

Canon Inc. Third Quarter 2023 Results

October 26, 2023

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



■ 3Q 2023 Results	P2
■ FY 2023 Projection	P3
■ Details by Business (3Q 2023 Results & FY 2023 Projection)	P4 – 10
■ Financial Situation	P11 – 12
Sustainability Measures	P13
■ Excellent Global Corporation Plan Phase VI	P14
■ Supplementary Information	P15 - 21

Key Message (3Q 2023 Results)



- Below plan due to softening demand in China and other regions and intensifying competition
- Achieved 11th consecutive quarter of year-on-year sales growth and over 1 trillion yen in sales for first time since 2007 through new business growth and yen depreciation
- Achieved profit growth as cost reduction and yen depreciation covered lower sales volumes and higher expenses

	3Q				
(Billions of yen)	2023 Actual	2022 Actual	% Change		
Net Sales	1,025.2	996.1	+2.9%		
Gross Profit (% of Net Sales)	482.1 47.0%	451.0 45.3%	+6.9%		
Op. Expenses (% of Net Sales)	399.5 38.9%	369.6 37.1%			
Op. Profit (% of Net Sales)	82.6 8.1%	81.4 8.2%	+1.5%		
IBT	87.3	79.1	+10.4%		
Net Income	62.1	54.1	+14.8%		
(% of Net Sales)	6.1%	5.4%			
USD	144.76	138.40			
EUR	157.32	139.40			

	1Q-3Q	
2023 Actual	2022 Actual	% Change
3,017.3	2,874.2	+5.0%
1,420.8 47.1%	1,309.5 45.6%	+8.5%
1,161.4 38.5%	1,053.4 36.7%	
259.4 8.6%	256.1 8.9%	+1.3%
276.0	232.0	+19.0%
183.9	159.1	+15.6%
6.1%	5.5%	
138.27	128.26	
149.59	136.07	

FY 2023 Financial Projection (Full Year)



- Lowered sales projection due to softening demand and resumption of price competition, but plan to post 1.2 trillion yen in sales in the 4Q, year-end selling season
- Still targeting 400 billion yen level in operating profit, last achieved in 2008

(Billions of yen)	FY 2023 Current Projection	FY 2022 Actual	% Change	FY 2023 Previous Projection	Amount Change		
Net Sales	4,220.0	4,031.4	+4.7%	4,363.0	-143.0	_	
Gross Profit (% of Net Sales)	1,998.0 47.3%	1,827.8 45.3%	+9.3%	2,013.0 46.1%	-15.0	-	
Op. Expenses (% of Net Sales)	1,598.0 37.8%	1,474.4 36.5%		1,613.0 36.9%	+15.0	-	
Op. Profit (% of Net Sales)	400.0 9.5%	353.4 8.8%	+13.2%	400.0 9.2%	0.0	-	
IBT	425.0	352.4	+20.6%	425.0	0.0	-	
Net Income	292.0	244.0	+19.7%	292.0	0.0	-	
(% of Net Sales)	6.9%	6.1%		6.7%			ge rate movement a one yen change)
USD	140.11	131.66		135.05		Net Sales	Op. Profit
EUR	151.13	138.42		145.42	USD 3.6	billion yen	1.1 billion yen
					EUR 1.9	billion yen	0.9 billion yen

Printing - Office



- Solid sales in first half maintained in third quarter
- Increase market share by expanding unit sales also in fourth quarter

(Billions of yen)

3Q			Full Year					
	2023 Actual	2022 Actual	% Change	2023 Current Projection	2022 Actual	% Change	2023 Previous Projection	Amount Change
Office	240.5	228.6	+5.2%	984.4	888.9	+10.8%	984.3	+0.1
Prosumer	231.3	233.2	-0.8%	961.4	1,021.3	-5.9%	1,029.8	-68.4
Production	98.6	93.0	+6.0%	397.0	362.4	+9.5%	384.9	+12.1
Net Sales	570.4	554.8	+2.8%	2,342.8	2,272.6	+3.1%	2,399.0	-56.2
Op. Profit	46.0	41.0	+12.3%	241.4	212.4	+13.7%	241.8	-0.4
(% of Net Sales)	8.1%	7.4%		10.3%	9.3%		10.1%	

Net Sales Growth Rate Y/Y

ocal Curroncy)							
ocal Currency)	3Q 2023 Actual	FY 2023 Projection					
Office	+0.7%	+6.1%					
Prosumer	-4.7%	-9.1%					
Production	-1.3%	+2.5%					
Total	-1.9%	-1.3%					

Unit Growth Rate Y/Y

	3Q 2023 Actual	FY 2023 Projection
Office MFDs	-13%	+7%



imageRUNNER ADVANCE DX C3900 series

Printing - Prosumer



- Lowered full-year projection to reflect weaker-than-expected market conditions
- Focus on hardware sales in fourth quarter, link to consumable sales from next year

(Billions of yen)

	3Q			Full Year				
	2023 Actual	2022 Actual	% Change	2023 Current Projection	2022 Actual	% Change	2023 Previous Projection	Amount Change
Office	240.5	228.6	+5.2%	984.4	888.9	+10.8%	984.3	+0.1
Prosumer	231.3	233.2	-0.8%	961.4	1,021.3	-5.9%	1,029.8	-68.4
Production	98.6	93.0	+6.0%	397.0	362.4	+9.5%	384.9	+12.1
Net Sales	570.4	554.8	+2.8%	2,342.8	2,272.6	+3.1%	2,399.0	-56.2
Op. Profit	46.0	41.0	+12.3%	241.4	212.4	+13.7%	241.8	-0.4
(% of Net Sales)	8.1%	7.4%		10.3%	9.3%		10.1%	

Net Sales Growth Rate Y/Y

et Sales Growth Rate 1/1 ocal Currency)								
ocal currency)	3Q 2023	FY 2023						
	Actual	Projection						
Office	+0.7%	+6.1%						
Prosumer	-4.7%	-9.1%						
Production	-1.3%	+2.5%						
Total	-1.9%	-1.3%						

Unit Growth Rate Y/Y

	3Q 2023 Actual	FY 2023 Projection
LPs	-23%	-27%
IJPs	0%	-7%



Business inkjet printer Refillable ink tank model **GX5530**

Printing - Production



- 3Q: 10th consecutive quarter of year-on-year sales growth, driven by service revenue growth and yen depreciation
- 4Q: Aim to post record high quarterly sales of over 110 billion yen

(Billions of yen)

	3Q			3Q Full Y			Year	
	2023 Actual	2022 Actual	% Change	2023 Current Projection	2022 Actual	% Change	2023 Previous Projection	Amount Change
Office	240.5	228.6	+5.2%	984.4	888.9	+10.8%	984.3	+0.1
Prosumer	231.3	233.2	-0.8%	961.4	1,021.3	-5.9%	1,029.8	-68.4
Production	98.6	93.0	+6.0%	397.0	362.4	+9.5%	384.9	+12.1
Net Sales	570.4	554.8	+2.8%	2,342.8	2,272.6	+3.1%	2,399.0	-56.2
Op. Profit	46.0	41.0	+12.3%	241.4	212.4	+13.7%	241.8	-0.4
(% of Net Sales)	8.1%	7.4%		10.3%	9.3%		10.1%	

Net Sales Growth Rate Y/Y

Local Currency)	1	
Local Currency)	3Q 2023 Actual	FY 2023 Projection
Office	+0.7%	+6.1%
Prosumer	-4.7%	-9.1%
Production	-1.3%	+2.5%
Total	-1.9%	-1.3%



Large format graphics printer

Colorado M-series

Imaging - Cameras

- Expanded sales also in 3Q, driven by new mirrorless camera products
- Expand mirrorless camera market share through synergy between camera bodies and lenses

(Billions of yen)

		3Q				Full Year		
	2023 Actual	2022 Actual	% Change	2023 Current Projection	2022 Actual	% Change	2023 Previous Projection	Amount Change
Cameras	138.7	132.1	+4.9%	551.5	509.7	+8.2%	569.1	-17.6
Network Cameras & Others	82.0	70.8	+15.8%	349.5	293.8	+19.0%	345.9	+3.6
Net Sales	220.7	202.9	+8.7%	901.0	803.5	+12.1%	915.0	-14.0
Op. Profit	40.2	36.6	+9.7%	156.2	126.6	+23.4%	151.8	+4.4
(% of Net Sales)	18.2%	18.0%		17.3%	15.8%		16.6%	

Net Sales Growth Rate Y/Y (Local Currency)

	3Q 2023 Actual	FY 2023 Projection
Cameras	-0.2%	+2.7%
NWCs & Others	+8.8%	+12.0%
Total	+2.9%	+6.1%

Digital Interchangeable Lens Cameras (DILCs) Units (Millions) & Unit Growth Rate Y/Y

	3Q 2023 Actual		FY 2023	Projection
	Units	% Change	Units	% Change
DILCs	0.74	+1%	2.90	+1%







EOS R100

First entry models in **EOS R series**

Canon

Imaging – Network Cameras & Others

- Expanded hardware sales by enhancing product lineup and strengthening sales structure
- Maintain growth by strengthening development and sales of systems for managing and analyzing capture footage

(Billions of yen)

	2023 Actual	2022 Actual	% Change	Cı Pro
Cameras	138.7	132.1	+4.9%	
Network Cameras & Others	82.0	70.8	+15.8%	
Net Sales	220.7	202.9	+8.7%	
Op. Profit	40.2	36.6	+9.7%	
(% of Net Sales)	18.2%	18.0%		

		Full Year		
2023 Current Projection	2022 Actual	% Change	2023 Previous Projection	Amount Change
551.5	509.7	+8.2%		-17.6
349.5	293.8	+19.0%	345.9	+3.6
901.0	803.5	+12.1%	915.0	-14.0
156.2	126.6	+23.4%	151.8	+4.4
17.3%	15.8%		16.6%	

Net Sales Growth Rate Y/Y (Local Currency)

(Local Currency)					
	3Q 2023	FY 2023			
	Actual	Projection			
Cameras	-0.2%	+2.7%			
NWCs & Others	+8.8%	+12.0%			
Total	+2.9%	+6.1%			





XProtect Image Server





BriefCamVideo summarization
Video analysis



Three group companies linked to video management and analysis

Medical



- 3Q: Achieved 6th consecutive quarter of year-on-year sales growth, expanding sales in Japan and Europe
- 4Q: Aim to renew record high full-year performance for third year in a row, ensuring the high level of orders is converted into sales within the year

(Billions of yen)

	3Q		
	2023 Actual	2022 Actual	% Change
Net Sales	132.4	126.1	+5.0%
Op. Profit	6.6	6.4	+3.2%
(% of Net Sales)	5.0%	5.1%	

		Full Year		
2023	2022	%	2023	Amount
Current	Actual	Change	Previous	Change
Projection	Actual	Change	Projection	Change
561.8	513.3	+9.4%	576.2	-14.4
36.8	31.0	+18.7%	40.6	-3.8
6.6%	6.0%		7.0%	

Net Sales Growth Rate Y/Y (Local Currency)

	3Q 2023 Actual	FY 2023 Projection
Total	+1.3%	+5.9%



80-slice CT **Aquilion Serve**



Diagnostic ultrasound system **Aplio me**

Canon

Industrial – Optical & Industrial Equip.

- Semiconductor lithography equipment: Sales plan, 189 unis for full year, ensure installation is completed within year
- Panel manufacturing equipment: Prepare for second-half 2024 and beyond

(Billions of yen)

	3Q		
	2023 2022 % Actual Actual Chan		% Change
Optical Equipment	53.1	64.9	-18.2%
Industrial Equipment	25.7	22.1	+16.4%
Net Sales	78.8	87.0	-9.4%
Op. Profit	15.8	16.9	-6.6%
(% of Net Sales)	20.0%	19.4%	

		Full Year		
2023	2022	%	2023	Amount
Current	Actual	Change	Previous	Change
Projection	/ (Ctaai	change	Projection	change
215.0	240.4	-10.6%	229.4	-14.4
100.2	88.8	+12.9%	123.5	-23.3
315.2	329.2	-4.3%	352.9	-37.7
59.4	58.0	+2.4%	60.8	-1.4
18.8%	17.6%		17.2%	

Net Sales Growth Rate Y/Y (Local Currency)

Lithography Equipment (Units)

	3Q 2023 Actual	FY 2023 Projection
Opt. Equip.	-18.6%	-11.2%
Industrial Equip.	+15.6%	+12.1%
Total	-9.9%	-4.9%

	3Q 2023 Actual	3Q 2022 Actual	FY 2023 Projection	FY 2022 Actual
Semiconductor	50	50	189	176
FPD	1	15	28	51



Semiconductor lithography equipment for back-end process

FPA-5520iV



Inventory

- Inventory at end of September higher than end of June due to foreign exchange rate impact and build up of inventory for sales expansion in fourth quarter
- Significant decrease towards year end driven by sales expansion in fourth quarter (Billions of yen)

		FY 2022					FY 2023	
		Marend	Junend	Sepend	Decend	Marend	Junend	Sepend
Printing	Amt.	324.7	353.6	408.1	366.8	372.5	387.5	377.6
T Times in g	Days	58	60	67	56	57	62	60
Imaging	Amt.	117.1	126.6	143.6	137.6	163.6	173.3	184.6
imaging	Days	63	64	65	56	69	77	77
Medical	Amt.	120.5	129.4	137.7	128.3	136.3	143.1	150.9
Wedicui	Days	89	100	103	85	88	102	107
Industrial	Amt.	117.8	133.8	137.4	124.0	133.0	140.0	142.8
	Days	131	166	152	124	154	187	170
Others & Corporate	Amt.	53.1	54.7	57.1	51.6	53.4	54.2	58.0
Total	Amt.	733.2	798.1	883.9	808.3	858.8	898.1	913.9
lotai	Days	73	78	81	69	74	82	82

Cash Flow (Full Year)



 Despite lowering projection, expect operating CF to be 500 billion yen, which is above last year

257 billion yen in growth investment, and stable and active shareholder return being

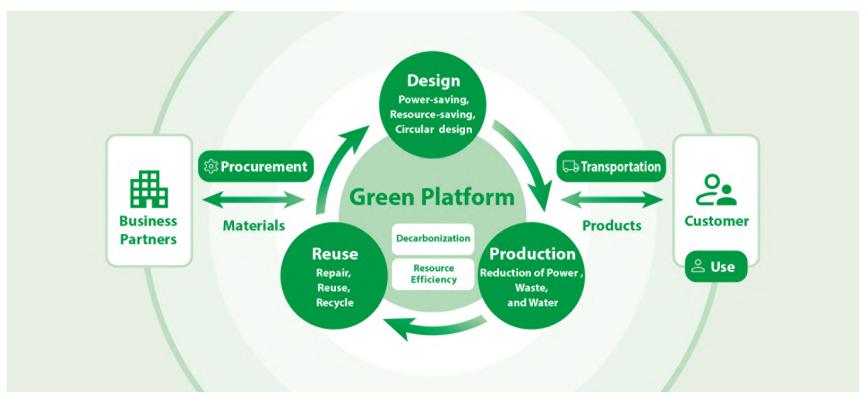
carried out

(Billions of yen)	2023 Current Projection	2023 Previous Projection	FY 2022 Actual	FY 2021 Actual
Net cash provided by operating activities	500.0	633.0	262.6	451.0
Net cash used in investing activities	-257.0	-257.0	-180.8	-207.2
Free cash flow	243.0	376.0	81.8	243.8
Net cash provided by (used in) financing activities	-258.0	-384.0	-146.8	-267.4
Effect of exchange rate changes on cash and cash equivalents	17.9	3.9	25.7	17.3
Net change in cash and cash equivalents	2.9	-4.1	-39.3	-6.3
Cash and cash equivalents at end of period	365.0	358.0	362.1	401.4
Cash-on-hand (In months of Net sales)	1.0	0.9	1.0	1.3
Capital expenditure Depreciation and amortization	225.0 240.0	240.0 240.0	183.3 226.5	179.0 221.2

Canon

Sustainability Measures

Aim to reduce burden on the environment throughout the entire product lifecycle through "Green Platform"



Aim to reduce CO2 emission in line with SBTi standards

Scope 1 and 2 42% reduction Scope 3 25% reduction



Excellent Global Corporation Plan Phase VI

 Achieve 3rd consecutive year of sales and profit growth, and link this to achievement of 2025 targets



Supplementary Information

FY 2023 Financial Results by Business Unit (3Q 2023 Actual versus 3Q 2022 Actual)



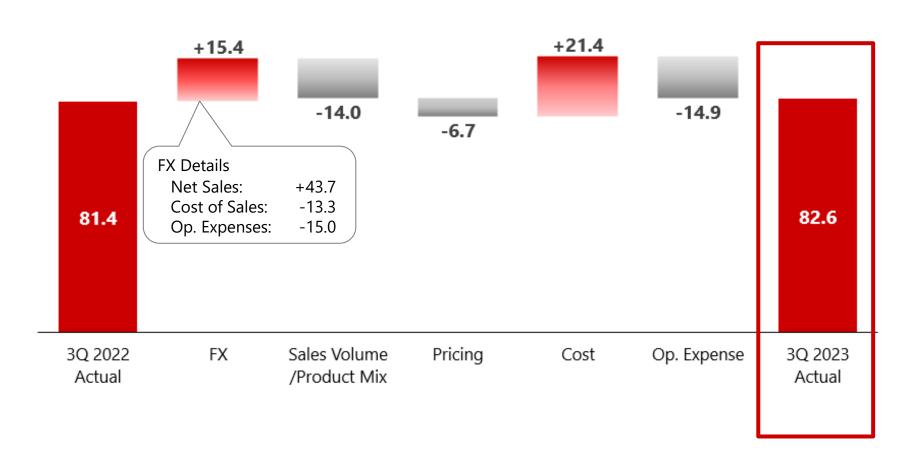
			3Q			1Q-3Q	
(Billions of yer	า)	2023 Actual	2022 Actual	% Change	2023 Actual	2022 Actual	% Change
Duinting	Net Sales	570.4	554.8	+2.8%	1,703.4	1,632.4	+4.3%
Printing	Op. Profit	46.0	41.0	+12.3%	156.0	160.5	-2.9%
	(%)	(8.1%)	(7.4%)		(9.2%)	(9.8%)	
las a sila a	Net Sales	220.7	202.9	+8.7%	632.3	561.0	+12.7%
lmaging	Op. Profit	40.2	36.6	+9.7%	111.9	82.3	+35.9%
	(%)	(18.2%)	(18.0%)		(17.7%)	(14.7%)	
NA sali sal	Net Sales	132.4	126.1	+5.0%	389.6	362.5	+7.5%
Medical	Op. Profit	6.6	6.4	+3.2%	17.9	21.1	-14.8%
	(%)	(5.0%)	(5.1%)		(4.6%)	(5.8%)	
Industrial	Net Sales	78.8	87.0	-9.4%	215.8	233.8	-7.7%
	Op. Profit	15.8	16.9	-6.6%	35.3	44.7	-21.0%
	(%)	(20.0%)	(19.4%)		(16.3%)	(19.1%)	
Others &	Net Sales	44.7	53.8	-16.8%	141.4	157.1	-10.0%
Corporate	Op. Profit	-25.5	-19.8	-	-60.0	-52.9	-
Eliminations	Net Sales	-21.8	-28.5	_	-65.2	-72.6	-
	Op. Profit	-0.5	0.3	_	-1.7	0.4	-
Taral	Net Sales	1,025.2	996.1	+2.9%	3,017.3	2,874.2	+5.0%
Total	Op. Profit	82.6	81.4	+1.5%	259.4	256.1	+1.3%
	(%)	(8.1%)	(8.2%)		(8.6%)	(8.9%)	

Note: From the fourth quarter ending December 31, 2022, lithography equipment and industrial equipment, businesses that were included in Industry & Others, were classified as Industrial and the other businesses were added to corporate expenses. Additionally, from 2023, a business, which was previously included in Others & Corporate, was added to Printing, and the results of 2022 were reclassified to conform to the current presentation.

FY 2023 Operating Profit Analysis (3Q 2023 Actual versus 3Q 2022 Actual)



(Billions of yen)



FY 2023 Financial Projection by Bus. Unit (Full Year)



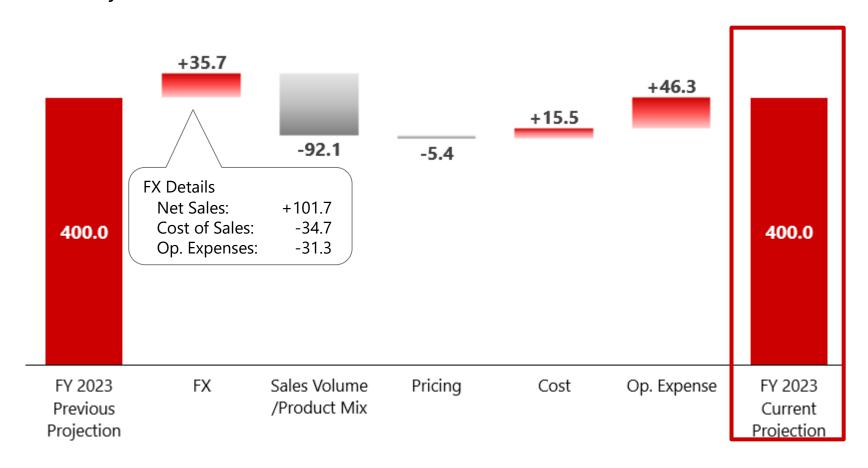
(Billions of ye	n)	FY 2023 Current Projection	FY 2022 Actual	% Change	FY 2023 Previous Projection	Amount Change
Drinting	Net Sales	2,342.8	2,272.6	+3.1%	2,399.0	-56.2
Printing	Op. Profit	241.4	212.4	+13.7%	241.8	-0.4
	(%)	(10.3%)	(9.3%)		(10.1%)	
lma a min m	Net Sales	901.0	803.5	+12.1%	915.0	-14.0
Imaging	Op. Profit	156.2	126.6	+23.4%	151.8	+4.4
	(%)	(17.3%)	(15.8%)		(16.6%)	
NA sali sal	Net Sales	561.8	513.3	+9.4%	576.2	-14.4
Medical Op. Pro		36.8	31.0	+18.7%	40.6	-3.8
	(%)	(6.6%)	(6.0%)		(7.0%)	
Industrial	Net Sales	315.2	329.2	-4.3%	352.9	-37.7
	Op. Profit	59.4	58.0	+2.4%	60.8	-1.4
	(%)	(18.8%)	(17.6%)		(17.2%)	
Others &	Net Sales	194.3	212.3	-8.5%	224.8	-30.5
Corporate	Op. Profit	-92.5	-73.8	-	-94.3	+1.8
Eliminations	Net Sales	-95.1	-99.5	-	-104.9	+9.8
	Op. Profit	-1.3	-0.8	-	-0.7	-0.6
Total	Net Sales	4,220.0	4,031.4	+4.7%	4,363.0	-143.0
Total	Op. Profit	400.0	353.4	+13.2%	400.0	0.0
	(%)	(9.5%)	(8.8%)		(9.2%)	

Note: From the fourth quarter ending December 31, 2022, lithography equipment and industrial equipment, businesses that were included in Industry & Others, were classified as Industrial and the other businesses were added to corporate expenses. Additionally, from 2023, a business, which was previously included in Others & Corporate, was added to Printing, and the results of 2022 were reclassified to conform to the current presentation.

FY 2023 Operating Profit Analysis (FY 2023 Current Projection versus Previous Projection)



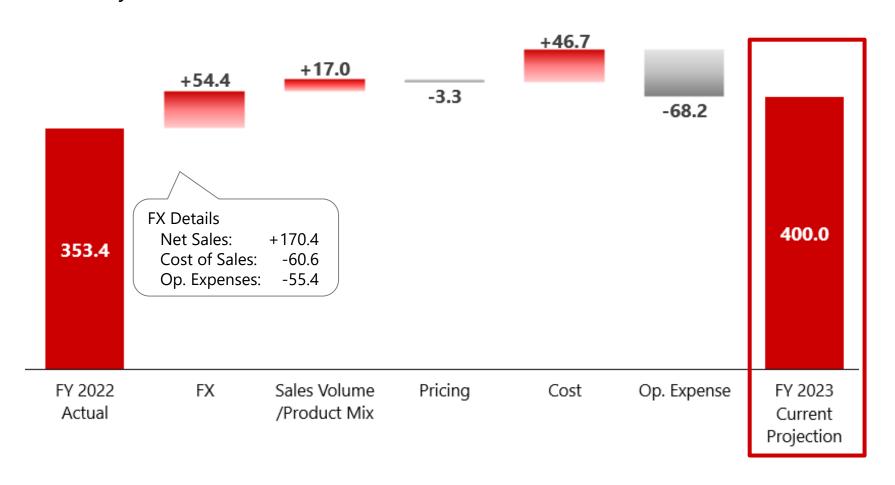
(Billions of yen)



FY 2023 Operating Profit Analysis (FY 2023 Current Projection versus FY 2022 Actual)



(Billions of yen)





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

			FY 2	023	
			3Q	Full Year	3
			Actual	Projection	Act
	JPY	Hardware	-4%	+12%	
Office MFDs	J1 1	Non-hardware	+7%	+7%	
Office WIFDs	LC	Hardware	-9%	+7%	
		Non-hardware	+2%	+2%	
	JPY	Hardware	-12%	-12%	
LPs	JFT	Non-hardware	+2%	-5%	
LFS	LC	Hardware	-16%	-16%	
		Non-hardware	0%	-6%	
	JPY	Hardware	-1%	-10%	
IJPs	JFT	Non-hardware	+10%	+4%	
IJFS	LC	Hardware	-6%	-14%	
		Non-hardware	+3%	-1%	
	JPY	Hardware	+3%	+10%	
Production	JPT	Non-hardware	+8%	+9%	
Froduction	LC	Hardware	-4%	+4%	
	LC	Non-hardware	0%	+2%	

FY 2022				
3Q	Full Year			
Actual	Actual			
+75%	+30%			
+14%	+10%			
+54%	+17%			
+3%	+2%			
+53%	+34%			
-8%	+6%			
+32%	+19%			
-18%	-2%			
+33%	+34%			
-18%	-7%			
+17%	+21%			
-27%	-15%			
+46%	+30%			
+29%	+23%			
+25%	+15%			
+12%	+10%			

Note: From 2023, a business, which was previously included in Others & Corporate and Office MFDs, was added to IJPs, and the results of 2022 were reclassified to conform to the current presentation.



Office/Prosumer - Net Sales by Product Category

(Billions of yen)

		FY 2023		
		3Q Actual	Full Year Projection	
	Office MFDs	151.5	620.7	
Office	Others	89.0	363.7	
		240.5	984.4	
	LPs	145.8	600.0	
Prosumer	IJPs	85.5	361.4	
		231.3	961.4	

FY 2	.022
3Q	Full Year
Actual	Actual
149.7	567.8
78.9	321.1
228.6	888.9
151.5	651.2
81.7	370.1
233.2	1,021.3

Semiconductor Lithography Equipment – Unit Breakdown by Light Source (Units)

	FY 2023	
	3Q Full Year	
	3Q Actual	Projection
KrF	21	57
i-Line	29	132
Total	50	189

FY 2022		
3Q	Full Year	
Actual	Actual	
11	51	
39	125	
50	176	

Note: From 2023, a business, which was previously included in Others & Corporate and Office MFDs, was added to IJPs, and the results of 2022 were reclassified to conform to the current presentation.