

Canon Inc.
2023 Corporate Strategy Conference

Imaging Group

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Imaging Group Business Areas

Expand role of imaging from “**shooting & viewing**,” to “**experiencing**”
& “**utilizing**” and creating new business in those areas

Experience

Utilization



2022 Results & Growth Strategy (Imaging)

Results **Imaging Group sales & profit growth. Significant improvement in profitability**

Profitability

- 2021 12.0%, 2022 15.8%

Cameras

- Firmly maintained mirrorless camera market share
- Expanded unit sales, adding first EOS R System mirrorless cameras with APS-C image sensor

Network Cameras & Others

- Posted record-high network camera net sales as Axis achieved significant revenue growth
- Drew great attention by broadcasting of professional sports using Free Viewpoint Video System



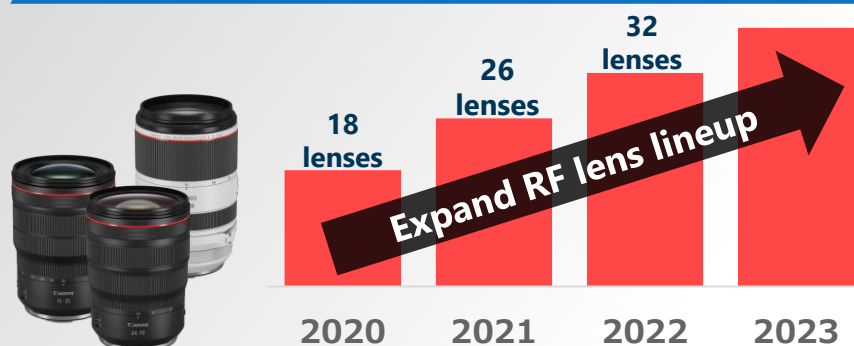
Growth Strategy **Maintain high profitability of current businesses while creating new ones**

Aiming for 1 trillion yen in 2025 sales for entire group

Growth Strategy (Overwhelming No. 1 Mkt. Shr.)

Canon

Enhance EOS R System



No. 1 Camera Shr.
Strengthen EOS R System

Expand video-oriented customer base

Creator

"New" visual expression



Media

Photos & videos
One operator



SNS post

Simple workflow
Monetize



Expand EOS VR System



Expand awareness

Improve apps &
software ease of use

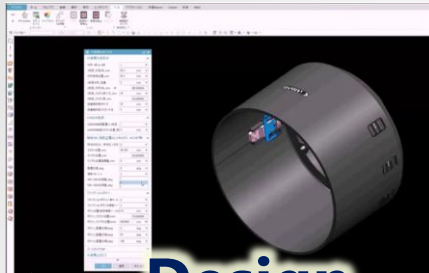
Support creation of VR
imaging environment

Growth Strategy (Strengthen profit structure)

Build efficient development system



Common platform



Design automation



Improve productivity



Promote in-house

production



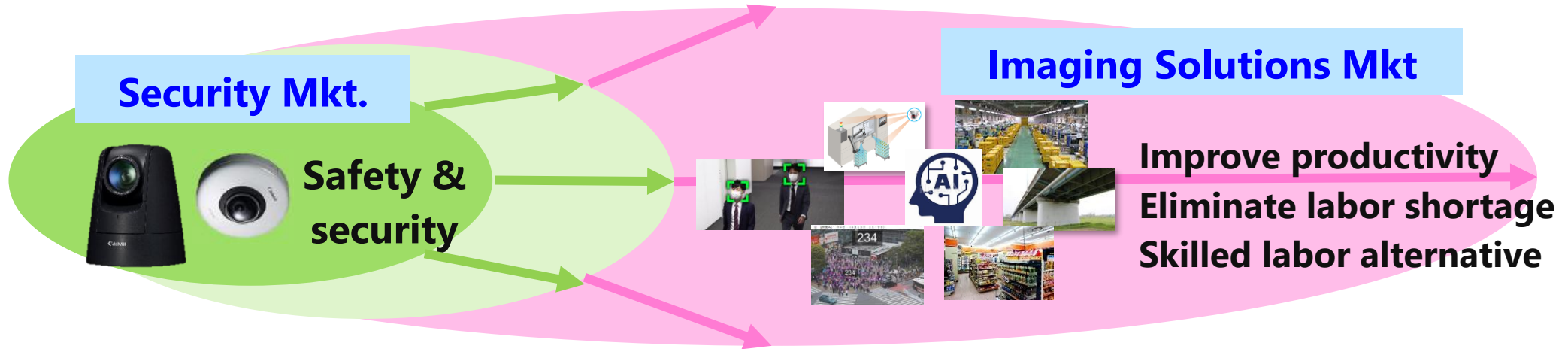
Efficient manufacturing system

Promote DX



Growth Strategy (Expand Network Camera Business)

Double-digit growth of network camera market as focus expands from security to imaging solutions



Canon Group growing faster than the global market*, maintaining No. 1 global market share

*Excluding China



Growth Strategy (Evolve Video Production System)

Prepare systems that address labor saving and remote operation in the video production market



- Optical technology
- Image processing technology
- Network transmission technology



Control over network using **common protocol**



Specialized controllers

Add features via **ADD ON Apps**



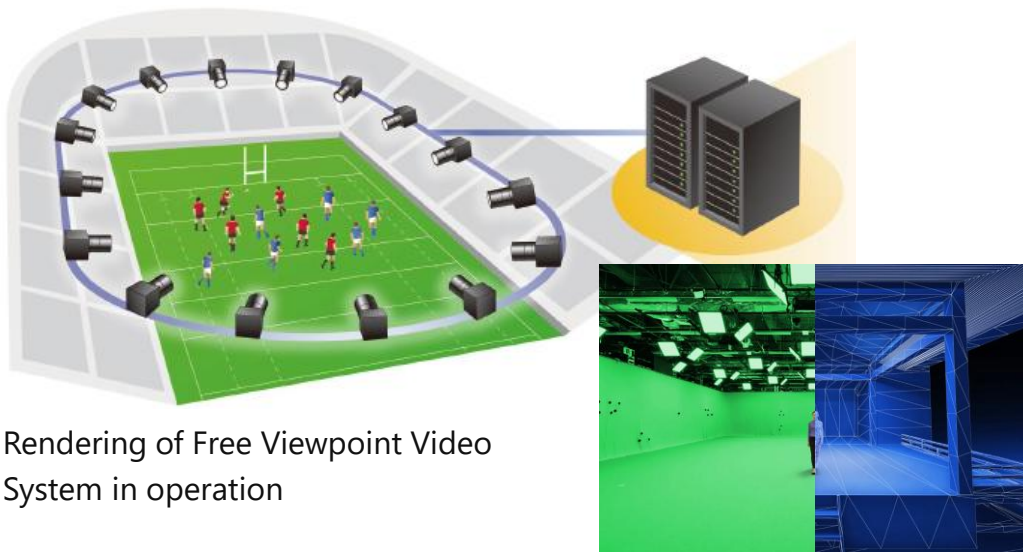
Automatic tracking

Growth Strategy (Strive for new image experience)

Expand and **create market** with unprecedented realism and sense of immersion

Volumetric video (Free Viewpoint Video System)

Generated from live action in studios and stadiums



Rendering of Free Viewpoint Video System in operation

Use Examples

Professional sports broadcasting, such as basketball and baseball games, commercials, music videos, etc.

XR

Fusing reality with 3D CG with realistic results



Use Examples

Virtual prototyping in manufacturing, checking working postures or equipment placement in a production line (MR)

Live streaming, weddings etc. (VR)

Growth Strategy (Develop advanced surveillance)

Leverage Canon's technology and product performance in the surveillance area of public facilities and Critical Infrastructure



1. Outstanding imaging technology obtained through consumer product development



Cameras with extreme low light sensitivity full-frame CMOS sensors



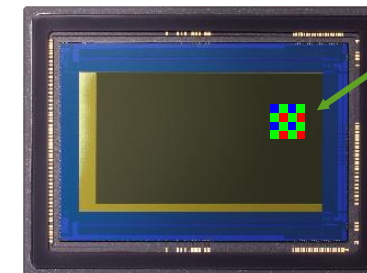
Image sharpening technology

2. Vast array of lenses that no other company can match



3. Advancing sensors with superlative low-light sensitivity

35mm full-frame CMOS sensor



Pixel pitch 19μm
Pixel pitch 6.39μm
SPAD Image sensor

Develop products that incorporate SPAD sensors with 1/9th the size of current sensors, very low noise