

Canon Inc.

2025 Corporate Strategy Conference

Printing Group

March 7, 2025

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Head of Printing Group



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Printing Group Corporate Strategy Conference

Agenda

- **Global Excellent Corporation Plan Phase VI**
Review of Strategies & Measures
- **Progress report up to 2024**
- **Roll out of priority measures**

【Review】 Phase VI Strategies & Initiatives (Priority measures)

- **Business Strategy**
- **Initiatives (Priority measures)**
 - *Monozukuri* innovation
 - Sales innovation
- **Expand profit in existing business areas and expand sales in new business areas through enhanced business structural reform**
- **Strengthen product development capability through deeper Group collaboration**
- **Enhance product strength through full deployment of platform innovation**
- **Product evolution through enhancement of key value technology**
- **Highly efficient sales through smart service system**

【Review】 Reconstruct important mkts. and expand business area

■ Resegment mkt., identify key mkts., and expand business area

Mkt. definition



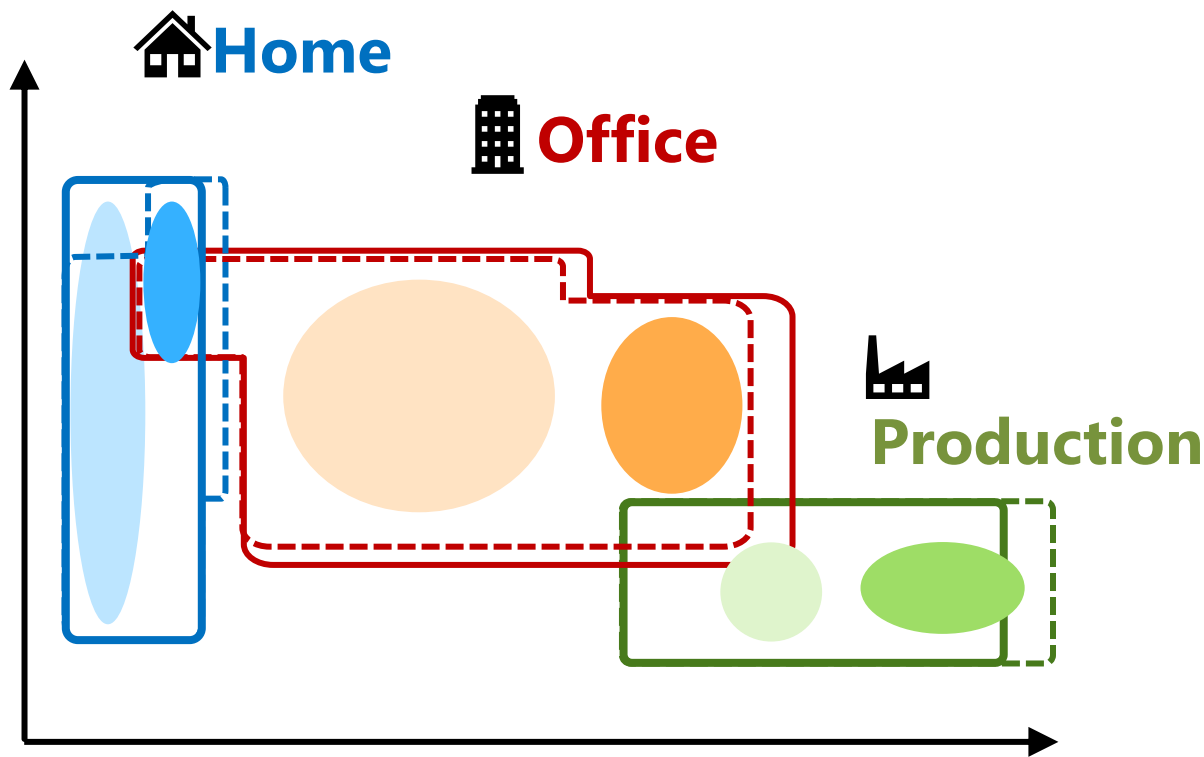
(Source: Research co. data + Canon analysis)

Running cost (Yen/A4)

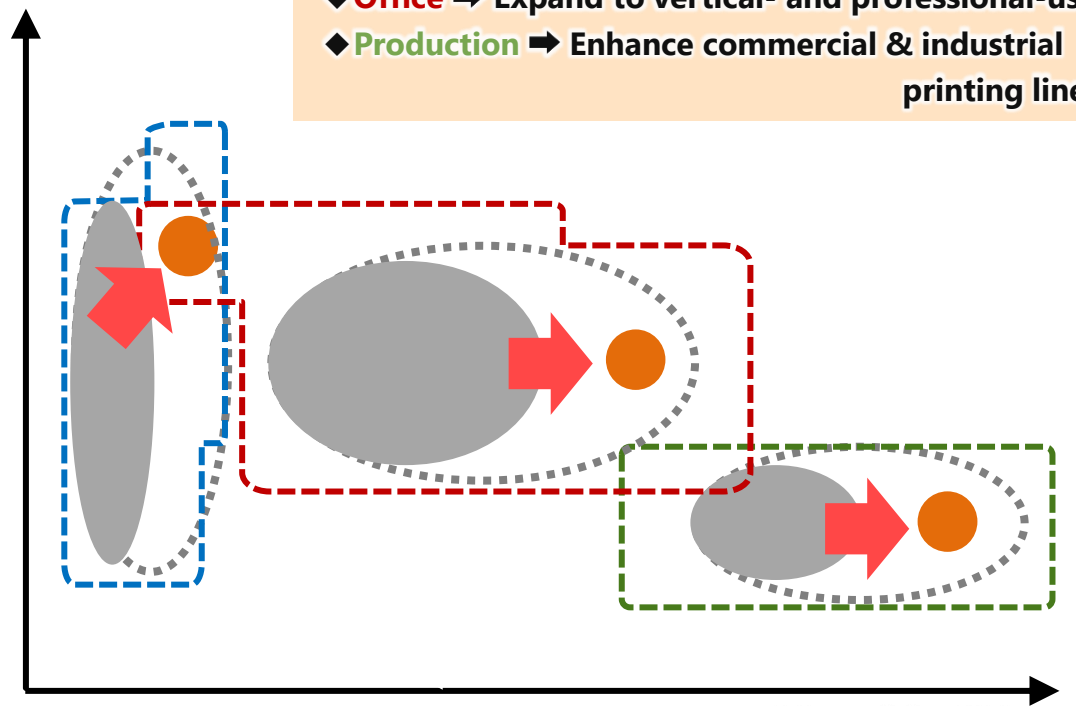
Running cost (Yen/A4)

Expand business area

- ◆ Home ⇒ Expand to new business-use
- ◆ Office ⇒ Expand to vertical- and professional-use
- ◆ Production ⇒ Enhance commercial & industrial printing lineup



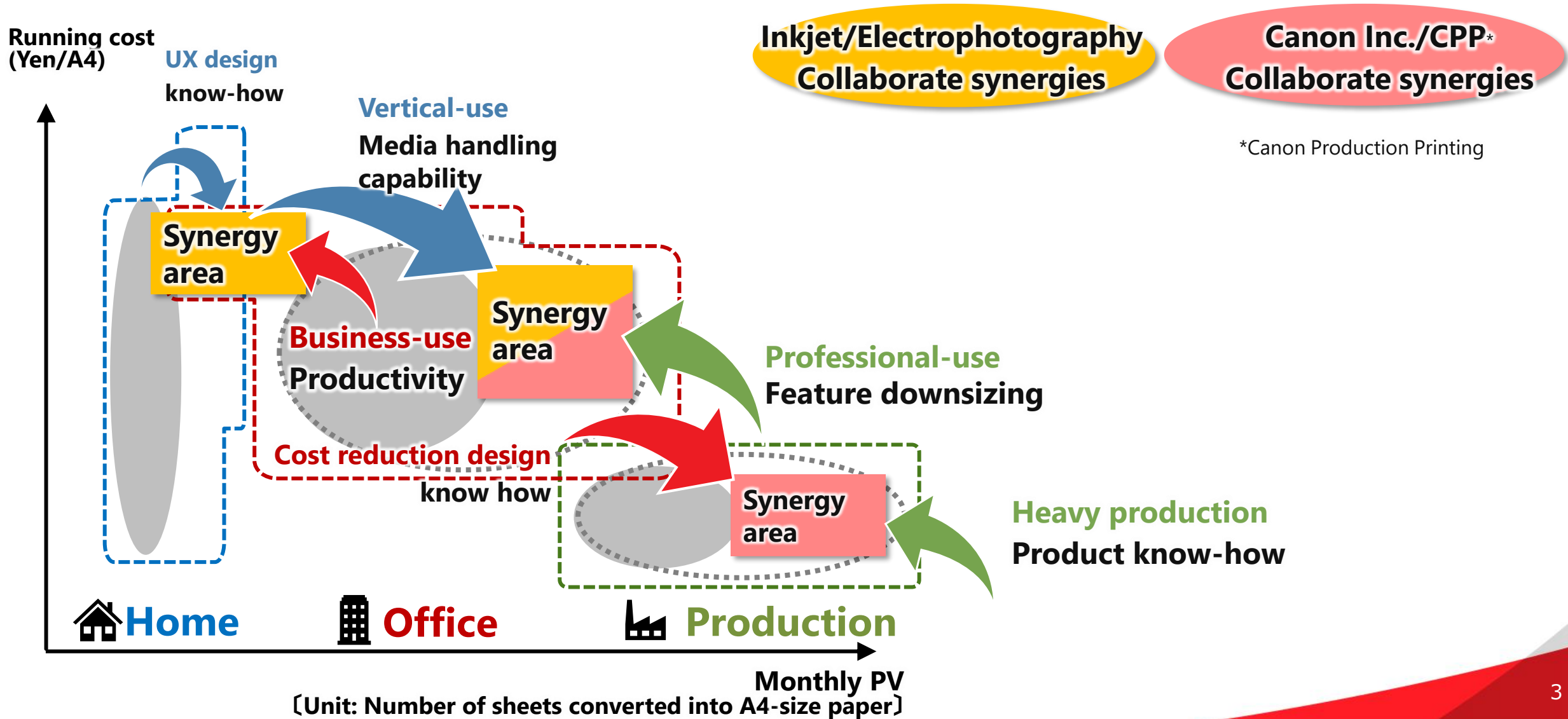
Monthly PV [Unit: Number of sheets converted into A4-size paper]



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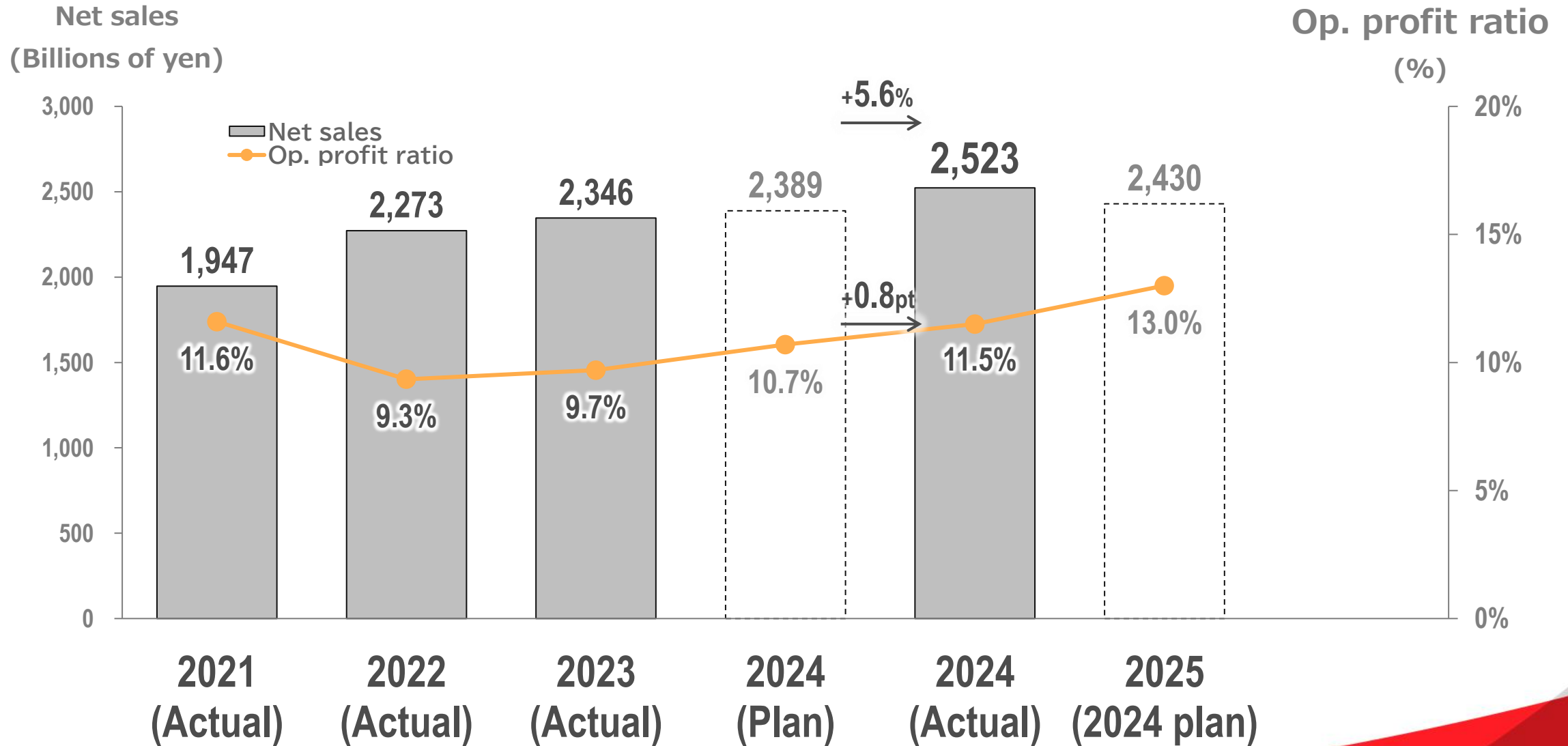
【Review】 Reconstruct important mkts. and develop optimized products

Expand product development capability through Group collaboration



Progress report up to 2024

■ Printing Group sales and profitability








Progress report up to 2024

■ Results & Challenges

- **Expansion of Platform innovation & Group collaboration**
 - **Expand sales and reduce cost of products in existing areas (Improve product reputation and reduce burden of service operations)**
 - **Progress in launching products in new areas (New Production and Office products)**
- **Prosumer inkjet products returning to path of growth**
 - **Introduce drastic measures for products and sales**

■ WW market share

	2023		2024	<Results and challenges>
Production <ul style="list-style-type: none"> Commercial printing printers Continuous feed (excluding China) Commercial printing printers A3+ Large-format printers GA/CAD 	<u>1st</u> 33%	+5pt 	<u>1st</u> 38%	<ul style="list-style-type: none"> ✓ Enhanced product capability via collaborative development ✓ Expanded sales of imagePRESS V-series to secure No.1 mkt. shr. (2 consecutive years)
	<u>1st</u> 27%	+4pt 	<u>1st</u> 31%	
	<u>2nd</u> 31%	▲1pt 	<u>2nd</u> 30%	
Office <ul style="list-style-type: none"> A3 MFD 	<u>1st</u> 18%	+1pt 	<u>1st</u> 19%	<ul style="list-style-type: none"> ✓ Achieved share No.1 for 4th consecutive year through enhanced performance
Prosumer <ul style="list-style-type: none"> Inkjet printers 	<u>3rd</u> 27%	▲2pt 	<u>3rd</u> 25%	<ul style="list-style-type: none"> ✓ Enhanced competitiveness (Rebuild product lineup)

(Source: Research co. data + Canon analysis)

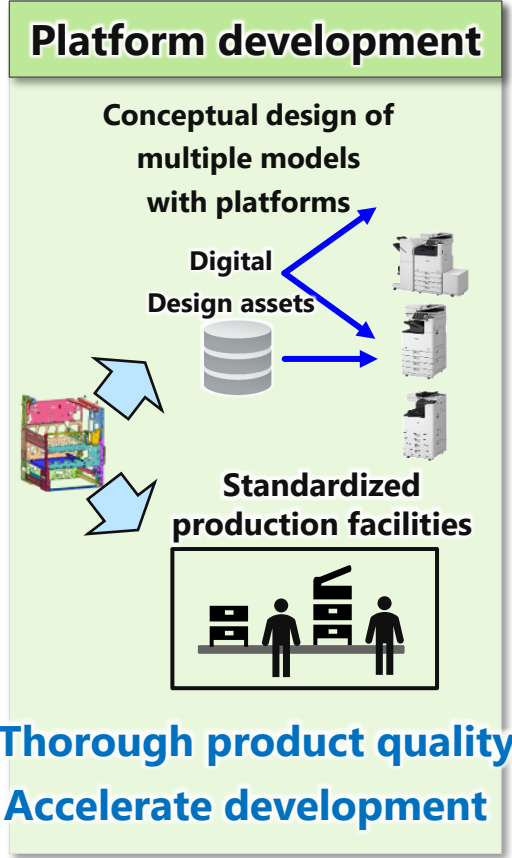
Results

Prepare product lineup through *monozukuri* innovation

Expand product value through progress in platform innovation

2021 - 2024

Core tech



Products



imageRUNNER ADVANCE DX series
Platform ratio 43% → 95%



Mkt. value

Product essential performance

- Security**
High security
- Safety**
High quality
High stability
- Easy**
Easy to understand
Easy to use UX

Mfr. value

Reduce service burden via improved product quality

- Reduce service cost
- Cost reduction and enhanced product lineup via shorter development lead time
- Raise profitability

Results

Launching new products through *monozukuri* innovation

■ Progress in Group collaboration and platform innovation

Running cost (Yen/A4)

UX design know-how

Vertical-use media handling capability

Synergy area

Business-use productivity

Synergy area

Cost reduction design know-how

Synergy area

Inkjet/Electrophotography Collaborate synergies

*Canon Production Printing N.V.

Canon Inc./CPP* Collaborate synergies

Office-products

imageFORCE C7165

Next generation color MFD

New in-house printer

Professional-use Compact features

Production products



varioPRESS iV7

B2-size paper inkjet digital press for commercial printing



LabelStream LS2000

Canon's first water-based inkjet label press for industrial printing



varioPRINT iX1700

B3-size paper inkjet digital press for commercial printing

Home

Office

Production

Heavy production Product know-how

Monthly PV

[Unit: Number of sheets converted into A4-size paper]

Progress

Start of business partnership with HEIDELBERG (Germany)

■ Nov. 2024 Signed contract with HEIDELBERG



Top share of digital printing equip.
Technology and strong products



HEIDELBERG

Heidelberger Druckmaschinen AG
Top share of analog printing equipment
Market knowledge and customer base

■ Products covered

B3-size model

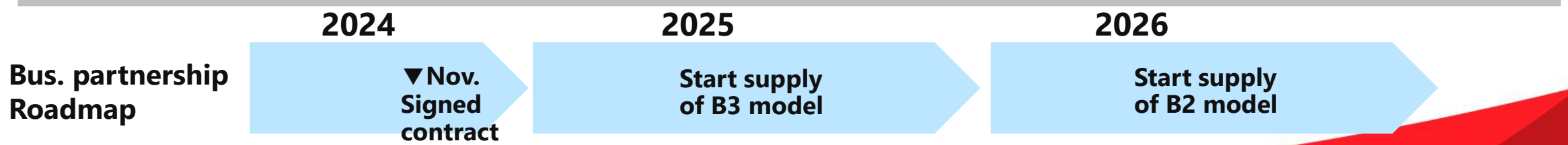
Product name: HEIDELBERG Jetfire50



drupa 2024 (Germany)
Announced at Heidelberg booth

B2-size model

Product name: HEIDELBERG Jetfire75



Results

Launching new products through *monozukuri* innovation

■ Progress in Group collaboration and platform innovation

Running cost (Yen/A4)

UX design know-how

Vertical-use media handling capability

Synergy area

Business-use productivity

Synergy area

Cost reduction design know-how

imageFORCE C7165

Next generation color MFD

New in-house printer

Professional-use Compact features

Synergy area

Inkjet/Electrophotography Collaborate synergies

*Canon Production Printing N.V.

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Office products

Production products



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Production

Heavy production Product know-how

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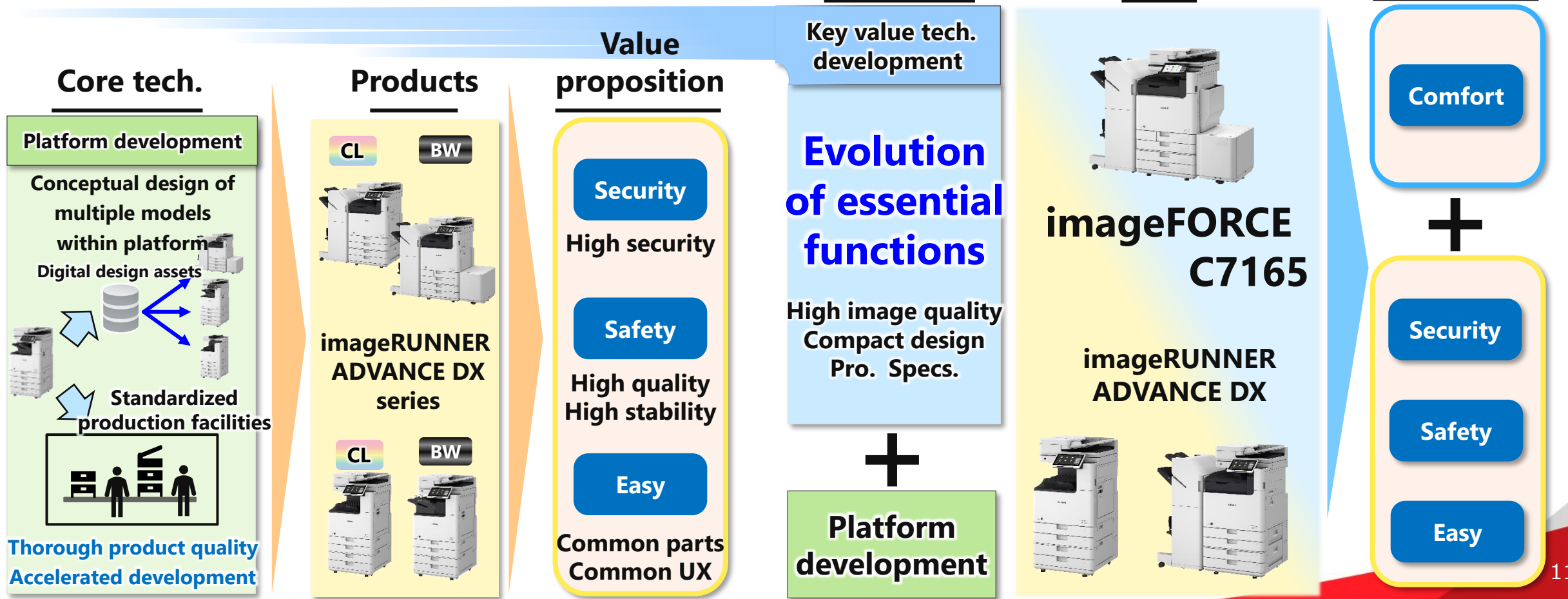
Progress

Launching new products through *monozukuri* innovation

■ Progress in Group collaboration and platform innovation
Reinforce product strength through key value technology

2021 - 2023

2024 -



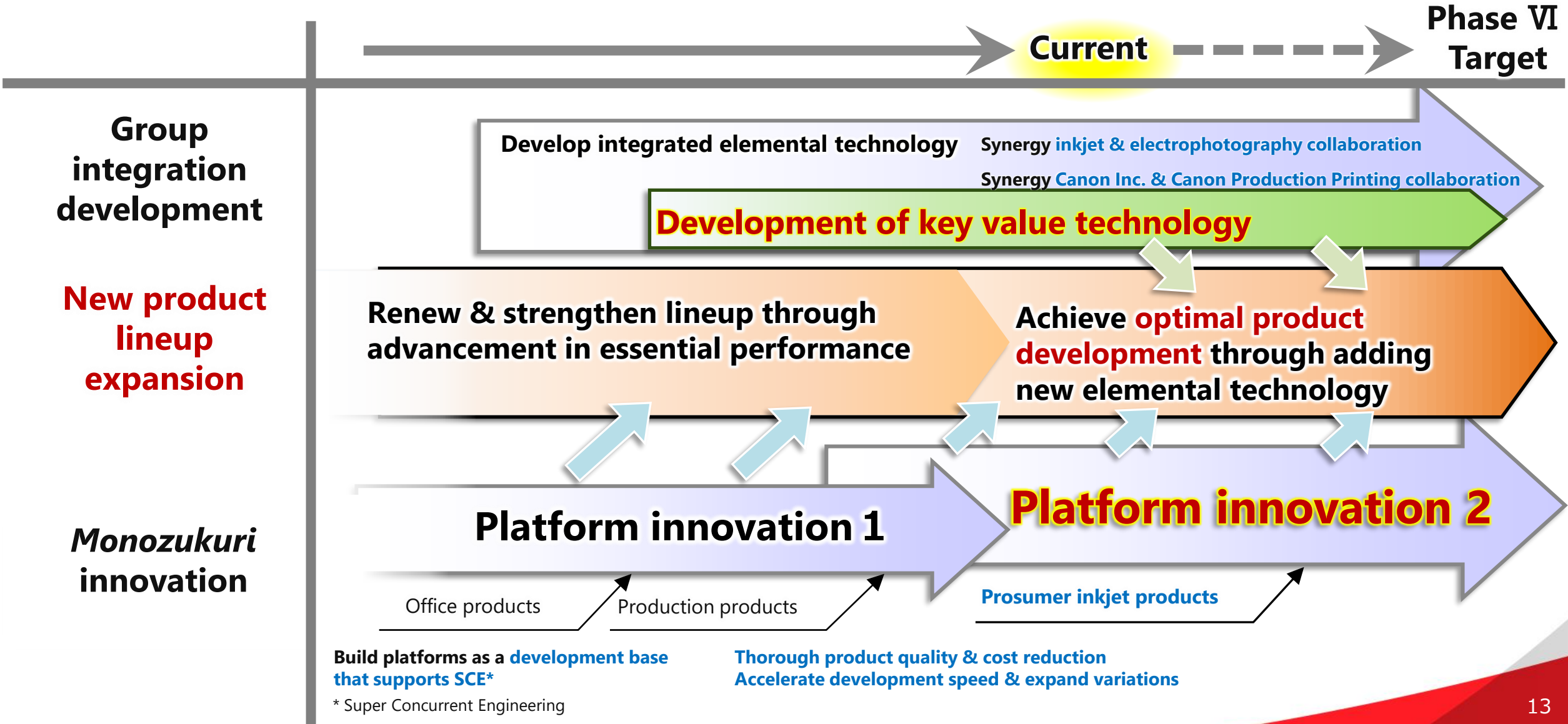
Roll out of important measures

- **Accelerate platform innovation 2**
- **Manifestation of key value tech. development**
- **Launch smart service system**

Advancement

Strengthen product development through *monozukuri* innovation

■ Fully deploy platform innovation and evolve products through key value development



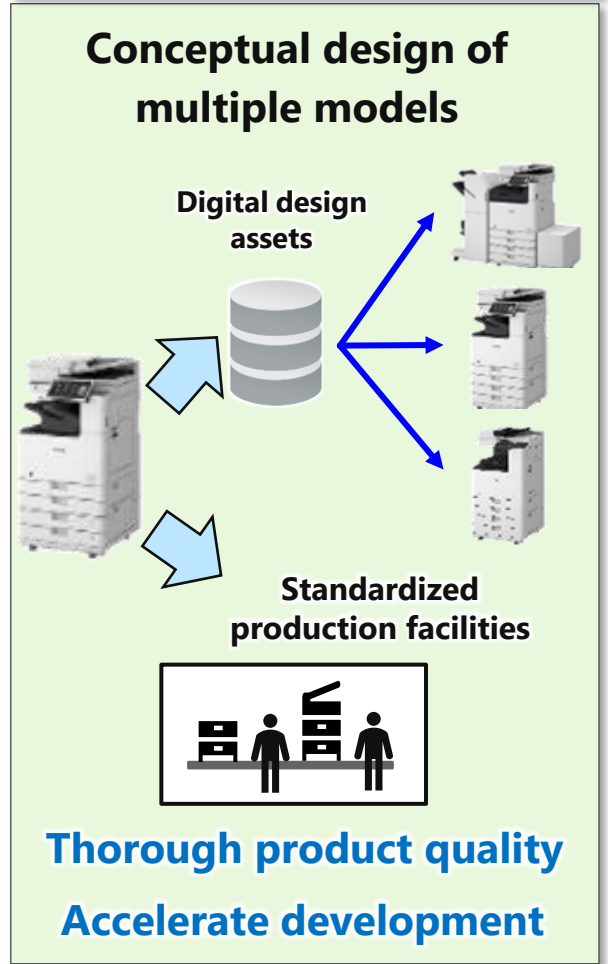
Advancement

Strengthen product development through *monozukuri* innovation

■ Reenforce product strength through key value technology development

2024 -

Develop platform technology

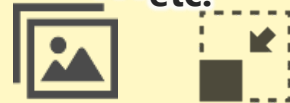


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Development of key value technology

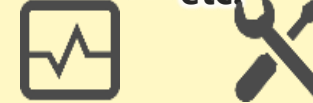
Evolution in essential features

Image quality ·
productivity ·
deliverables ·
compact design
...etc.



Raise product utilization rate

Life and status of
operation
· Ease of
maintenance
...etc.



Raise quality of customer operations

Automation ·
labor saving · DX · AI
...etc.

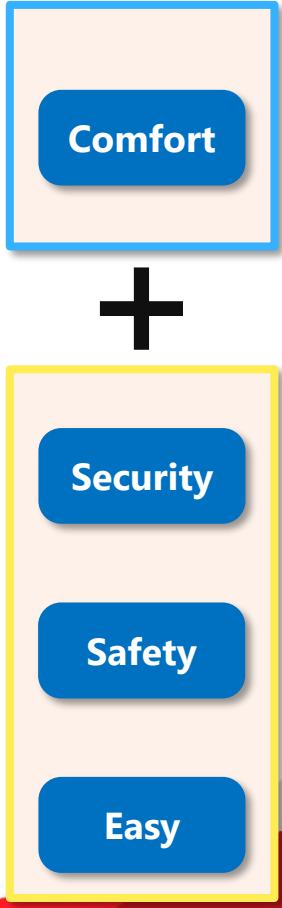


Evolving functions to adapt to the times

Security · UX · GX
...etc.



Value proposition



【References】 Development of key value technology (Manifestation)

Key value

Evolution of essential features
(high image quality and compact design)

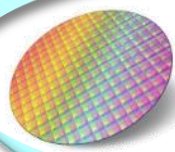
Incorporated in "imageFORCE C7165"

■ **Realized technology: : New Lithography device** D² Exposure
(Defined × Detailed Exposure)

Semiconductors/MEMS
Production technology

Group collaboration synergies

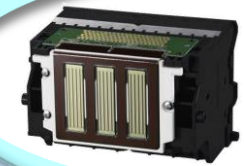
Inkjet high-density technology



LED device
Development/
production

High resolution LED print head

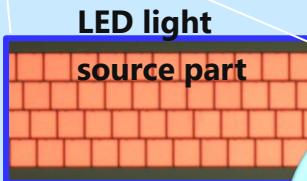
Canon proprietary technology



Ultra-high
precision
mounting
tech.



D² Exposure



LED light
source part

Automation of
production technology



High-precision
mass production
technology

Ultra-high precision **4800dpi** Industry's first

In-house components
Production sites

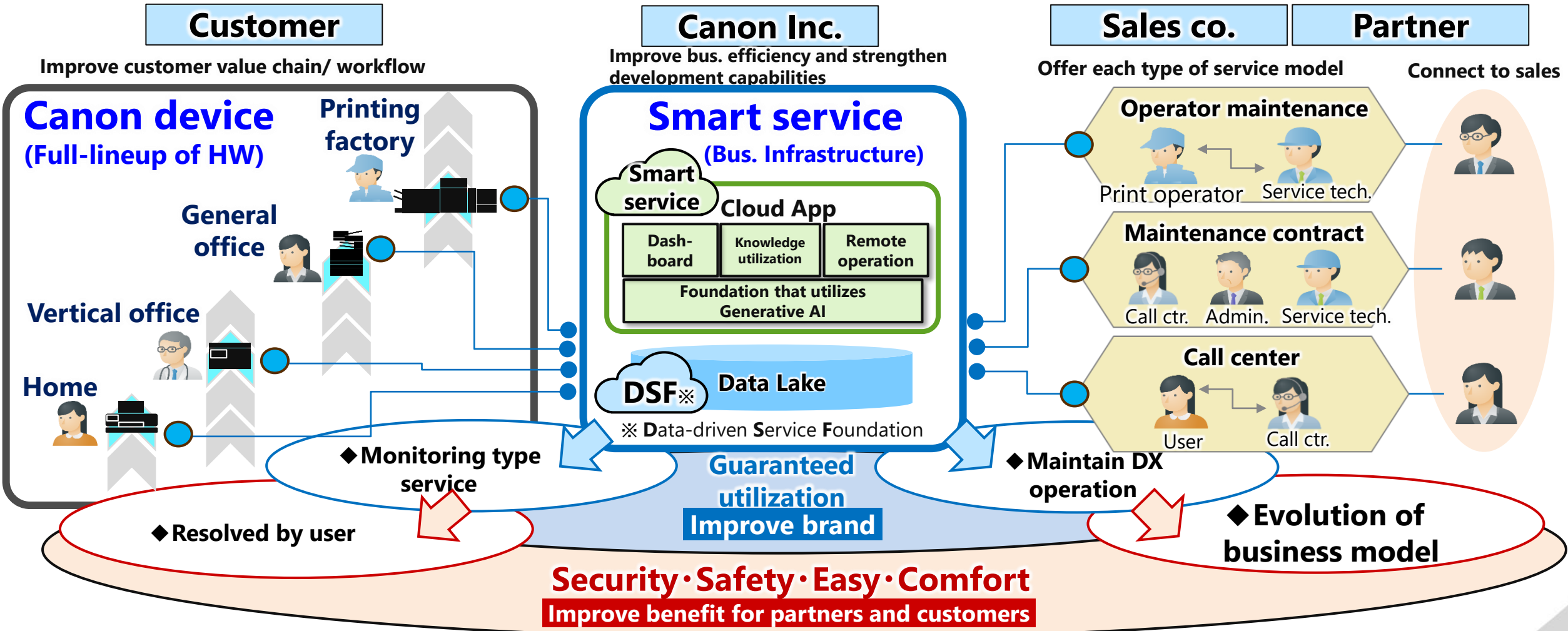


Domestic
production
Technology
capability

Realize appealing printed materials through rich expression

Expanding sales efficiency through smart service systems

■ Create new value for customers, partners, and Canon, through devices and business infrastructure



■ Planned operation start of 2026

2025 Targets (Printing Group)

