
Canon Inc.

FY 2024 Results

January 30, 2025

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Medical Business Impairment Loss

- Impacted from changes in external environment (market stagnation, inflation), conducted review of plans, and booked impairment loss of 165.1 billion yen on goodwill tied to medical business
- No change in policy to cultivate medical into core business as growth over long term is expected. Realize positive cycle in which earned profits are used for investment to accelerate growth through Business Innovation Committee activities
- Plan to invest approximately 13 billion yen over two years (2024 and 2025), and expect to improve profit in 2025 by approximately 10 billion yen
- Initial plan to achieve 600 billion yen or more in sales and operating profit ratio of 10% or higher postponed

Review of 2024

- In the markets in which we compete, some weakening of demand, but overall solid
- 4Q sales of cameras and laser printers up more than 10%, network camera and lithography equipment sales up more than 30%
- Full-year net sales up 7.9%, exceeded record high sales of 2007, achieved 4.5 trillion yen sales target for 2025, one year ahead of schedule
- Excluding impairment loss of medical, profit up nearly 20%, operating profit ratio 9.9%, 0.9 point improvement
- Decided to raise year-end dividend by 5 yen to 80 yen for full-year dividend of 155 yen

P&L

(FY 2024 Results)

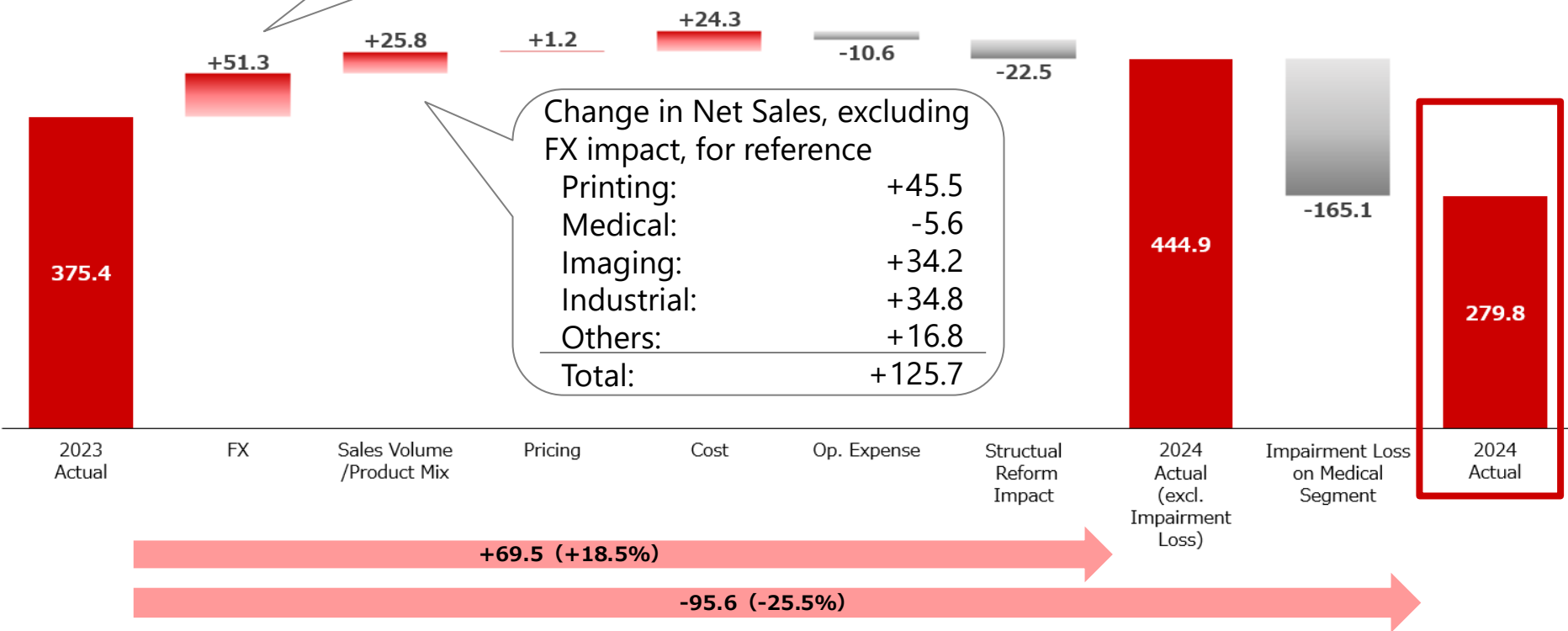
(Billions of yen)	2024 Actual	2023 Actual	% Change	2024 Previous Projection	Amount Change	Including Impairment Loss		
						2024 Actual	v.s. 2023 % Change	v.s. Previous Projection Amt. Change
Net Sales	4,509.8	4,181.0	+7.9%	4,540.0	-30.2	4,509.8	+7.9%	-30.2
Gross Profit (% of Net Sales)	2,143.1 47.5%	1,968.9 47.1%	+8.8%	2,148.0 47.3%	-4.9	2,143.1 47.5%	+8.8%	-4.9
Op. Expenses (% of Net Sales)	1,698.2 37.6%	1,593.5 38.1%		1,692.5 37.3%	-5.7	1,863.3 41.3%		-170.8
Op. Profit (% of Net Sales)	444.9 9.9%	375.4 9.0%	+18.5%	455.5 10.0%	-10.6	279.8 6.2%	-25.5%	-175.7
IBT	466.3	390.8	+19.3%	475.5	-9.2	301.2	-22.9%	-174.3
Net Income (% of Net Sales)	325.1 7.2%	264.5 6.3%	+22.9%	325.0 7.2%	+0.1	160.0 3.5%	-39.5%	-165.0
USD	151.63	140.85		149.62		151.63		
EUR	163.99	152.20		163.19		163.99		

FY 2024 Operating Profit Analysis

(FY 2024 Actual versus FY 2023 Actual)

(Billions of yen)

FX Details
 Net Sales: +201.9
 Cost of Sales: -79.0
 Op. Expenses: -71.6



2024 Financial Results by Business Unit

(Full year)



(Billions of yen)		2024 Actual	2023 Actual	% Change	2024 Previous Projection	Amount Change	2024 Actual (incl. Impairment Loss)
Printing	Net Sales	2,522.7	2,346.1	+7.5%	2,516.0	+6.7	
	Op. Profit	289.9	228.3	+27.0%	288.0	+1.9	
	(%)	(11.5%)	(9.7%)		(11.4%)		
Medical	Net Sales	568.8	553.8	+2.7%	580.8	-12.0	568.8
	Op. Profit	24.7	31.6	-22.1%	33.1	-8.4	-140.4
	(%)	(4.3%)	(5.7%)		(5.7%)		(-24.7%)
Imaging	Net Sales	937.4	861.6	+8.8%	955.8	-18.4	
	Op. Profit	151.3	145.6	+3.9%	152.6	-1.3	
	(%)	(16.1%)	(16.9%)		(16.0%)		
Industrial	Net Sales	356.5	314.7	+13.3%	363.4	-6.9	
	Op. Profit	68.9	58.6	+17.6%	69.4	-0.5	
	(%)	(19.3%)	(18.6%)		(19.1%)		
Others & Corporate	Net Sales	233.7	208.8	+11.9%	228.6	+5.1	
	Op. Profit	-91.2	-86.3	-	-88.9	-2.3	
Eliminations	Net Sales	-109.3	-104.0	-	-104.6	-4.7	
	Op. Profit	1.3	-2.4	-	1.3	0.0	
Total	Net Sales	4,509.8	4,181.0	+7.9%	4,540.0	-30.2	4,509.8
	Op. Profit	444.9	375.4	+18.5%	455.5	-10.6	279.8
	(%)	(9.9%)	(9.0%)		(10.0%)		(6.2%)

* From 2024, some reclassification between Others & Corporate and Eliminations was made to manage the performance of reportable segments more appropriately. The figures for 2023 were also reclassified.

2025 Outlook

- Even amid global economic uncertainty, expect market environment to be solid overall
- Growing customer demand of semiconductor lithography equipment, medical, network cameras, and commercial printing, contributing to continued growth in 2025
- Aiming to grow sales of office MFDs, and printers through market share expansion
- Effects of last year's structural reform of sales companies contributing throughout the year
- Aiming for sales and profit growth, operating profit ratio of 11% or higher
- Raise dividend by 5 yen to 160, and return to pre-COVID 2019 level, plan to acquire 100 billion yen of own shares

Review of Business Structure (Sales/Production)

Sales Companies

- Organization restructuring
 - DX promotion
 - Sales channel review
- **Optimize workforce,
raise asset efficiency**

Strengthen Competitiveness

2024-2025 Approximate Cost/Effect

(Billions of yen)

	FY 2024	FY 2025
Cost	20.0	6.0
Effect	8.0	22.0
PL impact	-12.0	16.0

Production Sites

- Consolidation of sites
 - Return to domestic production through Automation, in-house production
- **Raise utilization rates,
asset efficiency**

Strengthen Cost Competitiveness

2024-2025 Approximate Cost/Effect

(Billions of yen)

	FY 2024	FY 2025
Cost	0.0	20.0
Effect	0.0	0.0
PL impact	0.0	-20.0

Review of Business Structure (Medical)

Medical

Optimal distribution of Development, production, and management



Medical Business Innovation Committee

- Business reform working group
- Development working group
- SCM working group

2024-2025 Cost of Infrastructure Development (Headquarters)

(Billions of yen)

	FY 2024	FY 2025	Total
CapEx	4.5	5.5	10.0
Expense	0.5	2.5	3.0
Total	5.0	8.0	13.0

2024-2025 Approximate Cost/Effect (Medical)

(Billions of yen)

	FY 2024	FY 2025
Cost	2.5	5.0
Effect	0.0	10.0
PL impact	-2.5	5.0

2025 Financial Projection

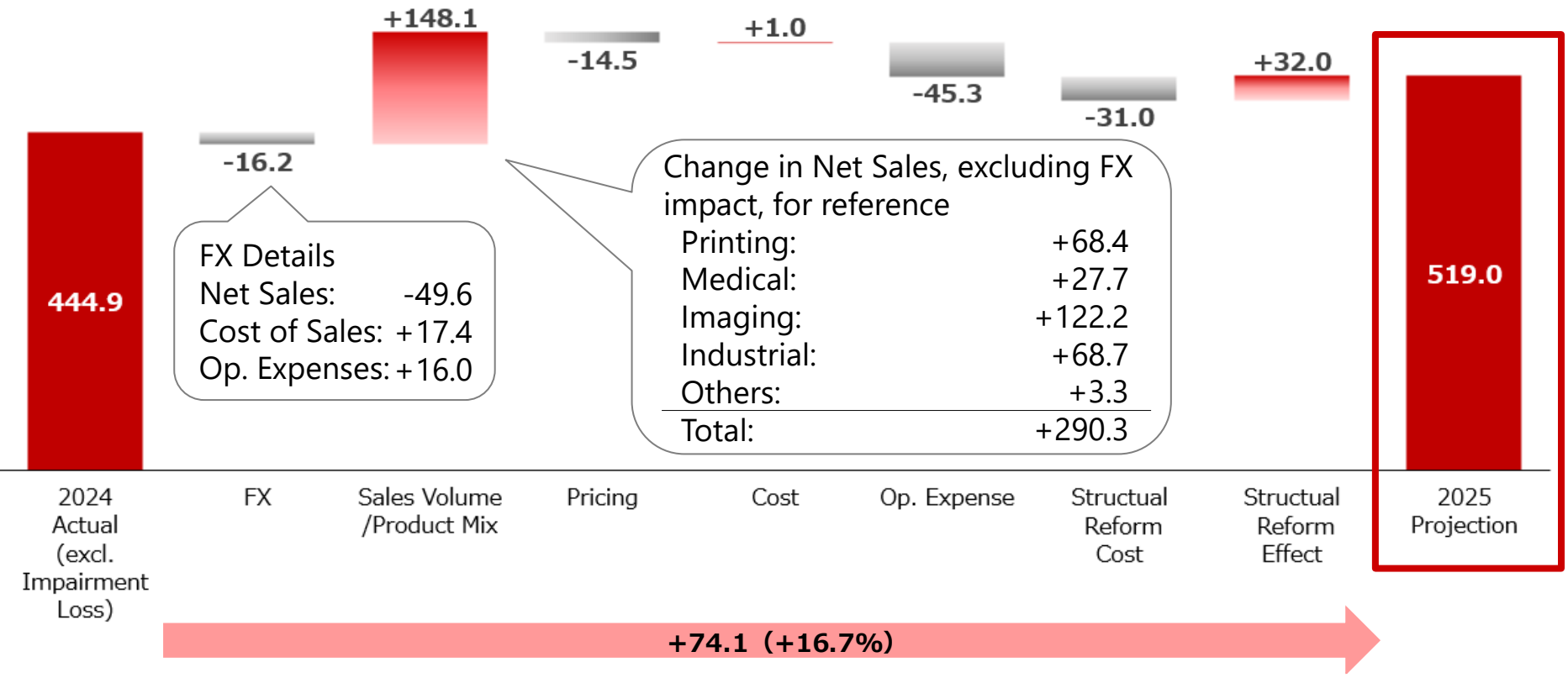
(Full Year)

(Billions of yen)	FY 2025 Projection	FY 2024 Actual	% Change	Incl. Impairment Loss	% Change	
Net Sales	4,736.0	4,509.8	+5.0%			
Gross Profit (% of Net Sales)	2,240.5 47.3%	2,143.1 47.5%	+4.5%			
Op. Expenses (% of Net Sales)	1,721.5 36.3%	1,698.2 37.6%				
Op. Profit (% of Net Sales)	519.0 11.0%	444.9 9.9%	+16.7%		+85.5%	
IBT	536.0	466.3	+15.0%		+78.0%	
Net Income (% of Net Sales)	364.0 7.7%	325.1 7.2%	+12.0%		+127.5%	
USD	150.00	151.63			Impact of exchange rate movement (Annual impact given a one yen change)	
EUR	160.00	163.99				
					Net Sales	Op. Profit
					USD 13.1 billion yen	3.1 billion yen
					EUR 6.7 billion yen	3.4 billion yen

2025 Operating Profit Analysis

(FY 2025 Projection versus FY 2024 Actual)

(Billions of yen)



2025 Financial Projection by Business Unit (Full Year)

(Billions of yen)		FY 2025 Projection	FY 2024 Actual	% Change
Printing	Net Sales	2,558.0	2,522.7	+1.4%
	Op. Profit (%)	323.6 (12.7%)	289.9 (11.5%)	+11.6%
Medical	Net Sales	590.0	568.8	+3.7%
	Op. Profit (%)	39.5 (6.7%)	24.7 (4.3%)	+60.2%
Imaging	Net Sales	1,036.7	937.4	+10.6%
	Op. Profit (%)	169.2 (16.3%)	151.3 (16.1%)	+11.8%
Industrial	Net Sales	424.2	356.5	+19.0%
	Op. Profit (%)	76.3 (18.0%)	68.9 (19.3%)	+10.7%
Others & Corporate	Net Sales	226.1	233.7	-3.3%
	Op. Profit	-89.8	-91.2	-
Eliminations	Net Sales	-99.0	-109.3	-
	Op. Profit	0.2	1.3	-
Total	Net Sales	4,736.0	4,509.8	+5.0%
	Op. Profit	519.0	444.9	+16.7%
	(%)	(11.0%)	(9.9%)	

* 2024 figures exclude the impact of impairment loss.

Inventory

- 4Q sales as well as reduction in parts and materials lead to 50 billion yen reduction in inventory at the end of December compared to end of September
- Aiming for appropriate level of inventory of 60 or fewer days at the end of December 2025

(Billions of yen)

		FY 2023				FY 2024			
		Mar.-end	Jun.-end	Sep.-end	Dec.-end	Mar.-end	Jun.-end	Sep.-end	Dec.-end
Printing	Amt.	372.5	387.5	377.6	312.6	347.6	361.5	344.1	342.7
	Days	57	62	60	47	52	53	50	49
Medical	Amt.	136.3	143.1	150.9	125.9	141.1	146.0	142.1	133.2
	Days	88	102	107	77	86	97	95	83
Imaging	Amt.	163.6	173.3	184.6	168.4	191.4	182.4	168.5	158.6
	Days	69	77	77	68	86	79	63	56
Industrial	Amt.	133.0	140.0	142.8	132.9	146.4	150.2	158.7	138.0
	Days	154	187	170	136	160	168	175	130
Others & Corporate	Amt.	53.4	54.2	58.0	57.1	68.3	72.4	76.3	69.3
Total	Amt.	858.8	898.1	913.9	796.9	894.9	912.5	889.7	841.8
	Days	74	82	82	66	76	77	72	65

Cash Flow

(Full Year)

- Operating CF expected to be 650 billion yen, exceeding last year
- Decided to acquire 100 billion yen of own shares and raise dividend to 160 yen per share

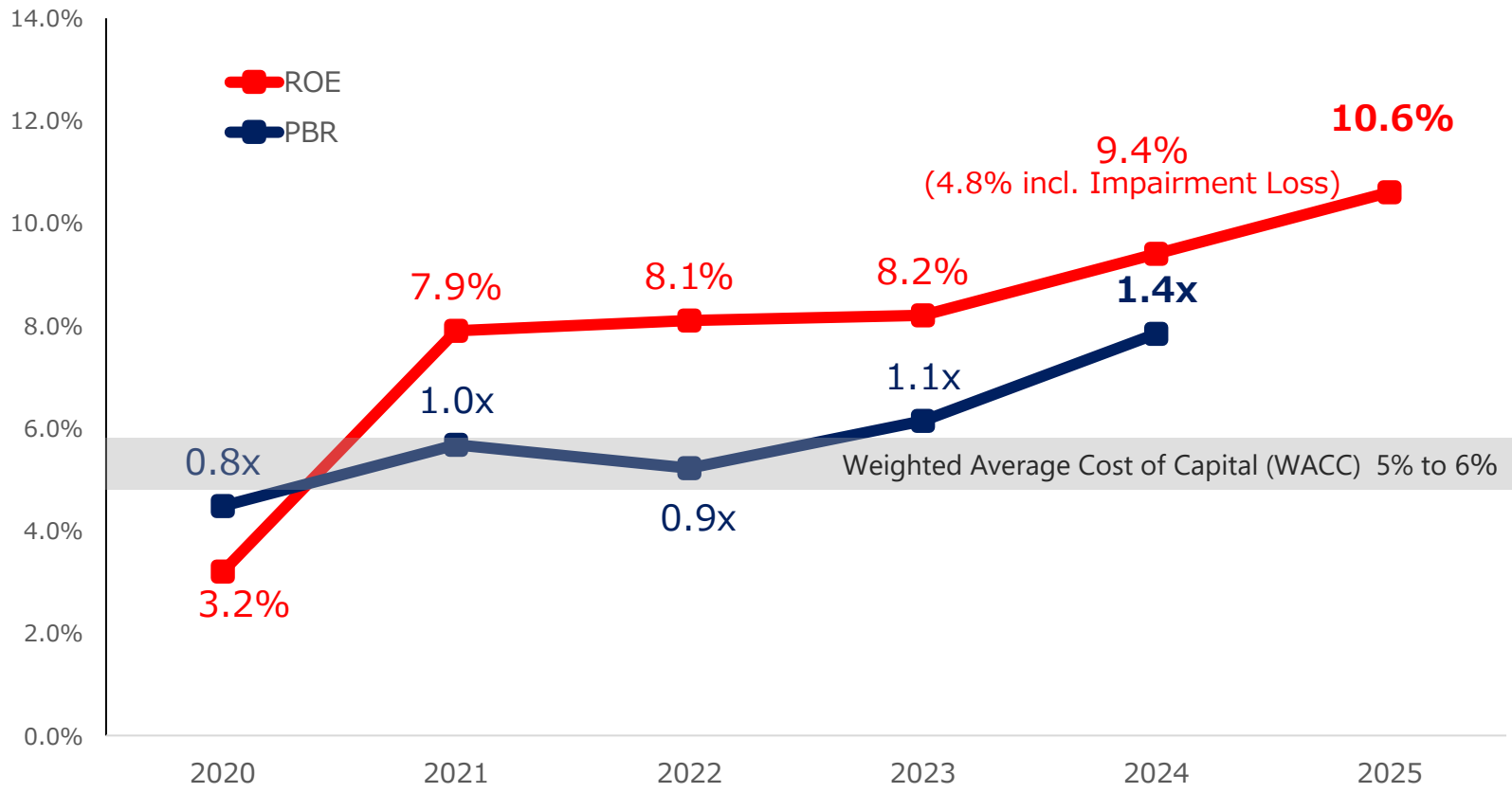
(Billions of yen)	FY 2025 Projection	FY 2024 Actual	FY 2023 Actual
Net income	364.0	325.1	264.5
Depreciation and amortization	240.0	235.5	238.7
Others	47.0	46.2	-52.0
Net cash provided by operating activities	651.0	606.8	451.2
Capital expenditure	-250.0	-237.0	-231.7
Others	-100.0	-60.3	-43.7
Net cash used in investing activities	-350.0	-297.3	-275.4
Free cash flow	301.0	309.5	175.8
Net cash provided by (used in) financing activities	-345.0	-226.0	-156.7
Effect of exchange rate changes on cash and cash equivalents	-7.6	16.7	20.1
Net change in cash and cash equivalents	-51.6	100.2	39.2
Cash and cash equivalents at end of period	450.0	501.6	401.3
Cash-on-hand (In months of Net sales)	1.1	1.3	1.1

* Figures for 2023 and 2024 calculated using second half net sales. 2025 figures based on net sales for full year

* 2024 net income figure excludes the impact of impairment loss.

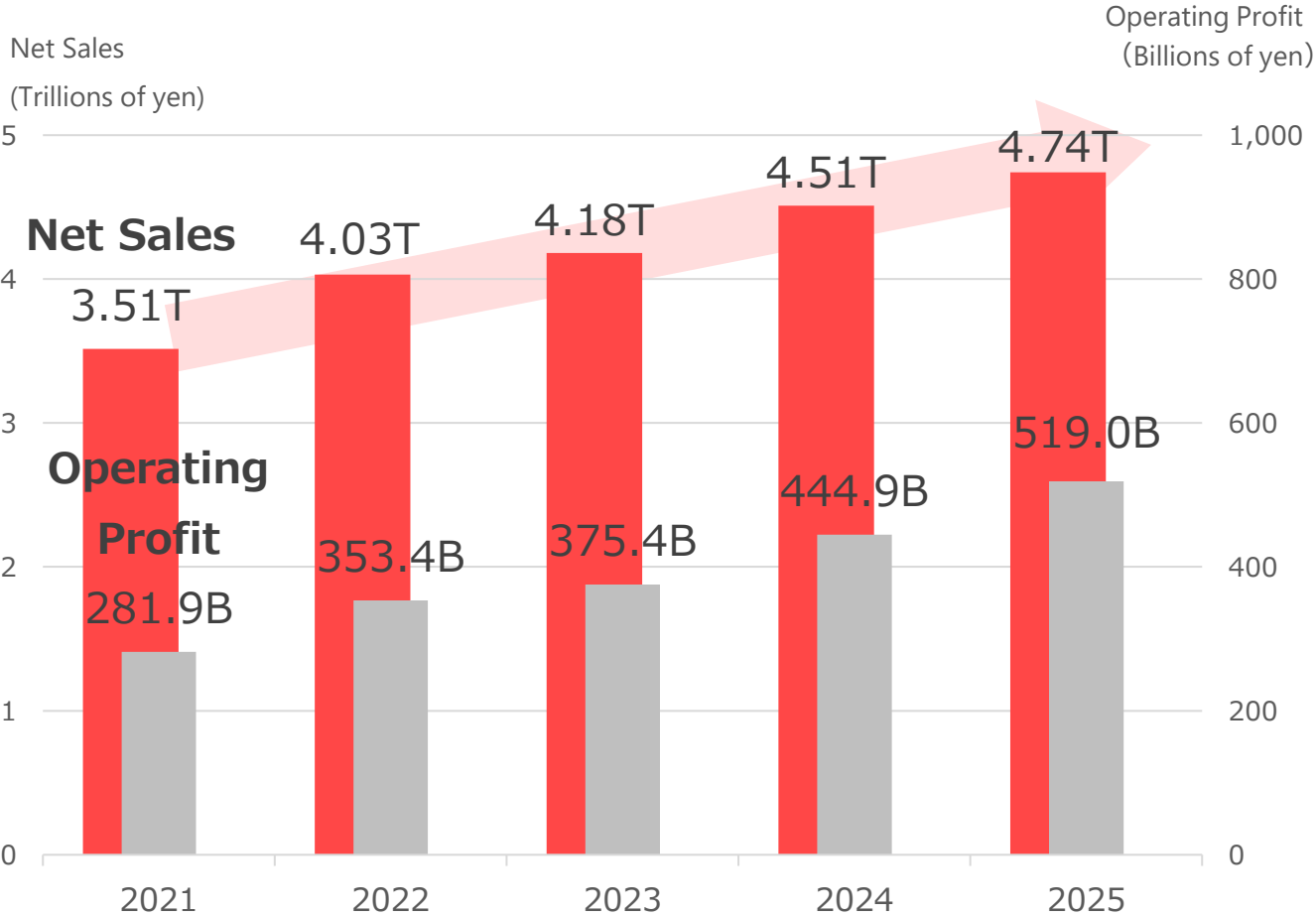
Return on Capital

- 2024 ROE 9.4%, 1.2 points above last year
- Work for further improvement, achieve 2025 target of 10% or higher



Summary

■ In 2025, the final year of current 5-year plan, basically complete structural reforms and work to lay the groundwork for next five year



* 2024 excludes the impact of impairment loss.

At start of Phase VI

2025 Targets

- Net sales: 4.5 trillion yen or more**
- Gross profit ratio: 47% or higher**
- Op. expense ratio: 35% or lower**
- Op. profit ratio: 12% or higher**
- Net income ratio: 8% or higher**
- ROE: 10% or higher**

Supplementary Information

P&L

(4Q/FY 2024 Results)

(Billions of yen)	4Q			Full Year				
	2024 Actual	2023 Actual	% Change	2024 Actual	2023 Actual	% Change	2024 Previous Projection	Amount Change
Net Sales	1,273.7	1,163.7	+9.5%	4,509.8	4,181.0	+7.9%	4,540.0	-30.2
Gross Profit (% of Net Sales)	596.7 46.8%	548.1 47.1%	+8.9%	2,143.1 47.5%	1,968.9 47.1%	+8.8%	2,148.0 47.3%	-4.9
Op. Expenses (% of Net Sales)	448.5 35.2%	432.1 37.1%		1,698.2 37.6%	1,593.5 38.1%		1,692.5 37.3%	-5.7
Op. Profit (% of Net Sales)	148.2 11.6%	116.0 10.0%	+27.8%	444.9 9.9%	375.4 9.0%	+18.5%	455.5 10.0%	-10.6
IBT	155.5	114.8	+35.5%	466.3	390.8	+19.3%	475.5	-9.2
Net Income (% of Net Sales)	106.6 8.4%	80.6 6.9%	+32.3%	325.1 7.2%	264.5 6.3%	+22.9%	325.0 7.2%	+0.1
USD	152.42	147.93		151.63	140.85		149.62	
EUR	162.55	159.16		163.99	152.20		163.19	

* 2024 figures exclude the impact of impairment loss.

2024 Financial Results by Business Unit

(4Q/FY 2024 Results)



(Billions of yen)		4Q			Full Year				
		2024 Actual	2023 Actual	% Change	2024 Actual	2023 Actual	% Change	2024 Previous Projection	Amount Change
Printing	Net Sales	677.1	642.6	+5.4%	2,522.7	2,346.1	+7.5%	2,516.0	+6.7
	Op. Profit	84.5	72.4	+16.7%	289.9	228.3	+27.0%	288.0	+1.9
	(%)	(12.5%)	(11.3%)		(11.5%)	(9.7%)		(11.4%)	
Medical	Net Sales	161.3	164.2	-1.8%	568.8	553.8	+2.7%	580.8	-12.0
	Op. Profit	8.9	13.7	-34.9%	24.7	31.6	-22.1%	33.1	-8.4
	(%)	(5.5%)	(8.4%)		(4.3%)	(5.7%)		(5.7%)	
Imaging	Net Sales	277.6	229.3	+21.1%	937.4	861.6	+8.8%	955.8	-18.4
	Op. Profit	52.4	33.7	+55.6%	151.3	145.6	+3.9%	152.6	-1.3
	(%)	(18.9%)	(14.7%)		(16.1%)	(16.9%)		(16.0%)	
Industrial	Net Sales	122.2	99.0	+23.5%	356.5	314.7	+13.3%	363.4	-6.9
	Op. Profit	24.9	23.3	+6.9%	68.9	58.6	+17.6%	69.4	-0.5
	(%)	(20.4%)	(23.6%)		(19.3%)	(18.6%)		(19.1%)	
Others & Corporate	Net Sales	64.8	52.5	+23.5%	233.7	208.8	+11.9%	228.6	+5.1
	Op. Profit	-23.0	-26.3	-	-91.2	-86.3	-	-88.9	-2.3
	(%)	(35.6%)	(50.1%)		(39.0%)	(41.3%)		(38.9%)	
Eliminations	Net Sales	-29.3	-23.9	-	-109.3	-104.0	-	-104.6	-4.7
	Op. Profit	0.5	-0.8	-	1.3	-2.4	-	1.3	0.0
	(%)	(1.5%)	(3.3%)		(1.2%)	(2.3%)		(1.2%)	
Total	Net Sales	1,273.7	1,163.7	+9.5%	4,509.8	4,181.0	+7.9%	4,540.0	-30.2
	Op. Profit	148.2	116.0	+27.8%	444.9	375.4	+18.5%	455.5	-10.6
	(%)	(11.6%)	(10.0%)		(9.9%)	(9.0%)		(10.0%)	

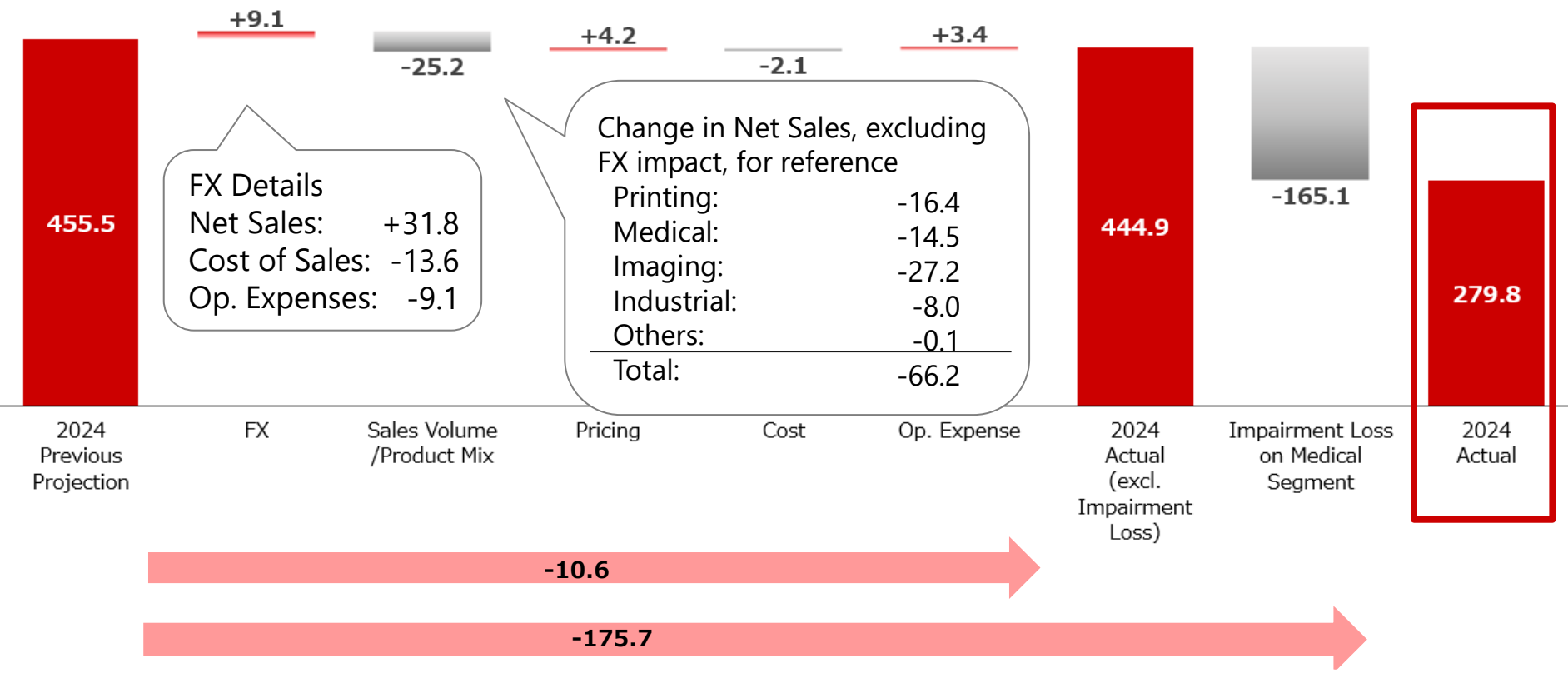
* 2024 figures exclude the impact of impairment loss.

* From 2024, some reclassification between Others & Corporate and Eliminations was made to manage the performance of reportable segments more appropriately. The figures for 2023 were also reclassified.

2024 Operating Profit Analysis

(FY 2024 Actual versus FY 2024 Previous Projection)

(Billions of yen)



Printing

Net Sales & Net Sales Growth Rate Y/Y

(Billions of yen)

		4Q			Full Year					Full Year	
		2024 Actual	2023 Actual	% Change	2024 Actual	2023 Actual	% Change	2024 Previous Projection	Amount Change	2025 Projection	% Change
Production		125.7	119.2	+5.4%	441.5	401.6	+9.9%	442.5	-1.0	457.7	+3.7%
Office	Office MFDs	167.5	170.5	-1.7%	647.0	622.2	+4.0%	652.6	-5.6	650.1	+0.5%
	Others	108.2	96.9	+11.7%	408.2	364.1	+12.1%	407.3	+0.9	433.6	+6.2%
		275.7	267.4	+3.1%	1,055.2	986.3	+7.0%	1,059.9	-4.7	1,083.7	+2.7%
Prosumer	LPs	182.5	162.4	+12.4%	679.6	608.9	+11.6%	662.7	+16.9	664.3	-2.2%
	IJPs	93.2	93.6	-0.5%	346.5	349.3	-0.8%	350.9	-4.4	352.3	+1.7%
		275.7	256.0	+7.7%	1,026.1	958.2	+7.1%	1,013.6	+12.5	1,016.6	-0.9%
Net Sales		677.1	642.6	+5.4%	2,522.7	2,346.1	+7.5%	2,516.0	+6.7	2,558.0	+1.4%
Op. Profit		84.5	72.4	+16.7%	289.9	228.3	+27.0%	288.0	+1.9	323.6	+11.6%
%		12.5%	11.3%		11.5%	9.7%		11.4%		12.7%	

Net Sales Growth Rate Y/Y (Local Currency)

	2024		2025
	4Q	Full Year Actual	Projection
Production	+2.9%	+2.8%	+5.3%
Office	+1.4%	+2.2%	+3.7%
Prosumer	+6.1%	+2.4%	+0.2%
Total	+3.5%	+2.4%	+2.6%

Unit Growth Rate Y/Y

	2024		2025
	4Q	Full Year Actual	Projection
Office MFDs	-7%	-3%	+5%
LPs	+37%	+14%	-5%
IJPs	-4%	-6%	+4%

Printing Hardware & Non-hardware Sales

Net Sales Growth Rate of Printing Hardware & Non-hardware

			FY 2025	FY 2024		FY 2023	
			Full Year Projection	4Q Actual	Full Year Actual	4Q Actual	Full Year Actual
Production	JPY	Hardware	+8%	+7%	+11%	+13%	+11%
		Non-hardware	+1%	+4%	+9%	+8%	+11%
	LC	Hardware	+9%	+4%	+4%	+7%	+3%
		Non-hardware	+3%	+2%	+2%	+2%	+3%
Office MFDs	JPY	Hardware	+3%	-6%	+1%	+3%	+12%
		Non-hardware	-2%	+2%	+7%	+4%	+7%
	LC	Hardware	+4%	-8%	-5%	-2%	+5%
		Non-hardware	-1%	0%	+1%	-1%	+2%
LPs	JPY	Hardware	-3%	+36%	+17%	-30%	-10%
		Non-hardware	-2%	+1%	+9%	+13%	-4%
	LC	Hardware	-2%	+33%	+11%	-33%	-15%
		Non-hardware	-1%	0%	+5%	+10%	-6%
IJPs	JPY	Hardware	+7%	+2%	-2%	-22%	-14%
		Non-hardware	-2%	-2%	0%	-4%	+2%
	LC	Hardware	+8%	0%	-8%	-26%	-18%
		Non-hardware	-1%	-4%	-6%	-8%	-4%

Medical

Net Sales & Net Sales Growth Rate Y/Y

(Billions of yen)

	4Q			Full Year					Full Year	
	2024 Actual	2023 Actual	% Change	2024 Actual	2023 Actual	% Change	2024 Previous Projection	Amount Change	2025 Projection	% Change
Net Sales	161.3	164.2	-1.8%	568.8	553.8	+2.7%	580.8	-12.0	590.0	+3.7%
Op. Profit	8.9	13.7	-34.9%	24.7	31.6	-22.1%	33.1	-8.4	39.5	+60.2%
%	5.5%	8.4%		4.3%	5.7%		5.7%		6.7%	

Net Sales Growth Rate Y/Y (Local Currency)

	2024		2025
	4Q	Full Year Actual	Projection
Total	-2.8%	-1.0%	+4.9%

Imaging

Net Sales & Net Sales Growth Rate Y/Y

(Billions of yen)

	4Q			Full Year					Full Year	
	2024 Actual	2023 Actual	% Change	2024 Actual	2023 Actual	% Change	2024 Previous Projection	Amount Change	2025 Projection	% Change
Cameras	176.5	154.0	+14.6%	579.9	544.6	+6.5%	593.9	-14.0	627.3	+8.2%
Network Cameras & Others	101.1	75.3	+34.3%	357.5	317.0	+12.8%	361.9	-4.4	409.4	+14.5%
Net Sales	277.6	229.3	+21.1%	937.4	861.6	+8.8%	955.8	-18.4	1,036.7	+10.6%
Op. Profit	52.4	33.7	+55.6%	151.3	145.6	+3.9%	152.6	-1.3	169.2	+11.8%
%	18.9%	14.7%		16.1%	16.9%		16.0%		16.3%	

Net Sales Growth Rate Y/Y (Local Currency)

	2024		2025
	4Q	Full Year Actual	Projection
Cameras	+11.9%	+0.4%	+9.3%
NWCs & Others	+28.6%	+6.0%	+16.0%
Total	+17.4%	+2.5%	+11.9%

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

	2024		2025
	4Q	Full Year Actual	Projection
Units (Millions)	0.85	2.84	2.90
Growth Rate	6%	-1%	2%

Industrial

Net Sales & Net Sales Growth Rate Y/Y

(Billions of yen)

	4Q			Full Year					Full Year	
	2024 Actual	2023 Actual	% Change	2024 Actual	2023 Actual	% Change	2024 Previous Projection	Amount Change	2025 Projection	% Change
Optical Equipment	93.6	68.8	+36.0%	253.4	212.6	+19.2%	255.0	-1.6	305.5	+20.6%
Industrial Equipment	28.6	30.2	-4.9%	103.1	102.1	+1.0%	108.4	-5.3	118.7	+15.1%
Net Sales	122.2	99.0	+23.5%	356.5	314.7	+13.3%	363.4	-6.9	424.2	+19.0%
Op. Profit	24.9	23.3	+6.9%	68.9	58.6	+17.6%	69.4	-0.5	76.3	+10.7%
%	20.4%	23.6%		19.3%	18.6%		19.1%		18.0%	

Net Sales Growth Rate Y/Y (Local Currency)

	2024		2025
	4Q	Full Year Actual	Projection
Opt. Equip.	+35.1%	+17.6%	+20.7%
Industrial Equip.	-5.4%	+0.5%	+15.8%
Total	+22.8%	+12.1%	+19.3%

Lithography Equipment (Units)

		2024		2025
		4Q	Full Year Actual	Projection
Semiconductor	KrF	17	51	76
	i-line	58	182	232
		75	233	308
FPD		15	27	32