

Financial Data

Canon Inc. and Subsidiaries

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
(Millions of yen)										
Net sales:	3,401,487	4,080,015	3,951,937	3,593,299	3,160,243	3,513,357	4,031,414	4,180,972	4,509,821	4,624,727
Domestic	706,979	884,828	869,577	872,534	806,305	830,378	864,808	901,589	955,456	961,480
Americas	963,544	1,107,515	1,076,402	1,029,078	852,451	968,839	1,255,405	1,312,438	1,429,201	1,489,639
Europe	913,523	1,028,415	1,015,428	882,480	795,616	894,898	1,034,008	1,111,211	1,184,389	1,225,475
Asia and Oceania	817,441	1,059,257	990,530	809,207	705,871	819,242	877,193	855,734	940,775	948,133
Percentage of previous year (%)	89.5%	119.9%	96.9%	90.9%	87.9%	111.2%	114.7%	103.7%	107.9%	102.5%
Gross profit	1,671,998	1,990,554	1,835,554	1,610,033	1,375,868	1,627,792	1,827,802	1,968,910	2,143,095	2,161,955
Gross profit ratio (%)	49.2%	48.8%	46.4%	44.8%	43.5%	46.3%	45.3%	47.1%	47.5%	46.7%
Operating profit	216,338	322,211	342,452	174,420	110,547	281,918	353,399	375,366	279,754	455,390
Operating profit ratio (%)	6.4%	7.9%	8.7%	4.9%	3.5%	8.0%	8.8%	9.0%	6.2%	9.8%
Net income attributable to Canon Inc.	150,334	242,081	252,441	124,964	83,318	214,718	243,961	264,513	160,025	332,053
Net income attributable to Canon Inc. ratio (%)	4.4%	5.9%	6.4%	3.5%	2.6%	6.1%	6.1%	6.3%	3.5%	7.2%
Depreciation and amortization	250,096	261,881	251,554	237,327	227,825	221,246	226,492	238,676	235,465	239,236
R&D expenses	302,376	333,371	315,842	298,503	272,312	287,338	306,730	331,914	337,348	339,288
Capital expenditure	208,379	181,389	200,504	211,228	161,727	179,000	183,291	231,725	256,267	249,530
Net cash provided by operating activities	500,283	590,557	365,293	358,461	333,805	451,028	262,603	451,190	606,831	475,903
Net cash used in investing activities	-837,125	-165,010	-195,615	-228,568	-155,439	-207,256	-180,820	-275,372	-297,322	-237,450
Free cash flow	-336,842	425,547	169,678	129,893	178,366	243,772	81,783	175,818	309,509	238,453
Net cash provided by (used in) financing activities	355,692	-340,464	-354,830	-232,590	-183,449	-267,366	-146,844	-156,729	-225,996	-179,221
Inventories	560,736	570,033	611,281	584,756	562,807	650,568	808,312	796,881	841,836	840,445
Inventory turnover in days (Days)	59 days	49 days	56 days	59 days	60 days	66 days	69 days	66 days	65 days	63 days
Interest-bearing debt	613,139	532,566	400,489	514,946	506,172	320,971	417,413	517,317	663,500	946,159
Canon Inc. shareholders' equity	2,776,327	2,863,986	2,820,644	2,685,496	2,575,031	2,873,773	3,113,105	3,353,022	3,380,273	3,491,808
Total assets	5,142,279	5,201,626	4,902,955	4,771,918	4,625,614	4,750,888	5,095,530	5,416,577	5,766,246	6,135,044
Key Performance Indicators										
ROE (%)	5.2%	8.6%	8.9%	4.5%	3.2%	7.9%	8.1%	8.2%	4.8%	9.7%
ROA (%)	3.1%	4.7%	5.0%	2.6%	1.8%	4.6%	5.0%	5.0%	2.9%	5.6%
Price-to-book ratio (PBR) (x)	1.3	1.6	1.1	1.2	0.8	1.0	0.9	1.1	1.4	1.2
Earnings per share (EPS)	137.66	223.03	233.80	116.79	79.37	205.35	236.71	264.20	165.53	367.48
Dividend per share (DPS)	150	160	160	160	80	100	120	140	155	160
Dividend payout ratio (%)	109.0%	71.4%	68.4%	136.2%	100.4%	48.7%	50.3%	52.6%	92.4%	42.9%

* Financial statements for years up to and including 2019 were restated to reflect the provision for paid leave.

* Capital expenditure is the total of tangible and intangible assets.

Company and Stock Information (As of December 31, 2025)

■ Company Information

Company name	Canon Inc.
Established	August 10, 1937
Headquarters	3-30-2 Shimomaruko, Ota-ku, Tokyo, Japan
Chairman & CEO	Fujiio Mitarai
Canon Inc. shareholders' equity:	
Common stock	174,762 million yen
Group companies	321 consolidated subsidiaries
Affiliated companies accounted for by the equity-method	8

■ Stock Information

Number of Shares Issuable 3,000,000,000

Number of Shares Issued, Capital, and Number of Shareholders

	As of the end of the previous fiscal year	Change during the period under review	As of the end of the period under review
Number of Shares Issued	1,333,763,464	0	1,333,763,464
Capital Stock (yen)	174,761,797,475	0	174,761,797,475
Number of Shareholders	349,034	Increase of 9,032	358,066

Shareholding Ratio by Category

	34.1	24.5	18.0	17.4	3.9	2.1
Treasury Stock						
Financial Institutions						
Foreign Companies, etc.						
Individuals and Others						
Securities Companies						
Other Domestic Companies						

Major Shareholders (top ten)

Name of Shareholder	Number of Shares Held (thousands)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	154,586	17.6
Custody Bank of Japan, Ltd. (Trust Account)	54,001	6.1
Mizuho Bank, Ltd.	22,558	2.6
Moxley and Co. LLC	13,058	1.5
SMBC Nikko Securities Inc.	12,750	1.5
JP Morgan Chase Bank 385781	12,395	1.4
State Street Bank and Trust Company 505001	12,193	1.4
The Dai-ichi Life Insurance Company, Limited	12,120	1.4
JPMorgan Securities Japan Co., Ltd.	11,981	1.4
Canon Group Employee Stock Ownership Association	10,622	1.2

* Shareholding ratio is calculated by deducting the number of treasury shares (455,138 thousand shares) from total shares issued.

* With respect to The Dai-ichi Life Insurance Company, Limited, in addition to the above, there are 6,180 thousand shares of the Company stock included in trust property relating to a retirement benefit trust.

■ External Recognition (As of March 31, 2026)

Inclusion in indexes

2026 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX



FTSE4Good



FTSE Blossom
Japan Index



FTSE Blossom
Japan Sector
Relative Index



Sustainability-related recognition



Eruboshi certification for efforts to promote the empowerment of women



Kurumin certification for supporting employee child-raising efforts



White 500 organization for having outstanding health and productivity management

■ Credit Ratings (As of April 1, 2026)

	Long-term	Short-term
S&P	A	A-1
R&I	AA	—