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January 28, 2026

## Summary Report of Consolidated Financial Results for the Fiscal Year Ended December 31, 2025

Registered company name: Canon Marketing Japan Inc.  
Stock listing: Tokyo Stock Exchange, Prime Market  
Securities code: 8060  
URL: <https://corporate.jp.canon/en/ir>  
Representative director: Masachika Adachi, President  
Inquiries: Akihiro Shirone, General Manager, Accounting Div.  
Dividend payable date (as planned): March 27, 2026  
U.S. Accounting Standards Applied: No

1. Consolidated financial results for the year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)

(1) Consolidated Results of Operations (Amounts less than one million yen are truncated)  
(Percentage represents increases or decreases from the previous year)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of the parent	
Year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	679,799	4.0	58,188	9.5	59,839	10.0	41,458	5.5
December 31, 2024	653,919	7.3	53,123	1.2	54,393	1.5	39,315	7.7

[Note] Comprehensive income: For the year ended December 31, 2025 : 57,504 million yen [13.5%]  
For the year ended December 31, 2024 : 50,656 million yen [4.8%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary income to total assets	Ratio of operating income to net sales
Year ended	Yen	Yen	%	%	%
December 31, 2025	381.46	381.32	10.4	11.0	8.6
December 31, 2024	319.79	319.69	9.6	10.1	8.1

(2) Consolidated Financial Position

(Amounts less than one million yen are truncated)

	Total assets	Equity	Equity-to-asset ratio	Shareholders' equity per share
As of	Millions of yen	Millions of yen	%	Yen
December 31, 2025	564,426	413,814	73.1	3,850.13
December 31, 2024	524,591	383,701	73.0	3,514.60

[Reference] Shareholders' equity: As of December 31, 2025 : 412,785 million yen  
As of December 31, 2024 : 382,766 million yen

(3) Cash Flows

(Amounts less than one million yen are truncated)

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents end of the year
Year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
December 31, 2025	45,912	31,055	(27,657)	160,073
December 31, 2024	47,667	75,735	(102,675)	110,726

2. Cash dividends

	Dividend per share					Total cash dividends (annual)	Payout ratio (Consolidated)	Ratio of dividends to equity (Consolidated)
	First quarter -end	Second quarter -end	Third quarter -end	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended December 31, 2024	-	60.00	-	80.00	140.00	16,493	43.8	4.2
Year ended December 31, 2025	-	70.00	-	100.00	170.00	18,345	44.6	4.6
Year ending December 31, 2026 (forecast)	-	-	-	-	90.00		45.9	

[Note]

1. The interim dividend for the fiscal year ending December 31, 2026, remains undecided because financial results forecasts have yet to be made for the first six months of the fiscal year ending December 31, 2026. The year-end dividend for the fiscal year ending December 31, 2026, will be an amount calculated by subtracting the interim dividend from the full-year dividend.

2. The Company has resolved, at the meeting of the Board of Directors held on January 28, 2026, to conduct share split in the proportion of two shares for one share, with the record date set as March 31, 2026 and the effective date set as April 1, 2026. The annual dividend per share for the year ending December 2026 (forecast) represents the amounts stated after giving effect to the share split. It should be noted that the annual dividend per share for the year ending December 2026 (forecast) prior to giving effect to the share split would be 180.00 yen.

## 3.Consolidated financial forecast for the fiscal year ending December 31, 2026

(Amounts less than one million yen are truncated)

(Percentage represents increases or decreases from the previous year)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of the parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	685,000	0.8	60,000	3.1	60,700	1.4	42,000	1.3	195.87

[Note]

The basic earnings per share for the year ending December 31, 2026 (forecast) represents the amounts stated after giving effect to the share split described in 2. Cash Dividends. It should be noted that the basic earnings per share for the year ending December 2026 (forecast) prior to giving effect to the share split would be 391.74 yen.

## \*Others

(1) Significant changes in the scope of consolidation during the year None

(2) Changes in accounting policies, changes in accounting estimates, and restatement

- |   |      |
|---|------|
| ( i ) Changes in accounting policies due to revisions to accounting standards and other regulations | Yes  |
| ( ii ) Changes in accounting policies due to other reasons  | None |
| ( iii ) Changes in accounting estimates   | None |
| ( iv ) Restatement  | None |

(3) Number of issued and outstanding shares (common stock)

( i ) Number of issued and outstanding shares at the end of the year (including treasury stock)

As of December 31, 2025 : 111,079,972

As of December 31, 2024 : 111,079,972

( ii ) Number of treasury stock at the end of the year

As of December 31, 2025 : 3,866,617

As of December 31, 2024 : 2,172,516

( iii ) Average number of shares outstanding during the year

As of December 31, 2025 : 108,683,148

As of December 31, 2024 : 122,942,519

(Reference) Summary of Non-Consolidated Financial Results

1. Non-Consolidated financial results for the year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)

(1) Non-Consolidated Results of Operations

(Amounts less than one million yen are truncated)

(Percentage represents increases or decreases from the previous year)

Year ended	Net sales		Operating income		Ordinary income		Net income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	449,237	2.2	30,346	3.3	46,472	(0.5)	38,061	(3.0)
December 31, 2024	439,566	2.6	29,363	(0.3)	46,721	10.2	39,245	20.2

Year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
December 31, 2025	350.21	350.07
December 31, 2024	319.22	319.13

(2) Non-Consolidated Financial Position

(Amounts less than one million yen are truncated)

As of	Total assets	Equity	Equity-to-asset ratio	Shareholders' equity per share
	Millions of yen	Millions of yen	%	Yen
December 31, 2025	455,810	316,989	69.5	2,955.58
December 31, 2024	444,146	306,730	69.0	2,815.64

[Reference] Shareholders' equity: As of December 31, 2025 : 316,877 million yen  
As of December 31, 2024 : 306,643 million yen

\* The financial results reports are exempt from review conducted by certified public accountants or an independent auditor.

Disclaimer :

Earnings projections are based on information available at the time these materials were announced, and the Company cannot guarantee that they will be realized. Also, actual results may differ from the estimated figures given due to various factors.

## Consolidated Balance Sheets

(Amounts less than one million yen are truncated)

	As of December 31, 2024	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	109,226	159,573
Notes, accounts receivable-trade and contract assets	119,016	126,624
Certificates of deposit due within three months	1,500	500
Merchandise and service parts	41,423	39,681
Work in process	444	217
Supplies	459	463
Short-term loans receivable	50,010	–
Other current assets	10,132	12,641
Allowance for doubtful receivables	(28)	(55)
Total current assets	332,185	339,646
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	45,801	43,549
Machinery and vehicles, net	58	51
Furniture and fixtures, net	4,411	4,429
Rental assets, net	6,980	7,365
Land	28,359	28,154
Lease assets, net	1	1
Construction in progress	2,488	3,246
Total property, plant and equipment	88,101	86,797
Intangible assets		
Software	7,709	14,087
Goodwill	22,637	20,774
Customer-related intangible assets	18,384	16,799
Facility utilization rights	300	299
Other intangible assets	1	0
Total intangible assets	49,033	51,961
Investments and other assets		
Investments in securities	17,771	21,971
Prepaid pension and severance costs	29,842	55,930
Deferred tax assets	478	302
Lease deposits	3,003	2,730
Other investments and other assets	4,374	5,363
Allowance for doubtful receivables	(199)	(276)
Total investments and other assets	55,271	86,021
Total non-current assets	192,406	224,780
Total assets	524,591	564,426

## Consolidated Balance Sheets

(Amounts less than one million yen are truncated)

	As of December 31, 2024	As of December 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable-trade	50,124	52,125
Short-term bank loans	1,100	1,100
Current portion of long-term loans	209	209
Current portion of long-term lease obligations	160	142
Accrued expenses	17,029	17,652
Accrued income taxes	12,126	10,170
Consumption taxes payable	6,914	7,182
Accrued bonuses	3,816	3,588
Accrued directors' bonuses	128	140
Accrued product warranties	224	196
Accrued loss on contracts	64	123
Other current liabilities	31,640	32,448
Total current liabilities	123,539	125,081
Long-term liabilities		
Long-term loans	1,699	1,489
Long-term lease obligations	335	219
Allowance for long-term continuous service rewards	796	784
Accrued pension and severance costs	7,409	6,915
Deferred tax liabilities	4,699	13,764
Other long-term liabilities	2,410	2,357
Total long-term liabilities	17,350	25,530
Total liabilities	140,889	150,612
Equity		
Shareholders' equity		
Common stock	73,303	73,303
Capital surplus	82,710	82,710
Retained earnings	200,928	226,048
Treasury stock	(9,303)	(20,365)
Total shareholders' equity	347,637	361,696
Accumulated other comprehensive income (loss)		
Unrealized gain (loss) on available-for-sale securities	6,954	9,049
Deferred gain (loss) on derivatives under hedge accounting	86	166
Foreign currency translation adjustments	508	475
Defined retirement benefit plans	27,578	41,398
Total accumulated other comprehensive income (loss)	35,128	51,089
Stock acquisition rights	86	112
Non-controlling interests	849	917
Total equity	383,701	413,814
Total liabilities and equity	524,591	564,426

# Consolidated Statements of Income

(Amounts less than one million yen are truncated)

	FY2024 (from January 1, 2024 to December 31, 2024)	FY2025 (from January 1, 2025 to December 31, 2025)
Net sales	653,919	679,799
Cost of sales	443,072	462,103
Gross profit	210,847	217,695
Selling, general and administrative expenses	157,723	159,507
Operating income	53,123	58,188
Non-operating income		
Interest income	374	457
Dividend income	402	329
Insurance income	455	477
Gain on investments in partnership	105	475
Foreign exchange gains	200	68
Other, net	229	331
Total non-operating income	1,768	2,139
Non-operating expenses		
Interest expense	75	71
Investment partnership management expenses	188	203
Commission for purchase of treasury stock	53	5
Other, net	179	207
Total non-operating expenses	497	488
Ordinary income	54,393	59,839
Extraordinary income		
Gain on sales of long-lived assets	2	0
Gain on sales of investments in securities	22	1,705
Gain on sales of shares of subsidiaries and associates	2,876	-
Other, net	9	-
Total extraordinary income	2,910	1,706
Extraordinary losses		
Loss on sales and disposal of long-lived assets	156	139
Impairment loss	-	494
Loss on sales of investments in securities	-	226
Loss on impairment of investments in securities	-	40
Other, net	0	13
Total extraordinary losses	156	915
Net income before income taxes	57,148	60,630
Income taxes - current	17,452	17,969
Income taxes - deferred	292	1,117
Total income taxes	17,744	19,086
Net income	39,403	41,544
Net income attributable to non-controlling interests	88	85
Net income attributable to owners of the parent	39,315	41,458

## Consolidated Statements of Comprehensive Income

(Amounts less than one million yen are truncated)

	FY2024 (from January 1, 2024 to December 31, 2024)	FY2025 (from January 1, 2025 to December 31, 2025)
Net income	39,403	41,544
Other comprehensive income (loss)		
Unrealized gain (loss) on available-for-sale securities	94	2,096
Deferred gain (loss) on derivatives under hedge accounting	(0)	79
Foreign currency translation adjustments	191	(35)
Defined retirement benefit plans	10,968	13,820
Total other comprehensive income	11,253	15,960
Comprehensive income	50,656	57,504
Comprehensive income attributable to		
Owners of the parent	50,540	57,419
Non-controlling interests	116	85

## Consolidated Statements of Shareholders' Equity

I. FY2024 (from January 1, 2024 to December 31, 2024)

(Amounts less than one million yen are truncated)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance as of beginning of the year	73,303	82,727	256,880	(2,092)	410,817
Changes during the year					
Dividends of surplus	-	-	(16,858)	-	(16,858)
Net income attributable to owners of the parent	-	-	39,315	-	39,315
Purchase of treasury stock	-	-	-	(85,648)	(85,648)
Disposition of treasury stock	-	6	-	4	11
Cancellation of treasury stock	-	(78,432)	-	78,432	-
Transfer from retained earnings to capital surplus	-	78,408	(78,408)	-	-
Net income attributable to non-controlling interests	-	-	-	-	-
Cash Dividends paid to non-controlling interests	-	-	-	-	-
Net changes in items other than shareholders' equity	-	-	-	-	-
Total changes during the year	-	(17)	(55,951)	(7,210)	(63,179)
Balance as of end of the year	73,303	82,710	200,928	(9,303)	347,637

	Accumulated other comprehensive income (loss)					Stock acquisition rights	Non-controlling interests	Total equity
	Unrealized gain (loss) on available-for-sale securities	Deferred gain (loss) on derivatives under hedge accounting	Foreign currency-translation adjustments	Defined retirement benefit plans	Total accumulated other comprehensive income			
Balance as of beginning of the year	6,860	87	345	16,610	23,903	58	729	435,509
Changes during the year								
Dividends of surplus	-	-	-	-	-	-	-	(16,858)
Net income attributable to owners of the parent	-	-	-	-	-	-	-	39,315
Purchase of treasury stock	-	-	-	-	-	-	-	(85,648)
Disposition of treasury stock	-	-	-	-	-	-	-	11
Cancellation of treasury stock	-	-	-	-	-	-	-	-
Transfer from retained earnings to capital surplus	-	-	-	-	-	-	-	-
Net income attributable to non-controlling interests	-	-	-	-	-	-	88	88
Cash Dividends paid to non-controlling interests	-	-	-	-	-	-	(25)	(25)
Net changes in items other than shareholders' equity	94	(0)	163	10,968	11,225	27	56	11,309
Total changes during the year	94	(0)	163	10,968	11,225	27	119	(51,807)
Balance as of end of the year	6,954	86	508	27,578	35,128	86	849	383,701



## Consolidated Statements of Shareholders' Equity

II. FY2025 (from January 1, 2025 to December 31, 2025)

(Amounts less than one million yen are truncated)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance as of beginning of the year	73,303	82,710	200,928	(9,303)	347,637
Changes during the year					
Dividends of surplus	-	-	(16,336)	-	(16,336)
Net income attributable to owners of the parent	-	-	41,458	-	41,458
Purchase of treasury stock	-	-	-	(11,073)	(11,073)
Disposition of treasury stock	-	(2)	-	12	9
Cancellation of treasury stock	-	-	-	-	-
Transfer from retained earnings to capital surplus	-	2	(2)	-	-
Net income attributable to non-controlling interests	-	-	-	-	-
Cash Dividends paid to non-controlling interests	-	-	-	-	-
Net changes in items other than shareholders' equity	-	-	-	-	-
Total changes during the year	-	-	25,119	(11,061)	14,058
Balance as of end of the year	73,303	82,710	226,048	(20,365)	361,696

	Accumulated other comprehensive income (loss)					Stock acquisition rights	Non-controlling interests	Total equity
	Unrealized gain (loss) on available-for-sale securities	Deferred gain (loss) on derivatives under hedge accounting	Foreign currency-translation adjustments	Defined retirement benefit plans	Total accumulated other comprehensive income			
Balance as of beginning of the year	6,954	86	508	27,578	35,128	86	849	383,701
Changes during the year								
Dividends of surplus	-	-	-	-	-	-	-	(16,336)
Net income attributable to owners of the parent	-	-	-	-	-	-	-	41,458
Purchase of treasury stock	-	-	-	-	-	-	-	(11,073)
Disposition of treasury stock	-	-	-	-	-	-	-	9
Cancellation of treasury stock	-	-	-	-	-	-	-	-
Transfer from retained earnings to capital surplus	-	-	-	-	-	-	-	-
Net income attributable to non-controlling interests	-	-	-	-	-	-	85	85
Cash Dividends paid to non-controlling interests	-	-	-	-	-	-	(26)	(26)
Net changes in items other than shareholders' equity	2,094	79	(33)	13,820	15,961	25	8	15,995
Total changes during the year	2,094	79	(33)	13,820	15,961	25	67	30,113
Balance as of end of the year	9,049	166	475	41,398	51,089	112	917	413,814

# Consolidated Statements of Cash Flows

(Amounts less than one million yen are truncated)

	FY2024 (from January 1, 2024 to December 31, 2024)	FY2025 (from January 1, 2025 to December 31, 2025)
Cash flows from operating activities		
Net income before income taxes	57,148	60,630
Depreciation and amortization	10,454	12,143
Impairment loss	-	494
Amortization of goodwill	1,518	1,862
Amortization of customer-related intangible assets	1,243	1,585
Increase (decrease) in allowance for doubtful receivables	(16)	104
Increase (decrease) in accrued pension and severance costs	(2,352)	171
Decrease (increase) in prepaid pension and severance costs	(1,029)	(5,961)
Increase (decrease) in accrued bonuses	627	(229)
Interest and dividend income	(776)	(786)
Interest expense	75	71
Loss (gain) on sales and disposal of property, plant and equipment, net	139	131
Loss (gain) on sales of investments in securities	(22)	(1,478)
Loss on impairment of investments in securities	-	40
Loss (gain) on sales of shares of subsidiaries and associates	(2,876)	-
Loss (gain) on investments in partnership	(105)	(475)
Investment partnership management expenses	188	203
Decrease (increase) in notes and accounts receivable	(5,696)	(7,706)
Decrease (increase) in inventories	(1,735)	1,969
Increase (decrease) in notes and accounts payable-trade	4,075	1,891
Other, net	(241)	474
Subtotal	60,618	65,136
Interest and dividends received	789	784
Interest paid	(75)	(71)
Income taxes paid	(13,665)	(19,937)
Net cash provided by operating activities	47,667	45,912
Cash flows from investing activities		
Payments for purchases of property, plant and equipment	(9,403)	(9,566)
Proceeds from sales of property, plant and equipment	10	39
Payments for purchases of intangible assets	(2,845)	(8,173)
Payments for purchases of investments in securities	(1,414)	(2,270)
Proceeds from sales of investments in securities	88	2,591
Payments for purchases of shares of subsidiaries	(32,667)	-
Proceeds from sales of shares of a subsidiary	3,231	-
Decrease in short-term loans receivable, net	120,005	50,010
Other, net	(1,270)	(1,574)
Net cash provided by investing activities	75,735	31,055
Cash flows from financing activities		
Repayments of finance lease obligations	(1)	(26)
Repayments of long-term loans	(157)	(209)
Payments for purchases of treasury stock	(85,648)	(11,073)
Dividends paid	(16,851)	(16,330)
Dividends paid to non-controlling interests	(25)	(26)
Proceeds from share issuance to non-controlling interests	10	10
Other, net	0	(0)
Net cash used in financing activities	(102,675)	(27,657)
Effect of exchange rate changes on cash and cash equivalents	307	37
Net increase (decrease) in cash and cash equivalents	21,035	49,347
Cash and cash equivalents as of beginning of year	89,690	110,726
Cash and cash equivalents as of end of year	110,726	160,073

## Consolidated Segment Information

I. FY2024 (from January 1, 2024 to December 31, 2024)

Information on net sales and income (loss) by reportable segment

(Amounts less than one million yen are truncated)

	Reportable segment				Other	Total	Adjustments	Consolidated
	Consumers	Enterprise	Area	Professional				
Net sales								
Sales - external customers	144,571	241,299	219,825	43,564	4,659	653,919	-	653,919
Sales - intersegment	16	8,612	11,451	1,265	7,884	29,231	(29,231)	-
Total	144,588	249,911	231,277	44,829	12,543	683,150	(29,231)	653,919
Segment income(loss)	13,769	19,396	18,325	4,550	(2,939)	53,103	20	53,123
Segment assets	50,972	183,115	76,335	27,617	5,366	343,408	181,183	524,591
Other items								
Depreciation and amortization	722	8,308	1,822	299	18	11,171	525	11,697
Amortization of goodwill	-	1,414	-	32	71	1,518	-	1,518
Increase in the amount of property, plant, and equipment and intangible assets	1,059	46,958	2,302	214	3	50,538	580	51,118

[Note]

1. "Other" is a business segment that is not included in the reportable segments of the Company. The Other segment includes the shared service business.

2. Adjustments are as follows:

(1) Adjustment of segment income (loss) eliminates intersegment transactions.

(2) Adjustment of segment assets is for corporate assets that do not belong to reportable segments. These assets mainly comprise surplus funds (cash and marketable securities) and assets related to head office land, buildings, and head office administrative units.

(3) Adjustment of depreciation and amortization is for head office building expenses that do not belong to reportable segments.

(4) Adjustment of increase of property, plant and equipment and intangible assets consists of capital investments in head office buildings that do not belong to reportable segments.

3. Total segment income (loss) after adjustments for reportable and other business segments equals operating income in the consolidated statements of income.

## Consolidated Segment Information

II. FY2025 (from January 1, 2025 to December 31, 2025)

Information on net sales and income (loss) by reportable segment

(Amounts less than one million yen are truncated)

	Reportable segment				Other	Total	Adjustments	Consolidated
	Consumers	Enterprise	Area	Professional				
Net sales								
Sales - external customers	144,782	253,509	229,066	47,484	4,956	679,799	-	679,799
Sales - intersegment	14	12,250	11,184	1,342	7,982	32,773	(32,773)	-
Total	144,796	265,759	240,251	48,826	12,938	712,573	(32,773)	679,799
Segment income(loss)	13,021	21,086	22,324	5,545	(3,872)	58,106	81	58,188
Segment assets	50,045	188,751	84,937	31,351	7,463	362,549	201,877	564,426
Other items								
Depreciation and amortization	818	9,979	2,140	289	14	13,243	485	13,728
Amortization of goodwill	-	1,759	-	32	71	1,862	-	1,862
Increase in the amount of property, plant, and equipment and intangible assets	3,253	17,820	4,188	607	(7)	25,862	291	26,153

[Note]

1. "Other" is a business segment that is not included in the reportable segments of the Company. The Other segment includes the shared service business.

2. Adjustments are as follows:

(1) Adjustment of segment income (loss) eliminates intersegment transactions.

(2) Adjustment of segment assets is for corporate assets that do not belong to reportable segments. These assets mainly comprise surplus funds (cash and marketable securities) and assets related to head office land, buildings, and head office administrative units.

(3) Adjustment of depreciation and amortization is for head office building expenses that do not belong to reportable segments.

(4) Adjustment of increase of property, plant and equipment and intangible assets consists of capital investments in head office buildings that do not belong to reportable segments.

3. Total segment income (loss) after adjustments for reportable and other business segments equals operating income in the consolidated statements of income.

(Changes in Reporting Segments)

Starting from this fiscal year, some of the system development and operation organizations in the Enterprise segment have been transferred to Other. In addition, Primagest, Inc. and its three subsidiaries, which were previously included in Other, have been transferred to the Enterprise segment. The segment information for the previous year has been recalculated accordingly.

#### 4. Other

##### Transfer of officers

(as of March 26, 2026)

##### 1. Candidates for the new Directors

Standing Audit & Supervisory Board Member	Masahiko Banno (Principal Staff Manager, Finance & Accounting Headquarters of the Company (present))
Standing Audit & Supervisory Board Member (Outside)	Eiichi Arai (Senior Managing Executive Officer, Kansai & Hokuriku Regional Headquarters Sampo Japan Insurance Inc. (present))
Audit & Supervisory Board Member (Outside)	Sayaka Shimura (Director, Shimura Certified Public Accountant Office (present))

##### 2. Directors slated for resignation

Standing Audit & Supervisory Board Member	Shiro Hamada
Standing Audit & Supervisory Board Member (Outside)	Iwao Hashimoto
Audit & Supervisory Board Member (Outside)	Shigeo Hasegawa