'November 6, 2026
RICOH COMPANY, LTD.

Key Financial Figures (Consolidated)

(Note) In this document, fiscal years are defined as follows: FY2026 = Fiscal year ending March 31, 2027, etc.

1. Operating Results (Billions of Yen)

		FY2022	FY2023	FY2024	FY2025	FY2026 (Forecast)
Sales		2,134.1	2,348.9	2,527.8	2,608.3	2,700.0
	YoY	21.4%	10.1%	7.6%	3.2%	3.5%
Cost of Sales		1,388.7	1,528.9	1,659.2	1,719.1	1,785.0
	YoY	22.3%	10.1%	8.5%	3.6%	3.8%
	Percentage of sales	65.1%	65.1%	65.6%	65.9%	66.1%
Gross profit		745.4	820.0	868.6	889.1	915.0
	YoY	19.7%	10.0%	5.9%	2.4%	2.9%
	Percentage of sales	34.9%	34.9%	34.4%	34.1%	33.9%
Selling, general and administrative expenses		666.6	758.0	804.7	798.4	812.0
(Including Other income,	YoY	14.4%	13.7%	6.2%	-0.8%	1.7%
Impairment of goodwill)	Percentage of sales	31.2%	32.3%	31.8%	30.6%	30.1%
Operating profit		78.7	62.0	63.8	90.7	103.0
	YoY	96.6%	-21.2%	2.9%	42.1%	13.5%
	Percentage of sales	3.7%	2.6%	2.5%	3.5%	3.8%
Profit before income tax expenses		81.3	68.2	70.0	92.2	103.0
	YoY	83.2%	-16.1%	2.7%	31.7%	11.6%
	Percentage of sales	3.8%	2.9%	2.8%	3.5%	3.8%
Profit attributable to owners of the parent		54.3	44.1	45.7	55.6	69.5
	YoY	79.0%	-18.7%	3.5%	21.8%	24.8%
	Percentage of sales	2.5%	1.9%	1.8%	2.1%	2.6%
Earnings per share attributable to owners of the parent-basic [yen]		88.13	72.58	78.11	97.80	124.25
	YoY	94.3%	-17.6%	7.6%	25.2%	27.0%
Exchange rate	[yen/US$]	135.49	144.53	152.65	150.79	154.70
	[yen/EURO]	140.91	156.74	163.86	174.81	179.68

2. Investment related indicators (Billions of Yen)

		FY2022	FY2023	FY2024	FY2025	FY2026 (Forecast)
Expenditure for plant and equipment		45.4	53.2	48.9	48.8	60.0
Depreciation for tangible fixed assets		41.9	44.0	44.8	44.9	45.0
R&D Expenditure		107.7	109.8	95.0	77.4	80.0
	R&D Expenditure / Sales	5.0%	4.7%	3.8%	3.0%	3.0%

3. Financial indicator (Billions of yen)

		FY2022	FY2023	FY2024	FY2025	FY2025 H1	FY2026 H1
Liquidity at hand		222.0	177.3	192.2	207.0	178.8	181.3
	Liquidity at hand/ Averaged sales [months]	1.2	0.9	0.9	0.9	0.9	0.8
Inventories		314.3	300.5	298.9	330.9	332.7	361.8
	Inventories/ Averaged cost of sales [months]	2.6	2.4	2.1	2.3	2.5	2.6
Debt*		362.9	349.5	440.6	432.1	468.8	438.9
	Debt on total assets	39.0%	33.7%	42.8%	37.4%	43.6%	37.9%
Total assets		2149.9	2286.1	2357.1	2540.1	2403.2	2511.3
	Profit before income tax expenses on total assets	4.1%	3.1%	3.0%	3.8%	0.0%	0.0%
Equity attributable to owners of the parent		931.5	1038.7	1030.1	1156.1	1076.1	1158.0
	Equity ratio	43.3%	45.4%	43.7%	45.5%	44.8%	46.1%
	Return on equity	5.9%	4.5%	4.4%	5.1%		

*The amounts are shown bonds and borrowings.

4. Condensed Consolidated Statement of Cash Flows (Billions of Yen)

	FY2022	FY2023	FY2024	FY2025	FY2025 H1	FY2026 H1
Net cash provided by operating activities	66.7	125.6	136.8	158.1	29.4	44.2
Net cash used in investing activities	-133.9	-97.8	-79.3	-72.5	-35.7	-28.9
Net cash provided by (used in) financing activities	35.4	-82.9	-45.5	-83.0	-10.7	-39.1
Free Cash Flow	-67.2	27.7	57.5	85.5	-6.3	15.3

5. Consolidated number of employees

	FY2022	FY2023	FY2024	FY2025	FY2026 H1
Japan	31,800	31,064	29,824	28,903	28,970
Americas	19,227	18,299	17,001	15,972	15,558
Europe, Middle East and Africa	16,234	16,867	16,643	15,434	15,172
China	6,135	5,483	6,690	5,633	5,184
Asia Pacific	7,621	7,831	8,507	9,693	9,793
Total	81,017	79,544	78,665	75,635	74,677

6. Quarterly Operating Results (Billions of Yen)

		FY2025					FY2026	
		Q1	Q2	Q3	Q4	Total	Q1	Q2
Sales		580.7	641.6	659.8	726.0	2,608.3	629.8	664.6
	YoY	1.1%	2.1%	4.3%	4.8%	3.2%	8.4%	3.6%
Gross profit		207.3	212.4	229.9	239.4	889.1	237.5	225.5
	YoY	0.1%	-1.7%	5.6%	5.2%	2.4%	14.6%	6.2%
	Percentage of sales	35.7%	33.1%	34.8%	33.0%	34.1%	37.7%	33.9%
Selling, general and administrative expenses		194.7	189.6	195.3	218.7	798.4	189.7	199.8
	YoY	-3.0%	-12.1%	2.8%	10.3%	-0.8%	-2.5%	5.4%
	Percentage of sales	33.5%	29.6%	29.6%	30.1%	30.6%	30.1%	30.1%
Operating profit		12.6	22.8	34.5	20.6	90.7	47.7	25.6
	YoY	99.7%	4681.1%	24.6%	-29.3%	42.1%	277.8%	12.6%
	Percentage of sales	2.2%	3.6%	5.2%	2.8%	3.5%	7.6%	3.9%
Profit before income tax expenses		14.8	22.5	34.8	20.0	92.2	47.4	25.7
	YoY	50.5%	579.8%	27.7%	-32.3%	31.7%	220.5%	13.9%
	Percentage of sales	2.6%	3.5%	5.3%	2.8%	3.5%	7.5%	3.9%
Profit attributable to owners of the parent		9.6	14.9	22.2	8.8	55.6	37.0	18.6
	YoY	23.8%	915.1%	19.8%	-50.6%	21.8%	284.1%	25.1%
	Percentage of sales	1.7%	2.3%	3.4%	1.2%	2.1%	5.9%	2.8%
Earnings per share attributable to owners of the parent-basic[yen]		16.96	26.21	39.12	15.50	97.80	65.30	33.27
	YoY	30.2%	952.6%	22.9%	-50.6%	25.2%	285.0%	26.9%
Exchange rate	[yen/US$]	144.54	147.59	154.13	156.98	150.79	159.45	159.33
	[yen/EURO]	163.87	172.36	179.43	183.67	174.81	185.34	183.37

7. Sales by Area (Billions of Yen)

		FY2025					FY2026	
		Q1	Q2	Q3	Q4	Total	Q1	Q2
Japan		224.6	270.2	256.7	299.9	1,051.6	234.6	268.3
	YoY	14.1%	11.2%	9.0%	4.2%	9.2%	4.5%	-0.7%
Americas		153.4	159.7	163.3	178.1	654.6	168.4	174.1
	YoY	-6.0%	-8.3%	-4.9%	0.1%	-4.7%	9.8%	9.1%
Europe, Middle East and Africa		150.6	155.0	179.1	187.7	672.6	168.0	160.2
	YoY	-6.4%	2.0%	8.0%	10.9%	3.8%	11.5%	3.4%
Other		51.9	56.6	60.5	60.1	229.3	58.6	61.8
	YoY	-2.5%	-4.0%	1.6%	4.6%	-0.0%	12.8%	9.1%
Total		580.7	641.6	659.8	726.0	2,608.3	629.8	664.6
	YoY	1.1%	2.1%	4.3%	4.8%	3.2%	8.4%	3.6%

8. Sales by Category (Billions of Yen)

		FY2025					FY2026	
		Q1	Q2	Q3	Q4	Total	Q1	Q2
Workplace Services	Sales	232.7	283.5	274.5	315.9	1,106.7	252.6	276.4
	YoY	-	-	-	-	-	8.6%	-2.5%
	Operating profit	-5.2	5.5	11.3	2.9	14.5	0.6	2.4
	Percentage of sales	-2.3%	2.0%	4.1%	0.9%	1.3%	0.3%	0.9%
Digital Products	Sales	253.5	252.7	277.1	290.0	1,073.4	270.6	271.8
	YoY	-	-	-	-	-	6.8%	7.5%
	Operating profit	23.1	18.7	23.9	11.5	77.4	26.3	18.0
	Percentage of sales	9.1%	7.4%	8.7%	4.0%	7.2%	9.7%	6.6%
Graphic Communications	Sales	65.1	67.2	71.5	80.1	284.0	69.7	74.6
	YoY	-	-	-	-	-	7.1%	11.1%
	Operating profit	-1.5	-3.3	0.7	1.4	-2.7	2.2	2.3
	Percentage of sales	-2.4%	-5.0%	1.1%	1.8%	-1.0%	3.3%	3.1%
Industrial Solutions	Sales	22.7	28.3	26.4	28.9	106.5	27.3	29.4
	YoY	-	-	-	-	-	20.0%	3.8%
	Operating profit	-0.2	1.7	0.9	0.7	3.2	0.7	1.1
	Percentage of sales	-0.9%	6.1%	3.7%	2.7%	3.1%	2.8%	4.0%
Other	Sales	11.3	14.6	15.7	19.6	61.3	14.5	16.5
	YoY	-	-	-	-	-	28.6%	12.9%
	Operating profit	-1.4	-1.0	-0.7	-4.8	-8.1	0.3	0.0
	Percentage of sales	-13.2%	-7.0%	-5.1%	-24.7%	-13.3%	2.5%	0.2%
Corporate and eliminations	Sales (Internal sales)	-4.7	-4.8	-5.6	-8.7	-23.9	-5.1	-4.2
	Operating profit	-2.0	1.1	-1.7	8.8	6.2	17.3	1.6
Total	Sales	580.7	641.6	659.8	726.0	2,608.3	629.8	664.6
	YoY	1.1%	2.1%	4.3%	4.8%	3.2%	8.4%	3.6%
	Operating profit	12.6	22.8	34.5	20.6	90.7	47.7	25.6
	Percentage of sales	2.2%	3.6%	5.2%	2.8%	3.5%	7.6%	3.9%

*The business segment classification has been revised from the first quarter of the current fiscal year.
Figures for the previous corresponding period have also been reclassified in accordance with the revised segment classification.

9. Recurring Business (Billions of Yen)

		FY2025					FY2026	
		Q1	Q2	Q3	Q4	Total	Q1	Q2
Recurring Business	Revenues	290.1	297.7				319.6	322.4
	YoY	-	-				10%	8%
	(forex excluded)	-	-				2%	3%
	Gross profit	143.3	145.8				162.1	146.7
	Gross margin	49%	49%				51%	46%
Workplace Services	Revenues	104.5	111.6				114.3	120.1
	YoY	-	-				9%	8%
	(forex excluded)	-	-				3%	4%
	Gross profit	29.5	32.2				35.3	30.1
	Gross margin	28%	29%				31%	25%
Digital Products	Revenues	131.2	131.0				142.8	140.3
	YoY	-	-				9%	7%
	(forex excluded)	-	-				1%	2%
	Gross profit	86.5	86.4				94.5	86.9
	Gross margin	66%	66%				66%	62%
Graphic Communications	Revenues	34.3	34.1				37.9	38.1
	YoY	-	-				10%	12%
	(forex excluded)	-	-				-0%	4%
	Gross profit	197.0	192.0				22.7	20.8
	Gross margin	57%	56%				60%	55%
Others		20.0	20.9				24.5	23.7
	YoY	-	-				22%	13%
	(forex excluded)	-	-				12%	6%
	Gross profit	74.0	79.0				9.4	8.8
	Gross margin	37%	38%				39%	37%

10. Workplace Services Sales by Category (Billions of Yen)

	FY2025					FY2026	
	Q1	Q2	Q3	Q4	Total	Q1	Q2
IT infrastructure	70.4	100.1				73.8	81.6
YoY	-	-				5%	-18%
(forex excluded)	-	-				-0%	-20%
IT services	49.5	58.5				50.6	56.3
YoY	-	-				2%	-4%
(forex excluded)	-	-				-3%	-6%
Application Services	43.2	48.8				49.0	53.5
YoY	-	-				13%	10%
(forex excluded)	-	-				9%	7%
Business Process Services	31.3	32.9				34.6	34.7
YoY	-	-				11%	6%
(forex excluded)	-	-				-0%	-2%
Workplace Experience	18.4	21.3				24.3	27.3
YoY	-	-				32%	28%
(forex excluded)	-	-				21%	21%
Other	19.7	21.6				20.0	22.7
YoY	-	-				1%	5%
(forex excluded)	-	-				-4%	1%
Workplace services business	232.7	283.5				252.6	276.4
YoY	-	-				9%	-3%
(forex excluded)	-	-				2%	-6%

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11. Workplace Services Sales by Area and Category (Billions of Yen)

		FY2025					FY2026	
		Q1	Q2	Q3	Q4	Total	Q1	Q2
Japan	IT infrastructure	44.7	75.4				41.9	55.2
	YoY	-	-				-6%	-27%
	IT services	26.8	33.3				29.9	35.1
	YoY	-	-				11%	5%
	Application Services	27.0	31.8				30.0	33.1
	YoY	-	-				11%	4%
	Business Process Services	0.8	1.1				0.8	0.9
	YoY	-	-				-2%	-18%
	Workplace Experience	4.8	5.8				5.3	6.6
	YoY	-	-				10%	13%
	Others	8.8	10.4				9.0	11.5
	YoY	-	-				3%	10%
	Workplace Services busines	113.1	158.1				117.1	142.6
	YoY	-	-				4%	-10%
Americas	IT infrastructure	2.7	3.5				3.3	3.0
	YoY	-	-				24%	-15%
	(forex excluded)	-	-				13%	-21%
	IT services	3.2	3.3				0.4	0.3
	YoY	-	-				-87%	-91%
	(forex excluded)	-	-				-88%	-91%
	Application Services	5.7	5.8				6.5	7.1
	YoY	-	-				14%	23%
		-	-				4%	14%
	Business Process Services	24.0	24.9				26.5	26.7
	YoY	-	-				10%	7%
	(forex excluded)	-	-				0%	-1%
	Workplace Experience	4.4	5.5				8.5	9.9
	YoY	-	-				92%	81%
	(forex excluded)	-	-				74%	67%
	Others	6.4	6.4				5.7	6.2
	YoY	-	-				-11%	-3%
	(forex excluded)	-	-				-19%	-11%
	Workplace Services busines	46.7	49.7				51.2	53.5
	YoY	-	-				+10%	8%
	(forex excluded)	-	-				-1%	0%
Europe, Middle East and Africa	IT infrastructure	21.4	19.2				26.3	21.1
	YoY	-	-				23%	10%
	(forex excluded)	-	-				9%	4%
	IT services	18.1	20.5				19.0	19.5
	YoY	-	-				5%	-5%
	(forex excluded)	-	-				-8%	-11%
	Application Services	9.1	9.8				10.6	11.6
	YoY	-	-				17%	18%
	(forex excluded)	-	-				3%	10%
	Business Process Services	5.6	5.8				6.4	6.0
	YoY	-	-				14%	4%
	(forex excluded)	-	-				1%	-2%
	Workplace Experience	7.8	8.1				9.1	8.9
	YoY	-	-				16%	10%
	(forex excluded)	-	-				3%	3%
	Others	2.9	3.0				3.4	3.3
	YoY	-	-				17%	10%
	(forex excluded)	-	-				4%	4%
	Workplace Services busines	65.1	66.6				75.0	70.6
	YoY	-	-				15%	6%
	(forex excluded)	-	-				2%	-0%

*The business segment classification has been revised from the first quarter of the current fiscal year.
Figures for the previous corresponding period have also been reclassified in accordance with the revised segment classification.

12. MFP & Printer & Commercial Printing (CP) Non-hardware ratio (own-brand sales)

		FY2025					FY2026	
		Q1	Q2	Q3	Q4	Total	Q1	Q2
MFP	Japan	67%	70%	70%	61%	67%	64%	65%
	Overseas	53%	51%	53%	51%	52%	54%	52%
	Total	57%	56%	57%	54%	56%	56%	55%
Printer	Japan	90%	89%	88%	89%	89%	92%	89%
	Overseas	66%	68%	64%	60%	65%	65%	65%
	Total	80%	80%	78%	76%	79%	80%	79%
CP	Japan	63%	67%	68%	59%	64%	62%	71%
	Overseas	63%	60%	63%	54%	60%	66%	61%
	Total	63%	60%	63%	55%	60%	66%	61%

13. MFP & Printer & CP Hardware YoY by value (own-brand sales)

		FY2025					FY2026	
		Q1	Q2	Q3	Q4	Total	Q1	Q2
Office Printing (MFP&Printer)	Japan	9%	0%	7%	2%	5%	5%	10%
	Overseas	-5%	-8%	-2%	0%	-4%	5%	2%
	(forex excluded)	0%	-9%	-6%	-7%	-6%	-6%	-5%
	Total	-2%	-7%	-0%	1%	-2%	5%	4%
	(forex excluded)	2%	-8%	-4%	-5%	-4%	-4%	-2%
MFP	Japan	9%	-0%	6%	3%	5%	7%	12%
	Overseas	-6%	-10%	-3%	-1%	-5%	5%	2%
	(forex excluded)	-1%	-11%	-8%	-8%	-7%	-7%	-5%
	Total	-3%	-8%	-2%	-0%	-3%	5%	4%
	(forex excluded)	1%	-9%	-6%	-6%	-5%	-4%	-2%
Printer	Japan	9%	4%	15%	-7%	4%	-16%	-2%
	Overseas	17%	24%	27%	23%	23%	9%	11%
	(forex excluded)	23%	22%	22%	15%	20%	-2%	4%
	Total	15%	17%	23%	13%	17%	2%	7%
	(forex excluded)	19%	15%	20%	8%	15%	-6%	2%
CP	Japan	12%	12%	-4%	5%	6%	1%	-19%
	Overseas	-10%	-11%	-22%	5%	-9%	-1%	9%
	(forex excluded)	-5%	-12%	-25%	0%	-10%	-11%	1%
	Total	-9%	-10%	-21%	5%	-8%	-1%	7%
	(forex excluded)	-4%	-11%	-24%	1%	-9%	-10%	-1%

14. MFP & Printer & CP Non-Hardware YoY by value (own-brand sales)

		FY2025					FY2026	
		Q1	Q2	Q3	Q4	Total	Q1	Q2
Office Printing (MFP&Printer)	Japan	-2%	-4%	-3%	-2%	-3%	-1%	-0%
	Overseas	-11%	-3%	-0%	3%	-3%	8%	3%
	(forex excluded)	-7%	-4%	-5%	-5%	-5%	-3%	-4%
	Total	-8%	-3%	-1%	1%	-3%	5%	2%
	(forex excluded)	-5%	-4%	-4%	-4%	-4%	-3%	-3%
MFP	Japan	-3%	-2%	-3%	-1%	-2%	-2%	-0%
	Overseas	-10%	-2%	1%	4%	-2%	9%	4%
	(forex excluded)	-5%	-4%	-4%	-4%	-4%	-3%	-3%
	Total	-8%	-2%	-0%	3%	-2%	6%	3%
	(forex excluded)	-5%	-3%	-3%	-3%	-4%	-2%	-2%
Printer	Japan	-1%	-8%	-4%	-3%	-4%	-1%	-0%
	Overseas	-18%	-7%	-9%	-7%	-11%	3%	-6%
	(forex excluded)	-15%	-9%	-14%	-15%	-13%	-8%	-11%
	Total	-8%	-8%	-6%	-5%	-7%	0%	-2%
	(forex excluded)	-6%	-8%	-8%	-7%	-8%	-3%	-4%
CP	Japan	-3%	-4%	-4%	-2%	-3%	-5%	-4%
	Overseas	-4%	2%	7%	12%	4%	14%	13%
	(forex excluded)	2%	1%	3%	5%	3%	2%	5%
	Total	-4%	1%	6%	11%	4%	12%	12%
	(forex excluded)	2%	0%	2%	4%	2%	1%	4%

15. Regional Sales and Service Company Performances

		FY2025					FY2026	
		Q1	Q2	Q3	Q4	Total	Q1	Q2
Japan	Sales	179.7	219.7				181.0	203.6
Ricoh Japan	YoY	-	-				1%	-7%
(Billions of Yen)	Operating profit	9.5	13.6				8.4	12.8
	Operating Margin	5%	6%				5%	6%
North America	Sales	119.9	125.4				127.3	133.3
Ricoh North America	YoY	-	-				6%	6%
(Billions of Yen)	Operating profit	3.9	5.2				15.8	6.7
	Operating Margin	3%	4%				12%	5%
Europe	Sales	137.3	140.0				151.2	143.9
Ricoh Europe	YoY	-	-				10%	3%
(Billions of Yen)	Operating profit	-1.5	6.8				2.7	2.1
	Operating Margin	-	5%				2%	2%
Other*	Sales	49.6	55.6				61.4	65.1
(Billions of Yen)	YoY	-	-				24%	17%
	Operating profit	2.1	2.9				3.4	3.3
	Operating Margin	4%	5%				6%	5%

*Ricoh Latin America and Ricoh Asia Pacific