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# Canon Inc.

## First Quarter 2022 Results

April 26, 2022

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.

# Agenda

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# Key Message

## (1Q 2022 Results)

- Accelerated inflation, Ukraine crisis - Global economy uncertainty
- 5th consecutive quarter of sales growth as products supplied as planned
- Achieved increase in profit, even amid raising costs, thanks to solid revenue base

(Billions of yen)	1Q 2022 Actual	1Q 2021 Actual	% Change
<b>Net Sales</b>	<b>879.4</b>	<b>842.7</b>	+4.4%
<b>Gross Profit</b> (% of Net Sales)	<b>394.4</b> 44.9%	<b>384.4</b> 45.6%	+2.6%
<b>Op. Expenses</b> (% of Net Sales)	<b>318.3</b> 36.2%	<b>313.8</b> 37.2%	
<b>Op. Profit</b> (% of Net Sales)	<b>76.1</b> 8.7%	<b>70.6</b> 8.4%	+7.9%
<b>IBT</b>	<b>67.7</b>	<b>66.0</b>	+2.5%
<b>Net Income</b> (% of Net Sales)	<b>46.0</b> 5.2%	<b>44.5</b> 5.3%	+3.4%
USD	116.33	106.11	
EUR	130.40	127.72	

# FY 2022 Financial Results by Business Unit

## (1Q 2022 Actual versus 1Q 2021 Actual)

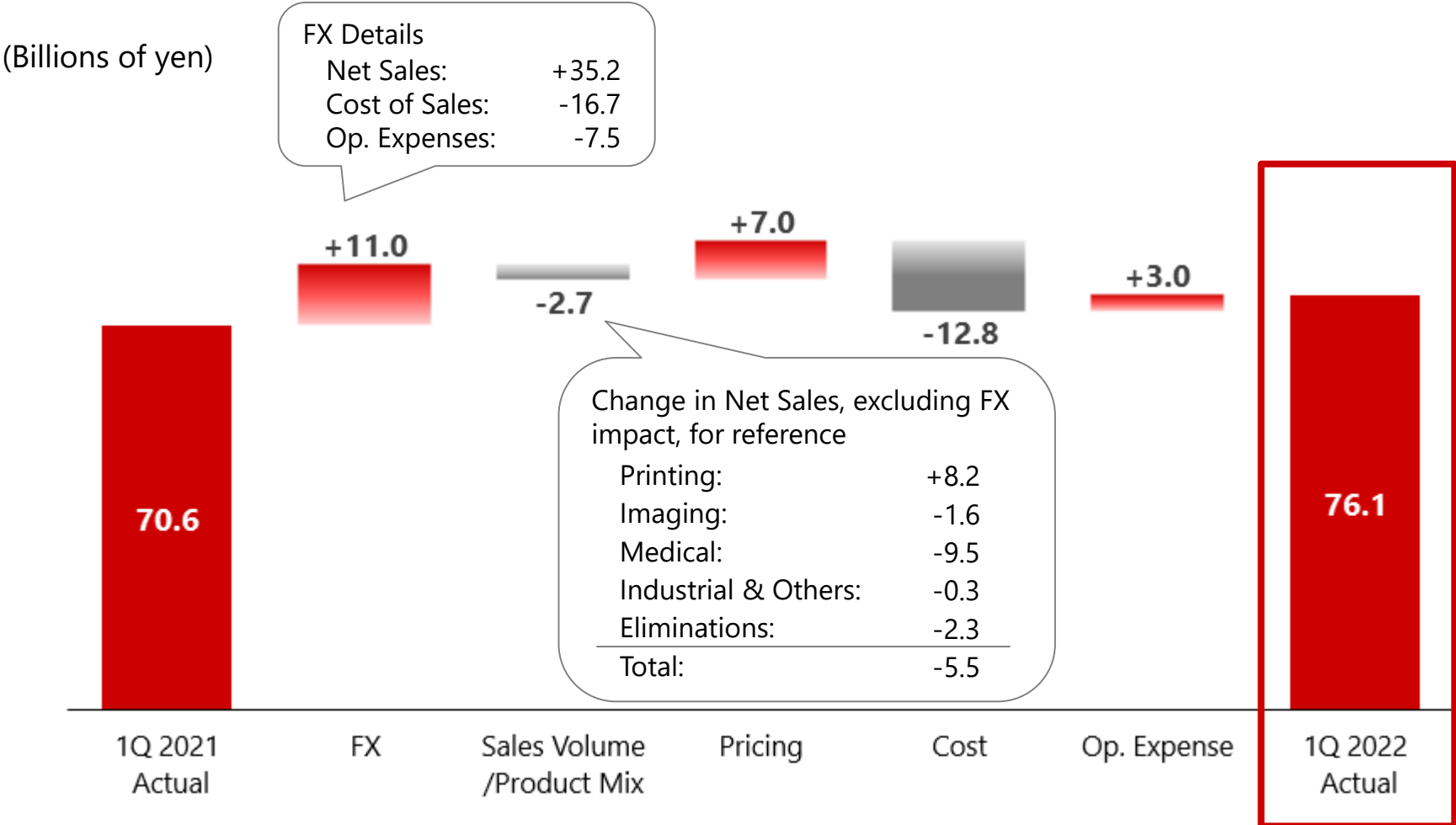
- Printing - Increased sales and maintained double-digit profitability
- Imaging - Increased sales, but decrease in profit due to one-off expenses

(Billions of yen)		1Q 2022 Actual	1Q 2021 Actual	% Change
Printing	Net Sales	<b>504.8</b>	<b>469.4</b>	+7.5%
	Op. Profit	<b>52.2</b>	<b>53.2</b>	-1.8%
	(%)	<b>(10.3%)</b>	<b>(11.3%)</b>	
Imaging	Net Sales	<b>157.2</b>	<b>148.6</b>	+5.8%
	Op. Profit	<b>13.4</b>	<b>18.1</b>	-26.3%
	(%)	<b>(8.5%)</b>	<b>(12.2%)</b>	
Medical	Net Sales	<b>118.2</b>	<b>124.4</b>	-5.0%
	Op. Profit	<b>6.3</b>	<b>11.5</b>	-45.1%
	(%)	<b>(5.3%)</b>	<b>(9.3%)</b>	
Industry & Others	Net Sales	<b>125.8</b>	<b>124.6</b>	+1.0%
	Op. Profit	<b>11.3</b>	<b>9.2</b>	+23.1%
	(%)	<b>(9.0%)</b>	<b>(7.4%)</b>	
Corporate & Eliminations	Net Sales	<b>-26.6</b>	<b>-24.3</b>	-
	Op. Profit	<b>-7.1</b>	<b>-21.4</b>	-
Total	Net Sales	<b>879.4</b>	<b>842.7</b>	+4.4%
	Op. Profit	<b>76.1</b>	<b>70.6</b>	+7.9%
	(%)	<b>(8.7%)</b>	<b>(8.4%)</b>	

# FY 2022 Operating Profit Analysis

## (1Q 2022 Actual versus 1Q 2021 Actual)

- Positive impact as yen depreciates against U.S. dollar
- Negative impact of cost increase partially offset with pricing



# FY 2022 Financial Projection (Full Year)

- Demand remains strong. Availability of parts gradually improving from second half of year
- Raised sales projection by 110.0 billion yen to reflect expectation for yen weakness
- Expect double-digit profit growth as negative impact of cost increase is absorbed through various measures

(Billions of yen)	FY 2022 Current Projection	FY 2021 Actual	% Change	FY 2022 Previous Projection	Amount Change
<b>Net Sales</b>	<b>3,980.0</b>	<b>3,513.4</b>	+13.3%	<b>3,870.0</b>	+110.0
<b>Gross Profit</b> (% of Net Sales)	<b>1,800.0</b> 45.2%	<b>1,627.8</b> 46.3%	+10.6%	<b>1,767.8</b> 45.7%	+32.2
<b>Op. Expenses</b> (% of Net Sales)	<b>1,440.0</b> 36.2%	<b>1,345.9</b> 38.3%		<b>1,435.8</b> 37.1%	-4.2
<b>Op. Profit</b> (% of Net Sales)	<b>360.0</b> 9.0%	<b>281.9</b> 8.0%	+27.7%	<b>332.0</b> 8.6%	+28.0
<b>IBT</b>	<b>370.0</b>	<b>302.7</b>	+22.2%	<b>360.0</b>	+10.0
<b>Net Income</b> (% of Net Sales)	<b>252.0</b> 6.3%	<b>214.7</b> 6.1%	+17.4%	<b>245.0</b> 6.3%	+7.0
USD	119.16	109.93		112.00	
EUR	130.09	129.94		130.00	
					Impact of exchange rate movement (2Q-4Q impact given a one yen change)
					Net Sales      Op. Profit
					USD 9.4 billion yen    3.2 billion yen
					EUR 4.7 billion yen    2.3 billion yen

# FY 2022 Financial Projection by Bus. Unit

## (Full Year)

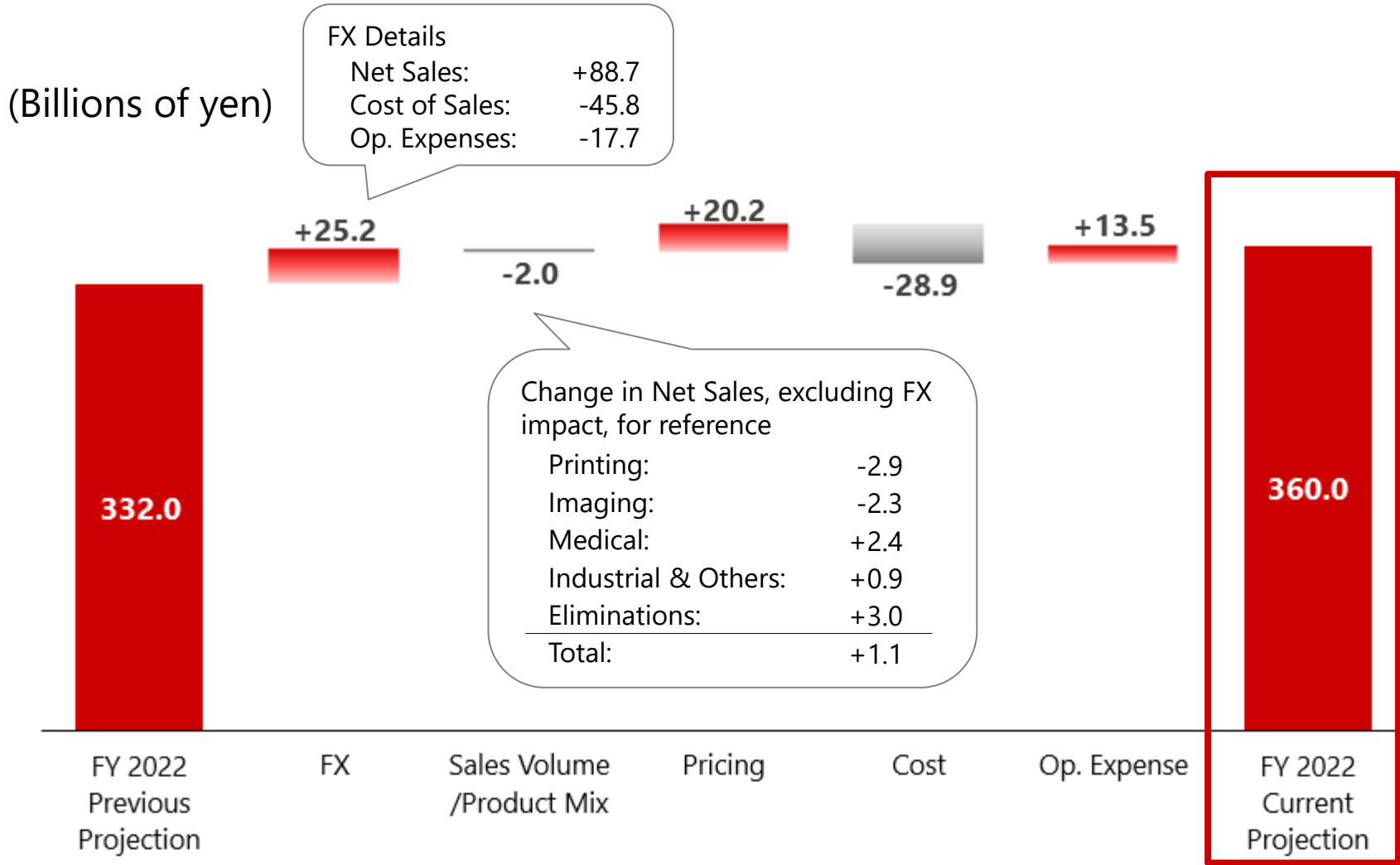
- All Business Units - Sales and profit growth
- Printing, Imaging, and Industrial & Others - Double-digit profitability

(Billions of yen)		FY 2022 Current Projection	FY 2021 Actual	% Change	FY 2022 Previous Projection	Amount Change
Printing	Net Sales	<b>2,254.2</b>	<b>1,938.8</b>	+16.3%	<b>2,181.3</b>	+72.9
	Op. Profit	<b>243.8</b>	<b>225.7</b>	+8.0%	<b>237.3</b>	+6.5
	(%)	<b>(10.8%)</b>	<b>(11.6%)</b>		<b>(10.9%)</b>	
Imaging	Net Sales	<b>751.4</b>	<b>653.5</b>	+15.0%	<b>732.6</b>	+18.8
	Op. Profit	<b>93.6</b>	<b>78.7</b>	+18.9%	<b>84.4</b>	+9.2
	(%)	<b>(12.5%)</b>	<b>(12.0%)</b>		<b>(11.5%)</b>	
Medical	Net Sales	<b>497.1</b>	<b>480.4</b>	+3.5%	<b>486.6</b>	+10.5
	Op. Profit	<b>38.1</b>	<b>29.4</b>	+29.5%	<b>35.2</b>	+2.9
	(%)	<b>(7.7%)</b>	<b>(6.1%)</b>		<b>(7.2%)</b>	
Industry & Others	Net Sales	<b>586.5</b>	<b>545.7</b>	+7.5%	<b>581.7</b>	+4.8
	Op. Profit	<b>60.4</b>	<b>44.3</b>	+36.3%	<b>61.6</b>	-1.2
	(%)	<b>(10.3%)</b>	<b>(8.1%)</b>		<b>(10.6%)</b>	
Corporate & Eliminations	Net Sales	<b>-109.2</b>	<b>-105.0</b>	-	<b>-112.2</b>	+3.0
	Op. Profit	<b>-75.9</b>	<b>-96.2</b>	-	<b>-86.5</b>	+10.6
Total	Net Sales	<b>3,980.0</b>	<b>3,513.4</b>	+13.3%	<b>3,870.0</b>	+110.0
	Op. Profit	<b>360.0</b>	<b>281.9</b>	+27.7%	<b>332.0</b>	+28.0
	(%)	<b>(9.0%)</b>	<b>(8.0%)</b>		<b>(8.6%)</b>	

# FY 2022 Operating Profit Analysis

## (FY 2022 Current Projection versus Previous Projection)

- FX - Positive impact from yen's depreciation
- Absorb rise in international shipping and other costs through pricing





# Printing - Office

- Continuing situation of product supply not catching up with demand
- Expand hardware sales by focusing on product supply and turning backorders into sales

(Billions of yen)

	1Q			Full Year				
	2022 Actual	2021 Actual	% Change	2022 Current Projection	2021 Actual	% Change	2022 Previous Projection	Amount Change
Office	195.0	185.0	+5.4%	881.0	757.1	+16.4%	868.5	+12.5
Prosumer	236.5	221.0	+7.0%	1,050.8	892.5	+17.7%	1,001.9	+48.9
Production	73.3	63.4	+15.7%	322.4	289.2	+11.5%	310.9	+11.5
<b>Net Sales</b>	<b>504.8</b>	<b>469.4</b>	<b>+7.5%</b>	<b>2,254.2</b>	<b>1,938.8</b>	<b>+16.3%</b>	<b>2,181.3</b>	<b>+72.9</b>
<b>Op. Profit</b> (% of Net Sales)	<b>52.2</b> 10.3%	<b>53.2</b> 11.3%	<b>-1.8%</b>	<b>243.8</b> 10.8%	<b>225.7</b> 11.6%	<b>+8.0%</b>	<b>237.3</b> 10.9%	<b>+6.5</b>

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

	1Q 2022 Actual	FY 2022 Projection
Office	+1.8%	+13.6%
Prosumer	+2.1%	+13.8%
Production	+10.0%	+7.5%
<b>Total</b>	<b>+3.1%</b>	<b>+12.8%</b>

### Unit Growth Rate Y/Y

	1Q 2022 Actual	FY 2022 Projection
Office MFDs	-16%	+15%



**imageRUNNER ADVANCE DX C5800 series**

# Printing - Prosumer

- 1Q: Increase in Prosumer sales as production and sales were both in line with plan
- FY: Double-digit sales growth by launching new products that capture user needs

(Billions of yen)

	1Q			Full Year				
	2022 Actual	2021 Actual	% Change	2022 Current Projection	2021 Actual	% Change	2022 Previous Projection	Amount Change
Office	195.0	185.0	+5.4%	881.0	757.1	+16.4%	868.5	+12.5
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<b>Op. Profit</b> (% of Net Sales)	<b>52.2</b> 10.3%	<b>53.2</b> 11.3%	<b>-1.8%</b>	<b>243.8</b> 10.8%	<b>225.7</b> 11.6%	<b>+8.0%</b>	<b>237.3</b> 10.9%	<b>+6.5</b>

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

	1Q 2022 Actual	FY 2022 Projection
Office	+1.8%	+13.6%
Prosumer	+2.1%	+13.8%
Production	+10.0%	+7.5%
Total	+3.1%	+12.8%

## Unit Growth Rate Y/Y

	1Q 2022 Actual	FY 2022 Projection
LPs	+1%	+36%
IJPs	+6%	+34%



Refillable ink tank model

**GX5030**

# Printing - Production

- Recovery in sales through further strengthening of product lineup and enhancement of sales network
- Acquired U.K. based Edale to facilitate full-scale entry into industrial printing market

(Billions of yen)

	1Q			Full Year				
	2022 Actual	2021 Actual	% Change	2022 Current Projection	2021 Actual	% Change	2022 Previous Projection	Amount Change
Office	195.0	185.0	+5.4%	881.0	757.1	+16.4%	868.5	+12.5
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Production	73.3	63.4	+15.7%	322.4	289.2	+11.5%	310.9	+11.5
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<b>Op. Profit</b>	<b>52.2</b>	<b>53.2</b>	<b>-1.8%</b>	<b>243.8</b>	<b>225.7</b>	<b>+8.0%</b>	<b>237.3</b>	<b>+6.5</b>
(% of Net Sales)	10.3%	11.3%		10.8%	11.6%		10.9%	

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

	1Q 2022 Actual	FY 2022 Projection
Office	+1.8%	+13.6%
Prosumer	+2.1%	+13.8%
Production	+10.0%	+7.5%
Total	+3.1%	+12.8%



High-speed cut-sheet inkjet printer  
**varioPRINT iX series**



Large-format printer  
**Colorado 1650**

# Imaging - Cameras

- FY: Expect 5% market growth to 5.65 million units
- Announced new RF lenses in February. Will continue to promote lineup enhancement going forward
- FY: Sales and profit growth by securing parts to increase production volume

(Billions of yen)

	1Q			Full Year				
	2022 Actual	2021 Actual	% Change	2022 Current Projection	2021 Actual	% Change	2022 Previous Projection	Amount Change
Cameras	101.5	95.9	+5.8%	497.2	433.1	+14.8%	479.2	+18.0
Network Cameras & Others	55.7	52.7	+5.7%	254.2	220.4	+15.3%	253.4	+0.8
<b>Net Sales</b>	<b>157.2</b>	<b>148.6</b>	<b>+5.8%</b>	<b>751.4</b>	<b>653.5</b>	<b>+15.0%</b>	<b>732.6</b>	<b>+18.8</b>
<b>Op. Profit</b>	<b>13.4</b>	<b>18.1</b>	<b>-26.3%</b>	<b>93.6</b>	<b>78.7</b>	<b>+18.9%</b>	<b>84.4</b>	<b>+9.2</b>
(% of Net Sales)	8.5%	12.2%		12.5%	12.0%		11.5%	

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

	1Q 2022 Actual	FY 2022 Projection
Cameras	-0.6%	+9.7%
NWCs & Others	-0.3%	+12.5%
Total	-0.5%	+10.7%

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

	1Q 2022 Actual		FY 2022 Projection	
	Units	% Change	Units	% Change
DILCs	0.59	-9%	3.00	+10%



**RF 800mm F5.6 L IS USM**

**RF1200mm F8 L IS USM**

# Imaging – Network Cameras & Others

- Expect double-digital network camera market growth to continue
- Aiming for market exceeding growth of over 15% by responding to robust demand

(Billions of yen)

	1Q			Full Year				
	2022 Actual	2021 Actual	% Change	2022 Current Projection	2021 Actual	% Change	2022 Previous Projection	Amount Change
Cameras	101.5	95.9	+5.8%	497.2	433.1	+14.8%	479.2	+18.0
Network Cameras & Others	55.7	52.7	+5.7%	254.2	220.4	+15.3%	253.4	+0.8
<b>Net Sales</b>	<b>157.2</b>	<b>148.6</b>	<b>+5.8%</b>	<b>751.4</b>	<b>653.5</b>	<b>+15.0%</b>	<b>732.6</b>	<b>+18.8</b>
<b>Op. Profit</b>	<b>13.4</b>	<b>18.1</b>	<b>-26.3%</b>	<b>93.6</b>	<b>78.7</b>	<b>+18.9%</b>	<b>84.4</b>	<b>+9.2</b>
(% of Net Sales)	8.5%	12.2%		12.5%	12.0%		11.5%	

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

	1Q 2022 Actual	FY 2022 Projection
Cameras	-0.6%	+9.7%
NWCs & Others	-0.3%	+12.5%
Total	-0.5%	+10.7%

# Medical

- Achieved 7th consecutive quarter of sales growth. Expect to beat last year's record performance this year
- Launch of first product that strategically integrates Canon's Imaging and Medical technologies

(Billions of yen)

	1Q			Full Year				
	2022 Actual	2021 Actual	% Change	2022 Current Projection	2021 Actual	% Change	2022 Previous Projection	Amount Change
<b>Net Sales</b>	<b>118.2</b>	<b>124.4</b>	-5.0%	<b>497.1</b>	<b>480.4</b>	+3.5%	<b>486.6</b>	+10.5
<b>Op. Profit</b> (% of Net Sales)	<b>6.3</b> 5.3%	<b>11.5</b> 9.3%	-45.1%	<b>38.1</b> 7.7%	<b>29.4</b> 6.1%	+29.5%	<b>35.2</b> 7.2%	+2.9

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

	1Q 2022 Actual	FY 2022 Projection
Total	-7.6%	+1.1%



**80 row detector CT  
Aquilion Serve**



**MRI  
Vantage Fortian**

# Industrial & Others

- Semiconductor Lithography Equipment - Significant increase in first quarter and full year unit sales
- FPD lithography equipment - Solid demand. Raised unit sales projection by one

(Billions of yen)

	1Q			Full Year				
	2022 Actual	2021 Actual	% Change	2022 Current Projection	2021 Actual	% Change	2022 Previous Projection	Amount Change
Lithography Equipment	48.2	44.3	+8.9%	243.8	213.7	+14.1%	242.6	+1.2
Industrial Equipment	19.7	28.7	-31.4%	101.1	121.8	-17.0%	106.1	-5.0
Others	57.9	51.6	+12.3%	241.6	210.2	+14.9%	233.0	+8.6
<b>Net Sales</b>	<b>125.8</b>	<b>124.6</b>	<b>+1.0%</b>	<b>586.5</b>	<b>545.7</b>	<b>+7.5%</b>	<b>581.7</b>	<b>+4.8</b>
<b>Op. Profit</b>	<b>11.3</b>	<b>9.2</b>	<b>+23.1%</b>	<b>60.4</b>	<b>44.3</b>	<b>+36.3%</b>	<b>61.6</b>	<b>-1.2</b>
(% of Net Sales)	9.0%	7.4%		10.3%	8.1%		10.6%	

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

	1Q 2022 Actual	FY 2022 Projection
Litho. Equip.	+7.4%	+13.5%
Industrial Equip.	-32.0%	-17.7%
Total	-0.2%	+6.6%

## Lithography Equipment (Units)

	1Q 2022 Actual	1Q 2021 Actual	FY 2022 Projection	FY 2021 Actual
Semiconductor	29	20	182	140
FPD	13	20	59	67



Semiconductor lithography equipment  
**FPA-6300ES6a**

# Inventory

- Increase in inventory due to securing materials and raising production volume
- Expect inventory to gradually come down due to stabilization of product supply

(Billions of yen)

		FY 2021				FY 2022
		Mar.-end	Jun.-end	Sep.-end	Dec.-end	Mar.-end
Printing	Amt.	237.3	232.0	269.2	285.5	324.7
	Days	45	44	52	53	58
Imaging	Amt.	98.7	94.0	98.4	101.4	117.1
	Days	54	54	55	55	63
Medical	Amt.	99.8	101.8	108.5	109.1	120.5
	Days	75	79	87	82	89
Industrial & Others	Amt.	160.0	161.3	160.2	154.5	170.9
	Days	103	112	109	100	112
<b>Total</b>	<b>Amt.</b>	<b>595.9</b>	<b>589.1</b>	<b>636.3</b>	<b>650.6</b>	<b>733.2</b>
	<b>Days</b>	<b>61</b>	<b>62</b>	<b>68</b>	<b>66</b>	<b>73</b>



# Cash Flow

## (Full Year)

- Generate 495.0 billion yen in operating cash flow, over 40 billion yen more than last year
- Repay debt while allocating sufficient funds to growth investment

(Billions of yen)	FY 2022 Current Projection	FY 2022 Previous Projection	FY 2021 Actual	FY 2020 Actual
Net cash provided by operating activities	495.0	495.0	451.1	333.8
Net cash used in investing activities	-240.0	-240.0	-207.3	-155.4
<b>Free cash flow</b>	<b>255.0</b>	<b>255.0</b>	<b>243.8</b>	<b>178.4</b>
Net cash provided by (used in) financing activities	-259.2	-253.5	-267.4	-183.4
Effect of exchange rate changes on cash and cash equivalents	2.8	-2.9	17.3	-0.1
Net change in cash and cash equivalents	-1.4	-1.4	-6.3	-5.1
<b>Cash and cash equivalents at end of period</b>	<b>400.0</b>	<b>400.0</b>	<b>401.4</b>	<b>407.7</b>
<b>Cash-on-hand (In months of Net sales)</b>	<b>1.2</b>	<b>1.2</b>	<b>1.3</b>	<b>1.4</b>
Capital expenditure	210.0	210.0	179.0	161.7
Depreciation	230.0	230.0	221.2	227.8

# Sustainability Measures

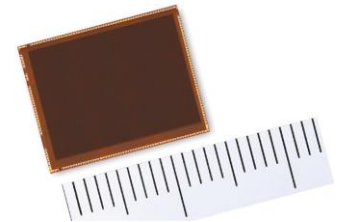
- Issued report that includes enhanced information about value creation



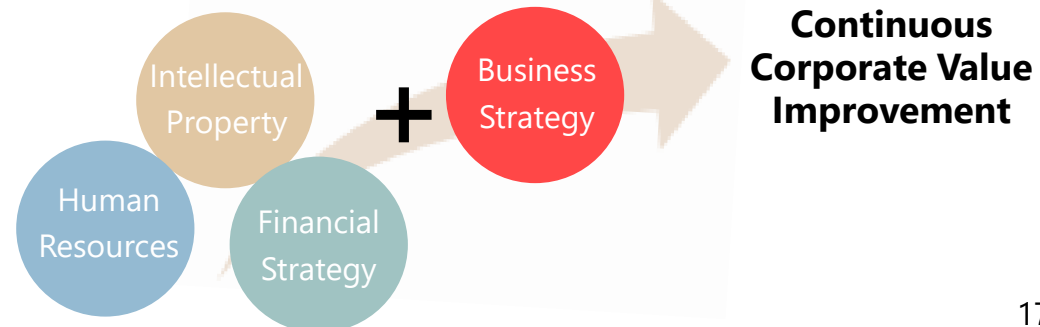
## SUSTAINABILITY REPORT 2022

### ◆ Create Value Through Technology

- ✓ Detect cracks in infrastructure through image processing and AI
- ✓ Significant improves work efficiency compared to conventional visual method
- ✓ Development of world's first 3.2 million pixel SPAD sensor
- ✓ Able to capture clear color images even in the dark. Expected to be used in various applications

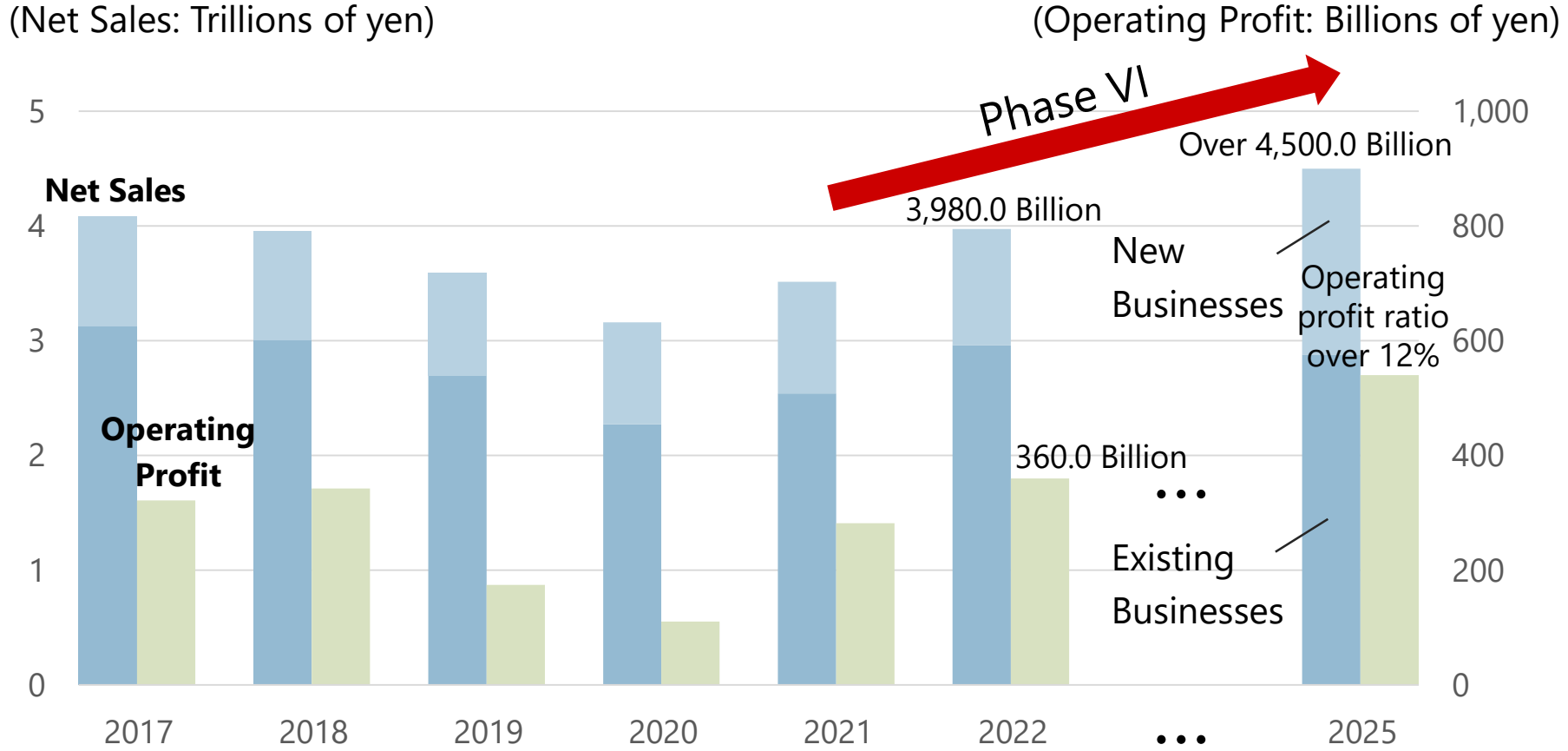


### ◆ Interlocked with Business Strategy



# Excellent Global Corporation Plan Phase VI

- Good start in second year of our plan with sales and profit growth in the first quarter
- Maintain momentum through the year and move closer to achieving performance targets

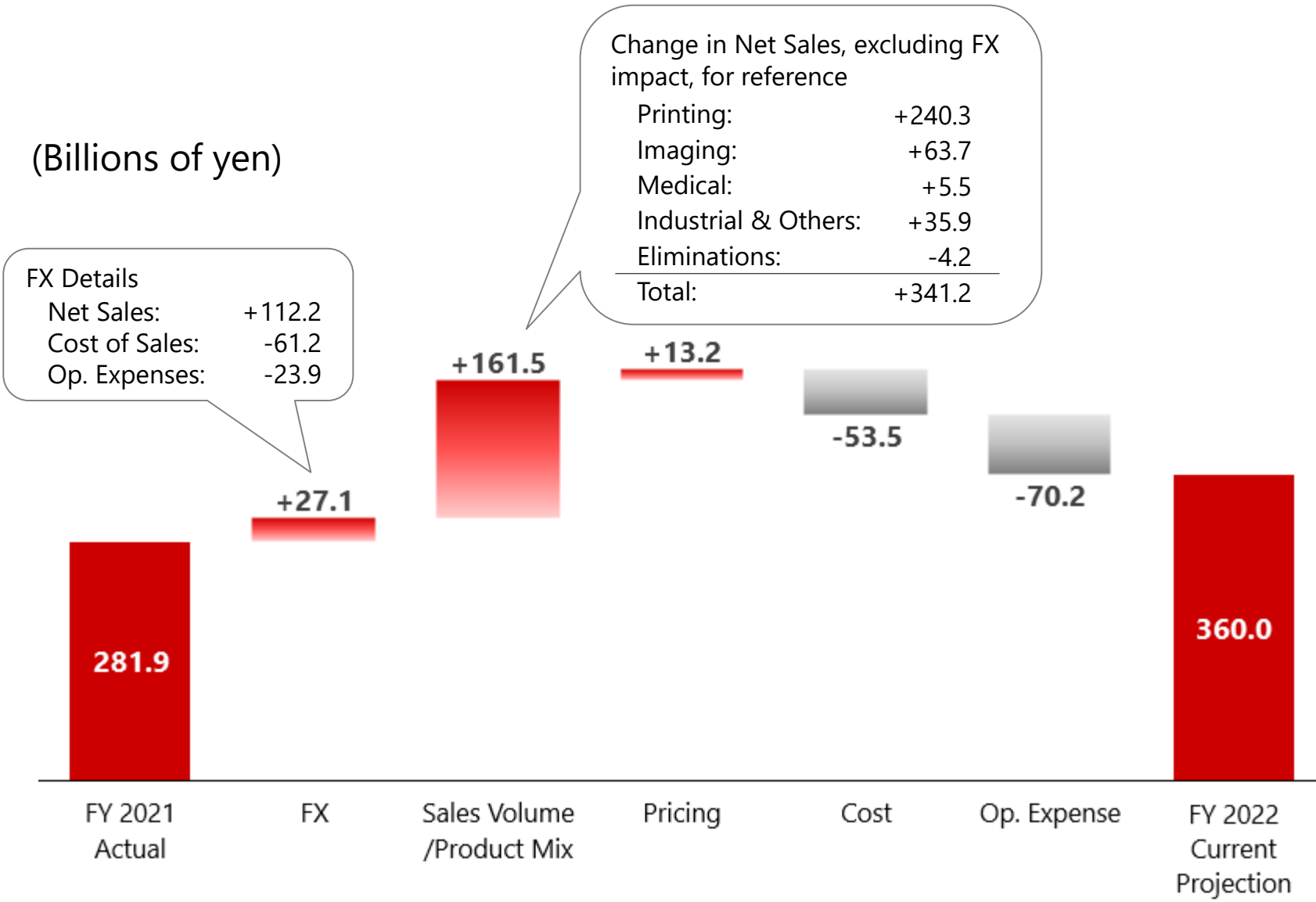


# Supplementary Information

# FY 2022 Operating Profit Analysis

(FY 2022 Current Projection versus FY 2021 Actual)

(Billions of yen)



## Printing – Net Sales Growth Rate Y/Y (Hardware & Non-hardware)

			FY 2022		FY 2021	
			1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
<b>Office MFDs</b>	JPY	Hardware	-4%	+31%	+9%	+7%
		Non-hardware	+6%	+12%	-21%	+3%
	LC	Hardware	-9%	+27%	+7%	+3%
		Non-hardware	+3%	+10%	-22%	0%
<b>LPs</b>	JPY	Hardware	+7%	+44%	+3%	+2%
		Non-hardware	+11%	+8%	-6%	+17%
	LC	Hardware	+2%	+38%	+3%	-1%
		Non-hardware	+7%	+5%	-6%	+14%
<b>IJPs</b>	JPY	Hardware	+24%	+30%	+37%	+6%
		Non-hardware	-9%	+4%	+11%	-2%
	LC	Hardware	+17%	+25%	+36%	+2%
		Non-hardware	-13%	+1%	+9%	-6%
<b>Production</b>	JPY	Hardware	+17%	+16%	+7%	+18%
		Non-hardware	+15%	+9%	-7%	+14%
	LC	Hardware	+11%	+12%	+5%	+13%
		Non-hardware	+9%	+5%	-9%	+9%

## Office/Prosumer – Net Sales by Product Category

(Billions of yen)		FY 2022		FY 2021	
		1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
<b>Office</b>	Office MFDs	117.2	577.4	115.8	478.4
	Others	77.8	303.6	69.2	278.7
		195.0	881.0	185.0	757.1
<b>Prosumer</b>	LPs	150.2	676.5	136.9	563.1
	IJPs	86.3	374.3	84.1	329.4
		236.5	1,050.8	221.0	892.5

## DILC Ratio & Digital Compact Camera (DCC) Units

		FY 2022		FY 2021	
		1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
DILC Ratio					
	Net Sales *	91%	92%	89%	90%
	Units	79%	83%	67%	70%
DCC Units (Millions)		0.16	0.60	0.33	1.15

\* Net Sales includes interchangeable lenses

## Semiconductor Lithography Equipment – Unit Breakdown by Light Source

		FY 2022		FY 2021	
		1Q Actual	Full Year Projection	1Q Actual	Full Year Actual
	KrF	9	45	4	38
	i-Line	20	137	16	102
	Total	29	182	20	140