

This is a translation of the original convocation in Japanese language for convenience purposes only, and in the event of any discrepancy, the Japanese language shall prevail.

Securities Code: 8060
March 3, 2026

TO OUR SHAREHOLDER

Canon Marketing Japan Inc.
16-6, Konan 2-chome, Minato-ku,
Tokyo
Masachika Adachi
President & Representative Director

NOTICE OF CONVOCATION OF THE 58TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

Notice is hereby given that the 58th Annual General Meeting of Shareholders of Canon Marketing Japan Inc. (the “Company”) will be held as described below.

In the convocation of this General Meeting of Shareholders, information contained in the Reference Documents for the General Meeting of Shareholders and will be posted on the Company’s website on the Internet. Please visit the following website for the Company and check the “Shareholders’ Meeting” section under “Stock Information” to access this information.

The Company’s website
<https://corporate.jp.canon/en/ir>

In addition to the Company’s website, the matters to be provided electronically will also be posted on the website of the Tokyo Stock Exchange (TSE). Please access the following website for the TSE (Listed Company Search), enter “Canon Marketing Japan” in the “Issue name (company name)” field or “8060” in the “Code” field and run a search. Then, select “Basic information” followed by “Documents for public inspection/PR information” to peruse the information that has been posted in the “Notice of General Shareholders Meeting /Information Materials for a General Shareholders Meeting” section under “Filed information available for public inspection”.

The Tokyo Stock Exchange’s website (Listed Company Search)
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

If you are not attending the Meeting in person, you can exercise your voting rights in writing or via the Internet. After reviewing the following Reference Documents for the General Meeting of Shareholders, please exercise your rights by no later than 5:30 p.m. on March 25 (Wednesday), 2026 (Japan time).

- 1. DATE AND TIME** March 26 (Thursday), 2026 at 10:00 a.m. (Japan time)
- 2. PLACE** Headquarters of the Company
CANON HALL S, 3rd floor of CANON S TOWER
16-6, Konan 2-chome, Minato-ku, Tokyo
- 3. MATTERS CONSTITUTING THE PURPOSE OF THE MEETING**
- Matters to be Reported:**
1. Reports on the contents of the Business Report and Consolidated Financial Statements for the 58th Fiscal Year (from January 1, 2025 to December 31, 2025), and reports on the Auditing Results of Accounting Auditor and Audit & Supervisory Board regarding the Consolidated Financial Statements.
 2. Reports on the content of the Non-Consolidated Financial Statements for the 58th Fiscal Year (from January 1, 2025 to December 31, 2025).
- Matters to be Resolved upon:**
- | | |
|-----------------------|---|
| Proposal No. 1 | Dividends from Surplus |
| Proposal No. 2 | Election of Eight Directors |
| Proposal No. 3 | Election of Three Audit & Supervisory Board Members |
| Proposal No. 4 | Payment of Bonuses to Directors |

- ////////////////////////////////////
- Upon attending the Meeting, please present the enclosed Voting Form to the receptionist at the place of the Meeting.
 - About the procedures for the exercise of voting rights in writing or by the Internet, etc., please see the following pages.
 - This document also serves as the paper copy including the matters to be provided electronically according to a document delivery request. In accordance with the related laws and regulations and Article 14 of the Company's Articles of Incorporation, the following matters are not included. Accordingly, this document represents only part of the applicable documents which the Audit & Supervisory Board Members and Accounting Auditor audited to prepare their audit reports.
 - (1) Status of Assets and Earnings, Main Business, and Main Location of Operations, given in Current Status of Canon Marketing Japan and its consolidated subsidiaries (the "Group"), and Status of Shares of the Company, Status of Accounting Auditor, Stock Acquisition Rights etc. and Systems for Ensuring Appropriateness of Business Operations, and Outline of Implementation Activities of the Company to be described in the Business Report
 - (2) Consolidated Statements of Shareholders' Equity and Notes to Consolidated Financial Statements
 - (3) Non-Consolidated Financial Statements
 - (4) Accounting auditor's report on the Consolidated Financial Statements
 - (5) Accounting auditor's report on the Non-Consolidated Financial Statements
 - Any revisions to the matters to be provided electronically will be posted as detailed before and after revision on the Company's website and the TSE's website on the Internet as listed above.

Guidance Notes on the Exercise of Voting Rights

Your voting rights to be exercised at the General Meetings of Shareholders are important rights. After reviewing the attached Reference Documents for the General Meeting of Shareholders, please exercise your voting rights.

The Voting rights can be exercised in one of the following three ways.

Exercise of Voting Rights by Attending the Meeting

DATE AND TIME: March 26 (Thursday), 2026 at 10:00 a.m. (Japan time)

PLACE: Headquarters of the Company
CANON HALL S, 3rd floor of CANON S TOWER
16-6, Konan 2-chome, Minato-ku, Tokyo

Please bring and present the enclosed Voting Form to the receptionist at the place of the Meeting.

Exercise of Voting Rights in Writing (Via Postal Mail)

Deadline for exercising voting rights: The Voting Form must reach us no later than 5:30 p.m. on March 25 (Wednesday), 2026 (Japan time)

Please indicate your for/against for each of the propositions on the enclosed Voting Form and return it by postal mail. If neither for nor against are indicated for each of the propositions on the Voting Form, we will treat this as indicating an intention to vote in favor of the proposal.

Exercise of Voting Rights by Electromagnetic Means (Via the Internet)

Deadline for exercising voting rights: The exercise of voting rights must be made no later than 5:30 p.m. on March 25 (Wednesday), 2026 (Japan time)

Please enter your for/against for each of the propositions on the website for the exercise of voting rights (<https://soukai.mizuho-tb.co.jp/>) and send it.

- * If voting rights are exercised in duplicate via the Internet and via postal mail, votes made via the Internet will be deemed to be valid.
- * If you exercise your voting rights more than once via the Internet, we will treat the last exercise of your voting rights as effective.
- * Please note that you may not be able to access the website for the exercise of voting rights depending on your Internet operating environment, your Internet service or the model of the device you use.
- * Any internet connection charges, communication charges or other fees incurred when you access the website for the exercise of voting rights shall be borne by you.

Guidance Notes on the Exercise of Voting Rights via the Internet, etc.

How to enter the voting code and password

Website for the exercise of voting rights <https://soukai.mizuho-tb.co.jp/>

1. Access the website for the exercise of voting rights.
Click on the “Next” button.
2. Enter your voting code shown on your voting form.
Enter voting code.
Click on the “Next” button.
3. Enter your password shown on your voting form.
Enter password.
Click on the “Log-in” button.
4. Indicate your approval or disapproval of the resolutions by following the directions on the screen.

How to scan the QR code using your smartphone “Smart voting”

You can log-in to the voting website without having to enter your voting code or password.

1. Scan the QR code printed on the bottom-right of the voting form.
* “QR code” is a registered trademark of DENSO WAVE INCORPORATED.
2. Indicate your approval or disapproval of the resolutions by following the directions on the screen.
You can exercise your voting rights ONLY ONCE by “smart voting.” If you wish to change your vote after exercising your voting rights by “smart voting,” please access the PC version of website for the exercise of voting rights, login by entering your voting code and password shown on the voting form and vote again.
* Scanning the QR code again can take you to the PC version website for the exercise of voting rights.

If you have any questions about use of the voting website or “smart voting,” please contact:

Internet Help Dial: Stock Transfer Agency Department, Mizuho Trust & Banking Co., Ltd.

Telephone: 0120-768-524 (toll-free)

Operating Hours: 9:00 a.m. to 9:00 p.m. (excluding New Year’s holiday period)

Platform for Electronic Exercise of Voting Rights

The electronic voting platform for institutional investors operated by Investor Communications Japan Inc. is available for nominee shareholders such as trust & custody services banks, etc. (including standing proxies) that have applied to use such platform in advance.

REFERENCE DOCUMENTS FOR THE GENERAL MEETING OF SHAREHOLDERS

Proposal No. 1: Dividends from Surplus

We have comprehensively considered the business results, etc. for this Fiscal Year, and propose a year-end dividend as described below.

Thus, the full-year dividends will be 170 yen per share, which includes interim dividends of 70 yen per share.

Although it is provided in the Articles of Incorporation that the dividends from surplus, etc. may be decided by a resolution of the board of directors, we have made it a matter to be resolved at this Meeting to have an opportunity to hear the shareholders' views directly.

(1) Type of dividend:

Cash

(2) Matters concerning distribution of dividends and its total amount:

100 yen per common share of the Company

Total amount of dividend 10,721,335,500 yen

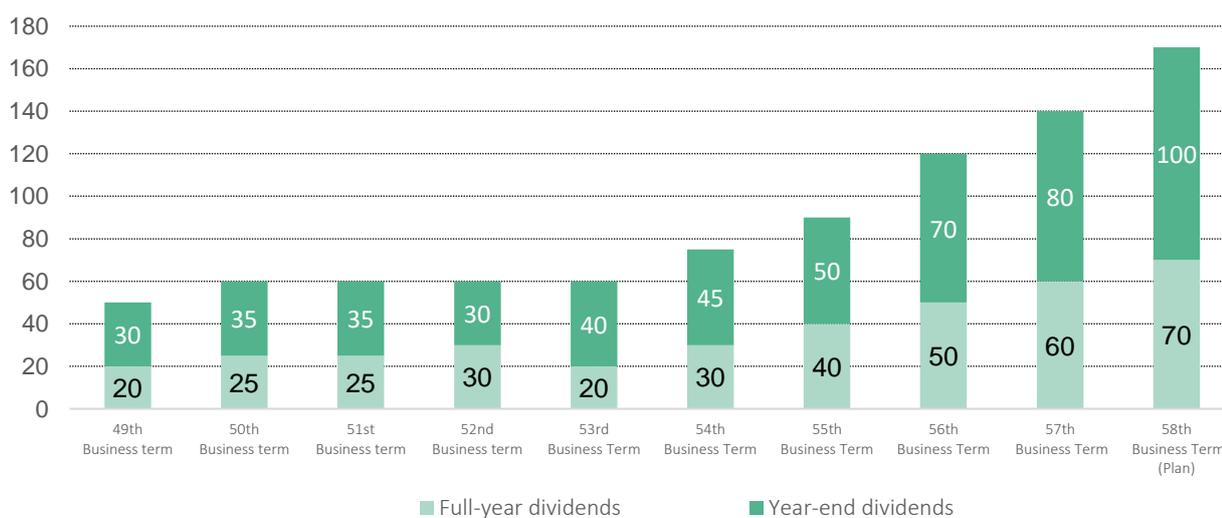
(3) Effective date of the dividends from surplus:

March 27, 2026

Notes:

At the meeting of the Board of Directors held on January 28, 2026, the Company resolved to conduct a share split with an effective date of April 1, 2026, with the record date set as March 31, 2026. Therefore, the year-end dividends for the fiscal year with the record date of December 31, 2025 will be based on the number of shares before the share split.

<REFERENCE> Changes in dividends (yen)



Proposal No. 2: Election of Eight Directors

The term of offices of all of the eight Directors will expire at the end of this Meeting. Accordingly, we would like to elect eight Directors.

The candidates for the position of the Directors are as follows:

No.		Name	Gender	Present Position and Areas of Responsibility at the Company	Attendance at Board of Directors' Meetings	Member of Nomination and Remuneration Advisory Committee	Member of Special Committee
1	[Reappointment]	Masachika Adachi	Male	President & Representative Director Executive President	92% (12/13)	◎	
2	[Reappointment]	Minoru Mizoguchi	Male	Director & Senior Vice President Director in charge of Group General Administration & Human Resources Management, Group Legal & Intellectual Property and Group Logistics	100% (13/13)	○	
3	[Reappointment]	Hatsumi Hirukawa	Male	Director & Senior Vice President Director in charge of Group Planning, and Director of Marketing Headquarters	100% (13/13)		
4	[Reappointment]	Tsuyoshi Osato	Male	Director & Vice President Director in charge of Group Auditing, Group Finance & Accounting, and Group Procurement	100% (13/13)		
5	[Reappointment] [Outside] [Independent]	Yoshio Osawa	Male	Outside Director	100% (13/13)	○	◎
6	[Reappointment] [Outside] [Independent]	Toshiharu Hasebe	Male	Outside Director	100% (13/13)	○	○
7	[Reappointment] [Outside] [Independent]	Hiroko Kawamoto	Female	Outside Director	100% (13/13)	○	○
8	[Reappointment] [Outside] [Independent]	Satsuki Miyahara	Female	Outside Director	100% (10/10)		○

- Notes: 1. Attendance at Board of Directors' meetings for Ms. Satsuki Miyahara refers to the Board of Directors' meetings that were held after her election at the 57th Ordinary General Meeting of Shareholders held on March 27, 2025.
2. In the above list for the candidates for Directors who currently serve as members of the Nomination and Remuneration Advisory Committee and Special Committee, the "◎" symbol denotes the chairperson and the "○" symbol indicates a member.

<REFERENCE>

Composition of the Board of Directors after the election

Ratio of Independent Outside Directors



Ratio of female Directors



Skills Matrix of the Candidates for Director

Name	 Masachika Adachi	 Minoru Mizoguchi	 Hatsumi Hirukawa	 Tsuyoshi Osato	 Yoshio Osawa	 Toshiharu Hasebe	 Hiroko Kawamoto	 Satsuki Miyahara
Current Position at the Company	President & Representative Director and Executive President	Director & Senior Vice President	Director & Senior Vice President	Director & Vice President	Director <small>Outside Independent</small>	Director <small>Outside Independent</small>	Director <small>Outside Independent</small>	Director <small>Outside Independent</small>
Corporate Management	●	●	●	●	●	●	●	
Sales & Marketing	●		●		●	●	●	
Finance & Accounting				●				●
Human Resources		●					●	●
Legal Affairs & Risk Management	●	●	●	●				
IT Solutions & DX	●				●	●		

Reasons for selecting the items of the skills matrix

Item	Reason for selection
Corporate Management	Improving corporate value through continued growth and contributing to building a sustainable society requires members of the Board of Directors who have skills and knowledge for promoting sustainability and experience and knowledge concerning corporate management and the formulation and implementation of long-term management frameworks and medium-term management plans.
Sales & Marketing	In a rapidly changing society, quickly responding to the needs of customers and providing high value-added products and solutions will lead to solutions to issues faced by society and customers, and the creation of value. Achieving this requires members of the Board of Directors who have experience and knowledge concerning the formulation of sales strategies and the understanding of market trends.
Finance & Accounting	Achieving the improvement of corporate value through efficient use of funds requires members of the Board of Directors who have the experience and knowledge needed to ensure accurate financial reporting, build a strong financial foundation, and strike a balance between investment for further growth and return to shareholders.
Human Resources	To achieve the improvement of corporate value, it is important to maximize human capital by boosting the skills and engagement of employees. This requires members of the Board of Directors who have experience and knowledge concerning human resources development and skills for managing diverse human resources.
Legal Affairs & Risk Management	Achieving the improvement of corporate value through stable business operations requires members of the Board of Directors who have profound knowledge of related laws and regulations, the experience and knowledge needed to build a proper governance system, and skills for risk management.
IT Solutions & DX	Realizing “a corporate group dedicated to creating new businesses that drive future growth through the power of people and technologies” requires members of Board of Directors who have experience and knowledge in the fields of IT solutions and digital technology.

No.	Name (Date of birth)	Brief personal record, position, business in charge and important concurrent posts	Number of shares of the Company held
1	Masachika Adachi (March 30, 1960) 	As of Apr. 1982: Entered the Company Mar. 2013: Vice President Mar. 2015: Director & Senior Vice President Apr. 2015: Company President of Business Solutions Company Jan. 2018: Director of Enterprise Business Unit Apr. 2019: Director & Senior Vice President Mar. 2021: President & Representative Director and Executive President (present)	34,556 shares
[Reason for Nomination as Director] Mr. Masachika Adachi led various business fields for many years. He has directed management as President & Representative Director, and has considerable experience and knowledge of management for the Company and possesses excellent expertise. Thus, he has again been selected as a candidate for a Director.			
2	Minoru Mizoguchi (May 21, 1960) 	As of Apr. 1984: Entered the Company Apr. 2015: Group Executive of General Administration & Human Resources Management Headquarters Mar. 2018: Vice President Apr. 2019: Director in charge of Group General Administration & Human Resources Management (present) Jan. 2020: Director in charge of Group Logistics (present) Mar. 2021: Director (present) Mar. 2022: Senior Vice President Director in charge of Group Legal & Intellectual Property (present) Mar. 2024: Senior Vice President (present)	12,744 shares
[Reason for Nomination as Director] Mr. Minoru Mizoguchi has led the fields of General Affairs and Human Resources for many years. He has held the posts of Director and Executive Officer, and has considerable experience and knowledge of management for the Company. Thus, he has again been selected as a candidate for Director.			
3	Hatsumi Hirukawa (January 8, 1965) 	As of Apr. 1987: Entered the Company Jan. 2015: Business Solution Company Area Sales Headquarters Area Business Promotion Group Senior General Manager Jul. 2016: Group Executive of Planning Headquarters Apr. 2019: Vice President Jan. 2020: Director in charge of Group Planning (present) Director in charge of Group Service & Support Mar. 2020: Director (present) Mar. 2020: Director in charge of Group Communication Jan. 2022: Director of Marketing Headquarters (present) Mar. 2024: Senior Vice President (present)	10,336 shares
[Reason for Nomination as Director] Mr. Hatsumi Hirukawa has led Business and Planning fields for many years. He has held the posts of Director and Executive Officer, and has considerable experience and knowledge of management for the Company. Thus, he has again been selected as a candidate for a Director.			

No.	Name (Date of birth)	Brief personal record, position, business in charge and important concurrent posts	Number of shares of the Company held
4	<p>Tsuyoshi Osato (August 24, 1964)</p> 	<p>As of Apr. 1988: Entered the Company Apr. 2014: Group Executive of Administrative Headquarters of Canon IT Solutions Inc. Jul. 2018: Group Executive of Procurement Headquarters of the Company Mar. 2021: Vice President (present) Group Executive of Finance & Accounting Headquarters (present) Director in charge of Group Finance & Accounting (present) Director in charge of Group Auditing (present) Mar. 2022: Director (present) Director in charge of Group Procurement (present)</p>	9,864 shares
<p>[Reason for Nomination as Director] Mr. Tsuyoshi Osato has led the Finance and Accounting field for many years. He has held the posts of Director and Executive Officer, and has considerable experience and knowledge of management for the Company. Thus, he has again been selected as a candidate for a Director.</p>			
5	<p>Yoshio Osawa (January 22, 1952)</p> <p>[Outside] [Independent]</p> 	<p>As of Apr. 1975: Entered Sumitomo Corporation Jun. 2003: Concurrent post as director of Sumitomo Computer Service Corporation (presently SCSK Corporation) Apr. 2005: Executive Officer of Sumitomo Corporation Apr. 2008: Managing Executive Officer of Sumitomo Corporation Jun. 2008: Representative Director and Managing Executive Officer of Sumitomo Corporation Apr. 2011: Representative Director and Senior Managing Executive Officer of Sumitomo Corporation Apr. 2013: Representative Director, Assistant to President and CEO of Sumitomo Corporation Adviser of SCSK Corporation Jun. 2013: Representative Director, President & COO of SCSK Corporation Apr. 2016: Chairman of the Board of the Directors of SCSK Corporation Mar. 2018: Outside Director of the Company (present) Jun. 2019: Outside Director of Citizen Watch Co., Ltd. (present) Jun. 2024: Outside Director of Fujitsu General Limited (presently GENERAL Inc.) (present)</p> <p>[Important concurrent posts] Outside Director of Citizen Watch Co., Ltd. Outside Director of GENERAL Inc.</p>	0 shares
<p>[Reason for Nomination as Outside Director and Expected Roles to Perform] Mr. Yoshio Osawa has held important posts at a general trading company and IT services company as a top executive for many years. We therefore expect him to leverage his considerable experience and excellent expertise in corporate management to provide supervision and recommendations to the Company, and we assessed that he could accomplish the duties as an Outside Director appropriately. Thus, he has again been selected as a candidate for an Outside Director. His term as an Outside Director will be eight years as of the close of this Meeting.</p>			

No.	Name (Date of birth)	Brief personal record, position, business in charge and important concurrent posts	Number of shares of the Company held
6	<p>Toshiharu Hasebe (February 27, 1956)</p> <p>[Outside] [Independent]</p> 	<p>As of</p> <p>Apr. 1979: Entered Nippon Telegraph and Telephone Public Corporation</p> <p>Jun. 2009: Member of the Board of NTT Communications Corporation (presently NTT DOCOMO BUSINESS, Inc.)</p> <p>Jun. 2012: Executive Vice President of NTT Communications Corporation</p> <p>Jun. 2014: President and Chief Executive Officer and Member of the Board of NTT Advertising, Inc. (presently NTT AD, INC.) President and Chief Executive Officer and Member of the Board of NTT Publishing Co., Ltd.</p> <p>Jun. 2015: President and Chief Executive Officer and Member of the Board of Nippon Computer Arts, Inc.</p> <p>Apr. 2020: President and Chief Executive Officer and Member of the Board of DX Catalyst Inc.</p> <p>Mar. 2022: Outside Director of the Company (present)</p>	0 shares
<p>[Reason for Nomination as Outside Director and Expected Roles to Perform]</p> <p>Mr. Toshiharu Hasebe has held important posts at a telecommunications company and advertisement company as a top executive for many years. We therefore expect him to leverage his considerable experience and excellent expertise in corporate management to provide supervision and recommendations to the Company, and we assessed that he could accomplish the duties as an Outside Director appropriately. Thus, he has again been selected as a candidate for an Outside Director. His term as an Outside Director will be four years as of the close of this Meeting.</p>			

No.	Name (Date of birth)	Brief personal record, position, business in charge and important concurrent posts	Number of shares of the Company held
7	<p>Hiroko Kawamoto (February 13, 1957)</p> <p>[Outside] [Independent]</p> 	<p>As of</p> <p>Jul. 1979: Entered All Nippon Airways Co., Ltd.</p> <p>Apr. 2013: Director and Executive Officer, Deputy General Manager of Operation Division, and Chief of Inflight Service Center of All Nippon Airways Co., Ltd.</p> <p>Apr. 2014: Managing Director and Executive Officer, Director for Promotion of Diversity, Deputy General Manager of Operation Division, and Chief of Inflight Services Center of All Nippon Airways Co., Ltd.</p> <p>Apr. 2016: Director and Senior Managing Executive Officer, Director for Group Promotion of Diversity, Promotion Officer for the Tokyo Olympic and Paralympic Games of All Nippon Airways Co., Ltd.</p> <p>Jun. 2016: Outside Director of Sumitomo Mitsui Trust Bank, Limited</p> <p>Apr. 2017: Executive Vice President and COO of ANA Strategic Research Institute Co., Ltd.</p> <p>Jun. 2017: Outside Director of Renaissance Incorporated</p> <p>Jun. 2017: Outside Director of Sumitomo Mitsui Trust Holdings, Inc. (presently Sumitomo Mitsui Trust Group, Inc.) (present)</p> <p>Apr. 2020: Chairperson of the Board of ANA Strategic Research Institute Co., Ltd.</p> <p>Jun. 2020: Outside Director of East Japan Railway Company (present)</p> <p>Apr. 2021: Adviser of ANA Strategic Research Institute Co., Ltd.</p> <p>Mar. 2023: Outside Director of the Company (present)</p> <p>[Important concurrent posts] Outside Director of Sumitomo Mitsui Trust Group, Inc. Outside Director of East Japan Railway Company</p>	738 shares
<p>[Reason for Nomination as Outside Director and Expected Roles to Perform]</p> <p>Ms. Hiroko Kawamoto has held important posts at an airline carrier as the representative in charge of improving service quality and promoting diversity for many years. We therefore expect her to leverage her considerable experience and excellent expertise in corporate management, the service industry, and furthermore, from the perspective of diversity, to provide supervision and recommendations to the Company, and we assessed that she could accomplish the duties as an Outside Director appropriately. Thus, she has again been selected as a candidate for an Outside Director. Her term as an Outside Director will be three years as of the close of this Meeting.</p>			

No.	Name (Date of birth)	Brief personal record, position, business in charge and important concurrent posts	Number of shares of the Company held
8	<p>Satsuki Miyahara (May 8, 1966)</p> <p>[Outside] [Independent]</p> 	<p>As of</p> <p>Oct. 1990: Entered Asahi Shinwa & Co. (currently KPMG AZSA LLC)</p> <p>Mar. 1994: Registered as a Certified Public Accountant (present)</p> <p>May 2006: Partner of KPMG AZSA & Co. (currently KPMG AZSA LLC)</p> <p>Mar. 2016: Diversity Promotion Leader of KPMG Japan</p> <p>Jul. 2019: Executive Board Member of The Japanese Institute of Certified Public Accountants</p> <p>Aug. 2019: Board Member of the Confederation of Asian and Pacific Accountants</p> <p>Aug. 2024: Director of Satsuki Miyahara Certified Public Accounting Office (present)</p> <p>Nov. 2024: Outside Director (Audit and Supervisory Committee Member) of BOOKOFF GROUP HOLDINGS LIMITED (present)</p> <p>Mar. 2025: Outside Director of the Company (present)</p> <p>[Important concurrent posts] Director of Satsuki Miyahara Certified Public Accounting Office Outside Director (Audit and Supervisory Committee Member) of BOOKOFF GROUP HOLDINGS LIMITED</p>	167 shares
<p>[Reason for Nomination as Outside Director and Expected Roles to Perform]</p> <p>Ms. Satsuki Miyahara has held key positions as a certified public accountant at an audit firm for many years, and has been involved in the promotion of DEI (Diversity, Equity & Inclusion) at a major international accounting firm. We therefore expect her to leverage her considerable global experience and excellent expertise in corporate accounting, women's advancement and diversity to provide supervision and recommendations to the Company, and we assessed that she could accomplish the duties as an Outside Director appropriately. Thus, she has again been selected as a candidate for an Outside Director. Her term as an Outside Director will be one year as of the close of this Meeting.</p>			

- Notes: 1. None of the candidates for the Directors has any special interest in the Company.
2. Although Ms. Satsuki Miyahara does not have direct experience in managing a company other than as an Outside Director, the Company assessed that she could accomplish the duties of an Outside Director appropriately, as she has worked in an audit firm as a partner, and has gained knowledge in corporate management through auditing of companies in all kinds of industries, in addition to the descriptions in “Reason for Nomination as Outside Director and Expected Roles to Perform” above.
 3. The Company has registered Mr. Yoshio Osawa, Mr. Toshiharu Hasebe, Ms. Hiroko Kawamoto, and Ms. Satsuki Miyahara as independent directors with Tokyo Stock Exchange, Inc. under the regulations of the Exchange. Should Mr. Yoshio Osawa, Mr. Toshiharu Hasebe, Ms. Hiroko Kawamoto, and Ms. Satsuki Miyahara be elected, the Company will continue to make them independent directors.
 4. Mr. Yoshio Osawa has worked for Sumitomo Corporation and SCSK Corporation, both of which do business with the Company. Although there are business transactions between Sumitomo Corporation and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of Sumitomo Corporation and the Company respectively. Similarly, although there are business transactions between SCSK Corporation and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of SCSK Corporation and the Company respectively. Mr. Yoshio Osawa, therefore, meets the standards for Independence Standards for Independent Directors determined by the Company.
 5. Mr. Toshiharu Hasebe has worked for NTT DOCOMO BUSINESS, Inc. and NTT Publishing Co., Ltd., both of which do business with the Company. Although there are business transactions between NTT DOCOMO BUSINESS, Inc. and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of NTT DOCOMO BUSINESS, Inc. and the Company respectively. Similarly, although there are business transactions between NTT Publishing Co., Ltd. and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of NTT Publishing Co., Ltd. and the Company respectively. Mr. Toshiharu Hasebe, therefore, meets the standards for Independence Standards for Independent Directors determined by the Company.
 6. Ms. Hiroko Kawamoto has worked for All Nippon Airways Co., Ltd. and ANA Strategic Research Institute Co., Ltd., both of which do business with the Company. Although there are business transactions between All Nippon Airways Co., Ltd. and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of All Nippon Airways Co., Ltd. and the Company respectively. Although there are business transactions between ANA Strategic Research Institute Co., Ltd. and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of ANA Strategic Research Institute Co., Ltd. and the Company respectively. Ms. Hiroko Kawamoto, therefore, meets the standards for Independence Standards for Independent Directors determined by the Company.
 7. Ms. Satsuki Miyahara has worked for KPMG AZSA LLC, which does business with the Company. Although there are business transactions between KPMG AZSA LLC and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of KPMG AZSA LLC and the Company respectively. Ms. Satsuki Miyahara, therefore, meets the standards for Independence Standards for Independent Directors determined by the Company.
 8. The Company has entered into a contract with Mr. Yoshio Osawa, Mr. Toshiharu Hasebe, Ms. Hiroko Kawamoto, and Ms. Satsuki Miyahara, limiting the amount of their damages compensation liability defined in Paragraph 1, Article 423 of the Companies Act of Japan to the limit prescribed by laws and regulations. Should Mr. Yoshio Osawa, Mr. Toshiharu Hasebe, Ms. Hiroko Kawamoto, and Ms. Satsuki Miyahara be elected, the Company will continue the aforementioned contract with them.
 9. The Company has entered into a liability insurance policy for officers under which all the Directors are insured persons. The policy covers damage or losses that may arise from their assuming liabilities in connection with their execution of duties or claims filed against them for such liabilities. Should the candidates be elected, they will become insured persons under the insurance policy, which will be renewed during their term of office.

Proposal No. 3: Election of Three Audit & Supervisory Board Members

At the end of this Meeting, Mr. Iwao Hashimoto will resign and the terms of offices of Mr. Shiro Hamada and Mr. Shigeo Hasegawa will expire. Accordingly, we would like to elect three Audit & Supervisory Board Members.

Further note that prior consent has been obtained from the Audit & Supervisory Board concerning the submission of this item.

The candidates for the position of Audit & Supervisory Board Members are as follows:

No.	Name (Date of birth)	Brief personal record and position	Number of shares of the Company held
1	Masahiko Banno (March 1, 1969) [New Appointment] 	As of Apr. 1993: Entered the Company Jan. 2016: General Manager of Finance & Accounting Department of Finance & Accounting Headquarters of Finance & Accounting Headquarters Jan. 2023: Group Executive of Administrative Headquarters of Canon System & Support Inc. Jan. 2024: Group Executive in charge of Planning Headquarters of Canon System & Support Inc. Jan. 2026: Principal Staff Manager of Finance & Accounting Headquarters of the Company (present)	137 shares
[Reason for Nomination as Audit & Supervisory Board Member] Mr. Masahiko Banno has led the Finance and Accounting field for many years and has considerable experience and professional insights. We therefore assessed that he could accomplish the duties as an Audit & Supervisory Board Member appropriately. Thus, he has been newly selected as a candidate for an Audit & Supervisory Board Member.			

No.	Name (Date of birth)	Brief personal record and position	Number of shares of the Company held
2	<p data-bbox="207 380 438 459">Eiichi Arai (January 11, 1967)</p> <p data-bbox="207 504 438 616">[New Appointment] [Outside] [Independent]</p> 	<p data-bbox="470 280 542 302">As of</p> <p data-bbox="470 313 1268 369">Apr. 1989: Entered The Yasuda Fire & Marine Insurance Co., Ltd. (presently Sampo Japan Insurance Inc.)</p> <p data-bbox="470 380 1268 504">Apr. 2013: Managing Executive Officer and General Manager of Kanto Headquarters, Shinetsu Headquarters, and Hokuriku Headquarters of Japan Insurance Service Inc. (Presently Sampo Japan Partners Inc.)</p> <p data-bbox="470 515 1268 593">Apr. 2014: Director, Managing Executive Officer and General Manager of UD Promotion Headquarters of Japan Insurance Service Inc.</p> <p data-bbox="470 604 1268 683">Apr. 2016: General Manager of Osaka-Kita Branch of Sampo Japan Nipponkoa Insurance Inc. (presently Sampo Japan Insurance Inc.)</p> <p data-bbox="470 694 1268 750">Apr. 2018: Executive Officer and General Manager of Tohoku Headquarters of Sampo Japan Nipponkoa Insurance Inc.</p> <p data-bbox="470 761 1268 840">Apr. 2020: Managing Executive Officer and General Manager of Kanto Headquarters, Koshinetsu Headquarters, and Hokuriku Headquarters of Sampo Japan Insurance Inc.</p> <p data-bbox="470 851 1268 940">Apr. 2025: Senior Managing Executive Officer (General Manager of Kansai and Hokuriku Area Headquarters) of Sampo Japan Insurance Inc. (present)</p>	0 shares
<p data-bbox="191 952 1029 985">[Reason for Nomination as Outside Audit & Supervisory Board Member]</p> <p data-bbox="191 996 1460 1176">Mr. Eiichi Arai has held important posts as a head of sales fields at insurance companies for many years. We therefore expect him to leverage his considerable experience in corporate management and business operations and excellent expertise to conduct audits, and we assessed that he could accomplish the duties as an Outside Audit & Supervisory Board Member appropriately. Thus, he has been newly selected as a candidate for an Outside Audit & Supervisory Board Member.</p>			
3	<p data-bbox="207 1220 438 1299">Sayaka Shimura (January 29, 1962)</p> <p data-bbox="207 1344 438 1456">[New Appointment] [Outside] [Independent]</p> 	<p data-bbox="470 1187 542 1209">As of</p> <p data-bbox="470 1220 1268 1276">Oct. 1985: Entered Ota Showa & Co. (presently Ernst & Young ShinNihon LLC)</p> <p data-bbox="470 1288 1268 1321">Apr. 1989: Registered as a Certified Public Accountant (present)</p> <p data-bbox="470 1332 1268 1366">May 2000: Partner of Ernst & Young ShinNihon LLC</p> <p data-bbox="470 1377 1268 1411">May 2006: Senior Partner of Ernst & Young ShinNihon LLC</p> <p data-bbox="470 1422 1268 1456">Aug. 2011: Board Member of Ernst & Young ShinNihon LLC</p> <p data-bbox="470 1467 1268 1523">Jul. 2016: Executive Board Member of The Japanese Institute of Certified Public Accountants</p> <p data-bbox="470 1534 1268 1590">Jul. 2024: Director of Shimura Certified Public Accountant Office (present)</p> <p data-bbox="470 1601 1268 1702">[Important concurrent post] Director of Shimura Certified Public Accountant Office</p>	0 shares
<p data-bbox="191 1713 1029 1747">[Reason for Nomination as Outside Audit & Supervisory Board Member]</p> <p data-bbox="191 1758 1460 1948">Mr. Sayaka Shimura has held important posts as a certified public accountant at an audit firm and the Japanese Institute of Certified Public Accountants for many years. We therefore expect him to leverage his considerable experience and excellent expertise in corporate accounting and risk management to conduct audits, and we assessed that he could accomplish the duties as an Outside Audit & Supervisory Board Member appropriately. Thus, he has been newly selected as a candidate for an Outside Audit & Supervisory Board Member.</p>			

- Notes: 1. None of the candidates for the Audit & Supervisory Board Members has any special interest in the Company.
2. Although Mr. Sayaka Shimura does not have direct experience in managing a company, the Company assessed that he could accomplish the duties of an Outside Audit & Supervisory Board Member appropriately, as he has worked in an audit firm as a partner, and has gained knowledge in corporate management through auditing of companies in numerous industries, in addition to the descriptions in “Reason for Nomination as Outside Audit & Supervisory Board Member” above.
3. Should Mr. Eiichi Arai and Mr. Sayaka Shimura be elected, the Company will make them independent audit & supervisory board members with Tokyo Stock Exchange, Inc. under the regulations of the Exchange.
4. Mr. Eiichi Arai has worked for Sompo Japan Insurance Inc. and Sompo Japan Partners Inc., both of which do business with the Company. Although there are business transactions between Sompo Japan Insurance Inc. and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of Sompo Japan Insurance Inc. and the Company respectively. Similarly, although there are business transactions between Sompo Japan Partners Inc. and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of Sompo Japan Partners Inc. and the Company respectively. Mr. Eiichi Arai, therefore, meets the Independence Standards for Independent Audit & Supervisory Board Members determined by the Company.
5. Mr. Sayaka Shimura has worked for Ernst & Young ShinNihon LLC, which does business with the Company. Although there are business transactions between Ernst & Young ShinNihon LLC and the Company, the annual amount of the transactions is less than 1% of the consolidated revenue of Ernst & Young ShinNihon LLC and the Company respectively. Mr. Sayaka Shimura, therefore, meets the Independence Standards for Independent Audit & Supervisory Board Members determined by the Company.
6. Should Mr. Masahiko Banno, Mr. Eiichi Arai, and Mr. Sayaka Shimura be elected, the Company will enter into a contract with them, limiting the amount of their damages compensation liability defined in Paragraph 1, Article 423 of the Companies Act of Japan to the limit prescribed by laws and regulations.
7. The Company has entered into a liability insurance policy for officers under which all the Audit & Supervisory Board Members are insured persons. The policy covers damage or losses that may arise from their assuming liabilities in connection with their execution of duties or claims filed against them for such liabilities. Should the candidates be elected, they will become insured persons under the insurance policy, which will be renewed during their term of office.

(Reference) Structure and Other Details of the Board of Directors and the Audit & Supervisory Board

Structure of Board of Directors

We have established a structure that mainly consists of Representative Directors who oversee company-wide business strategies and their execution, and Executive Directors who oversee each business domain or each headquarters function. In addition, multiple Independent Outside Directors are included as members of the Board of Directors to ensure the soundness of management. The Board of Directors handles important decision-making and oversees the performance status of business operations in accordance with laws and regulations.

Structure of Audit & Supervisory Board

As an auditing organization independent from the Board of Directors, the Audit & Supervisory Board consists of persons who have considerable knowledge of the Company's business and corporate management, and persons who are well-versed in accounting and other professional fields. At least two of the Outside Audit & Supervisory Board Members are persons who satisfy the independence standards and qualifications separately prescribed by the Board of Directors. The Audit & Supervisory Board made up of these Members works together with the accounting auditors and the internal audit division of the Company to audit the execution of duties by Directors and the status of assets of the Company to ensure the soundness of management.

Policies and procedures in the Nomination of Director and Audit & Supervisory Board Member Candidates

1. Policies

In principle, we select candidates for Directors and Audit & Supervisory Board Members appointed as higher positions from among the persons who are recognized as being able to perform the corresponding duties fairly and accurately, who have deep insight, and who satisfy the following requirements, regardless of their gender, nationality, age, or other personal attributes.

<Directors>

The candidates must have a true understanding of the Company's corporate philosophy and Code of Conduct, a broad and deep understanding of the Company's business and operations through experience gained as Executive Officers, etc., and must be able to make effective judgment from a comprehensive perspective of multiple businesses and headquarters functions.

<Independent Outside Directors>

The candidates must satisfy the independence standards and qualifications separately prescribed by the Board of Directors and must have a high degree of professionalism and abundant experience in corporate management, risk management, law, economics, and other fields.

<Audit & Supervisory Board Members>

The candidates must have a high degree of professionalism and a wealth of experience in corporate management, financial and accounting matters, internal controls, and other fields. Two or more candidates for Outside Audit & Supervisory Board Members of the Audit & Supervisory Board must satisfy the independence standards and qualifications separately prescribed by the Board of Directors.

2. Procedures

The Company established the voluntary "Nomination and Remuneration Advisory Committee" consisting of the President & Representative Director, one Director and three Independent Outside Directors.

In nomination of candidates for Directors/Audit & Supervisory Board Members (including successor to President and candidates therefor), the President recommends candidates from among persons who are recognized to satisfy the prescribed requirements and the fairness/ appropriateness of recommendation is checked by the nomination committee. Then the proposal therefor is submitted to and deliberated by the Board of Directors.

In addition, in regards to candidates for Audit & Supervisory Board Members, deliberation at the Audit & Supervisory Board meeting is conducted and the consent of the board is obtained prior to deliberation at the Board of Directors meeting.

“Independence Standards for Independent Directors/Audit & Supervisory Board Members” of Canon Marketing Japan Inc.

Canon Marketing Japan Inc. hereby establishes the “Independence Standards for Independent Directors/Audit & Supervisory Board Members” resolved by the board of directors with the consent of all Audit & Supervisory Board Members, in order to clarify the standards for ensuring independence of Independent Directors/Audit & Supervisory Board Members of Canon Marketing Japan Inc., taking into consideration Japan’s Corporate Governance Code (Principle 4.9) and the independence criteria set by securities exchanges in Japan.

Independence Standards for Independent Directors/Audit & Supervisory Board Members

Canon Marketing Japan Inc. deems that a person who satisfies the requirements for Outside Directors/Audit & Supervisory Board Members prescribed by the Companies Act of Japan, and meets the independence criteria set by securities exchanges in Japan, and does not fall into any of the items below, is an “Independent Director/Audit & Supervisory Board Member” (a person who is independent from the management of Canon Marketing Japan Inc. and unlikely to have conflicts of interest with general shareholders).

1. A person/organization for which Canon Marketing Japan Group (Canon Marketing Japan Inc. and its subsidiaries; hereinafter the same) is a major client, or a major client of Canon Marketing Japan Group, or an executing person of such organization or client
2. A large shareholder of Canon Marketing Japan Inc., or an executing person of such shareholder
3. A person/organization receiving large amounts of contributions from Canon Marketing Japan Group, or an executing person of such organization
4. A consultant, accounting professional or legal professional who has received a large amount of money or other properties from Canon Marketing Japan Group, other than as compensation for being a Director/Audit & Supervisory Board Member (if the recipient is a corporation, partnership or any other organization, this item applies to any person belonging to said organization.)
5. A certified public accountant belonging to the audit firm engaged to conduct the statutory audit of Canon Marketing Japan Group (including any such accountant to whom this item has applied in the last 3 fiscal years)
6. An executing person of another company in cases where an executing person of Canon Marketing Japan Inc. is an outside director/Audit and Supervisory Board Member of such other company
7. An immediate family member (spouse and a relative within the second degree of kinship) of any of the persons listed in each of items 1 to 6; provided, however that the persons to whom this is applicable shall be limited to key executing persons such as directors, executive officers of companies and partners of advisory firms

(Notes)

- * In item 1, “major” means in cases where the total amount (for any fiscal year during the last 3 fiscal years) of transactions between Canon Marketing Japan Group and such client exceeds 1% of the consolidated sales of Canon Marketing Japan Group or such client.
- * In item 2, “a large shareholder” means a shareholder who directly or indirectly holds 5% or more of the total voting rights of Canon Marketing Japan Inc.
- * In item 3, “a large amount” means in cases where the total amount of contributions exceeds ¥12 million (in cases where the recipient is an individual) or 1% of the annual gross income of such recipient (in cases where the recipient is an organization), for any fiscal year during the last 3 fiscal years of Canon Marketing Japan Inc.
- * In item 1 to 3, and 6, an “executing person” means an executive director, executive officer and employee including manager (in items 1 to 3, including a person to whom this item has applied in any fiscal year during the last 3 fiscal years).
- * In item 4, “a large amount” means in cases where the total amount of money or other properties received by said consultant, etc., exceeds ¥12 million (in cases where the recipient is a person) or 1% of the annual gross sales of such consultant, etc. (in cases where the recipient is an organization).

Proposal No. 4: Payment of Bonuses to Directors

It is proposed that bonuses will be paid to the four Directors excluding the Outside Directors as of the end of this fiscal year, in appreciation of their services during this fiscal year, which totals ¥59,450,000 considering the results for this fiscal year, etc. The Company established the Policy to Determine the Details of the Remuneration of Individual Directors at its Board of Directors meeting held on March 29, 2022, the summary of which is found in the business report. The Company considers this proposal appropriate, as it is in line with this policy.

BUSINESS REPORT

(January 1, 2025 to December 31, 2025)

(Note) The amount described in this report are rounded down to the nearest number of the units indicated.

1. Current Status of Canon Marketing Japan and its consolidated subsidiaries (the “Group”)

(1) Business Progress and Achievement

General Business Status

The Japanese economy continued to see a gradual recovery trend. Consumer spending continued to show a gradual growth trend, backed by improvements in employment and income conditions, although consumer sentiment showed some weakness due to the impact of rising prices and other factors. Capital expenditures by businesses remained strong, driven by such factors as renewal investments, capacity expansion investments, and labor-saving investments to address workforce shortages, particularly in the manufacturing sector. In particular, IT investment remained strong, stimulated by high investment appetite across a wide range of industries, mainly in the manufacturing and financial industries.

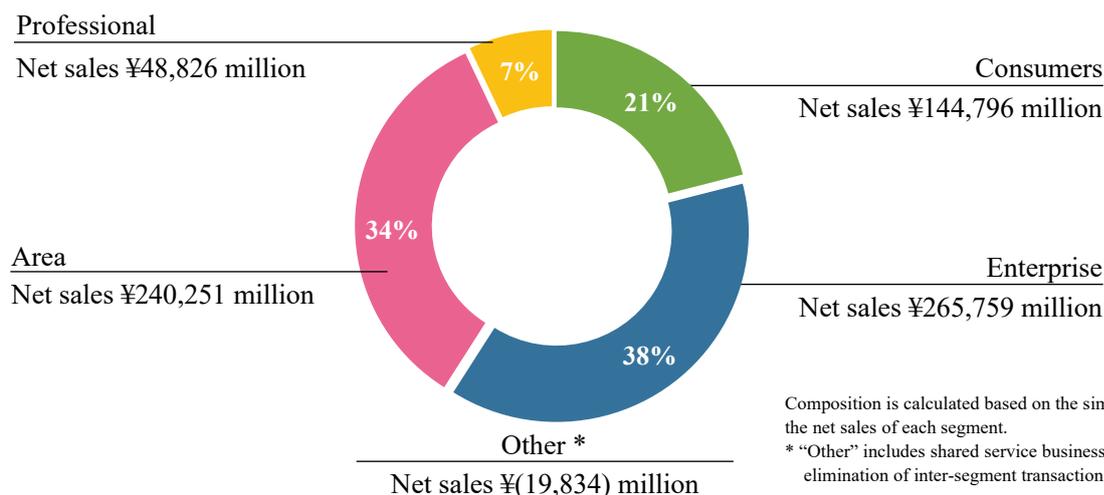
Against this economic backdrop, the Group achieved net sales of ¥679,799 million (up 4.0% from the previous fiscal year), driven by steady performance of IT solutions, including maintenance and operations services/outsourcing as well as IT product and system sales.

In terms of income, gross profit rose as a result of increased sales. Operating income was ¥58,188 million (up 9.5% from the previous fiscal year), and ordinary income was ¥59,839 million (up 10.0% from the previous fiscal year). Net income attributable to owners of parent was ¥41,458 million (up 5.5% from the previous fiscal year), due to increased profit from higher sales and gain on sales of investments in securities from the sales of strategic shareholdings, despite the absence of the extraordinary income from the sales of all outstanding shares of A&A Co., Ltd. recorded in the previous fiscal year.

Business results by individual reporting segments are indicated below. Increases and decreases are in relation to the previous fiscal year.

The classification of reporting segments has been changed starting from this consolidated fiscal year. Comparisons and analyses for the current fiscal year are based on the revised classifications.

Composition of Net Sales by Segment



Business Status by Segment

Consumers	<u>Net sales</u> <u>¥144,796 million</u>
	<u>Operating income</u> <u>¥13,021 million</u>

Sales of digital interchangeable lens cameras decreased due to such factors as the reactionary decline from inbound demand in the previous fiscal year and the discontinuation of sales of certain entry-class models.

Sales of inkjet printers decreased due to a shrinking market. Sales of ink cartridges decreased primarily due to a decline in print volume and other factors.

Sales of IT products saw a significant increase due to such factors as strong sales of high-performance PCs driven by the end of extended support for Windows 10 and robust sales of PC peripherals.

As a result, net sales in this segment totaled ¥144,796 million (up 0.1% from the previous fiscal year). Segment income was ¥13,021 million (down 5.4% from the previous fiscal year) due to a fall in gross profit resulting from worsening gross profit margin.



Mirrorless camera EOS R6 Mark III



Inkjet printer PIXUS XK140

Enterprise

Net sales	<u>¥265,759 million</u>
Operating income	<u>¥21,086 million</u>

As for mainstay Canon products, sales of laser printers and the maintenance service for office MFPs decreased due to such factors as the continuing impact of the shift to paperless offices, and sales of laser printer cartridges fell slightly. Although the market is shrinking, sales of office MFPs increased sharply thanks to multiple large deals.

Sales of IT solutions increased due to large-scale PC deals for the education and financial sectors, as well as the impact of the consolidation of Primagest, Inc. as a subsidiary and its steady growth.

As a result, net sales in this segment totaled ¥265,759 million (up 6.3% from the previous fiscal year). Segment income was ¥21,086 million (up 8.7% from the previous fiscal year) due to a rise in gross profit resulting from increased sales.



primagest+

Color Laser Beam Printer LBP811C that can handle A3 paper

Primagest, Inc.

Area	<u>Net sales</u>	<u>¥240,251 million</u>
	<u>Operating income</u>	<u>¥22,324 million</u>

As for mainstay Canon products, sales of laser printers, sales of the maintenance service for office MFPs, and sales of laser printer cartridges decreased due to such factors as the continuing impact of the shift to paperless offices. Although the market is shrinking, sales of office MFPs increased thanks to replacing equipment for customers with extended usage durations and proactive efforts to propose solutions to improve customers' operational efficiency.

Sales of IT solutions increased significantly thanks to the replacement of business PCs prompted by the end of extended support for Windows 10, as well as an increase in the number of contracts for security solutions such as ransomware protection software and the antivirus software "ESET" proposed together with business PCs, and for "Makasete IT," which provides total support for small- and medium-sized businesses' sustainable management and DX promotion.

As a result, net sales in this segment totaled ¥240,251 million (up 3.9% from the previous fiscal year). Segment income was ¥22,324 million (up 21.8% from the previous fiscal year) due to a rise in gross profit resulting from increased sales.



Office MFP imageFORCE Series



ESET HOME Security Premium,
comprehensive security software for individuals

Professional

Net sales	<u>¥48,826 million</u>
Operating income	<u>¥5,545 million</u>

(Production Printing)

Production printing business provides high-speed continuous feed printers and high-speed sheetfed (cut sheet) printers mainly for the printing industry, and solutions related to POP production for the distribution and retail industry.

Sales in this business area decreased due to the absence of multiple projects for high-speed continuous feed printers in the previous fiscal year.

(Industrial Equipment)

Industrial equipment business provides semiconductor manufacturing-related equipment, inspection and measurement devices, and other products mainly to semiconductor manufacturers and other electronic device manufacturers.

Sales in this business area increased significantly due to such factors as increased sales of inspection and measurement devices.

(Healthcare)

Healthcare business provides the construction, implementation, and support of medical information systems for hospitals, clinics, dispensing pharmacies and medical examination centers.

Sales in this business area increased significantly due to such factors as winning large-scale projects for hospitals.

As a result, net sales in this segment totaled ¥48,826 million (up 8.9% from the previous fiscal year). Segment income was ¥5,545 million (up 21.9% from the previous fiscal year) due to a rise in gross profit resulting from increased sales.



Ashing and etching device MAS-8220AT



varioPRINT iX3200
Highly Productive Inkjet Sheetfed Press

(2) Capital Expenditures

The capital expenditures by the Group during this fiscal year totaled ¥9,715 million, which are mainly for rental assets, tools, fixtures and fittings, and building improvements at our Nishi-Tokyo Data Center.

(3) Issues to be Addressed

The Japanese economy is expected to continue to recover gradually with improvements in employment and income conditions and the effects of various policies, although risks such as the impact of U.S. trade policies and domestic price increases could negatively affect the economy.

Against this economic backdrop, the Group recognizes that it needs to continue to further increase its earnings capacity in the Canon product business, while expanding sales in the IT solution business, which is positioned as a growth business, in a manner that also increases earnings capacity.

In addition, the Group has formulated the Long-Term Management Objectives (2026-2030) with the aim of achieving sustainable growth and increasing corporate value over the medium to long term. Based on the basic policies of the Long-Term Management Objectives, we have formulated the Medium-Term Management Plan (2026-2028) as an action plan to realize our 2030 Vision: “A corporate group dedicated to creating new businesses that drive future growth through the power of people and technologies” and to achieve our management targets. The Group will work to expand our operations and improve our performance through the implementation of these plans.

(2030 Vision)

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

(Basic policies)

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

(4) Employees
Consolidated

Number of Employees	Change from the end of the previous fiscal year
18,425 persons	Increase of 30 persons from the previous fiscal year

Segment	Number of Employees	Change from the end of the previous fiscal year
Consumers	533 persons	Decrease of 13 persons from the previous fiscal year
Enterprise	8,101 persons	Increase of 2,507 persons from the previous fiscal year
Area	5,148 persons	Decrease of 141 persons from the previous fiscal year
Professional	903 persons	Increase of 26 persons from the previous fiscal year
Other	3,740 persons	Decrease of 2,349 persons from the previous fiscal year

(5) Parent Company and Principal Subsidiaries
Parent Company

Parent Company Name	Location	Activities	Number of Voting Rights [Ratio of Voting Rights]	Relation with the Company
Canon Inc.	Ohta-ku Tokyo	Development, manufacturing, sales and services in the printing, medical, imaging and industrial fields	557,086 [52.1%]	The Company is comprehensively conducting sales, services and marketing of the products manufactured by the Parent Company in the Japan market.

Overview of Contract, etc., with Parent Company about Important Financial and Business Policies

The Company has concluded a contract with the Parent Company as the exclusive seller within Japan of all products (excluding semiconductor exposure devices, liquid crystal substrate exposure devices, and medical devices; hereinafter referred to as the “Products”) manufactured by the Parent Company (including its subsidiaries and associates) and sold under the Canon brand. Given that the involvement of the Parent Company in the management of the Company is limited to the exercise of voting rights as a shareholder and that none of Canon Inc.’s officers currently serve as officers of the Company, the involvement of the Parent Company in the management of the Company is extremely limited. The Nomination and Remuneration Advisory Committee deliberates to nominate executives and determine their remuneration, and a majority of this committee’s members are Independent Outside Directors whom the Company appoints on its own, objectively ensuring transparency and fairness.

Matters about the Transactions with Parent Company, etc.

The Company purchases the Products from the Parent Company. The Company presents preferred prices taking into account market prices, upon which the terms are negotiated and determined. The Company sells consumables for office equipment to the Parent Company. The terms are negotiated and determined after taking into account the Company’s cost and market prices.

The Company lent funds to the Parent Company by the interest rates determined reasonably taking into account market rates. The loans to the Parent Company have been settled by the end of the current fiscal year.

Transactions with the Parent Company that are determined to require deliberation and examination with a view to protecting the benefits of minority shareholders are deliberated by the Special Committee, comprising independent Outside Directors, based on consultation from the Board of Directors or the Chairperson of the Board of Directors. The Special Committee makes recommendations to the Board of Directors to ensure that such transactions are conducted appropriately and fairly without compromising the Company’s interests.

Thus, the Board of Directors assesses that the Company is conducting business activities and making management decisions based on the Company’s own management judgments, certain independence from the Parent Company is secured, and the Company’s profit is not harmed in the transactions with the Parent Company.

Principal Subsidiaries

Company Name	Common Stock (millions of yen)	Ratio of Voting Rights of the Company (%)	Business
Canon IT Solutions Inc.	3,617	100.0	SI and consulting, IT service and development and sale of various software
Canon System & Support Inc.	4,561	100.0	Consulting, IT environment construction, and operation and maintenance services using Canon products and related solutions
Canon Production Printing Systems Inc.	2,744	100.0	Sales and provision of maintenance services for production printing devices and consumables, development and provision of workflow systems, etc., and provision of printing services, etc.
Primagest, Inc.	100	100.0	Support for full automation, process optimization, and digital transformation of customer operations utilizing high-speed scanners, advanced IT, BPO, etc.

Consolidated Status

The number of consolidated subsidiaries was 16.

2. Policy Regarding Decision of Dividends from Surplus, etc.

The Company made its basis policy, with respect to profit distribution, to pay the dividends with a consolidated payout ratio of 40% or more taking into consideration comprehensively the medium-term profit plan, investment plan, and cash flows to be generated.

As to the dividends for this fiscal year, the Company plans to pay year-end dividends of 100 yen per share, totaling 170 yen per share (consolidated payout ratio of 44.6%) as a full-year dividends together with the interim dividends (70 yen per share).

3. Status of Directors and Audit & Supervisory Board Members

(1) Directors and Audit & Supervisory Board Members

Position	Name	Business in Charge or Important Concurrent Posts
President & Representative Director Executive President	Masachika Adachi	
Director & Senior Vice President	Minoru Mizoguchi	Director in charge of Group General Administration & Human Resources Management, Group Legal & Intellectual Property and Group Logistics
Director & Senior Vice President	Hatsumi Hirukawa	Director in charge of Group Planning and Group Communication, Director of Marketing Headquarters
Director Vice President	Tsuyoshi Osato	Director in charge of Group Auditing, Group Finance & Accounting and Group Procurement
Director	Yoshio Osawa	Outside Director of Citizen Watch Co., Ltd. Outside Director of Fujitsu General Limited (presently GENERAL Inc.)
Director	Toshiharu Hasebe	
Director	Hiroko Kawamoto	Outside Director of Sumitomo Mitsui Trust Group, Inc. Outside Director of East Japan Railway Company
Director	Satsuki Miyahara	Director of Satsuki Miyahara Certified Public Accounting Office Outside Director (Audit and Supervisory Committee Member) of BOOKOFF GROUP HOLDINGS LIMITED
Audit & Supervisory Board Member	Shiro Hamada	
Audit & Supervisory Board Member	Yoshihiro Hashimoto	
Audit & Supervisory Board Member	Iwao Hashimoto	
Audit & Supervisory Board Member	Seijun Suzuki	
Audit & Supervisory Board Member	Shigeo Hasegawa	

- Notes: 1. Director Ms. Satsuki Miyahara was appointed at the 57th Annual General Meeting of Shareholders held on March 27, 2025 and she assumed office.
2. Directors Mr. Yoshio Osawa, Mr. Toshiharu Hasebe, Ms. Hiroko Kawamoto and Ms. Satsuki Miyahara are Outside Directors.
3. There is no special relation between the Company and other corporations where Directors Mr. Yoshio Osawa, Ms. Hiroko Kawamoto and Ms. Satsuki Miyahara concurrently serve.
4. Audit & Supervisory Board Members Mr. Iwao Hashimoto, Mr. Seijun Suzuki and Mr. Shigeo Hasegawa are Outside Audit & Supervisory Board Members.
5. The Company has notified Directors Mr. Yoshio Osawa, Mr. Toshiharu Hasebe, Ms. Hiroko Kawamoto and Ms. Satsuki Miyahara as independent directors and Audit & Supervisory Board Members Mr. Iwao Hashimoto and Mr. Shigeo Hasegawa as independent Audit & Supervisory Board Members to Tokyo Stock Exchange, Inc. on which the Company is listed as provided under the regulations of Tokyo Stock Exchange, Inc.
6. Mr. Shiro Hamada is an Audit & Supervisory Board Member and has accounting experience in the Company for many years and has a wealth of expertise in finance and accounting.
7. Mr. Shigeo Hasegawa is an Audit & Supervisory Board Member and qualified as a Certified Public Accountant and has a wealth of expertise in finance and accounting.
8. The Company has entered into contracts, in accordance with the Articles of Incorporation, with the Outside Directors and the Audit & Supervisory Board Members to limit their liabilities to compensate damages under Paragraph 1, Article 423 of the Companies Act of Japan, to the limit of amount set forth in the Paragraph 1, Article 425 of the Companies Act of Japan.

(2) Remuneration for Directors and Audit & Supervisory Board Members for This Fiscal Year

■ Method for Determining the Policy to Determine the Details of the Remuneration of Individual Directors

The Company established the voluntary “Nomination and Remuneration Advisory Committee” consisting of the President & Representative Director, one Director and three Independent Outside Directors, for the purpose of ensuring the transparency and objectivity of the remuneration determination process and the validity of the remuneration systems. The Committee reviews the validity of the remuneration systems for Directors and Executive Officers in the positions of Vice Presidents or higher, including the standards for the calculation of basic remuneration and bonuses and the standards for granting stock compensation-type stock options, and reports to the Board of the Directors to the effect that the systems were valid. At the Board of Directors meeting held on March 29, 2022, the Board of Directors passed a resolution to adopt the Policy to Determine the Details of the Remuneration of Individual Directors.

■ Matters Concerning the Policy to Determine the Details of Remuneration of Directors and Audit & Supervisory Board Members

1) Basic Policy on Compensation

The Company endeavors to design officer compensation systems that will function as a framework for effectively encouraging officers to fully demonstrate their abilities and fulfill their roles and responsibilities for the Group’s sound and sustainable growth. The Company’s basic policy is that the proprietary value of officer compensation should be set at an appropriate level, taking into consideration the attraction and retention of talented human resources who can fully meet the Company’s expectations.

2) Details of Each Compensation System

a. Representative Directors and Executive Directors

The compensation of Representative Directors and Executive Directors is made up of the following “basic remuneration,” “bonus” and “stock compensation-type stock options.”

<Basic Remuneration>

Basic remuneration is a fixed amount paid monthly to Representative Directors and Executive Directors, as compensation for the execution of their duties. It is a prescribed amount set in accordance with the position, role, and degree of contribution of Representative Directors and Executive Directors. The total amount must not be more than the amount approved by the General Meeting of Shareholders (However, the amount is the total amount of basic remuneration for all Directors including Outside Directors).

<Bonus>

The bonus is cash remuneration paid annually to Representative Directors and Executive Directors to reward their achievements over the course of one year in office, and it uses consolidated net income before income taxes as an indicator, which is the result of the Group’s operating activities over the course of a year. A standard bonus amount set in accordance with the position of Representative Directors and Executive Directors is adjusted according to the degree of achievement of the indicator.

Since the Company’s view is that bonuses are essentially a distribution of company profits along with dividends and retained earnings, the Company consults the Annual General Meeting of Shareholders for approval of the payment of bonuses and the total amount to be paid calculated in accordance with the foregoing.

<Stock Compensation-type Stock Options>

The purpose of the stock compensation-type stock options is to further motivate officers to improve business performance and enhance corporate value in the medium to long term by sharing both the benefits and risks of fluctuating stock prices with the shareholders, and in doing so, grant stock acquisition rights for the Company’s stock to these officers once per year. The total amount of the stock acquisition rights must not be more than the amount approved by the General Meeting of Shareholders. The number of stock acquisition rights to be granted is calculated based on each

officer's position and stock price levels at the time of the grant. Under the plan, the exercise price per share for a stock acquisition right shall be one yen.

The number of granted stock acquisition rights that may be exercised by such holders is adjusted (range from 0% to 100% of granted) based on the level of consolidated net income before taxes for the fiscal year that stock acquisition rights was granted. When granted stock acquisition rights as stock options, the amount determined based on fair value of stock acquisition rights is recorded as remuneration for eligible officers.

As remuneration is linked to achievements made throughout one's term in office, eligible officers shall be allowed to exercise stock acquisition rights at the time of their retirement. In the event that the Company recognizes any misconduct, acts conflicting with the duty of due diligence, or any other act equivalent thereto perpetrated by the grantees, the Company may limit the exercise of all or part of the stock acquisition rights.

Given the importance of addressing management from a medium- to long-term perspective, emphasis will be placed on maintaining the levels and stability of basic remuneration while aiming to enhance the financial results for each year. Accordingly, the percentage of the bonus to basic remuneration and the percentage of stock compensation-type stock options to basic remuneration will be a maximum of 30% and 20%, respectively.

b. Outside Directors and Audit & Supervisory Board Members

The remuneration of Outside Directors and Audit & Supervisory Board Members, who perform duties from a position of independence from business execution, is limited to the basic remuneration, which is a fixed amount of monetary compensation paid each month as consideration for the execution of duties. The compensation of Outside Directors is determined within the limit of the annual amount determined by resolution of the General Meeting of Shareholders stated in a. <Basic Remuneration> above, and within the limit of the amount determined in advance by the Company, taking general levels of compensation into consideration. The remuneration of Audit & Supervisory Board Members is determined through deliberations between Audit & Supervisory Board Members within the annual limit amount determined by resolution of the General Meeting of Shareholders.

3) Matters Concerning the Delegation of Decisions on the Details of the Remuneration of Individual Directors

Mr. Masachika Adachi, the President & Representative Director and Executive President, is responsible for determining the individual remuneration amounts of Directors under delegation of authority, based on the remuneration systems that have been reviewed by the Nomination and Remuneration Advisory Committee. The Company delegates this mission to the President & Representative Director and Executive President because he is best positioned to assess the areas each Director is in charge of while maintaining a bird's eye view of the Group's overall results. As the details of the remuneration of individual Directors is determined upon the aforementioned procedure, the Board of Directors considers the details are in line with the determination policy.

■ Remuneration to Directors and Audit & Supervisory Board Members

Category of Officer	Total amount of remuneration (millions of yen)	Total amount by type of remuneration (millions of yen)			Number of eligible officers
		Basic remuneration	Performance-based remuneration		
			Bonuses	Stock compensation-type stock options (non-monetary compensation, etc.)	
Directors [of which, Outside Directors]	¥317 [¥39]	¥241 [¥39]	¥59 [¥-]	¥16 [¥-]	8 [4]
Audit & Supervisory Board Members [of which, Outside Audit & Supervisory Board Members]	¥105 [¥55]	¥105 [¥55]	¥- [¥-]	¥- [¥-]	5 [3]

Notes: 1. When calculating performance-based remuneration, "consolidated net income before income taxes" is used as the indicator for the Company's business performance. That amount is considered to be

an appropriate representation of the results of the Group's operating activities for the fiscal year. The calculation method of the amount of performance-based remuneration is as described in "Matters Concerning the Policy to Determine the Details of Remuneration of Directors and Audit & Supervisory Board Members, 2) Details of Each Compensation System, a. Representative Directors and Executive Directors" above. Actual figures for this performance indicator are stated in the Consolidated Statements of Income.

2. Figures for Bonuses indicate the amount of accrued directors' bonuses as of the end of the fiscal year.
3. In stock compensation-type stock options, expenses for this fiscal year are presented in an amount equivalent to the amount of stock acquisition rights granted as stock options. During this fiscal year, 50 units of stock acquisition rights (5,000 shares of common stock) were delivered to four Directors, excluding the Outside Directors. The main conditions for exercise, etc. of the stock acquisition rights are as described in "Matters Concerning the Policy to Determine the Details of Remuneration of Directors and Audit & Supervisory Board Members, 2) Details of Each Compensation System, a. Representative Directors and Executive Directors" above. As a result of the actual figures for the performance indicator "consolidated net income before income taxes" being as stated in the Consolidated Statements of Income, 35 units (3,500 shares of common stock) of the stock acquisition rights are exercisable.
4. At the 39th Annual General Meeting of Shareholders held on March 28, 2007, a resolution was passed to set the amount of remuneration for Directors at ¥800 million (hereinafter referred to as the "Annual Remuneration Limit") or less per year. The number of Directors as of the close of the said Annual General Meeting of Shareholders was 17. In addition, at the 54th Annual General Meeting of Shareholders held on March 29, 2022, a resolution was passed to introduce a stock compensation-type stock options plan, under which the Company grants stock acquisition rights of the Company's stock to eligible Directors (excluding Outside Directors) as officer compensation within the annual remuneration limit. The number of Directors as of the close of the said Annual General Meeting of Shareholders was seven, including three Outside Directors.
5. At the 30th Annual General Meeting of Shareholders held on March 26, 1998, a resolution was passed to set the amount of remuneration for Audit & Supervisory Board Members at ¥120 million or less per year. The number of Audit & Supervisory Board Members as of the close of the said Annual General Meeting of Shareholders was four.

(3) Overview of the Directors and Officers (D&O) Liability Insurance Policy

The Company has entered into a liability insurance policy for officers defined in Article 430-3, Paragraph 1 of the Companies Act of Japan. The policy covers damages that may arise from the insured assuming liability in connection with their execution of duties or claims filed against them for such liabilities. However, the said insurance policy does not cover damages arising from the insured's unlawful gain or benefit, criminal acts, or acts committed with the knowledge that they violate laws and regulations.

The policy insures the Company's Directors and Audit & Supervisory Board Members. The Company pays the premiums for all the insured parties, without any contribution from them.

(4) Status of Outside Director and Outside Audit & Supervisory Board Members

Principal Activities

Name	Principal Activities
Yoshio Osawa (Outside Director)	Attended all 13 Board of Directors meetings held during this fiscal year, and provided input based on his experience and knowledge in the field of corporate management. Also served as a member of the Nomination and Remuneration Advisory Committee and chairperson of the Special Committee, and provided input based on his experience and insight at other meetings as necessary. He is therefore satisfying the roles expected of him as an Outside Director.
Toshiharu Hasebe (Outside Director)	Attended all 13 Board of Directors meetings held during this fiscal year, and provided input based on his experience and knowledge in the field of corporate management. Also served as a member of the Nomination and Remuneration Advisory Committee and member of the Special Committee, and provided input based on his experience and insight at other meetings as necessary. He is therefore satisfying the roles expected of him as an Outside Director.
Hiroko Kawamoto (Outside Director)	Attended all 13 Board of Directors meetings held during this fiscal year, and provided input based on her experience and knowledge in the field of corporate management. Also served as a member of the Nomination and Remuneration Advisory Committee and member of the Special Committee, and provided input based on her experience and insight at other meetings as necessary. She is therefore satisfying the roles expected of her as an Outside Director.
Satsuki Miyahara (Outside Director)	Attended all 10 Board of Directors meetings held after assuming office out of 13 Board of Directors meetings held during this fiscal year, and provided input based on her experience and knowledge in the field of corporate accounting cultivated as a certified public accountant. Also served as a member of the Special Committee, and provided input based on her experience and insight at other meetings as necessary. She is therefore satisfying the roles expected of her as an Outside Director.
Iwao Hashimoto (Outside Audit & Supervisory Board Member)	Attended all 13 Board of Directors meetings and all 16 Audit & Supervisory Board meetings held during this fiscal year, and provided input based on his experience and knowledge in the field of corporate management.
Seijun Suzuki (Outside Audit & Supervisory Board Member)	Attended all 13 Board of Directors meetings and all 16 Audit & Supervisory Board meetings held during this fiscal year, and provided input based on his experience and knowledge in the field of legal affairs.
Shigeo Hasegawa (Outside Audit & Supervisory Board Member)	Attended all 13 Board of Directors meetings and all 16 Audit & Supervisory Board meetings held during this fiscal year, and provided input based on his experience and knowledge in the field of corporate accounting cultivated as a certified public accountant.

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated Balance Sheets

(Amounts less than one million yen are truncated)

	As of Dec. 31, 2025	As of Dec. 31, 2024		As of Dec. 31, 2025	As of Dec. 31, 2024
Assets			Liabilities		
Current assets	¥339,646	¥332,185	Current liabilities	¥125,081	¥123,539
Cash and deposits	159,573	109,226	Notes and accounts payable-trade	52,125	50,124
Notes, accounts receivable-trade and contract assets	126,624	119,016	Short-term bank loans	1,100	1,100
Certificates of deposit due within three months	500	1,500	Current portion of long-term loans	209	209
Merchandise and service parts	39,681	41,423	Current portion of long-term lease obligations	142	160
Work in process	217	444	Accrued expenses	17,652	17,029
Supplies	463	459	Accrued income taxes	10,170	12,126
Short-term loans receivable	-	50,010	Consumption taxes payable	7,182	6,914
Other current assets	12,641	10,132	Accrued bonuses	3,588	3,816
Allowance for doubtful receivables	(55)	(28)	Accrued directors' bonuses	140	128
Non-current assets	224,780	192,406	Accrued product warranties	196	224
Property, plant and equipment	86,797	88,101	Accrued loss on contracts	123	64
Buildings and structures, net	43,549	45,801	Other current liabilities	32,448	31,640
Machinery and vehicles, net	51	58	Long-term liabilities	25,530	17,350
Furniture and fixtures, net	4,429	4,411	Long-term loans	1,489	1,699
Rental assets, net	7,365	6,980	Long-term lease obligations	219	335
Land	28,154	28,359	Allowance for long-term continuous service rewards	784	796
Lease assets, net	1	1	Accrued pension and severance costs	6,915	7,409
Construction in progress	3,246	2,488	Deferred tax liabilities	13,764	4,699
Intangible assets	51,961	49,033	Other long-term liabilities	2,357	2,410
Software	14,087	7,709	Total liabilities	150,612	140,889
Goodwill	20,774	22,637	Equity		
Customer-related intangible assets	16,799	18,384	Shareholders' equity	361,696	347,637
Facility utilization rights	299	300	Common stock	73,303	73,303
Other intangible assets	0	1	Capital surplus	82,710	82,710
Investments and other assets	86,021	55,271	Retained earnings	226,048	200,928
Investments in securities	21,971	17,771	Treasury stock	(20,365)	(9,303)
Prepaid pension and severance costs	55,930	29,842	Accumulated other comprehensive income(loss)	51,089	35,128
Deferred tax assets	302	478	Unrealized gain (loss) on available-for-sale securities	9,049	6,954
Lease deposits	2,730	3,003	Deferred gain (loss) on derivatives under hedge accounting	166	86
Other investments and other assets	5,363	4,374	Foreign currency translation adjustments	475	508
Allowance for doubtful receivables	(276)	(199)	Defined retirement benefit plans	41,398	27,578
Total assets	¥564,426	¥524,591	Stock acquisition rights	112	86
			Non-controlling interests	917	849
			Total equity	413,814	383,701
			Total liabilities and equity	¥564,426	¥524,591

Consolidated Statements of Income

(Amounts less than one million yen are truncated)

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

AUDIT & SUPERVISORY BOARD'S REPORT
(TRANSLATION)

Audit Report

We, Audit & Supervisory Board has discussed and prepared this Audit Report based on the audit reports prepared by each of the Audit & Supervisory Board Members pertaining to the conduct of duties by the Directors of Canon Marketing Japan Inc. during the 58th fiscal year from January 1, 2025 to December 31, 2025, and reports as follows.

1. Methods and Substance of Audit by Audit & Supervisory Board Members and Audit & Supervisory Board
 - (1) We decided on the auditing policies and the allocation of work duties, etc., received a report on the auditing work performed and the results from each Audit & Supervisory Board Member, and received a report on the status of the work executed from the Directors and the Independent Auditor and requested their explanations as necessary.
 - (2) While confirming to the auditing standards as decided by us, the auditing policies and the allocation of duties, etc., each Audit & Supervisory Board Member endeavored to facilitate mutual understanding with the Directors, the internal audit office and other employees, etc. to collect information and improve the auditing environment. Our audit procedures were as follows.
 - i) We attended the meetings of the Board of Directors and other important meetings, received reports on the status of the work executed from the Directors and the employees and requested their explanations as necessary, inspected material internal decision-making documents, etc., and investigated the status of the operations and assets of the headquarters and major business sites. In addition, with respect to the subsidiaries, we communicated and exchanged information with the Directors and Audit & Supervisory Board Members of the subsidiaries, and received reports on business from the subsidiaries as necessary.
 - ii) The following systems (Internal Control System) were determined by a Board of Directors' resolution and designed based on this resolution. We periodically received reports from the Directors, employees and others, requested explanations as necessary regarding the design and implementation of the Internal Control Systems, and expressed opinions on the substance of the decisions made by the Board of Directors with regard to the Internal Control Systems.
 - (a) A system for ensuring that the performance of duties by the Directors complies with the applicable laws and regulations and Articles of Incorporation.
 - (b) A system for ensuring the Directors' performance of the adequate operations of Canon Marketing Japan Group, which consists of the Company and its subsidiaries as stipulated under Article 100, paragraphs 1 and 3 of the Ordinance for Enforcement of the Companies Act.
 - iii) We examined the contents of the matters considered and the assessment and reasons detailed in this Business Report for the transactions with the Parent Company under Article 118 of the Ordinance for Enforcement of the Companies Act, taking into account the status of the deliberations of the Board of Directors, etc.
 - iv) We monitored and verified whether the independence of the Accounting Auditor was maintained and whether an appropriate audit was being undertaken, received reports from the Accounting Auditor on the status of operations, and requested explanations as necessary. We also received reports from the Accounting Auditor stating that the necessary systems for ensuring the appropriate execution of operations (pursuant to Article 131 of the Rules of Corporate Accounting) were duly developed in line with the Quality Control Standards for Auditing (Business Accounting Council), and other relevant standards, and requested explanations as necessary.

Based on the above procedures, we examined the Business Report and its supplementary schedules, the non-consolidated financial statements for the relevant fiscal year (the balance sheets, the statements of income, the statements of shareholders' equity and the notes to the non-consolidated financial statements) and their supplementary schedules as well as the consolidated financial statements for the relevant fiscal year (the consolidated balance sheets, the consolidated statements of income, the consolidated statements of shareholders' equity and the notes to the consolidated financial statements).

2. Results of Audit

- (1) Results of examination of the Business Report, etc.
 - a) In our opinion, the business report and its supplementary schedules conformity with the applicable laws and regulations of Japan and the Articles of Incorporation of the Company and fairly present the state of the Company's affairs;
 - b) We have found no misconduct or material fact constituting a violation of any applicable laws and regulations of Japan or the Articles of Incorporations in connection with the Directors' performance of their duties; and
 - c) In our opinion, the substance of the decisions made by the Board of Directors with regard to the Internal Control Systems is appropriate. Furthermore, we found no matters that require noting with regard to the description in the Business Report and the Directors' performance of their duties in connection with the relevant internal control systems; and

- d) With respect to the transactions with the Parent Company, etc. that are described in this Business Report, we have found no matters that require noting with regard to the matters considered by Board of Directors and the Board of Directors' assessment and factors that might be adverse to the Company's interests.
- (2) Results of examination of the financial statements and their supplementary schedules
In our opinion, the auditing methods used and the conclusions reached by the Accounting Auditor, Deloitte Touche Tohmatsu LLC, are appropriate.
- (3) Results of examination of the consolidated financial statements
In our opinion, the auditing methods used and the conclusions reached by the Independent Auditor, Deloitte Touche Tohmatsu LLC, are appropriate.

February 6, 2026

**Audit & Supervisory Board,
Canon Marketing Japan Inc.**

Audit & Supervisory Board Member (full time)	Shiro Hamada
Audit & Supervisory Board Member (full time)	Yoshihiro Hashimoto
Audit & Supervisory Board Member (full time) (Outside Audit & Supervisory Board Member)	Iwao Hashimoto
Audit & Supervisory Board Member (full time) (Outside Audit & Supervisory Board Member)	Seijun Suzuki
Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)	Shigeo Hasegawa