

**Canon Marketing Japan Group**

## **Long-Term Management Objectives (2026-2030)**

## **Medium-Term Management Plan (2026-2028)**

**Masachika Adachi, President**

January 28, 2026

- 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.

Review of the Long-Term Management Objectives (2021-2025)

Recognizing the Business Environment/Our Strengths

Long-Term Management Objectives (2026-2030)

Medium-Term Management Plan (2026-2028)

Shareholder Returns and Conclusion

## Review of the Long-Term Management Objectives (2021-2025)

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Shareholder Returns and Conclusion

# Review of the Long-Term Management Objectives (2021-2025) | Summary

**Both sales and income increased year on year for the fifth consecutive fiscal year**

**Operating income, ordinary income, and net income attributable to owners of the parent surpassed previous record highs.**

Topics	
Business	<ul style="list-style-type: none"><li>IT solutions business grew significantly, up 64% (vs. 2020)</li><li>Maintenance and Operation Service /Outsourcing grew significantly, up 136% (vs. 2020)</li><li>Canon products net sales remained stable, profitability strengthened</li></ul>
Financial	<ul style="list-style-type: none"><li>Aggressively executed M&amp;A and investments, investments in human resources and systems and established CVC</li><li>Practiced management focused on capital efficiency, such as growth investments and treasury stock buybacks</li><li>Ensured transparency through the elimination of short-term loans to the parent company</li><li>Dividend per share increased to 2.8 times (vs. 2020)</li></ul>
Management Foundation	<ul style="list-style-type: none"><li>Established our Purpose</li><li>Established Special Committee and reviewed the composition of the Board of Directors</li></ul>

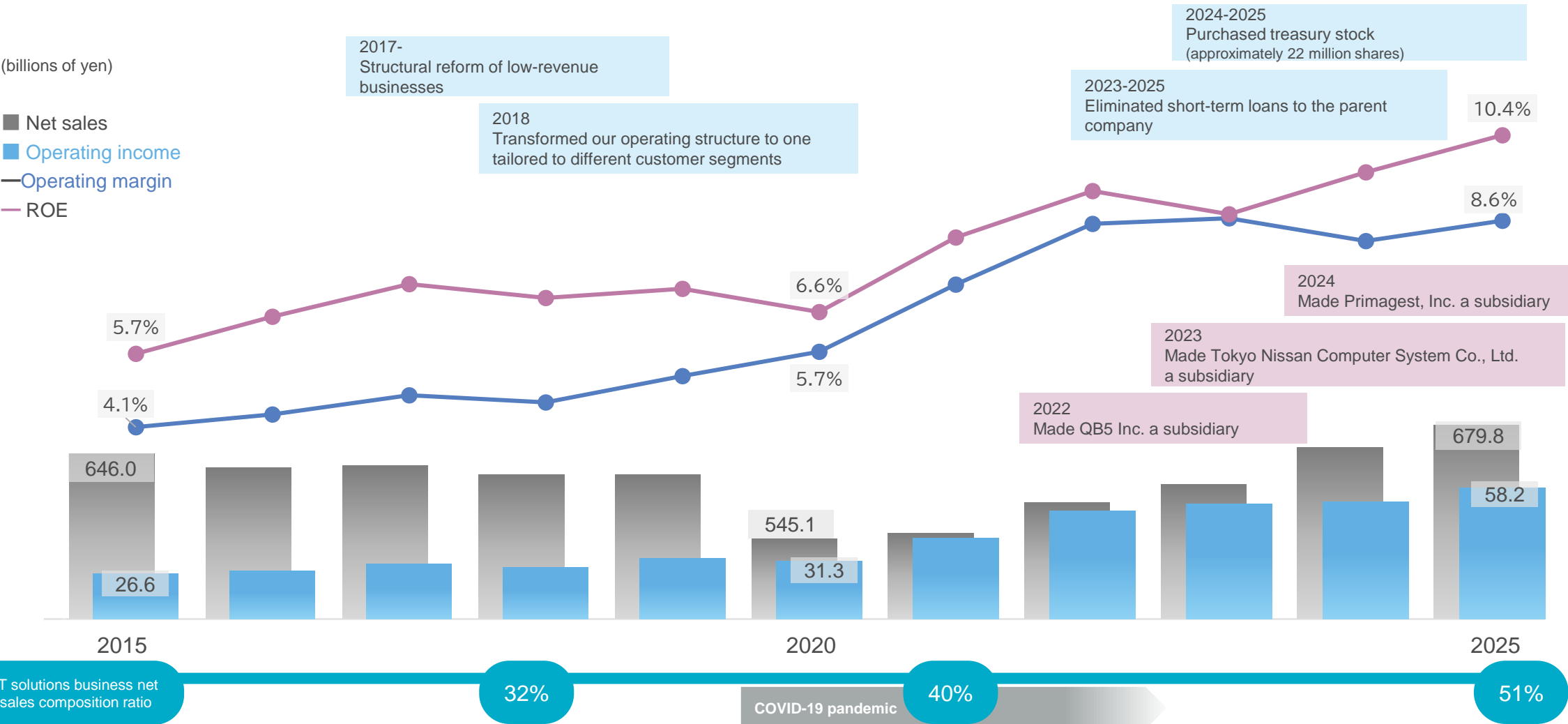
Management Indicators			
(billions of yen)			
	2020	2025	Vs.initial plan
Operating income	31.3	58.2	+8.2
Net sales	545.1	679.8	+29.8
ITS sales	209.4	343.4	+43.4
ROE	6.6%	10.4%	+2.4 pt

**All of the consolidated financial plan figures for management indicators were achieved**

# Review of the Past 10 Years

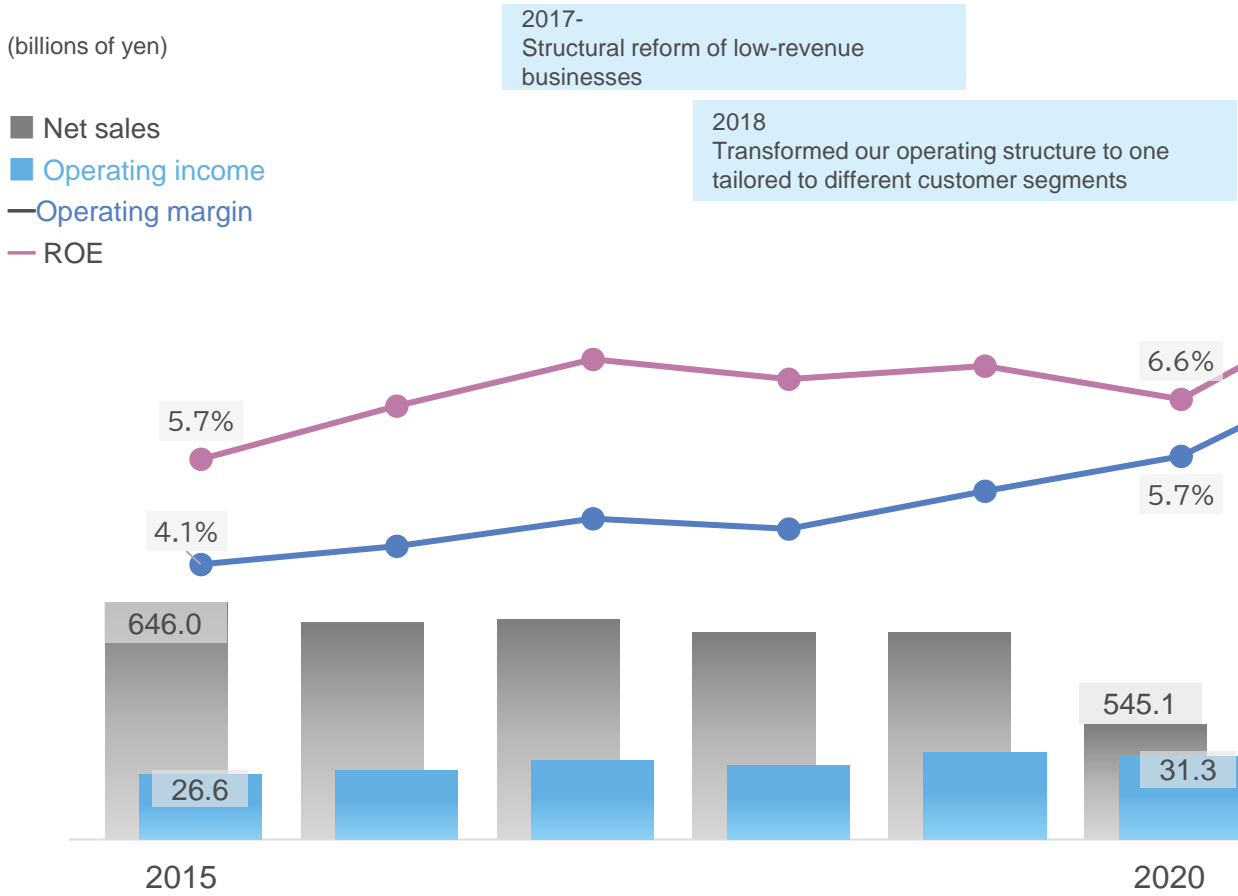
## Transformed to a robust corporate structure

## Accelerated profitable growth



# Review of the Past 10 Years (2016-2020)

## Transformed to a robust corporate structure



## Accelerated profitable growth



IT solutions business net  
sales composition ratio

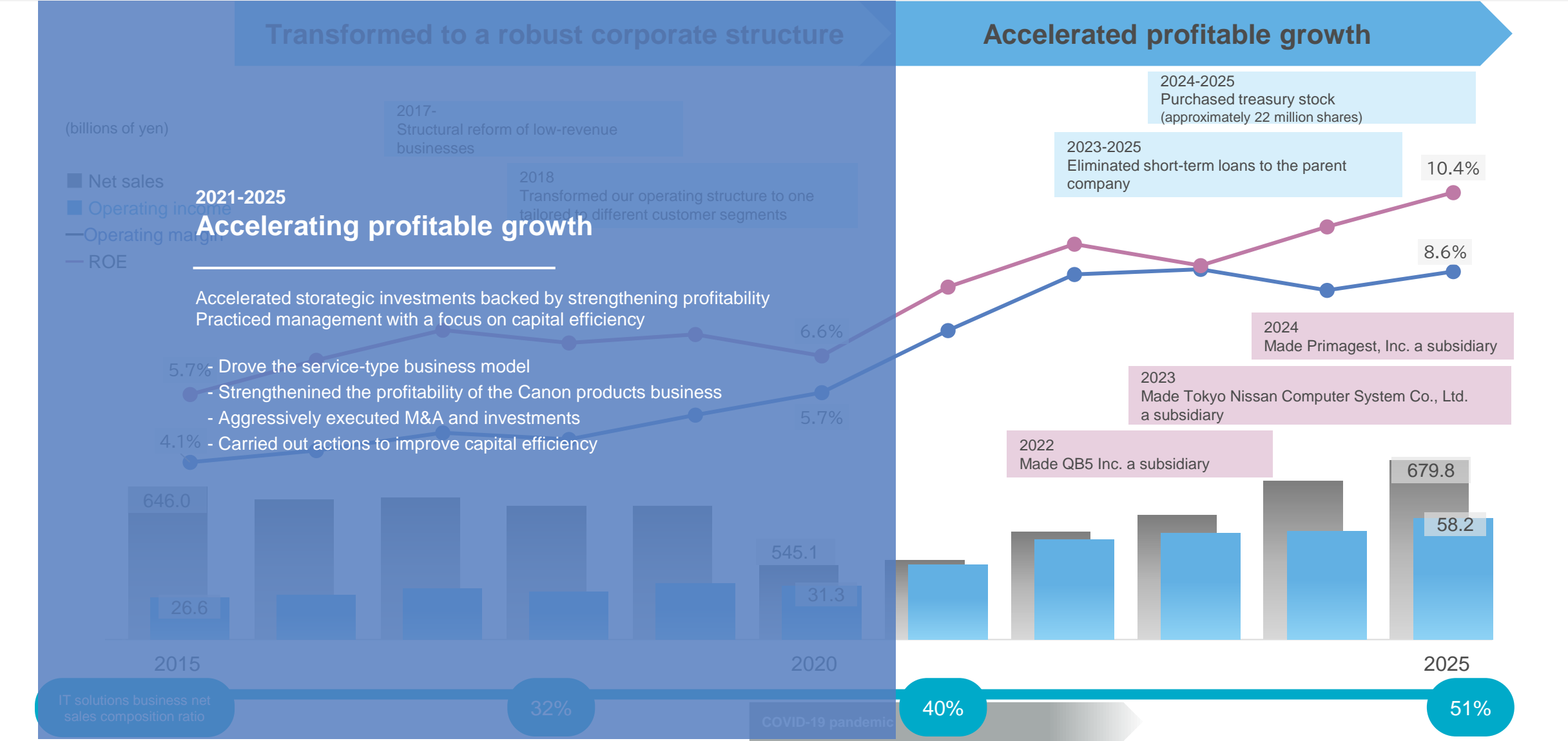
32%

COVID-19 pandemic

40%

51%

# Review of the Past 10 Years (2021-2025)



# Review of the Long-Term Management Objectives (2021-2025) | IT Solutions Business

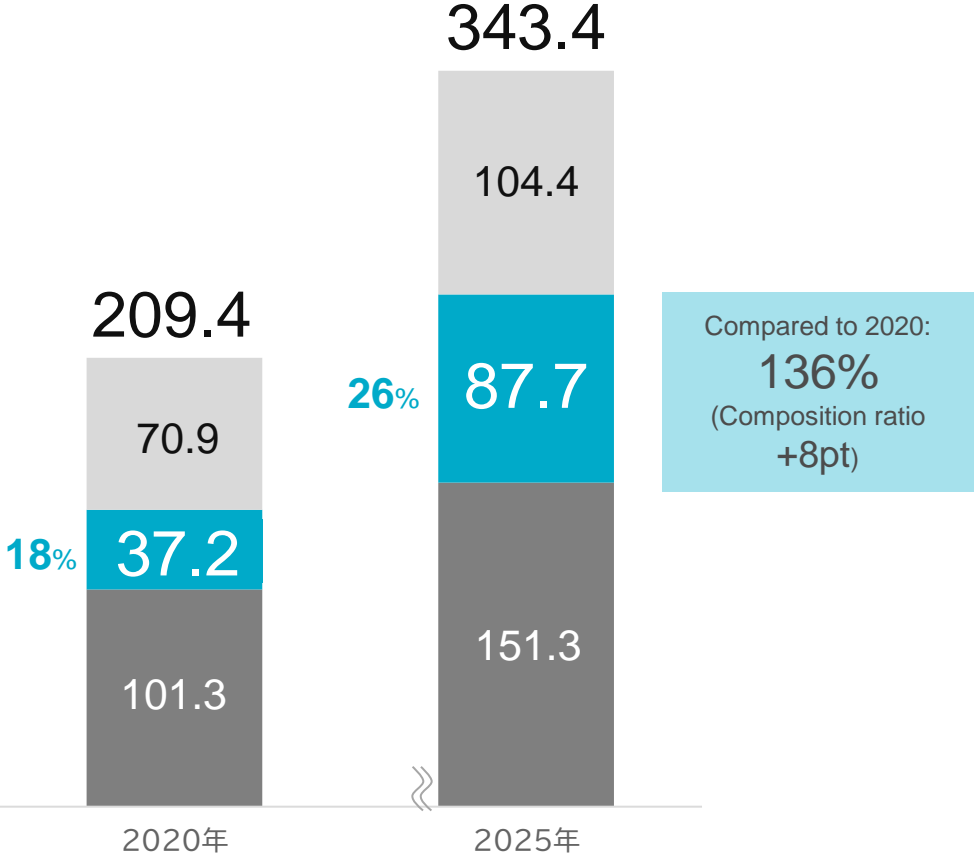
## ITS business for different customer groups KPI performance

	2020	2025	Review
Edge solutions	18 billion yen	39.0 billion yen	<ul style="list-style-type: none"><li>By steadily achieving growth—including the transformation into a service-typed business—we have been able to lay the groundwork for the future.</li></ul>
Security	28 billion yen	46.5 billion yen	<ul style="list-style-type: none"><li>As cyberattacks have become increasingly sophisticated and complex, security risks have grown accordingly. This has driven strong demand for services such as cloud security, resulting in robust performance and an expansion of our business scale.</li></ul>
ITO・BPO	13.5 billion yen	46.8 billion yen	<ul style="list-style-type: none"><li>High value-added services centered on the 'SOLTAGE' brand continued to perform steadily.</li><li>BPO has evolved—through M&amp;A—into a business capable of becoming a core of the IT Solutions business.</li></ul>
HOME/IT maintenance and operation contracts	110,000 contracts	240,000 contracts	<ul style="list-style-type: none"><li>"Makasete IT DX series," etc. contributed to solving issues for SME customers</li><li>Steadily increased the number of contracts and achieved the KPIs.</li></ul>

## Net sales

(billions of yen)

■ SI services  
■ Maintenance and Operation Service/Outsourcing  
■ IT products and system sales

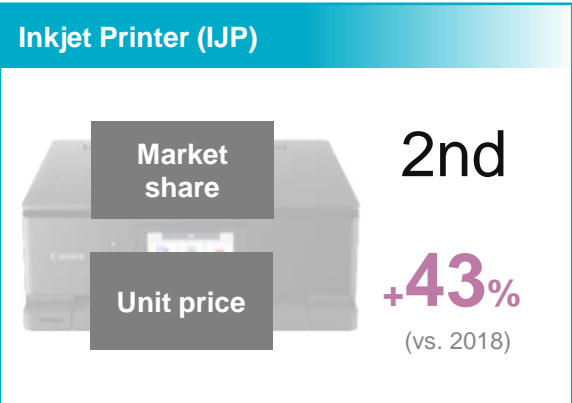
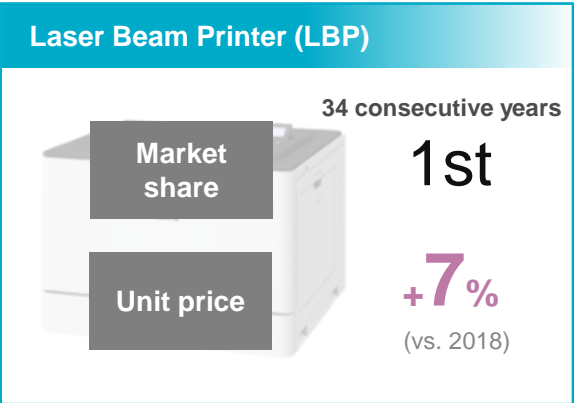
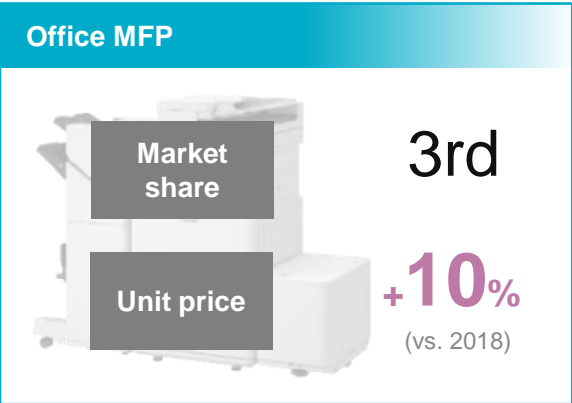




# Review of the Long-Term Management Objectives (2021-2025) | Business Strategy (Canon Products)

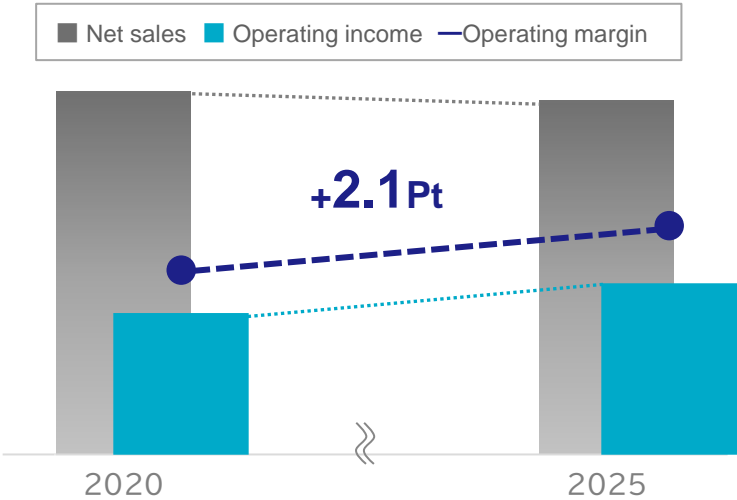
Enhanced the added value of the Canon products business and increased the profitability

## Main Products Market share and unit price



## Measures to improve profitability

- Make combined suggestions together with the IT solutions business
- Strengthen proposal skills for core operations of each industry and operation
- Balance of customer satisfaction and productivity improvement in maintenance services
- Execute One-to-one marketing



# Review of the Long-Term Management Objectives (2021-2025) | Business Investment

## Accelerated business growth through strategic business investments

M&A

3 companies

\*excluding business transfer

Investment

17 companies

\*Number of companies invested in

cvc

14 companies

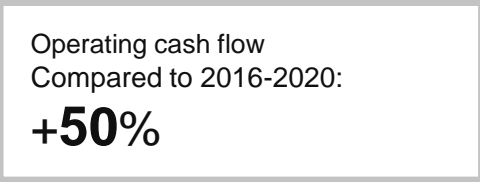
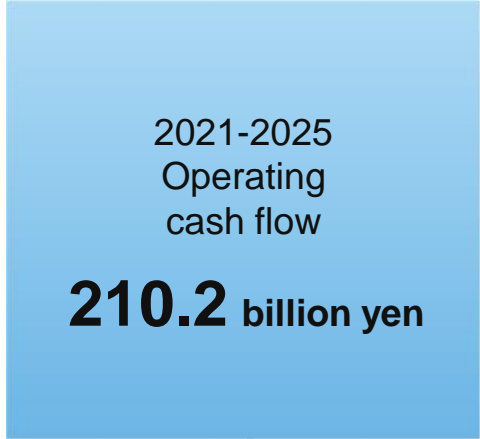
\*Number of companies invested in and disclosed

### Current strategic business investees (excluding CVC Investments)

SI	Imaging solutions	BPO	Healthcare	Nursing care solutions	Education
<div>Investment</div> <div>5 companies</div> <div>Keyware Solutions Inc.</div> <div>Needs Well Inc.</div> <div>Capital Asset Planning, Inc.</div> <div>Kantsu Co., Ltd.</div> <div>THS, Inc.</div> <div>M&amp;A</div> <div>1 company</div> <div>Tokyo Nissan Computer System Co., Ltd.</div>	<div>Investment</div> <div>5 companies</div> <div>Asilla, Inc.</div> <div>AWL, Inc.</div> <div>Timeleap Inc.</div> <div>MODE, Inc.</div> <div>CIA Co., Ltd.</div>	<div>Investment</div> <div>1 company</div> <div>ITSUMO SMILE DIGITAL SOLUTIONS Co., Ltd.</div> <div>M&amp;A</div> <div>2 companies</div> <div>QB5 Inc.</div> <div>Primagest, Inc.</div>	<div>Business transfer</div> <div>1 company</div> <div>Canon Medical Systems Corporation</div> <div>(Hospital information system integration business)</div>	<div>Investment</div> <div>2 companies</div> <div>CARE CONNECT JAPAN, Inc.</div> <div>GCOMM corporation</div>	<div>Investment</div> <div>1 company</div> <div>CHleru Co., Ltd.</div>
				Digital Document	Smart devices
				<div>Investment</div> <div>1 company</div> <div>openpage Co., Ltd.</div>	<div>Investment</div> <div>1 company</div> <div>S-Mat. Inc.</div>

# Review of the Long-Term Management Objectives (2021-2025) | Financial Strategy

[Cash in]



[Cash out]



**Shareholder returns**

Aim to raise payout ratio of around 40% or above

**Growth investment**

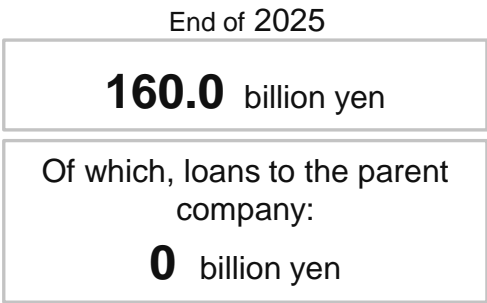
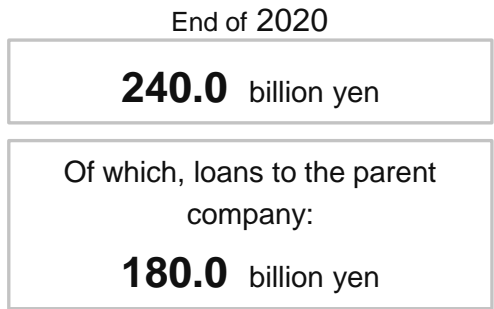
- Executed growth investments with an awareness of cost of capital, M&A: 3, Investments: 17, CVC:14
- Made business Investments, such as service-type business creation
- Made investments in human resources, including education and career recruitment, aimed at development of skilled personnel
- Made investments in internal systems

**Treasury stock buybacks**

Made treasury stock buybacks aimed at improving the ratio of tradable shares, profitability of capital, and capital efficiency

※Excluding the decrease in funds related to contributions to the retirement benefit trust

[Effective cash balance]



**Elimination of short-term loans to the parent company**

Purpose



Bringing together hopes and ideas  
with technologies  
to create a future beyond imagining

January 2024  
We have established the Canon MJ Group's Purpose in order to unify the aspirations of Group employees while further advancing co-creation and collaboration with stakeholders to accelerate the resolution of social issues

Human capital enhancement

Upskilling and reskilling

DX certification /DX business certification Professional level: Over <b>1,400</b> individuals	
Innovative personnel Approx. <b>2,500</b> individuals	IT Passport Approx. <b>5,800</b> attendees
Advanced ITS education Approx. <b>4,300</b> attendees	Aidemy Business More than <b>5,200</b> attendees

Governance

2022	Increased the number of Outside Directors to three
2023	Appointed a female Outside Director
2024	Established Special Committee The Nomination and Remuneration Committee composed of a majority of Outside Directors
2025	Increased the number of Outside Directors to four and increased the number of female Outside Directors to two

Review of the Long-Term Management Objectives (2021-2025)

**Recognizing the Business Environment/Our Strengths**

Long-Term Management Objectives (2026-2030)

Medium-Term Management Plan (2026-2028)

Shareholder Returns and Conclusion

## 《 Changes in the social environment 》

Climate change

Changes in  
the workforce

The rapid advancement  
of generative AI

Expanding data  
volumes/Diversification  
of cyberattacks

The shift to  
cloud computing



## 《 Business opportunities for the Company 》

Rising demand  
for BCP products/services

The need for added value  
and differentiation  
through the use of generative AI

Expanding digital value creation  
across all customer groups

Rising demand for  
products/services  
that enhance productivity

Rising demand for semiconductor-  
related products

Rising demand for security  
products/services

## Customer base

- Extensive customer base encompassing from large corporations to SMEs and individuals.
- Business partners with strong connections to specific regions and industries

## Technological capabilities

- Deep operational understanding and expertise in solving issues through connections with customers
- A large number of engineers who enable a consistent process from system construction to maintenance and operation

## Recurring business

- Sustainability and profitability through robust recurring business in both the IT solutions business and the Canon products business

## Financial structure

- Robust financial base
- Stable ability to generate cash

Review of the Long-Term Management Objectives (2021-2025)

Recognizing the Business Environment/Our Strengths

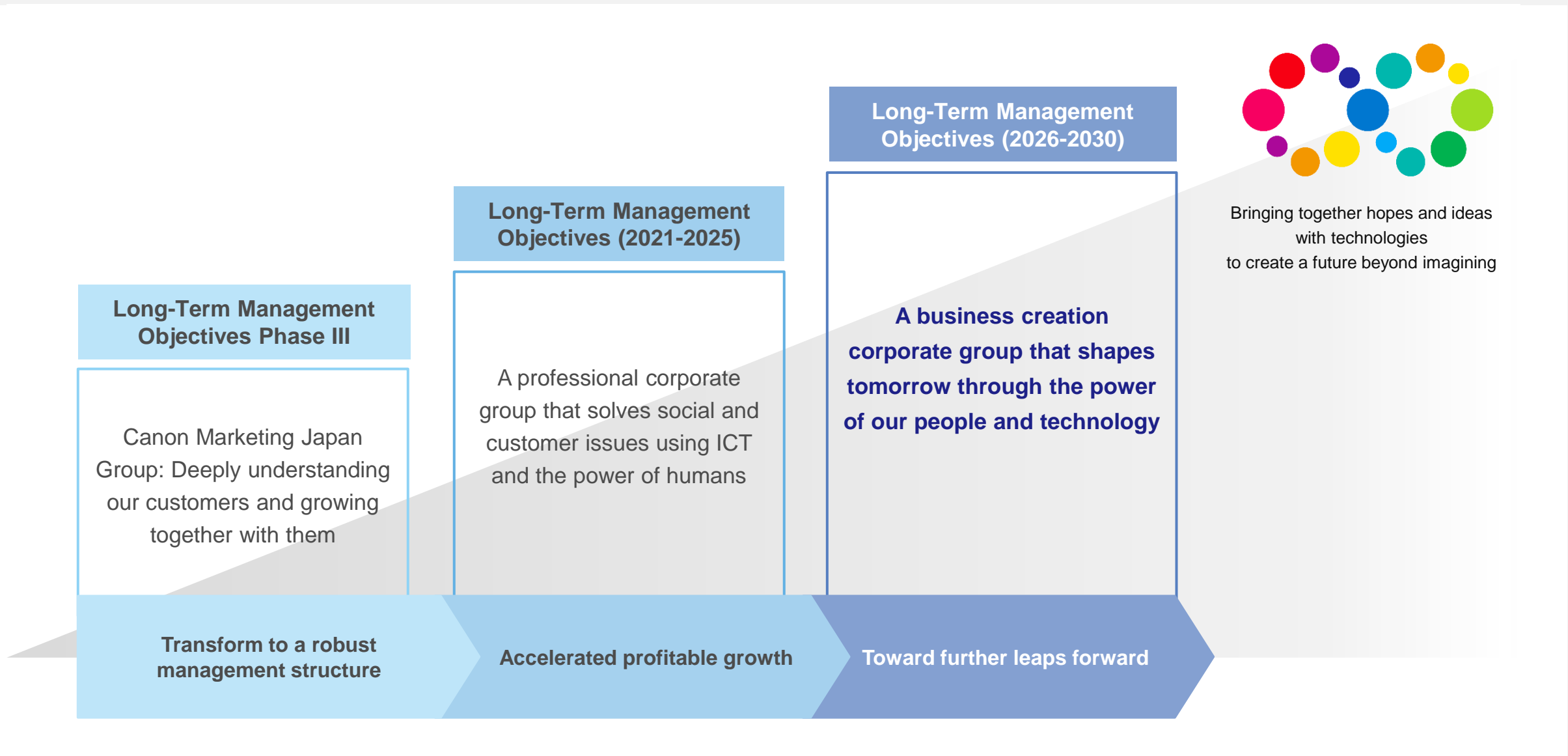
**Long-Term Management Objectives (2026-2030)**

Medium-Term Management Plan (2026-2028)

Shareholder Returns and Conclusion



# Positioning of the Long-Term Management Objectives (2026-2030)



2030  
Vision

**A corporate group dedicated to creating new businesses that drive future growth through the power of people and technologies**

1

**Corporate value sustainably increased by solving social issues through business**

2

**Become a highly profitable corporate group centered on the growth of service-type businesses**

- Further develop and deepen our robust customer base
- Expand service-type businesses centered on ICT
- Deliver new value through the integration of IT solutions and the Canon products business
- Establish new pillar businesses and strengthen core businesses by enhancing investment capabilities

3

**Create a virtuous cycle through the strengthening of management capital**

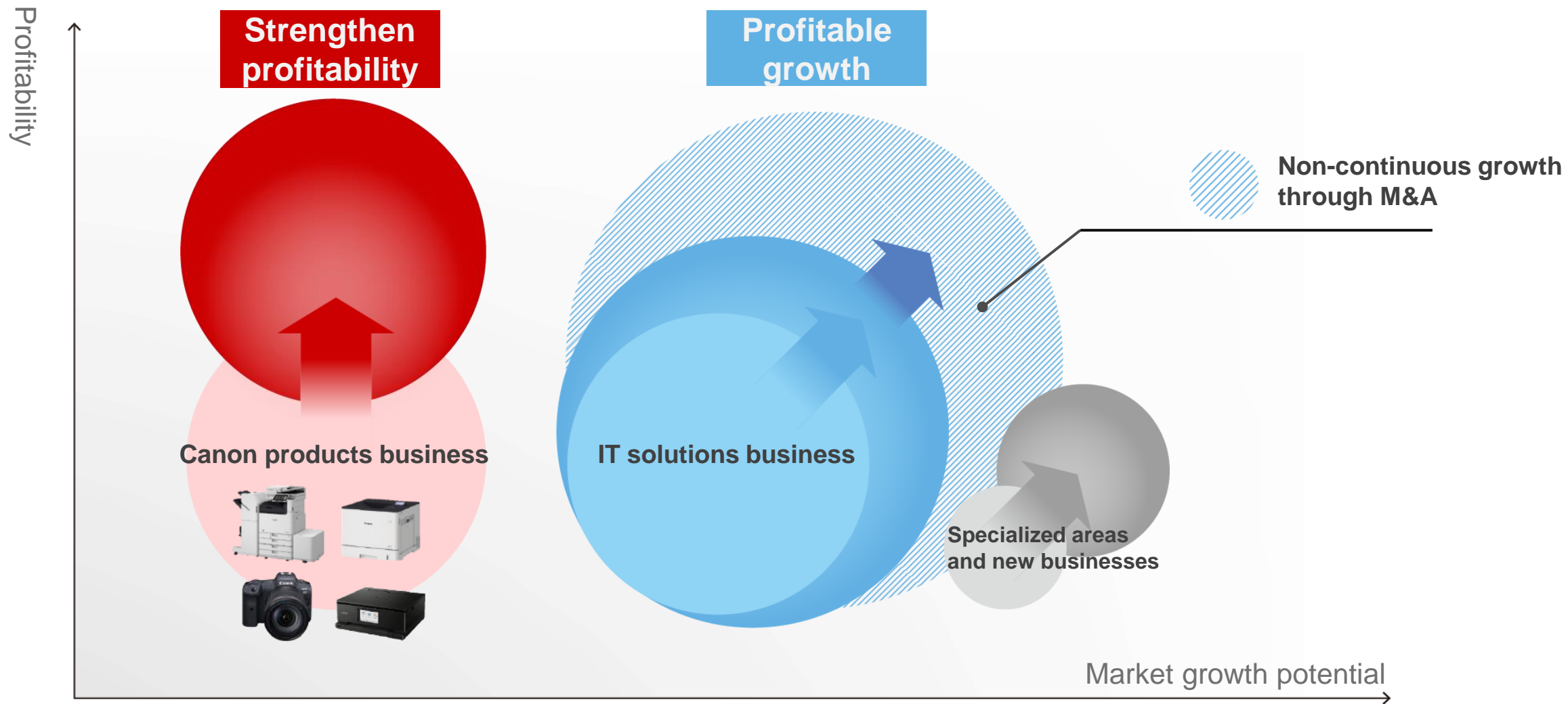
- Acquire and retain highly skilled talent aligned with the business portfolio
- Enhance engagement for mutual growth between the Company and employees
- Improve productivity through business process transformation and IT infrastructure enhancement
- Promote growth strategies through strategic cash allocation

Basic policies

To further enhance corporate value, we have set targets aimed at achieving sustainable growth.

	2025 Actual	2030 Management Indicators
Net sales	679.8 billion yen	850.0 billion yen
Operating income	58.2 billion yen	75.0 billion yen
ROE	10.4%	12.0%
ITS sales	343.4 billion yen	500.0 billion yen
Of which, Service/Outsourcing sales	101.3 billion yen	200.0 billion yen
Growth Investment (five-year cumulative total)	Executed approx. 172.6 billion yen	Plan to execute approx. 200.0 billion yen
Shareholder returns (dividend/ five-year cumulative total)	Issued approx. 71.8 billion yen	Plan to execute approx. 100.0 billion yen

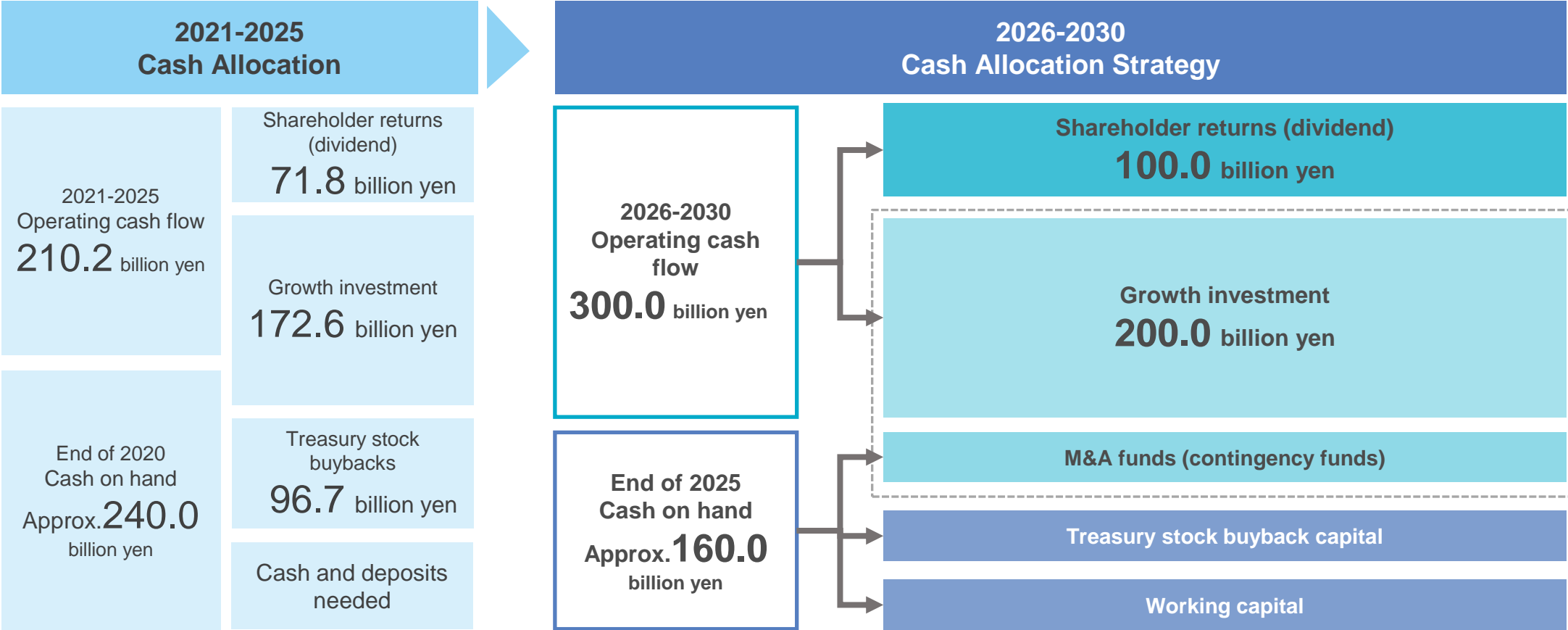
# Business Portfolio Stance



\*The size of the circle represents the scale of the business

# Cash Allocation Stance

- Backed by our robust ability to generate cash, the cash earned from business operations will be allocated toward growth investments and shareholder returns.

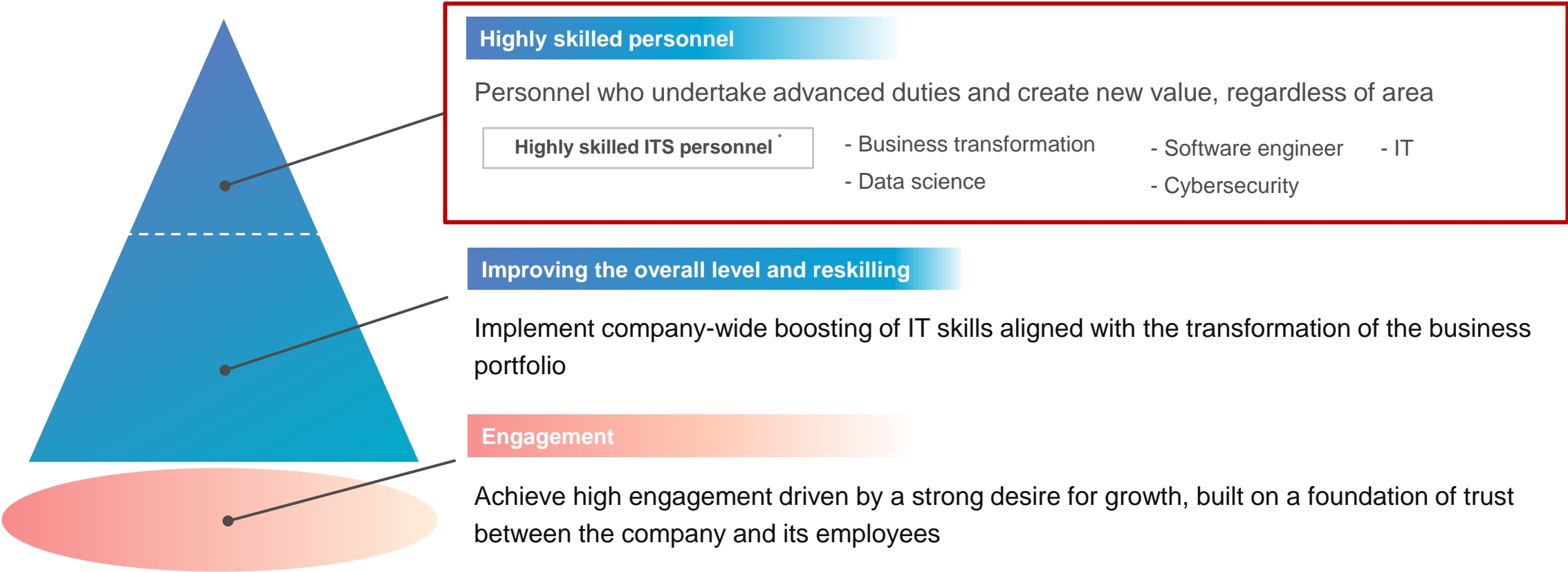


**Growth Investment: 200 billion yen**  
(cumulative over 5 years)

Main investment areas	Investment content/Stance	
<b>Expansion of ITS business</b>	<b>Business investment</b>	<ul style="list-style-type: none"><li>• Sustained generation of returns exceeding the cost of capital</li><li>• Execution of investments to create service-type businesses</li><li>• Execution of M&amp;A and investments to strengthen capabilities in focus areas</li><li>• Open innovation through collaboration with external partners</li></ul>
<b>Value creation integration</b>	<b>Investment in people</b>	<ul style="list-style-type: none"><li>• Expansion of educational systems to develop skilled personnel and mid-career recruitment</li><li>• Expansion engagement improvement initiatives</li></ul>
<b>Business Process Services (BPS)</b>	<b>IT/Equipment investment</b>	<ul style="list-style-type: none"><li>• Build internal systems that can flexibly adapt to business model transformation</li><li>• Create an environment where employees can work with vitality</li></ul>
<b>Total security</b>		
<b>Full support for SMEs</b>		

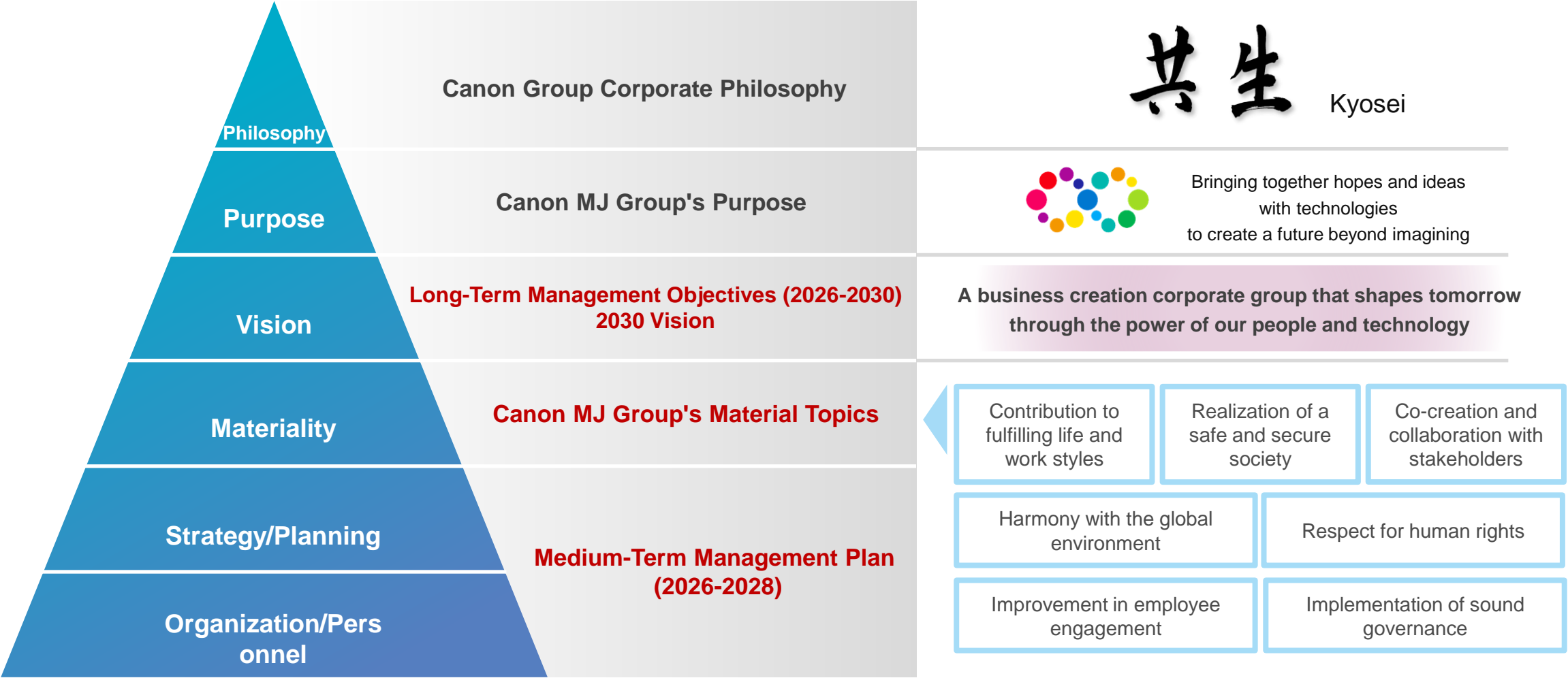
# Directions for Strengthening Human Capital

- We will conduct training to deepen expertise and recruit external personnel and secure a highly skilled workforce aligned with business strategy.
- We will promote upskilling and reskilling to drive further growth in the IT Solutions business.



\* Digital Skill Standards (Based on the "Personnel Types" and "Common Skills" defined by DSS-P, we have organized and integrated the specific skills required by the Group and defined them independently)

# Our Management Stance Backed by the Canon Group Corporate Philosophy of "Kyosei"





Review of the Long-Term Management Objectives (2021-2025)

Recognizing the Business Environment/Our Strengths

Long-Term Management Objectives (2026-2030)

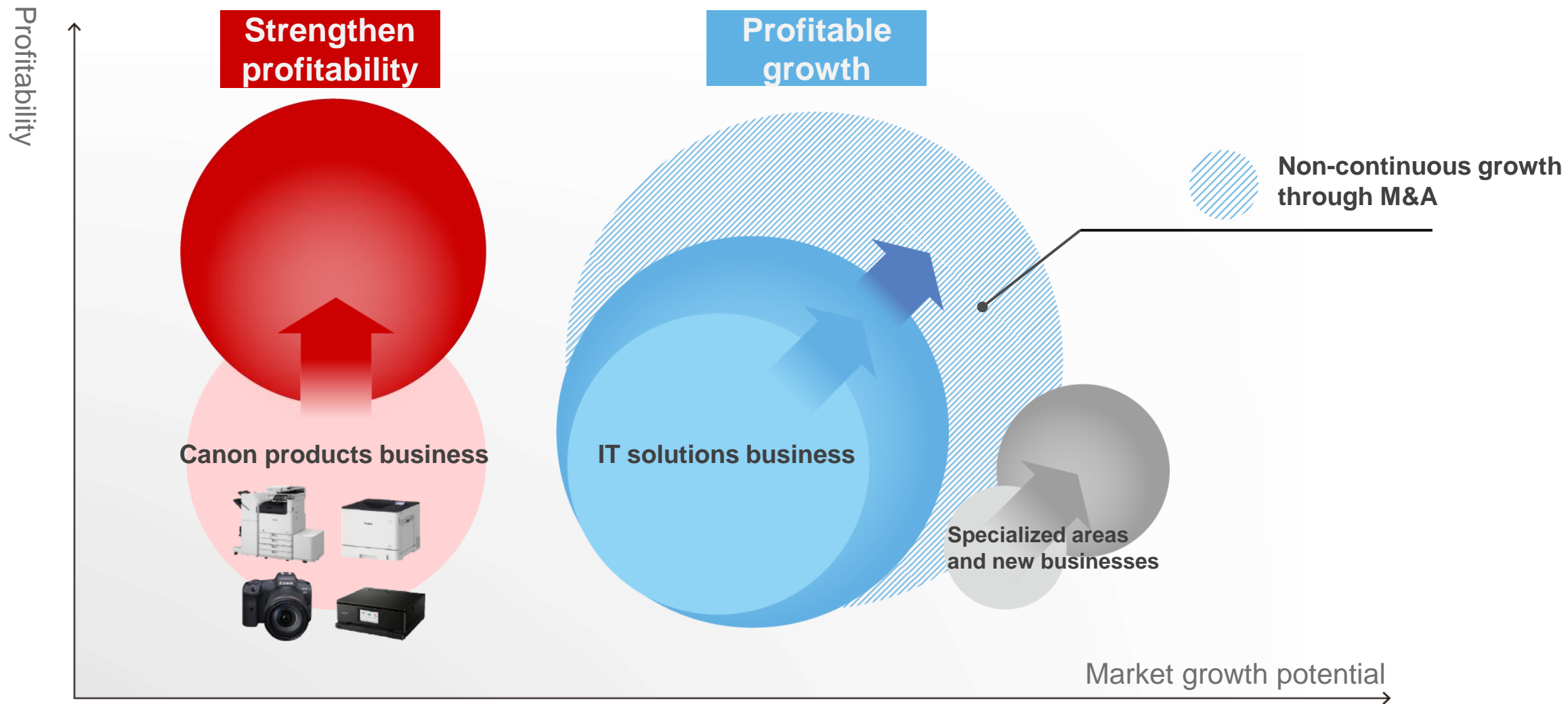
**Medium-Term Management Plan (2026-2028)**

Shareholder Returns and Conclusion

**We have set our 2028 target values to achieve the management indicators outlined in 2030 Vision 2030 ahead of schedule.**

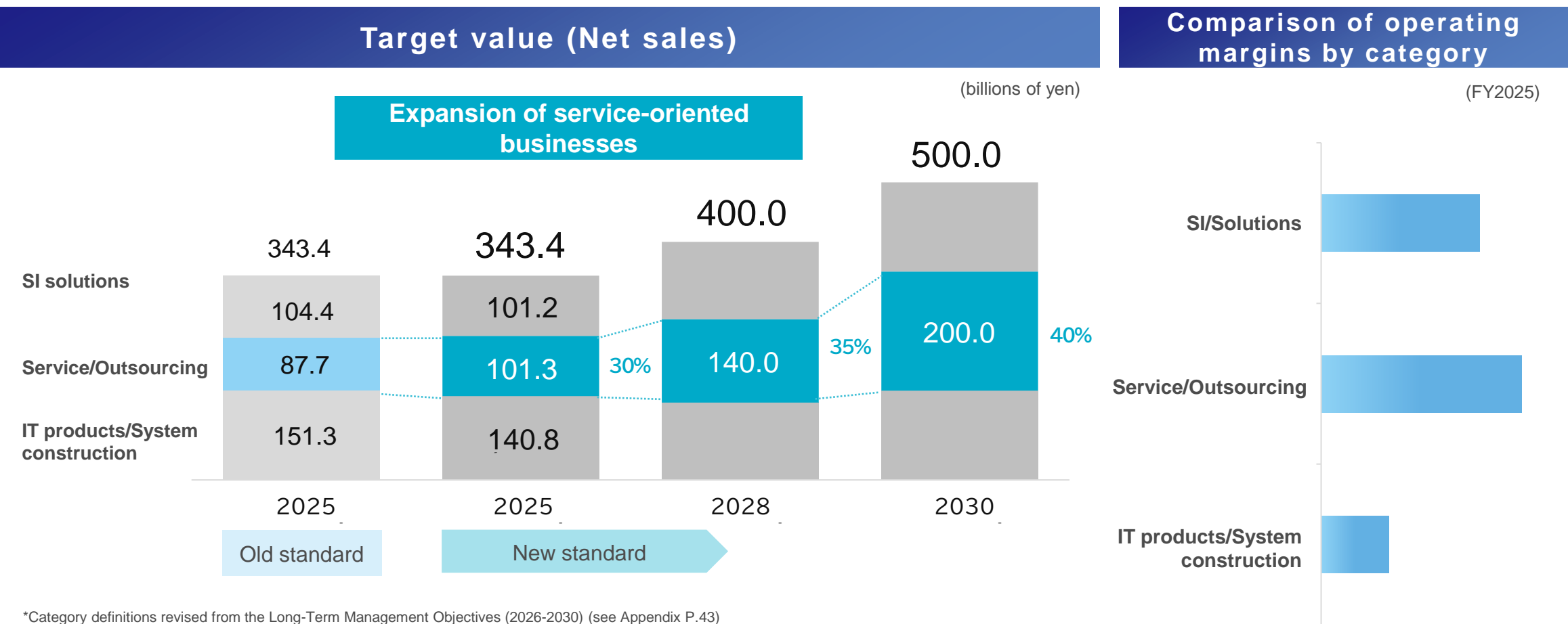
	2025 Actual	2028 Forecasts	2030 Management Indicators
Net sales	679.8 billion yen	750.0 billion yen	850.0 billion yen
Operating income	58.2 billion yen	66.0 billion yen	75.0 billion yen
ITS sales	343.4 billion yen	400.0 billion yen	500.0 billion yen
Of which, Service/Outsourcing sales	101.3 billion yen	140.0 billion yen	200.0 billion yen
Growth Investment (Cumulative over 5 years)	172.6 billion yen	200.0 billion yen	
Shareholder returns (dividends / Cumulative over 5 years)	71.8 billion yen	100.0 billion yen	

# Business Portfolio Stance



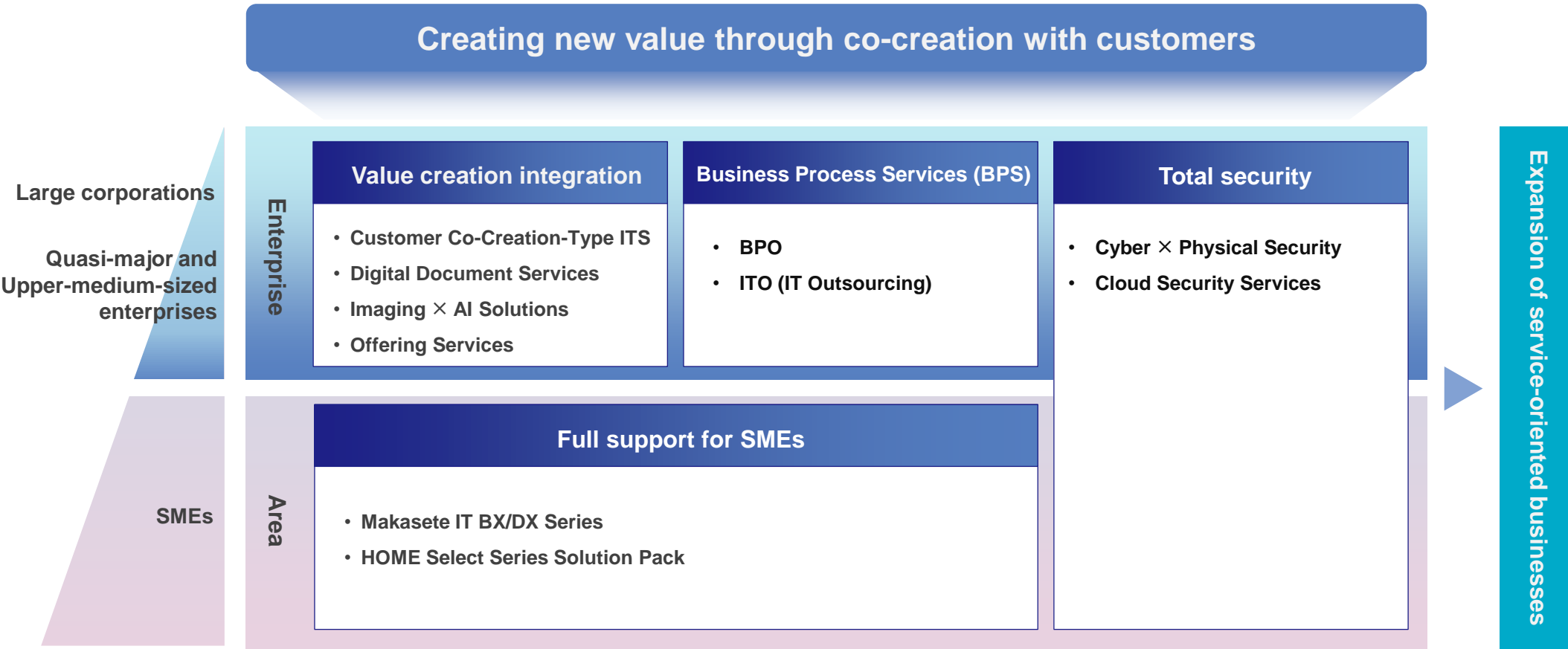
\*The size of the circle represents the scale of the business

By expanding service-type businesses, we will grow the most profitable Service/Outsourcing.

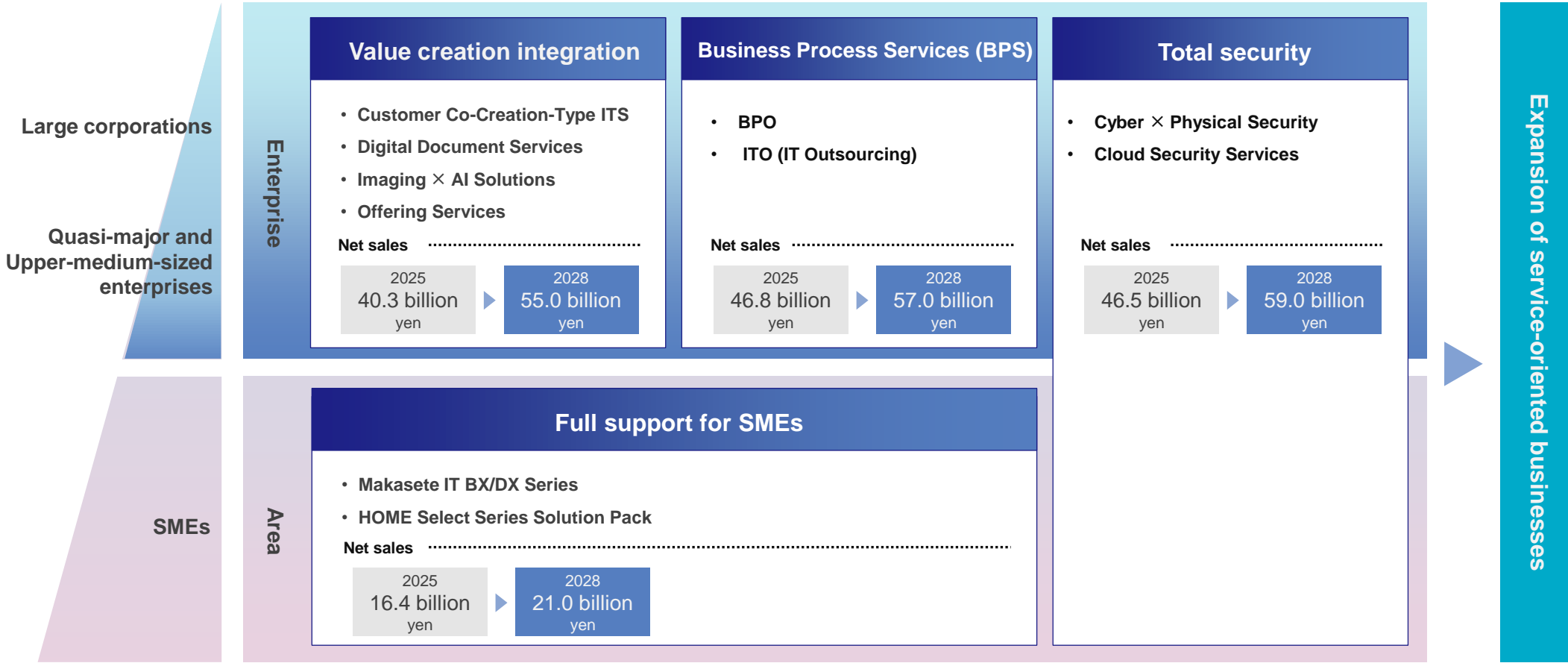


# Focus Areas for Expanding service-type Businesses

We will establish focused services and KPIs tailored to different customer groups to drive strategic execution.



Creating new value through co-creation with customers



# Accelerate AI Implementation and Integration, Mainly in Focus Areas

In aiming for growth in our IT solutions business,  
we will accelerate the implementation and integration of AI into our services more than ever before.

## Value creation integration

- Crime prevention/Disaster response solutions
- Demand forecasting/Supply-demand planning solution
- Imaging DX

## BPS (Business Process Services)

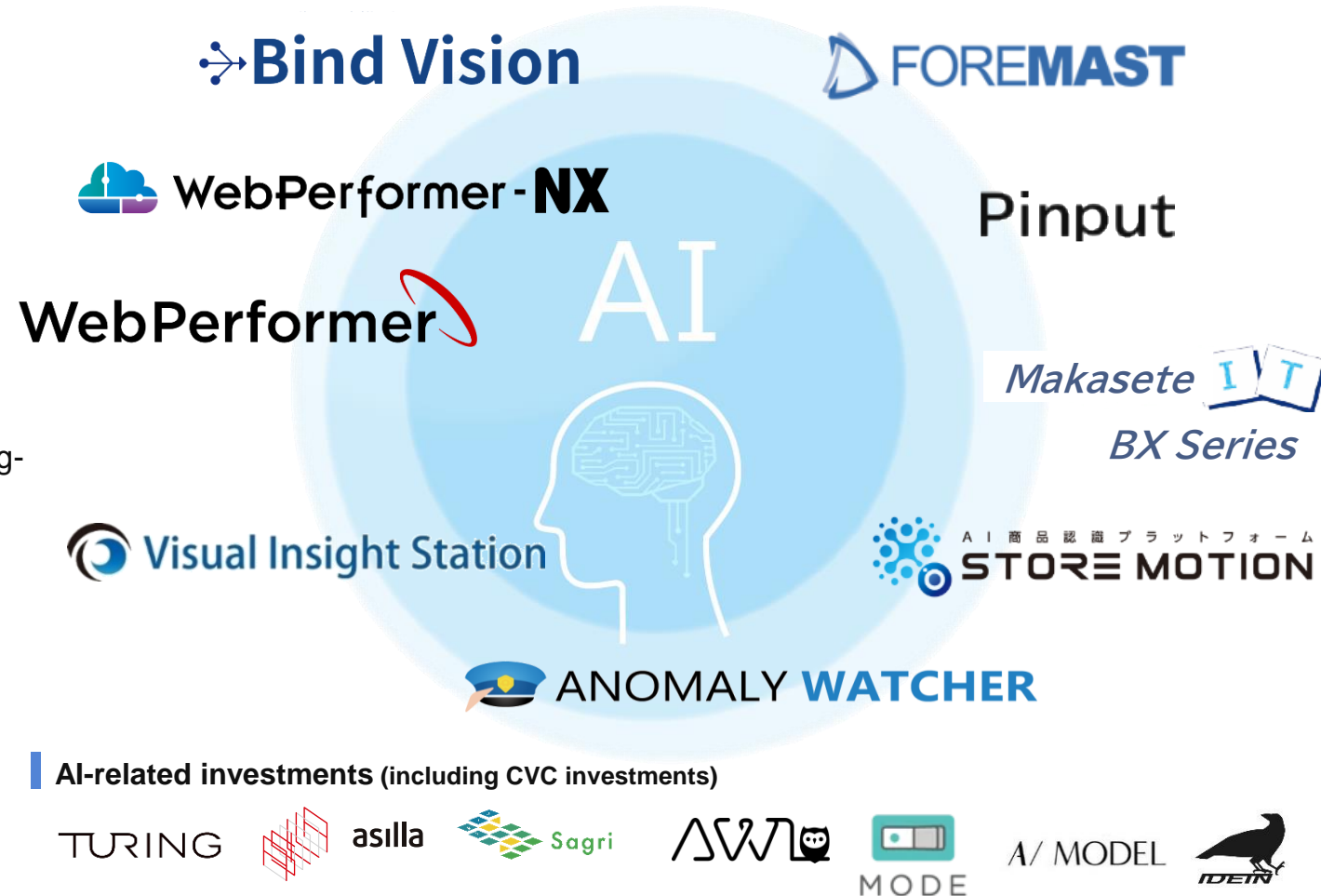
- Scan service via smartphone
- Provides data center services compatible with liquid cooling-based servers (Responding to increased demand through utilization of generative AI)

## Total Security

- SOC (Security Operation Center) Service

## Full support for SMEs

- Support for the utilization of generative AI



# Further Strengthening the Profitability of Canon's Product Business

**BtoB**

- Increase loyal customers through cross-selling with the IT solutions business
- Make combined solution suggestions for the IT solutions business
- Strengthen proposal skills for core operations of each industry and operation
- Balance of customer satisfaction and productivity improvement in maintenance services



**BtoC**

- Focus on customers with a medium-to-strong interest in cameras
- Improve LTV with one-to-one marketing



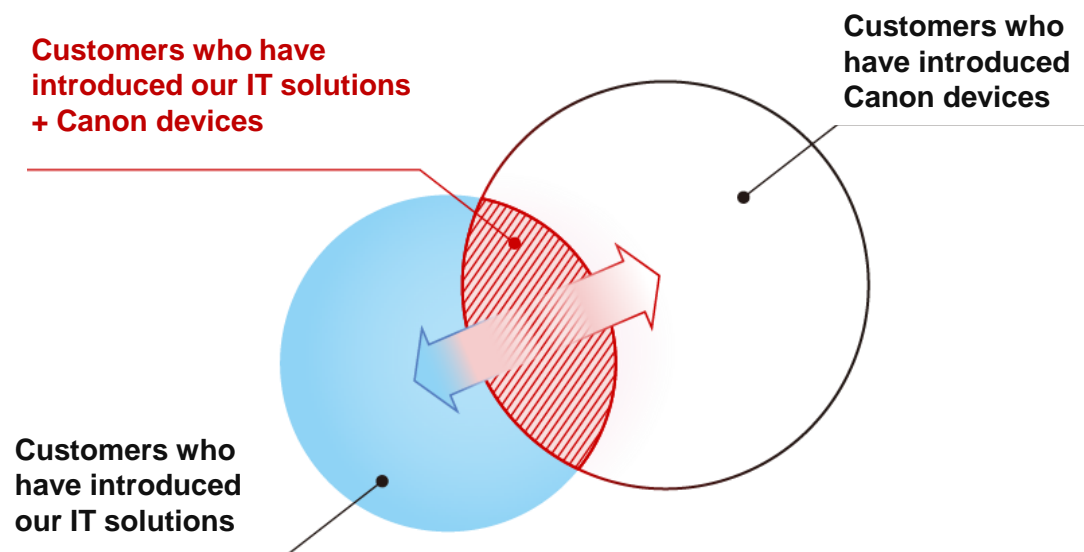
**Both**

- Thoroughly implement data-driven strategic decision-making
- Pursue productivity through sales structure optimization





## Cross-selling with IT solutions business



## Focus on output devices used in core operations

Production printer



Manuals/Catalogs



Office MFP



Proposal



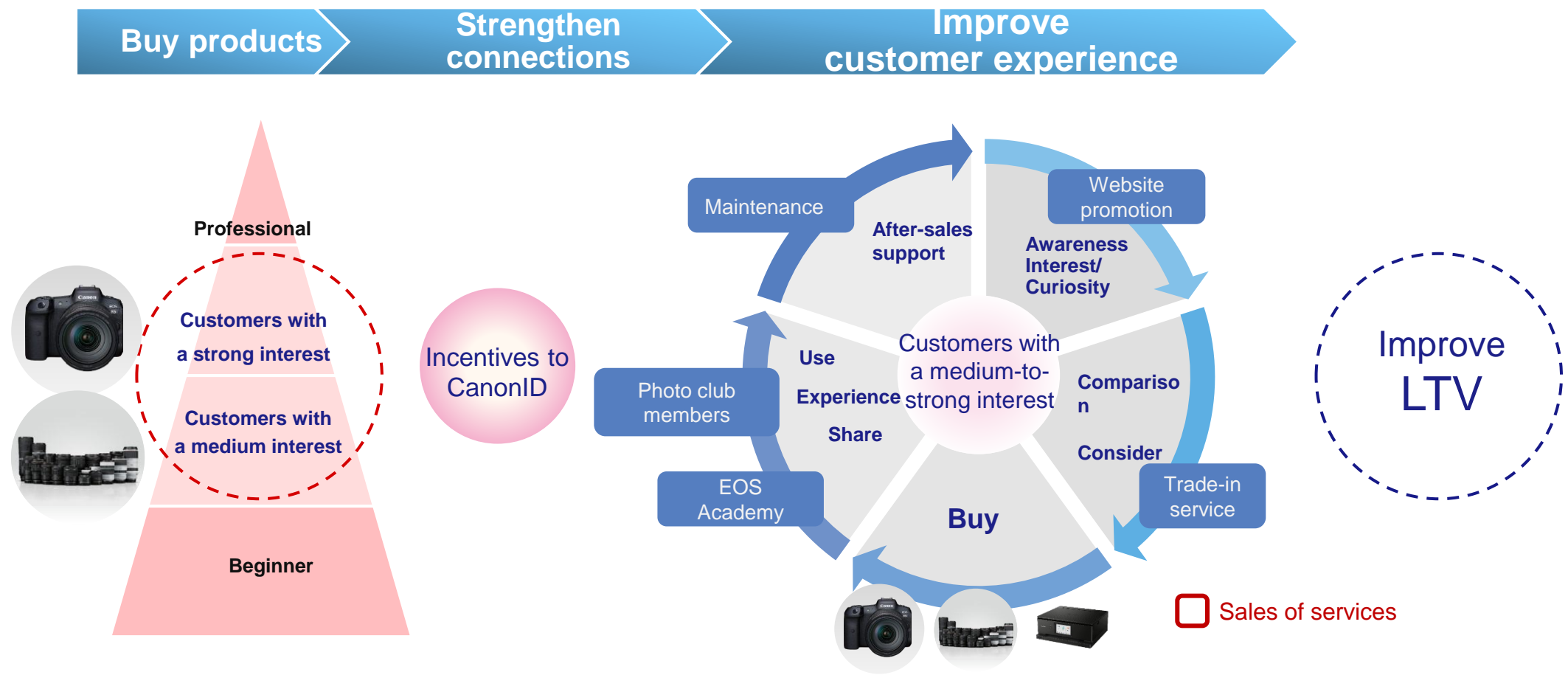
Laser beam printer/inkjet printer



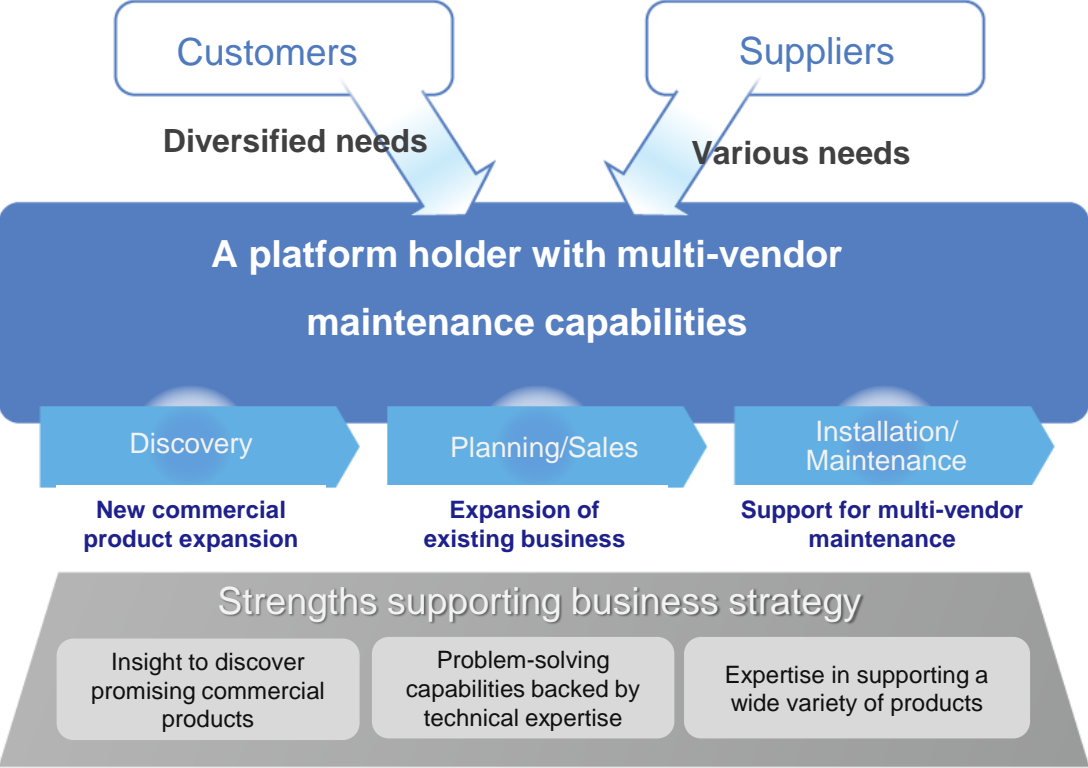
Insurance policy design documents, medicine bags



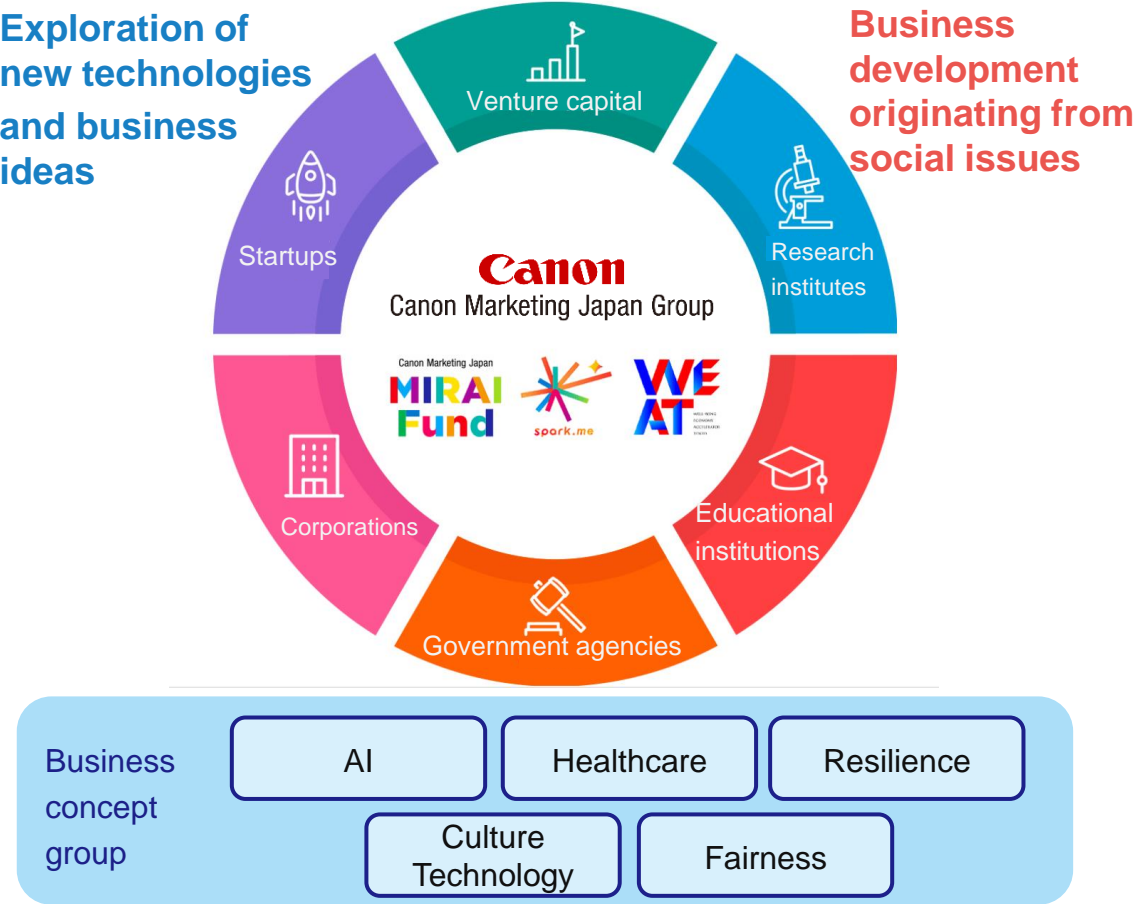
Focus on customers with a medium-to-strong interest in cameras and improve LTV with one-to-one marketing



## Industrial equipment business



## Enhancement of R&B functions



\*R&B (Research and Business Development) functions: A function that integrates the exploration of advanced technologies and new business domains with business development to create new ventures.

Review of the Long-Term Management Objectives (2021-2025)

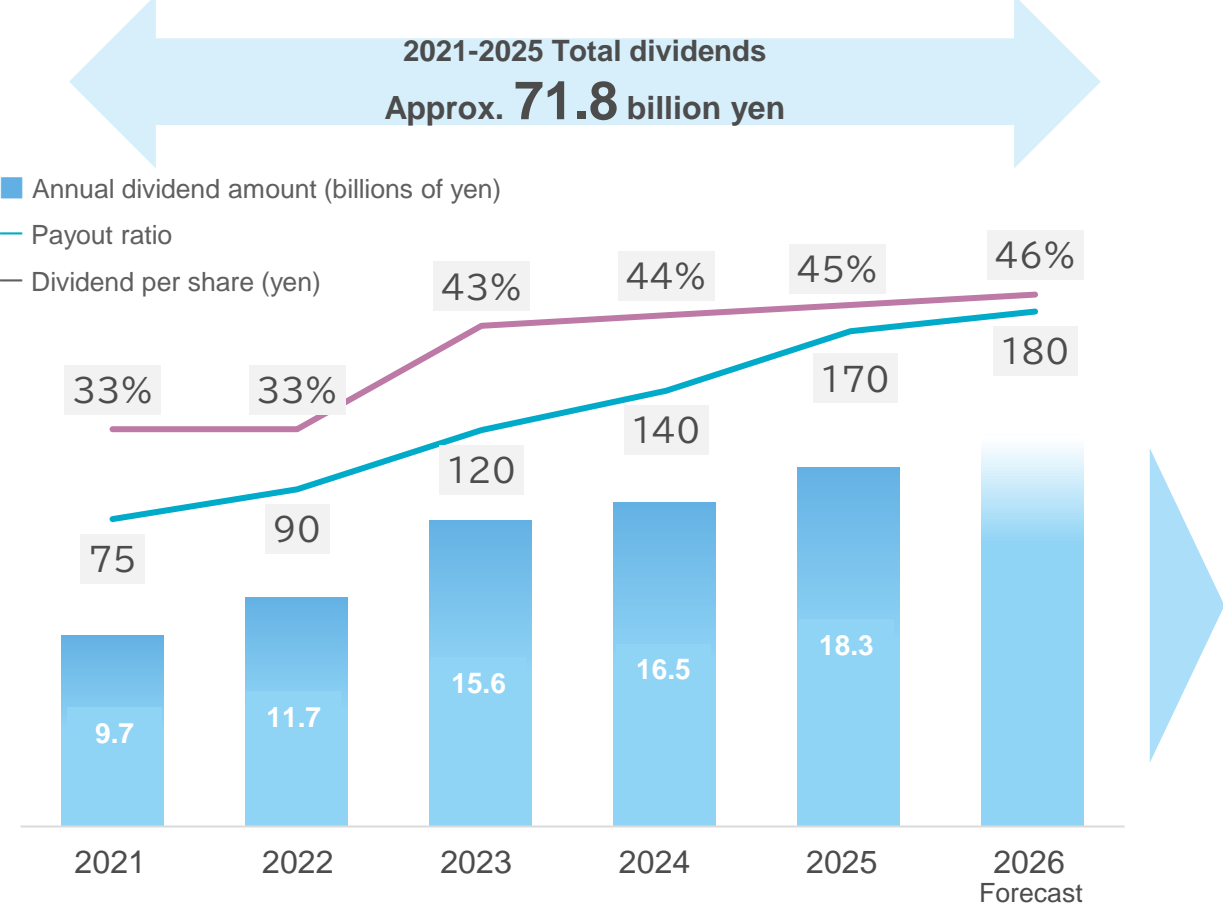
Recognizing the Business Environment/Our Strengths

Long-Term Management Objectives (2026-2030)

Medium-Term Management Plan (2026-2028)

**Shareholder Returns and Conclusion**

- We aim for a payout ratio of 40% or above, with a planned total dividend payout of 100 billion yen over the next five years.
- Treasury stock buybacks will be executed flexibly in light of the balance sheet situation.



2026-2030  
Total dividends

Planned value of **100 billion yen**

Dividend policy

Aiming for a payout ratio of  
**40% or above**

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.

- A reduction in the investment unit of the Company's common stock will expand the base of individual investors, and an increase in the number of shares outstanding will enhance stock liquidity.
- The Company has resolved to acquire treasury stock, with the total acquisition amount set at up to 30 billion yen, and to repurchase the shares on the stock exchange.

## 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

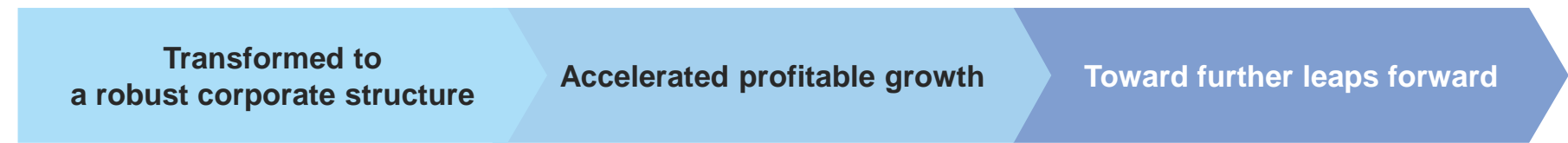
## Acquisition of Treasury Stock

Total value of shares to be acquired:  
**30 billion yen (maximum)**

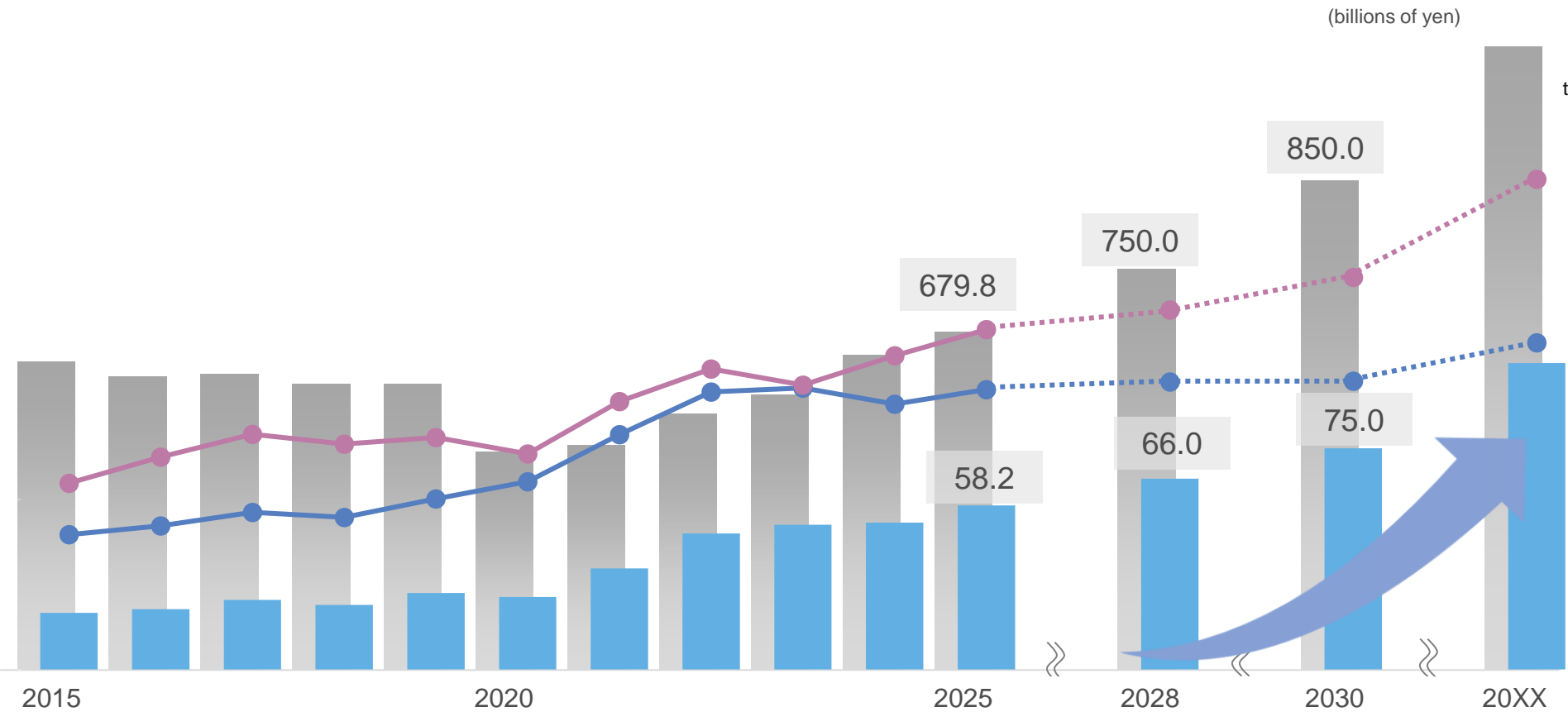
Total number of shares to be acquired:  
**5,000,000 shares (maximum)**  
(4.66% of the total number of shares outstanding  
(excluding treasury stock))

Period of acquisition: February 2, 2026 to October 30, 2026

# Aiming for Further Enhancement of Corporate Value



Bringing together hopes and ideas  
with technologies  
to create a future beyond imagining





The image is a horizontal composition. The left half shows a close-up of a man and a young child, both looking towards the right. The man is smiling and has his arm around the child. The child is looking forward with a serious expression. The right half shows a wide landscape of a green field under a dramatic sunset sky with orange and purple hues. Two small figures are visible on the horizon line in the distance.

# MIRAI Marketing Company

We work with a variety of partners  
to bring together these hopes and ideas  
with various technologies and  
create a future beyond imagining.

We, Canon Marketing Japan Group, are  
“MIRAI Marketing Company”.



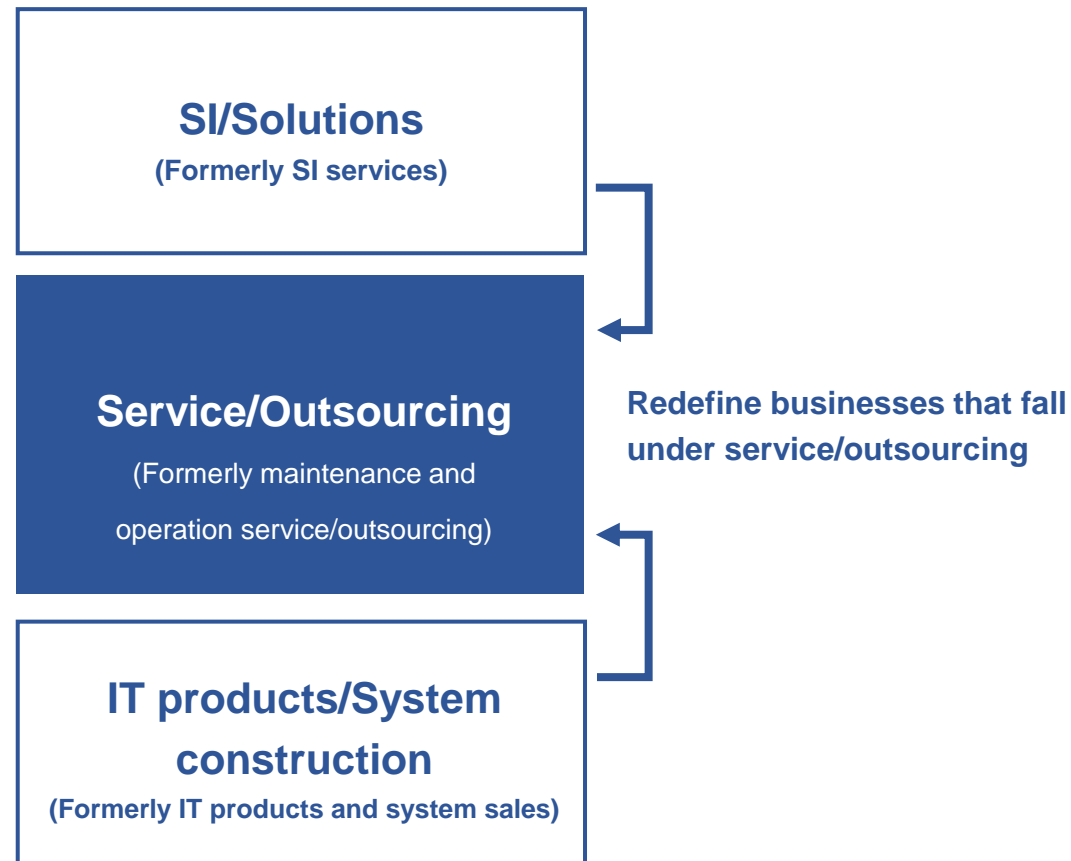


Canon Marketing Japan Group

# Appendix

**We have revised the classifications in the IT Solutions business in accordance with the Long-Term Management Objectives (2026-2030) and the Medium-Term Management Plan (2026-2028)**

## Image of change



## Changes

- We have changed formerly Maintenance and Operation Service/Outsourcing into Service/Outsourcing. In addition, we also incorporated software and services utilizing our company's intellectual property into this category. These were previously segmented under SI Services and IT Products/System Sales.
- We have changed from the previous SI Services to SI/Solutions and from IT Products and System Sales to IT Products/System Construction.

## **Value creation integration**

A business domain that combines the solutions and expertise the Canon MJ Group has cultivated over many years—such as digital document management, video technologies, and mathematical science technologies—with cutting-edge technologies, including generative AI, to solve sophisticated challenges faced by enterprises. We will evolve into a service-type business that delivers higher quality and shorter turnaround times, building on the solutions co-created with large corporate clients and the accumulated assets developed over the years. By deploying industry- and function-specific value propositions—such as workflow automation through digital document services, crime prevention, disaster mitigation, and anomaly detection enabled by video-and-AI solutions, and offering services that advance sophistication in the SCM domain—we will deliver these capabilities broadly across society, creating and providing both customer value and social value.

## **Business Process Services (BPS)**

A business domain that drives corporate productivity enhancement and work practice reform. Against the backdrop of a growing and severe labor shortage, demand for labor-saving and operational efficiency improvements is rising even further. Moreover, with the acceleration of DX initiatives and the expanding use of generative AI, companies are increasingly shifting away from traditional task outsourcing and placing greater emphasis on end-to-end process optimization and automation. By gaining a deep understanding of our clients' end-to-end operations and combining digital technologies, AI, and outsourcing, we will further strengthen our support for business innovation and work practice reform—optimizing office environments and streamlining and automating business processes and communication.

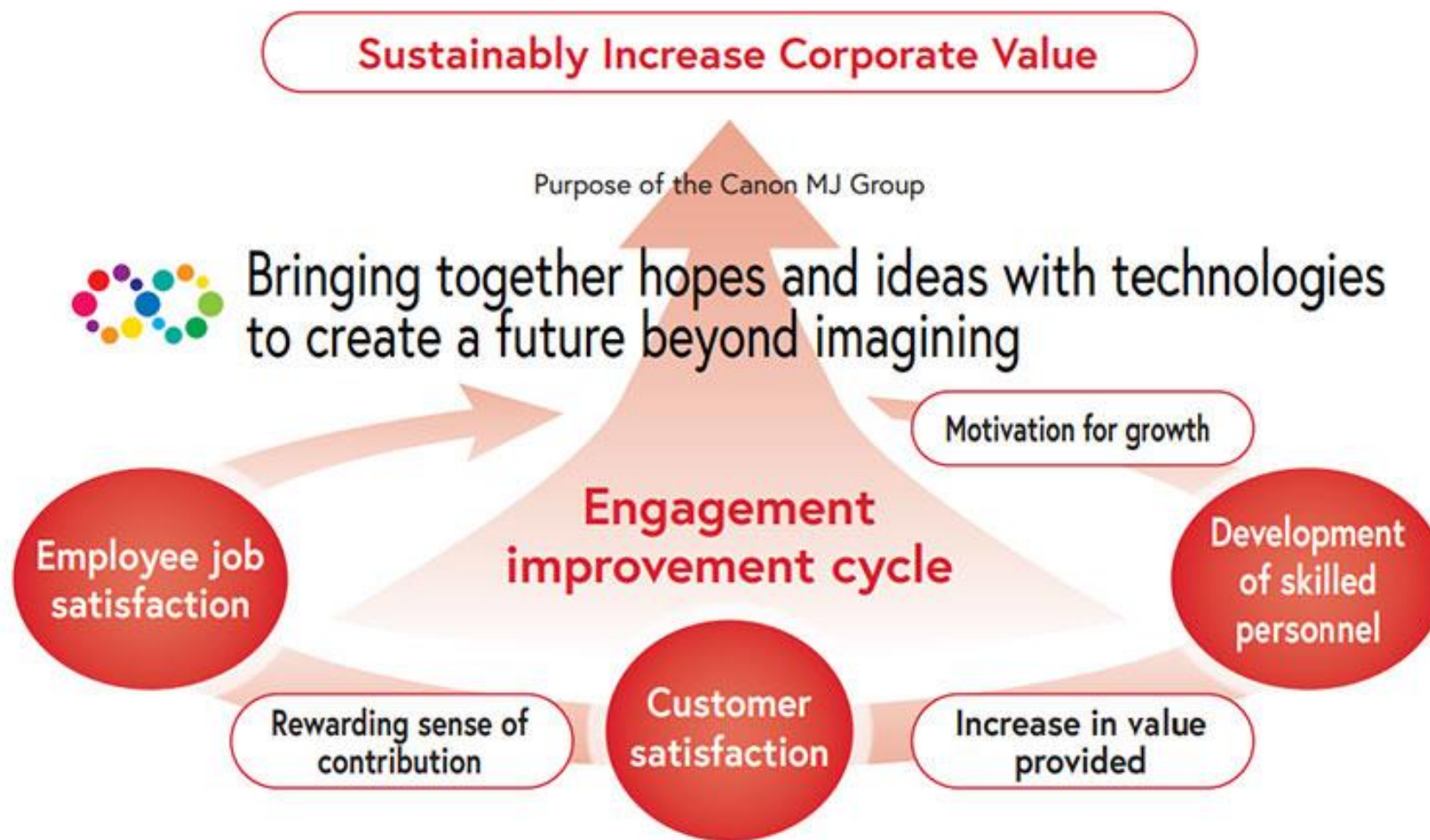
## **Total security**

As the convergence of cyber and physical domains accelerates, security risks continue to grow. To protect our customers' critical assets—information, people, and physical property—the Canon MJ Group will strengthen its total security support by integrating physical security, such as video surveillance, with cybersecurity measures including network intrusion detection and prevention, as well as cloud security.

## **Full support for SMEs**

A business domain that provides comprehensive support for the diverse challenges faced by small and medium-sized enterprises. Small and medium-sized enterprises face a wide range of management challenges, including labor shortages, operational efficiency, and the effective use of ICT. To help address these challenges, the Canon MJ Group provides end-to-end support—from delivering tools and building networks to ensuring their effective utilization, ongoing operation, and full adoption within the organization. We will offer solutions such as the “HOME Select Series” for DX support, the “Makasete IT DX Series,” which includes IT maintenance and operational services, and the “Makasete IT BX Series,” which supports addressing challenges related to sustainable management.

# Realizing Positive Cycle through the Engagement Improvement Cycle



## Canon Marketing Japan



**Valpas Enterprises Oy, Inc.**

**Turing Inc.**

**Sagri Co., Ltd.**

**Poetics Inc.**

**LacuS, Inc.**

**AI model Inc.**

**Aeronext Inc.**

**RABO, Inc.**

**SMARTEDUCATION,LTD.**

**10X, Inc.**

**Olive Corp.**

**Idein Inc.**

**Cierpa&Co., Inc.**

**SAKANA Dream Inc.**

\*As of December 2025

# IT Solution Business Forecasts

(billions of yen)

		FY2025 Actual	FY2026 Forecasts	FY2028 Forecasts	FY2030 Forecasts
SI/Solutions	Net sales	101.2	112.0	—	—
	Composition ratio	29%	32%	—	—
Service/Outsourcing	Net sales	101.3	109.0	140.0	200.0
	Composition ratio	30%	31%	35%	40%
IT products/System construction	Net sales	140.8	129.0	—	—
	Composition ratio	41%	37%	—	—
Total		343.4	350.0	400.0	500.0

# Forecasts by Segment

(billions of yen)

		FY2025 Actual	FY2026 Forecasts	FY2028 Forecasts
■ Enterprise	Net sales	265.8	275.4	300.0
	Op. income	21.1	22.4	26.0
	Op. margin	7.9%	8.1%	8.7%
■ Area	Net sales	240.3	235.5	245.0
	Op. income	22.3	22.3	25.0
	Op. margin	9.3%	9.5%	10.2%
■ Consumers	Net sales	144.8	142.6	145.0
	Op. income	13.0	13.0	13.0
	Op. margin	9.0%	9.1%	9.0%
■ Professional	Net sales	48.8	49.0	62.0
	Op. income	5.5	5.0	7.0
	Op. margin	11.4%	10.2%	11.3%