
Canon Inc.

First Quarter 2021 Results

April 26, 2021
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Agenda

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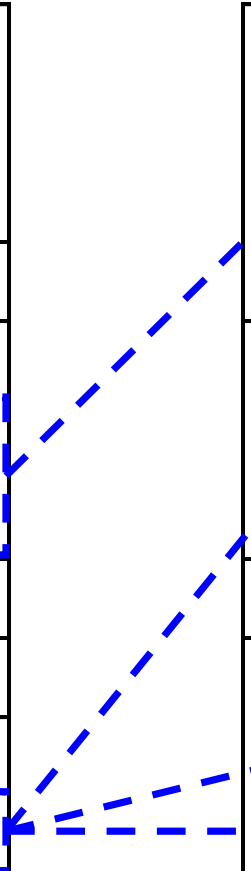
Changes to Segments

Old Segments

MFDs
LPs
Others
Office
Cameras
IJPs
Others
Imaging System
Medical System
Lithography Equipment
Others
Industry & Others

New Segments

Office
Prosumer
Production
Printing
Cameras
Network Cameras (NWCs) & Others
Imaging
Medical
Lithography Equipment
Industrial Equipment
Others
Industrial & Others



Key Message

(1Q 2021 Results)

External Environment

- Effects of COVID-19 remains strong

Business Performance

- New business growth and structural reform contributed to business performance
- Achieved sales growth for 1st time in 11 quarters, since 2Q 2018
- Profit continues to rise from last quarter, exceeds pre-COVID crisis of 2019

(Billions of yen)	1Q 2021 Actual	1Q 2020 Actual	% Change	(For Reference) 1Q 2019 Actual
Net Sales	842.7	782.3	+7.7%	864.5
Gross Profit (% of Net Sales)	384.4 45.6%	358.7 45.8%	+7.2%	390.4 45.2%
Op. Expenses (% of Net Sales)	313.8 37.2%	325.8 41.6%		350.0 40.5%
Op. Profit (% of Net Sales)	70.6 8.4%	32.9 4.2%	+114.6%	40.4 4.7%
IBT	66.0	34.5	+91.4%	46.1
Net Income (% of Net Sales)	44.5 5.3%	21.9 2.8%	+102.9%	31.3 3.6%
USD	106.11	108.96		110.31
EURO	127.72	120.11		125.17

FY 2021 Financial Results by Business Unit

(1Q 2021 Actual versus 1Q 2020 Actual)

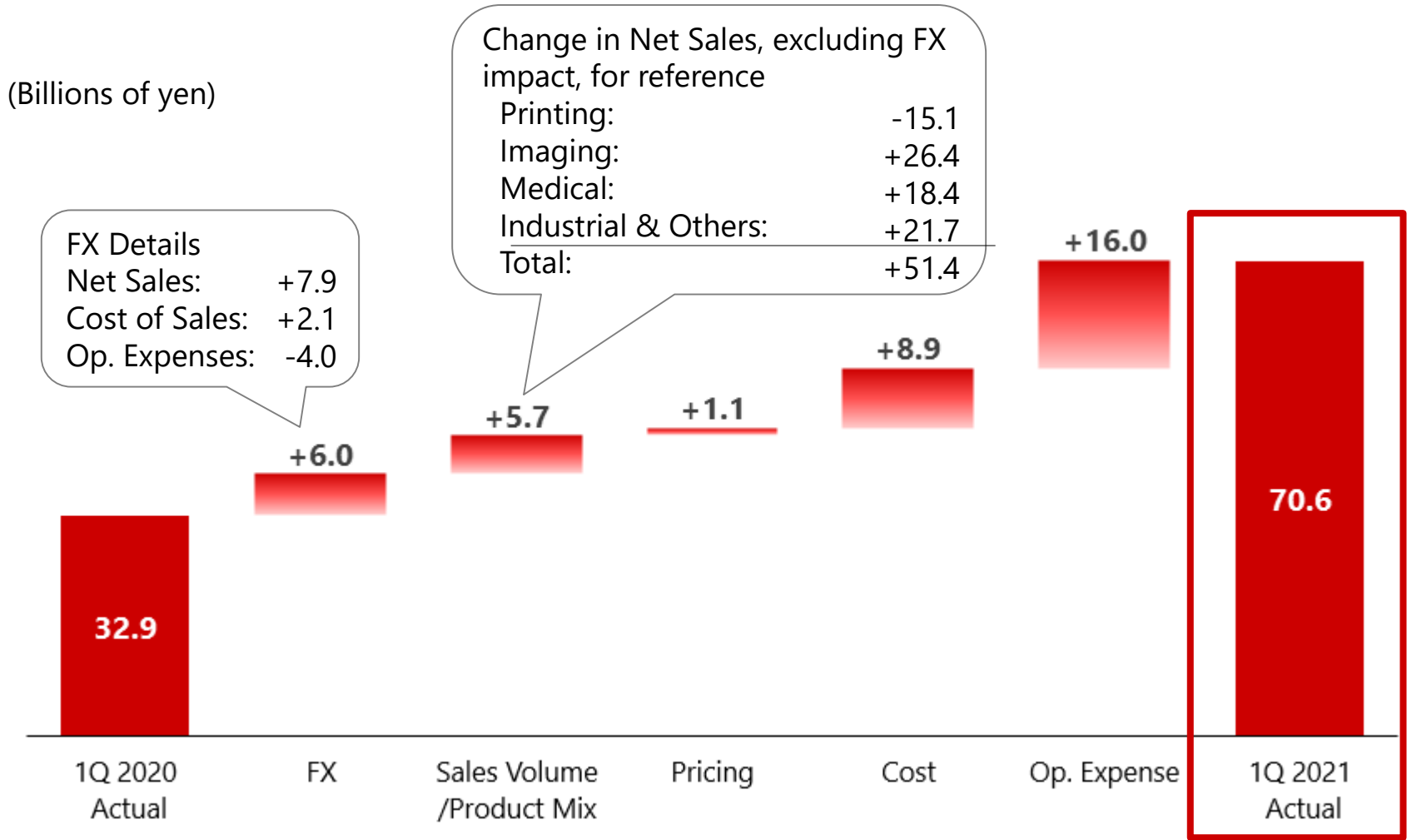
- Achieved sales and profit growth for Imaging, Medical and Industrial & Others
- Decrease in Printing sales, but stable profit

(Billions of yen)		1Q 2021 Actual	1Q 2020 Actual	% Change
Printing	Net Sales	469.4	477.8	-1.8%
	Op. Profit	53.2	55.4	-4.0%
	(%)	(11.3%)	(11.6%)	
Imaging	Net Sales	148.6	119.8	+24.0%
	Op. Profit	18.1	-9.8	-
	(%)	(12.2%)	(-8.2%)	
Medical	Net Sales	124.4	106.1	+17.3%
	Op. Profit	11.5	4.0	+188.7%
	(%)	(9.3%)	(3.8%)	
Industry & Others	Net Sales	124.6	98.8	+26.0%
	Op. Profit	9.2	6.7	+36.4%
	(%)	(7.4%)	(6.8%)	
Corporate & Eliminations	Net Sales	-24.3	-20.2	-
	Op. Profit	-21.4	-23.4	-
Total	Net Sales	842.7	782.3	+7.7%
	Op. Profit	70.6	32.9	+114.6%
	(%)	(8.4%)	(4.2%)	

FY 2021 Operating Profit Analysis

(1Q 2021 Actual versus 1Q 2020 Actual)

- Cost reduction and expense efficiency, major contributors to increased profit



Key Message

(FY 2021 Projection)

FX Assumptions

	2Q-4Q 2021	FY 2021
USD/Yen	105.00 yen	105.26 yen
EUR/Yen	125.00 yen	125.65 yen

Impact of exchange rate movement
(2Q-4Q impact given a one yen change)

Net Sales	Op. Profit
8.8 billion yen	3.2 billion yen
4.3 billion yen	2.0 billion yen

External Environment

- Currently seeing signs of another wave of COVID-19, but expect economic activity to normalize from the second half of the year
- Continue to monitor impact of semiconductor component shortage and logistical bottlenecks

FY 2021 Outlook

- Raised full-year projection due to stable business foundation and recovery in global economy

FY 2021 Financial Projection

(Full Year)

- Raised outlook. Exceed full-year performance of 2019, a pre-COVID level

(Billions of yen)	FY 2021 Current Projection	FY 2020 Actual	% Change	FY 2021 Previous Projection	Amount Change	(For Reference) FY 2019 Actual
Net Sales	3,500.0	3,160.2	+10.8%	3,400.0	+100.0	3,593.3
Gross Profit (% of Net Sales)	1,568.0 44.8%	1,375.9 43.5%	+14.0%	1,506.0 44.3%	+62.0	1,610.0 44.8%
Op. Expenses (% of Net Sales)	1,370.0 39.1%	1,265.4 40.0%		1,347.5 39.6%	-22.5	1,435.6 39.9%
Op. Profit (% of Net Sales)	198.0 5.7%	110.5 3.5%	+79.1%	158.5 4.7%	+39.5	174.4 4.9%
IBT	211.0	130.3	+62.0%	176.5	+34.5	195.5
Net Income (% of Net Sales)	140.0 4.0%	83.3 2.6%	+68.0%	115.0 3.4%	+25.0	125.0 3.5%
USD	105.26	106.68		105.00		109.03
EURO	125.65	122.07		120.00		122.03

Note: Prior year financial statements have been restated to account for provision for paid leave, but effect is immaterial.

FY 2021 Financial Projection by Business Unit **Canon**

(Full Year)

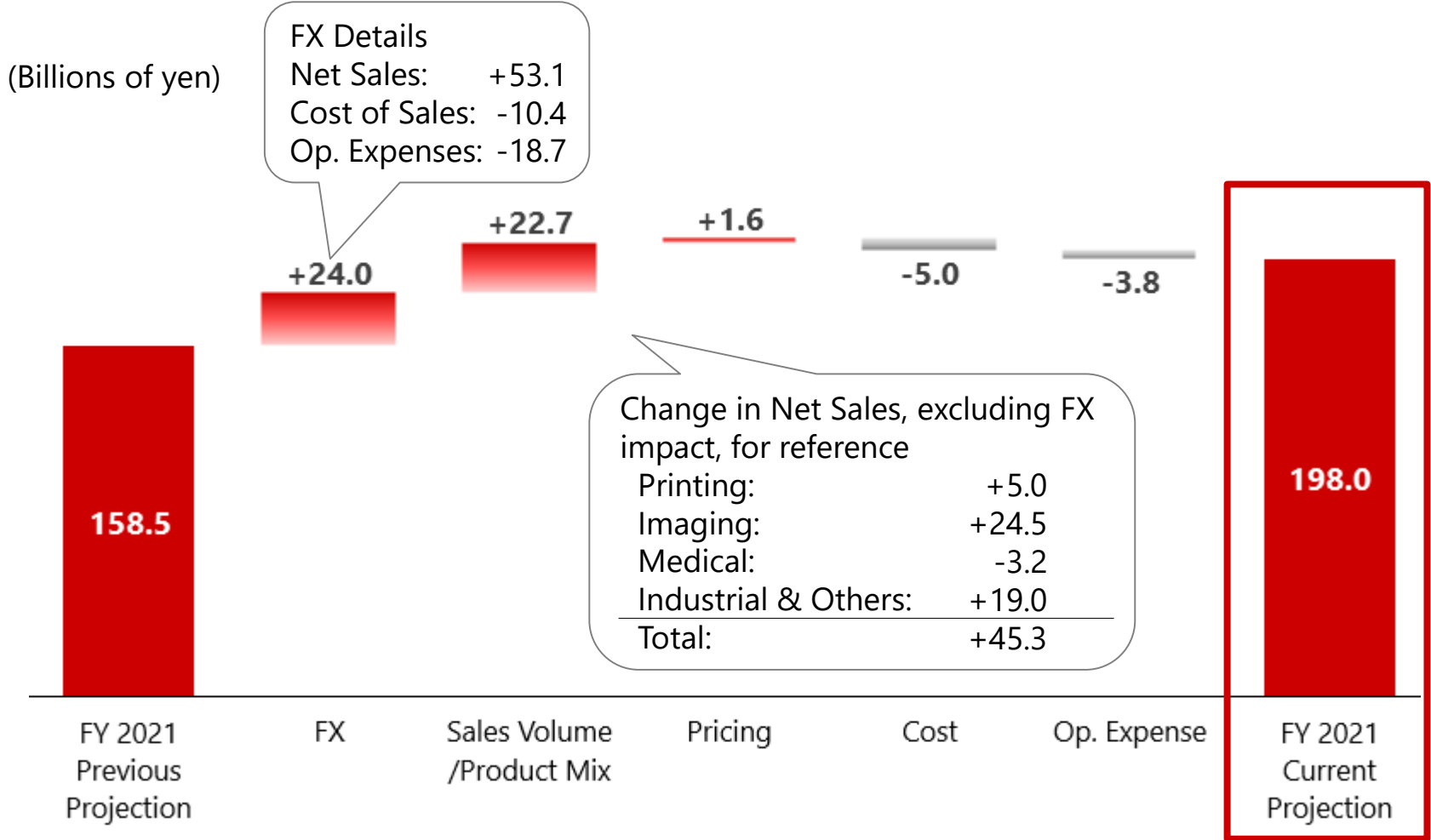
- Raised performance outlook for all Business Units

(Billions of yen)		FY 2021 Current Projection	FY 2020 Actual	% Change	FY 2021 Previous Projection	Amount Change
Printing	Net Sales	1,954.8	1,804.4	+8.3%	1,919.8	+35.0
	Op. Profit	186.9	147.1	+27.0%	177.7	+9.2
	(%)	(9.6%)	(8.2%)		(9.3%)	
Imaging	Net Sales	617.3	541.3	+14.0%	579.3	+38.0
	Op. Profit	31.1	5.7	+442.8%	12.1	+19.0
	(%)	(5.0%)	(1.1%)		(2.1%)	
Medical	Net Sales	461.6	436.1	+5.9%	460.0	+1.6
	Op. Profit	30.3	25.2	+20.0%	29.6	+0.7
	(%)	(6.6%)	(5.8%)		(6.4%)	
Industry & Others	Net Sales	555.1	461.5	+20.3%	531.2	+23.9
	Op. Profit	37.7	20.5	+83.8%	34.7	+3.0
	(%)	(6.8%)	(4.4%)		(6.5%)	
Corporate & Eliminations	Net Sales	-88.8	-83.1	-	-90.3	+1.5
	Op. Profit	-88.0	-88.0	-	-95.6	+7.6
Total	Net Sales	3,500.0	3,160.2	+10.8%	3,400.0	+100.0
	Op. Profit	198.0	110.5	+79.1%	158.5	+39.5
	(%)	(5.7%)	(3.5%)		(4.7%)	

FY 2021 Operating Profit Analysis

(FY 2021 Current Projection versus Previous Projection)

- Weaker yen and increased sales volume contributing to higher profit
- Expected impact from higher input costs (raw materials and semiconductor components)



Printing – Office

- Lowered full-year projection – Decline in non-hardware sales due to another wave of COVID-19 infections
- Sales growth through expanded regional rollout of strong selling new products

(Billions of yen)

	1Q			Full Year				
	2021 Actual	2020 Actual	% Change	2020 Current Projection	2020 Actual	% Change	2021 Previous Projection	Amount Change
Office	185.0	200.9	-7.9%	786.6	723.0	+8.8%	793.6	-7.0
Prosumer	221.0	211.6	+4.4%	889.2	830.9	+7.0%	857.3	+31.9
Production	63.4	65.3	-2.9%	279.0	250.5	+11.3%	268.9	+10.1
Net Sales	469.4	477.8	-1.8%	1,954.8	1,804.4	+8.3%	1,919.8	+35.0
Op. Profit (% of Net Sales)	53.2 11.3%	55.4 11.6%	-4.0%	186.9 9.6%	147.1 8.2%	+27.0%	177.7 9.3%	+9.2

Net Sales Growth Rate Y/Y (Local Currency)

	1Q 2021 Actual	FY 2021 Projection
Office	-9.2%	+7.9%
Prosumer	+3.6%	+6.5%
Production	-5.0%	+10.2%
Total	-2.9%	+7.6%

Unit Growth Rate Y/Y

	1Q 2021 Actual	FY 2021 Projection
Office MFDs	+8%	+18%



**imageRUNNER ADVANCE DX series
C5800**

Printing – Prosumer

- Continued strong sales of inkjet printers thanks to home demand
- Expand sales by capturing broad range of print demand through product lineup enhancement

(Billions of yen)

	1Q			Full Year				
	2021 Actual	2020 Actual	% Change	2020 Current Projection	2020 Actual	% Change	2021 Previous Projection	Amount Change
Office	185.0	200.9	-7.9%	786.6	723.0	+8.8%	793.6	-7.0
Prosumer	221.0	211.6	+4.4%	889.2	830.9	+7.0%	857.3	+31.9
Production	63.4	65.3	-2.9%	279.0	250.5	+11.3%	268.9	+10.1
Net Sales	469.4	477.8	-1.8%	1,954.8	1,804.4	+8.3%	1,919.8	+35.0
Op. Profit (% of Net Sales)	53.2 11.3%	55.4 11.6%	-4.0%	186.9 9.6%	147.1 8.2%	+27.0%	177.7 9.3%	+9.2

Net Sales Growth Rate Y/Y (Local Currency)

	1Q 2021 Actual	FY 2021 Projection
Office	-9.2%	+7.9%
Prosumer	+3.6%	+6.5%
Production	-5.0%	+10.2%
Total	-2.9%	+7.6%

Unit Growth Rate Y/Y

	1Q 2021 Actual	FY 2021 Projection
LPs	+4%	+13%
IJPs	+10%	+9%



Refillable ink tank model

GX7030

Printing – Production

- Recovery in sales through further strengthening of product lineup and sales network expansion

(Billions of yen)

	1Q			Full Year				
	2021 Actual	2020 Actual	% Change	2020 Current Projection	2020 Actual	% Change	2021 Previous Projection	Amount Change
Office	185.0	200.9	-7.9%	786.6	723.0	+8.8%	793.6	-7.0
Prosumer	221.0	211.6	+4.4%	889.2	830.9	+7.0%	857.3	+31.9
Production	63.4	65.3	-2.9%	279.0	250.5	+11.3%	268.9	+10.1
Net Sales	469.4	477.8	-1.8%	1,954.8	1,804.4	+8.3%	1,919.8	+35.0
Op. Profit (% of Net Sales)	53.2 11.3%	55.4 11.6%	-4.0%	186.9 9.6%	147.1 8.2%	+27.0%	177.7 9.3%	+9.2

Net Sales Growth Rate Y/Y (Local Currency)

	1Q 2021 Actual	FY 2021 Projection
Office	-9.2%	+7.9%
Prosumer	+3.6%	+6.5%
Production	-5.0%	+10.2%
Total	-2.9%	+7.6%



High-speed cut-sheet inkjet printer
varioPRINT iX series



Large-format printer
Colorado 1650

Imaging – Cameras

- Camera demand firm, market size up slightly
- Significant increase in 1Q sales driven by EOS5, EOS6, and lenses. Raised full-year projection
- Announced development of EOS R3. Expand market share in full-frame segment

(Billions of yen)

	1Q			Full Year				
	2021 Actual	2020 Actual	% Change	2020 Current Projection	2020 Actual	% Change	2021 Previous Projection	Amount Change
Cameras	95.9	71.4	+34.3%	393.0	347.7	+13.0%	364.2	+28.8
Network Cameras & Others	52.7	48.4	+8.9%	224.3	193.6	+15.8%	215.1	+9.2
Net Sales	148.6	119.8	+24.0%	617.3	541.3	+14.0%	579.3	+38.0
Op. Profit (% of Net Sales)	18.1 12.2%	-9.8 -8.2%	-	31.1 5.0%	5.7 1.1%	+442.8%	12.1 2.1%	+19.0

Net Sales Growth Rate Y/Y (Local Currency)

	1Q 2021 Actual	FY 2021 Projection
Cameras	+31.4%	+11.0%
NWCs & Others	+8.3%	+15.6%
Total	+22.1%	+12.7%

Interchangeable Lens Digital Camera (DILC) Units (Millions) & Unit Growth Rate Y/Y

	1Q 2021 Actual		FY 2021 Projection	
	Units	% Change	Units	% Change
DILCs	0.65	+7%	2.90	+5%



Full-frame mirrorless camera

EOS R3

Imaging – Network Cameras & Others

- Network camera market returns to double-digit growth. Plan to grow faster than the market
- Announced remote camera system for video production. Aiming to create new imaging businesses

(Billions of yen)

	1Q			Full Year				
	2021 Actual	2020 Actual	% Change	2020 Current Projection	2020 Actual	% Change	2021 Previous Projection	Amount Change
Cameras	95.9	71.4	+34.3%	393.0	347.7	+13.0%	364.2	+28.8
Network Cameras & Others	52.7	48.4	+8.9%	224.3	193.6	+15.8%	215.1	+9.2
Net Sales	148.6	119.8	+24.0%	617.3	541.3	+14.0%	579.3	+38.0
Op. Profit	18.1	-9.8	-	31.1	5.7	+442.8%	12.1	+19.0
(% of Net Sales)	12.2%	-8.2%		5.0%	1.1%		2.1%	

Net Sales Growth Rate Y/Y (Local Currency)

	1Q 2021 Actual	FY 2021 Projection
Cameras	+31.4%	+11.0%
NWCs & Others	+8.3%	+15.6%
Total	+22.1%	+12.7%



Remote camera system for video production

Medical

- Achieved sales and profit growth in 1Q as medical institutions that received government subsidies actively purchased equipment
- Aiming for market exceeding growth, through expanded sales of systems that command higher prices and enhanced sales force

(Billions of yen)

	1Q			Full Year				
	2021 Actual	2020 Actual	% Change	2020 Current Projection	2020 Actual	% Change	2021 Previous Projection	Amount Change
Net Sales	124.4	106.1	+17.3%	461.6	436.1	+5.9%	460.0	+1.6
Op. Profit (% of Net Sales)	11.5 9.3%	4.0 3.8%	+188.7%	30.3 6.6%	25.2 5.8%	+20.0%	29.6 6.4%	+0.7

**Net Sales Growth Rate Y/Y
(Local Currency)**

	1Q 2021 Actual	FY 2021 Projection
Total	+17.3%	+5.5%



MRI
Vantage Gracian

Industrial & Others – Lithography Equipment

- Raised outlook for semiconductor lithography equipment unit sales in response to booming market
- Sold 20 FPD lithography units in the first quarter, significantly exceeding last year, thanks to progress made in equipment installation

(Billions of yen)

	1Q			Full Year				
	2021 Actual	2020 Actual	% Change	2020 Current Projection	2020 Actual	% Change	2021 Previous Projection	Amount Change
Lithography Equipment	44.3	20.9	+111.4%	208.0	142.5	+45.9%	192.9	+15.1
Industrial Equipment	28.7	31.0	-7.3%	130.1	132.4	-1.7%	142.9	-12.8
Others	51.6	46.9	+9.9%	217.0	186.6	+16.3%	195.4	+21.6
Net Sales	124.6	98.8	+26.0%	555.1	461.5	+20.3%	531.2	+23.9
Op. Profit (% of Net Sales)	9.2 7.4%	6.7 6.8%	+36.4%	37.7 6.8%	20.5 4.4%	+83.8%	34.7 6.5%	+3.0

Net Sales Growth Rate Y/Y (Local Currency)

	1Q 2021 Actual	FY 2021 Projection
Litho. Equip.	+111.2%	+45.7%
Industrial Equip.	-7.3%	-1.8%
Total	+26.0%	+20.2%

Lithography Equipment (Units)

	1Q 2021 Actual	1Q 2020 Actual	FY 2021 Projection	FY 2020 Actual
Semiconductor	20	21	146	122
FPD	20	2	68	32



Semiconductor lithography equipment
FPA-6300ES6a

Industrial & Others – Industrial Equipment

- Although shift to OLED steadily progresses, seeing impact from change in customer plans

(Billions of yen)

	1Q			Full Year				
	2021 Actual	2020 Actual	% Change	2020 Current Projection	2020 Actual	% Change	2021 Previous Projection	Amount Change
Lithography Equipment	44.3	20.9	+111.4%	208.0	142.5	+45.9%	192.9	+15.1
Industrial Equipment	28.7	31.0	-7.3%	130.1	132.4	-1.7%	142.9	-12.8
Others	51.6	46.9	+9.9%	217.0	186.6	+16.3%	195.4	+21.6
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Op. Profit (% of Net Sales)	9.2 7.4%	6.7 6.8%	+36.4%	37.7 6.8%	20.5 4.4%	+83.8%	34.7 6.5%	+3.0

Net Sales Growth Rate Y/Y (Local Currency)

	1Q 2021 Actual	FY 2021 Projection
Litho. Equip.	+111.2%	+45.7%
Industrial Equip.	-7.3%	-1.8%
Total	+26.0%	+20.2%



OLED vacuum deposition equipment

Inventory

- Slight increase in March-end inventory due to efforts to resolve inventory shortage and build-up inventory for sales expansion
- Thorough inventory management while paying close attention to shortages in materials and the bottlenecks in shipping

(Billions of yen)		FY 2020				FY 2021
		Mar.-end	Jun.-end	Sep.-end	Dec.-end	Mar.-end
Printing	Amt.	238.6	233.3	227.9	216.7	237.3
	Days	42	49	50	42	45
Imaging	Amt.	115.4	104.6	100.2	90.1	98.7
	Days	68	89	77	50	54
Medical	Amt.	97.5	100.1	97.2	92.3	99.8
	Days	84	91	89	77	75
Industrial & Others	Amt.	149.1	165.7	192.4	163.7	160.0
	Days	146	188	213	132	103
Total	Amt.	600.6	603.7	617.6	562.8	595.9
	Days	63	76	79	60	61

Cash Flow

(Full Year)

- Generated free cash flow that exceeded last year through increased profit
- Full-year dividend projected to be 90 yen, 10 yen more than last year, while repaying debt

(Billions of yen)	FY 2021 Current Projection	FY 2021 Previous Projection	FY 2020 Actual	FY 2019 Actual
Net cash provided by operating activities	400.0	380.0	333.8	358.5
Net cash used in investing activities	-200.0	-200.0	-155.4	-228.6
Free cash flow	200.0	180.0	178.4	129.9
Net cash provided by (used in) financing activities	-206.7	-184.4	-183.4	-232.6
Effect of exchange rate changes on cash and cash equivalents	-1.0	-3.3	-0.1	-5.1
Net change in cash and cash equivalents	-7.7	-7.7	-5.1	-107.8
Cash and cash equivalents at end of period	400.0	400.0	407.7	412.8
Cash-on-hand (In months of Net sales)	1.3	1.3	1.4	1.4
Capital expenditure	190.0	190.0	161.7	211.2
Depreciation	230.0	230.0	227.8	237.3

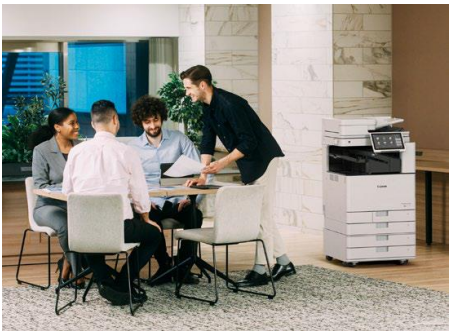
Sustainability Measures

Published 2021 Sustainability Report

- Aiming to raise long-term corporate value through stakeholder dialogue

Business strategy

- ◆ Growth strategy by industry group described from a sustainability point of view



- ✓ Basic policy towards creating value
- ✓ Review of Phase V
- ✓ Business strategies in Phase VI, including business opportunities, risks, and competitive advantages

COVID-19 response

- ◆ Introduction to activities aimed at living with and after COVID-19 that are unique to Canon



Mobile CT solution



Promotion of Office DX



2021 Sustainability Report

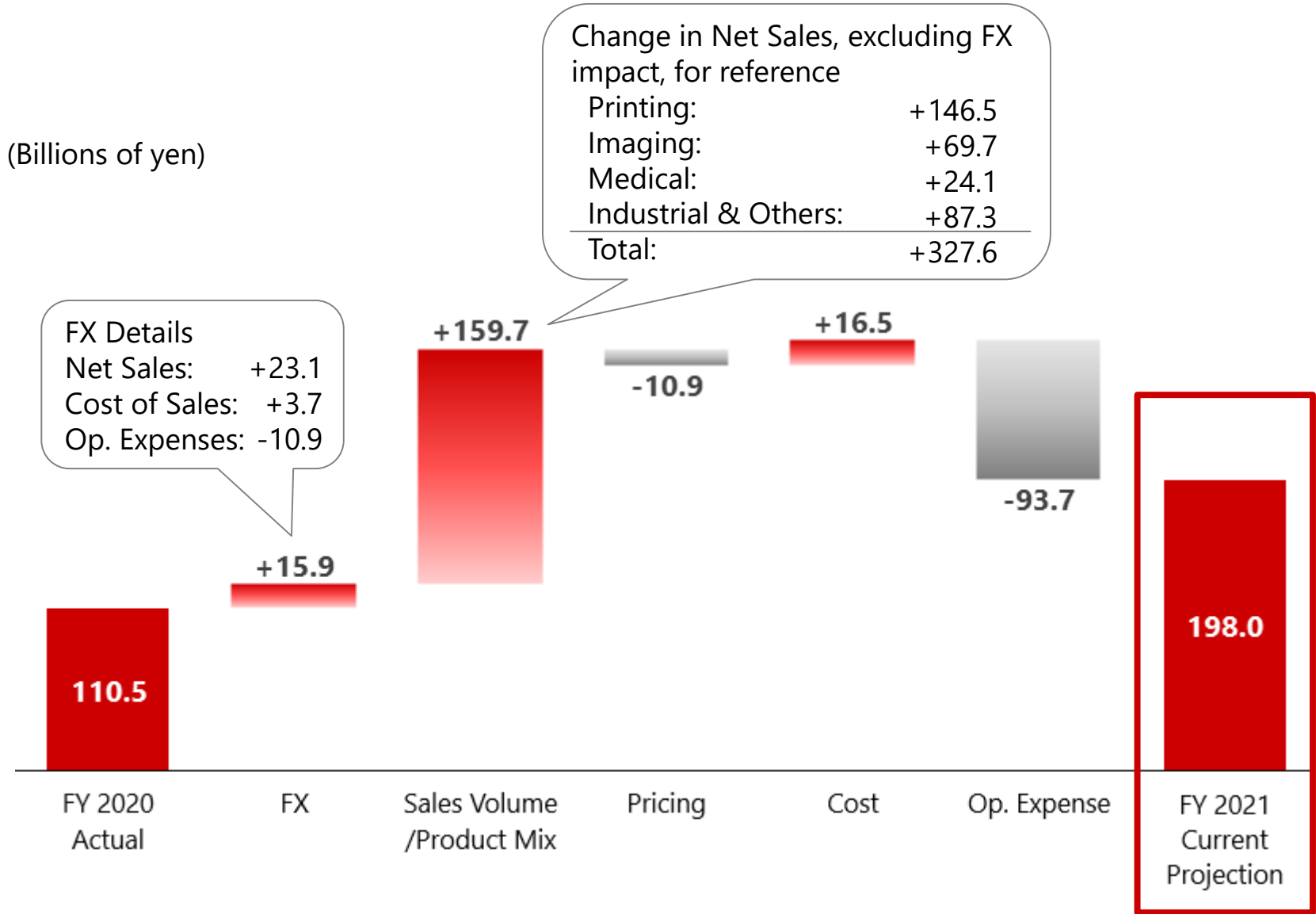
Supplementary Information

Major Products in Each Segment

Printing	
Office	Office multifunction devices (MFDs), Document solutions
Prosumer	Laser multifunction printers (MFPs), Laser printers, Inkjet printers, Image scanners, Calculators
Production	Digital continuous feed presses, Digital sheet-fed presses, Wide-format printers, Large format inkjet printers, Commercial photo printers
Imaging	
Cameras	Interchangeable lens digital cameras, Digital compact cameras, Interchangeable lenses, Compact photo printers
Network Cameras & Others	Network cameras, Digital camcorders, Digital cinema cameras, Multimedia projectors, Broadcast equipment
Medical	
	Digital radiography systems, Diagnostic X-ray systems, Computed tomography (CT) systems, Magnetic resonance imaging (MRI) systems, Diagnostic ultrasound systems, Clinical chemistry analyzers, Ophthalmic equipment
Industrial & Others	
Lithography Equipment	Semiconductor lithography equipment, FPD (Flat panel display) lithography equipment
Industrial Equipment	Organic LED (OLED) panel manufacturing equipment, Vacuum thin-film deposition equipment, Die bonders
Others	Micromotors, Handy terminals, Document scanners

FY 2021 Operating Profit Analysis

(FY 2021 Current Projection versus FY 2020 Actual)



Net Sales Growth Rate of Printing Hardware & Non-hardware

			FY 2021		FY 2020	
			1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
Office MFDs	JPY	Hardware	+9%	+21%	-19%	-21%
		Non-hardware	-21%	+4%	-3%	-20%
	LC	Hardware	+7%	+19%	-17%	-20%
		Non-hardware	-22%	+4%	-1%	-20%
LPs	JPY	Hardware	+3%	+15%	-21%	-21%
		Non-hardware	-6%	+4%	-7%	-19%
	LC	Hardware	+3%	+15%	-21%	-20%
		Non-hardware	-6%	+4%	-7%	-18%
IJPs	JPY	Hardware	+37%	+12%	+5%	+15%
		Non-hardware	+11%	+2%	+4%	+7%
	LC	Hardware	+36%	+11%	+8%	+16%
		Non-hardware	+9%	+1%	+6%	+8%
Production	JPY	Hardware	+7%	+18%	-18%	-22%
		Non-hardware	-7%	+8%	-4%	-15%
	LC	Hardware	+5%	+16%	-16%	-21%
		Non-hardware	-9%	+7%	-2%	-14%

Color Ratio (Office MFDs & LPs)

		FY 2021		FY 2020	
		1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
Office MFDs	Net Sales	60%	61%	59%	59%
	Units	59%	61%	58%	59%
LPs	Net Sales	51%	52%	53%	51%
	Units	19%	21%	21%	21%

Sales Growth by Monochrome & Color Office MFDs

		FY 2021		FY 2020	
		1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
JPY	Monochrome	-12%	+7%	-12%	-22%
	Color	-8%	+15%	-9%	-19%
LC	Monochrome	-13%	+6%	-10%	-22%
	Color	-9%	+14%	-7%	-19%

Units Growth by Monochrome & Color Office MFDs/LPs

		FY 2021		FY 2020	
		1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
Office MFDs	Monochrome	+4%	+13%	-14%	-18%
	Color	+10%	+22%	-11%	-14%
LPs	Monochrome	+6%	+13%	-29%	-17%
	Color	-4%	+15%	-14%	-15%

DILC Ratio / Digital Compact Camera (DCC) Units

	FY 2021		FY 2020	
	1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
DILC Ratio				
Net Sales *	89%	88%	83%	87%
Units	67%	70%	60%	65%
DCC Units (Millions)	0.33	1.25	0.40	1.48

* Net Sales Includes Interchangeable Lenses

Semiconductor Lithography Equipment Unit Breakdown by Light

(Units)

	FY 2021		FY 2020	
	1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
KrF	4	37	3	25
i-Line	16	109	18	97
Total	20	146	21	122