# Data Summary

As of December 31, 2025 (Data with different aggregation periods are described in the notes.)

# Environment

Detail figures may not add up to the totals because of rounding.

## Data on GHG

### GHG Emissions in 2025

| Category | Scope | 2025 (1,000 t-$CO_2$e) | Calculation Method |
|---|---|---|---|
| Scope 1 | Direct GHG emissions | 184 | - Calculated by multiplying fuel usage by the emission factor corresponding to each type of fuel. |
| Scope 2 | Indirect GHG emissions based on market standards | 817 | - Calculated by multiplying the emission factor published for each contracted supplier by the electricity consumption used for each supplier. |
| | Indirect GHG emissions based on location standards | 779 | - Calculated by multiplying the emission factor estimated to be the average in a specific region, regardless of the type of electricity, by the electricity consumption used in that region. |
| Scope 3 | Supply chain-related GHG emissions | 6,773 | |
| Category 1 | Purchased goods and services | 2,590 | - Calculated by multiplying the weight of each material input (including any inputs emitted as waste) by the emission factor for each material/process. |
| Category 2 | Capital goods | 968 | - Calculated by multiplying the amount of purchased capital goods by the emission factors for each asset category. |
| Category 3 | Fuel- and energy-related activities not included in Scope 1 or Scope 2 | 173 | - Calculated by multiplying the amount of fuel/electricity consumption by the upstream emission factors from extraction to combustion/power generation. |
| Category 4 | Upstream transportation and distribution | 370 | - Calculated using upstream transportation distances, transported volume, and emission factors by transportation method.<br>- For warehouse storage, calculated by multiplying the transported weight by the emission factor during storage. |
| Category 5 | Waste generated in operations | 21 | - Calculated by multiplying the weight of waste by end-of-life treatment type by the corresponding end-of-life treatment emission factors. |
| Category 6 | Business travel | 55 | - Calculated by multiplying the total payment amount for each transportation method by the emission factor for each method. |
| Category 7 | Employee commuting | 129 | - Calculated by multiplying the total payment amount for each transportation method by the emission factor for each method. |
| Category 8 | Upstream leased assets | 0 | - Emissions from the operation of leased assets are included in Scope 1 and Scope 2. |
| Category 9 | Downstream transport | 28 | - Calculated using downstream transportation distances, product transportation weight, and transportation emission factors.<br>- For warehouse storage, calculated by multiplying the product transportation weight by the emission factor during storage. |
| Category 10 | Processing of sold products | 0 | - Emissions at outsourcing partners for intermediate products are included in Category 1. |
| Category 11 | Use of sold products | 2,241 | - Lifetime energy usage is calculated for each product and then multiplied by the average electricity emission factor. |
| Category 12 | End-of-life treatment of sold products | 156 | - Calculated by multiplying the material-specific weight of sold products by the end-of-life treatment emission factor for each material. |
| Category 13 | Downstream leased assets | 42 | - Calculated by multiplying the annual electricity consumption of leased assets by the electricity emission factor. |
| Category 14 | Franchises | 0 | Not applicable |
| Category 15 | Investments | 0 | Not applicable |

Canon compiles data for greenhouse gas (GHG; energy-derived greenhouse gas $CO_2$, and non-energy derived greenhouse gases PFCs, HFCs, $SF_6$, $N_2O$, methane, and $NF_3$). For $CO_2$ emission factors for electricity, figures provided by individual electric supply companies are used, but publicly disclosed region-specific figures are used when figures are not provided by electric supply companies.
For the use of sold products, the $CO_2$ emission factor for electricity is based on publicly available regional coefficients, and the average value for the sales region is applied. The electricity consumed by products shipped in the target fiscal year—calculated using assumptions such as average years of use and average number of uses (e.g., prints)—is then converted into $CO_2$ emissions.

**Third-party Assurance of GHG Emissions (Converted to $CO_2$)**
Third-party assurance has been obtained for $CO_2$ emissions data appearing in "2025 Material Balance" and for each figure in "GHG Emissions in 2025."

## GHG Emissions at Operational Sites

| | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Japan (1,000 t-$CO_2$e) | 714 | 671 | 684 | 756 |
| Outside Japan (1,000 t-$CO_2$e) | 354 | 286 | 247 | 244 |
| Total (1,000 t-$CO_2$e) | 1,068 | 957 | 931 | 1,001 |
| GHG emissions per unit of consolidated sales (Scope1/2) (t-$CO_2$e / JPY 100 million) | 27 | 23 | 21 | 22 |

# Data on Energy

## Energy Consumption by Region in 2025

| | Electricity (MWh) | Gas ($km^3$) | Oil (kL) | Other (steam, wide area heating and air conditioning) (TJ) |
|---|---|---|---|---|
| Japan | 1,356,075 | 25,068 | 6,304,755 | 256 |
| Americas | 107,669 | 4,618 | 4,369,510 | 0 |
| Europe | 103,076 | 2,977 | 7,425,714 | 88 |
| Asia and Oceania (except Japan) | 371,353 | 1,530 | 939,387 | 65 |
| Total | 1,938,174 | 34,193 | 19,039,365 | 410 |

Notes:
- Electricity includes the amount generated by renewable energy sources.
- Figures have been third-party assured.

## Use of Renewable Energy by Region in 2025

(MWh)

| | Electric power | Geothermal power |
|---|---|---|
| Japan | 43,183 | 0 |
| Americas | 7,165 | 0 |
| Europe | 77,726 | 1,213 |
| Asia and Oceania (except Japan) | 162,511 | 0 |
| Total | 290,584 | 1,213 |

## Energy/$CO_2$-saving Effects of Office Equipment (Cumulative)

| Cumulative amount of energy saved (1,000 t-$CO_2$e) | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| | 0 | 284 | 623 | 930 | 1,267 | 1,667 | 2,119 |
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | |
| | 2,366 | 2,620 | 2,840 | 3,016 | 3,158 | 3,245 | |

| Cumulative $CO_2$ emissions reduction effect of sold products (GWh) | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| | 0 | 571 | 1,280 | 1,939 | 2,670 | 3,553 | 4,560 |
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | |
| | 5,129 | 5,722 | 6,260 | 6,690 | 7,040 | 7,262 | |

Notes:
- Covered products: Electrophotographic multifunction devices and laser printers for offices (excluding production printers).
- Energy-saving effect using the average energy (electricity) consumed by products sold five years prior to each respective year, assuming that products sold each year are in use for five years.
- $CO_2$ emissions factors are calculated by using the weighted average of sales per region based on emission factors published by the Federation of Electric Power Companies (in Japan) and the International Energy Agency (outside Japan).

# Data on Waste

## Recovery Volume by Type of Waste in 2025

(t)

| Type of Waste | Type of Recovery Treatment | Recovery Amount |
|---|---|---|
| Paper | Cardboard, paper used by office equipment, toilet paper, raw material for paper products, building board, roadbed materials, etc. | 16,028 |
| Plastics | Raw materials for plastic products and other applications, roadbed materials, cement materials, fuels, blast furnace reducing agents, soil improvement agents, etc. | 15,857 |
| Metals | Raw materials for metals, roadbed materials, etc. | 19,450 |
| Oils, acids and alkalis | Cement materials, fuels, roadbed materials, reuse of oils, chemicals and solvents, etc. | 12,435 |
| Sludge | Cement materials, construction materials, aggregates, metal materials, organic fertilizers, compost, etc. | 4,416 |
| Wood | Construction boards, bedding for plants, pulp materials, fuels, fertilizers, etc. | 5,698 |
| Glass and ceramics | Glass materials, roadbed materials, cement, metal materials, etc. | 241 |
| Others | Combustion aid, roadbed materials, soil improvement agents, iron-making materials, metal materials, etc. | 10,255 |
| Total | | 84,382 |

Note: It shows the amount of recycled waste out of the total amount of waste generated.

## Hazardous Waste (waste oil, waste acid, waste alkali)

(t)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Hazardous Waste (waste oil, waste acid, waste alkali) | 12,075 | 10,943 | 11,372 | 12,196 | 12,435 |

Note: 100% recovered.

## Landfill Amount of General Waste Generated by Business Activities

(t)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| General landfill waste generated by business activities | 2,710 | 2,365 | 1,926 | 1,713 | 1,371 |

# Atmospheric Emissions

## SOx and NOx Emissions

(t)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| SOx | 0.7 | 0.6 | 0.7 | 0.4 | 0.4 |
| NOx | 44.3 | 41.4 | 41.1 | 41.7 | 40.9 |

# Data on Water Resources

## Total Wastewater Discharge

(1,000m³)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Japan | 4,204 | 4,053 | 4,443 | 4,539 | 4,486 |
| Outside Japan | 2,669 | 2,444 | 2,400 | 2,369 | 2,158 |
| Total | 6,873 | 6,497 | 6,843 | 6,907 | 6,643 |

## Wastewater Amount by Discharge Route in 2025

(1,000m³)

| | Rivers | Sewerage System | Total |
|---|---|---|---|
| Japan | 803 | 3,683 | 4,486 |
| Outside Japan | 389 | 1,768 | 2,158 |
| Total | 1,192 | 5,451 | 6,643 |

## 2025 Water Quality Data

(t)

| | 2025 |
|---|---|
| SS | 152 |
| BOD | 143 |

## Water Consumption in 2025 by Type

(1,000m³)

| | Public Water | Industrial Water | Groundwater | Total |
|---|---|---|---|---|
| Japan | 1,808 | 2,533 | 1,352 | 5,693 |
| Outside Japan | 1,471 | 993 | 247 | 2,712 |
| Total | 3,279 | 3,527 | 1,600 | 8,405 |

Note: Figures have been third-party assured.

## Use of Recycled Water and Recycling Rate in 2025

| | Recycled Water (1,000m³) | Recycling Rate (%) |
|---|---|---|
| Japan | 1,295 | 22.8 |
| Outside Japan | 33 | 1.2 |
| Total | 1,329 | 15.8 |

## Total Water Discharge Data by Destination

(1,000m³)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Ocean total discharge | 0 | 0 | 0 | 0 | 0 |
| Surface Water total discharge | 1,306 | 1,163 | 1,185 | 1,231 | 1,192 |
| Subsurface / well total discharge | 0 | 0 | 0 | 0 | 0 |
| Off-site water treatment total discharge | 5,567 | 5,334 | 5,659 | 5,676 | 5,451 |
| Beneficial / other use total discharge | 0 | 0 | 0 | 0 | 0 |
| Total | 6,873 | 6,497 | 6,843 | 6,907 | 6,643 |

## Total Water Withdrawal Data by Source

(1,000m³)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Surface water from rivers, lakes, natural ponds | 0 | 0 | 0 | 0 | 0 |
| Groundwater from wells, boreholes | 1,448 | 1,465 | 1,627 | 1,556 | 1,600 |
| Used quarry water collected in the quarry | 0 | 0 | 0 | 0 | 0 |
| Municipal potable water | 7,130 | 6,932 | 7,036 | 7,137 | 6,806 |
| External wastewater | 0 | 0 | 0 | 0 | 0 |
| Harvested rainwater | 0 | 0 | 0 | 0 | 0 |
| Sea water, water extracted from the sea or the ocean | 0 | 0 | 0 | 0 | 0 |
| Total | 8,578 | 8,397 | 8,663 | 8,693 | 8,405 |

# Data on Chemical Substances

## Amount of Chemical Substances in 2025 (t)

| | 2025 |
|---|---|
| Japan | 9,663 |
| Outside Japan | 564 |
| Total | 10,227 |

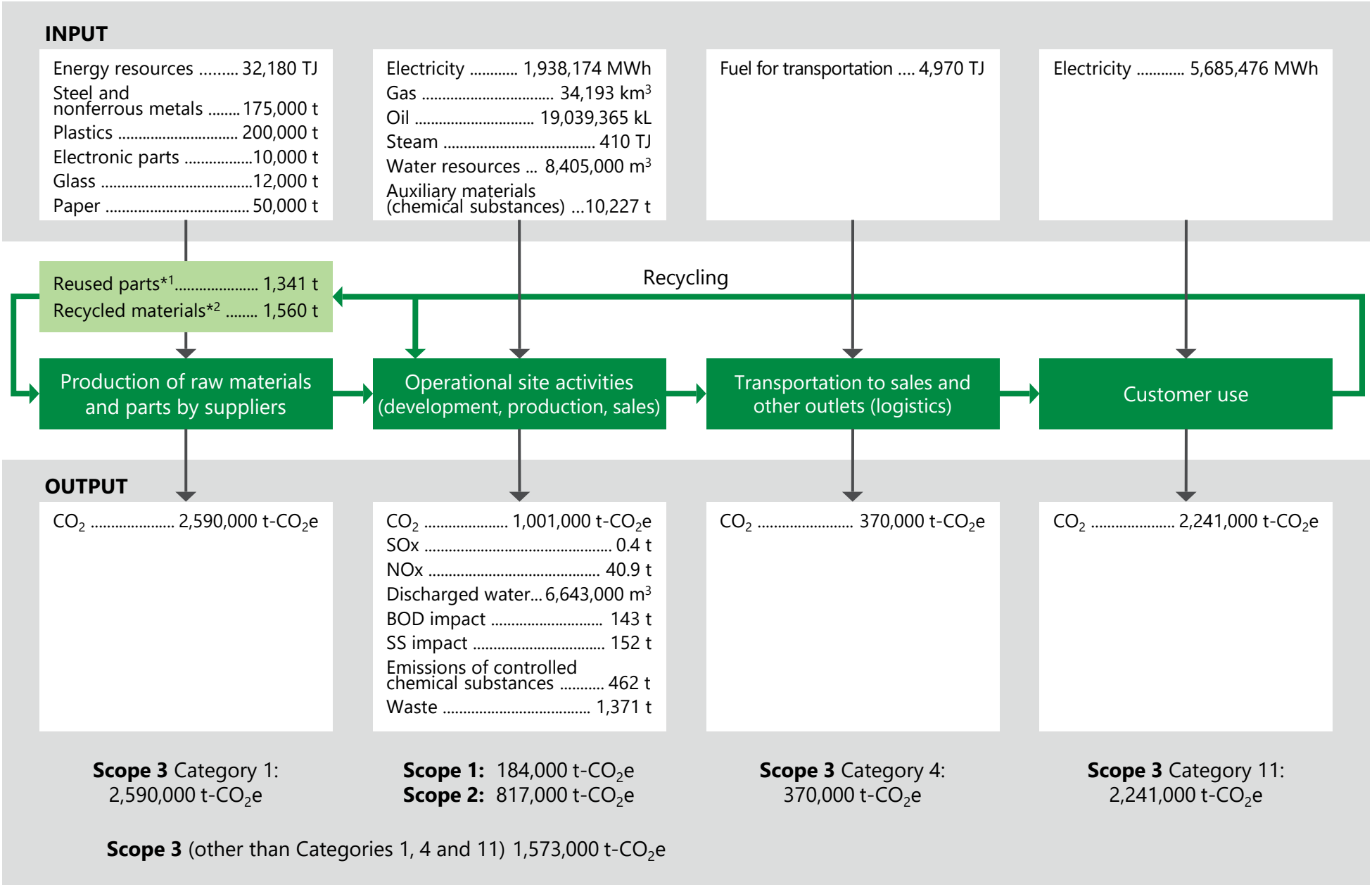
## VOC Emissions in 2025 (t)

| | 2025 |
|---|---|
| Japan | 118 |
| Outside Japan | 218 |
| Total | 336 |

## 2025 List of Chemical Substances Subjected to the PRTR Act (kg)

| Statutory No. | Name of Substance | Emissions Volume | | Transfer Volume | | |
|---|---|---|---|---|---|---|
| | | Atmosphere | Public Water | Sewerage System | Waste | Waste Recyclables |
| 7 | N-butyl acrylate | 1 | 0 | 0 | 0 | 15,034 |
| 20 | 2-aminoethanol | 972 | 0 | 79 | 74 | 26,316 |
| 31 | Antimony and its compounds | 12 | 0 | 0 | 0 | 125 |
| 53 | Ethylbenzene | 814 | 0 | 0 | 2,108 | 20,037 |
| 71 | Ferric chloride | 0 | 0 | 0 | 4,835 | 0 |
| 80 | Xylene | 3,781 | 0 | 1 | 3,837 | 100,843 |
| 125 | Monochlorobenzene | 28 | 0 | 0 | 9 | 1,504 |
| 128 | Methyl chloride | 4 | 0 | 0 | 0 | 0 |
| 150 | 1,4-dioxane | 291 | 0 | 0 | 0 | 436 |
| 202 | Diphenylamine | 0 | 0 | 0 | 0 | 0 |
| 232 | N,N-dimethylformamide | 194 | 0 | 0 | 0 | 328 |
| 240 | Styrene | 132 | 0 | 0 | 40 | 48,319 |
| 259 | Tetraethylthiuram disulfide | 0 | 0 | 0 | 0 | 0 |
| 296 | 1,2,4-trimethylbenzene | 264 | 0 | 0 | 0 | 336 |
| 298 | Tolylene diisocyanate | 0 | 0 | 0 | 0 | 194 |
| 299 | Toluidin | 1 | 0 | 0 | 0 | 0 |
| 300 | Toluene | 7,350 | 0 | 202 | 637 | 31,004 |
| 306 | Hexamethylene diacrylate | 3 | 0 | 0 | 0 | 0 |
| 308 | Nickel | 0 | 0 | 0 | 134 | 430 |
| 309 | Nickel compounds | 0 | 0 | 0 | 13 | 1,375 |
| 343 | Pyrocatechol | 22 | 0 | 0 | 0 | 2,772 |
| 349 | Phenol | 11 | 0 | 0 | 0 | 25 |
| 374 | Hydrogen fluoride and its water-soluble salts | 5 | 272 | 3,747 | 46 | 15,334 |
| 395 | Water-soluble salts of peroxodisulfuric acid | 0 | 0 | 25 | 0 | 4,003 |
| 408 | Poly (oxyethylene) octylphenyl ether | 0 | 0 | 0 | 159 | 67 |
| 412 | Manganese and its compounds | 0 | 0 | 0 | 19 | 298 |
| 438 | Methylnaphthalene | 10 | 0 | 0 | 0 | 56 |
| 448 | Methylenebis (4,1-phenylene) diisocyanate | 0 | 0 | 0 | 0 | 323 |

## 2025 Material Balance




*1 Reused products and parts
*2 Plastic from used products for use as raw materials in new products

# List of ISO14001 Certified Sites and Subsidiaries (Canon Group Consolidated)

| Name | Location |
|---|---|
| **Canon Inc. (1 company, 15 operational sites)** | |
| Headquarters (Shimomaruko) | Tokyo |
| Yako Office | Kanagawa |
| Kawasaki Office | Kanagawa |
| Tamagawa Office | Kanagawa |
| Kosugi Office | Kanagawa |
| Hiratsuka Plant | Kanagawa |
| Ayase Plant | Kanagawa |
| Fuji-Susono Research Park | Shizuoka |
| Utsunomiya Plant | Tochigi |
| Toride Plant | Ibaraki |
| Ami Plant | Ibaraki |
| Utsunomiya Optical Products Plant | Tochigi |
| Optics R&D Center | Tochigi |
| Oita Plant | Oita |
| Canon Inc. Bando Logistics Center | Ibaraki |
| **Marketing Headquarters in Japan (1 company)** | |
| Canon Marketing Japan Inc. | Tokyo |
| **Manufacturing Subsidiaries in Japan (22 companies)** | |
| Canon Electronics Inc. | Saitama |
| Canon Finetech Nisca Inc. | Saitama |
| Fukui Canon Materials Inc. | Fukui |
| Canon Precision Inc. | Aomori |
| Canon Chemicals Inc. | Ibaraki |
| Oita Canon Inc. | Oita |
| Miyazaki Canon Inc. | Miyazaki |
| Canon Optron, Inc. | Ibaraki |
| Canon Components, Inc. | Saitama |
| Nagahama Canon Inc. | Shiga |
| Oita Canon Materials Inc. | Oita |
| Canon Semiconductor Equipment Inc. | Ibaraki |
| Canon Ecology Industry Inc. | Ibaraki |
| Ueno Canon Materials Inc. | Mie |
| Fukushima Canon Inc. | Fukushima |
| Canon Mold Co., Ltd. | Ibaraki |
| Canon ANELVA Corporation | Kanagawa |
| Canon Machinery Inc. | Shiga |
| Canon Tokki Corporation | Niigata |
| Nagasaki Canon Inc. | Nagasaki |
| Canon Medical Systems Corporation | Tochigi |
| Canon Electron Tubes & Devices Co., Ltd. | Tochigi |

| Name | Location |
|---|---|
| **Manufacturing Subsidiaries Outside Japan (21 companies)** | |
| Canon Virginia, Inc. | U.S.A. |
| Canon Environmental Technologies, Inc. | U.S.A. |
| Canon Giessen GmbH | Germany |
| Canon Bretagne S.A.S. | France |
| Canon Inc., Taiwan | Taiwan |
| Canon Opto (Malaysia) Sdn. Bhd. | Malaysia |
| Canon Electronics (Malaysia) Sdn. Bhd. | Malaysia |
| Canon Hi-Tech (Thailand) Ltd. | Thailand |
| Canon Dalian Business Machines, Inc. | PRC |
| Canon Medical Equipment (Dalian) Co., Ltd. | PRC |
| Canon Vietnam Co., Ltd. | Vietnam |
| Canon Zhongshan Business Machines Co., Ltd. | PRC |
| Canon (Suzhou) Inc. | PRC |
| Canon Finetech Nisca (Shenzhen) Inc. | PRC |
| Canon Machinery (Malaysia) Sdn. Bhd. | Malaysia |
| Canon Prachinburi (Thailand) Ltd. | Thailand |
| Canon Business Machines (Philippines), Inc. | Philippines |
| Canon Production Printing Netherlands B.V. | The Netherlands |
| Canon Production Printing Germany GmbH & Co. KG | Germany |
| Canon Electronics Vietnam Co., Ltd. | Vietnam |
| Canon Electronic Business Machines (H.K.) Co., Ltd. | Hongkong |
| **Marketing Headquarters Outside Japan (6 companies)** | |
| Canon U.S.A., Inc. | U.S.A. |
| Canon Europe Ltd. | United Kingdom |
| Canon Europa N.V. | The Netherlands |
| Canon (China) Co., Ltd. | PRC |
| Canon Singapore Pte. Ltd. | Singapore |
| Canon Australia Pty. Ltd. | Australia |

| Other companies with ISO 14001 certification (62 companies) |
|---|
| In Japan (14) |
| Outside Japan (48) |

Note: Environmental data (except $CO_2$ emissions) refer to 113 ISO14001-certified companies and one non-certified company (Axis Communications AB).

# Society

## Hiring and Treatment of Human Resources

### Number of Employees (Canon Group)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Japan | 70,924 | 69,455 | 68,532 | 70,126 | 69,627 |
| Male | - | 55,454 | 54,463 | 54,051 | 53,174 |
| Female | - | 14,001 | 14,069 | 16,075 | 16,452 |
| Other | - | 0 | 0 | 0 | 1 |
| Americas | 15,066 | 15,771 | 15,945 | 14,606 | 14,313 |
| Male | - | 10,633 | 10,762 | 9,423 | 9,538 |
| Female | - | 5,131 | 5,166 | 5,167 | 4,695 |
| Other | - | 7 | 17 | 16 | 80 |
| Europe | 22,363 | 22,214 | 22,651 | 22,569 | 22,332 |
| Male | - | 15,591 | 15,959 | 15,842 | 15,731 |
| Female | - | 6,553 | 6,674 | 6,672 | 6,550 |
| Other | - | 70 | 18 | 55 | 51 |
| Asia and Oceania | 75,681 | 73,335 | 62,023 | 63,039 | 59,275 |
| Male | - | 32,391 | 25,587 | 27,051 | 26,000 |
| Female | - | 40,944 | 36,428 | 35,944 | 33,254 |
| Other | - | 0 | 8 | 44 | 21 |
| Total | 184,034 | 180,775 | 169,151 | 170,340 | 165,547 |
| Male | - | 114,069 (63.1%) | 106,771 (63.1%) | 106,367 (62.4%) | 104,443 (63.1%) |
| Female | - | 66,629 (36.9%) | 62,337 (36.9%) | 63,858 (37.5%) | 60,951 (36.8%) |
| Other | - | 77 (0.0%) | 43 (0.0%) | 115 (0.1%) | 153 (0.1%) |

Note: ( ) Percentage of total employees.

### 2025 Number of Employees by Employment Type (Gender) (Canon Group)

| | | Male | Female | Other | Total |
|---|---|---|---|---|---|
| Regular Employees | Full time | 96,512 | 52,430 | 127 | 149,069 (90.0%) |
| | Part time | 1,296 | 1,930 | 4 | 3,230 (2.0%) |
| Non-regular Employees | Full time | 6,481 | 5,185 | 10 | 11,676 (7.1%) |
| | Part time | 154 | 1,406 | 12 | 1,572 (0.9%) |

Note: ( ) Percentage of total employees.

### 2025 Number of Employees by Employment Type (Region) (Canon Group)

| | | Japan | Americas | Europe | Asia and Oceania | Total |
|---|---|---|---|---|---|---|
| Regular Employees | Full time | 66,901 | 14,109 | 19,673 | 48,386 | 149,069 |
| | Part time | 857 | 140 | 2,152 | 81 | 3,230 |
| Non-regular Employees | Full time | 434 | 58 | 394 | 10,790 | 11,676 |
| | Part time | 1,435 | 6 | 113 | 18 | 1,572 |

### 2025 Ratio of Internationalization (Canon Group Companies Outside Japan)

(%)

| | Americas | Europe | Asia (excluding Japan) |
|---|---|---|---|
| Presidents | 33 | 84 | 44 |
| Managers | 89 | 94 | 91 |

Notes:
- Share of non-Japanese appointed as presidents and managers.
- Survey targeting major marketing companies in each region.

## Breakdown of Employees (Canon Inc.)

| | | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Total number of employees | | 25,377 | 24,717 | 23,931 | 23,457 | 22,921 |
| By gender | Male | 21,215 | 20,573 | 19,899 | 19,429 | 18,940 |
| | Female | 4,162 | 4,144 | 4,032 | 4,028 | 3,981 |
| By age group | Under 30 | 3,072 | 2,897 | 2,617 | 2,489 | 2,328 |
| | 30s | 5,021 | 4,658 | 4,225 | 3,995 | 3,967 |
| | 40s | 7,196 | 7,120 | 6,968 | 6,819 | 6,582 |
| | 50s | 8,153 | 7,769 | 7,532 | 7,405 | 7,115 |
| | 60 and over | 1,935 | 2,273 | 2,589 | 2,749 | 2,929 |

## Number of New Hires and Employees Leaving the Company (Canon Inc.)

| | | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Newly hired employees | Male | 305 | 271 | 257 | 367 | 337 |
| | Percentage of male | 83.1 | 74.2 | 71.2 | 77.3 | 79.3 |
| | Female | 62 | 94 | 104 | 108 | 88 |
| | Percentage of female | 16.9 | 25.8 | 28.8 | 22.7 | 20.7 |
| | Total | 367 | 365 | 361 | 475 | 425 |
| Employees voluntarily leaving the company/Voluntary turnover rate | Employees voluntarily leaving the company | 448 | 474 | 485 | 424 | 387 |
| | Voluntary turnover rate | 1.9 | 2.0 | 2.1 | 1.9 | 1.9 |

## Results of Employee Opinion Survey (Canon Inc.)

(%)

| | 2018 | 2021 | 2023 | 2025 |
|---|---|---|---|---|
| Percentage of positive responses | 47 | 49 | 50 | 53 |

Note: Percentage of positive responses for categories related to engagement, such as a sense of fulfillment, personal growth, and a comfortable working environment.

## Average service years (Canon Inc.)

(years)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Male | 19.8 | 19.9 | 20.0 | 20.0 | 20.0 |
| Female | 19.6 | 19.6 | 19.3 | 19.1 | 18.8 |
| Percentage difference in average employment years for female to male employees | -1.0 | -1.5 | -3.5 | -4.5 | -6.0 |

## 2025 Comparison of Canon's Minimum Wage to Local Minimum Wage

| | | Japan | U.S. | China |
|---|---|---|---|---|
| Local minimum monthly wage | | 184,000 yen | 2,151 dollars | 2,267 renminbi |
| Canon | Standard minimum monthly wage | 202,000 yen | 2,340 dollars | 2,824 renminbi |
| | Ratio compared to local minimum wage | 110 | 109 | 125 |

Note: Figures represent wages for leading manufacturing companies in each region, not average wages.

## Annual Hours Worked per Employee (Canon Inc.)

(h)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Total hours worked | 1,745 | 1,740 | 1,734 | 1,730 | 1,708 |

Note: Regular/post-retirement employee survey data (Canon Inc.)

## 2025 Base Salary and Total Salary per Employee by Gender (Canon Inc.)

| | | Female:Male |
|---|---|---|
| Base pay | Management | 100:105 |
| | Non-management employees | 100:113 |
| Total pay | Management | 100:108 |
| | Non-management employees | 100:121 |

Note: Compensation scheme is identical between male and female. Differences between male and female are due to roles, positions, and age distribution.

## Average Monthly Overtime Hours per Employee (Canon Inc.)

(h)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Average Monthly Overtime Hours | 15.1 | 16.5 | 16.0 | 16.0 | 16.0 |

## Percentage of Taking Paid Leave per Employee (Canon Inc.)

(%)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Percentage of Taking Paid Leave | 82.0 | 90.5 | 88.5 | 88.0 | 94.5 |

## Percentage of Employee Membership in the Canon Workers' Union

(%)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Canon Inc. | 79 | 80 | 79 | 79 | 78 |
| Key Group companies in Japan* | 82 | 83 | 80 | 82 | 83 |

* 18 member unions of the Canon Group Workers' Union Conference

# Diversity, Equity and Inclusion

## Ratio of Female Employees by Position (Canon Inc.)

(%)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Employees | 16.6 | 16.8 | 16.9 | 17.0 | 17.1 |
| Managers | 3.3 | 3.6 | 3.8 | 4.2 | 4.6 |
| Executives | 4.0 | 3.8 | 4.0 | 5.8 | 7.4 |

## 2025 Ratio of Female Employees (Canon Group)

| | Japan | Americas | Europe | Asia and Oceania |
|---|---|---|---|---|
| Employees | 16,452 | 4,695 | 6,550 | 33,254 |
| Percentage of employees | 23.6 | 32.8 | 29.3 | 56.1 |
| Managers | 313 | 306 | 217 | 371 |
| Percentage of managers | 4.8 | 30.4 | 23.6 | 33.3 |

Note: Managers: global numbers and ratio for principal Group companies

## Breakdown of Executives (Canon Inc.)

| | | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| By gender | Male | 48 | 50 | 48 | 49 | 50 |
| | Female | 2 | 2 | 2 | 3 | 4 |

## 2025 Composition of Executives by Age (Canon Inc.)

| | | 50s | 60s | 70s | 80s | 90s |
|---|---|---|---|---|---|---|
| By gender | Male | 7 | 34 | 7 | 1 | 1 |
| | Female | 2 | 2 | 0 | 0 | 0 |

## Number and Percentage of Employees with Disabilities (Canon Inc., Key Group Companies in Japan)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Employees | 1,063 | 1,057 | 1,077 | 1,041 | 1,123 |
| Percentage of employees | 2.39 | 2.44 | 2.53 | 2.64 | 2.74 |

Note: As of June 1 each year

## Number of Employees Taking Childcare and Nursing Care Leave (Canon Inc.)

| | | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Taking childcare leave | | 357 | 388 | 460 | 442 | 452 |
| Male | | 242 | 296 | 361 | 337 | 359 |
| Female | | 115 | 92 | 99 | 105 | 93 |
| Rate of taking childcare leave | Male | 33.4 | 47.7 | 65.8 | 64.6 | 86.3 |
| | Female | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Using reduced work hours for childcare | | 119 | 100 | 106 | 140 | 125 |
| Male | | 18 | 7 | 23 | 37 | 45 |
| Female | | 101 | 93 | 83 | 103 | 80 |
| Taking maternity leave | | 16 | 6 | 7 | 4 | 6 |
| Working reduced hours due to pregnancy | | 0 | 0 | 3 | 1 | 0 |
| Taking nursing care leave | | 15 | 25 | 29 | 17 | 24 |
| Male | | 7 | 7 | 18 | 6 | 12 |
| Female | | 8 | 18 | 11 | 11 | 12 |
| Using reduced work hours for nursing care | | 4 | 13 | 17 | 3 | 10 |
| Applications for Fertility Treatment Subsidy Program | | 182 | 132 | 40 | 41 | 32 |

Note: Number of employees in that year using the system for the first time.

## Return/Retention Rates and Number of Employees Returning from Childcare/Nursing Care Leave (Canon Inc.)

| | | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Returning from Childcare Leave | Number of returning employees | 368 | 383 | 473 | 435 | 482 |
| | Male | 242 | 274 | 375 | 337 | 380 |
| | Female | 126 | 109 | 98 | 98 | 102 |
| | Return rate | 99 | 99 | 98 | 98 | 99 |
| | Male | 98 | 98 | 97 | 98 | 99 |
| | Female | 99 | 97 | 99 | 98 | 98 |
| | Retention rate* | 98 | 98 | 98 | 96 | 97 |
| Returning from Nursing Care Leave | Number of returning employees | 11 | 23 | 26 | 21 | 21 |
| | Return rate | 100 | 100 | 88 | 80 | 100 |

* (The total number of employees who are registered as of 12 months after returning from childcare leave) ÷ (The total number of employees who returned to work from childcare leave during a previous report period) × 100.

# Occupational Safety and Health and Productivity Management

## Numbers and Frequency of Occupational Accidents (Canon Inc., Key Group Companies in Japan)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Accidents requiring time off work | 16 | 21 | 21 | 18 | 20 |
| Accidents not requiring time off work | 96 | 78 | 100 | 101 | 91 |
| Frequency rate*1 | 0.13 | 0.19 | 0.19 | 0.16 | 0.16 |
| Severity rate*2 | 0.002 | 0.003 | 0.008 | 0.004 | 0.003 |
| Frequency rate for the manufacturing industry | 1.31 | 1.25 | 1.29 | 1.30 | *3 |
| Severity rate for the manufacturing industry | 0.06 | 0.08 | 0.08 | 0.06 | |

*1 The prevalence of occupational fatalities and injuries per 1 million working hours.
*2 The degree of the disaster with the labor loss days per 1,000 total of working hours.
*3 The data for the year ended December 2025 not published as of May 2026.

## Health Checkups (Canon Inc.)

(%)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Health checkup attendance rate | 100 | 100 | 100 | 100 | 100 |
| Rate of detailed examination after health checkups | 94.6 | 95.6 | 98.9 | 95.2 | 97.4 |

## Stress Check Results (Canon Inc.)

(%)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Stress check attendance rate | 96.6 | 96.5 | 95.4 | 96.2 | 96.9 |
| Rate of people who have high stress | 10.6 | 11.4 | 10.9 | 10.5 | 10.0 |

## Various Health Support Measure (Canon Inc.)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Cancer screening attendance rate*1 | 44.4 | 48.7 | 51.6 | 52.0 | - |
| Percentage of people with Normal BMI | 67.9 | 67.6 | 67.7 | 67.7 | 67.4 |
| Percentage of smokers | 15.0 | 14.5 | 14.0 | 13.8 | 14.5 |
| Percentage of people who have breakfast | 82.8 | 82.2 | 81.5 | 81.7 | 81.9 |
| Percentage of people who drink alcohol properly*2 | 79.0 | 79.4 | 80.0 | 80.5 | 89.6 |
| Percentage of people who have the habit of regular exercise | 25.6 | 26.4 | 27.9 | 28.7 | 30.2 |
| Percentage of people who feel rested after sleep | 69.5 | 68.5 | 67.4 | 67.0 | 66.6 |
| Percentage of people who have stress release and relaxation methods | 84.5 | 85.1 | 86.0 | 84.7 | 85.2 |
| Employee Performance (Presenteeism)*3 (%) | 89.7 | 89.3 | 88.7 | 88.1 | 88.2 |
| Absence from Work Due to Health Problems (Sick Leave) (Absenteeism)*4 (day) | 3.40 | 3.15 | 4.31 | 4.50 | 4.60 |
| Work Engagement*5 (point) | 2.52 | 2.52 | 2.52 | 3.08 | 3.11 |

*1 Subjects 40 years of age or older. From April to March in each fiscal year.
*2 Percentage excluding alcohol consumers at levels defined as high-risk by the Ministry of Health, Labour and Welfare.
*3 Average of the results to the SPQ (Single-Item Presenteeism Question). Question is the "On a scale to 100%, where 100% is the best job performance you could have at your job if unimpeded by sickness or injury, how would you rate your overall job performance over the past four weeks?". This measurement started from FYE 3/2023 to assess presenteeism.
*4 Average number of days of leave due to injury or illness (including temporary leave of absence and absenteeism) for employees based in Japan.
*5 Average of the results to health diagnostic interview program "(1) Do you feel energized when you work? (2) Are you enthusiastic about your work? (3) Are you absorbed in your work?", NO:0, hardly ever, several times a year or less: 1, rarely, once a month or less: 2, sometimes, several times a month: 3, often, once a week: 4, very often, several times a week: 5, always, every day: 6. Since the options have changed since 2024, data before 2023 are used as reference values.

# Human Resource Development and Personal Growth

## Average Training Hours per Employee (Canon Inc.)

(h)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Training Hours | 19.1 | 21.9 | 22.6 | 26.7 | 25.7 |

## Average Training Costs per Employee

(JPY)

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Canon Inc. | Approx. 161,000 | Approx. 162,000 | Approx. 165,000 | Approx. 173,000 | Approx. 167,000 |
| Key Group Companies in Japan and Overseas Marketing Companies | Approx. 83,000 | Approx. 89,000 | Approx. 93,000 | Approx. 93,000 | Approx. 99,000 |

# Sociocultural Support Activities

## Expenditure on Social Contribution Activities (Canon Inc. and Key Group Companies)

(Millions of JPY)

| | 2025 |
|---|---|
| Humanitarian Aid and Disaster Relief | 164 |
| Art, Culture, and Sports | 225 |
| Education and Science | 413 |
| Policy Research | 1,100 |
| Local Communities | 108 |
| Other | 109 |
| Total | 2,119 |