

FY2026 3Q Consolidated Results

October 26, 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.
 - This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Agenda

■ Key Points	P.3
■ Summary of Results	P.4, 7
■ Operating Income Variance Analysis	P.5, 8
■ Results by Segment	P.6, 9
■ Segment Results	P.10-13
■ Sales of Products and Services by Segment	P.14-15
■ Summary of Forecasts	P.16
■ Forecasts by Segment	P.17-18
■ Segment Forecasts	P.19-22
■ Outline of Main Products Sales	P.23-24
■ Supplementary Information	P.27-40

Summary of FY2026 3Q (July-September) Financial Results

- Net sales and income increased year on year.
- Operating income, ordinary income and net income attributable to owners of the parent all surpassed previous record highs for 3Q results.
- Both sales and income were higher than forecast due partly to last-minute demand before price revisions.

FY2026 Financial Results Forecasts

- The previous forecasts have not been changed. The Group aims to achieve an increase in sales and income for the sixth consecutive fiscal year.

Topics

- Expansion of services for the SCS Assessment Program
- Launch of a new corporate communications campaign

Summary of Results

3Q 2026 Actual
(from July 1 to Sep. 30)

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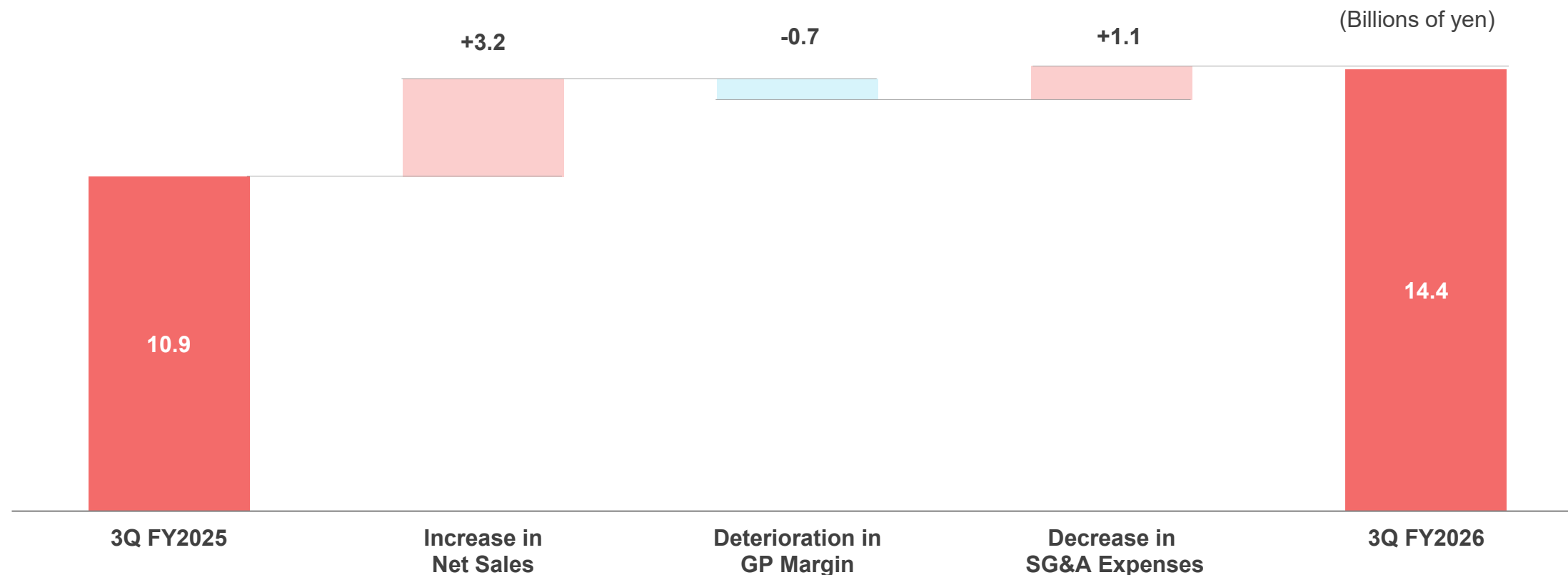
- ✓ Operating income, ordinary income and net income attributable to owners of the parent all surpassed previous record highs for 3Q results.
- ✓ Operating margin, ordinary margin and net income margin also hit new 3Q highs.

(Billions of yen)	3Q FY2025	3Q FY2026	Changes	
			Amount	%
Net Sales	158.0	167.9	+9.9	+6%
Gross Profit	50.9 (32.2%)	53.4 (31.8%)	+2.5 (-0.4pt)	+5%
Operating Income	10.9 (6.9%)	14.4 (8.6%)	+3.6 (+1.7pt)	+33%
Ordinary Income	11.5 (7.3%)	14.5 (8.6%)	+3.0 (+1.4pt)	+26%
Net Income attributable to owners of the parent	8.4 (5.3%)	10.0 (5.9%)	+1.6 (+0.6pt)	+19%

Operating Income Variance Analysis

3Q 2026 Actual
(from July 1 to Sep. 30)

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Deterioration in GP Margin

- GP margin declined mainly in the Professional segment.

Decrease in SG&A Expenses

- Personnel expenses -0.6B
- Office expenses -0.5B

➤ Refer to page 28 for details.

Results by Segment

3Q 2026 Actual
(from July 1 to Sep. 30)

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(Billions of yen)	3Q FY2025		3Q FY2026		Changes			
	Net Sales	Op. Income	Net Sales	Op. Income	Net Sales		Op. Income	
					Amount	%	Amount	%
Enterprise	63.7	4.4	68.4	5.3	+4.7	+7%	+1.0	+22%
Area	58.9	4.8	58.8	5.6	-0.1	-0%	+0.8	+18%
Consumers	31.7	2.3	33.3	2.8	+1.7	+5%	+0.6	+24%
Professional	8.8	0.7	11.6	1.3	+2.8	+31%	+0.6	+78%
Other	-5.1	-1.3	-4.3	-0.7	+0.8	-16%	+0.6	-47%
Total	158.0	10.9	167.9	14.4	+9.9	+6%	+3.6	+33%

* 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.

Summary of Results

1Q-3Q 2026 Actual
(from Jan. 1 to Sep. 30)

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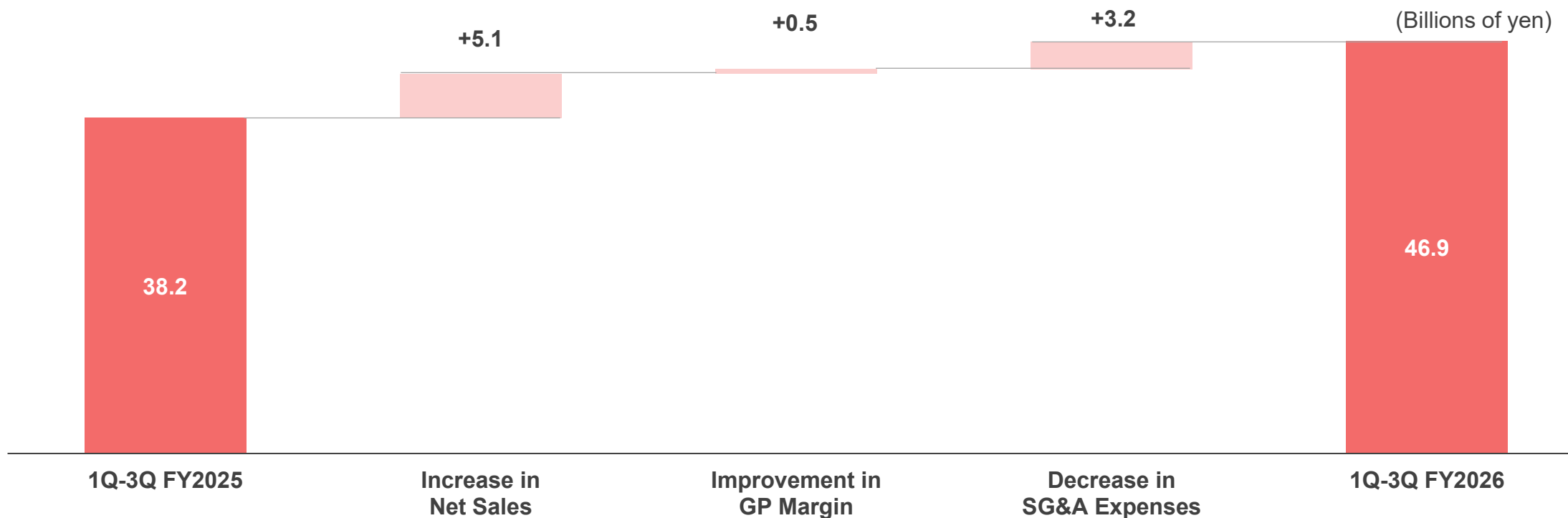
- ✓ Operating income, ordinary income and net income attributable to owners of the parent all surpassed previous record highs for 1Q-3Q results.
- ✓ Operating margin, ordinary margin and net income margin also hit new 1Q-3Q highs.

(Billions of yen)	1Q-3Q FY2025	1Q-3Q FY2026	Changes	
			Amount	%
Net Sales	491.8	507.7	+15.8	+3%
Gross Profit	156.8 (31.9%)	162.4 (32.0%)	+5.5 (+0.1pt)	+4%
Operating Income	38.2 (7.8%)	46.9 (9.2%)	+8.7 (+1.5pt)	+23%
Ordinary Income	39.5 (8.0%)	47.7 (9.4%)	+8.2 (+1.4pt)	+21%
Net Income attributable to owners of the parent	27.3 (5.5%)	32.6 (6.4%)	+5.3 (+0.9pt)	+20%

Operating Income Variance Analysis

1Q-3Q 2026 Actual
(from Jan. 1 to Sep. 30)

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Improvement in GP Margin

- GP margin grew in the Enterprise, Area and Consumer segments.

Decrease in SG&A Expenses

- Personnel expenses -2.8B
- Office expenses -0.5B

➤ Refer to page 29 for details.

Results by Segment

1Q-3Q 2026 Actual
(from Jan. 1 to Sep. 30)

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(Billions of yen)	1Q-3Q FY2025		1Q-3Q FY2026		Changes			
	Net Sales	Op. Income	Net Sales	Op. Income	Net Sales		Op. Income	
					Amount	%	Amount	%
Enterprise	197.2	14.1	205.3	16.9	+8.1	+4%	+2.8	+20%
Area	178.3	16.1	177.6	18.6	-0.8	-0%	+2.5	+15%
Consumers	97.4	7.3	101.4	9.5	+4.1	+4%	+2.2	+31%
Professional	34.9	3.6	36.3	4.0	+1.4	+4%	+0.4	+11%
Other	-16.0	-2.9	-13.0	-2.1	+3.0	-19%	+0.8	-29%
Total	491.8	38.2	507.7	46.9	+15.8	+3%	+8.7	+23%

* 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.

Segment Results

Enterprise Segment

- ✓ Net sales increased, thanks to smooth sales in Canon Products and Other Business, as well as IT Solutions.
- ✓ Operating income increased, reflecting a rise in gross profit due to higher sales.

(Billions of yen)	3Q				1Q-3Q			
	FY2025	FY2026	Changes		FY2025	FY2026	Changes	
			Amount	%			Amount	%
Canon Products & Other	14.8	15.9	+1.1	+7%	43.6	45.9	+2.4	+6%
IT Solutions	48.9	52.5	+3.6	+7%	153.6	159.4	+5.8	+4%
Net Sales	63.7	68.4	+4.7	+7%	197.2	205.3	+8.1	+4%
Op. Income	4.4	5.3	+1.0	+22%	14.1	16.9	+2.8	+20%
Margin	6.9%	7.8%	+0.9pt	—	7.1%	8.2%	+1.1pt	—

[Reference] Results of main consolidated company

Canon IT Solutions Inc.

	3Q		Changes		1Q-3Q		Changes	
	FY2025	FY2026	Amount	%	FY2025	FY2026	Amount	%
Net Sales	36.8	37.6	+0.7	+2%	115.2	117.5	+2.3	+2%
Op. Income	3.8	3.2	-0.6	-16%	11.6	11.1	-0.5	-4%

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

Canon IT Solutions Inc.

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

	1Q	2Q	3Q
Orders Received	+8%	+13%	+12%
Outstanding Orders	-9%	-2%	+6%

Segment Results

Area Segment

- ✓ Net sales were flat year on year. While sales in the Canon Products and Other Business increased, sales in IT Solutions decreased.
- ✓ Operating income increased reflecting high value-added products and services being a larger percentage of total sales and endeavors to reduce SG&A expenses.

(Billions of yen)		3Q				1Q-3Q			
		FY2025	FY2026	Changes		FY2025	FY2026	Changes	
				Amount	%			Amount	%
	Canon Products & Other	37.4	38.5	+1.1	+ 3%	115.8	116.1	+0.4	+0%
	IT Solutions	21.5	20.3	-1.2	-5%	62.6	61.4	-1.1	-2%
	Net Sales	58.9	58.8	-0.1	-0%	178.3	177.6	-0.8	-0%
	Op. Income	4.8	5.6	+0.8	+18%	16.1	18.6	+2.5	+15%
	Margin	8.1%	9.6%	+1.4pt	—	9.0%	10.5%	+1.4pt	—

[Reference] Results of main consolidated company

Canon System & Support Inc.

	3Q		Changes		1Q-3Q		Changes	
	FY2025	FY2026	Amount	%	FY2025	FY2026	Amount	%
Net Sales	29.0	28.0	-1.0	-3%	85.8	85.2	-0.6	-1%
Op. Income	2.9	2.6	-0.3	-11%	7.7	8.1	+0.4	+5%

Segment Results

Consumers Segment

- ✓ Net sales grew, chiefly reflecting increased sales in interchangeable lens cameras and compact cameras.
- ✓ Operating income increased following the increase in gross profit, which reflected the growth of net sales, and high value-added products being a larger percentage of total sales.

(Billions of yen)		3Q				1Q-3Q			
		FY2025	FY2026	Changes		FY2025	FY2026	Changes	
				Amount	%			Amount	%
	Canon Products & Other	22.6	24.2	+1.6	+7%	68.2	72.3	+4.1	+6%
	IT Solutions	9.1	9.2	+0.1	+1%	29.2	29.2	-0.1	-0%
Net Sales		31.7	33.3	+1.7	+5%	97.4	101.4	+4.1	+4%
Op. Income		2.3	2.8	+0.6	+24%	7.3	9.5	+2.2	+31%
Margin		7.2%	8.5%	+1.3pt	—	7.5%	9.4%	+1.9pt	—

■ Consumer Products, Y/Y Non-consolidated

		1Q	2Q	3Q
Interchangeable Lens Camera	Unit	+18%	-5%	+11%
Inkjet Printer (IJP)	Unit	-7%	-9%	-12%
IJP Cartridge	Amount	-3%	+4%	-6%

Segment Results

Professional Segment

- ✓ Net sales increased due to a rise in sales in industrial equipment and the healthcare business.
- ✓ Operating income increased, reflecting a rise in gross profit due to higher sales and other factors.

(Billions of yen)	3Q				1Q-3Q			
	FY2025	FY2026	Changes		FY2025	FY2026	Changes	
			Amount	%			Amount	%
Production printing	2.2	2.1	-0.2	-7%	6.7	6.6	-0.1	-2%
Industrial equipment	3.3	6.0	+2.7	+83%	13.4	13.1	-0.3	-2%
Healthcare business	3.3	3.5	+0.2	+6%	14.8	16.6	+1.8	+12%
Net Sales	8.8	11.6	+2.8	+31%	34.9	36.3	+1.4	+4%
Op. Income	0.7	1.3	+0.6	+78%	3.6	4.0	+0.4	+11%
Margin	8.3%	11.2%	+2.9pt	—	10.3%	11.0%	+0.7pt	—

[Reference] Results of main consolidated company
Canon Production Printing Systems Inc.

	3Q		Changes		1Q-3Q		Changes	
	FY2025	FY2026	Amount	%	FY2025	FY2026	Amount	%
Net Sales	2.1	2.0	-0.1	-6%	6.3	6.2	-0.1	-1%
Op. Income	0.1	0.1	-0.0	-28%	0.3	0.4	+0.1	+20%

Sales of Products and Services by Segment

3Q 2026 Actual
(from July 1 to Sep. 30)

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(Billions of yen)

		Enterprise		Area		Consumers		Professional		Other		Total		ITS Composition Ratio
		3Q FY2025	3Q FY2026	3Q FY2025	3Q FY2026	3Q FY2025	3Q FY2026	3Q FY2025	3Q FY2026	3Q FY2025	3Q FY2026	3Q FY2025	3Q FY2026	3Q FY2026
	SI/Solutions	18.8	18.5	2.0	2.1	—	—	3.3	3.5	-0.4	-0.3	23.8	23.9	28%
	Changes		-1%		+3%		-		+6%		-		+1%	
	Service/Outsourcing	20.3	21.9	4.7	5.2	—	—	0.3	0.4	-0.6	-0.5	24.7	26.9	32%
	Changes		+8%		+11%		-		+23%		-		+9%	
	IT Products/ System construction	9.8	12.1	14.8	13.1	9.1	9.2	—	—	-1.1	-0.5	32.6	33.9	40%
	Changes		+23%		-12%		+1%		-		-		+4%	
	IT Solutions	48.9	52.5	21.5	20.3	9.1	9.2	3.7	3.9	-2.0	-1.2	81.1	84.7	100%
	Changes		+7%		-5%		+1%		+7%		-		+4%	
	Canon Products & Other	14.8	15.9	37.4	38.5	22.6	24.2	5.2	7.7	-3.0	-3.0	76.9	83.2	
	Changes		+7%		+3%		+7%		+48%		-		+8%	
Total		63.7	68.4	58.9	58.8	31.7	33.3	8.8	11.6	-5.1	-4.3	158.0	167.9	
Changes			+7%		-0%		+5%		+31%		-		+6%	

* 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 FY2026, the name of 'SI Services', 'Maintenance and Operation Service/Outsourcing' and 'IT Products and System Sales' were changed into 'SI/Solutions', 'Service/Outsourcing' and 'IT Products/System Construction' respectively. Concurrently, the basis of aggregation for the three categories was changed and 'FY2025 results' is recalculated accordingly.

Sales of Products and Services by Segment

1Q-3Q 2026 Actual
(from Jan. 1 to Sep. 30)

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(Billions of yen)

		Enterprise		Area		Consumers		Professional		Other		Total		ITS Composition Ratio
		1Q-3Q FY2025	1Q-3Q FY2026	1Q-3Q FY2025	1Q-3Q FY2026	1Q-3Q FY2025	1Q-3Q FY2026	1Q-3Q FY2025	1Q-3Q FY2026	1Q-3Q FY2025	1Q-3Q FY2026	1Q-3Q FY2025	1Q-3Q FY2026	1Q-3Q FY2026
	SI/Solutions	54.9	56.4	5.8	6.6	—	—	15.0	16.8	-0.7	-0.8	74.9	78.9	30%
	Changes		+3%		+15%		-		+12%		-		+5%	
	Service/Outsourcing	60.6	64.3	14.1	15.5	—	—	1.1	1.2	-1.7	-1.5	74.0	79.5	30%
	Changes		+6%		+10%		-		+15%		-		+7%	
	IT Products/ System construction	38.2	38.8	42.7	39.3	29.2	29.2	0.0	0.0	-4.6	-1.6	105.5	105.7	40%
	Changes		+2%		-8%		-0%		-		-		+0%	
	IT Solutions	153.6	159.4	62.6	61.4	29.2	29.2	16.0	18.0	-7.0	-3.9	254.5	264.0	100%
	Changes		+4%		-2%		-0%		+12%		-		+4%	
	Canon Products & Other	43.6	45.9	115.8	116.1	68.2	72.3	18.9	18.3	-9.0	-9.0	237.4	243.6	
	Changes		+6%		+0%		+6%		-3%		-		+3%	
	Total	197.2	205.3	178.3	177.6	97.4	101.4	34.9	36.3	-16.0	-13.0	491.8	507.7	
	Changes		+4%		-0%		+4%		+4%		-		+3%	

* 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 FY2026, the name of 'SI Services', 'Maintenance and Operation Service/Outsourcing' and 'IT Products and System Sales' were changed into 'SI/Solutions', 'Service/Outsourcing' and 'IT Products/System Construction' respectively. Concurrently, the basis of aggregation for the three categories was changed and 'FY2025 results' is recalculated accordingly.

Summary of Forecasts

(Billions of yen)	FY2026 Previous Forecast	FY2026 Current Forecast	Changes		FY2025 Actual	Changes	
			Amount	%		Amount	%
Net Sales	685.0	685.0	—	—	679.8	+5.2	+1%
Operating Income	63.0 (9.2%)	63.0 (9.2%)	— —	—	58.2 (8.6%)	+4.8 (+0.6pt)	+8%
Ordinary Income	64.0 (9.3%)	64.0 (9.3%)	— —	—	59.8 (8.8%)	+4.2 (+0.5pt)	+7%
Net Income attributable to owners of the parent	44.0 (6.4%)	44.0 (6.4%)	— —	—	41.5 (6.1%)	+2.5 (+0.3pt)	+6%

Forecasts by Segment

Actual vs Current Forecast

(Billions of yen)	FY2025 Actual		FY2026 Current Forecast		Changes			
	Net Sales	Op. Income	Net Sales	Op. Income	Net Sales		Op. Income	
					Amount	%	Amount	%
Enterprise	265.8	21.1	275.4	22.7	+9.6	+4%	+1.6	+8%
Area	240.3	22.3	235.5	24.0	-4.8	-2%	+1.7	+8%
Consumers	144.8	13.0	142.6	13.7	-2.2	-2%	+0.7	+5%
Professional	48.8	5.5	49.0	5.3	+0.2	+0%	-0.2	-4%
Other	-19.8	-3.8	-17.5	-2.7	+2.3	—	+1.1	— %
Total	679.8	58.2	685.0	63.0	+5.2	+1%	+4.8	+8%

* 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.

Forecasts by Segment

Actual vs Current Forecast Breakdown

(Billions of yen)	FY2025				FY2026				Changes			
	1Q-3Q Actual		4Q Actual		1Q-3Q Actual		4Q Forecast		1Q-3Q		4Q	
	Net Sales	Op. Income	Net Sales	Op. Income	Net Sales	Op. Income	Net Sales	Op. Income	Net Sales	Op. Income	Net Sales	Op. Income
Enterprise	197.2	14.1	68.6	7.0	205.3	16.9	70.1	5.8	+8.1	+2.8	+1.5	-1.2
Area	178.3	16.1	61.9	6.2	177.6	18.6	57.9	5.4	-0.8	+2.5	-4.0	-0.8
Consumers	97.4	7.3	47.4	5.7	101.4	9.5	41.2	4.2	+4.1	+2.2	-6.3	-1.6
Professional	34.9	3.6	13.9	1.9	36.3	4.0	12.7	1.3	+1.4	+0.4	-1.3	-0.6
Other	-16.0	-2.9	-3.9	-0.9	-13.0	-2.1	-4.5	-0.6	+3.0	+0.8	-0.7	+0.3
Total	491.8	38.2	188.0	20.0	507.7	46.9	177.3	16.1	+15.8	+8.7	-10.6	-3.9

* 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.

Segment Forecasts Enterprise Segment

- ✓ Net sales are expected to rise following strong sales of IT Solutions.
- ✓ Operating income is expected to decrease due to an increase in SG&A expenses.

(Billions of yen)

	1Q-3Q Actual				4Q Forecast			
	FY2025	FY2026	Changes		FY2025	FY2026	Changes	
			Amount	%			Amount	%
Net Sales	197.2	205.3	+8.1	+4%	68.6	70.1	+1.5	+2%
Op. Income	14.1	16.9	+2.8	+20%	7.0	5.8	-1.2	-17%
Margin	7.1%	8.2%	+1.1pt	—	10.2%	8.3%	-1.9pt	—

Segment Forecasts Area Segment

- ✓ Net sales are expected to decline due to decreases in sales in Canon Products and Other Business and in IT Solutions.
- ✓ Operating income is expected to decrease due to lower gross profit resulting from reduced sales as well as an increase in SG&A expenses.

(Billions of yen)

	1Q-3Q Actual				4Q Forecast			
	FY2025	FY2026	Changes		FY2025	FY2026	Changes	
			Amount	%			Amount	%
Net Sales	178.3	177.6	-0.8	-0%	61.9	57.9	-4.0	-6%
Op. Income	16.1	18.6	+2.5	+15%	6.2	5.4	-0.8	-13%
Margin	9.0%	10.5%	+1.4pt	—	10.0%	9.3%	-0.7pt	—

Segment Forecasts Consumers Segment

- ✓ Net sales are expected to decline due to a decrease in sales of Inkjet printer and IT products..
- ✓ Operating income is expected to decrease due to lower gross profit resulting from reduced sales as well as an increase in SG&A expenses.

(Billions of yen)

	1Q-3Q Actual				4Q Forecast			
	FY2025	FY2026	Changes		FY2025	FY2026	Changes	
			Amount	%			Amount	%
Net Sales	97.4	101.4	+4.1	+4%	47.4	41.2	-6.3	-13%
Op. Income	7.3	9.5	+2.2	+31%	5.7	4.2	-1.6	-27%
Margin	7.5%	9.4%	+1.9pt	—	12.1%	10.2%	-1.9pt	—

Segment Forecasts Professional Segment

- ✓ Net sales are expected to fall due to the contraction of sales in Industrial equipment and the Healthcare business, despite sales increasing in Production printing.
- ✓ Operating income is expected to decrease due to lower gross profit resulting from reduced sales as well as an increase in SG&A expenses.

(Billions of yen)

		1Q-3Q Actual			
		FY2025	FY2026	Changes	
				Amount	%
	Production printing	6.7	6.6	-0.1	-2%
	Industrial equipment	13.4	13.1	-0.3	-2%
	Healthcare business	14.8	16.6	+1.8	+12%
	Net Sales	34.9	36.3	+1.4	+4%
	Op. Income	3.6	4.0	+0.4	+11%
	Margin	10.3%	11.0%	+0.7pt	—

4Q Forecast			
FY2025	FY2026	Changes	
		Amount	%
2.7	3.6	+0.9	+34%
6.9	6.5	-0.4	-6%
4.3	2.6	-1.7	-40%
13.9	12.7	-1.3	-9%
1.9	1.3	-0.6	-33%
13.9%	10.2%	-3.7pt	—

Outline of Main Products Sales

■IT Solutions

Consolidated

		FY2025 vs FY2024					FY2026 vs FY2025					Previous Forecasts
		1Q Results	2Q Results	3Q Results	4Q Results	Full Year Results	1Q Results	2Q Results	3Q Results	4Q Forecasts	Full Year Forecasts	Full Year Forecasts
SI/Solutions	Amount	+1%	+1%	+4%	+10%	+4%	+5%	+10%	+1%	+6%	+6%	+11%
Service/Outsourcing	Amount	+27%	+8%	+7%	-2%	+9%	+5%	+8%	+9%	+8%	+8%	+8%
IT Products/System construction	Amount	+30%	+8%	+14%	+4%	+13%	+2%	-5%	+4%	+0%	+0%	-8%
Network Camera	Amount	-0%	+53%	+4%	+7%	+13%	+32%	-4%	+41%	-0%	+15%	+15%

* Starting from FY2026, the name of SI Services', 'Maintenance and Operation Service/Outsourcing' and 'IT Products and System Sales' were changed into 'SI/Solutions', 'Service/Outsourcing' and 'IT Products/System Construction' respectively.

Concurrently, the basis of aggregation for the three categories was changed and 'FY2025 results' in 'FY2026 vs. FY2025' is recalculated accordingly.

Outline of Main Products Sales

■ Canon Products & Other

Non-consolidated

		FY2025 vs FY2024					FY2026 vs FY2025					Previous Forecasts
		1Q Results	2Q Results	3Q Results	4Q Results	Full Year Results	1Q Results	2Q Results	3Q Results	4Q Forecasts	Full Year Forecasts	Full Year Forecasts
MFP including Rental Machine	Unit	-3%	+7%	+9%	+6%	+5%	+8%	+6%	-4%	+5%	+4%	+4%
Service & Support	Amount	-4%	-1%	-1%	-2%	-2%	+0%	-2%	+1%	-1%	-1%	-1%
Laser Beam Printer (LBP)	Unit	+4%	+2%	-1%	-7%	-1%	-4%	+11%	+21%	+9%	+8%	+8%
LBP Cartridge	Amount	-3%	-0%	-1%	-3%	-2%	+0%	+5%	+16%	-28%	-2%	-2%

Consolidated

Commercial Printing	Amount	+5%	+10%	+10%	-1%	+6%	+5%	-7%	-4%	+7%	+0%	+0%
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Non-consolidated

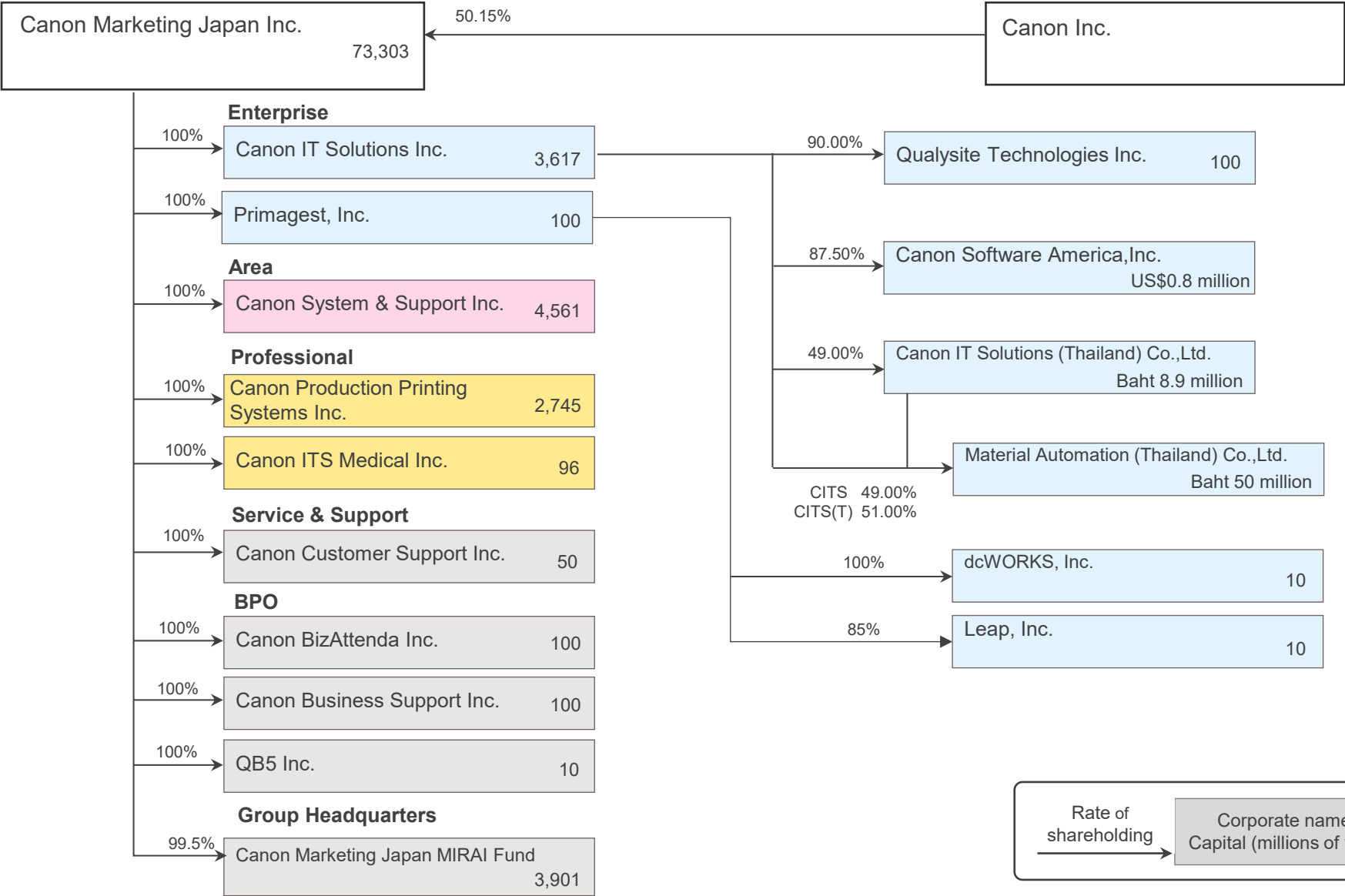
		FY2025 vs FY2024					FY2026 vs FY2025					Previous Forecasts
		1Q Results	2Q Results	3Q Results	4Q Results	Full Year Results	1Q Results	2Q Results	3Q Results	4Q Forecasts	Full Year Forecasts	Full Year Forecasts
Interchangeable Lens Camera	Unit	-15%	-12%	-25%	+19%	-7%	+18%	-5%	+11%	-3%	+3%	+3%
Inkjet Printer (IJP)	Unit	-14%	-8%	-14%	-0%	-8%	-7%	-9%	-12%	-6%	-8%	-4%
IJP Cartridge	Amount	-7%	-7%	-5%	-9%	-7%	-3%	+4%	-6%	-9%	-4%	-4%



Canon Marketing Japan Group

Supplementary Information

Capital Relationship Diagram



As of Sep. 30, 2026

SG&A Expenses

3Q 2026 Actual
(from July 1 to Sep. 30)

Canon
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(Billions of yen)	3Q FY2025	3Q FY2026	Changes
Advertising expenses	0.9	1.1	+0.2
Promotion expenses	0.7	0.6	-0.1
Warranty expenses	0.7	0.7	+0.0
Other direct selling expenses	4.7	4.9	+0.2
Personnel expenses	22.6	22.0	-0.6
Office expenses	2.6	2.1	-0.5
IT expenses	2.9	2.9	-0.0
Amortization of goodwill, etc.	0.9	0.7	-0.2
Other selling expenses	3.9	3.9	-0.1
Total	40.0	38.9	-1.1

SG&A Expenses

1Q-3Q 2026 Actual
(from Jan. 1 to Sep. 30)

Canon
Canon Marketing Japan Group

(Billions of yen)	1Q-3Q FY2025	1Q-3Q FY2026	Changes
Advertising expenses	3.0	3.0	+0.0
Promotion expenses	2.2	1.9	-0.3
Warranty expenses	2.1	2.0	-0.1
Other direct selling expenses	14.3	14.7	+0.4
Personnel expenses	68.2	65.4	-2.8
Office expenses	6.7	6.3	-0.5
IT expenses	7.9	8.1	+0.2
Amortization of goodwill, etc.	2.6	2.1	-0.5
Other selling expenses	11.7	11.9	+0.2
Total	118.6	115.4	-3.2

Non-operating Income and Expenses

	(Billions of yen)	3Q FY2025	3Q FY2026	Changes	1Q-3Q FY2025	1Q-3Q FY2026	Changes
	Interest income	0.1	0.1	+0.0	0.3	0.4	+0.0
	Dividend income	0.0	0.0	+0.0	0.2	0.2	+0.0
	Insurance income	0.0	0.0	-0.0	0.5	0.5	-0.0
	Gain on investments in partnership	0.4	-	-0.4	0.4	-	-0.4
	Other, net	0.0	0.0	-0.0	0.3	0.2	-0.1
	Total non-operating income	0.7	0.2	-0.5	1.7	1.2	-0.5
	Interest expense	0.0	0.0	+0.0	0.1	0.1	+0.0
	Investment partnership management expenses	0.1	0.1	+0.0	0.2	0.2	+0.0
	Foreign exchange losses	-	0.0	+0.0	0.0	0.0	-0.0
	Loss on investments in partnership	-0.0	-0.0	-0.0	-	0.0	+0.0
	Other, net	0.0	0.1	+0.0	0.2	0.2	+0.0
	Total non-operating expenses	0.1	0.1	+0.1	0.4	0.5	+0.1

Extraordinary Income and Losses

	(Billions of yen)	3Q FY2025	3Q FY2026	Changes	1Q-3Q FY2025	1Q-3Q FY2026	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	1.1	0.6	-0.5	1.6	1.1	-0.4
	Other, net	-	0.0	+0.0	-	0.0	+0.0
Total extraordinary income		1.1	0.6	-0.5	1.6	1.1	-0.4
	Loss on sales and disposal of long-lived assets	0.0	0.0	+0.0	0.1	0.1	+0.0
	Loss on sale of investments in securities	-	0.0	+0.0	0.0	0.0	+0.0
	Impairment loss	-	-	-	0.5	-	-0.5
	Other, net	-	-	-	0.0	-	-0.0
Total extraordinary losses		0.0	0.0	+0.0	0.6	0.1	-0.5

Quarterly Balance Sheets

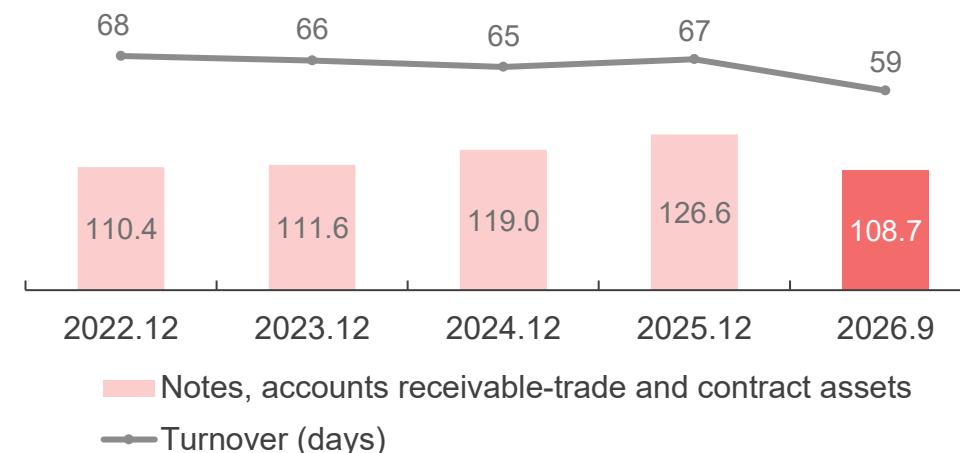
Canon

Canon Marketing Japan Group

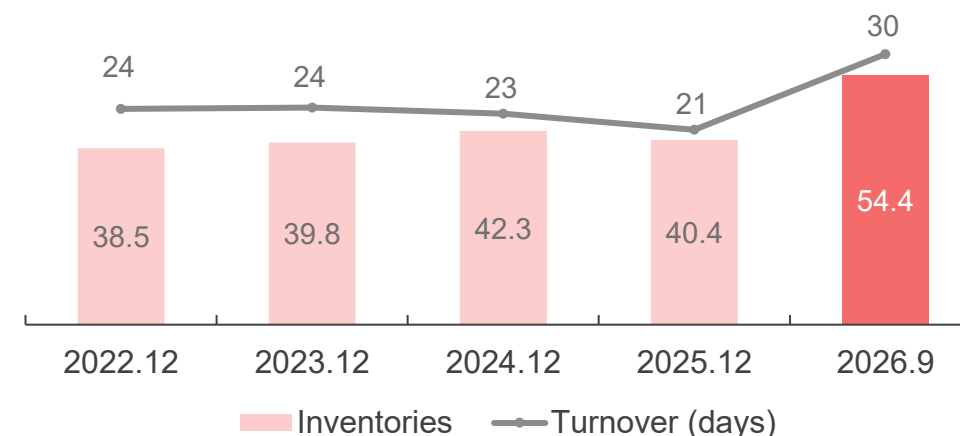
(Billions of yen)

	Dec. 31 2025	Sep. 30 2026	Changes
Assets	564.4	538.8	-25.7
Current assets	339.6	302.2	-37.5
Cash and deposits	160.1	125.8	-34.3
Notes, accounts receivable-trade and contract assets	126.6	108.7	-17.9
Inventories	40.4	54.4	+14.1
Other current assets	12.6	13.3	+0.7
Non-current assets	224.8	236.6	+11.8
Property, plant and equipment	86.8	86.4	-0.4
Intangible assets	52.0	57.8	+5.9
Investments and other assets	86.0	92.3	+6.3
Liabilities	150.6	146.1	-4.6
Current liabilities	125.1	123.3	-1.8
Notes and accounts payable-trade	52.1	52.5	+0.3
Other current liabilities	73.0	70.8	-2.1
Long-term liabilities	25.5	22.8	-2.8
Equity	413.8	392.7	-21.1
Shareholders' equity	361.7	345.0	-16.7
(Treasury stock)	-20.4	-50.7	-30.3
Total accumulated other comprehensive income(loss)	51.1	47.0	-4.1
Stock acquisition rights	0.1	0.1	+0.0
Non-controlling interests	0.9	0.6	-0.3
Equity ratio	73%	73%	-0%

■ Notes, accounts receivable-trade and contract assets

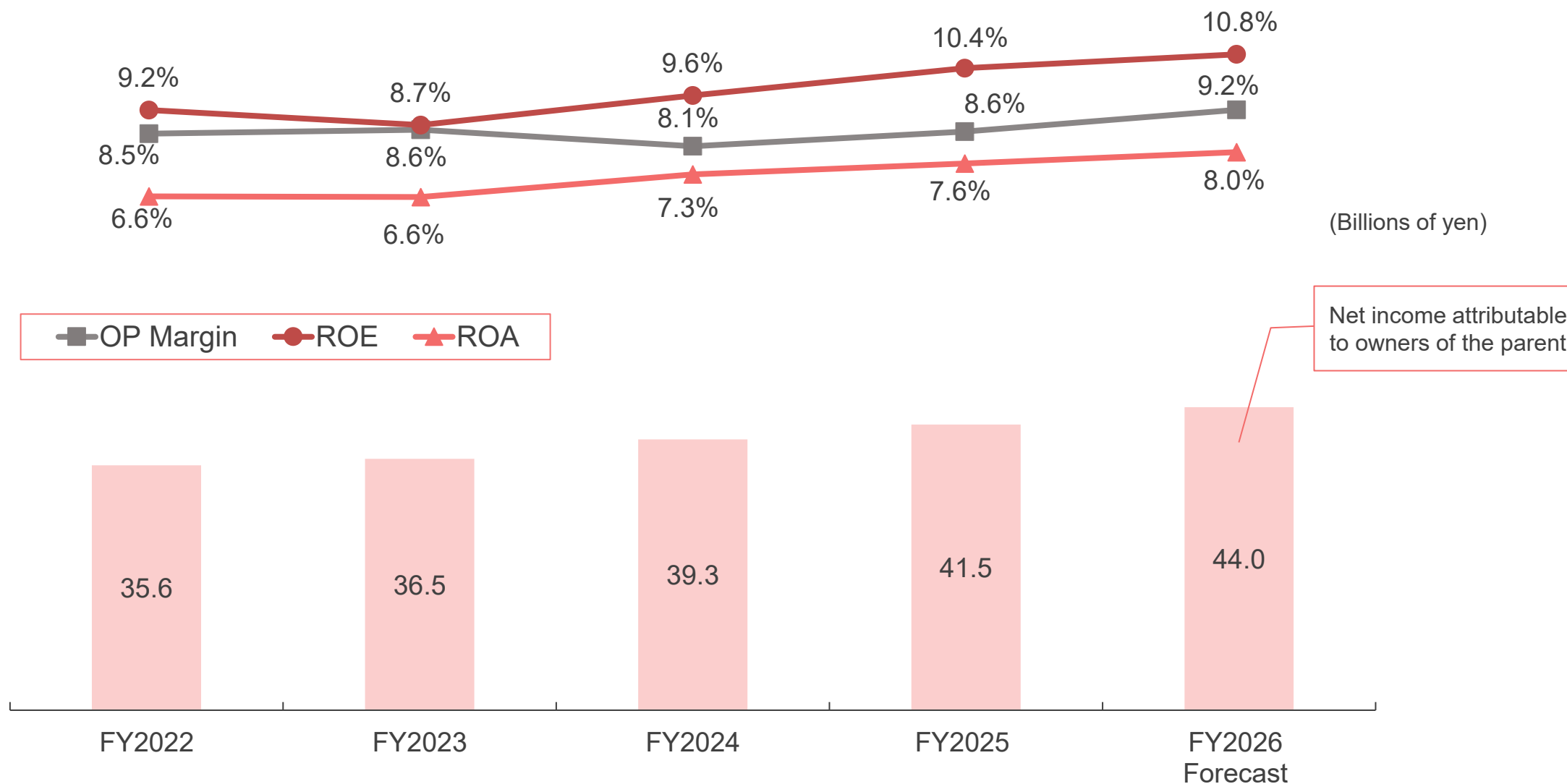


■ Inventories

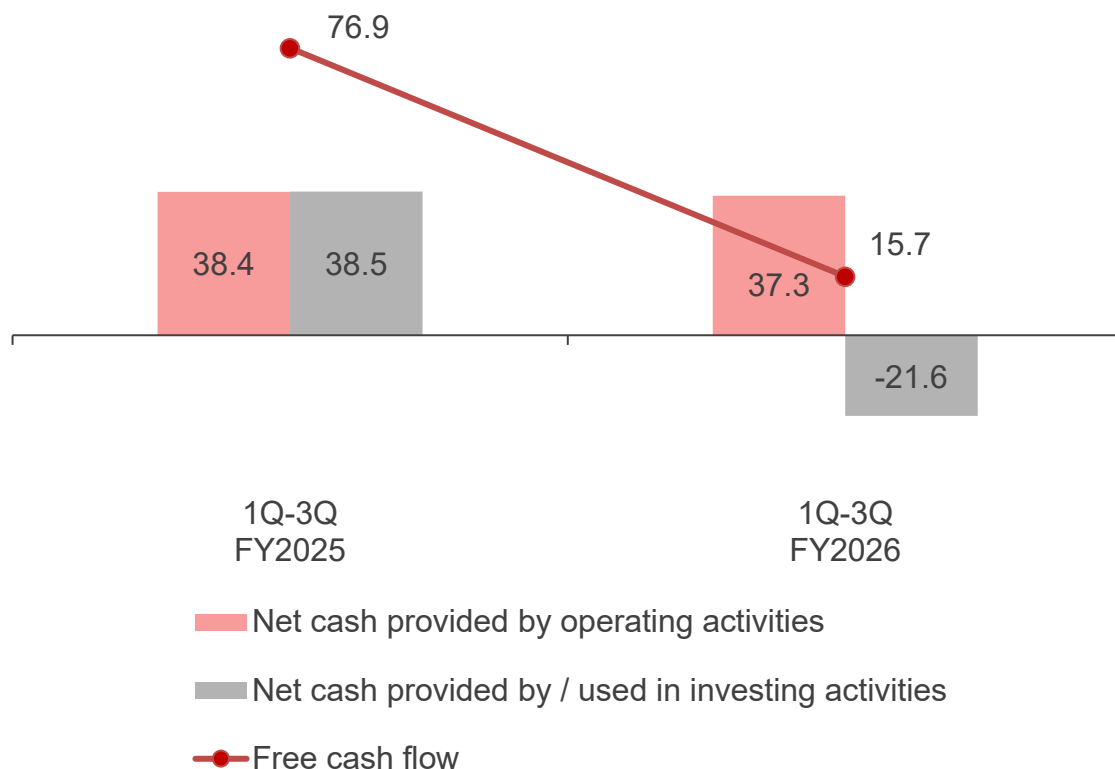


Financial Indicator

OP Margin / ROE / ROA



■ Cash Flow



■ Capital Investment

(Billions of yen)

	1Q-3Q Actual	4Q Forecast	Full year
FY2025 Actual	12.5	5.3	17.9
FY2026 Forecast	17.8	8.5	26.3

■ Depreciation and Amortization

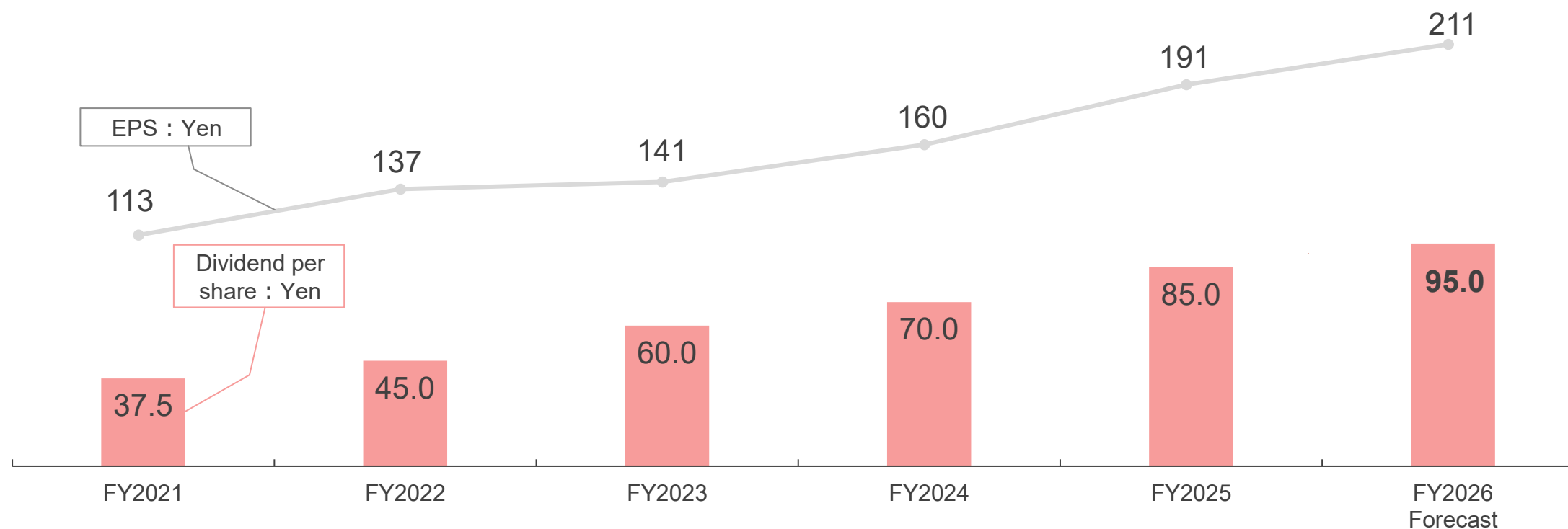
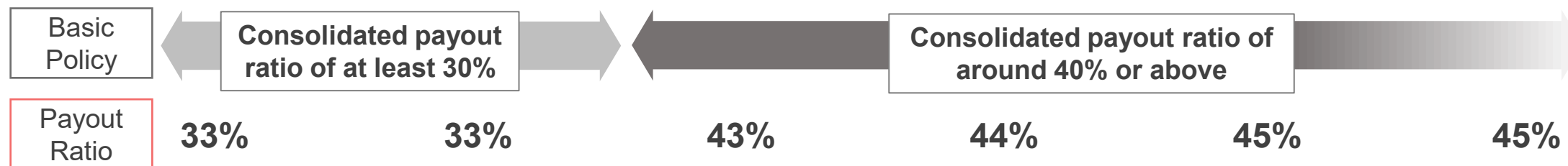
	1Q-3Q Actual	4Q Forecast	Full year
FY2025 Actual	8.9	3.2	12.1
FY2026 Forecast	9.8	3.3	13.1

Financial Indicator

Canon

Canon Marketing Japan Group

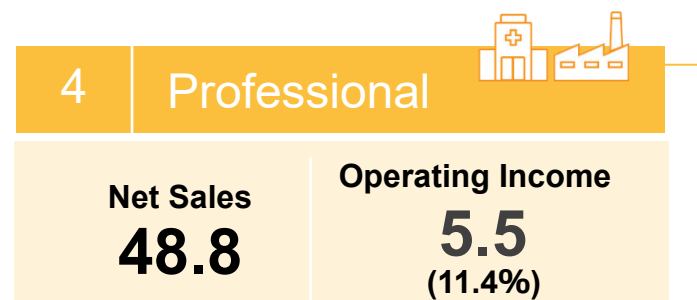
Payout Ratio / EPS / Dividend per share



* The Company conducted a share split in the proportion of two shares for one share of common stock, with the record date set as March 31, 2026 and the effective date set as April 1, 2026. Both annual dividends per share and EPS (earnings per share) for periods prior to 2025 have been calculated on the assumption that the share split had been conducted at the beginning of each respective consolidated fiscal year.

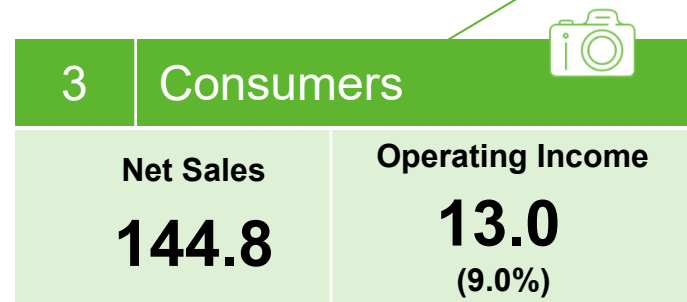
Sales Breakdown by Segment (FY2025)

(Billions of yen) **Canon**
Canon Marketing Japan Group

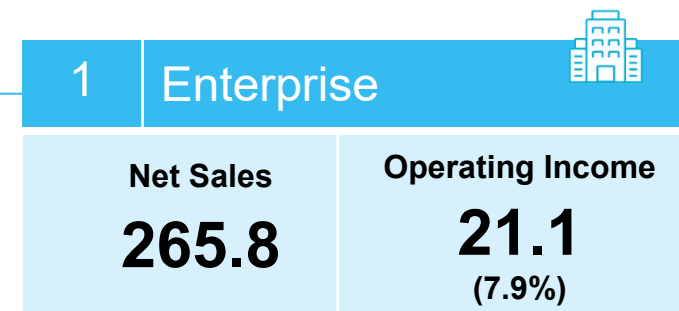
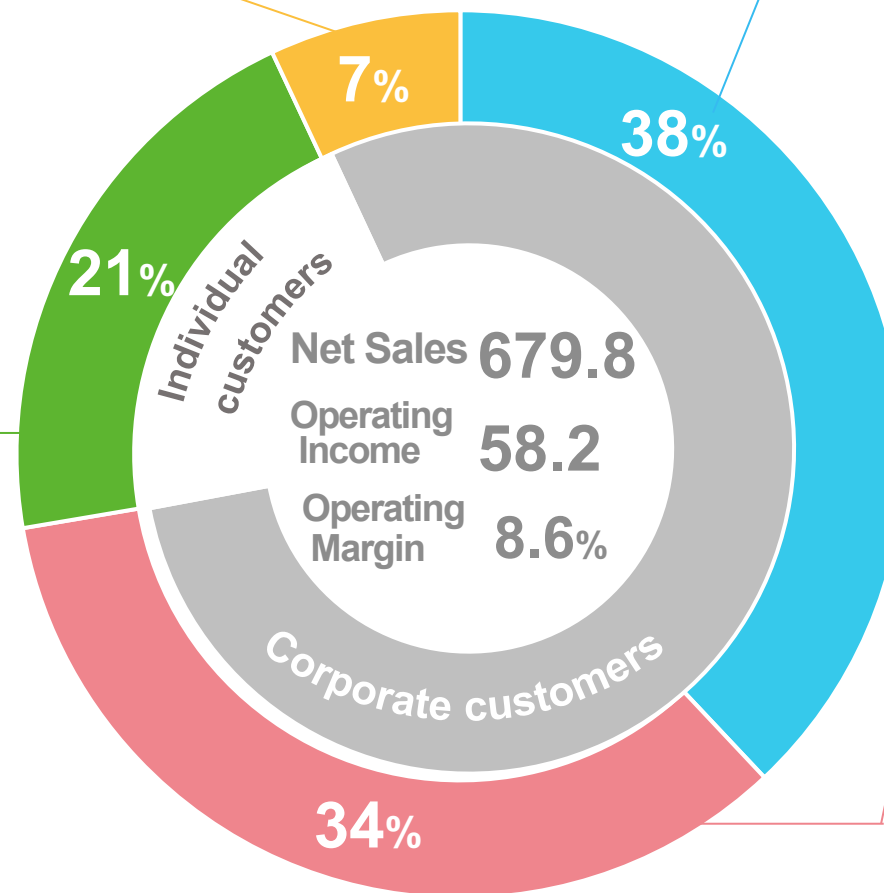


Customers in specialized areas

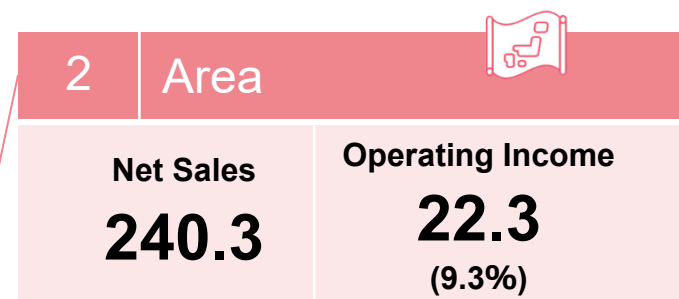
- Production printing
- Industrial equipment
- Healthcare



Individual customers



Large, quasi-major and upper medium-sized enterprises



SMEs nationwide

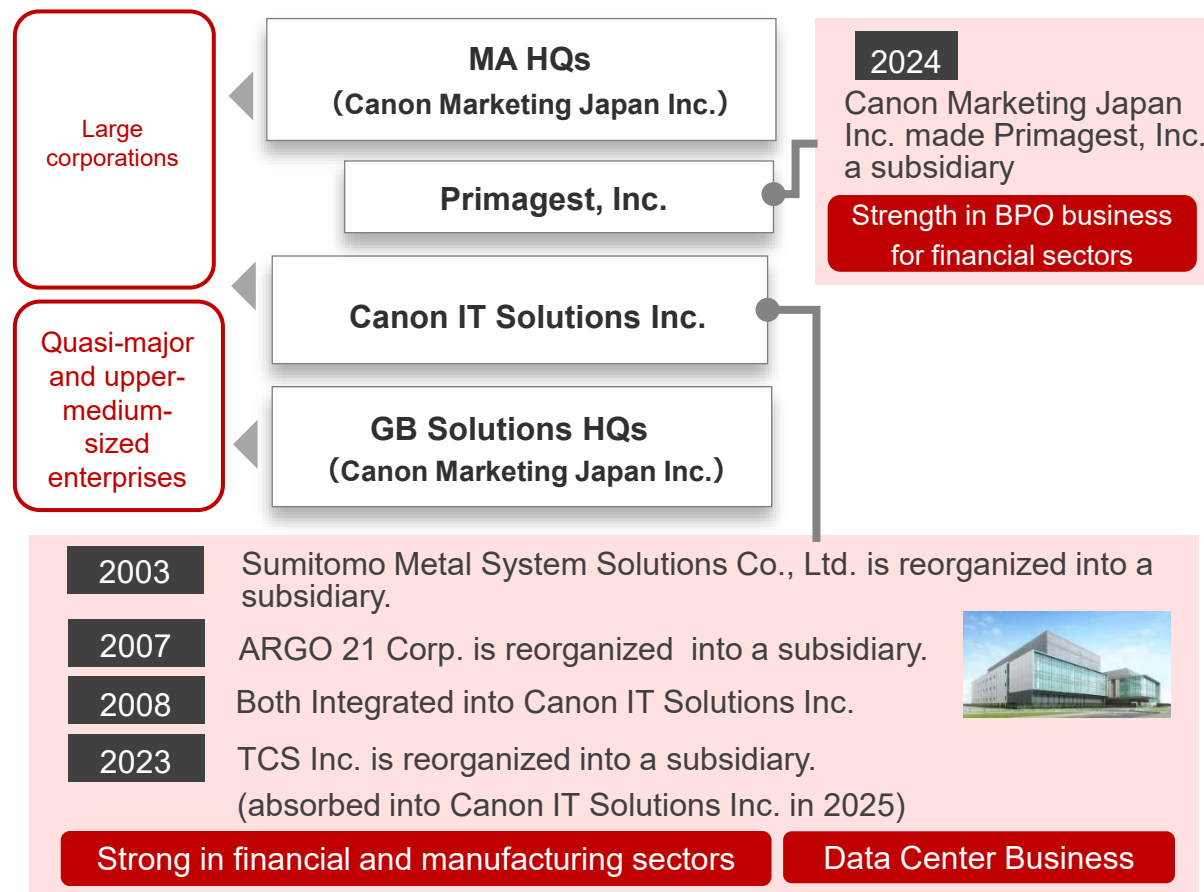
SME: Small and Medium Enterprise

*Net sales of -19.8 billion yen and operating income of -3.8 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

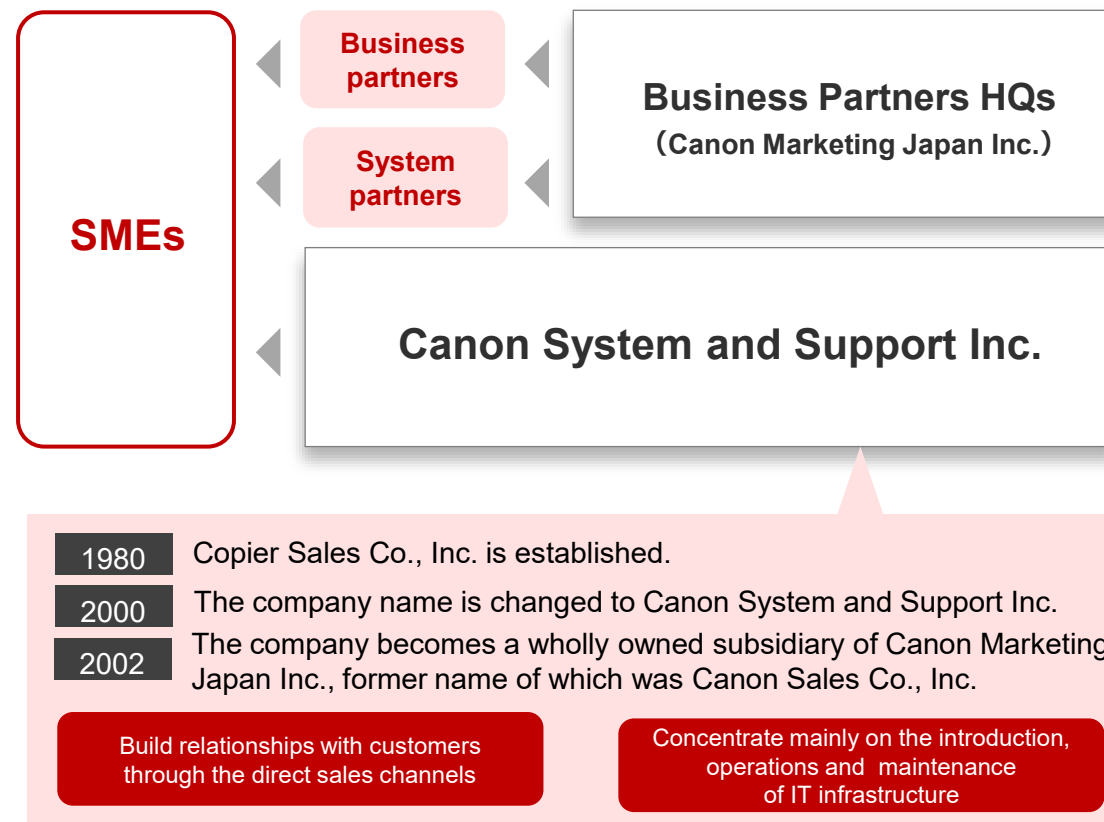
1 Enterprise

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.



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.



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



Plasma
ashing equipment

Not related to
semiconductors



X-ray
analyzer



Appearance inspection
equipment



Industrial
3D printer

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

Production Printing

Production printer



iX3200
Color IJ Printer



MJP20JXR
Monochrome
IJ Printer

Software services

Workflow
solutions

Connect
Works Manager

POP system

Drawings
management
system

Healthcare

Electronic
health records

Pharmacy
systems



Outsiders' Assessments and Inclusion in Indices : ESG & Other

Selected as a constituent
of the FTSE4Good Index



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

2026 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

Selected as a constituent of
the MSCI Japan
Empowering Women Index

2026 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 Somo
Sustainability Index
2026



Somo 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)**



**Selected for the grand prize
of the Good Career
Company Award**



**Platinum Kurumin
certification**



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





Canon Marketing Japan Group