

Consolidated Statements of Profit or Loss

Ricoh Company, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2018 and 2019

	Millions of Yen		Thousands of U.S. Dollars
	2018	2019	2019
Sales	2,063,363	2,013,228	18,137,189
Cost of sales	1,272,357	1,246,345	11,228,333
Gross profit	791,006	766,883	6,908,856
Selling, general and administrative expenses	777,917	702,912	6,332,541
Other income	17,062	23,449	211,252
Impairment of goodwill	145,827	581	5,234
Operating profit (loss)	(115,676)	86,839	782,333
Finance income	4,123	4,598	41,424
Finance costs	12,831	7,965	71,757
Share of profit (loss) of investments accounted for using the equity method	202	492	4,432
Profit before income (loss) tax expenses	(124,182)	83,964	756,432
Income tax expenses	5,457	28,587	257,540
Profit (loss)	(129,639)	55,377	498,892
Profit (loss) attributable to:			
Owners of the parent	(135,372)	49,526	446,180
Non-controlling interests	5,733	5,851	52,712
Per share of common stock:	Yen		U.S. Dollars
Earnings per share attributable to owners of the parent:	2018	2019	2019
Basic	(186.75)	68.32	0.62
Diluted	—	—	—
Cash dividends, applicable to the year	15.00	23.00	0.21
Per American Depositary Share, each representing 1 share of common stock:	Yen		U.S. Dollars
Earnings per ADR share attributable to owners of the parent:			
Basic	(186.75)	68.32	0.62
Diluted	—	—	—
Cash dividends, paid	15.00	23.00	0.21

Consolidated Statements of Comprehensive Income

Ricoh Company, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2018 and 2019

	Millions of Yen		Thousands of U.S. Dollars
	2018	2019	2019
Profit (loss)	(129,639)	55,377	498,892
Other comprehensive income (loss):			
Components that will not be reclassified subsequently to profit or loss:			
Remeasurement of defined benefit plan	2,541	(6,389)	(57,559)
Net change in fair value of financial assets measured through other comprehensive income	—	(1,929)	(17,378)
Total components that will not be reclassified subsequently to profit or loss	2,541	(8,318)	(74,971)
Components that will be reclassified subsequently to profit or loss:			
Net gain (loss) on fair value of available-for-sale financial assets	17,375	—	—
Net gain (loss) on fair value of cash flow hedges	(13,497)	56	505
Exchange differences on translation of foreign operations	10,737	(10,979)	(98,910)
Total components that will be reclassified subsequently to profit or loss	14,615	(10,923)	(98,450)
Total other comprehensive income (loss)	17,156	(19,241)	(173,342)
Comprehensive income (loss)	(112,483)	36,136	325,550
Comprehensive income (loss) attributable to:			
Owners of the parent	(118,072)	30,304	273,009
Non-controlling interests	5,589	5,832	52,541

Ricoh's consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") from the year ended March 31, 2014. To see Critical Accounting Policies and Notes to Consolidated Financial Statements, refer to the URL www.ricoh.com/IR/financial_data/securities_report/

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Per share data www.ricoh.com/IR/financial_data/financial_indicators/data7.html

Consolidated Statements of Financial Position

Ricoh Company, Ltd. and Consolidated Subsidiaries
March 31, 2018 and 2019

	Millions of Yen		Thousands of U.S. Dollars
	2018	2019	2019
Assets			
Current assets:			
Cash and cash equivalents	160,568	240,099	2,163,054
Time deposits	68	70	631
Trade and other receivables	589,741	604,804	5,448,684
Other financial assets	291,144	294,351	2,651,811
Inventories	180,484	207,748	1,871,604
Other investments	55,921	—	—
Other current assets	50,052	40,107	361,324
Subtotal	1,327,978	1,387,179	12,497,108
Assets classified as held for sale	—	2,583	23,270
Total current assets	1,327,978	1,389,762	12,520,378
Non-current assets:			
Property, plant and equipment	250,005	250,287	2,254,838
Goodwill and intangible assets	217,130	219,806	1,980,234
Other financial assets	689,629	708,295	6,381,036
Investments accounted for using the equity method	3,703	12,521	112,802
Other investments	26,985	22,443	202,189
Other non-current assets	36,806	38,006	342,396
Deferred tax assets	88,794	84,012	756,865
Total non-current assets	1,313,052	1,335,370	12,030,360
Total assets	2,641,030	2,725,132	24,550,738

	Millions of Yen		Thousands of U.S. Dollars
	2018	2019	2019
Liabilities and Equity			
Current liabilities:			
Bonds and borrowings	223,194	266,957	2,405,018
Trade and other payables	300,724	306,189	2,758,459
Other financial liabilities	453	521	4,694
Income tax payables	17,871	15,455	139,234
Provisions	12,235	12,277	110,604
Other current liabilities	234,045	242,799	2,187,378
Total current liabilities	788,522	844,198	7,605,387
Non-current liabilities:			
Bonds and borrowings	658,707	666,462	6,004,162
Other financial liabilities	3,788	3,420	30,811
Accrued pension and retirement benefits	104,998	105,288	948,541
Provisions	12,709	6,610	59,550
Other non-current liabilities	80,174	77,619	699,269
Deferred tax liabilities	3,377	2,547	22,946
Total non-current liabilities	863,753	861,946	7,765,279
Total liabilities	1,652,275	1,706,144	15,370,666
Equity:			
Common stock Authorized — 1,500,000,000 shares as of March 31, 2018 and 1,500,000,000 shares as of March 31, 2019 Issued and outstanding — 744,912,078 shares and 724,871,419 shares as of March 31, 2018 and 744,912,078 shares and 724,862,648 shares as of March 31, 2019	135,364	135,364	1,219,495
Additional paid-in capital	186,463	186,086	1,676,450
Treasury stock	(37,329)	(37,394)	(336,883)
Other components of equity	114,954	73,645	663,469
Retained earnings	510,113	574,876	5,179,063
Equity attributable to owners of the parent	909,565	932,577	8,401,594
Non-controlling interests	79,190	86,411	778,478
Total equity	988,755	1,018,988	9,180,072
Total liabilities and equity	2,641,030	2,725,132	24,550,738

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Flash report for the year ended March 31, 2019 www.ricoh.com/-/Media/Ricoh/Sites/com/IR/financial_data/financial_result/data/31/q4_report.pdf

Consolidated Statements of Changes in Equity

Ricoh Company, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2018 and 2019

Millions of Yen

	Other components of equity						
	Common stock	Additional paid-in capital	Treasury stock	Remeasurement of defined benefit plan	Net gain (loss) on fair value of financial assets measured through other comprehensive income	Net gain (loss) on fair value of available-for-sale financial assets	Net gain (loss) on fair value of cash flow hedges
Balance at April 1, 2017	135,364	186,423	(37,318)	—	—	34,330	73
Profit (loss)							
Other comprehensive income (loss)					2,540	17,251	(13,334)
Comprehensive income (loss)	—	—	—	—	2,540	17,251	(13,334)
Net change in treasury stock			(11)				
Dividends declared and approved to owners							
Transfer from other components of equity to retained earnings					(2,540)		
Equity transactions with non-controlling shareholders		40					
Total transactions with owners	—	40	(11)	(2,540)	—	—	—
Balance at March 31, 2018	135,364	186,463	(37,329)	—	—	51,581	(13,261)
Cumulative effects of changes in accounting policy						10,432	(51,581)
Opening balance reflecting changes in accounting policy	135,364	186,463	(37,329)				32
Profit (loss)							
Other comprehensive income (loss)					(6,385)	(2,001)	27
Comprehensive income (loss)	—	—	—	—	(6,385)	(2,001)	27
Net change in treasury stock			(10)				
Dividends declared and approved to owners							
Transfer from other components of equity to retained earnings					6,385	(616)	
Equity transactions with non-controlling shareholders		(377)					
Other			(55)				
Total transactions with owners	—	(377)	(65)	6,385	(616)	—	—
Balance at March 31, 2019	135,364	186,086	(37,394)	—	7,815	—	59

Thousands of U.S. Dollars

	Other components of equity						
	Common stock	Additional paid-in capital	Treasury stock	Remeasurement of defined benefit plan	Net gain (loss) on fair value of financial assets measured through other comprehensive income	Net gain (loss) on fair value of available-for-sale financial assets	Net gain (loss) on fair value of cash flow hedges
Balance at March 31, 2018	1,219,495	1,679,847	(336,297)	—	—	464,694	(119,468)
Cumulative effects of changes in accounting policy						93,982	(464,694)
Opening balance reflecting changes in accounting policy	1,219,495	1,679,847	(336,297)				288
Profit (loss)							
Other comprehensive income (loss)					(57,523)	(18,027)	243
Comprehensive income (loss)	—	—	—	—	(57,523)	(18,027)	243
Net change in treasury stock			(90)				
Dividends declared and approved to owners							
Transfer from other components of equity to retained earnings					57,523	(5,550)	
Equity transactions with non-controlling shareholders		(3,397)					
Other			(496)				
Total transactions with owners	—	(3,397)	(586)	57,523	(5,550)	—	—
Balance at March 31, 2019	1,219,495	1,676,450	(336,883)	—	70,405	—	532

Millions of Yen

	Other components of equity						
	Exchange differences on translation of foreign operations	Total other components of equity	Retained earnings	Equity attributable to owners of the parent	Non-controlling interests	Total equity	
Balance at April 1, 2017	65,791	100,194	657,443	1,042,106	74,771	1,116,877	
Profit (loss)			(135,372)	(135,372)	5,733	(129,639)	
Other comprehensive income (loss)	10,843	17,300	17,300	17,300	(144)	17,156	
Comprehensive income (loss)	10,843	17,300	(135,372)	(118,072)	5,589	(112,483)	
Net change in treasury stock				(11)		(11)	
Dividends declared and approved to owners				(14,498)	(14,498)	(15,452)	
Transfer from other components of equity to retained earnings			(2,540)	2,540		—	
Equity transactions with non-controlling shareholders				40	(216)	(176)	
Total transactions with owners	—	(2,540)	(11,958)	(14,469)	(1,170)	(15,639)	
Balance at March 31, 2018	76,634	114,954	510,113	909,565	79,190	988,755	
Cumulative effects of changes in accounting policy		(27,856)	33,691	5,835		5,835	
Opening balance reflecting changes in accounting policy	76,634	87,098	543,804	915,400	79,190	994,590	
Profit (loss)			49,526	49,526	5,851	55,377	
Other comprehensive income (loss)	(10,863)	(19,222)		(19,222)	(19)	(19,241)	
Comprehensive income (loss)	(10,863)	(19,222)	49,526	30,304	5,832	36,136	
Net change in treasury stock				(10)		(10)	
Dividends declared and approved to owners			(12,685)	(12,685)	(1,101)	(13,786)	
Transfer from other components of equity to retained earnings		5,769	(5,769)	—		—	
Equity transactions with non-controlling shareholders				(377)	2,490	2,113	
Other				(55)		(55)	
Total transactions with owners	—	5,769	(18,454)	(13,127)	1,389	(11,738)	
Balance at March 31, 2019	65,771	73,645	574,876	932,577	86,411	1,018,988	

Thousands of U.S. Dollars

	Other components of equity						
	Exchange differences on translation of foreign operations	Total other components of equity	Retained earnings	Equity attributable to owners of the parent	Non-controlling interests	Total equity	
Balance at March 31, 2018	690,397	1,035,623	4,595,612	8,194,280	713,423	8,907,703	
Cumulative effects of changes in accounting policy		(250,955)	303,523	52,568		52,568	
Opening balance reflecting changes in accounting policy	690,396	784,667	4,899,135	8,246,847	713,423	8,960,270	
Profit (loss)			446,180	446,180	52,712	498,892	
Other comprehensive income (loss)	(97,864)	(173,171)		(173,171)	(171)	(173,342)	
Comprehensive income (loss)	(97,864)	(173,171)	446,180	273,009	52,541	325,550	
Net change in treasury stock				(90)		(90)	
Dividends declared and approved to owners			(114,279)	(114,279)	(9,919)	(124,198)	
Transfer from other components of equity to retained earnings		51,973	(51,973)	—		—	
Equity transactions with non-controlling shareholders				(3,397)	22,433	19,036	
Other				(496)	1	(495)	
Total transactions with owners	—	51,973	(166,252)	(118,262)	12,515	(105,748)	
Balance at March 31, 2019	592,533	663,469	5,179,063	8,401,594	778,478	9,180,072	

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Consolidated Statements of Cash Flows

Ricoh Company, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2018 and 2019

	Millions of Yen		Thousands of U.S. Dollars
	2018	2019	2019
Cash Flows from Operating Activities:			
Profit (loss)	(129,639)	55,377	498,892
Adjustments to reconcile profit for the period to net cash provided by operating activities			
Depreciation and amortization	108,327	94,288	849,441
Impairment of property, plant and equipment and intangible assets	30,140	2,138	19,261
Impairment of goodwill	145,827	581	5,234
Other income	(17,062)	(23,449)	(211,252)
Share of profit (loss) of investments accounted for using the equity method	(202)	(492)	(4,432)
Finance income and costs	8,708	3,367	30,333
Income tax expenses	5,457	28,587	257,541
Increase in trade and other receivables	(17,106)	(6,595)	(59,414)
(Increase) decrease in inventories	22,720	(30,097)	(271,144)
Increase in lease receivables	(27,922)	(13,527)	(121,865)
Increase in trade and other payables	5,215	10,024	90,306
Decrease in accrued pension and retirement benefits	(11,506)	(6,937)	(62,495)
Other, net	32,808	553	4,981
Interest and dividends received	3,902	4,123	37,144
Interest paid	(5,025)	(5,007)	(45,108)
Income taxes paid	(44,354)	(30,987)	(279,162)
Net cash provided by operating activities	110,288	81,947	738,261
Cash Flows from Investing Activities:			
Proceeds from sales of property, plant and equipment	18,484	9,707	87,450
Expenditures for property, plant and equipment	(72,285)	(72,462)	(652,811)
Proceeds from sales of intangible assets	6,554	969	8,730
Expenditures for intangible assets	(34,698)	(29,589)	(266,568)
Payments for purchases of available-for-sale securities	(1,005)	(8,639)	(77,829)
Proceeds from sales of available-for-sale securities	186	63,830	575,045
Decrease in time deposits	8,062	458	4,126
Purchase of business, net of cash acquired	(458)	(5,133)	(46,243)
Proceeds from sales of investments in subsidiaries	7,788	10,223	92,099
Others, net	(13,705)	(15,295)	(137,792)
Net cash used in investing activities	(81,077)	(45,931)	(413,793)
Cash Flows from Financing Activities:			
Net proceeds (repayments) of short-term debt	(21,180)	26,236	236,360
Proceeds from long-term debt	134,819	152,234	1,371,477
Repayments of long-term debt	(109,877)	(139,399)	(1,255,847)
Proceeds from issuance of bonds	68,285	50,000	450,450
Repayments of bonds	(50,000)	(35,000)	(315,315)
Dividends paid	(14,498)	(12,685)	(114,279)
Payments for purchase of treasury stock	(11)	(10)	(90)
Proceeds from purchase of investments in subsidiaries without change in scope of consolidation	—	3,006	27,081
Others, net	(1,131)	(1,958)	(17,639)
Net cash provided by financing activities	6,407	42,424	382,198
Effect of Exchange Rate Change on Cash and Cash Equivalents	(1,479)	1,091	9,829
Net Increase in Cash and Cash Equivalents	34,139	79,531	716,495
Cash and Cash Equivalents at Beginning of Year	126,429	160,568	1,446,559
Cash and Cash Equivalents at End of Year	160,568	240,099	2,163,054

Note: The additional payment of corporate taxes based on the transfer pricing taxation paid by the subsidiary in the United States is included in "Income taxes paid" for the year ended March 31, 2018.

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Financial data www.ricoh.com/IR/financial_data/financial_indicators/data5.html

Selected Financial Data

Ricoh Company, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31

U.S. GAAP

		Millions of Yen				
		2010	2011	2012	2013	
Related Consolidated Profit and Loss	Sales	2,015,811	1,941,336	1,903,477	1,924,497	
	Cost of sales	1,194,272	1,152,395	1,150,855	1,155,896	
	Gross profit	821,539	788,941	752,622	768,601	
	Selling, general and administrative expenses	755,638	730,870	770,690	705,167	
	Operating income (loss)	65,901	58,071	(18,068)	63,434	
	Income (loss) before income taxes	57,082	44,169	(31,937)	58,173	
	Provision for income taxes	28,065	22,410	8,223	20,838	
	Net income (loss) attributable to Ricoh Company, Ltd.	27,044	18,630	(44,560)	32,467	
	Net income (loss) attributable to Ricoh Company, Ltd. shareholders per share [in yen]					
	Basic	37.27	25.68	(61.42)	44.78	
	Diluted	36.25	25.15	(61.42)	—	
	R&D expenditure	109,346	110,553	119,027	112,006	
	Depreciation for tangible fixed assets	70,394	67,231	64,984	60,471	
	Capital investments	66,886	66,875	73,271	86,569	
	Free cash flow	97,765	36,730	(101,237)	18,059	
Debt (Short-term borrowings and Long-term indebtedness)	684,454	629,624	741,867	702,780		
Total assets	2,377,983	2,255,564	2,289,358	2,360,697		
Shareholders' equity	969,358	925,243	822,704	897,996		
Exchange rate [yen/US\$]						
	92.91	85.77	79.08	83.06		
[yen/euro]						
	131.21	113.28	109.05	107.08		

		Millions of Yen			
Sales by Category	Imaging & Solutions	1,789,717	1,712,630	1,671,100	1,685,391
	Office Imaging	1,614,347	1,381,175	1,323,263	1,329,608
	Production Printing		150,044	148,564	147,040
	Network System Solutions	175,370	181,411	199,273	208,743
	Industrial Products	101,692	107,032	98,052	93,094
	Other	124,402	121,674	134,325	146,012
	Office Printing	—	—	—	—
	Office Service	—	—	—	—
	Commercial Printing	—	—	—	—
	Industrial Printing	—	—	—	—
	Thermal Media	—	—	—	—
	Other	—	—	—	—

		Millions of Yen			
Sales by Geographic Area	Japan	876,498	875,819	886,425	870,397
	Overseas	1,139,313	1,065,517	1,017,052	1,054,100
	The Americas	558,942	520,000	468,728	496,605
	Europe	456,563	428,519	421,373	421,740
	Other	123,808	116,998	126,951	135,755

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Per share data www.ricoh.com/IR/financial_data/financial_indicators/data7.html

Sales by product category and area www.ricoh.com/IR/financial_data/financial_indicators/data6.html

International Financial Reporting Standards (IFRS)

		Millions of Yen							Thousands of U.S. Dollars	
		2013	2014	2015	2016	2017	2018	2019	2019	
Related Consolidated Profit and Loss	Sales	1,811,814	2,108,475	2,151,404	2,209,028	2,028,899	2,063,363	2,013,228	18,137,189	
	Cost of sales	1,062,204	1,235,250	1,244,486	1,327,064	1,240,271	1,272,357	1,246,345	11,228,333	
	Gross profit	749,610	873,225	906,918	881,964	788,628	791,006	766,883	6,908,856	
	Selling, general and administrative expenses	676,055	752,880	794,014	799,406	755,393	777,917	702,912	6,332,541	
	Operating profit (loss)	73,555	120,345	115,765	102,295	33,880	(115,676)	86,839	782,333	
	Profit (loss) before tax	68,082	118,063	112,297	95,684	29,955	(124,182)	83,964	756,432	
	Income tax expenses	24,264	39,611	38,598	28,378	20,518	5,457	28,587	257,540	
	Profit (loss) attributable to owners of the parent	38,915	72,818	68,562	62,975	3,489	(135,372)	49,526	446,180	
	Earnings per share attributable to owners of the parent [in yen and US\$]									
	Basic	53.67	100.44	94.58	86.87	4.81	(186.75)	68.32	0.62	
	Diluted	—	—	—	—	—	—	—	—	
	R&D expenditures	112,006	116,222	118,782	118,583	114,398	111,015	111,013	1,000,117	
	Depreciation for tangible fixed assets	54,376	63,305	70,924	68,740	68,007	68,436	65,437	589,523	
Capital expenditures	79,287	72,993	75,976	83,778	75,447	72,285	72,462	652,811		
Free cash flow	15,575	23,956	(40,913)	(4,280)	(18,416)	29,211	36,016	324,468		
Interest-bearing debt	702,335	724,164	790,580	852,800	859,743	881,901	933,419	8,409,180		
Total assets	2,391,163	2,596,618	2,730,207	2,776,461	2,759,287	2,641,030	2,725,132	24,550,738		
Equity attributable to owners of the parent	913,705	1,029,413	1,084,167	1,077,813	1,042,106	909,565	932,577	8,401,594		
Exchange rate [yen/US\$]										
	83.06	100.29	109.89	120.12	108.39	110.91	110.95	—		
[yen/euro]										
	107.08	134.47	138.85	132.68	118.82	129.67	128.46	—		

		Millions of Yen							Thousands of U.S. Dollars
Sales by Category	Imaging & Solutions	1,611,210	1,877,668	1,916,676	1,974,510	1,792,064	—	—	—
	Office Imaging	1,264,286	1,406,736	1,439,723	1,432,065	1,274,888	—	—	—
	Production Printing	147,040	180,092	191,991	223,815	206,202	—	—	—
	Network System Solutions	199,884	290,840	284,962	318,630	310,974	—	—	—
	Industrial Products	93,094	110,007	117,772	125,465	124,886	—	—	—
	Other	110,893	120,800	116,956	109,053	111,949	—	—	—
	Office Printing	—	—	—	—	1,165,979	1,144,053	1,086,428	9,787,640
	Office Service	—	—	—	—	425,612	447,973	481,392	4,336,865
	Commercial Printing	—	—	—	—	186,110	185,933	185,292	1,669,297
	Industrial Printing	—	—	—	—	11,883	19,200	20,692	186,414
	Thermal Media	—	—	—	—	52,287	61,458	66,368	597,910
	Other	—	—	—	—	182,028	204,746	173,056	1,559,063

		Millions of Yen							Thousands of U.S. Dollars
Sales by Geographic Area	Japan	760,885	817,964	759,580	761,590	767,522	799,904	805,799	7,259,450
	Overseas	1,050,929	1,290,511	1,391,824	1,447,438	1,261,377	1,263,459	1,207,429	10,877,739
	The Americas	496,857	589,160	648,545	693,786	609,098	577,559	567,442	5,112,090
	Europe, Middle East and Africa	418,418	519,103	532,375	531,002	456,471	477,554	458,856	4,133,838
	Other	135,654	182,248	210,904	222,650	195,808	208,346	181,131	1,631,811

We have restated the consolidated financial statements due to changing the year-ends of our subsidiaries from the year ended March 31, 2012. We also recalculated the figures for the year ended March 31, 2010 and the year ended March 31, 2011 for reference purposes. Product lines included in the product categories were changed from the year ended March 31, 2013. We also recalculated the figures for the year ended March 31, 2011 and the year ended March 31, 2012 for reference purposes. Middle East and Africa sales have shifted from Other to Europe as of the year ended March 31, 2013. We also recalculated the figures for the year ended March 31, 2011 and the year ended March 31, 2012 for reference purposes. The compilation method has been changed from the year ended March 31, 2015, such as the reclassification of certain products, e.g., from Production Printing to Industrial Products. We also recalculated the figures for the year ended March 31, 2014 for reference purposes. We have retroactively adjusted the IFRS-based data from the year ended March 31, 2013 due to the change in reporting of some lease transactions from a gross basis to a net basis as of the year ended March 31, 2016.