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March 4, 2022

To Our Shareholders

The items posted on  
the Internet Website in providing  
the convocation of the 54th Ordinary  
General Meeting of Shareholders

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Pursuant to applicable laws and Article 14 of the Articles of Incorporation of the Company, the above items are provided to shareholders through the corporate website ([canon.jp/8060-ir](http://canon.jp/8060-ir)).

Canon Marketing Japan Inc.

## Systems for Ensuring Appropriateness of Business Operations and Outline of Implementation Activities

The content of the resolution of the Board of Directors regarding the systems necessary to ensure the appropriateness of the Company's operations (basic policy) as well as the outline of implementation activities for the aforementioned systems, are as follows:

<p>Systems for Ensuring Appropriateness of Operations (the "Internal Control System")</p>	<p><u>Content of Basic Policy Resolution</u></p> <p>To ensure the appropriateness of operations and to work for continuous improvement in corporate value, Canon Marketing Japan Inc. (the "Company") and the enterprises consisting of the Company and its consolidated subsidiaries (the "Group"), shall foster a sound corporate culture based on the Spirit of "Three Self" (Self-motivation, Self-management, and Self-awareness) – guiding principles of Canon Group (Canon Inc., parent company of the Company, and its subsidiaries). The Group shall also work to foster a law-abiding awareness through the "Canon Group Code of Conduct." Furthermore, the Group shall firmly strive to ensure management transparency through clearly defined approval processes of important matters of the Group.</p>
<p>1. System for Compliance (Item 6, Paragraph 4, Article 362 of the Companies Act of Japan (the "Companies Act"), and Item 4, Paragraph 1, Article 100 of the Enforcement Regulations of the Companies Act)</p>	<p><u>Content of Basic Policy Resolution</u></p> <ol style="list-style-type: none"> <li>(1) The Board of Directors, in accordance with regulations prescribed by the Board of Directors (the "Regulations of the Board of Directors"), shall make decisions on important the Group managerial matters after careful deliberation. Additionally, the Board of Directors shall have representative directors, executive directors and executive officers (collectively the "Officers") give reports regarding their execution of duties.</li> <li>(2) The Company shall thoroughly instill compliance awareness through training and other programs geared towards new employees, managers, and newly-appointed board members and executive officers, utilizing the "Canon Group Code of Conduct," as a standard to be adhered to in the execution of duties.</li> <li>(3) As a part of the Company's risk management system, the Company shall put in place business procedures/checking systems that prevent violation of laws and regulations and the Company's articles of incorporation in the course of daily business. It shall also maintain a compliance education system.</li> <li>(4) The internal audit office of the Company, which has the authority to audit all executions of duties, shall also conduct audits regarding the status of compliance with laws and regulations and the Company's articles of incorporation.</li> <li>(5) If an act that violates laws and regulations, or the Company's articles of incorporation is discovered in the Group, employees have the ability to report such fact by means of a whistleblowing system. Additionally, the Company shall prohibit any disadvantageous treatment of any whistleblower.</li> </ol> <p><u>Outline of Implementation Activities</u></p> <ol style="list-style-type: none"> <li>(1) During this year, 16 Board of Directors meetings were held. At these meetings, in addition to deliberating and deciding on important matters, the Board of Directors received reports from Directors in charge of major divisions concerning the execution of business.</li> <li>(2) Compliance training that follows the "Canon Group Code of Conduct" was implemented.</li> <li>(3) The activity is described in 2 Outline of Implementation Activities, (1) below.</li> <li>(4) The internal audit office conducts audits of each division and subsidiaries for various themes. The results of these audits have been then reported to the President and each Audit &amp; Supervisory Board Member, and when necessary, proposals for improvement are given.</li> <li>(5) The rules on use of the whistleblowing system, including the explicit prohibition of the disadvantageous treatment of whistleblowers, are disseminated via the intranets of the Company, along with information on the contact counter for reporting internal problems. In this year, there were no whistleblower reports relating to serious violations of laws and regulations, or the like.</li> </ol>

<p>2. System for Risk Management (Item 2, Paragraph 1, Article 100 of the Enforcement Regulations of the Companies Act)</p>	<p><u>Content of Basic Policy Resolution</u></p> <p>(1) The Company shall conduct various measures with regard to improving the risk management system in accordance with the regulations regarding risk management. These measures include the system for grasping any significant risks (violation of laws and regulations, misstatement of financial reporting, quality issues, work-related injuries, disasters, etc.) that the Group may face in the course of business. Additionally, the Company shall evaluate the status of design and implementation of the risk management system and report its findings to the Board of Directors.</p> <p>(2) The Company established the Management Committee, and the Committee shall carefully deliberate items in case it is considered important even if items are not submitted to the Board of the Directors.</p> <p><u>Outline of Implementation Activities</u></p> <p>(1) The Group categorized the risks which may cause significant impact on the Group into 4 risks of Laws and Regulations Violation risk, Disaster and Pandemic risk, Financial risk and Business risk, in accordance with the “Regulations of Risk and Crisis Management.” The Group conducted various measures with regard to the risk management system. Additionally, the Company evaluated the status of design and implementation of the risk management system based on the activity plan approved by the Board of Directors.</p> <p>(2) The Management Committee was held 13 times in this year, and important matters were deliberated. In addition to the Directors in charge of executing business operations, Audit &amp; Supervisory Board Members also attended, as necessary, and provided their opinions.</p>
<p>3. System for Efficient Execution of Duties (Item 3, Paragraph 1, Article 100 of the Enforcement Regulations of the Companies Act)</p>	<p><u>Content of Basic Policy Resolution</u></p> <p>(1) Based on regulations regarding approval processes of important matters and the division of duties adopted by the Board of Directors, the Directors and other officers shall execute shared duties under the supervision and direction of the President.</p> <p>(2) The Company shall formulate Long-Term Management Objectives as 5-year management goals and 3-year priority measures, contained in Mid-Term Management Plan (Three-Year Management Plan) at its Management Committee. Based upon these plans, the Company shall manage operations from a unified group approach.</p> <p><u>Outline of Implementation Activities</u></p> <p>(1) The Officers have executed the duties allocated to them in accordance with the related rules.</p> <p>(2) The Company decides on a mid-term management plan and the necessary measures, which is decided based on discussions such as held at the Management Committee attended by the Officers of the Company and the executive officers of the major subsidiaries, and ensures the cohesion of the Group’s corporate management.</p>
<p>4. System for Group Management (Item 5, Paragraph 1, Article 100 of the Enforcement Regulations of the Companies Act)</p>	<p><u>Content of Basic Policy Resolution</u></p> <p>The Company strengthens the internal control system by requiring subsidiaries to follow the respective items:</p> <p>a) to obtain prior approval from the Company or report to the Company important decisions in accordance with the “Regulations of Important Matters Approval of Canon MJ Group Companies,” prescribed by the Board of Directors,</p> <p>b) to grasp significant risks that the subsidiary may face in the course of business and to verify and evaluate the status of design and implementation of the risk management system and report their findings to the Company in accordance with the regulations regarding risk management,</p> <p>c) to design an appropriate organization under the governing law of incorporation and to clearly define approval processes and authorities of executive officers,</p> <p>d) in addition to thoroughly instilling compliance awareness through the “Canon Group Code of Conduct,” to put in place business procedures/checking systems that prevent violation of laws and regulations and subsidiaries’ articles of incorporation in the course of daily business and prepare a compliance education system as a part of subsidiaries’ risk management system, and</p> <p>e) to establish a whistleblowing system and prohibit any disadvantageous treatment of any whistleblower.</p>

	<p><u>Outline of Implementation Activities</u></p> <p>a) The Company received reports from subsidiaries or provided prior approval in accordance with the “Regulations of Important Matters Approval of Canon MJ Group Companies.”</p> <p>b) In order to conduct evaluation of the status of design and implementation of the risk management system described in 2 Content of Basic Policy Resolution, (1) above, the subsidiaries being evaluated implemented evaluation of the respective targeted risks.</p> <p>c) Each subsidiary performs, as appropriate, a review of the appropriateness of organizational design, and approval criteria and processes in accordance with the applicable laws and regulations and the nature of business and other factors.</p> <p>d) In addition to the activities of 2 Outline of Implementation Activities, (1) above, each subsidiary establishes places for training and discussion as necessary and ensures utmost compliance.</p> <p>e) Each subsidiary establishes an in-house hotline system and totally prohibits any disadvantageous treatment of any whistleblower.</p>
<p>5. System for Storing and Managing Information (Item 1, Paragraph 1, Article 100 of the Enforcement Regulations of the Companies Act)</p>	<p><u>Content of Basic Policy Resolution</u></p> <p>Information related to the execution of duties of Officers, including meeting minutes of the Board of Directors and approval documents, shall be maintained and managed by respective divisions in charge of such management in accordance with laws and regulations, the “Regulations of the Board of Directors,” and other related rules. Directors and Audit &amp; Supervisory Board Members have the ability to inspect this information at any time.</p> <p><u>Outline of Implementation Activities</u></p> <p>Whenever deemed necessary, Directors, Audit &amp; Supervisory Board Members and members of the internal audit office inspect or obtain copies of minutes of the Board of Directors meeting, minutes of the Management Committee, and other records such as approvals by the President.</p>
<p>6. System for Auditing by Audit &amp; Supervisory Board Members (Paragraph 3, Article 100 of the Enforcement Regulations of the Companies Act)</p>	<p><u>Content of Basic Policy Resolution</u></p> <p>(1) Although the Company does not assign a dedicated full-time employee or set an organization to assist the duties of Audit &amp; Supervisory Board Members, the internal audit office, the legal division and other divisions will consult and assign an employee to assist the works of Audit &amp; Supervisory Board Members (the “Assisting Employee”), on matters requested by Audit &amp; Supervisory Board Members. The Assisting Employee shall give priority to execute the duties requested by Audit &amp; Supervisory Board Members. Any change in the Assisting Employee shall require the prior consultation of the Audit &amp; Supervisory Board.</p> <p>(2) Audit &amp; Supervisory Board Members shall grasp the execution of duties by Director and other officers, by attending not only meetings of the Board of Directors, but also other important meetings such as meetings of the Management Committee.</p> <p>(3) The administrative divisions of the headquarters, such as human resources, finance &amp; accounting, and legal affairs, shall hold meetings with Audit &amp; Supervisory Board Members and report on the execution of duties in a timely manner. Additionally, if any material breach of laws and regulations occurs, the relevant division shall immediately report this to Audit &amp; Supervisory Board Members.</p> <p>(4) Audit &amp; Supervisory Board Members shall be reported from accounting auditors periodically and upon necessity.</p> <p>(5) Audit &amp; Supervisory Board Members shall hold periodic meetings with counterparts of domestic subsidiaries and work to improve the auditing system from a unified group perspective by sharing information. Additionally, Audit &amp; Supervisory Board Members shall grasp the execution of duties by Directors and other officers of subsidiaries, by auditing major subsidiaries in and outside Japan as necessary.</p> <p>(6) The Company prohibits any disadvantageous treatment of any person that reports to Audit &amp; Supervisory Board Members. The Company also seeks its subsidiaries to prohibit any disadvantageous treatment.</p> <p>(7) For expenses that are required in the execution of the Audit &amp; Supervisory Board Members duties, they shall be borne by the Company as requested by the Audit &amp; Supervisory Board Members.</p>

Outline of Implementation Activities

- (1) The Company assigned the Assisting Employee from the legal division, and the Assisting Employee executed the duties as requested by Audit & Supervisory Board Members. Change to the Assisting Employee, were decided upon prior consultation with the Audit & Supervisory Board.
- (2) Audit & Supervisory Board Members, including Outside Audit & Supervisory Board Members, attended Board of Directors meetings and important meetings such as the Management Committee meetings, and the executive officers meetings.
- (3) The administrative divisions of the headquarters held periodic meetings with the Audit & Supervisory Board Members, and reported the status of execution of business operations. In addition, the internal audit office reported the results of audits to not only the President but to Audit & Supervisory Board as well.
- (4) Audit & Supervisory Board Members, in addition to periodically receiving reports from the Accounting Auditor on the results of the audit of this year in accordance with laws and regulations, they also hold hearings with the Accounting Auditor to inquire on the status of audits as necessary.
- (5) Audit & Supervisory Board Members, as necessary, held meetings with audit & supervisory board members of domestic subsidiaries and exchanged information. In addition, Audit & Supervisory Board Members audited the major subsidiaries.
- (6) In addition to 1 Outline of Activities, (5) above, the Company did not treat any person that reported to Audit & Supervisory Board Members disadvantageously.
- (7) In this year, there were no situations of shortfalls in the budget allocated for the implementation of audits in accordance with the audit plan.

## Consolidated Statements of Shareholders' Equity

From January 1, 2021 to December 31, 2021

(Millions of yen, amounts less than one million yen are rounded down)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of current period	73,303	82,814	188,481	(2,103)	342,495
Changes of items during period					
Dividends of surplus	-	-	(9,076)	-	(9,076)
Net income attributable to owners of parent	-	-	29,420	-	29,420
Purchase of treasury stock	-	-	-	(2)	(2)
Disposal of treasury stock	-	9	-	13	23
Net income attributable to non-controlling interests	-	-	-	-	-
Dividends paid to non-controlling interests	-	-	-	-	-
Net changes of items other than shareholders' equity	-	-	-	-	-
Total changes of items during period	-	9	20,343	10	20,363
Balance at end of current period	73,303	82,824	208,824	(2,092)	362,859

	Accumulated other comprehensive income (loss)					Non-controlling interests	Total equity
	Net unrealized gains on available-for sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Defined retirement benefit plans	Total accumulated other comprehensive income(loss)		
Balance at beginning of current period	4,230	(29)	5	(1,243)	2,962	655	346,114
Changes of items during period							
Dividends of surplus	-	-	-	-	-	-	(9,076)
Net income attributable to owners of parent	-	-	-	-	-	-	29,420
Purchase of treasury stock	-	-	-	-	-	-	(2)
Disposal of treasury stock	-	-	-	-	-	-	23
Net income attributable to non-controlling interests	-	-	-	-	-	75	75
Dividends paid to non-controlling interests	-	-	-	-	-	(21)	(21)
Net changes of items other than shareholders' equity	3,642	51	120	4,311	8,126	17	8,144
Total changes of items during period	3,642	51	120	4,311	8,126	71	28,562
Balance at end of current period	7,873	22	125	3,067	11,089	727	374,676

## Notes to Consolidated Financial Statements

(Notes on important items forming the basis of consolidated financial statements)

### 1. Scope of consolidation

(1) Consolidated subsidiaries . . . . . 14

Major consolidated subsidiaries . . . . . Canon IT Solutions Inc., Canon System & Support Inc., Canon Production Printing Systems Inc.

The Company transferred all shares of Edifist Learning Inc., which had been a consolidated subsidiary, and all equity interests in MAT Vietnam Company Limited. Accordingly, both companies have been excluded from the scope of consolidation starting from the current fiscal year.

ASAHI-M.A.T. Co., Ltd., which had been a consolidated subsidiary, has also been excluded from the scope of consolidation starting from the current fiscal year, as its liquidation was completed.

(2) Non-consolidated subsidiaries . . . . . None

### 2. Application of equity method

(1) Affiliates subject to equity method . . . . . None

(2) Affiliates not subject to equity method . . . . . None

### 3. Fiscal years for consolidated subsidiaries

The closing date for consolidated subsidiaries is the same as all other consolidated closing dates.

### 4. Accounting policies

(1) Valuation standards and methods for key assets

(i) Securities

Held-to-maturity securities . . . . . Amortized cost method (straight-line method)

Other securities

Securities with market value . . . . . Market value method, based on market price on last day of fiscal year, etc.

(Valuation differences included in total net assets, cost of products sold calculated based on moving-average method)

Securities with no market value . . . . . At cost based on moving-average method

(ii) Inventory assets

Merchandise . . . . . At cost based on monthly moving-average method  
(Carrying amounts on balance sheet calculated to include write-downs due to decreased profitability)

Repair parts . . . . . At cost based on monthly moving-average method  
(Carrying amounts on balance sheet calculated to include write-downs due to decreased profitability)

Work in process . . . . . At cost based on specific identification method

Supplies . . . . . Last-purchase price method  
(Carrying amounts on balance sheet calculated to include write-downs due to decreased profitability)

(2) Method of depreciation for key depreciable assets

(i) Property, plant and equipment

(Excluding Lease assets, net) . . . . .

Based on declining-balance method

Rental assets and selected consolidated subsidiaries are depreciated by the straight-line method.

Buildings acquired on or after April 1, 1998 (excluding furniture and fixtures), and related furniture, fixtures and structures acquired on or after April 1, 2016, are depreciated by the straight-line method.

Useful lives are as follows:

Buildings and structures	3 years to 75 years
Tools, furniture and fixtures	2 years to 20 years
Rental assets	3 years

(ii) Intangible assets

(Excluding Lease assets) . . . . .

Based on straight-line method

Software for sale is amortized based on the larger of the amortization amount based on expected sales volume or expected sales revenue or the equally allocated amount over the expected effective period (up to 3 years). In-house software is depreciated the straight-line method based on the length of in-house durability (5 years).

(iii) Lease assets, net . . . . .

Lease assets are depreciated by the straight-line method based on their useful life, which is lease period, with zero residual value.

(3) Standards for recording key allowances

(i) Allowance for doubtful receivable . . . . .

To cover possible losses on collection, general accounts receivable are calculated based on the actual rate of uncollected receivables, and doubtful account receivables based on individually estimated uncollectible amounts for specific items.

(ii) Accrued bonuses . . . . .

The estimated payable for current year's portion of employees' bonus is recorded based on the next round payment.

(iii) Accrued directors' bonuses . . . . .

The estimated payable for current year's portion of director's bonus is recorded based on the next round payment.

(iv) Accrued product warranties . . . . .

Costs arising from a one-year free warranty contract for consumer products are recorded based on the actual cost of free repairs.

To cover payment of free program maintenance and repairs for selected consolidated subsidiaries, the estimated amount of future costs is recorded based on actual figures for previous years.

(v) Accrued loss on order contracts . . . . .

The estimated amount of losses from the following fiscal year onwards is recorded for order contracts as of the end of the current fiscal year, in cases that are expected to result in a loss in the future (as of the end of the current fiscal year) and in which it is possible to reasonably estimate the relevant losses, in order to cover future losses on order contracts.

(vi) Allowance for long-term continuous service rewards . . . . .

The estimated amount payable is recorded in order to cover payment of rewards to employees in accordance with internal regulations on long-term continuous service.



(4) Accounting methods for retirement benefits

(i) Method of aligning estimated retirement benefits . . . . .

Retirement benefit obligations are calculated based on standard benefit calculation formula, to align the estimated amount of retirement benefits with the relevant period as of the end of the current consolidated accounting year.

(ii) Method of recording actuarial differences and prior service costs . .

Prior service costs are generally expensed using the straight-line method based on the average remaining years of service for the relevant employee at the time of incurring costs. Actuarial differences are generally expensed from the following consolidated accounting year, using the straight-line method based on the average remaining years of service for the relevant employee at the time of incurring costs.

(iii) Using simplified methods for small companies, etc. . . . .

For selected consolidated subsidiaries, simplified methods are applied in order to calculate retirement benefit liabilities and costs. This entails listing retirement benefit obligations as the amount payable in retirement benefits at the end of the year, based on the relevant company's circumstances.

(5) Standards for recording key revenue and expenses

The Group adopted new revenue recognition accounting standards (Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 30, 2018) and Implementation Guidance on Accounting Standard for Revenue Recognition (ASBJ Guidance No. 30, March 30, 2018), and details of the main performance obligations in key businesses and the usual times for recognizing revenue are as described below.

In addition to Canon product sales and related services, the Group provides products and services in fields such as IT solutions, industrial equipment and healthcare. In the case of sale of a product that are not required inspection by the customer, the Group judges, that the performance obligation has been satisfied at the time of delivery of the relevant product and recognizes revenue because usually the customer gains control of the relevant product at the time of product delivery. Services consists mainly in product maintenance contracts and the Group recognizes revenue either equally over a given period or based on an amount stipulated in the contract according to product usage.

Conditions peculiar to each segment are as described below. The Enterprise Segment and the Area segment are combined due to the similarity of the products and services provided in these two segments.

(Consumers)

Net sales are measured net of the consideration agreed in the contract with the customer and any discounts or sales-based rebates. Revenue is recognized in the extent that it is probable, based on estimate of past trends and other factors known at the time of sale, that a significant reversal in the amount of cumulative revenue recognized will not occur based on estimate of past trends and other factors known at the time of sale.

(Enterprise and Area)

For other services such as product repairs and installation, the Group recognizes revenue on completion of the service, when the performance obligation is satisfied.

For custom developed software, when reasonable estimates of progress can be made, the Group recognizes revenue based on the input method. When reasonable estimates of progress cannot be made, the Group recognizes revenue based on the cost recovery method.

(Professional)

When inspection by the customer for equipment performance is required, the Group recognizes revenue at the time of the receiving inspection by the customer.

- (6) Key hedge accounting methods
- (i) Hedge accounting method . . . . . Appropriation accounting is applied to foreign currency denominated payables subject to forward exchange contracts in line with accounting requirements.
  - (ii) Hedging instrument and subject
    - Hedging instrument . . . . . Forward exchange contracts
    - Subject of hedging . . . . . Foreign currency denominated payables
  - (iii) Hedging policy . . . . . Measures are taken to hedge against the risk of cash flow fluctuations due to exchange rate fluctuations in the future, in relation to foreseeable foreign currency denominated payables up to a certain amount.
  - (iv) Method of evaluating effectiveness of hedging . . . . . For forward exchange contracts, the same amount is appropriated on the same date in the same currency, in accordance with the Company's hedging policy. The effectiveness is not evaluated on the date of settlement of accounts because it is guaranteed to correlate with subsequent exchange rate fluctuations.
- (7) Other important items forming the basis of consolidated financial statements
- (i) Accounting methods for consumption tax, etc. . . . . The before-tax method is used for consumption tax, etc.
  - (ii) Application of the consolidated tax system . . . . . For itself and selected consolidated subsidiaries, the Company applies the consolidated tax system, with itself as the consolidated tax parent company.
  - (iii) Application of tax effect accounting for the transition from the consolidated tax system to the group tax sharing system . . . . . With regard to the transition to the group tax sharing system created under the "Act on Partial Revision of the Income Tax Act, etc." (Act No. 8 of 2020) and items for which the non-consolidated taxation system was reviewed in line with the transition to the group tax sharing system, the Company and certain domestic consolidated subsidiaries have not applied the provisions of paragraph 44 of the "Implementation Guidance on Tax Effect Accounting" (ASBJ Guidance No. 28, February 16, 2018) and have recorded the amounts of deferred tax assets and deferred tax liabilities based on the provisions of the tax law before the revision, as allowed in the provisions of paragraph 3 of the "Treatment of Tax Effect Accounting for the Transition from the Consolidated Taxation System to the Group Tax Sharing System" (PITF No. 39, March 31, 2020). The Company plans to shift from current "consolidated tax system" to "group tax sharing system" which is to be established in near future.

(Notes on changes in presentation method)

(Changes as a result of application of Accounting Standard for Disclosure of Accounting Estimates)

The Group applied the Accounting Standard for Disclosure of Accounting Estimates (ASBJ Statement No. 31, March 31, 2020) starting from the current fiscal year, and Notes on accounting estimates are provided in the Notes to Consolidated Financial Statements.

(Notes on accounting estimates)

Recoverability of deferred tax assets

1. Account and amount recorded for the current fiscal year

Account	Amount (millions of yen)
Deferred tax assets	14,974

2. Other information for the understanding of the details of accounting estimates

The Group estimates the deferred tax assets amounts for future temporary differences for which the timing of realization is reasonably estimated. This is because stable taxable income has been achieved during the current fiscal year, and the Group forecasts as of the end of the current fiscal year that the subsequent business environment is unlikely to significantly change in the near future. The Company and selected domestic consolidated subsidiaries apply the consolidated tax system and carry out tax allocation for the application of the consolidated tax system.

The Group considers the estimated future taxable income and business environment to be appropriate as they are determined based on the best estimate and judgement by management. However, they may be affected by changes in future business plans and economic environment as well as revision and promulgation of related laws and regulations. If any need arises for reviews regarding estimated future taxable income and business environment, the amount to be recognized in the consolidated financial statements for the following fiscal year may be affected.

(Notes on consolidated balance sheets)

1. Accumulated depreciation on property, plant and equipment 73,578 million yen

2. Guarantee liabilities

Guarantees for employees' housing loans 4 million yen

(Notes to consolidated statements of shareholders' equity)

1. Class and total number of issued shares as of end of current fiscal year Common share 131,079,972 shares

2. Dividends paid from retained earnings during the current fiscal year

Resolution	Class of share	Total dividends (millions of yen)	Dividends per share (yen)	Base date	Date effective
March 26, 2021 General shareholders' meeting	Common share	5,186	40	December 31, 2020	March 29, 2021
July 27, 2021 Board of Directors' meeting	Common share	3,890	30	June 30, 2021	August 27, 2021

3. Dividends for which the base date falls within the current fiscal year, and the date effective in the following fiscal year

Discussion	Class of share	Funds used to pay dividends	Total dividends (millions of yen)	Dividends per share (yen)	Base date	Date effective
March 29, 2022 General shareholders' meeting	Common share	Retained earnings	5,835	45	December 31, 2021	March 30, 2022

(Notes on financial instruments)

1. Status of financial instruments

(1) Policies for financial instruments

As the Group, we limit asset management to financial instruments characterized as very safe, and believe that financing should mainly be conducted through the use of group funds whenever necessary. We enter into derivative transactions to hedge against foreign exchange fluctuation risks, but have a policy of not engaging in speculative transactions.

(2) Details of financial instruments, risks, and systems to control risks

Operating receivables, consisting of notes and accounts receivable, are exposed to customer credit risks. We aim to mitigate such risks through strict credit control, based on credit data provided by external credit agencies, and through credit insurance and other risk-hedging measures.

Short-term loans receivable are mainly loans to the parent company, provided in accordance with internal regulations on investment and management of funds.

Securities and investments in securities consist primarily of held-to-maturity debt securities and shares in companies with business ties to the Group, and are exposed to market price fluctuation risks. To counter such risks, we regularly monitor fair values and the financial condition of companies issuing shares (business counterparties). For securities other than held-to-maturity debt securities, we continuously review the status of our holdings, taking into consideration market conditions and relationships with business counterparties.

Trade payables, consisting of notes and accounts payable, are mainly those due within 6 months.

Derivative transactions consist of forward exchange contracts to hedge against the risk of fluctuations in foreign currency denominated trade payables. With regard to hedge accounting, notes on important items forming the basis for compiling the aforementioned consolidated accounting documents are outlined under “4. Accounting policies (6) Key hedge accounting methods.”

(3) Supplementary explanation of fair values of financial instruments

Fair values of financial instruments include not only values based on market quotations, but also values calculated on a theoretical basis in cases where market quotations are not available. Values may vary depending on different assumptions, due to the fact that variables are factored into the calculation of such values.

## 2. Fair values of financial instruments

Book values on consolidated balance sheets as of December 31, 2021, their corresponding fair values, and the difference between the two are as follows.

	Book value on consolidated balance sheets (millions of yen)	Fair value (millions of yen)	Difference (millions of yen)
(1) Cash and deposits	67,528	67,528	—
(2) Notes and accounts receivable-trade	107,367		
Allowance for doubtful receivables (*)	(24)		
Net total	107,343	107,343	—
(3) Securities and investments in securities	16,187	16,187	—
(4) Short-term loans receivable	180,004	180,004	—
Total assets	371,063	371,063	—
(5) Notes and accounts payable-trade	46,323	46,323	—
Total liabilities	46,323	46,323	—

(\*) Allowance for doubtful receivables for notes and accounts receivable is deducted.

(Notes) 1. Calculation methods for fair values of financial instruments, and other details relating to securities

### Assets

(1) Cash and deposits, (2) Notes and accounts receivable-trade, and (4) Short-term loans receivable

Book values are used as the fair values of these assets, because they are to be settled in the short term, meaning that their fair values approximate their book values.

(3) Securities and investments in securities

Fair values of equity securities are based on prices at security exchanges. Fair values of debt securities are based on prices at security exchanges or quotations obtained from counterparty financial institutions.

### Liabilities

(5) Notes and accounts payable-trade

Book values are used as the fair values of these liabilities, because they are to be settled in the short term, meaning that their fair values approximate their book values.

2. As it can be extremely difficult to assess the fair value of unlisted share or funds from investment partnerships (book value on consolidated balance sheets: 1,666 million yen), because they do not have a market value, they are not included in “(3) Short-term investments in securities and investments in securities” above.

(Notes on rented and other real estate)

No notes are required due to the low level of importance.

(Notes on information per share)

1. Net assets per share	2,883.74 yen
2. Net income attributable to owners of parent per share	226.88 yen

(Notes on significant subsequent events)

Not applicable.

## Non-Consolidated Statement of Shareholders' Equity

From January 1, 2021 to December 31, 2021

(Millions of yen, amounts less than one million yen are rounded down)

	Shareholders' equity				
	Common stock	Capital surplus			Retained earnings
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings
Balance at beginning of current period	73,303	85,198	-	85,198	2,853
Changes of items during period					
Dividends of surplus	-	-	-	-	-
Net income	-	-	-	-	-
Purchase of treasury stock	-	-	-	-	-
Disposal of treasury stock	-	-	9	9	-
Net changes of items other than shareholders' equity	-	-	-	-	-
Total changes of items during period	-	-	9	9	-
Balance at end of current period	73,303	85,198	9	85,208	2,853

	Shareholders' equity				
	Retained earnings			Treasury stock	Total shareholders' equity
	Other retained earnings		Total capital surplus		
	General reserve	Retained earnings brought forward			
Balance at beginning of current period	81,700	64,538	149,091	(2,107)	305,486
Changes of items during period					
Dividends of surplus	-	(9,076)	(9,076)	-	(9,076)
Net income	-	26,068	26,068	-	26,068
Purchase of treasury stock	-	-	-	(2)	(2)
Disposal of treasury stock	-	-	-	13	23
Net changes of items other than shareholders' equity	-	-	-	-	-
Total changes of items during period	-	16,991	16,991	10	17,011
Balance at end of current period	81,700	81,529	166,082	(2,096)	322,498

	Valuation and translation adjustments			Total equity
	Net unrealized gains on available-for sale securities	Deferred gains or losses on hedges	Total valuation and translation adjustments	
Balance at beginning of current period	3,168	(29)	3,139	308,625
Changes of items during period				
Dividends of surplus	-	-	-	(9,076)
Net income	-	-	-	26,068
Purchase of treasury stock	-	-	-	(2)
Disposal of treasury stock	-	-	-	23
Net changes of items other than shareholders' equity	3,311	51	3,362	3,362
Total changes of items during period	3,311	51	3,362	20,374
Balance at end of current period	6,479	22	6,502	329,000

## Notes to Non-Consolidated Financial Statements

(Notes regarding key accounting policies)

1. Asset valuation standards and methods

(1) Valuation standards and methods for securities

Held-to-maturity securities . . . . .	Amortized cost method (straight-line method)
Shares in subsidiaries and affiliates . .	At cost based on moving average method
Other securities	
Securities with market value . . . . .	Market value method, based on market price on last day of fiscal year, etc. (valuation differences included in total net assets, cost of products sold calculated based on moving-average method)
Securities with no market value . . . . .	At cost based on moving average method

(2) Valuation standards and methods for inventory assets

Merchandise . . . . .	At cost based on monthly moving-average method (Carrying amounts on balance sheet calculated to include write-downs due to decreased profitability)
Repair parts . . . . .	At cost based on monthly moving-average method (Carrying amounts on balance sheet calculated to include write-downs due to decreased profitability)
Supplies . . . . .	Last-purchase price method (Carrying amounts on balance sheet calculated to include write-downs due to decreased profitability)

2. Method of depreciation for long-term assets

(1) Property, plant and equipment

(Excluding Lease assets) . . . . .	Based on declining-balance method Rental assets are depreciated by the straight-line method. Buildings acquired on or after April 1, 1998 (excluding furniture and fixtures), and related furniture, fixtures and structures acquired on or after April 1, 2016, are depreciated by the straight-line method. Useful lives are as follows:
	Buildings . . . . . 3 years to 50 years
	Tools, furniture and fixtures . . . . . 2 years to 20 years
	Rental assets . . . . . 3 years

(2) Intangible fixed assets

(Excluding Lease assets) . . . . .	Based on straight-line method Software for sale is amortized based on the larger of the amortization amount based on expected sales volume or expected sales revenue or the equally allocated amount over the expected effective period (up to 3 years). In-house software is depreciated the straight-line method based on the length of in-house durability (5 years).
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(3) Lease assets . . . . .

Lease assets are depreciated by the straight-line method based on their useful life, which is lease period, with zero residual value.

### 3. Standards for recording allowances

- (1) Allowance for doubtful receivables . . . . . To cover possible losses on collection, general accounts receivable are calculated based on the actual rate of uncollected receivables, and doubtful account receivables based on individually estimated uncollectible amounts for specific items.
- (2) Accrued bonuses . . . . . The estimated payable for current year's portion of employees' bonus is recorded based on the next round payment.
- (3) Accrued directors' bonuses . . . . . The estimated payable for current year's portion of director's bonus is recorded based on the next round payment.
- (4) Accrued product warranties . . . . . Costs arising from a one-year free warranty contract for consumer products are recorded based on the actual cost of free repairs.
- (5) Accrued loss on order contracts . . . . . The estimated amount of losses from the following fiscal year onwards is recorded for orders contracts as of the end of the current fiscal year, in cases that are expected to result in a loss in the future (as of the end of the current fiscal year) and in which it is possible to reasonably estimate the relevant losses, in order to cover future losses on order contracts.
- (6) Accrued pension and severance costs . . . . . The estimated amount of benefit obligations and pension assets as of the end of the current fiscal year is recorded in order to cover retirement benefits payable to employees.  
Retirement benefit obligations are calculated based on standard benefit calculation formula, to align the estimated amount of retirement benefits with the relevant period as of the end of the current fiscal year. Prior service costs are expensed using the straight-line method based on the average remaining years of service for the relevant employee at the time of incurring costs.  
Actuarial differences are expensed from the following fiscal year, using the straight-line method based on the average remaining years of service for the relevant employee at the time of incurring costs.
- (7) Allowance for long-term continuous service rewards . . . . . The estimated amount payable is recorded in order to cover payment of rewards to employees in accordance with internal regulations on long-term continuous service.

### 4. Standards for recording revenue and expenses

The Company adopted new revenue recognition accounting standards (Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 30, 2018) and Implementation Guidance on Accounting Standard for Revenue Recognition (ASBJ Guidance No. 30, March 30, 2018), and details of the main performance obligations in key businesses and the usual times for recognizing revenue are as described below.

In addition to Canon product sales and related services, the Company provides products and services in fields such as IT solutions, industrial equipment and healthcare. In the case of sale of a product that are not required inspection by the customer, the Company judges, that the performance obligation has been satisfied at the time of delivery of the relevant product and recognizes revenue because usually the customer gains control of the relevant product at the time of product delivery. Services consists mainly in product maintenance contracts and the Company recognizes revenue either equally over a given period or based on an amount stipulated in the contract according to product usage.

Conditions peculiar to each segment are as described below. The Enterprise Segment and the Area segment are combined due to the similarity of the products and services provided in these two segments.  
(Consumers)

Net sales are measured net of the consideration agreed in the contract with the customer any discounts or sales-based rebates. Revenue is recognized in the extent that it is probable, based on estimate of past trends and other factors known at the time of sale, that a significant reversal in the amount of cumulative revenue recognized will not occur based on estimate of past trends and other factors known at the time of sale.



(Enterprise and Area)

For other services such as product repairs and installation, the Company recognizes revenue on completion of the service, when the performance obligation is satisfied.

For custom developed software, when reasonable estimates of progress can be made, the Company recognizes revenue based on the input method. When reasonable estimates of progress cannot be made, the Company recognizes revenue based on the cost recovery method.

(Professional)

When inspection by the customer for equipment performance is required, the Company recognizes revenue at the time of the receiving inspection by the customer.

5. Key hedge accounting methods

- (1) Hedge accounting method . . . . . Appropriation accounting is applied to foreign currency denominated payables subject to forward exchange contracts in line with accounting requirements.
- (2) Hedging instrument and subject
  - Hedging instrument . . . . . Forward exchange contracts
  - Subject of hedging . . . . . Foreign currency denominated payables
- (3) Hedging policy . . . . . Measures are taken to hedge against the risk of cash flow fluctuations due to exchange rate fluctuations in the future, in relation to foreseeable foreign currency denominated payables up to a certain amount.
- (4) Method of evaluating effectiveness of hedging . . . . . For forward exchange contracts, the same amount is appropriated on the same date in the same currency, in accordance with the Company's hedging policy. The effectiveness is not evaluated on the date of settlement of accounts because it is guaranteed to correlate with subsequent exchange rate fluctuations.

6. Other important items forming the basis of financial statements

- (1) Accounting methods for consumption tax, etc. . . . The before-tax method is used for consumption tax, etc.
- (2) Application of the consolidated tax system . . . . The Company applies the consolidated tax system.
- (3) Retirement benefit accounting . . . . . Different methods of accounting are used for unrecognized actuarial differences and unrecognized prior service costs in relation to retirement benefits, as opposed to accounting methods used for consolidated financial statements.
- (4) Application of tax effect accounting for the transition from the consolidated tax system to the group tax sharing system . . . . .

With regard to the transition to the group tax sharing system created under the "Act on Partial Revision of the Income Tax Act, etc." (Act No. 8 of 2020) and items for which the non-consolidated taxation system was reviewed in line with the transition to the group tax sharing system, the Company has not applied the provisions of paragraph 44 of the "Implementation Guidance on Tax Effect Accounting" (ASBJ Guidance No. 28, February 16, 2018) and have recorded the amounts of deferred tax assets and deferred tax liabilities based on the provisions of the tax law before the revision, as allowed in the provisions of paragraph 3 of the "Treatment of Tax Effect Accounting for the Transition from the Consolidated Taxation System to the Group Tax Sharing System" (PITF No. 39, March 31, 2020). The Company plans to shift from current "consolidated tax system" to "group tax sharing system" which is to be established in near future.

(Notes on changes in presentation method)

(Changes as a result of application of Accounting Standard for Disclosure of Accounting Estimates)

The Company applied the Accounting Standard for Disclosure of Accounting Estimates (ASBJ Statement No. 31, March 31, 2020) starting from the current fiscal year, and Notes on accounting estimates are provided in the Notes to Non-Consolidated Financial Statements.

(Notes on accounting estimates)

Recoverability of deferred tax assets

1. Account and amount recorded for the current fiscal year

Account	Amount (millions of yen)
Deferred tax assets	12,211

2. Other information that contributes to the understanding of the details of accounting estimates

Information is omitted as the same information is provided in Notes to Consolidated Financial Statements.

(Notes on balance sheets)

1. Accumulated depreciation on property, plant and equipment	57,272 million yen
2. Guarantee liabilities	
Guarantees for employees' housing loans	4 million yen
3. Receivables from and payable from affiliates	
Short-term monetary receivables	194,811 million yen
Short-term monetary payables	76,823 million yen
Long-term monetary receivables	31 million yen
Long-term monetary payables	410 million yen

(Notes on statements of income)

Transactions with affiliates

Net sales	41,876 million yen
Purchasing	196,584 million yen
Other business transactions	5,625 million yen
Non-business transactions	7,887 million yen

(Notes on statements of shareholders' equity)

Type and total of treasury stock owned as of end of current fiscal year	Common share	1,404,790 shares
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(Notes on tax allocation)

Breakdown of main causes of deferred tax assets and liabilities

Deferred tax assets

Accrued pension and severance costs	11,495 million yen
Additions to deemed dividends	1,192 million yen
Over-depreciation of property, plant and equipment	756 million yen
Accrued bonuses	749 million yen
Recording of estimated future variable consideration	732 million yen
Loss on valuation of investment securities	695 million yen
Over-depreciation of software	624 million yen
Accrued enterprise tax and business office tax	438 million yen
Loss on disposal or sale of inventory assets	422 million yen
Allowance for asset retirement obligations	302 million yen
Allowance for long-term continuous service rewards	153 million yen
Provision for product warranties	89 million yen
Allowance for doubtful receivables	14 million yen
Other	742 million yen
<b>Subtotal deferred tax assets</b>	<b>18,410 million yen</b>
<b>Valuation allowance</b>	<b>(1,997) million yen</b>
<b>Total deferred tax assets</b>	<b>16,412 million yen</b>

Deferred tax liabilities

Net unrealized gain on securities	2,911 million yen
Reserve for tax purpose reduction entry of non-current assets	1,279 million yen
<b>Deferred gains or losses hedges</b>	<b>10 million yen</b>
<b>Total deferred tax liabilities</b>	<b>4,201 million yen</b>
<b>Net deferred tax assets</b>	<b>12,211 million yen</b>

(Notes on transactions with related parties)

1. Parent company and major corporate shareholders, etc.

Category	Name of company or individual	Location	Capital or investment (millions of yen)	Business activities or job title	Voting rights (or ownership) (%)	Relationship with concerned party	Nature of transactions	Value of transaction (millions of yen)	Heading	Year-end balance (millions of yen)
Parent company	Canon Inc.	Ohta-ku, Tokyo	174,761	Development and production for the office, imaging systems and industrial equipment sectors, etc.	Direct: 58.5 Indirect: 0.0	Production of the Company's merchandise	Purchase of merchandise (*1)	148,759	Accounts payable	16,154
							Sale of consumables for office equipment, etc. (*2)	4,073	Accounts receivable, other	1,203
							Provision of funds (*3)	-	Short-term loans receivable	180,000

Of the above figures, "value of transaction" does not include consumption tax, etc. But balance of receivables and payables include consumption tax, etc.

Terms of transactions and policy for determining terms, etc.

(\*1) When purchasing merchandise, the Company sets out its preferred price, taking into account market prices, and then enters into price negotiations to determine a final price.

(\*2) When selling consumables for office equipment, the Company takes into account market prices and its cost, etc., and then enters into price negotiations to determine a final price.

(\*3) When lending funds, a reasonable loan rate is determined by taking into account market rates.  
There is no provision for security.

## 2. Subsidiaries, etc.

Category	Name of company or individual	Location	Capital or investment (millions of yen)	Business activities or job title	Voting rights (or ownership) (%)	Relationship with concerned party	Nature of transactions	Value of transaction (millions of yen)	Heading	Year-end balance (millions of yen)
Subsidiary	Canon IT Solutions Inc.	Minato-ku, Tokyo	3,617	SI and consulting, IT service and development and sale of various software	(Ownership in the Company) Direct: 100.0	Software development contract and outsourcing of system operation Concurrent Officers: 1	Non-business Repayment of funds (*3)	5,000	Short-term loans payable	8,900
Subsidiary	Canon System & Support Inc.	Minato-ku, Tokyo	4,561	Consultation of a solution, sale, support and maintenance service, mainly for Canon products	(Ownership in the Company) Direct: 100.0	Sale of the Company's merchandise and service agreement Concurrent Officers: 3	Business Payment of service charges for business equipment, etc. (*1)	28,543	Accounts payable	5,205
							Business Sale of consumables for office equipment, etc. (*2)	30,865	Accounts receivable	8,116
							Non-business Repayment of funds (*3)	600	Short-term loans payable	33,400

Of the above figures, "value of transaction" does not include consumption tax, etc. But balance of receivables and payables include consumption tax, etc.

Terms of transactions and policy for determining terms, etc.

(\*1) When making payment of service charges for office equipment, prices are determined through negotiation, based on the price calculated by the Company.

(\*2) When selling office equipment and its consumables, prices are determined through negotiation, based on the price calculated by the Company.

(\*3) When lending funds, a reasonable loan rate is determined by taking into account market rates.

There is no provision for security.

(Notes on information per share)

1. Net assets per share

2,537.11 yen

2. Net income per share

201.03 yen

(Notes on significant subsequent events)

Not applicable.