

Financial Highlights

	The Year Ended March 31					
	2014	2015	2016	2017	2018	
Key performance indicators (for fiscal year)	(billions of yen)					
Sales	2,108.4	2,151.4	2,209.0	2,028.8	2,063.3	
Japan	—	759.5	761.5	767.5	799.9	
The Americas	—	648.5	693.7	609.0	577.5	
Europe, Middle East and Africa	—	532.3	531.0	456.4	477.5	
Other	—	210.9	222.6	195.8	208.3	
Overseas total	—	1,391.8	1,447.4	1,261.3	1,263.4	
Gross profit	873.2	906.9	881.9	788.6	791.0	
Operating profit (loss)	120.3	115.7	102.2	33.8	(115.6)	
Profit (loss) attributable to owners of the parent	72.8	68.5	62.9	3.4	(135.3)	
Capital investments (property, plant and equipment)	72.9	75.9	83.7	75.4	72.2	
Depreciation and amortization (property, plant and equipment)	63.3	70.9	68.7	68.0	68.4	
Research and development expenditure	116.2	118.7	118.5	114.3	111.0	
Financial position (at fiscal year-end)						
Total assets	2,556.9	2,730.2	2,776.4	2,759.2	2,641.0	
Equity attributable to owners of the parent	1,017.9	1,084.1	1,077.8	1,042.1	909.5	
Interest-bearing debt (on corporate bonds and borrowings)*	724.1	790.5	852.8	859.7	881.9	
Net interest-bearing debt*	580.0	651.9	684.2	724.6	721.2	
Cash flows (for fiscal year)						
Cash flows from operating activities	146.8	102.5	99.8	88.2	110.2	
Cash flows from investing activities	(122.9)	(143.4)	(104.1)	(106.7)	(81.0)	
Cash flows from financing activities	(923.6)	29.9	42.6	(19.9)	6.4	
Cash and cash equivalents at end of year	533.0	137.7	167.5	126.4	160.7	
Free cash flow	23.9	(40.9)	(4.2)	(18.4)	29.2	
Financial Indices						
Operating margin	(%)	5.7	5.4	4.6	1.7	(5.6)
Return on equity	(%)	7.5	6.5	5.8	0.3	(13.9)
ROIC	(%)	—	—	—	—	—
Net debt-to-equity ratio*	(Times)	0.56	0.60	0.63	0.70	0.79
Equity attributable to owners of the parent ratio	(%)	39.6	39.7	38.8	37.8	34.4
Shareholder returns						
Dividends paid		23.9	24.6	25.3	25.3	10.8
Dividend payout ratio	(%)	32.9	35.9	40.3	727.7	—
Share repurchase costs		—	—	—	—	—
Total return ratio	(%)	32.9	35.9	40.3	727.7	—
Per-share data	(yen)					
Profit attributable to owners of the parent		100.44	94.58	86.87	4.81	(186.75)
Dividend		33	34	35	35	15
Equity per share attributable to owners of the parent		1,420.04	1,495.61	1,486.87	1,437.62	1,254.79
Foreign exchange rates						
U.S. dollar (at fiscal year-end)	(\$)	102.92	120.17	112.68	112.19	106.24
Euro (at fiscal year-end)	(€)	141.65	130.32	127.70	119.79	130.52
U.S. dollar (average for fiscal year)	(\$)	100.29	109.89	120.12	108.39	110.91
Euro (average for fiscal year)	(€)	134.47	138.85	132.68	118.82	129.67

* Interest-bearing debt: Corporate bonds and borrowings

Ricoh's consolidated financial statements have been prepared in accordance with IFRS.

For Critical Accounting Policies and Notes to Consolidated Financial Statements, please refer to securities reports.

 [Refer to our website](#) [Financial Results](#) [Securities Reports](#) [Excel financial and performance download link](#)

	The Year Ended March 31						
	2019	2020	2021	2022	2023	2024	
Key performance indicators (for fiscal year)	(billions of yen)						
Sales	2,013.2	2,008.5	1,682.0	1,758.5	2,134.1	2,348.9	
Japan	805.7	872.3	753.0	705.2	803.9	865.6	
The Americas	567.4	534.1	386.6	443.6	600.8	659.7	
Europe, Middle East and Africa	458.8	436.4	393.4	450.1	546.4	623.7	
Other	181.1	165.5	149.0	159.5	182.9	199.8	
Overseas total	1,207.4	1,136.2	929.0	1,053.3	1,330.2	1,483.3	
Gross profit	766.8	721.5	572.3	622.6	745.4	820.0	
Operating profit (loss)	86.8	79.0	(45.4)	40.0	78.7	62.0	
Profit (loss) attributable to owners of the parent	49.5	39.5	(32.7)	30.3	54.3	44.1	
Capital investments (property, plant and equipment)	72.4	86.5	42.1	37.3	45.4	53.2	
Depreciation and amortization (property, plant and equipment)	65.4	62.5	45.3	39.8	41.9	44.0	
Research and development expenditure	111.0	102.8	90.3	96.7	107.7	109.8	
Financial position (at fiscal year-end)							
Total assets	2,725.1	2,867.6	1,887.8	1,853.2	2,149.9	2,286.1	
Equity attributable to owners of the parent	932.5	920.3	920.2	902.0	931.5	1,038.7	
Interest-bearing debt (on corporate bonds and borrowings)*	933.4	245.6	294.6	302.5	427.2	420.0	
Net interest-bearing debt*	693.2	(17.2)	(40.4)	62.1	205.1	242.7	
Cash flows (for fiscal year)							
Cash flows from operating activities	81.9	116.7	126.9	82.4	66.7	125.6	
Cash flows from investing activities	(45.9)	(164.5)	(63.5)	(59.3)	(133.9)	(97.8)	
Cash flows from financing activities	42.4	75.7	(4.0)	(131.6)	35.4	(82.9)	
Cash and cash equivalents at end of year	240.0	263.6	330.3	234.0	210.8	169.6	
Free cash flow	36.0	(47.8)	63.4	23.1	(67.2)	27.7	
Financial Indices							
Operating margin	(%)	4.3	3.9	(2.7)	2.3	3.7	2.6
Return on equity	(%)	5.4	4.3	(3.6)	3.3	5.9	4.5
ROIC	(%)	—	—	—	2.8	4.9	3.3
Net debt-to-equity ratio*	(Times)	0.74	(0.09)	(0.12)	(0.01)	0.15	0.17
Equity attributable to owners of the parent ratio	(%)	34.2	32.1	48.7	48.7	43.3	45.4
Shareholder returns							
Dividends paid		16.6	18.8	10.8	16.9	20.7	21.8
Dividend payout ratio	(%)	33.7	47.6	—	57.3	38.6	49.6
Share repurchase costs		—	—	7.2	92.7	30.0	7.5
Total return ratio	(%)	33.7	47.6	—	362.6	93.8	66.7
Per-share data	(yen)						
Profit attributable to owners of the parent		68.32	54.58	(45.20)	45.35	88.13	72.58
Dividend		23	26	15	26	34	36
Equity per share attributable to owners of the parent		1,286.56	1,270.47	1,281.29	1,416.08	1,529.46	1,722.07
Foreign exchange rates							
U.S. dollar (at fiscal year-end)	(\$)	110.99	108.83	110.71	122.39	133.53	151.41
Euro (at fiscal year-end)	(€)	124.56	119.55	129.80	136.70	145.72	163.24
U.S. dollar (average for fiscal year)	(\$)	110.95	108.80	106.05	112.36	135.49	144.53
Euro (average for fiscal year)	(€)	128.46	119.55	129.80	130.55	140.91	156.74

Future Financial Highlights

Environment

		The Year Ended March 31				
		2021	2022	2023	2024	
Decarbonization	Energy	(TJ) Total energy consumption	3,697	3,475	3,519	3,295
	Electricity consumption	(MWh) Total electricity consumption	474,278	468,872	479,622	455,054
		(MWh) Electricity from renewable energy sources	82,057	118,481	144,555	152,993
		(%) Renewable energy ratio	17.3	25.3	30.1	33.6
	Greenhouse gases	(1,000t CO ₂ -eq) Scope 1	117.3	116.0	115.5	107.4
		(1,000t CO ₂ -eq) Scope 2 market base	172.7	146.5	134.4	118.8
		(1,000t CO ₂ -eq) Scope 1 and 2 total	290.0	262.5	249.9	226.3
		(1,000t CO ₂ -eq)/billions of yen Emissions per sales unit	17.2	14.9	11.7	9.6
		(FY2015 emissions: 457.9) (%) Scope 1 and 2 reduction rate (from FY2015)	36.7	42.7	45.4	50.6
	Resource circulation	(1,000t CO ₂ -eq) Scope 3	1,585	1,522	1,591	1,434
(FY2015 emissions: 2,333) (%) Scope 3 reduction rate (from FY2015)		32.1	34.8	31.8	38.5	
Virgin material usage ratio		(%)	90.7	87.9	84.9	78.9
Water	(1,000 m ³) Water withdrawal	3,266	3,184	3,170	3,124	
	(1,000 m ³) Water discharge	2,418	2,412	2,572	2,234	
	(%) Percentage of water reused and recycled	8	7	7	8	
	Waste	(t) Total amount of waste	59,997	62,593	67,169	57,682
		(t) Final disposal amount	259	364	383	310
Conservation of biodiversity	(%) Resource recovery rate	98.1	98.0	98.5	98.6	
	Environmentally sensitive chemicals	(t) Amount used	3,632	3,456	3,697	3,288
		(t) Amount discharged	658	742	749	579
	Chemical substances subject to Pollutant Release and Transfer Register	(t) Amount used	1,111.6	1,389.0	1,352.4	1,032.5
		(t) Amount discharged	175.7	311.4	315.6	234.5
		(t) Amount transferred	49.2	147.4	156.7	120.8
	Air pollutants	(t) Sulphur oxide emissions	2.0	3.7	3.2	4.1
		(t) Nitrogen oxide emissions	53.8	46.5	53.6	50.6
	Conservation of biodiversity	(t) Volatile organic compound emissions	602	669	681	524
		(tree) One Million Trees Project Number of trees planted	92,000	149,000	97,000	115,000

Social

		The Year Ended March 31				
		2021	2022	2023	2024	
Human resources	Number of employees (on consolidated basis)	(people) Total	81,184	78,360	81,017	79,544
		(people) Japan	30,369	29,454	31,800	31,064
		(people) The Americas	19,389	18,648	19,227	18,299
		(people) Europe, Middle East and Africa	16,136	15,729	16,234	16,867
		(people) China	6,823	6,541	6,135	5,483
		(people) Asia Pacific	8,467	7,988	7,621	7,831
	Ratio of full-time male to female employees	Males to females Ricoh Company, Ltd.	84:16	84:16	83:17	83:17
		Males to females Ricoh Group (Japan)	82:18	82:18	81:19	81:19
		Males to females Ricoh Group (Global)	71:29	71:29	71:29	70:30
	Gender pay gap for all employees	(%; males to females) Ricoh Company, Ltd.	—	—	78.0	78.6
(%; males to females) Global		—	—	80.9	83.3	
Female-held managerial position ratio	(%) Ricoh Company, Ltd.	5.4	6.0	6.6	7.2	
	(%) Ricoh Group (Japan)	5.8	6.3	6.7	7.7	
	(%) Ricoh Group (Global)	15.1	15.6	15.9	16.5	
Average years of service	(years) Male	20.0	20.9	20.4	20.1	
	(years) Female	20.5	20.2	21.1	20.8	
Employee turnover rate	(%) Ricoh Company, Ltd.	1.9	2.8	2.9	2.7	
	Ricoh Group (Global)	14.7	13.0	11.3	11.8	
Childcare leave rate (Ricoh Group Japan)	(%) Male	82.4	94.8	98.2	90.2	
	Female	100.6	97.0	110.1	105.4	
Employment rate of workers with disabilities	(%) (Ricoh special subsidiary group)	2.42	2.52	2.52	2.51	
	Ricoh Group (Global)	1.53	1.63	1.66	1.68	
Average training hours per employee	(hours) Ricoh Group (Global)	19.3	38.0	45.1	31.2	
Average training cost per employee	(yen) Ricoh Group (Global)	83,751	90,712	92,495	95,594	
Engagement Score	(percentile) Global	3.57	3.65	3.73	3.79	
	(percentile) Japan	3.40	3.47	3.51	3.57	
	(percentile) North America	3.83	3.92	4.00	4.00	
	(percentile) Latin America	3.63	3.64	3.96	3.90	
	(percentile) Europe	3.53	3.63	3.83	3.92	
	(percentile) APAC	3.86	3.93	3.97	4.03	
Occupational health and safety	Occupational accident rate	Ricoh Company, Ltd.	0.06	0.13	0.19	0.33
	Ricoh Group (Global)	1.33	0.97	1.04	1.15	
Occupational accident severity rate	Ricoh Company, Ltd.	0.0002	0.0037	0.0008	0.017	
	Ricoh Group (Global)	—	0.03	0.02	0.03	
Innovation management	(patents) Japan	16,629	15,372	14,899	13,637	
	Overseas	23,829	22,105	20,093	18,487	
Contributing to society	Hours of employee social contribution activities (hours) Ricoh Group (Global)	88,559	79,654	130,931	102,738	
	Total social contribution expenditure (millions of yen) Ricoh Group (Global)	602	548	1,916	542	