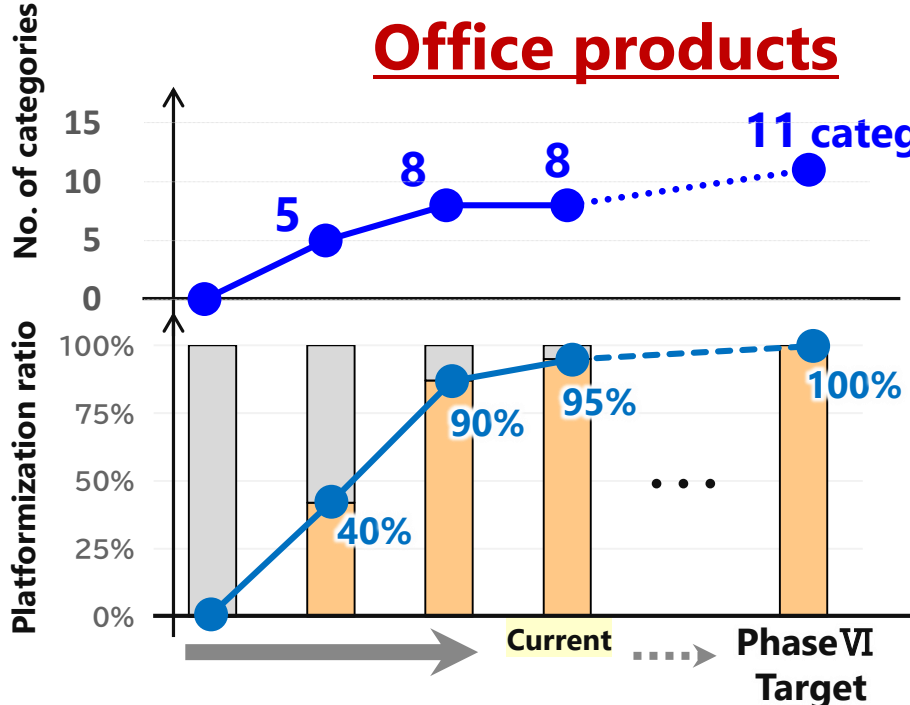
Update on Platformization

Platformization update

Currently, platformization of Office and Production as well as lineup renewal are complete



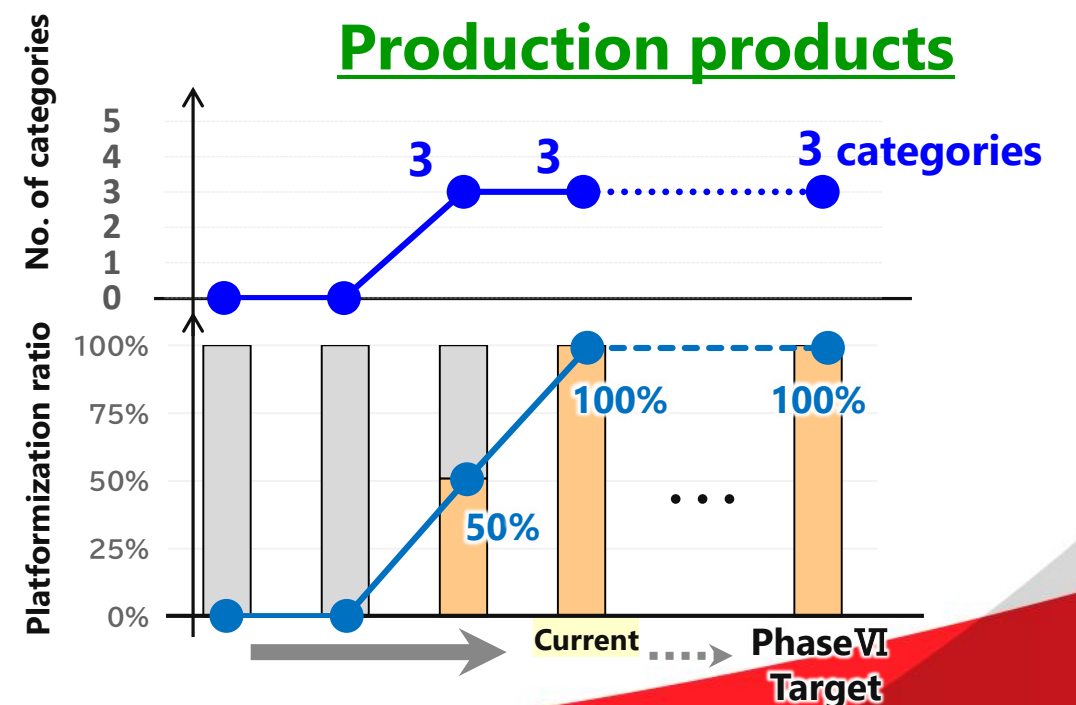
Office products



Number of product categories created from platforms

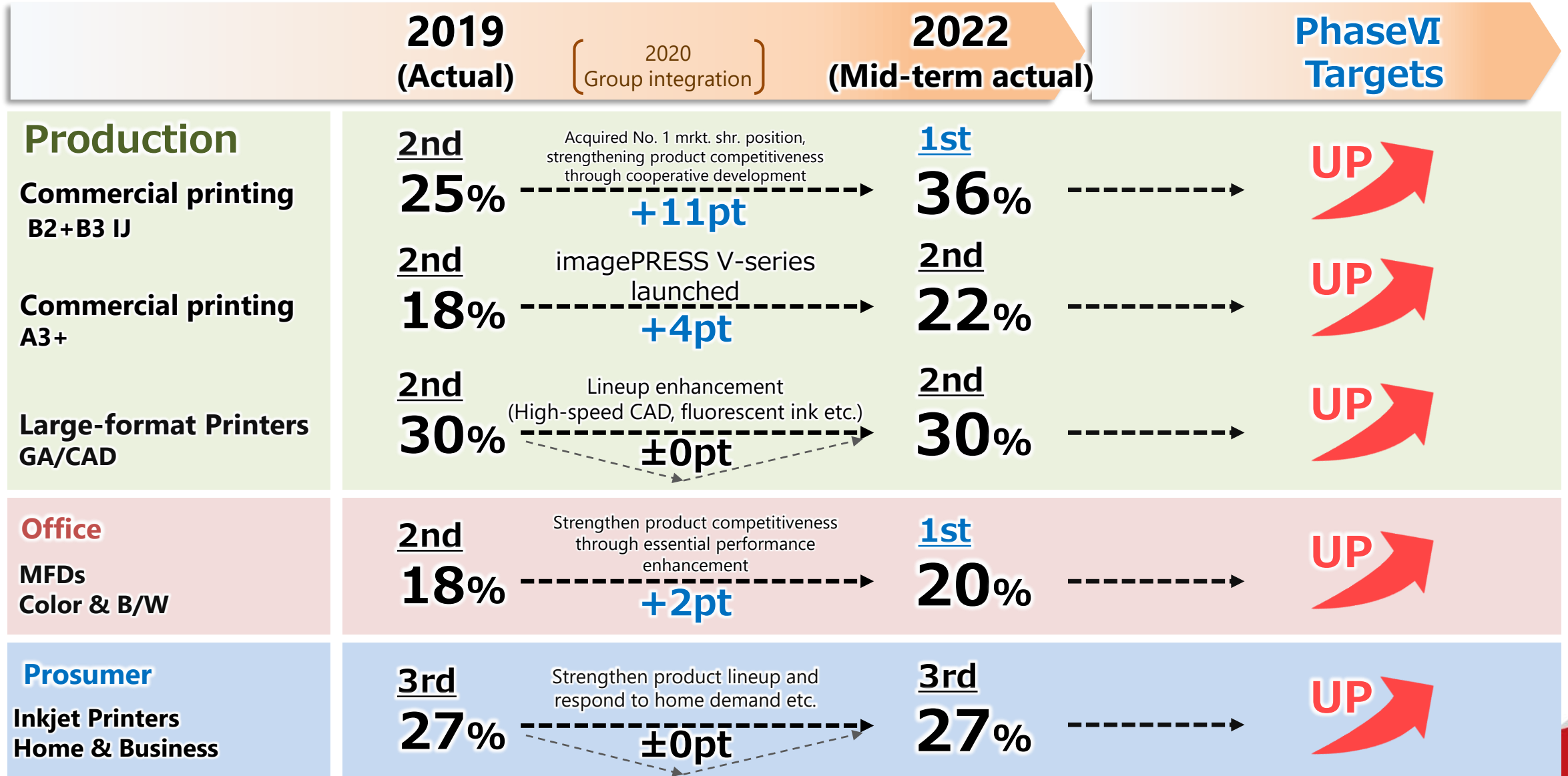
Platformization ratio
Proportion of units manufactured

Production products



Market Share Targets & Update

(Source: Research co. data and internal analysis)



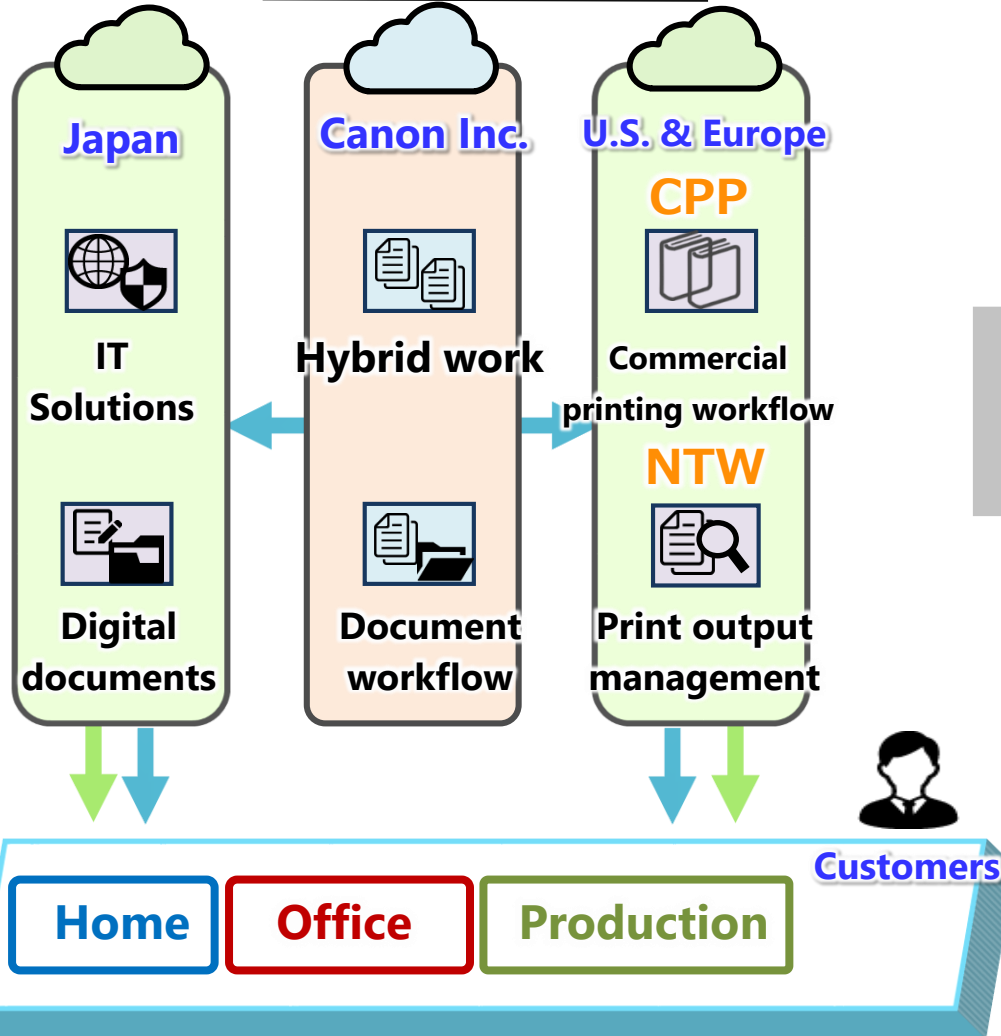
3. Strengthen digital services products

- **3-1. Strengthen digital services products availability globally**
- **3-2. Develop industry-specific solutions for cyber-physical system products**

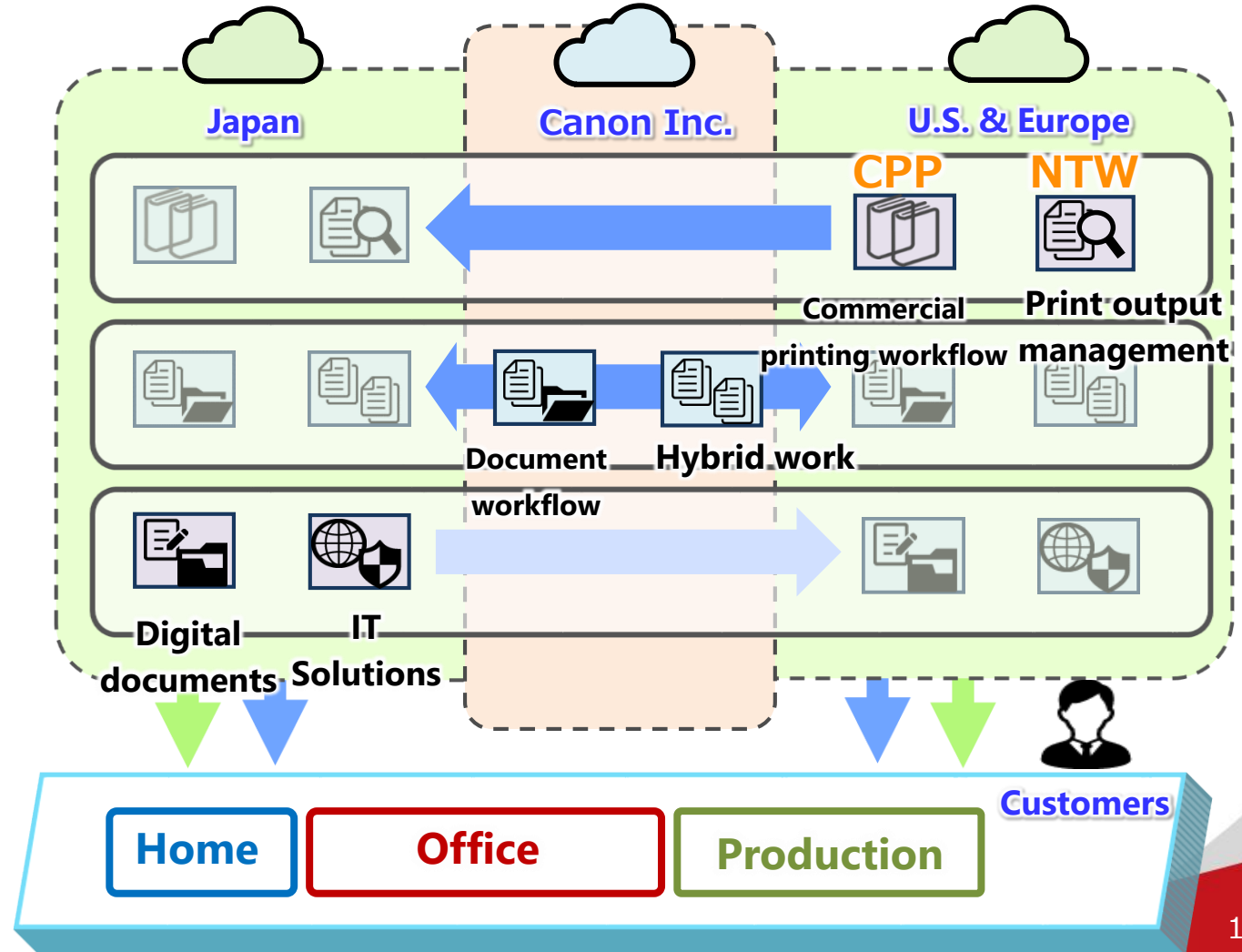
3. Strengthen digital services products

3-1. Strengthen digital services products availability globally

Up to now

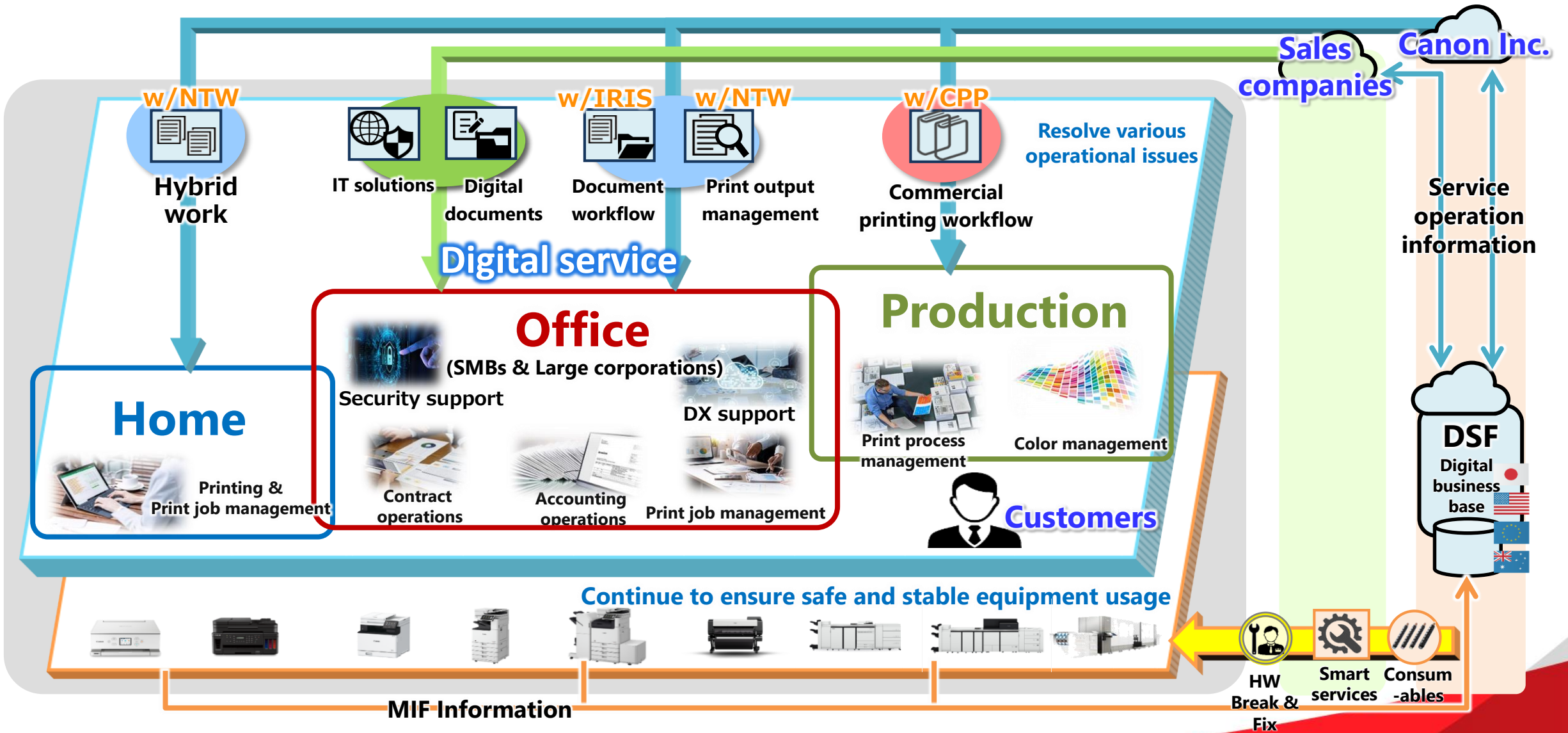


Phase VI -



3. Strengthen digital services products

3-2. Develop solutions for cyber-physical system products by industry



- **4-1. Construct risk-responsive manufacturing system**
 - Strengthen Japan-based full-scale manufacturing system

- **Promote “Green Transformation” (GX) responsive manufacturing**
 - Build green platform

Promote GX responsive manufacturing

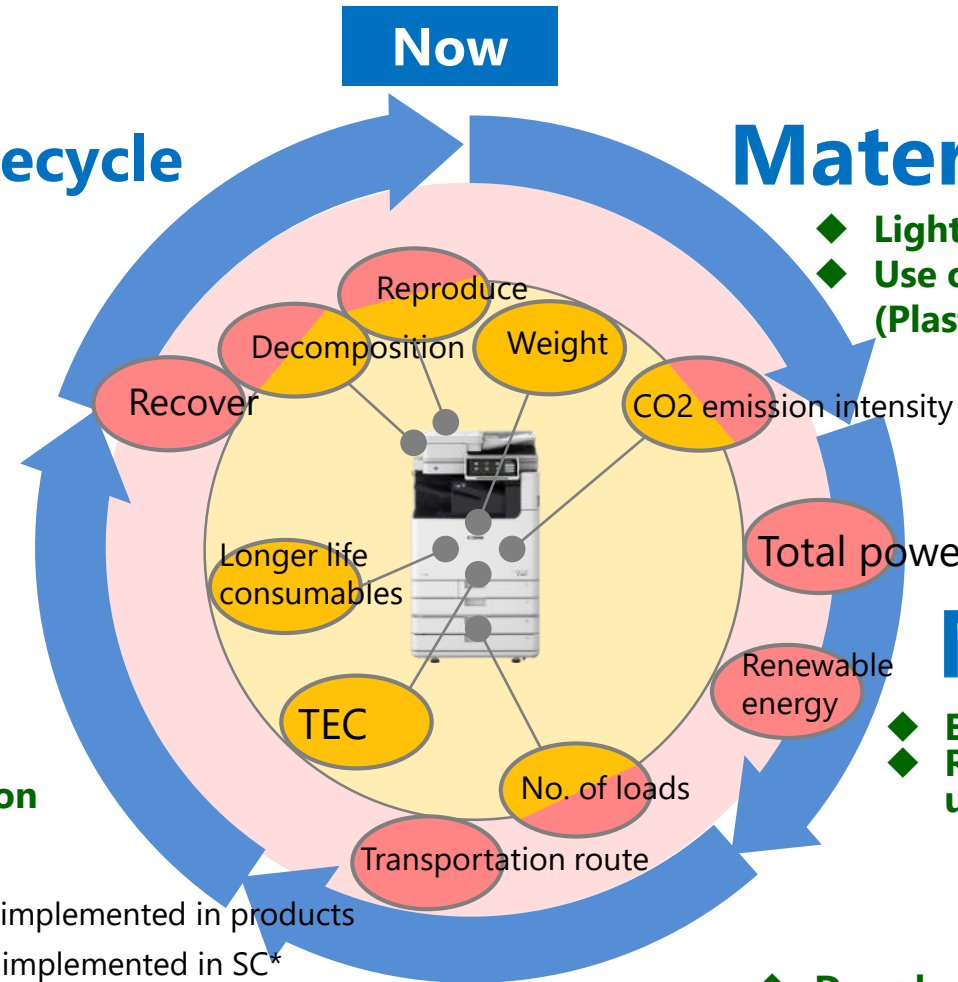
Implement decarbonization and resource recycling within the Entire product lifecycle

Disposal · Recycle

- ◆ Refill of consumables
- ◆ Reuse of periodical replaceable parts
- ◆ Remanufacturing machines

Materials

- ◆ Lighter products
- ◆ Use of recycled materials (Plastics and iron)



Use · Maintain

- ◆ Longer life of parts & units
- ◆ Low power consumption

Mfr.

- ◆ Energy management
- ◆ Renewable energy usage

Logistics

- ◆ Decarbonization of logistics
- ◆ Eliminate disposable packaging

【Legend】

- Environmental specification implemented in products
- Environmental specification implemented in SC*
* Supply chain
- ◆ Green measures

Before



Address product regulations

Scope of specifications
Standalone products

Regulations & standards
Products + Connectivity

Scope of specification
Environmental specifications implemented for Product + Entire product lifecycle

Regulation & standards
Product + Mfr · 3R Scheme