

# FY2025 Consolidated Results

January 28, 2026  
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Director, Senior Vice President

**Canon**  
Canon Marketing Japan Group

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- \* The figures are rounded off to the nearest 100 million yen in this material.
- \* Forward-looking statements and results forecasts presented in this material are based on the management's assumptions using currently available information and therefore contain inherent risks and uncertainties. As a consequence, due to a range of possible factors, actual results may materially differ from the forecasts.

# Agenda

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# Key Points

## Summary of 4Q of FY2025 Financial Results

- Net sales and income increased year on year.
- Profits and profit margins reached an all-time high for a single quarter (operating income, operating margin, ordinary income, ordinary margin, net income and net income margin).

## FY2025 Financial Results

- Net sales and income increased for the fifth consecutive fiscal year.
- Operating income, ordinary income and net income attributable to owners of the parent all surpassed previous record highs.

## FY2026 Financial Results Forecast

- The Group aims to achieve an increase in net sales and income for the sixth consecutive fiscal year.

## Topics

- The forecast annual dividend per share is now increased to 170 yen (payout ratio 45%).
- The Company has resolved to share split and the acquisition of treasury stock.

# Summary of Results

4Q 2025 Actual

(from October 1 to December 31)



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- ✓ The operating income, ordinary income and net income surpassed previous record highs.
- ✓ The operating margin, ordinary margin, net income margin also surpassed previous record highs.

(Billions of yen)	4Q FY2024	4Q FY2025	Changes	
			Amount	%
<b>Net Sales</b>	180.7	<b>188.0</b>	+7.2	+4%
<b>Gross Profit</b>	57.8 (32.0%)	<b>60.9</b> (32.4%)	+3.1 (+0.4pt)	+5%
<b>Operating Income</b>	16.8 (9.3%)	<b>20.0</b> (10.6%)	+3.2 (+1.3pt)	+19%
<b>Ordinary Income</b>	17.1 (9.5%)	<b>20.3</b> (10.8%)	+3.2 (+1.3pt)	+19%
<b>Net income attributable to owners of the parent</b>	12.3 (6.8%)	<b>14.2</b> (7.5%)	+1.8 (+0.7pt)	+15%

# Operating Income Variance Analysis

4Q 2025 Actual  
(from October 1 to December 31)

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(Billions of yen)



## Improvement in GP margin

- GP margin improved as high value-added IT Solutions rose in the Enterprise segment and the Industrial equipment in the Professional segment increased.

➤ Refer to page 26 for details.

# Results by Segment

4Q 2025 Actual

(from October 1 to December 31)

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(Billions of yen)	4Q FY2024		4Q FY2025		Changes	
	Net sales	Op. income	Net sales	Op. income	Net sales	Op. income
<b>Consumers</b>	46.3	5.6	<b>47.4</b>	<b>5.7</b>	+1.1	+0.2
<b>Enterprise</b>	68.3	6.3	<b>68.6</b>	<b>7.0</b>	+0.3	+0.7
<b>Area</b>	58.8	5.0	<b>61.9</b>	<b>6.2</b>	+3.1	+1.2
<b>Professional</b>	11.0	0.6	<b>13.9</b>	<b>1.9</b>	+2.9	+1.4
<b>Other</b>	-3.7	-0.6	<b>-3.9</b>	<b>-0.9</b>	-0.2	-0.3
<b>Total</b>	<b>180.7</b>	<b>16.8</b>	<b>188.0</b>	<b>20.0</b>	<b>+7.2</b>	<b>+3.2</b>

\*Other is a business segment that is not included in the reportable segments of the Company and includes the shared service business and the elimination of intersegment transactions. Starting from FY2025, Primagest, Inc., which was previously included in Other, have been transferred to the Enterprise segment and the segment information for FY2024 has been recalculated accordingly. Starting from FY2025, some of the system development and operation organizations in the Enterprise segment have been transferred to Other and the segment information for FY2024 has been recalculated accordingly.

# Summary of Results

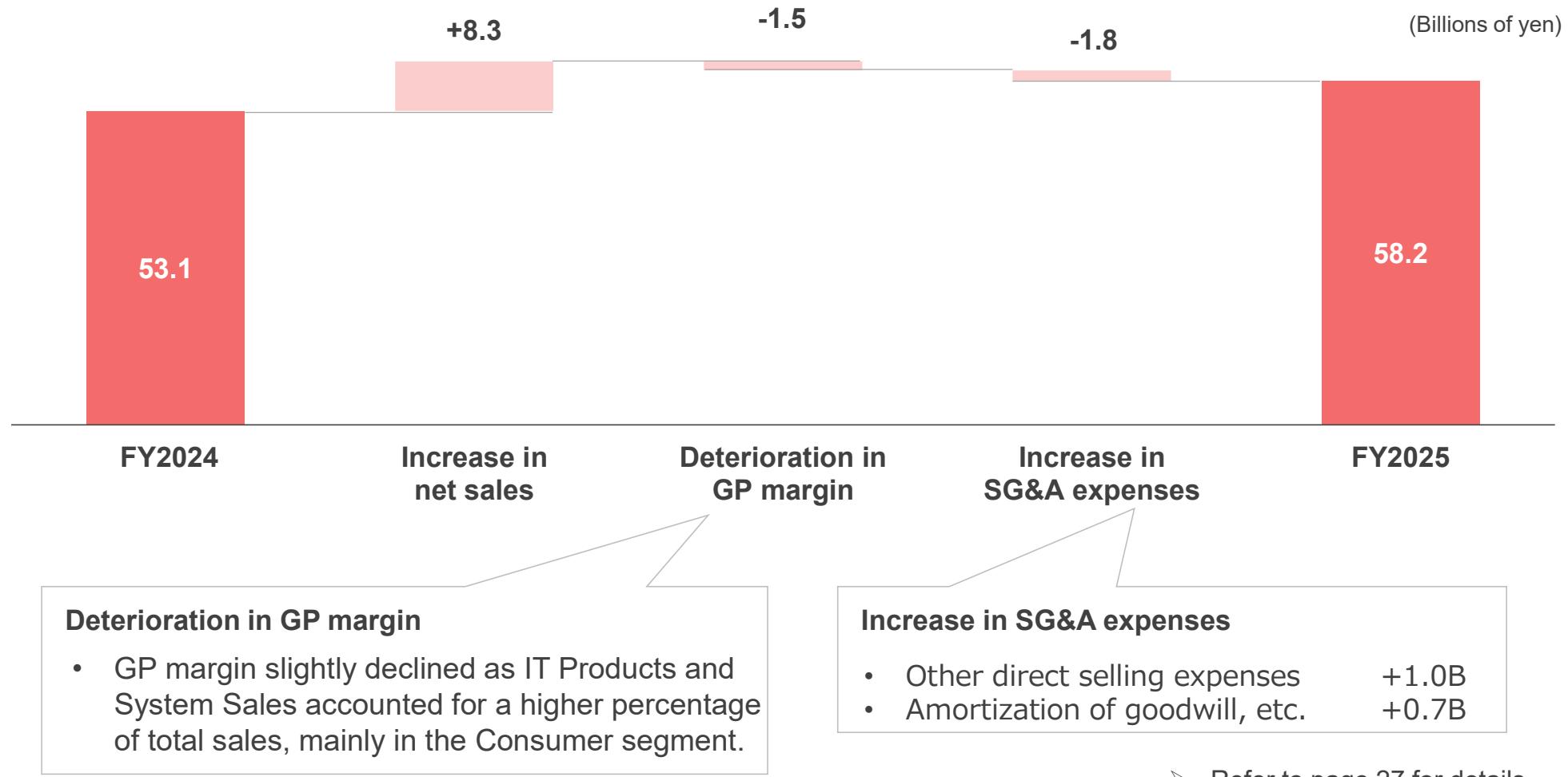
- ✓ The operating income, ordinary income and net income surpassed previous record highs.
- ✓ The ordinary margin, net income margin also surpassed previous record highs.

(Billions of yen)	FY2024	FY2025	Changes	
			Amount	%
<b>Net sales</b>	653.9	<b>679.8</b>	+25.9	+4%
<b>Gross Profit</b>	210.8 (32.2%)	<b>217.7</b> (32.0%)	+6.8 (-0.2pt)	+3%
<b>Operating Income</b>	53.1 (8.1%)	<b>58.2</b> (8.6%)	+5.1 (+0.4pt)	+10%
<b>Ordinary Income</b>	54.4 (8.3%)	<b>59.8</b> (8.8%)	+5.4 (+0.5pt)	+10%
<b>Net income attributable to owners of the parent</b>	39.3 (6.0%)	<b>41.5</b> (6.1%)	+2.1 (+0.1pt)	+6%

# Operating Income Variance Analysis

FY2025 Actual  
(from January 1 to December 31)

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# Results by Segment

(Billions of yen)

	FY2024		FY2025		Changes	
	Net sales	Op. income	Net sales	Op. income	Net sales	Op. income
	Consumers	144.6	13.8	144.8	13.0	+0.2
Enterprise	249.9	19.4	265.8	21.1	+15.8	+1.7
Area	231.3	18.3	240.3	22.3	+9.0	+4.0
Professional	44.8	4.6	48.8	5.5	+4.0	+1.0
Other	-16.7	-2.9	-19.8	-3.8	-3.1	-0.9
Total	653.9	53.1	679.8	58.2	+25.9	+5.1

\*Other is a business segment that is not included in the reportable segments of the Company and includes the shared service business and the elimination of intersegment transactions. Starting from FY2025, Primagest, Inc., which was previously included in Other, have been transferred to the Enterprise segment and the segment information for FY2024 has been recalculated accordingly. Starting from FY2025, some of the system development and operation organizations in the Enterprise segment have been transferred to Other and the segment information for FY2024 has been recalculated accordingly.

# Each Segment Results Consumers Segment

4Q 2025 Actual

(from October 1 to December 31)



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- ✓ Net sales increased, reflecting an increase in sales of compact cameras and other factors.
- ✓ Operating income increased due to a decrease in SG&A expenses.

(Billions of yen)	4Q				Full year			
	FY2024	FY2025	Changes		FY2024	FY2025	Changes	
			Amount	%			Amount	%
Canon Products & Other	35.4	36.1	+0.7	+2%	108.1	104.2	-3.8	-4%
IT Solutions	10.9	11.3	+0.4	+4%	36.5	40.6	+4.1	+11%
Net sales	46.3	47.4	+1.1	+2%	144.6	144.8	+0.2	+0%
Op. income	5.6	5.7	+0.2	+3%	13.8	13.0	-0.7	-5%
margin	12.1%	12.1%	+0.0pt	—	9.5%	9.0%	-0.5pt	—

\* Starting from FY2025, some of the system development and operation organizations in the Enterprise segment have been transferred to Other and the segment information for FY2024 has been recalculated accordingly.

## ■ Consumer Products, Y/Y Non-consolidated

		1Q	2Q	3Q	4Q	Full year
Digital Interchangeable Lens Camera	Unit	-15%	-12%	-25%	+19%	-7%
Inkjet Printer (IJP)	Unit	-14%	-8%	-14%	-0%	-8%
IJP Cartridge	Amount	-7%	-7%	-5%	-9%	-7%

# Each Segment Results Enterprise Segment

4Q 2025 Actual

(from October 1 to December 31)

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Consumers

Enterprise

Area

Professional

- Net sales increased. While Canon Products & Other decreased slightly, IT Solutions sales increased somewhat.
- Operating income increased, reflecting a rise in gross profit due to higher sales.

(Billions of yen)	4Q				Full year			
	FY2024	FY2025	Changes		FY2024	FY2025	Changes	
			Amount	%			Amount	%
Canon Products & Other	16.0	15.9	-0.1	-1%	59.6	59.4	-0.2	-0%
IT Solutions	52.3	52.7	+0.4	+1%	190.3	206.3	+16.0	+8%
Net sales	68.3	68.6	+0.3	+0%	249.9	265.8	+15.8	+6%
Op. income	6.3	7.0	+0.7	+12%	19.4	21.1	+1.7	+9%
margin	9.2%	10.2%	+1.0pt	—	7.8%	7.9%	+0.2pt	—

\*Starting from FY2025, Primagest, Inc., which was previously included in Other, have been transferred to the Enterprise segment and the segment information for FY2024 has been recalculated accordingly.

Starting from FY2025, some of the system development and operation organizations in the Enterprise segment have been transferred to Other and the segment information for FY2024 has been recalculated accordingly.

## [Reference] Results of main consolidated company Canon IT Solutions Inc.

	4Q		Changes	1Q-4Q		Changes	
	FY2024	FY2025		%	FY2024	FY2025	
Net sales	36.9	37.4	+1%		139.5	147.2	+6%
Op. income	3.6	4.7	+30%		14.1	15.8	+12%

\*TCS Inc. was merged into Canon IT Solutions Inc. in July 2025. The results of Canon IT Solutions Inc. from July to December 2024 have been recalculated accordingly.

## Canon IT Solutions Inc.

### Orders received and outstanding orders, Y/Y Non-consolidated

	1Q	2Q	3Q	4Q	Full year
Orders received	+7%	-2%	+4%	+3%	+3%
Outstanding orders	-13%	-13%	-12%	-11%	-11%

Outstanding orders excluding the Data Center business surpassed previous record highs.

# Each Segment Results Area Segment

4Q 2025 Actual

(from October 1 to December 31)

**Canon**

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- ✓ Net sales increased, mainly due to slight increase in Canon Products & Other and strong performance in IT Solutions.
- ✓ Operating income increased, reflecting a rise in gross profit resulting from higher sales, as well as a decrease in SG&A expenses, including personnel expenses.

	4Q				Full year			
	FY2024	FY2025	Changes		FY2024	FY2025	Changes	
			Amount	%			Amount	%
Canon Products & Other	40.9	41.2	+0.3	+1%	157.7	157.0	-0.7	-0%
IT Solutions	18.0	20.7	+2.7	+15%	73.6	83.3	+9.6	+13%
Net sales	58.8	61.9	+3.1	+5%	231.3	240.3	+9.0	+4%
Op. income	5.0	6.2	+1.2	+23%	18.3	22.3	+4.0	+22%
margin	8.5%	10.0%	+1.5pt	—	7.9%	9.3%	+1.4pt	—

\* Starting from FY2025, some of the system development and operation organizations in the Enterprise segment have been transferred to Other and the segment information for FY2024 has been recalculated accordingly.

[Reference] Results of main consolidated company Canon System & Support Inc.

	4Q		Changes	1Q-4Q		Changes	
	FY2024	FY2025		%	FY2024	FY2025	
Net sales	26.6	28.8	+8%		107.7	114.6	+6%
Op. income	1.8	2.6	+43%		6.9	10.3	+50%

# Each Segment Results Professional Segment

4Q 2025 Actual

(from October 1 to December 31)



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- ✓ Net sales increased due to an increase in Industrial equipment and Healthcare business.
- ✓ Operating income increased due to an increase in gross profit driven by higher sales.

(Billions of yen)	4Q				Full year			
	FY2024	FY2025	Changes		FY2024	FY2025	Changes	
			Amount	%			Amount	%
Production printing	3.1	2.7	-0.4	-14%	9.8	9.4	-0.5	-5%
Industrial equipment	3.8	6.9	+3.1	+81%	18.2	20.3	+2.1	+11%
Healthcare business	4.1	4.3	+0.3	+7%	16.8	19.2	+2.4	+14%
Net sales	11.0	13.9	+2.9	+26%	44.8	48.8	+4.0	+9%
Op. income	0.6	1.9	+1.4	+244%	4.6	5.5	+1.0	+22%
margin	5.1%	13.9%	+8.8pt	—	10.2%	11.4%	+1.2pt	—

\* Starting from FY2025, some of the system development and operation organizations in the Enterprise segment have been transferred to Other and the segment information for FY2024 has been recalculated accordingly.

## [Reference] Results of main consolidated company

Canon Production Printing Systems Inc.

	4Q		Changes	Full year		Changes	
	FY2024	FY2025		%	FY2025		
Net sales	3.0	2.6	-14%		9.2	8.9	-4%
Op. income	0.1	0.1	+18%		0.4	0.4	+16%

# Sales of Products and Services by Segment

4Q 2025 Actual

(from October 1 to December 31)

**Canon**

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(Billions of yen)	Consumers		Enterprise		Area		Professional		Other		Total		Composition Ratio
	4Q FY2024	4Q FY2025	4Q FY2024	4Q FY2025	4Q FY2024	4Q FY2025	4Q FY2024	4Q FY2025	4Q FY2024	4Q FY2025	4Q FY2024	4Q FY2025	
SI services	—	—	18.6	21.0	2.1	2.2	4.1	4.4	-0.1	-0.3	24.7	27.3	31%
Changes		-		+13%		+4%		+7%		-		+10%	
Maintenance and Operation Service/Outsourcing	—	—	20.0	19.0	3.0	3.2	0.4	0.4	0.7	0.9	24.0	23.5	26%
Changes		-		-5%		+8%		+5%		-		-2%	
IT Products and System Sales	10.9	11.3	13.7	12.7	12.9	15.3	—	—	-1.0	-1.2	36.5	38.1	43%
Changes		+4%		-8%		+19%		-		-		+4%	
IT Solutions	10.9	11.3	52.3	52.7	18.0	20.7	4.5	4.8	-0.4	-0.7	85.3	88.9	100%
Changes		+4%		+1%		+15%		+6%		-		+4%	
Canon Products & Other	35.4	36.1	16.0	15.9	40.9	41.2	6.5	9.1	-3.3	-3.2	95.5	99.1	
Changes		+2%		-1%		+1%		+41%		-		+4%	
Total	46.3	47.4	68.3	68.6	58.8	61.9	11.0	13.9	-3.7	-3.9	180.7	188.0	
Changes		+2%		+1%		+5%		+27%		-		+4%	

\*Other is a business segment that is not included in the reportable segments of the Company and includes the shared service business and the elimination of intersegment transactions. Starting from FY2025, Primagest, Inc., which was previously included in Other, have been transferred to the Enterprise segment and the segment information for FY2024 has been recalculated accordingly. Starting from FY2025, some of the system development and operation organizations in the Enterprise segment have been transferred to Other and the segment information for FY2024 has been recalculated accordingly. While in the Enterprise segment, TCS Inc. was merged into Canon IT Solutions Inc. in July 2025, the data has been compiled using the same method as that applied to the cumulative results through the second quarter from the perspective of continuity.

# Sales of Products and Services by Segment

FY2025 Actual

(from January 1 to December 31)

**Canon**

Canon Marketing Japan Group

(Billions of yen)	Consumers		Enterprise		Area		Professional		Other		Total		Composition Ratio
	FY2024	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024	FY2025	
<b>SI Services</b>	-	-	74.4	78.0	10.3	8.1	17.0	19.3	-1.0	-1.1	100.6	104.4	30%
	Changes	-	+5%	+21%	+14%	-	-	-	-	-	+4%	+4%	
<b>Maintenance and Operation Service/Outsourcing</b>	-	-	66.4	72.3	11.6	12.3	1.4	1.5	1.2	1.5	80.6	87.7	26%
	Changes	-	+9%	+6%	+6%	-	-	-	-	-	+9%	+9%	
<b>IT Products and System Sales</b>	36.5	40.6	49.4	56.0	51.8	62.8	-	-	-4.4	-8.1	133.3	151.3	44%
	Changes	+11%	+13%	+21%	-	-	-	-	-	-	+14%	+14%	
<b>IT Solutions</b>	36.5	40.6	190.3	206.3	73.6	83.3	18.4	20.8	-4.2	-7.7	314.6	343.4	100%
	Changes	+11%	+8%	+13%	+13%	+14%	-	-	-	-	+9%	+9%	
<b>Canon Products &amp; Other</b>	108.1	104.2	59.6	59.4	157.7	157.0	26.5	28.0	-12.4	-12.2	339.3	336.4	-1%
	Changes	-4%	-0%	-0%	+6%	+6%	-	-	-	-	-	-	
<b>Total</b>	144.6	144.8	249.9	265.8	231.3	240.3	44.8	48.8	-16.7	-19.8	653.9	679.8	+4%
	Changes	+0%	+6%	+4%	+9%	-	-	-	-	-	+4%	+4%	

\*Other is a business segment that is not included in the reportable segments of the Company and includes the shared service business and the elimination of intersegment transactions. Starting from FY2025, Primagest, Inc., which was previously included in Other, have been transferred to the Enterprise segment and the segment information for FY2024 has been recalculated accordingly. Starting from FY2025, some of the system development and operation organizations in the Enterprise segment have been transferred to Other and the segment information for FY2024 has been recalculated accordingly. While in the Enterprise segment, TCS Inc. was merged into Canon IT Solutions Inc. in July 2025, the data has been compiled using the same method as that applied to the cumulative results through the second quarter from the perspective of continuity.

# Summary of Forecasts

Actual vs Current Forecast

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(Billions of yen)

	FY2025 Actual	FY2026 Forecasts	Changes	
			Amount	%
<b>Net sales</b>	679.8	<b>685.0</b>	+5.2	+1%
<b>Operating income</b>	58.2 (8.6%)	<b>60.0 (8.8%)</b>	+1.8 (+0.2pt)	+3%
<b>Ordinary income</b>	59.8 (8.8%)	<b>60.7 (8.9%)</b>	+0.9 (+0.1pt)	+1%
<b>Net income attributable to owners of the parent</b>	41.5 (6.1%)	<b>42.0 (6.1%)</b>	+0.5 (+0.0pt)	+1%

# Forecasts by Segment

Actual vs Current Forecast

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	FY2025 Actual		FY2026 Forecasts		Changes		
	Net sales	Op. income	Net sales	Op. income	Net sales		Op. income
					Amount	%	
Enterprise	265.8	21.1	275.4	22.4	+9.6	+4%	+1.3
Area	240.3	22.3	235.5	22.3	-4.8	-2%	—
Consumers	144.8	13.0	142.6	13.0	-2.2	-2%	—
Professional	48.8	5.5	49.0	5.0	+0.2	+0%	-0.5
Other	-19.8	-3.8	-17.5	-2.7	+2.3	—	+1.1
<b>Total</b>	<b>679.8</b>	<b>58.2</b>	<b>685.0</b>	<b>60.0</b>	<b>+5.2</b>	<b>+1%</b>	<b>+1.8</b>

\*Other is a business segment that is not included in the reportable segments of the Company and includes the shared service business and the elimination of intersegment transactions.

# Each Segment Forecasts

FY2026 Forecast  
(from January 1 to December 31)

**Canon**  
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Enterprise

Area

Consumers

Professional

## Enterprise

- ✓ Net sales are expected to rise following steady sales of IT Solutions.
- ✓ Operating income is expected to increase, reflecting a rise in gross profit due to higher sales.

(Billions of yen)	Full year			
	FY2025 Actual	FY2026 Forecasts	Changes	
			Amount	%
Net sales	265.8	275.4	+9.6	+4%
Op. income	21.1	22.4	+1.3	+6%
margin	7.9%	8.1%	+0.2pt	—

## Area

- ✓ Net sales are expected to decline as it is likely there will be a downturn in IT Solutions sales following the increase in PC sales in the previous fiscal year.
- ✓ Operating income is forecast to remain unchanged from the previous fiscal year, with an increase in the gross profit margin offsetting an increase in SG&A expenses.

(Billions of yen)	Full year			
	FY2025 Actual	FY2026 Forecasts	Changes	
		Amount	%	
Net sales	240.3	235.5	-4.8	-2%
Op. income	22.3	22.3	—	—
margin	9.3%	9.5%	+0.2pt	—

# Each Segment Forecasts

FY2026 Forecast  
(from January 1 to December 31)

**Canon**  
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Enterprise

Area

Consumers

Professional

## ■ Consumer

- ✓ Net sales are expected to decline due to a decrease in sales of IT Products and IJP cartridges, despite an increase in digital interchangeable lens cameras.
- ✓ Operating income is forecasted to remain flat, reflecting a decrease in sales and improvement in gross margin.

(Billions of yen)	Full year			
	FY2025 Actual	FY2026 Forecasts	Change	
			Amount	%
Net sales	144.8	142.6	-2.2	-2%
Op. income	13.0	13.0	—	—
margin	9.0%	9.1%	+0.1pt	—

## ■ Professional

- ✓ Net sales are forecast to increase slightly, reflecting increased sales of Production printing despite a decrease in of Industrial equipment.
- ✓ Operating income is expected to decline reflecting a decrease in gross profit due to lower sales of Industrial equipment.

(Billions of yen)	Full year			
	FY2025 Actual	FY2026 Forecasts	Change	
		Amount	%	
Net sales	48.8	49.0	+0.2	+0%
Op. income	5.5	5.0	-0.5	-10%
margin	11.4%	10.2%	-1.1pt	—

# (Supplementary Material) Outline of Main Products Sales

Supplementary Material for 2025 4Q											Canon Marketing Japan Inc.			
Y/Y changes in unit or amount														
■ Canon Product, Other														
Non-consolidated														
DHL* Unit														
-31% -14% +4% +0% -10% -15% -12% -25% +19% -7% -2% -3%														
Inkjet Printer (IJP) Unit														
-5% -4% +2% -12% -5% -14% -5% -14% -6% -5% -5% -4%														
LIP Cartridge Amount														
-9% -4% -7% -12% -9% -7% -7% -5% -9% -7% -6% -4%														
* Digital Interchangeable Lens Camera														
Non-consolidated														
MFP including Rental Machine Unit														
-3% -1% +5% +10% +3% -3% +7% -9% +6% +5% +2% +4%														
Service & Support Amount														
-2% -1% -2% -2% -2% -4% -1% -2% -2% -2% -2% -1%														
Laser Bean Printer (LBP) Unit														
-2% -2% +9% -7% +3% -2% -2% -2% -7% -2% +9% +5%														
LBP Cartridge Amount														
-3% -6% -1% -2% +5% +2% -3% -6% -2% -3% -2% -2%														
Consolidated														
Commercial Printing Amount														
+9% -2% -3% +11% +4% +5% +10% +10% -1% -6% +5% -6%														
MIT Solutions Consolidated														
AI Services Amount														
+18% +1% -5% -2% -2% +1% +1% +1% +1% +1% +2% +11%														
Maintenance and operation service/monitoring Amount														
+22% +5% +27% +2% +7% +27% +1% +7% +2% +9% +10% +5%														
IT products and system sales Amount														
-2% +21% +22% +24% +16% +30% +5% +14% +24% +23% +11% +3%														
Network Camera Amount														
+6% +1% +9% +26% +11% -4% +5% +4% +7% +13% +28% +15%														
Professional Segment Consolidated														
Production Printing Amount														
+6% +7% -4% +11% +2% -5% -1% -6% -14% -5% +3% -9%														
Industrial Equipment Amount														
-64% -25% -3% +10% +11% +25% +24% -4% +7% +14% +7% -3%														
Healthcare Business Amount														
* Forward-looking statements and results forecasts presented in this material are based on the management's assumptions using currently available information and therefore contain inherent risks and uncertainties. As a consequence, due to a range of possible factors, actual results may materially differ from the forecasts.														

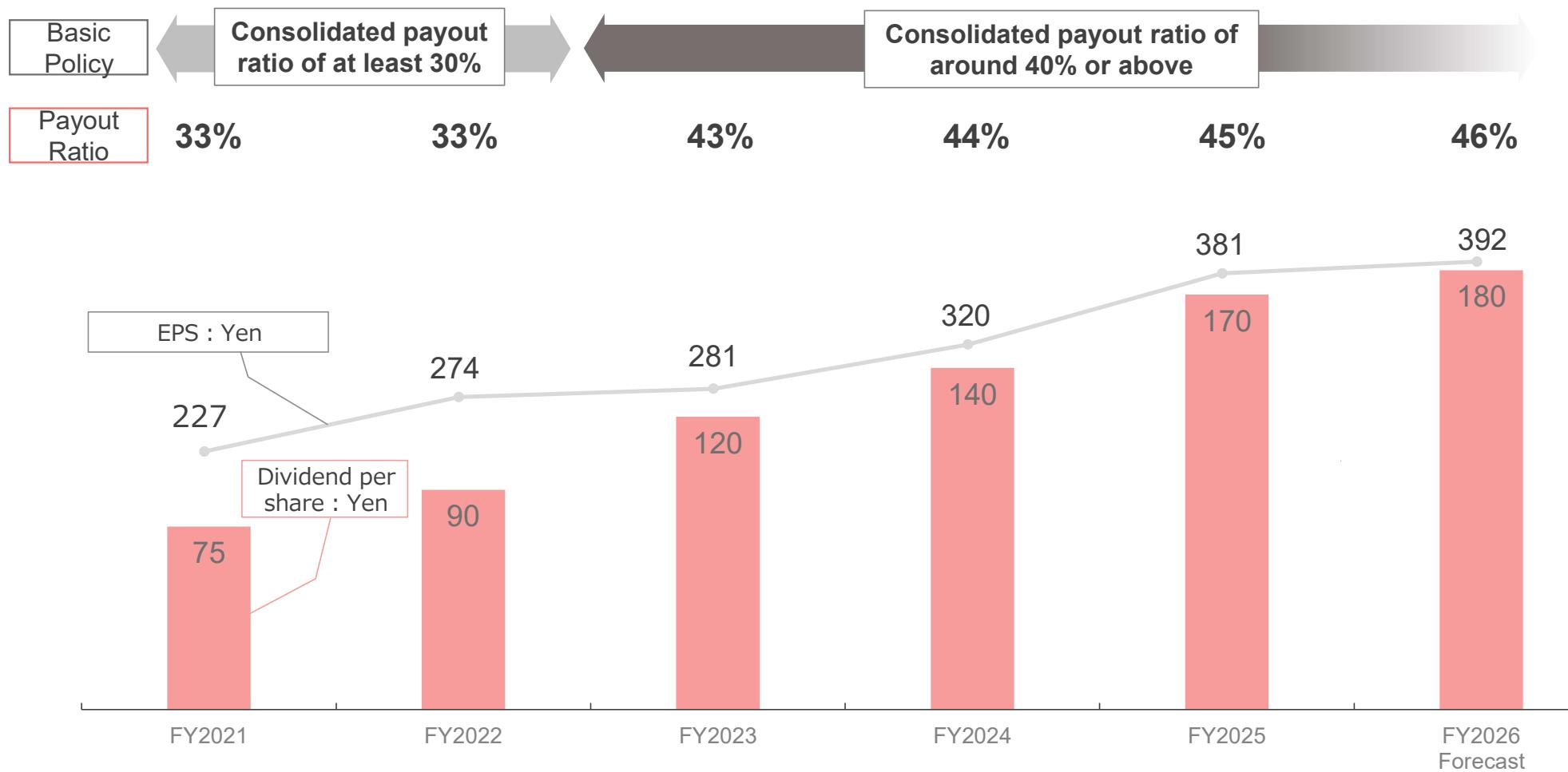
Please see the **Supplementary Material for FY2025 4Q** on our website.

- URL

<https://corporate.jp.canon/en/ir/library/explanation>



# Financial Indicator



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 31, 2026 (forecast) represents the amounts stated prior to giving effect to the share split. It should be noted that the annual dividend per share for the year ending December 31, 2026 (forecast) after giving effect to the share split would be 90.00 yen.

# Share Split and Acquisition of Treasury Stock

## Share Split

### **Split ratio: 2 for 1**

(split the company's common stock  
in the proportion of two shares for one share)

Record date: March 31, 2026

Effective date: April 1, 2026

## Acquisition of Treasury Stock

(Repurchase on the stock exchange)

Total value of shares to be acquired:

**30 billion yen(maximum)**

Total number of shares to be acquired:

**5,000,000 shares(maximum)**

(4.66% of the total number of shares outstanding  
(excluding treasury stock))

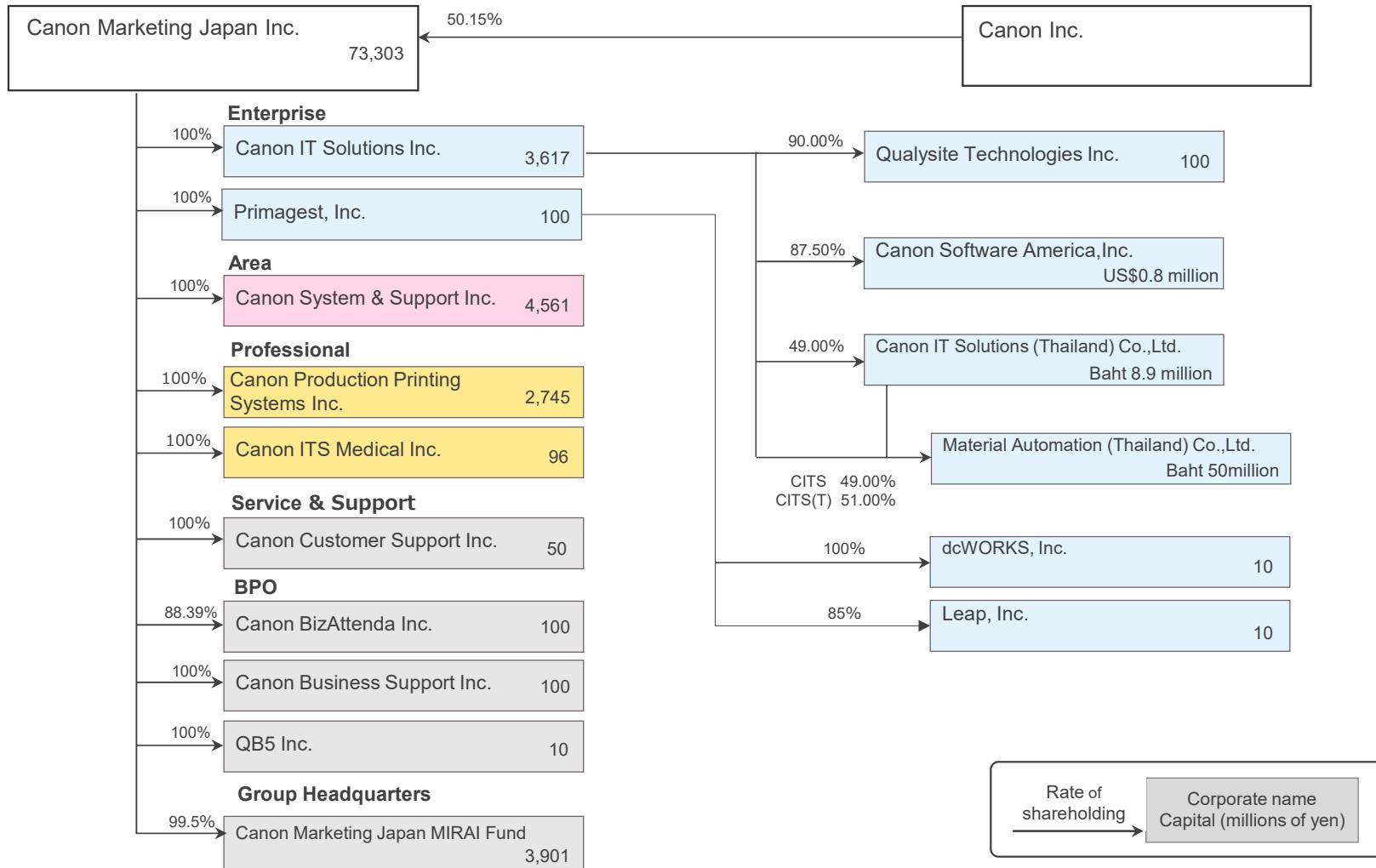
Period of acquisition:

February 2, 2026 to October 30, 2026

**Canon**  
Canon Marketing Japan Group

# Supplementary Information

# Capital Relationship Diagram



As of December 31, 2025

# SG&A Expenses

4Q 2025 Actual  
(from October 1 to December 31)

**Canon**  
Canon Marketing Japan Group

(Billions of yen)

	4Q FY2024	4Q FY2025	Changes
<b>Advertising expenses</b>	1.9	<b>1.9</b>	-0.0
<b>Promotion expenses</b>	0.8	<b>0.9</b>	+0.1
<b>Warranty expenses</b>	0.7	<b>0.7</b>	+0.0
<b>Other direct selling expenses</b>	5.0	<b>5.1</b>	+0.1
<b>Personnel expenses</b>	22.6	<b>22.2</b>	-0.4
<b>Office expenses</b>	2.3	<b>2.2</b>	-0.1
<b>IT expenses</b>	2.9	<b>2.8</b>	-0.1
<b>Amortization of goodwill, etc.</b>	0.9	<b>0.9</b>	-0.0
<b>Other selling expenses</b>	3.9	<b>4.3</b>	+0.3
<b>Total</b>	<b>40.9</b>	<b>40.9</b>	-0.0

# SG&A Expenses

FY2025 Actual  
(from January 1 to December 31)

**Canon**  
Canon Marketing Japan Group

(Billions of yen)

	FY2024	FY2025	Changes
<b>Advertising expenses</b>	5.2	4.9	-0.3
<b>Promotion expenses</b>	3.1	3.1	+0.0
<b>Warranty expenses</b>	2.7	2.8	+0.1
<b>Other direct selling expenses</b>	18.4	19.4	+1.0
<b>Personnel expenses</b>	90.8	90.4	-0.5
<b>Office expenses</b>	8.4	8.9	+0.5
<b>IT expenses</b>	11.1	10.8	-0.4
<b>Amortization of goodwill, etc.</b>	2.8	3.4	+0.7
<b>Other selling expenses</b>	15.2	15.8	+0.6
<b>Total</b>	157.7	159.5	+1.8

# Non-operating Income and Expenses

(Billions of yen)	4Q FY2024	4Q FY2025	Changes	FY2024	FY2025	Changes
<b>Interest income</b>	0.1	0.1	+0.0	0.4	0.5	+0.1
<b>Dividend income</b>	0.1	0.1	+0.0	0.4	0.3	-0.1
<b>Insurance income</b>	0.0	0.0	-0.0	0.5	0.5	+0.0
<b>Gain on investments in partnership</b>	0.0	0.0	+0.0	0.1	0.5	+0.4
<b>Foreign exchange gains</b>	0.2	0.1	-0.1	0.2	0.1	-0.1
<b>Other, net</b>	0.1	0.1	+0.0	0.2	0.3	+0.1
<b>Total non-operating income</b>	0.4	0.4	+0.0	1.8	2.1	+0.4
<b>Interest expense</b>	0.0	0.0	+0.0	0.1	0.1	-0.0
<b>Investment partnership management expenses</b>	0.1	0.1	-0.0	0.2	0.2	+0.0
<b>Commission for purchase of treasury stock</b>	0.0	0.0	+0.0	0.1	0.0	-0.0
<b>Other, net</b>	0.0	0.0	+0.0	0.2	0.2	+0.0
<b>Total non-operating expenses</b>	0.1	0.1	+0.0	0.5	0.5	-0.0

# Extraordinary Income and Losses

	(Billions of yen)	4Q FY2024	4Q FY2025	Changes	1Q-4Q FY2024	1Q-4Q FY2025	Changes
Gain on sales of long-lived assets	0.0	0.0	+0.0	0.0	0.0	-0.0	
Gain on sales of investments in securities	0.0	0.1	+0.1	0.0	1.7	+1.7	
Gain on sales of shares of subsidiaries and associates	-	-	-	2.9	-	-2.9	
Other, net	-	-	-	0.0	-	-0.0	
<b>Total extraordinary income</b>	<b>0.0</b>	<b>0.2</b>	<b>+0.1</b>	<b>2.9</b>	<b>1.7</b>	<b>-1.2</b>	
Loss on sales and disposal of long-lived assets	0.0	0.1	+0.0	0.2	0.1	-0.0	
Impairment loss	-	-	-	-	0.5	+0.5	
Loss on sale of investments in securities	-	0.2	+0.2	-	0.2	+0.2	
Loss on impairment of investments in securities	-	0.0	+0.0	-	0.0	+0.0	
Other, net	-	0.0	+0.0	0.0	0.0	+0.0	
<b>Total extraordinary losses</b>	<b>0.0</b>	<b>0.3</b>	<b>+0.3</b>	<b>0.2</b>	<b>0.9</b>	<b>+0.8</b>	

# Quarterly Balance Sheets

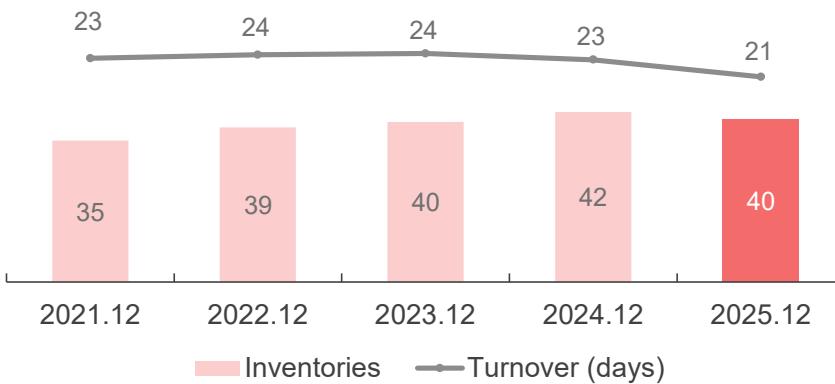
	Dec. 31 2024	Dec. 31 2025	Changes
Assets	524.6	564.4	+39.8
Current assets	332.2	339.6	+7.5
Cash and deposits	110.7	160.1	+49.3
Notes accounts receivable-trade and contract assets	119.0	126.6	+7.6
Inventories	42.3	40.4	-2.0
Other current assets	60.1	12.6	-47.5
Non-current assets	192.4	224.8	+32.4
Property, plant and equipment	88.1	86.8	-1.3
Intangible assets	49.0	52.0	+2.9
Investments and other assets	55.3	86.0	+30.8
Liabilities	140.9	150.6	+9.7
Current liabilities	123.5	125.1	+1.5
Notes and accounts payable-trade	50.1	52.1	+2.0
Other current liabilities	73.4	73.0	-0.5
Long-term liabilities	17.4	25.5	+8.2
Equity	383.7	413.8	+30.1
Shareholders' equity	347.6	361.7	+14.1
(Treasury stock)	-9.3	-20.4	-11.1
Total accumulated other comprehensive income/(loss)	35.1	51.1	+16.0
Stock acquisition rights	0.1	0.1	+0.0
Non-controlling interests	0.8	0.9	+0.1
Equity ratio	73%	73%	+0%

(Billions of yen)

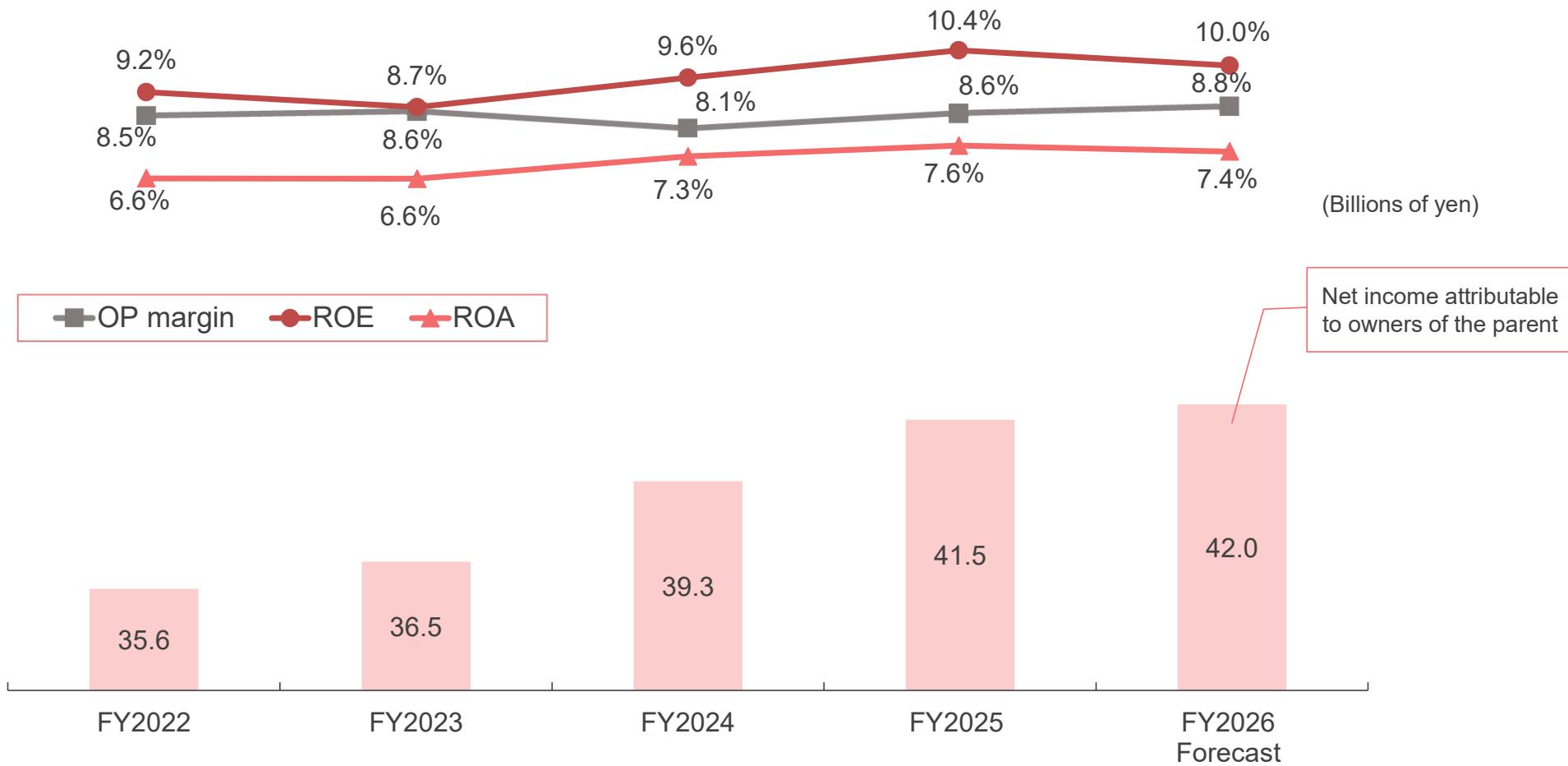
## ■ Notes accounts receivable-trade and contract assets



## ■ Inventories

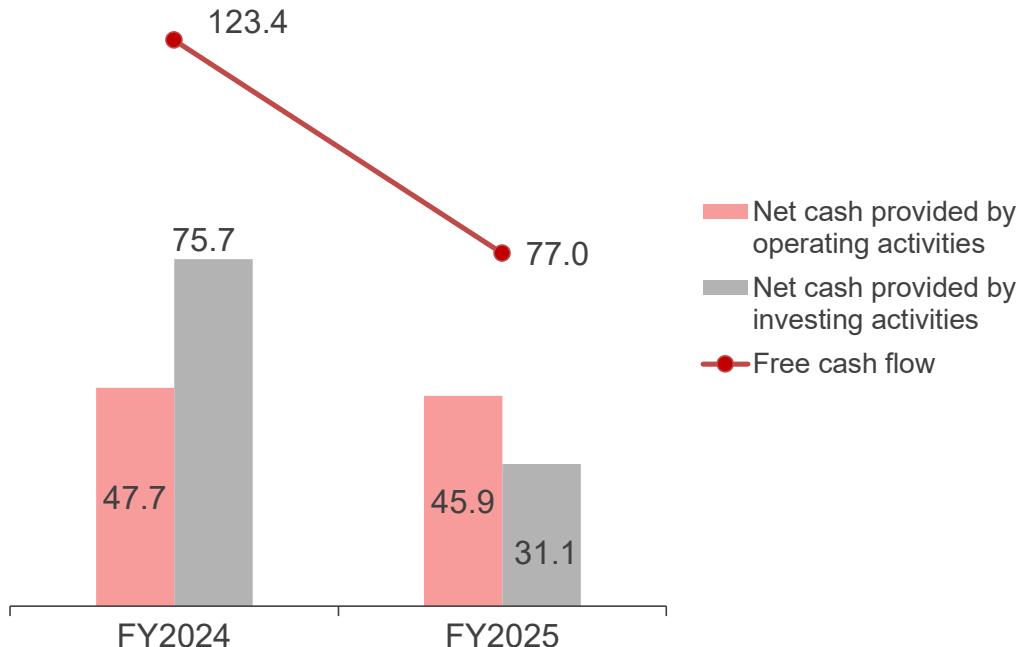


# Financial Indicator



# Financial Indicator

## ■ Cash Flow



## ■ Capital Investment

	Full year
FY2024 Actual	12.8
FY2025 Actual	17.9
FY2026 Forecast	27.5

## ■ Depreciation and amortization

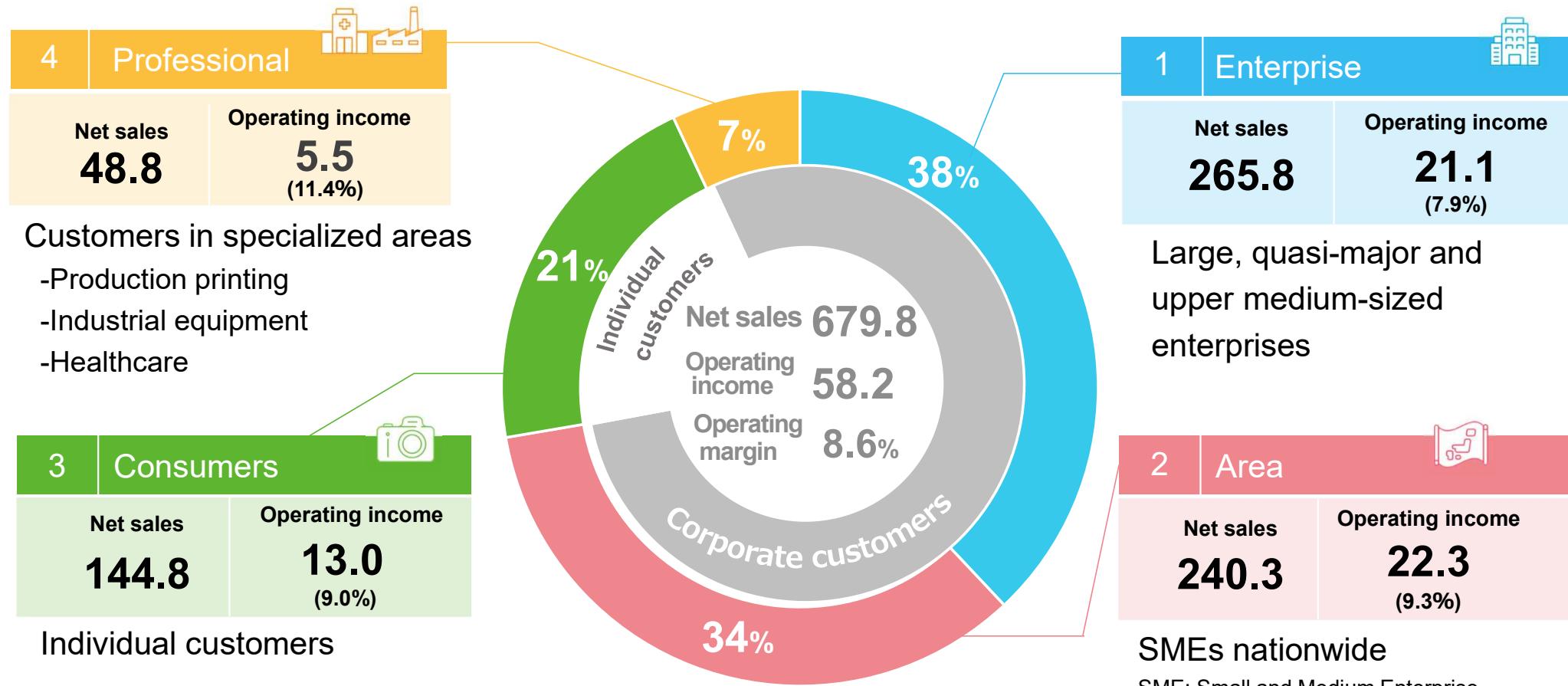
	Full year
FY2024 Actual	10.5
FY2025 Actual	12.1
FY2026 Forecast	12.9

# Sales Breakdown by Segment (FY2025)

Canon

Canon Marketing Japan Group

(Billions of yen)

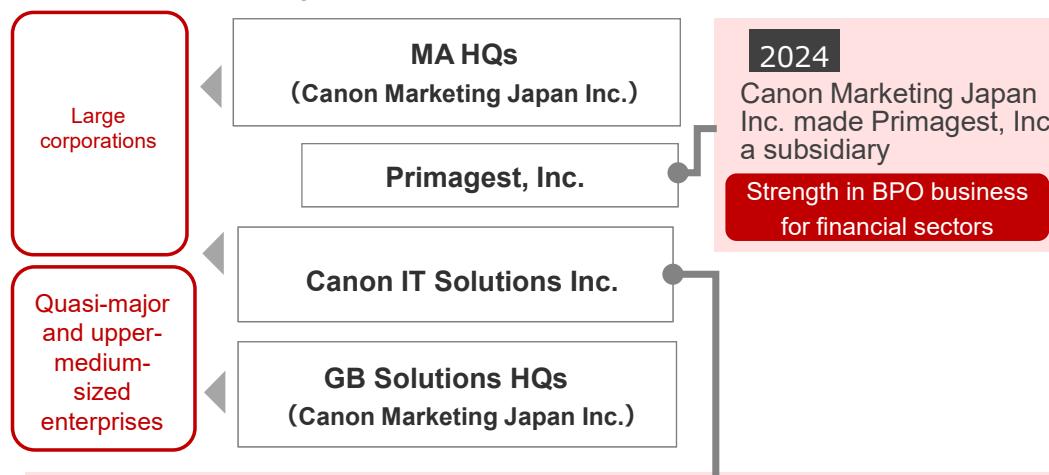


\*Net sales of -19.8 billion yen and operating income of -2.8 billion yen are not displayed in this chart. They include elimination of inter-segment transactions, shared service business and corporate expenses that do not belong to any segment.

# Business Summary by Segment

## 1 Enterprise

We provide Canon products, IT solutions and BPO services that help resolve various industry- and business-specific management issues of our vast range of customers, from **large corporations** to **quasi-major and upper medium-sized enterprises**, public agencies, and educational institutions.



- 2003 Sumitomo Metal System Solutions Co., Ltd. is reorganized into a subsidiary.
- 2007 ARGO 21 Corp. is reorganized into a subsidiary.
- 2008 Both Integrated into Canon IT Solutions Inc.
- 2023 TCS Inc. is reorganized into a subsidiary.  
(absorbed into Canon IT Solutions Inc. in 2025)

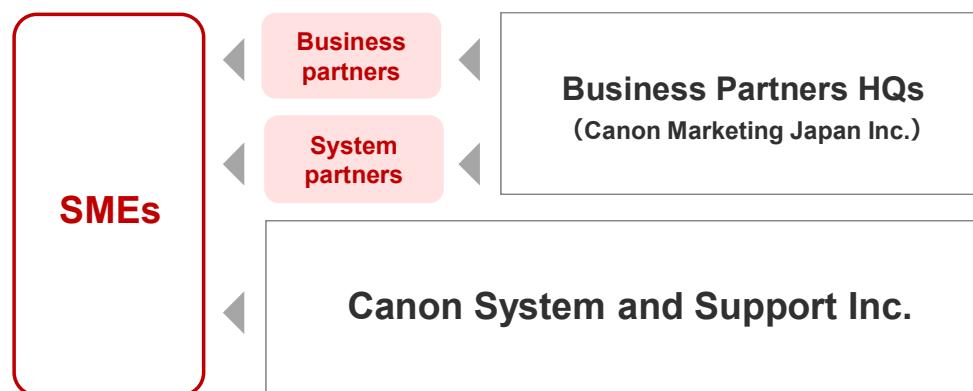
Strong in financial and manufacturing sectors

Data Center Business



## 2 Area

Harnessing diverse channels consisting of **indirect sales** by business partners and system partners, and **direct sales** by Canon System and Support Inc, this segment offers Canon products and IT solutions to **SMEs** all over Japan.



- 1980 Copier Sales Co., Inc. is established.
- 2000 The company name is changed to Canon System and Support Inc.
- 2002 The company becomes a wholly owned subsidiary of Canon Marketing Japan Inc., former name of which was Canon Sales Co., Inc.

Build relationships with customers through the direct sales channels

Concentrate mainly on the introduction, operations and maintenance of IT infrastructure

# Business Summary by Segment

## 3 Consumers

This segment sells imaging products, including cameras which are the business Canon has been operating since its foundation, inkjet printers and other Canon products as well as non-Canon-branded products **to corporate and individual customers through retail stores and online shops, etc.**

### Camera business



### Inkjet printer business



Hobbies, photos and  
Working from home

### IT products business



High-performance PCs  
(used for e-sports, etc.)

## 4 Professional

This segment offers solutions to **customers in the specialized areas** like Production printing, Industrial equipment and Healthcare.

### Industrial equipment

Related to  
semiconductor  
manufacturing

Not related to  
semiconductors



Plasma  
ashing equipment



X-ray  
analyzer



Appearance inspection  
equipment



Industrial  
3D printer

### Production printing

Production printer



ProStream



MJP20JXR

Color IJ Printer

Monochrome  
IJ Printer

### Software services

Workflow  
solutions

Connect  
Works Manager

POP system

Drawings  
management  
system

### Healthcare

Electronic  
health records



Pharmacy  
systems



\* We import industrial equipment from abroad and sell localized equipment in the Japanese market. We are also in charge of installation and maintenance support.

# Outsiders' Assessments and Inclusion in Indices : ESG

Selected as a constituent  
of the FTSE4Good Index



FTSE4Good

Selected as a constituent  
of the FTSE JPX Blossom  
Japan Index



FTSE JPX Blossom  
Japan Index

Selected as a constituent of  
the FTSE JPX Blossom  
Japan Sector Relative Index



FTSE JPX Blossom  
Japan Sector  
Relative Index

Selected as a constituent  
of the Morningstar Japan  
Equity Gender Diversity  
Tilt Index(GE Group 3)

Selected as a constituent of  
JPX Nikkei Index 400



JPX-NIKKEI 400

Selected as a constituent of  
the MSCI NIHONKABU  
ESG Select Leaders Index

2025 CONSTITUENT MSCI NIHONKABU  
ESG SELECT LEADERS INDEX

Selected as a constituent of  
the MSCI Japan  
Empowering Women Index

2025 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

Selected as a constituent of  
the S&P/JPX Carbon  
Efficient Index



Selected as a constituent  
of the Sompo  
Sustainability Index

2025



Sompo Sustainability Index

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# Outsiders' Assessments and Inclusion in Indices : Human resources

Selected as the Certified Health & Productivity Management Outstanding Organization



Eruboshi certification (two stars)



Earned 4-star rating in the Nikkei Comprehensive Sustainability Survey on Smart Work Management



Selected for the grand prize of the Good Career Company Award



Platinum Kurumin certification



Awarded an excellent company prize and a prize of excellent in the IFSJ Innovation Award with the DX Test™ series



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