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# Canon Inc.

## FY 2024 Results

January 30, 2025

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. Should one or more 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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# Medical Business Impairment Loss

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- 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 grow 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

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- 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)

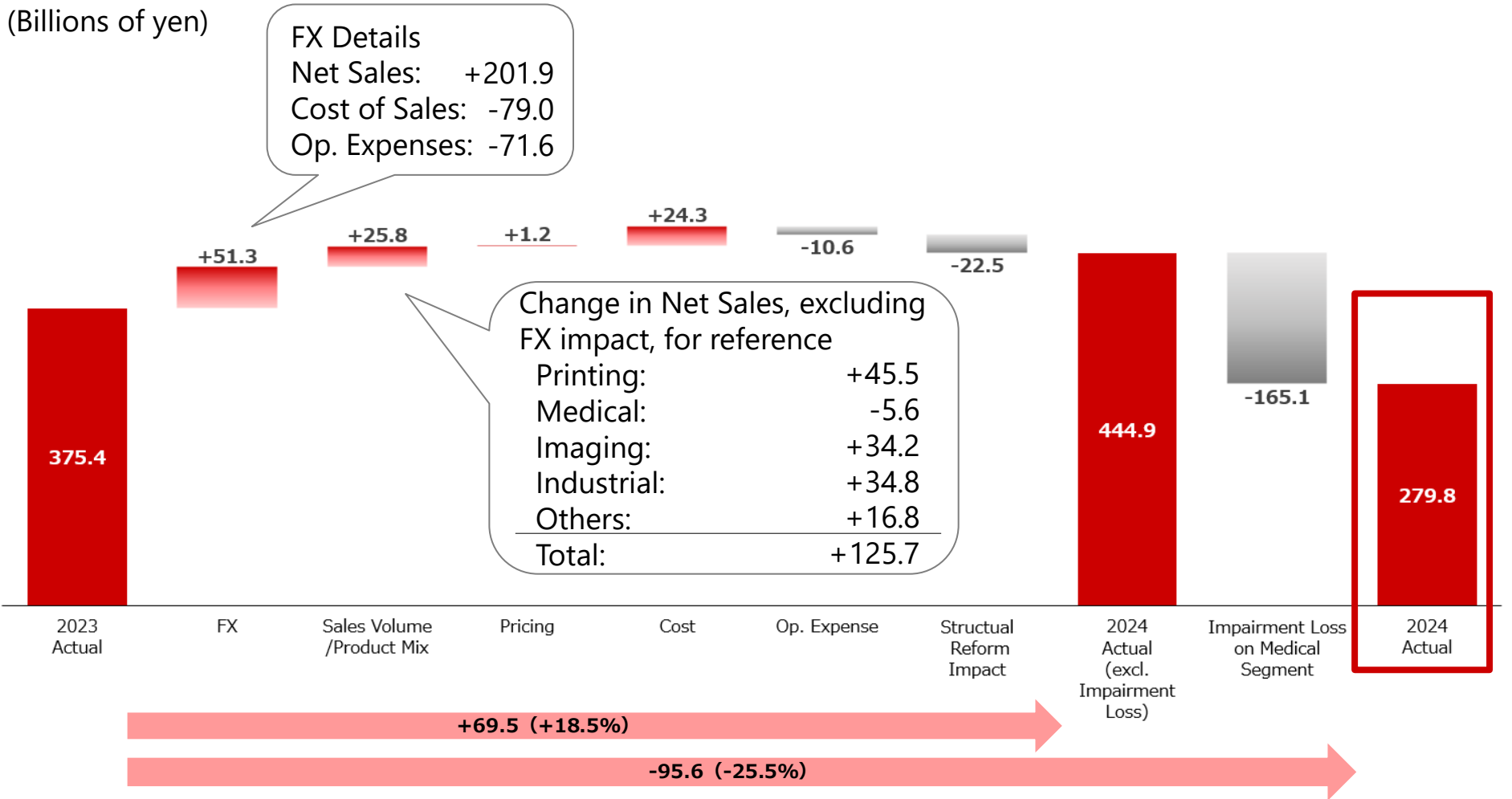
| (Billions of yen)                       | 2024<br>Actual          | 2023<br>Actual          | % Change | 2024<br>Previous<br>Projection | Amount<br>Change | Including Impairment Loss |                                            |
|-----------------------------------------|-------------------------|-------------------------|----------|--------------------------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

# FY 2024 Operating Profit Analysis

(FY 2024 Actual versus FY 2023 Actual)

Canon

(Billions of yen)



# 2024 Financial Results by Business Unit

## (Full year)



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

\* 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

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- 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        |
| <b>PL impact</b> | <b>-12.0</b> | <b>16.0</b> |

## 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          |
| <b>PL impact</b> | <b>0.0</b> | <b>-20.0</b> |

# 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         |
| <b>Total</b> | <b>5.0</b> | <b>8.0</b> | <b>13.0</b> |

## 2024-2025 Approximate Cost/Effect (Medical)

(Billions of yen)

|                  | FY 2024     | FY 2025    |
|------------------|-------------|------------|
| Cost             | 2.5         | 5.0        |
| Effect           | 0.0         | 10.0       |
| <b>PL impact</b> | <b>-2.5</b> | <b>5.0</b> |

2025 Financial Projection  
(Full Year)

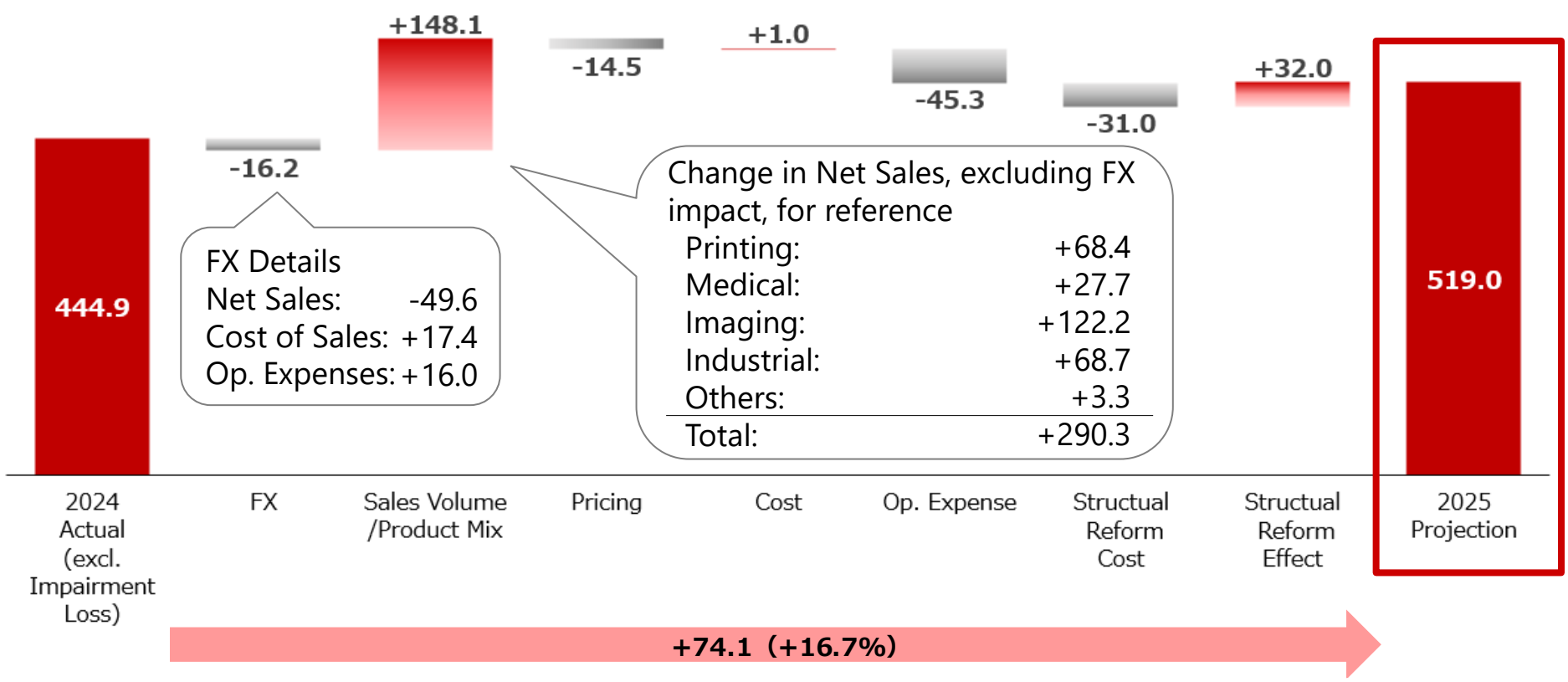
|                                  |                       |                   |                                                                            | Incl.<br>Impairment<br>Loss |
|----------------------------------|-----------------------|-------------------|----------------------------------------------------------------------------|-----------------------------|
| (Billions of yen)                | FY 2025<br>Projection | FY 2024<br>Actual | % Change                                                                   | % Change                    |
| Net Sales                        | 4,736.0               | 4,509.8           | +5.0%                                                                      |                             |
| Gross Profit<br>(% of Net Sales) | 2,240.5<br>47.3%      | 2,143.1<br>47.5%  | +4.5%                                                                      |                             |
| Op. Expenses<br>(% of Net Sales) | 1,721.5<br>36.3%      | 1,698.2<br>37.6%  |                                                                            |                             |
| Op. Profit<br>(% of Net Sales)   | 519.0<br>11.0%        | 444.9<br>9.9%     | +16.7%                                                                     | +85.5%                      |
| IBT                              | 536.0                 | 466.3             | +15.0%                                                                     | +78.0%                      |
| Net Income<br>(% of Net Sales)   | 364.0<br>7.7%         | 325.1<br>7.2%     | +12.0%                                                                     | +127.5%                     |
| USD                              | 150.00                | 151.63            | Impact of exchange rate movement<br>(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<br>Projection | FY 2024<br>Actual | % Change |
|-----------------------|------------|-----------------------|-------------------|----------|
| Printing              | Net Sales  | <b>2,558.0</b>        | <b>2,522.7</b>    | +1.4%    |
|                       | Op. Profit | <b>323.6</b>          | <b>289.9</b>      | +11.6%   |
|                       | (%)        | <b>(12.7%)</b>        | <b>(11.5%)</b>    |          |
| Medical               | Net Sales  | <b>590.0</b>          | <b>568.8</b>      | +3.7%    |
|                       | Op. Profit | <b>39.5</b>           | <b>24.7</b>       | +60.2%   |
|                       | (%)        | <b>(6.7%)</b>         | <b>(4.3%)</b>     |          |
| Imaging               | Net Sales  | <b>1,036.7</b>        | <b>937.4</b>      | +10.6%   |
|                       | Op. Profit | <b>169.2</b>          | <b>151.3</b>      | +11.8%   |
|                       | (%)        | <b>(16.3%)</b>        | <b>(16.1%)</b>    |          |
| Industrial            | Net Sales  | <b>424.2</b>          | <b>356.5</b>      | +19.0%   |
|                       | Op. Profit | <b>76.3</b>           | <b>68.9</b>       | +10.7%   |
|                       | (%)        | <b>(18.0%)</b>        | <b>(19.3%)</b>    |          |
| Others &<br>Corporate | Net Sales  | <b>226.1</b>          | <b>233.7</b>      | -3.3%    |
|                       | Op. Profit | <b>-89.8</b>          | <b>-91.2</b>      | -        |
| Eliminations          | Net Sales  | <b>-99.0</b>          | <b>-109.3</b>     | -        |
|                       | Op. Profit | <b>0.2</b>            | <b>1.3</b>        | -        |
| Total                 | Net Sales  | <b>4,736.0</b>        | <b>4,509.8</b>    | +5.0%    |
|                       | Op. Profit | <b>519.0</b>          | <b>444.9</b>      | +16.7%   |
|                       | (%)        | <b>(11.0%)</b>        | <b>(9.9%)</b>     |          |

\* 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         |
| <b>Total</b>       | <b>Amt.</b> | <b>858.8</b> | <b>898.1</b> | <b>913.9</b> | <b>796.9</b> | <b>894.9</b> | <b>912.5</b> | <b>889.7</b> | <b>841.8</b> |
|                    | <b>Days</b> | <b>74</b>    | <b>82</b>    | <b>82</b>    | <b>66</b>    | <b>76</b>    | <b>77</b>    | <b>72</b>    | <b>65</b>    |

# 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

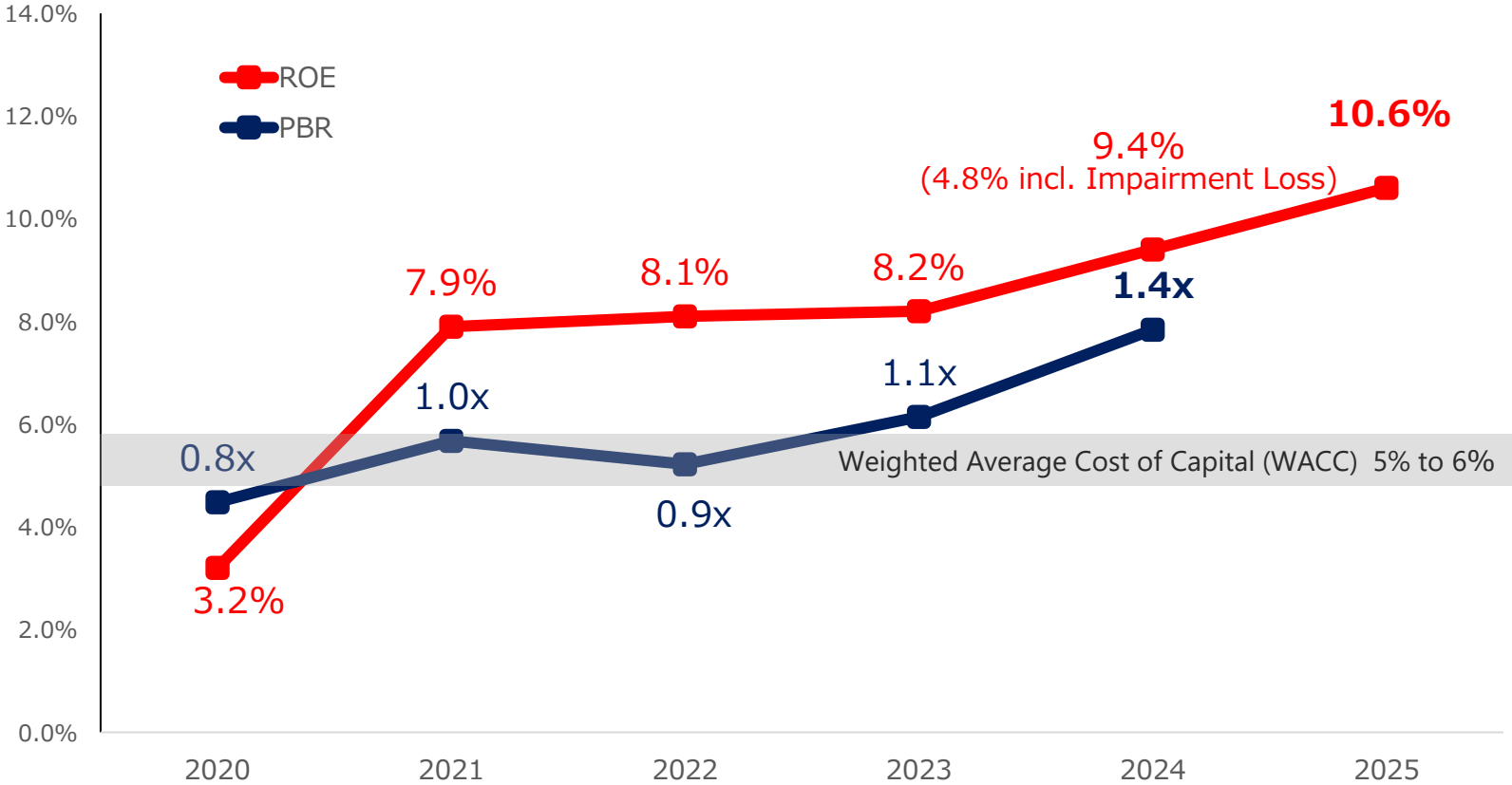
| (Billions of yen)                                            | FY 2025<br>Projection | FY 2024<br>Actual | FY 2023<br>Actual |
|--------------------------------------------------------------|-----------------------|-------------------|-------------------|
| Net income                                                   | 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            |
| <b>Free cash flow</b>                                        | <b>301.0</b>          | <b>309.5</b>      | <b>175.8</b>      |
| 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              |
| <b>Net change in cash and cash equivalents</b>               | <b>-51.6</b>          | <b>100.2</b>      | <b>39.2</b>       |
| <b>Cash and cash equivalents at end of period</b>            | <b>450.0</b>          | <b>501.6</b>      | <b>401.3</b>      |
| <b>Cash-on-hand (In months of Net sales)</b>                 | <b>1.1</b>            | <b>1.3</b>        | <b>1.1</b>        |

\* 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.

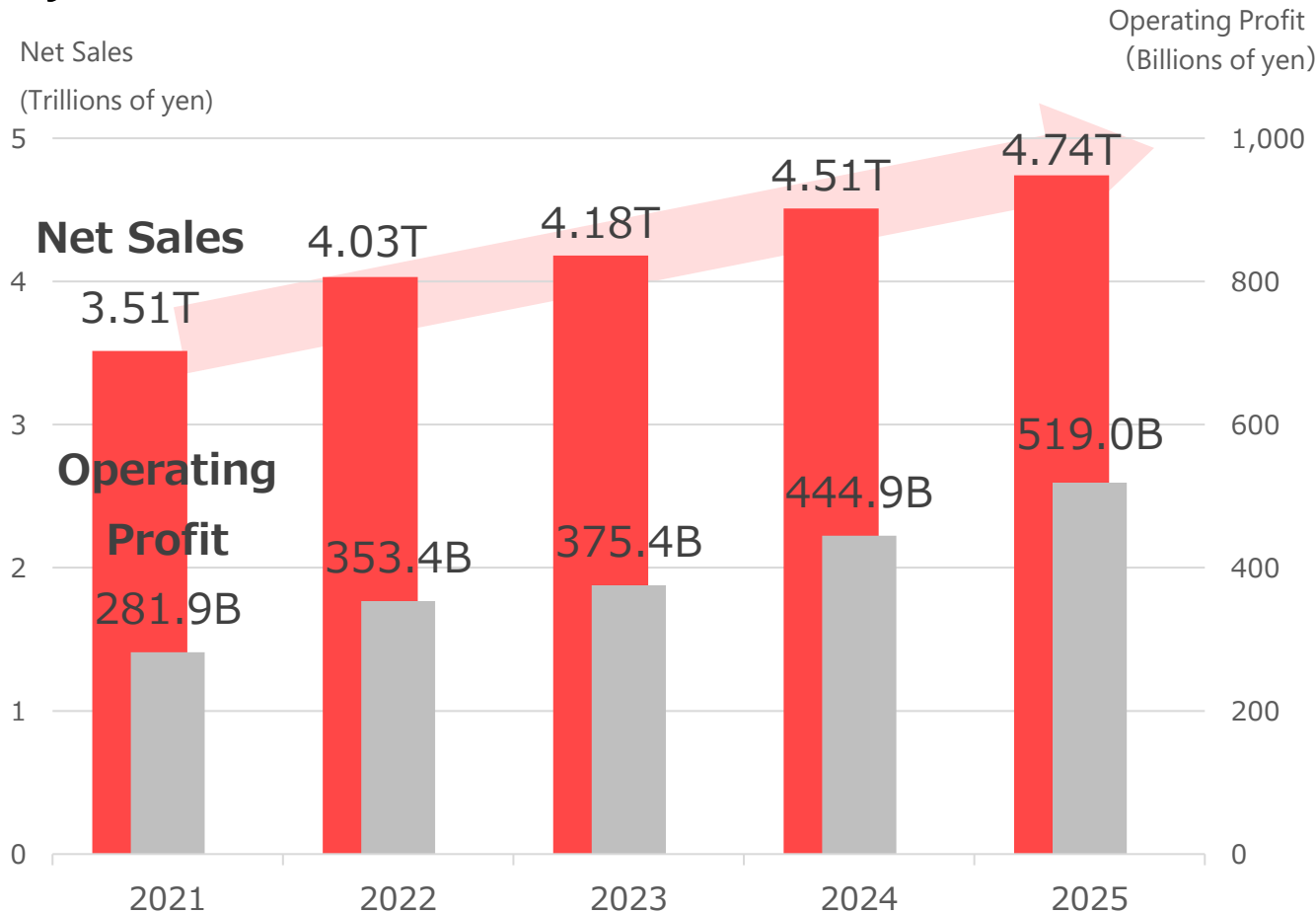
# Return on Capital

- 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



## 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 |
| <b>Net Sales</b>                        | <b>1,273.7</b>        | <b>1,163.7</b>        | +9.5%    | <b>4,509.8</b>          | <b>4,181.0</b>          | +7.9%    | <b>4,540.0</b>           | -30.2         |
| <b>Gross Profit</b><br>(% of Net Sales) | <b>596.7</b><br>46.8% | <b>548.1</b><br>47.1% | +8.9%    | <b>2,143.1</b><br>47.5% | <b>1,968.9</b><br>47.1% | +8.8%    | <b>2,148.0</b><br>47.3%  | -4.9          |
| <b>Op. Expenses</b><br>(% of Net Sales) | <b>448.5</b><br>35.2% | <b>432.1</b><br>37.1% |          | <b>1,698.2</b><br>37.6% | <b>1,593.5</b><br>38.1% |          | <b>1,692.5</b><br>37.3%  | -5.7          |
| <b>Op. Profit</b><br>(% of Net Sales)   | <b>148.2</b><br>11.6% | <b>116.0</b><br>10.0% | +27.8%   | <b>444.9</b><br>9.9%    | <b>375.4</b><br>9.0%    | +18.5%   | <b>455.5</b><br>10.0%    | -10.6         |
| <b>IBT</b>                              | <b>155.5</b>          | <b>114.8</b>          | +35.5%   | <b>466.3</b>            | <b>390.8</b>            | +19.3%   | <b>475.5</b>             | -9.2          |
| <b>Net Income</b><br>(% of Net Sales)   | <b>106.6</b><br>8.4%  | <b>80.6</b><br>6.9%   | +32.3%   | <b>325.1</b><br>7.2%    | <b>264.5</b><br>6.3%    | +22.9%   | <b>325.0</b><br>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          |
| 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           |
| 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.

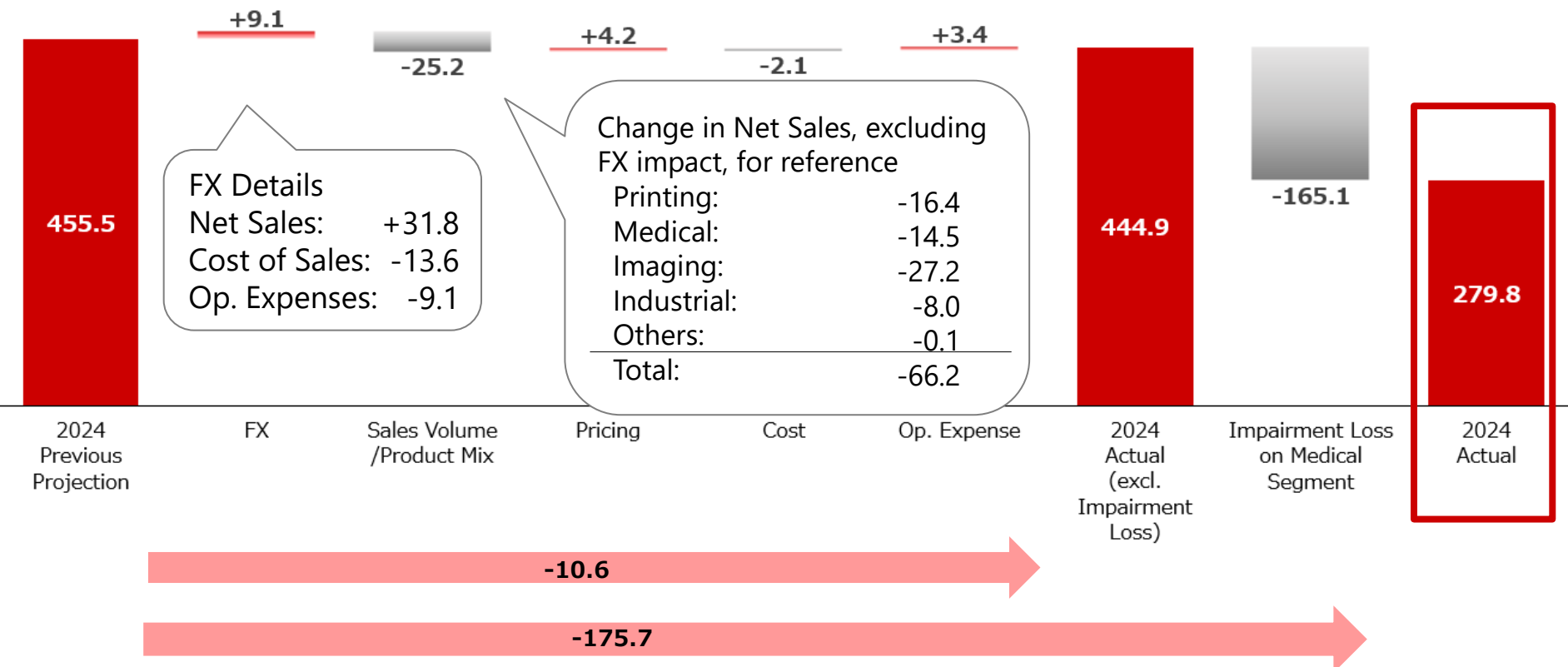
\* From 2024, some reclassification between Others & Corporate and Eliminations was made to manage the performance of reportable segments more appropriately. The figures for 2023 were also reclassified.

# 2024 Operating Profit Analysis

(FY 2024 Actual versus FY 2024 Previous Projection)

Canon

(Billions of yen)



Net Sales & Net Sales Growth Rate Y/Y

(Billions of yen)

|            |             | 4Q             |                |             | Full Year      |                |             |                                |                  | Full Year          |             |
|------------|-------------|----------------|----------------|-------------|----------------|----------------|-------------|--------------------------------|------------------|--------------------|-------------|
|            |             | 2024<br>Actual | 2023<br>Actual | %<br>Change | 2024<br>Actual | 2023<br>Actual | %<br>Change | 2024<br>Previous<br>Projection | Amount<br>Change | 2025<br>Projection | %<br>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           | +11.6%      | 408.1          | 364.1          | +12.1%      | 407.3                          | +0.8             | 433.6              | +6.2%       |
|            |             | 275.7          | 267.4          | +3.1%       | 1,055.1        | 986.3          | +7.0%       | 1,059.9                        | -4.8             | 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<br>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<br>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%              |

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%        |
| <b>Net Sales</b>         | <b>277.6</b> | <b>229.3</b> | <b>+21.1%</b> | <b>937.4</b> | <b>861.6</b> | <b>+8.8%</b> | <b>955.8</b>             | <b>-18.4</b>  | <b>1,036.7</b>  | <b>+10.6%</b> |
| <b>Op. Profit</b>        | <b>52.4</b>  | <b>33.7</b>  | <b>+55.6%</b> | <b>151.3</b> | <b>145.6</b> | <b>+3.9%</b> | <b>152.6</b>             | <b>-1.3</b>   | <b>169.2</b>    | <b>+11.8%</b> |
| %                        | 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%        |
| <b>Total</b>  | <b>+17.4%</b> | <b>+2.5%</b>     | <b>+11.9%</b> |

## 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%         |

## 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         |